

## Textile Industry Kimprovement of Innovation Management Processes in Their Enterprises

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**Abstract:** In the scientific article, it was studied that textile industry enterprises should fully implement the innovative activities of the enterprises or use the finished results, as well as the advantages of organizing innovations with the external environment. Ways to avoid the consequences of increasing competition, shortening the life cycle of goods and a number of other negative trends that reduce the possibilities of profitable production have been developed in the enterprises of the textile industry.

**Keywords:** textile industry, production, cost-effective production, re-production, industrial network management efficiency, natural-climatic, territorial and labor resources, enterprise, organization, competitive market, management mechanism, localization of production.

**Enter.** According to the experience of industrialized countries, the high innovative activity of the economy is ensured by the leading role of the state in the scientific and technical market, the determination of priority national directions, and the active influence of the state on the process of innovative development through the economic incentive system.

The effective development of innovative activities in textile enterprises is of urgent importance, and the competitiveness of industrial enterprises of our republic in the domestic and foreign markets depends on their efficiency and effectiveness.

The formation of enterprises in the textile industry provides an opportunity to establish a technological chain of production of various types of products. At the same time, favorable conditions are created for appropriate distribution of labor. This helps to introduce high-performance equipment, advanced technologies, and organization of production, and to establish design bureaus, scientific research laboratories, and experimental equipment necessary for the implementation of scientific programs that ensure technical development and production of competitive products.

In the context of the globalization of the economy in the world, in the scientific research on the management of innovative processes in industrial enterprises, special attention is paid to the application of modern methods of management, the introduction of new technologies, the creation of new types of innovative products, the use of modern high-efficiency machines and machines, new techniques, and scientific research aimed at increasing the efficiency of their management. attention is paid. In the ongoing research in the enterprises of the sewing and knitting industry organization of production of products with high scientific and technical capacity, the development of the theoretical-methodical and methodological foundations of increasing the economic efficiency of the management of innovative processes is one of the priority areas of scientific research.

Large-scale economic reforms have been implemented in Uzbekistan in recent years to create an innovative economy and develop it. "Based on the needs of the real sector of the economy and the social sphere, the results of scientific activity, innovative products and services, including the creation, introduction, reproduction and commercialization of new devices, materials and technologies" [1] have been defined. In this regard, improving the principles and methods of organizing the management of innovative processes, evaluating the efficiency of innovative management of industrial enterprises, innovative management strategy and their state support. It is desirable to deepen scientific research in such directions.

**Analysis of literature on the topic.** The basis of innovative activity is scientific activity aimed at the development and development of theoretical issues, methodological principles of forecasting and purposeful creation of innovation methods, and planning of innovative activity in the enterprise is also important.

The main goal of the innovative activity management system is to create conditions for the formation and implementation of innovative projects based on the creation and acquisition of a scientific and technical reserve that increases the competitiveness of the products and services produced in the enterprise in the conditions of the instability of the external economic situation.

Also, the organization and management of the company's activities is based on the use of the advantages of the available resources of the companies, and it makes it possible to model inter-company relations using many options for their formation. The main ones are as follows[2]:

1. The ability to raise funds through the issue of shares provides an opportunity to pool the funds of an unlimited number of investors. This allows investors to hope for a certain incentive (monetary reward) and to a certain extent choose to participate in the management of the society.
2. Management problem solving becomes easier. The completion of the organizational formalization, the establishment of the regulations on the assignment of responsibilities and powers allow the distribution of the control function between the management bodies of joint-stock companies. This means that the management process can be professionalized.
3. A simplified procedure for entering and exiting the composition of shareholders provides wide possibilities of rotation of interested persons and, accordingly, high flexibility in conditions of extreme volatility of the investment offer.
4. The principle of limited liability makes it possible to reduce risks. The implementation of the principle of limited liability made it possible to establish large enterprises by distributing risks between shareholders and managers.

Based on the existing theories on the organization of lean production in the textile industry, we focus on the indisputable principles of lean production within the framework of the research of the current situation. The content of these principles can be divided into the following classical groups according to the analysis:

- Principles of improvement according to Ed. Deming [3];
- Lean production principles according to J. Vumek and D. Jones;
- Showed the existence of Toyota principles of business from J. Liker.

