



Technology in the mid-market—Seizing opportunity
Appendix: Full survey results

the *Journal of Applied Behavior Analysis* (1974), and the *Journal of Experimental Psychology: Applied* (1995).

There are a number of reasons why the *Journal of Applied Behavior Analysis* is the most widely cited journal in the field of behavior analysis.

First, the journal has a long history of publishing high-quality research. The journal was founded in 1968 and has since published a wide range of research on behavior analysis, including experimental research, clinical research, and applied research.

Second, the journal has a high impact factor. The impact factor is a measure of the average number of citations a journal receives per article. The *Journal of Applied Behavior Analysis* has a high impact factor, which indicates that its articles are highly cited.

Third, the journal has a high level of editorial rigor. The journal's articles are reviewed by a panel of experts in the field of behavior analysis, and only the highest quality articles are accepted for publication.

Fourth, the journal has a high level of accessibility. The journal is available online, and its articles are freely available to researchers and practitioners in the field of behavior analysis.

Finally, the journal has a high level of visibility. The journal is widely known and respected in the field of behavior analysis, and its articles are frequently cited in other research papers.

In conclusion, the *Journal of Applied Behavior Analysis* is the most widely cited journal in the field of behavior analysis because of its long history of publishing high-quality research, its high impact factor, its high level of editorial rigor, its high level of accessibility, and its high level of visibility.

References

Journal of Applied Behavior Analysis (1974)

Journal of Experimental Psychology: Applied (1995)

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Technology in the mid-market

Seizing opportunity

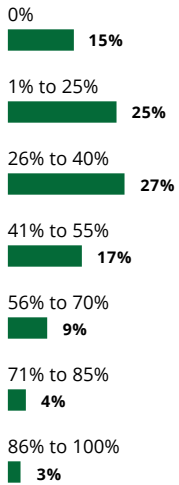
From July 8 to July 17, 2019, a Deloitte survey of private and mid-market companies was conducted by OnResearch, a market research firm. The survey examined technology trends taking place in this market segment to determine the role that technology plays and how it influences business decisions. The 500 survey respondents represented mid-market companies with annual revenues ranging from \$100 million to a little more than \$1 billion, with firms under \$500 million comprising 61 percent of the sample this year. Half of the respondents were C-suite executives, while the remaining executives held other management roles.

Eighty-five percent of the respondents represented companies that are privately held, while the remainder were publicly traded firms. Thirty-four percent of the respondents represented technology, media, and telecommunications companies, while 26 percent were from consumer and industrial products companies. The remaining respondents were divided among financial services; energy and resources; life sciences and health care; and, other industries. Some percentages in the charts throughout this appendix may not add up to 100 percent due to rounding, or for questions where survey participants had the option to choose multiple responses.

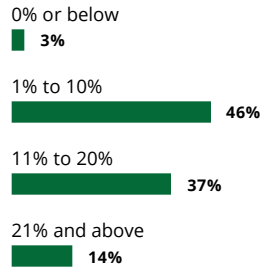
The report based on these survey findings,
Technology in the mid-market—Seizing opportunity,
can be found on our website at
www.deloitte.com/us/mid-market-technology.

Business environment

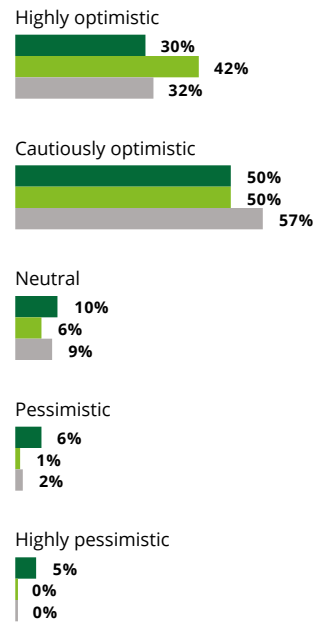
What portion of your company's current revenue comes from outside the US?



What would you estimate your company's revenue growth will be over the next 12 months?



