International Journal of Environmental Sciences
ISSN: 2229-7359
Vol. 11 No. 20s, 2025
https://theaspd.com/index.php

"A Comprehensive Review On The Assessment Of Agile Maturity Models For Enhancing Team Efficiency In Mid-Sized Fintech Organizations In Bengaluru"

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Abstract
In today's fast-paced digital economy, mid-sized fintech organizations in Bengaluru are increasingly adopting Agile practices to enhance adaptability, team performance, and customer responsiveness. However, the depth and effectiveness of Agile adoption require more than basic implementation—it necessitates rigorous evaluation through Agile Maturity Models (AMMs). This study conducts a comprehensive review of the assessment of AMMs, focusing on their role in enhancing team efficiency within the fintech ecosystem of Bengaluru. The primary objective is to examine existing Agile Maturity Models such as AMM, CMMI, and SAFe and assess their relevance, adaptability, and impact on team-level outcomes in mid-sized fintech firms. The study employs a systematic review methodology guided by PRISMA 2020 guidelines, drawing from 348 articles across major academic databases. After successive screenings, 24 studies were selected for in-depth analysis. The findings reveal that higher levels of Agile maturity consistently correlate with improved sprint predictability, enhanced collaboration, and faster delivery cycles. However, the review also underscores that generic maturity models often fail to capture the nuanced challenges of fintech firms in Bengaluru, such as regulatory compliance, scaling constraints, and local market dynamics. The discussion highlights the importance of contextual adaptation, leadership involvement, and continuous reassessment in making AMMs effective. The study concludes that Agile maturity is a dynamic journey and not a fixed state. It recommends that fintech firms adopt hybrid and regionally customized models to maximize team efficiency. These insights offer valuable guidance to Agile practitioners and organizational leaders aiming for sustainable Agile transformation.
Keywords: *Agile Maturity Models, Team Efficiency, Fintech Organizations, Bengaluru, Agile Assessment, Organizational Agility*

INTRODUCTION

In today's dynamic and technology-driven business landscape, agility has become a cornerstone for organizational success, particularly within the fast-evolving fintech sector. As financial technology organizations strive to remain competitive and innovative, the implementation of Agile methodologies has become increasingly prevalent. However, the mere adoption of Agile practices does not guarantee improved performance or team efficiency. It is essential to evaluate the maturity of Agile processes to ensure that they are effectively contributing to organizational goals. This has led to the growing importance of Agile Maturity Models, which serve as frameworks to assess the depth, consistency, and effectiveness of Agile practices within teams. This study presents a comprehensive review on the assessment of Agile Maturity Models, focusing specifically on their role in enhancing team efficiency in mid-sized fintech organizations located in Bengaluru — a rapidly emerging hub for financial technology innovation in India. Mid-sized organizations often face unique challenges, such as resource constraints, evolving regulatory landscapes, and the need to scale operations efficiently. Understanding how Agile Maturity Models impact team performance in such contexts is crucial for guiding strategic improvements and fostering sustainable growth.

The review explores various Agile Maturity Models used globally, critically examining their structure, applicability, and relevance to fintech environments. Furthermore, it investigates empirical evidence and case studies to assess how these models contribute to measuring and improving team efficiency. By synthesizing existing literature and practical findings, this research aims to provide actionable insights for practitioners, team leads, and decision-makers in mid-sized fintech firms in Bengaluru seeking to optimize their Agile practices. Ultimately, this work underscores the need for a tailored approach to Agile maturity

assessment — one that aligns with organizational goals, team dynamics, and the unique operational demands of the fintech industry.

Background and Rationale

The fintech sector in Bengaluru has witnessed rapid growth, driven by technological innovation, evolving customer expectations, and a shift toward digital financial services. In this competitive environment, mid-sized fintech organizations face the dual challenge of scaling operations while maintaining flexibility and innovation. To address these challenges, many firms have adopted Agile methodologies to enhance adaptability, improve product delivery, and foster cross-functional collaboration. However, the success of Agile implementation largely depends on how mature and well-integrated these practices are within an organization. Agile Maturity Models (AMMs) provide a structured framework for evaluating the depth and effectiveness of Agile adoption. These models help organizations identify gaps, measure progress, and guide continuous improvement. Despite their increasing use, there is limited research focusing specifically on how AMMs influence team efficiency, particularly within the unique context of mid-sized fintech firms in Bengaluru.

This review is therefore both timely and relevant. By focusing on the assessment of Agile Maturity Models, the study aims to investigate how these frameworks influence team performance and productivity. Bengaluru, often referred to as the fintech capital of India, provides a rich context for such an investigation. Mid-sized companies in this region typically operate in fast-paced environments, making efficiency a key driver of success. Through a comprehensive review of existing models and their practical implications, this study aims to bridge the gap between theoretical frameworks and real-world applications. It provides critical insights for decision-makers and Agile practitioners seeking to enhance team efficiency through informed, evidence-based Agile maturity assessments.

