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ORGANIZATION OF VIRTUAL PROJECT MANAGEMENT OFFICES UNDER CONDITIONS OF ENTERPRISE DIGITAL TRANSFORMATION

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The vector of digital transformation of modern business models is driven by the need to modernize management systems, automate routine operations, and ensure rapid response to market changes. The implementation of cloud-based solutions and interactive communication channels fundamentally transforms traditional administrative approaches. This process has strategic importance, as it stimulates the development of fundamentally new and innovative architectures in project management. Under such conditions, the institutionalization of Virtual Project Management Offices (Virtual PMO) acts as an adaptive response to contemporary managerial challenges. The functioning of such structures ensures the consolidation of corporate data, coordination of distributed teams, and maintenance of interaction among key stakeholders. This minimizes time lags in deadline control and creates a relevant basis for timely managerial decision-making. The practical effect of implementing Virtual PMO is reflected in the transformation of enterprise management systems and marketing processes. Digital platforms provide a synergistic effect in the interaction of project teams and enable real-time information exchange. The integration of Virtual PMO with CRM systems facilitates the transition from reactive marketing models to proactive strategic planning. This creates opportunities for prompt adjustment of marketing campaigns based on the analysis of consumer preferences and the use of verified data. The obtained results confirmed the hypothesis regarding the catalytic impact of Virtual PMO on the transformation of modern business. The implementation of this model increases the efficiency of internal team interaction, minimizes communication barriers, and adapts enterprise market positioning to the conditions of a highly competitive digital environment.

Keywords: Virtual PMO, digital transformation, project management, Agile, digital communications, marketing processes, CRM, remote interaction.

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Introduction

Digital transformation and virtualization of the workspace have become key factors in maintaining enterprise competitiveness. Remote work formats eliminate geographical barriers and ensure continuous interaction among cross-functional teams. In a dynamic market environment, the speed of decision-making through digital platforms and task-management

systems becomes a critical success factor.

At the same time, the transformation of marketing through the synergy of CRM systems and end-to-end analytics enables businesses to respond instantly to changes in demand. These trends determine the need to develop new management structures, particularly Virtual PMO, as a unified environment for coordinating distributed teams and

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consolidating information flows.

Analysis of Recent Research

The theoretical foundations of classical PMO functioning are highlighted in studies [1; 5]. Issues of digital management and implementation of Agile approaches (Scrum, Kanban) are analyzed in the works of researchers [3; 4; 6; 7; 12; 13]. The specifics of virtual team interaction are examined in studies [7; 8], while the transformation of external business processes based on digital marketing tools is revealed in works [9; 10; 14].

However, the conceptualization of Virtual PMO as a unified information space integrating Agile tools, remote work, and analytics still requires comprehensive research.

Purpose and Objectives of the Article

The purpose of the article is to study the theoretical, methodological, and practical foundations of Virtual PMO functioning under conditions of digitalization and to assess their impact on enterprise management and marketing activities.

To achieve this goal, the following objectives were identified:

- to clarify the essence and specifics of Virtual PMO formation;
- to determine the impact of digitalization on the transformation of project management approaches;
- to systematize applied digital tools for monitoring operational activities;
- to investigate the specifics of coordinating geographically distributed teams;
- to substantiate the role of Virtual PMO in optimizing marketing processes;
- to develop mechanisms for neutralizing destructive factors in the functioning of the virtual office.

The scientific novelty lies in substantiating the concept of Virtual PMO not merely as a remote analogue of a traditional office, but as the coordination core of all digital processes. This made it possible to combine project management tools, Agile methodologies, and marketing within a unified integrated information environment.

Further development was achieved in:

- a) the approach to Virtual PMO administration through replacing directive control with a system of asynchronous and flexible monitoring of task increments;
- b) the architecture of convergence integrating Agile Marketing technologies, CRM platforms, and BI analytics;
- c) the methodological framework for business adaptability based on the paradigms of Data-Driven Management and predictive management;
- d) the mechanisms for protecting Virtual PMO through combining the Zero Trust concept with

recommendations for preventing socio-psychological employee burnout;

- e) the practical significance of the results lies in the development of specific applied solutions for designing integrated corporate systems. The implementation of automation tools increases the validity of managerial decisions, optimizes marketing activity, and ensures the formation of long-term competitive advantages for enterprises.

