

**USING STARTUP PROJECTS TO INCREASE THE MANAGEMENT EFFICIENCY OF
PRESCHOOL EDUCATIONAL DIRECTORS**

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Abstract: The article analyzes the theoretical and practical aspects of the use of startup projects and innovative technologies in improving the management efficiency of directors of preschool educational organizations. The role of startup projects in improving the efficiency of innovative management through optimizing the pedagogical environment, resource management, and digitalization of marketing and communication processes is shown. Effective startup mechanisms, strategies for their implementation, and practical recommendations are also proposed.

Keywords: preschool educational organization, startup projects, management efficiency, innovations, systematic approach.

Introduction. In today's conditions of globalization and digital transformation, the organization of effective management in all parts of the education system, especially in the field of preschool education, is becoming one of the pressing issues. Preschool educational organizations are the initial and most important stage in raising a harmonious generation in society. At this stage, the quality of education, the organization of the content of the educational process largely depends on the management competence and effectiveness of the director of the preschool educational organization. In recent years, special attention has been paid to the radical reform of the preschool education system in the Republic of Uzbekistan, its development in accordance with modern requirements. In this regard, it is worth noting that the Decree of the President of the Republic of Uzbekistan No. PF-51 dated March 19, 2025 "On additional measures to improve the efficiency of the management system in the field of preschool and school education" [1] requires the introduction of innovative approaches to the management of preschool educational organizations, improvement of the management system, and increasing the professional potential of managerial personnel. In such conditions, being limited to traditional management methods may not yield the expected results.

In this regard, startup projects and innovative technologies play an important role in the modern management system of preschool educational organizations. Startup projects have speed, flexibility and high innovative potential, allowing them to optimize management processes in a short time. In particular, the use of startup solutions in digital management, monitoring of pedagogical processes, and effective management of financial and human resources in preschool educational organizations is of great importance.

The activities of the director of a preschool educational organization include not only organizing the pedagogical process, but also many tasks, such as strategic planning, team management, establishing effective communication with parents, and ensuring the competitiveness of the preschool educational organization. The use of startup projects in the effective implementation of these tasks serves to reduce the director's management burden, speed up the decision-making process and increase its accuracy.

At the same time, the process of using startup projects also faces certain problems and obstacles. In particular, factors such as lack of financial resources, low digital literacy, and unpreparedness of the team for innovative changes can create problems in implementing startups.

Therefore, it is important to study this issue in depth from a scientific, theoretical and practical perspective.

Literature review. What is a startup? A startup (from the English “start-up” - launch) is a company, a new project, an ambitious, innovative idea and a promising product.

In most cases, a startup is a project with a bright, original idea. A startup can be commercial, humanitarian, scientific, technical or informational. A startup is a young, agile organization with limited risk, which is mainly established or is still at the stage of organization and development. Startup and education - a small group of 3-10 people who implement innovative ideas. The goal of creating a startup is to find ways and methods to create and sell products or innovations that are relevant and in high demand in the market [2].

Startup in a preschool educational organization, high demand for quality education - parents strive to provide their children with a significant start for a happy and successful future from an early age.

Since the number of children with speech delays is increasing every year, today there is a great demand for correctional services. And, of course, first of all, specialists (speech therapists, special education teachers, neurologists, neuropsychologists) who offer high-quality services and a wide range of services attract attention.

Maintaining a high pace of introduction of new technologies, quickly responding to any news and requests from parents and preschool educational organizations requires constant training, continuous professional development and retraining of specialists.

The director of a preschool educational organization must constantly analyze his work and regularly conduct self-assessment.

Of course, this is a big and continuous, complex work - keeping up with the experience of colleagues, modern literature and publications, and using tools that help work with children more effectively is the demand of today. It is equally important to maintain contact not only with parents of children who go to kindergarten, but also with those who are already in school. In this way, you can learn about existing needs and develop new programs to ensure comprehensive education.

Through the theory of startup development and promotion in kindergartens of Uzbekistan, we decided to promote a startup called “Creating a speech therapy department in preschool educational organizations”.

We consider the idea of creating a speech therapy department to be an innovation for a preschool educational organization, because previously the general development of children, aimed at cognitive and speech development, was an invisible process within a preschool educational organization. Currently, there is a great demand for special needs services, therefore, eliminating various shortcomings and supporting the proper development of preschool children is a priority and very important area.

Our preschool educational organization maintains high professionalism of all employees. Teachers regularly undergo advanced training and retraining courses, participate in projects and competitions, and constantly improve their professional skills. Teachers working in the speech therapy department have the highest qualification category and lead circles for additional education of children. The formation of such groups as “Children's Journalism” in the senior speech therapy group and “Fitball Aerobics” in the preparatory speech therapy group is very important.

Innovative activity is a special type of pedagogical activity. The “Modern Dictionary of Foreign Words” defines innovation as a novelty.

Innovation is a complex process of creating, distributing, implementing and using a new practical tool, concept or method to meet human needs.

Innovation is a purposeful change that introduces new stable elements (innovations) into the implementation environment, leading to the transition of the system from one state to another.

Innovation is a tool, that is, a new method, methodology, technology or curriculum, and innovation is the process of mastering this tool.

In general, the innovation process is understood as a complex activity of creating (creating, developing), mastering, using and distributing innovations.