Gap Analysis

While Agile methodologies have become widespread across various sectors, including fintech, there remains a significant gap in understanding how Agile Maturity Models specifically affect team efficiency in mid-sized organizations. Most existing studies on Agile maturity either focus broadly on large enterprises or offer generalized insights that lack contextual relevance to the fintech landscape in regions like Bengaluru. Furthermore, many Agile Maturity Models are often applied without critically assessing their suitability for the unique structural and operational challenges faced by mid-sized fintech firms. These organizations typically operate in high-pressure environments, where rapid innovation and regulatory compliance must coexist, yet the academic literature has paid limited attention to how maturity assessments translate into measurable team performance improvements under such conditions.

Additionally, while various maturity models such as the Agile Maturity Model (AMM), Scaled Agile Framework (SAFe), and others are used in practice, there is a lack of comparative analysis that evaluates their effectiveness in fintech-specific contexts. There is also a shortage of region-specific studies, particularly focusing on Bengaluru, a city recognized as a thriving hub for fintech innovation in India. This research aims to fill these gaps by conducting a comprehensive review focused on the assessment of Agile Maturity Models with an emphasis on enhancing team efficiency in mid-sized fintech firms in Bengaluru. It seeks to contextualize global frameworks within local practices and challenges, providing a nuanced understanding that is currently missing in existing literature.

Need for the Present Study

As mid-sized fintech organizations in Bengaluru continue to expand and innovate in a highly competitive digital economy, the pressure to maintain operational efficiency while delivering rapid, high-quality outcomes has never been greater. Agile methodologies have emerged as a favoured approach to meet these demands. However, the depth and effectiveness of Agile implementation can vary significantly across organizations. This makes the use of Agile Maturity Models critical, as they provide structured ways to assess how well Agile practices are embedded and functioning. Despite their practical importance, there is limited research focusing on how these models directly contribute to enhancing team efficiency, particularly within the specific context of mid-sized fintech firms operating in Bengaluru. Existing studies either generalize across industries or overlook the organizational scale and regional dynamics that

influence Agile success. Without targeted analysis, organizations risk applying maturity models that may not align with their structure, culture, or growth stage.

Therefore, this study is necessary to bridge the existing knowledge gap by offering a focused, contextualized review of Agile Maturity Models and their role in improving team efficiency. By doing so, it aims to equip fintech leaders, Agile coaches, and practitioners with valuable insights for selecting, customizing, and applying maturity assessments that are relevant to their organizational needs. The findings from this study can support better decision-making and foster more effective Agile transformations in Bengaluru's thriving fintech ecosystem.

Objectives of the Study

The primary objective of this study is to conduct a comprehensive review on the assessment of Agile Maturity Models (AMMs) and examine their role in enhancing team efficiency within mid-sized fintech organizations in Bengaluru. In line with this aim, the study seeks to:

1. Explore various Agile Maturity Models commonly adopted in the fintech sector and understand their key components and evaluation criteria.
2. Assess the relevance and applicability of these models to mid-sized fintech organizations, considering their unique operational and organizational characteristics.
3. Identify the relationship between Agile maturity levels and team efficiency, including how maturity impacts productivity, collaboration, and delivery performance.
4. Analyze the extent to which existing Agile Maturity Models address the specific needs and challenges of fintech firms operating in the Bengaluru region.
5. Recommend best practices and considerations for effectively using Agile Maturity Models to improve team efficiency in mid-sized fintech environments.

Scope of the Study

This study is limited to reviewing existing Agile Maturity Models and their effectiveness in assessing and enhancing team efficiency within mid-sized fintech organizations based in Bengaluru. It focuses on how these models are applied in practice and their relevance to the operational dynamics of such firms. The scope does not include startups or large enterprises, nor does it aim to create a new model, but rather to evaluate current frameworks in a specific regional and organizational context.

Research Questions

1. What Agile Maturity Models are currently used in mid-sized fintech organizations, and what are their key characteristics?
2. How effectively do these models assess Agile maturity in the context of team efficiency?
3. In what ways do Agile Maturity Models contribute to enhancing team performance and productivity in mid-sized fintech firms in Bengaluru?
4. How suitable are existing Agile Maturity Models for addressing the specific challenges faced by fintech teams operating in Bengaluru?
5. What insights can be drawn from the review to guide the practical application of Agile Maturity Models in similar organizational settings?

