

PwC's 27th Annual Global CEO Survey

Thriving in an age of continuous reinvention

Albania CEO Survey Findings as part of 27th Annual Global CEO Survey



Foreword



Loreta Peci

Country Managing Partner
PwC Albania and Kosovo

As part of PwC's 27th Annual Global CEO Survey, we surveyed local and international business leaders whose companies operate in Albania.

A special thank you goes to all respondents this year, who have contributed by sharing their thoughts, experience and concerns. We really value your opinion and input to this survey.

We are thrilled to note the CEO Survey has become now a tradition for the Business Agenda in Albania where we share valuable insights regarding the business environment in the years ahead.

During the analysis phase of the survey, the following remarks and trends prevailed on predicting the business environment in the year/s ahead:

- 32% of Albanian CEOs believe that the global economy will decline in the next 12 months, an improved result from last year's pessimistic view.
- Albanian CEOs expect more pressure over the next three years than they experienced over the previous five from technology, climate change and other trends.
- 44% of Albanian CEOs believe that their business will not be viable in the next decade, if it continues running on its current path.
- CEOs perceive 40% of the time inefficient across a range of their companies' routine activities - everything from decision-making meetings to emails.
- Three in ten Albanian CEOs report that they have accepted lower hurdle rates for climate-friendly investments than for other investments.

Therefore, I invite you to read this report and make best use of it as a source of inspiration when putting into life your strategies, vision and objectives of your business.

At PwC, our purpose is to build trust in society and solve important problems. We aim to provide you with useful solutions that will enable you to address key issues and achieve long-term success.

Thriving in an age of continuous reinvention

As existential threats converge, many companies are taking steps to reinvent themselves. Is it enough? And what will it take to succeed?

Last year, we reported that nearly 40% of global CEOs and 46% of Albanian CEOs believed their companies would no longer be viable in ten years' time if they continued on their current path. The reinvention imperative this implied caught the attention of many CEOs in our country, which posed them to the question 'Are we in the 40% or the 60%?'. Almost invariably, as they anticipated the magnitude of changes barreling towards them, those leaders concluded that they needed to be more transformative in their approach if their organisation was to thrive in the decades ahead.

44% of Albanian CEOs believe their company will not be viable in ten years if it stays on its current path.

This year's CEO Survey, suggests that the vast majority of companies are already taking some steps towards reinvention. Yet even as CEOs attempt meaningful changes to their companies' business models, they are even more concerned about their long-term viability. Although CEOs responding to this year's survey were more optimistic about global economic growth than last year (24% last year, 38% this year), 44% of them are still not confident that their companies would survive more than a decade on their current path. Among the other key findings:

- The push to reinvent the business model is intensifying. Albanian CEOs expect more pressure over the next three years than they experienced over the previous five from technology, climate change and nearly every other megatrend affecting global business.
- Survival-conscious CEOs in the country among the 44% who are less confident of their company's viability are slightly more likely than other CEOs to have taken action aimed at reinventing their business models. Small company chief executives are more likely than their larger company counterparts to feel their company's viability threatened.
- CEOs perceive enormous inefficiencies across a range of their companies' routine activities—everything from decision-making meetings to emails—viewing roughly 40% of the time spent on these tasks as inefficient. Generative AI, which about 40% of CEOs expect to create efficiency benefits, could help relieve some routine burdens.
- Three in ten Albanian CEOs report that they have accepted lower hurdle rates for climate-friendly investments than for other investments. This indicates that some CEOs are willing to make complex trade-offs as they strive to boost the sustainability of their businesses.
- Meanwhile, half of CEOs report reallocation of resources (financial and human) of 20% or less year to year. The connections among reallocation, reinvention and financial performance suggest that more aggressive reallocation—up to a point—is required to succeed.

The stakes are high, but so is CEO awareness of both the urgency to change and the need to deliver sustained outcomes for stakeholders and society. To clarify the nature of the challenge and the opportunities associated with meaningful business reimagination, we've organised this year's report in nine sections under three themes:

- **The reinvention imperative**
Reviewing the state of the economy and CEO anxiety about the long-term viability of their business models
- **Looming existential change**
Examining the status of two megatrends: climate change and technological disruption (exemplified here by generative AI), which are poised to spur further reinvention
- **Your reinvention playbook**
Outlining essential actions that companies can take in order to jump-start continuous reinvention.

The data we'll present shows Albanian CEO responses to the survey questions and in some relevant instances, a comparison to the responses of Central and Eastern Europe's and Global CEOs. By making the questions explicit, we hope to help leaders zero in on their biggest possibilities and vulnerabilities.

Explore the findings

The reinvention imperative

1. An enduring imperative to reinvent
2. Pressures and threats

Looming existential change

3. Planetary work in progress
4. The AI opportunity
5. The AI challenge

Your reinvention playbook

6. Turn barriers into opportunities
7. Pinpoint your most important moves
8. Recalibrate expectations for climate priorities

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The reinvention imperative



The reinvention imperative

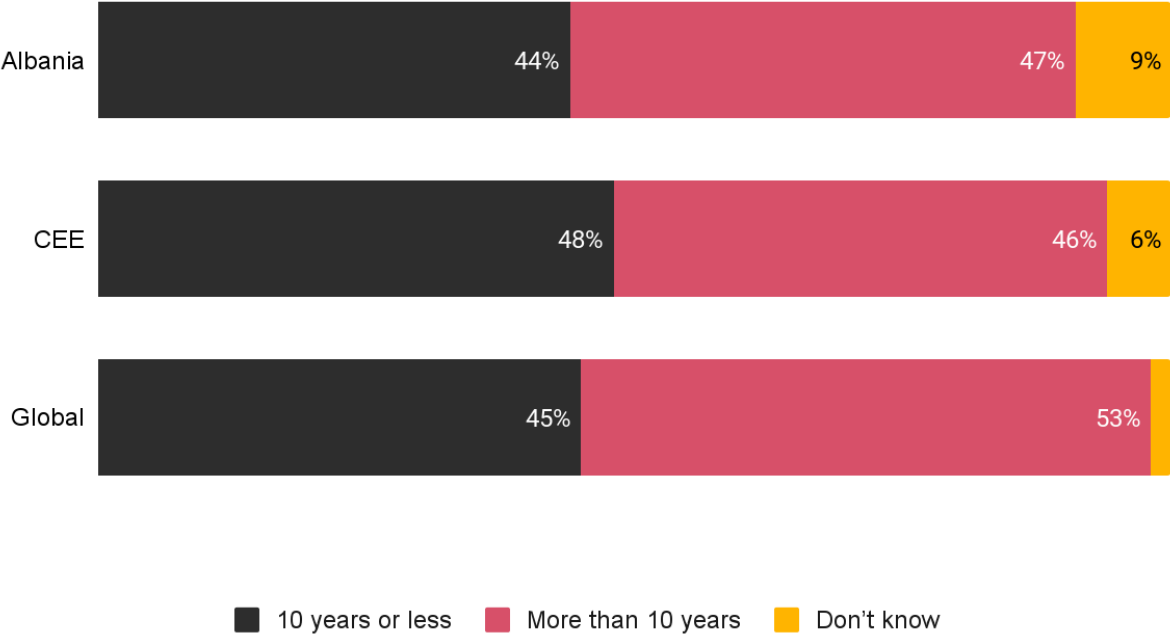
This section reviews the state of the economy and the anxiety among some CEOs about the long-term viability of their business models.

