APPLICATION OF INNOVATIVE APPROACHES IN ACHIEVING ECONOMIC EFFICIENCY IN CONSTRUCTION ENTERPRISES AND ENSURING THEIR EFFECTIVENESS

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Abstract
The article examines the basic principles and methods of developing the practice of using innovative approaches in enterprise management. A comparative analysis of the differences in the management of production and innovation processes, an in-depth study of the "parallel-organizational", "matrix" and "integral" models is carried out.

Keywords: innovative management, innovative process, cumulative, technological shift, market attraction, integral, parallel organizational, matrix, project systematization, innovative project, complexity, systematic, principle of situational approach.

Annotatsiya
Maqolada korxona boshqaruvida innovatsion yondashuvlardan foydalanish amaliyotini shakllantirishning asosiy tamoyillari va usullari yoritib berilgan. Unda ishlab chiqarish va innovatsion jarayonlarning boshqaruvdagi o‘zaro farqlari qiyosiy tahlil qilingan hamda “parallel tashkiliy”, “matritsaviy” va “integral” modellar chuqur o‘rganilgan.

Kalit so‘zlar: innovatsion boshqaruv, innovatsion jarayon, kumulyativ, texnologik siljish, bozorni jalb qilish, integral, parallel tashkiliy, matritsaviy, loyihaviy tizimlashtirish, innovatsion loyiha, komplekslilik, tizimlilik, vaziyatli yondashuv tamoyili.

Аннотация
В статье рассматриваются основные принципы и методы формирования практики использования инновационных подходов в управлении предприятием. Проводится сравнительный анализ различий в управлении производственными и инновационными процессами, углублённое исследование «параллельно-организационной», «матричной» и «интегральной» моделей.

Ключевые слова: инновационный менеджмент, инновационный процесс, кумулятивный, технологический сдвиг, рыночная привлекательность, интегральный,

параллельный организационный, матрица, систематизация проекта, инновационный проект, комплексность, системность, принцип ситуационного подхода.

Introduction

Currently, a new stage of development of the world's leading countries has begun - the post-industrial stage, in which the content and significance of economic growth factors are changing significantly. Along with the traditional factors of production - labor, land and capital, scientific and technological progress is now emerging as a decisive factor. Information and knowledge, as the main resources of an innovative economy, are gaining special strategic importance, and human potential plays a key role in their development and implementation.

In the context of deepening globalization processes and the rapid development of knowledge-based technological production, the economic growth of any country and the well-being of its population are closely related to the level of innovative activity. Innovative activity, in turn, directly depends on the economic and scientific and technical potential of the state, the effectiveness of its innovation policy, and the spiritual and cultural state of society.

Literature review

The issues of developing innovative activity in high-capacity sectors of the construction economy have been thoroughly studied by a number of prominent scientists from the CIS countries and foreign countries. In particular, in this area, the scientific works of such scientists as G. Wolfen, IL Tukkel, S. Kaplan, NP Maslennikova, BZ Milner, VM Mishin, I. Nonaka, G. Pisano, AA Strehi, R. Foster, G. Chesbro and AA Chursina occupy a special place. Below, some conceptual approaches of these authors are analyzed.

For example, G. Wolfen in his research developed the FORTH methodology, which stands for the following stages: Full Steam Ahead, Observe & Learn, Raise Ideas, Test Ideas, and Homecoming. This method provides clear algorithms for the step-by-step organization of the innovation process and serves as a useful tool for creating effective products and services.

G. Wolfen's approach is based primarily on a psychological and creative approach, focusing on stimulating the personal development and thinking potential of innovators rather than on the technical aspects of the innovation process.

Research methodology

This article uses as a research methodology such modern management models as systematic and logical analysis, comparative analysis, technological shift, market attraction mechanisms, as well as integrated, parallel organizational, matrix and project systematization. In particular, based on a comparative analysis of service and innovation processes in construction enterprises, a general classification was developed, and the practical effectiveness of each

model was assessed. Also, theoretical data were systematized from general to specific, and optimal management directions were identified on their basis. This approach allows for a deeper understanding of the essence of innovative management and its application in the construction sector.

