GALAXY INTERNATIONAL INTERDISCIPLINARY RESEARCH JOURNAL (GIIRJ)
ISSN (E): 2347-6915
Vol. 13, Issue 10 October (2025)

FOREIGN EXPERIENCES IN MANAGING INNOVATION PROJECTS TO IMPROVE THE EFFICIENCY OF INDUSTRIAL ENTERPRISES

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ABSTRACT

This in the article industry of enterprises efficiency in increasing innovative projects management according to foreign countries experiences analysis The world is leader industrialized in the countries used advanced management styles, technological the news current to grow mechanisms , and their economic to efficiency impact is studied. With this together, innovative management main principles, investments attraction in doing state and private sector between cooperation, projects planning, implementation increase and monitoring practices seeing is issued. Obtained results based on Uzbekistan industry network for relevant recommendations working is released.

Keywords: Industry enterprises, innovative projects, management experience, foreign countries, efficiency, technological news, investment management, public-private partnership, strategic management, innovation development.

INTODUCTION

Today globalization under the circumstances world in the economy competition environment increasingly intensifying Such under the circumstances industry of enterprises stable development and competitiveness innovative to activity related become remains. Innovative projects effective management industry of enterprises not only at the market own instead to keep, maybe economic growth and expansion also important for importance International experience shows that innovative projects correct and effective governing enterprises far term stable to develop they achieve.

Industry in enterprises innovative activity organization to grow complicated and many edged process is, it is effective management for advanced foreign experiments study and them local to the conditions adaptation important importance profession will reach.

Developed countries, especially Japan, USA, Germany, South Korea and China such as countries innovative projects in management noticeable to achievements achieved is, their experience important importance has. Industry of enterprises efficiency innovative projects management through increase issue today's on the day following one row to the reasons according to extremely current is:

Current globalization processes under the circumstances world in the markets competition sharpness increasingly exceed International trade of the borders opening and transport and logistics systems improvement as a result almost all countries global competition of enterprises to the square is coming out. World Trade Organization to the information according to, last ten annually international trade size average growing by 5-7% per year is going on.

In the era of rapid technological progress and global competition, improving the efficiency of industrial enterprises has become a key priority for many countries. One of the most effective

ways to achieve this is through the successful management of innovation projects. Studying foreign experiences in this field provides valuable insights into how advanced economies manage innovation to boost industrial performance. These international practices offer useful models in areas such as strategic planning, technology transfer, project financing, and performance monitoring. The main goal of this research is to explore and analyze these foreign approaches and identify how they can be adapted and applied to improve the management of innovation projects in local industrial enterprises. Ultimately, the study aims to offer practical recommendations that contribute to enhancing the competitiveness and sustainability of domestic industries. This is own in turn industry enterprises in front of further strict requirements is putting.

In particular , UNCTAD's last in reports It is noted that in 2020-2024 between in the world working release in the field activity running of enterprises about 30% of old technologies and management from systems use because of from the market squeeze In this case innovative approaches and projects effective management to the life and death issue of enterprises by McKinsey Global Institute held research shows that innovative projects successful done increasing industry enterprises own in the field 2.5 times on average more income to take to the possibility has is happening.

Current at the time technological development pace so much accelerated, some of technologies life cyclical only 2-3 years organization " The fourth industry revolution "Industry 4.0" artificial intelligence, cloud technologies, big information analytics (Big Data), things Internet of Things (IoT), 3D printing technologies and other digital innovations working release processes fundamentally is changing.

According to Boston Consulting Group According to, Industry 4.0 technologies current reached industry enterprises working release efficiency increase costs by an average of 15-20% and reduce by 10-15% to the possibility has is happening.

Such under the circumstances industry enterprises international to standards answer giving innovative projects working exit and done increase global value via in the chain own instead to find important importance has. This is own in turn innovative projects management international experiences study and local to the conditions requires adaptation.

