



## America's economic engine

Breaking the cycle

Appendix: full survey results  
February 2017

**Acknowledgment**

We would like to thank all survey respondents and interviewees for their time and the insights they shared for this report, *America's economic engine—Breaking the cycle*.

# About the survey

From November 28 to December 7, 2016, a Deloitte survey conducted by OnResearch, a market research firm, polled 525 executives at US mid-sized companies about their expectations, experiences, and plans for becoming more competitive in the current economic environment. Respondents were limited to executives at mid-market companies with annual revenues between \$50 million and \$1 billion.

Eighty-one percent of the companies represented were privately held; 19 percent were public. Of the private companies, 34 percent were family-owned and 33 percent were closely (non-family) held; 33 percent were private-equity or venture capital-backed or had other ownership structures.

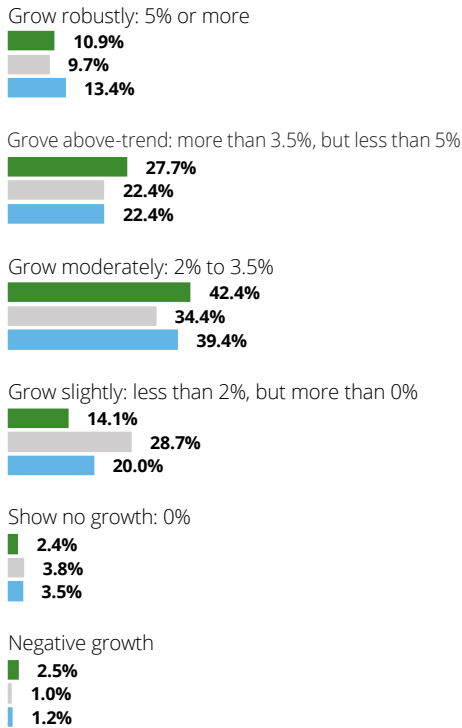
Half of the respondents were owners, board members, or C-suite executives; the remainder included vice presidents, department or business line heads, or managers. Industries were diverse: those with the largest representation were technology; media and communications; consumer and industrial products; life sciences and health care; financial services; and energy and resources.

The full survey results are included in a separate appendix; some percentages in the charts throughout this report may not add to 100 percent due to rounding, or for questions where survey participants had the option to choose multiple responses.

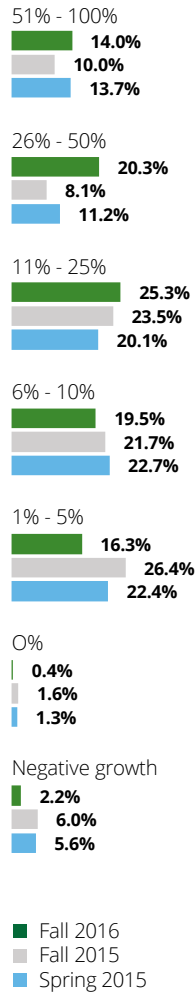
**The report based on these survey findings,  
America's economic engine—Breaking the cycle,  
can be found on our website at  
[www.deloitte.com/us/dges/breakingthecycle](http://www.deloitte.com/us/dges/breakingthecycle)**

# Performance and growth

## At what pace do you expect the US economy to grow over the next 12 months?



## What would you estimate your business' revenue growth to be over the next 12 months?



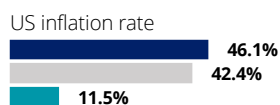
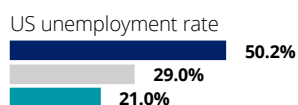
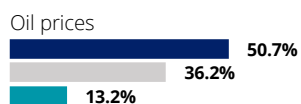
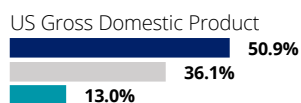
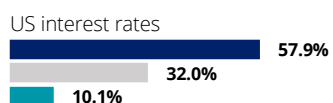
## What is your company's main growth strategy over the next 12 months? (Select only one.)



# Performance and growth (continued)

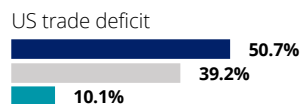
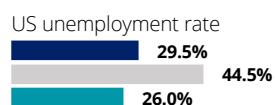
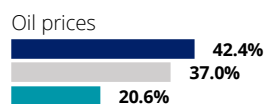
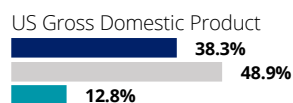
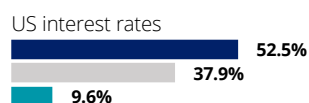
**What do you believe is the most likely outlook for the following over the next 12 months?**

## Fall 2016



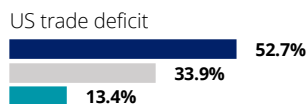
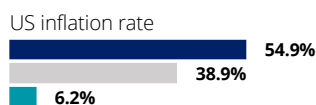
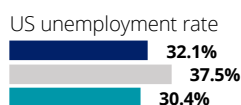
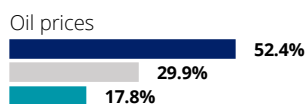
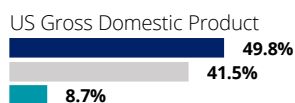
■ Higher  
■ No change  
■ Lower

