IJEBS International Journal of Economics And Business Studies

Vol.3, No. 1 January 2026
e-ISSN: 000-000
IJEBS: International Journal of
Economics and Business Studies
https://journal.dinamikapublika.id/index.php/IJEBS

# BUSINESS AGILITY IN DYNAMIC BUSINESS ENVIRONMENTS: A SYSTEMATIC LITERATURE REVIEW OF ORGANIZATIONAL ADAPTATION AND INNOVATION

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## ABSTRACT

This systematic literature review synthesizes current knowledge on Business Agility and its role in enabling organizational adaptation and innovation within dynamic business environments. Guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, the review analyzed peer-reviewed journal articles indexed in Scopus and published between 2021 and 2025. Studies were selected through a structured screening process using predefined inclusion and exclusion criteria, followed by thematic synthesis and bibliometric visualization. The findings indicate that Business Agility has evolved into a multidimensional organizational capability integrating strategic and operational responsiveness, with Dynamic Capability Theory emerging as the dominant theoretical foundation. Digital transformation, leadership, knowledge sharing, and resource flexibility were identified as the primary antecedents of Business Agility. The review further demonstrates that Business Agility enhances organizational adaptation by strengthening resilience, strategic responsiveness, and resource reconfiguration while simultaneously fostering innovation, business model renewal, competitive advantage, and organizational performance. Despite the growing body of research, the literature remains fragmented due to conceptual inconsistencies, methodological reliance on cross-sectional studies, and limited contextual diversity. This review provides an integrated understanding of Business Agility, identifies key research gaps, and proposes future directions to advance theoretical development and empirical investigation in dynamic business environments.

Keywords: **Business Agility, Dynamic Business Environment, Innovation, Organizational Adaptation, Systematic Literature Review**

## 1. INTRODUCTION

The modern business landscape is increasingly dynamic, driven by rapid technological advancements, digital transformation, globalization, and shifting customer expectations. These forces have intensified market competition, creating unprecedented levels of uncertainty, complexity, and environmental turbulence for organizations (Rolando, 2025). To remain competitive, firms must continuously adapt their strategies, business processes, and resource configurations. (Rolando et al., 2024).

Business Agility has emerged as a critical organizational capability for navigating dynamic business environments. By enabling firms to sense environmental changes, reconfigure resources rapidly, and make timely strategic decisions, it fosters an effective response to emerging opportunities and threats (Troise et al., 2022). Beyond its role in enhancing operational flexibility, this capability supports organizational adaptation through continuous learning, strategic responsiveness, and organizational renewal. Furthermore, Business Agility drives innovation by allowing organizations to align new products, services, and business models with evolving market demands. Consequently, it is increasingly recognized as a vital determinant of long-term competitiveness and sustainable growth (Troise et al., 2022).

Research on Business Agility is conducted within strategic management and digital transformation contexts (Rauniar & Cao, 2025; Troise et al., 2022). Scholars have investigated the construct within diverse contexts, ranging from manufacturing, service organizations, and SMEs to public institutions and digital enterprises, and have examined various associated factors, such as digital capability, organizational culture, leadership, dynamic capabilities, and knowledge management (Cuong et al., 2025; Razzak et al., 2022; Zhang et al., 2025). Despite this scholarly breadth, the literature remains fragmented, marked by inconsistent conceptualizations, theoretical perspectives, and empirical findings regarding the antecedents and outcomes of Business Agility. Consequently, this fragmentation hinders the development of a comprehensive understanding of how Business Agility contributes to organizational adaptation and innovation.

A systematic synthesis of the existing literature is therefore needed to consolidate current knowledge and provide a clearer understanding of Business Agility. Accordingly, this systematic literature review aims to identify the major research themes, dominant theoretical foundations, key antecedents, and organizational outcomes associated with Business Agility, while further examining how this capability contributes to organizational adaptation and innovation within dynamic business environments. Furthermore, this study identifies existing research gaps and proposes future research directions for advancing the field. To achieve these objectives, several research questions are formulated to guide the systematic review.

