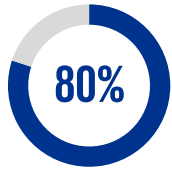


Transforming for Growth in Consumer & Retail

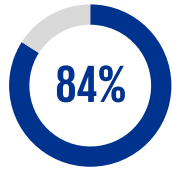
Bold insights. Big value. Better outcomes.



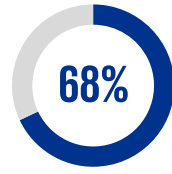
What lies ahead?



of executives shared that "taking costs out" is a critical component to any transformation efforts.



shared that "leveraging technology to address labor shortages" was another critical component of driving transformation.



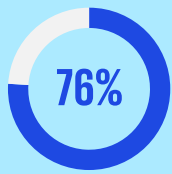
share that "shifting to new business models" is another area of focus.

Q. Rate how you anticipate the following external factors to impact business transformation within your industry over the next 3 years?

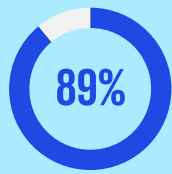


Are organizations keeping pace?

Key Observations



of the executives shared that they "view transformation to be continuous"



of the executives believe transformation to be "accelerating"



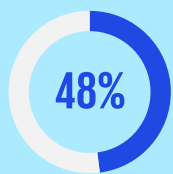
On average, companies were undertaking **3 or more transformations** across their organizations

Making transformation stick

Key Observations



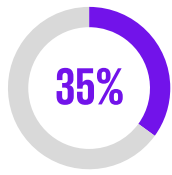
of the executives say that insufficient leadership buy-in and stakeholder alignment (28%) are the primary factors that lead to failed transformations.



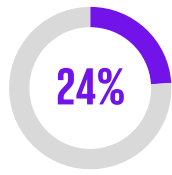
Nearly half (48%), of executives say that a change in leadership focus away from transformation has been the greatest challenge in making the value of transformation stick.

Success, defined

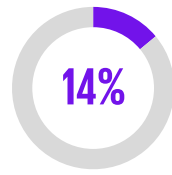
"What are the top three ways your organization defines success for a transformation project?"**



Improved business performance

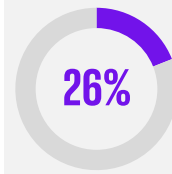


Improved ROI/capital efficiency

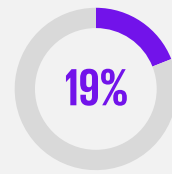


Grow market share

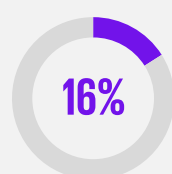
Transformation priorities. Main reasons C&R leaders pursue transformation.



"Better deliver our products and services"

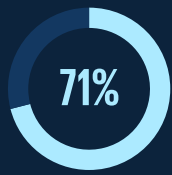


"Increase business agility"



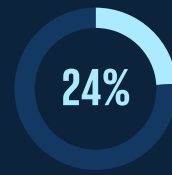
"Better understand our customer"

For most executives, the first generative AI is two years away...

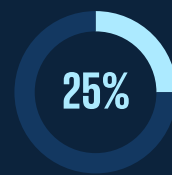


"When does your company expect to implement your first generative AI application?"**

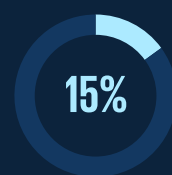
When transformation fails



Insufficient leadership buy-in/stakeholder alignment.



Unclear vision/not linked to strategic vision



Benefits too slow to realize/not sticking.

*Source: KPMG: Transformation Survey Findings, KPMG Analysis 2023 report; April 2023
**Source: KPMG, Generative AI: From Buzz to Business Value (Survey, April 2023)

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