

1 A scientometric analysis and critical review of digital twin applications in project operation 2 and maintenance

3 Abstract

4 **Purpose** – Recent emerging information technologies like digital twin (DT) provide new
5 concepts and transform information management processes in the architecture, engineering, and
6 construction (AEC) industry. Although numerous articles are pertinent to DT applications,
7 existing research areas and potential future directions related to the state-of-the-art DT in
8 project operation and maintenance (O&M) are yet to be studied. Therefore, this paper aims to
9 review the state-of-the-art research on DT applications in project O&M.

10 **Design/methodology/approach** – The current review adopted four methodological steps,
11 including literature search, literature selection, science mapping analysis, and qualitative
12 discussion to gain a deeper understanding of DT in project O&M. The impact and contribution
13 of keywords and documents were examined from a total of 444 journal articles retrieved from
14 the Scopus database.

15 **Findings** – Five mainstream research topics were identified, including (1) DT-based artificial
16 intelligence (AI) technology for project O&M, (2) DT-enabled smart city and sustainability, (3)
17 DT applications for project asset management, (4) Blockchain-integrated DT for project O&M,
18 and (5) DT for advanced project management. Subsequently, research gaps and future research
19 directions were proposed.

20 **Originality** – This study intends to raise awareness of future research by summarizing the
21 current DT development phases and their impact on DT implementation in project O&M among
22 researchers and practitioners.

23 **Keywords:** Digital twin; Information technologies; Project operation and maintenance;
24 Scientometric; Construction industry

25 **Paper type:** Literature review

1. Introduction

Data has become one of the most valuable assets in the world whilst data from engineering assets and systems are essential for equipment monitoring and diagnostics (Shi et al., 2023). The use of data can influence decision-making across the project management life cycle. This is because, the capability and quality of project performance have increased due to enterprises using descriptive project data analytics (Kaewunruen and Lian, 2019). The development of simulation and data-relevant technologies is growing within the Fourth Industrial Revolution (4IR) (Keogh and Smallwood, 2021). Deloitte Insight (2021) suggested that over 70% of respondents expressed that their organizations are utilizing artificial intelligence (AI). Results from more than 90% of chief information officers and senior technology directors indicated that data analytics and cognition would have the second-largest influence on enterprises in the next three years (Deloitte Insight, 2020). Therefore, the construction industry should primarily focus on smart project asset management in the 4IR era.

Project operation and maintenance (O&M) phase has lasted for more than several decades, making it difficult to implement smart construction technologies (Wang et al., 2023). All construction project's costs include a sizeable portion of the O&M phase. Data and digital information are essential for daily construction management and equipment maintenance of projects. One of the biggest challenges of project O&M management is maintaining the integrity, validity, and inter/intra-relationships of data (Wetzel and Thabet, 2015). It is reported that the construction industry contributes to nearly 10% of gross domestic product (GDP) in different countries whilst the digital twin (DT) has been utilized in many countries such as China, Australia, United States, and United Kingdom (Opoku et al., 2021). Hence, the application of DT in construction project O&M plays a significant role in future sector development, occupational optimization, and work process improvement (Feng et al., 2023).

Meanwhile, DT as a problem detection and decision-making tool has been proven to facilitate data utilization by integrating it with other technologies' data for daily project O&M (Müller-Zhang et al., 2023). As such, DT applications can enhance collaboration through real-time information sharing in many industries such as architecture, manufacturing, engineering, and construction (Lu et al., 2020a; Dabirian et al., 2023). In the traditional approach, designers adopt computer simulation and engineering tools to calculate and design project life cycle and physical detecting mechanisms (Chen et al., 2022). They optimized the procedure through accurate calculation to save cost, but this method lacks consideration for strategy limitation and the relationship of applicants' configuration. As the computing industry and AI evolved (Gao et al., 2023), DT—a form of improved algorithms and cutting-edge computer technologies—has made real-time monitoring and digital power conceivable. DT can enhance every physical object, process, and system. It provides a dashboard that can monitor past and present operations and predict future actions by combining software analysis, AI, and machine learning (ML) data, then update any changes in the physical environment (Michie et al., 2017).

DT technology has been applied in several sectors. For example, Xiong et al. (2021) mentioned that NASA was the first organization that applied DT technology to continuously monitor spacecraft status to prevent degradation and failure in 2002. Jiang (2021) argued that the service application layer in the field of construction can also display the O&M status of construction lines on a variety of platforms using modules for construction quality presentation, building process control, change management, work progress feedback, device failure diagnosis, and health status testing. However, a precise knowledge of how to deal with the future direction of integrating DT with current technologies and systems is lacking, as well as comprehensive DT adaption plans (Zhao et al., 2022; Grüner et al., 2023).

Since the architecture, engineering, and construction (AEC) industry is undergoing a burgeoning digital transformation, data virtualization technologies and representation levels have become a new and critical research direction (D'Urso et al., 2024). Opoku et al. (2021) analyzed the application of DT in several areas such as facility management, logistics management, monitoring and control, and structural interaction in the project lifecycle. These areas belong to specific branches of the project O&M, so it proves the importance of DT for upgrading the operational model of the construction industry. As noted by Boje et al. (2020), building information modeling (BIM) provides the protocol for data standards and monitoring to increase the added value of equipment data. Meanwhile DT technology makes use of the synchronization of the bi-directional cyber-physical data flows to reduce the BIM's control capability gap.

Existing studies have focused on the benefits and DT integration with other technologies for organizational performance, facilitating the maturity of digital transformation (Broo and Schooling, 2023). However, the identification or prediction of faults and real-time monitoring of machine equipment operating conditions represent the biggest obstacles to complete automation of machinery and improve project O&M (Deebak and Al-Turjman, 2022). Even though the quality of project O&M and diverse process flow control can benefit from its application (Zhang et al., 2024), it would not be realized if the basic problems cannot be solved and relevant changes are not appropriately accomplished. Examples include interoperability and standards of data processing within different technologies (Ramonell et al., 2023), challenges of data collection and analyzes for supporting decision-making (Kamari and Ham, 2022), and practical innovations in project O&M procedures for facility managers or O&M managers to enable real-time monitoring and service-based production (Müller-Zhang et al., 2023). The challenges of DT applications in project O&M necessitate its alignment with the organization's strategy and social acceptance which conform to the requirements of digital transformation of project management. Therefore, understanding how to reap the rewards of its deployment is more crucial than understanding why to use this technology (Love and Matthews, 2019). Several researchers have focused on DT applications for smart construction and carbon emissions in building projects (Yevu et al., 2023), safety management (Agnusdei et al., 2021), building construction industry (Long et al., 2024), and smart buildings (Ghansah and Lu, 2024). Despite previous review efforts, there is limited research

106 related to the application of DT in project O&M. As a result, this study explores the adoption of
107 DT applications in project O&M phase of construction lifecycle processes, and provides research
108 gaps and future research directions that are beneficial to researchers and practitioners and for
109 advancing research in this field.

111 Given the above, this study aims to conduct a scientometric and critical review of published articles
112 in the Scopus database related to DT applications in project O&M in the last 10 years (i.e., from
113 2014 to January 2024). Specific research questions that were formulated to achieve the stated aim
114 include:

- 115 1) What are the annual research publication trends and relevant peer-reviewed journals on
116 DT in project O&M?
- 117 2) What are the scientometric analyses on co-occurrence keywords and documents?
- 118 3) What are the mainstream research topics identified by DT in project O&M?
- 119 4) What are the future research directions on DT in project O&M?

121 The results of this review could assist researchers, policymakers, and practitioners to enhance the
122 understanding of recent developments and future demands of DT application in project O&M, and
123 how it contributes to the digital transformation of project/construction management. Likewise, the
124 findings can help other researchers to advance potential research directions for DT integration with
125 emerging digital technologies such as AI, blockchain, and internet of things (IoT), which would
126 facilitate decision-making, fault diagnosis and forecasting in the process of project O&M. Besides,
127 this review study would draw the attention of policymakers and practitioners to the importance of
128 data/information management to enable the application of DT in complex project management
129 scenarios.

131 The remainder of the review paper is as follows. Section 2 elaborates on the research methodology.
132 The results of the annual publication, relevant peer-reviewed journals, and scientometric analyses
133 are reported in Section 3. Discussions of mainstream research topics, research gaps, and future
134 research directions are provided in Section 4. Section 5 summarizes the conclusions of this review
135 paper, while Section 6 highlights its limitations and future research directions.

137 2. Research methodology

138 This study adopted a scientometric analysis and critical review method to analyze and virtualize
139 related articles on DT applications in project O&M. This method provides an in-depth
140 understanding, structure, knowledge integration, and research trends (e.g., author, keywords,
141 documents, etc.) between different domains (Shi and Antwi-Afari, 2023; Zhang et al., 2024). The
142 Scopus database was used to search for relevant publications and serves as a source of data
143 collection. A systematic review was conducted to synthesize the recent and existing research studies.
144 This approach of reviewing existing literature is transparent, reliable, and minimizes bias
145 (Rethlefsen et al., 2021). The findings from the critical review would be beneficial for professional

146 knowledge, theories, and promote understanding of research trends. An overview of this review
147 research process is illustrated in Fig.1.

148 <Please insert Figure 1 about here>

149 2.1. Stage 1: Literature search

150 The initial step is to search for relevant publications in the Scopus database that would assist in
151 presenting the results for the annual publication trends and relevant peer-reviewed journals on DT
152 in project O&M. Scopus and Web of Science are the most scientific literature search databases.
153 However, Scopus database covers more broader range of multiple disciplines of journals and
154 articles compared to the Web of Science (Mongeon and Paul-Hus, 2016). Given the
155 interdisciplinary nature of DT applications in project O&M, the Scopus database was selected to
156 capture a wider range of perspectives or diverse disciplines that contribute to the understanding of
157 this study. Furthermore, Scopus has more citation counts and is recognized as performing better
158 than Web of Science at interface and filtering aspects because it offers advanced citation tracking
159 features for analyzing citation patterns, detailed abstracts and faster indexing for accurate review
160 process (Harzing and Alakangas, 2016). As a result, the Scopus database has been widely utilized
161 in previous scientometric or science mapping review articles (Antwi-Afari et al., 2023; Chiang et
162 al., 2023), thus, it was selected for the present review study. A thorough search was carried out
163 using a two-part search string in the “article title/abstract/keyword” field. The first search string of
164 keywords includes “digital twin” OR “digital twins” OR “virtual counterpart” OR “digital replica”
165 OR “virtual twin”, while the second search string of keywords constitutes “project” OR “operation”
166 OR “maintenance”. To ensure that the articles covered the most recent years, the studied period
167 ranges from 2014 to 2024. It can also help to examine the most representative research articles for
168 further analysis.

