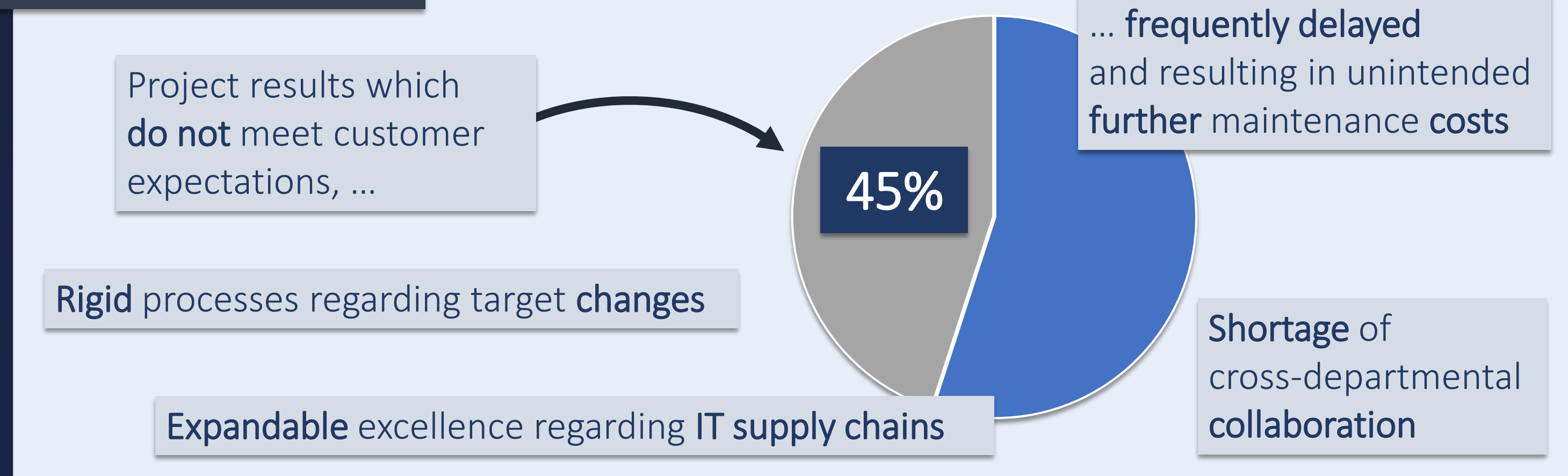# Business Modelling and Design Survey 2021

In this survey, we have assessed executives, senior managers, and further experts from various companies, industries, and countries on how they cope with the challenges of the digital age. Especially, regarding comprehensive digital initiatives and extensive change projects. We separated the survey into four categories: the overall project efficiency, analysis/design capabilities, and agile proficiency.

Companies are increasingly working explorative and detached while relying on heavy and complex methodologies. In addition, political disputes, weak ownership, and lack of proper skills shackle them. Enterprises have not only lost the overview about their endeavors but also complain about stuck projects, missed goals, and wasted money.
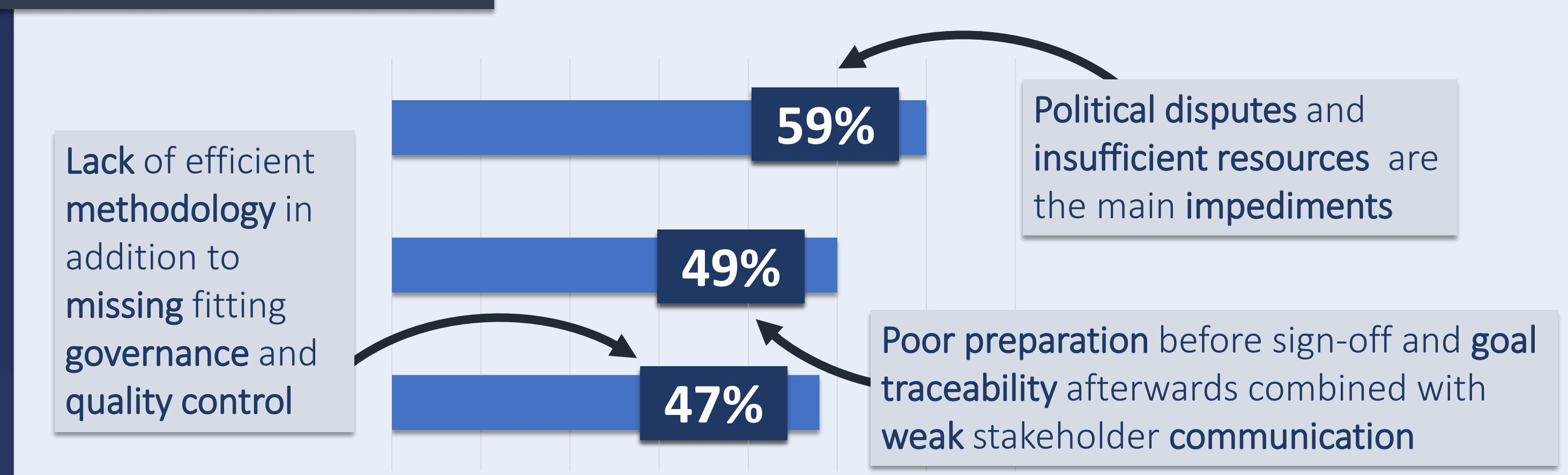
Project Efficiency