D. Liker said that "lean production" is a method, the task of which is to involve all employees in the optimization of processes. The purpose of engagement is to achieve continuous improvement and increase

efficiency by effectively developing and realizing human potential based on mutual respect between owners, management and employees.[4]

D. Vumek and D. Jones stated that "lean production" is a management concept created at the Toyota Motor Corporation and is based on the desire to eliminate all types of losses without deviation. Within the framework of the concept, it is envisaged to involve every employee in the process of business optimization and to direct all processes to the consumer as much as possible. [5]

According to E.A. Bashkardin, "lean production" is a complex production system that includes the organization of the workplace, production areas, service and repair, logistics, accounting and other administrative and auxiliary services, that is, planning of the company in general. .[6]

N.S.Davidova notes that "lean production" is based on regular reduction of non-production costs and continuous improvement of the production process.[7]

The business system approach is mostly used by large enterprises and corporate business structures. According to this concept, it is planned to apply the methods and tools of management of production systems to all processes and structures of the enterprise. The business system approach is used in conjunction with several other concepts, models, and approaches, such as the Lean system. It should be noted that Lean system and TOC, Lean system and 6 Sigma, Lean system, TOC and Kaizen, Lean system, TOC and 6 Sigma combinations are used in the management and organization of production systems. Thus, the company management tries to take into account the advantages of each approach. However, a single approach is deeply mastered before moving to a format that uses a combination of several approaches. [8]

Lean Production allows you to get an advantage in cost and price only if the domestic enterprise is on an equal footing with foreign competitors and operates on a relatively identical technological platform. No methods of modern business management will be able to ensure the growth of an enterprise's market share if the supplied products do not satisfy the consumer in terms of their functional characteristics and high technology. On the other hand, having significant investment opportunities for the modernization of an enterprise, you can lose them if the production system, along with the production of products, multiplies losses, which greatly increase costs and cannot compete with foreign counterparts.[9]

According to the statistical indicators analyzed on the production of products of the textile industry, Uzbekistan as a weak point in the competition of the textile industry spiritual obsolescence of weaving machines, lack of qualified engineering and technical personnel, low specialization in the production of gauze, fabric products, it was found that the production of domestic fabrics aimed at sewing and knitting did not develop, the level of fiber assimilation in some regions was low, and the number of enterprises that introduced Quality Management in accordance with international standards was low. [10]

The experience of introducing cost-effective technologies shows that no matter how much employees improve the process, no matter how "economical" it is, new ways of eliminating losses are emerging. The process of improvement and value creation is accomplished through the efforts of employees. Employees are the main asset of the enterprise and the owners of the cultural value of economic production. [11]

Based on the experience of foreign companies, it can be concluded that the introduction of lean production technologies to ensure an increase in the efficiency of the production system will significantly reduce costs, increase labor productivity, improve the production process, achieve high financial performance, increase the competitiveness of the enterprise and achieve many other qualitative and quantitative changes. [12]

220	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 5 in May-2023 <a href="https://globalresearchnetwork.us/index.php/ajebm">https://globalresearchnetwork.us/index.php/ajebm</a>
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One of the basic principles of lean manufacturing and the first stage of its implementation is to define the qualities that make the manufactured product value for the consumer. This is where the implementation of lean manufacturing begins. Activities performed in the enterprise that do not create value for the customer are waste. Consequently, even the very initial stage of implementation of lean manufacturing already has an impact on increasing competitiveness. [13]

Improving the model of efficient use of production capacity, increasing labor productivity, enhancing corporate spirit and corporate culture in textile enterprises through the use of cost-effective means of production (Lean production) - 5S system. Substantiate the effectiveness of the introduction of the organizational system "5S" (sorting, compliance, cleanliness, standardization, improvement) of the concept of cost-effective production to manage the use of production capacity as an element of improving process quality and production culture in textile enterprises. [14]

During the research, it was determined that there is a need to scientifically analyze the selection, evaluation, and management of the processes of economically effective innovative technologies aimed at creating new technologies in textile industry enterprises.

Equipping textile industry enterprises with modern technologies and their modernization marketing research, effective investment projects, as well as innovative projects capable of cost-effective use of various forms of energy and a management system are important.

