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1

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**1a. Are you more or less optimistic about your country's economy compared to last quarter?**

Number Percent 95% CI

1=More optimistic 216 64.1 % ± 5.1 %

0=No change 66 19.6 % ± 4.3 %

-1=Less optimistic 55 16.3 % ± 4.0 %

Total 337 100.0 %

Mean = 0.5

SD = 0.8

Missing Cases = 0

Response Percent = 100.0 %

2

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**1b. Rate your optimism about your country's economy on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.**

Minimum = 7.5

Maximum = 100

Mean = 66.5

Median = 70

Standard Deviation (Unbiased Estimate) = 16.9

95 Percent Confidence Interval Around The Mean = 64.6 - 68.5

Quartiles

1 = 56

2 = 70

3 = 78

Valid Cases =286

Missing Cases =51

Response Percent = 84.9%

3

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**2a. Are you more or less optimistic about the financial prospects for your own company compared to last quarter?**

Number Percent 95% CI

1=More optimistic 170 51.1 % ± 5.4 %

0=No change 102 30.6 % ± 4.9 %

-1=Less optimistic 61 18.3 % ± 4.1 %

Total 333 100.0 %

Mean = 0.3

SD = 0.8

Missing Cases = 4

Response Percent = 98.8 %

4

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**2b. Rate your optimism about the financial prospects for your own company on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.**

Minimum = 0

Maximum = 100

Mean = 67.4

Median = 70

Standard Deviation (Unbiased Estimate) = 19.5

95 Percent Confidence Interval Around The Mean = 65.2 - 69.7

Quartiles

1 = 50

2 = 70

3 = 80

Valid Cases =288

Missing Cases =49

Response Percent = 85.5%

5

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**3a. During the past quarter, which items have been the most pressing concerns for your company's top management team?**

Number Percent 95% CI

Economic uncertainty 144 43.0 % ± 5.3 %

Cost of benefits 140 41.8 % ± 5.3 %

Regulatory requirements 137 40.9 % ± 5.3 %

Government policies 126 37.6 % ± 5.2 %

Difficulty attracting / retaining qualified employees 112 33.4 % ± 5.1 %

Weak demand for your products/services 72 21.5 % ± 4.4 %

Data security 70 20.9 % ± 4.4 %

Access to capital 59 17.6 % ± 4.1 %

Rising wages and salaries 42 12.5 % ± 3.6 %

Employee morale 42 12.5 % ± 3.6 %

Employee productivity 41 12.2 % ± 3.5 %

Currency risk 30 9.0 % ± 3.1 %

Corporate tax code 29 8.7 % ± 3.0 %

Geopolitical / health crises 26 7.8 % ± 2.9 %

Cost of borrowing 25 7.5 % ± 2.8 %

Rising input or commodity costs 19 5.7 % ± 2.5 %

Other 17 5.1 % ± 2.4 %

Deflation 9 2.7 % ± 1.7 %

Inflation 5 1.5 % ± 1.3 %

Total 1145

Number of Cases = 335

Number of Responses = 1145

Average Number Of Responses Per Case = 3.4

Number Of Cases With At Least One Response = 335

Response Percent = 100.0 %

6

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**3a. During the past quarter, which items have been the most pressing concerns for your company's top management team? - Other specified**

|  |  |
| --- | --- |
| Bank/Fin/Insur/Real Est | US election |
| Communication/Media | adapting to a changing |
|  | millennial market |
| Communication/Media | Sales |
| Energy | General commodity price |
|  | levels |
| Manufacturing | China influencing lower |
|  | prices in the market |
| Manufacturing | Effect of election |
| Manufacturing | Healthcare |
| Other | FLSA adoption |
| Other | HB2 Impact |
| Other | Introducing new product |
|  | line |
| Other | Location |
| Other | TRUMP! |
| Retail/Wholesale | Election of Trump |
| Retail/Wholesale | FYI. Health costs are and |
|  | have been a constant |
|  | concern throughout my |
|  | career of 30+. |
| Retail/Wholesale | Industry over-supply |
| Services, Consulting | DOL Overtime Ruling |
| Transp, Public Util | presidential election |
|  | uncertainty |

7

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**3b. Other than your answers to 3a, please write any new challenges or emerging risks that your firm anticipates in the next year.**

|  |  |
| --- | --- |
| Agr, Forestry, Fishing | Strong Dollar |
| Bank/Fin/Insur/Real Est | allowing new administration to pursue policy changes/directives that were discussed |
|  | during the campaign |
| Bank/Fin/Insur/Real Est | Baseline growth (GDP) |
| Bank/Fin/Insur/Real Est | HEALTH INSURANCE |
| Bank/Fin/Insur/Real Est | Healthcare costs |
| Bank/Fin/Insur/Real Est | Higher interest rates. |
| Bank/Fin/Insur/Real Est | keeping qualified employees |
| Bank/Fin/Insur/Real Est | NA |
| Bank/Fin/Insur/Real Est | Production requirements with insurance companies, less commission, more work on |
|  | our end |
| Bank/Fin/Insur/Real Est | reputation of bank |
| Bank/Fin/Insur/Real Est | Rising interest rate environment |
| Bank/Fin/Insur/Real Est | Rising interest rates and the impact on our balance sheet |
| Bank/Fin/Insur/Real Est | Rising interest rates. |
| Bank/Fin/Insur/Real Est | rising interest rates |
| Bank/Fin/Insur/Real Est | The challenge of rebuilding our reputation in the market looms large for our firm. |
| Bank/Fin/Insur/Real Est | Trump presidency is a big risk. Also interest rates staying flat are a risk. |
| Bank/Fin/Insur/Real Est | Uncertainty on the regulatory front with the new President |
| Bank/Fin/Insur/Real Est | Volatility as the country transitions in Washington |
| Bank/Fin/Insur/Real Est | Ziki virus threat to Florida. |
| Communication/Media | Dollar devaluation |
| Communication/Media | Successfully tapping global markets. |
| Communication/Media | Uncertainity in the economy. |
| Energy | competition |
| Energy | Government transition |
| Energy | Transfer management to the next generation |
| Healthcare/Pharm | Changes in the government's position on healthcare expenditures ( CMS, ACA, etc.) |
| Healthcare/Pharm | Corporate tax |
| Healthcare/Pharm | Electronic records |
| Healthcare/Pharm | New administration |
| Healthcare/Pharm | New government |
| Healthcare/Pharm | Political uncertainty. |
| Healthcare/Pharm | Rising wages and salaries |
| Healthcare/Pharm | The continuing complexity and requirements for healthcare organizations that do not |
|  | seem to be having any positive impact on cost or patient care but do have a very |
|  | negative effect on Doctor productiv |
| Healthcare/Pharm | Trump may renegotiate trade agreements, this will cause issues with our foreign sales. |
| Healthcare/Pharm | Uncertainty driven by presidential election as relates to trade agreements and import / |
|  | export especially with China. |
| Manufacturing | Aerospace industrial base shrinking. |
| Manufacturing | Aging workforce |
| Manufacturing | breakup of the company into 1) a merged company with another and then 2) breakup of |
|  | the combined company into 3 separately traded companies |
| Manufacturing | Central Bank policies |
| Manufacturing | China over investing and over capitalizing our industry. |
| Manufacturing | Continued low crude oil costs, reducing 15% market demand for our products, uncertain |
|  | environmental regulation affecting demand, and precipitation in the Western US |
|  | affecting another market niche |
| Manufacturing | Continued weak demand for capital goods, increased price pressure for goods and |
|  | services. |
| Manufacturing | Customers' uncertainty with their revenue projections |
| Manufacturing | Figuring out the direction of policies by new presidential administration |
| Manufacturing | Getting elected officials to listen to us. |

