PRIORITY DIRECTIONS FOR IMPLEMENTING INTERNATIONAL MANAGEMENT PRACTICES IN MANAGING FOREIGN INVESTMENT ATTRACTION PROCESSES

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https://doi.org/10.5281/zenodo.21200879

The globalization of the world economy, the acceleration of international capital flows, and the intensifying competition among countries for foreign investment have created the need for new approaches to managing foreign investment attraction processes. Under contemporary conditions, the success of attracting foreign investment is determined not only by natural resources, geographical location, or tax incentives, but also by the institutional quality of investment management, the implementation of international management standards, the quality of services provided to investors, and the effectiveness of public administration. Consequently, the adoption of international management practices in foreign investment attraction has become one of the strategic priorities of economic policy.

At present, global foreign investment flows are undergoing a complex transformation. According to international statistics, global foreign direct investment amounted to USD 1.5 trillion by the end of 2024, representing an 11 percent decline compared to the previous year. This decrease was mainly driven by geopolitical tensions, high interest rates, global economic uncertainty, and delays in investment decision-making. Under such circumstances, international investors increasingly prefer to allocate their capital to countries characterized by effective governance systems, stable institutional environments, and well-developed investment facilitation services.

From this perspective, international management has evolved into a comprehensive management system encompassing the planning, organization, coordination, monitoring, and continuous improvement of foreign investment attraction processes, while simultaneously fostering long-term partnerships with investors. The experience of developed economies demonstrates that investment promotion agencies, the One Stop Shop principle, investor relationship management systems, digital investment platforms, and performance-based public management significantly contribute to increasing foreign investment inflows and enhancing the competitiveness of national investment environments.

Uzbekistan has also undertaken comprehensive reforms aimed at improving its investment policy, creating a favorable institutional environment for foreign investors, and organizing investment attraction processes in accordance with international standards. Particular emphasis has been placed on strengthening the institutional foundations of investment activities, simplifying public services for investors, enhancing the investment potential of regions, and introducing modern methods of investment project management. These reforms are intended to establish an efficient investment governance framework capable of responding to rapidly changing global economic conditions.

According to the results of 2025, the total volume of investments absorbed by the national economy reached USD 43.1 billion, representing a 24 percent increase compared to 2024. Of this

amount, USD 38.2 billion consisted of foreign investments and foreign loans, while USD 4.9 billion was financed through international financial institutions. These investments supported the implementation of major projects in manufacturing, energy, transport, chemical production, pharmaceuticals, and the digital economy. Such achievements indicate continuous improvements in Uzbekistan's investment management system and the introduction of modern mechanisms for cooperation with foreign investors.

Official statistics further indicate that during January–September 2025, the volume of foreign investments and foreign loans directed to fixed capital amounted to USD 34.5 billion, of which USD 24.9 billion represented direct investments in fixed capital. These indicators clearly demonstrate the growing importance of effective investment project management and coordinated investment governance in ensuring sustainable economic development and structural transformation.

Furthermore, the attraction of more than USD 113 billion in foreign investment over the past eight years confirms the consistent development of Uzbekistan's investment policy and the country's increasing attractiveness to international investors. Nevertheless, in an environment of intensifying global competition for international capital, maintaining and further improving these achievements requires the broader implementation of advanced international management practices in the governance of foreign investment attraction processes.

These priorities are closely aligned with the objectives established in the Law of the Republic of Uzbekistan "On Investments and Investment Activities" the Law "On Public-Private Partnership" and the "Uzbekistan–2030" Strategy. The Strategy identifies accelerating economic growth, increasing the share of private investment, aligning the national investment environment with international standards, introducing modern management principles into public administration, enhancing the investment attractiveness of regions, and expanding export-oriented production as key priorities for national development. Achieving these objectives requires the effective integration of advanced international management practices into Uzbekistan's national investment governance system.

From this perspective, the implementation of international management practices in managing foreign investment attraction processes extends far beyond increasing investment inflows alone. It serves as a strategic instrument for strengthening long-term partnerships with investors, improving governance efficiency, modernizing public services, and enhancing Uzbekistan's competitiveness in the global investment landscape. Therefore, the relevance of this study lies in the necessity of adapting contemporary international management approaches to the national investment governance system and providing a scientific justification for their impact on improving the effectiveness of foreign investment attraction.

