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Master in Business Administration

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Enterprise Agility in Digital Transformation:
Exploring Success Factors Through Literature Review and
Executive Insight

Efstratios Tsompanopoulos

Supervisor: Dr Panagiotis Kontakos

Patras, Greece, May 2026

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Efstratios Tsompanopoulos

Supervising Committee

Supervisor:

Dr. Panagiotis Kontakos
Hellenic Open University
University of Central Lancashire

Co-Supervisor:

Prof. Katerina K. Sarri
University of Macedonia
Hellenic Open University

Patras, Greece, May 2026

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*“To Lia, Minas, Giorgos and Markos,
for reminding me every day of what truly matters.”*

Abstract

Digital transformation has become a top priority for large organizations, especially in complex and highly regulated organizations. It is established that a digital transformation is not determined only by the technology, but it requires continuous alignment between governance, people and technology. Also, organizations must work in both ways, maintaining the stability and compliance on the one hand and also operational performance on the other hand.

In this study, there is a combination of a literature review with an executive level interview. The study examines enterprise agility through the lens of dynamic capabilities. It focuses on how organizations understand change, make decisions, and reconfigure the resources.

The findings indicate that Enterprise Agility should not be understood as an agile method or as a simple framework. Instead, it can be considered as a dynamic and context-dependent organizational capability that connects Digital Transformation with organizational outcomes. The dissertation also highlights the significance of constraints arising from legacy systems, hybrid operating models, and transformation fatigue.

Overall, the dissertation suggests that successful Digital Transformation depends on the organization's ability to continuously adapt, coordinate and sustain change.

Keywords

Digital Transformation; Enterprise Agility; Dynamic Capabilities; Hybrid Operating Models; Leadership; Governance

Επιχειρησιακή Ευελιξία στον Ψηφιακό Μετασχηματισμό:
Κρίσιμοι Παράγοντες Επιτυχίας από τη Βιβλιογραφία και την
Οπτική Ανώτατης Διοίκησης

Ευστράτιος Τσομπανόπουλος

Περίληψη

Τα τελευταία χρόνια, ο ψηφιακός μετασχηματισμός έχει αναδειχθεί σε στρατηγική προτεραιότητα για μεγάλους οργανισμούς. Η επιτυχία του μετασχηματισμού σπάνια καθορίζεται αποκλειστικά από την τεχνολογία. Σε πολύπλοκα και αυστηρά κανονιστικά περιβάλλοντα, ο μετασχηματισμός απαιτεί συνεχή ευθυγράμμιση μεταξύ στρατηγικών στόχων, διακυβέρνησης, τεχνολογίας και ανθρώπινου δυναμικού. Παράλληλα, οι οργανισμοί καλούνται να διατηρήσουν τη σταθερότητα, τη συμμόρφωση και την επιχειρησιακή απόδοση κατά την διάρκεια της διαδικασίας του μετασχηματισμού.

Η παρούσα διπλωματική εργασία διερευνά τον τρόπο με τον οποίο η επιχειρησιακή ευελιξία ενεργοποιείται και διατηρείται διαχρονικά κατά τη διάρκεια του ψηφιακού μετασχηματισμού σε πολύπλοκα και υβριδικά οργανωτικά περιβάλλοντα. Η μελέτη συνδυάζει βιβλιογραφική ανασκόπηση με μια συνέντευξη διοικητικού στελέχους από μεγάλο χρηματοπιστωτικό οργανισμό. Εξετάζει την επιχειρησιακή ευελιξία μέσα από το θεωρητικό πρίσμα των δυναμικών ικανοτήτων. Εστιάζει στον τρόπο με τον οποίο οι οργανισμοί αντιλαμβάνονται την αλλαγή, λαμβάνουν έγκαιρες αποφάσεις και αναδιαμορφώνουν τους πόρους τους σύμφωνα με τις ανάγκες σε πολλαπλά επίπεδα.

Τα ευρήματα υποδεικνύουν ότι η επιχειρησιακή ευελιξία δεν θα πρέπει να γίνεται αντιληπτή ως μία Agile μέθοδος ή ως ένα απλό πλαίσιο εφαρμογής. Αντιθέτως, αναδεικνύεται ως μία δυναμική ικανότητα, η οποία συνδέει τον ψηφιακό μετασχηματισμό με τα οργανωσιακά αποτελέσματα. Η διπλωματική εργασία εξετάζει τις βασικές συνθήκες που επηρεάζουν την αποτελεσματικότητα της επιχειρησιακής ευελιξίας και αναδεικνύει επίσης τη σημασία των περιορισμών που απορρέουν από τα παλαιά συστήματα, τα υβριδικά λειτουργικά μοντέλα και την κόπωση που επέρχεται από τον μετασχηματισμό.

Στην εργασία υποστηρίζεται ότι ο επιτυχής ψηφιακός μετασχηματισμός δεν εξαρτάται μόνο από την τεχνολογική επένδυση, αλλά και από την ικανότητα του οργανισμού να προσαρμόζεται συνεχώς, να συντονίζεται και να διατηρεί την αλλαγή σε βάθος χρόνου.

Λέξεις - Κλειδιά

Ψηφιακός Μετασχηματισμός; Επιχειρησιακή Ευελιξία; Δυναμικές Ικανότητες; Υβριδικά Μοντέλα Λειτουργίας; Ηγεσία; Διακυβέρνηση

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List of Abbreviations & Acronyms

Abbreviation / Acronym	Meaning
DT	Digital Transformation
HOU	Hellenic Open University
IT	Information Technology
PRQ	Primary Research Question
SRQ	Secondary Research Question

List of Abbreviations & Acronyms (Source: The Author)

1 Introduction

The importance of Digital Transformation (DT) has received increasing attention in academic research over the last two decades. It has emerged to cover the basic demands of the clients due to the high-speed advances in digital technology and the increasing value of data for decision-making.

Over time, organizations have been required to reevaluate the way they operate (Bharadwaj et al., 2013; Verhoef et al., 2021; Vial, 2019). Significant investments on new digital tools in the technology sector have not returned the expected return and they still remain inefficient (Westerman et al., 2014).

Prior research conceptualizes Digital Transformation as an organizational and strategic change and not just an information technology (IT) upgrade. Leadership attention should shift towards the way they operate and invest time on value creation (Matt et al., 2015; Ebert and Duarte, 2018; Vial, 2019).

Existing literature suggests that a Digital transformation should include actual changes that involve governance aspects like decision-making, organizational design, leadership practices and organizational culture (Hess et al., 2016; Reis et al., 2018). This means that it should be treated as journey and be guided with a complete change roadmap, in enterprise level.

Such changes, shift the focus for everyone in the organization to the organizational capabilities that will help the organization to adapt every day to the change and efficiently create value continuously (Warner and Wäger, 2019; Vial, 2019).

The main mechanism to work and evolve an organization through a Digital Transformation is Enterprise agility, which can be used to align all the different aspects and get the maximum out of a DT (Overby et al., 2006; Tallon and Pinsonneault, 2011). It is therefore not limited to Agile practices on a tribe or team level, but it should be considered strategic and organizational tool (Tallon and Pinsonneault, 2011; Werder et al., 2021).

This raises an important question: is the organization's management, ready or not to take the appropriate decisions to adjust policies and resources in order to achieve the change that a Digital Transformation brings on such scale.

Against this background, this dissertation focuses on how Enterprise Agility is used and maintained in large and complex organizations, during Digital Transformations. It combines a detailed and structured literature study, with a semi-structured interview with a senior executive in a large-scale organization, on what are the organizational conditions that lead to a success story in a Digital Transformation.

1.1 Background and Context

Large organizations operate in similar ways and they share similar characteristics. When a Digital Transformation is applied in large organizations, several structural and operational characteristics shape the transformation process. Those are:

- increased complexity,
- increased interconnections and correlations between departments that generate continuous disruption,
- established hierarchies that cannot be overpassed,
- multiple governance layers,
- strict compliance expectations,
- extensive legacy IT landscapes.

These characteristics are generating obstacles and create delays that cannot be managed and tackled by lower or middle management teams. They are shaping the rhythm of transformation and defining what is realistically possible due to the fact that the organizations have to protect operational stability and reliability (Ross et al., 2016; Westerman et al., 2014).

In such environments, DT is necessary to be planned as an upgrade on the existing organizational state and not with a “start-from-scratch” process (Hess et al., 2016; Vial, 2019).

As a result, large organizations are operating using hybrid operating models, having agile practices and product-oriented delivery mindset alongside with traditional governance structures and annual budgeting cycles and of course great dependencies on old “legacy” IT systems (Dingsøyr et al., 2018; Karvonen et al., 2018).

This helps explain why Digital Transformations (or digital initiatives in general) may succeed in smaller or more localized settings, while at the same time adaptation remains difficult in large organizations. Also, it is very common to succeed at team or product level but struggling to scale across the entire organization (Ross et al., 2016; Tallon and Pinsonneault, 2011).

In order to root the managerial factors (instead of the technical issues or limitations), there are literature studies that highlight the factors that challenge a Digital Transformation. The most common are listed below:

- great resistance to change,
- poor alignment between digital initiatives and strategic goals,
- weak coordination across functions and
- inconsistent leadership commitment

across organizational layers as suggested by literature (Ebert and Duarte, 2018; Henriette et al., 2015). These issues highlight the socio-organizational dimension of Digital Transformation, which is that the introduction of new tools will never be the actual step forward. It is required that people will be trained with coordination and that structures, processes and technology will be introduced carefully to the organization (Vial, 2019).

For these reasons, Digital Transformation is closely related to Enterprise Agility. Enterprise agility is defined in literature as the ability of a firm to sense environmental change and respond readily and effectively through timely decisions and the adaptive reconfiguration of resources and processes across units and hierarchical levels (Overby et al., 2006; Tallon and Pinsonneault, 2011; Werder et al., 2021).

In order to build Enterprise Agility, the management teams have to ensure a few factors that will bring success, like coordination of decentralization, or clarifying decision rights and escalation paths, or definitions of accountability without further introducing bureaucracy (Ross et al., 2016).

This dissertation examines the organizational mechanisms and the enabling conditions that allow Enterprise Agility to be created and sustained as part of a Digital Transformation, while the focus remains on hybrid environments shaped by several constraints (regulation, legacy systems, and complex governance).

The next sections therefore define the research problem and research questions (Section 1.2) and clarify the research aim and objectives (Section 1.3), preparing further for the systematic literature study and the empirical executive interview that follow.

1.2 Research Problem and Questions

Digital transformation research has attracted considerable academic attention, but it still remains fragmented in concept, due to the fact that there is no de facto definition of the DT term and there is clear disconnection between the different perspectives. At the same time there are different levels of analysis, either on strategic or in organizational or in technologic, which are not directly linked or integrated (Reis et al., 2018; Kraus et al., 2022).

Enterprise agility seems to be the main focus of research and noted as the main mechanism, when the positive results are investigated, like improved performance, enhanced value creation, or increased resilience and that they do not arise automatically from digital investments (Overby et al., 2006; Tallon and Pinsonneault, 2011).

In most cases the Enterprise Agility is closely connected to the dynamic capabilities perspective, which suggests that long-term success in such complex environment depends on the ability of an organization to sense the change, seize opportunities with strategic action and finally adjust the processes and structures and routines as required to achieve the goals (Teece et al., 1997; Teece et al., 2016).

At the same time, IT alignment and strong digital foundations help this effort as enabling infrastructures and not like sufficient conditions on their own (Ross et al., 2016; Tallon and Pinsonneault, 2011).

Existing research provides important insights regarding what agility is and how important it is, but yet less is known about how agility is scaled and sustained in complex hybrid environments (Dingsøyr et al., 2018; Karvonen et al., 2018).

The main challenge (as discussed earlier) is deeper and more systemic, since we have to deal with resistance to change and the way the organization operates, especially in regulated and hybrid environments, where agility needs to align formal governance structures (Dingsøyr et al., 2018; Karvonen et al., 2018).

Based on the above, the research problem addressed in this dissertation focuses on one primary question and seven associated sub-questions (secondary) questions. The primary research question and its associated sub-questions, which operationalize this problem, are presented in Table 1.

Question Type	Research Question
Primary (PRQ)	How is Enterprise Agility enabled and sustained during Digital Transformation in complex and hybrid organizational environments?
Secondary (SRQ1)	How do senior leaders conceptualize Digital Transformation beyond technology adoption?
Secondary (SRQ2)	How is Enterprise Agility perceived and enacted as a mechanism linking Digital Transformation initiatives to organizational outcomes?
Secondary (SRQ3)	Which organizational capabilities support continuous sensing, seizing, and reconfiguring during Digital Transformation?
Secondary (SRQ4)	Which leadership roles and behaviors are critical for enabling and coordinating Enterprise Agility at scale?
Secondary (SRQ5)	How do organizational structures, governance mechanisms, and business-IT alignment influence the enactment of Enterprise Agility?
Secondary (SRQ6)	How do IT capabilities and digital foundations (e.g., platforms, shared data) support or constrain Enterprise Agility during Digital Transformation?
Secondary (SRQ7)	What challenges arise when scaling and sustaining Enterprise Agility over time, particularly in legacy and hybrid environments?

Table 1: Research questions (Source: The Author)

1.3 Research Aim and Objectives

The aim of this dissertation is to explore how the Enterprise Agility is enabled, enacted, and sustained as a central organizational capability within Digital Transformation, especially in complex and hybrid organizational environments. In this dissertation the goal is to move beyond viewing agility as a set of practices but instead to conceptualize it as a coordinated, enterprise-level capability.

The study adopts the dynamic capabilities perspective, which argues the following: organizations remain effective in fast-changing environments when they:

- can sense emerging opportunities and threats,
- seize them through timely strategic action,

- and continually reconfigure resources, structures, and processes to match new conditions (Teece et al., 1997; Teece et al., 2016).