My company's business outlook over the next 12 months appears to be:

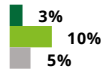


■ 2019
■ 2018
■ 2017

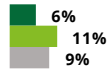
Technology spend

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

We do not currently have a separate, identifiable spend



Our spend is negligible (< 1% of revenue)



We spend between 1-5% of revenue on technology

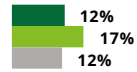


Our spend is above 5% of revenue



Compared to last year, my company's current level of technology spend is:

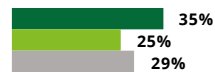
Significantly higher



Higher



About the same



Lower



Significantly lower



Technology spend (continued)

What will be your company's top technology investment priorities for the next 12 months? Select all that apply.



Given the rapid pace of change in technology architecture, which of your company's top IT investment priorities has the potential to produce the greatest benefit for your company?



Talent

How does your company intend to harness the best of future workers to sustain performance over time? Select all that apply.

Enhancing internal learning and development - reskilling employees through experiential learning, gamification technologies and cognitive skills

72%

Developing new talent strategies to attract, recruit and retain workers with experience in cognitive, analytics, AI, and other next-generation technologies

68%

Internal crowdsourcing, focus on job rotations, global mobility and diverse experiences

45%

External crowdsourcing, freelancers, and other flexible talent including "gig" workers

35%

None of the above; we do not intend to develop our workforce

1%

Which of the following staffing changes have had the most impact on your company's ability to leverage technology? Select all that apply.

Recruiting new talent (e.g., data scientists)

56%

Reskilling employees to realize the greatest benefit from new technology tools

54%

Including skills related to robotics, artificial intelligence (AI), and cognitive analytics in competency requirements and performance assessments

53%

Redesigning jobs and tasks to make it easier for people and machines to work together

52%

Redeploying employees replaced by robotics, AI and cognitive technologies

37%

Leveraging the "gig" economy (e.g., freelance or contract talent)

28%

Use of crowdsourcing to address select business problems

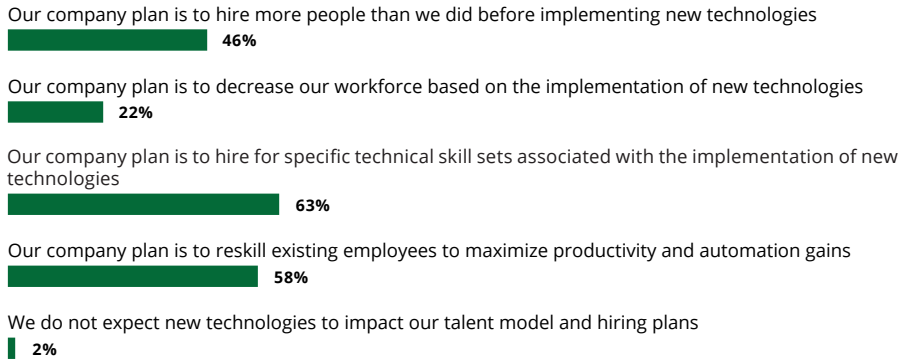
27%

None of the above

2%

Talent (continued)

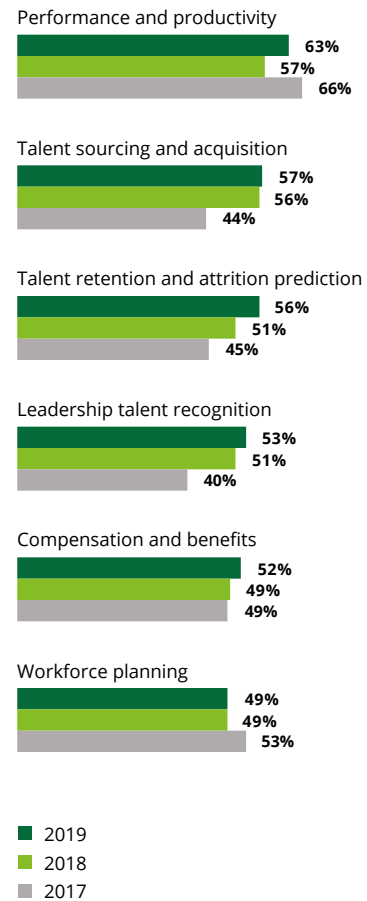
How has your company's deployment of emerging technologies impacted your hiring efforts and talent needs?



How is your organization using the "gig" or freelance economy to meet strategic technology goals? Select all that apply.

