

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 MILL - \$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	MANAG-ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
FINANCIAL FUTURE (D/S) -----	351 88%	123 87%	80 91%	40 84%	36 85%	73 89%	202 89%	149 87%	142 85%	98 91%	92 91%	173 86%	105 89%	73 92%	73 80%	89 92%	53 89%	44 95%	87 87%	264 88%	135 86%	94 88%	31 94%	67 87%
TOTAL CONFIDENT	372 93%	130 92%	83 95%	44 92%	39 91%	76 94%	213 93%	159 93%	152 91%	103 95%	96 95%	185 92%	111 94%	75 95%	82 90%	92 95%	56 93%	45 97%	93 93%	279 93%	144 92%	100 94%	32 97%	71 91%
TOTAL NOT CONFIDENT	21 5%	7 5%	3 4%	4 8%	3 6%	4 4%	11 5%	10 6%	10 6%	4 4%	5 5%	12 6%	6 5%	3 3%	9 10%	3 3%	2 4%	1 2%	6 6%	15 5%	10 6%	6 6%	1 3%	3 4%
GROSS REVENUES (D/S) -----	213 53%	77 55%	48 55%	26 55%	24 55%	38 47%	125 55%	88 51%	71 42%	63 59%	69 68%	89 44%	79 67%	45 57%	53 58%	53 54%	28 46%	24 52%	69 70%	144 48%	71 45%	64 60%	28 85%	37 48%
INCREASE	236 59%	84 60%	53 61%	29 61%	27 64%	42 52%	137 60%	99 57%	84 51%	69 64%	72 71%	104 52%	83 71%	48 60%	59 64%	56 57%	33 54%	27 58%	74 74%	162 54%	82 52%	70 65%	29 87%	41 54%
DECREASE	22 6%	7 5%	5 5%	3 6%	4 9%	4 5%	12 5%	10 6%	14 8%	6 5%	3 3%	15 7%	5 4%	3 3%	6 6%	3 3%	5 8%	3 6%	4 4%	18 6%	11 7%	6 5%	1 3%	5 6%
STAY THE SAME	129 32%	43 31%	27 31%	15 31%	9 22%	34 42%	71 31%	58 34%	64 38%	30 28%	27 26%	78 39%	27 23%	23 28%	26 28%	35 36%	20 34%	17 37%	20 21%	108 36%	60 38%	28 27%	3 10%	26 34%
PROFITABILITY (D/S) -----	146 36%	45 32%	33 38%	18 37%	14 33%	36 44%	78 34%	68 39%	40 24%	50 46%	47 47%	52 25%	62 52%	33 41%	33 36%	36 37%	19 32%	17 36%	51 51%	95 32%	49 31%	42 40%	19 59%	25 32%
INCREASE	181 45%	60 43%	40 46%	21 44%	20 46%	40 49%	100 44%	81 47%	66 40%	55 51%	51 50%	81 40%	65 56%	35 44%	43 48%	43 44%	25 42%	23 49%	60 60%	121 40%	65 42%	54 51%	20 62%	30 38%
DECREASE	36 9%	16 11%	7 8%	3 6%	6 14%	4 5%	22 10%	13 8%	26 16%	6 5%	4 4%	30 15%	4 3%	2 3%	10 11%	7 7%	6 10%	6 13%	9 9%	26 9%	16 10%	12 11%	1 3%	5 6%
STAY THE SAME	172 43%	60 43%	37 42%	22 46%	17 40%	36 44%	96 42%	75 44%	71 42%	43 40%	47 46%	86 43%	46 40%	38 47%	35 38%	43 44%	27 45%	17 37%	28 28%	142 48%	70 45%	40 38%	12 36%	38 49%
CAPITAL EXPEND (D/S) -----	61 15%	26 19%	18 20%	12 26%	-1 -2%	6 7%	44 19%	17 10%	22 13%	16 15%	22 22%	26 13%	12 11%	23 30%	14 16%	18 18%	6 10%	14 29%	14 14%	48 16%	19 12%	20 19%	3 10%	12 16%
INCREASE	123 31%	46 33%	28 32%	18 37%	10 24%	22 27%	74 32%	50 29%	48 29%	33 30%	38 38%	56 28%	33 28%	35 44%	29 31%	30 31%	19 32%	17 36%	28 28%	95 32%	46 30%	38 36%	8 24%	23 30%
DECREASE	62 15%	20 14%	10 11%	5 11%	11 26%	16 19%	30 13%	32 19%	26 15%	17 15%	16 16%	30 15%	20 17%	11 14%	14 16%	12 13%	13 22%	3 6%	14 14%	47 16%	27 17%	17 16%	5 15%	11 14%
STAY THE SAME	208 52%	72 51%	45 52%	25 52%	21 50%	44 54%	117 52%	90 52%	92 55%	55 51%	46 46%	114 56%	64 54%	30 37%	48 53%	52 54%	26 43%	27 58%	56 57%	151 50%	83 53%	49 46%	20 61%	42 54%

MEETING STREET RESEARCH

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 \$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	MANAG -ER
MN BIZ CLIMATE (D/S)	122	46	29	9	12	26	75	47	36	51	27	50	53	19	20	39	23	6	34	89	47	20	17	23
-----	30%	33%	33%	18%	28%	32%	33%	27%	22%	48%	27%	25%	46%	24%	21%	40%	38%	12%	34%	30%	30%	18%	51%	29%
BETTER	181	65	41	21	18	36	105	76	67	60	43	83	67	31	34	51	31	16	44	137	73	40	20	32
	45%	46%	47%	45%	42%	45%	46%	44%	41%	55%	43%	41%	57%	39%	37%	52%	52%	34%	44%	46%	47%	38%	59%	42%
WORSE	59	18	12	13	6	10	30	29	31	8	16	33	13	12	14	12	8	10	10	49	26	20	3	10
	15%	13%	14%	27%	14%	12%	13%	17%	19%	8%	16%	16%	11%	15%	15%	12%	13%	22%	10%	16%	17%	19%	9%	13%
SAME	150	54	33	13	18	33	86	64	64	36	40	80	35	34	42	31	20	20	44	105	53	43	11	34
	37%	38%	37%	26%	41%	41%	38%	37%	38%	33%	40%	40%	30%	43%	46%	32%	33%	44%	44%	35%	34%	40%	32%	44%

Table 1-2
Summary of Key Firm Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
FINANCIAL FUTURE (D/S)	351 88%	201 100%	171 100%	372 100%	-21 -100%	189 97%	129 83%	11 52%	164 90%	45 75%	136 91%	223 95%	6 27%	114 89%	170 94%	16 44%	162 94%	116 94%	48 78%	181 87%	48 98%	221 95%	2 65%	119 80%
TOTAL CONFIDENT	372 93%	201 100%	171 100%	372 100%	- -	191 98%	140 91%	16 76%	170 94%	51 87%	142 95%	228 97%	13 60%	121 94%	175 96%	25 69%	166 97%	119 97%	54 88%	192 93%	48 98%	226 97%	3 82%	132 89%
TOTAL NOT CONFIDENT	21 5%	- -	- -	- -	21 100%	2 1%	12 8%	5 24%	7 4%	7 12%	6 4%	5 2%	7 32%	6 5%	5 3%	9 26%	4 2%	3 2%	6 10%	11 5%	- -	6 2%	1 18%	13 9%
GROSS REVENUES (D/S)	213 53%	141 70%	74 43%	215 58%	-2 -9%	147 75%	52 34%	3 12%	116 64%	11 19%	80 54%	236 100%	-22 -100%	- -	157 87%	-13 -36%	68 40%	79 64%	16 26%	117 56%	- -	150 64%	- 11%	58 39%
INCREASE	236 59%	143 71%	85 50%	228 61%	5 26%	150 76%	64 42%	8 40%	121 67%	20 34%	89 60%	236 100%	- -	- -	159 88%	3 8%	72 42%	82 67%	27 44%	125 60%	- -	156 67%	1 28%	71 48%
DECREASE	22 6%	2 1%	11 7%	13 4%	7 35%	3 1%	12 8%	6 28%	5 3%	9 14%	9 6%	- -	22 100%	- -	2 1%	16 44%	4 2%	3 3%	11 18%	8 4%	- -	6 3%	1 18%	12 8%
STAY THE SAME	129 32%	49 24%	72 42%	121 32%	6 31%	38 19%	76 49%	7 32%	52 29%	30 51%	44 30%	- -	- -	129 100%	21 11%	15 43%	92 54%	34 28%	22 36%	71 34%	49 100%	62 27%	1 24%	63 43%
PROFITABILITY (D/S)	146 36%	101 50%	49 28%	150 40%	-4 -21%	104 53%	29 19%	2 10%	87 48%	6 10%	47 32%	156 66%	-14 -61%	5 4%	181 100%	-36 -100%	- -	62 51%	8 13%	74 36%	- -	110 47%	-1 -20%	36 24%
INCREASE	181 45%	108 54%	66 39%	175 47%	5 23%	113 58%	49 32%	6 29%	94 52%	19 31%	63 42%	159 67%	2 9%	21 16%	181 100%	- -	- -	68 55%	19 31%	93 45%	- -	119 51%	1 28%	57 39%
DECREASE	36 9%	7 4%	18 10%	25 7%	9 44%	9 5%	20 13%	4 20%	7 4%	13 21%	16 10%	3 1%	16 70%	15 12%	- -	36 100%	- -	5 4%	11 18%	19 9%	- -	9 4%	2 48%	21 14%
STAY THE SAME	172 43%	80 40%	86 50%	166 44%	4 20%	71 36%	84 54%	8 37%	75 41%	27 46%	66 44%	72 31%	4 17%	92 72%	- -	- -	172 100%	48 39%	31 50%	90 43%	49 100%	98 42%	1 24%	68 46%
CAPITAL EXPEND (D/S)	61 15%	43 21%	22 13%	65 17%	-3 -14%	49 25%	10 6%	-2 -9%	35 20%	-2 -3%	24 16%	55 23%	-8 -36%	12 9%	48 27%	-6 -17%	17 10%	123 100%	-62 -100%	- -	- -	56 24%	-2 -72%	10 7%
INCREASE	123 31%	68 34%	51 30%	119 32%	3 14%	73 37%	41 26%	4 18%	58 32%	15 25%	46 31%	82 35%	3 15%	34 27%	68 37%	5 15%	48 28%	123 100%	- -	- -	- -	87 37%	- -	35 24%
DECREASE	62 15%	25 13%	29 17%	54 15%	6 29%	24 12%	31 20%	6 27%	23 12%	16 28%	22 15%	27 12%	11 51%	22 17%	19 11%	11 32%	31 18%	- -	62 100%	- -	- -	32 14%	2 72%	25 17%
STAY THE SAME	208 52%	104 52%	88 51%	192 52%	11 54%	96 49%	83 54%	12 56%	97 53%	28 47%	79 53%	125 53%	8 35%	71 55%	93 51%	19 53%	90 52%	- -	- -	208 100%	49 100%	110 47%	1 28%	85 57%
MN BIZ CLIMATE (D/S)	122 30%	78 39%	41 24%	119 32%	- -1%	86 44%	29 19%	- -2%	181 100%	-59 -100%	- -	101 43%	-4 -18%	22 17%	75 42%	-5 -15%	48 28%	43 35%	6 10%	69 33%	13 26%	85 36%	- -6%	34 23%
BETTER	181 45%	101 50%	70 41%	170 46%	7 32%	103 52%	60 39%	7 32%	181 100%	- -	- -	121 51%	5 21%	52 40%	94 52%	7 20%	75 44%	58 47%	23 36%	97 46%	22 44%	113 48%	1 18%	61 41%
WORSE	59 15%	22 11%	29 17%	51 14%	7 33%	17 9%	31 20%	7 34%	- -	59 100%	- -	20 8%	9 39%	30 23%	19 10%	13 35%	27 16%	15 12%	16 27%	28 13%	9 18%	28 12%	1 24%	26 18%
SAME	150 37%	73 36%	69 40%	142 38%	6 29%	69 35%	63 41%	7 34%	- -	- -	150 100%	89 38%	9 41%	44 34%	63 35%	16 44%	66 39%	46 37%	22 36%	79 38%	19 38%	85 37%	2 59%	58 39%

MEETING STREET RESEARCH

Table 1-3
Summary of Key Firm Data

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
FINANCIAL FUTURE (D/S)	351 88%	81 88%	263 89%	183 91%	137 90%	104 88%	86 90%	81 80%	240 88%	158 93%	153 91%	151 88%	63 89%	128 87%	130 89%	135 91%	42 88%	59 82%	61 83%	61 84%	180 92%	166 84%
TOTAL CONFIDENT	372 93%	87 94%	277 93%	191 94%	143 95%	111 93%	90 94%	91 90%	255 93%	163 96%	160 95%	159 93%	67 94%	138 93%	138 95%	141 96%	44 94%	64 89%	66 89%	66 90%	187 95%	179 91%
TOTAL NOT CONFIDENT	21 5%	5 6%	14 5%	8 4%	7 4%	7 6%	4 5%	10 10%	15 5%	5 3%	7 4%	9 5%	4 5%	10 7%	8 5%	6 4%	3 6%	5 7%	5 6%	5 6%	6 3%	14 7%
GROSS REVENUES (D/S)	213 53%	53 57%	157 53%	127 63%	95 63%	78 65%	67 70%	38 38%	145 53%	95 56%	88 52%	87 51%	44 61%	84 57%	91 63%	88 60%	23 50%	33 46%	33 45%	38 52%	126 65%	85 43%
INCREASE	236 59%	59 64%	172 58%	134 66%	102 68%	82 69%	69 72%	47 47%	159 58%	103 60%	99 58%	97 57%	47 66%	90 61%	96 66%	95 64%	26 55%	39 54%	38 51%	40 55%	132 67%	100 51%
DECREASE	22 6%	7 7%	15 5%	7 3%	7 5%	5 4%	2 2%	9 9%	14 5%	8 5%	11 6%	11 6%	4 5%	6 4%	5 3%	7 5%	2 5%	6 8%	5 7%	2 3%	6 3%	16 8%
STAY THE SAME	129 32%	24 26%	100 34%	55 27%	36 24%	28 24%	22 24%	42 42%	91 33%	53 31%	54 32%	57 33%	19 26%	48 33%	41 28%	43 29%	17 36%	26 36%	30 41%	29 39%	52 27%	73 37%
PROFITABILITY (D/S)	146 36%	41 44%	102 34%	88 44%	63 42%	56 47%	48 50%	22 22%	98 36%	69 41%	65 38%	60 35%	28 39%	52 36%	65 45%	63 43%	18 38%	23 32%	16 22%	25 34%	96 49%	44 22%
INCREASE	181 45%	47 51%	130 44%	100 50%	75 49%	60 50%	52 54%	39 38%	127 46%	83 49%	79 47%	77 45%	30 42%	63 43%	74 51%	70 47%	21 45%	31 43%	26 35%	33 45%	104 53%	71 36%
DECREASE	36 9%	7 7%	27 9%	12 6%	12 8%	4 3%	4 4%	16 16%	29 11%	14 8%	15 9%	18 10%	2 2%	11 7%	8 6%	7 5%	3 7%	8 11%	9 12%	7 10%	8 4%	27 14%
STAY THE SAME	172 43%	37 40%	130 44%	83 41%	60 40%	53 44%	38 40%	43 42%	110 40%	68 40%	69 41%	71 41%	40 56%	71 48%	61 42%	70 47%	20 42%	31 44%	37 50%	30 41%	78 40%	93 47%
CAPITAL EXPEND (D/S)	61 15%	14 15%	45 15%	37 18%	31 21%	33 28%	27 28%	9 9%	45 17%	23 14%	28 17%	22 13%	4 5%	23 16%	27 18%	31 21%	12 26%	14 20%	5 6%	7 10%	43 22%	15 8%
INCREASE	123 31%	33 36%	87 29%	65 32%	52 35%	45 38%	37 38%	26 26%	85 31%	51 30%	53 31%	46 27%	22 30%	46 31%	47 32%	53 36%	15 33%	24 34%	20 27%	21 29%	73 38%	46 23%
DECREASE	62 15%	20 21%	42 14%	28 14%	21 14%	12 10%	10 10%	17 17%	39 14%	27 16%	25 15%	24 14%	18 25%	22 15%	20 14%	22 15%	3 7%	10 14%	15 21%	14 19%	31 16%	30 15%
STAY THE SAME	208 52%	39 43%	164 55%	103 51%	74 49%	59 49%	48 51%	58 57%	145 53%	91 53%	90 53%	98 57%	32 45%	77 52%	76 52%	71 48%	27 56%	35 49%	36 48%	34 47%	87 45%	117 60%
MN BIZ CLIMATE (D/S)	122 30%	39 42%	80 27%	69 34%	59 39%	48 40%	42 44%	23 23%	85 31%	45 27%	47 28%	51 30%	22 30%	53 36%	52 36%	48 32%	17 35%	23 31%	20 27%	25 34%	67 34%	56 28%
BETTER	181 45%	48 52%	129 43%	98 48%	79 52%	64 54%	54 57%	39 38%	128 47%	76 44%	75 44%	76 45%	31 44%	70 48%	68 46%	69 47%	21 44%	31 43%	33 44%	34 47%	91 47%	88 45%
WORSE	59 15%	9 9%	48 16%	29 14%	20 13%	16 14%	12 13%	16 15%	42 15%	30 18%	28 16%	25 15%	10 13%	17 12%	15 11%	22 15%	4 9%	8 12%	13 18%	9 12%	25 13%	32 16%
SAME	150 37%	33 36%	113 38%	70 35%	49 32%	37 31%	27 28%	46 45%	99 36%	62 36%	63 37%	65 38%	29 41%	57 39%	61 42%	54 37%	19 41%	28 40%	25 34%	28 38%	75 39%	72 37%

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				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
																						CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
FINANCIAL FUTURE (D/S) -----	351 88%	77 88%	249 87%	95 92%	39 92%	130 90%	74 89%	35 82%	5 74%	112 91%	81 87%	131 88%	10 100%	187 87%	139 92%	114 89%	109 87%	94 89%	177 93%	110 92%	102 90%	59 76%	38 82%
TOTAL CONFIDENT	372 93%	80 92%	266 93%	98 95%	41 96%	137 95%	76 91%	39 91%	6 87%	117 96%	86 93%	138 93%	10 100%	200 93%	145 96%	121 94%	116 93%	99 93%	183 96%	115 95%	106 94%	67 87%	42 91%
TOTAL NOT CONFIDENT	21 5%	4 4%	17 6%	3 3%	2 4%	7 5%	2 2%	4 9%	1 13%	5 4%	5 6%	7 4%	- -	13 6%	5 4%	7 6%	7 6%	4 4%	6 3%	5 4%	4 4%	8 11%	4 9%
GROSS REVENUES (D/S) -----	213 53%	40 46%	151 53%	55 54%	30 71%	78 54%	39 47%	22 52%	2 33%	64 53%	47 51%	87 58%	5 51%	118 55%	93 62%	71 55%	81 65%	64 60%	123 64%	54 45%	56 49%	36 47%	24 52%
INCREASE	236 59%	49 56%	168 59%	61 59%	32 76%	84 58%	45 55%	26 61%	2 33%	70 58%	53 57%	94 63%	6 63%	129 60%	100 66%	78 61%	85 68%	70 65%	128 67%	64 53%	61 54%	44 57%	26 56%
DECREASE	22 6%	9 10%	17 6%	5 5%	2 5%	6 4%	6 8%	4 9%	- -	6 5%	6 6%	7 5%	1 12%	11 5%	6 4%	7 6%	4 3%	6 5%	5 3%	9 8%	6 5%	7 9%	2 4%
STAY THE SAME	129 32%	27 31%	96 34%	31 30%	8 19%	48 33%	28 34%	13 30%	5 67%	38 31%	34 37%	46 31%	3 26%	67 31%	40 26%	42 32%	33 27%	27 25%	53 28%	46 39%	43 38%	25 33%	18 40%
PROFITABILITY (D/S) -----	146 36%	27 31%	103 36%	39 38%	22 52%	54 37%	27 32%	18 43%	- 6%	49 40%	24 26%	61 41%	5 49%	78 37%	62 41%	53 41%	59 48%	46 43%	79 41%	38 32%	38 34%	28 36%	14 31%
INCREASE	181 45%	38 44%	128 45%	49 48%	24 57%	61 42%	38 46%	22 52%	2 33%	58 48%	33 36%	74 49%	6 60%	93 44%	70 46%	61 48%	67 53%	51 48%	89 47%	50 41%	52 46%	36 47%	21 46%
DECREASE	36 9%	11 13%	26 9%	10 10%	2 5%	7 5%	11 14%	4 8%	2 27%	9 7%	9 10%	12 8%	1 12%	15 7%	8 6%	9 7%	7 6%	5 5%	10 5%	11 9%	14 12%	9 11%	7 15%
STAY THE SAME	172 43%	36 42%	129 45%	39 38%	15 36%	73 51%	30 36%	17 40%	3 41%	49 40%	50 55%	62 41%	3 28%	99 46%	68 45%	58 45%	48 39%	43 41%	87 45%	59 49%	45 40%	31 40%	18 39%
CAPITAL EXPEND (D/S) -----	61 15%	8 9%	44 16%	16 16%	8 19%	21 14%	5 6%	8 19%	1 20%	19 16%	13 14%	19 13%	4 43%	29 14%	35 23%	21 16%	26 21%	29 27%	37 19%	6 5%	21 19%	8 11%	-1 -2%
INCREASE	123 31%	25 29%	92 32%	30 30%	16 38%	44 31%	20 24%	15 35%	2 33%	36 29%	31 34%	45 30%	4 43%	66 31%	56 37%	43 34%	43 34%	39 37%	64 34%	31 25%	38 34%	24 31%	8 16%
DECREASE	62 15%	17 19%	48 17%	14 14%	8 19%	24 16%	15 18%	7 16%	1 12%	16 13%	18 20%	26 18%	- -	37 17%	21 14%	22 17%	17 14%	11 10%	27 14%	24 20%	17 15%	16 20%	8 18%
STAY THE SAME	208 52%	43 49%	144 50%	54 52%	17 41%	72 50%	49 59%	21 49%	4 55%	68 55%	43 46%	74 50%	5 57%	108 50%	71 47%	60 47%	62 50%	53 50%	93 49%	65 54%	57 51%	37 48%	30 65%

MEETING STREET RESEARCH

Continued

Table 1-4
Summary of Key Firm Data

BANNER 4

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE		LOWER SALES
																						CLIM -ATE	LOWER SALES	
MN BIZ CLIMATE (D/S)	122	25	80	37	22	51	13	16	4	36	15	64	3	77	59	47	34	29	76	32	38	13	6	
-----	30%	29%	28%	36%	51%	35%	16%	38%	58%	30%	17%	43%	29%	36%	39%	36%	27%	27%	40%	27%	33%	17%	14%	
BETTER	181	42	125	49	26	67	29	21	4	54	36	78	4	103	74	63	55	42	97	54	52	31	13	
	45%	48%	44%	48%	61%	47%	35%	49%	58%	44%	39%	52%	40%	48%	49%	49%	44%	40%	51%	45%	46%	40%	28%	
WORSE	59	17	46	13	4	17	16	5	-	18	21	14	1	26	16	16	21	13	21	21	14	17	7	
	15%	19%	16%	12%	10%	12%	19%	11%	-	14%	22%	9%	11%	12%	10%	13%	17%	12%	11%	18%	13%	22%	15%	
SAME	150	29	109	38	11	56	35	17	3	49	34	54	5	82	59	47	45	47	68	43	41	29	26	
	37%	33%	38%	37%	26%	39%	42%	41%	42%	40%	36%	36%	50%	38%	39%	37%	36%	44%	35%	36%	36%	38%	57%	

Table 1-5
Summary of Key Firm Data

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
FINANCIAL FUTURE (D/S)	351 88%	186 88%	129 89%	98 91%	86 94%	67 84%	60 85%	277 87%	74 92%	55 89%	74 90%	143 93%	67 78%	278 87%	41 96%	47 88%	82 82%	44 87%	89 89%	195 89%
TOTAL CONFIDENT	372 93%	198 93%	136 94%	103 95%	89 97%	73 92%	64 90%	295 92%	78 96%	58 93%	76 94%	148 96%	76 88%	296 93%	42 98%	50 92%	91 91%	47 93%	94 94%	204 94%
TOTAL NOT CONFIDENT	21 5%	12 5%	7 5%	4 4%	3 3%	6 8%	4 5%	17 5%	3 4%	3 4%	3 4%	5 3%	9 10%	18 6%	1 2%	2 4%	9 9%	3 5%	6 6%	9 4%
GROSS REVENUES (D/S)	213 53%	100 47%	89 61%	59 55%	50 55%	46 58%	44 62%	169 53%	44 54%	42 67%	41 50%	88 57%	39 45%	168 53%	22 52%	32 60%	45 45%	27 53%	43 43%	119 55%
INCREASE	236 59%	116 55%	95 65%	65 61%	58 63%	50 63%	45 63%	190 60%	46 57%	43 68%	48 58%	95 62%	45 52%	188 59%	25 58%	33 61%	52 52%	31 61%	52 52%	130 60%
DECREASE	22 6%	16 7%	5 4%	6 6%	8 8%	4 5%	1 1%	20 6%	2 2%	1 1%	7 8%	7 5%	7 8%	20 6%	3 6%	1 1%	7 7%	4 7%	9 9%	11 5%
STAY THE SAME	129 32%	71 34%	40 27%	31 29%	25 27%	23 29%	24 33%	101 32%	28 35%	16 26%	26 31%	47 30%	31 36%	106 33%	12 29%	19 35%	39 39%	14 28%	39 39%	69 32%
PROFITABILITY (D/S)	146 36%	63 30%	69 47%	37 34%	39 42%	34 42%	29 41%	116 36%	30 37%	23 37%	34 42%	55 36%	28 33%	113 35%	16 38%	22 41%	34 34%	16 31%	33 33%	75 34%
INCREASE	181 45%	84 39%	76 52%	49 46%	46 50%	40 50%	33 47%	145 45%	36 45%	28 45%	40 49%	70 45%	37 42%	147 46%	19 43%	24 44%	43 43%	22 42%	45 45%	96 44%
DECREASE	36 9%	20 10%	7 5%	13 12%	7 7%	6 7%	4 5%	29 9%	6 8%	5 8%	6 7%	14 9%	9 10%	34 11%	2 5%	2 3%	9 9%	6 12%	12 12%	22 10%
STAY THE SAME	172 43%	97 46%	57 39%	43 40%	39 43%	33 41%	33 46%	136 43%	36 44%	27 43%	35 42%	66 43%	38 44%	133 42%	21 48%	26 49%	45 45%	23 46%	41 41%	92 42%
CAPITAL EXPEND (D/S)	61 15%	26 12%	16 11%	21 20%	8 9%	20 26%	16 23%	46 14%	16 19%	9 15%	15 18%	27 18%	4 4%	38 12%	14 32%	5 9%	23 23%	-4 -7%	11 11%	44 20%
INCREASE	123 31%	63 30%	37 25%	37 34%	26 29%	29 36%	23 32%	101 32%	23 28%	20 32%	30 36%	47 30%	19 22%	89 28%	20 46%	13 24%	37 37%	11 22%	29 29%	72 33%
DECREASE	62 15%	37 17%	21 14%	15 14%	18 20%	8 11%	7 9%	55 17%	7 9%	10 17%	15 19%	20 13%	15 18%	50 16%	6 14%	8 15%	15 15%	15 29%	18 18%	28 13%
STAY THE SAME	208 52%	108 51%	85 58%	53 49%	47 51%	42 53%	41 57%	160 50%	48 59%	31 50%	37 45%	84 55%	49 57%	178 56%	15 36%	33 60%	46 46%	25 49%	51 51%	112 51%
MN BIZ CLIMATE (D/S)	122 30%	57 27%	51 35%	30 28%	36 40%	26 33%	34 48%	95 30%	27 33%	29 46%	30 37%	45 29%	19 22%	103 32%	11 26%	23 42%	13 13%	13 25%	23 23%	71 33%
BETTER	181 45%	92 44%	70 48%	45 42%	49 54%	37 47%	39 55%	143 45%	39 48%	31 50%	43 53%	68 44%	36 41%	150 47%	19 45%	29 53%	38 38%	20 39%	40 40%	101 46%
WORSE	59 15%	35 16%	19 13%	14 13%	13 14%	10 13%	5 7%	48 15%	12 14%	3 4%	13 16%	23 15%	17 20%	47 15%	8 20%	6 11%	25 25%	7 14%	17 17%	30 14%
SAME	150 37%	81 38%	53 36%	47 43%	27 29%	30 37%	25 35%	121 38%	29 36%	26 42%	26 31%	58 38%	31 36%	115 36%	13 31%	18 33%	34 34%	22 44%	42 42%	82 37%

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

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 \$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	MANAG-ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
EMPLOYEE WAGES 2018 (D/S)	229 57%	88 63%	51 58%	20 42%	24 55%	46 56%	139 61%	90 52%	69 42%	67 62%	79 78%	93 46%	78 66%	58 74%	43 47%	68 70%	44 72%	25 55%	44 45%	185 62%	77 49%	70 66%	21 63%	47 61%
INCREASE	233 58%	88 63%	52 60%	20 42%	25 58%	47 57%	141 62%	92 53%	72 43%	67 62%	79 78%	96 47%	78 66%	58 74%	45 49%	68 70%	44 72%	25 55%	46 46%	186 62%	78 50%	70 66%	22 66%	47 61%
DECREASE	3 1%	- -	2 2%	- -	1 2%	1 1%	2 1%	2 1%	3 2%	- -	- -	3 2%	- -	- -	2 2%	- -	- -	- -	2 2%	2 1%	1 1%	- -	1 3%	- -
STAY THE SAME	148 37%	49 35%	28 33%	27 56%	12 28%	32 39%	77 34%	71 41%	83 50%	38 35%	21 20%	91 45%	37 32%	19 24%	44 48%	24 25%	14 23%	19 41%	47 47%	101 34%	68 43%	33 31%	10 31%	28 36%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	182 46%	63 45%	25 28%	21 43%	28 66%	45 55%	88 39%	94 55%	59 35%	55 51%	69 68%	68 33%	59 50%	55 69%	46 51%	42 43%	32 53%	22 48%	27 27%	154 52%	60 39%	53 50%	23 69%	37 47%
VERY/SOMEWHAT	285 71%	99 70%	55 63%	33 69%	35 82%	63 78%	154 67%	132 76%	109 66%	80 74%	85 84%	131 65%	87 74%	66 84%	67 74%	67 69%	45 75%	34 73%	61 61%	223 75%	106 67%	78 74%	28 84%	56 72%
NOT TOO/NOT AT ALL	103 26%	36 25%	30 35%	13 26%	7 16%	18 22%	66 29%	37 22%	51 30%	25 23%	16 16%	64 31%	28 24%	11 14%	21 23%	25 26%	14 23%	12 25%	34 34%	69 23%	45 29%	25 24%	5 16%	19 25%
STRUCTURED LEADERSHIP PROGRAM (D/S)	-205 -51%	-74 -52%	-55 -63%	-21 -44%	-16 -38%	-39 -48%	-128 -56%	-77 -45%	-118 -71%	-63 -58%	-15 -15%	-133 -66%	-59 -50%	-12 -15%	-51 -56%	-56 -57%	-29 -48%	-27 -58%	-69 -70%	-135 -45%	-85 -54%	-74 -69%	-10 -30%	-28 -37%
YES	92 23%	33 24%	13 15%	13 27%	13 31%	20 24%	46 20%	46 27%	22 13%	21 20%	41 41%	32 16%	29 24%	31 40%	19 21%	20 20%	15 25%	10 21%	15 15%	78 26%	34 22%	15 14%	12 35%	25 32%
NO	298 74%	107 76%	68 78%	34 71%	30 69%	59 73%	175 77%	123 71%	140 84%	84 78%	56 56%	165 82%	88 75%	44 55%	71 78%	75 77%	44 73%	36 79%	84 84%	213 71%	120 76%	89 84%	21 65%	53 68%
LEADERSHIP INVESTMENT (D/S)	-40 -44%	-17 -51%	-6 -48%	-8 -60%	-1 -8%	-8 -42%	-23 -50%	-17 -37%	-14 -66%	-11 -50%	-9 -23%	-23 -71%	-6 -21%	-11 -37%	-6 -32%	-5 -27%	-7 -49%	-4 -39%	-7 -46%	-34 -43%	-17 -48%	-7 -47%	-2 -21%	-13 -53%
MAJOR	7 8%	2 5%	1 7%	1 8%	3 21%	1 5%	3 6%	5 10%	1 4%	1 5%	5 13%	2 6%	4 13%	2 6%	- -	5 23%	1 6%	1 11%	2 13%	5 7%	4 11%	2 13%	1 8%	- -
MODEST	34 37%	13 38%	5 38%	2 16%	7 51%	7 37%	18 38%	16 35%	6 26%	9 41%	18 45%	6 18%	13 46%	15 47%	11 58%	5 27%	6 38%	4 40%	4 27%	30 38%	11 31%	4 28%	6 50%	10 40%
LITTLE	48 52%	19 56%	7 55%	9 68%	4 29%	9 47%	26 56%	22 48%	15 70%	12 54%	15 36%	25 76%	10 34%	13 42%	6 32%	10 50%	8 55%	5 50%	9 59%	39 50%	20 59%	9 59%	3 29%	13 53%

Table 2-2
Summary of Key Workforce Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
EMPLOYEE WAGES 2018 (D/S)	229 57%	136 68%	87 51%	224 60%	5 24%	127 65%	82 53%	9 42%	112 62%	27 46%	83 55%	155 66%	6 26%	61 48%	118 65%	7 21%	98 57%	87 71%	29 47%	109 53%	24 49%	233 100%	-3 -100%	- -	
INCREASE	233 58%	138 68%	89 52%	226 61%	6 27%	129 66%	82 53%	9 42%	113 62%	28 48%	85 57%	156 66%	6 29%	62 48%	119 66%	9 25%	98 57%	87 71%	32 51%	110 53%	24 49%	233 100%	- -	- -	
DECREASE	3 1%	1 1%	2 1%	3 1%	1 3%	2 1%	1 1%	- -	1 -	1 1%	2 1%	1 -	1 3%	1 1%	1 1%	2 5%	1 -	- -	2 4%	1 -	- -	- -	3 100%	- -	
STAY THE SAME	148 37%	55 28%	76 44%	132 35%	13 62%	58 30%	67 43%	9 42%	61 34%	26 44%	58 39%	71 30%	12 55%	63 49%	57 32%	21 59%	68 39%	35 28%	25 41%	85 41%	24 49%	- -	- -	148 100%	
DIFFICULTY ATTRACTING CANDIDATES (D/S)	182 46%	92 46%	76 44%	168 45%	14 65%	75 38%	98 63%	6 28%	76 42%	33 56%	70 47%	107 46%	12 54%	65 50%	79 44%	16 44%	90 53%	61 50%	33 54%	90 43%	21 42%	135 58%	-2 -65%	50 34%	
VERY/SOMEWHAT	285 71%	144 72%	121 71%	266 71%	17 80%	135 69%	125 81%	13 61%	125 69%	46 77%	109 73%	168 71%	17 77%	96 74%	128 71%	26 72%	129 75%	92 75%	48 77%	144 69%	34 69%	182 78%	1 18%	97 66%	
NOT TOO/NOT AT ALL	103 26%	52 26%	45 26%	98 26%	3 14%	59 30%	27 17%	7 33%	49 27%	13 21%	38 26%	61 26%	5 23%	31 24%	49 27%	10 28%	39 23%	30 25%	14 23%	54 26%	13 27%	47 20%	3 82%	47 32%	
STRUCTURED LEADERSHIP PROGRAM (D/S)	-205 -51%	-88 -44%	-102 -59%	-190 -51%	-8 -39%	-82 -42%	-88 -57%	-10 -49%	-81 -45%	-40 -67%	-80 -54%	-113 -48%	-8 -38%	-76 -59%	-83 -46%	-21 -58%	-93 -54%	-54 -44%	-22 -36%	-124 -60%	-33 -68%	-97 -41%	-1 -35%	-97 -66%	
YES	92 23%	55 28%	32 18%	87 23%	5 26%	54 28%	32 21%	5 23%	48 26%	9 15%	33 22%	59 25%	7 30%	24 19%	47 26%	7 18%	37 22%	33 27%	20 32%	39 19%	7 15%	66 29%	1 24%	24 16%	
NO	298 74%	143 71%	133 78%	277 74%	14 65%	136 70%	120 78%	15 72%	129 71%	48 82%	113 76%	172 73%	15 67%	100 77%	130 72%	27 77%	130 76%	87 71%	42 67%	164 79%	41 83%	163 70%	2 59%	121 81%	
LEADERSHIP INVESTMENT (D/S)	-40 -44%	-17 -31%	-22 -71%	-40 -45%	-1 -17%	-18 -33%	-19 -60%	-2 -42%	-24 -51%	-7 -78%	-9 -28%	-18 -30%	-4 -58%	-16 -68%	-14 -30%	-5 -72%	-20 -54%	-8 -25%	-9 -45%	-23 -59%	-6 -76%	-26 -39%	-1 -100%	-13 -54%	
MAJOR	7 8%	6 12%	1 3%	7 9%	- -	7 12%	- -	1 19%	1 2%	- -	6 17%	7 13%	- -	- -	6 12%	- -	2 5%	5 14%	3 13%	- -	- -	6 10%	- -	1 4%	
MODEST	34 37%	22 40%	7 23%	29 34%	5 83%	21 40%	12 36%	1 19%	21 44%	2 22%	10 31%	25 42%	3 42%	6 26%	20 42%	2 28%	12 33%	13 39%	6 28%	15 39%	2 24%	25 38%	- -	9 37%	
LITTLE	48 52%	24 43%	23 74%	47 54%	1 17%	24 45%	19 60%	3 62%	25 53%	7 78%	15 45%	25 42%	4 58%	16 68%	20 42%	5 72%	22 58%	13 40%	12 59%	23 59%	6 76%	32 49%	1 100%	14 59%	

Table 2-3
Summary of Key Workforce Data

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
EMPLOYEE WAGES 2018 (D/S)	229 57%	66 71%	161 54%	138 68%	93 62%	85 72%	67 70%	37 36%	147 54%	98 57%	88 52%	102 60%	47 66%	99 67%	108 74%	92 62%	32 67%	32 44%	30 41%	33 46%	129 66%	96 49%
INCREASE	233 58%	66 72%	163 55%	138 68%	94 62%	85 72%	67 70%	39 38%	151 55%	101 59%	91 54%	105 62%	47 66%	99 67%	108 74%	92 62%	32 67%	32 44%	30 41%	33 46%	130 66%	98 50%
DECREASE	3 1%	1 1%	2 1%	- -	1 1%	- -	- -	2 2%	3 1%	3 2%	3 2%	3 2%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	3 1%
STAY THE SAME	148 37%	24 25%	121 41%	59 29%	52 34%	31 26%	26 27%	52 52%	109 40%	59 35%	68 40%	56 33%	24 34%	48 32%	37 25%	54 37%	13 29%	37 52%	40 54%	36 49%	59 30%	87 44%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	182 46%	39 42%	139 47%	116 57%	80 53%	67 57%	55 57%	37 37%	128 47%	79 47%	86 51%	95 56%	43 60%	96 65%	87 60%	87 59%	10 21%	5 6%	2 3%	-3 -3%	85 43%	91 46%
VERY/SOMEWHAT	285 71%	66 71%	212 71%	157 78%	115 76%	92 78%	74 78%	68 67%	197 72%	122 72%	126 75%	130 76%	57 79%	121 82%	116 80%	117 79%	28 59%	37 52%	36 49%	34 46%	137 70%	141 72%
NOT TOO/NOT AT ALL	103 26%	27 29%	74 25%	41 20%	35 23%	25 21%	19 20%	30 30%	69 25%	43 25%	40 24%	35 21%	14 19%	25 17%	29 20%	30 20%	18 37%	33 45%	34 46%	36 50%	53 27%	50 25%
STRUCTURED LEADERSHIP PROGRAM (D/S)	-205 -51%	92 100%	-298 -100%	-96 -48%	-62 -41%	-24 -20%	-25 -26%	-60 -59%	-161 -59%	-94 -55%	-93 -55%	-96 -56%	-22 -31%	-60 -41%	-66 -46%	-69 -47%	-16 -35%	-43 -59%	-37 -51%	-32 -43%	-49 -25%	-153 -78%
YES	92 23%	92 100%	- -	50 25%	44 29%	46 39%	35 36%	20 19%	53 19%	36 21%	36 21%	35 20%	23 33%	42 29%	39 27%	38 26%	15 31%	14 19%	17 22%	20 27%	70 36%	20 10%
NO	298 74%	- -	298 100%	146 73%	106 70%	70 59%	60 63%	79 79%	214 78%	130 76%	129 76%	131 77%	46 64%	102 70%	105 72%	108 73%	31 66%	56 78%	54 73%	51 70%	118 61%	173 88%
LEADERSHIP INVESTMENT (D/S)	-40 -44%	-40 -44%	- -	-18 -37%	-20 -46%	-18 -40%	-17 -48%	-14 -71%	-25 -47%	-17 -47%	-19 -52%	-11 -31%	-10 -43%	-13 -31%	-11 -27%	-19 -51%	-4 -30%	-10 -72%	-10 -63%	-11 -54%	-28 -40%	-11 -54%
MAJOR	7 8%	7 8%	- -	4 7%	1 2%	2 4%	1 3%	- -	3 6%	2 5%	2 5%	3 8%	2 8%	4 9%	3 7%	2 5%	3 18%	2 14%	3 16%	3 15%	6 8%	2 9%
MODEST	34 37%	34 37%	- -	21 43%	19 43%	21 45%	13 37%	6 29%	20 38%	14 40%	13 35%	17 48%	9 38%	20 47%	21 53%	14 36%	5 34%	- -	1 5%	3 16%	27 39%	6 28%
LITTLE	48 52%	48 52%	- -	22 44%	21 48%	20 44%	18 51%	14 71%	28 52%	19 52%	21 57%	13 38%	12 51%	17 39%	13 34%	21 55%	7 48%	12 86%	13 79%	13 69%	34 48%	13 63%

Table 2-4
Summary of Key Workforce Data

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE				FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/		COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
											NO EXP	TECH/ EXP										CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
EMPLOYEE WAGES 2018 (D/S)	229 57%	55 63%	181 63%	44 43%	27 64%	99 69%	38 45%	26 60%	4 61%	68 55%	58 63%	88 59%	6 59%	133 62%	116 76%	88 69%	86 69%	78 73%	134 70%	75 62%	57 50%	43 56%	17 37%
INCREASE	233 58%	55 63%	182 64%	47 46%	27 64%	100 69%	38 46%	26 60%	4 61%	70 57%	59 64%	89 60%	6 59%	134 62%	116 76%	88 69%	86 69%	78 73%	134 70%	75 62%	59 52%	43 56%	18 39%
DECREASE	3 1%	1 1%	1 -	3 3%	- -	1 1%	1 1%	- -	- -	2 2%	1 1%	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	2 1%	- -	1 2%
STAY THE SAME	148 37%	29 33%	97 34%	47 46%	13 31%	42 29%	40 48%	17 40%	3 39%	47 39%	31 33%	56 38%	4 41%	76 35%	36 24%	39 30%	39 31%	26 24%	53 28%	45 37%	49 43%	31 40%	27 59%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	182 46%	87 100%	285 100%	-103 -100%	29 68%	81 56%	43 52%	27 64%	5 67%	48 39%	56 60%	81 55%	1 14%	130 61%	104 69%	65 51%	97 78%	73 68%	137 72%	80 66%	37 32%	40 52%	11 23%
VERY/SOMEWHAT	285 71%	87 100%	285 100%	- -	36 84%	112 78%	62 74%	34 81%	6 84%	84 69%	73 78%	114 77%	6 57%	171 80%	127 84%	96 75%	110 88%	88 82%	164 86%	98 82%	74 65%	58 75%	27 58%
NOT TOO/NOT AT ALL	103 26%	- -	- -	103 100%	7 16%	31 22%	19 22%	7 17%	1 16%	36 29%	17 18%	33 22%	4 43%	41 19%	23 15%	30 24%	14 11%	15 14%	26 14%	19 16%	38 33%	18 23%	16 36%
STRUCTURED LEADERSHIP PROGRAM (D/S)	-205 -51%	-46 -52%	-147 -51%	-47 -46%	-17 -41%	-76 -52%	-43 -52%	-19 -44%	-3 -39%	-61 -50%	-43 -47%	-82 -55%	-4 -39%	-103 -48%	-71 -47%	-48 -37%	-55 -44%	-56 -53%	-74 -39%	-51 -42%	-77 -67%	-44 -57%	-37 -79%
YES	92 23%	20 23%	66 23%	27 26%	13 30%	33 23%	17 21%	12 28%	2 30%	29 24%	24 26%	31 21%	3 31%	54 25%	39 26%	38 30%	34 27%	25 23%	56 29%	34 28%	16 14%	16 20%	5 10%
NO	298 74%	66 75%	212 74%	74 71%	30 70%	109 76%	60 73%	30 72%	5 70%	91 74%	67 73%	112 75%	7 69%	157 73%	110 73%	86 67%	89 71%	81 76%	130 68%	84 70%	93 82%	59 77%	41 90%
LEADERSHIP INVESTMENT (D/S)	-40 -44%	-16 -78%	-27 -41%	-14 -51%	- -2%	-16 -48%	-11 -67%	-3 -24%	-1 -46%	-13 -44%	-8 -33%	-16 -51%	-2 -73%	-21 -39%	-10 -27%	-12 -31%	-12 -35%	-3 -14%	-21 -37%	-15 -44%	-9 -56%	-2 -14%	-2 -37%
MAJOR	7 8%	- -	3 4%	5 18%	2 15%	2 6%	- -	3 22%	- -	3 9%	3 11%	2 7%	- -	5 9%	5 12%	5 12%	1 3%	4 15%	5 8%	3 8%	- -	2 11%	1 22%
MODEST	34 37%	4 22%	31 47%	3 10%	9 68%	12 36%	6 33%	3 24%	1 54%	9 30%	11 44%	11 36%	1 27%	23 43%	17 44%	16 41%	20 59%	14 57%	24 42%	12 35%	7 44%	10 64%	1 19%
LITTLE	48 52%	16 78%	30 45%	18 69%	2 17%	18 54%	11 67%	5 46%	1 46%	16 53%	11 44%	18 57%	2 73%	26 47%	15 39%	17 43%	13 38%	7 28%	26 46%	18 53%	9 56%	4 25%	3 59%

MEETING STREET RESEARCH

Table 2-5
Summary of Key Workforce Data

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
EMPLOYEE WAGES 2018 (D/S)	229 57%	113 53%	96 66%	60 56%	53 58%	46 57%	45 64%	186 58%	44 54%	35 55%	52 64%	94 61%	41 48%	170 53%	34 79%	28 52%	51 51%	28 56%	63 63%	135 62%
INCREASE	233 58%	115 54%	97 66%	63 58%	53 58%	47 59%	45 64%	188 59%	45 55%	36 58%	52 64%	95 62%	42 49%	174 54%	34 79%	29 53%	52 52%	29 58%	65 65%	136 62%
DECREASE	3 1%	2 1%	1 1%	3 2%	- -	1 1%	- -	2 1%	1 1%	2 3%	- -	1 -	1 1%	3 1%	- -	1 1%	1 1%	1 2%	2 2%	1 -
STAY THE SAME	148 37%	84 40%	40 28%	39 36%	35 38%	32 40%	24 33%	116 36%	33 40%	23 37%	27 33%	57 37%	33 38%	128 40%	9 21%	23 43%	43 43%	16 31%	32 32%	74 34%
DIFFICULTY ATTRACTING CANDIDATES (D/S)	182 46%	97 46%	86 59%	41 38%	46 51%	37 46%	51 72%	154 48%	28 35%	26 42%	46 57%	75 49%	28 32%	126 40%	37 87%	26 49%	47 47%	37 72%	62 62%	81 37%
VERY/SOMEWHAT	285 71%	150 71%	112 77%	72 67%	68 75%	56 71%	60 85%	231 72%	54 67%	44 71%	63 77%	114 74%	54 63%	218 68%	40 93%	39 73%	70 70%	43 85%	80 80%	145 67%
NOT TOO/NOT AT ALL	103 26%	53 25%	26 18%	31 29%	22 24%	20 25%	9 13%	77 24%	26 32%	18 29%	16 20%	38 25%	26 30%	92 29%	3 7%	13 25%	23 23%	7 13%	19 19%	64 30%
STRUCTURED LEADERSHIP PROGRAM (D/S)	-205 -51%	-123 -58%	-79 -55%	-50 -46%	-41 -44%	-37 -47%	-37 -52%	-162 -51%	-43 -53%	-29 -47%	-28 -34%	-96 -62%	-43 -50%	-192 -60%	1 3%	-19 -35%	-28 -28%	-23 -45%	-36 -36%	-125 -58%
YES	92 23%	42 20%	31 21%	28 26%	24 26%	20 25%	17 24%	74 23%	19 23%	17 27%	26 32%	27 18%	20 23%	61 19%	22 51%	17 31%	35 35%	14 28%	31 31%	43 20%
NO	298 74%	165 78%	110 76%	78 72%	65 71%	57 72%	54 76%	236 74%	61 76%	46 73%	54 66%	123 80%	63 73%	253 79%	20 47%	36 66%	63 63%	37 72%	67 67%	169 77%
LEADERSHIP INVESTMENT (D/S)	-40 -44%	-23 -54%	-6 -20%	-13 -46%	-15 -63%	-7 -35%	-6 -33%	-30 -40%	-11 -57%	-8 -51%	-14 -56%	-15 -55%	-4 -19%	-29 -47%	-9 -39%	-10 -60%	-14 -39%	-1 -7%	-9 -28%	-22 -51%
MAJOR	7 8%	1 2%	4 12%	3 10%	1 3%	1 5%	2 11%	7 9%	1 5%	1 5%	2 8%	1 3%	3 13%	6 9%	- -	- -	2 6%	3 19%	5 16%	3 6%
MODEST	34 37%	16 38%	14 45%	8 30%	7 27%	11 55%	6 37%	28 38%	6 33%	4 25%	7 25%	10 39%	11 54%	19 31%	13 61%	6 35%	16 46%	8 54%	10 31%	16 37%
LITTLE	48 52%	24 56%	10 33%	16 56%	16 66%	8 40%	8 44%	36 49%	11 62%	9 56%	16 64%	16 58%	6 33%	35 57%	9 39%	10 60%	16 45%	4 27%	14 45%	25 57%

Table 3-1

QUESTION 1:

From a financial perspective, how do you feel right now about the future for your company?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (CONFIDENT - NOT CONFIDENT)	351 88%	123 87%	80 91%	40 84%	36 85%	73 89%	202 89%	149 87%	142 85%	98 91%	92 91%	173 86%	105 89%	73 92%	73 80%	89 92%	53 89%	44 95%	87 87%	264 88%	135 86%	94 88%	31 94%	67 87%
TOTAL CONFIDENT -----	372 93%	130 92%	83 95%	44 92%	39 91%	76 94%	213 93%	159 93%	152 91%	103 95%	96 95%	185 92%	111 94%	75 95%	82 90%	92 95%	56 93%	45 97%	93 93%	279 93%	144 92%	100 94%	32 97%	71 91%
TOTAL NOT CONFIDENT -----	21 5%	7 5%	3 4%	4 8%	3 6%	4 4%	11 5%	10 6%	10 6%	4 4%	5 5%	12 6%	6 5%	3 3%	9 10%	3 3%	2 4%	1 2%	6 6%	15 5%	10 6%	6 6%	1 3%	3 4%
VERY CONFIDENT	201 50%	70 50%	44 51%	23 49%	26 60%	38 46%	114 50%	87 50%	67 40%	66 61%	55 55%	86 43%	70 60%	45 56%	44 48%	53 54%	29 49%	23 49%	57 58%	144 48%	72 46%	48 45%	22 68%	47 60%
SOMEWHAT CONFIDENT	171 43%	60 43%	39 44%	21 43%	13 31%	39 48%	99 43%	73 42%	85 51%	36 34%	41 41%	99 49%	41 35%	31 39%	38 42%	40 41%	26 44%	22 47%	35 36%	135 45%	72 46%	52 49%	10 29%	24 31%
NOT VERY CONFIDENT	19 5%	6 5%	2 3%	4 8%	3 6%	4 4%	9 4%	10 6%	9 5%	4 4%	4 4%	11 6%	6 5%	2 2%	8 9%	2 2%	2 4%	1 2%	5 5%	14 5%	10 6%	5 5%	- -	3 4%
NOT AT ALL CONFIDENT	2 1%	1 1%	1 1%	- -	- -	- -	2 1%	- -	1 1%	- -	1 1%	1 1%	- -	1 1%	1 1%	1 1%	- -	- -	1 1%	1 -	- -	1 1%	1 3%	- -
DON'T KNOW/UNSURE	3 1%	1 1%	- -	- -	- -	2 2%	1 -	2 1%	3 2%	- -	- -	3 1%	- -	- -	- -	1 1%	1 1%	1 2%	- -	3 1%	1 1%	1 1%	- -	1 1%
REFUSED	4 1%	2 2%	1 1%	- -	1 2%	- -	3 1%	1 1%	2 1%	1 1%	- -	2 1%	1 1%	2 2%	- -	1 1%	1 2%	- -	1 1%	3 1%	2 1%	- -	- -	3 3%

Table 3-2

QUESTION 1:

From a financial perspective, how do you feel right now about the future for your company?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (CONFIDENT - NOT CONFIDENT)	351 88%	201 100%	171 100%	372 100%	-21 -100%	189 97%	129 83%	11 52%	164 90%	45 75%	136 91%	223 95%	6 27%	114 89%	170 94%	16 44%	162 94%	116 94%	48 78%	181 87%	48 98%	221 95%	2 65%	119 80%
TOTAL CONFIDENT	372 93%	201 100%	171 100%	372 100%	-	191 98%	140 91%	16 76%	170 94%	51 87%	142 95%	228 97%	13 60%	121 94%	175 96%	25 69%	166 97%	119 97%	54 88%	192 93%	48 98%	226 97%	3 82%	132 89%
TOTAL NOT CONFIDENT	21 5%	-	-	-	21 100%	2 1%	12 8%	5 24%	7 4%	7 12%	6 4%	5 2%	7 32%	6 5%	5 3%	9 26%	4 2%	3 2%	6 10%	11 5%	-	6 2%	1 18%	13 9%
VERY CONFIDENT	201 50%	201 100%	-	201 54%	-	131 67%	52 34%	6 29%	101 56%	22 38%	73 49%	143 61%	2 9%	49 38%	108 60%	7 20%	80 47%	68 55%	25 41%	104 50%	21 44%	138 59%	1 30%	55 37%
SOMEWHAT CONFIDENT	171 43%	-	171 100%	171 46%	-	60 31%	88 57%	10 47%	70 38%	29 49%	69 46%	85 36%	11 51%	72 56%	66 37%	18 50%	86 50%	51 41%	29 47%	88 42%	27 55%	89 38%	2 52%	76 51%
NOT VERY CONFIDENT	19 5%	-	-	-	19 90%	2 1%	12 8%	3 14%	7 4%	5 8%	6 4%	5 2%	6 28%	5 4%	5 3%	7 20%	4 2%	3 2%	5 8%	10 5%	-	6 2%	1 18%	12 8%
NOT AT ALL CONFIDENT	2 1%	-	-	-	2 10%	-	-	2 10%	-	2 3%	-	-	1 4%	1 1%	-	2 6%	-	-	1 1%	1 1%	-	-	-	1 1%
DON'T KNOW/UNSURE	3 1%	-	-	-	-	2 1%	-	-	2 1%	1 1%	-	-	1 4%	2 1%	-	1 2%	2 1%	-	2 3%	1 -	1 2%	1 -	-	2 1%
REFUSED	4 1%	-	-	-	-	1 -	3 2%	-	2 1%	-	2 1%	2 1%	1 4%	-	2 1%	1 3%	-	1 1%	-	3 2%	-	-	-	2 1%

Table 3-3

QUESTION 1:

From a financial perspective, how do you feel right now about the future for your company?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (CONFIDENT - NOT CONFIDENT)	351 88%	81 88%	263 89%	183 91%	137 90%	104 88%	86 90%	81 80%	240 88%	158 93%	153 91%	151 88%	63 89%	128 87%	130 89%	135 91%	42 88%	59 82%	61 83%	61 84%	180 92%	166 84%
TOTAL CONFIDENT -----	372 93%	87 94%	277 93%	191 94%	143 95%	111 93%	90 94%	91 90%	255 93%	163 96%	160 95%	159 93%	67 94%	138 93%	138 95%	141 96%	44 94%	64 89%	66 89%	66 90%	187 95%	179 91%
TOTAL NOT CONFIDENT -----	21 5%	5 6%	14 5%	8 4%	7 4%	7 6%	4 5%	10 10%	15 5%	5 3%	7 4%	9 5%	4 5%	10 7%	8 5%	6 4%	3 6%	5 7%	5 6%	5 6%	6 3%	14 7%
VERY CONFIDENT	201 50%	55 60%	143 48%	105 52%	76 50%	61 52%	54 57%	48 47%	134 49%	91 54%	90 53%	96 56%	41 58%	79 54%	82 57%	65 44%	25 52%	27 38%	28 37%	38 53%	113 58%	87 44%
SOMEWHAT CONFIDENT	171 43%	32 34%	133 45%	86 43%	68 45%	50 42%	36 37%	43 42%	121 44%	72 42%	70 41%	63 37%	25 36%	58 40%	55 38%	77 52%	20 42%	36 50%	38 52%	27 37%	73 37%	92 47%
NOT VERY CONFIDENT	19 5%	5 5%	14 5%	7 3%	7 4%	7 6%	4 5%	9 8%	13 5%	5 3%	7 4%	9 5%	4 5%	9 6%	7 5%	5 4%	2 4%	5 7%	5 6%	5 6%	6 3%	12 6%
NOT AT ALL CONFIDENT	2 1%	1 1%	-	1 -	-	-	-	1 1%	1 -	-	-	-	-	1 1%	1 1%	1 1%	1 2%	-	-	-	-	1 1%
DON'T KNOW/UNSURE	3 1%	-	3 1%	-	-	-	-	1 1%	1 -	1 -	1 -	1 -	1 1%	-	-	-	-	2 2%	2 2%	2 2%	-	3 1%
REFUSED	4 1%	-	4 1%	3 2%	1 1%	1 1%	1 1%	-	4 1%	1 1%	1 1%	2 1%	-	-	-	-	-	2 2%	2 2%	1 1%	3 1%	1 -

Table 3-4

QUESTION 1:

From a financial perspective, how do you feel right now about the future for your company?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (CONFIDENT - NOT CONFIDENT)	351 88%	77 88%	249 87%	95 92%	39 92%	130 90%	74 89%	35 82%	5 74%	112 91%	81 87%	131 88%	10 100%	187 87%	139 92%	114 89%	109 87%	94 89%	177 93%	110 92%	102 90%	59 76%	38 82%
TOTAL CONFIDENT	372 93%	80 92%	266 93%	98 95%	41 96%	137 95%	76 91%	39 91%	6 87%	117 96%	86 93%	138 93%	10 100%	200 93%	145 96%	121 94%	116 93%	99 93%	183 96%	115 95%	106 94%	67 87%	42 91%
TOTAL NOT CONFIDENT	21 5%	4 4%	17 6%	3 3%	2 4%	7 5%	2 2%	4 9%	1 13%	5 4%	5 6%	7 4%	- -	13 6%	5 4%	7 6%	7 6%	4 4%	6 3%	5 4%	4 4%	8 11%	4 9%
VERY CONFIDENT	201 50%	47 54%	144 51%	52 51%	29 67%	72 50%	39 46%	24 57%	1 16%	71 58%	43 47%	68 45%	7 69%	112 52%	85 56%	69 54%	66 53%	61 58%	108 56%	62 51%	48 42%	37 48%	17 36%
SOMEWHAT CONFIDENT	171 43%	34 39%	121 43%	45 44%	12 29%	64 45%	37 45%	14 34%	5 71%	46 38%	43 46%	70 47%	3 31%	87 41%	60 39%	52 41%	50 40%	37 35%	76 40%	53 44%	59 52%	30 39%	25 55%
NOT VERY CONFIDENT	19 5%	3 3%	15 5%	3 3%	1 2%	7 5%	2 2%	4 9%	1 13%	4 4%	5 6%	7 4%	- -	12 6%	5 4%	7 6%	7 6%	4 4%	6 3%	5 4%	3 3%	7 10%	4 9%
NOT AT ALL CONFIDENT	2 1%	1 1%	2 1%	- -	1 2%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	- -	- -	- -	1 1%	1 1%	- -
DON'T KNOW/UNSURE	3 1%	1 1%	1 -	2 2%	- -	1 1%	1 1%	- -	- -	- -	1 1%	2 1%	- -	1 -	- -	- -	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -
REFUSED	4 1%	2 2%	2 1%	1 1%	- -	- -	4 5%	- -	- -	- -	- -	3 2%	- -	1 -	1 1%	- -	1 1%	4 3%	1 1%	- -	2 2%	1 1%	- -