170 2.2. Stage 2: Literature selection

171 After the literature search, the results must be screened to aid in identifying articles within the
172 purview of this study and credible sources that can be used for further scientometric analysis.
173 Considering the studied research domain, the publications were limited to “engineering”, resulting
174 to 3,975 publications out of 5,993 literature documents that were initially found by the search query.
175 The document type was limited to “articles”. This is because scientific articles undergo rigorous
176 peer review, and they were used to conduct the annual publication trends. Consequently, book
177 chapters, conference papers, reviews, notes, and so forth were omitted, thus obtaining 1,656
178 publications. Notably, 79 publications were excluded due to “article in press” stage, whilst 39
179 articles were from trade journals, and 13 book series. In total, 246 irrelevant articles were excluded
180 because they were written in languages other than “English”. After selecting all “open access”
181 articles, 508 articles were obtained after the screening processes. Manual screening is imperative to
182 narrow down the application of DT in project O&M because DT has been applied in several sectors
183 such as AEC, aerospace, manufacturing and automotive, especially for flexible assembly line
184 design or redesign. Thus, articles unrelated to DT applications in project O&M were removed.
185 Meanwhile, other articles without digital object identifier (DOI) were also deleted. Finally, 444

186 articles were used for scientometric and critical review analysis. Table 1 illustrates the search query
187 string and search results.

188 <Please insert Table 1 about here>

189 2.3. Stage 3: Science mapping analysis

190 To comprehensively understand the publications and knowledge in this field, a science mapping
191 analysis was conducted to generate visualized scientometric network diagrams which show the
192 graphical representation of bibliographic records. There are numerous science mapping tools,
193 including BibExcel, CiteSpace, CoPalRed, Gephi, IN-SPIRE, VOSviewer, and many others,
194 designed for analyzing and visualizing the bibliometric network of scientific research (Kumar and
195 Choukimath, 2015; Wu et al., 2020). The VOSviewer tool was selected because it offers text-
196 mining functionalities and creates co-occurrence networks from scientific literature. VOSviewer
197 autonomously detects terms and constructs scientometric maps using web data, which provides
198 clear graphical representation and facilitates analysis from diverse perspectives (Van Eck and
199 Waltman, 2017). The key advantages of VOSviewer over other science mapping tools encompass
200 its user-friendly graphical display capabilities, suitability for handling large datasets, and flexibility
201 in accommodating diverse databases and sources in various formats (Van Eck and Waltman, 2010;
202 van Eck and Waltman, 2017). Consequently, VOSviewer was adopted in this study to generate and
203 visualize network maps of DT applications in project O&M in order to conduct (1) keywords co-
204 occurrence analysis and (2) document analysis. Keyword co-occurrence analysis examines the
205 number of articles associated with emerging keywords, while document analysis displays the
206 number of citations of documents (Van Eck and Waltman, 2010). These results were further used
207 to understand and discuss the mainstream research topics, research gaps and future research
208 directions of DT in project O&M.

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210 2.4. Stage 4: Qualitative discussion

211 This stage analyzes the contents of key selected articles whose objectives and findings were
212 thoroughly assessed and aligned with this study's goals such as the mainstream research topics,
213 research gaps, and future research directions in the field of DT in project O&M. The results were
214 obtained and based on the relevant publications, data visualization, and temporal classification.
215 Meanwhile, the document and keyword analyses revealed the hot topics and research trends of DT
216 applications in project O&M. The goal of assessing DT usage in the construction sector and
217 establishing practical applications in project O&M is to highlight the research problems so that
218 other researchers and professionals may use them to guide future development directions. In this
219 stage, the mainstream research topics in DT in project O&M were discussed based on the keywords
220 and identified documents in the previous stages. It also articulates future research directions and
221 research gaps that are of great value to be further researched for the development of DT applications
222 in project O&M.

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226 3. Results

227 3.1. Annual publication trend of articles

228 In this study, 444 journal articles were used for further analysis as distributed in Fig. 2. As such,
229 Fig. 2 shows the annual publication trend of articles related to DT applications in project O&M. As
230 shown in Fig. 2, the articles were published from 2014 to 2024. It clearly shows a significant overall
231 upward trend of number of published articles on DT applications in project O&M from 2017 to
232 2023. The increase in the number of publications may be explained by the advancement of digital
233 technologies and the growing interest of practitioners and researchers in this field. For instance, the
234 maturity of BIM applications and the development of AI technologies have promoted the demand
235 for real-time monitoring, predictive fault diagnosis, and prevailing visualization dashboards.
236 Likewise, the transformation of digital technologies in project management, especially the O&M
237 stage requires more accurate and efficient digital technologies to manage facilities and their
238 operational processes. As a result, researchers and practitioners have demonstrated the integration
239 of BIM and DT for data modelling, assessment, and collection (Pan and Zhang, 2021; Radzi et al.,
240 2024). It was found that the number of published articles increased in the last 4 to 5 years and
241 peaked at 195 articles in 2023. Based on the continued growth of published articles in the studied
242 domain, it is expected that the number of publications will increase in 2024, since the data was
243 collected as of January 2024, showing a downward trend from 2023 to 2024 with 17 articles. Future
244 research should confirm whether the speculation is correct.

245 <Please insert Figure 2 about here>

246 3.2. Selection of relevant peer-reviewed journals

247 After manual screening, 444 articles related to DT in project O&M were selected and analyzed
248 through bibliometric analysis. Table 2 shows the top-ranked 20 journals according to the number
249 of published articles based on the 444 selected articles in this review study. It was found that
250 “Automation in Construction” contributes to the largest number of articles (i.e., 23 articles),
251 accounting for 5.18% of the total publications. The scope of “Automation in Construction” journal
252 includes articles focusing on all stages of project lifecycle, with dedicated interest in digital
253 transformation research pertaining to computer-aided decision support systems, product data
254 interchange, facilities management, and intelligent control systems. This may be reason why
255 researchers and practitioners who are interested in DT applications in project O&M choose to
256 publish their articles in “Automation in Construction”. Six peer-reviewed journals listed in Table 2
257 have published not less than 10 articles each, indicating that these journals also focused on research
258 related DT in project O&M. Overall, these analyses were based on 444 articles from 174 journals,
259 indicating that these journals can be represented as further reference values of DT research.

260 <Please insert Table 2 about here>

261 3.3. Keyword co-occurrence analysis

262 Keywords are representative and refined expressions of the content of a research article. Keyword
263 co-occurrence analysis can identify hot topics and research areas in the knowledge domain over a
264 specific period. In VOSviewer, the co-occurrence of keyword analysis was based on 444 articles.
265 The author keyword indicates the keyword provided by the author. The distance between two

266 nodes represents the strength of the relationship between them. The farther the distance, the weaker
267 the relationship between each other. After merging the agreed keywords using the VOSviewer
268 thesaurus file, it was concluded that out of 1,582 keywords, 35 items met the criteria when the
269 minimum number of occurrences was set at 4. This threshold was chosen after several attempts
270 were made to obtain the best clusters of keywords. Fig. 3 shows the keyword co-occurrence
271 network with 35 items, 105 links, and 296 total link strengths.

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273 The node's size indicates how frequently a keyword appeared in the data file. The top two most
274 frequently occurring keywords are "digital twin" (occurrence=320) and "internet of things"
275 (occurrence=21). These two keywords are advanced digital technologies which can be integrated
276 to enhance the digital transformation of project O&M, thus revealing why they are the most
277 frequently occurring keywords. Additionally, certain keywords had relatively high total link
278 strength scores, which indicate a stronger connection between the keywords, topics, and themes.
279 The top five total link strength scores include, "digital twin" (total link strength=209), "internet of
280 things" (total link strength=42), "Industry 4.0" (total link strength=31), "condition monitoring"
281 (total link strength=26), and "predictive maintenance" (total link strength=22). These results
282 indicate that DT is often connected to IoT as the new paradigm of Industry 4.0 for numerous project
283 O&M scenarios. It also reveals the continued development of Industry 4.0 in a large-scale and fast-
284 growing IoT market, which utilizes IoT and DT to facilitate the realization of Industry 4.0.
285 Nevertheless, "condition monitoring" and "predictive maintenance" are the two primary critical
286 success factors for DT applications in project O&M (Jiang et al., 2021). Since Industry 4.0
287 promotes the agenda of digital transformation, the potential of DT in project O&M has been
288 discussed (Radanliev et al., 2022). By integrating DT and other digital technologies, the condition
289 monitoring and predictive maintenance at project O&M stage could be realized, thus explaining
290 why these keywords had higher total link strength. The frequency of keyword occurrences is
291 usually proportional to the total link strength. These results also indicate that they are popular
292 topics in DT in project O&M during the studied period.

293 <Please insert Figure 3 about here>

294 Table 3 summarizes the keyword co-occurrence and each node's strength. It reveals how frequently
295 the keywords are retrieved from the literature. It is obvious that "digital twins", "internet of things"
296 and "Industry 4.0" appeared more frequently than others, which means that these keywords are
297 widely associated and analyzed in DT in project O&M research. The average publication year also
298 reveals that the research in this area has been immensely popular in the last two years and the
299 research intensity has been on the constant upswing stage. For example, "cyber-physical systems",
300 "cloud computing", and "service-oriented architecture" were prevalent keywords in 2020. Then, 4
301 keywords related to the function of DT, such as "simulation", "modeling", "industry 4.0", and
302 "maintenance" frequently emerged in 2021. In addition, more comprehensive research expansion
303 in this area happened in 2022 (keywords=20) and 2023 (keywords=8). The results show the
304 interconnection and interoperability research with other digital technologies, such as "blockchain",
305 "BIM", and "IoT", etc.

