

# Methodological Fundamentals Of Management Of Commercialization Of Results Of Innovative Activity In Higher Education System

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## **Abstract**

*This article provides a detailed definition of the concept of innovation. It also identifies key components of the innovative life cycle and provides recommendations for reducing the credit constraints for Uzbek enterprises and developing the financial system as a whole.*

**Key words:** *innovation, innovation process, innovation, commercialization, participatory principle, intellectual property, basic innovation.*

## **1. Introduction**

The country pays special attention to the full support and encouragement of active entrepreneurship, the introduction of innovative ideas and technologies, the creation of the necessary conditions for the rapid development of science and innovation, which will increase the socio-economic potential of regions and sustainable growth of living standards and welfare.

However, the results of the analysis indicate that there are a number of systemic problems in the country, including those that hinder the further improvement of conditions for the development of active entrepreneurship and innovation [1].

Today, the world is experiencing an information-innovative era. The driving force of this process is change based on scientific advances, rapid adoption of new technologies and effective management. As a result, the relationship between the subjects of economic activity related to the exchange and implementation of innovations is becoming more and more evident.

Radical changes in economic processes (globalization of the market, widespread use of information technology, development management, structural changes in business organization) are leading to an increase in the scale of reforms in various enterprises.

The basis of scientific and technological progress is inventions and discoveries that are applied in various areas of the organization and lead to the creation of innovations. After practical application, inventions became innovations. They are an active link in all spheres of life and activity of society. Modern space cannot be imagined without such changes. The concept of "innovation" is used in almost all areas, both at home and at the professional level, including at the level of heads of state and international organizations.

Despite the fact that economic development is carried out through the introduction of innovations, the slow pace of this process in the last century did not allow it to be fully tested. Rapid economic development in the post-industrial period has acquired qualitatively new features: innovative processes have become a condition for development; innovation is becoming a leading factor in production; the rate of change is increasing. Innovative activity is a claim to the status of the main activity and is a necessary condition for the strategic development of the enterprise. There are various definitions of the concept of "innovation" in the literature, which are often confused with the concept of "innovation". In this regard, it is necessary to pay attention to their specific differences.

## **2. Research Methodology**

The methodological basis of the research is the application of a comprehensive approach in the analysis of the problems of commercialization of innovations and the formation of innovative infrastructure.

### 3. Analysis And Results

Based on the results of the analysis, the financial and economic bases and effectiveness of innovative activities of organizations and methods of commercialization of innovations in the territory of the Republic of Uzbekistan are assessed in detail.

Innovation is an innovation introduced to ensure the quality growth efficiency of processes and products based on market demand. It is the end result of human intellectual activity, his imagination, creative process, discoveries, inventions and rationalizations.

An example of innovation is the supply of products (goods and services) to the market through new consumer features or qualitative improvements in the efficiency of production systems.

Innovation is a new or significantly improved product (product, service) or process introduced for use, a new style of sales or a new organizational style in work practice, job creation and external relations.

The term "innovation" is derived from the Latin word "novatio", which means "update" (or "change"), and the suffix "in" is translated from Latin as "in the direction", if we translate it as a whole "Innovatio" - "in the direction of change" explained. The concept of innovation first appeared in nineteenth-century scientific research.

The concept of "innovation" began its new life in the early twentieth century in the scientific work of the Austrian and American economist J. Schumpeter, as a result of the analysis of "innovative combinations", changes in the development of economic systems. Schumpeter was one of the first scientists to introduce the term into scientific use in economics in the 1900s.

We should look at innovation not as any kind of innovation, but as a factor that significantly increases the efficiency of the existing system. Despite widespread misconceptions, innovations are different from inventions

The difference between innovation and scientific discoveries and inventions

Science is the transformation of certain resources into knowledge and ideas.

