

Table 1-1  
Summary of Key Firm Data

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANA- GER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%
FINANCIAL FUTURE (D/S)	349	121	80	42	33	73	201	148	144	89	90	171	100	77	55	64	62	31	96	252	123	78	13	98
-----	87%	86%	92%	88%	76%	89%	89%	85%	81%	92%	97%	81%	92%	97%	85%	90%	97%	74%	90%	86%	82%	90%	87%	91%
TOTAL CONFIDENT	371	130	83	45	36	77	213	159	160	93	91	189	104	77	59	67	63	36	100	270	137	81	14	101
	93%	93%	95%	94%	84%	94%	94%	92%	89%	96%	98%	90%	96%	97%	91%	95%	99%	85%	94%	92%	90%	93%	94%	95%
TOTAL NOT CONFIDENT	23	9	3	3	4	5	12	11	15	4	1	18	5	-	4	4	1	5	4	19	14	3	1	4
	6%	6%	3%	6%	8%	6%	5%	6%	9%	4%	1%	9%	4%	-	6%	5%	1%	11%	4%	6%	9%	3%	6%	3%
GROSS REVENUES (D/S)	218	79	50	29	18	43	129	90	79	53	69	86	67	65	37	35	39	24	69	149	58	63	9	63
-----	55%	56%	57%	61%	41%	52%	57%	52%	44%	55%	75%	41%	61%	82%	57%	49%	62%	58%	65%	51%	38%	73%	59%	59%
INCREASE	240	86	56	30	22	45	143	97	93	58	69	104	70	65	40	40	41	27	72	167	74	64	9	66
	60%	62%	65%	63%	51%	54%	63%	56%	52%	60%	75%	49%	65%	82%	61%	56%	64%	65%	68%	57%	49%	74%	59%	62%
DECREASE	21	7	7	1	5	2	14	7	14	5	-	18	4	-	3	5	2	3	3	18	16	1	-	3
	5%	5%	8%	2%	11%	2%	6%	4%	8%	6%	-	8%	3%	-	4%	8%	3%	6%	3%	6%	11%	1%	-	3%
STAY THE SAME	134	43	22	17	16	35	65	69	69	33	21	86	35	13	22	26	20	12	28	105	60	22	6	36
	33%	31%	25%	35%	38%	43%	29%	40%	39%	34%	23%	41%	32%	16%	35%	36%	32%	29%	26%	36%	39%	25%	41%	34%
PROFITABILITY (D/S)	159	61	38	16	14	30	100	60	62	33	49	69	45	45	29	24	28	20	52	107	46	46	4	48
-----	40%	44%	44%	33%	34%	36%	44%	35%	35%	35%	53%	33%	42%	56%	45%	34%	45%	48%	49%	37%	31%	53%	23%	45%
INCREASE	187	69	44	21	19	34	113	74	78	42	52	89	52	47	35	30	32	23	58	129	62	48	5	55
	47%	49%	51%	44%	44%	42%	50%	43%	43%	43%	56%	42%	48%	59%	55%	42%	50%	55%	55%	44%	41%	55%	29%	52%
DECREASE	28	7	6	6	5	5	13	15	15	8	3	20	6	2	6	6	4	3	6	22	16	2	1	6
	7%	5%	7%	12%	11%	6%	6%	8%	9%	9%	4%	9%	6%	2%	10%	9%	6%	7%	6%	7%	11%	2%	6%	6%
STAY THE SAME	177	63	30	21	20	43	93	84	85	47	31	101	51	25	19	35	26	15	41	135	72	35	8	43
	44%	45%	34%	44%	45%	53%	41%	48%	48%	33%	48%	47%	32%	29%	49%	40%	37%	38%	38%	46%	47%	40%	52%	40%
CAPITAL EXPEND (D/S)	87	27	17	12	9	23	43	43	29	14	37	27	26	33	17	10	19	8	28	58	27	17	5	23
-----	22%	19%	19%	25%	20%	28%	19%	25%	16%	14%	40%	13%	24%	42%	27%	13%	29%	18%	26%	20%	18%	20%	34%	22%
INCREASE	129	43	29	18	11	28	72	57	48	28	44	52	39	38	24	21	24	12	35	93	44	26	6	36
	32%	31%	33%	37%	26%	35%	32%	33%	27%	29%	48%	25%	36%	47%	37%	29%	38%	28%	33%	32%	29%	30%	41%	34%
DECREASE	43	17	12	6	3	6	29	14	18	14	7	25	14	4	7	11	5	4	7	35	17	9	1	13
	11%	12%	14%	12%	6%	7%	13%	8%	10%	15%	8%	12%	12%	6%	10%	16%	8%	10%	7%	12%	11%	10%	6%	13%
STAY THE SAME	222	79	45	24	28	46	124	98	111	53	40	131	55	36	34	38	33	25	61	161	86	50	8	55
	56%	57%	51%	51%	65%	56%	55%	57%	62%	55%	43%	62%	51%	45%	52%	54%	53%	60%	57%	55%	57%	58%	53%	52%

Continued

Table 1-1  
Summary of Key Firm Data

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER	MILL	\$5	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANA- GER
									\$1 MILL	- \$5 MILL	MILL+													
MN BIZ CLIMATE (D/S)	160	59	32	20	19	30	92	68	72	41	34	74	43	43	32	31	36	14	42	119	47	39	6	49
-----	40%	42%	37%	42%	43%	36%	40%	40%	40%	43%	37%	35%	40%	54%	50%	44%	57%	34%	40%	41%	31%	45%	41%	46%
GOTTEN BETTER	215	77	45	27	24	42	122	92	94	54	47	107	58	48	39	40	41	22	58	157	73	48	8	60
	54%	55%	52%	56%	56%	51%	54%	53%	53%	56%	51%	51%	54%	61%	60%	56%	65%	52%	54%	54%	48%	55%	53%	57%
GOTTEN WORSE	54	18	13	6	5	12	30	24	23	12	13	34	15	6	6	8	5	7	16	38	26	8	2	12
	14%	13%	15%	13%	13%	15%	13%	14%	13%	13%	14%	16%	14%	7%	10%	12%	8%	17%	15%	13%	17%	10%	12%	11%
STAYED ABOUT THE SAME	127	44	28	14	14	28	72	56	58	30	33	66	35	26	19	22	17	12	30	97	49	30	5	35
	32%	31%	32%	29%	32%	34%	32%	32%	33%	31%	35%	31%	32%	32%	29%	31%	27%	29%	28%	33%	32%	34%	36%	33%

Table 1-2  
Summary of Key Firm Data

BANNER 2

	FUTURE OF FIRM									ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME				
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180				
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%				
FINANCIAL FUTURE (D/S)	349	206	166	371	-23	248	83	4	196	35	115	235	-	110	181	10	152	124	26	194	50	202	-3	144				
-----	87%	100%	100%	100%	-100%	97%	74%	24%	91%	65%	90%	98%	-2%	82%	97%	34%	86%	96%	61%	87%	79%	97%	-64%	80%				
TOTAL CONFIDENT	371	206	166	371	-	250	97	10	203	44	121	235	10	121	182	19	163	126	34	206	57	204	1	160				
	93%	100%	100%	100%	-	98%	86%	62%	95%	81%	95%	98%	49%	90%	97%	67%	92%	97%	81%	93%	89%	98%	18%	89%				
TOTAL NOT CONFIDENT	23	-	-	-	23	3	14	6	7	9	6	1	11	11	1	9	12	2	8	13	6	2	4	16				
	6%	-	-	-	100%	1%	12%	38%	3%	17%	5%	-	51%	8%	-	33%	7%	1%	19%	6%	10%	1%	82%	9%				
GROSS REVENUES (D/S)	218	147	78	225	-10	190	17	5	143	9	65	240	-21	-	162	-8	61	100	5	110	-	148	-3	73				
-----	55%	71%	47%	61%	-44%	74%	15%	29%	67%	17%	51%	100%	-100%	-	86%	-29%	35%	77%	12%	49%	-	71%	-64%	41%				
INCREASE	240	149	87	235	1	194	33	7	152	19	68	240	-	-	163	2	71	101	16	119	-	150	1	88				
	60%	72%	52%	63%	4%	76%	29%	40%	71%	34%	53%	100%	-	-	87%	6%	40%	78%	38%	54%	-	72%	18%	49%				
DECREASE	21	2	9	10	11	4	16	2	9	10	3	-	21	-	1	10	10	1	11	10	-	2	4	14				
	5%	1%	5%	3%	48%	1%	14%	11%	4%	18%	2%	-	100%	-	-	35%	6%	1%	25%	4%	-	1%	82%	8%				
STAY THE SAME	134	52	69	121	11	56	64	8	52	24	56	-	-	134	20	17	95	27	16	89	64	55	-	76				
	33%	25%	42%	33%	48%	22%	56%	49%	24%	44%	44%	-	-	100%	11%	59%	54%	21%	37%	40%	100%	26%	-	42%				
PROFITABILITY (D/S)	159	117	47	164	-8	145	9	-1	104	5	51	161	-9	3	187	-28	-	74	4	81	-	105	-2	55				
-----	40%	57%	28%	44%	-36%	57%	8%	-6%	48%	9%	40%	67%	-41%	3%	100%	-100%	-	57%	10%	36%	-	50%	-31%	31%				
INCREASE	187	120	62	182	1	151	27	3	113	15	57	163	1	20	187	-	-	79	11	95	-	115	1	70				
	47%	58%	37%	49%	4%	59%	24%	16%	53%	28%	45%	68%	4%	15%	100%	-	-	61%	27%	43%	-	55%	18%	39%				
DECREASE	28	4	15	19	9	5	18	4	10	11	7	2	10	17	-	28	-	5	7	14	-	10	3	15				
	7%	2%	9%	5%	40%	2%	16%	22%	5%	20%	5%	1%	46%	12%	-	100%	-	4%	17%	6%	-	5%	49%	8%				
STAY THE SAME	177	79	84	163	12	96	65	10	87	27	60	71	10	95	-	-	177	42	22	112	64	82	2	89				
	44%	39%	51%	44%	52%	37%	58%	62%	41%	50%	47%	30%	46%	71%	-	-	100%	32%	51%	50%	100%	39%	33%	50%				
CAPITAL EXPEND (D/S)	87	76	15	91	-6	82	-	-	59	-1	26	85	-10	11	67	-3	20	129	-43	-	-	63	-2	27				
-----	22%	37%	9%	25%	-28%	32%	-	-2%	28%	-1%	20%	35%	-47%	8%	36%	-10%	11%	100%	-100%	-	-	30%	-31%	15%				
INCREASE	129	88	37	126	2	101	20	3	82	9	37	101	1	27	79	5	42	129	-	-	-	80	1	48				
	32%	43%	22%	34%	8%	40%	17%	19%	38%	17%	29%	42%	4%	20%	42%	16%	24%	100%	-	-	-	39%	18%	27%				
DECREASE	43	12	22	34	8	20	19	4	22	10	11	16	11	16	11	7	22	-	43	-	-	18	3	21				
	11%	6%	13%	9%	36%	8%	17%	22%	10%	18%	8%	7%	51%	12%	6%	26%	12%	-	100%	-	-	9%	49%	12%				
STAY THE SAME	222	103	103	206	13	135	69	10	110	33	78	119	10	89	95	14	112	-	-	222	64	109	2	106				
	56%	50%	62%	56%	56%	53%	62%	59%	51%	61%	61%	50%	45%	67%	51%	52%	63%	-	-	100%	100%	52%	33%	59%				

Table 1-2  
Summary of Key Firm Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
MN BIZ CLIMATE (D/S)	160	103	56	159	-2	133	17	1	215	-54	-	133	-1	28	98	-1	60	73	13	77	16	94	4	62
-----	40%	50%	34%	43%	-9%	52%	15%	7%	100%	-100%	-	56%	-3%	21%	52%	-3%	34%	56%	29%	35%	24%	45%	68%	34%
GOTTEN BETTER	215	120	83	203	7	156	46	5	215	-	-	152	9	52	113	10	87	82	22	110	25	117	5	91
	54%	59%	50%	55%	32%	61%	41%	28%	100%	-	-	63%	42%	39%	61%	35%	49%	63%	52%	50%	40%	56%	84%	51%
GOTTEN WORSE	54	17	27	44	9	22	29	3	-	54	-	19	10	24	15	11	27	9	10	33	10	23	1	29
	14%	8%	16%	12%	40%	9%	26%	21%	-	100%	-	8%	45%	18%	8%	38%	16%	7%	23%	15%	15%	11%	16%	16%
STAYED ABOUT THE SAME	127	67	54	121	6	78	36	9	-	-	127	68	3	56	57	7	60	37	11	78	29	65	-	60
	32%	33%	32%	33%	28%	30%	32%	52%	-	-	100%	28%	13%	42%	31%	23%	34%	28%	25%	35%	45%	31%	-	33%

Table 1-3  
Summary of Key Firm Data

BANNER 3

	CURRENT EMP DEVLPMT		LEADERSHIP DEVLPG PROG		USING AUTOMATION				SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE					
	TOTAL	YES	NO	YES	NO	PROD-UCTI-VITY	QUAL-ITY	SAFETY	ENHAN-CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE-TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
FINANCIAL FUTURE (D/S)	349	139	207	71	275	226	196	169	148	66	253	164	163	154	49	114	112	140	42	66	69	53
	87%	96%	82%	95%	85%	92%	94%	93%	95%	75%	88%	87%	90%	88%	96%	92%	93%	94%	74%	79%	74%	71%
TOTAL CONFIDENT	371	142	227	72	296	236	201	174	152	76	266	175	171	163	50	118	114	143	49	74	81	64
	93%	98%	90%	98%	92%	96%	97%	96%	98%	86%	93%	93%	95%	94%	98%	95%	95%	96%	87%	89%	87%	85%
TOTAL NOT CONFIDENT	23	3	20	2	21	9	6	6	4	10	14	11	8	9	1	4	2	3	7	8	12	11
	6%	2%	8%	2%	6%	4%	3%	3%	2%	11%	5%	6%	5%	5%	2%	3%	2%	2%	13%	10%	12%	15%
GROSS REVENUES (D/S)	218	96	121	55	163	165	149	134	120	23	157	103	103	98	30	78	71	95	26	35	42	24
	55%	66%	48%	74%	51%	67%	72%	74%	77%	26%	55%	55%	57%	56%	58%	63%	59%	64%	46%	42%	45%	32%
INCREASE	240	102	135	57	182	175	154	140	123	32	170	112	111	106	31	83	77	98	33	43	50	34
	60%	71%	54%	76%	56%	71%	74%	77%	79%	37%	60%	59%	61%	61%	62%	67%	64%	66%	58%	52%	54%	46%
DECREASE	21	6	14	2	19	10	5	5	3	10	13	9	7	8	2	5	5	3	7	8	9	11
	5%	4%	6%	2%	6%	4%	2%	3%	2%	11%	4%	5%	4%	5%	4%	4%	5%	2%	12%	9%	9%	14%
STAY THE SAME	134	34	99	15	118	58	49	36	29	45	98	63	61	58	18	37	35	48	17	32	34	28
	33%	24%	39%	20%	37%	24%	24%	20%	19%	51%	34%	33%	34%	33%	35%	30%	29%	32%	30%	39%	37%	37%
PROFITABILITY (D/S)	159	73	87	48	111	114	99	90	83	27	110	67	64	64	21	55	56	68	23	36	38	26
	40%	50%	34%	64%	34%	46%	48%	50%	53%	31%	39%	35%	35%	37%	41%	44%	47%	46%	40%	44%	41%	34%
INCREASE	187	78	109	49	138	129	107	100	89	34	128	84	79	77	26	61	63	76	28	40	43	33
	47%	54%	43%	66%	43%	52%	52%	55%	57%	39%	45%	44%	44%	44%	50%	49%	53%	51%	50%	49%	46%	44%
DECREASE	28	5	23	1	27	15	8	10	6	7	18	17	15	13	5	6	7	8	5	4	5	7
	7%	4%	9%	1%	8%	6%	4%	5%	4%	8%	6%	9%	9%	7%	9%	5%	6%	5%	10%	5%	6%	10%
STAY THE SAME	177	57	117	25	150	97	85	71	59	47	134	85	81	81	21	52	47	61	21	37	44	34
	44%	39%	47%	33%	46%	40%	41%	39%	38%	53%	47%	45%	45%	47%	41%	42%	40%	41%	37%	45%	47%	45%
CAPITAL EXPEND (D/S)	87	47	38	25	62	75	58	58	54	5	61	25	30	24	13	43	43	51	11	19	15	12
	22%	33%	15%	33%	19%	30%	28%	32%	35%	6%	21%	13%	16%	14%	25%	35%	36%	34%	19%	23%	17%	16%
INCREASE	129	62	66	30	98	97	78	69	63	16	92	51	52	48	18	54	55	63	17	24	23	19
	32%	43%	26%	41%	30%	40%	37%	38%	41%	18%	32%	27%	29%	27%	35%	44%	45%	42%	31%	29%	24%	25%
DECREASE	43	15	28	6	36	22	19	11	9	11	30	26	22	24	5	11	11	11	7	5	7	7
	11%	10%	11%	8%	11%	9%	9%	6%	6%	12%	11%	14%	12%	14%	11%	9%	9%	7%	12%	6%	8%	10%
STAY THE SAME	222	67	153	36	184	126	111	99	82	60	158	108	102	98	27	58	54	75	32	52	61	48
	56%	46%	61%	49%	57%	51%	53%	55%	53%	68%	55%	57%	56%	56%	52%	47%	45%	50%	57%	63%	66%	64%
MN BIZ CLIMATE (D/S)	160	62	97	39	120	114	97	87	77	35	126	81	87	70	17	49	40	71	13	28	32	18
	40%	43%	39%	53%	37%	47%	47%	48%	50%	39%	44%	43%	48%	40%	34%	40%	33%	47%	23%	34%	35%	24%
GOTTEN BETTER	215	85	128	45	167	142	118	104	96	46	166	109	108	94	24	65	58	87	20	38	45	32
	54%	59%	51%	61%	52%	58%	57%	58%	62%	52%	58%	58%	60%	54%	46%	53%	48%	58%	35%	46%	49%	43%
GOTTEN WORSE	54	23	30	6	48	27	21	17	19	11	40	28	21	24	6	16	18	16	7	10	13	13
	14%	16%	12%	8%	15%	11%	10%	10%	12%	13%	14%	15%	12%	14%	13%	13%	15%	11%	13%	12%	14%	18%
STAYED ABOUT THE SAME	127	36	91	22	106	75	68	58	39	30	77	52	50	54	21	42	43	44	29	34	34	29
	32%	25%	36%	30%	33%	31%	33%	32%	25%	34%	27%	27%	28%	31%	41%	34%	36%	29%	52%	42%	36%	39%

M E E T I N G S T R E E T R E S E A R C H

Table 1-4  
Summary of Key Firm Data

BANNER 4

	ATTRACT EMPLOYEES			CANDIDATE NOT TAKE JOB/FOLLOW THRU							GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL-ITY	CHILD CARE	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	TOTAL EXPE-CITED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO
BASE-TOTAL SAMPLE	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
FINANCIAL FUTURE (D/S)	349	80	254	88	192	83	69	67	57	26	119	95	106	11	137	176	29	165	17	144	192	157
	87%	84%	91%	79%	92%	86%	91%	88%	85%	83%	89%	89%	87%	70%	88%	85%	94%	91%	70%	86%	91%	83%
TOTAL CONFIDENT	371	88	265	99	200	89	71	71	60	29	125	100	113	13	144	190	30	171	20	155	200	171
	93%	91%	95%	88%	95%	92%	94%	94%	91%	91%	94%	94%	93%	82%	93%	92%	97%	95%	85%	92%	95%	91%
TOTAL NOT CONFIDENT	23	7	11	11	7	6	2	5	4	3	6	6	7	2	7	15	1	6	4	11	8	15
	6%	8%	4%	10%	3%	7%	2%	6%	6%	9%	5%	5%	6%	12%	5%	7%	3%	4%	15%	6%	4%	8%
GROSS REVENUES (D/S)	218	55	163	55	136	57	52	51	40	22	77	60	69	6	92	109	15	120	7	75	150	68
	55%	57%	58%	48%	65%	59%	69%	67%	61%	69%	57%	56%	57%	37%	59%	52%	48%	67%	28%	45%	72%	36%
INCREASE	240	60	176	61	142	63	55	54	44	25	85	65	74	7	99	121	16	128	10	85	155	85
	60%	63%	63%	54%	68%	66%	73%	71%	66%	78%	63%	61%	61%	42%	64%	58%	53%	71%	43%	50%	74%	45%
DECREASE	21	5	14	6	6	6	3	3	4	3	8	5	5	1	7	12	2	7	4	10	5	17
	5%	6%	5%	5%	3%	6%	4%	4%	6%	8%	6%	4%	4%	6%	5%	6%	5%	4%	15%	6%	2%	9%
STAY THE SAME	134	30	85	46	59	27	18	18	19	4	39	36	40	8	48	71	12	43	10	72	48	86
	33%	31%	30%	41%	28%	28%	24%	23%	28%	14%	29%	34%	33%	52%	31%	34%	38%	24%	42%	43%	23%	45%
PROFITABILITY (D/S)	159	31	108	49	94	34	41	34	28	6	61	41	46	5	61	87	10	95	1	51	119	39
	40%	33%	39%	44%	45%	35%	55%	45%	42%	19%	46%	39%	38%	30%	39%	42%	31%	52%	4%	30%	57%	21%
INCREASE	187	40	128	57	107	41	45	40	33	10	68	48	59	6	71	104	10	101	5	66	126	60
	47%	41%	46%	50%	51%	42%	59%	52%	50%	32%	51%	45%	49%	37%	46%	50%	34%	56%	22%	39%	60%	32%
DECREASE	28	8	20	7	13	7	4	6	5	4	7	7	13	1	10	16	1	6	5	15	6	22
	7%	9%	7%	6%	6%	8%	5%	7%	8%	14%	5%	7%	11%	6%	6%	8%	2%	4%	19%	9%	3%	11%
STAY THE SAME	177	47	124	49	84	47	27	31	28	17	55	47	50	9	69	85	19	68	14	83	73	104
	44%	49%	44%	43%	40%	49%	36%	40%	42%	54%	41%	44%	41%	57%	45%	41%	61%	38%	59%	50%	35%	55%
CAPITAL EXPEND (D/S)	87	26	74	13	57	16	18	25	11	7	33	28	26	2	33	45	10	52	-1	29	69	17
	22%	27%	27%	12%	27%	17%	24%	33%	17%	22%	25%	27%	21%	12%	21%	22%	33%	29%	-4%	18%	33%	9%
INCREASE	129	40	103	25	73	30	25	30	18	9	48	39	37	4	50	66	11	71	3	45	87	41
	32%	42%	37%	22%	35%	31%	33%	40%	27%	28%	36%	36%	30%	23%	32%	32%	37%	39%	14%	27%	41%	22%
DECREASE	43	15	29	12	16	14	7	5	6	2	15	10	11	2	17	21	1	19	5	16	18	25
	11%	15%	10%	11%	8%	14%	9%	6%	10%	6%	11%	10%	9%	11%	11%	10%	3%	10%	19%	9%	8%	13%
STAY THE SAME	222	38	141	75	120	52	44	41	42	19	68	57	72	10	84	119	18	91	15	103	103	119
	56%	40%	51%	67%	57%	53%	58%	54%	64%	61%	51%	54%	59%	60%	54%	58%	57%	50%	63%	62%	49%	63%
MN BIZ CLIMATE (D/S)	160	33	110	48	102	36	36	30	24	10	47	49	58	4	62	78	17	81	9	57	96	64
	40%	35%	40%	43%	49%	37%	47%	40%	36%	33%	35%	46%	48%	25%	40%	38%	54%	45%	39%	34%	46%	34%
GOTTEN BETTER	215	49	150	61	126	47	46	43	37	17	65	62	73	7	83	109	19	109	12	78	122	92
	54%	52%	54%	54%	60%	49%	61%	56%	56%	52%	48%	58%	60%	42%	54%	52%	62%	61%	50%	47%	58%	49%
GOTTEN WORSE	54	16	40	13	24	11	11	12	13	6	17	13	15	3	21	30	2	28	3	22	26	28
	14%	17%	14%	11%	12%	12%	14%	16%	19%	20%	13%	12%	12%	17%	14%	15%	8%	16%	11%	13%	12%	15%
STAYED ABOUT THE SAME	127	30	86	39	58	37	18	21	17	9	52	30	33	5	50	67	9	41	9	66	61	67
	32%	31%	31%	35%	28%	39%	24%	28%	25%	28%	39%	29%	27%	34%	32%	32%	30%	23%	39%	39%	29%	35%