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3 306 The links are the number of **connections** with another keyword while the total link strength **shows**
4 307 the degree of strength with a specific node. As shown in Table 3, most keywords' total link strength
5 308 is lower than 20. Only the more general keywords expression about the DT function in project
6 309 O&M **had higher total link strength**. VOSviewer provides a dynamic period view for keyword
7 310 research. Even though the keywords have been concentrated in the last four years, it is worth noting
8 311 that keywords such as “deep learning”, “machine learning”, “transfer learning”, and “neural
9 312 network” belong to the category of complex computer science and AI development. Besides,
10 313 “maintenance” and “cloud computing” exist relatively early and rank the highest average citations
11 314 at 140.8 and 84.25, respectively. It slightly implies that digitalized maintenance **research interest**
12 315 increased in recent years. The technologies represented by these keywords are all linked to DT in
13 316 the construction industry and the other areas of project O&M applications **as well as the**
14 317 **development** of basic equipment conditions and data models.
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21 319 Regarding the average **normalized** citations, “cloud computing” still ranks the highest at 2.68 in
22 320 Table 3. This means that **it was cited** the most on average. It shows that the average citations are
23 321 disproportionate to the average **normalized** citations. For example, the average **normalized**
24 322 **citations** of “smart manufacturing” are the highest whilst the highest keyword based on average
25 323 citations is “maintenance”. It indicates that computer science and complex digital technologies
26 324 have changed traditional operation methods and **realized** more intelligent for construction and
27 325 manufacturing sectors. Using advanced robotics and model work techniques would enhance the
28 326 need to adapt human-machine interaction strategies, interconnection of multi-technologies, and
29 327 workflows.
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32 328 <Please insert Table 3 about here>

33 329 3.4 Document analysis

34 330 **By setting** the minimum **number of citations** of a document to 50, 34 out of 444 documents met this
35 331 threshold. The top 15 most **normalized** citation articles were listed in Table 4, and it was found that
36 332 Feng et al. (2023) study obtained the most normalized citations at 27.15 but relatively middle-level
37 333 citation count at 82. This article was published in 2023, the newest among other articles. **As such**,
38 334 it might be the reason for the lower citation number. It indicates that DT significantly affects asset
39 335 fault diagnosis or condition monitoring through intellectual property. Some articles integrated DT
40 336 with BIM and other technologies like blockchain and human-robotic interaction to increase the
41 337 efficiency of the construction and manufacturing industries. From Table 4, the articles of Pan and
42 338 Zhang (2021), Lee et al. (2021), and Aheleroff et al. (2021) are all related to project management
43 339 and service system design, which emphasize that the applications of DT research are more focused
44 340 on the managerial processes and procedures, especially in the year of 2021.
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51 342 Subsequently, the articles in Table 4 indicated that DT research has **been** integrated with existing
52 343 technologies in the construction industry such as BIM, IoT, and blockchain technology. To better
53 344 develop DT in project O&M in this industry, He et al. (2021), Lee et al. (2021), Zhu et al. (2020),
54 345 and Wang et al. (2021, 2022) developed DT integration with other technologies to enhance the
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346 historical data support and existing technologies application efficiency. Likewise, smart city design
347 and management are driven by the DT and incumbent digital technologies to control traffic and
348 monitor city conditions, which were demonstrated by Xia et al. (2022) and Zhu et al. (2020).
349 Besides, the articles about DT functions in project O&M, such as asset management, facilities
350 health condition prediction, and fault diagnosis, become more crucial and mature, even connecting
351 with specific case studies. This can be seen in the articles of Luo et al. (2020), Tao et al. (2018),
352 Stark et al. (2019), and Booyse et al. (2020).

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354 Fig. 4 illustrates the document network analysis. From this figure, the size of the nodes stands for
355 the citation number of each article. It was found that Tao et al. (2018) received the most citations
356 at 489 with a lower level of normalized citations at 2.86. This article was published in 2018, which
357 is a relatively earlier publication. As such, this article received much attention in the studied field.
358 As shown in Fig. 4, many single nodes represent many articles with fewer citations and no links to
359 other articles, which may also be a sign that the research topics of these standalone articles still need
360 to receive more attention than other articles.

361 <Please insert Figure 4 about here>

362 <Please insert Table 4 about here>

363 4. Discussion

364 After reporting the results of this review study, this section mainly focuses on the mainstream
365 research topics, research gaps, and future research directions in DT in project O&M. Although
366 previous studies on DT were primarily conducted in other disciplines such as automobile,
367 manufacturing, the current review paper focuses on the construction sector, thus, the findings could
368 be useful for other researchers, policy makers, industry practitioners, and among others in this field.
369 The construction sector is typically a project-based industry, as such, its O&M phase involves
370 multiple stakeholders and complex project task requirements. Notably, the applications of DT in
371 project O&M within the domain of project management also affect the reference value of this
372 review paper.

373 4.1. Summary of the mainstream research topics of DT in project O&M

374 The list of selected keywords is presented in Table 3. There are interconnected links between
375 keywords such as DT, deep learning, computer version, and fault diagnosis. In many keywords
376 occurrences, DT is integrated with other digital technologies, such as blockchain technology, AI,
377 BIM, virtual reality (VR), etc. These digital technologies could transform the construction industry,
378 enabling changes in project O&M procedures and processes while operating real-time production
379 activities. As a result, the mainstream research topics of DT in project O&M are summarized below.

380 4.1.1. DT-based artificial intelligence (AI) technology for project O&M

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382 Emerging digital technologies such as AI and their functions can enrich DT applications, efficiency
383 and development. As shown in Table 3, AI, deep learning, transfer learning, and ML were all ranked
384 at a relatively higher level of occurrence. DT enables the connection between real-time virtual and

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3 386 physical worlds with fault diagnosis and prediction functions to optimize project O&M processes
4 387 and outcomes. Based on data science and AI technology development, complex and large numbers
5 388 of engineering machines and equipment data can be analyzed by using numerous AI models. For
6 389 example, deep learning, as the new generation of AI technology shows obvious advantages in
7 390 feature extraction, intelligence level, and knowledge-learning aspects (D'Urso et al., 2024). Many
8 391 experts have integrated DT with specific AI models to monitor machine health conditions and
9 392 predict their longevity through historical data dynamic comparison (Zhang et al., 2023c) as well as
10 393 facilitating the reliability of managers' O&M decision-making. DT provides the simulation
11 394 environment to train AI algorithms and models, which are similar to people learning knowledge in
12 395 solving O&M problems (Bordegoni and Ferrise, 2023). For example, to increase DT data efficiency
13 396 and accuracy, the data collection costs could be controlled to solve data latency problems (Gao et
14 397 al., 2023), and enhance DT application scale in real industrial production process. Xia et al. (2023)
15 398 integrated DT with transfer learning and cloud-based models for faults diagnosis of DC/DC
16 399 converter to support power supply systems maintenance strategy. On the other hand, the simulation
17 400 model and analysis of ML require longer training time, which limits the models' application, but
18 401 DT's virtual world replicates the physical world to modify and develop AI models, thus, improving
19 402 production and operation efficiency (Jain and Narayanan, 2023). Integration these digital
20 403 technologies can unravel practical and research challenges as well as generate reciprocal effects.
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28 405 While project O&M is the longest and most complex project stage, it usually involves multiple
29 406 machinery equipment, facilities, people engagement, and daily space systems management to
30 407 ensure the efficiency of a project and fulfill the demands of project customers and users (Zhao et
31 408 al., 2022). Table 3 also incorporates keywords like "cloud computing", "remaining useful life" and
32 409 "service-oriented architecture". AI and DT applications can sufficiently renew project O&M
33 410 methods and generation. As such, facility and project managers can design equipment management
34 411 and operation plans while supporting intelligent, scientific, feasible decision-making on
35 412 maintenance strategies (Zhang et al., 2023a). The powerful arithmetic of AI can replace manual
36 413 information search and analysis. For instance, when emergency circumstances occur in buildings,
37 414 DT can be aligned with BIM models (Pan and Zhang, 2021), information communication
38 415 technology (ICT), and mixed reality (MR) (Wu et al., 2022), to aid real-time workforce safety
39 416 identification, facilities health monitoring, and fault diagnosis in a real-time.
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46 418 *4.1.2. DT-enabled smart city and sustainability*
47 419 Emerging digital technologies have brought changes to traditional construction methods and urban
48 420 architecture. From a macro perspective, smart city O&M also plays a crucial role in space
49 421 intelligence. Given the advantages of DT technology for real-time operational and fault prediction
50 422 capabilities, numerous scholars have demonstrated in-depth applications for smart manufacturing,
51 423 smart energy, and smart homes. Notably, smart city relies on IoT, GIS, BIM, AI, and other
52 424 technologies in Industry 4.0, and 5.0 environment to reduce operational human involvement
53 425 through an intelligent method to realize sustainable urban O&M. This creates a sustainable
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3 426 urbanization process which increases the security, cost-saving, and intrinsic connections of cities
4 427 (Silva et al., 2018). Bujari et al. (2021) designed a distributed geographic system for different cities'
5 428 heterogeneous data absorption and analysis to consider potential interruptions of daily city
6 429 operation stakeholders through DT, cyber-security systems, and big data.
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10 431 Another research theme is traffic network optimization to improve climate change and traffic flow
11 432 issues. DT can be integrated with GIS and other geographic technologies to realize real-time traffic
12 433 network monitoring and assessment. AI and IoT-enabled smart traffic systems were developed by
13 434 Zhu et al. (2019) to predict the operational outcomes that may arise from specific cases so as to
14 435 plan, design, operate, and maintain smart urban traffic system control. City transport infrastructure
15 436 maintenance, such as bridges, roads, and railways, can be operated and maintained through DT-
16 437 enabled data-driven methods (Wang et al., 2023). In addition, keywords such as “anomaly detection”
17 438 (Lu et al., 2020b), “sensor”, “synchronization”, etc. emphasize the real-time data update and
18 439 facilities fault diagnosis functions of DT, where some researchers have explored DT applications
19 440 for city heritages maintenance.
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24 442 Sustainability aspects include reducing product lifecycle emissions, pollution, and consumption,
25 443 and the improvement of environmental, economic, and social benefits (Zhang et al., 2021). DT
26 444 applications for energy performance, monitoring, and prediction maintenance have been broadly
27 445 discussed and researched as the key part of energy system digitalization and optimization. Zhang
28 446 et al. (2023b) renewed the heating, ventilation, and air systems of heritage buildings through
29 447 sensor configuration to enhance energy consumption and air quality management. Numerous
30 448 studies have discussed how Industry 4.0 can influence city design and construction due to issues
31 449 with resource utilization, increased energy efficiency, hazardous waste disposal, and living aspects,
32 450 which could facilitate city sustainability O&M (Safiullin et al., 2019).
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37 451 38 452 4.1.3. DT applications for project asset management

