

Survey highlights

Banks are moving quickly to respond to a changing marketplace. Can they move fast enough?

Despite continued market disruption, bank CEOs are confident they can grow



91% voice confidence in their 3-year growth prospects

51% expect to increase headcount by **6%** or more over the next 3 years

49% forecast 3-year topline growth of at least **2%**

They have improved their cyber security position



42% say their company is fully prepared for a cyber event; **55%** are somewhat prepared

71% are personally comfortable overseeing cyber risk as part of their leadership role

66% see investment into cyber security as an opportunity to innovate rather than a cost

But they are also concerned about their ability to transform



43% are concerned their organization does not have the capabilities and processes to respond to rapid disruption

48% are worried about whether their organization is keeping current with new technologies

50% voice concern about the integrity of the data they are basing their decisions on



Most bank CEOs say they are embracing disruption and innovation

68% see disruption as an opportunity rather than a threat

63% say they are already actively disrupting the sector

55% believe they have an effective strategy in place for countering sector convergence



And they are improving their focus on their customers

67% believe they are personally responsible for customer outcomes

65% say they can confidently articulate the customer value proposition

62% have aligned middle and back office processes to improve customer-centricity

About the survey

KPMG's 2017 *Global CEO Outlook* reveals insights from nearly 1,300 CEOs in 10 of the world's largest economies.

Of the **120 bank CEOs** who participated:

- **41%** have been CEO of their organization for more than 5 years
- **80%** represent companies with revenues of more than US\$1 billion
- **47%** were from retail banking, **41%** from commercial banking and **13%** from investment banking