

Achieving Digitalization Integration with the Dynamics of Strategic Agility

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Abstract

As of today, how to achieve digitalization integration in almost all businesses is considered an important issue. The success of integration is possible by adopting technologies that will enable digital transformation. These technologies can be listed as; Internet of Things, Simulation Technologies, Smart Robot Technologies, Big Data and Data Analytics, Artificial Intelligence, Virtual Reality and Augmented Reality, Cyber Security, Vertical and Horizontal Integration, and Cloud Technology. It is expected that the level of competitiveness will be carried to higher levels thanks to concepts such as quality, efficiency, speed, and flexibility that these technologies will bring. In this study, strategic agility is suggested as a competence that can increase a business's ability to use digital technologies to create and/or deliver value for customers. In addition, business's need to respond quickly to change in order to sustain their existence and gain competitive advantage in the market. Therefore, the implementation of strategic agility becomes important in integrating business's into the digitalization process. Strategic agility offers organizations the opportunity to be flexible, to adapt and respond quickly to changes, and to control market uncertainty and risk. Especially in the business world where digitalization is rapidly increasing, adopting the dynamics of strategic agility can provide business's with an advantage in terms of being fast and flexible. The dynamics of strategic agility are based on foresight, discovery, perspective-taking, and generality. In addition, there is no study found evaluating the role of the dynamics of strategic agility in business's adopting new generation management processes

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in digitalization processes and rapidly adapting to the processes. Therefore, this study first addresses digitalization and management; how to adapt to new generation management processes in digitalization integration is explained within the framework of national and international digital targets. Secondly, the importance of strategic agility in the changing business world and the dynamics of strategic agility are revealed. Finally, the dynamics of strategic agility in the success of digitalization integration are discussed and explained.

1. Digitalization and Management Business's

Digitalization is defined as the process of transferring the information possessed to a digital environment in a way that can be read by any technological device such as computer, smartphone, tablet, etc.; edited with these technological devices, and used in workflows (Üzmez & Büyükbeşe, 2021). Digitalization means enabling, improving, and transforming the ways and methods businesses use to perform their business processes, business models, and activities using digitalized data, and transforming or marketing business functions and models into smart production with a mixture of digital, autonomous, semi-autonomous, and manual operations (Yankı, 2019). Digitalization is a comprehensive and disruptive transformation that will affect all operations of businesses, supplier, customer, and employee relationships, business value chains, and all business processes, as well as business models, which are ways of providing value and earning income, and also organizational structure, leadership approach, and working methods (Oswald & Krcmar, 2018). Business's in the digitalization process often talk about the difficulties of this process. For this reason, a strategy and roadmap are needed to successfully manage this change and transformation process (Klein, 2020). In order for businesses to better adapt to change in the digitalization process, they need to have some basic qualities, and one of these qualities today is 'agility'. This study focuses on the fact that strategic agility can be a strategy that business's can succeed in integrating the digitalization process.

1.1. Adaptation to the Digitalizing World

Digitalization supports machine-human harmony in working life in order to increase efficiency and reduce output costs by renewing business processes in production (Yılmaz, 2021). Huge developments in internet technologies such as robots, artificial intelligence technology, sensors, internet of things (IoT), industrial industry, cloud computing, augmented reality, and digital environments that emerged as a result of the combination of all these technologies with cloud computing are taking the world to the

brink of a very different transformation. These technologies are becoming frequently heard concepts and application areas in today's digital world (Ersöz & Özmen, 2020).

Since the impact of digitalization increases with the rapid emergence of digital technologies, digitalization can be defined as the adoption of digital technologies to improve or disrupt business models, business processes, and products and services (Denner, Püschel, & Röglinger, 2018). The digitalization of products and services is also a fast-moving, global mechanism that transforms value networks in all sectors (Collin, 2015).