39 453 DT applications in project asset management have been widely explored in the manufacturing,
40 454 energy, and construction sectors (Edwards et al., 2023). Table 3 presents keywords like “asset
41 455 administration shell” and “human-robotic collaboration” articulating the essential functions of DT
42 456 in asset management. As civil engineering inevitably requires equipment/plant, how to efficiently
43 457 utilize and maintain large equipment is a germane topic. DT integration with IT systems and BIM
44 458 models can improve operation costs, asset health brochure generation for operators, and then
45 459 construct a user-centered dashboard for various stakeholders to manage asset status from the whole
46 460 project lifecycle (Keskin et al., 2022). Besides, the operational workflow design in DT environment
47 461 not only relies on sensor data transmission but also assets attribution and historical data consisting
48 462 of the asset administration shell for asset operators to understand the data-driven workflows and
49 463 demands (Grüner et al., 2023). DT applications for asset management still need to consider the
50 464 operational cost and capital cost benefits and how digital technologies can transform traditional
51 465 commercial activities to achieve business value (Love and Matthews, 2019).
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3 466 Although human-robot collaboration (HRC) has been discussed in recent years, there are still more
4 467 studies that need to be conducted by combining the recognition and physical levels of humans and
5 468 robots collaboration to realize a common goal (Sun et al., 2022). Current research has focused on
6 469 ML technology utilization in the process of HRC. Semeraro et al. (2023) stated the categories of
7 470 collaboration tasks and claimed the importance of using time-dependency ML. Wang et al. (2024)
8 471 developed a framework to train DT data based on a neural network. They tested the developed
9 472 framework in a physical system to improve the feasibility of HRC safety. Choi et al. (2022)
10 473 proposed an integrated system based on MR, deep learning, DT, 3D point cloud data, and HRC for
11 474 real-time human safety security, which can be applied in daily project O&M scenes. Safety
12 475 management should be updated within the HRC working framework because the safety standards
13 476 have changed. The HRC's relevant safety standards such as DIN ISO 10218-1&2 or ISO TS 15066,
14 477 which have different implications can rather complicate the operational procedures and
15 478 measurement efforts. DT as a replication of the physical world can provide a platform for safe
16 479 robotic algorithm development (Baratta et al., 2023).
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481 4.1.4. Blockchain integrated DT for project O&M

23 482 Blockchain is a distributed ledger and asymmetric encryption technology, which ensures that
24 483 decentralized transaction data can be recorded and shared traceably, immutably, and transparently
25 484 (Adu-Amankwa et al., 2023; Sun et al., 2023). Each project participant has a node, which is operated
26 485 by computer servers to enable smart contract – a digital type of contract codification and execution
27 486 for real-time payment mechanism. Blockchain technology has been broadly explored in finance,
28 487 retail, public institutions, and construction sectors. Due to the fragmented, complex, and uncertain
29 488 features of construction projects, blockchain-enabled information sharing and decentralized
30 489 organizational structure can help tame complexity (Papadonikolaki and Jaskula, 2023) and ensure
31 490 computer algorithm-based governance. DT can provide building information in real-time to the
32 491 blockchain, where all transaction data are traceably and immutably recorded with a timestamp, thus,
33 492 facilitating project stakeholders' responsibility and understanding (Lee et al., 2021). Blockchain
34 493 technology can be used to guarantee the trustworthiness of DT data so that historical data would be
35 494 overwritten in the dynamic asset O&M process (Tavakoli et al., 2023). In addition, blockchain-
36 495 enabled DT technology can assist cross-disciplinary stakeholders' collaboration, information
37 496 sharing, tracking, resource leveling, task execution guidance in a timely manner (Jiang et al., 2023).
38 497 Contract management, project quality management, and whole lifecycle management can be shaped
39 498 by blockchain-enabled DT technology. In summary, blockchain technology enables collaboration
40 499 within the heterogeneous social, network, and physical space resources (Li et al., 2023).
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49 501 While blockchain technology and DT can be used for transactions and information-sharing, the
50 502 project-based organization structure and governance approaches can influence stakeholders'
51 503 relationship establishment. Qian and Papadonikolaki (2021) concluded that blockchain can promote
52 504 trust relations from many dimensions and shift relation-based trust to cognitive and system-based
53 505 trust in the supply chain management field. Blockchain and DT utilization as a decision-making
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506 support tool in complex logistic and inventory management process **has also been demonstrated** as
507 efficient function (Pan et al., 2021; Gai et al., 2022). However, stakeholders' acceptance, operation
508 capability, and technological understanding still hinder its real application in the construction sector.

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510 4.1.5. DT for advanced project management

511 The **advancement** of digitalization in construction project management is still under a transition
512 process. Digital technologies such as IoT, BIM, VR, MR, and others contribute to the transition
513 process (Mu and Antwi-Afari, 2024; Ye et al., 2024) while DT promotes the development of
514 advanced project management. It enables project O&M **phase** to automate and eliminate the
515 procedures that involve human intervention to construct event diary logs and evaluate **project**
516 performance (Pan and Zhang, 2021). **Some** keywords and articles primarily pertinent to the function
517 of DT in Tables 3 and 4 include “fault diagnosis”, “predictive maintenance”, “condition
518 monitoring”, “synchronization”, “service-oriented architecture”, “fatigue”, “optimization”, and
519 “anomaly detection”, show how DT contributes to project O&M, then, further to advanced project
520 management. Feng et al. (2023) designed a DT model to assess the gear surface degradation
521 situation, whilst Booyse et al. (2020) studied the trace degradation of the asset lifecycle situation
522 through response to the asset data simulation model. A study by Dreyer et al. (2021) implemented
523 DT to examine the energy pipelines' fatigue and health situation, instead of periodic stopping of
524 equipment for piping equipment assessment.

525

526 Project complexity and uncertainty always challenge the performance and success of projects.
527 **While** project O&M is the longest stage, project complexity is relatively high **and some studies**
528 **have focused on the integration of** modular construction, VR (Wu et al., 2022) and DT. **They were**
529 used to monitor on-site assembly situations and modular installment process. DT and VR **can serve**
530 as immersive training and simulation platform for robot arrangement in modular construction to
531 mitigate **onsite construction project complexity** and increase safety **performance** (Zhu et al., 2022).

532

533 In the case of decision-making and optimization bias of project operators and managers, DT-driven
534 decision-making is based on event simulation and precise data calculations, which enhance the
535 feasibility and accuracy of decisions. For example, Fang et al. (2024) developed a highway
536 infrastructure and operation decision support visualized platform and framework based on DT for
537 project and government decision-makers. Decision-making is one of the key elements of project
538 governance, which **affects** project performance **and** satisfaction of end users and clients (Müller-
539 Zhang et al., 2023). Risk identification and mitigation strategy **can be** provided by DT real-time
540 structure health monitoring and predictive maintenance to assist service-oriented structure
541 construction (Shi et al., 2023). Project O&M processes are generally becoming a service provision
542 process. DT implementation **can improve** the efficiency and productivity of project O&M, **while**
543 **contributing** to advanced project management knowledge fields and empirical project practice.

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545

546 4.2. Research gaps of DT applications in project O&M

547 The following subsections **discuss** six main research gaps of DT applications in project O&M
548 based on the identified mainstream research topics. The contents are presented in Figure 5, which
549 briefly summarizes the limitations or challenges of DT in project O&M.

550 <Please insert Figure 5 about here>

551 4.2.1. Scenarios of DT and AI technology integration in project O&M

552 DT and AI technology have been utilized in many areas, such as smart manufacturing, smart cities,
553 and aerospace fields. There are three main stages of AI and DT implementation in project O&M.
554 The first stage is monitoring and observation, through the DT platform to realize the whole project
555 lifecycle and asset health condition monitoring in real-time. **Complex** project O&M scenarios
556 problems can be found and fixed with the power of arithmetic and knowledge of AI technology.
557 The second stage is prediction and forecast. **After** detailed data collection, the simulation models
558 of project participants and O&M equipment can be built to **obtain** simulation results for different
559 project tasks and events. The third stage is evaluation and decision optimization. **Multiple**
560 simulation possibilities **can be calculated and compared** by using **ML and** deep learning **algorithms**
561 to design optimized plans and strategies (Lv and Xie, 2022). However, the intelligent project on-
562 site construction environment and procedure planning require a large amount of data for building
563 workflow and operators' collaboration. Many AI and DT applications in project O&M primarily
564 proposed **conceptual** models without real practice and testing in industrial production scenarios
565 (D'Urso et al., 2024). From the managerial **perspective**, analysis of AI systems can only execute
566 the designed tasks, but there is lack of research on the performance of historical data accuracy and
567 completeness. **General** project management regulations for AI and DT applications needs to be
568 refined (Müller et al., 2024).

569

570 4.2.2. Challenges of DT application in smart city and sustainable development

571 According to the United Nations, the urban population is expected to increase by 2.5 billion in 2050,
572 which infers the significance of **smart city** and associated intelligent solutions, even though changes
573 in how cities function and live are closely related to the region's politics, economy, traditions, and
574 culture (Popović and Rajović, 2021). Industry 5.0 **could** promote the intelligent degree of
575 population's urban life, but traditional architectural structure **can limit** the implementation of
576 emerging technologies, **thus, affecting** the realization and sustainable development of smart city.
577 Smart cities necessitate a protracted process for changing how current urban buildings are
578 maintained and operated, but the contemporary architectural designs' capacity for sustainability,
579 energy conservation, extreme weather, and geohazard prevention and control will undoubtedly
580 grow (Goyal et al., 2020). Digital transformation of incumbent buildings will certainly be
581 constrained by governments of different countries as well as technical feasibility, social
582 collaboration, and economic **benefits** (Tomičić Pupek et al., 2019). Hence, it is necessary to
583 consider the detailed smart city initiation and supporting O&M measures as much as possible in
584 the construction design phase, and the data-oriented lifestyle must be suitable for future technology
585 upgrades. Meanwhile, it is imperative for **designers** and construction workers to consider the

586 overlapping and duplicating parts of technical functions to avoid high input costs and low
587 economic efficiency.

588
589 Smart city statistics accumulated for DT models are essential, but cross-region city data collection
590 and interconnection are under development due to data regulation and different laws. **Since** DT
591 **systems involve** specific city operating data, urban safety and administration systems are distinct
592 and **may be difficult** to support other **cities'** usage based on data demands. **Therefore, there is a**
593 **research gap** in cross-institution and cross-region DT data framework for city information resource
594 integration, city operation process planning and management. **In addition**, highly connected smart
595 cities **would increase** the concern about cybersecurity. **Consequently, DT applications in urban**
596 **infrastructure O&M phase may** face many challenges **such as** cybersecurity, citizens' personal data
597 protection, regulations, policy clarification standards based on different categories of human
598 behavior, and intelligent city models' access. It is, **therefore**, crucial for policymakers to consider
599 the regulation tools and policies to promote city stakeholders' participation in smart city
600 development and daily **project** O&M processes (Almeida, 2023).

