

# Why hierarchical organizations are dying... and horizontal ones are too

Loyco's business case

«Changing the world through  
purpose driven human ventures»





Der Gewerbeverein

Fédération Suisse des Entreprises



**PME? Startup?  
Indépendant·e?  
Intéressé·e par  
l'économie durable,  
circulaire et  
progressiste?  
Rejoignez-nous!**

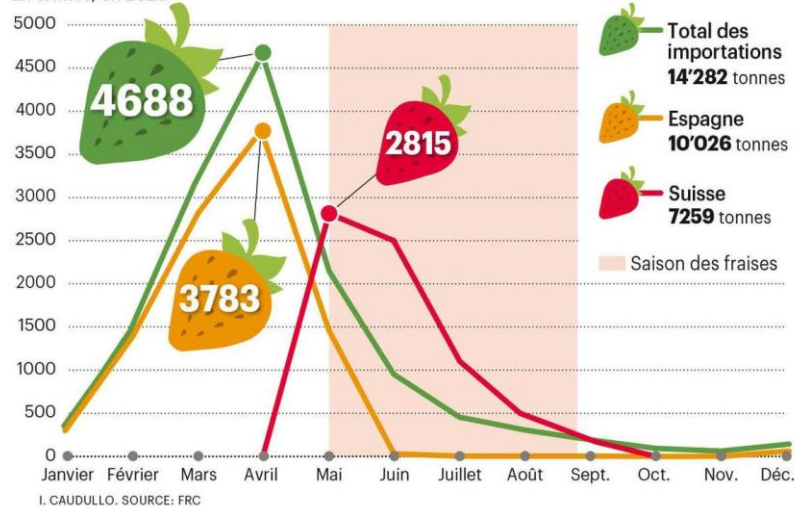


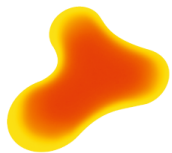
# LE POUVOIR D'AGIR

L'association des  
consommateur·rice·s

## Le marché de la fraise en Suisse

En tonnes, en 2020





Gesundheitsförderung Schweiz  
Promotion Santé Suisse  
Promozione Salute Svizzera



**Just do it.**

Pour un poids corporel sain: [www.promotionsante.ch](http://www.promotionsante.ch)



An organization dedicated to organizations but focused on people, which has reached CHF 20 mio. turnover and 147 Loycomates in 12 years, without sales force nor hierarchy.





# Key Figures

Loyco



**147**

Loycomates



**20.3**

MIO CHF Revenue



**>600**

Business clients



**5**

Offices in Switzerland  
GE – VD – VS – ZH - FR



**137.9**

B Corp points  
4<sup>th</sup> certification



**4.6/5**

Average customer  
satisfaction score



# What we do!

## Risks and Insurance

Business risks	Occupational benefits
Cyber risks	Medical Expenses
Insurance	Loss of earnings Long lasting illness

## Corporate Health

Occupational health and safety	Absence and case management
Corporate health promotion and prevention	Controlling
	Organization and Employee Management

## Human Resources

Absence management	HR on demand
Payroll management	HR Strategy consulting
HR Administration management	Employer Brand

## Future of Business

Sustainable development support	Organization strategy consulting
Governance and agility consulting	
Digitalization consulting	

## Public Procurement

Organization and management  
of public contracts

## Finance

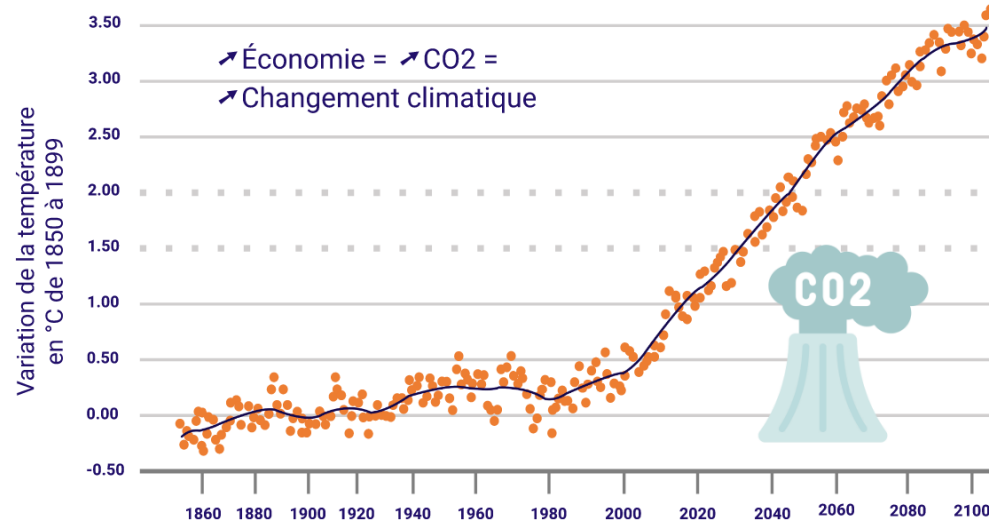
Accounting management	Company administration
Tax management	and management

**A changing world...**



**Geopolitical & climate crisis**

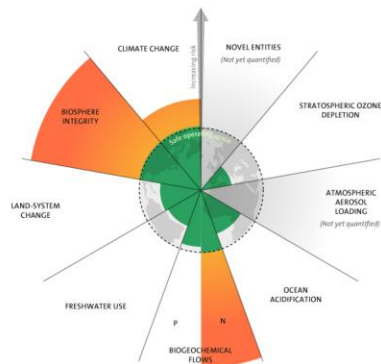
# Limites écologiques



Global mean surface temperature from the CESM2 model for combined historical and SSP2-4.5 scenario runs.  
A LOWESS Smoother (red line) is fit using a bandwidth of 0.1 Chart by Carbon brief using Highcharts.

