

ASSESSMENT OF ORGANIZATIONAL AGILITY: ADAPTATION AND VALIDATION OF THE SCALE FOR APPLICATION IN TURKEY

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ABSTRACT

Purpose- Organizational agility is a critical dynamic capability necessary for organizations that compete in today's rapidly changing business conditions. In the literature, there are multiple perspectives to draw the borders for an organization's ability to be agile. Although Organizational Agility is a well-established concept in studies executed in U.S. and Europe, researches performed in Turkey still lack focus on agility dramatically. In order to fill this gap, this study is intended to adapt and validate the measurement scale of Lee, Sambamurthy, Lim and Wei (2015) to be used for companies operating in Turkey.

Methodology- Lee et al. (2015) formed a 12-item scale to measure the components of organizational agility which are "proactiveness", "radicalness", "responsiveness" and "adaptiveness". Items to measure these components are translated into Turkish and reviewed for clarity, comprehensibility and risk of ambiguity by the linguistic professionals and academicians in the field. Finally, the scale is tested on a sample of 320 employees in managerial positions of companies that are operating in Turkey.

Findings- 12-item scale is tested through exploratory factor analysis to check for any differences in the items' distribution between the components of the construct. Four factors are formed parallel to the original scale representing proactiveness, radicalness, responsiveness and adaptiveness. As a consequence of very close factor loadings under two different components, one item from the adaptiveness factor is removed. The reliability values of all factors were above the necessary thresholds in the literature. In order to confirm the results of the EFA, AMOS is used for the confirmatory factor analysis and the results showed a very high model fit. Subsequently, discriminant validity and convergent validity tests are executed showing satisfactory output with no errors.

Conclusion- The results show that the scale of Lee et al. (2015) can be used to measure the organizational agility of companies in Turkey. For their future studies, researchers can execute these scales on managerial level employees (since organization-wide information is required) to assess the levels of four dimensions of organizational agility.

Keywords: organizational agility, proactiveness, radicalness, responsiveness, adaptiveness

JEL Codes: M10, M16, M19

1. INTRODUCTION

The emergence of the 4th industry revolution boosted the change rate for every parameter in the external environment of the organizations. Harraf et al. (2015) state that "agility in the 21st century is no longer a matter of choice for business organizations". New technological innovations, novel business models, and economical fluctuations in the industries changed the texture of the markets dramatically (Zitkiene and Deksnys, 2018). While these fast and frequent changes are seen as opportunities by some companies, they also can be perceived as critical threats by others. In order to comply with these changes, organizations are required to be always on the alert. An organization's ability to detect, make quick decisions, and move its human capital quickly has become essential, as has its ability to execute tasks quickly (Nafei, 2016).

While achieving high competitive strength and enhanced business performance is a significant challenge for companies (Walter, 2021), it is also an additional trial for them to establish this quickly. Thus, the firms that fail to be agile risk losing a market share and their competitive edge as a result of ineffectiveness in their operational execution (Rafi et al., 2021).

Awareness and identification of these changes are as vital as the response time and adaptation to keep the competitive advantage in the market. Hence, in recent years, the organizational agility concept increased its importance in the academic literature for detailed studies to investigate the organizations' reaction velocities, proactive abilities, and quick adaptation capabilities to stay alive in this hypercompetitive environment.

The necessity of continuous proactiveness created the need for being able to measure the levels of agility in organizations. Accordingly, this study focused on adapting and validating a well-established scale to be used for Turkish companies.

The following parts of the study will proceed as follows. In section two, multiple definitions present in the literature will be reviewed to emphasize the different points of view. In section three, different organizational agility constructs will be reviewed to show the different subdimensions of the variable. In section four, subdimensions for the model of Lee *et al.* (2015) will be reviewed to accentuate the differences. In section five, information about the research methodology will be presented and demographical statistics will be interpreted. In section six, EFA, CFA, convergent and discriminant analysis results will be presented. Lastly, in section seven, research results will be discussed in the light of the studies in the literature and the limitations will be overviewed.

