

Evolving the corporate strategy function for a world of disruptive change

2020 Chief Strategy Officer Survey

Despite ambiguities around their role, Chief Strategy Officers (CSOs) are uniquely positioned to see around the corner, help their organizations navigate uncertainty, and position their businesses for long-term success. **It's time for CSOs to rise to the occasion.**

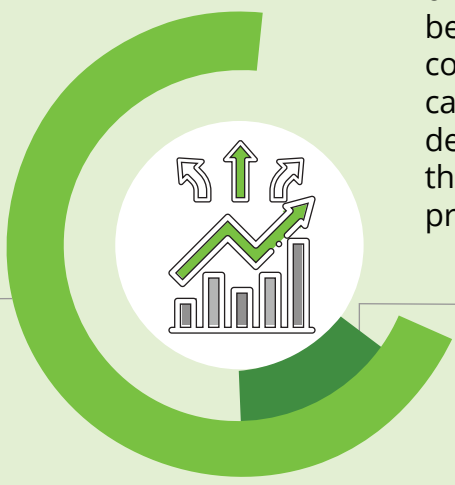


1

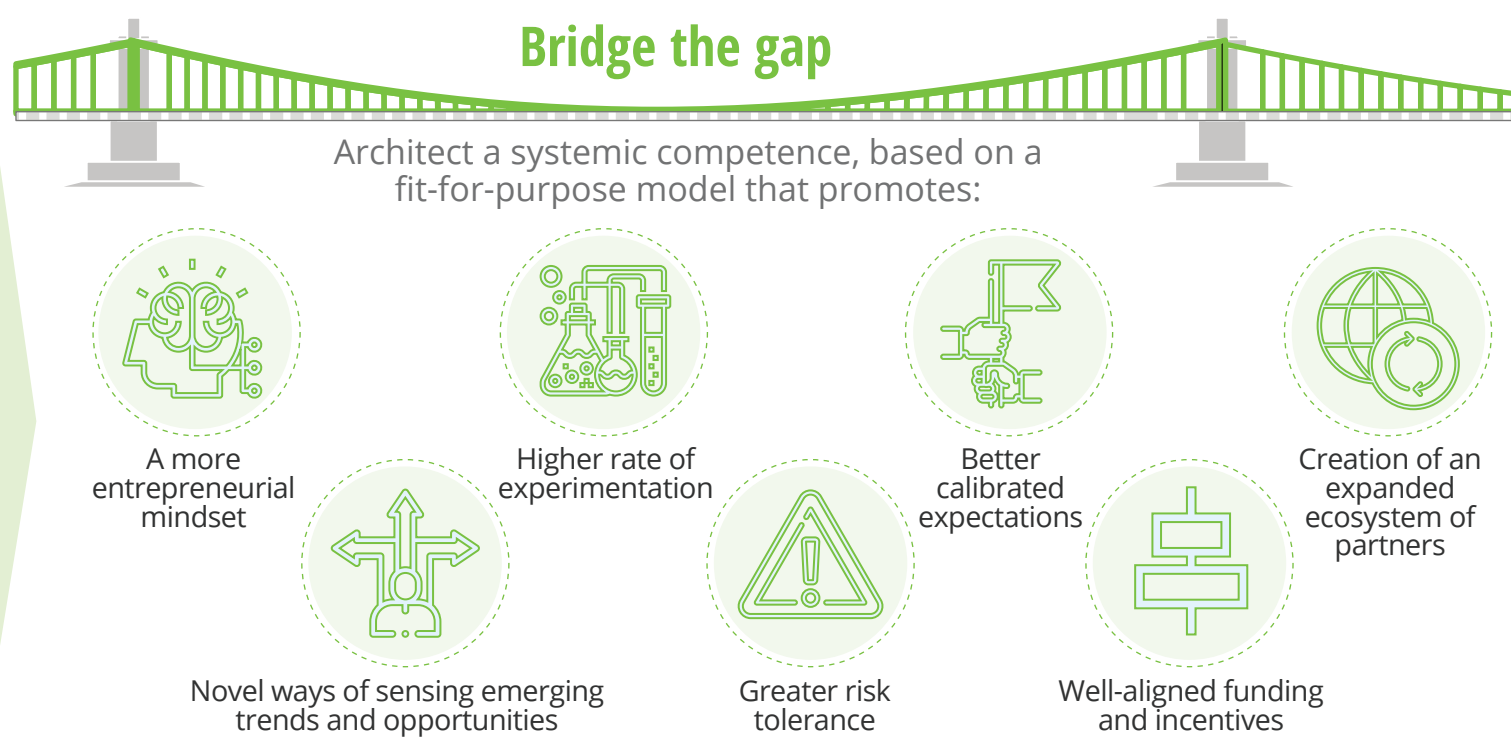
Unlocking disruptive growth is a strategic capability gap

CSOs recognize that the ability to generate disruptive growth in a fast-changing market environment is their organization's most critical strategic capability gap.