The process of digitalization in business's means the increasing use of robotics, automation solutions, and computerization. Thus, it allows to reduce costs, improve efficiency and productivity, and be flexible against changes (Hole, Hole & McFalone-Shaw, 2021). Employees are working with digital tools, and interactions are increasingly taking place through technologies. All these changes require new corporate values, business goals, and a new perception of the work environment (Demirci et al., 2022). In order to define a business initiative in digitalization integration, it is necessary to define the position in the value network (i.e. demand, internal, supply), type of change (i.e. B2B, B2C) and type of innovation (i.e. new product or market), digital-based business processes that are desired to lead in the sector, using three frameworks (Weill, Subramani & Broadbent, 2002). Thus, it becomes easier to keep up with change at the first stage. The digital revolution and disruptive technologies bring rapid changes that pose complex challenges for companies in the market (Škare & Soriano 2021).

The European Union has created a project called 'The Road to the Digital Decade' within the scope of its policies for digital transformation, and it is seen that this project highlights digital transformation in skills and education. The project describes the digital targets to be achieved by 2030 in four areas. These are according to the European Commission (2025);

- Skills: At least 80% of the population in the EU has basic digital skills.
- Digital Transformation of Businesses: 75% of EU companies use the cloud, artificial intelligence, and big data. More than 90% of SMEs reach at least basic digital density.
- Secure and Sustainable Digital Infrastructures: Achieving Gigabit and 10,000 climate-neutral, highly secure cloud computing for everyone.
- Digitalization of Public Services: 100% of basic public services online. 100% of the population has online access to medical records. 100% of the population has a digital identity.

Thanks to the program, it will be possible to provide easier access to company data, increase trust and transparency in companies across European Union member states, create more connected public administrations, and reduce bureaucracy in cross-border situations (European Council, 2025).

According to the Central Anatolian Development Agency 2024 Work Program report, within the scope of the digital transformation of business's according to the European Union Digital Compass document, it is aimed that three out of every four companies will use cloud, big data and, artificial intelligence by 2030; more than 90% of SMEs will be digitalized at least at a basic level and the number of European "unicorn startups" will be doubled (Central Anatolian Development Agency Work Report, 2024). Within the scope of the 2024-2028 Strategic Plan of the Ministry of Industry and Technology of the Republic of Turkey, the first of the determined goals is related to 'digitalization and management'. The first goal of the plan is as follows; determining the competencies suitable for the requirements of the new era that comes with digitalization, transforming education models, and ensuring competency development throughout society for sustainable progress (Republic of Turkey Ministry of Industry and Technology Report, 2024).

States and governments are making breakthroughs in digitalization in every area of society with their national and international studies. It is emphasized that the digitalization processes of companies, which are especially important for the future of countries, are important. It is accepted that both the European Union's 2030 goals and Turkey's 2028 goals concern all business's in the digital context and that digitalization is a necessity. The management of digitalization in both societies and business's is also a problem for states and governments, and no institution or organization can remain indifferent to this situation. Otherwise, it can be stated that the management of digitalization and the processes of integrating it in business's can also bring about a series of legal problems.

1.2. Adopting New Generation Management Systems in the Digitalization Process

The rapid development of digital technologies requires organizations to rethink their business models and processes (Dornberger et al., 2018). In the context of management, digitalization typically focuses on the transformation of manual processes and physical objects into digital versions of these processes and objects (Bilgiç, Türkmenoğlu, & Koçak, 2020). These transformations are carried out with the help of digital technologies such as the Internet of Things, cloud computing, and big data.

Table 1: Digital Transformation Framework and Subcomponents in Business

| Digital Transformation Framework | Sub-Components |
|----------------------------------|---|
| Organizational Structure | Workflows Production Management Quality Management Process Management Maintenance Management Logistics Management Supply Chain Management Warehouse/Stock Management |
| Human Resources Management | HR Strategy Digital Competencies Digital HR Management Culture Education Management |
| Customer Management | Customer Management Strategy Digital Experience Management |
| Innovation Management | Innovation Strategy Open Innovation Management Data-Based Innovation Management |
| Strategy Management | Business Model Leadership Financial Management Marketing Management |
| Technology Management | Cyber Security Management Data Management Software/Hardware Management Digital Applications |

Resource: (Durmuş & Kasımoğlu, 2022).

