



School of
Management and Law

ZHAW Managers Survey 2022



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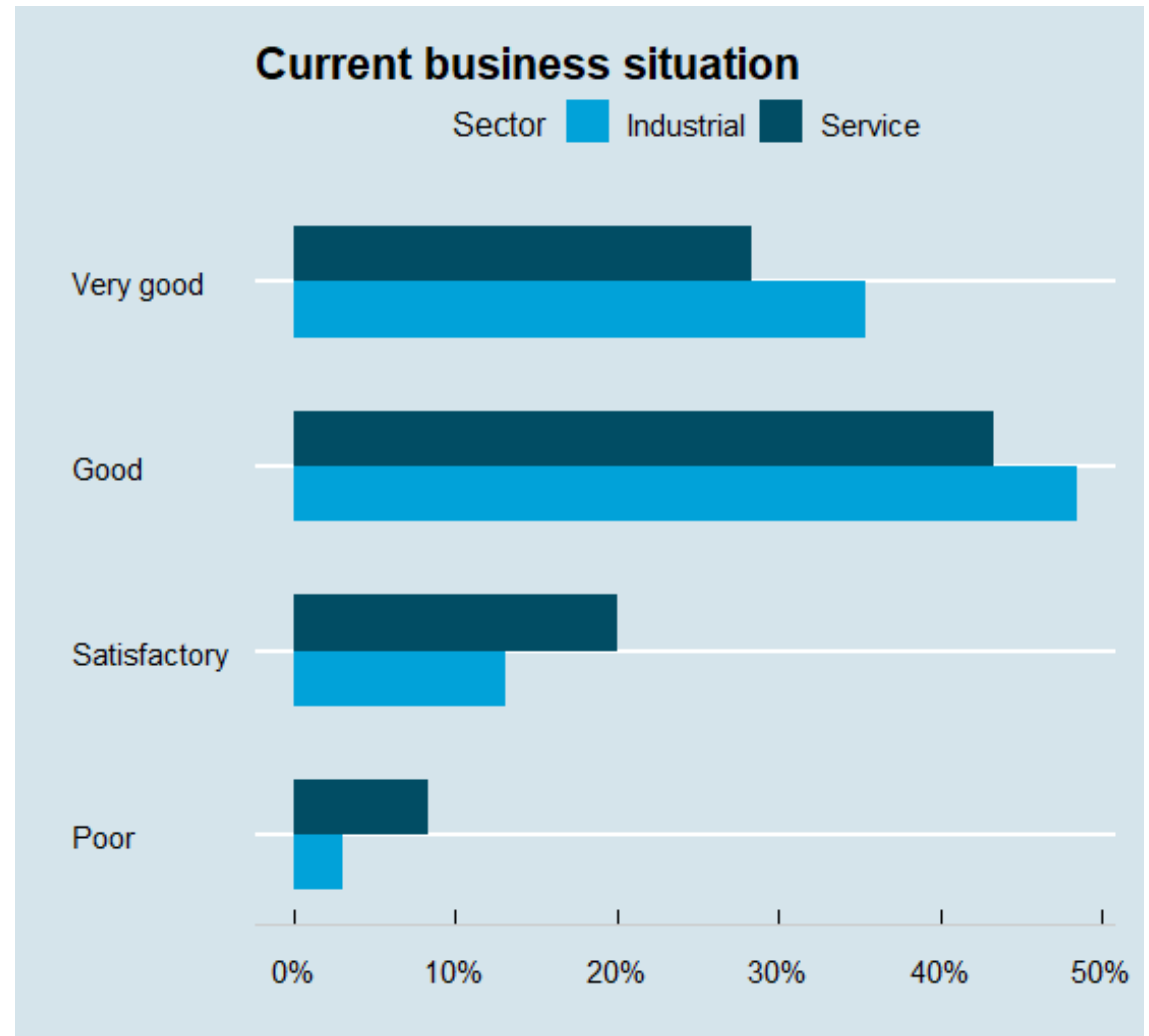
Summary