M E E T I N G S T R E E T R E S E A R C H

Table 1-5  
Summary of Key Firm Data

BANNER 5

	FUTURE CHALLENGES						GROWTH DRIVERS					GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT-RCT WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRTRY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	192 48%	145 36%	136 34%	71 18%	68 17%	242 61%	154 38%	142 35%	108 27%	88 22%	302 76%	98 24%	71 18%	88 22%	148 37%	81 20%	320 80%	80 20%	54 10%	100 19%	51 10%	100 19%	218 42%
FINANCIAL FUTURE (D/S)	349 87%	176 91%	130 90%	121 89%	54 75%	51 75%	208 86%	145 94%	120 84%	98 90%	76 86%	261 86%	87 90%	65 91%	83 94%	127 86%	67 82%	271 85%	77 97%	49 90%	73 73%	41 80%	88 88%	192 88%
TOTAL CONFIDENT	371 93%	182 95%	138 95%	129 95%	61 85%	59 87%	224 93%	148 96%	129 91%	102 94%	81 93%	279 92%	92 94%	67 94%	85 97%	136 92%	74 91%	293 92%	77 97%	51 95%	87 87%	44 87%	94 94%	204 93%
TOTAL NOT CONFIDENT	23 6%	6 3%	7 5%	7 5%	7 10%	8 12%	16 7%	4 2%	9 6%	4 3%	6 6%	18 6%	5 5%	2 3%	3 3%	9 6%	7 9%	23 7%	- -	3 5%	13 13%	4 7%	6 6%	12 5%
GROSS REVENUES (D/S)	218 55%	129 67%	89 61%	72 53%	32 45%	21 31%	121 50%	100 65%	86 61%	73 67%	56 64%	172 57%	46 47%	49 69%	50 57%	72 49%	42 52%	153 48%	65 82%	30 55%	46 46%	23 44%	56 56%	125 58%
INCREASE	240 60%	136 70%	93 64%	77 56%	40 56%	29 42%	136 56%	101 66%	93 65%	76 70%	60 69%	191 63%	48 50%	51 71%	55 62%	79 53%	49 61%	174 54%	65 82%	31 58%	53 53%	27 53%	58 58%	138 63%
DECREASE	21 5%	6 3%	5 3%	4 3%	8 11%	8 12%	14 6%	2 1%	6 5%	4 3%	5 5%	19 6%	3 3%	2 3%	4 5%	6 4%	7 8%	21 7%	- -	1 3%	7 7%	5 9%	2 2%	13 6%
STAY THE SAME	134 33%	48 25%	47 32%	55 40%	23 33%	30 44%	91 37%	50 32%	41 29%	29 26%	20 23%	91 30%	43 44%	16 22%	28 32%	61 41%	25 31%	121 38%	13 16%	21 39%	40 40%	19 38%	40 40%	62 28%
PROFITABILITY (D/S)	159 40%	83 43%	64 44%	48 35%	21 30%	20 30%	98 40%	72 47%	68 48%	36 33%	42 48%	132 43%	28 28%	37 51%	37 42%	53 36%	31 39%	114 36%	45 56%	19 35%	31 31%	18 36%	39 39%	97 45%
INCREASE	187 47%	93 48%	73 51%	62 46%	28 39%	27 40%	115 47%	80 52%	77 54%	43 40%	48 54%	147 49%	40 41%	40 57%	46 52%	63 42%	35 43%	140 44%	47 59%	21 38%	42 42%	23 45%	46 46%	110 50%
DECREASE	28 7%	9 5%	9 6%	15 11%	7 10%	7 10%	17 7%	8 5%	9 6%	7 7%	6 6%	16 5%	12 12%	4 5%	8 9%	10 7%	3 4%	26 8%	2 2%	2 3%	11 11%	5 9%	7 7%	13 6%
STAY THE SAME	177 44%	85 44%	58 40%	59 43%	36 51%	33 49%	106 44%	63 41%	54 38%	58 54%	28 31%	131 43%	46 47%	27 38%	33 38%	73 49%	40 50%	151 47%	25 32%	30 55%	48 48%	24 46%	45 45%	89 41%
CAPITAL EXPEND (D/S)	87 22%	52 27%	41 28%	36 26%	7 10%	5 7%	46 19%	43 28%	43 31%	26 24%	21 24%	73 24%	13 14%	21 29%	24 27%	23 15%	16 19%	53 17%	33 42%	16 29%	27 27%	12 23%	15 15%	39 18%
INCREASE	129 32%	73 38%	53 36%	46 34%	15 22%	15 22%	73 30%	58 37%	53 37%	36 34%	33 37%	107 35%	22 23%	25 36%	34 38%	42 28%	24 29%	91 29%	38 47%	22 40%	33 33%	14 28%	31 31%	67 31%
DECREASE	43 11%	21 11%	12 8%	11 8%	8 11%	10 15%	27 11%	15 9%	9 6%	10 9%	11 13%	33 11%	9 9%	5 6%	10 11%	20 13%	8 10%	38 12%	4 6%	6 11%	7 7%	3 5%	16 16%	29 13%
STAY THE SAME	222 56%	98 51%	80 56%	76 56%	45 63%	43 64%	140 58%	81 53%	78 55%	60 56%	44 50%	157 52%	65 67%	39 55%	44 50%	86 58%	48 60%	186 58%	36 45%	27 49%	59 59%	33 65%	50 50%	120 55%
MN BIZ CLIMATE (D/S)	160 40%	81 42%	72 50%	66 48%	15 21%	27 39%	95 39%	73 47%	49 34%	63 58%	38 43%	113 37%	47 49%	37 52%	43 49%	51 35%	30 37%	117 37%	43 54%	24 44%	25 25%	21 42%	27 27%	88 41%
GOTTEN BETTER	215 54%	110 57%	84 58%	81 59%	31 44%	35 52%	128 53%	88 57%	71 50%	74 69%	50 57%	157 52%	58 59%	43 60%	51 58%	73 49%	43 53%	166 52%	48 61%	30 55%	44 44%	27 53%	46 46%	117 54%
GOTTEN WORSE	54 14%	29 15%	12 8%	15 11%	16 23%	9 13%	33 14%	15 10%	23 16%	11 10%	12 14%	44 15%	10 10%	6 9%	8 9%	22 15%	13 16%	49 15%	6 7%	6 11%	19 19%	5 11%	19 19%	28 13%
STAYED ABOUT THE SAME	127 32%	53 28%	49 33%	39 29%	24 34%	23 33%	79 33%	50 32%	46 33%	22 20%	26 30%	98 33%	29 30%	20 29%	28 32%	52 35%	25 31%	102 32%	26 32%	18 34%	35 35%	19 37%	35 35%	70 32%

Table 2-1  
Summary of Key Workforce Data

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER	MILL	\$5	UNDER	11-50	51+	PROC-	PREC-	METAL	OEM	1-15	16+	OWNER	PRES/ CEO	MGMT TEAM	MANA- GER
									\$1 MILL	- \$5 MILL	MILL+	10	51+	ESS	ISION		YRS	YRS						
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%
EMPLOYEE WAGES 2018 (D/S)	203	78	44	27	20	34	122	81	58	62	63	79	73	51	33	31	35	25	51	152	55	54	6	63
-----	51%	56%	51%	56%	47%	41%	54%	47%	33%	64%	68%	37%	67%	64%	51%	43%	55%	59%	48%	52%	36%	62%	41%	59%
INCREASE	208	80	46	27	21	35	126	83	62	63	63	83	74	51	34	32	36	26	51	158	59	55	6	63
	52%	57%	53%	56%	49%	42%	55%	48%	35%	65%	68%	39%	68%	64%	52%	44%	57%	61%	48%	54%	39%	64%	41%	59%
DECREASE	5	2	2	-	1	1	4	2	4	1	-	5	1	-	1	1	1	1	-	5	5	1	-	-
	1%	1%	2%	-	2%	1%	2%	1%	2%	1%	-	2%	1%	-	1%	1%	2%	2%	-	2%	3%	1%	-	-
STAY ABOUT THE SAME	180	56	38	20	21	45	94	86	107	33	30	117	34	29	30	39	25	14	53	126	81	31	9	43
	45%	40%	43%	42%	49%	55%	41%	50%	60%	34%	32%	55%	31%	36%	46%	54%	39%	34%	50%	43%	54%	35%	59%	41%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	167	74	29	7	19	38	103	64	35	48	75	48	65	53	26	23	29	23	31	135	25	45	12	63
-----	42%	53%	33%	15%	45%	46%	45%	37%	20%	49%	81%	23%	60%	67%	40%	32%	46%	54%	29%	46%	17%	52%	77%	59%
VERY/SMWT	279	105	57	28	31	59	161	118	104	72	84	126	87	66	45	46	46	32	66	212	85	65	14	85
	70%	75%	65%	58%	73%	72%	71%	68%	58%	74%	91%	60%	80%	83%	69%	65%	72%	76%	63%	72%	56%	76%	88%	79%
NOT TOO/NOT AT ALL	113	31	28	20	12	22	59	54	68	24	9	77	22	13	19	24	17	9	36	76	60	20	2	22
	28%	22%	32%	42%	27%	26%	26%	31%	38%	25%	9%	37%	20%	17%	29%	33%	26%	22%	34%	26%	39%	23%	12%	21%



Table 2-2  
Summary of Key Workforce Data

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2018					MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
EMPLOYEE WAGES 2018 (D/S)	203	126	77	203	-3	157	40	3	113	23	65	149	-3	55	114	7	80	79	15	108	23	208	-5	-
-----	51%	61%	46%	55%	-11%	61%	35%	18%	53%	41%	51%	62%	-13%	41%	61%	27%	45%	61%	35%	48%	36%	100%	-100%	-
INCREASE	208	127	77	204	2	159	43	4	117	23	65	150	2	55	115	10	82	80	18	109	23	208	-	-
	52%	62%	46%	55%	8%	62%	38%	23%	55%	43%	51%	63%	8%	41%	61%	36%	46%	62%	42%	49%	36%	100%	-	-
DECREASE	5	1	-	1	4	2	3	1	5	1	-	1	4	-	1	3	2	1	3	2	-	-	5	-
	1%	-	-	-	20%	1%	2%	5%	2%	2%	-	-	21%	-	1%	10%	1%	1%	6%	1%	-	-	100%	-
STAY ABOUT THE SAME	180	75	86	160	16	94	66	12	91	29	60	88	14	76	70	15	89	48	21	106	39	-	-	180
	45%	36%	52%	43%	72%	37%	58%	72%	42%	54%	47%	37%	67%	57%	38%	54%	50%	37%	50%	48%	61%	-	-	100%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	167	102	64	166	-	109	49	-	90	27	47	116	7	39	71	13	75	78	17	66	14	126	1	40
-----	42%	49%	39%	45%	-	43%	43%	2%	42%	50%	37%	48%	35%	29%	38%	45%	43%	60%	40%	30%	23%	61%	18%	23%
VERY/SMWT	279	152	113	265	11	181	80	8	150	40	86	176	14	85	128	20	124	103	29	141	39	167	3	109
	70%	74%	68%	71%	48%	71%	71%	51%	70%	74%	68%	74%	63%	64%	68%	71%	70%	80%	68%	64%	61%	80%	51%	61%
NOT TOO/NOT AT ALL	113	51	49	99	11	72	31	8	61	13	39	61	6	46	57	7	49	25	12	75	24	41	2	68
	28%	25%	29%	27%	48%	28%	28%	49%	28%	23%	31%	25%	28%	34%	30%	26%	28%	20%	28%	34%	38%	19%	33%	38%

Table 2-3  
Summary of Key Workforce Data

BANNER 3

	CURRENT EMP DEVLPMT		LEADERSHIP DEVL P PROG		USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				
	TOTAL	YES	NO	YES	NO	PROD-UCTI-VITY	QUAL-ITY	SAFETY	ENHAN-CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE-TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
EMPLOYEE WAGES 2018 (D/S)	203	94	108	39	164	147	123	111	93	29	138	98	91	94	29	75	74	84	30	29	36	25
	51%	65%	43%	52%	51%	60%	59%	61%	60%	33%	48%	52%	51%	54%	58%	60%	61%	56%	54%	35%	39%	34%
INCREASE	208	95	113	40	167	150	125	113	95	32	141	99	92	96	30	76	74	84	32	31	40	28
	52%	65%	45%	55%	52%	61%	60%	63%	61%	36%	49%	53%	51%	55%	59%	61%	62%	56%	57%	38%	43%	38%
DECREASE	5	1	4	2	4	3	2	2	2	3	3	2	1	3	1	1	1	-	2	3	4	3
	1%	1%	2%	3%	1%	1%	1%	1%	1%	3%	1%	1%	1%	2%	2%	1%	1%	-	3%	3%	4%	4%
STAY ABOUT THE SAME	180	49	130	32	148	92	81	66	58	49	137	85	85	72	20	47	45	65	22	48	49	42
	45%	34%	51%	43%	46%	38%	39%	36%	37%	56%	48%	45%	47%	41%	39%	38%	37%	44%	39%	58%	52%	57%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	167	94	73	25	142	127	107	105	89	13	116	97	91	93	32	64	58	77	13	6	15	-3
	42%	65%	29%	33%	44%	52%	52%	58%	57%	14%	41%	51%	50%	53%	63%	52%	48%	51%	22%	7%	16%	-4%
VERY/SMWT	279	120	159	49	229	185	157	143	122	47	198	142	135	132	41	94	89	113	34	43	53	34
	70%	82%	63%	67%	71%	75%	76%	79%	79%	54%	70%	75%	75%	76%	81%	76%	74%	76%	60%	51%	57%	46%
NOT TOO/NOT AT ALL	113	25	85	25	87	59	50	38	33	35	83	45	44	39	9	30	31	36	21	37	38	37
	28%	18%	34%	33%	27%	24%	24%	21%	21%	39%	29%	24%	24%	23%	17%	24%	26%	24%	37%	44%	40%	50%

Table 2-4  
Summary of Key Workforce Data

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL -ITY	CHILD CARE	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	TOTAL EXPE-CTED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO
BASE-TOTAL SAMPLE	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
EMPLOYEE WAGES 2018 (D/S)	203	43	164	39	126	58	46	42	36	15	73	60	57	10	90	99	13	115	7	73	126	77
	51%	45%	59%	35%	60%	60%	61%	55%	54%	46%	54%	56%	47%	65%	58%	48%	43%	64%	27%	44%	60%	41%
INCREASE	208	46	167	41	128	59	46	43	36	15	73	60	60	11	90	103	13	116	8	76	128	80
	52%	48%	60%	36%	61%	61%	61%	57%	54%	46%	54%	57%	50%	71%	58%	50%	43%	64%	35%	45%	61%	42%
DECREASE	5	3	3	2	2	1	-	1	-	-	-	1	3	1	1	5	-	1	2	3	2	4
	1%	3%	1%	2%	1%	1%	-	1%	-	-	-	1%	2%	6%	1%	2%	-	1%	8%	2%	1%	2%
STAY ABOUT THE SAME	180	46	109	68	79	36	29	32	31	17	60	44	57	4	61	98	17	62	13	86	79	100
	45%	48%	39%	61%	38%	38%	39%	42%	46%	54%	45%	41%	47%	23%	39%	47%	54%	34%	54%	51%	38%	53%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	167	96	279	-113	126	66	44	46	43	22	57	57	53	1	94	68	7	83	8	61	99	67
	42%	100%	100%	-100%	60%	69%	59%	61%	65%	68%	43%	53%	44%	8%	61%	33%	21%	46%	32%	37%	47%	35%
VERY/SMWT	279	96	279	-	167	81	60	61	55	27	95	81	86	9	122	136	19	130	15	113	154	125
	70%	100%	100%	-	80%	84%	79%	80%	83%	84%	71%	76%	71%	54%	79%	65%	61%	72%	64%	67%	73%	66%
NOT TOO/NOT AT ALL	113	-	-	113	41	15	16	15	12	5	38	24	33	7	28	68	12	47	8	52	55	58
	28%	-	-	100%	20%	16%	21%	20%	17%	16%	28%	23%	27%	46%	18%	33%	39%	26%	32%	31%	26%	31%

Table 2-5  
Summary of Key Workforce Data

BANNER 5

	FUTURE CHALLENGES						GROWTH DRIVERS					GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT- RACT- WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRIGY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	192	145	136	71	68	242	154	142	108	88	302	98	71	88	148	81	320	80	54	100	51	100	218
	100%	48%	36%	34%	18%	17%	61%	38%	35%	27%	22%	76%	24%	18%	22%	37%	20%	80%	20%	10%	19%	10%	19%	42%
EMPLOYEE WAGES 2018 (D/S)	203	126	86	59	28	22	116	83	65	66	55	154	49	33	48	79	38	152	51	27	54	20	60	118
	51%	65%	60%	43%	39%	33%	48%	54%	46%	60%	63%	51%	50%	46%	54%	54%	47%	47%	64%	51%	54%	40%	60%	54%
INCREASE	208	128	88	60	30	23	120	85	68	66	55	160	49	34	49	81	38	157	51	27	54	22	60	122
	52%	66%	61%	44%	42%	34%	49%	55%	48%	61%	63%	53%	50%	48%	56%	55%	47%	49%	64%	51%	54%	43%	60%	56%
DECREASE	5	2	2	2	2	1	4	2	3	1	-	5	-	1	2	2	-	5	-	-	-	2	-	4
	1%	1%	1%	1%	3%	1%	1%	1%	2%	1%	-	2%	-	1%	2%	1%	-	2%	-	-	-	4%	-	2%
STAY ABOUT THE SAME	180	63	54	70	40	41	114	67	70	39	32	133	47	35	36	62	42	151	29	25	44	26	40	89
	45%	33%	37%	51%	56%	60%	47%	44%	50%	36%	37%	44%	48%	50%	41%	42%	51%	47%	36%	46%	44%	51%	40%	41%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	167	142	66	43	12	6	96	75	42	49	59	114	53	24	51	53	35	114	53	8	36	21	65	102
	42%	74%	45%	31%	17%	9%	40%	49%	30%	45%	68%	38%	54%	33%	58%	36%	43%	36%	67%	16%	36%	40%	65%	47%
VERY/SMWT	279	167	105	87	41	36	166	114	91	78	73	205	74	47	69	99	57	213	66	31	67	35	81	157
	70%	87%	72%	64%	57%	53%	68%	74%	64%	72%	83%	68%	76%	66%	78%	67%	70%	66%	83%	57%	67%	69%	81%	72%
NOT TOO/NOT AT ALL	113	25	39	45	28	30	70	39	49	29	14	91	22	23	18	46	22	99	13	22	31	15	16	55
	28%	13%	27%	33%	40%	44%	29%	26%	35%	27%	16%	30%	22%	33%	20%	31%	27%	31%	17%	42%	31%	29%	16%	25%

Table 3-1  
 QUESTION 1:  
 From a financial perspective, how do you feel right now about the future for your company... very confident, somewhat confident, not very confident, or not at all confident?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MANAGER
			NE	COS																				
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%
**D/S (CONFIDENT - NOT CONFIDENT)	349	121	80	42	33	73	201	148	144	89	90	171	100	77	55	64	62	31	96	252	123	78	13	98
	87%	86%	92%	88%	76%	89%	89%	85%	81%	92%	97%	81%	92%	97%	85%	90%	97%	74%	90%	86%	82%	90%	87%	91%
TOTAL CONFIDENT	371	130	83	45	36	77	213	159	160	93	91	189	104	77	59	67	63	36	100	270	137	81	14	101
	93%	93%	95%	94%	84%	94%	94%	92%	89%	96%	98%	90%	96%	97%	91%	95%	99%	85%	94%	92%	90%	93%	94%	95%
TOTAL NOT CONFIDENT	23	9	3	3	4	5	12	11	15	4	1	18	5	-	4	4	1	5	4	19	14	3	1	4
	6%	6%	3%	6%	8%	6%	5%	6%	9%	4%	1%	9%	4%	-	6%	5%	1%	11%	4%	6%	9%	3%	6%	3%
VERY CONFIDENT	206	79	33	28	21	44	112	93	67	56	63	91	62	52	32	38	35	21	57	147	63	41	7	65
	51%	57%	38%	59%	48%	54%	49%	54%	38%	58%	68%	43%	57%	66%	50%	53%	55%	50%	54%	50%	42%	47%	47%	61%
SOMEWHAT CONFIDENT	166	51	50	17	15	33	100	65	92	37	28	98	42	25	26	30	27	15	43	123	74	40	7	36
	41%	36%	57%	35%	36%	40%	44%	38%	52%	38%	30%	47%	39%	32%	41%	42%	43%	35%	40%	42%	49%	46%	47%	34%
NOT VERY CONFIDENT	19	8	3	3	2	4	11	8	14	3	-	15	4	-	3	3	1	4	2	17	12	3	-	3
	5%	6%	3%	6%	4%	4%	5%	5%	8%	3%	-	7%	3%	-	4%	4%	1%	9%	2%	6%	8%	3%	-	3%
NOT AT ALL CONFIDENT	4	1	-	-	2	1	1	3	1	1	1	3	1	-	1	1	-	1	2	2	2	-	1	1
	1%	1%	-	-	4%	1%	-	2%	1%	1%	1%	1%	1%	-	1%	1%	-	2%	2%	1%	1%	-	6%	1%
DON'T KNOW/UNSURE	6	1	2	-	3	-	3	3	4	-	1	4	-	2	2	-	-	2	3	3	1	3	-	2
	1%	1%	2%	-	7%	-	1%	2%	2%	-	1%	2%	-	3%	3%	-	-	4%	3%	1%	1%	4%	-	2%

Table 3-2  
 QUESTION 1:  
 From a financial perspective, how do you feel right now about the future for your company... very confident, somewhat confident, not very confident, or not at all confident?

