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**Building high-performance teams in small companies based on agile practices
of major technology giants**

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Abstract. Small companies often face low teamwork efficiency due to limited resources and a lack of transparent processes, which does not allow them to use their potential fully and reduces competitiveness in the market. The **study aims** to develop an adapted methodology for building high-performance teams in small companies using key agile practices (Scrum, Kanban, DevOps) of leading technology giants. **Methods.** The work applies a systematic analysis of theoretical approaches to team building in the agile context, a theoretical analysis of the impact of Scrum on the speed of development and defect rates of releases, and Kanban on cycle time and transparency of processes, DevOps on the frequency of releases and MTTR was used and conducted; a comparative method of performance, quality and motivation indicators was used; SWOT analysis methodology was used to study internal strengths and weaknesses, external opportunities and threats to the implementation of agile in small companies. **Results.** It has been established that implementing Scrum in small teams increases the average sprint speed by 25-35% and reduces the defectiveness of releases by 15-25%, thanks to a precise distribution



of roles, Definition of Done and regular feedback rituals. Kanban helps to reduce cycle time by 20-30% and level the load through WIP limits and process visualization, which reduces the multitasking and stress of the team. DevOps allows us to increase the frequency of releases by two to three times and reduce MTTR by 40% thanks to CI/CD automation and the implementation of Infrastructure as Code. SWOT analysis revealed the main strengths (organizational flexibility, close interaction, rapid iterations), weaknesses - high cost of agile start-up and multitasking, opportunities - access to global talents and open-source, threats - regulatory uncertainty and competition for specialists. **Conclusions.** Implementing adapted agile practices in small and medium-sized enterprises to form high-performance teams requires diagnosing personnel readiness and auditing processes, implementing training courses and launching a pilot project, scaling practices across the entire organization, and continuous improvement based on metrics and retrospectives. The structural components of the agile practices implementation methodology include formalizing roles, establishing regular ceremonies, organizing information radiators, and building a Talent Pipeline with internal «innovation days». Agile practices are adapted using digital tools for backlog and CI/CD, pair programming, and co-learning. Thus, the combination of phases, structural elements, and methods creates a holistic system that ensures flexibility, transparency, and sustainable development of teams. The practical value of the proposed methods and approaches lies in increasing team productivity, product quality, and employee motivation while simultaneously managing the risks and constraints of small businesses.

Keywords: Scrum framework, Kanban system, DevOps culture, SWOT analysis.



**Побудова високопродуктивних команд у малих компаніях на основі
agile-практик великих технологічних гігантів**

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Анотація. Малі компанії часто стикаються з низькою ефективністю командної роботи через обмежені ресурси й відсутність чітких процесів, що не дозволяє їм повною мірою використовувати свій потенціал та знижує конкурентоздатність на ринку. **Мета** дослідження – розробити адаптовану методологію побудови високопродуктивних команд у малих компаніях із використанням ключових agile-практик (Scrum, Kanban, DevOps) провідних технологічних гігантів. **Методи.** В роботі застосовано системний аналіз теоретичних підходів до командоутворення в agile-контексті; використано та проведено теоретичний аналіз дослідження впливу Scrum на швидкість розробки і дефектність релізів, та Kanban — на cycle time та прозорість процесів, DevOps — на частоту релізів і MTTR; використано порівняльний метод показників продуктивності, якості та мотивації; методологію SWOT-аналізу для дослідження внутрішніх сильних і слабких сторін, зовнішніх можливостей і загроз впровадження agile у малих компаніях. **Результати.** Встановлено, що впровадження Scrum у малих командах підвищує середню швидкість спринту на 25–35 % та знижує дефектність релізів на 15-25 %, завдяки чіткому розподілу ролей, Definition of Done і регулярним ритуалам зворотного зв'язку. Kanban сприяє скороченню cycle time на 20-30 % і вирівнюванню навантаження через обмеження WIP та візуалізацію процесів, що знижує багатозадачність і стрес команди. DevOps дозволяє збільшити частоту релізів удвічі–тричі та знизити MTTR на 40 % завдяки автоматизації



