
Strategy-execution survey

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Key findings

Background and methodology

- Strategy& ran a survey in March 2014 to better understand
 - how confident executives are about their company’s strategy and execution abilities
 - what, if any, their major concerns are in these areas
 - what one thing would contribute most to closing the strategy-execution gap if it got addressed
- We used a survey panel and collected results from 501 executives covering a range of regions, industries, functions, seniority, and company sizes
- The survey was conducted via an online tool that asked participants to provide answers to eight strategy-execution questions and indicate simple demographic information

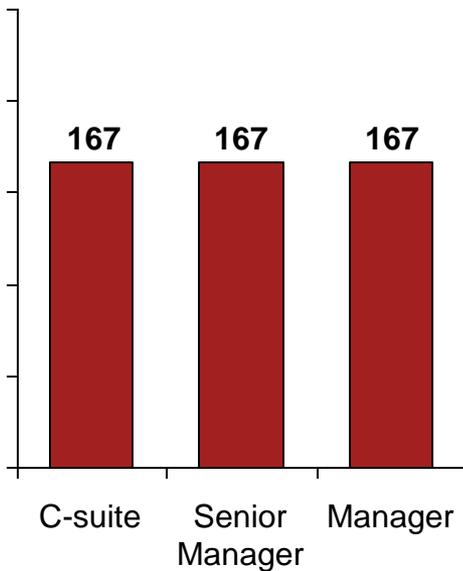
Key findings

- A majority of executives – 55% – believe that their companies aren't focused on executing their strategies
- The survey gives other indications of trouble with implementing strategy
 - 42% of executives say their companies aren't aligned behind their strategy, that some parts of the organization don't understand or resist it
 - The same percentage (42%) are worried that their company's strategy asks people to work on too many, and often conflicting, priorities
- Many executives also report challenges in the strategies themselves
 - 46% say they're concerned their company's strategy isn't bold enough and that "the goals it sets aren't high enough for us to win"
 - 39% expressed concern that their company's strategy isn't coherent – that it doesn't "leverage our most important capabilities, assets, or resources across the entire organization"
- Indeed, in exploring companies' strategy-execution gaps, the survey found that nearly every executive (96%) has concerns about at least one barrier to success, either on the strategic or the executional side
- In terms of what drives a company's success, respondents who felt comfortable saying their company is "currently winning in the market" were most likely to say their success is attributable to "great leadership" or "powerful and distinctive capabilities"