## Fall 2015



■ Higher  
■ No change  
■ Lower

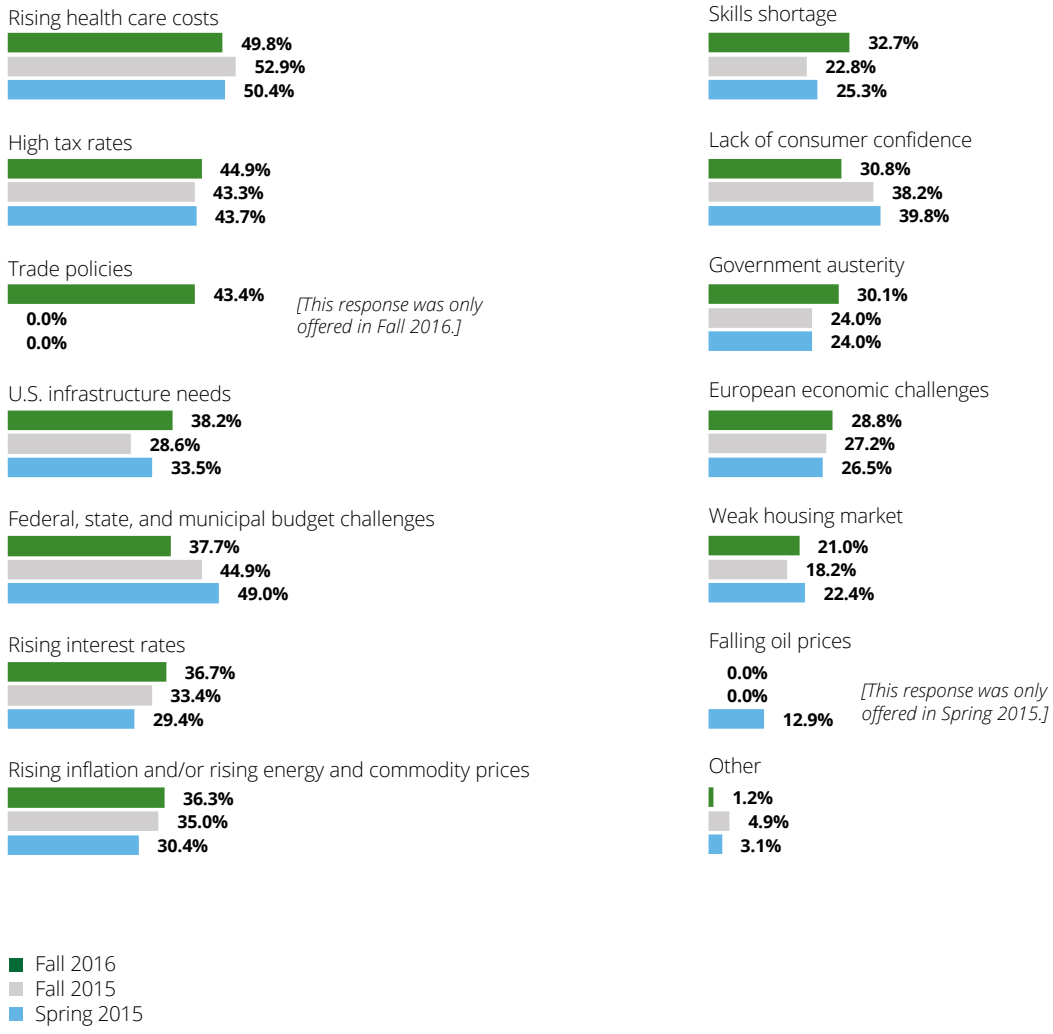
## Spring 2015



■ Higher  
■ No change  
■ Lower

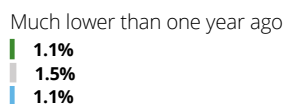
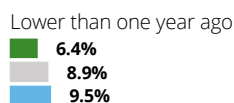
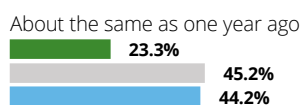
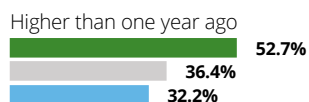
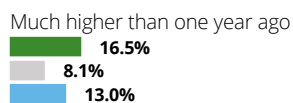
## Performance and growth (continued)

Which of the following issues present the greatest obstacles to US growth over the next 12 months? (Select all that apply.)



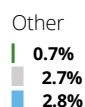
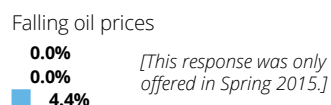
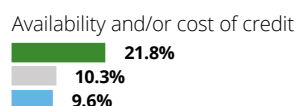
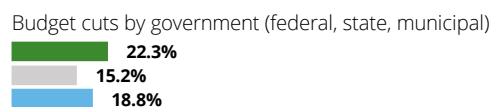
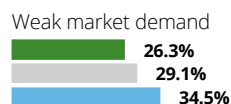
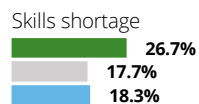
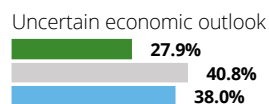
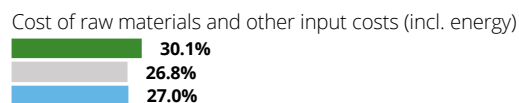
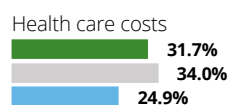
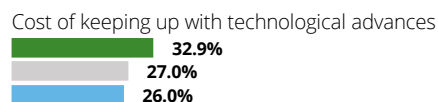
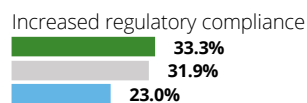
## Performance and growth (continued)

The level of uncertainty in terms of factors that drive future business prospects (e.g., taxes, regulations, credit availability, and the economic outlook) is:



■ Fall 2016  
■ Fall 2015  
■ Spring 2015

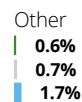
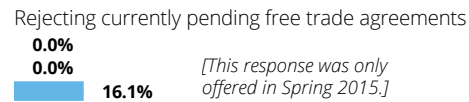
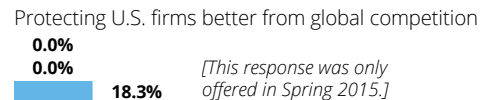
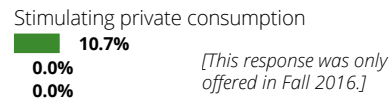
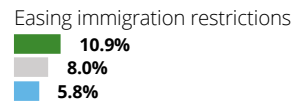
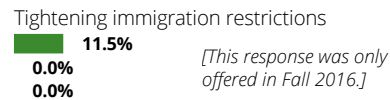
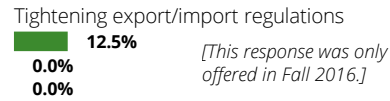
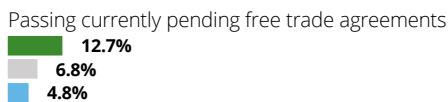
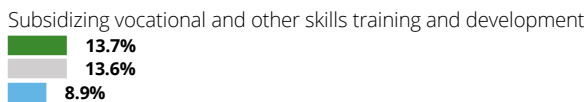
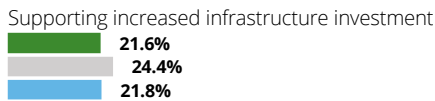
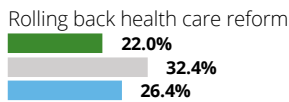
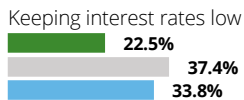
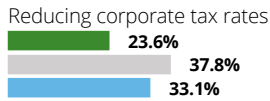
What are your company's main obstacles to growth? (Select up to three.)



