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PERFORMANCE MANAGEMENT IN THE DIGITAL AGE: THE EFFECTS OF DIGITAL TRANSFORMATION ON PRODUCTIVITY AND COMPETITIVENESS

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Purpose of the study: *The paper aims to analyze how digital transformation influences managerial performance, productivity, and competitiveness of economic entities in the context of the digital economy. The study seeks to highlight how the adoption of digital technologies contributes to optimizing decision-making processes, increasing operational efficiency, and strengthening the competitive position of organizations in the market.*

Methodology: *The research is based on analytical-descriptive and comparative methods, using empirical data and statistical sources related to the degree of digitization and its impact on the economic performance of the company S.C. "Primaterax - Nord" S.R.L. in the period 2021-2024. Quantitative analysis techniques were applied to assess productivity and competitiveness indicators, as well as qualitative methods to interpret the managerial and organizational effects of digital transformation.*

Conclusions: *The results of the study show that digital transformation is an essential factor in increasing managerial performance and economic competitiveness. The digitization of management processes leads to improved internal communication, accelerated decision-making processes, and more efficient use of resources. At the same time, the success of this transformation depends on the digital skills of managers, organizational culture, and the strategic adaptability of companies to new technological realities.*

Originality: *The article offers an integrated and up-to-date approach to the interdependence between digital transformation and managerial performance, emphasizing the role of strategic management in leveraging digital technologies. The paper contributes to the theoretical and practical foundation of the concept of digital managerial performance in the context of an economy based on innovation and global competitiveness.*

Keywords: *digital transformation, managerial performance, productivity, competitiveness, technological innovation.*

JEL Classifications: *M15, O33, L25*

INTRODUCTION

In the contemporary social and political context, digitization is a catalyst for global economic growth, a process accelerated by the constraints imposed by the COVID-19 pandemic and the need to adopt a sustainable development model. Digital transformation has emerged as a strategic factor for the success and sustainability of businesses in an economic environment characterized by volatility and rapid change. In a context of intense and dynamic competition, the efficiency of internal process management and the ability to respond quickly to challenges are essential conditions for the continuity and expansion of organizational activities.

The integration of digital technologies is not limited to technological modernization, but involves profound cultural and organizational transformations, changing the way businesses operate and how they generate value and experiences for customers. Digital solutions also enhance workforce capabilities and can lead to significant changes in operational processes and business models.

The rapid advancement of information technologies has led to the diversification of digital files and software platforms for data acquisition, storage, and protection, transforming digitized information into an essential component of organizational and national capital, with direct influences on productivity and competitiveness.

LITERATURE REVIEW

In the context of accelerating global digital transformation, the literature outlines an increasingly pronounced consensus on the decisive role of digitization in redefining economic performance and competitive advantage. Fundamental studies (Bharadwaj et al., 2013; Vial, 2019; Verhoef et al., 2021) emphasize that digitization acts as a catalyst for productivity by automating processes, integrating real-time data, and creating new business models based on technological innovation (STANCIU, V., 2021).

Conceptually, digital transformation is not limited to the adoption of information technologies, but involves a strategic reconstruction of performance management, through which companies optimize their decision-making flows, manage resources more efficiently, and increase their ability to respond to changes in the economic environment (Kane et al., 2021). According to recent approaches, performance in the digital age is defined multidimensionally—including operational productivity, innovation, agility, and sustainability (Ghobakhloo, 2020) (MUNTEANU, V., 2021).

The research by Memeț D., Burbulea R., and Gangan S. (2023) illustrates how digital marketing contributes to organizational performance by increasing visibility, strengthening image, and adapting to new technologies and consumer behaviors. This approach highlights the effects of digital transformation on productivity and competitiveness, showing that the integration of digital tools optimizes organizational processes and results. Thus, the study exemplifies how the digitization of promotion strategies becomes a key factor in performance management in the digital age (MEMEŢ, Diana, BURBULEA, Rodica, GANGAN, Svetlana, 2023).