Analysis and results

Innovation activity as an independent direction of general management began to stand out in the 10-20s of the 20th century. This period is characterized by the formation of a technological and technical base, the rapid development of the production of goods and services. As a result , a global market was formed on a global scale, and the share of innovative products created as a result of scientific research in the composition of manufactured products increased. At the same time, the life cycle of many products, including radio, television, computers, and automobiles, began to shorten.

In the economic process, innovative activity is manifested as a systematic activity aimed at directly introducing the results of scientific and technological progress, creative ideas and practical developments into production. The category of "innovation", which forms the basis of this activity, is by its nature a broad concept in socio-economic, organizational-managerial and technological terms.

The field of innovative activity is broad, encompassing not only the practical application of scientific, technical and technological innovations and developments, but also changes in production, labor processes, marketing strategies, production organization, and management systems.

In the scientific literature, there are several different approaches to the concept of "innovation", and classifications have been proposed based on various characteristics of the processes related to it. However, a single methodological approach to the general terminology and consistent classification of innovative activity has not yet been formed.

The first scientific study of the concept of "innovation" as an economic category was carried out by the famous economist Joseph Aloiz Schumpeter. According to him, innovative activity is an activity aimed at improving or creating a new product, introducing new technologies, developing new markets for product sales, finding new forms and sources of supply, and optimizing labor and production processes.

According to Schumpeter, innovation is not a simple improvement, but a qualitative change in the production function, that is, a new combination of labor and means of production. He describes the essence of innovation through its impact on the activities of economic entities - that is, by introducing new functions into existing products, it creates the opportunity to obtain higher profits.

Schumpeter also emphasizes that the introduction of innovations is carried out not on the basis of an increase in the factors of production, but on the basis of new conditions adapted to the efficient use of existing resources. This approach serves as the theoretical basis for the formation of today's innovative economy.

The concept of innovation and its role in economic processes have been widely analyzed by a number of prominent Western economists. In particular, P. Drucker, R. Foster, B. Twiss, K. Christensen, and M. Raynor have explained the innovation phenomenon through complementary approaches and have deeply revealed the practical significance of this concept in economics.

Joseph Schumpeter, one of the founders of the theory of innovation, developed a dynamic model of economic growth - the "evolutionary theory of economic growth". The main theoretical principles of this concept were deepened within the framework of the theory of long waves developed by the Russian scientist ND Kondratyev . In his research, Kondratyev substantiated the cyclical nature of innovative activity in the economy.

The further development of the theory of innovations is observed in the research of G. Mensch. He emphasizes two main aspects in the formation of innovative changes: first, technological impetus - as the initial driving force of the innovation process; second, economic depression - as a factor forming a favorable environment for innovative activity. Mensch divides innovations into the following three main types:

Fundamental innovations are innovations that trigger a technological revolution and cause dramatic changes in the economy;

Incremental innovations are improved versions of existing technologies;

Fake news is a form of information that, while outwardly presented as news, does not actually represent fundamental changes.

G. Mensch notes that one of the important drivers of increased innovation activity is the deterioration of the financial situation of enterprises. This situation increases the need for them to introduce new technologies. He explains this by the term "technological path" that innovations serve as an important tool for effectively overcoming economic stagnation and increasing the profitability of investments.

Process approach and the formation of the concept of innovation

Research conducted within the framework of the process approach is widely covered by B. Santo, who defines the concept of "innovation" as follows:

"Innovation is the process of practical application of ideas and discoveries aimed at creating the highest quality characteristics of products and technologies. If innovation is aimed at economic efficiency, that is, at generating profit, it allows for additional income in the market" [7. 376 p.].