An innovation is introduced to replace an outdated, specific tool in relation to the previous one - a replacement innovation; to stop a form of work, cancel a program or technology - a cancellation innovation; to develop a new type of service, a new program or technology - an opening innovation; retro-introduction - the development of something new for kindergarten staff at the present time, but previously used in the preschool education system [3].

Analysis and results. The purpose of this article is to reveal the theoretical foundations of the use of startup projects in improving the management efficiency of directors of preschool educational organizations, analyze their role and significance in the management system, and develop practical recommendations. The article highlights ways to ensure effective management in preschool educational organizations based on modern management concepts, innovative approaches, and startup mechanisms.

Effective management in preschool education directly determines the quality level of the organization. In recent years, innovations and startup projects have become a growing trend in the global education system. Startups are small innovative companies that offer quick profitability, new pedagogical technologies, and management solutions that can radically modernize preschool educational processes.

Management efficiency is the degree to which a leader achieves his or her goals, measured by rational management of resources, systematic organization of processes, and the speed of achieving results. Management effectiveness in a preschool educational organization is assessed according to the following criteria:

- quality of education;
- use of financial and material resources;
- operational work of the pedagogical team;
- relations with parents and the public.

Innovations are methods of increasing results by improving existing processes or creating new ones, and startups are small business models capable of quickly implementing and adapting innovative solutions [4].

To optimize the pedagogical process, the following startups can be introduced into the educational process:

- interactive educational materials;
- online assessment system;
- tools for monitoring children's development.

These solutions help to control and increase the effectiveness of the pedagogical process.

At the same time, it remains an important task to introduce startups into practice in the field of communication and marketing in preschool educational organizations. In particular, online communication platforms with parents, marketing and social media management tools, and branding creation services are offered.

This improves the public relations of the preschool director and increases the reputation and prestige of the organization.

Kindergarten should not be a place of upbringing, it should be a place of education, a place that gives the child something new. Because a child receives a lot of information that he will receive throughout his life at the kindergarten age and uses it throughout his later life or life. In this regard, kindergarten requires the creation of a place of innovative culture. Of course, for the successful

introduction of startups, it is necessary to form an innovative culture in a preschool educational organization. In this regard, we considered it permissible to touch upon the following:

- exchange of views between teachers and management;
- experience in testing innovations;
- determination of performance indicators.

To learn how to work with startups in preschool educational organizations, directors must have the following skills:

- business management training;
- participation in seminars on innovative technologies;
- can improve their skills through online courses.

Let's imagine that "EduManage" is a management platform created for preschool educational organizations, which implements the following [5]:

- spreadsheet and financial accounting;
- online communication with parents;
- personnel monitoring and evaluation.

This platform reduces the daily workload of the director and increases efficiency.

The biggest social problem in kindergartens today is that parents do not work with their children outside of kindergarten education, that is, at home. This is an obligation on our part, as parents or their substitutes, in the globalized 21st century, to form their child's attitude to education not with some technology (mobile phones, iPads or Internet games via computer devices), but with a book and a book to science. At the same time, the main problem in the implementation of startups in preschool educational organizations is the lack of financial resources, that is, often there is a need for this as a result of insufficient funds for the purchase or implementation of startup solutions. Of course, sometimes employees and managers are not ready to work with new technologies. This can hinder the effective use of startups. However, what is important for us is that we are both psychologically and pedagogically prepared to master new technologies and new knowledge through them.

Conclusion. In today's conditions of globalization and digital transformation, the organization of effective management in all parts of the education system, especially in the field of preschool education, is becoming one of the pressing issues. Preschool educational organizations are the initial and most important stage in raising a harmonious generation in society. At this stage, the quality of education, the content and organization of the educational process largely depend on the management competence and effectiveness of the director of the preschool educational organization.

The activities of the director of a preschool educational organization include not only the organization of the pedagogical process, but also many tasks, such as strategic planning, team management, effective communication with parents, and ensuring the competitiveness of the educational institution. The use of startup projects in the effective implementation of these tasks serves to reduce the director's management burden, accelerate the decision-making process and increase its accuracy.

At the same time, the process of using startup projects also faces certain problems and obstacles. In particular, factors such as lack of financial resources, low level of digital literacy, and unpreparedness of the team for innovative changes can create problems in implementing startups in practice. Therefore, it is important to study this issue in depth from a scientific, theoretical and practical perspective.

The purpose of this article is to reveal the theoretical foundations of using startup projects to improve the management efficiency of directors of preschool educational organizations, analyze their role and significance in the management system, and develop practical recommendations. The article highlights ways to ensure effective management in preschool educational organizations based on modern management concepts, innovative approaches, and startup mechanisms.

The role of startup projects in improving the management efficiency of directors of preschool educational organizations is very important. Startups offer innovative solutions in the field of digitalization, simplification of pedagogical processes, communication, and marketing. By implementing them, an effective management system is created in a preschool educational organization, resources and time are saved, and the quality of education is significantly increased.

Based on the above considerations, we put forward the following recommendations:

1. Provide a comprehensive approach to the practical application of startups in preschool educational organizations, strategies for their implementation, problems and solutions, and develop an innovative management strategy - each preschool educational organization should create its own digitalization and startup implementation plan.

2. Higher education institutions responsible for preschool education should organize training and advanced training programs - regular training on innovative management for directors and teachers.

3. Establish mechanisms for cooperation with preschool educational organizations, accelerators, business incubators and IT companies based on the startup ecosystem [6].

4. Develop a strategy for attracting funds and grants to preschool educational organizations on a project basis by pooling resources.

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