Developing a New Project Management Framework with AI, Blockchain, and Digital Twin Integration [1, 2]

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Abstract

The rapid evolution of technology, particularly artificial intelligence (AI), blockchain, and digital twin technologies, is fundamentally reshaping the field of project management (Schwab, 2017; Tapscott & Tapscott, 2018). This transformation is not merely incremental but paradigm-shifting, redefining traditional business models and offering new avenues for project execution that are significantly more efficient, adaptive, and predictive (Brynjolfsson & McAfee, 2014). This paper explores these emerging technologies' integration into contemporary project management frameworks and assesses their potential to enhance risk management, optimize strategic decision-making, and build unprecedented levels of transparency and trust among stakeholders (Zuboff, 2019).

Keywords: *Project Management, AI, Blockchain, Digital Twin, IoT*

1. Introduction

In recent years, Project Management has undergone an unprecedented transformation, driven by increasing global interconnectedness, the acceleration of technological innovation, and the unpredictability of markets. In the past, projects were managed through strictly predictive approaches, such as PRINCE2 or the PMBOK, which provided a solid framework for planning, monitoring, and controlling activities (Turner, 2016). However, the rapid evolution of the economic and technological landscape has exposed the limitations of these models, which often prove inadequate in addressing the fragility and non-linearity of today's project environments.

[1] *Editor's note: Second Editions are previously published papers that have continued relevance in today's project management world, or which were originally published in conference proceedings or in a language other than English. Original publication acknowledged; authors retain copyright. This paper was originally presented at the 20th International Forum on Knowledge Asset Dynamics, University of Naples Federico II, Naples, Italy, 2-4 July 2025. It is republished here with the author's permission.*

[2] How to cite this paper: Bassi, A. (2025). Developing a New Project Management Framework with AI, Blockchain, and Digital Twin Integration; originally presented at the *20th International Forum on Knowledge Asset Dynamics, University of Naples*, Italy, July; republished in the *PM World Journal*, Vol. XIV, Issue VIII, August.

At the same time, the adoption of agile methodologies has introduced greater flexibility in project management, promoting an iterative approach focused on collaboration between teams and stakeholders (Conforto et al., 2014). Nonetheless, while Agile has proven effective in areas such as software development and digital innovation, it shows limitations in regulated environments or large-scale projects, where predictability and control remain essential elements (Bianchi et al., 2021). In response to growing complexity, a hybrid perspective has emerged, capable of integrating predictive and adaptive elements into a more flexible and scalable framework (PMI, 2021). This evolution has called for a new generation of Project Management models able to balance structure and agility to address the challenges posed by the BANI context (Brittle, Anxious, Nonlinear, Incomprehensible), which more accurately reflects today's reality, characterized by exponential uncertainty, instability, and a loss of predictability.

A key factor in this transformation is the adoption of emerging technologies, which are reshaping project management practices and redefining the role of the project manager. Among the most significant innovations, Artificial Intelligence (AI) has revolutionized predictive and decision-making capabilities through machine learning algorithms, enabling more data-driven management and better resource allocation (Marnewick et al., 2019). Blockchain has introduced new levels of transparency and security, enabling the creation of immutable ledgers and the automation of contractual processes through smart contracts, thereby reducing fraud risk and enhancing reliability in decision-making (Saberi et al., 2019). Digital Twin technology, on the other hand, has opened new horizons in the management of complex projects, allowing scenario simulation and performance optimization through interactive virtual models that reduce the margin of error and improve responsiveness to change (Grieves & Vickers, 2017).