The issue of implementing international management practices in managing foreign investment attraction processes has become one of the leading research topics in the fields of strategic management, international business, institutional economics, and public administration in recent years. In an environment characterized by continuous changes in the geographical distribution and sectoral composition of global investment flows, a country's competitiveness is determined not only by the financial incentives offered to investors but also by the quality of investment governance, the level of institutional coordination, and the ability to implement international management principles in practice. Consequently, modern concepts of foreign investment attraction management have been extensively examined by foreign, CIS, and Uzbek scholars from various theoretical perspectives.

One of the leading scholars in the field of international management is Helen Deresky. In her book International Management: Managing Across Borders and Cultures, she argues that the effectiveness of management in the international business environment depends on countries' institutional characteristics, cultural differences, the quality of public governance, and the degree of strategic adaptability. According to the author, the successful attraction of foreign investment requires governments to establish effective communication with investors, ensure prompt and transparent

decision-making, and develop service delivery mechanisms consistent with international management standards. Furthermore, she emphasizes that the integration of local management institutions with global management principles constitutes one of the key determinants of successful investment projects undertaken by multinational enterprises.

Another prominent scholar in the field of international business strategy, Charles W. L. Hill, highlights in his work International Business: Competing in the Global Marketplace the decisive role of competitive advantages, institutional credibility, and effective public policy in managing foreign investment attraction processes. He argues that international investors pay particular attention to political stability, governance quality, logistics infrastructure, labor market conditions, and the effectiveness of investment promotion institutions when selecting investment destinations. His research demonstrates the close relationship between investment management and strategic management, emphasizing that sustainable investment inflows require not only favorable economic conditions but also a well-functioning institutional framework.

Among the scholars who have made significant contributions to strategic management and international competitiveness, Michael A. Hitt deserves particular attention. In his book Strategic Management: Competitiveness and Globalization, he explains that the successful attraction of foreign investment largely depends on strategic resource management, institutional flexibility, and the development of innovative management systems. According to Hitt, contemporary governments should not merely regulate investment activities but should actively function as value-creating strategic partners capable of facilitating innovation, strengthening institutional capacity, and improving the investment climate. This approach significantly enhances the competitiveness of countries in attracting high-quality foreign direct investment.

Among representatives of the CIS academic community, Oleg S. Vikhansky has made a substantial contribution to the development of strategic management and organizational management theory. In his scientific works, he explains that the success of international management depends on establishing flexible management systems capable of adapting to changes in the external environment, implementing strategic planning, and strengthening institutional capacity. He particularly emphasizes that public authorities responsible for attracting foreign investment should actively apply modern management tools, strategic planning methods, and internationally recognized management practices to improve the effectiveness of investment governance.

Uzbek scholar S. Gulomov, in his research on economic modernization and innovative development, analyzes the institutional foundations of investment policy management. According to the author, the primary responsibility of the government in attracting foreign investment is to create a favorable business environment, develop innovative infrastructure, and enhance investment attractiveness through the digitalization of governance processes. He argues that sustainable investment growth requires not only economic reforms but also the modernization of public administration based on advanced management principles and digital technologies.

A comparative analysis of the above-mentioned scholarly perspectives demonstrates that foreign researchers primarily focus on international management, institutional reliability, strategic competitive advantages, and investor-oriented governance mechanisms in managing foreign investment attraction processes. In contrast, scholars from the CIS countries and Uzbekistan tend to examine this issue in the broader context of institutional development, public administration efficiency, innovative transformation, and regional economic policy. This comparison indicates that the integration of advanced international management practices with national institutional reforms represents one of the most effective approaches to enhancing the efficiency of foreign investment attraction and strengthening long-term economic competitiveness.

