



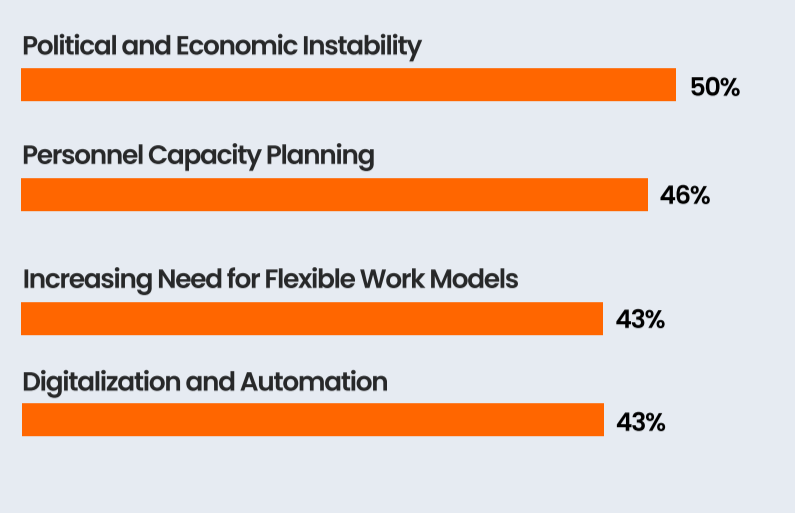
RESILIENCE BY DESIGN
SERVICE INDUSTRY

Preparedness Gap
Adapt or Fall Behind

European organizations are navigating an unprecedented era of simultaneous disruption – from digital transformation and demographic shifts to geopolitical instability and economic volatility. In this environment, resilience is no longer a nice-to-have; it is the decisive factor between thriving and becoming obsolete.

The ATOSS FutureWorks study examines the interplay of challenges, preparedness, and strategic measures in an age of multi-transformation, with a closer look at the Service Industry. For this purpose, 109 decision-makers from the industry were surveyed.

6 major challenges



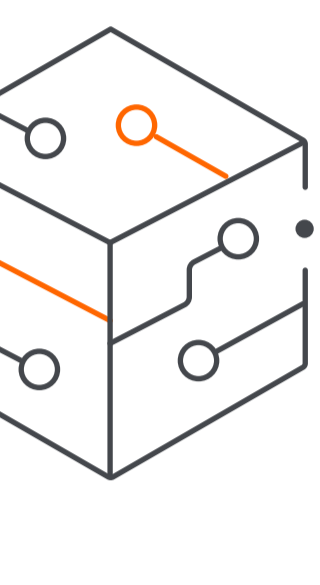
THE RESILIENCE DRIVERS

Preparedness Gap
Organizations are aware, but readiness lags

Organizations in the Service Industry face 6 major challenges simultaneously – all perceived as major or severe:

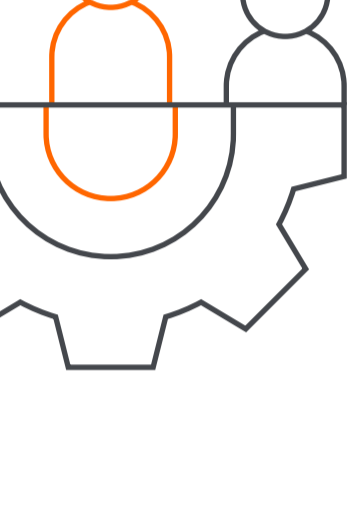
37%

on average feel completely prepared across these major challenges.



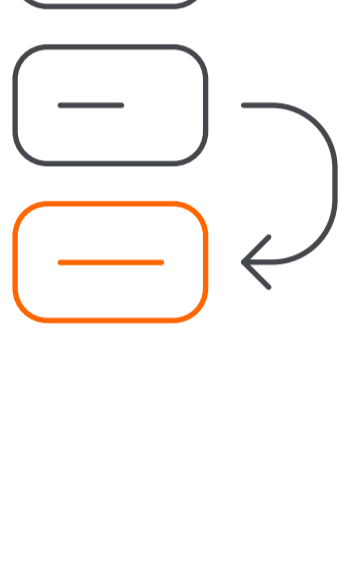
Technology

Drives business transformation and enhances organizational capabilities through automation, digital innovation, and AI. Technology serves as the enabler of efficiency, competitive advantage, and future-ready business models.



