

*Review*

# Reconceptualising Agronomy Systems Management in the Digital Era: An Agile Transformation Framework

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**Abstract:** The digital transformation of agronomy systems unfolds under conditions of increasing complexity, uncertainty and interdependence among actors, limiting the applicability of conventional management models. Although digital technologies offer substantial potential, their practical effects often remain partial due to fragmented implementation, rigid organisational structures and insufficient system-level coordination. Addressing this problem, the paper reconceptualises agronomy systems management by framing agile management as a governance logic suited to digitally transformed complex adaptive systems. Methodologically, the study is based on an integrative conceptual analysis of literature in agronomy, digital transformation and management. As a result, a conceptual model is developed linking technology, actors, governance mechanisms and the environment through an agile governance logic based on adaptiveness, iterative decision-making and learning. The paper concludes that agile management provides a coherent framework for strengthening coordination, adaptive capacity and resilience in agronomy systems.

**Keywords:** *Agronomy systems management; digital transformation; agile management; adaptive management; complex adaptive systems; agricultural innovation.*

## 1. Introduction

Agronomy systems are increasingly shaped by digitalisation, intensifying environmental pressures and rising demands for efficiency, sustainability and resilience. Digital technologies, including data-driven decision support systems, precision agriculture tools and digital platforms, are reshaping production processes, coordination mechanisms and the structure of value chains within agronomy systems. These developments extend beyond incremental technological upgrades and constitute a structural transformation that challenges established management approaches [1,2]. At the same time, the fragmented state of the existing literature limits a coherent understanding of the actual and potential impacts of digitalisation in agriculture and rural areas [3], thereby underscoring the need for more integrative analytical and managerial perspectives.

Despite the growing availability of advanced digital solutions, a substantial gap remains between technological potential and its effective integration into organisational and governance processes. This gap is closely linked to rigid governance arrangements, linear decision-making models and limited adaptive capacity in contexts marked by increasing complexity and uncertainty. Empirical studies show that digital initiatives in agrarian systems are often characterised by fragmented implementation, infrastructural limitations, insufficient institutional support and low levels of digital literacy [4,5], which constrains their ability to generate coherent, system-wide and

long-term development outcomes. Moreover, institutional conditions shaped by fiscal, financial and regulatory instruments significantly influence investment behaviour and the pace of digital innovation adoption in agriculture [6], underscoring that effective digital transformation depends on coordinated governance at the system level and policy alignment.

Traditional management approaches based on hierarchical control, long-term planning cycles and standardised procedures show limited effectiveness in governing digitally intensive, multi-layered and dynamic agrarian systems. The growing interdependence of technological, organisational and institutional dimensions calls for governance models that enable continuous learning, rapid adaptation and enhanced coordination among actors. In this context, agility emerges not merely as a set of operational tools but as a broader governance logic suited to complex systems, offering a relevant perspective for understanding and improving agronomy systems management in the digital era [7], particularly where uncertainty and systemic interactions shape outcomes.

Agile management, originally developed in software engineering and other technology-intensive domains, is grounded in flexibility, iterative decision-making, collaboration among actors and responsiveness to change. Contemporary literature increasingly highlights the applicability of agile principles beyond their original context, particularly in environments characterised by high uncertainty, rapid technological change and frequent shifts in market and institutional conditions [8,9]. However, in the context of agronomy systems, agile management remains insufficiently conceptualised and only weakly connected to system-level digital transformation, indicating a persistent theoretical gap in understanding how agility can inform the governance of complex, digitally transforming agrarian systems.

Research on digitalisation in agronomy has largely concentrated on technological performance, productivity gains and environmental effects, while managerial and organisational dimensions have received comparatively limited attention. In contrast, studies on agile management and digital transformation primarily focus on organisational contexts, internal processes and social dynamics of work, often without systematically addressing the specific characteristics of agronomy systems, including their institutional complexity and the spatial dispersion of actors [10]. This disconnect in the literature highlights the need for an integrated conceptual perspective that explicitly links agile management with digital transformation in agrarian systems.

Building on these arguments, this paper reconceptualises agronomy systems management in the digital era by foregrounding the role of agile management. The study aims to develop an original conceptual framework that explains how agile principles can facilitate effective digital transformation in agronomy systems through enhanced adaptive capacity, improved coordination and support for innovation processes. Drawing on an integrative review of literature in agronomy, digital transformation and management, the paper offers a theoretical contribution and establishes a foundation for future empirical research.

