



# 2025 Private Company Board Survey Insights



[kpmg.com/us/blc](https://kpmg.com/us/blc)

September 2025



# Oversight of strategy amid risk and uncertainty

To gain a better understanding of the challenges facing US private company boards in their oversight of strategy—given the pace of change, disruption, and uncertainty—the KPMG Board Leadership Center surveyed nearly 275 private company directors.

From the board's perspective, what are the most challenging aspects of strategic planning for management in this environment? Where can boards add the most value—both in the strategic planning process and in scenario planning?

Two years ago, in our 2023 Private Company Board Survey, nearly two-thirds of directors said that the greatest opportunity for improvement in board oversight was in strategy. Given the current business environment—from new policies on tariffs and trade, recession and inflation risks, and ongoing wars to cybersecurity threats and the transformative implications of AI—our 2025 survey takes a closer look at the challenges boards face in oversight of strategy and where they can add the most value.

## Key takeaways

**The top two challenges for management in strategic planning are the difficulty in assessing market trends, customer expectations, and the competitive landscape (49%), and the scenario planning and risk analysis process (48%).** Survey respondents also identified resource allocation (39%), defining strategic goals and objectives (28%), and establishing timelines and an action plan (22%) as other elements of strategic planning that pose a challenge for management.

**The board can add the most value in the strategic planning process by challenging strategic assumptions (50%); providing fresh perspectives on markets, competitors, customers, and trends (48%); and working with management to identify potential opportunities and risks (46%).** Other areas identified by respondents include helping to ensure alignment of strategy, risk, controls, incentives, and culture (36%); helping to ensure alignment of the company's long-term goals and strategy (36%); and monitoring strategic execution (34%).

**A majority of respondents were less than satisfied that management's scenario planning process adequately identifies and quantifies the risks to the company's strategy so that management can develop plans to mitigate those risks.** About half of respondents identified several specific areas of the scenario planning process that required improvement (including developing multiple plausible scenarios, assigning probability and determining impact, developing options enabling the company to pivot, and ensuring that the scenario planning process is appropriately resourced and staffed).

Independent directors were generally more critical of the scenario planning process than other directors. As to where the board can add the most value in the scenario planning process, two-thirds of respondents identified providing input on management's scenario planning updates and results, and 43% said helping to ensure that there is a wide aperture in identifying the company's range of risks.

**Most private company boards have significant work to do to gain an understanding of GenAI and its impact on the company’s strategy, risks, and business model, and to help ensure that the company is implementing governance approaches for the effective, ethical, and responsible deployment of GenAI.** Less than one-third of respondents said that they are satisfied with the board’s understanding of the company’s use of/ plans to use GenAI, the board’s understanding of the risks posed by the technology, and whether the company has the talent to support its use of GenAI. Similarly, less than one-third are satisfied that the company is implementing governance approaches for the responsible deployment of GenAI.

**Most survey respondents expect their company to make a significant investment in technology within the next three years to carry out the strategic plan.** Nearly three-quarters of survey respondents said that their companies will be able to self-fund all or some portion of these capital requirements. Larger companies (by revenue) are more likely to also use loans/lines of credit. Smaller companies are more likely to look to private equity, a financial sponsor, or a strategic investor.

This report also includes **quotes from directors, aggregate survey findings, participant demographics**, and a **detailed appendix** by role and company ownership, revenue, and sector.



## Which aspect of private company board oversight do you believe has the most opportunity for improvement and why?\*

### On strategy

There should be a more robust review about the strategic plan as it evolves and changes.

— *Independent director for an employee-owned company*

Direct understanding and experience in the market and business model make the board much more effective in critiquing and evaluating strategic planning from management.

— *CEO of a private-equity owned company*

Gaining executive management's confidence that the board is there to help executive leadership think about things from a broader perspective... The value of the board is inherent in its experience, connections, and insights, with an ability to be a sounding board without judgement or criticism.

— *Independent director for a not-for-profit financial holding company*

Balancing the near term, critical focus on capital and financial health with the longer-term growth opportunities and expectations.

— *Independent director for venture capital-backed company*

### On technology and innovation

Boards need to be more engaged in the innovation process, talking to customers and the market.

— *Founder and CEO of a venture-capital backed company*

You can cut your price, mitigate risks, or use AI in a thousand ways, but if you don't have a unique, better, differentiated product that customers/clients must have, none of the other stuff matters.

— *Independent director for a family-owned company*

### On scenario planning and risk oversight

Effective use of internal audit or other quality assurance functions. These functions often provide a different perspective than that being presented by management and offer the board an opportunity to gain insight into the control environment and overall culture of the organization.

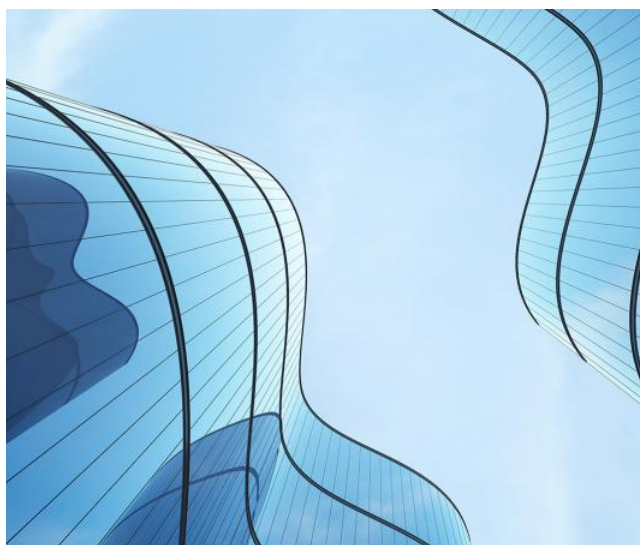
— *Member representative on a cooperative board*

Comprehensive risk analysis and market/customer dynamics. Most boards are unaware of the marketing and client/user issues and instead manage to tradition and use the past to predict future.

— *Founder of a mutual company*

Market segmentation, including the time and resources to obtain market data (size, trends, competition, channel) to allow analysis on a regular cadence. Driving the company to further penetrate the chosen segments, tweak value propositions, and build sustainable profitable growth in revenues and EBITDA.

