



# Appendix: full survey results

America's economic engine: Opening the throttle





### **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: Opening the throttle*.

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# Opening the throttle

## About the survey

From October 6 to October 17, 2014, a Deloitte survey conducted by OnResearch, a market research firm, polled 504 executives at U.S. 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 percent of the companies represented were privately held; only 20 percent were public. Of the private companies, 35 percent were family-owned and 28 percent were closely (non-family) held; 37 percent were private-equity or VC-backed or had other ownership structures.

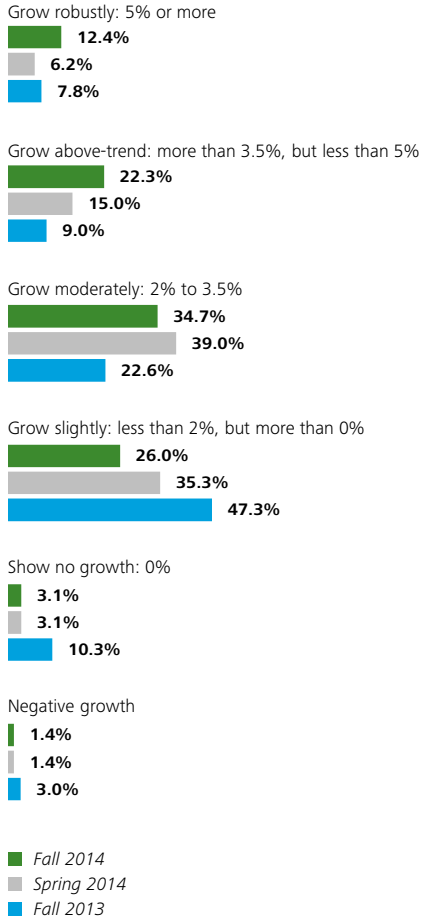
Nearly half of the respondents were owners, board members, or C-suite executives; the remainder included vice-presidents, department or business line heads, or managers. Industries were diverse: those with the largest representation were consumer and industrial products; technology, media and telecommunications;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

Some percentages in the charts in this document may not add to 100 percent due to rounding, or for questions where survey participants had the option to choose multiple responses.

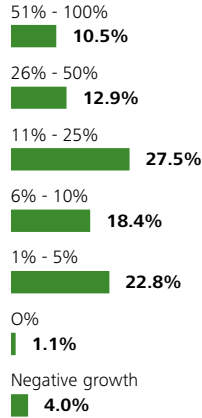
The report based on these survey findings,  
*America's economic engine: Opening the throttle*,  
can be found on our website at  
[www.deloitte.com/us/dges/openingthethrottle](http://www.deloitte.com/us/dges/openingthethrottle)

# Performance and growth

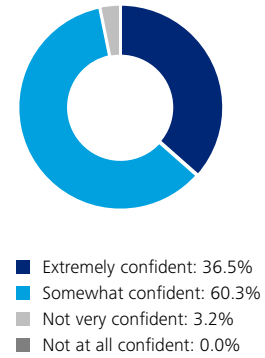
At what pace do you expect the U.S. economy to grow over the *next* 12 months?



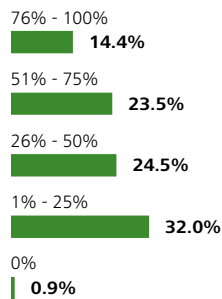
What would you estimate your business' revenue growth to be over the *next* 12 months?



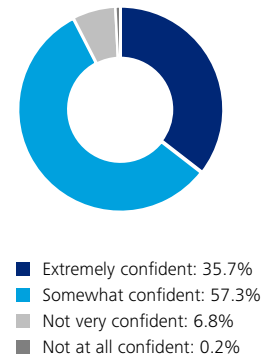
How confident are you in the estimate you provided?



How would you rank your company's projected revenue growth over the next 12 months relative to the performance of your peers? For example, better than x% of companies your size.



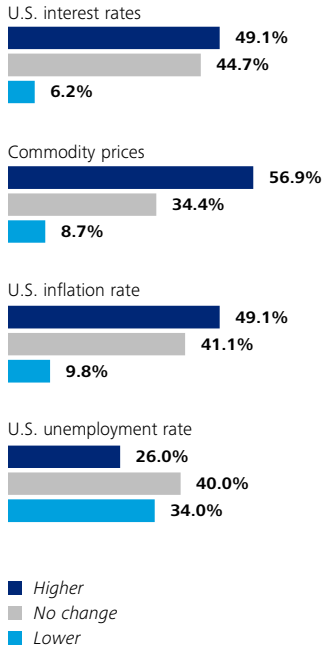
How confident are you in the estimate you provided?



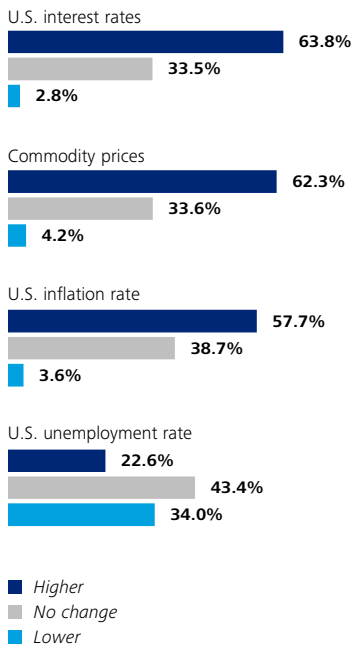
# Performance and growth (continued)

