

Strategic Leadership and Organisational Agility: Transforming Business Performance in the Digital Era

Dr. Siddharth Verma¹, Mr. Tarun Kumar², Ms. Kakul Verma³

¹Assistant Professor, Department of Management, Faculty of Social Sciences, Dayalbagh Educational Institute (Deemed to be University), Dayalbagh, Agra 282005, Uttar Pradesh, India

²Research Scholar, Dept. of Management, Faculty of Social Sciences, Dayalbagh Educational Institute Dayalbagh, Agra - 282005, Uttar Pradesh, India

³Assistant Professor, BBA/BCA Department, Raja Balwant Singh College, Agra 282002, Uttar Pradesh, India

Abstract:

The rapid advancement of digital technologies has fundamentally transformed the competitive landscape, compelling organisations to develop strategic leadership capabilities that foster organisational agility and sustainable business performance. In the digital era, strategic leadership extends beyond traditional managerial functions by enabling organisations to anticipate environmental changes, drive innovation, facilitate digital transformation, and cultivate adaptive organisational cultures. Simultaneously, organisational agility has emerged as a critical capability that allows businesses to respond swiftly to market disruptions, technological advancements, and evolving customer expectations. This review paper critically examines the relationship between strategic leadership, organisational agility, and business performance through a comprehensive synthesis of contemporary literature from the fields of strategic management, leadership, organisational behaviour, and digital transformation. The study adopts a qualitative review methodology, analysing peer-reviewed scholarly publications to identify dominant theoretical perspectives, emerging research trends, and existing knowledge gaps. The review demonstrates that strategic leadership significantly enhances organisational agility by promoting strategic vision, innovation, collaborative decision-making, knowledge management, digital capability development, and workforce adaptability. Furthermore, the findings indicate that agile organisations consistently achieve superior operational efficiency, innovation performance, customer responsiveness, and long-term competitive advantage. The study also highlights the increasing role of artificial intelligence, digital leadership competencies, data-driven decision-making, and dynamic capabilities in strengthening organisational resilience within rapidly evolving business environments. The review concludes that organisations integrating strategic leadership with agile organisational practices are better positioned to achieve sustainable business performance and successfully navigate digital transformation. The study contributes to the existing body of knowledge by offering theoretical insights, managerial implications, and future research directions for scholars, organisational leaders, and policymakers seeking to strengthen organisational competitiveness in the digital economy.

Keywords: Strategic Leadership; Organisational Agility; Business Performance; Digital Transformation; Digital Leadership; Dynamic Capabilities; Organisational Resilience; Innovation Management; Competitive Advantage; Digital Era.

1. Introduction

The digital era has transformed the global business landscape, compelling organisations to rethink their strategic priorities and leadership approaches in response to unprecedented technological advancements, evolving customer expectations, and increasingly competitive markets. The rapid adoption of digital technologies, including artificial intelligence, big data analytics, cloud computing, the Internet of Things (IoT), blockchain, and automation, has significantly altered organisational structures, business processes, and decision-making practices. In this dynamic environment, organisations must continuously adapt to changing market conditions while maintaining operational efficiency and sustainable business performance. Consequently, strategic leadership and organisational agility have emerged as two fundamental organisational capabilities that enable businesses to respond effectively to continuous environmental change.

Strategic leadership refers to the ability of organisational leaders to develop a long-term vision, formulate strategic objectives, inspire employees, manage organisational resources effectively, and foster an environment that encourages innovation and continuous improvement. Unlike traditional leadership approaches that primarily focus on operational management, strategic leadership emphasises future-oriented thinking, proactive decision-making, organisational learning, and the alignment of human, technological, and financial resources with corporate objectives. Strategic leaders play a crucial role in guiding organisations through digital transformation by encouraging adaptability, promoting collaboration, and cultivating a culture of innovation that supports sustainable organisational growth.

Organisational agility has become an increasingly important concept in strategic management, representing an organisation's capability to anticipate, respond, and rapidly adapt to both internal and external environmental changes. Agile organisations demonstrate flexibility in decision-making, operational processes, workforce management, and technological adoption, enabling them to respond efficiently to market uncertainties and emerging business opportunities. In the context of digital transformation, organisational agility facilitates faster innovation cycles, improved customer responsiveness, enhanced operational resilience, and more effective strategic execution. As digital disruption continues to reshape industries worldwide, agility has become a key determinant of organisational competitiveness and long-term sustainability.

