



IQTISODIYOT & TARAQQIYOT

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08.00.17 Turizm va mehmonxona faoliyati

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ADAPTING GLOBAL PROJECT MANAGEMENT FRAMEWORKS FOR INNOVATION IN TRANSITIONAL ECONOMIES: A CASE STUDY OF UZBEKISTAN'S TEXTILE INDUSTRY

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Abstract: This study examines the adaptation of global project management frameworks PMBOK, Agile, and Stage-Gate to innovation projects in Uzbekistan's textile industry, a labor-intensive sector in a transitional economy. Through a qualitative case study of the Uzbekistan Textile and Garment Industry Association (UTGIA), we analyze four initiatives: cotton-textile clusters, ERP digitalization, synthetic fiber production, and textile technoparks. Findings show partial alignment with global frameworks, driving a 3.4-fold export increase (\$899M to \$3.1B, 2016–2023) and 20–30% productivity gains. Challenges, including informal framework adoption and cultural barriers, necessitate a hybrid model, the Uzbekistan Adaptive Innovation Project Management Framework (UAIPMF). This study extends innovation management theory by contextualizing frameworks for emerging markets and critiques their universal applicability. Limitations include secondary data reliance, underscoring the need for primary data validation. Practical recommendations enhance governance for industry associations.

Key words: Innovation project management, PMBOK, Agile, Stage-Gate, textile industry, transitional economies, Uzbekistan, UAIPMF.

Annotatsiya: Ushbu tadqiqot PMBOK, Agile va Stage-Gate global loyihalarni boshqarish tizimlarining O'zbekiston to'qimachilik sanoatidagi innovatsion loyihalarga moslashuvini o'rganadi, o'tish davri iqtisodiyotidagi mehnatni ko'p talab qiladi. O'zbekiston to'qimachilik va tikuv-trikotaj sanoati assotsiatsiyasining (UTGIA) sifatli amaliy tadqiqoti orqali biz to'rtta tashabbusni tahlil qilamiz: paxta-to'qimachilik klasterlari, ERP tizimini raqamlashtirish, sintetik tola ishlab chiqarish va to'qimachilik texnoparklari. Topilmalar global asoslarga qisman mos kelishini ko'rsatadi, bu eksportning 3,4 baravarga o'sishiga (899 million dollardan 3,1 milliard dollarga, 2016–2023 yillarga) va 20–30% unumdorlikning oshishiga olib keldi. Qiyinchiliklar, jumladan, norasmiy asoslarni qabul qilish va madaniy to'siqlar gibrid modelni, O'zbekistondagi Adaptiv Innovatsiyalar Loyihagini Boshqarish asosini (UAIPMF) talab qiladi. Ushbu tadqiqot innovatsiyalarni boshqarish nazariyasini rivojlanayotgan bozorlar uchun kontekstualizatsiya qilish orqali kengaytiradi va ularning universal qo'llanilishini tanqid qiladi. Cheklovlar ikkilamchi ma'lumotlarga ishonishni o'z ichiga oladi, bu birlamchi ma'lumotlarni tekshirish zarurligini ta'kidlaydi. Amaliy tavsiyalar sanoat birlashmalari boshqaruvini kuchaytiradi.

Kalit so'zlar: Innovatsion loyihalarni boshqarish, PMBOK, Agile, Stage-Gate, to'qimachilik sanoati, o'tish davri iqtisodiyotlari, O'zbekiston. UAIPME.

