

Adaptation of the Agile Spotify Model at the Government Digital Service

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Abstract:

Jabar Digital Service (JDS) took an innovative approach by smoothly integrating Spotify's agile model into the government's structure. This transformation went beyond simple structural changes. It completely reconfigured bureaucratic structures to match the agile culture required for effective digital service delivery. JDS proactively adapted its organizational structure by recruiting highly skilled professionals to meet the specific needs of the digital environment. In addition, the organization implemented the Agile at Scale and Heterogeneous Tailoring frameworks. These frameworks increased independence and promoted consistency in decision-making, enabling a fundamental change in the way JDS delivered projects and introducing collaborative groups such as squads, tribes and divisions. This integration required a complete restructuring of cultural standards, regulatory systems, risk mitigation procedures and thorough staff development. The process of communicating effectively with team stakeholders and achieving a balance between team autonomy and alignment in a changed organization was challenging. A variety of methods were used to support this research, including an in-depth exploration and observation of JDS, semi-structured interviews with relevant staff, a comprehensive case study approach using holistic single case design, and a detailed analysis of previous research, regulations and secondary data sources. The impact of this pioneering project was far-reaching. It facilitated the establishment of digital signatures to simplify bureaucratic procedures, the conversion of analogue forms into digital domains, and the digitalization of business activities. The development of JDS was an important milestone in the digital transformation process, as it facilitated collaboration between the community and the government on digital services. Significantly, this undertaking used Spotify's operational framework, adapting and customizing it to the specific needs and difficulties of JDS, which represents a notable advance in government digital integration.

Keywords:

adaptable; structural modification; collaborative frameworks

I. Introduction

Digital transformation is a necessity in the Industry 4.0 era because digital technology is widely used by society to facilitate its use in carrying out daily activities. This convenience is felt by most segments of society who have access to this technology. The change from carrying out activities with conventional methods to digital methods cannot just happen. There is a process of changing from a conventional culture to a digital culture. This also applies to organizations in both the private and public sectors that want to digitize their business processes.

In the private sector, digital technology is used for internal work and work related to external parties such as customers and business partners. Likewise, in the government sector, digital technology is used to manage internal organizational activities and interactions with the public, such as government services. In the private sector, the shift from conventional methods to digital methods also affects people's activities.

In the public sector, the use of digital technology by government officials is carried out to shorten bureaucratic processes, such as the use of digital signatures and online public complaints. The use of digital signatures is used to reduce bureaucratic layers so that the signing process by authorized officials can be shortened. Meanwhile, the online public complaint channel allows people to quickly report problems in the field through mobile applications without having to come to government offices. Both examples of the application of digitalization in the public sector have affected the activity patterns of government officials and the public. Where they are facilitated by the implementation of the application of digital technology.

In general, the transformation process from conventional methods to digital methods goes through three stages, namely digitization, digitalization and digital transformation (Savić, 2019). Digitization is the process of data conversion to convert analogue formats into digital formats, which includes the activity of converting paper documents, photographs, microfilms, records, and tapes into digital forms, such as scanning application forms for government services. The next stage is digitalization, which is information processing aimed at automating business operations and processes by creating a fully digital work process, such as electronically processing government service application forms. After going through the digitization and digitalization stages, it will be easier for the organization to move towards digital transformation.

The West Java Provincial Government has implemented digital transformation by establishing a Regional Technical Implementation Unit (UPTD) for Digital Service Centers, Data and Geospatial Information in West Java, known as Jabar Digital Service (JDS). The new unit is tasked with transforming the business process of organizing provincial government and community services digitally. The West Java Provincial Government started the digital government process in 2008, which was marked by the achievement of the West Java Provincial Government winning the Indonesian E-Government Ranking Award at the provincial level, awarded by the Ministry of Communication and Information. The digital transformation process of the public sector in West Java is still ongoing because the total digital transformation process is not an easy thing to do in a government whose large organization still implements a conventional government system (Ylinen, 2021).

Agile working methods in the digital transformation process have begun to be implemented by Jabar Digital Service in West Java Province (Adhikersa, 2022; Halim et al., 2021). Research conducted by Halim et al. (2021) on the implementation of agile governance principles through the Pikobar application created and operated by Jabar Digital Service found that the principles of agile governance proposed by (Luna et al., 2015) were applied to the operation of the Pikobar application, namely based on quick wins, systematic and adaptive approach, and simple design and continuous refinement. Research on digital transformation in the public sector using agile methods has been conducted in developed countries (McBride et al., 2021; Sullivan et al., 2021; Ylinen, 2021). However, there are certainly differences between one country and another in terms of culture, economy, law, and social traditions, so the digital transformation process in the public sector carried out in an agile manner may be different from other countries. This study aims to describe the adaptation of the application of agile working

patterns in the public sector digital transformation process carried out in the bureaucratic system in Indonesia and identify the factors that influence it.

The area of West Java Province is 37,044 km² consisting of 18 districts and 9 cities with a population of 49.4 million in 2022 (West Java Province in Figures 2023, 2023, p. 5). West Java Province is a buffer from the provincial capital of DKI Jakarta, making West Java a strategic province to carry out digital transformation. In West Java, it is also carried out to serve the people in the province in obtaining public services. With a large population and area, West Java Province has the challenges of transforming the digital field.