1. An enduring imperative to reinvent

Technological disruption, climate change and other accelerating **global megatrends** continue to force CEOs to adapt. Major part of the CEOs worldwide, but also locally report to have taken some steps that change the way they create, deliver and capture value over the past five years. During that span, more than half of CEOs took at least one action that had a large or very large impact on their company’s business model. That finding reflects a growing unease, as 44% of Albanian CEOs doubt their business viability beyond the next decade - up from 39% just 12 months earlier.

The reinvention imperative appears to be accelerating

Question: If your company continues running on its current path, for how long do you think your business will be economically viable?

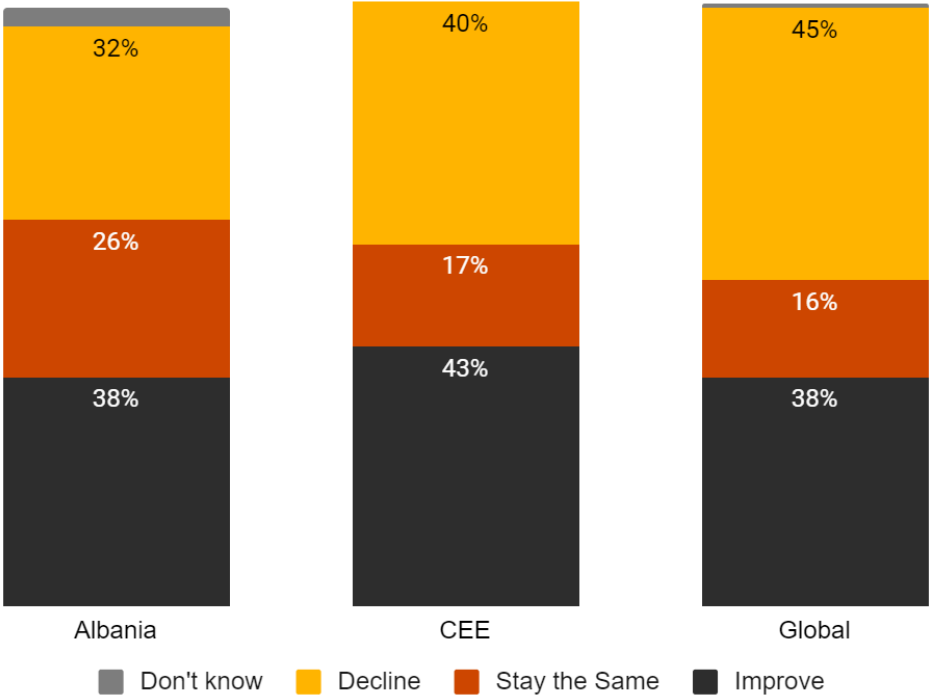


The intensification of CEO worries about corporate viability does not appear to reflect near-term economic concerns. For example, Albanian CEOs, same as on a global level, are less likely than they were a year ago to anticipate a decline in global economic growth, and much more likely to expect growth to improve in 2024 (38% compared to 24% last year). Still, that doesn't mean CEOs are pure optimists: slightly more CEOs

expect the global economy to contract in the coming year than expect it to improve. On the other hand, Albanian CEOs are slightly more confident than last year in their own company's prospects for revenue growth, over both the next 12 months and the next three years.

CEOs are twice as likely to expect the global economy improve this year compared to last year

Question: How do you believe global economic growth (i.e., gross domestic product) will change, if at all, over the next 12 months?



(Showing only 'Improve' response rate.)

**Your next move:
Understand—and embrace—continuous reinvention**

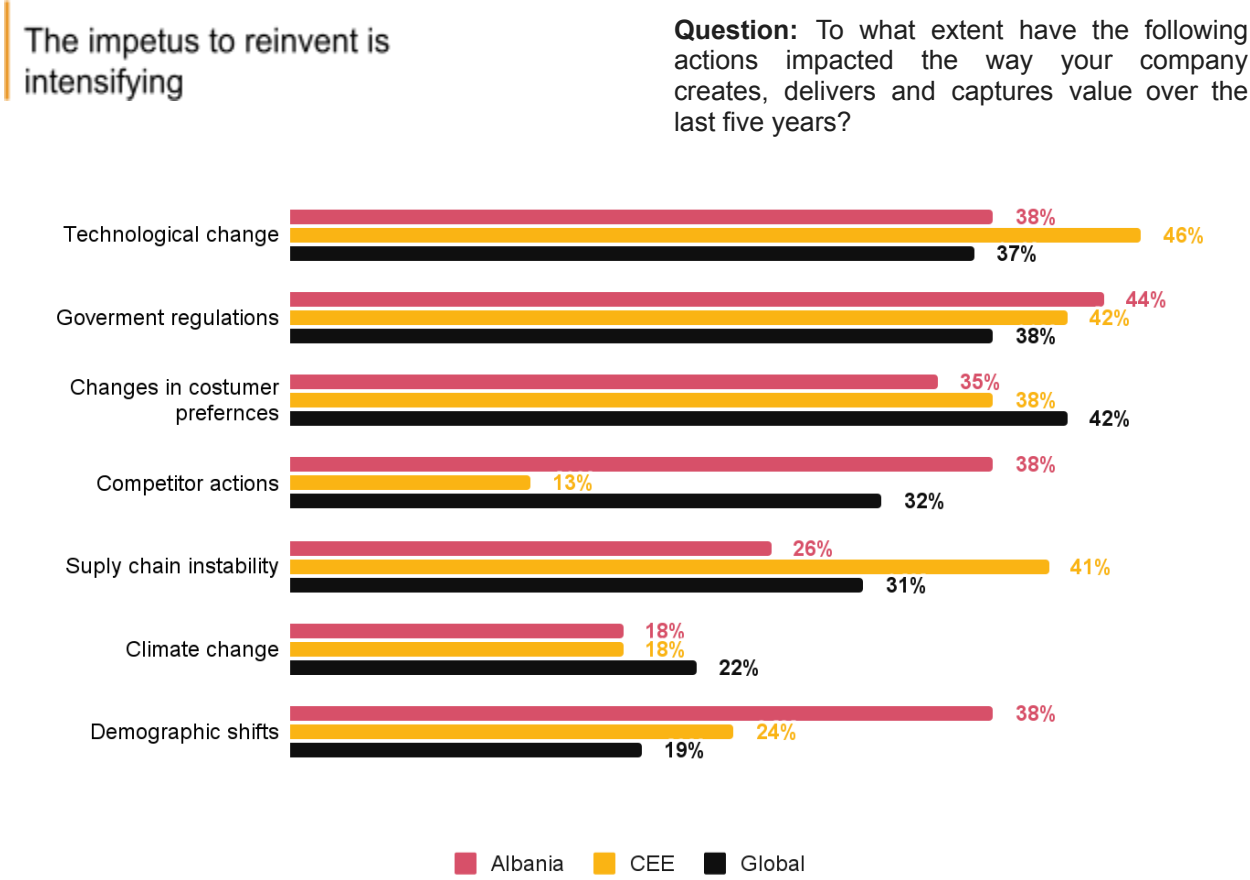
As the pressure to adapt rises, more CEOs will prioritise big moves to support business model reinvention. But although this is necessary, it's rarely sufficient. PwC research finds that top companies focus not only on their business model, but also on the operating and technology models that enable it—and they do so continuously. The mindset change and management challenges involved are huge. To win, leaders must consider a broader range of initiatives—and apply them in combination (for example, investing in service partnerships to close operating-model capability gaps and keep pace with technology advancements, which in turn allows the company to focus on what it does best).