- ❑ The survey was conducted between May 2nd and May 8th, 2022
- ❑ More than 200 respondents participated in the study
- ❑ Diverse industries: service and industrial sectors
- ❑ Diverse company sizes: SMEs and MNEs

- ❑ Research results covering the following topics:
 - ❑ Current and expected business situation
 - ❑ Competitiveness of Swiss companies
 - ❑ Russia-Ukraine war: implications for Swiss companies

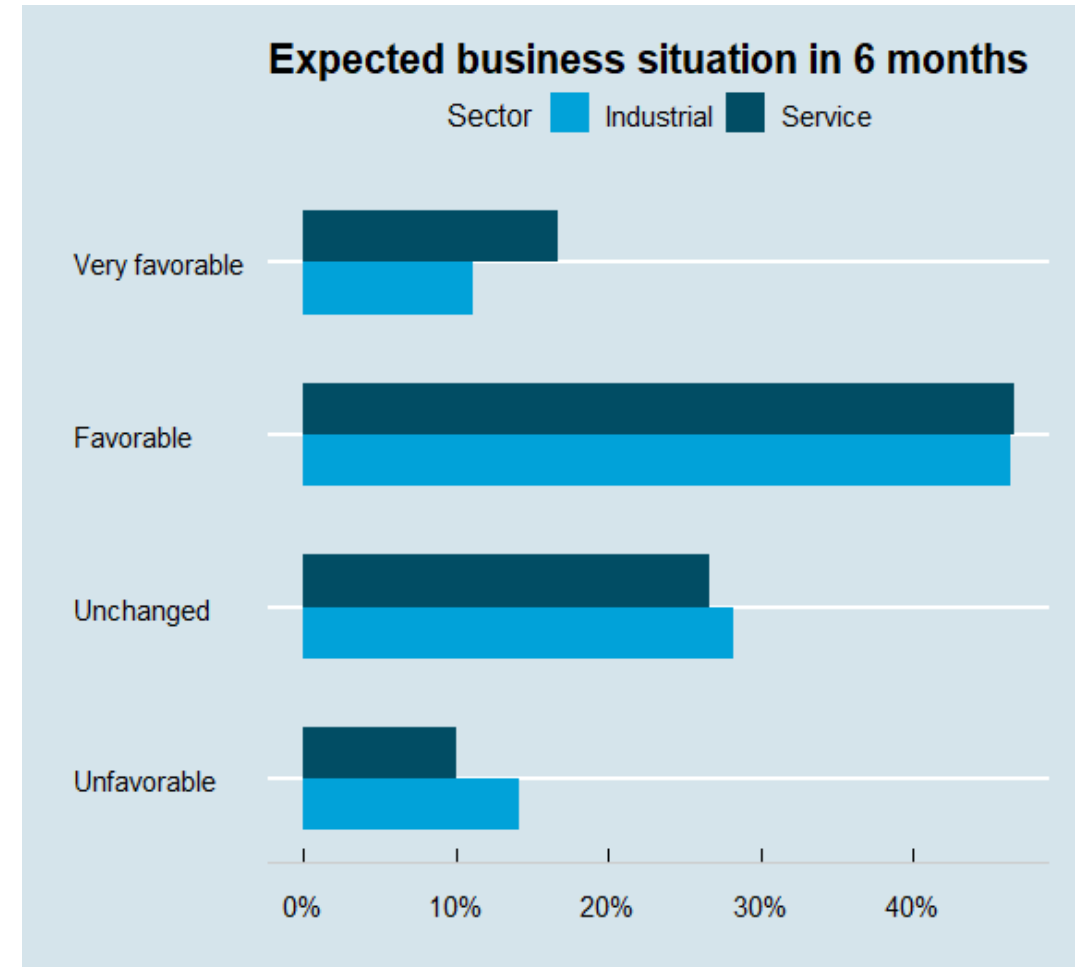
Business situation I: Present

- ❑ The majority of the respondents from both the industrial and the service sectors evaluate the current business situation as “good” or “very good”
- ❑ Few companies from both sectors evaluate the current situation as “poor”
- ❑ Companies from the industrial sector seem to be faring better compared to companies from the service sector