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**3b. Other than your answers to 3a, please write any new challenges or emerging risks that your firm anticipates in the next year.**

|  |  |
| --- | --- |
| Manufacturing | government rules and regulations. Health Care costs rising double digits |
| Manufacturing | International sales demand |
| Manufacturing | Isolationism - Risk and Opportunity. |
| Manufacturing | Leadership transition |
| Manufacturing | NA |
| Manufacturing | political uncertainty |
| Manufacturing | Post election Mexican peso collapse has cause immediate receivable concern. |
| Manufacturing | Rising raw material input costs is not a current problem, but will be in the future. |
|  | Hedged short-term risk. Turnover at all levels has accelerated in 2016 and is a major |
|  | issue quality and cost issue |
| Manufacturing | Running out of space in our current location |
| Manufacturing | Streamlining processes through efficient use of our time. The increase in steel prices. |
| Manufacturing | The strength of the dollar and changing regulatory environment in Europe due to Brexit. |
| Manufacturing | trump presidency |
| Manufacturing | Turning business away due to high demand in some areas of my business |
| Manufacturing | Undetermined government policy on infrastructure spending. |
| Manufacturing | US Presidential change, France looking the same way, BREXIT still working it's way |
|  | through, Russia and China looking like they will take more prominent positions on |
|  | world stage |
| Manufacturing | Water challenges in California, lack of high speed broadband (5 to 10 gigs) compared |
|  | to South Korea and other countries, since manufacturing machines can 'talk' to each |
|  | other no mfg invesment without |
| Mining/Construction | Iflation of goods & services as well as the cost of building code changes. |
| Mining/Construction | More competition coming into market |
| Mining/Construction | New firms moving in to our area. Stronger competition |
| Other | Access to IPO/M&A markets |
| Other | Competition created by new legislation. |
| Other | continued industry consolidation |
| Other | Economic uncertainty with new administration |
| Other | Federal Government uncertainity, Trump |
| Other | Housing shortage in our area |
| Other | inflation - Fed reaction by increasing borrowing rates |
| Other | lack of civility and divided country after election campaign |
| Other | n/a |
| Other | Rising Health Insurance Costs |
| Other | Slow growth |
| Other | The effect of changes in Government policies including the projected increase in the |
|  | cost of capital |
| Other | The negative impacts from HB2 |
| Other | The regulations involved and unnecessary government involvement. |
| Other | Timing of political transition and subsequent changes |
| Other | What changes to Obamacare are coming. |
| Pub Admin | All are listed above. |
| Pub Admin | costs of medical care and prescriptions are sky rocketing. |
| Retail/Wholesale | Government regulations |
| Retail/Wholesale | No new challenges |
| Retail/Wholesale | Political uncertainty given the Trump Presidency |
| Retail/Wholesale | Pricing pressure from customers |
| Retail/Wholesale | Stock market uncertainty given Donald Trump's election will affect the confidence of |
|  | our higher net worth customers. |
| Retail/Wholesale | Threat to free trade agreements |
| Retail/Wholesale | We are just opening a company in Mexico. Very concerned with rhetoric surrounding |
|  | trade policies. |
| Retail/Wholesale | Weakness of the Mexican peso. Gap between food at home inflation and food a |

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**3b. Other than your answers to 3a, please write any new challenges or emerging risks that your firm anticipates in the next year.**

|  |  |
| --- | --- |
| Services, Consulting | as listed |
| Services, Consulting | Capricious executive orders between now and 1/20/17. |
| Services, Consulting | Change in the Presidency and the election results |
| Services, Consulting | Consolidation among potential client/prospect base |
| Services, Consulting | Customer/partners wishing to have signed work agreements that basically absolve |
|  | them from anything and try to put all responsibility for everything onto the vendor/ |
|  | partner. Too much CYA and litigation |
| Services, Consulting | Employee Training and retention |
| Services, Consulting | Finding senior engineers capable of both managing other engineers in their work and |
|  | making the necessary steps to develop new business |
| Services, Consulting | General uncertainty that the presidential election has brought. |
| Services, Consulting | global economic instability |
| Services, Consulting | global instability |
| Services, Consulting | Impact of HB2 in NC |
| Services, Consulting | Increased government regulation |
| Services, Consulting | Leadership transition, and then ownership transition (cultural and financial) |
| Services, Consulting | Political uncertainties caused by US elections |
| Services, Consulting | Political uncertainty |
| Services, Consulting | President Trump |
| Services, Consulting | retaining qualified employees |
| Services, Consulting | The change going on in my profession of accounting and taxes. As well as all the new |
|  | technology and the ability yo acquire such technology. |
| Services, Consulting | The receptivity of traditional businesses to new groundbreaking technologies. |
| Services, Consulting | Trump Presidency...good or bad an international reaction |
| Services, Consulting | Uncertain political climate, in the US and abroad. |
| Services, Consulting | Uncertainty related to new administration |
| Tech [Soft/Hard/Bio] | Across the globe we are seeing increasing patterns of instability, economic and |
|  | political. Politics around the globe show an increasing impact on business and how |
|  | business is conducted. |
| Tech [Soft/Hard/Bio] | How US election results will impact economy and our company's ability to grow; and |
|  | how it will impact our company's ability to hire the best talent from around the world |
|  | (immigration policy) |
| Tech [Soft/Hard/Bio] | Shrinking market for our product |
| Tech [Soft/Hard/Bio] | The economy in general direct affects our business. |
| Tech [Soft/Hard/Bio] | The global impact from any policy shift related to trade from the new administration. |
| Tech [Soft/Hard/Bio] | Turmoil related to change. |
| Tech [Soft/Hard/Bio] | Uncertainty resulting from changes in political office holders. |
| Transp, Public Util | America needs infrastructure investment from the new administration and congress. |
| Transp, Public Util | Competition |
| Transp, Public Util | industry oversupply |
| Transp, Public Util | Rising wages and salaries with a tightening labor market. |
| Transp, Public Util | We and the rest of the trucking industry continue to face a growing shortage of |
|  | qualified drivers. Demographics are not in our favor and regulations continue to chip |
|  | away at productivity. |

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**4. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [Unweighted - Winsorized]**

Mean SD 95% CI Median Minimum Maximum Total

Earnings 10.0 16.2 8.1 - 11.9 5 -30.7 53.2 257

Revenue 9.7 15.0 8.0 - 11.4 5 -34.8 58.5 276

Health care costs 8.1 7.4 7.3 - 9.0 7 -9.9 27 293

Technology spending 5.0 8.2 4.0 - 6.0 3 -18.3 29 251

Marketing/advertising spending 5.0 10.4 3.7 - 6.3 2 -23.8 35.9 274

Capital spending 4.0 18.4 1.7 - 6.2 2 -42.4 51.6 262

Wages/Salaries 3.7 3.8 3.3 - 4.2 3 -7.6 15.5 209

Number of domestic full-time employees 3.1 8.3 2.2 - 4.1 2 -29.8 38 293

Prices of your products 2.1 3.5 1.7 - 2.6 2 -7.2 11.1 248

Research and development spending 1.5 5.7 0.8 - 2.3 0 -15.6 17.7 290

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**4. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months for: [Unweighted - Sorted]**