CI/CD і впровадженню Infrastructure as Code. SWOT-аналіз виявив головні сильні сторони адаптованої моделі (організаційна гнучкість, тісна взаємодія, швидкі ітерації), слабкі – високу вартість старту agile і багатозадачність, можливості – доступ до глобальних талантів і open-source, загрози – регуляторну невизначеність і конкуренцію за фахівців. **Висновки.** Впровадження адаптованих agile-практик у малих і середніх підприємствах для формування високопродуктивних команд потребує діагностики готовності персоналу та аудиту процесів, запровадження навчальних тренінгів й запуску пілотного проєкту, масштабування практик на всю організацію, а також безперервного вдосконалення на основі метрик і ретроспектив. Структурні компоненти методології впровадження agile-практик включають формалізацію ролей, встановлення регулярних церемоній, організацію інформаційних радіаторів та побудову Talent Pipeline із внутрішніми «днями інновацій». Адаптація agile-практик відбувається за використання цифрових інструментів для беклогу та CI/CD, парного програмування та co-learning. Таким чином, поєднання фаз, структурних елементів і методів створює цілісну систему, яка забезпечує гнучкість, прозорість та сталий розвиток команд. Практична цінність запропонованих методів та підходів полягає в підвищенні продуктивності команд, якості продукту та мотивації співробітників, з одночасним управлінням ризиками та обмеженнями малого бізнесу.

Ключові слова: Scrum-фреймворк, Kanban-система, культура DevOps, SWOT-аналіз.

Problem statement. In today's market conditions, small companies must quickly respond to changes and take an innovative approach to product creation. At the same time, budget constraints, small staff, and the absence of established processes often hinder the establishment of teamwork. Resolving these contradictions requires finding methods that combine adaptability and structure of



business processes, allowing at the same time to ensure speed of decision-making and high quality of the result. Traditional agile practices involve an iterative approach to development, regular team meetings, and continuous process improvement. They have been successfully tested in large technology corporations, significantly increasing productivity and employee engagement. Still, their direct transfer to small and medium-sized enterprises (SMEs) is often complicated due to cultural characteristics, lack of experience in scaling processes, and technical limitations. It gives rise to a scientific task — to develop an adapted methodology for building high-performance teams, considering small enterprises resource, organizational, and cultural characteristics. From a practical point of view, this will allow owners and managers of SMEs to obtain clear tools for implementing flexible approaches that will increase competitiveness and contribute to the company's sustainable development.

Analysis of recent research and publications. Modern developments in talent management demonstrate the importance of a systemic approach to developing human capital in organizations. L. V. Tiesheva and V. O. Khtominska [1] define Talent Management as a catalyst for transformational processes: they show that implementing innovative approaches to the selection, development and retention of personnel contributes to the flexibility of organizations and increases their competitiveness in the market. This approach is the basis for adapting agile practices to the needs of small companies since the principles of rapid iteration and feedback directly depend on the motivation and development of the team.

The article by I.W.E. Arsawan et al. [2] analyzes the role of innovation and strategic flexibility in forming organizational mobility. They prove that using Scrum and Kanban, combined with deep innovation initiatives, creates a synergy that accelerates the product development cycle. In a monograph, K. Bannikova and K. Mykhaylyova [3] show that organizational culture acts as a tool for forming internal motivation and responsibility in remote and hybrid teams.



A review of the principles of work of large technology corporations allows us to identify obstacles and success criteria for scaling agile. In a systematic review, K. Dikert et al. [4] show that the key factors for effective company transformation are leadership, technological infrastructure and process adaptation. D. Drofa [5] adds to this analysis the perspective of AI. Its resource forecasting models increase the accuracy of planning and help rapidly redistribute tasks between team members.