■ Fall 2016  
■ Fall 2015  
■ Spring 2015

## Performance and growth (continued)

**Which of the following measures by the US government would most help US mid-sized businesses to grow in the next 12 months? (Select up to two.)**

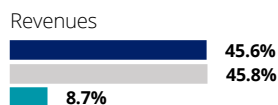
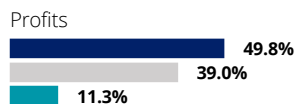
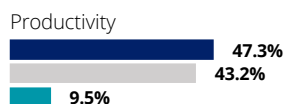
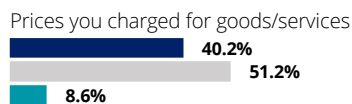
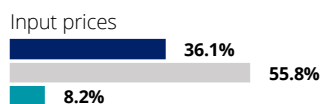
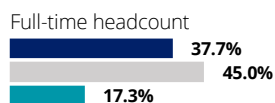
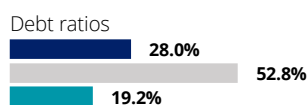
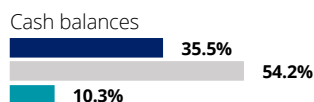
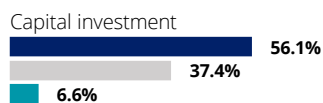


■ Fall 2016  
 ■ Fall 2015  
 ■ Spring 2015



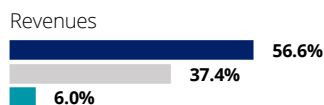
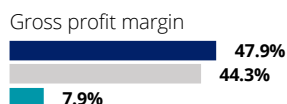
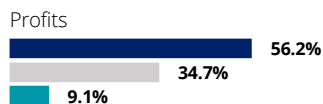
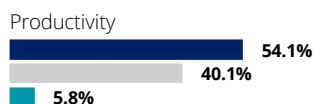
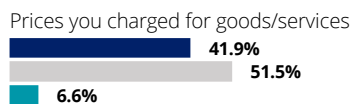
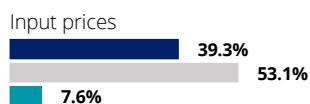
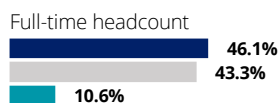
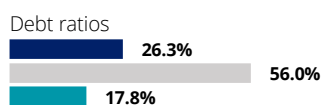
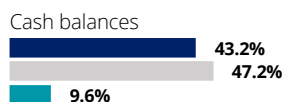
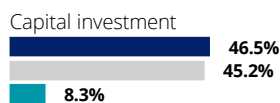
## Performance and growth (continued)

**Are the following key metrics of your business up, about the same, or down over the last 12 months?**



■ Up over the last 12 months  
■ About the same over the last 12 months  
■ Down over the last 12 months

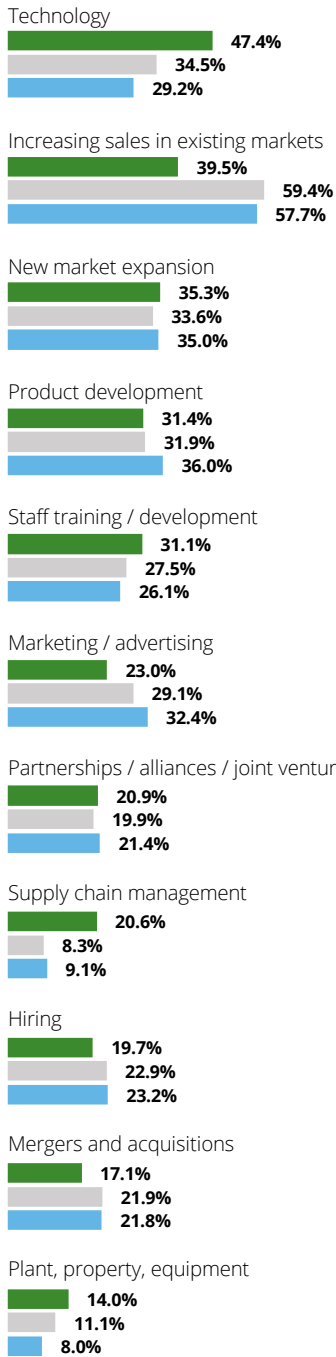
**Do you expect these same key metrics of your business to go up, stay the same, or go down over the next 12 months?**



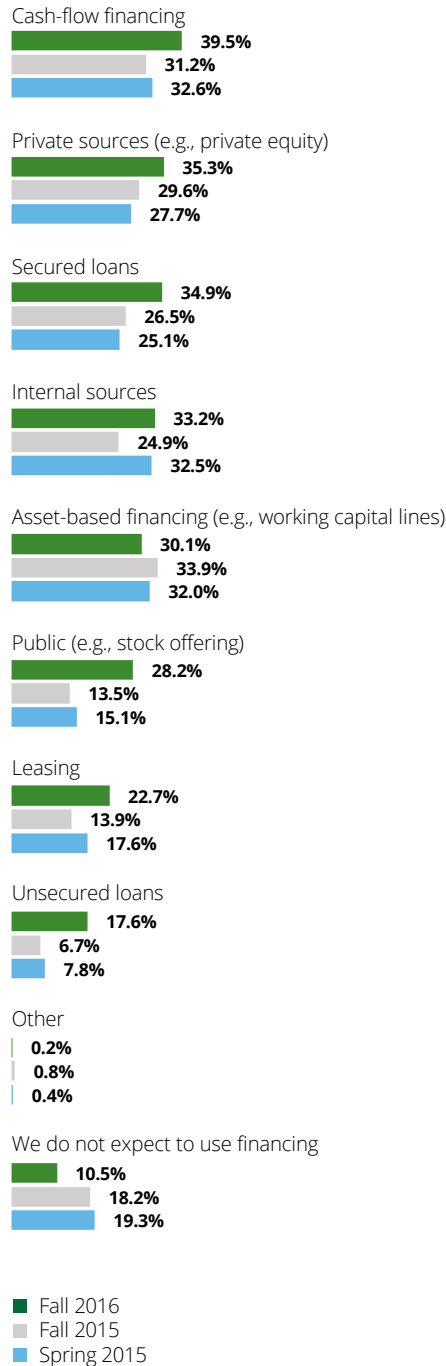
■ Up over the last 12 months  
■ About the same over the last 12 months  
■ Down over the last 12 months

# Performance and growth (continued)

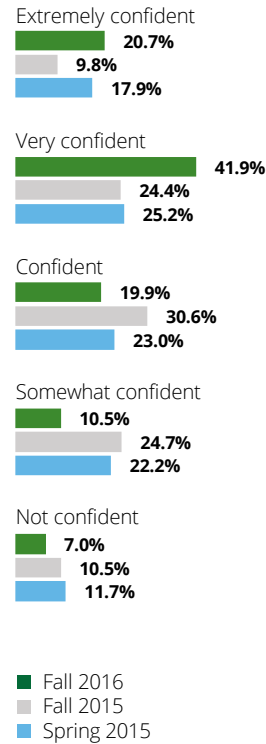
Rank in order of importance your management's top three strategic priorities for the next 12 months. [Top selection shown.]