501 respondents took the survey from across regions and management levels

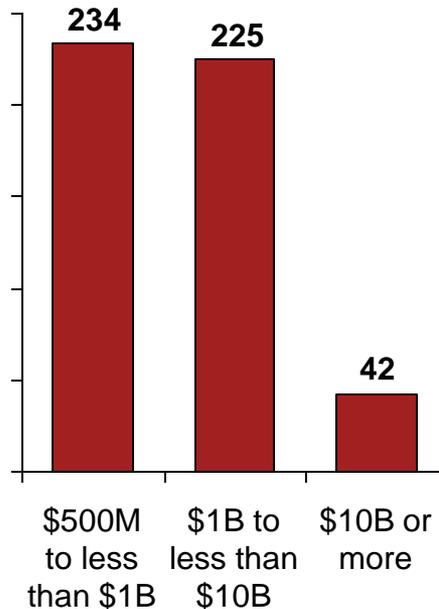
Level of Respondent

Number of respondents



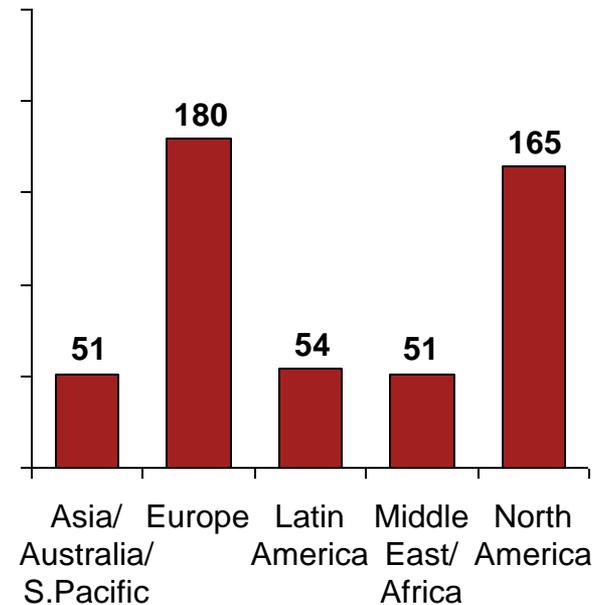
Revenue of Respondent's Company

Number of respondents



Location of Respondent

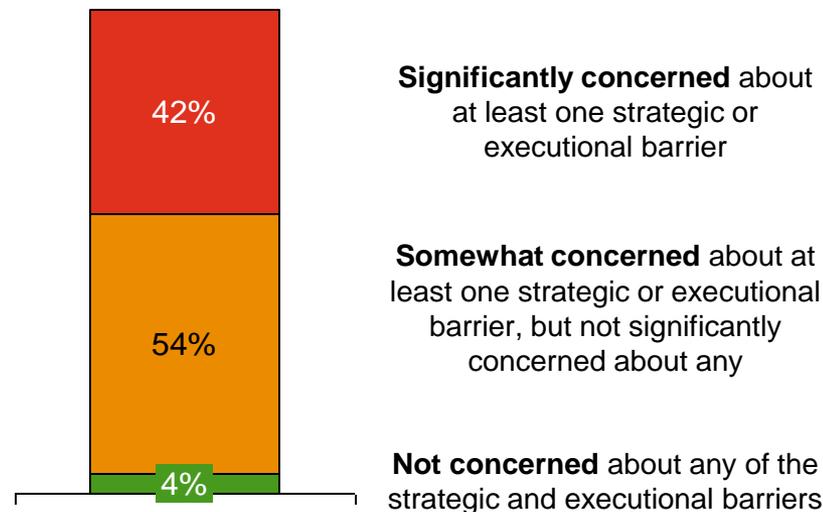
Number of respondents



Nearly every executive – 96% – indicated concerns about at least one strategic or executional barrier; 42% were significantly concerned

Which of the following concern you about your company's strategy and execution capabilities?....

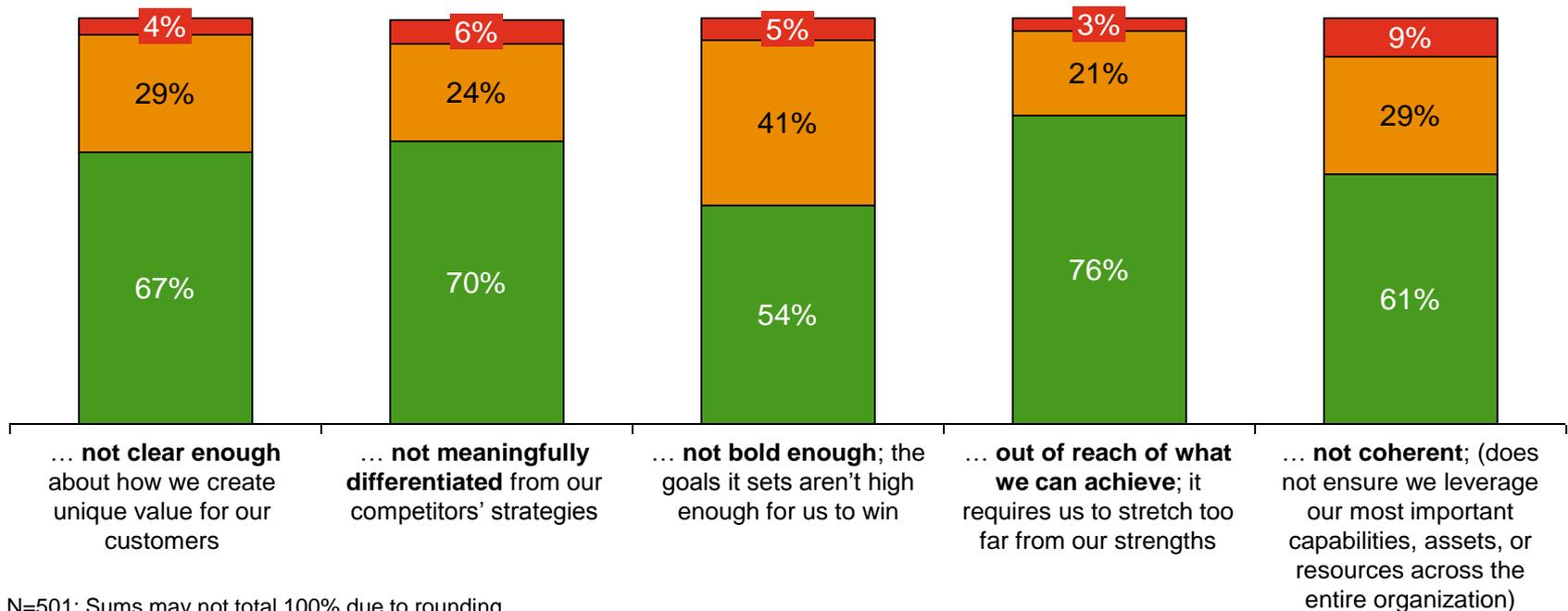
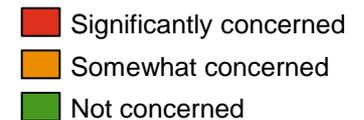
– Analysis by respondents' highest level of concern about strategic or executional issues barriers –