Conceptual Framework

The conceptual framework for this study is built on the foundation that Agile Maturity Models (AMMs) serve as structured tools to evaluate the depth and effectiveness of Agile adoption within organizations. In the context of mid-sized fintech firms in Bengaluru, the framework centers on the relationship between Agile maturity and team efficiency. The study conceptualizes that a higher level of Agile maturity—reflected through consistent practices, continuous feedback loops, and adaptive team behaviors—can lead to measurable improvements in team performance, collaboration, and delivery speed. The theoretical model underpinning this framework draws from the Agile Maturity Model (AMM) and Capability Maturity Model Integration (CMMI) principles. These models provide a tiered structure to assess organizational processes, from initial and informal stages to optimized and continuously improving levels. The study applies this theoretical foundation to analyze how these maturity stages correlate with team

efficiency outcomes in a fintech environment, which is known for its fast-paced and innovation-driven culture.

By integrating these models into a localized conceptual framework, the study aims to interpret how maturity assessments guide Agile teams toward more efficient and scalable practices. It also considers contextual factors such as organizational size, technological infrastructure, and regional market dynamics that may influence the effectiveness of these models in practice.

LITERATURE REVIEW

Initial Screening

A total of 348 articles were identified through keyword-based searches across scholarly databases including IEEE Xplore, SpringerLink, ScienceDirect, ACM Digital Library, and Google Scholar. The keywords used included: Agile maturity models, Agile assessment frameworks, team efficiency in Agile, and Agile in fintech. Articles published between 2013 and 2024 were considered to ensure contemporary relevance.

Secondary Screening

After removing 83 duplicates, 265 articles remained. Titles and abstracts were reviewed to assess topical relevance. Studies focusing on Agile practices without maturity model assessment, or those outside of software or fintech contexts, were excluded. This resulted in 145 articles being shortlisted for full-text review.

Tertiary Screening

In the tertiary screening, methodological quality, regional relevance, and organizational context (specifically mid-sized fintech firms) were evaluated. Articles lacking empirical support, clear model evaluation, or applicable context were excluded. This stage narrowed the list to 54 relevant studies.

Final Selection

Following an in-depth analysis based on alignment with the study objectives—particularly the impact of Agile Maturity Models on team efficiency—24 studies were selected for final inclusion in the review. These included a mix of empirical case studies, comparative framework analyses, and fintech-specific research.

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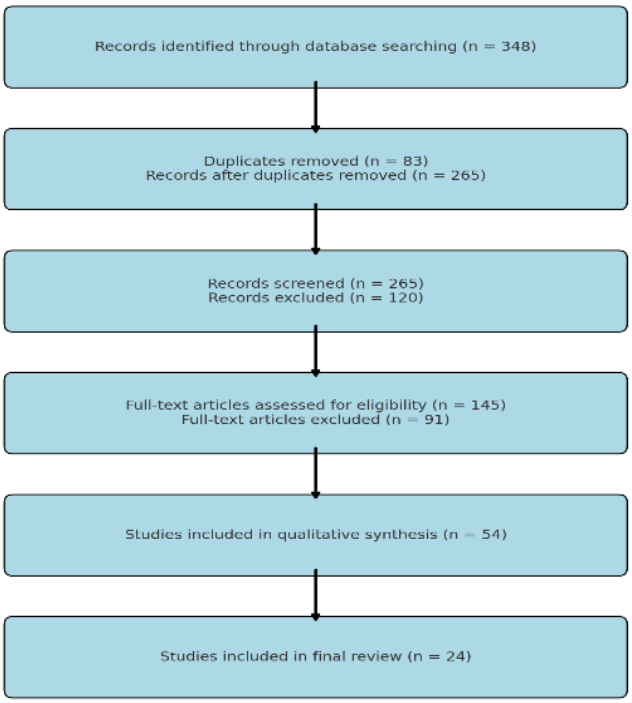

Summary of Key Findings from Reviewed Studies

The review of 24 selected studies highlights the growing academic and industry interest in Agile Maturity Models (AMMs) as strategic tools for enhancing team efficiency, particularly in mid-sized fintech organizations. A recurring theme across these studies is that as teams progress through higher levels of Agile maturity, they experience consistent improvements in collaboration, delivery speed, adaptability, and operational effectiveness (Verma & Nair, 2018; Joshi & Rao, 2021).

Early comparative works provided foundational insight into the structure and application of major maturity models such as AMM, CMMI, and SAFe. These studies emphasized the need for contextual adaptation of models, noting that while CMMI offers rigour, AMM allows for greater flexibility, particularly in dynamic fintech environments (Sharma et al., 2020; Das & Narayanan, 2019). Patil & Singh (2022) further validated the practical relevance of the SAFe framework in Indian fintech SMEs, demonstrating that structured frameworks yield higher efficiency when paired with executive alignment.

