2019

Keep developing

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Doujak Corporate Development

**2019 DJK
GLOBAL SURVEY**

We are delighted to present you the summary of our Global Survey as a source of inspiration for your path of development and planning of 2019. More than 300 managers and consultants from all over the globe shared their views on the upcoming year with us. This year, we dedicate a special section to Artificial intelligence (AI), which has now left the labs of computer scientists and entered mainstream business. The respective part of the survey has been created in collaboration with the AI experts of *object a*.

Our recommendation: Take the handbook, find a good place, get yourself a nice drink and start working through the different aspects.

You will find a poster for planning your 2019 personal path of development in the front part of the handbook.

With all our best greetings & wishes,
your Doujak Team

GROWTH OR EFFICIENCY?

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

Managing growth and disruptive innovation (changing the system/ business model)

78%

22%

Managing cost reduction and increasing efficiency (optimizing the system)

50%

2016   2017   2018   2019

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THE RESULTS IN A NUTSHELL:

The overall relation between managing growth and cost reduction remains almost unchanged at 78%:22%.

Supporting growth through disruptive innovation remains top priority while managing efficiency simultaneously becomes necessary standard.

(In 2016 balanced at 50%, jumping to a ratio of approx. 80%:20% in 2017 and 2018).
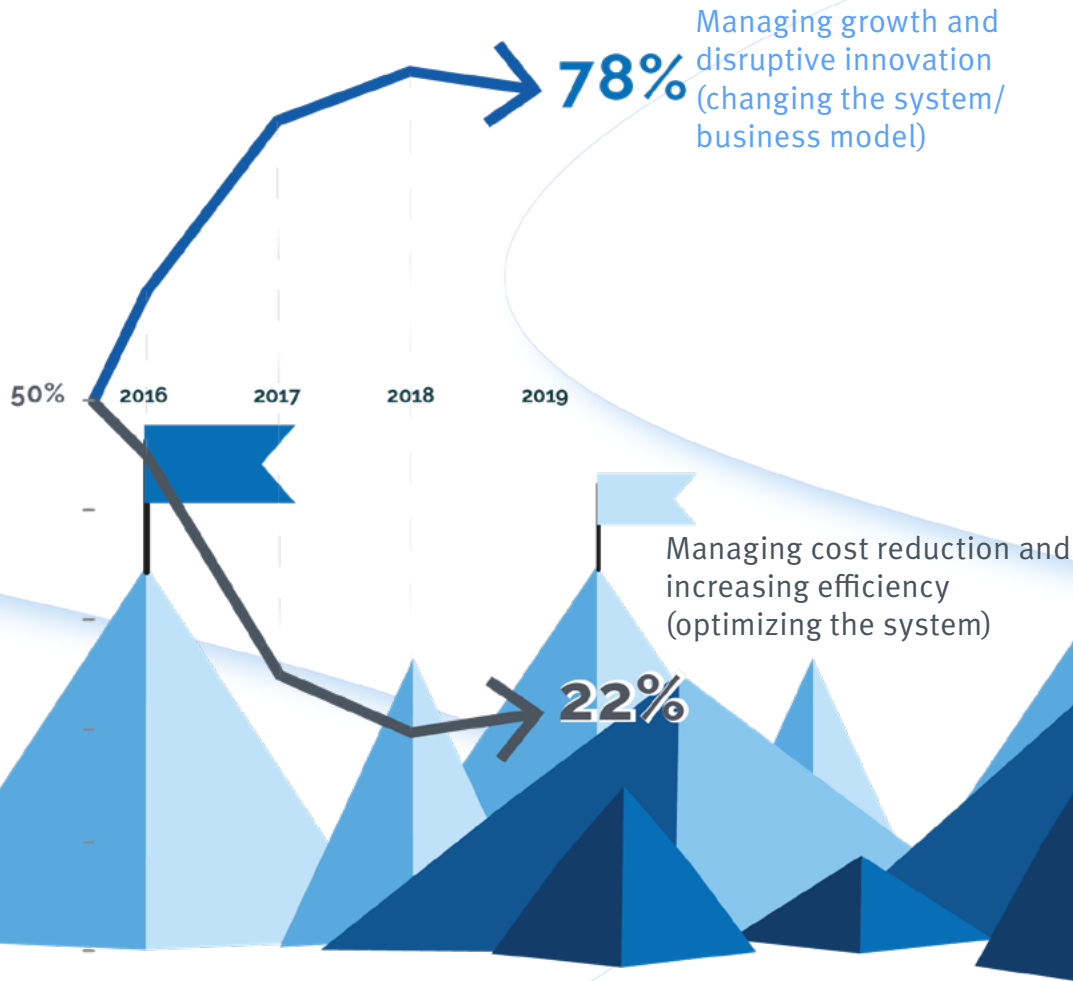
WHAT COULD THAT MEAN FOR ME?
Implications for me, my team, and my organization in 2019?