## 2. RESEARCH METHOD

This study utilizes a Systematic Literature Review to synthesize current knowledge on Business Agility within dynamic business environments. Adherence to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses guidelines ensures methodological transparency and reproducibility. The search process involved combining synonymous keywords with Boolean operators and integrating core concepts across five stages: identification, screening, eligibility, data extraction, and thematic synthesis.

The literature search utilized the Scopus database for its comprehensive coverage of high-quality, peer-reviewed journals in business, management, and related disciplines. Queries incorporated keywords such as "Business Agility," "Organizational Agility," "Organizational Adaptation," "Innovation," and "Dynamic Capability." To ensure currency and relevance, the scope was restricted to English-language journal articles published between 2021 and 2025 within the fields of Business, Management and Accounting, Economics, and the Social Sciences. These systematic parameters ensured alignment with the study's core research objectives as shown in Table 1.

**Table 1.** Research Questions and Objectives

| ID | Research Questions (RQs) | Research Objectives |
|---|---|---|
| RQ 1 | How has Business Agility research evolved in dynamic business environments? | To examine the development and research trends of Business Agility in dynamic business environments. |
| RQ 2 | What are the key organizational factors and theoretical perspectives associated with Business Agility? | To identify and synthesize the major antecedents and theoretical foundations underpinning Business Agility. |
| RQ 3 | How does Business Agility contribute to organizational adaptation and innovation? | To synthesize the organizational outcomes of Business Agility, particularly its role in enhancing organizational adaptation and innovation. |
| RQ 4 | What research gaps and future research directions emerge from the existing Business Agility literature? | To identify existing research gaps and propose future research directions for advancing Business Agility research. |

Rigorous inclusion and exclusion criteria were applied to maintain study quality. The review focused exclusively on peer-reviewed journal articles investigating Business Agility or closely related constructs, while conference papers, book chapters, editorials, and non-English publications were excluded. Furthermore, studies focusing solely on software engineering, agile project management, or technical system development were omitted to prioritize organizational-level phenomena. Selection followed the PRISMA framework, involving duplicate removal, title and abstract screening, and full-text assessment.

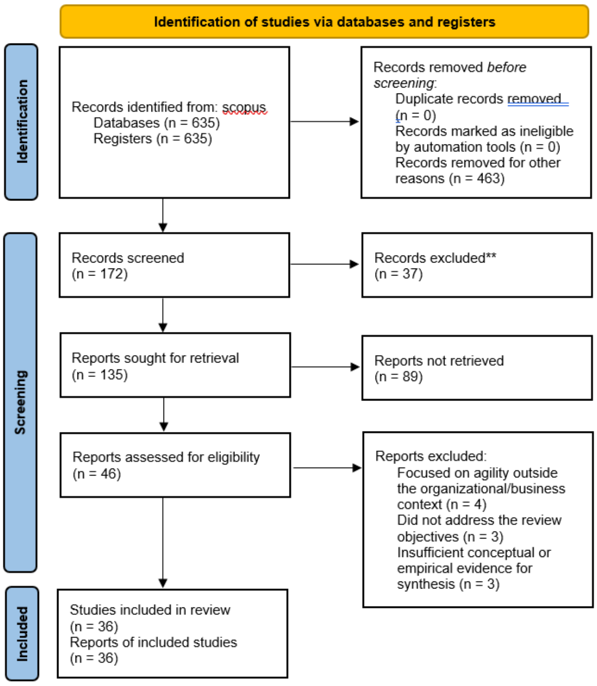


**Figure 1.** PRISMA flow diagram of the study selection process

Relevant data were systematically extracted to ensure consistency, encompassing publication year, journal, research context, methodology, theoretical foundation, organizational antecedents, and key findings. Subsequent analysis employed descriptive statistics to examine publication trends, alongside thematic synthesis to identify recurring research themes, dominant theoretical perspectives, and existing research gaps. Finally, bibliometric visualization using VOSviewer was conducted to map keyword co-occurrences, research clusters, and emerging trends.