2. DEFINITIONS OF ORGANIZATIONAL AGILITY

The Iacocca Institute's report in 1991, which asserts that the contemporary parameters of competition criteria are: "continuous change", "rapid response", "quality improvement", and "social responsibility", drew attention to the agility concept (Sharifi and Zhang, 1999). While the concept initially covered only the manufacturing field, the limits were expanded further in later studies. Goldman *et al.* (1995) defined agility as an organization's capacity to function profitably in a competitive environment with constantly reshaping client patterns while Yusuf *et al.* (1999) stated that agility is "A successful exploration of competitive bases (speed, flexibility, innovation, proactivity, quality and profitability) through the integration of reconfigurable resources and knowledge management to provide customer-driven products and services in a fast-changing market environment. Mrugalska and Ahmed (2021) defined agility as "the dynamic capability of an organization which helps it to manage a change and uncertainties in the environment".

In addition to these perspectives, Menor *et al.* (2001) argued that in order for an organization to be agile it needs to possess the ability to thrive in "quality", "delivery", "flexibility", and "cost" all at the same time in a cohesive manner. Sambamurthy *et al.* (2003) defined organizational agility as the ability of a company to quickly restructure current processes and develop new processes in order to benefit from and survive in extremely volatile market conditions. Parallel to Sambamurthy *et al.*, Mathiyakalan *et al.* (2005) argued that agility is an organization's capability to notice opportunities and threats in the external environment and thereby generate focused and timely responses to its customers and stakeholders by establishing resources, processes, and strategy modifications.

Researchers are unable to compare their findings because of the fundamentally different perspectives on the primary research object, which is a major problem in the context of organizational agility research (Podsakof *et al.* 2016).

3. COMPONENTS OF ORGANIZATIONAL AGILITY

Although there are many studies in the literature focusing on the concept, there is no consensus on a single point of view to measure and analyze the agility capabilities of an organization. While there are numerous perspectives Sharifi and Zhang (1999) formed a foundational framework to explain the parameters regarding agility capabilities, agility drivers and agility providers. In this model, it is underlined that an organization needs such capabilities as responsiveness, competency, flexibility and speed to react to the changes occurring in the external and internal environment. Sambamurthy *et al.* (2003) argued that there are types of agility that an organization requires to achieve as customer agility, partnering agility and operational agility. Customer agility refers to an organization's ability to identify the customers' needs in order to explore and exploit opportunities to create appropriate innovations. Partnering innovation represents the quick reactions to use suppliers, distributors and manufacturers' quantitative and qualitative resources and competencies. Operational agility refers to the ability to leverage innovative opportunities with speed, accuracy, and cost-effectiveness. Overby *et al.* (2005) proposed a simpler and more fundamental approach to the concept of organizational agility in their research by identifying components of enterprise agility as sensing capability and responding capability.

In their study, Sambamurthy *et al.* (2007) argued that organizational agility needs to be studied in two distinctive dimensions as entrepreneurial agility and adaptive agility. While entrepreneurial agility focuses on the sensing and proactive action-taking ability of the organization, adaptive agility represents the rapid response and adaptation ability to the changes occurring in the external environment. Sambamurthy *et al.* (2007) proposed these two main factor agility construct with 6 secondary level factors which are "proactiveness", "preemptiveness", "radical innovativeness", "reactiveness", "resilience", and "incremental innovativeness". Sambamurthy *et al.* (2007) updated this organizational agility construct in their following study (Lee *et al.*,

2015). While they kept four of the six dimensions, they made some modifications such as removing distinctive agility types of entrepreneurial and adaptive agility. The remained four dimensions are gathered under one main construct as organizational agility and preemptiveness and resilience secondary level sub-dimensions are excluded from the model.

This study is based on the study of Lee et al. (2015). Thus, the adaption and validation of the scale were carried out using the proactiveness, radicalness, responsiveness and adaptiveness framework.

4. FRAMEWORK OF THE ORGANIZATIONAL AGILITY

With the contribution of multiple studies, Lee et al. (2015) managed to explain the organizational agility construct with four main components. These components represent an organization's capability to act and adapt to rapid environmental changes. Being able to take proactive action, responding fast and accurately, adapting to numerous technological innovations, economic fluctuations, and market changes ensure that the company can remain profitable in the short and medium-term and be sustainable in the long term.

