

# The Current Status and Future of Practicing Blitz Projects within Business and Industry: A Qualitative Study

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**Abstract:** Organizations increasingly operate in environments characterized by rapid change, uncertainty, and strong pressure for faster delivery. In such settings, conventional project management approaches may be insufficient when immediate action, rapid coordination, and extreme schedule compression are required. This study examines the current status and future of blitz projects within business and industry. Blitz projects are the most urgent type of project and are typically associated with crises, emergencies, and other situations in which delay is unacceptable. Although previous research has discussed blitz projects mainly in disaster response, pandemic management, and military contexts, their relevance for business and industry remains underexplored. The study uses a qualitative design based on a literature review and a focus group interview with experienced project managers from different industries. The literature review synthesizes research on and around blitz project topics. The focus group provides practical insight into the feasibility, value, and challenges of blitz project implementation. The findings indicate that blitz projects are still primarily associated with crisis situations, but their logic may become increasingly relevant in industries exposed to innovation pressure and urgent market demands. The study concludes that blitz projects are not yet in standard practice within business and industries, but their future role may expand in selected business contexts as a strategic necessity.

**Keywords:** Blitz projects, Business and industry, Time, Project management

## I. INTRODUCTION

Organizations are increasingly required to respond to rapid change, uncertainty, and growing pressure for faster outcomes. In project-oriented organizations, time has become a critical competitive dimension because projects account for a substantial share of organizational work. As technologies advance, markets shift, and emergencies arise, companies face increasing pressure to complete projects under extremely compressed schedules (Shenhar & Dvir, 2007). In this environment, the ability to respond quickly is no longer simply an operational advantage; in many cases, it is essential for competitiveness, resilience, and organizational survival.

Blitz projects are the most time-pressured type of project and are generally initiated in response to urgent needs, crises, or extraordinary situations in which delay is unacceptable. Li et al. (2023) describe blitz projects as major projects that are highly exposed to time pressure because they respond to realities that affect communities and organizations. They are characterized by rapid execution, high agility, intensive coordination, and immediate decision-making. In practice, such projects require organizations to mobilize resources quickly, simplify procedures, and align leadership and operational teams under strong time constraints.

Previous research shows that blitz projects are most visible in crisis contexts. Examples include pandemic response, the rapid development of the COVID-19 vaccine, and the conversion of large public venues into emergency medical sites (Lewis et al., 2023; Fang et al., 2020). These cases demonstrate that blitz projects are not limited to the public sector. The private sector has also participated in fast-response initiatives, particularly in pharmaceutical development, logistics, and technology-driven emergency solutions. This suggests that the logic of blitz projects may extend beyond crisis management and may become increasingly relevant in industries facing innovation pressure, market volatility, and strategic urgency.

At the same time, the existing project management literature focuses mainly on conventional project categories and on schedule compression techniques such as fast tracking and crashing. Less attention has been given to blitz projects as a distinct project type in business and industry. This creates a conceptual and empirical gap regarding how blitz projects are understood, whether they are feasible in ordinary business contexts, and what organizational conditions are required

for their implementation. Therefore, the purpose of this study is to examine the current status and future potential of practicing blitz projects within business and industry.

The study is based on two qualitative sources: a literature review and a focus group interview with experienced project managers. By combining theoretical and practical perspectives, this paper contributes to a better understanding of blitz projects as an emerging topic in project management. The main research question is:

What is the current status and future of practicing blitz projects within business and industry?

### **1.1 Problem statement**

While the project management literature recognizes the success of blitz projects in emergency response, relatively little is known about their applicability in ordinary business and industry environments. Practitioners and scholars continue to seek effective ways to manage complexity, uncertainty, and resource constraints in increasingly dynamic settings. However, most existing research has treated blitz projects as exceptional crisis-driven responses rather than as a potential organizational approach in industries where speed is strategically important. This research addresses that gap by examining how blitz projects are understood, what conditions support them, and whether they may become more common in business and industry.

### **1.2 Contribution of the study**

This study makes several contributions to project management research and practice.

First, it advances the conceptual understanding of blitz projects by positioning them not only as crisis-response mechanisms, but also as a potentially relevant project form under conditions of extreme time pressure in business and industry. In doing so, the study extends the discussion of project pace and strengthens the conceptual link between urgency, agility, and organizational response.

