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Der vollständige Report kann heruntergeladen werden unter:
<https://agile.iwi.unisg.ch/future-organization-report-2020/>

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FUTURE
ORGANIZATION
REPORT 2020

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Future Organization Report 2020. Executive Summary.



Agility on the rise in the German-speaking region. Compared to last year, the perceived agility of companies that have already adopted agile work methods has increased from an average value of 4.7 to 5.5 (on a scale of 1 to 7). This is one of the results of the Future Organization Report 2020, which investigates the current status of the agile transformation at companies in Germany, Austria and Switzerland. According to the surveys that were conducted between March and June 2020, agile companies felt that they were better prepared for the COVID-19 crisis.

Universität St. Gallen and management consulting firm Campana & Schott have released the Future Organization Report since 2019. This year, data was collected from 449 managers and employees as part of a quantitative on-line survey. Their companies have already adopted agile work methods, or the participants have direct experience with agile work methods. Of the participants, 284 work in Germany, 66 in Austria, 89 in Switzerland and ten in other countries.

In addition, 21 qualitative interviews were conducted with top decision-makers from ten industry sectors. A requirement for participation was that their companies are progressing towards the agile transformation. Ten interview partners already participated last year, so that trends can also be identified.

The results at a glance

Agility moves from trendy topic to business basis

Companies no longer view agility as a trend but as the basis for future growth. Agility improves the speed and ease with which they are able to adjust to constant change. Currently, 40.9 percent of those surveyed believe that their company is very agile (compared to 27.5 percent in the previous year). While 40.8 percent of employees and managers described themselves as very agile in 2019, this figure has already increased to 64.1 percent in 2020. In contrast to the perception of company agility, managers continue to have a much higher perception of their own agility (70.5%) than employees (53.9%). Compared to 2019, however, this gap has narrowed (2019: managers 50.3%, employees 25.1%).

Agile mindset already well established

The agile mindset consists of the four dimensions Collaborative Exchange, Iterative Value Creation, Empowered Selfguiding and Learning Spirit. 71.5 percent of participants have a well-developed agile mindset. Most of those surveyed considered themselves to be agile when they are not afraid to take on new tasks without fully knowing all of the requirements (85%), when they feel comfortable with change and innovation (83%) and when they are flexible in responding to rapid change (74%). Also, 86.3 percent of participants report that their work has purpose. 84.2 percent had no difficulty organizing themselves, 76.2 percent prioritize their tasks by benefit and 70.6 percent feel empowered.

“Being agile” becomes more important

The introduction of tools and methods alone is not enough (“doing agile”). An agile mindset is the key success factor for transforming the corporate culture and establishing the principles in the minds of the employees (“being agile”). It is demonstrated that higher agility strongly correlates with better company performance, customer orientation, skill development, empowerment and work satisfaction.

Agile companies are more resistant to crises

The benefits of being agile are particularly evident during times of crisis, such as the current COVID-19 pandemic. Particularly employees in the vehicle manufacturing (5.08) and health (5.05) sectors were affected by changes to their daily routines, whereas the IT industry was least affected (3.84). Among very agile companies, 21.1 percent of those surveyed feel that their company environment is easier to predict. In the case of companies that are not very agile, only one out of ten persons surveyed shares this sentiment. Overall, agile companies feel better prepared for the crisis and were better able to manage the switch to digital collaboration. Even before COVID-19, they tended to invest actively in digital infrastructures and processes. Their more pronounced flexibility represents an essential competitive advantage. For example, they find it much easier to adjust products or services to customer requirements, respond to new offers by the competition or use new technologies, and they can do this much more quickly.

Customer orientation – still room for improvement

A strong customer orientation - as a component of agility - is extremely important. Almost 70 percent of those surveyed said that their company’s main reason for existence is to help the customer. Two-thirds of companies regularly and systematically identify customer satisfaction. But there is still potential for improvement, as just over half (53.8%) of those surveyed report a high customer orientation at their companies.

Insights about customers are rarely given systematic consideration

A lot of client data is already available, but companies are not doing enough with it. Information should not only be collected and analyzed (Sensing), but also translated into new or modified products and services. This feedback process (Responding) is still missing in many companies, as knowledge about clients and their requirements is often forwarded without a defined process or an underlying system.

Stakeholder management is the customer orientation of tomorrow

While many companies continue to focus mainly on the customers who are the direct recipients of their products and services, pioneers expand this perspective by examining the entire value creation network. All of the stakeholders in the network such as business partners, manufacturers or service providers are orchestrated around the end user. This increases the overall effectiveness of the value creation process.

Skill development is key to higher agility

Skill development is rated very highly by those surveyed (5.8 on average). 86.1 percent consider continuous skill development, adjusting to new environments and the collection of information as very important factors. But so far, only about half (55.7%) have completed further training. Also, the decision to attend such training is based more on self-initiative (34.1%) than a manager’s suggestion (25.2%) or a mandatory company program (17.6%). This means that more training programs, managers as role models, empowerment and the corresponding error culture are required to promote an agile mindset.



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To the complete study:

<https://www.campana-schott.com/for-2020>

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This document contains the Executive Summary of the Future Organization Report 2020.

The complete Future Organization Report 2020 can be downloaded at the following website:
<https://www.campana-schott.com/for-2020>