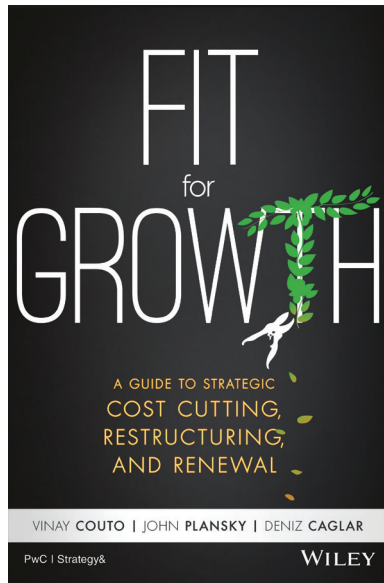


# *Fit for Growth*

*A Guide to  
Strategic Cost  
Cutting,  
Restructuring,  
and Renewal*



strategy&



***“Whether a company wants to survive or thrive, it needs to know what, why, and how to cut constructively.”***

Deniz Caglar, coauthor of *Fit for Growth*



Sluggish global growth  
Political uncertainty  
Regulatory pressures  
Digital disruption  
Changing consumer expectations  
Activist investors

***In today's globally interconnected,  
digitally disintermediated market,  
there is no safe harbor when it comes  
to the bottom line***

***Welcome  
to the new  
normal!***

# Too many companies do not put their money where their strategy is

“Our strategy is not well understood across the organization.”

83%

81%

“The way management allocates its time is not driven by strategic objectives.”

“The appraisal process has no clear consequences for managers who fail to support the company’s strategic objectives.”

81%

78%

“Our company does not have the capabilities required to win.”

“Funding for critical initiatives gets channeled in an ad hoc or informal manner.”

75%

66%

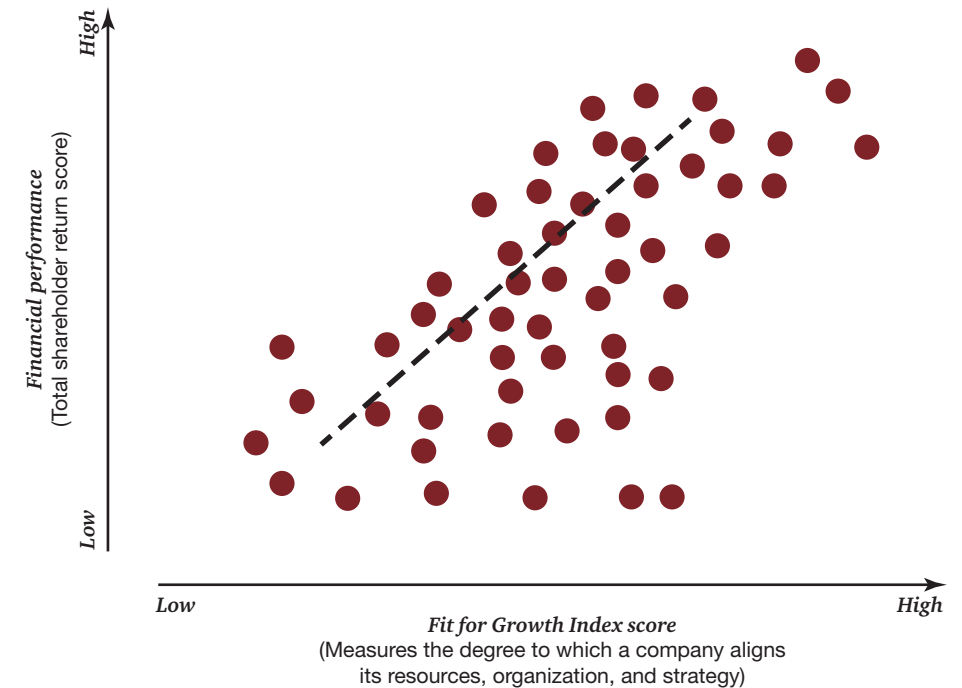
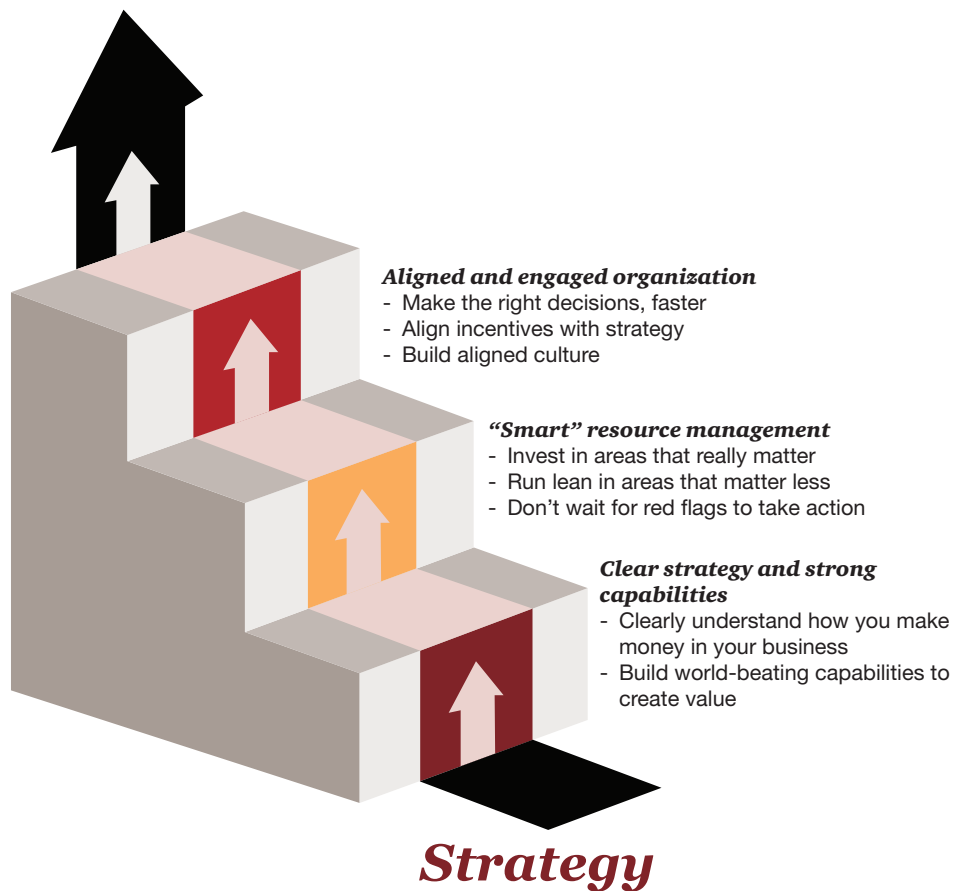
“Low-priority initiatives get too much funding.”

