

Management of Innovations by Increasing the Efficiency of Innovation Activity of the Enterprise

Mamajonova Odinakhon Alisher kizi

Researcher of Andijan Construction-Economic Institute

Abstract: The article considers the barriers that hinder the management of innovations and their implementation. The directions providing reduction of time and money expenses on creation of innovations are defined. Proposals to improve the management system in the field of innovation creation are developed.

Keywords: business models, globalization, innovation, radical innovation, innovation management.

In modern conditions the growth of well-being is more and more ensured through the creation and implementation of innovations. To succeed, it is no longer enough to simply take into account the characteristics of the existing demand, one should strive to create products that have radical differences and are able to meet the needs of customers that they did not even know about. Many successful businesses have been able to fundamentally change the traditional business model that characterizes their industry. Only the development of innovative activities can ensure the survival of the enterprise in the conditions of constant change and high level of instability.

However, one of the main barriers to the accelerated development of the firm are the principles that were able to ensure the success of large enterprises. It goes without saying that the management of enterprises is often not ready to reform the existing system of business functioning. Nevertheless, the process of accelerating changes in the external environment leads to changes in the structure of existing markets and the displacement of inefficient firms. One of the signs of impending disaster is the transformation of high-tech products into standardized goods. The second is the inability of an enterprise to predict future market trends.

Thus, it is necessary to create an atmosphere in the organization that is conducive to the continuous creation of innovation. For this purpose, it is necessary to abandon bureaucratic procedures in the management of the firm. First of all, it is necessary to recognize that the emergence of innovations cannot be predicted. Also, the monopoly on innovation approval by top management should be broken. It is desirable to create several competing centers that provide support for new ideas emerging from workers. The best enterprises create communities of practice that involve workers who specialize in different areas of expertise. It is necessary to encourage the involvement of workers in innovation activities through material and moral incentives[1. 204 p.].

In the context of the economic crisis, it is particularly important to ensure that the costs of creating innovation are low. To increase the efficiency of innovation, it is necessary to increase the share of workers proposing innovative ideas, to increase the share of radical innovations in

the total number of proposed projects, to expand the number of ideas received from external sources, to identify the main priorities in innovation, to reduce the cost of obtaining new information through experimentation.

Increased investment in building the skills required to enable employees to participate actively in innovation is hampered by stereotypes of managers who believe that innovation creation should be the responsibility of specialized departments. The best companies involve the top management of the firm in the process of collecting and reviewing ideas, and more than ten percent of their staff are involved in supporting innovations. One of the most effective tools for attracting external knowledge is crowdsourcing, which is now much easier due to the development of information technology. In this way, it is possible to identify groups of specialists interested in solving existing problems, as well as the incentives that make it possible to involve them in the work. Radical innovations make it possible to fundamentally change consumer expectations and behaviors, types of competitive advantages, and the cost structure of the industry, often at low risk. They tend to involve solving problems, most of which are overlooked by existing target customer groups. Unfortunately, existing types of marketing research do not identify unmet customer needs. For this reason, experimentation in practice is necessary[2. P.86-94.].

The development of globalization processes leads to the need to organize innovative projects that require the participation of several large firms. K. Wilson and I. Doz distinguish "10 principles of managing these projects in the context of globalization:

1. Gradual expansion of the project.
2. Ensuring stable conditions.
3. Involving senior management on an ongoing basis in support of the project.
4. Utilizing standard techniques in project management.
5. Identifying the team responsible for project management.
6. Developing an effective project planning system.
7. Providing the project with the required resources.
8. Formation of a control system.
9. Limiting the number of participants.
10. Creating an effective communication system" [3. P.86-90.].

When creating a large project that involves a significant number of organizations, it is necessary to first create a system of relationships between them, for example, through the implementation of a number of small pilot projects. Involvement of top management is necessary to solve inter-organizational problems. Creating a stable environment will help to retain talented employees for whom competition is increasingly fierce. The team responsible for the project should be located in one geographic location and the rules for project development should be standardized. It should be kept in mind that the success of a project is largely determined at the planning stage. It is not necessary to involve unloaded employees who do not have the required qualifications to work in the project. It is necessary to ensure control over the quality of project implementation on the part of employees. A limited number of partners is required because of the need to save time in project implementation. Although information technology can reduce time and money, face-to-face communication facilitates the sharing of tacit knowledge, which is especially important when creating radical innovations.

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