4.1. Proactiveness

Miller and Friesen (1983) argue that proactive organizations shape their environment by the constant introduction of new products, technology, administrative methods, and so on, whereas a reactive organization responds to these trends. In a smaller firm, a reactive strategic planning may be effective, but as the firm expands, it may be imperative to take a more proactive approach (Ramanujam and Venkatraman, 1987). Lumpkin and Dess (1996) state that the first mover can collect extraordinarily high revenues and get an early start on creating brand awareness by leveraging market asymmetries. As a result, taking initiative by anticipating and chasing new opportunities enable the organization to make proactive decisions. Firms with more aggressive value propositions may be more proactive in launching strategic moves to capitalize on the opportunities of emerging markets (Sambamurthy et al., 2007).

Najrani (2016) explains proactive action taking as follows; an organization that does possess the capability to be proactive recognizes a new market trend and permits the organization's plan to alter to maximize profit while the company's sales team notices a new pattern in this situation. The proactive reaction inside an organization can be classified into two parts: organizational anticipation and innovation, which relates to the tendency to accomplish new things as well as the capability to do old things differently. These components must be in harmony with one another and with the elements of the reactive response (Triaa et al., 2016).

4.2. Radicalness

With the theoretical background of Miller and Friesen (1983) and Zahra and Covin (1995), Lee et al. (2015) define radicalness as an organization's ability to make radical strategic shifts by applying new business models in order to penetrate new or emerging markets. In previous studies, the "radicalness" factor was named as radical innovativeness (Sambamurthy et al., 2007). While a radical or disruptive innovation profoundly alters the way a business operates, an incremental or sustaining innovation integrates into the corporation's current operations (Sambamurthy et al., 2007).

Lee et al. (2015) specified several measures in their scale to determine the level of radicalness of an organization. The first of these criteria is the tendency of the organization to venture into high-risk projects that can yield high returns. Secondly, engaging in business experimentation although the returns are questionable is accepted as a measure of radicalness in the organizational agility capability (Lee et al., 2015). Furthermore, in addition to these items, the fact that firms allocate resources for fundamental changes in order to shape the market and retain their competitive advantage is defined as an important indicator of radical innovativeness by the authors (Lee et al., 2015).

4.3. Responsiveness

Organizational agility manifests itself in reactive actions as well as proactive actions (Dove, 2005). While being proactive as an organization shows the ability to act before the changes occur, being responsive shows the fast reaction time after the unforeseen changes occur in the environment. In contrast to proactive actions, which are mostly innovation-based and put the organization in a leadership position, reactionary moves are required in order to maintain viability and competitiveness (Overby, 2005).

Lee et al. (2015) explained the responsiveness of an organization as a market-based capability that focused on sensing the opportunities in the industry. Awareness of the customer needs, market changes and environmental opportunities (regulation updates, global parameters) enables an organization to respond to these changes faster than their competitors since they get the advantage to reshape their strategies and allocate their resources accordingly. Akkaya et al. (2019) state

that customer needs and requests may change over time due to technological and environmental changes. The necessity to react to these changes creates the need for being responsive as an organization.

4.4. Adaptiveness

Effective organizations may be successful in a stable world. However, in an ever-changing environment, organizations must also be adaptable. While efficiency entails managing ordinary, adaptability entails mastering the process of intentional routine change (Basadur et al., 2014). Changes in the environment are inconsistent, and organizations must retain the versatility and skill to adapt immediately to environmental contingencies. In an uncertain environment, organizations require an effective adaptive system (Niu and Lee, 2022).

Lee et al. (2015) defined adaptiveness as “the ability to adapt business models and keep up with emerging industry best practices” building the concept with the theoretical background of the studies of Rindova and Kohra (2001) and Subramaniam and Youndt (2005).

5. DATA AND METHODOLOGY

The sample used in this research is composed of employees working in managerial positions in companies operating as research and development centers throughout Turkey. R&D centers are separate business units of capital companies whose legal or business center is located in Turkey and established to carry out R&D and innovation activities of the company with sufficient R&D experience and ability (Ministry Of Industry and Commerce, 2021). For the necessity of the organizational level knowledge, employees who will answer the questionnaire are chosen among the general managers or vice managers, departmental managers or their assistants, or first-line managers.