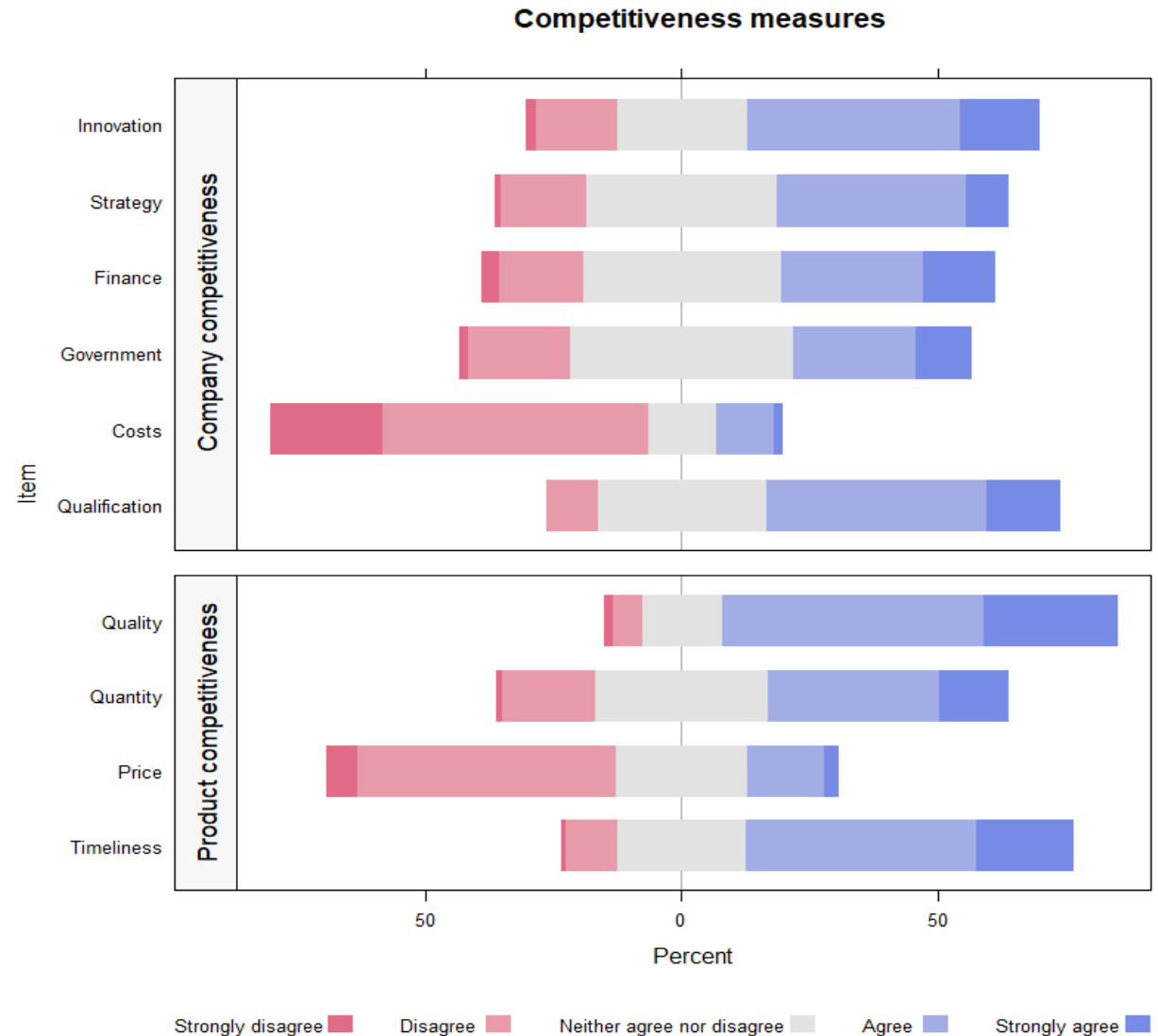
Business situation II: Future

- ❑ Most respondents from both sectors expect the business situation to develop favourably or even very favourably
- ❑ About 1/3 of the respondents expect no significant changes in the next 6 months
- ❑ However, 15% of the respondents from the industrial sector expect the business situation to develop unfavourably for their company compared to under 10% from the service sector



