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 3** in its overall agility journey.
IDC refer to this stage as **Agile Transformer**.

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

Africa I Middle East I Spain I Italy

This report includes:

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

Click to be Agile - The first step in your agility journey

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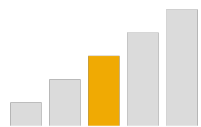
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STAGE 3 - **Agile Transformer**

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 market forces much more quickly than other organizations like yours, as well as innovate more rapidly than larger more complex organizations.

Based on your responses to the agility measurement tool, IDC places your business at **Stage 3** overall, and classes your organization as an **Agile Transformer**.

Your organization's agility journey is well underway, or you have a solid foundation from which to build ever greater agility and reactivity to change in the market and ways of doing business.

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 may still be behind in this process, as well as specific recommendations on what can be done to drive continued and successful change.
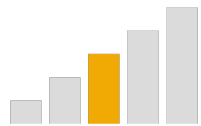
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STAGE 3 - **Agile Transformer**

In terms of strategic planning agility, IDC places your business at Stage 3. Below are some elements to think about, as well as recommendations on how you can improve this area of your business.

You are in the third stage of strategic planning and there is some work to be done here.

Typically, organizations at this stage in their strategic planning agility have a single strategy across the entire company, but with a short-term focus. Only looking at monthly or quarterly sales figures could result in short-sighted executive thinking. With short-term thinking, you won't see disruption coming and the organization will not be able to effectively respond to it.

IDC has outlined some key areas of consideration that will help you improve strategic planning agility today.

Recommendations:

1. Look at your standard measures and metrics, such as revenue, profit, and productivity. These are critical to provide an overview of the business, but they show a picture of past performance, rather than what will happen in the future. Businesses with much more agile strategic planning tend to use things like Customer Acquisition Cost (CAC) and Net Promoter Score (NPS) to show the direction of travel for their business. By looking at these, you may be able to better steer your organization towards sources of growth and away from declining markets, for example.

2. Also look to invest in technologies that help you measure changes happening to the business in real time. Don't wait for weekly or monthly figures on marketing or sales activity. Look at patterns in sales over seasons or based on changes to products or deliveries, etc. These can be very effective data points to keep the strategy up-to-date and ensure everyone is aligned across different business functions.
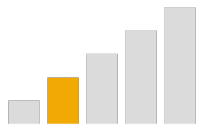
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STAGE 2 - **Agile Mover**

By assessing your approach, IDC concludes that you are at Stage 2 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.

You've taken the first step, but there is plenty of work to be done.

Organizations at this stage have typically created some level of integration across business processes, but it is unlikely that these are fully standardized. As a result, they will be difficult to change and scale quickly (if at all). You may also struggle to share information across different departments and therefore different processes (possibly due to different systems and ways of doing things).

But there are some things you can do today to make your business far more agile.

Recommendations:

1. Map out the most common places where processes meet other processes. Critically, where processes from one department or function meet another one. This is likely to be where problems are occurring and where you can make quick wins for the business. Identifying these is the first step in improving them.

2. Make sure that different departments or functions are sharing data, specifically where those intersection points are happening. Do the different parts of the business understand what each other are doing? By focusing on this you can create much greater levels of agility, as well as anticipate changes in each other's ways of working.

3. Create an approach to eliminate process bottlenecks at the intersections. Too few businesses take the time to find bottlenecks in all areas of the business, let alone try to eliminate them. Too often this is seen as operations, but many functions have the same issues and need to address them together. This is a quick win!
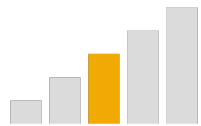
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STAGE 3 - **Agile Transformer**

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.
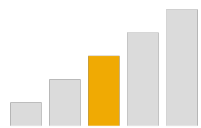
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STAGE 3 - **Agile Transformer**

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.
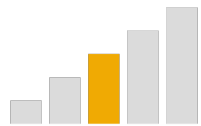
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STAGE 3 - **Agile Transformer**

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.