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

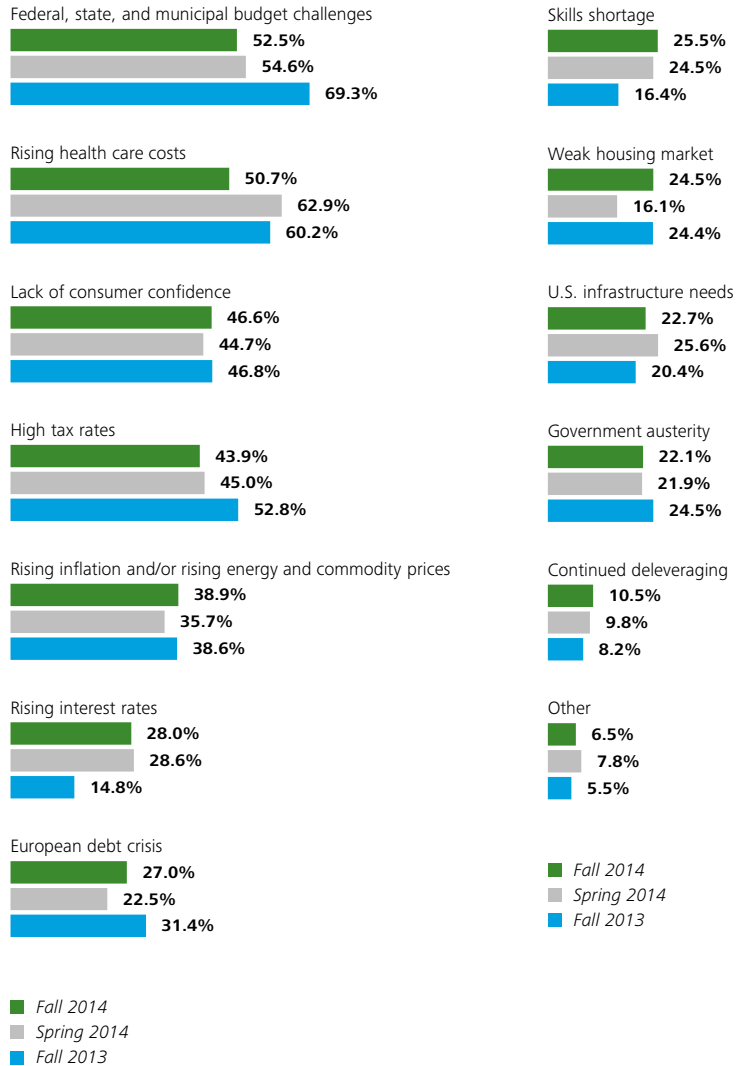
Fall 2014



Spring 2014

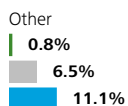
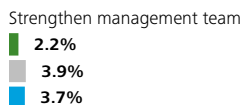
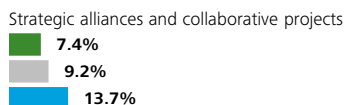
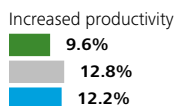
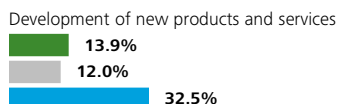
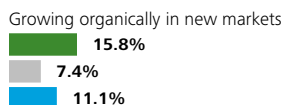
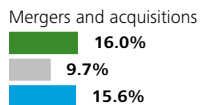
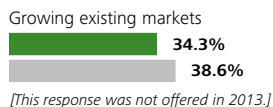


Which of the following issues present the greatest obstacles to U.S. growth over the next 12 months? (Please select all that apply.)



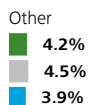
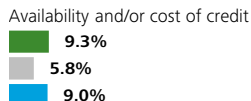
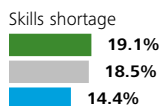
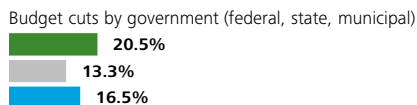
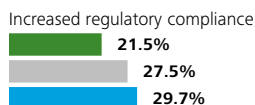
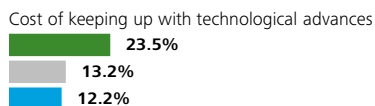
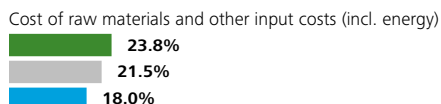
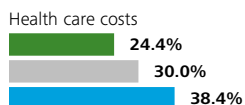
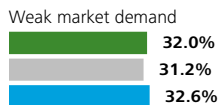
# Performance and growth (continued)

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



■ Fall 2014  
■ Spring 2014  
■ Fall 2013

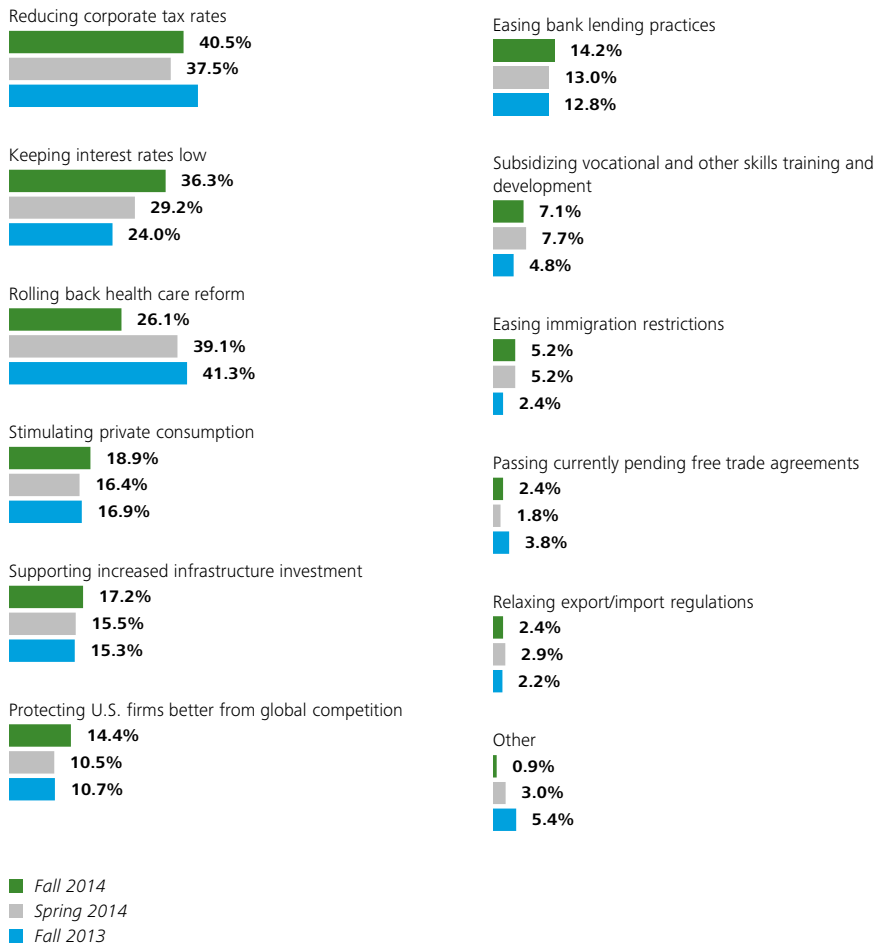
What are your company's main obstacles to growth? (Please choose up to three.)