The added value of INSPIRE PM lies in its ability to be customized, allowing project managers to select and combine the most suitable methodologies and technologies for the specific needs of their projects. Its dynamic nature enables a smooth integration of traditional and innovative processes, addressing the challenges of the BANI context with a more agile and strategic management style. The aim of this study is to analyze how the adoption of emerging technologies within the INSPIRE PM model can improve decision-making, risk management, and transparency in complex projects. The paper will examine the benefits of a hybrid approach enhanced by technology, through a comparative analysis of AI, Blockchain, and Digital Twin and their impact on Evolutionary Project Management. Through a literature review, the paper will demonstrate how INSPIRE PM can represent a new benchmark for project management, providing project managers with the advanced tools needed to successfully face the challenges of the future.

2. Literature review

2.1 The evolution of Project Management

Over the past decades, Project Management has undergone a profound transformation, shifting from rigid, sequential models to more flexible and adaptive methodologies capable of responding to the growing complexity of projects and the unpredictable dynamics of global markets. The emergence of an increasingly unstable context—marked by technological disruption and sudden changes in economic and social conditions—has highlighted the need to move beyond traditional management paradigms and adopt more dynamic and resilient approaches (Morris, 2013). Notably, the shift from the VUCA model (Volatility, Uncertainty, Complexity, Ambiguity) to the BANI framework (Brittle, Anxious, Nonlinear, Incomprehensible) reflects the acceleration of uncertainty and the urgency for more adaptive and integrated management tools.

The first structured Project Management model to gain widespread adoption was the Waterfall model, developed by Royce (1970). This linear, sequential approach requires each phase—from planning to execution to closure—to be completed before moving on to the next. For decades, this model ensured rigorous control and proved particularly effective in fields such as engineering, construction, and industrial manufacturing, where requirements are well-defined from the outset and mid-course changes are costly and complex to implement (Kerzner, 2009). However, with the advent of the digital age and the shortening of development cycles, the limitations of this approach have become apparent—specifically its poor adaptability to market changes and evolving customer needs (Boehm, 1988).

Beginning in the early 2000s, in response to the growing demand for flexibility and rapid execution, more agile and iterative methodologies emerged, offering greater adaptability and stakeholder engagement. Frameworks such as Scrum (Schwaber & Beedle, 2001) and Kanban introduced a new approach to project management, based on short work cycles, continuous client interaction, and progressive adaptation to change. The formalization of the Agile Manifesto (Beck et al., 2001) consolidated these principles, emphasizing collaboration, responsiveness to feedback, and customer centricity. Agile has particularly revolutionized the software development sector, where dynamic requirements and speed of execution are critical success factors (Highsmith, 2009). Nevertheless, despite offering a high degree of flexibility, these methodologies present limitations in contexts requiring rigorous long-term planning, such as infrastructure, aerospace, or highly regulated projects (Conforto et al., 2014).

The emergence of Hybrid Project Management has provided an effective solution to balance the strengths of predictive models with those of agile methodologies, enabling a customizable approach tailored to specific project needs (PMI, 2021). The hybrid approach allows for the integration of traditional and adaptive elements—for example, combining an initial phase of rigorous planning with an iterative execution phase typical of Agile. This ensures effective

governance without compromising responsiveness to change (Bianchi et al., 2022). This model enables the selection of the most suitable tools based on project complexity, thereby reducing risks and enhancing adaptability to market fluctuations. The growing adoption of Hybrid Project Management has also been supported by technological advancements that offer new tools for predictive analysis, transparency management, and decision-making optimization.

Emerging technologies such as Artificial Intelligence (AI), Blockchain, and Digital Twin are redefining the role of the project manager by offering new opportunities to improve planning, monitoring, and resource allocation in complex projects (Marnewick et al., 2019). According to Gartner (2023), the adoption of machine learning and intelligent automation tools is enhancing the ability to predict risks and optimize resources, reducing waste and increasing overall project efficiency. Blockchain is revolutionizing security and transparency in project processes, while Digital Twin technology enables the simulation of operational scenarios before implementation, supporting more proactive and effective strategic decision-making (Saberi et al., 2019).