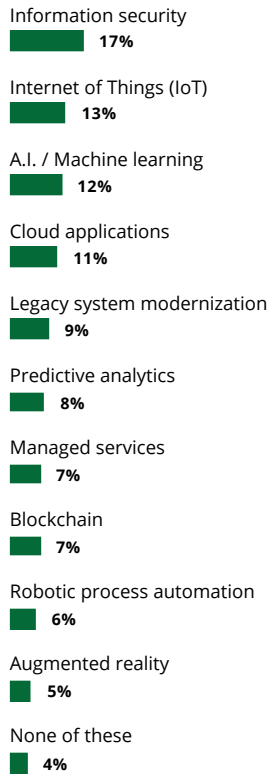


Within Human Resources, which are the areas where your company leverages data analytics? Select all that apply.

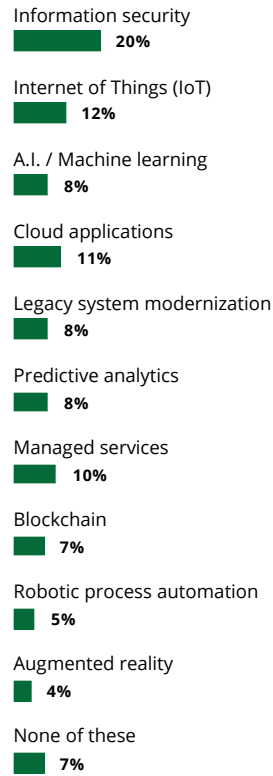


Technology trends

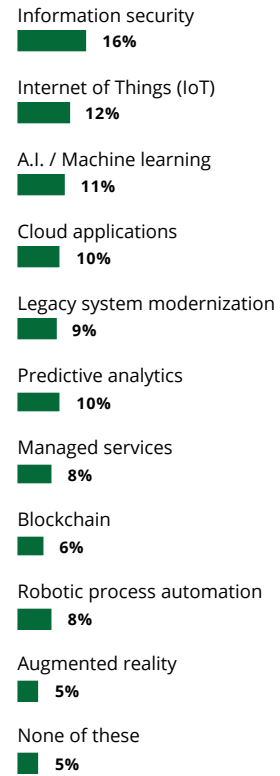
Which of the following technology-related trends currently have the most significant impact on your workforce? (Top ranked responses shown.)



Which of the following technology-related trends currently have the most significant impact on your customers? (Top ranked responses shown.)



Which of the following technology-related trends will have the most significant impact on your business in the next 12 months? (Top ranked responses shown.)



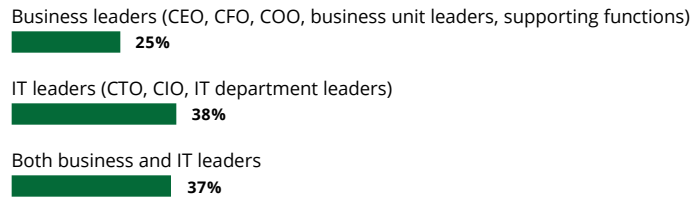
Role and value of technology

Which of the following describes your level of knowledge regarding your organization's information technology?

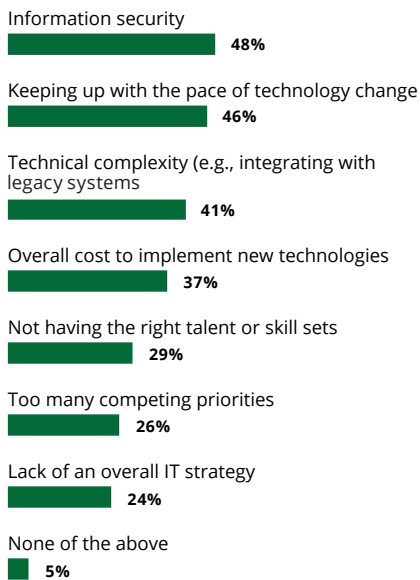


- I am very knowledgeable about our information technology: 82%
- I am somewhat knowledgeable: 18%

