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Specific Characteristics of Management of Innovative Processes in the Activity of Industrial Enterprises

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Abstract: In the scientific article, the specific features of the management of innovative processes in industrial enterprises are studied. Currently, scientific and technical, as well as development and market needs, the formation of needs for the quality of the nomenclature of products in industrial sectors, changes in the supply and demand situation, innovations in all aspects of production, as a promising development practice, the need to create effective management systems for innovative processes in the process of managing enterprises are justified.

Keywords: 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. Creating a healthy competitive environment in the industrial enterprises of economically developed countries by organizing private, foreign, public-private partnership relations, conducting scientific research on the regulatory and legal improvement of the economic mechanisms of management and regulation of the industry based on the principles of innovative development are among the priorities.

In developed countries, on average, more than 50 percent of GDP is created at the expense of innovative activities. In particular, according to the "Global Innovation Index-2020", countries such as 87.9 percent of Switzerland, 78.0 percent of the USA, and 76.0 percent of Sweden have a leading share in the implementation of innovations in national economic sectors in the world. Also, the impact of innovative activity on the development of the economy of countries is 51.8% in the USA, 50.8% in Switzerland and 39.7% in Sweden.[1] In this regard, special attention is being paid to the improvement of the efficiency of innovative management in the sectors and enterprises of the national economy of developed countries.

In the world, the deepening of the process of globalization and the priority development of production based on technologies that demand a lot of knowledge are determined by innovative activity, a necessary condition for the economic growth and quality of life of any country. Innovative activity, in turn, depends on the state's economic and scientific-technical capabilities, its innovation policy and potential, as well as the moral state of society.

Currently, scientific and technical, as well as development and market needs, forming the needs for the quality of the nomenclature of products in industrial sectors, have led to changes in the supply and demand situation. Therefore, it is obvious that there is an increased interest in innovation as a promising

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development practice in all aspects of production. The emergence of such a strategy in the process of managing enterprises indicates the need to create effective management systems for innovative processes.

In the conditions of the modern market economy, it is necessary to take into account the changing innovation needs of customers in order to optimize various resources in the priority areas of innovation activity, to manage innovation processes in a complex way and to reduce the risk of choosing an ineffective option of innovation development. In this case, innovations and their management are the basis of enterprise development and guarantee of long-term success.

In order to learn the basic rules and categories of innovative management, we need to understand the economic meaning and essence of the concept of "innovation". In the economic literature, innovation (ingl. innovation) is defined as the transformation of potential scientific and technical development (ITT) into real development in the form of new products and technologies.

In the conditions of globalization, the methodology of systematic development of innovations based on international standards and in accordance with them is understood as the result of innovation activity in the form of a new or improved product entering the market, a new or improved technological process in practice, or a new approach to social services.

Innovation has been interpreted as a process, as a system, as changes or results. In addition, in explaining the concept of innovation, research objects and subjects were also considered from different points of view. The reason for the concept of innovation to be given so many tariffs and to know it as a different form depends on the period in which each research scientist lived and the level of development of the economy in that period. They concluded to innovate under the influence of the environment in which they lived and created.

We believe that innovation is –scientific research in the form of new or improved product (goods, work, service, etc.), production process, new marketing or organizational method in conducting business, organization of workplaces or external relations in order to meet social needs or achieve other useful results, is the result of experimental design and (or) technological works.

Despite the fact that a number of studies on this problem have been carried out, today there is no single, generally accepted terminology in the field of innovation activity. That is why it is appropriate to provide an analysis of the literature and clarify the main concepts in the field of innovation activity.

Analysis of literature on the topic. The main stage of development of innovation theory corresponded to the work of V. Zombart, V. Mitcherlich, Y. Schumpeter. The Austrian scientist Y. Schumpeter made a great contribution to the formation and development of the innovation theory. Y. Schumpeter, as a result of analyzing the sources of economic shifts, distinguished new factors of changes in production and market development and included the following[2]:

- production of products with new features;
- introducing a new method of production based on a new scientific discovery or commercialization method;
- development of new trade markets, where this branch of industry is not presented;
- use of a new source of raw materials.