— *Independent director for a private-equity owned company*

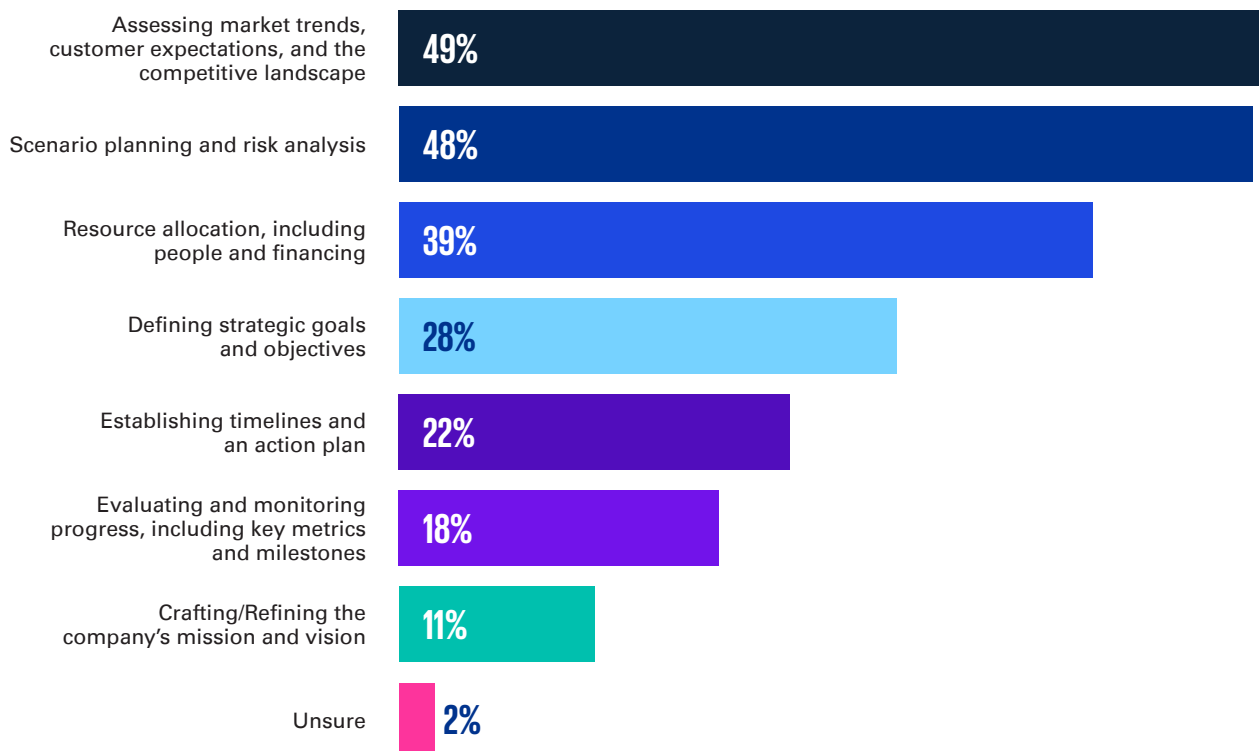


\*Selected answers from this optional survey question have been edited for length and clarity.

# Survey findings

01

In your opinion, which elements of the strategic planning process have proven to be the most challenging for management in today's business and risk environment?  
*Select up to 3.\**



\*Aggregate findings are presented here and on the following pages. [The Appendix](#) includes findings based on role, company ownership, company revenue, and company sector. Percentages may not equal 100% due to rounding.

## 02

How does your board add the most value in the strategic planning process?  
Select up to 3.

Challenges strategic assumptions

50%

Provides fresh perspectives—  
on markets, competitors,  
customers, trends, and more

48%

Works with management  
to help identify potential  
opportunities and risks

46%

Helps ensure alignment of  
strategy, risk, controls,  
incentives, and culture

36%

Helps ensure alignment  
of company's long-term  
goals and strategy

36%

Monitors strategic execution

34%

Other

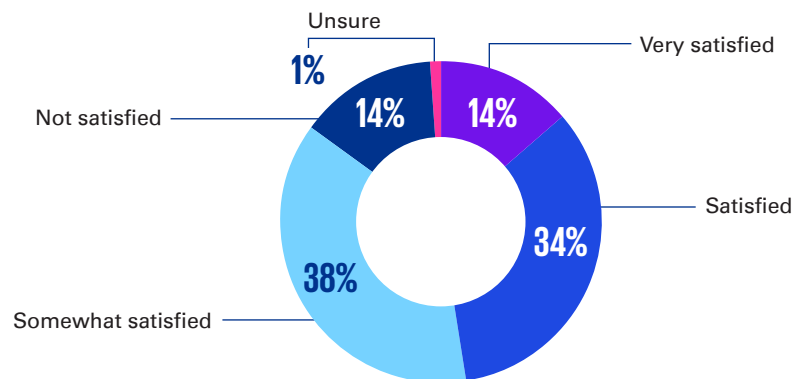
3%

Unsure

2%

## 03

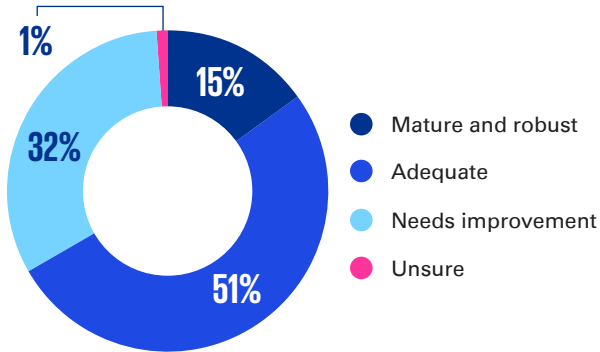
How satisfied are you that management's scenario planning process  
adequately identifies and quantifies the risks to the company's strategy—  
so that management can develop plans to address these risks?



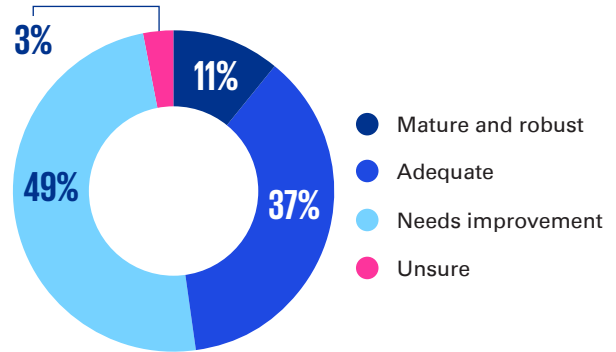
# 04

How would you describe management's scenario planning process in each of the following areas?

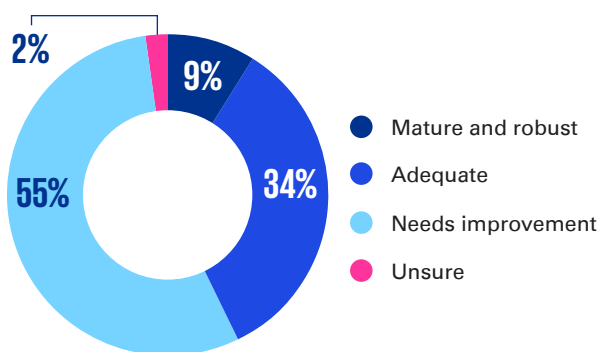
Helps refine management's thinking on critical risks and uncertainties



