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How the Executive Leadership Teams Can Execute the CEO's Four Priorities

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Initiatives: Executive Leadership: Leadership Dynamics; CIO Executive Leadership Development

CEOs want their executive leadership team to focus on four key business priorities from 2023 through 2024. This research investigates the nature of these priorities and discusses the appropriate course of action for the executive leaders to take as a group.

Overview

Key Findings

- CEOs demand that the focus of the executive leadership team (ELT) in 2023 must be on four key business priorities: digital; people; marketing, sales and pricing; and sustainability and environmental, social, and corporate governance (ESG).

- CEOs tend to assign C-suite members to challenges based on their functional competence, which results in missed opportunities for participation when those challenges are cross-functional.

- High-performing ELTs have a range of viewpoints and complementary abilities. As corporate challenges become more cross-functional, leaders must be creative in using one another's expertise and reach out more frequently beyond their departmental lines to deliver on 2023 business priorities.

Recommendations

To effectively deliver the four key business priorities in 2023-2024, executive leaders must collaboratively:

- Prioritize digital payback by investing in microinnovation, bridge funding and actions to accelerate corporate digital literacy.

- Shift from management theory to management science by integrating talent analytics data into ELT decisions and teaching members of the ELT more about D&A and the ethical aspect of talent management.
- Develop more effective marketing and pricing strategies by focusing on gaining a comprehensive understanding of the customer journey, experience metrics and data.
- Upskill their group in sustainability to boost digital enablement by understanding the issues and the technology applied to specific corporate goals.

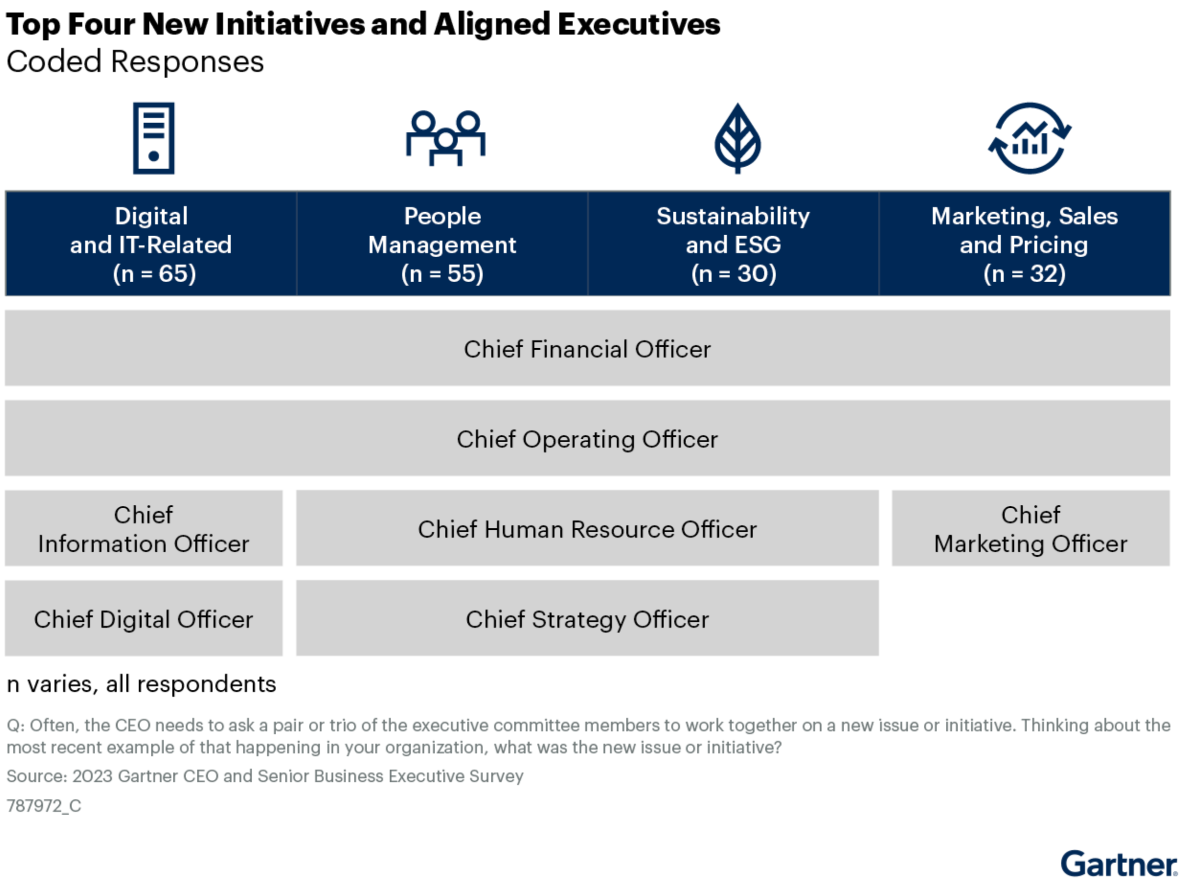
Introduction

CEOs are preparing for an era when talent, environmental sustainability and advanced digital change will be the primary drivers of performance and growth across multiple sectors. The 2023 Gartner CEO and Business Executive Survey [1] reveals four priorities that CEOs want their ELTs to collaboratively work on this year and next:

- Digital and technology
- People management
- Marketing, sales and pricing
- Sustainability and environmental, social, and corporate governance (ESG)

These priorities, although they might fall under a specific function in an organization, need to be dealt with collaboratively by the members of the ELT while they continue to work on their functional tasks. For instance, while CIOs and CDOs are the go-to executives for digital, COOs are crucial to developing solutions that produce an ROI. Initiatives are no longer functionally specific; they are now interwoven into one another, and should be treated as such. COOs and CFOs are the only two executive roles that are being called upon no matter the priority (see Figure 1).

Figure 1: Top Four New Initiatives and Aligned Executives



Further, the 2022 Gartner SMA Analysis of Evolving Leadership Dynamics [2] shows us that the topics that fall within the purview of the CIO also include the digital literacy of the organization, hybrid workforces and personnel management. CHROs can better monitor employee engagement, productivity, well-being and culture with the use of technology. Concerns of the chief financial officer include sustainability, ESG and digital expansion.

