

ORGANIZATION OF INNOVATIVE ACTIVITIES IN ENTERPRISES

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**Abstract:** In today's globalization environment, effective organization of innovative activities is of crucial importance in increasing the competitiveness of enterprises. This article examines the basic principles of planning, managing and evaluating innovative processes in enterprises. It also analyzes the mechanisms for forming an innovative culture, creating a creative environment and supporting new ideas. The article provides practical recommendations for increasing the innovative potential of enterprises and ensuring sustainable development.

**Keywords:** Innovation, Enterprise, Innovative activity, Organization, Management, Competitiveness, Development

**Login:** Innovation has become a key factor in ensuring the competitiveness of enterprises and ensuring their sustainable development in today's rapidly changing global economy. Achieving success in modern market conditions requires not only the efficient use of existing resources, but also the constant creation of new ideas, their implementation and commercialization. Effective organization of innovative activities allows enterprises not only to offer new products and services, but also to optimize production processes, improve management systems and adapt to market requirements. This process involves the transformation of scientific knowledge and creative ideas into final, market-demanded products, which serves to bring economic, scientific-technical, social and technological benefits to the enterprise. Special attention is also being paid to the development of innovative activities in the economy of Uzbekistan. The country's innovative development strategy until 2026 sets important goals, and it is planned to increase its position in the Global Innovation Index from 86th place in 2023 to 56th place. It is also planned to increase the number of innovatively active enterprises from 613 to 2,250, increase the export of high-tech products from 2.1% to 6%, and almost triple private sector investment in research and development [1]. These goals indicate the urgency of in-depth study of the theoretical foundations of organizing innovative activities in enterprises and the development of practical mechanisms. This article is aimed at a comprehensive analysis of the theoretical and practical aspects of organizing innovative activities in enterprises. It comprehensively considers the basic concepts of the innovation process, various models and approaches to its organization, the importance of forming an innovative culture, financing mechanisms, and methods for assessing effectiveness. It also analyzes the specific features of innovative activities and future development prospects for the example of Uzbek enterprises, and makes relevant conclusions and recommendations.

**Analysis of literature on the topic:** The issue of organizing innovative activity is one of the central topics widely discussed in modern economic literature. Research in this area is focused on the theoretical foundations of innovation, its role in the activities of the enterprise, organizational mechanisms and ways to increase its efficiency. An analysis of the literature



shows that innovation as a management concept is aimed at transforming new ideas into commercial projects, obtaining maximum profit, creating new or improved products and technologies to meet specific needs. This process provides a wide range of results, including economic, scientific and technical, social and technological benefits [4]. The innovation process itself includes the creation, mastering, dissemination and use of innovation. It means the systematic transformation of an idea into a product through such stages as research, design, marketing, production and sales [4]. The transformation of scientific knowledge or ideas into a final product (innovation) and ensuring its further dissemination is the main task of the innovation process. This process consists of two mandatory stages: first, the creation of a prototype of a new product, and second, its development, production and distribution until it becomes an innovation with market demand [5]. The literature distinguishes three forms of the innovation process: simple intra-organizational (innovation is created and used within one organization), simple inter-organizational (innovation is sold as a commodity, separating the creator and consumer) and extended (diffusion) (the emergence of more producers, stimulating competition and product improvement) [5]. In the theory of J. Schumpeter, diffusion is emphasized as the cumulative growth of imitators associated with the expectation of super-profit, in which the main participants are innovators, early adopters, early adopters and latecomers [5]. The main tasks of innovation management are planning, defining an innovation-oriented mission, determining strategic directions, organizing activities, motivating participants and systematically evaluating results [4]. Various organizational structures are used to organize innovation activities in enterprises. These include specialized research and development (R&D) departments, which are often found in large companies such as Rosatom and Kaspersky Lab, where the number of R&D employees can be significant. Other forms include new product departments, project working groups, and development centers [4]. Modern research shows a trend away from the "closed innovation" paradigm that was widespread in the 20th century, when large companies relied solely on internal R&D to generate discoveries, new products, and profits. The transition to a knowledge-producing society, the strengthening of the role of institutions such as universities, and the rise of small, flexible firms are driving the transition to an "open innovation" model [5]. These changes require enterprises to pay more attention to external cooperation and knowledge exchange in organizing innovation processes. The issue of organizing innovation activities in Uzbek enterprises is also an integral part of the strategy for modernization and increasing the competitiveness of the national economy. The goals set in the country's innovative development strategy until 2026 further strengthen the relevance of this direction. In particular, it is planned to increase the position in the Global Innovation Index from 86th to 56th place in 2023, increase the number of innovative infrastructure facilities from 25 to 75, the number of innovatively active enterprises from 613 to 2,250, increase the export of high-tech products from 2.1% to 6%, and almost triple private sector investments in research and development from 2,804 million soums to 8,250 million soums [6]. It is also planned to create from 6,000 to 25,000 new jobs through innovative entrepreneurship, increase the number of registered patents from 30 to 184, and the number of scientific researchers from 15,000 to 21.5 thousand [6]. These goals indicate the need for a deep study of the theoretical foundations of organizing innovative activities in enterprises and the development of practical mechanisms. The analysis of the literature shows that in order to effectively organize innovative processes in the context of Uzbekistan, it is necessary not only to take into account global trends, but also to deeply analyze the specific characteristics of the national economy, available resources and institutional environment. In particular, stimulating innovative activities in small and medium-sized businesses, increasing their R&D potential, and strengthening cooperation with universities and research centers are of great importance in implementing the principles of "open innovation".