## **2. Digital transformation and management challenges in agronomy systems**

The digital transformation of agronomy systems constitutes a fundamental process shaping their operation, performance and long-term sustainability. Rather than being confined to improvements in production techniques or resource efficiency, the adoption of digital technologies extends to managerial, organisational and institutional dimensions, reshaping patterns of coordination, decision-making and interaction among actors across agricultural production and value chains [1,2]. This transformation unfolds under growing complexity, uncertainty and interdependence, while digital solutions are often adopted in a fragmented manner, revealing the limitations of traditional management approaches designed for stable and predictable environments.

Addressing the digital transformation of agronomy systems entails recognising a range of governance challenges generated by this process. Changes in data collection and processing practices, accelerated information flows and increasing process interdependence intensify demands for greater flexibility, timely decision-making and enhanced coordination across system levels. In such conditions, conventional governance models are increasingly ill-equipped to address the complexity

and dynamism of contemporary agronomy systems, which underscores the need to reassess their core assumptions and to consider alternative management approaches.

### *2.1. Digitalisation of agronomy systems: Scope, drivers and complexity*

Digitalisation in agronomy represents a structural transformation that extends beyond the adoption of individual digital tools or isolated solutions. It involves changes in how data are collected and used in decision-making, as well as shifts in actor coordination, work organisation and agrarian value chain governance. Digital technologies such as decision support systems, precision agriculture tools, sensor networks and digital platforms increasingly become integral to agronomy systems, influencing their production, economic, environmental and institutional dimensions and reshaping the foundations of agronomy systems management.

The scope and dynamics of digitalisation in agronomy are shaped by interconnected pressures, including climate change, the need for more efficient and sustainable resource use, growing market demands for transparency and product quality, and institutional initiatives aimed at modernising agriculture. In this context, smart agriculture technologies, such as sensor systems, data analytics and precision agriculture, are recognised as key mechanisms for improving decision-making and optimising resource management [11]. The combined influence of these drivers positions digitalisation as a response to systemic challenges within agronomy systems.

In contrast to more technologically homogeneous sectors, agronomy systems are characterised by pronounced heterogeneity in actors, technologies and institutional arrangements, combined with spatial dispersion and strong dependence on local environmental, market and regulatory conditions. Empirical evidence shows that economic capacity, infrastructure availability, knowledge levels and institutional support shape patterns of digital technology adoption [12], resulting in multiple, context-specific transformation trajectories rather than uniform digitalisation outcomes across agronomy systems under conditions of structural complexity.

Increasing deployment of digital solutions further intensifies the complexity of agronomy systems, as technological, organisational and institutional processes become more tightly interdependent, while information flows accelerate and multiply. Contemporary digital practices involve the integration of sensor data, remote sensing and artificial intelligence-based analytics into everyday decision-making, alongside the coupling of physical and digital processes through predictive models and digital twins [13,14]. Empirical evidence indicates that the outcomes of these processes depend on the interaction of technological, infrastructural, market and institutional factors [15], which, under conditions of regulatory and market uncertainty, further constrains effective planning and governance in agronomy systems.

Differences in the pace of technological development and adoption, along with the uneven distribution of benefits and risks among actors, contribute to the dynamic and often unpredictable character of transformation processes. These conditions suggest that digitalisation in agronomy should be understood not merely as a technical or operational issue, but as a complex systemic process requiring governance models capable of responding to growing complexity, interdependence and uncertainty. Accordingly, the key challenge lies less in the availability of digital technologies than in the capacity of existing governance structures to integrate them into coherent organisational and decision-making processes, underscoring the limitations of traditional management approaches in the digital era.

### *2.2. Management limitations of conventional approaches in the digital era*

Management of agronomy systems in the digital era is increasingly constrained by the limitations of traditional managerial approaches, largely grounded in hierarchical control, linear planning cycles and standardised procedures. These approaches assume relatively stable environments, predictable causal relationships and clearly bounded systems. In contrast, digitally intensive agronomy systems function as complex adaptive systems marked by deep interdependencies among technological, organisational and institutional elements, which fundamentally undermines these assumptions [7]. Consequently, conventional governance models

prove progressively inadequate for addressing the dynamic, interconnected and uncertain conditions shaping contemporary agronomy systems.