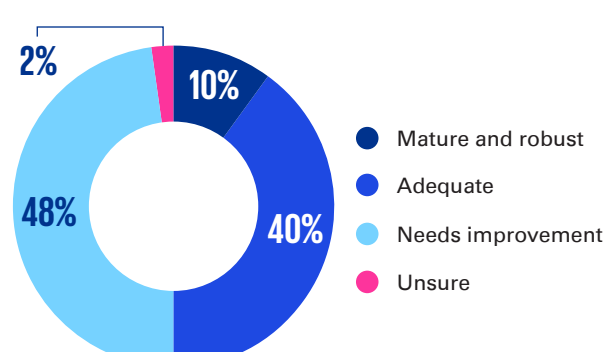
Develops multiple plausible scenarios (including scenarios that reflect compound risks)



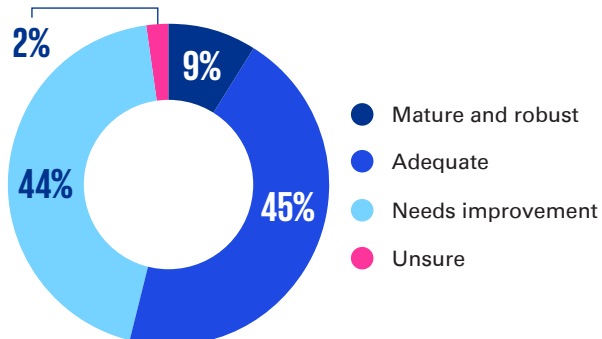
Identifies potential impact and assigns probabilities for each scenario



Determines how each scenario could affect the company's plans, and develops options to enable the company to pivot, as needed



Is appropriately resourced and staffed



# 05

## How does your board add the most value in oversight of scenario planning? *Select up to 2.*

Provides input on management's scenario planning updates and results

65%

Helps ensure there is a wide aperture in identifying the range of risks of importance to the company

43%

Helps ensure the process is iterative

23%

Emphasizes the importance of a small team dedicated to scenario planning so that others are not distracted from strategic execution

12%

Other

6%

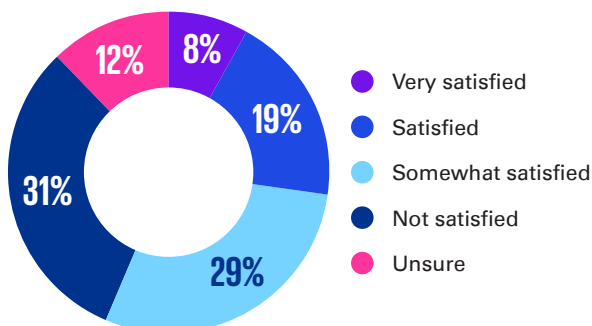
Unsure

7%

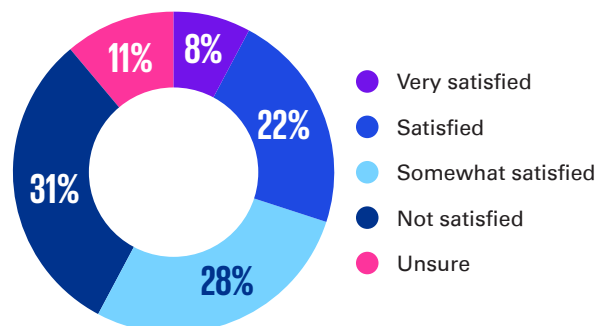


Amid rapid innovations in GenAI, how satisfied are you with your board's understanding of each of the following?

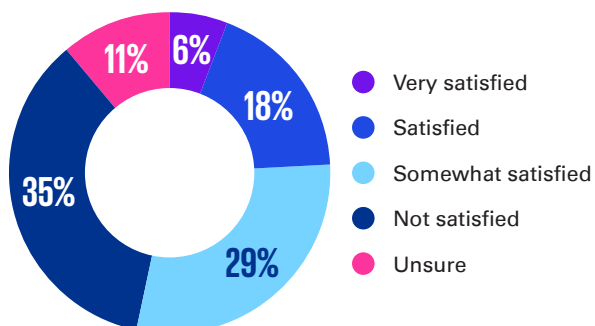
Potential impact of GenAI on the company's business model and strategy



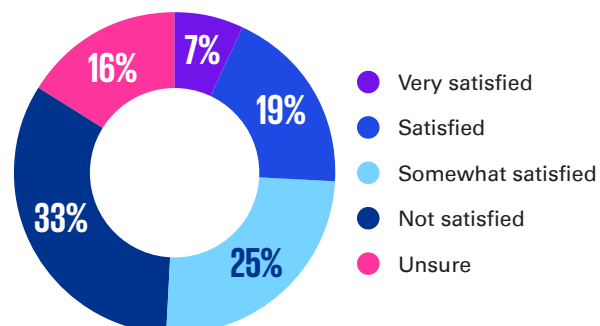
How the company is using/plans to use GenAI



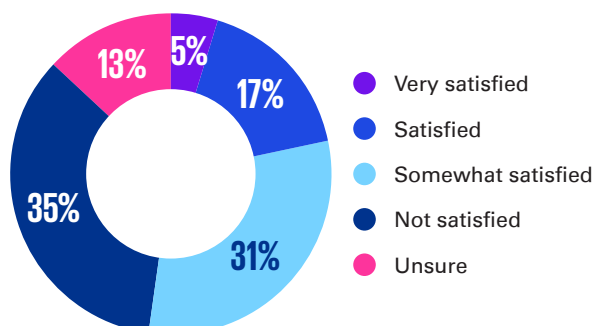
Risks posed by the use of GenAI



Risks posed by decision *not* to use GenAI

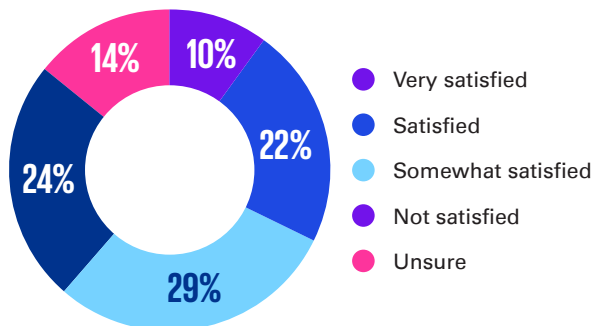


Whether the company has the talent to support its use of GenAI



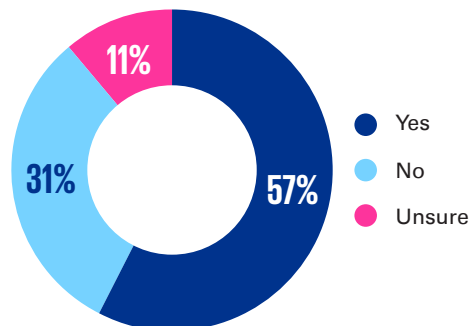
07

How satisfied are you that the company is implementing governance approaches to ensure effective, ethical, and responsible GenAI deployment?



