DJK DOUJAK

GLOBAL SURVEY 2016

HOW TO MASTER THE BUSINESS CHALLENGES 2016.

We have conducted a survey among global leaders from all parts of the globe on how they see business challenges for the upcoming year. More than 300 managers have shared their view with us. If you are interested in detailed results of the survey, please contact us: alexander.doujak@doujak.eu.

DOUJAK CORPORATE DEVELOPMENT

Keep developing

LOOKING BACK ON 2015:

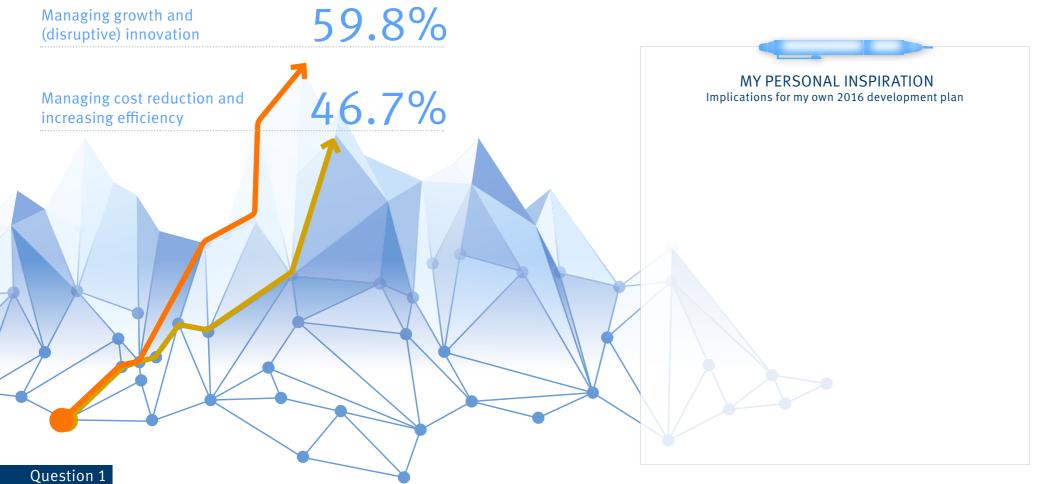
Which of the following challenges were the most important for you and your company?



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THE RESULTS IN A NUTSHELL:

Overall, in 2015 the focus on growth and (disruptive) innovation was stronger than on cost reduction and increasing efficiency.



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IN 2016, WHICH MAIN CHALLENGES

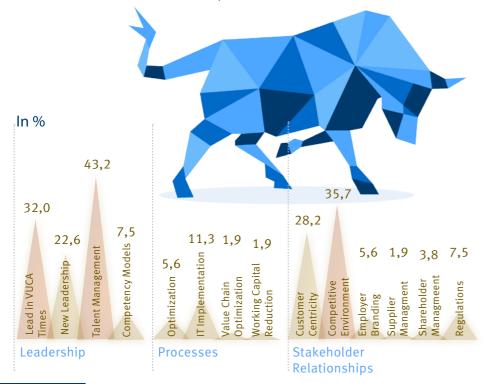
do you see further developing in your company (or your clients' companies)?

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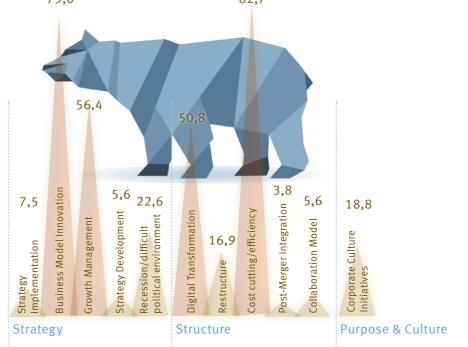


THE RESULTS IN A NUTSHELL:

Clear agenda for 2016: Mastering cost cutting/ efficiency and BMI/Innovation are the top topics, followed by Growth, Digital Transformation, Talent Management and Competitive Environment. VUCA will stay.







Question 2

IN 2016, WHICH SPECIFIC BUSINESS CHALLENGES

do you see in the different geographical regions?



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THE RESULTS IN A NUTSHELL:

Comparing to last year's results, the outlook on the upcoming year looks even more challenging. Societal and political developments are increasingly influencing business and economy.

Manage & support growth Strong Dollar Margin & cost pressure **Regulations & litigations** Election year Legislation (emissions) Competition Attract investors New technologies

Cost pressure Demographic change ((im-)migration, integration) Stagnation (growth, economy) Safety (terrorism) Refugees Unemployment Technological change Legislation (emissions) & regulations Instability (politics, terrorism) (Low) margins Hyper competition, shrinking business Recover crisis markets North-South divide VW Welfare state under threat.

Little growth Market development Instability (politics, economy) Low price of oil

Manage political transitions (instability) Safety (wars, terrorism) Price of oil Manage growth Slow down economy Risk management Societal tensions Volatility (inflation, partners, corruption, market development)

MY PERSONAL INSPIRATION Implications for my own 2016 development plan

> Downturn in China & India Dependence on China Consolidation in China Fundamentalism (Muslims) Competition "New normal" of high volatility (exchange rates, commodity prices, financial markets, politics) Sensitive markets Brand management



Question 3

WHICH CHALLENGES

do you see in managing change in your company in 2016?