Respondents were reached over the phone through the company information available on the ministry website. While some of them preferred to answer the entire questionnaire on the phone, some of them chose to answer it online. At the end of the data collection process, 320 complete questionnaires were obtained, of which 208 were answered over the phone and 112 were answered online. All of the respondents are provided with the aim of the research and it was confirmed that the answers will be kept confidential.

Table 1: Demographic Statistics

Variables	n	Percentage	Variables	n	Percentage
Gender			Industry Types		
Male	194	60.60%	computer and communication technologies	11	3.40%
Female	126	39.40%	durable consumer goods	2	0.60%
Age Groups			ferrous and non-ferrous metals	10	3.10%
18 - 25	14	4.40%	electric electronic	35	10.90%
26 - 35	132	41.30%	Energy	5	1.60%
36 - 45	125	39.10%	Food	13	4.10%
46 - 55	46	14.10%	air conditioning	2	0.60%
56 and above	3	0.90%	pharmaceutical	17	5.30%
Education Levels			Chemical	25	7.80%
high school degree	4	1.30%	machinery and equipment manufacturing	40	12.50%
associate degree	7	2.20%	Automotive	3	0.90%
bachelor's degree	176	55.00%	automotive supply	16	5%
master's degree	111	34.70%	Healthcare	5	1.60%
doctoral degree	22	6.90%	Defense	20	6.30%
Employee Number			Textile	22	6.90%
between 10 - 49	29	5.31%	telecommunication	5	1.60%
between 50 - 249	144	46.63%	transportation and logistics	6	1.90%
above 250 employees	147	49.06%	Software	23	7.20%
Working Years			Other	60	18.80%
1 - 3 years	116	36.30%			
4 - 6 years	88	27.50%			
7 - 10 years	44	13.80%			
11 - 15 years	34	10.60%			
16 - 20 years	23	7.20%			
21 years and above	15	4.70%			

Respondents are composed of 194 (60.6%) male and 126 (39.4%) female. While the average age of the respondents is 37 years with a standard deviation of 7.8 years, 41.3% of them are between 26 – 35 and 39.1% are between 36 – 45 years of age. According to the education responses, 1.3% of the respondents have high school degrees, 2.2% have associate degrees, 55% have bachelor's degrees, 34.7% have master's degrees and 6.9% have doctoral degrees. Respondents show a rational distribution in work years in their companies. The values show that the 36.3% of the sample has a 1-3 years, 27.5% has 4-6 years, 13.8% has 7-10 years, 10.6% has 11-15 years, 7.2% has 16-20 years and lastly, 4.7% has 21 years and above experience in their organizations.

9.1% of the companies are small-sized and have less than 50 employees. 45% of the companies are medium-sized and have a number of employees between 51 and 250. 45.9% of the enterprises are big businesses that have more than 250 employees. Companies in the sample are operating in more than 30 different industries. As for the industries with the highest percentages, machinery and equipment manufacturing industry has a 12.5% share (40 companies), electric electronic industry has a 10.9% share (35 companies) and the chemical industry has a 7.8% share (25 companies) in the overall sample.

In the following section, exploratory factor analysis is executed to see the patterns in the organizational agility scale and identify if there are any contrasts with the model of Lee et al. (2015) since the questionnaire is used in a Turkish sample for the first time. Subsequently, confirmatory factor analysis is executed to validate the results obtained from the EFA. And lastly, convergent validity and discriminant validity of the components are evaluated.

6. FINDINGS

6.1. Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a multivariate statistical method used to create and validate psychological theories and assessments (Watkins, 2018). Hair et al. (2019) state that the "primary purpose is to define the underlying structure among the variables in the analysis". Pattern identification is necessary in order to evaluate the accuracy and intelligibility of the scale. According to the main results of the EFA with varimax rotation, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was above the required limitations (.904) and Bartlett's test of sphericity is showed a significant p-value less than .001. The principal component analysis is chosen as the extraction method. Since one of the items which belong to the adaptiveness factor had high and close loading values in more than one factor, the item is excluded from the analysis. The factor loading values of the remaining 11 items are listed in Table 2.