(N=337)

Mean & SD Positive Zero Negative Total

1 0 -1

0.9 262 20 8 290

Wages/Salaries 0.4 90.3% 6.9% 2.8% 100.0%

0.8 253 27 13 293

Health care costs 0.5 86.3% 9.2% 4.4% 100.0%

0.7 241 20 32 293

Revenue 0.7 82.3% 6.8% 10.9% 100.0%

0.6 214 27 35 276

Earnings 0.7 77.5% 9.8% 12.7% 100.0%

0.6 175 57 16 248

Technology spending 0.6 70.6% 23.0% 6.5% 100.0%

0.5 157 86 19 262

Prices of your products 0.6 59.9% 32.8% 7.3% 100.0%

0.5 140 96 15 251

Marketing/advertising spending 0.6 55.8% 38.2% 6.0% 100.0%

0.4 159 75 40 274

Number of domestic full-time employees 0.7 58.0% 27.4% 14.6% 100.0%

0.4 134 79 44 257

Capital spending 0.8 52.1% 30.7% 17.1% 100.0%

0.3 71 124 14 209

Research and development spending 0.6 34.0% 59.3% 6.7% 100.0%

12

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**4. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [All Companies - Winsorized - Revenue Weighted - Sorted]**

Mean SD 95% CI Median Minimum Maximum Total

Earnings 6.7 10.5 5.5 - 8.0 5 -30.7 53.2 260

Revenue 4.4 8.5 3.4 - 5.4 5 -34.8 58.5 233

Technology spending 3.5 6.4 2.7 - 4.3 3 -18.3 29 281

Marketing/advertising spending 1.9 6.8 1.0 - 2.7 1 -23.8 35.9 248

Prices of your products 1.7 3.4 1.3 - 2.1 2 -7.2 11.1 247

Capital spending 1.4 16.8 -0.7 - 3.5 2 -42.4 51.6 272

Research and development spending 0.9 2.7 0.6 - 1.3 0 -15.6 17.7 251

13

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**4. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [All Companies - Winsorized - Employee Weighted - Sorted]**

Mean SD 95% CI Median Minimum Maximum Total

Health care costs 6.8 6.8 6.1 - 7.6 5 -9.9 27 261

Wages/Salaries 3.2 3.3 2.9 - 3.6 3 -7.6 15.5 286

Number of domestic full-time employees 2.2 7.7 1.3 - 3.1 1 -29.8 38 285

14

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**4. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [Public Companies - Winsorized - Revenue Weighted]**

Mean SD 95% CI Median Minimum Maximum

Earnings 8.4 11.0 6.5 - 10.3 5 -5 50

Revenue 3.9 9.2 2.4 - 5.4 4 -34.8 35

15

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q5. Do you support the Fed raising interest rates in mid-December 2016?**

Number Percent 95% CI

No 98 29.4 % ± 4.9 %

Yes 200 60.1 % ± 5.3 %

Don't Know 35 10.5 % ± 3.3 %

Total 333 100.0 %

Missing Cases = 4

Response Percent = 98.8 %

16

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q6a. Does your company's planning anticipate a change in your borrowing costs from today through the end of 2017?**

Number Percent 95% CI

Reduction in borrowing costs 12 3.6 % ± 2.0 %

No change 174 52.4 % ± 5.4 %

Increase in borrowing costs 146 44.0 % ± 5.3 %

Total 332 100.0 %

Missing Cases = 5

Response Percent = 98.5 %

17

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q6b. Increase of: in your borrowing costs from today through the end of 2017?**

Number Percent 95% CI

0.25% 27 19.7 % ± 6.4 %

0.50% 58 42.3 % ± 8.0 %

0.75% 22 16.1 % ± 5.9 %

1% 19 13.9 % ± 5.5 %

1.25% 4 2.9 % ± 2.7 %

1.50% 6 4.4 % ± 3.3 %

2% 1 0.7 % ± 1.4 %

>2% 0 0.0 % ± 0.0 %

Total 137 100.0 %

Missing Cases = 9

Response Percent = 93.8 %

18

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

Mean SD 95% CI Median Minimum Maximum Total

Q6B. Increase of: in your borrowing costs from today

through the end of 2017? - Summary of Descriptives 0.6 0.3 0.6 - 0.7 0.5 0.3 2 137

19

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q7. We'd like to learn about any effects of the election on your company's plans. Have your company's 2017 plans changed because of likely changes to US....**

(N=337)

Wait and see

Decrease No change Increase mode Total

5 294 4 28 331

Immigration Policy (Hiring) 1.5% 88.8% 1.2% 8.5% 100.0%

4 278 12 24 318

Immigration Policy (Spending) 1.3% 87.4% 3.8% 7.5% 100.0%

10 256 14 47 327

Trade Policy (Hiring) 3.1% 78.3% 4.3% 14.4% 100.0%

6 255 12 43 316

Trade Policy (Spending) 1.9% 80.7% 3.8% 13.6% 100.0%

7 214 31 78 330

Corporate Tax Policy (Hiring) 2.1% 64.8% 9.4% 23.6% 100.0%

Corporate Tax Policy 7 198 39 75 319

(Spending) 2.2% 62.1% 12.2% 23.5% 100.0%

20 175 45 90 330

Regulatory Policy (Hiring) 6.1% 53.0% 13.6% 27.3% 100.0%

12 188 39 76 315

Regulatory Policy (Spending) 3.8% 59.7% 12.4% 24.1% 100.0%

3 48 1 8 60

Other (Hiring) 5.0% 80.0% 1.7% 13.3% 100.0%

1 41 3 9 54

Other (Spending) 1.9% 75.9% 5.6% 16.7% 100.0%

20

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q7. We'd like to learn about any effects of the election on your company's plans. Have your company's 2017 plans changed because of likely changes to US.... (Excludes Wait and see mode - shows average scores)**

(N=337)

Mean Decrease No change Increase Total

2.0 5 294 4 303

Immigration Policy (Hiring) 1.7% 97.0% 1.3% 100.0%

2.0 4 278 12 294

Immigration Policy (Spending) 1.4% 94.6% 4.1% 100.0%

2.0 10 256 14 280

Trade Policy (Hiring) 3.6% 91.4% 5.0% 100.0%

2.0 6 255 12 273

Trade Policy (Spending) 2.2% 93.4% 4.4% 100.0%

2.1 7 214 31 252

Corporate Tax Policy (Hiring) 2.8% 84.9% 12.3% 100.0%

Corporate Tax Policy 2.1 7 198 39 244

(Spending) 2.9% 81.1% 16.0% 100.0%

2.1 20 175 45 240

Regulatory Policy (Hiring) 8.3% 72.9% 18.8% 100.0%

2.1 12 188 39 239

Regulatory Policy (Spending) 5.0% 78.7% 16.3% 100.0%

2.0 3 48 1 52

Other (Hiring) 5.8% 92.3% 1.9% 100.0%

2.0 1 41 3 45

Other (Spending) 2.2% 91.1% 6.7% 100.0%

21

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q7. Other hiring/spending changes:**

|  |  |
| --- | --- |
| Manufacturing | Export Revenue |
| Manufacturing | Uncertain regulation |
| Other | Advocacy |
| Other | Health Insurance |
| Other | reduced taxes & regulations |
| Other | Trump |
| Services, Consulting | N/A |

