

## ORIGINAL PAPER

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# Development of Project Experience Management Tools at Industrial Enterprises

I.B. Purtov<sup>a,c</sup>, M.A. Molodchik<sup>b,c</sup>

<sup>a</sup> Chepetsk Mechanical Plant, Glasov, Russian Federation;

<sup>b</sup> NRU HSE, Perm, Russian Federation;

<sup>c</sup> PNRPU, Perm, Russian Federation

## ABSTRACT

The **purpose** of the study is to systematize project experience management (PEM) tools and to develop recommendations for Russian industrial enterprises. The **methodology** employed in the research is based on an analysis of publications by Russian and international scholars, the examination of selected project management case studies, and expert assessments provided by experienced employees of industrial companies directly involved in project activities. The **findings** of the study are as follows. First, the main stages of project experience management are identified. Second, a classification of project experience management mechanisms is proposed, taking into account the management of both formalized and tacit knowledge, and practical tools and IT solutions are systematized. Third, key development trends in project experience management are determined. Fourth, a lag in the maturity level, technological support, and implementation of a knowledge-oriented organizational culture within Russian enterprises' project experience management practices is revealed. The **practical significance** of the research lies in the development of recommendations for Russian manufacturing companies aimed at overcoming barriers to the implementation of advanced and best-practice PEM tools.

**Keywords:** project experience; project management; knowledge management; industrial enterprise

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## INTRODUCTION

In the context of an increasingly competitive global market, industrial enterprises are required to continuously improve their operational processes in order to maintain and enhance their competitiveness. One of the key factors contributing to improved organizational performance is the effective management of project experience (hereinafter referred to as project experience management, PEM). The systematic accumulation and application of knowledge generated during project implementation enable organizations to reduce project duration, mitigate risks, optimize resource utilization, and enhance the quality of final outputs. Consequently, new products can be developed and brought to market more rapidly, facilitating the adoption of innovations.

The academic literature does not provide a universally accepted definition of project experience. In this study, project experience is understood as a transferable set of knowledge, skills, practices, and lessons learned derived from the implementation of both successful projects and those that did not achieve the expected outcomes. This definition synthesizes approaches reflected in leading professional standards. In particular, the PMBOK Guide<sup>1</sup> conceptualizes project experience as part of organizational process assets, primarily in the form of lessons learned, whereas the IPMA Individual Competence Baseline (ICB<sup>2</sup>) considers it a key component of professional competence, encompassing the ability to derive value from prior experience. Unlike risks — defined as uncertain future events requiring management — project experience represents codified knowledge of past events, formed on the basis of completed activities.

The deliberate implementation of PEM enhances both the quality and the speed of mana-

gerial decision-making through the application of best practices. Combined with accumulated knowledge, these practices help prevent the recurrence of errors and contribute to process optimization. Ultimately, this leads to cost reduction and increased profitability of project activities. However, in Russia, this aspect of project management remains insufficiently studied and under-implemented. Furthermore, findings from surveys and interviews with project management professionals indicate that many relevant approaches and practices are still under development or are not widely adopted by enterprises, whereas international companies make extensive use of advanced technologies and methodologies to capture and leverage project experience.

The above considerations highlight the importance of further research in this area as a means of enhancing the competitiveness of domestic industrial enterprises.

## MATERIALS AND METHODS

Several research methods were employed in the course of this study. First, a comprehensive review of the academic literature by both international and Russian scholars in the field of project management was conducted. To this end, searches were performed in Google Scholar and eLIBRARY using the keywords “project management,” “project experience,” and “knowledge management in projects.” Publications from the past ten years were subsequently selected through manual screening based on relevance and publication date. In total, more than 30 sources were identified and analyzed. Second, the authors conducted five in-depth interviews with experts, including employees of industrial enterprises and researchers specializing in improving the effectiveness of project management. Third, the analysis of specific case studies involving the successful accumulation of knowledge following the completion of individual projects at JSC “Chepetsky Mechanical Plant” enabled the authors to refine the proposed recommendations for industrial companies.