Workforce

Focuses on people as the core driver of resilience through strategic talent development, flexible engagement models, and inclusive structures. This dimension strengthens organizations by enhancing employee retention, well-being, and their capacity to navigate change.



Organization

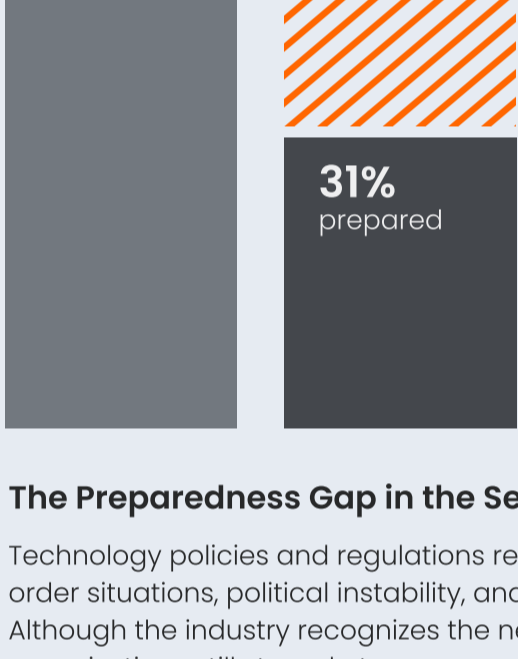
Establishes the strategic framework for agility through proactive planning, performance measurement systems, and leadership development. Organizational capabilities determine an enterprise's ability to anticipate, respond to, and grow from disruption.



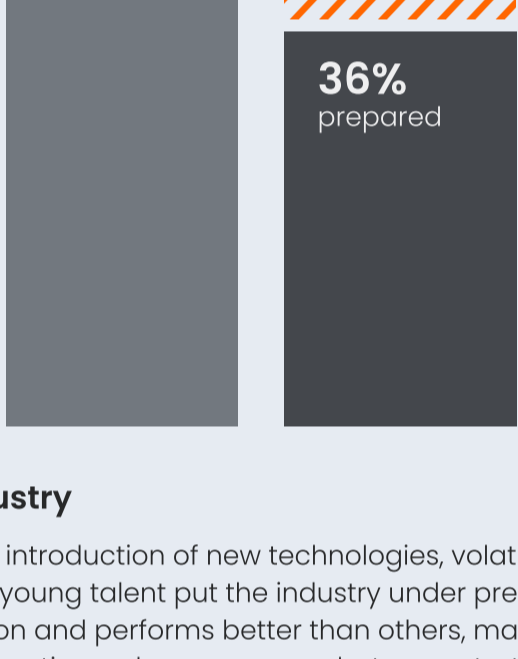
Evolving Regulation Surrounding Technology is the Largest Challenge with the Least Preparedness

Top 3 challenges vs. feeling completely prepared:

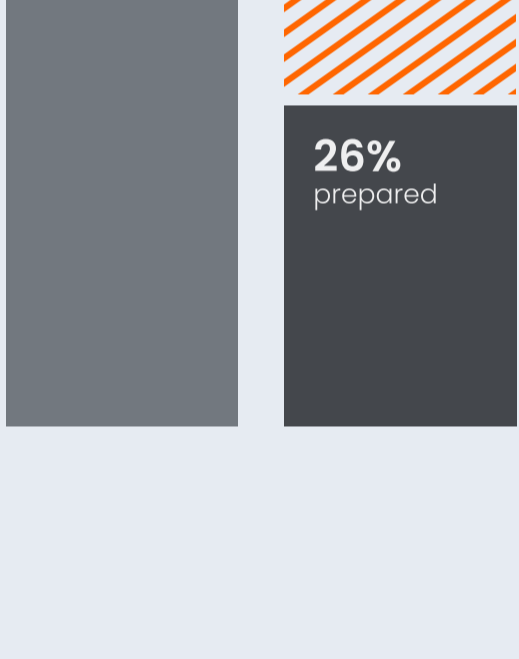
Evolving Regulation Surrounding Technology



