

Global CEO Survey

Challenges & Responses

These are uncertain times. While change presents opportunity for some, most business thrives on stability – and the fact that this is elusive makes plans increasingly hard to develop. Over 1,250 company leaders from 60 countries shared their thinking with us for the PwC Annual Global CEO Survey – now in its 15th year. Some of the top ideas are outlined in this graphic. You can explore many more stories and much of the data at www.pwc.com/ceosurvey.

[EXPLORE THE SURVEY](#)



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Confidence v Mounting uncertainties

CEOs expecting growth in 2012

CEOs are nearly three times more confident in their company's growth prospects than they are in the global economy's.



How **confident** are you about your company's prospects for revenue growth over the next year?



"The days of being able to assume that the economy is going to take care of itself are gone."

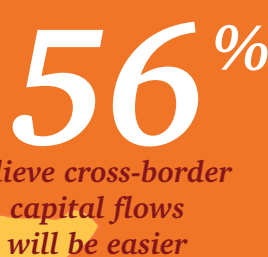
Richard O'Brien, President and CEO, Newmont Mining Corporation

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What's giving CEOs confidence?

CEOs believe trade and cross-border capital flows will become easier

The trends that support long-term investments to build emerging markets operations and create innovations remain firmly in place.



"Problems like the European debt crisis and the unemployment rate in the US are serious, but the emerging market is actually one of the major driving forces for future development."

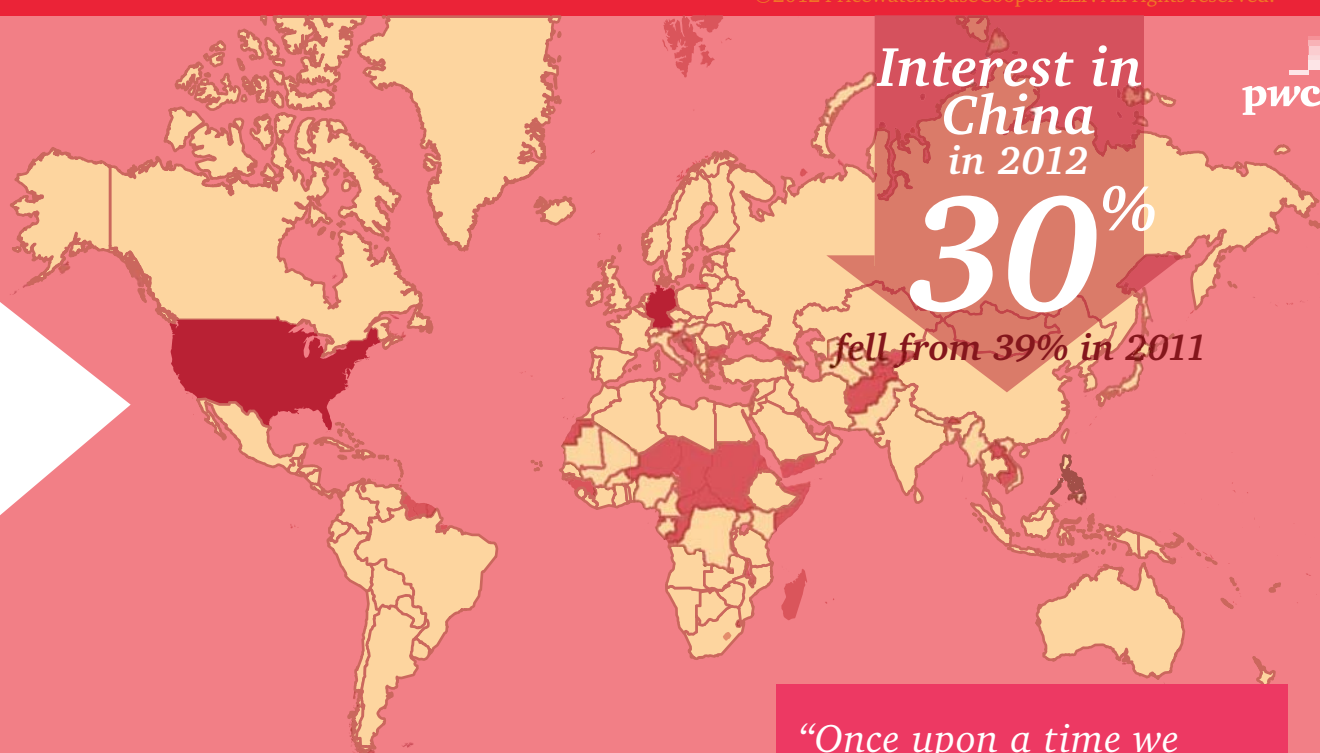
Yang Yuangqing, Chairman and CEO, Lenovo