■ Fall 2014  
■ Spring 2014  
■ Fall 2013

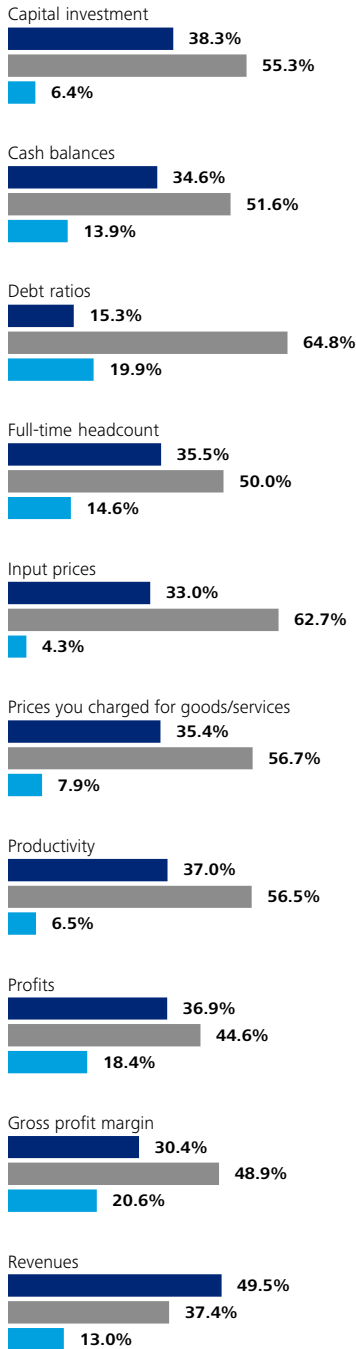
# Performance and growth (continued)

Which of the following measures by the U.S. government would most help U.S. mid-sized businesses to grow in the next year? (Please choose up to two.)



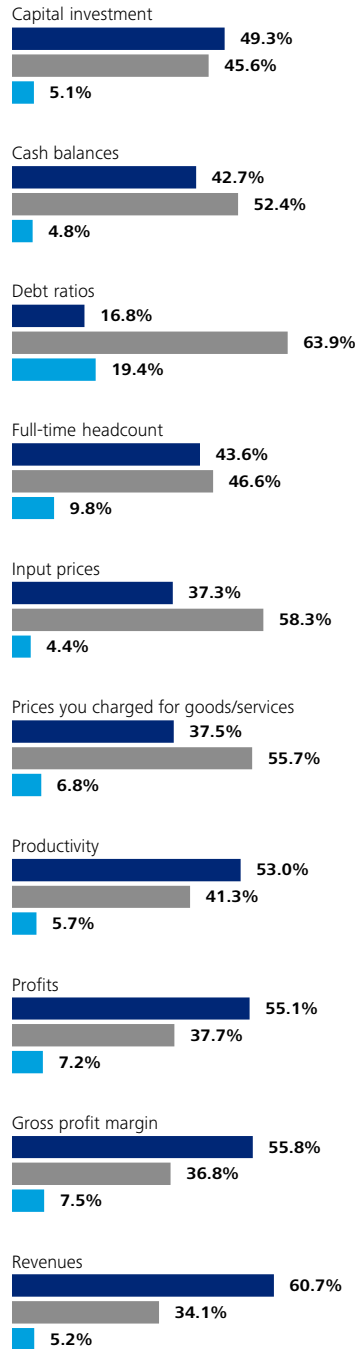
# Performance and growth (continued)

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



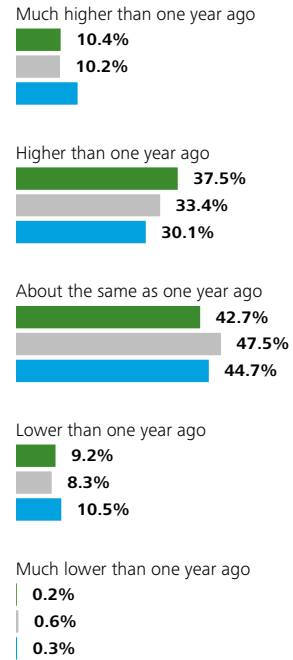
■ Up over the last 12 months  
■ About the same over the last 12 months  
■ Down over the last 12 months

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 next 12 months  
■ About the same over the next 12 months  
■ Down over the next 12 months

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

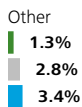
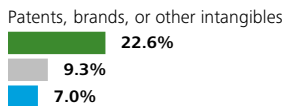
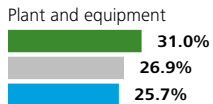
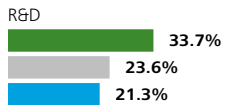


■ Fall 2014  
■ Spring 2014  
■ Fall 2013



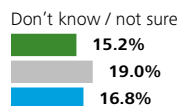
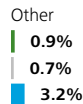
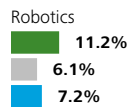
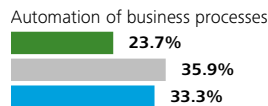
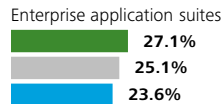
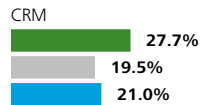
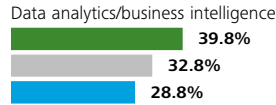
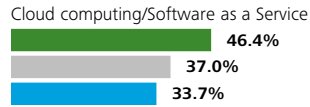
# Performance and growth (continued)

Which investments offer the greatest potential for increasing productivity at your company? Please select all that apply.



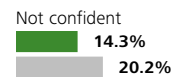
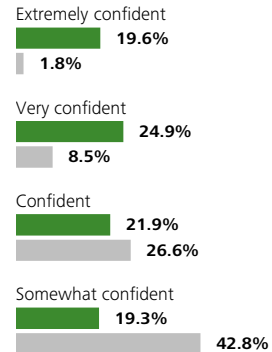
■ Fall 2014  
■ Spring 2014  
■ Fall 2013

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



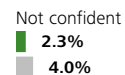
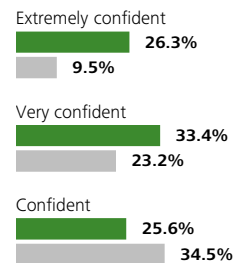
■ Fall 2014  
■ Spring 2014  
■ Fall 2013

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



■ Fall 2014  
■ Spring 2014

What is your level of confidence in the success of your company (based on revenue, profitability, and growth) over the next 24 months?

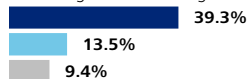


■ Fall 2014  
■ Spring 2014

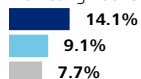
# Performance and growth (continued)

Please rank (in order of importance) your top three priorities for the *next* 12 months in terms of business strategies.