West Java Province is challenged to coordinate the regencies and cities in its region to synergize in one digital platform. Therefore, West Java province needs to create a means to unite the regencies and cities that are separated as autonomous regions into a digitally integrated region. To respond to the increasingly sophisticated digital challenges, the West Java provincial government responded by establishing a work unit focusing on digital transformation in the region. The work unit is a technical implementation unit (UPTD) for managing digital services, data, and geospatial information known as Jabar digital service (JDS).

The digital transformation carried out by Jabar Digital Service aims to make West Java Province a digital province. The effort involves infrastructure development that includes installing internet access in villages to ensure equitable accessibility of information and communication technology. In addition, the digital province also integrates data from various sources to improve the efficiency and quality of public services. The importance of digital literacy is a focus in the effort to realize West Java as a digital-based province by educating the public on the use of digital technology so that they can make optimal use of it. Thus, this digital transformation aims to improve connectivity, efficiency, and community participation in the digital era in West Java.

Conditions in West Java based on data in 2020 show that there are around 1,062 villages (Internet Infrastructure, 2020) in West Java that still need to be connected to the internet. This condition shows a significant difference in the level of connectivity between urban and rural areas in the province. Therefore, developing internet infrastructure is one of the focuses of digital transformation in West Java to ensure that all people in the province can benefit from connectivity and digital technology.

One of the challenges faced by the West Java Provincial Government is changing people's mindsets and improving digital literacy. The importance of digital literacy is wider than understanding digital technology. It is also about utilizing it effectively in everyday life. To face this challenge, the West Java Provincial Government needs to educate its people about the importance of digital literacy through various educational campaigns and programs. This includes providing digital literacy training and workshops, holding seminars and discussions on the benefits of digital technology, and disseminating information through social media and other communication channels.

Collaboration with various parties, such as educational institutions, technology industries and communities, is also important to create synergy in improving digital literacy in West Java. By involving various stakeholders, effective programs relevant to the community's needs can be created. The West Java Provincial Government must also encourage innovation in digital literacy education approaches and methods to actively attract public interest and attention to understand and utilize digital technology. This challenge is not easy, but with collaboration, innovation, and

sustainable efforts, the West Java Provincial Government can conquer these challenges and change the community's mindset to understand the importance of digital literacy.

There are several challenges for the government to move towards agile government, including adapting the public procurement system, institutional barriers, adopting new technological tools into the decision-making process, drafting new regulations, managerial losses and dynamic organizational capabilities (Stephens et al., 2022). To face the challenges of an agile government, it is necessary to have an agile organization that can move quickly, be empowered to act, and make the organization easy to act. In other words, the organization is made like a living organism (Aghina et al., 2015). The change from conventional to agile organizations requires a transition, as illustrated in the figure below.

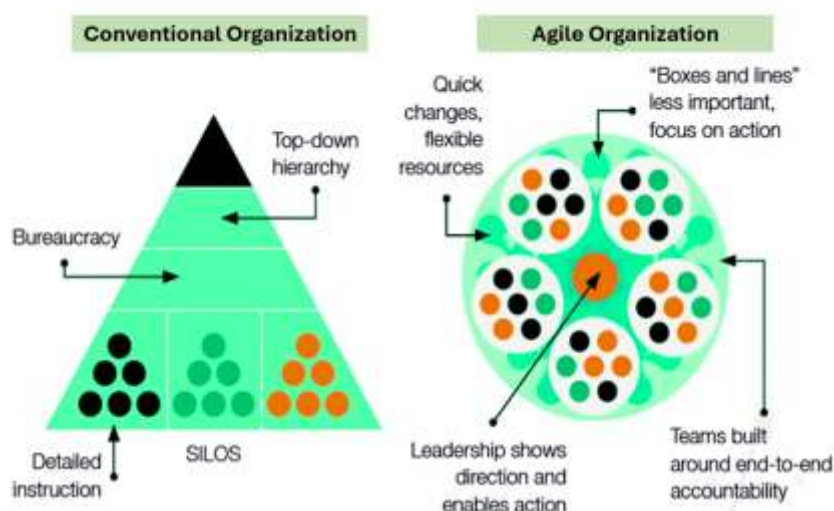


Figure 1. Conventional To Agile Organization Transition
Source: Aghina et al., 2017, 2015

From the results of a survey conducted by (Aghina et al., 2017), it is known that to form an agile organization, it is necessary to change from a conventional organization that works like a "machine" to a proactive organization like an "organism". The change to "organism" in question is that agile organizations face problems like "living things" that react to problem-solving, not just surviving when there are challenges. The performance of an agile organization will increase as more pressure is applied.

To overcome challenges and problems in West Java, the West Java Provincial Government has adopted a digital approach with the "Agile at Scale" work model adapted from the digital company Spotify. This working model involves the community collaborating with the government. The West Java provincial government uses the principle of user-centred development to carry out digital transformation. Changes are not only changed from the government side but also based on the community's needs. This way, the government can respond quickly to the community's needs through digital transformation. The applications created by Jabar Digital Services are designed to meet the needs of the community and present government service solutions. To present solutions and services for the community, Jabar Digital Service performs maintenance on digital applications. For example, for the Pikobar application, Jabar Digital Services conducts routine maintenance, such as updating features so that digital services follow the community's needs. By considering the characteristics of the region in West

Java province, which is not only urban areas but also many rural areas, digital services are made to be enjoyed by people who live in the village.

