Click to be Agile
The first step in your agility journey

IDC
ANALYZE THE FUTURE

Assessment results report

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.
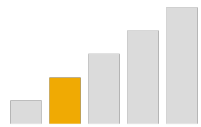IDC refer to this stage as **Agile Mover**.

To find out more about SAP for your location, click the relevant link:

Africa | Middle East | Spain | Italy

This report includes:

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

Your company scored
## 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.
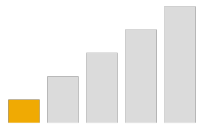
Your company scored

STAGE 1 - **Agile Beginner**

In terms of strategic planning agility, IDC places your business at Stage 1. Below are some elements to think about, as well as recommendations on how you can improve this area of your business.

Typically, organizations at this stage involve only senior managers in this activity and plans and targets are based on past performance.

IDC research shows that many organizations at this stage still view strategic planning as a reactive process. This means it is based on what has happened, rather than on what may happen in the future.

Moving forward, you need to consider changes in the external business environment, as well as begin to make changes to the way you conduct and manage your planning process.

Recommendations:

1. The speed of the digital economy requires regular planning sessions, not just once or twice a year.

2. You should also involve people from all the key lines of business. So build a cross-function team of people to be part of your strategic planning.

3. It is important to make sure that every single measure you use to assess the overall business performance (often referred to as Key Performance Indicators or KPIs) is aligned, so that all parts of the business are heading in the same direction.

4. Investigate technologies that provide this overall view of performance. These can be very effective tools to keep the strategy up-to-date and ensure everyone is aligned and facing the same way.
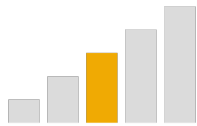
Your company scored

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.
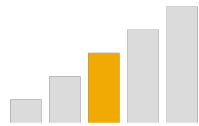
Your company scored
STAGE 3 - Agile Transformer

In terms of Customer Relationship agility, IDC places your business at Stage 3. 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 third stage of customer agility and more than likely making significant improvements in this area.

Typically, organizations at this stage already have a central database of customer insight and they use it to make changes to the business based on evolving customer needs. Next, you need to be able to start responding to customer requirements as they happen. Or as IDC terms it, in real time.

Recommendations:

1. In order to align the organization to respond to customer needs faster, IDC recommends that new measures should be adopted across the organization. These include things like Net Promoter Score (NPS). This is a way of assessing if a customer would recommend your business to other people. This will set a new focus on delivering and exceeding customer expectations and enable you to collect more insight on what is happening, in order to make improvements.

2. Customer agility also demands that you create cross-domain teams that are focused on customer outcomes and improving customer experience and loyalty. Areas of the business that feel they are not customer-facing need to become part of that process and understand that they can impact the customer experience through their own actions. This will also engage employees in their work.

3. Create dynamic dashboards surfacing key insights on the top customer trends. Communicate these trends across the wider business (and where possible to suppliers and distributors). Gather feedback and ideas on where your business can take advantage of this insight.
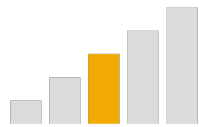
Your company scored
STAGE 3 - Agile Transformer

Based on the results you provided, you are at Stage 3 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 Stage 3 in their supplier and distributor agility are typically making some improvements and adjustments to their relationships and the way the work.

Stage 3 is often the most difficult time, when an organization is making the biggest changes and placing agility at the center of how they work with others.

A common feature is that while speed of change is helped by frequent review points, reacting to this can still be slow. As a result, change may be based on what has happened, rather than on anticipating market dynamics in the future.

In response, IDC has identified some key recommendations to address.

Recommendations:

1. Move past the regular interaction and create an open informational exchange between your suppliers and your team to manage challenges and seek common opportunities.

2. Take the first leap into real integration, starting (if you have not already) with integrating planning insights and data from demand cycles and seasonal inputs, for example.

3. Open a channel of communication with your distributor and their customers, or with your direct customers. Involve your suppliers in these conversations.

4. Share demand planning with suppliers to show where and when there could be changes in demand and begin sharing your intention to become more flexible and agile. Be upfront with your intention to be a truly agile business and get them onboard with your roadmap.
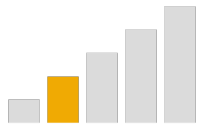
Your company scored
STAGE 2 - Agile Mover

With People Experience so critical, you will be interested to know that you are at Stage 2 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.

Organizations at Stage 2 may have some form of communication and information sharing with employees, but it is often top down from senior management. Little information is gathered from employees on their experiences. In many cases the ideas they have on ways to improve their role and the business overall are lost or ignored.

Performance evaluation is often based on manager feedback alone and little is done to encourage agile thinking or agile ways of working. The good news is, many of these issues can be addressed and resolved quickly.

Recommendations:

1. Learn from local best practices. By this we mean areas of the business where employees are engaged and work in agile and flexible ways. IDC research shows that employees working towards a common goal and being allowed the flexibility to be more creative in solving problems and producing new ideas are likely to be more engaged and productive.

2. Put structures in place to collect feedback from internal teams on how well they are reacting to change. Specifically, how quickly can things that are problems be solved. Identifying them may be easy. Your challenge may be fixing them and making the changes stick.

3. Integrate employee planning (the process of deciding where to focus your employees) with information from the wider market, customers, partners, and general feedback. Work with employees to find the best direction, or where the most value will be gained from their time and energy.

4. Look to expand the performance measures you place on employees to focus on agility and flexibility.