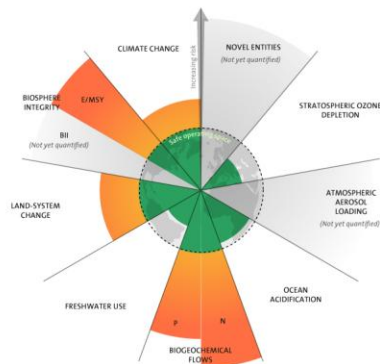


2009



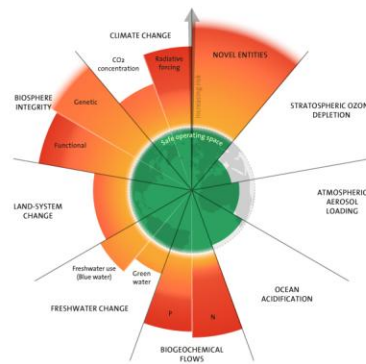
7 boundaries assessed,  
3 crossed

2015



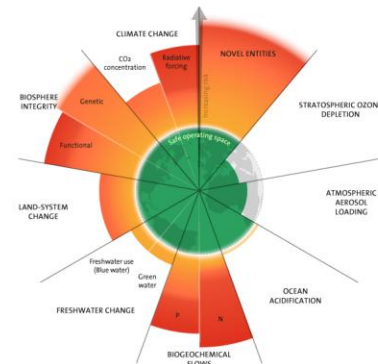
7 boundaries assessed,  
4 crossed

2023



9 boundaries assessed,  
6 crossed

2025



9 boundaries assessed,  
7 crossed

# 2022 - Principaux risques globaux 0-2 ans

selon 1 000 experts mondiaux et 12 000 dirigeants nationaux de 124 pays



◆ Environnemental

◆ Économique

◆ Géopolitique

◆ Sociétal

◆ Technologique

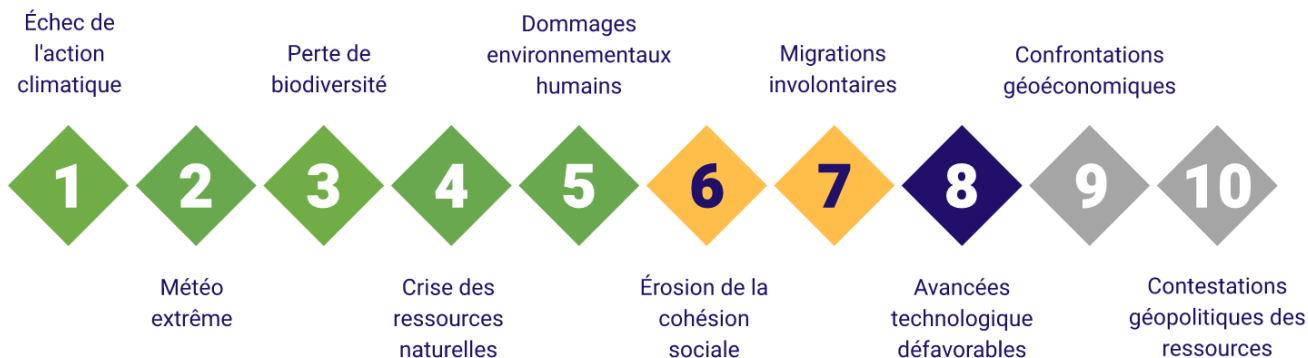
© Droits réservés, **Coboom** 2022

Global Risks Report 2022. (s. d.). World Economic Forum. Consulté le 8 septembre 2022, à l'adresse

<https://www.weforum.org/reports/global-risks-report-2022>

# 2022 - Principaux risques globaux 5-10 ans

selon 1 000 experts mondiaux et 12 000 dirigeants nationaux de 124 pays



◆ Environnemental

◆ Économique

◆ Géopolitique

◆ Sociétal

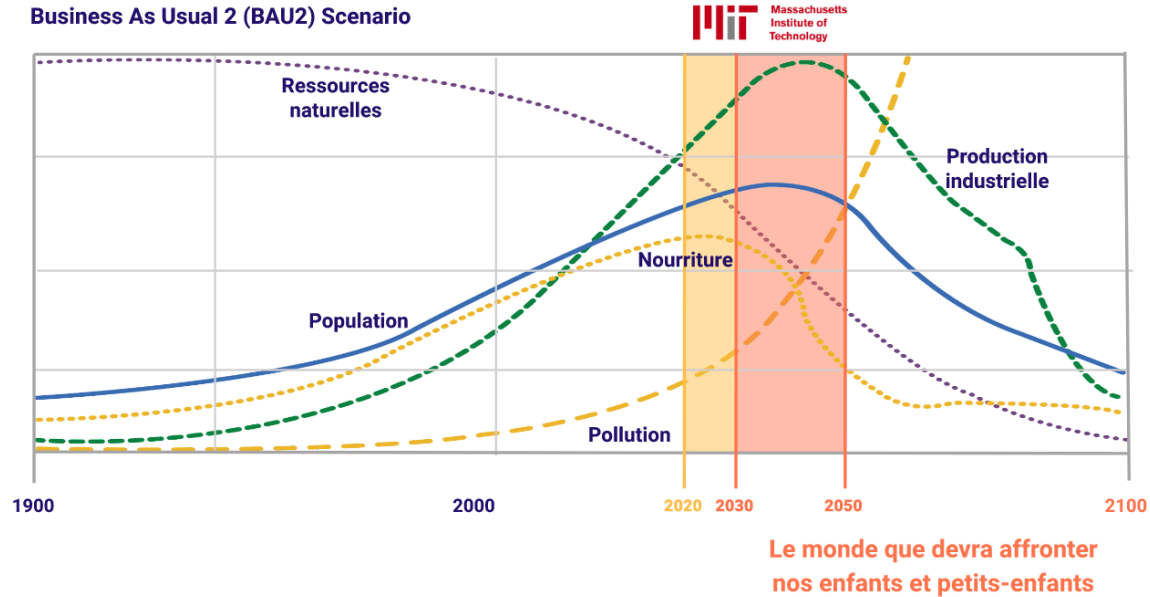
◆ Technologique

© Droits réservés, Coboom 2022

Global Risks Report 2022. (s. d.). World Economic Forum. Consulté le 8 septembre 2022, à l'adresse <https://www.weforum.org/reports/global-risks-report-2022>