To successfully respond to the four critical priorities, the members of the ELT must move beyond their functional tasks and expand their expertise and skill sets. They need to shift their focus and embrace novel topics and skills, such as digital, analytics and people management. In this research, we highlight four critical priorities and solution-oriented, synergistic approaches the ELT must take in 2023 to build an organization that can achieve and sustain high growth and scale.

Analysis

Prioritize Digital Payback; Adopt Outcome-Driven Metrics to Assess the Results

As businesses improve and change their existing digital platforms, there is an increasing need for a more collaborative approach to embracing digital. Organizations no longer expect their CIOs to just lay the groundwork for digital. They want to see the digital investments paying off.

As a result, enterprise-level digital expenditures are — and remain — critical to company strategy. Most CEOs foresee an increase in investment in digital capabilities (84%) and IT (71%) in 2023 compared to 2022. [1] They also expect corporate spend in technology to experience the largest increase — an average of 8.5% — higher than cost of goods sold (7.9%) and compensation per staff (5.4%). [3] To be fair, once cost increases — in part, driven through various inflationary pressures — are factored in, the impact of a budget increase is to some extent diminished.

Digitalization, digital transformation, e-commerce and omnichannel, automation, business APPs, ERP, core IT, cybersecurity, and data privacy are CEOs' technology-related priorities that CIOs, COOs, CDOs and CFOs will need to tackle (see Note 1 and Figure 5). But not all is going well when it comes to ELT collaboration on digital and tech.

When it comes to their digital investments, many businesses are falling short. The failure to fully appreciate the interconnected nature of digital projects is a primary cause of their poor performance.

See Quick Answer: Why Are Digital Investments Underperforming?

Accountability should be shared among all members of the ELT. Our CEO survey showed that almost half of all CEOs are prioritizing for their company's future growth. [1] Economic headwinds only serve to enhance the need for payback and conversations about growing technological debt. CFOs know that digital is vital to growth, but they are cautious. This is creating tension between the CIO and the CFO. But to be fair, digital payback is a team sport. Once the digital foundations have been put in place, it is the responsibility of every ELT member to make sure they are making productive use of such investments. This should not lie on the back of the CIO, CTO, CDO and CFO alone.

To tackle the challenge of payback, the ELT needs to collectively address two key challenges:

- **Revenue from digital still remains irrelevant.** In 2020 and 2021, just over 1,000 enterprises' self-assessment using Gartner's Digital Execution Scorecard revealed that most organizations have only 5% of their sales going through digital sales channels, while industry leaders are doing three times as much. Most firms generate only 2% of their entire revenue from digital products, whereas leaders generate four times that much. The ELT must use digital underpinnings to produce value-creating innovations.

- **Digital productivity remains stagnant, despite a slight rebound in 2022.** Even with digital investments, worker productivity has remained mostly stagnant since 2015, with a dip in 2020 and a slight rebound in 2022 (see Note 2 and Figure 6). Investments in technology will not automatically increase productivity. Research has shown that it is the degree of digital skill or literacy in the organization that has a positive impact on organizational-level productivity. [4]

Digital and technology are the top focus areas and skills for executive leaders from an individual standpoint. Some have a learning gap in both digital and technology they are desperately trying to fill. [2] Across the board, technology is the top investment in skill development of the ELT (see Figure 2).

Figure 2: Digital and Technology Are the Top Evolving Focus and Skills for the ELT

Digital and Technology Are the Top Evolving Focus and Skills for the ELT

	CIO	CFO	CTO	COO	CHRO	CMO
Top Focus Areas	Digital Strategy	Tech Leadership	AI and Data Analytics	IT Strategy	Assess IT Spend	Data and Analytics
	Hybrid Workplace Framework	D&A Strategy	Technology Strategy	Tech Adoption	Security Risks in Remote Work	Tech Adoption
	IT Operating Model	Embrace Digital	Innovation Leadership	Digital Business and Roadmaps	Digital Workplace	
Top Skills	Data Management	Tech Understanding	Tech Strategy	Automation	Digital Workplace Knowledge	Tech Understanding
	Tech Leadership	Digital Understanding	Software Development	Tech Understanding	Tech Understanding	
	Cloud Expertise	Analytical	Cloud Understanding	Digital Understanding		

n = 63,700

Source: 2022 SMA Analysis of Evolving Leadership Dynamics
Note: The data is reference from 1 January 2020 to 31 August 2022 in all geographies and recognized languages.
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Despite these efforts in individual technology upskilling, it is really team cohesion that will accelerate digital payback.

Action Items for the Executive Leadership Team:

- **Use outcome-driven metrics to improve visibility on digital spend and interdependencies.** ELT members should have shared accountability over digital returns. This means accountability over the technological consequences of the investment choices (e.g., technical debt of software that is no longer supported, undocumented code or redundant application), and their financial returns consolidate corporate digital returns on a single report for the ELT. Discuss shared accountability over returns (see Research Roundup for Digital-Outcome-Driven Metrics for Industries).

- **Extend ELT partnerships on innovation through microfunding practices.** The most promising ideas can still be abandoned in the early stages because some departments are unwilling to take risks or fail to see that sunk costs are irrelevant. ELT members should take it on themselves to use bridge funding or microfunding practices where executives can invest in the innovation using their budget when the innovation is in its MVP stage (see Case Study: Operating Model Transformation for Digital Innovation and Justify Investment in Innovation by Addressing the Inherent Uncertainty).

- **Make corporate digital literacy an ELT business priority.** Collaboration between executive leaders extends beyond the C-suite. We need to stop treating digital as an IT topic and start treating everyone as potential digital talent. To do that, the ELT needs to accelerate policies and investments in reskilling and upskilling workers. This can be done in numerous ways by investing in:

  - Digital academies
  - Fusion teams
  - Skills-based talent strategies
  - Talent ecosystems

Today, 63% of technologists do not report into IT. They represent important potential in boosting digital literacy by partnering in interest-based technology initiatives and in training others in the organization (see Infographic: How CIOs Can Unlock Untapped Technology Talent to Boost Digital Transformation). But again, to properly use these resources, outcome metrics and an operating governance are needed to avoid the creation of shadow IT (see Case Study: Kick-Starting a Low-Code/No-Code Community of Practice (Heathrow Airport)).