601
602 *4.2.3. Issues of information sharing and interoperability for DT application in project asset*
603 *management*

604 Towards the aim of realizing more efficient and comprehensive DT applications in project O&M,
605 information and data are the primary elements, especially for empowering the interface between
606 DT and **multiple advanced digital** technologies. As **already** mentioned, data latency, accuracy, and
607 sources of historical data are the breakthrough for practical DT applications **in asset management**.
608 Specifically, sensors data transmission, data integration and data storage for multiple digital
609 technologies, large amount of data collection, and data interoperability problems would impact the
610 **application of DT in project asset management**. Collection of cyber-physical systems, VR/MR,
611 **digital** modelling, and IoT make it possible to upload data and knowledge for diagnosis tasks based
612 on mega-data analysis. **Data management processes** including assets data collection, materials and
613 systems' compatibility **are** the core resources for quality DT function application. Therefore,
614 **efficient** integration of DT data model with sensor data and its compatibility with machinery
615 equipment command reception system, data quality, data standards, and the restrictions on the
616 level of authority between systems are all key factors in the project O&M stage.

617
618 Although previous studies have **focused on** HRC, it is the future of industrial production works.
619 As such, **current research should be conducted** on how humans **and robots can** coordinate with
620 existing working processes and systems. One of the **challenges of** HRC is the dynamic nature of
621 human behavior and the complexity of cognition with the need for data-driven adaptation (Malik
622 and Brem, 2021). **As a result**, one of the key testing solutions **is using** AI technology **to** simulate
623 human behavior trajectory (Wang et al., 2024), but it is imperative to **develop** a framework for
624 industries to describe the technologies, structures, information flow, and processes that redefined
625 operation methods. **Moreover**, risk assessment standard should be suitable for HRC operational

environment based on the new HRC safety standards. Wilhelm et al. (2021) found that DT can enable machines or robots' intervention for operators' safety within a VR environment, thus for detecting safety hazards and providing risk mitigation action in real-time. The whole process is a two-way interaction and information exchange between the operator and the robot. Complex industrial environments and multiple operators' collaboration in HRC environment for activity recognition and gesture evaluation are still challenging (Wang et al., 2024). DT is prone to realize interdisciplinary knowledge integration, however, the uniform convergence of application paradigms and process strategies is still fragmented (Fan et al., 2021).

4.2.4. Problems of blockchain technology and DT integration for project O&M

To solve the data reliability problem of DT, blockchain technology has been broadly discussed to fix data-related problems. For example, Tavakoli et al. (2023) developed a DT data resource model based on Remix Ethereum platform and Sepolia test network which enables asset model maintenance and real-time data acquisition in dynamic O&M process. Blockchain technology can reduce fraud activities and opportunism risks by accurately tracking asset information and data, which increases asset evaluation accuracy. However, the main problem is to test blockchain technology in real practice, promote suppliers' and stakeholders' understanding of this technology, and ensure strong data-synchronized with tele-infrastructure (Li et al., 2023).

Due to the privacy nature of smart contracts and transaction data, cybersecurity and data protection problems should be given more attention when sharing information on blockchain platforms. Since most DT applications involve physical, optimized, simulated knowledge and technological models, intellectual property rights should be protected. Consequently, the regulation of blockchain technology and DT applications for commercial purposes should focus on the ethical consent and data monopoly problems associated with their development and implementation (Jiang et al., 2023). Clear regulation and governance rules for blockchain technology applications should be distinguished from other digital technologies due to its decentralized transaction and algorithm-based trust mechanisms in construction project supply chain management (Gai et al., 2022).

4.2.5. Project managers and operators' competence challenges of DT platform alliance

The level of professional competence of system operators and the complexity of contextual information also poses challenges for multi-party collaboration. The characteristics of construction project stakeholders, cross-organizational collaboration, and temporary environment sometimes limit the acceptance of digital transition. As such, complex project O&M tools like DT and AI need to develop a user-friendly dashboard in industrial practice. In addition, knowledge competence affects digital acceptance when using information and communication tools. Project decisions would be directly impacted by changes in tool use. For example, the collaboration between various enterprises, their data and information analyses, processing capabilities and compatibilities may differ. These decisions could impact various organizations and pose the

665 greatest threat to rational decision-making (Shi et al., 2023). The decision maker's attention poses
666 the biggest challenge to logical decision-making.

667
668 Researchers have discussed the critical success factors for implementing DT in production and
669 sustainability aspects, but the factors influencing DT adoption in organization or operational
670 procedure haven't been explored (Deepu and Ravi, 2021). The key element of technology adoption
671 is typically related to people who have the digital awareness and capability to conduct holistic
672 implications and regular checks of the operational conditions. It requires high professional
673 expertise for project managers to be equipped with the knowledge of organizational processes and
674 O&M strategies, and the ability to provide a pivot and leadership role for digital transformation
675 and DT adoption. This provides challenges for project management practitioners and advanced
676 project management development. Although several advanced digital technologies have been
677 implemented and explored in the construction industry, it particularly depends on accurate events,
678 risk, and cost budget control in project planning phase (Regona et al., 2022). Digital technologies
679 like AI and DT can be utilized in project O&M phase to reduce the time spent on repetitive tasks.
680 Therefore, project managers and operators should establish a holistic digital environment for
681 historic data activation, which is still a daunting task. Furthermore, the efficiency of project O&M
682 cost and capital cost for implementing DT technologies would increase, but the investment
683 performance and benefits are still unclear. These limitations hinder the adoption of DT whilst the
684 planning, management, and procurement processes of digital systems are meant to conform with
685 the project's financial capabilities. A research study is needed for the commercialization of DT
686 applications with market and industrial participants.

687
688 *4.3. Future research studies of DT applications in project O&M*
689 After the critical literature review, science mapping analysis, and qualitative discussion, the main
690 research themes for DT in the project O&M have been identified. Notably, the identified
691 mainstream research topics, research gaps, and future research directions are interlinked and
692 progressive, as shown in Figure 6. This section is based on the former two subsections in order to
693 obtain the future research trends.

<Please insert Figure 6 about here>

694
695 1. **Smart city scenario.** Smart city design, construction, and change cannot rely solely on
696 industry-specific technology adoption and application. Regional policies can directly
697 influence the state of smart city development, and the realization of smart cities relies not
698 only on technology integration and consideration at the design stage but also on regional
699 policy innovation (Hervás-Oliver, 2021), industry-related stakeholders, and expert
700 participation. Smart city design and construction scenarios can be expanded to the global
701 perspectives, and reflect multi-attribute of people, policymakers, and industries. Energy
702 performance, intelligent construction, sustainability, etc. city development agenda should
703 be considered in DT simulation systems.

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3 704 2. **Asset data and information aggregation.** Project managers should improve their
4 705 competence to comprehend and apply digital changes to organizational equipment and
5 706 operating procedures. The operation of deploying predictive asset management models and
6 707 the use of tools should consider the complexity of human involvement, behavior and
7 708 mitigate the detrimental effect on rational decision-making for the purposes of efficiency.
8 709 The integration of various technologies would inevitably raise several issues that call for
9 710 future studies, including system compatibility, the adaption of different machine interfaces,
10 711 data fusion capabilities, and the best alignment of operational procedures. The investment
11 712 efficiency of DT should align with other digital technologies expenditure and their benefits
12 713 for facilities management.
- 13 714 3. **AI and DT integration.** It is recommended to integrate data and systems of the whole
14 715 construction ecosystem to establish a holistic project lifecycle and supply chain digital
15 716 dynamic simulation. It is imperative to break the information island limitation and
16 717 empower structural data. Machine and deep learning algorithms could be integrated with
17 718 DT for human gestures and behavior prediction within a HRC environment (Wang et al.,
18 719 2024). AI and DT integration could predict human motions, behaviors, actions, which
19 720 would be utilized for risk, change, cost, quality, and contract management (Müller et al.,
20 721 2024).
- 21 722 4. **Privacy and security.** Cybersecurity and regulations should be more robust and assisted
22 723 by DT as a reference when designing, commissioning, executing, and terminating policies
23 724 or industrial regulations. Ethical consideration and personal data protection could be
24 725 integrated into DT and other emerging digital technologies development.
- 25 726 5. **O&M scenario consideration.** DT encourages the revitalization of information
26 727 management, but more studies are needed to understand how data information could be
27 728 used to enhance physical workflow and staffing, identify operational and maintenance
28 729 bottlenecks, plan staff workloads, and apply employee data and job matching in smart ways.
- 29 730 6. **Decision-making support.** Future studies are recommended to enhance decision-making
30 731 optimization due to incorporating users' feedback and other platforms in DT to guarantee
31 732 resource delivery and facilitate the interaction between the virtual world, physical world,
32 733 and human's social world (Rožanec et al., 2022). DT and blockchain technologies could
33 734 contribute to metaverse construction.

34 735 35 736 5. Conclusions

36 737 This review paper aims to conduct the state-of-the-art research on DT applications in project
37 738 O&M. It adopted a scientometric and critical review method consisting of literature search,
38 739 literature selection, science mapping analysis, and qualitative discussion. In total, 444 published
39 740 articles in the last 10 years (i.e., from 2014 to 2024) were retrieved from the Scopus database and
40 741 included for further analyses. It was found that the number of published articles significantly
41 742 increased from 2020, indicating that the attention paid to researchers and practitioners within the
42 743 studied domain. In addition, 78 relevant peer-reviewed journals were selected, finding that

744 *Automation in Construction*, *Journal of Manufacturing Systems*, and *International Journal of*
745 *Computer Integrated Manufacturing* contributed to the largest number (i.e., 52) and total
746 percentage (i.e., 11.71%) of published articles. Moreover, the most frequently occurring keywords
747 identified by the keyword co-occurrence analysis include “digital twin”, “internet of things”,
748 “industry 4.0”, and “building information modeling (BIM). Some keywords were related to
749 technology utilization scenarios like “smart city”, “smart manufacturing”, and “modular
750 construction”. Other advanced digital technologies keywords like “AI”, “cloud computing”,
751 “blockchain”, “sensors”, “virtual reality”, “computer vision”, etc. were found. These results
752 indicate the relevance of integrating advanced digital technologies for solving information and
753 data management issues in project O&M phase. In addition, the document analysis revealed that
754 the most cited articles combined DT with other AI and data mining algorithms such as—
755 reinforcement learning, deep learning, transfer learning, and ML—indicating a key research area
756 for enhancing the time latency and data accuracy problems of DT, as well as providing a simulation
757 model training platform.