Table 3-5

QUESTION 1:

From a financial perspective, how do you feel right now about the future for your company?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (CONFIDENT - NOT CONFIDENT)	351 88%	186 88%	129 89%	98 91%	86 94%	67 84%	60 85%	277 87%	74 92%	55 89%	74 90%	143 93%	67 78%	278 87%	41 96%	47 88%	82 82%	44 87%	89 89%	195 89%
TOTAL CONFIDENT	372 93%	198 93%	136 94%	103 95%	89 97%	73 92%	64 90%	295 92%	78 96%	58 93%	76 94%	148 96%	76 88%	296 93%	42 98%	50 92%	91 91%	47 93%	94 94%	204 94%
TOTAL NOT CONFIDENT	21 5%	12 5%	7 5%	4 4%	3 3%	6 8%	4 5%	17 5%	3 4%	3 4%	3 4%	5 3%	9 10%	18 6%	1 2%	2 4%	9 9%	3 5%	6 6%	9 4%
VERY CONFIDENT	201 50%	94 44%	77 53%	60 56%	52 56%	40 50%	40 56%	156 49%	45 55%	39 63%	45 55%	74 48%	37 43%	156 49%	28 66%	26 49%	43 43%	30 59%	46 46%	111 51%
SOMEWHAT CONFIDENT	171 43%	104 49%	59 41%	42 39%	37 41%	33 42%	24 34%	138 43%	33 41%	19 30%	32 39%	74 48%	39 45%	140 44%	14 32%	23 43%	48 48%	17 33%	49 49%	93 43%
NOT VERY CONFIDENT	19 5%	10 5%	7 5%	3 3%	3 3%	6 8%	4 5%	15 5%	3 4%	3 4%	3 4%	5 3%	8 9%	17 5%	-	2 4%	9 9%	3 5%	6 6%	7 3%
NOT AT ALL CONFIDENT	2 1%	1 1%	-	1 1%	-	-	-	2 1%	-	-	-	-	1 1%	1 1%	1 2%	-	-	-	-	2 1%
DON'T KNOW/UNSURE	3 1%	-	1 1%	-	-	-	-	3 1%	-	1 1%	1 1%	-	1 1%	3 1%	-	2 3%	-	-	-	1 -
REFUSED	4 1%	3 1%	2 1%	1 1%	-	-	3 5%	4 1%	-	1 2%	2 2%	1 1%	1 1%	3 1%	-	-	-	1 2%	-	3 2%

Table 4-1

QUESTION 2:

Thinking about the upcoming year, in 2019, 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 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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
ECONOMIC EXPANSION	196 49%	59 42%	49 56%	23 49%	28 65%	37 45%	108 47%	88 51%	77 46%	64 59%	46 45%	92 45%	72 62%	32 40%	41 45%	51 53%	31 52%	22 47%	54 54%	142 47%	80 51%	49 46%	17 53%	38 49%
A FLAT ECONOMY	155 39%	63 45%	24 28%	16 34%	13 30%	39 47%	87 38%	68 39%	63 38%	36 33%	49 48%	76 38%	38 33%	40 50%	40 44%	29 30%	25 41%	20 43%	31 31%	123 41%	63 40%	43 40%	11 33%	30 39%
A RECESSION	21 5%	6 4%	9 10%	3 6%	- -	4 4%	15 6%	6 4%	13 8%	1 1%	5 5%	16 8%	1 1%	4 5%	7 8%	7 7%	1 2%	- -	10 10%	11 4%	8 5%	5 5%	2 6%	3 4%
DON'T KNOW/UNSURE	23 6%	10 7%	3 4%	5 11%	2 6%	3 3%	13 6%	10 6%	12 7%	8 7%	- -	17 8%	6 5%	- -	4 4%	6 6%	3 5%	4 8%	4 4%	19 6%	5 3%	8 7%	3 8%	4 6%
REFUSED	5 1%	3 2%	2 2%	- -	- -	- -	5 2%	- -	2 1%	- -	2 2%	2 1%	- -	4 4%	- -	4 4%	- -	1 2%	1 1%	4 1%	- -	2 2%	- -	2 3%

Table 4-2

QUESTION 2:

Thinking about the upcoming year, in 2019, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
ECONOMIC EXPANSION	196 49%	131 65%	60 35%	191 51%	2 10%	196 100%	- -	- -	103 57%	17 29%	69 46%	150 63%	3 12%	38 29%	113 62%	9 26%	71 41%	73 60%	24 39%	96 46%	13 26%	129 55%	2 48%	58 39%
A FLAT ECONOMY	155 39%	52 26%	88 51%	140 38%	12 56%	- -	155 100%	- -	60 33%	31 52%	63 42%	64 27%	12 53%	76 59%	49 27%	20 57%	84 49%	41 33%	31 50%	83 40%	29 58%	82 35%	1 24%	67 45%
A RECESSION	21 5%	6 3%	10 6%	16 4%	5 24%	- -	- -	21 100%	7 4%	7 12%	7 5%	8 4%	6 26%	7 5%	6 3%	4 12%	8 4%	4 3%	6 9%	12 6%	1 2%	9 4%	- -	9 6%
DON'T KNOW/UNSURE	23 6%	9 5%	10 6%	19 5%	2 10%	- -	- -	- -	9 5%	5 8%	8 5%	10 4%	2 8%	9 7%	9 5%	2 5%	9 5%	4 3%	1 2%	16 8%	7 14%	10 4%	1 28%	11 8%
REFUSED	5 1%	2 1%	3 2%	5 1%	- -	- -	- -	- -	2 1%	- -	3 2%	3 1%	- -	- -	3 2%	- -	- -	2 1%	- -	2 1%	- -	3 1%	- -	2 2%

Table 4-3

QUESTION 2:

Thinking about the upcoming year, in 2019, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
ECONOMIC EXPANSION	196 49%	54 58%	136 46%	107 53%	71 47%	66 55%	49 51%	45 44%	144 53%	96 57%	83 49%	84 49%	26 37%	66 45%	78 54%	70 47%	21 44%	30 42%	31 42%	39 53%	98 50%	95 49%
A FLAT ECONOMY	155 39%	32 35%	120 40%	79 39%	64 42%	44 37%	41 43%	39 39%	96 35%	57 34%	66 39%	64 37%	39 55%	65 44%	54 37%	65 44%	18 39%	29 41%	29 40%	22 31%	77 39%	74 38%
A RECESSION	21 5%	5 5%	15 5%	6 3%	7 4%	5 4%	2 2%	6 6%	14 5%	5 3%	7 4%	6 4%	2 3%	5 3%	4 3%	7 5%	4 9%	9 13%	8 11%	5 8%	9 5%	11 6%
DON'T KNOW/UNSURE	23 6%	1 2%	21 7%	8 4%	6 4%	4 3%	4 4%	10 10%	19 7%	12 7%	12 7%	16 9%	2 2%	8 5%	5 4%	4 2%	2 4%	2 3%	4 6%	4 5%	8 4%	14 7%
REFUSED	5 1%	- -	5 2%	2 1%	4 2%	- -	- -	1 1%	1 -	- -	1 -	1 -	3 4%	4 2%	4 2%	2 1%	2 4%	2 2%	1 1%	3 4%	4 2%	2 1%

Table 4-4

QUESTION 2:

Thinking about the upcoming year, in 2019, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP		TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	
											LOWER SALES													
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%	
ECONOMIC EXPANSION	196 49%	42 49%	135 47%	59 57%	26 61%	67 46%	39 47%	22 53%	4 59%	72 59%	45 49%	63 42%	5 54%	101 47%	75 49%	63 49%	56 45%	53 50%	98 52%	55 46%	55 48%	30 39%	20 44%	
A FLAT ECONOMY	155 39%	35 40%	125 44%	27 26%	12 28%	66 46%	35 42%	15 36%	2 28%	35 28%	36 39%	73 49%	3 34%	92 43%	60 40%	58 45%	54 43%	40 38%	79 41%	50 42%	46 40%	36 47%	21 46%	
A RECESSION	21 5%	5 5%	13 5%	7 7%	3 6%	4 3%	4 5%	2 5%	1 13%	6 5%	3 3%	7 5%	1 12%	8 4%	8 5%	2 2%	5 4%	6 6%	4 2%	6 5%	7 6%	5 7%	1 2%	
DON'T KNOW/UNSURE	23 6%	5 6%	12 4%	7 6%	1 2%	4 3%	5 6%	3 6%	-	8 6%	8 9%	5 3%	-	9 4%	7 4%	5 4%	8 6%	5 4%	7 4%	9 7%	5 4%	5 7%	4 8%	
REFUSED	5 1%	-	1 -	4 3%	1 2%	4 2%	-	-	-	3 2%	1 1%	2 1%	-	4 2%	2 1%	-	2 2%	2 2%	3 1%	-	2 1%	-	-	

Table 4-5

QUESTION 2:

Thinking about the upcoming year, in 2019, do you anticipate economic expansion, a flat economy, or a recession?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRGTG PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
ECONOMIC EXPANSION	196 49%	88 41%	86 59%	56 52%	50 55%	39 49%	34 48%	159 50%	37 46%	33 53%	38 47%	79 52%	37 43%	164 51%	21 50%	29 54%	51 51%	28 54%	39 39%	103 47%
A FLAT ECONOMY	155 39%	93 44%	45 31%	38 35%	34 37%	32 40%	29 41%	124 39%	30 38%	22 36%	33 41%	62 40%	34 39%	114 36%	17 40%	17 32%	38 38%	20 39%	56 56%	85 39%
A RECESSION	21 5%	14 7%	4 3%	4 3%	5 5%	1 2%	4 6%	17 5%	4 5%	3 5%	6 7%	5 3%	6 7%	17 5%	3 6%	3 6%	7 7%	- -	2 2%	13 6%
DON'T KNOW/UNSURE	23 6%	14 7%	8 6%	7 7%	2 3%	6 7%	4 5%	17 5%	6 8%	4 6%	4 5%	6 4%	7 8%	23 7%	- -	4 8%	5 5%	3 7%	3 3%	12 5%
REFUSED	5 1%	3 1%	2 2%	3 3%	- -	2 2%	- -	2 1%	4 4%	- -	- -	2 1%	2 3%	2 1%	2 5%	- -	- -	- -	- -	5 2%

Table 5-1

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 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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	122 30%	46 33%	29 33%	9 18%	12 28%	26 32%	75 33%	47 27%	36 22%	51 48%	27 27%	50 25%	53 46%	19 24%	20 21%	39 40%	23 38%	6 12%	34 34%	89 30%	47 30%	20 18%	17 51%	23 29%
GOTTEN BETTER	181 45%	65 46%	41 47%	21 45%	18 42%	36 45%	105 46%	76 44%	67 41%	60 55%	43 43%	83 41%	67 57%	31 39%	34 37%	51 52%	31 52%	16 34%	44 44%	137 46%	73 47%	40 38%	20 59%	32 42%
GOTTEN WORSE	59 15%	18 13%	12 14%	13 27%	6 14%	10 12%	30 13%	29 17%	31 19%	8 8%	16 16%	33 16%	13 11%	12 15%	14 15%	12 12%	8 13%	10 22%	10 10%	49 16%	26 17%	20 19%	3 9%	10 13%
STAYED ABOUT THE SAME	150 37%	54 38%	33 37%	13 26%	18 41%	33 41%	86 38%	64 37%	64 38%	36 33%	40 40%	80 40%	35 30%	34 43%	42 46%	31 32%	20 33%	20 44%	44 44%	105 35%	53 34%	43 40%	11 32%	34 44%
DON'T KNOW	10 2%	4 3%	2 2%	1 3%	1 2%	2 2%	6 3%	4 2%	4 2%	4 4%	2 2%	6 3%	2 2%	2 2%	2 2%	3 4%	1 1%	- -	1 1%	9 3%	4 3%	4 3%	- -	1 1%

Table 5-2

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 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	122 30%	78 39%	41 24%	119 32%	- -1%	86 44%	29 19%	- -2%	181 100%	-59 -100%	- -	101 43%	-4 -18%	22 17%	75 42%	-5 -15%	48 28%	43 35%	6 10%	69 33%	13 26%	85 36%	- -6%	34 23%
GOTTEN BETTER	181 45%	101 50%	70 41%	170 46%	7 32%	103 52%	60 39%	7 32%	181 100%	- -	- -	121 51%	5 21%	52 40%	94 52%	7 20%	75 44%	58 47%	23 36%	97 46%	22 44%	113 48%	1 18%	61 41%
GOTTEN WORSE	59 15%	22 11%	29 17%	51 14%	7 33%	17 9%	31 20%	7 34%	- -	59 100%	- -	20 8%	9 39%	30 23%	19 10%	13 35%	27 16%	15 12%	16 27%	28 13%	9 18%	28 12%	1 24%	26 18%
STAYED ABOUT THE SAME	150 37%	73 36%	69 40%	142 38%	6 29%	69 35%	63 41%	7 34%	- -	- -	150 100%	89 38%	9 41%	44 34%	63 35%	16 44%	66 39%	46 37%	22 36%	79 38%	19 38%	85 37%	2 59%	58 39%
DON'T KNOW	10 2%	5 2%	4 2%	9 2%	1 6%	8 4%	1 1%	- -	- -	- -	- -	5 2%	- -	3 2%	6 3%	- -	3 2%	5 4%	1 1%	4 2%	- -	7 3%	- -	3 2%

Table 5-3

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

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	122 30%	39 42%	80 27%	69 34%	59 39%	48 40%	42 44%	23 23%	85 31%	45 27%	47 28%	51 30%	22 30%	53 36%	52 36%	48 32%	17 35%	23 31%	20 27%	25 34%	67 34%	56 28%
GOTTEN BETTER	181 45%	48 52%	129 43%	98 48%	79 52%	64 54%	54 57%	39 38%	128 47%	76 44%	75 44%	76 45%	31 44%	70 48%	68 46%	69 47%	21 44%	31 43%	33 44%	34 47%	91 47%	88 45%
GOTTEN WORSE	59 15%	9 9%	48 16%	29 14%	20 13%	16 14%	12 13%	16 15%	42 15%	30 18%	28 16%	25 15%	10 13%	17 12%	15 11%	22 15%	4 9%	8 12%	13 18%	9 12%	25 13%	32 16%
STAYED ABOUT THE SAME	150 37%	33 36%	113 38%	70 35%	49 32%	37 31%	27 28%	46 45%	99 36%	62 36%	63 37%	65 38%	29 41%	57 39%	61 42%	54 37%	19 41%	28 40%	25 34%	28 38%	75 39%	72 37%
DON'T KNOW	10 2%	3 3%	7 2%	6 3%	4 2%	2 1%	2 2%	1 1%	4 2%	2 1%	3 2%	4 3%	1 1%	2 1%	2 1%	2 1%	3 6%	4 5%	3 4%	2 3%	4 2%	4 2%

Table 5-4

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				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	122 30%	25 29%	80 28%	37 36%	22 51%	51 35%	13 16%	16 38%	4 58%	36 30%	15 17%	64 43%	3 29%	77 36%	59 39%	47 36%	34 27%	29 27%	76 40%	32 27%	38 33%	13 17%	6 14%
GOTTEN BETTER	181 45%	42 48%	125 44%	49 48%	26 61%	67 47%	29 35%	21 49%	4 58%	54 44%	36 39%	78 52%	4 40%	103 48%	74 49%	63 49%	55 44%	42 40%	97 51%	54 45%	52 46%	31 40%	13 28%
GOTTEN WORSE	59 15%	17 19%	46 16%	13 12%	4 10%	17 12%	16 19%	5 11%	- -	18 14%	21 22%	14 9%	1 11%	26 12%	16 10%	16 13%	21 17%	13 12%	21 11%	21 18%	14 13%	17 22%	7 15%
STAYED ABOUT THE SAME	150 37%	29 33%	109 38%	38 37%	11 26%	56 39%	35 42%	17 41%	3 42%	49 40%	34 36%	54 36%	5 50%	82 38%	59 39%	47 37%	45 36%	47 44%	68 35%	43 36%	41 36%	29 38%	26 57%
DON'T KNOW	10 2%	- -	6 2%	3 3%	1 2%	4 3%	3 4%	- -	- -	2 2%	2 2%	3 2%	- -	4 2%	3 2%	2 2%	4 3%	3 3%	4 2%	2 2%	7 6%	- -	- -

Table 5-5

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

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV- ELOS MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	122 30%	57 27%	51 35%	30 28%	36 40%	26 33%	34 48%	95 30%	27 33%	29 46%	30 37%	45 29%	19 22%	103 32%	11 26%	23 42%	13 13%	13 25%	23 23%	71 33%
GOTTEN BETTER	181 45%	92 44%	70 48%	45 42%	49 54%	37 47%	39 55%	143 45%	39 48%	31 50%	43 53%	68 44%	36 41%	150 47%	19 45%	29 53%	38 38%	20 39%	40 40%	101 46%
GOTTEN WORSE	59 15%	35 16%	19 13%	14 13%	13 14%	10 13%	5 7%	48 15%	12 14%	3 4%	13 16%	23 15%	17 20%	47 15%	8 20%	6 11%	25 25%	7 14%	17 17%	30 14%
STAYED ABOUT THE SAME	150 37%	81 38%	53 36%	47 43%	27 29%	30 37%	25 35%	121 38%	29 36%	26 42%	26 31%	58 38%	31 36%	115 36%	13 31%	18 33%	34 34%	22 44%	42 42%	82 37%
DON'T KNOW	10 2%	4 2%	3 2%	2 2%	3 3%	2 3%	2 3%	8 2%	2 3%	2 4%	- -	5 3%	2 3%	8 3%	2 4%	1 2%	3 3%	2 4%	1 1%	6 3%

Table 6-1

QUESTION 4:

As you look to 2019, do you project your company's gross revenues to increase or decrease compared to 2018, 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	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	MANAG- ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (INCREASE - DECREASE)	213 53%	77 55%	48 55%	26 55%	24 55%	38 47%	125 55%	88 51%	71 42%	63 59%	69 68%	89 44%	79 67%	45 57%	53 58%	53 54%	28 46%	24 52%	69 70%	144 48%	71 45%	64 60%	28 85%	37 48%
TOTAL INCREASE -----	236 59%	84 60%	53 61%	29 61%	27 64%	42 52%	137 60%	99 57%	84 51%	69 64%	72 71%	104 52%	83 71%	48 60%	59 64%	56 57%	33 54%	27 58%	74 74%	162 54%	82 52%	70 65%	29 87%	41 54%
TOTAL DECREASE -----	22 6%	7 5%	5 5%	3 6%	4 9%	4 5%	12 5%	10 6%	14 8%	6 5%	3 3%	15 7%	5 4%	3 3%	6 6%	3 3%	5 8%	3 6%	4 4%	18 6%	11 7%	6 5%	1 3%	5 6%
INCREASE BY MORE THAN 10%	116 29%	38 27%	30 35%	16 34%	11 27%	20 24%	68 30%	48 28%	49 29%	36 33%	24 24%	62 31%	42 36%	11 14%	27 29%	27 28%	17 27%	16 35%	45 46%	70 23%	48 31%	32 30%	10 30%	21 28%
INCREASE BY LESS THAN 10%	120 30%	46 33%	22 26%	13 26%	16 37%	23 28%	69 30%	51 30%	36 22%	33 31%	48 47%	42 21%	41 35%	37 46%	32 35%	28 29%	16 27%	11 23%	28 28%	92 31%	34 21%	37 35%	19 57%	20 26%
DECREASE BY LESS THAN 10%	7 2%	2 1%	1 1%	2 4%	1 2%	2 3%	3 1%	5 3%	6 3%	- -	2 2%	4 2%	2 2%	2 2%	2 2%	- -	2 3%	1 2%	2 2%	5 2%	5 3%	- -	- -	3 4%
DECREASE BY MORE THAN 10%	15 4%	6 4%	4 4%	1 2%	3 7%	2 2%	9 4%	5 3%	8 5%	6 5%	1 1%	11 5%	3 2%	1 1%	4 4%	3 3%	3 5%	2 4%	2 2%	12 4%	6 4%	6 5%	1 3%	2 2%
STAY THE SAME	129 32%	43 31%	27 31%	15 31%	9 22%	34 42%	71 31%	58 34%	64 38%	30 28%	27 26%	78 39%	27 23%	23 28%	26 28%	35 36%	20 34%	17 37%	20 21%	108 36%	60 38%	28 27%	3 10%	26 34%
TOO SOON TO SAY/DON'T KNOW	9 2%	3 2%	3 3%	1 3%	- -	2 2%	6 3%	3 2%	3 2%	3 3%	- -	4 2%	1 1%	4 4%	1 1%	3 3%	2 4%	- -	- -	9 3%	3 2%	2 1%	- -	4 5%
REFUSED	4 1%	2 2%	- -	- -	2 5%	- -	2 1%	2 1%	1 1%	- -	- -	1 1%	1 1%	3 3%	- -	1 1%	- -	- -	1 1%	3 1%	- -	1 1%	- -	2 2%
STATUS QUO 3/3	49 12%	16 12%	9 10%	7 15%	2 5%	14 17%	26 11%	24 14%	29 17%	11 10%	5 5%	36 18%	10 9%	3 3%	9 10%	13 13%	8 13%	6 13%	5 5%	44 15%	28 18%	9 9%	2 6%	7 9%
STATUS QUO 2/3	105 26%	39 28%	23 27%	9 19%	13 30%	21 26%	62 27%	43 25%	45 27%	26 24%	29 29%	52 26%	29 25%	23 29%	25 27%	26 27%	16 26%	12 26%	24 24%	81 27%	38 25%	24 22%	7 20%	28 36%

Table 6-2

QUESTION 4:

As you look to 2019, do you project your company's gross revenues to increase or decrease compared to 2018, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (INCREASE - DECREASE)	213 53%	141 70%	74 43%	215 58%	-2 -9%	147 75%	52 34%	3 12%	116 64%	11 19%	80 54%	236 100%	-22 -100%	-	157 87%	-13 -36%	68 40%	79 64%	16 26%	117 56%	-	150 64%	-	58 39%
TOTAL INCREASE -----	236 59%	143 71%	85 50%	228 61%	5 26%	150 76%	64 42%	8 40%	121 67%	20 34%	89 60%	236 100%	-	-	159 88%	3 8%	72 42%	82 67%	27 44%	125 60%	-	156 67%	1 28%	71 48%
TOTAL DECREASE -----	22 6%	2 1%	11 7%	13 4%	7 35%	3 1%	12 8%	6 28%	5 3%	9 14%	9 6%	-	22 100%	-	2 1%	16 44%	4 2%	3 3%	11 18%	8 4%	-	6 3%	1 18%	12 8%
INCREASE BY MORE THAN 10%	116 29%	68 34%	43 25%	111 30%	3 14%	80 41%	20 13%	8 40%	57 31%	9 15%	46 31%	116 49%	-	-	89 49%	-	25 14%	48 39%	7 11%	60 29%	-	76 33%	1 28%	33 22%
INCREASE BY LESS THAN 10%	120 30%	75 37%	42 25%	118 32%	2 12%	69 35%	44 28%	-	64 35%	11 18%	43 29%	120 51%	-	-	70 39%	3 8%	47 27%	34 28%	21 33%	65 31%	-	80 34%	-	38 26%
DECREASE BY LESS THAN 10%	7 2%	-	5 3%	5 1%	3 13%	1 1%	5 3%	2 9%	2 1%	4 6%	2 1%	-	7 34%	-	1 1%	4 11%	3 2%	1 1%	4 6%	3 1%	-	3 1%	-	5 3%
DECREASE BY MORE THAN 10%	15 4%	2 1%	6 4%	8 2%	5 22%	2 1%	7 5%	4 19%	3 1%	5 8%	7 5%	-	15 66%	-	1 1%	12 33%	1 1%	2 2%	8 12%	5 2%	-	4 2%	1 18%	8 5%
STAY THE SAME	129 32%	49 24%	72 42%	121 32%	6 31%	38 19%	76 49%	7 32%	52 29%	30 51%	44 30%	-	-	129 100%	21 11%	15 43%	92 54%	34 28%	22 36%	71 34%	49 100%	62 27%	1 24%	63 43%
TOO SOON TO SAY/DON'T KNOW	9 2%	5 3%	2 1%	7 2%	2 9%	5 2%	-	-	1 1%	1 1%	5 3%	-	-	-	-	1 2%	2 1%	3 3%	-	2 1%	-	6 3%	-	2 1%
REFUSED	4 1%	2 1%	1 -	3 1%	-	1 1%	3 2%	-	2 1%	-	2 1%	-	-	-	-	1 3%	1 1%	-	1 2%	3 1%	-	2 1%	1 30%	-
STATUS QUO 3/3	49 12%	21 11%	27 16%	48 13%	-	13 7%	29 18%	1 5%	22 12%	9 15%	19 12%	-	-	49 38%	-	-	49 29%	-	-	49 24%	49 100%	24 10%	-	24 16%
STATUS QUO 2/3	105 26%	43 22%	54 32%	97 26%	7 34%	42 21%	53 35%	8 38%	45 25%	20 34%	36 24%	39 16%	1 4%	65 50%	11 6%	10 29%	84 49%	26 21%	15 24%	62 30%	-	56 24%	1 24%	44 29%

Table 6-3

QUESTION 4:

As you look to 2019, do you project your company's gross revenues to increase or decrease compared to 2018, or will they probably stay the same?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (INCREASE - DECREASE)	213 53%	53 57%	157 53%	127 63%	95 63%	78 65%	67 70%	38 38%	145 53%	95 56%	88 52%	87 51%	44 61%	84 57%	91 63%	88 60%	23 50%	33 46%	33 45%	38 52%	126 65%	85 43%
TOTAL INCREASE -----	236 59%	59 64%	172 58%	134 66%	102 68%	82 69%	69 72%	47 47%	159 58%	103 60%	99 58%	97 57%	47 66%	90 61%	96 66%	95 64%	26 55%	39 54%	38 51%	40 55%	132 67%	100 51%
TOTAL DECREASE -----	22 6%	7 7%	15 5%	7 3%	7 5%	5 4%	2 2%	9 9%	14 5%	8 5%	11 6%	11 6%	4 5%	6 4%	5 3%	7 5%	2 5%	6 8%	5 7%	2 3%	6 3%	16 8%
INCREASE BY MORE THAN 10%	116 29%	28 31%	85 28%	60 30%	49 32%	38 32%	35 37%	28 28%	84 31%	56 33%	52 31%	50 29%	14 20%	37 25%	43 29%	40 27%	16 33%	21 30%	20 27%	25 34%	67 34%	48 24%
INCREASE BY LESS THAN 10%	120 30%	31 33%	88 29%	73 36%	54 35%	44 37%	33 35%	19 19%	75 27%	46 27%	47 28%	47 28%	33 46%	53 36%	53 37%	55 37%	10 22%	17 24%	18 24%	15 21%	65 33%	53 27%
DECREASE BY LESS THAN 10%	7 2%	4 4%	4 1%	2 1%	3 2%	3 2%	1 1%	4 4%	5 2%	3 2%	3 2%	4 2%	3 4%	3 2%	3 2%	4 3%	- -	2 3%	2 2%	- -	4 2%	4 2%
DECREASE BY MORE THAN 10%	15 4%	3 3%	11 4%	5 2%	4 3%	2 2%	1 1%	6 6%	9 3%	5 3%	8 5%	7 4%	1 1%	3 2%	2 1%	3 2%	2 5%	4 6%	3 4%	2 3%	2 1%	12 6%
STAY THE SAME	129 32%	24 26%	100 34%	55 27%	36 24%	28 24%	22 24%	42 42%	91 33%	53 31%	54 32%	57 33%	19 26%	48 33%	41 28%	43 29%	17 36%	26 36%	30 41%	29 39%	52 27%	73 37%
TOO SOON TO SAY/DON'T KNOW	9 2%	2 3%	6 2%	4 2%	4 3%	2 2%	2 2%	1 1%	5 2%	5 3%	5 3%	5 3%	2 2%	3 2%	2 1%	2 1%	2 4%	1 1%	1 1%	2 3%	4 2%	5 3%
REFUSED	4 1%	- -	4 2%	3 2%	1 1%	1 1%	- -	1 1%	4 2%	2 1%	1 1%	1 1%	- -	1 1%	2 1%	2 1%	- -	- -	- -	- -	3 1%	2 1%
STATUS QUO 3/3	49 12%	7 8%	41 14%	19 10%	14 9%	12 10%	9 10%	17 17%	36 13%	25 15%	27 16%	26 15%	5 7%	15 10%	10 7%	15 10%	7 15%	9 13%	11 15%	8 11%	14 7%	34 17%
STATUS QUO 2/3	105 26%	22 24%	79 27%	54 27%	39 26%	34 29%	25 27%	27 26%	67 24%	30 18%	29 17%	38 22%	21 29%	52 35%	49 34%	43 29%	15 31%	20 27%	24 32%	22 31%	47 24%	57 29%

Table 6-4

QUESTION 4:

As you look to 2019, do you project your company's gross revenues to increase or decrease compared to 2018, or will they probably stay the same?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE					GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (INCREASE - DECREASE)	213 53%	40 46%	151 53%	55 54%	30 71%	78 54%	39 47%	22 52%	2 33%	64 53%	47 51%	87 58%	5 51%	118 55%	93 62%	71 55%	81 65%	64 60%	123 64%	54 45%	56 49%	36 47%	24 52%
TOTAL INCREASE -----	236 59%	49 56%	168 59%	61 59%	32 76%	84 58%	45 55%	26 61%	2 33%	70 58%	53 57%	94 63%	6 63%	129 60%	100 66%	78 61%	85 68%	70 65%	128 67%	64 53%	61 54%	44 57%	26 56%
TOTAL DECREASE -----	22 6%	9 10%	17 6%	5 5%	2 5%	6 4%	6 8%	4 9%	- -	6 5%	6 6%	7 5%	1 12%	11 5%	6 4%	7 6%	4 3%	6 5%	5 3%	9 8%	6 5%	7 9%	2 4%
INCREASE BY MORE THAN 10%	116 29%	24 27%	75 26%	36 35%	22 51%	30 21%	20 24%	14 33%	2 33%	33 27%	25 27%	45 30%	5 54%	59 28%	40 27%	36 28%	40 32%	31 29%	52 27%	31 26%	37 33%	23 30%	13 28%
INCREASE BY LESS THAN 10%	120 30%	25 29%	93 33%	25 24%	11 25%	54 37%	26 31%	12 28%	- -	38 31%	28 30%	49 33%	1 8%	69 32%	59 39%	43 33%	45 36%	38 36%	76 40%	33 27%	24 21%	21 27%	13 28%
DECREASE BY LESS THAN 10%	7 2%	2 2%	6 2%	1 1%	1 3%	3 2%	1 1%	2 4%	- -	3 2%	- -	4 2%	1 12%	6 3%	3 2%	3 2%	2 2%	2 2%	3 2%	1 1%	3 3%	1 1%	1 2%
DECREASE BY MORE THAN 10%	15 4%	7 8%	11 4%	4 4%	1 2%	3 2%	6 7%	2 5%	- -	3 3%	6 6%	4 2%	- -	6 3%	3 2%	5 4%	2 2%	4 3%	2 1%	8 7%	2 2%	6 8%	1 2%
STAY THE SAME	129 32%	27 31%	96 34%	31 30%	8 19%	48 33%	28 34%	13 30%	5 67%	38 31%	34 37%	46 31%	3 26%	67 31%	40 26%	42 32%	33 27%	27 25%	53 28%	46 39%	43 38%	25 33%	18 40%
TOO SOON TO SAY/DON'T KNOW	9 2%	1 2%	3 1%	4 4%	- -	5 3%	1 1%	- -	- -	6 5%	- -	1 1%	- -	6 3%	4 3%	- -	2 2%	2 2%	3 2%	1 1%	3 3%	1 1%	- -
REFUSED	4 1%	1 1%	1 -	2 2%	- -	2 1%	2 2%	- -	- -	2 2%	- -	- -	- -	2 1%	1 1%	1 1%	- -	2 2%	2 1%	- -	1 1%	- -	- -
STATUS QUO 3/3	49 12%	13 14%	34 12%	13 13%	1 2%	20 14%	8 10%	6 14%	2 28%	17 14%	8 8%	19 13%	2 16%	29 13%	14 9%	15 12%	11 9%	8 7%	21 11%	24 20%	10 9%	10 13%	3 7%
STATUS QUO 2/3	105 26%	17 20%	79 28%	24 24%	11 26%	42 29%	22 26%	9 21%	3 39%	28 23%	34 36%	34 23%	1 12%	57 26%	43 29%	31 24%	32 26%	29 28%	49 26%	32 27%	34 29%	18 23%	19 41%

Table 6-5

QUESTION 4:

As you look to 2019, do you project your company's gross revenues to increase or decrease compared to 2018, or will they probably stay the same?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (INCREASE - DECREASE)	213 53%	100 47%	89 61%	59 55%	50 55%	46 58%	44 62%	169 53%	44 54%	42 67%	41 50%	88 57%	39 45%	168 53%	22 52%	32 60%	45 45%	27 53%	43 43%	119 55%
TOTAL INCREASE -----	236 59%	116 55%	95 65%	65 61%	58 63%	50 63%	45 63%	190 60%	46 57%	43 68%	48 58%	95 62%	45 52%	188 59%	25 58%	33 61%	52 52%	31 61%	52 52%	130 60%
TOTAL DECREASE -----	22 6%	16 7%	5 4%	6 6%	8 8%	4 5%	1 1%	20 6%	2 2%	1 1%	7 8%	7 5%	7 8%	20 6%	3 6%	1 1%	7 7%	4 7%	9 9%	11 5%
INCREASE BY MORE THAN 10%	116 29%	59 28%	44 30%	33 31%	29 31%	16 20%	23 32%	98 31%	18 22%	21 33%	23 28%	46 30%	23 26%	105 33%	6 14%	19 35%	29 29%	13 26%	24 24%	65 30%
INCREASE BY LESS THAN 10%	120 30%	57 27%	50 35%	32 30%	29 32%	34 43%	22 31%	92 29%	28 35%	22 35%	24 30%	49 32%	22 26%	83 26%	19 44%	14 26%	23 23%	18 35%	28 28%	65 30%
DECREASE BY LESS THAN 10%	7 2%	7 3%	2 1%	2 2%	4 4%	2 2%	1 1%	7 2%	- -	- -	4 5%	2 1%	2 2%	6 2%	2 4%	- -	2 2%	1 2%	3 3%	3 1%
DECREASE BY MORE THAN 10%	15 4%	9 4%	4 2%	5 4%	4 4%	2 2%	- -	13 4%	2 2%	1 1%	3 4%	5 3%	5 6%	14 4%	1 2%	1 1%	5 5%	3 6%	6 6%	9 4%
STAY THE SAME	129 32%	71 34%	40 27%	31 29%	25 27%	23 29%	24 33%	101 32%	28 35%	16 26%	26 31%	47 30%	31 36%	106 33%	12 29%	19 35%	39 39%	14 28%	39 39%	69 32%
TOO SOON TO SAY/DON'T KNOW	9 2%	6 3%	2 1%	3 3%	2 2%	1 2%	- -	4 1%	4 5%	2 3%	- -	4 3%	3 3%	5 2%	2 5%	2 3%	1 1%	- -	1 1%	5 2%
REFUSED	4 1%	3 2%	3 2%	2 2%	- -	1 1%	2 2%	3 1%	1 1%	1 2%	2 2%	1 1%	1 1%	2 1%	1 2%	- -	1 1%	2 4%	- -	2 1%
STATUS QUO 3/3	49 12%	27 13%	16 11%	10 9%	11 12%	8 10%	10 14%	39 12%	10 12%	5 9%	10 12%	20 13%	11 13%	46 14%	1 3%	9 16%	20 20%	5 10%	14 14%	24 11%
STATUS QUO 2/3	105 26%	58 28%	39 27%	27 25%	22 24%	21 27%	18 25%	78 24%	27 34%	18 28%	19 23%	41 27%	25 29%	82 26%	14 33%	15 28%	18 18%	15 29%	28 28%	62 28%

Table 7-1

QUESTION 5:

And, as you look to 2019, do you project your company's profitability to increase or decrease compared to 2018, 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	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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (INCREASE - DECREASE)	146 36%	45 32%	33 38%	18 37%	14 33%	36 44%	78 34%	68 39%	40 24%	50 46%	47 47%	52 25%	62 52%	33 41%	33 36%	36 37%	19 32%	17 36%	51 51%	95 32%	49 31%	42 40%	19 59%	25 32%
TOTAL INCREASE -----	181 45%	60 43%	40 46%	21 44%	20 46%	40 49%	100 44%	81 47%	66 40%	55 51%	51 50%	81 40%	65 56%	35 44%	43 48%	43 44%	25 42%	23 49%	60 60%	121 40%	65 42%	54 51%	20 62%	30 38%
TOTAL DECREASE -----	36 9%	16 11%	7 8%	3 6%	6 14%	4 5%	22 10%	13 8%	26 16%	6 5%	4 4%	30 15%	4 3%	2 3%	10 11%	7 7%	6 10%	6 13%	9 9%	26 9%	16 10%	12 11%	1 3%	5 6%
INCREASE BY MORE THAN 10%	93 23%	32 23%	24 27%	9 20%	9 20%	20 24%	55 24%	38 22%	37 22%	29 27%	20 20%	50 24%	34 29%	10 12%	21 24%	25 26%	13 21%	13 28%	34 35%	59 20%	39 25%	27 26%	10 31%	13 16%
INCREASE BY LESS THAN 10%	88 22%	29 20%	17 19%	11 24%	11 26%	20 25%	45 20%	43 25%	29 18%	27 25%	30 30%	32 16%	32 27%	25 31%	22 24%	18 18%	13 21%	10 21%	26 26%	63 21%	26 17%	27 25%	10 30%	17 22%
DECREASE BY LESS THAN 10%	18 4%	8 6%	3 3%	- -	3 7%	4 5%	11 5%	7 4%	14 8%	1 1%	3 3%	17 8%	1 1%	- -	4 5%	3 3%	4 7%	5 11%	5 5%	12 4%	11 7%	3 3%	- -	3 4%
DECREASE BY MORE THAN 10%	18 5%	8 5%	4 4%	3 6%	3 7%	1 1%	12 5%	7 4%	13 8%	5 4%	1 1%	13 7%	3 2%	2 3%	6 7%	4 4%	2 3%	1 2%	4 4%	14 5%	5 3%	9 9%	1 3%	2 2%
STAY THE SAME	172 43%	60 43%	37 42%	22 46%	17 40%	36 44%	96 42%	75 44%	71 42%	43 40%	47 46%	86 43%	46 40%	38 47%	35 38%	43 44%	27 45%	17 37%	28 28%	142 48%	70 45%	40 38%	12 36%	38 49%
TOO SOON TO SAY/DON'T KNOW	6 2%	3 2%	2 2%	1 3%	- -	1 1%	4 2%	2 1%	3 2%	3 3%	- -	4 2%	1 1%	2 2%	2 2%	1 1%	2 4%	- -	2 2%	4 1%	4 2%	- -	- -	2 2%
REFUSED	5 1%	2 2%	2 2%	1 2%	- -	- -	4 2%	1 1%	- -	- -	- -	1 -	1 1%	4 4%	1 1%	3 3%	- -	- -	- -	5 2%	1 1%	- -	- -	4 5%

Table 7-2

QUESTION 5:

And, as you look to 2019, do you project your company's profitability to increase or decrease compared to 2018, or will it probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
**D/S (INCREASE - DECREASE)	146 36%	101 50%	49 28%	150 40%	-4 -21%	104 53%	29 19%	2 10%	87 48%	6 10%	47 32%	156 66%	-14 -61%	5 4%	181 100%	-36 -100%	-	62 51%	8 13%	74 36%	-	110 47%	-1 -20%	36 24%	
TOTAL INCREASE -----	181 45%	108 54%	66 39%	175 47%	5 23%	113 58%	49 32%	6 29%	94 52%	19 31%	63 42%	159 67%	2 9%	21 16%	181 100%	-	-	68 55%	19 31%	93 45%	-	119 51%	1 28%	57 39%	
TOTAL DECREASE -----	36 9%	7 4%	18 10%	25 7%	9 44%	9 5%	20 13%	4 20%	7 4%	13 21%	16 10%	3 1%	16 70%	15 12%	-	36 100%	-	5 4%	11 18%	19 9%	-	9 4%	2 48%	21 14%	
INCREASE BY MORE THAN 10%	93 23%	56 28%	32 19%	88 24%	3 14%	62 32%	18 12%	5 24%	50 27%	5 9%	34 23%	86 36%	1 4%	6 5%	93 51%	-	-	45 36%	6 9%	42 20%	-	68 29%	1 28%	21 14%	
INCREASE BY LESS THAN 10%	88 22%	52 26%	34 20%	86 23%	2 9%	51 26%	31 20%	1 5%	44 24%	13 23%	29 19%	73 31%	1 4%	14 11%	88 49%	-	-	23 19%	14 22%	52 25%	-	52 22%	-	37 25%	
DECREASE BY LESS THAN 10%	18 4%	1 1%	13 8%	14 4%	3 13%	5 3%	11 7%	1 4%	6 3%	4 7%	7 5%	2 1%	6 25%	10 8%	-	18 49%	-	2 2%	3 4%	13 6%	-	6 3%	-	9 6%	
DECREASE BY MORE THAN 10%	18 5%	6 3%	5 3%	11 3%	7 32%	4 2%	9 6%	3 15%	2 1%	8 14%	8 6%	1 -	10 45%	5 4%	-	18 51%	-	3 3%	9 14%	6 3%	-	3 1%	2 48%	12 8%	
STAY THE SAME	172 43%	80 40%	86 50%	166 44%	4 20%	71 36%	84 54%	8 37%	75 41%	27 46%	66 44%	72 31%	4 17%	92 72%	-	-	172 100%	48 39%	31 50%	90 43%	49 100%	98 42%	1 24%	68 46%	
TOO SOON TO SAY/DON'T KNOW	6 2%	4 2%	1 1%	5 1%	2 9%	2 1%	-	3 14%	3 1%	-	3 2%	2 1%	1 4%	-	-	-	-	2 1%	-	4 2%	-	3 1%	-	2 1%	
REFUSED	5 1%	2 1%	1 -	3 1%	1 4%	-	2 1%	-	2 1%	1 2%	2 1%	-	-	1 1%	-	-	-	1 1%	-	2 1%	-	4 2%	-	-	

Table 7-3

QUESTION 5:

And, as you look to 2019, do you project your company's profitability to increase or decrease compared to 2018, or will it probably stay the same?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (INCREASE - DECREASE)	146 36%	41 44%	102 34%	88 44%	63 42%	56 47%	48 50%	22 22%	98 36%	69 41%	65 38%	60 35%	28 39%	52 36%	65 45%	63 43%	18 38%	23 32%	16 22%	25 34%	96 49%	44 22%
TOTAL INCREASE	181 45%	47 51%	130 44%	100 50%	75 49%	60 50%	52 54%	39 38%	127 46%	83 49%	79 47%	77 45%	30 42%	63 43%	74 51%	70 47%	21 45%	31 43%	26 35%	33 45%	104 53%	71 36%
TOTAL DECREASE	36 9%	7 7%	27 9%	12 6%	12 8%	4 3%	4 4%	16 16%	29 11%	14 8%	15 9%	18 10%	2 2%	11 7%	8 6%	7 5%	3 7%	8 11%	9 12%	7 10%	8 4%	27 14%
INCREASE BY MORE THAN 10%	93 23%	29 31%	62 21%	48 24%	41 27%	31 26%	29 30%	23 23%	65 24%	42 25%	38 22%	41 24%	10 14%	29 19%	38 26%	32 22%	17 35%	19 26%	16 22%	20 27%	56 29%	35 18%
INCREASE BY LESS THAN 10%	88 22%	18 20%	67 23%	52 26%	34 22%	29 24%	23 24%	16 16%	61 22%	40 24%	42 25%	36 21%	20 28%	35 24%	35 24%	38 25%	4 9%	12 16%	9 13%	13 18%	48 24%	36 19%
DECREASE BY LESS THAN 10%	18 4%	2 2%	16 5%	7 3%	6 4%	2 2%	2 2%	7 7%	17 6%	6 4%	7 4%	10 6%	- -	7 5%	6 4%	4 3%	1 2%	4 5%	5 7%	2 3%	3 1%	15 7%
DECREASE BY MORE THAN 10%	18 5%	5 5%	12 4%	6 3%	5 3%	2 2%	2 2%	9 9%	12 4%	7 4%	8 5%	8 4%	2 2%	4 3%	3 2%	3 2%	2 5%	4 5%	4 5%	5 7%	5 2%	12 6%
STAY THE SAME	172 43%	37 40%	130 44%	83 41%	60 40%	53 44%	38 40%	43 42%	110 40%	68 40%	69 41%	71 41%	40 56%	71 48%	61 42%	70 47%	20 42%	31 44%	37 50%	30 41%	78 40%	93 47%
TOO SOON TO SAY/DON'T KNOW	6 2%	2 2%	5 2%	3 1%	3 2%	2 2%	2 2%	2 2%	5 2%	4 3%	4 3%	4 3%	- -	- -	- -	- -	1 2%	2 3%	2 3%	1 2%	3 1%	4 2%
REFUSED	5 1%	- -	5 2%	4 2%	3 2%	- -	- -	1 1%	3 1%	2 1%	1 1%	1 1%	- -	2 1%	3 2%	1 1%	2 4%	- -	- -	2 3%	4 2%	2 1%

Table 7-4

QUESTION 5:

And, as you look to 2019, do you project your company's profitability to increase or decrease compared to 2018, or will it probably stay the same?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	-ATE
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (INCREASE - DECREASE)	146 36%	27 31%	103 36%	39 38%	22 52%	54 37%	27 32%	18 43%	- 6%	49 40%	24 26%	61 41%	5 49%	78 37%	62 41%	53 41%	59 48%	46 43%	79 41%	38 32%	38 34%	28 36%	14 31%
TOTAL INCREASE -----	181 45%	38 44%	128 45%	49 48%	24 57%	61 42%	38 46%	22 52%	2 33%	58 48%	33 36%	74 49%	6 60%	93 44%	70 46%	61 48%	67 53%	51 48%	89 47%	50 41%	52 46%	36 47%	21 46%
TOTAL DECREASE -----	36 9%	11 13%	26 9%	10 10%	2 5%	7 5%	11 14%	4 8%	2 27%	9 7%	9 10%	12 8%	1 12%	15 7%	8 6%	9 7%	7 6%	5 5%	10 5%	11 9%	14 12%	9 11%	7 15%
INCREASE BY MORE THAN 10%	93 23%	18 21%	58 20%	33 32%	15 35%	26 18%	20 24%	11 26%	2 33%	25 21%	22 24%	35 24%	4 43%	48 23%	35 23%	31 24%	38 30%	25 24%	45 23%	27 23%	28 24%	17 22%	10 23%
INCREASE BY LESS THAN 10%	88 22%	20 23%	70 25%	16 15%	9 22%	35 24%	18 22%	11 26%	- -	33 27%	11 12%	38 25%	2 18%	45 21%	35 23%	30 23%	29 23%	26 24%	45 23%	23 19%	25 22%	19 25%	11 24%
DECREASE BY LESS THAN 10%	18 4%	3 3%	11 4%	7 7%	1 3%	2 1%	6 8%	2 4%	2 27%	3 2%	3 4%	8 6%	1 12%	7 3%	5 3%	5 4%	3 3%	4 4%	6 3%	5 4%	7 6%	3 4%	5 10%
DECREASE BY MORE THAN 10%	18 5%	8 10%	15 5%	3 3%	1 2%	5 3%	5 6%	2 5%	- -	6 5%	6 6%	4 3%	- -	8 4%	3 2%	4 3%	4 3%	2 2%	5 2%	7 6%	6 6%	5 7%	2 5%
STAY THE SAME	172 43%	36 42%	129 45%	39 38%	15 36%	73 51%	30 36%	17 40%	3 41%	49 40%	50 55%	62 41%	3 28%	99 46%	68 45%	58 45%	48 39%	43 41%	87 45%	59 49%	45 40%	31 40%	18 39%
TOO SOON TO SAY/DON'T KNOW	6 2%	1 1%	2 1%	3 2%	1 2%	2 2%	2 3%	- -	- -	4 3%	- -	2 1%	- -	3 1%	2 1%	- -	- -	1 1%	1 -	- -	2 2%	1 1%	- -
REFUSED	5 1%	1 1%	1 -	3 3%	- -	2 1%	2 2%	- -	- -	3 2%	- -	- -	- -	4 2%	3 2%	1 1%	3 2%	5 5%	4 2%	- -	- -	- -	- -

Table 7-5

QUESTION 5:

And, as you look to 2019, do you project your company's profitability to increase or decrease compared to 2018, or will it probably stay the same?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (INCREASE - DECREASE)	146 36%	63 30%	69 47%	37 34%	39 42%	34 42%	29 41%	116 36%	30 37%	23 37%	34 42%	55 36%	28 33%	113 35%	16 38%	22 41%	34 34%	16 31%	33 33%	75 34%
TOTAL INCREASE -----	181 45%	84 39%	76 52%	49 46%	46 50%	40 50%	33 47%	145 45%	36 45%	28 45%	40 49%	70 45%	37 42%	147 46%	19 43%	24 44%	43 43%	22 42%	45 45%	96 44%
TOTAL DECREASE -----	36 9%	20 10%	7 5%	13 12%	7 7%	6 7%	4 5%	29 9%	6 8%	5 8%	6 7%	14 9%	9 10%	34 11%	2 5%	2 3%	9 9%	6 12%	12 12%	22 10%
INCREASE BY MORE THAN 10%	93 23%	37 17%	36 25%	22 20%	23 25%	17 21%	20 28%	77 24%	16 19%	14 22%	23 28%	34 22%	18 21%	83 26%	3 8%	12 23%	23 23%	10 19%	20 20%	53 24%
INCREASE BY LESS THAN 10%	88 22%	47 22%	39 27%	27 25%	23 25%	23 29%	13 19%	67 21%	21 26%	14 23%	17 21%	36 23%	18 21%	63 20%	15 35%	12 21%	20 20%	12 24%	25 25%	43 20%
DECREASE BY LESS THAN 10%	18 4%	9 4%	3 2%	6 6%	4 4%	3 4%	3 4%	14 4%	4 4%	2 3%	4 4%	8 5%	3 3%	18 5%	-	-	4 4%	3 6%	5 5%	11 5%
DECREASE BY MORE THAN 10%	18 5%	11 5%	4 3%	6 6%	3 3%	3 4%	1 2%	15 5%	3 4%	3 5%	2 3%	6 4%	6 7%	16 5%	2 5%	2 3%	5 5%	3 6%	7 7%	11 5%
STAY THE SAME	172 43%	97 46%	57 39%	43 40%	39 43%	33 41%	33 46%	136 43%	36 44%	27 43%	35 42%	66 43%	38 44%	133 42%	21 48%	26 49%	45 45%	23 46%	41 41%	92 42%
TOO SOON TO SAY/DON'T KNOW	6 2%	6 3%	3 2%	-	-	1 2%	-	6 2%	1 1%	3 4%	-	2 1%	2 3%	5 2%	-	2 3%	-	-	2 2%	4 2%
REFUSED	5 1%	4 2%	2 2%	3 3%	-	-	2 2%	3 1%	2 2%	-	2 2%	2 1%	1 1%	2 1%	2 5%	-	2 2%	-	-	4 2%

Table 8-1

QUESTION 6:

And, as you look to 2019, do you project your company's capital expenditures to increase or decrease compared to 2018, 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	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
BASE=TOTAL SAMPLE	400	140	87	48	43	82	228	172	166	108	101	202	117	79	91	97	60	46	100	299	157	107	33	77
	100%	35%	22%	12%	11%	20%	57%	43%	42%	27%	25%	51%	29%	20%	23%	24%	15%	12%	25%	75%	39%	27%	8%	19%
**D/S (INCREASE - DECREASE)	61	26	18	12	-1	6	44	17	22	16	22	26	12	23	14	18	6	14	14	48	19	20	3	12
	15%	19%	20%	26%	-2%	7%	19%	10%	13%	15%	22%	13%	11%	30%	16%	18%	10%	29%	14%	16%	12%	19%	10%	16%
TOTAL INCREASE	123	46	28	18	10	22	74	50	48	33	38	56	33	35	29	30	19	17	28	95	46	38	8	23
-----	31%	33%	32%	37%	24%	27%	32%	29%	29%	30%	38%	28%	28%	44%	31%	31%	32%	36%	28%	32%	30%	36%	24%	30%
TOTAL DECREASE	62	20	10	5	11	16	30	32	26	17	16	30	20	11	14	12	13	3	14	47	27	17	5	11
-----	15%	14%	11%	11%	26%	19%	13%	19%	15%	15%	16%	15%	17%	14%	16%	13%	22%	6%	14%	16%	17%	16%	15%	14%
INCREASE BY MORE THAN 10%	78	32	17	11	7	11	49	29	28	24	23	34	24	19	19	17	14	9	21	57	30	25	7	15
	19%	22%	20%	22%	17%	13%	21%	17%	17%	22%	23%	17%	20%	24%	21%	18%	24%	20%	21%	19%	19%	23%	21%	19%
INCREASE BY LESS THAN 10%	46	14	10	7	3	11	25	21	20	9	15	22	9	15	10	13	5	7	7	38	16	13	1	8
	11%	10%	12%	15%	6%	13%	11%	12%	12%	8%	15%	11%	7%	19%	10%	14%	8%	16%	7%	13%	10%	12%	4%	11%
DECREASE BY LESS THAN 10%	23	7	4	3	3	6	11	12	8	9	4	11	8	3	3	4	8	2	5	17	10	6	1	6
	6%	5%	5%	5%	6%	8%	5%	7%	5%	9%	4%	6%	7%	3%	3%	4%	13%	5%	5%	6%	6%	6%	3%	7%
DECREASE BY MORE THAN 10%	39	13	6	3	9	9	18	21	17	7	12	19	12	8	12	8	6	1	9	30	17	11	4	5
	10%	9%	6%	6%	20%	11%	8%	12%	10%	7%	12%	9%	10%	11%	13%	8%	9%	2%	9%	10%	11%	11%	11%	6%
STAY THE SAME	208	72	45	25	21	44	117	90	92	55	46	114	64	30	48	52	26	27	56	151	83	49	20	42
	52%	51%	52%	52%	50%	54%	52%	52%	55%	51%	46%	56%	54%	37%	53%	54%	43%	58%	57%	50%	53%	46%	61%	54%
TOO SOON TO SAY/DON'T KNOW	4	2	3	-	-	-	4	-	1	3	-	2	-	2	-	-	2	-	1	3	1	2	-	-
	1%	1%	3%	-	-	-	2%	-	-	3%	-	1%	-	2%	-	-	3%	-	1%	1%	-	2%	-	-
REFUSED	3	1	2	-	-	-	3	-	-	-	-	-	1	2	-	3	-	-	-	3	-	-	-	2
	1%	1%	2%	-	-	-	1%	-	-	-	-	-	1%	2%	-	3%	-	-	-	1%	-	-	-	3%

Table 8-2
 QUESTION 6:
 And, as you look to 2019, do you project your company's capital expenditures to increase or decrease compared to 2018, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (INCREASE - DECREASE)	61 15%	43 21%	22 13%	65 17%	-3 -14%	49 25%	10 6%	-2 -9%	35 20%	-2 -3%	24 16%	55 23%	-8 -36%	12 9%	48 27%	-6 -17%	17 10%	123 100%	-62 -100%	- -	- -	56 24%	-2 -72%	10 7%
TOTAL INCREASE -----	123 31%	68 34%	51 30%	119 32%	3 14%	73 37%	41 26%	4 18%	58 32%	15 25%	46 31%	82 35%	3 15%	34 27%	68 37%	5 15%	48 28%	123 100%	- -	- -	- -	87 37%	- -	35 24%
TOTAL DECREASE -----	62 15%	25 13%	29 17%	54 15%	6 29%	24 12%	31 20%	6 27%	23 12%	16 28%	22 15%	27 12%	11 51%	22 17%	19 11%	11 32%	31 18%	- -	62 100%	- -	- -	32 14%	2 72%	25 17%
INCREASE BY MORE THAN 10%	78 19%	44 22%	31 18%	75 20%	1 6%	50 26%	20 13%	4 18%	40 22%	10 16%	27 18%	59 25%	2 10%	14 11%	53 29%	2 6%	21 12%	78 63%	- -	- -	- -	59 25%	- -	17 12%
INCREASE BY LESS THAN 10%	46 11%	24 12%	20 11%	44 12%	2 9%	23 12%	21 13%	- -	18 10%	5 9%	19 13%	23 10%	1 5%	20 15%	14 8%	3 9%	27 16%	46 37%	- -	- -	- -	28 12%	- -	18 12%
DECREASE BY LESS THAN 10%	23 6%	8 4%	14 8%	22 6%	- -	8 4%	14 9%	- -	8 4%	9 16%	5 3%	11 5%	2 8%	10 8%	7 4%	1 2%	15 9%	- -	23 37%	- -	- -	11 5%	- -	12 8%
DECREASE BY MORE THAN 10%	39 10%	18 9%	15 9%	32 9%	6 29%	16 8%	17 11%	6 27%	14 8%	7 12%	17 11%	17 7%	10 43%	12 9%	12 7%	11 30%	16 10%	- -	39 63%	- -	- -	20 9%	2 72%	13 9%
STAY THE SAME	208 52%	104 52%	88 51%	192 52%	11 54%	96 49%	83 54%	12 56%	97 53%	28 47%	79 53%	125 53%	8 35%	71 55%	93 51%	19 53%	90 52%	- -	- -	208 100%	49 100%	110 47%	1 28%	85 57%
TOO SOON TO SAY/DON'T KNOW	4 1%	1 -	3 2%	4 1%	1 3%	3 1%	- -	- -	3 2%	- -	1 1%	1 -	- -	2 2%	1 1%	- -	3 2%	- -	- -	- -	- -	1 -	- -	3 2%
REFUSED	3 1%	2 1%	1 -	3 1%	- -	- -	- -	- -	1 -	- -	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	3 1%	- -	- -

Table 8-3

QUESTION 6:

And, as you look to 2019, do you project your company's capital expenditures to increase or decrease compared to 2018, or will they probably stay the same?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (INCREASE - DECREASE)	61 15%	14 15%	45 15%	37 18%	31 21%	33 28%	27 28%	9 9%	45 17%	23 14%	28 17%	22 13%	4 5%	23 16%	27 18%	31 21%	12 26%	14 20%	5 6%	7 10%	43 22%	15 8%
TOTAL INCREASE	123 31%	33 36%	87 29%	65 32%	52 35%	45 38%	37 38%	26 26%	85 31%	51 30%	53 31%	46 27%	22 30%	46 31%	47 32%	53 36%	15 33%	24 34%	20 27%	21 29%	73 38%	46 23%
TOTAL DECREASE	62 15%	20 21%	42 14%	28 14%	21 14%	12 10%	10 10%	17 17%	39 14%	27 16%	25 15%	24 14%	18 25%	22 15%	20 14%	22 15%	3 7%	10 14%	15 21%	14 19%	31 16%	30 15%
INCREASE BY MORE THAN 10%	78 19%	21 23%	56 19%	43 21%	39 26%	30 25%	27 29%	14 14%	58 21%	33 19%	33 19%	31 18%	12 17%	29 20%	30 21%	36 24%	7 16%	15 21%	15 20%	11 15%	48 25%	29 15%
INCREASE BY LESS THAN 10%	46 11%	12 13%	31 11%	22 11%	13 9%	15 12%	9 10%	12 11%	27 10%	18 11%	20 12%	16 9%	9 13%	17 11%	17 11%	18 12%	8 17%	10 13%	5 7%	10 13%	25 13%	16 8%
DECREASE BY LESS THAN 10%	23 6%	5 5%	18 6%	10 5%	6 4%	4 4%	4 4%	6 6%	14 5%	12 7%	10 6%	8 5%	7 10%	7 5%	4 3%	7 5%	1 2%	3 5%	8 11%	6 9%	12 6%	10 5%
DECREASE BY MORE THAN 10%	39 10%	15 16%	24 8%	18 9%	16 10%	7 6%	6 6%	11 11%	26 9%	15 9%	15 9%	16 9%	10 15%	16 11%	16 11%	15 10%	2 5%	6 9%	7 10%	8 10%	19 9%	20 10%
STAY THE SAME	208 52%	39 43%	164 55%	103 51%	74 49%	59 49%	48 51%	58 57%	145 53%	91 53%	90 53%	98 57%	32 45%	77 52%	76 52%	71 48%	27 56%	35 49%	36 48%	34 47%	87 45%	117 60%
TOO SOON TO SAY/DON'T KNOW	4 1%	- -	2 1%	3 1%	1 1%	3 3%	1 1%	- -	4 2%	1 -	1 1%	2 1%	- -	1 1%	- -	- -	- -	3 4%	3 4%	2 3%	2 1%	2 1%
REFUSED	3 1%	- -	3 1%	3 1%	3 2%	- -	- -	- -	1 -	1 -	- -	- -	- -	2 1%	3 2%	1 1%	2 4%	- -	- -	2 3%	2 1%	1 -

Table 8-4

QUESTION 6:
And, as you look to 2019, do you project your company's capital expenditures to increase or decrease compared to 2018, or will they probably stay the same?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (INCREASE - DECREASE)	61 15%	8 9%	44 16%	16 16%	8 19%	21 14%	5 6%	8 19%	1 20%	19 16%	13 14%	19 13%	4 43%	29 14%	35 23%	21 16%	26 21%	29 27%	37 19%	6 5%	21 19%	8 11%	-1 -2%
TOTAL INCREASE -----	123 31%	25 29%	92 32%	30 30%	16 38%	44 31%	20 24%	15 35%	2 33%	36 29%	31 34%	45 30%	4 43%	66 31%	56 37%	43 34%	43 34%	39 37%	64 34%	31 25%	38 34%	24 31%	8 16%
TOTAL DECREASE -----	62 15%	17 19%	48 17%	14 14%	8 19%	24 16%	15 18%	7 16%	1 12%	16 13%	18 20%	26 18%	- -	37 17%	21 14%	22 17%	17 14%	11 10%	27 14%	24 20%	17 15%	16 20%	8 18%
INCREASE BY MORE THAN 10%	78 19%	20 23%	56 20%	21 20%	12 28%	27 19%	11 13%	11 26%	2 33%	25 20%	15 17%	29 20%	3 32%	41 19%	38 25%	29 22%	28 23%	25 23%	41 21%	21 18%	15 13%	18 23%	3 6%
INCREASE BY LESS THAN 10%	46 11%	5 5%	36 13%	10 9%	4 10%	18 12%	9 10%	4 9%	- -	11 9%	16 17%	16 11%	1 12%	25 12%	18 12%	15 11%	15 12%	14 14%	23 12%	9 8%	23 21%	6 8%	5 10%
DECREASE BY LESS THAN 10%	23 6%	4 4%	17 6%	6 6%	3 7%	8 6%	5 6%	1 2%	1 12%	4 4%	8 8%	11 7%	- -	14 7%	9 6%	8 6%	6 5%	6 6%	10 5%	13 11%	5 5%	6 7%	4 8%
DECREASE BY MORE THAN 10%	39 10%	13 15%	31 11%	8 8%	5 12%	15 11%	9 11%	6 14%	- -	12 10%	11 12%	15 10%	- -	23 11%	13 8%	15 11%	11 9%	4 4%	18 9%	12 10%	12 10%	10 13%	5 10%
STAY THE SAME	208 52%	43 49%	144 50%	54 52%	17 41%	72 50%	49 59%	21 49%	4 55%	68 55%	43 46%	74 50%	5 57%	108 50%	71 47%	60 47%	62 50%	53 50%	93 49%	65 54%	57 51%	37 48%	30 65%
TOO SOON TO SAY/DON'T KNOW	4 1%	2 3%	2 1%	2 2%	1 2%	3 2%	- -	- -	- -	1 1%	- -	3 2%	- -	1 -	1 1%	2 2%	1 1%	1 1%	3 2%	- -	1 1%	1 1%	- -
REFUSED	3 1%	- -	- -	3 3%	- -	2 1%	- -	- -	- -	2 2%	- -	- -	- -	3 1%	2 1%	1 1%	2 2%	3 3%	3 1%	- -	- -	- -	- -

Table 8-5
 QUESTION 6:
 And, as you look to 2019, do you project your company's capital expenditures to increase or decrease compared to 2018, or will they probably stay the same?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (INCREASE - DECREASE)	61 15%	26 12%	16 11%	21 20%	8 9%	20 26%	16 23%	46 14%	16 19%	9 15%	15 18%	27 18%	4 4%	38 12%	14 32%	5 9%	23 23%	-4 -7%	11 11%	44 20%
TOTAL INCREASE -----	123 31%	63 30%	37 25%	37 34%	26 29%	29 36%	23 32%	101 32%	23 28%	20 32%	30 36%	47 30%	19 22%	89 28%	20 46%	13 24%	37 37%	11 22%	29 29%	72 33%
TOTAL DECREASE -----	62 15%	37 17%	21 14%	15 14%	18 20%	8 11%	7 9%	55 17%	7 9%	10 17%	15 19%	20 13%	15 18%	50 16%	6 14%	8 15%	15 15%	15 29%	18 18%	28 13%
INCREASE BY MORE THAN 10%	78 19%	38 18%	28 19%	21 19%	15 16%	15 18%	14 19%	63 20%	15 18%	16 25%	16 19%	32 21%	11 12%	58 18%	10 22%	8 16%	18 18%	7 15%	17 17%	48 22%
INCREASE BY LESS THAN 10%	46 11%	25 12%	9 6%	16 15%	11 13%	14 18%	10 13%	38 12%	8 10%	4 7%	14 17%	15 10%	9 10%	30 10%	10 24%	4 8%	19 19%	4 7%	12 12%	24 11%
DECREASE BY LESS THAN 10%	23 6%	13 6%	7 5%	4 3%	6 7%	4 5%	3 4%	21 6%	2 3%	3 4%	7 8%	10 7%	3 3%	20 6%	1 2%	6 10%	6 6%	3 5%	8 8%	10 4%
DECREASE BY MORE THAN 10%	39 10%	24 11%	14 9%	12 11%	12 13%	5 6%	4 5%	34 11%	5 6%	8 12%	8 10%	9 6%	13 15%	31 10%	5 11%	2 4%	8 8%	12 24%	10 10%	18 8%
STAY THE SAME	208 52%	108 51%	85 58%	53 49%	47 51%	42 53%	41 57%	160 50%	48 59%	31 50%	37 45%	84 55%	49 57%	178 56%	15 36%	33 60%	46 46%	25 49%	51 51%	112 51%
TOO SOON TO SAY/DON'T KNOW	4 1%	2 1%	2 1%	- -	- -	- -	1 1%	3 1%	1 2%	1 1%	- -	1 1%	2 2%	2 1%	- -	1 1%	- -	- -	2 2%	4 2%
REFUSED	3 1%	3 1%	1 1%	3 3%	- -	- -	- -	1 -	2 2%	- -	- -	2 1%	1 1%	1 -	2 5%	- -	2 2%	- -	- -	3 1%

Table 9-1
Summary of Concerns: % 10

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	MANAG-ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
THE COSTS OF HEALTH CARE COVERAGE	128 32%	46 33%	27 31%	16 33%	8 19%	31 38%	73 32%	55 32%	64 38%	37 34%	18 17%	80 39%	36 30%	12 15%	36 39%	32 33%	16 27%	12 27%	30 30%	98 33%	61 39%	32 30%	6 17%	21 27%
ATTRACTING QUALIFIED WORKERS	85 21%	36 26%	15 17%	13 26%	7 17%	14 17%	51 22%	34 20%	20 12%	26 24%	38 37%	29 14%	27 23%	29 36%	22 24%	21 22%	17 28%	8 18%	16 16%	70 23%	31 20%	25 23%	3 9%	23 29%
GOVERNMENT POLICIES AND REGULATIONS	79 20%	25 18%	14 17%	15 32%	9 22%	15 18%	40 17%	40 23%	35 21%	21 20%	16 16%	45 22%	22 19%	13 16%	26 29%	21 22%	9 14%	10 21%	18 18%	62 21%	39 25%	26 25%	2 6%	9 12%
RETAINING QUALIFIED WORKERS	52 13%	22 16%	8 9%	6 13%	5 13%	10 13%	30 13%	22 13%	18 11%	11 10%	22 22%	18 9%	14 12%	20 25%	16 18%	12 12%	11 18%	3 6%	12 12%	40 13%	18 12%	14 13%	2 6%	16 20%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	44 11%	18 13%	11 13%	6 13%	2 5%	7 9%	29 13%	15 9%	24 14%	10 9%	8 8%	26 13%	10 8%	8 10%	14 15%	9 9%	7 11%	2 4%	12 12%	33 11%	17 11%	13 12%	1 2%	12 16%
DEVELOPING FUTURE LEADERS	32 8%	13 9%	10 12%	4 9%	1 2%	3 4%	23 10%	9 5%	16 10%	8 7%	7 7%	18 9%	9 8%	5 6%	10 11%	9 10%	4 7%	1 2%	6 6%	26 9%	12 8%	13 12%	2 6%	3 4%
ECONOMIC AND GLOBAL UNCERTAINTY	12 6%	6 8%	1 1%	- -	1 5%	4 10%	7 6%	5 6%	3 4%	4 7%	3 7%	7 7%	2 3%	3 9%	4 10%	3 6%	2 5%	- -	7 14%	5 3%	4 5%	5 8%	- -	2 7%
COMPETITION FROM FOREIGN SOURCES	23 6%	8 6%	4 4%	8 16%	1 2%	3 3%	12 5%	11 6%	10 6%	6 6%	4 4%	14 7%	7 6%	2 3%	8 8%	5 5%	3 5%	1 3%	6 6%	17 6%	13 8%	7 7%	2 6%	1 1%
GETTING YOUR PRODUCTS TO MARKET	7 3%	4 6%	2 5%	- -	- -	1 2%	6 5%	1 1%	5 6%	1 2%	1 1%	5 5%	2 3%	- -	4 8%	1 2%	- -	- -	3 6%	4 2%	3 4%	3 6%	1 6%	- -

Table 9-2
Summary of Concerns: % 10

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
THE COSTS OF HEALTH CARE COVERAGE	128 32%	55 27%	64 37%	119 32%	6 29%	53 27%	56 36%	5 24%	62 34%	21 36%	43 29%	69 29%	10 45%	44 34%	52 29%	13 38%	59 34%	34 28%	23 37%	69 33%	18 37%	71 30%	2 52%	52 35%
ATTRACTING QUALIFIED WORKERS	85 21%	48 24%	32 19%	80 22%	4 21%	37 19%	41 26%	3 13%	42 23%	17 28%	27 18%	47 20%	6 28%	32 25%	31 17%	7 18%	47 27%	34 28%	17 28%	34 16%	12 24%	60 26%	- -	24 16%
GOVERNMENT POLICIES AND REGULATIONS	79 20%	39 19%	30 17%	69 18%	9 44%	34 18%	32 21%	5 23%	28 16%	26 44%	22 15%	41 18%	5 21%	31 24%	29 16%	12 34%	36 21%	25 20%	10 16%	44 21%	12 25%	40 17%	- -	38 25%
RETAINING QUALIFIED WORKERS	52 13%	29 14%	19 11%	48 13%	3 17%	22 11%	28 18%	1 4%	24 13%	6 11%	21 14%	29 12%	3 12%	20 16%	21 12%	3 7%	27 16%	20 16%	6 10%	26 12%	10 21%	31 13%	- -	20 13%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	44 11%	16 8%	21 12%	37 10%	6 31%	15 8%	22 14%	1 4%	16 9%	6 10%	20 14%	23 10%	5 21%	14 11%	15 8%	8 23%	19 11%	15 12%	4 6%	26 13%	3 6%	23 10%	- -	21 14%
DEVELOPING FUTURE LEADERS	32 8%	18 9%	11 6%	29 8%	3 13%	14 7%	16 10%	2 9%	12 7%	8 13%	12 8%	20 9%	4 16%	8 6%	14 8%	4 11%	13 8%	10 8%	7 11%	14 7%	2 3%	19 8%	- -	12 8%
ECONOMIC AND GLOBAL UNCERTAINTY	12 6%	3 3%	5 6%	8 4%	4 34%	3 3%	7 10%	2 14%	6 8%	1 2%	5 6%	5 5%	2 15%	4 6%	4 4%	3 12%	6 7%	3 4%	3 10%	7 7%	2 6%	4 4%	- -	8 11%
COMPETITION FROM FOREIGN SOURCES	23 6%	8 4%	10 6%	19 5%	4 18%	10 5%	10 6%	2 9%	12 7%	4 7%	5 3%	16 7%	- -	6 5%	12 7%	1 3%	8 5%	8 7%	2 3%	13 6%	1 1%	13 6%	- -	10 7%
GETTING YOUR PRODUCTS TO MARKET	7 3%	4 4%	3 3%	7 4%	- -	6 6%	1 1%	- -	5 5%	- -	- -	6 5%	- -	1 2%	3 3%	- -	4 4%	2 3%	- -	5 4%	- -	4 3%	- -	3 4%

Table 9-3
Summary of Concerns: % 10

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
THE COSTS OF HEALTH CARE COVERAGE	128 32%	31 33%	94 32%	58 29%	44 29%	35 30%	30 32%	37 37%	92 34%	62 37%	74 44%	63 37%	17 24%	42 28%	29 20%	40 27%	16 33%	20 28%	20 27%	24 32%	52 27%	74 38%
ATTRACTING QUALIFIED WORKERS	85 21%	23 25%	62 21%	45 22%	35 23%	32 27%	25 26%	17 17%	51 19%	42 25%	39 23%	41 24%	26 37%	33 23%	33 23%	32 22%	7 15%	9 12%	13 17%	12 16%	46 24%	39 20%
GOVERNMENT POLICIES AND REGULATIONS	79 20%	21 22%	58 19%	39 19%	31 21%	26 22%	27 28%	22 22%	56 20%	38 22%	34 20%	41 24%	14 20%	28 19%	29 20%	26 18%	8 16%	10 14%	15 20%	11 15%	36 18%	43 22%
RETAINING QUALIFIED WORKERS	52 13%	12 13%	39 13%	30 15%	20 14%	21 18%	15 15%	11 11%	33 12%	26 15%	25 15%	24 14%	15 22%	22 15%	24 17%	19 13%	2 5%	2 3%	2 2%	8 11%	31 16%	21 11%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	44 11%	9 10%	35 12%	20 10%	15 10%	12 10%	11 11%	10 10%	31 11%	18 11%	21 12%	21 12%	8 12%	18 12%	13 9%	14 10%	4 8%	7 10%	9 13%	9 12%	22 11%	23 12%
DEVELOPING FUTURE LEADERS	32 8%	5 6%	27 9%	19 9%	5 3%	9 8%	7 8%	9 9%	19 7%	17 10%	19 11%	16 10%	7 10%	7 5%	7 5%	8 6%	4 9%	6 8%	5 6%	6 8%	14 7%	18 9%
ECONOMIC AND GLOBAL UNCERTAINTY	12 6%	3 5%	9 7%	4 4%	4 6%	4 7%	4 9%	3 7%	8 6%	5 6%	6 7%	6 7%	4 11%	6 8%	4 6%	4 6%	- -	1 3%	2 4%	2 4%	6 6%	6 6%
COMPETITION FROM FOREIGN SOURCES	23 6%	7 8%	16 5%	10 5%	7 4%	8 6%	5 5%	7 7%	14 5%	13 8%	15 9%	10 6%	4 5%	5 3%	4 3%	5 4%	4 9%	5 7%	4 6%	8 11%	10 5%	13 7%
GETTING YOUR PRODUCTS TO MARKET	7 3%	2 4%	5 3%	4 4%	2 2%	2 3%	3 5%	- -	5 4%	3 3%	3 4%	2 2%	1 2%	2 2%	3 4%	3 4%	1 4%	2 5%	1 3%	2 6%	2 2%	5 5%

Table 9-4
Summary of Concerns: % 10

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE				FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACKT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
THE COSTS OF HEALTH CARE COVERAGE	128 32%	35 40%	93 33%	31 30%	16 39%	43 30%	26 31%	12 27%	2 30%	40 33%	34 37%	49 33%	1 8%	63 29%	37 25%	30 23%	36 29%	31 29%	48 25%	68 56%	41 36%	23 30%	13 27%
ATTRACTING QUALIFIED WORKERS	85 21%	44 51%	82 29%	3 3%	17 40%	35 24%	13 15%	12 29%	- 21%	26 32%	30 19%	28 19%	- 26%	55 31%	46 27%	35 31%	39 28%	30 35%	66 22%	26 9%	11 18%	14 21%	10 21%
GOVERNMENT POLICIES AND REGULATIONS	79 20%	28 32%	55 19%	21 20%	7 16%	20 14%	19 23%	10 24%	2 30%	24 19%	22 23%	29 19%	1 11%	43 20%	22 14%	23 18%	32 25%	19 17%	36 19%	22 18%	17 15%	26 34%	9 19%
RETAINING QUALIFIED WORKERS	52 13%	31 35%	47 17%	3 3%	6 15%	23 16%	6 7%	6 15%	- 14%	17 16%	14 13%	19 13%	- 16%	34 16%	23 16%	22 17%	27 22%	22 20%	40 21%	11 9%	7 6%	10 13%	5 11%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	44 11%	17 19%	35 12%	6 5%	7 17%	13 9%	10 12%	4 8%	1 14%	16 13%	11 12%	15 10%	- 11%	23 10%	15 10%	12 9%	17 13%	15 14%	23 12%	15 13%	12 10%	7 9%	7 14%
DEVELOPING FUTURE LEADERS	32 8%	15 18%	25 9%	6 6%	6 14%	13 9%	5 6%	1 1%	- 7%	8 11%	10 8%	12 8%	- 8%	16 8%	11 7%	9 7%	10 8%	9 9%	20 11%	7 6%	8 7%	5 6%	4 9%
ECONOMIC AND GLOBAL UNCERTAINTY	12 6%	5 11%	10 7%	2 4%	3 14%	5 7%	1 2%	2 10%	- 6%	4 7%	4 7%	5 7%	- 6%	5 5%	3 4%	1 2%	5 8%	4 9%	6 6%	3 6%	4 8%	3 11%	2 8%
COMPETITION FROM FOREIGN SOURCES	23 6%	9 10%	16 6%	6 6%	5 11%	4 2%	6 7%	- 16%	1 3%	4 3%	7 7%	12 8%	- 6%	12 5%	8 5%	6 5%	7 6%	3 3%	7 4%	8 7%	6 5%	6 8%	4 9%
GETTING YOUR PRODUCTS TO MARKET	7 3%	1 2%	6 4%	1 2%	1 4%	2 2%	1 3%	1 4%	- 3%	2 6%	3 1%	1 1%	- 3%	4 1%	1 1%	1 1%	2 3%	1 2%	3 3%	3 4%	2 3%	2 4%	1 4%

Table 9-5
Summary of Concerns: % 10

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
THE COSTS OF HEALTH CARE COVERAGE	128 32%	70 33%	42 29%	34 31%	19 21%	29 36%	22 31%	101 32%	27 33%	14 23%	34 42%	49 32%	26 30%	116 36%	6 13%	22 41%	39 39%	11 21%	36 36%	68 31%
ATTRACTING QUALIFIED WORKERS	85 21%	45 21%	35 24%	17 16%	25 27%	12 16%	23 32%	72 23%	13 17%	6 10%	26 32%	29 19%	21 25%	57 18%	15 35%	11 21%	26 26%	10 20%	19 19%	48 22%
GOVERNMENT POLICIES AND REGULATIONS	79 20%	38 18%	24 16%	19 17%	18 19%	15 19%	14 20%	63 20%	16 20%	11 18%	12 14%	33 22%	21 24%	67 21%	4 9%	13 24%	27 27%	9 18%	21 21%	38 18%
RETAINING QUALIFIED WORKERS	52 13%	31 15%	25 17%	10 9%	14 15%	8 11%	8 12%	42 13%	10 12%	7 11%	14 17%	24 15%	5 6%	32 10%	10 23%	7 13%	19 19%	5 11%	19 19%	26 12%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	44 11%	30 14%	17 12%	10 9%	6 6%	10 13%	8 11%	34 11%	11 13%	6 10%	15 19%	15 9%	7 8%	36 11%	5 12%	7 12%	12 12%	3 6%	8 8%	26 12%
DEVELOPING FUTURE LEADERS	32 8%	20 9%	11 8%	4 4%	5 5%	3 3%	6 8%	27 9%	4 5%	1 1%	8 9%	14 9%	9 11%	27 8%	3 7%	4 7%	8 8%	1 2%	12 12%	22 10%
ECONOMIC AND GLOBAL UNCERTAINTY	12 6%	7 6%	3 4%	3 5%	1 3%	3 8%	3 10%	11 7%	1 4%	3 8%	3 8%	5 6%	2 4%	8 5%	2 10%	1 6%	2 5%	1 4%	4 9%	6 6%
COMPETITION FROM FOREIGN SOURCES	23 6%	12 6%	7 5%	5 5%	5 5%	5 6%	3 4%	19 6%	4 5%	4 7%	9 11%	4 2%	5 6%	21 7%	2 5%	5 10%	8 8%	1 2%	5 5%	12 5%
GETTING YOUR PRODUCTS TO MARKET	7 3%	4 3%	1 1%	4 7%	- -	2 4%	2 4%	7 4%	- -	1 3%	1 2%	5 6%	- -	7 4%	- -	- -	3 7%	- -	1 2%	6 5%

Table 10-1
Summary of Concerns: % 8-10

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	MANAGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
THE COSTS OF HEALTH CARE COVERAGE	232 58%	79 56%	52 60%	35 72%	21 49%	45 55%	131 58%	101 59%	97 58%	67 62%	54 53%	119 59%	71 60%	42 53%	53 59%	54 55%	33 55%	24 53%	49 49%	182 61%	94 60%	64 60%	19 59%	42 54%
ATTRACTING QUALIFIED WORKERS	183 46%	63 45%	31 36%	29 60%	20 48%	40 49%	94 41%	89 52%	58 35%	53 49%	66 65%	74 37%	58 50%	51 64%	42 46%	48 50%	29 48%	19 42%	28 28%	155 52%	65 41%	54 51%	16 48%	35 46%
GOVERNMENT POLICIES AND REGULATIONS	160 40%	45 32%	36 41%	24 51%	16 37%	39 48%	81 36%	79 46%	67 40%	44 40%	40 40%	85 42%	45 39%	30 38%	45 50%	40 41%	24 39%	17 36%	34 34%	127 42%	66 42%	50 47%	12 36%	22 28%
RETAINING QUALIFIED WORKERS	150 37%	60 43%	25 29%	20 41%	17 39%	28 35%	85 37%	65 38%	52 31%	42 39%	48 48%	65 32%	42 36%	43 54%	39 43%	36 37%	25 41%	14 30%	28 28%	122 41%	53 34%	44 41%	8 25%	34 44%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	117 29%	41 29%	23 27%	15 31%	13 31%	25 30%	65 28%	53 30%	43 26%	37 34%	29 29%	59 29%	35 30%	24 30%	27 30%	27 28%	18 30%	11 23%	26 27%	91 30%	44 28%	31 30%	9 28%	30 39%
DEVELOPING FUTURE LEADERS	92 23%	32 23%	24 27%	10 21%	10 24%	16 19%	56 24%	36 21%	36 21%	26 24%	26 26%	41 20%	30 26%	21 26%	24 27%	22 23%	19 31%	6 13%	17 17%	75 25%	37 24%	30 28%	4 12%	16 20%
ECONOMIC AND GLOBAL UNCERTAINTY	33 16%	15 19%	8 19%	1 5%	3 14%	6 16%	23 19%	10 12%	14 16%	10 19%	7 16%	17 17%	8 14%	7 19%	10 23%	9 16%	4 11%	1 6%	12 24%	20 14%	9 11%	12 21%	3 17%	7 21%
COMPETITION FROM FOREIGN SOURCES	50 13%	20 14%	12 14%	10 21%	4 9%	4 5%	32 14%	18 11%	23 14%	16 15%	8 7%	29 14%	16 14%	5 7%	11 13%	14 14%	4 7%	6 13%	12 13%	38 13%	23 15%	16 15%	3 9%	7 9%
GETTING YOUR PRODUCTS TO MARKET	21 10%	7 11%	7 17%	1 4%	1 4%	5 11%	14 13%	7 7%	13 16%	6 10%	2 3%	15 15%	5 8%	1 3%	9 19%	3 6%	1 3%	2 10%	8 17%	13 8%	8 10%	8 16%	2 12%	3 7%

Table 10-2
Summary of Concerns: % 8-10

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
THE COSTS OF HEALTH CARE COVERAGE	232 58%	114 57%	103 60%	216 58%	13 63%	111 57%	91 59%	14 65%	109 60%	45 76%	71 48%	132 56%	16 72%	77 60%	95 52%	23 65%	109 64%	69 56%	39 63%	121 58%	29 58%	139 60%	2 52%	85 58%
ATTRACTING QUALIFIED WORKERS	183 46%	96 48%	76 44%	172 46%	9 42%	87 45%	79 51%	10 46%	80 44%	32 54%	67 45%	109 46%	12 53%	61 47%	83 46%	17 47%	82 48%	66 53%	33 53%	85 41%	18 37%	117 50%	- -	61 41%
GOVERNMENT POLICIES AND REGULATIONS	160 40%	79 40%	68 40%	147 40%	12 56%	82 42%	61 39%	6 27%	61 34%	35 59%	59 39%	96 41%	6 28%	55 43%	68 37%	15 42%	74 43%	51 42%	24 39%	83 40%	22 46%	90 39%	- -	64 43%
RETAINING QUALIFIED WORKERS	150 37%	79 39%	61 35%	139 37%	9 43%	70 36%	64 41%	9 42%	68 38%	21 35%	60 40%	90 38%	6 28%	51 40%	64 36%	10 28%	73 42%	52 42%	26 42%	70 34%	20 40%	95 41%	- -	50 34%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	117 29%	56 28%	51 30%	108 29%	8 40%	51 26%	53 34%	5 26%	46 25%	24 40%	46 30%	70 30%	8 37%	34 26%	48 27%	14 38%	52 30%	39 32%	21 33%	56 27%	10 19%	67 29%	- -	48 33%
DEVELOPING FUTURE LEADERS	92 23%	49 24%	35 20%	84 22%	8 36%	45 23%	39 25%	6 27%	42 23%	15 25%	32 22%	50 21%	7 32%	34 26%	36 20%	10 29%	44 26%	28 23%	23 38%	39 19%	9 19%	55 24%	1 41%	33 22%
ECONOMIC AND GLOBAL UNCERTAINTY	33 16%	11 12%	15 17%	26 14%	6 50%	9 10%	17 23%	5 39%	12 15%	5 16%	15 20%	14 12%	5 40%	12 19%	9 10%	7 29%	17 20%	11 17%	6 21%	15 15%	4 14%	16 14%	- -	16 24%
COMPETITION FROM FOREIGN SOURCES	50 13%	21 10%	23 14%	44 12%	5 22%	21 11%	19 12%	5 24%	20 11%	14 23%	13 9%	33 14%	1 5%	14 11%	21 11%	4 11%	24 14%	17 14%	2 3%	31 15%	4 9%	29 13%	- -	21 14%
GETTING YOUR PRODUCTS TO MARKET	21 10%	10 10%	11 13%	21 11%	- -	13 13%	5 6%	1 12%	11 11%	2 8%	6 8%	16 13%	- -	5 7%	12 12%	- -	9 11%	7 12%	5 14%	9 9%	- -	10 9%	1 37%	9 11%

Table 10-3
Summary of Concerns: % 8-10

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
THE COSTS OF HEALTH CARE COVERAGE	232 58%	54 58%	173 58%	113 56%	88 58%	69 58%	58 60%	60 60%	167 61%	101 60%	109 65%	102 60%	37 51%	85 57%	76 52%	86 58%	24 50%	40 56%	40 54%	41 56%	103 53%	124 63%
ATTRACTING QUALIFIED WORKERS	183 46%	46 49%	135 45%	97 48%	76 50%	60 51%	50 52%	37 36%	122 45%	82 48%	80 47%	84 49%	39 56%	74 50%	74 51%	71 48%	17 35%	24 33%	25 33%	25 35%	91 46%	86 44%
GOVERNMENT POLICIES AND REGULATIONS	160 40%	34 37%	122 41%	83 41%	62 41%	48 40%	45 47%	40 40%	112 41%	77 46%	70 41%	75 44%	27 38%	57 39%	57 39%	60 41%	20 42%	23 32%	31 42%	25 34%	76 39%	84 43%
RETAINING QUALIFIED WORKERS	150 37%	30 32%	117 39%	82 41%	61 40%	56 47%	41 43%	28 28%	109 40%	73 43%	70 42%	70 41%	28 39%	57 39%	57 39%	52 35%	10 22%	18 24%	19 26%	26 36%	82 42%	67 34%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	117 29%	27 29%	89 30%	56 28%	49 33%	39 33%	27 29%	24 24%	78 28%	50 30%	54 32%	53 31%	28 40%	48 33%	39 27%	40 27%	10 21%	17 24%	21 28%	22 31%	56 29%	61 31%
DEVELOPING FUTURE LEADERS	92 23%	22 24%	69 23%	49 24%	34 23%	32 27%	25 26%	19 19%	62 23%	47 28%	48 28%	51 30%	20 28%	31 21%	28 19%	24 16%	7 15%	12 16%	14 19%	17 23%	46 24%	45 23%
ECONOMIC AND GLOBAL UNCERTAINTY	33 16%	6 13%	26 18%	17 16%	9 13%	7 13%	9 19%	8 16%	24 17%	13 15%	14 17%	16 20%	5 15%	16 21%	13 17%	12 17%	3 14%	3 9%	5 13%	4 10%	14 15%	18 18%
COMPETITION FROM FOREIGN SOURCES	50 13%	9 10%	41 14%	25 13%	17 11%	15 13%	10 11%	9 9%	35 13%	23 13%	25 15%	29 17%	5 6%	16 11%	10 7%	10 7%	7 16%	9 13%	12 17%	10 14%	17 9%	32 16%
GETTING YOUR PRODUCTS TO MARKET	21 10%	3 7%	18 12%	13 14%	7 9%	7 10%	8 16%	3 5%	19 14%	12 14%	10 13%	8 9%	1 2%	6 8%	7 9%	8 11%	1 4%	3 7%	4 10%	5 14%	10 10%	10 10%

Table 10-4
Summary of Concerns: % 8-10

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACKT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	-ATE
																							LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
THE COSTS OF HEALTH CARE COVERAGE	232 58%	59 68%	176 62%	51 50%	23 55%	88 61%	48 57%	21 49%	4 59%	75 61%	59 64%	83 56%	3 26%	113 53%	85 56%	70 55%	72 58%	58 54%	104 55%	99 82%	60 53%	44 56%	24 51%
ATTRACTING QUALIFIED WORKERS	183 46%	68 79%	170 59%	12 12%	30 71%	72 50%	33 40%	22 52%	2 27%	57 46%	58 63%	62 41%	1 8%	106 50%	86 57%	64 50%	78 63%	65 61%	127 67%	59 49%	37 33%	31 40%	19 41%
GOVERNMENT POLICIES AND REGULATIONS	160 40%	46 53%	122 43%	35 34%	22 52%	51 35%	37 44%	18 42%	3 47%	50 41%	43 46%	59 40%	1 11%	86 40%	52 35%	53 41%	58 46%	45 43%	76 40%	50 41%	43 38%	44 57%	13 28%
RETAINING QUALIFIED WORKERS	150 37%	56 64%	128 45%	19 19%	23 55%	62 43%	25 30%	13 31%	2 27%	44 36%	38 41%	58 39%	1 12%	86 40%	66 44%	53 41%	62 50%	52 49%	99 52%	45 37%	28 25%	27 35%	19 41%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	117 29%	36 41%	98 34%	15 15%	16 38%	44 31%	24 28%	11 27%	3 44%	41 33%	28 30%	41 27%	1 11%	64 30%	50 33%	39 30%	44 35%	41 39%	65 34%	41 34%	27 24%	24 31%	11 24%
DEVELOPING FUTURE LEADERS	92 23%	31 36%	75 26%	15 14%	13 31%	37 26%	16 20%	10 24%	1 13%	24 20%	30 32%	32 22%	1 12%	56 26%	38 25%	36 28%	36 29%	30 28%	62 32%	26 22%	19 17%	14 18%	12 25%
ECONOMIC AND GLOBAL UNCERTAINTY	33 16%	11 26%	27 20%	5 9%	5 23%	12 18%	9 18%	3 19%	- -	14 22%	6 13%	11 17%	- -	18 18%	12 17%	7 12%	12 18%	10 22%	15 16%	9 15%	12 21%	8 25%	5 22%
COMPETITION FROM FOREIGN SOURCES	50 13%	18 21%	37 13%	10 10%	10 24%	10 7%	13 15%	4 10%	1 16%	12 10%	18 19%	17 11%	2 22%	24 11%	21 14%	13 10%	20 16%	14 13%	23 12%	15 13%	14 12%	13 17%	7 16%
GETTING YOUR PRODUCTS TO MARKET	21 10%	4 9%	17 11%	4 9%	2 9%	8 11%	2 6%	2 8%	- -	7 11%	8 18%	5 6%	- -	14 12%	7 8%	6 8%	4 7%	6 10%	7 8%	4 6%	7 12%	7 15%	4 15%

Table 10-5
Summary of Concerns: % 8-10

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
THE COSTS OF HEALTH CARE COVERAGE	232 58%	116 55%	81 56%	61 57%	56 62%	49 62%	38 53%	183 57%	49 61%	26 41%	52 64%	101 66%	45 52%	190 59%	24 56%	36 66%	65 65%	25 49%	64 64%	123 57%
ATTRACTING QUALIFIED WORKERS	183 46%	94 44%	73 50%	47 44%	53 58%	37 47%	42 59%	152 48%	31 39%	25 41%	44 54%	71 46%	36 42%	132 41%	30 70%	29 53%	54 54%	26 50%	51 51%	89 41%
GOVERNMENT POLICIES AND REGULATIONS	160 40%	80 38%	59 41%	40 37%	32 35%	29 36%	31 44%	131 41%	30 37%	19 31%	28 34%	71 46%	37 43%	130 41%	15 35%	25 46%	53 53%	20 40%	51 51%	79 36%
RETAINING QUALIFIED WORKERS	150 37%	77 36%	63 43%	34 31%	35 38%	28 36%	26 36%	124 39%	26 32%	16 25%	33 41%	69 45%	28 33%	107 34%	23 52%	23 43%	41 41%	20 38%	37 37%	79 36%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	117 29%	65 30%	46 32%	28 26%	30 32%	25 31%	23 32%	89 28%	28 34%	13 21%	35 42%	50 32%	15 18%	93 29%	15 35%	20 37%	32 32%	15 29%	28 28%	59 27%
DEVELOPING FUTURE LEADERS	92 23%	50 23%	35 24%	21 20%	21 23%	9 12%	23 32%	79 25%	13 16%	11 17%	21 26%	35 23%	22 25%	71 22%	12 29%	12 23%	29 29%	12 24%	23 23%	51 24%
ECONOMIC AND GLOBAL UNCERTAINTY	33 16%	19 18%	7 11%	11 22%	4 10%	5 16%	4 16%	29 18%	3 8%	6 20%	6 17%	16 20%	4 8%	25 16%	4 21%	2 8%	10 20%	4 15%	11 23%	22 19%
COMPETITION FROM FOREIGN SOURCES	50 13%	25 12%	12 9%	16 15%	12 13%	10 13%	8 11%	43 13%	8 9%	11 17%	13 16%	14 9%	10 11%	45 14%	4 9%	6 12%	22 22%	4 7%	7 7%	31 14%
GETTING YOUR PRODUCTS TO MARKET	21 10%	12 11%	8 10%	8 14%	5 9%	6 12%	5 11%	18 11%	3 7%	1 3%	9 20%	6 8%	4 8%	20 12%	1 4%	- -	8 17%	1 4%	4 8%	14 13%

Table 11-1
Summary of Concerns: % Mean

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	MANAGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
THE COSTS OF HEALTH CARE COVERAGE	7.5	7.3	7.4	8.0	7.1	7.8	7.3	7.7	7.3	7.8	7.3	7.4	7.7	7.4	7.7	7.4	7.5	7.2	6.9	7.7	7.6	7.5	7.5	7.4
ATTRACTING QUALIFIED WORKERS	6.7	6.7	6.2	7.4	6.6	6.9	6.5	7.0	5.8	7.1	7.9	6.0	7.0	7.9	6.6	6.8	7.3	6.6	5.6	7.1	6.3	7.1	6.7	6.9
GOVERNMENT POLICIES AND REGULATIONS	6.4	6.2	6.2	6.7	6.7	6.7	6.2	6.7	6.1	6.6	6.6	6.4	6.3	6.6	6.9	6.5	6.5	6.0	5.9	6.6	6.5	6.7	5.8	6.1
RETAINING QUALIFIED WORKERS	6.0	6.2	5.3	6.0	6.1	6.1	5.9	6.1	5.3	6.2	6.9	5.4	6.2	7.1	6.2	5.9	6.7	5.7	5.2	6.2	5.6	6.3	5.9	6.3
COSTS OF EMPLOYEE SALARIES AND BENEFITS	5.9	5.9	5.7	6.1	5.6	6.0	5.8	5.9	5.4	6.1	6.2	5.6	6.1	6.4	6.1	6.0	6.0	5.5	5.1	6.1	5.7	6.1	5.8	6.3
DEVELOPING FUTURE LEADERS	5.3	5.2	5.4	5.2	5.5	5.0	5.3	5.2	4.9	5.5	5.6	4.9	5.6	5.6	5.4	5.4	6.0	4.6	4.9	5.4	5.1	5.8	5.2	5.2
ECONOMIC AND GLOBAL UNCERTAINTY	5.1	5.2	5.5	4.1	4.9	5.2	5.3	4.8	4.8	5.4	5.4	5.0	5.2	5.5	5.6	5.2	5.2	4.1	5.7	4.9	4.8	5.4	5.0	5.6
COMPETITION FROM FOREIGN SOURCES	3.7	3.8	3.6	4.0	4.1	3.1	3.7	3.6	3.4	4.0	3.6	3.6	3.9	3.5	3.5	4.0	3.3	3.7	3.6	3.7	3.8	3.6	3.4	3.9
GETTING YOUR PRODUCTS TO MARKET	3.6	3.7	3.8	3.8	3.3	3.5	3.7	3.5	3.9	3.4	3.6	3.8	3.4	3.6	4.4	3.0	3.5	3.9	3.4	3.7	3.8	3.9	3.8	3.2

Table 11-2
Summary of Concerns: % Mean

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
THE COSTS OF HEALTH CARE COVERAGE	7.5	7.3	7.7	7.5	7.0	7.3	7.7	7.1	7.6	8.2	7.0	7.3	8.0	7.6	7.1	7.3	7.9	7.4	7.7	7.5	7.8	7.6	6.7	7.4
ATTRACTING QUALIFIED WORKERS	6.7	6.8	6.6	6.7	7.1	6.6	7.0	5.6	6.7	7.2	6.5	6.7	6.8	6.7	6.7	6.5	6.9	7.2	6.9	6.3	6.2	7.2	3.4	6.1
GOVERNMENT POLICIES AND REGULATIONS	6.4	6.3	6.5	6.4	7.0	6.5	6.3	5.7	6.1	7.4	6.4	6.4	5.9	6.5	6.2	6.2	6.7	6.4	6.3	6.4	6.6	6.4	2.5	6.6
RETAINING QUALIFIED WORKERS	6.0	5.9	6.0	5.9	6.7	5.8	6.3	5.5	5.9	5.8	6.2	6.1	5.2	6.0	6.0	5.4	6.1	6.3	5.7	5.8	6.1	6.3	2.1	5.6
COSTS OF EMPLOYEE SALARIES AND BENEFITS	5.9	5.6	6.1	5.8	7.1	5.7	6.1	5.6	5.7	6.4	5.8	5.9	6.0	5.9	5.7	6.1	6.1	6.1	6.0	5.8	5.4	6.0	2.5	5.8
DEVELOPING FUTURE LEADERS	5.3	5.4	5.1	5.3	5.8	5.3	5.3	5.7	5.3	5.2	5.2	5.3	5.8	5.2	5.2	5.4	5.3	5.4	5.9	5.0	4.6	5.5	3.9	4.9
ECONOMIC AND GLOBAL UNCERTAINTY	5.1	4.6	5.5	5.0	7.3	4.8	5.5	6.0	5.5	4.9	4.9	4.9	5.9	5.4	4.8	5.5	5.5	5.1	5.0	5.2	5.0	5.0	6.0	5.5
COMPETITION FROM FOREIGN SOURCES	3.7	3.6	3.7	3.6	3.9	3.6	3.6	4.2	3.6	4.1	3.5	3.8	3.2	3.4	3.5	3.6	3.8	4.0	3.0	3.6	3.0	3.8	2.0	3.6
GETTING YOUR PRODUCTS TO MARKET	3.6	3.5	3.9	3.7	3.4	3.7	3.4	4.0	3.5	4.0	3.5	3.8	3.1	3.4	3.7	2.6	3.7	4.3	3.8	3.2	2.2	3.7	4.4	3.5

Table 11-3
Summary of Concerns: % Mean

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
THE COSTS OF HEALTH CARE COVERAGE	7.5	7.6	7.4	7.5	7.6	7.6	7.7	7.5	7.5	7.5	7.7	7.5	7.4	7.6	7.2	7.6	7.2	7.3	7.3	7.2	7.3	7.7
ATTRACTING QUALIFIED WORKERS	6.7	7.0	6.6	7.0	7.0	7.3	7.3	6.1	6.6	6.8	6.8	6.7	7.5	7.2	7.1	7.1	6.0	5.5	5.7	5.8	6.9	6.4
GOVERNMENT POLICIES AND REGULATIONS	6.4	6.4	6.4	6.6	6.7	6.7	7.0	6.1	6.4	6.4	6.3	6.6	6.6	6.6	6.4	6.4	6.2	6.0	6.5	5.9	6.3	6.6
RETAINING QUALIFIED WORKERS	6.0	5.5	6.1	6.4	6.2	6.5	6.5	5.3	6.0	6.1	6.2	6.0	6.6	6.3	6.2	6.2	4.8	5.0	5.0	5.3	6.2	5.7
COSTS OF EMPLOYEE SALARIES AND BENEFITS	5.9	5.8	6.0	6.1	6.1	6.2	6.2	5.3	5.9	6.0	6.0	5.8	6.3	6.2	6.0	6.1	5.4	5.0	5.3	5.6	6.0	5.8
DEVELOPING FUTURE LEADERS	5.3	5.2	5.3	5.5	5.2	5.7	5.6	5.0	5.2	5.3	5.4	5.5	5.9	5.4	5.4	5.2	4.3	4.9	4.7	4.9	5.5	5.1
ECONOMIC AND GLOBAL UNCERTAINTY	5.1	5.1	5.1	5.2	4.9	5.2	5.5	4.9	5.3	5.0	5.1	5.3	5.1	5.5	5.3	5.2	4.4	4.8	4.8	4.8	5.3	5.0
COMPETITION FROM FOREIGN SOURCES	3.7	3.9	3.6	3.9	3.8	4.1	4.0	2.9	3.7	3.8	3.9	4.0	3.2	3.6	3.5	3.5	4.0	3.5	3.6	3.4	3.7	3.7
GETTING YOUR PRODUCTS TO MARKET	3.6	3.1	3.8	4.2	4.1	3.9	4.7	2.8	3.9	3.8	3.7	3.4	3.0	3.5	3.6	4.0	3.1	3.6	3.8	3.7	3.9	3.4

Table 11-4
Summary of Concerns: % Mean

BANNER 4

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
THE COSTS OF HEALTH CARE COVERAGE	7.5	8.1	7.7	6.8	7.9	7.8	7.1	7.2	6.5	7.7	7.7	7.4	5.4	7.3	7.5	7.4	7.5	7.6	7.4	8.8	7.0	7.7	7.1
ATTRACTING QUALIFIED WORKERS	6.7	8.6	7.5	4.5	8.1	7.2	6.0	7.2	5.4	6.7	7.6	6.6	4.7	6.9	7.6	7.2	7.8	7.7	8.0	6.8	5.7	6.8	5.9
GOVERNMENT POLICIES AND REGULATIONS	6.4	7.1	6.6	6.0	6.7	6.3	6.6	6.6	5.3	6.5	6.7	6.3	5.9	6.5	6.3	6.5	6.9	6.9	6.4	6.4	6.2	7.4	5.5
RETAINING QUALIFIED WORKERS	6.0	7.5	6.6	4.4	6.8	6.5	5.3	6.1	4.4	5.9	6.3	6.0	4.3	6.2	6.7	6.6	6.9	7.1	7.0	5.9	5.2	6.1	5.6
COSTS OF EMPLOYEE SALARIES AND BENEFITS	5.9	6.7	6.3	4.8	6.4	6.1	5.9	6.0	4.9	6.1	6.2	5.7	4.0	6.0	6.2	6.1	6.2	6.5	6.4	6.3	5.7	6.0	5.4
DEVELOPING FUTURE LEADERS	5.3	6.1	5.6	4.4	6.1	5.5	4.9	5.6	3.9	5.1	5.8	5.2	5.2	5.5	5.7	5.7	5.8	5.8	6.0	5.2	4.6	5.4	4.7
ECONOMIC AND GLOBAL UNCERTAINTY	5.1	5.6	5.3	4.8	5.1	5.4	5.1	5.1	5.7	5.4	5.1	5.0	5.2	5.1	5.5	5.3	5.3	5.8	5.2	5.2	5.3	6.0	5.7
COMPETITION FROM FOREIGN SOURCES	3.7	4.5	3.7	3.6	5.0	3.4	3.7	3.3	2.6	3.2	4.3	3.8	4.1	3.7	4.0	3.9	4.1	4.0	3.7	3.6	3.8	4.2	3.7
GETTING YOUR PRODUCTS TO MARKET	3.6	3.4	3.7	3.5	3.7	3.7	3.2	3.6	3.1	3.8	4.0	3.4	4.0	3.9	3.6	3.6	3.7	3.7	3.6	3.4	3.4	4.2	4.1

Table 11-5
Summary of Concerns: % Mean

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
THE COSTS OF HEALTH CARE COVERAGE	7.5	7.3	7.6	7.5	7.4	7.6	7.6	7.5	7.5	6.3	8.1	7.8	7.2	7.5	7.3	7.8	7.9	7.2	7.9	7.3
ATTRACTING QUALIFIED WORKERS	6.7	6.5	7.0	6.6	7.3	6.6	7.7	6.8	6.3	6.0	7.3	6.7	6.6	6.4	8.1	7.0	7.3	6.7	6.9	6.5
GOVERNMENT POLICIES AND REGULATIONS	6.4	6.2	6.4	6.2	6.5	6.4	6.8	6.5	6.1	6.2	6.1	6.6	6.5	6.4	6.4	6.6	7.0	6.8	6.9	6.2
RETAINING QUALIFIED WORKERS	6.0	5.8	6.4	5.7	6.0	6.0	6.4	6.0	5.6	5.2	6.5	6.2	5.6	5.7	6.7	6.2	6.3	6.1	6.3	5.8
COSTS OF EMPLOYEE SALARIES AND BENEFITS	5.9	5.9	6.4	5.9	6.0	6.1	6.3	5.9	6.0	5.4	6.8	5.9	5.5	5.8	6.3	6.2	6.0	5.8	6.0	5.8
DEVELOPING FUTURE LEADERS	5.3	5.4	5.4	4.9	5.3	4.6	6.1	5.4	4.7	4.7	5.4	5.3	5.5	5.2	5.8	5.0	5.4	5.5	5.4	5.3
ECONOMIC AND GLOBAL UNCERTAINTY	5.1	5.3	4.8	5.3	4.9	5.7	5.6	5.3	4.6	4.9	5.6	5.3	4.6	5.0	5.2	5.4	5.2	4.7	5.5	5.3
COMPETITION FROM FOREIGN SOURCES	3.7	3.8	3.5	4.3	3.5	3.7	3.4	3.7	3.5	3.9	4.2	3.2	3.6	3.7	4.1	3.6	4.4	3.7	3.5	3.7
GETTING YOUR PRODUCTS TO MARKET	3.6	3.8	3.4	4.1	3.6	3.9	3.6	3.7	3.4	2.9	4.4	3.5	3.5	3.6	3.6	3.2	4.1	3.4	3.3	3.8

Table 12-1

QUESTION 7:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Competition from foreign sources

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	MANAG-ER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
10 - VERY CONCERNED	23 6%	8 6%	4 4%	8 16%	1 2%	3 3%	12 5%	11 6%	10 6%	6 6%	4 4%	14 7%	7 6%	2 3%	8 8%	5 5%	3 5%	1 3%	6 6%	17 6%	13 8%	7 7%	2 6%	1 1%
8 - 10	50 13%	20 14%	12 14%	10 21%	4 9%	4 5%	32 14%	18 11%	23 14%	16 15%	8 7%	29 14%	16 14%	5 7%	11 13%	14 14%	4 7%	6 13%	12 13%	38 13%	23 15%	16 15%	3 9%	7 9%
5 - 7	88 22%	31 22%	17 20%	6 12%	16 37%	18 23%	48 21%	40 23%	26 16%	29 27%	27 27%	38 19%	28 24%	22 28%	17 19%	24 25%	14 24%	10 22%	18 18%	70 23%	33 21%	18 17%	5 16%	26 33%
1 - 4	257 64%	90 64%	57 65%	31 64%	23 53%	57 70%	147 64%	111 64%	114 69%	63 58%	66 66%	134 66%	71 61%	52 66%	61 67%	59 61%	41 69%	30 65%	69 69%	188 63%	98 62%	72 68%	25 75%	42 55%
9	9 2%	5 4%	2 2%	1 2%	1 2%	- -	7 3%	2 1%	5 3%	3 3%	2 2%	5 2%	4 4%	- -	2 2%	6 6%	- -	- -	2 2%	7 2%	2 1%	3 3%	- -	4 5%
8	18 5%	6 5%	6 7%	2 4%	2 4%	2 2%	13 6%	5 3%	8 5%	7 7%	2 2%	10 5%	5 4%	3 4%	2 2%	4 4%	1 2%	5 10%	4 4%	14 5%	8 5%	6 6%	1 3%	3 4%
7	22 5%	11 8%	2 2%	4 8%	2 4%	3 4%	13 6%	9 5%	6 3%	9 8%	6 6%	8 4%	10 8%	4 5%	4 5%	6 6%	2 3%	4 9%	5 5%	17 6%	10 6%	3 3%	- -	7 10%
6	17 4%	2 1%	6 7%	- -	5 11%	5 6%	8 3%	9 5%	5 3%	5 4%	7 6%	8 4%	5 4%	4 5%	5 5%	4 4%	3 5%	1 2%	4 4%	13 4%	5 3%	3 3%	2 6%	5 7%
5	49 12%	18 13%	9 11%	2 4%	9 22%	10 13%	27 12%	22 13%	16 9%	15 14%	14 14%	21 11%	13 11%	14 18%	8 9%	14 15%	10 16%	5 11%	9 9%	40 13%	18 12%	11 11%	3 10%	13 17%
4	27 7%	9 6%	7 7%	1 3%	4 9%	6 8%	15 7%	11 7%	11 7%	5 5%	7 7%	14 7%	8 7%	5 7%	7 7%	5 5%	4 6%	4 9%	9 9%	18 6%	9 6%	8 7%	2 6%	6 8%
3	54 13%	22 16%	10 12%	6 13%	6 14%	9 11%	32 14%	21 12%	17 10%	14 13%	22 22%	23 11%	14 12%	17 21%	9 10%	16 16%	10 16%	7 14%	16 16%	38 13%	18 12%	16 15%	10 31%	4 5%
2	45 11%	14 10%	12 14%	6 12%	5 12%	8 10%	26 11%	19 11%	15 9%	15 14%	11 11%	20 10%	17 15%	8 10%	9 10%	15 15%	10 16%	3 6%	8 8%	36 12%	15 10%	13 12%	7 21%	8 11%
1 - NOT AT ALL CONCERNED	132 33%	45 32%	28 32%	18 37%	8 18%	33 41%	73 32%	59 34%	71 43%	29 27%	27 26%	77 38%	32 27%	22 28%	36 40%	23 24%	18 30%	16 36%	36 36%	96 32%	55 35%	36 33%	6 18%	24 30%
DON'T KNOW/REFUSED	4 1%	- -	1 1%	1 2%	1 1%	2 2%	1 -	3 2%	3 2%	- -	- -	2 1%	2 2%	- -	1 1%	- -	1 1%	- -	- -	4 1%	2 1%	- -	- -	2 2%
MEAN	3.7	3.8	3.6	4.0	4.1	3.1	3.7	3.6	3.4	4.0	3.6	3.6	3.9	3.5	3.5	4.0	3.3	3.7	3.6	3.7	3.8	3.6	3.4	3.9
MEDIAN	3.0	3.0	3.0	3.0	4.0	2.0	3.0	3.0	2.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0

Table 12-2
QUESTION 7:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Competition from foreign sources

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
10 - VERY CONCERNED -----	23 6%	8 4%	10 6%	19 5%	4 18%	10 5%	10 6%	2 9%	12 7%	4 7%	5 3%	16 7%	- -	6 5%	12 7%	1 3%	8 5%	8 7%	2 3%	13 6%	1 1%	13 6%	- -	10 7%	
8 - 10 -----	50 13%	21 10%	23 14%	44 12%	5 22%	21 11%	19 12%	5 24%	20 11%	14 23%	13 9%	33 14%	1 5%	14 11%	21 11%	4 11%	24 14%	17 14%	2 3%	31 15%	4 9%	29 13%	- -	21 14%	
5 - 7 -----	88 22%	51 25%	34 20%	85 23%	2 9%	49 25%	30 19%	4 18%	37 20%	10 17%	40 27%	55 23%	7 29%	24 19%	37 20%	9 27%	40 23%	32 26%	15 24%	39 19%	8 16%	55 24%	- -	29 19%	
1 - 4 -----	257 64%	128 64%	111 65%	239 64%	14 69%	125 64%	104 67%	12 58%	123 68%	34 58%	95 63%	146 62%	14 62%	88 68%	123 68%	22 62%	105 61%	75 60%	44 71%	135 65%	35 71%	148 64%	3 100%	96 65%	
9	9 2%	3 1%	5 3%	7 2%	1 4%	4 2%	3 2%	1 5%	2 1%	3 5%	4 3%	5 2%	1 5%	3 2%	3 2%	2 5%	4 2%	- -	- -	8 4%	2 4%	5 2%	- -	4 3%	
8	18 5%	10 5%	8 5%	18 5%	- -	7 4%	6 4%	2 11%	6 3%	7 11%	4 3%	12 5%	- -	6 4%	6 3%	1 3%	11 7%	9 7%	- -	9 4%	2 4%	11 5%	- -	7 5%	
7	22 5%	13 7%	8 5%	22 6%	- -	12 6%	6 4%	2 9%	8 4%	4 8%	9 6%	15 6%	1 5%	6 5%	8 4%	2 6%	12 7%	9 7%	3 5%	10 5%	2 5%	13 6%	- -	7 5%	
6	17 4%	9 5%	7 4%	16 4%	1 4%	9 5%	6 4%	2 10%	7 4%	2 3%	7 5%	10 4%	2 8%	5 4%	10 6%	2 6%	5 3%	6 5%	4 7%	7 3%	1 2%	11 5%	- -	6 4%	
5	49 12%	29 14%	19 11%	47 13%	1 4%	27 14%	18 11%	- -	21 12%	4 6%	24 16%	31 13%	4 16%	13 10%	19 10%	6 16%	23 13%	17 13%	8 13%	22 10%	4 9%	30 13%	- -	16 11%	
4	27 7%	11 6%	13 8%	24 7%	2 12%	11 6%	12 8%	1 7%	17 9%	2 3%	8 6%	14 6%	1 5%	10 8%	12 6%	2 6%	12 7%	13 11%	3 5%	9 5%	3 6%	14 6%	- -	12 8%	
3	54 13%	31 15%	22 13%	53 14%	1 4%	26 13%	26 17%	1 4%	31 17%	3 5%	20 13%	36 15%	2 9%	12 9%	28 15%	4 11%	20 12%	19 15%	9 14%	26 12%	3 7%	38 16%	1 30%	12 8%	
2	45 11%	20 10%	22 13%	43 11%	3 12%	24 12%	18 12%	- -	16 9%	13 22%	15 10%	26 11%	2 10%	17 13%	22 12%	3 9%	20 11%	10 8%	10 16%	25 12%	7 15%	31 13%	1 41%	13 9%	
1 - NOT AT ALL CONCERNED	132 33%	66 33%	53 31%	119 32%	8 41%	64 32%	48 31%	10 47%	58 32%	17 28%	53 35%	71 30%	8 38%	48 38%	61 34%	13 37%	53 31%	32 26%	22 36%	75 36%	21 43%	65 28%	1 28%	59 40%	
DON'T KNOW/REFUSED	4 1%	1 -	3 2%	4 1%	- -	2 1%	2 1%	- -	2 1%	1 2%	1 1%	1 -	1 4%	2 2%	1 -	- -	3 2%	- -	1 2%	3 2%	2 5%	1 -	- -	2 1%	
MEAN	3.7	3.6	3.7	3.6	3.9	3.6	3.6	4.2	3.6	4.1	3.5	3.8	3.2	3.4	3.5	3.6	3.8	4.0	3.0	3.6	3.0	3.8	2.0	3.6	
MEDIAN	3.0	3.0	3.0	3.0	2.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0	2.0	2.0	3.0	3.0	3.0	4.0	2.0	3.0	2.0	3.0	2.0	3.0	

MEETING STREET RESEARCH

Table 12-3

QUESTION 7:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Competition from foreign sources

