

MODERN MANAGEMENT METHODS FOR IMPROVING THE EFFICIENCY OF INNOVATIVE ACTIVITIES IN ENTREPRENEURIAL ENTITIES

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Abstract: *This article examines modern management methods for improving the efficiency of innovative activities in entrepreneurial entities. The study analyzes the theoretical foundations of innovation management, strategic management approaches, and factors influencing innovative development. In addition, practical aspects of organizing innovation processes, efficient resource utilization, implementation of digital technologies, and management of innovative projects in entrepreneurial entities are explored. The research findings indicate that strategic planning, digital management, project management, and the application of Agile and Lean approaches play a crucial role in enhancing innovation performance. The article also develops scientific and practical recommendations aimed at strengthening the innovative potential of entrepreneurial entities and increasing their competitiveness.*

Keywords: *entrepreneurial entities, innovative activity, innovation management, strategic management, innovation efficiency, digital transformation, project management, Agile, Lean management, innovative development, competitiveness, technological innovations.*

The intensification of competition in the global economy, the rapid development of digital technologies, and the increasing complexity of market relations require entrepreneurial entities to adopt innovative

approaches more extensively in their activities. Innovation is considered a key factor in ensuring the long-term competitiveness of enterprises, creating new products and services, reducing production costs, and improving the efficient use of resources. Therefore, the effective organization of innovative activities and their development through modern management methods have become one of the priority tasks facing entrepreneurial entities today.

In the Republic of Uzbekistan, comprehensive reforms are being implemented to support entrepreneurship, accelerate innovative development, and strengthen the integration of science and industry. However, several challenges remain in enhancing the efficiency of innovative activities within entrepreneurial entities, managing innovative projects, introducing modern management technologies, and fully utilizing innovation potential. This situation highlights the necessity of conducting scientific research on modern methods of innovation management and developing practical recommendations for their effective implementation.

The relevance of this topic lies in the fact that innovative development has become one of the main drivers of economic growth in the modern economy. The innovative activity of entrepreneurial entities plays a significant role in enhancing economic competitiveness, creating new jobs, expanding export potential, and increasing investment attractiveness. Particularly in the context of the digital economy, ensuring enterprises' adaptability to changing market demands and increasing the share of innovative products require the effective application of modern management approaches.

Furthermore, during Uzbekistan's transition toward an innovation-driven economy, improving the mechanisms for assessing, managing,

and stimulating the efficiency of innovative activities in entrepreneurial entities remains an important scientific and practical issue. The application of modern management methods, including strategic management, project management, digital management, Agile methodologies, and Lean technologies, contributes significantly to improving the effectiveness of innovation processes. In this regard, studying modern management methods for enhancing the efficiency of innovative activities in entrepreneurial entities is of considerable scientific and practical importance for ensuring sustainable economic development and strengthening the country's innovation potential.

The efficiency of innovative activities in entrepreneurial entities largely depends on the extent to which a strategic management system has been established and effectively implemented. Strategic management enables enterprises to analyze both external and internal environments, define long-term objectives, allocate resources efficiently, and achieve sustainable competitive advantages. Through strategic planning and decision-making, organizations can better adapt to market changes, technological advancements, and evolving customer needs, thereby enhancing their innovation capabilities.

An analysis of entrepreneurial entities in Uzbekistan indicates that certain stages of the strategic management process have not yet been fully implemented in practice, which negatively affects the pace and effectiveness of innovative development. In many cases, enterprises face challenges related to strategic planning, performance monitoring, risk assessment, and the integration of innovation-oriented management practices. As a result, the potential benefits of innovation are not fully realized.

