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ASSESSMENT OF THE CONDITION OF MANAGERIAL INNOVATIONS AND MANUFACTURING AND ECONOMIC ACTIVITY OF FIRMS

Abstract: The article is devoted to the purposes and tasks of assessing the state of managerial innovations and operating activities of construction firms. The results of the analysis of the state of managerial innovations at the firms of the construction industry on the basis of the conducted research are presented.

Key words: management innovations, innovative business, matrix of possible strategies, construction firm.

Language: English

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Classifiers: Economic research, finance, innovation, risk management.

Introduction

An important condition for the dynamic development of the Republic of Uzbekistan is the accelerated introduction of modern innovative technologies in the economic, social and other spheres with the wide use of science and technology¹.

Structural and technological changes necessary to increase the growth rate of the industry's economy up to 2020 require a partnership of business and government in the field of science, technology and innovation on the basis of widespread attraction of extra-budgetary resources. The problem of building innovative business is also the difficulty of selecting promising projects, i.e. lack of a universal methodology for evaluating effectiveness. Based on the selected key factors, a matrix is proposed for selecting possible strategies (Table 1). We note a very important characteristic feature of strategic matrices.

Contrary to their name (strategic), they all rely on the current state of both the external and internal environment. Thus, the nature of these matrices is actually situational. At the same time, on their basis decisions are made that have a strategic focus. There is a certain contradiction in this. Of course, when developing a strategy, it is necessary to rely on the current situation, however, the innovative orientation of construction firms can be determined not only and not so much by existing opportunities, as by the target orientation, the desire of enterprises to change the situation, "adjust" it to fit the goals.

The main task of ensuring the innovative nature of the development of a construction firm is the formation of a management strategy that is innovative. The structure of the base model, its five main components and the underlying relationships between them are presented in fig. 1.

¹ UzA – On approval of the strategy of innovative development of the Republic of Uzbekistan for 2019–2021

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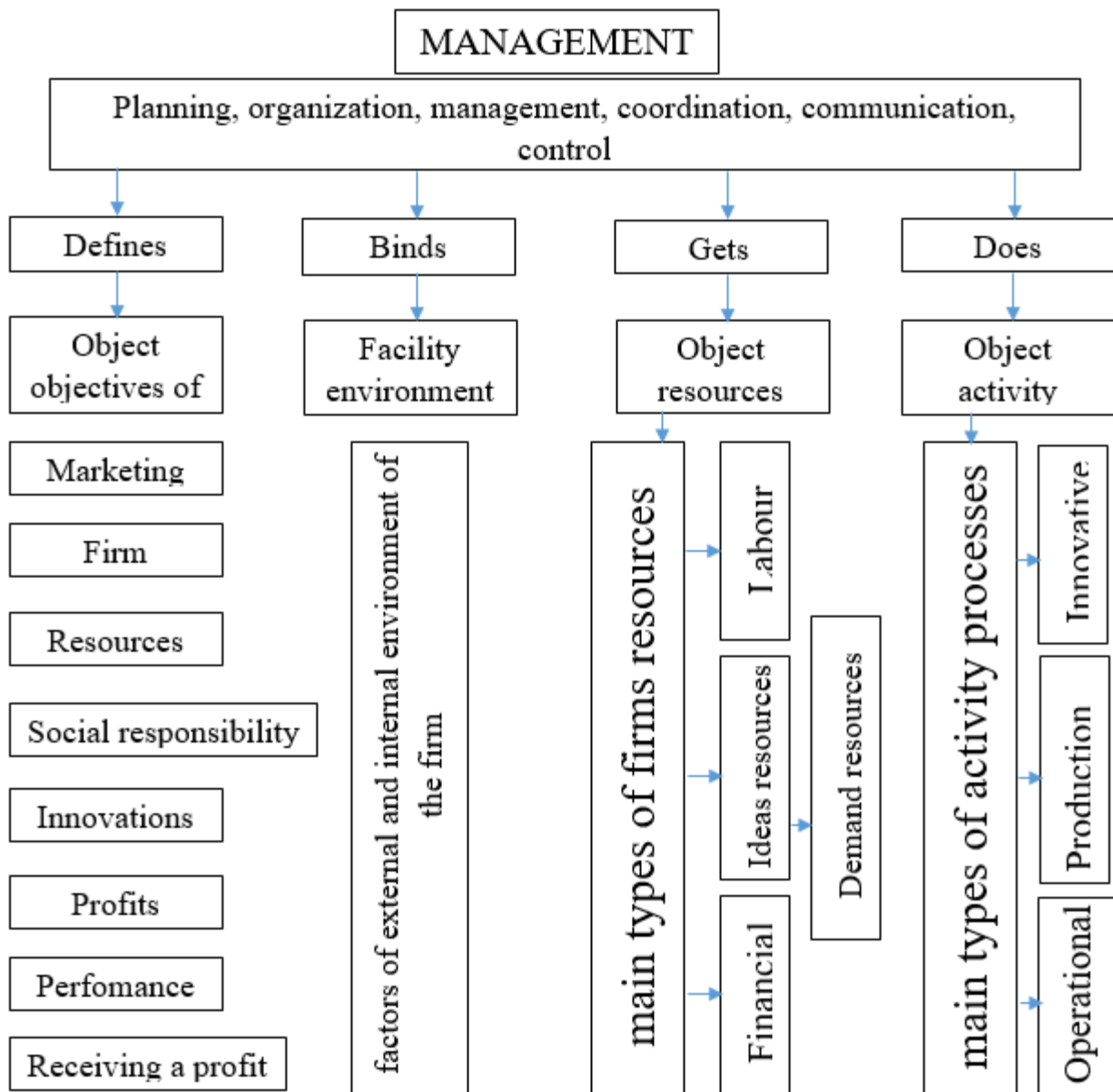


Figure 1. The structure of the basic model of the construction firm

Analysis of the state of managerial innovation in the construction industry firms for the purpose of the study selected and interviewed experts who meet the above requirements from specialists working in construction firms. The following persons were involved as experts: the head of the company, the deputy head of production, the deputy for marketing, a qualified construction specialist, the chief economist, a specialist in the production and technical department, and an expert in innovative development of OJSC «93-маҳсул трект», Construction

management of the construction association of the Presidential Administration, JV LLC Construction company «GABUS», OJSC «Trust 12».

