

Click to be Agile

The first step in your agility journey



Assessment results report

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Congratulations!

You have made your first step in your business agility journey.

In these challenging times, understanding where you are in the agility journey is a great start. By understanding where you are in this process, you can then set a course of action to redefine longer-term improvements to your business.

Ultimately, you can become much better at reacting to changes in the external environment and ensuring that you evolve and get better as a business.

To aid this, IDC has created a set of recommendations, based on the stages you are at across the different elements of agility. Based on the answers you provided, IDC places your business at **Stage 2** in its overall agility journey. IDC refer to this stage as **Agile Mover**.

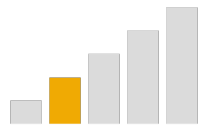
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This report includes:

- Your Overall Assessment
- Strategic Planning
- Processes
- Customer Relationships
- Suppliers & Distributors
- People Experience (HR)



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STAGE 2 - Agile Mover

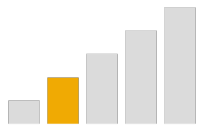
The digital economy, international competition, and a need to be able to react to unforeseen forces, represent both challenges and opportunities for fast-growing start-up companies like yours.

You have the potential to adapt to the needs of the market faster and more accurately, as well as innovate more rapidly than larger complex organizations.

Based on your responses to the agility measurement tool, IDC places your business at Stage 2 overall, and classes your business as an **Agile Mover**. This is the second stage in the journey to agility, and while there may still be a lot to do, you have made some progress, or have approaches in place that will make it easier to become even more agile in the future.

Focusing on making changes to the way you plan, manage people and processes, deal with suppliers and distributors, and use customer insight will have real and lasting impacts on being more adaptive and flexible. This will enable your business to seize opportunities and drive competitive advantage.

IDC has provided you with a breakdown of your results to enable you to understand where you are behind in this process, as well as specific recommendations on what can be done to drive continued and successful change.



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STAGE 2 - Agile Mover

In terms of strategic planning agility, IDC places your business at Stage 2. Below are some elements to think about, as well as recommendations on how you can improve this area of your business.

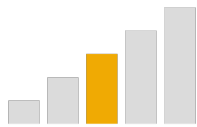
According to IDC research, more than half of all businesses are in the first 3 stages of strategic planning agility.

The biggest problem in this stage is typically the lack of alignment in the planning process across the different lines of business (finance, operations, HR, marketing, sales, etc.). When everyone is pulling in different directions, there is a tendency to waste resources. There is also a real difficulty in getting anything done.

IDC has defined some key areas for you to focus on to make immediate and lasting improvements.

Recommendations:

1. Having a single strategy across all business functions will align the entire organization towards an agreed direction of travel. To achieve this, you need to create a cross-functional board for strategic planning, one that involves Management, Finance, HR, Operations, Marketing, Sales and even wider business partners (where possible).
2. This cross-domain board must not only use data based on past performance (such as sales, demand changes, and operations), but also market trends with a view on future opportunities that might appear on the horizon.
3. There is also a need to invest in technologies that provide a total view of performance across the entire business. These could be ones that will eventually become better integrated and give your business a single view of what is happening day-to-day and better able to make predictions.



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STAGE 3 - Agile Transformer

By assessing your approach, IDC concludes that you are at Stage 3 in your Process agility. IDC has provided some elements of consideration and recommendations specific to your business.

A truly agile organization has processes (or "ways of working") that are both well-defined and flexible. As a result, they can accommodate unique customer requirements and fluctuations in demand, as well as drive efficiency and speed of execution.

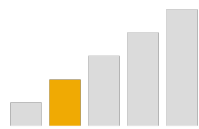
Keep going, you're at Stage 3 of process maturity and although you've come a long way, there is still room for improvement. Addressing some key things will have big impacts on your business.

At this stage, most organizations have streamlined and standardized their business processes, but the speed of change in the digital economy requires business processes that can continuously adapt.

Here are some ideas to help drive agility in processes within your organization:

Recommendations:

1. The first step towards adaptability is automation. This releases people from repetitive tasks to focus on higher value activities. Look at the processes within your organization that could be automated or at the very least streamlined. This will enable people to work on value-adding activities, such as customer engagement, innovation, or improvements. The business will also become much more adaptable to changes. In short, agility leads to even better ways of dealing with change.
2. Evaluate how you can automate processes to improve the flow of information across the business. Making certain processes more digital means you can capture data that may lead to even more improvements. Things you didn't know were problems become obvious and you can address them more easily. Similarly, you can spot opportunities better and act on them.
3. Develop process charts that could help you understand performance against certain key metrics (measurement of the business). Better still, make these charts visual, so people can see patterns and understand them more easily. This could be things like delivery times, or the delays caused by failures in processes. Share these measurements with the wider business, including all employees, not just management.