<sup>1</sup> Project Management Institute. URL: <https://www.pmi.org/standards/pmbok>

<sup>2</sup> International Project Management Association, версия 4.0. URL: [https://products.ipma.world/wp-content/uploads/2016/03/IPMA\\_ICB\\_4\\_0\\_WEB.pdf](https://products.ipma.world/wp-content/uploads/2016/03/IPMA_ICB_4_0_WEB.pdf)

## THE ROLE OF PROJECT EXPERIENCE MANAGEMENT IN THE PROJECT MANAGEMENT SYSTEM

Project management as a distinct discipline began to take shape in the mid-twentieth century, when complex investment construction projects and research and development (R&D) activities required more structured approaches. In the 1950s, the first formal methodologies emerged, including the Critical Path Method (CPM) and the Program Evaluation and Review Technique (PERT). By the 1980s, numerous professional associations (e.g., the Project Management Institute, PMI) had been established, contributing to the development of standards and best practices in the field. With the advancement of information technologies in the 1990s and 2000s, project management became more accessible; this period also witnessed the widespread adoption of agile methodologies such as Agile [1, 2].

At present, project management is increasingly recognized as a cross-functional discipline characterized by a wide range of methodologies that take into account the specific features of individual projects and their implementation

contexts. At the same time, growing emphasis is placed on the importance of accumulating project experience, which is increasingly regarded as a valuable organizational asset [3]. It should be noted that project experience management is closely related to risk management, as the effective use of accumulated experience can significantly reduce risk levels and increase the likelihood of successful project outcomes [4, 5]. Effective project management requires not only knowledge and technical skills but also the ability to learn from prior experience. According to the PMBOK Guide, project experience management encompasses activities related to the accumulation, analysis, and application of knowledge derived from previously implemented projects [6]. The IPMA Individual Competence Baseline (ICB) additionally emphasizes the importance of continuous improvement; in this context, project experience management can be viewed as a process of organizational learning. Lessons derived from each completed initiative — both successes and failures — should be systematically documented, analyzed, and applied in future projects. Thus, the contemporary understanding

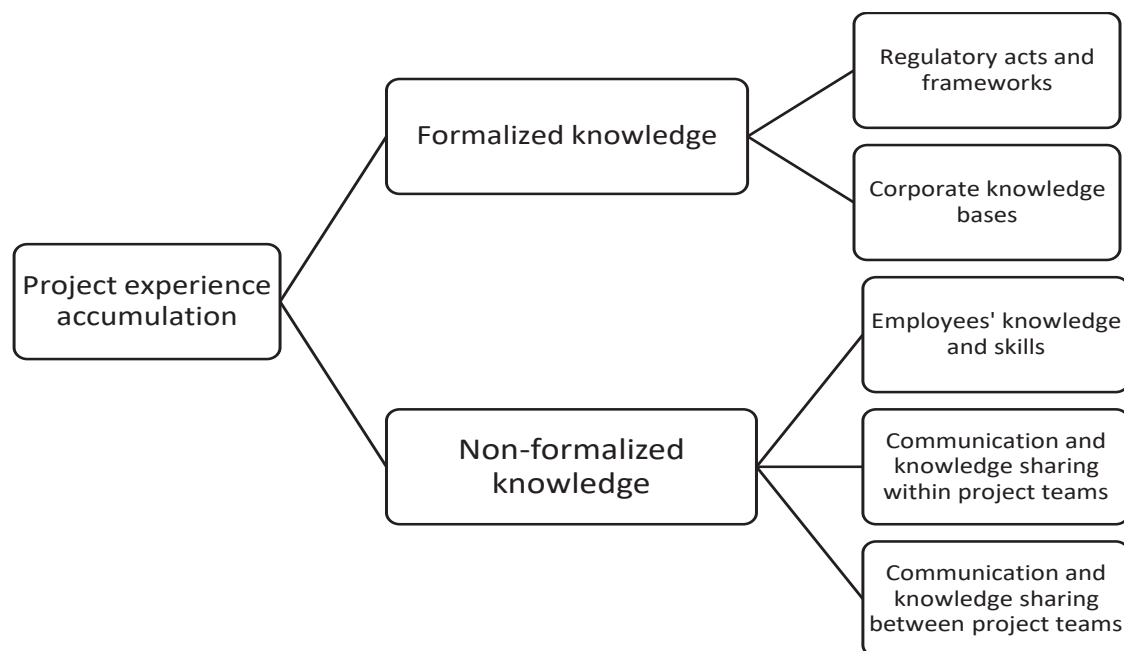


Fig. Forms of Accumulating Project Experience at an Enterprise

Source: compiled by the authors.

