## ALIXPARTNERS

## ADI 2023 SURVEY

**RESEARCH OBJECTIVES**

Edelman Data & Intelligence will refine and augment the ADI 2022 survey to uncover new and compelling insights on how global business executives are responding and/or capitalizing on disruptive forces facing their business.

Specific objectives include:

* To build on the 2021 Disruption Insights and identify new ground for this year’s ADI, reinforcing AlixPartners’ credibility in this space
* To assess how disruption trends and business leaders’ response to disruption has evolved over the past year while capturing emerging trends and pain points
* To develop a strategic bank of insights and content enabling an ‘always on’ activation strategy that can be used throughout the year for any positioning, messaging or sub-campaigns
* To have relevant, actionable and engaging content that can live across multiple channels and be relevant with multiple audiences
* To be globally relevant in scope, understanding the opinions and attitudes of a multinational audience, while remaining locally relevant to individual countries

**RESEARCH METHODOLOGY**

* 20-minute online survey among the following international audiences:
  + n=3000 respondents mixed of mid-level and senior leaders of $100M+ companies with high level of insight into disruption facing their industry.
  + Sample sizes will be balanced across regions as follows:
    - n=1,000 respondents US/Canada (2/3s in US)
    - n=1,000 respondents China/Japan (2/3s in China)
    - n=1,000 respondents France/Germany/Italy/UK/Switzerland (equally distributed)
  + 50% of executives will be C-level
  + 50% of executives will work for $1B+ companies
  + n=300 respondents per industry overall
    - n=50 US/China respondents per industry within country

1. Industries of interest:
   1. Aerospace, Aviation and Defense
   2. Automotive
   3. Consumer Products
   4. Financial Services
   5. Media
   6. Retail
   7. Technology
   8. Telecomm
   9. Energy
   10. Healthcare and Life Sciences

**QUESTIONNAIRE OUTLINE**

* Audience Qualification Screener
* Executives’ Views on Disruption
* Top Concerns & Disruptive Forces
* 2023 Topic Area Deep Dives
  + Workforce Evolution & Talent Gap
  + Digital Transformation (Adoption, Implementation & Use)
  + Supply Chain
  + Growth

AUDIENCE QUALIFICATION SCREENER

P1. Audience Preloads

1. US (United States)
2. Canada
3. UK (United Kingdom)
4. Germany
5. Italy
6. France
7. Switzerland
8. China
9. Japan

S1A. **[ASK IF P1/04-09]** In what language would you prefer to take this survey?

1. English
2. [IF P1/04,07] German
3. [IF P1/05] Italian
4. [P1/06,07] French
5. [P1/08] Standard Chinese
6. [P1/09] Japanese
7. Thank you for your interest in our survey.

The survey data collected will be used for research purposes only, and all responses you provide are voluntary, anonymous and will be processed in aggregate to assist us and our client in understanding audiences like you. All information collected and processed will be done in accordance with local and international data protection laws.

Based on the information above, do you agree to participate? [SINGLE SELECT]

* 1. Yes
  2. No **[TERMINATE]**

1. What is your gender? [SINGLE SELECT]
2. Male
3. Female
4. Non-Binary
5. What is your current age? [NUMERIC, RANGE 1-99, **TERMINATE UNDER 25 OR OVER 65**, INSERT “Prefer not to answer” OPTION BELOW OPEN-END BOX AND **TERMINATE IF SELECTED**]

S3A. [BEHIND THE SCENES RECODE TO GENERATION]

1. Millennial [25-39]
2. Gen X [40-55]
3. Baby Boomer [56-65]

S3B. [BEHIND THE SCENES RECODE TO CENSUS AGE BREAKS]

1. Under 25 **[TERMINATE]**
2. 25-34
3. 35-44
4. 45-54
5. 55-65
6. 66 OR OLDER **[TERMINATE]**
7. Do you live in any of the following countries?
8. [DROP DOWN LIST OF COUNTRIES]
9. I live in another country **[TERMINATE]**
10. Prefer not to say **[TERMINATE]**

S4A. COUNTRY RECODE

1. United States
2. Canada
3. United Kingdom
4. Germany
5. Italy
6. France
7. Switzerland
8. China
9. Japan
10. Other [TERMINATE]

[TERMINATE IF S4A COUNTRY DOES NOT MATCH WITH COUNTRY PRELOAD, P1/1-9]

1. **[US ONLY, P1/1]** What state do you currently live in?

[DROPDOWN MENU OF ALL U.S. STATES INCLUDING DC] [INSERT EXCLUSIVE OPTIONS “I do not live in the U.S.” AND “Prefer not to answer” BELOW THE DROPDOWN MENU AND **TERMINATE IF RESPONDENT SELECTS EITHER OPTION**]

S5A. [BEHIND THE SCENES RECODE TO U.S. REGIONS]

1. Northeast (CT, ME, MA, NH, RI, VT, NJ, NY, PA)
2. Midwest (IL, IN, MI, OH, WI, IA, KS, MN, MO, NE, ND, SD)
3. South (DE, DC, FL, GA, MD, NC, SC, VA, WV, AL, KY, MS, TN, AR, OK, TX)
4. West (AK, AZ, CA, CO, HI, ID, NM, MT, OR, UT, NV, WA, WY)
5. **[NON-US COUNTRIES, P1/2-9]** Where do you live in [IF S4A=03: the] **[INSERT COUNTRY, S4A]**?
   1. [DROP DOWN MENU BASED ON COUNTRY LISTS] [INCLUDE INSERT “I do not live in any of these areas” AND “Prefer not to answer” BELOW THE DROPDOWN MENU AND **TERMINATE IF RESPONDENT SELECTS EITHER OPTION**]

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| **CANADA (S4A/2)** | **CODE** |
| Nunavut | 1 |
| Yukon Territory | 2 |
| Northwest Territories | 3 |
| Prince Edward Island | 4 |
| Newfoundland and Labrador | 5 |
| New Brunswick | 6 |
| Nova Scotia | 7 |
| Saskatchewan | 8 |
| Manitoba | 9 |
| Alberta | 10 |
| British Columbia | 11 |
| Quebec | 12 |
| Ontario | 13 |

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| **UNITED KINGDOM (UK) (S4A/3)** | **CODE** |
| East Midlands | 14 |
| East of England | 15 |
| London | 16 |
| North East (England) | 17 |
| North West (England) | 18 |
| Northern Ireland | 19 |
| Scotland | 20 |
| South East (England) | 21 |
| South West (England) | 22 |
| Wales | 23 |
| West Midlands (England) | 24 |
| Yorkshire and the Humber | 25 |

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| **ITALY (S4A/5)** | **CODE** |
| Abruzzo | 26 |
| Basilicata | 27 |
| Calabria | 28 |
| Campania | 29 |
| Emilia Romagna | 30 |
| Friuli Venezia Giulia | 31 |
| Lazio | 32 |
| Liguria | 33 |
| Lombardia | 34 |
| Marche | 35 |
| Molise | 36 |
| Piedmont | 37 |
| Puglia | 38 |
| Sardinia | 39 |
| Sicily | 40 |
| Tuscany | 41 |
| Trentino Alto Adige | 42 |
| Umbria | 43 |
| Valle D'aosta | 44 |
| Veneto | 45 |

