

**PRINCIPLES AND DISTINCTIVE FEATURES OF MANAGING INNOVATIVE  
PROCESSES IN THE ACTIVITIES OF ENTERPRISES**

Tashkent State University of Economics,  
Department of Finance and Digital Economy,  
Senior Lecturer **Zilola Zainitdinovna Akbarhodzhaeva**

**Abstract.** This scientific article analyzes the principles of managing innovative processes in enterprise activities and their distinctive features from both theoretical and practical perspectives. The study examines the concept of innovation, highlighting its role and significance in ensuring the competitiveness of enterprises. The article considers mechanisms for planning, organizing, motivating, and controlling innovative processes, as well as analyzes the distinctive features of creating an innovative environment within enterprises. The research results contribute to improving systems for effective management of innovative processes in enterprises and enhancing economic efficiency.

**Keywords:** innovative processes, enterprise activity, management, innovative environment, strategic management, digital transformation, efficiency, resource management.

**Introduction.** In the current global economic environment, the effective management of innovative processes plays a crucial role in ensuring the competitiveness of enterprises and supporting their long-term development. Innovations are the creation and implementation of new products, services, technologies, and production processes that add value. Therefore, the effective organization and management of innovative processes in any enterprise are fundamental to achieving its strategic objectives.

In the Decree PF-165 of the President of the Republic of Uzbekistan, “On Approval of the Strategy for Innovative Development of the Republic of Uzbekistan for 2022–2026,” one of the goals is stated as “increasing the share of innovative organizations through improving the institutional mechanisms for state support of innovative activities.” [1]

“Innovations play a crucial role in further developing our country’s economy, securing a position among the world’s developed nations, and strengthening its standing in the global community.”[2]

In the conditions of a modern market economy, it is essential to consider the changing innovative needs of consumers in order to optimize various resources, manage innovative processes comprehensively, and reduce the risks associated with selecting ineffective innovation development options. In this context, innovations and their management serve as the foundation for enterprise development and as a guarantee of long-term success.

Innovation management is a system of management that ensures a company’s scientific and technological development, efficient use of resources, and the ability to respond quickly to market demands. In this process, the main focus is on planning innovative activities, evaluating and implementing innovative ideas, as well as creating an innovative environment and motivating employees.

At the same time, in each enterprise, innovative processes develop based on its unique characteristics, available resources, and external environment. This study aims to analyze the key principles of managing innovative processes in enterprises, their distinctive features, and practical significance.

**Literature Review**

The issue of women’s leadership has been reflected in numerous scientific publications by both foreign and local scholars.

According to Sh.A. Atamuradov, “The management of scientific and innovative activities has become a key task for enterprises aiming to achieve strategic advantages in conditions of intense market competition. It is important to understand that innovative enterprises are the main driving force of scientific and technological progress. The demand they generate not only stimulates the economy’s need for innovations but also shapes the content of proposals coming from the scientific community.” [3]

V.D. Dorofeyeva considers this process as the direct introduction of innovations into the sphere of consumer needs in the form of scientific and technical knowledge. In this approach, the product becomes merely a carrier of technology, and it acquires a definite form only when the interconnection between the technology and the needs it is intended to satisfy is resolved. [4]

V.V. Mishenko emphasizes that the term “*innovation*” refers to the introduction of new products into production. In this context, it is advisable to distinguish between products that are genuinely new in type and those that are new only within the production program of a particular entrepreneur. True innovations provide the opportunity to satisfy consumer needs that did not previously exist.[5]

According to G.J. Khasanova, “*Innovation activity*” is not a type of activity or a specific field, but rather a description of it. An innovation field does not exist per se, because any activity or sector can become innovative if new elements—such as knowledge, technologies, applications, or approaches—are introduced to achieve outcomes that are distinguished by high demand, for example, in social, market, or defense spheres.” [6]

“When discussing the categories used to study the contemporary problems of the innovation sector, on the one hand, we can emphasize the use of terms such as ‘*innovative process*,’ ‘*innovative activity*,’ ‘*innovation sector*,’ ‘*innovative project*,’ ‘*innovation program*,’ and other ‘innovative’ classifications.” [7]

“The external manifestation of an innovative economy can be described in terms of research and development, the growth of expenditures on research, and investments.” [8]

Within the categories of an innovative economy, the innovative process, which possesses a complex structure and sequence of implementation as noted by scholars in various publications, occupies an important place. To study the main principles and categories of innovation management, it is necessary to understand the economic content and essence of the concept of “*innovation*.” In economic literature, innovation is defined as the transformation of potential scientific and technological progress (STP) into real development in the form of new products and technologies.

In the context of globalization and in response to contemporary demands, the methodology for systematic innovation development is based on international standards. Accordingly, innovation is understood as the result of innovative activity in the form of a new or improved product entering the market, a new or improved technological process applied in practice, or a new approach in social services.