Source: *Fit for Growth* Index profiler

***Fit for growth companies do put their money where their strategy is...***

***... which allows them to enjoy increased returns.***

## ***Execution***



Note: Dots represent companies from across the globe, across different industries, for which we have assessed the degree to which they follow a *Fit for Growth* approach and determined their two-year TSR (August 2010 to July 2012). For more details, visit [strategyand.pwc.com/ffgindexstudy](http://strategyand.pwc.com/ffgindexstudy)

Source: Capital IQ database; Strategy& analysis



***“The secret to unlocking growth is to make deliberate choices not only about what to cut, but also about where to invest.”***

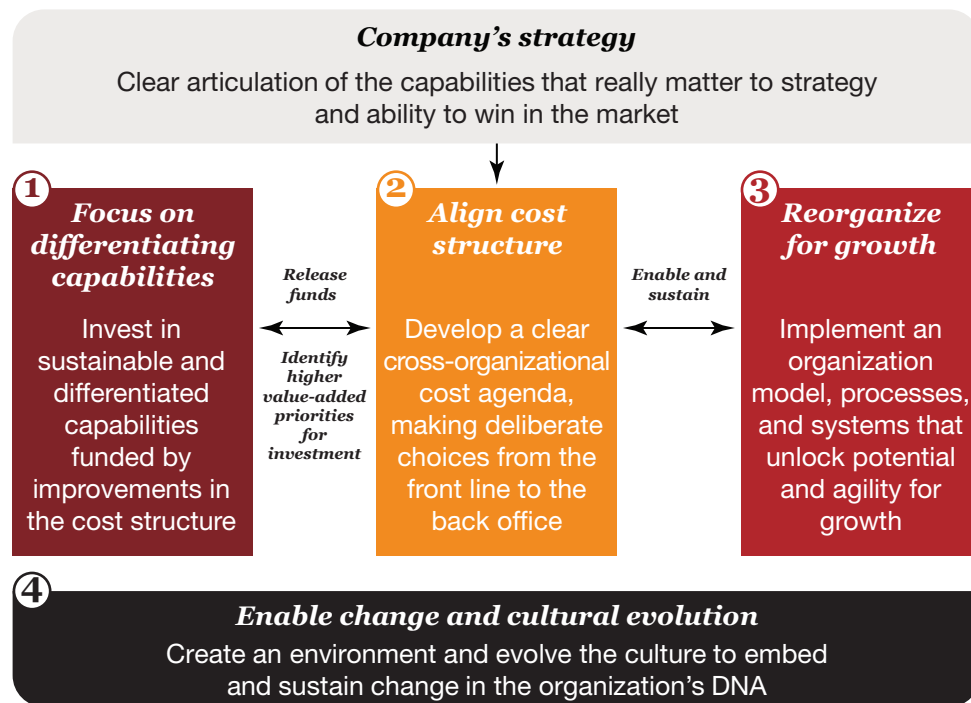
**Vinay Couto, coauthor of *Fit for Growth***

You,  
too,  
can be  
fit for growth

# Fit for Growth\* is a strategic approach to cost management

*Fit for Growth* connects:

- Choices about costs
- Investment in capabilities
- Organizational and cultural evolution



*Fit for Growth* works because it helps you make deliberate, holistic choices in the context of your company's strategy.

\* *Fit for Growth* is a registered service mark of PwC Strategy& LLC in the United States.

## 1. Focus on differentiating capabilities

**Identify three to six differentiating capabilities — things your company does better than anyone else — that enable you to compete most effectively in the areas where you choose to do business.**

**Capability** /kā-pə-'bi-lə-tē/

A well-designed combination of processes, tools, knowledge, skills, and organizational design that delivers a specific outcome. Your capabilities system is the group of three to six distinctive capabilities that differentiate you from other companies and that allow you to deliver on your value proposition. These critically important capabilities do not stand alone. They are part of a mutually reinforcing system.

## 2. Align cost structure

Deploy your investments (costs) against your key competitive strengths — your few differentiating capabilities — protecting “good costs” while pruning “bad costs.”

### Good costs

=

expenses that are vital to the future growth of the business

### Bad costs

=

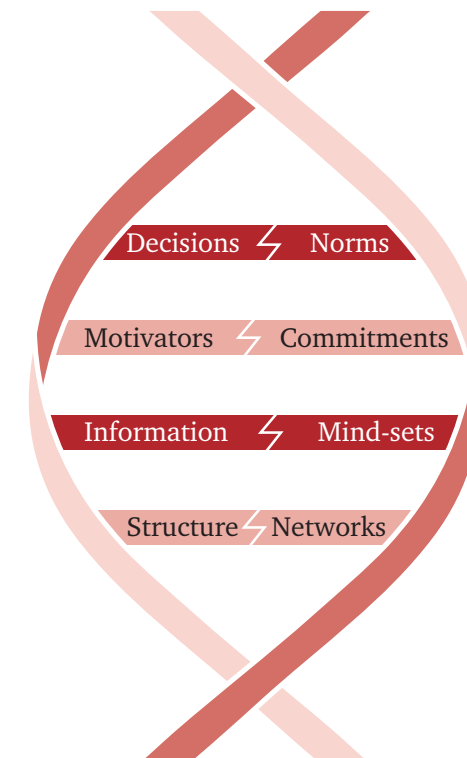
expenses that divert resources from building and expanding critical capabilities

## 3. Reorganize for growth

Build an organization that can sustain cost reductions and that enables managers to drive growth.

Don't just work on the lines and boxes, but change the way the organization works.

There are four building blocks that define an organization and its effectiveness



Read more about the four building blocks of an organization's DNA at [www.orgdna.com](http://www.orgdna.com)

## 4. Enable change and cultural evolution

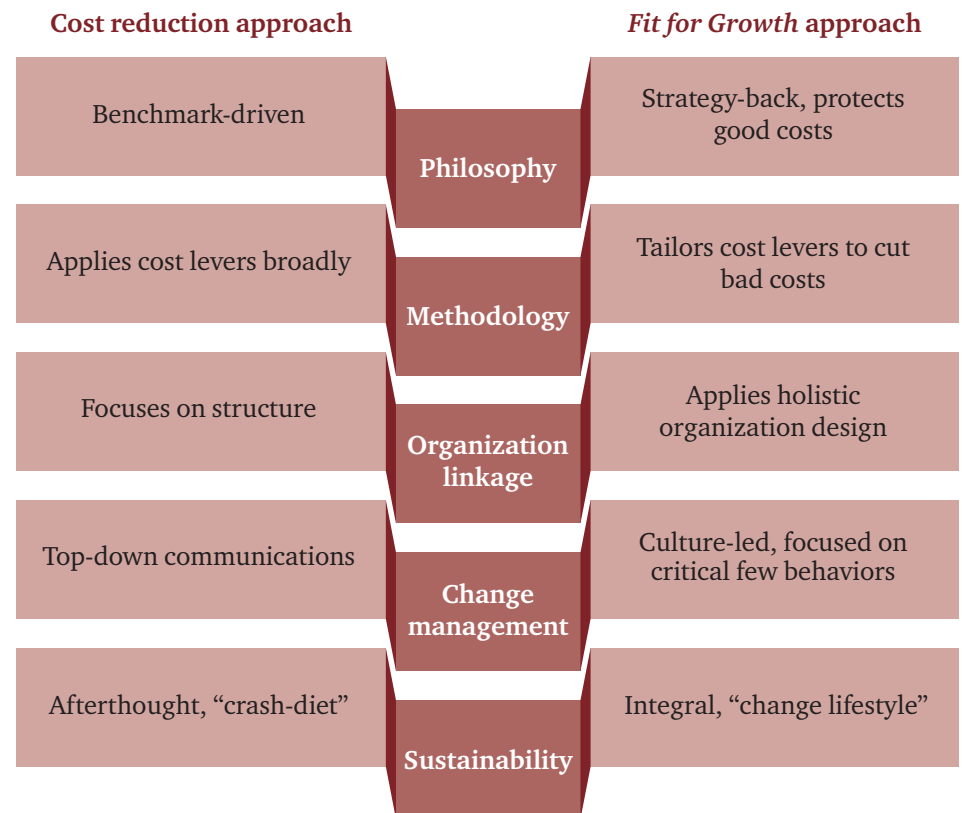
Put your culture to work: Help people change what they do and how they do it, by focusing on a few critical behaviors.