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Nowadays, one of the foundations of the relative efficiency and advantage of business management in enterprises is the wide range of opportunities to apply innovative processes and scientific and technical progress.

In this respect, innovation (introduction of new things) is one of the main problems of management. The high pace of scientific and technical and social development has made it possible to operate only those systems of management capable of quickly and effectively absorbing the results of scientific and technical development.

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. [3]

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".[4]

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 distinguished based on the criteria of product and technological, areas of application and stages of scientific and technical development.[4]

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.[5]

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 cases[6]:

- new product development;
- introducing 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, ensuring 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.[7]

Today, the author of the theory of big business cycles N.D. Kondratev's scientific research is becoming more relevant.[8] According to this theory, the modern crisis started in the late 1980s as a new era, that

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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. Also, according to Kondratev, each cycle takes place at a new stage of technological progress, development of production forces under new specific historical conditions, and that is why it is not considered a simple return of the previous cycle.

Kondratev divides the development of innovations into four phases (periods), dividing them into ascending and descending stages in a large cycle. These phases are revitalization (recovery); rise (to rise); recession (recession) and depression (depression).

The rising stage covers a long, about 20-30 years leading (revival and rise) period of high-level economic conjuncture in the international economy, during which it develops dynamically, easily overcoming short-term shallow crises. Declining phase (periods of recession and depression) is a long-term period, which lasts about 20 years, is dominated by a low economic situation, in which, although there are temporary upswings, depression and a low level of entrepreneurial activity lead, as a result of which the world economy does not develop stably from time to time he falls into deep crises. Thus, it is inevitable that the period of crisis and depression will come before the rise phase. Surprisingly, it is during the depression that the tendency of the economy to innovation is the highest. Depression forces you to look for opportunities for "survival", and innovation processes can eliminate them. German researcher G. Mensch (Mensch, 1979) identified and called it the "effect of depression" [9], implying that it sets the innovation process in motion. G. Mensch also showed that the process of innovation is not uniform and that it has a periodic character, and that this process ends with the emergence of innovation clusters each time during the diffusion process. American researcher K. Freeman (Freeman, 1987) states that this occurs during revival.[10] The time to drive the innovation process is long, including a period of depression and a period of partial recovery. However, yesterday M. Hirooka (Hirooka, 2006) [11], based on the analysis of a large amount of empirical data, proved that there is an inextricable connection between the diffusion of innovations and Kondratev's large cycles, and the diffusion of news according to the mechanism of independent formation Kondratev confirmed that he accumulates innovations during the ascending phase of the big cycle.

Thus, the diffusion of news coincides perfectly with the rising phase of the Kondratev cycle and reaches its peak at the peak of the cycle. An important practical conclusion can be drawn from this: the success of the state's innovation policy during depression and recovery depends entirely on the ability of government leaders to foresee the time when the strengthening of innovation processes can have a synergistic effect and to actively support it. Conversely, if government support is delayed, the efficiency of innovation will be significantly reduced.

Thus, the period of depression, that is, in the period of increased regulatory role of the state, is the most favorable time for the implementation of strategies by the powerful state, which decides the fate of economic development.

According to Y.Schumpeter, "the processes that occur during the depression express uncertainty and disorder, which we understand as a search for a new balance, adaptation to relatively rapid and serious changes in general conditions".[12]

Competitiveness at the national level, According to M. Porter, it is to maintain productivity consistently higher than competitors through regular processes of invention and innovation.[13]

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". According to K.Freeman's theory, in each cycle of Kondratev-Schumpeter, one "techno-economic paradigm" dominates, which determines the priority

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position of one of the sectors in the world economy.[14] This paradigm includes the best practical knowledge system of the leading countries of the world economy.

It shows that one of the most effective ways to increase competitiveness in developed countries is the cluster approach, which represents the union of all the participants of the added value chain of partner and subsidiary enterprises belonging to a specific industry. Activities under the cluster approach can only be carried out if, in our opinion, there is a competitive environment and competition in accordance with the market. In this respect, it is necessary to agree with the opinion of some economists that "a special place is allocated to clusters in the struggle for competition, because they allow to increase the efficiency of other institutions of the market economy, in particular, the government, universities, companies, etc."[15].

