View From the Corner Office
A survey released early last year by PwC offered a unique look at how metals executives’ concerns contrast with those in other industry sectors. The consulting firm interviewed 1,344 CEOs from 68 countries across a range of industries for its 17th Annual Global CEO Survey. The study revealed metals executives to be somewhat more pessimistic on a range of subjects than their counterparts in other industries.

- **19%**
  - Share of metals CEOs who said they were very confident about revenue growth over the next year
  - Compared to:
    - CEOs overall: 39%
    - Automation CEOs: 34%
    - Oil & gas CEOs: 39%
    - Industrial manufacturing CEOs: 34%
    - Technology CEOs: 37%
    - Transportation & logistics CEOs: 33%

Forwards’ look at metals CEOs’ state of mind

**Strategic Responses**
Executives are responding to these threats by cutting costs.

- **91%**
  - Share of metals CEOs who were implementing a cost-reduction initiative during 2013
  - Compared to 76% of CEOs overall

That’s up from **79%** of metals CEOs cutting costs in 2012 and **75%** in 2011.

**Time for a Revamp**
38% of metals CEOs said they had already begun to transform their supply chain.

- **38%**
  - Compared to 24% of CEOs overall

**Skills Gap Persists**
66% of metals CEOs worry about the availability of key skills.

- **66%**
  - Compared to 63% of CEOs overall

72% of metals CEOs are prioritizing the creation of a skilled workforce over the next three years.

- **72%**
  - Compared to 64% of CEOs overall

**Tech Transformation**
Metals CEOs did largely agree with their peers on one thing: Technology will transform their business during the next five years.

- **81%**
  - Agreed that technological advances will drive change

Still only **28%** had embarked on a tech investment program.

- **28%**
  - Compared to **35%** of CEOs overall

Source: 17th Annual Global CEO Survey, PwC