IDC SME Analysis Tool

The first step in your agility journey

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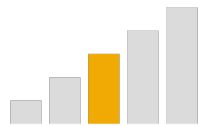IDC refer to this stage as **Agile Transformer**.

**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)

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Your company scored
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.
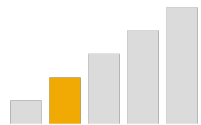
Your company scored
STAGE 2 - Agile Mover

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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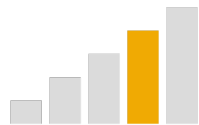
Your company scored

STAGE 4 - **Agile Accelerator**

By assessing your approach, IDC concludes that you are at Stage 4 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.

Organizations at this stage tend to have end-to-end automated business processes, allowing them to manage the flow of information across the whole business. This also enables them to make key decisions based on that information.

But there is always room for improvement and always the need to drive even greater competitive advantage. Delivering "innovation at scale" (constantly turning new ideas into actual business processes) will move you to the final stage.

Recommendations:

1. If you are not already doing so, assess your critical processes in relation to external factors (seasonal peaks, customer order times, external weather data, for example). Ensure that this data is not held within each of the business silos (operations, sales, marketing, distribution, etc.) but communicated across the business to be used by everyone.

2. Explore the use of machine learning algorithms that analyze these data sets and provide next best actions in your various business processes. This may seem like a giant leap, but many technology partners will be able to provide this as a proof of concept for you to explore. Focus on one or two parts of the business and see what impact this can have.

3. Develop process visualization charts (ways of providing visual representations of the processes happening in your business). This may highlight performance issues and where quick wins could be made. Share these charts and metrics with the wider business, including all employees, not just management.
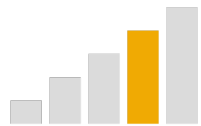
Your company scored

STAGE 4 - Agile Accelerator

In terms of Customer Relationship agility, IDC places your business at Stage 4. 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 have been placed at Stage 4 in your customer relationship agility. This is an advanced stage of maturity and you are on the right track. Typically, organizations at this stage are successful at responding to customer requirements in an agile way. But the pace of change in the digital economy requires real-time delivery of products, services, and experiences.

As a result, there is still more that can be done to make even greater improvements.

Recommendations:

1. Making changes to products and services in real time (or because customers have requested them at the point of purchase) is a key feature of agility. Many large enterprise organizations are enabling customers to determine many additional features of the products and services they consume. This includes manufacturers as well as service providers. Moving to the next stage requires intelligent systems that analyze historic data to anticipate future customer needs, as well as manage this through finance, operations, and customer services.

2. This should also be based on an integrated customer platform that transforms real-time data into automatic alerts and actions across the business. This requires an integrated approach to delivering on customer requirements and much better communication across your entire business.

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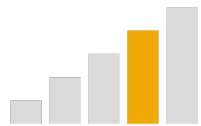
Your company scored

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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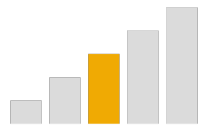
Your company scored

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.