Macroeconomic analyses conducted by Moroi Elena (2024) show that the integration of digital technologies contributes to increased economic resilience and diversification of sources of growth, although progress remains uneven. Strengthening economic performance through digitalization requires a coherent vision of performance management in the digital age, based on the correlation between investments in technology, human capital, and structural competitiveness (MOROI, Elena, 2025).

In the context of Romania, recent research by Bîzu C. L. and Moroi E. (2025) has shown that digitizing social marketing campaigns can increase the efficiency and impact of organizational strategies. The use of digital platforms optimises processes and resources, increasing productivity even in non-commercial areas. The study illustrates the link between digital transformation and increased competitiveness by maximising results. Thus, digitisation becomes a strategic vector of organisational performance. The research provides a concrete example of the effects of digital transformation on performance management in the digital age (BÎZU, Calin-Lucian, MOROI, Elena, 2025).

MATERIALS AND METHODS

The research focuses on performance management in the digital age and the effects of digital transformation on the productivity and competitiveness of S.C. "Primaterax – Nord" S.R.L. between 2021 and 2024. The study is based on analytical-descriptive and comparative methods, using both internal empirical data from the company and official statistical sources on digitization and economic performance.

The quantitative analysis included the evaluation of productivity, profitability, and competitiveness indicators to determine the direct effects of digital technology implementation on organizational performance. Complementarily, qualitative methods allowed for the interpretation of the impact of digital transformation on managerial processes and organizational structure, including the effectiveness of management decisions and strategies.

This mixed approach facilitated an integrated understanding of how digitization optimizes economic performance and business competitiveness, highlighting the correlations between digital technologies, productivity, and competitive advantage.

RESULTS AND DISCUSSIONS

Digital transformation is a key strategic factor for the success and sustainable development of businesses in an economic context characterized by volatility and rapid change. In a business environment marked by intense competition and constant dynamism, the efficiency of internal process management and the ability to respond promptly to challenges are critical to the continuity and expansion of organizational activities. This transformation is not limited to technological modernisation, but constitutes a revolution that is restructuring the entire economic landscape. Assessing its impact, using relevant indicators and robust econometric methods, is essential for harnessing digital potential and achieving sustainable economic results.

The pace of digitization implementation is influenced by the availability of financial resources and associated costs, and insufficient prioritization of this process can lead to wasted time and slowed societal progress. According to Parviainen (2017), the effects of digitization and the objectives pursued can be approached from three distinct perspectives, summarized in figure 1 (RĂDULESCU, C.V., 2021).

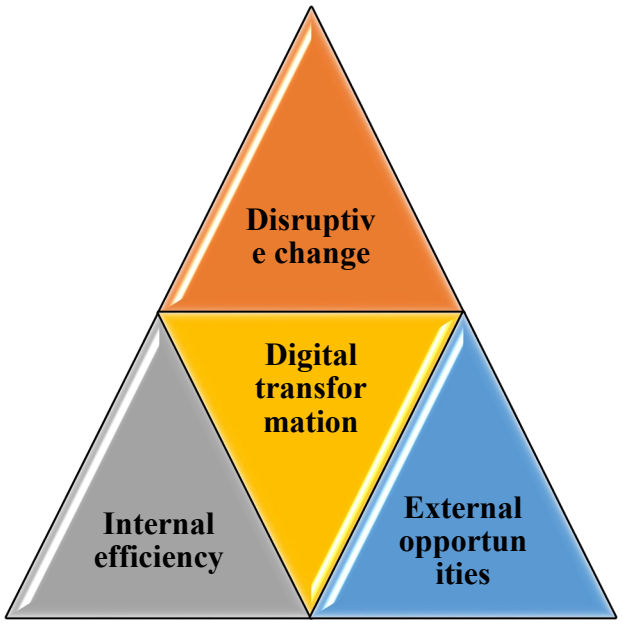


Figure 1. The impact of digital transformation.

