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# Development and Management of Innovative Processes in Industrial Enterprises

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**Abstract:** The main features of the development and management of innovative processes in industrial enterprises are highlighted in the scientific article. Experiences of countries where innovative models of modern development and "smart" technologies are implemented, the state of formation of a competitive environment in world markets, ways of using innovative ideas and developments in the export of natural resources are studied.

**Key words:** innovation, innovation process, innovation management, supply and demand, production, optimization of resources, principles of innovative development, economic mechanism, competition, discovery, invention, scientific and construction projects.

**Enter.** The world model shows that continuous testing of innovations that ensure quality development in all areas has become the driving force of society and economic development. Countries where innovative models of modern development and "smart" technologies are implemented are the most successful and stable. The advanced development of such countries, their competitiveness in the world markets, is not based on the export of natural resources and physical labor, but on the basis of innovative ideas and developments.

It is necessary to turn our republic into a stable market economy with a high share of innovation and intellectual contribution in production, a modern and competitive industry in the global market, including a rapidly developing country with a favorable investment and work environment. Future reforms cannot be achieved without fully transferring Uzbekistan to the innovative model of development.workIt requires the creation of an effective system of incentives.

When studying the scientific and technical potential of an industrial enterprise in the conditions of Uzbekistan, its connection with scientific research institutes, universities and other scientific centers is taken into account. Another important issue is the issue of supplying the product with raw materials. It should be clear where, from which company it will be purchased and in which market the product will be sold. When choosing a promising technology, the study of the patent market will not be without a purpose.

Typically, imitative innovation is used in existing technologies. Here, it is possible to avoid the risks and reduce the costs incurred in the previous stages.

In original innovation, a new product is created and sold in new markets, and this is where the enterprise faces uncertainties. Long-term research and changes in the market often lead to negative consequences for enterprises that develop original innovations. It can be seen that imitative innovations carried out in industrial enterprises have a high probability of success.

**Analysis of literature on the topic.** During the period of management of innovative processes in industrial enterprises, the main tool that ensures the movement of participants is the mechanisms that create economic relations and ensure the harmony of interests. The nature of the mechanisms that

ensure the activity of innovative processes have been analyzed in many literatures, and the theoretical and methodological aspects of their economic, financial, legal, motivational, political and organizational aspects have been researched.

The classification of innovations, consisting of two main points of view, consists of the following:

1. According to the identification mark, we offer a description of the consuming entity. If innovations are used in enterprises (organizations, state organizations, firms), then they are technological innovations. If the consumer subject is a separate individual, then it is possible to talk about consumer innovations according to the purpose. The conditional nature of such a classification is expressed by a large number of innovations, which can be included in both technological and consumer innovations at the same time.

2. Innovations are divided into technical and organizational types. Next can be included the change of the social content system. It usually refers to a new product, technology or service based on technical innovation. Sometimes successful innovation is based on the combination of the effects of changes in products, processes and services at the same time. However, most companies have organizational aspects and realize it in the form of innovations that quickly justify the investment.

An important description of the implementation of innovations was developed with the views of innovation and the stages of their implementation and the activities indicated within the framework of the realization of the results. Innovative processes can be implemented at different stages (scientific, technical, technological, operational). All forms of innovation (outside the basic research phase) are commercially exploited as inventions.

Today, the introduction of news is becoming a daily routine. At the same time, the problem of introduction of innovations is broad: it is not only new technique or technology, but also all introduced innovations, including economic, organizational, management innovations. [1]

G.J. According to Khasanova, "Innovation activity" is not a type of activity, but a description of it. The field of innovation would not exist because any activity and any field would introduce innovations (e.g. knowledge, technologies, applications, approaches) to achieve an outcome (e.g. social, market, defense) characterized by high demand for it. , can be an innovation".[2]

In our opinion, it is important to classify innovations in this way. Because, along with the innovation itself, its signs and characteristics as a process are diverse and colorful. In most cases, the types of innovation presented in one source are expressed in a different order or structure in other sources. For example, as a confirmation of these points, G.J. After the above classification cited by Khasanova, the author emphasizes that there are also types of innovations, such as technical, technological, organizational-management, informational and social innovation, which are differentiated based on the criteria of product and technological, fields of application and stages of scientific and technical development.[2]

In the world economic literature, the concept of "innovation" is interpreted as a process that creates real scientific and technical potential, new products and technologies.[3]

In the concept of innovation or "implementation of new combinations", Y. Schumpeter included strategic advantages and achievements obtained through continuous improvement of the organization, product or production process. He indicated the following five situations[4]: new product development; introduction of a new method of production; mastering a new sales market; having a new source of raw materials or semi-finished products; appropriate reorganization, for example, the provision of monopoly status.