Such culture-led change is better at getting people ...

*ready  
willing  
able  
committed  
to change*

***This is different from what you've done in the past***

*Fit for Growth* is about enabling growth, not just cutting costs



# *The leadership imperative : Three critical questions for CEOs*

## **How do I energize my organization for a transformation?**

### ***The CEO must make the case for change.***

*Make it candid and compelling. Only you can explain to people the reality that the business is facing. If you don't tell them, they'll never accept it.*

### ***Align the top.***

*Senior management must invest in the case for change: Members must be unified, aligned, and committed. Every executive must have a stake in the whole transformation, not just his or her individual piece of it.*

### ***Declare amnesty for the past.***

*Anchor the disruptive change you're launching in a positive, strategic vision for the future. There is nothing to be gained by looking backward and casting blame.*

### ***Showcase quick wins.***

*Give your people early "trophy" — i.e., cuts that generate significant savings with relatively minor transition costs. Quick wins demonstrate momentum, as well as commitment to the transformation program.*

## **How do we achieve both cost fitness and growth?**

### **Put everything on the table.**

True sacrifice includes even such sacred cows as company jets, executive dining rooms, and CEO pet projects — maybe even corporate giving and some employee benefits. The whole organization has to get the message “we’re all in this together.”

### **Challenge the what, how, and how well.**

Address the root causes of high costs, not just the symptoms. Look at structural issues such as your chosen markets, current product portfolio, and operations and support footprint.

### **Balance cost cuts with capabilities investment.**

Too many CEOs believe they can cut first and worry about growth later. Not true. Cuts and investments go hand in hand. If you don’t identify and nurture your differentiating capabilities, you will stunt your newly slimmed-down organization.

## **How do I manage the transformation so it’s enduring?**

### **Set up a parallel organization.**

Establish a dedicated Program Management Office (PMO) to oversee a single, cohesive transformation program, rather than assigning disparate expense reduction projects.

### **Communicate before, during, and after.**

If you want people to achieve big things, you must communicate frequently, using clear language. In the midst of disruptive change, people deal much better with reality than with ambiguity.

### **Keep the weight off.**

Don’t declare victory at the finish line and then ignore signs that the organization is reverting to old habits. Keep the PMO intact, and keep reinforcing new policies, procedures, and resource allocations until the new habits stick.

# Cutting costs.

# Growing stronger.

## What does a Fit for Growth

### Set the objective.

**Put a stake in the ground:** Define a stretch target that quantifies the program's expected benefits and a time frame for achieving it.

This target:

- Is determined from the top down by company leaders
- Is informed by company objectives, external benchmarks, and shareholder expectations
- Crystallizes the challenge for the entire organization
- Encourages people to think aggressively and creatively about what they can change

### Identify differentiating capabilities.

**Focus your investments on what defines your company and makes you different from the competition.**

Identify your company's three to six differentiating capabilities (the things that you do better than your competitors and that allow you to outperform):

- Be precise, so you know where to focus
- Look across the entire company, not just within silos
- Focus on a few capabilities — you can't be world class at everything

Cost reductions cannot be arbitrary or be made "across the board"; executives must play favorites:

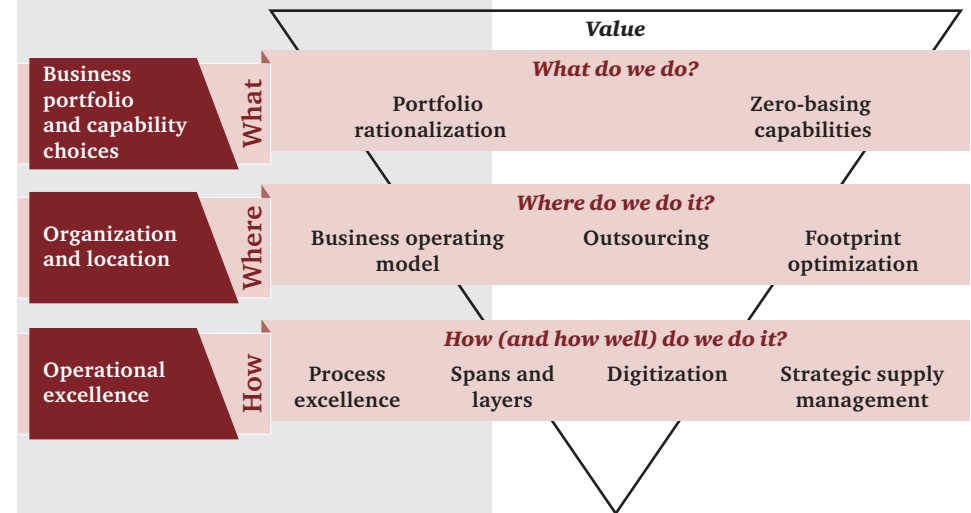
- Cut aggressively in areas that don't distinguish you from the competition
- Reinvest in capabilities that contribute to competitive advantage and enable you to outperform

## transformation look like?

### Select cost reduction levers.

**Find the funds for reinvestment by questioning:**

- What you do
- Where you do it
- How you do it



## Case study: *Fit for Growth* transformation of a European bank in distress

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### **Situation:**

- A large European bank suffered significantly during the 2008 financial crisis and was kept afloat only by state guarantees — which were steadily shrinking.
- Restructuring requirements: massive balance sheet reductions, withdrawal from several business segments and most international locations, dismissal of more than a third of the workforce, and reduction of administrative cost by more than €600 million.
- The goal: Reposition as a bank for local and regional entrepreneurs; keep employees engaged; increase client satisfaction; ready the new bank for growth.

### **Solution:**

- Used lean management to transform the organization, reduce workload, realize the targeted cost reduction, and make organizational improvements.
- Started building lean capabilities in two pilot departments, followed by gradual rollout across the organization.
- Established a community of internal lean experts — “navigators” — via a train-the-trainer program; active employee involvement was key to sustainability (i.e., a culture of continuous improvement, empowerment, and personal responsibility).

### **Results:**

- Overall productivity improvements ranged from 10 to 38 percent, depending on the department, with an average of 24 percent.
- Client satisfaction improved measurably, with increased “share of wallet” and future referral potential.
- Operational risks were reduced significantly, driven by process redesign, e.g., clear handshakes between front, middle, and back offices; new checkpoints and controls; and improved data quality.
- Lean culture empowered and motivated employees, built pride among them, and inspired them to go the extra mile while developing a self-learning organization and a common language for continuous improvement.

