



Privately Speaking

Insights on private company growth from private company insiders

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On the minds of private market CEOs in the U.S.

The CEOs and founders of U.S.-based private companies are banking on disruption. They recognize that future success will depend on their ability to couple organizational agility with smart workforce talent and capabilities. And, they are aggressively seeking out partnerships and technologies that can help them achieve that goal.

In this edition of Privately Speaking, we explore the results of our annual CEO Outlook to see what's on the minds of private market CEOs in the U.S.

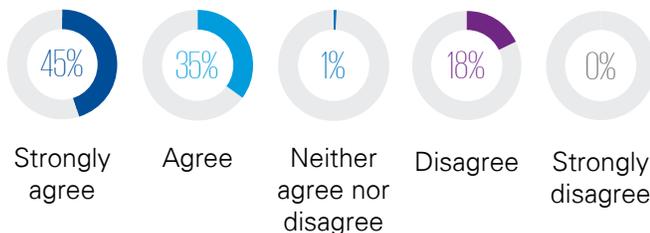
Who did we talk to?

The following data is based on the responses of 58 U.S.-based private market CEOs representing companies reporting between \$500 million and \$1 billion in annual revenues.

Agility

Private market companies are improving their ability to pivot their business models and strategies.

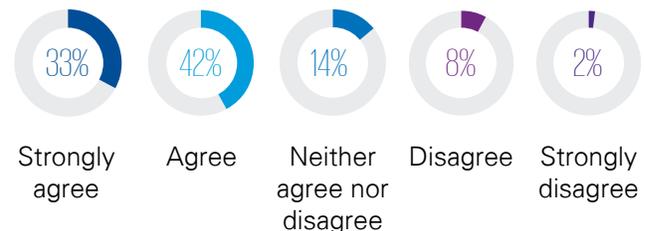
We have structures in place to review our business model and ensure it stays competitive in the face of disruption.



Percentages may not equal 100% due to rounding.

They are working to create the right culture to encourage business agility.

Our organization has a culture in which "fast-failing" unsuccessful innovation initiatives are celebrated.



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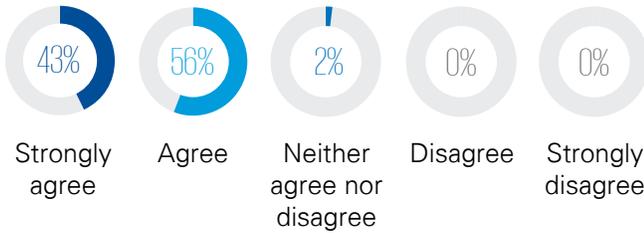
“As CEOs embark on aggressive, mostly inorganic growth, they need to bear in mind that resilience means being able to change at the right speed—and in such a way that the company endures.”

—Lynne Doughtie,
Chairman and CEO, KPMG LLP

Disruption

Private market leaders see disruption as a source of new opportunity.

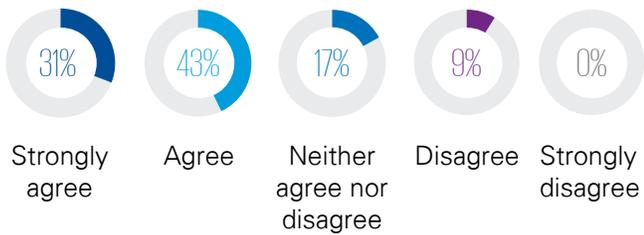
We see technological disruption as more of an opportunity than a threat.



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They are embracing it as a pathway to growth.

Rather than waiting to be disrupted by competitors, my organization is actively disrupting the sector in which we operate.