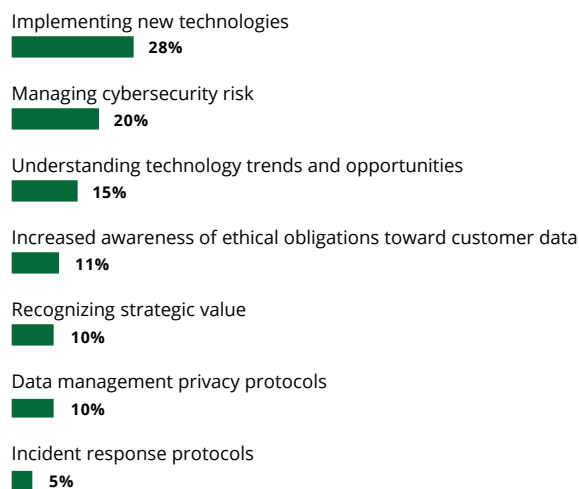
Who leads the adoption of new and emerging technologies within your company?



What are the top three IT challenges currently faced by your company? Select up to three.

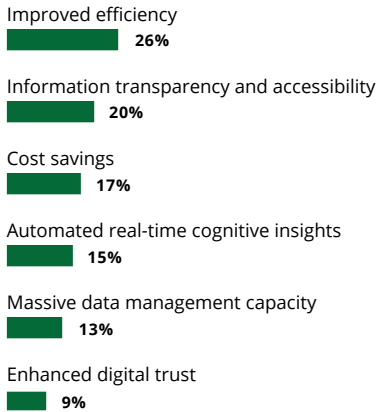


What is your IT department's most important contribution to your company?

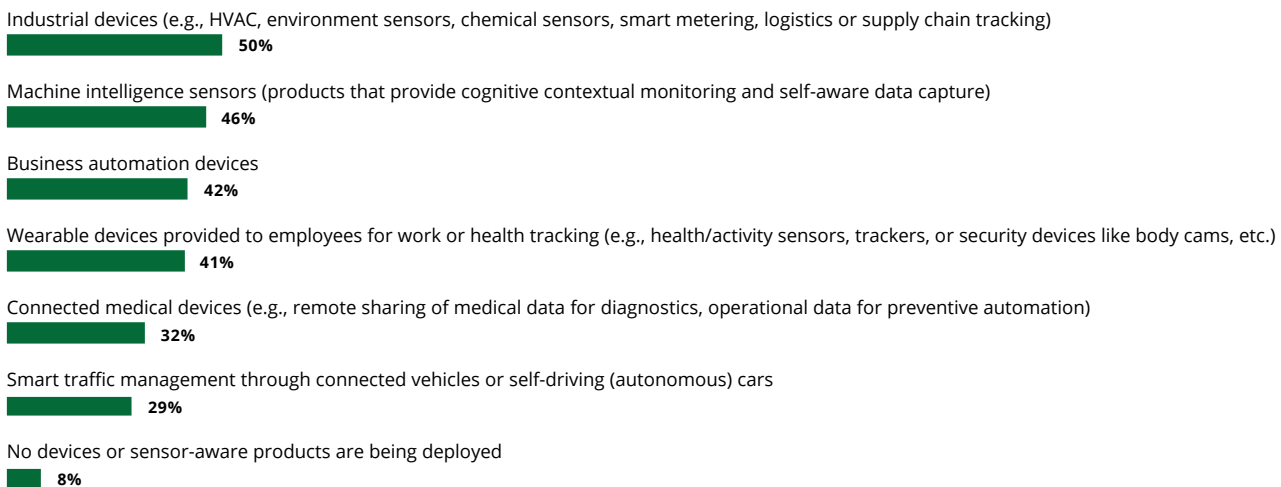


Role and value of technology (continued)

Which one of the following results do you think is most important for finance to achieve, via digital technologies, in order to become this go-to source for strategic advice?

