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## Stimulating Innovation Culture in Organizations: Methods and Tools

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**Abstract:** This scientific article emphasizes the importance of innovation culture for modern organizations in the conditions of fierce competition. The advantages and factors influencing the innovation culture, as well as the most important tools necessary for the formation of an innovative culture are considered.

**Key words:** innovation culture, factors of innovation culture, tools and methods of innovation culture, innovation potential, innovation activity, innovations.

### Introduction

The modern world is changing rapidly under the influence of technological progress. This process of technological globalization contributes to the creation of an environment for companies to operate on the basis of fierce competition. In such conditions, in order to strive for success, companies are required to constantly improve their activities and ensure high adaptation to new realities. One of the key factors of success in this dynamic world is an innovative culture. It motivates employees and contributes to the growth of the innovative potential of the organization. Many companies today strive to innovate, but not all successfully implement the ideas that they develop or acquire. This is due to the fact that the innovation process is not limited to products and services; It is also important to effectively manage production processes, implement high-tech projects and create a supportive innovation culture. The development of a culture of innovation in a company is necessary to unlock its potential in the field of science and technology, as well as to increase competitiveness and sustainable development.

**Bulk analysis.** The creation and maintenance of a favorable innovation environment goes beyond the framework of fashionable formulations, turning into a critical factor that determines the competitiveness of organizations. The orientation of the business environment towards short-term pragmatic goals and quick economic returns often hinders the creation of the conditions necessary for the cultivation of innovative activities aimed at generating ideas, developing new products and services, as well as long-term knowledge-intensive development. Innovation culture is a system of values, norms, rules and beliefs shared by employees of an organization. It promotes the adoption of new methods and practices, the generation of innovative ideas and revolutionary solutions, as well as the adaptation, customization or transformation of existing products and services.

The development of a culture of innovation implies continuous improvement of the conditions that stimulate the innovative activity of employees. This, in turn, leads to the formation of their own position and behavior model **that** corresponds to the key values of the organization, such as orientation towards the development and well-being of the company, corporate culture, CSR, career growth, etc.

According to 95% of the management of the international consulting company McKinsey & Company, an innovative culture is of great importance for the success of a business. Innovation culture is the driving force of progress, allowing companies to:

- *Quickly adapt to changing market conditions:* In the context of globalization and rapid technological development, companies that are unable to adapt quickly risk being left behind by competitors. An innovative culture helps to generate new ideas, find non-standard solutions and implement them, which allows companies to stay at the forefront of progress.
- *Develop new products and services:* An innovative culture encourages employees to come up with new ideas and solutions, resulting in new products and services that meet current market needs.
- *Increase competitiveness:* By innovating, companies gain a competitive advantage that allows them to attract new customers, increase market share, and increase profits.
- *Create a positive image:* Companies that actively innovate are perceived as progressive and attractive to employees, customers, and investors.

There is a wide range of tools to stimulate an innovative culture:

1. Remuneration systems:

- Material rewards: Bonuses, company shares, and other forms of financial incentives for new ideas and successful innovations.
- Intangible Awards: Recognition of achievements, publications in corporate publications, opportunities for professional growth and development.

2. Training and development programs:

- Trainings and seminars on innovative thinking and problem solving.
- Training programs on new technologies and methods of work.
- Opportunities for mentoring and mentoring.

3. Systems of the open innovation process:

- Platforms for collecting ideas from employees.
- Innovation competitions and hackathons.
- Cooperation programs with universities and startups.

4. Tools for Generating Ideas:

- The "6 Thinking Hats" method.
- The method of "brainstorming".
- The method of "design thinking".

5. Tools for Idea Management:

- Idea management software.
- Voting systems for ideas.
- Platforms for discussing ideas.

6. Tools for evaluating ideas:

- Criteria for evaluating ideas.
- Methods of expert assessment.
- Analysis of the market and potential consumers.

7. Tools for implementing ideas:

- Budgets for the development and implementation of new ideas.
- Teams for the implementation of ideas.
- Project management processes.

It is important to note that there is no universal recipe for stimulating an innovative culture. A company should choose tools that are most suitable for its specifics and goals. In addition, it is

necessary to take into account the factors affecting the formation of an innovative culture in the organization.

Many factors influence the formation of an innovative culture. The most important of them is *leadership*. The role of the manager in creating an innovative culture can hardly be overestimated. Leaders should be committed to innovation, encourage risks and give employees the freedom to be creative. Creating an atmosphere of trust and openness, in which employees openly express their ideas without obstacles, directly depends on the efforts of the manager. The next important factor not only in the formation of an innovative culture, but also in the introduction of effective activities of the organization is *strategy*. High efficiency of innovation requires targeted actions aimed at its achievement, which are a priority in the overall structure of the organization's strategy. The most important element of any innovation culture is *people*. In order to innovate, it is necessary to have talented and motivated employees who are ready for change and risk. A company must invest in the development of its employees and create conditions for their professional growth. This includes the processes of generating ideas, selecting ideas, implementing ideas and evaluating results. A company must constantly improve its processes and make them more efficient. They must also create an atmosphere of trust and openness in which employees are not afraid to express their ideas. The structure of a company can also influence its innovation culture. While flatter structures with decentralized decision-making can stimulate them. The company must choose the optimal structure for itself that will contribute to the development of innovation. In general, when forming an innovative culture of a company, it is necessary to take into account all aspects of the company's activities, as well as resources - financial, time and resources in the form of knowledge and experience. The company must be ready to invest in innovation and provide employees with the necessary resources to implement it.

