



We invite you to participate in the 2015 Deloitte Cincinnati USA 100 survey



The Deloitte Cincinnati USA 100 program recognizes the top 100 privately held businesses in the marketplace.

Qualifications

To qualify for the 2015 Deloitte Cincinnati USA 100, your company must meet all of the following criteria:

Company location

Must be headquartered in one of the following 18 counties in the Tri-state area:

- Ohio: Adams, Brown, Butler, Clermont, Clinton, Hamilton, Highland, Preble, Warren
- Kentucky: Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Pendleton
- Indiana: Dearborn, Ohio

Ownership

Must be privately held (i.e., a company whose voting stock is family-held, employee-owned, or owned by individuals and not listed on an exchange or actively traded over the counter). For companies owned in part or in whole by another privately held company, the headquarters/operations of the company must be located in one of the 18 counties listed above. Accounting, tax, and legal services companies are excluded.

Revenues

Companies are ranked by annual gross revenue. If a parent company, please submit a combined revenue figure which includes subsidiaries. Do not submit separate forms for each subsidiary. Please eliminate those revenues which reflect intercompany sales.

Group results of this survey will be published to denote trends and highlights. Revenue information will be published only with your consent.

Survey instructions

Please make the appropriate selections where indicated and include other responses as designated. Completed surveys are due **September 11, 2015**, and can be submitted by any of the following methods:

- **Complete the survey online at www.deloitte.com/us/cincinnati100**
- Mail it to
Deloitte Cincinnati USA 100
250 E 5th Street, Suite 1900
Cincinnati, OH 45202
- Fax it to 513.362.6239

If you have questions as you are completing the survey, please contact *Tabatha Taylor* at 513.784.7239 or tabtaylor@deloitte.com.



By completing this survey, I understand that any data or information provided by me as part of this survey may be used by Deloitte in connection with this survey, other studies, or analyses performed by Deloitte or in connection with services provided by Deloitte or otherwise. I understand that this survey and the survey results are the proprietary property of Deloitte. I understand that any such data or information may be disclosed by Deloitte to related entities or other third parties, including, without limitation, in publications, in connection with this survey or such studies, analyses, or services provided that such data or information does not contain any information that identifies me or associates me with the responses I have provided to this survey. I understand that in event that my company is selected as a winning company, Deloitte will disclose information describing my company including: ranking within the Deloitte Cincinnati USA 100, top executive, number of employees, business description, headquarter location, web address, year founded, if the company is family-owned ("Basic Information"), and will attribute the Basic Information to me or my company. Deloitte will keep my Gross Annual Revenue information confidential, unless I provide Deloitte with permission to disclose such information by responding accordingly to question number five in the survey. I understand disclosure of survey data or information may be required by law, in which case Deloitte will endeavor to notify me. Deloitte is not, by means of this survey or the survey results, rendering professional advice or services to me or my company. Neither this survey nor the survey results is a substitute for such professional advice or services. Deloitte is not responsible for any loss sustained by any person who relies on this survey or the survey results. I am authorized to complete this survey on behalf of my company and to receive the survey results, including, without limitation, in accordance with the policies of my company, its board of directors (or similar governing body), and, if applicable, its audit committee.

By participating in this survey, I agree to the statements above.

If you do not agree with the statements above, do not participate in this survey.

Company information

(Please print details as you would like them to appear on the award and in event publications)

1. General information

Company Name _____
Address _____
City _____
State _____
ZIP/Postal Code _____

Telephone _____
Company Web Address _____
Year Founded _____
DUNS Number _____

2. In which county is your company headquartered?

- | | | |
|---|--|---|
| <input type="radio"/> Adams, Ohio | <input type="radio"/> Brown, Ohio | <input type="radio"/> Butler, Ohio |
| <input type="radio"/> Clermont, Ohio | <input type="radio"/> Clinton, Ohio | <input type="radio"/> Hamilton, Ohio |
| <input type="radio"/> Highland, Ohio | <input type="radio"/> Preble, Ohio | <input type="radio"/> Warren, Ohio |
| <input type="radio"/> Boone, Kentucky | <input type="radio"/> Campbell, Kentucky | <input type="radio"/> Carroll, Kentucky |
| <input type="radio"/> Gallatin, Kentucky | <input type="radio"/> Grant, Kentucky | <input type="radio"/> Kenton, Kentucky |
| <input type="radio"/> Pendleton, Kentucky | <input type="radio"/> Dearborn, Indiana | <input type="radio"/> Ohio, Indiana |