Table 1

Priority directions for implementing international management practices into Uzbekistan's investment management system[1]

№	Priority Direction	Implementation Mechanism	Expected Outcome
1	Strengthening the Capacity of Investment Promotion Agencies	Expanding institutional authority and responsibilities	Improved quality of investor services
2	Developing Digital Investment Platforms	Introducing integrated electronic investment services	Enhanced management efficiency and transparency
3	Establishing the Institution of Investment Project Managers	Assigning a dedicated project manager to each major foreign investor	Improved efficiency in investment project implementation
4	Enhancing Post-Investment Services	Introducing Aftercare and Investor Relationship Management systems	Increased reinvestment by existing foreign investors
5	Implementing International Management Standards	Applying KPIs, benchmarking, and strategic monitoring systems	Enhanced competitiveness of the investment management system

The table systematically presents the priority directions for implementing international management practices into Uzbekistan's investment management system. The findings indicate that improving the performance of investment promotion agencies, developing digital governance platforms, establishing the institution of project managers, expanding aftercare services, and introducing international management standards into practice can significantly enhance the transparency and efficiency of investment management processes. As a result, a more favorable investment environment is created for foreign investors, thereby strengthening the country's competitiveness in the global investment market.

International experience demonstrates that the effectiveness of an international management system extends far beyond selecting investment projects or attracting foreign investors. The contemporary approach encompasses the entire investment cycle, including investor identification, negotiations, project preparation, coordination of licensing and regulatory procedures, project implementation, and post-investment services within a unified management framework. Consequently, investment promotion agencies have evolved into one of the key institutional pillars of public administration in many developed economies.

The "Uzbekistan–2030" Strategy also identifies the improvement of investment policy, enhancement of regional investment attractiveness, expansion of export-oriented and high value-added production, and the introduction of modern management principles into the public administration system as strategic priorities. These national development objectives further reinforce the necessity of integrating advanced international management practices into Uzbekistan's investment governance system.

One of the most successful models of foreign investment attraction in Central Europe has been developed in the Czech Republic. In this country, CzechInvest operates as the central investment promotion agency responsible for attracting foreign investment, supporting innovative enterprises, facilitating technology transfer, and coordinating regional investment projects. One of its principal

[1] Developed by the author.

strengths lies in providing investors with personalized project management services throughout the entire investment process-from project identification to the commencement of production.

In 2025, CzechInvest supported new investment projects with a total value exceeding CZK 59 billion, which are expected to create more than 13,000 new jobs. A significant share of these investments was directed toward semiconductors, electric vehicles, aerospace industries, artificial intelligence, and other high-technology sectors. These results demonstrate the effectiveness of sector-specific investment specialization combined with professional project management in enhancing investment performance.

According to the author, the Czech experience offers valuable lessons for Uzbekistan, particularly regarding the expansion of the authority of regional investment offices operating under the Ministry of Investments, Industry and Trade, the assignment of dedicated project managers to major foreign investors, and the establishment of a comprehensive electronic monitoring system for investment projects.

In recent years, Saudi Arabia has been widely recognized as one of the countries that has fundamentally reformed its investment management system under the Vision 2030 program. Through the Ministry of Investment and the Invest Saudi digital platform, foreign investors are provided with integrated government services via a unified digital ecosystem. The integration of licensing procedures, location selection, business partner identification, taxation, and customs services has substantially improved the efficiency of investment management and significantly reduced administrative barriers.

By 2025, Saudi Arabia's stock of foreign direct investment exceeded SAR 900 billion. The government has established the strategic objective of attracting more than USD 100 billion in annual foreign direct investment by 2030. In particular, flagship projects such as NEOM, Red Sea Global, advanced logistics hubs, and renewable energy initiatives are being managed through modern international investment management practices and strategic governance frameworks.

A key feature of the Saudi model is that investment governance is not fragmented among multiple ministries or government agencies. Instead, it is coordinated through a unified strategic management framework, which minimizes administrative obstacles, accelerates decision-making processes, enhances the quality of public services, and significantly improves the overall investment climate for foreign investors.

According to the author, applying elements of the cluster management model successfully implemented in Italy to the management of Uzbekistan's industrial zones, free economic zones, and technology parks would contribute to a more efficient regional allocation of foreign investment, promote the development of high value-added industries, and expand opportunities for integrating domestic enterprises into global value chains.

In conclusion, the comparative analysis conducted in this study demonstrates that the systematic integration of advanced international management practices into Uzbekistan's investment governance system represents one of the key factors for improving the effectiveness of foreign investment attraction processes, enhancing the quality of investment project implementation, strengthening investor confidence, and increasing the country's competitiveness in the global investment landscape. Therefore, the gradual adoption of modern international management instruments within the national investment management framework will play a vital role in ensuring the long-term sustainability and effectiveness of Uzbekistan's investment policy.

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