Project results which **do not** meet customer expectations, …

... **frequently delayed** and resulting in unintended **further** maintenance **costs**

Rigid processes regarding target **changes**

45%

Shortage of cross-departmental **collaboration**

Expandable excellence regarding **IT supply chains**

Nowadays, management is more than ever challenged to handle transparency and flexibility at once. Therefore, managers have to handle an extensive amount of input from various sources around the globe. In addition, to keeping an eye on the overall project environment regarding changing goals, requirements, personnel, etc. Companies require an intuitive, painless, and swift methodology to support such complex conditions and sustainably improve quality and reduce costs in the long run.
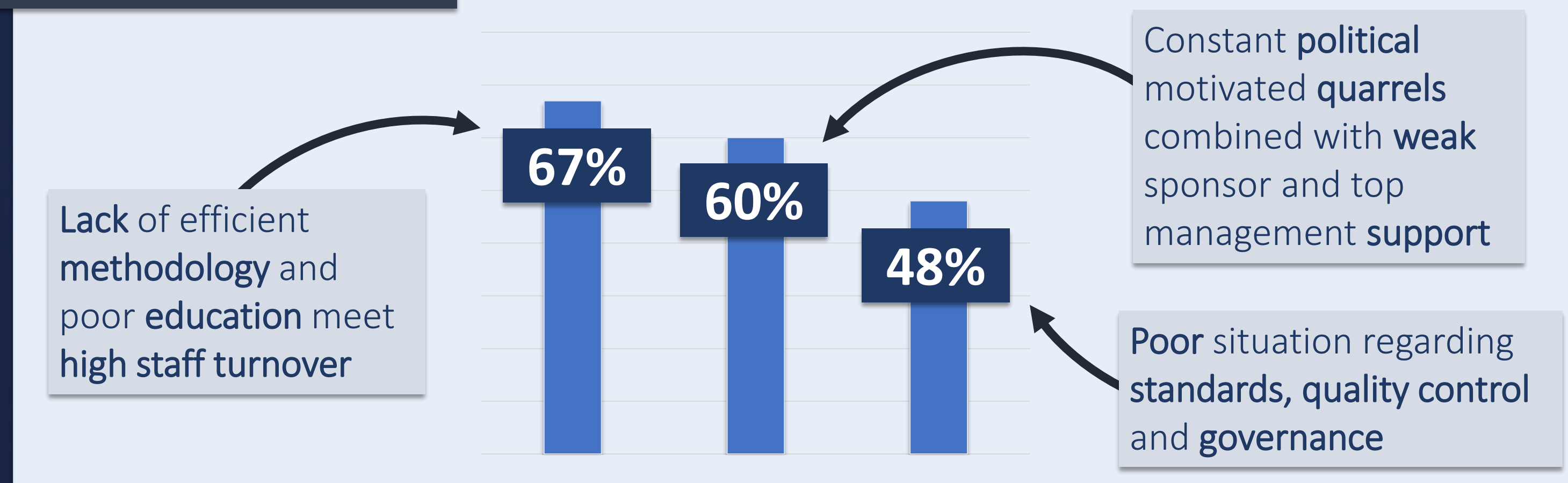
D+

Analyse Capabilities

Lack of efficient **methodology** in addition to **missing** fitting **governance** and **quality control**

