
KEY INSIGHTS SUMMARY

40%

of the Leaders of Tomorrow with work experience at least once decided not to apply for a job because the employer did not fit their values

Focusing solely on profits can shrink a company's talent pool

Most Leaders of Tomorrow believe that businesses should consider employees, society and the environment above profits and they also see work life as an instrument for positive impact.

Pursuing a purpose beyond profit may be a decisive factor in the “war for talent”. The Leaders of Tomorrow look for values they can share and an engaging purpose in a job and they seem to “walk the talk”.

The Leaders of Tomorrow screen companies for the purposes they pursue. If the company does not fit their values, they may refrain from applying for job openings, turn down interesting job offers from companies, and pick more purposeful jobs at other companies – even at the cost of a lower payment.

Top 5 Most valuable activities to stay competitive in the future

- 1 Driving the development of sustainable technologies
- 2 Ensuring employee well-being and providing fair payment and benefits
- 3 Offering products or services that directly support social or environmental issues
- 4 Ensuring a sustainable and fair operation and production
- 5 Ensuring ethical and sustainable work conditions

Established companies should reinvent their products or services and their processes to stay competitive in the future

The Leaders of Tomorrow see pursuing a purpose beyond profit as a competitive advantage in future markets.

To get ready for the purpose-driven future that the Leaders of Tomorrow see, companies cannot simply “tack on” any kind of “good purpose” to their existing products or services. Instead, the Leaders of Tomorrow see the need for companies to fundamentally change how business is done today, with a focus on sustainability and fairness in all aspects of doing business.

The most valuable activities for established companies from the Leaders of Tomorrow's perspective can be summarized as: create products and services that make a difference for society and environment through the use of sustainable technologies and processes while treating your employees and other stakeholders well. In contrast, traditional CSR activities are considered to be much less important in the future.

Being a purpose-driven company requires new definitions of success and new, non-financial progress measurements

A difficult problem for those companies that have already defined a purpose beyond profit seems to be measuring progress and performance of this purpose and taking non-financial factors into account for strategic decisions.

According to the Leaders of Tomorrow, it often fails due to a lack of tools and techniques. However, the entrepreneurs among the Leaders of Tomorrow seem to be one step ahead – luckily, many of them shared their ideas for measuring a purpose beyond profit with us later in this report.

18%

of the employees vs.

41%

of the entrepreneurs

among the Leaders of Tomorrow say that non-financial factors are extensively researched and significantly influence strategic decision-making

Winning the war for talent while mastering digitalization and dealing with the consequences of climate change should “keep CEOs up at night”

Asked for the biggest challenges that established business will have to solve in the near future to stay competitive, the Leaders of Tomorrow consider first the rising, increasingly global competition for talent getting even more difficult due to changing priorities of employees regarding their jobs.

Second, digitalization’s transformational effects on business models as well as on the workforce, followed third by the growing number of challenges caused by environmental degradation and climate change.

Top 3: Biggest challenges for established businesses

1 Winning the war for talent

Rapid advancement of technologies and increasing globalization of labor markets lead to a rising competition for the right talent. At the same time, working environments and priorities of employees regarding their jobs are changing, demanding new approaches for attracting and retaining talent.



2 Mastering the digital revolution & AI

With regard to automation, AI and the advancement of other disruptive technologies, companies have to deal with transformational effects on their business models. The spread of AI and automation also triggers new management challenges and causes new social disruptions that companies are seen responsible for.



3 Adapting to climate change

Businesses face a growing number of challenges caused by environmental degradation and climate change. On the one hand, negative effects of environmental degradation and the scarcity of non-renewable resources are expected to affect business performance. On the other hand, companies are seen as being under pressure to respond to claims of consumers and regulators for more sustainable business practices.