Source: *elaborated by authors.*

S.C. "Primaterax – Nord" S.R.L. is a company active in the field of road infrastructure, specializing in the design, construction, and maintenance of roads, bridges, and other structures essential for the development of transport networks. The company aims to provide innovative and high-quality solutions, complying with international standards and responding promptly to customer requirements, with the main objective of increasing the efficiency and accuracy of the projects carried out. In a dynamic economic context marked by accelerated digitalization, S.C. "Primaterax – Nord" S.R.L. has embarked on an extensive digital transformation process, integrating modern technologies that contribute to minimizing risks, reducing costs, and increasing the sustainability of its activity. Digital transformation is now a strategic pillar for operational efficiency and competitive advantage, and in the case of the entity, the progressive implementation of intelligent solutions has led to the optimization of internal processes, the reduction of the duration of works, and the improvement of communication between the teams involved in the implementation of infrastructure projects.

One of the key technologies adopted in this regard is the GPS tracking system (GPS Tracker) installed on vehicles in the fleet. This digital solution directly contributes to increasing the efficiency of transport activities, improving management, and enhancing equipment safety.

By using GPS Tracker, the entity benefits from real-time monitoring of vehicle locations, which allows for more efficient coordination of teams on construction sites, optimal route planning, and avoidance of downtime. The information generated by the system is analyzed within the logistics department to improve the planning of material and equipment transport, contributing to reduced fuel consumption and vehicle wear.

At the same time, the technology allows tracking driver behavior (speed, unauthorized stops, excessive consumption), thus facilitating stricter control over safety rules and greater accountability of operational staff. In addition, historical data collected by the GPS system is useful in performance evaluation and decision-making regarding predictive maintenance or vehicle renewal.

In the context of digital transformation, the use of GPS Tracker by S.C. "Primaterax - Nord" S.R.L. reflects a significant step towards the automation and digitization of logistics processes, contributing both to increased operational efficiency and cost reduction. It also strengthens the company's ability to deliver projects on time, meeting the quality and safety requirements imposed in the field of road infrastructure construction.

The process of purchasing materials and equipment at S.C. Primaterax – Nord S.R.L. has been significantly improved through the use of SEAP (the Electronic Public Procurement System). This digital platform facilitates the entire procurement process, offering greater transparency, efficiency, and speed. Through SEAP, the company can publish tender notices, manage bids received, and monitor the progress of tenders in an integrated manner, significantly reducing the risks associated with administrative errors and delays.

SEAP allows the company to participate in public tenders in an automated way, saving time and resources. The platform provides a secure and transparent framework for submitting and evaluating bids, ensuring that the process is conducted in accordance with legal regulations and fair competition principles. The company also benefits from better control over procedures, with real-time access to information related to tenders and their progress. In this way, SEAP helps S.C. "Primaterax – Nord" S.R.L. optimize its procurement and improve the efficiency of its operations, thus contributing to the success of its road infrastructure projects.

S.C. "Primaterax – Nord" S.R.L. has successfully implemented an ERP (Enterprise Resource Planning) system, which includes modules dedicated to financial management, budget control, and expense tracking, having a significant impact on the efficiency and transparency of its road infrastructure project management. By integrating this system, the company benefits from a unified platform that optimizes resource allocation and monitors all project-related expenses in real time.

The ERP system allows S.C. "Primaterax – Nord" S.R.L. to have strict control over budgets, ensuring that each project stays within the established financial limits. The financial management and expense control modules provide complete visibility into financial flows, significantly reducing the risks associated with cost overruns. This system also allows for the rapid identification of any budget deviations and the timely adjustment of financial plans, thus ensuring that projects are carried out in an efficient and cost-effective manner.

Another important benefit of implementing the ERP system is the efficient monitoring of material and equipment stocks. The company can track stocks and purchases in a centralized manner, ensuring their availability when needed for project execution. In addition, ERP allows management teams to analyze the financial performance of each project, generating detailed reports that provide clear and accurate information about costs and resources used.

Therefore, the implementation of the ERP system at S.C. "Primaterax – Nord" S.R.L. has significantly improved the cost and resource management process, contributing to the optimization of efficiency in road infrastructure projects and ensuring that all financial processes are properly monitored and controlled.