An innovative organizational structure emerged in West Java that departed from conventional government institutions and adapted the agile principles of the digital Spotify model. Spotify's approach to working, characterized by an aversion to strict top-down decision-making and hierarchical structures, served as the basis for the distinctive governance adaptation in the Jabar Digital Service. This paradigm shift indicates a departure from conventional bureaucratic systems that promote entrenched hierarchies favouring flexibility and adaptability, which aligns with the famous agile approaches in the digital domain. Spotify's operational framework was modified within the Jabar Digital Service for many reasons that influenced this adaptation.

II. Research Method

The study began at Jabar Digital Service with a grand tour in May 2022. The first author conducted a grand tour to feel an agile work atmosphere was implemented at Jabar Digital Service. The grand tour also served as the initial stage of communication in requesting permission to conduct internships and research at Jabar Digital Service. To understand the work environment at Jabar Digital Service, the first researcher conducted an internship from May 2022 to July 2022. Through this internship activity, the first author made observations before starting interviews with several sources. During participation in the internship program, Jabar Digital Service guides a mentor, who is a Human Resources Expert.

Formally, the research at Jabar Digital Service was conducted from February 2023 to August 2023. Using the snowball sampling technique, the first interviewee was the researcher's mentor, who recommended other interviewees willing to be interviewed and could explain agile work practices at Jabar Digital Service. Semi-structured interviews were conducted with relevant employees.

Interviews and discussions were conducted with ten interviewees from the Administration Subdivision, Data Division, Communication and Content Division, Information Technology Development Division, Implementation Division, and Functional Officers. From observations, interviews, analysis of previous research, reviewing applicable regulations, and analyzing secondary data. Researchers can explore how the adaptation of the Spotify model in Jabar Digital Service and what factors influence it.

In this study, the researcher chose the Yin (2018) case study research method, which defines case study as an empirical inquiry method that investigates a contemporary case in depth, with a real-world context, especially when the boundaries between a phenomenon and context are unclear. The case study was used to understand more deeply real-life phenomena. The case study method is a method that collects various kinds of information to go deeper into a phenomenon or event. This research uses a Holistic Single-Case Design because it only focuses on one unit of analysis.

A case study is very relevant for understanding social phenomena to discover how they occur and what factors influence them. Moreover, according to Yin (2018), the case study research method becomes more relevant when a study requires an in-depth analysis of a situation.

III. Literature Review

The story of implementing the Agile Spotify Model at the Government Digital Service unveils a compelling narrative of organizational evolution and transformation. Within the intricate fabric of government structures, the formal organizational hierarchy is a foundational pillar, crucial for information dissemination, task delineation, and coordination among entities (Whetsell et al., 2021). However, this structured setup often encounters challenges, with institutional regulations sometimes impeding internal coordination, necessitating reliance on informal mechanisms (Meyer & Rowan, 1977; Puranam, 2018).

In contrast to these challenges, the adaptation of the "Agile at Scale" concept, epitomized by Spotify, brings a breath of fresh air to the Government Digital Service. This methodology places a premium on architectural governance, empowering squads with autonomy while ensuring alignment with overarching goals and fostering a culture of informed decision-making (Salameh & Bass, 2022). Through innovative concepts like "Heterogeneous Tailoring," teams at the Government Digital Service can tailor development techniques to suit their needs, supported by knowledge-sharing guilds, thus seamlessly adapting to the evolving landscape (Gerster et al., 2019; Salameh & Bass, 2020; Smite et al., 2019).

The convergence of agility and leanness within this context underscores a holistic approach to organizational change, emphasizing shared objectives amidst diverse operational processes (Fagerholm & Pagels, 2014; Petersen, 2011). At the Government Digital Service, the journey towards agile transformation necessitates a cultural shift and investments in human resources (CAR-PUŠIĆ et al., 2020; Looks et al., 2021). This transformative strategy redefines conventional structures and emphasizes active user participation and continuous innovation (Looks et al., 2021; McBride et al., 2021).

Leadership is pivotal in navigating the complexities of agile adaptation and ensuring effective team coordination within the Government Digital Service (Bäcklander, 2019; Camara et al., 2021; Salameh & Bass, 2018). However, the organizational culture remains a critical factor, with hierarchical cultures sometimes hindering the full realization of agile practices (Ben Othman et al., 2016; Holbeche, 2019).

Applying agile principles to regulatory frameworks at the Government Digital Service requires a deep understanding of policy nuances, coupled with robust architecture governance and risk mitigation strategies (Boer & Van Engers, 2013; Enriquez & Gomez Gil, 2015; Schön et al., 2020). Effective communication interfaces and stakeholder engagement ensure synchronization across agile structures within the Government Digital Service (Martini et al., 2013; Salameh & Bass, 2019b, 2022). Nonetheless, challenges persist, particularly in addressing communication barriers and tailoring agile methodologies to suit diverse team dynamics (Ambler, 2008; Kischelewski & Richter, 2020; Lindstrom et al., 2021).

The journey of adapting the Agile Spotify Model at the Government Digital Service encapsulates a narrative of adaptability, innovation, and strategic alignment, highlighting the ongoing evolution towards agile governance and digital transformation within governmental frameworks.