Presentation of the main material

Essence and Functions of Virtual PMO. The current stage of management development is characterized by the gradual abandonment of cumbersome stationary management structures in favor of flexible network-based solutions. In this context, the reconsideration of approaches to organizing project activities has led to the emergence of the Virtual PMO phenomenon. Unlike classical counterparts, this format is focused on creating a unified information and communication environment for integrating the intellectual and technological resources of an enterprise regardless of their physical location.

Research into the genesis of the concept of "Virtual PMO" indicates that it should be regarded as a fundamentally new management model. Its functioning is fully based on a stack of cloud technologies, automated control systems, and continuous communication tools. Therefore, the specificity of a virtual office lies not merely in the digitalization of certain procedures, but in ensuring comprehensive monitoring of the project portfolio under conditions of spatial decentralization of executors [1; 5].

The architecture of Virtual PMO can be divided into several interconnected layers. The foundational layer is the operational management layer, where cloud-based software solutions (particularly Jira, Asana, and Trello) are used to decompose strategic goals into specific tasks, define deadlines, and visualize work stages.

The communication and synchronization layer relies on corporate communication tools such as Microsoft Teams and Slack, which minimize time gaps and support asynchronous interaction among employees located in different parts of the world.

The system is complemented by the marketing and analytical layer. Through the interaction of CRM platforms with business analytics modules, management gains the ability to coordinate current project results with dynamic market demands in real time.

Unlike traditional PMO, which is associated with a rigid hierarchical administrative structure, the virtual office functions as a flexible corporate platform. In this format, the management focus shifts from formal directive control toward real-time data exchange and adaptability of management processes (Table 1).

Table 1

Comparative Characteristics of Traditional and Virtual Project Management Offices

Comparison Criterion	Traditional (Stationary) PMO	Virtual Office (Virtual PMO)
Organizational basis	Physical hierarchical structure tied to an office location.	Network-based structure operating in the cloud environment.
Team geography	Local (primarily in-house) employees.	Geographically dispersed cross-functional teams.
Communication channels	Regulated meetings, local network, paper/electronic document workflow.	Digital platforms, task managers, 24/7 interaction.
Transaction speed	Limited by internal bureaucratic approval cycles.	High speed due to automation and real-time monitoring.
Level of adaptability	Low (focus on long-term classical planning).	High (rapid preventive resource maneuvering).

Source: compiled by the author based on [1; 5; 7].

The Impact of Digital Transformation on Project Management. The profound modernization of contemporary business is inseparably connected with the implementation of integrated digital technologies, which not only automate individual operations but also act as a key factor in restructuring management systems. The systematic implementation of such tools makes it possible to transform the classical triad of “planning – control – implementation” [2; 5]. This conceptual influence of digitalization is most clearly manifested through three interconnected determinants.

The first determinant is associated with spatial decentralization and the migration of data into cloud environments. The transfer of information resources to remote servers minimizes the risks of information asymmetry, intensifies internal communication exchange, and enables geographically distributed teams to operate continuously in a synchronized mode.

The second aspect concerns the automation of

processes and operations. The use of specialized software for project administration frees middle management from routine tasks. Since task tracking, deadline control, resource monitoring, and reporting are performed automatically, enterprises are able to minimize transaction costs and substantially reduce human errors together with related operational risks.

Finally, the logical outcome of these processes is the implementation of Data-Driven Management. Through BI (Business Intelligence) analytical platforms and integrated CRM systems, management abandons intuitive or heuristic decision-making methods in favor of predictive analysis of large data sets. This creates a reliable foundation for preventive risk management, enabling real-time coordination of operational project results with the company’s overall marketing strategy.

The technological basis for establishing a unified information environment of Virtual PMO is formed through the synergy of modern management and corporate communication platforms (Fig. 1).