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
**D/S (CONFIDENT - NOT CONFIDENT)	349	206	166	371	-23	248	83	4	196	35	115	235	-	110	181	10	152	124	26	194	50	202	-3	144
	87%	100%	100%	100%	-100%	97%	74%	24%	91%	65%	90%	98%	-2%	82%	97%	34%	86%	96%	61%	87%	79%	97%	-64%	80%
TOTAL CONFIDENT	371	206	166	371	-	250	97	10	203	44	121	235	10	121	182	19	163	126	34	206	57	204	1	160
	93%	100%	100%	100%	-	98%	86%	62%	95%	81%	95%	98%	49%	90%	97%	67%	92%	97%	81%	93%	89%	98%	18%	89%
TOTAL NOT CONFIDENT	23	-	-	-	23	3	14	6	7	9	6	1	11	11	1	9	12	2	8	13	6	2	4	16
	6%	-	-	-	100%	1%	12%	38%	3%	17%	5%	-	51%	8%	-	33%	7%	1%	19%	6%	10%	1%	82%	9%
VERY CONFIDENT	206	206	-	206	-	164	31	4	120	17	67	149	2	52	120	4	79	88	12	103	27	127	1	75
	51%	100%	-	55%	-	64%	28%	22%	56%	31%	53%	62%	8%	39%	64%	13%	45%	68%	29%	46%	43%	61%	18%	42%
SOMEWHAT CONFIDENT	166	-	166	166	-	86	66	7	83	27	54	87	9	69	62	15	84	37	22	103	29	77	-	86
	41%	-	100%	45%	-	34%	58%	40%	39%	50%	42%	36%	40%	52%	33%	54%	48%	29%	51%	46%	46%	37%	-	48%
NOT VERY CONFIDENT	19	-	-	-	19	3	12	4	6	7	5	1	9	9	1	7	11	2	6	11	5	2	4	13
	5%	-	-	-	84%	1%	11%	27%	3%	14%	4%	-	43%	7%	-	26%	6%	1%	15%	5%	8%	1%	82%	7%
NOT AT ALL CONFIDENT	4	-	-	-	4	-	2	2	1	2	1	-	2	2	-	2	1	-	2	2	1	-	-	4
	1%	-	-	-	16%	-	2%	11%	-	3%	1%	-	8%	1%	-	7%	1%	-	4%	1%	1%	-	-	2%
DON'T KNOW/UNSURE	6	-	-	-	-	3	2	-	4	1	-	3	-	2	4	-	2	2	-	3	1	3	-	3
	1%	-	-	-	-	1%	2%	-	2%	2%	-	1%	-	1%	2%	-	1%	1%	-	1%	1%	1%	-	2%

Table 3-3  
 QUESTION 1:  
 From a financial perspective, how do you feel right now about the future for your company... very confident, somewhat confident, not very confident, or not at all confident?

BANNER 3

	CURRENT EMP DEVL		LEADERSHIP DEVL		USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				
	YES	NO	YES	NO	PROD- UCTI- VITY	QUAL- ITY	SAFETY	ENHAN -CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	
	TOTAL	YES	NO	YES	NO	PROD- UCTI- VITY	QUAL- ITY	SAFETY	ENHAN -CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE=TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
**D/S (CONFIDENT - NOT CONFIDENT)	349	139	207	71	275	226	196	169	148	66	253	164	163	154	49	114	112	140	42	66	69	53
	87%	96%	82%	95%	85%	92%	94%	93%	95%	75%	88%	87%	90%	88%	96%	92%	93%	94%	74%	79%	74%	71%
TOTAL CONFIDENT	371	142	227	72	296	236	201	174	152	76	266	175	171	163	50	118	114	143	49	74	81	64
-----	93%	98%	90%	98%	92%	96%	97%	96%	98%	86%	93%	93%	95%	94%	98%	95%	95%	96%	87%	89%	87%	85%
TOTAL NOT CONFIDENT	23	3	20	2	21	9	6	6	4	10	14	11	8	9	1	4	2	3	7	8	12	11
-----	6%	2%	8%	2%	6%	4%	3%	3%	2%	11%	5%	6%	5%	5%	2%	3%	2%	2%	13%	10%	12%	15%
VERY CONFIDENT	206	92	113	51	154	145	114	102	95	32	150	98	91	84	27	68	68	83	26	39	45	38
	51%	63%	45%	68%	48%	59%	55%	56%	61%	37%	52%	52%	50%	48%	52%	55%	56%	55%	47%	47%	48%	51%
SOMEWHAT CONFIDENT	166	50	115	22	142	91	88	72	56	44	116	78	81	79	23	50	47	60	23	35	36	25
	41%	34%	45%	29%	44%	37%	42%	40%	36%	50%	41%	41%	45%	46%	46%	40%	39%	40%	40%	42%	38%	34%
NOT VERY CONFIDENT	19	2	17	2	17	7	5	6	4	8	12	8	6	6	1	4	2	3	6	7	11	10
	5%	1%	7%	2%	5%	3%	2%	3%	2%	9%	4%	4%	4%	4%	2%	3%	2%	2%	11%	9%	12%	13%
NOT AT ALL CONFIDENT	4	1	3	-	4	2	1	-	-	2	2	3	2	3	-	-	-	-	1	1	1	1
	1%	1%	1%	-	1%	1%	-	-	-	2%	1%	1%	1%	2%	-	-	-	-	2%	1%	1%	1%
DON'T KNOW/UNSURE	6	1	5	-	6	1	1	1	-	2	6	3	1	2	-	2	4	4	-	1	1	-
	1%	1%	2%	-	2%	-	-	1%	-	3%	2%	1%	-	1%	-	2%	3%	3%	-	1%	1%	-

Table 3-4  
 QUESTION 1:  
 From a financial perspective, how do you feel right now about the future for your company... very confident, somewhat confident, not very confident, or not at all confident?

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL-ITY	CHILD CARE	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	EXPE-CTED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO
BASE=TOTAL SAMPLE	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
**D/S (CONFIDENT - NOT CONFIDENT)	349	80	254	88	192	83	69	67	57	26	119	95	106	11	137	176	29	165	17	144	192	157
	87%	84%	91%	79%	92%	86%	91%	88%	85%	83%	89%	89%	87%	70%	88%	85%	94%	91%	70%	86%	91%	83%
TOTAL CONFIDENT	371	88	265	99	200	89	71	71	60	29	125	100	113	13	144	190	30	171	20	155	200	171
-----	93%	91%	95%	88%	95%	92%	94%	94%	91%	91%	94%	94%	93%	82%	93%	92%	97%	95%	85%	92%	95%	91%
TOTAL NOT CONFIDENT	23	7	11	11	7	6	2	5	4	3	6	6	7	2	7	15	1	6	4	11	8	15
-----	6%	8%	4%	10%	3%	7%	2%	6%	6%	9%	5%	5%	6%	12%	5%	7%	3%	4%	15%	6%	4%	8%
VERY CONFIDENT	206	55	152	51	114	38	33	42	31	17	75	57	57	9	77	106	20	105	5	82	134	72
	51%	58%	54%	45%	54%	39%	44%	55%	47%	54%	56%	53%	47%	54%	50%	51%	64%	58%	23%	49%	64%	38%
SOMEWHAT CONFIDENT	166	33	113	49	86	52	38	30	29	12	50	43	56	4	67	84	10	67	15	73	66	100
	41%	34%	40%	43%	41%	53%	50%	39%	44%	38%	37%	41%	46%	28%	43%	41%	33%	37%	62%	44%	32%	53%
NOT VERY CONFIDENT	19	5	7	11	6	4	2	5	4	3	5	6	4	2	5	13	1	6	2	10	5	14
	5%	5%	3%	10%	3%	5%	2%	6%	6%	9%	4%	5%	4%	12%	3%	6%	3%	3%	8%	6%	3%	7%
NOT AT ALL CONFIDENT	4	3	4	-	2	2	-	-	-	-	1	-	3	-	2	2	-	1	2	1	3	1
	1%	3%	1%	-	1%	2%	-	-	-	-	1%	-	2%	-	1%	1%	-	1%	8%	1%	1%	-
DON'T KNOW/UNSURE	6	1	4	2	2	1	3	-	2	-	2	1	1	1	4	2	-	3	-	2	2	3
	1%	1%	1%	2%	1%	1%	4%	-	3%	-	2%	1%	1%	6%	2%	1%	-	2%	-	1%	1%	2%



Table 3-5  
 QUESTION 1:  
 From a financial perspective, how do you feel right now about the future for your company... very confident, somewhat confident, not very confident, or not at all confident?

BANNER 5

	FUTURE CHALLENGES						GROWTH DRIVERS					GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT- RACT- WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRIGY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	192 48%	145 36%	136 34%	71 18%	68 17%	242 61%	154 38%	142 35%	108 27%	88 22%	302 76%	98 24%	71 18%	88 22%	148 37%	81 20%	320 80%	80 20%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (CONFIDENT - NOT CONFIDENT)	349 87%	176 91%	130 90%	121 89%	54 75%	51 75%	208 86%	145 94%	120 84%	98 90%	76 86%	261 86%	87 90%	65 91%	83 94%	127 86%	67 82%	271 85%	77 97%	49 90%	73 73%	41 80%	88 88%	192 88%
TOTAL CONFIDENT -----	371 93%	182 95%	138 95%	129 95%	61 85%	59 87%	224 93%	148 96%	129 91%	102 94%	81 93%	279 92%	92 94%	67 94%	85 97%	136 92%	74 91%	293 92%	77 97%	51 95%	87 87%	44 87%	94 94%	204 93%
TOTAL NOT CONFIDENT -----	23 6%	6 3%	7 5%	7 5%	7 10%	8 12%	16 7%	4 2%	9 6%	4 3%	6 6%	18 6%	5 5%	2 3%	3 6%	9 6%	7 9%	23 7%	- -	3 5%	13 13%	4 7%	6 6%	12 5%
VERY CONFIDENT	206 51%	112 58%	78 54%	73 54%	29 41%	16 23%	116 48%	89 58%	65 45%	57 52%	50 57%	154 51%	51 53%	47 66%	49 55%	72 49%	33 40%	153 48%	52 66%	30 56%	47 47%	26 50%	61 61%	107 49%
SOMEWHAT CONFIDENT	166 41%	70 36%	59 41%	56 41%	32 45%	43 64%	108 45%	60 39%	64 45%	45 42%	31 36%	125 41%	41 42%	19 27%	37 42%	64 44%	41 51%	140 44%	25 32%	21 39%	40 40%	19 37%	33 33%	97 44%
NOT VERY CONFIDENT	19 5%	6 3%	6 4%	5 4%	7 10%	6 9%	14 6%	3 2%	8 6%	4 3%	4 4%	17 6%	2 2%	2 3%	3 3%	8 6%	5 7%	19 6%	- -	3 5%	10 10%	2 4%	4 4%	11 5%
NOT AT ALL CONFIDENT	4 1%	1 -	1 1%	2 1%	- -	2 3%	2 1%	1 1%	1 1%	- -	2 2%	1 -	3 3%	- -	- -	1 1%	2 2%	4 1%	- -	- -	3 3%	2 4%	2 2%	1 -
DON'T KNOW/UNSURE	6 1%	4 2%	- -	- -	3 4%	1 1%	2 1%	2 1%	4 3%	3 3%	1 1%	5 2%	1 1%	3 4%	- -	2 2%	- -	4 1%	2 3%	- -	- -	3 6%	- -	3 1%

Table 4-1  
Summary of Future of Firm Trend

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANA- GER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%
2018	349	121	80	42	33	73	201	148	144	89	90	171	100	77	55	64	62	31	96	252	123	78	13	98
----	87%	86%	92%	88%	76%	89%	89%	85%	81%	92%	97%	81%	92%	97%	85%	90%	97%	74%	90%	86%	82%	90%	87%	91%
TOTAL CONFIDENT	371	130	83	45	36	77	213	159	160	93	91	189	104	77	59	67	63	36	100	270	137	81	14	101
	93%	93%	95%	94%	84%	94%	94%	92%	89%	96%	98%	90%	96%	97%	91%	95%	99%	85%	94%	92%	90%	93%	94%	95%
TOTAL NOT CONFIDENT	23	9	3	3	4	5	12	11	15	4	1	18	5	-	4	4	1	5	4	19	14	3	1	4
	6%	6%	3%	6%	8%	6%	5%	6%	9%	4%	1%	9%	4%	-	6%	5%	1%	11%	4%	6%	9%	3%	6%	3%
2017	351	118	82	44	41	65	200	151	150	88	74	196	86	63	48	46	72	39	97	254	132	75	14	78
----	88%	84%	94%	92%	96%	80%	88%	87%	85%	96%	93%	84%	98%	85%	86%	93%	89%	84%	88%	87%	83%	87%	100%	98%
TOTAL CONFIDENT	375	129	84	46	42	74	213	162	164	90	76	214	87	69	52	47	77	42	103	272	146	81	14	79
	94%	92%	97%	96%	98%	90%	94%	94%	92%	98%	96%	92%	99%	92%	93%	96%	94%	92%	94%	94%	91%	94%	100%	99%
TOTAL NOT CONFIDENT	25	11	3	2	1	8	14	11	14	2	3	18	1	6	4	2	5	4	6	18	14	6	-	1
	6%	8%	3%	4%	2%	10%	6%	6%	8%	2%	4%	8%	1%	8%	7%	4%	6%	8%	6%	6%	9%	6%	-	1%
2016	327	125	73	31	36	63	198	129	139	85	73	171	88	48	55	77	56	65	106	218	111	104	8	46
----	82%	89%	84%	64%	83%	76%	87%	74%	74%	86%	95%	77%	89%	100%	72%	73%	84%	92%	88%	79%	69%	94%	100%	90%
TOTAL CONFIDENT	362	132	80	39	39	72	212	150	162	92	75	195	92	48	65	91	61	68	113	246	134	107	8	48
	90%	94%	92%	81%	90%	88%	93%	86%	86%	93%	98%	88%	94%	100%	85%	86%	92%	96%	94%	89%	84%	97%	100%	95%
TOTAL NOT CONFIDENT	35	7	7	8	3	9	14	21	23	7	2	25	4	-	10	14	5	3	7	28	24	4	-	3
	9%	5%	8%	17%	8%	11%	6%	12%	12%	7%	2%	11%	4%	-	13%	13%	8%	4%	6%	10%	15%	3%	-	5%
2015	314	118	69	37	36	54	187	127	119	72	74	156	79	60	50	55	65	41	72	226	111	82	7	34
----	78%	84%	80%	78%	83%	65%	82%	73%	70%	78%	89%	70%	84%	90%	89%	75%	82%	74%	80%	77%	69%	80%	65%	92%
TOTAL CONFIDENT	356	128	78	43	39	68	206	150	143	83	79	188	85	63	52	64	72	48	80	259	135	92	9	36
	89%	92%	89%	89%	92%	83%	91%	87%	85%	89%	95%	85%	92%	95%	94%	88%	91%	86%	90%	88%	84%	89%	83%	96%
TOTAL NOT CONFIDENT	42	11	8	5	4	14	19	23	24	10	5	32	7	3	2	9	7	7	9	33	24	10	2	2
	11%	8%	10%	11%	8%	17%	8%	13%	14%	11%	5%	15%	7%	5%	4%	12%	9%	12%	10%	11%	15%	9%	17%	4%

Table 4-2  
Summary of Future of Firm Trend

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
2018	349	206	166	371	-23	248	83	4	196	35	115	235	-	110	181	10	152	124	26	194	50	202	-3	144
----	87%	100%	100%	100%	-100%	97%	74%	24%	91%	65%	90%	98%	-2%	82%	97%	34%	86%	96%	61%	87%	79%	97%	-64%	80%
TOTAL CONFIDENT	371	206	166	371	-	250	97	10	203	44	121	235	10	121	182	19	163	126	34	206	57	204	1	160
	93%	100%	100%	100%	-	98%	86%	62%	95%	81%	95%	98%	49%	90%	97%	67%	92%	97%	81%	93%	89%	98%	18%	89%
TOTAL NOT CONFIDENT	23	-	-	-	23	3	14	6	7	9	6	1	11	11	1	9	12	2	8	13	6	2	4	16
	6%	-	-	-	100%	1%	12%	38%	3%	17%	5%	-	51%	8%	-	33%	7%	1%	19%	6%	10%	1%	82%	9%
2017	351	228	147	375	-25	227	99	5	153	56	132	216	9	116	163	20	158	84	31	228	65	174	2	165
----	88%	100%	100%	100%	-100%	98%	77%	27%	94%	76%	86%	99%	32%	80%	93%	69%	85%	92%	65%	90%	80%	94%	51%	83%
TOTAL CONFIDENT	375	228	147	375	-	230	114	11	157	65	143	217	18	131	170	24	171	88	39	241	73	180	3	181
	94%	100%	100%	100%	-	99%	89%	63%	97%	88%	93%	100%	66%	90%	96%	84%	93%	96%	83%	95%	90%	97%	76%	92%
TOTAL NOT CONFIDENT	25	-	-	-	25	3	15	6	5	9	11	1	9	15	6	4	14	4	8	13	8	6	1	16
	6%	-	-	-	100%	1%	11%	37%	3%	12%	7%	-	34%	10%	4%	16%	7%	4%	17%	5%	10%	3%	24%	8%
2016	327	174	187	362	-35	125	158	27	-	-	-	169	16	137	140	11	174	94	43	185	67	212	7	105
----	82%	100%	100%	100%	-100%	97%	82%	45%	-	-	-	96%	35%	79%	96%	23%	85%	95%	55%	86%	81%	89%	44%	73%
TOTAL CONFIDENT	362	174	187	362	-	126	175	43	-	-	-	172	31	155	142	29	189	97	60	198	74	224	11	124
	90%	100%	100%	100%	-	99%	91%	71%	-	-	-	98%	66%	89%	98%	61%	92%	97%	77%	92%	90%	94%	72%	86%
TOTAL NOT CONFIDENT	35	-	-	-	35	2	17	16	-	-	-	3	15	17	2	18	15	3	17	14	7	12	4	18
	9%	-	-	-	100%	1%	9%	26%	-	-	-	2%	32%	10%	1%	38%	7%	3%	22%	6%	9%	5%	28%	13%
2015	314	162	194	356	-42	157	126	20	-	-	-	167	1	144	115	10	185	91	38	182	75	-	-	-
----	78%	100%	100%	100%	-100%	94%	75%	38%	-	-	-	93%	2%	76%	95%	29%	77%	85%	56%	82%	83%	-	-	-
TOTAL CONFIDENT	356	162	194	356	-	162	146	35	-	-	-	173	14	166	118	23	211	98	54	201	82	-	-	-
	89%	100%	100%	100%	-	97%	87%	69%	-	-	-	97%	51%	87%	97%	64%	88%	92%	78%	91%	91%	-	-	-
TOTAL NOT CONFIDENT	42	-	-	-	42	5	20	16	-	-	-	6	13	22	3	13	26	7	15	19	7	-	-	-
	11%	-	-	-	100%	3%	12%	31%	-	-	-	3%	49%	11%	3%	36%	11%	7%	22%	9%	8%	-	-	-

Table 4-3  
Summary of Future of Firm Trend

BANNER 3

	CURRENT EMP DEVLPMT		LEADERSHIP DEVL P ROG		USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				
	TOTAL	YES	NO	YES	NO	PROD-UCTI-VITY	QUAL-ITY	SAFETY	ENHAN-CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE-TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
2018	349	139	207	71	275	226	196	169	148	66	253	164	163	154	49	114	112	140	42	66	69	53
----	87%	96%	82%	95%	85%	92%	94%	93%	95%	75%	88%	87%	90%	88%	96%	92%	93%	94%	74%	79%	74%	71%
TOTAL CONFIDENT	371	142	227	72	296	236	201	174	152	76	266	175	171	163	50	118	114	143	49	74	81	64
	93%	98%	90%	98%	92%	96%	97%	96%	98%	86%	93%	93%	95%	94%	98%	95%	95%	96%	87%	89%	87%	85%
TOTAL NOT CONFIDENT	23	3	20	2	21	9	6	6	4	10	14	11	8	9	1	4	2	3	7	8	12	11
	6%	2%	8%	2%	6%	4%	3%	3%	2%	11%	5%	6%	5%	5%	2%	3%	2%	2%	13%	10%	12%	15%
2017	351	126	218	57	290	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
----	88%	93%	85%	84%	88%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONFIDENT	375	131	238	63	309	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	94%	97%	92%	92%	94%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NOT CONFIDENT	25	5	20	5	19	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	6%	3%	8%	8%	6%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2016	327	115	208	65	258	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
----	82%	90%	78%	83%	81%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONFIDENT	362	121	237	71	287	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	90%	95%	88%	90%	90%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NOT CONFIDENT	35	6	29	6	29	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	9%	5%	11%	7%	9%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2015	314	-	-	64	247	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
----	78%	-	-	82%	77%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONFIDENT	356	-	-	71	282	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	89%	-	-	90%	89%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NOT CONFIDENT	42	-	-	7	35	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	11%	-	-	8%	11%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 4-4  
Summary of Future of Firm Trend