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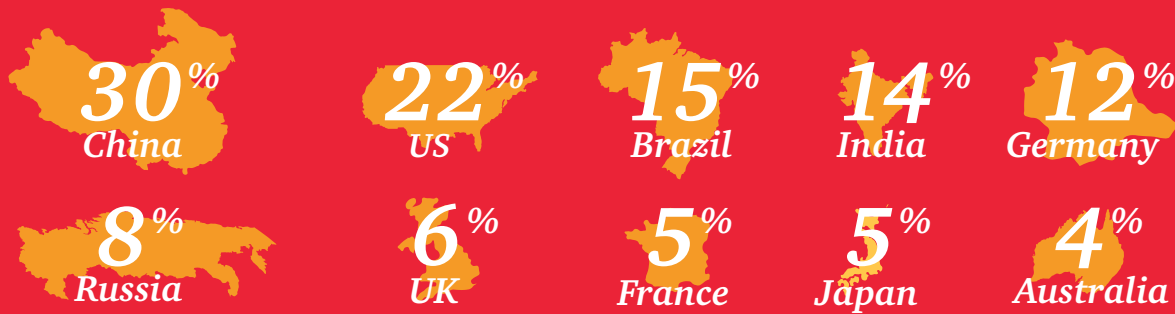
Growth isn't only in the BRICs

More than 60 different countries listed as top overseas markets

CEOs' commitments to global markets continue to expand despite economic uncertainties.



Top 10 countries named as target overseas markets by CEOs.



"Once upon a time we relied on the markets in Europe and the US to a greater extent. If you look at the statistics over the last five years, Asian economies are trading with each other much more than ever before."

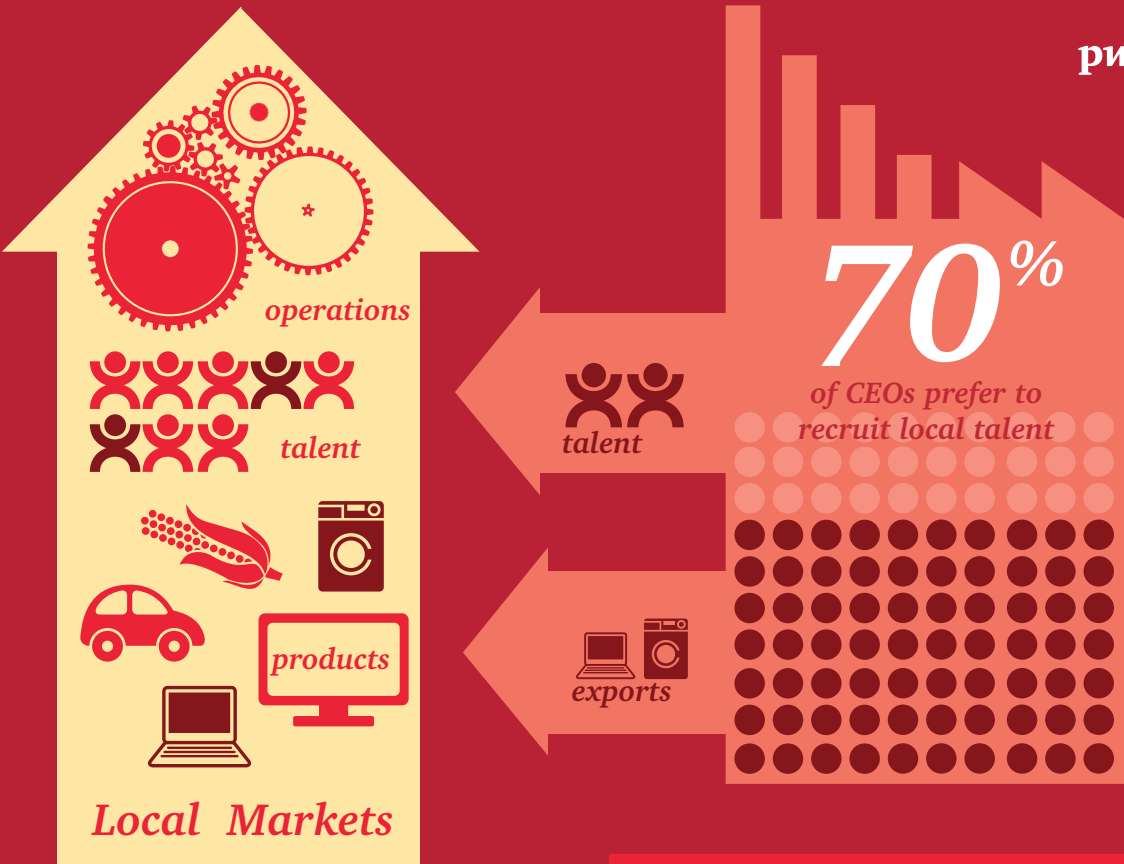
Jaime Augusto Zobel de Ayala, Chairman and CEO, Ayala Corporation