## 3. RESULTS AND DISCUSSION

### 3.1 Overview of Selected Studies

The bibliometric network visualization demonstrates that Business Agility research has evolved into a multidisciplinary field characterized by strong interconnections among organizational, strategic, and technological perspectives. The network is primarily centered on three dominant concepts, namely strategic agility, organizational agility, and innovation, which form the core of the existing research landscape. These concepts are extensively connected with related topics such as digital transformation, dynamic capability, enterprise resource management, business model innovation, sustainability, and uncertainty, indicating that Business Agility is increasingly viewed as an integrated organizational capability rather than a standalone concept. The dense interrelationships among keywords also suggest that researchers commonly examine Business Agility alongside complementary organizational capabilities that enhance organizational adaptability and competitiveness. Overall, the network illustrates that Business Agility research has gradually expanded from strategic management toward broader organizational and digital transformation perspectives.

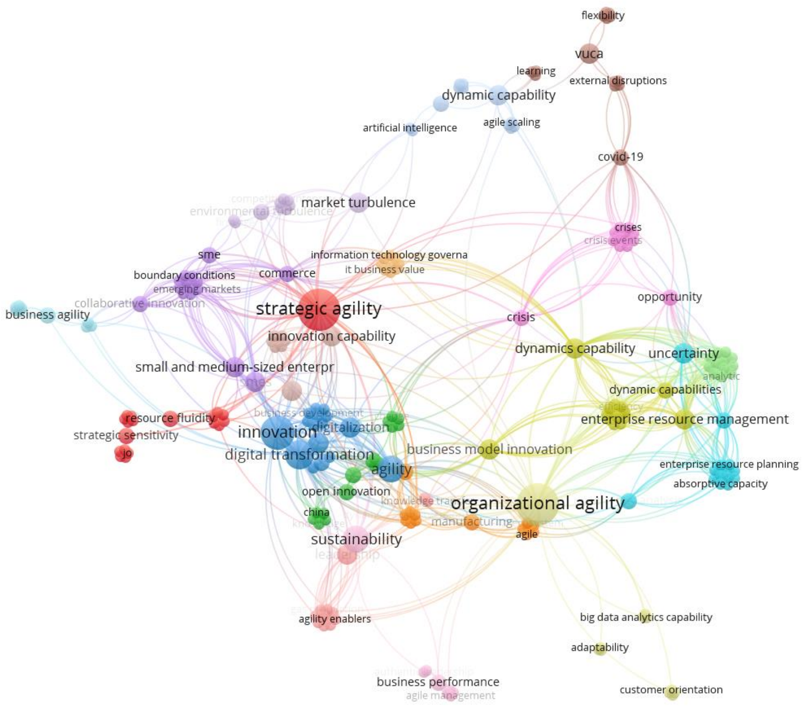


**Figure 2.** VOSviewer Network Visualization

## 3.2 Temporal Trends of Research

The overlay visualization as shown in Fig. 3 illustrates the evolution of Business Agility research between 2021 and 2025. Earlier studies primarily focused on organizational agility, innovation capability, digital transformation, and strategic agility, reflecting the growing organizational need for flexibility during the acceleration of digitalization and post-pandemic business recovery. More recent publications increasingly emphasize concepts such as dynamic capability, VUCA, external disruptions, agile scaling, artificial intelligence, and enterprise resource management, indicating a shift toward organizational resilience and capability development under highly uncertain business environments. This evolution suggests that Business Agility research has gradually moved beyond organizational flexibility toward strategic capability building and sustainable organizational adaptation.