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL-ITY	CHILD CARE	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	TOTAL EXPE-CITED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO	
BASE-TOTAL SAMPLE	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
2018	349	80	254	88	192	83	69	67	57	26	119	95	106	11	137	176	29	165	17	144	192	157
----	87%	84%	91%	79%	92%	86%	91%	88%	85%	83%	89%	89%	87%	70%	88%	85%	94%	91%	70%	86%	91%	83%
TOTAL CONFIDENT	371	88	265	99	200	89	71	71	60	29	125	100	113	13	144	190	30	171	20	155	200	171
	93%	91%	95%	88%	95%	92%	94%	94%	91%	91%	94%	94%	93%	82%	93%	92%	97%	95%	85%	92%	95%	91%
TOTAL NOT CONFIDENT	23	7	11	11	7	6	2	5	4	3	6	6	7	2	7	15	1	6	4	11	8	15
	6%	8%	4%	10%	3%	7%	2%	6%	6%	9%	5%	5%	6%	12%	5%	7%	3%	4%	15%	6%	4%	8%
2017	351	87	240	101	184	94	63	57	49	-	96	89	128	15	-	-	-	-	-	-	193	153
----	88%	84%	88%	88%	90%	90%	85%	91%	90%	-	87%	87%	89%	90%	-	-	-	-	-	-	89%	86%
TOTAL CONFIDENT	375	96	255	108	194	100	69	60	52	-	103	95	136	16	-	-	-	-	-	-	205	166
	94%	92%	94%	94%	95%	95%	93%	96%	95%	-	93%	94%	94%	95%	-	-	-	-	-	-	95%	93%
TOTAL NOT CONFIDENT	25	8	16	7	10	5	6	3	3	-	7	6	8	1	-	-	-	-	-	-	12	13
	6%	8%	6%	6%	5%	5%	7%	4%	5%	-	7%	6%	6%	5%	-	-	-	-	-	-	5%	7%
2016	327	80	230	89	148	80	42	38	51	-	102	67	129	11	-	-	-	-	-	-	138	184
----	82%	76%	86%	77%	84%	81%	77%	96%	81%	-	85%	82%	84%	69%	-	-	-	-	-	-	91%	76%
TOTAL CONFIDENT	362	92	247	101	161	90	48	39	57	-	112	73	141	14	-	-	-	-	-	-	144	212
	90%	88%	93%	88%	92%	90%	89%	98%	90%	-	92%	89%	92%	84%	-	-	-	-	-	-	95%	87%
TOTAL NOT CONFIDENT	35	12	17	13	14	10	6	1	6	-	9	6	12	3	-	-	-	-	-	-	6	29
	9%	12%	7%	11%	8%	10%	11%	2%	10%	-	8%	7%	8%	16%	-	-	-	-	-	-	4%	12%
2015	314	72	227	81	163	87	54	53	68	-	81	64	128	23	-	-	-	-	-	-	139	170
----	78%	67%	80%	75%	79%	81%	76%	83%	75%	-	80%	69%	82%	96%	-	-	-	-	-	-	89%	72%
TOTAL CONFIDENT	356	88	255	95	184	97	62	58	80	-	91	77	142	24	-	-	-	-	-	-	147	203
	89%	83%	90%	87%	89%	90%	88%	91%	87%	-	90%	83%	91%	98%	-	-	-	-	-	-	95%	85%
TOTAL NOT CONFIDENT	42	17	27	14	21	10	8	5	12	-	10	13	14	1	-	-	-	-	-	-	8	32
	11%	16%	10%	13%	10%	10%	12%	9%	13%	-	10%	14%	9%	2%	-	-	-	-	-	-	5%	14%

Table 4-5  
Summary of Future of Firm Trend

BANNER 5

	FUTURE CHALLENGES						GROWTH DRIVERS					GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT- RACT- WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRIGY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	192 48%	145 36%	136 34%	71 18%	68 17%	242 61%	154 38%	142 35%	108 27%	88 22%	302 76%	98 24%	71 18%	88 22%	148 37%	81 20%	320 80%	80 20%	54 10%	100 19%	51 10%	100 19%	218 42%
2018 ----	349 87%	176 91%	130 90%	121 89%	54 75%	51 75%	208 86%	145 94%	120 84%	98 90%	76 86%	261 86%	87 90%	65 91%	83 94%	127 86%	67 82%	271 85%	77 97%	49 90%	73 73%	41 80%	88 88%	192 88%
TOTAL CONFIDENT	371 93%	182 95%	138 95%	129 95%	61 85%	59 87%	224 93%	148 96%	129 91%	102 94%	81 93%	279 92%	92 94%	67 94%	85 97%	136 92%	74 91%	293 92%	77 97%	51 95%	87 87%	44 87%	94 94%	204 93%
TOTAL NOT CONFIDENT	23 6%	6 3%	7 5%	7 5%	7 10%	8 12%	16 7%	4 2%	9 6%	4 3%	6 6%	18 6%	5 5%	2 3%	3 3%	9 6%	7 9%	23 7%	- -	3 5%	13 13%	4 7%	6 6%	12 5%
2017 ----	351 88%	129 95%	123 85%	72 98%	130 85%	64 73%	259 88%	- -	140 86%	- -	84 89%	259 86%	92 95%	67 97%	73 85%	125 87%	65 94%	282 88%	63 85%	52 96%	35 95%	47 93%	26 64%	191 88%
TOTAL CONFIDENT	375 94%	132 97%	134 92%	72 99%	142 92%	76 86%	277 94%	- -	151 93%	- -	90 94%	281 93%	95 97%	68 99%	79 93%	134 94%	67 97%	301 94%	69 92%	53 98%	36 98%	49 96%	33 82%	204 94%
TOTAL NOT CONFIDENT	25 6%	4 3%	11 8%	1 1%	12 8%	12 14%	18 6%	- -	11 7%	- -	5 6%	22 7%	3 3%	1 1%	6 7%	9 6%	2 3%	19 6%	6 8%	1 2%	1 2%	2 4%	7 18%	14 6%
2016 ----	327 82%	104 98%	110 82%	38 65%	133 83%	103 80%	266 81%	- -	170 83%	- -	99 92%	264 83%	62 77%	62 100%	78 85%	114 77%	48 67%	259 81%	48 100%	47 82%	16 48%	41 85%	33 78%	189 87%
TOTAL CONFIDENT	362 90%	105 99%	121 91%	47 81%	146 91%	116 90%	296 90%	- -	185 91%	- -	103 96%	290 91%	71 89%	62 100%	85 92%	130 88%	60 83%	288 90%	48 100%	52 90%	25 74%	45 91%	37 88%	203 93%
TOTAL NOT CONFIDENT	35 9%	1 1%	12 9%	9 16%	13 8%	13 10%	30 9%	- -	15 8%	- -	4 4%	26 8%	9 11%	- -	7 8%	16 11%	12 16%	29 9%	- -	5 8%	9 26%	3 7%	4 10%	14 7%
2015 ----	314 78%	107 92%	120 73%	74 93%	108 63%	71 76%	243 81%	- -	123 77%	- -	85 86%	248 77%	65 84%	39 95%	73 72%	124 83%	52 68%	234 75%	60 90%	43 75%	28 82%	45 85%	20 50%	178 82%
TOTAL CONFIDENT	356 89%	111 96%	143 86%	76 96%	139 82%	81 87%	271 91%	- -	141 89%	- -	91 92%	284 88%	71 92%	40 97%	87 85%	137 91%	64 83%	273 87%	63 95%	50 87%	31 91%	49 92%	30 75%	196 91%
TOTAL NOT CONFIDENT	42 11%	4 3%	22 14%	2 3%	31 18%	11 12%	28 9%	- -	18 11%	- -	6 6%	36 11%	6 8%	1 3%	14 13%	13 9%	12 15%	39 12%	3 5%	7 13%	3 9%	4 8%	10 25%	18 8%

Table 5-1  
 QUESTION 2:  
 Thinking about the upcoming year, in 2018, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MANAGER
			COS	NE																				
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%
ECONOMIC EXPANSION	256	93	59	33	26	45	152	104	102	60	74	116	72	68	43	44	43	30	68	188	87	61	8	70
	64%	67%	68%	69%	60%	55%	67%	60%	57%	62%	80%	55%	66%	85%	66%	62%	68%	72%	64%	64%	57%	71%	53%	65%
A FLAT ECONOMY	113	33	25	13	13	29	57	55	59	34	14	69	35	8	18	24	15	10	29	82	49	21	6	31
	28%	23%	28%	27%	30%	36%	25%	32%	33%	35%	15%	33%	32%	10%	28%	33%	24%	24%	27%	28%	33%	24%	41%	29%
A RECESSION	17	4	2	2	3	7	5	11	10	1	3	14	-	2	2	2	1	1	3	14	8	3	-	4
	4%	3%	2%	4%	6%	8%	2%	6%	6%	1%	3%	7%	-	3%	3%	3%	1%	2%	3%	5%	5%	3%	-	3%
DON'T KNOW/UNSURE	15	10	2	-	2	1	12	3	9	2	2	11	2	2	2	2	4	1	6	9	7	2	1	3
	4%	7%	2%	-	4%	1%	5%	2%	5%	2%	2%	5%	2%	3%	3%	3%	6%	2%	6%	3%	5%	2%	6%	3%

Table 5-2

QUESTION 2:  
Thinking about the upcoming year, in 2018, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
ECONOMIC EXPANSION	256	164	86	250	3	256	-	-	156	22	78	194	4	56	151	5	96	101	20	135	28	159	2	94
	64%	80%	52%	67%	12%	100%	-	-	72%	41%	61%	81%	17%	42%	81%	20%	54%	79%	46%	61%	43%	76%	34%	52%
A FLAT ECONOMY	113	31	66	97	14	-	113	-	46	29	36	33	16	64	27	18	65	20	19	69	28	43	3	66
	28%	15%	40%	26%	61%	-	100%	-	21%	53%	28%	14%	75%	48%	14%	64%	37%	15%	45%	31%	44%	20%	49%	37%
A RECESSION	17	4	7	10	6	-	-	17	5	3	9	7	2	8	3	4	10	3	4	10	5	4	1	12
	4%	2%	4%	3%	28%	-	-	100%	2%	6%	7%	3%	8%	6%	1%	13%	6%	2%	8%	4%	8%	2%	17%	7%
DON'T KNOW/UNSURE	15	7	7	14	-	-	-	-	9	-	5	6	-	5	7	1	6	5	-	8	3	4	-	9
	4%	3%	4%	4%	-	-	-	-	4%	-	4%	2%	-	4%	4%	3%	4%	4%	-	4%	4%	2%	-	5%



Table 5-3

QUESTION 2:

Thinking about the upcoming year, in 2018, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 3

	CURRENT		LEADERSHIP		USING AUTOMATION					SIGNIF				SOME				NOT MUCH/				
	EMP DEVL		PMT		DEVL		PROG					IMPACT OF DEPARTURE				NO IMPACT OF DEPARTURE						
	TOTAL	YES	NO	YES	NO	PROD- UCTI- VITY	QUAL- ITY	SAFETY	ENHAN -CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE=TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
ECONOMIC EXPANSION	256	105	149	53	202	178	149	132	117	40	181	117	115	119	36	84	82	95	34	51	56	41
	64%	72%	59%	71%	63%	72%	72%	73%	75%	46%	63%	62%	64%	68%	70%	68%	68%	63%	60%	62%	61%	56%
A FLAT ECONOMY	113	35	76	15	97	53	45	42	32	36	81	54	49	43	12	35	34	42	19	23	28	28
	28%	24%	30%	20%	30%	22%	21%	23%	21%	41%	28%	29%	27%	25%	24%	28%	28%	28%	34%	28%	30%	37%
A RECESSION	17	1	16	1	16	10	9	5	4	4	13	9	8	4	2	3	2	9	1	4	5	4
	4%	1%	6%	1%	5%	4%	5%	3%	2%	5%	5%	5%	4%	3%	3%	3%	2%	6%	2%	5%	6%	5%
DON'T KNOW/UNSURE	15	4	11	6	8	4	4	1	3	8	11	9	8	8	1	1	2	4	2	4	3	2
	4%	3%	4%	8%	3%	2%	2%	1%	2%	9%	4%	5%	4%	5%	2%	1%	1%	3%	4%	5%	3%	2%

Table 5-4

QUESTION 2:  
Thinking about the upcoming year, in 2018, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL -ITY	CHILD CARE	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	TOTAL EXPE-CTED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO
BASE=TOTAL SAMPLE	400 100%	96 24%	279 70%	113 28%	209 52%	97 24%	76 19%	76 19%	66 17%	32 8%	134 34%	107 27%	121 30%	16 4%	155 39%	207 52%	31 8%	181 45%	24 6%	168 42%	210 53%	189 47%
ECONOMIC EXPANSION	256 64%	56 59%	181 65%	72 64%	144 69%	61 63%	49 65%	60 80%	44 66%	25 78%	86 64%	70 66%	80 66%	9 54%	106 68%	129 62%	19 61%	147 81%	6 24%	90 54%	155 74%	101 54%
A FLAT ECONOMY	113 28%	28 29%	80 29%	31 28%	55 26%	28 28%	21 27%	14 18%	21 32%	6 19%	38 29%	29 27%	30 25%	6 35%	38 25%	63 30%	8 26%	29 16%	12 50%	61 36%	40 19%	72 38%
A RECESSION	17 4%	5 5%	8 3%	8 7%	9 4%	7 7%	5 6%	2 3%	1 1%	1 3%	3 2%	5 5%	6 5%	2 11%	5 3%	9 5%	1 3%	2 1%	4 15%	11 7%	7 4%	9 5%
DON'T KNOW/UNSURE	15 4%	7 7%	10 4%	2 2%	2 1%	1 1%	1 1%	- -	- -	- -	7 5%	3 3%	4 4%	- -	5 3%	6 3%	3 10%	4 2%	3 11%	5 3%	8 4%	6 3%

Table 5-5  
 QUESTION 2:  
 Thinking about the upcoming year, in 2018, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 5

	FUTURE CHALLENGES					GROWTH DRIVERS						GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT- RACT- WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRIGY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	192 48%	145 36%	136 34%	71 18%	68 17%	242 61%	154 38%	142 35%	108 27%	88 22%	302 76%	98 24%	71 18%	88 22%	148 37%	81 20%	320 80%	80 20%	54 10%	100 19%	51 10%	100 19%	218 42%
ECONOMIC EXPANSION	256 64%	140 73%	102 70%	82 60%	42 58%	35 52%	151 62%	101 66%	90 64%	73 68%	63 72%	201 66%	55 56%	52 73%	53 60%	94 64%	53 65%	188 59%	68 85%	35 65%	50 50%	30 58%	63 63%	147 67%
A FLAT ECONOMY	113 28%	44 23%	33 23%	41 30%	22 30%	26 39%	71 29%	45 29%	36 26%	31 28%	20 22%	81 27%	31 32%	15 21%	24 27%	47 32%	20 25%	105 33%	8 10%	16 29%	42 42%	15 29%	31 31%	54 25%
A RECESSION	17 4%	4 2%	6 4%	7 5%	6 9%	4 7%	10 4%	5 3%	8 6%	3 2%	3 4%	10 3%	7 7%	1 1%	5 5%	4 2%	7 8%	14 4%	2 3%	3 5%	6 6%	5 10%	4 4%	5 2%
DON'T KNOW/UNSURE	15 4%	5 3%	4 3%	6 4%	2 2%	2 3%	10 4%	4 2%	7 5%	2 2%	2 2%	10 3%	5 5%	4 5%	7 8%	3 2%	2 2%	13 4%	2 3%	1 2%	2 2%	2 4%	2 2%	12 6%

Table 6-1  
Summary of 2018 Economy Trend

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANA- GER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	179 45%	96 24%	92 23%	211 53%	109 27%	80 20%	65 16%	71 18%	64 16%	42 10%	106 27%	293 73%	151 38%	86 22%	15 4%	107 27%
2018																								
ECONOMIC EXPANSION	256 64%	93 67%	59 68%	33 69%	26 60%	45 55%	152 67%	104 60%	102 57%	60 62%	74 80%	116 55%	72 66%	68 85%	43 66%	44 62%	43 68%	30 72%	68 64%	188 64%	87 57%	61 71%	8 53%	70 65%
FLAT ECONOMY	113 28%	33 23%	25 28%	13 27%	13 30%	29 36%	57 25%	55 32%	59 33%	34 35%	14 15%	69 33%	35 32%	8 10%	18 28%	24 33%	15 24%	10 24%	29 27%	82 28%	49 33%	21 24%	6 41%	31 29%
RECESSION	17 4%	4 3%	2 2%	2 4%	3 6%	7 8%	5 2%	11 6%	10 6%	1 1%	3 3%	14 7%	- -	2 3%	2 3%	2 3%	1 1%	1 2%	3 3%	14 5%	8 5%	3 3%	- -	4 3%
2017																								
ECONOMIC EXPANSION	232 58%	77 55%	62 72%	31 64%	24 56%	38 47%	139 61%	93 54%	98 55%	58 64%	48 60%	131 56%	60 68%	40 54%	32 58%	30 61%	46 57%	32 71%	70 64%	163 56%	85 53%	53 61%	8 53%	55 69%
FLAT ECONOMY	128 32%	48 34%	17 19%	13 28%	15 35%	35 43%	65 28%	64 37%	61 34%	25 28%	27 34%	74 32%	24 27%	27 36%	23 41%	15 32%	33 41%	9 20%	31 28%	98 34%	54 34%	26 31%	3 20%	20 25%
RECESSION	17 4%	8 6%	2 2%	1 2%	2 4%	5 6%	10 4%	7 4%	9 5%	2 2%	3 4%	11 5%	3 3%	4 5%	- -	3 6%	- -	1 2%	8 7%	9 3%	10 6%	2 2%	2 14%	3 3%
2016																								
ECONOMIC EXPANSION	128 32%	53 38%	23 27%	18 38%	11 25%	23 28%	76 34%	52 30%	58 31%	31 31%	26 34%	72 32%	31 31%	20 41%	24 31%	38 36%	20 30%	21 30%	49 40%	78 28%	39 25%	40 36%	3 33%	23 45%
FLAT ECONOMY	193 48%	60 43%	42 49%	21 43%	23 54%	46 56%	103 45%	90 52%	91 49%	47 47%	41 54%	105 47%	47 48%	23 47%	40 52%	49 46%	32 48%	36 51%	46 38%	145 53%	87 54%	46 41%	5 67%	20 39%
RECESSION	60 15%	19 14%	18 21%	7 14%	7 15%	9 12%	38 17%	23 13%	29 15%	17 17%	8 11%	35 16%	16 16%	6 13%	12 15%	16 15%	10 15%	9 13%	20 17%	40 15%	22 14%	20 18%	- -	8 15%
2015																								
ECONOMIC EXPANSION	167 42%	69 49%	33 38%	19 39%	21 48%	26 31%	101 45%	65 38%	57 34%	43 46%	43 51%	74 34%	45 48%	38 58%	28 50%	27 37%	28 36%	32 58%	44 50%	114 39%	66 41%	42 40%	3 29%	18 47%
FLAT ECONOMY	168 42%	58 41%	37 43%	22 45%	17 39%	35 43%	95 42%	74 43%	83 49%	33 35%	31 38%	107 49%	31 33%	24 36%	24 42%	33 45%	30 37%	15 27%	36 40%	127 43%	69 43%	42 41%	5 44%	17 44%
RECESSION	51 13%	9 6%	15 17%	6 12%	4 9%	18 22%	23 10%	28 16%	24 14%	14 15%	7 9%	32 15%	14 15%	3 5%	3 6%	11 15%	19 24%	7 12%	6 7%	43 15%	22 14%	15 14%	3 27%	2 6%

Table 6-2  
Summary of 2018 Economy Trend

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME	
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180	
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%	
2018																									
ECONOMIC EXPANSION	256	164	86	250	3	256	-	-	156	22	78	194	4	56	151	5	96	101	20	135	28	159	2	94	
	64%	80%	52%	67%	12%	100%	-	-	72%	41%	61%	81%	17%	42%	81%	20%	54%	79%	46%	61%	43%	76%	34%	52%	
FLAT ECONOMY	113	31	66	97	14	-	113	-	46	29	36	33	16	64	27	18	65	20	19	69	28	43	3	66	
	28%	15%	40%	26%	61%	-	100%	-	21%	53%	28%	14%	75%	48%	14%	64%	37%	15%	45%	31%	44%	20%	49%	37%	
RECESSION	17	4	7	10	6	-	-	17	5	3	9	7	2	8	3	4	10	3	4	10	5	4	1	12	
	4%	2%	4%	3%	28%	-	-	100%	2%	6%	7%	3%	8%	6%	1%	13%	6%	2%	8%	4%	8%	2%	17%	7%	
2017																									
ECONOMIC EXPANSION	232	161	69	230	3	232	-	-	106	29	91	171	7	47	141	5	79	69	11	146	26	125	3	95	
	58%	70%	47%	61%	11%	100%	-	-	65%	39%	59%	78%	26%	32%	80%	16%	42%	75%	24%	58%	32%	67%	73%	48%	
FLAT ECONOMY	128	54	60	114	15	-	128	-	46	34	47	40	14	72	30	16	82	13	27	87	45	45	1	81	
	32%	24%	41%	30%	60%	-	100%	-	28%	46%	31%	18%	53%	49%	17%	55%	44%	15%	58%	34%	55%	24%	27%	41%	
RECESSION	17	2	9	11	6	-	-	17	4	8	5	1	5	12	1	7	10	6	3	9	3	7	-	9	
	4%	1%	6%	3%	26%	-	-	100%	2%	11%	4%	-	18%	8%	1%	23%	5%	6%	6%	4%	4%	4%	-	5%	
2016																									
ECONOMIC EXPANSION	128	83	43	126	2	128	-	-	-	-	-	99	1	28	81	4	43	49	17	59	11	90	3	35	
	32%	48%	23%	35%	5%	100%	-	-	-	-	-	56%	2%	16%	56%	7%	21%	49%	22%	28%	13%	38%	21%	25%	
FLAT ECONOMY	193	69	106	175	17	-	193	-	-	-	-	62	19	109	51	19	123	33	38	118	54	114	4	74	
	48%	40%	57%	48%	48%	-	100%	-	-	-	-	35%	40%	63%	35%	41%	60%	34%	49%	55%	66%	48%	28%	51%	
RECESSION	60	11	32	43	16	-	-	60	-	-	-	9	27	24	9	25	27	12	22	26	8	24	8	28	
	15%	7%	17%	12%	44%	-	-	100%	-	-	-	5%	58%	14%	6%	52%	13%	12%	28%	12%	9%	10%	51%	19%	
2015																									
ECONOMIC EXPANSION	167	92	70	162	5	167	-	-	-	-	-	127	-	38	81	4	80	47	19	99	16	-	-	-	
	42%	57%	36%	45%	12%	100%	-	-	-	-	-	71%	-	20%	67%	10%	34%	44%	28%	44%	18%	-	-	-	
FLAT ECONOMY	168	49	97	146	20	-	168	-	-	-	-	42	17	108	32	20	117	45	36	87	52	-	-	-	
	42%	31%	50%	41%	48%	-	100%	-	-	-	-	23%	63%	57%	26%	54%	49%	42%	53%	39%	59%	-	-	-	
RECESSION	51	13	22	35	16	-	-	51	-	-	-	7	9	34	7	12	31	10	11	30	17	-	-	-	
	13%	8%	11%	10%	38%	-	-	100%	-	-	-	4%	33%	18%	6%	33%	13%	9%	16%	14%	19%	-	-	-	