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| **GERMANY (S4A/4)** | **CODE** |
| Baden-Württemberg | 46 |
| Bayern | 47 |
| Berlin | 48 |
| Brandenburg | 49 |
| Bremen | 50 |
| Hamburg | 51 |
| Hessen | 52 |
| Mecklenburg-Vorpommern | 53 |
| Niedersachsen | 54 |
| Nordrhein-Westfalen | 55 |
| Rheinland-Pfalz | 56 |
| Saarland | 57 |
| Sachsen | 58 |
| Sachsen-Anhalt | 59 |
| Schleswig-Holstein | 60 |
| Thüringen | 61 |
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| **FRANCE (S4A/6)** | **CODE** |
| Auvergne Rhône-Alpes | 62 |
| Bourgogne Franche-Comté | 63 |
| Bretagne | 64 |
| Centre-Val de Loire | 65 |
| Corse | 66 |
| Grand-Est | 67 |
| Hauts-de-France | 68 |
| Île-de-France | 69 |
| Normandie | 70 |
| Nouvelle-Aquitaine | 71 |
| Occitanie | 72 |
| Pays de la Loire | 73 |
| Provence - Alpes - Côte d'Azur | 74 |

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| **SWITZERLAND (S4A/7)** | **CODE** |
| Aargau | 117 |
| Appenzell Ausserrhoden | 118 |
| Appenzell Innerrhoden | 119 |
| Basel-Landschaft | 120 |
| Basel-Stadt | 121 |
| Bern | 122 |
| Fribourg | 124 |
| Geneva | 126 |
| Glarus | 127 |
| Graubünden | 128 |
| Jura | 130 |
| Lucerne | 131 |
| Neuchâtel | 132 |
| Nidwalden | 133 |
| Obwalden | 134 |
| Schaffhausen | 135 |
| Schwyz | 136 |
| Solothurn | 137 |
| St. Gallen | 138 |
| Ticino | 139 |
| Thurgau | 140 |
| Uri | 141 |
| Vaud | 142 |
| Valais | 143 |
| Zug | 144 |
| Zurich | 145 |

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| **CHINA (S4A/8)** | **CODE** |
| Beijing | 83 |
| Tianjin | 84 |
| Hebei | 85 |
| Shanxi | 86 |
| Neimenggu | 87 |
| Liaoning | 88 |
| Jilin | 89 |
| Heilongjiang | 90 |
| Shanghai | 91 |
| Jiangsu | 92 |
| Zhejiang | 93 |
| Anhui | 94 |
| Fujian | 95 |
| Jiangxi | 96 |
| Shandong | 97 |
| Henan | 98 |
| Hubei | 99 |
| Guandong | 100 |
| Guangxi | 101 |
| Hainan | 102 |
| Chongqing | 103 |
| Sichuan | 104 |
| Guizhou | 105 |
| Yunnan | 106 |
| Gansu | 107 |
| Shaanxi | 108 |

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| **JAPAN (S4A/9)** | **CODE** |
| Hokkaido | 109 |
| Tohoku | 110 |
| Kanto | 111 |
| Chubu | 112 |
| Kinki | 113 |
| Chugoku | 114 |
| Shikoku | 115 |
| Kyuushuu/Okinawa | 116 |

1. **[US ONLY, P1/1]** Which of the following describes your race? [SINGLE SELECT]
2. White
3. African or African descent (Black, African American, Caribbean or Caribbean American)
4. Asian American / Asian
5. Native Hawaiian / Pacific Islander
6. American Indian or Alaska Native
7. Middle Eastern
8. Other [SPECIFY]
9. Prefer not to answer [EXCLUSIVE]
10. **[US ONLY, P1/1]** Are you of Hispanic or Latino descent? [SINGLE SELECT]
11. Yes
12. No

S8A. [BEHIND THE SCENES RECODE TO RACE/ETHNICITY]

1. White [S8/02 AND S7/01]
2. African or African descent [S8/02 AND S7/02]
3. Hispanic [S8/01]
4. Asian American / Asian [S8/02 AND S7/03]
5. Native Hawaiian / Pacific Islander [S8/02 AND S7/04]
6. American Indian or Alaska Native [S8/02 AND S7/05]
7. Middle Eastern [S8/02 AND S7/06]
8. Other [S8/02 AND S7/07]
9. Prefer not to answer [S8/02 AND S7/08]
10. Which of the following **best** describes your current employment status? Please select your primary status. If multiple options apply to you, please select the one you invest the most time in. [SINGLE SELECT] **[MUST SELECT 01 TO CONTINUE. ALL OTHERS TERMINATE]**
11. Working full-time **[TERMINATE IF DO NOT SELECT]**
12. Working part-time
13. Self employed
14. Furloughed
15. Not working
16. Student
17. Retired
18. Homemaker/Caregiver
19. Prefer not to answer
20. **[EMPLOYED, S9/01]** Which of the following **best** describes the primary industry you work in? [ALPHABETIZE, SINGLE SELECT] **[MUST SELECT: 01-03, 06, 09, 11-13 TO CONTINUE. ALL OTHERS TERMINATE]**
21. Aerospace and defense
22. Automotive
23. Consumer products
24. [DUMMY] Education **[TERMINATE]**
25. Energy and power generation
26. Financial services / investing
27. Healthcare / life sciences
28. [DUMMY] Manufacturing / production **[TERMINATE]**
29. Media / entertainment (including social media)
30. [DUMMY] Restaurant / bar **[TERMINATE]**
31. Retail
32. Technology (non-social media)
33. Telecom / telecommunications
34. Something else **[TERMINATE]**
35. Prefer not to say **[TERMINATE]**
36. What type of **[INSERT INDUSTRY FROM S10]** company do you work for? Please select all that apply. **[INSERT LIST FOR CORRESPONDING INDUSTRY] [MULTISELECT, RANDOMIZE]**

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| **AEROSPACE/DEFENSE (S11/1)** | **CODE** |
| Airlines / Commercial or general aviation | 1 |
| Commercial Aircraft OEM: Fixed or Rotary wing | 2 |
| Defense Aircraft OEM: Fixed or Rotary wing | 3 |
| Engine OEM | 4 |
| Space systems (defense or commercial, launch systems and satellites) | 5 |
| Other Defense systems OEM: Land systems, ship and missiles/weapons | 6 |
| System / sub-system / raw material / lower tier supplier | 7 |
| Maintenance, Repair and Overhaul provider | 8 |
| Airports / Fixed based operation / Ground support provider | 9 |

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| **AUTOMOTIVE (S10/2)** | **CODE** |
| Automaker OEM | 10 |
| Automotive suppliers | 11 |
| Dealership Sales and Service Centers | 12 |
| Aftermarket parts | 13 |
| Automotive-related Services (e.g. Telematics, F&I, etc.) | 14 |
| Shared mobility / Fleet operators | 15 |

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| **CONSUMER PRODUCTS (S10/3)** | **CODE** |
| Food and Beverage | 16 |
| Health & Beauty | 17 |
| Household & Outdoor Products | 18 |
| Consumer Durables | 19 |
| Apparel and Accessories | 20 |
| Paper, Plastics & Packaging | 21 |

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| **FINANCIAL SERVICES (S10/6)** | **CODE** |
| Banking | 22 |
| Insurance | 23 |
| Asset Management | 24 |
| Private Equity | 25 |
| Market Infrastructure | 26 |
| Payments & Fintech | 27 |

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| **MEDIA/ENTERTAINMENT (S10/9)** | **CODE** |
| Movies and entertainment | 28 |
| Publishing | 29 |
| Broadcasting | 30 |
| Media agency | 31 |
| Search | 32 |
| Social media | 33 |
| Ad Platform & Martech | 34 |
| E-Commerce | 35 |

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| **RETAIL (S10/11)** | **CODE** |
| Department store | 36 |
| Discount retailer | 37 |
| Food, drug, and convenience store | 38 |
| Footwear, accessories, and jewelry | 39 |
| Mass and generalmerchandise retailer | 40 |
| Home improvement and furnishings retailer | 41 |
| Pure-play e-commerce | 42 |
| Speciality apparel | 43 |
| Sporting goods, hobby, and electronics | 44 |
| Wholesale and brands | 45 |