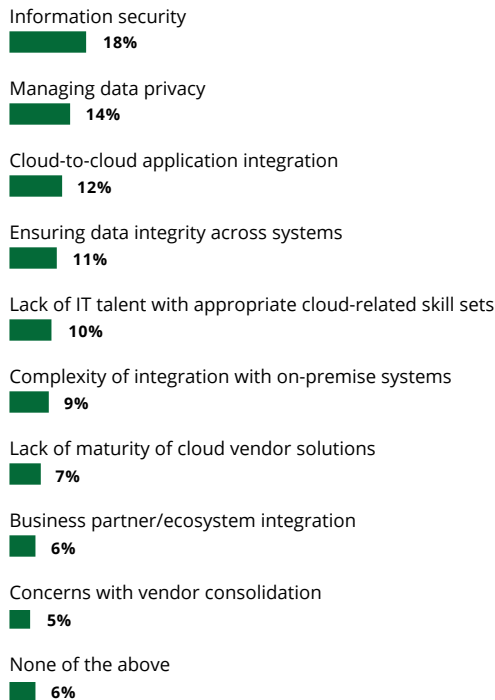


What type of device or sensor-aware products is your company deploying that can be linked to the Internet of Things?

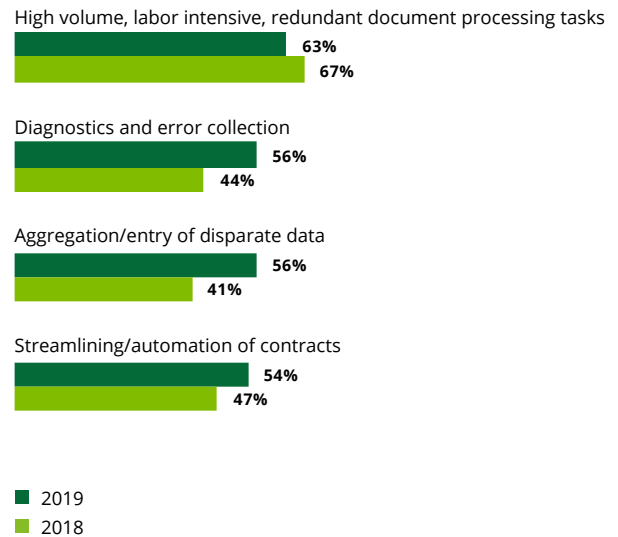


Role and value of technology (continued)

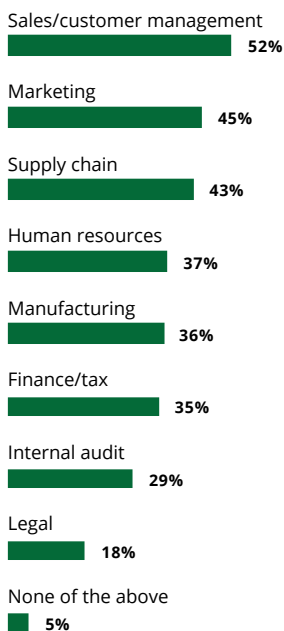
What do you consider to be your top three challenges in using cloud-based services? (Top ranked responses shown)



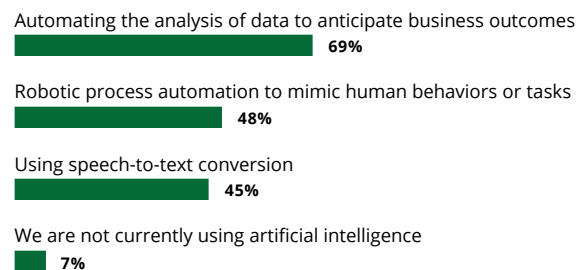
Which of the following are the focus areas for your organization as it relates to robotic process automation (RPA)? Select all that apply.



Which business areas in your company are using predictive analytics? Select all that apply.

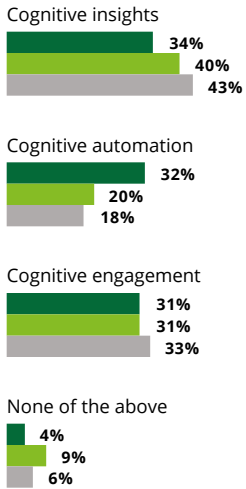


How is your company currently using artificial (machine) intelligence? Select all that apply.