LEADERSHIP – PROCESSES – STAKEHOLDER RELATIONSHIPS – STRATEGY – STRUCTURE – PURPOSE & CULTURE:

In 2019, which main opportunities and challenges do you see further developing in your company (or your client's companies)?

LEADERSHIP

- Talent management
- Lead in VUCA times
- New work environments
- Employer branding

PROCESSES

- Process optimization (incl. automization)
- Agile/design thinking approaches
- IT implementation
- Working capital reduction

STAKEHOLDER RELATIONSHIPS

- Customer centricity
- Competitive environment
- Value chain optimization/supplier mgmt.
- Regulations/political environment
- Shareholder mgmt.

STRATEGY

- Business model innovation
- Strategy implementation
- Digital strategy
- Strategy development
- Growth management

STRUCTURE

- Digital transformation
- Agile working formats
- Collaboration model
- Corporate restructuring
- Cost cutting /lean structures

PURPOSE & CULTURE

- Living our purpose/"The Why"
- Living the values and bringing them to life
- Defining our purpose & culture

THE RESULTS IN A NUTSHELL:

LEADERSHIP: Managing talents and leading in VUCA times will be on top of every leadership agenda. Employee branding gains importance.

PROCESSES: Automatization and digitalization drive process optimization.

STAKEHOLDER RELATIONSHIPS: Customer centricity remains a clear success factor for stakeholder relationships. The importance of regulations and political environment decreases dramatically.

STRATEGY: The trend continues: digital strategy takes center stage next to business model innovation and implementing strategy.

STRUCTURE: Next to digital transformation, the trend shows growing importance on collaboration model and agile working formats as means to bring digital transformation to life.