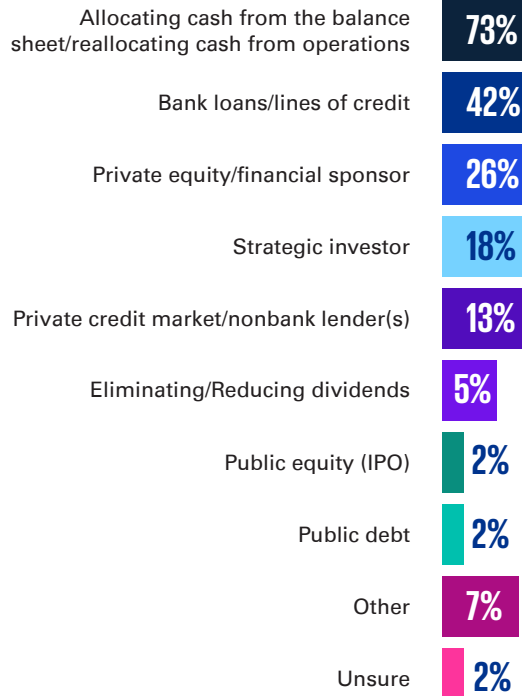
08

Does your company anticipate the need for a significant investment in technology within the next three years in order to carry out its strategic plan?



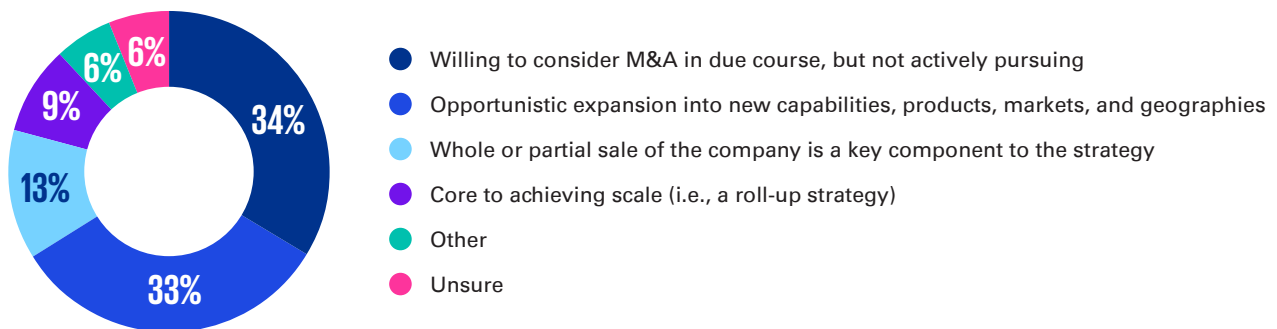
09

How does the company anticipate meeting the capital requirements of the strategic plan? *Select all that apply.*



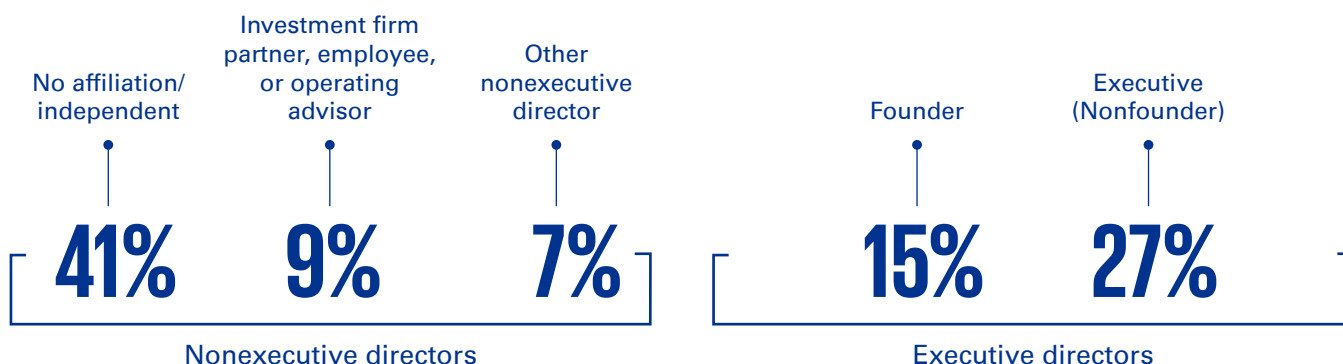
10

What role does M&A play in the company's strategic plan?



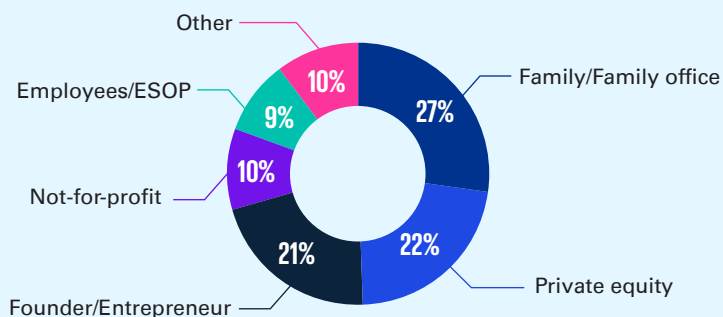
# Survey demographics

The survey was fielded from March to June 2025 and includes responses from 274 private company board directors in the United States. Percentages may not equal 100% due to rounding.

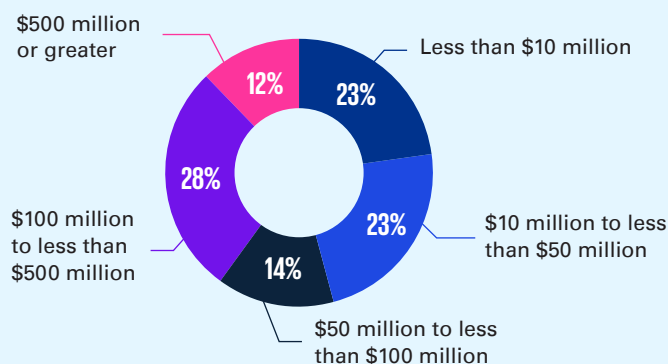


## Companies represented

### Primary ownership



### Annual revenue



## Sector

### 19% Industrials

(Capital goods, commercial/professional services, transportation)

### 14% Healthcare

(Equipment and services, pharmaceuticals, biotechnology, life sciences)

### 12% Consumer staples

(Food retail, food and beverage, household/personal products)

### 11% Materials

(Chemicals, construction, packaging, metals/mining, forest products/paper)

### 11% Information technology

(Software and services, hardware, semiconductors)

### 8% Financial

(Banks, insurance, diversified financials)

### 25% Other

Appendix

	Role					Ownership					Revenue					Sector							
Total	No affiliation/independent	Investment firm partner, employee, or operating advisor	Other nonexecutive director	Founder	Executive (nonfounder)	Private equity	Family	Founder	Employees/ESOP	Not-for-profit	All others	Less than \$10 million	\$10 million to less than \$50 million	\$50 million to less than \$100 million	\$100 million to less than \$500 million	\$500 million or greater	Industrials (Capital goods, commercial/professional services, transportation)	Health-care (Equipment & services, pharmaceuticals, biotechnology, life sciences)	Consumer staples (Food retail, food & beverage, household/personal products)	Information technology (Software & services, hardware, semiconductors)	Materials (Chemicals, construction, packaging, metals/mining, forest products/paper)	Financial (Banks, insurance, diversified financials)	All others