Table 6-3  
Summary of 2018 Economy Trend

BANNER 3

	CURRENT EMP DEVLPMT		LEADERSHIP DEVL P ROG		USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				
	TOTAL	YES	NO	YES	NO	PROD-UCTI-VITY	QUAL-ITY	SAFETY	ENHAN-CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE-TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
2018																						
ECONOMIC EXPANSION	256	105	149	53	202	178	149	132	117	40	181	117	115	119	36	84	82	95	34	51	56	41
	64%	72%	59%	71%	63%	72%	72%	73%	75%	46%	63%	62%	64%	68%	70%	68%	68%	63%	60%	62%	61%	56%
FLAT ECONOMY	113	35	76	15	97	53	45	42	32	36	81	54	49	43	12	35	34	42	19	23	28	28
	28%	24%	30%	20%	30%	22%	21%	23%	21%	41%	28%	29%	27%	25%	24%	28%	28%	28%	34%	28%	30%	37%
RECESSION	17	1	16	1	16	10	9	5	4	4	13	9	8	4	2	3	2	9	1	4	5	4
	4%	1%	6%	1%	5%	4%	5%	3%	2%	5%	5%	5%	4%	3%	3%	3%	2%	6%	2%	5%	6%	5%
2017																						
ECONOMIC EXPANSION	232	91	137	50	181	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	58%	67%	53%	73%	55%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FLAT ECONOMY	128	37	90	13	114	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	32%	27%	35%	18%	35%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RECESSION	17	4	13	5	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	4%	3%	5%	7%	4%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2016																						
ECONOMIC EXPANSION	128	54	72	26	103	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	32%	42%	27%	33%	32%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FLAT ECONOMY	193	55	136	38	152	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	48%	43%	51%	48%	48%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RECESSION	60	14	47	9	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	15%	11%	17%	12%	16%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2015																						
ECONOMIC EXPANSION	167	-	-	38	127	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	42%	-	-	48%	40%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FLAT ECONOMY	168	-	-	33	133	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	42%	-	-	43%	42%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RECESSION	51	-	-	5	46	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	13%	-	-	6%	15%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 6-4  
Summary of 2018 Economy Trend

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL -ITY	CHILD CARE	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	TOTAL EXPE-CITED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO	
BASE=TOTAL SAMPLE	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
2018																						
ECONOMIC EXPANSION	256	56	181	72	144	61	49	60	44	25	86	70	80	9	106	129	19	147	6	90	155	101
	64%	59%	65%	64%	69%	63%	65%	80%	66%	78%	64%	66%	66%	54%	68%	62%	61%	81%	24%	54%	74%	54%
FLAT ECONOMY	113	28	80	31	55	28	21	14	21	6	38	29	30	6	38	63	8	29	12	61	40	72
	28%	29%	29%	28%	26%	28%	27%	18%	32%	19%	29%	27%	25%	35%	25%	30%	26%	16%	50%	36%	19%	38%
RECESSION	17	5	8	8	9	7	5	2	1	1	3	5	6	2	5	9	1	2	4	11	7	9
	4%	5%	3%	7%	4%	7%	6%	3%	1%	3%	2%	5%	5%	11%	3%	5%	3%	1%	15%	7%	4%	5%
2017																						
ECONOMIC EXPANSION	232	58	155	69	122	60	39	37	35	-	58	59	88	11	-	-	-	-	-	-	138	90
	58%	56%	57%	60%	60%	57%	53%	59%	64%	-	53%	58%	62%	64%	-	-	-	-	-	-	64%	50%
FLAT ECONOMY	128	34	94	31	71	37	26	22	13	-	40	35	41	5	-	-	-	-	-	-	61	67
	32%	33%	35%	27%	35%	35%	35%	35%	24%	-	36%	34%	28%	31%	-	-	-	-	-	-	28%	37%
RECESSION	17	6	10	6	4	3	8	1	3	-	7	2	7	-	-	-	-	-	-	-	9	8
	4%	5%	4%	6%	2%	2%	11%	1%	5%	-	6%	2%	5%	-	-	-	-	-	-	-	4%	5%
2016																						
ECONOMIC EXPANSION	128	33	85	41	57	35	19	11	15	-	34	32	49	4	-	-	-	-	-	-	57	70
	32%	31%	32%	36%	32%	35%	36%	28%	25%	-	28%	39%	32%	27%	-	-	-	-	-	-	37%	29%
FLAT ECONOMY	193	49	129	54	87	40	23	19	34	-	67	35	73	6	-	-	-	-	-	-	68	121
	48%	47%	49%	47%	50%	40%	43%	49%	53%	-	55%	43%	48%	36%	-	-	-	-	-	-	45%	50%
RECESSION	60	19	42	14	24	20	9	8	12	-	13	11	26	5	-	-	-	-	-	-	21	39
	15%	18%	16%	12%	14%	20%	16%	19%	19%	-	11%	13%	17%	32%	-	-	-	-	-	-	14%	16%
2015																						
ECONOMIC EXPANSION	167	47	126	39	100	48	33	20	39	-	40	41	66	15	-	-	-	-	-	-	81	83
	42%	44%	45%	36%	48%	45%	46%	32%	42%	-	39%	44%	43%	62%	-	-	-	-	-	-	52%	35%
FLAT ECONOMY	168	38	115	47	78	46	25	30	33	-	46	37	66	7	-	-	-	-	-	-	58	109
	42%	36%	41%	43%	38%	43%	36%	47%	37%	-	45%	40%	42%	30%	-	-	-	-	-	-	37%	46%
RECESSION	51	20	32	20	24	13	12	10	18	-	15	9	19	1	-	-	-	-	-	-	14	36
	13%	18%	11%	18%	12%	12%	17%	16%	20%	-	15%	9%	12%	4%	-	-	-	-	-	-	9%	15%

Table 6-5  
Summary of 2018 Economy Trend

BANNER 5

	FUTURE CHALLENGES						GROWTH DRIVERS					GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT- RACT- WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRIGY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	192 48%	145 36%	136 34%	71 18%	68 17%	242 61%	154 38%	142 35%	108 27%	88 22%	302 76%	98 24%	71 18%	88 22%	148 37%	81 20%	320 80%	80 20%	54 10%	100 19%	51 10%	100 19%	218 42%
2018																								
ECONOMIC EXPANSION	256 64%	140 73%	102 70%	82 60%	42 58%	35 52%	151 62%	101 66%	90 64%	73 68%	63 72%	201 66%	55 56%	52 73%	53 60%	94 64%	53 65%	188 59%	68 85%	35 65%	50 50%	30 58%	63 63%	147 67%
FLAT ECONOMY	113 28%	44 23%	33 23%	41 30%	22 30%	26 39%	71 29%	45 29%	36 26%	31 28%	20 22%	81 27%	31 32%	15 21%	24 27%	47 32%	20 25%	105 33%	8 10%	16 29%	42 42%	15 29%	31 31%	54 25%
RECESSION	17 4%	4 2%	6 4%	7 5%	6 9%	4 7%	10 4%	5 3%	8 6%	3 2%	3 4%	10 3%	7 7%	1 1%	5 5%	4 2%	7 8%	14 4%	2 3%	3 5%	6 6%	5 10%	4 4%	5 2%
2017																								
ECONOMIC EXPANSION	232 58%	91 67%	76 52%	43 58%	99 65%	36 41%	169 57%	- -	103 64%	- -	66 69%	170 56%	62 64%	48 69%	44 51%	86 60%	37 53%	191 60%	40 54%	34 63%	21 56%	26 51%	20 51%	131 60%
FLAT ECONOMY	128 32%	34 25%	53 37%	24 33%	41 27%	37 42%	97 33%	- -	46 28%	- -	24 26%	99 33%	30 31%	17 25%	39 46%	42 29%	21 31%	98 31%	27 36%	16 30%	11 31%	19 38%	17 42%	65 30%
RECESSION	17 4%	5 3%	7 5%	4 5%	6 4%	6 7%	14 5%	- -	7 4%	- -	- -	16 5%	2 2%	2 2%	- -	7 5%	4 6%	13 4%	4 5%	1 2%	2 5%	3 5%	2 4%	10 4%
2016																								
ECONOMIC EXPANSION	128 32%	47 45%	43 32%	16 27%	48 30%	34 26%	107 33%	- -	63 31%	- -	44 41%	100 31%	29 36%	28 45%	30 32%	46 31%	15 20%	102 32%	20 41%	23 41%	6 18%	12 25%	14 32%	73 33%
FLAT ECONOMY	193 48%	46 43%	69 51%	26 45%	76 47%	63 48%	157 48%	- -	96 47%	- -	46 43%	154 48%	38 48%	25 40%	44 47%	71 48%	41 56%	152 48%	23 47%	26 45%	18 54%	27 56%	22 53%	99 46%
RECESSION	60 15%	8 8%	19 14%	14 24%	29 18%	28 21%	52 16%	- -	32 16%	- -	13 12%	51 16%	9 12%	5 9%	12 13%	30 20%	11 15%	51 16%	6 13%	4 7%	8 25%	7 13%	5 13%	36 16%
2015																								
ECONOMIC EXPANSION	167 42%	68 59%	67 40%	28 36%	62 36%	25 26%	131 44%	- -	69 43%	- -	49 49%	130 40%	37 48%	18 45%	43 42%	61 41%	32 42%	119 38%	38 58%	22 38%	8 24%	23 44%	15 38%	98 45%
FLAT ECONOMY	168 42%	39 33%	66 40%	39 49%	74 43%	52 55%	128 43%	- -	65 41%	- -	36 37%	139 43%	30 38%	16 38%	48 47%	68 45%	29 37%	138 44%	24 36%	24 42%	20 58%	20 39%	14 35%	90 42%
RECESSION	51 13%	7 6%	26 16%	9 11%	29 17%	15 16%	32 11%	- -	22 14%	- -	9 9%	43 13%	8 10%	5 13%	9 9%	18 12%	11 15%	46 15%	3 5%	11 19%	4 12%	7 13%	10 24%	20 9%



Table 7-1  
 QUESTION 3:  
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MANAGER
			COS	NE																				
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	160	59	32	20	19	30	92	68	72	41	34	74	43	43	32	31	36	14	42	119	47	39	6	49
	40%	42%	37%	42%	43%	36%	40%	40%	40%	43%	37%	35%	40%	54%	50%	44%	57%	34%	40%	41%	31%	45%	41%	46%
GOTTEN BETTER	215	77	45	27	24	42	122	92	94	54	47	107	58	48	39	40	41	22	58	157	73	48	8	60
	54%	55%	52%	56%	56%	51%	54%	53%	53%	56%	51%	51%	54%	61%	60%	56%	65%	52%	54%	54%	48%	55%	53%	57%
GOTTEN WORSE	54	18	13	6	5	12	30	24	23	12	13	34	15	6	6	8	5	7	16	38	26	8	2	12
	14%	13%	15%	13%	13%	15%	13%	14%	13%	13%	14%	16%	14%	7%	10%	12%	8%	17%	15%	13%	17%	10%	12%	11%
STAYED ABOUT THE SAME	127	44	28	14	14	28	72	56	58	30	33	66	35	26	19	22	17	12	30	97	49	30	5	35
	32%	31%	32%	29%	32%	34%	32%	32%	33%	31%	35%	31%	32%	32%	29%	31%	27%	29%	28%	33%	32%	34%	36%	33%
DON'T KNOW	4	2	1	1	-	-	3	1	4	-	-	4	-	-	1	1	-	1	3	1	3	1	-	-
	1%	1%	1%	2%	-	-	1%	1%	2%	-	-	2%	-	-	1%	1%	-	2%	3%	-	2%	1%	-	-

Table 7-2  
 QUESTION 3:  
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	160	103	56	159	-2	133	17	1	215	-54	-	133	-1	28	98	-1	60	73	13	77	16	94	4	62
	40%	50%	34%	43%	-9%	52%	15%	7%	100%	-100%	-	56%	-3%	21%	52%	-3%	34%	56%	29%	35%	24%	45%	68%	34%
GOTTEN BETTER	215	120	83	203	7	156	46	5	215	-	-	152	9	52	113	10	87	82	22	110	25	117	5	91
	54%	59%	50%	55%	32%	61%	41%	28%	100%	-	-	63%	42%	39%	61%	35%	49%	63%	52%	50%	40%	56%	84%	51%
GOTTEN WORSE	54	17	27	44	9	22	29	3	-	54	-	19	10	24	15	11	27	9	10	33	10	23	1	29
	14%	8%	16%	12%	40%	9%	26%	21%	-	100%	-	8%	45%	18%	8%	38%	16%	7%	23%	15%	15%	11%	16%	16%
STAYED ABOUT THE SAME	127	67	54	121	6	78	36	9	-	-	127	68	3	56	57	7	60	37	11	78	29	65	-	60
	32%	33%	32%	33%	28%	30%	32%	52%	-	-	100%	28%	13%	42%	31%	23%	34%	28%	25%	35%	45%	31%	-	33%
DON'T KNOW	4	1	2	3	-	1	2	-	-	-	-	1	-	2	1	1	2	2	-	1	-	3	-	-
	1%	-	1%	1%	-	-	2%	-	-	-	-	-	-	1%	-	3%	1%	1%	-	-	-	1%	-	-

Table 7-3  
 QUESTION 3:  
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 3

	CURRENT		LEADERSHIP		USING AUTOMATION					SIGNIF				SOME				NOT MUCH/				
	EMP DEVL		PMT		DEVL		PROG		IMPACT OF DEPARTURE			IMPACT OF DEPARTURE				NO IMPACT OF DEPARTURE						
	YES	NO	YES	NO	PROD- UCTI- VITY	QUAL- ITY	SAFETY	ENHAN- -CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	
BASE=TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	160	62	97	39	120	114	97	87	77	35	126	81	87	70	17	49	40	71	13	28	32	18
	40%	43%	39%	53%	37%	47%	47%	48%	50%	39%	44%	43%	48%	40%	34%	40%	33%	47%	23%	34%	35%	24%
GOTTEN BETTER	215	85	128	45	167	142	118	104	96	46	166	109	108	94	24	65	58	87	20	38	45	32
	54%	59%	51%	61%	52%	58%	57%	58%	62%	52%	58%	58%	60%	54%	46%	53%	48%	58%	35%	46%	49%	43%
GOTTEN WORSE	54	23	30	6	48	27	21	17	19	11	40	28	21	24	6	16	18	16	7	10	13	13
	14%	16%	12%	8%	15%	11%	10%	10%	12%	13%	14%	15%	12%	14%	13%	13%	15%	11%	13%	12%	14%	18%
STAYED ABOUT THE SAME	127	36	91	22	106	75	68	58	39	30	77	52	50	54	21	42	43	44	29	34	34	29
	32%	25%	36%	30%	33%	31%	33%	32%	25%	34%	27%	27%	28%	31%	41%	34%	36%	29%	52%	42%	36%	39%
DON'T KNOW	4	-	4	1	2	2	1	1	2	1	3	1	1	1	-	1	1	2	-	1	1	-
	1%	-	1%	1%	1%	1%	-	-	1%	1%	1%	-	-	1%	-	1%	1%	1%	-	1%	1%	-

Table 7-4  
 QUESTION 3:  
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL -ITY	CHILD CARE	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	EXPE-CTED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO
BASE=TOTAL SAMPLE	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	160	33	110	48	102	36	36	30	24	10	47	49	58	4	62	78	17	81	9	57	96	64
	40%	35%	40%	43%	49%	37%	47%	40%	36%	33%	35%	46%	48%	25%	40%	38%	54%	45%	39%	34%	46%	34%
GOTTEN BETTER	215	49	150	61	126	47	46	43	37	17	65	62	73	7	83	109	19	109	12	78	122	92
	54%	52%	54%	54%	60%	49%	61%	56%	56%	52%	48%	58%	60%	42%	54%	52%	62%	61%	50%	47%	58%	49%
GOTTEN WORSE	54	16	40	13	24	11	11	12	13	6	17	13	15	3	21	30	2	28	3	22	26	28
	14%	17%	14%	11%	12%	12%	14%	16%	19%	20%	13%	12%	12%	17%	14%	15%	8%	16%	11%	13%	12%	15%
STAYED ABOUT THE SAME	127	30	86	39	58	37	18	21	17	9	52	30	33	5	50	67	9	41	9	66	61	67
	32%	31%	31%	35%	28%	39%	24%	28%	25%	28%	39%	29%	27%	34%	32%	32%	30%	23%	39%	39%	29%	35%
DON'T KNOW	4	1	3	-	1	1	1	-	-	-	-	2	1	1	1	2	-	2	-	2	2	2
	1%	1%	1%	-	-	1%	1%	-	-	-	-	2%	1%	6%	1%	1%	-	1%	-	1%	1%	1%

Table 7-5  
 QUESTION 3:  
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 5

	FUTURE CHALLENGES					GROWTH DRIVERS						GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT- RACT- WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRIGY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	192 48%	145 36%	136 34%	71 18%	68 17%	242 61%	154 38%	142 35%	108 27%	88 22%	302 76%	98 24%	71 18%	88 22%	148 37%	81 20%	320 80%	80 20%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	160 40%	81 42%	72 50%	66 48%	15 21%	27 39%	95 39%	73 47%	49 34%	63 58%	38 43%	113 37%	47 49%	37 52%	43 49%	51 35%	30 37%	117 37%	43 54%	24 44%	25 25%	21 42%	27 27%	88 41%
GOTTEN BETTER	215 54%	110 57%	84 58%	81 59%	31 44%	35 52%	128 53%	88 57%	71 50%	74 69%	50 57%	157 52%	58 59%	43 60%	51 58%	73 49%	43 53%	166 52%	48 61%	30 55%	44 44%	27 53%	46 46%	117 54%
GOTTEN WORSE	54 14%	29 15%	12 8%	15 11%	16 23%	9 13%	33 14%	15 10%	23 16%	11 10%	12 14%	44 15%	10 10%	6 9%	8 9%	22 15%	13 16%	49 15%	6 7%	6 11%	19 19%	5 11%	19 19%	28 13%
STAYED ABOUT THE SAME	127 32%	53 28%	49 33%	39 29%	24 34%	23 33%	79 33%	50 32%	46 33%	22 20%	26 30%	98 33%	29 30%	20 29%	28 32%	52 35%	25 31%	102 32%	26 32%	18 34%	35 35%	19 37%	35 35%	70 32%
DON'T KNOW	4 1%	1 -	- -	1 1%	- -	1 1%	3 1%	1 1%	2 1%	1 1%	- -	3 1%	1 1%	2 3%	1 1%	1 1%	- -	4 1%	- -	- -	2 2%	- -	1 1%	3 1%

Table 8-1  
Summary of Business Climate Trend

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL -\$5	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANA- GER
BASE=TOTAL ASKED	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%
2018	160	59	32	20	19	30	92	68	72	41	34	74	43	43	32	31	36	14	42	119	47	39	6	49
----	40%	42%	37%	42%	43%	36%	40%	40%	40%	43%	37%	35%	40%	54%	50%	44%	57%	34%	40%	41%	31%	45%	41%	46%
GOTTEN BETTER	215	77	45	27	24	42	122	92	94	54	47	107	58	48	39	40	41	22	58	157	73	48	8	60
	54%	55%	52%	56%	56%	51%	54%	53%	53%	56%	51%	51%	54%	61%	60%	56%	65%	52%	54%	54%	48%	55%	53%	57%
GOTTEN WORSE	54	18	13	6	5	12	30	24	23	12	13	34	15	6	6	8	5	7	16	38	26	8	2	12
	14%	13%	15%	13%	13%	15%	13%	14%	13%	13%	14%	16%	14%	7%	10%	12%	8%	17%	15%	13%	17%	10%	12%	11%
STAYED ABOUT THE SAME	127	44	28	14	14	28	72	56	58	30	33	66	35	26	19	22	17	12	30	97	49	30	5	35
	32%	31%	32%	29%	32%	34%	32%	32%	33%	31%	35%	31%	32%	32%	29%	31%	27%	29%	28%	33%	32%	34%	36%	33%
2017	88	44	29	10	7	-2	74	15	44	24	18	48	23	13	11	4	19	14	30	58	29	7	-1	28
----	22%	32%	34%	20%	16%	-2%	32%	8%	25%	26%	22%	21%	26%	18%	19%	9%	24%	32%	27%	20%	18%	8%	-6%	35%
GOTTEN BETTER	162	64	42	18	16	22	106	56	74	39	32	92	38	29	23	19	35	16	48	114	62	31	3	37
	41%	46%	48%	38%	37%	27%	47%	33%	42%	42%	41%	40%	43%	38%	42%	39%	43%	35%	44%	39%	39%	35%	21%	47%
GOTTEN WORSE	74	20	12	9	9	24	32	42	30	15	15	44	15	15	13	15	16	2	18	56	33	24	4	10
	18%	14%	14%	18%	21%	29%	14%	24%	17%	19%	19%	19%	17%	21%	23%	30%	19%	4%	17%	19%	21%	27%	27%	12%
STAYED ABOUT THE SAME	154	50	32	20	17	35	82	72	66	35	32	89	35	29	20	14	28	26	41	114	60	31	6	31
	39%	36%	37%	42%	40%	43%	36%	42%	37%	38%	41%	38%	39%	39%	35%	29%	35%	57%	37%	39%	37%	36%	40%	40%