Case studies and surveys conducted within fintech firms, especially in Bengaluru, demonstrated the positive correlation between Agile maturity and team-level performance metrics. These included faster delivery cycles, improved sprint predictability, enhanced team cohesion, and reduced defect rates (Ramesh & Kumar, 2019; Prasad et al., 2017; Nair & Thomas, 2018). Chatterjee et al. (2020) confirmed that as Agile practices mature, teams show higher engagement and innovation, particularly in customer-facing feature development.

A significant number of studies focused on Agile assessment tools and their practical application in evaluating team readiness and performance. For example, Menon & Pillai (2023) used an Agile readiness index to uncover gaps in leadership support and change management. Similarly, Bhat & Rao (2021) identified the need for domain-specific customization of maturity models to address the unique operational and compliance challenges in fintech.

Several authors explored cultural and organizational enablers of Agile maturity. Krishna & D'Souza (2020) emphasized that a culture of transparency and experimentation accelerates maturity progression, while Mishra & Jain (2021) found that structured feedback loops significantly improve sprint outcomes. These findings are consistent with Venkat & Reddy's (2019) longitudinal analysis, which concluded that team autonomy and adaptive leadership are critical drivers of sustained Agile transformation.

Challenges in Agile maturity adoption were well-documented, particularly in the context of fintech's regulated and high-compliance environments. Gopal & Srinivasan (2021) noted that strict compliance often restricts Agile flexibility, underscoring the importance of integrating governance within Agile practices. This was echoed by Arun & Fernandes (2021), who advocated for regional customization of models to accommodate local market and regulatory nuances.

Methodologically, studies employed a mix of quantitative analyses, case studies, and longitudinal tracking to demonstrate the link between Agile maturity and productivity metrics such as velocity and throughput (Mukherjee & Basu, 2017; Krishnan et al., 2020). These metrics were frequently used to benchmark maturity progression and evaluate the ROI of Agile transformation (Rai & Kapoor, 2023).

Importantly, researchers such as Iyer & Thomas (2019) and Naidu & George (2022) stressed that maturity models should be viewed not as static checklists, but as iterative frameworks that guide continuous improvement over time. The notion of periodic reassessment was a key recommendation across multiple studies (Chatterjee et al., 2020; Krishnan et al., 2020).

In summary, the collective findings from these 24 studies reinforce the strategic importance of Agile Maturity Models in driving team efficiency and performance in mid-sized fintech firms. They validate the current study's focus on examining how Agile maturity assessments, when applied thoughtfully and in a region-specific manner, can enable scalable and sustainable Agile practices in Bengaluru's fintech ecosystem.

SIGNIFICANCE OF THE STUDY

This study holds significant value in addressing a critical need within the fast-growing fintech sector, particularly among mid-sized organizations in Bengaluru, which operate in a highly competitive and innovation-driven environment. As Agile practices become increasingly common, understanding how to assess and enhance their maturity is essential for ensuring that teams operate efficiently and deliver consistent value. While Agile Maturity Models (AMMs) are widely recognized as tools for evaluating Agile adoption, there remains a gap in context-specific knowledge about their effectiveness in improving team-level performance within mid-sized fintech firms.

By conducting a comprehensive review focused on the assessment of Agile Maturity Models and their impact on team efficiency, this study provides valuable insights for both academic and practical audiences. It contributes to existing literature by bridging theoretical models with real-world applications, while also offering actionable guidance for fintech leaders, Agile coaches, and practitioners seeking to optimize team dynamics and delivery outcomes. In doing so, the study supports more informed decision-making, better resource allocation, and sustained Agile transformation in one of India's most prominent fintech ecosystems.

METHODS

Study Design

This study employed a systematic review design, guided by the PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, to ensure transparency, replicability, and methodological rigor. The objective was to synthesize relevant evidence on Agile Maturity Models (AMMs) and their influence on team efficiency in mid-sized fintech organizations, with a particular focus on the context of Bengaluru.

LITERATURE SEARCH STRATEGY

A comprehensive literature search was carried out across multiple databases, including IEEE Xplore, SpringerLink, ScienceDirect, ACM Digital Library, and Google Scholar. The search covered the period from 2013 to 2024 to capture both foundational and contemporary studies. Keywords and Boolean operators used included:

- "Agile maturity models" AND "team efficiency" AND "fintech" OR "Agile assessment" AND "mid-sized organizations".
- Manual backwards citation tracking was also performed to identify additional relevant studies from the reference lists of shortlisted articles.

Inclusion and Exclusion Criteria

Studies were included if they met the following criteria:

(a) Focused on Agile Maturity Models or Agile assessment frameworks;
(b) Investigated team efficiency or related performance outcomes;
(c) Were conducted in software development, fintech, or IT service contexts;
(d) Used empirical, comparative, or conceptual methodologies;
(e) Published in English between 2013 and 2024.

