

We invite you to participate in the 2010 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 2010 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.

Revenues

Companies are ranked by annual sales revenue. If a parent company, please submit a combined revenue figure which includes subsidiaries. Please do not submit separate forms for each subsidiary. Please eliminate those revenues which reflect intercompany sales.

Individual responses kept confidential

Group results of this survey will be published to denote trends and highlights. Deloitte will maintain confidentiality of your individual responses. The information you provide will be used to rank the top 100 privately-held companies in the Cincinnati USA area by sales revenue. Revenue information will be published only with your consent.

Survey instructions

Please make the appropriate selections where indicated and include other responses as designated. Your individual responses will be completely confidential. Completed surveys are due **August 6, 2010**, and can be submitted by any of the following methods:

- completing the survey online at www.deloitte.com/us/cincinnati100
- mailing it to
Deloitte Cincinnati USA 100
250 E 5th Street, Suite 1900
Cincinnati, OH 45202
- faxing 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.

Company information

(Please print details as you would like them to appear on the award and in event publications)

1. Company name and address

Company Name

Address

City

State

ZIP/Postal Code

2. Additional company information

Telephone

Fax

Company Web Address

Year Founded

Fiscal Year End

DUNS Number

3. 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 |

4. Contact information (e-mail addresses will not be shared publicly)

Name	Title	E-mail
_____ Person Completing Survey	_____	_____
_____ Top Executive	_____	_____
_____ Top Financial Executive	_____	_____

5. Annual gross revenue: Please provide revenues for the two most recent fiscal years completed prior to July 1, 2009.

Examples: Companies with a June 30 year-end should provide 06/30/2009 and 06/30/2010 financial information
Companies with a December 31 year-end should provide 12/31/2008 and 12/31/2009 financial information

Revenue _____ Financial statement date (mm/dd/yyyy) _____
Revenue _____ Financial statement date (mm/dd/yyyy) _____

6. 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

7. What is the primary business of your company? (Please check one)

- Automotive Distribution/Wholesale Retail Other _____
 Construction/Real Estate Manufacturing Service

8. Description of your business:

15. 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"/>
Number of employees	<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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Material 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"/>
Labor 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"/>
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"/>

16. What is your company's strategic focus for the next 12 months? Please rank your top four options in order of importance.

- _____ Revenue growth/preservation (increase business with new/existing customers, new products/services, better pricing, etc.)
- _____ Direct cost reduction (increase cost efficiency of sourcing, manufacturing, distribution, etc.)
- _____ Overhead cost reduction (improve efficiency of shared services, SG&A, etc.)
- _____ Asset efficiency (improve levels of receivables/payables, inventory, PP&E, etc.)
- _____ Capability development (strengthen managerial and operational competencies)
- _____ Risk management (improve management of operational/business risks)
- _____ Financing and liquidity (ensure cash levels, credit access/retention, interest coverage, new funding sources, etc.)

17. What are your company's top competitive differentiators?

- Cost
- Value
- Convenience
- Quality
- Customer service/support
- Supply chain
- Innovative practices
- Infrastructure
- Brand
- Talent of management/workforce
- Other _____

Current economic issues

18. Which THREE issues will impact your business the most?

- Rising energy costs
- Health care reform
- Eroding margins/lower pricing
- Inflation
- Tax policy
- Budget deficit
- National security
- Immigration reform
- Financial markets reform
- Environmental policy
- International trade policy
- Other _____

19. Where do you believe we are in terms of current economic cycle?

- Still in a recession
- Beginning recovery
- Well into recovery
- Preparing for a double dip recession

20. To what extent do you believe the current economic condition will cause your organization to shift toward lower levels of corporate debt and higher levels of equity?

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely

21. Do you have a credit facility maturing in the next 18–24 months?

- Yes
- No

Revenue growth

22. As the economy rebounds, 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 (i.e. improve account management, expand relationships/sales)	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

23. What are the THREE most significant challenges to the future growth and survival of your business?

- | | |
|---|--|
| <input type="radio"/> The economy | <input type="radio"/> Access to capital |
| <input type="radio"/> Government regulations | <input type="radio"/> Environmental issues |
| <input type="radio"/> Recruiting and retaining talent | <input type="radio"/> Globalization |
| <input type="radio"/> Increased competition | <input type="radio"/> Over capacity/excess inventory |
| <input type="radio"/> Pricing trends | <input type="radio"/> Other _____ |