According to Y. Schumpeter, the role of the money market is also important in the implementation of innovations. Y. For Schumpeter, capital is "the sum of means of payment that should be given to entrepreneurs". It is in the money market that economic projects are compared, development is financed, "the value system of the future emerges".

V. M. Palterovich proposes to divide technological innovations into imitations that repeat the innovations introduced in other countries and innovations that are implemented for the first time in the world.[5]

Today, the author of the theory of big business cycles N.D. Kondratev's scientific research is becoming more relevant.[6] According to this theory, the modern crisis started in the late 1980s as a new era, that is, a falling wave - the transition of the economic system to the process of "reloading" and getting rid of the "soap bubble" and its total devaluation of the excessively accumulated capital. made a sharp turn towards the era.

Y. According to Schumpeter, "the processes that occur during depression express uncertainty and chaos, which we understand as a search for a new balance, adaptation to relatively rapid and serious changes in general conditions".[7]

Competitiveness at the national level, M. According to Porter, it is to keep productivity consistently higher than competitors through regular processes of invention and innovation.[8]

The emergence of the basis for the process of perfection in the world economy K. It can be explained by Freeman's theory of "techno-economic paradigms". K. According to Freeman's theory, in each cycle of Kondratev-Schumpeter, one "techno-economic paradigm" dominates, which determines the priority position of one of the sectors in the world economy.[9] This paradigm includes the best practical knowledge system of the leading countries of the world economy.

**Research methodology.** In the article, a comparative comparison of the importance of managing innovative processes in industrial enterprises, the study of statistical data and economic comparison and analysis, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction methods are widely used.

**Analysis and results.**Today, the development and competitiveness of enterprises is determined not only by new knowledge, scientific research and experimental design developments, but also by the effective use of innovations.

Innovative activity is a unique productive force that leads to the integration of science and technology, material production and business.

The following can be included in the main types of innovative activities: fundamental and applied research; scientific research and experimental design developments (IITKI); patent activity, licensing, know-how; certification and standardization of innovative products; investing in innovative activities, attracting investment; search for new ideas and solutions, find partners for implementation and financing of innovative projects; identifying markets for marketing and sales of innovative products, searching for new customers; training and retraining of personnel for innovative activities.

In the international experience, the classification of innovations is classified according to three types of results of innovative activity: a new or improved product sold on the market; modernized and improved technological process used in practice. In addition, new social services are considered as innovative products.

Innovations are also divided into types by sector.

Innovations in enterprises can be divided into:

1. Innovations at the entrance of the enterprise - raw materials, materials, machines and equipment, information, etc.
2. Innovations at the output of the enterprise - changes in products, services, technology, information products, etc.
3. Innovations related to the structure of the enterprise - changes in management system, production system, technological systems.

According to the source of origin, innovation occurs:

- ✓ due to the progress of science and technology;
- ✓ according to production needs;
- ✓ according to market demand.

It is possible to enter the fourth and fifth technological plan of the development of the economy and industrial production of Uzbekistan. The development of the engineering industry, the development of cooperation in the industry, leads to the development of small businesses in this area. The development of the electronic and chemical industry creates the ground for the innovative development of all other industries.

**Technological innovations**are the result of innovative activities, which are expressed in new or improved products and services introduced to the market or in a new or improved process and production method used in practical activities.

**Product innovation**- a new or improved product introduced into production.

New technological products - mobile phones, laptops, computers, etc.

A technologically improved product is a product in which the components of the manufactured product are replaced by new efficient components (for example, Pentium II and Pentium III from computers, mechanical and electronic clocks).

A new or improved product may be based on a completely new technology or a combination of existing technology or the result of research and development. But the product can be new to the enterprise without being new to the market.

Managementshkdevelop scientific and economic mechanismsworkThe specific characteristics of the innovation processes necessary for It is an important step in the analysis of innovation, and a number of its main features are classified according to it. Based on the results of the scientific research carried out by the author, a classification of specific signs describing the characteristics of innovations and representing the characteristics and different aspects of different types of innovations was developed (Table 1).