Several papers have expanded the understanding of organizational agility in manufacturing and service SMEs. N. Y. Dwaikat and S. M. Zighan [6] examine internal barriers and external opportunities for agile implementation. Through a systematic analysis, D. J. Fernandez and J. D. Fernandez [7] demonstrate the effectiveness of hybrid agile/project management models in small technology companies. A. Gupta and R. Sharma [8] identify critical success factors for companies: management support, training, and continuous process improvement. In their scientific work on user interfaces and mobile application testing, Y. Horbenko [9] and I. Hunko [10] demonstrate how automation and machine learning accelerate product testing and reduce the risk of errors. M. Kalenda et al. [11] and M. Niever et al. [12] expand the large-scale agile space by showing how the practices of tech giants can be adapted to the processes of small teams without losing the depth of technical expertise.

Finally, J. Sun et al. [13] propose a model of the «situational-moderating» influence of agility on sustainable production practices, while L. R. Vijayasarathy and C. Butler [14] compare the levels of agile implementation in large and small software firms. The final in the list of sources is the case study by Ž. Žužek et al. [15] demonstrate the successful practical adaptation of agile in non-IT environments, emphasizing the universality of methodologies with proper cultural and technological support.

Highlighting previously unresolved parts of the general problem. Despite numerous studies of agile methodologies in large technology corporations and



individual empirical cases for SMEs, there is still no holistic methodology for integrating the practices of IT giants into the context of small enterprises. Existing approaches focus primarily on individual tools (Scrum, Kanban, DevOps) but do not consider the relationships between them and the needs of small businesses in the rational allocation of limited resources.

There is also a lack of research on the role of organizational culture and talent management systems in ensuring the sustainability of agile processes at the SME level. Many works show the benefits of talent management and cultural transformation in corporations but do not offer mechanisms for their adaptation for small teams with limited human and financial potential.

In addition, the scientific literature is practically devoid of comprehensive SWOT analyses of implementing agile practices in SMEs, which would consider internal factors (structural, motivational, technological) and external challenges (market uncertainty, regulatory requirements). Thus, an integrated toolkit has not been developed to allow small company managers to anticipate risks and maximize the strengths of agile approaches.

Formulation of the article's objectives (task statement). The study aims to develop a sound methodology for building high-performance teams in small companies by adapting and implementing key agile practices borrowed from large technology giants. Research objectives:

1. To analyze modern theoretical approaches to forming and managing high-performance teams in the context of agile methodologies used by leading IT corporations.
2. To identify and assess the effectiveness of basic agile practices (Scrum, Kanban, DevOps) when implemented in small companies, particularly the impact on development speed, product quality and employee motivation.
3. To conduct a SWOT analysis of the implementation of agile practices in small companies, taking into account the specifics of the processes and



organizational culture of large technological giants (Strengths, Weaknesses, Opportunities, Threats).

Presentation of the main research material. A high-performance team in the context of agile is considered a stable and autonomous socio-technical system capable of quickly adapting to changes and continuously improving the efficiency of its processes. The key characteristic of such a team is a shared understanding of goals and values, which forms a single information field for discussing tasks and making decisions. Thanks to a clear focus on target indicators (velocity, flow efficiency, quality of releases), the team sets high productivity standards and personal responsibility for each participant [12].

The second defining element is psychological safety, which ensures an open exchange of ideas and mistakes without fear of criticism. Such a climate supports experimentation and innovation: team members willingly share problems, propose new solutions, and analyze them for joint learning in case of failures. Psychological safety correlates with high involvement and motivation since everyone feels that their contribution is valued and considered in decision-making.

Finally, self-organization and continuous improvement create a culture where the team does not wait for instructions from above but independently allocates roles, plans sprints and adjusts approaches. Retrospectives, regular demonstrations of results and continuous updating of the backlog become feedback tools that help maintain a high pace of work while not reducing product quality [4, p. 103].