2.2 Emerging technologies in Project Management

The evolution of Project Management goes beyond a mere methodological shift; it is significantly influenced by the adoption of emerging technologies that are redefining the ways in which projects are planned, monitored, and optimized. The increasing complexity of modern projects and the need for quick, informed decisions have driven organizations to integrate advanced tools to enhance resource management, reduce risks, and increase transparency (Gartner, 2023). In an environment marked by uncertainty and the accelerating pace of technological change, Project Management must adopt an increasingly data-driven approach, capable of providing real-time, predictive responses to emerging challenges (PMI, 2021). Among the most promising innovations are Artificial Intelligence (AI), Blockchain, and Digital Twin technologies, which offer significant advantages in enhancing predictive capabilities, data security, and real-time process simulation.

Artificial Intelligence is revolutionizing Project Management through its ability to process vast amounts of data, identify hidden patterns, and support real-time decision-making (PMI, 2021). AI-based systems enable the analysis of historical and current data, improving the reliability of forecasts and allowing project managers to detect issues before they arise (Marnewick et al., 2020). One of the most relevant application areas is resource optimization. Thanks to machine learning algorithms, it is possible to allocate staff more efficiently, balance budgets, and manage execution times, thereby reducing waste and unforeseen costs (Gartner, 2022). For instance, in the IT sector, AI is used to estimate software development timelines, identify bottlenecks, and predict delays in complex projects (Briand et al., 2021).

In parallel, Blockchain is emerging as a revolutionary solution for ensuring greater security, traceability, and transparency in projects, particularly in sectors that require a high level of reliability (Tapscott & Tapscott, 2017). One of the most significant developments is the use of

smart contracts — self-executing digital contracts that trigger automatically when predefined conditions are met. This mechanism reduces approval times, eliminates the need for intermediaries, and lowers the risk of disputes, improving the financial management of projects (Nakamoto, 2008). In supply chain management projects, for example, Blockchain is used to monitor every phase of the supply chain, ensuring that all transactions are verifiable and traceable (Saberi et al., 2019).

Beyond contract management, Blockchain ensures data integrity and security, reducing the risk of fraud or tampering. In projects where regulatory compliance is crucial—such as in the financial, healthcare, or government sectors—this technology enables immutable recordkeeping, enhancing governance and trust among stakeholders. Within the INSPIRE PM framework, Blockchain integration strengthens transparency and security, ensuring that all project phases are traceable and verifiable in real-time. This enhances decision-making reliability and provides more effective protection of sensitive information, contributing to a more robust and resilient management process (Bassi, 2025).

Another innovation transforming Project Management is the Digital Twin, an advanced technology that enables the creation of dynamic digital replicas of a system, infrastructure, or process, which can be monitored, tested, and optimized in real-time (Tao et al., 2018). Digital Twin technology allows for the digital modeling of a project's lifecycle, providing a dynamic and interactive representation of all variables involved. This enables project managers to test different execution strategies and assess their impact without intervening directly in real-world processes (Grieves & Vickers, 2017).

The use of Digital Twin has proven particularly effective in the manufacturing, construction, and infrastructure sectors, where the ability to predict system performance before implementation can lead to significant savings in time and resources (Boschert & Rosen, 2016). According to a McKinsey report (2021), applying Digital Twin technology in engineering projects has reduced prototyping and testing costs by up to 30%, improving lifecycle management.

The combined adoption of AI, Blockchain, and Digital Twin in Project Management marks the beginning of a new evolutionary phase in which technology becomes an enabler for a more agile, predictive, and strategic approach. Within the INSPIRE PM framework, these emerging technologies provide essential contributions to improving operational effectiveness, reducing risks, and ensuring more transparent, data-driven project management. The integration of these tools is not merely a strategic choice, but a necessity to address the growing complexity and unpredictability of modern projects.