What types of financing do you expect your company to pursue in the next year?



What is your level of confidence that the US economy will continue to improve over the next 24 months?

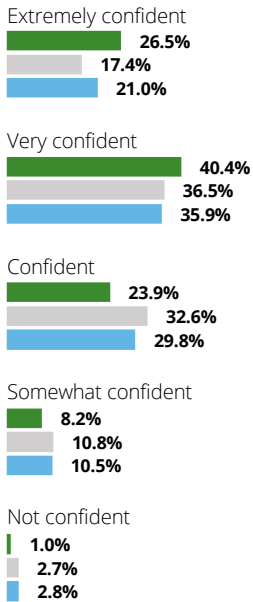


■ Fall 2016  
■ Fall 2015  
■ Spring 2015

■ Fall 2016  
■ Fall 2015  
■ Spring 2015

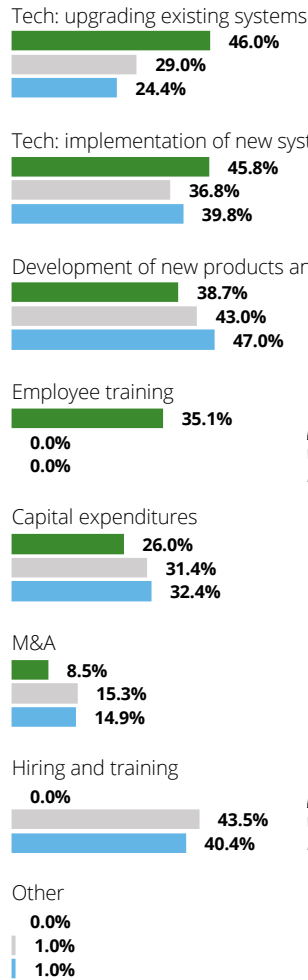
# Performance and growth (continued)

**What is your level of confidence in the success of your company over the next 24 months?**



■ Fall 2016  
■ Fall 2015  
■ Spring 2015

**What are your company's top two investment priorities in the next 12 months? (Select up to two.)**

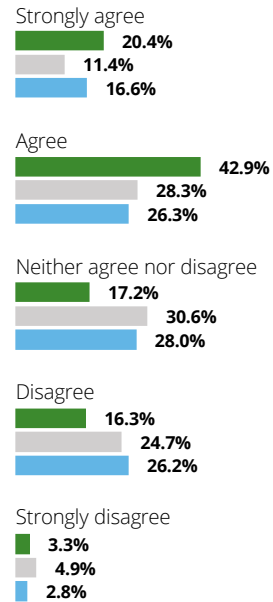


■ Fall 2016  
■ Fall 2015  
■ Spring 2015

*[This response was only offered in Fall 2016.]*

*[This response was not offered in Fall 2016.]*

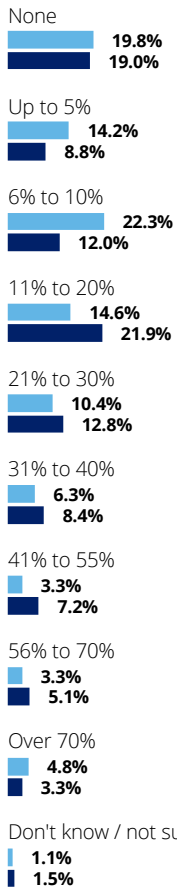
**Please indicate your level of agreement with this statement: "We are deferring major investments due to the uncertainty in the current business environment."**



■ Fall 2016  
■ Fall 2015  
■ Spring 2015

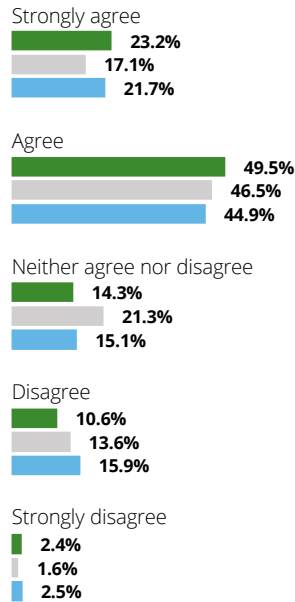
# Talent

Please specify the percentage of your workforce based outside the United States, now and in the next 12 months.



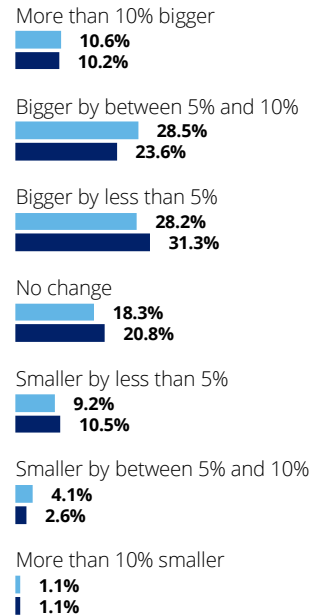
■ Now  
■ In the next 12 months

Please indicate your level of agreement with this statement: "It is difficult for us to find new employees with the skills and education to meet the needs of our business."



■ Fall 2016  
■ Fall 2015  
■ Spring 2015

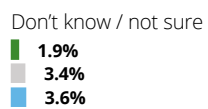
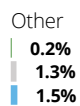
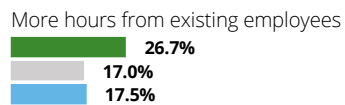
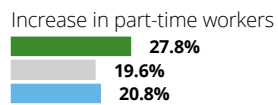
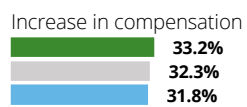
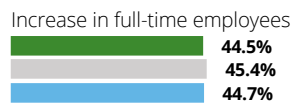
How has the size of your full-time domestic workforce changed over the last 12 months, and what do you expect in the next 12 months?