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.Y. Schumpeter introduced the criterion of innovation in order to assess the level of specific innovation and to determine the amplitude and duration of conjunctural shifts, and this criterion formed the basis of this categorization.

Later, in the 1930s, the concept of innovation was put into practice by Y. Schumpeter, and caused changes due to the application of new or completely improved technical, technological, organizational decisions in the processes of product production, sale, delivery. This given definition of innovation and Y. Schumpeter's concept of new combinations of production factors form the basis of one of the two most common approaches to the theory of innovation. The first approach is based on the understanding of new factors, the second is based on a new product or technology. An overview of the works reflecting the development of the first approach is presented in Table 1.

Table 1. A review of the definitions of innovation according to the first approach based on the concept of new factors

Authors	Definition of innovation
H. Barnett	Any idea, activity, or material result that differs from existing forms in a new quality
P.T. La Peerre	Any change that occurs in the internal structure of the economy by moving from an initial state to a new state
P. Whitfield	Developing a creative idea and turning it into a finished product, process or system
L. Vodachek O. Vodachkova	Targeted change in the functioning of the enterprise as a system
P. F. Drucker	A tool for entrepreneurs to use any change as an opportunity to create a new business or service.
K. Knight	Introducing something new to the organization or its immediate environment

The second approach to the interpretation of the concept of "innovation" led to the need to use certain types of techniques, technologies and other types of products in production. Proponents of this approach consider innovative and scientific and technical aspects of production activity to be equal.

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However, this approach is quite widespread, because the principle of separating innovations from a scientific and technical point of view, which is based on it, reflects the importance and goals of innovations in the development of society. In this case, the concept of "innovation" is understood as both a process and a result. An overview of the concepts of the following approach is provided in Table 2.

Table 2. A review of the definitions of innovation under the second approach based on a new product and/or technology

Authors	Definition of innovation
Process approach	
A. Harman	Innovation means the introduction of new or significantly improved production processes
R. Johnson	The emergence of new or improved old processes and products in some enterprises
B. Santo	A society - a technical-economic process that leads to the creation of better products and technology by their characteristics through the practical application of ideas and discoveries
P. Lemerl	Any new or improved product, service, technology, etc. that reduces or facilitates cost savings.
T. Brighton	The process that gives economic substance to a discovery or idea
F. Nixon	A set of technical, manufacturing and commercial activities that bring new and improved industrial processes and equipment to market
A consequential approach	
N.K. Moiseeva, Yu.P. Aniskin	An idea, practice, or product that is perceived as new by an individual
G. Ya. Kiperman	A product that will be competitive in the world market, the result of creative activity focused on the development, creation and distribution of modern technologies
D. Sokolov A. Titov M. Shabanova	The final result of the creation and development of a fundamentally new or improved product that meets the needs of a specific society and provides a number of benefits (economic, scientific-technical, social, etc.)

Taking into account the need to ensure the economic efficiency of innovations, a number of CIS economists (M.Ionov, A.Kulagin, V.Loginov) defined innovation as "a new product or service, production method, organizational, financial , as an innovation in research and other fields" [16].

And A. Utkin emphasized the importance of innovations for the successful economic activity of enterprises in market conditions, and described innovations as one of the main reserves that ensure the economic growth of the enterprise[17].

In our opinion, innovative activity is scientific research,It is an activity that represents scientific, technological and financial actions aimed at the creation, use and commercialization of experimental design, technological works, as well as the creation of innovative infrastructure.

Thus, the expanded definition of innovation activity as an object of management should reflect the following aspects:

- as a result of the development of science and technology, the growth of society's needs on the basis of objective economic laws and regulations, periods of production and non-production character that ensure continuous improvement of production;

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- actions that ensure a high level of use of the innovative potential of production, which is sufficient for the creation, commercialization and exploitation of new products that allow obtaining a new quality of production.

Another category closely related to innovation activity is innovation potential, which defines the sum of human, material, technical, informational and financial resources intended for the implementation of innovations. The innovative potential of any economic entity depends on the characteristics and scale of its activity, while the level of development describes the real innovative capabilities of the enterprise. An appropriate economic mechanism must be formed for the preservation, effective use and reproduction of innovative potential.