759 From the qualitative discussion, a research framework was proposed based on the mainstream
760 research topics, research gaps, and future research directions of DT applications in project O&M.
761 The mainstream research topics include (1) DT-based AI technology for project O&M, (2) DT-
762 enabled smart city and sustainability, (3) DT applications for project asset management, (4)
763 blockchain-integrated DT for project O&M, and (5) DT for advanced project management. Based
764 on the identified mainstream research topics, the research gaps were summarized into 5 categories,
765 namely (1) scenarios of DT and AI technology integration in project O&M, (2) challenges of DT
766 application in smart city and sustainable development, (3) issues of information sharing and
767 interoperability for DT application in project asset management, (4) problems of blockchain
768 technology and DT integration for project O&M, and (5) project managers and operators’
769 competence challenges of DT platform alliance. Lastly, six potential future research directions
770 were proposed including (1) smart city scenario, (2) asset data and information aggregation, (3)
771 AI and DT integration, (4) privacy and security, (5) O&M scenario consideration, and (6) decision-
772 making support. These findings indicate that research related to the application of DT in the
773 construction sector is of utmost importance because of the wide range of stakeholders, huge
774 amount of capital, lengthy O&M cycles, and the effect of hazards or risks. This review study
775 contributes to identifying journals, keywords, documents, mainstream research topics, research
776 gaps, and future research directions of DT applications in project O&M, thus, extending the body
777 of knowledge of the studied topic in the construction sector.

779 6. Limitations and future research works

780 There are several limitations of this review study. First, the number of available articles pertinent
781 to the studied topic is not enough, and the topic is comparatively new, which may lead to an
782 inadequate number of included articles, thus affecting the results. Second, detailed technical
783 analyses of specific advanced digital technologies in project O&M scenarios are lacking, providing

784 only an overall theoretical framework and operational views for this phase. Third, the literature
785 search was conducted in January 2024 within the Scopus database, and only included journal
786 articles written in English, thus excluding conference papers and articles in other languages. These
787 exclusion criteria may affect the generalization of the results.

788
789 To address the limitations, future studies should include in-depth explanation of the advanced
790 digital technologies related to DT systems for project O&M, along with illustrative examples. Next,
791 incorporating specific case studies would have improved the technical explanation, making them
792 simpler to understand and implement. In addition, project managers must improve their digital
793 expertise to realize staff career and job information management, workforce, and other resource
794 deployments. Moreover, standards for security assurance and standardized information
795 communication practices should also be provided by the integration and configuration of various
796 technologies. Lastly, to increase the sample size of the included articles, further studies should
797 include articles published in other languages and databases.

798

799 **Data availability statement**

800 The datasets used in this study are available from the corresponding author upon request.

801

802 **Declaration of competing interest**

803 None

804

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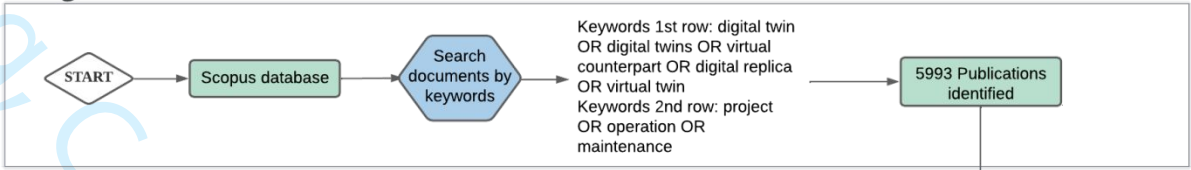
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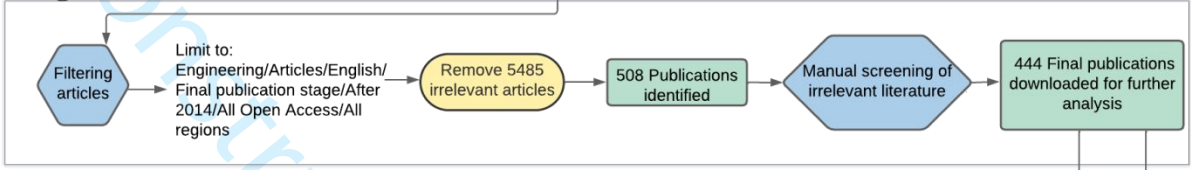
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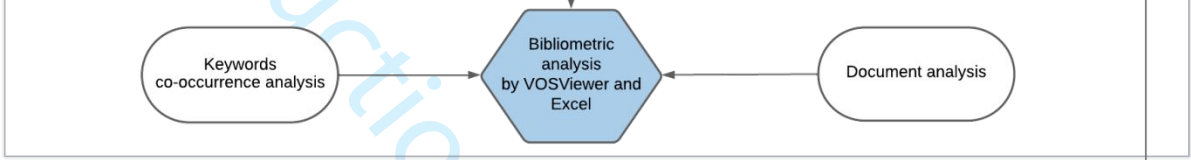
Stage 1 Literature search



Stage 2 Literature selection



Stage 3 Science mapping analysis



Stage 4 Qualitative discussion

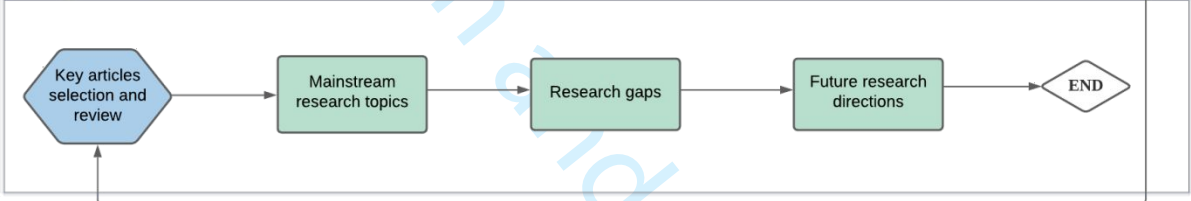


Fig. 1. An overview of the research process (Source: Authors' own work)

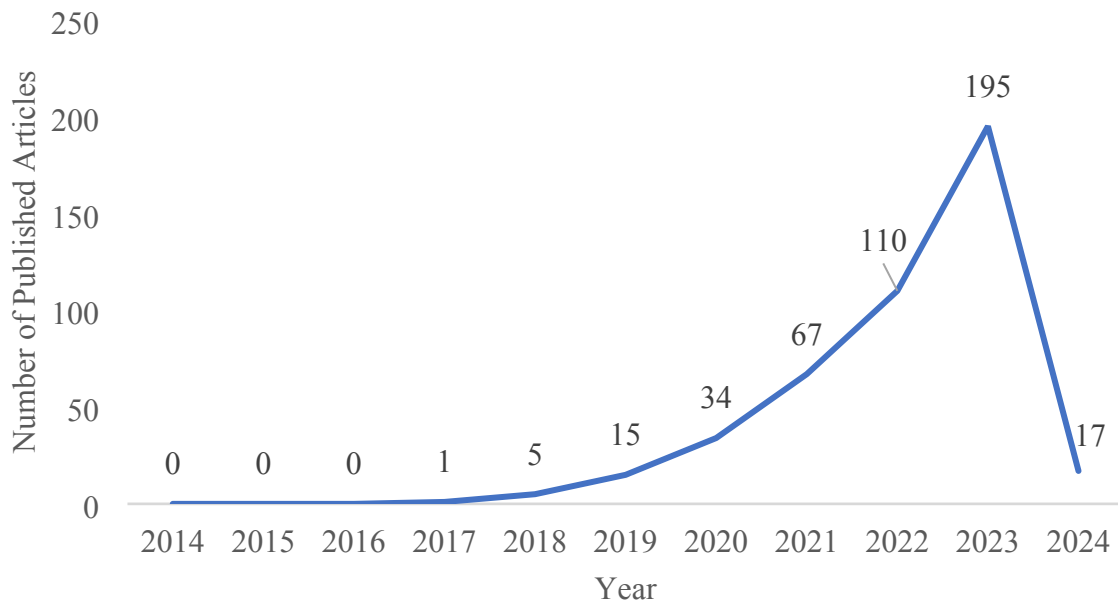


Fig. 2. Annual publication trend of articles in DT in project O&M (A total of 444 articles). **Note:** The articles were published from 2014 to 2024 (at the end of January 2024) (**Source:** Authors' own work)

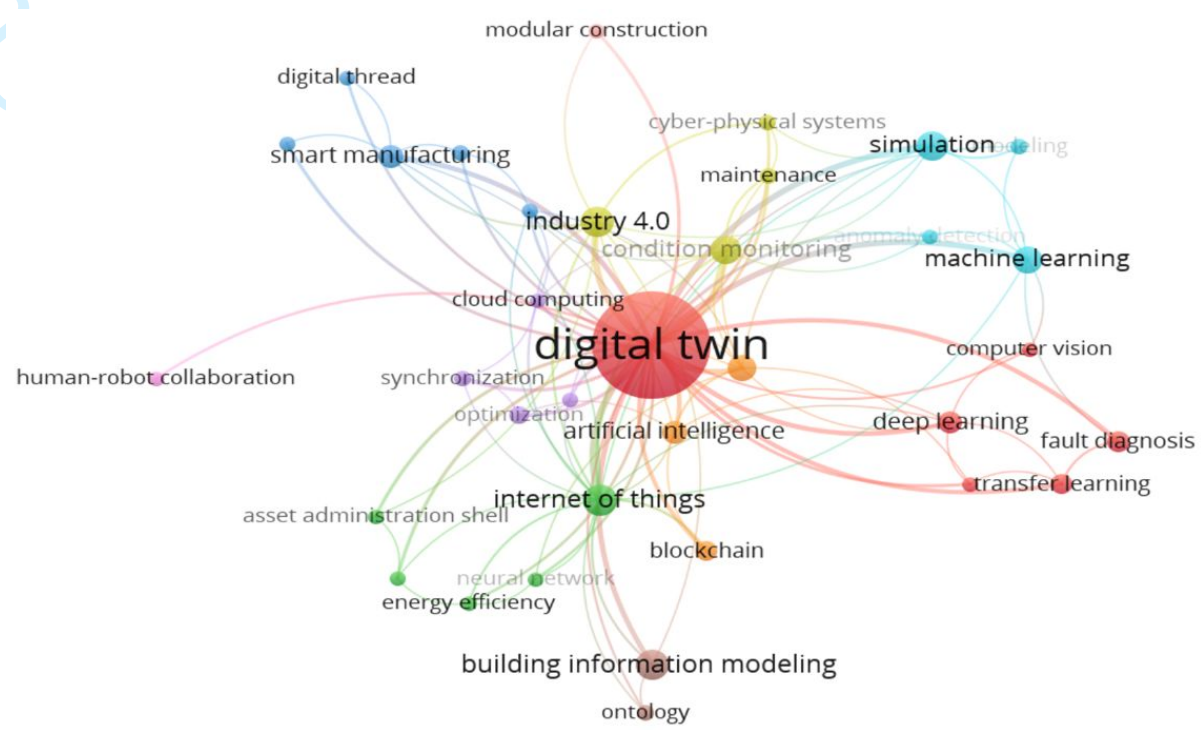


Fig. 3. Keywords co-occurrence network of DT in project O&M. **Note:** VOSviewer was used to generate and visualize the network diagram (**Source:** Authors' own work)

