1. The world is constantly changing, so companies oriented towards long-term success must be prepared to reconstruct their strategies. This ability requires agility, which through such features as fast adaptability to the environment as well as the ability to detect opportunities in the environment or create new opportunities by themselves allows companies to intelligently control their strategic course
2. The least intelligent are companies which do not realize the need for change, and even if they see such a need they are unable to implement changes. Intelligent companies respond to changes in the environment and keep up with them. The most intelligent ones, however, change more quickly and are able to shape the environment for their own benefit.
3. A.Gunasekaran defines agility as the ability to survive and cope in a competitive environment with unexpected changes, which requires quick and efficient responses to market changes. In order to meet customers' requirements in a constantly changing market, a company must undertake swift actions aimed at maintaining its competitive advantage.
4. Four categories of agile abilities:
   1. **responsiveness** – this is the ability to identify changes, respond rapidly to changes either reactively or proactively; and recover from changes (sensing, perceiving and anticipating changes; immediate reactions to changes; recovering from changes),
   2. **competency** – this is an extensive list of abilities that provide a company with productivity, efficiency and effectiveness in achieving its aims and goals (strategic vision; appropriate technology or sufficient technological capability; product/service quality; cost-effectiveness; high rate of introducing new products; change management; knowledgeable, competent and empowered people; operational efficiency and effectiveness; internal or external co-operation; integration)
   3. **flexibility** – the ability to carry out different work and achieve different objectives with the same facilities (product volume flexibility; product model/configuration flexibility; people flexibility),
   4. **speed** – the ability to carry out tasks and operations in the shortest possible time (quickness in time-to-market of new products; quickness and timeliness in product and service delivery; quickness in operations – short operational lead-times).
5. Their findings indicated that agility can be achieved through strategic integration and the use of the available managerial and manufacturing methods and tools. The so-called “agile practices” implemented in an enterprise must be fully integrated with the existing practices in order to achieve the expected results.
6. The author defines an agile enterprise as an entity which is capable of seizing opportunities, therefore exploring the nature of an opportunity seems indispensable to a company's successful operations.
7. Considering agility from the point of view of the life-cycle of an opportunity, the author formulates the following attributes which make a company agile:
   1. **perceptiveness** – a company's ability to quickly identify market opportunities and any threats occurring in the environment,
   2. **flexibility** – a company's ability to assess the suitability of the resources it has and those it needs to obtain from the environment in order to take advantage of favourable situations (the degree of access to potential opportunities is connected with a company's specialisation, i.e. access to resources),
   3. **intelligence** – a company's ability to evaluate favourable situations, make choices, react to them, as well as effectively developing their own resources or obtaining resources from the environment to make a given opportunity available to the company,
   4. **shrewdness** – a company's ability to overcome problems connected with taking advantage of opportunities at the operational level, which includes reconfiguring the resources available as well as initiating and modifying the necessary actions and constantly monitoring their implementation.
8. The changing conditions in which business entities operate mean that contemporary companies face the challenges of creating value in collaboration with customers, being able to adapt to the changes as well as quickly responding to customer needs. A company which possesses such skills can be called agile and is treated as a new business paradigm
9. *Analyzing the content of the few publications relating to research into business agility, it can be concluded that the basic issue in dispute in this regard is how to measure agility. Scientists working in this field have still not reached a consensus on the best method for measuring agility.*
10. **  
    1. **Acuity**, involves the ability to quickly observe market opportunities and any threats resulting from the environment as well as being able to classify situations as favourable or unfavourable.
    2. **Flexibility**, which involves the ability to reconfigure existing resources and the ability to initiate and modify the necessary measures as well as appropriately control their implementation
    3. **Resourcefulness**, which involves the ability to assess the adequacy of resources and to obtain them from the environment. The ability to identify the necessary resources in order to exploit market opportunities involves assessing the adequacy of a company's own resources (development of existing resources) as well as a possible decision to acquire resources from the environment.
    4. **Strategic leadership**, which involves the ability to combine a visionary capacity with operational management; i.e. developing and spreading ideas but also being able to implement those ideas in the company, taking into account their limitations. In other words, this is an integration of philosophical thought (focusing on the overall vision, intuition, beliefs and values) and the reality (tangible and intangible resource constraints) of a company