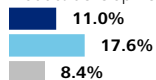
Increasing sales in existing markets



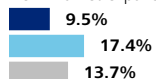
Marketing / advertising



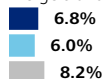
Product development



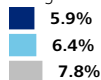
New market expansion



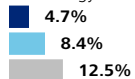
Mergers and acquisitions



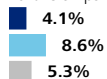
Hiring



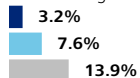
Technology



Partnerships / alliances / joint ventures



Staff training / development



Plant, property, equipment



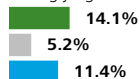
Supply chain management



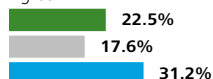
■ Top  
■ Second  
■ Third

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

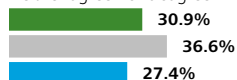
Strongly agree



Agree



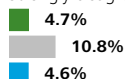
Neither agree nor disagree



Disagree



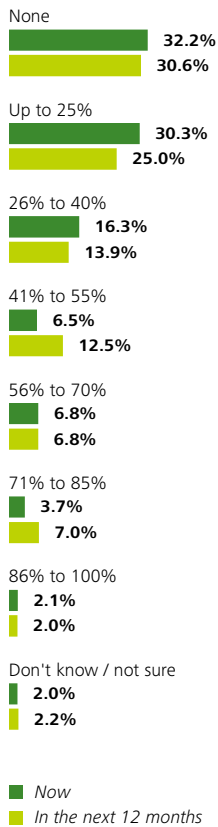
Strongly disagree



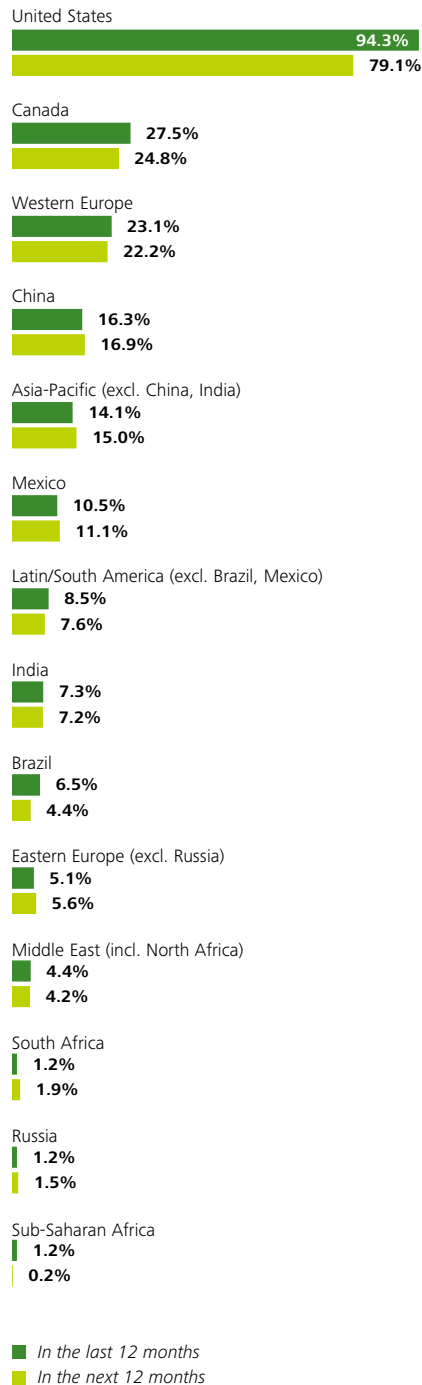
■ Fall 2014  
■ Spring 2014  
■ Fall 2013

# 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.



# Mergers and acquisitions

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



■ Yes: 30.6%  
■ No: 69.4%



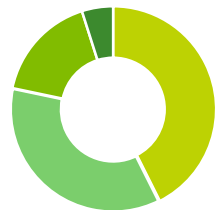
How many?

Fall 2014



■ One: 26.6%  
■ Two: 36.0%  
■ Three: 25.7%  
■ More than three: 11.7%

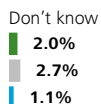
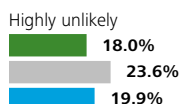
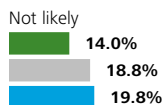
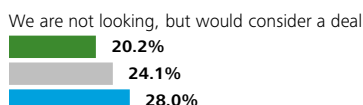
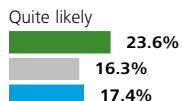
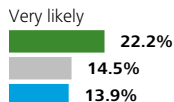
Spring 2014



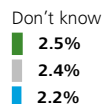
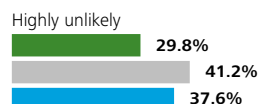
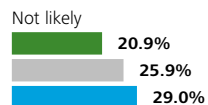
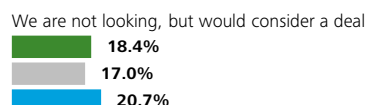
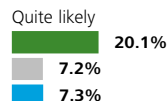
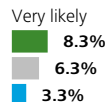
■ One: 42.6%  
■ Two: 35.7%  
■ Three: 16.8%  
■ More than three: 4.9%

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?



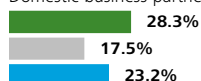
# Mergers and acquisitions (continued)

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

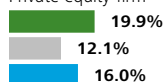
Direct competitor from the United States



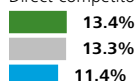
Domestic business partner



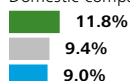
Private equity firm



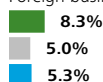
Direct competitor from overseas



Domestic company seeking to enter our business



Foreign business partner



Foreign company seeking to enter our business



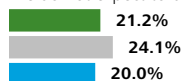
Other private investor



Other



We do not expect to be involved in a merger



■ Fall 2014  
■ Spring 2014  
■ Fall 2013

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

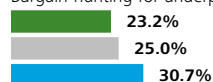
Consolidation to expand/diversify customer base



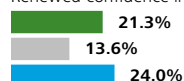
Consolidation to capture scale efficiencies