Table of specific benefits

INSPIRE Element	Related Technology	Role of Technology	HPM (Hybrid Project Management)	DPO (Digital Project Orchestrator)	Benefits & Reference
Integrated (Unified Management)	Blockchain & Cloud Computing	Increased transparency, security, and centralized access to data.	Reduces fragmentation between agile and predictive methods.	Improves data flow management between teams and stakeholders.	+40% team communication efficiency (DPO) -30% project data errors (Blockchain)
Sustainable (Sustainability & Waste Reduction)	AI & Digital Twin	Optimizes resource usage and reduces waste.	Improves cost and resource management with a hybrid approach.	Implements digital tools to reduce waste and enhance efficiency.	-25% material waste (Digital Twin) +20% energy efficiency (HPM + AI)
Predictive (Risk Forecasting)	AI & Machine Learning	Analyzes historical and real-time data to reduce risks.	Integrates predictive models to minimize delays and inefficiencies.	Provides real-time insights for better risk management.	-35% project delays (AI + HPM) -40% unforeseen costs (Machine Learning)
Innovative (Technology Adoption)	Digital Twin & IoT	Advanced simulations to improve planning and monitoring.	Incorporates new technologies to optimize processes.	Manages digital tools to maximize innovation in projects.	+50% data analysis speed (IoT + DPO) -30% planning errors (Digital Twin)
Responsive (Adaptability to Change)	Big Data & AI	Analyzes market trends for faster decision-making.	Enables quicker adaptation to market changes.	Coordinates resources and priorities in real-time.	+45% responsiveness to change (HPM + AI) -20% cost from strategic errors (Big Data + DPO)
Efficient (Resource Optimization)	Automation & AI	Automates repetitive tasks and improves time management.	Reduces workload on repetitive activities.	Enhances productivity through digital tool integration.	-50% time wasted on manual tasks (Automation + DPO) +30% team productivity (HPM + AI)

Table: Integration of standards and methodologies in Hybrid Project Management (HPM)

Standard / Method	Key Principles	Role in Hybridization (HPM)	Benefits in HPM Integration
PMBOK (PMI)	Predictive management framework with tailoring	Provides a solid structure and enables integration of agile methodologies through tailoring	Project structuring Method flexibility Effective governance
PRINCE2	Phase-based management with a focus on control	Introduces iterative cycles for more flexible management	Scalability Structured planning Rigorous control
ISO 21502	General guidelines for project management	Defines a universal framework that can be combined with Agile or Lean	Standardization Multi-sector adaptability
ISO 21504	Strategic portfolio management	Aligns hybrid management with corporate strategy	Resource optimization Data-based decisions
IPMA (ICB4)	Competency-based model	Supports HPM with a competency-oriented perspective	Professional development Balance between hard & soft skills
Agile (Scrum, Kanban, SAFe)	Rapid iterations and flexibility	Introduces iterative approaches within predictive planning	Adaptability Risk reduction

Standard / Method	Key Principles	Role in Hybridization (HPM)	Benefits in HPM Integration
			Greater involvement
Lean Project Management	Waste reduction, value optimization	Integrates optimization and streamlining into predictive processes	Greater efficiency Reduced costs Better resource allocation
Disciplined Agile (DA)	Context-based method selection	Enables choice between predictive or adaptive approach based on project needs	Greater adaptability Flexibility
Critical Chain (CCPM)	Buffer and resource management	Introduces flexibility in constraint management within hybrid projects	Delay reduction Resource optimization
Extreme Project Management (XPM)	Projects with high uncertainty	Complements predictive approaches in dynamic contexts, increasing flexibility	Maximum responsiveness Suited to volatile markets

Table: Skills of the Digital Project Orchestrator (DPO)