Demographic Changes and Shifting Generational Dynamics



Current Political and Economic Instability and Uncertainty



The Preparedness Gap in the Service Industry

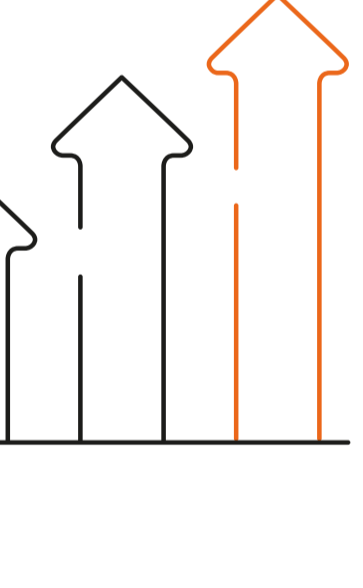
Technology policies and regulations related to the introduction of new technologies, volatile order situations, political instability, and attracting young talent put the industry under pressure. Although the industry recognizes the need for action and performs better than others, many organizations still struggle to prepare effectively, creating a dangerous gap between strategic intent and future readiness.

The Most Effective Measures for the Service Industry

Organizations that invest in the right workforce management measures can significantly improve preparedness. Different measures, applied individually or in combination, lead to above-average preparedness gains, and some can be implemented immediately.

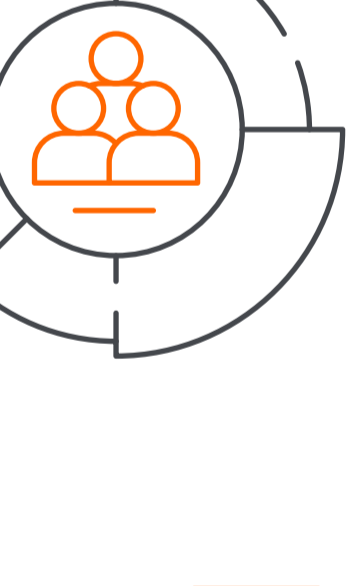
PROVEN LEVERS THAT MULTIPLY ORGANIZATIONAL PREPAREDNESS

Closing the Gap



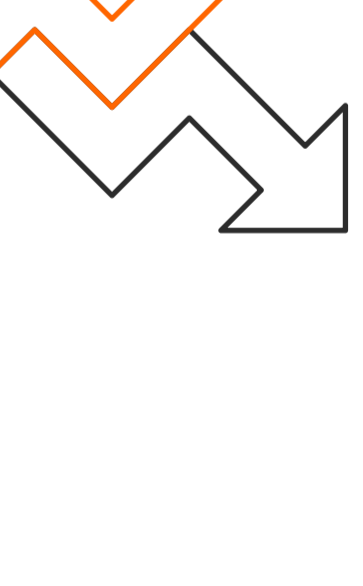
Evolving Regulation Surrounding Technology

- Technology policy and regulation courses
- Sharing hybrid best work practices
- Advanced digital tool training programs
- Diversity, equity and inclusion (DEI) training
- External expert consulting