The digital management framework of businesses is shown in Table 1. In order to adopt new generation management with digitalization, it is important to integrate the management framework of the business with digital processes. It is difficult to define the progress of digitalization in the management of business's, because every aspect of a company's business; production, logistics, supply chain management, human resources management, information management, entrepreneurship, etc. should be taken into consideration (Calderon-Monge, & Ribeiro-Soriano, 2024). Thus, business's can find the opportunity to rise as innovative firms that create competitive advantages by adopting business models characterized by a high degree of digitalization in the business world (Amit & Zott, 2012).

Digitalization in management systems is defined as changes in working styles, roles, and job offers resulting from the adoption of digital technologies in a business. These changes are expressed as (Parviainen et al., 2017);

- Process level: Adopting new digital tools and streamlining processes by reducing manual steps;
- Organization level: Offering new services and abandoning old practices and offering existing services in new ways;
- Business area level: Changing roles and value chains in ecosystems;
- Society level: Changing society structures (e.g. type of work, tools to influence decision making).

The digitalization of processes and societies can affect business models at various levels (Caputo et al., 2021). In this direction, it is possible to progress by analyzing the impact of digitalization on management processes. In addition, the management functions considered today; planning, organizing, coordinating, motivating and controlling, and integrating digitalization processes through them can be effective in accelerating the process. It is known that these functions are independent and effective management requires a balanced approach to them (Banciu, Vevera & Popa 2023). Popa et al. (2024) discusses digitalization processes through these functions. These are explained in detail below (Popa et al., 2024).

Planning Function: Planning refers to the ability of managers to analyze existing information, identify relevant trends and patterns, and make predictions about the evolution of both internal and external environments. With the expansion of the availability of large amounts of data and the emergence of digital technologies, organizations will remain agile, competitive, and responsive, and will benefit from data-driven insights to navigate complex situations. All these arguments suggest that planning plays an important role in decision-making by providing important information to develop appropriate strategies. As a result, this approach contributes to aligning an organization with the anticipated changes in the operating environment and strengthening its ability to adapt to new challenges.

Organizing Function: It is characterized by the effective allocation and coordination of organizational resources to achieve organizational goals. Technologies are believed to provide a more efficient flow of information, improve team coordination, and improve overall organizational responsiveness. The adoption of digital technologies strengthens transparency in organizational processes, even if their effectiveness must be constantly monitored and evaluated.

Coordination Function: In the integration of digitalization in business's, for example, the support of online groups is emphasized as tools that connect internal and external stakeholders. In the context of the coordination function, it is necessary to bring together experts with various specializations at various hierarchical levels. Thus, some benefits such as facilitating cooperation, and information sharing, more effective and innovative problem solving can be mentioned. In addition, it can be stated that digital tools that rely on internet, e-mail communication, video conferencing and voice connections, which are basically used by technology-dependent virtual teams, provide seamless coordination and collaboration, and teams function effectively across geographical boundaries.

Motivation Function: Digital technologies used in the integration of digitalization in business's can effectively encourage employee participation. At the same time, employee participation, communication, and motivation are supported by the optimum selection of technological tools. Interaction and instant feedback are becoming essential elements in modern organizations that facilitate the exchange of ideas and contribute to a dynamic learning process.

Control Function: Digitalization in the evaluation process eliminates unnecessary work and allows managers to focus on analyzing and interpreting data. Digitalization can create the most appropriate channel for communication between managers and employees throughout the evaluation process. The digitalized evaluation process makes it possible to comply with mandatory privacy standards. Thus, it can ensure compliance with specific data protection regulations, rules and directives developed to guarantee individual rights and prevent possible privacy abuses or violations.