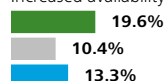
Bargain-hunting for underpriced assets



Renewed confidence in the economy



Increased availability of capital



Pent-up demand among investors



Renewed risk appetite among investors



Other



■ Fall 2014  
■ Spring 2014  
■ Fall 2013

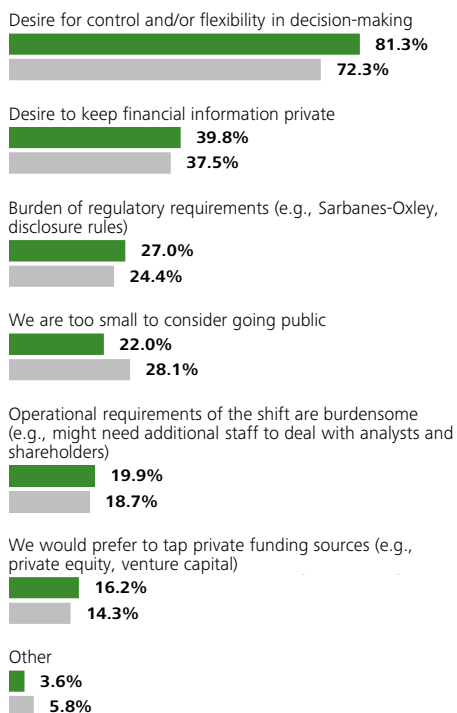
# Public vs. private

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



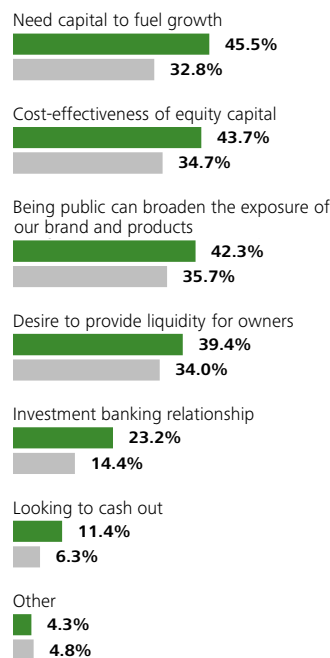
- Privately held, and unlikely to go public within the next 12 months: 54.1%
- Privately held, but likely to go public within the next 12 months: 18.2%
- Privately held, but likely to go public sometime after the next 12 months: 8.0%
- Public, but held by a small number of owners: 7.7%
- Public and broadly held: 12.0%

What factors influence your company's decision to remain private for now? Please select all that apply.



- Fall 2014
- Spring 2014

What factors influence your company's decision to be or go public? Please select all that apply.

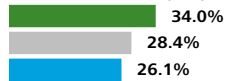


- Fall 2014
- Spring 2014

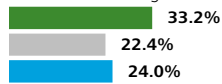
# Financing

**What types of financing do you expect your company to pursue in the next year? (Please select all that apply.)**

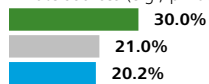
Asset-based financing (e.g., working capital lines)



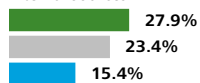
Cash-flow financing



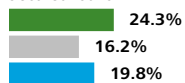
Private sources (e.g., private equity)



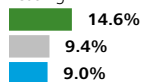
Internal sources



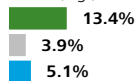
Secured loans



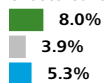
Leasing



Public (e.g., stock offering)



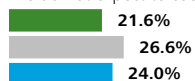
Unsecured loans



Other



We do not expect to use financing



# Regulatory compliance

For each of the following, please indicate how the costs of regulatory compliance will change for your company in the *next* 12 months.

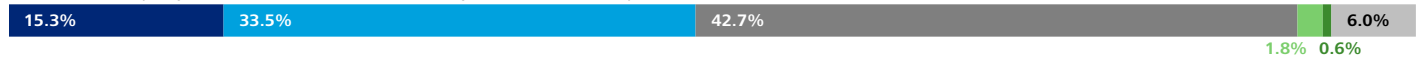
Affordable Care Act (health care reform)



Economic (e.g., pricing regulations, quotas, tariffs, foreign-import limits)



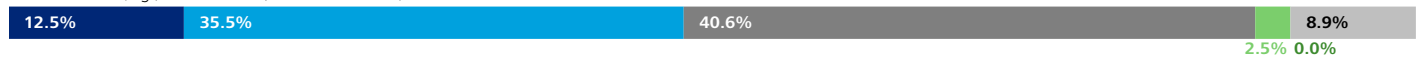
Homeland Security (e.g., 'Know Your Customer' rules, background checks, security)



Occupational Health & Safety (e.g., workplace regulations)



Environmental (e.g., Clean Air Act, Clean Water Act)



Tax Compliance (e.g., record-keeping and reporting to comply with the tax code)

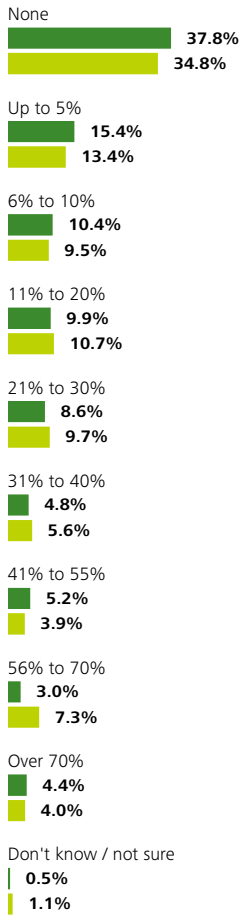


■ Costs will rise sharply  
 ■ Costs will rise slightly  
 ■ Costs will be the same  
 ■ Costs will drop slightly  
 ■ Costs will drop sharply  
 ■ Don't know / not applicable



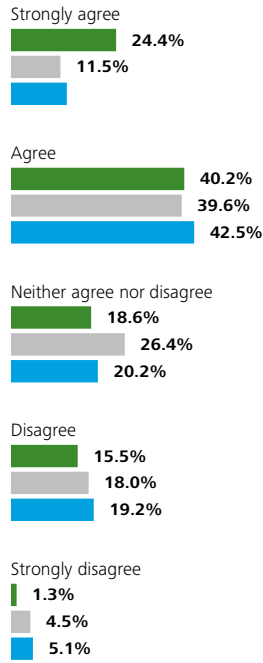
# Talent

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 2014  
■ Spring 2014  
■ Fall 2013

# Talent (continued)

What areas of your organization are being impacted the most by skills shortages?  
(Please rank your top three choices.)