Second, the study contributes empirically by combining insights from the literature with evidence from a focus group interview with experienced project managers. This enables the research to capture both the theoretical framing of blitz projects and the practical perceptions of professionals working in sectors such as information technology, healthcare, pharmaceuticals, and marketing.

Third, the study identifies organizational conditions that influence the feasibility of blitz projects. The findings highlight top management support, technological readiness, resource availability, and project manager capability as central factors shaping the successful implementation of highly time-sensitive projects. These findings have practical implications for organizations seeking to improve responsiveness under extreme time pressure.

Finally, the study contributes to future research by showing that blitz projects remain underdeveloped in the project management literature. It therefore provides a foundation for further empirical studies, comparative analyses across industries, and the development of more formal frameworks for managing blitz projects in business and industry.

## **II. LITERATURE REVIEW**

### **2.1 Project success and the role of time**

Project success has traditionally been evaluated through the iron triangle of time, cost, and scope or quality (Zidane et al., 2018; Sastoque-Pinilla et al., 2022). However, more recent approaches suggest that success should also include broader dimensions such as customer impact, business value, stakeholder satisfaction, and long-term organizational outcomes (Shenhar & Dvir, 2007). Within this broader understanding, time remains one of the most visible and influential success criteria. In some projects, timely completion supports efficiency; in others, it determines whether the project succeeds at all.

Time is a core dimension of project management because it shapes scheduling, resource allocation, coordination, and control. Project schedules align tasks, dependencies, and deadlines, while time management supports planning and monitoring throughout the project life cycle (Project Management Institute, 2021). When deadlines become non-negotiable, schedule compression becomes essential. This is particularly relevant in projects where delays may create financial loss, reputational damage, or serious operational consequences.

### **2.2 Project pacing and schedule compression**

Pacing is an essential component of project management. It refers to the rate or speed at which tasks and activities are completed throughout the project's life cycle. Effective pacing is critical for project success as it ensures that work is completed on time, within budget, and to the required quality standards. The pacing perspective distinguishes projects

according to time pressure. Shenhar and Dvir (2007) classify projects into four categories: regular, fast/competitive, time-critical, and blitz (Table 1).

<b>Pace Level</b>	<b>Regular</b>	<b>Fast-Competitive</b>	<b>Blitz-Critical</b>
<b>Definition</b>	Time not critical to organizational success.	Time-to-market is a competitive advantage and has an impact on business success.	Time is critical for project success. Delays mean project failure.
<b>Examples</b>	Public works, government initiative, internal projects.	Business related projects, new product introduction.	Crisis situations, war, fast response to natural disasters, fast response to business related surprises.
<b>Organization</b>	Matrix or functional.	Matrix, teams, subcontractors.	Pure project, special task force.
<b>Personnel Focus</b>	No particular focus.	Qualified to the job. Strategically focused on time to market.	Specifically picked. Swift solution of the crisis.
<b>Procedures</b>	No specific attention.	Structured procedures.	Shortened, simple, nonbureaucratic.
<b>Top management involvement</b>	Management by exception.	Go ahead at stages.	Highly involved and constantly supportive.

Table 1. Characteristic of different project pace levels (Shenhar & Dvir, 2007).

However, the available time given for project completion and the degree of urgency, is a crucial factor for distinction among projects.

The same goal with different time frames may require different project structures and different management attention.

The “highest-paced” projects are the most critical in terms of time of product introduction.

Regular projects are not driven primarily by time. Regular projects are those projects that have adequate time allowed to conduct them; as such, they will pass through the project life cycle to produce the expected quality output.

In regular projects, the time factor is not critical to organizational success, while in fast/competitive projects, project completion is important to achieve organizational competitive advantage, and hence the focus is on time to market (Shenhar & Dvir, 2007).

Fast/competitive projects are important because timely completion contributes to market advantage. Time-critical projects have fixed deadlines, and delays typically result in failure.

“Fast” are those projects that incur extra costs to be executed within a brief period and project phases will typically overlap. Fast/competitive projects are the most common projects conducted by industrial and profit-driven organizations, also are the most common projects conducted by industrial and profit driven organizations

They are typically conceived to address market opportunities, create strategic positioning, or form new business lines.

Blitz projects, by contrast, are the most urgent and are usually associated with crises or extraordinary conditions.

