

Characteristics of enterprise management in the conditions of innovative development of the regions

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Abstract: The article examines the problems of managing the economic potential of industrial enterprises in the conditions of innovative development, the process of developing mechanisms for encouraging the use of the results of scientific and technical activities based on the level of production and service of enterprise development. The set of proposed mechanisms includes measures such as improving the environment for innovation, developing infrastructure for wide use of the results of scientific and technical activities, establishing a modern management concept in scientific and technical organizations, and increasing the innovative activity of scientific and technical organizations.

1 Introduction

Currently, one of the most important issues in the conditions of Uzbekistan is the transition to innovative development of the country's economy. World experience shows that with an economy based on the processing of resources and raw materials, the expected growth rate cannot be achieved without destroying the social and environmental situation. From this point of view, in the conditions of the world innovative economy, the problems of increasing the GDP and increasing the competitiveness of Uzbekistan in the world markets cannot be solved without using the innovative potential of the country, which is determined by the scientific and practical potential of the country. The transition to a science-based economy requires the formation of a comprehensive system in the country and its regions. Through this system, it is intended to effectively transform new knowledge into new technologies, products and services that find specific consumers (buyers) in the domestic and world markets. Today, one of the main problems is the lack of effective economic mechanisms that encourage investments in innovation and the creation of new products and

ensure their commercialization. In such conditions, research aimed at developing the theoretical and methodological foundations and tools of the mechanism of innovative development in the meso-level economic system becomes especially relevant. The analysis of the research conducted on the organization of innovative activities of enterprises shows that the theory and methodology of the innovative development of the region is not fully scientifically studied.

2 Level of study of the problem

Founders of management theory are Taylor, Ford, Gilbert, Emerson, Fayol and others. Historically, the original direction of management theory was called the "classical" (traditional) school. Taylor justified the need for a special functional management of labor processes by the fact that in the scheme he developed, which tried to divide the organization of production into structural elements along with physical labor, it is impossible to work randomly, everything must be done in advance, this reflected that all conditions and methods of work should be clear. Taylor justified the

need for special functional management of labor processes as well as physical labor and tried to divide production organization into structural elements. It is reflected that all working conditions and methods should be clear.

In the current situation, where there is a need to transfer the economy to the path of innovative development in Uzbekistan, it is of particular importance how well theoretical and methodological developments are developed for this set of problems. It is also very important to define the essence of innovative development as an economic process. Among our local scientists, S.S Gulomov, A.Sh Bekmurodov, A.F Rasulev, B.K Goyibnazarov and Sh.I Otajonov have conducted scientific research on the issues of innovative development of the economy and regional capacity building. In order to have a more objective understanding of the essence of innovative development of the region, it is necessary to develop a number of basic principles. These principles should express the important aspects of organizing innovative activities. From this point of view, clarifying the terms requires, first of all, a terminological apparatus, which shows that representatives of the fields of economics and science interpret the concept of "innovative activity" differently.

3. Research methodology

The theoretical and methodological basis of the article is based on the analysis of studies of local and foreign scientists and applied economists on the issues of organizing innovative activities of enterprises, innovative development of the territory and protection of competition in the conditions of free entrepreneurship, the transition from centralized administrative management to market methods of management. is enough. The article uses the materials of legislation and normative documents of the Republic of Uzbekistan, legislation against foreign monopoly.

2.2 Analysis and results.

The main conditions of the process of deepening market reforms and economic liberalization in Uzbekistan are to ensure the competitiveness of manufactured products and services, to organize relations between producers and buyers in effective forms and methods. Therefore, in the conditions of the market economy, the activity of the enterprise depends on the income from the production of competitive products and services. Our republic has enough

potential to form a competitive structure of the economy. The essence of management changes depending on the method of production, the level of socio-economic relations, and the development of production forces. With the development of production and the complexity of economic relations, management becomes more complicated. In the conditions where there are different forms of ownership of means of production, the emergence of competition between producers of goods is aimed at the proper management of production and increase of profit. The basis of management is legal science based on objective economic, social and other laws. Taking into account the study of these laws and their manifestation in specific situations, economic leaders determine the strategy and tactics of managing the national economy of the republic. The practical aspects of management are aimed at solving the following specific tasks: transitioning the economy to market relations, making profits, increasing production efficiency, strengthening social protection of the population, raising the moral level of people, etc. This practical part of management studies not management principles themselves, but the ability to apply them in management practice, that is, the ability to use their specific manifestations in a specific situation. Its difference from the theory of management is that it produces examples of the use of laws, principles and methods in the practice of economic management. The main task of management is to develop the principles of goal-oriented actions necessary for effective management of the economy, taking into account the requirements of the objective laws of the development of society and based on the generalization of the practice of economic management.