**Table 1. Classification of innovation types**

| Classification marks | Types of innovation |
|---|---|
| According to importance | Basic, updated, fake innovations |
| According to directions | Urn-filling, rational, expanding |
| According to the degree of change | Change default styles (zeroth order), resize (first order), regroup (second order), adapt changes (third order), new variant (fourth order), new generation (fifth order), new look (sixth order), new product (seventh order). |
| This is the attitude towards the development of innovations | Innovations developed by the enterprise; innovations developed with the help of external forces. |
| According to the scale of promotion | To create a new network, to be valid in all networks. |
| According to its role in the production process | Main (product and technological), additional (product and technological). |
| According to the description of the satisfaction of the need | New features, existing features. |
| According to the level of novelty | Scientifically created innovation based on the application of new methods to existing ones. |
| Depending on the time to market | Leading innovation, innovation that follows. |
| According to the reasons for the emergence | Reactive, strategic |
| | Food, new types of products, new modern materials, markets, new |

| | |
|---|---|
| According to the subject and scope of application | aspects of production, new markets, production, management and administration, scientific-technical, socio-cultural. |

The process of creation and dissemination of innovations is considered as an innovation process. It can be simplified in the form of an innovation chain, that is, in the form of interrelated stages.

At the first stage of the innovation process, new ideas are formed on the basis of fundamental, applied scientific research and experimental design developments. In the second stage, innovation is created, where a trial copy of the innovative product is created, it is tested, an innovative product project is developed, the new product is mastered, and serial production is launched.

In the third stage of the innovation process, the innovative product is distributed. Marketing service plays an important role in the diffusion of innovation.

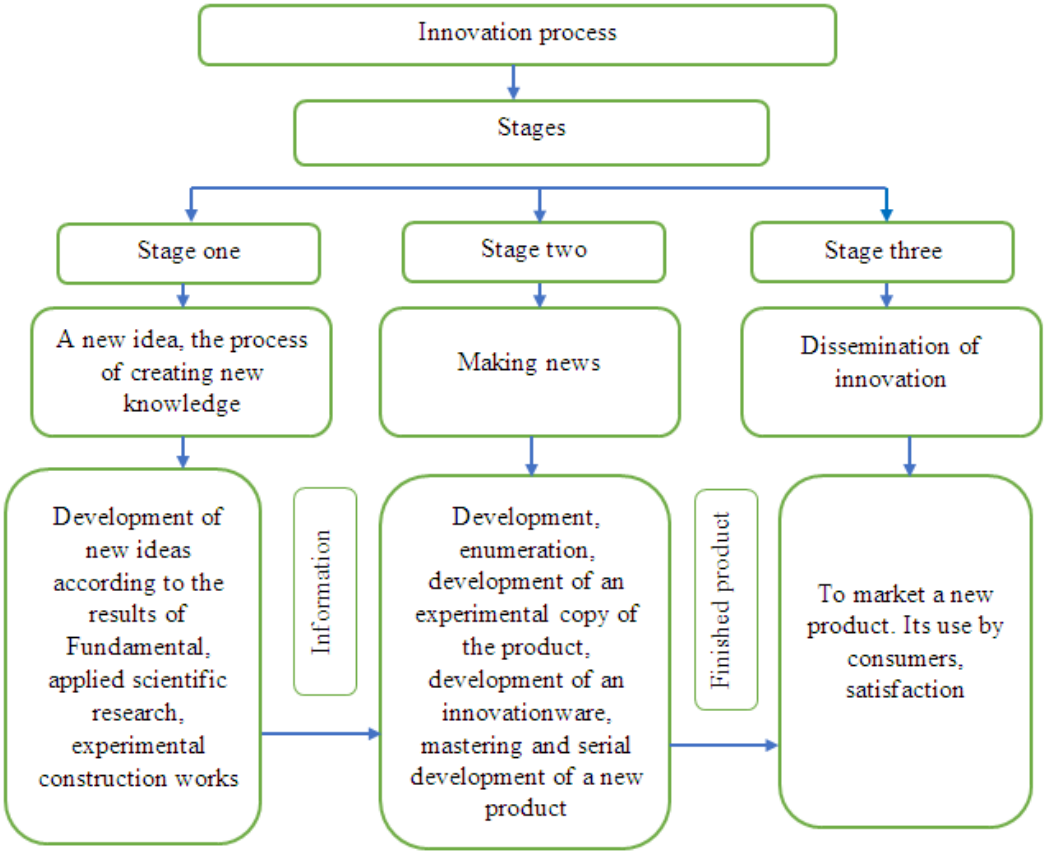


**Figure 1. Stages of the innovation process**

Entrepreneurs can operate independently at each of the stages of the innovation process, because in market conditions, new knowledge, pilot-constructive developments, innovative goods and services are considered goods and they can be put on the market.

