

# 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



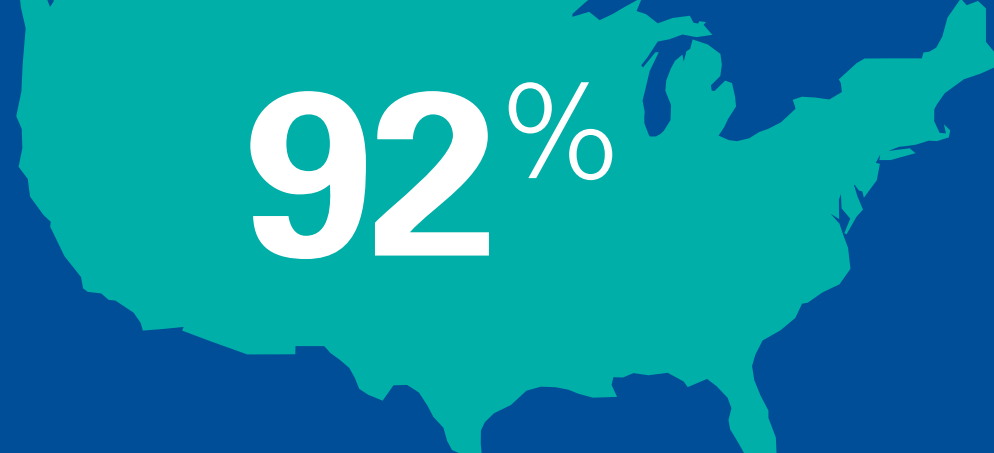
**Customer focus as a strategic priority fell to 10th in 2017. Last year it ranked 1st.**

**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. (37%) and China (36%).**

### Digital and sensory concerns

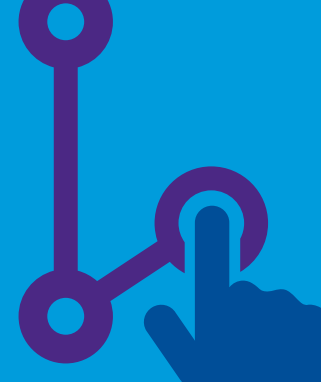


**57%**

Say their organizations do not have the sensory capabilities and innovative processes to respond to rapid disruption.



**61%** Are concerned about integrating cognitive processes and artificial intelligence.



**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.

**32%** Say 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



**81%** Believe their organization is placing greater importance on trust, values and culture in order to sustain its long-term future.

**69%** Say a culture of short-termism has had a negative impact on long-term strategic objectives.