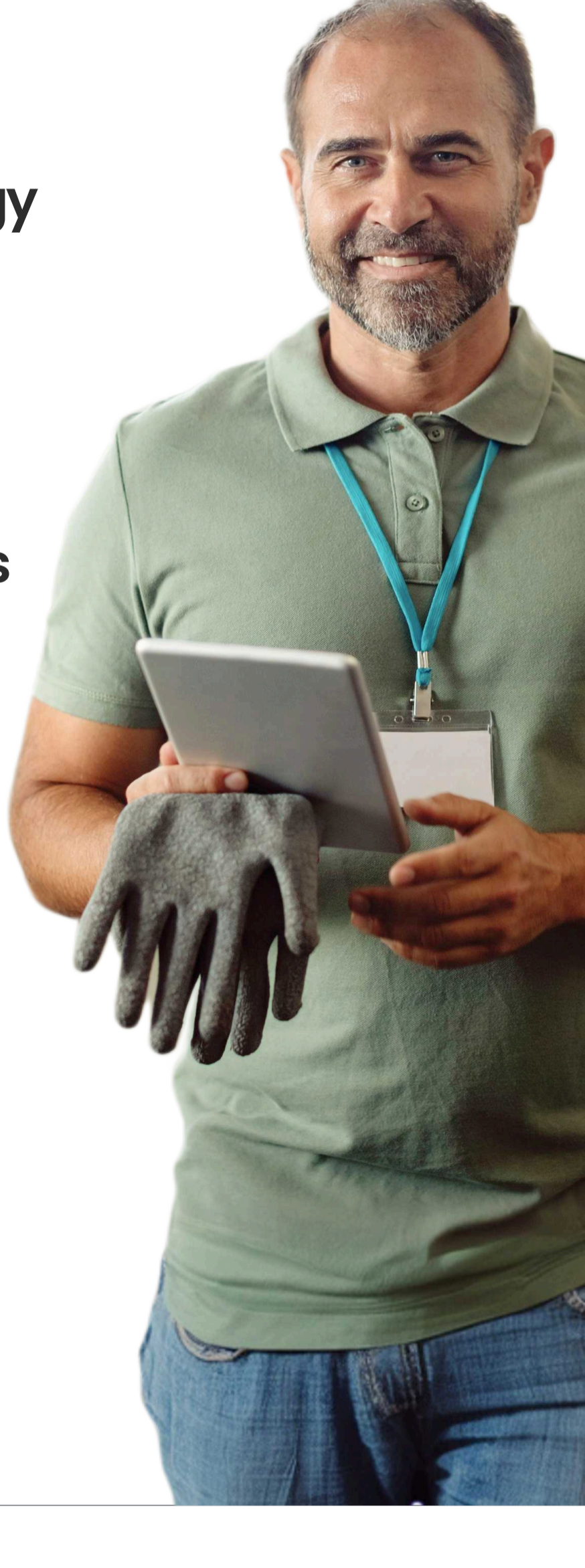
Demographic Changes

- Upskilling programs for emerging roles
- AI-powered forecasting tools
- Technology policy and regulation courses
- Introduction to employee self-service tools, such as shift planning and vacation planning
- Training on performance measurement analytics and prediction tools
- Decentralized business model



Political and Economic Instability

- AI-powered forecasting tools
- Training on performance measurement analytics and prediction tools
- Diversity, equity and inclusion (DEI) training
- Diversity reports and metrics, such as pay gaps and diverse leadership
- Decentralized business model



WHAT DO HIGH-PERFORMING ORGANIZATIONS DO DIFFERENTLY?