One of the key shortcomings of conventional approaches lies in their limited capacity to coordinate heterogeneous actors, technologies and information flows within complex agronomy systems. Although digital platforms and decision support systems enable real-time data processing, their value remains constrained when governance structures do not support rapid information exchange, decentralised decision-making and flexible adaptation across system levels. Within hierarchical systems, digital data are often absorbed into multi-layered decision processes, slowing responses and weakening their managerial potential, while substantial benefits emerge only when digital technologies are embedded within broader organisational and governance transformations [16]. This clearly indicates that, without a fundamental shift in governance logic, digitalisation remains partial and unable to generate lasting system-level effects.

An additional weakness of conventional management is its limited capacity to operate under conditions of heightened uncertainty and rapid technological change. Long-term planning horizons and rigid procedural frameworks are poorly suited to the unpredictable outcomes of digital innovation, uneven adoption trajectories, and the spatial and institutional heterogeneity inherent to agronomy systems. Recent studies on digitalisation in agronomy consistently point to a substantial gap between the technological capabilities of digital solutions and the organisational capacities required for their effective integration and use [4,5]. As a result, digital initiatives often fail to translate technological potential into coherent and sustained system-level transformation.

Beyond operational limits, conventional governance models also exhibit *significant strategic* weaknesses in digital contexts. Digital transformation requires shifts in managerial mindsets, organisational routines and governance structures at both organisational and system levels to enable value creation in dynamic ecosystems. In the absence of such changes, digital initiatives remain incremental and fail to deliver substantive transformations in governance practices or overall system competitiveness [17]. This indicates that governance and cognitive barriers are as critical as technological constraints in shaping digital transformation outcomes.

As a consequence of these limitations, the digital transformation of agronomy systems frequently proceeds in a fragmented and poorly synchronised manner, with weak alignment between technological investments, organisational change and strategic objectives. Instead of integrated governance arrangements, isolated digital initiatives tend to prevail, producing limited systemic effects on productivity, resilience and sustainability. This outcome is commonly linked to misaligned actor coordination, elevated costs and risks, and strong reliance on institutional incentives [12,18]. In this context, the lack of a coherent governance framework constitutes a major constraint on the transformative potential of digitalisation in agronomy.

Under these conditions, the demand for governance approaches that support adaptiveness, continuous learning and effective coordination becomes increasingly pronounced. This opens space for positioning agile management as an alternative governance logic capable of responding to the specific challenges of digital transformation in agronomy systems.

### **3. An agile transformation framework for agronomy systems management**

The digital transformation of agronomy systems often proceeds in a partial and unsynchronised manner, lacking alignment between technological investments, organisational change and strategic objectives. The predominance of isolated digital initiatives, combined with poorly coordinated actor interactions, high costs and dependence on institutional incentives, constrains the generation of durable systemic effects on productivity, resilience and sustainability in agronomy systems [12,18], underscoring the central role of the governance framework in digital transformation.

Building on this foundation, a conceptual framework for the agile digital transformation of agronomy systems is proposed, centred on the key principles of agile management and their systemic implications in digitally transformed agronomic settings. The framework emphasises the interrelationships between technological, organisational, governance and institutional dimensions,

offering an integrative management perspective aligned with the complexity and dynamic nature of contemporary agriculture.

### *3.1. Agile management principles in digitally transforming systems*

Agile management in agronomy systems management emerges as a response to the structural changes that digital transformation introduces into planning, coordination and decision-making in agriculture. Agronomy systems function as open socio-technical systems in which production processes, natural conditions, market mechanisms and institutional frameworks are intertwined, while governance outcomes emerge from interactions between social and ecological elements [19]. Under such conditions, governance can no longer rely on the control of individual organisations but requires system-level coordination of actors, resources and information, as hierarchical models prove inadequate for steering complex agronomy processes [20]. Consequently, attention shifts towards managing relationships and interdependencies across the system.