22

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q7. Have your hiring plans decreased because of:**

Number Percent 95% CI

uncertainty about which policies might be implemented 20 5.9 % ± 2.6 %

the policies you expect to be implemented 9 2.7 % ± 1.8 %

other 5 1.5 % ± 1.4 %

Total 34

Number of Cases = 337

Number of Responses = 34

Average Number Of Responses Per Case = 0.1

Number Of Cases With At Least One Response = 29

Response Percent = 8.6 %

23

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q7. Other hiring plans decreased:**

|  |  |
| --- | --- |
| Bank/Fin/Insur/Real Est | Policies implemented |
| Bank/Fin/Insur/Real Est | Reduced regulation |
| Energy | No Change |
| Manufacturing | restructure of the company |
| Other | Rising Health Insurance costs |

24

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q7. Have your spending plans decreased because of:**

Number Percent 95% CI

uncertainty about which policies might be implemented 16 4.7 % ± 2.4 %

the policies you expect to be implemented 6 1.8 % ± 1.5 %

other 4 1.2 % ± 1.2 %

Total 26

Number of Cases = 337

Number of Responses = 26

Average Number Of Responses Per Case = 0.1

Number Of Cases With At Least One Response = 23

Response Percent = 6.8 %

25

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q7. Other spending plans decreased:**

|  |  |
| --- | --- |
| Energy | No Change |
| Manufacturing | Less Demand for products |
| Other | Rising Health Insurance costs |
| Retail/Wholesale | change in needs |

26

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q8a. Please consider the amount of debt taken on by other firms in your industry over the past three years:**

Has their borrowing exposed these firms to greater

financial risk? Number Percent 95% CI

Less financial risk than normal 19 5.7 % ± 2.5 %

About normal financial risk 136 40.8 % ± 5.3 %

More financial risk than normal 98 29.4 % ± 4.9 %

Don't know 80 24.0 % ± 4.6 %

Total 333 100.0 %

Missing Cases = 4

Response Percent = 98.8 %

27

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**(Excludes Don't Know) Q8a. Please consider the amount of debt taken on by other firms in your industry over the past three years:**

Has their borrowing exposed these firms to greater

financial risk? Number Percent 95% CI

Less financial risk than normal 19 7.5 % ± 2.5 %

About normal financial risk 136 53.8 % ± 5.3 %

More financial risk than normal 98 38.7 % ± 4.9 %

Total 253 100.0 %

Missing Cases = 84

Response Percent = 75.1 %

28

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q8b. Please consider the amount of debt taken on by other firms in your industry over the past three years: How have these firms used the debt proceed:**

How have these firms used the debt proceeds? Number Percent 95% CI

For ‘real’ activities like hiring, capital spending, or acquisitions 175 51.9 % ± 5.4 %

Don't Know 108 32.0 % ± 5.0 %

For ‘financial’ activities like paying dividends or share repurchases 59 17.5 % ± 4.1 %

To build up a cash reserve 33 9.8 % ± 3.2 %

Other 8 2.4 % ± 1.6 %

Issued debt to avoid repatriating foreign profits 6 1.8 % ± 1.4 %

Total 389

Number of Cases = 337

Number of Responses = 389

Average Number Of Responses Per Case = 1.2

Number Of Cases With At Least One Response = 335

Response Percent = 99.4 %

29

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q8b. Other uses of debt proceeds:**

|  |  |
| --- | --- |
| Energy | to stay alive |
| Healthcare/Pharm | Product Innnovation |
| Manufacturing | mergers and acquistions |
| Manufacturing | refinancing |
| Other | Capital Projects |
| Services, Consulting | Buy out retiring owners, purchase other companies |
| Transp, Public Util | refunding at lower interest rates for savings |

30

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q8c. Will the debt burden of these firms limit their ability to pursue future investment opportunities?**

Will the debt burden of these firms limit their ability

to pursue future investment opportunities? Number Percent 95% CI

No 81 24.4 % ± 4.6 %

Yes, will limit investment moderately 126 38.0 % ± 5.2 %

Yes, will limit investment significantly 19 5.7 % ± 2.5 %

Don't know 106 31.9 % ± 5.0 %

Total 332 100.0 %

Missing Cases = 5

Response Percent = 98.5 %

31

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**(Excludes Don't Know) Q8c. Will the debt burden of these firms limit their ability to pursue future investment opportunities?**

Will the debt burden of these firms limit their ability

to pursue future investment opportunities? Number Percent 95% CI

No 81 35.8 % ± 4.6 %

Yes, will limit investment moderately 126 55.8 % ± 5.2 %

Yes, will limit investment significantly 19 8.4 % ± 2.5 %

Total 226 100.0 %

Missing Cases = 111

Response Percent = 67.1 %

32

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q8d. Do these firms have the correct mix between floating and fixed rate debt?**

Do these firms have the correct mix between floating

and fixed rate debt? Number Percent 95% CI

Too little floating/too much fixed 7 2.1 % ± 1.5 %

Correct floating vs. fixed mix. 57 17.3 % ± 4.0 %

Too much floating/too little fixed (why too much floating? 18 5.5 % ± 2.4 %

Don't know 248 75.2 % ± 4.7 %

Total 330 100.0 %

Missing Cases = 7

Response Percent = 97.9 %

33

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q8e. Why do these firms have too little floating debt?**

|  |  |
| --- | --- |
| Bank/Fin/Insur/Real Est | because we are in a rising rate environment |
| Bank/Fin/Insur/Real Est | Inability to borrow |
| Communication/Media | Past interest rate history |
| Manufacturing | Because bank financing is not available to them (3.5x + leverage) |
| Mining/Construction | low interest rates |
| Services, Consulting | Floating debt is a bad way to go with the low rates at this time. |
| Transp, Public Util | use all asset-backed financing and no sophisticated (e.g. fixed to |
|  | floating swaps) instruments |

34

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q8e. Why do these firms have too much floating debt?**

|  |  |
| --- | --- |
| Bank/Fin/Insur/Real Est | It has been cheaper borrowing for the past 10 years or so |
| Bank/Fin/Insur/Real Est | it is too cheap |
| Energy | no expectation of rate increases |
| Manufacturing | Bank's will not go out past three years. Everything is short term. |
| Manufacturing | Unable to access capital markets |
| Mining/Construction | HIGHLY LEVERAGED INDUSTRY |
| Other | High cost of weekly, fluctuating payroll financing. |
| Other | it is the only debt available |
| Services, Consulting | Higher risks involved |
| Services, Consulting | history of floating being the lowest cost |
| Transp, Public Util | Money is cheaper |

35

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Q9. Have the amount of share repurchases by other firms in your industry over the past three years limited their ability to spend on capital expenditures or R&D?**

Number Percent 95% CI

No 77 23.3 % ± 4.5 %

Yes, a little 72 21.8 % ± 4.4 %

Yes, a lot 11 3.3 % ± 1.9 %

NA 171 51.7 % ± 5.4 %

Total 331 100.0 %

Missing Cases = 6

Response Percent = 98.2 %

36

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**On November 14, 2016 the annual yield on 10-yr treasury bonds was 2.23%. Please complete the following: (Winsorized)**