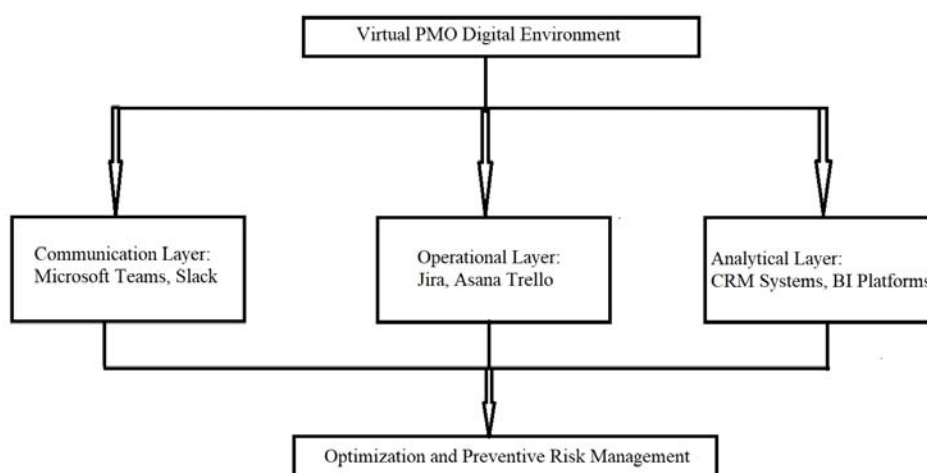


Fig. 1. Integrated Instrumental Platform of Enterprise Virtual PMO

Source: compiled by the author

Under such conditions, digital transformation should be viewed not merely as a technical modernization of infrastructure, but as a key driver for the formation of a new organizational culture. Within this framework, Virtual PMO assumes the role of a coordination center consolidating the informational, human, and marketing resources of a modern enterprise.

Agile Paradigm in the Coordination Matrix of Virtual PMO. The growing turbulence of the market environment forces enterprises to abandon predictive waterfall methodologies in favor of the flexible Agile philosophy. The conceptual framework of Agile is focused on continuous adaptability, iterative operational cycles, and intensified cross-functional interaction [3; 6]. Today, Agile practices are successfully extrapolated beyond the IT sector to marketing, operational, and overall corporate management.

In the practical dimension of Virtual PMO, flexible management is implemented through two complementary frameworks – Scrum and Kanban.

The Scrum framework is based on dividing the project life cycle into short iterations (sprints lasting from one to four weeks). Regular synchronization meetings (Daily Scrum), retrospective analysis, and demonstration of completed product increments allow enterprises to rapidly adapt activities to changing market demands [3; 4; 11].

In contrast, the Kanban framework is oriented toward evolutionary improvement of workflows through visualization of value-creation processes and limitation of work in progress (WIP). The use of cloud-based electronic Kanban boards in Virtual PMO enables management to monitor employee workload in real time and proactively identify bottlenecks.

The coordination of decentralized specialists within the Virtual PMO environment is based on the principles of team self-organization and the use of shared digital tools, generating a specific triad of effects.

First, the effect of information convergence emerges, where the creation of a “Single Source of Truth” regarding task statuses completely eliminates knowledge asymmetry among project participants.

Second, the effect of asynchronous mobility is ensured: tasks are completed consistently even under conditions of significant time differences and spatial dispersion of personnel without loss of the overall project implementation pace.

Finally, the effect of market responsiveness becomes evident through the immediate reconfiguration of the backlog under the influence of dynamic consumer impulses or marketing strategies, significantly accelerating the Time-to-Market indicator.

The synergy between Agile approaches and

Virtual PMO functionality acts as a catalyst for market adaptability, enabling enterprises to optimize transaction costs, intensify innovation dynamics, and build sustainable competitive advantages [6; 7].

Functional Architecture and Applied Tools of Digital Project Management. The effectiveness of deploying a Virtual Project Management Office is directly determined by the architecture of its software and technological complex. The instrumental basis of Virtual PMO should form a synergistic digital environment for ensuring continuous process coordination, operational automation, and management of the company’s distributed human resources. The modern software stack can be differentiated into three functional clusters:

a) operational tracking and project portfolio management systems (PMS – Project Management Systems). Software solutions of this group (particularly Jira, Asana, and Trello platforms) serve as the core for coordinating current tasks, decomposing strategic objectives, and monitoring project timelines. Depending on project scale, their functionality enables flexible configuration of task life cycles within Agile approaches (Scrum, Kanban), visualization of work stages, monitoring of employee workload, and structuring of long-term resource allocation;

