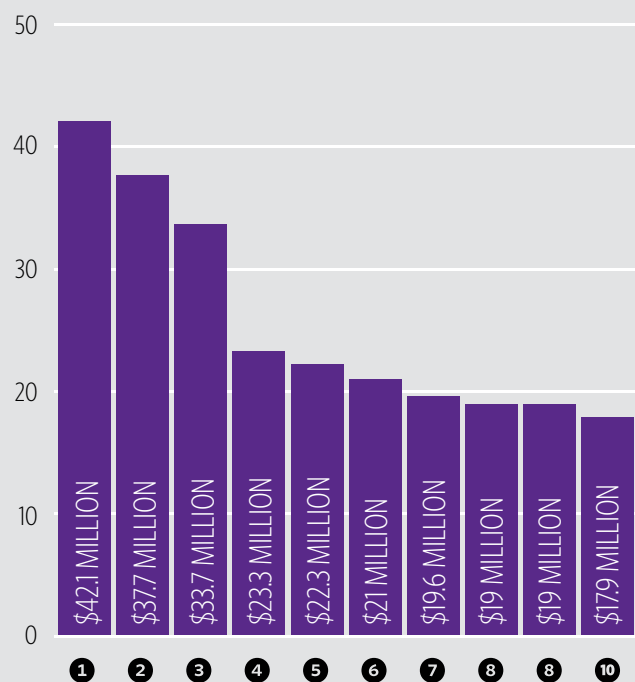


STRATEGY AND EXECUTION IN AN EVOLVING ENVIRONMENT

A snapshot of global influences on business and the economy—and a look at how executives feel about their own worlds.

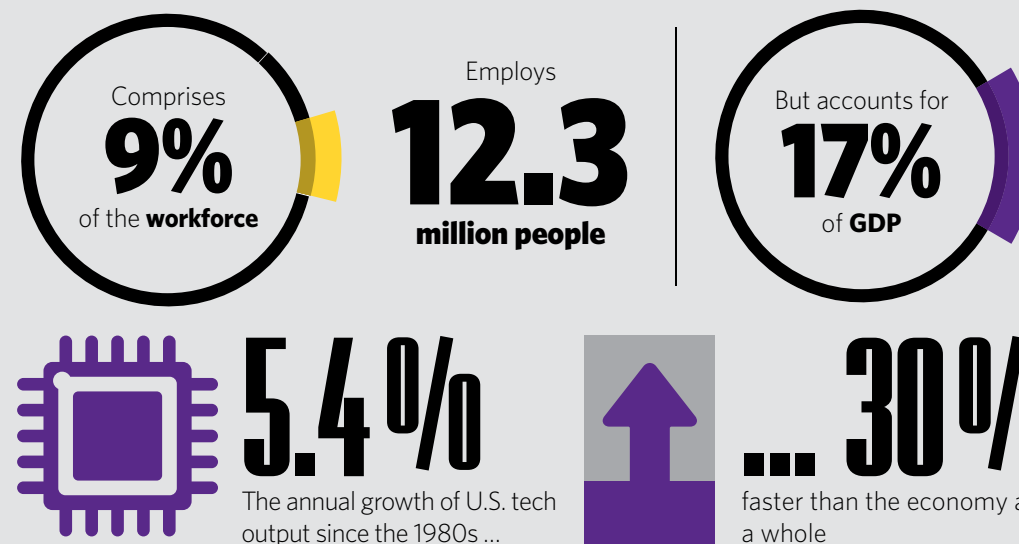
HIGHEST-PAID FEMALE CEOs



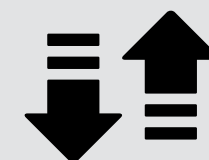
1. Marissa Mayer Yahoo
2. Safra Ada Catz Oracle
3. Marilyn Hewson Lockheed Martin
4. Carol Meyrowitz The TJX Companies Inc.
5. Ursula Burns Xerox
6. Irene Rosenfeld Mondelez International
7. Margaret Whitman HP
8. Phebe Novakovic General Dynamics
8. Indra Nooyi PepsiCo
10. Virginia Rometty IBM

OUTSIZED TECHNOLOGY SHARE

The U.S. advanced industry sector, which includes jobs in technology R&D and STEM (science, technology, engineering and math)...



EUROPEAN TRADE UP



The first estimate for exports of goods to the rest of the world from the euro area in February 2015 was **€160.7 billion**, a **4% increase** over February 2014. Imports from the rest of the world reached **€140.5 billion**, nearly the same as a year earlier.

THE RESULT: The euro area reported a **€20.3 billion** surplus in trade in goods with the rest of the world.

TOO EXPENSIVE TO GET WRONG

\$1.8 BILLION

The average amount that **firing a CEO costs** in shareholder value

LOOKING FOR A RAISE

5.8%

The estimated **increase in worldwide salaries** in 2015, with the biggest increases in Latin America, the smallest in Europe.