Governing digitally transformed agronomy systems requires adaptiveness as a central governance principle. Adaptiveness denotes the capacity of the system to respond effectively to climatic, market, regulatory and technological change, rather than merely the internal flexibility of individual organisations or management units [7]. Digital technologies create governance value only when embedded in organisational and institutional structures that support timely, context-sensitive decision-making at the system level [17]. In this sense, adaptiveness constitutes a critical enabling condition for translating digital capabilities into effective and coherent system-wide governance.

Iterativity in agile governance involves incremental testing and adjustment of decisions under conditions of uncertainty, rather than reliance on rigid planning cycles. In agronomy systems, this approach supports learning through practice and reduces the risks associated with implementing digital solutions, allowing innovations to be progressively aligned with real agronomic conditions instead of remaining at pilot or conceptual stages [21], thereby strengthening the system's capacity for informed and adaptive decision-making under conditions of uncertainty.

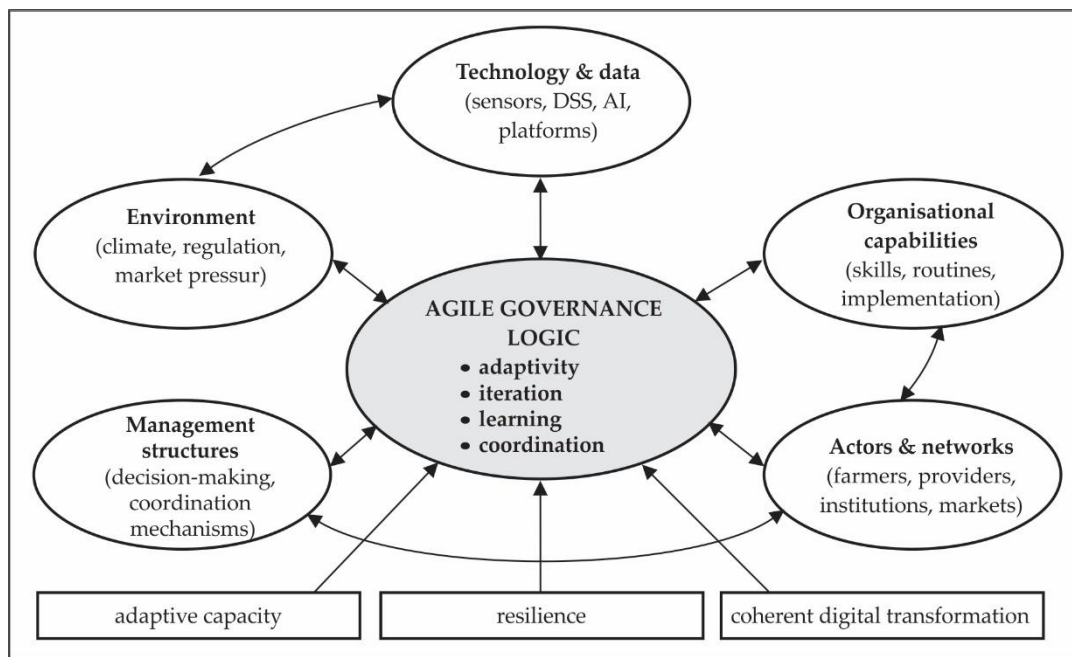
Continuous learning is central to agile governance in agronomy systems, as digital transformation produces large volumes of heterogeneous data on production, resources and markets across interconnected system components. Agile management stresses the integration of these data into collective learning processes among system actors, strengthening the capacity to continuously adjust governance decisions to changing conditions [9]. Learning is thus framed as a system-level governance mechanism rather than an isolated organisational activity.

Principles of collaboration and decentralisation are central to agronomy systems governance, given the heterogeneity of actors and dispersed decision-making across spatially distributed contexts. Digital transformation intensifies interdependencies among producers, technology providers, institutions and market actors, while centralised hierarchical models constrain timely and coherent coordination. Agile governance therefore emphasises horizontal and polycentric collaboration that enhances system adaptability and resilience [22], positioning collaboration and decentralisation as functional necessities in digitally transformed agronomy systems.

Agile management is not treated as a set of operational techniques applied within individual organisations, but as a governance logic suited to agronomy systems. Distinguishing between agile as a method and agile as a management logic enables system-level analysis of agility, focusing on coordination, feedback loops and adaptive governance in digitally transformed contexts [23]. This framing positions agile management as an appropriate governance logic for dynamic, multi-layered and interconnected agronomy systems operating under digital transformation.