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
10 - VERY CONCERNED	23 6%	7 8%	16 5%	10 5%	7 4%	8 6%	5 5%	7 7%	14 5%	13 8%	15 9%	10 6%	4 5%	5 3%	4 3%	5 4%	4 9%	5 7%	4 6%	8 11%	10 5%	13 7%
8 - 10	50 13%	9 10%	41 14%	25 13%	17 11%	15 13%	10 11%	9 9%	35 13%	23 13%	25 15%	29 17%	5 6%	16 11%	10 7%	10 7%	7 16%	9 13%	12 17%	10 14%	17 9%	32 16%
5 - 7	88 22%	30 32%	57 19%	56 28%	42 28%	38 32%	29 30%	12 12%	61 22%	39 23%	38 23%	42 25%	14 19%	35 24%	38 26%	33 23%	11 24%	13 19%	10 14%	10 14%	51 26%	36 18%
1 - 4	257 64%	53 57%	196 66%	119 59%	91 60%	64 54%	55 58%	78 77%	175 64%	105 62%	103 61%	98 57%	52 73%	96 65%	97 67%	103 70%	29 61%	49 68%	50 68%	52 71%	126 65%	125 64%
9	9 2%	1 1%	8 3%	6 3%	4 3%	2 2%	2 2%	- -	7 3%	3 2%	5 3%	7 4%	- -	5 3%	3 2%	2 1%	1 2%	- -	1 1%	- -	1 1%	8 4%
8	18 5%	1 1%	17 6%	10 5%	7 4%	6 5%	4 4%	2 2%	14 5%	6 4%	5 3%	11 7%	1 1%	6 4%	4 3%	3 2%	2 4%	4 6%	7 10%	2 3%	6 3%	10 5%
7	22 5%	4 4%	17 6%	14 7%	9 6%	6 5%	6 7%	1 1%	18 7%	13 8%	11 7%	11 6%	4 5%	7 5%	8 6%	8 6%	- -	2 2%	2 2%	3 4%	15 8%	6 3%
6	17 4%	7 7%	11 4%	13 7%	7 5%	9 7%	6 6%	1 1%	10 4%	7 4%	8 5%	8 4%	2 3%	6 4%	6 4%	7 5%	5 10%	4 6%	4 5%	2 3%	8 4%	9 4%
5	49 12%	19 21%	29 10%	28 14%	26 17%	23 19%	17 17%	10 10%	34 12%	19 11%	20 12%	24 14%	8 11%	21 14%	24 16%	17 12%	7 14%	8 11%	5 6%	5 7%	28 14%	21 11%
4	27 7%	7 7%	19 6%	15 7%	13 8%	9 8%	9 9%	6 6%	18 6%	11 6%	10 6%	6 4%	6 9%	11 8%	11 7%	17 11%	3 6%	4 5%	4 5%	4 5%	14 7%	12 6%
3	54 13%	15 17%	37 12%	30 15%	20 13%	15 13%	14 14%	12 12%	31 11%	18 11%	16 9%	17 10%	13 18%	22 15%	24 17%	27 18%	10 21%	14 19%	14 19%	10 13%	35 18%	17 8%
2	45 11%	6 6%	39 13%	17 8%	18 12%	13 11%	11 12%	17 16%	36 13%	21 12%	20 12%	21 12%	6 9%	17 12%	19 13%	17 11%	3 6%	6 9%	6 8%	8 11%	22 11%	22 11%
1 - NOT AT ALL CONCERNED	132 33%	24 27%	102 34%	58 29%	41 27%	27 23%	22 23%	43 43%	90 33%	55 32%	57 34%	54 32%	27 37%	46 31%	43 30%	42 28%	13 28%	25 35%	27 36%	31 43%	55 28%	74 38%
DON'T KNOW/REFUSED	4 1%	1 1%	3 1%	1 1%	1 1%	2 2%	1 1%	2 2%	3 1%	4 2%	3 2%	2 1%	1 1%	1 -	1 -	1 1%	- -	- -	1 1%	1 1%	1 -	3 2%
MEAN	3.7	3.9	3.6	3.9	3.8	4.1	4.0	2.9	3.7	3.8	3.9	4.0	3.2	3.6	3.5	3.5	4.0	3.5	3.6	3.4	3.7	3.7
MEDIAN	3.0	3.0	3.0	3.0	3.0	4.0	4.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0

Table 12-4

QUESTION 7:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Competition from foreign sources

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
10 - VERY CONCERNED -----	23 6%	9 10%	16 6%	6 6%	5 11%	4 2%	6 7%	- -	1 16%	4 3%	7 7%	12 8%	- -	12 6%	8 5%	6 5%	7 6%	3 3%	7 4%	8 7%	6 5%	6 8%	4 9%
8 - 10 -----	50 13%	18 21%	37 13%	10 10%	10 24%	10 7%	13 15%	4 10%	1 16%	12 10%	18 19%	17 11%	2 22%	24 11%	21 14%	13 10%	20 16%	14 13%	23 12%	15 13%	14 12%	13 17%	7 16%
5 - 7 -----	88 22%	26 30%	65 23%	22 22%	13 30%	38 26%	18 22%	8 20%	- -	21 17%	23 25%	41 27%	1 9%	55 26%	41 27%	38 29%	34 27%	32 30%	45 23%	23 19%	28 25%	20 26%	9 20%
1 - 4 -----	257 64%	43 49%	182 64%	68 66%	19 46%	96 67%	52 62%	30 71%	6 84%	88 72%	51 56%	91 61%	7 68%	135 63%	90 59%	77 60%	69 55%	61 57%	121 64%	81 67%	71 62%	44 57%	30 64%
9	9 2%	6 6%	8 3%	1 1%	2 4%	2 2%	2 2%	1 2%	- -	2 1%	4 5%	3 2%	- -	4 2%	3 2%	2 2%	4 3%	4 3%	3 2%	4 3%	3 2%	3 3%	2 4%
8	18 5%	4 4%	13 5%	3 3%	4 8%	4 3%	5 6%	3 7%	- -	7 6%	6 7%	3 2%	2 22%	9 4%	9 6%	5 4%	10 8%	7 7%	13 7%	4 3%	5 4%	4 5%	1 2%
7	22 5%	10 11%	16 6%	5 4%	5 13%	7 5%	4 5%	1 2%	- -	5 4%	5 5%	13 8%	- -	13 6%	12 8%	9 7%	10 8%	6 6%	10 5%	4 3%	9 8%	6 7%	2 4%
6	17 4%	4 4%	10 4%	7 7%	3 6%	8 5%	3 4%	3 7%	- -	6 5%	2 2%	10 6%	- -	10 5%	4 3%	5 4%	4 3%	7 6%	2 1%	6 5%	6 5%	6 8%	2 4%
5	49 12%	13 15%	38 13%	11 11%	5 11%	23 16%	11 14%	5 11%	- -	11 9%	17 18%	19 12%	1 9%	33 15%	25 17%	23 18%	20 16%	19 18%	33 17%	13 11%	14 12%	8 11%	5 12%
4	27 7%	1 1%	19 7%	8 8%	1 3%	12 8%	6 7%	2 4%	- -	3 3%	11 11%	8 5%	2 21%	14 7%	10 6%	11 8%	9 7%	6 5%	15 8%	10 8%	10 9%	4 5%	3 6%
3	54 13%	9 10%	37 13%	17 16%	7 16%	21 15%	8 10%	10 24%	- -	22 18%	12 13%	16 11%	3 27%	32 15%	23 15%	20 16%	13 11%	18 17%	29 15%	17 14%	11 10%	10 13%	4 8%
2	45 11%	10 11%	35 12%	9 8%	4 9%	18 12%	7 8%	5 11%	1 14%	18 15%	8 9%	14 9%	- -	27 13%	18 12%	16 13%	14 11%	14 13%	24 13%	12 10%	11 10%	12 16%	5 11%
1 - NOT AT ALL CONCERNED	132 33%	23 27%	91 32%	34 33%	8 18%	45 31%	31 37%	13 31%	5 70%	45 37%	21 23%	53 36%	2 21%	62 29%	39 26%	30 23%	33 26%	23 22%	54 28%	42 35%	38 33%	18 23%	18 39%
DON'T KNOW/REFUSED	4 1%	- -	1 1%	3 3%	- -	- -	1 1%	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%	- -	1 1%	1 1%	1 1%	- -	- -
MEAN	3.7	4.5	3.7	3.6	5.0	3.4	3.7	3.3	2.6	3.2	4.3	3.8	4.1	3.7	4.0	3.9	4.1	4.0	3.7	3.6	3.8	4.2	3.7
MEDIAN	3.0	5.0	3.0	3.0	5.0	3.0	3.0	3.0	1.0	2.0	4.0	3.0	4.0	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0

MEETING STREET RESEARCH

Table 12-5

QUESTION 7:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Competition from foreign sources

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRATEGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
10 - VERY CONCERNED -----	23 6%	12 6%	7 5%	5 5%	5 5%	5 6%	3 4%	19 6%	4 5%	4 7%	9 11%	4 2%	5 6%	21 7%	2 5%	5 10%	8 8%	1 2%	5 5%	12 5%
8 - 10 -----	50 13%	25 12%	12 9%	16 15%	12 13%	10 13%	8 11%	43 13%	8 9%	11 17%	13 16%	14 9%	10 11%	45 14%	4 9%	6 12%	22 22%	4 7%	7 7%	31 14%
5 - 7 -----	88 22%	55 26%	39 27%	32 29%	10 11%	17 21%	16 22%	68 21%	20 25%	12 19%	20 24%	31 20%	22 26%	66 21%	17 40%	10 19%	24 24%	18 35%	26 26%	45 21%
1 - 4 -----	257 64%	129 61%	93 64%	60 55%	69 75%	53 66%	48 67%	204 64%	53 65%	39 63%	49 59%	107 69%	53 62%	205 64%	22 52%	37 68%	53 53%	29 57%	66 66%	141 65%
9	9 2%	3 1%	2 2%	3 3%	3 3%	3 3%	2 3%	7 2%	2 2%	3 4%	2 2%	3 2%	1 1%	9 3%	-	-	2 2%	1 2%	1 1%	7 3%
8	18 5%	10 5%	3 2%	8 7%	5 5%	3 4%	3 4%	16 5%	2 2%	4 6%	2 3%	8 5%	3 4%	15 5%	2 4%	1 2%	12 12%	2 4%	1 1%	13 6%
7	22 5%	18 9%	12 8%	10 9%	3 4%	3 3%	2 2%	18 6%	4 5%	4 6%	7 8%	7 4%	4 5%	18 6%	4 9%	1 2%	11 11%	2 4%	8 8%	13 6%
6	17 4%	10 5%	5 4%	9 8%	1 1%	4 5%	1 1%	15 5%	2 2%	1 2%	4 5%	4 2%	8 9%	13 4%	4 9%	1 2%	2 2%	6 11%	8 8%	8 4%
5	49 12%	27 13%	22 15%	13 12%	6 7%	10 13%	13 18%	35 11%	14 18%	7 11%	9 11%	21 13%	11 12%	35 11%	10 22%	8 15%	12 12%	10 20%	11 11%	24 11%
4	27 7%	13 6%	8 6%	11 10%	9 10%	10 13%	7 10%	18 6%	9 11%	4 6%	8 9%	10 6%	6 7%	22 7%	2 5%	6 10%	3 3%	4 7%	7 7%	13 6%
3	54 13%	26 12%	17 12%	15 14%	20 21%	11 14%	7 10%	45 14%	8 10%	10 17%	13 16%	21 13%	6 7%	37 11%	7 17%	8 15%	11 11%	6 12%	13 13%	32 15%
2	45 11%	25 12%	17 12%	9 9%	14 15%	6 8%	9 13%	36 11%	9 11%	6 9%	6 7%	21 13%	12 14%	37 12%	4 10%	7 12%	10 10%	5 10%	18 18%	25 11%
1 - NOT AT ALL CONCERNED	132 33%	64 30%	50 34%	24 22%	26 29%	25 32%	25 35%	105 33%	26 33%	19 31%	22 27%	56 36%	30 35%	109 34%	9 21%	17 31%	29 29%	14 28%	28 28%	71 33%
DON'T KNOW/REFUSED	4 1%	3 1%	1 1%	1 1%	-	-	-	3 1%	1 1%	1 1%	-	2 1%	1 1%	4 1%	-	1 2%	1 1%	1 1%	1 1%	1 -
MEAN	3.7	3.8	3.5	4.3	3.5	3.7	3.4	3.7	3.5	3.9	4.2	3.2	3.6	3.7	4.1	3.6	4.4	3.7	3.5	3.7
MEDIAN	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0	4.0	3.0	4.0	4.0	3.0	3.0

Table 13-1

QUESTION 8:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

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	MANAG-ER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
10 - VERY CONCERNED	79 20%	25 18%	14 17%	15 32%	9 22%	15 18%	40 17%	40 23%	35 21%	21 20%	16 16%	45 22%	22 19%	13 16%	26 29%	21 22%	9 14%	10 21%	18 18%	62 21%	39 25%	26 25%	2 6%	9 12%
8 - 10	160 40%	45 32%	36 41%	24 51%	16 37%	39 48%	81 36%	79 46%	67 40%	44 40%	40 40%	85 42%	45 39%	30 38%	45 50%	40 41%	24 39%	17 36%	34 34%	127 42%	66 42%	50 47%	12 36%	22 28%
5 - 7	158 40%	66 47%	33 38%	10 21%	20 46%	30 37%	99 43%	60 35%	53 32%	44 41%	50 49%	72 36%	46 39%	41 51%	26 29%	38 40%	31 51%	16 35%	36 37%	122 41%	57 37%	37 35%	12 38%	40 52%
1 - 4	77 19%	28 20%	18 21%	13 26%	6 13%	13 16%	46 20%	31 18%	46 28%	19 18%	11 11%	45 22%	25 21%	7 9%	18 20%	19 20%	5 9%	13 29%	28 29%	49 16%	33 21%	19 18%	8 23%	13 17%
9	26 6%	6 4%	5 5%	5 11%	2 4%	9 11%	10 4%	16 9%	13 8%	7 7%	5 5%	10 5%	10 9%	6 7%	8 9%	6 7%	3 6%	1 3%	2 2%	24 8%	14 9%	6 6%	1 4%	4 5%
8	55 14%	15 10%	17 19%	4 8%	5 11%	15 19%	32 14%	23 14%	19 12%	15 14%	19 19%	31 15%	12 11%	12 15%	11 12%	12 12%	12 19%	6 12%	13 14%	42 14%	13 9%	18 17%	9 26%	9 12%
7	38 9%	17 12%	9 11%	1 2%	6 14%	5 6%	27 12%	11 7%	15 9%	12 11%	10 9%	22 11%	9 7%	8 10%	8 8%	9 9%	6 9%	4 8%	11 11%	27 9%	13 9%	9 8%	2 6%	11 14%
6	36 9%	15 10%	5 5%	3 6%	3 7%	11 14%	19 9%	17 10%	15 9%	12 11%	9 9%	20 10%	12 10%	5 6%	8 9%	12 12%	4 6%	5 10%	10 10%	26 9%	17 11%	9 9%	2 6%	8 10%
5	84 21%	34 24%	19 22%	6 13%	11 26%	14 17%	53 23%	31 18%	23 14%	21 19%	31 31%	30 15%	25 22%	28 35%	10 11%	17 18%	22 36%	8 17%	16 16%	68 23%	27 17%	19 18%	9 26%	21 27%
4	10 3%	5 4%	1 1%	2 5%	2 5%	-	6 3%	4 2%	4 2%	5 4%	1 1%	5 2%	4 4%	1 1%	1 1%	3 3%	-	3 7%	3 3%	7 2%	6 4%	-	1 3%	4 5%
3	21 5%	7 5%	3 4%	4 8%	1 2%	6 8%	10 4%	11 6%	9 6%	6 5%	6 6%	11 6%	5 5%	4 6%	10 11%	5 5%	-	4 10%	7 7%	14 5%	3 2%	10 10%	3 9%	3 4%
2	16 4%	5 3%	4 5%	4 8%	2 5%	2 2%	9 4%	7 4%	12 7%	3 3%	1 1%	9 4%	7 6%	-	1 1%	3 3%	4 7%	1 2%	10 10%	6 2%	9 6%	4 3%	1 3%	2 2%
1 - NOT AT ALL CONCERNED	29 7%	11 8%	10 11%	3 6%	1 2%	5 6%	21 9%	9 5%	21 13%	6 5%	3 3%	20 10%	8 6%	2 2%	7 7%	8 8%	1 2%	5 10%	7 7%	22 7%	16 10%	5 5%	3 9%	4 5%
DON'T KNOW/REFUSED	4 1%	2 1%	-	1 2%	2 4%	-	2 1%	2 1%	-	1 1%	-	-	2 2%	2 2%	2 2%	-	1 1%	-	1 1%	2 1%	-	1 -	1 3%	2 3%
MEAN	6.4	6.2	6.2	6.7	6.7	6.7	6.2	6.7	6.1	6.6	6.6	6.4	6.3	6.6	6.9	6.5	6.5	6.0	5.9	6.6	6.5	6.7	5.8	6.1
MEDIAN	7.0	6.0	7.0	8.0	7.0	7.0	6.0	7.0	6.0	7.0	6.0	7.0	6.0	6.0	8.0	7.0	6.0	6.0	6.0	7.0	7.0	7.0	5.0	6.0

Table 13-2

QUESTION 8:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
10 - VERY CONCERNED -----	79 20%	39 19%	30 17%	69 18%	9 44%	34 18%	32 21%	5 23%	28 16%	26 44%	22 15%	41 18%	5 21%	31 24%	29 16%	12 34%	36 21%	25 20%	10 16%	44 21%	12 25%	40 17%	- -	38 25%	
8 - 10 -----	160 40%	79 40%	68 40%	147 40%	12 56%	82 42%	61 39%	6 27%	61 34%	35 59%	59 39%	96 41%	6 28%	55 43%	68 37%	15 42%	74 43%	51 42%	24 39%	83 40%	22 46%	90 39%	- -	64 43%	
5 - 7 -----	158 40%	78 39%	73 43%	151 41%	5 22%	78 40%	60 39%	9 44%	78 43%	15 25%	64 43%	93 39%	11 51%	47 37%	70 39%	10 29%	73 42%	47 38%	25 41%	81 39%	17 35%	101 43%	1 24%	54 36%	
1 - 4 -----	77 19%	42 21%	30 17%	72 19%	5 22%	34 17%	32 21%	6 29%	40 22%	9 16%	27 18%	45 19%	5 21%	26 20%	41 23%	10 29%	24 14%	25 20%	12 20%	40 19%	10 20%	40 17%	3 76%	30 20%	
9	26 6%	11 6%	14 8%	25 7%	1 3%	17 9%	8 5%	- -	12 7%	3 6%	11 7%	17 7%	- -	7 6%	10 5%	1 3%	14 8%	12 9%	5 8%	8 4%	3 6%	17 7%	- -	8 5%	
8	55 14%	29 15%	24 14%	53 14%	2 9%	31 16%	21 13%	1 4%	21 12%	6 9%	26 17%	37 16%	2 7%	16 13%	29 16%	2 5%	24 14%	15 12%	9 15%	31 15%	7 15%	34 15%	- -	19 13%	
7	38 9%	20 10%	17 10%	36 10%	2 8%	20 10%	13 8%	3 17%	20 11%	5 8%	13 9%	21 9%	3 12%	13 10%	15 8%	3 7%	19 11%	8 7%	4 7%	24 12%	5 11%	22 9%	- -	16 11%	
6	36 9%	15 7%	20 12%	34 9%	1 5%	18 9%	13 8%	2 10%	13 7%	4 7%	17 11%	23 10%	2 9%	10 8%	23 13%	3 9%	10 6%	12 10%	6 10%	18 9%	4 7%	23 10%	1 24%	11 8%	
5	84 21%	44 22%	37 22%	80 22%	2 9%	40 21%	34 22%	4 17%	44 24%	6 10%	34 23%	48 20%	7 30%	24 19%	33 18%	5 13%	43 25%	27 22%	14 23%	39 19%	8 17%	56 24%	- -	26 18%	
4	10 3%	7 3%	4 2%	10 3%	- -	6 3%	3 2%	- -	5 3%	- -	4 3%	5 2%	1 5%	4 3%	5 3%	1 3%	5 3%	3 2%	2 3%	6 3%	2 4%	5 2%	- -	4 3%	
3	21 5%	11 5%	9 6%	20 5%	1 4%	6 3%	11 7%	2 8%	10 6%	1 2%	10 6%	13 6%	- -	8 6%	13 7%	1 3%	7 4%	9 7%	3 5%	9 4%	1 2%	13 6%	- -	8 5%	
2	16 4%	9 5%	7 4%	16 4%	- -	9 5%	7 4%	- -	10 6%	1 1%	5 4%	11 5%	- -	4 3%	12 7%	3 8%	1 1%	4 3%	4 6%	8 4%	1 2%	10 4%	1 30%	5 4%	
1 - NOT AT ALL CONCERNED	29 7%	15 8%	9 5%	25 7%	4 18%	13 6%	10 7%	4 21%	14 8%	7 13%	8 5%	15 6%	4 16%	11 8%	12 6%	6 16%	11 7%	9 7%	4 6%	17 8%	6 12%	12 5%	2 46%	12 8%	
DON'T KNOW/REFUSED	4 1%	2 1%	1 -	2 1%	- -	2 1%	2 1%	- -	3 1%	1 1%	1 1%	2 1%	- -	1 -	2 1%	- -	1 -	- -	1 1%	4 2%	- -	1 -	- -	1 -	
MEAN	6.4	6.3	6.5	6.4	7.0	6.5	6.3	5.7	6.1	7.4	6.4	6.4	5.9	6.5	6.2	6.2	6.7	6.4	6.3	6.4	6.6	6.4	2.5	6.6	
MEDIAN	7.0	6.0	6.0	6.0	8.0	7.0	6.0	6.0	6.0	8.0	6.0	7.0	5.0	7.0	6.0	6.0	7.0	6.0	6.0	7.0	7.0	6.0	2.0	7.0	

Table 13-3

QUESTION 8:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
10 - VERY CONCERNED	79 20%	21 22%	58 19%	39 19%	31 21%	26 22%	27 28%	22 22%	56 20%	38 22%	34 20%	41 24%	14 20%	28 19%	29 20%	26 18%	8 16%	10 14%	15 20%	11 15%	36 18%	43 22%
8 - 10	160 40%	34 37%	122 41%	83 41%	62 41%	48 40%	45 47%	40 40%	112 41%	77 46%	70 41%	75 44%	27 38%	57 39%	57 39%	60 41%	20 42%	23 32%	31 42%	25 34%	76 39%	84 43%
5 - 7	158 40%	43 46%	112 38%	84 42%	67 45%	53 45%	35 37%	31 31%	100 36%	51 30%	58 34%	64 38%	37 51%	70 48%	61 42%	57 39%	17 36%	32 45%	32 43%	32 44%	78 40%	75 38%
1 - 4	77 19%	15 16%	60 20%	32 16%	21 14%	17 14%	14 15%	29 28%	59 21%	41 24%	39 23%	30 17%	8 11%	20 13%	26 18%	30 20%	10 21%	16 22%	11 14%	16 22%	39 20%	36 19%
9	26 6%	5 5%	21 7%	13 7%	13 8%	9 7%	7 8%	5 4%	19 7%	10 6%	11 6%	13 7%	4 5%	11 7%	10 7%	9 6%	3 6%	5 6%	5 7%	4 6%	11 6%	15 7%
8	55 14%	8 9%	43 14%	31 15%	18 12%	13 11%	11 12%	14 14%	36 13%	30 17%	25 15%	21 12%	9 13%	17 12%	19 13%	25 17%	10 21%	8 11%	11 15%	9 13%	29 15%	25 13%
7	38 9%	6 7%	32 11%	23 11%	16 11%	13 11%	9 9%	9 9%	27 10%	13 8%	14 8%	13 8%	7 10%	16 11%	15 10%	17 12%	4 8%	8 11%	7 9%	6 8%	16 8%	21 11%
6	36 9%	8 9%	28 9%	21 10%	16 10%	11 9%	8 8%	5 5%	24 9%	16 9%	17 10%	19 11%	8 11%	14 9%	11 7%	11 7%	2 4%	3 4%	5 6%	4 5%	17 9%	18 9%
5	84 21%	28 30%	52 18%	41 20%	36 24%	30 25%	18 19%	17 17%	48 18%	22 13%	27 16%	32 19%	22 31%	40 27%	36 24%	29 20%	12 25%	21 30%	20 28%	22 30%	44 23%	37 19%
4	10 3%	2 2%	9 3%	6 3%	4 2%	3 2%	3 3%	2 2%	9 3%	4 2%	7 4%	5 3%	2 2%	3 2%	4 3%	3 2%	- -	3 4%	- -	2 3%	6 3%	5 2%
3	21 5%	5 6%	16 5%	10 5%	6 4%	6 5%	6 6%	9 9%	14 5%	11 7%	10 6%	3 2%	2 3%	6 4%	9 6%	14 9%	5 10%	4 5%	2 3%	4 5%	12 6%	9 4%
2	16 4%	3 3%	13 4%	8 4%	5 3%	2 2%	3 3%	5 5%	15 6%	9 5%	8 5%	7 4%	1 1%	4 3%	4 3%	6 4%	- -	4 5%	4 5%	2 3%	8 4%	8 4%
1 - NOT AT ALL CONCERNED	29 7%	5 5%	23 8%	9 4%	6 4%	6 5%	3 3%	13 13%	20 7%	17 10%	14 8%	13 8%	3 4%	7 4%	9 6%	7 5%	5 12%	5 7%	5 7%	8 11%	14 7%	15 8%
DON'T KNOW/REFUSED	4 1%	1 1%	3 1%	2 1%	1 1%	1 1%	1 1%	1 -	4 1%	1 1%	1 1%	2 1%	- -	1 -	1 1%	1 -	- -	1 1%	- -	- -	3 2%	1 1%
MEAN	6.4	6.4	6.4	6.6	6.7	6.7	7.0	6.1	6.4	6.4	6.3	6.6	6.6	6.6	6.4	6.4	6.2	6.0	6.5	5.9	6.3	6.6
MEDIAN	7.0	6.0	7.0	7.0	7.0	7.0	7.0	6.0	7.0	7.0	7.0	7.0	6.0	6.0	7.0	7.0	7.0	5.0	7.0	5.0	6.0	7.0

Table 13-4

QUESTION 8:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES	
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%	
10 - VERY CONCERNED -----	79 20%	28 32%	55 19%	21 20%	7 16%	20 14%	19 23%	10 24%	2 30%	24 19%	22 23%	29 19%	1 11%	43 20%	22 14%	23 18%	32 25%	19 17%	36 19%	22 18%	17 15%	26 34%	9 19%	
8 - 10 -----	160 40%	46 53%	122 43%	35 34%	22 52%	51 35%	37 44%	18 42%	3 47%	50 41%	43 46%	59 40%	1 11%	86 40%	52 35%	53 41%	58 46%	45 43%	76 40%	50 41%	43 38%	44 57%	13 28%	
5 - 7 -----	158 40%	29 33%	111 39%	44 42%	13 30%	71 49%	27 33%	19 45%	- -	49 40%	33 36%	56 38%	7 72%	88 41%	70 46%	52 41%	48 39%	51 48%	82 43%	44 36%	42 37%	23 30%	15 32%	
1 - 4 -----	77 19%	12 13%	51 18%	24 23%	8 18%	21 15%	17 21%	5 13%	4 53%	22 18%	16 17%	33 22%	2 18%	40 19%	27 18%	23 18%	18 15%	9 8%	33 17%	26 22%	27 24%	10 13%	17 37%	
9	26 6%	8 9%	24 8%	2 2%	7 17%	11 8%	4 5%	1 3%	- -	10 8%	8 9%	8 5%	- -	12 5%	10 7%	8 6%	9 7%	7 7%	13 7%	10 8%	11 10%	5 6%	- -	
8	55 14%	11 12%	43 15%	12 12%	8 20%	20 14%	13 16%	6 15%	1 16%	16 13%	13 14%	22 15%	- -	31 15%	20 14%	22 17%	17 13%	20 18%	28 15%	18 15%	15 13%	13 17%	4 9%	
7	38 9%	5 6%	28 10%	8 8%	3 7%	15 11%	8 9%	3 7%	- -	12 10%	8 9%	11 8%	4 38%	21 10%	12 8%	11 9%	13 11%	14 13%	17 9%	16 13%	9 8%	6 7%	4 8%	
6	36 9%	7 9%	26 9%	10 9%	1 2%	17 11%	7 9%	5 11%	- -	9 7%	9 9%	15 10%	1 12%	19 9%	20 13%	13 10%	14 12%	13 12%	14 7%	7 6%	13 12%	9 12%	4 8%	
5	84 21%	16 19%	58 20%	26 25%	9 21%	39 27%	12 15%	11 27%	- -	28 23%	17 18%	30 20%	2 22%	48 22%	38 25%	28 22%	21 16%	24 22%	51 27%	21 17%	20 17%	8 11%	8 16%	
4	10 3%	2 2%	8 3%	3 3%	1 2%	3 2%	4 5%	1 2%	- -	3 2%	- -	6 4%	- -	8 4%	8 5%	6 4%	3 2%	1 1%	4 2%	5 4%	5 4%	1 1%	2 4%	
3	21 5%	2 2%	16 6%	4 4%	1 2%	8 6%	5 6%	1 2%	1 13%	6 5%	6 6%	9 6%	1 8%	13 6%	8 5%	7 6%	4 3%	4 4%	9 5%	3 3%	9 8%	5 7%	6 13%	
2	16 4%	2 2%	9 3%	7 7%	3 7%	3 2%	4 5%	1 2%	1 14%	6 5%	2 2%	9 6%	- -	8 4%	6 4%	6 5%	6 5%	2 2%	11 6%	5 4%	4 4%	1 1%	3 7%	
1 - NOT AT ALL CONCERNED	29 7%	6 7%	18 6%	10 9%	3 7%	7 5%	4 5%	3 7%	2 26%	8 7%	8 9%	10 6%	1 10%	11 5%	6 4%	5 4%	5 4%	2 2%	10 5%	13 11%	10 8%	3 4%	6 12%	
DON'T KNOW/REFUSED	4 1%	- -	2 1%	1 1%	- -	2 1%	2 2%	- -	- -	1 1%	- -	1 -	- -	- -	1 1%	- -	1 -	2 1%	- -	1 -	2 1%	- -	1 2%	
MEAN	6.4	7.1	6.6	6.0	6.7	6.3	6.6	6.6	5.3	6.5	6.7	6.3	5.9	6.5	6.3	6.5	6.9	6.9	6.4	6.4	6.2	7.4	5.5	
MEDIAN	7.0	8.0	7.0	6.0	8.0	6.0	7.0	6.0	3.0	7.0	7.0	6.0	6.0	6.0	6.0	6.0	7.0	7.0	6.0	7.0	6.0	8.0	5.0	

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

Table 13-5

QUESTION 8:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRATEGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH-LAND /NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
10 - VERY CONCERNED	79 20%	38 18%	24 16%	19 17%	18 19%	15 19%	14 20%	63 20%	16 20%	11 18%	12 14%	33 22%	21 24%	67 21%	4 9%	13 24%	27 27%	9 18%	21 21%	38 18%
8 - 10	160 40%	80 38%	59 41%	40 37%	32 35%	29 36%	31 44%	131 41%	30 37%	19 31%	28 34%	71 46%	37 43%	130 41%	15 35%	25 46%	53 53%	20 40%	51 51%	79 36%
5 - 7	158 40%	83 39%	58 40%	42 39%	46 51%	33 41%	27 37%	126 40%	32 40%	27 44%	37 46%	53 34%	36 41%	117 37%	24 56%	17 32%	28 28%	23 46%	34 34%	92 42%
1 - 4	77 19%	46 22%	26 18%	23 21%	13 14%	18 23%	12 16%	58 18%	19 24%	14 22%	15 19%	31 20%	13 16%	70 22%	4 9%	12 22%	18 18%	6 11%	15 15%	45 21%
9	26 6%	13 6%	11 7%	6 5%	7 7%	3 3%	7 10%	24 7%	2 3%	5 7%	6 7%	11 7%	5 6%	20 6%	6 13%	4 8%	9 9%	3 5%	9 9%	10 4%
8	55 14%	29 14%	25 17%	16 15%	8 8%	11 14%	10 14%	44 14%	12 14%	4 6%	10 13%	27 17%	12 13%	43 14%	5 13%	8 15%	17 17%	8 16%	21 21%	31 14%
7	38 9%	19 9%	15 10%	8 7%	8 8%	14 18%	8 11%	31 10%	7 9%	7 11%	10 12%	14 9%	5 6%	30 9%	5 11%	4 7%	9 9%	7 14%	7 7%	25 11%
6	36 9%	20 9%	15 11%	9 9%	13 15%	7 9%	6 8%	31 10%	6 7%	9 14%	7 8%	10 7%	10 11%	32 10%	3 6%	3 5%	5 5%	6 11%	8 8%	19 9%
5	84 21%	45 21%	28 19%	25 23%	25 28%	12 15%	13 18%	65 20%	19 24%	11 18%	21 26%	28 18%	21 24%	55 17%	17 39%	11 20%	15 15%	11 21%	19 19%	49 22%
4	10 3%	4 2%	5 3%	3 2%	4 5%	3 3%	1 1%	7 2%	3 4%	1 1%	1 1%	9 6%	- -	9 3%	1 3%	1 2%	4 4%	2 4%	3 3%	6 3%
3	21 5%	13 6%	4 3%	9 8%	1 1%	8 10%	7 9%	15 5%	6 7%	5 9%	4 5%	6 4%	2 2%	17 5%	1 3%	5 10%	4 4%	1 2%	3 3%	10 5%
2	16 4%	12 6%	6 4%	2 2%	3 3%	3 4%	1 1%	13 4%	3 4%	4 7%	4 5%	4 3%	4 5%	16 5%	- -	3 5%	5 5%	2 4%	5 5%	9 4%
1 - NOT AT ALL CONCERNED	29 7%	17 8%	10 7%	9 8%	5 5%	4 6%	3 4%	22 7%	7 9%	3 5%	6 8%	12 8%	8 9%	28 9%	2 4%	3 5%	5 5%	1 2%	4 4%	20 9%
DON'T KNOW/REFUSED	4 1%	3 1%	2 2%	2 2%	- -	- -	2 2%	4 1%	- -	2 3%	2 2%	- -	- -	2 1%	- -	- -	1 1%	2 3%	- -	2 1%
MEAN	6.4	6.2	6.4	6.2	6.5	6.4	6.8	6.5	6.1	6.2	6.1	6.6	6.5	6.4	6.4	6.6	7.0	6.8	6.9	6.2
MEDIAN	7.0	6.0	7.0	6.0	6.0	7.0	7.0	7.0	6.0	6.0	6.0	7.0	6.0	7.0	6.0	7.0	8.0	7.0	8.0	6.0

Table 14-1

QUESTION 9:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

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	MANAG-ER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
10 - VERY CONCERNED	128 32%	46 33%	27 31%	16 33%	8 19%	31 38%	73 32%	55 32%	64 38%	37 34%	18 17%	80 39%	36 30%	12 15%	36 39%	32 33%	16 27%	12 27%	30 30%	98 33%	61 39%	32 30%	6 17%	21 27%
8 - 10	232 58%	79 56%	52 60%	35 72%	21 49%	45 55%	131 58%	101 59%	97 58%	67 62%	54 53%	119 59%	71 60%	42 53%	53 59%	54 55%	33 55%	24 53%	49 49%	182 61%	94 60%	64 60%	19 59%	42 54%
5 - 7	106 26%	37 26%	20 23%	6 14%	13 31%	29 36%	57 25%	49 28%	31 19%	29 27%	40 40%	41 20%	33 28%	32 40%	28 30%	30 31%	19 31%	14 31%	25 25%	81 27%	36 23%	26 25%	11 33%	23 30%
1 - 4	50 12%	21 15%	14 16%	5 10%	6 15%	4 5%	35 15%	15 9%	32 19%	11 10%	5 5%	36 18%	11 10%	3 3%	8 9%	13 13%	6 10%	6 12%	21 21%	28 9%	23 15%	13 13%	2 6%	8 10%
9	44 11%	9 7%	8 9%	13 27%	7 16%	7 9%	17 7%	27 16%	13 8%	17 16%	12 12%	15 8%	19 16%	9 12%	9 9%	7 7%	7 11%	6 13%	7 7%	37 12%	17 11%	16 15%	3 9%	8 11%
8	60 15%	24 17%	17 20%	6 12%	7 15%	7 8%	41 18%	19 11%	19 12%	13 12%	24 24%	24 12%	16 13%	21 26%	9 10%	15 16%	10 17%	6 13%	13 13%	47 16%	16 10%	16 15%	11 32%	12 16%
7	44 11%	16 11%	9 10%	2 5%	9 20%	8 10%	25 11%	19 11%	13 8%	14 13%	12 12%	16 8%	16 14%	12 15%	11 12%	13 14%	8 14%	5 11%	12 12%	32 11%	14 9%	11 10%	5 16%	12 16%
6	22 5%	6 4%	4 5%	1 3%	2 5%	8 10%	10 5%	12 7%	4 2%	7 6%	11 11%	7 4%	7 6%	8 10%	6 6%	8 8%	6 9%	- -	4 4%	18 6%	8 5%	7 6%	3 9%	3 3%
5	40 10%	15 11%	7 8%	3 6%	3 6%	12 15%	22 10%	18 10%	14 8%	8 7%	17 16%	18 9%	10 9%	12 15%	10 12%	8 9%	5 8%	9 20%	9 9%	31 10%	14 9%	9 8%	2 7%	8 11%
4	8 2%	3 2%	3 4%	- -	1 2%	1 1%	6 3%	2 1%	4 2%	2 2%	2 2%	5 3%	3 2%	- -	1 1%	2 2%	2 3%	1 2%	3 3%	5 2%	5 3%	3 3%	- -	- -
3	9 2%	6 4%	3 4%	- -	- -	- -	9 4%	- -	4 3%	3 2%	1 1%	6 3%	2 2%	1 1%	1 1%	2 2%	2 3%	1 2%	4 4%	4 1%	4 3%	2 2%	1 3%	2 2%
2	8 2%	2 1%	- -	2 5%	1 3%	2 2%	2 1%	6 3%	4 3%	2 2%	1 1%	4 2%	3 3%	- -	1 1%	1 1%	2 3%	3 7%	5 5%	3 1%	1 -	4 3%	1 3%	2 2%
1 - NOT AT ALL CONCERNED	26 6%	11 8%	7 9%	2 5%	4 9%	1 1%	19 8%	7 4%	19 11%	5 5%	2 2%	20 10%	4 3%	2 2%	5 6%	8 8%	1 1%	1 2%	9 9%	17 6%	13 8%	5 5%	- -	5 6%
DON'T KNOW/REFUSED	12 3%	3 2%	1 1%	2 4%	2 5%	3 4%	4 2%	8 4%	7 4%	1 1%	2 2%	7 3%	2 2%	3 4%	2 2%	1 1%	2 3%	2 4%	4 4%	8 3%	4 2%	3 3%	1 3%	4 6%
MEAN	7.5	7.3	7.4	8.0	7.1	7.8	7.3	7.7	7.3	7.8	7.3	7.4	7.7	7.4	7.7	7.4	7.5	7.2	6.9	7.7	7.6	7.5	7.5	7.4
MEDIAN	8.0	8.0	8.0	9.0	8.0	8.0	8.0	8.0	8.0	9.0	8.0	8.0	8.0	8.0	9.0	8.0	8.0	8.0	8.0	9.0	8.0	8.0	8.0	8.0

Table 14-2

QUESTION 9:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
10 - VERY CONCERNED -----	128 32%	55 27%	64 37%	119 32%	6 29%	53 27%	56 36%	5 24%	62 34%	21 36%	43 29%	69 29%	10 45%	44 34%	52 29%	13 38%	59 34%	34 28%	23 37%	69 33%	18 37%	71 30%	2 52%	52 35%	
8 - 10 -----	232 58%	114 57%	103 60%	216 58%	13 63%	111 57%	91 59%	14 65%	109 60%	45 76%	71 48%	132 56%	16 72%	77 60%	95 52%	23 65%	109 64%	69 56%	39 63%	121 58%	29 58%	139 60%	2 52%	85 58%	
5 - 7 -----	106 26%	55 27%	46 27%	101 27%	4 20%	48 24%	46 30%	2 9%	45 25%	6 11%	52 35%	66 28%	3 15%	34 26%	52 29%	6 16%	45 26%	35 28%	15 24%	53 25%	15 30%	70 30%	1 18%	35 23%	
1 - 4 -----	50 12%	29 14%	17 10%	46 12%	3 17%	31 16%	12 8%	4 21%	21 12%	6 10%	23 15%	32 14%	3 13%	13 10%	27 15%	7 20%	14 8%	14 13%	8 13%	27 13%	4 8%	22 9%	1 30%	22 15%	
9	44 11%	27 14%	15 9%	42 11%	2 10%	26 13%	14 9%	3 13%	15 8%	16 27%	12 8%	26 11%	4 17%	13 10%	16 9%	3 8%	24 14%	10 8%	9 15%	24 12%	8 17%	27 12%	- -	15 10%	
8	60 15%	32 16%	24 14%	55 15%	5 23%	32 16%	20 13%	6 28%	32 18%	8 13%	17 11%	37 16%	2 9%	20 15%	27 15%	7 19%	26 15%	24 20%	6 10%	27 13%	2 4%	41 18%	- -	18 12%	
7	44 11%	26 13%	17 10%	42 11%	1 3%	23 12%	13 8%	1 5%	21 11%	4 7%	20 13%	26 11%	2 7%	15 11%	19 10%	2 5%	21 12%	14 10%	6 10%	21 10%	6 11%	29 12%	1 18%	14 9%	
6	22 5%	13 6%	9 6%	22 6%	- -	11 5%	10 7%	- -	9 5%	- -	13 8%	13 6%	- -	9 7%	10 6%	- -	12 7%	9 7%	5 8%	8 4%	5 10%	14 6%	- -	8 5%	
5	40 10%	17 8%	20 11%	36 10%	4 17%	14 7%	23 15%	1 4%	16 9%	2 4%	20 13%	27 11%	2 8%	11 8%	23 13%	4 11%	13 7%	12 10%	3 5%	24 11%	5 9%	27 12%	- -	13 9%	
4	8 2%	4 2%	4 2%	8 2%	- -	4 2%	3 2%	1 5%	4 2%	2 3%	2 1%	5 2%	1 5%	2 1%	4 2%	2 6%	2 1%	2 2%	2 3%	4 2%	- -	4 2%	- -	4 3%	
3	9 2%	6 3%	2 1%	8 2%	- -	8 4%	- -	- -	5 3%	1 2%	3 2%	8 3%	- -	1 1%	7 4%	- -	2 1%	4 3%	- -	5 2%	- -	6 2%	- -	2 1%	
2	8 2%	3 1%	5 3%	8 2%	- -	3 2%	3 2%	- -	- -	- -	8 5%	6 3%	- -	1 1%	6 3%	- -	1 1%	2 2%	2 3%	4 2%	1 3%	3 1%	- -	4 3%	
1 - NOT AT ALL CONCERNED	26 6%	16 8%	6 4%	22 6%	3 17%	15 8%	7 5%	3 15%	12 7%	3 5%	11 7%	13 6%	2 8%	9 7%	11 6%	5 13%	9 5%	6 5%	4 7%	14 7%	3 5%	9 4%	1 30%	12 8%	
DON'T KNOW/REFUSED	12 3%	3 2%	7 4%	10 3%	- -	6 3%	5 3%	1 5%	6 3%	2 4%	4 2%	6 3%	- -	5 4%	7 4%	- -	4 2%	5 4%	- -	7 3%	2 3%	2 1%	- -	6 4%	
MEAN	7.5	7.3	7.7	7.5	7.0	7.3	7.7	7.1	7.6	8.2	7.0	7.3	8.0	7.6	7.1	7.3	7.9	7.4	7.7	7.5	7.8	7.6	6.7	7.4	
MEDIAN	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	9.0	7.0	8.0	9.0	8.0	8.0	8.0	8.0	8.0	9.0	8.0	9.0	8.0	10.0	8.0	

Table 14-3

QUESTION 9:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
10 - VERY CONCERNED	128 32%	31 33%	94 32%	58 29%	44 29%	35 30%	30 32%	37 37%	92 34%	62 37%	74 44%	63 37%	17 24%	42 28%	29 20%	40 27%	16 33%	20 28%	20 27%	24 32%	52 27%	74 38%
8 - 10	232 58%	54 58%	173 58%	113 56%	88 58%	69 58%	58 60%	60 60%	167 61%	101 60%	109 65%	102 60%	37 51%	85 57%	76 52%	86 58%	24 50%	40 56%	40 54%	41 56%	103 53%	124 63%
5 - 7	106 26%	27 29%	75 25%	67 33%	46 31%	36 30%	29 30%	17 17%	60 22%	38 22%	32 19%	43 25%	29 41%	51 34%	53 37%	43 29%	17 36%	18 24%	20 27%	18 24%	61 31%	44 22%
1 - 4	50 12%	10 11%	39 13%	19 10%	16 10%	12 10%	8 9%	16 15%	38 14%	26 15%	23 14%	24 14%	4 6%	11 7%	15 11%	14 10%	7 14%	11 16%	10 14%	11 14%	24 12%	24 12%
9	44 11%	7 8%	37 12%	23 11%	17 11%	14 12%	10 10%	11 11%	34 13%	21 12%	20 12%	18 11%	7 10%	14 10%	16 11%	20 14%	2 5%	9 12%	8 11%	5 7%	20 10%	24 12%
8	60 15%	16 17%	43 14%	32 16%	26 17%	20 17%	17 18%	13 12%	41 15%	18 10%	15 9%	21 12%	12 17%	29 19%	31 21%	26 17%	6 12%	11 16%	12 16%	12 16%	31 16%	26 13%
7	44 11%	10 11%	33 11%	30 15%	21 14%	17 14%	15 16%	8 8%	27 10%	14 8%	8 5%	19 11%	9 13%	23 16%	26 18%	17 11%	7 16%	7 10%	9 12%	6 8%	23 12%	21 11%
6	22 5%	8 8%	13 4%	17 9%	12 8%	10 8%	7 7%	3 3%	13 5%	11 7%	11 7%	9 6%	7 9%	9 6%	9 6%	11 7%	2 4%	2 3%	2 3%	2 3%	14 7%	8 4%
5	40 10%	9 10%	29 10%	20 10%	13 9%	9 8%	6 6%	7 7%	19 7%	13 7%	12 7%	14 8%	14 19%	19 13%	19 13%	16 11%	7 16%	9 12%	9 12%	10 13%	24 12%	15 7%
4	8 2%	3 3%	5 2%	4 2%	4 3%	3 3%	3 3%	2 2%	5 2%	3 2%	3 2%	2 1%	1 1%	2 1%	2 1%	5 3%	2 5%	3 4%	3 4%	1 2%	6 3%	2 1%
3	9 2%	2 2%	7 2%	3 1%	4 2%	2 2%	1 1%	2 2%	6 2%	4 2%	3 2%	4 2%	2 2%	2 1%	3 2%	3 2%	- -	3 4%	3 4%	2 2%	4 2%	4 2%
2	8 2%	1 1%	7 2%	4 2%	1 1%	1 1%	1 1%	2 2%	6 2%	3 2%	3 2%	3 2%	2 2%	2 2%	4 3%	4 2%	- -	2 2%	- -	1 1%	4 2%	3 2%
1 - NOT AT ALL CONCERNED	26 6%	4 4%	21 7%	9 4%	6 4%	6 5%	4 4%	10 10%	21 8%	15 9%	14 8%	15 9%	- -	4 3%	6 4%	3 2%	4 9%	4 5%	5 6%	7 9%	11 5%	15 8%
DON'T KNOW/REFUSED	12 3%	2 2%	10 3%	2 1%	2 1%	2 2%	1 1%	8 8%	9 3%	5 3%	5 3%	2 1%	1 1%	1 1%	1 1%	4 3%	- -	3 4%	4 5%	4 6%	8 4%	4 2%
MEAN	7.5	7.6	7.4	7.5	7.6	7.6	7.7	7.5	7.5	7.5	7.7	7.5	7.4	7.6	7.2	7.6	7.2	7.3	7.3	7.2	7.3	7.7
MEDIAN	8.0	8.0	8.0	8.0	8.0	8.0	8.0	9.0	8.0	9.0	9.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	9.0

Table 14-4

QUESTION 9:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
																						CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
10 - VERY CONCERNED -----	128 32%	35 40%	93 33%	31 30%	16 39%	43 30%	26 31%	12 27%	2 30%	40 33%	34 37%	49 33%	1 8%	63 29%	37 25%	30 23%	36 29%	31 29%	48 25%	68 56%	41 36%	23 30%	13 27%
8 - 10 -----	232 58%	59 68%	176 62%	51 50%	23 55%	88 61%	48 57%	21 49%	4 59%	75 61%	59 64%	83 56%	3 26%	113 53%	85 56%	70 55%	72 58%	58 54%	104 55%	99 82%	60 53%	44 56%	24 51%
5 - 7 -----	106 26%	24 27%	79 28%	26 26%	17 40%	44 30%	16 20%	14 33%	1 14%	35 29%	20 22%	41 27%	3 29%	72 34%	54 36%	42 32%	40 32%	39 36%	66 34%	16 13%	28 25%	25 33%	16 34%
1 - 4 -----	50 12%	4 5%	26 9%	21 20%	2 5%	8 5%	17 20%	6 15%	2 26%	10 8%	12 12%	20 14%	4 45%	26 12%	13 9%	15 12%	12 10%	9 8%	18 9%	5 5%	23 20%	5 7%	6 13%
9	44 11%	11 13%	40 14%	2 2%	3 7%	16 11%	11 13%	5 12%	- -	18 14%	10 10%	14 9%	1 8%	23 11%	21 14%	15 12%	14 11%	11 10%	20 11%	19 16%	7 6%	10 13%	1 2%
8	60 15%	13 15%	42 15%	18 17%	4 10%	28 20%	11 13%	4 9%	2 29%	17 14%	16 17%	20 14%	1 9%	27 12%	26 17%	25 19%	22 18%	16 15%	36 19%	13 10%	11 10%	11 14%	10 22%
7	44 11%	9 10%	33 11%	10 10%	7 17%	18 13%	5 6%	8 19%	- -	11 9%	10 11%	19 13%	2 19%	30 14%	28 18%	19 15%	17 14%	18 17%	25 13%	10 9%	10 9%	11 15%	6 13%
6	22 5%	8 9%	19 7%	3 3%	6 14%	6 4%	4 4%	4 10%	1 14%	7 6%	5 5%	9 6%	- -	18 8%	11 8%	11 9%	10 8%	10 9%	19 10%	5 4%	3 2%	5 6%	3 6%
5	40 10%	7 8%	27 9%	13 13%	4 9%	19 13%	8 9%	2 4%	- -	17 14%	6 6%	13 9%	1 10%	24 11%	15 10%	11 9%	13 10%	11 10%	22 12%	1 1%	16 14%	9 12%	7 15%
4	8 2%	1 1%	4 1%	4 4%	1 3%	1 1%	5 6%	- -	- -	1 1%	3 3%	2 1%	2 23%	4 2%	4 3%	5 4%	2 2%	4 4%	5 2%	- -	3 3%	2 2%	1 2%
3	9 2%	- -	3 1%	5 5%	1 2%	- -	2 2%	3 7%	- -	2 2%	2 2%	5 3%	- -	4 2%	2 1%	4 3%	2 2%	2 2%	4 2%	1 1%	1 1%	- -	- -
2	8 2%	- -	6 2%	2 2%	- -	2 1%	1 2%	1 2%	- -	1 1%	2 2%	4 2%	1 12%	5 2%	2 1%	2 1%	3 2%	2 2%	2 1%	2 1%	4 3%	- -	1 3%
1 - NOT AT ALL CONCERNED	26 6%	3 4%	14 5%	10 9%	- -	5 4%	9 10%	3 7%	2 26%	5 4%	6 6%	10 7%	1 10%	13 6%	5 4%	4 3%	5 4%	1 1%	7 4%	3 2%	15 13%	4 5%	3 7%
DON'T KNOW/REFUSED	12 3%	- -	5 2%	5 5%	- -	5 3%	2 3%	1 2%	- -	2 2%	1 1%	5 3%	- -	4 2%	- -	1 1%	1 1%	2 1%	3 2%	- -	3 2%	3 4%	1 2%
MEAN	7.5	8.1	7.7	6.8	7.9	7.8	7.1	7.2	6.5	7.7	7.7	7.4	5.4	7.3	7.5	7.4	7.5	7.6	7.4	8.8	7.0	7.7	7.1
MEDIAN	8.0	9.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	5.0	8.0	8.0	8.0	8.0	8.0	8.0	10.0	8.0	8.0	8.0

MEETING STREET RESEARCH

Table 14-5

QUESTION 9:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

The costs of health care coverage

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
10 - VERY CONCERNED -----	128 32%	70 33%	42 29%	34 31%	19 21%	29 36%	22 31%	101 32%	27 33%	14 23%	34 42%	49 32%	26 30%	116 36%	6 13%	22 41%	39 39%	11 21%	36 36%	68 31%
8 - 10 -----	232 58%	116 55%	81 56%	61 57%	56 62%	49 62%	38 53%	183 57%	49 61%	26 41%	52 64%	101 66%	45 52%	190 59%	24 56%	36 66%	65 65%	25 49%	64 64%	123 57%
5 - 7 -----	106 26%	58 27%	49 34%	33 30%	22 24%	16 20%	23 32%	87 27%	19 24%	20 31%	21 25%	38 24%	26 30%	74 23%	17 39%	8 16%	22 22%	18 35%	31 31%	56 26%
1 - 4 -----	50 12%	30 14%	10 7%	11 10%	12 13%	11 13%	6 8%	40 13%	10 12%	15 25%	7 8%	11 7%	12 14%	47 15%	3 6%	7 13%	9 9%	6 12%	5 5%	34 15%
9	44 11%	21 10%	21 15%	9 9%	18 19%	9 11%	7 10%	38 12%	6 7%	5 8%	9 11%	21 14%	9 10%	35 11%	6 14%	6 12%	16 16%	8 15%	10 10%	16 8%
8	60 15%	25 12%	18 12%	19 17%	19 21%	11 14%	9 13%	44 14%	16 20%	7 11%	9 11%	31 20%	10 12%	40 12%	12 28%	7 14%	11 11%	7 13%	18 18%	39 18%
7	44 11%	25 12%	17 12%	13 12%	9 10%	4 5%	10 13%	35 11%	9 12%	6 10%	11 13%	16 10%	10 12%	32 10%	6 15%	4 7%	10 10%	10 19%	11 11%	24 11%
6	22 5%	11 5%	11 8%	8 8%	7 7%	4 5%	4 6%	19 6%	3 4%	5 8%	5 6%	6 4%	5 6%	14 4%	4 10%	1 2%	4 4%	6 11%	9 9%	10 5%
5	40 10%	22 10%	21 14%	11 11%	7 7%	9 11%	9 13%	33 10%	7 8%	8 13%	5 6%	15 10%	11 13%	28 9%	6 14%	3 6%	8 8%	3 5%	11 11%	22 10%
4	8 2%	5 2%	- -	1 1%	2 2%	3 3%	1 1%	8 2%	- -	1 2%	3 4%	1 1%	3 3%	8 2%	- -	- -	2 2%	1 2%	1 1%	6 3%
3	9 2%	4 2%	2 1%	3 3%	1 1%	2 2%	2 2%	8 2%	1 1%	3 5%	1 1%	2 1%	1 1%	8 2%	1 2%	- -	1 1%	- -	3 3%	9 4%
2	8 2%	6 3%	2 1%	- -	1 1%	2 2%	1 1%	8 2%	- -	1 2%	2 2%	2 1%	1 2%	7 2%	- -	3 6%	2 2%	1 3%	1 1%	2 1%
1 - NOT AT ALL CONCERNED	26 6%	15 7%	6 4%	7 6%	8 9%	4 5%	2 3%	17 5%	9 11%	10 17%	1 1%	7 5%	7 9%	24 8%	2 4%	4 7%	4 4%	4 7%	- -	17 8%
DON'T KNOW/REFUSED	12 3%	8 4%	4 3%	3 3%	1 1%	4 5%	5 6%	9 3%	3 4%	2 3%	2 2%	4 3%	3 4%	9 3%	- -	3 5%	3 3%	2 4%	- -	4 2%
MEAN	7.5	7.3	7.6	7.5	7.4	7.6	7.6	7.5	7.5	6.3	8.1	7.8	7.2	7.5	7.3	7.8	7.9	7.2	7.9	7.3
MEDIAN	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	7.0	9.0	8.0	8.0	8.0	8.0	9.0	9.0	8.0	8.0	8.0

Table 15-1

QUESTION 10:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

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	MANAG-ER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
10 - VERY CONCERNED	44 11%	18 13%	11 13%	6 13%	2 5%	7 9%	29 13%	15 9%	24 14%	10 9%	8 8%	26 13%	10 8%	8 10%	14 15%	9 9%	7 11%	2 4%	12 12%	33 11%	17 11%	13 12%	1 2%	12 16%
8 - 10	117 29%	41 29%	23 27%	15 31%	13 31%	25 30%	65 28%	53 30%	43 26%	37 34%	29 29%	59 29%	35 30%	24 30%	27 30%	27 28%	18 30%	11 23%	26 27%	91 30%	44 28%	31 30%	9 28%	30 39%
5 - 7	185 46%	68 48%	38 43%	23 49%	19 46%	37 45%	105 46%	80 46%	66 40%	50 46%	56 56%	79 39%	61 52%	44 55%	46 50%	50 52%	28 46%	22 48%	32 32%	152 51%	70 44%	56 53%	16 48%	28 36%
1 - 4	89 22%	30 22%	25 29%	8 16%	9 21%	17 21%	55 24%	34 20%	53 32%	21 19%	15 15%	58 29%	20 17%	10 13%	16 18%	18 18%	12 20%	13 29%	38 38%	51 17%	38 24%	18 17%	8 24%	17 22%
9	19 5%	3 2%	5 5%	4 8%	2 5%	5 6%	8 3%	11 6%	4 3%	8 8%	4 4%	10 5%	5 5%	3 4%	3 3%	4 4%	2 3%	4 9%	2 2%	17 6%	7 4%	3 3%	1 3%	8 10%
8	54 14%	20 14%	8 9%	5 10%	9 22%	13 16%	27 12%	27 16%	15 9%	19 17%	17 17%	22 11%	20 17%	13 16%	11 12%	14 14%	10 16%	5 10%	13 13%	41 14%	20 13%	15 14%	7 23%	10 13%
7	55 14%	20 14%	14 16%	4 8%	5 11%	12 15%	34 15%	21 12%	15 9%	16 15%	20 20%	17 8%	20 17%	18 23%	16 17%	19 19%	7 12%	5 11%	7 7%	48 16%	20 13%	17 16%	7 22%	7 9%
6	35 9%	10 7%	8 9%	7 14%	4 9%	6 8%	18 8%	17 10%	16 10%	7 6%	10 10%	20 10%	9 8%	5 7%	6 6%	11 11%	6 10%	6 13%	6 6%	29 10%	17 11%	9 9%	2 7%	6 7%
5	95 24%	37 27%	16 18%	13 27%	11 26%	18 22%	53 23%	42 24%	34 21%	27 25%	27 27%	42 21%	32 27%	20 25%	24 27%	21 22%	14 24%	11 25%	19 20%	75 25%	32 21%	30 28%	6 19%	15 20%
4	14 4%	2 1%	4 5%	1 3%	1 2%	6 7%	6 3%	8 5%	7 4%	3 3%	4 4%	6 3%	6 5%	2 3%	4 4%	3 3%	4 6%	3 6%	6 6%	8 3%	4 2%	3 3%	3 9%	3 4%
3	22 6%	13 9%	6 7%	2 4%	1 2%	1 1%	19 8%	4 2%	13 8%	7 7%	3 3%	15 7%	4 4%	3 4%	3 3%	3 3%	3 4%	4 8%	8 8%	14 5%	10 6%	6 5%	1 3%	4 6%
2	14 3%	8 5%	2 2%	- -	- -	4 5%	10 4%	4 2%	6 3%	2 2%	6 6%	7 3%	4 3%	3 4%	2 2%	2 2%	3 6%	4 8%	4 4%	9 3%	3 2%	2 2%	1 3%	5 6%
1 - NOT AT ALL CONCERNED	39 10%	8 6%	13 15%	5 10%	7 17%	6 8%	21 9%	18 10%	27 16%	9 8%	3 2%	31 15%	6 5%	2 2%	8 9%	10 10%	3 5%	3 7%	19 19%	20 7%	21 13%	6 6%	3 10%	5 6%
DON'T KNOW/REFUSED	9 2%	2 1%	1 1%	2 4%	1 2%	3 4%	3 1%	6 4%	5 3%	- -	- -	6 3%	1 1%	2 2%	2 2%	2 2%	2 3%	- -	3 3%	6 2%	5 3%	1 1%	- -	2 3%
MEAN	5.9	5.9	5.7	6.1	5.6	6.0	5.8	5.9	5.4	6.1	6.2	5.6	6.1	6.4	6.1	6.0	6.0	5.5	5.1	6.1	5.7	6.1	5.8	6.3
MEDIAN	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	5.0	6.0	6.0	5.0	6.0	7.0	6.0	6.0	6.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0