While digitalization is likely to continue to affect the business world, its content and direction require managerial attention. Managers need to constantly ask themselves various strategic questions. For example, what kind of market strategy does a firm need to compete with digitalized business models? The abundance of opportunities for using technologies and applications in value propositions and value demonstrations makes digitalization a key managerial challenge, as managers need to understand the areas they should focus on and how best to implement digital technologies. Therefore, the timing of digitalization can be considered a critical management issue (Ritter & Pedersen, 2020).

In adopting new management styles in digitalization, managers have increasing responsibilities. Managers need strategies to make important future decisions that take into account uncertainties (Derbyshire, 2017).

Accordingly, to ensure that the desired results from digital transformation are achieved, organizations can benefit from a strategic roadmap that integrates the design and implementation of managerial actions in line with the management's vision (Ribeiro-Navarrete et al., 2023).

2. Strategic Agility

Strategy consists of the activities that managers use to increase company performance. It is the ultimate struggle for most companies that achieve superior performance compared to their competitors (Hill, Jones & Schilling, 2013). The essence of strategy is activities: it is important to do activities differently or to do activities that are different from their competitors. Otherwise, strategy is nothing more than a marketing slogan that cannot withstand competition (Porter, 1996). In addition, in the changing business world, strategy must be agile. The most important thing that distinguishes business's from competitors is to be a strategically agile business.

The concept of agile was first used in the Lehigh report of the Iacocca Institute in 1991 and was initially used to describe production systems that can switch between products according to demand for the manufacturing sector, but its scope has expanded over time as the relevant literature has developed (Tanushree et al., 2024). Agility refers to the ability to effectively manage and apply knowledge to strengthen organizations against the dynamics of the industry and the market (Nissen & Rennekampff, 2017). In the literature and in the studies conducted by management consultancy, the concept of agility is approached from various perspectives. These are (Munteanu, 2019); (1) adapting to change, (2) using environmental opportunities, (3) gaining competitive advantage, (4) the need for agile human resources, (5) presentation of the benefits obtained in addition to traditional management, (6) agile organization features. However, in general, there are two ways to be agile in business's; being fast and being flexible. Being an agile business means that the business is open to change and innovation, can act quickly, can take advantage of opportunities, and can achieve success by making the right decisions on time. In order to realize all these issues, the business must develop its competitive capabilities in this direction and maintain its superiority (Bakan, Sezer & Kara, 2017).

Strategic agility represents an important asset that helps businesses cope with an uncertain and changing world (Tarba et al., 2023). Following the changing business world and quickly adapting to change, in other words, integrating into digitalization processes, can be fast, easy, and successful in this way. Strategic agility offers organizations the opportunity to be flexible,

quickly adapt and respond to changes, and implement actions to control market uncertainty and risk (Sherchiy, Karwowski & Layer, 2007). Based on this, strategic agility is defined as the ability to dynamically reinvent or revise the organization and its strategy with rapid changes in the business environment (Doz & Kosonen, 2008).

Table 2. Literature Perspectives on Strategic Agility

| Study | Characterization of Strategic Agility | Theoretical Lens |
|-------------------------------|---|------------------------------------|
| Sambamurthy et al. (2003) | The ability to rapidly identify market opportunities. | Resource and capability |
| Overby et al. (2006) | The ability to sense changes and react rapidly. | Dynamic capability |
| Nazir and Pinsonneault (2012) | The ability of sensing and responding to internal and external change. | Electronic integration perspective |
| Lowry and Wilson (2016) | The ability to respond to market changes using IT as a strategic enabler. | Contingency theory |
| Queiroz et al. (2018) | The ability to detect and react to threats and opportunities. | Dynamic capability |
| Ravichandran (2018) | The capability to enable firm performance by using IT competence and innovation. | Capabilities perspective |
| Kale et al. (2019) | Strategic agility is a mediator to improve firm performance. | Mediating perspective |
| Ahammad et al. (2019) | Strategic agility is the ability to rediscover the strategy of influenced by external change. | Organizational capability |

Resource: (Lungu, 2020).