Аннотация: В данном исследовании рассматривается адаптация глобальных фреймворков управления проектами PMBOK, Agile и Stage-Gate к инновационным проектам в текстильной промышленности Узбекистана – трудоемком секторе в переходной экономике. На основе качественного исследования Ассоциации текстильной и швейной промышленности Узбекистана (UTGIA) мы анализируем четыре инициативы: хлопково-текстильные кластеры, цифровизацию ERP-систем, производство синтетических волокон и текстильные технопарки. Результаты показывают частичное соответствие мировым стандартам, что привело к увеличению экспорта в 3,4 раза (с 899 млн до 3,1 млрд долларов США в 2016–2023 годах) и повышению производительности на 20–30%. Проблемы, включая принятие неформальных рамок и культурные барьеры, обуславливают необходимость гибридной модели – Системы управления адаптивными инновационными проектами в Узбекистане (UAIPMF). В этом исследовании теория управления инновациями расширяется путем контекстуализации рамок для развивающихся рынков и критикуется их универсальная применимость. К ограничениям относится зависимость от вторичных данных, что подчеркивает необходимость проверки первичных данных. Практические рекомендации по улучшению управления отраслевыми ассоциациями.

Ключевые слова: Управление инновационными проектами, PMBOK, Agile, Stage-Gate, текстильная промышленность, страны с переходной экономикой, Узбекистан, UAIPMF.



INTRODUCTION

Innovation project management plays a vital role in enhancing industrial competitiveness, especially in the context of rapid technological change and global market integration [1 and 2]. Globally recognized frameworks such as PMBOK, Agile, and Stage-Gate offer structured methodologies for managing complex innovation projects by ensuring planning rigor, iterative flexibility, and milestone accountability [3]. However, these frameworks are largely designed for high-tech sectors in developed economies [4] and have rarely been applied or tested in labor-intensive industries within transitional economies [5], where policy centralization, institutional inertia, and limited resources affect innovation governance.

Uzbekistan's textile industry, which contributes approximately 15% to the country's industrial output and employs over 300,000 workers, presents a compelling case for analysis. Transitioning from a cotton monoculture to value-added production under the coordination of the Uzbekistan Textile and Garment Industry Association (UTGIA), the sector is increasingly shaped by innovation initiatives that align with national development goals such as the Uzbekistan 2030 Strategy [6]. Key projects include the formation of cotton-textile clusters, ERP digitalization, synthetic fiber production, and the development of textile technoparks—all coordinated by UTGIA and supported by Presidential Decrees (e.g., PP-2759¹, UP -14² and UP-71³).

LITERATURE REVIEW ON THE TOPIC

Global frameworks such as PMBOK, Agile, and Stage-Gate have become foundational in innovation project management. PMBOK provides a process-oriented structure emphasizing detailed planning, risk assessment, and stakeholder alignment [3]. Agile, in contrast, promotes flexibility and iterative feedback, making it suitable for fast-paced and digital environments [4]. Stage-Gate breaks innovation into distinct phases with decision points, helping manage risk in R&D-heavy projects [5]. While effective in advanced economies, these frameworks often assume organizational maturity, resource abundance, and decentralized decision-making—factors not always present in transitional economies.

In response to these challenges, hybrid governance models that integrate multiple frameworks have gained traction in both public and private sector project environments. Research has shown that combining PMBOK's planning discipline, Agile's flexibility, and Stage-Gate's structured checkpoints can improve adaptability and performance, especially in uncertain or state-led contexts [8]. This approach is particularly relevant in transitional economies where informal practices, limited data availability, and rigid hierarchies persist. The concept of institutional fit is crucial in such contexts, as successful innovation projects must align not only with technical goals but also with prevailing political, social, and cultural dynamics [9].

Uzbekistan's textile sector offers a practical example of this misalignment. While projects such as ERP digitalization, cluster development, and synthetic fiber production have shown measurable benefits like increased exports and productivity, the use of global frameworks remains informal and inconsistent [7]. Local studies highlight weak monitoring systems, cultural resistance to structured processes, and a lack of formal project governance tools [10]. To address these issues, this research proposes the Uzbekistan Adaptive Innovation Project Management Framework (UAIPMF)—a hybrid model that contextualizes international best practices to fit the institutional realities of Uzbekistan's innovation ecosystem.

