

change

is

Survey: Companies' perception of their own ability to make changes

difficult.

not

changing

is

fatal.



Background

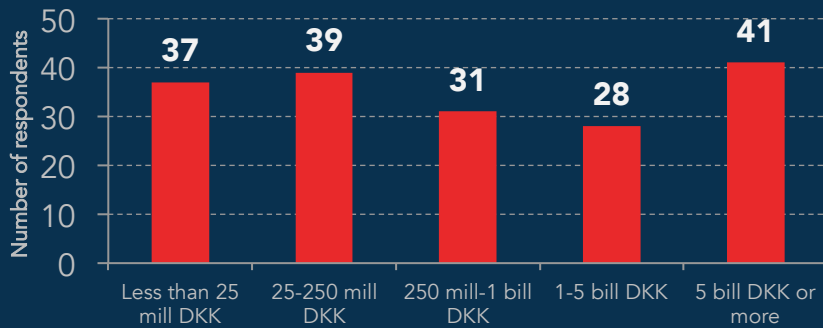
# BACKGROUND

Respondents' background information

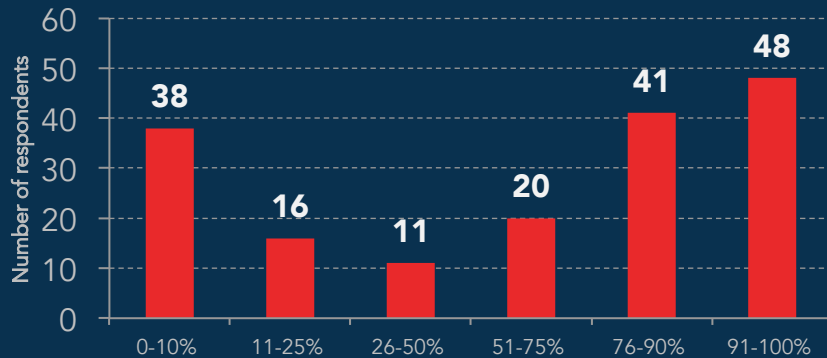
# 187

Respondents  
Participated in the study

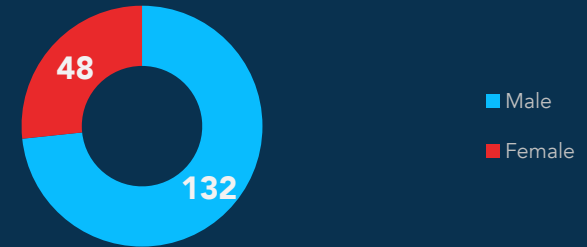
### Respondents' company annual revenue



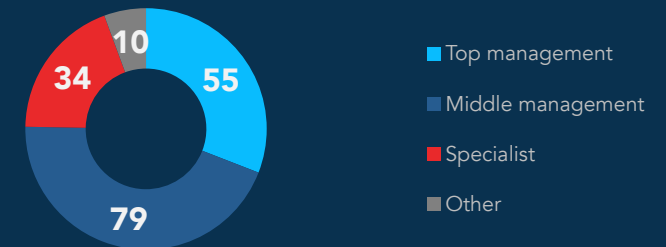
### Share of revenue from outside the respondents' companies' home countries



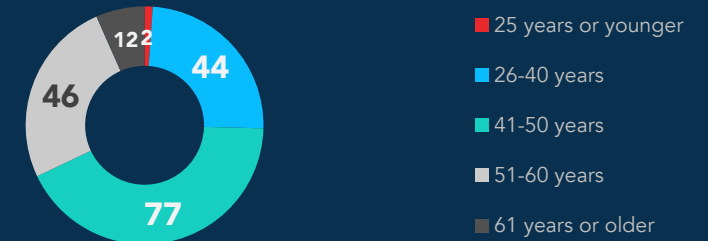
### Respondents' gender



### Respondents' position



### Respondents' age



2

Worst at ...

# WORST AT ...

The 8 areas where the 187 respondents agree the least

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*The companies are very much depending on themselves – which may also explain why they are very rational when trying to change. You need to involve others and you also need to be more emotional if you want to make real change.*

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## Do you feel your company ...

