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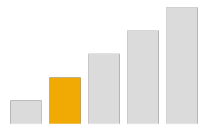IDC refer to this stage as **Agile Mover**.

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)

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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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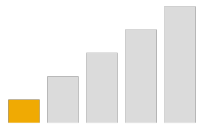
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STAGE 1 - **Agile Beginner**

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.
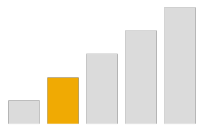
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STAGE 2 - **Agile Mover**

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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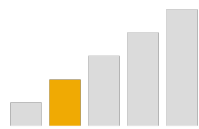
STAGE 2 - **Agile Mover**

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.
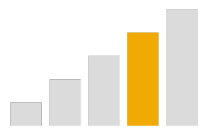
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STAGE 4 - **Agile Accelerator**

Based on the results you provided, you are at Stage 4 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.

You are at Stage 4. This is an advanced stage of maturity in terms of supplier and distributor agility. You have made great progress.

Organizations at Stage 4 are typically sharing a lot of relevant data with their supplier and distributor network. As a result, agility and reaction times are greatly improved. For many, built-in flexibility and agility can respond to demand cycles and business conditions and shared information is used to plan flexibly around operations.

But more can be done. IDC has provided some specific recommendations so that working with suppliers and distributors can support even greater agility.

Recommendations:

1. Integrated planning sessions and the use of analytics tools can help to project and incorporate fluctuations in the market. This will help your suppliers be prepared to support you when needed. This will also ensure your distributors understand when and what is coming down the line.

2. At this level, quicker reaction times for distributors are achieved based on constant feedback and should also be based on planning insights.

3. You may still need to fine tune and enable channels of communication and ensure the whole business is feeding and receiving this insight.

4. Measure, improve, and pursue a continuous information loop that involves the entirety of the supply and distribution chain. Invest in policies and tools that would allow real-time reaction. This is the means of improving customer experience and minimizing disruption in order to continue to drive competitive advantage.

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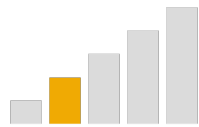
STAGE 2 - **Agile Mover**

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.