Table 1

## Main Stages of Project Experience Management

| Stage          | Definition                                                                                                                                            | Examples of activities                                                                                                                                                                                                                                                                        |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Identification | Determining what experience has been gained within the project, what lessons have been learned, and which types of project experience are critical    | Analysis of successful and unsuccessful decisions; application of reflection techniques (e.g., lessons learned sessions, After Action Reviews, critical incident analysis); collection of feedback from project team members; identification of recurring problems and non-standard solutions |
| Creation       | Generation of new experience as a result of project activities, managerial decisions, and interactions with stakeholders and the external environment | Development of solutions in non-standard situations; introduction of new project management methods; modification of standard processes validated by results; team-based discussion of decisions                                                                                              |
| Storage        | Structuring and preserving experience in a form suitable for reuse                                                                                    | Creation of “lessons learned” databases; documentation of cases, examples, and practical solutions; use of templates for capturing and describing experience; archiving of project reports, risk logs, plans, and change records                                                              |
| Dissemination  | Transfer of experience to other project teams, departments, new employees, and stakeholders                                                           | Organization of cross-project knowledge-sharing meetings; publication of successful cases on internal portals; webinars, briefings, and project review presentations; integration of project experience into onboarding and training programs                                                 |
| Application    | Use of previously accumulated experience in new projects to reduce risks and improve efficiency.                                                      | Use of templates, guidelines, and anti-patterns; planning based on past successes and failures; consideration of typical risks and response strategies; incorporation of lessons learned into managerial decision-making                                                                      |
| Retention      | Preservation of critical experience within the organization, particularly in the context of staff turnover or reliance on external contractors        | Formalization of expert knowledge; interviews with key project participants; development of knowledge transfer programs; creation of training materials based on completed projects                                                                                                           |
| Evaluation     | Assessment of how effectively project experience is utilized and disseminated                                                                         | Evaluation of the applicability of lessons in new projects; analysis of the frequency of knowledge base usage; collection of user feedback; improvement of knowledge-sharing formats and channels                                                                                             |

Source: compiled by the authors.

of project experience management is grounded in the knowledge management lifecycle, which comprises seven stages: identification, creation, storage, dissemination, application, accumulation, and evaluation.<sup>3</sup>

A critical review of the contemporary literature on project experience management has identified several studies addressing knowledge management within project management [3, 6–10]. However, the analysis revealed a lack of systematization regarding the forms of project experi-

<sup>3</sup> CEN European Guide to Good Practice in Knowledge Management (CWA 14924:2004). URL: [https://www.academia.edu/4176782/EUROPEAN\\_COMMITTEE\\_FOR\\_STANDARDIZATION\\_COMIT%C3%89\\_EUR%C3%89EN\\_DE\\_NORMALISATION\\_EUR%C3%84ISCHES](https://www.academia.edu/4176782/EUROPEAN_COMMITTEE_FOR_STANDARDIZATION_COMIT%C3%89_EUR%C3%89EN_DE_NORMALISATION_EUR%C3%84ISCHES)

KOMITEE\_F%C3%9CR\_NORMUNGEnglish\_version\_European\_Guide\_to\_good\_Practice\_in\_Knowledge\_Management\_Part\_1\_Knowledge\_Management\_Framework?source=swp\_share

ence accumulation, particularly with respect to the distinction between formalized and informal knowledge, as well as the alignment between the knowledge lifecycle and project experience management processes. The present study seeks to address this gap (see *Figure*).

*Table 1* provides a brief description of each stage illustrated in *Figure 1* and presents examples of project experience management activities.

As the literature review has shown, the majority of publications are devoted to general issues of integration between project management (PM) and knowledge management (KM), whereas sector-specific aspects of this synthesis are poorly represented. At the same time, the distinctive features of PM in the context of different industries are considered in [2, 5], while issues of KM with an industry focus are addressed in [4, 9]. In this regard, the specifics of project management organization (PMO) for industrial enterprises represent an interesting research field with significant potential for practical application.

### PROJECT EXPERIENCE MANAGEMENT IN INDUSTRIAL ENTERPRISES

The activities of industrial companies have specific features that affect the field of project experience management (PEM). This is related, in particular, to the complexity of implemented projects, which require the integration of multiple disciplines and technologies [2], making the accumulation and systematisation of project experience especially important. Due to the long duration of investment and construction projects [4], for example in metallurgy, a more rigorous approach to knowledge management is required to ensure long-term success. This applies both to individual types (scope) of work and to the enterprise as a whole [3]. An important factor for industry is also increased regulatory requirements, which necessitate a more systematic approach to documentation and PEM [9].