Competitiveness of Swiss companies I

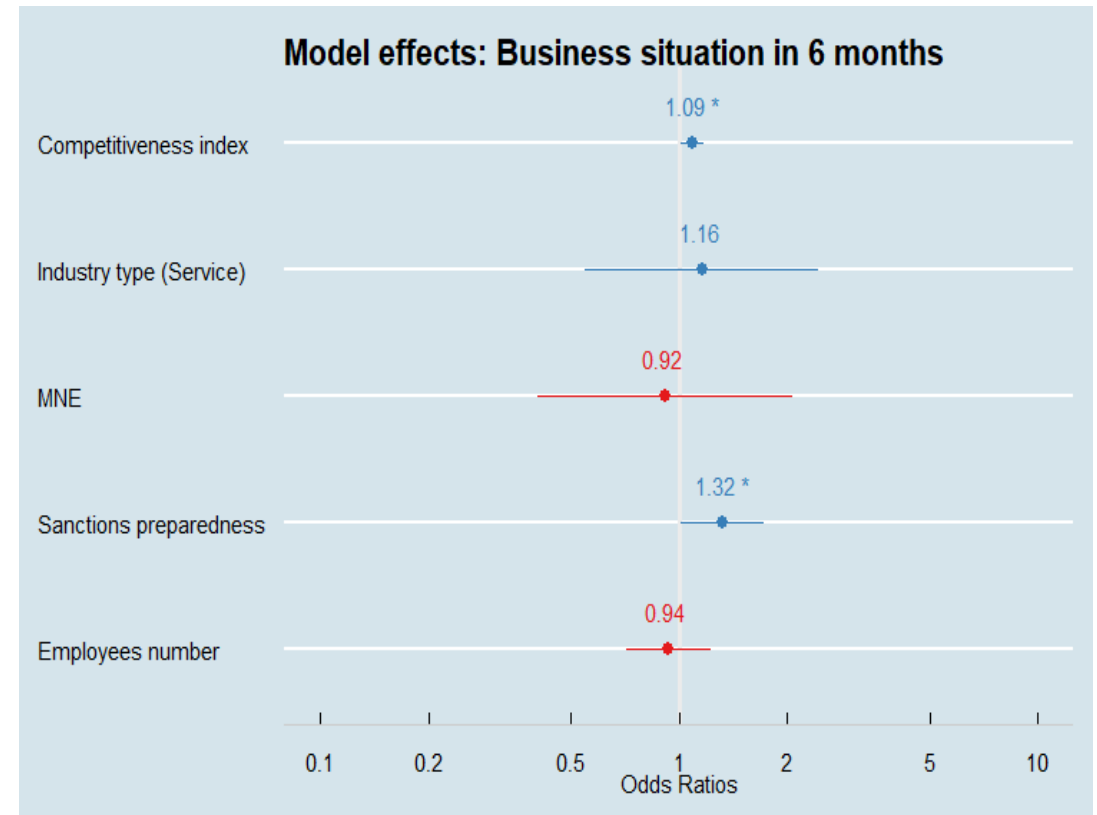
- ❑ We built a Competitiveness index based on 10 items measuring the concept
- ❑ Baseline for comparison: main foreign competitor
- ❑ Difference between company and product competitiveness
- ❑ Swiss companies are perceived as more competitive compared to their main foreign competitor especially in terms of *product* competitiveness
- ❑ *Company costs* and *product price* are the “weak spots” of Swiss companies