Leverage Science-Based Methods to Drive Talent-Related Decision Making

CEOs rank talent crunch as their third major focus area for 2023 and 2024 and need the entirety of the ELT working together. According to Gartner's 2023 Gartner CEO survey, the majority of CEOs (69%) will increase investments in people and culture in 2023, compared to 2022. [1] The top three concerns for CEOs on talent are:

- **Talent Scarcity:** Most CEOs (78%) believe talent scarcity is reaching crisis proportions. When they're asked about their biggest concerns of employee and candidate behavior for 2023, compensation, flexibility and desire for remote and hybrid work stand out.
- **Culture Change:** Most CEOs (92%) plan some degree of cultural change in the next three years. A third of them mention one of these three cultural shifts: increase corporate social responsibility, increase accountability and increase adaptability.
- **Training and Development:** The majority of CEOs (63%) believe reskilling, upskilling and internal personnel development can mostly provide the key talent they need for growth.

Executive concern and intent to act exists; yet, the approach to people management is still lacking (see Note 3 and Figure 7). Management theories are outdated. Theories like motivation, satisfaction and performance are linear, based largely on correlational evidence, and are frequently validated within a nonrepresentative context. That is why their pure application in business can many times lead to meaningless results.

Now what if we actually used our own employee data? Employees generate enormous volumes of data on a daily basis. In addition to the data that is purposefully collected through the use of conventional means, employees are also inadvertently producing digital trace data. Data sources are expanding, and this data, combined with known procedures and new analytic approaches, enables unparalleled workplace behavior studies. In fact, some analytics teams are already using behavioral research to answer the following questions [5] using technology-enabled surveys, experiments and related methods:

- Do workers continue to feel satisfied with their jobs?
- How well do they communicate and work together?
- How productive are they even while working remotely or in a mixed setting?
- What people are most likely to quit?

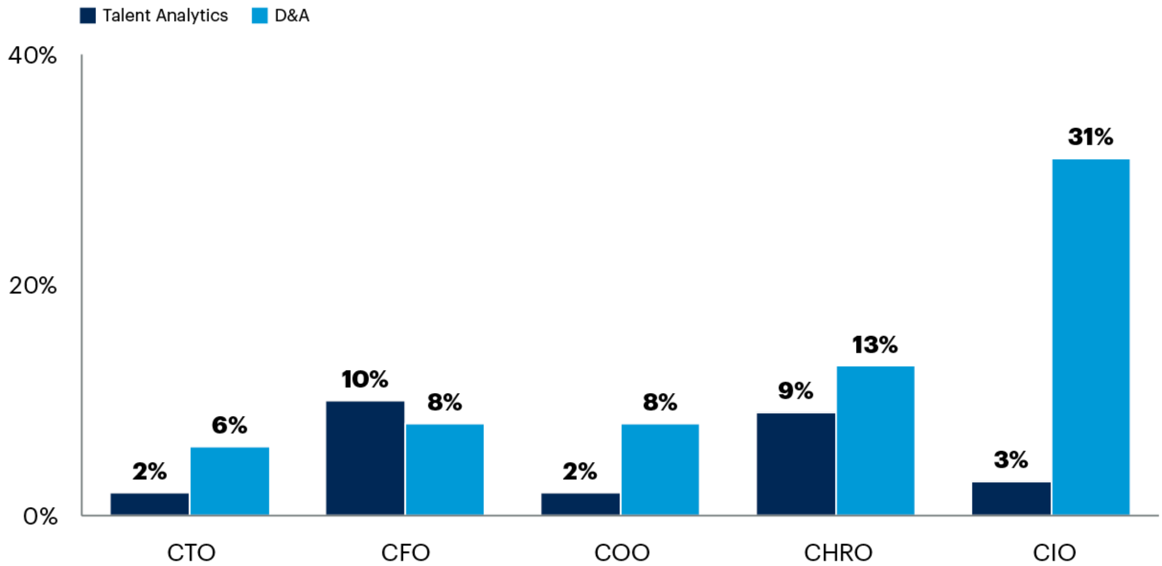
Some organizations like Google, one of the most data-rich companies in the world, have been applying data and analytical rigor to their workforce management. Google owns and operates at least 15 data centers around the globe, each with a strong analytics team. Yet in 2006, it founded a People Innovations Lab, also known as Project Oxygen, that had the objective of better understanding the role of managers. Leaders encoded more than 10,000 observations from performance reviews and feedback and compared the data to productivity managers. They also reviewed resumes for potential candidates, attrition rates, exit interviews, surveys and productivity, among other things, to guide their decisions on benefits. [6] As a result, they achieved:

- Statistically significant improvement of manager quality for 75% of underperforming managers
- Reduced attrition in cost-effective ways (e.g., the decision to extend maternity leave reduced new mother attrition rates by 50%, improving the bottom line result)
- Tactics to prevent talent from leaving the company

Most organizations recognize the importance of talent analytics to their business operations. The vast majority (77%) expect an increase in resources devoted to it over the next two to three years. [7] Sadly, ELT engagement on the topic is still low (see Figure 3). [2]

Figure 3: Talent Analytics Is an Evolving Focus for ELTs, but Engagement Is Poor

Evolving Focus Areas for the ELT — Talent Analytics vs. Data and Analytics



n = 2,914

Source: 2022 SMA Analysis of Evolving Leadership Dynamics: Focus Areas

Note: The data is reference from 1 January 2020 to 31 August 2022 in all geographies and recognized languages.

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Action Items for the Executive Leadership Team:

- Advance talent and analytics by openly addressing the two main constraints:
  - **Lack of understanding of D&A:** ELTs should seek help from the CIO in understanding the data and technology gaps to advance on the topic. Running a data maturity diagnosis and presenting it to the ELT is a great first step (see Data and Analytics Maturity Assessment Score).
  - **Ethical constraints:** The CHRO, with support from the legal department, should bring the discussion of ethics to the ELT table so the group can define the limits to exploring people analytics according to organizational risk appetite, legislation, union agreements and compliance (see How to Manage Digital Ethical Dilemmas). Define principles to guide decisions on the use of D&A at the ELT level.

