

strategy&

*At odds: Company  
spending and  
strategy*



**Industrial products**



# Industrial industry Fit for Growth\* Index Profiler results

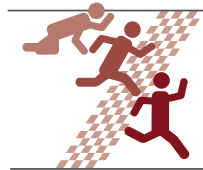
PwC's Strategy & Fit for Growth Index Profiler surveyed 410 executives in the industrial industry to understand how well the companies they worked for lived their strategy. Here is what they said.

## Exhibit 1 Most companies' strategies are surprisingly unclear.



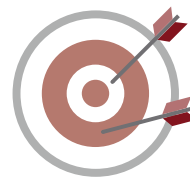
**84%**

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



**72%**

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



**74%**

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...



**21%**

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



**60%**

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...



**82%**

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



**50%**

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



**28%**

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

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

\*Fit for Growth is a registered service mark of PwC Strategy & LLC in the United States.

Strategy& is a global team of practical strategists committed to helping you seize essential advantage.

We do that by working alongside you to solve your toughest problems and helping you capture your greatest opportunities.

These are complex and high-stakes undertakings — often game-changing transformations. We bring 100 years of strategy consulting experience and the unrivaled industry and functional capabilities of the PwC network to the task. Whether you're

charting your corporate strategy, transforming a function or business unit, or building critical capabilities, we'll help you create the value you're looking for with speed, confidence, and impact.

We are part of the PwC network of firms in 158 countries with more than 236,000 people committed to delivering quality in assurance, tax, and advisory services. Tell us what matters to you and find out more by visiting us at [strategyand.pwc.com](http://strategyand.pwc.com).

[www.strategyand.pwc.com](http://www.strategyand.pwc.com)

© 2018 PwC. All rights reserved. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see [www.pwc.com/structure](http://www.pwc.com/structure) for further details. Mentions of Strategy& refer to the global team of practical strategists that is integrated within the PwC network of firms. For more about Strategy&, see [www.strategyand.pwc.com](http://www.strategyand.pwc.com). No reproduction is permitted in whole or part without written permission of PwC. Disclaimer: This content is for general purposes only, and should not be used as a substitute for consultation with professional advisors.