# *Fit for Growth* in action



# The cost reduction levers

Use a combination of cost reduction levers to free up resources that will boost your unique advantage — and be sure to cut costs through a capabilities lens



***“All spending is investment.  
Every cost is a choice.”***

Deniz Caglar, coauthor of *Fit for Growth*

## Cost lever: Portfolio rationalization

**“Decide what business you should be in.”**



**Time needed:**  
~ 1 year

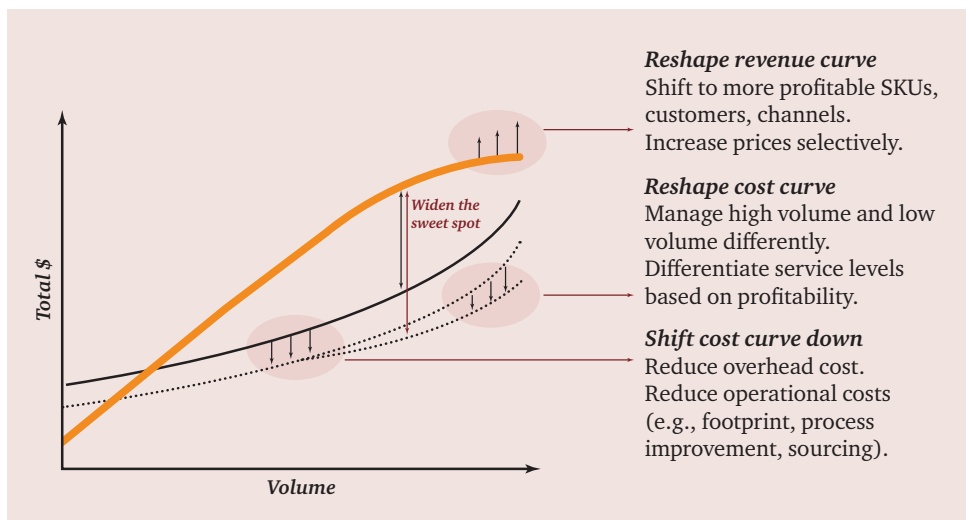


**Savings potential:**  
20 to 30 percent of spend

### What is it?

Portfolio rationalization identifies where (in which categories, products, customers, channels, geographies) complexity is driving high costs and helps you take out both the costs and the underlying drivers of complexity. It reduces complexity that is not differentiated or adding value, while building a capability of managing the “good complexity” that drives profits.

### Strategies to balance revenue and complexity costs to maximize value



### Best practices:

- Assume that there is portfolio complexity that can be rationalized: Look for symptoms and you will likely find significant opportunity
- Be pragmatic: Don’t “boil the ocean”; only dig into the true costs where you anticipate you will find the problem
- Don’t label a product or customer as “strategic” too quickly or easily
- Take out fixed costs and support infrastructure immediately: This allows you to maximize impact and keep complexity from creeping back
- Make portfolio rationalization a routine, and a capability: Monitor and clean up your portfolio continuously

## Cost lever: Zero-basing capabilities

**“Justify what to keep, not what to kill.”**



**Time needed:**  
6 to 18 months

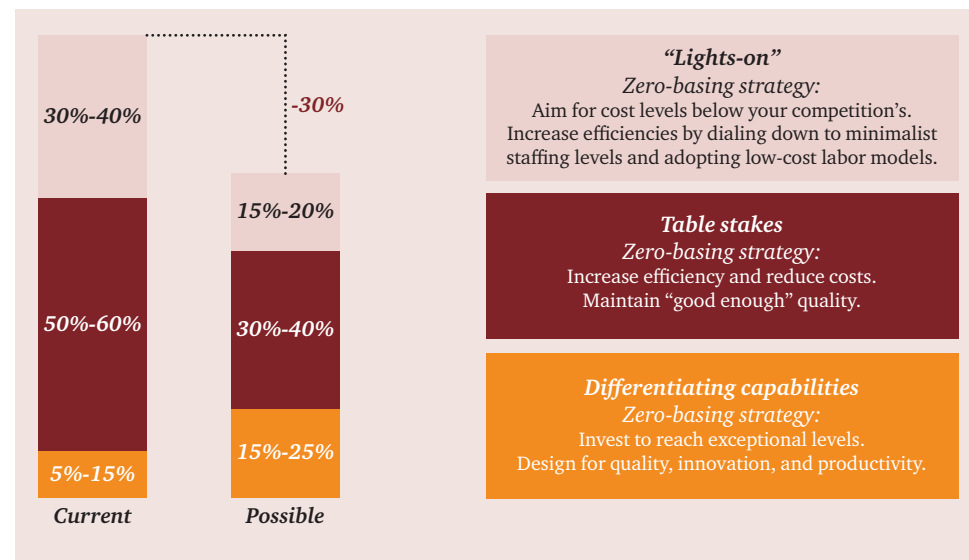


**Savings potential:**  
20 to 35 percent of spend

### What is it?

Zero-basing is an essential tool that forces management to justify all costs, based on strategic priority, value added, and business necessity. Nothing is funded just because it was in last year’s budget.

### A capabilities-based cost structure



### Best practices:

- Demonstrate commitment from the top: Model new attitudes toward spending, challenge the way things get done, inspire behavior change
- Define fit-for-purpose stretch goals: Use zero-basing as a tool to meet the top-down savings targets established for the program
- Adopt new ways of working: Prioritize competitive differentiation, and optimize efficiency everywhere
- Exhibit ongoing discipline: Sustain the benefits by establishing an annual process to look at new or incremental costs through the zero-basing lens

## Cost lever: Business operating model

**“Redefine where critical work gets done.”**

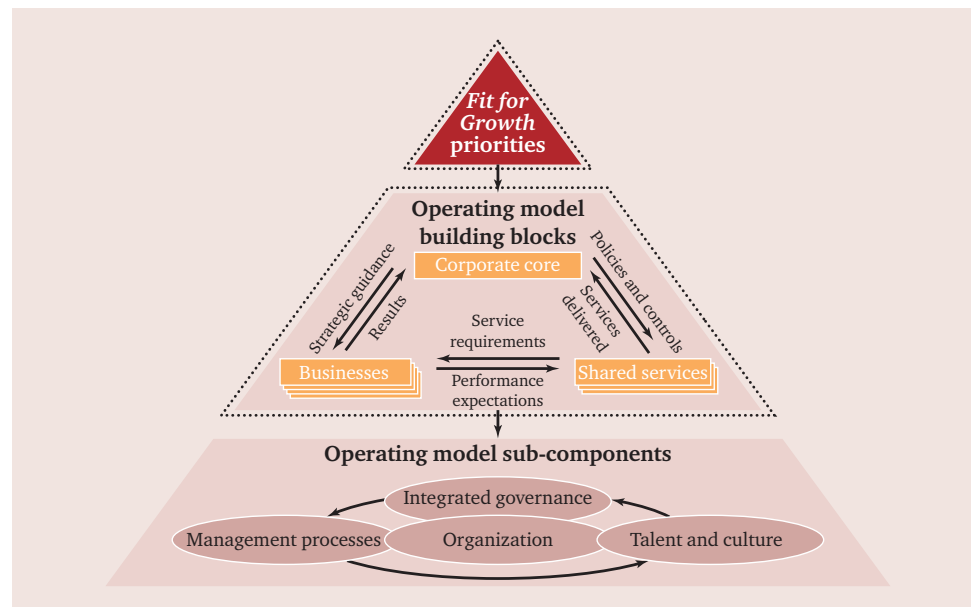
 **Time needed:**  
12 to 24 months

### What is it?

Your business operating model defines where critical work gets done, how organizational units are structured, and how people work together. The goal is to align your operating model with your strategy so it directly supports your differentiating capabilities.