Mean SD 95% CI Median Minimum Maximum Total

Over the next 10 years, I expect the average annual S&P

500 return will be: There is a 1-in-10 chance it will be

less than: 1.3 4.0 0.8 - 1.8 2 -9.5 12.1 293

Over the next 10 years, I expect the average annual S&P

500 return will be: Expected return: 5.7 2.6 5.4 - 6.0 5 -1 13 309

Over the next 10 years, I expect the average annual S&P

500 return will be: There is a 1-in-10 chance it will be

greater than: 8.8 4.1 8.4 - 9.3 8 0 21.6 292

Over the next year, I expect the average annual S&P 500

return will be: There is a 1-in-10 chance it will be less

than: -1.5 6.9 -2.3 - -0.7 0 -17.9 14.9 292

Over the next year, I expect the average annual S&P 500

return will be: Expected return: 5.0 3.2 4.6 - 5.3 5 -2.9 12.8 306

Over the next year, I expect the average annual S&P 500

return will be: There is a 1-in-10 chance it will be

greater than: 9.0 4.5 8.5 - 9.5 9 -0.5 19.1 291

37

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Return on assets (ROA=operating earnings/assets) (Winsorized)**

Mean SD 95% CI Median Minimum Maximum Total

% Approximate ROA in 2016 7.9 10.8 6.6 - 9.2 5 -17.7 35.9 259

% Expected ROA in 2017 10.0 10.4 8.8 - 11.3 6.5 -15.5 38.5 259

38

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Manufacturing capacity utilized (Winsorized)**

Mean SD 95% CI Median Minimum Maximum Total

% of capacity utilized in first half of 2016 66.2 19.6 61.6 - 70.8 66 30.3 100 70

% of capacity utilization planned for the second half

of 2016 68.3 18.8 63.9 - 72.8 70 33.6 101 70

39

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Industry**

Number Percent 95% CI

Manufacturing 70 20.8 % ± 4.4 %

Services, Consulting 57 16.9 % ± 4.0 %

Banking/Finance/Insurance/Real Estate 46 13.6 % ± 3.7 %

Retail/Wholesale 32 9.5 % ± 3.1 %

Healthcare/Pharmaceutical 26 7.7 % ± 2.9 %

Technology [Software/Hardware/Biotech] 16 4.7 % ± 2.3 %

Transportation & Public Utilities 12 3.6 % ± 2.0 %

Communication/Media 10 3.0 % ± 1.8 %

Mining/Construction 8 2.4 % ± 1.6 %

Energy 7 2.1 % ± 1.5 %

Agriculture, Forestry, & Fishing 7 2.1 % ± 1.5 %

Public Administration 5 1.5 % ± 1.3 %

Other Industry 41 12.2 % ± 3.5 %

Total 337 100.0 %

Missing Cases = 0

Response Percent = 100.0 %

40

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Industry (Other specified)**

|  |
| --- |
| Accounting |
| Chamber |
| Charity |
| Commercial Aircraft Leasing |
| commercial real estate |
| community development |
| defense contractor |
| Distribution |
| Education |
| Education |
| Entertainment Attraction |
| entertainment/leisure |
| Government |
| Higher Education |
| Hospitality |
| Hospitality |
| Hotels |
| indoor recreation |
| Legal |
| Local Government |
| Local Government |
| Manufacturing / Wholesale distribution to retailers |
| Medical devices |
| non profit |
| Nonprofit |
| Nonprofit |
| Nonprofit Foundation |
| Nonprofit social services |
| nonprofit education |
| Not for Profit |
| Not for profit higher ed foundation |
| Performing Arts Center |
| Private Education |
| Private Foundation |
| Renewable Energy |
| Rental-Equip Maintenance |
| Staffing/Recruiting |
| Telecommunications |
| telecommunications |
| Tourism |

41

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Sales Revenue**

Number Percent 95% CI

Less than $25 million 124 36.9 % ± 5.2 %

$25-$99 million 83 24.7 % ± 4.6 %

$100-$499 million 65 19.3 % ± 4.2 %

$500-$999 million 13 3.9 % ± 2.1 %

$1-$4.9 billion 29 8.6 % ± 3.0 %

$5-$9.9 billion 7 2.1 % ± 1.5 %

More than $10 billion 15 4.5 % ± 2.2 %

Total 336 100.0 %

Missing Cases = 1

Response Percent = 99.7 %

42

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Statistics - Sales Revenue (Millions)**

Minimum = 25

Maximum = 11000

Mean = 1017.8

Median = 62

Variance (Unbiased Estimate) = 6373761.3

Standard Deviation (Unbiased Estimate) = 2524.6

Standard Error Of The Mean = 137.7

95 Percent Confidence Interval Around The Mean = 747.9 - 1287.8

99 Percent Confidence Interval Around The Mean = 663.2 - 1372.5

Skewness = 3.1

Kolmogorov-Smirnov Statistic For Normality = 32.1

Quartiles

1 = 25

2 = 62

3 = 300

Valid Cases =336

Missing Cases =1

Response Percent = 99.7%

43

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Number of Employees**

Number Percent 95% CI

Fewer than 100 119 40.8 % ± 5.1 %

100-499 87 29.8 % ± 4.7 %

500-999 22 7.5 % ± 2.7 %

1,000-2,499 18 6.2 % ± 2.4 %

2,500-4,999 18 6.2 % ± 2.4 %

5,000-9,999 8 2.7 % ± 1.6 %

Over 10,000 20 6.8 % ± 2.5 %

Total 292 100.0 %

Missing Cases = 45

Response Percent = 86.6 %

44

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Statistics - Number of Employees**

Minimum = 100

Maximum = 12000

Mean = 1553.1

Median = 300

Variance (Unbiased Estimate) = 10155746.5

Standard Deviation (Unbiased Estimate) = 3186.8

Standard Error Of The Mean = 186.5

95 Percent Confidence Interval Around The Mean = 1187.6 - 1918.6

99 Percent Confidence Interval Around The Mean = 1072.9 - 2033.3

Skewness = 2.6

Kolmogorov-Smirnov Statistic For Normality = 28.1

Quartiles

1 = 100

2 = 300

3 = 750

Valid Cases =292

Missing Cases =45

Response Percent = 86.6%

45

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Where are you personally located?**

Number Percent 95% CI

Midwest U.S. 90 26.8 % ± 4.7 %

Northeast U.S. 66 19.6 % ± 4.3 %

North Carolina 61 18.2 % ± 4.1 %

South Central U.S. 42 12.5 % ± 3.5 %

Pacific US 30 8.9 % ± 3.1 %

South Atlantic U.S. (Not NC) 28 8.3 % ± 3.0 %

Mountain U.S. 19 5.7 % ± 2.5 %

Total 336 100.0 %

Missing Cases = 1

Response Percent = 99.7 %

46

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Where are you personally located? - Other specified**

--- No Response ---

47

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Ownership**

Number Percent 95% CI

Private 235 73.0 % ± 4.9 %

Public, NYSE 37 11.5 % ± 3.4 %

Nonprofit 28 8.7 % ± 3.0 %

Public, NASDAQ-AMEX 11 3.4 % ± 1.9 %

Government 11 3.4 % ± 1.9 %

Total 322 100.0 %

Missing Cases = 15

Response Percent = 95.5 %

48

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Foreign Sales**

Number Percent 95% CI

0% 162 49.5 % ± 5.4 %

1-24% 127 38.8 % ± 5.2 %

25-50% 24 7.3 % ± 2.8 %

More than 50% 14 4.3 % ± 2.1 %

Total 327 100.0 %

Missing Cases = 10

Response Percent = 97.0 %

49

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**In what region of the world are most of your foreign sales?**

