Scaling Agile Methodologies For Organizational Transformation: A Telecommunication Industry Case Study In Malaysia

Shamsulkhomar Abu Bakar  
*Faculty of Management, Multimedia University, Cyberjaya, Malaysia*  
[1221400834@student.mmu.edu.my](mailto:1221400834@student.mmu.edu.my)

Magiswary Dorasamy  
*Faculty of Management, Multimedia University, Cyberjaya, Malaysia*  
[magiswary.dorasamy@mmu.edu.my](mailto:magiswary.dorasamy@mmu.edu.my)

**Abstract**

This study delves into the implementation and scalability of agile methodologies (am) within the telecommunications industry. Specifically, the research explores the application of agile at scale (A@S), a framework that promotes the adoption of agile principles on a larger scale. The main subject of the study is a leading multinational corporation (MNC) in Malaysia, and a qualitative approach, including focus group interviews and thematic analysis, is used to examine the challenges, advantages, and influential factors in effectively implementing A@S. The research is grounded in the dynamic capability theory (DCT) and aims to evaluate the impact of A@S on organisational structure, culture, and performance. The ultimate objective is to create a strategic adoption framework. The study is expected to yield crucial insights into A@S challenges and success factors while providing a strategic framework to help telecommunication organisations thrive in rapidly changing environments. Additionally, it aspires to contribute to the discourse on digital-era organisational transformation.

**Keywords:** Agile Methodologies; Agile at Scale; Telecommunications; Dynamic Capability Theory; Qualitative Analysis

1. **Background**

Agile methodologies have transcended their software development origins, offering adaptability and responsiveness to changing market dynamics. These practices have gained traction within large-scale organisations, especially in the telecommunications sector, which faces challenges from emerging Over The Top (OTT) service providers. This study examines a Malaysian telecommunications giant, referred to as "Telecommunication Multinational" (TM), which has embarked on an Agile journey to achieve total operational agility by 2025. TM's initiative represents a significant organisational shift, adopting Agile at Scale (A@S) to enhance market competitiveness through customer-centricity and swift market delivery [1][9].

2. **Problem Background and Research Gap**

Despite the initial adoption of Agile methodologies, the complete integration within large-scale organisations remains challenging. The research identifies a gap between academic models and the practical application of Agile at Scale, particularly in the context of the telecommunications industry [2][6].

3. **Research Questions and Research Objectives**

The purpose of this research journey is to pinpoint the primary challenges and barriers hindering the complete integration of A@S in TM, assess the perceived advantages, and propose a strategic framework to facilitate Agile implementation in a multinational telecommunications setting. This study endeavours to answer the following questions: 1. What challenges prevent the full adoption of A@S in TM? 2. How has the A@S program aided TM in achieving its strategic goals, and what are the perceived benefits? 3. What strategic framework can be proposed to improve A@S adoption and effectiveness in an MNC like TM? Furthermore, this study has the following objectives: 1. Discover and scrutinise the reasons for the obstacles to completing A@S adoption in TM. 2. Evaluate the benefits perceived from the A@S program and its contribution to TM's strategic objectives. 3. Develop a strategic framework to reinforce A@S adoption and efficacy in TM [3][5][7].

4. **Underlying Theory(ies)**

The Dynamic Capability Theory underpins the study, which offers a perspective on organisational agility and adaptability in the face of environmental dynamism [12].
5. Method
Employing a case study approach, data collection is achieved through interviews and document reviews. The analysis is guided by Thematic Analysis principles to ensure the validity of the findings \[4\][8].

6. Conclusion
This research contributes to academic and practical understanding by providing a strategic framework for Agile adoption within the telecommunications sector. The study's outcomes will inform future research and practical initiatives, advancing organisational transformation discussions in the digital age \[10\][11].

References