To achieve this aim, the dissertation pursues the following objectives:

- Clarify Digital Transformation as an organizational and strategic phenomenon that extends beyond technology adoption and IT modernization. (Ebert and Duarte, 2018; Matt et al., 2015)
- Establish Enterprise Agility as a central mechanism linking Digital Transformation initiatives to organizational outcomes (e.g., performance, value, resilience). (Overby et al., 2006; Tallon and Pinsonneault, 2011)
- Map the sensing/seizing/reconfiguring capability logic as the theoretical foundation of Enterprise Agility in digitally turbulent environments. (Teece et al., 1997; Teece et al., 2016)
- Examine leadership roles and behaviors that enable coordination and enterprise-level coherence during Digital Transformation. (Teece et al., 2016; Ross et al., 2016)
- Analyze how organizational structures, governance arrangements, and business-IT alignment operate as enablers or constraints of Enterprise Agility, especially in hybrid operating conditions. (Tallon and Pinsonneault, 2011; Dingsøyr et al., 2018)
- Assess the contribution of IT capabilities and digital foundations (e.g., platforms, shared data, standardized capabilities) as infrastructures that enable or limit the Enterprise Agility at scale. (Overby et al., 2006; Ross et al., 2016)
- Identify key challenges related to scaling and sustaining Enterprise Agility over time (e.g., coordination overhead, legacy constraints, transformation fatigue) and to derive implications for future research and practice. (Karvonen et al., 2018; Dingsøyr et al., 2018)

1.4 Dissertation Structure Overview

The dissertation is structured as follows:

- Chapter 2 presents the structured review of the literature. Focuses on examining Digital Transformation as an organizational phenomenon, Enterprise Agility as a

linking mechanism between digital initiatives and performance outcomes, and the dynamic capabilities perspective as the study's theoretical perspective.

- Chapter 3 outlines the research methodology
- Chapter 4 presents the empirical findings and also it analyzes them in relation to the theoretical framework
- Finally, Chapter 5 discusses the theoretical and practical implications of the findings, and it outlines the possible limitations. Finally, it proposes directions for future research.

2 Literature Review

2.1 Digital Transformation Concepts

Organizations in the digital era, are facing more demanding and fast paced customers, great digital competitors, increased regulatory restrictions and requirements, security concerns and regulations, and technology innovations that highly accelerate the market change (Westerman et al., 2014; Vial, 2019). As a response to this situation, organizations are initiating digital programs in order to cope with those changes and improve their speed response, the efficiency and their market status.

As described in the previous introduction chapter, literature clearly indicates that any initiative does not automatically generate the required results, creating performance improvements, but the outcome depends on organizational aspects that lead to any operational and strategic upgrade (Kraus et al., 2022; Reis et al., 2018).

2.1.1 Defining Digital Transformation beyond “Digitalization”

The terms digitization, digitalization, and Digital Transformation are often used interchangeably, although they refer to different levels of change. When we refer to digitization, we are most commonly referring to the process of converting analog information to digital information, like scanning documents. Digitalization, as a term, is used when we are improving an existing process using digital tools, like for example when a digital online form is used instead of a paper form as a workflow.

Digital Transformation goes beyond both concepts. It is a process where an organization rethinks, reevaluates and implements changes in processes and configurations in order to deliver value more efficiently (Vial, 2019; Matt et al., 2015). From this perspective, we realize that a DT is not a single project, but a controlled organizational change, where the technology is the enabler and not the transformation itself.

In heavily regulated environments, like banking sector, there are significant investments on technology and digital channels, not always with the expected result, failing to improve the customer experience or the time-to-market. This is the main reason why the distinction between the terms digitalization and Digital Transformation are important, because, as explained earlier, a DT is an organizational change which is affecting decision rights, cross-functional coordination, governance rhythms, and the ability to learn and adapt (Westerman et al., 2014; Vial, 2019).

However, much of the Digital Transformation literature remains conceptually rich but empirically underdeveloped, particularly in large-scale and highly regulated organizational contexts.

2.1.2 DT as a Socio-Technical and Path-Dependent Change Process

In DT the main factors that are shaping the change and defining it are people, structures, processes and constraints and not just technology. That is the main reason that DT is described widely as a socio-technical transformation.

Large organizations usually carry significant legacy systems, meaning technological or procedural systems, hence the reason that a DT never starts from scratch, but it has to coexist with all the existing solutions and systems (Hess et al., 2016; Ross et al., 2016).

This path dependence represents legitimate organizational demand that protects the organization itself regarding operational continuity, trust and regulatory compliance. The challenge is not necessarily to remove the governance bureaucracy but evolve it and “upgrade” it to the Agility way of working: faster feedback loops and resolved cross-functional alignment in every level (Ross et al., 2016; Westerman et al., 2014).

2.1.3 Mechanisms Linking Digital Initiatives to Organizational Outcomes

Throughout literature it is indicated that digital investments do not bring automatically value and income. They require additional changes, in governance level, in the user’s skillset and in cross team communication (Vial, 2019; Kraus et al., 2022). In other words, it is directly aligned with the improvement in the organizational capabilities.

Additionally, the DT literature indicating the importance of dynamic capabilities to support and speed up the anticipation of change and adaptation to it (Teece, 2007; Vial, 2019).

2.1.4 DT in Hybrid Operating Models and Large-Scale Delivery Contexts

In the contemporary context, it is very common for large organizations to operate through hybrid models, in which agile methodologies coexist with traditional frameworks. These organizations often also rely on fixed budgeting cycles and must manage multiple dependencies associated with legacy systems. (Dingsøyr et al., 2018; Karvonen et al., 2018).

Even when such an operating model is not deliberately designed, the persistence and strength of pre-existing organizational structures often lead to hybrid operational arrangements.

Transformation programs introduce rapid learning loops, continuous improvement and constant feedback loops. At the same time traceability, resilience, and risk management needs to be ensured. This is precisely the challenge for organizations undergoing a Digital Transformation initiative: to be able to connect and simultaneously operate with both speed and control.

2.1.5 Implications for This Study

All the above mentioned regarding the Digital Transformation literature indicates that DT is a complex organizational transformation. Its outcome depends on how well the organization adapts to the new change and supports it with complementary changes. This is exactly the frame directly connected to the research focus of this dissertation.

This highlights the importance of understanding the organizational mechanisms that drive and support a Digital Transformation. In the next section (2.2), Enterprise Agility is examined as a potential mechanism through which DT may be translated into successful organizational outcomes.

2.2 Enterprise Agility Frameworks

The question that was raised from the previous section (2.1), is about large organizations and how can the systematically develop the capacity to respond rapidly and coherently to ongoing change. The answer that comes from literature is about Enterprise Agility and how it is applied to an organizational level.

2.2.1 From Agile Methods to Enterprise Agility

Agile methods originally emerged in the software development sector, emphasizing iterative delivery, constant communication with stakeholders, adaptive planning and cross-functional teamwork. Those are practices that aim to increase responsiveness and learning speed in environments that are very uncertain in organizations.

In the team level, agility can be explained with sprint cycles, continuous feedback, and prioritization of the backlog. If we want to scale up these agility practices in a large enterprise environment, any organization has to deal with several challenges, such as structural silos and multiple interconnected teams, while at the same time operating within governance layers built around hierarchy.

Through his research, Dingsøyr et al. (2018) emphasize that large-scale agile development requires coordination mechanisms beyond team autonomy. This should include alignment forums, portfolio synchronization and of course several guilts for architectural governance. Looking at Enterprise Agility in this perspective, there is much more than just a methodology. It is part of the organization, as a property of the organizational system.

Especially in large and highly regulated organizations, it can be defined as: the organization's ability to sense change, make timely decisions, realign resources, and deliver coordinated responses across multiple domains.

2.2.2 Enterprise Agility as an Organizational Capability

Enterprise agility is commonly conceptualized as an organizational capability and not as a collection of practices. It is the ability of the organization to constantly adapt to internal or external signals (Teece, 2007; Overby et al., 2006). In this perspective, agility is not simply a matter of speed, but a structured responsiveness combined with flexibility.

This is exactly the point where the dynamic capabilities theory aligns closely with Enterprise Agility. According to Teece (2007), organizations sustain performance in changing environments, when they are able to sense any change or demand and respond fast and efficiently to it. Enterprise agility is the way to adapt and reinforce the dynamic capabilities.

Large organizations that are going through a Digital Transformation have to realize the importance of this link between Enterprise Agility and Digital Transformation. It can and should be used as a translation mechanism of the digital demands to and organizational action plan.

A limitation of this perspective is that Enterprise Agility is often treated as a theoretical construct, with limited insight into how it is operationalized at scale in complex organizational environments.

2.2.3 Coordination, Governance, and Alignment at Scale

As organizations scale, there are some specific concerns regarding coordination, since the interdependencies multiply. Regulatory constraints, multiple shared platforms and complicated cross-functional workflows are increasing the difficulty of collaboration. It might be that isolated teams are performing locally in an optimized way, but in a scaled

environment they are facing bottlenecks and complicated procedures that are reducing their efficiency.

According to Dingsøyr et al. (2018) and Karvonen et al. (2018), when large scale agile transformations are happening, it is very important that the alignment mechanisms will operate above team level. Those alignment mechanisms include portfolio synchronization events, cross-team planning cycles and shared prioritization forums.

Especially in heavily regulated sectors, in large organizations, the Enterprise Agility should not be considered a tool to remove governance but as a redesign tool. Enterprise agility should be used to evolve the governance model from rigid, stage-gated control models toward adaptive frameworks with transparency and risk mitigation processes by enabling shorter feedback loops.

One of most critical features of Enterprise agility is the ability of such organizations to balance adaptability and control.

2.2.4 Hybrid Operating Models and the Limits of Team-Level Agility

Large organizations frequently operate with agile teams but at the same time are using traditional way of budgeting or planning and hierarchical approval methods of working. According to Dingsøyr et al. (2018), when enterprise-level structures remain rigid, agility remains localized and its systemic impact limited.

On the other hand, Enterprise Agility requires that there is consistency between departments and layers, regarding strategic and funding decision and ways of working. If this form of agility is absent in the organization, the result will be what it is described as “agile islands” within otherwise traditional systems.

Especially in regulated enterprise environments, working on a hybrid model is unavoidable. Thus, Enterprise Agility should be considered a tool to evolve and not as a radical redesign.

2.2.5 Enterprise Agility and Organizational Outcomes

In literature there is an important question that arises: is Enterprise Agility connected to organizational performance outcomes? Academic research suggests that there are important factors like alignment and leadership to bring the positive link between them (Teece, 2007; Overby et al., 2006).

Enterprise agility can be seen as the mechanism to bring measurable performance outcomes like customer satisfaction, operational efficiency and risk reduction.

2.2.6 Implications for This Study

This section conceptualized Enterprise Agility as an organizational capability and not as a simple set of agile practices. Especially when operating in large and regulated environments, governance redesign, leadership alignment and dynamic capability development are the main factors of success.

In the next section we are trying to understand the conditions under which Enterprise Agility succeeds or struggles, as described in literature.

2.3 Success Factors and Barriers in Agility

The most common characteristic of any new technology is the speed, since we have faster product cycles and faster decisions driven by data. The same applies to Digital Transformation as well.

Prior research suggests that a Digital Transformation requires not only isolated agile practices but also agile responsiveness, especially in complex environments. In order to achieve this a set of systemic conditions is required that will enable this agile responsiveness.

In this section we will examine the literature of the four themes that are defining Enterprise Agility through Digital Transformation. Those themes are:

- leadership and strategic coherence,
- governance and structural design,
- culture and learning dynamics,
- IT and architectural capabilities

Across the literature, these themes appear as mechanisms that are reinforcing each other. The problem occurs when they get misaligned and they become blockers to realize outcomes, even when organizations invest heavily.

2.3.1 Leadership and Strategic Coherence

Across literature there is a common finding concerning the requirements of a Digital Transformation. There is a need to have clarity of direction combined with flexibility of execution, because of the conflicting priorities of the multiple stakeholders.

If there is not a clear guideline or a strategic coherence, then agility works ideally at a local level, but it fails at an enterprise level (Westerman et al., 2014; Ross et al., 2016). Thus, leadership is not just an inspirational role but it gets the form of a strategic architect, shaping decision rights and creating all the necessary alignment mechanisms.

From a dynamic capabilities perspective, Teece (2007) positions leadership as a central to sensing, seizing, and transforming. In a Digital Transformation, as we can see in the Figure 1, sensing involves recognizing changes on the expectations and dynamics, seizing requires the translation of those signals to decisions and priorities and finally transforming involves adjustments and reconfigurations. As literature suggests, if there is a problem with consistency, priorities or decisions, that is where the breakdown occurs.



Figure 1: Leadership in DT through Dynamic Capabilities (Source: The Author)

In this perspective, the middle line of management is very influential. The middle management team acts as the transmission layer between strategy and execution. If this transmission layer is not aligned or if it is blocked, it becomes a bottleneck that slows down the decisions, deflects escalations and enhancing the command-and-control behaviors. These results are very common in regulated environments.

2.3.2 Governance and Structural Design in Hybrid Environments

In highly regulated environments, the traditional models of governance are not able to handle the high-speed frequency of change that it is produced by a Digital Transformation (Ross et al., 2016; Vial, 2019).

Research on large-scale agility indicates that in order to achieve coordination at scale there should be alignment mechanisms in the entire organization and not just in team level (Dingsøyr et al., 2018). In hybrid models, teams are handling fixed budgeting cycles and traditional approvals, but at the same time, misalignment becomes a major barrier. In those occasions, it is common to have “agile islands”, which are delivering locally, but the systemic throughput remains limited.

Based on the Digital transformation research, there is a practical solution that indicates that governance must evolve into a model that preserves control but at the same time shortening feedback loops. In highly regulated environments (like in the banking sector), there should not be slow approval processes. Compliance and security engagement should act as a continuous collaboration process.