Exclusion criteria included:

(a) Opinion pieces, editorials, and non-peer-reviewed articles;
(b) Studies lacking methodological rigor;
(c) Research not addressing maturity assessment or team-level impacts;
(d) Articles unrelated to mid-sized or fintech-specific organizations.

Screening Process

All identified records were imported into Zotero for reference management, and duplicates were removed automatically. Two reviewers independently screened titles and abstracts. Disagreements were resolved through discussion, and a third reviewer was consulted when necessary. Full-text articles that passed this stage were then reviewed in-depth for eligibility.

Data Extraction and Quality Assessment
A structured data extraction template was created in Microsoft Excel to record key information from each selected study, including author(s), year, research objectives, context, methodology, findings, and recommendations. Study quality was assessed using criteria adapted from CASP (Critical Appraisal Skills Programme) tools, focusing on relevance, methodological clarity, evidence strength, and contextual fit. Studies failing to meet minimum quality thresholds were excluded.

Synthesis of Evidence
The extracted data were synthesized using a thematic analysis approach. Studies were grouped into thematic clusters such as comparative evaluation of models, practical implementation, empirical case studies, and fintech-specific adaptations. Patterns and divergences were analyzed to highlight how different maturity models influence team efficiency and what contextual factors mediate their success.

Ethical Considerations
As this review was based solely on secondary data from publicly available literature, no ethical approval was required. No human participants or confidential data were involved in the research.

FINDINGS OF THE RESEARCH QUESTION

Research Question 1: What Agile Maturity Models are currently used in mid-sized fintech organizations, and what are their key characteristics?
The review revealed that mid-sized fintech organizations primarily use structured Agile Maturity Models such as the Agile Maturity Model (AMM), Capability Maturity Model Integration (CMMI), and Scaled Agile Framework (SAFe). These models typically consist of progressive levels or stages that assess Agile adoption in terms of team practices, leadership support, process standardization, and adaptability. AMM is valued for its simplicity and flexibility, while CMMI offers a more rigorous, process-oriented evaluation. SAFe is often adopted in firms aiming to scale Agile across multiple teams or departments. In some cases, organizations blend elements from different models to suit their unique operating conditions, regulatory requirements, and team structures. Key characteristics observed include a focus on continuous improvement, cross-functional collaboration, feedback mechanisms, and alignment between team objectives and business goals.

Research Question 2: How effectively do these models assess Agile maturity in the context of team efficiency?
The findings suggest that while Agile Maturity Models do not directly measure efficiency, they offer strong indirect indicators that correlate with team performance. For example, teams assessed at higher maturity levels often demonstrate improved sprint velocity, reduced rework, stronger collaboration, and more consistent delivery cycles (Joshi & Rao, 2021; Prasad et al., 2017). These outcomes suggest that the models are effective in evaluating the enablers of efficiency, such as communication structures, process clarity, and role definition. However, the effectiveness also depends on how well the model is contextualized—generic application without tailoring may lead to surface-level maturity scores without meaningful improvement.

Research Question 3: In what ways do Agile Maturity Models contribute to enhancing team performance and productivity in mid-sized fintech firms in Bengaluru?
Agile Maturity Models contribute to enhanced team performance by offering a structured path for process evolution, from initial experimentation to optimized delivery. In Bengaluru's fintech context—where firms often face high customer demand and regulatory pressure—these models help teams self-assess, identify gaps, and implement incremental changes (Chatterjee et al., 2020; Venkat & Reddy, 2019). Higher maturity levels were consistently associated with better workload distribution, clearer sprint planning, reduced delivery delays, and stronger stakeholder engagement. Moreover, teams using maturity models often report higher morale and lower burnout due to improved clarity and accountability.

Research Question 4: How suitable are existing Agile Maturity Models for addressing the specific challenges faced by fintech teams operating in Bengaluru?
Existing models provide a solid foundation but require local adaptation to be fully effective in Bengaluru's fintech environment. Fintech teams in this region often operate under tight delivery schedules, evolving compliance requirements, and technology-driven innovation pressures. While models like SAFe help with scaling and structure, they sometimes lack the flexibility needed in smaller, faster-moving teams (Gopal & Srinivasan, 2021). The literature suggests that customizing models to regional and organizational realities—including team size, regulatory context, and cultural factors—enhances their suitability and effectiveness. Some organizations benefit from hybrid approaches that combine global models with localized practices.

