



International Vision Research

The Netherlands, Germany, USA, India, Malaysia, China and Spain



Managers all over are positive about vision

- Over 90% of the executives affirm that having a vision is important
- The importance of vision is increasing: 86% attest it is more important than ever before
- Most managers surveyed affirm their organization has a vision



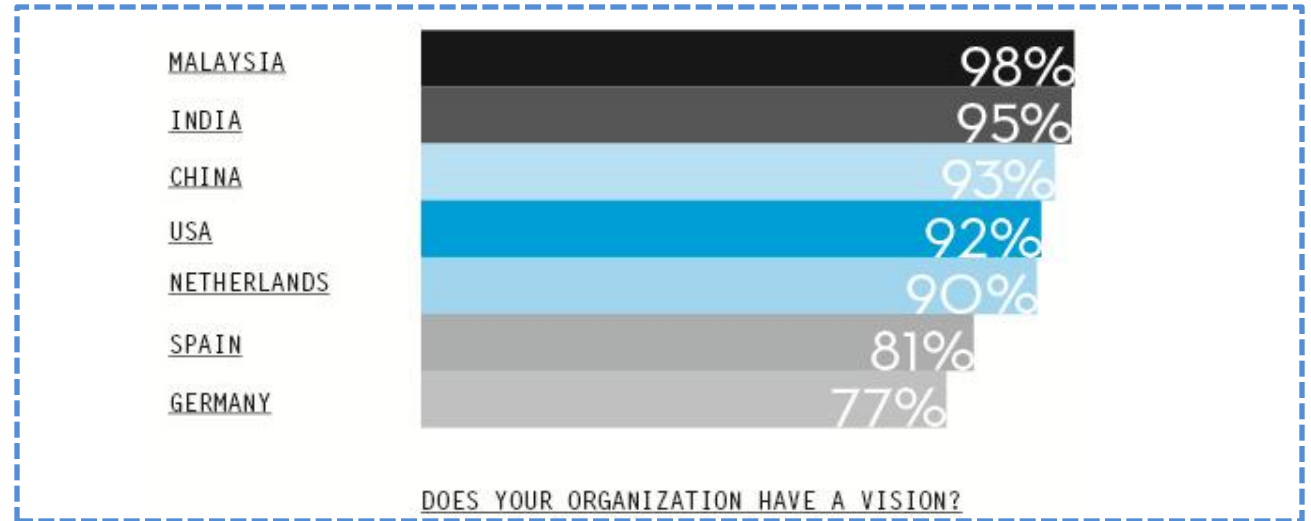
ORGANIZATIONS NEED A VISION



HAVING A VISION IS MORE IMPORTANT THAN EVER BEFORE

Dutch organizations have a vision...

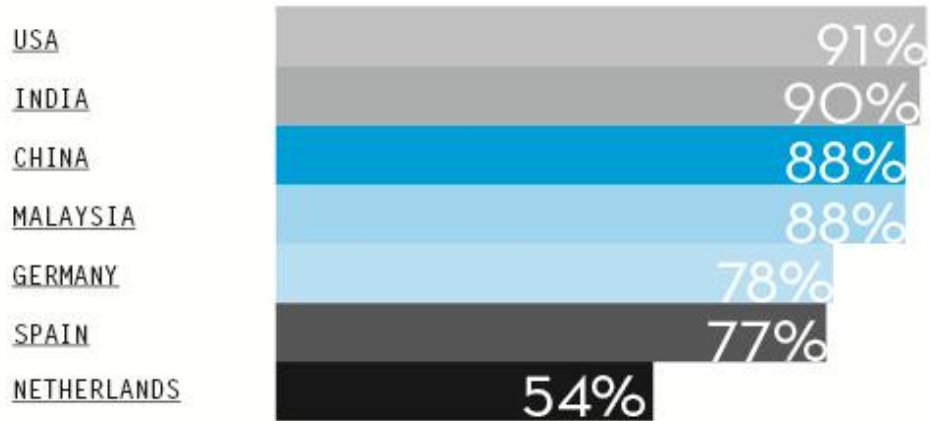
- When compared to other European countries, the Netherlands has the highest score of organizational visions: **90% have a vision**