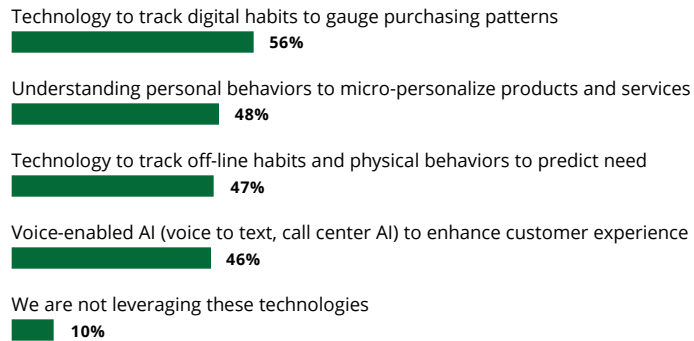
Role and value of technology (continued)

Which one of the following machine intelligence approaches could be most beneficial in your organization in the next 12-24 months?

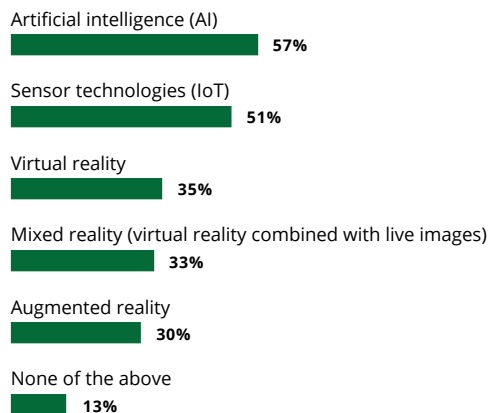


2019
2018
2017

Which of the following technologies is your company leveraging? Select all that apply.

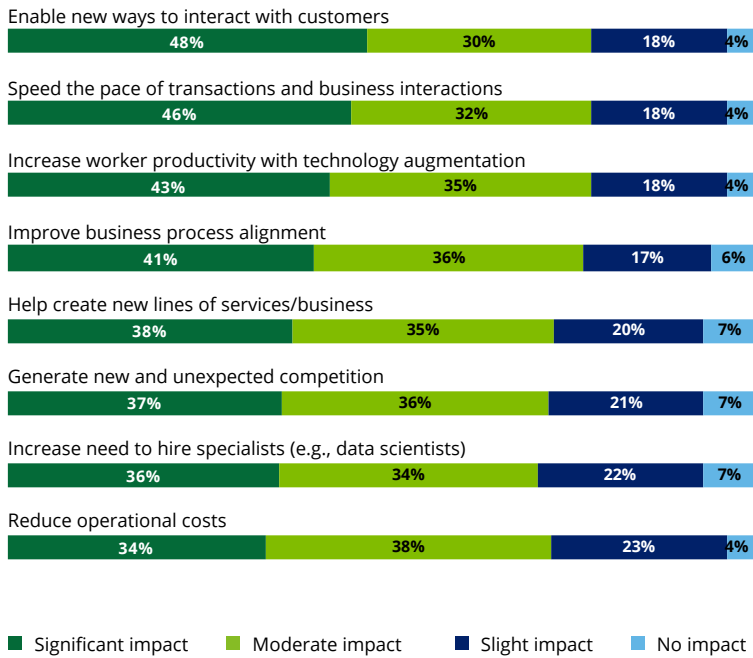


Which of these enabling technologies has your company implemented? Select all that apply.

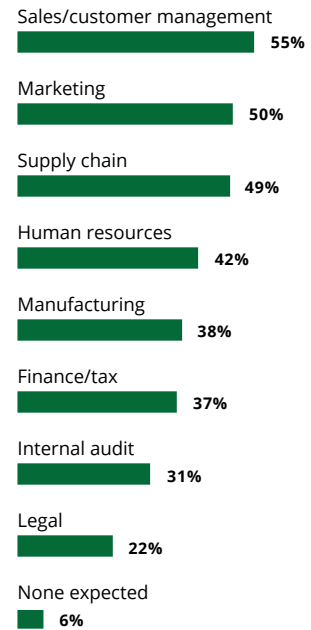


Digital disruption

To what extent do you expect your company's operations could be impacted by digital disruption in the next 12 months?



Which areas of your business do you think could experience job-related changes in the next 3-5 years due to digital disruption? Select all that apply.



Data privacy and security

What are the data privacy and security risk issues of concern to your company? Select all that apply.