- **Embed talent analytics in ELT decision making now.** You can begin by reviewing, as an ELT, what level of insight and engagement the existing talent data is being used for in the decision-making process. Start embedding data in that process, even if you are still understanding the data and improving its accuracy, but be mindful of the data state while making decisions. Having it as a part of the discussion helps the ELT gain maturity on the numbers as they improve, so ask yourself the following questions:
  - What are the pressing people questions the business needs to have answered?
  - Does the existing data answer these questions? (If not, what needs to be done?)
  - Are we using this data today? (If not, why not?)
  - Is the data quality sufficient to inform business decisions?
  - Is the data easily accessible to the ELT?
  - If data is not being used, how would you personally like to use it?

You can take it another level by structuring a full decision point evaluation as clients, such as Merck, have done to increase the use of analytics for strategic decision making (see Leverage Inspiring Data and Analytics Case Studies and Use Cases to Create Business Value).

- **Apply behavioral science to advance evidence-based decision making.** Google, Amazon, Uber, Alibaba, TikTok and other digital titans are using behavioral science to understand human behavior and design more effective interventions. Government agencies are using it to help individuals make safer and healthier decisions. Many banks have behavioral science teams that drive long-term savings and debt reduction through client investment and financial behavior (see Building a Neurocentric Organization Is the Next Gamechanger).
  - Expand team expertise from data-based to evidence by incorporating scientific research methods and news skills and competencies (see Role of Behavioral Science to Scale Neurocentricity for Government Organizations and Case Study: The Role of Behavioral Science in Leading Analytics Teams (Canada Energy Regulator)).
  - Use seed funding to finance the initial behavioral science intervention expenses — trial products, field research, testing in the organization. To cut expenses, discuss as an ELT how to deploy the existing channels and solutions, rather than developing new touchpoints.

Explore Strategic Alliances That Go Beyond Pricing

All CEOs agree there will be an ongoing economic hangover, but disagree about the extent. Fifty-five percent of respondents think it will be superficial and short-lived, while 45% think it will be substantial and long-lasting. [1] In such an unpredictable environment, it is no surprise that CEOs will continue to prioritize growth in 2023 and 2024, despite talent shortage, recession, inflation and supply chain problems.

Per our survey, the top two CEO reactions to an inflationary environment were price rises and cost optimization (see Note 4 and Figure 8). [1] To tackle growth through marketing, sales and pricing, CEOs most often ask their CSO, COO, CFO and CMO to work together. Taking on the CEO strategies in dealing with inflation requires considerable caution from ELT members. In a slow-growing economy, the urge to raise prices might backfire by causing customers to change purchase behavior.

It is an oversimplification to respond to an increase in the cost of raw materials by concentrating the corporate strategy on cost/price optimization. That is not to imply that it is not “a” strategy; but, whether it should be “the” strategy is a separate issue. Unless there is a clear-cut result, look for other, more creative ways to raise sales. The 2022 Gartner Corporate Growth Strategies Survey compared high-growth companies, those that anticipate a growth rate of 10% or more, to low-growth companies, those that anticipate a growth rate less than 5%. One of the key findings of this research showed that high-growth companies go beyond price increase and cost reduction; they focus on pricing models. Seventy-three percent of high-growth companies versus 60% of those that are low-growth are broadening the price range; 51% of high-growth versus 33% of low-growth firms are modifying pricing models. [8]

Most executive leaders are aware that there will come a day when just raising prices is no longer an option. According to Gartner’s social media analytics study, the ELT focus is shifting to the use of data-driven insights on marketing and customer experience spending, as well as technological capacities and trends in influencer marketing and digital advertising. [2]

To develop more effective marketing and pricing strategies, all executives are working hard to gain a comprehensive understanding of the customer journey, including the necessary investments, experience metrics, and data.

Action Items for the Executive Leadership Team:

- **Explore strategic partnership for personalization.** Enhancing consumer experience through partnership is key for growth. Apple and Nike collaborated to develop the Nike+ app, which integrates Apple’s products to create a seamless, personalized experience for customers, thereby increasing brand loyalty and customer satisfaction. The Starbucks app offers tailored music from Spotify. Customers vote on in-store music, discover new music and get rewards. This relationship improved brand loyalty and customer engagement.

- **Minimize customer journey friction.** Reduce word count, simplify data entry and lay out institute interfaces. Following the “three clicks rule” — a user of a website should be able to find any information with no more than three mouse clicks — as an ELT, encourage internal mystery shoppers to investigate the buying procedure in order to locate points of friction. You need many more ideas before you can make a fair assessment of them. Request that your CX/product teams engage in A/B testing. Keep in mind that a small amount of wireframing or a few conditions will not suffice.

- **Play with pricing strategies borrowed from other markets.** The notion of borrowing ideas from other markets is gaining traction in this space. Explore what options might be useful to activate a new or dormant customer and brainstorm by going through a "menu" of pricing plans — solutions that have previously been demonstrated to work in other industries (see Table 1).

Table 1: Pricing Menu

Accommodate Different Usage Levels and Preferences	Appeal to Customers on a Tight Budget	Provide Price Break Opportunities	Establish Prices When Value is Uncertain	Use Pricing to Enhance Business Efficiency
■ All-inclusive plans ■ Unbundled pricing or a la carte ■ Pay-per-use ■ Pricing by unconventional time increments ■ Split usage, leasing and rentals	■ Payment over time (buy now, pay later, installment loans, etc.) ■ Prepayment ■ Flat rates ■ Future options	■ Mixed bundling ■ Volume discounts ■ Progressive pricing (prices start out at one rate and increase at set intervals)	■ Auction ■ Royalties and sales commissions ■ Dynamic pricing (adjusted according to supply and demand by the minute)	■ Off-peak pricing ■ Subscription ■ Initiation fees

