



THE BASIS OF STRATEGIC MANAGEMENT OF THE INNOVATIVE DEVELOPMENT OF THE SERVICE FIELD ASPECTS

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ABSTRACT	KEY WORDS
The article deals with approaches to innovative development strategic management of the service sector at the state level. It also considers the innovation activity features in organizations of various sectoral subsystems services.	Innovation, innovation process, innovative design, innovative project, innovative development, service organizations, innovation strategic management.

Introduction

Service enterprises and industries is important in the innovative development of the economy. By introducing innovations and new technologies, it is possible to increase the efficiency of the service sector , ensure economic stability and competitiveness. At the same time, this process plays an important role in diversifying the economy, creating new jobs and increasing social welfare.

In the innovative development of the service sector, the main goals are to increase the contribution of the service sector to the gross domestic product, to increase the level of employment by creating new jobs, and to ensure social stability. forming competitive enterprises and networks in the service sector, improving the quality of service through digital technologies and innovative solutions, and ensuring global development of the service sector through foreign investments and international cooperation.

Through strategic management of service enterprises and industries in the country, a number of urgent issues need to be solved in the way of innovative development of the economy, first of all, the creation of sufficient infrastructure in the service sector, the training of highly qualified specialists in the service sector, and the financing of innovative projects and programs. is to create a favorable legal environment for attracting investments and developing the service sector.

The innovative development of enterprises in the service sector should be considered as a set of changes of business entities, these changes are directed to the development of innovations that increase the efficiency of business practices or to the final result in the form of improved service that meets the needs of customers. Scientific research in the field of management shows the need to use a situational approach that takes into account retrospective trends, the current situation and the main parameters of the management object and its external environmental factors in the process of managing complex socio-economic systems .

Services differ from goods in a number of important aspects, and these differences often create difficulties in the development of innovative initiatives. When planning innovative activities at any level in the service sector, the following four main characteristics must be taken into account, which affect the management of innovation in service organizations: intangibility, creation and provision of the service occur simultaneously existence, variability and non-conservation¹. This means that the service cannot be tried before purchase (as in the case of tangible goods), it is produced and consumed simultaneously, the quality can vary within the same type of service, and the service cannot be preserved.

Service sector is still not sufficiently studied. First of all, it depends on the intangible nature of the products of economic entities in the service sector. Almost all service products involve close interaction with customers. As a result, service providers will need to design customer interactions in addition to developing intangible products. Thus, innovation in the field of service delivery can be related not only to the content of the service, but also to the methods of its presentation and promotion. That is, in addition to "what" is being offered, "how" is being offered is also important. In addition, service delivery processes mainly refer to innovation in processes, not objects.

Thus, managing innovation activities in the service sector can be a more complex task than in the material production sector. It should be noted that one of the important problems faced by organizations in the service sector is the lack of tradition of innovation. For example, in the field of financial services, organizations often have a conservative management style in which there is no room for innovation². Organizations operating in this field do not focus on innovation, emphasizing the control of risks, procedures and processes to increase efficiency. However, the situation is changing in the modern world, as today's leading banking companies recognize the need to be more innovative.

Because of the problems in innovation management, organizations in the service sector need a special innovation strategy focused on innovative activities. To achieve this goal, they need to develop appropriate competencies and necessary organizational structures, and support creativity that brings innovation. It should be noted that now large international companies are actively moving in this direction.

The process of forming and implementing innovative strategies in the service sector is very complex, this sector is an important element of the world economic system, the main mechanism for national economies, and counterparties (stock exchanges, banks, telecommunications, transport routes, development projects, lobby activities, consulting, etc.) provides direct and indirect interactions between. At the same time, the activities of organizations in the service sector are of social importance and are expressed in infrastructure and engineering relations, communication, state and municipal services, trade, etc., and affect the political stability of the state (house - communal services, mass media, etc.).

The main problem of strategic management of the innovative development of the service industry at the regional (state) level lies in the process of setting goals, because the service industry is a multi-sectoral system consisting of various economic entities, each of which has its own current has a view

¹Evmenov A. D., Bulochnikov P. A., Blagova I. Yu. Strategic planning of innovative development of spheres of service // Journal of law and economic research. SPb., 2013. No. 4.