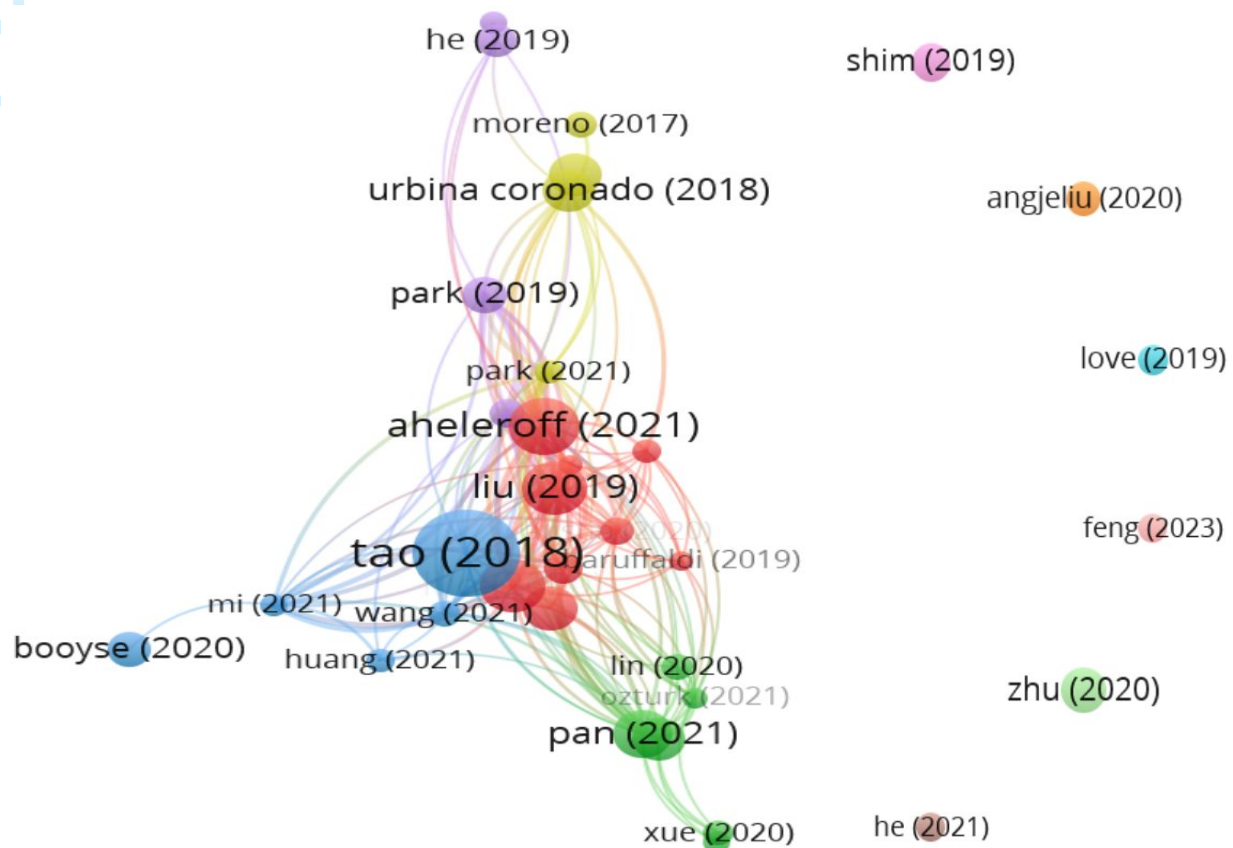


Fig. 4. Document network analysis of DT in project O&M. **Note:** VOSviewer was used to generate and visualize the network diagram (**Source:** Authors' own work)

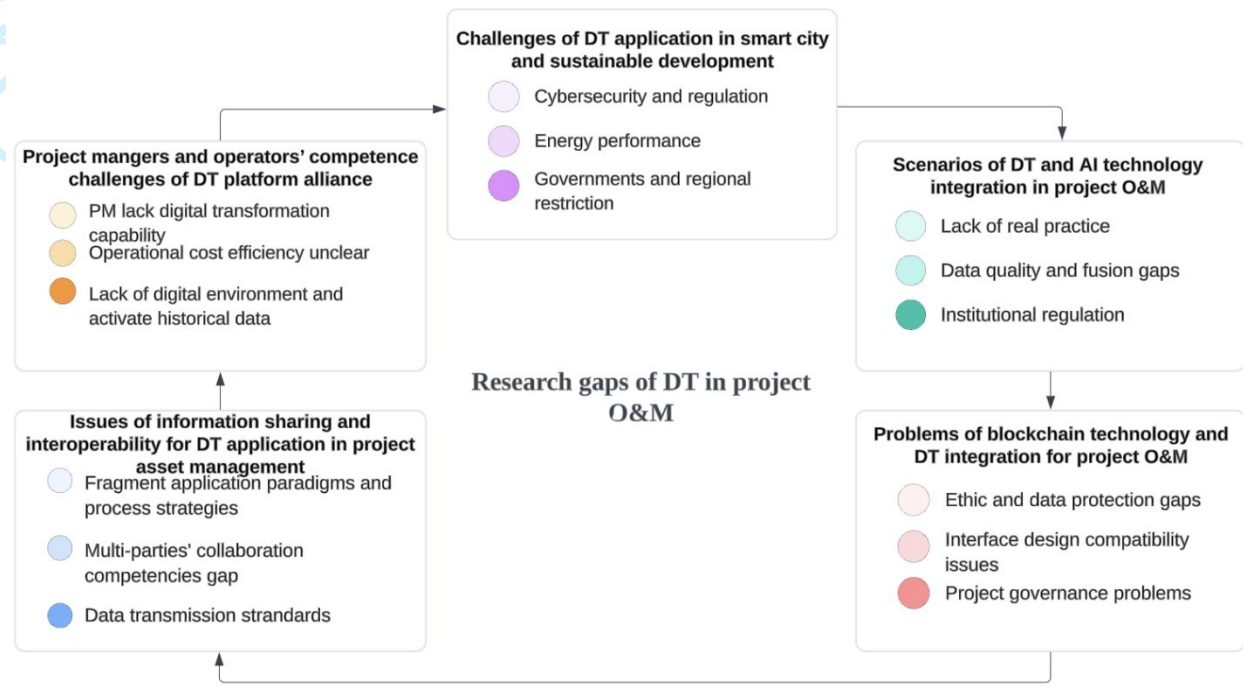


Fig. 5. Research gaps of DT applications in project O&M (Source: Authors' own work)

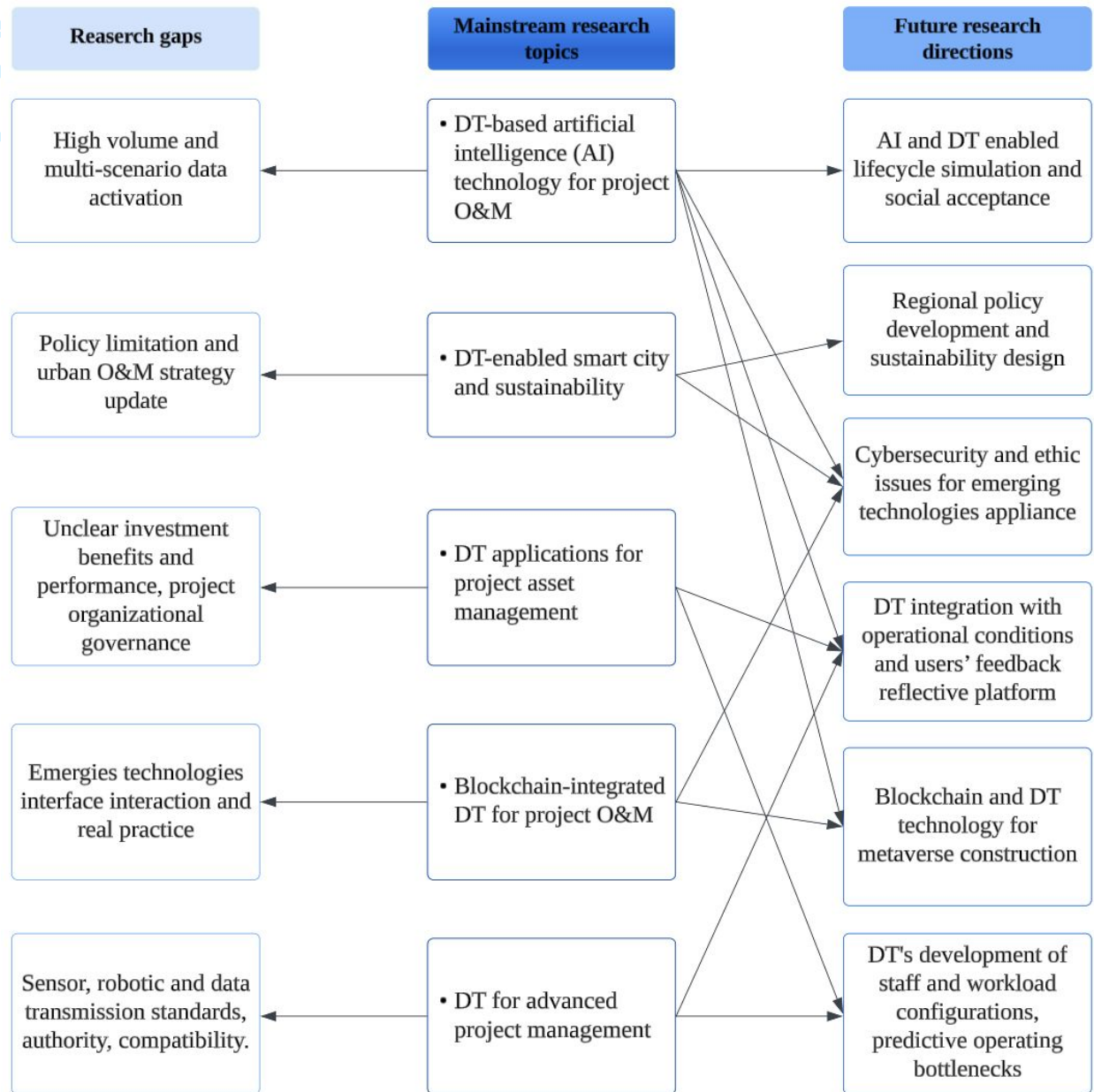


Fig. 6. Research framework showing the links between mainstream research topics, research gaps, and future research directions (**Source:** Authors' own work)