Competitiveness of Swiss companies II

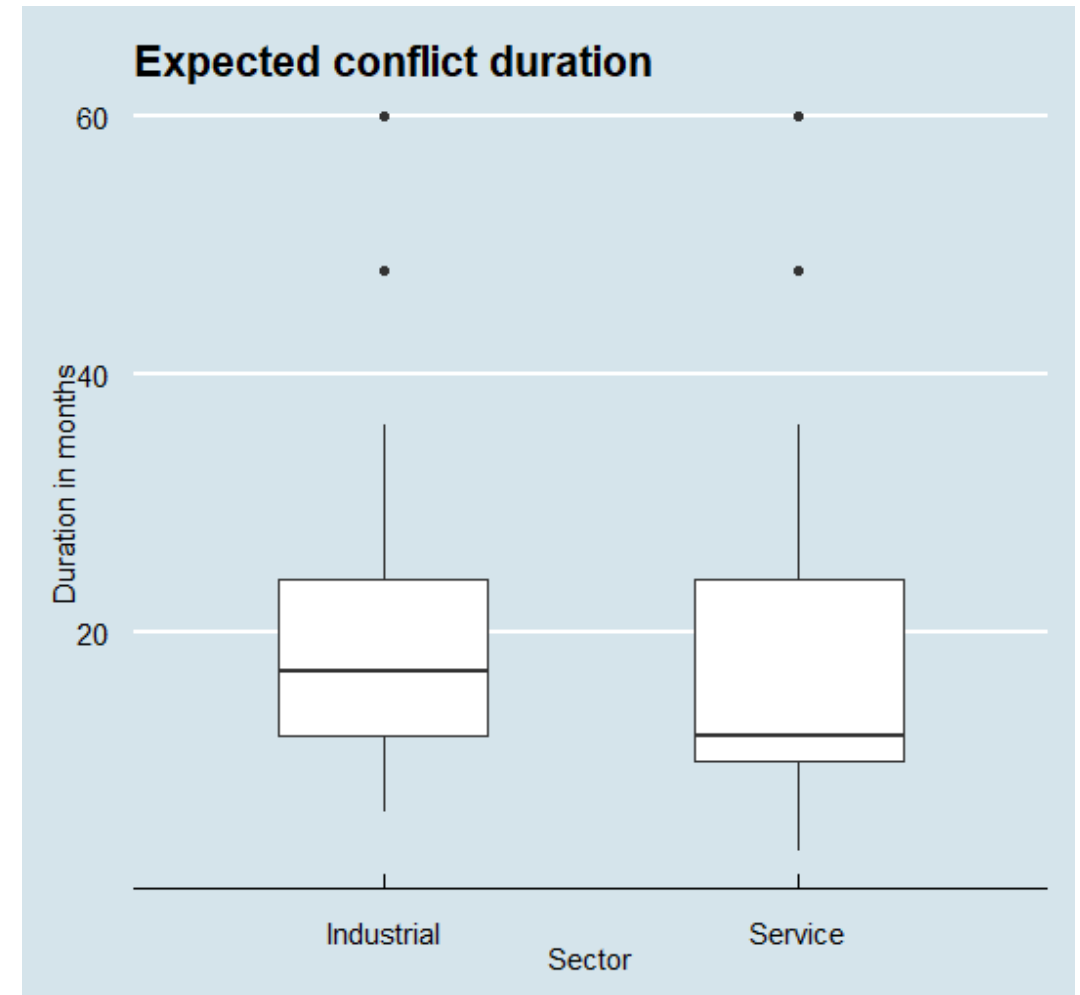
- ❑ What factors influence the expected business situation in 6 months?
- ❑ The more competitive the company is perceived to be, the more favourable the expected business situation
- ❑ The more prepared the company is to face the consequences of the sanctions against Russia, the more favourable the expected business situation
- ❑ No effect of industry type, company type (SME vs MNE) and company size

