

**MANAGEMENT OF INNOVATION ACTIVITIES IN SMALL BUSINESSES ON THE
EXAMPLE OF FERGANA REGION**

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ANNOTATION: The article analyzes the problems of managing innovative activities in small businesses of the Fergana region and ways to solve them. The article considers the importance of small businesses in the development of innovative activities, as well as the main problems in managing innovative activities, including lack of financial resources, lack of innovative knowledge, lack of innovative infrastructure, imperfect legal and regulatory framework, and low level of competitive environment. The article also analyzes the proposed solutions to solve these problems, including attracting financial resources, increasing innovative knowledge, developing innovative infrastructure, improving the legal and regulatory framework, and strengthening the competitive environment. The conclusion of the article emphasizes the need to implement comprehensive measures to solve the problems of managing innovative activities in small businesses of the Fergana region.

KEYWORDS: Small business, Innovative activity, Management, Fergana region, Example, Economy, Development, Infrastructure.

Today, the competitiveness and rapid development of the global economy require small businesses to engage in innovative activities. Innovation is the process of developing and implementing new ideas, products, or services.

Article 3 of the new edition of the Law of the Republic of Uzbekistan “On Guarantees of Freedom of Entrepreneurial Activity”, adopted on May 2, 2012, defines “Entrepreneurship (entrepreneurship) is an initiative activity carried out by business entities in accordance with the legislation, at their own risk and under their own property responsibility, aimed at obtaining income (profit)”. It can be seen from this that since business and entrepreneurship have the same basis, conditions, and principles, in practice they are called by double names such as business and entrepreneurship or small business and private entrepreneurship and are used in the same sense. We understand that business is a complex of socio-economic relations that occur between people in the context of economic activity aimed at obtaining profit, income, and benefit. Small business is a form of activity that occupies an important place in the economic system, provides many jobs and makes a significant contribution to the development of the local economy. Innovation is an important tool for increasing the competitiveness of business and achieving long-term success. Innovative activity in small business includes the development and implementation of new products, services, technologies, as well as the optimization of business processes. Entrepreneurship is an important component of business, and Fergana region, as a region of Uzbekistan, which is not close to the capital, but has its own economic potential, plays an important role in the development of small business. This article analyzes the management of innovative activity in small business enterprises in Fergana region, its practical significance and relevance. It is one of the developing regions of Uzbekistan, where many small business enterprises operate. Although the industrial potential and agricultural sector of the region are strongly developed, the level of innovative activity in small business is still low. However, in

recent years, a number of initiatives have been implemented aimed at introducing innovation in small businesses.

1. Create an innovative culture To manage innovation activities in small businesses, it is necessary, first of all, to create an innovative culture. This will encourage employees to develop new ideas and solve existing problems through innovative solutions. Organize training courses and seminars on innovative technologies and their implementation for employees of small businesses .

2. Development of Research and Development (R&D) Activities Research and development activities play an important role in managing innovation activities. Small businesses should focus on research and development in their activities when creating new products or services. Many enterprises in the Fergana region, especially in the industrial sector, are paying special attention to R&D.

3. Attracting financial resources Financial resources are necessary for implementing innovative activities. Small businesses can apply for financial assistance from government programs, commercial banks and international financial organizations to finance their innovative initiatives. Providing grants, loans and subsidies to small businesses to finance innovative projects .

4. Introduction of technological innovations Through the successful implementation of technological innovations in small businesses, it is possible to effectively manage production processes and improve the quality of products. A number of small industrial enterprises in Fergana are improving their products by introducing modern technologies.

5. Development of innovation infrastructure. Creation of research laboratories, technology parks and other innovation infrastructure for small businesses.

6. Improving the legal and regulatory framework. Improving the legislative and regulatory framework necessary for the development of innovative activities.

7. Strengthening the competitive environment Strengthening the competitive environment to develop innovative activities in small businesses.

Examples of innovative activities in Fergana region There are several successful examples of innovative activities in small businesses in Fergana region: Agricultural technologies The agricultural sector in Fergana region is developed , where the introduction of innovative technologies can increase productivity and save resources. For example, the small business company “AgroTech” is developing innovative irrigation systems and smart agricultural technologies. Supporting innovative activities through projects and programs Small businesses in Fergana region are participating in a number of programs to support innovative activities. The regional industry development centers and business incubators help in the development of new technologies. There are a number of problems in managing innovative activities in small businesses in Fergana region:

- Lack of financial resources: Small businesses do not have sufficient funds to finance innovative projects .
- Lack of innovative knowledge: Small business employees lack sufficient knowledge and skills in innovative technologies and their implementation.
- lack the necessary infrastructure to implement innovation projects, such as research laboratories, technology parks, etc.

- legal and regulatory framework: The legislative and regulatory framework necessary for the development of innovative activities is not sufficiently complete.
- Low level of competitive environment: The competitive environment is not strong enough to promote innovative activities in small businesses.

A new product involves any innovation or change in an existing product that the consumer considers important. However, the degree of innovation can vary and can be considered at several levels. Goods that have never been produced before for the enterprise are innovative goods. Thus, the innovative marketing mix represents a set of practical measures to influence the target market and potential consumers of innovations, as well as to respond in a timely manner to changes in the competitive environment and consumer desires.

Conclusion. Marketing research in the market involves the analysis and forecasting of demand, prices, similar products, competitors and customers, and includes all types of research activities related to the development and implementation of measures. Those who did not engage in market research in all five areas left the market. The competitive struggle has shifted to the sphere of sales promotion, marketing, that is, to full-fledged work with the consumer. A small business should pay attention to the following aspects when creating its image:

- Public opinion is constantly changing, so it is not enough to just create an image, it is necessary to constantly make changes to it;
- Real-life events determine the direction of public opinion in the future; there is no single, always unanimous public.
- influencing public opinion should be aimed at a specific group of the public;
- public opinion is changed by events, not empty words;
- the public interest determines public opinion.

Based on the above considerations, it is advisable to carry out the following main tasks to organize and improve marketing activities in small businesses and entrepreneurs in our country:

- development of marketing strategies, especially national advertising agencies, to increase the "brand" of goods produced by small businesses and private entrepreneurship;
- development of websites for small businesses and private entrepreneurship to sell their products;
- ensuring the participation of entrepreneurs in fairs, competitions, and exhibitions of modern new technologies;
- to assist in the modernization of small businesses and private entrepreneurship, and the sale of products produced by them

It is necessary to implement comprehensive measures to address the problems of managing innovative activities in small businesses in the Fergana region. These measures will help increase the competitiveness of small businesses, develop the economy, and create jobs.

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