2.3.3 Culture, Learning Dynamics, and Psychological Safety

As technology evolves rapidly, Digital Transformation cannot rely on technology alone; organizations need appropriate tools to support it. As technologies change, Enterprise Agility becomes highly dependent on dynamic capabilities, meaning, how quickly an organization can transform and adapt to these technological changes. The literature often suggests that successful transformation models, particularly Digital Transformations, are those that align human resources with technological advancements (Vial, 2019; Westerman et al., 2014).

In regulated environments where the culture is rooted in fear, the culture itself becomes an obstacle to the organization’s evolution. For example, emphasizing ownership, protective

documentation and escalations that delay decision-making, have this effect. In these cases, Enterprise agility requires responsible risk management and not risk avoidance.

Psychological safety is another important factor highlighted in Digital Transformation research. Although it is not always explicitly named, it is extremely significant. When psychological safety is present, teams and team members can solve problems quickly. Also, they can proactively challenge potential issues even before they arise. On the other hand, when psychological safety is absent, it is very common to have a blame culture emerging within the organization. This can cause delays, create disruption and at the end prevents production from delivering value.

2.3.4 IT and Architectural Capabilities as Enablers and Constraints

When enterprise agility is used in a digital transformation, there are some technical preconditions. Large organizations often operate with legacy systems and architectures, and those are making the change slow, with high risk, and very difficult to scale (Ross et al., 2016; Hess et al., 2016). While this might be acceptable, whenever transformation comes to a presser, organizations start to realize that they have to use agile frameworks. Nevertheless, if the underlying architecture is not appropriate, then agility is not used properly and it's limited to the system level.

If the organization needs to move fast and to have reliable operations, the literature suggests that it should focus on platform capabilities, automation and automated processes. Of course, a major improvement should be mature DevOps operations. These capabilities reduce costs while at the same time are improving deployment speed and quality.

IT capability is not only about the tools being used, but also about the organization's ability to align architecture with delivery. An organization that has a very strong Enterprise Agility implemented, it often connects governance models that enable the evolution of architecture. This significantly is improving decision-making based on long-term priorities and not short-term feature throughput.

2.3.5 Synthesis: Why Enterprise Agility Often Remains Partial

There is a recurring pattern on the four themes that are discussed above. The cases that enterprise agility is successful are the cases where there is coherence in leadership and there is a well-designed governance plan. Also, we can see that there is a learning culture, which is reinforced with IT capabilities that support one another. There is a failure or remains

incomplete, when any of these elements is not aligned with the others. When this happens, this cycle is not complete and it is prevented from being fully realized.

Many organizations adopt agile practices at the team level. At the same time, across the broader organizational structure they still rely on, legacy practices and processes. As mentioned previously, whenever Digital Transformation exerts pressure, this mismatch becomes visible and an actual obstacle. In this situation there are specific symptoms like: slow decision-making, middle management that become bottlenecks and priorities that are misaligned across departments.

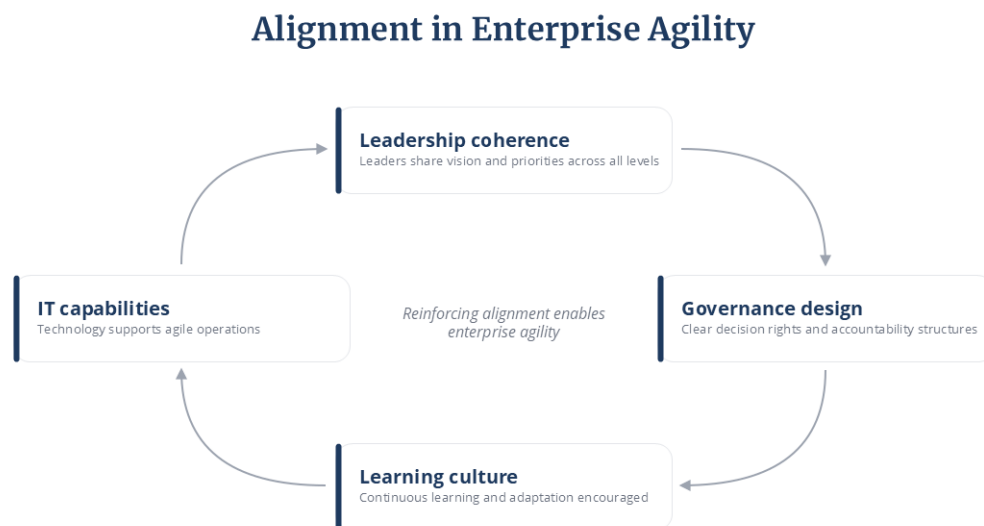


Figure 2: Alignment in Enterprise Agility under DT (Source: The Author)

Through this synthesis, we can understand why digital transformation gives a different outcome in every organization. This is because all the initiatives create conditions for evolution. What is really important and gives a different result in this case, is the way that enterprise agility is implemented within the organization and how it is exploring and using the potential to maximize the value.

In the organizations that are scaled in size and highly regulated, the greatest question is whether the organization has the knowledge and the mechanisms to adapt effectively within those constraints.

2.4 Identified Gaps and Research Opportunity

In previous sections, we defined Digital Transformation and Enterprise Agility as coexisting alongside dynamic capabilities. Through the literature, we can find very important insights for every component that we already discussed, and of course, the relationship that they have between them. Even so, there are still great and very important research gaps. One example is on the perspective of how these components coexist. Also, on how those components operate in the organizations that are highly regulated and large in size.

First, much of the literature that researches on Digital Transformation, emphasizes strategic intent, technological innovation, and high-level performance implications (Vial, 2019; Matt et al., 2015). While these make it clear what are the goals of a Digital Transformation, in many cases they do not reveal how the digital investments translate into specific outcomes.

In many cases, the application of technology is analyzed in great depth, but the internal processes and dynamics within organizations that drive value creation have not been studied in equal depth.

Second, research on Enterprise Agility and large-scale agile transformations provides detailed accounts of coordination practices, governance adaptations, and scaling challenges (Dingsøyr et al., 2018; Karvonen et al., 2018). However, those studies don't realize agility in depth and as a great strategic mechanism which could connect transformations to performance of the organization. What really happens is that they focus on software development environments and in framework scaling for those organizations.

The result is that the enterprise agility usually is treated like an optimization of the organization operational framework and not like a dynamic capability which supports any kind of transformation initiative in a large organization.

Third, the Dynamic Capabilities Theory is examined. Dynamic capabilities theory offers a powerful lens for understanding sensing, seizing, and transforming in complex environments (Teece, 2007). When examining the empirical studies, we realize that they tend to remain quite general and at a high level. They do not explore in practice how these capabilities influence day-to-day governance structures. At the same time they don't research on the way that organizations lead to hybrid operating models and the conditions that can enable them.

An additional gap that has been identified relates to the perspective of those who actually implement Enterprise Agility. The majority of academic research on agility and transformations tends to approach the topic at a high, conceptual level. At the same time, applied frameworks often jump straight into solutions without being fully connected to reality, without strong empirical grounding.

What is missing on a research level? What we miss is a deeper understanding of how executives and senior practitioners in complex environments perceive Enterprise Agility. In other words: How governance models (particularly hybrid governance models) are implemented in practice? What impact they have on Digital Transformations? This becomes even more critical in regulated environments, where organizations must continuously balance the speed of change with stability and accountability.

Overall, even while the literature provides valuable insights into individual components of Digital Transformation and Enterprise Agility, it remains fragmented and lacks an integrated view of how these elements interact in practice. To be more precise, what is missing is the role of Enterprise agility as an intermediary between the Digital Transformation and the results that the organization wants to achieve with the Transformation.

This is precisely the gap that this dissertation aims to address. This dissertation is combining structured literature synthesis with executive insight. It seeks to understand the mechanisms through which enterprise-level agility either supports or constrains the realization of value.

3 Methodology

3.1 Research Rationale and Design

3.1.1 Research Rationale

As observed in the literature and analyzed in the previous chapters, the realization of value from any initiatives, particularly Digital Transformation initiatives, does not depend only on the implementation of technologies. It is also strongly connected to the organization's ability to adapt to rapid changes in its environment. This is not just an evolution step but it requires continuously adapting and transforming the ways of working in order to improve performance.

This perspective aligns closely with the theory of dynamic capabilities. The dynamic capabilities theory, as discussed earlier, gives the concept of organizational success through the ability to sense, seize, and transform capabilities, particularly within rapidly changing environments.

Within these conditions, it becomes clear how important Enterprise Agility is as an organizational capability. Enterprise Agility enables Digital Transformation initiatives to operate efficiently. Also, as highlighted in the previous chapter, it is very important for the existing research and literature to advance in examining the relationship and correlation between Digital Transformation and Enterprise Agility.

How does the relationship between Digital Transformation and Enterprise Agility works in practice? There is a lack of understanding at this point and the academic research should be focused especially within highly regulated environments with hybrid framework models.

In most cases agility is approached from the structural and technological perspective. If we examine it practically, areas such as leadership orchestration and the organizational mechanisms must be examined further. Those are enabling alignment across different units of the organization.

In this dissertation, there is a combination of a structured literature review with insights derived from an executive-level interview. The goal is to move beyond the theoretical foundation and examine how Enterprise Agility is understood at a high organizational level and how it is implemented in practice.

By combining these two academic approaches, the study generates insights that aim to provide a more holistic understanding of the relationship between Digital Transformation and Enterprise Agility, as a dynamic organizational capability.

3.1.2 Research Design & Strategy

In this dissertation, a qualitative research design is used. This is due to the fact that it is by nature an exploratory problem. It is given emphasis on understanding complex phenomena in organizations. The study uses two complementary components, a structured literature review and a qualitative expert interview.

We should mention that while this approach enables in-depth exploration, it may limit the generalizability of findings, particularly given the reliance on a single expert interview.

The first part involves a structured review of academic research on Digital Transformation, Enterprise Agility and Dynamic capabilities. The goal is to study existing theoretical perspectives, identify and understand the dominant themes and expose the possible gaps that justify this research.

Research Strategy

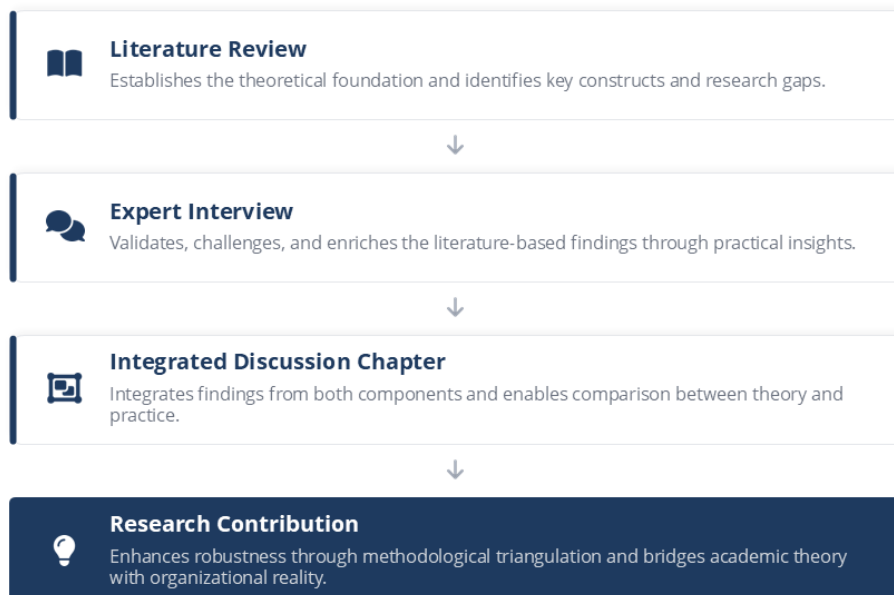


Figure 3: Research Strategy (Source: The Author)

The second part consists of a qualitative semi-structured interview with a senior executive operating within a highly regulated organizational environment. The interview is conducted

in a way that explores the key themes of the literature review process. The interview mainly includes:

- The interpretation of Enterprise Agility at the executive level,
- Enablers and barriers to agility in practice,
- The role of leadership, governance, and technology,
- The alignment between theoretical frameworks and real-world implementation

Figure 3 presents the research strategy followed in the dissertation. The combination of the structured literature with the executive-level insight triangulates the academic frameworks. In this way, it is bridging academic theory with organizational practice.

3.1.3 Justification of the Research Design

The selected research design is appropriate for the following reasons:

- Enterprise agility in Digital Transformations is a complex phenomenon that involves several dimensions like strategy, structure, technology and culture
- The dissertation focuses on understanding and explaining the “how” and “why” of enabling agility. The dissertation does not measure any variables
- The theory and practice combination that connects conceptual frameworks with real-world integration
- The qualitative approach allows for an understanding of context-specific factors, especially relevant in large-scale regulated environments.

In the following section (3.2) the methodological approach of the literature review is presented in detail.

3.2 Literature Review Approach

3.2.1 Overview of the Literature Review Strategy

The field examined in this dissertation has a very broad scope and the literature is highly fragmented, particularly in the areas we have selected, such as Digital Transformation, Enterprise Agility and the related capabilities. For this reason, a structured and semi-systematic approach was adopted, in order to ensure the transparency and consistency required in such contexts.

The objective of this dissertation was not only to identify and synthesize academic contributions, but also to examine whether patterns exist across the publications, whether there is any thematic concentration among them and whether broader methodological trends can be observed.

In this way, the literature review functioned not only as a foundation for the dissertation, but also as an analytical exercise aimed at understanding the dominant elements of the field and identifying potential research gaps.

3.2.2 Data Sources and Search Strategy

The search process focused on peer-reviewed academic studies relevant to the main subjects of this dissertation. Major scholarly search engines were used in order to identify and cross-reference all the relevant and credible sources.

Search terms included keywords such as:

- Digital Transformation,
- Enterprise Agility,
- organizational agility,
- dynamic capabilities,
- agile at scale,
- IT-enabled agility.

In several cases, the terms were combined through Boolean operators where appropriate.