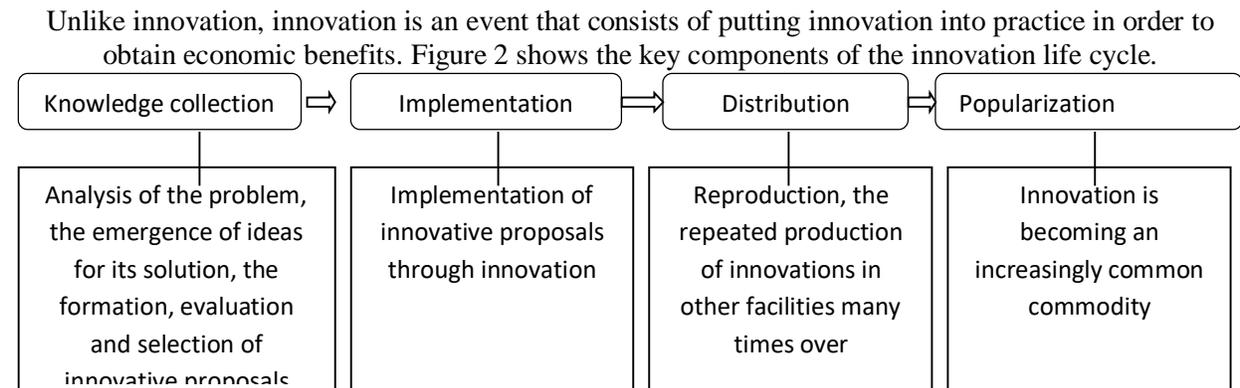
Innovation is the transformation of knowledge and ideas into funds.

An invention is the creation of a new concept.

Innovation is the highlighting of the practical significance of an invention and its transformation into a successful marketable product [2].

Innovation is the result of intellectual activity; it is a new strategy, a new business model, a new organizational structure, a new marketing method, a new process, a new technology, a new product or a certain combination of them. Figure 1 shows the main stages of the innovation life cycle.

**Figure 1.1. The main stages of the model life cycle of innovation [3]**



### Figure 1.2. The main components of the life cycle of innovation [5]

Different approaches have begun to emerge in the economic literature to define the concept of “innovation”. According to EA Utkin's approach, innovation is "an object introduced into production" [3].

According to I. Stepanova, the concept of "innovation" is interpreted as the process of creating real, new products and technologies of scientific and technical potential [4].

L. Vodachek and O. Vodachkova describe innovations as "targeted changes in the enterprise as a system" [5].

The above definitions of the concept of "innovation" reflect the microeconomic nature of change, where they are considered as a factor in the modernization of the organization.

According to B. Santo, innovation is a technical, socio-economic process in which high quality technologies are created. According to L.A. Baev and EV Shugurov, there are the following approaches to defining the concept of "innovation" [6]:

- object-by-object approach;
- process approach;
- object-oriented approach;
- process-nafliy approach;
- process-financial approach.

According to the object-based approach, the result of scientific and technological progress - new techniques and technologies - serves as innovations. The object criterion allows you to highlight the following:

basic innovations - innovations that lead to the creation of a new generation of technologies, consisting of the implementation of major inventions;

improving innovations, ie innovations that implement small inventions that are common at the stage of sustainable development of the scientific and technological cycle;

fake innovations (rationalization innovations) are aimed at partially improving the outdated generations of techniques and technologies, usually leading to a slowdown in technical progress because they have no effect or negative impact on society.

According to the object-oriented approach, innovation is defined as a new consumption value produced on the basis of the introduction of new scientific and technical achievements. Here, the nafs function of innovation predominates - the ability to meet the needs of a society with high nafs.

In the framework of the process-nafliy approach, in contrast to the object-nafliy approach, the category of "innovation" is considered as an integrated process of creating, disseminating and applying a new practical tool.

From a process-financial approach, innovation is the process of investing in innovation, investing financial resources to develop new equipment, technology and research.

- Post a review
- Story
- Saved
- Communities

According to I. Abdurahmanov, "If science becomes money, it is innovation" [7].

Thus, the concept of “innovation” is often defined by the specific purpose of a particular researcher. Any innovation, including one that is not very advanced, can be described as an innovation.

Various definitions of the concept of "innovation" in the literature describe it as a new or improved product or technological process that provides the result of innovative activity, market entry and change in the quality characteristics of manufactured goods or services (Table 1).