Number Percent 95% CI

Europe 56 38.4 % ± 7.3 %

Canada 43 29.5 % ± 6.8 %

Asia/Pacific Basin 31 21.2 % ± 6.0 %

Latin America 15 10.3 % ± 4.4 %

Africa 1 0.7 % ± 1.2 %

Total 146 100.0 %

Missing Cases = 19

Response Percent = 88.5 %

50

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**What is your company's credit rating?**

Number Percent Cumulative

AAA 45 18.8 % 18.8 %

AA+ 23 9.6 % 28.5 %

AA 31 13.0 % 41.4 %

AA- 13 5.4 % 46.9 %

A+ 17 7.1 % 54.0 %

A 18 7.5 % 61.5 %

A- 14 5.9 % 67.4 %

BBB+ 22 9.2 % 76.6 %

BBB 13 5.4 % 82.0 %

BBB- 6 2.5 % 84.5 %

BB+ 8 3.3 % 87.9 %

BB 7 2.9 % 90.8 %

BB- 3 1.3 % 92.1 %

B+ 2 0.8 % 92.9 %

B 3 1.3 % 94.1 %

B- 5 2.1 % 96.2 %

CCC 6 2.5 % 98.7 %

CC 2 0.8 % 99.6 %

D 1 0.4 % 100.0 %

Total 239 100.0 % 100.0 %

Missing Cases = 0

Response Percent = 100.0 %

51

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**What is your company's credit rating?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| N=239 |  | Total |  | Credit Rating | |
|  |  |  |  | Actual | Estimate |
|  |  |  |  | A | B |
|  |  |  |  |  |  |
| Total |  | 239 |  | 98 | 141 |
|  |  | 100.0% |  | 41.0% | 59.0% |
|  |  |  |  |  |  |
| AAA |  | 45 |  | 25 | 20 |
|  |  | 18.8% |  | 25.5% | 14.2% |
|  |  |  |  | b | a |
|  |  |  |  |  |  |
| AA+ |  | 23 |  | 13 | 10 |
|  |  | 9.6% |  | 13.3% | 7.1% |
|  |  |  |  |  |  |
| AA |  | 31 |  | 10 | 21 |
|  |  | 13.0% |  | 10.2% | 14.9% |
|  |  |  |  |  |  |
| AA- |  | 13 |  | 7 | 6 |
|  |  | 5.4% |  | 7.1% | 4.3% |
|  |  |  |  |  |  |
| A+ |  | 17 |  | 3 | 14 |
|  |  | 7.1% |  | 3.1% | 9.9% |
|  |  |  |  | b | a |
|  |  |  |  |  |  |
| A |  | 18 |  | 6 | 12 |
|  |  | 7.5% |  | 6.1% | 8.5% |
|  |  |  |  |  |  |
| A- |  | 14 |  | 8 | 6 |
|  |  | 5.9% |  | 8.2% | 4.3% |
|  |  |  |  |  |  |
| BBB+ |  | 22 |  | 6 | 16 |
|  |  | 9.2% |  | 6.1% | 11.3% |
|  |  |  |  |  |  |
| BBB |  | 13 |  | 4 | 9 |
|  |  | 5.4% |  | 4.1% | 6.4% |
|  |  |  |  |  |  |
| BBB- |  | 6 |  | 4 | 2 |
|  |  | 2.5% |  | 4.1% | 1.4% |
|  |  |  |  |  |  |
| BB+ |  | 8 |  | 6 | 2 |
|  |  | 3.3% |  | 6.1% | 1.4% |
|  |  |  |  | b | a |
|  |  |  |  |  |  |
| BB |  | 7 |  | 1 | 6 |
|  |  | 2.9% |  | 1.0% | 4.3% |
|  |  |  |  |  |  |
| BB- |  | 3 |  | 0 | 3 |
|  |  | 1.3% |  | 0.0% | 2.1% |
|  |  |  |  |  |  |
| B+ |  | 2 |  | 1 | 1 |
|  |  | 0.8% |  | 1.0% | 0.7% |

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

52

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**What is your company's credit rating?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| N=239 |  | Total |  | Credit Rating | |
|  |  |  |  | Actual | Estimate |
|  |  |  |  | A | B |
|  |  |  |  |  |  |
| B |  | 3 |  | 1 | 2 |
|  |  | 1.3% |  | 1.0% | 1.4% |
|  |  |  |  |  |  |
| B- |  | 5 |  | 0 | 5 |
|  |  | 2.1% |  | 0.0% | 3.5% |
|  |  |  |  |  |  |
| CCC |  | 6 |  | 3 | 3 |
|  |  | 2.5% |  | 3.1% | 2.1% |
|  |  |  |  |  |  |
| CC |  | 2 |  | 0 | 2 |
|  |  | 0.8% |  | 0.0% | 1.4% |
|  |  |  |  |  |  |
| D |  | 1 |  | 0 | 1 |
|  |  | 0.4% |  | 0.0% | 0.7% |

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

53

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Your job title (e.g., CFO, Asst. Treasurer, etc):**

Number Percent

CFO 166 49.6 %

Other 77 23.0 %

CEO 48 14.3 %

Controller 38 11.3 %

Treasurer 6 1.8 %

Total 335 100.0 %

Missing Cases = 2

Response Percent = 99.4 %

54

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Other job title:**

|  |
| --- |
| Chief Accounting Officer |
| Owner |
| analyst |
| Finance Manager |
| Sr Director |
| Finance Director |
| Consultant |
| Senior Director of Finance |
| EVP |
| VP Finance |
| VP Finance, Global Sales |
| President |
| VP-Finance |
| Director Treasury Risk Management |
| VP Business Planning |
| CFO / COO |
| partner |
| CPA |
| Managing Director |
| SVP |
| COO |
| Partner |
| COO |
| Interim CFO |
| Finance Manager |
| Director |
| trustee |
| Finance Director |
| Director, Finance |
| Strategic Advisor |
| Managing Director |
| CFO Consultant, CFO Roundtable Facilitator |
| COO |
| SVP FINANCE |
| Procurement & Supply Chain Director |
| President |
| Sr VP Finance |
| Chief Acctng Officer & Treasurer. |
| Sr. Director of Finance & Admin |
| General partner |
| Program Director |
| President |
| Principal |
| Division Manager |
| Director |
| Compliance Consultant |
| GM |
| vice president |
| Principal |
| Chairman of Board |
| Private Banking |
| Deputy CEO |
| Sr. Dir. of Business Development |
| VP Operations |
| VP Finance |

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Other job title:**

|  |
| --- |
| SVP |
| Chairman & President |
| Managing Director |
| SVP |
| Director |
| Global Strategic Leader |
| Manager FP&A |

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**What is the probability that you will be a CEO in 5 years?**

Number Percent 95% CI

0% 117 42.9 % ± 5.7 %

1-20% 74 27.1 % ± 5.1 %

21-40% 28 10.3 % ± 3.4 %

41-60% 25 9.2 % ± 3.3 %

61-80% 17 6.2 % ± 2.7 %

81-100% 12 4.4 % ± 2.3 %

Total 273 100.0 %

Missing Cases = 15

Response Percent = 94.8 %

Only asked of those respondents who are not currently a CEO

57

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**What is the probability that you will be a CEO in 5 years? - Descriptive Summary**