# Scénario du MIT le plus probable selon Gaya Herrington

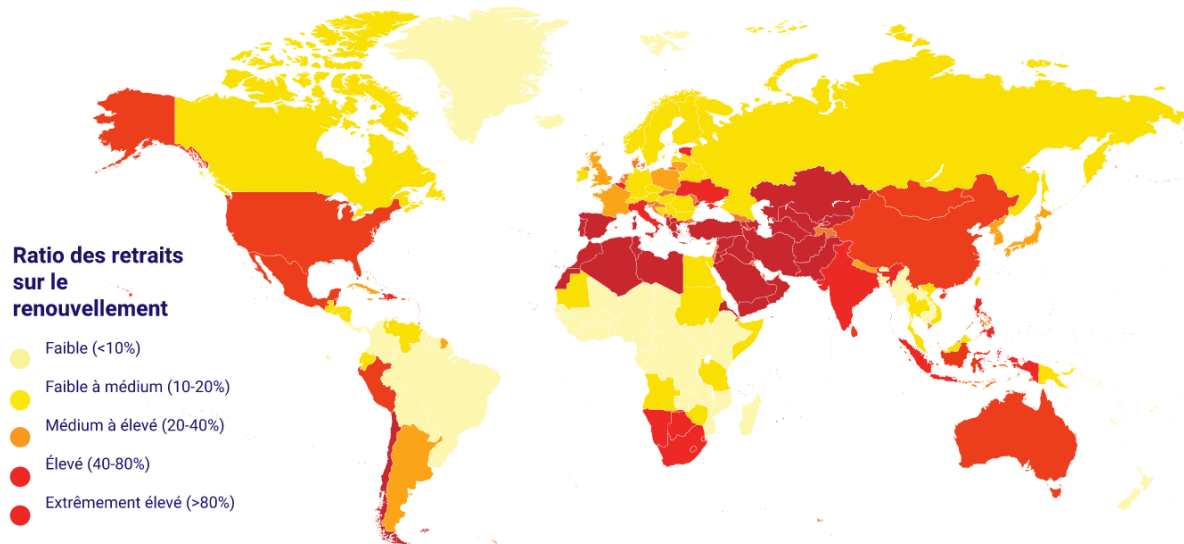


# Stress hydrique projeté en 2040

Demande en eau qui dépasse la quantité d'eau disponible



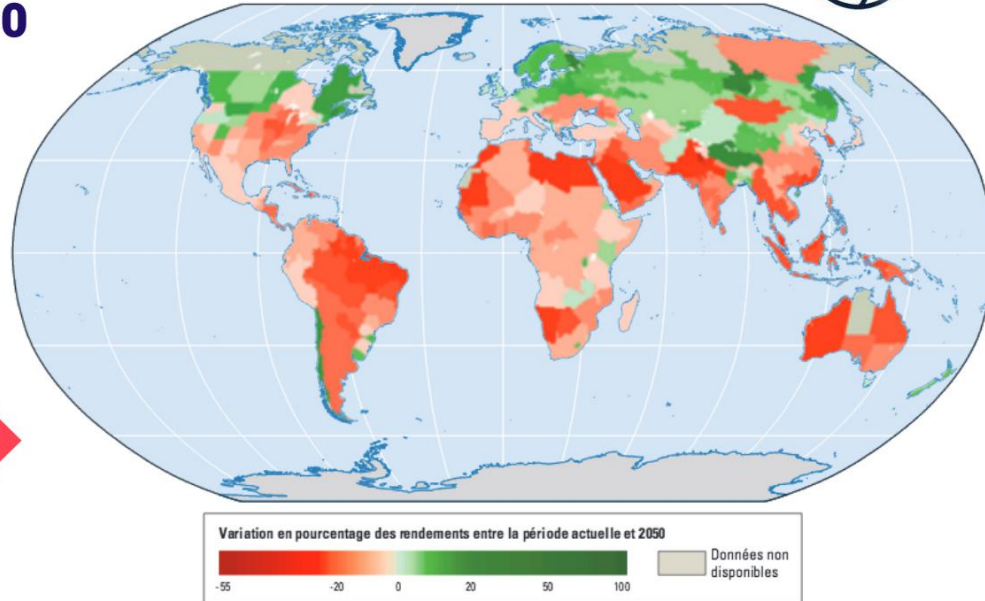
WORLD  
RESOURCES  
INSTITUTE



Note: Projections are based on a business-as-usual scenario using SSP2 and RCP8.5

Adaptation to Climate Change. (s. d.). Global Agriculture. Consulté le 8 septembre 2022, à l'adresse <https://www.globalagriculture.org/report-topics/adaptation-to-climate-change.html>

## Rendement agricole projeté en 2050



World Development Report 2010 : Development and Climate Change. (2010). World Bank. Consulté le 8 septembre 2022, à l'adresse [https://openknowledge.worldbank.org/bitstream/handle/10986/4387/9780821379875\\_overview.pdf](https://openknowledge.worldbank.org/bitstream/handle/10986/4387/9780821379875_overview.pdf)



NOUS N'AVONS  
PAS DE PLANÈTE B

RESPECT  
T'ES PLUS  
BONNE  
SANS CARBONE

ON VEUT  
UN  
AVENIR  
!

SAVEZ LA  
PLANÈTE  
(C'est la seule planète habitable)  
Bonne nuit  
Bonne nuit

DE PARLER en l'air  
FAITES FONDRE  
MON CŒUR  
PAS MA PLANÈTE



**Derobotized humans**

THE AMERICAN  
VAULT

# HIRE LOCAL!

**>50%**

of jobs created outside of organizations in  
the US since 2017





The New York Times

THE SHIFT

# Welcome to the *YOLO* *Economy*

Burned out and flush with savings, some workers are quitting stable jobs in search of postpandemic adventure.