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| **TECHNOLOGY (S10/12)** | **CODE** |
| Semiconductors | 46 |
| Software infrastructure | 47 |
| Software applications | 48 |
| Computer HW and equipment | 49 |
| IT consulting and services | 50 |

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| **TELECOMM (S10/13)** | **CODE** |
| Wireless providers | 51 |
| Integrated telcos | 52 |
| Telecom equipment and services | 53 |
| Cable and satellite | 54 |
| Alternative carriers | 55 |

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| **ENERGY AND POWER GENERATION (S10/05)** | **CODE** |
| Coal or mineral mining | 56 |
| Oil and natural gas extraction | 57 |
| Oil refining | 58 |
| NGL processing and liquids fractionation | 59 |
| Utilities | 60 |
| Renewable energy (hydro, wind, solar, biofuel) | 68 |
| Nuclear power | 69 |

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| **HEALTHCARE (S10/07)** | **CODE** |
| Tools & Consumables | 61 |
| Medical devices & Implantables | 62 |
| Branded pharmaceuticals | 63 |
| Generic pharmaceuticals | 64 |
| Biotech | 65 |
| Healthcare Services (including Healthcare IT) | 66 |

**[SHOW ALL]**

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| Something else **[SPECIFY, ANCHOR]** | 67 |

1. Which of the following **best** represents your general title / position at your current company? Please select the option that is closest to your title. [SINGLE SELECT] **[MUST SELECT 01-07 TO CONTINUE, ALL OTHERS TERMINATE]**
2. C-Suite (CEO, CFO, COO, CMO, CIO, etc.)
3. President
4. Business unit leader
5. Executive vice president
6. Senior vice president
7. Vice president
8. Director
9. Manager / supervisor **[TERMINATE]**
10. Entry-level position **[TERMINATE]**
11. Something else **[TERMINATE]**
12. Prefer not to say **[TERMINATE]**

S12A. [POSITION RECODE]

1. Senior level (S12/01-05)
2. Mid-level (S12/06-07)
3. **[ASK IF CSUITE S12/01]** Which C-suite level position best describes your current role? [SINGLE SELECT] [RANDOMIZE]
4. Chief Executive Officer (CEO)
5. Chief Financial Officer (CFO)
6. Chief Human Resources Officer (CHRO)
7. Chief Compliance Officer (CCO)
8. Chief Technology Officer (CTO)
9. Chief Marketing Officer (CMO)
10. Chief Data Officer (CDO)
11. Chief Operating Officer (COO)
12. Chief Administrative Officer (CAO)
13. Something else [ANCHOR, SPECIFY]
14. Chief Information Officer (CIO)
15. Chief Information Security Officer (CISO)
16. Which of the following best describes your current role and responsibilities? Please select all that apply. [RANDOMIZE] [MULTI SELECT]
17. Administration
18. Communications
19. Finance / accounting
20. Human resources
21. IT / technology
22. Legal
23. Marketing
24. New business / business strategy
25. Operations
26. Something else [ANCHOR, SPECIFY]
27. How many people does your company employ, full-time? *Your best guess is fine.* [SINGLE SELECT]
28. Less than 1,000
29. 1,000 – 4,999
30. 5,000 – 9,999
31. 10,000 – 49,999
32. 50,000 or more
33. Don’t know
34. What is the annual revenue of the company you work for in U.S. dollars? [SINGLE SELECT] **[MUST SELECT 03-06 TO CONTINUE, ALL OTHERS TERMINATE]**
35. Less than $50 million **[TERMINATE]**
36. $50 million to less than $100 million **[TERMINATE]**
37. $100 million to less than $500 million
38. $500 million to less than $1 billion
39. $1 billion to less than $5 billion
40. $5 billion or more
41. Don’t know **[TERMINATE]**

S17. How knowledgeable do you feel about each of the following trends related to the industry you work in? [RANDOMIZE] **[MUST BE KNOWLEDGEABLE OF DISRUPTION TRENDS (r01=3-4) ALL OTHERS TERMINATE]**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Not knowledgeable at all | Not too knowledgeable | Somewhat knowledgeable | Very knowledgeable |
| 1. **Disruption trends facing my industry** (trends that displace business, markets, and operating models due to economic, societal, or technological changes) | 1  **[TERMINATE]** | 2  **[TERMINATE]** | 3 | 4 |
| 1. [DUMMY] **Innovation trends facing my industry** (trends that introduce new ideas, methods, or technologies resulting in new solutions and added value to users and organizations) | 1 | 2 | 3 | 4 |

S18. In what ways is keeping up with or being knowledgeable of disruption trends facing your industry important to your role?

* 1. [OPEN END] **[QUESTION USED TO REVIEW]**

**S100 – AUDIENCE QUALIFICATION**

S100/1 – UNITED STATES BUSINESS LEADER [N300]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65YEARS OLD (S3/25-65)
* LIVE IN US (S4A/01)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

S100/2 – CANADIAN BUSINESS LEADER [N 100]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65 YEARS OLD (S3/25-65)
* LIVE IN CANADA (S4A/02)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

S100/3 –UK BUSINESS LEADER [N400]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65 YEARS OLD (S3/25-65)
* LIVE IN UK (S4A/03)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

S100/4 – GERMAN BUSINESS LEADER [N400]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65 YEARS OLD (S3/25-65)
* LIVE IN GERMANY (S4A/04)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

S100/5 – ITALIAN BUSINESS LEADER [N400]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65 YEARS OLD (S3/25-65)
* LIVE IN ITALY (S4A/05)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

S100/6 – FRENCH BUSINESS LEADER [N400]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65 YEARS OLD (S3/25-65)
* LIVE IN FRANCE (S4A/06)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

S100/7 – SWISS BUSINESS LEADER [N200]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65 YEARS OLD (S3/25-65)
* LIVE IN SWITZERLAND (S4A/07)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

S100/8 – CHINESE BUSINESS LEADER [N400]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65 YEARS OLD (S3/25-65)
* LIVE IN CHINA (S4A/08)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

S100/9 – JAPANESE BUSINESS LEADER [N400]

* CONSENT TO PARTICIPATE (S1/01)
* AGES 25-65 YEARS OLD (S3/25-65)
* LIVE IN JAPAN (S4A/08)
* WORKING FULL-TIME (S9/01)
* WORK IN QUALIFYING INDUSTRY (S10/01-03, 05, 06, 07, 09, 11-13)
* SENIOR OR MID-LEVEL POSITION (S12/01-07)
* QUALIFYING COMPANY REVENUE (S17/02-06)
* ARE KNOWLEDGEABLE OF DISRUPTION TRENDS (S18.01/03-04)

**S101 – QUOTAS**

S101/A: OVERALL QUOTAS

* NORTH AMERICAN LEADER (S100/1-2)[COUNTER]
* UNITED STATES LEADER (S100/1) [N300]
* CANADIAN LEADERS (S100/2) [N 100]
* UK LEADER (S100/3) [N400]
* GERMAN LEADER (S100/4) [N400]
* ITALIAN LEADER (S100/5) [N400]
* FRENCH LEADER (S100/6) [N400]
* SWISS LEADER (S100/7) [N200]
* CHINESE LEADER (S100/8) [N400]
* JAPANESE LEADER (S100/9) [N400]

S102 – US QUOTAS (ALL S100/1) [N300]

