

INNOVATIVE MANAGEMENT IN SPHERE OF SERVICES**AHTAMOVA MOHIGUL ERKINOVNA**

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Abstract

In article necessity of application of innovative management for sphere of services is shown. The basic scientific approaches to innovative management are analyzed and approaches, the most rational for management of sphere of services in whole and its enterprises are chosen.

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In modern economic conditions, one of the main indicators of the development of the service sector is the competitiveness of services, which is directly related to the level of innovation activity at each service enterprise.

The modern economy is a complex management mechanism in which various structural elements of commercial, industrial, informational and financial nature interact, for the successful functioning of which economic transformations are necessary that take into account the interests of regions, industries, enterprises and society as a whole.

The results of economic transformations based on the activation of innovation and innovation management receive real economic content only through a system of links with material production, accompanied by an increase in the performance of each enterprise in the service sector. The main goal of the innovation policy of a service sector enterprise is to create and develop a base for effective transformations of its economy, when innovative business as an object of management comes to the fore [2].

Innovation in the service sector is the result of innovative activity (service, technology, methods of organizing service activities and management), contributing to the satisfaction of public needs. Innovative forms of service are characterized by a new scope of application, reduction of service time, creation of better services, which allows attracting new consumers [4].

The manifestation of innovative activity is due to a number of factors, the main of which include the

following:

- ✓ spatial function of the region in the social division of labor;
- ✓ state and regional policy of the small business support system in the service sector;
- ✓ availability of competitive offers for the manufactured service, the capacity of the service market;
- ✓ innovative potential for the development of the service sector of various industry orientation.

Innovation activity as a result of qualitative changes in the economy of enterprises concentrates the influence of all factors and is subject to changes depending on the degree of consumer participation in the innovation process. In this regard, there is a need for the formation of innovation process management systems, the definition of the organizational structure and functions of its divisions.

The innovation process system is a combination of innovations, the innovative potential of an enterprise (region) and innovation infrastructure. The latter component creates specific financial, organizational, production and social conditions for the implementation of innovations through information support, logistical and organizational services, which directly affects the formation of the necessary level of innovation potential at the enterprise [1].

The innovation process as an object of management has a number of objective regularities, the main of which are: the probabilistic nature of the development of innovations in terms of timing, costs and results, which makes it difficult to plan innovative processes in the service sector; orientation to meet specific needs. At the same time, innovative activity in the service sector has a social orientation, because social needs that contribute to improving the standard of living of the population stimulate the development of relevant activities, ensuring the growth of economic and social spheres of production.

Innovations in the service sector must meet certain needs of both producers and consumers of services, while at the same time ensuring the achievement of the goals of the service enterprise, increasing the efficiency of its functioning, increasing profitability and stabilizing market positions.

Management of innovation processes should be based on the basic scientific principles: customer orientation, consistency, priority, consistency with all participants in the innovation process, etc. This requires the development of an innovation management strategy, the main element of which is the long-term goals of innovative development integrated into the system of strategic goals of the service sector enterprise aimed at achieving competitive advantages and survival in the long term.

At the same time, great importance in the innovative management of a service sector enterprise should be attached to marketing and organizational components that allow analyzing the service market, conducting a comprehensive study of the entire set of consumer characteristics of services, the possibilities of their distribution to other markets. The marketing concept of innovative management of the development of a service enterprise is basically an adaptation to the needs and demands of consumers.

The active use of the marketing concept follows from the requirements of the market orientation of management activities in the service sector, the defining features of which are:

- ❖ orientation to the creation of values for the consumer of services, the formation of his needs;
- ❖ consideration of the specific needs of partners, orientation to the microenvironment, competitors;

- ❖ monitoring of the environment, analysis of alternative changes (technological, organizational, social), determining favorable opportunities for the development of an enterprise or threat;
- ❖ functional integration in the formulation of strategy and the use of knowledge to assess the needs and problems of the consumer.

The formulation and development of the innovation process management system in the service sector largely depends on the characteristics of the stages of the service life cycle, the parameters of the external and internal environment of the enterprise, innovation potential, financial support for innovative transformations.

It is customary to distinguish five phases of the service life cycle: creation, development and planning of a service product; introduction to the market; growth in sales of services; saturation of the market and reduction of sales of services, requiring further updating, improvement of quality parameters. An increase in the phase of the life cycle – the growth of sales – is possible due to the modernization of equipment, the development of new devices and devices, the search for the most effective forms of innovative management organization.

At the same time, the strategic innovation goal acts as a means of achieving the priority goals of enterprises. According to the content of the goal, either an offensive innovative strategy is formed, aimed at achieving a leading position in the services market, or a stabilization strategy aimed at retaining the positions won [3].

Among the many scientific approaches to innovative management (systemic, reproductive-evolutionary, functional, marketing, regulatory, process, etc.) for the service sector and its enterprises, the most rational ones can be identified for use both for managing the service sector of the region as a whole and for service enterprises, among which there are a large number of small forms. For regional innovative management of the service sector, it seems to us rational to use a systematic approach, which, based on the study of management objects as systems, allows to increase the organization, quality and efficiency of management and the efficiency of managed objects.

Process and marketing approaches to innovation management can be recommended for service and service enterprises. The process approach considers management functions as interrelated actions for strategic marketing, planning, process organization, accounting and control, motivation, coordination [3]. The central function of innovation management in this case is coordination, organizing the interaction and consistency of the work of the company's divisions, which is most rational for medium and large service centers.

The marketing approach to innovation management provides for a consumer orientation, when the strategy of a service enterprise should be implemented on the basis of an analysis of strategic needs for certain services, strategic market segmentation, forecasting the service life cycle, analyzing the competitiveness of the service, etc. In the new economic conditions, each potential consumer becomes the actual basis of the technical task for conducting marketing research, and priority is given to the penetration (diffusion) of innovations into the service market (promotion strategy), the formation of sales channels and the positioning of innovations in the market (operational innovative marketing). Innovative marketing is an effective tool in the struggle for competitive advantages, which has been proven by the experience of developed countries.

The application of the marketing approach implies the following priorities when choosing management criteria:

- improving the quality of the service in accordance with the needs of the consumer;
- saving resources from consumers by improving the quality of service;
- saving resources and service providers by improving the innovation management system.

Thus, in order to increase the competitiveness of enterprises in the service sector, it is necessary to apply innovative management, which will allow winning new markets for services, attracting new consumers through the use of effective tools, labor items, methods and management tools, to ensure more sustainable functioning of the enterprise in the long-term period of development.

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