Category	Skill	Description	Impact on Digital Project Management
Technical	Digital Management Tools	Knowledge and use of PPM software, collaboration tools (Asana, Jira, Trello), and cloud platforms	Workflow optimization Better team coordination Project management automation
Technical	Data Analytics & Business Intelligence	Ability to analyze project data to monitor KPIs, identify risks, and optimize performance	Data-driven decisions Improved risk management Resource optimization
Technical	Knowledge of AI & Automation	Understanding of AI for project management, process automation, and virtual assistants	Increased efficiency Reduced manual work Greater forecasting accuracy
Methodological	Hybrid Project Management (HPM)	Ability to integrate predictive and adaptive methods for more flexible management	Balance between structure and agility Adaptability to various contexts Shorter execution times
Methodological	Agile & Lean Thinking	Application of Scrum, Kanban, SAFe frameworks to improve responsiveness and reduce waste	Greater adaptability Continuous improvement Increased productivity
Methodological	Governance & Compliance	Knowledge of data management, cybersecurity, and privacy regulations (GDPR, ISO 27001)	Legal compliance Reduced operational risks Business data protection
Cross-functional	Digital Leadership	Ability to lead remote teams, coordinate stakeholders, and promote digital transformation	Greater team engagement Better communication Reduced conflict
Cross-functional	Change Management	Ability to manage change and support digital transition in organizations	Faster technology adoption Lower resistance to change Improved learning curve
Cross-functional	Problem Solving & Decision Making	Ability to solve complex problems with data-driven analytical decision-making	Faster responses Better emergency handling Increased operational effectiveness

3. Methodology

The analysis of the effectiveness of the INSPIRE PM framework in integrating emerging technologies into project management requires a mixed-method approach that combines both qualitative and quantitative analysis. The objective is to understand the impact of Artificial Intelligence, Blockchain, and Digital Twin technologies on project management, examining both theoretical implications and practical applications through empirical data. For this reason, the study is structured on two main levels: on one hand, a theoretical analysis based on an in-depth review of academic literature, and on the other, an empirical evaluation conducted through case study analysis and the measurement of performance indicators.

The qualitative analysis focuses on the collection and interpretation of key theories and best practices related to the adoption of emerging technologies in project management. The literature review is carried out using reputable sources such as Scopus, IEEE Xplore, and the PMI Knowledge Center, with particular attention to studies examining the adoption of hybrid approaches in project management (Kerzner, 2021; Marnewick et al., 2020). The selected research provides a conceptual foundation for understanding the role of AI in predictive risk management, the application of Blockchain for ensuring security and transparency, and the contribution of Digital Twin technology to resource optimization and the simulation of complex operational scenarios. This phase identifies not only the theoretical benefits of adopting INSPIRE PM but also the main challenges, such as organizational resistance to change and scalability issues related to technological solutions.

In parallel, the quantitative analysis focuses on evaluating the effectiveness of emerging technologies in projects managed using the INSPIRE PM model. To measure this impact, a set of key performance indicators (KPIs) is analyzed, including risk reduction through AI-based predictive algorithms, improvement in data transparency and security via Blockchain adoption, and decision-making process optimization supported by Digital Twin technology (Gartner, 2023). The measurement of these indicators is based on empirical data collected from real-world projects, examining variations in timelines, costs, and deliverable quality compared to traditional management methodologies.

A fundamental component of this study is the review of case studies across various sectors, including IT, construction, manufacturing, and finance. These case studies are analyzed through interviews with project managers, project performance evaluations, and comparisons with established management models. This phase verifies how the combination of predictive and adaptive approaches, supported by emerging technologies, can enhance project governance, increase decision-making agility, and reduce operational risks (Bassi, 2025).

The final phase of the study involves comparing the results obtained with standardized metrics from PMBOK, PRINCE2, and Agile methodologies, in order to validate the effectiveness of

INSPIRE PM in relation to other benchmark frameworks. This comparison highlights the strengths of the model while also identifying potential limitations and areas for improvement. The methodological approach adopted thus provides an integrated view of the impact of emerging technologies on project management, demonstrating how INSPIRE PM can represent an evolutionary paradigm in modern project management—one that successfully combines efficiency, innovation, and operational sustainability.