The principles of innovative regional development are related to such important concepts as "innovation environment" and "innovation system". It is impossible to develop the region in an innovative way without each individual forming the innovative thinking and innovative culture of the whole society. The first condition for the formation of innovative culture is to create a large-scale system of stimulating innovative activity. The innovative policy of the state has a decisive influence on the innovative development of the region. The possibility of innovative development of the region is determined by its innovative potential. Innovative development of the region requires the existence of certain conditions. The level of such conditions is determined by the available resources in the region, the mechanisms of their final

transformation into innovative products, and the structural elements of the region's innovation potential. In order to effectively manage innovation processes in the region, it is necessary to objectively assess its innovation potential. This assessment is carried out before and after the start of innovative changes in the area. The proposed methodology for evaluating the innovation potential of the region is based on the analysis of the optimal proportion of the structures of the region and the proportionality (proportionality) of the distribution of innovative resources among the subjects of innovative activity. In the process of studying the proportionality of the innovative potential of the region, there is a need to improve its classification methods by expanding a number of classification signs. These classification marks make it possible to evaluate the composition of subjects of innovative activity. In order to achieve a high level of innovative development of the region, it is necessary to determine the state of interaction between the participants of the innovative development process, to establish the order of information exchange and the sequence of use of instruments necessary for the effective formation of innovative industries in the region. . The solution to such problems is determined by creating models of innovative development of the region based on the principles of complexity, systematicity and consistency.

Innovative development of the region requires the development of methodological and analytical developments. These developments make it possible to take into account the specific aspects of territorial and economic interests, the level of regional development and its specific aspects, the ratio of technological structures in the economy. The purpose of this is to increase the competitiveness of the economy of the entire region.

Increasing the effectiveness of wide implementation of the results of scientific and technical activities in the economy is a task facing the whole state. Without solving this task, it is not possible to transfer the economy of Uzbekistan to the path of innovative development. From this point of view, it is necessary to develop mechanisms for the wide dissemination of the results of regional and national scientific and technical activities in the economy. These mechanisms reflect a set of interrelated processes aimed at forming the demand for intellectual goods in the market and transforming the results of scientific and technical activities into competitive high-tech products within the framework of innovation processes.

The fact that small enterprises are lagging behind in the indicators of innovative activity requires the implementation of a number of measures to stimulate the commercialization of the results of innovative entrepreneurship and scientific and technical activities of the region. Such activities include raising the image of science and innovation, developing a system of tax incentives for enterprises in the field of innovation, regulating intellectual property rights, redefining budget legislation in order to attract budget funds to innovative projects.

Evaluation of the structure of the innovation potential of the region from the point of view of its structural elements (scientific-technical, material-technical, personnel, information, financial investment, organizational) (this allows to determine the level of disproportion of the structure of the innovation potential of the region) based on the rational development of the mechanisms of the use of the results of the scientific and technical activity of the infrastructure can be used. Within the framework of this mechanism, it is necessary to eliminate the imbalance between the elements of innovative potential by developing the necessary types of enterprises for the formation of an optimal infrastructure. Currently, state scientific research organizations are rapidly changing from a traditional hierarchical scientific-technological system to innovative organizations that are significantly open. This creates the need to target the innovative market needs of scientific and technical organizations. defining a modern management concept based on a strategic scientific-technological marketing system of scientific and technical organizations will help this. A number of indicators (the share of innovatively active enterprises, the coefficient of provision of intellectual property, the coefficient of employees and property engaged in scientific-technical and experimental-construction work, expenditures on technological innovations, the coefficient of introduction of new products, high volume of industrial products the level of innovation activity of enterprises in the region expressed by the share of technological industries) is evaluated, and based on this assessment, an algorithm for using the mechanism for increasing the innovation activity of enterprises in the region should be developed. This is the main basis for the successful commercialization of the results of scientific and technical activities, because it is the understanding of the importance of innovative development and the inclination to innovation that can satisfy the demand for new technologies.

One of the elements of the innovation development mechanism of the region is the regional mechanism for financing innovative activities. Its tasks include ensuring the stable circulation of financial resources, redistribution of financial resources in accordance with the needs of individual economic entities, and reducing the risk of economic entities losing financial resources. The financing mechanism consists of interrelated main elements and their typical groups (subjects, objects, principles, methods and instruments, etc.), as well as the methods of their influence on each other, including integration and disintegration. can be described in the form of a three-tiered hierarchical system. As a result, the economic relations (interests) of the state, owners (participants), creditors and employees (at the same time, the main consumer of the results of innovative activity and representatives of the corporate sector, which is also the main source of financing innovative activity)) becomes harmonious.

A multi-channel financing system based on the rational distribution of financial resources from various financing sources among all stages of the innovative development of the region, and a system for making changes to the financial mechanism depending on the situation in the regional innovation sphere are important features of the regional mechanism for financing innovative activities. are important elements. The cluster approach to the implementation of innovation policy in the regions can be considered as one of the ways to activate and improve the innovation environment in the region. The fact that the level of social and economic development of the regions is not the same creates the need to differentiate the development of the regions, to determine their role in the regional economy and the territorial structure of the economy. In the process of creating innovation clusters, the peculiarities of the regions, including the innovation potential of the region, the financial support of the regional budget, the innovative activity of enterprises, and the level of industrial development in them should be taken into account.