IV. Results

The formal organizational structure of Jabar Digital Service (JDS) consists of the Head of the Regional Technical Implementation Unit (UPTD), the Head of Administration, and the Functional Position. Especially for Functional Positions, they have duties according to their expertise, such as computer administrators and statisticians. However, to be adaptive when facing work related to digital services. JDS adapts Spotify's work pattern, which implements an agile work scheme.

Initially, the JDS organization was formed with a UPTD organizational scheme like other UPTDs in West Java Province consisting of the Head of UPTD, Head of the Administration Subdivision, and Section Heads based on Governor Regulation Number 40 of 2019 concerning the Main Duties, Functions, Details of Unit Duties, and Work Procedures of UPTD within the Communication and Informatics Service of the Regional Government of West Java Province. However, in 2021, the position of Section Head was abolished so that the existing ASN structural positions were the Head of UPTD and Head of Administration. The position of Section Head was eliminated due to the Central Government's policy to simplify the organizational structure of government agencies in the context of streamlining the bureaucracy by the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 25 of 2021.

Since 2021, until the research was conducted, the formal organizational structure of JDS has become more streamlined. However, simplifying this structure does not necessarily reduce the work of JDS to perform digital services so that the recruitment of experts continues to be carried out according to the organization's needs. To adapt the existing formal organizational structure to the work done. JDS created an informal organizational structure to accelerate the work per changes in the field.

This informal organizational structure differs from the conventional government in that it adopts the agile working model of the digital company Spotify, known for its approach that avoids hierarchical structures and rigid top-down decision-making. In the field's organizational structure, contracted employees hold informal positions. These informal positions are Division Coordinator and Head Tribe. The Division Coordinator leads contracted employees with expertise in the same field clustered in divisions. There are five divisions, namely the analysis division, data division, communication and content division, implementation division, and information technology development division. Meanwhile, a Tribe is formed based on job needs to work on a project and adapts conventional government work patterns by forming small teams under the leadership of the Head Tribe. For example, there is Tribe Citizen Engagement, which focuses on the community; Tribe Gov, which focuses on government services; and Tribe EDJ, which focuses on the West Java data ecosystem.

In daily activities, civil servants are involved in divisions whose coordinators are contracted employees. Although the main role of contracted employees is coordinating and managing other contracted employees, civil servants are still involved in contributing and carrying out relevant tasks according to their expertise and assignments. This reflects the importance of cooperation and collaboration between civil servants and contracted employees in performing the digital services and development desired by the organization.

Spotify's working model is an approach to organizing and managing a flexible and adaptive organization by clustering employees based on the projects undertaken. Team members on a project team consist of people with various areas of expertise that fit the project's needs. The model is based on Agile and Lean principles and was developed by digital music company Spotify. This model aims to enable autonomous, high-impact teamwork to get work done quickly.

The Agile working model introduced by Spotify, known as "Agile at Scale," is an approach that manages team collaboration at scale without losing creativity and efficiency. The model consists of several work units, including "Squads", small units of 5-12 members with diverse skills responsible for a specific part of the product or service. Furthermore, "Tribes" combine multiple Squads with a common goal or vision. "Chapter" allows individuals with similar skills to collaborate and learn. A "Guild" is an organization-wide community of volunteers who discuss a specific topic.

Within this structure are essential roles such as Product Owner, who prioritizes user needs, and Agile Coach, who helps improve work processes. Scheduled rituals such as daily "Squad Stand-ups" and evaluation "Retrospectives" help maintain communication and continuity. The model focuses on continuous delivery and iteration, enabling quick adaptation to changes and feedback from users or the market. With solid collaboration principles and a focus on the user, Spotify's Agile model empowers teams to work autonomously towards a common goal.

This model's organizational structure is networked, emphasizing collaboration, open communication, and flexibility. Decision-making is decentralized, with responsibility given to cross-functional teams with autonomy in organizing and managing their work. Implementing the Spotify model can help organizations face scalability challenges, promote innovation, and improve work efficiency. The implementation of the Spotify model is tailored to the needs of digital services carried out by JDS.

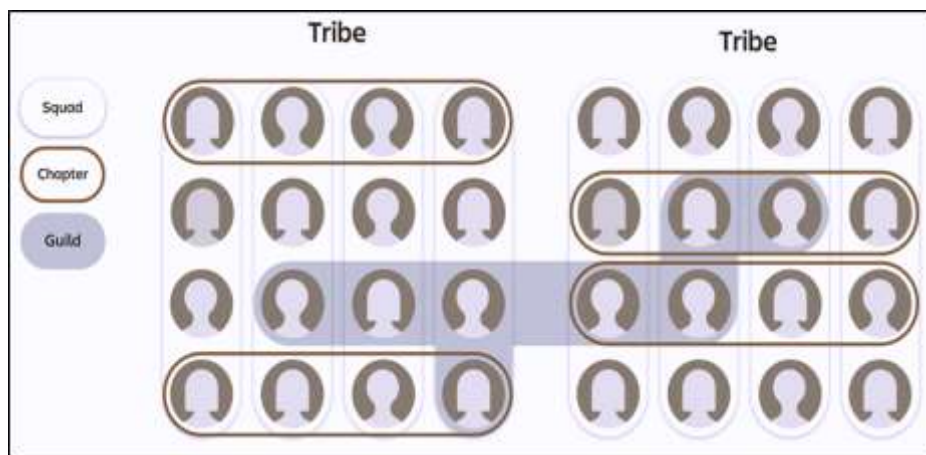


Figure 2. Agile Spotify Model Illustration

Source: Cruth, 2019

The Spotify model is implemented in the organizational structure at Jabar Digital Service using the Scrum work pattern. This Agile framework originally came from the Scrum work pattern for iterative and collaborative software development. The digital technology development team adapts the Spotify model work pattern and then implements it in other work teams.