**INDUSTRY (S10)**

* AEROSPACE AND DEFENSE (S10/01) [N38]
* AUTO (S10/02) [N38]
* CONSUMER PRODUCTS (S10/3) [N38]
* FINANCIAL SERVICES (S10/6) [N38]
* MEDIA (S10/9) [N38]
* RETAIL (S10/11) [N38]
* TECHNOLOGY (S10/12) [N38]
* TELECOMM (S10/13) [N38]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE (S10/07) [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-03) [COUNTER]
* 10K to 50K employees (S16/04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N65]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N65]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

S103 – CANADA QUOTAS (S100/2) [N100]

**INDUSTRY (S10) [HARD QUOTA]**

* AEROSPACE AND DEFENSE (S10/01) [N13]
* AUTO (S10/02) [N13]
* CONSUMER PRODUCTS (S10/3) [N13]
* FINANCIAL SERVICES (S10/6) [N13]
* MEDIA (S10/9) [N13]
* RETAIL (S10/11) [N13]
* TECHNOLOGY (S10/12) [N13]
* TELECOMM (S10/13) [N13]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-03) [COUNTER]
* 10K to 50K employees (S16/04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N35]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N35]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

S104 – UK QUOTAS (ALL S100/3) [N400]

**INDUSTRY (S10) [HARD QUOTA]**

* AEROSPACE AND DEFENSE (S10/01) [N50]
* AUTO (S10/02) [N50]
* CONSUMER PRODUCTS (S10/3) [N50]
* FINANCIAL SERVICES (S10/6) [N50]
* MEDIA (S10/9) [N50]
* RETAIL (S10/11) [N50]
* TECHNOLOGY (S10/12) [N50]
* TELECOMM (S10/13) [N50]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE (S10/07) [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-03) [COUNTER]
* 10K to 50K employees (S16/04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N100]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N100]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

S105 – GERMANY QUOTAS (ALL S100/4) [N400]

**INDUSTRY (S10) [HARD QUOTA]**

* AEROSPACE AND DEFENSE (S10/01) [N50]
* AUTO (S10/02) [N50]
* CONSUMER PRODUCTS (S10/3) [N50]
* FINANCIAL SERVICES (S10/6) [N50]
* MEDIA (S10/9) [N50]
* RETAIL (S10/11) [N50]
* TECHNOLOGY (S10/12) [N50]
* TELECOMM (S10/13) [N50]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE (S10/07) [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-03) [COUNTER]
* 10K to 50K employees (S16/04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N100]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N100]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

S106 – ITALY QUOTAS (ALL S100/5) [N400]

**INDUSTRY (S10) [HARD QUOTA]**

* AEROSPACE AND DEFENSE (S10/01) [N50]
* AUTO (S10/02) [N50]
* CONSUMER PRODUCTS (S10/3) [N50]
* FINANCIAL SERVICES (S10/6) [N50]
* MEDIA (S10/9) [N50]
* RETAIL (S10/11) [N50]
* TECHNOLOGY (S10/12) [N50]
* TELECOMM (S10/13) [N50]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE (S10/07) [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-03) [COUNTER]
* 10K to 50K employees (S16/04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N100]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N100]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

S107 – FRANCE QUOTAS (ALL S100/6) [N400]

**INDUSTRY (S10) [HARD QUOTA]**

* AEROSPACE AND DEFENSE (S10/01) [N50]
* AUTO (S10/02) [N50]
* CONSUMER PRODUCTS (S10/3) [N50]
* FINANCIAL SERVICES (S10/6) [N50]
* MEDIA (S10/9) [N50]
* RETAIL (S10/11) [N50]
* TECHNOLOGY (S10/12) [N50]
* TELECOMM (S10/13) [N50]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE (S10/07) [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-03) [COUNTER]
* 10K to 50K employees (S16/04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N100]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N100]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

S108 – SWITZERLAND QUOTAS (ALL S100/7) [N200]

**INDUSTRY (S10) [HARD QUOTA]**

* AEROSPACE AND DEFENSE (S10/01) [N25]
* AUTO (S10/02) [N25]
* CONSUMER PRODUCTS (S10/3) [N25]
* FINANCIAL SERVICES (S10/6) [N25]
* MEDIA (S10/9) [N25]
* RETAIL (S10/11) [N25]
* TECHNOLOGY (S10/12) [N25]
* TELECOMM (S10/13) [N25]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE (S10/07) [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-0~~2~~3) [COUNTER]
* 10K to 50K employees (S16/~~03-~~04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N75]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N75]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

S109 – CHINA QUOTAS (ALL S100/8) [N400]

**INDUSTRY (S10) [HARD QUOTA]**

* AEROSPACE AND DEFENSE (S10/01) [N50]
* AUTO (S10/02) [N50]
* CONSUMER PRODUCTS (S10/3) [N50]
* FINANCIAL SERVICES (S10/6) [N50]
* MEDIA (S10/9) [N50]
* RETAIL (S10/11) [N50]
* TECHNOLOGY (S10/12) [N50]
* TELECOMM (S10/13) [N50]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE (S10/07) [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-03) [COUNTER]
* 10K to 50K employees (S16/04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N100]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N100]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

S110 – JAPAN QUOTAS (ALL S100/9) [N400]

**INDUSTRY (S10) [HARD QUOTA]**

* AEROSPACE AND DEFENSE (S10/01) [N50]
* AUTO (S10/02) [N50]
* CONSUMER PRODUCTS (S10/3) [N50]
* FINANCIAL SERVICES (S10/6) [N50]
* MEDIA (S10/9) [N50]
* RETAIL (S10/11) [N50]
* TECHNOLOGY (S10/12) [N50]
* TELECOMM (S10/13) [N50]
* ENERGY (S10/05) [COUNTER]
* HEALTHCARE (S10/07) [COUNTER]

**COMPANY SIZE (S16)**

* Less than 10K employees (S16/01-03) [COUNTER]
* 10K to 50K employees (S16/04) [COUNTER]
* 50K+ employees (S16/05) [COUNTER]
* Don’t know (S16/06) [COUNTER]

**DISRUPTION KNOWLEDGE LEVEL (S18)**

* SOMEWHAT (S18.01/03) [COUNTER]
* VERY (S18.01/04) [COUNTER]

**SENIORITY (S12)**

* C-SUITE (S12/1) [COUNTER]
* OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
* MID-LEVEL (S12/6-7) [MAX=N100]

**SENIORITY BY INDUSTRY (S12 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* AUTO (S10/02)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* MEDIA (S10/9)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* RETAIL (S10/11)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TECHNOLOGY (S10/12)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* TELECOMM (S10/13)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* ENERGY (S10/05)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]
* HEALTHCARE (S10/07)
  + C-SUITE (S12/1) [COUNTER]
  + OTHER SENIOR LEVEL (S12/2-5) [COUNTER]
  + MID-LEVEL (S12/6-7) [COUNTER]

**REVENUE (S17)**

* $50 million – 100 million (S17/02) [MAX=N100]
* $100 million less than $500 million (S17/03) [COUNTER]
* $500 million less than $1 billion (S17/04) [COUNTER]
* $1 billion + (S17/05-06) [COUNTER]

**REVENUE BY INDUSTRY (S17 AND S10)**

* AEROSPACE AND DEFENSE (S10/01)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* AUTO (S10/02)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* CONSUMER PRODUCTS (S10/3)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* FINANCIAL SERVICES (S10/6)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* MEDIA (S10/9)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* RETAIL (S10/11)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TECHNOLOGY (S10/12)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* TELECOMM (S10/13)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* ENERGY (S10/05)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]
* HEALTHCARE (S10/07)
  + $50 million – 100 million (S17/02) [COUNTER]
  + $100 million less than $500 million (S17/03) [COUNTER]
  + $500 million less than $1 billion (S17/04) [COUNTER]
  + $1 billion + (S17/05-06) [COUNTER]

**EXECUTIVES’ VIEWS ON DISRUPTION**

**[DISPLAY]** Thank you for your interest in our survey. To start, we would like to better understand how your company is responding to disruption. By disruption, we mean significant change driven by forces that displace business, markets and operating models.