→ Competitive companies and those prepared for the energy crisis have a more positive outlook



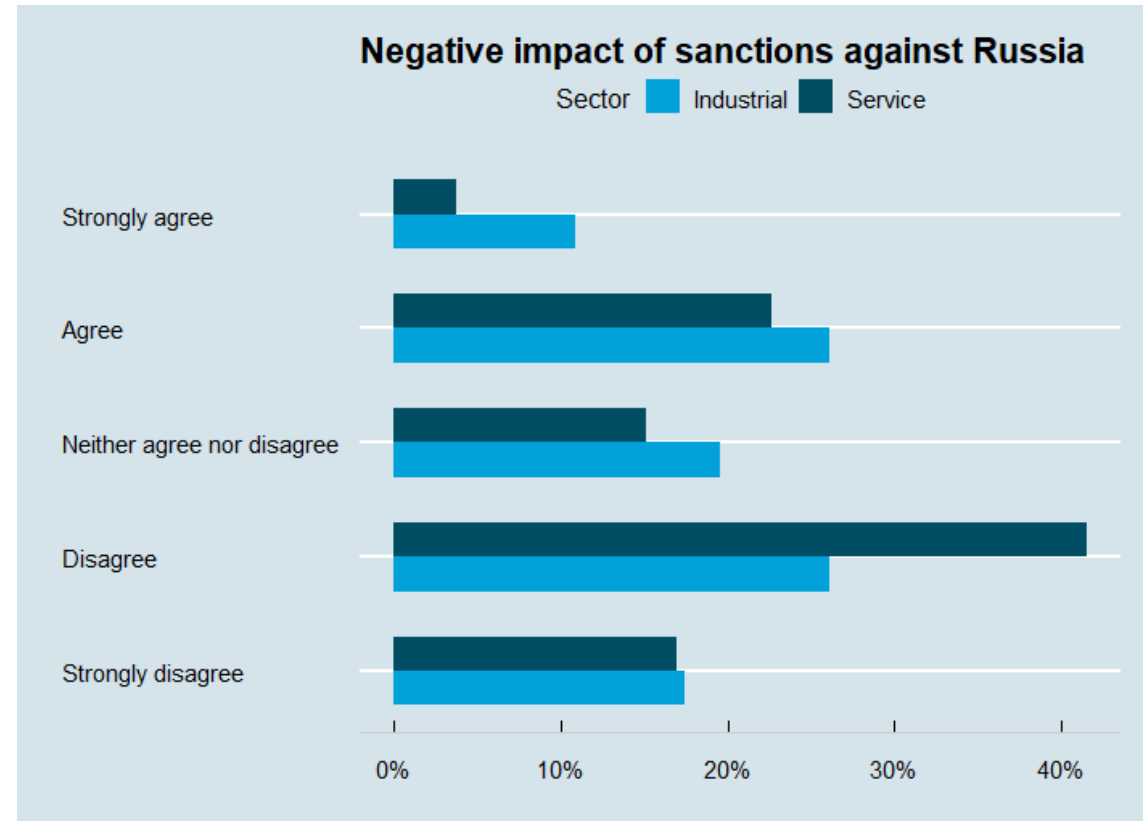
Russia-Ukraine war I: Expected conflict duration

- ❑ Respondents from both sectors expect the conflict to last for 19.2 months on average (until December 2023)
- ❑ Respondents from the industrial sector expect the conflict to last longer