Source: Gartner

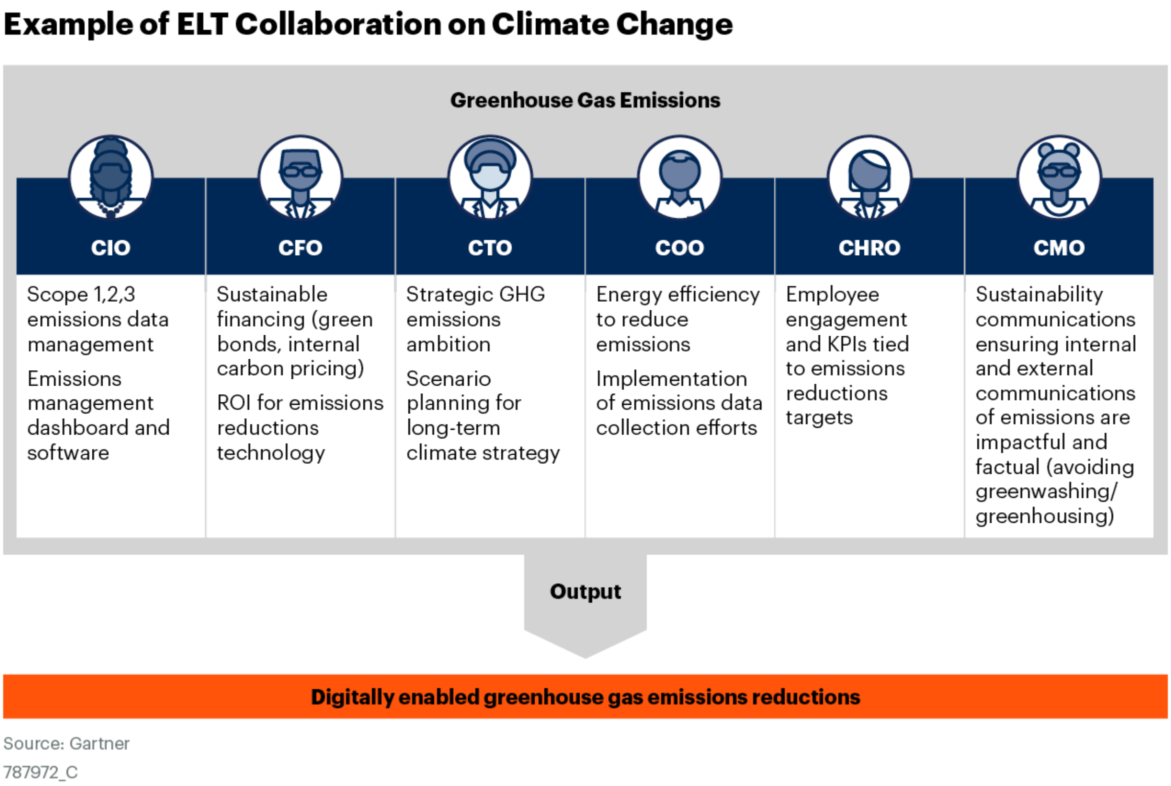
Upskill the ELT To Boost Digitally Enabled Sustainability

Sustainability and ESG are topics that tend not to have single ownership. They have emerged as cross-functional challenges for the ELT to address as CEOs most often are requesting their CFO, CSO, COO, CHRO and the CMO to get involved in such topics. As sustainability has continued to rise in executive level importance, so does the need to reinforce cross-functional excellence and collaboration.

Twelve percent of senior executives identified sustainability as a top three strategic business priority (up from 9% in 2022). [1] Half of executive leaders have identified sustainability as an opportunity for business growth (see 2023 Growth Agenda: Sustainability Is an Opportunity for Business Growth). Government regulations, stakeholder and investor pressure, and market trends are driving this increased focus on sustainability. Supporting a transition to clean energy, scenario planning to minimize climate related risk, and establishing or communicating purpose around sustainability are just a few of many projects in this area. Per our survey, the majority of CEOs (61%) will increase investments in sustainability and ESG in 2023, compared to 2022. [1] This gives executive teams a large new domain area to cover.

There are fundamental sustainability topics that are common to all executives and are fast becoming an expectation for leaders. Understanding materiality assessments, the greenhouse gas emissions protocol, climate change mitigation and adaptation, and circular economy principles provide executives with a solid foundation from which to impact organizational sustainability (see Research Index: Top 10 Material Issues for Sustainability and ESG). These topics are outside of the traditional domain of these roles; however, all executive leaders should be involved in sustainability. When the ELT works together on the same sustainability outcome, progress toward sustainability goals can accelerate. For example, the entire ELT can align its expertise and efforts for greenhouse gas emissions reductions (see Figure 4).

Figure 4: Example of ELT Collaboration on Climate Change



Not only are executives tasked with domain responsibility for sustainability and ESG within their own teams, they are increasingly asked to work together on these initiatives. Seven percent of CEOs named sustainability as a new issue where executives have been asked to collaborate, up from just 0.5% in 2020. [1]

To boost sustainability, digital should be used more. This requires going beyond making the IT function more sustainable and leveraging the power of technology to make the entire organization more sustainable (see Improve Sustainability with AI, IoT and Blockchain). Digitally enabled sustainability aims at boosting productivity and scale to improve both financial and sustainability results. According to the CEO survey, only around half of CEOs feel digital capabilities are helping to boost corporate sustainability and ESG initiatives. [1] Unfortunately, the ELT is still treating digital and sustainability separately.

Action Items for the Executive Leadership Team:

- **Upskill on sustainability knowledge.** Executives are increasingly expected to engage with sustainability initiatives. For most, this will be a new area of expertise. Gartner has developed a business capability model for sustainability that can serve as a roadmap while executives are developing their plans (see A Business Capability Model for Sustainability). Leaders should focus on understanding the basics of sustainability information that is most relevant for their role. This approach will avoid information overload and distribute responsibility throughout the executive team.

- **Boost investment in sustainable technology by understanding what is available and deep diving in practical use cases.** There are numerous technology solutions that can help organizations accelerate toward their sustainability goals. Executives who identify the technologies most relevant for their organization, directed to a specific outcome, can position themselves as strategic leaders in advancing sustainability for the entire enterprise. Investing in sustainable technology is outcome-driven. Executive leaders must:

    - Understand the technology application specific to their organizations' goals (see Hype Cycle for Sustainability, 2022).

    - Explore practical use cases on digitally enabled sustainability focused on outcome (see 2023 CEO Survey: Grow Through Digitally Enabled Sustainability).