**Research methodology.** In the article, the comparative comparison of the socio-economic importance of the development of textile enterprises, the study of statistical data and economic comparison and analysis, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction methods are widely used.

**Analysis and results.** The main goals of the innovative activity management system in enterprises are:

determining and correcting the goals and objectives of innovative activities of enterprises, taking into account the priority of state and industry development, as well as market trends and prospects;

strengthening its resource supply in order to increase the strength and stability of the enterprise's innovative development and the implementation of innovative projects;

timely response to changes in the external environment in order to increase the socio-economic stability of the enterprise;

optimization of the innovative activity of the enterprise in order to increase the efficiency of the use of existing resources;

ensuring the integration of the enterprise into the international innovation field and the regional and network innovation system.

The tasks of the innovative management system of the enterprise are:

providing management and other responsible persons with analytical information for making short-term (tactical), medium-term (operational) and long-term (strategic) decisions on managing the enterprise's innovative activities;

automation of work performed in the innovative activity of the enterprise;

ensuring the integration of the innovative management system with the general management system of the enterprise;

221	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 5 in May-2023 <a href="https://globalresearchnetwork.us/index.php/ajebm">https://globalresearchnetwork.us/index.php/ajebm</a>
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ensuring mutual relations of the enterprise with other participants of innovative activities at the state, branch and regional level.

The analyzes carried out in the dissertation show that the factors influencing the innovative processes of enterprises can be divided into two groups.

1) internal factors that can influence the management of the enterprise:

the timely execution of the enterprise's innovative activity plans and the volume of financing;

existence of the material and technical base of the enterprise for the implementation of innovative activities;

availability of qualified labor resources in enterprises for implementation of innovative activities.

2) external factors related to the implementation of innovative activities:

reduction of costs associated with the development and practical application of inventions (technical developments, ideas) in enterprise activity;

reduce the time it takes to master them;

optimization of effective use of resource potential;

reduction of existing risks in the implementation of innovative activities.

As enterprises enter the stage of innovation with the external environment, there are several challenges that need to be considered along with the advantages. The main problem of the enterprise is to maintain its scientific potential. Therefore, it eliminates the need to carry out the innovative activities of other enterprises or use ready-made results. The second problem is caused by increasing competition, shortening the life cycle of goods and a number of other negative trends that reduce the possibilities of profitable production.

In such a situation, the relations between the enterprise and the external environment should only be used to attract specialists to introduce the innovations of the next period to enterprises. In addition, it is important to appropriately organize information monitoring activities that determine the expected changes in products and technologies in the external environment of the enterprise, the methods of organizing work and production, as well as the maximum use of the situation, perspective of their development and the application of necessary measures in a timely manner.

Therefore, the external competitive environment encourages the search for new technologies and its implementation, because the efficiency of the enterprise, the increase in the quality of the manufactured product, and the decrease in its cost depend on it.

In the textile industry, it is necessary to solve important tasks such as increasing investment attractiveness, continuous modernization of enterprise production, technical-technological updating, improvement of the management system. Taking these circumstances into account, the research proposed the following innovation mechanism in the management of enterprises that are part of the "Uztogamiliksanoat" association (Fig. 1).

It is necessary to scientifically analyze the selection, evaluation, and management of the processes of implementation of economically effective innovative technologies based on the creation of new technologies in accordance with market relations in the enterprises of the textile industry.