Mean SD 95% CI Median Minimum Maximum Total

What is the probability that you will be a CEO in 5

years? 18.5 27.3 15.3 - 21.8 5 0 100 273

Only asked of those respondents who are not currently a CEO

58

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Do your current job tasks adequately prepare you to be a CEO at some point in the future?**

Number Percent 95% CI

No 74 26.9 % ± 5.1 %

Yes 178 64.7 % ± 5.6 %

Don't Know 23 8.4 % ± 3.2 %

Total 275 100.0 %

Missing Cases = 13

Response Percent = 95.5 %

Only asked of those respondents who are not currently a CEO

59

**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Besides current job tasks, what skills must the CFO of your company develop to become a CEO?**

|  |  |
| --- | --- |
| Agr, Forestry, Fishing | Be a member of the controlling shareholder family. |
| Agr, Forestry, Fishing | Cannot. CEO will be family member. |
| Agr, Forestry, Fishing | Customer Profitability. |
| Agr, Forestry, Fishing | Operational experience. |
| Bank/Fin/Insur/Real Est | already have the needed skills |
| Bank/Fin/Insur/Real Est | Become more operationally oriented and understand better the back-office processes |
|  | that drive revenue on the front-office side. |
| Bank/Fin/Insur/Real Est | being involved all departments and staying on top of all issues being informed on the |
|  | good and bad issues, |
| Bank/Fin/Insur/Real Est | Communication skills; Strategic thinking |
| Bank/Fin/Insur/Real Est | Do you have a less conservative you with respect to finances and to take more of a few |
|  | from the sales and marketing approach. |
| Bank/Fin/Insur/Real Est | Figure out how to get the President/Director/Shareholder to leave the company. |
|  | Strategic planning, monitor and adjust to industry regulatory changes. |
| Bank/Fin/Insur/Real Est | Knowledge of operations, leadership skills |
| Bank/Fin/Insur/Real Est | Knowledge of the front side of the business |
| Bank/Fin/Insur/Real Est | Leadership skills |
| Bank/Fin/Insur/Real Est | LEGAL AND REAL ESTATE KNOWLEDGE |
| Bank/Fin/Insur/Real Est | marketer |
| Bank/Fin/Insur/Real Est | Marketing and Leadership skills |
| Bank/Fin/Insur/Real Est | Marketing and Technology |
| Bank/Fin/Insur/Real Est | Master IT and Big Data Analytics, and how to mesh that with marketing. Better |
|  | Understand how social media drives business. Better Understand millennials as |
|  | employees and customers. |
| Bank/Fin/Insur/Real Est | Master political currents coming out of Washington DC |
| Bank/Fin/Insur/Real Est | personality, business development |
| Bank/Fin/Insur/Real Est | personnel leadership and vision for the company. |
| Bank/Fin/Insur/Real Est | sales ability and industry knowledge |
| Bank/Fin/Insur/Real Est | Strong sales and marketing skills. |
| Bank/Fin/Insur/Real Est | Understand employees and customers - desires & motivation, and true measures of |
|  | profitability |
| Bank/Fin/Insur/Real Est | Underwriter |
| Communication/Media | MBA education, understanding of macroeconomomics, BigData, Business Intelligence, |
|  | EPM, Accounting. |
| Communication/Media | Savy in politics and entrepreneurship. |
| Communication/Media | Telecommunications networking |
| Energy | leadership and communication |
| Energy | Manufacturing, oil and gas experience |
| Energy | none |
| Energy | Sales skills, communications and in-depth understanding of the operating portion of |
|  | the business |
| Energy | Salesmanship, Industry knowledge, Manufacturing and engineering process familiarity |
| Healthcare/Pharm | Being the face of the Company. |
| Healthcare/Pharm | Business development and promotions of our services and products, but not just a |
|  | 'sales & marketing' person. |
| Healthcare/Pharm | CEO is owner so not applicable |
| Healthcare/Pharm | Customer facing, operations responsibility |
| Healthcare/Pharm | Customer intimacy skills and understanding of healthcare trends globally. |
| Healthcare/Pharm | High level industry contacts. |
| Healthcare/Pharm | Keeping my up to date with latest trends in health care. |

Only asked of those respondents who are not currently a CEO

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Besides current job tasks, what skills must the CFO of your company develop to become a CEO?**

|  |  |
| --- | --- |
| Healthcare/Pharm | Knowledge as a CIO and a Chief Administrative Officer. |
| Healthcare/Pharm | Licensure |
| Healthcare/Pharm | Manufacturing experience |
| Healthcare/Pharm | Needs to manage his time better. Needs to delegate more effectively. |
| Healthcare/Pharm | Operational experience |
| Healthcare/Pharm | operational understanding |
| Healthcare/Pharm | Strategic planning skills and internal and external politics |
| Healthcare/Pharm | To take a more analytic approach to information available. |
| Manufacturing | A strategist for the future in both human capital, production efficiencies and |
|  | technology. A CFO needs to be the main project manager of the company goals to move |
|  | things forward. |
| Manufacturing | become fully conversant with all aspects of the business, i.e. operations and markets / |
|  | competitors. |
| Manufacturing | Better product knowledge |
| Manufacturing | Better understanding of Operations and Sales and Marketing |
| Manufacturing | Commercial understanding, visible leadership |
| Manufacturing | culture leadership and industry contacts |
| Manufacturing | Deeper interaction with Board members. Close involvement with operations and |
|  | operating decisions. |
| Manufacturing | Develop a salesperson perspective |
| Manufacturing | Front office know-how |
| Manufacturing | Human capital management, market knowledge, & a strategic vision. |
| Manufacturing | Increased understanding of market segments and customers to better set strategic |
|  | initiatives for the company. |
| Manufacturing | Investor relations |
| Manufacturing | Leadership Skills across disciplines inside and outside the company. |
| Manufacturing | Managing People |
| Manufacturing | Marketing |
| Manufacturing | Master the strategy |
| Manufacturing | More customer focus experience |
| Manufacturing | More personal interaction with dealers and customers in order to build credibility in |
|  | the marker. |
| Manufacturing | More sales organization/customer engagement |
| Manufacturing | Motivational |
| Manufacturing | operating and marketing leadership for a period |
| Manufacturing | Operational skills |
| Manufacturing | Sales and Marketing, New product development and voice of customer |
| Manufacturing | Sales development |
| Manufacturing | Sales skills |
| Manufacturing | Strategic Sales, Operations, Heavier Investor Relations |
| Manufacturing | Strategic Thinker |
| Manufacturing | Strategic thinker, customer interface and relationship building |
| Manufacturing | Strategic vision, ability to manage multiple teams. Leadership skills |
| Manufacturing | Strategist |
| Manufacturing | Strong leadership; Strong communication, Strong understanding of markets (Micro & |
|  | Macro); Strong overall management skills, etc. |
| Manufacturing | Team building, leadership and customer development |
| Manufacturing | Technical knowledge of operations across employee functions and equipment at the |
|  | shop floor level. |