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STAGE 2 - Agile Mover

In terms of Customer Relationship agility, IDC places your business at Stage 2. As a result, IDC has created a set of key recommendations specific to your business.

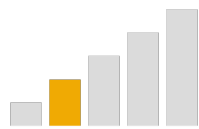
Customer-facing employees are the best placed to understand what customers want and how this is changing. Agile organizations are very good at feeding this information back into the business, enabling product and service delivery to respond quickly.

You are in the second stage of customer relationship agility. Your approach might be a little slow in reacting to customer needs. Typically, organizations at this stage have some level of ability in adapting products and services to specific customer requirements. At the very least they can adjust processes to meet changing customer requirements. Often, however, the time to respond is too long and this may result in your falling behind your competition.

So, what can be done? IDC has provided some key recommendations for improving customer relationship agility.

Recommendations:

1. Understand the balance between standard products and services and customized products and services. You may have a volume-based business, but ask yourself if this is a sustainable business model for the future? Create a portfolio of the most profitable products and services and align these to common customer requirements.
2. Once you have enough data, perform a financial assessment on the extra cost and effort required to add those variations to your product/service portfolio. You may feel that there is not enough demand to make these changes, but you need to understand this first in order to make that decision.
3. In parallel, it is important to create a central database of customer information that is used to provide visibility of customer needs to the people that work in the front and back office. Start asking customers for feedback and start acting on it.



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STAGE 2 - Agile Mover

Based on the results you provided, you are at Stage 2 when it comes to measuring the agility in the way you work with suppliers and distributors. IDC has provided some elements of consideration and recommendations specific to your stage of agility below.

Agile organizations can scale operations (up or down) to meet fluctuations in demand. Leveraging your suppliers and partners to provide instant scale is an art that must be mastered in order to become a truly agile business.

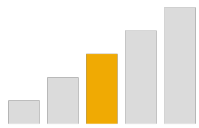
Organizations at this stage may be communicating regularly with suppliers and distributors, but it is often transactional and one dimensional. Marginal improvements to issues may happen, but there is limited structure to this, and it happens irregularly. Very few issues and concerns are formally captured to ensure they are dealt with.

Another common feature is that minimal flexibility has been built into the relationship. Speed of change is largely based on the type of change requested, with easier changes handled locally, without a uniform approach across the entire business.

But do not panic. Small changes can make big differences at this stage.

Recommendations:

1. Start by moving from irregular information sharing with suppliers and distributors, to one of standardized touch points and a timetable for exchange. Be the one leading the communication of business requirements and the need for flexibility. Be the example of how you want partners to behave and be clear on what you want from the relationship.
2. Create policies and processes to increase information and insight sharing with partners involving relevant departments and stakeholders.
3. Design frequent review points to anticipate future problems and streamline existing bottlenecks. Show the suppliers and distributors that they are central to your business and that your future is together.
4. Investigate their ability to be agile, as well as their plans to become more flexible. You will learn from them! Share your intention and gather feedback on their reaction to it.



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STAGE 3 - Agile Transformer

With People Experience so critical, you will be interested to know that you are at Stage 3 in your capability. IDC has provided some key elements for consideration below.

End-to-end business model agility is not possible without agile people. Agile people can only be enabled with the support of processes and management.

You are at Stage 3 of your agile people experience, and more than likely you have created cooperation and information sharing between departments. While this is great progress, you may not be fully aligned.

Typically, organizations at this stage have a standard performance evaluation of employees. Inputs for this are gathered from their direct managers, but also from other colleagues.

Stage three is often the most difficult time; where an organization is making the biggest changes to move into a truly agile workstyle. IDC has provided some key considerations to help you continue this transformation of your business.

Recommendations:

1. Rethink the way different departments use information about your people. One way to do this is to focus on employee experience and how this differs between departments. Identifying when people are unhappy can lead to better insights on problems. More engaged staff are more productive but are also more likely to work in ways that are agile and focused on adapting to change.
2. Look at ways you can encourage agility between functions and roles. By this we mean how well departments work together and where there are tensions or issues. Build on the best practices already deployed. Call out examples where certain people and departments work well with one another. Expand these learnings into the wider business.
3. Think about how you can make roles and functions more flexible. This shows employees that they can move about the business, creating much better integration of knowledge, as well as resulting in better employee retention.
4. Work with HR and managers to get a full view of the needs and strengths of employees. Evaluate project success and customer satisfaction and how they relate to measuring employee performance.