**2.8%**

unemployment rate in Switzerland (May 2025))

**500'000**

workers will disappear demographically by 2030

Source: Union Patronale Suisse



# >30%

More than 30% of workers say they feel somewhat or very exhausted.

Source: Promotion Santé Suisse





# Generations of workers

no longer understand each other





**How can you still find  
meaning in your career...  
when everything is falling  
apart?**






**Humanized robots**

**We can no longer be  
satisfied with  
management methods  
that are 50 years old  
when everything has  
changed in... 5 years!**



# A new era of doing business



A man is sitting on a couch in a living room, wearing large headphones and shouting with his mouth wide open. A baby is sitting on his back, holding a pacifier. The man is wearing a dark t-shirt with some text on it. In the background, there is a large television displaying a landscape image, a floor lamp, and a window with blinds. The overall scene suggests a stressful or chaotic work environment.

**«99% of organizations  
were built on the  
principle of cascading  
control and  
deresponsibility»**

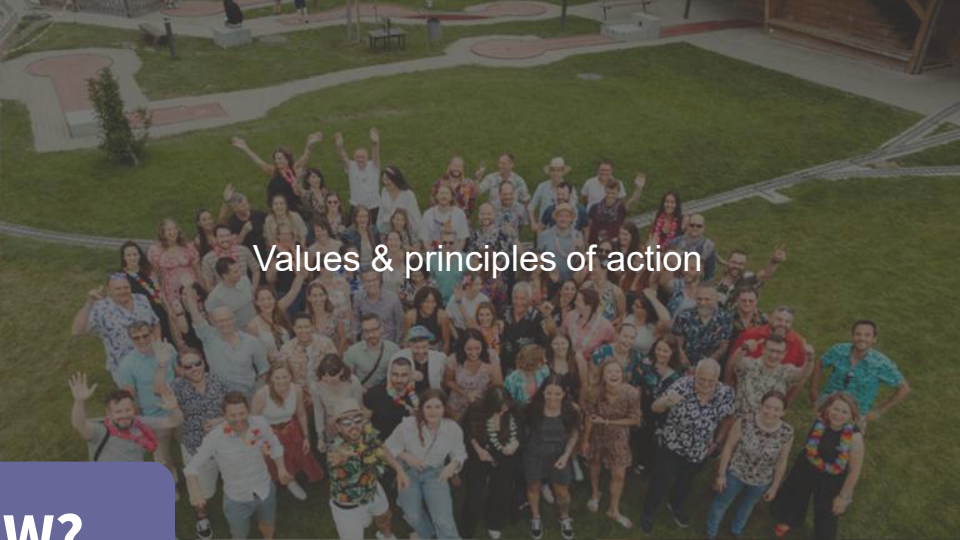
**Me, myself & I**

**Agility**





Information & transparency



Values & principles of action

## HOW?



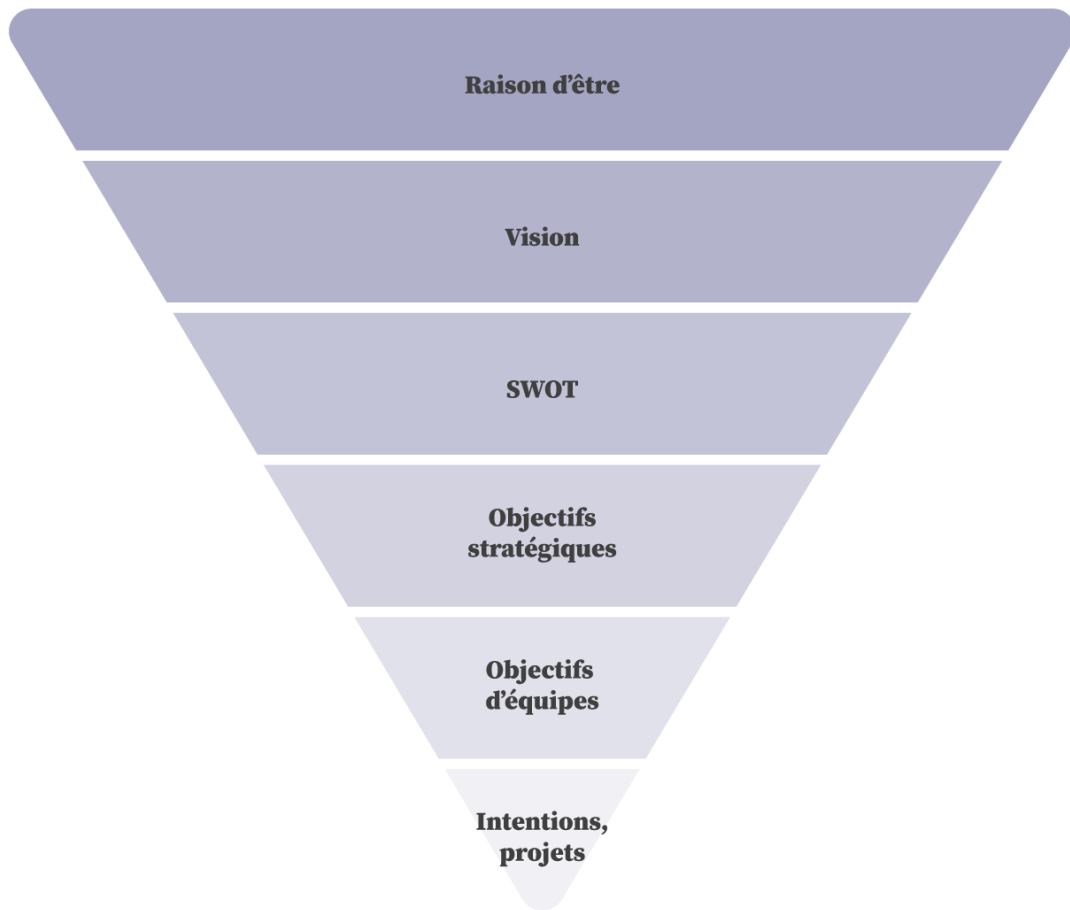
Purpose and strategy



Structure and coordination

# Purpose and strategy

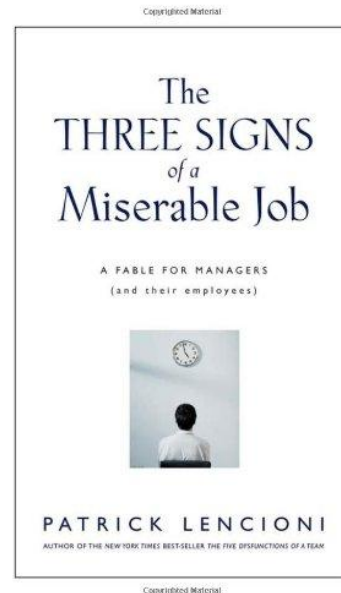
Giving meaning and aligning





# KPIs or no KPIs

Benevolent performance



# Leadership & collective intelligence

Benevolent performance

## Purpose

- Is it defined within your team?