For a comprehensive understanding of the role of individual agile practices in the formation of effective teams in small companies, it is advisable to consider three complementary approaches sequentially:

1. Scrum creates a framework for organizing work through recurring intervals (sprints) and a clear division of responsibility between the Product Owner, Scrum Master and Development Team. This structure stimulates self-organization since the team jointly chooses the amount of work for each sprint and undertakes to complete



it within a specified time. Permanent meetings (Daily Scrum, Sprint Review, Retrospective) act as communication nodes that contribute to the timely identification of problems and adjustment of plans [12, p. 352].

2. Kanban focuses on optimizing the workflow, introducing visualization of tasks and restrictions on Work-In-Progress (WIP). Thanks to the Kanban board, each participant has a transparent picture of the entire team's workload, which prevents overload and multitasking. WIP limits automatically balance workloads, maintaining a stable execution rate and reducing task cycle times [6, p. 8].

3. DevOps goes beyond purely development practices and unites developers and operations teams through cultural change and technological integration. CI/CD automation, Infrastructure as Code, and shared responsibility for deployment eliminate barriers between departments, accelerating the release of new versions and increasing the environment's stability. DevOps cultivate continuous testing and monitoring, which allows the team to receive rapid feedback even after the release [5, p. 298; 10, p. 412].

Organizational culture serves as an invisible framework that supports or undermines agile initiatives. In companies with a formal, risk-averse culture, teams struggle to implement the principles of rapid iterative development and experimentation. In contrast, a culture that encourages openness, collaboration, and tolerance for mistakes creates the prerequisites for successfully building high-performance agile teams [3, p. 54].

Talent Management complements this environment by providing a strategy for attracting and developing key professionals. Training programs, mentoring, and transparent career paths help maintain critical competencies within a small organization, including:

- Scrum Master leadership skills to facilitate sprints and retrospectives in planning;
- technical expertise in CI/CD automation and Infrastructure as Code;



- skills in effective backlog management and task prioritization;
- analytical problem-solving and quality testing competencies;
- communication skills are required for interaction with the product owner and stakeholders.

A systematic approach to assessment and reward stimulates the desire of workers to increase productivity. Thus, Talent Management acts as a catalyst for the long-term development of agile teams, minimizing the risks of losing experienced participants [1].

The integration of culture and Talent Management is manifested in creating a closed loop of improvement, where the team uses agile methods for daily processes and develops its competencies through systematic learning initiatives. It forms a sustainable mechanism in which Scrum, Kanban and DevOps tools constantly evolve with the team and do not remain an external «plug-in» to existing teams [8; 13].

Several small IT companies that implemented Scrum observed an increase in the average sprint speed (velocity) by 20–35% during the first three months after the start of the practice. It was achieved through more apparent backlog prioritization and regular planning sessions in which the team participated [12, p. 353]. The focus on short iterations contributed to the timely identification of blockers and their prompt resolution during the Daily Scrum, which reduced downtime and increased the predictability of results.

Post-release defect counts showed a 15–25% reduction in defect density in teams that followed the Definition of Done and required automated checks before each demo sprint [12, p. 353]. This effect was due to technical reviews and careful planning of test tasks in sprinting, which increased coverage and reduced the number of fixes in the post-release period.

A key factor in success was the involvement of stakeholders at the Sprint Review stage; their feedback was immediately taken into account in the next sprint,



which allowed for rapid adjustment of priorities and avoidance of the accumulation of technical debt. Since in small companies, the role of Product Owner was often combined with the role of Project Manager, this contributed to a better understanding of business goals and accelerated decision-making [12, p. 354].

The transparency of task development and distribution processes contributed to the growth of responsibility among the work participants. Since each participant saw not only their tasks but also the general workload of their colleagues, internal coordination improved, «skewness» in the distribution of work decreased, and practical multitasking was significantly reduced. According to the survey, 80% of the participants felt less stress and better concentration on priority tasks [6].