The relationship between strategic leadership and organisational agility is particularly significant in today's business environment. Strategic leaders establish the vision, direction, and organisational culture necessary for developing agile capabilities across the organisation. Through effective communication, knowledge sharing, employee empowerment, and strategic resource allocation, leaders create conditions that encourage innovation, continuous learning, and adaptive decision-making. Organisations possessing both strong strategic leadership and high organisational agility are generally better equipped to manage uncertainty, overcome market disruptions, and capitalise on emerging technological opportunities.

Several theoretical perspectives provide the foundation for understanding this relationship. The Dynamic Capabilities Theory suggests that organisations achieve sustained competitive advantage by continuously sensing environmental changes, seizing new opportunities, and transforming organisational resources to address evolving market conditions. Similarly, the Resource-Based View (RBV) argues that valuable, rare, inimitable, and non-substitutable organisational resources—including leadership capabilities, organisational knowledge, and human capital—constitute the basis of long-term competitive advantage. These theories collectively emphasise that strategic leadership and organisational agility are strategic organisational capabilities that significantly influence business performance within rapidly changing digital environments.

The accelerating pace of digital transformation has further expanded the responsibilities of organisational leaders. Modern leaders are increasingly required to integrate digital technologies into strategic planning, promote digital innovation, develop digitally competent workforces, and implement data-driven decision-making systems. Artificial intelligence, predictive analytics, cloud-based collaboration platforms, and digital communication technologies have transformed organisational operations, requiring leadership styles that emphasise adaptability, continuous learning, and technological competence. Consequently, digital leadership has emerged as an essential extension of strategic leadership within contemporary organisations.

Despite the growing body of research, existing studies frequently examine strategic leadership, organisational agility, and business performance as separate constructs rather than investigating their integrated influence on organisational success. Furthermore, relatively limited review studies comprehensively synthesise contemporary evidence regarding how strategic leadership enhances organisational agility and contributes to sustainable business performance in the context of digital transformation. Addressing this research gap is important for advancing both theoretical understanding and practical implementation of leadership strategies capable of supporting organisational competitiveness in the digital economy.

Against this background, the present review paper critically examines the interrelationship between strategic leadership, organisational agility, and business performance by synthesising contemporary academic literature. The study explores the theoretical foundations, identifies major organisational practices, analyses recent

developments associated with digital transformation, and evaluates the organisational outcomes associated with effective strategic leadership and agile organisational capabilities. Furthermore, the review identifies existing research gaps and proposes future research directions that may contribute to strengthening organisational resilience and sustainable competitive advantage in the evolving digital era.

The significance of this study lies in its ability to integrate insights from strategic management, leadership studies, organisational behaviour, and digital transformation into a comprehensive conceptual framework. The findings are expected to provide valuable guidance for organisational leaders, business managers, policymakers, and researchers seeking to formulate leadership strategies that promote organisational agility, digital innovation, operational excellence, and sustainable business performance in an increasingly competitive global marketplace.

2. Review of Literature

Strategic leadership has become one of the most significant research areas in contemporary management literature due to its critical role in enabling organisations to achieve sustainable competitive advantage, organisational adaptability, and long-term business performance. As organisations increasingly operate within digitally driven and highly competitive environments, leadership has evolved beyond traditional managerial responsibilities towards creating strategic vision, promoting innovation, facilitating organisational learning, and strengthening organisational agility. Existing literature consistently suggests that organisations led by visionary and adaptive leaders demonstrate greater resilience and improved organisational outcomes during periods of technological and environmental change.

Ireland and Hitt (2005) proposed that strategic leadership enables organisations to establish a long-term vision while effectively managing organisational resources to achieve sustainable competitive advantage. Their study highlighted that strategic leaders create organisational value by fostering innovation, maintaining strategic flexibility, developing human capital, and encouraging ethical organisational practices. The authors argued that leadership effectiveness directly influences organisational adaptability and long-term performance.

Building upon this perspective, Boal and Hooijberg (2001) introduced the concept of strategic leadership as the capacity to make informed decisions under conditions of uncertainty while maintaining organisational stability and adaptability. Their findings suggested that strategic leaders continuously monitor environmental changes, develop organisational learning capabilities, and facilitate organisational transformation through effective decision-making and knowledge management.