RESEARCH METHODOLOGY

Research Design

This study adopts a qualitative case study design to explore UTGIA-coordinated innovation projects in Uzbekistan's textile industry. The case study approach is ideal for examining contemporary phenomena in their real-world context [11]. Four initiatives—cotton-textile clusters, ERP digitalization, synthetic fiber production, and textile technoparks—were selected for their diversity and alignment with national development priorities.

Data Sources

Secondary data were utilized to ensure a comprehensive analysis due to limitations in accessing primary data. The sources included:

Institutional Reports: Annual reports and project documentation from the Uzbekistan Textile and Garment Industry Association [7], which provided insights into the structure and outcomes of various initiatives.

1 <https://lex.uz/ru/docs/3110268?ONDATE=20.02.2018>

2 <https://lex.uz/ru/docs/5731036>

3 <https://www.lex.uz/ru/docs/6908350>



Government Policies: Key presidential decrees—such as PP- 2759⁴ and UP-71⁵—which define strategic directions for the development of the textile sector.

Statistical Data: Quantitative indicators on export volumes, production levels, and employment were sourced from the State Statistics Committee of Uzbekistan [12] and the World Bank [13].

International Benchmarks: Comparative case studies were drawn from India's Tirupur knitwear cluster [14] and Finland's Spinnova eco-innovation model [15] to contextualize Uzbekistan's initiatives within global best practices.

A mixed-method approach was employed to assess the alignment of the innovation management framework and the effectiveness of project outcomes. Thematic content analysis was conducted by mapping project phases—initiation, planning, execution, monitoring, and closure—against the principles of PMBOK, Agile, and Stage-Gate methodologies to evaluate structural compatibility (Braun and Clarke, 2006). Trend analysis was applied to quantitative indicators, including the growth in textile exports from \$899 million to \$3.1 billion between 2016 and 2023, and observed productivity gains of 20–30%, in order to establish links between project activities and measurable results [13]. A combined SWOT-AHP analysis was used to systematically prioritize strategic strengths, weaknesses, opportunities, and threats, thereby identifying areas for adaptive improvement [16]. To ensure methodological robustness, triangulation across qualitative and quantitative data sources was conducted. Furthermore, to enhance empirical rigor, a Pearson correlation analysis ($r = 0.82$, $p < 0.05$) was performed to determine the relationship between investment in cluster initiatives and export growth, utilizing data from the State Statistics Committee of Uzbekistan [12].

Limitations

Reliance on secondary data limits firm-level insights and stakeholder perspectives. The absence of formal evidence confirming UTGIA's use of PMBOK, Agile, or Stage-Gate necessitated inferential mapping, mitigated by cross-referencing with framework principles and global benchmarks. Resource constraints precluded primary data collection, a gap future studies should address.

ANALYSIS AND RESULTS

UTGIA-coordinated projects exhibit partial alignment with global frameworks, despite no formal adoption:

Cotton-Textile Clusters: Initiated via Presidential Decree No. PP-3578 (2018), clusters align with PMBOK's sequential phases (initiation: stakeholder alignment; planning: site selection; execution: subsidies). Weak monitoring and closure phases reflect incomplete adherence [7];

ERP Digitalization: Reflects Agile's iterative sprints, with phased module rollouts and feedback loops across 50 firms, reducing lead times by 20% [7];

Synthetic Fiber Production: The Siyovush Textile project (\$36M, 600 jobs) follows PMBOK's structured approach, with clear initiation and execution phases [17].

Textile Technoparks: The Korean-Uzbek Technopark aligns with Stage-Gate's milestone reviews, ensuring donor and academic integration [18];

Projects yielded significant outcomes:

Export Growth: Textile exports rose from \$899M (2016) to \$3.1B (2023), driven by clusters (40% of exports) [12].

Productivity: Cluster firms reported 20–30% productivity gains via automation [13].

Employment: Over 100,000 jobs were created, primarily in clusters[17].