In addition to the technical results, Kanban stimulated a culture of continuous improvement of work processes in the team. During regular reviews of WIP policies, the participants in the work process could promptly adjust the limits of the number of work tasks according to the actual pace of work and resource capabilities. It formed a flexible approach to managing the flow of tasks, which combined structure with a willingness to change internal rules according to the project's needs.

The implementation of DevOps approaches in small companies showed a significant increase in release frequency: the average frequency increased from once a month to 2–3 releases per month thanks to the automation of CI/CD pipelines and the implementation of Infrastructure as Code [5]. Integrating test runs into the deployment pipeline allowed the team to quickly detect regressions at the commit stage, reducing the time to fix errors after the release.

In addition to technical improvements, DevOps has fundamentally changed the way employees operate software. Removing the «wall» between development and operation has strengthened the sense of a single team, reduced internal conflicts, and contributed to the accumulation of knowledge by each participant about the whole product cycle – from code to its smooth operation [5].



A comparative analysis of three practices in the same conditions of small teams showed that Scrum provides the highest increase in development velocity (velocity +30%) and a decrease in defects (–20%) but requires more discipline in observing rituals and roles [12]. Kanban was the most effective in reducing cycle time (cycle time –25%) and improving load balance but had less impact on the final product quality without additional automated tests [6]. DevOps, on the other hand, provided a record reduction in MTTR (–40%) and an increase in the frequency of releases (+150%) but required a significant initial investment in creating a CI/CD infrastructure [5; 10].

Staff surveys on motivation and engagement show that Scrum teams have the highest levels of collective responsibility and motivation (overall satisfaction index +18%) due to the feeling of quick «wins» in each sprint. In Kanban teams, motivation increased due to the transparency of processes (index +12%). In comparison, DevOps teams noted the highest professional development (+20%) but a slightly lower overall work-life balance due to the need for frequent rotations and monitoring [5; 10; 12].

Thus, the choice of agile practice for small companies should be based on specific goals. Scrum is suitable for optimizing productivity and quality, Kanban for improving workflow and reducing stress, and DevOps for increasing infrastructure stability and speed of delivery.

One of the advantages of SMEs implementing agile is the flexibility of the organizational structure. Unlike large corporations, small companies can quickly adjust processes and make decisions without multi-level approval, which speeds up the implementation of improvements in work cycles. [12] This ability to change quickly increases the adaptability of product and service teams, allowing them to respond effectively to customer feedback.

The second strength is the close interaction of team members. In small companies, participants usually perform several roles simultaneously, contributing



to a better understanding of the entire development cycle and the coordination of goals. The result is increased responsibility and motivation since everyone is involved in decision-making and sees their contribution to the final result [1].

The third strength is the speed and frequency of iterations. Using Scrum and Kanban, teams can launch releases much more often than in waterfall models, which improves time-to-market and allows for parallel testing of hypotheses and MVPs. It is essential for small businesses that compete in dynamic market changes and must demonstrate operational results [12; 6].

Despite the advantages, the agile transition in SMEs is often accompanied by high initial costs since even basic Scrum Master certification or the implementation of DevOps tools require investments in staff training and the purchase of technological solutions, which may exceed the budget of small firms [5].

Another weakness in key agile processes' role and responsibility management process is the fragmentation of responsibility, particularly in product backlog management, sprint facilitation, and release automation. In small teams, the Product Owner often also performs the duties of Scrum Master and developer, which creates a conflict of priorities between strategic backlog planning, meeting organization, and technical implementation. As a result, the focus on in-depth requirements analysis decreases, the quality of decision-making deteriorates, and delivery processes slow down [12].

In addition, the lack of internal scaling experts hinders integrating advanced elements of large-scale agile. Without experience adapting corporate practices, small companies risk implementing only part of the methodology, leading to fragmented improvements without a systematic approach to developing a culture of shared responsibility [4; 11].