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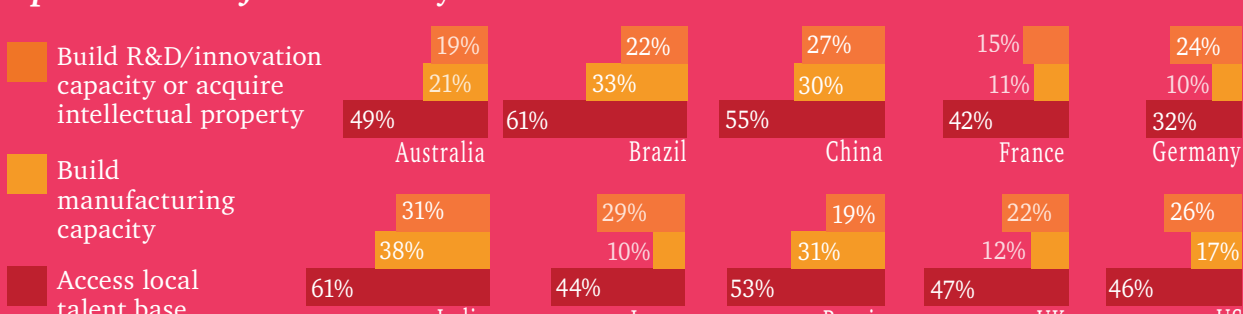
Expanding in emerging markets

Growing operations, hiring staff and sourcing new products locally

CEOs aren't just exporting current offerings. Rather, they're building fully fledged businesses in these markets.



Operational objectives in key markets



"You have to innovate, design, manufacture and source locally to be successful anywhere."

David Cote, Chairman and CEO, Honeywell

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Challenges to growth

Disparity between confidence in growth and access to talent

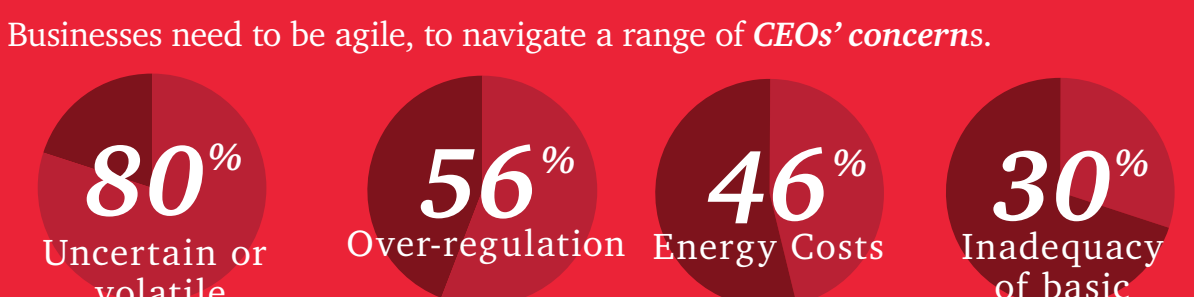
From economic volatility, including the European debt crisis, to natural disasters, there's plenty for CEOs to be worried about.



2014
2013
2012



Businesses need to be agile, to navigate a range of CEOs' concerns.



"In a globalised world, even localised crises end up having an impact on all economies. The 2008 crisis taught us that."

Luiza Helena Trajano Inácio Rodriguez, CEO, Magazine Luiza SA

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