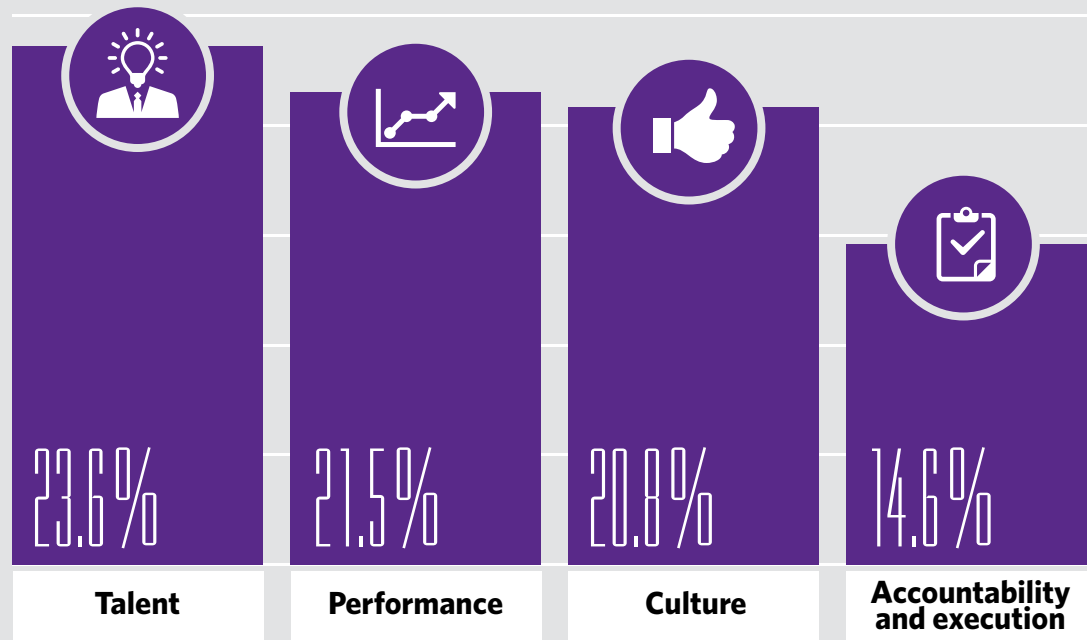


Sources: S&P Capital IQ, USA Today, Bespoke Investment Group, The Brookings Institution, Eurostat, Bloomberg BNA

STORIES FROM THE SENTIMENT SURVEY

In 2014, Insigniam asked nearly 200 global executives from multiple diverse industries about their concerns, priorities and outlook for 2015. Here's what they had to say about execution.

WHAT KEEPS EXECUTIVES AWAKE AT NIGHT?



WHAT IS CRITICAL TO SUCCESS IN A MAJOR CHANGE INITIATIVE?

73%
Collaboration and trust

43%
Communication

42%
Alignment



71%

say **poor performance and execution** prevented successful deployment of change initiatives.

75%

agree that **efficiency and execution** are critical to success.

According to a March 2015 *Harvard Business Review* article, **executorial excellence is the No. 1 challenge facing corporate leaders across countries and industries** (based on the responses of 400 global CEOs). The article's authors conducted an in-depth survey of nearly 8,000 managers across 30 industries.



9%
of managers say they can rely on colleagues in other functions and units **all the time.**

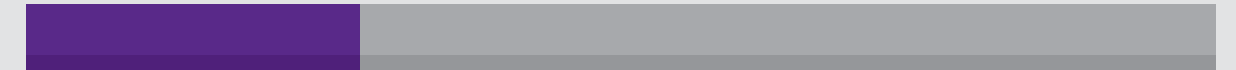
50%
say they can rely on them **most of the time.**

MANAGERS SAY CONFLICTS DURING EXECUTION ARE ...

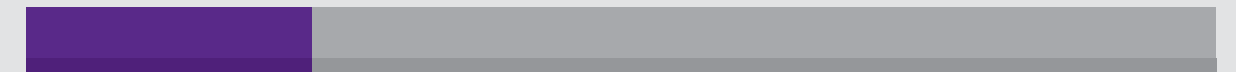
Resolved after a significant delay: **38% of the time**



Resolved quickly but poorly: **14% of the time**

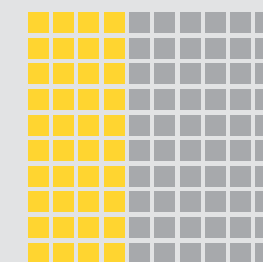


Left to fester: **12% of the time**

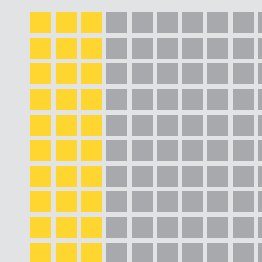


0 10 20 30 40 50

SINGLE-GREATEST CHALLENGES TO STRATEGY EXECUTION:



40%
Failure to **align**



30%
Failure to **coordinate** across units

Sources: Insigniam 2014 "Executive Sentiment Survey," *Harvard Business Review*, March 2015