



We invite you to participate in the 2014 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 2014 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 **August 29, 2014**, 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 six 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 _____

Telephone _____

Address _____

Company Web Address _____

City _____

Year Founded _____

State _____

DUNS Number _____

ZIP/Postal Code _____

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 _____	_____	_____

If your company is honored, should the above listed executive be published in event materials as the company's top executive? If not, please specify.

- Yes No _____

4. Annual gross revenue: Please provide revenues for the two most recent fiscal years completed prior to July 1, 2014.

Examples: Companies with a June 30 year-end should provide 06/30/2013 and 06/30/2014 financial information
Companies with a December 31 year-end should provide 12/31/2012 and 12/31/2013 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? (Please check 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 | <input type="radio"/> Business/Professional Services | <input type="radio"/> Other (please specify) _____ |

7. Description of your business:

14. In the next fiscal year, how do you expect the following to change?

	Decrease			Stay the same	Increase			N/A
	(11+)%	(6-10)%	(1-5)%		1-5%	6-10%	11+%	
Gross sales/revenue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pretax profit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Full time headcount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health care costs/employee benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labor costs (wages/salaries)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operating costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SG&A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capital expenditures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R&D investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing/advertising/social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Current business environment

15. Which of the following issues present the greatest obstacles to U.S. growth in the coming year? (Select up to three)

- | | |
|--|---|
| <input type="radio"/> Federal, state, and municipal budget challenges | <input type="radio"/> Continued deleveraging |
| <input type="radio"/> European debt crisis | <input type="radio"/> Rising interest rates |
| <input type="radio"/> Rising health care costs | <input type="radio"/> Skills shortage |
| <input type="radio"/> High tax rates | <input type="radio"/> U.S. infrastructure needs |
| <input type="radio"/> Rising inflation and/or rising energy and commodity prices | <input type="radio"/> Lack of consumer confidence |
| <input type="radio"/> Weak housing market | <input type="radio"/> Other _____ |
| <input type="radio"/> Government austerity | |

16. 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)

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

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

- | | |
|---|---|
| <input type="radio"/> Much more certain than one year ago | <input type="radio"/> Less certain than one year ago |
| <input type="radio"/> More uncertain than one year ago | <input type="radio"/> Much less certain than one year ago |
| <input type="radio"/> About the same as one year ago | |

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

- | | |
|---|--|
| <input type="radio"/> Grow robustly: 5% or more | <input type="radio"/> Grow slightly: 0% – 2% |
| <input type="radio"/> Grow above trend: 3.5% – 5% | <input type="radio"/> No growth: 0% |
| <input type="radio"/> Grow moderately: 2% – 3.5% | <input type="radio"/> Negative growth |

Revenue growth

19. 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

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

- | | |
|--|---|
| <input type="radio"/> Government budget cuts | <input type="radio"/> Uncertain economic outlook |
| <input type="radio"/> Availability and/or cost of credit | <input type="radio"/> Recruiting and retaining talent/skills shortage |
| <input type="radio"/> Health care costs | <input type="radio"/> Raw materials/input costs |
| <input type="radio"/> Increased competition | <input type="radio"/> Increased regulatory compliance |
| <input type="radio"/> Environmental issues | <input type="radio"/> Cost of keeping up with technological advances |
| <input type="radio"/> Globalization | <input type="radio"/> Other _____ |
| <input type="radio"/> Weak market demand | |

21. What are your company's top two investment priorities in the next 12 months? (Please select two)

- | | |
|--|--|
| <input type="radio"/> Development of new products and services | <input type="radio"/> Capital expenditures |
| <input type="radio"/> Hiring and training | <input type="radio"/> M&A |
| <input type="radio"/> Technology — upgrading existing systems | <input type="radio"/> Other _____ |
| <input type="radio"/> Technology — implementation of new systems | |

22. What portion of your company's revenues comes from outside the United States?

- None
- Up to 20%
- 21% – 40%
- 41% – 60%
- 61% – 80%
- 81% – 100%

23. In which geographic markets do you currently conduct business or plan to enter/expand presence in the next three years?

