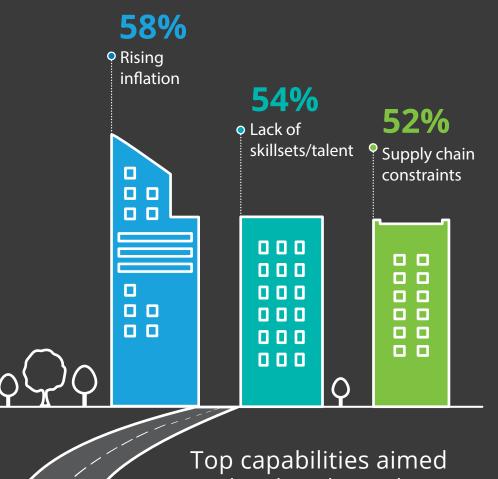
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2023 MarginPlus Survey: Transforming through disruption

While companies have increased margin improvement commitments, success remains elusive amid global disruption.

Firms are pursuing transformation efforts to adapt and respond to global disruption.

90% of margin improvement programs are being triggered by one or more of these top factors:



Top capabilities aimed to develop through transformation:



To address global disruption, firms are using nearly all transformation levers available:

91% Sourcing and procurement strategies



91% Data and Al

88% Process reengineering



85% Cloud architecture





82%

89% of firms are further developing their ability to maintain operational stability and results orientation during periods of disruption





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Agility

80% of firms are enhancing their ability to sense, interpret and respond quickly to change

3 steps to driving success within margin improvement programs:

- **1.** Design a robust tracking and reporting process.
- Develop, validate, and sponsor a clear north star for the program.
- Implement change management activities to raise awareness, acceptance, and benefits of initiatives.



Failure rates are high.

73% of companies missed their targets due to an increase in margin improvement efforts.



Talent shortages related to skillset gaps are the biggest barrier to success.

~90% of firms indicated material impacts.



Companies are increasing transformation efforts.

80% of firms were accelerating the pace or expanding the scope of transformation efforts due to disruption—and they're doing it now.

How are transformation strategies changing?



We surveyed 300 global leaders across industries and geographies in our 2023 MarginPlus Survey.

Download the full report to elevate your margin improvements.

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