The analysis of survey data showed that significant differences in the distribution of answers to questions related to managerial innovations were identified only depending on the level of profitability of firms, the dynamics of their investments, stated goals of activity, and on some issues - from the main activity.

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Table 1. Distribution of management activities depending on the assessment of the need to use new working methods (in% of all answers).

	Management activities	Distributions of answers
1	Product Management	37
2	Finacial Management	31
3	Market behavior Management	30
4	Building an effective management system	24
5	Process control	22
6	Innovation Management	15
7	HR Management	13
8	Management of the material and technical base of the firm	11

As a base for calculations, both the total number of respondents (50) and the number of respondents to a particular question were used. The given percentages have indications of which particular base is used for calculations. The need for management innovations is most noticeable, in the opinion of the responding managers, in the areas of firm management activities (Table 1):

- product sales management (37%);
- financial management (31%);

- management of market behavior (30%) in respect of which the most important are the need for new methods for senior managers of development-oriented enterprises (44%).

When managing the sale of products, first of all, managers feel the need for methods of analyzing the external environment and methods of strategic planning (40% of managers who need to change the management of this field), as well as methods for analyzing and identifying hidden problems (38%).

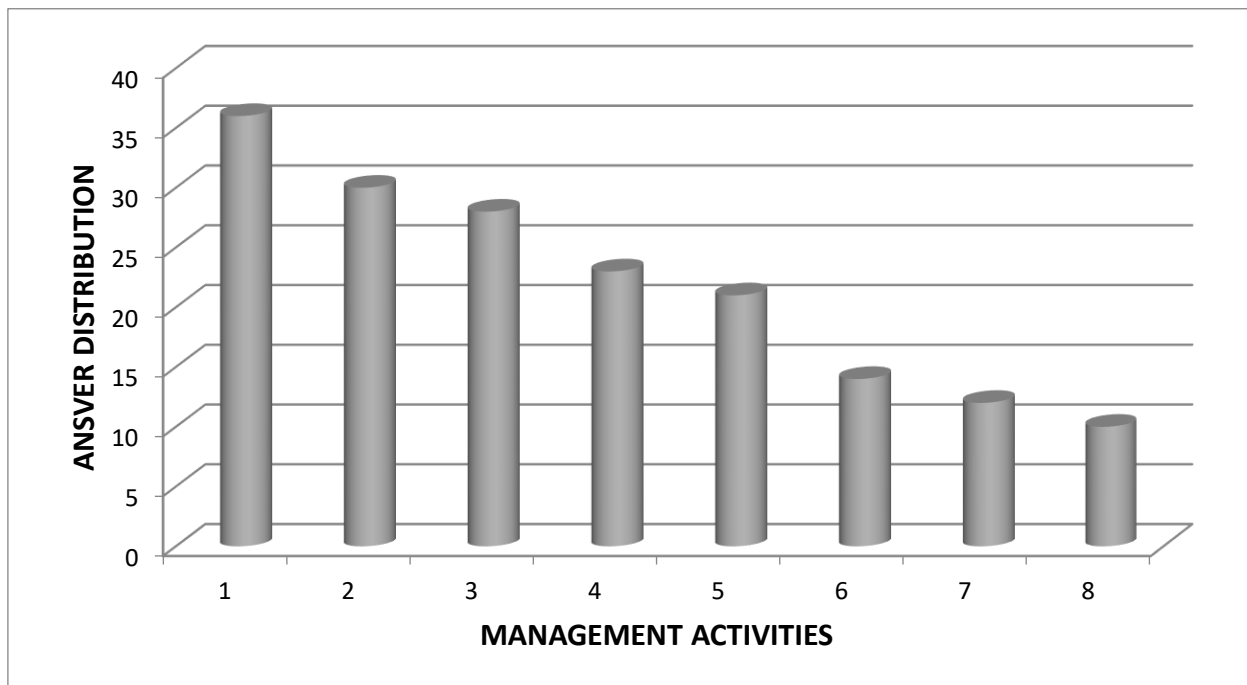


Figure 2. The distribution of management activities, depending on the assessment of the need to use new working methods (in% of the total number of responses).

The second place in terms of the need for new management methods took two areas of activity:

- building an effective management system (24%);
- process control (22%).

On the third place:

- innovation management (15%);
- personnel management (13%);

- management of the material and technical base of the firm (11%).

These data confirm the previously recorded relationship between the financial efficiency of construction companies and their activity in relation to management innovations. More effective firms are experiencing, according to the recognition of their managers, more difficulties in managing various areas

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of activity, as well as more recognizing the need for new methods of managing various areas of activity.

Conclusion

Thus, the results of the study show that for the overwhelming majority of the interviewed managers, it is their own ideas that can give a push to innovations in the field of management at their firm (this source was indicated in 76% of cases).

The real innovation process in firm has a very complex structure. Most often it consists of several (by the number of innovations) relatively independent innovation cycles. Each of these cycles goes through a certain stage at a given time, providing advancement from the concept of a new activity, through problem analysis, development of an innovation strategy, the emergence of innovative ideas (or ideas) to concrete plans for the implementation of innovations.

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