Mr. Adrian Shehu, CEO of TCN, a leading System Integrator and Infrastructure company, expresses:

“We need to embrace and adapt to new technology trends, in order to improve overall performance, but we should also seek partnerships to tap into specialised knowledge that can help foster a more sustainable change.”

2. Pressures and threats

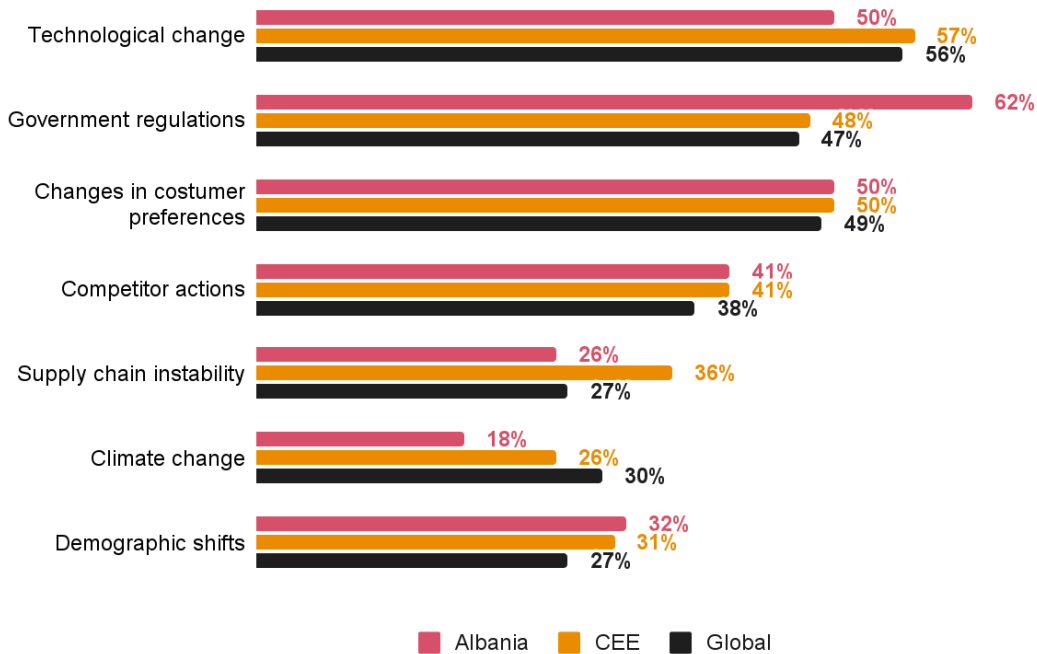
Another sign that the need to reinvent is rising is a notable increase in the pressure Albanian CEOs expect over the next three years from factors that influence business model change. Compared to the last five years, for example, CEOs expect changes associated with technology, customer preferences, climate change and demographic shifts, among others, to have a far larger impact on the way they create, deliver and capture value.



(Showing only 'to a large extent' and 'to a very large extent' response)

The impetus to reinvent is intensifying

Question: To what extent have the following actions impacted the way your company creates, delivers and captures value in the next three years?



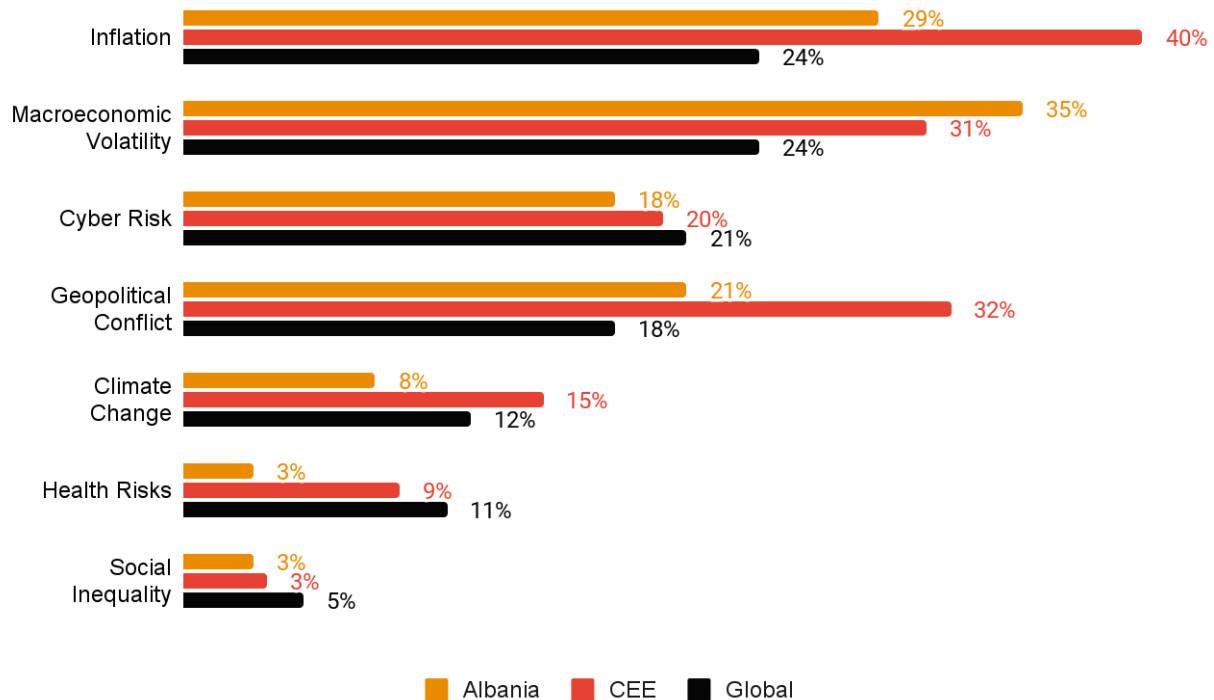
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The growing importance of trends like these stands in contrast to CEO perceptions of exposure to several near-term threats, which have declined overall since last year. However, CEOs in Albania still see pockets of concern.

Macroeconomic volatility is the top concern for Albanian CEOs, while inflation is the second most concerning threat for the companies. Similarly, inflation, macroeconomic volatility and geopolitical threats are still among the top concerns for CEOs in Central and Eastern Europe. This may be because companies have already been taking measures to insulate themselves from the effects of some conflicts—and the full impact of others is still unclear.

Over the near term, CEOs are feeling less threatened

Question: How exposed do you believe your company will be to the following key threats in the next 12 months?



Your next move:

Understand how megatrends interconnect

By analysing the trends that impact the region and industry in which a company operates, CEOs can start to identify opportunities that make the most of a company's strengths. Clustering the trends based on commonality helps draw out their potential impact and identify how they reinforce one another. Consider, for example, how technology and climate change might interact with regulation and customer preferences to compel a wholesale **reconfiguration of our entire industrial system**. CEOs will need to consider what stakeholders really want and need—not just customers, but also suppliers, business partners, investors, regulators and society at large. If you're running an organisation or supervising its management, the task at hand is to envision the future ecosystem in which you intend to operate. Beyond understanding which types of companies will perform what roles, you have to develop a clear view on how value pools are going to shift.

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Looming Existential Change



Looming existential change

This section examines the status of two megatrends—climate change and technological disruption (exemplified here by generative AI)—which are poised to spur further reinvention.