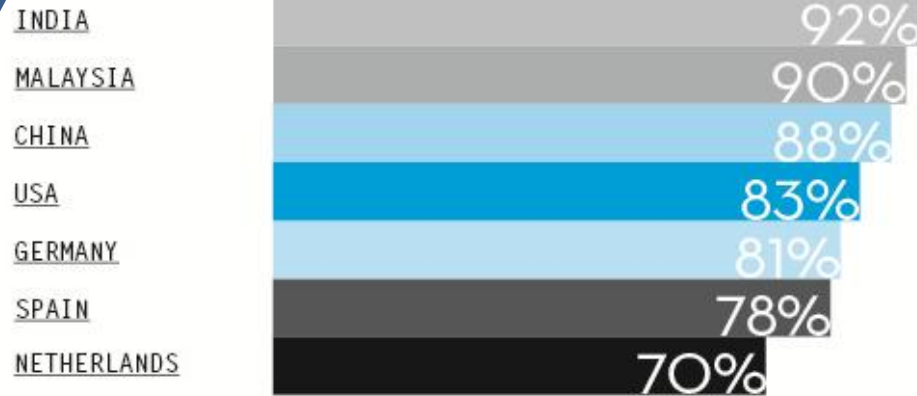
...but fail to use it!

- Visions in the Netherlands are less distinctive among all other countries surveyed (56%)
- And are also at the bottom when asked if it's considered credible and motivating

"The vision is not lived by the board of directors and senior management. This creates unmotivated employees and customer dissatisfaction. Besides, critics are not heard nor listened. It's a ship without a captain." -- Dutch manager



