THE CEO CHALLENGE 2015

Business leaders' priorities for growth.

CMI | Chartered Management Institute

CEOs around the world are focusing on developing their people and building high performance cultures in order to grow in 2015.

That's according to the CEO Challenge® 2015, a survey of 943 business leaders. Produced by The Conference Board, in partnership with the Chartered Management Institute (CMI) in the UK, it's an insight into the strategic and tactical priorities of chief executives worldwide. Read on to find out more about this year's results.

Find out more about CMI at **www.managers.org.uk** – and for information about the Conference Board or to download the full CEO Challenge® report, visit **www.conference-board.org**
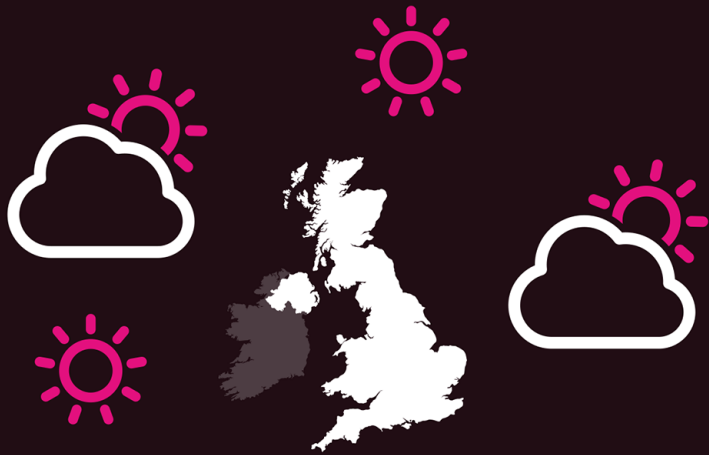
Results provide a qualitative and directional indication of the importance of challenges and strategies rather than a statistically significant ranking. See full report for sample details and methodology.

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A SUNNY OUTLOOK

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76%

of CEOs in the UK expect profits to increase in 2015 despite heightened political and regional economic risks. That's broadly in line with the expectations of CEOs globally, with a total of **74%** worldwide expecting to deliver increased profits.

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STRATEGIC PRIORITIES

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CEOs across Europe, including the UK, put customer relationships at the top of their strategic priorities – with corporate brand and reputation also making the top five.

Globally, the top priority is developing human capital.

TOP 5 GLOBAL CHALLENGES

1. Human capital
2. Innovation
3. Customer relationships
4. Operational excellence
5. Sustainability

TOP 5 EUROPEAN CHALLENGES

1. Customer relationships
2. Human capital
3. Innovation
4. Operational excellence
5. Corporate brand & reputation

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HOT BUTTON ISSUES

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What are the tactical, short-term 'hot button' issues demanding CEOs' attention?

Worldwide, the top three concerns are changes in customer behaviour (the only issue ranked in the top five in every region), new competitors globally and slowing growth in emerging markets. European financial instability is a top concern for bosses in Europe (and number four in the UK).

Technology risks are a big theme. Cyber security makes the top three in the US, the UK and Europe – but isn't in the top 10 for Asia and Latin America. Meanwhile, social media management is the top concern in the UK.

UK
1. Social media management
2. Changes in customer behaviour
3. Cyber security

EUROPE
1. Changes in customer behaviour
2. Financial instability in Europe
3. Cyber security

USA
1. Changes in customer behaviour
2. Cyber security
3. Healthcare benefits for employees

ASIA
=1. Changes in customer behaviour
=1. New competitors globally
3. Slowing economic growth in emerging markets

LATIN AMERICA
1. Changes in customer behaviour
2. New competitors globally
3. Slowing economic growth in emerging markets

GLOBAL
1. Changes in customer behaviour
2. New competitors globally
3. Slowing economic growth in emerging markets

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HIGH PERFORMING ORGANISATION STRATEGIES

CMI Chartered Management Institute

What are CEOs' strategies for running high performance organisations? The most common theme is putting customers first – backed in the UK by a culture of employee accountability and empowerment.

GLOBAL

1. Create a strong customer-centric culture
2. Align our organisational structure to clearly support our business strategy
3. Focus our organisation's processes and products toward customer needs

LATIN AMERICA

=1. Align our organisational structure to clearly support our business strategy
=1. Create/maintain a culture of accountability
3. Raise employee engagement to drive productivity

USA

1. Create a strong customer-centric culture
=2. Create/maintain a culture of accountability
=2. Support a culture of innovation and entrepreneurship that learns from failure

UK

1. Create a strong customer-centric culture
2. Create/maintain a culture of accountability
3. Empower employees to make appropriate decisions and execute effectively

EUROPE

1. Create a strong customer-centric culture
2. Support a culture of innovation and entrepreneurship that learns from failure
3. Focus our organisation's processes and products toward customer needs

ASIA

1. Align our organisational structure to clearly support our business strategy
2. Ensure managers are set clear goals and manage performance
3. Create a strong customer-centric culture

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