- 24 ... is good at looking at ideas not only from a rational, but also an emotional viewpoint?
- 23 ... is good at involving “outsiders” in order to foster innovation?
- 22 ... is good at making disruptive innovations as opposed to merely developing products that are a little better?
- 21 ... is good at putting together a guiding team to lead the change process?
- 20 ... is good at regularly rejuvenating your business model (the way you create, deliver and capture value)?
- 19 ... makes sure you have the right team/employees before creating the strategy?
- 18 ... is good at creating a clear, simple, uplifting vision to guide the change process?
- 17 ... is good at generating new ideas by thinking "outside the box"?

3

Average at ...

# AVERAGE AT ...

The 8 areas where the 187 respondents agree to some extent

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*The companies don't to a sufficient extent speak to their employees' hearts. That's unfortunate because it's in the heart the sense of urgency – or motivation – is created. And without that, it's difficult to change.*

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## Do you feel your company ...

- 16 ... 's employees are willing to move away from their comfort zone?
- 15 ... has a strong culture that works in favor of continuous changes?
- 14 ... is good at creating a sense of urgency among the employees by speaking to the heart?
- 13 ... is good at creating and communicating a strong value proposition?
- 12 ... spends enough resources (time and money) on trying to look into the future?
- 11 ... is agile enough to take advantage of new opportunities as they arise?
- 10 ... focuses enough attention on developing and actively using the employees' strengths?
- 9 ... is good at developing new markets as opposed to focusing on winning market shares?

4

Best at ...



## BEST AT ...

The 8 areas where the 187 respondents agree the most

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*The companies only make relevant changes. That's good of course, but maybe they don't make enough changes. The employees seem to be open to change and mistakes are accepted so the companies have what it takes.*

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### Do you feel your company ...

- 8 ... understands the differences between managers and leaders?  
... is good at focusing on your core competences?
- 7 ... has a corporate culture that is open to change?
- 6 ... consists of employees that are open to change?  
... has sufficient insight into your customers' problems, frustrations, and challenges?
- 5 ... 's strategy and organization reflect the degree of turbulence in your market?
- 4 ... has a culture that is tolerant towards employees making mistakes?
- 3 ... only makes relevant changes?
- 2
- 1

5

Advice

# YOU MUST BE GOOD AT MAKING CHANGES - FAST

Four skills determine whether you will **succeed** or not in your change efforts

## Change – a means to an end

Unfortunately, some managers see change as a proof of their **steely determination**, but this often leads to change efforts that are **neither accepted nor implemented**. No wonder, then, that many employees are reluctant when they hear the word “change”. But that’s a shame, because there are a number of megatrends that will have a major impact on all of us:

- **Asia is becoming increasingly important for the world economy** – particularly China and India
- **Technological developments spread like wildfire** – breaking down barriers in the process
- **Global communication is easy, fast, and inexpensive** – the Internet leaves no room for “secrets”

## “The early bird catches the worm ...”

These megatrends are inevitable. The mere fact that **everyone** has access to the **same information** and the same standard components makes it increasingly hard to remain ahead in the market – or even to keep one’s footing. Products are becoming increasingly alike, and less and less time elapses before your competitors have a product that is very like, or even better than, the one you just launched. So there is no doubt: **The faster your surroundings change, the faster you need to change as well.**

## Four skills you need

Your end objective is “success” – however you happen to define that, but you will not achieve success without change. And you need to master four fundamental skills to successfully change your company:

- 1 You must be good at **leading**
- 2 You must be good at **innovating**
- 3 You must be good at **strategizing**
- 4 You must be good at **implementing**

Are you good at this?  
Is your boss?



*The battle for market share – and, ultimately, survival – is not won by the biggest companies, but by the fastest movers.*

Michael Lindberg

## Lindberg International in short

Lindberg International was founded in 1995 and since the start we have focused on a very narrow target group: Large business-to-business companies which make the majority of their turnover abroad. For this target group our approximately 70 full time and freelance employees from more than 20 different countries carry out all kinds of cross border market research. We use the insightful market research as a platform to provide down-to-earth consulting on sales, marketing, and strategy.

# LINDBERG INTERNATIONAL

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