59%

49%

47%

Political disputes and **insufficient resources** are the main **impediments**

Poor preparation before sign-off and **goal traceability** afterwards combined with **weak** stakeholder **communication**

The core reported reasons for possible weaknesses in the analysis domain are resource insufficiencies and political disputes. Furthermore, weak communication skills, goal traceability, and commitment from the management side are crucial challenges. A profound way of work enables correct project-related estimates, alignment with company-wide goals, and proper requirements gathering. In-depth knowledge and understanding of the company vision and target picture are the key drivers here.
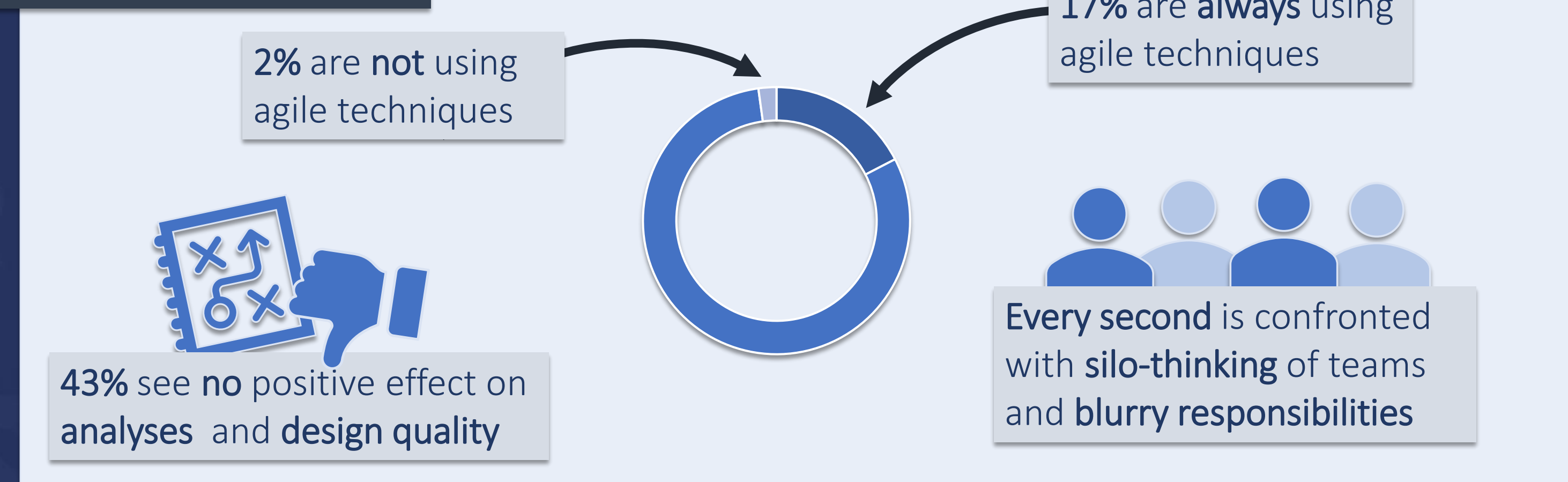
C-

Design Capabilities

Lack of efficient **methodology** and poor **education** meet **high staff turnover**

67%

60%

48%

Constant **political** motivated **quarrels** combined with **weak** sponsor and top management **support**

Poor situation regarding **standards, quality control** and **governance**

Proper theoretical design skills and tangible and supported company-wide standards are pivotal for excelling in the design domain. Unfortunately, long and never-ending political skirmishes drain a lot of the precious time and budget. Nevertheless, outstanding technical and subject matter experience is crucial to assert oneself in the market. Building future-proofed solutions without compromising the established enterprise architecture is the key challenge.

C-

Agile Proficiency

2% are **not** using agile techniques

17% are **always** using agile techniques

43% see **no** positive effect on **analyses** and **design quality**

Every second is confronted with **silo-thinking** of teams and **blurry responsibilities**

Agile techniques are widely used and seem to have a positive effect on the time-to-market, in the first place. Nevertheless, there are negative tendencies regarding the quality of project-related analysis and design. These drawbacks result in a slightly negative perception of agile techniques on the management level. Clear ownership and guidance are crucial to master the agile transformation and harvest the benefits of modern innovation funnels with agile approaches without getting lost in the process.

B-