Diversification of financing mechanisms, expansion of venture capital and public-private partnership models play a decisive role in supporting innovative projects. Also, the formation of an innovative culture, development of the creative potential of employees and their active involvement in innovative processes are a prerequisite for ensuring the long-term competitiveness of the enterprise. This literature review reveals the complex and multifaceted nature of organizing innovation activities in enterprises, which provides a solid foundation for future research.

## Research methodology

The research methodology in this article serves to provide an in-depth analysis of the theoretical and practical aspects of organizing innovative activity at enterprises. The main purpose of the article is to systematize modern concepts of innovative processes, identify effective models and approaches to their organization, as well as develop relevant recommendations taking into account national characteristics on the example of Uzbek enterprises. The study is based on a theoretical-analytical approach and is aimed at a critical synthesis of existing scientific literature, international experience and innovative development strategies of Uzbekistan. This approach allows us to identify the main principles, mechanisms and efficiency factors of organizing innovative activity. At the initial stage, the fundamental theoretical foundations of innovation, the innovative process and innovation management were studied in depth. The works of leading scientists in the field of economics, management and innovation, monographs, scientific articles and international reports were analyzed. The analysis of this literature served to form a comprehensive knowledge base on the evolution of innovative activity, its various forms and management paradigms (for example, "closed" and "open" innovation models). Data were collected mainly from secondary sources. These included an analysis of scientific literature, such as articles in international and national scientific journals, monographs, and conference proceedings on the organization of innovative activity. These sources provided insight into the theoretical and practical aspects of innovative processes. Official reports and statistics from relevant government bodies and international organizations on innovative activity were also studied. This information served as the basis for assessing the current state, trends, and dynamics of innovative processes in the context of Uzbekistan. In particular, the goals and indicators set out in the Strategy for Innovative Development of Uzbekistan until 2026 [6] were of great importance in analyzing the relevance and prospects of national innovative activity. In addition, regulatory legal acts of the Republic of Uzbekistan, such as laws regulating innovative activity, presidential decrees and resolutions, and government programs, were also analyzed. These documents helped to shape the innovative environment and identify the main directions of state policy. A number of methods were used in the process of data analysis. The systematic approach served to analyze innovative activity as an integral part of the overall strategy and organizational structure of the enterprise, its interrelation with the internal and external environment. Comparative analysis served to compare different models and approaches to organizing innovative activity (for example, closed and open innovation), identify their advantages and disadvantages, and also assess the possibilities of adapting international best practices to the conditions of Uzbekistan. Logical generalization and synthesis helped to formulate effective principles for organizing innovative activity based on the collected data, to link theoretical conclusions with practical recommendations. Inductive and deductive methods made it possible to analyze specific cases from general theoretical rules (deduction) and draw general conclusions from specific observations (induction). There are main limitations of the study, which are mainly related to the limited availability of empirical data. Since the article is based mainly on theoretical analysis and secondary data, in-depth empirical research (e.g.,



questionnaires, interviews, case studies) was not conducted on each aspect of the organization of innovative activity in Uzbek enterprises. However, the available statistical data and strategic documents [6] allowed us to sufficiently illuminate the national context. This methodology created a solid foundation for a consistent and systematic analysis of the issues considered in each section of the article. In particular, sections such as theoretical foundations of innovative activity, organizational models, innovative culture, financing and performance assessment were developed on the basis of the above-mentioned analytical approaches. In analyzing the specific features and development prospects of innovative activity in the case of Uzbek enterprises, special attention was paid to national strategic documents and statistical data [6]. As a result, this methodology served to ensure the scientific relevance of the article, substantiate its conclusions and increase its practical significance.

**Conclusion:** This article provides a comprehensive analysis of the theoretical foundations, modern organizational models and specific features of the organization of innovative activities in enterprises in the context of Uzbekistan. The study shows the crucial importance of innovation in ensuring global competitiveness, the increasing role of the principles of "open innovation", and the need to form an innovative culture within enterprises. The strategic goals of Uzbekistan until 2026 emphasize the importance of increasing the innovative potential of national enterprises, diversifying financing mechanisms and strengthening scientific and research cooperation. It is advisable for future research to focus on conducting in-depth empirical analyses in these areas.

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