3. Planetary work in progress

Among the megatrends pressuring Albanian CEOs to reinvent themselves, none is more important than climate change. Here, CEOs report mixed success at meeting their stated objectives. Roughly 50% have efforts underway to improve energy efficiency; another 21% report completing such initiatives; and about half say they have work in progress to innovate climate-friendly products or services.

CEOs in Central Eastern Europe are more likely to have energy efficiency and climate-oriented innovation initiatives in progress or completed. And almost 30% of Albanian CEOs are accepting lower hurdle rates for climate-friendly investments, as we will explore later.

However, too many CEOs report having no plans for a range of other climate actions.

For example, 15% of all respondents in Albania have incorporated climate risk into financial planning—and nearly a quarter of respondents have no plans to do so. That may be because CEOs have:

- already factored climate risk into their insurance profiles with respect to recent severe weather events, without necessarily considering the long-term, chronic impacts of climate change.
- only looked at what's within their own corporate boundaries without fully considering the interdependencies in their supply chains.

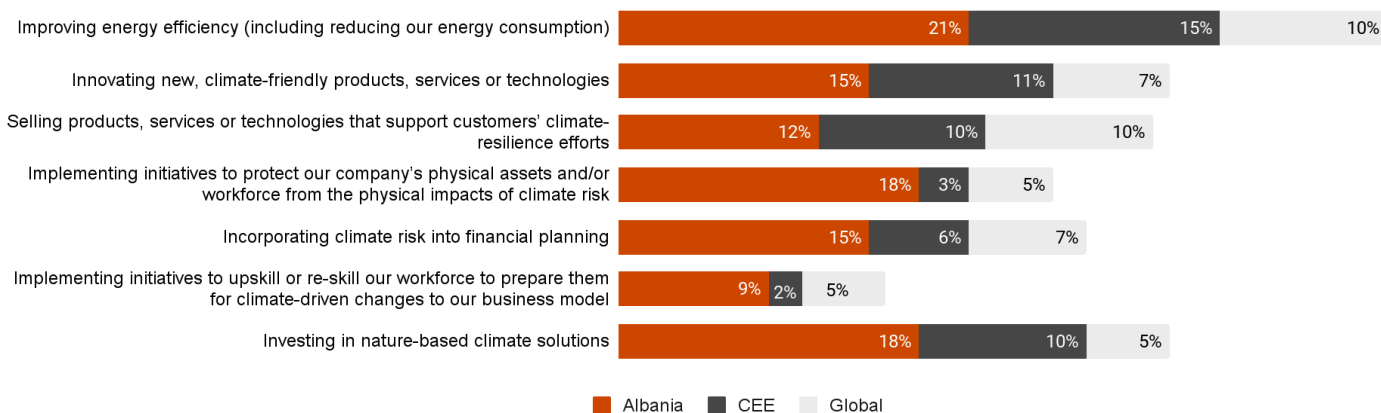
Among the other climate actions that CEOs on global and CEE level say they aren't likely to take are two with big societal implications. The first, upskilling or reskilling the workforce, is an important part of ensuring a just transition to a net-zero economy. Secondly, innovating new and climate-friendly products will be vital if companies are to account for the surprisingly high dependence they have on nature. The latter is considered important also by CEOs in Albania, same as their global and regional peers, as 47% of Albanian CEOs report to have planned to complete (in progress) that action related to climate change.

“Albania presents huge opportunities in renewable energies, in particular in solar, wind and hydro, and the Government is embracing such technologies very much. However, the cost side is challenging, with raw material prices thriving and key providers such a panel and turbine manufacturers putting in question the project developments with continuous price fluctuations. The success of future projects will require achieving productivity gains through rationalisation, digitalisation and application of AI. This will be of particular importance in view of an increasing lack of qualified human resource.”

Dr. Constantin von Alvensleben, Country Manager of Voltalia Albanie SHPK

Most Albanian CEOs report progress on decarbonisation, but fewer have plans for other climate actions

Question: Which of the following best describes your company's level of progress on each of these actions?



(Showing only 'Completed' responses.)

Your next move:

Look to nature-based climate solutions

Although more climate progress is required across the board, one particular blind spot may be nature-based climate solutions. The accelerating decline of natural ecosystems, and insufficient societal response, makes nature loss an increasingly urgent challenge that's **interrelated with climate change**. It won't be easy, but CEOs should look for possibilities to create nature-positive business models that don't just mitigate risks and strengthen financial returns but also benefit society. Some companies may find opportunities to address climate priorities and nature priorities at once. For example, reforestation can help capture emissions while also enhancing biodiversity, directing capital to developing economies, and supporting indigenous peoples and local

communities.

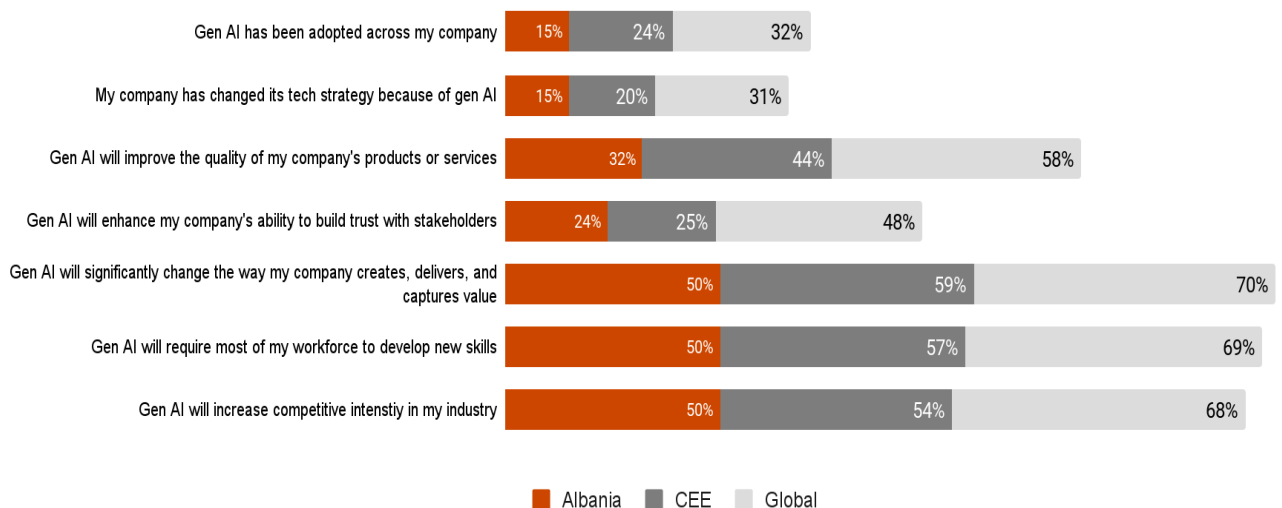
4. The AI opportunity

In addition to climate change, a second megatrend with systemic, existential implications is technological disruption. Specifically, our survey looked at generative AI, which has all the hallmarks of a technology that could significantly change how companies operate. It's also approaching a critical juncture, seemingly poised to transform business models, redefine work processes and overhaul entire industries.

CEOs in this year's survey appear to believe in both the fast pace of generative AI adoption and its outsized potential for disruption. For example, over the next year, 24% of CEOs expect generative AI to enhance their ability to build trust with stakeholders, and about 30% expect it to improve product or service quality. Within the next three years, half of Albanian CEOs also anticipate generative AI will increase competition, drive changes to their business models and require new skills from their workforce. So far, experience apparently increases expectations. CEOs who say they have adopted generative AI across their company (only 15% of our sample) are significantly more likely than others to anticipate its transformative potential over the next 12 months, as well as over the next three years.