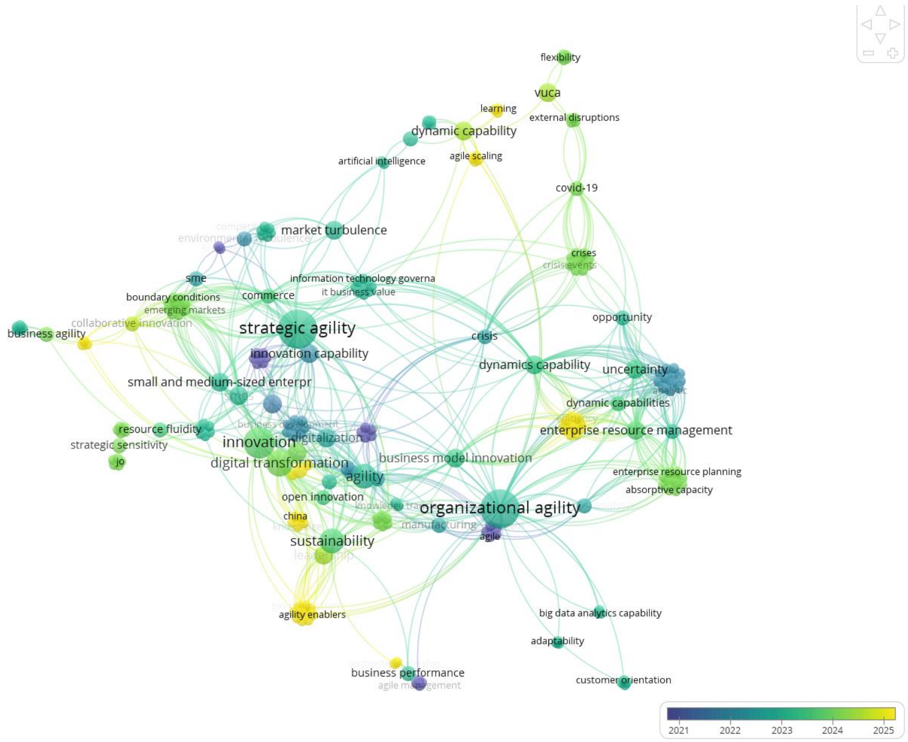

**Figure 3.** VOSviewer Overlay Visualization

## 3.3 Keyword Density and Research Focus

The density visualization On Fig. 4 highlights the primary research hotspots within the Business Agility literature. The highest keyword concentrations are observed around organizational agility, strategic agility, innovation, digital transformation, and enterprise resource management, indicating that these topics constitute the main research focus in the current literature. Other frequently investigated concepts include dynamic capability, uncertainty, business model innovation, sustainability, and resource fluidity, which further strengthen the interdisciplinary nature of the field. Meanwhile, topics such as artificial intelligence, VUCA, absorptive capacity, customer orientation, and agile scaling appear with relatively lower density, suggesting that they represent emerging research areas with considerable potential for future investigation.