Despite the obvious advantages, the implementation of a PEM system may be challeng-

ing. The analysis of the literature [9, 10] and the results of expert interviews made it possible to identify three types of barriers related to organisational culture, the structure of industrial enterprises, and insufficient investment in PEM technologies. The first manifests itself in the absence of both generally accepted values of knowledge accumulation and exchange, and an environment that facilitates the accumulation and dissemination of experience. This leads to resistance to change among employees who act as carriers of project experience. One way to overcome this barrier may be the development of an organisational culture oriented towards learning and innovation. In one of the interviews, a respondent noted: *"...it is very important that employees working on a project themselves want to share their experience and their observations, what they did well and what they did poorly. But in most cases, experience analysis is reduced to the formal completion of templates."*

Barriers related to the structure of industrial enterprises are quite often caused by a lack of management support and the absence of a clear knowledge management strategy [11]. Production companies typically have a traditional or, less frequently, a matrix organisational structure: they are not project-oriented organisations [12]. Their task is uninterrupted production of serial products, while everything else (including project management implementation) is perceived as a factor that may interfere with this [13]. One respondent formulated this issue as follows: *"How are the priorities of industrial enterprises structured? First of all, it is the fulfilment of state orders, since failure to fulfil a state defence order entails punishment up to criminal liability; then we aim to fulfil the production programme for civilian products, since material remuneration and bonuses depend on its completion. And only after that do we deal with organising project work for the development of new products or R&D activities."* Another expert noted that *"...as a rule, enterprises do not have a separate structure responsible for project management. This leads to*

*an unsystematic approach to the accumulation of project experience.”*

The third critically important barrier to successful PEM is the lack of investment in modern technologies and tools for the effective collection and analysis of project experience. Experts associate this with the high labour intensity of implementing a PEM system and the delayed nature of economic effects, which is confirmed by an excerpt from an interview with a representative of a project office at an industrial enterprise: “...when it comes to implementing modern IT solutions for the accumulation and

*analysis of project experience, management often asks: ‘And when will it pay off?’ The economic effect is not immediately visible, and this becomes the main argument for postponing investments indefinitely.”*

In order to systematise and present information on PEM tools (used by companies to achieve economic effects), they were conventionally divided into three categories: basic, advanced, and cutting-edge (innovative). As noted in study [14], in such a classification, knowledge (in our case, PEM tools) is differentiated according to its ability to support organisational

Table 2

**Classification of Project Experience Management Tools**

| Categories                                      | Basic                                                                                                                                                                                                                                            | Advanced                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Innovative                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description                                     | Based on classical methods and approaches used in most organisations. They often include formalised processes and documentation, which makes it possible to systematise knowledge and experience.                                                | Include complex methods and technologies that enable the effective collection, analysis, and use of knowledge. These tools require a high degree of employee involvement and may include elements of automation.                                                                                                                                                                                                                                                                                            | Include the latest methods and technologies that enable effective work across the entire knowledge life cycle of an individual project and the organisation as a whole. These tools are based on both technological and managerial innovations, requiring a high level of involvement from both employees and top management.                                                                                                                                                                                                                                             |
| Types of knowledge accumulated                  | Formalised                                                                                                                                                                                                                                       | Formalised; non-formalised                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Formalised; non-formalised                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Dominant stage of the knowledge life cycle [18] | Identification, storage                                                                                                                                                                                                                          | Identification, storage, dissemination, use, and evaluation                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Identification, creation, storage, dissemination, use, preservation, and evaluation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Examples of tools                               | Project reports: documentation.   Lessons learned: a formalised process for collecting and analysing lessons learned during project execution. Knowledge databases: repositories of information on best practices and mistakes made in projects. | Knowledge management systems: platforms for storing and sharing knowledge among employees. Data analytics: use of analytical tools to identify patterns and trends in project data. Feedback from project participants: systems for collecting and analysing feedback from teams and stakeholders, e.g., Agile and Scrum methodologies [15]. Experience-based learning, reflection methodologies. Mentoring and succession [16]. Application of the Kaizen concept aimed at continuous process improvement. | PMBOK, IPMA ICB4*. Artificial intelligence, big data, and machine learning: used to automate data analysis and predict project success. Virtual and augmented reality: used for training and project simulation, enabling teams to better understand complex processes. Organisational project office: a unit responsible for project management methodology, project coordination, and PEM activities [17]. Communities of practice and groups where specialists can exchange knowledge and experience, contributing to the development of a learning corporate culture. |