Only asked of those respondents who are not currently a CEO

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**Besides current job tasks, what skills must the CFO of your company develop to become a CEO?**

|  |  |
| --- | --- |
| Manufacturing | The CFO needs to understand the non-financial metrics that drive the business. Also, |
|  | communication is always a necessary skill set. |
| Manufacturing | Understand the business process, our products/markets and culture. |
| Manufacturing | Understanding of people: Feeling vs. Facts or financials. |
| Mining/Construction | market knowledge, pricing knowledge, marketing knowledge |
| Mining/Construction | More operational experience |
| Mining/Construction | none |
| Mining/Construction | Sales |
| Other | Ability to obtain buy in from staff and stakeholders for the agency's mission. |
| Other | Customer focused thinking about the value proposition |
| Other | Deep knowledge of government policies and effect on various stakeholder groups |
| Other | Diplomacy, Communication, and Strategic Thinking |
| Other | Engineering license |
| Other | Governance, strategy, leadership, people skills to include communications3.6 |
| Other | Knowledge of social work type issues |
| Other | Learning additional operational skills |
| Other | Managing people, future planning |
| Other | Marketing acumen, identifying executive level talent |
| Other | Marketing and Business Development |
| Other | marketing/BD |
| Other | More strategic thinking tasks |
| Other | Must be an educator |
| Other | No CFO on staff. VP and owner is a former CPA, so she oversees many of the CFO |
|  | functions. |
| Other | Philanthropic solicitation skills |
| Other | Relationship throughout the company that are positive |
| Other | Sales building, Organizational development, and Operational experience |
| Other | Specialized experience in the educational field. |
| Other | Specific content knowledge in the areas of developmental and educational psychology |
| Other | Understanding of sales, business development and operations. |
| Other | verbal communication, drive and passion, organizational knowledge/competency, |
|  | ethics |
| Pub Admin | Leadership and better social & communication skills |
| Pub Admin | leadership, visionary, strategic planning |
| Pub Admin | Use of technology and analytics |
| Retail/Wholesale | adjusting to changes that affect business activities |
| Retail/Wholesale | Ambition to be one, develop the 'often wrong but never in doubt' mentality, and more |
|  | marketing expertise. |
| Retail/Wholesale | Be a family member of the controlling family. |
| Retail/Wholesale | be younger |
| Retail/Wholesale | customer relations |
| Retail/Wholesale | Deep knowledge of industry |
| Retail/Wholesale | Expand experience to include sales and operations |
| Retail/Wholesale | Further knowledge of the customers and the industry. |
| Retail/Wholesale | I think the CFO of the company has adequate skill set to be CEO |
| Retail/Wholesale | Internally at my company I could be CEO in 5 years with more marketing experience/ |
|  | digital experience to transition the company dominant sales channel to digital. |
| Retail/Wholesale | Leadership |
| Retail/Wholesale | Leadership, motifation and people skils |
| Retail/Wholesale | learn intimate operations of restaurants. |

Only asked of those respondents who are not currently a CEO

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Besides current job tasks, what skills must the CFO of your company develop to become a CEO?**

|  |  |
| --- | --- |
| Retail/Wholesale | Marketing, product development and interdepartmental integration |
| Retail/Wholesale | More external orientated e.g. customer intimacy and relationship with vendors |
| Retail/Wholesale | Operations |
| Retail/Wholesale | Operations, change management, cyber, technology, recruitment, development of |
|  | employee's, tools for employee's to be successful and give them the ability and |
|  | environment to succeed. |
| Retail/Wholesale | SALES & OPERATIONS |
| Retail/Wholesale | Understand and drive revenue. |
| Services, Consulting | Ability to present facts in a way that motivates people to action |
| Services, Consulting | All CEO's of our company have been Professional Engineers with experience as a |
|  | practitioner in an Engineering field |
| Services, Consulting | board and customer management |
| Services, Consulting | Business Development acumen |
| Services, Consulting | CEO is always an attorney |
| Services, Consulting | Communication and persistence |
| Services, Consulting | Communication, Business Development |
| Services, Consulting | Defining risks accurately. |
| Services, Consulting | i have no desire to be ceo |
| Services, Consulting | International Business Experience |
| Services, Consulting | It's a service based business. No one not involved in the consulting has ever been |
|  | named CEO in the 50 year history of this firm |
| Services, Consulting | Know about operations and Administration |
| Services, Consulting | Knowledge of government contract vehicles and budgets |
| Services, Consulting | Marketing, evaluating risk and knowing when to take risks. |
| Services, Consulting | Operational experience |
| Services, Consulting | People management, board relationships, an understating of company Operations. |
| Services, Consulting | People skills. |
| Services, Consulting | Skill to persuade potential clients to use our services. Increase parntering. |
| Services, Consulting | Soft skills, leadership, strategic thinking, people development |
| Services, Consulting | Thorough knowledge of accounting system, ESOP guidelines and requirements, 401K |
|  | Guidelines and requirements, tax consequences of distributions and bonuses, |
|  | submittal dates required by local, State and |
| Services, Consulting | Understanding of: the markets, the operations, valuing talent |
| Services, Consulting | Vision |
| Services, Consulting | Vision, business development |
| Services, Consulting | Vision, Leadership, Political Power (external), communications, Law Degree |
| Tech [Soft/Hard/Bio] | Analytics, over the horizon planning has become increasingly volatile and |
|  | unpredictable affecting working capital commitments adversely. |
| Tech [Soft/Hard/Bio] | better communication of the 'story' |
| Tech [Soft/Hard/Bio] | Broad Company experience and understanding, including marketing, IT and working on |
|  | the revenue side - sales, acquisitions, etc. |
| Tech [Soft/Hard/Bio] | Customer facing |
| Tech [Soft/Hard/Bio] | Increased technical skills. |
| Tech [Soft/Hard/Bio] | Market knowledge |
| Tech [Soft/Hard/Bio] | Marketing / Sales / Operations |
| Tech [Soft/Hard/Bio] | Oversight of operations/operational areas. |
| Tech [Soft/Hard/Bio] | Sales, Human Resource Mgmt, Legal, Software Development Methodolgy |
| Tech [Soft/Hard/Bio] | Sales experience |
| Tech [Soft/Hard/Bio] | Sales skills. Cross-functional management. |
| Tech [Soft/Hard/Bio] | Sales understanding |

Only asked of those respondents who are not currently a CEO

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**Duke CFO magazine Global Business Outlook survey - U.S. - Fourth Quarter, 2016**

**Besides current job tasks, what skills must the CFO of your company develop to become a CEO?**

|  |  |
| --- | --- |
| Tech [Soft/Hard/Bio] | Team building, effective writing, public speaking |
| Transp, Public Util | Already the CFO. The CFO need a broad background in finance, operations and strategic |
|  | planning background so that they can be a trusted advisor to the CEO. Strong Finance |
|  | skills are not enough. |
| Transp, Public Util | Board savvy, business experience beyond finance and accounting, being seen as |
|  | strategic in vision. |
| Transp, Public Util | Global operational knowledge that comes from decades of direct operational |
|  | leadership roles in multiple national and, preferably, international locations. |
| Transp, Public Util | Knowledge of overseeing other departments such as Engineering and Operations. |
| Transp, Public Util | More sales skills |
| Transp, Public Util | More well rounded in greater aspects of whatever the particular business is. |
| Transp, Public Util | OUTGOING PERSONALITY, PRESENTATION SKILLS, DESIRE TO SPEAK CONTINUALLY |
| Transp, Public Util | Play golf. |
| Transp, Public Util | Revenue generation and Energy procurement. |
| Transp, Public Util | Talking to the press, speeches to employees |

Only asked of those respondents who are not currently a CEO