The data in Table 1 show that in describing innovations, the authors focus on qualitative-technological change rather than on reproduction and market aspects of the product or service. At the same time, the evolutionary approach analyzes the continuity of the innovation process, and the economic content of each innovation is determined only in terms of the "innovation sector" of the economy. However, the new combination of factors of production and the resulting qualitative changes in the structure of the market of goods and services is a clear manifestation of innovative processes.

**Table 1: Comparative analysis of the definitions of the innovation category [9]**

<i>Author</i>	Таъриф
1	2
<i>Prigojin A.I.</i>	The innovations in the organizations were reviewed, which were described as specific targeted changes (goals, technologies, procedures, etc.) introduced into the new stabilization components.
<i>Zub A.T.</i>	Defines innovation as the process of developing innovative ideas, concepts that are then applied in the organization. At the same time, he explains that change is a process of rapid and profound changes in working methods associated with changing conditions.
<i>Asayl A.N., Karpov B.M., Perevyazkin V.B., Starovoytov M.K.</i>	The authors say that innovation is a unique demonstration of scientific and technological progress, a technological process characterized by elements of innovation, the ability to produce products or services that meet market demand, efficiency, the result of creative activity in the form of new or modernized products.
<i>Orlov L.I.</i>	Considers the concept of innovation as close to the concepts of innovation and change. Defines innovation as a result of decision making. It focuses more on scientific and technical and management innovations based on different solutions - respectively scientific and technical and organizational solutions.
<i>Molchanov N.I.</i>	Defines innovation as a new product or service, the method of their production, innovations in various fields - organizational, research, financial and others. Innovation is understood as any improvement that creates the conditions for cost savings or those savings.
<i>Gromeko V.I.</i>	Innovation is the process by which a scientific idea or invention is brought to the stage of practical application that yields economic benefits.
<i>Nixon F.</i>	Innovation is defined as a set of various measures (technical, production, commercial) that lead to the emergence of new or improved industrial processes and equipment on the market.
<i>Santo B.</i>	He sees innovation as a socio-economic process and explains that inventions lead to the creation of improved products and technologies through the practical application of ideas. In some cases (if the innovation is focused on profit, economic efficiency), its entry into the market can bring additional income.
<i>Shumpeter I.</i>	He defines innovation as a new scientific-organizational combination of factors of production based on entrepreneurial ability.
<i>Morozov Yu.P.</i>	It focuses more on economic efficiency and defines innovation as the effective application of innovations in the form of new technologies, products, socio-

	economic, technological and organizational decisions.
<i>Zavlin P.N., Kazantsev A.K., Mindeli L.E.</i>	The use of the results of intellectual, primarily scientific and technical activities aimed at improving the production process and / or its results is considered an innovation.
<i>Allen J.A.</i>	He sees innovation as the introduction and mass consumption of new products, services, processes, or behavioral patterns.
<i>Pavitt K., Walker V.</i>	Innovation is a set of actions (technical, industrial and commercial actions) aimed at launching a new or improved product or technological process understood.
<i>Tviss B.</i>	It focuses more on economic aspects and considers inventions or new ideas as a process in which economic content is innovation.
<i>I.Abdurahmonov</i>	In Uzbekistan, many potential scientists and researchers work in various research centers, institutes and universities. "They don't have knowledge, they have it," he said. So, first, money was given, and then it became knowledge. But in this state of knowledge, if we turn knowledge into money, that is, knowledge-based economy, it will be an innovation.

The reason for the different interpretations of the category "innovation" is the multifaceted nature of innovation phenomena. In a broad sense, the concept of "innovation" reflects the result of radical modernization of the technological basis of production and, due to its novelty, is characterized, firstly, by a high degree of uncertainty of a particular economic entity, and secondly by its long-term efficiency throughout its life cycle. It follows that innovation combines originality and permanence.

The economic categories of "innovation" and "innovation process" are close to each other, but not the same. The innovation process is a set of successive stages such as the creation, assimilation and dissemination of innovations, i.e. a necessary component of a reproductive innovation system.