■ In the last 12 months  
■ In the next 12 months

## Talent (continued)

**Which investment(s) in talent is your company most likely to make in the next 12 months? (Select up to two.)**



# Technology

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

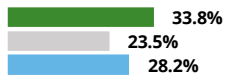
### Cloud computing/Software as a Service



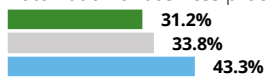
### Data analytics/business intelligence



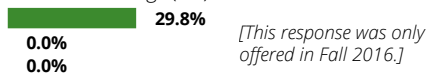
### CRM



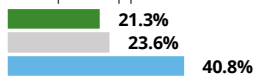
### Automation of business processes



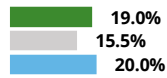
### Internet of Things (IoT)



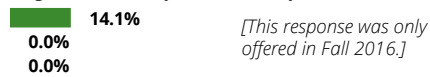
### Enterprise application suites



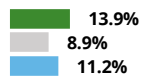
### Robotics



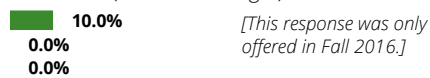
### Augmented reality/Virtual reality



### Additive manufacturing (3D printing)



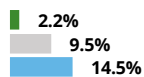
### Blockchain (distributed ledger)



### Other



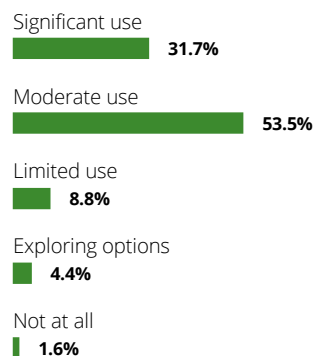
### Don't know



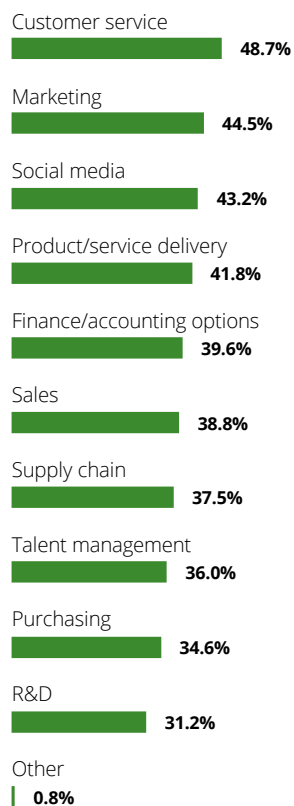
■ Fall 2016  
■ Fall 2015  
■ Spring 2015

## Technology (continued)

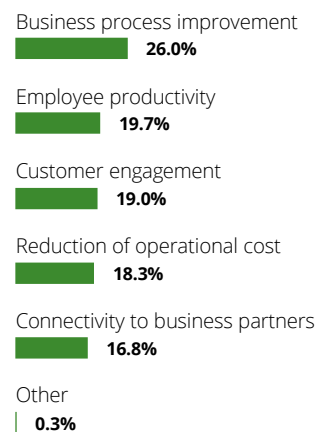
**To what level is your company using emerging digital technologies to transform your organization?**



**In which operational areas is your company using digital technologies? (Select all that apply.)**



**Where is your company seeing the greatest value in its digital technology investment? (Select one.)**



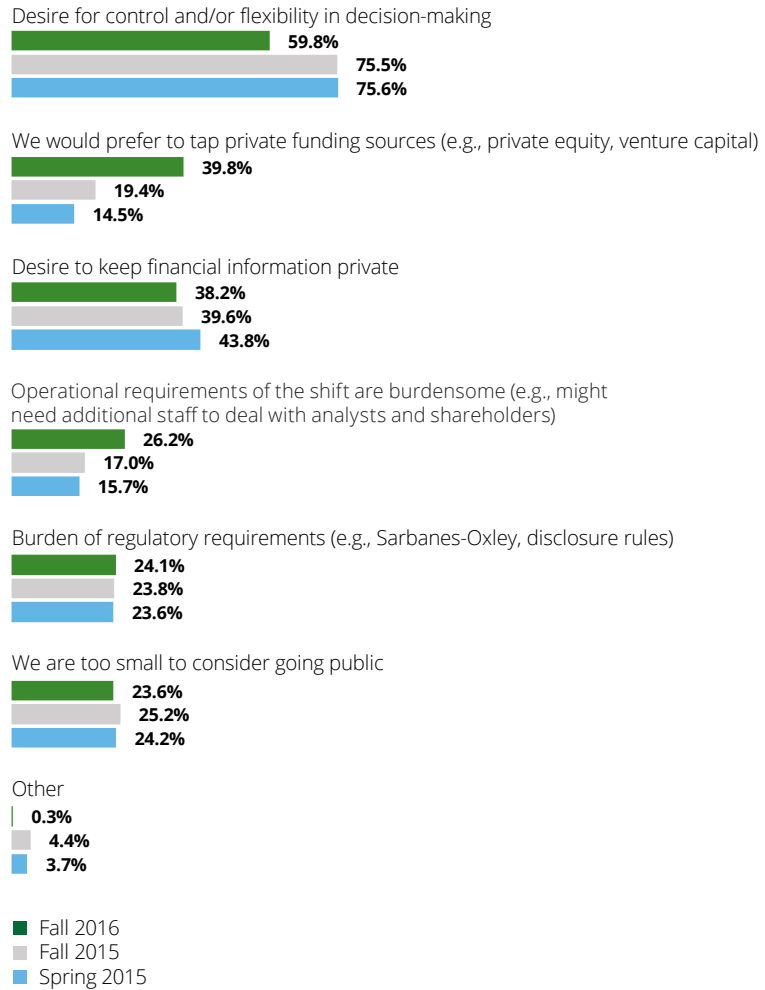
# Public vs. private

Which of the following best describes your company's ownership status?



- Privately held, and unlikely to go public within the next 12 months: 45.1%
- Privately held, but likely to go public within the next 12 months: 27.9%
- Privately held, but likely to go public sometime after the next 12 months: 11.1%
- Public, but held by a small number of owners: 7.3%
- Public and broadly held: 8.6%

What factors influence your company's decision to remain private for now? (Select all that apply.)



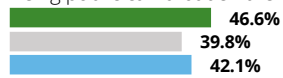
- Fall 2016
- Fall 2015
- Spring 2015



## Public vs. private (continued)

**What factors influence your company's decision to be or go public?  
(Select all that apply.)**

Being public can broaden the exposure of our brand and products



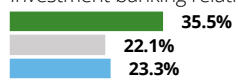
Cost-effectiveness of equity capital



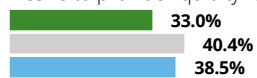
Need capital to fuel growth



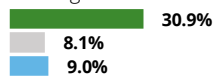
Investment banking relationship



Desire to provide liquidity for owners



Looking to cash out



Other



■ Fall 2016  
■ Fall 2015  
■ Spring 2015

## Public vs. private (continued)

In the past 12 months, have you completed any mergers or acquisitions?

Fall 2016



■ Yes: 40.8%  
■ No: 59.2%

Fall 2015



■ Yes: 27.8%  
■ No: 72.2%

Spring 2015



■ Yes: 31.6%  
■ No: 68.4%

How many?

