

# The Influence of Service-oriented Architecture on Organizational Agility – A Case Study

**Janek Richter**

University of Cologne  
Albertus-Magnus-Platz  
50923 Cologne, Germany  
janek.richter@wiso.uni-koeln.de

**Dirk Basten**

University of Cologne  
Albertus-Magnus-Platz  
50923 Cologne, Germany  
basten@wiso.uni-koeln.de

## ***Abstract***

*Companies increasingly face turbulent and dynamic environments characterized by mostly unforeseeable changes. A viable strategy to survive in such environments is to strengthen organizational agility, which denotes the ability to quickly cope with continuous unanticipated change and to take advantage of opportunities in the environment. Service-oriented architecture (SOA) accompanied by related organizational mechanisms have been identified as promising means to shape organizational agility. However, research concerning SOA's impact on organizational agility lacks an in-depth understanding on how agility is enabled. We investigate this relationship in an in-depth, intensive manner applying case study research. While developing themes of SOA and organizational agility from rich case description, we analyze these themes in the context of socio-technical theory and provide explanations how SOA influences organizational agility.*

**Keywords:** Service-oriented Architecture, Organizational Agility, Case Study Research, Telecommunications, Critical Realism