INTEGRATIVE FUNCTIONS OF TECHNOPARKS, CLUSTERS AND CONSORTIA IN INNOVATION ACTIVITY

Atamatov Abduxalil Salomovich
First Vice-Rector for Academic Affairs,
Academy of Labour and Social Relations,
Doctor of Pedagogical Sciences (DSc), Associate Professor
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Abstract

This article examines the organizational forms of innovation activity, their role in the modern management system, and the scientific and theoretical foundations of integration processes in new types of organizations. The study provides a comparative analysis of such organizational structures as start-ups, technoparks, innovation clusters, consortia, and engineering centers in terms of their level of integration, main objectives, and sources of financing. Particular attention is paid to the Triple Helix concept, which highlights the importance of cooperation among government, universities, and business in the formation of an innovation ecosystem. The article also substantiates the priority directions for organizing innovation activity in Uzbekistan, the opportunities for developing national innovation infrastructure, and the effectiveness factors of integrated management mechanisms.

Keywords: innovation activity, organizational forms, integration, start-up, technopark, innovation cluster, consortium, Triple Helix, innovation management, innovation ecosystem.

Introduction

In the global economy, innovation is becoming a strategic factor that ensures sustainable development not only through the creation of new products or technologies, but also through the introduction of new forms of organizational management. Innovative development is an important condition for competitiveness, efficient use of resources, and the strengthening of integration between science and production in the modern economy.

In the Republic of Uzbekistan, innovative development is also defined as one of the priority directions of state policy. In particular, the Strategy for Innovative Development of the Republic of Uzbekistan for 2022–2026 was approved by Presidential Decree No. PF-165. This document identifies the development of innovation infrastructure, commercialization of scientific developments, and support for innovation activity as important tasks.

From this point of view, the scientific analysis of effective forms of organizing innovation activity, the substantiation of integration mechanisms in new types of organizations, and the identification of their practical significance for the national economy are of particular relevance.

Literature Review

The concept of innovation has been widely studied in economics and management sciences. In international practice, innovation is interpreted as the implementation of a new or improved product, process, marketing method, or organizational method. The *Oslo Manual 2018* is recognized as an international methodological guide for measuring, analyzing, and statistically assessing innovation.

J. Schumpeter explains innovation as a new combination of production factors. In his approach, innovation acts as the main driving force of economic development and serves to renew production, markets, resources, and organizational structures.

The issue of integration in innovation activity is more deeply explained in the Triple Helix concept. This concept, developed by H. Etzkowitz and L. Leydesdorff, interprets cooperation among universities, business, and the state as the main mechanism that drives the innovation ecosystem. The concept contributes to accelerating innovative development by strengthening the interconnection between science, education, and production.

Research Methodology

The article uses the methods of systematic analysis, comparative analysis, generalization, classification, and scientific-theoretical approach. The organizational forms of innovation activity were analyzed in terms of their level of integration, main objectives, sources of financing, and management mechanisms. In addition, international experience and the development trends of innovation infrastructure in Uzbekistan were examined in interrelation.

Analysis and Results

The organization of innovation activity is a complex process that includes the creation of new ideas, the practical implementation of scientific developments, the commercialization of products or services, and their introduction to the market. In this process, organizational forms play a special role, since they determine how quickly, effectively, and sustainably innovation can be implemented.

The modern organizational forms of innovation activity include:

– small innovative enterprises and start-ups;
– spin-off and spin-out companies;
– technoparks;
– innovation clusters;
– engineering centers;
– scientific and production associations;
– consortia;
– network-based and virtual innovation organizations.

These organizational forms perform specific functions at different stages of the innovation process. For example, start-ups are aimed at rapidly testing new ideas and commercializing them, while technoparks provide small innovative enterprises with infrastructure, consulting, laboratory, and service support. Innovation clusters ensure cooperation among science, production, education, and business entities within a specific region or sector.