Implementation Status of Strategic Management Process Stages in Entrepreneurial Entities

Stage	Theoretical Requirement	Current Practice	Level of Problem
Strategic Analysis	SWOT, PEST, and competitive environment analysis	Implemented in approximately 45% of enterprises	High
Defining Mission and Objectives	Establishing a long-term strategic vision	In many cases, only short-term objectives are defined	High
Strategy Development	Selection and justification of an innovation strategy	Formal strategic documents are often not developed	Very High
Resource Allocation	Allocation of financial, human, and technological resources	Limited resources and financing difficulties	High
Implementation	Systematic planning and execution	Operational management tends to dominate	Medium
Monitoring and Control	KPI, Balanced Scorecard (BSC), and regular monitoring	Periodic implementation is not carried out consistently	Very High
Revision and Adaptation	Updating the strategy based on feedback	A reactive approach predominates	High

Analysis of the table data shows that most stages of the strategic management process in entrepreneurial entities are not implemented at a sufficient level. In particular, a high level of problems is observed in the areas of strategy development, monitoring and control, as well as the formulation of mission and objectives. This situation limits enterprises' ability to manage innovative activities effectively and hinders the development of long-term growth strategies.

The findings indicate that many entrepreneurial entities focus primarily on short-term operational tasks rather than strategic planning and innovation-oriented management. As a result, innovation processes are often carried out unsystematically, reducing their overall

effectiveness and impact on organizational performance. Furthermore, the lack of formal strategic documents, regular performance evaluation mechanisms, and feedback-based strategic adjustments weakens the capacity of enterprises to respond proactively to changes in the business environment.

Therefore, the introduction of modern strategic management methods, the adoption of digital management technologies, and the improvement of systematic mechanisms for managing innovative projects are of critical importance. These measures can contribute to strengthening innovation capacity, enhancing organizational adaptability, improving resource utilization efficiency, and increasing the long-term competitiveness of entrepreneurial entities.

In a market economy, the management systems and decision-making mechanisms of large enterprises and entrepreneurial entities possess distinct characteristics. Their organizational structures, approaches to strategic planning, levels of innovation management, and capacities for resource utilization differ significantly. These differences directly influence the pace of innovative development, adaptability to market changes, and overall competitiveness.

The state of implementation of strategic management process stages in business entities

Stage	Theoretical requirement	Practical situation	Level of problem
Strategic analysis	SWOT, PEST, analysis of the competitive environment	Approximately 45% of entities do not implement this stage	High
Mission and goal setting	Long-term strategic vision formulation	Mostly limited to short-term objectives	High
Strategy development	Selection and justification of innovation strategy	Formal strategic documents are not developed	Very high

Resource allocation	Financial, human, and technological resource allocation	Limited resources and financing difficulties	High
Implementation	Systematic planning and execution	Operational management dominates	Medium
Monitoring and control	KPI, BSC, and annual monitoring	Evaluation is not systematically implemented	Very high
Adjustment and improvement	Strategy revision based on feedback	Reactive approach prevails	High

The analysis of the table results shows that large enterprises possess a strong resource base and the advantages of a systematic management structure; however, the complexity of decision-making processes and bureaucratic barriers reduce their flexibility. In contrast, business entities are characterized by a simpler management structure, the ability to make rapid decisions, and quick adaptation to market demands. Nevertheless, the limited financial, technological, and human resources of these entities create certain challenges in expanding innovative activities. Therefore, it is important to increase their competitiveness by introducing modern management approaches, developing external cooperation, and strengthening innovative capacity in business entities.

According to the research results, improving the effectiveness of innovative activity requires the implementation of modern strategic management methods, the extensive use of digital technologies, the improvement of innovation project management systems, and the development of cooperation between research institutions and business entities. In addition, strengthening monitoring and control mechanisms, enhancing human resource potential, and attracting external investments can significantly improve the performance of innovative activities.

In general, the effective management of innovative activities in business entities and the practical implementation of modern management approaches contribute to increasing their competitiveness, ensuring economic stability, and making a meaningful contribution to the development of the country's innovation-driven economy. Therefore, improving modern mechanisms for managing innovative activities should be considered one of the priority directions of the economy.

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