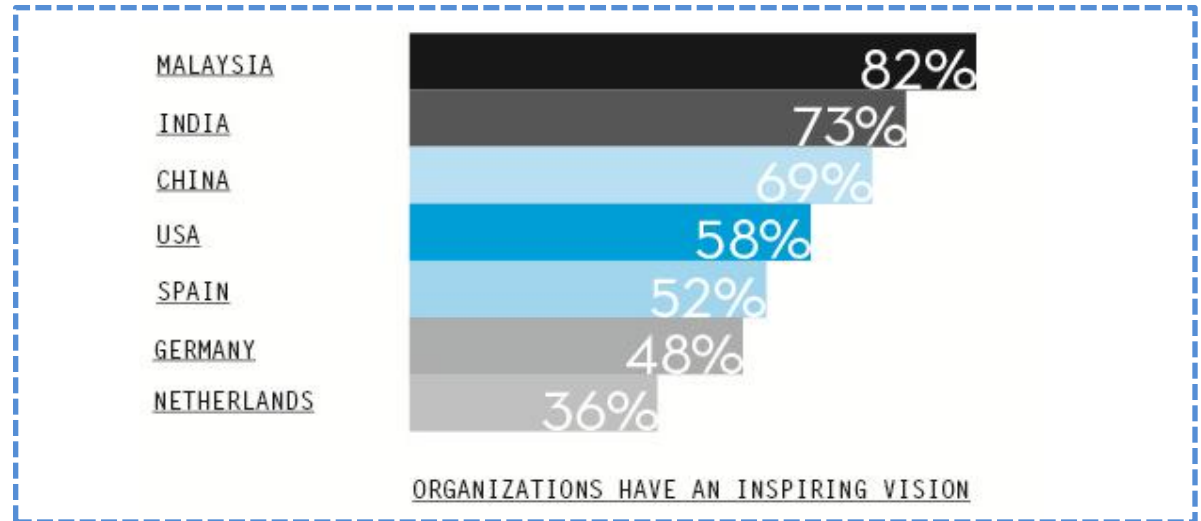
THE VISION IS CREDIBLE



THE VISION IS MOTIVATING

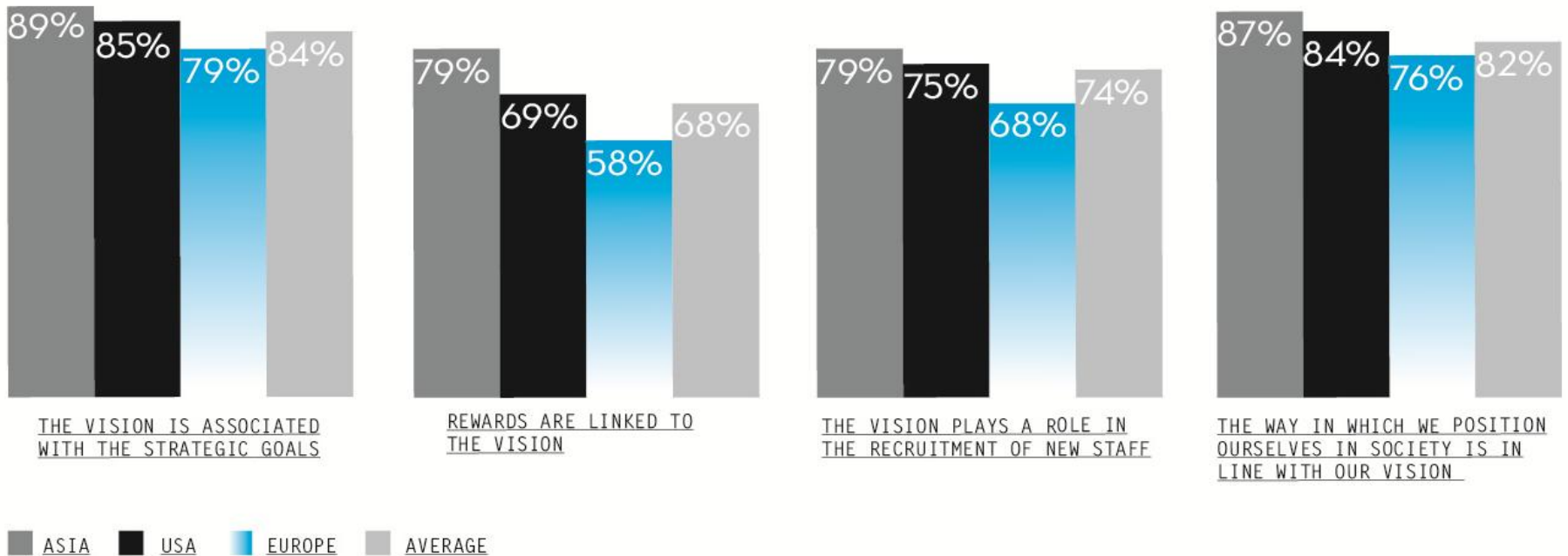
Inspiration comes from the East

- Managers in Asia believe that organizations in their countries have inspiring visions



Asians live their vision

- Asian visions are more consistently implemented in daily practice, than Europeans or Americans