Although generative AI adoption and strategic integration has been somewhat limited, CEOs anticipate greater impact ahead

Question: To what extent do you agree or disagree with the following statements about generative AI?

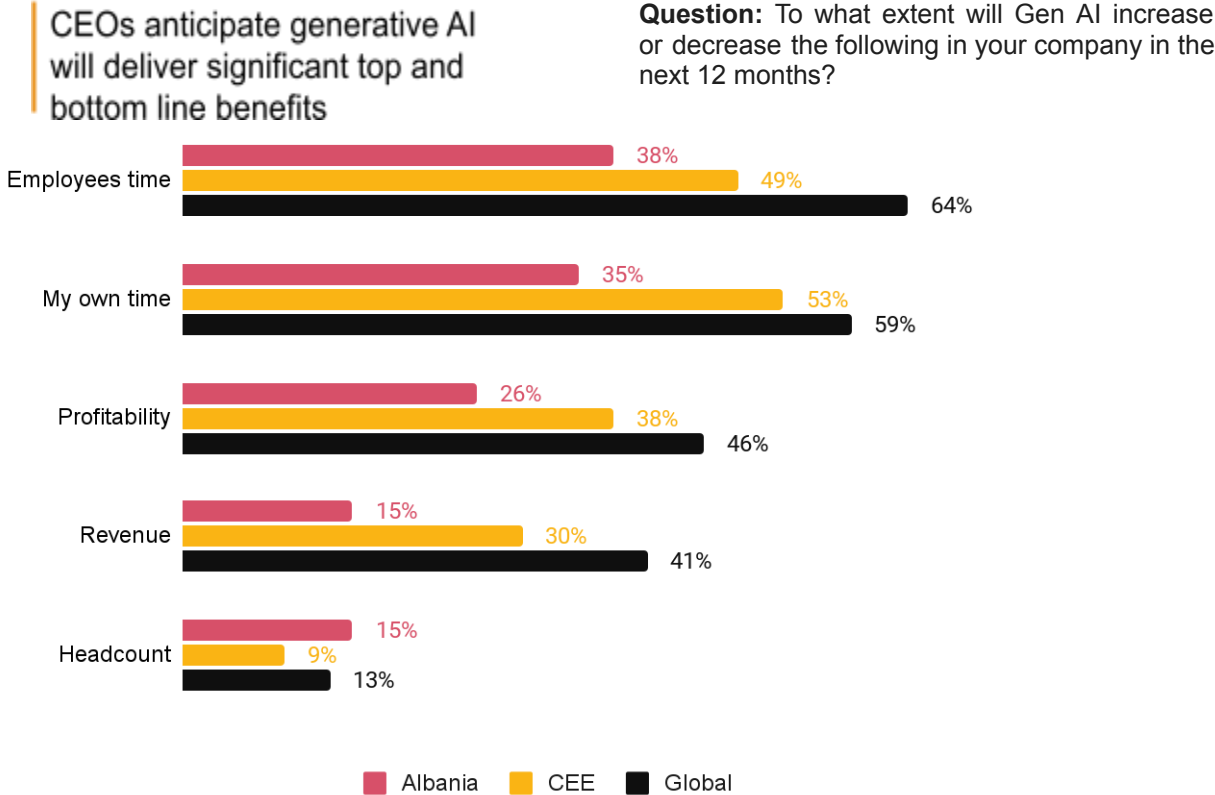


(Showing only 'to a large extent' or 'to a very large extent' responses.)

Overall, CEOs anticipate positive near-term business impacts from generative AI. These include applications that boost efficiency, such as automating repetitive and time-consuming tasks, as well as those that increase revenues. This trend is consistent with PwC’s [Global Risk Survey 2023](#), which found that 60% of respondents see generative AI as mostly or fully an opportunity rather than a risk.

At a societal level, the effects of generative AI are still uncertain. Some of those efficiency benefits appear likely to come via employee headcount reduction—at least in the short term—with 15% of Albanian CEOs expecting to reduce headcount by at least 5% in 2024 due to generative AI. Companies making early reductions to capture efficiencies in some areas may already be offsetting them with hiring in others, as growth and revenue opportunities become clearer.

These findings drive home the need for CEOs to [bring their people along](#) when it comes to generative AI. Being transparent, purpose-driven, and trusted regarding AI-related plans and decisions can help employees who are wary of AI (and what it may mean for their jobs) feel more comfortable experimenting—and innovating—with it. Ultimately, CEOs must embrace this as a new facet of their role: understanding, explaining and managing the inevitable tensions between short-term job losses and long-term job creation potential from AI.



(Showing only 'to a large extent' or 'to a very large extent' responses.)

Your next move: Raise the stakes on your AI strategy

In these early days of generative AI adoption, most companies are still nailing down what they're trying to accomplish—and why—with this powerful, general purpose technology. As well they should. Despite the enthusiasm, generative AI is only one type of AI, and has yet to achieve anything close to its potential.

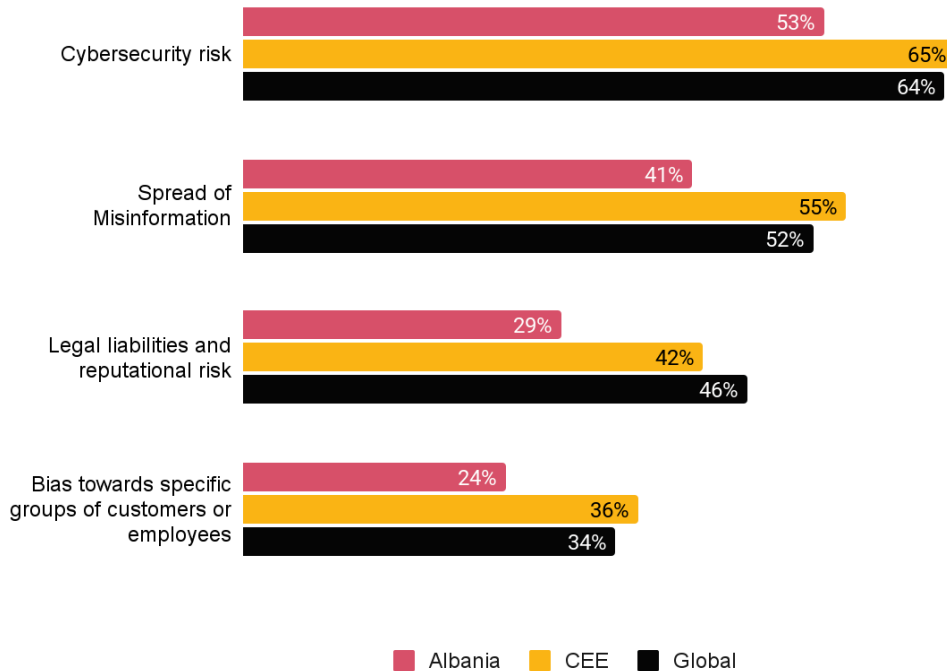
As CEOs proceed, they must navigate the tensions between potential risks and the desire to move quickly to seize opportunities. Leading companies are aligning their generative AI strategy with their existing digital and AI strategies, upskilling employees, and encouraging experimentation across their organisations with a focus on identifying use cases that can be scaled up.