Fall 2016



■ One: 30.1%  
■ Two: 31.9%  
■ Three: 24.9%  
■ More than three: 13.2%

Fall 2015



■ One: 34.8%  
■ Two: 29.7%  
■ Three: 20.9%  
■ More than three: 14.6%

Spring 2015

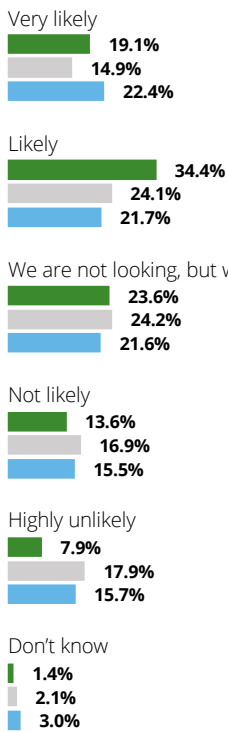


■ One: 24.9%  
■ Two: 31.6%  
■ Three: 28.9%  
■ More than three: 14.5%

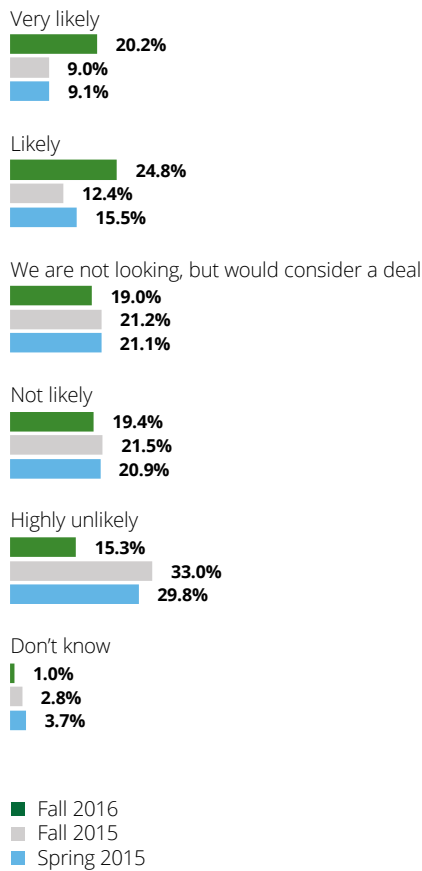
## Public vs. private (continued)

**How likely is it that your company will participate in a merger or acquisition in the next 12 months...**

*... as an acquirer?*



*... as a merger target?*

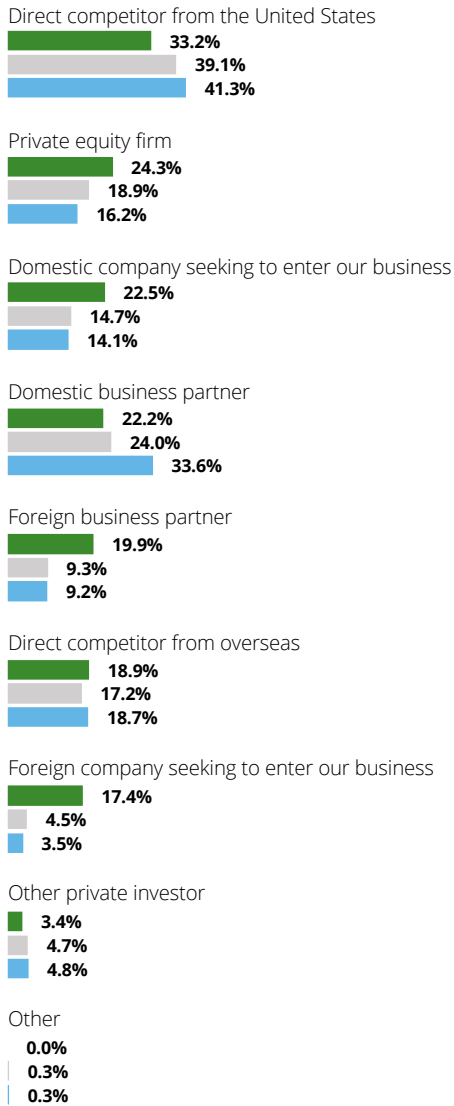


■ Fall 2016  
■ Fall 2015  
■ Spring 2015

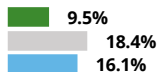
■ Fall 2016  
■ Fall 2015  
■ Spring 2015

## Public vs. private (continued)

**If you participate in a merger or acquisition, which of the following entities is most likely to be the counter-party? (Select up to two.)**

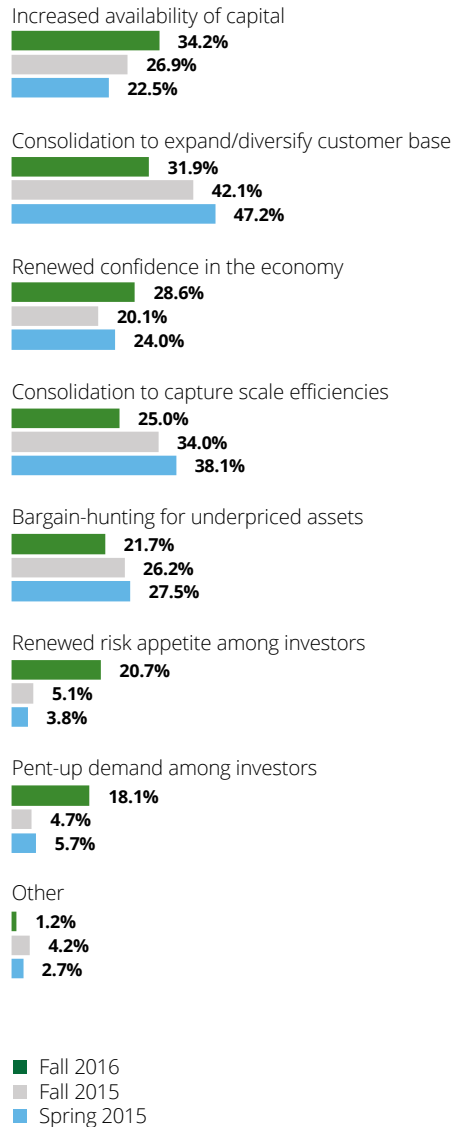


**We do not expect to be involved in a merger**



■ Fall 2016  
■ Fall 2015  
■ Spring 2015

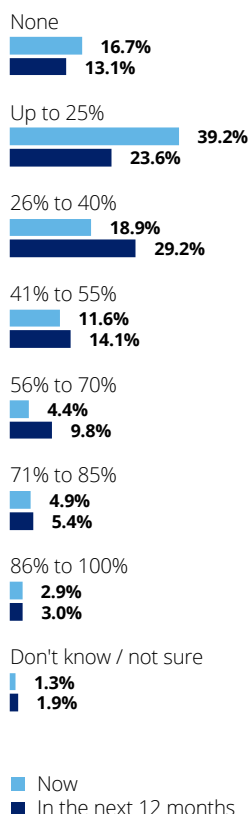
**What will be the main drivers of merger activity in your company's industry over the next 12 months? (Select up to two.)**