Implementing a Spotify-like working model in a conventional bureaucratic environment is a severe challenge involving several fundamental changes. These include the transformation of organizational culture, adaptation to inherent regulations and policies, stricter risk management, and the need for in-depth employee training. However, Jabar Digital Service (JDS) has managed to overcome these challenges by implementing an Agile working approach since its inception in 2019, thanks to the leadership experience of the Head of information and communication agency (Kominfo), who previously led a digital work unit using Agile principles in another province.

Some of the challenges JDS faced when adapting Spotify's working model were:

1. Change in organizational culture: Conventional bureaucracies are often dominated by static structures and habits that are difficult to change. Working models like Spotify require transitioning to a more collaborative, experimental, and adaptive work culture.
2. Attachment to Existing Regulations and Policies: Bureaucracies tend to be bound by clearly defined regulations and policies. Adapting a model like Spotify requires flexibility in executing existing regulations so as not to stifle innovation.
3. Strict Risk Management: Bureaucratic environments typically have a low risk tolerance. Implementing a more flexible working model requires careful risk management so that innovation does not disrupt established operations.
4. Need for Intensive Training: Adoption of a new working model requires employees who are skilled and familiar with the latest concepts and practices. In-depth training is necessary to ensure a strong understanding and effective implementation.

Explanation of Factors Affecting Spotify's Agile Model:

Jabar Digital Service successfully adapted Spotify's agile working model due to several factors, namely leadership experienced in agile working models, commitment to organizational culture change, adaptation to existing regulations and policies, effective risk management, employee training and development, communication and stakeholder engagement, and efficient application of agile principles.

1. leadership experienced in agile working models

The Head of Kominfo's experience in leading a digital work unit that used an Agile approach previously had a significant impact on JDS. This experience brought the necessary insights to drive organizational transformation and apply adaptive working principles, creating a solid foundation for adopting and implementing similar working patterns in JDS quickly and efficiently. Applying Agile principles enabled JDS to become more responsive to change, more open to innovation, and more adaptive to the demands of a constantly changing work environment. With the help of experienced leadership, JDS created a strong foundation for integrating Spotify's working model amidst conventional bureaucracy.

2. commitment to organizational culture change

Changing an organization's culture from a conventional bureaucratic paradigm to an adaptive working model like Spotify is difficult. However, the success of Jabar Digital Service (JDS) in adopting this transformation was driven by an unwavering commitment from all levels within the organizational structure. This commitment comes from the head of UPTD or top management and emanates from every individual at the lowest staff level. This driving force is the main driver for accepting, understanding, and implementing changes in the way of thinking and working. By ensuring that the commitment to change was universal, JDS created

a solid foundation for the cultural transformation needed to adopt a more adaptive working model effectively. As such, the pervasive commitment from various levels at JDS has proven a key element in achieving success in organizational culture transformation.

3. adaptation to existing regulations and policies

Organizational transformation in a bureaucratic environment is often challenging due to existing rules and policies. However, Jabar Digital Service (JDS) adapts regulations and policies to an agile working method. JDS does not simply comply with the formal rules that bind in conventional bureaucracy but also adapts these rules to align with an agile work approach. The employees created a unique balance between meeting strict administrative aspects and integrating appropriate policies with an adaptive and responsive way of working. In this way, JDS ensured that administrative needs were met without hampering the organization's ability to move flexibly and quickly in the face of change. This strategy proves that adapting binding rules and policies with agile ways of working is vital in enabling organizations to remain competitive and responsive amidst the established conventional bureaucratic environment.

4. effective risk management

Implementing a Spotify-like working model in a conservative environment requires meticulous risk management. Jabar Digital Service (JDS) stands out for its ability to manage risk well. Employees were not only able to understand the risks involved in adopting a more adaptive approach but were also able to reduce disruption to existing operations with an agile work system. This strategy allows JDS to maintain stability and consistency in its day-to-day operations while gradually introducing the changes needed to innovate and compete in a dynamic environment. Well-planned risk management has been a success factor for JDS in changing the work paradigm without disrupting the stability they have achieved.

5. employee training and development

The successful implementation of a new working model, such as that in the context of Jabar Digital Service (JDS), relies heavily on the ability of employees to understand, adopt, and apply the new principles. Changes in organizational culture and more adaptive ways of working require collaboration from every individual in the organization. Therefore, intensive training and employee development strategies ensure that staff have the necessary skills and knowledge to deal with change. With this approach, JDS provides a strong foundation for employees to learn, adapt, and master new concepts required in a dynamically changing work environment. Through investment in employee development, JDS ensures that they have a ready and skilled team to execute the new working model effectively, becoming a key asset in the successful implementation of Spotify's working model in the organization.