N=501; Sums may not total 100% due to rounding

When commenting on their strategy, executives are most concerned about it not being bold and coherent enough

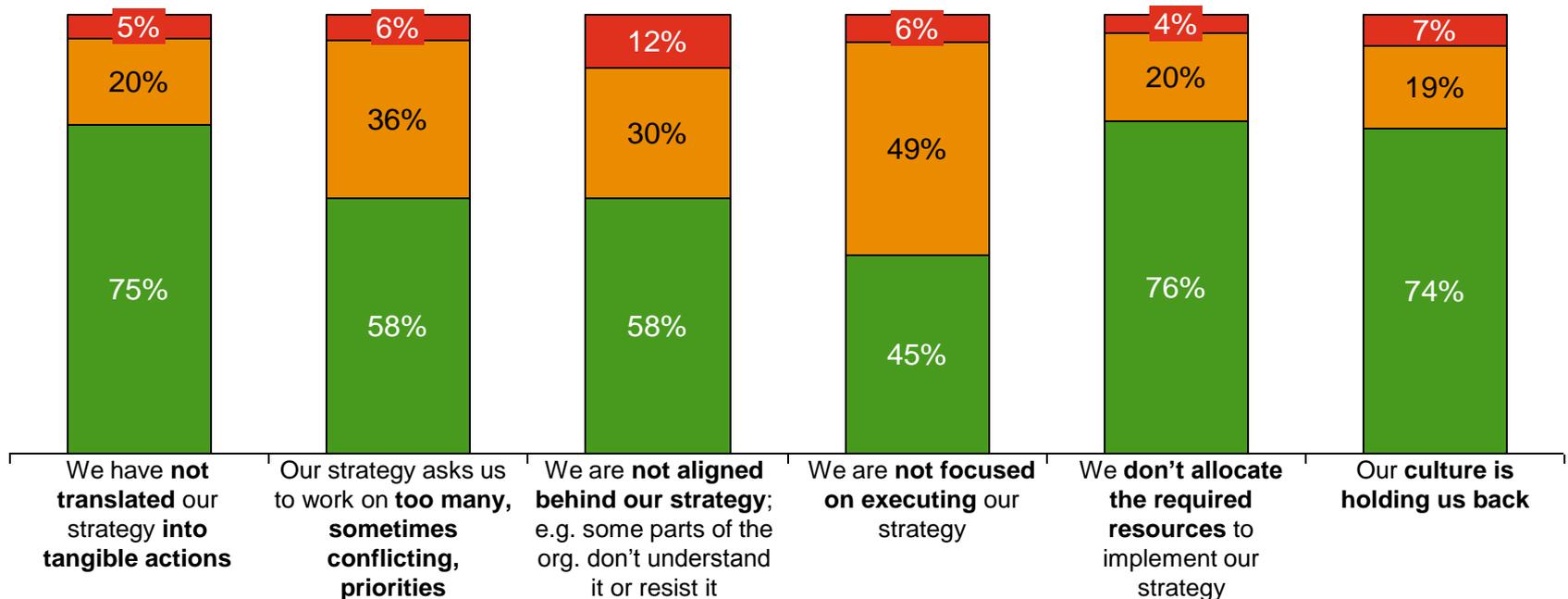
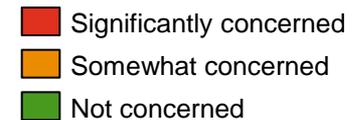
Thinking about your strategy how concerned are you about it being....



