

# Agile Processes Are the Factor of Competitive Advantage of Organizations

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## Abstract

One of the important and basic reasons of using technology and relevant tools is creating speed and agility in the processes and current activities of organization with correct and exact management of affairs and higher productivity. By suitable tools, we can predict and meet the demands and a positive cycle of creating production and service (even before fulfillment of market needs) is established and this leads to the success in competition. In an agile process, all people, institutes and organizational processes as integrated by using an advanced technology interact effectively to fulfill the needs of customers. Indeed, agility means the ability and speed of action of an organization for rapid and simultaneous application and interaction of technology, employees and management via creating rapid communicative infrastructures in purposeful, efficient and planning accountability and continuous and unpredicted changes in the needs of customers and market environmental conditions with the timely detection of opportunities. In an agile process, technology, management and personnel of organization as purposeful and planned interact in a dynamic environment in terms of unpredicted changes for rapid response to these changes. In this mini review study, after review of the existing studies and electronic search in the local and international resources regarding the organizational agility, the researcher could explain the structure of agile or process oriented organizations.

**Keywords:** Agile organization, Competitive advantage, Processes, technology

## 1. Introduction

At the same time with the beginning of century 21 achieving success and survival of organization was difficult and this reality was based on the emergence of the new era in which change was one of the main features (Madhok & Marques, 2014). This condition led into the basic review in the work priorities, strategic view, survival, methods and processes. In the present world, we emphasize on the conformity with the changes in a changing environment and it is a proactive method to understand the customer needs (Qin & Nembhard, 2015). The emerged new paradigm is Agile Manufacturing or service and it means a step forward and creating new meanings for better performance and the organization success via the change in the current and future processes and it is a new strategic approach in manufacturing or service by considering new and varied environmental conditions (Bahrami, Kiani, Montazeralfaraj, Zadeh, & Zadeh, 2016). Responding the permanent changes and considering their competitive advantage via the change in processes and strategic use of manufacturing and managerial tools and methods are the fundamental concepts of agile manufacturing or service (Shahzad, Cruz Jimenez, Ben Said, & Tollenaere, 2016). Peter Druker believes that the organizations should increase their flexibility and accountability feature based on their structural nature (Qin & Nembhard, 2015). Agility means the ability for rapid and easy, active movement and rapid and smart thought and conformity of the organization with the varied environmental changes. In the movement to achieving competitive advantage in an agile

organization, the goals of employees are consistent with the organizational goals and the fulfillment to the varied needs of customers is higher than that of a traditional or static organization (Todericiu & Stăniț, 2015). In a competitive environment, an agile organization is full of continuous, unpredicted and varied opportunities and it has the required capability to operate profitable operation. Agility requires rapid and effective reaction to the market needs. Agility depends upon the organization movement to conformity and consistency (Alahyari, Berntsson Svensson, & Gorschek, 2017; Zhang & Sharifi, 2000).

## 2. Methods

In this mini review study, Scientific databases (ISI, Pubmed, Scopus, Sciedirect) were reviewed for articles related to the organizational agility. A total of 80 articles were obtained. Following applying the inclusion criteria (published between 2000 and 2017 in English language among peer-review journals), 5 articles were retained. These articles proposed the agility definition, characteristics of agile organizations and the structure of agile or process oriented organizations.

### 2.1. Agility as a New Paradigm

Agility is a new paradigm in manufacturing or services. An agile manufacturing is different from pure manufacturing. For example, pure manufacturing is referred to flexible operating architecture (Bahrami et al., 2016; Camisón & Villar-López, 2011).

However, agility creates re-forming operating architecture. Agility-based competition is based on mass production to remove competition and it is a norm in global trade(Carmeli & Dothan, 2017; Meade & Sarkis, 2009).