During the study of economic literature, different definitions of the concept of "innovative activity" were identified. These differences can be seen in the following cases:

– scientists and entrepreneurs approach this concept differently. For example, from the point of view of scientists, innovative activity is interpreted as the process of creating a new product, in which they do not take into account the economic basis

of this activity; and entrepreneurs consider innovative activity as a type of investment activity, that is, they do not take into account the interests of the producer of innovations;

– different interpretations of the concept of "innovation", which is considered the main object of innovative activity (representatives of different scientific views define the concept of "innovation" as a change or the final result of innovative activity). Based on this, the alternative definition of the concept of "innovative activity" comes from the idea of the concept of "innovative solution", which is an elementary component of the concept of "innovation". An innovative solution is a set of actions to solve the given task with new alternative and relatively more effective methods. Unlike the old methods, the new methods allow to achieve high efficiency at the expense of cost reduction. This, in turn, allows not only to improve the quality of solving existing tasks, but also to solve completely new tasks and problems. This definition, which more fully reveals the essence of innovative activity, is a combination of science and business perspectives.

In the process of studying the theoretical and methodological foundations of the organization of innovative activities, the following basic principles should be revealed:

1) Innovative development of the region is carried out in the innovative environment of the region.

2) The process of innovative development of the region is formed by the creation of a regional innovation system.

3) The innovative development of the region is based on the tendency of each person and the whole society to think innovatively and the ability to perceive it.

4) The effectiveness of the innovative development of the region directly depends on its innovative culture, that is, the system of large-scale stimulation of innovative activities.

5) The innovation policy of the state has a decisive influence on the innovation development of the region.

6) The extent of innovative development of the region is determined by its innovative potential.

We present our new definition of the concept of "mechanism of innovative development". This definition connects the activities of social formations in the development and implementation of a system of flexible and

diversified instruments that allow the reform of all elements in the innovation sector in order to form the innovation sector of the economy in the political, economic, socio-cultural and legislative spheres. A number of basic principles for the organization of innovative development have also been proposed. They are as follows:

1) comprehensiveness - comprehensive modernization of all spheres of public relations affecting the formation of an innovative economy;

2) systematicity - coordinated, goal-oriented and interdependent development of political, economic, social, cultural and legislative public formations in order to prepare the ground for the innovative economy;

3) consistency - consistent conduct of all the processes indicated above.

The approach aimed at revealing the economic nature of the innovative potential of the region is based on the integration of resource and organizational economic components in its structure. In contrast to the approach to understanding the concept of "innovative potential" described in the economic literature, which is based on the definition of the economic subject as a set of innovative resources, this mainly consists of combining resources and organizational economic components in the structure of innovative potential. The organizational economic component of the innovation potential is manifested in the level of efficiency of the innovation mechanism and the level of development of the innovation infrastructure, which ensures the transformation of the resource potential of the region into the innovation potential.

The above definition of the concept of "innovative potential of the region" characterizes this concept as the level of development of innovative infrastructure that can be achieved and the possible average growth of the economy from the identification and use of innovative resources in the conditions in which the mechanism of innovative activity operates, and emphasizes the interrelation of the innovative potential with the social and economic potential within the general potential of the region.

In the process of research, it was found that the institutional environment of innovative development is not perfect, complex measures to increase its quality were considered, for example, legalization (legitimization) of various forms and types of property, development of competition in

all links of the economic system, intellectual economy of society formation of the social structure related to the sector, elimination of the institutional crisis in the country's economy, etc.

The information model of the innovative development of the region expresses the mutual relations of all the subjects of innovative processes at the regional level. The activity of this model is based on the innovative development mechanism. This mechanism includes the following set of instruments: evaluation of the innovation potential of the region, creation of mechanisms for encouraging the use of the results of scientific and technical activities, and the use of the financing mechanism for innovative activities.

CONCLUSIONS

The information model of the proposed innovative activity financing mechanism has a three-level structure, which allows for a comprehensive organization of the financing of innovative processes, including from forecasting the main trends of the innovative development of the region, to the methodical and instrumental composition of this mechanism, and the financing of innovative activities. to making adjustments based on supply performance analysis. The presented model is based on the principle of multi-channel financing of innovative processes and consists of the planned distribution of financial resources between the stages of wide implementation of the results of scientific and technical activities in the economy.

Funding of each of the stages of wide dissemination of technologies to the economy (fundamental research, applied research, experimental construction development, preparation of industrial samples, evaluation of the commercial potential of innovation and business planning, preparation of an industrial copy, large-scale production) has its own aspects. These features are reflected in financial and investment needs of different sizes, different distribution of rights to intellectual property products, and different levels of investment risks. In the multi-channel financing system, the characteristics of the sources of financial resources allocated for innovative activities (budgetary and non-budgetary funds, the company's own funds, funds of foreign investors and international financial organizations) are also taken into account. These unique aspects are manifested in different methods of delivering funds, different investment choices and different investment goals. This system makes it possible to develop various schemes for the

distribution of financial resources. These schemes make it possible for any financing subjects to make investments at any stage of spreading the results of scientific and technical activities to the economy based on their strategic and operational goals.

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