1. In your opinion, which elements of the strategic planning process have proven to be the most challenging for management in today’s business and risk environment? *Select up to 3.*

Count	274	113	26	19	42	74	59	74	58	25	27	31	59	58	36	70	31	49	35	29	28	27	21	63
Assessing market trends, customer expectations, and the competitive landscape	49%	50%	38%	53%	48%	51%	58%	47%	43%	48%	56%	45%	49%	53%	53%	41%	58%	55%	49%	38%	71%	33%	52%	49%
Scenario planning and risk analysis	48%	55%	54%	26%	52%	39%	47%	53%	47%	56%	41%	42%	39%	48%	53%	51%	61%	61%	37%	52%	43%	59%	52%	43%
Resource allocation, including people and financing	39%	38%	46%	32%	31%	45%	34%	41%	45%	44%	33%	35%	42%	34%	42%	33%	45%	29%	49%	45%	32%	37%	24%	46%
Defining strategic goals and objectives	28%	31%	31%	26%	31%	22%	27%	32%	26%	36%	26%	19%	20%	28%	28%	37%	19%	22%	31%	28%	21%	37%	43%	24%
Establishing timelines and an action plan	22%	19%	8%	37%	21%	27%	20%	19%	16%	48%	26%	16%	22%	28%	14%	21%	29%	31%	20%	14%	18%	26%	19%	25%
Evaluating and monitoring progress, including key metrics and milestones	18%	16%	19%	11%	21%	22%	17%	20%	16%	16%	30%	13%	20%	14%	8%	27%	10%	18%	11%	21%	18%	11%	24%	21%
Crafting/refining the company’s mission and vision	11%	12%	8%	11%	12%	11%	15%	7%	5%	16%	7%	23%	12%	16%	11%	9%	6%	14%	11%	10%	11%	15%	14%	6%
Unsure	2%	0%	4%	5%	2%	3%	2%	3%	2%	0%	0%	3%	2%	2%	3%	3%	0%	0%	3%	7%	0%	0%	0%	2%

2. How does your board add the most value in the strategic planning process? *Select up to 3.*

Count	274	113	26	19	42	74	59	74	58	25	27	31	59	58	36	70	31	49	35	29	28	27	21	63
Challenges strategic assumptions	50%	52%	42%	47%	45%	51%	41%	55%	47%	64%	44%	52%	47%	50%	53%	49%	65%	55%	49%	59%	54%	59%	38%	46%
Provides fresh perspectives—on markets, competitors, customers, trends, and more	48%	52%	54%	47%	48%	41%	46%	47%	53%	40%	52%	48%	47%	53%	53%	43%	55%	51%	46%	52%	36%	52%	57%	49%
Works with management to help identify potential opportunities and risks	46%	45%	58%	53%	57%	34%	47%	32%	48%	48%	52%	61%	49%	52%	42%	43%	42%	41%	51%	41%	50%	30%	52%	51%
Helps ensure alignment of strategy, risk, controls, incentives, and culture	36%	44%	46%	26%	31%	27%	37%	45%	33%	24%	30%	39%	27%	36%	39%	41%	52%	41%	34%	34%	32%	41%	43%	40%
Helps ensure alignment of company’s long-term goals and strategy	36%	35%	27%	37%	36%	39%	37%	41%	33%	28%	33%	35%	29%	31%	25%	41%	55%	33%	40%	34%	32%	41%	38%	35%
Monitors strategic execution	34%	32%	38%	37%	21%	42%	34%	39%	21%	52%	41%	26%	34%	26%	39%	44%	13%	33%	29%	41%	50%	37%	29%	24%
Other	3%	3%	0%	0%	5%	3%	0%	4%	5%	0%	0%	3%	5%	0%	3%	0%	3%	2%	0%	3%	0%	0%	0%	5%
Unsure	2%	1%	0%	5%	0%	4%	2%	1%	3%	0%	4%	0%	0%	7%	0%	1%	0%	2%	0%	0%	0%	4%	5%	3%

Total	Role	Ownership	Revenue	Sector
	No affiliation/independent			
	Investment firm partner, employee, or operating advisor			
	Other nonexecutive director			
	Founder			
	Executive (nonfounder)			
	Private equity			
	Family			
	Founder			
	Employees/ESOP			
	Not-for-profit			
	All others			
	Less than \$10 million			
	\$10 million to less than \$50 million			
	\$50 million to less than \$100 million			
	\$100 million to less than \$500 million			
	\$500 million or greater			
	Industrials (Capital goods, commercial/professional services, transportation)			
	Health-care (Equipment & services, pharmaceuticals, biotechnology, life sciences)			
	Consumer staples (Food retail, food & beverage, household/personal products)			
	Information technology (Software & services, hardware, semiconductors)			
	Materials (Chemicals, construction, packaging, metals/mining, forest products/paper)			
	Financial (Banks, insurance, diversified financials)			
	All others			

3. How satisfied are you that management’s scenario planning process adequately identifies and quantifies the risks to the company’s strategy—so that management can develop plans to address these risks?

Count	274	113	26	19	42	74	59	74	58	25	27	31	59	58	36	70	31	49	35	29	28	27	21	63
Very satisfied	14%	12%	12%	26%	14%	12%	15%	8%	19%	8%	11%	19%	14%	16%	11%	10%	13%	12%	14%	14%	18%	11%	10%	10%
Satisfied	34%	29%	42%	21%	43%	35%	36%	36%	36%	20%	19%	42%	39%	29%	47%	30%	39%	41%	49%	24%	36%	30%	24%	37%
Somewhat satisfied	38%	42%	35%	26%	33%	41%	36%	39%	29%	44%	70%	26%	44%	36%	28%	41%	35%	29%	34%	38%	39%	41%	57%	41%
Not satisfied	14%	17%	12%	21%	7%	11%	14%	15%	14%	24%	0%	13%	2%	19%	11%	17%	13%	14%	0%	24%	7%	19%	10%	13%
Unsure	1%	0%	0%	5%	2%	1%	0%	1%	2%	4%	0%	0%	2%	0%	3%	1%	0%	4%	3%	0%	0%	0%	0%	0%