Russian scientists used the theory of "big cycles" or "long oscillations" of the Russian scientist N.D. Kondratev in studying innovations. This theory expresses that the development of the country's economy is connected with scientific-technical, innovative development.

The first technological period (TU) covers the years 1970-1830. The textile industry, mechanical engineering, iron production, and the discovery of the water engine took place in this region. The driving force behind the development was the production of cast iron and the discovery of the water engine. The development of the first TU is England.

Second TU, 1830-1880 years. The invention of the steam engine, the construction of railways, the development of transport, the construction of machine-steamers, coal, machine tools, the instrumental industry, and the ferrous metallurgy industry. Driving factor: steam engine, lathes, mainly in USA and France.

Third TU, 1880-1930 years. Electrical engineering, heavy machinery, steel smelting and casting, development of power transmission lines and development of inorganic chemistry. Driving factor: electric motor, steel production. Leading country: USA.

Fourth TU, 1930-1980 years. Automobile and tractor production, synthetic materials, development of organic chemistry, oil production and refining. Driving factor: internal combustion engine, petrochemicals. Leading countries: USA, USSR.

Fifth TU, 1980-2000 years. The development of electronic industry, computer technology, optical fiber technology, telecommunications, robotic technology, gas production and processing, and information service. Driving force: microelectronics components. Leading countries: USA, Japan.

Sixth TU, years after 2000. Development of biotechnology, nanotechnology, artificial intelligence system, global information networks, integrated high-speed transport systems based on the achievements of robotics, molecular biology and genetic engineering. Driving force: robotics, nanotechnology. Leading countries: USA, Japan.

Innovations must meet the following selection criteria: novelty, practical importance, the ability to produce it, the ability to sell it on the market, and meet the requirements of the efficiency of innovative activity. All the resources necessary for the enterprise to implement its innovative activities indicate its innovative potential. Here, it is necessary to take into account not only the internal resources of the enterprise, but also its ability to use external resources. Most importantly, in addition to the full and effective use of resources, their renewal, modernization and improvement are also important in ensuring the competitiveness of the enterprise.

According to the network structure of the life cycle, innovations are divided into the sphere of consumption, the sphere of application, and the process of creation. According to the level of change, the classification of innovations includes the reasons discussed above in many cases. But regardless, it is present in the network under consideration, and allows to follow the process of successively gaining from low-level innovations to high-level innovations, and according to its development, it is classified according to other signs.