Evidence

[1] **2023 Gartner CEO and Senior Business Executive Survey.** This survey was conducted to examine CEO and senior business executive views on current business issues, as well as some areas of technology agenda impact. The survey was fielded from July 2022 through December 2022, with questions about the period from 2022 through 2024. One-quarter of the survey sample was collected in July and August 2022, and three-quarters was collected from October through December 2022. In total, 422 actively employed CEOs and other senior executive business leaders qualified and participated. The research was collected via 382 online surveys and 40 telephone interviews. The sample mix by role was CEOs (n = 277); CFOs (n = 95); COOs or other C-level executives (n = 19); and chairs, presidents or board directors (n = 31). The sample mix by location was North America (n = 169), Europe (n = 105), Asia/Pacific (n = 102), Latin America (n = 29), the Middle East (n = 11) and South Africa (n = 6). The sample mix by size was $10 million in revenue to less than $50 million (n = 3); $50 million to less than $250 million (n = 51); $250 million to less than $1 billion (n = 102); $1 billion to less than $10 billion (n = 190); and $10 billion or more (n = 76). *Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.*

[2] **Gartner 2022 SMA Analysis of Evolving Leadership Dynamics.** Gartner built this research by leveraging data points from internal and external sources at its disposal. The focus areas and skills of the CFO, CIO and CHRO were collected based on how they interacted with Gartner and with a view of the evolving dynamics in their role. The complementary nature of the data sources was calibrated and represented in a unified manner. Due to its qualitative and organic nature, the results present a better perspective when used with other fact bases. The data is referenced from 1 January 2020 to 31 August 2022 in all geographies and recognized languages. Fahim Talmeez from the Social Media Analytics Team contributed to this research.

[3] **2022 Gartner Expected Budget Changes in 2023 Survey.** This study was conducted to understand how budgets and spending are changing in 2023. The research was conducted online from November through December 2022 among 301 respondents across multiple industries and geographies. Respondents were CFOs or other senior finance leaders (including heads of financial planning and analysis, controllers, and finance transformation leaders). *Disclaimer: Results of this study do not represent global findings or the market as a whole but reflect sentiment of the respondents and companies surveyed.*

[4] The Impact of Digitalisaton on Productivity: OECD.

[5] M. Salganik, "Bit by Bit: Social Research in the Digital Age," Princeton University Press, 2019.

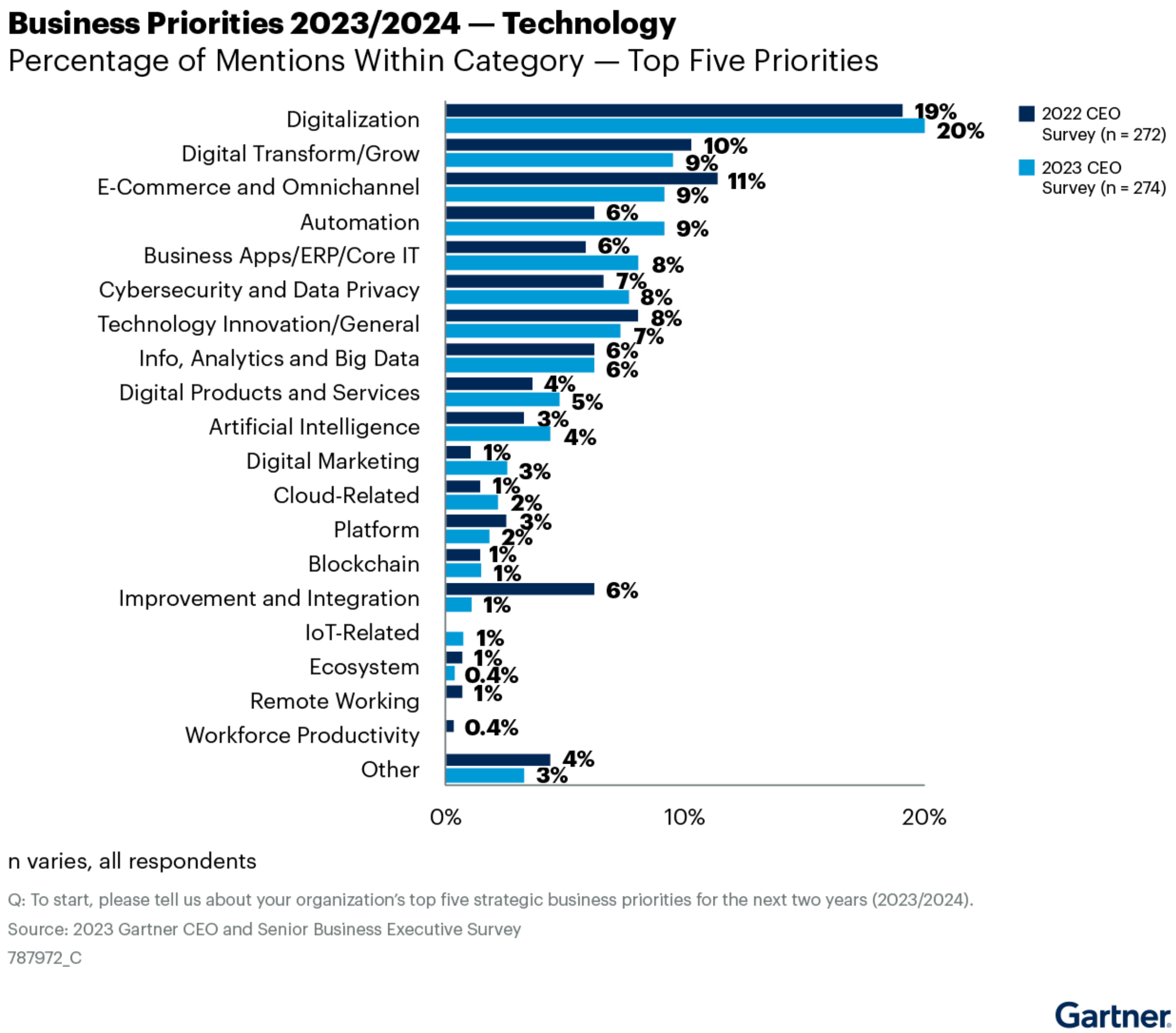
[6] People Analytics at Google: Using Data to Make Google a Great Place to Work, HBR Digital Initiative.

[7] **2022 Gartner Talent Analytics Leader Survey.** This survey was conducted to understand structure, staffing and maturity of talent analytics subfunctions in HR. The research was conducted online from 27 April to 8 June 2022 and contains responses from 53 talent analytics leaders with representation from various regions and industries. Survey design and development, administration, and data analysis were done by Gartner's HR Practice research team.