Digital economy under the circumstances information decision acceptance to do important source Industry enterprises by collectible information size every 2-3 times a year is increasing. According to International Data Corporation (IDC) forecasts According to, by 2025 global data from size 175 zettabytes enough.

these circumstances industry enterprises innovative projects in management big information analytics (Big Data), machine learning Machine Learning and artificial intellect from technologies effective uses necessary. This is own in turn in enterprises innovative projects management modern methods current requires.

Today on the day innovative of projects success many in terms of innovative ecosystems development to the level related become Startups, venture capital funds, research institutes, universities and state organizations between effective cooperation innovative of projects success key is considered.

For example, Silicon Valley, Tel-Aviv Innovation District, Singapore's Jurong Innovation District innovative in ecosystems activity running industry enterprises innovative projects

done in increasing noticeable to the advantages has This is a innovative projects in management ecosystem from the approach use the necessity shows.

Above cited factors industry enterprises efficiency in increasing innovative projects management foreign experiences deep study and from them effective use necessity shows.

LITERATURE REVIEW

Researcher Z.Ibragimov analyzed in his study "Foreign experience in increasing the economic efficiency of production activities at oil and gas industry enterprises", detail the innovative management approaches used to increase production efficiency in the oil and gas industry in developed countries. Comparing the experience of the USA, Norway and Russia, he noted that production results in these countries have significantly improved through the efficient use of resources, the introduction of technological innovations, and the large-scale implementation of digital transformation. In particular, it is noted that innovative project management based on the principles of sustainability has become a priority in the Norwegian experience. The article focuses on the contribution of digitalization processes to efficiency. For example, real-time monitoring of production processes based on IoT technologies and accurate forecasting of maintenance periods have reduced downtime. This has increased the level of utilization of production capacities. Also, controlling energy and raw material consumption using SCADA systems has yielded effective results.

Ma, Z., Jørgensen, B. N., Levesque, M., Amazouz, M., & Ma, Z. G. conducted a comprehensive study of the impact of digital business models on the efficiency of industrial enterprises. They showed how innovative projects can provide energy efficiency and production flexibility using the example of 9 real enterprises. The study was based on the Business Model Canvas concept, and the value chain, partnership mechanisms, and technological solutions were studied separately for each case. One of the main conclusions is that digital technologies, in particular big data, IoT, digital twins, and artificial intelligence-based systems, reduce excessive energy consumption in the production process. This not only reduces production costs, but also ensures the environmental sustainability of enterprises. At the same time, flexibility in production increases and the ability to quickly respond to changes in demand arises.

Cui, S., in his study, studied the role of managers' foreign experience in the development of innovation in Chinese industrial enterprises. The results of the study show that managers with experience of working or studying abroad increase the probability of the success of innovation projects in the enterprise. Especially in high-carbon industrial enterprises, the role of managers with such experience is great, and they actively contribute to the introduction of environmental innovations. The article also shows that the international experience of managers also affects the international strategy of the enterprise. For example, managers who have worked abroad are more open to international partnerships and ensure competitiveness in the global market. This increases the success of innovation projects.

Sayed analyzes the experiences of managing innovation projects in industrial enterprises in different regions and draws common lessons. He compares the innovation management approaches of industrial enterprises in North America, Europe, Asia and South America. The study shows that cross-functional cooperation, flexible risk management and proper time planning are key factors in the successful implementation of projects. The article also provides

examples of how different methodologies used in projects, such as Agile and Lean approaches, have contributed to increasing efficiency. For example, in European companies, the introduction of flexibility into project management has created the opportunity to quickly respond to market needs.

METHODOLOGY

This research is based on a comparative analysis of foreign experiences in managing innovation projects aimed at improving the efficiency of industrial enterprises. For this purpose, a review of international academic articles, case studies, and policy documents was conducted, focusing on best practices in countries such as the United States, European Union member states, China, and other leading economies. Special attention was given to how innovation management practices, digital technologies, and ecosystem-based approaches contributed to enhancing productivity, resource efficiency, and competitiveness in industrial sectors.