	Currently Conduct Business	Plan to enter or expand presence within next three fiscal years
Asia Pacific (excluding China and India)	<input type="radio"/>	<input type="radio"/>
China	<input type="radio"/>	<input type="radio"/>
India	<input type="radio"/>	<input type="radio"/>
Europe	<input type="radio"/>	<input type="radio"/>
Mexico/Central America	<input type="radio"/>	<input type="radio"/>
South America	<input type="radio"/>	<input type="radio"/>
Middle East/Africa	<input type="radio"/>	<input type="radio"/>
United States/Canada	<input type="radio"/>	<input type="radio"/>

24. How likely is your company to participate in a merger/acquisition in the coming year?

	Highly unlikely	Not likely	We are not looking, but would consider a deal	Quite likely	Very likely	Unsure
Participate as an acquirer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Divest a piece of the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sell the entire entity (merger target)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Information Technology

25. 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"/>

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

- | | |
|---|--|
| <input type="radio"/> Cloud computing/software as a service | <input type="radio"/> Robotics |
| <input type="radio"/> Enterprise application suites | <input type="radio"/> Automation of business processes |
| <input type="radio"/> Data analytics/business intelligence | <input type="radio"/> Other _____ |
| <input type="radio"/> CRM | <input type="radio"/> Don't know/not sure |

27. Which best describes your organization's focus on analytics (business intelligence, data query and visualization and data warehouse technologies)?

- | | |
|--|---|
| <input type="radio"/> The focus is on current data used to manage the business | <input type="radio"/> The focus is on retrospective (historical) data |
| <input type="radio"/> The focus is on predictive data, providing insight into the future | <input type="radio"/> My company doesn't use analytics |

28. How would you describe the status of your company's social media strategy?

- | | |
|---|---|
| <input type="radio"/> Well developed | <input type="radio"/> Planning to implement |
| <input type="radio"/> Executing, but not sure about ROI | <input type="radio"/> No plans |

29. What steps has your company taken around social media?

	Not taken or planned	Planned/in-process	Taken — poor results	Taken — good results
Established formal policies regarding employee uses of social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educated employees regarding risk and benefits of social media use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proactively managing company's presence in social media channels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Defined formal strategy for the company's use of social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using social media as a substantial brand-building channel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disseminating material company information via social media channels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using social media to foster internal collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Indicate your level of agreement with the following:

Social or mobile computing will affect my company's business in the coming year.

- | | |
|--|---|
| <input type="radio"/> Strongly agree | <input type="radio"/> Disagree |
| <input type="radio"/> Agree | <input type="radio"/> Strongly disagree |
| <input type="radio"/> Neither agree nor disagree | |

Human Resources

31. Which people management issues are most critical to your organization's success? (Select up to three)

- Leadership development
 - Talent management
 - Creating a high-performance culture
 - Training/development
 - Compensation, benefits, and pension planning and management
 - Improving operational efficiency of HR through process and technology improvements
 - Other _____
-

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

- Very difficult
 - Somewhat difficult
 - Somewhat easy
 - Very easy
-

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

- Poor
 - Fair
 - Good
 - Excellent
-

34. 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
-

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

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

Expectations (company strengths/ownership concerns)

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

- Competitors
 - Customers
 - Capital needs
 - Markets served
 - Leadership and succession
 - It has been more than two years since we prepared a strategy assessment
 - We do not prepare strategic assessments
-

37. 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
Exit strategy/ownership transition	1	2	3	4	N/A
Estate planning/wealth management	1	2	3	4	N/A
Income tax planning	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

38. 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"/>

39. Please select the top three priorities for your board.

- Overall corporate strategy
 - Succession
 - Globalization
 - Risk management
 - Business operations/performance
 - Service quality
 - Financial reporting
 - Talent development
 - Portfolio management/Investment strategy
 - Ethics/Tone at the top
 - Other (please specify) _____
-

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

- Less than \$1,000
 - \$1,000 – \$2,000
 - \$2,000 – \$3,000
 - More than \$3,000
 - We do not compensate board members
 - We do not have a board
-

41. 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 _____
-

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

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

43. 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)

Local issues

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

Poor Fair Good Excellent

Comment(s): _____

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

46. 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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