In a number of sources, "innovation" is seen as a process. In this concept, it is emphasized that innovation develops over time and has clearly defined stages.

Innovation has both dynamic and static aspects. Statically, innovation is seen as the final output of the R&D cycle (IITs) and these outputs also have their own problems. Although the terms "innovation" and "innovation process" are close to each other, they are not the same. The innovation process is concerned with the creation, adoption and dissemination of innovations. Creators of innovation (innovators) widely use criteria such as product life cycle and economic efficiency. Their strategy is to create an innovation that is unique in a particular field and thereby surpass the competition.

The occurrence of innovative activity in industrial enterprises in our country, the formation of ITTKIs and the periodic development and globalization of their gradual improvement are reflected in Table 3.

On the basis of the study of the development of innovative activity in the Republic in 3 stages, the 1st stage scientific research projects were adopted in order to find solutions to the problems that can be observed in the conditions of Uzbekistan. A new organization of integrated relations between science and production has been started. Phase 2 tried to produce ITTKIs as products. The ideas and developments of inventors and innovators were presented at innovation fairs, and a number of projects were produced. The 3rd stage was formed in the conditions of the new Uzbekistan and expanded the opportunities to further strengthen the position of science in the economy, to achieve the production of scientific innovative projects as a final product, and to use modern methods in their financing.

Table 3. Stages of development of innovative processes based on ITTKIs in Uzbekistan

No	period	Characteristics
1	The period of emergence (formation) 1991-2006.	During this period, it was possible to achieve independence in all fields, to increase the potential of science, to form connections between science and production, and to develop a legal framework for the protection of fields.
2	Development period: 2006-2017	Any idea created in this way: recognition as national innovations, independent production of ITTKIs, regulation and encouragement through regulatory documents, formation of innovation exhibitions, fairs, etc. was achieved.
3	Era of Globalization: 2017 and now	To organize the Ministry of Innovative Development, thereby localizing innovations from small parts to finished products, financing start-up projects by investors, increasing the flow of information on innovations being created, using modern mechanisms for financing innovations, etc.

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It is one of the theoretical-methodological and practical methods of managing innovative processes in industrial enterprises, the essence of which is the formation of management relations between the enterprises of the sector.

An analysis of economic literature shows that methodology is derived from the ancient Greek language and is considered as "the way to something" or the study of ways, methods and methods of studying a subject.

The innovative management methodology includes: 1) methodological foundations of scientific branches (law, economics, sociology, psychology, ethics); 2) conceptual framework-specific forms, principles and standards of quality assessment norms of innovative management; 3) rationale - objective-subjective relations between the participants of the innovation process, forms and means of implementing the evaluation of innovation management; 4) specific aspects of evaluating the efficiency of innovative management of enterprises; 5) technological features of management decision-making in enterprises (Fig. 1).