4. How would you describe management’s scenario planning process in each of the following areas?

Count		274	113	26	19	42	74	59	74	58	25	27	31	59	58	36	70	31	49	35	29	28	27	21	63
Helps refine management’s thinking on critical risks and uncertainties	Mature and robust	15%	15%	8%	32%	17%	14%	15%	15%	26%	8%	11%	6%	19%	14%	28%	11%	13%	14%	14%	10%	25%	19%	10%	17%
	Adequate	51%	47%	65%	26%	55%	55%	49%	51%	50%	36%	59%	58%	47%	55%	53%	47%	45%	43%	66%	41%	50%	41%	62%	51%
	Needs improvement	32%	37%	27%	37%	26%	30%	36%	31%	22%	56%	30%	32%	31%	29%	19%	41%	39%	41%	17%	48%	25%	37%	24%	32%
	Unsure	1%	1%	0%	5%	2%	1%	0%	3%	2%	0%	0%	3%	3%	2%	0%	0%	3%	2%	3%	0%	0%	4%	5%	0%
Is appropriately resourced and staffed	Mature and robust	11%	11%	8%	21%	12%	11%	12%	9%	19%	4%	7%	10%	12%	10%	14%	14%	6%	10%	17%	7%	14%	11%	5%	13%
	Adequate	37%	28%	58%	32%	43%	41%	47%	32%	34%	24%	26%	52%	39%	36%	44%	31%	42%	39%	49%	34%	43%	19%	38%	38%
	Needs improvement	49%	60%	35%	32%	43%	45%	41%	54%	43%	68%	63%	35%	46%	52%	42%	51%	45%	51%	31%	55%	43%	59%	48%	49%
	Unsure	3%	1%	0%	16%	2%	4%	0%	4%	3%	4%	4%	3%	3%	2%	0%	3%	6%	0%	3%	3%	0%	11%	10%	0%
Identifies potential impact and assigns probabilities for each scenario	Mature and robust	9%	8%	8%	11%	17%	8%	8%	11%	14%	4%	4%	10%	15%	5%	14%	9%	6%	8%	6%	10%	11%	7%	10%	13%
	Adequate	34%	27%	38%	32%	33%	43%	37%	30%	36%	12%	37%	45%	36%	38%	36%	24%	35%	33%	51%	24%	36%	19%	33%	33%
	Needs improvement	55%	64%	54%	53%	48%	47%	54%	59%	47%	84%	52%	42%	46%	55%	50%	66%	55%	59%	40%	62%	54%	67%	52%	54%
	Unsure	2%	2%	0%	5%	2%	1%	0%	0%	3%	0%	7%	3%	3%	2%	0%	1%	3%	0%	3%	3%	0%	7%	5%	0%

		Role					Ownership					Revenue					Sector								
Total		No affiliation/independent	Investment firm partner, employee, or operating advisor	Other nonexecutive director	Founder	Executive (nonfounder)	Private equity	Family	Founder	Employees/ESOP	Not-for-profit	All others	Less than \$10 million	\$10 million to less than \$50 million	\$50 million to less than \$100 million	\$100 million to less than \$500 million	\$500 million or greater	Industrials (Capital goods, commercial/professional services, transportation)	Health-care (Equipment & services, pharmaceuticals, biotechnology, life sciences)	Consumer staples (Food retail, food & beverage, household/personal products)	Information technology (Software & services, hardware, semiconductors)	Materials (Chemicals, construction, packaging, metals/mining, forest products/paper)	Financial (Banks, insurance, diversified financials)	All others	
Count		274	113	26	19	42	74	59	74	58	25	27	31	59	58	36	70	31	49	35	29	28	27	21	63
Determines how each scenario could affect the company's plans, and develops options to enable the company to pivot, as needed	Mature and robust	10%	10%	12%	21%	10%	7%	10%	8%	17%	4%	7%	6%	14%	10%	14%	10%	3%	10%	6%	3%	11%	15%	5%	16%
	Adequate	40%	35%	54%	26%	43%	43%	49%	32%	38%	20%	41%	58%	36%	47%	36%	40%	35%	33%	54%	31%	46%	22%	38%	46%
	Needs improvement	48%	52%	35%	47%	45%	49%	41%	57%	41%	76%	48%	32%	49%	41%	44%	49%	58%	55%	37%	66%	43%	52%	52%	38%
	Unsure	2%	3%	0%	5%	2%	1%	0%	3%	3%	0%	4%	3%	2%	2%	6%	1%	3%	2%	3%	0%	0%	11%	5%	0%
Is appropriately resourced and staffed	Mature and robust	9%	11%	15%	11%	10%	5%	12%	9%	9%	4%	11%	10%	8%	14%	6%	10%	13%	8%	11%	3%	7%	11%	14%	13%
	Adequate	45%	44%	62%	47%	36%	43%	56%	49%	43%	52%	15%	35%	36%	34%	50%	51%	45%	49%	43%	52%	39%	56%	33%	35%
	Needs improvement	44%	43%	19%	37%	52%	51%	29%	42%	47%	44%	70%	52%	51%	52%	44%	39%	35%	43%	40%	38%	54%	30%	52%	52%
	Unsure	2%	2%	4%	5%	2%	0%	3%	0%	2%	0%	4%	3%	5%	0%	0%	0%	6%	0%	6%	7%	0%	4%	0%	0%

5: How does your board add the most value in oversight of scenario planning? *Select up to 2.*

Count	268	109	26	18	42	73	58	71	58	24	27	30	59	58	36	70	31	49	35	29	28	27	21	63
Provides input on management's scenario planning updates and results	65%	62%	77%	61%	64%	67%	69%	58%	64%	58%	78%	73%	71%	72%	64%	61%	48%	63%	63%	62%	79%	59%	76%	63%
Helps ensure there is a wide aperture in identifying the range of risks of importance to the company	43%	42%	54%	39%	43%	40%	43%	52%	34%	29%	30%	57%	41%	40%	47%	44%	48%	47%	49%	45%	43%	44%	48%	35%
Helps ensure the process is iterative	23%	31%	27%	22%	10%	16%	26%	27%	28%	17%	19%	7%	19%	21%	22%	20%	42%	16%	29%	17%	14%	33%	24%	25%
Emphasizes the importance of a small team dedicated to scenario planning so that others are not distracted from strategic execution	12%	12%	4%	0%	24%	12%	17%	10%	14%	17%	11%	3%	15%	19%	14%	4%	13%	12%	20%	7%	18%	11%	0%	14%
Other	6%	6%	0%	11%	7%	8%	2%	6%	7%	13%	7%	10%	10%	5%	11%	4%	0%	10%	6%	3%	7%	0%	0%	8%
Unsure	7%	8%	0%	22%	2%	7%	3%	8%	9%	13%	4%	7%	2%	7%	0%	11%	16%	8%	0%	14%	0%	15%	10%	6%

Total	Role	Ownership	Revenue	Sector
	No affiliation/independent			
	Investment firm partner, employee, or operating advisor			
	Other nonexecutive director			
	Founder			
	Executive (nonfounder)			
	Private equity			
	Family			
	Founder			
	Employees/ESOP			
	Not-for-profit			
	All others			
	Less than \$10 million			
	\$10 million to less than \$50 million			
	\$50 million to less than \$100 million			
	\$100 million to less than \$500 million			
	\$500 million or greater			
	Industrials (Capital goods, commercial/professional services, transportation)			
	Health-care (Equipment & services, pharmaceuticals, biotechnology, life sciences)			
	Consumer staples (Food retail, food & beverage, household/personal products)			
	Information technology (Software & services, hardware, semiconductors)			
	Materials (Chemicals, construction, packaging, metals/mining, forest products/paper)			
	Financial (Banks, insurance, diversified financials)			
	All others			