24. 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	<input type="radio"/>	<input type="radio"/>
Canada	<input type="radio"/>	<input type="radio"/>
Europe	<input type="radio"/>	<input type="radio"/>
Mexico/Central America	<input type="radio"/>	<input type="radio"/>
Middle East/Africa	<input type="radio"/>	<input type="radio"/>
South America	<input type="radio"/>	<input type="radio"/>
United States	<input type="radio"/>	<input type="radio"/>
Cincinnati USA region	<input type="radio"/>	<input type="radio"/>

Operating margin and asset efficiency

25. How important are the following operating margin improvement strategies to your company?

1 = Not Important 2 = Somewhat Important 3 = Very Important 4 = Critical to Success N/A = Not Applicable

Reduce material costs	1	2	3	4	N/A
Improve buying strategies (i.e. centralized purchasing)	1	2	3	4	N/A
Reduce labor costs	1	2	3	4	N/A
Reduce operating costs	1	2	3	4	N/A
Reduce general and administrative costs	1	2	3	4	N/A

26. How important are the following strategies to improving your operating effectiveness over the next three fiscal years?

1 = Not Important 2 = Somewhat Important 3 = Very Important 4 = Critical to Success N/A = Not Applicable

Customer collaboration	1	2	3	4	N/A
Supplier collaboration	1	2	3	4	N/A
Demand planning	1	2	3	4	N/A
Lean manufacturing	1	2	3	4	N/A
Quality initiatives (TQM, Six Sigma, etc.)	1	2	3	4	N/A
Outsourcing (manufacturing, distribution, etc.)	1	2	3	4	N/A
Transportation/logistics optimization	1	2	3	4	N/A
Supply chain network optimization	1	2	3	4	N/A

27. How important are the following asset efficiency improvement strategies to your company?

1 = Not Important 2 = Somewhat Important 3 = Very Important 4 = Critical to Success N/A = Not Applicable

Improve efficiency of real estate/infrastructure	1	2	3	4	N/A
Improve inventory turnover	1	2	3	4	N/A
Improve account receivables efficiency	1	2	3	4	N/A
Improve account payables efficiency	1	2	3	4	N/A
Manage financing costs	1	2	3	4	N/A

28. 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"/>

Human Resources

29. Select the THREE people management issues that are most critical to your organization's success:

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

30. Are you able to find qualified employees to support the growth of your business?

- Yes – Sourcing talent is not an issue
- Sometimes – We sometimes have difficulty finding qualified candidates
- No – We have difficulty finding qualified people to fill needed positions

31. How important is a diverse workforce to the success of your business?

- Not important
- Somewhat important
- Very important
- Critical to success

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

- Poor
- Fair
- Good
- Excellent

Explain _____

33. Regarding the Patient Protection and Affordable Care Act (health reform), please rate the following. To what extent...

	Not at all	Minimal	Moderate	Extensive
do you understand the implication of the act on your business?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
do you understand the time line of required activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
are you prepared to address changes and comply with new regulations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
have you evaluated the cost of changing benefit packages to meet new requirements?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
do you expect health reform will increase your cost of doing business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
have you considered the implications related to expanded W-2 and 1099 reporting?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
do you believe the overall impact of health reform on local private companies will be positive?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
do you believe the reform act will increase access to health insurance coverage for the uninsured in the long run?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Expectations (company strengths/ownership concerns)

34. 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

35. Has your company undertaken corporate sustainability/greening initiatives?

Yes No

If so, what were the objectives of your green initiatives?

- Corporate environmental commitment
 - Tax/regulatory incentives
 - Environmental quality
 - Retain/attract quality employees
 - Brand image/Public relations
 - Operational cost savings (i.e. energy efficiency)
 - Generate building/facility value
 - Competitive advantage
 - It is the "right" thing to do
 - Other _____
-

36. What actions have your company taken to strengthen corporate governance? (Please select all that apply)

- Implemented an advisory board
 - Established a formal independent board
 - Improved internal controls
 - Established an internal audit department
 - Increased number of nonfamily members on management team
 - Developed a written Code of Ethics
 - Implemented an ethics hotline
 - Other
-

37. 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 _____
-

38. At what point do you foresee a change in leadership/succession?

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

Local issues

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

- Poor Fair Good Excellent

Comment(s): _____

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

Additional comments

41. 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.

About Deloitte

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