²Aruna Shekar An Innovative Model of Service Development: A process guide for service managers The Innovation Journal: The Public Sector Innovation Journal, Volume 12(1), 2007, article 4.

of the situation and defines specific target directions for development ³[6]. Nevertheless, taking into account that all entities that provide services to legal entities and individuals have similar characteristics, it is possible to set a single goal that meets the needs of society - to provide high-quality services with minimal time differences between demand and implementation. which meets the expectations of consumers.

It follows from the above considerations that within the framework of the main strategy for the development of the service industry, the primary element is an innovative functional strategy that defines the directions for improving organizational processes and the main production funds and intangible assets related to them. The purpose of these strategic plans is to economically manage all types of resources (financial, labor, time) and to achieve economic efficiency through the introduction of means of production. One of the ways to implement this strategy may be the development and implementation of service process automation tools. It should be noted that such measures are currently being implemented in some competitive service sectors (telecommunications, banks, stock exchanges). At the same time, the private investment strategy should reveal the sources and forms of financing innovative activities, activities aimed at introducing innovative results into the service process, and ultimately determine the necessary level of economic efficiency of investments.

the exact content of the measures for the formation and implementation of the system of basic and functional strategies should be based on the characteristics of the management object and the activity of its elements.

The author pays special attention to the introduction of knowledge management processes and ensuring their activities among the main features of strategic management of innovative development of enterprises in the service sector.

Innovation management requires the organization to work effectively in the following five knowledge-based areas: innovation strategy; support of creative innovative initiatives; forming a portfolio of innovations; implementation of the most effective innovations; human resource management. At the same time, the main task for individual organizations in the service sector and sectoral components of the service sector under state control is to determine how this model can be used for their innovative development.

we consider the content of the first element of the proposed model (innovation strategy), the management of service sector organizations (legislative and executive authorities) should develop an innovation strategy based on the primary role of innovation in the development of the company (or industry). It defines how to use technologies and manage efficiency improvement, as well as the use of relevant efficiency indicators.

The second element of the model is the generation of creative and innovative management ideas. This element is of great importance for innovative development and requires the creation of conditions within the organization that encourage the formation of ideas related to all aspects of the company's activities, especially customer requirements. All employees should be in close contact with customers and receive their feedback; rationalization and innovative proposals should be encouraged materially and non-materially.

³Evmenov A. D., Smirnov A. Yu., Bulochnikov P. A. Upravlenie investitsionnym klimatom regiona: Monograph. SPb.: izd. SPbGUKiT, 2011.

considering the essence of the third element of the model (innovation portfolio management), it should be noted that after innovative ideas have been collected and found to be effective, it is necessary to select the best ideas for implementation, taking into account resources and efficiency. . Also, based on knowledge management models at the state level, it is desirable to apply the practice of spreading effective innovative solutions in the field.

fourth element of the model is innovation implementation. The ability to quickly turn ideas into new products (or services) is critical. Forward-thinking organizations in the service industry manage the creation of a new service in a similar way to the process of creating a new product in industry.

Human resource management is the final element of the innovation management model in the company. Underlying all innovation management efforts is the need to create conditions that encourage employees to contribute to innovation. Leading manufacturing companies recognize that it is not enough to excel in just one of the above areas; for example, in the five wrestling sports, achieving high performance in all areas is more important than high performance in one area.

can be used as a diagnostic base to determine in which five areas the company should implement initiatives to improve its innovative activities.

the service sector can be: creation of new customer-oriented opportunities; improving existing products, services and processes.

Thus, according to the author's opinion, the main characteristics of strategic management in the innovative development of enterprises in the service sector are related to the specific characteristics of this type of organization and its environment. Information (knowledge management), organizational (existence of network business structures), resource (human resources management) and innovative aspects are considered to be of particular importance in this:

- of Uzbekistan define the main directions of innovative development and strive to develop the innovative activities of service enterprises and industries;
- service sector is of great importance in the economy and plays an important role in the introduction of innovations in various branches and sectors;
- by improving the mechanisms of introducing innovations, it is possible to develop the innovative activities of service enterprises and industries faster;
- support of innovative activity by the state and implementation of additional measures will help to speed up the innovative development of service enterprises and industries;
- scientific and educational organizations play an important role in the creation and implementation of innovative projects and technologies.

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