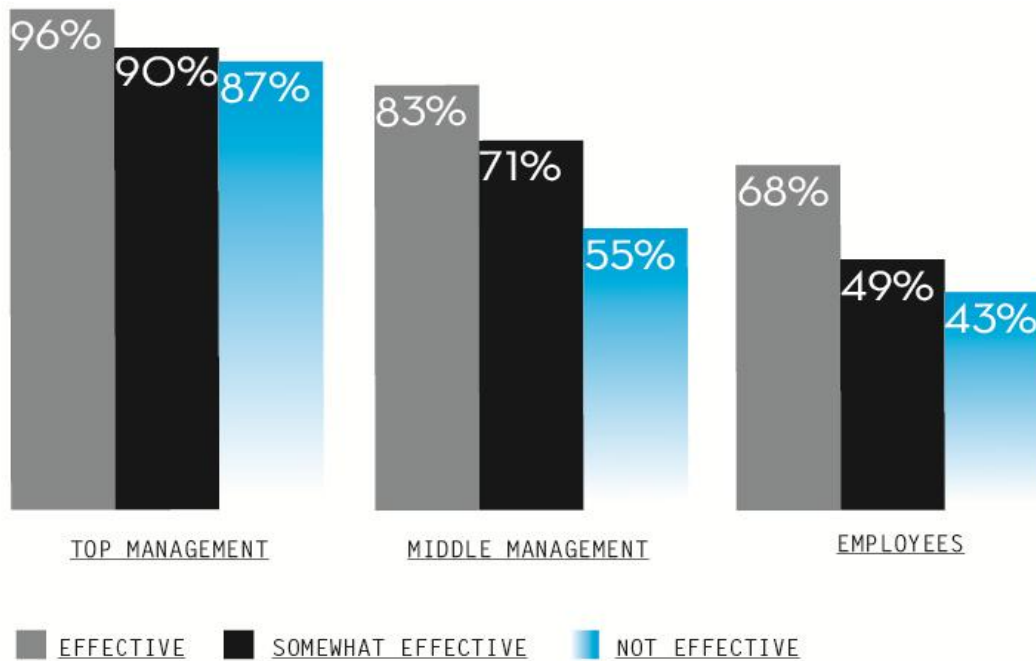


RESULTS CONCERNING THE IMPLEMENTATION OF VISION

Learning from the best [1/3]

Who was involved in developing the vision?

Organizations that considered the vision to be effective involved more stakeholders in its development.



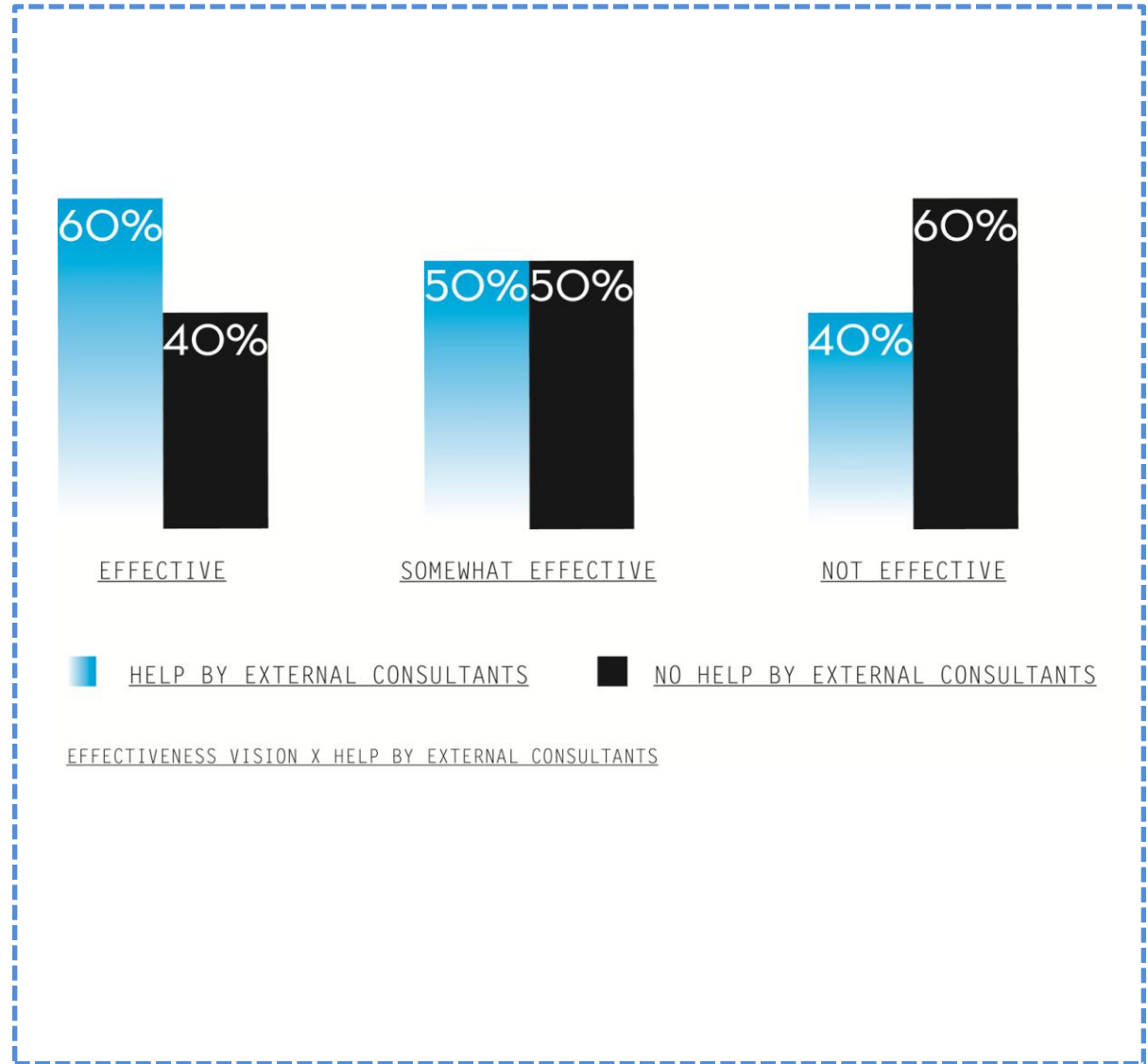
WHO HAS BEEN INVOLVED IN DEVELOPING THE VISION?