As project pace increases, organizational requirements also change. Faster projects generally require greater autonomy, direct communication, more frequent monitoring, and stronger top management involvement (Shenhar & Dvir, 2007; Ehrman & Holzmann, 2012). These projects often demand simplified decision structures and shorter feedback loops. In practice, schedule compression techniques such as fast tracking and crashing can shorten project duration, but they do not fully explain the nature of blitz projects, which involve not only speed but also urgency, uncertainty, and immediate coordination.

Today, in many industries, time is cutting edge. In many industrial projects it is a key factor in the competition between companies, especially when it comes to innovative projects.

### **2.3 Blitz projects**

Blitz projects are commonly associated with crisis response, emergency action, and unusual situations. Examples include field hospitals during pandemics, emergency infrastructure restoration after disasters, military operations, and other urgent interventions requiring immediate mobilization (Fang et al., 2020; Li et al., 2023). These projects are typically initiated when standard planning cycles are too slow to meet the required response time.

Such projects require simplified procedures, fast decision-making, high stakeholder commitment, direct access to top leadership, and a strong sense of urgency (Shenhar & Dvir, 2007; Ehrman & Holzmann, 2012). Because routine approval mechanisms may be too slow or rigid, blitz projects depend on adaptive coordination and focused execution. The

organizational environment must therefore be capable of responding quickly while still maintaining a minimum level of control and accountability.

Top management support is a consistent critical success factor in project management (Pinto & Slevin, 1989; Riaz, 2016). In blitz projects, it becomes even more important because project teams need immediate decisions, rapid escalation paths, and continuous authorization. Organizational readiness is equally important because blitz projects require the fast mobilization of people, technology, and processes (Weiner, 2009; Armenakis & Harris, 2009). Without readiness, even highly skilled teams may struggle to implement projects under extreme pressure.

The literature suggests that the success of high-speed projects depends on the interaction between leadership, structure, and capability. Projects that require urgent delivery cannot rely solely on technical competence; they also require clear authority, trust, and adaptive coordination. In such environments, communication becomes a strategic resource, and teams must be empowered to act quickly without waiting for lengthy approval cycles. This makes leadership behavior, organizational culture, and change readiness central issues in blitz project implementation.

Completing them as fast as possible is the criterion for success (Shenhar & Dvir, 2007), which makes the task extremely difficult.

Uncertainty of the project environment results in a constant need to adapt and change within the organization (Chen et al., 2020). The scheduling demands of blitz projects are difficult to achieve using existing theories and methods and require methodological integration and innovation in practice (Fang et al., 2020).

As the most urgent type of project, blitz projects have significant project management challenges to which project teams must respond with different management approaches (Shenhar & Dvir, 2007) and every step forward in research of blitz project is relevant systematic knowledge of how to implement blitz project as part of regular business in future of project management.

### **III. RESEARCH GAP AND RESEARCH QUESTION**

Although the literature on schedule compression, crisis management, and project pacing is substantial, blitz projects remain underdeveloped as a distinct research topic. However, just a few researchers focused on the blitz project concept, mainly coming from China (Li et al. 2023; Luo et al. 2022; Ying et al. 2025). There is limited theoretical and empirical understanding of how blitz projects may function in ordinary business and industry contexts. Existing studies have largely focused on emergency response or exceptional public-sector cases, leaving uncertainty about how the concept might apply in private-sector settings, innovation-intensive industries, or organizations facing time-critical strategic demands.

The purpose of this study is to examine the current status and future potential of practicing blitz projects within business and industry answering to main research question: „What is the current status and future of practicing blitz projects within business and industry?“

### **IV. RESEARCH METHODOLOGY**

#### **4.1 Research design**

This study uses a qualitative research design based on two sources of evidence:

- I. a literature review;
- II. a focus group interview.

A qualitative approach is appropriate to open “new arena” because the topic is still emerging and requires exploration of perceptions, interpretations, and practical experiences rather than numerical measurement alone. This design allows the study to connect theoretical concepts with practitioner insights.

#### **4.2 Literature review**

The literature review synthesized research on project pacing, schedule compression, project success, crisis response, and blitz projects. It served two functions. First, it established the conceptual background for the study. Second, it informed the focus group interview by helping identify key themes such as time pressure, leadership support, organizational readiness, and project feasibility.

### 4.3 Focus group interview

The focus group included 10 experienced project managers from international IT, healthcare, pharmaceutical, and marketing contexts. Participants were selected purposively based on their project management experience and exposure to varying levels of time pressure and project type. The non-probability sampling method was conducted for this research because it is a technique in which the researcher selects the sample based on subjective judgment rather than the random selection.