During the article selection process, the strategy followed was to prioritize more recent literature, in order to capture the current state in academic research and identify how this study can contribute as effectively as possible.

At the same time, earlier studies were not neglected, particularly those that established the theoretical foundations of key concepts, like in the field of dynamic capabilities, where seminal older works remain highly influential.

3.2.3 Inclusion and Exclusion Criteria

During the selection process, consistency and relevance had to be ensured. To do so, a set of inclusion and exclusion criteria was applied.

Inclusion Criteria

- were peer-reviewed journal articles or academically credible conference contributions,
- addressed the terms used as keywords, or closely related,
- contributed at an organizational, strategic, or enterprise level of analysis,
- were published in English,
- were judged to be relevant and useful for the research

Exclusion Criteria

- focused only on technical aspects without organizational implications,
- did not contribute to an enterprise-level perspective on agility,
- were non-academic or practitioner-only sources,
- lacked sufficient methodological or conceptual relevance

The final coded literature dataset consisted of 73 articles. Additional foundational and background sources were also used to support the broader theoretical framing of the dissertation.

3.2.4 Literature Classification and Coding Framework

After the final selection of the articles, all studies were categorized based on the analytical structure. This was done in order to support the systematic comparison of the different literature streams. Also, in this way, we could identify any possible patterns that should be further analyzed.

Each article was classified according to the following dimensions:

- Category
- Focus of study
- Method
- Classification
- Methodology
- Year of publication
- Author
- Title

This categorization, followed by a second-stage grouping of the different literature streams, enabled the dissertation to support both statistical analysis and thematic interpretation, thereby allowing clear and meaningful findings to emerge from the process.

3.2.5 Analytical Approach

The review combined two complementary analytical approaches.

First, a qualitative thematic analysis was used to identify main concepts and possible recurring patterns across the literature. This help shape and support the conceptual discussion presented in Chapter 2.

Second, a descriptive quantitative analysis was carried out to the literature dataset. This helped map the field more systematically. The groups and categories (like category, year, classification, and methodology) were examined on frequency counts and cross-tabulations.

This quantitative mapping was done to provide a more clear overview of how the literature base is structured and if there was an evolution through the time.

3.2.6 Quantitative Mapping of the Literature

A descriptive statistical overview of the final dataset was conducted. This is in order to support the transparency of the review process.

In the next paragraphs a set of tables and graphs are presented that illustrate the composition of the literature and reveal key patterns across the selected studies.

Distribution by Literature Category

Distribution of Articles by Research Category

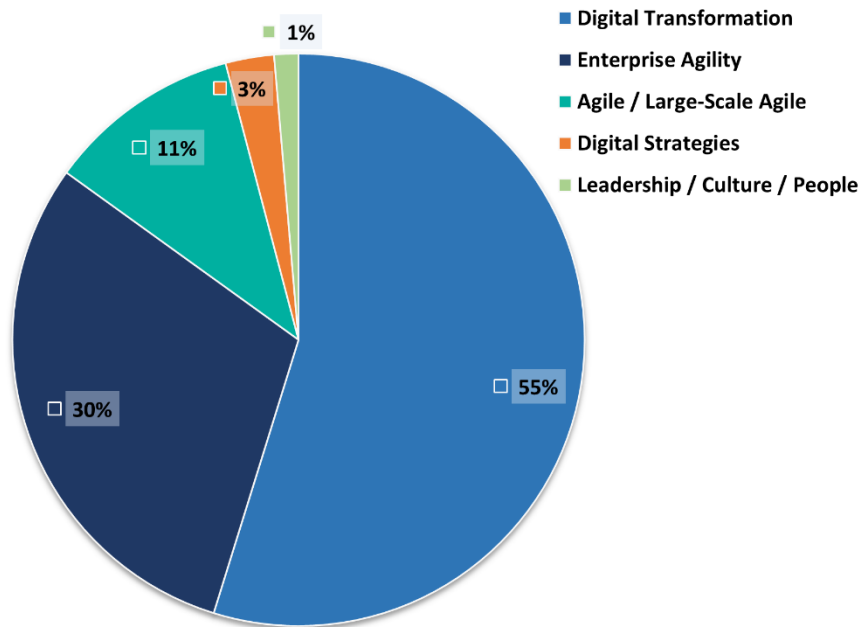


Figure 4: Distribution of Articles by Research Category (Source: The Author)

There are five main categories if we split the literature per thematic. The two main categories of digital transformation and enterprise agility are covering the 85% of the articles. The smaller categories are including agile, large scale agile with eight articles, digital strategies with two articles, and finally leadership, culture, and people with one article.

In Figure 4, we see the distribution of literature across those categories. This distribution is indicating that the main focus is on the two major categories of this dissertation, the digital transformation and the enterprise agility.

On the other hand, leadership, people, and culture, they appear relatively with slow present in this distribution. This indicates that the human and leadership conditions are getting much less attention from the researchers compared to the structural and any other technological perspective that is of high interest.

Distribution by Year of Publication

In Figure 5, there is a clear pattern concerning the publication year, which shows a concentration of studies in recent years. The highest number of articles appears in 2024 and 2025, with 11 articles each, followed by 2018 and 2021, with 8 articles each. Earlier years contain fewer studies, although selected foundational works from 1997, 2003, and 2006 were retained due to their theoretical significance.

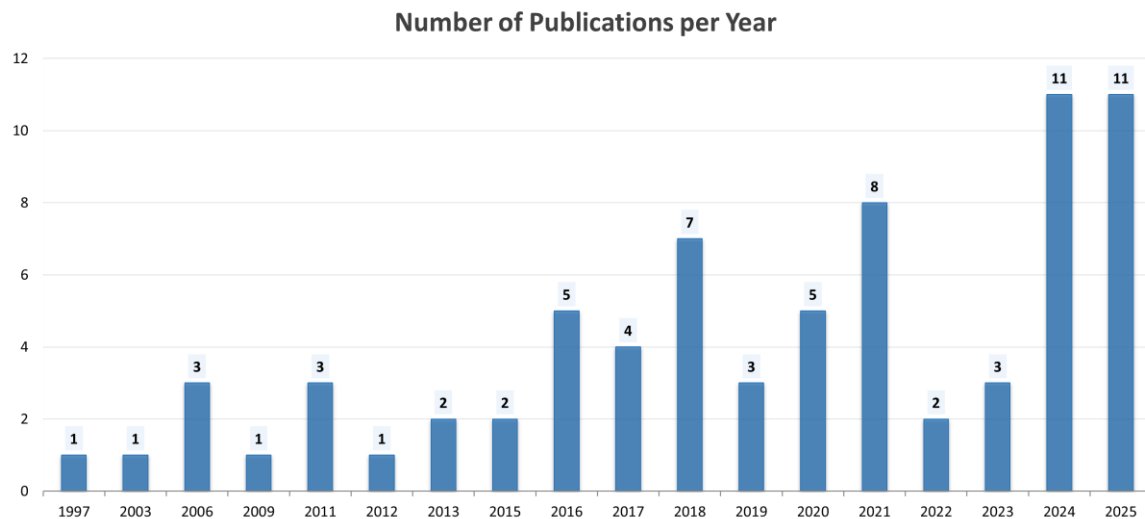


Figure 5: Distribution of Publications (1997-2025) (Source: The Author)

This suggests that Digital Transformation and Enterprise Agility have gained significant academic attention the latest years, especially after 2016. At the same time, we are noticing a significant depth on the study which is from the earlier studies of dynamic capabilities included in the literature study.

Distribution by Literature Classification

In terms of classification, Theoretical framework development was the largest group with 29 articles, followed by Quantitative application/study with 20 articles and Literature-based survey with 19 articles. Case studies accounted for 4 articles, while Comparative studies accounted for 2 articles.

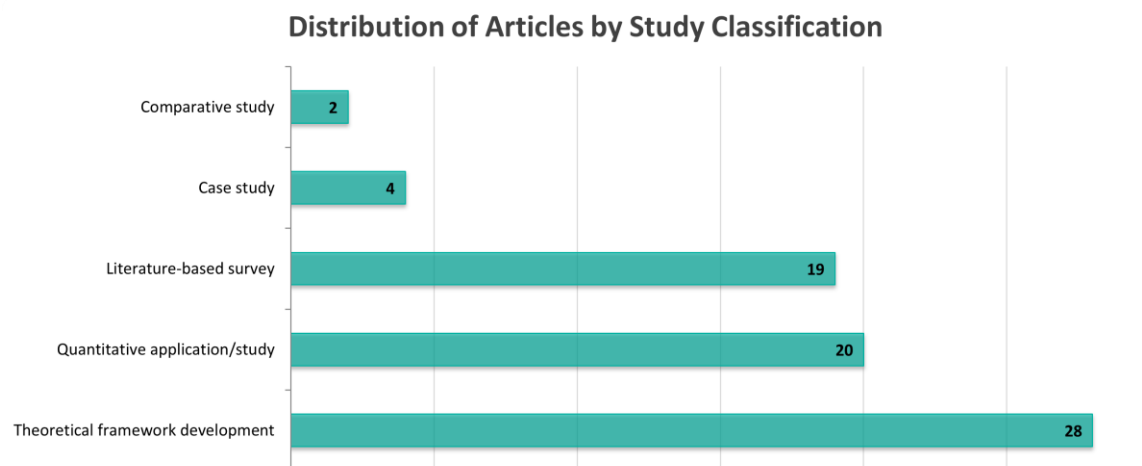


Figure 6: Distribution of Articles by Study Classification (Source: The Author)

The distribution of the articles clearly indicates that the field of research is built upon conceptual and framework-building work and there is a gap in empirical development. This gap is very relevant especially for the interview findings. The interview puts great emphasis on the fact that that agility is not a static capability but a continuously developing process, shaped by organizational learning and leadership adaptation.

Distribution by Methodology

The methodological distribution further reinforces the picture mentioned previously in Figure 6: Distribution of Articles by Study Classification. The most frequent methodology was critical review of the literature; theoretical framework development; conceptual modelling with 23 articles, followed by quantitative application; descriptive statistics; inferential statistics with 21 articles, and critical review of the literature; comparative analysis; descriptive statistics with 16 articles.

Methodological Approach	Number of Articles	Percentage (%)
Critical review of the literature; theoretical framework development; conceptual modelling	23	31.5%
Quantitative application; descriptive statistics; inferential statistics (regression or structural equation modelling)	21	28.8%
Critical review of the literature; comparative analysis; descriptive statistics (where applicable)	16	21.9%
Critical literature-based analysis; descriptive statistics or qualitative synthesis as appropriate	5	6.8%
Qualitative case study; interview/secondary data analysis; comparative analysis over time	4	5.5%
Qualitative multi-case study; comparative analysis; interview/secondary data analysis	1	1.4%
Narrative literature review; critical reflection; conceptual synthesis	1	1.4%
Critical review of the literature; meta-analysis; inferential statistics	1	1.4%
Critical review of the literature; bibliometric descriptive statistics; comparative analysis of themes	1	1.4%
TOTAL	73	100.0%

Table 2: Distribution of Articles by Methodology (Source: The Author)

Smaller groups included critical literature-based analysis; descriptive statistics or qualitative synthesis with 5 articles, qualitative case study with 4 articles, and a limited number of highly specific approaches such as meta-analysis, bibliometric analysis, and multi-case qualitative study, each represented by 1 article.

Overall, the field appears to be dominated by conceptual and review-based work, supported by a second strong stream of quantitative survey-based and modelling-based studies. This strengthens the logic to include an expert interview in the present study, due to the fact that it gives contextual depth, which is not visible in the literature.

Distribution of Articles by Category and Time Period

Table 3 presents a cross-analysis of research categories across time periods. Digital Transformation has an increase in the 2020-2025 period (28 articles). This confirms its emergence as the dominant research stream in recent years. In contrast, Enterprise Agility shows a more even distribution across all periods. Enterprise Agility has more notable

presence in the pre-2010 literature and this is suggesting a more mature and continuously evolving subject.

Category	Pre-2010	2010-2014	2015-2019	2020-2025	Total
Agile / Large-Scale Agile	0	1	1	6	8
Digital Strategies	0	1	1		2
Digital Transformation	0	0	12	28	40
Enterprise Agility	6	4	6	6	22
Leadership / Culture / People	0	0	1		1
Grand Total	6	6	21	40	73

Table 3: Distribution of Articles by Category and Time Period (Source: The Author)

Overall, this temporal distribution suggests that Digital Transformation currently acts as the dominant thematic, while Enterprise Agility functions as a mature key within it.

3.2.7 Interpretation of the Quantitative Mapping

On the collected articles, there was a quantitative mapping conducted, and this came up with four key patterns.

At first, there is a confirmation that the digital transformation and the enterprise agility are the central conceptual pillars, since they occur the most times.

Secondly, the research in this field seems to be more accelerated in the last few years, especially the period between 2018 and 2025. Thus, from the chronological perspective, we have an indication that this topic is very active in the academic research.

Third, as we already have mentioned earlier, there is an indication that research is mostly focused on the conceptual studies. At the same time, the practice-based (empirical) studies, are very limited and they should be expanded.

The fourth pattern is that the research and of course the literature is not focused on the human perspective, meaning that it is not focused on leadership culture and the people-oriented dimensions. This comes despite the fact that the practical importance in any transformation and any organization is very critical.

The approach of the study is critically affected by these patterns and it combines a structured literature synthesis with the executive insight of an interview. In such a way, the dissertation not only goes in detail of the main conceptual categories, but at the same time it enables a

deep exploration and an executive level interview, focusing on the areas that are not presented in the existing literature.

3.2.8 Limitations of the Literature Review Approach

Although the dissertation followed a clearly defined and structured approach in conducting the literature review, we should mention and highlight certain limitations. The selection and coding of studies and articles inevitably involved the researcher's personal judgment, particularly in the categorization and classification processes.

Also, while the literature review allows for the identification and quantification of existing research, it does not fully capture the impact or influence of each individual article within its respective field.