3. Contact information (e-mail addresses will not be shared publicly)

Name	Title	E-mail
Person Completing Survey _____	_____	_____
Top Financial Executive _____	_____	_____
Top Executive _____	_____	_____
Other executive (Optional) _____	_____	_____

4. Annual gross revenue: Please provide revenues for the two most recent fiscal years completed prior to July 1, 2015.

Examples: Companies with a June 30 year-end should provide 06/30/2014 and 06/30/2015 financial information
Companies with a December 31 year-end should provide 12/31/2013 and 12/31/2014 financial information

Most recent fiscal year: Revenue _____ Financial statement date (mm/dd/yyyy) _____
Prior Year: Revenue _____ Financial statement date (mm/dd/yyyy) _____

5. Do we have your permission to disclose your company's revenues to The Cincinnati Enquirer for inclusion in their newspaper's supplemental listing of top 100 Cincinnati USA companies?

- Yes No

6. What is the primary business of your company? (Select one)

- | | | |
|---|--|---|
| <input type="radio"/> Retail/Distribution | <input type="radio"/> Automotive retail | <input type="radio"/> Consumer Products |
| <input type="radio"/> Manufacturing | <input type="radio"/> Construction/Engineering | <input type="radio"/> Real Estate |
| <input type="radio"/> Health Care/Life Sciences | <input type="radio"/> Media and Entertainment | <input type="radio"/> Technology and Telecommunications |
| <input type="radio"/> Transportation/Logistics | <input type="radio"/> Business/Professional Services | <input type="radio"/> Other (please specify) _____ |

7. Description of your business:

Current business environment

15. Which of the following measures by the U.S. Federal government would most help U.S. mid-sized businesses to grow in the next year?

(Select up to three)

- Reducing corporate tax rates
- Rolling back health care reform
- Supporting increased infrastructure investment
- Protecting U.S. firms better from global competition
- Subsidizing vocational and other skills training and development
- Relaxing export/import regulations
- Keeping interest rates low
- Easing bank lending practices
- Stimulating private consumption
- Easing immigration restrictions
- Other _____

16. At what pace do you expect the U.S. economy to grow over the next 12 months?

- Grow robustly: 5% or more
- Grow above trend: 3.5% – 5%
- Grow moderately: 2% – 3.5%
- Grow slightly: 0% – 2%
- No growth: 0%
- Negative growth

17. How does your optimism regarding your company compare to last year?

- More optimistic, primarily due to external factors (e.g., economy, industry, and market trends)
- More optimistic, primarily due to internal/company-specific factors (e.g., products/services, operations, financing, assets)
- No notable change
- Less optimistic, primarily due to external factors (e.g., economy, industry, and market trends)
- Less optimistic, primarily due to internal/company-specific factors (e.g., products/services, operations, financing, assets)

18. Are you confident that your company will outperform your competition in the next 12 months?

- Very confident
- Somewhat confident
- Not very confident
- Not at all confident

19. Which of the following explains your level of confidence in relation to your competition in the next 12 months?

(select all that apply)

- Strength of market position
- Strength of brand
- Effectiveness of business strategy
- Ability to execute against business strategy
- Quality of products or services
- Focus on innovation
- Ability to attract and retain a skilled workforce
- Ability to plan for and manage risk
- Financial fundamentals
- Effectiveness of customer engagement
- Other

Revenue Growth

20. How important are the following strategies to position your company for growth?

(1 = Not Important 2 = Somewhat Important 3 = Very Important 4 = Critical to Success N/A = Not Applicable)

Acquire new customers	1	2	3	4	N/A
Retain and grow existing customer base	1	2	3	4	N/A
Enter new domestic markets	1	2	3	4	N/A
Enter new international markets	1	2	3	4	N/A
Grow through acquisition/forming joint ventures or strategic alliances	1	2	3	4	N/A
Better leverage income-generating assets (e.g. intellectual capital)	1	2	3	4	N/A
Focus on new product or service innovation	1	2	3	4	N/A
Strengthen pricing strategies	1	2	3	4	N/A
Reduce prices to gain market share	1	2	3	4	N/A

Information Technology and Innovation

27. Rank the effectiveness of the following regarding the management reporting information available to your decision makers.