Table 15-2

QUESTION 10:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2019				MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
10 - VERY CONCERNED -----	44 11%	16 8%	21 12%	37 10%	6 31%	15 8%	22 14%	1 4%	16 9%	6 10%	20 14%	23 10%	5 21%	14 11%	15 8%	8 23%	19 11%	15 12%	4 6%	26 13%	3 6%	23 10%	- -	21 14%	
8 - 10 -----	117 29%	56 28%	51 30%	108 29%	8 40%	51 26%	53 34%	5 26%	46 25%	24 40%	46 30%	70 30%	8 37%	34 26%	48 27%	14 38%	52 30%	39 32%	21 33%	56 27%	10 19%	67 29%	- -	48 33%	
5 - 7 -----	185 46%	94 47%	80 47%	174 47%	9 44%	96 49%	65 42%	8 40%	92 51%	23 39%	63 42%	107 45%	8 34%	66 51%	87 48%	12 33%	83 48%	59 48%	25 40%	96 46%	29 59%	119 51%	1 28%	61 41%	
1 - 4 -----	89 22%	49 24%	37 22%	86 23%	1 7%	46 23%	34 22%	5 24%	40 22%	9 16%	39 26%	55 23%	6 29%	25 19%	43 24%	9 26%	33 19%	25 20%	15 24%	48 23%	10 20%	47 20%	2 48%	37 25%	
9	19 5%	7 3%	11 6%	18 5%	1 4%	8 4%	7 5%	3 13%	4 2%	7 12%	8 5%	10 4%	4 16%	5 4%	8 4%	2 7%	8 5%	3 2%	8 13%	8 4%	1 2%	9 4%	- -	9 6%	
8	54 14%	33 17%	20 12%	53 14%	1 4%	28 14%	24 15%	2 9%	26 14%	11 18%	18 12%	37 16%	- -	15 12%	26 14%	3 8%	25 15%	22 18%	9 14%	23 11%	6 11%	35 15%	- -	19 12%	
7	55 14%	23 12%	28 16%	51 14%	3 14%	27 14%	21 14%	4 18%	25 14%	6 11%	22 14%	33 14%	2 8%	20 16%	23 13%	2 6%	30 18%	19 15%	15 24%	21 10%	5 10%	41 17%	- -	13 9%	
6	35 9%	14 7%	21 12%	35 9%	- -	19 10%	12 8%	3 12%	19 11%	3 4%	12 8%	21 9%	2 8%	12 9%	13 7%	3 8%	19 11%	8 7%	4 7%	22 11%	8 15%	23 10%	- -	12 8%	
5	95 24%	57 28%	31 18%	88 24%	6 30%	50 26%	32 20%	2 10%	48 26%	14 24%	30 20%	54 23%	4 17%	33 26%	50 28%	7 19%	34 20%	32 26%	6 9%	52 25%	16 33%	56 24%	1 28%	36 24%	
4	14 4%	8 4%	7 4%	14 4%	- -	8 4%	6 4%	- -	8 4%	2 3%	5 3%	12 5%	1 5%	1 1%	8 4%	1 3%	5 3%	5 4%	1 2%	8 4%	- -	9 4%	- -	5 3%	
3	22 6%	12 6%	11 6%	22 6%	- -	14 7%	8 5%	- -	11 6%	2 3%	10 7%	15 6%	- -	6 5%	12 7%	1 2%	8 5%	9 7%	3 4%	11 5%	3 5%	13 6%	- -	9 6%	
2	14 3%	7 3%	5 3%	12 3%	1 4%	5 2%	7 5%	1 4%	5 3%	- -	8 6%	8 3%	1 4%	5 4%	8 4%	2 5%	4 2%	5 4%	2 3%	7 3%	2 4%	11 5%	- -	2 1%	
1 - NOT AT ALL CONCERNED	39 10%	23 11%	15 9%	37 10%	1 3%	19 10%	13 9%	4 20%	16 9%	5 9%	17 11%	20 9%	5 21%	13 10%	16 9%	5 15%	16 9%	7 5%	9 15%	22 11%	6 11%	13 6%	2 48%	20 14%	
DON'T KNOW/REFUSED	9 2%	2 1%	3 1%	4 1%	2 10%	4 2%	2 2%	2 10%	4 2%	3 5%	2 1%	3 1%	- -	5 3%	3 1%	1 3%	4 2%	- -	2 3%	7 4%	1 2%	- -	1 24%	3 2%	
MEAN	5.9	5.6	6.1	5.8	7.1	5.7	6.1	5.6	5.7	6.4	5.8	5.9	6.0	5.9	5.7	6.1	6.1	6.1	6.0	5.8	5.4	6.0	2.5	5.8	
MEDIAN	6.0	5.0	6.0	6.0	7.0	6.0	6.0	6.0	6.0	7.0	6.0	6.0	6.0	6.0	5.0	6.0	6.0	6.0	7.0	6.0	5.0	6.0	1.0	6.0	

Table 15-3

QUESTION 10:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
10 - VERY CONCERNED	44 11%	9 10%	35 12%	20 10%	15 10%	12 10%	11 11%	10 10%	31 11%	18 11%	21 12%	21 12%	8 12%	18 12%	13 9%	14 10%	4 8%	7 10%	9 13%	9 12%	22 11%	23 12%
8 - 10	117 29%	27 29%	89 30%	56 28%	49 33%	39 33%	27 29%	24 24%	78 28%	50 30%	54 32%	53 31%	28 40%	48 33%	39 27%	40 27%	10 21%	17 24%	21 28%	22 31%	56 29%	61 31%
5 - 7	185 46%	40 43%	140 47%	110 54%	71 47%	59 50%	52 55%	42 42%	129 47%	82 48%	77 46%	73 43%	28 40%	74 50%	78 54%	81 55%	25 52%	26 36%	25 34%	28 39%	89 45%	89 45%
1 - 4	89 22%	23 25%	63 21%	33 17%	29 19%	20 17%	15 16%	30 30%	62 23%	35 21%	36 21%	43 25%	14 20%	25 17%	28 19%	27 18%	11 23%	27 38%	25 34%	19 26%	45 23%	43 22%
9	19 5%	5 6%	13 4%	8 4%	8 5%	7 6%	3 3%	5 5%	11 4%	10 6%	11 7%	7 4%	5 8%	4 3%	2 1%	8 6%	3 5%	4 6%	3 5%	3 4%	5 3%	13 7%
8	54 14%	13 14%	42 14%	28 14%	26 17%	20 17%	14 15%	10 10%	36 13%	22 13%	22 13%	25 15%	15 21%	27 18%	25 17%	17 12%	4 8%	6 8%	8 11%	11 15%	29 15%	25 13%
7	55 14%	14 15%	40 13%	33 16%	25 17%	18 15%	15 16%	11 11%	40 15%	31 18%	20 12%	21 12%	8 11%	18 12%	29 20%	29 20%	5 12%	5 6%	4 5%	4 6%	33 17%	18 9%
6	35 9%	7 8%	27 9%	25 12%	12 8%	12 10%	13 13%	4 4%	27 10%	14 8%	18 10%	15 9%	5 7%	17 11%	10 7%	13 9%	4 8%	4 6%	7 10%	7 9%	16 8%	19 10%
5	95 24%	18 19%	73 25%	52 26%	34 22%	29 24%	24 26%	27 27%	63 23%	37 22%	39 23%	38 22%	16 22%	39 27%	39 27%	39 26%	15 33%	17 23%	14 19%	18 24%	40 20%	52 26%
4	14 4%	4 4%	10 3%	10 5%	5 3%	3 3%	4 4%	3 3%	10 4%	5 3%	5 3%	7 4%	3 4%	7 5%	6 4%	6 4%	1 2%	2 3%	3 4%	1 1%	12 6%	2 1%
3	22 6%	5 6%	17 6%	10 5%	9 6%	5 5%	4 4%	6 6%	15 6%	8 4%	9 6%	8 5%	4 5%	7 4%	10 7%	11 8%	4 7%	8 12%	3 5%	3 4%	9 5%	13 7%
2	14 3%	5 5%	7 2%	4 2%	3 2%	3 2%	1 1%	5 4%	9 3%	3 2%	4 2%	6 4%	4 6%	6 4%	4 2%	4 3%	- -	5 7%	6 8%	3 4%	9 5%	4 2%
1 - NOT AT ALL CONCERNED	39 10%	9 10%	28 9%	10 5%	12 8%	9 7%	6 6%	17 17%	27 10%	20 12%	17 10%	21 12%	4 5%	6 4%	9 6%	5 3%	7 14%	12 17%	13 17%	12 16%	14 7%	25 13%
DON'T KNOW/REFUSED	9 2%	3 3%	5 2%	2 1%	2 1%	1 1%	1 1%	5 5%	5 2%	3 2%	2 1%	2 1%	- -	- -	- -	- -	2 4%	2 2%	3 4%	3 5%	5 3%	4 2%
MEAN	5.9	5.8	6.0	6.1	6.1	6.2	6.2	5.3	5.9	6.0	6.0	5.8	6.3	6.2	6.0	6.1	5.4	5.0	5.3	5.6	6.0	5.8
MEDIAN	6.0	6.0	6.0	6.0	6.0	6.0	6.0	5.0	6.0	6.0	6.0	6.0	7.0	6.0	6.0	6.0	5.0	5.0	5.0	5.0	6.0	6.0

Table 15-4

QUESTION 10:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
10 - VERY CONCERNED -----	44 11%	17 19%	35 12%	6 5%	7 17%	13 9%	10 12%	4 8%	1 14%	16 13%	11 12%	15 10%	- -	23 11%	15 10%	12 9%	17 13%	15 14%	23 12%	15 13%	12 10%	7 9%	7 14%
8 - 10 -----	117 29%	36 41%	98 34%	15 15%	16 38%	44 31%	24 28%	11 27%	3 44%	41 33%	28 30%	41 27%	1 11%	64 30%	50 33%	39 30%	44 35%	41 39%	65 34%	41 34%	27 24%	24 31%	11 24%
5 - 7 -----	185 46%	40 45%	138 48%	46 45%	20 46%	77 53%	39 47%	21 49%	1 13%	56 46%	47 51%	71 47%	3 28%	105 49%	75 49%	66 51%	59 47%	48 45%	97 51%	59 49%	55 48%	39 50%	19 40%
1 - 4 -----	89 22%	12 14%	49 17%	37 36%	7 16%	24 16%	18 21%	10 24%	3 43%	26 21%	17 18%	36 24%	6 61%	46 22%	26 17%	23 18%	22 18%	16 15%	29 15%	20 17%	30 26%	13 17%	16 34%
9	19 5%	6 6%	17 6%	2 2%	1 2%	8 6%	3 4%	2 4%	- -	9 7%	4 4%	5 3%	- -	8 4%	9 6%	7 5%	2 2%	4 4%	6 3%	10 8%	5 5%	4 6%	1 2%
8	54 14%	13 15%	46 16%	8 8%	8 18%	23 16%	10 12%	6 14%	2 30%	16 13%	13 14%	21 14%	1 11%	33 15%	27 18%	20 16%	26 21%	22 21%	36 19%	16 13%	10 9%	13 17%	4 8%
7	55 14%	16 18%	40 14%	15 15%	8 19%	19 13%	11 13%	8 20%	- -	16 13%	16 18%	22 15%	- -	34 16%	21 14%	18 14%	16 13%	13 12%	29 15%	15 13%	25 22%	9 12%	6 13%
6	35 9%	5 6%	28 10%	7 7%	2 4%	14 10%	10 12%	4 10%	- -	8 7%	11 11%	12 8%	2 20%	21 10%	15 10%	12 10%	12 9%	10 10%	18 9%	11 9%	10 8%	6 8%	4 8%
5	95 24%	19 22%	70 24%	24 24%	10 23%	43 30%	18 22%	8 19%	1 13%	31 25%	20 22%	37 25%	1 8%	50 23%	38 25%	36 28%	31 25%	25 23%	50 26%	32 27%	20 18%	23 30%	9 19%
4	14 4%	1 1%	9 3%	5 5%	1 3%	3 2%	2 2%	2 5%	- -	3 3%	4 4%	5 3%	1 12%	9 4%	6 4%	5 4%	7 5%	5 5%	8 4%	3 2%	4 4%	1 1%	4 10%
3	22 6%	4 4%	13 4%	9 8%	1 2%	8 6%	3 4%	6 13%	- -	8 7%	5 5%	8 5%	2 18%	13 6%	11 7%	8 6%	4 3%	4 3%	9 5%	7 5%	6 5%	2 3%	1 2%
2	14 3%	1 1%	9 3%	5 5%	2 4%	4 3%	3 4%	1 2%	- -	2 1%	2 2%	8 5%	2 22%	8 4%	5 3%	4 3%	2 2%	4 3%	5 3%	4 3%	3 3%	2 3%	2 4%
1 - NOT AT ALL CONCERNED	39 10%	6 7%	17 6%	18 18%	3 7%	8 6%	9 11%	2 4%	3 43%	13 10%	6 7%	15 10%	1 10%	16 7%	4 2%	6 5%	9 8%	4 3%	6 3%	7 6%	17 15%	7 9%	9 19%
DON'T KNOW/REFUSED	9 2%	- -	1 -	5 5%	- -	- -	2 3%	- -	- -	- -	1 1%	2 1%	- -	- -	- -	1 1%	- -	2 1%	- -	- -	2 2%	2 3%	1 2%
MEAN	5.9	6.7	6.3	4.8	6.4	6.1	5.9	6.0	4.9	6.1	6.2	5.7	4.0	6.0	6.2	6.1	6.2	6.5	6.4	6.3	5.7	6.0	5.4
MEDIAN	6.0	7.0	6.0	5.0	7.0	6.0	6.0	6.0	5.0	6.0	6.0	6.0	4.0	6.0	6.0	6.0	6.0	7.0	6.0	6.0	6.0	6.0	5.0

MEETING STREET RESEARCH

Table 15-5

QUESTION 10:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Costs of employee salaries and benefits

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRATEGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
10 - VERY CONCERNED -----	44 11%	30 14%	17 12%	10 9%	6 6%	10 13%	8 11%	34 11%	11 13%	6 10%	15 19%	15 9%	7 8%	36 11%	5 12%	7 12%	12 12%	3 6%	8 8%	26 12%
8 - 10 -----	117 29%	65 30%	46 32%	28 26%	30 32%	25 31%	23 32%	89 28%	28 34%	13 21%	35 42%	50 32%	15 18%	93 29%	15 35%	20 37%	32 32%	15 29%	28 28%	59 27%
5 - 7 -----	185 46%	88 42%	75 52%	58 54%	44 49%	40 51%	37 52%	154 48%	31 39%	27 43%	35 43%	70 45%	46 53%	140 44%	20 48%	22 40%	43 43%	26 51%	50 50%	102 47%
1 - 4 -----	89 22%	53 25%	20 14%	20 19%	17 19%	15 19%	10 14%	69 21%	20 25%	20 33%	11 13%	35 22%	19 22%	79 25%	7 17%	10 18%	24 24%	9 18%	21 21%	54 25%
9	19 5%	11 5%	7 5%	3 3%	5 5%	4 5%	2 3%	12 4%	7 8%	3 4%	6 7%	7 5%	2 2%	16 5%	3 7%	4 7%	10 10%	2 4%	4 4%	7 3%
8	54 14%	24 11%	22 15%	15 14%	19 21%	10 13%	13 19%	44 14%	10 12%	4 7%	13 16%	28 18%	6 7%	42 13%	7 17%	10 18%	9 9%	10 20%	15 15%	26 12%
7	55 14%	28 13%	24 17%	20 19%	14 15%	14 18%	13 18%	48 15%	7 8%	13 21%	13 16%	15 10%	14 16%	37 11%	7 16%	4 8%	13 13%	7 15%	18 18%	33 15%
6	35 9%	17 8%	16 11%	13 12%	13 14%	6 7%	5 7%	29 9%	5 7%	4 6%	7 8%	16 10%	7 8%	29 9%	2 6%	8 14%	9 9%	5 9%	11 11%	16 7%
5	95 24%	43 20%	35 24%	25 23%	18 20%	21 26%	19 27%	76 24%	19 24%	10 17%	15 19%	39 25%	25 29%	74 23%	11 25%	10 18%	20 20%	14 27%	21 21%	52 24%
4	14 4%	11 5%	6 4%	1 1%	4 5%	3 3%	1 2%	8 3%	6 7%	4 7%	3 4%	6 4%	1 2%	12 4%	2 5%	2 4%	5 5%	1 2%	5 5%	6 3%
3	22 6%	12 6%	3 2%	5 5%	2 2%	3 3%	6 8%	18 6%	4 6%	3 4%	2 3%	8 5%	7 9%	19 6%	2 4%	- -	5 5%	1 2%	5 5%	19 9%
2	14 3%	8 4%	4 3%	2 2%	2 2%	4 5%	2 2%	12 4%	2 2%	1 1%	4 4%	5 4%	3 3%	10 3%	2 4%	2 3%	3 3%	- -	3 3%	10 4%
1 - NOT AT ALL CONCERNED	39 10%	22 10%	7 5%	12 11%	9 10%	6 7%	2 2%	30 10%	8 10%	12 20%	2 2%	15 10%	8 9%	37 12%	2 4%	6 10%	11 11%	7 14%	8 8%	19 9%
DON'T KNOW/REFUSED	9 2%	6 3%	4 2%	2 2%	- -	- -	2 2%	7 2%	2 2%	2 3%	2 2%	- -	6 7%	7 2%	- -	3 5%	2 2%	1 2%	1 1%	3 1%
MEAN	5.9	5.9	6.4	5.9	6.0	6.1	6.3	5.9	6.0	5.4	6.8	5.9	5.5	5.8	6.3	6.2	6.0	5.8	6.0	5.8
MEDIAN	6.0	6.0	6.0	6.0	6.0	6.0	7.0	6.0	5.0	5.0	7.0	6.0	5.0	6.0	7.0	6.0	6.0	6.0	6.0	6.0

Table 16-1

QUESTION 11:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

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	MANAG-ER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
10 - VERY CONCERNED	85 21%	36 26%	15 17%	13 26%	7 17%	14 17%	51 22%	34 20%	20 12%	26 24%	38 37%	29 14%	27 23%	29 36%	22 24%	21 22%	17 28%	8 18%	16 16%	70 23%	31 20%	25 23%	3 9%	23 29%
8 - 10	183 46%	63 45%	31 36%	29 60%	20 48%	40 49%	94 41%	89 52%	58 35%	53 49%	66 65%	74 37%	58 50%	51 64%	42 46%	48 50%	29 48%	19 42%	28 28%	155 52%	65 41%	54 51%	16 48%	35 46%
5 - 7	133 33%	48 34%	33 38%	11 22%	14 32%	27 33%	81 36%	51 30%	56 34%	39 36%	26 25%	70 34%	40 34%	23 29%	30 33%	28 29%	25 41%	18 39%	34 34%	98 33%	48 30%	36 34%	14 43%	27 35%
1 - 4	77 19%	29 21%	21 24%	7 14%	8 18%	12 15%	50 22%	26 15%	48 29%	16 14%	10 10%	53 26%	17 15%	6 7%	18 19%	19 19%	6 10%	9 19%	34 34%	42 14%	38 25%	15 14%	3 9%	14 18%
9	35 9%	6 4%	8 9%	6 12%	4 9%	11 13%	14 6%	20 12%	13 8%	10 9%	11 11%	15 8%	12 10%	8 10%	8 9%	6 6%	4 6%	5 10%	5 5%	29 10%	10 6%	14 14%	3 10%	5 7%
8	63 16%	21 15%	8 9%	10 21%	9 22%	15 18%	28 12%	34 20%	24 15%	16 15%	17 17%	29 15%	19 17%	14 17%	12 13%	21 22%	8 14%	6 14%	7 7%	55 18%	24 15%	15 14%	10 29%	8 10%
7	54 14%	22 15%	13 15%	4 9%	5 11%	11 13%	35 15%	20 11%	21 13%	19 17%	11 10%	30 15%	14 12%	11 14%	9 10%	12 13%	12 20%	7 15%	15 13%	40 13%	20 13%	15 14%	4 12%	11 15%
6	25 6%	5 3%	7 9%	1 2%	5 13%	7 8%	12 5%	13 8%	9 5%	8 7%	7 7%	11 6%	10 9%	3 4%	11 12%	4 4%	4 7%	2 4%	5 5%	20 7%	9 6%	12 12%	3 8%	1 1%
5	53 13%	22 16%	12 14%	5 11%	4 8%	10 12%	35 15%	19 11%	26 15%	12 11%	8 8%	29 14%	15 13%	9 11%	10 11%	12 12%	8 14%	9 20%	14 14%	38 13%	18 12%	9 8%	7 23%	15 19%
4	13 3%	6 4%	4 4%	1 3%	- -	2 3%	10 4%	3 2%	7 4%	1 1%	4 4%	7 3%	3 2%	3 4%	2 2%	4 4%	1 2%	3 7%	6 6%	7 2%	5 3%	3 2%	- -	4 5%
3	16 4%	6 5%	3 4%	4 9%	1 2%	1 1%	10 4%	6 4%	5 3%	6 6%	3 3%	6 3%	8 7%	2 2%	2 2%	3 3%	2 4%	2 3%	6 6%	10 3%	7 5%	3 3%	- -	4 5%
2	10 3%	5 3%	2 2%	- -	2 4%	2 2%	7 3%	4 2%	5 3%	4 4%	1 1%	8 4%	1 1%	1 1%	2 2%	2 2%	2 3%	1 2%	7 7%	3 1%	5 3%	2 2%	1 3%	2 2%
1 - NOT AT ALL CONCERNED	37 9%	12 8%	12 14%	1 3%	5 12%	7 8%	24 11%	13 8%	31 18%	4 4%	2 2%	31 16%	6 5%	- -	12 13%	9 10%	1 2%	3 6%	15 15%	22 7%	21 14%	7 7%	2 6%	5 6%
DON'T KNOW/REFUSED	8 2%	- -	2 2%	2 4%	1 2%	3 3%	2 1%	6 3%	5 3%	1 1%	- -	6 3%	2 2%	- -	2 2%	2 2%	1 2%	- -	3 3%	5 2%	6 4%	1 1%	- -	1 1%
MEAN	6.7	6.7	6.2	7.4	6.6	6.9	6.5	7.0	5.8	7.1	7.9	6.0	7.0	7.9	6.6	6.8	7.3	6.6	5.6	7.1	6.3	7.1	6.7	6.9
MEDIAN	7.0	7.0	7.0	8.0	7.0	8.0	7.0	8.0	6.0	7.0	8.0	7.0	8.0	8.0	7.0	8.0	7.0	7.0	5.0	8.0	7.0	8.0	7.0	7.0

Table 16-2

QUESTION 11:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
10 - VERY CONCERNED	85 21%	48 24%	32 19%	80 22%	4 21%	37 19%	41 26%	3 13%	42 23%	17 28%	27 18%	47 20%	6 28%	32 25%	31 17%	7 18%	47 27%	34 28%	17 28%	34 16%	12 24%	60 26%	- -	24 16%	
8 - 10	183 46%	96 48%	76 44%	172 46%	9 42%	87 45%	79 51%	10 46%	80 44%	32 54%	67 45%	109 46%	12 53%	61 47%	83 46%	17 47%	82 48%	66 53%	33 53%	85 41%	18 37%	117 50%	- -	61 41%	
5 - 7	133 33%	65 32%	57 33%	122 33%	8 37%	65 33%	50 32%	3 14%	64 35%	16 27%	51 34%	80 34%	5 23%	39 30%	62 34%	10 28%	54 32%	39 31%	16 26%	71 34%	18 38%	88 38%	2 46%	40 27%	
1 - 4	77 19%	38 19%	35 20%	73 20%	2 10%	39 20%	25 16%	7 34%	36 20%	8 14%	30 20%	43 18%	5 24%	26 20%	34 19%	8 23%	31 18%	18 15%	12 19%	46 22%	12 24%	28 12%	1 30%	43 29%	
9	35 9%	17 8%	15 9%	32 9%	2 8%	14 7%	18 11%	3 15%	12 6%	6 10%	17 11%	23 10%	4 16%	8 6%	17 10%	4 10%	14 8%	13 10%	6 10%	16 8%	2 4%	17 7%	- -	17 11%	
8	63 16%	31 15%	28 17%	59 16%	3 12%	36 18%	20 13%	4 18%	26 14%	9 16%	23 15%	39 16%	2 9%	21 16%	35 19%	6 18%	21 12%	18 15%	9 15%	35 17%	5 9%	40 17%	- -	21 14%	
7	54 14%	28 14%	23 13%	51 14%	3 14%	28 14%	19 13%	- -	26 14%	7 12%	19 13%	35 15%	1 4%	16 12%	30 16%	2 5%	21 12%	13 10%	8 14%	29 14%	6 11%	39 17%	- -	15 10%	
6	25 6%	12 6%	10 6%	23 6%	2 12%	14 7%	8 5%	2 9%	16 9%	3 4%	6 4%	14 6%	2 8%	7 6%	11 6%	3 8%	10 6%	13 10%	3 4%	9 4%	5 9%	19 8%	- -	6 4%	
5	53 13%	25 12%	24 14%	49 13%	2 11%	23 12%	22 14%	1 5%	21 12%	6 11%	26 17%	31 13%	2 10%	16 12%	21 12%	5 14%	23 13%	14 11%	5 8%	33 16%	8 17%	30 13%	2 46%	20 14%	
4	13 3%	5 3%	8 5%	13 4%	- -	5 3%	6 4%	- -	9 5%	- -	4 3%	7 3%	1 5%	5 4%	5 3%	2 6%	6 4%	6 5%	2 3%	6 3%	1 2%	3 1%	- -	10 7%	
3	16 4%	9 4%	6 4%	15 4%	1 4%	9 5%	6 4%	1 4%	5 3%	2 3%	8 5%	11 5%	1 5%	4 3%	8 4%	2 5%	6 4%	5 4%	2 3%	9 4%	2 4%	7 3%	- -	8 5%	
2	10 3%	6 3%	4 3%	10 3%	- -	6 3%	4 3%	- -	5 3%	- -	5 4%	7 3%	- -	3 3%	7 4%	- -	3 2%	3 2%	- -	7 4%	2 3%	7 3%	- -	4 3%	
1 - NOT AT ALL CONCERNED	37 9%	18 9%	16 9%	34 9%	1 6%	19 10%	10 7%	6 30%	17 9%	6 11%	13 9%	18 8%	3 14%	14 11%	15 8%	4 11%	15 9%	4 3%	9 14%	24 12%	7 14%	12 5%	1 30%	22 15%	
DON'T KNOW/REFUSED	8 2%	2 1%	4 2%	5 1%	2 11%	4 2%	1 1%	1 5%	2 1%	3 5%	2 1%	3 1%	- -	4 3%	2 1%	1 3%	4 2%	1 1%	1 1%	6 3%	1 2%	- -	1 24%	3 2%	
MEAN	6.7	6.8	6.6	6.7	7.1	6.6	7.0	5.6	6.7	7.2	6.5	6.7	6.8	6.7	6.7	6.5	6.9	7.2	6.9	6.3	6.2	7.2	3.4	6.1	
MEDIAN	7.0	7.0	7.0	7.0	7.0	7.0	8.0	6.0	7.0	8.0	7.0	7.0	8.0	7.0	7.0	7.0	7.0	8.0	8.0	7.0	6.0	8.0	5.0	7.0	

Table 16-3

QUESTION 11:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
10 - VERY CONCERNED	85 21%	23 25%	62 21%	45 22%	35 23%	32 27%	25 26%	17 17%	51 19%	42 25%	39 23%	41 24%	26 37%	33 23%	33 23%	32 22%	7 15%	9 12%	13 17%	12 16%	46 24%	39 20%
8 - 10	183 46%	46 49%	135 45%	97 48%	76 50%	60 51%	50 52%	37 36%	122 45%	82 48%	80 47%	84 49%	39 56%	74 50%	74 51%	71 48%	17 35%	24 33%	25 33%	25 35%	91 46%	86 44%
5 - 7	133 33%	31 33%	97 33%	74 37%	52 34%	45 38%	34 35%	34 34%	93 34%	52 30%	55 33%	48 28%	23 32%	57 39%	50 34%	58 39%	17 36%	22 30%	25 34%	24 33%	69 36%	63 32%
1 - 4	77 19%	14 15%	62 21%	29 14%	22 15%	13 11%	11 12%	26 26%	52 19%	32 19%	30 18%	35 20%	9 13%	16 11%	22 15%	19 13%	13 27%	27 37%	23 31%	22 30%	32 16%	44 22%
9	35 9%	4 4%	31 10%	17 9%	13 9%	9 8%	11 11%	8 8%	29 11%	16 10%	19 12%	15 9%	5 7%	12 8%	9 6%	14 10%	1 2%	6 8%	6 8%	5 7%	16 8%	19 9%
8	63 16%	19 20%	43 14%	34 17%	28 18%	19 16%	14 15%	11 11%	42 15%	23 14%	22 13%	28 16%	8 12%	28 19%	32 22%	25 17%	9 18%	9 12%	6 8%	9 12%	28 14%	28 14%
7	54 14%	13 14%	38 13%	33 16%	22 15%	20 17%	11 12%	13 13%	37 13%	20 12%	20 12%	21 12%	11 15%	27 19%	24 17%	23 16%	7 14%	7 10%	10 13%	11 15%	30 16%	23 12%
6	25 6%	7 8%	18 6%	15 7%	7 5%	9 8%	7 8%	4 4%	16 6%	10 6%	10 6%	9 5%	3 5%	9 6%	10 7%	11 7%	5 11%	5 7%	4 5%	4 5%	15 8%	10 5%
5	53 13%	10 11%	41 14%	27 13%	22 14%	16 13%	15 16%	17 17%	40 15%	21 13%	25 15%	19 11%	8 11%	21 14%	15 11%	24 16%	5 10%	9 13%	12 16%	9 13%	24 12%	29 15%
4	13 3%	2 2%	11 4%	5 3%	5 4%	1 1%	4 4%	5 5%	9 3%	3 2%	4 2%	3 2%	4 6%	6 4%	7 5%	8 5%	- -	3 5%	2 3%	3 4%	5 3%	8 4%
3	16 4%	3 4%	12 4%	8 4%	5 3%	5 4%	3 3%	5 5%	10 4%	6 4%	8 5%	8 5%	2 2%	4 3%	4 2%	5 3%	4 9%	6 8%	4 5%	3 4%	11 6%	4 2%
2	10 3%	1 1%	9 3%	4 2%	2 2%	1 1%	1 1%	2 2%	7 3%	3 2%	3 2%	4 3%	1 1%	3 2%	5 4%	4 3%	2 4%	5 7%	2 3%	2 3%	5 2%	6 3%
1 - NOT AT ALL CONCERNED	37 9%	7 8%	29 10%	11 6%	9 6%	6 5%	4 4%	15 14%	26 10%	19 11%	15 9%	19 11%	3 4%	4 3%	6 4%	3 2%	6 14%	13 18%	16 21%	14 20%	10 5%	26 13%
DON'T KNOW/REFUSED	8 2%	3 3%	3 1%	2 1%	2 1%	1 1%	1 1%	4 4%	6 2%	5 3%	4 2%	4 2%	- -	- -	- -	- -	1 2%	- -	1 1%	2 2%	4 2%	4 2%
MEAN	6.7	7.0	6.6	7.0	7.0	7.3	7.3	6.1	6.6	6.8	6.8	6.7	7.5	7.2	7.1	7.1	6.0	5.5	5.7	5.8	6.9	6.4
MEDIAN	7.0	8.0	7.0	7.0	8.0	8.0	8.0	7.0	7.0	7.0	7.0	8.0	8.0	8.0	8.0	7.0	7.0	5.0	6.0	7.0	7.0	7.0

Table 16-4

QUESTION 11:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
																						CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
10 - VERY CONCERNED -----	85 21%	44 51%	82 29%	3 3%	17 40%	35 24%	13 15%	12 29%	- -	26 21%	30 32%	28 19%	- -	55 26%	46 31%	35 27%	39 31%	30 28%	66 35%	26 22%	11 9%	14 18%	10 21%
8 - 10 -----	183 46%	68 79%	170 59%	12 12%	30 71%	72 50%	33 40%	22 52%	2 27%	57 46%	58 63%	62 41%	1 8%	106 50%	86 57%	64 50%	78 63%	65 61%	127 67%	59 49%	37 33%	31 40%	19 41%
5 - 7 -----	133 33%	15 17%	85 30%	43 42%	9 22%	57 39%	23 28%	15 36%	3 47%	41 33%	20 22%	59 40%	6 61%	68 32%	51 34%	48 38%	39 31%	35 33%	52 27%	39 33%	40 36%	32 41%	12 25%
1 - 4 -----	77 19%	4 4%	28 10%	44 43%	3 7%	16 11%	24 29%	5 13%	2 26%	25 20%	13 14%	27 18%	3 31%	39 18%	14 9%	16 12%	7 6%	6 6%	11 6%	22 18%	34 30%	13 16%	14 31%
9	35 9%	12 14%	34 12%	1 1%	6 14%	14 10%	5 6%	3 7%	1 14%	13 10%	8 9%	13 8%	- -	15 7%	16 11%	12 9%	17 14%	15 14%	18 10%	16 13%	10 8%	7 9%	3 6%
8	63 16%	12 14%	54 19%	8 8%	7 17%	23 16%	16 19%	7 16%	1 13%	18 15%	20 22%	21 14%	1 8%	36 17%	23 15%	18 14%	23 18%	21 20%	43 22%	17 14%	17 15%	10 13%	6 14%
7	54 14%	10 11%	41 14%	14 13%	4 8%	27 19%	12 15%	7 16%	1 16%	15 12%	11 12%	26 17%	1 11%	31 15%	24 16%	23 18%	17 14%	14 13%	27 14%	16 13%	13 11%	14 18%	6 13%
6	25 6%	2 3%	14 5%	11 11%	1 2%	11 8%	2 2%	3 7%	1 14%	8 6%	5 6%	10 7%	- -	13 6%	10 7%	6 5%	9 7%	7 6%	10 5%	7 6%	9 8%	10 13%	- -
5	53 13%	3 3%	30 11%	19 18%	5 11%	19 13%	9 11%	5 13%	1 16%	18 15%	4 4%	23 16%	5 51%	23 11%	17 11%	19 15%	13 10%	15 14%	15 8%	16 14%	18 16%	8 10%	6 13%
4	13 3%	- -	4 1%	10 9%	1 3%	4 3%	5 6%	- -	- -	5 4%	3 3%	5 3%	1 12%	9 4%	5 3%	4 3%	1 1%	1 1%	3 2%	4 3%	9 8%	3 4%	1 2%
3	16 4%	- -	9 3%	6 6%	1 2%	4 3%	2 2%	3 6%	- -	6 5%	4 4%	6 4%	- -	6 3%	4 2%	6 5%	3 2%	3 3%	3 2%	5 4%	4 4%	4 5%	1 3%
2	10 3%	- -	5 2%	5 5%	- -	2 1%	4 5%	1 2%	- -	3 3%	2 2%	3 2%	1 9%	6 3%	1 1%	2 2%	1 1%	- -	2 1%	3 2%	5 4%	- -	1 2%
1 - NOT AT ALL CONCERNED	37 9%	4 4%	11 4%	23 23%	1 2%	6 4%	13 15%	2 4%	2 26%	11 9%	5 5%	14 10%	1 10%	17 8%	5 3%	4 3%	2 2%	2 2%	3 1%	11 9%	16 14%	6 8%	11 24%
DON'T KNOW/REFUSED	8 2%	- -	2 1%	3 3%	- -	- -	3 4%	- -	- -	- -	1 1%	1 1%	- -	1 -	- -	- -	- -	- -	- -	- -	2 2%	2 3%	1 2%
MEAN	6.7	8.6	7.5	4.5	8.1	7.2	6.0	7.2	5.4	6.7	7.6	6.6	4.7	6.9	7.6	7.2	7.8	7.7	8.0	6.8	5.7	6.8	5.9
MEDIAN	7.0	10.0	8.0	5.0	9.0	7.0	7.0	8.0	6.0	7.0	8.0	7.0	5.0	7.0	8.0	7.0	8.0	8.0	8.0	7.0	6.0	7.0	7.0

Table 16-5

QUESTION 11:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
10 - VERY CONCERNED	85 21%	45 21%	35 24%	17 16%	25 27%	12 16%	23 32%	72 23%	13 17%	6 10%	26 32%	29 19%	21 25%	57 18%	15 35%	11 21%	26 26%	10 20%	19 19%	48 22%
8 - 10	183 46%	94 44%	73 50%	47 44%	53 58%	37 47%	42 59%	152 48%	31 39%	25 41%	44 54%	71 46%	36 42%	132 41%	30 70%	29 53%	54 54%	26 50%	51 51%	89 41%
5 - 7	133 33%	66 31%	47 33%	41 38%	24 26%	23 29%	24 34%	106 33%	27 33%	18 30%	27 33%	53 34%	28 32%	109 34%	10 24%	14 27%	32 32%	15 29%	34 34%	78 36%
1 - 4	77 19%	45 21%	22 15%	17 16%	14 15%	18 22%	5 8%	56 18%	20 25%	17 27%	10 13%	31 20%	17 20%	70 22%	3 6%	8 14%	13 13%	10 19%	15 15%	49 23%
9	35 9%	18 9%	11 8%	9 9%	10 11%	10 13%	6 8%	27 8%	8 10%	7 11%	7 8%	17 11%	3 3%	27 8%	3 7%	6 12%	15 15%	5 9%	9 9%	13 6%
8	63 16%	30 14%	27 19%	20 19%	19 21%	14 18%	13 18%	53 17%	10 12%	12 20%	11 14%	25 16%	12 14%	49 15%	12 28%	11 21%	13 13%	11 22%	23 23%	28 13%
7	54 14%	23 11%	22 15%	13 12%	10 11%	7 9%	13 19%	41 13%	14 17%	6 9%	11 14%	25 17%	11 13%	44 14%	7 17%	2 4%	12 12%	6 11%	14 14%	35 16%
6	25 6%	13 6%	8 6%	6 6%	5 6%	7 9%	2 2%	23 7%	2 3%	4 6%	4 5%	8 5%	8 10%	22 7%	2 4%	3 6%	6 6%	5 11%	6 6%	11 5%
5	53 13%	30 14%	17 11%	21 20%	9 10%	9 12%	9 13%	42 13%	11 13%	9 15%	11 14%	19 12%	9 10%	44 14%	1 3%	9 17%	13 13%	4 7%	14 14%	33 15%
4	13 3%	6 3%	6 4%	4 4%	4 4%	6 8%	1 1%	9 3%	5 6%	4 6%	2 3%	6 4%	2 2%	10 3%	- -	2 3%	2 2%	- -	3 3%	9 4%
3	16 4%	9 4%	2 1%	3 3%	4 4%	3 4%	1 2%	13 4%	3 4%	2 4%	2 3%	6 4%	5 6%	14 4%	2 4%	1 3%	5 5%	1 2%	- -	10 4%
2	10 3%	6 3%	2 1%	1 1%	1 1%	1 1%	1 1%	8 3%	2 2%	3 5%	3 3%	3 2%	1 1%	9 3%	1 2%	1 2%	2 2%	3 5%	3 3%	7 3%
1 - NOT AT ALL CONCERNED	37 9%	24 11%	12 8%	9 8%	5 6%	7 9%	3 4%	27 8%	10 13%	8 12%	3 4%	15 10%	10 11%	37 12%	- -	4 7%	4 4%	6 12%	8 8%	23 11%
DON'T KNOW/REFUSED	8 2%	7 3%	3 2%	3 3%	- -	1 2%	- -	5 2%	3 3%	2 3%	1 1%	- -	5 6%	8 2%	- -	3 5%	1 1%	1 2%	1 1%	2 1%
MEAN	6.7	6.5	7.0	6.6	7.3	6.6	7.7	6.8	6.3	6.0	7.3	6.7	6.6	6.4	8.1	7.0	7.3	6.7	6.9	6.5
MEDIAN	7.0	7.0	8.0	7.0	8.0	7.0	8.0	7.0	7.0	7.0	8.0	7.0	7.0	7.0	8.0	8.0	8.0	8.0	8.0	7.0

Table 17-1

QUESTION 12:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

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	MANAG-ER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
10 - VERY CONCERNED	52 13%	22 16%	8 9%	6 13%	5 13%	10 13%	30 13%	22 13%	18 11%	11 10%	22 22%	18 9%	14 12%	20 25%	16 18%	12 12%	11 18%	3 6%	12 12%	40 13%	18 12%	14 13%	2 6%	16 20%
8 - 10	150 37%	60 43%	25 29%	20 41%	17 39%	28 35%	85 37%	65 38%	52 31%	42 39%	48 48%	65 32%	42 36%	43 54%	39 43%	36 37%	25 41%	14 30%	28 28%	122 41%	53 34%	44 41%	8 25%	34 44%
5 - 7	141 35%	44 31%	34 39%	14 28%	14 32%	35 43%	78 34%	63 36%	51 31%	43 40%	37 37%	67 33%	49 42%	24 30%	29 32%	37 39%	26 43%	19 40%	32 32%	108 36%	51 33%	39 36%	19 57%	22 28%
1 - 4	103 26%	36 26%	26 30%	13 27%	11 26%	17 21%	62 27%	41 24%	59 36%	23 22%	16 16%	65 32%	25 21%	13 16%	22 24%	23 24%	8 14%	14 30%	37 37%	66 22%	49 31%	23 22%	6 18%	20 26%
9	30 7%	9 6%	3 4%	5 10%	5 11%	8 10%	12 5%	18 10%	7 4%	13 12%	7 7%	12 6%	11 10%	6 7%	6 6%	6 6%	5 9%	2 5%	5 5%	25 8%	11 7%	7 7%	2 7%	7 9%
8	69 17%	29 21%	14 16%	9 18%	7 16%	10 12%	44 19%	25 15%	26 16%	17 16%	19 19%	35 17%	17 14%	17 21%	17 19%	18 19%	9 14%	9 19%	12 12%	57 19%	24 15%	22 21%	4 11%	12 15%
7	47 12%	13 9%	8 10%	5 11%	6 13%	15 18%	22 9%	26 15%	15 9%	16 15%	16 16%	20 10%	15 13%	12 15%	7 7%	11 11%	9 15%	10 21%	9 9%	39 13%	17 11%	12 11%	7 22%	8 11%
6	23 6%	10 7%	5 5%	3 5%	1 2%	5 6%	15 6%	8 5%	9 5%	7 7%	5 5%	12 6%	9 8%	2 2%	9 10%	5 5%	2 3%	3 7%	7 7%	15 5%	8 5%	9 8%	3 8%	3 3%
5	71 18%	21 15%	21 24%	6 12%	7 17%	16 19%	42 18%	29 17%	27 16%	20 18%	16 16%	35 17%	25 21%	10 13%	13 15%	21 22%	15 25%	5 12%	16 16%	54 18%	27 17%	18 17%	9 27%	11 14%
4	7 2%	3 2%	1 1%	1 2%	3 6%	- -	4 2%	4 2%	4 2%	1 1%	2 2%	3 1%	3 2%	2 2%	3 3%	1 1%	- -	- -	1 1%	6 2%	4 2%	2 2%	- -	2 2%
3	22 6%	13 9%	4 5%	- -	2 5%	3 4%	17 7%	5 3%	7 4%	7 7%	5 5%	9 5%	8 7%	5 6%	5 5%	4 4%	3 6%	5 11%	8 8%	14 5%	6 4%	6 6%	2 6%	7 9%
2	25 6%	6 4%	6 7%	6 12%	1 1%	6 8%	12 5%	13 7%	13 8%	8 7%	4 4%	15 7%	7 6%	3 4%	3 3%	5 6%	3 5%	4 9%	10 10%	14 5%	11 7%	8 7%	2 6%	3 4%
1 - NOT AT ALL CONCERNED	49 12%	14 10%	15 17%	6 13%	6 14%	7 9%	29 13%	20 12%	35 21%	8 7%	5 5%	38 19%	8 6%	3 4%	12 13%	12 13%	2 3%	5 10%	18 18%	31 10%	28 18%	7 7%	2 6%	8 11%
DON'T KNOW/REFUSED	6 1%	- -	2 2%	2 4%	1 2%	1 1%	2 1%	4 2%	4 2%	- -	- -	5 2%	1 1%	- -	1 1%	1 1%	1 2%	- -	2 2%	4 1%	4 2%	1 1%	- -	1 1%
MEAN	6.0	6.2	5.3	6.0	6.1	6.1	5.9	6.1	5.3	6.2	6.9	5.4	6.2	7.1	6.2	5.9	6.7	5.7	5.2	6.2	5.6	6.3	5.9	6.3
MEDIAN	7.0	7.0	5.0	7.0	7.0	7.0	6.0	7.0	5.0	7.0	7.0	5.0	6.0	8.0	7.0	6.0	7.0	7.0	5.0	7.0	6.0	7.0	6.0	7.0

Table 17-2

QUESTION 12:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
10 - VERY CONCERNED -----	52 13%	29 14%	19 11%	48 13%	3 17%	22 11%	28 18%	1 4%	24 13%	6 11%	21 14%	29 12%	3 12%	20 16%	21 12%	3 7%	27 16%	20 16%	6 10%	26 12%	10 21%	31 13%	- -	20 13%
8 - 10 -----	150 37%	79 39%	61 35%	139 37%	9 43%	70 36%	64 41%	9 42%	68 38%	21 35%	60 40%	90 38%	6 28%	51 40%	64 36%	10 28%	73 42%	52 42%	26 42%	70 34%	20 40%	95 41%	- -	50 34%
5 - 7 -----	141 35%	59 29%	71 41%	130 35%	7 34%	63 32%	58 38%	4 20%	62 34%	19 32%	54 36%	88 37%	9 38%	38 30%	70 38%	14 40%	51 30%	43 35%	14 23%	79 38%	16 32%	85 36%	1 28%	51 34%
1 - 4 -----	103 26%	61 30%	38 22%	99 27%	3 13%	59 30%	33 21%	6 29%	49 27%	17 29%	34 22%	53 23%	8 34%	37 29%	45 25%	10 29%	45 26%	28 23%	21 34%	53 26%	13 26%	53 23%	2 72%	45 30%
9	30 7%	16 8%	11 7%	28 7%	2 10%	14 7%	10 7%	4 17%	16 9%	3 5%	10 6%	18 8%	1 4%	9 7%	14 8%	1 2%	14 8%	11 9%	7 11%	11 5%	2 4%	21 9%	- -	9 6%
8	69 17%	34 17%	30 17%	64 17%	3 17%	34 17%	25 16%	4 20%	28 16%	12 20%	29 19%	43 18%	3 12%	22 17%	30 16%	7 19%	31 18%	21 17%	13 21%	33 16%	8 15%	44 19%	- -	21 14%
7	47 12%	21 11%	23 13%	44 12%	2 12%	26 13%	17 11%	1 4%	19 10%	8 14%	18 12%	27 12%	3 13%	17 13%	29 16%	4 11%	14 8%	16 13%	7 11%	24 12%	5 11%	35 15%	- -	12 8%
6	23 6%	9 5%	13 8%	23 6%	- -	9 5%	12 8%	- -	11 6%	1 2%	9 6%	17 7%	1 4%	4 3%	11 6%	2 5%	9 5%	8 7%	2 4%	11 5%	3 5%	14 6%	- -	9 6%
5	71 18%	28 14%	35 20%	63 17%	5 22%	28 14%	29 19%	3 15%	33 18%	10 16%	27 18%	43 18%	5 21%	18 14%	29 16%	9 24%	28 16%	18 14%	5 9%	45 21%	8 16%	36 15%	1 28%	30 20%
4	7 2%	4 2%	2 1%	6 2%	1 5%	5 2%	3 2%	- -	3 2%	3 5%	2 1%	4 2%	1 4%	2 2%	5 2%	2 5%	1 1%	2 1%	2 3%	4 2%	1 2%	3 1%	- -	5 3%
3	22 6%	16 8%	5 3%	21 6%	- -	13 7%	7 5%	- -	10 6%	2 3%	10 7%	12 5%	- -	8 6%	8 4%	1 2%	12 7%	8 7%	3 5%	10 5%	3 7%	15 7%	- -	6 4%
2	25 6%	14 7%	11 7%	25 7%	- -	13 7%	10 7%	- -	11 6%	4 6%	8 5%	14 6%	- -	10 8%	12 6%	1 3%	12 7%	9 8%	6 10%	10 5%	1 3%	15 6%	- -	10 7%
1 - NOT AT ALL CONCERNED	49 12%	27 13%	19 11%	47 12%	2 9%	28 14%	13 8%	6 29%	25 14%	9 15%	15 10%	23 10%	7 30%	17 14%	21 12%	6 18%	20 12%	9 7%	11 17%	30 14%	7 15%	20 9%	2 72%	24 16%
DON'T KNOW/REFUSED	6 1%	2 1%	2 1%	4 1%	2 10%	4 2%	- -	2 10%	1 -	2 4%	3 2%	4 2%	- -	2 2%	2 1%	1 3%	3 2%	1 1%	- -	5 2%	1 2%	- -	- -	2 1%
MEAN	6.0	5.9	6.0	5.9	6.7	5.8	6.3	5.5	5.9	5.8	6.2	6.1	5.2	6.0	6.0	5.4	6.1	6.3	5.7	5.8	6.1	6.3	2.1	5.6
MEDIAN	7.0	7.0	6.0	6.0	7.0	6.0	7.0	7.0	6.0	7.0	7.0	7.0	5.0	7.0	7.0	5.0	7.0	7.0	7.0	6.0	7.0	7.0	1.0	5.0

Table 17-3

QUESTION 12:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
10 - VERY CONCERNED	52 13%	12 13%	39 13%	30 15%	20 14%	21 18%	15 15%	11 11%	33 12%	26 15%	25 15%	24 14%	15 22%	22 15%	24 17%	19 13%	2 5%	2 3%	2 2%	8 11%	31 16%	21 11%
8 - 10	150 37%	30 32%	117 39%	82 41%	61 40%	56 47%	41 43%	28 28%	109 40%	73 43%	70 42%	70 41%	28 39%	57 39%	57 39%	52 35%	10 22%	18 24%	19 26%	26 36%	82 42%	67 34%
5 - 7	141 35%	30 32%	109 37%	79 39%	56 37%	36 30%	32 33%	34 34%	88 32%	50 30%	57 34%	50 29%	31 44%	58 40%	52 36%	67 45%	21 44%	29 40%	29 39%	19 26%	64 33%	71 36%
1 - 4	103 26%	32 35%	69 23%	39 19%	33 22%	26 22%	22 23%	35 34%	73 27%	44 26%	40 24%	48 28%	12 18%	32 22%	36 25%	28 19%	15 33%	24 34%	24 33%	26 36%	46 24%	55 28%
9	30 7%	7 7%	23 8%	14 7%	15 10%	12 10%	13 14%	6 6%	24 9%	14 8%	16 9%	17 10%	4 5%	9 6%	7 5%	6 4%	2 4%	6 9%	6 8%	6 9%	14 7%	15 8%
8	69 17%	11 12%	55 18%	38 19%	25 17%	23 19%	13 14%	11 11%	52 19%	33 19%	30 18%	29 17%	8 12%	26 17%	26 18%	27 19%	6 13%	9 13%	12 16%	12 16%	37 19%	31 16%
7	47 12%	9 10%	38 13%	29 14%	17 11%	14 12%	12 12%	14 14%	30 11%	19 11%	19 11%	20 12%	13 18%	20 13%	19 13%	23 16%	4 7%	7 10%	7 10%	3 4%	22 11%	22 11%
6	23 6%	5 6%	17 6%	14 7%	10 7%	5 4%	8 8%	3 3%	14 5%	8 5%	11 6%	8 4%	4 6%	9 6%	8 5%	11 8%	4 9%	6 8%	4 5%	3 4%	11 6%	11 6%
5	71 18%	15 16%	54 18%	37 18%	29 19%	17 15%	13 13%	17 16%	44 16%	24 14%	27 16%	23 13%	14 20%	29 20%	25 17%	33 22%	13 27%	16 22%	17 23%	13 18%	31 16%	38 19%
4	7 2%	4 4%	4 1%	5 3%	4 3%	4 4%	4 4%	1 1%	7 2%	3 2%	4 2%	6 3%	1 1%	3 2%	4 2%	2 1%	- -	2 3%	- -	- -	3 1%	5 2%
3	22 6%	5 6%	17 6%	12 6%	10 6%	8 7%	10 10%	5 5%	16 6%	9 5%	8 5%	6 3%	4 5%	11 7%	10 7%	11 7%	2 3%	3 4%	3 5%	5 7%	12 6%	9 4%
2	25 6%	8 9%	15 5%	10 5%	6 4%	3 2%	2 3%	10 10%	18 6%	10 6%	9 5%	10 6%	4 5%	12 8%	10 7%	7 5%	3 7%	2 3%	5 6%	8 11%	17 8%	8 4%
1 - NOT AT ALL CONCERNED	49 12%	15 16%	33 11%	12 6%	13 9%	11 9%	7 7%	19 19%	33 12%	22 13%	20 12%	27 16%	4 6%	7 5%	12 8%	8 6%	11 23%	18 25%	16 22%	13 18%	15 8%	34 17%
DON'T KNOW/REFUSED	6 1%	1 1%	3 1%	2 1%	1 1%	1 1%	1 1%	4 4%	4 1%	3 2%	2 1%	2 1%	- -	- -	- -	- -	1 2%	1 1%	2 2%	2 2%	3 1%	3 2%
MEAN	6.0	5.5	6.1	6.4	6.2	6.5	6.5	5.3	6.0	6.1	6.2	6.0	6.6	6.3	6.2	6.2	4.8	5.0	5.0	5.3	6.2	5.7
MEDIAN	7.0	5.0	7.0	7.0	7.0	7.0	7.0	5.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	5.0	5.0	5.0	5.0	7.0	6.0

Table 17-4

QUESTION 12:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
10 - VERY CONCERNED -----	52 13%	31 35%	47 17%	3 3%	6 15%	23 16%	6 7%	6 15%	- -	17 14%	14 16%	19 13%	- -	34 16%	23 16%	22 17%	27 22%	22 20%	40 21%	11 9%	7 6%	10 13%	5 11%
8 - 10 -----	150 37%	56 64%	128 45%	19 19%	23 55%	62 43%	25 30%	13 31%	2 27%	44 36%	38 41%	58 39%	1 12%	86 40%	66 44%	53 41%	62 50%	52 49%	99 52%	45 37%	28 25%	27 35%	19 41%
5 - 7 -----	141 35%	20 23%	99 35%	37 36%	12 29%	56 39%	27 32%	21 49%	2 30%	44 36%	34 37%	54 36%	4 37%	76 35%	60 39%	51 40%	43 34%	45 42%	71 37%	39 33%	46 40%	27 35%	13 29%
1 - 4 -----	103 26%	12 13%	56 20%	44 43%	7 17%	26 18%	30 36%	8 20%	3 43%	34 28%	20 22%	36 24%	5 51%	52 24%	25 17%	24 18%	20 16%	10 9%	21 11%	36 30%	38 33%	20 25%	14 30%
9	30 7%	8 9%	25 9%	4 3%	7 15%	13 9%	5 6%	1 2%	- -	11 9%	5 6%	13 8%	- -	13 6%	14 10%	9 7%	14 11%	10 10%	18 9%	13 11%	7 6%	5 6%	1 2%
8	69 17%	17 20%	55 19%	12 12%	10 25%	26 18%	14 17%	6 14%	2 27%	17 14%	19 20%	26 17%	1 12%	39 18%	28 19%	22 17%	22 17%	20 18%	41 21%	21 18%	14 12%	13 16%	13 28%
7	47 12%	10 12%	42 15%	6 5%	5 11%	22 15%	8 10%	7 17%	1 16%	15 12%	16 18%	15 10%	1 9%	27 13%	27 18%	22 17%	15 12%	14 13%	24 13%	17 14%	13 12%	10 12%	5 10%
6	23 6%	3 4%	16 6%	7 6%	2 4%	9 6%	4 4%	2 4%	- -	7 6%	4 5%	8 5%	1 8%	14 6%	10 6%	8 7%	8 7%	8 7%	12 6%	7 6%	8 7%	5 7%	1 2%
5	71 18%	6 7%	42 15%	24 24%	6 14%	25 17%	15 18%	12 27%	1 14%	23 19%	13 14%	30 20%	2 20%	35 16%	23 15%	20 16%	19 15%	24 22%	35 18%	15 12%	24 21%	12 16%	8 17%
4	7 2%	- -	6 2%	2 2%	- -	2 1%	3 3%	2 4%	- -	2 2%	2 2%	4 2%	- -	4 2%	1 1%	2 1%	2 2%	3 3%	1 -	5 5%	1 1%	3 4%	1 2%
3	22 6%	1 1%	12 4%	9 8%	2 4%	8 6%	5 7%	3 8%	- -	10 8%	4 4%	6 4%	3 29%	15 7%	9 6%	10 8%	7 6%	5 5%	4 2%	6 5%	9 7%	8 11%	1 2%
2	25 6%	5 6%	21 7%	4 4%	2 5%	5 3%	11 14%	1 2%	- -	9 7%	3 4%	9 6%	1 12%	11 5%	7 4%	4 3%	6 4%	1 1%	8 4%	10 8%	10 9%	2 3%	1 2%
1 - NOT AT ALL CONCERNED	49 12%	6 7%	18 6%	30 29%	3 7%	11 8%	11 13%	3 6%	3 43%	13 11%	11 12%	18 12%	1 10%	22 10%	9 6%	8 6%	6 4%	1 1%	8 4%	15 12%	18 16%	6 8%	11 24%
DON'T KNOW/REFUSED	6 1%	- -	2 1%	3 3%	- -	- -	1 1%	- -	- -	- -	- -	2 1%	- -	1 -	- -	1 1%	- -	- -	- -	- -	2 2%	3 4%	- -
MEAN	6.0	7.5	6.6	4.4	6.8	6.5	5.3	6.1	4.4	5.9	6.3	6.0	4.3	6.2	6.7	6.6	6.9	7.1	7.0	5.9	5.2	6.1	5.6
MEDIAN	7.0	8.0	7.0	5.0	8.0	7.0	5.0	6.0	5.0	6.0	7.0	6.0	3.0	7.0	7.0	7.0	7.0	7.0	8.0	7.0	5.0	6.0	7.0

MEETING STREET RESEARCH

Table 17-5

QUESTION 12:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Retaining qualified workers

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRATEGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
10 - VERY CONCERNED -----	52 13%	31 15%	25 17%	10 9%	14 15%	8 11%	8 12%	42 13%	10 12%	7 11%	14 17%	24 15%	5 6%	32 10%	10 23%	7 13%	19 19%	5 11%	19 19%	26 12%
8 - 10 -----	150 37%	77 36%	63 43%	34 31%	35 38%	28 36%	26 36%	124 39%	26 32%	16 25%	33 41%	69 45%	28 33%	107 34%	23 52%	23 43%	41 41%	20 38%	37 37%	79 36%
5 - 7 -----	141 35%	71 34%	52 36%	42 39%	32 34%	30 38%	35 50%	110 35%	30 37%	23 37%	33 40%	46 30%	33 38%	116 36%	11 25%	16 30%	30 30%	17 34%	42 42%	75 35%
1 - 4 -----	103 26%	60 28%	29 20%	29 27%	25 27%	21 26%	10 14%	80 25%	23 28%	23 37%	15 18%	39 25%	21 24%	90 28%	10 22%	14 26%	26 26%	13 26%	21 21%	61 28%
9	30 7%	14 7%	15 10%	5 4%	11 12%	4 5%	4 5%	22 7%	7 9%	3 4%	8 9%	15 10%	3 3%	24 7%	2 6%	7 14%	10 10%	6 11%	3 3%	12 5%
8	69 17%	31 15%	23 16%	20 18%	10 11%	16 20%	13 19%	60 19%	8 10%	6 9%	12 14%	30 19%	21 24%	52 16%	10 24%	9 16%	12 12%	8 17%	16 16%	41 19%
7	47 12%	24 11%	18 13%	14 13%	9 9%	14 18%	14 19%	38 12%	9 11%	11 17%	15 18%	13 8%	6 7%	35 11%	5 13%	6 12%	14 14%	7 15%	17 17%	20 9%
6	23 6%	13 6%	8 5%	9 8%	4 5%	4 5%	5 7%	21 7%	2 2%	5 8%	4 4%	9 6%	5 6%	21 7%	- -	5 9%	2 2%	1 2%	8 8%	14 6%
5	71 18%	35 17%	26 18%	19 17%	19 20%	12 15%	17 23%	51 16%	19 24%	7 12%	14 17%	25 16%	22 26%	60 19%	5 13%	5 9%	14 14%	9 18%	17 17%	41 19%
4	7 2%	4 2%	2 1%	3 3%	2 2%	5 6%	- -	6 2%	2 2%	- -	1 1%	3 2%	3 3%	6 2%	2 4%	- -	2 2%	3 5%	2 2%	4 2%
3	22 6%	8 4%	4 3%	9 8%	7 8%	4 5%	3 4%	19 6%	3 4%	6 10%	4 5%	6 4%	4 4%	17 5%	1 3%	2 3%	4 4%	2 4%	4 4%	17 8%
2	25 6%	17 8%	10 7%	4 4%	4 4%	4 5%	5 7%	19 6%	5 7%	4 6%	4 5%	10 6%	5 6%	21 7%	3 7%	6 12%	9 9%	2 5%	4 4%	12 5%
1 - NOT AT ALL CONCERNED	49 12%	31 15%	12 8%	13 12%	12 14%	9 11%	3 4%	37 12%	12 15%	13 21%	6 7%	20 13%	10 11%	46 14%	3 8%	6 11%	10 10%	6 12%	10 10%	29 13%
DON'T KNOW/REFUSED	6 1%	4 2%	2 1%	3 3%	- -	- -	- -	4 1%	2 2%	1 1%	1 1%	- -	4 5%	6 2%	- -	1 2%	3 3%	1 2%	- -	2 1%
MEAN	6.0	5.8	6.4	5.7	6.0	6.0	6.4	6.0	5.6	5.2	6.5	6.2	5.6	5.7	6.7	6.2	6.3	6.1	6.3	5.8
MEDIAN	7.0	6.0	7.0	6.0	6.0	7.0	7.0	7.0	5.0	6.0	7.0	7.0	5.0	6.0	8.0	7.0	7.0	7.0	7.0	6.0