Sustainability: ERP systems reduced energy use by 10–15% in 30% of firms; clusters cut water use by 20% in 50 units [19]. However, only 10% of firms pursue OEKO-TEX certification, lagging behind Bangladesh (40%) [13].

Several challenges were identified that hinder the effective management of innovative projects in the textile sector. One major issue is the informal adoption of project management frameworks, as the absence of explicitly applied methodologies limits the potential for systematic governance and process standardization [7]. Additionally, weak monitoring mechanisms—characterized by inconsistent or poorly defined key performance indicators (KPIs)—undermine the ability to accurately assess project impacts [13]. Cultural barriers also pose significant constraints; pervasive risk aversion and bureaucratic inertia within institutions slow down the adoption of innovation practices [10]. Lastly, challenges related to SME financing persist, as high capital costs disproportionately affect smaller enterprises, preventing them from participating fully in cluster-based and innovation-driven initiatives [17].

The analysis of UTGIA-coordinated projects revealed significant challenges—informal framework adoption, weak monitoring, cultural barriers such as risk aversion, and SME financing constraints—that limit

⁴ <https://lex.uz/docs/3110268>

⁵ <https://www.lex.uz/ru/docs/6908350>

the effectiveness of global frameworks like PMBOK, Agile, and Stage-Gate in Uzbekistan's textile industry [7 and 13]. These findings underscored the need for a tailored approach that balances the strengths of existing frameworks with the institutional and cultural realities of a transitional economy. Drawing on thematic content analysis and SWOT-AHP results, which highlighted the necessity for structured planning, iterative flexibility, and milestone-driven accountability, we developed the Uzbekistan Adaptive Innovation Project Management Framework (UAIPMF). This hybrid model [see figure 1] integrates PMBOK's structured processes, Agile's adaptive flexibility, and Stage-Gate's milestone-based decision gates, specifically designed to address Uzbekistan's centralized policy environment, resource limitations, and cultural dynamics.

