

INNOVATIVE GOALS: CONCEPT, FORMULATION, BUILDING TREE GOALS

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ABSTRACT

This article discusses the practical significance of the enterprise's chosen innovative development strategy. The process of implementing any innovative strategy in the article is based on the following innovations: the decision to switch to new technologies, updating the content and use of resources, advancing the requirements in the stages of restructuring all major and ancillary business processes.

Key words: enterprise, innovation, innovative approach, innovative management, risk, benefits, innovative goals

1. Introduction

The chosen innovative development strategy of the enterprise should be implemented. The process of implementing any innovative strategy causes subsequent innovations. For example, the decision to switch to a new technology puts forward demands on updating the composition and use of resources (material, technical, informational, labor, financial), redesigning (engineering) all the main and auxiliary business processes at the stages of the product life cycle (R&D, production, production of products, customer service), leads to innovations in the system and management apparatus, organizational structure.

2. Main part

This stream of changes fundamentally transforms the state of the enterprise, allows you to adapt to the implemented innovation. In the management of the innovation cycle, including the stages, production, sales and consumption, a particularly important role is given to the formation of effective innovative processes. Their organization and management are primarily associated with the allocation, description and analysis of management items. In accordance with established practice and theory, innovative goals, ideas, projects and programs are distinguished as management objects. Innovative goals Organizations, in accordance with their mission and dynamically changing external environment, set goals for sustainable profits, competitive advantages and long-term survival. Means of achieving goals, that is, strategies, in this case serve as the intensive development of all elements of the production and economic system of the enterprise, and their innovative development. The former provide a gradual increase in potential and its conservation, the latter provide an opportunity to sharply increase its level, bridge the accumulating technological gap, and acquire a new quality of potential.

The composition of the organization's innovative development strategies is determined by the types of proposed innovations: the creation and development of new products (services), technologies, methods of organizing production, markets, structure, management systems. To organize the process of implementing these strategies, innovative goals are formulated, for example, to develop and master the production of a new product, switch to a new technology, etc.

An innovative goal is the desired result of the organization (specific performers and responsible managers) in the form of a specific innovation (innovation), implemented in a limited time and with limited resources, aimed at the qualitative (substantial or radical) development of the organization.

The organization of innovation activity of all subjects of the innovation process involves the structuring of the innovation goal, that is, the construction of a tree of goals.

Ideas, ideas and suggestions.

In the process of achieving an innovative goal, many different solutions are required, but the fundamental substantive role is given to the development of scientific and technical ideas. On their basis, technical solutions are developed and adopted, showing the ideas for implementing ideas. A scientific and technical idea is a general theoretical idea of a material object, process, phenomenon, formulated on the basis of intuitive guesses and empirical data. One and the same idea can be realized through several different technical solutions with a combination of various design and technological features.

Innovative projects.

A project is a process of deliberate change or the creation of a new technical or socio-economic system. Innovative projects are the development of updated or new products and complexes, technologies, organizations. Design solutions will be used at the next stages of the innovation cycle of transforming project results into products and technology. Ideas, designs and technical solutions, as well as projects that implement them, have different levels of scientific and technical significance:

- modernization, when the prototype design or the basic technology does not fundamentally change (expanding the size ranges and product range; installing a more powerful engine, increasing the productivity of the machine, car);

- innovative, when the design of a new product in terms of its elements differs significantly from the previous one (adding new qualities, for example, the introduction of automation tools or others that were not previously used in the designs of this type of product, but used in other types of products);

- advanced, when the design is based on advanced technical solutions (the introduction of pressurized cabins in aircraft construction, turbojet engines, previously not used anywhere);

- pioneering, when previously non-existent materials, structures and technologies appear that perform the same or even new functions (composite materials; first radio receivers, electronic clocks, personal computers, rockets, nuclear power plants; biotechnologies).

The level of significance of the project determines the complexity, duration, composition of the executors, scale, nature of the promotion of the results of the innovation process, which affects the content of project management. In terms of the scale of the tasks to be solved, innovative projects are divided as follows:

1) monoprospects - carried out, as a rule, by one organization or even one unit, differ in setting a unique innovation goal (creating a specific product, technology), are carried out within a tight time and financial framework), a coordinator or project manager is required;

2) multiprospects - projects are presented in the form of integrated programs, combining dozens of monoprospects, together aimed at achieving a complex innovative goal, such as creating a scientific and technical complex, solving a major technological problem, carrying out the conversion of one or a group of enterprises of the military-industrial complex. Coordination units required;

3) megaprojects - multi-purpose integrated programs that combine a number of multiprospects and hundreds of monoprospects, interconnected by one goal tree, require centralized funding and guidance from the focal point. On the basis of megaprojects, such innovative goals as technical re-equipment of the industry, solving regional and federal problems of conversion and the environment, and increasing the competitiveness of domestic products and technologies can be achieved.

The composition of the stages and stages of the project is determined by its industry and functional affiliation.

Innovative programs.

The composition of events and local projects concluded in the innovation project, after solving investment issues, is formed in the form of a plan, and more often an innovation program. In the program, these activities are formulated in the form of work with their own terms, performers and financial costs. An innovative program, which is a complex combination of projects (multiprospects and megaprojects), as a management object, differs significantly from a single project or a collection of projects that are little connected among themselves and are carried out by the organization and its co-executors. The program is a complex object in which projects are interconnected functionally, as well as by time, executors and resources. Programs require a single guide, centralized by the functions of strategic planning, financing, monitoring, coordination, legal support. Examples of innovative programs can be the creation of a scientific and technical complex, a technological breakthrough in a new direction and an increase in the scientific and technical prestige of the national economy, the conversion of military production, the technical re-equipment of the industry, the improvement of the environmental situation, and others.

Only a large association of organizations can form and implement a program, for example, a financial and industrial group (FIG), a consortium of large corporations, a region or a metropolis, federal agencies, and interstate alliances. The very formation of innovative programs requires the union of scientific and technical organizations, industrial enterprises, financial institutions, infrastructure, the administration of regions and the state, and in many cases interstate agreements.

There are many examples of the formation and implementation of innovative programs. In domestic practice, such programs as space, aviation, military-technical programs are widely known, the results of which have been repeatedly confirmed.

3. Conclusion

The stream of innovative transformations of the enterprise caused by the transition to a new technology is envisaged in the form of an innovative project and an innovative program. The innovation project contains a list of events - local projects, which together provide the adaptation of the enterprise to innovation.

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