b) synchronous and asynchronous corporate communication tools. This segment (Microsoft Teams, Slack) functions as a digital ecosystem of corporate interaction aimed at minimizing the consequences of employees’ spatial decentralization. Through thematic communication channels, integrated video conferencing, and synchronization with PMS platforms, these tools provide corporate knowledge archiving and eliminate the effect of information isolation among remote specialists;

c) analytical and marketing-integrated systems. This layer acts as the principal driver of the Data-Driven Management concept by coordinating internal operational metrics with external market realities. CRM platforms play a key role by accumulating customer interaction data, enabling Virtual PMO to promptly adapt project product parameters to client demands. At the same time, BI systems (Business Intelligence) are used for processing large data sets (Big Data). Based on KPI calculation and interactive dashboard design, they create the analytical foundation for Predictive Management.

In summary, the instrumental basis of Virtual PMO represents a complex integrated digital ecosystem. No individual software product can independently guarantee the expected level of efficiency. Only the comprehensive integration of PMS platforms, communication channels, and analytics into a unified

system makes it possible to minimize time delays and effectively manage project portfolios in a dynamic digital market.

Features of Management and Conflict Resolution in Distributed Teams. The spread of remote employment formats in modern management systems requires the modernization of human resource coordination mechanisms. Within the framework of Virtual PMO functioning, the architecture of managing geographically distributed personnel is transformed in accordance with the concept of results-oriented management.

This approach is based on the dynamic combination of continuous operational monitoring, multi-level digital security, and comprehensive support for effective cross-functional interaction among specialists.

The first vector involves the reconfiguration of operational monitoring and current task allocation. The virtualization of office space eliminates the value of physical presence in the workplace, shifting the focus of control toward performance indicators based on final product increments and KPI metrics. Cloud PMS platforms ensure transparent distribution of responsibilities by automatically defining areas of individual and team accountability, making management processes continuous and independent of employees' physical locations.

Another important element is the establishment of coordinated communication channels. Effective coordination of distributed groups is achieved through the synergy of two complementary formats: synchronous communication (including rapid meetings and secure video conferences) and asynchronous interaction based on corporate communication channels and shared electronic knowledge bases. Such integration significantly accelerates information exchange, improves interdepartmental interaction, and minimizes time lags in strategic decision-making.

Particular importance is assigned to preventive risk management aimed at eliminating infrastructural and technological threats inherent in remote work. Since distributed corporate networks are highly vulnerable to external threats, system security is generally ensured through the implementation of multi-layered protection mechanisms.

Conflicts in virtual teams possess their own specific characteristics. Most often, they arise because of the lack of nonverbal communication and information distortion, which may provoke so-called "text aggression." To prevent and effectively resolve such destructive processes, Virtual PMO applies several instruments: regular cross-functional facilitation, strict rules for documenting agreements in PMS systems,

and organizational mentoring practices.

In addition to communication difficulties, the functional model of Virtual PMO frequently faces the problem of employee professional burnout (burnout syndrome). The primary causes of this phenomenon are continuous cognitive overload and the Blurring Boundaries effect, where the distinction between work and personal life becomes increasingly vague. To protect teams from such risks, enterprises develop digital hygiene rules (including restrictions on work-related correspondence outside working hours), strengthen managers' Soft Skills, and optimize work intensity through Agile approaches.

Ultimately, the real effectiveness of remote team management within the Virtual PMO architecture is determined by the ability of management to maintain a balance between algorithm-based operational control and a human-centered approach to preserving intellectual capital. Only a secure, transparent, and psychologically comfortable work environment enables enterprises to manage projects effectively.

The Role of Virtual PMO in the Coordination and Cross-Functional Integration of Marketing Processes. Contemporary digitalization transforms marketing from an isolated department into a comprehensive system of interdepartmental projects. Under such conditions, the Virtual Project Management Office (Virtual PMO) becomes the central digital hub integrating all processes – from the decomposition of strategic objectives defined by top management to daily operational monitoring.

The effectiveness of such consolidation is based on the parallel development of four key vectors. The priority among them is the transformation of management processes according to the Agile Marketing methodology. The practical adaptation of Scrum and Kanban tools enables companies to abandon cumbersome and inefficient annual media plans in favor of flexible short-term work iterations. Through the architecture of Virtual PMO, teams gain the opportunity to test marketing hypotheses almost continuously, which minimizes the Time-to-Market indicator and allows immediate budget reallocation.