Lungu (2020), in his article examining the impact of strategic agility on business performance, presents various literature perspectives on strategic agility as shown in Table 1. In general, strategic agility is the ability to respond quickly and improve business performance in a rapidly changing business world. Strategic agility requires the invention of new business models and new product and service categories rather than the reorganization of old models (Wilson & Doz, 2011). However, in doing so, it often has to deal with conflicting demands such as innovation and efficiency, global demands and local markets, social and financial responsibilities, etc. (Lewis, Andriopoulos & Smith, 2014). Therefore, in order to be strategically agile in a changing business world, it is important to keep strategic agility ‘agile’. The strategic agility of a business can be defined as a way to manage the

unpredictable changes and risks faced by organizations (Vagnoni, 2016). As digitalization has become a necessity in business's, strategic agility needs to be implemented to solve problems that will occur in the process and to successfully execute the process. In order to integrate into digitalization processes in the rapidly changing business world and to eliminate the risks that will be encountered, it is important to implement the dynamics of strategic agility.

2.1. Keeping Strategic Agility 'Agile' in the Changing Business World

With the effect of globalization, an increasingly complex and integrated structure has emerged in the business world. In order to overcome complexity, it has become a necessity to keep up with change from a strategic perspective. Agility, which provides the necessity of being fast and flexible, has begun to be considered as one of the keys to keeping up with change. For this reason, today's business world consultants, leaders, managers, and management theorists in the academic field are trying to understand the components and results of agile strategies (Worley & Lawler, 2010).

It is emphasized that agility includes four basic components and that business's that want to adapt quickly to change should have these components. These components are; (1) enrichment of the customer, (2) cooperation in competition, (3) change against uncertainties, (4) the leverage of human and information effects (Keçecioglu & Çiçek, 2012). Strategic agility is defined as the ability of a business to respond quickly to changes in the business environment, to adapt and to take action to control uncertainty (Tallon & Pinsonneault, 2011). The needs of the business world have a constantly changing and evolving structure. Factors such as technological advances, globalization, demographic changes, and competitive market conditions affect the expectations of the business world (Tekgüzel et al., 2024). Therefore, business's need to be 'agile' and adopt 'strategic agility' in the changing business world.

Brueller, Carmeli, and Drori (2014) emphasize that strategic agility is an invaluable ability that allows a business to recover quickly without losing money and increases its viability in uncertain, volatile, and rapidly changing environments. They also state the three enabling abilities that an agile organization system must develop as follows; (1) to make sense quickly, (2) to make decisions agile, and (3) to redeploy resources quickly.

Strategic agility is crucial for developing better insights into dynamic business environments and how organizational members, infrastructure,

and technology can be better integrated into a firm's overall decision support systems (Chen et al., 2014). In this context, strategic agility is associated with human resource management practices (Ahammad, Glaister & Gomes, 2020). The indicator of a business's strategic agility largely depends on how agile its teams are (Xing et al., 2020), and strategically agile business's are advised to have human resource managers act as 'strategic business partners' at the highest decision-making levels of their firms to assess current and future business challenges (Ananthram & Nankervis, 2013).

2.2. Dynamics of Strategic Agility

Business's need to move away from traditional models and act within the framework of strategic agility as flexible business's, and determine dynamics to support both adaptability and sustainable high-performance levels. These dynamics, which need to be built according to change, are given in Figure 1. Dynamics have been adapted, and integrated with concepts from strategic leadership to create the agility framework of business's. The basic features of this framework are a solid strategy, an adaptable design, shared leadership, identity and value creation capabilities (Worley & Lawler, 2010).