Table 1

Comparative Characteristics of Organizational Forms of Innovation Activity

Type of organizational form	Level of integration	Main objective	Source of financing
Small innovative enterprise / start-up	Low	Commercialization of a new idea	Venture capital, grants
Technopark	Medium	Infrastructure support and service provision	Public-private partnership

Type of organizational form	Level of integration	Main objective	Source of financing
Innovation cluster	High	Increasing competitiveness and strengthening sectoral integration	State, business, and international funds
Engineering center	High	Transforming scientific developments into technological solutions	Customer funds, grants, state programs
Consortium	Very high	Implementation of large-scale scientific and technical projects	Participants' contributions, investments
Virtual innovation organization	Flexible	Project-based cooperation in a digital environment	Project funds, international cooperation

As can be seen from the table, the organizational forms of innovation activity differ according to their level of integration and management mechanisms. Small innovative enterprises and start-ups are distinguished by their flexibility, whereas innovation clusters and consortia require more systematic, intersectoral, and institutional cooperation.

In new types of organizations, the process of integration is considered an important condition for increasing the effectiveness of innovation activity. Integration implies cooperation among research institutions, higher education institutions, manufacturing enterprises, public administration bodies, and financial institutions around a common goal.

Such an approach creates the following opportunities:

– faster implementation of scientific developments in production;
– ensuring the financial stability of innovation projects;
– reducing the gap between science and business;
– accelerating the process of bringing new products and services to the market;
– reducing technological risks;
– making effective use of human capital.

At the center of the innovation ecosystem lies cooperation among the "state — university — business". The state creates the legal, organizational, and financial conditions. Universities and research institutions provide new knowledge, scientific ideas, and qualified specialists. Business entities, in turn, transform this knowledge and ideas into products, technologies, or services and bring them to the market.

State → legal framework, financial support, strategic programs
Universities and research institutions → scientific ideas, research, human resources potential
Business and production → commercialization, investment, market needs
Technoparks and clusters → infrastructure, services, cooperation platform
Consumers and the market → demand, assessment, feedback

In this ecosystem, all stakeholders operate in an interconnected manner. The exchange of information, resources, technologies, and human capital ensures the continuity of innovation

processes. Therefore, integrated innovation organizations serve not only the interests of individual enterprises, but also the goals of regional and national economic development.

A step-by-step approach is essential for the effective practical organization of innovation activity.

The first stage is the assessment of innovation potential. At this stage, the scientific and technical capabilities of the organization, the qualifications of employees, the material and technical base, digital infrastructure, and financial resources are analyzed.

The second stage is the selection of partners. Opportunities for cooperation with universities, research centers, technoparks, venture funds, and manufacturing enterprises are identified.

The third stage is the development of an innovation project. The project's objectives, expected outcomes, feasibility study, implementation timeline, and sources of financing are determined.

The fourth stage is the formation of a management structure. Target groups, an expert council, a monitoring mechanism, and responsible executors are defined for the implementation of the project.

The fifth stage is commercialization and market entry. The created product or service is tested, adapted to market needs, and introduced into practice.

The sixth stage is monitoring and improvement. The results of the innovation project are evaluated, performance indicators are identified, and, if necessary, management decisions are reconsidered.

These stages help organize innovation activity not as a random or episodic process, but as a systematically managed activity.

Conclusion

The organizational forms of innovation activity are an integral part of modern management, playing an important role in transforming scientific ideas into practical results. Start-ups, technoparks, innovation clusters, engineering centers, and consortia perform specific functions at different stages of the innovation process.

The analysis shows that integration in new types of organizations contributes to the efficient use of resources, reduction of risks, strengthening of links between science and production, and improvement of the competitiveness of the national economy. In particular, the Triple Helix model based on "state — university — business" cooperation serves as an important methodological basis for the development of the innovation ecosystem in Uzbekistan.

Thus, in order to organize innovation activity effectively, it is advisable to improve integrated management mechanisms, expand the activities of technoparks and clusters, stimulate the commercialization of scientific developments, and strengthen the institutional foundations of innovation infrastructure.

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