4. Implementation of emerging technologies within the INSPIRE PM Framework

4.1 AI for predictive Project Management

Artificial Intelligence (AI) is transforming project management by introducing new levels of precision and predictability into project execution. Traditionally, strategic decisions relied on the experience of project managers and manual analysis of historical data. With the adoption of AI, however, decision-making has become faster, more accurate, and based on advanced predictive models. Within the INSPIRE PM framework, AI plays a key role in enhancing forecasting capabilities, risk management, and the efficient allocation of resources—ultimately increasing the resilience and sustainability of projects.

AI is revolutionizing decision-making through automation and advanced data processing. Machine learning algorithms, powered by complex datasets from past projects, analyze trends and correlations to suggest the best course of action. AI-based decision support systems enable real-time evaluation of multiple scenarios, simulating the impacts of various choices and providing recommendations based on objective data rather than subjective intuition (Kerzner, 2021). This approach improves the efficiency of decision-making processes and reduces the margin for human error, especially in large-scale, complex projects. According to research by Gartner (2023), the adoption of AI in project management has led to a 25% reduction in decision-making time for organizations managing high-complexity projects.

Intelligent resource allocation is another area where AI is enhancing operational efficiency. Traditionally, resource distribution in projects was based on static methods and often inaccurate forecasts, leading to inefficiencies and waste. With AI, optimization algorithms analyze factors such as available skill sets, workload distribution, project priorities, and team performance in real time, recommending the best resource allocation. This not only boosts productivity but also reduces the risk of team member burnout and improves overall morale. According to a study by Marnewick et al. (2020), companies that implemented AI for resource optimization experienced a 20% increase in operational efficiency and up to a 15% reduction in project costs.

4.2 Blockchain for transparency and security

The adoption of blockchain in project management is redefining how projects are documented, monitored, and executed, introducing new levels of transparency, security, and data immutability. Traditionally, project management relied on paper-based or centralized digital systems, which carried risks such as information manipulation, data loss, and bureaucratic inefficiencies. With the introduction of blockchain, project management can leverage a decentralized and immutable infrastructure that ensures traceability of every operation and the protection of sensitive information. Within the INSPIRE PM framework, blockchain directly supports the principles of integration, efficiency, and responsiveness, making project management more reliable, secure, and automated.

Smart contracts represent one of the most revolutionary innovations in blockchain applications for project management. These self-executing digital contracts contain predefined instructions and are triggered automatically when specific conditions are met, eliminating the need for intermediaries and reducing the risk of delays and contractual disputes (Buterin, 2014). In project management, smart contracts are used to automate administrative processes, enforce agreements, and enhance operational governance. For example, they can be set to automatically trigger supplier payments only after a specific milestone has been completed and verified. This system significantly reduces approval and payment times, leading to greater operational efficiency. According to a Deloitte analysis (2022), the implementation of smart contracts in complex projects has led to a 40% reduction in contract approval and payment times, improving the speed and accuracy of project financial management.

Blockchain thus represents a foundational pillar for the future of project management, ensuring safer, more efficient, and more transparent operations. Within the INSPIRE PM framework, its use helps overcome many of the limitations of traditional methodologies, offering a more trustworthy, automated, and tamper-proof management system. The integration of blockchain with other emerging technologies will continue to shape how projects are managed, driving a profound transformation across the sector and unlocking new opportunities for innovation in resource management and decision-making processes.

4.3 Digital Twin for simulation and optimization

The adoption of Digital Twin technology in project management is radically transforming the ways in which projects are planned, monitored, and optimized, offering a level of simulation and control previously unattainable. This technology enables the creation of a real-time virtual replica of a physical system, allowing project managers to test strategies, predict critical issues, and optimize operations before they are implemented in the real world (Tao et al., 2018). The integration of Digital Twin into the INSPIRE PM framework strengthens the principles of

predictiveness, innovation, and efficiency, improving decision-making capabilities, reducing operational risks, and optimizing resource management.