Table 18-1

QUESTION 13:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

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	MANAG-ER
BASE-SAMPLE A	198 100%	76 38%	44 22%	20 10%	19 10%	39 20%	120 61%	78 39%	87 44%	51 26%	47 24%	100 50%	58 29%	39 20%	44 22%	52 26%	32 16%	20 10%	51 26%	145 73%	80 41%	58 29%	17 8%	34 17%
10 - VERY CONCERNED	12 6%	6 8%	1 1%	-	1 5%	4 10%	7 6%	5 6%	3 4%	4 7%	3 7%	7 7%	2 3%	3 9%	4 10%	3 6%	2 5%	-	7 14%	5 3%	4 5%	5 8%	-	2 7%
8 - 10	33 16%	15 19%	8 19%	1 5%	3 14%	6 16%	23 19%	10 12%	14 16%	10 19%	7 16%	17 17%	8 14%	7 19%	10 23%	9 16%	4 11%	1 6%	12 24%	20 14%	9 11%	12 21%	3 17%	7 21%
5 - 7	95 48%	35 46%	25 57%	9 43%	9 47%	17 44%	60 50%	35 45%	35 40%	28 55%	25 52%	43 43%	30 52%	21 55%	21 48%	28 54%	16 50%	9 43%	21 42%	73 50%	39 48%	26 45%	8 48%	17 51%
1 - 4	68 34%	26 35%	10 24%	10 48%	7 36%	15 38%	37 31%	31 40%	37 42%	13 26%	15 32%	39 39%	19 32%	10 27%	12 27%	16 30%	12 37%	10 51%	18 34%	50 35%	31 39%	20 34%	6 35%	9 26%
9	5 2%	2 2%	1 2%	-	2 10%	-	3 2%	2 2%	2 2%	1 2%	2 4%	1 1%	2 3%	2 5%	1 2%	-	-	-	1 2%	4 2%	-	2 3%	1 6%	2 5%
8	16 8%	6 8%	7 15%	1 5%	-	2 5%	13 11%	3 4%	9 10%	5 10%	2 4%	9 9%	5 8%	2 5%	5 11%	5 10%	2 6%	1 6%	4 8%	12 8%	4 6%	6 10%	2 11%	3 9%
7	18 9%	4 5%	6 14%	1 7%	1 7%	5 14%	10 8%	8 11%	8 10%	5 10%	4 9%	9 9%	7 13%	1 3%	2 4%	4 9%	8 24%	1 4%	3 7%	14 10%	8 10%	4 7%	-	5 16%
6	27 14%	13 17%	5 12%	3 13%	2 10%	4 11%	18 15%	9 11%	7 9%	5 9%	10 21%	9 9%	7 12%	10 27%	5 13%	12 23%	1 4%	4 18%	11 22%	16 11%	8 10%	10 17%	4 22%	5 14%
5	50 25%	19 25%	14 31%	5 23%	6 29%	7 19%	32 27%	17 23%	19 22%	18 36%	10 22%	25 25%	16 27%	10 25%	14 31%	11 22%	7 23%	4 22%	7 13%	43 30%	23 28%	12 21%	4 27%	7 21%
4	18 9%	9 12%	3 7%	2 11%	-	4 9%	12 10%	6 7%	6 7%	5 10%	6 13%	6 6%	8 13%	4 11%	5 11%	3 6%	5 16%	-	4 9%	14 9%	7 9%	7 12%	1 7%	2 6%
3	22 11%	8 11%	4 10%	1 5%	3 16%	6 15%	12 10%	10 12%	15 18%	2 3%	4 8%	16 16%	5 8%	1 3%	3 6%	5 9%	1 3%	7 34%	9 18%	13 9%	14 18%	5 8%	2 12%	1 3%
2	12 6%	3 3%	-	5 24%	2 10%	3 7%	3 2%	10 12%	7 8%	2 4%	3 6%	9 9%	2 3%	2 5%	3 6%	2 3%	3 9%	1 4%	3 6%	9 6%	3 3%	5 8%	3 17%	2 6%
1 - NOT AT ALL CONCERNED	16 8%	7 9%	3 7%	2 9%	2 10%	3 7%	10 8%	6 8%	9 10%	4 8%	3 6%	8 8%	5 8%	3 8%	2 4%	6 11%	2 8%	3 13%	1 2%	15 10%	7 9%	4 6%	-	3 10%
DON'T KNOW/REFUSED	2 1%	-	-	1 5%	1 3%	1 2%	-	2 3%	1 1%	-	-	1 1%	1 2%	-	1 2%	-	1 2%	-	-	2 1%	1 2%	-	-	1 3%
MEAN	5.1	5.2	5.5	4.1	4.9	5.2	5.3	4.8	4.8	5.4	5.4	5.0	5.2	5.5	5.6	5.2	5.2	4.1	5.7	4.9	4.8	5.4	5.0	5.6
MEDIAN	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	3.0	6.0	5.0	5.0	5.0	5.0	6.0

Table 18-2

QUESTION 13:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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=SAMPLE A	198 100%	95 48%	88 45%	183 93%	13 7%	95 48%	73 37%	12 6%	81 41%	34 17%	77 39%	114 57%	12 6%	64 32%	83 42%	23 12%	43 21%	66 33%	26 13%	102 51%	26 13%	119 60%	1 -	69 35%
10 - VERY CONCERNED -----	12 6%	3 3%	5 6%	8 4%	4 34%	3 3%	7 10%	2 14%	6 8%	1 2%	5 6%	5 5%	2 15%	4 6%	4 4%	3 12%	6 7%	3 4%	3 10%	7 7%	2 6%	4 4%	- -	8 11%
8 - 10 -----	33 16%	11 12%	15 17%	26 14%	6 50%	9 10%	17 23%	5 39%	12 15%	5 16%	15 20%	14 12%	5 40%	12 19%	9 10%	7 29%	17 20%	11 17%	6 21%	15 15%	4 14%	16 14%	- -	16 24%
5 - 7 -----	95 48%	41 43%	49 55%	89 49%	5 42%	47 50%	35 48%	4 36%	47 58%	15 44%	28 37%	53 47%	5 40%	34 53%	40 48%	8 32%	44 52%	27 42%	10 37%	55 54%	15 56%	60 50%	1 100%	32 46%
1 - 4 -----	68 34%	42 45%	23 26%	65 36%	1 8%	37 38%	21 29%	3 25%	21 26%	13 40%	32 42%	45 40%	2 20%	17 27%	34 41%	9 38%	22 26%	27 41%	11 42%	29 29%	7 25%	43 36%	- -	21 30%
9	5 2%	5 5%	- -	5 2%	- -	1 1%	3 4%	1 8%	1 1%	3 8%	1 1%	3 2%	- -	2 3%	1 1%	- -	4 4%	2 3%	- -	3 3%	1 3%	4 3%	- -	1 1%
8	16 8%	4 4%	10 11%	14 8%	2 16%	6 6%	7 10%	2 18%	5 6%	2 6%	9 12%	6 5%	3 25%	6 10%	4 5%	4 18%	8 10%	7 11%	3 11%	6 5%	1 5%	8 7%	- -	8 12%
7	18 9%	5 6%	10 11%	16 9%	2 19%	9 10%	5 7%	2 16%	11 13%	2 7%	4 5%	12 10%	- -	6 9%	6 7%	2 8%	10 12%	6 9%	1 5%	10 10%	2 7%	11 9%	- -	5 8%
6	27 14%	14 15%	12 14%	26 14%	1 6%	13 13%	10 14%	1 12%	13 16%	5 15%	7 9%	16 14%	1 8%	9 14%	14 17%	1 4%	12 14%	10 15%	2 9%	15 14%	3 10%	18 15%	1 100%	8 12%
5	50 25%	21 23%	26 30%	48 26%	2 16%	26 27%	19 26%	1 8%	23 28%	7 22%	17 22%	26 23%	4 32%	19 30%	20 25%	5 20%	22 26%	12 18%	6 23%	30 30%	10 38%	31 26%	- -	18 26%
4	18 9%	10 10%	8 10%	18 10%	- -	10 10%	6 9%	- -	7 9%	2 5%	8 10%	11 10%	1 6%	5 8%	7 9%	2 7%	8 9%	10 16%	1 3%	6 6%	1 3%	14 12%	- -	3 5%
3	22 11%	12 12%	10 11%	22 12%	- -	14 14%	7 9%	- -	9 10%	6 16%	8 10%	16 14%	- -	5 8%	14 17%	6 24%	2 2%	8 12%	6 21%	8 8%	- -	9 8%	- -	12 17%
2	12 6%	9 10%	3 3%	12 7%	- -	6 6%	4 5%	1 7%	1 1%	3 8%	9 11%	9 8%	- -	3 5%	5 6%	- -	7 8%	4 5%	3 11%	6 6%	2 8%	9 8%	- -	2 3%
1 - NOT AT ALL CONCERNED	16 8%	12 12%	2 2%	13 7%	1 8%	8 8%	5 6%	2 18%	5 6%	4 11%	8 10%	8 7%	2 14%	4 6%	6 8%	2 7%	5 6%	5 8%	2 7%	9 9%	4 14%	9 8%	- -	4 5%
DON'T KNOW/REFUSED	2 1%	1 1%	1 2%	2 1%	- -	2 2%	- -	- -	1 1%	- -	1 2%	1 1%	- -	1 2%	1 1%	- -	1 2%	- -	- -	2 2%	1 5%	1 -	- -	- -
MEAN	5.1	4.6	5.5	5.0	7.3	4.8	5.5	6.0	5.5	4.9	4.9	4.9	5.9	5.4	4.8	5.5	5.5	5.1	5.0	5.2	5.0	5.0	6.0	5.5
MEDIAN	5.0	5.0	5.0	5.0	8.0	5.0	5.0	7.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	

Table 18-3

QUESTION 13:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=SAMPLE A	198 100%	49 25%	144 73%	109 55%	70 36%	54 27%	46 23%	46 23%	138 70%	85 43%	87 44%	83 42%	36 18%	74 37%	73 37%	75 38%	20 10%	34 17%	34 17%	37 19%	95 48%	99 50%
10 - VERY CONCERNED	12 6%	3 5%	9 7%	4 4%	4 6%	4 7%	4 9%	3 7%	8 6%	5 6%	6 7%	6 7%	4 11%	6 8%	4 6%	4 6%	- -	1 3%	2 4%	2 4%	6 6%	6 6%
8 - 10	33 16%	6 13%	26 18%	17 16%	9 13%	7 13%	9 19%	8 16%	24 17%	13 15%	14 17%	16 20%	5 15%	16 21%	13 17%	12 17%	3 14%	3 9%	5 13%	4 10%	14 15%	18 18%
5 - 7	95 48%	27 56%	64 44%	54 49%	31 44%	30 56%	23 50%	21 45%	68 49%	39 46%	40 46%	38 45%	17 47%	36 48%	37 50%	36 48%	9 46%	18 55%	16 46%	19 52%	51 54%	42 43%
1 - 4	68 34%	15 30%	53 37%	36 33%	29 41%	16 29%	13 29%	17 36%	45 33%	32 37%	32 36%	27 33%	14 39%	22 29%	23 32%	26 35%	8 41%	12 36%	13 38%	13 35%	29 31%	38 38%
9	5 2%	1 2%	4 2%	3 3%	2 3%	2 3%	2 4%	- -	5 3%	2 2%	3 3%	3 3%	- -	3 4%	2 2%	2 2%	- -	- -	- -	- -	3 3%	2 2%
8	16 8%	3 5%	12 9%	10 9%	3 4%	2 3%	3 6%	4 9%	11 8%	6 6%	6 6%	8 9%	1 3%	7 10%	6 9%	6 8%	3 14%	2 6%	3 9%	2 6%	5 5%	10 10%
7	18 9%	5 10%	12 8%	8 7%	7 10%	6 11%	2 5%	4 9%	16 12%	11 12%	12 14%	10 12%	1 2%	6 8%	4 6%	6 8%	1 5%	2 6%	2 6%	2 6%	11 12%	7 7%
6	27 14%	7 15%	20 14%	17 16%	8 11%	7 14%	8 18%	3 7%	18 13%	11 13%	8 10%	8 10%	7 19%	11 15%	14 19%	11 15%	2 9%	4 12%	3 9%	7 20%	21 22%	6 6%
5	50 25%	15 31%	32 22%	29 27%	16 23%	17 32%	12 27%	14 29%	33 24%	17 20%	20 23%	19 24%	9 26%	19 26%	19 26%	19 25%	7 32%	12 37%	11 31%	10 26%	19 20%	29 30%
4	18 9%	4 8%	14 10%	14 13%	11 15%	5 8%	5 11%	2 4%	10 7%	4 5%	5 6%	5 6%	6 17%	9 12%	9 12%	9 12%	2 8%	5 15%	4 12%	3 8%	9 9%	9 9%
3	22 11%	5 10%	17 12%	13 12%	8 11%	5 10%	4 8%	6 12%	18 13%	11 13%	11 12%	10 12%	3 8%	5 7%	7 10%	8 11%	1 4%	5 13%	4 13%	4 10%	9 9%	13 13%
2	12 6%	- -	12 8%	4 3%	3 4%	1 2%	1 2%	5 10%	8 6%	8 9%	7 8%	4 5%	2 5%	4 6%	4 5%	4 5%	2 10%	- -	1 3%	4 10%	4 5%	8 8%
1 - NOT AT ALL CONCERNED	16 8%	6 12%	10 7%	5 5%	7 10%	5 9%	3 8%	5 11%	9 6%	8 10%	9 10%	8 9%	3 8%	4 5%	4 5%	6 7%	4 18%	3 8%	4 11%	3 8%	7 7%	8 8%
DON'T KNOW/REFUSED	2 1%	1 2%	1 1%	1 1%	1 2%	1 2%	1 2%	1 2%	2 1%	2 2%	1 1%	1 2%	- -	1 1%	1 1%	- -	- -	- -	1 2%	1 2%	1 1%	1 1%
MEAN	5.1	5.1	5.1	5.2	4.9	5.2	5.5	4.9	5.3	5.0	5.1	5.3	5.1	5.5	5.3	5.2	4.4	4.8	4.8	4.8	5.3	5.0
MEDIAN	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Table 18-4

QUESTION 13:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
																						CLIM -ATE	LOWER SALES
BASE=SAMPLE A	198 100%	43 22%	134 68%	56 29%	21 11%	69 35%	49 25%	18 9%	4 2%	62 31%	48 25%	66 34%	5 2%	100 51%	69 35%	59 30%	64 32%	47 24%	99 50%	58 29%	56 28%	31 16%	21 10%
10 - VERY CONCERNED -----	12 6%	5 11%	10 7%	2 4%	3 14%	5 7%	1 2%	2 10%	-	4 6%	4 7%	5 7%	-	5 5%	3 4%	1 2%	5 8%	4 9%	6 6%	3 6%	4 8%	3 11%	2 8%
8 - 10 -----	33 16%	11 26%	27 20%	5 9%	5 23%	12 18%	9 18%	3 19%	-	14 22%	6 13%	11 17%	-	18 18%	12 17%	7 12%	12 18%	10 22%	15 16%	9 15%	12 21%	8 25%	5 22%
5 - 7 -----	95 48%	19 45%	63 47%	27 48%	7 35%	38 55%	23 48%	8 43%	3 73%	30 49%	26 54%	28 43%	5 100%	46 46%	39 56%	38 64%	30 46%	24 50%	51 52%	32 55%	22 40%	17 55%	11 54%
1 - 4 -----	68 34%	13 30%	44 32%	22 40%	9 43%	19 27%	16 33%	7 38%	1 27%	18 29%	15 31%	26 40%	-	36 36%	18 27%	14 24%	22 35%	13 28%	32 32%	17 29%	21 38%	6 20%	5 24%
9	5 2%	-	5 3%	-	1 4%	1 1%	3 6%	-	-	3 5%	1 2%	1 1%	-	1 1%	3 4%	1 1%	3 4%	3 6%	2 2%	1 2%	-	3 9%	-
8	16 8%	7 15%	13 10%	3 6%	1 4%	7 10%	5 10%	2 9%	-	7 11%	2 4%	6 9%	-	11 11%	6 9%	5 9%	3 5%	3 7%	7 7%	5 8%	8 14%	2 6%	3 14%
7	18 9%	2 6%	11 9%	6 10%	1 3%	7 10%	2 3%	2 12%	2 49%	4 7%	5 11%	8 12%	-	9 9%	8 12%	4 8%	8 13%	6 13%	10 10%	7 12%	8 14%	2 6%	3 15%
6	27 14%	9 20%	17 12%	9 17%	2 8%	14 20%	7 14%	1 6%	1 24%	8 13%	11 23%	4 7%	1 23%	12 12%	11 16%	13 21%	9 14%	7 15%	14 14%	6 11%	5 9%	9 29%	3 16%
5	50 25%	8 19%	35 26%	12 21%	5 24%	17 25%	15 31%	5 25%	-	18 29%	10 21%	16 24%	4 77%	26 25%	20 28%	21 35%	13 20%	11 23%	28 28%	18 32%	10 18%	6 20%	5 23%
4	18 9%	3 8%	12 9%	6 11%	3 13%	7 10%	2 5%	2 12%	-	6 9%	2 4%	5 7%	-	13 13%	10 15%	6 10%	8 12%	8 17%	10 10%	4 6%	7 13%	2 5%	-
3	22 11%	3 8%	12 9%	9 16%	2 7%	2 3%	9 19%	1 5%	1 27%	4 6%	5 9%	11 17%	-	10 10%	3 4%	4 8%	5 8%	2 4%	11 11%	5 8%	7 12%	2 6%	3 15%
2	12 6%	3 8%	11 8%	1 2%	3 14%	4 6%	1 2%	2 10%	-	4 6%	4 7%	5 7%	-	7 7%	2 3%	2 3%	6 9%	2 4%	6 6%	6 10%	1 2%	1 3%	1 4%
1 - NOT AT ALL CONCERNED	16 8%	3 6%	9 6%	6 11%	2 9%	6 9%	3 7%	2 10%	-	4 7%	5 11%	5 8%	-	7 7%	3 5%	2 3%	4 7%	2 4%	5 5%	3 4%	6 12%	2 5%	1 4%
DON'T KNOW/REFUSED	2 1%	-	1 -	2 3%	-	-	1 1%	-	-	-	1 1%	-	-	-	-	-	1 1%	-	1 1%	-	-	-	-
MEAN	5.1	5.6	5.3	4.8	5.1	5.4	5.1	5.1	5.7	5.4	5.1	5.0	5.2	5.1	5.5	5.3	5.3	5.8	5.2	5.2	5.3	6.0	5.7
MEDIAN	5.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0

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

Table 18-5

QUESTION 13:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRATEGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE= SAMPLE A	198 100%	106 53%	67 34%	53 27%	43 22%	34 17%	27 14%	160 81%	37 19%	32 16%	35 18%	80 40%	42 21%	158 80%	19 10%	25 10%	50 19%	24 9%	49 19%	113 43%
10 - VERY CONCERNED	12 6%	7 6%	3 4%	3 5%	1 3%	3 8%	3 10%	11 7%	1 4%	3 8%	3 8%	5 6%	2 4%	8 5%	2 10%	1 6%	2 5%	1 4%	4 9%	6 6%
8 - 10	33 16%	19 18%	7 11%	11 22%	4 10%	5 16%	4 16%	29 18%	3 8%	6 20%	6 17%	16 20%	4 8%	25 16%	4 21%	2 8%	10 20%	4 15%	11 23%	22 19%
5 - 7	95 48%	52 49%	32 48%	23 43%	22 53%	22 66%	17 62%	77 48%	18 48%	10 33%	23 67%	36 45%	20 48%	73 46%	8 41%	17 68%	24 48%	10 42%	22 45%	55 49%
1 - 4	68 34%	34 32%	27 40%	18 33%	16 38%	6 18%	6 21%	52 33%	15 41%	14 45%	6 17%	28 35%	17 41%	58 36%	7 38%	5 20%	15 30%	10 40%	16 32%	37 32%
9	5 2%	1 1%	1 1%	2 3%	2 4%	1 2%	- -	5 3%	- -	2 5%	- -	3 4%	- -	3 2%	- -	- -	- -	2 8%	1 2%	3 2%
8	16 8%	11 10%	4 6%	7 13%	1 2%	2 6%	2 6%	14 9%	2 5%	2 6%	3 9%	8 10%	2 4%	14 9%	2 11%	1 2%	8 15%	1 4%	6 13%	13 11%
7	18 9%	13 12%	7 11%	4 8%	3 7%	3 10%	3 13%	16 10%	2 7%	3 8%	5 15%	5 6%	5 12%	16 10%	1 6%	3 10%	7 14%	2 10%	7 14%	9 8%
6	27 14%	15 14%	8 12%	6 11%	7 16%	8 22%	4 16%	21 13%	6 16%	4 12%	2 5%	12 16%	7 16%	17 10%	4 19%	7 27%	3 6%	2 8%	3 7%	15 13%
5	50 25%	25 24%	17 26%	13 24%	13 30%	12 35%	9 34%	40 25%	10 25%	4 13%	16 47%	18 23%	8 20%	40 25%	3 16%	8 31%	14 28%	6 24%	12 24%	32 28%
4	18 9%	8 8%	8 11%	6 12%	5 12%	3 8%	2 8%	13 8%	5 14%	4 14%	1 3%	10 12%	2 4%	14 9%	3 14%	2 8%	2 4%	- -	5 10%	12 11%
3	22 11%	10 10%	7 10%	5 10%	5 12%	1 3%	1 3%	19 12%	3 7%	2 6%	2 6%	10 12%	7 17%	21 13%	1 6%	1 4%	5 10%	3 13%	5 10%	12 11%
2	12 6%	8 8%	6 9%	2 4%	3 7%	1 3%	1 3%	9 6%	3 8%	2 6%	1 3%	7 8%	2 4%	10 7%	2 10%	2 8%	6 11%	3 12%	4 8%	3 2%
1 - NOT AT ALL CONCERNED	16 8%	7 7%	6 9%	4 8%	3 7%	2 5%	2 7%	12 7%	4 12%	6 19%	2 5%	2 2%	7 16%	13 8%	2 8%	- -	3 5%	4 15%	2 4%	10 9%
DON'T KNOW/REFUSED	2 1%	1 1%	1 1%	1 2%	- -	- -	- -	1 1%	1 2%	1 3%	- -	- -	1 2%	2 1%	- -	1 3%	1 2%	1 2%	- -	- -
MEAN	5.1	5.3	4.8	5.3	4.9	5.7	5.6	5.3	4.6	4.9	5.6	5.3	4.6	5.0	5.2	5.4	5.2	4.7	5.5	5.3
MEDIAN	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Table 19-1

QUESTION 14:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Getting your products to market

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	MANAG-ER
BASE-SAMPLE B	202 100%	64 32%	43 21%	28 14%	24 12%	43 21%	108 53%	95 47%	79 39%	57 28%	54 27%	103 51%	59 29%	40 20%	47 23%	45 22%	28 14%	26 13%	48 24%	154 76%	76 38%	49 24%	16 8%	43 21%
10 - VERY CONCERNED	7 3%	4 6%	2 5%	-	-	1 2%	6 5%	1 1%	5 6%	1 2%	1 1%	5 5%	2 3%	-	4 8%	1 2%	-	-	3 6%	4 2%	3 4%	3 6%	1 6%	-
8 - 10	21 10%	7 11%	7 17%	1 4%	1 4%	5 11%	14 13%	7 7%	13 16%	6 10%	2 3%	15 15%	5 8%	1 3%	9 19%	3 6%	1 3%	2 10%	8 17%	13 8%	8 10%	8 16%	2 12%	3 7%
5 - 7	51 25%	16 25%	9 21%	11 41%	6 27%	9 20%	25 23%	26 28%	19 25%	11 19%	17 32%	22 22%	16 28%	13 32%	12 26%	7 17%	11 38%	9 33%	3 6%	48 31%	25 32%	10 21%	3 16%	10 23%
1 - 4	127 63%	40 62%	27 63%	15 55%	15 64%	29 69%	67 62%	60 64%	46 58%	41 71%	35 64%	64 62%	38 65%	25 62%	26 55%	34 77%	16 55%	15 57%	36 74%	91 59%	43 56%	31 63%	12 72%	29 67%
9	9 4%	1 1%	3 7%	1 4%	1 4%	3 7%	4 4%	5 5%	4 5%	3 5%	1 2%	6 6%	2 3%	1 3%	4 9%	1 2%	1 3%	1 3%	3 7%	6 4%	2 3%	3 6%	1 6%	2 5%
8	6 3%	2 4%	2 5%	-	-	1 2%	5 4%	1 1%	4 5%	2 3%	-	5 5%	1 2%	-	1 2%	1 2%	-	2 6%	2 5%	3 2%	3 4%	2 4%	-	1 2%
7	9 4%	3 4%	2 5%	3 12%	1 4%	-	5 4%	4 4%	4 5%	2 4%	2 4%	5 5%	3 5%	1 2%	1 3%	2 4%	3 10%	-	2 4%	7 5%	4 5%	1 2%	1 7%	3 6%
6	8 4%	4 5%	1 2%	2 8%	1 4%	1 2%	5 4%	4 4%	4 5%	1 2%	3 5%	4 4%	4 6%	1 2%	3 7%	1 2%	2 7%	-	-	8 5%	6 8%	-	-	-
5	34 17%	10 15%	6 14%	6 22%	5 19%	8 18%	16 15%	18 19%	12 15%	8 14%	13 24%	13 13%	10 16%	11 27%	8 17%	5 11%	6 22%	9 33%	1 2%	33 21%	14 19%	9 19%	1 9%	7 17%
4	15 7%	3 4%	3 7%	2 6%	3 12%	4 10%	6 5%	9 10%	2 3%	5 9%	7 13%	4 4%	2 4%	8 20%	4 8%	2 4%	-	4 17%	3 7%	11 7%	4 5%	5 10%	4 25%	2 4%
3	27 13%	11 17%	6 14%	3 12%	3 12%	4 10%	17 16%	10 11%	8 11%	10 18%	9 16%	14 14%	10 17%	3 8%	8 17%	8 18%	2 6%	4 15%	6 13%	21 13%	7 10%	7 15%	2 12%	7 15%
2	28 14%	8 13%	4 10%	3 9%	2 9%	11 25%	13 12%	15 16%	11 14%	8 14%	9 17%	17 16%	3 5%	8 20%	3 7%	11 26%	7 25%	2 7%	8 16%	20 13%	7 9%	7 14%	1 6%	7 16%
1 - NOT AT ALL CONCERNED	58 28%	18 28%	14 33%	8 28%	8 32%	10 24%	32 30%	25 27%	25 31%	17 30%	10 18%	29 28%	23 39%	5 14%	11 24%	13 30%	7 24%	5 19%	19 39%	39 25%	25 33%	12 24%	5 30%	13 31%
DON'T KNOW/REFUSED	3 1%	2 2%	-	-	1 4%	-	2 1%	1 1%	1 1%	-	-	1 1%	-	2 4%	-	-	1 4%	-	1 2%	2 1%	1 1%	-	-	2 4%
MEAN	3.6	3.7	3.8	3.8	3.3	3.5	3.7	3.5	3.9	3.4	3.6	3.8	3.4	3.6	4.4	3.0	3.5	3.9	3.4	3.7	3.8	3.9	3.8	3.2
MEDIAN	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	2.0	2.0	4.0	2.0	3.0	3.0	4.0	3.0	

Table 19-2

QUESTION 14:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Getting your products to market

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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=SAMPLE B	202 100%	106 52%	83 41%	189 93%	8 4%	101 50%	82 40%	9 5%	100 49%	25 12%	73 36%	122 60%	10 5%	65 32%	98 49%	12 6%	87 43%	58 28%	36 18%	106 52%	23 11%	114 56%	3 1%	79 39%
10 - VERY CONCERNED -----	7 3%	4 4%	3 3%	7 4%	- -	6 6%	1 1%	- -	5 5%	- -	- -	6 5%	- -	1 2%	3 3%	- -	4 4%	2 3%	- -	5 4%	- -	4 3%	- -	3 4%
8 - 10 -----	21 10%	10 10%	11 13%	21 11%	- -	13 13%	5 6%	1 12%	11 11%	2 8%	6 8%	16 13%	- -	5 7%	12 12%	- -	9 11%	7 12%	5 14%	9 9%	- -	10 9%	1 37%	9 11%
5 - 7 -----	51 25%	25 24%	22 27%	48 25%	3 35%	22 22%	25 30%	3 33%	21 21%	11 43%	20 27%	26 21%	3 29%	21 32%	23 23%	3 24%	24 27%	22 39%	9 26%	18 17%	4 20%	34 30%	- -	16 20%
1 - 4 -----	127 63%	69 65%	50 60%	119 63%	5 65%	65 64%	51 62%	5 54%	67 67%	11 45%	47 64%	79 65%	7 71%	39 61%	64 65%	9 76%	53 61%	29 50%	21 60%	76 72%	18 80%	69 61%	2 63%	54 69%
9	9 4%	5 5%	4 5%	9 5%	- -	4 4%	3 4%	- -	5 5%	- -	4 6%	6 5%	- -	3 4%	6 6%	- -	3 3%	3 5%	3 8%	3 3%	- -	5 4%	1 37%	2 3%
8	6 3%	1 1%	4 5%	6 3%	- -	4 3%	1 1%	1 12%	2 2%	2 8%	2 3%	5 4%	- -	1 1%	3 3%	- -	3 3%	2 3%	2 6%	2 2%	- -	2 2%	- -	4 5%
7	9 4%	4 4%	5 6%	9 5%	- -	5 5%	4 5%	- -	6 6%	1 5%	2 3%	6 5%	- -	3 4%	7 7%	1 8%	1 1%	5 8%	- -	4 4%	- -	8 7%	- -	1 1%
6	8 4%	3 2%	4 5%	7 3%	2 24%	3 3%	4 4%	2 21%	5 5%	1 4%	3 4%	6 5%	1 10%	1 2%	7 7%	- -	2 2%	3 5%	4 10%	2 2%	- -	6 5%	- -	3 4%
5	34 17%	19 18%	13 16%	32 17%	1 11%	14 13%	17 21%	1 12%	10 10%	9 34%	15 21%	13 11%	2 19%	17 26%	9 10%	2 16%	21 24%	14 25%	6 16%	12 11%	4 20%	21 18%	- -	12 16%
4	15 7%	5 5%	9 10%	14 7%	1 11%	8 8%	5 6%	2 20%	6 6%	2 7%	5 7%	11 9%	2 18%	2 3%	7 7%	- -	7 8%	6 10%	4 10%	5 5%	- -	8 7%	- -	7 9%
3	27 13%	16 15%	10 12%	26 14%	1 11%	15 15%	11 14%	- -	15 15%	1 3%	11 16%	20 16%	1 11%	6 10%	15 15%	2 14%	10 12%	7 12%	3 8%	17 16%	3 11%	14 12%	- -	12 16%
2	28 14%	16 15%	9 11%	25 13%	2 20%	11 11%	13 16%	- -	11 11%	4 15%	13 18%	16 13%	1 8%	10 15%	14 14%	3 25%	11 13%	4 8%	3 10%	20 19%	5 21%	15 13%	1 40%	12 15%
1 - NOT AT ALL CONCERNED	58 28%	32 30%	22 27%	54 29%	2 22%	31 31%	22 27%	3 35%	34 34%	5 20%	17 24%	32 26%	3 34%	22 33%	28 28%	5 37%	24 28%	12 20%	11 31%	34 32%	11 48%	33 29%	1 23%	23 29%
DON'T KNOW/REFUSED	3 1%	1 1%	- -	1 1%	- -	1 1%	2 2%	- -	2 2%	1 4%	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	3 2%	- -	- -	- -	- -
MEAN	3.6	3.5	3.9	3.7	3.4	3.7	3.4	4.0	3.5	4.0	3.5	3.8	3.1	3.4	3.7	2.6	3.7	4.3	3.8	3.2	2.2	3.7	4.4	3.5
MEDIAN	3.0	3.0	4.0	3.0	3.0	3.0	3.0	4.0	3.0	5.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	5.0	4.0	2.0	2.0	3.0	2.0	3.0

MEETING STREET RESEARCH

Table 19-3

QUESTION 14:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Getting your products to market

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=SAMPLE B	202 100%	44 22%	153 76%	93 46%	81 40%	65 32%	49 24%	55 27%	136 67%	85 42%	82 41%	88 44%	35 18%	74 36%	73 36%	73 36%	27 13%	38 19%	40 20%	35 17%	100 50%	97 48%
10 - VERY CONCERNED	7 3%	2 4%	5 3%	4 4%	2 2%	2 3%	3 5%	-	5 4%	3 3%	3 4%	2 2%	1 2%	2 2%	3 4%	3 4%	1 4%	2 5%	1 3%	2 6%	2 2%	5 5%
8 - 10	21 10%	3 7%	18 12%	13 14%	7 9%	7 10%	8 16%	3 5%	19 14%	12 14%	10 13%	8 9%	1 2%	6 8%	7 9%	8 11%	1 4%	3 7%	4 10%	5 14%	10 10%	10 10%
5 - 7	51 25%	9 21%	41 27%	28 30%	28 34%	18 28%	19 38%	12 21%	35 26%	22 26%	22 27%	21 24%	8 23%	19 25%	17 24%	21 29%	8 28%	10 27%	12 31%	9 25%	30 30%	22 22%
1 - 4	127 63%	32 73%	91 59%	50 53%	46 56%	40 62%	23 47%	40 72%	80 59%	50 59%	50 61%	59 67%	27 75%	49 66%	49 67%	43 59%	18 68%	25 66%	23 59%	21 61%	59 59%	64 66%
9	9 4%	1 2%	8 5%	7 7%	5 6%	4 6%	4 8%	2 4%	9 7%	7 8%	6 7%	4 5%	-	2 3%	2 3%	3 4%	-	-	1 2%	2 6%	6 6%	2 2%
8	6 3%	-	6 4%	3 3%	1 1%	1 1%	1 2%	1 1%	6 4%	3 3%	2 2%	2 2%	-	2 3%	2 3%	3 4%	-	1 2%	2 5%	1 3%	2 2%	4 4%
7	9 4%	1 2%	8 5%	4 4%	8 10%	3 5%	5 10%	1 2%	7 5%	2 3%	2 2%	4 4%	2 5%	5 6%	5 7%	5 7%	-	2 5%	2 5%	-	7 6%	2 2%
6	8 4%	3 7%	5 3%	5 5%	5 6%	3 5%	4 8%	2 3%	5 4%	5 6%	7 8%	6 6%	2 5%	2 2%	-	2 3%	2 6%	2 5%	2 4%	1 3%	5 5%	3 3%
5	34 17%	5 12%	29 19%	19 21%	15 19%	12 19%	10 20%	8 15%	23 17%	15 18%	13 16%	12 13%	4 12%	12 17%	12 16%	14 20%	6 22%	7 18%	9 22%	8 23%	18 18%	16 17%
4	15 7%	5 11%	10 6%	9 10%	10 13%	9 14%	4 8%	1 2%	8 6%	3 3%	2 2%	4 4%	4 11%	6 9%	7 9%	8 12%	1 3%	4 10%	4 10%	1 3%	8 8%	5 5%
3	27 13%	3 7%	23 15%	12 13%	10 13%	8 12%	7 14%	7 13%	19 14%	11 12%	11 14%	13 15%	4 11%	11 14%	11 15%	11 15%	4 15%	6 14%	4 11%	4 10%	14 14%	13 13%
2	28 14%	5 12%	21 14%	11 12%	7 8%	9 13%	3 6%	10 19%	17 12%	11 13%	12 15%	13 15%	6 17%	13 17%	12 16%	9 12%	5 19%	5 12%	4 11%	6 17%	16 16%	11 11%
1 - NOT AT ALL CONCERNED	58 28%	19 43%	37 24%	17 19%	18 22%	14 22%	9 18%	21 38%	36 26%	26 31%	25 30%	29 33%	13 35%	20 27%	19 27%	16 22%	8 31%	11 29%	11 28%	11 30%	21 21%	36 37%
DON'T KNOW/REFUSED	3 1%	-	3 2%	2 2%	-	-	-	1 2%	2 1%	-	-	-	-	-	-	-	-	-	-	-	2 2%	1 1%
MEAN	3.6	3.1	3.8	4.2	4.1	3.9	4.7	2.8	3.9	3.8	3.7	3.4	3.0	3.5	3.6	4.0	3.1	3.6	3.8	3.7	3.9	3.4
MEDIAN	3.0	2.0	3.0	4.0	4.0	4.0	5.0	2.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0	4.0	2.0	3.0	4.0	3.0	3.0	3.0

Table 19-4

QUESTION 14:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Getting your products to market

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
																						CLIM -ATE	LOWER SALES
BASE=SAMPLE B	202 100%	44 22%	151 75%	47 23%	22 11%	76 37%	34 17%	24 12%	3 1%	60 30%	44 22%	83 41%	5 3%	114 56%	82 41%	69 34%	61 30%	60 29%	92 45%	62 31%	58 29%	46 23%	25 13%
10 - VERY CONCERNED -----	7 3%	1 2%	6 4%	1 2%	1 4%	2 2%	1 3%	1 4%	- -	2 3%	3 6%	1 1%	- -	4 3%	1 1%	1 1%	2 3%	1 2%	3 3%	3 4%	2 3%	2 4%	1 4%
8 - 10 -----	21 10%	4 9%	17 11%	4 9%	2 9%	8 11%	2 6%	2 8%	- -	7 11%	8 18%	5 6%	- -	14 12%	7 8%	6 8%	4 7%	6 10%	7 8%	4 6%	7 12%	7 15%	4 15%
5 - 7 -----	51 25%	9 21%	37 25%	13 29%	6 26%	19 25%	9 25%	6 26%	1 35%	20 33%	10 23%	19 23%	2 40%	31 27%	24 30%	19 28%	19 31%	14 23%	27 30%	18 28%	11 18%	15 32%	6 25%
1 - 4 -----	127 63%	31 70%	97 64%	29 62%	14 65%	48 63%	22 64%	16 65%	2 65%	34 56%	26 58%	58 70%	3 60%	69 61%	51 62%	44 64%	37 61%	38 64%	57 62%	41 66%	41 70%	23 51%	15 60%
9	9 4%	3 6%	7 4%	2 4%	1 4%	5 6%	- -	- -	- -	3 5%	3 6%	3 4%	- -	7 6%	4 5%	3 4%	2 3%	4 6%	3 3%	- -	4 7%	4 9%	2 8%
8	6 3%	- -	4 3%	1 2%	- -	2 2%	1 3%	1 5%	- -	2 3%	3 6%	1 1%	- -	3 3%	2 3%	2 3%	1 1%	1 2%	2 2%	1 2%	1 1%	1 2%	1 3%
7	9 4%	1 2%	6 4%	3 6%	1 4%	3 4%	1 4%	1 4%	1 35%	3 6%	1 2%	4 4%	1 18%	5 4%	3 4%	2 3%	2 3%	2 3%	4 4%	3 5%	2 4%	1 3%	2 8%
6	8 4%	1 2%	7 4%	2 4%	- -	3 4%	2 5%	2 7%	- -	3 5%	1 2%	5 6%	- -	6 5%	5 6%	4 5%	3 5%	1 1%	4 4%	2 4%	1 2%	4 8%	1 3%
5	34 17%	7 17%	25 16%	9 18%	5 22%	13 18%	6 17%	4 15%	- -	14 22%	8 19%	11 13%	1 22%	20 18%	16 20%	14 20%	14 23%	11 19%	20 21%	12 20%	7 13%	10 21%	4 14%
4	15 7%	3 8%	14 9%	1 2%	3 14%	8 10%	- -	2 8%	- -	3 4%	4 8%	7 9%	- -	8 7%	7 9%	6 8%	5 9%	7 12%	7 8%	5 8%	5 8%	3 6%	3 10%
3	27 13%	8 18%	22 14%	6 12%	3 13%	11 14%	3 8%	5 21%	- -	5 9%	4 9%	15 18%	2 42%	15 13%	11 14%	10 14%	11 18%	9 15%	12 13%	7 11%	6 11%	5 11%	2 8%
2	28 14%	8 18%	22 14%	5 12%	3 16%	9 13%	10 29%	2 8%	- -	5 9%	3 6%	16 20%	1 18%	21 18%	9 11%	12 18%	8 13%	12 19%	15 17%	10 16%	11 19%	4 9%	5 20%
1 - NOT AT ALL CONCERNED	58 28%	12 26%	40 27%	17 36%	5 22%	20 27%	9 26%	7 28%	2 65%	20 34%	15 34%	20 24%	- -	25 22%	24 29%	17 24%	13 21%	11 18%	23 25%	19 31%	19 32%	11 25%	6 23%
DON'T KNOW/REFUSED	3 1%	- -	- -	- -	- -	- -	2 5%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 3%	- -	- -	- -	1 2%	- -
MEAN	3.6	3.4	3.7	3.5	3.7	3.7	3.2	3.6	3.1	3.8	4.0	3.4	4.0	3.9	3.6	3.6	3.7	3.7	3.6	3.4	3.4	4.2	4.1
MEDIAN	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	1.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	4.0	4.0

MEETING STREET RESEARCH

Table 19-5

QUESTION 14:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Getting your products to market

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRATEGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH-LAND /NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
BASE=SAMPLE B	202 100%	106 53%	78 39%	55 27%	49 24%	46 22%	45 22%	159 78%	44 22%	31 15%	47 23%	74 37%	45 22%	162 80%	24 12%	29 11%	50 19%	27 11%	51 19%	105 40%
10 - VERY CONCERNED	7 3%	4 3%	1 1%	4 7%	- -	2 4%	2 4%	7 4%	- -	1 3%	1 2%	5 6%	- -	7 4%	- -	- -	3 7%	- -	1 2%	6 5%
8 - 10	21 10%	12 11%	8 10%	8 14%	5 9%	6 12%	5 11%	18 11%	3 7%	1 3%	9 20%	6 8%	4 8%	20 12%	1 4%	- -	8 17%	1 4%	4 8%	14 13%
5 - 7	51 25%	30 28%	20 25%	15 27%	12 24%	9 21%	11 25%	39 24%	13 29%	4 14%	11 24%	22 30%	12 26%	38 24%	6 26%	9 30%	11 23%	7 26%	10 21%	25 24%
1 - 4	127 63%	62 58%	48 62%	31 56%	33 66%	31 67%	27 61%	99 63%	28 64%	25 83%	24 53%	46 62%	28 63%	102 63%	17 70%	20 70%	29 59%	18 66%	36 71%	64 61%
9	9 4%	6 6%	3 4%	2 4%	2 4%	2 4%	1 2%	7 4%	2 5%	- -	4 9%	1 1%	3 6%	8 5%	1 4%	- -	3 6%	1 4%	1 2%	4 4%
8	6 3%	2 2%	4 4%	2 4%	3 6%	2 4%	2 4%	4 3%	1 3%	- -	4 9%	1 1%	1 2%	6 3%	- -	- -	2 4%	- -	2 4%	5 4%
7	9 4%	5 5%	1 2%	4 7%	1 2%	1 3%	1 2%	8 5%	1 3%	2 6%	3 6%	4 6%	- -	8 5%	1 4%	2 8%	1 2%	1 3%	- -	5 4%
6	8 4%	5 5%	4 5%	2 3%	3 6%	2 4%	2 5%	7 5%	1 2%	- -	2 4%	2 2%	5 11%	8 5%	1 4%	1 4%	2 4%	2 7%	1 2%	5 4%
5	34 17%	20 19%	14 18%	9 17%	8 17%	6 14%	8 18%	24 15%	10 24%	3 8%	7 14%	16 22%	7 16%	23 14%	4 18%	5 17%	8 17%	5 17%	9 19%	16 15%
4	15 7%	8 8%	4 5%	5 8%	5 11%	5 12%	3 6%	12 7%	3 7%	4 12%	5 11%	2 3%	4 8%	6 4%	6 26%	2 6%	5 10%	5 17%	4 7%	5 5%
3	27 13%	12 12%	8 10%	5 10%	9 19%	9 21%	5 11%	22 14%	5 12%	8 25%	6 13%	8 11%	3 8%	24 15%	2 8%	6 22%	9 17%	3 10%	10 19%	15 14%
2	28 14%	12 11%	11 15%	8 15%	7 15%	9 20%	9 19%	19 12%	9 21%	3 9%	2 4%	13 18%	10 22%	20 12%	5 21%	4 16%	2 5%	3 11%	14 27%	13 12%
1 - NOT AT ALL CONCERNED	58 28%	29 27%	25 32%	13 23%	11 22%	7 15%	11 25%	47 30%	11 24%	11 36%	12 25%	22 30%	12 26%	52 32%	4 15%	8 27%	13 27%	8 28%	9 18%	31 30%
DON'T KNOW/REFUSED	3 1%	3 2%	3 3%	1 2%	- -	- -	2 4%	3 2%	- -	- -	2 3%	- -	1 2%	1 1%	- -	- -	1 2%	1 4%	- -	2 2%
MEAN	3.6	3.8	3.4	4.1	3.6	3.9	3.6	3.7	3.4	2.9	4.4	3.5	3.5	3.6	3.6	3.2	4.1	3.4	3.3	3.8
MEDIAN	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	3.0	3.0	3.0	4.0	3.0	4.0	3.0	3.0	3.0

Table 20-1

QUESTION 15:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

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	MANAG-ER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
10 - VERY CONCERNED	32 8%	13 9%	10 12%	4 9%	1 2%	3 4%	23 10%	9 5%	16 10%	8 7%	7 7%	18 9%	9 8%	5 6%	10 11%	9 10%	4 7%	1 2%	6 6%	26 9%	12 8%	13 12%	2 6%	3 4%
8 - 10	92 23%	32 23%	24 27%	10 21%	10 24%	16 19%	56 24%	36 21%	36 21%	26 24%	26 26%	41 20%	30 26%	21 26%	24 27%	22 23%	19 31%	6 13%	17 17%	75 25%	37 24%	30 28%	4 12%	16 20%
5 - 7	177 44%	62 44%	35 41%	18 37%	22 52%	40 49%	97 43%	79 46%	64 38%	51 48%	49 49%	81 40%	56 48%	39 50%	33 36%	46 47%	30 50%	21 44%	44 44%	133 44%	61 39%	46 43%	20 60%	39 51%
1 - 4	123 31%	45 32%	25 29%	18 37%	9 20%	26 32%	70 31%	53 31%	63 38%	28 26%	26 26%	75 37%	29 25%	19 24%	33 36%	27 28%	9 15%	18 40%	35 35%	88 29%	55 35%	28 26%	8 25%	21 27%
9	13 3%	4 3%	4 5%	3 6%	- -	2 2%	8 4%	5 3%	6 3%	5 5%	2 2%	7 3%	5 4%	2 2%	3 3%	4 4%	4 7%	- -	2 2%	11 4%	8 5%	3 3%	- -	2 2%
8	47 12%	15 11%	9 11%	3 6%	9 22%	11 13%	24 11%	23 13%	14 8%	13 12%	16 16%	16 8%	16 14%	15 18%	12 13%	9 9%	10 16%	5 11%	9 9%	38 13%	17 11%	15 14%	2 7%	11 14%
7	46 12%	19 13%	8 10%	2 4%	7 16%	10 12%	27 12%	19 11%	18 11%	12 11%	15 15%	23 11%	13 12%	10 12%	15 16%	11 11%	6 9%	4 8%	12 12%	34 11%	14 9%	19 17%	4 13%	8 11%
6	24 6%	4 3%	4 5%	7 15%	5 11%	5 6%	8 3%	17 10%	10 6%	6 6%	6 6%	9 5%	10 9%	5 7%	4 4%	5 5%	5 9%	5 10%	4 4%	20 7%	9 6%	6 6%	5 15%	3 3%
5	106 27%	40 28%	23 26%	9 18%	11 25%	25 30%	62 27%	44 25%	37 22%	34 31%	29 28%	49 24%	33 28%	24 31%	14 16%	30 31%	19 32%	12 26%	27 27%	79 26%	38 25%	21 20%	10 32%	28 37%
4	18 5%	9 6%	1 1%	4 8%	1 2%	4 4%	9 4%	9 5%	7 4%	4 3%	5 5%	10 5%	5 4%	3 4%	5 5%	6 6%	1 1%	3 6%	7 7%	12 4%	5 3%	4 3%	3 9%	6 7%
3	23 6%	6 4%	4 5%	8 17%	1 2%	4 5%	10 4%	13 8%	7 4%	9 9%	5 5%	12 6%	8 7%	3 4%	7 7%	6 6%	- -	3 7%	6 6%	18 6%	11 7%	8 7%	1 4%	2 2%
2	26 7%	9 6%	6 7%	1 3%	2 4%	8 10%	15 7%	11 6%	11 7%	6 6%	9 9%	12 6%	7 6%	7 9%	6 7%	6 6%	3 5%	7 16%	4 4%	22 7%	13 8%	4 3%	- -	5 6%
1 - NOT AT ALL CONCERNED	55 14%	21 15%	14 16%	5 10%	5 12%	10 13%	35 15%	20 12%	37 22%	9 8%	7 7%	41 20%	8 7%	6 7%	15 17%	10 10%	5 8%	5 10%	18 18%	37 12%	26 17%	13 12%	4 12%	9 11%
DON'T KNOW/REFUSED	8 2%	2 1%	3 3%	2 4%	2 4%	- -	5 2%	4 2%	4 3%	2 2%	- -	6 3%	2 2%	- -	1 1%	1 1%	2 4%	1 2%	4 4%	4 1%	3 2%	2 2%	1 3%	2 2%
MEAN	5.3	5.2	5.4	5.2	5.5	5.0	5.3	5.2	4.9	5.5	5.6	4.9	5.6	5.6	5.4	5.4	6.0	4.6	4.9	5.4	5.1	5.8	5.2	5.2
MEDIAN	5.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0

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

Table 20-2

QUESTION 15:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
10 - VERY CONCERNED -----	32 8%	18 9%	11 6%	29 8%	3 13%	14 7%	16 10%	2 9%	12 7%	8 13%	12 8%	20 9%	4 16%	8 6%	14 8%	4 11%	13 8%	10 8%	7 11%	14 7%	2 3%	19 8%	- -	12 8%
8 - 10 -----	92 23%	49 24%	35 20%	84 22%	8 36%	45 23%	39 25%	6 27%	42 23%	15 25%	32 22%	50 21%	7 32%	34 26%	36 20%	10 29%	44 26%	28 23%	23 38%	39 19%	9 19%	55 24%	1 41%	33 22%
5 - 7 -----	177 44%	93 46%	78 45%	170 46%	6 27%	88 45%	65 42%	10 48%	86 48%	19 33%	66 44%	111 47%	8 38%	51 40%	88 49%	12 34%	71 42%	58 47%	23 37%	91 44%	19 38%	110 47%	- -	60 40%
1 - 4 -----	123 31%	56 28%	56 33%	112 30%	5 26%	60 30%	50 32%	4 19%	52 29%	21 35%	49 33%	70 30%	6 25%	42 32%	54 30%	11 31%	54 31%	36 29%	15 24%	71 34%	20 40%	64 28%	2 59%	53 36%
9	13 3%	6 3%	5 3%	10 3%	3 13%	5 3%	6 4%	2 8%	4 2%	3 5%	6 4%	3 1%	3 13%	8 6%	3 2%	4 10%	7 4%	5 4%	3 5%	6 3%	2 4%	9 4%	- -	4 3%
8	47 12%	25 12%	19 11%	44 12%	2 10%	26 13%	17 11%	2 10%	26 14%	4 7%	14 10%	28 12%	1 3%	18 14%	20 11%	3 8%	24 14%	14 11%	14 22%	19 9%	6 12%	27 12%	1 41%	17 12%
7	46 12%	25 13%	19 11%	44 12%	1 4%	18 9%	21 14%	4 18%	21 12%	2 3%	23 16%	30 13%	3 13%	12 9%	22 12%	3 8%	20 12%	15 13%	6 10%	24 11%	3 7%	33 14%	- -	12 8%
6	24 6%	11 5%	14 8%	24 7%	- -	17 9%	6 4%	- -	10 6%	4 7%	10 7%	17 7%	2 9%	5 4%	16 9%	3 8%	6 3%	12 9%	2 4%	10 5%	3 6%	14 6%	- -	10 7%
5	106 27%	57 28%	45 26%	102 27%	5 22%	53 27%	38 25%	6 30%	55 30%	14 23%	33 22%	64 27%	4 16%	34 27%	51 28%	6 17%	45 26%	30 25%	14 23%	57 27%	12 25%	63 27%	- -	38 26%
4	18 5%	7 3%	10 6%	17 5%	1 4%	10 5%	6 4%	- -	7 4%	3 5%	9 6%	11 5%	- -	7 6%	7 4%	2 5%	9 5%	7 6%	1 2%	10 5%	1 2%	11 5%	- -	7 4%
3	23 6%	13 7%	9 6%	23 6%	- -	16 8%	6 4%	- -	13 7%	4 6%	6 4%	18 8%	- -	4 3%	11 6%	- -	12 7%	8 7%	1 2%	13 6%	4 9%	14 6%	- -	9 6%
2	26 7%	11 5%	14 8%	25 7%	1 4%	9 5%	14 9%	1 5%	11 6%	7 11%	9 6%	11 5%	2 7%	13 10%	16 9%	2 4%	9 5%	8 6%	5 7%	14 7%	6 11%	17 7%	- -	9 6%
1 - NOT AT ALL CONCERNED	55 14%	25 13%	23 13%	48 13%	4 18%	25 13%	22 14%	3 15%	22 12%	8 13%	26 17%	30 13%	4 18%	17 13%	22 12%	8 22%	24 14%	13 11%	8 12%	34 17%	9 18%	22 10%	2 59%	28 19%
DON'T KNOW/REFUSED	8 2%	3 1%	3 2%	6 2%	2 11%	3 2%	1 1%	1 5%	1 1%	4 7%	2 1%	4 2%	1 5%	2 2%	3 2%	2 6%	2 1%	1 1%	1 2%	6 3%	1 2%	2 1%	- -	3 2%
MEAN	5.3	5.4	5.1	5.3	5.8	5.3	5.3	5.7	5.3	5.2	5.2	5.3	5.8	5.2	5.2	5.4	5.3	5.4	5.9	5.0	4.6	5.5	3.9	4.9
MEDIAN	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	1.0	5.0

Table 20-3

QUESTION 15:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
10 - VERY CONCERNED -----	32 8%	5 6%	27 9%	19 9%	5 3%	9 8%	7 8%	9 9%	19 7%	17 10%	19 11%	16 10%	7 10%	7 5%	7 5%	8 6%	4 9%	6 8%	5 6%	6 8%	14 7%	18 9%
8 - 10 -----	92 23%	22 24%	69 23%	49 24%	34 23%	32 27%	25 26%	19 19%	62 23%	47 28%	48 28%	51 30%	20 28%	31 21%	28 19%	24 16%	7 15%	12 16%	14 19%	17 23%	46 24%	45 23%
5 - 7 -----	177 44%	43 46%	130 44%	93 46%	71 47%	60 51%	43 45%	45 45%	117 43%	61 36%	64 38%	65 38%	36 51%	78 53%	76 52%	77 52%	21 44%	34 48%	32 43%	31 43%	96 49%	76 39%
1 - 4 -----	123 31%	26 28%	93 31%	58 29%	45 30%	26 22%	26 27%	33 32%	88 32%	57 34%	54 32%	52 30%	15 21%	36 24%	41 28%	46 31%	19 40%	26 36%	25 34%	23 32%	51 26%	69 35%
9	13 3%	3 3%	10 4%	6 3%	5 3%	4 4%	3 3%	3 3%	9 3%	6 3%	7 4%	9 6%	4 5%	3 2%	3 2%	3 2%	- -	3 4%	2 3%	1 1%	6 3%	8 4%
8	47 12%	15 16%	32 11%	24 12%	25 16%	18 15%	15 16%	7 7%	34 13%	24 14%	23 13%	25 15%	9 13%	20 14%	17 12%	12 8%	3 6%	3 4%	7 10%	10 13%	27 14%	20 10%
7	46 12%	8 9%	38 13%	26 13%	19 13%	17 14%	12 13%	12 12%	34 12%	14 8%	18 11%	21 12%	11 15%	22 15%	23 16%	19 13%	2 3%	8 12%	6 8%	3 4%	25 13%	20 10%
6	24 6%	5 5%	18 6%	15 7%	9 6%	9 7%	8 8%	6 6%	20 7%	13 8%	9 5%	11 7%	4 6%	9 6%	13 9%	10 7%	- -	2 3%	1 2%	3 4%	15 8%	9 5%
5	106 27%	30 33%	73 25%	53 26%	42 28%	35 29%	23 24%	28 27%	63 23%	34 20%	37 22%	32 19%	21 30%	47 32%	40 28%	47 32%	19 41%	24 33%	25 34%	25 34%	55 28%	46 24%
4	18 5%	3 3%	15 5%	9 4%	6 4%	3 2%	6 6%	4 4%	14 5%	9 6%	7 4%	7 4%	4 5%	6 4%	11 7%	10 7%	- -	2 3%	1 1%	1 2%	9 5%	8 4%
3	23 6%	5 6%	18 6%	15 7%	13 8%	6 5%	6 6%	4 3%	16 6%	12 7%	12 7%	4 3%	2 3%	3 2%	6 4%	13 9%	4 9%	7 10%	4 6%	6 8%	12 6%	11 6%
2	26 7%	6 6%	18 6%	15 8%	8 5%	5 4%	4 4%	7 7%	20 7%	8 5%	10 6%	11 7%	3 4%	15 10%	11 8%	12 8%	3 6%	3 4%	5 7%	3 4%	12 6%	14 7%
1 - NOT AT ALL CONCERNED	55 14%	12 13%	42 14%	19 10%	18 12%	12 10%	10 11%	19 18%	37 14%	27 16%	25 15%	29 17%	6 8%	11 7%	13 9%	11 8%	12 25%	14 19%	15 20%	13 19%	18 9%	36 19%
DON'T KNOW/REFUSED	8 2%	2 2%	6 2%	3 1%	1 1%	1 1%	1 1%	4 4%	7 3%	4 2%	3 2%	4 2%	- -	2 2%	1 -	1 1%	- -	- -	3 4%	2 2%	3 1%	6 3%
MEAN	5.3	5.2	5.3	5.5	5.2	5.7	5.6	5.0	5.2	5.3	5.4	5.5	5.9	5.4	5.4	5.2	4.3	4.9	4.7	4.9	5.5	5.1
MEDIAN	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Table 20-4