5. The AI challenge

Even as the momentum of generative AI surges, a range of experts in the field are voicing concerns over the potentially significant, unintended consequences that could emerge as its reach grows. Albanian CEOs reflected similar sentiments in their responses to the survey compared to their global and regional peers. Consider, for example, that when it comes to generative AI, Albanian CEOs, same as CEE and global CEOs, are most concerned about cybersecurity risk—and over 40% agree that it is likely to increase the spread of misinformation in their company. Quarter of Albanian CEOs also expect generative AI to increase bias towards specific groups of employees or customers in the next 12 months. Almost as many disagree, suggesting bias is likely to be an area of growing attention as the scope and complexity of generative AI's role in business expands. Interestingly, familiarity with generative AI does not seem to mitigate concerns about the risks among CEOs whose companies have already broadly adopted it.

When it comes to generative AI risks, CEOs are most concerned about cybersecurity

Question: To what extent do you agree or disagree that Gen AI is likely to increase the following in your company in the next 12 months?



Taken together, these findings underscore the societal obligation that Albanian CEOs and broadly have for ensuring their organisations use AI responsibly. Indeed, given the pace of innovation and the inevitable delay in establishing new norms and regulations, much of the responsibility for managing this advancing technology falls, for now, to businesses.

**Your next move:
Move fast, move responsibly**

In the rush to explore generative AI's potential, don't overlook its potential pitfalls, as these too may evolve quickly. The key is to think about all the risk dimensions of generative AI, beginning with strategy, and consider how they will affect virtually every employee. Set clear, risk-based priorities to focus on the biggest risks, and create rigorous internal controls around data privacy and how AI models are trained. Pay special attention to how vendors and other third parties manage AI risks, and monitor the regulatory landscape constantly to stay abreast of developments on data privacy, AI bias and how AI should be governed. And don't forget your cyber programme, which now needs more sophisticated approaches to cyber-risk modelling, such as scanning for threats using formulas specific to your company's sector and even your strategy. Some of the most innovative approaches will—ironically enough—enlist **generative AI for cyber defence**.

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Your reinvention playbook



Your reinvention playbook

This section outlines four essential actions to jump-start continuous reinvention.

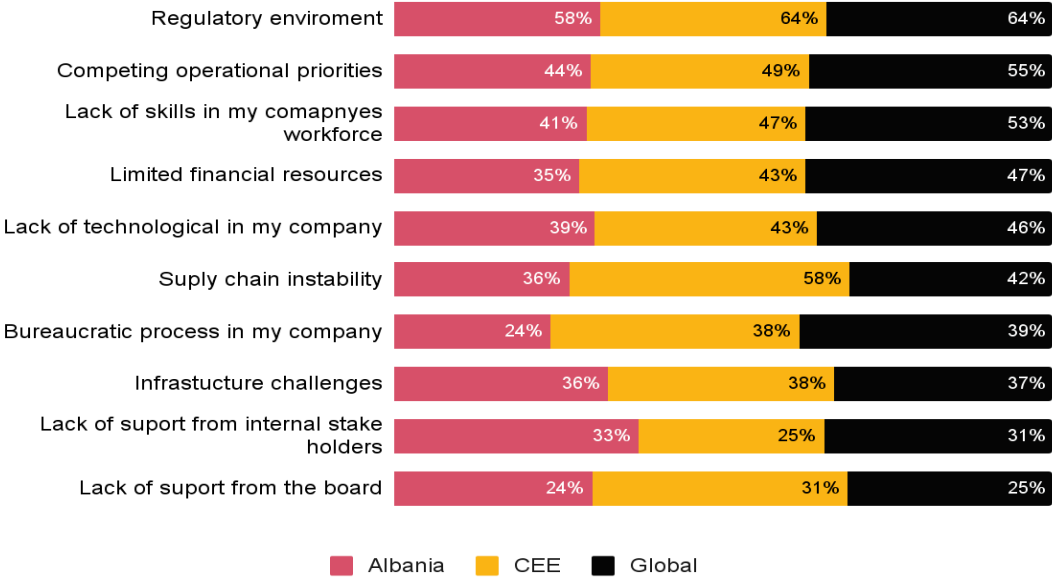
6. Turn barriers into opportunities

Armed with a better understanding of the challenges and the opportunities associated with meaningful business reimagination, Albanian CEOs can begin to turn these barriers into opportunities for their future business.

We asked CEOs in the country about a range of obstacles they often confront when undertaking large-scale corporate change efforts. Their responses underscore that many constraints are sector-specific. Infrastructure challenges, for example, inhibit reinvention (to a moderate extent or more) We also saw that CEOs who are more concerned about the viability of their companies were more likely to flag the existence of reinvention obstacles. Additionally, though, we were surprised to learn how few CEOs perceived some obstacles to have much of an impact. For example, same as their global and regional peers, nearly a quarter of CEOs described lack of support from the board as even a moderate constraint on their reinvention efforts, and only 33% of CEOs said the same of internal stakeholders.

Many of the barriers inhibiting reinvention are within the CEO's realm of influence

Question: To what extent if at all are the following factors inhibiting your company from changing the way it creates, delivers and captures value?

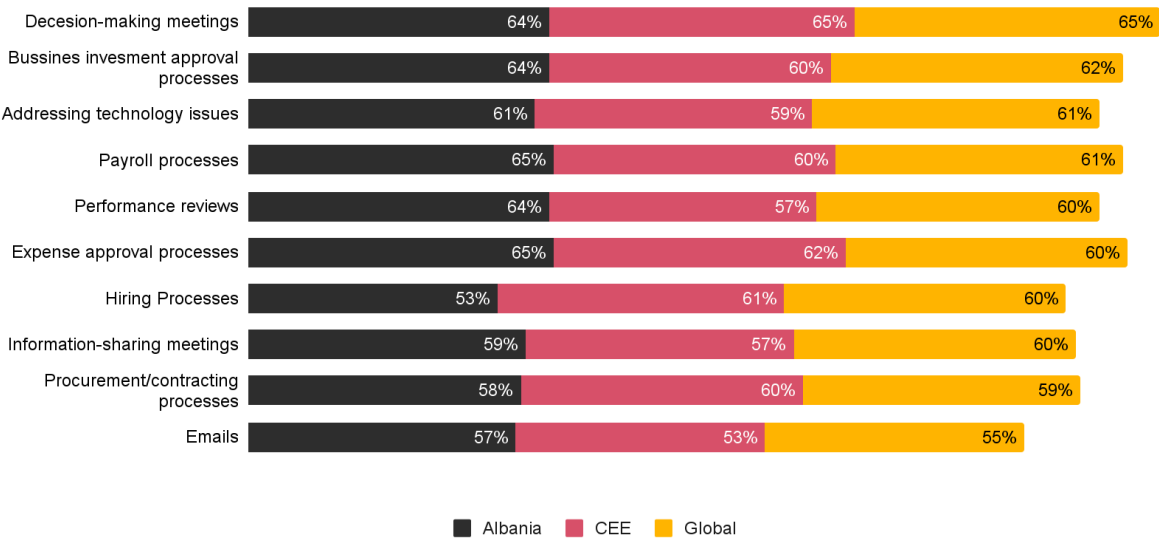


(Showing only 'to a moderate extent,' 'to a large extent' and 'to a very large extent' responses)

On the other hand, many perceived constraints on reinvention fall squarely in a CEO’s field of influence. Bureaucratic processes, competing operational priorities, limited financial resources, workforce skills and technological capabilities are subject to some degree of CEO influence—as is efficiency, which was an area of concern for many CEOs. On average, global, CEE and Albanian CEOs said that 40% of time spent on meetings, administrative processes and emails is inefficient. Moreover, respondents said that 35% of time spent in decision-making meetings, an activity over which CEOs often have direct personal control, is inefficient.