In the context of implementing the digital transformation process, S.C. "Primaterax – Nord" S.R.L. has integrated advanced technologies to improve operational efficiency and respond to market demands in a more agile and sustainable manner. The use of digital solutions, such as ERP software,

GPS Trackers, and e-procurement platforms, plays a crucial role in optimizing the design, construction, and management processes of road infrastructure projects. The SWOT analysis of digital transformation presents a detailed assessment of the internal and external factors that influence the success of these technologies implemented in the company, highlighting the strengths, challenges, opportunities, and risks associated with digital transformation.

Table 1. SWOT analysis of digital transformation at S.C. "Primaterax – Nord" S.R.L.

Strengths	**Weaknesses**
Modernization of IT infrastructure: Recent investments in digital equipment and high-performance software solutions (ERP, CRM, industrial automation). Increased operational efficiency: Digitization of production and logistics processes has reduced execution times and increased labor productivity. Improved access to data: The implementation of integrated IT systems enables real-time performance analysis and data-driven decision-making. Specialized technical staff: Hiring IT specialists and providing ongoing training for employees in the digital field.	High implementation costs: Initial investments in digital technologies are significant and can affect cash flow. Resistance to change: Some employees find it difficult to adapt to new technologies and digital working methods. Partial integration of systems: The lack of full interoperability between all IT systems can lead to bottlenecks or redundancies. Increased dependence on external technological support: The need for constant collaboration with IT providers and external consultants.
Opportunities	**Threats**
Accessing European or government funds for the digitization of SMEs. Diversifying distribution and sales channels through online platforms and e-commerce. Automating repetitive processes and integrating artificial intelligence to increase competitiveness. Partnerships with technology start-ups and universities to develop innovative customized solutions.	Increased cyber risks. With digitization, the company is more exposed to cyber attacks and data loss. The accelerated pace of technological innovation. The need to continuously update systems to remain competitive. Competitive pressure. Other companies in the sector may adopt digital technologies more quickly and efficiently. The lack of skilled labor in the northern part of the country may slow down the digital transformation process.

Source: *prepared by the authors.*

The digital transformation at S.C. "Primaterax – Nord" S.R.L. brings with it significant potential for improving performance and competitiveness. Its strengths reveal an ability to adapt and modernize its infrastructure, reflecting a vision focused on efficiency and innovation. The company demonstrates its commitment to digitization by investing in technology and skilled human resources. On the other hand, the weaknesses highlight internal obstacles that may limit the positive effects of digital transformation. High costs, technological integration difficulties, and staff resistance to change may slow progress, requiring strategic and managerial interventions.

There are numerous opportunities in the external environment, particularly in terms of available funding and the possibility of collaborating with innovative entities. Capitalizing on these opportunities can accelerate the digitization process and open up new avenues for development, such as automation, the use of artificial intelligence, or expanding online presence.

However, external threats must be carefully managed. Vulnerability to cyber attacks, pressure from rapid innovation in the industry, and digitized competition require a solid cybersecurity strategy and the ability to adapt continuously.

Modernizing IT infrastructure and integrating high-performance IT systems gives the company a significant competitive advantage. By digitizing production and logistics processes, the company has achieved greater operational efficiency and optimized resource utilization. At the same time, continuous staff training and the recruitment of specialists in the field strengthen the company's digital human capital.

Digital transformation has become an essential driver of operational efficiency and strategic differentiation in the construction sector. In the case of S.C. "Primaterax – Nord" S.R.L., the gradual adoption of digital technologies has contributed to the optimization of internal processes, the reduction of work execution time, and the improvement of communication between the teams involved in projects.

The implementation of digital solutions, such as project management software, automatic cost estimation technologies, and site monitoring applications, has had a positive impact on labor productivity. This progress is reflected in the company's ability to meet contractual deadlines and deliver work that complies with the required quality standards.