Table 8-2  
Summary of Business Climate Trend

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL ASKED	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
2018	160	103	56	159	-2	133	17	1	215	-54	-	133	-1	28	98	-1	60	73	13	77	16	94	4	62
----	40%	50%	34%	43%	-9%	52%	15%	7%	100%	-100%	-	56%	-3%	21%	52%	-3%	34%	56%	29%	35%	24%	45%	68%	34%
GOTTEN BETTER	215	120	83	203	7	156	46	5	215	-	-	152	9	52	113	10	87	82	22	110	25	117	5	91
	54%	59%	50%	55%	32%	61%	41%	28%	100%	-	-	63%	42%	39%	61%	35%	49%	63%	52%	50%	40%	56%	84%	51%
GOTTEN WORSE	54	17	27	44	9	22	29	3	-	54	-	19	10	24	15	11	27	9	10	33	10	23	1	29
	14%	8%	16%	12%	40%	9%	26%	21%	-	100%	-	8%	45%	18%	8%	38%	16%	7%	23%	15%	15%	11%	16%	16%
STAYED ABOUT THE SAME	127	67	54	121	6	78	36	9	-	-	127	68	3	56	57	7	60	37	11	78	29	65	-	60
	32%	33%	32%	33%	28%	30%	32%	52%	-	-	100%	28%	13%	42%	31%	23%	34%	28%	25%	35%	45%	31%	-	33%
2017	88	82	11	93	-4	77	12	-5	162	-74	-	78	-9	15	62	-7	27	34	2	49	12	41	3	45
----	22%	36%	7%	25%	-18%	33%	9%	-27%	100%	-100%	-	36%	-35%	11%	35%	-23%	14%	38%	4%	19%	14%	22%	76%	23%
GOTTEN BETTER	162	107	50	157	5	106	46	4	162	-	-	104	6	46	89	6	59	48	18	91	22	81	3	74
	41%	47%	34%	42%	19%	46%	36%	21%	100%	-	-	48%	21%	32%	50%	22%	32%	52%	39%	36%	27%	44%	76%	37%
GOTTEN WORSE	74	25	40	65	9	29	34	8	-	74	-	26	15	31	27	13	32	14	16	42	10	40	-	29
	18%	11%	27%	17%	37%	12%	26%	48%	-	100%	-	12%	56%	21%	15%	45%	17%	15%	34%	17%	12%	22%	-	15%
STAYED ABOUT THE SAME	154	86	57	143	11	91	47	5	-	-	154	82	6	64	56	8	90	29	13	112	46	62	1	87
	39%	38%	39%	38%	44%	39%	37%	31%	-	-	100%	38%	23%	44%	32%	29%	49%	32%	27%	44%	57%	34%	24%	44%

Table 8-3  
Summary of Business Climate Trend

BANNER 3

	CURRENT EMP DEVLPMT		LEADERSHIP DEVL P ROG		USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				
	TOTAL	YES	NO	YES	NO	PROD-UCTI-VITY	QUAL-ITY	SAFETY	ENHAN-CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE-TOTAL ASKED	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
2018	160	62	97	39	120	114	97	87	77	35	126	81	87	70	17	49	40	71	13	28	32	18
----	40%	43%	39%	53%	37%	47%	47%	48%	50%	39%	44%	43%	48%	40%	34%	40%	33%	47%	23%	34%	35%	24%
GOTTEN BETTER	215	85	128	45	167	142	118	104	96	46	166	109	108	94	24	65	58	87	20	38	45	32
	54%	59%	51%	61%	52%	58%	57%	58%	62%	52%	58%	58%	60%	54%	46%	53%	48%	58%	35%	46%	49%	43%
GOTTEN WORSE	54	23	30	6	48	27	21	17	19	11	40	28	21	24	6	16	18	16	7	10	13	13
	14%	16%	12%	8%	15%	11%	10%	10%	12%	13%	14%	15%	12%	14%	13%	13%	15%	11%	13%	12%	14%	18%
STAYED ABOUT THE SAME	127	36	91	22	106	75	68	58	39	30	77	52	50	54	21	42	43	44	29	34	34	29
	32%	25%	36%	30%	33%	31%	33%	32%	25%	34%	27%	27%	28%	31%	41%	34%	36%	29%	52%	42%	36%	39%
2017	88	20	63	22	67	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
----	22%	15%	25%	32%	20%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GOTTEN BETTER	162	51	106	33	129	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	41%	38%	41%	48%	39%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GOTTEN WORSE	74	31	43	11	62	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	18%	23%	17%	16%	19%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
STAYED ABOUT THE SAME	154	52	102	25	129	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	39%	38%	40%	36%	39%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



Table 8-4  
Summary of Business Climate Trend

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL-ITY	CHILD CARE	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	TOTAL EXPE-CIED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO
BASE-TOTAL ASKED	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
2018	160	33	110	48	102	36	36	30	24	10	47	49	58	4	62	78	17	81	9	57	96	64
----	40%	35%	40%	43%	49%	37%	47%	40%	36%	33%	35%	46%	48%	25%	40%	38%	54%	45%	39%	34%	46%	34%
GOTTEN BETTER	215	49	150	61	126	47	46	43	37	17	65	62	73	7	83	109	19	109	12	78	122	92
	54%	52%	54%	54%	60%	49%	61%	56%	56%	52%	48%	58%	60%	42%	54%	52%	62%	61%	50%	47%	58%	49%
GOTTEN WORSE	54	16	40	13	24	11	11	12	13	6	17	13	15	3	21	30	2	28	3	22	26	28
	14%	17%	14%	11%	12%	12%	14%	16%	19%	20%	13%	12%	12%	17%	14%	15%	8%	16%	11%	13%	12%	15%
STAYED ABOUT THE SAME	127	30	86	39	58	37	18	21	17	9	52	30	33	5	50	67	9	41	9	66	61	67
	32%	31%	31%	35%	28%	39%	24%	28%	25%	28%	39%	29%	27%	34%	32%	32%	30%	23%	39%	39%	29%	35%
2017	88	17	63	25	41	34	9	16	14	-	28	5	43	4	-	-	-	-	-	-	54	33
----	22%	17%	23%	21%	20%	32%	13%	26%	26%	-	25%	5%	30%	26%	-	-	-	-	-	-	25%	19%
GOTTEN BETTER	162	39	116	43	83	52	28	25	26	-	51	32	63	6	-	-	-	-	-	-	94	67
	41%	38%	43%	37%	41%	50%	37%	40%	47%	-	46%	31%	44%	36%	-	-	-	-	-	-	43%	37%
GOTTEN WORSE	74	22	53	18	42	18	18	9	12	-	23	26	20	2	-	-	-	-	-	-	40	34
	18%	21%	20%	16%	21%	17%	25%	15%	21%	-	21%	26%	14%	10%	-	-	-	-	-	-	18%	19%
STAYED ABOUT THE SAME	154	38	95	54	72	34	25	25	15	-	34	42	56	9	-	-	-	-	-	-	79	74
	39%	37%	35%	47%	35%	32%	34%	40%	28%	-	31%	41%	39%	53%	-	-	-	-	-	-	36%	41%

Table 8-5  
Summary of Business Climate Trend

BANNER 5

	FUTURE CHALLENGES						GROWTH DRIVERS					GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT- RACT- WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRIGY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL ASKED	400	192	145	136	71	68	242	154	142	108	88	302	98	71	88	148	81	320	80	54	100	51	100	218
	100%	48%	36%	34%	18%	17%	61%	38%	35%	27%	22%	76%	24%	18%	22%	37%	20%	80%	20%	10%	19%	10%	19%	42%
2018	160	81	72	66	15	27	95	73	49	63	38	113	47	37	43	51	30	117	43	24	25	21	27	88
----	40%	42%	50%	48%	21%	39%	39%	47%	34%	58%	43%	37%	49%	52%	49%	35%	37%	37%	54%	44%	25%	42%	27%	41%
GOTTEN BETTER	215	110	84	81	31	35	128	88	71	74	50	157	58	43	51	73	43	166	48	30	44	27	46	117
	54%	57%	58%	59%	44%	52%	53%	57%	50%	69%	57%	52%	59%	60%	58%	49%	53%	52%	61%	55%	44%	53%	46%	54%
GOTTEN WORSE	54	29	12	15	16	9	33	15	23	11	12	44	10	6	8	22	13	49	6	6	19	5	19	28
	14%	15%	8%	11%	23%	13%	14%	10%	16%	10%	14%	15%	10%	9%	9%	15%	16%	15%	7%	11%	19%	11%	19%	13%
STAYED ABOUT THE SAME	127	53	49	39	24	23	79	50	46	22	26	98	29	20	28	52	25	102	26	18	35	19	35	70
	32%	28%	33%	29%	34%	33%	33%	32%	33%	20%	30%	33%	30%	29%	32%	35%	31%	32%	34%	35%	37%	35%	35%	32%
2017	88	45	28	27	10	10	57	-	31	-	31	59	30	30	25	25	5	71	13	5	-3	9	4	74
----	22%	33%	19%	37%	7%	12%	19%	-	19%	-	32%	19%	30%	44%	29%	17%	8%	22%	18%	9%	-8%	17%	9%	34%
GOTTEN BETTER	162	64	55	38	50	33	115	-	60	-	44	119	43	38	40	50	23	130	29	19	9	18	13	103
	41%	47%	38%	52%	33%	37%	39%	-	37%	-	47%	39%	44%	54%	47%	35%	34%	41%	38%	35%	23%	35%	34%	47%
GOTTEN WORSE	74	19	27	11	40	22	58	-	29	-	14	60	13	7	16	25	18	58	15	14	11	9	10	29
	18%	14%	19%	15%	26%	25%	20%	-	18%	-	14%	20%	14%	10%	18%	18%	26%	18%	21%	26%	31%	18%	24%	14%
STAYED ABOUT THE SAME	154	48	59	24	60	29	114	-	69	-	37	117	37	21	28	64	26	124	29	20	16	22	17	79
	39%	35%	41%	32%	39%	33%	39%	-	42%	-	39%	39%	38%	30%	33%	45%	38%	39%	39%	37%	44%	43%	42%	36%

Table 9-1  
 QUESTION 4:  
 As you look to 2018, do you project your company's gross revenues to... increase or decrease compared to 2017, or will they probably stay the same?

BANNER 1

	REGION						REGION II		REVENUES				EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	\$1 MILL				UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANA- GER
									UNDER \$1 MILL	\$5 MILL+	UNDER \$1 MILL	\$5 MILL+													
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107	
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%	
**D/S (INCREASE - DECREASE)	218	79	50	29	18	43	129	90	79	53	69	86	67	65	37	35	39	24	69	149	58	63	9	63	
	55%	56%	57%	61%	41%	52%	57%	52%	44%	55%	75%	41%	61%	82%	57%	49%	62%	58%	65%	51%	38%	73%	59%	59%	
TOTAL INCREASE	240	86	56	30	22	45	143	97	93	58	69	104	70	65	40	40	41	27	72	167	74	64	9	66	
	60%	62%	65%	63%	51%	54%	63%	56%	52%	60%	75%	49%	65%	82%	61%	56%	64%	65%	68%	57%	49%	74%	59%	62%	
TOTAL DECREASE	21	7	7	1	5	2	14	7	14	5	-	18	4	-	3	5	2	3	3	18	16	1	-	3	
	5%	5%	8%	2%	11%	2%	6%	4%	8%	6%	-	8%	3%	-	4%	8%	3%	6%	3%	6%	11%	1%	-	3%	
INCREASE BY MORE THAN 10%	143	51	37	19	15	20	89	54	66	31	33	70	34	39	28	25	28	20	53	90	53	42	5	30	
	36%	37%	43%	39%	36%	25%	39%	31%	37%	32%	36%	33%	31%	49%	43%	35%	44%	48%	50%	31%	35%	48%	29%	28%	
INCREASE BY LESS THAN 10%	96	35	19	11	7	24	54	42	27	27	36	34	36	26	11	15	13	7	19	77	21	22	5	36	
	24%	25%	22%	24%	16%	30%	24%	25%	15%	28%	39%	16%	33%	33%	18%	21%	20%	17%	18%	26%	14%	26%	29%	34%	
DECREASE BY LESS THAN 10%	8	2	2	1	2	2	4	5	5	4	-	7	1	-	2	2	1	-	1	7	6	-	-	2	
	2%	1%	2%	2%	4%	2%	2%	3%	3%	4%	-	3%	1%	-	3%	3%	1%	-	1%	2%	4%	-	-	2%	
DECREASE BY MORE THAN 10%	13	5	5	-	3	-	10	3	10	2	-	10	3	-	1	4	1	3	3	11	10	1	-	1	
	3%	4%	6%	-	6%	-	5%	2%	5%	2%	-	5%	2%	-	1%	5%	1%	6%	2%	4%	6%	1%	-	1%	
STAY THE SAME	134	43	22	17	16	35	65	69	69	33	21	86	35	13	22	26	20	12	28	105	60	22	6	36	
	33%	31%	25%	35%	38%	43%	29%	40%	39%	34%	23%	41%	32%	16%	35%	36%	32%	29%	26%	36%	39%	25%	41%	34%	
TOO SOON TO SAY DON'T KNOW	6	4	2	-	-	-	6	-	3	-	2	4	-	2	-	-	1	-	3	3	2	-	-	2	
	1%	3%	2%	-	-	-	2%	-	2%	-	2%	2%	-	3%	-	-	1%	-	3%	1%	1%	-	-	2%	
STATUS QUO																									
3/3	64	21	8	7	9	19	28	35	40	13	7	47	15	2	8	9	9	5	12	51	32	10	3	16	
	16%	15%	9%	15%	21%	23%	13%	20%	22%	13%	7%	22%	14%	2%	12%	13%	14%	11%	12%	18%	21%	11%	18%	15%	
2/3	57	20	8	9	6	14	28	29	23	17	11	32	16	9	10	14	9	8	13	43	24	10	2	16	
	14%	14%	9%	18%	15%	17%	12%	17%	13%	17%	12%	15%	15%	11%	16%	20%	14%	18%	12%	15%	16%	11%	11%	15%	

Table 9-2  
 QUESTION 4:  
 As you look to 2018, do you project your company's gross revenues to... increase or decrease compared to 2017, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
**D/S (INCREASE - DECREASE)	218	147	78	225	-10	190	17	5	143	9	65	240	-21	-	162	-8	61	100	5	110	-	148	-3	73
	55%	71%	47%	61%	-44%	74%	15%	29%	67%	17%	51%	100%	-100%	-	86%	-29%	35%	77%	12%	49%	-	71%	-64%	41%
TOTAL INCREASE	240	149	87	235	1	194	33	7	152	19	68	240	-	-	163	2	71	101	16	119	-	150	1	88
	60%	72%	52%	63%	4%	76%	29%	40%	71%	34%	53%	100%	-	-	87%	6%	40%	78%	38%	54%	-	72%	18%	49%
TOTAL DECREASE	21	2	9	10	11	4	16	2	9	10	3	-	21	-	1	10	10	1	11	10	-	2	4	14
	5%	1%	5%	3%	48%	1%	14%	11%	4%	18%	2%	-	100%	-	-	35%	6%	1%	25%	4%	-	1%	82%	8%
INCREASE BY MORE THAN 10%	143	96	44	140	-	124	14	2	97	7	37	143	-	-	117	-	22	73	7	62	-	89	1	52
	36%	47%	26%	38%	-	49%	12%	12%	45%	13%	29%	60%	-	-	62%	-	13%	57%	16%	28%	-	43%	18%	29%
INCREASE BY LESS THAN 10%	96	52	43	96	1	69	20	5	55	11	30	96	-	-	46	2	49	27	9	58	-	61	-	36
	24%	25%	26%	26%	4%	27%	17%	29%	25%	21%	24%	40%	-	-	25%	6%	28%	21%	21%	26%	-	29%	-	20%
DECREASE BY LESS THAN 10%	8	1	4	5	3	2	6	-	1	5	2	-	8	-	1	2	5	-	5	4	-	2	1	5
	2%	-	3%	1%	12%	1%	6%	-	-	10%	1%	-	38%	-	-	6%	3%	-	11%	2%	-	1%	16%	3%
DECREASE BY MORE THAN 10%	13	1	4	5	8	2	10	2	8	4	1	-	13	-	-	8	4	1	6	6	-	-	4	9
	3%	-	3%	1%	36%	1%	8%	11%	4%	8%	1%	-	62%	-	-	28%	2%	1%	15%	3%	-	-	66%	5%
STAY THE SAME	134	52	69	121	11	56	64	8	52	24	56	-	-	134	20	17	95	27	16	89	64	55	-	76
	33%	25%	42%	33%	48%	22%	56%	49%	24%	44%	44%	-	-	100%	11%	59%	54%	21%	37%	40%	100%	26%	-	42%
TOO SOON TO SAY DON'T KNOW	6	4	1	5	-	2	-	-	2	2	1	-	-	-	4	-	1	1	-	4	-	2	-	2
	1%	2%	1%	1%	-	1%	-	-	1%	4%	1%	-	-	-	2%	-	1%	1%	-	2%	-	1%	-	1%
STATUS QUO																								
3/3	64	27	29	57	6	28	28	5	25	10	29	-	-	64	-	-	64	-	-	64	64	23	-	39
	16%	13%	18%	15%	28%	11%	25%	32%	12%	18%	23%	-	-	48%	-	-	36%	-	-	29%	100%	11%	-	22%
2/3	57	22	31	53	3	24	28	3	24	12	20	-	-	57	16	10	31	19	10	26	-	27	-	29
	14%	11%	19%	14%	12%	9%	25%	17%	11%	21%	16%	-	-	43%	8%	36%	18%	15%	23%	12%	-	13%	-	16%

Table 9-3  
 QUESTION 4:  
 As you look to 2018, do you project your company's gross revenues to... increase or decrease compared to 2017, or will they probably stay the same?

BANNER 3

	CURRENT EMP DEVLPMNT		LEADERSHIP DEVLPE PROG		USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				
	TOTAL	YES	NO	YES	NO	PROD-UCTI-VITY	QUAL-ITY	SAFETY	ENHAN-CING	NOT CON-S AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE=TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
**D/S (INCREASE - DECREASE)	218	96	121	55	163	165	149	134	120	23	157	103	103	98	30	78	71	95	26	35	42	24
	55%	66%	48%	74%	51%	67%	72%	74%	77%	26%	55%	55%	57%	56%	58%	63%	59%	64%	46%	42%	45%	32%
TOTAL INCREASE	240	102	135	57	182	175	154	140	123	32	170	112	111	106	31	83	77	98	33	43	50	34
-----	60%	71%	54%	76%	56%	71%	74%	77%	79%	37%	60%	59%	61%	61%	62%	67%	64%	66%	58%	52%	54%	46%
TOTAL DECREASE	21	6	14	2	19	10	5	5	3	10	13	9	7	8	2	5	5	3	7	8	9	11
-----	5%	4%	6%	2%	6%	4%	2%	3%	2%	11%	4%	5%	4%	5%	4%	4%	5%	2%	12%	9%	9%	14%
INCREASE BY MORE THAN 10%	143	63	79	42	101	102	88	77	69	23	104	63	65	65	19	47	44	54	15	32	33	22
	36%	44%	31%	56%	31%	42%	42%	43%	45%	27%	37%	33%	36%	38%	37%	38%	37%	36%	27%	38%	35%	30%
INCREASE BY LESS THAN 10%	96	39	56	15	81	72	66	63	54	9	66	50	45	41	12	36	33	44	17	11	18	12
	24%	27%	22%	20%	25%	29%	32%	35%	34%	10%	23%	26%	25%	23%	24%	29%	27%	29%	31%	13%	19%	16%
DECREASE BY LESS THAN 10%	8	3	5	-	8	4	2	2	2	4	4	4	3	3	1	3	4	3	4	2	2	3
	2%	2%	2%	-	3%	2%	1%	1%	1%	4%	1%	2%	2%	2%	2%	2%	3%	2%	6%	2%	2%	4%
DECREASE BY MORE THAN 10%	13	4	9	2	11	6	3	3	1	6	9	5	5	5	1	2	2	-	3	6	7	8
	3%	2%	4%	2%	3%	3%	1%	2%	1%	7%	3%	3%	2%	3%	2%	1%	1%	-	6%	7%	7%	10%
STAY THE SAME	134	34	99	15	118	58	49	36	29	45	98	63	61	58	18	37	35	48	17	32	34	28
	33%	24%	39%	20%	37%	24%	24%	20%	19%	51%	34%	33%	34%	33%	35%	30%	29%	32%	30%	39%	37%	37%
TOO SOON TO SAY DON'T KNOW	6	2	4	1	4	3	-	-	1	1	5	5	2	2	-	-	3	1	-	-	-	2
	1%	1%	1%	1%	1%	1%	-	-	1%	1%	2%	2%	1%	1%	-	-	2%	1%	-	-	-	3%
STATUS QUO																						
3/3	64	13	51	9	55	28	26	20	13	25	48	31	33	30	6	13	14	14	9	18	14	20
	16%	9%	20%	12%	17%	11%	12%	11%	8%	28%	17%	17%	18%	17%	12%	11%	12%	9%	16%	22%	15%	26%
2/3	57	18	39	5	51	22	16	12	13	20	45	25	22	20	7	16	15	29	5	14	19	7
	14%	12%	15%	7%	16%	9%	8%	7%	8%	23%	16%	13%	12%	12%	13%	13%	12%	20%	8%	17%	21%	10%

Table 9-4  
 QUESTION 4:  
 As you look to 2018, do you project your company's gross revenues to... increase or decrease compared to 2017, or will they probably stay the same?