In the modern economy, innovations are not only a factor of economic growth, development, structural shifts, but they cover all sectors, sectors of the economy and social life in general. According to Joseph Schumpeter's innovation theory, innovation is a factor that alters the macroeconomic production function, including new product development, technological advancement, and improvement of production methods. In addition, Schumpeter also viewed changes in consumer choice as a factor in changes in production functions, i.e., the power of influence by demand shifted to the supply side.

In the absence of change, the economic system achieves a stable equilibrium, which slows down the development of key systems of the national economy in conditions where the influence of external factors is low. According to Schumpeter's theory, because the main subject is an entrepreneur, it is he who is engaged in the production of innovations to ensure an increase in income. Therefore, the high income achieved as a result of innovative entrepreneurial activity is based on innovation.

For an entrepreneur who produces innovations, the only way to get a high level of profit (according to K. Marx) is to introduce innovations on a regular basis. This is because when innovations spread in the economy, other economic entities imitate the innovator, as a result of which its economic benefits become the benefits of the industry. This, in Y. Schumpeter's theory, determines the social significance of the entrepreneur in society: the entrepreneur is the driving force of development. The main result of innovation is profit, which encourages the innovator to constantly create innovations that will lead the society to sustainable development.

As Schumpeter points out, "with the advent of a new product, the entrepreneur gets rid of competitors and sets prices in accordance with the basic principles of monopoly prices, which indicates the existence of a monopoly element of profit in a capitalist economy." Thus, according to Shumpeter, a mechanism is created to benefit from innovation.

In Schumpeter's theory of innovation, it has been repeatedly emphasized that there is a correlation between uncertainty and innovation. At the same time, innovations are activated under the influence of a number of external factors (new laws, globalization, etc.), on the basis of which innovations can be described as changes in production or nafli functions. An innovator-entrepreneur introduces uncertainty into the production and economic process.

Clearly, the innovation decision-making process is characterized by a high degree of uncertainty and incompleteness of information, but an enterprise's performance without innovation is also associated with uncertainty about how the market economy will develop in the future. According to F. Knight, the essence of entrepreneurship involves making decisions in conditions of uncertainty and taking responsibility for them. The entrepreneur in Y. Schumpeter introduces innovations that cause uncertainty and thus serves as a major source of uncertainty. Knight, on the other hand, points out that entrepreneurship is primarily about people who can innovate. According to Shumpeter, changes and innovations later become commonplace, and technological advances become the work of highly qualified professionals, forcing them to work in a pre-planned manner [8].

The classification of innovations into specific groups according to certain criteria is given in Table 2 [9].

**Table 2: Classification of innovations**

<b>Criterion</b>	<b>Type of innovation</b>
By distribution:	- unique; - scattered.
By place in the production cycle;	- raw; - productive; - secured.
In connection with other innovations:	- revealing; - denialist; - substitute; - reversible
In terms of market share:	- local; - structural.
In terms of potential and level of innovation:	- radical; - improving; - mixed
In the direction of the enterprise:	- technological; - economic; - marketing; - social; - ecological.

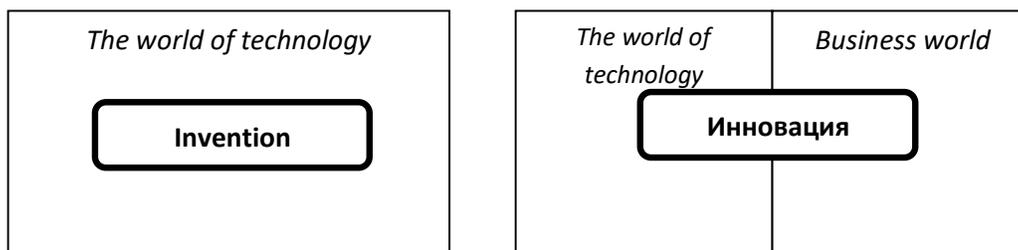
In addition to the data presented in Table 2, it should be noted that intellectual property, defined as the product of intellectual labor and the sum of the rights to implement it in practice, is an important result of innovative activity.