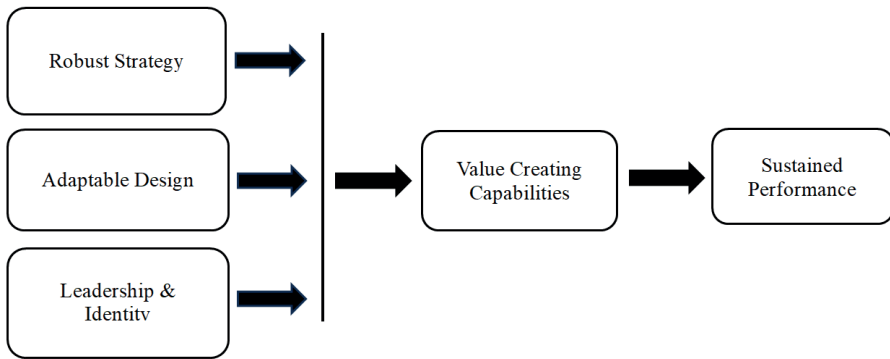


Figure 1. A Model of Agility and Performance

Resource: (Worley & Lawler, 2010).

Doz and Kosonen (2008) explain the dynamics of strategic agility under three headings. These are; (1) Strategic Sensitivity; (2) Leadership Unity; and (3) Resource Fluidity. According to the authors, the dynamics of strategic agility are divided into subheadings under these headings and contribute to the speed and flexibility of business's. The subheadings of the dynamics of strategic agility are listed as follows.

- Strategic Sensitivity

Open Strategy Process

Heightened Strategic Alertness

High Quality Internal Dialogue

- Leadership Unity

Mutual Dependency and Cabinet Responsibility

Working Together as a Team

Leadership Style and Capability of the CEO

- Resource Fluidity

Dissociating Strategy from Structure

Mobilizing People

Modular Processes

Strategic sensitivity is defined as the sharpness of perception of strategic developments and the intensity of awareness and attention. Leadership unity is the ability of the senior team to make bold and rapid decisions without being stuck in high-level ‘win-lose’ policies. Resource fluidity is defined as the internal ability to restructure capabilities and quickly redeploy resources (Arbussa, Bikfalvi & Marquès, 2017). Being able to make an organization strategically agile is interpreted as the capacity of the enterprise to perceive opportunities in the changing business contexts, to seize opportunities and to restructure its assets to take advantage of strategic opportunities (Tsilionis & Wautelet, 2022). One of the ways to achieve this today is to use the dynamics of strategic agility.

3. Integration Of Digitalization Processes Through The Dynamics Of Strategic Agility

While studies on strategic agility have increased rapidly in the literature in recent years, research on the subject in the context of the digitalization process is quite limited. İmamoğlu, Türkcan, and Aydoğdu (2024) suggested that digitalization capability in business's increases agility and that it is not enough for business's to have digital technologies alone, but also that successes should be demonstrated by using digital technologies. Rawashdeh et al. (2024) emphasized that business's can use strategic agility as a tool to achieve their goals and that agility can act as a proactive facilitator and catalyst, allowing the business to optimize most of its existing resources and achieve the desired digital transformation. Pfaff (2022) suggested that the challenges of digitalization can be successfully overcome with strategic

agility. There are opportunities offered by new digital technologies for different business processes and activities. However, there are still very few empirical studies on the relationship between digitalization and agility, how digitalization can contribute to the creation of agility and related competencies, and how and whether agility promotes the implementation of disruptive digital technologies within firms (Bresciani, 2022).