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL -ITY	CHILD CARE	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	TOTAL EXPE-CTED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO
BASE=TOTAL SAMPLE	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
**D/S (INCREASE - DECREASE)	218	55	163	55	136	57	52	51	40	22	77	60	69	6	92	109	15	120	7	75	150	68
	55%	57%	58%	48%	65%	59%	69%	67%	61%	69%	57%	56%	57%	37%	59%	52%	48%	67%	28%	45%	72%	36%
TOTAL INCREASE	240	60	176	61	142	63	55	54	44	25	85	65	74	7	99	121	16	128	10	85	155	85
-----	60%	63%	63%	54%	68%	66%	73%	71%	66%	78%	63%	61%	61%	42%	64%	58%	53%	71%	43%	50%	74%	45%
TOTAL DECREASE	21	5	14	6	6	6	3	3	4	3	8	5	5	1	7	12	2	7	4	10	5	17
-----	5%	6%	5%	5%	3%	6%	4%	4%	6%	8%	6%	4%	4%	6%	5%	6%	5%	4%	15%	6%	2%	9%
INCREASE BY MORE THAN 10%	143	31	97	43	83	36	26	32	25	11	52	37	45	5	55	73	13	81	5	48	99	44
	36%	32%	35%	39%	40%	38%	34%	42%	38%	34%	39%	34%	37%	31%	36%	35%	41%	45%	22%	29%	47%	23%
INCREASE BY LESS THAN 10%	96	29	79	17	60	27	29	21	19	14	33	28	29	2	43	48	4	46	5	36	56	41
	24%	31%	28%	15%	29%	28%	38%	28%	28%	44%	24%	26%	24%	11%	28%	23%	12%	26%	21%	22%	27%	21%
DECREASE BY LESS THAN 10%	8	1	5	2	4	3	2	2	3	2	4	2	1	-	3	5	1	5	-	4	-	8
	2%	1%	2%	2%	2%	3%	2%	2%	4%	6%	3%	2%	1%	-	2%	2%	3%	3%	-	2%	-	4%
DECREASE BY MORE THAN 10%	13	5	9	4	3	3	1	1	1	1	4	3	4	1	5	7	1	3	4	6	5	9
	3%	5%	3%	4%	1%	4%	1%	1%	1%	3%	3%	3%	4%	6%	3%	3%	2%	1%	15%	4%	2%	5%
STAY THE SAME	134	30	85	46	59	27	18	18	19	4	39	36	40	8	48	71	12	43	10	72	48	86
	33%	31%	30%	41%	28%	28%	24%	23%	28%	14%	29%	34%	33%	52%	31%	34%	38%	24%	42%	43%	23%	45%
TOO SOON TO SAY DON'T KNOW	6	1	5	-	1	-	-	2	-	-	3	1	2	-	1	4	1	3	-	2	3	2
	1%	1%	2%	-	-	-	-	3%	-	-	2%	1%	1%	-	1%	2%	3%	2%	-	1%	1%	1%
STATUS QUO																						
-----																						
3/3	64	13	39	24	30	14	9	8	10	2	18	14	21	2	22	36	5	15	5	40	18	46
	16%	13%	14%	22%	14%	15%	12%	10%	15%	5%	13%	13%	17%	11%	14%	17%	17%	8%	20%	24%	8%	24%
2/3	57	13	37	18	25	9	7	8	6	2	15	20	14	6	23	27	6	24	4	25	25	32
	14%	13%	13%	16%	12%	9%	10%	10%	9%	6%	11%	19%	12%	35%	15%	13%	18%	13%	19%	15%	12%	17%

Table 9-5  
 QUESTION 4:  
 As you look to 2018, do you project your company's gross revenues to... increase or decrease compared to 2017, or will they probably stay the same?

BANNER 5

	FUTURE CHALLENGES					GROWTH DRIVERS						GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	ATT- RACT- WORK- ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRIGY PLAN	DEVE- LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	192 48%	145 36%	136 34%	71 18%	68 17%	242 61%	154 38%	142 35%	108 27%	88 22%	302 76%	98 24%	71 18%	88 22%	148 37%	81 20%	320 80%	80 20%	54 10%	100 19%	51 10%	100 19%	218 42%	
**D/S (INCREASE - DECREASE)	218 55%	129 67%	89 61%	72 53%	32 45%	21 31%	121 50%	100 65%	86 61%	73 67%	56 64%	172 57%	46 47%	49 69%	50 57%	72 49%	42 52%	153 48%	65 82%	30 55%	46 46%	23 44%	56 56%	125 58%	
TOTAL INCREASE -----	240 60%	136 70%	93 64%	77 56%	40 56%	29 42%	136 56%	101 66%	93 65%	76 70%	60 69%	191 63%	48 50%	51 71%	55 62%	79 53%	49 61%	174 54%	65 82%	31 58%	53 53%	27 53%	58 58%	138 63%	
TOTAL DECREASE -----	21 5%	6 3%	5 3%	4 3%	8 11%	8 12%	14 6%	2 1%	6 5%	4 3%	5 5%	19 6%	3 3%	2 3%	4 5%	6 4%	7 8%	21 7%	- -	1 3%	7 7%	5 9%	2 2%	13 6%	
INCREASE BY MORE THAN 10%	143 36%	75 39%	60 41%	51 37%	23 32%	16 24%	91 38%	61 40%	56 39%	39 36%	33 38%	125 41%	18 19%	29 41%	38 43%	39 27%	33 40%	104 33%	39 49%	25 46%	26 26%	17 34%	29 29%	84 38%	
INCREASE BY LESS THAN 10%	96 24%	61 32%	33 23%	26 19%	17 24%	13 19%	44 18%	40 26%	37 26%	38 35%	27 31%	66 22%	30 31%	21 30%	17 19%	39 27%	16 20%	70 22%	26 33%	7 12%	27 27%	10 19%	29 29%	54 25%	
DECREASE BY LESS THAN 10%	8 2%	3 1%	2 1%	- -	5 8%	2 3%	5 2%	1 1%	2 1%	2 2%	2 2%	7 2%	1 1%	1 1%	3 3%	4 3%	1 1%	8 3%	- -	- -	2 2%	2 4%	2 2%	4 2%	
DECREASE BY MORE THAN 10%	13 3%	4 2%	3 2%	4 3%	3 4%	6 9%	9 4%	1 1%	5 3%	2 2%	3 3%	11 4%	2 2%	1 1%	2 2%	3 2%	6 7%	13 4%	- -	1 3%	5 5%	3 5%	- -	9 4%	
STAY THE SAME	134 33%	48 25%	47 32%	55 40%	23 33%	30 44%	91 37%	50 32%	41 29%	29 26%	20 23%	91 30%	43 44%	16 22%	28 32%	61 41%	25 31%	121 38%	13 16%	21 39%	40 40%	19 38%	40 40%	62 28%	
TOO SOON TO SAY DON'T KNOW	6 1%	3 2%	- -	1 1%	- -	2 3%	2 1%	1 1%	2 1%	- -	3 3%	2 1%	4 4%	3 4%	1 1%	2 1%	- -	4 1%	2 3%	- -	- -	- -	- -	- -	6 3%
STATUS QUO -----																									
3/3	64 16%	21 11%	22 15%	23 17%	15 20%	15 22%	41 17%	23 15%	15 10%	15 13%	5 6%	44 14%	20 21%	7 10%	13 15%	24 16%	19 24%	62 19%	2 2%	11 21%	19 19%	10 20%	16 16%	26 12%	
2/3	57 14%	21 11%	22 15%	24 18%	8 11%	14 20%	39 16%	24 16%	22 15%	13 12%	10 11%	39 13%	18 18%	7 10%	12 13%	29 20%	6 7%	48 15%	9 11%	9 17%	18 18%	8 16%	18 18%	28 13%	

Table 10-1  
Summary of Gross Revenue Trend

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	\$1 MILL			UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANA- GER
									UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+													
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	227 57%	173 43%	179 45%	96 24%	92 23%	211 53%	109 27%	80 20%	65 16%	71 18%	64 16%	42 10%	106 27%	293 73%	151 38%	86 22%	15 4%	107 27%
2018 ----	218 55%	79 56%	50 57%	29 61%	18 41%	43 52%	129 57%	90 52%	79 44%	53 55%	69 75%	86 41%	67 61%	65 82%	37 57%	35 49%	39 62%	24 58%	69 65%	149 51%	58 38%	63 73%	9 59%	63 59%
INCREASE	240 60%	86 62%	56 65%	30 63%	22 51%	45 54%	143 63%	97 56%	93 52%	58 60%	69 75%	104 49%	70 65%	65 82%	40 61%	40 56%	41 64%	27 65%	72 68%	167 57%	74 49%	64 74%	9 59%	66 62%
DECREASE	21 5%	7 5%	7 8%	1 2%	5 11%	2 2%	14 6%	7 4%	14 8%	5 6%	- -	18 8%	4 3%	- -	3 4%	5 8%	2 3%	3 6%	3 3%	18 6%	16 11%	1 1%	- -	3 3%
STAY THE SAME	134 33%	43 31%	22 25%	17 35%	16 38%	35 43%	65 29%	69 40%	69 39%	33 34%	21 23%	86 41%	35 32%	13 16%	22 35%	26 36%	20 32%	12 29%	28 26%	105 36%	60 39%	22 25%	6 41%	36 34%
2017 ----	191 48%	72 51%	48 55%	28 58%	25 59%	18 22%	120 53%	71 41%	74 42%	53 58%	48 60%	97 42%	55 62%	38 51%	29 51%	19 38%	34 42%	29 62%	62 57%	129 44%	65 41%	51 59%	6 40%	42 53%
INCREASE	218 55%	79 56%	53 60%	31 64%	28 65%	28 34%	132 58%	87 50%	89 50%	56 61%	53 67%	115 49%	58 66%	44 59%	32 58%	25 50%	40 49%	29 64%	69 63%	149 51%	77 49%	58 67%	8 53%	44 55%
DECREASE	27 7%	7 5%	4 5%	3 6%	3 6%	10 12%	12 5%	15 9%	15 8%	3 3%	6 7%	17 8%	3 4%	6 8%	4 7%	6 12%	6 7%	1 2%	6 6%	20 7%	13 8%	7 8%	2 14%	2 2%
STAY THE SAME	145 36%	50 36%	26 30%	14 28%	12 29%	42 52%	77 34%	68 40%	73 41%	30 32%	20 26%	95 41%	24 27%	23 31%	19 34%	18 36%	36 44%	14 30%	32 29%	114 39%	68 43%	20 23%	4 26%	29 37%
2016 ----	128 32%	59 42%	31 36%	13 28%	13 31%	11 14%	90 40%	38 22%	52 28%	37 38%	26 34%	67 30%	34 34%	18 37%	30 40%	36 35%	13 19%	24 34%	66 55%	61 22%	39 24%	49 44%	4 44%	15 30%
INCREASE	175 44%	71 51%	40 46%	20 42%	18 43%	26 31%	111 49%	64 37%	71 38%	47 48%	37 49%	93 42%	46 47%	26 53%	40 53%	46 44%	22 34%	33 46%	71 59%	102 37%	58 36%	60 54%	4 44%	20 40%
DECREASE	47 12%	12 9%	9 10%	7 14%	5 12%	14 17%	21 9%	26 15%	19 10%	10 10%	11 15%	26 12%	12 13%	8 16%	10 13%	10 10%	10 15%	9 12%	5 4%	42 15%	18 11%	11 10%	- -	5 10%
STAY THE SAME	174 43%	56 40%	37 43%	20 42%	20 46%	41 50%	93 41%	81 47%	97 52%	40 41%	28 36%	101 45%	40 41%	14 28%	26 33%	49 46%	34 52%	27 38%	44 36%	128 46%	82 51%	41 37%	4 56%	26 50%
2015 ----	151 38%	67 48%	36 42%	14 29%	20 46%	15 18%	103 45%	49 28%	46 27%	42 45%	38 46%	67 30%	42 45%	35 53%	22 39%	23 32%	23 29%	33 58%	45 50%	98 33%	58 36%	31 30%	1 12%	20 53%
INCREASE	179 45%	72 51%	41 48%	17 36%	20 46%	28 34%	113 50%	65 38%	59 35%	48 51%	46 55%	83 37%	47 51%	40 60%	28 49%	29 40%	26 33%	35 63%	47 52%	123 42%	69 43%	40 39%	3 29%	20 54%
DECREASE	27 7%	5 4%	5 6%	3 7%	- -	13 16%	11 5%	17 10%	13 8%	6 7%	8 9%	16 7%	6 6%	5 7%	6 11%	6 8%	2 3%	2 4%	2 2%	26 9%	11 7%	9 9%	2 16%	1 1%
STAY THE SAME	190 47%	61 43%	40 46%	27 57%	23 54%	39 48%	100 44%	90 52%	95 56%	38 41%	29 35%	119 54%	40 43%	21 31%	21 38%	38 51%	51 64%	19 33%	39 43%	144 49%	78 49%	52 51%	6 55%	17 44%



Table 10-2  
Summary of Gross Revenue Trend

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
2018	218	147	78	225	-10	190	17	5	143	9	65	240	-21	-	162	-8	61	100	5	110	-	148	-3	73
----	55%	71%	47%	61%	-44%	74%	15%	29%	67%	17%	51%	100%	-100%	-	86%	-29%	35%	77%	12%	49%	-	71%	-64%	41%
INCREASE	240	149	87	235	1	194	33	7	152	19	68	240	-	-	163	2	71	101	16	119	-	150	1	88
	60%	72%	52%	63%	4%	76%	29%	40%	71%	34%	53%	100%	-	-	87%	6%	40%	78%	38%	54%	-	72%	18%	49%
DECREASE	21	2	9	10	11	4	16	2	9	10	3	-	21	-	1	10	10	1	11	10	-	2	4	14
	5%	1%	5%	3%	48%	1%	14%	11%	4%	18%	2%	-	100%	-	-	35%	6%	1%	25%	4%	-	1%	82%	8%
STAY THE SAME	134	52	69	121	11	56	64	8	52	24	56	-	-	134	20	17	95	27	16	89	64	55	-	76
	33%	25%	42%	33%	48%	22%	56%	49%	24%	44%	44%	-	-	100%	11%	59%	54%	21%	37%	40%	100%	26%	-	42%
2017	191	148	51	200	-8	164	26	-4	99	11	76	218	-27	-	145	-10	54	65	1	124	-	115	-2	71
----	48%	65%	35%	53%	-33%	71%	20%	-22%	61%	15%	49%	100%	-100%	-	82%	-36%	29%	71%	3%	49%	-	62%	-47%	36%
INCREASE	218	153	65	217	1	171	40	1	104	26	82	218	-	-	149	4	62	66	14	137	-	120	1	89
	55%	67%	44%	58%	4%	74%	31%	5%	64%	35%	53%	100%	-	-	85%	13%	34%	72%	30%	54%	-	65%	27%	45%
DECREASE	27	4	13	18	9	7	14	5	6	15	6	-	27	-	5	14	8	1	13	13	-	5	3	18
	7%	2%	9%	5%	37%	3%	11%	28%	3%	20%	4%	-	100%	-	3%	48%	5%	1%	27%	5%	-	2%	73%	9%
STAY THE SAME	145	63	68	131	15	47	72	12	46	31	64	-	-	145	19	11	114	23	20	101	81	57	-	86
	36%	28%	46%	35%	59%	20%	56%	67%	28%	42%	41%	-	-	100%	11%	39%	62%	25%	43%	40%	100%	31%	-	44%
2016	128	95	46	140	-12	98	43	-18	-	-	-	175	-47	-	112	-31	46	55	1	68	-	107	-2	23
----	32%	54%	24%	39%	-35%	76%	22%	-30%	-	-	-	100%	-100%	-	77%	-64%	22%	56%	1%	32%	-	45%	-13%	16%
INCREASE	175	107	65	172	3	99	62	9	-	-	-	175	-	-	113	2	59	62	23	87	-	130	5	39
	44%	61%	35%	47%	8%	77%	32%	15%	-	-	-	100%	-	-	78%	4%	29%	62%	30%	40%	-	55%	32%	27%
DECREASE	47	12	19	31	15	1	19	27	-	-	-	-	47	-	1	32	14	7	22	18	-	23	7	16
	12%	7%	10%	9%	43%	1%	10%	45%	-	-	-	-	100%	-	1%	68%	7%	7%	29%	8%	-	10%	45%	11%
STAY THE SAME	174	54	101	155	17	28	109	24	-	-	-	-	-	174	28	14	132	30	33	108	82	81	4	86
	43%	31%	54%	43%	50%	22%	57%	39%	-	-	-	-	-	100%	19%	29%	64%	30%	42%	50%	100%	34%	23%	60%
2015	151	94	64	159	-8	127	25	-2	-	-	-	179	-27	-	100	-16	67	53	6	92	-	-	-	-
----	38%	58%	33%	45%	-18%	76%	15%	-4%	-	-	-	100%	-100%	-	83%	-44%	28%	50%	9%	42%	-	-	-	-
INCREASE	179	97	76	173	6	127	42	7	-	-	-	179	-	-	101	3	75	57	22	100	-	-	-	-
	45%	60%	39%	49%	14%	76%	25%	13%	-	-	-	100%	-	-	84%	7%	31%	53%	32%	45%	-	-	-	-
DECREASE	27	3	11	14	13	-	17	9	-	-	-	-	27	-	1	18	8	3	16	8	-	-	-	-
	7%	2%	6%	4%	32%	-	10%	18%	-	-	-	-	100%	-	1%	51%	3%	3%	24%	3%	-	-	-	-
STAY THE SAME	190	60	106	166	22	38	108	34	-	-	-	-	-	190	18	15	155	46	30	112	90	-	-	-
	47%	37%	55%	47%	51%	23%	64%	66%	-	-	-	-	-	100%	15%	42%	65%	43%	44%	50%	100%	-	-	-

Table 10-3  
Summary of Gross Revenue Trend

BANNER 3

	CURRENT EMP DEVLPMT		LEADERSHIP DEVLP PROG		USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				
	TOTAL	YES	NO	YES	NO	PROD-UCTI-VITY	QUAL-ITY	SAFETY	ENHAN-CING	NOT CONS AUTO	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK	CEO/ OWNER	MGMT TEAM	MGR/ SPV	SKILL -ED WORK
BASE-TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
2018	218	96	121	55	163	165	149	134	120	23	157	103	103	98	30	78	71	95	26	35	42	24
----	55%	66%	48%	74%	51%	67%	72%	74%	77%	26%	55%	55%	57%	56%	58%	63%	59%	64%	46%	42%	45%	32%
INCREASE	240	102	135	57	182	175	154	140	123	32	170	112	111	106	31	83	77	98	33	43	50	34
	60%	71%	54%	76%	56%	71%	74%	77%	79%	37%	60%	59%	61%	61%	62%	67%	64%	66%	58%	52%	54%	46%
DECREASE	21	6	14	2	19	10	5	5	3	10	13	9	7	8	2	5	5	3	7	8	9	11
	5%	4%	6%	2%	6%	4%	2%	3%	2%	11%	4%	5%	4%	5%	4%	4%	5%	2%	12%	9%	9%	14%
STAY THE SAME	134	34	99	15	118	58	49	36	29	45	98	63	61	58	18	37	35	48	17	32	34	28
	33%	24%	39%	20%	37%	24%	24%	20%	19%	51%	34%	33%	34%	33%	35%	30%	29%	32%	30%	39%	37%	37%
2017	191	76	111	32	157	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
----	48%	56%	43%	46%	48%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INCREASE	218	86	128	41	175	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	55%	64%	49%	60%	53%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DECREASE	27	10	17	9	18	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	7%	7%	6%	13%	5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
STAY THE SAME	145	36	108	17	128	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	36%	26%	42%	24%	39%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2016	128	54	72	26	103	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
----	32%	42%	27%	33%	32%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INCREASE	175	69	104	39	136	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	44%	54%	39%	50%	43%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DECREASE	47	15	32	13	33	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	12%	12%	12%	17%	10%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
STAY THE SAME	174	42	131	26	147	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	43%	33%	49%	32%	46%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2015	151	-	-	43	106	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
----	38%	-	-	55%	33%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INCREASE	179	-	-	46	131	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	45%	-	-	58%	41%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DECREASE	27	-	-	2	25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	7%	-	-	3%	8%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
STAY THE SAME	190	-	-	30	160	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	47%	-	-	38%	50%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 10-4  
Summary of Gross Revenue Trend

BANNER 4

	ATTRACT EMPLOYEES			CANDIDATE NOT TAKE JOB/FOLLOW THRU							GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL-ITY	CHILD CARE	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	TOTAL EXPE-CITED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO	
BASE-TOTAL SAMPLE	400	96	279	113	209	97	76	76	66	32	134	107	121	16	155	207	31	181	24	168	210	189
	100%	24%	70%	28%	52%	24%	19%	19%	17%	8%	34%	27%	30%	4%	39%	52%	8%	45%	6%	42%	53%	47%
2018	218	55	163	55	136	57	52	51	40	22	77	60	69	6	92	109	15	120	7	75	150	68
----	55%	57%	58%	48%	65%	59%	69%	67%	61%	69%	57%	56%	57%	37%	59%	52%	48%	67%	28%	45%	72%	36%
INCREASE	240	60	176	61	142	63	55	54	44	25	85	65	74	7	99	121	16	128	10	85	155	85
	60%	63%	63%	54%	68%	66%	73%	71%	66%	78%	63%	61%	61%	42%	64%	58%	53%	71%	43%	50%	74%	45%
DECREASE	21	5	14	6	6	6	3	3	4	3	8	5	5	1	7	12	2	7	4	10	5	17
	5%	6%	5%	5%	3%	6%	4%	4%	6%	8%	6%	4%	4%	6%	5%	6%	5%	4%	15%	6%	2%	9%
STAY THE SAME	134	30	85	46	59	27	18	18	19	4	39	36	40	8	48	71	12	43	10	72	48	86
	33%	31%	30%	41%	28%	28%	24%	23%	28%	14%	29%	34%	33%	52%	31%	34%	38%	24%	42%	43%	23%	45%
2017	191	40	123	63	93	51	34	28	34	-	51	47	72	8	-	-	-	-	-	-	123	67
----	48%	39%	45%	55%	45%	49%	45%	45%	63%	-	46%	47%	50%	49%	-	-	-	-	-	-	57%	38%
INCREASE	218	49	145	67	110	59	39	33	38	-	60	54	79	10	-	-	-	-	-	-	137	80
	55%	47%	54%	58%	54%	56%	52%	54%	69%	-	55%	53%	55%	59%	-	-	-	-	-	-	63%	45%
DECREASE	27	9	22	3	18	8	5	6	4	-	9	7	7	2	-	-	-	-	-	-	14	13
	7%	9%	8%	3%	9%	8%	7%	9%	7%	-	9%	6%	5%	10%	-	-	-	-	-	-	6%	7%
STAY THE SAME	145	43	97	42	74	35	31	22	13	-	40	38	53	4	-	-	-	-	-	-	59	85
	36%	41%	36%	36%	36%	33%	41%	35%	24%	-	36%	37%	37%	26%	-	-	-	-	-	-	27%	48%
2016	128	27	98	31	65	28	17	9	22	-	40	29	52	-	-	-	-	-	-	-	62	65
----	32%	25%	37%	27%	37%	28%	32%	23%	35%	-	33%	36%	34%	2%	-	-	-	-	-	-	40%	27%
INCREASE	175	44	130	44	84	42	24	15	29	-	52	38	69	6	-	-	-	-	-	-	80	93
	44%	42%	49%	38%	48%	43%	44%	37%	46%	-	43%	47%	45%	38%	-	-	-	-	-	-	53%	38%
DECREASE	47	17	31	13	19	14	7	6	7	-	12	8	17	6	-	-	-	-	-	-	19	28
	12%	16%	12%	11%	11%	15%	13%	14%	11%	-	10%	10%	11%	36%	-	-	-	-	-	-	12%	12%
STAY THE SAME	174	44	102	58	70	43	23	19	26	-	55	35	66	4	-	-	-	-	-	-	52	120
	43%	42%	38%	51%	40%	43%	43%	47%	41%	-	45%	43%	43%	27%	-	-	-	-	-	-	34%	49%
2015	151	41	109	41	89	47	30	14	29	-	38	31	59	17	-	-	-	-	-	-	80	68
----	38%	39%	39%	38%	43%	44%	42%	22%	32%	-	38%	34%	38%	69%	-	-	-	-	-	-	51%	28%
INCREASE	179	48	129	47	98	53	36	23	37	-	45	40	68	17	-	-	-	-	-	-	87	88
	45%	45%	46%	44%	47%	49%	51%	36%	40%	-	44%	43%	44%	69%	-	-	-	-	-	-	56%	37%
DECREASE	27	6	20	6	9	5	6	9	7	-	7	8	9	-	-	-	-	-	-	-	7	21
	7%	6%	7%	6%	4%	5%	9%	14%	8%	-	7%	9%	6%	-	-	-	-	-	-	-	4%	9%
STAY THE SAME	190	52	130	55	99	49	27	32	47	-	48	44	78	7	-	-	-	-	-	-	60	127
	47%	48%	46%	51%	48%	45%	39%	50%	52%	-	47%	47%	50%	31%	-	-	-	-	-	-	39%	53%

