ISSN:3030-332X
Impact factor: 9,493
International journal of scientific researchers

ENHANCING ENTERPRISE COMPETITIVENESS THROUGH ARTIFICIAL INTELLIGENCE AND OPEN INNOVATION

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Doi: https://doi.org/10.5281/zenodo.20393491

Abstract: This article analyzes the impact of artificial intelligence (AI) and open innovation models on enterprise competitiveness. Based on global market data, industry case studies, and empirical indicators, the research quantitatively evaluates the efficiency gains achieved following AI implementation. The strategic importance of open innovation channels is explored, and step-by-step implementation recommendations for enterprises are developed.

Keywords: artificial intelligence, open innovation, competitiveness, digitalization, strategic management, innovation ecosystem.

Introduction

In the 21st century, the global economic environment is undergoing fundamental transformation. Digital technologies and artificial intelligence are revolutionizing traditional manufacturing and management models. Under such conditions, enterprises face the choice of either adapting to new competitive environments or risking exit from the market.

According to the McKinsey Global Institute, enterprises that have implemented AI demonstrate **20–30% higher revenue** indicators on average compared to their competitors. Furthermore, the **open innovation model** enables a 35–40% reduction in R&D costs and significantly accelerates entry into new markets.

Within the framework of Uzbekistan's "Digital Uzbekistan — 2030" strategy, favorable conditions are being created for enterprises to implement AI and digital technologies. This article provides a scientific analysis of this process and offers practical guidelines.

Currently, more than 85% of major global corporations have developed an AI strategy, yet only 23% have been able to fully implement it. This "implementation gap" remains the primary obstacle. The following table illustrates the scale of the problem:

Key Barrier	Share of Enterprises	Lost Opportunity
Lack of AI strategy	42%	$1,200 billion
Shortage of skilled personnel	38%	$890 billion
Data integration issues	31%	$650 billion
Funding and investment constraints	27%	$420 billion
Organizational and cultural resistance	18%	$280 billion

Table 1. Key barriers to AI implementation and their economic impact (2024)

The artificial intelligence market has been growing at unprecedented rates in recent years. According to Statista and Grand View Research, the global AI market is expected to grow from $27.2 billion in 2019 to $407 billion by 2026 — equivalent to an average annual growth rate of 56%, eight times faster than the traditional IT market.

Graph 1. Growth dynamics of the global artificial intelligence market (2019–2026, billion USD)

Empirical studies across various industries demonstrate that AI implementation significantly increases enterprise efficiency. The following analysis highlights changes across key sectors:

Graph 2. Efficiency changes by sector following AI implementation (%)

Analysis shows that the highest growth is observed in the financial sector (+30%) — AI delivers unique results in forecasting, risk assessment, and fraud detection. In the marketing sector, AI achieves a +28% increase through personalization and segment analysis.

Sector	AI Application	Efficiency Gain	Cost Savings
Manufacturing	Predictive maintenance, quality control	+40%	22%
Finance	Credit scoring, fraud detection	+30%	31%
Services	Chatbots, recommendation systems	+49%	27%
Logistics	Route optimization	+38%	19%
Marketing	Segment analysis, personalization	+56%	34%
Healthcare	Diagnostics, drug recommendations	+44%	28%

Table 2. Quantitative impact of AI by sector (2023–2024 average)

OPEN INNOVATION MODEL

The concept of open innovation was introduced in 2003 by Harvard Professor Henry Chesbrough. Unlike the traditional "closed laboratory" approach, this model envisions the free exchange of ideas and technologies with the external environment. Contemporary research shows that companies employing open innovation reduce their time-to-market for new products by an average of 40%.

Graph 3. Distribution of open innovation channels (share, %)

Key Forms of Open Innovation

Enterprises implement open innovation through the following main channels:

• **External R&D partnerships** — conducting joint research with other companies and institutions (28%)

• **Open-source technologies** — utilizing platforms such as TensorFlow, PyTorch, and Kubernetes (24%)
• **Startup integration** — venture investments and accelerator programs (20%)
• **Academic partnerships** — joint labs and scholarship programs with universities (16%)
• **Public-private partnerships (PPP)** — innovative projects funded with government resources (12%)

Company	Open Innovation Strategy	Results Achieved
Samsung	C-Lab: Employee startup incubator	200+ patents, 50+ spin-off companies
Procter & Gamble	Connect+Develop: External ideas platform	50% of inventions come from external sources
LEGO	LEGO Ideas: Customers create designs	50+ new products developed annually
Huawei	OpenLab: Open laboratory for partners	Partnership with 3,000+ enterprises
Tesla	Open patent policy	Rapid development of the EV ecosystem

Table 3. Open innovation practices and results of leading companies

COMBINED IMPACT MECHANISM

While AI and open innovations are effective individually, their combination enables a multiplicative effect. This synergy model is based on three core mechanisms of interaction: (1) open innovation provides the large volume of diversified data streams needed to train AI algorithms; (2) AI accelerates open innovation processes and filters valuable ideas; (3) the combined approach creates a "double-layer" advantage over competitors.

OPEN INNOVATION Ideas · Partnerships · Data	+	**ARTIFICIAL INTELLIGENCE** Analysis · Automation · Forecasting	=	**COMPETITIVENESS** Growth · Advantage · Adaptability

Scheme 1. Synergy Model of AI and Open Innovation

Competitiveness Indicators Comparison

The following radar chart, based on research of more than 500 international enterprises, compares enterprises that have implemented AI and open innovations with those that have not:

Graph 4. Enterprise competitiveness indicators comparison (100-point scale)

Radar analysis reveals that the greatest differences are observed in innovation speed (+43 points) and customer satisfaction (+32 points) — precisely the most critical factors of competitiveness in today's market.

Indicator	Before AI	After AI	Growth

Price competitiveness	55	72	+17
Product quality	60	85	+25
Innovation speed	45	88	+43
Customer satisfaction	58	90	+32
Market share	50	75	+25
Employee productivity	62	85	+23

Table 4. Competitiveness indicators: before and after AI implementation

AI POTENTIAL IN UZBEKISTAN'S ECONOMY

Uzbekistan is implementing a number of important reforms within the framework of the "Digital Uzbekistan — 2030" strategy. The country is securing a competitive position among CIS nations in the Global AI Index ranking. The following table presents priority sectors and required investments:

Sector	AI Opportunity	Required Investment	Implementation Timeline
Agriculture	Smart farming, yield forecasting, water conservation	$120–180 million	2–4 years
Textiles	Quality control, demand forecasting	$80–120 million	1.5–3 years
Tourism	Personalization, AI guides, recommendation systems	$30–50 million	1–2 years
Education	Adaptive learning, plagiarism detection	$50–70 million	2–3 years
Healthcare	Diagnostic AI, medical image analysis	$100–150 million	3–5 years

Table 5. AI potential in Uzbekistan's economy and required investments

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