As can be seen in the table 2, four components of responsiveness, radicalness, proactiveness and adaptiveness are extracted precisely as the model of Lee et al. (2015), pointing to no major difference is apparent in the perspective of Turkish organizations. Table 2 also shows the Cronbach's alpha reliability analyses' results for each dimension and also their respective explained variances. While all four dimensions have a Cronbach's alpha value over .70, the responsiveness dimension obtains the highest percentage of the variance explained as 64.92% while radicalness has 8.78%, proactiveness has 6.50% and adaptiveness has 5.72% of the variance explained values.

Table 2: Factor Loadings for Exploratory Factor Analysis (Varimax Rotation)

Organizational Agility Scale Items		Factor loadings			
		1	2	3	4
Factor 1: Responsiveness					
Res2	Rapidly react to emerging opportunities in markets	.803			
Res1	Rapidly react to emerging opportunities in customer needs	.785			
Res3	Rapidly react to emerging environmental opportunities (e.g., new regulations, globalization)	.761			
Factor 2: Radicalness					
Rad2	Support business experimentation despite uncertain returns		.846		
Rad1	Seek high-risk projects with chances of high return		.770		
Rad3	Commit resources to radical changes that can potentially transform markets and competition		.767		

Factor 3: Proactiveness					
Pro2	Seek new business opportunities			.831	
Pro1	Anticipate new business opportunities			.812	
Pro3	Seek novel approaches to future market needs			.671	
Factor 4: Adaptiveness					
Adpt2	Adapt existing business processes			.846	
Adpt1	Adapt existing business models			.831	
% Variance explained		64.92	8.78	6.52	5.72
Cronbach's Alpha		.921	.863	.903	.972

Note: Kaiser-Meyer-Olkin (KMO) = .904 and Bartlett's test of sphericity < .001

6.2. Confirmatory Factor Analysis

As Hair et al. (2019) state, we can use confirmatory factor analysis (CFA) to see if the measured variables accurately represent a set of theorized latent constructs. They also add that the fundamental benefit of CFA is that it allows researchers to test a specific, conceptually grounded theory clarifying how different measured variables represent crucial psychological, social, or business aspects. While EFA is being executed before the awareness of the actual construct, CFA focuses on the fitness of the obtained results from the EFA.

As for the summarization of the results, while figure 1 shows the values for the measurement model of four dimensions of the organizational agility construct, table 3 shows the fit statistics for the model. According to the fitness limitations of Hair et al. (2019), the results are satisfactory. While TLI (.982), CFI (.988) and GFI (.959) values are above .90 limitation, also the RMSEA (.058) and SRMR (.301) values are below .08 threshold.

Figure 1: Measurement Model for Proactiveness, Radicalness, Responsiveness and Adaptiveness