6. stakeholder communication and engagement

Effective communication and active involvement of stakeholders are fundamental pillars in the organizational change process. Jabar Digital Service (JDS) successfully managed change because of its ability to establish open and inclusive lines of communication. The employees implemented a communication strategy that gained support from various parties involved. This approach identifies the needs and expectations of stakeholders and ensures that employees feel heard and included in the change process. By doing so, JDS reduced resistance to change, increased buy-in, and created an environment where every individual thought they had an essential role in successfully implementing a new working model like Spotify.

7. efficient application of agile principles

The proper and efficient application of Agile principles has been vital in successfully implementing Spotify's working model at Jabar Digital Service (JDS). The ability to adapt quickly to change, iterate continuously to improve quality, and encourage effective team collaboration have been crucial factors in this process. The Agile approach allows JDS to respond to change swiftly, adjusting strategies and tactics according to evolving needs. Employees can progressively improve digital processes and services with a continuous iteration cycle based on feedback from previous deployments. In addition, collaboration between teams driven by Agile principles helps in better decision-making, faster problem-solving, and more efficient use of resources. Thus, proper and efficient application of Agile principles helped JDS execute a successful Spotify implementation, enabling rapid adaptation and responsiveness in an ever-changing work environment.

V. Discussion

Jabar Digital Service (JDS) presents a compelling case study showcasing the integration of Spotify's adaptable methodology within a structured government framework, highlighting the intricate interplay between formal and informal organizational structures (Whetsell et al., 2021). Rooted in the necessity to handle the demands of digital service provision efficaciously, JDS's methodology forged a unique amalgamation of these organizational frameworks, marking a departure from the traditional government structure delineated by regulatory duties (Meyer & Rowan, 1977). This departure from convention was not a mere reorganization of roles but a purposeful recalibration aimed at aligning with the agility and adaptability requisite in digital services (Puranam, 2018). JDS's transformational journey transcended superficial rearrangements, embodying a deliberate adjustment to harmonize with the nimbleness indispensable for efficient digital service delivery (Whetsell et al., 2021).

The formal organizational structure within government entities is pivotal in fostering information flow, coordinating activities, and delineating institutional responsibilities (Whetsell et al., 2021). As stipulated by established norms, institutional regulations significantly impact internal coordination and control mechanisms within organizations, sometimes substituting informal arrangements prevalent elsewhere (Meyer & Rowan, 1977; Puranam, 2018). JDS's shift from conventional structures towards an amalgamation of formal and informal frameworks mirrors the organizational adaptation necessitated by regulatory duties, emphasizing the dynamic interaction between formal mandates and adaptive strategies (Whetsell et al., 2021). This evolution within JDS underscores a nuanced interplay between formal regulations, institutional norms, and the imperative for organizational adaptability in an evolving digital landscape (Meyer & Rowan, 1977).

The evolution of Jabar Digital Service (JDS) illustrates a transformative shift that harmonizes government directives with the dynamic demands of digital service provision. Initially, JDS adhered strictly to governmental regulations and prescribed methodologies, operating within the confines of established norms. However, a significant transformation occurred in 2021, catalyzed by Central Government directives aimed at simplifying bureaucratic structures. While intended to streamline the organization, these structural changes did not keep JDS's fundamental goal of efficiently delivering digital services the same. Instead, the overhaul enhanced the organization's outward appearance while JDS concurrently pursued the

recruitment of specialists tailored to the evolving needs of the digital landscape. The deliberate establishment of an ad hoc framework served as a strategic manoeuvre, expediting responses to the sector's dynamic nature (Salameh & Bass, 2022).

The Spotify "Agile at Scale" framework introduces architectural governance as a cornerstone for bolstering squad autonomy within organizations like JDS (Salameh & Bass, 2022). This governance entails erecting frameworks that ensure decisions made by squads align with overarching objectives, fostering a culture where teams autonomously make well-informed decisions coherent with the organization's vision. Introducing the "Heterogeneous Tailoring" concept empowers squads to customize their development methodologies, facilitated by guilds facilitating knowledge exchange (Salameh & Bass, 2020; Smite et al., 2019). This adaptability of the Agile model mirrors JDS's deliberate ad hoc framework, both strategies designed to navigate the fluid and evolving nature of the digital landscape (Gerster et al., 2019). The continuous adjustments inherent in Agile models resonate with JDS's commitment to adaptability and responsiveness in providing digital services within a bureaucratic structure (Salameh & Bass, 2022).

JDS's metamorphosis, rooted in the assimilation of Spotify's Agile Model, embodies a profound shift in project management methodologies. Drawing from Agile and Lean principles, the transformation fundamentally revolutionized project execution within the organization. The introduction of Squads, Tribes, and Divisions within JDS played a pivotal role in catalyzing this transformation, fostering a connected, cooperative, and adaptable approach to project implementation. While this methodology harnesses the benefits of autonomy and decentralized decision-making, its successful integration within the traditional bureaucratic framework necessitates substantial modifications in corporate culture, regulations, risk management, and staff training (Salameh & Bass, 2022).