Learning from the best [2/3]

The importance of consultants

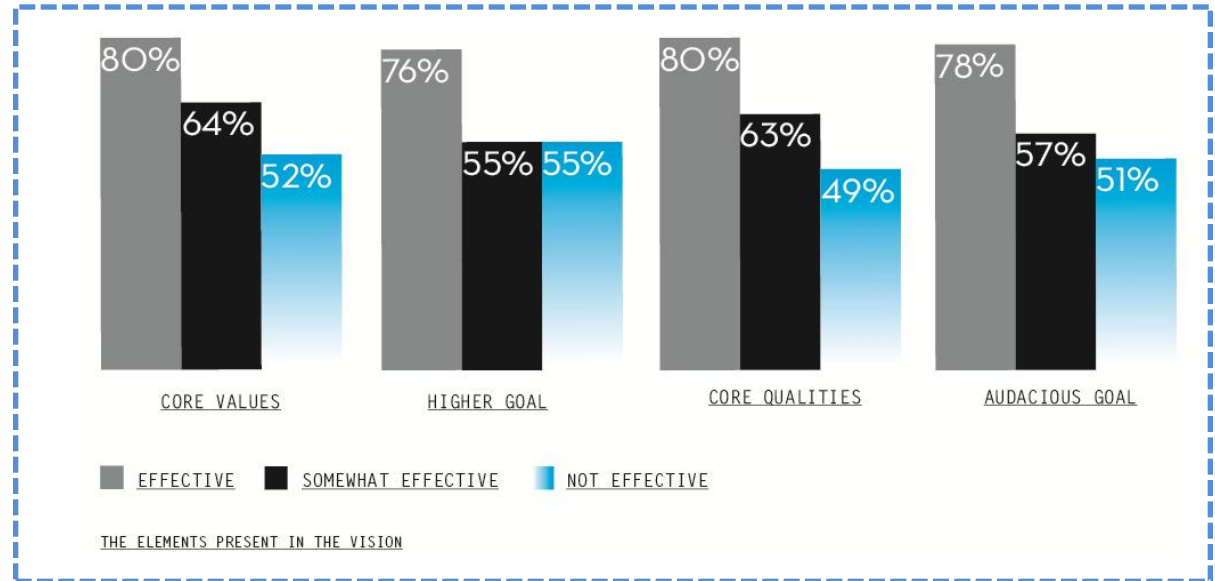
- The group of organizations that considered the vision to be effective usually ask for help and use external consultants' experience to assist during the process of developing a vision
- The group that considered the vision **not** effective was more likely to carry the process on their own.