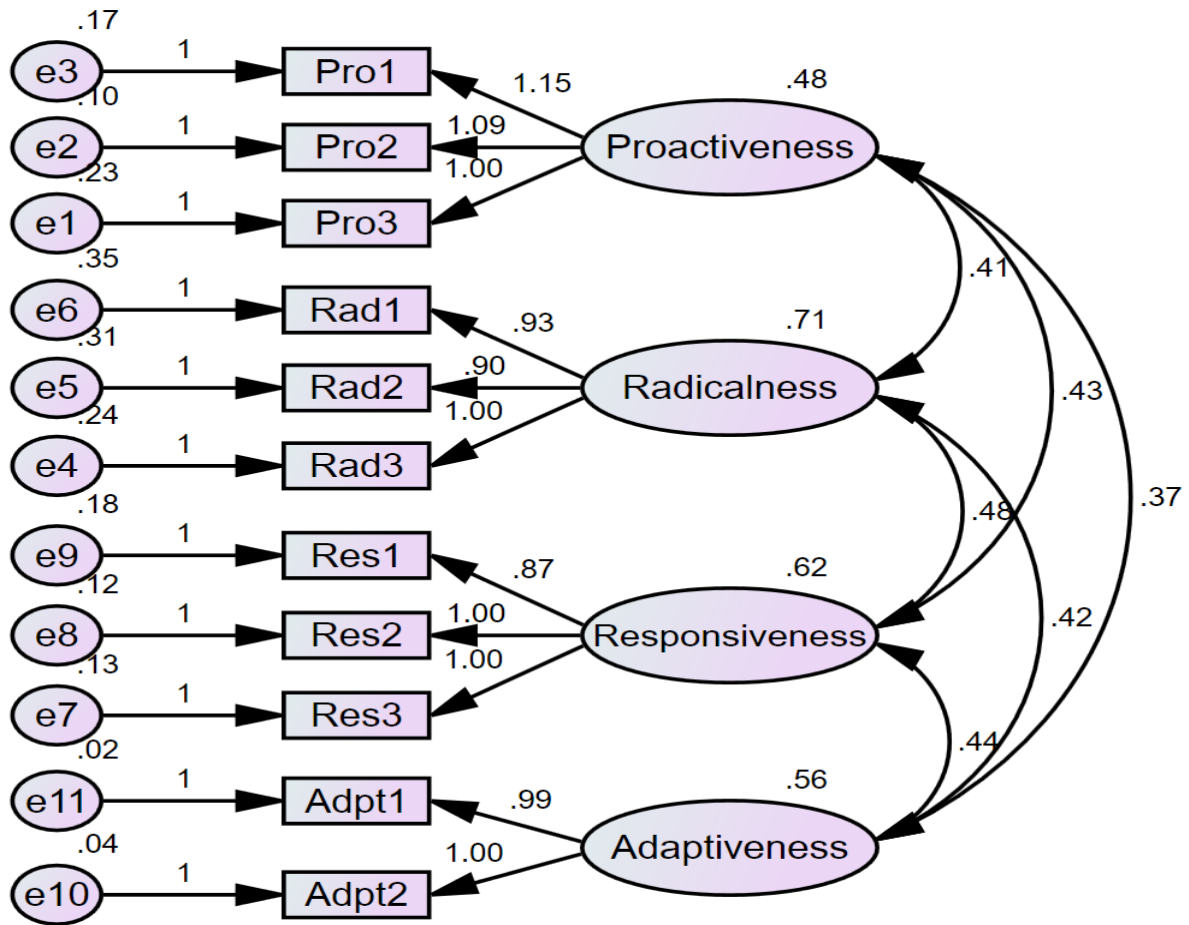


Table 3: Fit Statistics of Measurement Model

χ^2	df	χ^2/df	TLI	RMSEA	CFI	GFI	SRMR
78.984*	38	2.079	.982	.058	.988	.959	.0301

Note: * p < .05

Table 4 represents the standardized and unstandardized estimates for “proactiveness”, “radicalness”, “responsiveness” and “adaptiveness”. As it is shown in the table, all item loadings hold a value above the .50 threshold (Hair *et al.*, 2019). No further model modification is required since all fitness values of the model are acceptable.

Table 4: Parameter Estimates and Cronbach's Alpha Coefficients of Proactiveness, Radicalness, Responsiveness and Adaptiveness

Item	Unstandardized	C.R.	Standardized
Proactiveness			
Pro1	1.151	19.314	.887
Pro2	1.088	20.359	.923
Pro3	1.000		.820
Radicalness			
Rad1	.929	16.436	.799
Rad2	.897	16.583	.804
Rad3	1.000		.865
Responsiveness			
Res1	.873	21.927	.852
Res2	1.002	25.822	.917
Res3	1.000		.909
Adaptiveness			
Adpt1	.993	40.724	.981
Adpt2	1.000		.965

6.3. Convergent and Discriminant Analyses

Discriminant validity is intended to check the distinctiveness between similar concepts. In order to see if there is a satisfactory validity, firstly, the average variance extracted (AVE) scores of each factor should be calculated, and then take the square root of these AVE values for each factor respectively. Hair *et al.* (2019) state that the "standardized loading estimates should be .5 or higher, and ideally, .7 or higher, to indicate convergent validity". As can be seen in table 4, standardized estimates for each item is above the .70 threshold. And also AVE values must be above the .50 limit to represent a satisfactory convergent validity.

With satisfactory AVE values, discriminant validity can be checked. In order to confirm the discriminant validity, square root of the AVE estimates for each factor must be greater than the correlation value between those factors. As can be seen in table 5, the square root of AVE values (bold – diagonal line) are greater than the correlation values between every dimension showing the discriminant validity for each dimension combination are provided.