 **Savings potential:**  
15 to 25 percent of spend

### Operating model framework



### Best practices:

- Be holistic: Go beyond cost reductions to ensure that your new operating model enables the strategy and brings your differentiating capabilities to life
- Establish checks and balances: Limit the power of any one organizational unit
- Lay out a strong business case: When moving an activity from one part of the organization to another, overcome internal resistance by providing a strong rationale
- Define a clear road map: Spell out how the new system will work, how decisions will be made, and how decision makers will get the necessary information

## Cost lever: Outsourcing

**“Let external providers generate value for you.”**

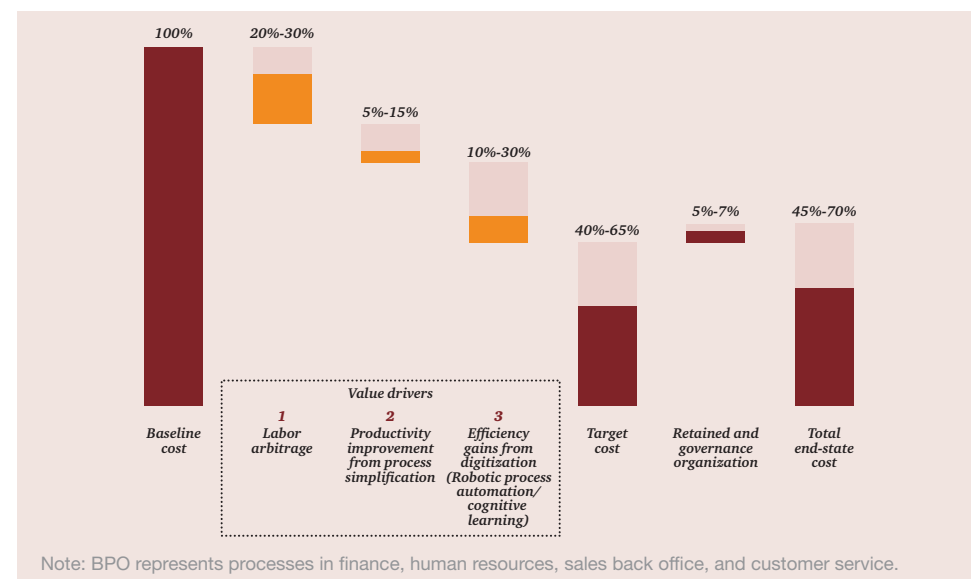
 **Time needed:**  
6 to 18 months

### What is it?

Outsourcing enables companies to hand off necessary but non-differentiating business processes to external service providers. These provider companies deliver value by leveraging their technical platforms, process expertise, process standardization, continuous improvement, economies of scale, and labor-cost arbitrage.

 **Savings potential:**  
5 to 50 percent of spend  
*(more savings with IT and back-office processes; less with manufacturing, transportation, and warehousing)*

### Typical breakdown of savings from business process outsourcing (BPO), by source



### Best practices:

- Define objectives: Outsource only when performance is measurable and an external provider can be held accountable for achieving clearly defined objectives
- Establish an “internal case to beat”: Determine the best possible result you could achieve by transforming a process internally; use that as a baseline for outsourcing decisions and negotiations
- Aim for win-win contracts: Work toward an outsourcing agreement that is fair to both parties
- Continue to be involved: Actively manage your external service providers, because ultimately you still own the results

## Cost lever: Footprint optimization

**“Rethink your operations and office locations.”**

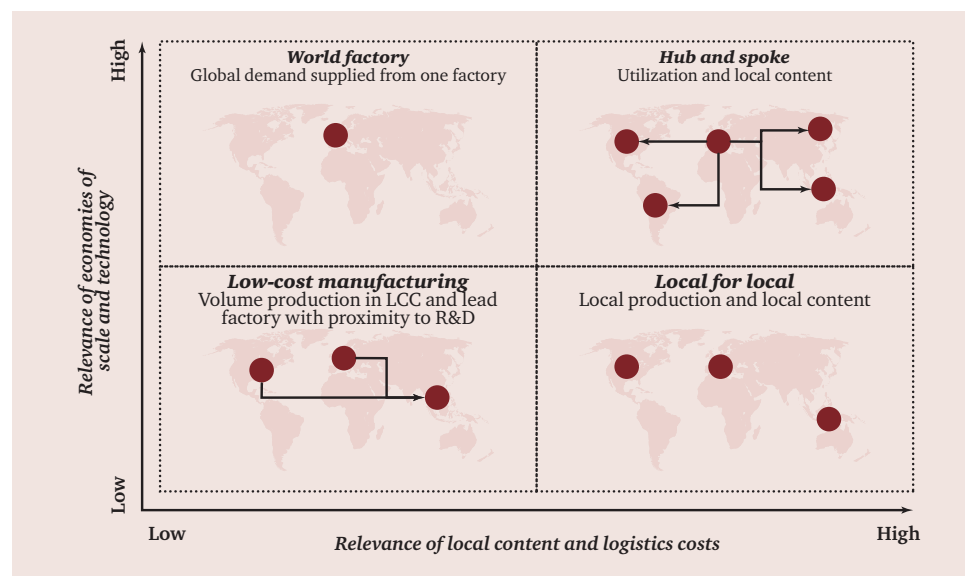
 **Time needed:**  
12 to 24 months

 **Savings potential:**  
15 to 20 percent of spend

### What is it?

Footprint optimization aims to improve the effectiveness of your location network: how well your locations (manufacturing plants, distribution centers, service points, R&D centers, administrative and support offices) work together, how cost-effective they are, how well they support the company's strategy, and how adaptable they are to changing markets and customer requirements.