One of the most revolutionary aspects of Digital Twin technology is the ability to create virtual environments for testing strategies under simulated conditions, replicating the behavior of the real system with high accuracy. This approach allows project managers to digitally model the entire lifecycle of a project and experiment with different operational configurations without directly interfering with physical processes (Grieves & Vickers, 2017). The ability to simulate real-time scenarios has proven particularly effective in the industrial, construction, and infrastructure sectors, where accurate performance forecasting can lead to significant time and resource savings (Boschert & Rosen, 2016). According to a McKinsey report (2021), the implementation of Digital Twin in engineering projects has enabled up to a 30% reduction in testing and prototyping costs, optimizing project lifecycle management and improving operational efficiency.

One of the most significant impacts of Digital Twin lies in risk management, as this technology enables the anticipation of problems and the testing of alternative solutions in a safe and controlled environment. By processing large volumes of real-time data, Digital Twins can identify potential issues before they occur, supporting organizations in implementing more effective mitigation strategies (Rosen et al., 2015). This approach reduces uncertainty and enhances responsiveness to unexpected events, significantly lowering risk management costs. An analysis by the Fraunhofer Institute (2022) found that companies using Digital Twins in decision-making processes reported a 25–40% improvement in forecasting operational risks and adapting to unexpected scenarios.

5. The role of the Project Manager in the INSPIRE PM Framework

The role of the project manager is undergoing a significant transformation as management methodologies evolve and advanced technologies become integrated into project environments. In the INSPIRE PM framework, the project manager is no longer just a coordinator of activities and resources, but a facilitator of innovation, a strategic decision-maker, and an agent of change. Their primary responsibility is to ensure that the principles of Integration, Sustainability, Predictiveness, Innovation, Responsiveness, and Efficiency are effectively applied to enhance project performance and optimize outcomes.

One of the most distinctive aspects of the INSPIRE project manager is the ability to blend predictive and adaptive approaches within a hybrid management model. This means combining traditional methodologies such as PRINCE2 and PMBOK with agile frameworks like Scrum and Kanban, selecting the most appropriate approach for each phase of the project. This methodological flexibility requires advanced change management skills, as the transition from traditional models to more dynamic ones may encounter organizational and cultural resistance. The project manager must therefore possess strong stakeholder management capabilities, fostering

continuous dialogue between teams, clients, and partners to ensure that strategic decisions are understood and supported.

6. The impact of the INSPIRE PM Framework on the organization

The adoption of the INSPIRE PM framework goes beyond improving individual project management—it has a significant impact on the entire organization, transforming how resources are managed, strategies are structured, and operational challenges are addressed. The integrated and adaptive approach of INSPIRE PM enables companies to evolve in complex and dynamic environments, enhancing internal efficiency, innovation capacity, and strategic resilience.

One of the most evident effects of implementing the INSPIRE PM framework is the elimination of organizational silos. In traditional companies, departments often operate in isolation, with limited communication between business functions and fragmented decision-making processes. INSPIRE PM promotes a governance model based on integration, where various business units collaborate actively through advanced digital platforms, ensuring greater cohesion between project teams, leadership, and external stakeholders. This approach facilitates information flow and accelerates decision-making, reducing inefficiencies and redundancies.

The adoption of hybrid methodologies and advanced technological tools enables organizations to improve risk management and strategic planning. By using Artificial Intelligence, companies can analyze historical and real-time data to predict potential issues, optimize resources, and reduce the margin of error in decision-making. Predictive analytics thus becomes a fundamental asset in managing business operations, allowing organizations to detect market trends, anticipate customer needs, and adapt internal processes to new competitive challenges.

