INTEGRATIVE FUNCTIONS OF TECHNOPARKS, CLUSTERS AND CONSORTIA IN THE INNOVATION ECOSYSTEM

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Abstract. *This thesis highlights the integrative importance of technoparks, innovation clusters and consortia in organizing innovation activity. It analyzes the role of cooperation among the state, universities and business in the formation of an innovation ecosystem, the commercialization of scientific developments, the efficient use of resources, and the managerial potential of new types of organizations.*

Keywords: *innovation activity, technopark, innovation cluster, consortium, integration, innovation ecosystem, Triple Helix.*

In the context of globalization, innovation is becoming an important factor in economic development, competitiveness and sustainable growth. Innovation activity is not limited only to the creation of new products or technologies; it also requires strengthening integrative relations among science, education, production and management systems. In this regard, technoparks, innovation clusters and consortia appear as important organizational forms of the modern innovation ecosystem.

In Uzbekistan, innovative development is considered one of the priority directions of state policy. The development of innovation infrastructure, the introduction of scientific developments into practice, and the acceleration of their commercialization contribute to increasing the competitiveness of the national economy. In this process, the integration of new types of organizations is of particular importance.

Start-ups, technoparks, engineering centers, innovation clusters and consortia can be identified as the main organizational forms of innovation activity. Start-ups are aimed at rapidly testing new ideas and bringing them to the market, while technoparks provide them with infrastructure, consulting, laboratory and service support. Innovation clusters unite science, production and business entities around a common innovation goal within a particular region or sector. Consortia, in turn, serve to integrate the resources, capital and experience of several organizations in the implementation of large-scale scientific and technical projects.

The effectiveness of the innovation ecosystem is largely associated with the “Triple Helix” model, which is based on cooperation among the state, universities and business. In

this model, the state creates legal, regulatory and financial conditions; universities and research institutions generate new knowledge, research results and qualified specialists; and business entities transform scientific developments into products, technologies or services and introduce them to the market.

The integrative functions of technoparks, clusters and consortia are manifested in the following areas: introducing scientific developments into production; providing financial support for innovation projects; reducing the gap between science and business; ensuring the efficient use of human capital; decreasing technological risks; and accelerating the process of bringing new products and services to the market.

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.

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.

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.

In conclusion, technoparks, innovation clusters and consortia are important integrative mechanisms for the systematic organization of innovation activity, the transformation of scientific ideas into practical results, and the development of the national innovation ecosystem. Their effective functioning strengthens cooperation among science, education, production and business, thereby contributing to the innovative development of the economy.

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