There are many different types of intellectual property that make up a portion of an enterprise's capital, including acquired rights, franchising, and goodwill (which can be described as an enterprise's business reputation).

Intellectual property is an intangible asset. The result of intellectual property is the intellectual product of the intellectual and creative activity of an individual or research group. This product can take many forms: the results of scientific inventions, research and development, as well as consulting services in various fields, ie intellectual property (IMO).

Intellectual property objects are divided into patent rights (industrial property objects) and copyright objects. Objects of industrial property include inventions, industrial designs, as well as trademarks, business names, and so on.

In many cases, innovations are created as a result of the introduction of various inventions into the real sector of the economy, which can include world-class innovations, new devices, substances, technologies, natural cells (plants and animals) with high technological level and industrial consumption [10] (Figure 3)



**Figure 3. Comparative analysis of the concepts of "invention" and "innovation"**

When analyzing Figure 3, it should be noted that all copyrighted items can be divided into two groups:

- Technical group, which includes monographs, dissertations, research reports, articles at scientific conferences, technical documents, computer programs and databases, integrated circuits, etc.;
- Humanitarian group, which includes various works of art.

An important part of intellectual property is the normative legal acts that give the right to use the objects of intellectual property.

It should be noted that patents, certificates of property, as well as license agreements apply to the use of industrial property. At the same time, the use of copyrighted objects is formalized by copyright agreements and purchase agreements.

Innovation can be both a product and a technological process (in whole or in part). Innovations by level of novelty are classified into the following types:

- basic innovations, ie they are aimed at the development of new generation machines and materials and are designed to master radically new technologies in conjunction with existing innovative technologies;
- improving innovations, ie innovations that improve the quality or value characteristics of an existing product, as well as innovations related to the application of significantly improved methods of production. These innovations are aimed at popularizing and improving technologies;
- Fake innovations, which include small technical and technological and external changes in products and services.

In the transition from innovation to direct innovation activity, it is necessary to list its main types:

- a) preparation and organization of production, which includes the acquisition of technology and equipment, as well as changes in production methods and standards of quality control;
- b) pre-production developments, ie improvement of products, equipment and technologies, as well as retraining of personnel for their proper use;
- c) marketing of new products - the implementation of the main activities related to the launch of new products on the market (including market research, adaptation, advertising, etc.);
- d) g) external acquisition of intangible technology in various forms (eg patents, licenses, know-how, trademarks, as well as models and services in the technological sense);

- e) acquisition of material technology - works involving machinery and equipment and associated with the implementation of product or technological changes;
- f) production design - preparation of plans and drawings to determine the technical processes and characteristics.

Innovative activity is based on:

- 1) the principle of superiority of innovations over traditional, simple production;
- 2) the principle of economy of innovative production (it is assumed to achieve commercial efficiency);
- 3) the principle of flexibility (an independent innovation structure is created for each new idea, but it in turn may not be absolutely suitable for solving other problems);
- 4) the complex principle (for example, a single brilliant discovery can lead to the emergence of several small innovations related to it).

Knowledge of the rules of management of innovative activities and the technology of its application will help to formulate the appropriate strategy and tactics.

The effectiveness of any innovative activity requires the development of the organization in this direction. The content of innovation development management can be expressed by the following rules:

- It is necessary to anticipate and develop innovations;
- It is necessary to accelerate and introduce innovations;
- it is necessary to prepare for innovations;
- innovative processes can be suspended and smoothed to a certain extent;
- provide a certain level of management of innovative activities of the organization.

The general features of the principles of management of innovative development of the enterprise can be distinguished:

the generality of the principles that affect the development process of any organization;  
changes in principles that are constantly evolving as management objects evolve.

The laws of development of the enterprise are determined by the principles of management and create motivation for the actions of its members, as well as take into account the characteristics of innovative development of the enterprise.

The principles of management of innovative development of the enterprise are the rules that determine the content of innovative activity.

Appropriate use of principles creates the necessary basis for performance and reduces the likelihood of negative results from innovation.