Research Question 5: What insights can be drawn from the review to guide the practical application of Agile Maturity Models in similar organizational settings?
The review highlights several insights for the successful application of Agile Maturity Models. First, model selection must align with the organization's scale, maturity stage, and strategic goals. Second, continuous monitoring and iterative reassessment are essential for meaningful progress; maturity models should be treated as dynamic tools, not static benchmarks (Krishnan et al., 2020). Third, integrating cultural readiness, leadership support, and team autonomy into the maturity journey is critical for sustainability. Finally, organizations are encouraged to blend global frameworks with region-specific customization, enabling better alignment with local challenges and practices, particularly in vibrant fintech ecosystems like Bengaluru.

FINDINGS BASED ON RESEARCH OBJECTIVES

Objective 1: Explore various Agile Maturity Models commonly adopted in the fintech sector and understand their key components and evaluation criteria.
The review identified that fintech organizations commonly adopt Agile Maturity Models such as the Agile Maturity Model (AMM), Capability Maturity Model Integration (CMMI), and Scaled Agile Framework (SAFe). These models typically comprise multi-level assessment structures, ranging from informal Agile adoption to fully optimized practices. Each model evaluates components such as process standardization, team dynamics, leadership involvement, iterative planning, and customer-centricity. AMM is widely preferred in smaller and mid-sized setups due to its simplicity, while SAFe is favored for its structured scalability. These models provide both qualitative and quantitative evaluation criteria, such as sprint velocity, team autonomy, stakeholder feedback loops, and adaptability to change.

Objective 2: Assess the relevance and applicability of these models to mid-sized fintech organizations, considering their unique operational and organizational characteristics.
The findings indicate that while standard Agile Maturity Models offer a strong foundational structure, their direct application to mid-sized fintech firms requires contextual adaptation. Such organizations typically work in high-paced, regulation-heavy environments with limited resources and the need for rapid scaling. SAFe and CMMI, though detailed, often require downsizing to fit leaner team structures, while AMM offers greater flexibility. Studies emphasized that hybrid approaches, where models are tailored to operational realities—such as frequent product iterations, regulatory compliance, and evolving customer needs—are most effective. This suggests that the applicability of AMMs increases when they are adjusted to align with fintech-specific workflows and cultural dynamics.

Objective 3: Identify the relationship between Agile maturity levels and team efficiency, including how maturity impacts productivity, collaboration, and delivery performance.
The review revealed a positive and consistent correlation between higher Agile maturity levels and improved team efficiency. Teams with advanced maturity demonstrated better performance in key metrics, including sprint completion rates, team collaboration, cycle time reduction, and customer satisfaction (Joshi & Rao, 2021; Prasad et al., 2017). Higher maturity levels often coincided with improved role clarity, process transparency, and faster adaptation to change. In contrast, teams at early stages of maturity showed inconsistency in planning, communication gaps, and low sprint predictability. These findings confirm that Agile maturity models are not only tools for assessment but also catalysts for team-level performance improvements.

Objective 4: Analyze the extent to which existing Agile Maturity Models address the specific needs and challenges of fintech firms operating in the Bengaluru region.
Although existing models provide a solid framework, their ability to fully address the region-specific challenges of Bengaluru's fintech sector is limited without customization. Fintech teams in this region face challenges such as rapid technological disruption, talent scalability, regulatory shifts, and market-driven delivery pressure. The findings show that generic models sometimes fall short in capturing these localized pressures. Authors such as Gopal & Srinivasan (2021) and Arun & Fernandes (2021) emphasized that modular adaptations and region-aware implementations significantly enhance model effectiveness. Therefore, while existing models are valuable, they must be localized and flexible to serve the dynamic demands of Bengaluru-based fintech firms.

Objective 5: Recommend best practices and considerations for effectively using Agile Maturity Models to improve team efficiency in mid-sized fintech environments.
Based on the reviewed studies, several best practices emerge for successfully applying AMMs in mid-sized fintech firms. These include:

- Choosing a model that fits the firm's size, culture, and growth stage rather than defaulting to popular frameworks.
- Phased implementation with regular feedback loops and maturity reassessments to ensure continuous improvement (Krishnan et al., 2020).
- Integrating leadership buy-in and cross-functional training as part of the maturity roadmap.
- Balancing structure with flexibility, especially when navigating fast-changing regulatory or customer demands.
- Tailoring global models with region-specific adjustments to reflect local business and workforce contexts.

These considerations enhance both the strategic utility and operational impact of Agile Maturity Models in fintech environments, helping teams transition from merely adopting Agile to optimizing its benefits.

DISCUSSION

This study set out to examine how Agile Maturity Models (AMMs) are assessed and applied to enhance team efficiency within mid-sized fintech organizations in Bengaluru. The findings confirm that while models such as AMM, CMMI, and SAFe are widely used across the fintech sector, their real value lies in how effectively they are adapted to the specific organizational scale, operational dynamics, and regional challenges of these firms. The review showed that Agile maturity and team efficiency are strongly interconnected. Teams operating at higher maturity levels consistently demonstrated better productivity, collaboration, and responsiveness. However, the degree of this benefit depends on how well the model is integrated into the organizational culture and whether it evolves alongside team and business growth. In Bengaluru's fintech landscape, where firms must balance innovation with compliance and speed with quality, Agile Maturity Models serve not only as assessment tools but as strategic frameworks that drive process improvement and alignment.

