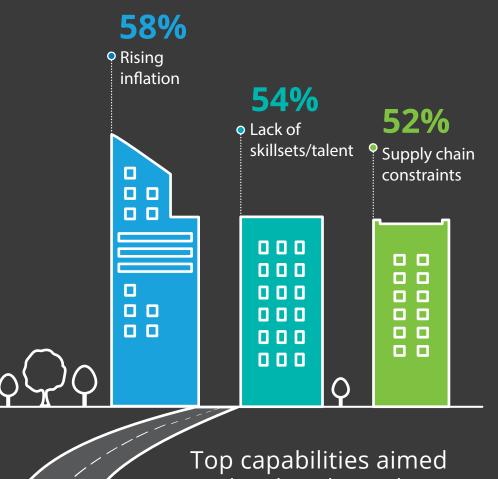
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## 2023 MarginPlus Survey: Transforming through disruption

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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