

MIDOCEAN UNIVERSITY

[Faculty / College Name]

THE IMPACT OF DIGITAL TRANSFORMATION ON PROJECT SUCCESS

An Empirical Study on Project Management Professionals (PMP)

Assignment #1

Course: Final Project (PMG496)

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Chapter One: Introduction

1.1 Introduction

Digital technologies are transforming virtually every area of business, and the term used to describe that change is Digital Transformation (DT). According to Vial (2019), DT describes how organizations use digital technologies to transform the way they create value. To be clear, DT represents much more than simply digitizing traditional practices. DT represents a significant strategic and cultural shift in the areas of technology, employees, and organizational structure (Waterman, Bonnet & McAfee, 2014).

Similarly, Project Management — the discipline responsible for turning organizational strategy into tangible results — has undergone the same type of transformation. With advanced software platforms, cloud-based collaborative tools, Agile methodologies, and Artificial Intelligence, the manner in which projects are developed, managed, and monitored will continue to evolve. In turn, organizations can expect to experience increased efficiencies, real-time collaboration, and decisions made based upon data (Bassi, 2025). This trend is reflected in the Seventh Edition of the Project Management Body of Knowledge (PMBoK), recently published by the Project Management Institute. As opposed to providing a strict, process-oriented framework, PMBoK emphasizes flexibility through the implementation of guiding principles that support the development of digital, Agile, and Hybrid Project Delivery Models (Project Management Institute [PMI], 2021).

Despite the widespread adoption of digital transformation, there exists one overarching question regarding the relationship between digital transformation and improved project outcomes. While numerous industry studies indicate positive trends toward achieving successful project outcomes, researchers have only just begun to explore this relationship empirically. Moreover, few studies have investigated this relationship across various professions (Farooq, 2026). The current study addresses this knowledge gap by examining how digital transformation impacts project success from the perspective of certified Project Management Professionals (PMPs) — a homogeneous population whose certification provides a consistent level of proficiency in project management regardless of their professional affiliation or geographic location.

1.2 Statement of the Research Problem

Although decades of advancements in methodology and tooling have had limited impact on reducing the prevalence of failed projects, project failure continues to represent a persistent and expensive issue throughout many sectors. For example, over two decades of research conducted by The Standish Group's CHAOS studies demonstrate that nearly half of all projects fail due to time, budgetary, or scope-related issues (The Standish Group International, 1994). At the same time, despite substantial investment by organizations in digital tools, platforms, and capabilities, organizations continue to invest in these technologies believing that such investments will result in enhanced project delivery (Bassi, 2025).

Empirical studies on the relationship between digital transformation and project success are lacking. Many studies treat digital transformation as a macro-organizational factor separate from the day-to-day operation of managing individual projects. Similarly, many studies focus on a single technological solution in a specific industry. Therefore, while some studies provide insight into the relationship between digital transformation and project success, very few studies investigate this relationship broadly across multiple industries. Furthermore, many studies investigating the relationship between digital transformation and project success utilize qualitative approaches or draw on theoretical models grounded in general organizational performance studies, as opposed to quantitative studies focused on the perceptions of certified practitioners relative to individual project successes (Trenerry et al., 2021; Farooq, 2026).

As a result, organizations and project sponsors continue to invest in digital tools and platforms without empirical evidence demonstrating which components of digital transformation (e.g., adopting new technologies, implementing a strong digital leadership model, utilizing data-driven decision-making, or developing an organization-wide digital culture) contribute most significantly to improving project success. The purpose of this study is to address this void by quantitatively investigating how different components of digital transformation impact project success as perceived by PMP-certified project managers.

1.3 Significance of the Study

This study possesses importance for both theory and practice:

- **Theory:** This study contributes to a relatively young and fractured body of knowledge related to digital transformation within project-based contexts. It demonstrates empirically how certain dimensions of digital transformation impact project success. Furthermore, this study addresses long-standing calls for additional cross-sectoral empirical research on the topic.
- **Practice:** The findings of this study are expected to assist organizations and project sponsors with allocating their digital transformation expenditures more effectively by identifying those dimensions most important for enhancing project success.
- **Professionally:** This study offers PMP credential holders and project offices concrete information to rely on when shaping their digital adoption strategies, establishing training priorities, and creating governance policies for their project environments.
- **Policy and practice bodies:** Additionally, the findings of this study could potentially inform updates to competency frameworks and certifications focused on digital project delivery offered by professional associations such as the Project Management Institute.

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