1B. How disrupted would you say your company has been over the past year? **[SINGLE SELECT PER ROW]**

1. 1 – Not disrupted at all
2. 2
3. 3
4. 4
5. 5 – Moderately disrupted
6. 6
7. 7
8. 8
9. 9 – Extremely disrupted

2\_23. Where would you say your company falls on the following spectrum regarding disruption? **[SINGLE SELECT]**

1. We always drive disruption in our industry
2. We drive disruption in our industry more often than we react to it
3. We are in the middle of the pack in our industry in driving disruption
4. We react to disruption in our industry more often than drive it
5. We always react to disruption in our industry

6\_22. When do you expect your company’s business model will need to change due to disruptive forces? **[SINGLE SELECT]**

1. It is changing now
2. Within the next year
3. Within 1 to 3 years
4. More than 3 years

7. How strongly do you agree or disagree with the following statements? [RANDOMIZE] [SINGLE SELECT PER ROW]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Strongly disagree | Somewhat disagree | Somewhat agree | Strongly agree |
| 1. My executive team lacks the agility needed to combat disruptive forces | 1 | 2 | 3 | 4 |
| 1. I worry about losing my job due to the disruption facing my industry | 1 | 2 | 3 | 4 |
| 1. My natural leadership style thrives in a disrupted environment | 1 | 2 | 3 | 4 |
| 1. I worry that my company is not adapting fast enough to stay ahead of disruption | 1 | 2 | 3 | 4 |
| 1. It is becoming increasingly challenging to know which disruptive forces to prioritize | 1 | 2 | 3 | 4 |
| 1. I feel pressure to take a stance on societal issues to avoid backlash from my employees or team members | 1 | 2 | 3 | 4 |

**TOP CONCERNS & DISRUPTIVE FORCES**

**[DISPLAY]** Moving on…

In this section, we'd like to continue exploring the disruptive forces and trends that may be affecting your company, including your concerns and/or priorities in navigating these.

5\_23. When you think about both the year ahead and the long-term future your company, what is the number one concern that keeps you up at night? *Please be a specific as possible.* **[INSERT TEXT BOX AFTER EACH STATEMENT]**  
  
Year ahead…**[OPEN END]**   
Long-term future…**[OPEN END]**

11. ~~Aside from COVID-19,~~ How strongly has your company been impacted by each of the following disruptive forces? **[SINGLE SELECT PER ROW] [CARD SORT]**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not impacted at all | Somewhat impacted | Moderately impacted | Very impacted | Extremely impacted |
| 1. Automation / AI / Robotics (automation of physical and/or mental business processes) | 1 | 2 | 3 | 4 | 5 |
| 1. Data privacy and security-related issues | 1 | 2 | 3 | 4 | 5 |
| 1. Protectionism, tariffs and deglobalization trends | 1 | 2 | 3 | 4 | 5 |
| 1. Environmental and social concerns | 1 | 2 | 3 | 4 | 5 |
| 1. Expectations of personalized products, services and/or experiences | 1 | 2 | 3 | 4 | 5 |
| 1. New or evolving competition or business models | 1 | 2 | 3 | 4 | 5 |
| 1. Pervasive connective technology infrastructure (Internet, Internet of Things, mobile phone technologies, cloud migration, etc.) | 1 | 2 | 3 | 4 | 5 |
| 1. Regulation, policy or geopolitics | 1 | 2 | 3 | 4 | 5 |
| 1. Technological advances in materials and processes | 1 | 2 | 3 | 4 | 5 |
| 1. Major shifts in demographics and income | 1 | 2 | 3 | 4 | 5 |
| 1. Significant change in Asia and other emerging markets | 1 | 2 | 3 | 4 | 5 |
| 1. Interest rates and the inflationary environment | 1 | 2 | 3 | 4 | 5 |
| 1. INSERT INDUSTRY SPECIFIC DISRUPTOR | 1 | 2 | 3 | 4 | 5 |
| 1. INSERT INDUSTRY SPECIFIC DISRUPTOR | 1 | 2 | 3 | 4 | 5 |
| 1. INSERT INDUSTRY SPECIFIC DISRUPTOR | 1 | 2 | 3 | 4 | 5 |
| 1. INSERT INDUSTRY SPECIFIC DISRUPTOR | 1 | 2 | 3 | 4 | 5 |
| 1. INSERT INDUSTRY SPECIFIC DISRUPTOR | 1 | 2 | 3 | 4 | 5 |

7\_23. Thinking about COVID-19 now, which of the following do you most agree with? *Please select one.* **[SINGLE SELECT]**

1. It caused significant short-term disruptions to our business and industry, but those impact have largely gone away
2. It caused significant disruption in the short and medium term for our business and industry, but has not fundamentally disrupted it
3. It accelerated or caused fundamental long-term disruption in our business and industry
4. It never had a significant impact on our business or industry

**[PROGRAMMING: VIRTUAL/BEHIND THE SCENES QUESTION TO COMBINE Q11 LIST WITH Q7\_23 COVID-19 FOR FOLLOWING Q11\_22, Q9\_23]**

**[PROGRAMMING NOTE: Respondents randomly assigned EITHER Q11\_22:THREAT (50%) OR Q9\_23:OPPORTUNITY (50%)]**

11\_22. Which of these disruptive forces pose the largest threat for your company in the next 12 months? *Please select up to three.* **[SELECT UP TO 3, HOLD ORDER FROM Q11, SHOW ONLY FORCES THAT ARE MODERATELY IMPACTFUL]**

1. Automation / AI / Robotics (automation of physical and/or mental business processes)
2. Data privacy and security-related issues
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and/or experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure (Internet, Internet of Things, mobile phone technologies, cloud migration, etc.)
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. COVID-19 **[SHOW IF Q7\_23/1-3]**
14. INSERT INDUSTRY SPECIFIC DISRUPTOR
15. INSERT INDUSTRY SPECIFIC DISRUPTOR
16. INSERT INDUSTRY SPECIFIC DISRUPTOR
17. INSERT INDUSTRY SPECIFIC DISRUPTOR
18. INSERT INDUSTRY SPECIFIC DISRUPTOR

9\_23. Which of these disruptive forces pose the largest opportunity for your company in the next 12 months? *Please select up to three.* **[SELECT UP TO 3] [HOLD ORDER FROM Q11, SHOW ONLY FORCES THAT ARE MODERATELY IMPACTFUL]**

1. Automation / AI / Robotics (automation of physical and/or mental business processes)
2. Data privacy and security-related issues
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and/or experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure (Internet, Internet of Things, mobile phone technologies, cloud migration, etc.)
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. COVID-19 **[SHOW IF Q7\_23/1-3]**
14. INSERT INDUSTRY SPECIFIC DISRUPTOR
15. INSERT INDUSTRY SPECIFIC DISRUPTOR
16. INSERT INDUSTRY SPECIFIC DISRUPTOR
17. INSERT INDUSTRY SPECIFIC DISRUPTOR
18. INSERT INDUSTRY SPECIFIC DISRUPTOR

**[DISPLAY TO RESPONDENTS ON SEPARATE SCREEN]** Thank you for your feedback so far. Now, we’d like to focus on specific disruption trends in more detail. We will ask you a series of questions about a few macro disruption trends.