N=501; Sums may not total 100% due to rounding

On execution, executives' main concerns are about not focusing on execution, lacking alignment behind the strategy, and conflicting priorities

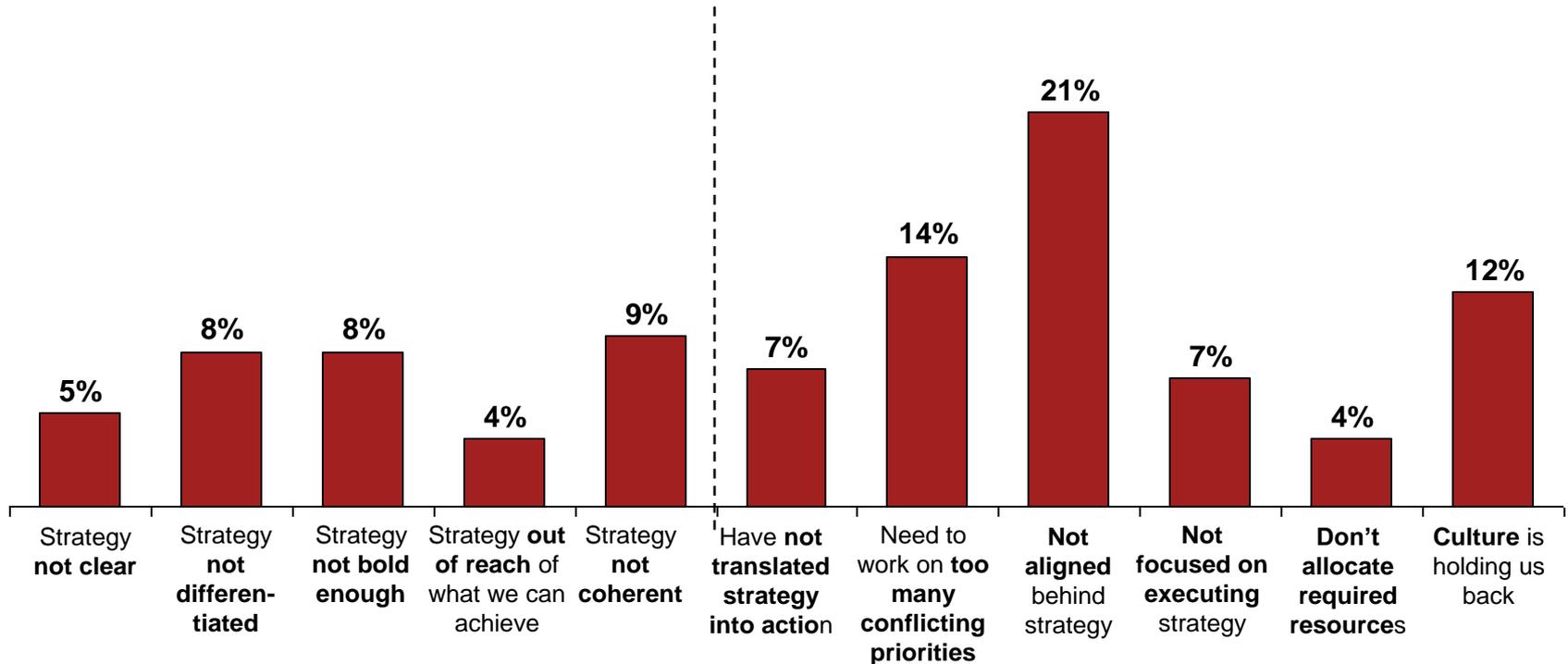
Thinking about your company's ability to execute its strategy, how concerned are you about...



N=501; Sums may not total 100% due to rounding

The one thing that, according to respondents, would contribute most to closing the strategy-execution gap is creating better alignment behind the strategy