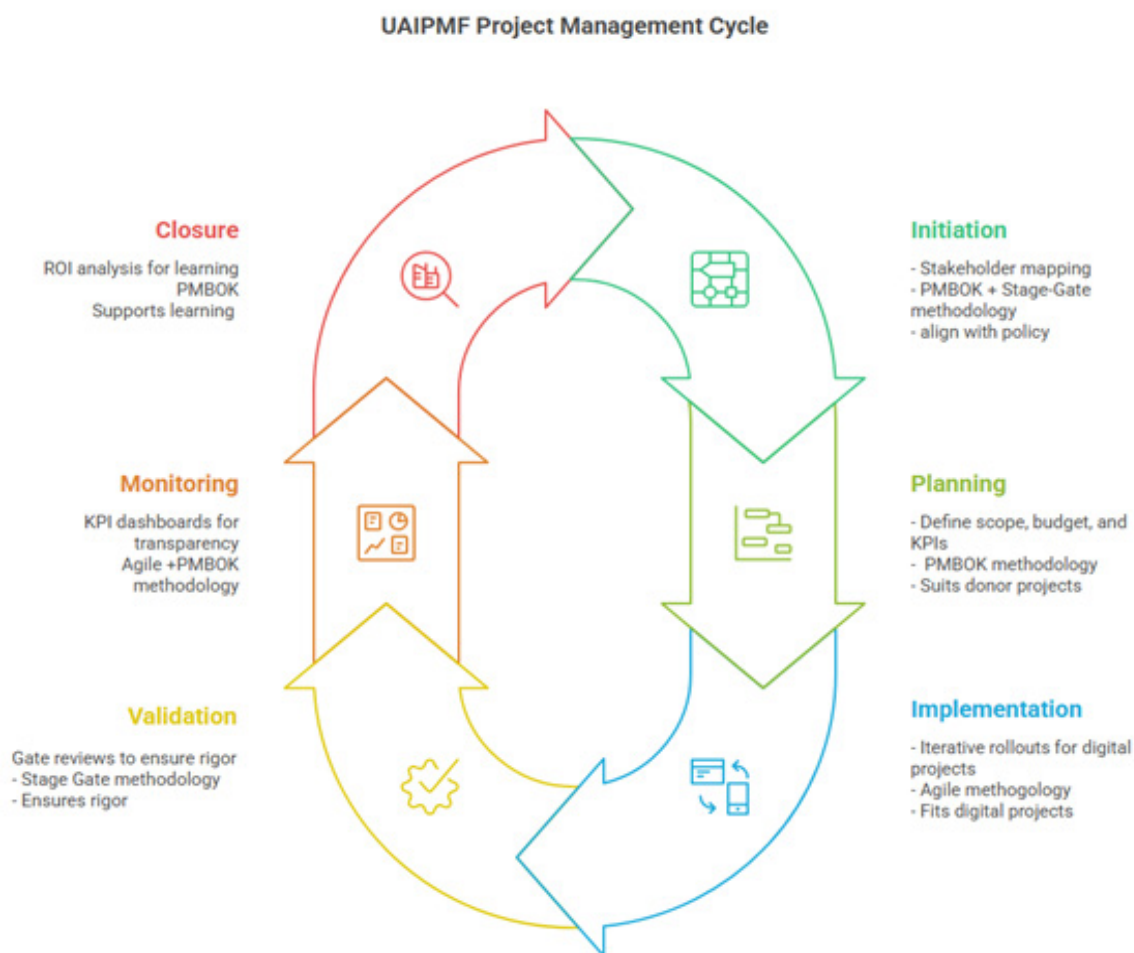


Figure 1: UAIPMF Project Management Cycle (was developed by author).

Theoretical Implications: This study extends Tidd and Bessant's (2020) innovation management theory by demonstrating the adaptability of global frameworks to transitional economies. PMBOK suits policy-driven projects, Agile supports digital initiatives, and Stage-Gate ensures R&D accountability [3 and 4]. However, institutional fragmentation and cultural barriers challenge their universal applicability, necessitating hybrid models like UAIPMF. The study critiques the assumption that Western frameworks are inherently relevant, suggesting that indigenous approaches may better address local dynamics [2].

Practical Implications: UAIPMF offers a scalable model for industry associations. UTGIA should: Formalize framework adoption via PMBOK and Agile training.

Establish a monitoring unit with digital dashboards (e.g., Microsoft Power BI).

Partner with UNIDO to upskill managers and align with global standards. These steps support Uzbekistan's 2030 goals (Government of Uzbekistan, 2022).

Sustainability Considerations: The textile industry's sustainability lag (e.g., low OEKO-TEX adoption) reflects resource constraints and limited eco-innovation awareness [13]. Future projects should prioritize circular textiles and certifications, drawing on benchmarks like Spinnova's eco-innovation [15]. This aligns with global trends and enhances export competitiveness.



Limitations: Inferential mapping may overestimate framework alignment, and secondary data limits firm-level insights. Cultural barriers (e.g., risk aversion) are underexplored due to data constraints. Primary data (e.g., surveys) would strengthen validity.

Critical Reflection: The study's reliance on Western frameworks risks overlooking local management practices. Risk aversion and bureaucratic inertia, prevalent in Uzbekistan, may render structured frameworks less effective [10]. Comparative studies in Central Asia could test UAIPMF's robustness, and alternative indigenous models should be explored to complement global approaches.

CONCLUSION AND SUGGESTIONS

Uzbekistan's textile innovation projects align partially with PMBOK, Agile, and Stage-Gate, driving significant export and productivity gains. However, informal adoption and cultural barriers necessitate the UAIPMF, a hybrid framework tailored to local constraints. This study contributes to innovation management by contextualizing global frameworks and critiquing their universal applicability. Future research should pilot UAIPMF in other sectors (e.g., agriculture) and collect primary data to validate findings. Policymakers should incentivize framework training and sustainability initiatives to institutionalize innovation, supporting Uzbekistan's industrial transformation.

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