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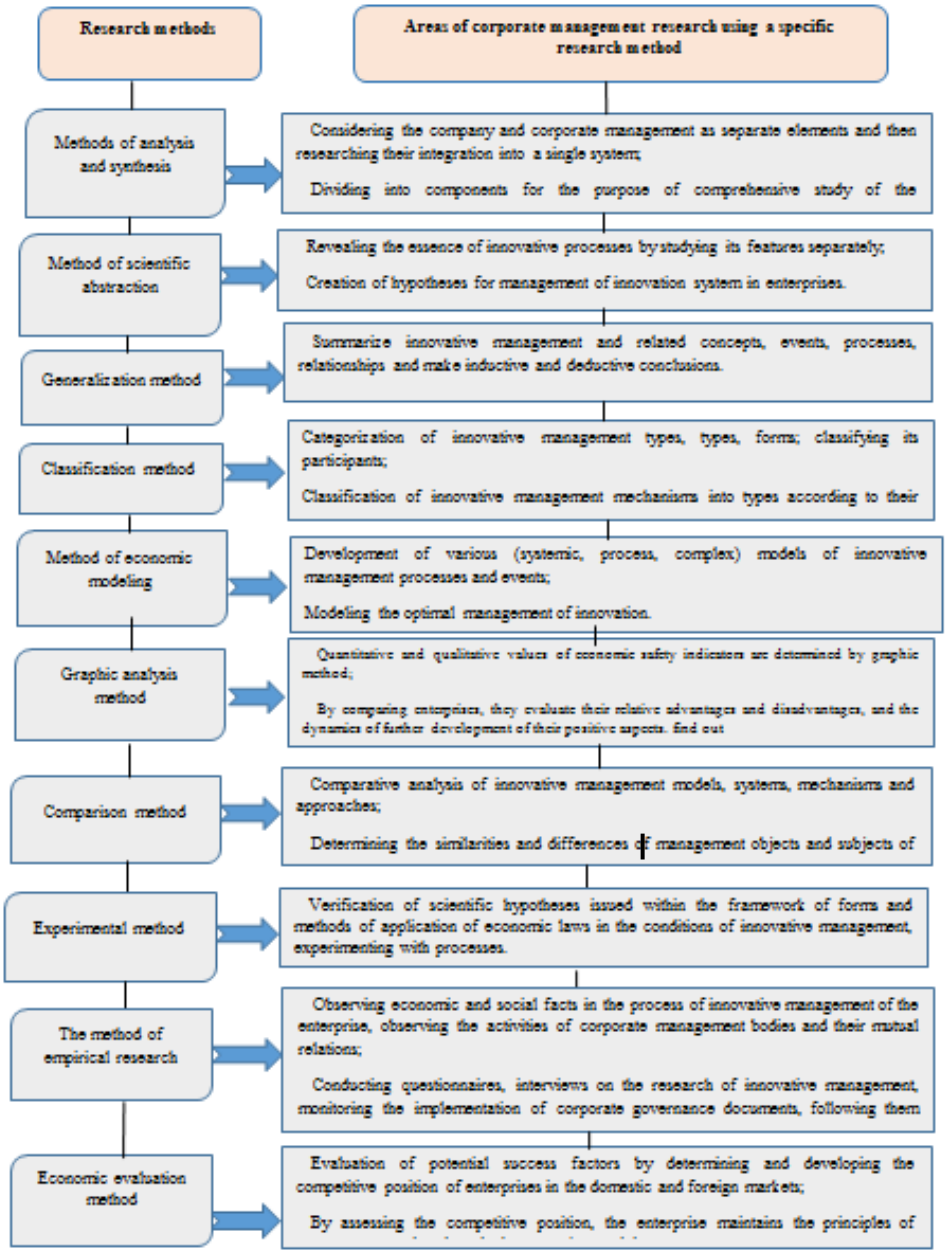

1- fig. Methodological methods of managing innovative processes in enterprises

Scientific methodological methods of researching the management of innovative processes in industrial enterprises require the development of the same approaches to innovative management by studying and scientifically generalizing scientific-theoretical approaches.

Summary. The innovative goals of the enterprise can be realized at a certain level of innovative potential. That is why great attention is paid to creating, maintaining, using and evaluating the innovative potential of the enterprise. The maximum level of innovative potential of the enterprise is formed through certain combinations of factors.

When classifying the factors affecting the innovative potential of the enterprise according to the level of management, it is possible to highlight the directly or indirectly influencing aspects of the enterprise, including the level of its own innovative potential and the factors that the enterprise cannot influence.

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Therefore, one of the tasks of managing innovative processes is to increase the added value of goods through innovative organization of production. At the same time, it is necessary to pay attention to the right way of innovative products and process innovations depending on the technological factors. Here, the innovative product implies the use of new raw materials, materials and semi-finished products and the production of new products.

So, innovation means using the achievements of the human mind (discovery, invention, scientific and construction projects, etc.) to increase efficiency in one or another field of activity. Accordingly, innovations are divided into technological, economic, environmental, management, military, political, socio-cultural, legal and other types. Innovative activity is a type of activity related to the transformation of scientific research or scientific and technical achievements into a new or improved product, technological process or a new approach to social services used in practical activities.

Thus, science-based innovations become innovations from the moment of dissemination and implementation. The process of applying innovations to the market is called the process of commercialization of innovations.Innovative activities are all scientific, technological, organizational, financial, commercial, marketing activities that actually lead to the implementation of innovation or are intended for this purpose. Innovative activity also includes research and development that is not directly related to the preparation of a specific innovation.

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