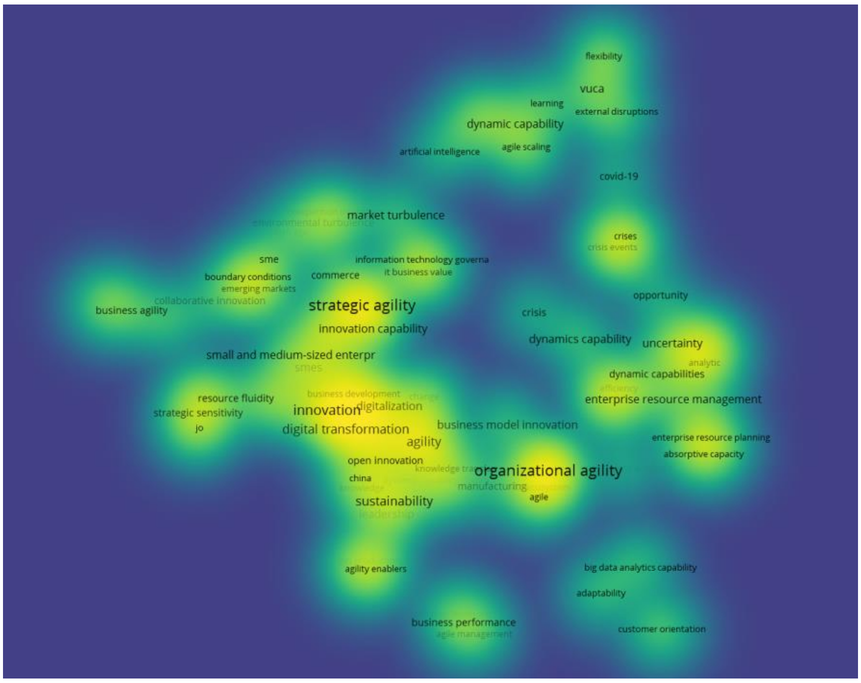


**Figure 4.** VOSviewer Density Visualization

### 3.4 Conceptualization of Business Agility

Across the included studies, Business Agility is rarely defined as a single, unified construct; instead, it is most often operationalized through the closely related terms of Organizational Agility and Strategic Agility, which the literature treats as overlapping rather than clearly delineated concepts. Organizational Agility is generally conceptualized as a firm's capacity to sense and respond quickly to environmental change, encompassing operational, technological, and human dimensions (Miceli et al., 2021; Rauniar & Cao, 2025), whereas Strategic Agility is more consistently framed around higher-order, leadership-driven capabilities such as strategic sensitivity, leadership unity, and resource fluidity, following the Doz and Kosonen model (Al Taweel & Al-Hawary, 2021). Several studies explicitly position agility as a dynamic capability that enables firms to sense, seize, and reconfigure resources under uncertainty (Alghamdi & Agag, 2023), while others treat it as an organizational-level capability (Walter, 2021). Only a small number of studies use the term "business agility" directly, generally as a practical or metric-oriented label largely synonymous with enterprise or organizational agility (Moraga-Díaz et al., 2023; Zhang et al., 2025) Taken together, the reviewed literature suggests that Business Agility is best understood as an overarching, multi-level construct that integrates operational responsiveness (Organizational Agility) with longer-term strategic adaptability (Strategic Agility), both rooted in the firm's dynamic capabilities.

Theoretically, Dynamic Capability Theory is the dominant lens applied across the included studies, used explicitly to explain how firms sense opportunities and threats and reconfigure resources to sustain competitiveness (Rawashdeh et al., 2024). Several studies extend or combine this perspective with the Resource-Based View, particularly when examining how internal resources such as IT capability or big data analytics translate into agility (Elazhary et al., 2023), while others draw on organizational learning perspectives to explain how agility is developed through knowledge accumulation and capability renewal (Bux et al., 2025). These studies frame Business Agility as a dynamic capability that enables firms to sense and seize opportunities in volatile environments (Hutter et al., 2025). Conceptually, it is a dynamic, multi-dimensional capability spanning strategic and operational levels, enabling firms to detect environmental changes, reconfigure resources, and maintain competitive advantage under uncertainty (Elazhary et al., 2023). The following section examines the factors influencing Business Agility development.

## 3.5 Business Agility for Organizational Adaptation and Innovation

**Table 2.** Thematic Synthesis of Organizational Outcomes

| Category | Organizational Outcomes | Synthesis of Findings |
|---|---|---|
| Organizational Adaptation | Adaptive capacity to environmental change; ability to reconfigure strategies, processes, and business models under turbulence (VUCA) | Business Agility enables firms to sense and respond to volatile, uncertain, and disruptive conditions by rapidly adjusting resource allocation, decision-making, and business models. Studies on SMEs, international ventures, and crisis contexts (e.g., COVID-19, Brexit) consistently show agility as the mechanism through which firms reconfigure operations to remain functional amid disruptio. |
| Organizational Resilience | Capacity to absorb shocks, recover from crises, and sustain operations | Agility is repeatedly linked to resilience-building, particularly through digital adoption, customer orientation, and human–technology–organization enablers. Firms with higher agility levels demonstrate stronger recovery and continuity capacity during pandemics, geopolitical disruption, and sector-specific volatility. |
| Innovation Capability | Enhanced capacity to generate and implement innovation; improved innovativeness and innovation performance | Business Agility, particularly strategic agility, consistently strengthens firms' innovation capability, acting either as a direct driver or as a mediator between digital/technological capabilities and innovation outcomes. This relationship holds across manufacturing, hospitality, and industrial sectors. |
| Product, Process, and Business Model Innovation | Product/process innovation; business model innovation and reconfiguration | Beyond general innovativeness, agility specifically enables the redesign of business models and operational processes, allowing firms to adapt offerings and structures to changing market demands. This effect is evident in project-driven, SME, and digitally transforming firms. |
| Organizational Performance | Improved financial and non-financial performance; competitive and operational performance | Across multiple industries, agility—whether organizational or strategic—shows a consistent positive relationship with firm performance, often mediated by innovation capability, digital transformation, or big data analytics capability. This |