At the same time, there is a need for strict synchronization of distributed content teams and outsourced specialists (designers, copywriters, SEO specialists, targeting experts, and Big Data analysts). Without the integration of cloud-based task managers within Virtual PMO, effective coordination of such expert groups becomes nearly impossible. The platform integrates their efforts into a unified workflow, eliminating information gaps and automatically controlling deadlines.

The same virtual platform is also responsible for the centralization of multichannel digital communications. When an enterprise simultaneously operates numerous channels – from social media and email marketing to complex web analytics systems – the unified PMO digital environment remains the only effective way to maintain coordinated control over these channels.

A separate analytical dimension is associated with the implementation of Predictive Management through the integration of CRM systems into the project environment of the office. This fundamentally transforms the philosophy of decision-making, transferring the company toward the principles of Data-Driven Management. Subjective evaluations are minimized, while managerial decisions are based on precise analytical indicators. Continuous monitoring of consumer behavior in real time creates opportunities for deep market micro-segmentation, enabling enterprises to develop ultra-personalized strategies and anticipate demand fluctuations.

The entire complex of these processes is based on an integrated KPI system accumulated directly within the virtual office. Through embedded BI modules, the assessment of marketing efficiency becomes automated and comprehensive: conversion rates (CR), customer acquisition cost (CAC), customer lifetime value (LTV), and return on marketing investment (ROMI) are continuously monitored.

The achieved level of financial transparency enables management to continuously optimize business expenditures.

In conclusion, Virtual PMO currently functions as the primary integrative foundation for the creative, technological, and analytical resources of an enterprise. By ensuring the synergy of these components within a unified environment, the virtual office not only optimizes current expenditures but also fundamentally enhances the strategic adaptability of business, thereby creating sustainable competitive advantages in the market.

The system of interaction among digital platforms, Agile approaches, and management processes within Virtual PMO is presented in Fig. 2.

As illustrated in Fig. 2, Virtual PMO acts as an integration center coordinating the digital, managerial, and marketing processes of an enterprise.

Advantages and Effects of Virtual PMO Implementation. Due to global digitalization, companies are increasingly shifting toward the Virtual PMO format. Traditional linear management structures are too slow for the modern market; therefore, businesses prefer decentralized digital systems. The transition from a classical hierarchical structure to a flexible information environment creates strong

momentum for development and significantly improves all business processes within the company.

A virtual office optimizes operational expenditures (OpEx). Companies no longer need to spend resources on office rental and maintenance. At the same time, the automation of routine processes frees managers from paperwork and allows them to focus on strategic activities, thereby considerably increasing team efficiency.

The financial benefits of this approach directly depend on decision-making speed. A cloud-based office environment combined with Agile processes enables organizations to identify and eliminate project-related problems without delays. Shared access to data and asynchronous collaboration reduce bureaucratic barriers that traditionally slow organizational development.

Modern technologies also transform interdepartmental interaction. Shared cloud platforms and task-management systems (PMS) consolidate data within a unified environment, reducing chaos and subjectivity. Automated information processing minimizes misunderstandings, improves coordination among remote employees, and increases trust within teams.

Through synchronization of the corporate architecture, all communication and control tools are integrated into a unified digital system. In this environment, Virtual PMO performs the function of a consolidating core, ensuring comprehensive integration of various software solutions – from basic task-management systems and CRM platforms to advanced analytical BI modules (Business Intelligence). Such technological convergence makes it possible to establish a “Single Source of Truth” for the entire corporate data set, thereby improving the validity, reliability, and accuracy of strategic managerial decisions.

Therefore, the implementation of Virtual PMO should not be interpreted merely as the technical transfer of traditional document circulation into an online environment. Instead, it represents a system-wide effect that enhances business adaptability, reduces operational resource intensity, and contributes to the effective utilization of corporate knowledge, ultimately forming the foundation of long-term competitiveness in the digital economy.