Strategic agility is necessary for the successful and effective execution, implementation, and success of the digitalization process. Agility comes from the ability to change processes quickly and efficiently by combining and reintegrating organizational resources without interrupting routine activities in business's (Andrade, Gonçalves, & Santos, 2022). Strategic agility is a method that should be used to manage risks and unpredictable organizational changes due to the dramatic organizational multi-level changes that digital transformation involves (Khoramgah et al., 2012). Adopting strategic agility to integrate digitalization resources into business processes becomes a necessity. As a result, strategic agility becomes an important requirement for an organization to thrive and survive in unpredictably volatile and intensely competitive contexts (Moi, Cabiddu & Frau, 2018). Based on this, it is a great fact that we live in the 'agile age' today and that only smart and strategically agile organizations can survive, develop, and continue to maintain the competitive advantage of technologically advanced business's that rapidly transform digitally (Elali, 2021).

It has become imperative to clarify the nature of the type of strategic agility required to keep up with the changing world in business's. For this, strategic agility needs to be defined as an asset that needs to be developed with digital technologies and digitalization. Studies consider digitalization as a precursor to agility (Hadjielias et al., 2022). However, it is also necessary to consider agility as a requirement of digitalization and integrate digitalization with the dynamics of strategic agility.

Strategic agility contributes to the continuity of the company by easily adapting to new unforeseen situations and developing practical solutions to emerging problems (Hindle, 2014). For example, order-based mass production, which has become possible thanks to information technologies in the digital age, can be considered as an example of strategic agility (Hindle, 2014; Alankuş, 2021). The dynamics of strategic agility are given in Table 3. By utilizing these dynamics, it is possible to achieve digitalization integration in business's.

Table 3: Dynamics of Strategic Agility and Digitalization Integration

| The Dynamics of Strategic Agility | Sub-Elements | Digitalization Integration |
|-----------------------------------|--|---|
| Strategic Sensitivity | Open Strategy Process | - Supporting online business processes with digitalization. |
| | Heightened Strategic Alertness | - Developing a clear strategy for employees to adapt to the digitalization process. |
| | High Quality Internal Dialogue | - Employees being able to express their opinions about the digitalization process. |
| Leadership Unity | Mutual Dependency and Cabinet Responsibility | - In order to rapidly realize the integration in digitalization processes, the leadership style of the top management should be of a team spirit nature. |
| | Working Together as a Team | - In order for the digitalization integration to be successful, all employees of the company should act as a team. |
| | Leadership Style and Capability of the CEO | - Everyone should take responsibility for the digitalization integration. |
| Resource Fluidity | Dissociating Strategy from Structure | - Restructuring or redistributing resources in the integration of big data, artificial intelligence, internet of things, etc. technologies in the digitalization process into business processes. |
| | Mobilizing People | - Cooperation of all stakeholders who will use digital technologies. |
| | Modular Processes | - Supporting human-based management in the rapid integration of digital technologies into business processes. |

Strategic Sensitivity: This concept is expressed as the transition from foresight-based strategic planning to insight-based strategic sensitivity, with an emphasis on understanding current situations in the development process in business's. The dynamics of strategic sensitivity in digitalization integration processes in businesses include: (1) an open strategy process, (2) high strategic alertness, and (3) high-quality internal dialogue. These aspects should be studied further. The necessary actions for businesses to achieve strategic agility in the digitalization process can be summarized as follows. What needs to be done in business's to achieve the dynamics of strategic agility in the digitalization process can be conveyed as follows (Doz & Kosonen, 2017);

- An open strategy process that strengthens business's sensitivity to different perspectives and orientations is necessary for companies to maintain their connection with the world.

- High-level strategic alertness, which strengthens the ability of business's to formulate strategic issues in a brand new and insightful way, is necessary for the organization's employees to advance their 'open-mindedness'.
- High-quality internal dialogue, which strengthens the ability of business's to transform individual insights and predictions into shared strategic directions, is necessary to systematically convey conceptual richness and informational diversity to both the top management and the entire organization.

Leadership Unity: This concept is an important stage in the transition to rapid strategy in order to achieve digitalization integration in business's. In the integration process, it brings with it a profound change in the working style of the top management and the relationship of its members with the CEO, shifting from one-to-one relationships to taking on responsibilities (Doz & Kosonen, 2017). As the dynamics of strategic agility, (1) mutual dependency, and responsibility, (2) working together as a team, (3) the development of the CEO's leadership style and ability should be implemented in the digitalization processes in business's.