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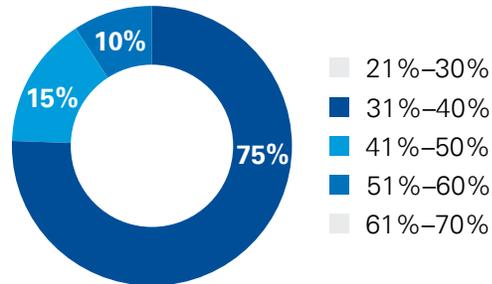
“You can’t disrupt the market if you don’t have your finger on the pulse of your customers. You need deep market awareness in order to find the right opportunities for disruption. And that means knowing your customers better than ever before.”

—**Conor Moore**,
National Venture Capital
Coleader, KPMG LLP

Workforce

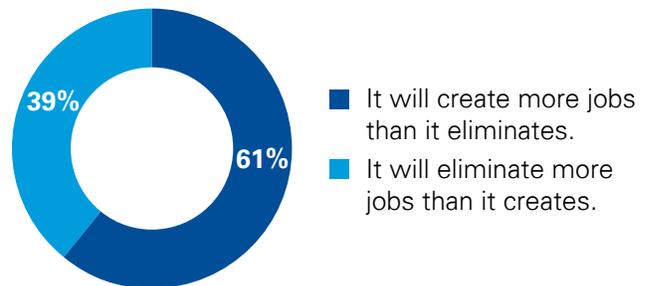
Private market CEOs are eager to modernize their workforces.

What proportion of your organization’s current workforce do you plan to up-skill in new digital capabilities (such as advanced data visualization, ability to code, etc.) during the next three years?



They think the adoption of new technologies will only heighten the war for talent.

Over the next three years, which of the following is the most likely impact of artificial intelligence and robotics technologies on your organization?



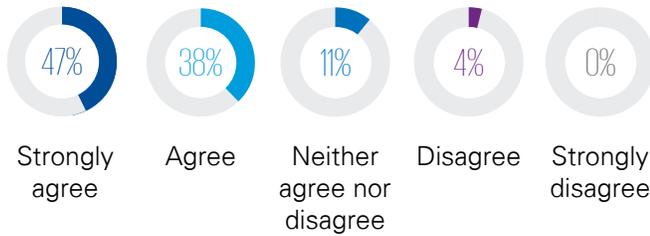
“This isn’t just about developing new skills and capabilities. It’s about finding ways to fundamentally rethink the way your people work and to redesign—where possible—technology-enabling work streams, processes, and responsibilities to create the workforce of the future.”

—**Brian Hughes**, National Private
Markets Group Leader and National
Venture Capital Coleader, KPMG LLP

Technology

Private market CEOs are taking personal responsibility for their technology strategies.

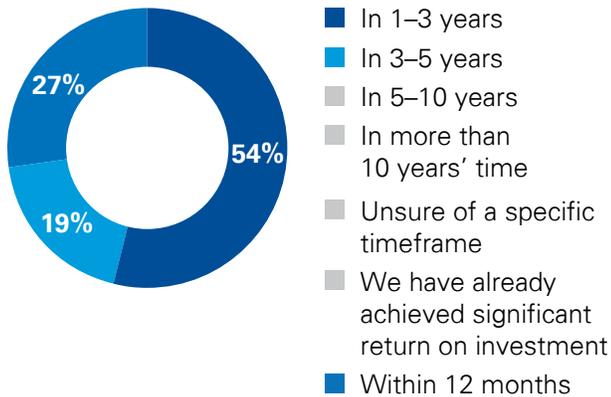
I am personally leading the technology strategy for our organization.



Percentages may not equal 100% due to rounding.

They expect to start reaping the rewards of their digital investments soon.

Over what time period do you expect to see significant return on investment from digital transformation?



“CEOs no longer look at cyber risk as a separate topic to technology. More and more, they have it embedded into their overall change programs and are beginning to make strategic decisions with cyber risk in mind. It’s no longer a stand-alone solution.”