Their diverse backgrounds and international environment allowed the study to capture perceptions across sectors where speed and urgency may be relevant in different ways (Table 2 and graph 1).

Participant	Years of experience	Industry	Field of work	Type of project
1. Male(2)	10	Information Technology (IT)	Projects often relate to software applications, technological upgrades, computer and network infrastructures, equipment installation, or cybersecurity.	Information technology development, infrastructure, operations in private sector
2. Female(1)	11	Information Technology (IT)	Projects related to the creation of software applications and technological upgrades.	Information infrastructure in public sector
3. Male(2)	12	Healthcare	Development of web apps or web portals; inclusion of emergency medical services or improved systems.	Remote patient monitoring, development, and adoption of new medical technologies in public sector
4. Female(4)	14	Pharmaceutical industry	Drug development process, from discovery through clinical trials to regulatory approval.	R&D projects, clinical trials, risk assessment in private sector
5. Female(1)	11	Marketing of pharmaceutical company	Creating brand identity, spread, and increase brand value (chief role of the marketing project managers).	Web page, campaign, social media message, press release in private sector

Table 2. Overview of participants (author data)

For research participants were identified through different factor: international work experience, project manager in public/private sector, minimum 10 years of PM experience...

From ten participants four is male and six females, and all are project managers in different industry from IT, healthcare, pharmaceutical company, and marketing with more than 10 years of experience (Figure 1).



Figure 1: Type of industry (author data)

70% participants work in private sector and 30% in public sector

With this division, aim of research was also to obtain a broader and more balanced picture of project management experiences in public vs. private sector (Figure 2).

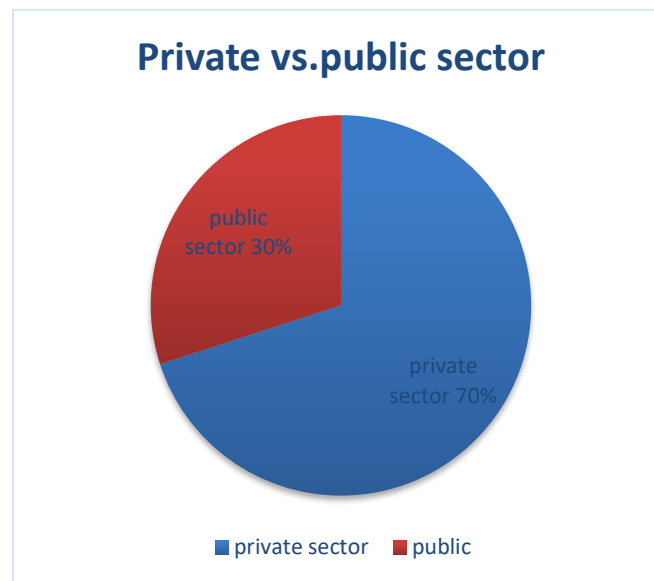


Figure 2: Participants in focus group interviews vs. sector (author data)

Participants were asked to read and sign a consent form indicating their approval to participate.

The questionnaire consisted of twenty questions focusing on type of project regarding time/schedule present in business in industry, gain insight and opinion about future of Blitz project and highlight key factor of Blitz project that are challenges for their management.

The focus group discussion explored participants' understanding of blitz projects, their experiences with high-pressure projects, the organizational conditions that support rapid execution, and their views on whether blitz projects could become more common in business and industry. The discussion also examined perceived benefits, risks, and constraints.

#### **4.4 Data analysis**

The data were analyzed using content analysis. Responses were reviewed and grouped into recurring themes related to project pace, leadership support, organizational readiness, resource availability, and future relevance. This thematic approach made it possible to identify shared perceptions as well as sector-specific differences.

## **V. MAIN RESULTS OF THE RESEARCH**

### **5.1. Main findings from the literature review**

The literature review shows that project pace has become increasingly important in project management. Time is not only a scheduling variable but also a strategic factor shaping competitiveness and organizational survival (Zidane et al., 2018). Blitz projects appear most often in crisis or emergency situations, where delay is unacceptable and time itself becomes the dominant criterion of success (Fang et al., 2020; Li et al., 2023).