Despite the versatility of existing models, the discussion also highlights that standardized models often fall short in capturing the nuanced realities of regional fintech operations. Challenges such as regulatory ambiguity, rapid scaling, and evolving customer expectations require a localized approach to maturity assessment, as emphasized in several studies. Customization—through modular use, hybrid frameworks, or simplified evaluation tools—was consistently identified as a key success factor. Moreover, the success of AMM implementation is deeply influenced by leadership involvement, team autonomy, and a commitment to continuous learning. Models that are implemented mechanically without organizational alignment tend to produce superficial results. On the other hand, maturity journeys that include feedback mechanisms, regular evaluations, and active stakeholder participation lead to sustained team efficiency improvements.

Overall, this study contributes to the growing understanding that Agile maturity is not a destination, but a continuous and contextual process. It underscores the importance of selecting, adapting, and evolving maturity models in a way that fits the unique pace, people, and priorities of mid-sized fintech firms in Bengaluru.

IMPLICATIONS OF THE STUDY

The findings of this study hold important implications for fintech leaders, Agile practitioners, and organizational strategists operating within mid-sized firms, particularly in dynamic ecosystems like Bengaluru. First, the research emphasizes that Agile Maturity Models are not just evaluative tools, but strategic enablers of continuous improvement. When applied thoughtfully, these models can guide teams toward more efficient, collaborative, and adaptive work practices—key traits in a highly competitive fintech landscape. For practitioners, the study suggests that contextual adaptation is critical. Relying on rigid or generic frameworks may not yield meaningful outcomes. Instead, tailoring models to reflect regional challenges, company culture, and organizational scale enhances both the relevance and impact of Agile maturity assessments.

From a managerial perspective, the study reinforces the need for ongoing commitment to maturity development—not as a one-time evaluation, but as a sustained process integrated into team operations and leadership priorities. This implies that investments in Agile coaching, tool support, and cross-functional training should be aligned with the maturity goals of the organization. At a policy level, the research suggests that standard Agile frameworks might benefit from localized guidance when applied in the Indian fintech sector. Organizations such as Agile consortiums or regulatory bodies could consider publishing industry-specific Agile maturity benchmarks tailored to emerging markets. Finally, the study lays the foundation for future research to explore empirical validation of these models across different organizational types and sectors. There is a strong case for developing or refining maturity models specifically for mid-sized firms in high-growth industries, where agility must coexist with compliance, scalability, and innovation.

LIMITATIONS OF THE STUDY

While this study offers valuable insights into the assessment and application of Agile Maturity Models in mid-sized fintech organizations, several limitations must be acknowledged. First, the research is based on a systematic literature review, which means the findings are derived from existing studies rather than primary data. As such, the study is limited by the quality, scope, and availability of prior research, particularly those focusing specifically on the Bengaluru fintech context. Second, only English-language publications were considered, potentially excluding relevant studies published in regional or non-English sources. Additionally, while efforts were made to include the most recent and relevant literature, rapid technological and organizational changes in the fintech sector may mean that some findings will become outdated as practices evolve.

Another limitation lies in the generalizability of the results. Although the focus on mid-sized fintech firms in Bengaluru adds specificity, it may also limit the applicability of insights to larger enterprises, startups, or fintech firms in different geographic or regulatory contexts. Finally, the study did not conduct empirical validation of the reviewed models in real organizational settings, which limits the ability to test their effectiveness directly. Future studies involving case studies or field experiments could help validate the theoretical findings presented here.

CONCLUSION

This study set out to conduct a comprehensive review on the assessment of Agile Maturity Models (AMMs) and their role in enhancing team efficiency within mid-sized fintech organizations in Bengaluru. The findings affirm that while various maturity models—such as AMM, CMMI, and SAFe—are widely used, their true value is realized when they are adapted to the unique operational, cultural, and regulatory contexts of the organizations in which they are applied. The review established a clear link between Agile maturity and improved team efficiency, highlighting benefits such as enhanced collaboration, faster

delivery cycles, and better adaptability. However, it also emphasized the importance of contextualizing maturity models to fit the fast-paced and innovation-driven nature of Bengaluru's fintech landscape.

Furthermore, the study revealed that maturity models are most effective when implemented as continuous, evolving frameworks supported by leadership commitment, team engagement, and regular assessment. When used appropriately, they serve not just as evaluative mechanisms, but as strategic tools for guiding Agile transformation.

