

What CEOs are thinking

Top findings from the 2017 KPMG U.S. CEO Outlook

400 U.S. CEOs shared their perspectives on the challenges and opportunities affecting their companies.

Opportunity amid disruption



 46° Are 'highly confident' about their growth prospects in the next three years, up from 32% in 2016.

72[%] Say they are actively disrupting their own sectors rather than waiting to be disrupted by competitors.

60% See technological disruption as more opportunity than threat.

72% CEOs regard themselves as disruptors; last year two thirds of CEOs were concerned their organizations were not disrupting business models in their industry.

Speed to market tops priorities

Improving speed-to-market, digitizing business, becoming more data-driven and building public trust are their top strategic priorities.



Cybersecurity spend has its rewards

76% See investment in cybersecurity as an opportunity to find new revenue streams and innovate.

CEOs expect to make significant investments in cyber, digital infrastructure, regulatory compliance and emerging technology over the next three years.

Customer focus dims



Customer focus as a strategic priority fell to 10th in 2017. Last year it ranked 1st.

48% Less than half say they have a growing responsibility to represent the best interests of their customers.

56% Slightly more than half say that their organizations can confidently articulate how they create value for customers.

CEOs eye U.S. for new growth



View U.S. as top market for new growth; last year U.S. CEOs viewed India (44%) as top market for growth followed by U.S.

Digital and sensory concerns

Are concerned about integrating cognitive processes and artificial intelligence.

Say their organizations do not have the sensory capabilities and innovative processes to respond to rapid disruption. are n digita to co custo

45% Say they are not leveraging digital as a means to connect to their customers effectively.

Integrity of data questioned 49% Are concerned about the integrity of the data they base decisions on.

Below the depth of their customer insight is hindered by a lack of quality customer data.



Recruiting budgets target cognitive and risk specialists

32% Are significantly increasing head count in middle and senior management, R&D and HR as a result of emerging technologies. **77%** Are recruiting new skills/specialists to help better understand geopolitical risks.

Trust, values and culture are keys to the future

Believe their organization is placing greater importance on trust, values and culture in order to sustain its long-term future.

% Say a culture of short-termism has had a negative impact on long-term strategic objectives.

Findings based on a study of the 3-year outlook of nearly 400 US CEOs, with annual revenues greater than U.S. \$500 million.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation. To find out more kpmg.com/US/CEOoutlook



©2017 KPMG LLP, a Delaware limited liability partnership and the U.S. member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative("KPMG International"), a Swiss entity. All rights reserved.

The KPMG name and logo are registered trademarks or trademarks of KPMG International.