The review also shows that schedule compression techniques such as fast tracking and crashing are useful but not sufficient to explain blitz projects. Blitz projects represent a distinct pacing category characterized by urgency, flexibility, and continuous decision-making. They differ from ordinary time-critical projects because the response must often be immediate, not simply accelerated. This distinction is important because it highlights the need for special management conditions, including leadership support, coordination speed, and simplified governance.

Over the next few decades, it is predicted that emergency responses to critical incident events – often characterized by their complexity, uncertainty, high-risk, and high-stakes will significantly increase (Power and Alison, 2017). Organisations are increasingly implementing projects to respond to growing complexity and changes in their environments. (Lechler et al., 2022).

For example, without projects, it would be impossible to tackle grand challenges such as pandemics, climate change or poverty (Ika and Munro, 2022). COVID-19 vaccines and vaccination rollouts were developed and delivered through projects (Winch et al., 2021).

The most intense project type as far as pace is concerned, is the blitz type (Shenhar & Dvir, 2007). These are crisis projects that must be completed as soon as possible. Due to the urgency of completing the project, no bureaucracy or documentation are applied, and top management is always involved. (Ehrman and Holzmann, 2012).

There is limited research regarding the use and the future of managing Blitz project in business and industry. Example of Blitz project are related to fast response to crisis management. Blitz projects are driven by event-target and time-people driving forces, so as agility. Actually, and surprisingly, there are just a few research done so far, after the arena was described (Shenhar and Dvir, 2007).

Two of the most recent research regarding Blitz project are coming from China:

The first study brings results and lessons learned from blitz projects organization and management in China, in regards of recent pandemic (Li et al., 2023). The study titled "Extreme Schedule Strategies for Blitz Projects: Lessons from Specialty Field Hospitals During the COVID-19 Pandemic." analyse the need for speed in project management versus stakeholders and the context. The study claims for further research of "blitz projects." Another study reflects on the challenges that become apparent as the speed of projects increases and drive project success, with proposal to systematically study the schedule management of blitz projects (Li et al., 2023).

In the business field, as technology advances, markets change, and emergencies occur, companies and organizations are also facing greater pressure to implement projects with extremely tight schedules such as the rapid development of new products.

Blitz projects are crisis-response endeavors prioritized for speed and characterized by:

- Direct, continuous top management involvement
- Minimal bureaucracy and documentation
- Cross-functional teams and real-time decision-making
- Willingness to "crash" traditional schedules via parallelization and resource surge

Existing research (Li et al., 2023; Ehrman & Holzmann, 2012) places blitz projects at the extreme end of a time-pressure spectrum, with the majority of cases found in healthcare (emergency hospital construction, vaccine development), military, and disaster relief. The literature identifies clear success factors—leadership, communication, resource mobilization—but notes a lack of formalized transfer frameworks to standard business contexts.

The project management domain is a hive of activity, as organizations strive to meet heightened customer demands, digitize operations, and confront the challenges of the contemporary market.

In business is clear that the speed of projects increases and drives project success. Practicing Blitz project within business and industry can give an example to understand through how these rapid-response and Blitz projects were completed within such a limited time frame and with what outcomes. Blitz project can offer project manager's opportunity to create innovative and effective practice.

Conclusion from this literature overview shown current status of Blitz project as answer to emergency like pandemic, war.... and need for further development schedule management, because of need for reducing project time to deliver business innovation and effectiveness.

## **5.2 Main findings from the focus group interview**

The focus group results indicate and confirmed that different project types require different levels of planning, speed, flexibility, and management support.

Top management support as one of key success factor. Generally described as moderate overall, with most participants rating it around 7/10. For innovative, fast-tracking, and business-critical projects, support was seen as stronger, typically around 8/10 or higher.

Time was viewed as critical in nearly all projects because speed to market and R&D success strongly influence business success. In the healthcare and public sectors, fewer projects were seen as highly time-sensitive, with many classifieds as regular projects.

The distribution of project types in this research showed insights into the organizational context in which project managers operate and provide insight into the level of urgency, complexity, and management support required for different projects (Figure 3).