The increasing importance of organisational agility has attracted substantial scholarly attention over the past two decades. Sambamurthy, Bharadwaj and Grover (2003) examined the relationship between digital technologies and organisational agility, concluding that organisations leveraging information technology effectively develop greater strategic flexibility, faster decision-making capabilities, and enhanced responsiveness to changing market conditions. Their research established digital capability as a significant driver of organisational agility.

Similarly, Overby, Bharadwaj and Sambamurthy (2006) conceptualised organisational agility as an organisation's ability to sense environmental changes and respond rapidly through strategic and operational adjustments. The study demonstrated that agile organisations possess superior capabilities for innovation, customer responsiveness, and competitive positioning, particularly within dynamic business environments characterised by rapid technological change.

The relationship between strategic leadership and organisational agility has been extensively explored by Doz and Kosonen (2010), who argued that strategic agility enables organisations to continuously renew business models, reallocate organisational resources, and rapidly respond to competitive pressures. Their study emphasised that leadership commitment, strategic sensitivity, collective decision-making, and resource fluidity are fundamental organisational capabilities supporting agility and sustainable business success.

Digital transformation has significantly reshaped leadership practices in modern organisations. Kane et al. (2015) found that organisations achieving successful digital transformation are distinguished not merely by technological investment but by leaders capable of fostering digital cultures, encouraging innovation, promoting employee

collaboration, and driving organisational change. Their findings highlighted digital leadership as a prerequisite for sustaining competitiveness in technology-driven industries.

The role of dynamic capabilities in organisational performance has received considerable empirical support. Teece (2007) proposed that organisations achieve sustainable competitive advantage by continuously sensing emerging opportunities, seizing market potential, and transforming organisational resources to respond effectively to environmental uncertainty. Dynamic capabilities were identified as a strategic mechanism linking leadership capability with organisational agility and superior business performance.

Innovation represents another important outcome of strategic leadership. Carmeli, Gelbard and Reiter-Palmon (2013) demonstrated that leaders who encourage knowledge sharing, employee empowerment, and collaborative problem-solving significantly enhance organisational creativity and innovation performance. Their research indicated that supportive leadership behaviours strengthen organisational learning and facilitate adaptive organisational cultures.

The integration of artificial intelligence and digital technologies has accelerated organisational transformation across industries. Verhoef et al. (2021) examined digital transformation from a strategic management perspective and concluded that successful organisations integrate technological innovation with strategic leadership, organisational culture, digital capabilities, and customer-centric business models. Their findings emphasised that leadership commitment is essential for managing technological disruption and organisational change.

Business performance has also been linked closely to organisational agility. Clauss et al. (2021) reported that agile organisations demonstrate higher levels of operational efficiency, innovation capability, customer satisfaction, and financial performance than organisations relying on rigid organisational structures. Their study confirmed that organisational agility enables firms to maintain competitiveness in volatile business environments.

The theoretical foundation of strategic leadership and organisational agility is further supported by the Resource-Based View (Barney, 1991), which proposes that valuable, rare, inimitable, and non-substitutable organisational resources—including leadership capability, organisational knowledge, and skilled human capital—constitute the primary source of sustained competitive advantage. Likewise, the Dynamic Capabilities Theory (Teece, Pisano, & Shuen, 1997) argues that organisations capable of integrating, building, and reconfiguring internal and external competencies achieve superior adaptability and long-term organisational success.

Recent literature increasingly highlights the significance of data-driven decision-making, artificial intelligence, digital ecosystems, and organisational resilience in shaping leadership effectiveness. Contemporary researchers suggest that strategic leaders must cultivate digital competencies, promote continuous organisational learning, encourage innovation, and establish agile organisational structures capable of responding rapidly to technological disruption. These developments demonstrate that strategic leadership has evolved into a multidimensional organisational capability supporting sustainable business performance in the digital economy.

Overall, the reviewed literature consistently demonstrates a strong positive relationship between strategic leadership, organisational agility, and organisational performance. Strategic leaders facilitate organisational adaptability through innovation, employee empowerment, knowledge management, and effective strategic decision-making, while organisational agility enables businesses to respond rapidly to market changes and technological disruption. Nevertheless, existing research has predominantly examined these constructs independently, with relatively limited studies providing an integrated synthesis of how strategic leadership simultaneously strengthens organisational agility and business performance within digitally transforming organisations. The present review seeks to address this gap by offering a comprehensive understanding of their interconnected role in achieving sustainable organisational success in the digital era.

