THE PROJECT APPROACH IN THE PRODUCTION OF LUXURY-CLASS ACCESSORIES: ADAPTING PROJECT MANAGEMENT FRAMEWORKS FOR NATIONAL BRAND DEVELOPMENT

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Annotation (English)

The article examines the application of the project approach to the production of luxury-class accessories under conditions of globalization, digitalization and intensifying international competition. The aim of the study is to develop scientifically grounded recommendations for adapting project management frameworks to the specific requirements of luxury accessory manufacturing, with particular attention to the development of national brands in Uzbekistan and Central Asia. The author treats the creation of a luxury accessory as an interconnected project that integrates concept design, material sourcing, limited-series production, quality control, logistics and brand positioning. Using comparative, systemic and SWOT analysis together with case studies of the leading luxury groups (LVMH, Kering, Richemont), the study shows that hybrid models combining Agile flexibility, Lean efficiency and Industry 4.0 digitalization are the most effective for the luxury segment. The findings confirm that a structured project approach improves product quality, shortens lead times, strengthens risk management and enhances brand competitiveness, while local producers face constraints related to digital infrastructure, skilled personnel and import dependence.

Keywords: project approach; project management; luxury accessories; luxury brand management; Agile; Lean Manufacturing; supply chain management; Industry 4.0; national brands; Uzbekistan.

Аннотация (на русском языке)

В статье рассматривается применение проектного подхода в производстве аксессуаров люксового класса в условиях глобализации, цифровизации и усиления международной конкуренции. Цель исследования — разработка научно обоснованных рекомендаций по адаптации моделей проектного управления к специфическим требованиям производства люксовых аксессуаров с особым вниманием к развитию национальных брендов Узбекистана и Центральной Азии. Автор рассматривает создание люксового аксессуара как совокупность взаимосвязанных проектов, объединяющих разработку концепции, подбор материалов, ограниченное по объёму производство, контроль качества, логистику и позиционирование бренда. На основе сравнительного, системного и SWOT-анализа, а также кейс-анализа ведущих люксовых групп (LVMH, Kering, Richemont) показано, что наиболее эффективными для люкс-сегмента являются гибридные модели, сочетающие гибкость Agile, эффективность Lean и цифровизацию Индустрии 4.0. Полученные результаты подтверждают, что структурированный проектный подход повышает качество продукции, сокращает сроки реализации проектов, усиливает управление рисками и конкурентоспособность бренда, тогда как локальные производители сталкиваются с ограничениями цифровой инфраструктуры, нехваткой кадров и зависимостью от импорта.

Ключевые слова: проектный подход; проектное управление; люксовые аксессуары; управление люксовыми брендами; Agile; бережливое производство; управление цепочками поставок; Индустрия 4.0; национальные бренды; Узбекистан.

Annotatsiya (o‘zbek tilida)

Maqolada globallashuv, raqamlashtirish va xalqaro raqobatning kuchayishi sharoitida hashamatli (lyuks) aksessuarlar ishlab chiqarishda loyihaviy yondashuvni qo‘llash masalalari ko‘rib chiqilgan.

Tadqiqotning maqsadi — loyihalarni boshqarish modellarini hashamatli aksessuarlar ishlab chiqarishning o‘ziga xos talablariga moslashtirish bo‘yicha ilmiy asoslangan tavsiyalar ishlab chiqishdan iborat bo‘lib, unda O‘zbekiston va Markaziy Osiyo milliy brendlarini rivojlantirishga alohida e’tibor qaratilgan. Muallif hashamatli aksessuar yaratishni konsepsiyani ishlab chiqish, materiallarni tanlash, cheklangan miqdorda ishlab chiqarish, sifat nazorati, logistika va brendni pozitsiyalashni birlashtirgan o‘zaro bog‘liq loyihalar majmui sifatida ko‘rib chiqadi. Qiyosiy, tizimli va SWOT-tahlil hamda yetakchi lyuks-guruhlar (LVMH, Kering, Richemont) misolida o‘tkazilgan tahlil shuni ko‘rsatadiki, Agile moslashuvchanligi, Lean samaradorligi va Industriya 4.0 raqamlashtirishini birlashtiruvchi gibrid modellar lyuks-segment uchun eng samaralidir. Olingan natijalar tizimli loyihaviy yondashuv mahsulot sifatini oshirishi, ishlab chiqarish muddatlarini qisqartirishi, xatarlarni boshqarish va brend raqobatbardoshligini kuchaytirishini tasdiqlaydi; shu bilan birga, mahalliy ishlab chiqaruvchilar raqamli infratuzilma, malakali kadrlar va importga bog‘liqlik bilan bog‘liq cheklovlarga duch keladi.