### Four network archetypes



### Best practices:

- Start with a market-back approach: Focus on customer demand and service-level expectations; work backward from there to design the optimal footprint
- Analyze scale and complexity effects: Balance the lower unit cost that would result from centralization with the increased complexity it may bring
- Understand labor / automation trade-offs: Base your automation choices on volumes and local labor rates
- Be comprehensive: Make sure to include total costs of new footprint (labor, transportation, inventory, and facilities), as well as all attendant risks and support requirements

## Cost lever: Process excellence

**“Simplify work and minimize bureaucracy.”**

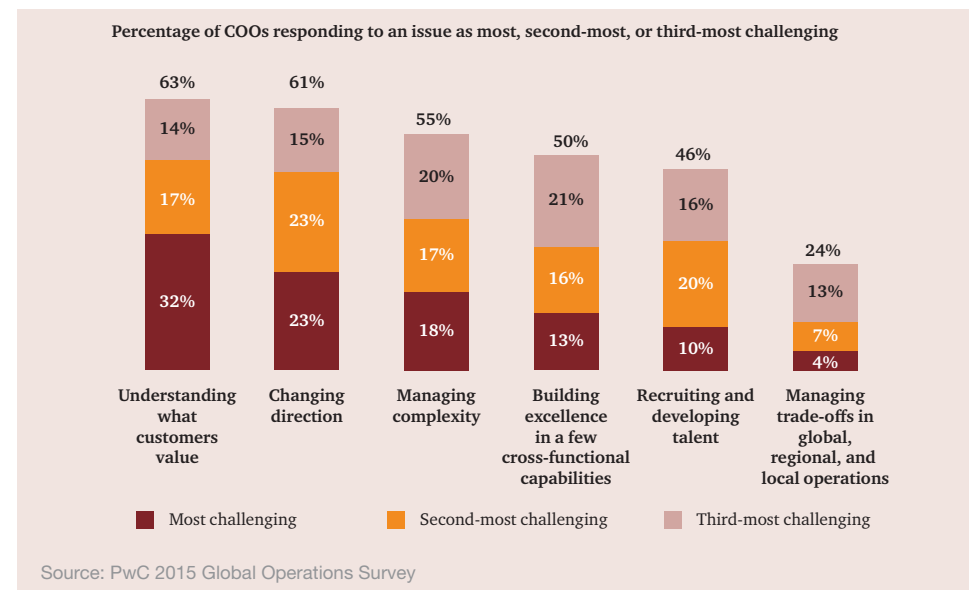
 **Time needed:**  
3 to 15 months

 **Savings potential:**  
10 to 20 percent of spend

### What is it?

A process excellence initiative can identify the true sources of customer value in a product or service; determine which processes create that value; and simplify or eliminate other processes.

### Today's operational challenges



### Best practices:

- Isolate waste by segmenting processes across three key dimensions: activities that create value a customer is willing to pay for; activities that don't create value for customers but are necessary to operate a business; and activities that add no value at all
- Target processes that can generate early wins, which help fund later stages of the transformation program
- Obtain and trust the data: Anecdotal information often obscures the underlying issue; use data-driven insights to make strategic decisions that are certain to create value

## Cost lever: Spans and layers

**“Flatten and empower the organization.”**

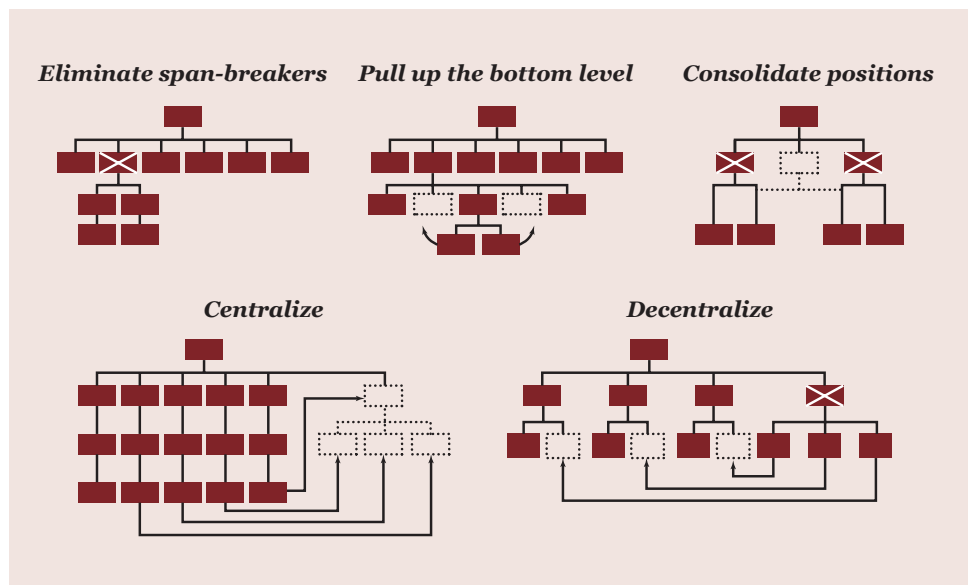
 **Time needed:**  
3 to 4 months

 **Savings potential:**  
10 to 15 percent of spend

### What is it?

Addressing spans and layers — reducing organizational layers and management overhead — is one of the most effective tools for cutting costs, simplifying decision making, improving flexibility, enhancing responsiveness, and unleashing innovation.

### Organizational redesign techniques



### Best practices:

- Avoid simplistic targets: Use the right size and number of organizational building blocks for your company; avoid generic targets, such as “no more than five management layers” or “no fewer than five direct reports”
- Start at the top: Work with the CEO to redesign the top three levels of the organization so they can create a model for others to follow
- Design fulfilling career plans: Use horizontal moves and increased compensation to reward managers faced with fewer classic upward promotion opportunities
- De-program micromanagers: Train the next generation of middle managers to delegate more decisions to the front line, where relevant information resides

## Cost lever: Strategic supply management

**“Extract more value from your purchases.”**

 **Time needed:**  
6 to 12 months

 **Savings potential:**  
5 to 10 percent of spend

### What is it?

Strategic supply management is a holistic approach that seeks to maximize value in procurement rather than just “optimizing the buy.” It addresses all price, cost, demand, and value levers for non-labor spending.

### Five approaches for capturing savings

Savings capture approach	Description	Levers impacted	% spend affected	Expected savings	Time to achieve savings
Rapid sourcing	Capture immediate supply-side savings in centrally driven categories and from nonstrategic suppliers	Price	<10%	4%-8%	1-2 months
Strategic sourcing	Launch broader strategic sourcing efforts to capture the maximum opportunity across supply and demand levers	Price Cost Demand Value	30%-40%	10%-20%	2-3 months
Policy changes	Reduce/redirect spend through enhanced policies and compliance (particularly for indirect or otherwise discretionary spend)	Demand	10%	20%-30%	1-2 months
Supply chain optimization	Analyze end-to-end supply chain cost drivers and work with suppliers to eliminate waste	Cost	20%-30%	8%-12%	3-4 months
Design to value	Optimize the design of products and services to better align cost with the value created	Demand Value	30%-40%	10%-25%	6-9 months

### Best practices:

- Collaborate across functions: Require participation across the company to attack costs at the source and move up the value chain
- Put in place joint accountability: Share accountability for savings goals with budget owners to improve collaboration and ensure tough spend choices
- Request unrestrained change: Empower the procurement team to challenge embedded resource allocations, organization roles, and decision rights that lock in unnecessary costs

## Cost lever: Digitization

**“Make technology a game changer.”**

 **Time needed:**  
1 to 3 years

 **Savings potential:**  
20 to 25 percent of spend

### What is it?

Digitization uses technology to automate manual processes — from the factory floor to the back office. Reducing costs, improving quality, accelerating production, and replacing manual interventions, it applies to both internal processes (e.g., using RFID to manage inventory) and interfaces with customers, suppliers, and other outside parties (e.g., mobile apps, online banking).