Окончание таблицы 2 / Table 2 (continued)

| Categories              | Basic                                                                                                                                                                                                                                                                                                                                                                                 | Advanced                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Innovative                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Examples of IT tools ** | Microsoft Project, Primavera, etc. for project planning and management, enabling tracking of deadlines and resources. Basecamp – a project and team management platform focused on simplicity of use. Trello – a visual tool for task and project management using cards and boards. Asana – a project and task management system enabling teams to organise work and track progress. | Cloud-based collaboration platforms enabling real-time project work and knowledge sharing. SAP Knowledge Management – a knowledge management system designed for collecting, organising, storing, and distributing organisational information and experience. Jira – a project management and issue-tracking system widely used in the IT sector. Monday.com – a project management platform adaptable to specific team needs. Smartsheet – a project management and collaboration tool with automation features. ClickUp – a universal task and project management platform with numerous integrations. Microsoft Teams – an enterprise platform integrating chat, meetings, notes, and file sharing in a single workspace. | Notion – a universal project management and knowledge base platform with AI integration capabilities. Airtable – a cloud database enabling project management using templates and automation. Miro – an online collaborative whiteboard with AI-supported brainstorming features. Trello with Butler – process automation in Trello using AI. Monday.com with AI – the use of artificial intelligence to optimise project management processes. Confluence – a scalable wiki system for internal organisational use aimed at creating a unified knowledge base. Microsoft SharePoint – a collaboration platform facilitating knowledge and information exchange among employees. Advanta, Naumen, and other project management information systems (PMIS). |

Source: compiled by the authors.

Note: \* – in the context of the present study, advanced project management standards (PMBOK Guide, IPMA ICB) are considered as a methodological foundation for the development of PEM tools. Their classification as “innovative” is justified by the fact that with each new version of these standards, approaches to knowledge systematisation are refined, and modern practices are introduced (such as the “Project Knowledge Management” process in PMBOK or the “Experience” competence in ICB), which organisations adapt to create specific tools (tools – text truncated in the original). \*\* – It should be taken into account that the primary purpose of the aforementioned IT systems is not project experience management. These systems are primarily designed for organising project work, planning, team coordination, and providing data for managerial decision-making. Exceptions include SAP Knowledge Management, 1C: Project Management, Confluence, and Microsoft SharePoint. It is necessary to note that the presence of the listed IT systems within a company does not always indicate their full and deliberate use.

competitiveness. Each of these categories has its own specific features in terms of handling formalised and non-formalised knowledge, as well as in terms of emphasis on the stages of the knowledge life cycle. *Table 2* presents a description of PEM tools across the three categories.

Given that the aim of the study is to systematise PEM tools and develop recommendations for domestic industrial enterprises, it is necessary to assess the availability of relevant IT solutions under current conditions. At present, among the solutions available in Russia, it is worth noting Kaiten, “ProstoyBiznes”, 1C: Document Management, Directum RX, “Smart Tables” in Yandex 360, VK Boards, MTS Link Boards, Esboard, as well as Worksection, which continues to support its existing clients.

Successful companies often apply a comprehensive set of PEM tools, combining basic, advanced, and innovative methods. This enables them not only to learn from past experience but also to adapt to changes in the business environment, thereby increasing their competitiveness. For example, at the Rosatom State Corporation, basic methods are used, such as the creation of a project experience database [19], as well as innovative approaches in the form of expert communities and methodological and managerial project offices, where deliberate PEM activities are carried out [20, 21]. The higher the category of tools applied within organisations, the more clearly project experience is identified and utilised as an asset. The implementation of leading project manage-

ment and PEM systems is not a consequence of company success, but rather its cause. Russian enterprises are currently oriented mainly towards basic, less frequently advanced, and even more rarely innovative tools, which is associated with the barriers described above.