Another kind of barrier looms large: Albanian CEOs, same as their global and regional peers estimate administrative inefficiency at nearly 40%

Question: What percentage of time spent in your company on the following activity/processes is efficient?



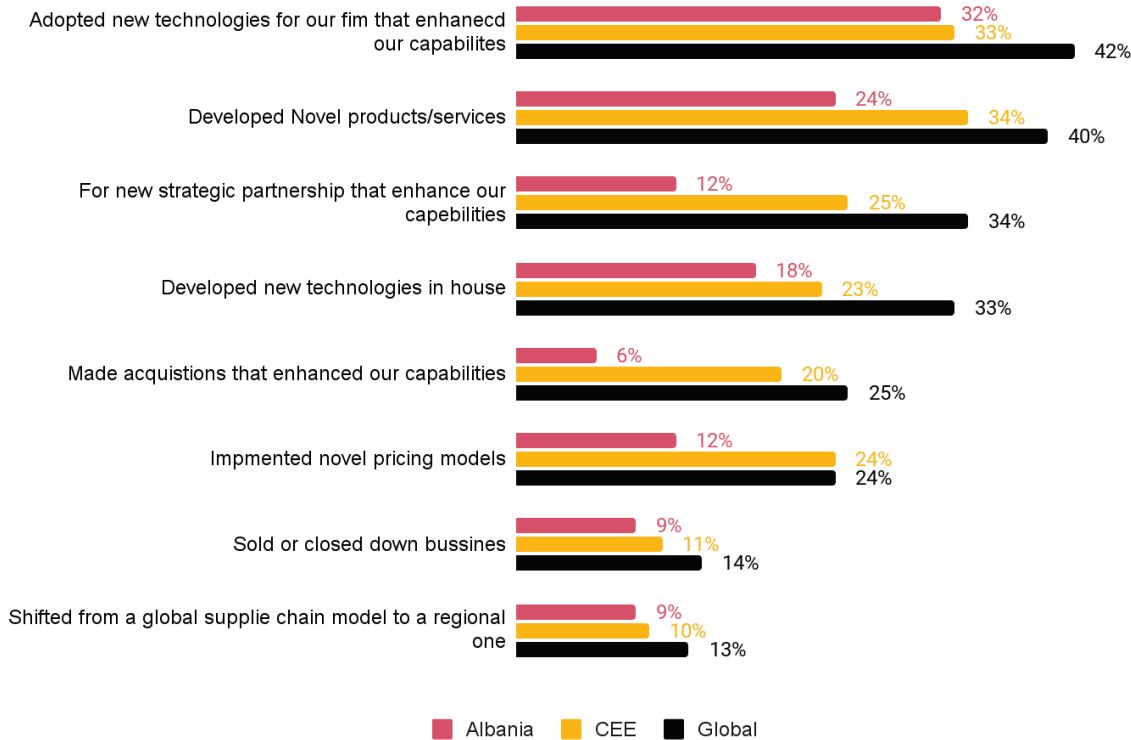
Your next move:
Engage, empower and enable your people

CEOs can do much more to address inefficiencies and break through barriers, but they can’t do everything. Therefore, it’s critical to build alignment between leaders and employees around priorities for change, and to build a culture of trust so employees feel safe to propose better ways of doing things. Start by identifying gaps between the views of leaders and workers. Among Albanian CEOs whose companies have broadly adopted generative AI, for example, only 38% believe it will increase efficiency in their employees’ time at work in 2024. To build trust, start with transparency and invite employees to play an active role in reinvention. Consider **citizen-led innovation**, an approach that helps employees build skills and apply them right away. Also: **redesign career paths around skills**, not jobs, so employees have more agency and opportunity as jobs change.

7. Pinpoint your most important moves

Actual progress will come when leaders and companies undertake meaningful initiatives to evolve the way they create, deliver and capture value. Analysis of this year’s survey data showed that CEOs are aware of the evolving business world and are taking the proper action to win in the competitive landscape. Nearly 30% of Albanian CEOs think that adaptation of new technologies has impacted the way their company creates, delivers and captures value over the last five years. This goes in line with what global and CEE CEOs think. This indicates a higher attention from CEOs to the new technologies that are shaping the future of doing business.

Question: To what extent have the following actions impacted the way your company creates, delivers and captures value over the last five years?



(Showing only ‘to a large extent’ and ‘to a very large extent’ responses)

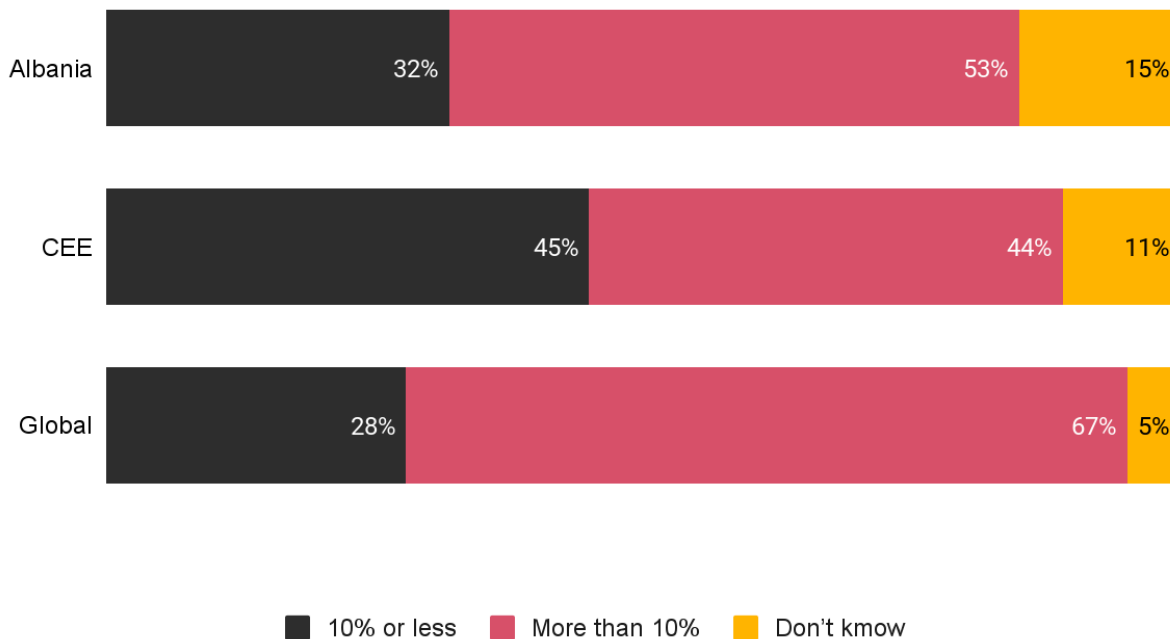
The right moves for each company will differ, of course, depending on its strategy, operating model, industry context and competitive landscape. Two things stand out.

First is that nimble resource reallocation—an acknowledged attribute of high-performing companies—remains a critical area for CEO attention. Nearly half of Albanian CEOs reported reallocating 20% or less of resources from year to year, and almost 30% of CEOs cited resource reallocation of 10% or less. Higher levels of annual reallocation in the survey were associated with both greater levels of reinvention and higher profit margins.