Resilience-Preparedness-Index

Only 8% of organizations in the Service Industry are top performers

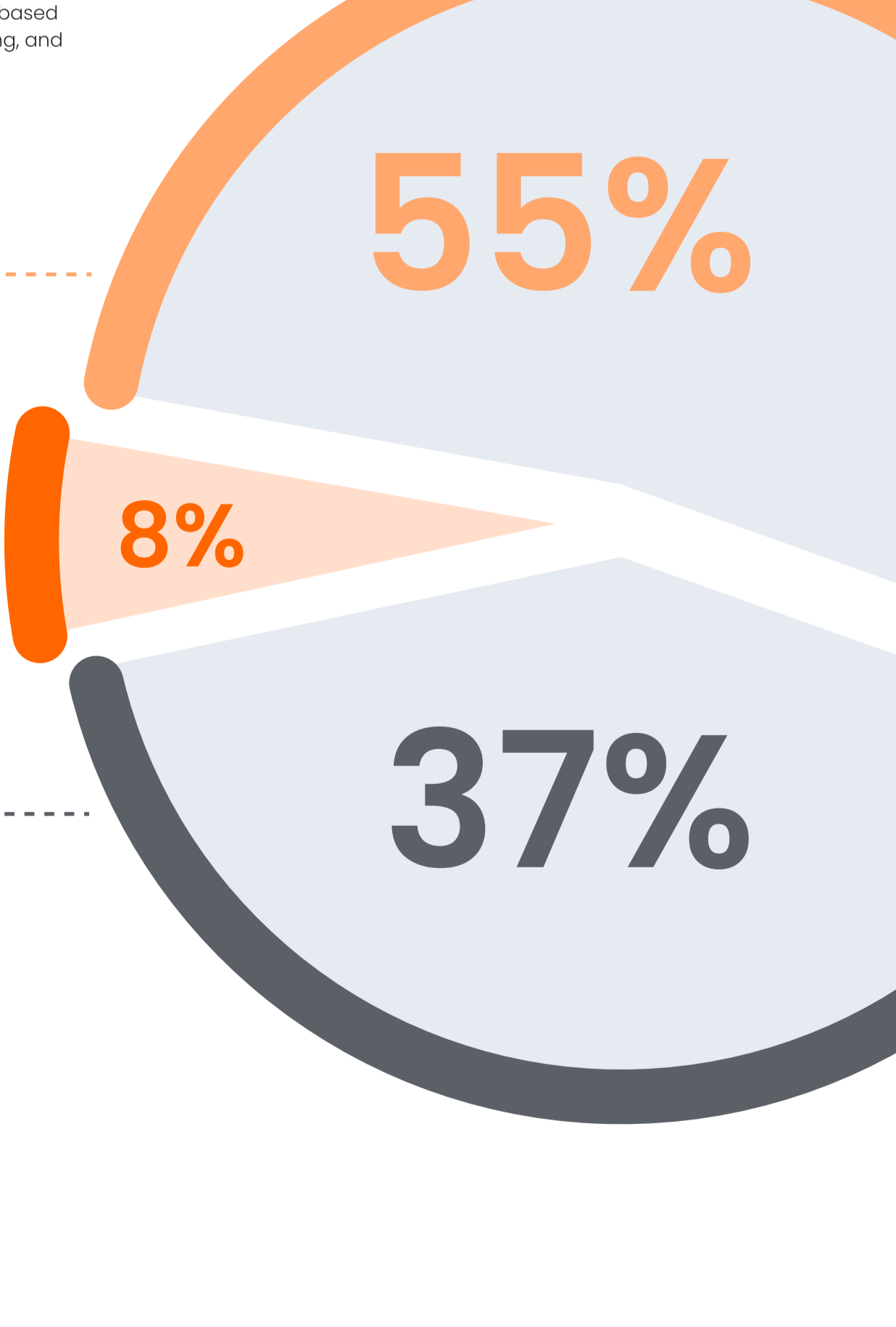
Across industries, top performers are more likely to use data-based and AI-powered forecasting, have a strategic focus on training, and view change as an opportunity rather than an obstacle.

What does this look like in the Service Industry?

55% score above 50 points — More than half show moderate to strong preparedness

8% are top performers — Only a few achieve exceptional preparedness and score above 90

37% score below 50 points — More than one-third of organizations in the Service Industry struggle with preparedness



These Measures Clearly Set Top Performers Apart

- Leadership development and future-readiness programs
- Mental health and well-being training
- Cross-functional teams
- Reverse mentoring
- Processes to retain institutional knowledge from employees nearing retirement

The Future Doesn't Wait

Preparedness starts with one question: Are you ready? Resilience isn't a reaction. It's a design choice. The time to act is now. And everything you need is already within reach. Take the first step: futureworks@atoss.com

Download the full FutureWorks study [here](#) for free

ATOSS **Resilience by Design**
Closing the Preparedness Gap: How Workforce Management Can Turn Awareness into Action