**[PROGRAMMING: Respondents will be randomly assigned 2 of the 3 following deep dive sections (#1-#3) to accommodate length. All respondents will be shown deep dive #4 (Growth)] [LEAST FILL LOGIC PER COUNTRY]**

**#1 TOPIC DEEP DIVE: WORKFORCE EVOLUTION & TALENT GAP**

**[DISPLAY]** This section will focus on workforce issues at your company.

10\_23. Where would you say your company falls on the following spectrum when it comes to talent management in your industry? *Please select one.* **[SINGLE SELECT]**

1. We are setting the pace in our industry when it comes to talent management
2. We are among the leaders in our industry when it comes to talent management
3. We are in the middle of the pack in our industry when it comes to talent management
4. We are somewhat below average in our industry when it comes to talent management
5. We are trailing the competition in our industry when it comes to talent management

**[PROGRAMMING NOTE: Respondents randomly assigned EITHER Q11\_23A: HIRE (50%) OR Q11\_23B: RETAINING (50%) BASED ON LEAST FILL]**

11\_23A. Compared to the height of the Great Resignation at the beginning of 2021, how has your company’s ability to hire qualified workers changed? *Please select one.* **[SINGLE SELECT] [ROTATE 01-02 AND 04-05]**

1. Hiring qualified workers is much more difficult now
2. Hiring qualified workers is somewhat more difficult now
3. Hiring qualified workers is just as difficult as it was two years ago
4. Hiring qualified workers is somewhat easier now
5. Hiring qualified workers is much easier now

11\_23B. Compared to the height of the Great Resignation at the beginning of 2021, how has your company’s ability to retain qualified workers changed? *Please select one.***[SINGLE SELECT] [ROTATE 01-02 AND 04-05]**

1. Retaining qualified workers is much more difficult now
2. Retaining qualified workers is somewhat more difficult now
3. Retaining qualified workers is just as difficult as it was two years ago
4. Retaining qualified workers is somewhat easier now
5. Retaining qualified workers is much easier now

**[PROGRAMMING NOTE: Respondents assigned EITHER Q12\_23A:HIRE OR Q12\_23B:RETAINING based on assignment Q11\_23A / Q11\_23B; hold A or B from previous question]**

12\_23A. **[SHOW IF Q11\_23A/1-5]** Over the next 12 months, how do you think your company’s ability to hire qualified workers will change? *Please select one.* **[SINGLE SELECT]** **[ROTATE 01-02 AND 04-05]**

1. Hiring qualified workers will become much more difficult
2. Hiring qualified workers will become somewhat more difficult
3. Hiring qualified workers will be just as difficult as it is now
4. Hiring qualified workers will become somewhat easier
5. Hiring qualified workers will become much easier

12\_23B. **[SHOW IF Q11\_23B/1-5]** Over the next 12 months, how do you think your company’s ability to retain qualified workers will change? *Please select one.* **[SINGLE SELECT]** **[ROTATE 01-02 AND 04-05]**

1. Retaining qualified workers will become much more difficult
2. Retaining qualified workers will become somewhat more difficult
3. Retaining qualified workers will be just as difficult as it is now
4. Retaining qualified workers will become somewhat easier
5. Retaining qualified workers will become much easier

13\_23. What workforce issues have the most impact on the overall growth of your company? *Please select up to three.* **[SELECT UP TO 3; RANDOMIZE]**

1. Finding enough employees with critical skills
2. Attracting and retaining a diverse workforce
3. Addressing employee mental health, wellness and safety
4. Finding sufficient budget to reskill employees
5. Finding sufficient budget to invest in AI and automation alternatives
6. Managing employees in a remote/hybrid setting
7. Balancing workloads/employee burnout
8. Other (specify): **[SPECIFY] [ANCHOR]**
9. None of the above **[ANCHOR] [EXCLUSIVE]**

16\_22. What are the top actions your company is taking, or planning to take, to address the shortage of qualified workers? *Please select up to three.* **[SELECT UP TO 3; RANDOMIZE]**

1. Increasing total compensation (base wages, bonuses, benefits)
2. Providing training/~~career development~~education/mentoring opportunities for employees and new hires
3. Leveraging technology to increase productivity
4. Implementing remote/flexible work models
5. Recruiting candidates from non-traditional/diverse sources
6. Other, please specify: **[ANCHOR] [SPECIFY]**
7. Not currently taking or planning to take any action **[ANCHOR] [EXCLUSIVE]**
8. Investing in or strengthening our company culture

18\_22. How strongly do you agree or disagree with the following statements? **[GRID; SINGLE SELECT PER ROW]**

**[ROW; RANDOMIZE]**

1. My company has a strategic workforce development plan that is aligned with our strategy and future business model
2. Employees at my company tend to be set in their ways and not open to change
3. ~~I am concerned that changing demographics are impacting worker availability~~
4. ~~I am concerned that my company’s employees will not have the necessary skills required to operate the business in the future~~
5. ~~I fear the current labor shortages we are experiencing may be permanent~~
6. ~~My company needs to take on more responsibility educating and training our current and future workforce~~
7. New employees entering the workforce do not have the skillset necessary to succeed at my company
8. The pace of change is making my company’s employees’ skills rapidly obsolete
9. I worry my company will need to downsize its workforce due to disruption facing my industry
10. Employees working in-office are more productive than employees working from home/remotely
11. Employees at my company are willing to return to office
12. Shifts in workforce values and preferences are driving disruption within my company

**[COLUMN]**

1. Strongly disagree
2. Somewhat disagree
3. Somewhat agree
4. Strongly agree

16\_23. Have any of the following happened at your company in the past 12 months? *Please select all that apply****.* [MULTI-SELECT; RANDOMIZE]**

1. Layoffs
2. Furloughs
3. Slowed down/paused hiring
4. Slowed down/paused raises or promotions
5. Reduced wages
6. Cutting benefit programs
7. Hiring of contractors (e.g., 3rd party outsourcing)
8. Hiring of temporary workers
9. None of the above **[ANCHOR] [EXCLUSIVE]**

17\_23: Which of the following do you expect to happen at your company in the next 12 months? *Please select all that apply.* **[MULTI-SELECT; HOLD ORDER FROM PREVIOUS QUESTION]**

1. Layoffs
2. Furloughs
3. Slowed down/paused hiring
4. Slowed down/paused raises or promotions
5. Reduced wages
6. Cutting benefit programs
7. Hiring of contractors (e.g., 3rd party outsourcing)
8. Hiring of temporary workers
9. None of the above **[ANCHOR] [EXCLUSIVE]**

**#2 TOPIC DEEP DIVE: DIGITAL TRANSFORMATION (ADOPTION, IMPLEMENTATION & USE)**

**[DISPLAY]** This section focuses on digital tools and technologies.

18\_23. Where would you say your company falls on the following spectrum when it comes to digital tools and technologies in your industry? **[SINGLE SELECT]**

1. We are setting the pace in our industry when it comes to digital tools and technologies
2. We are among the leaders in our industry when it comes to digital tools and technologies
3. We are in the middle of the pack in our industry when it comes to digital tools and technologies
4. We are somewhat below average in our industry when it comes to digital tools and technologies
5. We are trailing the competition in our industry when it comes to digital tools and technologies

19\_23. Thinking about in investing resources in digital tools and technologies, which of the following best describes your company’s current situation? *Please select one.* **[SINGLE SELECT] [ROTATE 01 AND 03]**

1. We are investing less than we were the prior year
2. We are investing the same amount as the prior year
3. We are investing more than we were the prior year

20\_23. Looking ahead to the next 12 months, which of the following areas related to digital tools and techniques do you believe your company *needs* to address? *Please select up to three.* **[SELECT UP TO 3; RANDOMIZE]**