Blockchain, in turn, enhances transparency and security in business processes, reducing the risk of fraud and ensuring traceability of operations. This is particularly relevant in regulated sectors, where compliance is a critical success factor. The use of smart contracts simplifies the management of agreements with suppliers and partners, eliminating bureaucratic inefficiencies and reducing approval times. This approach not only increases the reliability of transactions but also helps reduce operational costs and ensures better protection of corporate data.

The introduction of Digital Twin technology into organizational processes allows companies to simulate and optimize operational scenarios before actual implementation. Businesses can test expansion strategies, simulate the impact of new policies, and improve resource management without incurring operational risks. This capability enables more refined strategic decision-making and minimizes waste and inefficiencies, thereby improving an organization's competitiveness in the market.

7. Conclusions and future directions

The integration of emerging technologies such as Artificial Intelligence, Blockchain, and Digital Twin into the INSPIRE PM framework represents a crucial innovation in Evolutionary Project Management, offering a balance between methodological robustness and adaptive capacity. The proposed approach enables more data-driven management, enhancing predictive capabilities, decision-making transparency, and operational efficiency, while simultaneously reducing uncertainty and the margin of error during project phases. The INSPIRE PM framework stands out for its ability to combine predictive and adaptive elements, providing a model that effectively responds to the challenges of an increasingly dynamic and interconnected environment (PMI Pulse of the Profession, 2023). The adoption of this hybrid methodology equips project managers with advanced tools to optimize risk management, improve resource allocation, and support evidence-based decision-making.

Artificial Intelligence has emerged as a key enabler in automating project management, allowing for more accurate risk prediction, optimal resource allocation, and strategic decision-making support through advanced machine learning algorithms (Deloitte, 2021). AI's ability to analyze both historical and real-time data makes it possible to detect anomalies and offer recommendations based on predictive simulations, thereby enhancing the resilience and responsiveness of project teams. Meanwhile, Blockchain ensures greater data security and reliability, reducing the risk of fraud and improving the traceability of contractual transactions through smart contracts that automate and validate agreement execution (Zheng et al., 2017). This technology has proven particularly effective in supply chain management, financial projects, and infrastructure development, where data integrity and transparency are critical for operational success. Finally, the adoption of Digital Twin technology allows for more proactive and simulation-based management, giving project managers the opportunity to test alternative scenarios in virtual environments before implementing decisions in the real world (Tao et al., 2018). This technology is proving especially valuable in sectors such as engineering, manufacturing, and smart cities, where the ability to optimize processes and resources through advanced digital models is leading to significant improvements in efficiency and sustainability.

Technological evolution will continue to redefine project management, encouraging the widespread adoption of tools based on generative AI, advanced predictive analytics, and interoperable Blockchain platforms. Digital ecosystems will offer increasingly integrated solutions, enabling organizations to implement scalable and automated project management models, with AI systems capable of anticipating managerial issues and suggesting corrective strategies in real time (Brynjolfsson & McAfee, 2017). The application of Digital Twin, evolving toward even more detailed and precise models, could revolutionize project management in complex domains such as smart cities, civil engineering, and healthcare, allowing for advanced simulations of entire infrastructures before physical implementation (Tao et al., 2018). However, to fully leverage these innovations, it will be essential to address organizational barriers and

resistance to change by promoting targeted training and skill development strategies. According to the World Economic Forum (2020), more than 50% of workers will need to acquire new digital skills by 2025, and the project management sector will be no exception. The ability to manage AI tools, understand the implications of Blockchain, and leverage digital simulations will be crucial for future project managers, who must combine technical expertise with strategic thinking to navigate increasingly complex and unpredictable scenarios (PMI, 2023).

Ethics Declaration: This research did not involve any human participants, personal data, or sensitive content requiring ethical clearance. Therefore, no ethical approval was necessary for the completion of this study.

AI Declaration: This paper was developed with the support of AI tools, used to assist in language refinement, structural coherence, and the translation of some content from Italian to English. All intellectual content, data analysis, and conceptual frameworks were produced by the author.

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