Kalit so‘zlar: loyihaviy yondashuv; loyihalarni boshqarish; hashamatli aksessuarlar; hashamatli brendlarni boshqarish; Agile; tejamkor ishlab chiqarish; ta’minot zanjirini boshqarish; Industriya 4.0; milliy brendlar; O‘zbekiston.

1. Introduction

Over the past decade the global luxury market has demonstrated remarkable resilience and structural growth. According to the Bain & Company–Altagamma Luxury Goods Worldwide Market Study, the personal luxury goods segment reached approximately €364 billion in 2024, while the total luxury market, including experiences, approached €1.5 trillion [1]. Within this market, luxury accessories — handbags, watches, jewellery, eyewear and leather goods — remain among the most profitable and resilient categories; jewellery and eyewear in particular continued to grow even during the 2024 slowdown [1]. The annual reports of the leading luxury groups LVMH, Kering and Richemont consistently confirm high margins and stable demand in the premium and luxury accessory segment.

Luxury accessories are not only objects of aesthetic and functional value; they also operate as indicators of social status, brand identity and investment value [2]. Their production combines exceptionally high quality standards, exclusive design, limited production runs, innovative materials, complex logistics and strict adherence to the brand concept. These characteristics make the manufacturing process unusually complex and create a strong demand for structured, project-based management.

The project approach treats each product or collection as a temporary, goal-oriented endeavour with defined scope, time, cost and quality parameters [3]. Applied to luxury accessories, it allows manufacturers to coordinate the interconnected stages of concept development, design, material selection, production, quality control, logistics and brand promotion within a single managed system. However, most established project management models were developed for mass production and the IT sector, and their direct transfer to the luxury segment is problematic: excessive standardization can undermine the exclusivity, craftsmanship and perceived value on which luxury brands depend.

This tension is especially relevant for Uzbekistan and Central Asia, where the development of premium and luxury accessory production and the international positioning of national brands require modern project-based production mechanisms, strategic brand management, innovation, digitalized value chains and sustainable quality-management models. Yet the mechanisms for applying the project approach in this sphere — taking into account national specifics, the production environment and export objectives — remain insufficiently studied. The aim of this article is therefore to develop scientifically grounded recommendations for adapting project management frameworks to the production of luxury-class accessories, balancing exclusivity with operational efficiency.

2. Theoretical Framework

The production of luxury accessories can be conceptualized through several complementary theoretical lenses. From the perspective of project management theory, formalized in the PMI’s PMBOK Guide [3], the creation of a luxury accessory is a set of interrelated projects that must balance the classic triple constraint of time, cost and quality while managing scope, risk, resources and stakeholders.

Lean Manufacturing theory [4] focuses on minimizing waste and optimizing resources. In the luxury industry, however, Lean must be adapted, because over-standardization can damage the handcraft and exclusivity that justify premium pricing. For this reason, many luxury houses adopt hybrid models that retain Lean efficiency in logistics and back-office processes while preserving artisanal individuality in product creation.

The Agile approach, originally formulated in software development [5], [17], has been increasingly adopted in fashion and luxury because of its flexibility and rapid responsiveness to changing markets and consumer preferences. Agile accelerates the development of new collections, improves cross-functional collaboration and speeds managerial decision-making — capabilities that are valuable in a market driven by fast-moving trends.

Luxury brand management theory emphasizes that the value of a luxury brand is generated not only by product quality but by emotional perception, restricted availability, design uniqueness and symbolic status [2], [6], [11]. The brand is the most important intangible asset determining competitiveness, which means production decisions must always be evaluated against their impact on brand equity [12], [14].

Supply chain management is equally critical [7], [15]. Luxury accessory production demands strict control of raw-material quality, supplier reliability, logistical security and brand-standard compliance at every stage. Disruptions or quality losses can severely damage reputation and finances. Consequently, luxury firms increasingly deploy digital monitoring, ERP platforms and data-driven management. Finally, the Industry 4.0 paradigm [8] — digital twins, artificial intelligence, big data and automation — enables higher project-management efficiency, better quality control and optimized production cycles, while the industry seeks to preserve the balance between technological capability and traditional craftsmanship.