Russia-Ukraine war II: Impact of sanctions against Russia

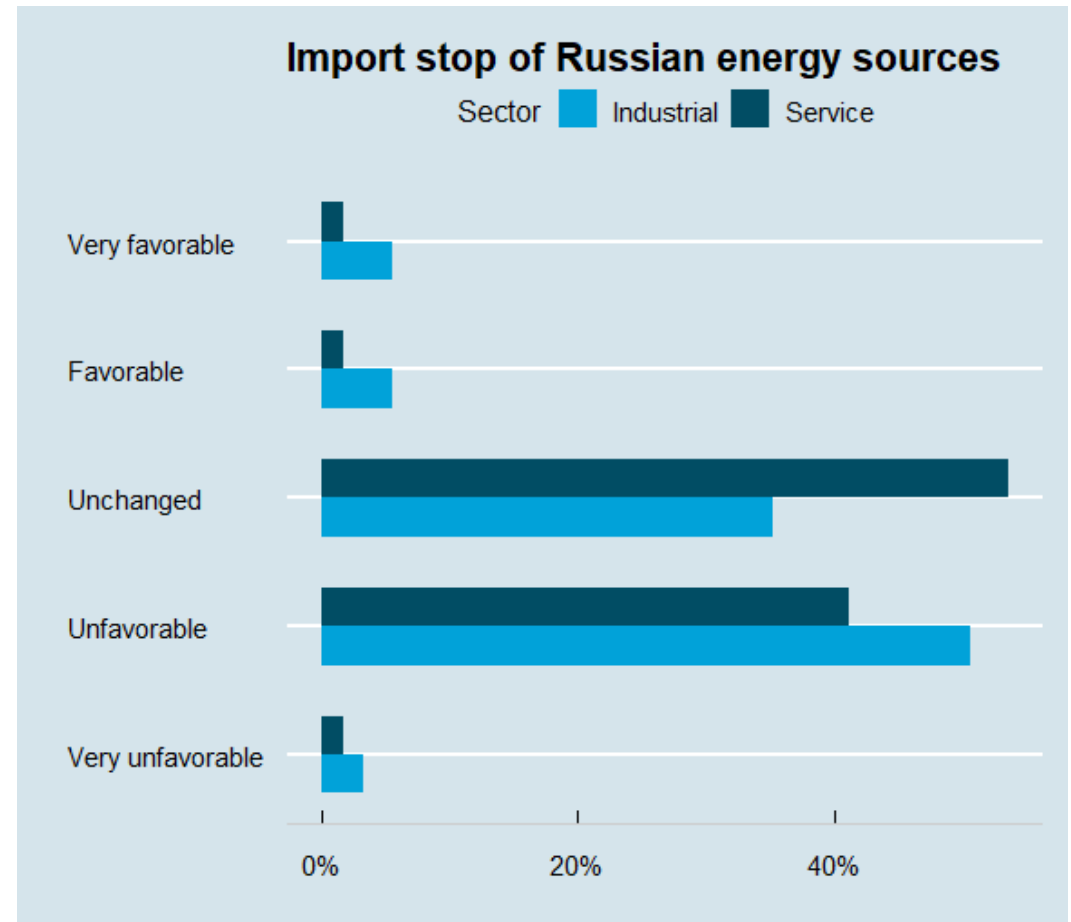
- ❑ More than half of the respondents from the service sector “strongly disagree” or “disagree” with the statement that the sanctions have negative impact on their company
- ❑ However, more than 40% of the respondents from the industrial sector “agree” or “strongly agree”



→ Currently, the industrial sector experiences more negative consequences from the sanctions against Russia

