The Business Agility Playbook

Models and thinking aids for digital transformation

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Market responsiveness
Organisations respond to markets based on their internal structures

Traditional organisations
Respond slowly to markets

Agile organisations
Respond rapidly to markets
Defining Context

Organisations die when they fail to respond and adapt to the growing complexity of their environment. In agile organisations, information is used to adjust and control performance continuously.

What is the context in which you are required to be agile?

- Changing economy
- Changing work patterns
- Changing tech landscape
- Changing regulations
The Business Agility Matrix

How does your enterprise sense and respond to market forces? Are you an agile enterprise?

Agile - can both sense and respond, irrespective of size

Aspirant - can sense but may not have the means to respond. Startups, for example

Incumbent - the current market leader who responds to disruption, but rarely disrupts anything

Traditional - limited ability to sense and respond

Which one of these best describes your enterprise?
Deep Innovation

Deep innovation involves all the layers
Different layers in the enterprise move at different rates. Unless your systems, processes and interfaces are agile, true and deep innovation is difficult to achieve.

Is your enterprise ready for innovation in all the layers?
Compass

Your internal compass is your fundamental belief system. It determines how your organisation is structured.

What is your internal compass pointing at?

Are you market-oriented or a social enterprise? Do you rely on innovation or efficiency to achieve your goals? These motivations define the structure of your organisation.

- **Growth Hacker**: Focused on creating new forms of customer value
- **Traditional Business**: Focused on profits for stakeholders
- **Service Provider**: Focused on quality of service
- **Thought Leader**: Focused on rallying people around an idea
Processes
Your processes define the responsiveness of your enterprise to the market

Your processes rely on a combination of data and decision making. Workflow automation and business applications can impact both.

**Data**
How extensive is your data map?

**Events**
How are events triggered in your organisation?

**Decisions**
How data-driven are the decisions inside your organisation?

**Strategy**
How soon can you pivot your strategy based on fresh market information?
Interfaces

Your customer touchpoints and journeys determine the experiential value of your enterprise.

Your customer’s journey and experience along the way determines the success of your enterprise. Your business usually has several touchpoints to interface with your customer.

**Customer Experience**
Do you have an omnichannel CX strategy? How are your internal processes aligned to delivering customer experiences?

**Customer Journey**
Do you have a well defined customer journey map? Do you use the data from various touchpoints as feedback for your business processes?
Mixability
Is about functions. How can your business be defined as ‘functional units’? How can these units of the business be be ‘re-mixed’ at will? Think APIs.

Flexibility
Is about processes. How quickly can your business processes recombine to adapt to a new market demand? Think workflow automation and business apps.

Scalability
Size and scale. How rapidly can your business invest resources in a desired direction? Think Cloud.

Adaptability
Is about interfaces. How quickly can your business adapt its interfaces with both its internal and external customers? Think Omnichannel.

Can your grade your enterprise along these four levers of agility?
Agility is a prerequisite for digital transformation and innovation. WaveMaker helps enterprises become agile.

- De-silo your departments
- Develop business apps
- Deploy apps at scale
- Distribute across the enterprise

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