The principles of innovation strategy are the basis of innovative activity of the enterprise and determine the directions of its development. The following principles of the enterprise innovation strategy can be listed:

- The principle of scientific and analytical forecasting in the development of strategy;
- The principle of the supremacy of the human factor;
- the principle of compatibility of enterprise strategy and available resources;
- The principle of analysis of external and internal factors affecting the development of the enterprise;
- The principle of organizing a strategic management system in the enterprise;

- The principle of compatibility of enterprise strategy and general management tactics;
- The principle of expediency of the company's strategy in terms of existing technologies.

The above principles serve as general requirements, rules for managing the innovation strategy of the organization, the most important of which we can group into three groups:

- 1) the principles of organization of the management system of innovative development of the enterprise (the principle of forecasting, compliance, progress, consistency);
- 2) principles that guide the further development of the innovative management system in the enterprise (flexibility, connectivity, continuity, etc.);
- 3) the principles that determine the nature of the relationship with the subjects of innovative practice in the organization, including the principles of synergetism, participatory and anthropological realism.

According to the principle of anthropological realism, it is emphasized that an individual can unconsciously and consciously hinder or facilitate innovation. Scientifically proven and hastily prepared innovations must indeed be tailored to the competencies, needs and capabilities of specific subjects of scientific and educational activity.

Thus, along with the innovative development of the organization, there is a process of improving the innovative potential of employees, which requires continuous training and retraining of innovators.

Hardy-Weinberg's law of genetic stability of populations can also be applied to human creative abilities. The number of talented people per million population is relatively unchanged. Management of the development of the innovative potential of the enterprise should be organized in such a way that it is necessary to constantly look for talented people inside and outside the organization, as well as to pay sufficient attention to their personal and professional development.

According to the principle of participatory, each subject of innovative activity has a deep understanding of this activity and receives objective information, because it is involved in the planning of this process. Eventually, the results of innovative activities become very personal, and new incentives emerge for people to create innovations again later. The professional development of the specialist takes place, he acquires new knowledge and expands his personal capabilities.

For the successful implementation of the participatory principle, it is necessary to take into account Florian Znanetsky's "human coefficient", which takes into account the views of those involved in the socio-pedagogical situation and takes into account the important aspect of this situation for them. According to F. Znanetsky, everyone is often faced with an alternative choice: either the established rules divide the person, or the person destroys them.

According to the principle of synergetism, the more the impact of management on the development of the enterprise corresponds to the internal directions of enterprise self-development, the more effective it is, according to the law of self-preservation, employees are not opposed to innovation and strive for synergy. The organization of innovative development of the enterprise should be based on knowledge of the possible and non-possible aspects of the analyzed environment, as it is not expedient to forcefully determine the directions of innovative development of the enterprise from the outside. Development cannot be managed externally for long periods of time because external influences cannot replace or cancel internal processes in the development of the enterprise.

It is also necessary to ensure freedom of movement to implement different models of development. It is necessary to take into account that the expected changes in management (their speed, direction, nature) are related to the internal components of the enterprise system, its innovative potential, the participation of all parts in the changes.

Enterprises that choose the path of innovative development will become competitive and become leading companies in the market. Competition based on high-quality and timely innovations is an important

condition for the continuity of enterprises and will be a decisive factor in the development and commercialization of new scientific results.

Thus, on the one hand, in a competitive environment, enterprises are forced to provide high-quality scientific results, which include the quality of educational services, advertising and information activities, and on the other hand, it should be noted that the market does not accept innovations of significant scientific and practical significance. does not meet the interests of.

Competition not only contributes, but also forces enterprises to participate in the creation and development of innovation markets in the following areas:

- creation and improvement of the scientific and experimental base for carrying out research work;
- organization of joint research with other organizations;
- Fulfillment of orders for various research and development work for education and other institutions.

However, practice shows that most large enterprises are not innovative enterprises. The external environment changes very quickly, so innovations need to be implemented in a timely manner. This problem is not only closely related to competition, but also directly related to time, because a significant reduction in the time spent on the production of a new product is an objective necessity for the effective operation of the organization. The above descriptions are the means of success of the enterprise, which are interconnected and enhance the effectiveness of the organization from innovative activities.

