



strategy&

*At odds: Company
spending and
strategy*

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**Retail & consumer
products industry**

Retail and consumer products industry Fit for Growth* Index Profiler results

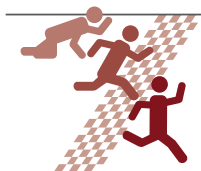
PwC's Strategy& Fit for Growth Index Profiler surveyed 100 executives in the retail and consumer products industries to understand how well they align their strategy and cost agenda. Here is what they said.

Exhibit 1 Most companies' strategies are surprisingly unclear.



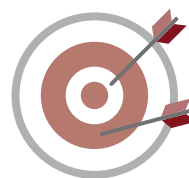
83%

said their strategy is not well understood across the entire organization.



78%

said their capabilities are not materially different or give them a real advantage.



80%

said their strategy is not often enough articulated into specific actions.

Exhibit 2 A majority of companies allocate time and resources without using a strategic perspective.

Of the executives surveyed...



24%

said the company's strategic objectives drive how management spends its time.



56%

said that lower-priority initiatives receive more than their share of funding.



56%

said that they cut costs only when markets or events require it.

Exhibit 3 Organizational issues make the problem harder to solve.

Of the executives surveyed...



84%

...say incentives do not clearly support activities and outcomes needed to win.



59%

...said funding for strategic initiatives feels ad hoc or informal.



18%

...said their organization's culture is at odds with their strategic imperatives.

Source: PwC's Strategy&, Fit for Growth Index Profiler, 2013-2017.

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