[8] **2022 Gartner Understanding Corporate Growth Strategies Survey.** This survey was conducted online from 8 September through 17 October 2022 to understand how enterprises approach growth today. In total, 211 business leaders who lead, participate in, or influence their company's investment and strategy decisions and have good personal knowledge or can estimate their company's financial performance (e.g., gross profit margin, revenue, net profits) participated. Respondents from North America (n = 68), Europe (n = 80) and East/Southeast Asia (n = 63) responded to the survey. *Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.*

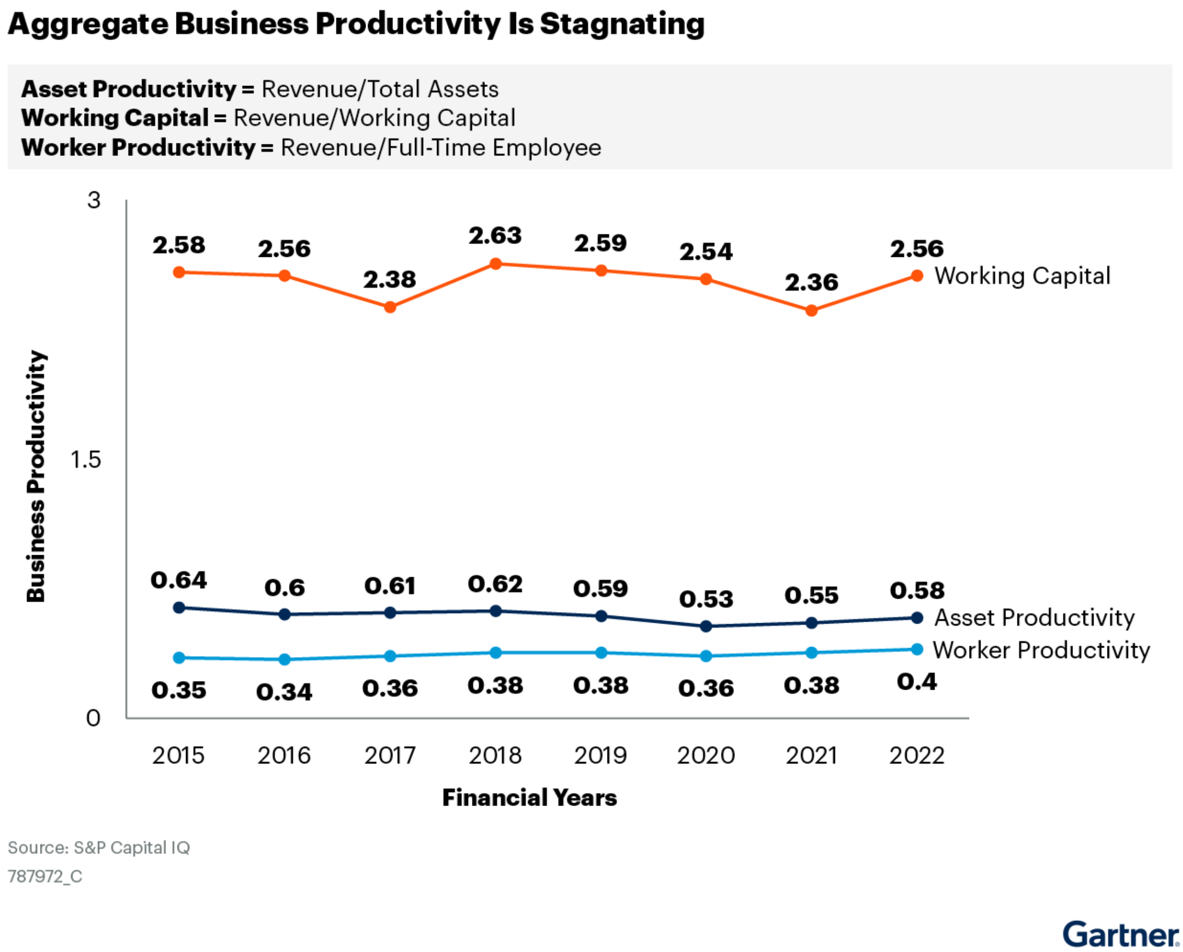
Note 1: Full List of Executive Business Priorities for 2022-2023

