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DIGITAL AND INNOVATIVE APPROACHES TO MANAGING THE DEVELOPMENT OF INDUSTRIAL ENTERPRISES

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Abstract:

The effectiveness of innovation activity in an enterprise depends on many factors. The main of them are the degree of involvement of employees of industrial enterprises in this process, making innovation activities at industrial enterprises organized and purposeful, the level of incentives to search for innovations and their implementation.

Keywords: Innovation, innovation activity, industrial enterprises, technology, scientific and production structure, innovation process.

In the context of deepening economic reforms carried out in Uzbekistan, innovations are

necessary, first of all, for its sustainable economic growth. The transition to sustainable economic growth in all branches of industrial production of the economy is impossible without stimulating the use of science and technology, the introduction of new technologies, the activation of scientific and technical activities of all subjects of the scientific and technical sphere at industrial enterprises.

The analysis of various definitions of innovation leads to the conclusion that the specific content of innovation is change, and the main function of innovation is the function of change.

Austrian scientist I. Schumpeter identified five innovative process changes:

-the use of new technology, new technological processes or new market support for production;

-introduction of products with new properties;

-use of new raw materials;

-changes in the organization of production and its material and technical support;

-the emergence of new markets.

Thus, according to N.M. Yusupova, "... ensuring the competitiveness of the country's economy can be achieved only through the introduction of new technologies, modern technical means, the production of high-quality goods and services.

Therefore, the most important indicator of the development of society and its economy is the state of the innovation process."

The effectiveness of innovation activity at the enterprise depends on many factors. The main of them are the degree of involvement of employees of industrial enterprises in this process, making innovation activities at industrial enterprises organized and purposeful, the level of incentives to search for innovations and their implementation.

Intellectual capital is a strategic resource of an organization that ensures its sustainable development in conditions of a high level of uncertainty of the external environment.

An important aspect determining the effectiveness of the formulated investment program is its scientific and technical expertise, which can be carried out both on the basis of independent expertise and internal. External expertise is carried out when innovation concerns the solution of cardinal problems of the development of industrial enterprises, and this is associated with high costs and risks.

When conducting an internal examination, an important task of management should be the objectification of expert assessments by various experts. This is due to the differences determined by the psychological and professional factors of the exports themselves.

Therefore, it becomes important to select exports and assess the level of their competence. This is quite difficult, since it is necessary to attract specialists often in new or borderline fields of knowledge.

This problem is solved by integrating the opinions of experts on the proposed composition of experts. The organizational embodiment of various forms of the organization of the innovation process (innovation process) occurs through the formation of an appropriate organizational structure for the management of the innovation process.

Its elements are individual managers and employees, services and divisions of the innovation process. The organizational structure is formed from two interrelated components:

-innovation management structures;

-scientific and production structure of the innovation process.

The structure of innovation management is defined as a form of distribution and coordination of management activities in the innovation sphere. It includes the composition of the governing bodies and establishes the nature of the relations between them.

When forming the structure of innovation management, the innovation process of the structure is selected, the composition and functions of management bodies are determined, powers are distributed among managers of different levels, procedures and methods for justifying management decisions are established, the procedure for their coordination and organization of execution, information support for innovation management bodies.

The scientific and production structure of innovation activity is determined by the scale of the innovation process, the specifics of the products or services provided.

It is important to emphasize that due to the dynamism of changes in the external and internal conditions for the development of innovations, their management and organizational structures should be flexible.

At the same time, modern production must meet the increased requirements for its activities, which is due to a number of reasons:

-the need for high production flexibility, which allows you to quickly change the range of products. This is due to the fact that the product life cycle has become shorter and the variety of products and the volume of production of single batches is greater;

-complex production technology that requires completely new forms of control, organization and division of labor;

-serious competition in the market of goods, which radically changed the attitude to the quality of products, requiring the organization of after-sales service and additional branded services;

-a sharp change in the structure of production costs;

- the need to take into account the uncertainty of the external environment.

In a market economy, the rights of producers and consumers of innovations are equalized. They find their own place in the market. At the same time, their motivations come from financial gain and maximizing the consumer effect.

In other words, the connection between the producer and the consumer is carried out through real financial and price criteria determined by the market. It should be borne in mind that the consumer has a choice between innovations.

It is the consumer who chooses the most preferred properties. The quality of new products is defined as the degree of compliance with the requirements of consumers.