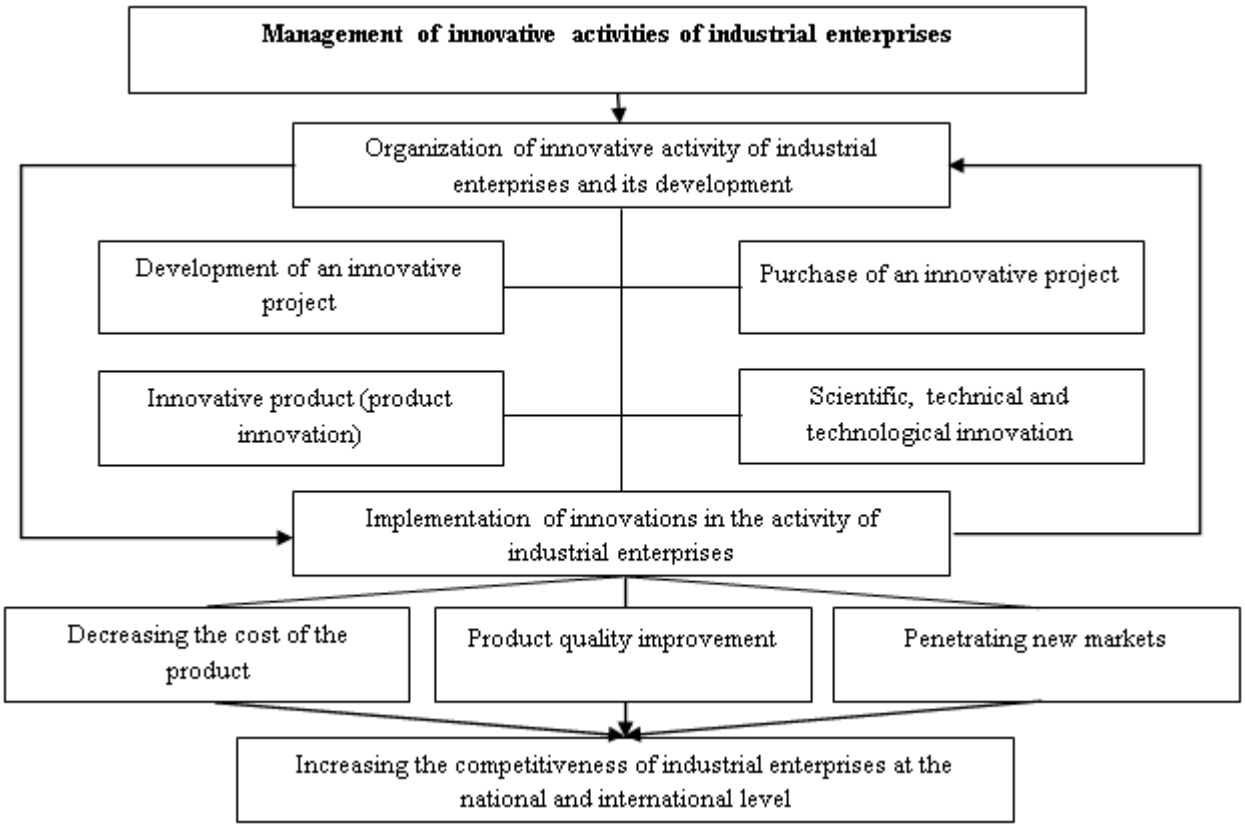


**Figure 2. Impact of management of innovative activities in industrial enterprises on the increase of the level of competitiveness**

Zero-order innovation is a restoration of the original properties of the network, preserving and updating its existing functions. Innovations of the first order - changes in quantitative properties of the network are considered. Innovation of the second order involves the regrouping of network components in order to improve network performance. Innovation of the third order is the process of changing the elements of the production network in order to adapt to each other. Innovations of the fourth order are new options, changes that go beyond the scope of normal adaptation, in which the primary characteristics of the network do not change - some of their useful properties may change. A fifth-order innovation is a new generation, which means that all or most of the properties of the network change. The main structural concept does not change. Innovation of the sixth order is a new appearance, a qualitative change of the initial properties of the system, its concept is the immutability of functional principles. Innovation of the seventh order is a new type, which includes higher changes in the functional properties of the system.

We believe that it is appropriate to use the following formula to evaluate the effectiveness of innovation management in industrial enterprises in general:

$$ИБХС_{коэф} = \frac{\sum ИБСК}{1000} * 100\%$$

Here:

$ИБХС_{коэф}$- state of innovative management of the industrial enterprise and its coefficient of efficiency

$\sum ИБСК$- a summary of the results recorded by the industrial enterprise on the state of innovative management and efficiency indicators.

When evaluating the efficiency of management of innovative activities of industrial enterprises, it is appropriate to determine the costs of mastering new technologies, training and improving the qualifications of personnel, and taking into account the average annual value factors of progressive techniques.

**Table 2. Grouping of general indicators obtained on the state of innovative management and its efficiency in an industrial enterprise**

| $ИБХС_{коэф}$ | **Level of management efficiency** | **Description of the innovation management efficiency indicator of the enterprise** |
|---|---|---|
| 0-39% | Low (unsatisfied) | The innovative management of the enterprise is considered ineffective, and resources are used unreasonably in the organization of innovative activities |
| 40-79% | Moderate (satisfactory) | Innovative management in the enterprise is not well established, or due to the presence of relevant shortcomings, the goals set in innovative management are not fully achieved, including insufficiently effective use of resources in the organization of innovative activities. |
| 80-100% | Highly (effective) | Due to the correct and effective implementation of innovative management in the enterprise, innovative activities allow to achieve high results. In particular, resources are used wisely in the organization of innovative activities in the enterprise. |

It is appropriate to use the rating method when evaluating the innovation potential of industrial enterprises. Therefore, the rating method can be used in the cross-section of enterprises, sectors and industries, or in the assessment of the innovative potential of regions. As a result of the implementation of such a rating assessment method, it will be possible to find new opportunities for the development of enterprises, increasing the level of competitiveness.