Most companies determine their need for an innovative culture by the need to solve problems in the social, economic, technological, and environmental spheres. At the same time, the most successful organizations are striving to develop and implement innovations in order to take a leading position in the field of knowledge-intensive developments. Examples of such organizations are such American transnational companies as Google, Apple, Amazon, Microsoft, Tesla, which are among the most famous and influential players in the global technology market.

**Table 1.**  
**Features of the innovation culture of transnational companies.**

Company	Features of the development of innovative culture	Tools used by companies to regulate innovation culture	Investments in research and development of innovations (2023)
<b>Google</b>	It is famous for its culture of open innovation, which encourages employees to generate and implement new ideas. The Company also actively uses reward systems that encourage innovative behaviour.	- Uses the Google Ideas platform, which allows employees to share their ideas and receive feedback from colleagues; - Uses the "6 Thinking Hats" method to solve problems and develop new ideas.	\$120 billion

<b>Apple</b>	She is known for her focus on design and user experience. The company invests heavily in research and development of new products and services that are distinguished by their innovation and uniqueness.	<ul style="list-style-type: none"> <li>- Conducts regular brainstorming sessions and hackathons to encourage the generation of new ideas;</li> <li>- Applies the method of "design thinking" to create products and services that meet the needs of users.</li> </ul>	\$21 billion
<b>Microsoft</b>	Emphasizes a culture of continuous learning and development. The company offers its employees ample opportunities to improve their qualifications and learn new skills.	<ul style="list-style-type: none"> <li>- Uses the Microsoft Ideas platform to manage the innovative ideas of colleagues;</li> <li>- Uses the "Agile" method for the development of software and other products.</li> </ul>	\$20 billion
<b>Amazon</b>	It is distinguished by its culture of flexibility and adaptability. The company responds quickly to changes in the market and customer needs, which allows it to develop and implement new innovative solutions.	<ul style="list-style-type: none"> <li>- Applies a culture of "invention and failure" that allows employees to take risks and try new things;</li> <li>- Applies the "Lean startup" method to quickly test and implement new ideas.</li> </ul>	\$66 billion
<b>Tesla</b>	It is built on a culture of risk and entrepreneurship. The company is not afraid to try new things and does not limit itself to the existing framework.	<ul style="list-style-type: none"> <li>- Uses the Tesla Ideas platform, an internal platform for collecting and managing ideas used by Tesla.</li> <li>- Uses the "Design for manufacturability" method to develop products that are easy and cost-effective to produce.</li> </ul>	\$6.2 billion

Data source: the table was compiled by the author on the basis of biographies of companies.

In recent years, there has been a rapid increase in interest in the development of innovative infrastructure in Uzbekistan. In order to accelerate the innovative development of Uzbekistan in 2022, the Strategy for the period 2022-2026 was adopted. The main goal of the Strategy is to create a continuous ecosystem that unites industries, regions and scientific and educational organizations. This ecosystem should cover all stages, from job creation to capital formation within the country's new creative economy. In the first year of implementation of the Strategy, a number of systemic reforms have already been carried out.

In addition, many Uzbek companies create a favorable atmosphere for innovation, which encourages employees to generate new ideas and take risks. One of the Uzbek companies that actively stimulate the innovation culture is Ucell - one of the largest mobile operators in Uzbekistan, which regularly holds innovation competitions for its employees and cooperates with universities and startups Domestic companies such as UzAuto – the largest automaker in Uzbekistan, which is introducing new technologies in car production, such as robotics and 3D printing, and Uzbekneftgaz – the largest

oil and gas company in Uzbekistan, is introducing new technologies in oil and gas exploration and production, modernizing its production facilities.

**Inference.** In a fast-paced world where competition is reaching unprecedented heights, innovation culture is becoming more than just a trend, but a strategic imperative for organizations looking to achieve long-term success.

Stimulating an innovative culture is a complex task that requires a systematic approach and the involvement of all employees of the company. The management should:

- To form a clear vision and strategy for the development of the company, based on innovations;
- Create an environment where employees are not afraid to take risks and come up with new ideas;
- Encourage creativity and out-of-the-box thinking;
- Invest in employee training and development;
- To create an innovation-oriented evaluation and motivation system.

It is important to understand that innovation is not only about new technologies. It's also about new ideas, approaches to solving problems, and ways of doing business. An innovative culture cannot be created artificially. It should be formed gradually, taking into account the values and characteristics of the company. The development of an innovative culture is a continuous process. It requires constant effort and attention from the management and all employees of the company.

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