



## AKTUAR MOLIYA VA BUXGALTERIYA HISOBI ILMIY JURNALI

Vol. 5 Issue 01 | pp. 212-215 | ISSN: 2181-1865

Available online <https://finance.tsue.uz/index.php/afa>

### EVALUATING THE EFFECTIVENESS OF MANAGING INNOVATION PROCESSES



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**Annotation:** The article discusses the management of innovative processes at an enterprise, methods for assessing the innovative activity of an industrial enterprise, as well as a methodology for assessing the effectiveness of innovative processes.

**Keywords:** innovation activity, innovation potential, innovation projects, efficiency of innovation activity, innovation management.

Innovation activity is undoubtedly associated with costs and a certain level of risk, therefore, it is necessary to evaluate the effectiveness of innovation management. Innovative development is based on economic growth due to qualitative changes in technical, technological, organizational and economic factors. This means that the impact of changes in such factors must be assessed so that it is possible to choose effective methods of management along the innovative path of development.

If management is not aimed at mastering new technologies that make it possible to produce new types of products and services of higher quality at the lowest cost, then there is a risk of loss of competitiveness over a certain period of time, that is, a loss of consumers, a weakening position in sales markets and a decrease in profits.

Scientists are developing, based on their research, various methods for assessing the effectiveness of an innovative management system; let's consider some of them. To determine the effectiveness of the management system, I.I. Ponomarchenko and V.I. Pokhabov select a criterion according to which the degree of effectiveness can be judged. The criterion must be characterized by a certain numerical expression and correspond to the phenomenon being assessed, giving an unambiguous and complete assessment<sup>1</sup>.

N. Ismailova's methodological approach to assessing the effectiveness of innovative management is based on a group of indicators that make it possible to improve the quality of management decisions; indicators are calculated that characterize:

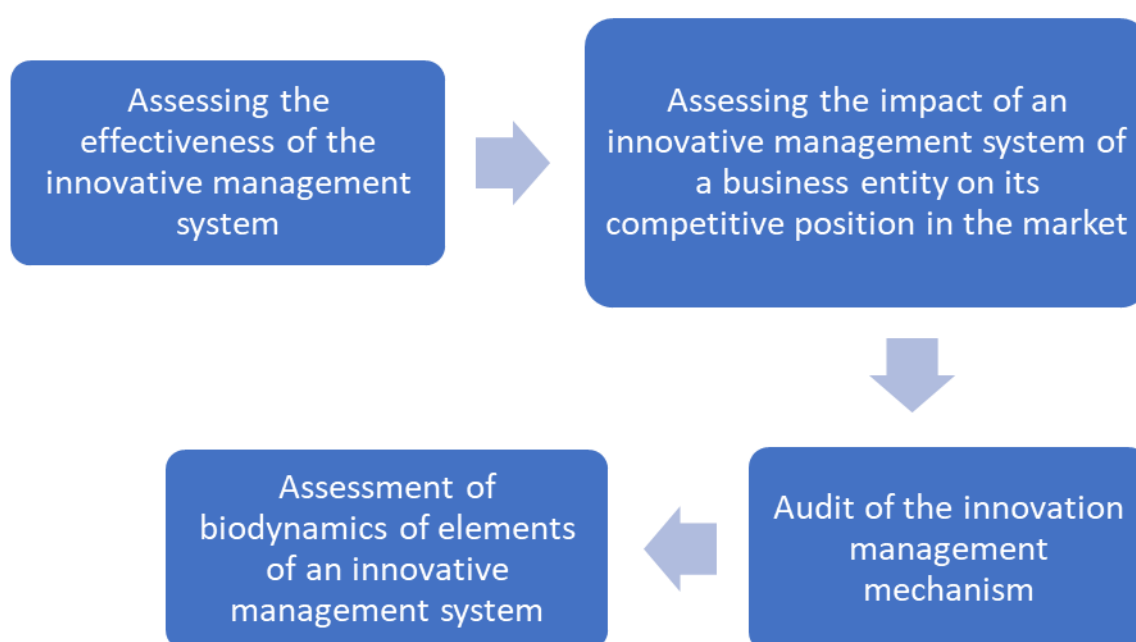
- 1) innovativeness of the business entity;
- 2) production effect from the introduction of innovations;
- 3) financial efficiency;

<sup>1</sup>Pokhabov V. I. Methodology for assessing the effectiveness of the marketing management system at an enterprise / V. I. Pokhabov, I. I. Ponomarchenko // Marketing. Moscow. – 2021. - No. 5. - WITH. 102-120.

- 4) a comprehensive assessment of innovation activities, taking into account the assessment of the competitiveness of a business entity in the market;  
5) investment efficiency<sup>2</sup>.