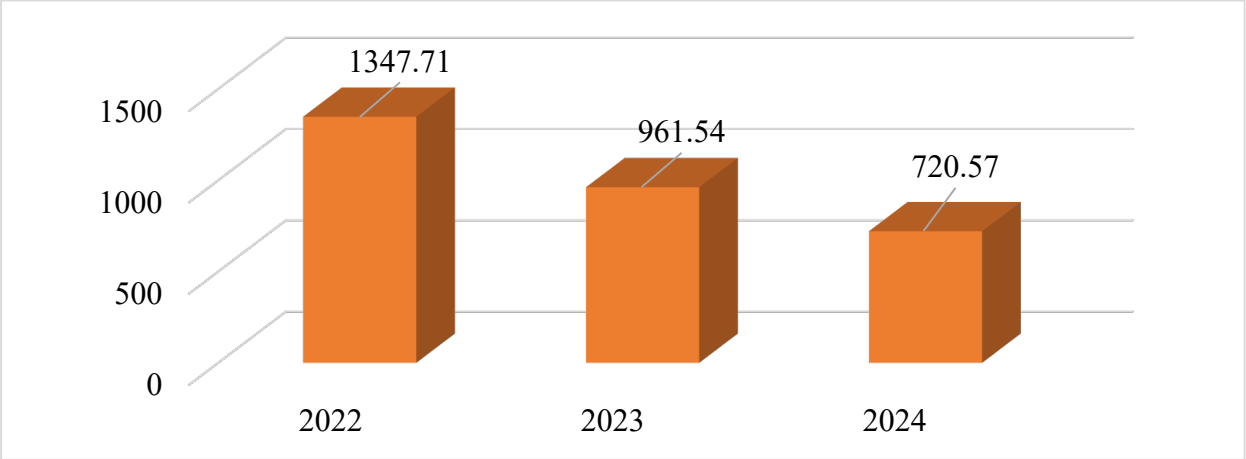


Figure 2. Analysis of labor productivity at S.C. "Primaterax – Nord" S.R.L.

Source: *prepared by the authors based on data from the financial statements and statistical reports No. M3 "Wages and labor costs" of S.C. "Primaterax – Nord" S.R.L. for the years 2022-2024.*

An analysis of labor productivity trends at S.C. Primaterax – Nord S.R.L. between 2022 and 2024 shows a significant downward trend. Thus, while labor productivity stood at 1,347.71 units in 2022, it fell to 961.54 units in 2023 and reached 720.57 units in 2024. This decrease of approximately 46.5% over three years indicates a reduction in the efficiency of labor utilization within the enterprise. Factors that could explain this trend include possible difficulties in implementing modern technologies, a decline in the skill level of employees, a lack of investment in vocational training, or a decrease in orders and volume of activity. Therefore, strategic measures need to be developed to help restore productivity by modernizing work processes, digitizing, increasing staff training, and stimulating individual performance.

The competitiveness of an enterprise is the synthesized expression of the performance achieved as a result of the complex interaction between available resources and how they are managed across all organizational departments. It is determined by factors such as the level of development of the material infrastructure, the skills and stability of the workforce, financial sustainability, the quality of management, and the entity's ability to adapt quickly and efficiently to changes in the external environment, including the dynamics of consumer preferences and their behavior in the market.

In an intensified competitive environment, maintaining and increasing competitiveness in the goods market is only possible if there are economically viable and efficient economic agents. The competitive capacity of enterprises can be assessed by analyzing a diverse set of indicators, including: liquidity level, market stability, quality of products offered, efficiency of capital use in terms of sales revenue and asset turnover, degree of utilization of production capacity, economic profitability, and volume of available equity capital (VĂDUVA, S., 2020).

In an economic environment characterized by dynamism and increasing competitive pressures, assessing and optimizing profitability become essential components of a management strategy geared towards sustainability and competitiveness. Efficient use of resources is a fundamental prerequisite

for maintaining and strengthening market position. In this context, return on assets takes on particular importance, as it highlights the company's ability to turn available assets into profit. Dynamic analysis of this indicator—either through temporal comparison or in relation to the performance of other economic operators in the same field—provides management with a solid basis for assessing operational efficiency and identifying strategic directions for improving the entity's economic and financial performance and competitive advantage.