Risks and Limitations of Virtual PMO Functioning. Despite the significant advantages of digitalized management, the functioning of Virtual PMO is inevitably associated with a number of risks that may negatively affect project implementation. One of the most vulnerable aspects is the high dependence on technology and the stability of cloud platforms. Any network disruption or cloud-service failure may instantly interrupt communication, block access to data, and shift project schedules.

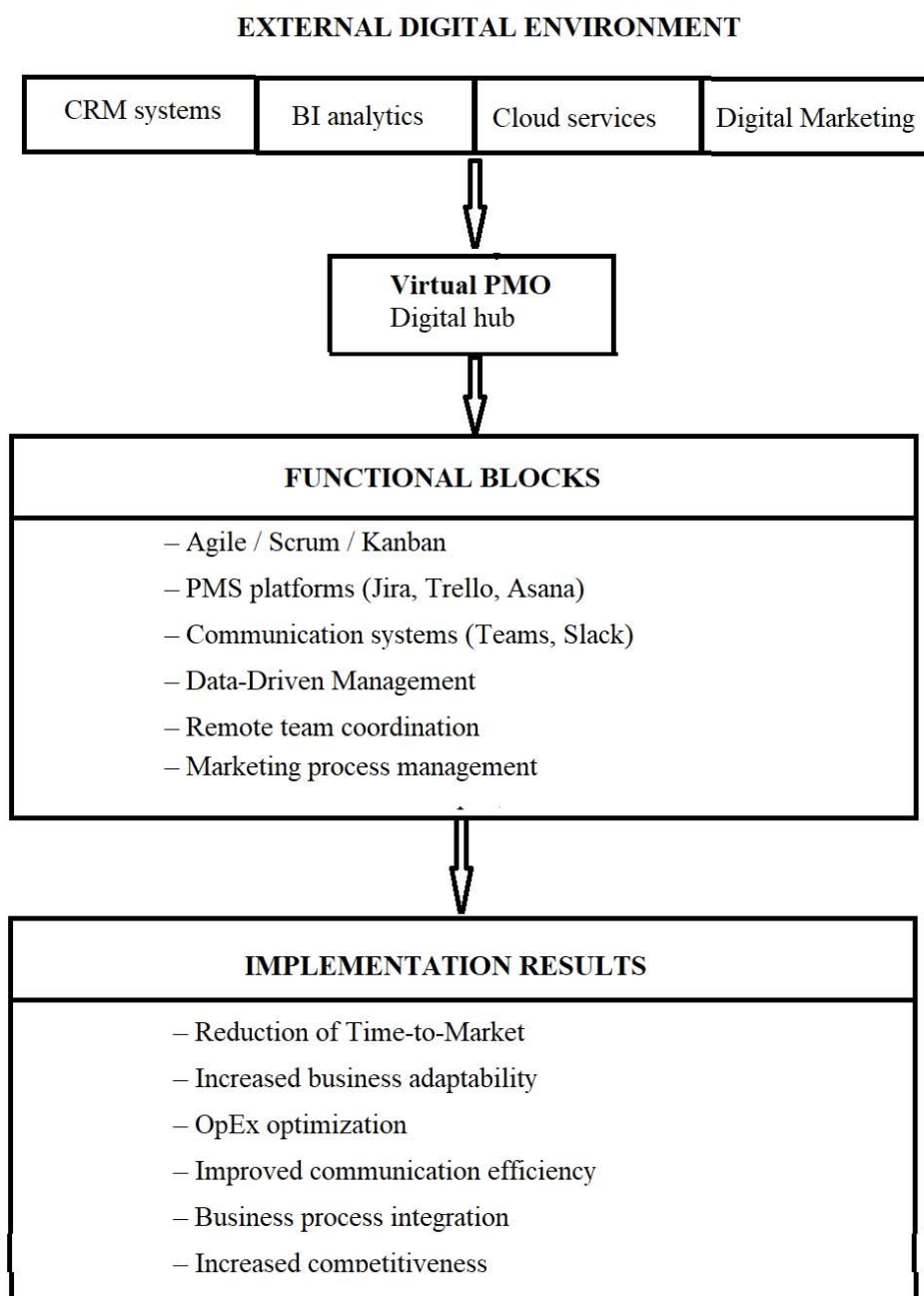


Fig. 2. Conceptual Model of Virtual PMO Functioning under Conditions of Enterprise Digital Transformation

Source: developed by the author

Another serious challenge concerns cybersecurity. When all communication channels, CRM databases, and project tracking systems (PMS) are transferred to cloud infrastructure, the risks of confidential information leakage and cyberattacks increase substantially. To protect intellectual property, enterprises are forced to implement complex multi-layered security systems and adopt the Zero Trust

architecture, where every user action requires continuous verification.