1. Workforce collaboration (including capabilities for remote or hybrid work)
2. E-commerce (e.g., digital POS, digitalization of customer interface)
3. Digitalization of supply chain processes
4. Secure transactions (e.g., blockchain or cryptocurrency)
5. Process automation
6. Artificial intelligence (AI)
7. Data and analytics
8. Data privacy and security
9. Cloud services
10. Internet of Things (IoT) (i.e. producing smart products and services)
11. 5G
12. Quantum computing
13. Robotics
14. Other (specify): **[SPECIFY] [ANCHOR]**
15. None of the above **[ANCHOR] [EXCLUSIVE]**

21\_23. Which of the following do you consider most when making decisions around technology investments? *Please select up to three.* **[SELECT UP TO 3; RANDOMIZE]**

1. Return on investment (ROI)
2. Cost
3. Ease of use
4. Availability of support services
5. Ability to integrate with existing systems/processes
6. Need for training/upskilling
7. Industry standards/trends
8. Time to implement
9. Project feasibility
10. IT workload
11. Other (specify): **[SPECIFY] [ANCHOR]**
12. None of the above **[ANCHOR] [EXCLUSIVE]**

22\_23. What are the top actions you feel your company *needs* to take to address the adoption, implementation and use of digital tools and techniques? *Please select up to three.* **[SELECT UP TO 3; RANDOMIZE]**

1. Developing a comprehensive plan for digital adoption
2. Integrating AI across the across your business
3. Creating training programs so employees know how to fully use technologies
4. Redesigning business processes/approaches ahead of technology implementation
5. Implementing a formal process to track progress
6. Engaging external experts or making strategic hires
7. Investing in our IT workforce/leadership
8. Setting clear, actionable goals related to digital transformation
9. Increasing out cybersecurity efforts
10. Ensuring new tools and solutions integrate with our existing systems
11. Other (specify): **[SPECIFY] [ANCHOR]**
12. None of the above **[ANCHOR] [EXCLUSIVE]**

27\_22. How strongly do you agree or disagree with the following statements? **[GRID; SINGLE SELECT PER ROW]**

**[ROW; RANDOMIZE]**

1. ~~My company’s board of directors fully understands digital technologies and its members agree on the objectives~~
2. ~~My company’s leadership team fully understands digital technologies and agrees on the objectives~~
3. ~~I fully understand digital technologies and agree with the objectives~~
4. The majority of my company’s workforce fully understands digital technologies and agrees with the objectives
5. My company has the resources needed to invest in new technology and digital solutions
6. Advancements in technology are happening at a rate my company cannot keep up with
7. Digital technology is fully embedded across my company
8. My company’s board of directors often impede on the process of adopting/implementing new technology and digital solutions
9. Investing in new technology and digital solutions is a priority for my company’s board of directors/leadership team

**[COLUMN]**

1. Strongly disagree
2. Somewhat disagree
3. Somewhat agree
4. Strongly agree

**#3 TOPIC DEEP DIVE: SUPPLY CHAIN**

**[DISPLAY]** This section focuses on the impact of disruption on the supply chain. Supply chain is defined as the network (domestic and international) between a company and its suppliers to produce and distribute a product to the end customer.

24\_23. Where would you say your company falls on the following spectrum regarding navigating supply chain disruption in your industry? **[SINGLE SELECT]**

1. We are setting the pace in our industry when it comes to navigating supply chain disruption
2. We are among the leaders in our industry when it comes to navigating supply chain disruption
3. We are in the middle of the pack in our industry when it comes to navigating supply chain disruption
4. We are somewhat below average in our industry when it comes to navigating supply chain disruption
5. We are trailing the competition in our industry when it comes to navigating supply chain disruption

25\_23. How much of a challenge is supply chain disruption for your company currently, compared to 12 months ago, and how much of a challenge do you expect it will be for your company 12 months from now? **[SINGLE SELECT PER ROW]**

**[ROW]**

1. *Compared to 12 months ago*…
2. *12 months from now…*

**[COLUMN]**

* 1. Much more of a challenge
  2. Somewhat more of a challenge
  3. No difference
  4. Somewhat less of a challenge
  5. Much less of a challenge

30\_22. What is the most significant challenge your company faces related to the impact of disruption on your supply chain? *Please select one.* **[SINGLE SELECT; RANDOMIZE]**

1. Material shortages that impact production
2. Rising procurement and/or transportation costs
3. Transportation capacity not available
4. Inability to rapidly adapt to unexpected events
5. The scarcity of the semiconductor
6. Other, please specify: **[ANCHOR] [SPECIFY]**

32\_22. What are the top actions your company is taking, or planning to take, to address the impact of disruption on your supply chain? *Please select up to three.* **[SELECT UP TO 3; RANDOMIZE]**

1. Paying more for materials, products and transportation modes
2. Modifying supply footprint (e.g., reshoring)
3. Building in supply chain resilience
4. Entering long-term contracts to secure access to transportation
5. Increasing prices of goods or raw materials to customers
6. Renegotiating supplier pricing
7. Diversifying suppliers
8. Building inventory
9. Demand planning/forecasting
10. Other, please specify: **[ANCHOR] [SPECIFY]**
11. Not currently taking or planning to take any action **[ANCHOR] [EXCLUSIVE]**

28\_23. How strongly do you agree or disagree with the following statements regarding supply chain challenges? **[GRID; SINGLE SELECT PER ROW]**

**[ROW; RANDOMIZE]**

1. I worry consumer demand for my company’s products/services will decrease due to the disruption facing my industry
2. My company needs to invest in AI solutions to combat supply chain disruption
3. I fear supply chain disruption will put my company too far behind competition to keep up
4. My company needs to renegotiate supplier pricing as a result of supply chain disruption
5. My company does not have the inventory needed to meet consumer demand
6. My company needs to diversify its suppliers to protect itself against supply chain disruption
7. My company has entirely shifted its approach to supply chain management in the last 12 months
8. The semiconductor crisis has caused my company to rethink our supply chain strategy
9. My company lacks the talent needed to react and adapt to supply chain disruption

**[COLUMN]**

1. Strongly disagree
2. Somewhat disagree
3. Somewhat agree
4. Strongly agree

**#4 TOPIC DEEP DIVE: GROWTH**

**[DISPLAY]** This section focuses on the growth of your company, industry, and regional economy as well as how disruptive forces may be impacting your company’s growth strategies and results.

29\_23. Where would you say your company falls on the following spectrum when it comes to growth within your industry? **[SINGLE SELECT]**

1. We are setting the pace in our industry when it comes to growth
2. We are among the leaders in our industry when it comes to growth
3. We are in the middle of the pack in our industry when it comes to growth
4. We are somewhat below average in our industry when it comes to growth
5. We are trailing the competition in our industry when it comes to growth

30\_23. What are your growth expectations for each of the following over the next 12 months? **[GRID; SINGLE SELECT PER ROW]**

**[ROW; RANDOMIZE]**

1. Economy
2. Your industry sector
3. Your company

**[COLUMN]**

1. Significant negative growth
2. Slight negative growth
3. No change
4. Slight positive growth
5. Significant positive growth

31\_23. Which best describes how you feel about the future of your business considering a pending recession? **[SINGLE SELECT]**

1. Extremely pessimistic
2. Somewhat pessimistic
3. Somewhat optimistic
4. Extremely optimistic

32\_23. Which of the following actions, if any, has your company taken to prepare for a recession? *Please select all that apply.* [MULTI-SELECT]

|  |
| --- |
| **[RANDOMIZE]** |
| FINANCE [DO NOT SHOW] |
| 1. Built cash reserves |
| 1. Financing / liquidity |
| 1. Expense reductions |
| 1. Scenario planning / analyses |
| PEOPLE [DO NOT SHOW] |
| 1. Layoffs / furloughs |
| 1. Hiring freezes |
| OPERATIONS [DO NOT SHOW] |
| 1. Found new suppliers / partners |
| 1. Renegotiated supplier pricing |
| 1. Developed action plans |
| OTHER/NO ACTION [DO NOT SHOW] |
| 1. Other (specify) **[ANCHOR; SPECIFY]** |
| 1. My company has not taken any actions to prepare for a recession **[ANCHOR; EXCLUSIVE]** |

