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  
2. Safra Adar Catz  
3. Marillyn Hewson  
4. Carol Meyrowitz  
5. Ursula Burns  
6. Irene Rosenfeld  
7. Margaret Whitman  
8. Phewa Novakovic  
9. Indra Nooyi  
10. Virginia Rometty

Yahoo  
Oracle  
Lockheed Martin  
The TJX Companies Inc.  
Xerox  
Mondelez International  
HP  
General Dynamics  
PepsiCo  
IBM

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

Comprises  
9% of the workforce

Employs  
12.3 million people

But accounts for  
17% of GDP

5.4%  
The annual growth of U.S. tech output since the 1980s ...

... 30%  
farther than the economy as a whole

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?

- Talent: 23.6%
- Performance: 21.5%
- Culture: 20.8%
- Accountability and execution: 14.6%

WHAT IS CRITICAL TO SUCCESS IN A MAJOR CHANGE INITIATIVE?

- Collaboration and trust: 73%
- Communication: 43%
- Alignment: 42%

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, executional 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.

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

SINGLE-GREATEST CHALLENGES TO STRATEGY EXECUTION:

- Failure to align: 40%
- Failure to coordinate across units: 30%