B. Santo also emphasizes that the main goal of innovative activity can be not only economic profit, but also increasing social well-being.

Also, U. E. Sauder and A. S. Nashar define innovation as a set of new or improved products, new or improved technological processes used in practice, new services aimed at meeting social needs, and innovative approaches based on market demands[8].

B. Twiss's approach to the concept of innovative activity

B. Tviss considers innovative activity within the following areas:

- commercial application of new or improved products;
- initial commercial implementation of new or improved manufacturing processes or equipment;
- implementation of related technical, production and marketing activities [12. 272 p.].

IL Tukkel, AV Surina and NB Kultin define innovative activity as a broad scientific, technical and economic process. In their opinion, innovative activity is a process based on experimental developments, scientific research and scientific and technical activities, as well as inventive activity, which includes:

- ✓ production of products (goods, works, services) with new or new consumer properties and their sale on the market;
- ✓ creating new technologies or modernizing and introducing existing ones;
- ✓ improving production and usage methods;
- ✓ achieving economic efficiency by reducing costs or increasing the volume of products that meet market demand;
- ✓ implementing process, marketing and organizational innovations aimed at increasing productivity.

The authors define innovative programs, projects, and products as the objects of innovative activity. They also divide innovative activity into the following four main areas:

Product innovation – creating new products and improving them;

Process innovation – updating production technologies;

Marketing innovation – innovations in product launch strategies;

The widespread use of the category of "innovation" in the social sphere has significantly expanded its semantic and practical scope. In particular, in the studies of PN Zavlin [21, pp. 4–5] and in the scientific collection edited by A.Ye. Kogut [22, pp. 6–8], the concept of "innovation" is interpreted as a means of expressing innovations in almost all areas of human activity. The authors characterize innovation as changes in any object that differ from its existing state, and emphasize that these changes can be social, economic, organizational or technological in nature.

This approach is also reflected in economic literature. For example, IB Gurkov defines innovation as follows:

"Innovation is the adoption of an idea (thought) or a form of practical activity (system, program, device, process, product or service) that is new to the organization implementing this innovation" [23, p. 8].
According to this definition, innovation can include any changes related to the field of activity at the level of any organization or enterprise.
However, in our opinion, such approaches to the concept of "innovation" are not sufficiently limited and generalized. This limits the possibility of assessing it on the basis of scientifically and practically clear criteria. Therefore, although there are definitions of the concept of innovation proposed by various sources and authors, it is necessary to emphasize that its methodological approach and assessment criteria developed on a single and consistent methodological basis have not yet been formed. VIGunin's work emphasizes that innovative activity includes the development and practical implementation of technical, technological and organizational-economic innovations, which are reflected in the innovative process [24. 328 p.]. In addition to innovative processes, he also includes "marketing research, organizational, information, consulting, social and other types of services" in innovative activity.
Uzbek researchers have also contributed to the concept of innovation with various scientific approaches. In particular, HM Abdusattorova explains innovation as follows:
"Innovation is the formalized result of fundamental and applied research aimed at increasing efficiency in any field of activity" [27. B.10.].
This approach interprets innovation as a scientifically based, systematic, and legally formalized result, which implies the need to transform it from the level of an idea into a real result of activity.
FB Shakirova, in her research, interprets innovation in a broader and deeper context:
"Innovation is a set of innovations, inventions, discoveries, ideas and new approaches in the form of intellectual property, created on the basis of human intelligence and production experience, introduced into production and at the same time bringing economic and social benefits" [28. P.13–14].
According to the author, if an innovative idea is not implemented in production or does not bring practical benefits, it is not considered an innovation. That is, the main criterion for innovation is its economic and social effectiveness.
Therefore, the innovations created should be commercialized, applied in real practice, bring benefits and serve social progress. According to this approach, innovation does not consist only of technical or intellectual products, but also includes organizational and managerial approaches and principles that increase efficiency in the fields of production and management.
In this regard, FB Shakirova's approach interprets innovation as a complex phenomenon of broad, multifaceted and practical importance. This means that innovation covers not only scientific and technical, but also economic, organizational and social aspects. According to

AJKakhorov's approach, when marketing is considered as an economic activity, new tools and methods used in it are also innovative activities. Accordingly, in the author's opinion, "Innovative marketing is an activity aimed at searching for new ideas, creating products and improving existing ones, as well as commercializing them using innovative technologies" [29. P.11].