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| | | pattern recurs across hotel, banking, telecommunications, and manufacturing contexts. |
| Competitive Advantage | Sustainable competitive advantage; enhanced market competitiveness | Strategic agility contributes to sustainable competitive advantage, particularly when reinforced by strategic renewal, ambidexterity, and open innovation, positioning agility as a source of long-term differentiation rather than short-term adjustment. |
| Sustainability | Environmental, economic, and organizational sustainability | Several studies connect agility to broader sustainability outcomes, showing that agile firms are better positioned to pursue environmental sustainability goals and sustainable growth, often through digital transformation as a mediating mechanism. |
| Operational and Resource-Related Capabilities | Mass customization capability; resource fluidity and flexibility | Agility translates into concrete operational capabilities, including the flexible reallocation of resources and the ability to customize products or services at scale, particularly when enabled by digital or cloud-based technologies. |
| Social and Collaborative Value Creation | Value creation for grand challenges; responsible collaborative innovation | In emerging-market SME contexts, strategic agility extends beyond firm-level benefits to enable value creation addressing broader societal or "grand" challenges, mediated by collaborative innovation practices. |

Business Agility, spanning strategic and organizational dimensions, emerges as a key driver of organizational adaptation. The literature highlights adaptability and resilience as primary outcomes, noting that agile firms possess a superior capacity to reconfigure strategies, processes, and resources in volatile, uncertain, and complex environments (Atanassova et al., 2025; Rauniar & Cao, 2025). This capacity extends beyond reactive crisis management, enabling firms to proactively balance competing strategic demands, such as stability versus change, to sustain performance rather than merely survive disruptions (Arici & Gok, 2023). Collectively, Business Agility functions as an integrative capability that aligns decision-making, structures, and resources with environmental demands, thereby enhancing overall responsiveness (Malawani et al., 2025). This adaptive function serves as the foundation for subsequent organizational outcomes, particularly innovation and performance.

Furthermore, Business Agility acts as a substantial enabler of innovation, encompassing product, process, and business model development. Agile firms translate adaptive responsiveness into innovative outputs, a capacity linked to business agility and ambidexterity (Atanassova et al., 2025; Ragazou et al., 2022). Consequently, this innovation capacity correlates with improved competitive advantage and performance, indicating that agility generates durable strategic value. These outcomes are interconnected: adaptation acts as an initiating mechanism, innovation as a value-creating catalyst, and performance as the ultimate benefit. Ultimately, these findings demonstrating that Business Agility enables firms to navigate uncertainty through strategic reconfiguration and innovation, which collectively sustain long-term competitiveness.

### 3.6 Research Gaps and Future Research Directions

**Table 3.** Research Gaps and Future Research Directions

| Research Gap | Evidence from the Literature | Future Research Direction |
|---|---|---|
| Conceptual and definitional inconsistency | Business Agility is alternately labeled as organizational agility, strategic agility, or enterprise agility, often used interchangeably across studies. | Future research should work toward a unified, hierarchically integrated definition of Business Agility that clarifies its relationship with organizational and strategic agility, supported by systematic construct-validation studies. |
| Dominance of cross-sectional, survey-based designs | The overwhelming majority of included studies rely on single-point-in-time surveys analyzed through SEM or PLS-SEM, limiting the ability to capture how agility develops or changes over time. | Future studies should employ longitudinal or time-lagged designs to examine the dynamic evolution of agility and its causal effects on adaptation, innovation, and performance. |
| Limited longitudinal and process-based evidence | Only a small number of studies trace agility development through case-based or process-oriented methods, while the rest infer agility-related relationships from static data. | Greater use of longitudinal case studies, process tracing, and mixed-method designs would help capture the temporal mechanisms through which agility capabilities are built, scaled, and sustained. |
| Limited theoretical diversity | Dynamic Capability Theory and, to a lesser extent, the Resource-Based View dominate the theoretical grounding of the included studies, with only isolated studies drawing on alternative frameworks such as authentic leadership theory or uncertainty reduction theory. | Future research could integrate complementary theoretical lenses, such as organizational learning theory, paradox theory, or upper echelons theory to enrich explanations of how and why agility develops and translates into outcomes. |
| Single-country and single-industry contextual concentration | Most studies are confined to a single national or industry setting (e.g., South Korea, Jordan, Thailand, Vietnam, Indonesia, China, Lebanon), with few studies offering cross-country or cross-industry comparisons; the limited generalizability of findings drawn from a small, geographically bounded sample. | Future research should pursue multi-country and cross-industry comparative studies to test the contextual boundary conditions and generalizability of Business Agility findings. |
| Underexplored public sector and non-firm contexts | All included studies examine private, for-profit organizations across manufacturing, services, hospitality, banking, telecommunications, and oil and gas sectors, with no included study | Future studies should extend agility research to public sector and non-profit contexts to examine whether agility conceptualizations and outcomes generalize beyond commercial settings. |