### 2.2.The Characteristics of Agile Organizations



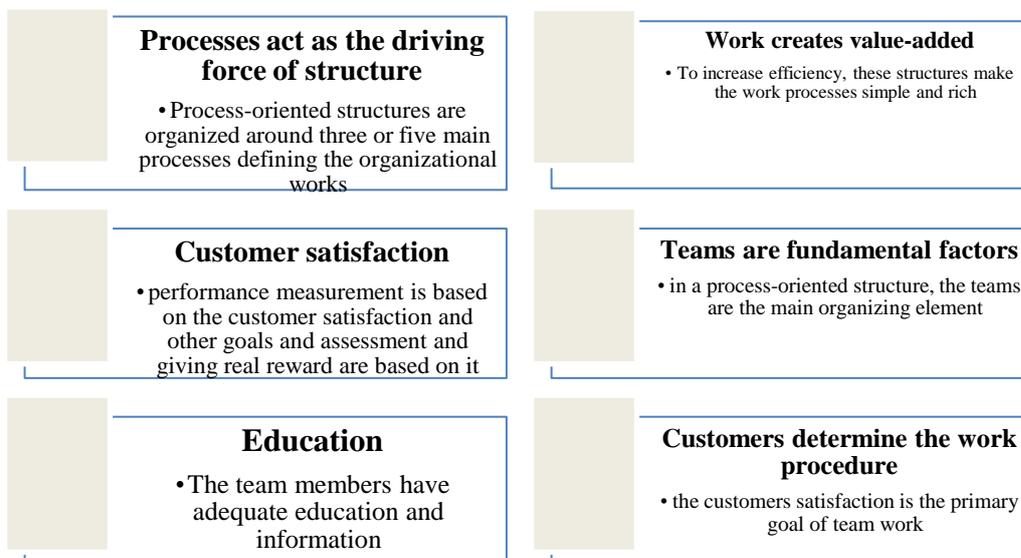
(Qin & Nembhard, 2015; Riis & Johanson, 2001)

### 2.3.The Goals of Dynamic and Agile Organizations

The goal of an agile organization is enrichment and respecting the customers and employees via the change in work processes. These organizations attempt to search the mechanisms to meet the real demands of customers and via creating value-added can outperform the competitors. In addition, the agile organizations focus on the design or development of products or services to have specific response to the unique demands of customers(Madhok & Marques, 2014; Shahzad et al., 2016). Considering human integrity and creating the required ground for development, thought and change of processes and create dynamic working conditions to provide a good ground for the participation of all employees, facilitation of the growth trend and access to the organization goals, continuous improvement of

delegated affairs, reduction of costs, improvement of trends and operating processes, increase occupational satisfaction and remove the problems are the most important goals of agile organizations(Cegarra-Navarro, Soto-Acosta, & Wensley, 2016; Conforto, Amaral, da Silva, Di Felippo, & Kamikawachi, 2016). The effective and efficient management should identify the thoughts and morale of employees, encourage innovative, creative and interested experts, develop collaboration culture and collective participation in solving organizational problems, create and improve team work morale in employees and increase productivity and improve the quality of services(Sherehiy & Karwowski, 2014).

### 2.4.The Features of Agile and Process-Oriented Structures



(Neirotti & Raguseo, 2017; Potdar, Routroy, & Behera, 2017; Skoludova & Kozena, 2015). (Maskell, 2001; Meade & Sarkis, 2009).

### 2.5.Future Organizations

To meet their future demands, the organizations at first should have an exact recognition of their internal changes and they

should feel the need to development(Mao, Liu, Zhang, & Deng, 2016). Based on the present situation of the organization, the required change is determined. Thus, based on the environmental conditions, assessment of existing condition and

good condition can be made to take the most suitable strategy and execute it (Jovanović, Mas, Mesquida, & Lalić, 2017; Madhok & Marques, 2014). Alvin Toffler in the book “future shock” presents an image of future organizations with some characteristics including dynamics, flexibility, innovation and learning.

### 3. Conclusion

The success of an organization depends upon its agility and for agility, change should be accepted and we should change and the successful organizations are those their planned changes are more than their accidental changes. It means that they try to be innovative in their processes to avoid moving based on the desire of others. Indeed, the future organizations escape from stability and they are organized for innovation, renovation and innovative thinking.

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