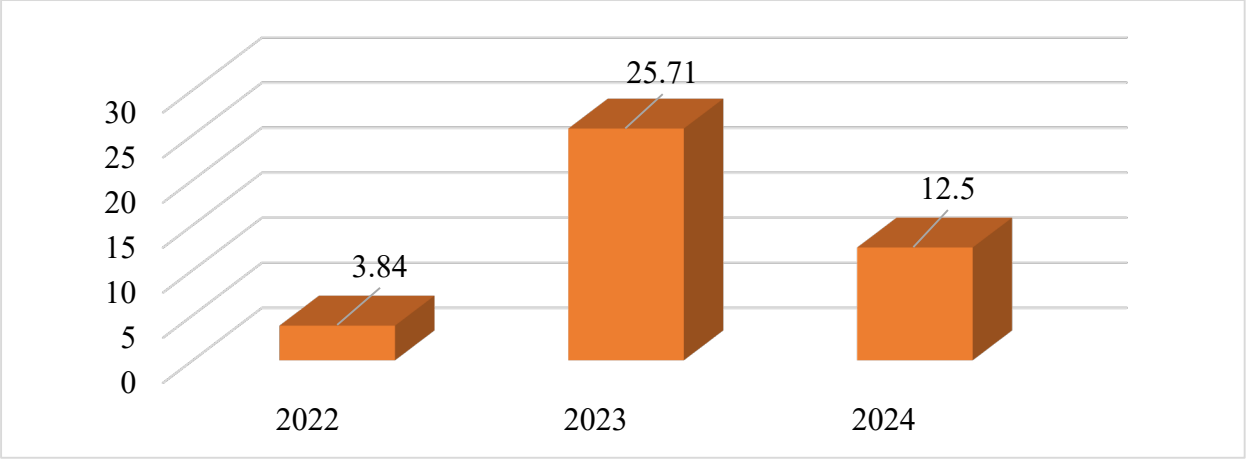


Figure 3. Analysis of economic profitability at S.C. Primaterax – Nord S.R.L., %

Source: *prepared by the authors based on data from the financial statements of S.C. Primaterax – Nord S.R.L. for 2022–2024.*

The analysis of asset profitability reflects the efficiency with which the company uses all of its assets to generate profit. At S.C. "Primaterax – Nord" S.R.L., the evolution of this indicator in the period 2022–2024 shows significant dynamics.

In 2022, the return on assets was 3.84%, a modest value, suggesting low efficiency in the use of assets to generate profit. This situation can be explained by a low level of profit in relation to the total volume of assets used or by an inefficient asset structure.

In 2023, the indicator recorded a spectacular increase to 25.71%, which signals a much more efficient use of assets and an increased capacity of the company to transform available resources into favorable financial results. This performance is the result of well-targeted investments, optimisation of production processes or a significant increase in sales.

However, in 2024, return on assets fell to 12.5%, indicating a reduction in asset utilisation efficiency compared to the previous year. Although the value remains above the 2022 level, this decline signals problems such as increased operating expenses, stagnant revenues, or less efficient use of fixed assets and working capital.

The evolution of return on assets at S.C. "Primaterax – Nord" S.R.L. indicates a significant improvement in performance in 2023, followed by a negative correction in 2024. In order to maintain a high level of economic efficiency, the company needs to analyze the causes of the decline in profitability and take measures to optimize asset management in order to maximize the profit obtained per unit of resources used.

In the current context of an increasingly dynamic and competitive market economy, the analysis of the company's financial performance is an essential tool in the strategic decision-making process. One of the most relevant indicators in assessing the efficiency of the use of own resources is the return on equity, which expresses the company's ability to generate profit from the funds invested by shareholders or owners. This indicator not only reflects financial performance, but also has a direct link to the company's level of competitiveness in the market.

In the case of S.C. "Primaterax – Nord" S.R.L., the analysis of return on equity provides a clear picture of the efficiency of the use of own resources in relation to the economic and competitive

conditions in which the entity operates. A high level of this ratio not only attracts the confidence of investors and financial partners, but also gives the company a competitive advantage by enabling it to reinvest profits in the sustainable development of the business.