- Has everyone been able to contribute to defining it?
- Do you revisit it often?
- Do you make connections with the RE of roles?

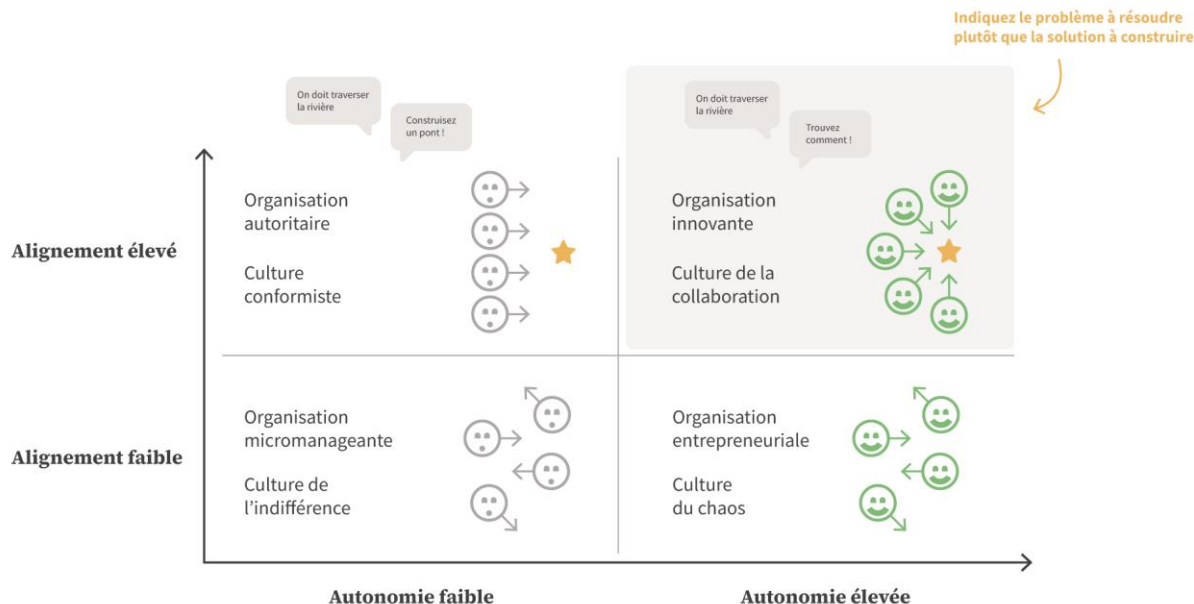
## Performance

- Is the purpose broken down into expected performance?
- Are indicators defined?
- Are these indicators formalised?
- Are these indicators monitored regularly?



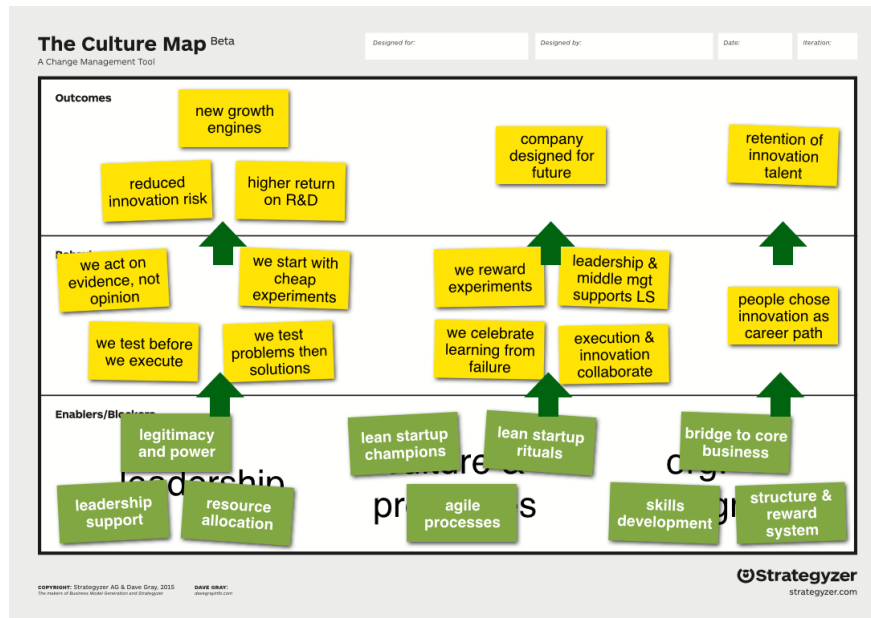
# Leadership & collective intelligence

The right level of autonomy



# Values and principles of action

No agile structure without a strong culture



# Values and principles of action

No agile structure without a strong culture

Kindness	Be a determined player in sustainable development	Seek the positive impact of all our actions	Delight our customers, Loycomates and partners	Know how to give and be generous	Create as many external links as possible	We act with strength and conviction for a better world.
Trust	Be completely transparent	Trust completely	Accept all mistakes	Share successes and failures	Add value or don't get involved	We are naturally trusting and dare to be radically transparent.
Exploration	Stay informed, learn and share	Devote real time to innovation	Digitise everything that can be digitised	Have the courage to test and challenge practices	Appreciate change and be an agent of change	We seize every human and digital opportunity to improve ourselves.
Enthusiasm	Seeing the positive side in every situation and in everyone	Measuring and achieving shared success	Seek to "do together" rather than "do for"	Having a genuine desire to do well	Go beyond the needs expressed by our customers and partners	We are passionately committed to shared success.