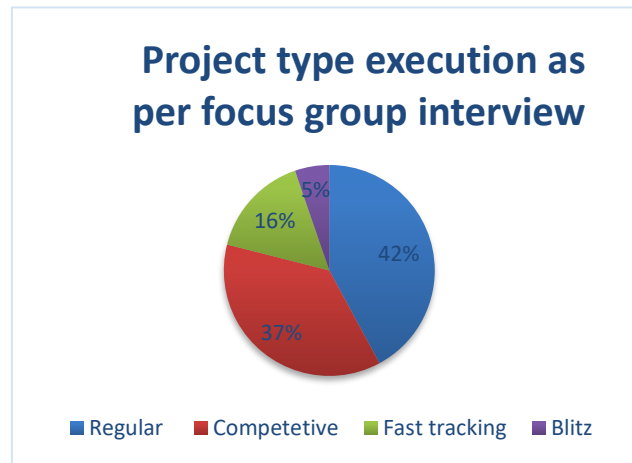


Figure 3: Distribution of project types as per focus group interview

Participants expected high-level management support to be:

- Good for regular projects
- Very good to excellent for competitive and fast-tracking projects
- Excellent for Blitz projects

One important insight was that although multinational companies may appear to offer strong support in theory, the practical level of support is often different.

Participants reported extensive experience with regular, competitive, and fast-tracking projects, but with a limited experience with a true blitz project. This suggests that although the concept is theoretically meaningful, it is still not widely practiced in everyday business settings.

Industry differences were also evident. Time pressure was strongest in pharmaceutical and IT projects, where speed is closely linked to innovation and competitiveness. In these sectors, delays can affect market opportunity, regulatory timing, or technological advantage. Marketing projects also showed pressure for rapid delivery, especially in response to launch campaigns and communication needs. These findings suggest that time-sensitive logic is already present in several industries, even if these projects are not formally described as blitz projects.

Participants identified the main challenges for blitz projects (Figure 4):

- top management support;
- technology and infrastructure;
- cost-benefit balance;
- risk level;
- methodology;
- stakeholder expectations;
- limited resources;
- project manager capability

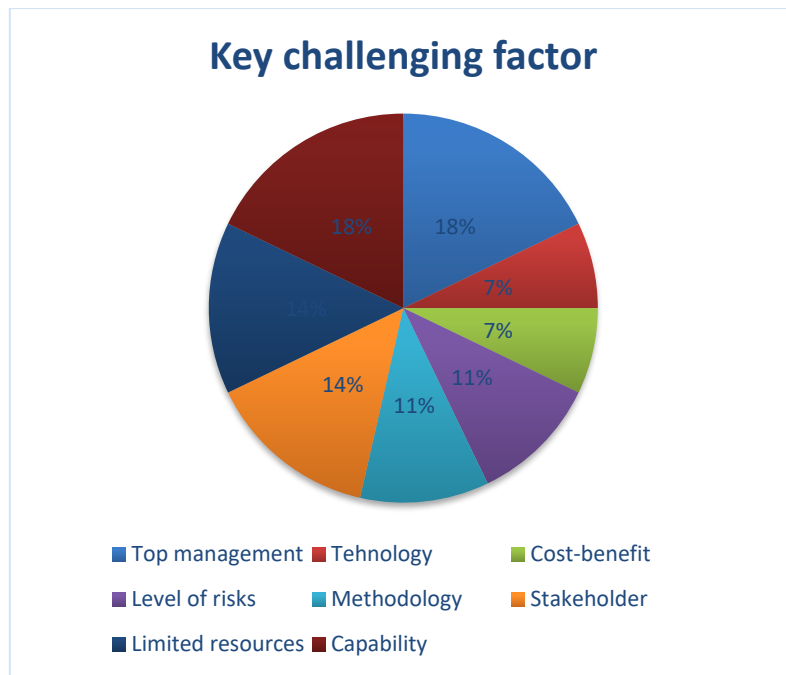


Figure 4: Key challenging factor(author data)

The most challenging factors were top management support and technology, followed by cost-benefit balance and limited resources. These findings align with the literature on project success and organizational readiness (Pinto & Slevin, 1989; Weiner, 2009; Armenakis & Harris, 2009).

Participants raise discussion on building capability of project managers to be able to manage complex projects including Blitz projects.

But it's not just project managers, in fact the whole system needs to be prepared for that way of working, that means project governance and project management...Preparation should be done on three levels: company, projects and individuals.

## VI. DISCUSSION AND LIMITATIONS

### 6.1. Discussion

The study suggests that blitz projects are currently most visible as crisis-response mechanisms, but their logic may have broader applicability in business and industry. Sectors exposed to innovation pressure, tight deadlines, and rapid market shifts may increasingly encounter conditions that resemble blitz project logic. This is particularly relevant where speed itself becomes a source of strategic advantage.