Quality indicators (technical, economic, operational and other parameters) determined by technical specifications (TU) are controlled by manufacturers.

The technical level of the products is monitored at the following stages of the life cycle:

- developments;
- production;
- operation.

The assessment of the technical level is carried out by manufacturers and consumers. Manufacturers can focus on the best domestic and world analogues, the requirements of international and national standards, the results of preliminary and acceptance tests of prototypes.

Increasing the technical level of products means the embodiment of new, previously unrealized scientific and technical knowledge in it and should ensure a positive effect from the operation of new products.

A differentiated approach is applied to the assessment of the technical level of machines and equipment belonging to different "niches". This means that not only the production operation performed by the machine is taken into account, but also the "niche" where it is implemented.

Each technical innovation embodies the currently available scientific and technical knowledge. Of course, scientific and technical knowledge cannot be directly quantified, so the

assessment of technical innovations can only be relative, based on a comparison of machines and equipment designed to implement similar production functions. In other words, the technical level of the evaluated product is revealed by comparison with the best, in terms of technical capabilities, world level.

There are technical and technical-economic levels. The technical level is understood as the degree to which the accumulated knowledge about the most complete and accurate fulfillment of production goals in accordance with the functional purpose is embodied in new products. The technical and economic level is understood as the degree to which scientific and technical knowledge about the most complete and accurate fulfillment of the production goal in the most effective way is embodied in the products.

When evaluating the advantages of machines and equipment, not only technical, but also economic characteristics are taken into account. Improving the technical level is a process associated with the creation and implementation of resource–saving technology. In other words, in comparison with the replaced analogues, the new equipment should have higher productivity, uniform power, reliability and efficiency, and in operation.

At the same time, the equipment occupying various production "niches" meet their priority areas of increasing the technical level. So, for some machines it is important to achieve an increase in productivity, for others – power or another parameter of functional purpose.

The improvement of technology is associated with an increase in its reliability and durability. Reliability is one of the main properties of the product, which determines, along with performance, its effectiveness. Reliability is determined from the interests of consumers. The level of scientific support has a decisive influence on the perfection of technology, since it is at the stage of scientific research that the potential for innovations is laid, which is materialized into production through design work.

In countries with market economies, technical level and quality management systems emphasize the prevention of errors precisely at the stage of scientific and design studies in order to prevent the occurrence of a defect or eliminate it without bringing it to the final stage of product production. The preventive concept of technical level and quality management is also promising for domestic manufacturers. To do this, it is necessary to pay priority attention to:

- the availability of production equipment capable of maintaining the required level of production according to its characteristics;
- equipping the equipment with microprocessor devices for monitoring, diagnostics and regulation of operation;
- information, software and hardware support of the equipment operation;
- availability of the necessary reserve of production capacities to maintain a stable operating mode;
- ensuring effective maintenance and repair, the reliability criterion of which is the stability of the parameters of technological processes and the absence of defects.

Detection of defects at early stages contributes to the achievement of a high technical level and product quality. The defining prerequisite for achieving the world technical level is the availability of qualified personnel. The experience of Japan confirms that only thanks to the purposeful formation of a sense of responsibility for the technical level of the machines and equipment being created, for the quality of work, this country has managed to achieve a leading position in technological terms. Today, Japan has the most professional staff in the world in terms of innovation and product quality management.

The dynamic change of technologies, the struggle for the consumer and the quality of

products, the growth of competition forces industrial enterprises to consider the whole range of management issues in a new way.

Management activity in modern conditions acts as one of the most important factors in the growth of competitiveness of industrial enterprises. The restructuring of intra-company management has recently become the basis for the reorganization of the entire economic mechanism of industrial enterprises.

The flexibility of management, the ability and ability to quickly rebuild, not to miss new opportunities opened by innovations and the market, are currently becoming more important than direct savings in management costs. The focus on consumer demand, the implementation of a flexible scientific, technical and innovation policy, the desire for innovation have become fundamental prerequisites for improving the management of industrial enterprises.

Thus, the innovative activity of industrial enterprises, as the most promising type of change that makes the greatest contribution to the growth of the competitiveness of the enterprise, can serve as a basic factor of its sustainable development.

The level of development and dynamism of the innovation sphere - science, new technologies, knowledge-intensive industries and enterprises actively introducing innovations provide the basis for economic growth.

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