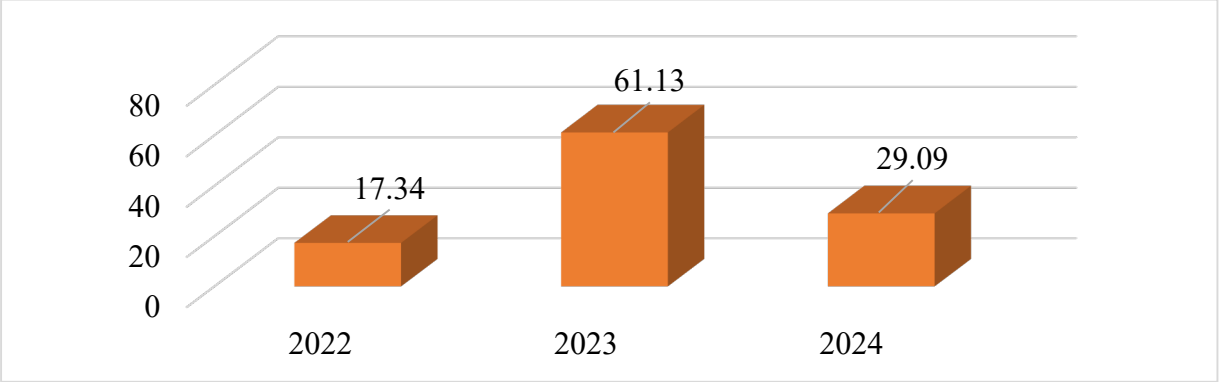


Figure 4. Analysis of financial profitability in S.C. "Primaterax – Nord" S.R.L., %
Source: *prepared by the authors based on data from the financial statements of S.C. "Primaterax – Nord" S.R.L. for the years 2022-2024.*

The evolution of return on equity within S.C. "Primaterax – Nord" S.R.L. during the analyzed period reflects significant fluctuations in financial performance. In 2022, this indicator registered a level of 17.34%, suggesting moderate efficiency in the use of equity capital. In 2023, the company reached a considerable peak, with a rate of 61.13%, which indicates a substantial increase in profitability and, implicitly, a high capacity to capitalize on its own resources, thus consolidating its competitive position on the market.

However, in 2024, the return on equity fell to 29.09%, which, although a reduction from the previous year, remains at a favorable level, signaling the company's continued ability to generate profit. This dynamic can be associated with changes in the structure of revenues and expenses, as well as with strategic adjustments or investments that may temporarily affect profitability but can contribute to strengthening long-term competitiveness.

Assessing a company's competitiveness is essential to understanding its market position and ability to withstand competitive pressures. In the current context of a dynamic and increasingly digitized economy, competitiveness is not limited to prices or production volumes, but also reflects the efficient use of resources, innovation, product quality, and the ability to adapt to market demands.

At S.C. "Primaterax – Nord" S.R.L., competitiveness analysis is closely linked to the company's economic and financial performance, as well as its ability to make efficient use of available resources. Below is a summary of the main indicators that reflect the company's level of competitiveness, providing an overview of its strategic directions and growth potential.

The analysis of the competitiveness indicators of S.C. "Primaterax – Nord" S.R.L. for the period 2022–2024 highlights a significant evolution in the economic and financial performance of the company, but also some fluctuations depending on the operational and financial context.

Sales profitability recorded strong growth in 2023, reaching 17.24%, which reflects increased efficiency in commercial activity, but in 2024 there was a slight decrease to 14.10%, which may signal a reduction in profit margins or an increase in costs.

In terms of liquidity, the company showed an improving trend, especially in terms of intermediate and absolute liquidity, which indicates a better ability to meet short-term obligations. However, fluctuations in current liquidity and low absolute liquidity values in 2023 suggest the need for stricter cash flow control.

Table 2. Analysis of competitiveness indicators at S.C. "Primaterax – Nord" S.R.L.

Indicators	2022	2023	2024
Return on sales, %	4,24	17,24	14,10
Absolute liquidity ratio	0,099	0,015	0,160
Intermediate liquidity ratio	0,292	0,427	0,562
Current liquidity ratio	0,92	1,02	0,89
Autonomy ratio	0,19	0,42	0,43
Financial leverage	5,18	2,37	2,33
Concentration ratio	0,81	0,58	0,57
Maneuverability ratio	-0,23	0,02	-0,09
Financial stability ratio	0,44	0,67	0,66
Ratio of equity to borrowed capital	4,19	1,37	1,33

Source: *prepared by the authors based on data from the financial statements of S.C. "Primaterax – Nord" S.R.L. for the years 2022-2024.*

The autonomy ratio has improved steadily, reaching 0.43 in 2024, indicating reduced dependence on external financing and a strengthening of equity capital. This trend is supported by a gradual decline in financial leverage and the concentration ratio, indicating a more balanced structure of funding sources.