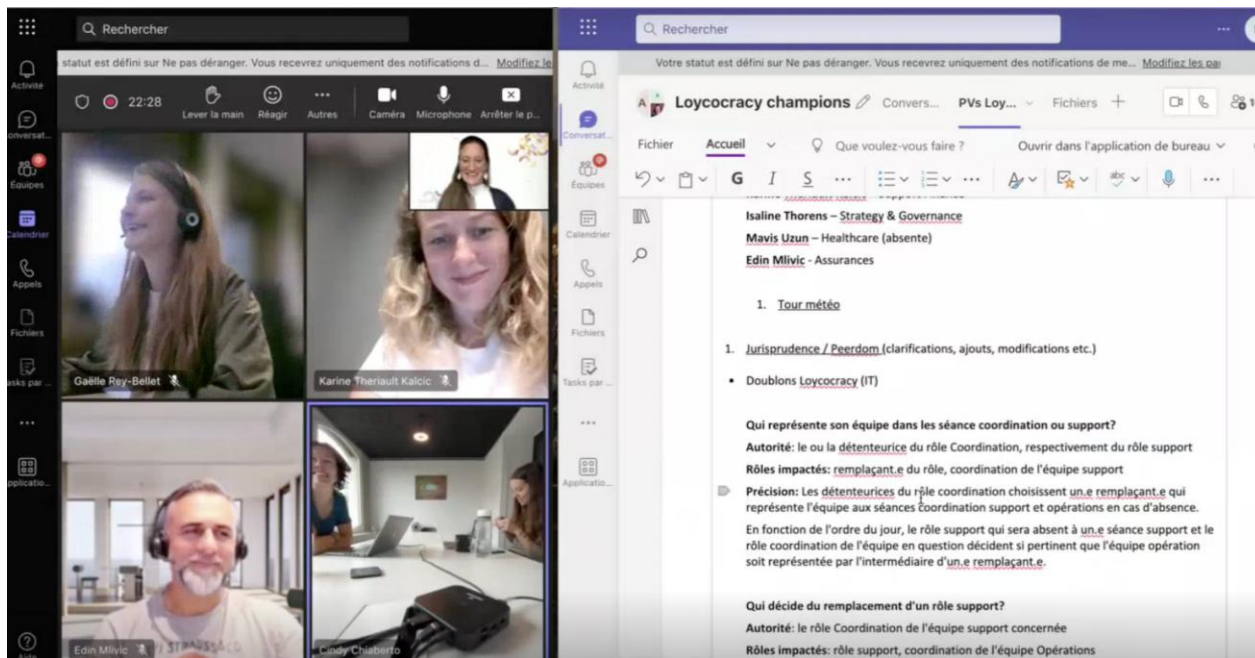
# Values and principles of action

No agile structure without a strong culture



# Information & transparency

There can be no agile structure without transparency and fluidity of information.



# Structure and coordination

An organisation built on trust

## At Loyco, we do not have:

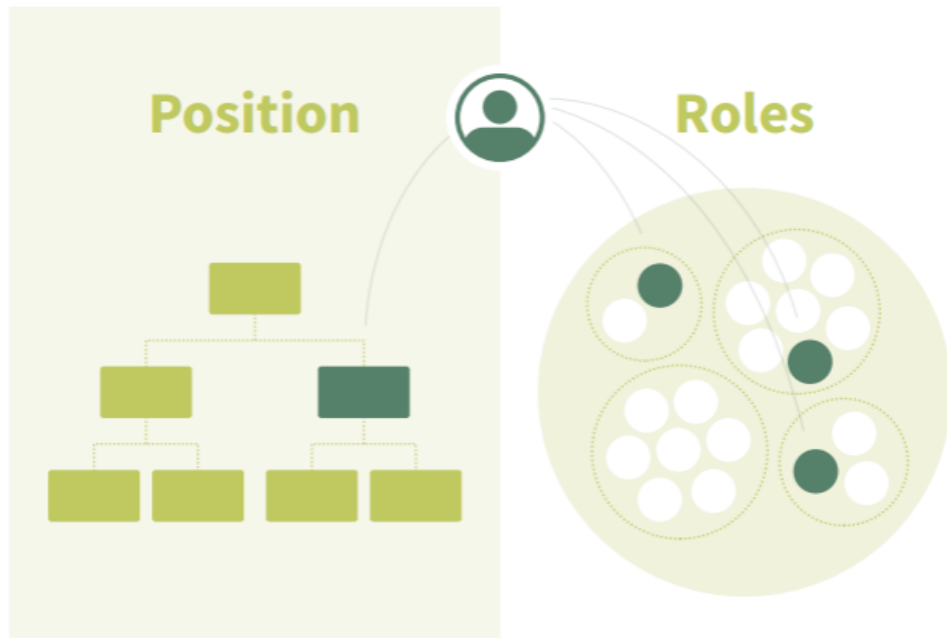
- working hours
- mandatory work location
- a dress code
- targets
- sales targets
- of managers