33\_23. How are your growth investments allocated across the following time periods? **[INSERT NUMERIC TEXT BOX PER ROW WITH %; TOTAL ACROSS 4 ROWS MUST TOTAL TO 100]**

1. Investments focused on the next 12 months
2. Investments focused on the next 1-2 years
3. Investments focused on the next 3-5 years
4. Investments focused beyond 5 years

34\_23. What impact, if at all, is a potential recession having on the following aspects of your company? **[GRID – RANDOMIZE ROWS; SINGLE SELECT PER ROW]**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | No impact at all | Minor impact | Moderate impact | Major impact | Severe impact |
| 1. Labor/workforce | 1 | 2 | 3 | 4 | 5 |
| 1. Sales revenue | 1 | 2 | 3 | 4 | 5 |
| 1. Supply chain | 1 | 2 | 3 | 4 | 5 |
| 1. Inventory | 1 | 2 | 3 | 4 | 5 |

35\_23. How long do you think the following will be impacting businesses in your region? **[GRID; SINGLE SELECT PER ROW]**

**[ROW; RANDOMIZE]**

1. Inflation/rising living costs
2. Recession/economic downturn

**[COLUMN]**

1. 12 months
2. 1-2 years
3. 3-5 years
4. More than 5 years
5. This is not impacting businesses in my region at all

36\_23. Which of the following short-term actions, if any, is your company taking to protect itself against inflation? *Please select all that apply.* **[RANDOMIZE; MULTI-SELECT]**

1. Financing / liquidity
2. Scenario planning
3. Expense reductions
4. Layoffs / furloughs
5. Finding new suppliers/partners
6. Passing increases down to our customers
7. Building cash reserves
8. Other (specify): **[ANCHOR] [SPECIFY]**
9. None of the above **[ANCHOR] [EXCLUSIVE]**

37\_23. Where do you plan to invest most to ensure growth for your business over the next 3-5 years? *Please select up to three.* **[RANDOMIZE; SELECT UP TO 3]**

1. Mergers
2. Acquisitions
3. Partnerships
4. Prioritizing customer attraction
5. Prioritizing customer retention
6. Expanding our business geographically
7. Consolidating costs
8. Adjusting capital structure
9. Recruiting new talent
10. Renewable energy
11. Risk management systems and processes
12. Digital transformation
13. Developing new lines of business
14. Upskilling/training
15. Hybrid work model
16. Corporate culture
17. Other (specify): **[ANCHOR] [SPECIFY]**
18. None of the above **[ANCHOR] [EXCLUSIVE]**

38\_23. For each option below, which best describes what your company is currently prioritizing? *Please select one per row.* **[THIS OR THAT] [SINGLE SELECT PER PAIR; RANDOMIZE ROWS]**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Revenue growth | **OR** | Profitability |
|  | Maximizing the value of core business | **OR** | Building valuable new businesses |
|  | Improving the engagement and skills of existing talent | **OR** | Recruiting new talent and new skills |
|  | Employee retention | **OR** | Employee attraction |
|  | Customer retention | **OR** | Customer attraction |
|  | Recruiting in new talent | **OR** | Training/upskilling current workforce |
|  | Consistency | **OR** | Innovation |
|  | Expanding our digital tools/solutions | **OR** | Consolidating and optimizing digital tools/solutions |

39\_23. How important are each of the following sources of growth likely to be for your company over the next five years? **[GRID; SINGLE SELECT PER ROW]**

**[ROW; RANDOMIZE]**

1. Increasing sales of existing products and services to new customers
2. Increasing sales of existing products and services to existing customers
3. Expanding into new geographies
4. Developing new products or services
5. Other (specify)

**[COLUMN]**

1. Very important
2. Somewhat important
3. Not too important
4. Not important at all

40\_23. How strongly do you agree or disagree with the following regarding how your company is responding or plans to respond to disruptive forces? **[GRID; SINGLE SELECT PER ROW]**

**[ROW; RANDOMIZE]**

1. I expect my company to actively pursue mergers/acquisitions in the next 12 months
2. Geopolitical challenges are forcing my company to adjust its growth strategies
3. I expect my company to reduce the number of products or services we offer in the next 12 months
4. I expect my company to divest business units or other assets over the next 12 months
5. My company is planning to invest in a potential recession rather than cutting costs (e.g., expand while competitors scale back)

**[COLUMN]**

1. Strongly disagree
2. Somewhat disagree
3. Somewhat agree
4. Strongly agree

**[DISPLAY]** Those are all the questions we have for you today. Thank you for completing our survey.

CROSS INDUSTRY & SPECIFIC INDUSTRY DISTRIBUTORS

***BLUE*** *text indicates disruptors are specific to this industry.* ***BLACK*** *text indicates cross-industry disruptors.*

**ENERGY**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Increasing consumer demand for sustainable energy
14. Pressure from activity investors
15. Zero carbon regulation

**HEALTHCARE AND LIFE SCIENCES**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Customer-centric care
14. Consolidation of healthcare providers
15. Changes in reimbursement models

**RETAIL**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Direct relationships between branded products companies and consumers, which bypass retailers
14. Shift toward e-commerce
15. Multiple points of purchase and pickup (e.g., Omnichannel shopping)

**AUTOMOTIVE**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Autonomous vehicles
14. Shared mobility
15. Electric vehicles

**CONSUMER PRODUCTS**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Digital relationship between brand and end consumers
14. Health and wellness trends among consumers
15. Importance of brand authenticity and brand purpose

**TELECOMM**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Fixed wireless technology and products
14. 5G technology and monetization via new products (e.g., private VPNs)
15. Emergence of ubiquitous high-speed bandwidth/fiber
16. Switch out of Chinese vendors (e.g., Huawei)
17. Unwinding of network sharing relationships

**MEDIA / ENTERTAINMENT**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Machine Learning (ML) targeted content
14. Growth in the creator economy
15. Expansion of targeted/addressable advertising
16. More immersive experiences through virtual reality (VR)

**AEROSPACE, AVIATION AND DEFENSE**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Alternative propulsion systems (e.g., electric and hydrogen)
14. Autonomous land-based vehicles (substitute mode of transportation)
15. Major shifts in consumer behavior / demand
16. Reduced government defense budgets / spending
17. New system technologies (e.g., hypersonic, UAVs, coordinated drones)

**TECHNOLOGY**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Uses and regulation of AI
14. Digital-first customer experience
15. Specialized semiconductors/hardware
16. Shift to cloud technologies and distributed computing

**FINANCIAL SERVICES**

1. Automation/AI
2. Data privacy/security
3. Protectionism, tariffs and deglobalization trends
4. Environmental and social concerns
5. Expectations of personalized products, services and experiences
6. New or evolving competition or business models
7. Pervasive connective technology infrastructure
8. Regulation, policy or geopolitics
9. Technological advances in materials and processes
10. Major shifts in demographics and income
11. Significant change in Asia and other emerging markets
12. Interest rates and the inflationary environment
13. Debundling and modularization of financial services
14. Changes in the payment transaction infrastructure
15. Digitization of assets and cryptocurrencies
16. Contagion effects from volatile markets (e.g., crypto assets, energy, scarce natural resources, etc.)