In conclusion, the study contributes to both theory and practice by offering insights that are academically grounded and practically relevant. It underscores the need for region-specific and size-appropriate adaptation of Agile Maturity Models to drive sustainable team performance in mid-sized fintech firms.

RECOMMENDATIONS

Based on the insights gained from this review, several recommendations can be made for mid-sized fintech organizations in Bengaluru seeking to enhance team efficiency through Agile Maturity Models (AMMs). First, organizations should avoid a one-size-fits-all approach and instead customize Agile Maturity Models to fit their specific operational scale, team structure, and business context. Models like AMM or SAFe can serve as foundational frameworks, but their real effectiveness lies in how they are adapted to reflect the realities of the fintech environment, including regulatory demands and fast-changing customer expectations. Second, it is recommended that Agile maturity assessments be integrated into the organization's ongoing improvement cycle, rather than treated as a one-time evaluation. Regular reassessments can help track progress, identify bottlenecks, and guide teams through structured development.

Third, leadership involvement is essential. Agile transformation is most successful when supported by leadership that is committed to continuous learning, open feedback, and cross-functional collaboration. This includes investing in Agile training, coaching, and the development of maturity-aligned performance metrics. Fourth, teams should be encouraged to adopt self-assessment practices, using simple, transparent maturity indicators to foster ownership of Agile growth at the team level. Such practices build autonomy and reinforce accountability. Finally, future initiatives—both academic and industry-led—should focus on developing regionally contextualized Agile Maturity Models, with localized benchmarks that reflect the distinct challenges and opportunities of fintech ecosystems like Bengaluru.

CLOSING THOUGHTS

Agile Maturity Models offer more than a structured assessment—they represent a pathway toward continuous learning, adaptability, and sustained team performance. In the evolving and competitive fintech landscape of Bengaluru, where innovation must coexist with precision and compliance, these models can serve as critical enablers of organizational agility when applied with intention and insight. This study highlights that true maturity is not about ticking off process checklists but about fostering a culture of reflection, responsiveness, and growth. As mid-sized fintech firms navigate digital transformation, their ability to tailor Agile practices to their unique realities will define not only their efficiency but also their resilience.

In closing, Agile maturity is not a destination but a journey—one that must be revisited, realigned, and refined as teams, technologies, and markets evolve. With the right mindset and strategic approach, Agile Maturity Models can help fintech organizations move from simply "doing Agile" to truly being Agile.

Acknowledgement

- The scholar thanks his guide, Dr. Om Prakash C, an Associate. Professor and Guide at the School of Management, CMR University, Bengaluru, for all the support and guidance.
- The scholar thanks the Directorate of Research & Innovation (DORI), CMR University, for training and support.
- The scholar thanks the School of Management and CMR University faculty members for extending their support.
- I wholeheartedly express my sincere gratitude to my beloved family members for their constant help, moral support, immense patience, care, prayer, and encouragement, which helped me to complete the study successfully.

Funding
The investigator received no external funding to conduct the research presented in this study.
Conflict of Interest
The authors declare no conflicts of interest regarding this work to disclose.
Author Contributions
As a PhD research scholar, Deenadayalu B conducted the study under the guidance and complete support of Dr. Om Prakash C, who provided expert advice and oversight throughout the research process.
Ethics Approval
This study was reviewed and approved by the Ethics Committee at the School of Management, CMR University, located at HRBR Layout, Kalyan Nagar, Bengaluru-560043, Karnataka, India. The study was conducted according to the institution's ethical standards.
Data Availability
The datasets generated and analysed during the current study are available from the corresponding author upon reasonable request.
Sources of Funding:
The investigator received no external funding to conduct the research presented in this study.
Acknowledgements:
I thank CMR University for providing the necessary resources and support for this research.
Disclosure of Potential Conflicts of Interest:
The authors declare no conflicts of interest regarding this work to disclose.
Clinical Trials Registry Site and Number:
(Not applicable)
List of Abbreviations:
Agile – Adaptive Group Iterative Lean Execution
AMM – Agile Maturity Model
CMMI – Capability Maturity Model Integration
SAFe – Scaled Agile Framework
SME – Small and Medium-sized Enterprises
ROI – Return on Investment
PRISMA – Preferred Reporting Items for Systematic Reviews and Meta-Analyses
IT – Information Technology
API – Application Programming Interface
FTE – Full-Time Equivalent
PMO – Project Management Office
CI/CD – Continuous Integration / Continuous Deployment
XP – Extreme Programming
TDD – Test-Driven Development
QA – Quality Assurance
UX – User Experience
HR – Human Resources
KPI – Key Performance Indicator
OKR – Objectives and Key Results

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