

EXECUTIVE PERSPECTIVES ON TOP RISKS for the Near- and Long-Term

Economic uncertainty and talent shortages take center stage for manufacturers and distributors

The manufacturing and distribution (M&D) sector is no stranger to disruption. Each year, our Top Risks Survey, now in its 13th year, provides a snapshot of the challenges M&D executives anticipate in both the near and long term. From macroeconomic pressures and workforce shortages to technological disruption and operational vulnerabilities, the industry faces challenges that demand both agility and proactive, strategic leadership.

2-TO 3-YEAR OUTLOOK: TOP 10 RISKS

- 1 Economic conditions, including inflationary pressures
- 2 Ability to attract, develop and retain top talent, manage shifts in labour expectations, and address succession challenges
- 3 Talent and labour availability
- 4 Increases in labour costs
- 5 Changes in global markets and trade policies
- 6 Uncertainty surrounding core supply chain ecosystem
- 7 Cyber threats
- 8 Heightened regulatory change, uncertainty and scrutiny
- 9 Ease of entrance of new competitors or other changes in competitive environment
- 10 Rapid speed of disruptive innovations enabled by new and emerging technologies and/or other market forces

Results are based on a survey of 1,215 board members and C-suite executives worldwide. The full survey report, Executive Perspectives on Top Risks, can be accessed at erm.ncsu.edu or protiviti.com/toprisks. It includes detailed breakdowns of the results by respondent role, industry, geography, organisation size and other categories.