Based on the considered methods for assessing the effectiveness of innovation management, it can be noted that there is no unified methodology in the scientific literature. But there is a need to assess the existing elements of the management system, the importance of such factors as the level of influence of innovative changes in management on the competitive position of a business entity in the market and the need to achieve the set innovative development goal.

Let us present the author's developed methodology for assessing the effectiveness of an innovative management system for an economic entity, which includes three stages (Fig. 1).



At the first stage, an assessment is made of the impact of an innovative management system of a business entity on its competitive position in the market, which will allow assessing the possibility of improving the competitive position from the introduction of an innovative management system. Based on the comparison option between the two systems, it is proposed to compare the innovative management system of a business entity with its marketing management system.

At the beginning, the technology of innovative management of an economic entity is developed and the structure and interrelation of the elements of the innovative management system is determined. The main indicators - the management functions of the innovation system - characterize each stage of the innovation management system. Having assessed them, we will obtain aggregate information about the level of formation

<sup>2</sup>Ismailova N. Features of assessing the effectiveness of innovation activity // Innovation management: theory, methodology, practice. – 2020. – No. 1. – P. 80-85

of the innovative management system. Identified shortcomings and determination of the close relationship between indicators will make it possible to make a decision on optimizing the innovative management system.

At the second stage, an audit of the innovation management mechanism is carried out. It allows you to evaluate how the stages of an innovative management system are implemented. If this audit is carried out annually, the dynamics of the results of innovation management will be visible. Traditionally, the audit is carried out according to decomposed elements, therefore the audit of the innovative management mechanism is carried out according to the stages of the generated algorithm for the innovative management of an economic entity.

The third stage of assessing the effectiveness of the innovative management system is assessing the biodynamics of the elements of the innovative management system. Shows the presence of innovative potential of management system elements. We propose to develop indicators for such an assessment based on the following proposals:

- S.V. Komarova and A.V. Molodchik: indicators characterize the possibility of developing elements of the management system<sup>3</sup>,
- V.Ya.Dubrovsky: the system should become self-governing<sup>4</sup>.

Having assessed the effectiveness of the innovative management system, we move on to assessing the level of innovative activity of a business entity. When considering the definition of "innovation activity," scientists are unanimous in the opinion that innovation is the basis for enhancing the activity of a business entity, but at the same time, the authors have different ideas about the use of innovation.

The main incentive and incentive for innovative activity in the production sector is competition between manufacturers of all types of products supplied to markets. Its main value is increasing the level of competitiveness of the offered product.

Different authors calculate the innovative activity of a business entity using various qualitative and quantitative indicators, among which are:

- 1) presence of completed innovations;
- 2) the degree of participation of an economic entity in the development of innovations or receptivity to new ideas (innovations);
- 3) the name of significant innovations over the past three years or the degree of intensity of actions to transform into innovations;
- 4) the presence in the business entity of specialized units performing research and development;
- 5) the use by an economic entity of the existing innovative potential for the commercialization of innovations;
- 6) organizational development of a business entity.

Among the studied approaches to the methodology for assessing innovative activity by various authors, two approaches can be distinguished: strategic and targeted.

The strategic approach is:

<sup>3</sup>Komarov S. V. Methodological foundations of the theory of 2c systems: self-organization mechanisms and matrix organizational development / S. V. Komarov, A. V. Molodchik // Bulletin of Perm University. Economy. 2012 Issue 2(13) – P.124-130.

<sup>4</sup>Dubrovsky V. Ya. Absolutely normative concept of activity. (Norms and deviations from a systemic point of view) / V. Ya. Dubrovsky // Essays on the general theory of activity. Moscow. - 2011. - No. 38-39. - P. 410-464.

- analysis of the use of resources for the innovative development of a business entity
- analysis of the results obtained from innovation activities
- recording the dynamics of the use of innovations in a business entity.

It should be noted that the innovative activity of a business entity shows the level of innovative development and even self-development of elements of the innovative management system. Innovatively active business entities have the opportunity to develop in all four directions, namely:

- firstly, using various innovations, we can develop all types of activities;
- secondly, using information and technological innovations, they can enter new markets for goods/services;
- thirdly, the transfer of knowledge and its further “production” will be ensured at minimal cost;
- fourthly, the use of innovative developments (especially if they are our own) will reduce the time for making decisions due to the increase in the speed of processing a large amount of information.

The formation of an innovative management system based on a promising direction of development - “intensive management technologies” - will ensure innovative development, taking into account all the main elements of the management system, and using a biodynamic approach, it will be possible to assess the hidden potential of each element and quickly transform these elements of the system into innovative ones.

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