In addition to purely technical problems, difficulties also emerge in coordinating distributed specialists. The absence of face-to-face communication often leads to misunderstandings, information distortion, and hidden tension within teams. This situation is further aggravated by the so-called digital

literacy gap, as employees with different levels of technological competence frequently struggle to adapt to software environments and Agile philosophy.

The psycho-emotional factor should also not be underestimated. Permanent online presence and the constant flow of digital communication generate the Blurring Boundaries effect, where the distinction between work and personal life gradually disappears. As a result, employees may experience chronic professional burnout (burnout syndrome), which directly reduces labor productivity.

Consequently, the viability of Virtual PMO is impossible without a well-developed risk-management system. Enterprises must invest not only in software and cybersecurity solutions but also in digital hygiene regulations, the development of employees' Soft Skills, and a human-centered management culture. Only the balance between technological resilience and a healthy organizational environment can ensure the stable functioning of a virtual office under modern conditions.

Strategic Directions for the Development and Improvement of Virtual PMO. Global trends in business digitalization not only introduce adjustments but also fundamentally transform the methodological approaches that have traditionally dominated project management. The contemporary evolution of Virtual PMO can no longer be reduced to the simple installation of several software products, since such a fragmented approach is inherently ineffective. The viability of the system now depends on the modernization of the entire management framework, where the primary vector of innovation has shifted toward end-to-end automation, advanced analytics, and the creation of a unified information environment.

The foundation of these technological transformations lies in the transition toward Predictive Management through the use of artificial intelligence. Traditional retrospective analysis, which merely recorded past mistakes and collected statistics after events occurred, has become outdated. Modern digital platforms based on Machine Learning technologies and Big Data capabilities are able to forecast risks in advance. This enables management to identify hidden trends, detect even minor deviations in project schedules, and predict resource shortages before a project reaches a critical stage.

Alongside the intellectualization of analytics, the process of Hyperautomation is rapidly developing. The transfer of routine procedures – from operational planning and deadline control to reporting and team coordination – to cognitive services fundamentally changes the nature of operational activities. Reducing transactional workload frees managers' time for strategic

analysis while simultaneously minimizing risks associated with the human factor. Another promising direction in the development of Virtual PMO is the integration of digital marketing instruments and analytical platforms, which allows enterprises to automate communications, improve customer interaction, and generate data-driven decisions based on real-time information.

However, even the deployment of the most advanced intelligent modules will not produce the desired cumulative effect unless they are consolidated into a unified ecosystem. The fragmented landscape of corporate software, where ERP systems, CRM platforms, task managers, and communication channels operate simultaneously, requires the design of flexible interaction interfaces. The integration of these tools under the framework of a virtual office minimizes information isolation among departments, accelerates horizontal knowledge exchange, and provides management with a verified analytical basis for decision-making.

Ultimately, the architectural framework of a modern Virtual PMO is built upon intelligent technologies, end-to-end automation, and flexible infrastructure, creating the managerial resilience necessary for maintaining sustainable competitive advantages in the digital economy.

Conclusions

The findings of the study demonstrate that a virtual office has become a key integration center for modern enterprises rather than solely an alternative organizational format. Replacing the traditional administrative hierarchy with asynchronous management provides businesses with greater flexibility and managerial adaptability. As a direct consequence, companies achieve optimization of operational expenditures, reduction of bureaucratic procedures, and consolidation of analytical information into a unified data environment.

Furthermore, cloud-based offices substantially transform marketing processes. When Agile tools operate in conjunction with CRM platforms, communication barriers between teams are minimized. This enables enterprises to perform detailed market micro-segmentation and accelerate the launch of new products and services.

At the same time, digitalization is associated with a number of risks that require careful consideration. The operational advantages of Virtual PMO are balanced by the constant threat of cyberattacks, employees' emotional exhaustion caused by blurred work-life boundaries, and organizational resistance to digital transformation. The minimization of these risks becomes possible through the

implementation of Zero Trust security architecture and strict digital hygiene regulations.