PURPOSE & CULTURE: Living the purpose/why is the absolute king within the topic of culture. It shows the importance of defining the purpose (for individuals, teams and organizations) but particularly to live it in everything we do.
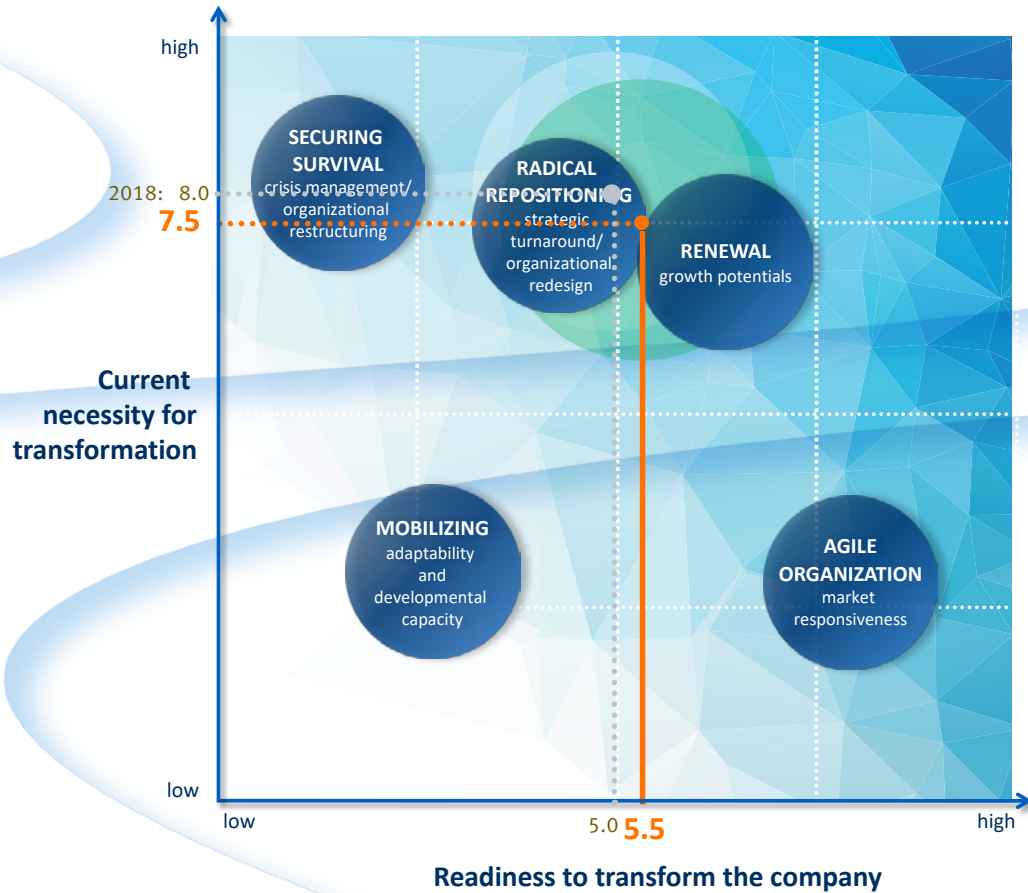
WHAT COULD THAT MEAN FOR ME?
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TRANSFORMING YOUR COMPANY:

Which opportunities and challenges do you see in transforming your company & managing change in 2019?

THE RESULTS IN A NUTSHELL:

You could call it a trend towards opportunity mindset. Companies are getting more adjusted to permanent transformation and renewal.

Current necessity for transformation

Readiness to transform the company

SECURING SURVIVAL
crisis management/ organizational restructuring

RADICAL REPOSITIONING
strategic turnaround/ organizational redesign

RENEWAL
growth potentials

MOBILIZING
adaptability and developmental capacity

AGILE ORGANIZATION
market responsiveness

high

low

2018: 8.0

7.5

low

high

5.0 5.5

WHAT COULD THAT MEAN FOR ME?