While **70%** of CSOs believe that disruptive growth is critical for their companies' success



Only **13%** of CSOs believe their company is capable of delivering on this strategic priority



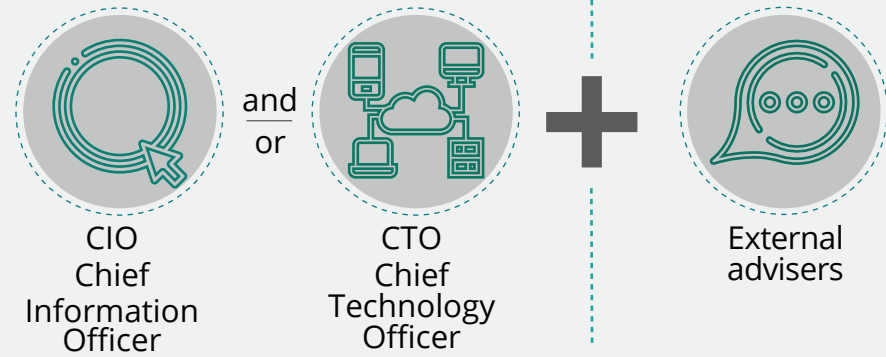
Winning (today and tomorrow) requires fluency in technology as a strategic enabler

There is still insufficient understanding among CSOs of the role technology plays in enabling new strategic possibilities. CSOs should not only seek to advance their understanding of new technologies, but also (and most importantly) develop a personal point-of-view on how these technologies can help them solve their most pressing strategic challenges.

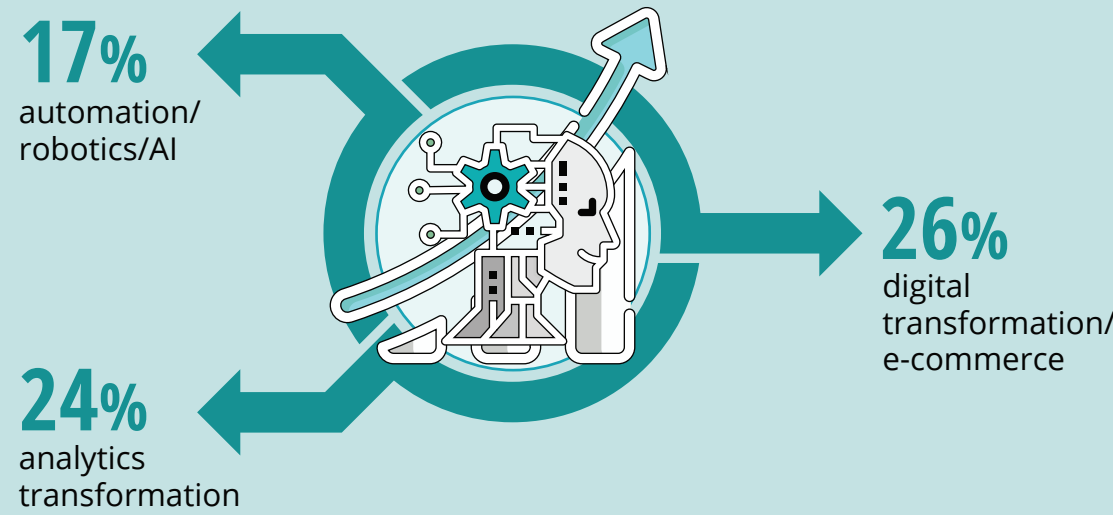
2

Partner with C-suite technology peers

Collaborate with:



Only a small percentage of CSOs believe that their organizations are capable of fully leveraging the potential of:

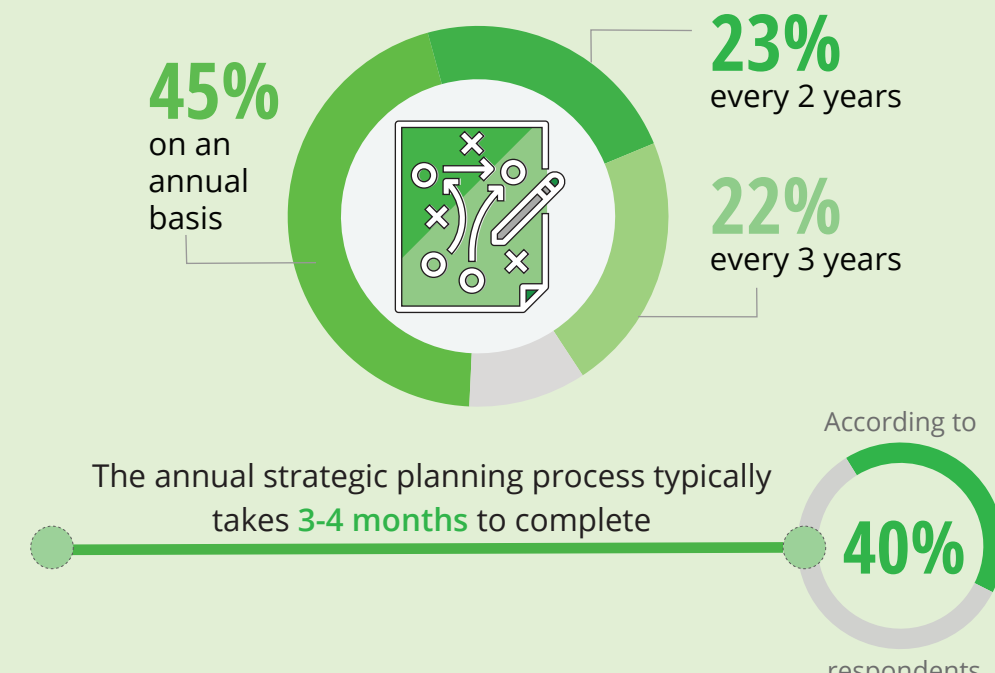


3

Strategic planning must become more dynamic

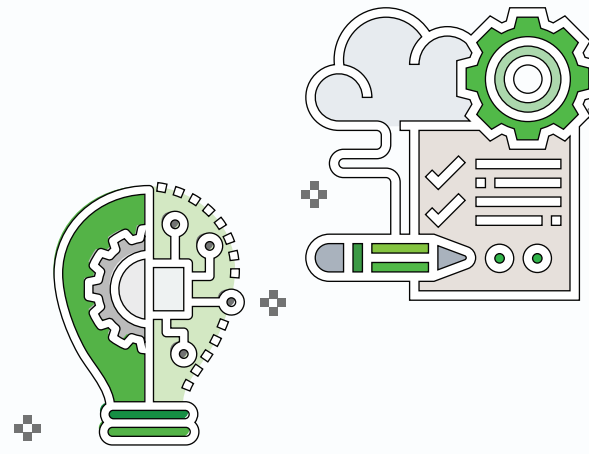
The traditional strategic planning process does not match the speed with which the market is moving and likely needs to be reinvented.

Strategy executives report that their companies refresh their strategy:



"Future proof" your strategy

Scenario planning is a great technique to create optionality into your strategy, arming the organization with a **playbook** to quickly **react to changes** in market conditions or in competitive dynamics.



Global economic prospects are a major concern

Even prior to the COVID-19 pandemic, the looming threat of a global economic downturn was a real concern for Strategy executives.

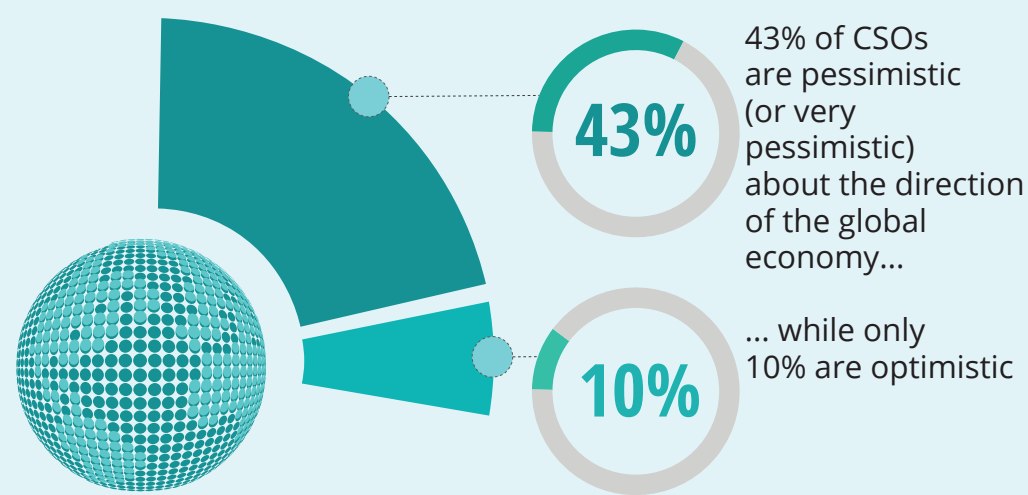
4

Be prepared

As part of downturn planning efforts, find answers to questions such as:

- Will our existing strategy remain relevant if market conditions shift?
- What strategic choices and investments should we recommit to regardless of the market landscape?
- What strategic gaps make our business more vulnerable to a downturn?
- What opportunistic acquisitions could we make?
- Where can we reduce costs? How do we scale back up?