### Case study: Financial-services company



### Best practices:

- Focus on outcomes: Don't merely automate manual processes; instead, drive efficiency and cost savings, or build new capabilities
- Bring a digitization mind-set to the transformation: Identify opportunities to use technology early in the cost transformation, and optimize processes with digitization in mind
- Prioritize and commit: Focus on initiatives that are essential to your *Fit for Growth* program — you won't have the resources and talent to take on all potential digitization initiatives
- Act decisively: If there is (or isn't) a business case for automation, act accordingly — don't let analysis of cost, benefits, and risks become a chokepoint

## Case study: End-to-end Fit for Growth transformation at a leading U.S. retailer

### Situation:

- A retailer lacked a solid strategy, while facing a depressed retail economy and saturated market — its lack of customer knowledge created a disconnect between store offerings and customer expectations.
- The company was pursuing aggressive expansion through acquisitions, new offerings, and store openings, even as same-store revenue growth was slowing.
- Labor costs were increasing and SG&A expenses were rising faster than revenue, threatening competitiveness.
- The goal: Be more customer-centric; grow market share; reduce hierarchy and costs in a sustainable way; distinguish capabilities that fuel competitive advantage from those that don't; invest in projects that can fuel growth.

### Solution:

- Benchmarked the retailer's performance.
- Assessed the company's organizational effectiveness by leveraging the OrgDNA Profiler®.
- Redesigned headquarters organization to increase effectiveness.
- Reduced non-procurement spend.
- Increased productivity (in-store staff and field management).
- Redesigned organization to drive growth.

### Results:

- \$1 billion in cost savings across all business areas.
- 40 percent increase in stock price within 18 months.
- Identified and invested in key capabilities: improved customer intelligence, online retailing, marketing, merchandising.

# Fit for Growth in action



***“Constructive cost cutting is a good business habit — it’s much better to maintain the roof when the sun is shining.”***

**Vinay Couto, coauthor of *Fit for Growth***

Sustain  
the  
change

# Becoming fit for growth: A typical journey

## The three phases of a transformation

### Phase 1: Diagnostic and case for change

8-12 weeks

#### Opportunity identification

Identify differentiating capabilities  
Analyze cost and capability competitiveness across value chain  
Identify improvement opportunities in capabilities, cost structure, and operating model  
Develop initiatives and build the business case  
Define and agree on operating model

Complex and/or cross-functional opportunities

Quick wins and accelerators

### Phase 2: Detailed design (Capabilities, organizational, processes, and system design)

3-6 months

#### Detailed solutions design

Develop blueprint for new capabilities: organization structure, business processes, and systems  
Implement top-level organization structure  
Select locations, outsource partners, choose technology platforms

#### Implementation plan

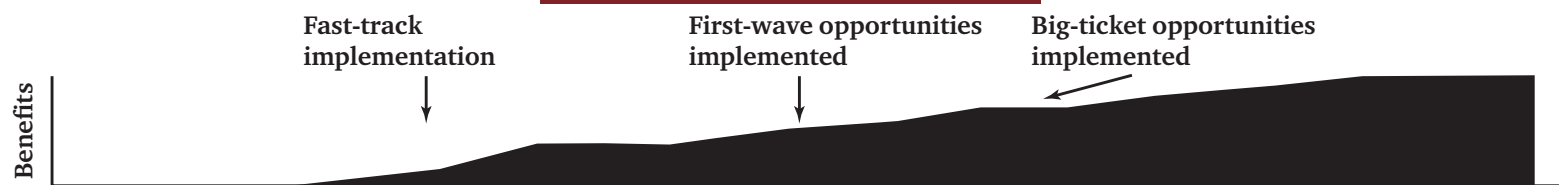
Develop detailed implementation plans  
Launch test pilots  
Develop PMO/tracking

### Phase 3: Execution

6-18 months

#### Execution/further opportunity evaluation

Execute action plans  
Monitor progress and make required adjustments  
Evaluate further opportunities for cost reduction



## ***The do's and don'ts of running a large cost transformation***

When true transformation is needed — dramatically reshaping the company's cost structure and organization — business-as-usual approaches are insufficient.

Such transformations typically:

- Include 5 to 10 simultaneous, large-scale initiatives
- Cut across business lines and functions
- Affect the entire organization
- Require a programmatic approach: meticulous planning and execution over 12 to 24 months



### ***Do***

- Be hands-on
- Use a dedicated team of your best people to manage the transformation
- Push every work stream to meet or exceed objectives
- Err on the side of over-communicating
- Stay ahead of the program by anticipating issues and next steps



### ***Don't***

- Let siloed thinking get in the way of sharing ideas
- Disband the Program Management Office too early
- Allow transformation teams to shortchange design — take time to document and explain new responsibilities and working relationships
- Allow executives to say “I’ll get to my number” and then shortcut the transformation process

## Lead with culture

For people on the receiving end, cost management exercises can feel like a roller-coaster ride out of control.

In the beginning of the program, when you set the direction for the restructuring, there is a lot of uncertainty and people have many questions about the vaguely described “project.” Emotions range from anxiety, to skepticism, to some optimism.

Then, when you enter the detailed design phase, anxiety about job security increases and people tend to be more concerned about the company’s future. Morale often is low given all the uncertainty people face.

Once you enter the execution phase, the dreaded head-count reductions are actually executed, and are accompanied by an emotional fallout for both those who are let go and those who experience their friends and colleagues leaving. But there’s also optimism for the future and the new model, coupled with some confusion about the new ways of working.

A solid change program is needed to address this emotional roller-coaster and to help employees make the transition from the current state to the future state. For large-scale change to succeed, the leadership team needs to work

with and within the company’s culture to motivate and mobilize employees.

Instead of trying to change the culture outright, advance the culture you have. Focus on the “critical few.” Identify a **critical few behaviors** that you want to spread throughout the organization. Empower a **critical few managers** and employees who have the behaviors you want to see more of. Leverage a **critical few emotionally resonant attributes** tied closely to the identity of the company.

## *A recent PwC Strategy& survey about change management showed that:*

Bringing more informal elements to bear in the transformation significantly increases the program’s success and sustainability.

Companies that leverage the existing culture are more than twice as likely to deliver sustainable change, compared with those that don’t.

# How to stay fit for growth

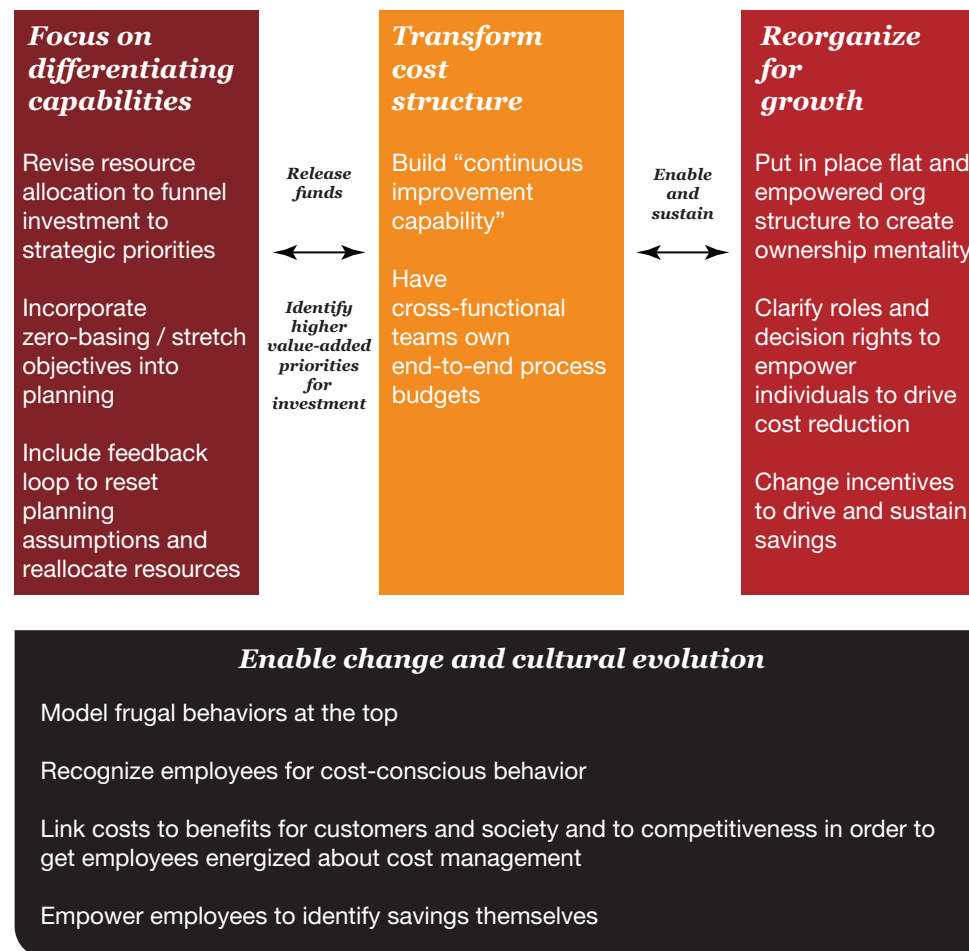
The positive impact of most cost-cutting efforts is short-lived, as individuals revert to past behaviors and spending habits.

As normalcy returns, so can costs and head count.

How do you keep the spirit alive?  
How do you make cost consciousness an organizational capability and a shared mind-set, rather than a bunch of rules that are resented and resisted?

Look to the following strategic, operational, organizational, and cultural levers to help you sustain the change.

## Fit for Growth levers to drive sustainability





***“Make the changes sustainable — and your latest round of cuts could even become your last.”***

Deniz Caglar, coauthor of *Fit for Growth*



# Engage with experience

***For decades,  
Strategy& and PwC  
have been helping  
clients transform  
their costs in a  
strategic way  
and become  
fit for growth***

## ***How to get started***



Our five-minute *Fit for Growth* Index Profiler allows you to assess your firm's readiness for growth, compare your company against results from across your industry, and visualize the payoff from managing cost in a more strategic way:

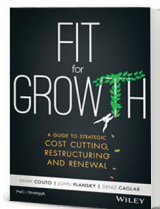
**[strategyand.pwc.com/ffgindexprofiler](https://strategyand.pwc.com/ffgindexprofiler)**

Our team would be happy to set up a free, customized *Fit for Growth* assessment for your company.

Please contact us at:

**[fitforgrowth@strategyand.pwc.com](mailto:fitforgrowth@strategyand.pwc.com)**

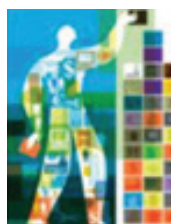
# Additional resources



## *Fit for Growth: A Guide to Strategic Cost Cutting, Restructuring, and Renewal*

A great companion as you travel the path to becoming fit for growth

[strategyand.pwc.com/ffgbook](http://strategyand.pwc.com/ffgbook)



## “Is Your Company Fit for Growth?”

Foundational article in *strategy+business* that takes a look at how a more strategic approach to costs can help you prepare for the next round of expansion

[Strategy-business.com/isyourcompanyffg](http://Strategy-business.com/isyourcompanyffg)



## “How Ready Are You for Growth?”

Article in *strategy+business* that introduces the *Fit for Growth* Index and shows that following a *Fit for Growth* approach correlates with superior company performance

[Strategy-business.com/howreadyforgrowth](http://Strategy-business.com/howreadyforgrowth)



## *Fit for Growth* microsite

More on how companies unlock performance by managing costs in a more strategic way on our *Fit for Growth* microsite

[strategyand.pwc.com/fitforgrowth](http://strategyand.pwc.com/fitforgrowth)

## About the authors



**Vinay Couto** is a recognized thought leader with PwC's Strategy& in the people and organization strategy practice. He is a principal with PwC US and is based in the Chicago office. He is a leader of the global *Fit for Growth* platform.



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**John Plansky** is a former principal with PwC US, where he was recognized as a leading practitioner of financial services for Strategy&, PwC's strategy consulting business. He specializes in restructuring the global information technology function and back-office operations to enhance value for financial institutions.

They are the principal architects of *Fit for Growth* and the authors of many publications on the topic. Collectively they have 70 years of experience in helping companies succeed in challenging markets.

## Responses to Fit for Growth

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*“What I love about this book is how accurately it captures the business world in which we live. Based on their vast experience, the authors offer valuable perspective on how to ensure your organization’s competitive fitness for the future.”*

**— Richard Ashworth, President of Pharmacy and Retail Operations for Walgreens**

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*“Fit for Growth expertly and succinctly details how organizations need to work, think, and act differently to align their growth agendas with their cost agendas and ensure profitable and sustainable growth.”*

**— Kristi Savacool, CEO of Aon Hewitt LLC**

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*“Fit for Growth reminds us that strategic clarity and coherence set companies apart, but that choices on efficiency and focus are required to drive investments in strategy and maximize shareholder returns.”*

**— Sean Connolly, President and CEO of ConAgra Foods**

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*“Fit for Growth is a comprehensive guide for any organization searching for accelerated growth, especially in a low-growth environment. The book’s practical examples provide clarity on how efficiency, cost consciousness, and strategy can be combined in a stimulating way.”*

**— Dr. Wolfgang Büchele, CEO of Linde AG**

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*“Fit for Growth provides excellent insights on how to strike the right balance of driving a growth agenda while staying cost competitive, including not only a conceptual framework but also hands-on, practical, and highly relevant implementation guidance.”*

**— Dr. Rainer Martens, Member of the Executive Board and COO of MTU Aero Engines AG**

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*“Fit for Growth provides excellent guidance to executives who want to drive profitable growth and align winning strategies with a sound cost structure and operating model. Tangible examples and practical techniques show how to provide the leadership required in a forward-thinking, cost-effective, and operationally sound organization.”*

**— Sandra M. Volpe, SVP of Strategic Planning, Communications, and Contractor Relations for FedEx Ground**

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*“Fit for Growth is a blueprint for reigniting growth and unlocking value that has been tested in many of the deepest trenches — a real reminder that growth is about purpose, simplicity, and discipline.”*

**— John Berisford, President of S&P Global Ratings Inc.**

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