From the perspective of future research and practical development, the current trajectory is directed toward the integration of artificial intelligence capable of proactively forecasting project risks. The next stage will involve comprehensive Hyperautomation aimed at consolidating fragmented corporate software into integrated digital ecosystems.

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ОРГАНІЗАЦІЯ ДІЯЛЬНОСТІ ВІРТУАЛЬНИХ ОФІСІВ УПРАВЛІННЯ ПРОЄКТАМИ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ ПІДПРИЄМСТВ

Мурадян Л. А.

Вектор цифрової трансформації сучасних бізнес-моделей зумовлений необхідністю модернізації управлінських систем, автоматизації рутинних операцій та оперативного реагування на ринкові зміни. Впровадження хмарних рішень та інтерактивних каналів зв'язку докорінно змінює класичне адміністрування. Цей процес має стратегічне значення. Він стимулює розвиток принципово нових, інноваційних архітектур у проектному менеджменті. За таких умов інституціоналізація віртуальних офісів управління проєктами (Virtual PMO) виступає адаптивною відповіддю на сучасні управлінські виклики. Функціонування таких структур забезпечує консолідацію корпоративних даних, координацію розподілених команд та підтримку взаємодії між ключовими стейкхолдерами. Це дозволяє мінімізувати часові лаги під час контролю дедлайнів і формувати релевантний базис для

оперативного прийняття управлінських рішень. Практичний ефект від впровадження Virtual PMO виявляється у трансформації системи менеджменту та маркетингових процесів підприємства. Цифрові платформи забезпечують синергетичний ефект у взаємодії проєктних груп і переводять інформаційні потоки в режим реального часу. Взаємодія Virtual PMO із CRM-системами сприяє переходу від реактивних маркетингових моделей до проактивного стратегічного планування. Це створює можливості для оперативного коригування маркетингових кампаній на основі аналізу споживчих переваг та використання верифікованих даних. Отримані результати підтвердили гіпотезу щодо каталітичного впливу Virtual PMO на трансформацію сучасного бізнесу. Упровадження зазначеної моделі підвищує ефективність внутрішньокмандної взаємодії, мінімізує комунікаційні бар'єри та адаптує ринкове позиціонування підприємства до умов висококонкурентного цифрового середовища.

Ключові слова: Virtual PMO, цифрова трансформація, управління проєктами, Agile, цифрові комунікації, маркетингові процеси, CRM, віддалена взаємодія.

ORGANIZATION OF VIRTUAL PROJECT MANAGEMENT OFFICES UNDER CONDITIONS OF ENTERPRISE DIGITAL TRANSFORMATION

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The vector of digital transformation of modern business models is driven by the need to modernize management systems, automate routine operations, and ensure rapid response to market changes. The implementation of cloud-based solutions and interactive communication channels fundamentally transforms traditional administrative approaches. This process has strategic importance, as it stimulates the development of fundamentally new and innovative architectures in project management. Under such conditions, the institutionalization of Virtual Project Management Offices (Virtual PMO) acts as an adaptive response to contemporary managerial challenges. The functioning of such structures ensures the consolidation of corporate data, coordination of distributed teams, and maintenance of interaction among key stakeholders. This minimizes time lags in deadline control and creates a relevant basis for timely managerial decision-making. The practical effect of implementing Virtual PMO is reflected in the transformation of enterprise management systems and marketing processes. Digital platforms provide a synergistic effect in the interaction of project teams and enable real-time information exchange. The integration of Virtual PMO with CRM systems facilitates the transition from reactive marketing models to proactive strategic planning. This creates opportunities for prompt adjustment of marketing campaigns based on the analysis of consumer preferences and the use of verified data. The obtained results confirmed the hypothesis regarding the catalytic impact of Virtual PMO on the transformation of modern business. The implementation of this model increases the efficiency of internal team interaction, minimizes communication barriers, and adapts enterprise market positioning to the conditions of a highly competitive digital environment.

Keywords: Virtual PMO, digital transformation, project management, Agile, digital communications, marketing processes, CRM, remote interaction.

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