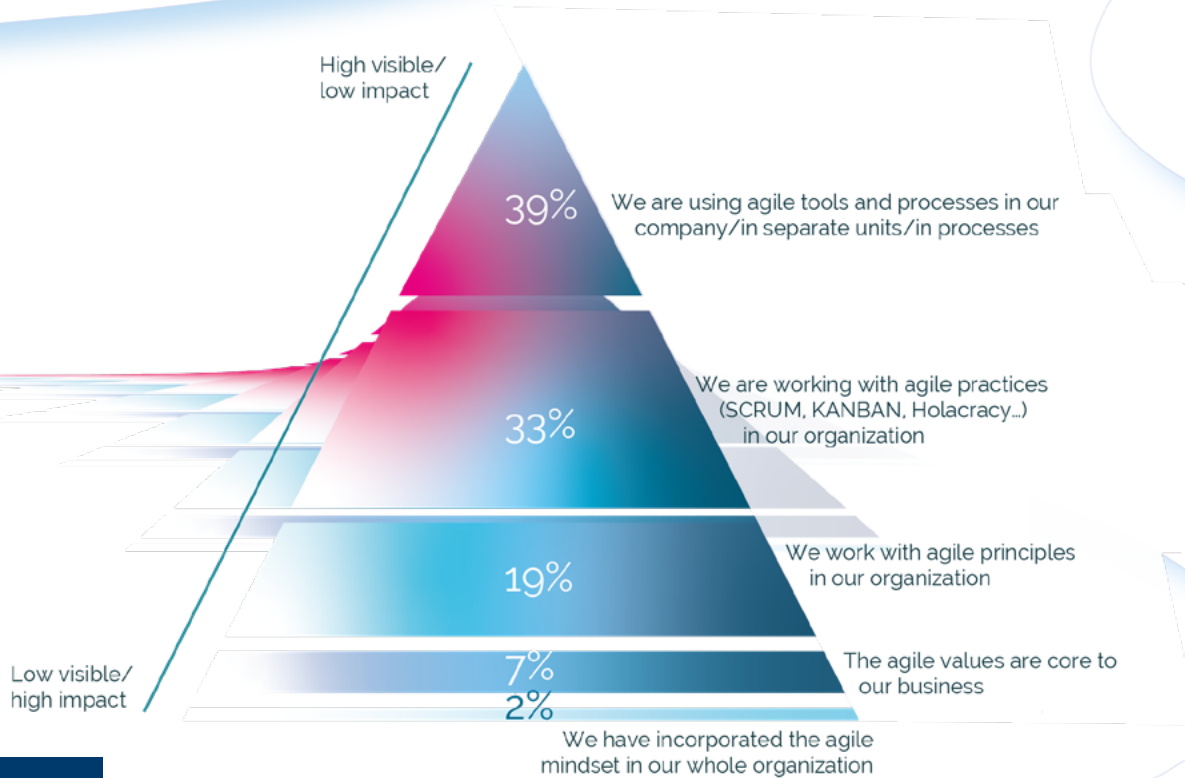Implications for me, my team, and my organization in 2019?

AGILE ORGANIZATION:

Your approach is best described as follows

THE RESULTS IN A NUTSHELL:

Becoming agile is on top of every manager´s agenda. While 72% already work with agile practices and tools, truly agile corporations are still very rare (2%).

56%
The target picture referring "agile organization" is clear

78%
Becoming more agile is an important topic

WHAT COULD THAT MEAN FOR ME?

Implications for me, my team, and my organization in 2019?

High visible/
low impact

39% We are using agile tools and processes in our company/in separate units/in processes

33% We are working with agile practices (SCRUM, KANBAN, Holacracy…) in our organization

19% We work with agile principles in our organization

7% The agile values are core to our business

2% We have incorporated the agile mindset in our whole organization

Low visible/
high impact

2019

AI: CHANGING OUR WORLD?

THE IMPORTANCE OF AI AND AI-ENABLED AUTOMATION FOR ...

... the future of our society **69%**

... the future of your organization **69%**

... the future of work **76%**

AI: OPPORTUNITY OR THREAT?

THE POTENTIAL OF AI TECHNOLOGY FOR ...