In today's e-commerce, fintech, and healthcare industries, customers increasingly choose vendors that can quickly implement new features and adapt solutions to their specific business processes. Agile approaches in small companies



allow them to deploy minimum viable products (MVPs) in a matter of weeks and instantly integrate user feedback, increasing the final solution's relevance and quality. This ability to quickly respond to customer requests allows SMEs to charge premium prices for customized projects and creates a favorable market for agile-oriented enterprises [2; 3].

There is also the prospect of cooperation with well-known startup incubators and business accelerators that provide mentoring support in agile methodologies. Acceleration programs often include training in Scrum, Kanban and DevOps, helping small teams to gain the necessary knowledge and tools for a relatively small investment [8].

Regulatory uncertainty and the lack of standardized norms for outsourcing and cloud services are significant threats to SMEs. It can lead to delays in launching CI/CD processes and undesirable fiscal consequences for SMEs, especially in regions with an unstable legal framework [13].

Another challenge is competition from large companies with greater resources to implement comprehensive agile transformations. It risks losing key talents that attract more favorable conditions in corporations with certified practices and clear career paths [1].

Finally, market resistance to new technologies can inhibit innovation. Frequent changes to the technology stack and DevOps tools can lead to «change fatigue» among customers and employees, which worsens the adaptation rate and reduces the effectiveness of attempts to update processes [6; 12].

The considered aspects were systematized in a comprehensive SWOT analysis (table 1).



Table 1

SWOT analysis of implementing agile practices in small companies

Strengths	Weaknesses	Opportunities	Threats
• Flexibility of organizational structure and rapid decision-making • Close interaction of team members and high responsibility • Frequent iterations, fast time-to-market	• Initial investment in training and tools (certifications, CI/CD) • Role fragmentation and multitasking • Lack of experience in scaling large practices	• Access to global talent and open-source tools for DevOps • Demand for personalized rapid solutions • Support for agile accelerators and incubators	• Regulatory uncertainty regarding cloud and outsourcing services • Competition with large organizations for talent • «Change fatigue» and low customer adaptability

Source: author's development

The methodology for implementing adapted agile practices in small companies consists of three key components. First, roles are formalized (Product Owner, Scrum Master, DevOps engineer, developer) with clear responsibility areas, eliminating priority conflicts and multitasking in small teams [12]. Second, adapted ceremonies are established (daily stand-ups, sprint planning, demonstrations, retrospectives) and developed for the size of SMEs to maintain a stable rhythm of work and minimize communication delays [4]. Third, information radiators are introduced - kanban boards and dashboards of metrics (velocity, cycle time, MTTR) - for transparency of processes and rapid identification of «bottlenecks» [6; 5].

Technical support for implementation includes digital platforms (Jira, Trello, Asana) for backlog management and CI/CD pipelines (Jenkins, GitLab CI, GitHub Actions) with automated tests that improve the quality of releases and reduce manual testing. Pair and mob programming strengthens the exchange of experience and increases teams' resilience to staff turnover [1].

The implementation of agile practices in small companies can occur in four stages:

1. Process and culture diagnostics (surveys, interviews, metrics analysis).



2. Pilot with Scrum/Kanban/DevOps training on a limited project.
3. Scaling practices and integrating automated testing.
4. Continuous improvement through updating roles, WIP policies, and procedures at retrospectives.

Building a Talent Pipeline begins with internal mentoring and coaching programs that maintain critical competencies (leadership, CI/CD, analytics), while «innovation days» and collective rewards strengthen a culture of openness and collective responsibility [3; 8].

The analysis of scientific approaches has shown that the successful formation of high-performance teams is based on a precise combination of structured roles, regular ceremonies and a culture of safety and cooperation. Theoretical foundations emphasize psychological safety, self-organization and feedback as key components of a performance-driven environment.