Finally, it should be noted that quantitative mapping was used as a complementary analytical tool, rather than as a substitute for critical qualitative synthesis.

3.2.9 Section Summary

In this section the literature review approach adopted in the dissertation is analyzed. It explained the methodologies used to build and analyze the final dataset of 73 articles. This chapter demonstrates that the majority of the literature is concentrated around Digital Transformation and Enterprise Agility. It is done primarily at a theoretical level and much less on leadership, culture and the human dimension within these contexts.

These findings provide the methodological foundation and, in combination with the analysis presented in Chapter 2, enable the subsequent development of the empirical design.

3.3 Case Study and Interview Design

3.3.1 Overview of the Empirical Approach

In this dissertation, building upon the structured literature review and aiming to identify the existing research gaps, as discussed in the previous chapters, an empirical component was incorporated in the form of an interview with an experienced executive in the financial sector. The purpose of this empirical element is to provide high-level insights into how Enterprise Agility is understood and how it is implemented in practice, particularly within complex and highly regulated organizational environments.

In this case study a qualitative approach was adopted. This method was chosen in order to understand how a senior executive conceptualizes Digital Transformation and how Enterprise Agility is implemented within a real organizational context. This approach gives the opportunity to get an in-depth exploration of both the theoretical & practical aspects. This cannot be achieved through quantitative methods.

In this way, we can answer the question: How does a senior executive interpret and approaches the theoretical foundations in practice? More specifically, we can understand how concepts such as Enterprise Agility, Digital Transformation, and Dynamic Capabilities are translated from theory into actionable approaches. All that from the perspective of a senior executive within a complex and highly regulated organizational environment.

At the same time, the use of a semi-structured interview format helps the interviewer to keep a balance between the core theoretical themes and allowing the flexibility to identify and explore emerging insights during the discussion.

3.3.2 Interviewee Profile and Selection Rationale

A single expert interview was conducted with the Chief Digital and Technology Officer at Alpha Bank, Mr. M. Tsarbopoulos. The interviewee holds a senior executive role with direct responsibility for leading and coordinating Digital Transformation initiatives within a large, regulated banking institution.

The dissertation follows a clearly defined scope, focusing on Enterprise Agility within complex and highly regulated environments. The interviewee's role provides valuable insights and a broad perspective, in several dimensions of the organization. Those dimensions include strategy, technology, governance, and execution.

At the same time, the organizational aspect of the interview in this financial institution, which has a longstanding presence in the market, gives us the reflection of the legacy elements that we are seeking for, but at the same time reflects the regulatory intensity, which is very crucial for this research as a main focus point.

The interviewee participated voluntarily and provided informed consent for inclusion in the study. This transparency enhances the credibility of the empirical findings while aligning with ethical research practices.

3.3.3 Research Method: Expert Interview

In this dissertation, as mentioned earlier, a semi-structured interview with an expert from the finance sector is used as the main empirical method. In general, expert interviews are widely used in qualitative research, as they provide the space and insight needed to explore and explain strategic perspectives through the experience of the interviewee.

This particular methodology is highly suitable for our research, as previously explained, because at the enterprise level, Agile and Digital Transformation are phenomena largely shaped by decisions made at the leadership and governance levels. This format allows for a balance between consistency and coherence, while also maintaining the necessary flexibility to effectively capture and demonstrate the insights we are seeking.

3.3.4 Interview Design and Structure

Within the Literature Review, we defined the scope and established the objectives of the interview, in order to align these two core pillars of the dissertation, the literature study and the interview as a more empirical exploration.

The main thematic areas covered in the interview include:

- understanding and interpretation of Enterprise Agility,
- key enablers of agility in organizational settings,
- barriers and challenges in implementing agility at scale,
- the role of leadership and governance,
- the contribution of digital technologies and IT capabilities,
- alignment between strategy and execution.

The interview guide (included in Appendix A: Executive Interview Guide) consists of open-ended questions designed to encourage reflection, explanation, and the sharing of concrete examples.

During the interview, the use of open-ended questions allows the interviewee to provide depth in their responses, enabling the research within this dissertation to generate rich insights that can be effectively combined with the findings from the literature review.

3.3.5 Data Collection Process

The interview was conducted in a one-to-one setting and lasted approximately 60 minutes. The language spoken was Greek, with the use of English terminology where appropriate

due to the nature of the domain. It was conducted online. With the participant's consent, the interview was recorded and subsequently transcribed in full to ensure accuracy and completeness of the data.

3.3.6 Data Analysis Approach

The analysis of the interview data followed a thematic analysis approach. The basis of the interview structure was the research questions and thus, the analysis followed the same pattern. The transcribed material was systematically reviewed and coded.

The coding process was guided by:

- themes emerging from the literature review (deductive coding), and
- new themes emerging from the interview data (inductive coding).

In this way, by using both approaches, we are able not only to validate what has been identified in the theoretical background, but also to explore whether new themes or topics for discussion emerge.

The findings of the interview have been organized and are presented in the next chapter (Chapter 4), as well as in the final conclusions of Chapter 5.

All interview quotes originally in Greek were translated into English by the researcher for the purposes of this study. Care was taken to preserve the original meaning, tone, and intent of the statements.

3.3.7 Limitations of the Empirical Approach

The use of a single interviewee introduces certain limitations. Relying on one expert interview restricts the generalizability of the findings and may introduce subjectivity, as the empirical insights reflect the personal perspective and interpretation of one senior executive.

However, the seniority of the participant provides strategic depth and enables the study to capture high-level insights into Digital Transformation and Enterprise Agility within a complex and regulated organizational environment.

In order to be more credible and precise and give a better perspective in this dissertation, the findings of the interview with Mr. Tsarbopoulos were not interpreted as single findings, but they were compared with the themes that we identified through the articles in the literature review. In this way, we achieve a triangulation between the literature and the

insights of the executive through the interview, which supports the analytical consistency and gives us the opportunity to treat the empirical findings as exploratory and interpretive evidence and not as broadly generalizable conclusions.

3.3.8 Section Summary

In this section, we discussed the second part of the dissertation, which involves conducting an interview with an executive in order to gather empirical data. This approach complements and aligns effectively with the literature review, offering the perspective of an executive operating in a real-world environment with all its regulatory constraints, which can, under certain conditions, hinder progress.

In the next chapter, we will present the findings, which will be discussed in direct relation to the literature review conducted.

4 Findings and Discussion

4.1 Interview Findings and Themes

The interview conducted with the Chief Digital and Technology Officer for this dissertation, was the main step in this dissertation, to understand the complexity associated with Digital Transformation and realize the aspects of it. Also, we need to realize and to emphasize the organizational dimensions that both influence and are influenced by Enterprise Agility during a Digital transformation.

During the interview, several patterns emerged and many valuable insights were gathered into how Enterprise Agility is perceived and enacted in such highly regulated and complex environments.

4.1.1 Conceptualization of Digital Transformation

From the very beginning of the discussion during the interview, we tried to focus on the suggestions that Digital Transformation is not perceived only as a technological advancement, but as a complex organizational process. Not just in low level but operating at a higher strategic level across multiple domains.

The interviewee tried to give some emphasis on the fact that the organizations are constantly trying to find a good balance between regulations, expectations of the stakeholders and of course, with the needs of the employees and the society as clients to the financial institution.

As explicitly stated during the interview:

“A large organization must find a balance and satisfy the interests of all stakeholders.”

(“Ένας μεγάλος οργανισμός πρέπει να βρει μια χρυσή τομή και να ικανοποιήσει τα συμφέροντα όλων με ένα balance.”)

This quote is clearly focusing on the complexity that is transferred to any transformation, especially digital transformation, in environments that are highly regulated. The coordination and the alignment between stakeholders remains an ongoing challenge, and it's a constant reminder that we need to keep the balance, as mentioned earlier.

Followingly, there was a clear mention that the most important aspect is the value creation, and that's fundamentally important for a digital transformation. The center of the focus is

not the technology. At this point we have a clear alignment with what we identified in the literature review. Specifically, the interviewee clearly stated:

*“There is no point in doing transformation for the sake of transformation.
It must create value.”*

*(“Δεν έχει νόημα να κάνεις μετασχηματισμό για τον μετασχηματισμό.
Πρέπει να δημιουργεί αξία.”)*

This suggests that a transformation, as an initiative, should be evaluated based on its ability to generate value. This is reinforced over time and not by delivering short-term results. The organization should aim to achieve long-term sustainability through the transformation process.

Additionally, transformation is characterized at this point as inclusive. It is required by the organizations to understand and respond to customer needs and not just focus exclusively on digital channels and pre-defined plans. This is mentioned in the interview as follows:

*“A large organization cannot offer everything only digitally... it must
take into account the demographics of its customer base.”*

*(“...δεν μπορείς να κάνεις έναν μετασχηματισμό που να τα προσφέρει όλα
μόνο ψηφιακά... Πρέπει να λάβεις υπόψη και τα demographics του
πελατολογίου.”)*

The interviewee explicitly notes that “transformation must be inclusive,” highlighting the need to balance digital and traditional service models.

4.1.2 Enterprise Agility as a Mechanism for Transformation

Managing the tension between two opposing forces is a major challenge for organizations. On the one hand, the shift of decision-making toward more localized autonomy and on the other hand, the need to maintain control, as required by regulatory frameworks.

Enterprise Agility can help an organization to achieve this through Enterprise Agility. This is a finding that was cross check in literature and by the interviewee:

*“You want to push decision-making down and spread it across the
organization... but at the same time the regulator wants to feel that there
is central control.”*

(“Θέλεις να κατεβάσεις το *decision making* και να το απλώσεις μέσα στον οργανισμό... από την άλλη... ο επόπτης θέλει να αισθάνεται ότι υπάρχει κάπου κεντρικός έλεγχος.”)

Furthermore, the findings highlight the importance of flexibility in thinking and decision-making as a prerequisite for effective transformation. As noted in the interview:

“Flexibility in thinking and decision-making is a prerequisite for achieving effective transformation.”

(“Η ευελιξία στη σκέψη και στο *decision making* είναι προϋπόθεση για να έχεις έναν αποτελεσματικό μετασχηματισμό.”)

At the organizational level during Digital Transformation in large and regulated environments, Enterprise Agility acts as the main mechanism that helps the organizations to enable flexibility in decision-making.

4.1.3 Organizational Capabilities and Dynamic Adaptation

The interviewee placed strong emphasis on how an organization must develop capabilities which will give a boost to the organization to adapt to changes over time. This is a clear suggestion that comes from Mr. Tsarboboulos that digital transformation is the main process of evolving within the organization and building capabilities over time, and not just a simple implementation of technological transformation.

As he explicitly stated:

“I need to build capabilities—whether organizational, in terms of tools, or in terms of human resources.”

(“Πρέπει να χτίσω *capability* — είτε οργανωσιακής φύσεως, είτε σε επίπεδο εργαλειοθήκης, είτε σε επίπεδο στελεχιακού δυναμικού.”)

At this point, we have a clear statement based on the interviewee’s experience, that the long-term perspective of a business transformation is closely linked to an organization’s ability to evolve its internal capabilities.

Additionally, through the interview, he highlighted another phenomenon related to the need for prioritization. This, as he noted, is (and should be) supported by flexibility and optionality. He specifically stated:

“When you have uncertainty, you need optionality... to be able to turn left or right.”

(“Όταν έχεις αβεβαιότητα, θέλεις optionality... να μπορείς να στρίψεις μία αριστερά και μία δεξιά.”)

Through this, we can see how important it is to remain strategically and organizationally flexible. At the same time, we realize how critical it is for an organization to have the ability to change direction in response to dynamic technological developments.

4.1.4 Leadership as an Orchestrator of Change

In the next section of the interview, we're trying to focus on the leadership through change. It is clear that to enable Enterprise Agility, leadership has a very crucial role and it must show the path to the organization by providing clear direction.

The interview highlighted that the leadership should have a clear and strategic direction. Thus, it aligns with what we discovered in the literature review. But at the same time, leadership has to allow the teams to operate autonomously in execution and in planning.

As stated:

“Management must set the direction... and then allow the teams to solve the problem within that framework.”

(“Η διοίκηση πρέπει να βάζει την κατεύθυνση... και μετά να αφήνει τις ομάδες να λύσουν το πρόβλημα μέσα σε αυτό το πλαίσιο.”)

This frame here is set for the balance between control and empowerment, where leadership should define the framework, but not directly and exactly the moves that have to be done. In other words, teams should have the space to follow the direction that is defined by leadership.

At the same time, the importance of execution is emphasized:

“The concept of strategy is somewhat overrated... what really makes the difference is execution.”

(“Η έννοια της στρατηγικής είναι κάπως overrated... αυτό που κάνει τη διαφορά είναι η εφαρμογή.”)

This suggests that the organizational performance depends more on execution, either consistent or focused, than on strategic planning alone.

4.1.5 Governance, Structure, and Hybrid Operating Models

The interview clearly shows and confirms that the organizational structures and governance models within large, highly regulated organizations directly impact the effectiveness of Enterprise Agility.

In such organizations, which are operating through functional silos, dependencies are created that delaying the decision-making process. As the interviewee described:

“Silos have a specific way of working, like a train logic: handover from one to another until you reach the final result.”

(“Τα σιλό έχουν έναν συγκεκριμένο τρόπο συνεργασίας, σαν λογική τρένου: handover από τον έναν στον άλλον μέχρι να φτάσεις στο τελικό αποτέλεσμα.”)

Enterprise agility can be the tool that will address this problem and define it as a limitation. And this is happening not by redesigning the organization, but focusing on redefining the communication between people or teams or departments. At the same time, it is establishing cross-functional teams that can easily accelerate any kind of process of this type.

However, governance remains a challenge and this cannot be entirely eliminated. Organizations are required to adopt hybrid models as a framework, balancing control with flexibility.