... threatening your organization **52%**
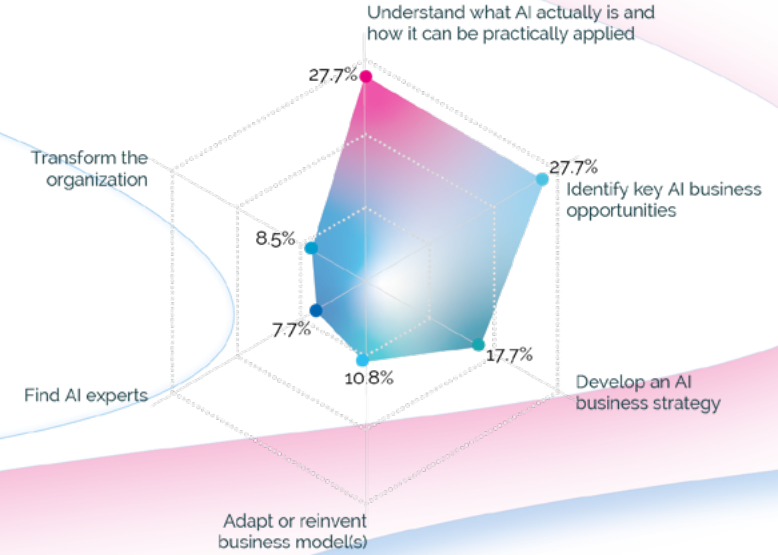
... disrupting your industry **65%**
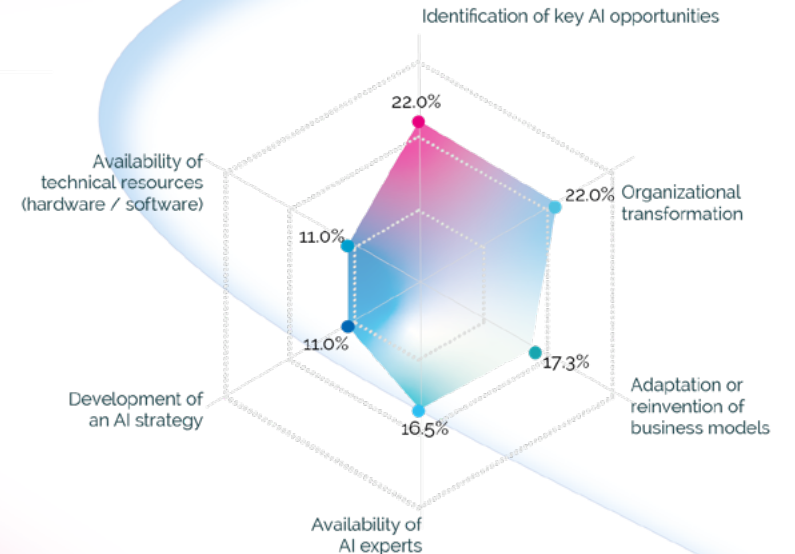
... adding customer and organizational value **72%**

TOPIC 5

ARTIFICIAL INTELLIGENCE

KEY AI OPPORTUNITIES & CHALLENGES

ORGANIZATIONS
THAT WANT TO GET
STARTED WITH AI

DOES YOUR ORGANIZATION
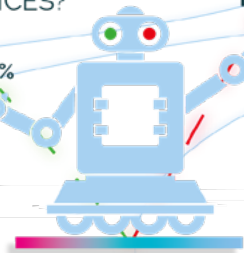**ALREADY CONSIDER AI** IN
ITS BUSINESS STRATEGY?

No 60.3%

DOES YOUR ORGANIZATION
ALREADY USE AI IN ITS OWN
PRODUCTS OR SERVICES?

No 57.7%

Yes 42.3%

Yes 39.7%

Understand what AI actually is and
how it can be practically applied

27.7%

Transform the
organization

Identify key AI business
opportunities 27.7%

8.5%

7.7%

17.7%

Find AI experts

10.8%

Develop an AI
business strategy

Adapt or reinvent
business model(s)

ORGANIZATIONS
THAT ALREADY
USE AI

Identification of key AI opportunities

22.0%

Availability of
technical resources
(hardware / software)

Organizational
transformation 22.0%

11.0%

11.0%

17.3%

Adaptation or
reinvention of
business models

Development of
an AI strategy

16.5%

Availability of
AI experts

ARTIFICIAL INTELLIGENCE

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THE RESULTS IN A NUTSHELL:

IMPACT: Organizational leaders are already foresee-ing the immense impact of AI on the future of work, society, and their organization.

THREAT or OPPORTUNITY: Being of great strategic importance to organizations in general, AI is perceived as an opportunity rather than a threat. Leaders anticipate that AI technology will add customer and organizational value.

APPLICATION & STRATEGY: Of the 57.7% of organizations not already using AI in their own products or services, only 39.7% are considering AI in their business strategy today.

KEY CHALLENGES: For organizations that want to get started with AI, the key challenges are (I) to understand what AI actually is and how it can be applied practically and (II) to identify key AI business opportunities. For organizations that already use AI, the identification of key AI opportunities is also of utmost importance, as is organizational transformation.

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Implications for me, my team, and my organization in 2019?