

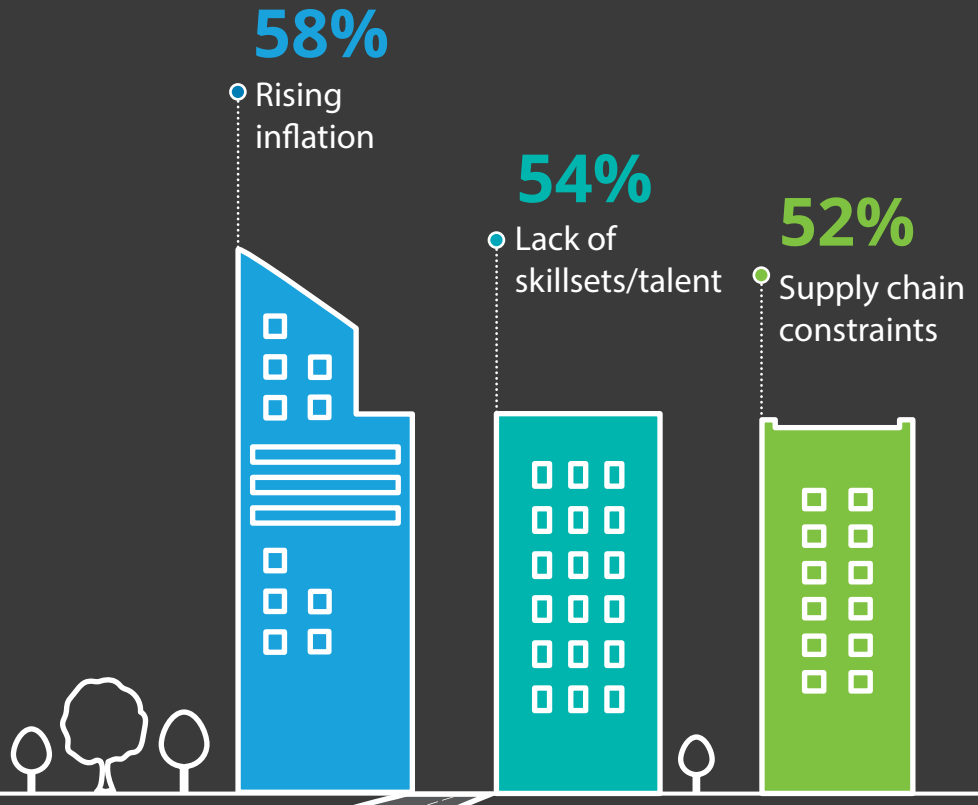
2023 MarginPlus Survey:

Transforming through disruption

While companies have increased margin improvement commitments, success remains elusive amid global disruption.

Firms are pursuing transformation efforts to adapt and respond to global disruption.

90% of margin improvement programs are being triggered by one or more of these top factors:



Top capabilities aimed to develop through transformation:

Resilience

89% of firms are further developing their ability to maintain operational stability and results orientation during periods of disruption

Agility

80% of firms are enhancing their ability to sense, interpret and respond quickly to change

To address global disruption, firms are using nearly all transformation levers available:

91%

Sourcing and procurement strategies



91%

Data and AI



88%

Process reengineering



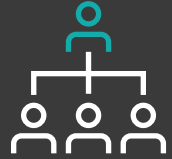
85%

Cloud architecture



82%

Organizational structure design



Failure rates are high.



73% of companies missed their targets due to an increase in margin improvement efforts.

Talent shortages related to skillset gaps are the biggest barrier to success.



~90% of firms indicated material impacts.

Companies are increasing transformation efforts.



80% of firms were accelerating the pace or expanding the scope of transformation efforts due to disruption—and they're doing it now.

3 steps to driving success within margin improvement programs:

1. Design a robust tracking and reporting process.
2. Develop, validate, and sponsor a clear north star for the program.
3. Implement change management activities to raise awareness, acceptance, and benefits of initiatives.

How are transformation strategies changing?



We surveyed 300 global leaders across industries and geographies in our 2023 MarginPlus Survey.

Download the full report to elevate your margin improvements.

Raed Masoud
Principal
Deloitte Consulting LLP
+1 312 486 5893
rmasoud@deloitte.com

Mauricio Garza
Managing Director
Deloitte Consulting LLP
+1 347 327 3749
maugarza@deloitte.com

Faisal Shaikh
Principal
Deloitte Consulting LLP
+1 484 885 4699
fshaikh@deloitte.com

Abhijit Chakraverty
Managing Director
Deloitte Consulting LLP
+1 617 585 4812
achakraverty@deloitte.com