It is also necessary to highlight the current trend in PEM, namely the use of information and communication technologies, which provides companies with a number of advantages. First, it increases process efficiency through the automation of routine tasks. Second, IT systems contribute to improving the quality of decision-making due to access to up-to-date and accurate data. Third, these technologies enable enterprises to maintain competitiveness by ensuring rapid access to accumulated knowledge. Fourth, the integration of IT systems enhances both process transparency and efficiency, while reducing project management risks. The digitalisation of innovation and project activities in the industrial sector is currently one of Russia's priority directions, which confirms the need for wider implementation of such tools [22]. The programme of the Ministry of Industry and Trade of the Russian Federation, launched in 2019,<sup>4</sup> is aimed at the digitalisation of production processes, including knowledge management, thereby stimulating the development of more effective mechanisms for knowledge accumulation and transfer. For example, KAMAZ has implemented a knowledge management system that has reduced the time required for onboarding new employees, demonstrating the potential of digital solutions in improving efficiency.

Public policy exerts a significant influence on the processes of accumulating project-based experience in Russia [23]. Programs implemented by the Ministry of Industry and Trade of Russia are aimed at promoting the adoption of advanced technologies and develop-

ing infrastructure for knowledge management. However, despite these efforts, many enterprises continue to face a shortage of qualified personnel [24]. Consequently, education and training become key factors in the effective development and renewal of employees' knowledge and skills.

One of the fastest-growing technologies — artificial intelligence (AI)—is increasingly playing a crucial role in the analysis of project data, offering enterprises new opportunities to optimize operational processes. The primary advantage of AI lies in its ability to process large volumes of data, identify hidden patterns, and generate optimal solutions. This is particularly important for complex industrial projects, where multiple variables must be considered and rapid adaptation to change is required. The Project Management Institute identifies around 100 neural network tools applicable to project management [25]. Advanced tools also include collaborative knowledge management platforms such as Microsoft SharePoint and Confluence, which provide a unified environment for storing, sharing, and updating knowledge. Their implementation enables employees to interact effectively, exchange experience, and collaboratively solve problems. This, in turn, fosters a corporate culture based on knowledge sharing, which is particularly critical for large-scale industrial companies where coordination across multiple departments is essential.

### TRENDS AND RECOMMENDATIONS FOR RUSSIAN INDUSTRIAL ENTERPRISES

The analysis of the literature [26–31] made it possible to identify the following trends in contemporary PEM:

1. Digitalisation and implementation of IT systems.
2. Establishment of project offices. These units help standardise PM processes, provide support and training for project teams, and

<sup>4</sup> National Program "Digital Economy of the Russian Federation" URL: <https://digital.gov.ru/target/naczionalnaya-programma-czifrovaya-ekonomika-rossijskoj-federaczii>

facilitate the accumulation and exchange of project experience [26].

3. Increasing complexity of cross-functional teams, bringing together specialists from different domains for successful project implementation. This enables more effective resolution of complex tasks and accelerates decision-making processes [27, 28].

4. Focus on organisational culture. Enterprises are increasingly recognising its importance for effective project management. Support for experience sharing, openness to new ideas, and active employee involvement in project management are becoming key success factors [29].

5. Competence development. Increasing attention is being paid to improving employees' qualifications in both hard skills (PM methodologies, planning and analysis tools) and soft skills (communication, teamwork, leadership, problem-solving) [30, 31].

A comparative analysis of approaches to PEM in Russia and abroad, based on sources [1–3, 7, 13, 15, 24, 27], demonstrates methodological, technological, and cultural gaps between domestic and international practices. First, there is a significant difference in the level of methodological maturity of PEM. In Russia, particularly in the public sector, PEM tools are applied fragmentarily and irregularly [1, 24]. Foreign companies, by contrast, demonstrate a high level of standardisation of PEM processes and the implementation of innovative approaches [2, 3]. Regarding the depth of PEM integration into organisational systems, Russian enterprises (including large industrial ones) often face the problem of the absence of a unified project experience database. According to research, in many organisations there is “no unified database integrating all information on past projects” [13]. At the same time, foreign companies regard knowledge management as a critical strategic resource, recognising that “an organisation’s ability to manage its innovation product creation processes is

crucial for its long-term competitiveness” [3]. This is reflected in a deeper integration of PEM tools with other corporate systems and the active development of project offices as centres of competence [9, 26].