Today, the success of enterprises depends in many ways on various factors, including global competition, rapid technological development and innovative environment. In managing them competently, management must take these processes into account in its development.

The uniqueness of the enterprise is determined by the innovative component in its development, which includes the position of the enterprise in the market, the quality of scientific and educational activities, the level of intellectual potential, development strategies and innovative culture.

The main features of the innovative activity of the organization are its focus on continuous development, forecasting and the quality of scientific and educational activities.

Businesses need to provide high quality training of their specialists to ensure and increase competitiveness, which requires great effort and resources in the areas of production and distribution of products or services.

Innovative development management of the enterprise should be organized on the basis of the capabilities of this environment. That is, it is not expedient to identify and manage the innovative development directions of the organization from the outside, because such management can not replace the natural development processes within the enterprise. It is also necessary to ensure a certain degree of freedom of movement in order to implement alternative development options.

In order to effectively manage innovation in the enterprise, it is necessary to compare the planned changes with the expected results of employees, the availability of innovative potential of the enterprise, as well as the involvement of all entities in future changes.

Thus, we can conclude that there are no universal management principles that apply to all innovations. The indicators of each situation are different and the result is directly related to them, which is important not only for the impact of the external environment, but also for the stages of the innovation process, such as innovation itself, collecting information about innovations, deciding on their implementation. The same principles can both contribute to and hinder the innovation process at different stages. Based on these characteristics, it is possible to determine how important this quality step is in the development of the enterprise.

If a certain stage of the innovation process requires significant changes in the structural indicators of the

enterprise, it is primarily overcome by the behavior of employees, removing barriers between them and innovation, training them and teaching them to apply innovations.

In this process, the organization is a social system that does not introduce innovations, whether under the influence of external forces or as a result of a sudden increase in employee propensity to innovate, but consciously analyzes the problems in the enterprise, as well as organizes innovations to solve these problems.

Most models of innovation and related change management are based on K. Levin's hypothesis that there is a dynamic equilibrium of two groups of forces in the enterprise, divided into "positive" and "against" directions. Changes in the enterprise should be carried out in three stages: "thaw", "move" and "freeze", while maintaining the balance of forces.

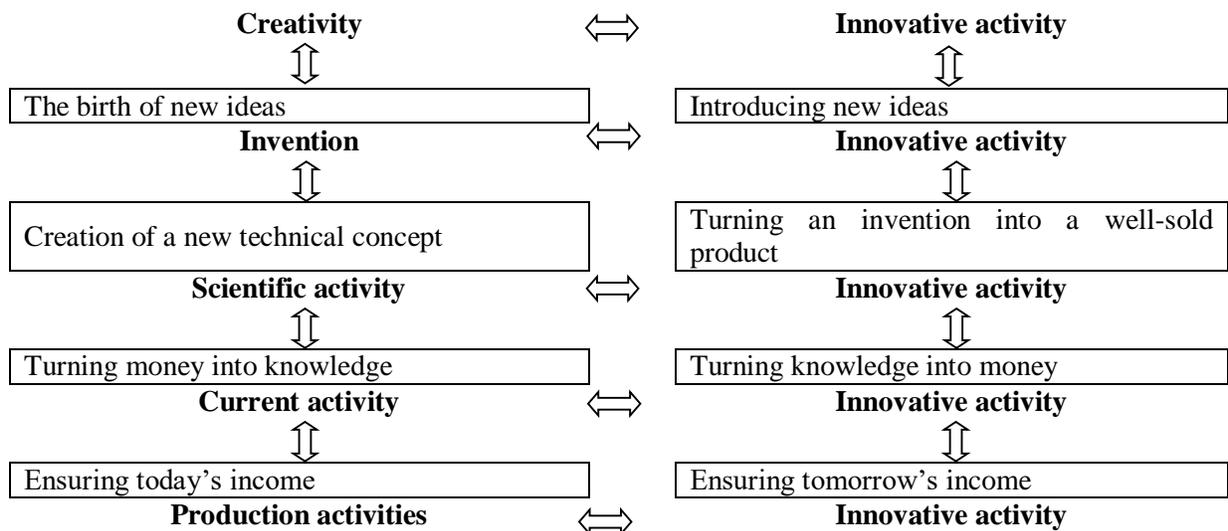
In the first stage, the need for change is met by creating an innovative environment that evokes a sense of dissatisfaction with the current situation. In the "mobilization" phase (or the process of making changes), the information needed to implement innovations is provided, and new forms and patterns of behavior are explored. In the "freezing" phase, there is a stabilization of change, new technologies, new forms of behavior, patterns, and so on. applied.