4.1.6 IT Capabilities as Both Enabler and Constraint

Through the next part of the discussion, the interviewee gives us a clear statement that IT works in both ways. It is both part of the problem, but also part of the solution. On one hand, it creates limitations that coming from the legacy systems alongside with any pre-existing infrastructure for this transformation. On the other hand, it works as the key to improve and enable the Enterprise Agility.

“IT is both a problem and a solution at the same time.”

(“Το IT είναι ταυτόχρονα και πρόβλημα και λύση.”)

At the same time, it gives another big, great hint that one of the most important parts in the IT department during digital transformation is the effective integration between the business sector and the IT capabilities:

“The key is for IT to understand business objectives early and design appropriate solutions.”

(“Το ζητούμενο είναι... το IT να καταλαβαίνει έγκαιρα τα business objectives και να σχεδιάζει κατάλληλες λύσεις.”)

At this stage, it becomes clear how important it is for an organization to have an alignment between the different domains during the digital transformation. Enterprise agility has to be effective, and it's not only a matter of process, but also collaboration between the departments.

This collaboration can work in both ways. If the IT department understands the business objectives from the beginning, it will be able to design and implement solutions faster and really efficiently. At the same time, if the business side has better understanding of how IT department operates and how IT teams need their business requirements, they will create from the beginning more clear requirements. In this way they can successfully plan and implement any project that is required after the digital transformation.

4.1.7 Challenges in Scaling and Sustaining Agility

In our conversation, we asked about the challenges of adopting Agile within such an organization. Through this interview, we have an alignment of those perspectives, focusing on the fact that the difficult part is the sustainability over time and through the technology evolution. Mr. Tsarbopoulos emphasized also the concept of transformation fatigue, giving us to understand the difficulty of maintaining performance while at the same time continuously improving and changing to a new direction.

This challenge is vividly illustrated:

“It’s like asking an athlete to run a race while simultaneously performing open-heart surgery.”

(“Είναι σαν να λες σε έναν αθλητή να τρέχει τον αγώνα και ταυτόχρονα να κάνει εγχείρηση ανοιχτής καρδιάς.”)

As we discussed in the interview, it is clear and crucial to have a distribution of the effort that has to happen during a Digital transformation. It has to be distributed across the organization and not in specific persons or specific teams. The ownership has to be distributed broadly, and the leadership has to avoid the creation of bottlenecks in the departments or in the teams. Also, by avoiding the concentration of accountability in some individuals, burnout of those individuals can be prevented.

Using those steps, the leadership of the organization can maximize the effectiveness and the success of the Digital transformation.

4.1.8 The Role of People in Enterprise Agility

In this part of the interview, we focused on the most critical term to enable enterprise agility, and this factor is the people, the organization's human resources.

As emphasized:

“People are the alpha and the omega.”

(“Το Α και το Ω είναι οι άνθρωποι.”)

Furthermore:

“You need to know which 10-20% of the workforce can actually drive the organization forward.”

(“Πρέπει να ξέρεις ποιο είναι το 10%-20% του προσωπικού που μπορεί να κάνει drive τον οργανισμό...”)

Here we have a Pareto-like distribution, concerning the distribution of people that have the greatest impact on a digital transformation. So, we understand that the enterprise agility is not only a matter of structure or technological evolution, but it is clearly a capability in the human perspective of an organization.

4.2 Comparison with Literature Review

When comparing the results we can see a clear and strong convergence between the literature and the findings of the interview. Thus, we understand that the industry perspectives and the academic literature are aligned.

However, the strong alignment between interview findings and existing literature may also indicate a degree of confirmation bias, limiting the emergence of divergent perspectives.

The interview adds a significant depth and practical perspectives on our research. So we understand that enterprises deal with coexistence support digital transformation in complex and highly regulated organizations, especially in the financial sector.

4.2.1 Conceptualization of Digital Transformation

Based on the literature, we can see that it's not just a technological break, but it is a strategic phenomenon and organizational phenomenon (Vial, 2019; Matt et al., 2015). The interview supports this perspective and emphasizes the need to balance the stakeholders demands with the goal of creating value.

More specifically, the nature of transformation is detailed in the literature and supported by the interview, as discussed:

*“There is no point in doing transformation for the sake of transformation.
It must create value.”*

The interview goes one step further and it highlights how digital transformation makes value creation as the core purpose of it. This happens especially in highly regulated departments, where the sustainability of the outcomes and the regulations and the stakeholder demands have to be aligned and makes it harder to achieve the required result.

4.2.2 Enterprise Agility and Governance Tension

In literature (Overby et al., 2006; Tallon and Pinsonneault, 2011) we extract the information that Enterprise Agility can be a mechanism to get better results from an organization regarding its responsiveness and adaptability. As discussed in the interview, this view is confirmed.

We have to mention at this point that there is a significant tension that exists between agility and strict governance requirements. This tension is also clearly expressed in the interview:

“You want to push decision-making down and spread it across the organization... but at the same time the regulator wants to feel that there is central control.”

Dingsøyr et al. (2018) acknowledges that governance-related challenges exist in large organizations when operating in agile environments. In the interview we get a clearer view of how this tension is managed in practice. The leadership is not attempting to replace or entirely bypass governance. It uses Enterprise Agility to be able to and seeking a balance between control and decentralization.

4.2.3 Organizational Capabilities and Dynamic Capabilities Perspective

In the literature review (Teece et al., 1997; Teece et al., 2016) and the analysis we performed on the part of Dynamic Capabilities, sensing, sizing, and reconfiguring are the main parts where an organization should focus. Those findings fully aligned and confirmed by Mr. Tsarbopoulos in the interview, showing that digital transformation is depending on the build and by developing such capabilities. It should be part of the logic of the change to use the theory of dynamic capabilities in practice and the way of working.

“I need to build capabilities—whether organizational, in terms of tools, or in terms of human resources.”

What was very interesting in the interview was that it provided additional insights beyond what we have realized in the literature. A strong point that was highlighted was the importance of optionality and prioritization, especially when there's such a need under uncertainty. Those are exactly the concepts that are not put in perspective through any theoretical and literature level. Being flexible gives the opportunity to an organism to be more effective, and those capabilities in practice have a greater impact in the real-world digital transformation.

4.2.4 Leadership and Execution

Agility seems to be the key enabler, as proved through the literature, especially when the governance team has to align the strategy with execution (Ross et al., 2016; Teece et al., 2016). Once again, this perspective is confirmed during the interview. At the same time, the interviewee is offering an extra perspective about the differences and the distinction between strategic direction and what seems to be a discipline of the execution.

“The concept of strategy is somewhat overrated... what really makes the difference is execution.”

The academic literature gives a big emphasis on strategic alignment. On the other hand, the interview highlights that the consistency and the speed of execution are at the same level of criticality, when we want to achieve the desired outcomes. This is exactly the point that gives a very strong practical perspective compared with the theoretical perspective of the literature. The importance of the operational level changes are raised during the interview when implementing enterprise agility in a big scale.

4.2.5 Governance, Structure, and Hybrid Models

The literature acknowledges that large organizations often operate in hybrid models where agile practices coexist with traditional governance structures (Dingsøyr et al., 2018; Karvonen et al., 2018).

The interview once again confirms the perspective found in the literature. At the same time, the persistence of silo-based organizational structures is highlighted as a key challenge:

“Silos have a specific way of working, like a train logic: handover from one to another until you reach the final result.”

At this point, we see the breadth of the interviewee giving an extra dimension to this dissertation. This is a more pragmatic approach compared to the literature.

In practice, we see that the application of enterprise agility in an organization doesn't necessarily require an organizational redesign. Enterprise agility can be achieved simply by redefining the collaboration and setting to improve the mechanisms that are enabling this collaboration. This can be done in structures that already exist within the departments or entirely in the organization, especially in the cases that there is a fragmented way of working before the transformation is applied.

4.2.6 IT Capabilities and Constraints

The literature identifies IT capabilities as key enablers of Enterprise Agility (Overby et al., 2006; Ross et al., 2016). The interviewee confirms this perspective, while also highlighting the dual role of IT. This dual role is already discussed and it based non the fact the IT can be both an enabler and a constraint to the Digital transformation.

As described:

“IT is both a problem and a solution at the same time.”

4.2.7 Challenges in Sustaining Enterprise Agility

When we discussed, during the interview, about the sustainability of Enterprise Agility topic, the interviewee provided a completely new insight that was never identified or analyzed in the literature review. While the literature understands and expresses the challenges of scaling with Enterprise Agility, it was never mentioned anything about the transformation fatigue. The interview, on the other hand, not only confirmed all the challenges, but also revealed this new perspective.

Specifically, the interviewee stated:

“It’s like asking an athlete to run a race while simultaneously performing open-heart surgery.”

During the Digital Transformation, there is a great operational burden, especially for those involved directly with it. This is a completely new perspective when associated to enterprise agility.

4.2.8 The Role of People

Another point that there was a distinction between the interview and the literature is the fact that the role of human, it becomes much more explicit through the interview and not through literature. While literature highlights organizational culture and leadership, it's not focused in the role of individuals or in teams. As was clearly stated:

“People are the alpha and the omega.”

Through these words of the interviewee, we have a more realistic view of how agility is activated in practice. It focus exactly on the point of individuals or small groups drive the majority of a transformation. This people-oriented dimension, is something that is clearly raised high during the interview process.

4.3 Synthesis of Theoretical and Practical Insights

In the previous sections, we managed to compare and contrast the literature review with the interview findings. Through this process we have a detailed understanding of how Enterprise Agility is applied during digital transformation.

At this point, in the following sections, we will go one step further. Instead of trying to focus only on the comparison between literature review and interview findings, we will try to mix and integrate the different perspectives that were presented. On the one hand, we will have the theoretical research and on the other hand, we will have the insights from practice, which came directly from the interview. We will try to mix them in order to address the research questions which were set in the beginning.

4.3.1 Enterprise Agility as a Mediating Organizational Mechanism

The most important finding and the center of this dissertation is that enterprise agility functions as an intermediary mechanism within the organization. Through enterprise agility, we're trying to link digital transformation with the organization's desired outcomes.

Even though the literature gives us the understanding that enterprise agility is a capability for responsiveness and adaptability (Teece et al., 2016; Overby et al., 2006), the interview findings clearly demonstrate how this capability will work in practice.

Enterprise agility is not a part of a different department and will not operate like a separate tool or framework independently with the rest of the organization. Enterprise agility should function as an in-between layer that cooperates and correlates with the rest of the functionality and processes of the organization. Through the Enterprise Agility, the organization is trying to align strategy, which comes from higher level; execution; and all the technological capabilities.

A Digital Transformation on its own cannot guarantee value creation. The organizations have to understand the actual goal behind the digital transformation. They should be able to translate the technological and digital investments into actions across the organization, which have to be coordinated and aligned.

In essence, Enterprise Agility can be understood as the operationalization of dynamic capabilities. With this understanding, the organizations can act with speed, by sensing (all the changes in their environment), seizing (all the opportunities through effective decision-making) and reconfiguring resources (whether infrastructure or people).

However, after the discussion during the interview, we realized that this flexibility is very much constrained by organizational realities and limitations. Those limitations are usually related to governance structures and of course, the complexity of the communication. Finally, one of the greatest limitations is the presence of legacy systems.

4.3.2 The Central Tension: Agility versus Governance

Both in literature and through the interview, it was very clear that there is a very persistent tension between agility and governance. Through the literature review, we were able to understand the coordination challenges, especially in large-scale environments (Dingsøyr et al., 2018). In the interview, on the other hand, we got a better understanding of this tension due to the practical character of this part.

Enterprise agility, when applied, has some specific requirements. Those requirements have to do with the speed of decision-making, the really fast feedback loops, and the distribution of accountability. On the other hand, in highly regulated environments, there are some well-known strict governance rules, which usually include centralized oversight and very strict and slow processes. Those two different worlds are not exclusive mutually, but they usually conflict with one another. As a result of this, we have this inherent tension that is growing and exists between enterprise agility and governance.

As the synthesis indicates, this problem is solved not by minimizing one or the other, but by reconfiguring and adjusting governance in the way that enterprise agility works. As a result, we have a hybrid model based on the needs of each organization. More specifically, agility becomes a capability embedded within the organization and taking the form of what exactly fits better the organization needs. The goal of this blend is to achieve both autonomy and control over the digital transformation.

Thus, it becomes clear that Enterprise Agility is not a one-size-fits-all concept. Each organization has to adapt when applying enterprise agility to their specific contexts, culture, and constraints. In this way, they will be able to maximize the effectiveness of this change.

4.3.3 Leadership as a Coordination and Alignment Mechanism

Enterprise agility can be considered as a central and active coordination mechanism for digital transformation. This is strongly supported through the analysis. While the literature mentions that leadership is focused on the strategic direction and vision, through the interview, we got some empirical findings that suggest more multi-dimensional role.

Leadership is responsible for:

- setting priorities and defining the overarching strategic direction,
- ensuring alignment across different organizational units and facilitates coordination between them,

- maintaining transparency in decision-making by discussing the underlying objectives,
- creating the conditions for effective implementation and execution of Digital Transformation.

We should emphasize at this point that leadership should avoid being on the two different extremes. What we mean is that leadership should avoid over-controlling, but also should avoid disengaging on the other hand. Effective enterprise agility comes only when leadership has a clear definition of the “what” and the “why”. But the “how” should be allowed to the teams to define it.

4.3.4 Hybrid Operating Models as the Reality of Enterprise Agility

Based on the findings and as we discussed earlier, big organizations with heavy legislations tend to have hybrid frameworks of operations. In such context, Enterprise Agility is implemented with success and is cooperating ideally with any organizational structures or existing legacy systems. Literature aligns with this observation (Karvonen et al., 2018).

In practice, organizations that are going through digital transformation, they never change completely the way they operate, especially on the perspective of the structure. Instead of this, they are retaining the hierarchies and the governance layers and introducing any agile style on the frameworks, mostly on the lower levels. As a result, enterprise agility is more effective when it operates in hybrid environments.