—**Tony Buffomante**, Global Coleader, Cybersecurity Services, KPMG

Get the 2019 U.S. CEO Outlook

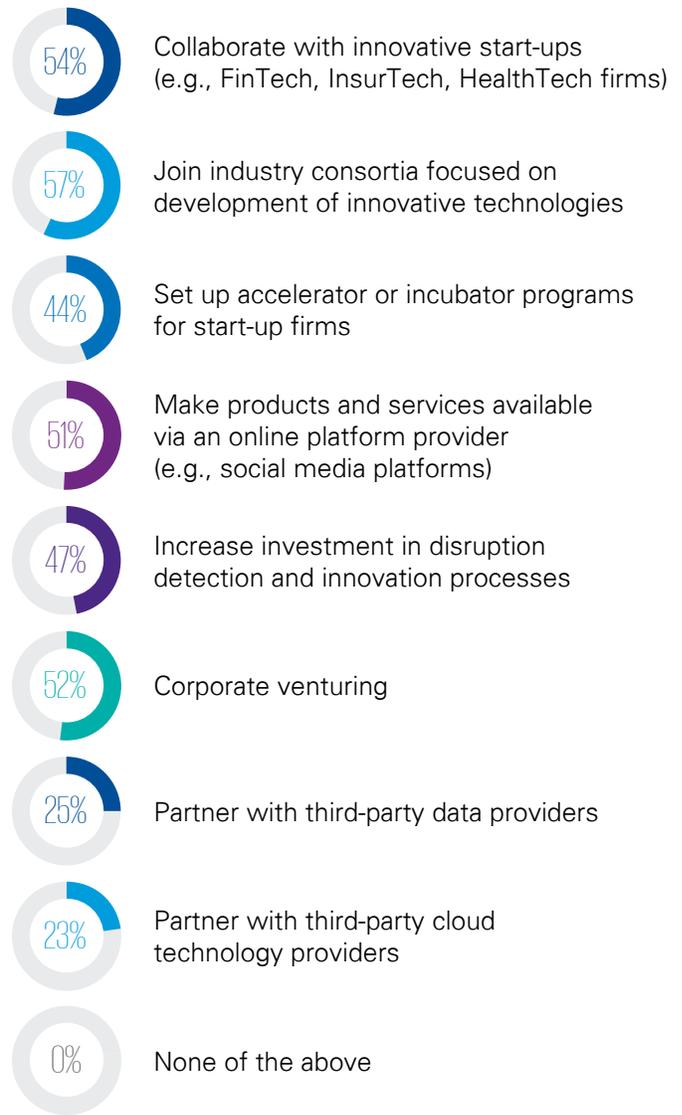
In this year’s CEO Outlook, CEOs and KPMG LLP leaders share their perspectives on the best way to build resilience. Get the full report here.



[Read more >>](#)

What are you doing to drive growth? Private market CEOs are looking to partnerships and new ventures to achieve their objectives.

Does your organization intend to undertake any of the following actions over the next three years to help in pursuing your growth objectives?



More than one answer could be selected.

KPMG's Private Markets Group can help

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While providing industry and marketplace perspectives along with proactive guidance, our PMG professionals help private companies achieve their strategic objectives through each stage of the business lifecycle. From start to finish, we understand the challenges and opportunities that come with each stage of your business.

Contact us to find out how we can help you along your journey.

Don't miss a thing

The environment for private companies is changing rapidly, and new opportunities are emerging every day.

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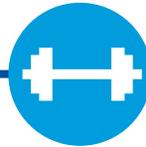
Starting your
business



Growing your
business



Strengthening
your business



Transitioning
your business



Privately Speaking focuses on the issues that matter most to privately held entities, including PE- and VC-backed companies.

KPMG's Private Markets Group understands what it takes to drive private company growth. In each edition of **Privately Speaking**, we share our insights—along with practical and actionable tips—to help boards, executives, and management grow, strengthen, and transition their privately held businesses.

For more information, click here to visit our *Privately Speaking* web page.



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