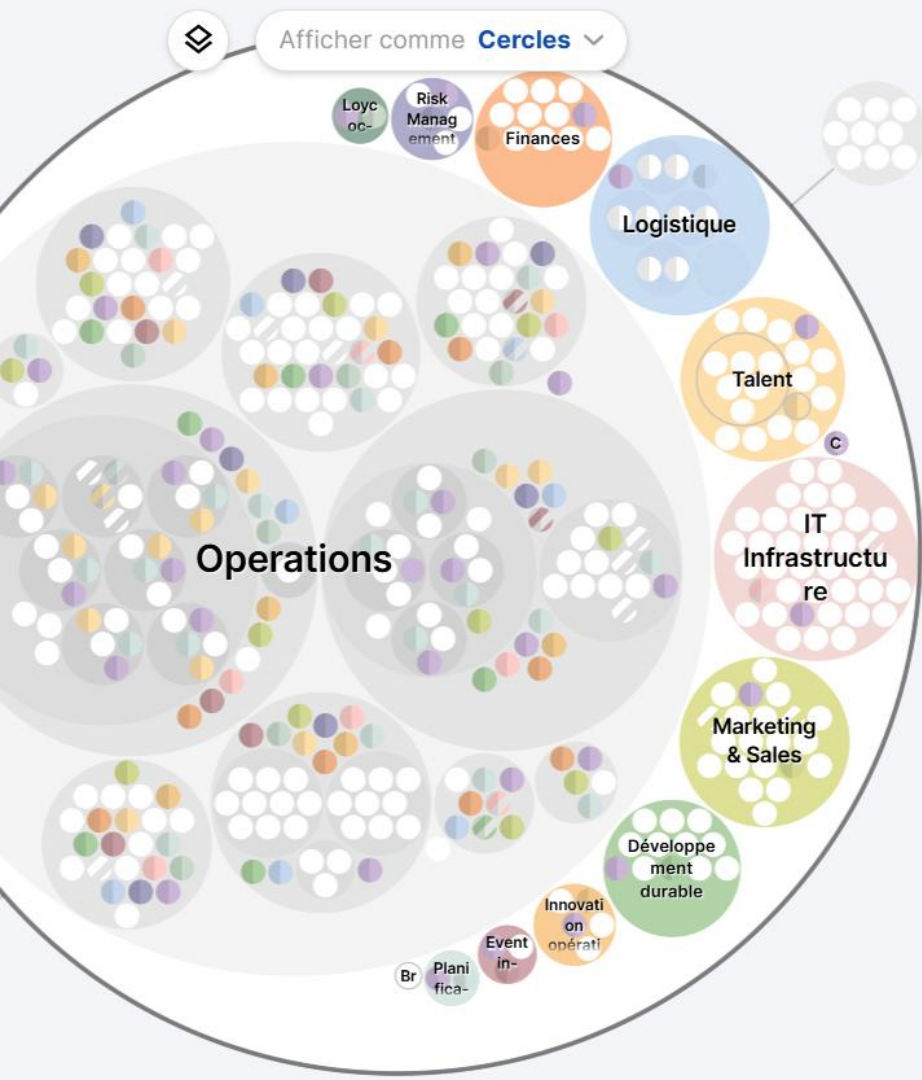




# Structure and coordination

Reshaping the charts..





○ Cercle



## Support

Modifier ✎

👤 46 Sous-cercles    👤 390 Rôles    👤 142 Peers

📊 13503.49% Contribution

📄 **Détails**

🕒 Journal

### 1 peer dans ce cercle

2 rôles avec 2.5% de contribution totale

E-mail ✉



Christophe Barman (67%)

142 peers dans 46 sous-cercles

388 rôles avec 13500.99% de contribution totale

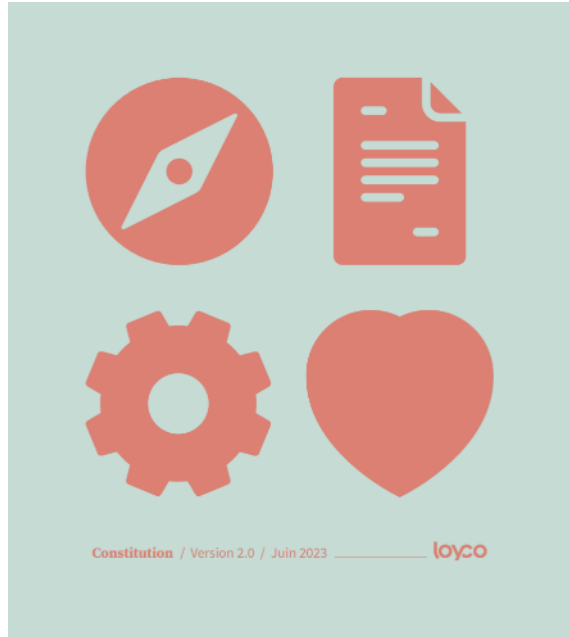
☰ Vue en liste



+128

# Structure & coordination

No regulations but a very clear framework for everyone's responsibilities



- Constitution
- Case law
- Purpose and responsibilities of the roles
- Values, reflexes and expected behaviour
- Team strategy and objectives
- ...





# Direct democracy In companies



# Shareholding

## Introduction

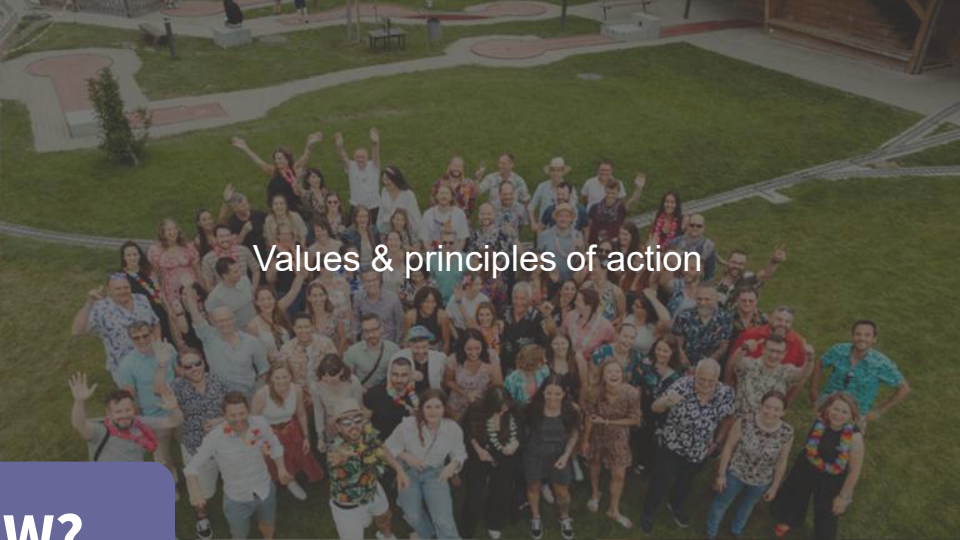
- Participative shareholding for
  - Let most Loycomates benefit from Loyco's success.
  - Guarantee that the collective will always take precedence over the individual.
  - Catalysing collective intelligence through the strong involvement of Loycomates.
- Two-chamber principle: Shareholders / Board of Directors (7 members, including 3 external members)
- July 2025: 79 shareholders (including 4 external)
  - Mandatory sale of shares when a Loycomate leaves Loyco