Targeted attacks



Employee-introduced risk compromising data or infrastructure



Integration with external systems



IoT integration



Response not offered in prior years' surveys.

Internal access controls



Migration to cloud



Leveraging external cloud hosting providers



Mobility



Cloud-to-cloud vendor package integration



None of the above



Response not tabulated in prior years' surveys.



How does your company mitigate information security risks? Select all that apply.

We encrypt sensitive information



We perform periodic testing and certification



Response not offered in prior years' surveys.

We provide education and training on information security risk and data protection matters



We have a plan in place to manage internal information security threats



We have governance structures and procedures in place concerning information security threats



We have a plan in place to manage external information security threats



We share threat information with law enforcement and industry peers to avoid risk isolation

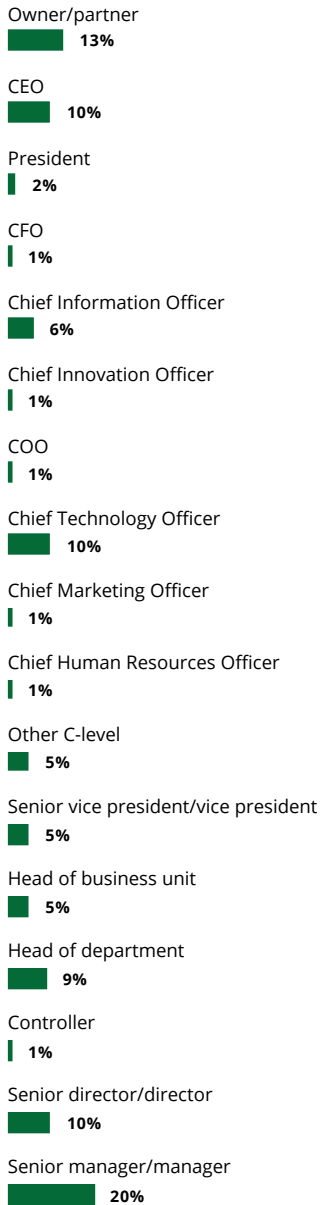


We do not currently have plans in place to mitigate information security risks

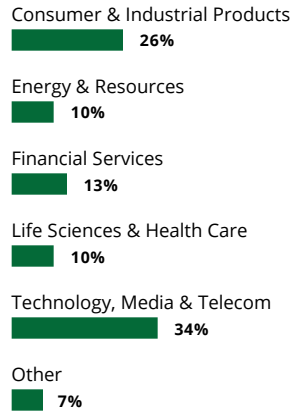


Survey respondent demographics

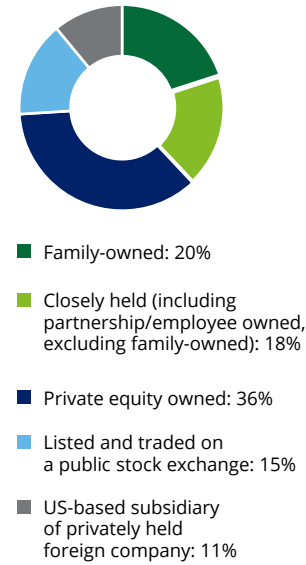
Which of the following best describes your title?



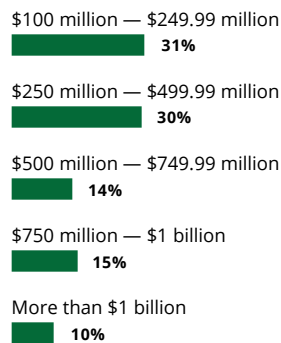
In which sector does your company operate?



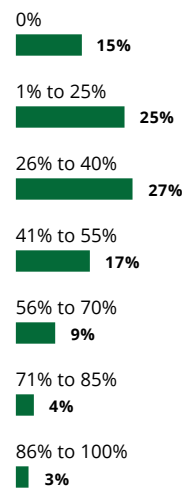
If private, which category best describes your company?



What was your company's 2018 annual revenue in U.S. dollars?

