

INNOVATIVE MANAGEMENT MODELS IN SERVICE NETWORKS IN  
THE DIGITAL ECONOMY: OPPORTUNITIES AND LIMITATIONS

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**Abstract:** This article examines the directions and means of state support for innovative management in the service sector, factors for the development of innovative management activities, models of innovative management in the service sector in the digital economy, their capabilities and limitations, as well as how factors determine economic efficiency, and examines target and strategic methods.

**Key words:** digital economy, service provision, innovative activity, innovative business, management models.

**Аннотация:** В данной статье рассматриваются направления и средства государственной поддержки инновационного менеджмента в сфере услуг, факторы развития инновационной управленческой деятельности, модели инновационного управления в сфере услуг в условиях цифровой экономики, их возможности и ограничения, а также как факторы, обуславливающие экономическую эффективность, исследуются целевые и стратегические методы.

**Ключевые слова:** цифровая экономика, предоставление услуг, инновационная деятельность, инновационный бизнес, модели управления.

**Annotatsiya:** Ushbu maqolada xizmat ko'rsatish sohasida innovatsion boshqaruvni davlat tomonidan qo'llab-quvvatlash yo'nalishlari va vositalari, innovatsion boshqaruv faoliyatini rivojlantirish omillari, raqamli iqtisodiyot sharoitida xizmat ko'rsatish tarmoqlarida innovatsion boshqaruv modellari, ulardagi imkoniyatlar va cheklovlar haqida fikr yuritilgan, shuningdek, iqtisodiy samaradorlikni keltirib chiqaruvchi maqsadli va strategik usullari tadqiq qilingan.

**Kalit so'zlar:** raqamli iqtisodiyot, xizmat ko'rsatish, innovatsion faoliyat, innovatsion biznes, boshqaruv modellari.

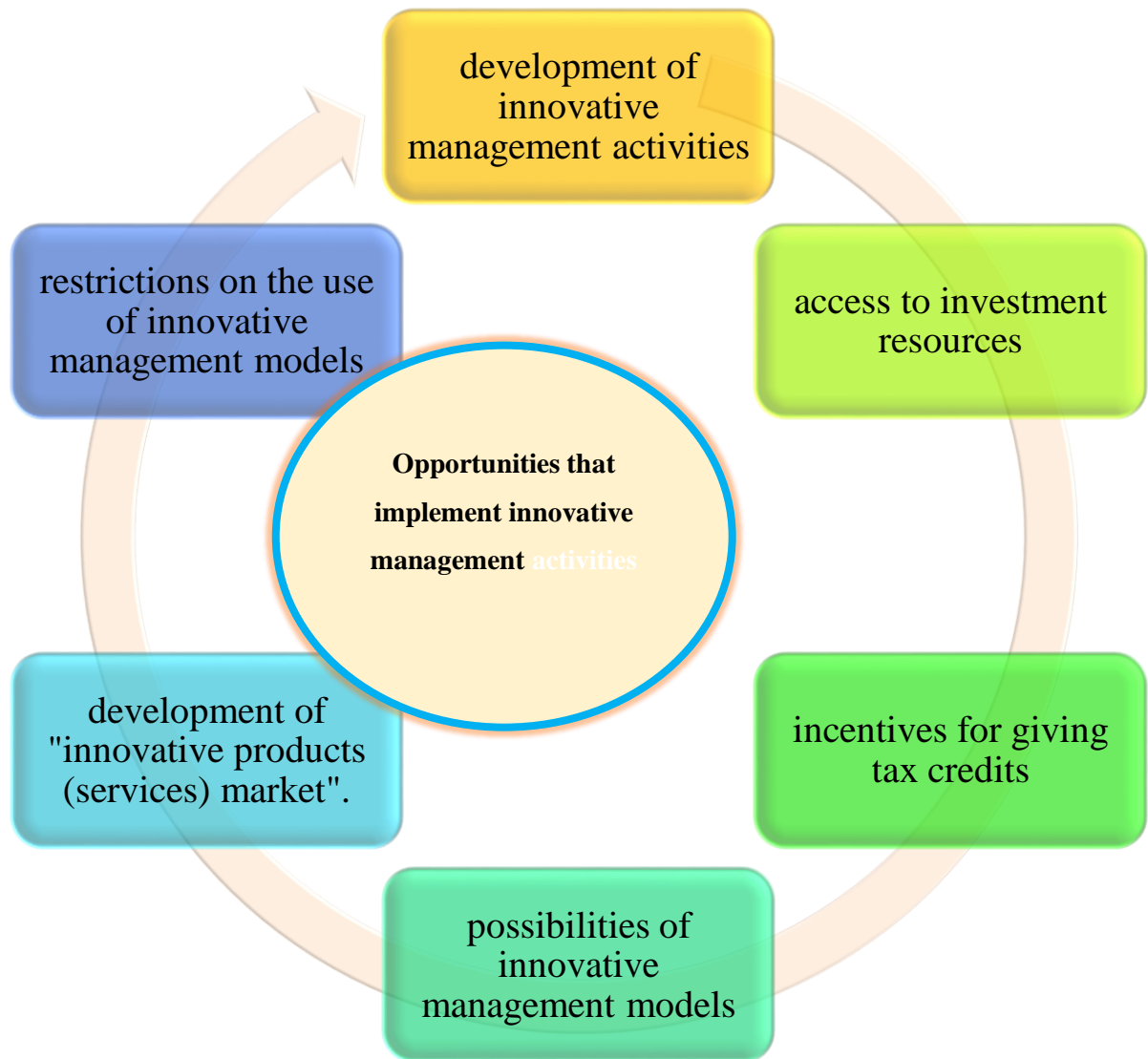
**Introduction.** It is known from the research that the systematic implementation of innovations that ensure qualitative growth in the service sector is the driving force of social development and economic development. Countries implementing innovative management models of current economic development are achieving high success and have stable economic growth dynamics. As a result of the stable development of such countries, ensuring their competitiveness in the world markets is based on innovative developments and ideas, not at the expense of material production factors and labor resources. State support is being implemented to transform our republic into a stable