The convergence of agility and leanness, emphasizing holistic perspectives and specific process agility, aligns with their pursuit of common objectives (Fagerholm & Pagels, 2014; Petersen, 2011). Studies exploring integration strategies to foster agile government transformation underscore the need for a shift in organizational structures, prioritizing adaptability and skill diversification (Aitken et al., 2002; CAR-PUŠIĆ et al., 2020; Looks et al., 2021; Riezebos, 2017). Agile methodologies, when implemented in digital projects, emphasize user engagement and the imperative of continuous innovation and product/service delivery (Looks et al., 2021; McBride et al., 2021; Mergel et al., 2018; Mohagheghi & Lassenius, 2021).

The effective coordination of high-stakes projects necessitates adept leadership facilitation and customized techniques for large-scale implementations (Bäcklander, 2019; Camara et al., 2021; Salameh & Bass, 2018). The critical influence of organizational culture, wherein hierarchical structures might impede agile practices, underscores the need for cultural alignment (Ben Othman et al., 2016; Holbeche, 2019; Khan et al., 2021). The adaptation of the Spotify model to regulations requires a comprehensive understanding of policy issues, further highlighting the importance of architecture governance, efficient risk mitigation, and comprehensive staff education (Boer & Van Engers, 2013; Enriquez & Gomez Gil, 2015; Salameh & Bass, 2018, 2022; Schön et al., 2020). Effective communication interfaces and active stakeholder participation are critical elements, yet challenges in team-stakeholder communication persist (Lindstrom et al., 2021; Martini et al., 2013; Salameh & Bass, 2019b). Successfully implementing agile concepts mandates a delicate balance between team autonomy and alignment and understanding communication dynamics in diverse team sizes and complexities (Ambler, 2008; Kischelewski & Richter, 2020; Salameh & Bass, 2019b).

Adapting Spotify's Agile Model within JDS precipitated a significant cultural transformation within the traditionally hierarchical institution. This transition aimed at fostering a collaborative and creative work environment, a departure from the established norms, posed a considerable challenge: maintaining compliance with existing standards while embracing adaptability. It necessitated flexibility without compromising administrative adherence, a delicate balancing act (Fagerholm & Pagels, 2014; Petersen, 2011). The shift demanded a careful orchestration of mitigating risks and upskilling employees, both integral facets requiring meticulous planning and execution (CAR-PUŠIĆ et al., 2020; Looks et al., 2021; Narasimhan et al., 2006; Weber & Wild, 2004).

The introduction of agile methodologies into governmental structures accentuates the need for human resource development and cultural metamorphosis. Such approaches aim to revolutionize conventional systems by emphasizing flexibility and fostering a diverse skill set (Looks et al., 2021; Mergel et al., 2018). They underscore the importance of internal innovation and continuous service/product delivery (McBride et al., 2021; Mohagheghi & Lassenius, 2021). Successful coordination in high-stakes projects hinges on adept leadership facilitation (Bäcklander, 2019; Salameh & Bass, 2018). Tailoring techniques are imperative for scaling the model to larger enterprises (Camara et al., 2021).

The pivotal role of organizational culture in implementing the Spotify model is evident, wherein hierarchical cultures might impede the successful adoption of agile practices (Ben Othman et al., 2016; Holbeche, 2019; Khan et al., 2021). Integrating the Spotify approach within regulatory frameworks mandates a comprehensive understanding of policy intricacies (Boer & Van Engers, 2013). Architecture governance ensures squad autonomy and decision alignment (Salameh & Bass, 2018, 2022). Effective risk management and comprehensive staff education are crucial (Enriquez & Gomez Gil, 2015; Salameh & Bass, 2020; Schön et al., 2020). In addition, navigating the complexities of change requires effective communication interfaces and active stakeholder engagement (Martini et al., 2013; Salameh & Bass, 2019b). Aligning Agile structures across squads while addressing challenges in team-stakeholder communication underscores the need for a balanced approach between team autonomy and alignment (Ambler, 2008; Kischelewski & Richter, 2020; Lindstrom et al., 2021).

The successful integration of the Spotify Agile Model into JDS's government structure results from various pivotal factors. Chief among these was the presence of a leader well-versed in Agile methodology, catalyzing the transition. The organization's steadfast commitment across all tiers facilitated a cultural shift while strategically aligning laws to ensure compliance without stifling innovation (Fagerholm & Pagels, 2014; Petersen, 2011). This transition demanded efficient risk mitigation strategies, comprehensive staff education initiatives, and robust communication methods to create an environment conducive to agile work methodologies (CAR-PUŠIĆ et al., 2020; Looks et al., 2021; Narasimhan et al., 2006; Weber & Wild, 2004).

The convergence of agility and leanness in pursuing common objectives underscores the essence of Agile methodologies in diverse domains (Aitken et al., 2002; Riezebos, 2017). Implementing lean and agile methodologies emphasizes performance variations across workflows and manufacturing, emphasizing the need for adaptable structures (McBride et al., 2021; Mohagheghi & Lassenius, 2021). The emphasis on human resource development and cultural change in government settings mirrors the challenges faced by JDS during its transformative phase (Bäcklander, 2019; Salameh & Bass, 2018).