32% of CEOs responded in the Albanian report that their company reallocates 10% or less of its resources from year to year.

Second is the value of looking beyond a company's walls and embracing business ecosystems. Separate PwC research finds it's often possible to **create more value** than any firm could achieve alone by working **across industry boundaries**—through joint ventures or alliances, for example—to provide what customers need.

Question: What share of your company's resources do you and your management team relocate across your business from year to year?



Your next move: Clarify connections to value

Ultimately, CEOs and their leadership teams need to have a clear sense of how deals, projects or other investments create value—and be willing to make tough calls, whether that's reallocating resources from legacy businesses or redefining a company's industry boundaries and ecosystem partners.

It's also worth bearing in mind that resource allocation can take place at multiple levels. This includes, for example, **strategic decisions** around which assets are—or should be—in a company's portfolio, as well as the company's ability to make the most of them. Allocation also includes **day-to-day, project-level decisions**, which **PwC's 25th Annual CEO Survey** (published in 2022) found to be a surprisingly significant performance driver.

8. Recalibrate expectations for climate priorities

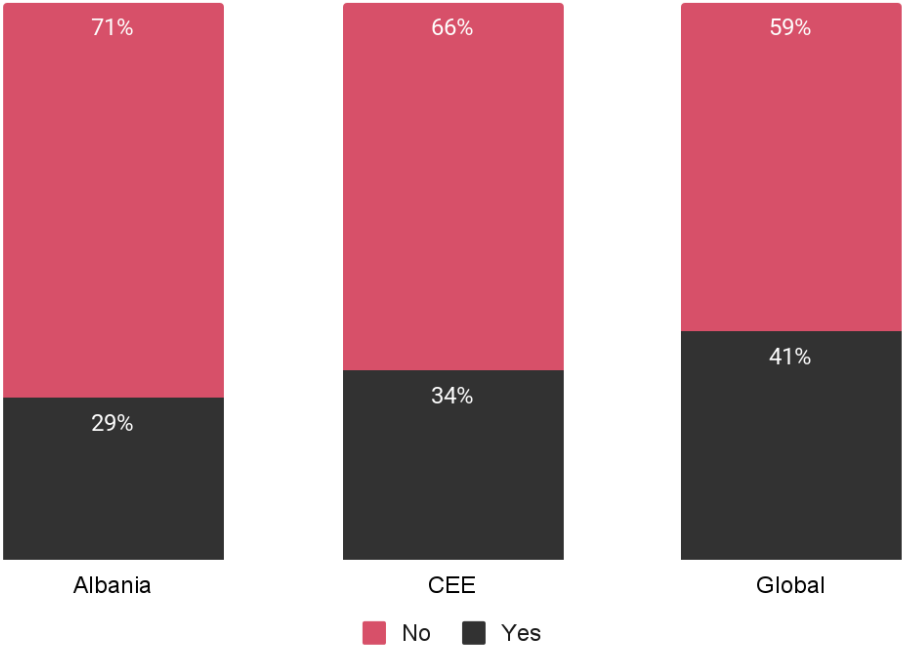
As CEOs establish priorities, many are seeing climate change not only at a moderate extent as an industry disruptor containing **distinct opportunities** in addition to risks. Nearly 20% on the local level expect climate change to alter the way they create, deliver and capture value over the next three years—compared to 30% of CEOs on a global level and 26% on CEE level.

29% of CEOs say their companies have set lower hurdle rates for climate-friendly investments than for other investments. Geographically, CEOs in Albania (71%) are more likely than those in CEE (66%) to have accepted lower hurdle rates.

That's consistent with the sentiment of investors in **PwC's Global Investor Survey 2023**, two-thirds of whom say that companies should make expenditures that address environmental, social and governance (ESG) issues even if doing so reduces short-term profitability. Return requirements are critical inputs to corporate resource allocation decisions, so evidence that CEOs are flexing their expectations as they face up to the climate challenge is a hopeful sign of potential for progress.

Three in ten CEOs in Albania have accepted lower rates of return on climate-friendly investments

Question: In the last 12 months, when evaluating climate-friendly investments, has your company accepted rates of return that were lower than for other investments?



Your next move: Partner with your CFO on climate strategy

Given their traditional focus on long-term value and performance, CFOs are natural and trusted partners for CEOs, as they address matters such as resource allocation, long-term capital spending, or mergers and acquisitions (M&A) to build more **sustainable business models**. The CFO and the finance function also have a host of tools—for forecasting, budgeting, resource allocation and risk management, to name a few—that they can use to bring sustainability **into the heart of strategy**. That should be helpful in identifying which interventions will have the **biggest impact on decarbonisation**, social sustainability or nature. For CEOs seeking a faster-paced **transformation through M&A**, joint ventures and alliances, a partnership with the CFO can be especially fruitful—both in a grounded approach to valuation and in communicating value to investors.

Sustaining the change

The totality of this year's survey results reflects an awareness among CEOs that they are navigating critical strategic inflection points, and feel a sense of urgency and a bias towards action. The data also suggest there's a growing premium on leadership effectiveness to maintain energy, challenge the status quo and increase momentum.

For example, CEOs may need to expand their executive teams to include experts in emerging areas that are critical for their company's future success, such as climate regulation or AI. Also crucial: having the whole top team own the change—as well as their systems of governance and control—rather than putting functional or business unit leaders in charge of discrete initiatives. In addition, many organisations will need to take account of the fact that the answers to a great many questions don't exist, and new mechanisms will be necessary for solving problems together—rather than presenting solutions and seeking approval—as well as for new ways of tracking progress and rewarding people. What's more, CEOs need a plan to communicate the urgency they are feeling, so that everyone understands and can potentially own part of the solution. People who are proficient at their current jobs may resist change because they're concerned they may not be good at what they'll be required to do in the future. So CEOs who are serious about reinvention must find approaches for acknowledging concerns, prizing curiosity and openness to learning, and encouraging managers to help people adapt.

Some of these leadership imperatives may sound familiar, but all of them raise expectations of CEOs to lead the voyage of strategic discovery necessary to evolve long-standing approaches to value creation. As we enter an age of continuous reinvention, CEOs have unparalleled opportunities to reshape their organisations, and themselves, to thrive on disruption, and transform aspirations into realities.

PwC's 27th Annual Global CEO Survey methodology, demographics and definitions

PwC surveyed 35 CEOs in Albania from October to November, 2023.

The global and regional figures in this report are weighted proportionally to the country's nominal GDP to ensure that CEOs' views are representative across all major regions.

Snapshot of Albanian participants:

- 35 CEOs of top Albanian companies completed the survey this year - at a rate of 30%.
- 44% of Albanian respondents are CEOs of a single or multi-entity parent company, 41% are CEOs of a country subsidiary within a multi-entity parent company, and 3% are CEOs of a product oriented subsidiary within a multi-entity company.
- The majority of CEOs who took part in this survey (62%) are male, whereas 38% are female.

Notes

Not all percentages in charts add up to 100%—a result of rounding percentages; multi-selection answer options; and the decision in certain cases to exclude the display of certain responses, including *other*, *none of the above* and *don't know*.

The research was undertaken by PwC Research, our global centre of excellence for primary research and evidence-based consulting services.

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Albanian CEO Survey as part of PwC's 27th Annual Global CEO Survey

Credits

Research and project team Albania

Loreta Peci

Elvis Ziu

Neda Naumi

Xhenis Bordulla

Ema Seferi

Joshua Alexander Moellering

Marketing

Palma Lluhani