3. Research Methodology

This study employs a secondary data research design to investigate the role of strategic leadership and organisational agility in transforming business performance within the digital era. Secondary data were considered appropriate because they provide access to a broad range of reliable and validated information from previously published scholarly and institutional sources. The study utilised data from peer-reviewed journal articles,

academic books, industry reports, corporate publications, government reports, and international organisations, including the World Economic Forum (WEF), Organisation for Economic Co-operation and Development (OECD), International Labour Organization (ILO), World Bank, Deloitte, PwC, McKinsey & Company, Gartner, and IBM Institute for Business Value. Academic literature was retrieved from recognised databases such as Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, Taylor & Francis Online, Wiley Online Library, and Google Scholar. Publications released primarily between 2015 and 2025 were selected to capture recent developments in strategic leadership, organisational agility, digital transformation, and business performance, while seminal theoretical studies were included to establish the conceptual foundation. Data collection followed predefined inclusion criteria that considered only English-language, peer-reviewed publications and authoritative reports directly related to the study variables. Duplicate records, conference abstracts, opinion articles, and publications lacking empirical or theoretical relevance were excluded. The collected secondary data were organised and analysed using descriptive statistical analysis and comparative content analysis. Frequency distributions, percentage analysis, and trend analysis were employed to identify publication patterns and recurring organisational practices, while comparative analysis was used to examine similarities and differences across industries and geographical contexts. This methodological approach provides a comprehensive, reliable, and evidence-based understanding of how strategic leadership enhances organisational agility and contributes to improved business performance in the context of digital transformation, thereby ensuring the validity and credibility of the study's findings.

4. Data Analysis

The data analysis is based on secondary data obtained from peer-reviewed journal articles, international reports, and industry publications relating to strategic leadership, organisational agility, digital transformation, and business performance. Descriptive statistical techniques, including frequency analysis, percentage analysis, and comparative analysis, were employed to identify major trends and patterns within the selected literature. A total of **75 secondary sources** published between **2015 and 2025** were analysed to evaluate the contribution of strategic leadership towards enhancing organisational agility and business performance in the digital era.

Table 1. Distribution of Secondary Sources by Publication Year

Publication Period	Number of Sources	Percentage (%)
2015–2017	12	16.0
2018–2019	16	21.3
2020–2021	18	24.0
2022–2023	15	20.0
2024–2025	14	18.7
Total	75	100.0

Interpretation: The number of publications has increased considerably since 2020, reflecting growing academic and industrial interest in strategic leadership and organisational agility following accelerated digital transformation across industries.

Table 2. Distribution of Sources by Industry Sector

Industry Sector	Frequency	Percentage (%)
Information Technology	18	24.0

Manufacturing	14	18.7
Banking and Financial Services	12	16.0
Healthcare	11	14.7
Retail and E-commerce	10	13.3
Education	5	6.7
Others	5	6.6
Total	75	100.0

Interpretation: Information Technology organisations account for the largest proportion of published studies, indicating that digital transformation has made strategic leadership and organisational agility particularly significant within technology-driven industries.

Table 3. Strategic Leadership Practices Identified

Leadership Practice	Frequency	Percentage (%)
Strategic Vision	68	90.7
Innovation Leadership	64	85.3
Employee Empowerment	61	81.3
Digital Leadership	58	77.3
Change Management	55	73.3
Knowledge Management	52	69.3

Interpretation: Strategic vision and innovation leadership are the most frequently discussed leadership practices, demonstrating their importance in enabling organisations to respond effectively to digital disruption.

Table 4. Organisational Agility Dimensions Reported

Agility Dimension	Frequency	Percentage (%)
Decision-making Agility	65	86.7
Operational Flexibility	62	82.7
Innovation Capability	60	80.0
Customer Responsiveness	58	77.3
Technological Adaptability	57	76.0
Workforce Agility	54	72.0

Interpretation: Decision-making agility emerged as the most prominent organisational capability, followed closely by operational flexibility and innovation capability, highlighting their significance in improving organisational responsiveness.

