

28th Annual Global CEO Survey – Indonesia Result

Reinvention on the edge of tomorrow

Indonesia-based CEOs

79% male | 12% female | 9% prefer not to answer

47% CEO of a single or multi-entity parent company

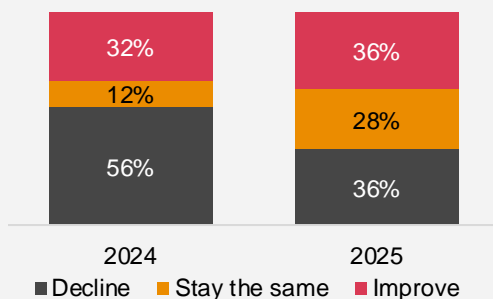
20% CEO of a country subsidiary within a multi-entity parent company

23% CEO of a product-oriented subsidiary within a multi-entity company

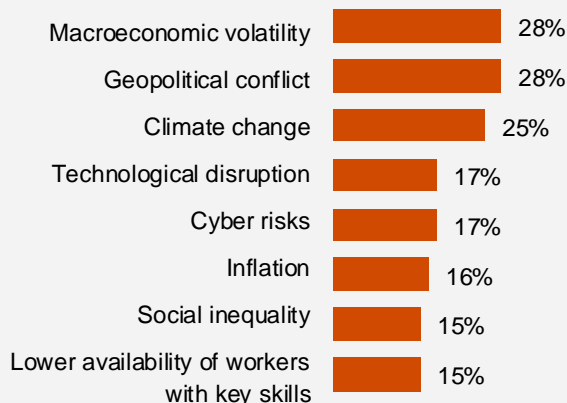
Business as (un)usual

Outlook and threats

In the next 12 months, more than a third of Indonesia-based CEOs (36%) believe that global economic growth will increase.

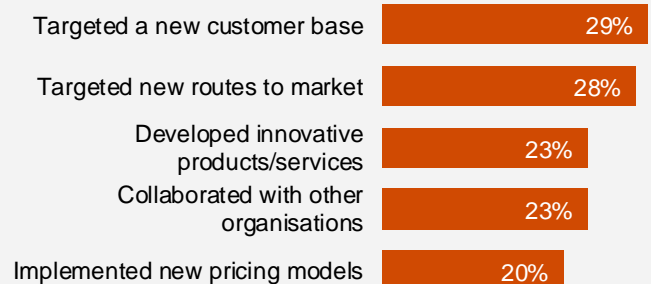


Additionally, in the next 12 months, Indonesia-based CEOs see macroeconomic volatility (28%), geopolitical conflict (28%) and climate change (25%) as top threats.

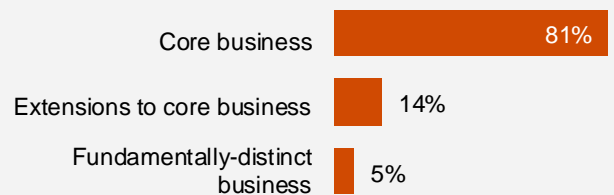


Ramping up reinvention

The most common reinvention actions taken by Indonesia-based CEOs were focusing on targeting new customers (29%) and new routes to market (28%).

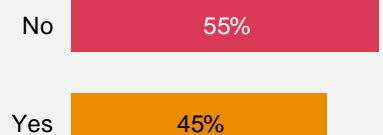


Despite various efforts for continuous business reinvention, Indonesia-based CEOs reported that only 5% of their revenue came from distinct new businesses in the last five years.



The great reconfiguration

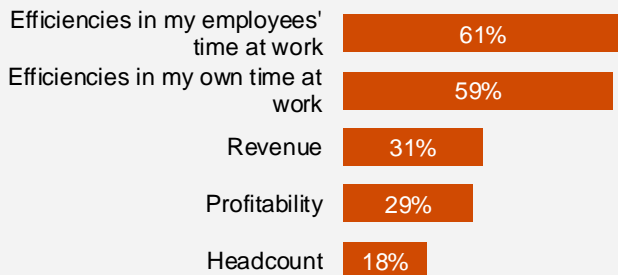
Nearly half of Indonesia-based CEOs (45%) reported that their companies have begun competing in new sectors in the last five years.



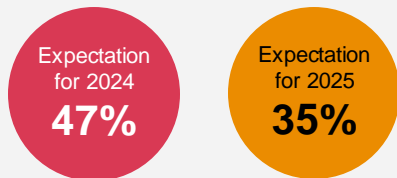
Two defining issues: AI and Climate change

Early returns on GenAI

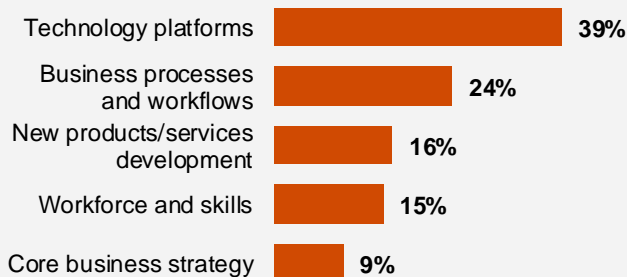
More than half of Indonesia-based CEOs (59%+) reported that GenAI increased their company's efficiency.



Despite its positive impact on efficiency, only 35% of Indonesia-based CEOs believe that GenAI will increase profitability in the year ahead.