The results also show that blitz projects are not simply faster projects. They require a distinct organizational mindset, strong leadership, resource readiness, and the ability to operate under ambiguity and extreme urgency. In this sense, blitz projects represent not only a scheduling challenge but also a governance and coordination challenge. Organizations that want to implement such projects must be willing to simplify procedures, empower teams, and respond quickly to changing conditions.

Critical success factors are quite different for each industry, but the top management support is still one of the most common critical success factors in managing Blitz projects. The importance of top management support being an active stakeholder is a strong factor that must be present throughout the process of project implementation to ensure project success as shown through this research(Ahmed et al., 2016).

So, up-skilling of project managers and top management for the future has never been more pressing, special in Blitz project. But it's not just project managers, in fact the whole system needs to be prepared for that way of working, that means project governance and project management...

For project managers, this era presents an unparalleled opportunity.

In summary, main findings of this research are:

1. Blitz projects are truly low presented in research community and there are only a few research on this topic.
2. Literature overview proves that current status of practicing blitz projects is as response to natural disasters, war, earthquake, pandemics ...
3. Concept of Blitz project is necessary in practice of project managers with need for defining framework and method for implementing Blitz project as part of regular business.
4. Further research in the area of Blitz projects will contribute to building capabilities of project managers to manage projects not only for business and industry but for the entire community.
5. Future of practicing blitz projects within business and industry is already here and Blitz project can offer project manager's opportunity to create innovative and effective practice.
6. This research contributes to project management in important ways. Findings from this research about blitz projects management shown the direction to profession about the relevance and potential that might be used while managing complex projects in extremely short time frame.

## **6.2.Limitations**

The study has several limitations.

First, the generalizability of a single scenario. The focus group sample was small and limited to one context. . However, findings might be relevant wider.

Second limitation of this study is lack of results from the previous research about and around the topic, so as formal practices about blitz project management. Due to dealing with new and not known topic, third limitation of study is sampling size because only few experts have deeper knowledge about and around topic.

Future studies should use broader samples and sector-specific case studies to deepen understanding of how blitz projects operate in practice.

## **VII. CONCLUSIONS**

In today`s project management there is permanent need for speeding up, not only about fast response to some pandemic or war. On the other hand, in the business field, as technology advances and dynamic of markets constantly changes, there is greater pressure also to implement blitz projects in everyday business.

Blitz projects are unique, complex, and important for project management, so this topic requires more attention from the research community.

Blitz projects are often direct responses to crisis events and catastrophes, caused by acts of people or by nature. However, the blitz project approach could be used in the future within business and industry as well as to conduct critical projects for the community. Due to limited research -project management body of knowledge don't have sufficient information about current status and future of Blitz project and method for implementing such approach.

This paper examined the current status and future potential of practicing blitz projects within business and industry. Based on the literature review and focus group interview, blitz projects are still rare and are most commonly associated with crisis situations such as pandemics, disasters, and emergency interventions. However, their relevance may grow in selected business and industry contexts where speed is critical for innovation and competitiveness.

The literature confirms that blitz projects require exceptional coordination, rapid decision-making, simplified procedures, and strong top management involvement. The focus group supports this conclusion and highlights leadership commitment, resource availability, technology readiness, and managerial capability as the main barriers to broader adoption.

The main advantage of the study is that it brings together conceptual and practitioner perspectives on an underexplored topic. Its limitation is that the evidence is exploratory rather than confirmatory. Even so, the study provides an important starting point for future work.

The findings suggest that the current status of practicing Blitz projects within business and industry is still relatively limited, as such projects require strong top management support, rapid decision-making, real-time communication, and cross-functional teamwork. At the same time, organizations face important challenges such as resource constraints, high

risk and uncertainty, stakeholder expectations, and organizational resistance. Therefore, although Blitz projects are not yet widely practiced in many settings, their future depends on the ability of organizations to improve readiness, strengthen capabilities, and adopt more agile and responsive ways of working. In industries where speed, innovation, and competitiveness are critical, the use of Blitz projects is likely to become more important in the future.

Further research should develop a more detailed framework for blitz project management and empirically test its applicability across different industries. Comparative studies, cross-sector analyses, and case-based research would be especially valuable for understanding when blitz projects are appropriate and how they can be managed successfully.

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