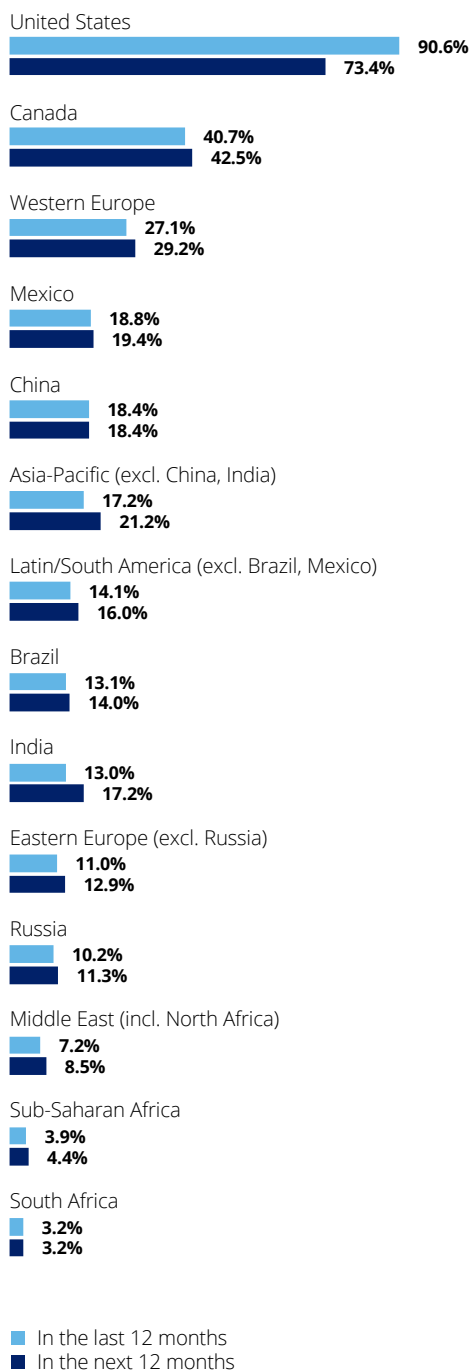
■ Fall 2016  
■ Fall 2015  
■ Spring 2015

# Global and emerging markets

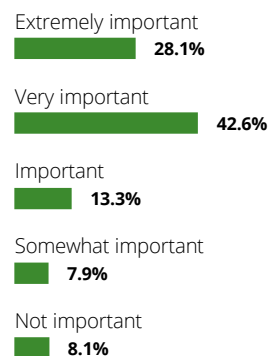
Please specify the proportion of your revenues that come from outside the United States, now and in the next 12 months.



Please specify which geographic markets were the top contributors to your company's growth over the last 12 months, and which will be in the next 12 months.

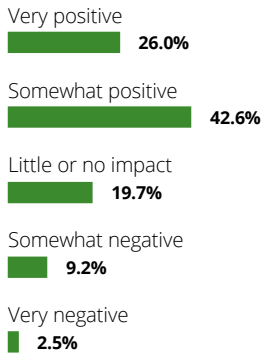


How important is global trade to your supply chain?

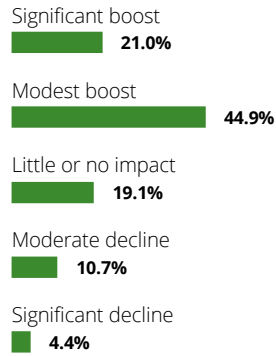


# The US election

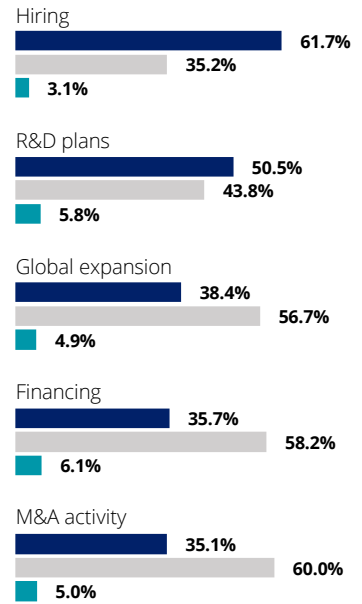
**What impact do you believe the US election results will have on your company's operations?**



**What impact do you believe the US election results will have on the US economy?**



**Will your company change strategic direction in any of the following areas as a result of the US election?**



**Did your company defer any strategic plans pending the outcome of the recent US election?**



■ Yes: 38.8%  
■ No: 61.2%

**Is your company now prepared to implement any plans you deferred?**

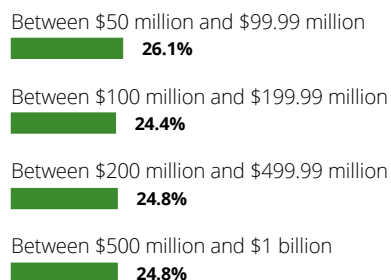


■ Yes: 79.1%  
■ No: 20.9%

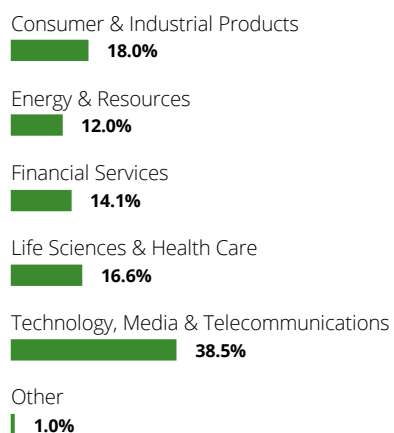
■ Yes - increase focus  
■ No change  
■ Yes - decrease focus

## Survey respondent demographics

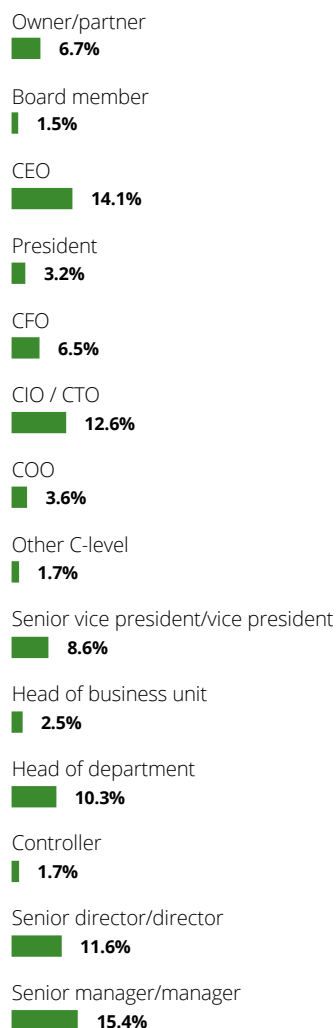
### What was your company's 2015 annual revenue in US dollars?