DA Rakhmonov emphasizes that for the implementation of innovations in practice, it is not enough for them to exist only as a new idea. In his opinion, in order for an innovation to be recognized as a real innovation, it is necessary to have clear measurement criteria for its evaluation. It is through these criteria that the practical value, economic efficiency, and feasibility of the idea are determined [32].

In Rakhmanov's approach, innovation assessment and benchmarking is considered as a means of creating the necessary conditions for its implementation in the real economic system, that is, for commercialization, profit, or improvement of production efficiency. This point of view shows that economic analysis and valuation are of crucial importance in the process of implementing innovative ideas and developments.

Having analyzed the various theoretical approaches presented above, it is appropriate to focus on the following main characteristics of the category of "innovation" in clarifying its essence: The concept of innovation includes the creation of opportunities for cost savings through the introduction of new products or services, methods of their production, and innovations in organizational, financial, research, and other areas of activity.

The common feature of various forms of innovation (fundamental, applied, product diversification, new types of products and services) is that they should bring profit to the producer and provide practical benefits to the consumer. It is this stage that determines whether the innovation has been implemented in real practice. In this case, innovation is not just an idea or invention, but an economic process with its own life cycle.

- ✓ The main characteristics of innovation are:
- ✓ the presence of an element of novelty;
- ✓ the possibility of applying it in new conditions or in a new production system;
- ✓ achieving economic efficiency;
- ✓ being able to meet consumer needs.

Based on the above aspects, we interpret the concept of innovation as follows:

Innovation is the result of an economic and social process that generates income for the producer and practical benefits for the consumer through the introduction of new products or services, methods of their production, organizational, financial, research and other activities, saving costs, organizing the product life cycle at a new stage, and realizing it on the market.

Nowadays, innovative activity has become an integral part not only of large industrial sectors, but also of small and medium-sized enterprises. It is through innovative approaches that the

formation of a competitive economy, the creation of export-oriented products, increased efficiency, and rational use of resources are being achieved.

Therefore, in today's conditions, strategic and practical issues related to the development of innovative activities are of urgent importance. These include the following:

- ✓ creating an institutional environment that supports innovation;
- ✓ expanding financial and technical opportunities for business entities;
- ✓ strengthen integration between scientific research and production;
- ✓ improving the innovation commercialization system.

Opportunities for sustainable development of innovative activities will be created through a combination of coordinated state policy, scientific potential, and private sector participation in these areas.

Conclusion

One of the most important directions of innovative development in the modern economy is the expansion of high-tech economic activities. Such activities are characterized by high scientific and technical potential, complex technological processes, and intensive innovation. Currently, high-tech industries include the following economic activities:

- ✓ electronics and radio electronics industry;
- ✓ production of office equipment and computing equipment;
- ✓ automated calculation and control tools;
- ✓ production of pharmaceutical products and medical devices;
- ✓ production of firefighting and safety equipment.

These sectors not only have high added value, but also play a significant role in ensuring technological innovation and competitiveness in the economy.

At the same time, types of economic activity that have a strong impact on the formation of a new knowledge-based economy and produce services and have a high science intensity are also of particular importance. They include:

- ✓ activities in the field of education;
- ✓ services provided in the healthcare system;
- ✓ research and development.

These sectors rely on intellectual capital and are emerging as a decisive factor in the transition to a new stage of economic development. Their development will serve to increase economic efficiency, competitiveness, and innovative potential.

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