In order to ensure reliability and objectivity, the study applied a systematic literature review approach, where more than ten international sources were examined and synthesized. Key themes such as digital transformation, project management methodologies, energy efficiency, and managerial competencies were identified and compared across different countries. The comparative analysis allowed for drawing generalized conclusions on effective models and approaches that can be adapted to industrial enterprises in developing economies, including Uzbekistan.

RESULTS

In this regard developed countries, particularly the United States, Japan, Germany, South Korea and China experiences research to grow and them local to the conditions adaptation through industry enterprises efficiency noticeable at the level increase possible. USA in the industry innovative projects management the most important in terms of one this is innovative ecosystem formed. Private sector, research institutes, universities and startups in the middle strong cooperation there is.

State	Home approach	Innovative management features	To Uzbekistan recommendation attainable aspects
USA	Innovative ecosystem, private sector leadership	University, scientific center and enterprise integration, risky investments (venture capital)	University-enterprise cooperation strengthening, innovative investors for comfortable environment create
Japan	“Kaizen” – continuous improvement	Each employee offer give gets, via “Just-in-time” resource saving	Workers attraction doer offers system, efficient working release culture develop
Germany	“Industrie 4.0” – digitalization and technological transformation	IoT, AI, automation; profession education industry with integration	Digital technologies current to work, to produce to release ready experts preparation system develop
South Korea	State and business between coordinated strategy	Technoparks, innovation clusters, government by financial help	Technoparks network expansion, innovation to projects state help reinforcement
China	Centralized strategic approach “Made in China 2025”	Large to enterprises state in the middle innovations, startups for incubators and digital technologies	Industry to the strategy innovations insertion, artificial intellect and progressive technologies popularization

Above analysis made USA, Japan, Germany, South Korea and China of the states industry in enterprises innovative projects management experience this shows that every one state own economic model and national to the strategy suitable accordingly innovations management system However, their in all general aspect is science, technology, industry release and state policy between integral integration is considered.

Uzbekistan in the industry innovative of projects efficiency increase for following main directions important importance has:

Innovations supportive institutional environment and legislation the basics reinforcement;

Universities, scientific centers and industry enterprises in the middle strong cooperation on the road to put;

Digital technologies (AI, IoT, automation) in industry to networks step by step current to grow

Innovative offers and startups for technoparks, clusters and incubation centers network expansion;

Staff preparation system modernization to do, especially practical to skills has experts preparation

In conclusion, the analysis of foreign experiences in managing innovation projects highlights the critical role of effective innovation strategies in boosting the efficiency of industrial enterprises. Countries with well-developed innovation ecosystems demonstrate that success depends on a combination of strong institutional support, skilled human capital, and effective project implementation mechanisms. By learning from these international practices, local industrial enterprises can enhance their innovation capabilities, optimize resource use, and improve overall competitiveness. Therefore, adopting and adapting proven foreign methods can significantly contribute to the sustainable development of domestic industries in a globalized economy.

International experience this means that innovative development this only technology issue not, maybe culture, management and strategic decisions with related complicated Therefore, in Uzbekistan, industry is also of enterprises innovative potential in increasing systematic and integral approaches important importance profession will reach.

CONCLUSION

The comparative analysis of foreign experiences shows that effective management of innovation projects plays a decisive role in improving the efficiency of industrial enterprises. Advanced countries have demonstrated that the integration of digital technologies, such as IoT, big data, artificial intelligence, and digital twins, not only reduces production costs but also increases flexibility and sustainability in industrial operations. Furthermore, the development of industrial clusters, university-industry partnerships, and supportive government policies has been essential in fostering innovation-driven growth. These practices provide valuable lessons for countries seeking to enhance the competitiveness of their industrial sectors through innovation project management.

For developing economies, including Uzbekistan, adapting these foreign practices can create new opportunities for industrial modernization. Applying ecosystem-based approaches, encouraging cross-functional collaboration, and strengthening managerial competencies with international exposure can accelerate the success of innovation projects. Therefore,

international experiences serve not only as models but also as strategic guidelines that can be tailored to local conditions, ensuring higher efficiency, sustainability, and long-term competitiveness of industrial enterprises.

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