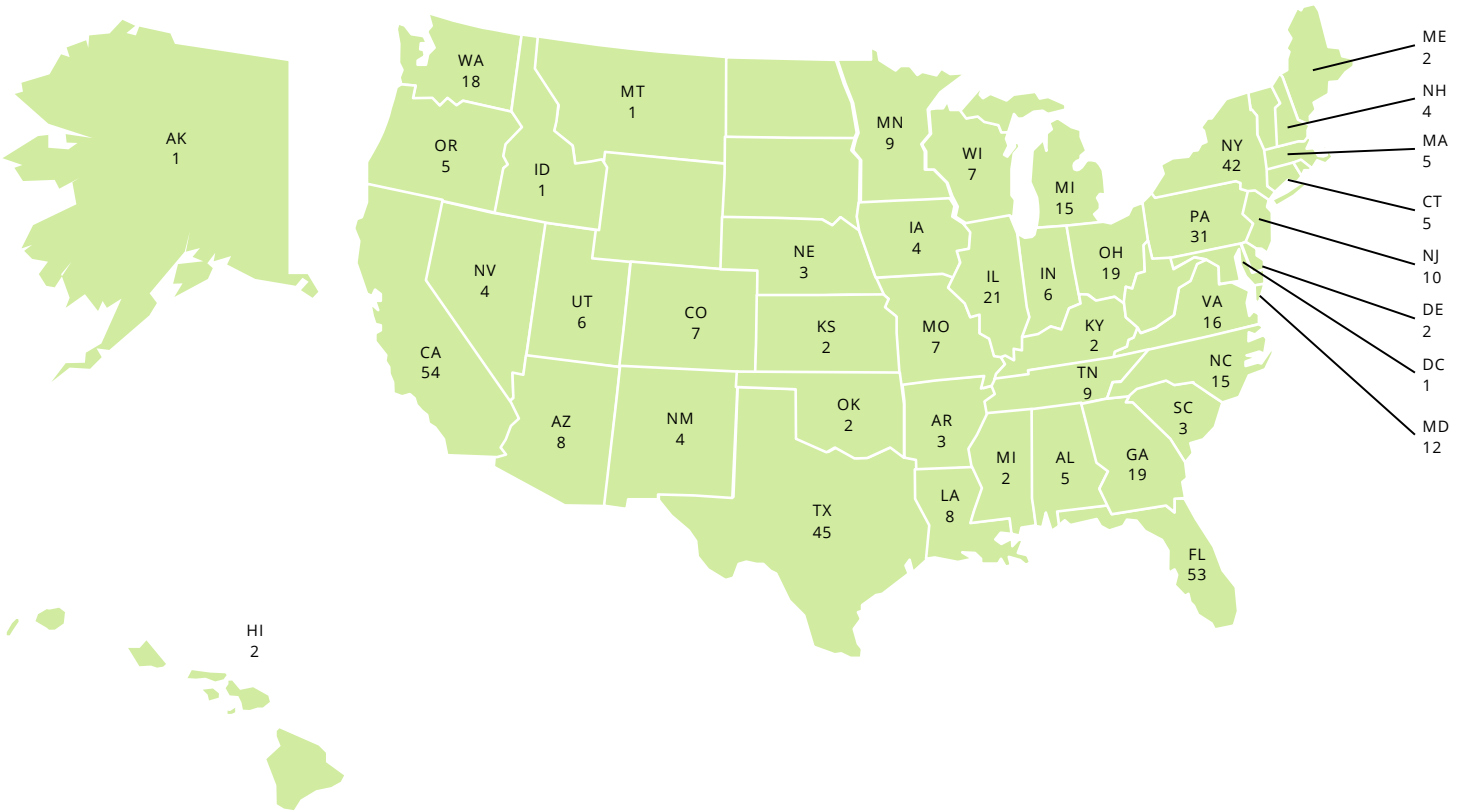


What portion of your company's current revenue comes from outside the US?



Survey respondent demographics (cont.)

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



Deloitte Private Perspectives

This report is just one example of Deloitte research on topics of interest to mid-market companies, including private enterprises. Deloitte Private 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.

Please visit our Deloitte Private website (<https://www.deloitte.com/us/private>) to view additional material on issues facing mid-market companies, including private enterprises.

Acknowledgment

We would like to thank all survey respondents and interviewees for their time and the insights they shared for this report, *Technology in the mid-market—Seizing opportunity*.

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