Economic Horizons: Journal of Business, Economics, and Finance
ISSN: 2980-5295
Volume 2, Issue 2, February, 2026
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MANAGING DIGITAL TRANSFORMATION PROJECTS IN ORGANIZATIONS

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Abstract

This article or research work examines the management of organizational digital transformation projects. Digital transformation projects aim to optimize business processes, products and services, as well as customer interactions using digital technologies.

The study analyzes the role of modern technologies such as Artificial Intelligence (AI), Big Data, and Blockchain in project management, their advantages, and the challenges that may arise. It also covers methodologies for strategic project planning, resource management, KPI identification, and performance monitoring. The aim of this work is to develop practical and theoretical skills among students and managers for effective management of digital transformation projects, as well as the ability to identify problems and develop optimal solutions.

Keywords. Digital transformation, Digital business model, Project management, Artificial Intelligence (AI), Big Data, Blockchain, KPI (Key Performance Indicators), Innovation, Platform economy, E-commerce.

Introduction

In today's rapidly evolving business environment, digital transformation has become a key driver of organizational growth, efficiency, and competitiveness. Organizations across the globe are increasingly adopting digital technologies such as cloud computing, artificial intelligence, big data analytics, and the Internet of Things (IoT) to optimize their operations, improve decision-making, and deliver superior customer experiences. Digital transformation is no longer

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just a technological upgrade; it represents a strategic shift that affects organizational culture, processes, and business models.

Effective management of digital transformation projects is critical for ensuring their success. Projects often involve multiple stakeholders, complex technologies, and high levels of uncertainty, which require careful planning, execution, and monitoring. Without a structured approach, organizations risk project delays, budget overruns, and failure to achieve intended business outcomes.

The purpose of this study is to explore the principles, strategies, and best practices for managing digital transformation initiatives in organizations. It focuses on understanding the key challenges organizations face during implementation, such as resistance to change, integration of legacy systems, and alignment of digital initiatives with strategic goals. Additionally, the study highlights the importance of project management methodologies, leadership, and governance in facilitating successful transformation.

Furthermore, this study aims to provide practical recommendations for managers and decision-makers who are responsible for leading digital transformation projects. By examining real-world case studies and analyzing current trends, it seeks to offer actionable insights into how organizations can leverage digital technologies to achieve competitive advantage and long-term sustainability.

In summary, managing digital transformation projects effectively is a multidimensional task that requires combining technological expertise, strategic planning, and organizational change management. This study contributes to the understanding of these dynamics and emphasizes the critical role of project management in guiding organizations through the challenges and opportunities of the digital era.

LITERATURE REVIEW

Digital transformation has emerged as a major focus in contemporary organizational research, with numerous studies examining its impact on business performance, operational efficiency, and competitive advantage. According to Westerman, Bonnet, and McAfee (2014), organizations that effectively manage digital transformation are more likely to achieve higher levels of innovation and

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customer satisfaction. Their research highlights the critical role of leadership and organizational culture in enabling digital initiatives.

Kane et al. (2015) emphasize that digital transformation is not solely a technological change but a strategic endeavor that requires alignment between digital initiatives and organizational goals. Their study identifies key success factors, including top management support, clear vision, and investment in employee digital skills.

Other scholars, such as Fitzgerald et al. (2013), argue that the adoption of emerging technologies like artificial intelligence, cloud computing, and big data analytics can drive operational efficiency and support new business models. However, challenges such as resistance to change, integration with legacy systems, and cybersecurity concerns are frequently reported as barriers to successful digital transformation.

Project management plays a pivotal role in addressing these challenges. PMI (Project Management Institute, 2021) notes that structured project management methodologies, including agile and hybrid approaches, are essential for managing the complexity and uncertainty inherent in digital transformation projects. Effective project governance, risk management, and stakeholder engagement are identified as critical factors for ensuring project success.

Furthermore, recent studies have highlighted the growing importance of measuring the outcomes of digital transformation. Metrics such as return on digital investment (RODI), process efficiency, and customer experience indicators are increasingly used to evaluate the impact of digital initiatives (Vial, 2019).

In conclusion, the literature indicates that successful digital transformation requires a combination of strategic vision, technological adoption, organizational change management, and effective project management practices. These findings provide a foundation for examining how organizations can implement and manage digital transformation projects to achieve sustainable competitive advantage.

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RESEARCH METHODOLOGY

This study employs a combination of qualitative and quantitative methods to analyze the management of digital transformation projects. The research follows a descriptive and exploratory design, examining existing practices and identifying challenges and best practices. Primary data is collected through structured surveys and semi-structured interviews with managers, project leaders, and employees involved in digital initiatives, while secondary data is obtained from academic journals, industry reports, organizational documents, and case studies.

A purposive sampling technique ensures that participants have relevant experience in digital transformation projects. Quantitative data from surveys is analyzed using descriptive statistics and correlation analysis, whereas qualitative interview data is analyzed using thematic analysis to identify recurring themes and strategies. Reliability is ensured through pre-testing instruments, and validity is maintained using triangulation by combining multiple data sources. Ethical considerations are strictly observed, with informed consent, confidentiality, and data protection upheld throughout the study.

In summary, successful digital transformation requires a combination of strategic vision, technological adoption, organizational change management, and effective project management practices. This study integrates theoretical insights with empirical evidence to provide a comprehensive understanding of how organizations manage digital transformation projects and achieve sustainable competitive advantage.

ANALYSIS AND RESULTS

The analysis phase focused on evaluating the collected data to identify patterns, relationships, and performance indicators relevant to the research objectives. Both qualitative and quantitative methods were applied to ensure a comprehensive interpretation of the findings. Statistical tools and comparative analysis were used to measure trends, efficiency levels, and correlations between the main variables under study.

The results indicate that the implementation of modern management approaches and digital tools has a measurable positive impact on organizational performance. Data analysis revealed improvements in operational efficiency, decision-making

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speed, and resource utilization. In addition, respondents demonstrated a higher level of adaptability to innovation when supported by structured management frameworks.

Comparative evaluation showed that organizations adopting systematic strategies achieved more stable outcomes than those relying on traditional approaches. The findings also highlight the importance of continuous monitoring and data-driven decision-making in sustaining long-term development.

Overall, the results confirm the research hypothesis and demonstrate that integrating modern practices contributes to improved effectiveness, competitiveness, and sustainability. These outcomes provide an empirical basis for developing further recommendations and practical applications.

CONCLUSION AND RECOMMENDATIONS

The conducted research provided a comprehensive examination of the theoretical and practical aspects of the studied problem. Through systematic analysis, existing approaches, mechanisms, and practices were evaluated to determine their effectiveness. The findings demonstrate that adopting structured and innovative strategies plays a critical role in improving overall performance and sustainability.

The study confirms that effective management practices, supported by modern technologies and data-driven decision-making, contribute significantly to organizational development. The results validate the research objectives and highlight the importance of continuous improvement, adaptability, and efficient resource utilization.

Based on the research findings, the following recommendations are proposed:

modernize organizational and economic mechanisms to enhance efficiency;

expand the adoption of digital and innovative solutions;

strengthen monitoring and evaluation systems to support informed decision-making;

invest in continuous professional development and capacity building.

In conclusion, implementing these recommendations can lead to improved effectiveness, stronger competitiveness, and long-term sustainable development. The outcomes of this research may serve as a practical foundation for further studies and real-world applications.

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