6. Amid rapid innovations in GenAI, how satisfied are you with your board’s understanding of each of the following?

Count		262	106	26	18	41	71	58	70	55	24	26	29	59	58	36	70	31	49	35	29	28	27	21	63
Potential impact of GenAI on the company's business model and strategy	Very satisfied	8%	8%	8%	6%	10%	8%	5%	6%	18%	0%	8%	10%	8%	14%	6%	7%	3%	8%	9%	3%	29%	0%	0%	8%
	Satisfied	19%	14%	19%	28%	27%	20%	17%	19%	29%	13%	12%	17%	25%	21%	22%	11%	19%	12%	11%	28%	25%	15%	19%	25%
	Somewhat satisfied	29%	33%	27%	22%	22%	31%	31%	37%	20%	29%	27%	28%	24%	24%	39%	29%	39%	37%	29%	28%	14%	41%	29%	27%
	Not satisfied	31%	34%	42%	17%	27%	28%	38%	24%	22%	50%	27%	38%	22%	29%	28%	39%	35%	35%	31%	24%	25%	33%	38%	27%
	Unsure	12%	10%	4%	28%	15%	13%	9%	14%	11%	8%	27%	7%	20%	12%	6%	14%	3%	8%	20%	17%	7%	11%	14%	13%
How the company is using/plans to use GenAI	Very satisfied	8%	8%	8%	11%	10%	8%	3%	6%	22%	0%	4%	10%	10%	12%	6%	6%	3%	10%	9%	0%	29%	0%	0%	6%
	Satisfied	22%	19%	15%	28%	29%	23%	19%	19%	27%	29%	19%	21%	22%	24%	22%	17%	26%	18%	17%	28%	29%	22%	19%	22%
	Somewhat satisfied	28%	31%	31%	17%	15%	32%	33%	36%	16%	21%	31%	24%	27%	16%	42%	29%	35%	29%	29%	31%	11%	33%	29%	32%
	Not satisfied	31%	31%	46%	28%	34%	23%	38%	26%	27%	38%	23%	34%	24%	38%	22%	36%	32%	35%	31%	28%	29%	30%	33%	29%
	Unsure	11%	11%	0%	17%	12%	14%	7%	14%	7%	13%	23%	10%	17%	10%	8%	13%	3%	8%	14%	14%	4%	15%	19%	11%
Risks posed by the use of GenAI	Very satisfied	6%	8%	4%	6%	2%	6%	5%	4%	13%	0%	8%	0%	7%	9%	6%	3%	3%	4%	9%	0%	18%	0%	0%	6%
	Satisfied	18%	15%	19%	22%	24%	18%	16%	19%	27%	4%	12%	24%	20%	14%	25%	17%	16%	16%	11%	14%	29%	26%	5%	22%
	Somewhat satisfied	29%	28%	27%	28%	22%	37%	31%	33%	20%	29%	35%	31%	29%	26%	31%	29%	39%	33%	29%	34%	29%	22%	38%	27%
	Not satisfied	35%	37%	50%	17%	39%	30%	41%	29%	31%	63%	19%	38%	25%	41%	31%	37%	42%	41%	34%	34%	21%	37%	43%	32%
	Unsure	11%	12%	0%	28%	12%	10%	7%	16%	9%	4%	27%	7%	19%	10%	8%	14%	0%	6%	17%	17%	4%	15%	14%	13%

		Role					Ownership					Revenue					Sector								
Total			No affiliation/independent	Investment firm partner, employee, or operating advisor	Other nonexecutive director	Founder	Executive (nonfounder)	Private equity	Family	Founder	Employees/ESOP	Not-for-profit	All others	Less than \$10 million	\$10 million to less than \$50 million	\$50 million to less than \$100 million	\$100 million to less than \$500 million	\$500 million or greater	Industrials (Capital goods, commercial/professional services, transportation)	Health-care (Equipment & services, pharmaceuticals, biotechnology, life sciences)	Consumer staples (Food retail, food & beverage, household/personal products)	Information technology (Software & services, hardware, semiconductors)	Materials (Chemicals, construction, packaging, metals/mining, forest products/paper)	Financial (Banks, insurance, diversified financials)	All others
Count		262	106	26	18	41	71	58	70	55	24	26	29	59	58	36	70	31	49	35	29	28	27	21	63
Risks posed by decision NOT to use GenAI	Very satisfied	7%	10%	4%	6%	5%	6%	3%	6%	18%	4%	4%	3%	10%	10%	6%	4%	3%	4%	6%	3%	29%	0%	0%	8%
	Satisfied	19%	18%	27%	28%	20%	15%	19%	17%	15%	17%	27%	28%	29%	14%	11%	19%	19%	12%	17%	14%	25%	26%	10%	25%
	Somewhat satisfied	25%	25%	12%	17%	17%	37%	26%	31%	18%	21%	23%	28%	24%	21%	33%	21%	39%	27%	31%	28%	21%	26%	43%	17%
	Not satisfied	33%	32%	50%	22%	44%	24%	43%	29%	31%	50%	19%	24%	17%	41%	36%	39%	26%	45%	23%	38%	21%	26%	33%	30%
	Unsure	16%	14%	8%	28%	15%	18%	9%	17%	18%	8%	27%	17%	20%	14%	14%	17%	13%	12%	23%	17%	4%	22%	14%	19%
Whether the company has the talent to support its use of GenAI	Very satisfied	5%	8%	4%	0%	5%	4%	3%	4%	15%	0%	4%	0%	10%	5%	3%	3%	6%	6%	0%	0%	18%	0%	0%	10%
	Satisfied	17%	12%	15%	17%	22%	21%	14%	17%	20%	8%	12%	28%	20%	22%	22%	9%	10%	10%	26%	10%	39%	7%	10%	16%
	Somewhat satisfied	31%	31%	19%	33%	39%	28%	21%	34%	33%	42%	27%	31%	25%	26%	25%	39%	35%	37%	26%	34%	11%	37%	38%	30%
	Not satisfied	35%	37%	50%	33%	22%	34%	52%	31%	24%	46%	31%	24%	25%	36%	39%	37%	42%	37%	29%	45%	29%	41%	38%	30%
	Unsure	13%	12%	12%	17%	12%	13%	10%	13%	9%	4%	27%	17%	19%	10%	11%	13%	6%	10%	20%	10%	4%	15%	14%	14%

7. How satisfied are you that the company is implementing governance approaches to ensure effective, ethical, and responsible GenAI deployment?