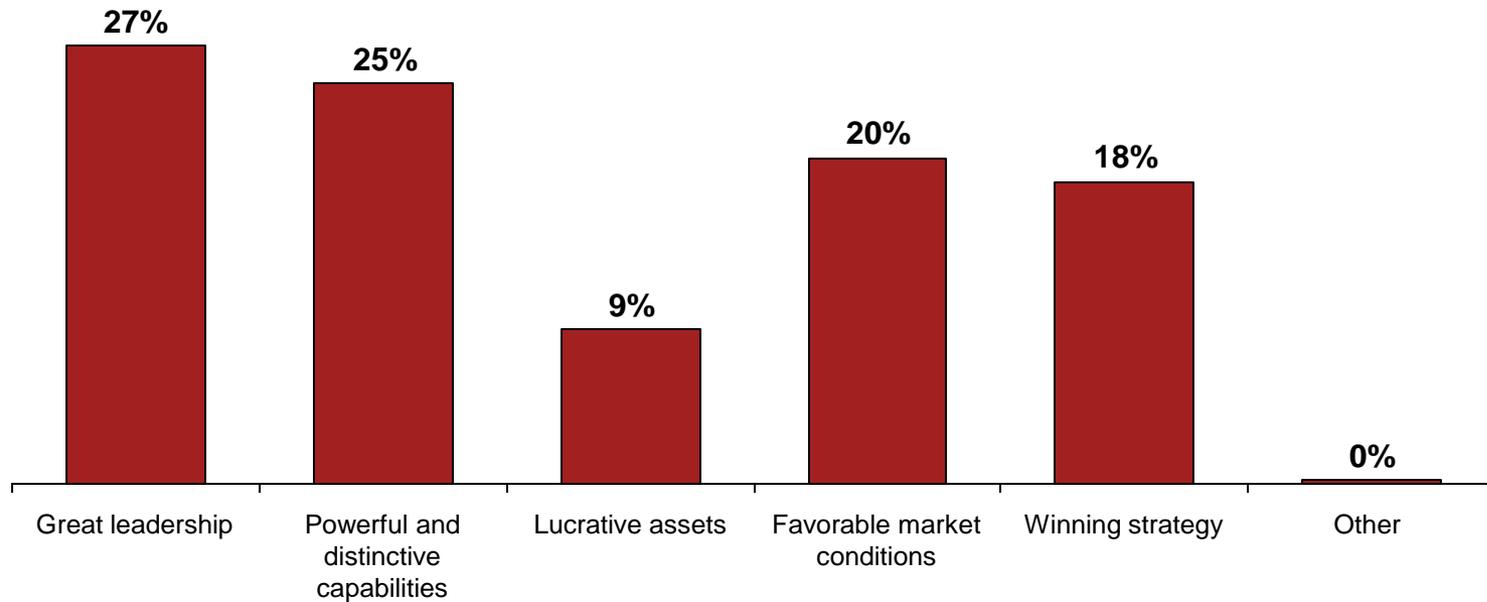
What one thing would make the most difference to closing the strategy-execution gap at your company, if it were resolved?



N=214; Sums may not total 100% due to rounding

Executives in winning companies most often attribute their success to “great leadership” and “powerful and distinctive capabilities”...

What would you most attribute your company’s success to?



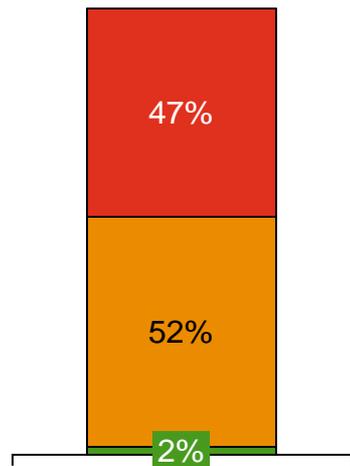
N=476; only for those respondents who indicated their company is winning in the market; Sums may not total 100% due to rounding

... but executives whose companies succeed with capabilities are less concerned than those whose companies do so with great leadership

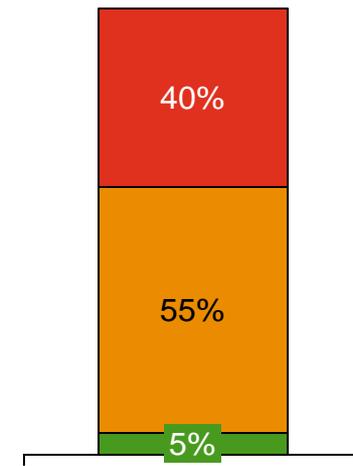
Which of the following concern you about your company's strategy and execution capabilities?....

– Analysis by respondents' highest level of concern about strategic or executional issues barriers –

Executives who attribute their company's success mostly to "great leadership" (N=128)



Executives who attribute their company's success mostly to "powerful and distinctive capabilities" (N=117)



Significantly concerned about at least one strategic or executional barrier

Somewhat concerned about at least one strategic or executional barrier, but not significantly concerned about any

Not concerned about any of the strategic and executional barriers

Sums may not total 100% due to rounding

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