

strategy&



*At odds: Company
spending and
strategy*

&

**Global companies
of all sizes**

Global companies of all sizes *Fit for Growth** Index Profiler results

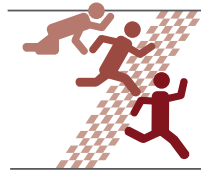
PwC's Strategy& *Fit for Growth* Index Profiler surveyed more than 1900 executives from companies of all sizes around the world to understand how well they align their strategy and cost agenda. Here is what we discovered:

Exhibit 1 Most companies' strategies are surprisingly unclear.



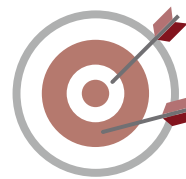
82%

said their strategy is not well understood across the entire organization.



75%

said their capabilities are not materially different or give them a real advantage.



74%

said their strategy is not often enough articulated into specific actions.

Exhibit 2 A majority of companies allocate time and resources without using a strategic perspective.

Of the executives surveyed...



21%

said the company's strategic objectives drive how management spends its time.



60%

said that lower-priority initiatives receive more than their share of funding.



54%

said that they cut costs only when markets or events require it.

Exhibit 3 Organizational issues make the problem harder to solve.

Of the executives surveyed...



81%

...say incentives do not clearly support activities and outcomes needed to win.



51%

...said funding for strategic initiatives feels ad hoc or informal.



27%

...said their organization's culture is at odds with their strategic imperatives.

Source: PwC's Strategy&, *Fit for Growth* Index Profiler, 2013-2017.

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