Table 1. Search strings and results

| Query Strings | Results |
|---|---------|
| ((TITLE-ABS-KEY("digital twin" OR "digital twins" OR "virtual counterpart" OR "digital replica" OR "virtual twin") AND TITLE-ABS-KEY("project" OR "operation" OR "maintenance")) AND PUBYEAR > 2013 AND (LIMIT-TO (SUBJAREA, "ENGI")) AND (EXCLUDE (DOCTYPE, "cp") OR EXCLUDE (DOCTYPE, "ch") OR EXCLUDE (DOCTYPE, "re") OR EXCLUDE (DOCTYPE, "cr") OR EXCLUDE (DOCTYPE, "bk") OR EXCLUDE (DOCTYPE, "er") OR EXCLUDE (DOCTYPE, "ed") OR EXCLUDE (DOCTYPE, "no") OR EXCLUDE (DOCTYPE, "sh")) AND (EXCLUDE (PUBSTAGE, "aip")) AND (EXCLUDE (SRCTYPE, "d") OR EXCLUDE (SRCTYPE, "k")) AND (EXCLUDE (LANGUAGE, "Chinese") OR EXCLUDE (LANGUAGE, "German") OR EXCLUDE (LANGUAGE, "Russian") OR EXCLUDE (LANGUAGE, "Korean") OR EXCLUDE (LANGUAGE, "Spanish") OR EXCLUDE (LANGUAGE, "Portuguese") OR EXCLUDE (LANGUAGE, "Slovenian") OR EXCLUDE (LANGUAGE, "Italian") OR EXCLUDE (LANGUAGE, "Polish")) AND (EXCLUDE (OA, "publisher full gold") OR EXCLUDE (OA, "repository") OR EXCLUDE (OA, "publisher hybrid gold") OR EXCLUDE (OA, "publisher free2read"))) | 508 |
| Manual screening of irrelevant literature. Literature selection and exclusion criteria were discussed in Section 2.2. | 444 |
| Note: Scopus search was done in January 2024. (Source: Authors' own work) | |

Table 2. Top 20 selected peer-reviewed journals

| Journal name | Number of relevant articles | % of total publications |
|---|-----------------------------|-------------------------|
| Automation in Construction | 23 | 5.18% |
| Journal of Manufacturing Systems | 16 | 3.60% |
| International Journal of Computer Integrated Manufacturing | 13 | 2.93% |
| Robotics and Computer-Integrated Manufacturing | 11 | 2.48% |
| Computers in Industry | 10 | 2.25% |
| The International Journal of Advanced Manufacturing | 10 | 2.25% |
| Energy | 9 | 2.03% |
| Mechanical Systems and Signal Processing | 8 | 1.80% |
| Sustainable Cities and Society | 8 | 1.80% |
| CIRP Annals | 7 | 1.58% |
| IEEE Transactions on Industrial Informatics | 7 | 1.58% |
| Journal of Computing and Information Science in Engineering | 7 | 1.58% |
| Reliability Engineering & System Safety | 7 | 1.58% |
| Advanced Engineering Informatics | 6 | 1.35% |
| Applied Energy | 6 | 1.35% |
| Building and Environment | 6 | 1.35% |
| Computers & Industrial Engineering | 5 | 1.13% |
| Energy and Buildings | 5 | 1.13% |
| Journal of Cleaner Production | 5 | 1.13% |
| Journal of Computing in Civil Engineering | 5 | 1.13% |
| Total | 174/444 | 39.19%/100 |
| (Source: Authors' own work) | | |

Table 3. List of keywords co-occurrence analysis

| Keywords | Occurrences | Links | Average publication year | Average citations | Average normalized citations | Total link strength |
|-------------------------------------|-------------|-------|--------------------------|-------------------|------------------------------|---------------------|
| Digital twin | 320 | 34 | 2022 | 20.25 | 1.06 | 209 |
| Internet of things | 21 | 18 | 2022 | 27.90 | 1.30 | 42 |
| Industry 4.0 | 20 | 12 | 2021 | 37.30 | 1.35 | 31 |
| Condition monitoring | 17 | 10 | 2022 | 42.35 | 0.81 | 26 |
| Predictive maintenance | 14 | 11 | 2022 | 35.43 | 0.98 | 22 |
| Simulation | 18 | 8 | 2021 | 15.94 | 0.37 | 21 |
| Machine learning | 16 | 7 | 2022 | 18.75 | 0.89 | 19 |
| Smart manufacturing | 11 | 7 | 2022 | 44.27 | 2.20 | 16 |
| Deep learning | 10 | 7 | 2023 | 18.80 | 0.88 | 15 |
| Artificial intelligence | 11 | 7 | 2022 | 23.73 | 1.29 | 14 |
| Building information modeling (BIM) | 20 | 4 | 2022 | 32.20 | 1.45 | 13 |
| Cloud computing | 4 | 7 | 2020 | 84.25 | 2.68 | 12 |
| Fault diagnosis | 9 | 3 | 2023 | 4.22 | 1.22 | 11 |
| Transfer learning | 8 | 4 | 2023 | 3.38 | 0.49 | 11 |
| Blockchain | 8 | 3 | 2022 | 32.00 | 2.02 | 10 |
| Sensors | 4 | 7 | 2022 | 11.50 | 0.36 | 10 |
| Optimization | 6 | 4 | 2022 | 6.17 | 0.52 | 8 |
| Synchronization | 5 | 4 | 2022 | 22.40 | 1.14 | 8 |
| Cyber-physical systems | 5 | 4 | 2020 | 67.60 | 1.23 | 7 |
| Maintenance | 5 | 4 | 2021 | 140.80 | 2.44 | 7 |
| Energy efficiency | 4 | 4 | 2022 | 19.00 | 1.37 | 7 |
| Fatigue | 4 | 4 | 2022 | 9.75 | 0.77 | 7 |
| Remaining useful life | 4 | 4 | 2023 | 5.75 | 0.67 | 7 |
| Service-oriented architecture | 4 | 4 | 2020 | 48.75 | 0.94 | 7 |
| Anomaly detection | 4 | 3 | 2022 | 29.75 | 1.54 | 6 |
| Asset administration shell | 4 | 3 | 2022 | 26.25 | 0.64 | 6 |
| Neural network | 4 | 4 | 2023 | 2.25 | 0.78 | 6 |
| Virtual reality | 5 | 3 | 2022 | 3.00 | 0.37 | 5 |
| Modular construction | 4 | 2 | 2022 | 12.50 | 1.70 | 5 |
| Reinforcement learning | 4 | 2 | 2023 | 2.75 | 0.95 | 5 |

| | | | | | | |
|------------------------------|---|---|------|-------|------|---|
| Modeling | 5 | 3 | 2021 | 17.20 | 0.44 | 4 |
| Ontology | 5 | 3 | 2023 | 9.20 | 0.97 | 4 |
| Computer vision | 4 | 3 | 2023 | 6.50 | 0.89 | 4 |
| Digital thread | 4 | 2 | 2022 | 12.75 | 1.75 | 4 |
| Human-robot collaboration | 4 | 1 | 2022 | 14.00 | 1.11 | 3 |

(Source: Authors' own work)

Table 4. Top 15 cited articles published from 2014 to January 2024

| Articles | Titles | Citations | Normalized Citations |
|------------------------|--|-----------|----------------------|
| Feng et al. (2023) | Digital twin-driven intelligent assessment of gear surface degradation | 82 | 27.15 |
| Li et al. (2022) | Digital twin in smart manufacturing | 164 | 11.72 |
| Ahleroff et al. (2021) | Digital twin as a service (DTaaS) in industry 4.0: an architecture reference model | 257 | 8.44 |
| Pan and Zhang (2021) | A BIM-data mining integrated digital twin framework for advanced project management | 193 | 6.33 |
| Lee et al. (2021) | Integrated digital twin and blockchain framework to support accountable information sharing in construction projects | 166 | 5.45 |
| Luo et al. (2020) | A hybrid predictive maintenance approach for CNC machine tool driven by digital twin | 227 | 4.42 |
| Xia et al. (2022) | Study on city digital twin technologies for sustainable smart city design: a review and bibliometric analysis of geographic information system and building information modeling integration | 60 | 4.29 |
| Zhu et al. (2019) | Parallel transportation systems: toward iot-enabled smart urban traffic control and management | 166 | 3.23 |
| Liu at al. (2019) | Digital twin-driven rapid individualized designing of automated flow-shop manufacturing system | 227 | 2.88 |
| Tao et al. (2018) | Digital twin driven prognostics and health management for complex equipment | 489 | 2.86 |
| He et al. (2021) | BIM-enabled computerized design and digital fabrication of industrialized buildings: a case study | 84 | 2.76 |
| Wang et al. (2021) | Digital twin for human-robot interactive welding and welder behavior analysis | 80 | 2.63 |
| Booyse et al. (2020) | Deep digital twins for detection, diagnostics and prognostics | 124 | 2.41 |
| Stark et al. (2019) | Development and operation of digital twins for technical systems and services | 177 | 2.24 |
| Park et al. (2021) | The architectural framework of a cyber-physical logistics system for digital-twin-based supply chain control | 67 | 2.20 |

(Source: Authors' own work)