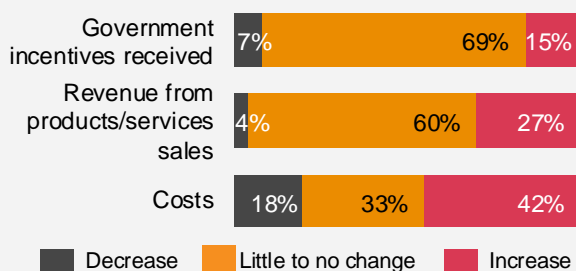


Although GenAI's success depends on employees' effective use and understanding, only 15% of Indonesia-based CEOs plan to incorporate AI into their workforce, while 39% aim to integrate it into their technology platforms.



Upside from climate action

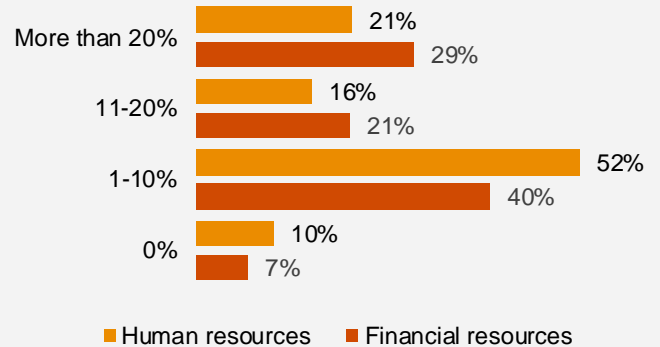
Amidst the challenges of climate-friendly investments, 27% noted a positive impact on their revenue, while 42% of Indonesia-based CEOs reported experiencing increased costs.



Continual reinvention

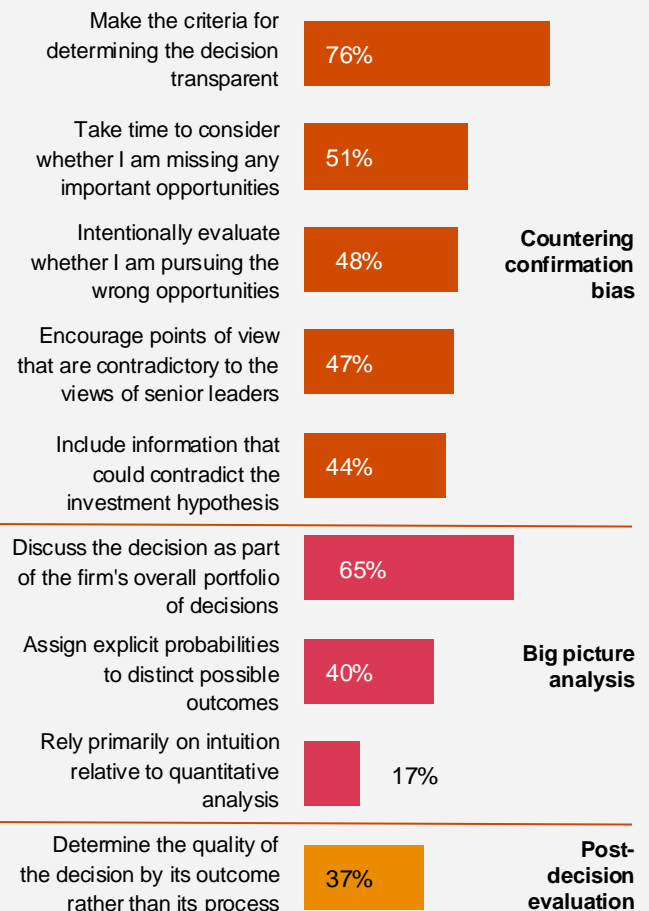
Reallocate to reinvent

Around half of Indonesia-based CEOs reallocate no more than 10% of financial and human resources from year to year.



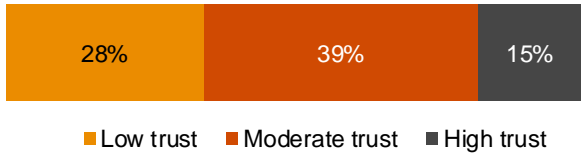
Pay attention to decision quality

Many Indonesia-based CEOs are not regularly using the wide range of best practices in their strategic decision-making.



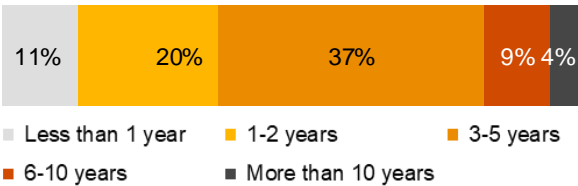
Build trust in new era

Only 15% of Indonesia-based CEOs express high trust in embedding AI into their core processes.



Beware the tenure trap

Despite pressure to reinvent their business models for the long-term, most Indonesia-based CEOs (68%) expect to remain in their role for five years or less.



More data on surveyed companies

Ownership

- 63% privately-owned company
- 37% public company

Revenue

- 40% Less than US\$100 million
- 28% US\$100 million - Less than \$1 billion
- 20% US\$1 billion - Less than \$10 billion
- 1% US\$10 billion - Less than \$25 billion

Employees

- 41% fewer than 500
- 12% 500–999
- 27% 1,000–4,999
- 11% 5,000–9,999
- 5% 10,000–24,999
- 3% 25,000–49,999
- 1% 50,000 or more

Note: Throughout this snapshot, not all figures will add up to 100% as a result of rounding percentages and the decision in certain cases to exclude the display of 'neither/nor', 'other', 'none of the above', 'don't know' and 'prefer not to say' responses.



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For more details, please read our Indonesia results [here](#)