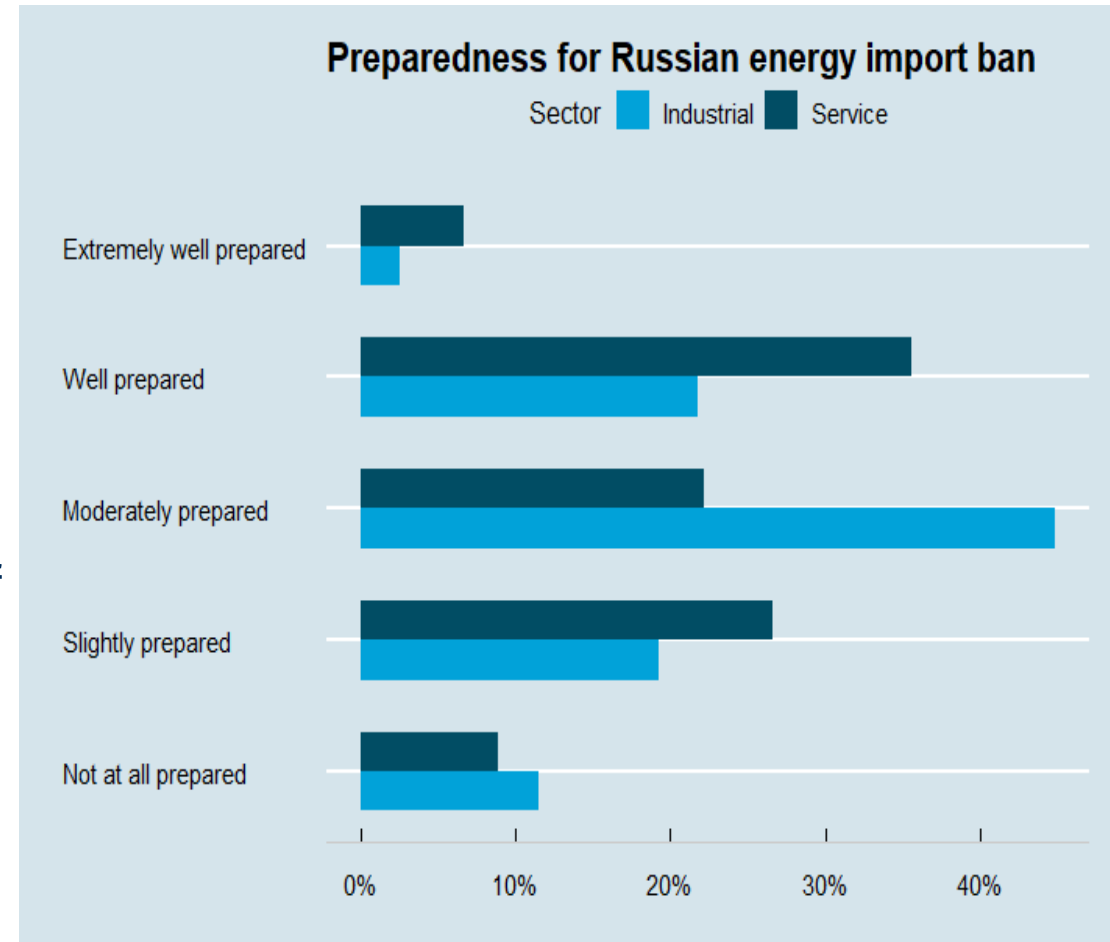
Russia-Ukraine war III: Impact of import stop of energy sources

- ❑ The import stop of energy sources from Russia affects the industrial sector more unfavourably compared to the service sector
- ❑ For the majority of the respondents from the service sector the import stop does not change the business situation
- ❑ Few respondents esp. from the industrial sector see the import stop of energy resources as impacting their company in a (very) favourable way



Russia-Ukraine war IV: Preparedness for energy import ban

- ❑ Only ca. 1/3 of the respondents from both sectors think their company is “well” or “extremely well” prepared
- ❑ More than 30% of the respondents from the industrial sector perceive their company as not being prepared to face a Russian energy import ban
- ❑ Significant sector differences in terms of preparedness



Conclusions

- ❑ While the Covid crisis affected the service sector more dramatically, the war in Ukraine has more negative implications for the industrial sector
- ❑ The industrial sector is hit harder by the sanctions against Russia and the import stop of energy sources
- ❑ Swiss companies (esp. from the industrial sector) are not particularly well prepared for a Russian energy import ban
- ❑ Despite that, overall, both the current and the expected business situations are evaluated as favourable. How do we reconcile these findings?
- ❑ Swiss companies are perceived as more competitive compared to their main foreign competitor (except when it comes to company costs and product price)
- ❑ Overall, positive outlook for Swiss companies from both sectors with some potential caveats