

Duke's Fuqua School of Business / CFO Magazine Business Outlook
Results for 74 African firms (own-firm changes expected during the next 12 months)

	Sept 2014	Jun 2014	Mar 2014	Dec 2013	Sept 2013
Weighted Averages for	Expected growth in next 12 months	Expected growth in next 12 months	Expected growth in next 12 months	Expected growth in next 12 months	Expected growth in next 12 months
Earnings growth*	18% Median=12%	16% Median=15%	12.8%	19.2%	18.8% Median=8%
Capital spending	7.6%	21.88% Median=10%	11%	20.6% Median=5%	-3.7% Median=5%
Technology spending	10.7%	15.77%	6.1%	13.5%	6.8%
R&D spending	5.8%	2.53%	6%	9.9%	-4.9%
Advertising and marketing spending	4.2%	5.58%	6%	10.9%	8.0%
Employment – full-time	4.0%	5.35%	-2.0%	5.2%	-1.5%
Employment – temporary	6.0%	2.08%	-0.4%	3.9%	3.8%
Outsourced Employment	10.3% Median=0%	3.28%	4.3%	4.7%	-3.5%
Wages and Salaries	7.5%	8.47%	7%	10.7%	8.0%
Productivity	1.6%	2.62%	5.3%	3.7%	0.3%
Inflation (Chg in prices of own-firm products)	4.7%	6.24%	5.7%	6.0%	1.8%
Health Care Costs	5.3%	5.3%	10.2%	7.4%	-0.4%
Dividends*	3.1%	6.8%	8%	10.8% Median=10%	13.6% Median=0%
Share Repurchases*	0%	0.0%	0.3%	0%	0%
Cash on balance sheet*	1%	-1.29%	6.7%	27.8% Median=0%	5.7% Median=5%
Revenue	14.9% Median=12%	12.82%	9.5%	16.7%	16.8% Median=10%
Mergers and Acquisitions	Not asked.	Not asked.	18.4% plan to acquire; Foreign targets in 41.4% of acq. 8.6% plan to sell part or all of firm	Not asked.	Not asked.

* indicates public firms only. All other numbers are for all survey respondents (including private). The reported averages are weighted by revenue or number of employees, so that large firms are weighted more heavily.

Africa BUSINESS OPTIMISM

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	Sept 2014	Jun 2014	Mar 2014	Dec 2013	Sept 2013
	Compared to last qtr.	Compared to last qtr.	Compared to last qtr.	Compared to last qtr.	Compared to last qtr.
Optimism about the country's economy	More opt: 30.1% Less opt: 54.8% No chg: 15.1%	More opt: 24.6% Less opt: 56.9% No chg: 18.5%	More opt: 34.1% Less opt: 39.0% No chg: 26.8%	More opt: 20.5% Less opt: 51.3% No chg: 28.2%	More opt: 27.8% Less opt: 59.3% No chg: 13.0%
Country optimism level	51.7	49.4	54.7	56.4	52.8
Optimism about own company	More opt: 45.9% Less opt: 33.8% No chg: 20.3%	More opt: 45.3% Less opt: 32.8% No chg: 21.9%	More opt: 61% Less opt: 24.4% No chg: 14.6%	More opt: 69.2% Less opt: 10.3% No chg: 20.5%	More opt: 43.4% Less opt: 41.5% No chg: 15.1%
Own company optimism level	65.5	61.5	66.2	72.3	62.6

Top Concerns for African Businesses

- Government policy
- Currency risk
- Economic Uncertainty
- Rising input or commodity costs
- Attracting and retaining qualified employees
- Rising wages and salaries
- Regulatory requirements
- Employee productivity
- Inflation
- Employee morale