STEERING [%] CHANGE

- 34 In-depth analysis and development of an appropriate change strategy
- 45 Identifying and eliminating obstacles to change
- 41 Generating a sense of urgency
 - 31 Establishing a powerful guiding coalition
 - 54 Committed and resilient key players lead the change by example

COMMUNICATING % CHANGE

63

38 Creating awareness of what is happening during the change process

- 47
- Effectively communicating the change vision to all stakeholders

Creating a structure and environment for an open communication (this includes addressing and accepting criticism)

33 Creating and communicating short-term achievements



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THE RESULTS IN A NUTSHELL:

Effectively communicating the vision, fostering open communication and promoting a culture of risk taking within your network of key players are at top of the change agenda.

MY PERSONAL INSPIRATION Implications for my own 2016 development plan

IMPLEMENTING[%] CHANGE

42

Incorporating changes into the company

- Overcoming cultural barriers to implement change in the long term
- 24 Overcoming generational barriers to implement change in the long term

44

43

- Overcoming technological/ IT constraints
 - 47 Preventing risk aversion, the fear to make mistakes

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SOME PEOPLE

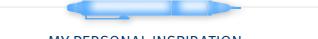
(including us) say, that it might be even more important to talk about how to increase stability and resilience, rather than to focus on change only. Which areas will provide the most stability and resilience for your organization?



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THE RESULTS IN A NUTSHELL:

The trio at the top is very interesting: Strong Leadership, Human Resources, Strategy & Vision. All of them were at the bottom of the list last year. There seems to be a major shift in perception regarding the major levers for stability.



MY PERSONAL INSPIRATION Implications for my own 2016 development plan

1. STRONG LEADERSHIP

- 2. HUMAN RESOURCES
- 3. CLEAR STRATEGY & VISION
- 4. CORPORATE CULTURE
- 5. NETWORKS
- 6. CUSTOMER RELATIONSHIP
- 7. PROCESSES
- 8. PRODUCT DEVELOPMENT
- 9. COMMUNICATION



HAVE YOU ALREADY TOUGHT OF

a personal motto for 2016?

LESS IS THE NEW MORE

"KEEP YOUR FEET ON THE GROUND, BUT KEEP REACHING FOR THE STARS". CASEY KASEM :-)

THE CHANGE IS UP TO US - NOT TO WAIT FOR ANYBODY. Do what's best for business and people WE HAVE NO TIME TO LOOSE BUT A LOT TO WIN THERE ARE NO OLD ROADS TO NEW DIRECTIONS.

BE COURAGEOUS AND ACCEPT FLOP

CHANGE MYSELF IF MY COMPANY DOESN'T CHANGE.

IT IS BETTER TO TRAVEL HOPEFULLY THAN TO ARRIVE OR TO STOP

"LEADING FROM THE MIDDLE OF THE PACK" F.E.A.R. HAS TWO MEANINGS: KEEP GOING, WHEN OTHERS STOP. EXPLORING NEW HORIZONS!

BRING IT ON! GET THIS S**T DONE

KEEP MOVING! PASSION FOR SUSTAINABLE GROWTH BE CAUTIOUS!

YEAR OF BALANCE THE SKY IS THE LIMIT

RAISING THE BAR

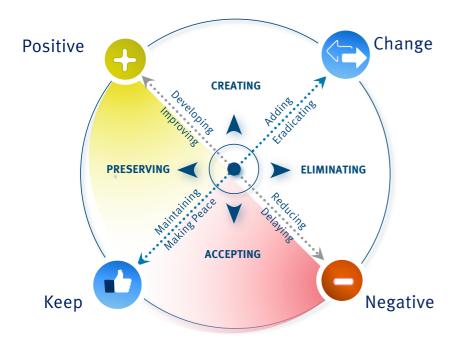
EMBRACE AND CELEBRATE CHANGE



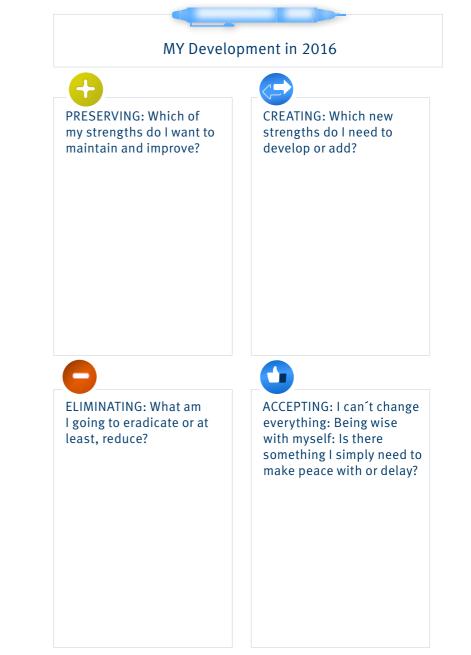
MY PERSONAL INSPIRATION Implications for my own 2016 development plan

MY 2016.

For summarizing your personal planning of 2016, you may use the structure of the development wheel. You will find some guiding in the boxes on the right hand side.



Adapted from Marshall Goldsmith (Triggers, 2016)



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