The observation that we can do in this context is that we have localized agility, especially in the low level, and this is also reflected in literature. As a result, the effectiveness of enterprise agility depends in a great level on how the practices of agile are implemented in those small groups on the team level, and also on how the alignment with other teams or departments is achieved.

At this point, it is important to emphasize that hybrid models represent a realistic configuration of stable environments. They should not be treated as intermediate transitional frameworks.

4.3.5 IT Capabilities as a Boundary Condition

The literature presents IT primarily as an enabler of agility. However, the interview reveals a much more complex reality. IT capabilities are presented as a critical factor for Enterprise

Agility, with all the constraints and limitations. At the same time, new technologies, platforms, and integration capabilities provide the tools needed to overcome these challenges.

As we understand and also as mentioned in the synthesis, enterprise agility does not depend on organizational factors only, but it depends mostly on the ability of the organization to adapt and evolve within these constraints of technological format. This is a more realistic perspective on agility, which shows that the characteristics of the organization, especially in a large, regulated environment, are definitely reflected on the success of the enterprise agility.

4.3.6 Sustainability of Agility and Transformation Fatigue

One of the main challenges of Enterprise Agility is the transformation fatigue. This is a main challenge for organizations today and how it can be managed over time. The transformation fatigue never came up through the literature review. Transformation fatigue is a phenomenon that comes internally in relation to the perspective of the human side of the transformation.

Organizations have to maintain the performance while at the same time, they have to drive digital transformation initiatives and invest for future success. Those dual pressure sources create a significant burden for individuals or teams, usually those individuals which are responsible for the digital transformation. Through the time, this can lead to fatigue, especially if only individuals are responsible for the transformation.

As mentioned earlier, transformation initiatives should be distributed equally across the organization. No single team or individuals should have to absorb all the extra pressure. At the same time, organizations have to invest into internal capabilities to ensure that the transformation changes will come more efficiently.

4.3.7 The Human Factor as the Core Enabler of Enterprise Agility

There's a point that both the literature review and the interview are aligned, and this point is where enterprise agility is fundamentally a human-centered capability. The human part of the enterprise agility is very important because essentially, it's the ability to adapt, to make decisions, and of course, drive the change.

What it is also obvious through the comparison between the interview and the literature review is the fact that the human factor, the role of people and leadership, is not sufficiently covered in the literature review in academia. Enable enterprise agility is not sufficiently emphasized, and this comes from the fact that in order to enable the enterprise agility, the human factor is the core of the effort.

4.3.8 Answering the Primary Research Question

On this chapter, we discussed about the theoretical background, the literature review, and the empirical component, which is the interview. We developed the synthesis and we created the base upon which we can address the primary and the secondary research questions.

We now clearly see that enterprise agility is not something fixed and it's not something predefined. Enterprise agility is dynamic and it's evolving, and it has to be adapted for each organization based on the people, based on the culture, based on all the different aspects that we discussed previously. So leadership has to consider and plan in depth when trying to use Enterprise Agility during the Digital Transformation.

In environments such as the one examined in the interview Enterprise Agility is enabled through continuous alignment and adaptation. It cannot be implemented directly as an agile framework. The analysis shows that agility emerges from an organization's ability to balance the various demands within an already established structural and regulatory context.

This integrated understanding provides the foundation upon which the research questions will be addressed and conclusions drawn in Chapter 5.

5 Conclusions, Implications, and Future Research

5.1 Summary of Key Findings

This dissertation examined how Enterprise Agility is activated and sustained during Digital Transformation within a complex, hybrid, and highly regulated organization. The author used a combination of a structured literature review with the insights, combining with the insights of an executive-level interview. In this way, we could have an understanding of the enterprise agility and how it could be understood and recognized as an organizational capability.

Using as a basis all the findings and the comparison between the two different pillars, we understand that digital transformation is way more than just a technological adaptation. On the practical side, it is a continuous process of an organization which requires huge effort from the employees and the teams in order to align and continuously upgrade their skills. Enterprise agility at this point is understandable that it is a central mechanism that can support those efforts of the employees, teams, and leadership team in order to achieve all the outcomes of digital transformation initiatives as efficient as possible.

Enterprise agility, it is proven now that it is not a predefined framework, and it's not sufficient for an organization to try and implement enterprise agility as something predefined. More specifically, the findings indicate that enterprise agility can be achieved only if we combine the technological capabilities of the organization with the organizational structures and the influence of leadership.

On the one hand, from the literature review, we have the concept of agility, which is mostly viewed from the perspective of dynamic capabilities. On the other hand, through the interview and the findings of the practical perspective, we see that in the actual real-world conditions, the agility is adapting continuously through the human aspect and evolves in response to the needs of each organization.

Thus, a key insight of this dissertation is that enterprise agility is context dependent. In large-scale and very highly regulated organizations, which are operating within hybrid frameworks, agility cannot simply be installed like a software through any governance mechanisms. Enterprise agility operates through the organization and within the organization.

Also, we should mention that enterprise agility is alive and active, and it evolves over time. It is shaped by leadership, all the cultural characteristics of the organization, but most importantly, driven by the human factor.

5.2 Theoretical and Managerial Implications

In this section, we aim to address the research questions one by one, based on the insights developed throughout the dissertation and drawing on the synthesis of both theoretical and empirical findings derived from the literature review and the interview.

5.2.1 Primary Research Question (PRQ)

How is Enterprise Agility enabled and sustained during Digital Transformation in complex and hybrid organizational environments?

For Enterprise Agility to be activated and sustained within an organization under such conditions, there must be continuous interaction and alignment at the leadership level, ongoing development of organizational capabilities across all levels, and governance structures and technological foundations that can effectively support these efforts.

However, achieving this is not a matter of implementing Enterprise Agility through predefined agile frameworks and models. Drawing on the dissertation findings from both the literature review and the executive interview, it becomes evident that Enterprise Agility should not be understood as a fixed or pre-existing capability that can simply be adopted or taught. Instead, it should be viewed as an emergent organizational capability.

An organization, in order to get in a more active state, use the methods enterprise agility, must have the specific capabilities mentioned in the previous sections. Those capabilities are continuous sensing, decision-making in a fast pace, and resource configuration. This has to be done in order to leverage the signals from the environment, especially in the operational level.

Viewing in this way, enterprise agility can be understood as the practical extension and application of the theoretical frame of dynamic capabilities. It can translate the theoretical foundations which can be found in the literature into the behavior of the organization itself, which can be reflected on the practices, the process, and the way of working.

The leadership of the organization is the driving power when transformation is enabled by enterprise agility. This is due to the fact that enterprise agility is not a one-time design decision or process adjustment, but an ongoing need for alignment and a very adaptive way of decision-making.

As mentioned earlier, the leaders have to activate agility in order to define in a clear manner the “what” and the “why”. At the same time, they have to allow space for individuals and teams in order to define the “how” of the solutions, following their strategic direction.

At the same time, we should emphasize that the enterprise agility most likely it will operate in hybrid operation models. This is due to the fact that organizations tend to introduce agility mostly in the execution level, while retaining the well-known hierarchies and the centralized control of the governance systems that they already have implemented for years in a high level.

This often results in a form of localized agility, where the overall effectiveness of Enterprise Agility depends heavily on the organization’s ability to align and coordinate these localized practices.

Based on the dissertation and the synthesis developed in the previous chapter, it becomes clear that technology and technological capabilities act both as enablers and as boundary conditions for Enterprise Agility.

Modern technologies and digital solutions and tools provide the ability for scalability and flexible solutions. At the same time, pre-existing legacy systems introduce constraints that restrict significantly the solutions that can be achieved. As a result, enterprise agility operates in organizations where the abilities to adapt in new technologies have to work within those technological constraints.

Another important factor is the sustainability over time for enterprise agility in order to avoid the “transformation fatigue” as described in the interview findings. This is the ability of the organization to control the pressure of creating the value through the digital transformation while at the same time preserving the high levels of operational performance.

As a result, sustaining agility is just a matter of structural or technological adaptation but it also requires a more effective distribution of transformation efforts. In this way it can enable

the organization to better absorb and respond to these demands while maintaining performance.

The findings of the dissertation indicate that Enterprise Agility is fundamentally a human-centric capability. While structures, processes, and technologies create the necessary conditions, the ability to make decisions within this environment, so that change can actually occur, ultimately lies with people.

Enterprise Agility is not evenly distributed across the entire organization; rather, it is often driven by a relatively small group of individuals who act as key enablers of Digital Transformation.

5.2.2 SRQ1: Conceptualization of Digital Transformation

How do senior leaders conceptualize Digital Transformation beyond technology adoption?

From the perspective of senior leaders, Digital Transformation can be defined as a continuous, organization-wide process rather than a standalone technological initiative. The findings show that Digital Transformation is understood as a reconfiguration of how an organization operates and is guided by its strategy, while also reshaping decision-making and ways of working.

Technology is positioned as an enabler of Digital Transformation, rather than merely a tool. Greater emphasis is placed on value creation and on the organization's ability to sustain changes over time, as well as on the evolving interactions among stakeholders, regulators, and customers throughout the transformation journey.

As a result to the above mentioned, digital transformation is also multidimensional, and it is definitely not a single and simple IT upgrade. It should be considered as a broader and more multidimensional organizational transformation.

In more complex and highly regulated environments, the concept of Digital Transformation becomes even more difficult to understand. It must combine at the same time the demands of both innovation and compliance. At the same time it will have to follow the market demands, of both digital and non-digital customers.

Digital Transformation provides a broader organizational context within which the Enterprise Agility can be understood as a mechanism that must operate and enable

adaptation. In this way, Enterprise Agility can achieve the intended value defined by the transformation's strategic objectives.

5.2.3 SRQ2: Enterprise Agility as a Linking Mechanism

How is Enterprise Agility perceived and enacted as a mechanism linking Digital Transformation initiatives to organizational outcomes?

At this point, we can say, with all the insights we have from the interview and the literature review, that the enterprise agility can be a mechanism that helps in the connection of digital transformation and the desired outcomes. It's not that the framework that it is applied, it is a strategy that is designed and followed within the organization.

Practically, enterprise agility supports any organization that it is applied, the way of working within the departments or between the teams. It improves the response times and the alignment between the different people or the teams continuously.

From this perspective, Enterprise Agility can be understood as the bridge that connects strategy with execution within an organization. Its effectiveness depends on how well the organization brings together its organizational, technological, and human dimensions.

If all the different elements are connected with transparency, then enterprise agility can become the key tool for applying a digital transformation and having a precise and efficient way of creating outcomes.

5.2.4 SRQ3: Organizational Capabilities

Which organizational capabilities support continuous sensing, seizing, and reconfiguring during Digital Transformation?

Based on the findings of this dissertation, there is a set of organizational capabilities that enable adaptation during Digital Transformation. These are:

- Sensing: the ability to sense and interpret environmental signals
- Seizing: the ability to prioritize and make effective decisions, even under uncertainty
- Reconfiguring: the dynamic adjustment of plans and resources during the Digital Transformation.

A very important insight of this dissertation is the fact that organizations should react and adapt in response to any change. Thus, we understand that flexibility and optionality are crucial as core organizational capabilities.

Furthermore, as it is already proven from the previous sections, it is very important for the organization to develop knowledge and capabilities between the resources. This will have a direct impact on the execution capacity during the digital transformation. In this way, we can avoid the phenomena of transformation fatigue due to the fact that the initiatives of transformation are limited to specific individuals or teams. These capabilities position Enterprise Agility as a central mechanism that organizations must cultivate and utilize.

This leads to the conclusion that ongoing evolution and continuous reconfiguration are essential for an organization to remain effective during Digital Transformation.

5.2.5 SRQ4: Leadership Roles and Behaviors

Which leadership roles and behaviors are critical for enabling and coordinating Enterprise Agility at scale?

Leadership is responsible for defining the strategic direction of the organization. In order to do that, they align different units and departments to create the necessary conditions in which digital transformation can be implemented.

Effective leadership behavior is based on the ability of leadership to facilitate cross-functional alignment and, of course, remove any constraints that are blocking the execution of a digital transformation.

We should also mention the criticality of keeping a balance between involvement and autonomy for the leadership team. In this way we can avoid any friction, while still maintaining alignment within the organization.

Effective leadership is primarily about maintaining alignment between strategy and execution in practice. It enables organizations to remain decisive while also being adaptable in a constantly evolving environment. This highlights leadership as a critical enabler of Enterprise Agility.

5.2.6 SRQ5: Organizational Structures and Governance

How do organizational structures, governance mechanisms, and business-IT alignment influence the enactment of Enterprise Agility?

The hybrid models that are adopted by large organizations are playing a critical role of how enterprise agility is shaped. These structures and mechanisms are the already pre-existing operation models with the agile practices as we discussed earlier.

In this dissertation, we proved that there is a constant tension between flexibility and control. On the one hand, you have the agility that requires the fast decision-making, which is not centralized, and also fast feedback loops. On the other hand, you have the traditional mechanisms and formal processes and strict compliance requirements.

Thus, Enterprise Agility, it can be defined as a mechanism that helps those two opposite forces to help an organization be responsive and controlled at the same time in those highly regulated environments.

The alignment between business and IT is a critical factor in enabling Enterprise Agility. Effective communication between those two domains helps the organization follow the strategic path that it is defined and at the same time use technological capabilities and reduce the misalignment.

More broadly, we can say that enterprise agility does not come as a structural design. As we already discussed, it's a coordinating mechanism and a tool that helps inner organizational alignment to achieve the goals more effectively.

5.2.7 SRQ6: IT Capabilities and Digital Foundations

How do IT capabilities and digital foundations support or constrain Enterprise Agility during Digital Transformation?

We have already clearly noted that there is a dual role of IT capabilities in enterprise agility. This function as both an enabler and a constraint. What we mean is that on the one hand, you have the modern technologies and platforms with new architectures that helps the IT personnel and teams a lot to scale up and be more flexible and be able to materialize and implement all the business requirements. On the other hand, you have legacy systems, technical depth from many years, and many architectural limitations that are becoming a barrier for the same implementations and innovative ideas that are required.

