

Click to be Agile

The first step in your agility journey



Assessment results report

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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**.

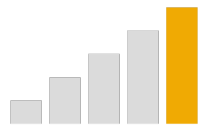
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This report includes:

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



Your company scored **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.

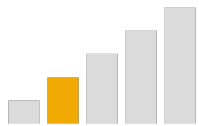
Your organization's agility journey is very much advanced, and you are top of the table in terms of IDC's agility measurement score. This may be planned, or you simply created a business that addresses these principles. Either way, you have a solid foundation from which to build ever greater agility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



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.

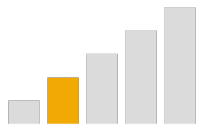
According to IDC research, more than half of all businesses are in the first 3 stages of strategic planning agility.

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.



Your company scored **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.

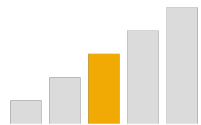
You've taken the first step, but there is plenty of work to be done.

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!



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.

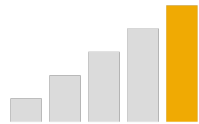
Customer-facing employees are the best placed to understand what customers want and how this is changing. Agile organizations are very good at feeding this information back into the business, enabling product and service delivery to respond quickly.

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 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.

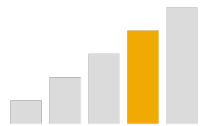
You are at Stage 5 and top of the group when it comes to the agile way in which you work with your suppliers and distributors.

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.



Your company scored STAGE 4 - Agile Accelerator

With People Experience so critical, you will be interested to know that you are at Stage 4 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 4 of your agile people experience, and more than likely you have frequent communication and information sharing with employees, as well as ways of gathering feedback on a continuous basis.

Organizations at this stage typically have faster reaction times to change and can easily coordinate people based on changing market needs. And while you may be well aligned between employees and management, you may still struggle to make changes to the business as quickly as you would like. IDC has provided some key considerations to help you continue this transformation of your business.

Recommendations:

1. Continue to drive a culture of sharing and collaboration and build a business that encourages and rewards agile thinking, ideas, and continuous improvements.
2. Create a process that allows employees to access resources (people, money, time) to pursue improvements, or support being more agile as individuals, departments, and at an organizational level.
3. Make agility a key performance indicator (KPI) for the entire workforce. Measure people on how agile they are at work, based on the way they adapt to change, how they work with others and how well they generate solutions to problems and challenges. This is a big ask of you and the business, but it is critical to making agility work.
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.