* Despite the differences, all definitions of ‘‘agility’’ emphasize the speed and flexibility as the primary attributes of an agile organization.
* An equally important attribute of agility is the effective response to change and uncertainty
* Some authors (Sharifi and Zhang, 1999) state that responding to change in proper ways and exploiting and taking advantages of changes are the main factors of agility. The next common component of published definitions of agility is a high quality and highly customized products
* The proposed strategic dimensions of agility are: (1) enriching the customer; (2) cooperating to enhance competitiveness; (3) organizing to master changes; and (4) leveraging the impact of people and information.
  + Enriching the customer means delivering value and solutions to the customer rather than products
* Jackson and Johansson (2003) divide agility capabilities into four main dimensions: (1) product-related change capabilities, (2) change competency within operations, (3) internal and external co-operation, and (4) people, knowledge, and creativity
* Yusuf et al. (1999) identified competitive foundations of agility as follows: speed, flexibility, innovation, proactivity, quality, and profitability.
* identified four main aspects of AM: (1) agility drivers, (2) strategic abilities, (3) agility providers, and (4) agility capabilities
  + The agility drivers represent characteristics of the external business environment in reference to the turbulence and unpredictability of the changes. According to the literature, the agility drivers would force a company to revise the current company’s strategy, admit the need to become agile, and adopt an agility strategy.
  + Strategic abilities such as responsiveness, competency, quickness, and flexibility are considered as main attributes of the agile organization that allow successful dealing with changes.
  + The agility capabilities could be achieved by the means of agility providers
  + Agility providers can be derived from four manufacturing areas: organization, technology, people, and innovation. The authors also applied Kidd’s (1994) argument that the agility can not be achieved without integration of these four areas.







* Kidd (1994) stated that there are five performance measures of agility: cost of change, time to change, stability of change, scope of change, and frequency of change.



* In order to measure agility, Ren et al. (2000) combined two theoretical frameworks into one four-level hierarchical model. The main objective, “agility’’ was placed at the highest level of the hierarchy. The main objective was divided into four main dimensions proposed by Goldman et al. (1995), which are enriching the customer, cooperation, mastering change and uncertainty, and leveraging the impact of people. The third level of hierarchy includes ten decision domains, and the fourth level consisted of 32 attributes.
* Lin et al. (2006b) identified three main agility capabilities: organizational management agility, product design agility, and product manufacturing agility. For each of these general capabilities, the three grade-specific criteria were proposed (table 5 – page 451(7))

