



We invite you to participate in the 2016 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 2016 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 15, 2016**, 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, 2016.

Examples: Companies with a June 30 year-end should provide 6/30/2015 and 6/30/2016 financial information
Companies with a December 31 year-end should provide 12/31/2014 and 12/31/2015 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:

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

	(11+)%	Decrease (6-10)%	(1-5)%	Stay the same	1-5%	Increase 6-10%	11+%	N/A
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 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

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

- | | |
|---|---|
| <input type="radio"/> Government budget cuts | <input type="radio"/> Recruiting and retaining talent/skills shortage |
| <input type="radio"/> Lack of resources for investments | <input type="radio"/> Raw materials/input costs (incl. energy) |
| <input type="radio"/> Health care costs | <input type="radio"/> Increased regulatory compliance |
| <input type="radio"/> Increased competition | <input type="radio"/> Tax constraints |
| <input type="radio"/> Environmental issues | <input type="radio"/> Ineffective risk management capabilities |
| <input type="radio"/> Globalization | <input type="radio"/> Ineffective customer engagement |
| <input type="radio"/> Weak market demand | <input type="radio"/> Cost of keeping up with technological advances |
| <input type="radio"/> Uncertain economic outlook | <input type="radio"/> Other _____ |

22. How confident are you in your ability to successfully address these obstacles?

- | | |
|--|--|
| <input type="radio"/> Very confident | <input type="radio"/> Not very confident |
| <input type="radio"/> Somewhat confident | <input type="radio"/> Not at all confident |

23. What are your company's top two investment priorities in the next 12 months? (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 | |

24. 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%

25. 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"/>

26. 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 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. What is the biggest IT challenge faced by your organization?

- Keeping up with new technology
- Not having right talent/skill set
- Tactical hurdles
- Understanding ROI
- Budget to implement new technology
- Information security
- Strategic direction/leadership consensus and support
- Other _____

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

- We do not currently have a separate, identifiable spend
- Less than 1% of revenues
- 1%–1.5% of revenues
- 1.5%–2% of revenues
- 2%–2.5% of revenues
- 2.5%–3% of revenues
- 3%–3.5% of revenues
- 3.5%–4% of revenues
- Above 4% of revenues

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)
- Legacy (core) system modernization
- Artificial Intelligence
- 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:

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

36. What is the most significant step your company is taking to secure the talent it needs over the next five years?

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:

- Poor
- Fair
- Good
- Excellent

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

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

Expectations (company strengths/ownership concerns)

40. 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

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)

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

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. Which EXTERNAL risks most concern your management and board? (Select up to three)

- Economic slowdown/recession
- Unfavorable interest rates
- Unfavorable equity markets
- Competition
- Disruptive innovations/technologies
- Unfavorable commodity prices
- Tax policy or regulatory change
- Cyber threats
- Hazard or other catastrophe

48. Which INTERNAL risks most concern your management and board? (Select up to three)

- Selection/execution of initiatives
- Number of initiatives/prioritization of efforts
- Ability to execute on strategy
- Operations failure/disruption (downtime, input shortage)
- Compliance issue
- Product/service liability/lawsuit
- Ability to innovate
- Employee misconduct/Information leak
- Failure to meet financial demands
- Quality/timeliness of information
- Loss/succession of executives
- Loss of other key talent
- Leadership disagreement/friction

Local issues

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

- Poor
- Fair
- Good
- Excellent

Comment(s): _____

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

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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