market economy with a high share of innovation and intellectual contribution, competitive services in the service market, and a country with a favorable innovation-investment environment. The implementation of these goals cannot be achieved without the transition of the economy of our republic to a full innovation model, which requires the creation of an effective system of state support for innovative activities in the country and the promotion of the practical implementation of innovative ideas, developments and technologies in public administration, priority sectors of the economy, and the social sphere.

**Literature analysis.** Different definitions are given to the category of "state regulation and support of innovative entrepreneurship" in scientific works devoted to the studied problem. According to G.A. Yarin, "State regulation and support of innovative entrepreneurship is a mechanism of providing legal-political, economic-social, competitive and other conditions by state bodies for the activity of innovative business environment for the formation and development of innovative entrepreneurship" [1]. According to the economist I.V. Vakhranov, the expected results from increasing the efficiency of the state's innovation-investment policy, its objective conditions in the implementation of innovations, i.e. the level of risk existence, implementation of its technology, significantly reducing the time of service procedures, compatibility of the development of scientific environment and innovative infrastructure, scientific and research activities Facilitation and the formation of the appropriate infrastructure, the need to form systems with a large capacity for this activity, the competitive environment in the consumer market, innovative enterprises provision of these state guarantees is determined by high requirements for innovators and specialist personnel. Achieving these goals is related to the implementation of the general program of structural and infrastructural changes [2]. Yudov S.D. and the state support of innovative entrepreneurship is to activate innovative entrepreneurship, create jobs for it, and improve the livelihood of those engaged in it among the population. He emphasized that improving the welfare of the people consists in creating a favorable legal, tax and administrative environment [3].

**Research methodology.** In the course of research, statistical analysis and grouping methods of scientific and practical aspects of introducing innovative management models were used in the field of service in the digital economy.

**Discussion and results.** The development of innovative entrepreneurship in the service sector depends on many factors, the most important of which is the institutional environment. The role of the state in this process is of particular importance. Accordingly, the development of innovative activity in the service sector is determined by a number of circumstances, and these create a certain level of obstacles and limitations in the implementation of innovative activity (Fig. 1).