According to the national rating criteria, the evaluation indicators of the innovative potential of industrial enterprises are divided into several stages:

1. The initial data defining the innovative potential of industrial enterprises are tabulated using a matrix in the form of kij.
2. The maximum amount for each indicator is found and set separately as a benchmark.

*kij*the initial data are expressed in relation to the reference indicator through a matrix of the form:

$$x_{ij} = \frac{k_{ij}}{\max k_{ij}}$$

3. The rating value of each j-industrial enterprise is evaluated as follows:

$$R_j = \sum_{j=1}^{n} \sqrt{(1 - x_{nj})^2}$$

4. The rating value of the industrial enterprise with the smallest Rj indicator will be the highest.

Based on the above considerations, a three-factor regression function was created that determines the interdependence of the factors related to the size of the innovative product production of the industrial enterprise by determining the factors affecting the improvement of the efficiency of the management of innovative activities in industrial enterprises and giving it a quantitative assessment:

$$Y = f(YATOX, KOKOX, KPTOYQ)$$

Having studied the factors affecting this three-factor functionan innovative product of an industrial enterprisethe production volume model looks like this:

$$LN(Y) = \beta 0 + \beta 1 * \mathrm{LN}(\mathrm{YATOX}) + \beta 2 * \mathrm{LN}(\mathrm{KOKOX}) + \beta 3 * \mathrm{LN}(\mathrm{KPTOYQ}) + \mu,$$

Here:

Y- production volume of innovative products of the industrial enterprise;

YATOX – costs of adopting new technologies;

KOKOX – costs of staff training and qualification improvement;

KPTOYQ-average annual value of progressive techniques in the enterprise;

$\beta_0, \beta_1, \beta_2, \beta_3$ – regression coefficients; $\mu$ – average error rate.

In the modelan innovative product of an industrial enterprisecosts affecting production volume were obtained, but indicators affecting the efficiency of innovative management of industrial enterprises were not included. In our view, fundamental and technological innovation are similar and have the same characteristics as product innovation. In short, get innovation at the lower end of the spectrum with adequate resources and profitability opportunitiesworkopportunities, achievements and knowledge will be changed to the next level.

**Summary.** Realize innovationworkIt is appropriate to come to the following conclusions on the basis of determining the classification of the important description of the process:

- implementation of the dependence of types of innovation on one or another strategy of enterprise activity. In other words, any level of innovation strategy depends on the type of innovation;
- depending on the types of innovation, on the basis of the choice of organizational forms of management and determining the economic mechanism;
- to identify the level of the market segment of their different manifestations depending on the different aspects of innovations.

Modern industrial enterprises show complex socio-economic relations and scientific-technical system designed for all description of the system: input, output, process, goal, feedback, etc. Industrial enterprises receive resources (fuel, energy, equipment, materials, components) from

suppliers, carry out the production process as a result of the work of the team, produce finished products and send them to consumers. In addition to its suppliers and consumers, external environmental factors in relation to the enterprise were considered as top organizations and banks that carry out all financial transactions with suppliers and consumers.

In our opinion, improvement of the main directions of management of innovative activities in industrial enterprises includes:

- concentration on conducting research within the framework of the main directions of activity of enterprises of modern industrial sectors;
- involving small and medium-sized enterprises in the framework of innovative activities by developing technological roadmaps;
- purchase and sale of the results of innovative activities for the purpose of increasing the economic efficiency of the innovative activities of enterprises with high scientific capacity of the industrial sector; use of means of increasing the financial efficiency of innovative activities in enterprises with high scientific capacity of the industrial network;
- use of means of optimizing the use of resources as part of the introduction of innovative activities in enterprises with high scientific capacity of the industrial network;
- allocating resources to innovative projects that are useful based on the criteria identified by individuals or enterprises carrying out innovative activities.

The directions of influencing the production process, the network structure of the life cycle, the level of changes, the source of innovation activity, the role in the production process, the description of exploitation, the level of novelty, the time of entering the market, the reasons for the creation, the signs of classification of innovations according to the subject and scope are of great importance. earns.

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