Empirical data show that each agile practice demonstrates its effectiveness depending on the target indicators: Scrum provides an increase in development speed and a decrease in defects, Kanban increases process transparency and load balance, and DevOps - release automation and infrastructure stability. At the same time, the results of participant surveys emphasized that motivation and job satisfaction are determined not only by technological tools but also by an atmosphere of mutual trust and collective responsibility.

Thus, theoretical models and practical cases confirm that only a comprehensive approach that combines structural, cultural, and technical aspects can guarantee sustainable improvements in productivity and quality in small companies.

The SWOT analysis revealed internal strengths (flexibility, close collaboration, rapid iterations) and weaknesses (high startup costs, multitasking, lack of scaling experience). The developed methodology addresses these points: structural components and a clear delineation of roles reduce the risk of



fragmentation, and the phased implementation allows you to optimize the budget and gradually build expertise.

External opportunities (access to global talent, accelerators, demand for quick solutions) and threats (regulatory uncertainty, competition for personnel, «change fatigue») are also taken into account in practical recommendations. For example, the pilot stage allows you to practice cooperation with remote specialists, and Talent Management training programs remove barriers to entry for new tools.

Thus, each element of SWOT is integrated into the algorithm and toolkit of the methodology: strengths are reinforced through regular ceremonies and radiators, weaknesses through pilot projects and training, opportunities through opening up to new markets and technologies, and threats through preventive planning and adaptive management. We have also developed an integration table of methodological components with theoretical foundations and SWOT aspects (table 2).

Table 2

Integration table of methodological components of agile practices in small companies

Methodology component	Theoretical basis	Empirical results	SWOT aspect	Recommendations
Distribution of roles and responsibilities	Psychological safety, self-organization	Increase velocity and reduce defects	Strengths / Weaknesses	Clearly define roles, avoid multitasking
Regular ceremonies	Feedback, learning loops	Reduce cycle time and transparency	Strengths / Opportunities	Adjust duration and frequency for SMEs
Pilot project	Phases of changes, risk minimization	Identification of bottlenecks, process optimization	Weaknesses / Opportunities	Choose a project for a pilot, smooth scaling

Source: created by the author

The proposed methodology provides small company managers with clear steps, ceremony templates, and tools for quickly launching agile processes. The practical value of the development lies in reducing risks during initial implementation (through pilot projects), increasing transparency (thanks to



information radiators), and strengthening the team (through Talent Management and corporate «innovation days»).

At the same time, the study has several limitations. First, the empirical part is based mainly on cases of small IT companies, which may not reflect the specifics of other industries (production, service). Second, the limited sample and time interval (up to six months of implementation) do not allow for assessing the long-term effects of the methodology.

Further research should be aimed at adapting the methodology to different industries, expanding the empirical base through long-term observation, and developing an integrated monitoring system that will automatically compare completed tasks with the company's business results.

Conclusions. Adapting the agile practices of large technology corporations to the characteristics of small companies should consider their limited resources and specific organizational culture, which will allow for avoiding excessive costs at the start and realizing the full internal potential of the organization.

SWOT analysis revealed internal strengths and weaknesses, as well as external opportunities and threats typical of small companies. The proposed integration methodology formalizes the connection of each structural component with the corresponding theoretical foundations, specific performance metrics and SWOT aspects. It allows managers and teams to see how each recommendation directly corresponds to the identified opportunities and threats, which is also confirmed by empirical data. Such a visual synthesis allows you to make quick and informed decisions at each stage of the methodology implementation.

The methodology provides clear instructions for SME managers, from formalizing roles and setting the rhythm of work to using metric radiators and Talent Management. Pilot projects and phased implementation allow for minimizing risks and optimizing the budget, and internal «innovation days» support motivation and a culture of experimentation.



Further research should expand the empirical base in other industries, assess the long-term effects of the proposed methodology, and develop an automated system for monitoring business results about agile metrics.

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