Figure 5: New Issue or Initiative Executives Are Tasked to Work Together



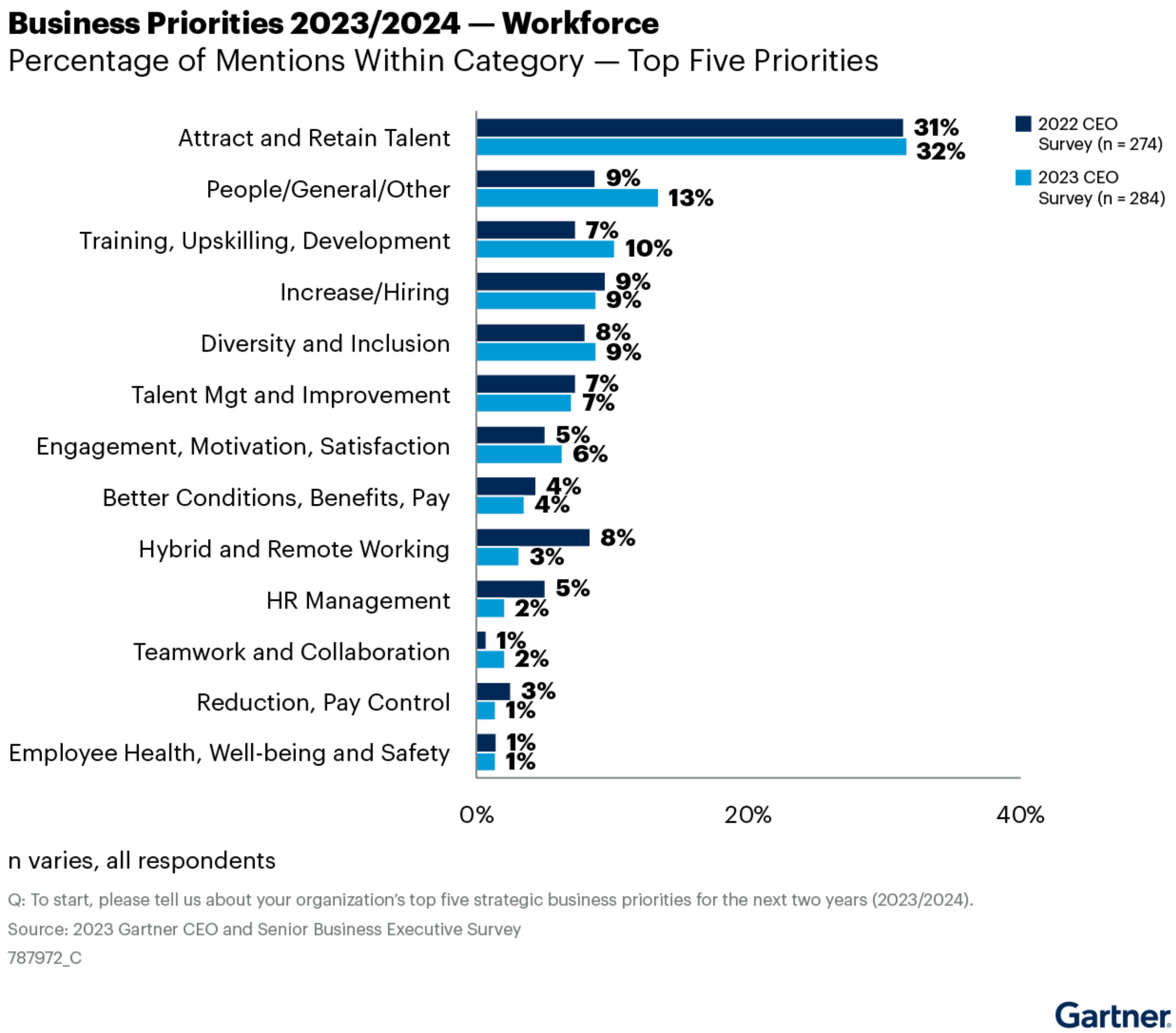
Note 2: Business Productivity Is Stagnant Since 2015

Figure 6: Aggregate Business Productivity Is Stagnating



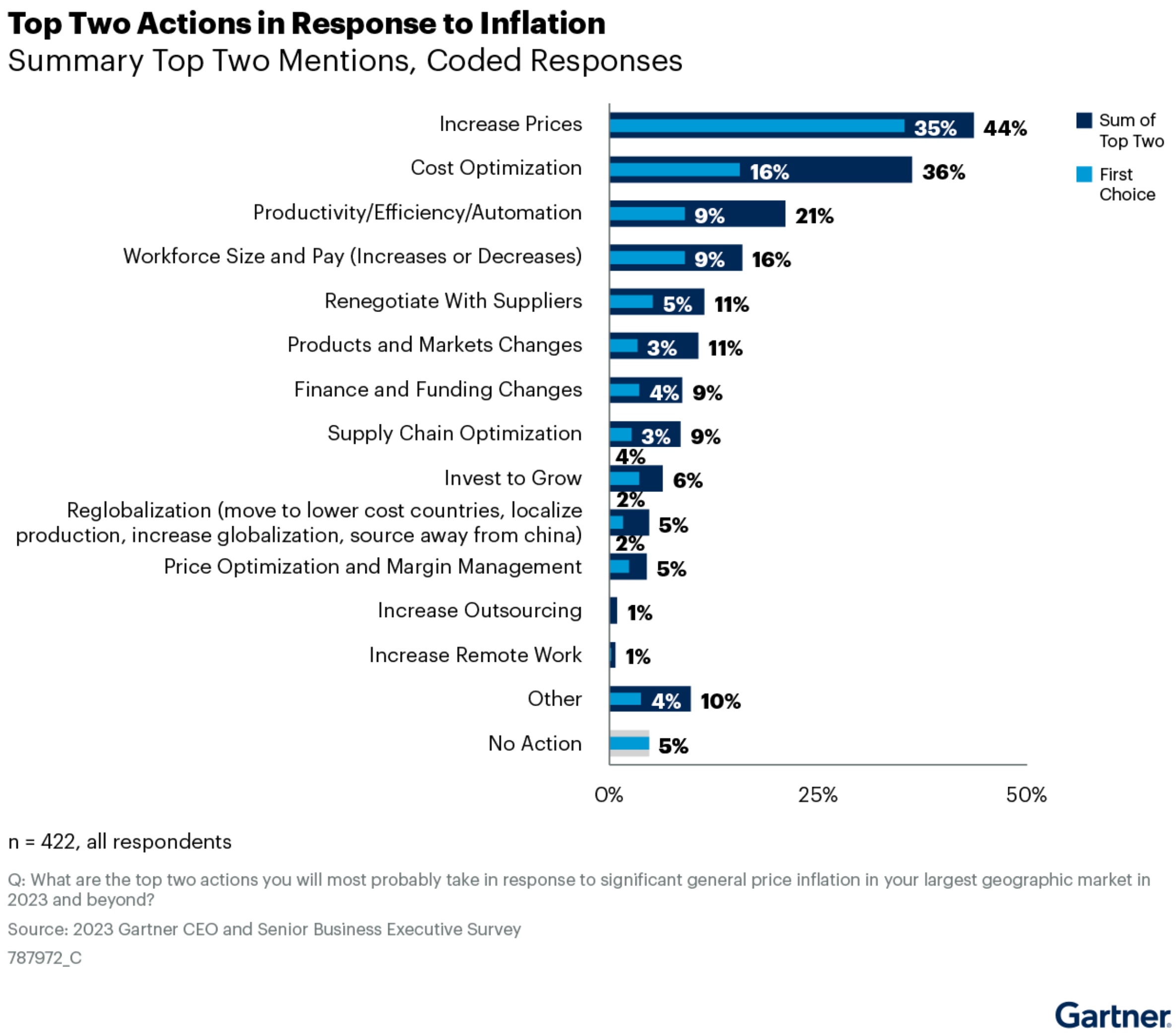
Note 3: A List of Business Priorities — Workforce for 2023-2024

Figure 7: Workforce Strategic Business Priorities



Note 4: Top Corporate Actions in Response to Inflation

Figure 8: Corporate Action in Response to Inflation



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Source: Gartner