**Figure-1. Opportunities that implement innovative management activities<sup>1</sup>**

It is known from Figure 1 that the relevant legal framework for the development and promotion of innovative management activities in the field of services in the digital economy is underdeveloped, there are problems with the possibility of using investment resources in the field, the system of incentives for providing tax incentives aimed at supporting innovative activities in the field is underdeveloped, the service obstacles and shortcomings in the conditions of implementation of innovative activities in the field of demonstration, possibilities of innovative management models and it is possible to scientifically substantiate the insufficient protection of rights, the insufficient development of the "innovative products (services) market". The importance of the state innovation policy is based on the objective characteristics of innovative processes, i.e., high level of risk, dependence on the level of development of scientific environment and innovative infrastructure, large capital capacity for

<sup>1</sup> Compiled by the author based on research

creating scientific research and experimental design works, opportunities for fair competition and wide development of entrepreneurship, innovations, scientific and technical qualifications of personnel. determined by high requirements [4]. The attitude of the state to the development of innovative activity is expressed by the integrated policy of its development.

The state innovation policy in relation to innovative entrepreneurship is a proportionate system of state regulation and support measures for innovative entrepreneurship, developed on the basis of setting goals and tasks, setting principles, creating various mechanisms and specialized state institutions. The active innovation policy of economic entities, manifested in the development of the production of radically new types of products and technologies, as well as in the expansion of local goods sales markets on this basis, ensures the growth of the gross domestic product, the development of scientific and technical potential, the formation of modern technical and technological structures in economic sectors and sectors and allows to increase the competitiveness of products. Currently, one of the most important tasks is to transfer the economy of our republic from the direction of raw materials to the field of high-tech innovations. This allows to increase the competitive potential of the country's economy by increasing its comparative advantages in the field of science, education and high technologies, and on this basis, to use new sources of economic growth and ensuring the well-being of the population.

In our opinion, the mechanism is aimed at active participation in the implementation of business activities, takes into account its interests and is aimed at developing the demand for innovations by enterprises in the region. In a broad sense, this mechanism determines the directions for creating conditions for the development of science and business cooperation, initiatives and measures for its implementation.

The possibilities of the organizational and economic mechanism of state regulation and support of innovative activities in the field of services and services are as follows:

- providing the region with new types of services due to the results of innovative activities;
- to stimulate the innovative activity of enterprises and organizations in the field of service provision of the region, to increase the competitiveness of services provided based on the results of scientific and technical activities;
- legal regulation and protection of the interests of the subjects of innovative business activity in the service sector of the region;
- creation of favorable conditions for the development of a competitive environment in the innovative field, as well as support of innovative and entrepreneurial structures in the region;
- formation of modern innovative infrastructure in the region;

- ensuring mutual cooperation of various elements of the regional innovation system through the development of the public-private partnership system. One of the problems that hinders the development of innovative activities in the service sector in the regions of our republic is the existence of a mismatch between the demand and supply of innovations, as well as the low innovative culture of entrepreneurs, scientists and the population, their inability to use and promote their inventions. Accordingly, a necessary element of the national and regional innovation policy should be focused on measures to increase innovative culture in the following main directions:

- organization of personnel training for work in the innovative field for enterprises and organizations of the service sector and higher education institutions;

- providing advice to enterprises and residents on the issues of registration of intellectual property objects;

- development and implementation of marketing mechanisms for the realization of innovative goods and services;

- providing innovative entrepreneurs and residents with information about advanced local and foreign innovations.

Organization of personnel training for work in the innovative field for enterprises and organizations of the service sector and higher education institutions, providing advice to enterprises and residents on the issues of registration of intellectual property objects, development and implementation of marketing mechanisms for the realization of innovative goods and services, providing innovative entrepreneurs and residents with information about advanced local and foreign innovations.

### **CONCLUSIONS AND SUGGESTIONS**

In conclusion, it can be said that the improvement of the main directions of the development of innovative activities in modern service enterprises implies the implementation of the following measures:

first, to concentrate on conducting scientific research within the framework of the important directions of the activities of enterprises and organizations in modern service industries;

secondly, to involve small and private service enterprises in innovative activities based on the creation of technological road maps in the field;

thirdly, purchase and sale of the results of innovative activities in order to stimulate innovative activity and increase economic efficiency in service enterprises with high scientific capacity;

fourthly, introducing methods and means of increasing the financial efficiency of innovative activities in service enterprises;

fifthly, use of tools to optimize the use of resources within the framework of the development of innovative entrepreneurship in service enterprises;

sixth, directing resources to useful innovative projects based on the criteria

determined by individuals or enterprises carrying out innovative activities.

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