From a technological perspective, there is a noticeable lag in the maturity level of software solutions, IT tools, and digital platforms used to support PEM processes. Domestic enterprises are only beginning to implement specialised IT solutions, whereas abroad, complex systems based on AI and other advanced tools are already widely used for PEM purposes [6]. This enables the creation of a unified information environment for the accumulation and dissemination of project experience, opening new opportunities for project risk management and improving the efficiency of project activities.

Another area of contrast is organisational culture. In Russia, problems persist related to its insufficiently high level; at the same time, “many organisations do not consider knowledge management an important asset” [7]. International studies, by contrast, emphasise the decisive role of organisational culture, noting that it “appears to be a crucial factor for successful KM in projects” [27]. Particular importance is also attached to soft skills and the leadership qualities of project managers, as “a project manager’s leadership skills positively influence both explicit and tacit knowledge sharing” [30].

Thus, the comparative analysis confirms the existence of significant differences in PEM approaches. While foreign enterprises demonstrate a strategic approach with deep integration of PEM into corporate culture and technological infrastructure, Russian practice is often fragmented in nature. At the same time, positive examples such as Rosatom [20] and SIBUR indicate the emergence in Russia of a group of leading companies that are successfully adopting advanced PEM practices.

Taking into account the diversity of policies of Russian enterprises in the field of PEM, the

following recommendations have been developed:

1. Creation of sectoral and cross-sectoral platforms for the exchange of project management experience, including the identification of best PEM practices.
2. Development of methodologies for diagnosing the level of PEM maturity and assessing its effectiveness.
3. Development of an organisational culture oriented towards knowledge sharing.
4. Improvement of organisational structures that facilitate PEM, including the establishment of project offices within industrial enterprises.
5. Development of educational programmes aimed at building competencies in the application of advanced PEM tools.

### CONCLUSION

The theoretical contribution of this work lies in the comprehensive study of the scientific fields of project management and knowledge management in order to understand the phenomenon of PEM as a whole and its role for industrial enterprises in particular. The analysis has shown that the accumulation of project experience is an important tool for improving organisational performance. Foreign companies actively use modern technologies and knowledge management methods, which allows them to adapt more quickly to changes in the market environment and ensure sustainable growth. In Russia, significant gaps are observed in the integration of accumulated project experience into management processes. This is due both to the insufficient development of information systems and to the lack of a knowledge-sharing culture within enterprises. Nevertheless, suc-

cessful examples of the use of acquired competencies by domestic companies demonstrate the potential for improving the current situation. The comparative analysis has shown that international practices, such as the use of collaborative knowledge management platforms and the application of AI for data analysis, can be adapted to Russian conditions. This will make it possible to increase the competitiveness of national enterprises on the international stage.

To improve practices of project experience accumulation in Russian enterprises, it is recommended to implement modern information systems and knowledge management platforms. This will enable the structuring and effective use of accumulated data to optimise processes. It is also important to develop a corporate culture and organisational structure oriented towards knowledge and experience sharing through regular training sessions, seminars, and retrospective analyses, as well as by encouraging employees' contributions to the development of the company's knowledge base.

In the future, it is necessary to focus on studying the specifics of adapting foreign PEM methods and tools to Russian conditions in order to identify the most effective approaches for their integration. Another promising direction is the analysis of the impact of new technologies, such as AI and blockchain, on the processes of accumulating and using project experience. In addition, it is important to investigate the role of state policy and educational programmes in shaping a knowledge management culture. This will make it possible to develop recommendations for stimulating the implementation of advanced practices at the sectoral and enterprise levels.

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## ABOUT THE AUTHORS



**Ivan B. Purtov** — Postgraduate Student, Department of Economics and Finance, Perm National Research Polytechnic University, Perm, Russian Federation; New Product Project Manager, Chepetsk Mechanical Plant, Glazov, Russian Federation  
<http://orcid.org/0009-0003-1189-9824>  
[purtoff.ivan@yandex.ru](mailto:purtoff.ivan@yandex.ru)



**Maria A. Molodchik** — Senior Researcher, International Laboratory of Intangible Assets Economy, National Research University Higher School of Economics, Perm, Russian Federation; Associate Professor, Department of Economics and Finance, Perm National Research Polytechnic University, Perm, Russian Federation  
<http://orcid.org/0000-0001-7128-9030>

*Corresponding author:*  
[mmolodchik@hse.ru](mailto:mmolodchik@hse.ru)

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