Leadership Unity includes the ability of the senior team to make bold decisions without engaging in "win-lose" politics at the top. The unity of the leadership team allows decisions to be reached at lightning speed once a strategic situation is understood and the choices it opens or closes are intellectually grasped (Doz & Kosonen, 2008).

Resource Fluidity: The ability to quickly restructure business systems and reallocate resources based on business processes for business and resource allocation, people management approaches and business models, and collaboration mechanisms, and incentives that make business system transformation faster and easier (Doz & Kosonen, 2008). As the dynamics of strategic agility (1) separating strategy from structure, (2) mobilizing people, (3) modular processes can be effective in the success of digitalization integration of business's.

The fact that digitalization integration is much more than the application of technology (Tabrizi et al., 2019) shows that the process can be achieved through the dynamics of strategic agility. However, integrating into digitalization processes through the dynamics of strategic agility is a multifaceted process (Warner & Wager, 2019). Keeping the strategy strong within the framework of strategic sensitivity, leadership and resource fluidity, being able to be a team and ensuring the continuity of top management

support and mobilizing people can be effective in ensuring digitalization integration in enterprises. In addition, the existence of various organizational resources is required for agility. Information systems, communication capabilities and technology are the resources necessary for the organization to perceive changes and take action quickly (Ludviga & Kalvina, 2024). Because as digital technologies advance rapidly, organizations face increasing pressure to adapt and innovate, and this makes agility the main determinant of success in the modern business environment (Ononiwu, Onwuzulike & Shitu, 2024).

Digitalization-based strategic planning focuses on a strategic plan that strengthens a digital-based work culture. A digital-based work culture requires a strategy that is compatible with the workplace (Rozak, et al., 2021). Especially in the changing business world, dynamic capabilities and underlying microfoundations should be developed and aligned as cross-organizational capabilities in a context-compatible manner to support and sustain the dynamics of strategic agility. Research emphasizes that the level of digitalization exhibited by a country or industry is an important and meaningful factor of a firm's strategic agility (Škare & Soriano, 2021).

The digitalized company is a company that is 'more agile, human-focused, innovative, customer-centered, fluid, efficient and able to promote/seize opportunities and reach new knowledge and service-oriented revenues. The aim of digital transformation is continuous optimization; that is, a company that can perceive changes in the market and respond quickly (Gobble, 2018). Therefore, it can be stated that the dynamics of strategic agility can be an effective strategy for the rapid integration of digitalization into both business's and society.

Conclusion

Business's must constantly review, evaluate and revise their strategies to adapt to the changes brought about by digitalization and ongoing technological advances in the field of information. One of the ways to achieve this in the modern digital world is strategic agility. In other words, strategic agility is one of the critical success factors for business's trying to remain competitive and innovative in the rapidly changing business world with digitalization.

There is an increasing need for every strategy to be developed in the context of improving management processes and integrating digitalization opportunities. In this context, it is important for business's to adopt strategic agility, integrate it into all business processes and especially benefit

from the dynamics of strategic agility in digitalization processes. Within the framework of strategic sensitivity, leadership unity and resource fluidity, the dynamics of strategic agility should be ensured by ensuring digitalization in every area of the business, the integration process should be adopted by all employees together with the top management at the same time and the business should be successful with new models. In all future studies, both in the literature and on national and international platforms, the studies of states and governments focus on the digitalization of business's, which is one of the most important building blocks of society. The presence of digitalization in every area of society and the competitive challenges that come with digitalization in business's indicate that planned and conscious action should be taken in digitalization integration. In this context, benefiting from the dynamics of strategic agility in digital management processes can be an important strategic move. In future studies, it is recommended that digital business models be planned based on the dynamics of strategic agility, and the results should be validated through empirical research.

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