Accounting/finance



Administrative/clerical



Customer service



Engineering



Health care



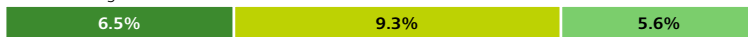
Human resources



Information technology



Manufacturing



Marketing



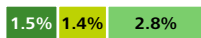
Operations



Research and development



Retail



Risk management



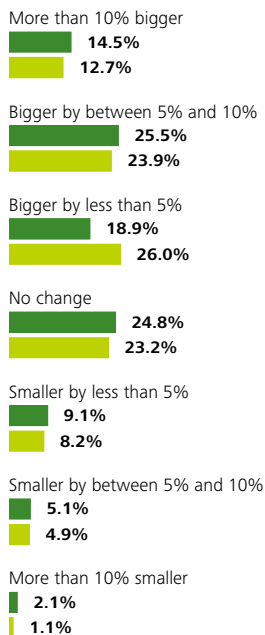
Sales



■ Ranked 1   ■ Ranked 2   ■ Ranked 3

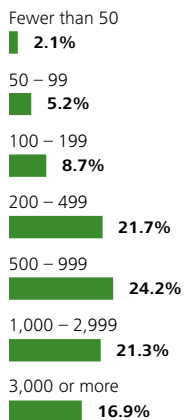
# Talent (continued)

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?

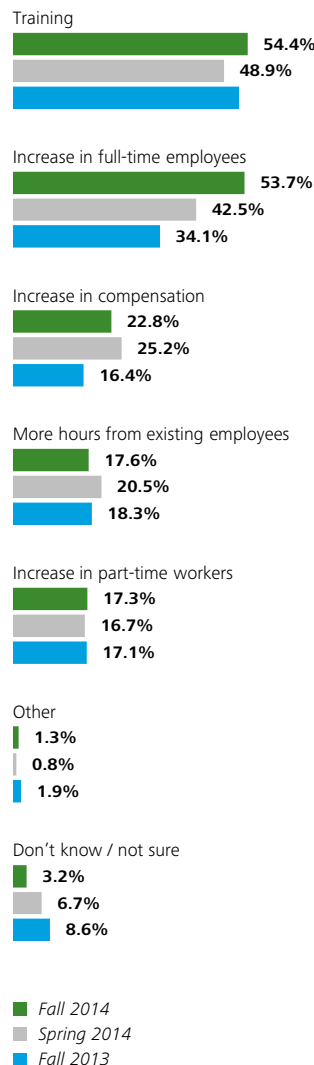


■ Now  
■ In the next 12 months

Approximately how many full-time staff are employed by your business?



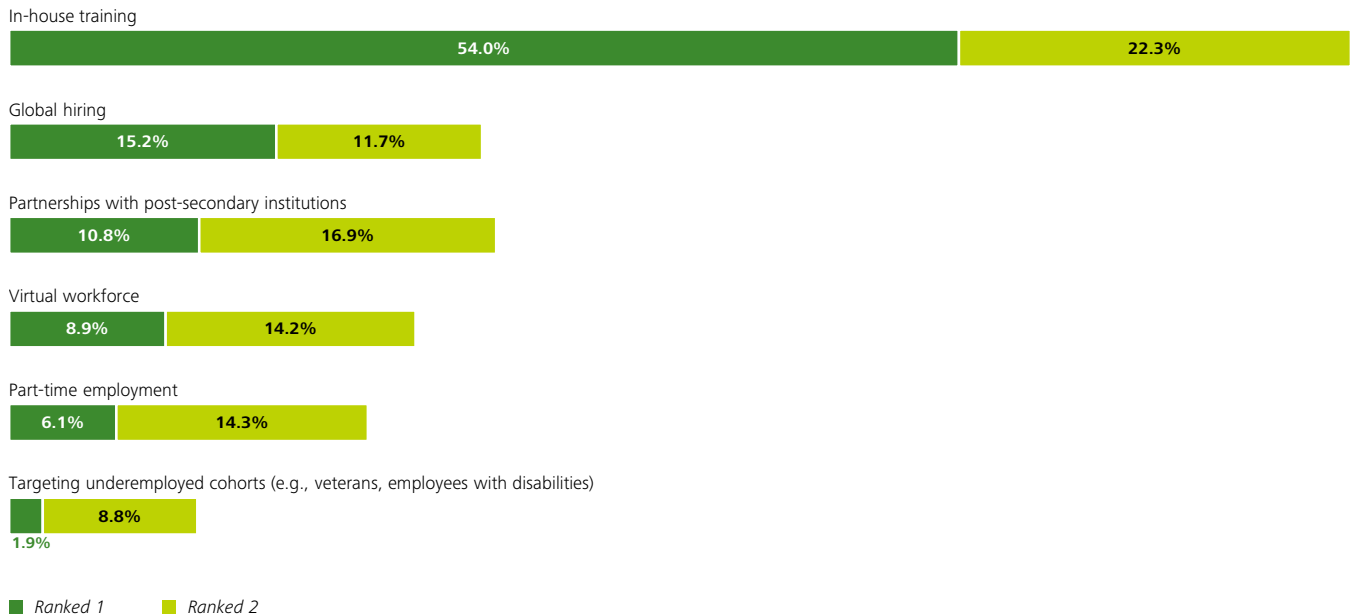
Which investment(s) in talent is your company most likely to make in the next 12 months? (Please select up to two.)



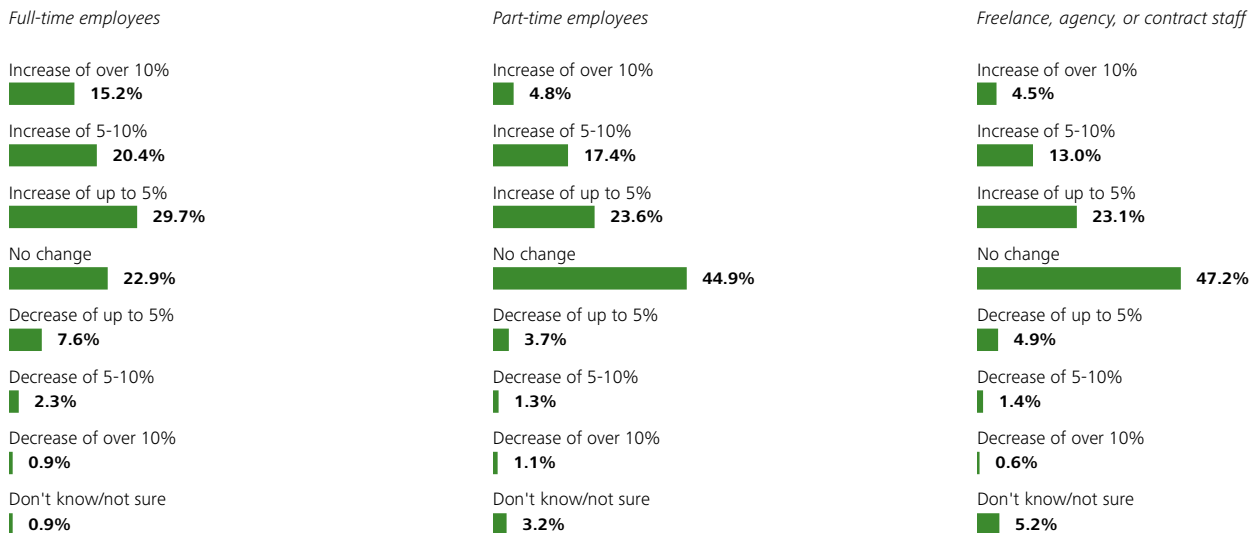
■ Fall 2014  
■ Spring 2014  
■ Fall 2013

# Talent (continued)

What solutions are your organization employing to address skills shortages and/or supplement your workforce?  
(Please rank your top two choices.)