QUESTION 15:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
10 - VERY CONCERNED -----	32 8%	15 18%	25 9%	6 6%	6 14%	13 9%	5 6%	1 1%	-	8 7%	10 11%	12 8%	-	16 8%	11 7%	9 7%	10 8%	9 9%	20 11%	7 6%	8 7%	5 6%	4 9%
8 - 10 -----	92 23%	31 36%	75 26%	15 14%	13 31%	37 26%	16 20%	10 24%	1 13%	24 20%	30 32%	32 22%	1 12%	56 26%	38 25%	36 28%	36 29%	30 28%	62 32%	26 22%	19 17%	14 18%	12 25%
5 - 7 -----	177 44%	34 39%	133 47%	40 39%	22 52%	69 47%	30 36%	24 56%	2 30%	59 48%	35 38%	70 47%	6 59%	97 45%	79 53%	61 47%	62 50%	56 53%	91 48%	57 47%	46 40%	39 50%	12 26%
1 - 4 -----	123 31%	21 24%	73 26%	46 45%	7 17%	37 26%	33 40%	8 20%	4 57%	38 31%	26 28%	46 31%	3 29%	60 28%	33 22%	30 24%	26 21%	21 20%	37 19%	34 29%	46 41%	22 29%	22 49%
9	13 3%	2 2%	12 4%	1 1%	2 4%	3 2%	2 3%	4 10%	1 13%	5 4%	6 6%	3 2%	-	10 4%	4 3%	3 2%	5 4%	3 2%	8 4%	7 6%	-	3 4%	4 10%
8	47 12%	14 16%	38 13%	7 7%	5 12%	21 14%	10 12%	6 13%	-	11 9%	14 16%	18 12%	1 12%	30 14%	23 15%	25 19%	21 17%	18 17%	33 17%	12 10%	11 10%	6 8%	3 7%
7	46 12%	9 10%	36 13%	10 10%	4 10%	19 13%	10 12%	5 11%	1 16%	13 11%	11 12%	16 11%	3 29%	26 12%	21 14%	14 11%	16 13%	14 13%	25 13%	11 9%	8 7%	15 19%	3 6%
6	24 6%	8 9%	21 7%	4 4%	3 8%	10 7%	2 3%	4 8%	1 14%	7 6%	3 3%	13 9%	1 12%	14 6%	13 8%	10 8%	10 8%	9 8%	16 9%	8 6%	6 6%	5 6%	2 5%
5	106 27%	17 20%	76 27%	26 25%	14 34%	40 27%	17 21%	16 37%	-	39 32%	22 23%	40 27%	2 19%	58 27%	45 30%	37 28%	36 29%	34 31%	50 26%	39 32%	31 27%	19 25%	7 15%
4	18 5%	3 3%	11 4%	7 7%	2 5%	4 3%	7 8%	3 6%	-	4 4%	7 7%	5 3%	-	10 4%	10 6%	8 7%	5 4%	3 3%	6 3%	5 4%	8 7%	4 5%	4 8%
3	23 6%	7 8%	14 5%	9 9%	1 3%	7 5%	6 7%	1 2%	-	10 8%	5 5%	7 5%	1 10%	9 4%	7 4%	7 5%	4 3%	5 5%	9 5%	5 4%	3 3%	5 7%	3 6%
2	26 7%	3 3%	20 7%	7 6%	1 2%	12 8%	8 10%	1 2%	1 16%	7 6%	4 5%	14 9%	1 9%	14 7%	7 5%	8 6%	6 5%	6 6%	8 4%	9 8%	13 11%	6 8%	4 8%
1 - NOT AT ALL CONCERNED	55 14%	8 9%	29 10%	23 22%	3 7%	15 11%	13 15%	4 9%	3 41%	17 14%	10 11%	20 13%	1 10%	27 13%	9 6%	8 6%	11 8%	7 6%	14 7%	15 13%	23 20%	7 9%	12 26%
DON'T KNOW/REFUSED	8 2%	1 1%	4 1%	3 3%	-	2 1%	4 5%	-	-	2 1%	2 2%	1 1%	-	1 -	1 1%	1 1%	1 -	-	1 1%	3 2%	2 2%	2 3%	-
MEAN	5.3	6.1	5.6	4.4	6.1	5.5	4.9	5.6	3.9	5.1	5.8	5.2	5.2	5.5	5.7	5.7	5.8	5.8	6.0	5.2	4.6	5.4	4.7
MEDIAN	5.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	2.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	6.0	5.0	6.0	5.0	5.0	5.0	5.0

MEETING STREET RESEARCH

Table 20-5

QUESTION 15:

Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH-LAND /NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
10 - VERY CONCERNED -----	32 8%	20 9%	11 8%	4 4%	5 5%	3 3%	6 8%	27 9%	4 5%	1 1%	8 9%	14 9%	9 11%	27 8%	3 7%	4 7%	8 8%	1 2%	12 12%	22 10%
8 - 10 -----	92 23%	50 23%	35 24%	21 20%	21 23%	9 12%	23 32%	79 25%	13 16%	11 17%	21 26%	35 23%	22 25%	71 22%	12 29%	12 23%	29 29%	12 24%	23 23%	51 24%
5 - 7 -----	177 44%	93 44%	65 45%	45 41%	43 47%	36 45%	38 53%	139 44%	38 47%	26 42%	34 42%	72 47%	39 45%	137 43%	21 50%	22 41%	36 36%	26 51%	42 42%	95 43%
1 - 4 -----	123 31%	63 30%	42 29%	37 34%	27 29%	31 39%	11 16%	95 30%	28 35%	25 40%	24 30%	46 30%	22 26%	104 32%	9 21%	18 33%	35 35%	11 22%	33 33%	68 31%
9	13 3%	10 5%	5 3%	4 4%	2 2%	2 2%	4 5%	10 3%	4 4%	1 2%	4 5%	6 4%	2 2%	12 4%	2 4%	2 4%	6 6%	- -	1 1%	8 4%
8	47 12%	20 9%	19 13%	13 12%	14 16%	5 6%	13 18%	42 13%	5 7%	9 14%	10 12%	15 10%	11 12%	32 10%	8 18%	6 12%	15 15%	11 22%	11 11%	21 10%
7	46 12%	26 12%	13 9%	15 14%	8 8%	9 11%	12 17%	41 13%	5 6%	10 15%	7 8%	22 14%	7 8%	36 11%	5 11%	2 4%	8 8%	9 19%	12 12%	27 12%
6	24 6%	14 7%	16 11%	6 5%	8 9%	3 4%	4 6%	20 6%	4 5%	3 5%	4 5%	11 7%	5 6%	19 6%	3 8%	5 10%	8 8%	5 9%	6 6%	8 4%
5	106 27%	53 25%	36 25%	25 23%	27 29%	24 30%	21 29%	78 24%	28 35%	13 21%	24 29%	39 25%	27 31%	81 25%	13 31%	15 28%	20 20%	12 23%	25 25%	60 27%
4	18 5%	8 4%	9 6%	3 2%	8 8%	6 7%	- -	13 4%	5 6%	7 11%	4 5%	4 2%	2 2%	15 5%	1 3%	1 2%	6 6%	1 2%	12 12%	9 4%
3	23 6%	15 7%	7 5%	7 7%	5 5%	4 5%	3 5%	21 6%	3 4%	2 3%	4 5%	11 7%	7 8%	20 6%	2 4%	6 10%	11 11%	1 2%	5 5%	9 4%
2	26 7%	12 6%	7 5%	9 9%	5 6%	9 12%	4 5%	22 7%	4 5%	3 5%	8 10%	8 5%	5 6%	19 6%	4 8%	3 6%	10 10%	3 5%	4 4%	15 7%
1 - NOT AT ALL CONCERNED	55 14%	28 13%	19 13%	18 16%	10 10%	12 15%	4 6%	39 12%	17 20%	13 22%	8 10%	23 15%	9 10%	49 15%	3 6%	8 15%	8 8%	7 14%	12 12%	34 16%
DON'T KNOW/REFUSED	8 2%	6 3%	4 3%	5 5%	1 1%	3 4%	- -	7 2%	2 2%	1 1%	2 3%	2 1%	3 4%	8 2%	- -	2 3%	1 1%	2 3%	1 1%	4 2%
MEAN	5.3	5.4	5.4	4.9	5.3	4.6	6.1	5.4	4.7	4.7	5.4	5.3	5.5	5.2	5.8	5.0	5.4	5.5	5.4	5.3
MEDIAN	5.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0

Table 21-1

QUESTION 16:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

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	MANAGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	191 48%	68 49%	40 46%	18 37%	24 56%	41 50%	109 48%	82 48%	49 30%	59 55%	72 71%	64 32%	67 57%	59 74%	37 40%	53 55%	41 67%	17 36%	30 30%	160 54%	66 42%	49 46%	22 67%	38 50%
COST OF HEALTH CARE INSURANCE	120 30%	41 29%	24 28%	14 30%	11 26%	30 36%	65 29%	55 32%	50 30%	41 38%	25 24%	69 34%	35 30%	16 20%	23 25%	30 31%	16 26%	15 32%	27 28%	92 31%	55 35%	27 25%	9 28%	24 31%
INCREASING COSTS OF ENERGY AND MATERIALS FOR YOUR PRODUCTS	114 28%	34 24%	23 26%	12 26%	10 24%	34 42%	57 25%	57 33%	70 42%	24 22%	15 15%	75 37%	26 22%	13 16%	26 28%	30 31%	14 23%	17 36%	37 37%	77 26%	49 31%	27 25%	7 21%	21 27%
UNFAVORABLE BUSINESS CLIMATE	77 19%	28 20%	17 19%	6 13%	11 25%	16 20%	44 19%	33 19%	29 17%	18 17%	23 23%	36 18%	23 20%	18 23%	27 29%	14 14%	11 18%	10 21%	22 22%	55 18%	33 21%	23 21%	6 20%	12 15%
LOWER SALES FOR YOUR PRODUCTS	46 12%	19 13%	5 6%	5 10%	7 16%	11 13%	24 10%	22 13%	27 16%	10 10%	9 9%	30 15%	10 8%	6 8%	17 19%	11 12%	6 10%	6 13%	15 15%	31 10%	19 12%	14 14%	5 15%	7 9%
REGULATIONS/GOVERNMENT REGULATIONS	10 3%	1 1%	4 5%	5 11%	- -	- -	5 2%	5 3%	5 3%	1 1%	4 4%	5 3%	3 3%	2 2%	4 4%	3 3%	- -	1 2%	3 3%	7 2%	5 3%	4 4%	- -	- -
COMPETITION/FOREIGN COMPETITION	5 1%	3 2%	- -	1 2%	1 2%	- -	3 1%	2 1%	3 2%	- -	1 1%	3 1%	2 2%	- -	1 1%	1 1%	- -	1 2%	2 2%	3 1%	- -	4 4%	- -	1 1%
OTHER	12 3%	5 4%	3 3%	2 4%	2 4%	1 1%	8 3%	4 3%	4 2%	2 2%	6 6%	5 2%	1 1%	7 8%	- -	1 1%	3 5%	2 4%	4 4%	9 3%	1 1%	6 6%	- -	5 6%
DON'T KNOW/NOT SURE	7 2%	3 2%	3 4%	- -	- -	2 2%	6 2%	2 1%	3 2%	2 2%	1 1%	5 2%	3 2%	- -	1 1%	2 2%	1 2%	2 4%	3 3%	4 1%	4 2%	2 2%	- -	2 3%
REFUSED	3 1%	2 1%	- -	1 3%	- -	- -	2 1%	1 1%	- -	1 1%	- -	- -	1 1%	2 2%	- -	- -	- -	- -	- -	3 1%	1 1%	- -	- -	2 2%

Table 21-2

QUESTION 16:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	191 48%	108 54%	76 44%	183 49%	6 28%	98 50%	79 51%	4 21%	97 54%	21 36%	68 45%	128 54%	5 22%	53 41%	89 49%	10 29%	87 51%	64 52%	27 44%	93 45%	21 43%	134 58%	- -	53 36%
COST OF HEALTH CARE INSURANCE	120 30%	62 31%	53 31%	115 31%	5 22%	55 28%	50 32%	6 29%	54 30%	21 36%	43 29%	64 27%	9 43%	46 36%	50 27%	11 32%	59 34%	31 25%	24 39%	65 31%	24 48%	75 32%	- -	45 30%
INCREASING COSTS OF ENERGY AND MATERIALS FOR YOUR PRODUCTS	114 28%	48 24%	59 34%	106 29%	4 21%	55 28%	46 29%	7 34%	52 29%	14 24%	41 27%	61 26%	6 25%	43 33%	52 29%	14 39%	45 27%	38 31%	17 27%	57 28%	10 20%	59 25%	2 48%	49 33%
UNFAVORABLE BUSINESS CLIMATE	77 19%	37 18%	30 18%	67 18%	8 40%	30 15%	36 24%	5 26%	31 17%	17 29%	29 20%	44 19%	7 33%	25 20%	36 20%	9 24%	31 18%	24 19%	16 25%	37 18%	10 20%	43 19%	- -	31 21%
LOWER SALES FOR YOUR PRODUCTS	46 12%	17 8%	25 15%	42 11%	4 20%	20 10%	21 14%	1 4%	13 7%	7 11%	26 18%	26 11%	2 8%	18 14%	21 12%	7 19%	18 10%	8 6%	8 14%	30 15%	3 7%	18 8%	1 28%	27 18%
REGULATIONS/GOVERNMENT REGULATIONS	10 3%	8 4%	2 1%	10 3%	- -	8 4%	1 1%	1 4%	5 3%	3 5%	2 1%	9 4%	- -	1 1%	7 4%	- -	3 2%	5 4%	- -	5 2%	1 2%	7 3%	- -	3 2%
COMPETITION/FOREIGN COMPETITION	5 1%	1 -	3 2%	4 1%	1 5%	2 1%	1 1%	- -	- -	1 2%	4 2%	4 2%	- -	- -	4 2%	- -	1 2%	2 2%	- -	2 1%	- -	3 1%	- -	1 1%
OTHER	12 3%	8 4%	5 3%	12 3%	- -	6 3%	4 3%	2 9%	5 3%	4 6%	4 3%	6 3%	2 8%	3 2%	5 2%	- -	6 4%	4 3%	2 3%	7 3%	3 5%	7 3%	- -	5 3%
DON'T KNOW/NOT SURE	7 2%	4 2%	3 2%	6 2%	- -	3 1%	3 2%	2 10%	3 2%	2 3%	2 1%	3 1%	1 4%	4 3%	5 3%	- -	3 1%	1 1%	2 3%	5 2%	2 3%	5 2%	1 24%	- -
REFUSED	3 1%	- -	- -	- -	1 6%	- -	2 1%	- -	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	3 1%	- -	- -	- -	1 1%

Table 21-3

QUESTION 16:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	191 48%	56 61%	130 44%	110 54%	86 57%	70 59%	53 55%	36 36%	124 45%	77 45%	74 44%	85 50%	46 64%	87 59%	87 60%	75 51%	18 38%	25 35%	28 37%	29 39%	104 53%	84 43%
COST OF HEALTH CARE INSURANCE	120 30%	34 36%	84 28%	54 27%	42 28%	31 26%	27 28%	35 35%	88 32%	51 30%	54 32%	53 31%	18 26%	49 33%	44 30%	47 32%	13 28%	19 26%	19 25%	19 27%	49 25%	69 35%
INCREASING COSTS OF ENERGY AND MATERIALS FOR YOUR PRODUCTS	114 28%	16 17%	93 31%	53 26%	39 25%	26 22%	27 28%	30 30%	79 29%	50 30%	50 30%	43 25%	19 26%	36 24%	37 25%	42 28%	14 29%	25 35%	22 30%	25 35%	45 23%	63 32%
UNFAVORABLE BUSINESS CLIMATE	77 19%	16 17%	59 20%	44 22%	33 22%	26 22%	27 28%	19 18%	48 17%	31 18%	31 18%	35 21%	16 23%	32 21%	29 20%	30 20%	12 26%	12 17%	16 21%	9 13%	46 24%	29 15%
LOWER SALES FOR YOUR PRODUCTS	46 12%	5 5%	41 14%	24 12%	16 11%	13 11%	12 12%	14 14%	37 14%	24 14%	19 11%	22 13%	3 5%	12 8%	17 12%	16 11%	4 9%	8 12%	8 11%	9 12%	20 10%	26 13%
REGULATIONS/GOVERNMENT REGULATIONS	10 3%	2 2%	8 3%	7 4%	4 3%	4 4%	2 2%	1 1%	9 3%	6 4%	7 4%	2 1%	- -	3 2%	2 1%	6 4%	1 2%	1 1%	1 1%	2 3%	4 2%	6 3%
COMPETITION/FOREIGN COMPETITION	5 1%	1 1%	4 1%	1 -	1 1%	1 1%	1 1%	2 2%	3 1%	1 1%	2 1%	2 1%	2 3%	2 1%	2 1%	2 1%	- -	2 3%	1 1%	1 1%	2 1%	3 1%
OTHER	12 3%	3 4%	9 3%	8 4%	9 6%	9 7%	6 6%	1 1%	11 4%	6 4%	7 4%	7 4%	2 3%	3 2%	3 2%	3 2%	- -	3 4%	3 4%	2 3%	10 5%	3 1%
DON'T KNOW/NOT SURE	7 2%	3 3%	4 1%	3 1%	4 3%	3 2%	3 3%	1 1%	4 1%	2 1%	3 2%	2 1%	- -	3 2%	2 1%	3 2%	2 4%	2 3%	3 4%	3 4%	5 2%	2 1%
REFUSED	3 1%	- -	3 1%	2 1%	- -	- -	- -	- -	3 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%	1 1%

Table 21-4

QUESTION 16:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	191 48%	63 72%	164 57%	26 26%	28 66%	90 62%	35 42%	21 50%	2 28%	55 45%	47 50%	79 53%	4 40%	122 57%	99 65%	81 63%	84 67%	76 72%	191 100%	56 46%	25 22%	20 25%	11 23%
COST OF HEALTH CARE INSURANCE	120 30%	28 32%	98 35%	19 18%	16 37%	42 29%	21 26%	17 40%	3 43%	27 22%	34 37%	51 34%	1 8%	62 29%	52 34%	36 28%	36 29%	33 31%	56 29%	120 100%	25 22%	10 13%	5 10%
INCREASING COSTS OF ENERGY AND MATERIALS FOR YOUR PRODUCTS	114 28%	15 17%	74 26%	38 36%	12 29%	33 23%	26 31%	11 27%	- -	31 25%	21 23%	50 33%	4 43%	61 28%	36 24%	31 24%	30 24%	25 23%	25 13%	25 20%	114 100%	13 16%	11 24%
UNFAVORABLE BUSINESS CLIMATE	77 19%	14 16%	58 20%	18 17%	7 17%	25 17%	24 29%	9 21%	2 27%	23 19%	20 22%	29 19%	1 11%	49 23%	33 22%	29 22%	29 23%	21 20%	20 10%	10 8%	13 11%	77 100%	4 8%
LOWER SALES FOR YOUR PRODUCTS	46 12%	5 6%	27 9%	16 16%	4 8%	16 11%	12 14%	1 2%	1 13%	17 14%	9 10%	17 11%	1 10%	26 12%	11 7%	14 11%	13 10%	5 5%	11 6%	5 4%	11 10%	4 5%	46 100%
REGULATIONS/GOVERNMENT REGULATIONS	10 3%	2 2%	6 2%	4 4%	1 2%	2 2%	1 1%	- -	1 16%	5 4%	2 2%	3 2%	- -	1 -	- -	2 2%	3 2%	- -	1 1%	- -	1 1%	1 1%	- -
COMPETITION/FOREIGN COMPETITION	5 1%	1 1%	3 1%	1 1%	- -	1 1%	- -	1 2%	- -	1 1%	3 3%	- -	- -	1 -	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	- -
OTHER	12 3%	3 4%	6 2%	7 6%	- -	5 3%	3 3%	- -	1 16%	7 6%	1 1%	2 1%	1 12%	6 3%	9 6%	1 1%	4 3%	6 5%	3 1%	1 1%	- -	- -	- -
DON'T KNOW/NOT SURE	7 2%	1 1%	2 1%	6 5%	1 2%	1 1%	3 3%	2 4%	- -	1 1%	1 1%	4 3%	1 8%	3 1%	1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -
REFUSED	3 1%	- -	- -	- -	- -	- -	3 3%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	- -	- -	- -

Table 21-5

QUESTION 16:

What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	191 48%	93 44%	84 58%	44 41%	56 61%	38 47%	53 74%	152 48%	39 48%	29 46%	40 49%	79 51%	38 43%	131 41%	34 79%	24 44%	40 40%	27 54%	50 50%	104 48%
COST OF HEALTH CARE INSURANCE	120 30%	57 27%	53 37%	31 28%	33 36%	25 31%	30 41%	95 30%	26 32%	11 17%	35 42%	53 34%	19 22%	104 32%	10 23%	24 44%	32 32%	15 29%	38 38%	61 28%
INCREASING COSTS OF ENERGY AND MATERIALS FOR YOUR PRODUCTS	114 28%	67 32%	42 29%	37 34%	28 30%	27 35%	11 16%	88 28%	25 31%	29 46%	23 28%	34 22%	24 27%	101 31%	4 10%	16 29%	28 28%	15 29%	34 34%	55 25%
UNFAVORABLE BUSINESS CLIMATE	77 19%	41 20%	26 18%	24 23%	16 17%	21 26%	14 20%	66 21%	11 13%	12 19%	12 15%	32 21%	18 21%	59 19%	7 17%	7 12%	23 23%	12 24%	23 23%	43 20%
LOWER SALES FOR YOUR PRODUCTS	46 12%	33 16%	10 7%	23 21%	5 5%	13 17%	1 1%	33 10%	13 16%	6 9%	9 11%	14 9%	16 19%	40 13%	3 6%	5 9%	15 15%	8 17%	11 11%	24 11%
REGULATIONS/GOVERNMENT REGULATIONS	10 3%	6 3%	3 2%	3 3%	1 1%	1 1%	1 2%	9 3%	1 1%	1 1%	2 2%	7 5%	- -	8 3%	2 4%	2 4%	5 5%	- -	2 2%	5 2%
COMPETITION/FOREIGN COMPETITION	5 1%	1 -	2 1%	2 2%	- -	1 1%	1 1%	3 1%	2 2%	1 1%	- -	2 1%	1 1%	5 1%	- -	- -	2 2%	1 2%	- -	3 1%
OTHER	12 3%	9 4%	2 1%	3 2%	4 4%	1 1%	1 1%	9 3%	3 4%	2 3%	4 5%	3 2%	2 2%	6 2%	2 4%	2 4%	3 3%	2 4%	- -	7 3%
DON'T KNOW/NOT SURE	7 2%	2 1%	1 1%	1 1%	2 2%	- -	1 1%	5 2%	2 2%	1 1%	1 1%	2 1%	4 4%	7 2%	- -	- -	1 1%	- -	2 2%	6 3%
REFUSED	3 1%	3 1%	3 2%	- -	- -	1 2%	2 2%	3 1%	- -	- -	2 2%	- -	1 1%	1 -	- -	1 2%	- -	- -	- -	2 1%

Table 22-1

QUESTION 17:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

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	MANAGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
NEW CUSTOMERS/RETAINING CUSTOMERS	212 53%	67 48%	48 55%	33 70%	17 39%	47 57%	115 51%	97 56%	96 58%	60 55%	42 41%	110 54%	67 57%	35 44%	53 58%	48 50%	36 60%	22 48%	59 59%	153 51%	83 53%	55 52%	15 46%	49 63%
MAXIMIZING PRODUCTIVITY	145 36%	44 31%	23 27%	21 44%	20 46%	38 47%	67 29%	79 46%	55 33%	40 37%	41 40%	61 30%	55 47%	30 38%	27 30%	41 42%	23 39%	16 35%	31 32%	114 38%	58 37%	27 25%	15 46%	33 42%
NEW PRODUCTS	108 27%	41 29%	26 29%	10 20%	13 31%	18 23%	66 29%	41 24%	49 29%	22 20%	29 29%	58 29%	28 24%	21 26%	28 31%	17 18%	17 28%	19 40%	26 26%	82 27%	35 22%	37 35%	10 31%	18 24%
ELIMINATING TIME AND ENERGY WASTE INSIDE YOUR COMPANY	92 23%	31 22%	15 17%	12 26%	13 31%	20 24%	46 20%	46 26%	29 18%	26 24%	31 30%	36 18%	30 25%	26 33%	15 16%	27 28%	13 22%	5 10%	19 19%	73 24%	35 23%	22 21%	9 26%	18 23%
BETTER STRATEGIC PLANNING AND IMPLEMENTATION	79 20%	33 24%	13 15%	6 13%	11 27%	15 18%	47 21%	33 19%	26 15%	22 20%	27 27%	31 15%	29 25%	19 24%	22 25%	20 21%	7 12%	13 28%	17 17%	62 21%	25 16%	22 20%	8 25%	15 19%
DEVELOPING COMPANY MANAGERS AND LEADERS	71 18%	26 18%	18 20%	5 11%	7 17%	16 19%	43 19%	28 16%	18 11%	29 27%	23 23%	25 12%	25 21%	21 27%	14 15%	24 25%	10 17%	8 17%	15 15%	56 19%	24 15%	24 23%	6 20%	12 15%
OTHER	9 2%	2 1%	3 4%	1 2%	3 8%	- -	5 2%	4 2%	4 2%	1 1%	3 3%	5 3%	- -	3 4%	3 3%	1 1%	1 2%	1 2%	1 1%	7 3%	5 3%	3 3%	- -	- -
DON'T KNOW/NOT SURE	10 2%	3 2%	2 2%	1 2%	- -	4 5%	5 2%	5 3%	6 3%	1 1%	1 1%	8 4%	2 2%	- -	2 2%	3 3%	2 3%	1 2%	3 3%	6 2%	5 3%	2 2%	2 6%	1 1%
REFUSED	2 1%	- -	1 1%	1 2%	- -	- -	1 -	1 1%	1 1%	- -	- -	2 1%	- -	- -	1 1%	- -	- -	- -	1 1%	1 -	1 1%	1 1%	- -	- -

Table 22-2

QUESTION 17:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
NEW CUSTOMERS/RETAINING CUSTOMERS	212 53%	94 47%	104 61%	198 53%	12 56%	88 45%	93 60%	14 66%	92 51%	35 59%	81 54%	116 49%	16 71%	71 55%	84 46%	20 58%	97 57%	63 51%	37 59%	108 52%	27 55%	115 49%	2 70%	84 57%
MAXIMIZING PRODUCTIVITY	145 36%	77 38%	59 35%	136 37%	7 33%	86 44%	45 29%	4 19%	70 39%	19 32%	53 35%	95 40%	5 25%	40 31%	76 42%	7 20%	57 33%	37 30%	21 34%	85 41%	16 32%	97 42%	1 30%	40 27%
NEW PRODUCTS	108 27%	60 30%	42 25%	103 28%	4 20%	56 28%	38 25%	4 18%	45 25%	14 24%	47 31%	65 28%	6 29%	31 24%	49 27%	13 36%	43 25%	37 30%	15 25%	53 25%	10 21%	63 27%	3 76%	39 26%
ELIMINATING TIME AND ENERGY WASTE INSIDE YOUR COMPANY	92 23%	52 26%	37 22%	89 24%	3 13%	50 26%	34 22%	5 23%	49 27%	13 22%	27 18%	58 24%	8 35%	25 19%	46 25%	7 19%	39 23%	26 21%	18 29%	47 23%	11 22%	53 23%	- -	35 23%
BETTER STRATEGIC PLANNING AND IMPLEMENTATION	79 20%	40 20%	33 19%	73 20%	6 31%	39 20%	32 20%	1 7%	37 20%	10 18%	30 20%	50 21%	4 17%	23 18%	40 22%	6 16%	33 19%	29 23%	8 14%	42 20%	8 16%	47 20%	1 30%	32 21%
DEVELOPING COMPANY MANAGERS AND LEADERS	71 18%	40 20%	24 14%	64 17%	4 18%	34 17%	29 19%	4 20%	39 22%	5 9%	25 17%	45 19%	1 4%	24 19%	33 18%	4 11%	33 19%	23 19%	7 11%	41 20%	10 21%	45 19%	- -	24 16%
OTHER	9 2%	5 2%	3 2%	7 2%	1 4%	5 2%	2 1%	1 4%	4 2%	1 1%	3 2%	6 2%	1 4%	3 2%	6 3%	3 8%	1 -	3 2%	2 3%	4 2%	1 1%	7 3%	- -	2 1%
DON'T KNOW/NOT SURE	10 2%	5 2%	4 2%	9 2%	- -	6 3%	3 2%	- -	6 3%	2 4%	2 1%	6 3%	- -	3 2%	6 3%	- -	4 2%	1 1%	2 3%	6 3%	1 2%	5 2%	- -	5 3%
REFUSED	2 1%	1 1%	- -	1 -	1 4%	1 1%	- -	- -	- -	1 2%	1 1%	1 -	- -	1 1%	- -	- -	1 1%	2 2%	- -	- -	- -	2 1%	- -	- -

Table 22-3

QUESTION 17:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
NEW CUSTOMERS/RETAINING CUSTOMERS	212 53%	42 45%	165 56%	108 53%	75 49%	62 52%	44 46%	54 54%	149 55%	90 53%	88 52%	95 56%	35 50%	73 49%	72 49%	73 49%	22 46%	40 56%	42 56%	36 50%	107 55%	101 51%
MAXIMIZING PRODUCTIVITY	145 36%	31 33%	110 37%	81 40%	48 32%	40 34%	32 33%	31 30%	96 35%	70 41%	65 38%	67 39%	32 46%	55 37%	57 39%	49 34%	15 31%	17 23%	19 26%	25 34%	70 36%	73 37%
NEW PRODUCTS	108 27%	28 30%	78 26%	64 32%	51 33%	39 33%	32 33%	20 20%	76 28%	47 27%	45 27%	50 29%	17 23%	42 29%	45 31%	38 26%	13 27%	17 23%	15 20%	19 25%	52 27%	52 27%
ELIMINATING TIME AND ENERGY WASTE INSIDE YOUR COMPANY	92 23%	24 26%	65 22%	47 23%	45 30%	29 25%	30 32%	20 20%	60 22%	35 21%	37 22%	35 21%	22 31%	40 27%	38 26%	38 26%	7 14%	13 18%	13 18%	16 22%	48 24%	39 20%
BETTER STRATEGIC PLANNING AND IMPLEMENTATION	79 20%	20 22%	57 19%	33 17%	28 18%	25 21%	19 20%	23 23%	55 20%	33 19%	32 19%	31 18%	15 22%	35 23%	34 23%	35 23%	9 19%	12 17%	12 17%	12 17%	43 22%	35 18%
DEVELOPING COMPANY MANAGERS AND LEADERS	71 18%	17 19%	54 18%	38 19%	26 17%	23 19%	20 21%	19 19%	46 17%	26 15%	27 16%	25 14%	14 20%	33 23%	31 21%	33 22%	10 21%	10 14%	11 16%	13 17%	37 19%	31 16%
OTHER	9 2%	4 4%	5 2%	5 3%	3 2%	2 2%	2 2%	2 2%	6 2%	3 2%	3 2%	6 4%	- -	4 3%	4 3%	- -	3 6%	2 3%	2 2%	3 4%	6 3%	3 2%
DON'T KNOW/NOT SURE	10 2%	2 2%	8 3%	2 1%	3 2%	1 1%	1 1%	4 4%	8 3%	5 3%	8 5%	4 2%	- -	3 2%	- -	5 3%	1 2%	1 1%	2 2%	1 1%	4 2%	6 3%
REFUSED	2 1%	- -	2 1%	- -	- -	- -	- -	2 2%	2 1%	1 1%	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 2%	- -	1 2%	- -	2 1%

Table 22-4

QUESTION 17:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
NEW CUSTOMERS/RETAINING CUSTOMERS	212 53%	42 48%	150 52%	53 51%	20 47%	79 55%	41 49%	19 45%	2 28%	66 54%	45 49%	80 54%	5 52%	113 53%	76 50%	64 50%	63 50%	53 50%	93 49%	57 48%	67 59%	41 54%	33 72%
MAXIMIZING PRODUCTIVITY	145 36%	36 42%	112 39%	26 26%	14 33%	61 42%	28 34%	19 44%	3 43%	45 37%	35 38%	58 39%	- -	88 41%	62 41%	52 40%	47 37%	44 41%	84 44%	53 44%	42 37%	26 33%	10 22%
NEW PRODUCTS	108 27%	17 19%	72 25%	31 30%	16 37%	33 23%	26 32%	11 27%	2 29%	31 25%	26 28%	36 24%	6 60%	61 29%	37 25%	34 26%	34 28%	31 29%	44 23%	31 25%	37 32%	24 31%	23 49%
ELIMINATING TIME AND ENERGY WASTE INSIDE YOUR COMPANY	92 23%	21 24%	68 24%	22 21%	10 23%	36 25%	20 24%	11 26%	1 12%	31 25%	23 25%	31 21%	2 21%	62 29%	45 30%	40 31%	39 31%	29 27%	56 29%	33 28%	28 24%	16 21%	5 10%
BETTER STRATEGIC PLANNING AND IMPLEMENTATION	79 20%	8 9%	56 20%	20 19%	6 14%	31 22%	20 24%	10 24%	- -	19 15%	25 27%	28 19%	2 18%	45 21%	27 18%	26 20%	27 22%	22 21%	38 20%	25 21%	27 24%	21 27%	13 29%
DEVELOPING COMPANY MANAGERS AND LEADERS	71 18%	21 24%	60 21%	9 9%	9 21%	36 25%	11 13%	8 19%	2 27%	22 18%	18 19%	27 18%	1 8%	39 18%	40 27%	31 24%	29 23%	25 24%	53 28%	30 25%	11 10%	14 18%	1 2%
OTHER	9 2%	4 4%	7 2%	2 2%	1 2%	3 2%	3 4%	- -	- -	3 2%	2 2%	4 2%	- -	2 1%	- -	2 1%	3 3%	3 3%	4 2%	4 3%	1 1%	4 5%	- -
DON'T KNOW/NOT SURE	10 2%	4 4%	5 2%	5 5%	- -	3 2%	1 1%	2 4%	- -	4 3%	- -	6 4%	- -	4 2%	5 3%	1 1%	2 2%	2 2%	2 1%	1 1%	4 3%	2 3%	- -
REFUSED	2 1%	1 1%	1 -	1 1%	- -	1 1%	- -	- -	- -	2 2%	- -	- -	- -	1 -	2 1%	1 1%	1 1%	1 1%	2 1%	- -	- -	- -	- -

Table 22-5

QUESTION 17:

Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
NEW CUSTOMERS/RETAINING CUSTOMERS	212 53%	212 100%	69 48%	58 54%	24 26%	30 38%	22 31%	169 53%	43 53%	32 52%	52 64%	75 49%	42 49%	176 55%	20 47%	33 61%	57 57%	23 45%	52 52%	110 50%
MAXIMIZING PRODUCTIVITY	145 36%	69 33%	145 100%	22 20%	42 46%	22 28%	22 31%	110 34%	36 44%	26 41%	33 40%	52 34%	33 38%	116 36%	15 34%	20 37%	41 41%	24 47%	45 45%	66 30%
NEW PRODUCTS	108 27%	58 27%	22 15%	108 100%	19 21%	22 27%	9 12%	90 28%	18 22%	13 21%	28 34%	36 24%	22 26%	86 27%	16 36%	13 24%	23 23%	16 31%	23 23%	64 29%
ELIMINATING TIME AND ENERGY WASTE INSIDE YOUR COMPANY	92 23%	24 11%	42 29%	19 18%	92 100%	12 15%	14 20%	72 22%	20 25%	17 28%	21 26%	32 21%	20 23%	65 20%	15 34%	12 22%	22 22%	15 30%	28 28%	44 20%
BETTER STRATEGIC PLANNING AND IMPLEMENTATION	79 20%	30 14%	22 15%	22 20%	12 13%	79 100%	16 22%	55 17%	25 30%	14 23%	17 20%	32 21%	13 15%	60 19%	8 18%	13 24%	23 23%	11 22%	21 21%	43 20%
DEVELOPING COMPANY MANAGERS AND LEADERS	71 18%	22 11%	22 15%	9 8%	14 15%	16 20%	71 100%	57 18%	14 17%	10 16%	13 16%	27 17%	19 22%	50 16%	10 24%	12 23%	12 12%	7 15%	25 25%	40 18%
OTHER	9 2%	1 -	1 1%	2 2%	- -	2 2%	2 3%	8 3%	1 1%	1 2%	1 1%	4 2%	3 3%	5 2%	3 7%	- -	3 3%	3 6%	1 1%	5 2%
DON'T KNOW/NOT SURE	10 2%	- -	- -	- -	- -	- -	- -	8 2%	2 2%	2 3%	1 1%	5 3%	2 2%	10 3%	- -	1 2%	3 3%	- -	3 3%	5 2%
REFUSED	2 1%	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	- -	- -	1 1%	2 1%	- -	- -	1 1%	- -	- -	1 1%

Table 23-1

QUESTION 18:

Looking ahead to 2019, do you plan to increase investment in any of the following areas?

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	MANAG-ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
GROWING REVENUE AND PROFITABILITY	232 58%	85 60%	57 65%	22 46%	24 55%	45 55%	141 62%	91 53%	92 55%	62 57%	67 66%	109 54%	72 62%	51 64%	58 64%	57 59%	34 57%	25 55%	65 65%	167 56%	82 52%	72 67%	22 68%	46 60%
MAXIMIZING PRODUCTIVITY	218 54%	76 54%	47 54%	23 48%	28 65%	45 55%	123 54%	95 55%	76 46%	65 60%	62 62%	90 44%	77 65%	50 63%	52 57%	56 58%	39 64%	24 53%	57 57%	160 53%	85 55%	53 50%	24 74%	48 62%
SYSTEMS AND TECHNOLOGY	150 37%	61 43%	29 34%	12 26%	21 49%	27 33%	90 39%	60 35%	49 29%	42 39%	51 50%	60 30%	47 40%	43 54%	33 36%	46 47%	24 40%	9 20%	39 39%	111 37%	49 31%	42 40%	18 55%	35 45%
STAFF DEVELOPMENT AND CULTURE	147 37%	57 41%	29 33%	14 30%	18 42%	28 35%	86 38%	60 35%	36 22%	38 35%	63 62%	37 18%	56 48%	53 67%	37 41%	38 39%	23 38%	17 36%	37 37%	110 37%	34 21%	45 42%	19 58%	39 51%
EXPANDING WITHIN THE UNITED STATES/NEW CUSTOMERS	130 32%	44 32%	27 31%	16 32%	13 31%	29 36%	71 31%	58 34%	50 30%	40 37%	36 35%	57 28%	39 33%	33 42%	43 48%	27 28%	14 23%	16 36%	34 34%	96 32%	47 30%	42 40%	9 28%	26 33%
EXPANDING GLOBALLY	54 13%	22 16%	12 14%	5 11%	5 12%	9 12%	34 15%	19 11%	18 11%	9 8%	24 23%	22 11%	16 13%	16 21%	10 11%	15 15%	4 7%	11 23%	20 20%	34 11%	13 9%	20 19%	7 20%	11 14%
ISO BUSINESS MANAGEMENT SYSTEMS	45 11%	21 15%	12 14%	2 4%	4 9%	7 8%	33 14%	13 7%	10 6%	12 11%	19 19%	12 6%	19 16%	14 18%	6 6%	21 21%	8 13%	6 14%	10 10%	36 12%	8 5%	17 16%	7 20%	12 16%
OTHER	1 -	- -	1 1%	- -	- -	- -	1 -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	- -
NONE OF THE ABOVE	42 11%	12 8%	11 13%	5 10%	3 7%	11 14%	23 10%	19 11%	31 19%	3 3%	6 6%	31 16%	8 7%	2 3%	10 11%	7 7%	7 12%	3 6%	9 9%	33 11%	20 13%	14 13%	2 6%	3 4%
DON'T KNOW/REFUSED	8 2%	3 2%	2 2%	3 6%	- -	- -	5 2%	3 2%	- -	2 2%	3 3%	2 1%	1 1%	5 6%	1 1%	3 3%	- -	- -	- -	8 3%	2 1%	- -	- -	2 2%

Table 23-2

QUESTION 18:

Looking ahead to 2019, do you plan to increase investment in any of the following areas?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
GROWING REVENUE AND PROFITABILITY	232 58%	120 60%	102 59%	222 60%	9 42%	123 63%	88 57%	9 45%	101 56%	32 54%	96 64%	161 68%	8 37%	59 46%	122 67%	13 37%	95 55%	83 67%	35 57%	110 53%	16 33%	150 64%	2 52%	75 50%
MAXIMIZING PRODUCTIVITY	218 54%	119 59%	86 50%	206 55%	10 48%	113 58%	86 55%	7 35%	109 60%	27 45%	79 52%	142 60%	10 46%	60 47%	107 59%	15 42%	91 53%	71 57%	33 54%	110 53%	25 51%	144 62%	- -	70 47%
SYSTEMS AND TECHNOLOGY	150 37%	86 43%	59 35%	145 39%	4 18%	70 36%	64 42%	4 18%	72 40%	16 28%	60 40%	104 44%	3 14%	37 29%	74 41%	7 19%	65 38%	53 43%	22 36%	72 34%	11 23%	109 47%	- -	40 27%
STAFF DEVELOPMENT AND CULTURE	147 37%	83 42%	57 33%	140 38%	6 27%	75 38%	56 36%	8 39%	61 34%	17 28%	66 44%	103 44%	5 21%	36 28%	75 41%	5 14%	63 37%	55 45%	22 36%	66 32%	8 17%	106 45%	- -	39 27%
EXPANDING WITHIN THE UNITED STATES/NEW CUSTOMERS	130 32%	66 33%	57 33%	123 33%	5 22%	65 33%	48 31%	8 37%	49 27%	18 30%	58 39%	81 34%	6 29%	39 30%	62 34%	12 32%	54 32%	52 42%	15 24%	61 29%	14 29%	79 34%	- -	49 33%
EXPANDING GLOBALLY	54 13%	35 18%	15 9%	50 13%	3 14%	28 15%	16 11%	3 15%	24 13%	6 10%	22 15%	43 18%	1 5%	8 6%	29 16%	2 6%	20 12%	18 15%	4 7%	30 14%	3 7%	35 15%	- -	17 12%
ISO BUSINESS MANAGEMENT SYSTEMS	45 11%	27 14%	17 10%	44 12%	- -	26 13%	12 8%	3 12%	23 13%	4 6%	15 10%	33 14%	2 10%	8 6%	25 14%	3 9%	15 9%	20 16%	3 5%	20 10%	4 9%	35 15%	- -	10 7%
OTHER	1 -	1 1%	- -	1 -	- -	- -	- -	1 5%	1 1%	- -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -
NONE OF THE ABOVE	42 11%	13 7%	18 11%	31 8%	8 39%	13 7%	18 11%	5 25%	18 10%	10 17%	12 8%	8 3%	8 36%	24 18%	9 5%	11 30%	21 12%	3 3%	13 20%	25 12%	13 26%	12 5%	2 48%	24 16%
DON'T KNOW/REFUSED	8 2%	1 1%	4 2%	5 1%	2 9%	3 2%	2 1%	1 4%	6 4%	1 2%	1 1%	2 1%	- -	4 3%	4 2%	- -	2 1%	1 1%	- -	5 3%	- -	2 1%	- -	4 3%

Table 23-3

QUESTION 18:

Looking ahead to 2019, do you plan to increase investment in any of the following areas?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
GROWING REVENUE AND PROFITABILITY	232 58%	57 62%	174 58%	138 68%	107 71%	85 71%	75 78%	46 45%	162 59%	101 59%	94 56%	95 56%	42 60%	94 64%	102 70%	99 67%	24 50%	34 48%	33 44%	35 48%	126 64%	102 52%
MAXIMIZING PRODUCTIVITY	218 54%	58 62%	157 53%	130 65%	101 67%	85 71%	71 74%	44 44%	141 52%	83 49%	80 47%	87 51%	53 75%	100 68%	99 68%	94 64%	20 42%	31 44%	34 46%	33 45%	118 61%	97 49%
SYSTEMS AND TECHNOLOGY	150 37%	38 42%	109 37%	104 51%	73 48%	61 52%	52 55%	17 17%	100 37%	62 37%	59 35%	65 38%	34 47%	68 46%	73 50%	66 44%	16 34%	20 27%	18 25%	20 27%	87 45%	59 30%
STAFF DEVELOPMENT AND CULTURE	147 37%	43 47%	103 35%	90 44%	71 47%	61 51%	50 53%	27 26%	94 34%	60 35%	56 33%	56 33%	37 52%	69 47%	75 51%	69 47%	14 30%	17 23%	14 19%	19 26%	96 49%	45 23%
EXPANDING WITHIN THE UNITED STATES/NEW CUSTOMERS	130 32%	28 31%	101 34%	81 40%	59 39%	50 42%	36 38%	23 23%	91 33%	54 32%	53 32%	54 31%	24 34%	50 34%	58 40%	56 38%	12 25%	23 32%	15 21%	17 23%	70 36%	56 29%
EXPANDING GLOBALLY	54 13%	19 20%	34 11%	35 18%	23 15%	24 20%	18 18%	6 5%	36 13%	21 12%	22 13%	24 14%	11 15%	26 18%	23 16%	20 13%	7 15%	7 10%	8 11%	10 13%	35 18%	18 9%
ISO BUSINESS MANAGEMENT SYSTEMS	45 11%	16 17%	29 10%	32 16%	18 12%	17 14%	12 12%	3 3%	21 8%	12 7%	14 8%	11 7%	12 17%	25 17%	22 15%	24 17%	10 22%	6 8%	7 10%	8 11%	31 16%	12 6%
OTHER	1 -	- -	1 -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 2%	1 2%	1 2%	1 2%	1 1%	- -
NONE OF THE ABOVE	42 11%	5 6%	35 12%	7 3%	4 3%	3 3%	3 3%	26 25%	31 11%	14 8%	14 9%	16 9%	3 4%	11 8%	9 6%	11 7%	6 13%	12 17%	16 21%	12 17%	11 5%	30 15%
DON'T KNOW/REFUSED	8 2%	- -	5 2%	4 2%	2 1%	2 2%	- -	2 2%	4 2%	1 1%	1 1%	2 1%	2 2%	3 2%	3 2%	2 1%	2 4%	3 4%	3 4%	3 4%	7 4%	1 -

Table 23-4

QUESTION 18:

Looking ahead to 2019, do you plan to increase investment in any of the following areas?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
GROWING REVENUE AND PROFITABILITY	232 58%	47 54%	174 61%	55 53%	28 66%	85 59%	41 50%	30 70%	5 74%	63 52%	54 58%	98 66%	7 74%	149 69%	112 74%	85 66%	93 75%	73 69%	123 64%	71 59%	64 56%	52 68%	33 71%
MAXIMIZING PRODUCTIVITY	218 54%	47 54%	172 60%	42 40%	27 63%	89 62%	40 48%	30 72%	4 59%	68 55%	42 46%	94 63%	5 54%	157 73%	108 71%	94 73%	93 74%	68 64%	128 67%	71 59%	53 47%	48 63%	24 53%
SYSTEMS AND TECHNOLOGY	150 37%	31 35%	118 41%	29 28%	22 53%	59 41%	31 37%	15 34%	3 47%	41 34%	32 35%	66 44%	6 62%	96 45%	80 53%	66 52%	66 53%	53 50%	86 45%	46 38%	42 37%	33 42%	19 40%
STAFF DEVELOPMENT AND CULTURE	147 37%	35 40%	122 43%	22 22%	18 42%	67 47%	29 35%	19 44%	2 27%	41 34%	32 34%	60 40%	5 54%	101 47%	88 58%	65 51%	77 62%	64 60%	101 53%	38 32%	33 29%	35 45%	15 32%
EXPANDING WITHIN THE UNITED STATES/NEW CUSTOMERS	130 32%	24 27%	100 35%	26 26%	11 27%	46 32%	31 38%	11 27%	2 29%	40 32%	30 32%	51 35%	2 24%	75 35%	54 36%	45 35%	45 36%	38 35%	60 31%	39 32%	39 34%	31 40%	17 38%
EXPANDING GLOBALLY	54 13%	13 15%	37 13%	15 14%	4 10%	16 11%	14 17%	6 14%	1 16%	17 14%	14 15%	14 9%	5 52%	31 15%	24 16%	17 13%	26 21%	22 20%	26 14%	17 14%	11 10%	11 14%	6 12%
ISO BUSINESS MANAGEMENT SYSTEMS	45 11%	14 16%	34 12%	10 9%	4 9%	18 13%	9 11%	8 18%	1 14%	9 8%	12 13%	16 11%	4 44%	34 16%	29 19%	19 14%	26 21%	25 23%	32 17%	12 10%	10 9%	7 10%	4 8%
OTHER	1 -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -
NONE OF THE ABOVE	42 11%	10 12%	24 8%	16 15%	2 4%	9 6%	10 12%	3 6%	- -	14 11%	8 9%	11 8%	- -	14 7%	8 5%	7 5%	7 5%	4 4%	11 6%	16 13%	12 10%	7 9%	3 7%
DON'T KNOW/REFUSED	8 2%	1 1%	2 1%	4 4%	- -	4 2%	3 3%	- -	- -	2 2%	- -	4 3%	- -	2 1%	1 1%	3 2%	1 1%	2 2%	3 1%	1 1%	2 1%	2 3%	- -

Table 23-5

QUESTION 18:

Looking ahead to 2019, do you plan to increase investment in any of the following areas?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
GROWING REVENUE AND PROFITABILITY	232 58%	127 60%	93 64%	74 68%	61 66%	52 65%	45 63%	190 60%	42 52%	42 67%	54 67%	84 55%	41 48%	181 57%	27 63%	27 50%	72 72%	27 53%	65 65%	136 62%
MAXIMIZING PRODUCTIVITY	218 54%	111 52%	103 71%	61 57%	65 71%	52 66%	40 57%	173 54%	45 55%	41 65%	50 61%	82 53%	37 42%	166 52%	29 67%	27 51%	61 61%	31 61%	64 64%	118 54%
SYSTEMS AND TECHNOLOGY	150 37%	78 37%	61 42%	43 40%	41 45%	31 39%	33 46%	121 38%	29 36%	25 39%	33 40%	58 37%	31 36%	107 34%	23 53%	18 33%	38 38%	24 48%	42 42%	88 40%
STAFF DEVELOPMENT AND CULTURE	147 37%	75 35%	63 44%	43 40%	44 48%	36 45%	43 60%	115 36%	32 40%	32 51%	34 42%	50 32%	26 30%	94 29%	31 73%	20 36%	40 40%	20 39%	43 43%	81 37%
EXPANDING WITHIN THE UNITED STATES/NEW CUSTOMERS	130 32%	78 37%	46 31%	38 35%	29 32%	30 38%	29 41%	108 34%	22 27%	24 39%	24 29%	50 32%	23 27%	96 30%	16 38%	19 35%	39 39%	15 30%	33 33%	68 31%
EXPANDING GLOBALLY	54 13%	33 16%	17 12%	23 21%	8 9%	10 13%	11 15%	47 15%	7 9%	10 16%	14 17%	15 10%	9 11%	37 12%	11 27%	5 10%	13 13%	5 10%	11 11%	33 15%
ISO BUSINESS MANAGEMENT SYSTEMS	45 11%	27 13%	17 12%	12 11%	12 13%	10 13%	11 16%	35 11%	10 12%	9 15%	17 20%	13 8%	4 5%	31 10%	10 23%	4 8%	8 8%	4 7%	12 12%	31 14%
OTHER	1 -	1 1%	1 1%	- -	- -	- -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	- -	- -	- -	1 1%
NONE OF THE ABOVE	42 11%	24 12%	9 6%	7 6%	7 8%	2 3%	6 8%	30 9%	12 15%	3 5%	7 9%	18 12%	12 14%	40 12%	1 2%	8 16%	10 10%	5 9%	8 8%	19 9%
DON'T KNOW/REFUSED	8 2%	3 1%	6 4%	- -	- -	3 4%	2 2%	7 2%	2 2%	- -	2 2%	1 1%	4 5%	3 1%	- -	1 2%	2 2%	- -	- -	5 2%

Table 24-1

QUESTION 19:

Have or will wages for your employees increase for 2019, or will they decrease or stay about 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	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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (INCREASE - DECREASE)	229 57%	88 63%	51 58%	20 42%	24 55%	46 56%	139 61%	90 52%	69 42%	67 62%	79 78%	93 46%	78 66%	58 74%	43 47%	68 70%	44 72%	25 55%	44 45%	185 62%	77 49%	70 66%	21 63%	47 61%
INCREASE	233 58%	88 63%	52 60%	20 42%	25 58%	47 57%	141 62%	92 53%	72 43%	67 62%	79 78%	96 47%	78 66%	58 74%	45 49%	68 70%	44 72%	25 55%	46 46%	186 62%	78 50%	70 66%	22 66%	47 61%
DECREASE	3 1%	- -	2 2%	- -	1 2%	1 1%	2 1%	2 1%	3 2%	- -	- -	3 2%	- -	- -	2 2%	- -	- -	- -	2 2%	2 1%	1 1%	- -	1 3%	- -
STAY ABOUT THE SAME	148 37%	49 35%	28 33%	27 56%	12 28%	32 39%	77 34%	71 41%	83 50%	38 35%	21 20%	91 45%	37 32%	19 24%	44 48%	24 25%	14 23%	19 41%	47 47%	101 34%	68 43%	33 31%	10 31%	28 36%
DON'T KNOW	10 2%	2 1%	4 4%	1 2%	3 7%	1 1%	5 2%	5 3%	5 3%	2 2%	2 2%	7 4%	3 2%	- -	1 1%	3 3%	2 3%	2 4%	2 2%	8 3%	6 4%	2 2%	- -	1 1%
REFUSED	6 1%	2 1%	1 1%	- -	2 5%	1 1%	3 1%	3 2%	4 2%	- -	- -	4 2%	- -	2 2%	- -	1 1%	1 2%	- -	2 2%	3 1%	3 2%	1 1%	- -	2 2%

Table 24-2

QUESTION 19:

Have or will wages for your employees increase for 2019, or will they decrease or stay about the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (INCREASE - DECREASE)	229 57%	136 68%	87 51%	224 60%	5 24%	127 65%	82 53%	9 42%	112 62%	27 46%	83 55%	155 66%	6 26%	61 48%	118 65%	7 21%	98 57%	87 71%	29 47%	109 53%	24 49%	233 100%	-3 -100%	- -
INCREASE	233 58%	138 68%	89 52%	226 61%	6 27%	129 66%	82 53%	9 42%	113 62%	28 48%	85 57%	156 66%	6 29%	62 48%	119 66%	9 25%	98 57%	87 71%	32 51%	110 53%	24 49%	233 100%	- -	- -
DECREASE	3 1%	1 1%	2 1%	3 1%	1 3%	2 1%	1 1%	- -	1 -	1 1%	2 1%	1 -	1 3%	1 1%	1 1%	2 5%	1 -	- -	2 4%	1 -	- -	- -	3 100%	- -
STAY ABOUT THE SAME	148 37%	55 28%	76 44%	132 35%	13 62%	58 30%	67 43%	9 42%	61 34%	26 44%	58 39%	71 30%	12 55%	63 49%	57 32%	21 59%	68 39%	35 28%	25 41%	85 41%	24 49%	- -	- -	148 100%
DON'T KNOW	10 2%	5 2%	4 2%	9 2%	1 3%	4 2%	3 2%	2 10%	5 3%	2 3%	4 2%	6 2%	3 13%	1 1%	4 2%	3 8%	2 1%	1 1%	3 5%	6 3%	- -	- -	- -	- -
REFUSED	6 1%	2 1%	1 -	3 1%	1 5%	3 1%	2 1%	1 5%	2 1%	2 4%	1 1%	2 1%	- -	2 2%	- -	1 3%	3 2%	- -	- -	6 3%	1 2%	- -	- -	- -

Table 24-3

QUESTION 19:

Have or will wages for your employees increase for 2019, or will they decrease or stay about the same?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (INCREASE - DECREASE)	229 57%	66 71%	161 54%	138 68%	93 62%	85 72%	67 70%	37 36%	147 54%	98 57%	88 52%	102 60%	47 66%	99 67%	108 74%	92 62%	32 67%	32 44%	30 41%	33 46%	129 66%	96 49%
INCREASE	233 58%	66 72%	163 55%	138 68%	94 62%	85 72%	67 70%	39 38%	151 55%	101 59%	91 54%	105 62%	47 66%	99 67%	108 74%	92 62%	32 67%	32 44%	30 41%	33 46%	130 66%	98 50%
DECREASE	3 1%	1 1%	2 1%	- -	1 1%	- -	- -	2 2%	3 1%	3 2%	3 2%	3 2%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	3 1%
STAY ABOUT THE SAME	148 37%	24 25%	121 41%	59 29%	52 34%	31 26%	26 27%	52 52%	109 40%	59 35%	68 40%	56 33%	24 34%	48 32%	37 25%	54 37%	13 29%	37 52%	40 54%	36 49%	59 30%	87 44%
DON'T KNOW	10 2%	2 2%	7 2%	3 2%	4 2%	2 2%	3 3%	5 5%	6 2%	4 2%	5 3%	4 3%	- -	1 1%	1 1%	2 1%	2 4%	3 4%	3 4%	3 4%	5 2%	4 2%
REFUSED	6 1%	- -	4 1%	2 1%	- -	- -	- -	3 3%	4 2%	2 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	1 1%	1 1%	2 1%	4 2%

Table 24-4

QUESTION 19:

Have or will wages for your employees increase for 2019, or will they decrease or stay about the same?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/		COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
											NO EXP	TECH/ EXP										CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (INCREASE - DECREASE)	229 57%	55 63%	181 63%	44 43%	27 64%	99 69%	38 45%	26 60%	4 61%	68 55%	58 63%	88 59%	6 59%	133 62%	116 76%	88 69%	86 69%	78 73%	134 70%	75 62%	57 50%	43 56%	17 37%
INCREASE	233 58%	55 63%	182 64%	47 46%	27 64%	100 69%	38 46%	26 60%	4 61%	70 57%	59 64%	89 60%	6 59%	134 62%	116 76%	88 69%	86 69%	78 73%	134 70%	75 62%	59 52%	43 56%	18 39%
DECREASE	3 1%	1 1%	1 -	3 3%	- -	1 1%	1 1%	- -	- -	2 2%	1 1%	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	2 1%	- -	1 2%
STAY ABOUT THE SAME	148 37%	29 33%	97 34%	47 46%	13 31%	42 29%	40 48%	17 40%	3 39%	47 39%	31 33%	56 38%	4 41%	76 35%	36 24%	39 30%	39 31%	26 24%	53 28%	45 37%	49 43%	31 40%	27 59%
DON'T KNOW	10 2%	2 3%	4 2%	4 4%	1 2%	2 1%	3 3%	- -	- -	2 2%	2 2%	3 2%	- -	3 1%	- -	1 1%	- -	1 1%	2 1%	1 1%	3 3%	2 2%	- -
REFUSED	6 1%	- -	1 -	2 2%	1 2%	- -	2 2%	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	2 1%	1 -	- -	1 1%	1 1%	- -

Table 24-5

QUESTION 19:

Have or will wages for your employees increase for 2019, or will they decrease or stay about the same?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV- ELOS MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (INCREASE - DECREASE)	229 57%	113 53%	96 66%	60 56%	53 58%	46 57%	45 64%	186 58%	44 54%	35 55%	52 64%	94 61%	41 48%	170 53%	34 79%	28 52%	51 51%	28 56%	63 63%	135 62%
INCREASE	233 58%	115 54%	97 66%	63 58%	53 58%	47 59%	45 64%	188 59%	45 55%	36 58%	52 64%	95 62%	42 49%	174 54%	34 79%	29 53%	52 52%	29 58%	65 65%	136 62%
DECREASE	3 1%	2 1%	1 1%	3 2%	- -	1 1%	- -	2 1%	1 1%	2 3%	- -	1 -	1 1%	3 1%	- -	1 1%	1 1%	1 2%	2 2%	1 -
STAY ABOUT THE SAME	148 37%	84 40%	40 28%	39 36%	35 38%	32 40%	24 33%	116 36%	33 40%	23 37%	27 33%	57 37%	33 38%	128 40%	9 21%	23 43%	43 43%	16 31%	32 32%	74 34%
DON'T KNOW	10 2%	5 3%	4 3%	2 2%	3 3%	- -	1 1%	8 3%	2 2%	1 1%	1 1%	2 1%	6 7%	10 3%	- -	1 1%	4 4%	3 6%	1 1%	5 2%
REFUSED	6 1%	5 2%	4 2%	1 1%	1 1%	- -	2 2%	5 1%	1 1%	- -	2 2%	- -	4 5%	4 1%	- -	1 2%	- -	2 4%	- -	3 1%

Table 25-1

QUESTION 20:

Does your company have a structured leadership development program for employees at all levels at your company?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (YES - NO)	-205 -51%	-74 -52%	-55 -63%	-21 -44%	-16 -38%	-39 -48%	-128 -56%	-77 -45%	-118 -71%	-63 -58%	-15 -15%	-133 -66%	-59 -50%	-12 -15%	-51 -56%	-56 -57%	-29 -48%	-27 -58%	-69 -70%	-135 -45%	-85 -54%	-74 -69%	-10 -30%	-28 -37%
YES	92 23%	33 24%	13 15%	13 27%	13 31%	20 24%	46 20%	46 27%	22 13%	21 20%	41 41%	32 16%	29 24%	31 40%	19 21%	20 20%	15 25%	10 21%	15 15%	78 26%	34 22%	15 14%	12 35%	25 32%
NO	298 74%	107 76%	68 78%	34 71%	30 69%	59 73%	175 77%	123 71%	140 84%	84 78%	56 56%	165 82%	88 75%	44 55%	71 78%	75 77%	44 73%	36 79%	84 84%	213 71%	120 76%	89 84%	21 65%	53 68%
DON'T KNOW/UNSURE	8 2%	1 1%	4 4%	1 3%	- -	2 3%	5 2%	4 2%	5 3%	- -	4 4%	5 2%	1 1%	2 3%	1 1%	2 2%	1 2%	- -	1 1%	7 2%	3 2%	2 2%	- -	- -
REFUSED	2 -	- -	2 2%	- -	- -	- -	2 1%	- -	- -	2 2%	- -	- -	- -	2 2%	- -	- -	- -	- -	- -	2 1%	- -	- -	- -	- -

Table 25-2

QUESTION 20:

Does your company have a structured leadership development program for employees at all levels at your company?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (YES - NO)	-205 -51%	-88 -44%	-102 -59%	-190 -51%	-8 -39%	-82 -42%	-88 -57%	-10 -49%	-81 -45%	-40 -67%	-80 -54%	-113 -48%	-8 -38%	-76 -59%	-83 -46%	-21 -58%	-93 -54%	-54 -44%	-22 -36%	-124 -60%	-33 -68%	-97 -41%	-1 -35%	-97 -66%
YES	92 23%	55 28%	32 18%	87 23%	5 26%	54 28%	32 21%	5 23%	48 26%	9 15%	33 22%	59 25%	7 30%	24 19%	47 26%	7 18%	37 22%	33 27%	20 32%	39 19%	7 15%	66 29%	1 24%	24 16%
NO	298 74%	143 71%	133 78%	277 74%	14 65%	136 70%	120 78%	15 72%	129 71%	48 82%	113 76%	172 73%	15 67%	100 77%	130 72%	27 77%	130 76%	87 71%	42 67%	164 79%	41 83%	163 70%	2 59%	121 81%
DON'T KNOW/UNSURE	8 2%	2 1%	4 2%	6 2%	2 8%	4 2%	2 2%	1 5%	3 2%	2 4%	3 2%	4 2%	1 3%	3 3%	4 2%	2 5%	2 1%	3 2%	1 1%	5 2%	1 2%	4 2%	1 18%	2 1%
REFUSED	2 -	- -	2 1%	2 1%	- -	2 1%	- -	- -	2 1%	- -	- -	- -	- -	2 2%	- -	- -	2 1%	- -	- -	- -	- -	- -	- -	2 1%

Table 25-3

QUESTION 20:

Does your company have a structured leadership development program for employees at all levels at your company?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (YES - NO)	-205 -51%	92 100%	-298 -100%	-96 -48%	-62 -41%	-24 -20%	-25 -26%	-60 -59%	-161 -59%	-94 -55%	-93 -55%	-96 -56%	-22 -31%	-60 -41%	-66 -46%	-69 -47%	-16 -35%	-43 -59%	-37 -51%	-32 -43%	-49 -25%	-153 -78%
YES	92 23%	92 100%	-	50 25%	44 29%	46 39%	35 36%	20 19%	53 19%	36 21%	36 21%	35 20%	23 33%	42 29%	39 27%	38 26%	15 31%	14 19%	17 22%	20 27%	70 36%	20 10%
NO	298 74%	-	298 100%	146 73%	106 70%	70 59%	60 63%	79 79%	214 78%	130 76%	129 76%	131 77%	46 64%	102 70%	105 72%	108 73%	31 66%	56 78%	54 73%	51 70%	118 61%	173 88%
DON'T KNOW/UNSURE	8 2%	-	-	3 2%	2 1%	1 1%	1 1%	2 2%	5 2%	4 3%	4 3%	6 3%	2 3%	3 2%	1 1%	1 1%	1 3%	-	1 2%	-	5 3%	3 1%
REFUSED	2 -	-	-	2 1%	-	2 2%	-	-	2 1%	-	-	-	-	-	-	-	-	2 3%	2 3%	2 3%	2 1%	-

Table 25-4

QUESTION 20:

Does your company have a structured leadership development program for employees at all levels at your company?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (YES - NO)	-205 -51%	-46 -52%	-147 -51%	-47 -46%	-17 -41%	-76 -52%	-43 -52%	-19 -44%	-3 -39%	-61 -50%	-43 -47%	-82 -55%	-4 -39%	-103 -48%	-71 -47%	-48 -37%	-55 -44%	-56 -53%	-74 -39%	-51 -42%	-77 -67%	-44 -57%	-37 -79%
YES	92 23%	20 23%	66 23%	27 26%	13 30%	33 23%	17 21%	12 28%	2 30%	29 24%	24 26%	31 21%	3 31%	54 25%	39 26%	38 30%	34 27%	25 23%	56 29%	34 28%	16 14%	16 20%	5 10%
NO	298 74%	66 75%	212 74%	74 71%	30 70%	109 76%	60 73%	30 72%	5 70%	91 74%	67 73%	112 75%	7 69%	157 73%	110 73%	86 67%	89 71%	81 76%	130 68%	84 70%	93 82%	59 77%	41 90%
DON'T KNOW/UNSURE	8 2%	2 2%	7 3%	1 1%	- -	- -	5 7%	- -	- -	2 2%	1 1%	4 3%	- -	3 2%	2 2%	1 1%	2 2%	1 1%	2 1%	2 2%	5 4%	2 3%	- -
REFUSED	2 -	- -	- -	2 2%	- -	2 1%	- -	- -	- -	- -	- -	2 1%	- -	- -	- -	2 2%	- -	- -	2 1%	- -	- -	- -	- -

Table 25-5

QUESTION 20:

Does your company have a structured leadership development program for employees at all levels at your company?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (YES - NO)	-205 -51%	-123 -58%	-79 -55%	-50 -46%	-41 -44%	-37 -47%	-37 -52%	-162 -51%	-43 -53%	-29 -47%	-28 -34%	-96 -62%	-43 -50%	-192 -60%	1 3%	-19 -35%	-28 -28%	-23 -45%	-36 -36%	-125 -58%
YES	92 23%	42 20%	31 21%	28 26%	24 26%	20 25%	17 24%	74 23%	19 23%	17 27%	26 32%	27 18%	20 23%	61 19%	22 51%	17 31%	35 35%	14 28%	31 31%	43 20%
NO	298 74%	165 78%	110 76%	78 72%	65 71%	57 72%	54 76%	236 74%	61 76%	46 73%	54 66%	123 80%	63 73%	253 79%	20 47%	36 66%	63 63%	37 72%	67 67%	169 77%
DON'T KNOW/UNSURE	8 2%	5 2%	3 2%	2 2%	2 3%	2 3%	- -	7 2%	1 1%	- -	2 2%	4 3%	2 2%	6 2%	1 2%	2 3%	2 2%	- -	1 1%	4 2%
REFUSED	2 -	- -	2 1%	- -	- -	- -	- -	2 1%	- -	- -	- -	- -	2 2%	- -	- -	- -	- -	- -	- -	2 1%

Table 26-1

QUESTION 21:

And, how much of an investment is your company currently making in these leadership training programs? Is it a major investment, a modest investment or just a little investment currently?