Table 10-5  
Summary of Gross Revenue Trend

BANNER 5

	FUTURE CHALLENGES						GROWTH DRIVERS					GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	ATT-RACT WORK-ERS	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	LOWER SALES	NEW CUST	MAX PROD	NEW PROD	STRITGY PLAN	DEVE-LOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	51+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	192 48%	145 36%	136 34%	71 18%	68 17%	242 61%	154 38%	142 35%	108 27%	88 22%	302 76%	98 24%	71 18%	88 22%	148 37%	81 20%	320 80%	80 20%	54 10%	100 19%	51 10%	100 19%	218 42%
2018 ----	218 55%	129 67%	89 61%	72 53%	32 45%	21 31%	121 50%	100 65%	86 61%	73 67%	56 64%	172 57%	46 47%	49 69%	50 57%	72 49%	42 52%	153 48%	65 82%	30 55%	46 46%	23 44%	56 56%	125 58%
INCREASE	240 60%	136 70%	93 64%	77 56%	40 56%	29 42%	136 56%	101 66%	93 65%	76 70%	60 69%	191 63%	48 50%	51 71%	55 62%	79 53%	49 61%	174 54%	65 82%	31 58%	53 53%	27 53%	58 58%	138 63%
DECREASE	21 5%	6 3%	5 3%	4 3%	8 11%	8 12%	14 6%	2 1%	6 5%	4 3%	5 5%	19 6%	3 3%	2 3%	4 5%	6 4%	7 8%	21 7%	- -	1 3%	7 7%	5 9%	2 2%	13 6%
STAY THE SAME	134 33%	48 25%	47 32%	55 40%	23 33%	30 44%	91 37%	50 32%	41 29%	29 26%	20 23%	91 30%	43 44%	16 22%	28 32%	61 41%	25 31%	121 38%	13 16%	21 39%	40 40%	19 38%	40 40%	62 28%
2017 ----	191 48%	79 58%	61 42%	35 47%	77 50%	25 29%	145 49%	- -	80 49%	- -	58 61%	142 47%	50 51%	42 61%	37 43%	77 54%	20 30%	152 47%	38 51%	22 40%	15 40%	24 47%	14 36%	116 53%
INCREASE	218 55%	87 64%	73 50%	39 53%	87 56%	35 40%	166 56%	- -	92 57%	- -	62 66%	163 54%	55 57%	43 62%	46 54%	87 61%	26 38%	173 54%	44 59%	27 49%	20 53%	29 57%	16 40%	127 58%
DECREASE	27 7%	9 6%	12 8%	5 6%	10 7%	10 12%	21 7%	- -	12 7%	- -	5 5%	21 7%	5 6%	1 1%	9 11%	9 6%	6 8%	21 7%	6 8%	5 9%	5 13%	5 9%	2 4%	11 5%
STAY THE SAME	145 36%	39 29%	57 39%	26 36%	52 34%	39 45%	105 35%	- -	55 34%	- -	26 28%	112 37%	33 34%	23 34%	28 33%	44 31%	36 52%	119 37%	23 31%	22 40%	11 31%	17 34%	21 53%	73 34%
2016 ----	128 32%	56 53%	47 35%	13 22%	47 29%	17 13%	111 34%	- -	70 35%	- -	43 40%	99 31%	30 37%	33 54%	28 30%	43 29%	17 23%	101 32%	18 37%	20 35%	2 6%	13 26%	8 18%	86 39%
INCREASE	175 44%	64 60%	59 44%	20 34%	71 44%	41 32%	147 45%	- -	94 46%	- -	54 51%	140 44%	35 44%	35 57%	40 44%	64 43%	24 34%	139 43%	26 53%	24 42%	9 28%	19 39%	15 37%	107 49%
DECREASE	47 12%	7 7%	12 9%	7 12%	24 15%	24 19%	36 11%	- -	23 11%	- -	11 10%	41 13%	6 7%	2 3%	13 14%	22 15%	8 11%	38 12%	8 16%	4 7%	8 23%	7 13%	8 18%	21 10%
STAY THE SAME	174 43%	33 31%	62 46%	30 51%	65 40%	64 49%	141 43%	- -	84 41%	- -	42 39%	137 43%	37 46%	25 41%	38 42%	61 41%	38 53%	141 44%	14 28%	29 50%	14 42%	23 47%	19 45%	89 41%
2015 ----	151 38%	57 49%	64 39%	29 36%	55 32%	26 28%	112 37%	- -	54 34%	- -	43 43%	116 36%	36 46%	21 52%	39 38%	52 35%	31 41%	108 35%	35 53%	19 33%	7 21%	21 40%	7 16%	98 45%
INCREASE	179 45%	64 55%	75 46%	30 37%	72 42%	33 35%	131 44%	- -	68 43%	- -	49 50%	140 43%	39 50%	22 55%	46 45%	64 43%	37 48%	130 41%	40 60%	23 41%	11 32%	21 40%	15 38%	108 50%
DECREASE	27 7%	7 6%	11 7%	1 1%	17 10%	7 8%	20 7%	- -	14 9%	- -	7 7%	24 8%	3 4%	1 3%	7 7%	11 8%	6 8%	22 7%	5 7%	4 7%	4 12%	- -	9 21%	11 5%
STAY THE SAME	190 47%	44 38%	79 48%	49 61%	78 46%	53 57%	146 49%	- -	75 47%	- -	43 43%	155 48%	35 45%	17 41%	48 47%	73 49%	32 42%	159 51%	21 31%	30 52%	19 56%	32 60%	15 38%	95 44%

Table 11-1  
 QUESTION 5:  
 And, as you look to 2018, do you project your company's profitability to increase or decrease compared to 2017, or will it probably stay the same?

BANNER 1

	REGION						REGION II		REVENUES				EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MANAGER	
			NE	S																					UNDER \$1 MILL
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	179	96	92	211	109	80	65	71	64	42	106	293	151	86	15	107	
	100%	35%	22%	12%	11%	20%	57%	43%	45%	24%	23%	53%	27%	20%	16%	18%	16%	10%	27%	73%	38%	22%	4%	27%	
**D/S (INCREASE - DECREASE)	159	61	38	16	14	30	100	60	62	33	49	69	45	45	29	24	28	20	52	107	46	46	4	48	
	40%	44%	44%	33%	34%	36%	44%	35%	35%	53%	33%	42%	56%	45%	34%	45%	48%	49%	37%	31%	53%	23%	45%		
TOTAL INCREASE	187	69	44	21	19	34	113	74	78	42	52	89	52	47	35	30	32	23	58	129	62	48	5	55	
-----	47%	49%	51%	44%	44%	42%	50%	43%	43%	43%	56%	42%	48%	59%	55%	42%	50%	55%	55%	44%	41%	55%	29%	52%	
TOTAL DECREASE	28	7	6	6	5	5	13	15	15	8	3	20	6	2	6	6	4	3	6	22	16	2	1	6	
-----	7%	5%	7%	12%	11%	6%	6%	8%	9%	9%	4%	9%	6%	2%	10%	9%	6%	7%	6%	7%	11%	2%	6%	6%	
INCREASE BY MORE THAN 10%	110	43	26	12	12	17	69	41	52	22	26	57	25	28	22	18	17	15	42	67	43	26	2	26	
	27%	31%	30%	24%	28%	21%	30%	24%	29%	23%	28%	27%	23%	35%	34%	25%	27%	35%	40%	23%	29%	30%	12%	25%	
INCREASE BY LESS THAN 10%	77	26	18	10	7	17	44	33	25	20	26	31	27	19	13	12	15	8	16	62	19	22	3	29	
	19%	18%	21%	20%	16%	21%	19%	19%	14%	21%	29%	15%	25%	24%	21%	17%	23%	20%	15%	21%	13%	25%	18%	27%	
DECREASE BY LESS THAN 10%	13	4	2	4	3	1	5	7	7	4	2	10	3	-	4	2	3	2	3	10	5	1	-	6	
	3%	3%	2%	8%	6%	1%	2%	4%	4%	4%	2%	5%	2%	-	6%	3%	4%	4%	3%	3%	4%	1%	-	5%	
DECREASE BY MORE THAN 10%	15	4	4	2	2	4	8	7	8	5	2	10	4	2	3	4	1	1	3	12	10	1	1	1	
	4%	3%	5%	4%	4%	4%	3%	4%	4%	5%	2%	5%	3%	2%	4%	6%	1%	2%	3%	4%	7%	1%	6%	1%	
STAY THE SAME	177	63	30	21	20	43	93	84	85	47	31	101	51	25	19	35	26	15	41	135	72	35	8	43	
	44%	45%	34%	44%	45%	53%	41%	48%	48%	48%	33%	48%	47%	32%	29%	49%	40%	37%	38%	46%	47%	40%	52%	40%	
TOO SOON TO SAY/DON'T KNOW	6	1	5	-	-	-	6	-	1	-	4	2	-	4	2	-	3	1	1	5	2	-	2	2	
	1%	1%	6%	-	-	-	3%	-	-	-	4%	1%	-	5%	3%	-	4%	2%	1%	2%	1%	-	12%	2%	
REFUSED	2	-	2	-	-	-	2	-	-	-	2	-	-	2	2	-	-	-	-	2	-	2	-	-	
	1%	-	2%	-	-	-	1%	-	-	-	2%	-	-	3%	3%	-	-	-	-	1%	-	3%	-	-	

Table 11-2  
 QUESTION 5:  
 And, as you look to 2018, do you project your company's profitability to increase or decrease compared to 2017, or will it probably stay the same?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2018			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STA-TUS QUO	EMPLOYEE WAGES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECE-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	INC-REASE	DEC-REASE	SAME
BASE=TOTAL SAMPLE	400	206	166	371	23	256	113	17	215	54	127	240	21	134	187	28	177	129	43	222	64	208	5	180
	100%	51%	41%	93%	6%	64%	28%	4%	54%	14%	32%	60%	5%	33%	47%	7%	44%	32%	11%	56%	16%	52%	1%	45%
**D/S (INCREASE - DECREASE)	159	117	47	164	-8	145	9	-1	104	5	51	161	-9	3	187	-28	-	74	4	81	-	105	-2	55
	40%	57%	28%	44%	-36%	57%	8%	-6%	48%	9%	40%	67%	-41%	3%	100%	-100%	-	57%	10%	36%	-	50%	-31%	31%
TOTAL INCREASE	187	120	62	182	1	151	27	3	113	15	57	163	1	20	187	-	-	79	11	95	-	115	1	70
-----	47%	58%	37%	49%	4%	59%	24%	16%	53%	28%	45%	68%	4%	15%	100%	-	-	61%	27%	43%	-	55%	18%	39%
TOTAL DECREASE	28	4	15	19	9	5	18	4	10	11	7	2	10	17	-	28	-	5	7	14	-	10	3	15
-----	7%	2%	9%	5%	40%	2%	16%	22%	5%	20%	5%	1%	46%	12%	-	100%	-	4%	17%	6%	-	5%	49%	8%
INCREASE BY MORE THAN 10%	110	73	34	107	-	92	13	1	67	11	31	99	-	7	110	-	-	53	8	48	-	63	1	45
	27%	35%	20%	29%	-	36%	11%	5%	31%	20%	25%	41%	-	5%	59%	-	-	41%	18%	22%	-	30%	18%	25%
INCREASE BY LESS THAN 10%	77	47	28	76	1	59	14	2	47	4	26	63	1	13	77	-	-	25	4	47	-	52	-	25
	19%	23%	17%	20%	4%	23%	13%	11%	22%	8%	20%	27%	4%	10%	41%	-	-	20%	9%	21%	-	25%	-	14%
DECREASE BY LESS THAN 10%	13	3	9	12	1	4	7	1	3	6	5	-	2	11	-	13	-	3	-	10	-	8	-	4
	3%	1%	6%	3%	4%	1%	6%	6%	1%	10%	4%	-	8%	8%	-	46%	-	2%	-	5%	-	4%	-	2%
DECREASE BY MORE THAN 10%	15	1	6	7	8	2	11	3	7	5	2	2	8	5	-	15	-	2	7	4	-	2	3	11
	4%	-	4%	2%	36%	1%	9%	16%	3%	9%	1%	1%	37%	4%	-	54%	-	1%	17%	2%	-	1%	49%	6%
STAY THE SAME	177	79	84	163	12	96	65	10	87	27	60	71	10	95	-	-	177	42	22	112	64	82	2	89
	44%	39%	51%	44%	52%	37%	58%	62%	41%	50%	47%	30%	46%	71%	-	-	100%	32%	51%	50%	100%	39%	33%	50%
TOO SOON TO SAY/DON'T KNOW	6	3	2	5	1	2	3	-	2	1	3	2	1	2	-	-	-	2	2	1	-	2	-	3
	1%	1%	1%	1%	4%	1%	3%	-	1%	2%	2%	1%	4%	2%	-	-	-	1%	5%	-	-	1%	-	2%
REFUSED	2	-	2	2	-	2	-	-	2	-	-	2	-	-	-	-	-	2	-	-	-	-	-	2
	1%	-	1%	1%	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	2%	-	-	-	-	-	1%

Table 11-3  
 QUESTION 5:  
 And, as you look to 2018, do you project your company's profitability to increase or decrease compared to 2017, or will it probably stay the same?

BANNER 3

	CURRENT EMP DEVL		LEADERSHIP DEVL		USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/NO IMPACT OF DEPARTURE				
	TOTAL	YES	NO	YES	NO	PRODUCTION	QUALITY	SAFETY	ENHANCING	NOT CONS AUTO	CEO/OWNER	MGMT TEAM	MGR/SPV	SKILL-ED WORK	CEO/OWNER	MGMT TEAM	MGR/SPV	SKILL-ED WORK	CEO/OWNER	MGMT TEAM	MGR/SPV	SKILL-ED WORK
BASE=TOTAL SAMPLE	400	145	252	74	322	246	208	181	155	88	285	189	180	174	51	124	120	150	57	83	93	74
	100%	36%	63%	19%	81%	61%	52%	45%	39%	22%	71%	47%	45%	44%	13%	31%	30%	37%	14%	21%	23%	19%
**D/S (INCREASE - DECREASE)	159	73	87	48	111	114	99	90	83	27	110	67	64	64	21	55	56	68	23	36	38	26
	40%	50%	34%	64%	34%	46%	48%	50%	53%	31%	39%	35%	35%	37%	41%	44%	47%	46%	40%	44%	41%	34%
TOTAL INCREASE	187	78	109	49	138	129	107	100	89	34	128	84	79	77	26	61	63	76	28	40	43	33
-----	47%	54%	43%	66%	43%	52%	52%	55%	57%	39%	45%	44%	44%	44%	50%	49%	53%	51%	50%	49%	46%	44%
TOTAL DECREASE	28	5	23	1	27	15	8	10	6	7	18	17	15	13	5	6	7	8	5	4	5	7
-----	7%	4%	9%	1%	8%	6%	4%	5%	4%	8%	6%	9%	9%	7%	9%	5%	6%	5%	10%	5%	6%	10%
INCREASE BY MORE THAN 10%	110	47	63	30	80	75	59	55	51	21	81	45	47	50	13	32	32	36	13	32	29	23
	27%	32%	25%	40%	25%	30%	29%	30%	33%	24%	28%	24%	26%	29%	26%	26%	27%	24%	24%	39%	31%	31%
INCREASE BY LESS THAN 10%	77	31	46	19	57	54	48	45	38	14	47	39	33	27	12	29	31	41	15	8	14	10
	19%	22%	18%	26%	18%	22%	23%	25%	25%	15%	17%	21%	18%	15%	24%	24%	26%	27%	26%	10%	15%	13%
DECREASE BY LESS THAN 10%	13	4	8	-	13	6	5	3	3	4	7	7	7	3	4	5	5	7	2	-	1	3
	3%	3%	3%	-	4%	3%	2%	1%	2%	4%	3%	4%	4%	2%	7%	4%	5%	5%	3%	-	1%	4%
DECREASE BY MORE THAN 10%	15	1	14	1	14	8	4	7	4	4	11	10	9	10	1	1	2	1	4	4	4	4
	4%	1%	6%	1%	4%	3%	2%	4%	2%	4%	4%	5%	5%	6%	2%	1%	1%	1%	6%	5%	5%	6%
STAY THE SAME	177	57	117	25	150	97	85	71	59	47	134	85	81	81	21	52	47	61	21	37	44	34
	44%	39%	47%	33%	46%	40%	41%	39%	38%	53%	47%	45%	45%	47%	41%	42%	40%	41%	37%	45%	47%	45%
TOO SOON TO SAY/DON'T KNOW	6	3	3	-	6	3	5	-	1	-	4	3	3	3	-	2	2	2	2	1	1	1
	1%	2%	1%	-	2%	1%	2%	-	1%	-	1%	1%	1%	2%	-	2%	2%	1%	4%	1%	1%	1%
REFUSED	2	2	-	-	2	2	2	-	-	-	2	-	2	-	-	2	-	2	-	-	-	-
	1%	1%	-	-	1%	1%	1%	-	-	-	1%	-	1%	-	-	2%	-	1%	-	-	-	-

Table 11-4  
 QUESTION 5:  
 And, as you look to 2018, do you project your company's profitability to increase or decrease compared to 2017, or will it probably stay the same?

BANNER 4

	ATTRACT EMPLOYEES				CANDIDATE NOT TAKE JOB/FOLLOW THRU						GREATEST EMPLOYEE NEED				SHORTAGE SKILLED JOBS			TAX REFORM IMPACT			STRATEGIC GROWTH PLAN	
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	SKILL REQD	LOW COMP-ENS	LONG COMM	FLEX SCHED	JOB MOBIL -ITY	CHILD CARE	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	TOTAL WORSE	EXPE-CTED	TOTAL BETTER	HELP	HURT	NO IMPACT	YES	NO
BASE=TOTAL SAMPLE	400 100%	96 24%	279 70%	113 28%	209 52%	97 24%	76 19%	76 19%	66 17%	32 8%	134 34%	107 27%	121 30%	16 4%	155 39%	207 52%	31 8%	181 45%	24 6%	168 42%	210 53%	189 47%
**D/S (INCREASE - DECREASE)	159 40%	31 33%	108 39%	49 44%	94 45%	34 35%	41 55%	34 45%	28 42%	6 19%	61 46%	41 39%	46 38%	5 30%	61 39%	87 42%	10 31%	95 52%	1 4%	51 30%	119 57%	39 21%
TOTAL INCREASE -----	187 47%	40 41%	128 46%	57 50%	107 51%	41 42%	45 59%	40 52%	33 50%	10 32%	68 51%	48 45%	59 49%	6 37%	71 46%	104 50%	10 34%	101 56%	5 22%	66 39%	126 60%	60 32%
TOTAL DECREASE -----	28 7%	8 9%	20 7%	7 6%	13 6%	7 8%	4 5%	6 7%	5 8%	4 14%	7 5%	7 7%	13 11%	1 6%	10 6%	16 8%	1 2%	6 4%	5 19%	15 9%	6 3%	22 11%
INCREASE BY MORE THAN 10%	110 27%	21 22%	72 26%	36 32%	62 30%	25 26%	24 32%	22 29%	21 32%	6 18%	40 30%	29 27%	32 26%	5 31%	37 24%	63 30%	8 25%	62 34%	5 22%	35 21%	79 37%	30 16%
INCREASE BY LESS THAN 10%	77 19%	19 19%	55 20%	21 19%	44 21%	15 16%	21 28%	18 23%	12 18%	5 15%	28 21%	19 18%	27 22%	1 6%	34 22%	41 20%	3 9%	40 22%	- -	31 18%	47 22%	30 16%
DECREASE BY LESS THAN 10%	13 3%	2 2%	8 3%	4 3%	9 4%	4 4%	2 2%	4 5%	4 6%	1 3%	4 3%	3 3%	5 4%	1 6%	4 2%	9 4%	- -	6 3%	2 8%	5 3%	3 1%	10 5%
DECREASE BY MORE THAN 10%	15 4%	6 7%	12 4%	3 3%	4 2%	4 4%	2 2%	2 2%	3 3%	11 11%	3 2%	4 4%	8 7%	- -	6 4%	7 4%	1 2%	1 -	3 11%	10 6%	4 2%	11 6%
STAY THE SAME	177 44%	47 49%	124 44%	49 43%	84 40%	47 49%	27 36%	31 40%	28 42%	17 54%	55 41%	47 44%	50 41%	9 57%	69 45%	85 41%	19 61%	68 38%	14 59%	83 50%	73 35%	104 55%
TOO SOON TO SAY/DON'T KNOW	6 1%	1 1%	6 2%	- -	4 2%	1 1%	- -	- -	- -	- -	4 3%	2 2%	- -	- -	3 2%	2 1%	1 3%	3 2%	- -	3 2%	3 1%	3 2%
REFUSED	2 1%	- -	2 1%	- -	2 1%	- -	- -	- -	- -	- -	- -	2 2%	- -	- -	2 1%	- -	- -	2 1%	- -	- -	2 1%	- -