	Poor	Fair	Good	Excellent	N/A
Timeliness of needed information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliability/quality of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevance and accuracy of available reports/dashboards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Depth and breadth of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to leverage information between departments, locations, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of predictive data to provide insights into the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Which investment in technology is your company likely to make in the next 12 months? (Select up to three)

- Cloud computing/software as a service
- Enterprise application suites
- Data analytics/business intelligence
- CRM
- Robotics
- Automation of business processes
- Additive manufacturing/3D Printing
- Other _____
- Don't know/not sure

29. How would you describe your organization's level of maturity with regard to the following?

	Not implemented	Piloting	Early implementation stage	Used in certain departments	Used broadly, but unsure of ROI	Delivering value throughout the organization
Analytics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cloud infrastructure/ applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Is your company's senior leadership actively engaged on social media for business purposes?

- Yes
- No

31. What is your company's current "spend" on technology?

- We do not currently have a separate, identifiable spend
- Our spend is negligible (< 1% of revenue)
- We spend between 1-5% of revenue on technology
- Our spend is above 5% of revenue
- Don't know/Not sure

32. Which of the following technology-related trends do you think will have the most significant impact on your business in the next 12 months? (Select up to three)

- Social business
- Mobility
- Analytics
- Cloud infrastructure
- Cloud applications
- Information security (cyber intelligence)
- Big data
- 3D printing (additive manufacturing)
- Wearable technologies
- Internet of Things (IoT)
- Other
- None – I don't believe any technology-related trends will significantly impact my company

33. What do you believe to be the main barriers or constraints on innovation within a business setting? (Select up to three)

- Attitudes/outlook of senior management e.g., not willing to take risks or accept/learn from failure
- Channels of communication – flow of information and ideas between all levels of employees
- Complacency e.g., relying on existing products and services, sticking to old ways of working
- Employees' skills/level of education
- External factors e.g., competitor threat, economic conditions, regulation
- Financial barriers e.g., lack of investment in research and development (R&D)
- Lack of employee diversity e.g., everyone of similar age, gender or ethnic background
- Lack of formal innovation processes or practices e.g., using internal or external competitions to stimulate new ideas
- Lack of teamwork/rewarding individuals not teams
- No eye on the future/do not monitor significant changes in sector
- Organizational structure
- People's contribution to innovation is not incentivized or considered in performance reviews
- Poor staff attitudes e.g., laziness, lack of respect for others
- Pressures of deadlines, no time to think
- Too inward looking: not seeking alliances with other businesses, universities

Human Resources

34. Please rank the three people management issues that are most critical to your organization's success.

[Place a 1, 2, or 3 next to each of your top choices (1 = Top; 2 = Second; 3 = Third)]

- | | |
|--|---|
| <input type="checkbox"/> Leadership development | <input type="checkbox"/> Compensation, benefits, and pension planning and management |
| <input type="checkbox"/> Talent management | <input type="checkbox"/> Improving operational efficiency of HR through process and technology improvements |
| <input type="checkbox"/> Creating a high-performance culture | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Training/development | |

35. Please indicate the level of difficulty in finding qualified candidates when hiring:

- | | |
|--|-------------------------------------|
| <input type="radio"/> Very difficult | <input type="radio"/> Somewhat easy |
| <input type="radio"/> Somewhat difficult | <input type="radio"/> Very easy |

36. What solutions are being employed at your organization to address skills shortages and/or supplement your workforce? (Select two)

- | | |
|---|---|
| <input type="radio"/> In-house training | <input type="radio"/> Targeting underemployed cohorts (e.g., veterans, employees with disabilities) |
| <input type="radio"/> Virtual workforce | <input type="radio"/> Part-time employment |
| <input type="radio"/> Global hiring | <input type="radio"/> Other (please specify) |
| <input type="radio"/> Partnerships with post-secondary institutions | |