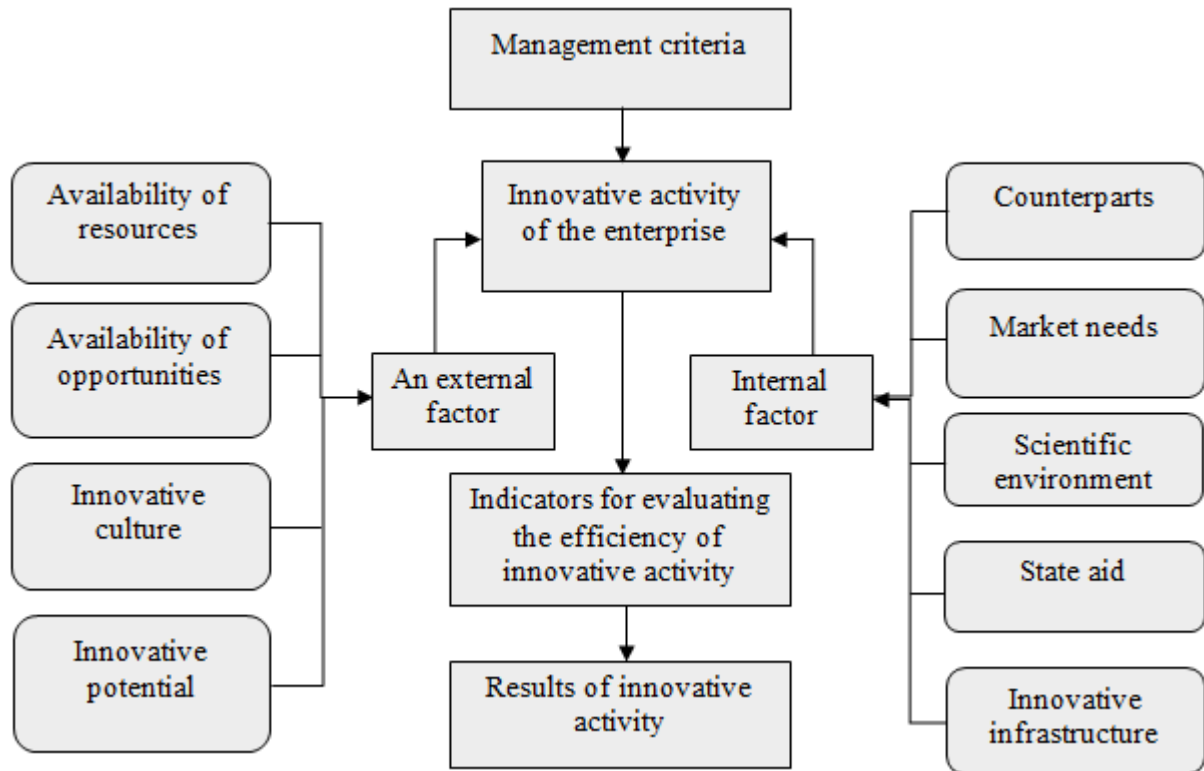
The following functional elements have been determined within the framework of the presented model of management of the innovative activities of the association "Uztoqamiliksanoat". It is desirable to increase

222	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 5 in May-2023 <a href="https://globalresearchnetwork.us/index.php/ajebm">https://globalresearchnetwork.us/index.php/ajebm</a>
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the implementation in practice through the management system of innovative activities in a centralized and distributed form.

Centralized implementation of this management system is based on the creation of special departments that include a sufficient number of specialists with the necessary training.



**Figure 1. Factors affecting the innovative activity of the enterprise**

The participation of market research, risk management specialists, analysts, technologists, IT specialists, financiers, managers and support personnel is required in such organizational structures for the management of innovative activities. In this case, the remaining departments of the enterprise perform an auxiliary, more information-carrying function. The content of information management and upper house departments requires adequate funding.

On the basis of the developed mechanism, the author calculated the innovative potential of the association "Uztogamiliksanoat". In our opinion, it is necessary to implement the following measures to improve the main directions of management of innovative activities in textile industry enterprises:

concentration on conducting research within the framework of important directions of activity of enterprises of modern industrial sectors;

it is necessary to involve small and medium-sized enterprises in the framework of innovative activities by creating technological road maps;

purchase and sale of the results of innovative activities in order to increase the economic efficiency of the innovative activities of enterprises with high scientific capacity of the industrial sector;

use of means of increasing the financial efficiency of innovative activities in enterprises with high scientific capacity of the industrial network;

use of means of optimizing the use of resources as part of the introduction of innovative activities in enterprises with high scientific capacity of the industrial network;

directing resources to relatively more useful innovative projects based on the criteria determined by individuals or enterprises carrying out innovative activities.

In recent years, special attention has been paid to the development of innovative activities in our republic. Accordingly, the main indicators of innovative activity were analyzed based on the statistical reports of enterprises on the assessment of innovative activity in production enterprises and express assessment.

Taking into account that the production of innovative products and services is directly related to financing, we would like to pay special attention to the structural dynamics analysis of their financing sources. In our opinion, the development of cooperation with scientific research institutes and higher education institutions in the development and introduction of innovative products serves to further increase the innovative potential.