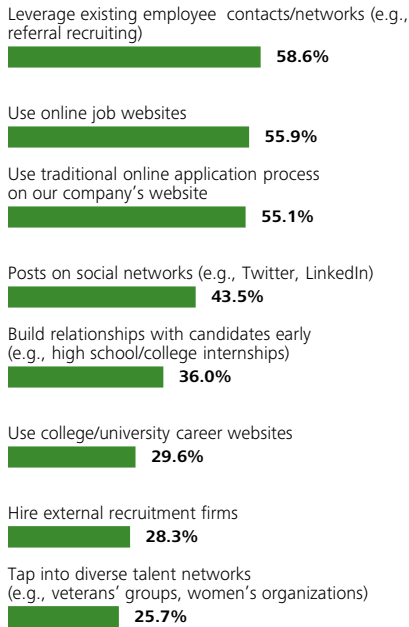


What is likely to be the main focus of your company's domestic employment strategy in the *next* 12 months?

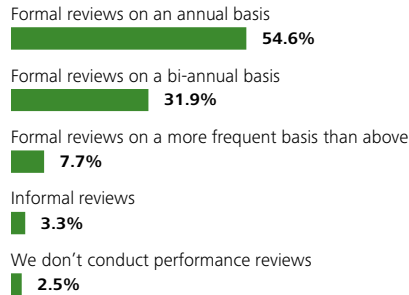


# Talent (continued)

## What are the primary ways your company recruits new employees? (Please select all that apply.)



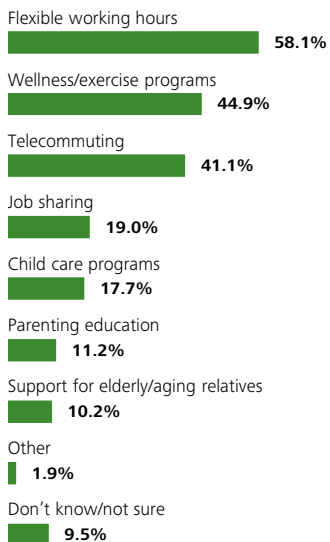
## How does your organization conduct employee performance reviews?



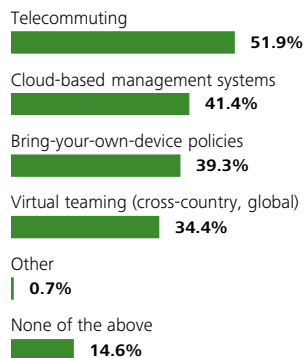
## How does your organization encourage professional development and cultivate future leaders? (Please select all that apply.)



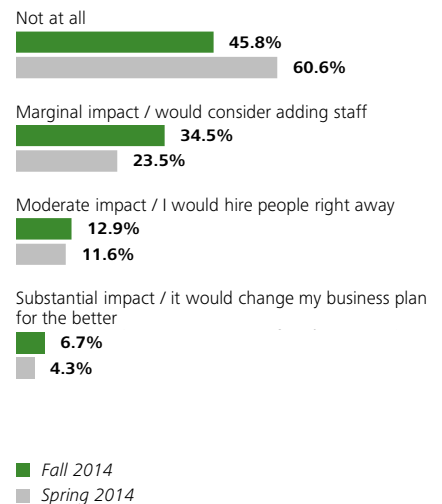
## Which of the following options for promoting work-life fit does your organization offer? (Please select all that apply.)



## Which of the following opportunities relating to mobility does your organization make use of? (Please select all that apply.)



## How would a change in U.S. immigration law easing issuance of work visas to skilled immigrants affect your ability and willingness to hire?



## Talent (continued)

**In your view, what qualities does your company offer that attract potential employees to your organization?  
(Please rank your top three choices.)**

Strong, accessible leadership



More opportunities for advancement



Compensation/incentives



Work/life fit



How innovative it is (e.g. reputation, adoption of new technologies, processes and policies)



Employee satisfaction and retention



Entrepreneurial/startup culture



Customer satisfaction and retention



Corporate social responsibility



Community involvement



■ Ranked 1   ■ Ranked 2   ■ Ranked 3

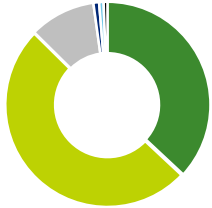
**To what extent are your employees making use of the following options?**

| Options<br><i>Rated on a scale ranging from 7 (using extensively) to 1 (not using at all)</i> | Weighted average |
|---|------------------|
| Parenting education   | 5.9              |
| Job sharing   | 5.8              |
| Child care programs   | 5.7              |
| Support for elderly/aging relatives   | 5.6              |
| Flexible working hours  | 5.2              |
| Telecommuting   | 5.2              |
| Wellness/exercise programs  | 5.0              |

# Talent (continued)

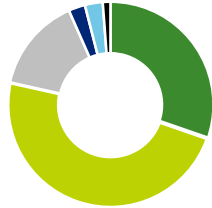
## How do you see technology playing a role within your overall talent strategy?