### *3.2. Conceptual model of agile digital transformation in agronomy systems*

The conceptual model of agile digital transformation in agronomy systems rests on the premise that digital transformation is not a linear process of technological adoption, but an emergent outcome of interactions among multiple systemic dimensions governed by an agile management logic. The model brings together technological, organisational, governance and institutional elements of agronomy systems through a central agile governance framework, as illustrated in Figure 1.



**Figure 1.** Conceptual model linking agile governance logic and digital transformation in agronomy systems.

At the core of the model lies an agile governance logic encompassing adaptiveness, iterative decision-making, learning and coordination. This logic enables decision-making under conditions of uncertainty through feedback loops between the system and its environment, in line with perspectives that conceptualise agility as a governance logic for complex adaptive systems rather than as a set of operational methods, applied at the level of system governance.

Technology and data, including sensors, decision support systems, artificial intelligence and digital platforms, do not act as independent drivers of transformation in the model, but gain significance through interaction with organisational capabilities and governance structures. Digital capacities create governance value only when embedded in system-level decision-making and coordination, thereby supporting coherent rather than fragmented digital transformation.

The model further highlights the role of actors and networks, including producers, technology providers, institutions and market actors, whose interdependence is intensified by digital transformation. Agile governance logic enables horizontal and polycentric forms of coordination that have been recognised as effective in complex governance settings characterised by dispersed decision-making, thereby providing a foundation for coherent governance of interdependent agronomy actors across the system.

An environment shaped by climatic, regulatory and market pressures constitutes a continuous source of uncertainty and change, further reinforcing the need for adaptive and iterative governance. Through feedback loops linking the environment, system actors and governance structures, agile governance logic enables digital transformation to be translated into enhanced adaptive capacity, greater resilience and more coherent functioning of agronomy systems.

### 3.3. Implications for management practice and future research

This conceptual model offers direct value for managing digital transformation in agronomy systems by enabling managers and policymakers to recognise interdependencies among technology, actors, governance mechanisms and the environment in complex decision-making contexts. Attention shifts from isolated digital solutions to system-level coordination and adaptation, framing digital transformation as an ongoing governance process rather than a one-off technological intervention [17]. Such an approach enhances the coherence, stability and long-term effectiveness of digital initiatives in agronomy.

Beyond its practical relevance, the framework provides a basis for operationalisation and empirical testing through indicators such as governance adaptiveness, the degree of decentralised decision-making and the intensity of feedback loops between actors and the environment. Examining these relationships enables assessment of how agile governance arrangements shape the resilience and performance of agronomy systems under conditions of complexity and uncertainty [7], thereby strengthening the link between conceptual assumptions and empirical inquiry.

From a research perspective, the framework opens opportunities for interdisciplinary studies at the intersection of agronomy, digital technologies and engineering management. In particular, it supports further investigation of agile management as a system-level governance logic and analysis of its long-term implications for sustainability and resilience across diverse institutional settings [23]. This research trajectory contributes to a deeper understanding of how digital transformation can be effectively governed in complex agronomy environments.

#### 4. Conclusions

The digital transformation of agronomy systems unfolds in contexts marked by growing complexity, uncertainty and interdependence between technological, organisational and institutional dimensions, increasingly challenging the effectiveness of conventional linear management models. This study demonstrates that digital transformation should not be understood as a technical intervention, but as a systemic process requiring a governance logic capable of addressing dynamic interactions, coordination demands and feedback effects across multiple system levels. By conceptualising agile management as a system-oriented governance approach, the paper highlights its potential to support coordination, continuous learning and adaptive decision-making, offering a theoretically grounded and practically relevant pathway for more effective agronomy systems management in the digital era.

A conceptual model is proposed that integrates the key dimensions of digital transformation in agronomy systems through a central agile governance logic grounded in adaptiveness, iterativity, learning and collaboration. The model shows that digital technologies realise their transformative potential only when embedded within organisational capabilities, governance mechanisms and actor networks, carrying important implications for management practice and public policy in agronomy. Although conceptual in nature, the framework provides a robust foundation for future empirical research aimed at operationalising agile governance and examining its long-term effects on the resilience, performance and sustainability of agronomy systems across diverse institutional contexts.

**Conflicts of Interest:** The authors declares no conflict of interest.

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