The system of management of innovative activities of industrial enterprises with high scientific capacity has a complex content. Therefore, there is a lack of resources (primarily information resources) for determining its effective description (state, formation of laws) and description of management parameters.

Therefore, in the formation of the innovative activity management system, the approaches and principles accepted for basic and complex systems should be taken into account. The innovative activity management system must solve the following tasks:

selection of promising projects for the introduction of innovative ideas and formation of a portfolio of innovative projects for implementation taking into account the state and industry priorities of innovative development;

development of evaluation methodology of implementation of innovative projects in branch enterprises;

optimization of implementation of innovative projects in branch enterprises.

The formation of a complex system of management of innovative activity in enterprises implies the solution of the following tasks:

creation of a list of interrelated documents, including technological policy concept, energy efficiency improvement programs, technological road map, etc., forming an idea of the main directions of innovative development of the enterprise;

formation and appropriate distribution of appropriate functions of organizational structures responsible for the innovative development of the enterprise;

evaluation and monitoring of the effectiveness of the implementation of innovative development programs of the enterprise;

evaluating and monitoring the effectiveness of the implementation of innovative development programs of the enterprise;

creating necessary conditions for the expansion of its scientific and production cooperation with the integration of the enterprise into production, educational, research and other organizations and existing national, regional, network, corporate and other innovative systems;

creation of a system of protection and management of intellectual property of the enterprise.

The general principles of the formation of the innovative activity management system can be classified as follows:

<b>224</b>	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 5 in May-2023 <a href="https://globalresearchnetwork.us/index.php/ajebm">https://globalresearchnetwork.us/index.php/ajebm</a>
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coordination of regulatory-legal, methodical and informational base of innovative activity management;

a list of target indicators, as well as innovative development

determining the evaluation methodology of programs and projects;

implementation of the selection of the most appropriate innovative projects based on the establishment of the selection procedure with independent and objective scientific and technical expertise of the projects;

conducting continuous monitoring of the implementation of projects as a result of optimization and redistribution of the use of resources according to the intermediate results of the implementation of individual projects.

**Summary.** The textile industry has a great role in the development of the economy of Uzbekistan, the growth of its socio-economic indicators leads not only to this industry, but also to the increase of the country's economic potential. For this, first of all, the improvement of the investment attraction management mechanism remains the most urgent issue. Therefore, as a result of the research conducted by us, a management system of innovative and investment activities of enterprises based on corporate management was developed.

Financing of innovative and investment activities in enterprises is one of the most urgent issues of today. Except for the state budget or foreign investments, company funds, that is, a certain part of the profit, are spent on innovation, news, inventions.

The following proposals and recommendations aimed at the development of investment and innovation activities of the enterprise are given:

as an integrated corporate structure, development and implementation of promising investment projects for technical and technological renewal of production, its modernization for enterprises that ensure the competitiveness of the products produced in the enterprises of the "Uztoqamiliksanoati" association;

taking into account the growth of the potential of textile industry enterprises to attract foreign investments in the future, to implement concrete measures to increase their investment attractiveness, in particular, to develop a methodology for diagnosing the investment attractiveness of chemical industry enterprises that takes into account the characteristics of the industry, based on this methodology, to determine the investment attractiveness of enterprises assessment, adoption and implementation of the network program to increase the investment attractiveness of individual enterprises;

implementation of the use of innovative management methods as a factor in the expansion of innovative activities in textile industry enterprises, for this purpose it is necessary to create innovations in the form of new technologies, new types of products and services, production, financial, commercial, administrative and other organizational-technical and socio-economic developments focus;

in order to revitalize the development of innovative projects, direct investments to them at the expense of the company's own funds or funds, ensure the involvement of internal and external experts in the innovation process, and positively implement innovations taking into account the social efficiency of innovative projects, which ensures the satisfaction of society's needs, not only economic and technological making the most optimal innovative decisions that will allow you to get results.

Adoption of an optimal system of management of innovative activities at the network or enterprise level, solving the problems of implementing and improving the efficiency of innovative projects allows reducing resource costs and obtaining high results from the implementation of innovative activities.



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