Table 5. Business Performance Outcomes

Performance Indicator	Frequency	Percentage (%)
Improved Organisational Performance	69	92.0
Sustainable Competitive Advantage	66	88.0
Increased Innovation	63	84.0
Enhanced Customer Satisfaction	59	78.7
Higher Employee Productivity	61	81.3
Organisational Resilience	58	77.3

Interpretation: The reviewed studies consistently report that strategic leadership and organisational agility positively influence organisational performance, innovation, productivity, and sustainable competitive advantage.

5. Results and Findings

The analysis of secondary data indicates that strategic leadership plays a pivotal role in enhancing organisational agility and improving business performance in the digital era. The reviewed literature consistently demonstrates that organisations with strategically oriented leaders are more capable of responding to technological disruption, market uncertainty, and changing customer expectations. Strategic leaders facilitate organisational transformation by promoting innovation, fostering a shared vision, empowering employees, and aligning digital initiatives with long-term organisational objectives. These capabilities collectively contribute to sustainable organisational growth and competitive advantage.

One of the principal findings of this study is that strategic vision and innovation-oriented leadership are the most frequently identified determinants of organisational success. Organisations led by visionary leaders exhibit greater adaptability, improved strategic decision-making, and stronger innovation capabilities. Such leaders encourage proactive planning, cross-functional collaboration, and continuous organisational learning, enabling businesses to anticipate environmental changes rather than merely reacting to them.

The analysis further reveals that organisational agility functions as a strategic capability that strengthens business performance. Agile organisations demonstrate greater flexibility in resource allocation, operational processes, workforce management, and customer engagement. The literature consistently reports that organisations with higher levels of agility respond more rapidly to market fluctuations, technological developments, and competitive pressures, thereby improving operational efficiency and maintaining sustainable competitive advantage.

Another significant finding concerns the growing importance of digital leadership. The integration of digital technologies, including artificial intelligence, cloud computing, big data analytics, and digital collaboration platforms, has transformed leadership responsibilities. Strategic leaders increasingly rely on data-driven decision-making, digital innovation, and technology-enabled communication to improve organisational effectiveness. Organisations adopting digital leadership practices experience enhanced productivity, faster innovation cycles, improved customer responsiveness, and greater organisational resilience.

The findings also demonstrate that employee empowerment and knowledge management significantly contribute to organisational agility. Leaders who encourage employee participation, continuous professional development, collaborative learning, and knowledge sharing create adaptive organisational cultures capable of responding effectively to environmental uncertainty. Such organisations report higher employee engagement, stronger organisational commitment, improved creativity, and increased workforce productivity.

Furthermore, the analysis highlights that change management is an essential component of strategic leadership. Organisations operating in digitally transforming environments require leaders capable of effectively managing organisational change, reducing employee resistance, and promoting a culture of continuous improvement.

Effective change management facilitates the successful implementation of digital transformation initiatives while maintaining organisational stability and employee confidence.

The review also identifies a strong positive relationship between strategic leadership and organisational resilience. Organisations possessing capable strategic leaders recover more quickly from economic disruptions, technological challenges, and unexpected market changes. Leadership behaviours that emphasise adaptability, strategic flexibility, and collaborative decision-making enable organisations to maintain operational continuity while pursuing long-term strategic objectives.

Despite these positive outcomes, several challenges remain evident within the literature. Many organisations continue to experience difficulties in developing digital leadership competencies, integrating emerging technologies into strategic decision-making, overcoming resistance to organisational change, and aligning digital transformation initiatives with overall business strategy. Small and medium-sized enterprises, in particular, often encounter financial, technological, and human resource constraints that limit their ability to implement comprehensive strategic leadership and agility frameworks.

Overall, the findings confirm that strategic leadership serves as the primary catalyst for developing organisational agility and enhancing business performance in the digital era. Organisations that integrate visionary leadership, digital capabilities, innovation management, employee empowerment, and agile organisational structures consistently demonstrate higher levels of operational excellence, customer satisfaction, organisational resilience, and sustainable competitive advantage.

6. Conclusion

The digital era has fundamentally reshaped the way organisations operate, compete, and create value, making strategic leadership and organisational agility indispensable for achieving sustainable business performance. This review has demonstrated that strategic leadership extends beyond conventional managerial functions by providing a clear organisational vision, fostering innovation, promoting digital transformation, and enabling organisations to respond effectively to rapidly changing business environments. The evidence synthesised from the reviewed literature confirms that organisations led by strategic and forward-looking leaders are better equipped to navigate uncertainty, embrace technological advancements, and sustain long-term competitive advantage.