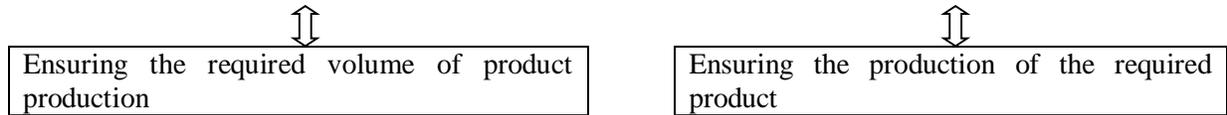
Thus, innovative activity can be described as a set of technological, scientific, organizational and financial measures aimed at the commercialization of accumulated technologies, knowledge and equipment. Results of innovative activity, innovations are new or improved goods (services), as well as goods or services of new quality.

Innovative activity can also be described as the creation, development, dissemination and use of innovations, the development of research results to expand or update the range and improve the quality of products, goods, services, improve their technology, effective sales in domestic and foreign markets. Described as an output, application, and commercialization activity, all of these require a set of measures and ultimately lead to innovation. leads. Figure 1.4 shows the specifics of innovation activity [11].

Despite the fact that modern local entrepreneurs are innovators, technologies that have proven their effectiveness abroad are being introduced into production. The reason for this can be explained by the fact that today our country is not a leader in terms of technology. In this regard, the imitation development strategy is very effective for us. However, institutional changes are needed to encourage Uzbekistan to embark on its path of innovative development.

Often enterprises blame the state for the lack of budget funds for their research activities, identifying this factor as a major obstacle to their innovative activity.





**Figure 1.4. Peculiarities of innovative activity**

However, according to the survey, only half of the organizations with free funds have spent them on introducing innovations. Thus, the solution of the existing institutional problem will not dramatically increase the innovative activity of Uzbek enterprises. Moreover, in a planned economy, for example, government support for organizations has not helped increase the volume of innovation.

It should be noted that innovations are carried out more by foreign competitive enterprises, so measures to create a competitive environment in the markets, reduce restrictions on access to credit for Uzbek enterprises and the development of the financial system as a whole are more effective than direct state funding of innovative projects. Such a strategy is a necessary condition for the transition of the national economy from an imitation model to a path of innovative development.

The development of innovations is done by scientists and engineers, but it is the innovation managers who organize the process, seek funding sources, introduce developments, and place the finished product on the market. Since they are almost non-existent in Uzbekistan, organizations implementing innovation-imitation development strategies send their managers abroad for training or internship. In our opinion, in order to solve this problem, it is necessary to have a targeted state policy in the field of increasing the innovative level of the national economy.

The transformation of Uzbek business schools into Western-style educational institutions will increase the innovation activity of national organizations, which in turn will lead to sustainable economic growth, as innovation management will become a system of increasing the competitiveness of the Uzbek economy and innovation, ie methodology and organization of innovative activities. field of knowledge is formed.

Investing in innovation development is an integral part of the innovation process. The main thing here is to introduce innovation, to turn it into a form of innovation or to achieve a positive result. As a result of the economic development of society, new, more efficient factors of production, investments and advanced innovations emerge.

Innovation-based development should take place not only in the economy but also in science-intensive sectors, although they contribute to improving the quality of production facilities and saving resources at the stages of the innovation life cycle, but also in education, which provides intellectual transformation of socio-economic systems.

Thus, the description of the category of "innovation" indicates that its main element is the end result of innovative activity - a new product, as well as a newly created or improved technical and technological process.

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