3. Materials and Methods

The study is based on a pragmatic research paradigm that integrates qualitative and quantitative methods. Both primary sources (expert observation, comparative analysis of production processes and case studies of luxury companies) and secondary sources (scientific literature, international analytical reports, financial statements and statistical data) were used.

The principal methods of analysis were: systemic analysis, treating the production process as an integrated system of manufacturing, logistics, supply chain, quality and brand management [19]; comparative analysis, contrasting traditional and project-oriented management models as well as international and local practices; SWOT analysis, assessing the strengths, weaknesses, opportunities and threats of the project approach in luxury production; and risk, KPI and benchmarking analysis. The empirical base comprised the activities of LVMH, Kering and Richemont and analytical studies by Bain & Company, McKinsey & Company and Deloitte [1], [9], [10].

The main hypotheses were: (1) the project approach increases the efficiency of luxury accessory production; (2) the integration of Agile and Lean reduces production risks and increases flexibility; (3) digital technologies and ERP systems improve the quality of production management; and (4) effective project management increases the competitiveness of national luxury brands. The principal limitations include restricted statistical data on the luxury industry in Uzbekistan, the closed nature of internal company information, the limited number of local empirical studies and the difficulty of measuring intangible branding factors.

4. Results and Discussion

The analysis confirms that applying the project approach has a positive effect on production efficiency, adherence to project deadlines, product quality, risk management, inter-departmental coordination and the flexibility of the production system. International luxury companies such as LVMH, Kering and Richemont actively use elements of Agile, Lean Manufacturing and digital production management.

More specifically, the integration of Agile accelerates collection development [16]; the use of ERP systems increases the transparency of production processes; the Lean approach optimizes logistics and reduces production losses; and the digitalization of supply chain management improves quality control. These findings are consistent with the work of Sutherland on agile delivery [5] and Kapferer on the

emotional and symbolic value of luxury brands [2], [6], confirming that managerial flexibility and brand value must be managed jointly rather than in isolation.

The results support the central hypothesis that the project approach increases the efficiency of luxury production, and they indicate that hybrid management models are the most effective configuration for the luxury segment: they combine Lean efficiency, Agile responsiveness and Industry 4.0 digitalization without sacrificing exclusivity. Effective risk management, in turn, increases the resilience of luxury brands against supply disruption and demand volatility [13], [18].

At the same time, the study identifies clear constraints in the local market of Uzbekistan and Central Asia: limited digital infrastructure, a shortage of qualified specialists, restricted access to international suppliers, high dependence on imported materials and insufficient integration of modern project management frameworks. These constraints explain why international models cannot be transferred mechanically and must instead be adapted to national conditions.

The scientific significance of these results lies in extending the theoretical understanding of project management in luxury production and in adapting international frameworks to a local market that has been largely absent from the existing literature, which focuses predominantly on Europe and the United States. The practical significance lies in the applicability of the recommendations to local luxury and fashion brands, manufacturing companies, educational institutions and state bodies supporting the creative economy [20].

5. Conclusion and Recommendations

The study demonstrates that the project approach is one of the most promising instruments for raising the efficiency, quality and competitiveness of luxury-class accessory production. The most effective configuration for the segment is a hybrid model that integrates the discipline of formal project management, the flexibility of Agile, the efficiency of Lean and the capabilities of Industry 4.0, while protecting the exclusivity, craftsmanship and brand equity that define luxury value.

For national producers in Uzbekistan, the following recommendations are proposed: (1) implement structured project management frameworks adapted to limited-series, high-quality production; (2) adopt hybrid Agile–Lean models that preserve artisanal individuality; (3) digitalize value chains through ERP and data-driven supply chain management; (4) build systematic risk-management and quality-management systems; (5) invest in the training of designers and project specialists; and (6) pursue sustainable, ESG-aligned production to meet international market expectations.

Future research should extend the analysis of Central Asian luxury brands, examine the impact of artificial intelligence and customized production on project management, and investigate sustainable-luxury and digital-luxury strategies. Overall, the structured and strategically organized project model proposed here provides a foundation for the development and international scaling of national luxury brands.

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