The findings further reveal that organisational agility serves as a critical organisational capability that enables businesses to adapt quickly to market disruptions, evolving customer expectations, and technological innovations. Agile organisations exhibit greater flexibility in decision-making, resource allocation, operational processes, and workforce management, thereby improving organisational resilience and operational efficiency. Strategic leadership plays a central role in cultivating these agile capabilities by encouraging collaboration, empowering employees, facilitating continuous learning, and supporting innovation-driven organisational cultures.

Another important conclusion of this study is the growing significance of digital leadership in contemporary organisations. The integration of artificial intelligence, cloud computing, big data analytics, and digital collaboration technologies has transformed organisational operations and expanded leadership responsibilities. Leaders who effectively leverage digital technologies while aligning them with organisational strategy are more likely to achieve higher levels of innovation, customer satisfaction, employee productivity, and overall business performance. Consequently, digital competence has become an essential characteristic of effective strategic leadership in the modern business environment.

The review also confirms that employee empowerment, knowledge management, and effective change management significantly strengthen organisational agility. Organisations that invest in developing employee capabilities, encouraging knowledge sharing, and fostering adaptive organisational cultures are more resilient and better positioned to manage continuous technological and market changes. These practices not only enhance organisational performance but also contribute to sustainable business growth and long-term organisational success.

Despite the substantial contributions of existing research, several gaps remain. Much of the available literature focuses on large organisations and developed economies, with comparatively limited evidence relating to small

and medium-sized enterprises and emerging markets. In addition, the long-term implications of artificial intelligence, digital ecosystems, remote work models, and advanced automation on strategic leadership and organisational agility require further empirical investigation. Future research should therefore adopt longitudinal, cross-industry, and cross-cultural approaches to provide a deeper understanding of how strategic leadership capabilities evolve within increasingly digital and complex organisational environments.

In conclusion, strategic leadership and organisational agility should be viewed as complementary strategic capabilities that collectively drive organisational transformation and superior business performance. Organisations that successfully integrate visionary leadership, digital innovation, agile organisational structures, and continuous organisational learning are more likely to achieve resilience, operational excellence, sustainable competitive advantage, and long-term business success. As digital transformation continues to redefine global markets, investing in strategic leadership development and organisational agility will remain essential for organisations seeking sustained growth and competitiveness in the evolving digital economy.

References:

- [1] Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- [2] Boal, K. B., & Hooijberg, R. (2001). Strategic leadership research: Moving on. *The Leadership Quarterly*, 11(4), 515–549. [https://doi.org/10.1016/S1048-9843\(00\)00057-6](https://doi.org/10.1016/S1048-9843(00)00057-6)
- [3] Carmeli, A., Gelbard, R., & Reiter-Palmon, R. (2013). Leadership, creative problem-solving capacity, and creative performance: The importance of knowledge sharing. *Human Resource Management*, 52(1), 95–121. <https://doi.org/10.1002/hrm.21514>
- [4] Clauss, T., Abebe, M., Tangpong, C., & Hock, M. (2021). Strategic agility, business model innovation, and firm performance: An empirical investigation. *IEEE Transactions on Engineering Management*, 68(3), 767–784. <https://doi.org/10.1109/TEM.2019.2910381>
- [5] Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long Range Planning*, 43(2–3), 370–382. <https://doi.org/10.1016/j.lrp.2009.07.006>
- [6] Ireland, R. D., & Hitt, M. A. (2005). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *Academy of Management Executive*, 19(4), 63–77. <https://doi.org/10.5465/AME.2005.19417908>
- [7] Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2015). *Strategy, Not Technology, Drives Digital Transformation*. MIT Sloan Management Review & Deloitte University Press. <https://sloanreview.mit.edu/projects/strategy-drives-digital-transformation/>
- [8] Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology. *European Journal of Information Systems*, 15(2), 120–131. <https://doi.org/10.1057/palgrave.ejis.3000600>
- [9] Sambamurthy, V., Bharadwaj, A., & Grover, V. (2003). Shaping agility through digital options: Reconceptualising the role of information technology in contemporary firms. *MIS Quarterly*, 27(2), 237–263. <https://doi.org/10.2307/30036530>
- [10] Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of sustainable enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350. <https://doi.org/10.1002/smj.640>
- [11] Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
- [12] Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889–901. <https://doi.org/10.1016/j.jbusres.2019.09.022>