Table 5: Results of Convergent and Discriminant Analyses

Latent	CR	AVE	PRO	RAD	RES	ADPT
PRO	.909	.770	.877			
RAD	.862	.677	.707	.823		
RES	.921	.797	.793	.729	.893	
ADPT	.972	.973	.713	.666	.745	.986

Note: PRO: proactiveness; RAD: radicalness; RES: responsiveness; ADPT: adaptiveness; CR: Composite reliability; AVE: average variance extracted

7. DISCUSSION AND CONCLUSION

In this study, the scale for measuring organizational agility from the study of Lee *et al.* (2015) is adapted for Turkish organizations. As subdimensions of organizational agility, proactiveness, radicalness, responsiveness and adaptiveness are meant to be assessed, thus the scale is tested throughout various analyses such as EFA, CFA and discriminant and convergent validity.

The output of the EFA shows that 11 items out of the 12-item scale provide satisfactory factor loadings under four main organizational agility dimensions. Since one of the items showed a high factor loading under two different factors, it is found appropriate to remove the item in order to prevent ambiguity. After the EFA, all factors are checked for their reliability levels according to their Cronbach's alpha coefficients and it is seen that each factor has an above .80 value and proved satisfactory. The structural model obtained from the EFA is tested for confirmation in the CFA. The results show that all values of the fit

indices used in the study (TLI, CFI, GFI, RMSEA, SRMR) are within satisfactory limits (TL, CFI, GFI values are above .90 and RMSEA, SRMR values below the threshold of .08). Also, the square root of every AVE value for each factor is found to be above the correlation between every factor combination which proved the discriminant validity is obtained. Lastly, composite reliability values proved to be above .60, in addition to the AVE scores which are above .50 thresholds, accordingly it is suitable to say that the convergent validity is obtained.

Although the focus on the concept of organizational agility is increasing rapidly, it would not be right to say that its criticality is perceived. There are multiple studies present focusing on organizational agility in companies operating in Turkey. While these studies used various perspectives for the assessment of the concept, because of the considerable contribution of Sharifi and Zhang (1999), there is a major tendency to use their work in most studies executed in Turkey (Çetinkaya and Akkoca, 2021; Aktaş and Ülgen, 2021; Özeroğlu and Koçyiğit, 2020; Akkaya *et al.*, 2019). In addition, it can be seen that the perspective of Sambamurthy *et al.* (2003) is also preferred in several studies (Özdemir and Akatay, 2020; Sağır and Oraç, 2020). Apart from these organizational agility perspectives, there are further different classifications used in Turkish studies (Bakan *et al.*, 2017; Basri and Zorlu, 2020; İmamoğlu *et al.*, 2021) which are based on the works of Wageeh (2016) and Cegarra-Navarro *et al.* (2016). But it can be clearly seen that there is no study regarding the perspective of Lee *et al.* (2015). This study validated this scale to be used for the companies in Turkey. While this scale is a relatively new measurement and only used in several studies in the literature (Sambamurthy *et al.*, 2007; Kharabe *et al.*, 2013; Lee *et al.*, 2015), the results of the validation analyses are highly promising to be used for further studies.

Some existing limitations should not be ignored. First of all, firms that are focused on in this study are limited to the organizations operating as research and development centers in Turkey. Although, in order to keep the objectivity, data is gathered from multi informants (approximately 2 people from each organization) to provide different perspectives. Future research may increase these multi-informant numbers to improve objectivity. In addition, the chosen sample may be expanded to small and mid-sized organizations as well as public corporations.

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APPENDIX: Organizational Agility Scale (Lee et al., 2015)

Proactiveness

Pro1 – Our organization anticipates new business opportunities

Pro2 – Our organization seeks new business opportunities

Pro3 – Our organization seeks novel approaches to future market needs

Radicalness

Rad1 – Our organization seeks high-risk projects with chances of high return

Rad2 – Our organization supports business experimentation despite uncertain returns

Rad3 – Our organization commits resources to radical changes that can potentially transform markets and competition

Responsiveness

Res1 – Our organization rapidly reacts to emerging opportunities in customer needs

Res2 – Our organization rapidly reacts to emerging opportunities in markets

Res3 – Our organization rapidly reacts to emerging environmental opportunities (e.g., new regulations, globalization)

Adaptiveness

Adpt1 – Our organization adapts existing business models

Adpt2 – Our organization adapts the existing business process

Adpt3 – Our organization quickly adopts best practices used by others