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 5** in its overall agility journey.
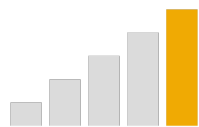IDC refer to this stage as **Agile Master**.

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)

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STAGE 5 - Agile Disruptor

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.

Based on your responses to the agility measurement tool, IDC places your business at Stage 5 overall, and would refer to your business as an Agile Disruptor.

Your organization's agility journey is very much advanced, and you are top of the table in terms of IDC's agility measurement score. This may be planned, or you simply created a business that addresses these principles. Either way, you have a solid foundation from which to build ever greater agility and reactivity to change in the market and ways of doing business.

Many at Stage 5 have built a culture of agility into everything they do and have buy-in from the employee base, as well as suppliers, distributors, and customers.

IDC refers to companies such as yours as Agile Disruptors because you are now able to drive change and disruption in the markets in which you operate. More specifically, you have the potential to influence the way others work with you and the way your customers purchase your goods and services.

But don't rest! Despite your success, continuing to make 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 even more opportunities and drive even greater levels of competitive advantage. If you do not, the competition will catch up with you and fast.

IDC has provided you with a breakdown of your results so you can see if you are behind in any of the areas, along with some specific recommendations on what can be done to drive continued and successful change into the future.

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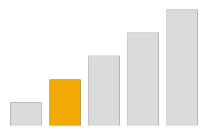
STAGE 2 - **Agile Mover**

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.
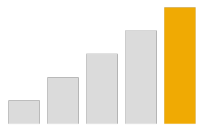
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STAGE 5 - Agile Accelerator

By assessing your approach, IDC concludes that you are at Stage 5 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 have made it to the ultimate stage of process agility. You have developed flexible, intelligent, and integrated business processes, but this is where it gets very interesting.

Although you have developed agile processes within your own organization, the next level of benefit will come from connecting these processes to your suppliers, distributors, partners, and customers. IDC has outlined some key recommendation to build even greater levels of agility.

Recommendations:

1. Develop an overview of your strategic partners, suppliers, and customers and which of your processes would benefit from even greater integration into theirs. This is about creating even more agility by being able to move with these partners as you react to changes in the business environment.

2. Begin to innovate with your partners, suppliers, and customers. Create an environment where you share early ideas and work together to create new products and services and ways of doing business. Also, making sure this approach is agile and can move quickly as the demands of the environment change.

3. Develop a combined technology strategy with your ecosystem. This will be essential to making this happen and will create even closer links between the organizations involved.
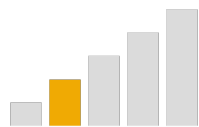
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STAGE 2 - **Agile Mover**

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.
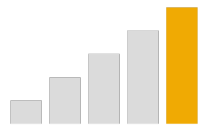
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STAGE 5 - **Agile Accelerator**

Based on the results you provided, you are at Stage 5 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 5 and top of the group when it comes to the agile way in which you work with your suppliers and distributors.

Organizations at this stage have continuous, transparent, and proactive information exchanges with their suppliers and distributors. Many have integrated their systems and understand each other's businesses in depth. The speed of change at this level is near real time, with all tools allowing for the quick gathering and dissemination of information between all interested parties.

While you may be top of the class, ask yourself if the relationship with your suppliers and your distributors is the best it can be? Critically is it as transparent and proactive as you would like it to be? Think about what else you could be doing.

Recommendations:

1. Revisit and smooth over differences in deployment with suppliers. Build a culture around agility and flexibility by pointing to areas that could still be improved and ways you can work together to gain even greater agility.

2. Focus on marginal improvements in the distribution network. Things that appear to be insignificant may add up to large-scale gains. Improve the feedback process and further reduce the time it takes for you and your partner to react.

3. Ensure your business has an open channel of communication and can pass near-real–time requirements to the supplier network.

4. Continue to build open and frequent communication with the distributors based on cooperation and mutual information sharing. Now focus on predictive planning to anticipate market changes and offer more flexibility to customers. This will create even greater competitive advantage.
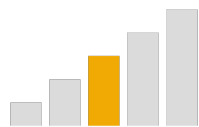
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STAGE 3 - **Agile Transformer**

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

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relate to measuring employee performance.