Moreover, the significance of organizational culture in successfully adopting the Spotify model and the impediments posed by hierarchical cultures align with JDS's challenges (Ben Othman et al., 2016; Holbeche, 2019; Khan et al., 2021). Insights into policy issues to apply the Spotify approach resonate with JDS's need to strategically adjust laws for compliance without stifling innovation (Boer & Van Engers, 2013). The emphasis on architecture governance, risk mitigation, staff education, communication interfaces, and stakeholder participation reflects the multifaceted approach adopted by JDS during its transition (Enriquez & Gomez Gil, 2015; Martini et al., 2013; Salameh & Bass, 2018, 2019b, 2020, 2022).

As highlighted in various studies, understanding challenges in team-stakeholder communication, balancing team autonomy and alignment, and addressing communication difficulties while considering team size and complexity mirrors the intricacies JDS navigated in ensuring effective communication and coordination (Ambler, 2008; Kischelewski & Richter, 2020; Lindstrom et al., 2021). The parallels between the cited references and JDS's transformative journey illustrate the alignment between theoretical frameworks and real-world applications in integrating Agile methodologies.

The successful implementation of the Spotify Agile Model within the bureaucratic structure of JDS signifies the adaptability and transformative potential of innovative work models within traditional organizational frameworks. This integration was challenging, as it required understanding the agile and lean principles to effectively blend them into the existing bureaucratic framework (Fagerholm & Pagels, 2014; Petersen, 2011). The cited references outline strategies and emphasize the need for agility and leanness in achieving common organizational goals, mirroring JDS's aim to transform its conventional structure while emphasizing flexibility and skill development (Aitken et al., 2002; CAR-PUŠIĆ et al., 2020; Looks et al., 2021; Riezebos, 2017).

The studies emphasize the importance of cultural change and human resource development in government entities adopting agile models, reflecting JDS's need for a cultural shift while implementing the Spotify Agile Model (Holbeche, 2019; Khan et al., 2021; Narasimhan et al., 2006; Weber & Wild, 2004). Further, the active participation of users and the continuous capacity for internal innovation highlighted in the references align with JDS's focus on efficient digital service provision and adaptation to changing digital requirements (Looks et al., 2021; McBride et al., 2021; Mohagheghi & Lassenius, 2021).

The studies stress effective team coordination, leadership facilitation, and the significance of organizational culture in adopting agile practices, resonating with JDS's challenges in maintaining coordination and navigating cultural transformations (Bäcklander, 2019; Ben Othman et al., 2016; Salameh & Bass, 2018). Moreover, the need for customized techniques, architecture governance, risk mitigation, staff education, and communication interfaces highlighted in the literature aligns with JDS's multifaceted approach to ensuring successful implementation and synchronization of the Spotify Agile Model within its bureaucratic structure (Boer & Van Engers, 2013; Camara et al., 2021; Enriquez & Gomez Gil, 2015; Martini et al., 2013; Salameh & Bass, 2018, 2022; Schön et al., 2020).

The challenges identified in team-stakeholder communication and the need for balancing team autonomy and alignment underscore the complexities faced by JDS during its transformative phase, mirroring the intricacies highlighted in the cited references (Ambler, 2008; Kischelewski & Richter, 2020; Lindstrom et al., 2021; Salameh & Bass, 2019b). Overall, the alignment between the referenced literature and JDS's successful integration of the Spotify Agile

Model demonstrates the applicability and relevance of theoretical frameworks in real-world organizational transformations.

VI. Conclusion

Jabar Digital Service (JDS) exemplifies the successful integration of Spotify's adaptable methodology within a structured government framework, showcasing the interplay between formal and informal organizational structures. Departing from traditional regulatory duties, JDS recalibrated to align with the agility needed in digital service provision. Initially bound by governmental regulations, JDS transformed in 2021, simplifying bureaucratic structures while recruiting specialists for the evolving digital landscape. Implementing "Agile at Scale" and "Heterogeneous Tailoring" frameworks bolstered autonomy and decision-making alignment within JDS, reflecting its commitment to adaptability. This transformation revolutionized project execution, introducing Squads, Tribes, and Divisions within JDS for a more cooperative approach. However, successful integration required substantial modifications in culture, regulations, risk management, and staff training.

Aligning with shared objectives, Agile methodologies emphasize adaptability and continuous innovation in digital projects. Leadership facilitation, cultural alignment, and effective communication interfaces are crucial for such transformations. JDS's cultural transformation navigated hierarchical structures while maintaining compliance and fostering adaptability, requiring meticulous planning and upskilling. These shifts emphasize the importance of human resource development, cultural change, and continuous service delivery. Challenges in team-stakeholder communication and balancing autonomy with alignment underscore the complexities faced by JDS and align with the literature. Ultimately, the success of JDS in integrating the Spotify Agile Model showcases the applicability of theoretical frameworks in real-world organizational transformations.

Prospective future study possibilities that emerge from the integration of Spotify's Agile approach into Jabar Digital Service (JDS) are evaluating the long-term effects on performance, organizational culture changes, and service efficiency improvements after the deployment. Studies should explore tactics for continuous adjustment, balancing conformity and novelty in ever-changing digital landscapes. Exploring cultural change in hierarchical companies, implementing effective architectural governance, mitigating risks, and providing staff education in bureaucratic structures are crucial topics to focus on. Moreover, conducting thorough research on user engagement, service innovation, leadership techniques in government settings, scaling Agile in large corporations, managing team autonomy, and addressing communication challenges offer opportunities to optimize the integration of Agile methodologies within governmental frameworks.

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