37. How much does your company spend annually on leadership development?

- Less than \$20,000
- \$20,000 – \$50,000
- \$50,000 – \$100,000
- \$100,000 – \$200,000
- More than \$200,000

38. Rate the quality of your executive level depth and your effectiveness in leadership succession planning:

- | | | | |
|----------------------------|----------------------------|----------------------------|---------------------------------|
| <input type="radio"/> Poor | <input type="radio"/> Fair | <input type="radio"/> Good | <input type="radio"/> Excellent |
|----------------------------|----------------------------|----------------------------|---------------------------------|

39. At what point do you foresee a change in executive management?

- | | |
|--------------------------------------|--------------------------------|
| <input type="radio"/> Within 5 years | <input type="radio"/> 15 years |
| <input type="radio"/> 10 years | <input type="radio"/> Unsure |

Expectations (company strengths/ownership concerns)

40. When your company prepares a strategic business assessment, do you analyze the following? (Select all that apply)

- | | |
|--------------------------------------|---|
| <input type="radio"/> Competitors | <input type="radio"/> Leadership and succession |
| <input type="radio"/> Customers | <input type="radio"/> It has been more than two years since we prepared a strategy assessment |
| <input type="radio"/> Capital needs | <input type="radio"/> We do not prepare strategic assessments |
| <input type="radio"/> Markets served | |

41. How important are the following concerns to the principal owners of your company?

(1 = Not Important 2 = Somewhat Important 3 = Very Important 4 = Critical to Success N/A = Not Applicable)

Corporate structure/governance	1	2	3	4	N/A
Enterprise risk management	1	2	3	4	N/A
Effectiveness of internal controls over financial reporting	1	2	3	4	N/A
Company/stock valuation	1	2	3	4	N/A
Management succession planning	1	2	3	4	N/A
Exit strategy/ownership transition	1	2	3	4	N/A
Estate planning/wealth management	1	2	3	4	N/A
Charitable giving/civic volunteer work	1	2	3	4	N/A
Environmental and social responsibility/going green	1	2	3	4	N/A
Workforce diversity	1	2	3	4	N/A

42. Please answer the following questions regarding corporate governance.

	Yes	No	NA
We have a formal independent board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have an advisory board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Majority of board/advisory members are non-family and non-management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a family council to align family interests with corporate interest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We require ongoing board education sessions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have an internal audit department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. Indicate your level of confidence that your board and its committees are providing sufficient oversight of the following.

	Strongly confident	Somewhat confident	Not very confident	Not at all confident	Not a board priority
Auditing process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial reporting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ethics/Tone at the top	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Risk management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investment strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Succession planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talent development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Operations/ performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. How much are your company's board members compensated per quarter/meeting?

- Less than \$1,000
- \$1,000 – \$2,500
- \$2,500 – \$5,000
- More than \$5,000
- We do not compensate board members
- We do not have a board

45. In considering your company's future, which option is most likely?

- Initial Public Offering (IPO)
- Sell to strategic buyer/private equity investor
- Management buyout
- ESOP
- Pass to family member(s)
- Other _____

46. What do you foresee as the timing for the ownership change indicated above?

- Within 5 years
- 10 years
- 15 years
- Unsure

47. How prepared is your company to deal with each of the following reputation risk events?

	Not at all prepared	Not very prepared	Somewhat prepared	Very prepared
Loss of customer data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology failure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee misconduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental issue, such as pollution, waste, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitive attack	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product safety or service issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hazard or other catastrophe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Third-party/extended enterprise issue such as supplier non-compliance or ethical failure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compliance, legal or legislative issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negative customer comments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Local issues

48. How would you rate business conditions in the Cincinnati USA area?

Poor Fair Good Excellent

Comment(s): _____

49. What do you believe Cincinnati needs to do to attract new businesses and talent? What are our biggest challenges today?

50. Please provide any additional comments about your company, any of the issues covered in this survey, or topics to be considered for future surveys.

Thank you for completing this survey.

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