Learning from the best [3/3]

Elements present in vision

- The group of organizations that considered the vision to be effective have more complete visions
- All elements of vision are in place:
 - Higher goal
 - Audacious goal
 - Core values
 - Core qualities



Overall results on effectiveness of vision

- Well developed and implemented visions can lead to many positive effects inside organizations
- Leaders that take their visions seriously put it in practice in daily life and **communicate the to others as living examples of the vision.**



LED TO CLARIFICATION OF THE ORGANIZATION'S OBJECTIVES

79%

LED TO GREATER FOCUS ON PERFORMANCE

78%

LED TO GREATER CUSTOMER SATISFACTION

77%

LED TO MORE CREATIVITY IN THE ORGANIZATION

76%

LED TO MORE ENERGY BEING CREATED IN THE ORGANIZATION

75%

LED TO GREATER INVOLVEMENT OF EMPLOYEES

75%

LED TO A GROWTH IN PROFIT AND TURNOVER

73%

GAVE ME MORE ENERGY

72%

OVERALL RESULTS ON THE
EFFECTIVENESS OF VISION

Top five visionary companies per country

The Netherlands

PHILIPS



Rabobank



Unilever

Germany



Audi

SIEMENS

USA



Google™



IBM™

India



Infosys®

RELIANCE



WIPRO
Applying Thought



Malaysia



AirAsia



China



Haier

lenovo



HUAWEI

Baidu 图标

Spain



ZARA

Telefonica



APPENDIX

- Next steps
- Study Specs
- Demography

Next steps

- Release in international press:

- The Netherlands

[Management Team](#)

[Nuzakelijk](#)

[Financieel Management](#)

[HR Strategie](#)

[Accountant](#)

[Berkeley Square Blog](#)

[Consultancy](#) (first page)

[Deepsale](#)

[BG Magazine](#)

[HR Praktijk](#)

[Voor Pagina.info](#)

- Malaysia

[The star](#)

- Germany

[Wall Street Online](#)

- USA

[Atlanta Business Chronicle](#)

[Austin Business Journal](#)

[Boston Business Journal](#)

[Washington Business Journal](#)

- Canada

[Yahoo!Finance](#)

- Hawaii

Hawaii News Now

And over 200 other web pages

- &samhoud compact Vision book



Study Specs

- 2997 managers
- Seven countries (The Netherlands, Germany, USA, India, Malaysia, China and Spain)
- 50 questions:
 - What is the general attitude of managers concerning organisational vision?
 - Do their organisations have a vision?
 - What are the elements that compose the vision?
 - What is the quality of the vision, according to vision development criteria?
 - How are visions developed?
 - How are visions implemented?
 - What are the effects of vision within organisations and which value has been created?
 - What conclusions can we draw from the effectiveness of vision?



Demography

Number of managers surveyed per country

The Netherlands	405	13,5%
Germany	430	14,3%
USA	439	14,6%
India	456	15,2%
Malaysia	409	13,6%
China	448	14,9%
Spain	410	13,7%
Total	2997	100,0%

Size of companies (in number of employees) and managers surveyed in each

# employees	Netherlands	Germany	USA	India	Malaysia	China	Spain	Total
50-99	14,1%	14,2%	14,1%	13,6%	19,8%	10,7%	27,3%	16,1%
100-199	12,1%	17,2%	15,3%	14,7%	17,8%	15,4%	20,5%	16,1%
200-499	20,2%	19,3%	16,4%	22,1%	18,3%	25,4%	18%	20,1%
500-999	14,6%	19,1%	15,7%	18,6%	13,9%	22,8%	14,1%	17,1%
1000 +	39%	30,2%	38,5%	30,9%	30,1%	25,7%	20%	30,6%