“An innovative enterprise is a type of enterprise in which innovative activities are carried out as the primary type of activity. It is considered both a source for increasing innovations and the enterprise’s innovation potential, as well as a basis for its existence and development.” [11]

It is also very common to describe innovations as “the process of introducing new products, services, and production processes.” According to B.N. Chernisheva, innovation is “the process of transforming new ideas and inventions into socially significant products or concrete objects with new technical and economic characteristics.” [10]

Innovation has been interpreted in various ways: as a process, as a system, or as changes and outcomes. In addition, when explaining the concept of innovation, researchers have approached the objects and subjects of study from different perspectives. The existence of so many definitions of innovation and its multiple forms largely depends on the historical period in which each scholar lived and the level of economic development at that time. Researchers formed their understanding of innovation under the influence of the environment in which they lived and worked.

In our view, innovations are the results of scientific research, experimental design, and/or technological work in the form of new or improved products (goods, works, services, etc.), production processes, new marketing or organizational methods in business management, creation of jobs, or the establishment of external relations, aimed at meeting emerging social needs or achieving other beneficial outcomes.

Despite a number of studies on this issue, there is still no single, universally accepted terminology in the field of innovation activity. Therefore, it is reasonable to analyze the literature and clarify the key concepts in the field of innovation.

The main stage of the development of innovation theory corresponds to the works of V. Zombart, V. Mitscherlich, and J. Schumpeter. The formation and development of innovation theory were greatly influenced by the Austrian scholar J. Schumpeter. By analyzing the sources of economic fluctuations, Schumpeter identified new factors in production and market development that drive changes in the economy [9] and included the following in them:

- production of a product with new properties;
- introduction of a new method of production based on a new scientific discovery or commercialization method;
- development of new trade markets not represented in this industry;
- use of a new source of raw materials.

To assess the level of a particular innovation and determine the amplitude and duration of market shifts, Y. Schumpeter introduced the innovation criterion, and this criterion formed the basis of this categorization.

#### **Research methodology**

Economic analysis, statistical grouping, systematic and comparative analysis and other methods were used in the research process.

#### **Таҳлил ва натижалар**

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

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

- periods of a production and non-production nature that ensure continuous improvement of production as a result of the development of science and technology, the growth of society's needs based on objective economic laws and regulations;
- actions that ensure a high level of use of the innovative potential of production, sufficient for the creation, commercialization and exploitation of new products that allow obtaining a new quality of production.

**Conclusion.** Another category closely related to innovation activity is innovative potential, which characterizes the set of human, material, information and financial resources intended for the implementation of innovations. The innovative potential of any economic entity depends on the characteristics and scale of its activities, and the level of development characterizes the real innovative capabilities of the enterprise. An appropriate economic mechanism must be formed to maintain, effectively use and reproduce innovative potential.

### References

1. Decree of the President of the Republic of Uzbekistan No. PF-165 “On approval of the Strategy for innovative development of the Republic of Uzbekistan for 2022-2026”

2. Атамурадов Ш.А. ХОРИЖИЙ МАМЛАКАТЛАРДА ВЕНЧУРЛИ ИННОВАЦИОН ЛОЙИХАЛАШТИРИШ МОДЕЛЛАРИ. “Иқтисодиёт ва инновацион технологиялар” илмий электрон журнали. № 2, март-апрель, 2019 йил.

Инновационный менеджмент: теория и практика: / А. В. Марков [и др.]: под науч. ред. А. В. Маркова. Мн.: «Колорград», 2015. 90 с.

3. Инновационный менеджмент: теория и практика: / А. В. Марков [и др.]: под науч. ред. А. В. Маркова. Мн.: «Колорград», 2015. 90 с.

4. Дорофеев В.Д., Шмелева А.Н. “Инновационный менеджмент” Учебное пособие для вузов. М.: “Феникс”, 2016.

5. Инвестиционный менеджмент: Учеб. пособие. / Под ред. В.В.Мищенко. -2-е изд., перераб. и доп. –М.: КНОРУС, 2008. –400 с.

6. Xasanova G.J. Sanoat korxonalari innovatsiya faoliyati samaradorligini oshirish. Ixtisoslik: 08.00.04 – “Mikroiqtisodiyot”. – I.f.n. ilmiy darajasini olish uchun yozilgan diss. Vuxoro davlat universiteti. – Toshkent, 2006. 11-12 b.

7. Грасмик К. И. Инновации: сущность, виды, особенности управления //Качество. Инновации. Образование. 2008. № 2. С. 27-34; Нечаева О. Д. Сущность понятия инновация и его классификация // Инновации. 1998. № 2-3. С. 3-13;

8. Парахина В.Н., Устаев Р.М., Васюченко Л.П. Инновационный потенциал человеческого капитала в региональной экономике // Вестник Северо-Кавказского федерального университета. 2017. № 4 (61). С. 97-105.

9. Шумпетер Й. Теория экономического развития, М.: Прогресс, 2002. – С.255.

10. Инновационный менеджмент: Учебник. / Под ред. В.Я.Горфинкеля, Б.Н.Чернышева. –2-е изд. –М.: Вузовский учебник, 2008. –464 с.

11.

<https://elib.bsu.by/bitstream/123456789/114034/1/Клюня%20Фан%20инновационное%20предп.pdf>