Count	262	106	26	18	41	71	58	70	55	24	26	29	59	58	36	70	31	49	35	29	28	27	21	63
Very satisfied	10%	8%	8%	17%	20%	8%	9%	10%	20%	0%	8%	7%	17%	9%	8%	9%	6%	10%	11%	0%	25%	4%	10%	11%
Satisfied	22%	23%	23%	17%	22%	23%	19%	19%	27%	25%	15%	31%	22%	24%	31%	20%	13%	27%	17%	10%	29%	19%	10%	30%
Somewhat satisfied	29%	29%	27%	17%	32%	32%	29%	37%	24%	25%	38%	17%	31%	26%	28%	26%	42%	22%	31%	41%	25%	41%	33%	24%
Not satisfied	24%	28%	31%	28%	15%	21%	24%	26%	20%	42%	12%	28%	15%	28%	19%	34%	23%	29%	20%	38%	18%	19%	38%	17%
Unsure	14%	12%	12%	22%	12%	15%	19%	9%	9%	8%	27%	17%	15%	14%	14%	11%	16%	12%	20%	10%	4%	19%	10%	17%

	Role					Ownership					Revenue				Sector								
Total	No affiliation/independent	Investment firm partner, employee, or operating advisor	Other nonexecutive director	Founder	Executive (nonfounder)	Private equity	Family	Founder	Employees/ESOP	Not-for-profit	All others	Less than \$10 million	\$10 million to less than \$50 million	\$50 million to less than \$100 million	\$100 million to less than \$500 million	\$500 million or greater	Industrials (Capital goods, commercial/professional services, transportation)	Health-care (Equipment & services, pharmaceuticals, biotechnology, life sciences)	Consumer staples (Food retail, food & beverage, household/personal products)	Information technology (Software & services, hardware, semiconductors)	Materials (Chemicals, construction, packaging, metals/mining, forest products/paper)	Financial (Banks, insurance, diversified financials)	All others

8. Does your company anticipate the need for a significant investment in technology within the next three years in order to carry out its strategic plan?

Count	261	106	26	18	40	71	58	70	54	24	26	29	59	58	36	70	31	49	35	29	28	27	21	63
Yes	57%	53%	62%	56%	60%	62%	53%	60%	65%	50%	42%	66%	63%	50%	56%	57%	65%	43%	57%	62%	64%	59%	71%	60%
No	31%	33%	35%	39%	28%	28%	38%	31%	20%	33%	50%	21%	25%	33%	33%	39%	19%	43%	29%	31%	29%	22%	19%	32%
Unsure	11%	14%	4%	6%	13%	10%	9%	9%	15%	17%	8%	14%	12%	17%	11%	4%	16%	14%	14%	7%	7%	19%	10%	8%

9. How does the company anticipate meeting the capital requirements of the strategic plan? *Select all that apply.*

Count	259	106	26	17	40	70	58	69	53	24	26	29	59	58	36	70	31	49	35	29	28	27	21	63
Allocating cash from the balance sheet/reallocating cash from operations	73%	78%	81%	71%	63%	70%	74%	86%	58%	96%	73%	52%	53%	64%	86%	87%	90%	90%	71%	79%	54%	78%	86%	67%
Bank loans/lines of credit	42%	43%	23%	35%	43%	49%	45%	54%	43%	54%	15%	21%	25%	41%	44%	51%	52%	41%	34%	62%	25%	63%	24%	43%
Private equity/financial sponsor	26%	22%	42%	24%	30%	24%	47%	12%	28%	4%	15%	41%	41%	28%	28%	19%	10%	16%	43%	3%	43%	15%	38%	29%
Strategic investor	18%	16%	19%	12%	28%	17%	10%	14%	30%	0%	4%	48%	41%	21%	14%	4%	6%	10%	26%	17%	36%	7%	33%	13%
Private credit market/non-bank lender(s)	13%	11%	19%	6%	18%	11%	16%	14%	13%	0%	0%	24%	14%	17%	19%	7%	10%	10%	6%	7%	25%	11%	10%	17%
Eliminating/reducing dividends	5%	7%	8%	18%	0%	3%	7%	7%	4%	8%	0%	3%	3%	3%	6%	9%	6%	6%	3%	7%	0%	7%	14%	3%
Public equity (IPO)	2%	4%	0%	0%	3%	1%	3%	0%	4%	4%	0%	3%	0%	3%	3%	3%	3%	0%	3%	3%	0%	4%	0%	5%
Public debt	2%	4%	4%	0%	0%	0%	7%	1%	0%	0%	0%	0%	2%	2%	3%	3%	0%	2%	0%	0%	0%	7%	5%	2%
Other	7%	7%	0%	6%	8%	11%	0%	3%	9%	4%	27%	14%	7%	12%	8%	3%	3%	6%	6%	3%	7%	0%	5%	13%
Unsure	2%	2%	0%	6%	5%	1%	0%	1%	6%	0%	4%	3%	3%	3%	3%	1%	0%	4%	3%	0%	0%	0%	0%	3%

10. What role does M&A play in the company’s strategic plan?

Count	258	106	26	17	40	69	58	69	53	24	25	29	59	58	36	70	31	49	35	29	28	27	21	63
Willing to consider M&A in due course, but not actively pursuing	34%	36%	35%	35%	38%	29%	29%	36%	40%	38%	32%	28%	37%	41%	22%	33%	29%	22%	34%	34%	43%	41%	29%	37%
Opportunistic expansion into new capabilities, products, markets, and geographies	33%	37%	31%	18%	23%	36%	40%	38%	23%	46%	20%	24%	20%	26%	39%	39%	52%	37%	31%	45%	14%	37%	38%	30%
Whole or partial sale of the company is a key component to the strategy	13%	9%	19%	12%	25%	9%	16%	6%	23%	0%	0%	28%	22%	19%	8%	9%	0%	14%	20%	3%	32%	4%	10%	10%
Core to achieving scale (i.e., a roll-up strategy)	9%	8%	8%	24%	5%	9%	12%	9%	8%	8%	12%	3%	7%	3%	14%	14%	6%	22%	6%	3%	4%	7%	5%	8%
Other	6%	4%	4%	12%	8%	7%	2%	6%	4%	4%	16%	10%	8%	5%	11%	4%	0%	4%	0%	7%	4%	7%	5%	11%
Unsure	6%	6%	4%	0%	3%	10%	2%	6%	4%	4%	20%	7%	5%	5%	6%	1%	13%	0%	9%	7%	4%	4%	14%	5%

# Contact us

[kpmg.com/us/blc](https://kpmg.com/us/blc)

**T:** 1-800-808-5764

**E:** [us-kpmgmktblc@kpmg.com](mailto:us-kpmgmktblc@kpmg.com)

## About the KPMG Board Leadership Center

The KPMG BLC champions outstanding corporate governance to drive long term value and enhance stakeholder confidence. Through an array of insights, perspectives, and programs, the BLC promotes continuous education and improvement of public and private company governance. BLC engages with directors and business leaders on the critical issues driving board agendas—from strategy, risk, talent, and sustainability to data governance, artificial intelligence, audit quality, proxy trends, and more. Learn more at [kpmg.com/us/blc](https://kpmg.com/us/blc).

The views and opinions expressed herein are those of the survey respondents and do not necessarily represent the views and opinions of KPMG LLP.

Learn about us:



[kpmg.com](https://kpmg.com)

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

© 2025 KPMG LLP, a Delaware limited liability partnership and its subsidiaries, are part of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization. USCS026822-3A