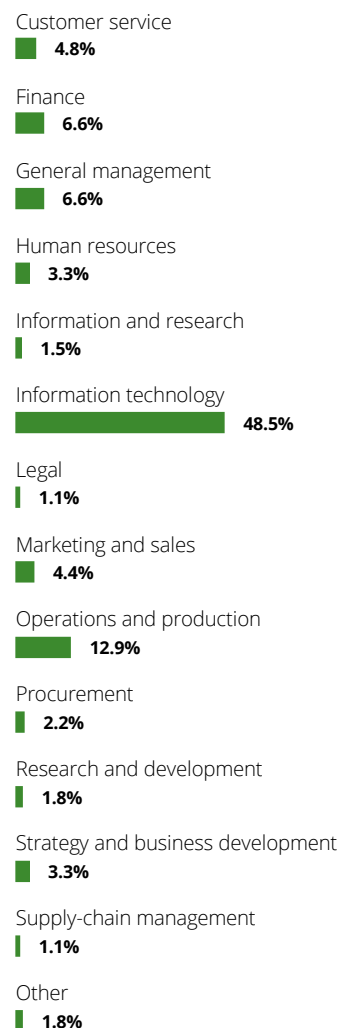
### In which sector does your company operate?



### Which of the following best describes your title?

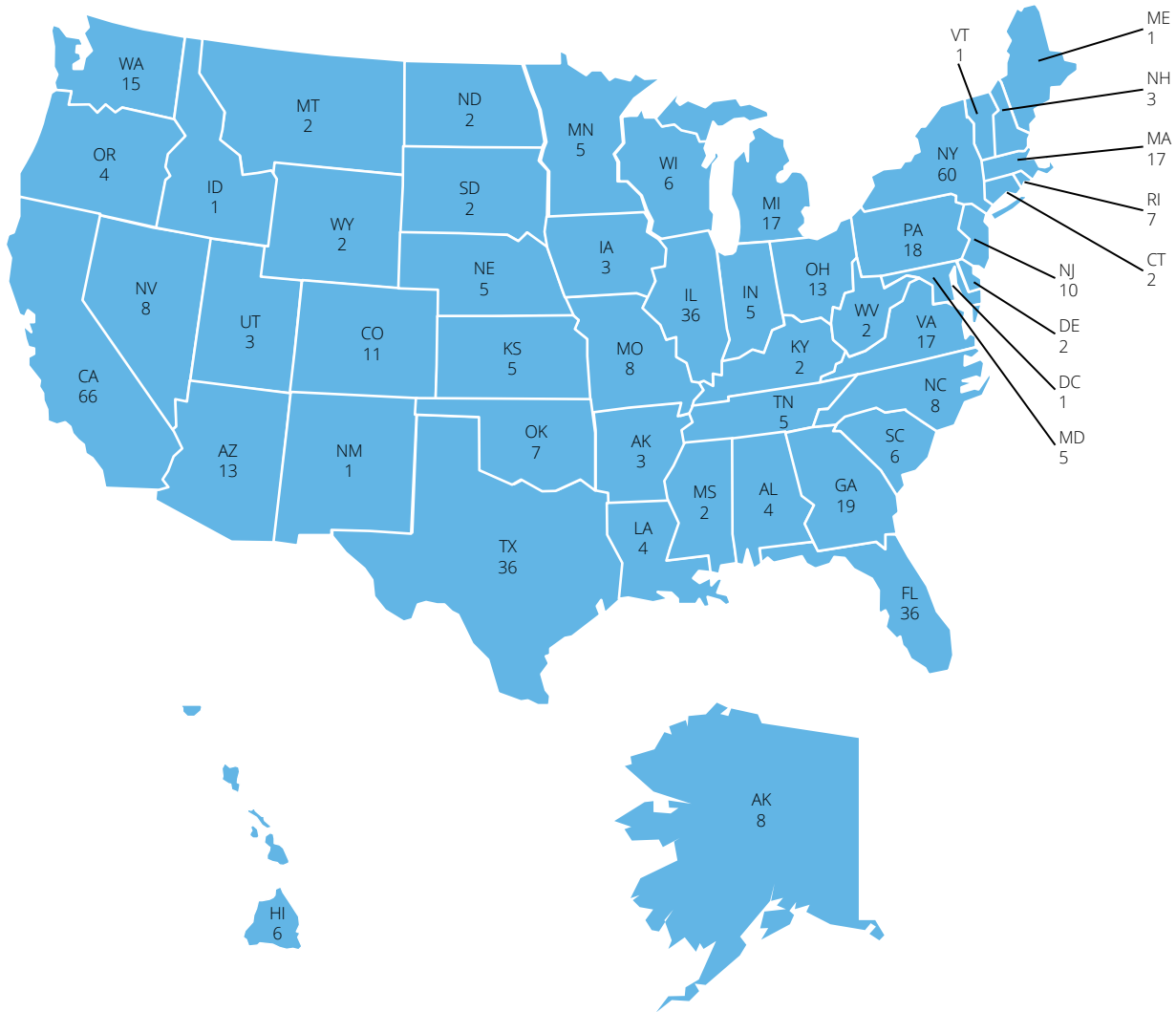


### What is your main functional role?



## Survey respondent demographics (continued)

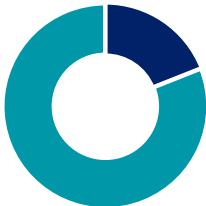
**In which state is your company's headquarters located?  
(Number of respondents shown.)**





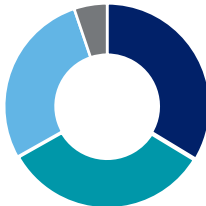
# Survey respondent demographics

Is your company public or private?



Public: 19.0%  
Private: 81.0%

If private, which category best describes your company?



Family-owned: 33.7%  
Closely held (excluding family-owned): 33.2%  
Private equity owned: 28.0%  
Venture capital backed: 5.2%

### **Perspectives**

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