The manoeuvrability ratio, although negative in 2022 and 2024, was positive in 2023, which may reflect a period of operational adjustments and investments. At the same time, financial stability remained relatively constant, and the ratio of equity to borrowed capital reflected an improvement in financial balance compared to 2022.

The competitiveness of S.C. "Primaterax – Nord" S.R.L. showed positive dynamics during the period analyzed, with clear progress in strengthening the financial structure and operational efficiency, but careful monitoring of liquidity and profitability is necessary to support sustainable long-term growth.

In the context of the accelerated dynamics of the economic environment and the urgent need to optimize operational processes, S.C. "Primaterax – Nord" S.R.L. has initiated a comprehensive digital transformation process, aligning itself with modern trends in the field of road infrastructure. According to a recent study by McKinsey, the pandemic has amplified awareness at the managerial level of the importance of modernizing systems and redefining traditional operating models. In this regard, the company has decided to restructure its activities by integrating high-performance digital solutions designed to increase competitiveness and economic performance.

The digitization process involves the implementation of CAD (Computer-Aided Design) and BIM (Building Information Modeling) technologies, which are essential for increasing design efficiency and reducing human error. The use of CAD allows for the development of detailed plans and three-dimensional models of the infrastructure, facilitating simulation and preliminary design analysis in order to mitigate technical risks. At the same time, BIM technology integrates all stages of design, construction, and maintenance into a unified digital model, ensuring effective collaboration between project teams and early identification of potential non-conformities.

By adopting these solutions, the company optimizes costs, reduces project execution time, and improves the quality of road infrastructure works. At the same time, the implementation of the Microsoft Project platform strengthens the integrated project management capacity, providing advanced tools for planning, monitoring, and reporting, which are essential for controlling resources and execution deadlines.

A complementary direction of digitization is the implementation of a human resources management information system, which allows for the automation of work time tracking and efficient team allocation. Digitizing the time tracking process through mobile applications or access systems helps eliminate manual errors, increase transparency, and optimize labor costs.

Also, introducing a digital collaboration platform (like Microsoft Teams, Asana, or Slack) ensures a continuous flow of information between office and field teams, promoting quick decision-making and centralized control of activities. This approach reduces communication time, minimizes coordination risks, and enables effective remote collaboration, which is crucial in managing complex projects.

Strategically, the company prioritizes strengthening its internal digital resource management infrastructure and information security. Practices such as regular archiving, backups, and critical data protection help maintain reliability and prevent information loss.

The digital transformation implemented by S.C. "Primaterax – Nord" S.R.L. represents an essential step in the modernization of design, execution, and management processes, strengthening the company's sustainability, competitiveness, and adaptability in the road infrastructure market.

CONCLUSIONS

Digital transformation is not just a technological modernization, but a revolution that is restructuring the entire economic landscape. Assessing its impact, using relevant indicators and robust econometric methods, is essential for harnessing digital potential and achieving sustainable economic results. This approach requires the simultaneous integration of technological development and the adaptation of economic and institutional structures to the demands of the digital market.

In a dynamic economic environment characterized by accelerated digitization, S.C. "Primaterax – Nord" S.R.L. has initiated a comprehensive digital transformation process, implementing modern technologies to reduce risks, optimize costs, and increase operational sustainability. The progressive application of digital solutions has led to more efficient internal processes, shorter execution times, and improved communication between project teams.

Following the analysis, it is recommended to optimize digital processes by implementing an integrated project management system, developing an IoT infrastructure for machinery, automating human resources processes through HR software, digitizing technical documentation and internal approval flows, using digital collaboration platforms, strengthening cybersecurity, and providing continuous training for staff in digital skills.

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