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| | addressing public sector, non-profit, or governmental organizations. | |
| Limited integration of emerging digital technologies | While studies address digital transformation, IT governance, and AI-driven big data analytics as antecedents, and agility within Industry 4.0, none of the included studies examine agility in relation to more advanced or emergent technological paradigms such as generative AI or Industry 5.0. | Future research should investigate how emerging technologies, including generative AI and human-centric Industry 5.0 principles, reshape the development and manifestation of Business Agility. |

Business Agility research is currently constrained by significant methodological and conceptual limitations. The dominance of cross-sectional, survey-based studies limits analysis to static associations, preventing a deeper understanding of how agility capabilities emerge or evolve over time. This issue is exacerbated by a scarcity of longitudinal and process-oriented research (Bux et al., 2025; Reed, 2021). Theoretically, the literature relies predominantly on Dynamic Capability Theory and the Resource-Based View (Cuong et al., 2025; Yi et al., 2023). Finally, the limited sectoral focus of research often restricts the generalizability of findings (Bux et al., 2025). Collectively, these challenges impede the development of a cumulative knowledge base.

To address these gaps, research must shift toward longitudinal, comparative, and mixed-method designs that better capture the dynamic nature of Business Agility. Future studies should prioritize cross-country and cross-industry comparisons to test generalizability while expanding investigations into public and non-profit sectors. Theoretical pluralism should be encouraged by integrating Dynamic Capability Theory with complementary perspectives, such as paradox or organizational learning theories. Furthermore, research should address how emerging technologies, including generative AI and Industry 5.0, influence agility. Combining quantitative modeling with qualitative process tracing may further resolve conceptual inconsistencies by grounding definitions in organizational practice. Ultimately, these priorities establish a clear agenda for achieving greater conceptual clarity, theoretical depth, and contextual breadth in Business Agility research.

## 4. CONCLUSION

This systematic review synthesized the fragmented literature on Business Agility, examining its research evolution, conceptualization, antecedents, and organizational outcomes. Findings reveal a growing convergence around dynamic capability perspectives, defining Business Agility as a multi-dimensional capability spanning strategic and operational levels, often closely linked to organizational and strategic agility. The review demonstrates that agility stems from interconnected organizational factors, including digital transformation, leadership, knowledge sharing, and resource flexibility, which enable firms to sense environmental change and reconfigure their capabilities. These factors translate into enhanced adaptability and resilience, driving innovation, business model renewal, and competitive advantage. By integrating these insights, this review offers a coherent understanding of Business Agility as an integrative mechanism linking environmental turbulence to organizational success. Furthermore, the identified methodological, theoretical, and contextual gaps provide a framework to guide future research. As organizations navigate uncertain environments, Business Agility remains a critical determinant of long-term competitiveness, providing a robust foundation for future scholarship.

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Vol.3, No. 1 January 2026
e-ISSN: 000-000
IJEBS: International Journal of Economics and Business Studies
https://journal.dinamikapublika.id/index.php/IJEBS


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