How CSOs feel about the direction of the global economy:



5

Aspiration to become a CEO

While CSOs believe in their ability to ascend to the helm, they also recognize that they face some significant challenges in preparing themselves to achieve this professional goal.

44%

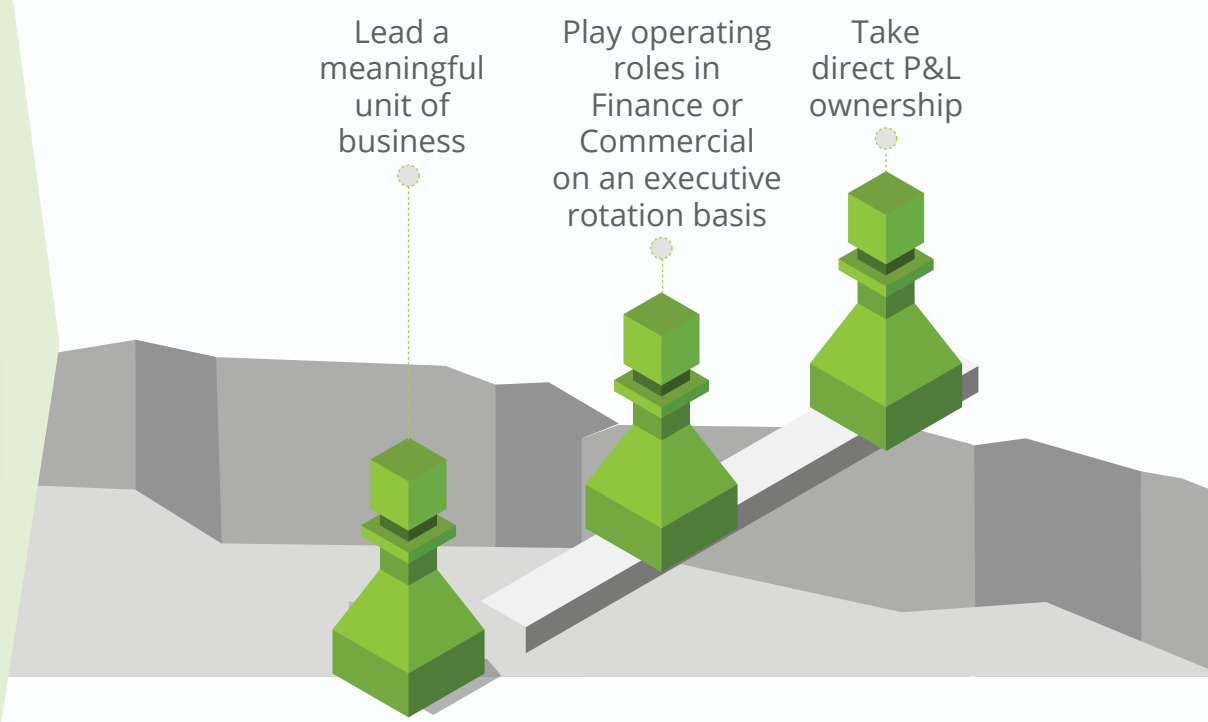
of experienced CSOs aspire to become a CEO within the next five years ...



... but they battle perceptions about them:



Close the CEO readiness gap



Reach out to learn more or visit www.deloitte.com/insights/2020-CSO-survey

Contact us:

Monitor Deloitte (US), Deloitte Consulting LLP
Bernardo Silva, Managing director
Strategic Growth Transformation Leadership team
Deloitte Consulting LLP
bersilva@deloitte.com
+1 312 206 9638

Monitor Deloitte (US), Deloitte Consulting LLP
Tom Schoenwaelder, Principal
Strategic Growth Transformation US leader
Deloitte Consulting LLP
tschoenwaelder@deloitte.com
+1 212 829 6059

Monitor Deloitte (Europe)
Wayne Nelson, Partner
Monitor Deloitte Strategy leader, EMEA
Deloitte Consulting GmbH
wanelson@deloitte.de
+49 175 296 4236

About Deloitte Insights

Deloitte Insights publishes original articles, reports and periodicals that provide insights for businesses, the public sector and NGOs. Our goal is to draw upon research and experience from throughout our professional services organization, and that of coauthors in academia and business, to advance the conversation on a broad spectrum of topics of interest to executives and government leaders.

Deloitte Insights is an imprint of Deloitte Development LLC.

About this publication

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or its and their affiliates are, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your finances or your business. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

None of Deloitte Touche Tohmatsu Limited, its member firms, or its and their respective affiliates shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.