The findings of this dissertation indicate that technology alone does not create agility. The impact of technology depends heavily on how effectively it is integrated within organizational processes, leadership practices, and structures that support decision-making. To be more precise, it is crucially important to have the continuous establishment of connection between IT and business. This enables the organization to follow the strategic goals and be proactive as a response to any needs in the technological level.

As a consequence, enterprise agility, it is defined by the organization's ability to navigate, adapt, and optimize based on any constraints that has been recognized within. Therefore, organizations must ensure alignment at both the strategic and executive levels between IT and Business.

5.2.8 SRQ7: Challenges in Scaling and Sustaining Agility

What challenges arise when scaling and sustaining Enterprise Agility over time, particularly in legacy and hybrid environments?

In large, complicated organizations that have legacy systems, there are several challenges when the leadership wants to scale up and sustain the enterprise agility. The main challenges are connected to silos that are created in the structural level and collaboration or coordination or even coordination between the departments. Of course, this is on a daily basis on operational level in digital transformation.

The most important finding of this dissertation is regarding the transformation fatigue. Something we didn't recognize during the literature review is that the organization must keep the performance before any initiative of digital transformation, but at the same time maintain and at the same time implement the changes. This exactly is the point that is creating pressure in any teams or any individuals. Through the time, this can reduce effectiveness and, of course, there's always the risk of a burnout, which will have a big drawback on the project.

The second important challenge that was recognized is the concentration of the work related to digital transformation in a small group of people. This is connected directly with what we discussed earlier, the capabilities of the workforce in order to distribute more evenly the workload of digital transformation. To address those challenges, organizations need to invest further in capability development.

Overall, enterprise agility is a continuous organizational challenge. It requires a constant focus and never-ending capability building, and of course, the leadership must be careful for the pressure that is concentrated in specific individuals or teams during the transformation.

5.3 Contributions of the study

5.3.1 Theoretical Contribution

Enterprise agility is already defined and conceptualized as a dynamic capability that links digital transformation with any outcomes that the organization wants to achieve. Through this dissertation, this perspective is already strengthened. It extends the research by:

- emphasizing the role of leadership as an orchestrator rather than a sponsor,
- highlighting the importance of hybrid organizational realities,
- integrating human and organizational dimensions that are not represented in the literature.

Additionally, it is mentioned that agility is not a predefined model, but an capability which is shaped by organizational context.

5.3.2 Practical Contribution

On the other hand, from a managerial point of view, the study provides the following insights:

- Digital Transformation should be managed as an organizational change process,
- governance should be adapted and not removed,
- leadership should focus on alignment and execution,
- business and IT integration should be strengthened,
- organizations should invest in building internal capability depth.

These insights are particularly relevant for large and highly regulated organizations operating in hybrid environments, where agile practices coexist with traditional, hierarchical, and functional models.

5.4 Study Limitations

In this section, we outline the study limitations identified in this dissertation. First, the empirical component of the analysis is based on a single expert interview, which limits the generalizability of the findings; however, this approach is appropriate given the exploratory nature of the research.

Second, the findings of the interview come from a single interview. The interviewee has an executive-level perspective and hence the empirical part of the dissertation does not include views from other organizational levels.

Third, this dissertation is context-specific, as it focuses on a regulated banking environment, which may limit the applicability of the findings to other industries.

Fourth, the reliance on a senior executive perspective may introduce response bias, as the findings primarily reflect strategic narratives and organizational viewpoints. As a result, there might be cases that the operational reality in practice is not captured to its full extent. This bias is a result of the single view that it is derived from the interview.

Fifth, it should be noted that the coding of themes during the thematic analysis involves interpretive judgment by the researcher. This may introduce a degree of subjectivity, despite efforts to maintain analytical rigor.

Finally, the qualitative approach focuses more on deep understanding than on measurement. As a result, it cannot prove cause-and-effect relationships. Also, it should be considered that Digital Transformation evolves rapidly in IT and across industries. As a result, the findings reflect only a specific point in time, shaped by how Digital Transformation appears during that period.

5.5 Recommendations for Future Research

In this dissertation, we relied on a single case within a highly regulated environment as it is a banking environment. In this case, this case was particularly suitable for examining the complexity in depth concerning governance or legacy constraints. So the first area of future research should focus on expanding the empirical scope. So the suggestion is multiple cases across different industries. In this way the future researcher would provide a more comprehensive and valuable understanding of how Enterprise Agility operates across different contexts.

Another area for research, for future research, that is suggested, it will be in a single organization or multiple to check multi-levels research design. In order to do that, the researcher can examine multiple layers within the same organization. In our case, it was a single interview of executive level perspective, so we got mainly the strategic and systemic insights on a high level.

This suggestion will give us more insights on middle management and delivery teams. In this way, we can explore how agility is perceived and implemented in the different levels of the same organization, and we will get more insights on the alignment and cross-communication between the different parts of the organization.

What we also noticed during this dissertation is that there is a constant tension between governance and agility, and this will be very interesting to be researched in the future. There's a significant gap on empirical research, especially regarding the governance mechanisms on relation with agility.

Thus, a third and very interesting area of future research would be the interaction between governance and agility. The research could explore how decision-making processes or any approval mechanisms can and will be redesigned after the capability extension of organizational adaptability. This kind of research could be grouped under the concept of “adaptive governance”, particularly within highly complex organizational environments.

One fourth suggestion could be to focus on the human perspective and the organizational factors that play a critical role when we enable enterprise agility. Those dimensions remain unexplored in research. Future studies should emphasize more on leadership development and the decision-making capabilities and how those two activate enterprise agility while in the process of a digital transformation.

Another parallel area of focus could be the concept of band strength. Band strength is actually the distribution of capabilities across a group of individuals, which is broader than what can cause transformation fatigue. This aspect deserves a deeper investigation. This would help understand how the organizations build and sustain the transformation capacity during the digital transformation and, of course, over time in the future.

Fifth, this dissertation highlights the importance of “transformation fatigue” as a key challenge in sustaining agility over time. While related concepts such as resistance to change and agile fatigue exist in the literature, the pressure of maintaining organizational efficiency while simultaneously driving transformation has received limited research attention.

Future researchers should further explore this phenomenon. Transformation fatigue should be examined especially regarding the evolvement over time and what impact it has on individuals and teams.

Sixth, further investigation is needed into the role of IT capabilities and architectural evolution in enabling Enterprise Agility.

Through this dissertation, we have a clear view of the dual role of IT, meaning the sections that we discussed that IT could be both an enabler and a constraint. But there is a significant gap and exploration potential on how organizations transition from legacy systems to more flexible and fresh technologies architectures. There is also potential about how the technological evolution supports or constrains, the adaptability of an organization.

Finally, future research should combine qualitative insights with quantitative or mixed-method approaches, such as survey-based research. In this way, the researcher will have the opportunity to examine all the connections and the adaptation between the key variables.

Those key variables can be the leadership alignment or the governance flexibility or the preserved agility. And through the quantitative or mixed-method approach, the researcher can have a larger sample of organizations and it can provide more comprehensive understanding of enterprise agility in practice.

In conclusion, while this dissertation significantly contributes to understanding Enterprise Agility in complex environments, it also highlights that the topic remains rich in opportunities for future research. Investing further in this area can help move the field from a primarily conceptual understanding toward more robust, evidence-based models that better reflect the realities of modern organizational transformation initiatives.

5.6 Final Reflection

Enterprise Agility can be considered one of the most critical organizational capability in a complex environment undergoing Digital Transformation. This dissertation clearly demonstrates that agility cannot be achieved simply through tools and frameworks. Instead, delivering meaningful outcomes requires continuous alignment, effective leadership and ongoing capability development.

Ultimately, Enterprise Agility should be understood as a dynamic, evolving, and context-dependent capability. It is closely linked to strategy, structure and technology, but most importantly, to the people who implement initiatives within the organization.

To achieve successful implementation, it is not enough to focus solely on organizational design. Organizations, teams and individuals must continuously learn, adapt and evolve (both in mindset and in execution), while sustaining transformation over time.

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Appendix A: Executive Interview Guide

A.1 Overview

The interview followed the format of a semi-structured interview, meaning that there was a combination of structured thematic framework with flexibility for open and reflective discussion.

This allowed the interviewer to follow a more natural flow during the interview and have given the opportunity for the interviewee to elaborate further based on the experiences, on the test tensions, or in the knowledge he has experienced through the years.

The interview was guided by a structured interview deck (Appendix A.2). The key thematic areas of discussion are outlined. The deck was sent prior to the interview to the interviewee.

Regarding the preparation of the interviewer, a guide (Appendix A.3) was used, which included probing questions and analytical directions. The goal was to ensure both the consistency and the depth during the interview.

The thematics chosen based on the research questions. Each thematic area of the interview was aligned with the primary and the secondary research questions (PRQ & SRQs). The researcher followed this method in order to achieve coherence between data collection and the analytical framework.

A.2 Interview Deck

MBA THESIS | EXECUTIVE INTERVIEW BRIEF

EXECUTIVE INTERVIEW

Enterprise Agility & Digital Transformation

Dissertation Title: Enterprise Agility in Digital Transformation: Exploring Success Factors Through Literature Review and Executive Insight

PURPOSE

Πώς ενεργοποιείται και διατηρείται το enterprise agility σε μεγάλους οργανισμούς στο πλαίσιο του digital transformation.

FORMAT

Ανοιχτή, αναστοχαστική στρατηγική συζήτηση. Εστίαση σε μοτίβα, εντάσεις και εμπειρίες, χωρίς «σωστές» ή «λάθος» απαντήσεις.

KEY THEMES & QUESTIONS

1. DIGITAL TRANSFORMATION

Πώς αντιλαμβάνεστε σήμερα το digital transformation σε έναν μεγάλο, ρυθμιζόμενο οργανισμό;

2. ENTERPRISE AGILITY

Όταν μιλάμε για enterprise agility, τι σημαίνει αυτό πρακτικά για εσάς σε επίπεδο οργανισμού;

3. SENSING & SEIZING

Πώς ένας οργανισμός σαν την Alpha Bank “ανιχνεύει”, “αξιοποιεί” και “αναδιαμορφώνεται” μέσα σε ένα αβέβαιο περιβάλλον;

Τι θεωρείτε ότι επιτρέπει σε έναν οργανισμό να προσαρμόζεται συνεχώς και όχι αποσπασματικά;

4. LEADERSHIP

Ποιος είναι, κατά τη γνώμη σας, ο ρόλος της ηγεσίας στη διατήρηση του enterprise agility;

5. STRUCTURES & GOVERNANCE

Πώς οι οργανωσιακές δομές και η διακυβέρνηση επηρεάζουν την ευελιξία σε ένα υβριδικό περιβάλλον;

6. IT FOUNDATIONS

Πώς οι IT δυνατότητες και οι ψηφιακές υποδομές υποστηρίζουν (ή περιορίζουν) την enterprise agility;

7. SUSTAINABILITY

Ποια θεωρείτε τη μεγαλύτερη πρόκληση στη διατήρηση της enterprise agility στον χρόνο;

INTERVIEWEE: Michalis V. Tsaropoulos (CDTO, Alpha Bank)

INTERVIEWER: Stratos Tsompanopoulos (MBA Candidate)

60 Minutes **12 Feb 2026**

Figure 7: Interview Deck (Source: The Author)

A.3 Interviewer Guide

To support the depth and consistency of the discussion, a detailed preparation guide was developed. In this guide the interview is structured into thematic blocks and included indicative probing questions to explore each topic in depth.

Interview Characteristics

- Duration: 60-90 minutes
- Type: Semi-structured, reflective, strategic-level discussion
- Language: Greek

Block	Theme & SRQ Alignment	Core Question	Analytical Focus	Indicative Probes
1	Digital Transformation Conceptualization (SRQ1)	How do you conceptualize Digital Transformation in a large, highly regulated organization?	Understanding DT as an organizational and strategic phenomenon rather than a purely technological initiative.	• Which organizational dimensions are most critical? • How is transformation realized at the organizational level?
2	Enterprise Agility as a Mechanism (PRQ, SRQ2)	What does Enterprise Agility mean in practice at the organizational level?	Positioning agility as a central enabling mechanism rather than an outcome.	• How does Enterprise Agility differ from team-level agility? • Is agility a prerequisite or a result of transformation?
3	Continuous Adaptation & Dynamic Capabilities (SRQ3)	How does the organization sense, respond to, and reconfigure itself in a changing environment?	Exploring sensing, seizing, and reconfiguring capabilities in practice.	• Where do challenges emerge: sensing or acting? • How difficult is structural change? • What is the role of organizational learning?
4	Leadership & Enterprise Coordination (SRQ4)	What is the role of leadership in enabling and sustaining Enterprise Agility?	Leadership as an orchestrator of alignment rather than a sponsor of change.	• Is leadership more critical in vision or execution? • How does middle management affect coherence?
5	Structures, Governance & Alignment (SRQ5)	How do organizational structures and governance influence agility in hybrid environments?	Governance as both an enabler and constraint.	• How is autonomy balanced with control? • Which governance mechanisms help or hinder? • How critical is business-IT alignment?
6	IT Capabilities & Digital Foundations (SRQ6)	How do IT capabilities and infrastructure support or constrain agility?	IT as an infrastructural enabler rather than a standalone driver.	• What is the role of data and platforms? • When does IT become a bottleneck? • How is IT linked to strategy?
7	Scaling & Sustaining Agility (SRQ7)	What are the main challenges in sustaining Enterprise Agility over time?	Exploring long-term sustainability and scaling challenges.	• Is there “agile fatigue”? • When does agility become bureaucracy? • What would you prioritize differently?

Table 4: Interview Guide Structure and Thematic Alignment (Source: The Author)

Author's Statement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations.