



Weekly Brief

April 16, 2025

In Uncertain Times, CEOs Still Need to Deliver Results

The two words I've heard CEOs use most over the past weeks to describe their business environment are volatile and unpredictable. As CEOs and business leaders, we don't get to pick the economic and geopolitical realities in which we operate. But we do control the decisions we make, the actions we take, and the attitude we convey to our customers, people, and other stakeholders. What we think, do, and project really matter.

When we look back on this era, I expect that the successful companies will be those that excelled at execution. To paraphrase Peter Drucker, execution eats uncertainty for breakfast.

Our [CEO Agenda](#) team recently launched [The CEO's Guide to Delivering Despite Uncertainty](#), the first in a series of articles on insights and actions to unlock value. It focuses on three familiar and important themes.

Mastering Cost Discipline Without Sacrificing Growth. History has shown that traditional cost-cutting measures—such as across-the-board budget reductions or sweeping workforce layoffs—often do more harm than good. The best-performing companies take a more strategic approach, making precise, well-planned cuts that enhance resilience [and even employee morale](#) rather than weaken operations.

A key factor in success is leadership. More than 80% of the most efficient, high-performing organizations communicate their cost

ambitions clearly from the top, compared with less than 40% of underperforming businesses. CEOs who set the tone for cost discipline—without stifling innovation—position their organizations to navigate uncertainty more effectively.

Reinforcing Supply Chains for Resilience. Ongoing geopolitical tensions, shifting trade patterns, and a rapidly evolving set of tariffs mean that businesses' supply chains will most likely remain strained for the foreseeable future. Supply chain disruptions can quickly erode profitability and customer trust, making it essential to develop crisis-response capabilities ahead of time. Companies that integrate real-time modeling of cost structures into their supply chains will be better equipped to maintain stability when unexpected shocks occur. Investing in supply chain resilience now will prevent costly setbacks in the future.

Scaling AI for Business Impact. Simply automating existing processes isn't enough. Leaders must rethink workflows entirely to maximize AI's potential. Research shows that businesses that integrate AI effectively see significantly higher revenue growth, stronger shareholder returns, and greater employee satisfaction than their peers. However, success requires focus. Rather than experimenting with AI in too many areas at once, CEOs should prioritize a handful of high-impact initiatives that align with business strategy. Setting clear performance metrics—such as revenue growth, cost savings, and improved customer experience—will ensure that AI delivers real business impact.

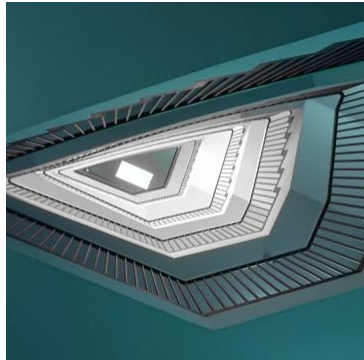
By reinforcing cost discipline, strengthening supply chains, and scaling AI for business impact, leaders can position their companies for sustained success in an unpredictable world.

Until next time,

A handwritten signature in black ink, appearing to read "Christopher". The signature is fluid and cursive, with a large initial "C" and a stylized "h" and "o".

Christoph Schweizer
Chief Executive Officer

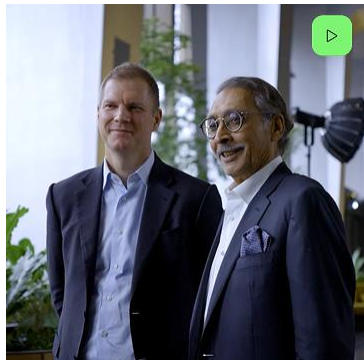
Further Insights



The CEO's Guide to Delivering Despite Uncertainty

How to cut strategically without losing sight of the bigger picture.

[WHAT CEOS MUST DO NOW](#)



Indorama Ventures' Alope Lohia on Taking Control of Your Future

When Indorama Ventures was at its earnings peak, Lohia made a bold strategic shift, cutting production to counter rising raw material costs.

[WATCH LEADERSHIP IN ACTION](#)



Five Dynamics That Will Test CEOs in 2025

Trade and AI, growth and climate imperatives, and workplace unity will define the CEO agenda. Here's a closer look at each dynamic.

[TEST YOUR STRATEGY](#)