*Technology is a way to increase/extend employee productivity*



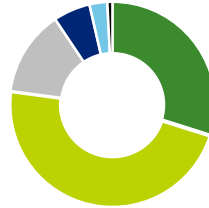
- Strongly agree: 37.0%
- Agree: 50.5%
- Neither agree nor disagree: 10.4%
- Disagree: 0.9%
- Strongly disagree: 0.7%
- Don't know/not sure: 0.6%

*We use technology as a recruiting tool (e.g., social media posts, online applications)*



- Strongly agree: 30.3%
- Agree: 48.2%
- Neither agree nor disagree: 14.9%
- Disagree: 2.6%
- Strongly disagree: 2.8%
- Don't know/not sure: 1.2%

*We use technology for training and development programs (e.g., online courses)*



- Strongly agree: 29.9%
- Agree: 47.3%
- Neither agree nor disagree: 13.5%
- Disagree: 5.8%
- Strongly disagree: 2.8%
- Don't know/not sure: 0.8%

*We leverage human capital analytics for performance management and other areas*



- Strongly agree: 21.0%
- Agree: 37.9%
- Neither agree nor disagree: 28.1%
- Disagree: 6.7%
- Strongly disagree: 2.4%
- Don't know/not sure: 3.9%

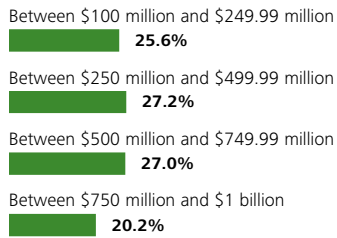
*Technology has no impact on our overall talent strategy*



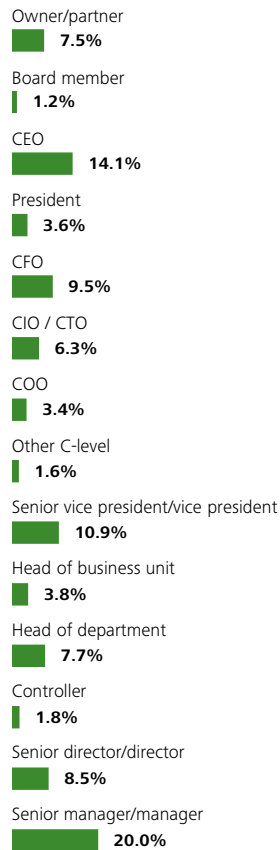
- Strongly agree: 12.7%
- Agree: 18.2%
- Neither agree nor disagree: 12.8%
- Disagree: 25.0%
- Strongly disagree: 30.1%
- Don't know/not sure: 1.2%

# Survey respondent demographics

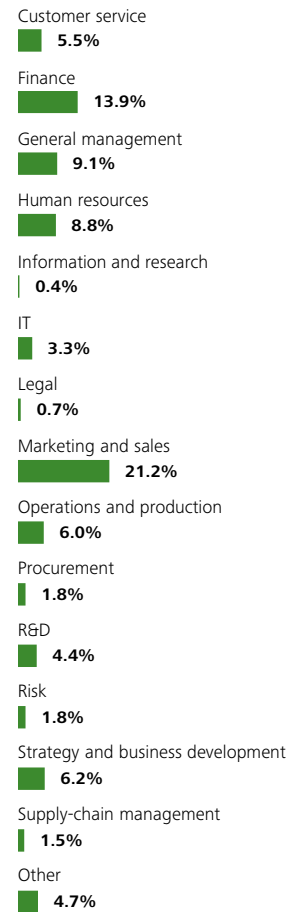
## What was your company's 2014 annual revenue in U.S. dollars?



## Which of the following best describes your title?



## What is your main functional role?





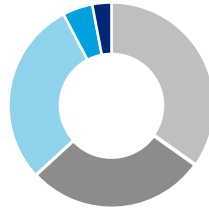
# Survey respondent demographics (continued)

Is your company public or private?



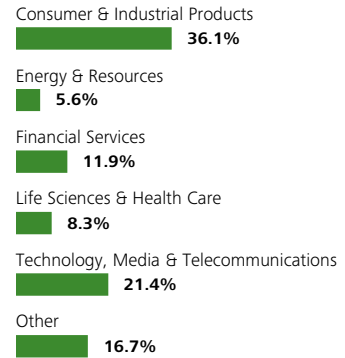
■ Public: 20.2%  
■ Private: 79.8%

If private, which category best describes your company?

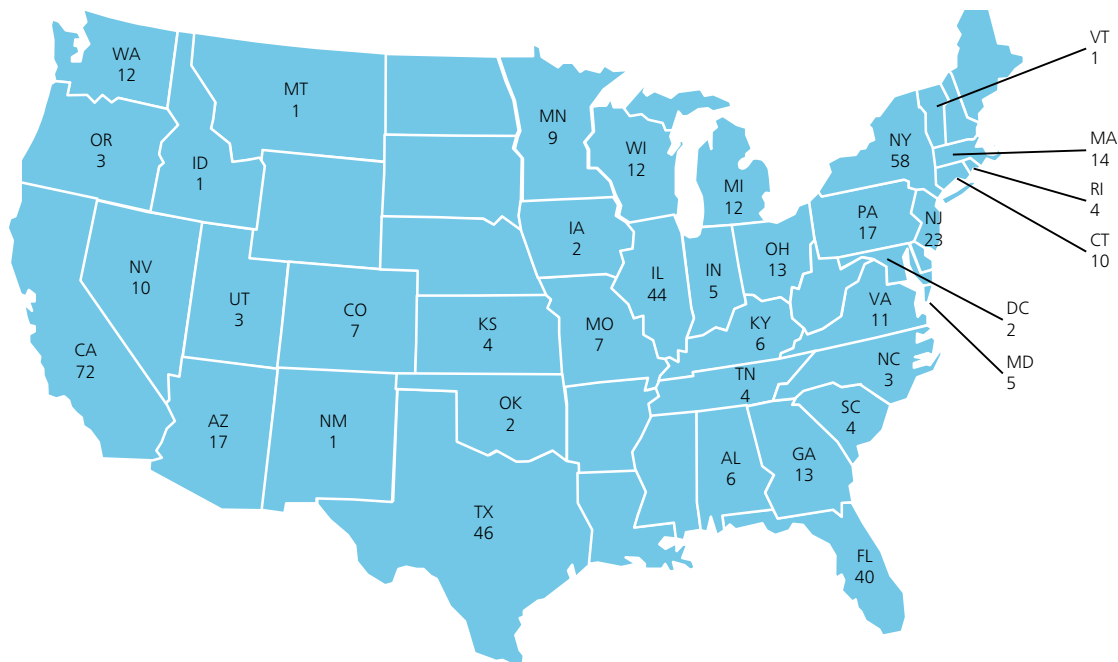


■ Family-owned: 34.8%  
■ Closely held (excl. family-owned): 28.4%  
■ Private equity owned: 29.1%  
■ Venture capital backed: 4.7%  
■ Other: 3.0%

In which sector does your company operate?



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



## **Perspectives**

This report is just one example of Deloitte research on topics of interest to mid-market private companies. Presented by Deloitte Growth Enterprise Services, Perspectives is a multifaceted program that utilizes live events, signature reports, research publications, webcasts, newsletters, and other vehicles to deliver tailored and relevant insights in an integrated fashion.

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