Information & transparency



Values & principles of action

## HOW?



Purpose and strategy



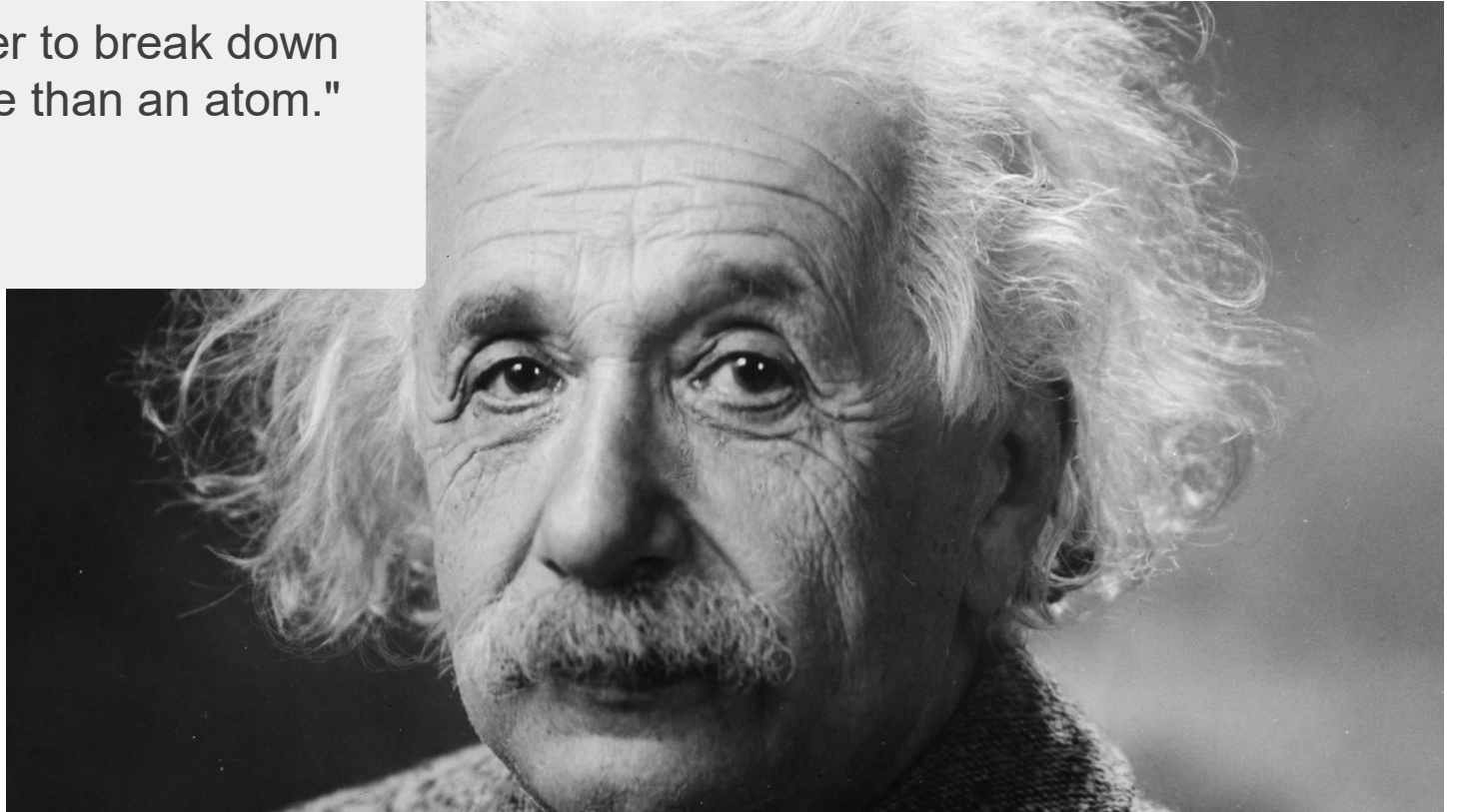
Structure and coordination

**Why are companies not taking action?**



"It is harder to break down  
a prejudice than an atom."

Albert Einstein



"Experience is a lantern...  
that we carry on our backs  
and that only illuminates  
the path we have already  
travelled."

Confucius



"The financial results were not following suit."

Activist funds secured Emmanuel Faber's departure – 15 March 2023



# "Information and transparency are insufficient in Switzerland"

Mr Prix, Purchasing Power Summit – 08.09.2023



"How dare you fight  
glyphosate when Syngenta  
employs 1,000 people in  
Monthey?"

Philippe Nantermod, PLR





"We are opposed to state interventionism in the fight against Covid-19."

Monika Rühl, EconomieSuisse – 8 March 2020



# If you want to go further....

- Sinek S., Start with Why
- Laloux F, Reinventing Organizations
- Pigneur Y. Osterwalder A., Business model new gen
- Pigneur Y. Osterwalder A., Business model You!
- Pigneur Y. Osterwalder A., Invincible organizations
- Lencioni P., Three signs of a miserable job, Hébert L., CEO Speaks
- Matthey-Doret D. Pétermann M., New organisational and managerial paradigm: the state of play in Switzerland





 **loyco**







**Thanks for your  
attention !**



Loyco



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