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	MANAG -ER
BASE=YES IN Q.20	92 100%	33 36%	13 14%	13 14%	13 14%	20 22%	46 50%	46 50%	22 24%	21 23%	41 44%	32 35%	29 31%	31 34%	19 21%	20 21%	15 16%	10 11%	15 16%	78 84%	34 37%	15 17%	12 12%	25 27%
**D/S (MAJOR INVESTMENT - LITTLE INVESTMENT)	-40 -44%	-17 -51%	-6 -48%	-8 -60%	-1 -8%	-8 -42%	-23 -50%	-17 -37%	-14 -66%	-11 -50%	-9 -23%	-23 -71%	-6 -21%	-11 -37%	-6 -32%	-5 -27%	-7 -49%	-4 -39%	-7 -46%	-34 -43%	-17 -48%	-7 -47%	-2 -21%	-13 -53%
MAJOR INVESTMENT	7 8%	2 5%	1 7%	1 8%	3 21%	1 5%	3 6%	5 10%	1 4%	1 5%	5 13%	2 6%	4 13%	2 6%	- -	5 23%	1 6%	1 11%	2 13%	5 7%	4 11%	2 13%	1 8%	- -
MODEST INVESTMENT	34 37%	13 38%	5 38%	2 16%	7 51%	7 37%	18 38%	16 35%	6 26%	9 41%	18 45%	6 18%	13 46%	15 47%	11 58%	5 27%	6 38%	4 40%	4 27%	30 38%	11 31%	4 28%	6 50%	10 40%
JUST A LITTLE INVESTMENT	48 52%	19 56%	7 55%	9 68%	4 29%	9 47%	26 56%	22 48%	15 70%	12 54%	15 36%	25 76%	10 34%	13 42%	6 32%	10 50%	8 55%	5 50%	9 59%	39 50%	20 59%	9 59%	3 29%	13 53%
DON'T KNOW	3 3%	- -	- -	1 7%	- -	2 11%	- -	3 7%	- -	- -	2 6%	- -	2 6%	1 5%	2 9%	- -	- -	- -	- -	3 4%	- -	- -	1 12%	2 7%

Table 26-2

QUESTION 21:

And, how much of an investment is your company currently making in these leadership training programs? Is it a major investment, a modest investment or just a little investment currently?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY	SMWT	TOTAL	TOTAL	EXPAN	FLAT	RECES	BETTER	WORSE	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	3/3	INC-	DEC-	SAME
	CONF	CONF	CONF	NOT	NOT	-SION		-SION				REASE	REASE		REASE	REASE		REASE	REASE			REASE	REASE	
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
BASE=YES IN Q.20	92	55	32	87	5	54	32	5	48	9	33	59	7	24	47	7	37	33	20	39	7	66	1	24
	100%	60%	34%	94%	6%	58%	35%	5%	52%	9%	36%	64%	7%	26%	51%	7%	40%	36%	21%	43%	8%	72%	1%	25%
**D/S (MAJOR INVESTMENT - LITTLE INVESTMENT)	-40	-17	-22	-40	-1	-18	-19	-2	-24	-7	-9	-18	-4	-16	-14	-5	-20	-8	-9	-23	-6	-26	-1	-13
	-44%	-31%	-71%	-45%	-17%	-33%	-60%	-42%	-51%	-78%	-28%	-30%	-58%	-68%	-30%	-72%	-54%	-25%	-45%	-59%	-76%	-39%	-100%	-54%
MAJOR INVESTMENT	7	6	1	7	-	7	-	1	1	-	6	7	-	-	6	-	2	5	3	-	-	6	-	1
	8%	12%	3%	9%	-	12%	-	19%	2%	-	17%	13%	-	-	12%	-	5%	14%	13%	-	-	10%	-	4%
MODEST INVESTMENT	34	22	7	29	5	21	12	1	21	2	10	25	3	6	20	2	12	13	6	15	2	25	-	9
	37%	40%	23%	34%	83%	40%	36%	19%	44%	22%	31%	42%	42%	26%	42%	28%	33%	39%	28%	39%	24%	38%	-	37%
JUST A LITTLE INVESTMENT	48	24	23	47	1	24	19	3	25	7	15	25	4	16	20	5	22	13	12	23	6	32	1	14
	52%	43%	74%	54%	17%	45%	60%	62%	53%	78%	45%	42%	58%	68%	42%	72%	58%	40%	59%	59%	76%	49%	100%	59%
DON'T KNOW	3	3	-	3	-	2	1	-	1	-	2	2	-	1	2	-	1	2	-	1	-	2	-	-
	3%	6%	-	4%	-	3%	4%	-	2%	-	7%	3%	-	6%	4%	-	4%	7%	-	2%	-	3%	-	-

Table 26-3

QUESTION 21:

And, how much of an investment is your company currently making in these leadership training programs? Is it a major investment, a modest investment or just a little investment currently?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=YES IN Q.20	92 100%	92 100%	-	50 54%	44 47%	46 50%	35 38%	20 21%	53 58%	36 39%	36 39%	35 37%	23 25%	42 46%	39 42%	38 41%	15 16%	14 15%	17 18%	20 21%	70 75%	20 22%
**D/S (MAJOR INVESTMENT - LITTLE INVESTMENT)	-40 -44%	-40 -44%	-	-18 -37%	-20 -46%	-18 -40%	-17 -48%	-14 -71%	-25 -47%	-17 -47%	-19 -52%	-11 -31%	-10 -43%	-13 -31%	-11 -27%	-19 -51%	-4 -30%	-10 -72%	-10 -63%	-11 -54%	-28 -40%	-11 -54%
MAJOR INVESTMENT	7 8%	7 8%	-	4 7%	1 2%	2 4%	1 3%	-	3 6%	2 5%	2 5%	3 8%	2 8%	4 9%	3 7%	2 5%	3 18%	2 14%	3 16%	3 15%	6 8%	2 9%
MODEST INVESTMENT	34 37%	34 37%	-	21 43%	19 43%	21 45%	13 37%	6 29%	20 38%	14 40%	13 35%	17 48%	9 38%	20 47%	21 53%	14 36%	5 34%	-	1 5%	3 16%	27 39%	6 28%
JUST A LITTLE INVESTMENT	48 52%	48 52%	-	22 44%	21 48%	20 44%	18 51%	14 71%	28 52%	19 52%	21 57%	13 38%	12 51%	17 39%	13 34%	21 55%	7 48%	12 86%	13 79%	13 69%	34 48%	13 63%
DON'T KNOW	3 3%	3 3%	-	3 6%	3 7%	3 7%	3 9%	-	2 4%	1 3%	1 3%	2 5%	1 4%	2 5%	2 6%	1 4%	-	-	-	-	3 5%	-

Table 26-4

QUESTION 21:

And, how much of an investment is your company currently making in these leadership training programs? Is it a major investment, a modest investment or just a little investment currently?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=YES IN Q.20	92 100%	20 22%	66 71%	27 29%	13 14%	33 36%	17 19%	12 13%	2 2%	29 32%	24 26%	31 33%	3 3%	54 58%	39 42%	38 42%	34 36%	25 27%	56 61%	34 36%	16 17%	16 17%	5 5%
**D/S (MAJOR INVESTMENT - LITTLE INVESTMENT)	-40 -44%	-16 -78%	-27 -41%	-14 -51%	- -2%	-16 -48%	-11 -67%	-3 -24%	-1 -46%	-13 -44%	-8 -33%	-16 -51%	-2 -73%	-21 -39%	-10 -27%	-12 -31%	-12 -35%	-3 -14%	-21 -37%	-15 -44%	-9 -56%	-2 -14%	-2 -37%
MAJOR INVESTMENT	7 8%	- -	3 4%	5 18%	2 15%	2 6%	- -	3 22%	- -	3 9%	3 11%	2 7%	- -	5 9%	5 12%	5 12%	1 3%	4 15%	5 8%	3 8%	- -	2 11%	1 22%
MODEST INVESTMENT	34 37%	4 22%	31 47%	3 10%	9 68%	12 36%	6 33%	3 24%	1 54%	9 30%	11 44%	11 36%	1 27%	23 43%	17 44%	16 41%	20 59%	14 57%	24 42%	12 35%	7 44%	10 64%	1 19%
JUST A LITTLE INVESTMENT	48 52%	16 78%	30 45%	18 69%	2 17%	18 54%	11 67%	5 46%	1 46%	16 53%	11 44%	18 57%	2 73%	26 47%	15 39%	17 43%	13 38%	7 28%	26 46%	18 53%	9 56%	4 25%	3 59%
DON'T KNOW	3 3%	- -	2 3%	1 3%	- -	1 4%	- -	1 7%	- -	2 8%	- -	- -	- -	1 2%	2 6%	1 4%	- -	- -	2 4%	1 4%	- -	- -	- -

Table 26-5

QUESTION 21:

And, how much of an investment is your company currently making in these leadership training programs? Is it a major investment, a modest investment or just a little investment currently?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRGTY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=YES IN Q.20	92 100%	42 45%	31 33%	28 30%	24 26%	20 22%	17 19%	74 80%	19 20%	17 18%	26 28%	27 29%	20 21%	61 66%	22 24%	17 12%	35 25%	14 10%	31 22%	43 31%
**D/S (MAJOR INVESTMENT - LITTLE INVESTMENT)	-40 -44%	-23 -54%	-6 -20%	-13 -46%	-15 -63%	-7 -35%	-6 -33%	-30 -40%	-11 -57%	-8 -51%	-14 -56%	-15 -55%	-4 -19%	-29 -47%	-9 -39%	-10 -60%	-14 -39%	-1 -7%	-9 -28%	-22 -51%
MAJOR INVESTMENT	7 8%	1 2%	4 12%	3 10%	1 3%	1 5%	2 11%	7 9%	1 5%	1 5%	2 8%	1 3%	3 13%	6 9%	- -	- -	2 6%	3 19%	5 16%	3 6%
MODEST INVESTMENT	34 37%	16 38%	14 45%	8 30%	7 27%	11 55%	6 37%	28 38%	6 33%	4 25%	7 25%	10 39%	11 54%	19 31%	13 61%	6 35%	16 46%	8 54%	10 31%	16 37%
JUST A LITTLE INVESTMENT	48 52%	24 56%	10 33%	16 56%	16 66%	8 40%	8 44%	36 49%	11 62%	9 56%	16 64%	16 58%	6 33%	35 57%	9 39%	10 60%	16 45%	4 27%	14 45%	25 57%
DON'T KNOW	3 3%	1 3%	3 10%	1 3%	1 4%	- -	1 8%	3 4%	- -	2 14%	1 3%	- -	- -	2 3%	- -	1 5%	1 3%	- -	2 8%	- -

Table 27-1

QUESTION 22:

When your company uses automation do you do so because of:

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
PRODUCTIVITY	202 50%	74 52%	47 54%	16 34%	23 54%	42 51%	121 53%	81 47%	63 38%	64 59%	64 63%	85 42%	59 51%	57 72%	50 55%	51 52%	31 51%	19 42%	41 41%	161 54%	69 44%	64 60%	17 53%	39 51%
QUALITY OF THE PRODUCT	151 38%	60 43%	30 34%	13 27%	17 39%	32 39%	90 39%	62 36%	47 28%	44 41%	48 48%	63 31%	45 39%	42 53%	37 40%	33 34%	25 42%	14 31%	34 34%	117 39%	55 35%	39 36%	14 42%	38 49%
SAFETY OF THE WORKFORCE	119 30%	39 28%	28 32%	8 17%	18 42%	25 31%	67 29%	52 30%	29 18%	35 32%	49 48%	39 19%	33 28%	46 58%	31 34%	26 27%	24 39%	10 21%	21 22%	97 32%	37 23%	34 32%	7 21%	33 42%
DON'T USE AUTOMATION, AND AM NOT CONSIDERING IT	101 25%	25 18%	21 24%	18 37%	11 27%	26 32%	46 20%	55 32%	64 38%	19 18%	11 11%	66 33%	29 24%	6 7%	24 27%	22 23%	14 23%	15 32%	33 33%	68 23%	44 28%	28 26%	6 18%	17 22%
ENHANCING THE WORK ENVIRONMENT	95 24%	35 25%	17 19%	7 14%	14 33%	22 27%	52 23%	43 25%	30 18%	23 22%	35 35%	39 19%	29 25%	27 34%	22 24%	24 25%	15 25%	11 23%	24 24%	72 24%	36 23%	28 26%	7 22%	21 27%
DON'T USE AUTOMATION, BUT AM CONSIDERING IT	32 8%	12 9%	6 7%	6 13%	4 9%	4 5%	18 8%	14 8%	17 10%	10 9%	5 5%	20 10%	12 10%	- -	6 6%	11 11%	2 3%	7 14%	13 13%	20 7%	15 9%	4 4%	5 15%	5 7%
DON'T KNOW/UNSURE	8 2%	4 3%	2 2%	1 3%	- -	1 1%	6 3%	2 1%	5 3%	2 2%	- -	6 3%	2 2%	- -	2 2%	1 1%	1 1%	3 6%	- -	8 3%	5 3%	3 2%	- -	1 1%
REFUSED	4 1%	1 1%	1 1%	1 2%	1 2%	- -	2 1%	2 1%	3 2%	- -	1 1%	3 1%	1 1%	- -	2 2%	- -	1 2%	- -	1 1%	3 1%	3 2%	- -	1 3%	- -

Table 27-2

QUESTION 22:

When your company uses automation do you do so because of:

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
PRODUCTIVITY	202 50%	105 52%	86 50%	191 51%	8 37%	107 55%	79 51%	6 29%	98 54%	29 48%	70 47%	134 57%	7 30%	55 42%	100 55%	12 34%	83 48%	65 53%	28 46%	103 50%	19 39%	138 59%	- -	59 40%
QUALITY OF THE PRODUCT	151 38%	76 38%	68 39%	143 39%	7 32%	71 36%	64 41%	7 32%	79 44%	20 33%	49 32%	102 43%	7 33%	36 28%	75 41%	12 32%	60 35%	52 42%	21 34%	74 36%	14 28%	94 41%	1 41%	52 35%
SAFETY OF THE WORKFORCE	119 30%	61 31%	50 29%	111 30%	7 32%	66 34%	44 29%	5 24%	64 35%	16 27%	37 25%	82 35%	5 22%	28 22%	60 33%	4 11%	53 31%	45 36%	12 19%	59 28%	12 23%	85 37%	- -	31 21%
DON'T USE AUTOMATION, AND AM NOT CONSIDERING IT	101 25%	48 24%	43 25%	91 24%	10 46%	45 23%	39 25%	6 29%	39 21%	16 26%	46 31%	47 20%	9 42%	42 33%	39 21%	16 46%	43 25%	26 21%	17 28%	58 28%	17 35%	39 17%	2 59%	52 35%
ENHANCING THE WORK ENVIRONMENT	95 24%	54 27%	36 21%	90 24%	4 21%	49 25%	41 26%	2 10%	54 30%	12 21%	27 18%	69 29%	2 9%	22 17%	52 29%	4 10%	38 22%	37 30%	10 15%	48 23%	9 19%	67 29%	- -	26 17%
DON'T USE AUTOMATION, BUT AM CONSIDERING IT	32 8%	22 11%	10 6%	32 9%	- -	21 11%	5 3%	3 14%	18 10%	3 5%	11 7%	24 10%	- -	8 6%	17 9%	1 3%	14 8%	14 12%	1 1%	17 8%	4 8%	21 9%	- -	11 7%
DON'T KNOW/UNSURE	8 2%	2 1%	4 2%	6 2%	1 6%	2 1%	2 1%	1 5%	1 -	3 5%	3 2%	2 1%	2 8%	3 2%	1 1%	2 5%	4 3%	2 2%	2 3%	4 2%	2 4%	6 4%	- -	3 2%
REFUSED	4 1%	1 -	2 1%	3 1%	- -	2 1%	2 1%	- -	2 1%	- -	2 1%	2 1%	1 4%	1 1%	- -	1 3%	3 2%	1 1%	- -	3 1%	1 2%	- -	- -	3 2%

Table 27-3

QUESTION 22:

When your company uses automation do you do so because of:

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
PRODUCTIVITY	202 50%	50 54%	146 49%	202 100%	114 75%	99 83%	86 90%	-	140 51%	87 51%	78 46%	86 50%	36 51%	86 58%	97 66%	84 57%	22 46%	25 34%	21 28%	28 38%	114 58%	83 42%
QUALITY OF THE PRODUCT	151 38%	44 47%	106 36%	114 56%	151 100%	87 74%	81 84%	-	107 39%	62 37%	60 36%	62 36%	28 39%	66 45%	70 48%	69 47%	14 29%	19 27%	18 24%	18 25%	90 46%	59 30%
SAFETY OF THE WORKFORCE	119 30%	46 50%	70 23%	99 49%	87 58%	119 100%	75 78%	-	79 29%	47 28%	40 23%	46 27%	26 37%	57 38%	62 43%	56 38%	10 22%	13 19%	13 18%	15 21%	76 39%	40 20%
DON'T USE AUTOMATION, AND AM NOT CONSIDERING IT	101 25%	20 21%	79 27%	-	-	-	-	101 100%	74 27%	41 24%	44 26%	38 22%	14 19%	28 19%	24 16%	29 20%	12 26%	27 38%	27 37%	29 40%	37 19%	62 32%
ENHANCING THE WORK ENVIRONMENT	95 24%	35 38%	60 20%	86 43%	81 53%	75 63%	95 100%	-	68 25%	38 22%	33 19%	41 24%	21 29%	45 30%	50 34%	47 32%	6 14%	13 18%	11 15%	8 11%	63 32%	32 17%
DON'T USE AUTOMATION, BUT AM CONSIDERING IT	32 8%	4 4%	27 9%	-	-	-	-	-	23 8%	16 9%	15 9%	18 11%	4 5%	10 6%	9 6%	8 5%	5 11%	7 10%	8 11%	5 7%	12 6%	20 10%
DON'T KNOW/UNSURE	8 2%	1 1%	7 2%	-	-	-	-	-	5 2%	5 3%	5 3%	5 3%	1 1%	2 1%	1 1%	2 1%	2 4%	2 3%	3 4%	2 3%	1 -	7 4%
REFUSED	4 1%	-	4 1%	-	-	-	-	-	3 1%	2 1%	2 1%	3 2%	-	-	-	-	1 2%	2 3%	2 3%	1 1%	1 -	3 1%

Table 27-4

QUESTION 22:

When your company uses automation do you do so because of:

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE					GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ		
																						CLIM -ATE	LOWER SALES	
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%	
PRODUCTIVITY	202 50%	48 55%	157 55%	41 40%	28 67%	77 54%	41 50%	22 53%	5 74%	65 53%	50 54%	70 47%	6 61%	132 61%	96 63%	81 63%	81 65%	68 64%	110 57%	54 45%	53 46%	44 57%	24 51%	
QUALITY OF THE PRODUCT	151 38%	36 41%	115 40%	35 34%	22 53%	57 40%	30 36%	17 40%	5 74%	39 32%	34 36%	63 42%	6 60%	95 45%	73 48%	58 45%	66 53%	51 48%	86 45%	42 35%	39 34%	33 42%	16 36%	
SAFETY OF THE WORKFORCE	119 30%	28 32%	92 32%	25 24%	19 45%	53 37%	15 17%	12 28%	4 59%	31 25%	27 29%	51 34%	4 42%	79 37%	61 40%	55 43%	53 42%	42 40%	70 37%	31 26%	26 23%	26 33%	13 28%	
DON'T USE AUTOMATION, AND AM NOT CONSIDERING IT	101 25%	17 19%	68 24%	30 29%	4 10%	37 26%	22 26%	8 19%	1 12%	37 30%	19 21%	37 25%	2 18%	43 20%	27 18%	25 19%	19 15%	16 15%	36 19%	35 29%	30 27%	19 24%	14 31%	
ENHANCING THE WORK ENVIRONMENT	95 24%	25 28%	74 26%	19 19%	13 31%	41 28%	17 21%	9 22%	1 16%	28 23%	19 21%	40 27%	4 42%	64 30%	55 36%	45 35%	50 40%	34 32%	53 28%	27 22%	27 24%	27 35%	12 25%	
DON'T USE AUTOMATION, BUT AM CONSIDERING IT	32 8%	4 5%	19 7%	10 10%	3 6%	9 6%	4 5%	7 17%	- -	9 8%	10 11%	9 6%	1 12%	12 6%	11 7%	8 6%	5 4%	10 9%	15 8%	12 10%	12 10%	5 6%	3 7%	
DON'T KNOW/UNSURE	8 2%	3 3%	3 1%	4 4%	- -	- -	3 4%	- -	- -	1 1%	4 4%	2 1%	- -	- -	2 1%	1 1%	2 1%	1 1%	- -	4 3%	4 4%	2 2%	1 2%	
REFUSED	4 1%	1 1%	2 1%	2 2%	1 2%	- -	1 1%	- -	- -	1 1%	- -	2 1%	- -	1 -	- -	- -	- -	1 1%	2 1%	1 1%	1 1%	- -	- -	

Table 27-5

QUESTION 22:

When your company uses automation do you do so because of:

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
PRODUCTIVITY	202 50%	108 51%	81 55%	64 60%	47 51%	33 42%	38 53%	171 54%	30 38%	28 45%	47 57%	79 51%	43 49%	144 45%	29 68%	26 47%	48 48%	28 56%	52 52%	114 52%
QUALITY OF THE PRODUCT	151 38%	75 35%	48 33%	51 47%	45 49%	28 35%	26 37%	122 38%	29 35%	28 45%	36 44%	52 34%	30 35%	109 34%	24 56%	17 31%	40 40%	21 41%	41 41%	84 38%
SAFETY OF THE WORKFORCE	119 30%	62 29%	40 27%	39 36%	29 32%	25 32%	23 32%	98 31%	21 26%	17 27%	35 43%	39 25%	24 28%	72 23%	28 65%	14 26%	38 38%	21 42%	29 29%	62 28%
DON'T USE AUTOMATION, AND AM NOT CONSIDERING IT	101 25%	54 26%	31 21%	20 19%	20 22%	23 29%	19 27%	70 22%	31 38%	15 24%	13 16%	43 28%	24 28%	95 30%	2 5%	21 39%	29 29%	13 26%	22 22%	45 21%
ENHANCING THE WORK ENVIRONMENT	95 24%	44 21%	32 22%	32 30%	30 33%	19 23%	20 29%	74 23%	21 26%	17 27%	28 34%	30 19%	19 22%	68 21%	13 29%	13 24%	27 27%	15 29%	27 27%	50 23%
DON'T USE AUTOMATION, BUT AM CONSIDERING IT	32 8%	18 8%	20 14%	9 9%	6 6%	8 10%	5 7%	27 9%	5 6%	10 16%	8 10%	7 4%	4 5%	32 10%	-	3 6%	9 9%	5 9%	6 6%	18 8%
DON'T KNOW/UNSURE	8 2%	5 2%	1 1%	2 2%	1 1%	3 4%	1 1%	8 2%	1 1%	-	3 3%	2 1%	4 4%	8 3%	-	2 4%	1 1%	-	1 1%	6 3%
REFUSED	4 1%	3 1%	1 1%	-	1 1%	-	-	4 1%	-	-	-	3 2%	1 1%	4 1%	-	-	1 1%	1 2%	-	2 1%

Table 28-1
Summary of Roles: % Significant Impact

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	MANAGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
THE CEO/OWNER	274 68%	91 65%	65 74%	34 71%	30 70%	54 66%	156 68%	118 69%	135 81%	76 70%	47 46%	161 80%	75 64%	38 48%	64 70%	57 59%	37 61%	36 78%	77 78%	196 65%	122 78%	75 71%	21 63%	42 54%
A SKILLED WORKER	171 43%	65 46%	31 35%	22 47%	19 44%	34 41%	96 42%	75 43%	86 52%	47 43%	29 29%	106 52%	46 39%	19 24%	39 42%	45 47%	24 41%	20 43%	42 42%	128 43%	84 53%	34 32%	12 37%	28 36%
A MEMBER OF YOUR MANAGEMENT TEAM	170 42%	64 46%	31 35%	25 52%	11 27%	38 47%	95 42%	75 43%	83 50%	50 46%	29 29%	107 53%	43 36%	20 25%	39 43%	37 38%	25 42%	21 45%	39 39%	131 44%	74 47%	45 42%	16 48%	27 34%
A MANAGER OR SUPERVISOR	169 42%	60 42%	27 31%	30 63%	14 33%	38 46%	87 38%	82 48%	89 54%	48 44%	24 23%	108 53%	45 39%	15 19%	40 43%	37 38%	21 36%	20 43%	38 38%	131 44%	75 48%	43 40%	9 29%	31 40%

Table 28-2
Summary of Roles: % Significant Impact

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
THE CEO/OWNER	274 68%	134 67%	121 71%	255 68%	15 70%	144 74%	96 62%	14 67%	128 70%	42 72%	99 66%	159 67%	14 64%	91 70%	127 70%	29 81%	110 64%	85 69%	39 63%	145 70%	36 74%	151 65%	3 100%	109 73%
A SKILLED WORKER	171 43%	96 48%	63 37%	159 43%	9 42%	84 43%	64 41%	6 31%	76 42%	25 43%	65 43%	97 41%	11 48%	57 44%	77 43%	18 49%	71 41%	46 38%	24 39%	98 47%	26 53%	105 45%	3 100%	56 38%
A MEMBER OF YOUR MANAGEMENT TEAM	170 42%	91 45%	72 42%	163 44%	5 25%	96 49%	57 37%	5 22%	76 42%	30 51%	62 41%	103 43%	8 35%	53 41%	83 46%	14 38%	68 39%	51 41%	27 44%	91 44%	25 52%	101 43%	3 100%	59 40%
A MANAGER OR SUPERVISOR	169 42%	90 45%	70 41%	160 43%	7 34%	83 42%	66 43%	7 35%	75 41%	28 47%	63 42%	99 42%	11 48%	54 41%	79 44%	15 42%	69 40%	53 43%	25 40%	90 43%	27 54%	91 39%	3 100%	68 46%

Table 28-3
Summary of Roles: % Significant Impact

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
THE CEO/OWNER	274 68%	53 58%	214 72%	140 69%	107 71%	79 67%	68 72%	74 73%	274 100%	142 84%	139 82%	137 80%	- -	87 59%	92 63%	91 62%	- -	40 56%	38 51%	41 56%	129 66%	144 73%
A SKILLED WORKER	171 43%	35 37%	131 44%	86 43%	62 41%	46 39%	41 43%	38 38%	137 50%	108 64%	112 67%	171 100%	19 27%	42 28%	41 28%	- -	13 27%	17 24%	15 20%	- -	71 36%	100 51%
A MEMBER OF YOUR MANAGEMENT TEAM	170 42%	36 39%	130 44%	87 43%	62 41%	47 40%	38 40%	41 40%	142 52%	170 100%	131 78%	108 64%	13 18%	- -	31 21%	45 31%	15 32%	- -	6 8%	16 21%	71 36%	99 50%
A MANAGER OR SUPERVISOR	169 42%	36 39%	129 43%	78 39%	60 40%	40 33%	33 34%	44 44%	139 51%	131 77%	169 100%	112 66%	16 23%	23 16%	- -	44 30%	14 29%	12 17%	- -	12 16%	68 35%	98 50%

Table 28-4
Summary of Roles: % Significant Impact

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE				FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
THE CEO/OWNER	274 68%	63 72%	197 69%	69 67%	31 74%	90 62%	61 73%	27 64%	6 86%	81 66%	59 64%	109 73%	6 62%	138 64%	99 65%	86 67%	83 67%	69 64%	124 65%	88 73%	79 69%	48 62%	37 81%
A SKILLED WORKER	171 43%	50 57%	130 46%	35 34%	22 52%	53 37%	43 52%	17 40%	3 39%	46 37%	50 54%	62 42%	3 30%	96 45%	61 40%	52 40%	51 41%	44 41%	85 44%	53 44%	43 38%	35 46%	22 48%
A MEMBER OF YOUR MANAGEMENT TEAM	170 42%	56 65%	122 43%	43 42%	20 48%	62 43%	39 47%	8 20%	4 57%	51 42%	48 52%	60 40%	2 21%	88 41%	60 40%	51 39%	50 40%	41 39%	77 40%	51 42%	50 44%	31 40%	24 51%
A MANAGER OR SUPERVISOR	169 42%	47 54%	126 44%	40 39%	18 43%	62 43%	39 47%	9 21%	5 71%	51 42%	41 44%	66 44%	3 30%	84 39%	57 38%	50 39%	44 35%	36 34%	74 39%	54 45%	50 44%	31 40%	19 41%

Table 28-5
Summary of Roles: % Significant Impact

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRITGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
THE CEO/OWNER	274 68%	149 70%	96 66%	76 71%	60 66%	55 69%	46 65%	221 69%	53 66%	40 64%	59 72%	109 71%	56 64%	235 74%	18 42%	36 67%	73 73%	36 71%	65 65%	147 68%
A SKILLED WORKER	171 43%	95 45%	67 46%	50 46%	35 39%	31 39%	25 35%	139 44%	32 39%	29 47%	31 38%	64 42%	40 47%	151 47%	10 24%	24 45%	37 37%	21 42%	40 40%	93 43%
A MEMBER OF YOUR MANAGEMENT TEAM	170 42%	90 43%	70 48%	47 43%	35 38%	33 41%	26 36%	140 44%	30 37%	30 48%	32 39%	61 40%	40 46%	150 47%	10 24%	25 46%	49 49%	14 28%	40 40%	92 42%
A MANAGER OR SUPERVISOR	169 42%	88 41%	65 44%	45 42%	37 40%	32 41%	27 38%	134 42%	35 43%	28 45%	35 43%	64 41%	36 41%	153 48%	9 20%	27 50%	52 52%	17 33%	40 40%	84 39%

Table 29-1
Summary of Roles: % Total Impact

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
THE CEO/OWNER	345 86%	120 86%	72 83%	43 89%	38 88%	72 89%	192 84%	153 89%	146 88%	96 89%	82 81%	174 86%	102 87%	69 87%	78 86%	78 81%	52 87%	43 93%	92 93%	252 84%	137 87%	95 89%	28 86%	66 85%
A SKILLED WORKER	318 80%	114 81%	66 76%	34 71%	37 87%	67 83%	180 79%	138 80%	129 77%	85 79%	84 83%	159 78%	95 81%	63 80%	74 81%	80 83%	48 79%	38 81%	76 76%	241 81%	122 78%	83 78%	29 89%	60 78%
A MEMBER OF YOUR MANAGEMENT TEAM	317 79%	109 78%	66 75%	40 83%	35 82%	68 83%	175 77%	142 83%	119 72%	89 82%	87 86%	147 73%	100 86%	69 86%	73 80%	79 81%	48 80%	40 86%	71 72%	245 82%	121 77%	81 76%	30 90%	66 85%
A MANAGER OR SUPERVISOR	315 79%	106 75%	67 77%	40 83%	37 87%	65 80%	173 76%	142 82%	122 73%	88 82%	84 83%	147 73%	98 84%	68 86%	74 82%	79 81%	40 67%	39 85%	71 72%	242 81%	115 73%	86 81%	29 87%	65 84%

Table 29-2
Summary of Roles: % Total Impact

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
THE CEO/OWNER	345 86%	175 87%	146 85%	322 86%	18 87%	171 87%	135 87%	16 75%	159 88%	52 88%	129 86%	206 88%	18 80%	110 85%	157 86%	30 86%	149 87%	106 86%	57 92%	177 85%	42 85%	198 85%	3 100%	133 90%
A SKILLED WORKER	318 80%	161 80%	140 82%	300 81%	15 72%	153 78%	129 84%	13 64%	146 80%	47 79%	119 80%	192 81%	17 79%	99 77%	147 81%	24 68%	141 82%	100 81%	46 75%	169 81%	41 84%	197 85%	3 100%	110 74%
A MEMBER OF YOUR MANAGEMENT TEAM	317 79%	170 85%	130 76%	300 81%	15 72%	162 83%	122 79%	10 47%	146 81%	48 81%	119 80%	192 82%	13 60%	101 78%	146 81%	25 69%	138 81%	96 78%	50 80%	167 81%	40 82%	200 86%	3 100%	107 72%
A MANAGER OR SUPERVISOR	315 79%	172 86%	125 73%	298 80%	15 72%	161 82%	120 78%	12 55%	143 79%	43 72%	124 83%	195 83%	15 69%	95 74%	153 85%	23 66%	130 76%	100 81%	45 73%	166 80%	37 76%	199 86%	3 100%	105 71%

Table 29-3
Summary of Roles: % Total Impact

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
THE CEO/OWNER	345 86%	77 83%	260 87%	176 87%	135 89%	106 89%	89 93%	87 86%	274 100%	155 91%	155 92%	157 92%	71 100%	134 91%	131 90%	133 90%	- -	50 70%	52 71%	50 69%	173 88%	171 87%
A SKILLED WORKER	318 80%	73 79%	238 80%	170 84%	131 87%	102 86%	87 92%	68 67%	228 83%	154 90%	157 93%	171 100%	61 86%	124 84%	122 84%	147 100%	27 57%	37 52%	35 47%	- -	153 78%	161 82%
A MEMBER OF YOUR MANAGEMENT TEAM	317 79%	78 84%	232 78%	173 86%	128 85%	104 87%	83 86%	68 68%	229 84%	170 100%	155 92%	150 88%	60 85%	147 100%	137 94%	127 86%	28 59%	- -	24 32%	39 54%	160 82%	153 78%
A MANAGER OR SUPERVISOR	315 79%	75 81%	234 79%	175 87%	130 86%	102 86%	83 87%	68 68%	231 84%	162 95%	169 100%	154 90%	56 78%	130 88%	146 100%	125 85%	28 59%	21 29%	- -	35 48%	158 81%	151 77%

Table 29-4
Summary of Roles: % Total Impact

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE				FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
THE CEO/OWNER	345 86%	78 89%	254 89%	83 80%	37 86%	126 87%	71 85%	37 87%	6 86%	104 85%	81 88%	132 88%	7 72%	188 88%	133 88%	115 90%	111 89%	92 86%	170 89%	106 88%	97 86%	64 83%	41 88%
A SKILLED WORKER	318 80%	78 89%	247 87%	65 63%	36 85%	116 80%	68 82%	36 85%	6 84%	92 75%	84 91%	122 82%	5 52%	188 88%	128 85%	108 84%	102 82%	87 82%	160 84%	100 83%	85 75%	65 84%	38 82%
A MEMBER OF YOUR MANAGEMENT TEAM	317 79%	78 90%	243 85%	68 66%	34 80%	122 85%	65 78%	37 88%	6 87%	98 80%	80 87%	117 79%	6 61%	182 85%	131 86%	110 86%	107 86%	92 86%	163 86%	100 83%	86 76%	63 81%	36 78%
A MANAGER OR SUPERVISOR	315 79%	75 86%	242 85%	68 66%	33 77%	120 83%	67 81%	35 82%	7 100%	98 80%	79 86%	116 78%	7 71%	182 85%	129 85%	110 86%	105 84%	90 84%	161 84%	98 82%	87 76%	59 77%	36 78%

Table 29-5
Summary of Roles: % Total Impact

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRITGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
THE CEO/OWNER	345 86%	185 87%	129 88%	93 86%	82 90%	70 89%	60 85%	276 86%	69 85%	53 85%	76 93%	137 89%	68 79%	276 86%	36 83%	48 89%	93 93%	45 88%	89 89%	182 84%
A SKILLED WORKER	318 80%	168 79%	116 80%	88 82%	73 80%	66 83%	57 80%	259 81%	59 73%	51 82%	68 83%	123 80%	66 76%	254 79%	32 75%	39 73%	86 86%	44 87%	80 80%	172 79%
A MEMBER OF YOUR MANAGEMENT TEAM	317 79%	163 77%	124 86%	89 83%	75 82%	67 84%	59 83%	250 78%	67 83%	52 83%	68 83%	123 80%	63 73%	248 78%	37 87%	45 84%	87 87%	43 85%	84 84%	166 76%
A MANAGER OR SUPERVISOR	315 79%	160 75%	121 83%	90 83%	75 82%	66 83%	58 82%	249 78%	66 81%	51 82%	69 85%	123 80%	60 69%	246 77%	38 89%	44 81%	81 81%	44 87%	82 82%	164 75%

Table 30-1
Summary of Roles: % Total Not Impact

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	MANAGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
A MANAGER OR SUPERVISOR	74 18%	30 21%	18 21%	8 17%	4 9%	14 17%	48 21%	26 15%	39 23%	16 15%	17 17%	48 24%	18 15%	8 10%	16 17%	13 14%	18 30%	6 13%	25 25%	49 16%	37 24%	15 14%	4 13%	11 14%
A SKILLED WORKER	73 18%	22 16%	20 23%	14 29%	4 9%	13 16%	42 18%	31 18%	32 19%	20 19%	17 17%	39 19%	21 18%	13 16%	16 17%	14 14%	11 18%	9 19%	21 22%	51 17%	32 21%	19 18%	4 11%	15 19%
A MEMBER OF YOUR MANAGEMENT TEAM	72 18%	27 19%	19 22%	8 17%	6 14%	12 15%	46 20%	26 15%	40 24%	16 15%	14 14%	49 24%	15 13%	8 10%	17 19%	12 13%	10 17%	7 14%	25 25%	47 16%	31 20%	20 19%	3 10%	10 12%
THE CEO/OWNER	47 12%	17 12%	14 16%	5 11%	3 6%	8 10%	31 14%	16 9%	16 10%	8 8%	19 19%	24 12%	14 12%	9 11%	13 14%	16 16%	5 8%	3 7%	5 5%	42 14%	17 11%	8 8%	4 14%	11 14%

Table 30-2
Summary of Roles: % Total Not Impact

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
A MANAGER OR SUPERVISOR	74 18%	28 14%	38 22%	66 18%	5 23%	31 16%	29 19%	8 39%	33 18%	13 22%	25 17%	38 16%	5 22%	30 23%	26 14%	9 26%	37 22%	20 16%	15 25%	36 17%	11 22%	30 13%	- -	40 27%
A SKILLED WORKER	73 18%	38 19%	27 16%	66 18%	5 23%	39 20%	22 14%	5 26%	34 19%	9 15%	28 19%	40 17%	2 9%	29 22%	33 18%	7 21%	30 17%	21 17%	14 23%	34 16%	8 16%	33 14%	- -	36 24%
A MEMBER OF YOUR MANAGEMENT TEAM	72 18%	27 14%	36 21%	64 17%	5 23%	30 15%	29 19%	9 43%	31 17%	8 14%	28 19%	39 17%	6 27%	26 20%	31 17%	8 22%	31 18%	24 20%	10 16%	35 17%	9 18%	32 14%	- -	37 25%
THE CEO/OWNER	47 12%	25 12%	20 12%	44 12%	3 13%	21 11%	18 12%	4 19%	21 11%	4 7%	19 13%	26 11%	2 11%	17 13%	21 12%	3 9%	20 12%	15 12%	3 5%	27 13%	7 14%	32 14%	- -	13 9%

Table 30-3
Summary of Roles: % Total Not Impact

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
A MANAGER OR SUPERVISOR	74 18%	17 18%	54 18%	21 10%	18 12%	13 11%	11 11%	27 27%	38 14%	6 4%	- -	15 9%	15 21%	18 12%	- -	20 14%	19 39%	50 70%	74 100%	37 51%	34 18%	39 20%
A SKILLED WORKER	73 18%	20 21%	51 17%	28 14%	18 12%	15 13%	8 8%	29 29%	41 15%	16 9%	12 7%	- -	10 14%	24 16%	23 16%	- -	20 41%	33 45%	37 50%	73 100%	40 21%	30 15%
A MEMBER OF YOUR MANAGEMENT TEAM	72 18%	14 15%	56 19%	25 12%	19 13%	13 11%	13 14%	27 27%	40 15%	- -	12 7%	17 10%	10 15%	- -	9 6%	20 14%	19 40%	72 100%	50 68%	33 45%	32 16%	38 19%
THE CEO/OWNER	47 12%	15 16%	31 11%	22 11%	14 9%	10 9%	6 7%	12 12%	- -	15 9%	14 8%	13 7%	- -	13 9%	14 10%	14 10%	47 100%	19 26%	19 25%	20 27%	22 11%	21 11%

Table 30-4
Summary of Roles: % Total Not Impact

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE				FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
A MANAGER OR SUPERVISOR	74 18%	10 12%	36 13%	34 33%	10 23%	21 14%	13 16%	7 15%	- -	23 19%	11 12%	29 19%	3 29%	28 13%	20 13%	17 14%	17 14%	13 12%	28 14%	19 15%	22 20%	16 21%	8 18%
A SKILLED WORKER	73 18%	8 10%	34 12%	36 35%	6 15%	26 18%	11 14%	6 15%	1 16%	30 24%	7 8%	25 17%	5 48%	25 12%	21 14%	21 16%	21 17%	16 15%	29 15%	19 16%	25 22%	9 12%	9 18%
A MEMBER OF YOUR MANAGEMENT TEAM	72 18%	7 8%	37 13%	33 32%	8 20%	20 14%	15 18%	4 9%	1 13%	23 18%	10 11%	30 20%	4 39%	30 14%	19 13%	18 14%	15 12%	11 11%	25 13%	19 16%	25 22%	12 16%	8 18%
THE CEO/OWNER	47 12%	7 8%	28 10%	18 17%	6 14%	17 12%	10 12%	5 11%	1 14%	19 15%	9 9%	13 9%	3 28%	23 11%	16 11%	13 10%	11 9%	13 12%	18 9%	13 11%	14 12%	12 16%	4 10%

Table 30-5
Summary of Roles: % Total Not Impact

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRITGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
A MANAGER OR SUPERVISOR	74 18%	42 20%	19 13%	15 14%	13 15%	12 16%	11 16%	61 19%	13 16%	10 16%	10 12%	31 20%	20 23%	66 21%	3 7%	9 16%	18 18%	5 9%	16 16%	47 22%
A SKILLED WORKER	73 18%	36 17%	25 17%	19 17%	16 18%	12 16%	13 18%	51 16%	22 27%	9 14%	12 15%	29 19%	18 20%	60 19%	9 21%	15 27%	13 13%	5 9%	17 17%	40 18%
A MEMBER OF YOUR MANAGEMENT TEAM	72 18%	40 19%	17 12%	17 15%	13 14%	12 16%	10 15%	60 19%	12 15%	9 14%	12 15%	29 19%	17 20%	64 20%	4 10%	7 13%	12 12%	6 12%	14 14%	46 21%
THE CEO/OWNER	47 12%	22 10%	15 10%	13 12%	7 7%	9 11%	10 14%	35 11%	12 15%	8 13%	6 7%	17 11%	12 14%	38 12%	6 14%	5 9%	7 7%	4 7%	10 10%	31 14%

Table 31-1

QUESTION 23A:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

The CEO/owner

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (IMPACT - NOT IMPACT)	298 74%	103 74%	58 66%	38 79%	35 81%	64 78%	161 71%	137 79%	130 78%	88 81%	63 62%	150 74%	88 75%	60 75%	65 72%	63 64%	47 79%	40 86%	87 87%	210 70%	120 77%	86 81%	24 73%	55 71%
TOTAL IMPACT -----	345 86%	120 86%	72 83%	43 89%	38 88%	72 89%	192 84%	153 89%	146 88%	96 89%	82 81%	174 86%	102 87%	69 87%	78 86%	78 81%	52 87%	43 93%	92 93%	252 84%	137 87%	95 89%	28 86%	66 85%
TOTAL NOT IMPACT -----	47 12%	17 12%	14 16%	5 11%	3 6%	8 10%	31 14%	16 9%	16 10%	8 8%	19 19%	24 12%	14 12%	9 11%	13 14%	16 16%	5 8%	3 7%	5 5%	42 14%	17 11%	8 8%	4 14%	11 14%
SIGNIFICANT IMPACT	274 68%	91 65%	65 74%	34 71%	30 70%	54 66%	156 68%	118 69%	135 81%	76 70%	47 46%	161 80%	75 64%	38 48%	64 70%	57 59%	37 61%	36 78%	77 78%	196 65%	122 78%	75 71%	21 63%	42 54%
SOME IMPACT	71 18%	29 21%	7 9%	9 18%	8 18%	18 23%	36 16%	35 20%	11 7%	20 19%	35 35%	13 6%	27 23%	31 39%	14 16%	21 22%	15 25%	7 16%	15 15%	57 19%	15 10%	19 18%	8 23%	24 30%
NOT MUCH IMPACT	22 6%	7 5%	6 7%	1 3%	1 2%	7 8%	13 6%	9 5%	7 4%	4 3%	10 10%	11 5%	6 5%	6 7%	5 5%	8 8%	4 6%	1 2%	1 1%	21 7%	6 4%	5 4%	3 11%	4 5%
NO IMPACT	25 6%	10 7%	8 9%	4 8%	2 4%	2 2%	18 8%	7 4%	9 5%	5 4%	9 9%	13 7%	8 7%	4 4%	8 9%	8 8%	1 2%	3 5%	4 4%	21 7%	10 7%	4 4%	1 3%	7 8%
DON'T KNOW	3 1%	1 1%	-	-	2 4%	-	1 -	2 1%	1 1%	1 1%	-	1 1%	1 1%	-	-	1 1%	2 3%	-	1 1%	1 -	2 1%	1 1%	-	-
REFUSED	5 1%	2 2%	1 1%	-	1 2%	1 1%	4 2%	2 1%	3 2%	2 2%	-	3 1%	1 1%	2 2%	-	2 2%	2 3%	-	1 1%	4 1%	2 1%	3 2%	-	1 1%

Table 31-2

QUESTION 23A:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

The CEO/owner

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY	SMWT	TOTAL	TOTAL	EXPAN	FLAT	RECES	BETTER	WORSE	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	3/3	INC-	DEC-	SAME
	CONF	CONF	CONF	CONF	CONF	-SION		-SION				REASE	REASE		REASE	REASE		REASE	REASE			REASE	REASE	
BASE=TOTAL SAMPLE	400	201	171	372	21	196	155	21	181	59	150	236	22	129	181	36	172	123	62	208	49	233	3	148
	100%	50%	43%	93%	5%	49%	39%	5%	45%	15%	37%	59%	6%	32%	45%	9%	43%	31%	15%	52%	12%	58%	1%	37%
**D/S (IMPACT - NOT IMPACT)	298	150	127	277	15	150	116	12	138	48	109	180	15	93	136	27	129	91	54	150	35	166	3	119
	74%	75%	74%	74%	74%	76%	75%	56%	76%	81%	73%	77%	70%	72%	75%	77%	75%	74%	87%	72%	70%	71%	100%	81%
TOTAL IMPACT	345	175	146	322	18	171	135	16	159	52	129	206	18	110	157	30	149	106	57	177	42	198	3	133
-----	86%	87%	85%	86%	87%	87%	87%	75%	88%	88%	86%	88%	80%	85%	86%	86%	87%	86%	92%	85%	85%	85%	100%	90%
TOTAL NOT IMPACT	47	25	20	44	3	21	18	4	21	4	19	26	2	17	21	3	20	15	3	27	7	32	-	13
-----	12%	12%	12%	12%	13%	11%	12%	19%	11%	7%	13%	11%	11%	13%	12%	9%	12%	12%	5%	13%	14%	14%	-	9%
SIGNIFICANT IMPACT	274	134	121	255	15	144	96	14	128	42	99	159	14	91	127	29	110	85	39	145	36	151	3	109
	68%	67%	71%	68%	70%	74%	62%	67%	70%	72%	66%	67%	64%	70%	70%	81%	64%	69%	63%	70%	74%	65%	100%	73%
SOME IMPACT	71	41	25	67	4	26	39	2	31	10	29	47	4	19	30	2	40	22	18	32	5	47	-	24
	18%	21%	15%	18%	17%	14%	25%	9%	17%	16%	20%	20%	17%	14%	16%	5%	23%	17%	29%	15%	11%	20%	-	16%
NOT MUCH IMPACT	22	13	8	20	2	10	9	2	12	3	6	14	2	7	11	2	10	7	3	13	2	16	-	6
	6%	6%	4%	5%	9%	5%	6%	10%	7%	6%	4%	6%	8%	5%	6%	5%	6%	6%	4%	6%	5%	7%	-	4%
NO IMPACT	25	12	12	24	1	11	9	2	8	1	14	12	1	10	10	2	10	8	1	14	5	16	-	7
	6%	6%	7%	7%	4%	5%	6%	10%	5%	1%	9%	5%	3%	8%	6%	4%	6%	7%	1%	7%	10%	7%	-	5%
DON'T KNOW	3	1	2	3	-	1	1	-	-	1	2	1	1	1	-	1	2	-	-	3	1	1	-	1
	1%	1%	1%	1%	-	1%	1%	-	-	2%	1%	-	5%	-	-	3%	1%	-	-	1%	1%	-	-	1%
REFUSED	5	-	4	4	-	3	1	1	2	2	-	2	1	2	4	1	1	2	2	2	-	3	-	1
	1%	-	2%	1%	-	2%	1%	5%	1%	3%	-	1%	4%	2%	2%	3%	-	1%	3%	1%	-	1%	-	1%

Table 31-3

QUESTION 23A:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

The CEO/owner

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (IMPACT - NOT IMPACT)	298 74%	62 67%	228 77%	155 77%	121 80%	95 80%	83 86%	75 74%	274 100%	140 82%	141 84%	144 84%	71 100%	121 82%	117 81%	119 81%	-47 -100%	32 44%	34 46%	31 42%	151 77%	149 76%
TOTAL IMPACT -----	345 86%	77 83%	260 87%	176 87%	135 89%	106 89%	89 93%	87 86%	274 100%	155 91%	155 92%	157 92%	71 100%	134 91%	131 90%	133 90%	- -	50 70%	52 71%	50 69%	173 88%	171 87%
TOTAL NOT IMPACT -----	47 12%	15 16%	31 11%	22 11%	14 9%	10 9%	6 7%	12 12%	- -	15 9%	14 8%	13 7%	- -	13 9%	14 10%	14 10%	47 100%	19 26%	19 25%	20 27%	22 11%	21 11%
SIGNIFICANT IMPACT	274 68%	53 58%	214 72%	140 69%	107 71%	79 67%	68 72%	74 73%	274 100%	142 84%	139 82%	137 80%	- -	87 59%	92 63%	91 62%	- -	40 56%	38 51%	41 56%	129 66%	144 73%
SOME IMPACT	71 18%	23 25%	46 15%	36 18%	28 18%	26 22%	21 22%	14 13%	- -	13 7%	16 10%	19 11%	71 100%	48 32%	39 27%	42 28%	- -	10 14%	15 20%	10 14%	43 22%	27 14%
NOT MUCH IMPACT	22 6%	8 8%	13 4%	12 6%	6 4%	7 6%	3 3%	3 3%	- -	8 5%	6 4%	8 5%	- -	7 5%	8 5%	6 4%	22 47%	6 9%	7 10%	7 10%	11 5%	9 5%
NO IMPACT	25 6%	7 8%	18 6%	10 5%	7 5%	4 3%	4 4%	9 8%	- -	7 4%	8 5%	4 2%	- -	6 4%	6 4%	8 6%	25 53%	12 17%	11 16%	13 17%	11 6%	12 6%
DON'T KNOW	3 1%	- -	3 1%	2 1%	2 1%	- -	- -	1 1%	- -	- -	- -	2 1%	- -	1 -	1 -	- -	- -	- -	- -	- -	- -	3 1%
REFUSED	5 1%	1 1%	4 1%	2 1%	2 1%	3 2%	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	3 4%	3 4%	3 4%	1 1%	2 1%

Table 31-4

QUESTION 23A:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

The CEO/owner

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (IMPACT - NOT IMPACT)	298 74%	71 81%	226 79%	65 63%	31 73%	109 76%	61 73%	32 76%	5 72%	85 70%	72 78%	119 80%	4 44%	165 77%	117 78%	102 79%	100 80%	79 74%	152 80%	93 77%	84 74%	52 67%	36 79%
TOTAL IMPACT -----	345 86%	78 89%	254 89%	83 80%	37 86%	126 87%	71 85%	37 87%	6 86%	104 85%	81 88%	132 88%	7 72%	188 88%	133 88%	115 90%	111 89%	92 86%	170 89%	106 88%	97 86%	64 83%	41 88%
TOTAL NOT IMPACT -----	47 12%	7 8%	28 10%	18 17%	6 14%	17 12%	10 12%	5 11%	1 14%	19 15%	9 9%	13 9%	3 28%	23 11%	16 11%	13 10%	11 9%	13 12%	18 9%	13 11%	14 12%	12 16%	4 10%
SIGNIFICANT IMPACT	274 68%	63 72%	197 69%	69 67%	31 74%	90 62%	61 73%	27 64%	6 86%	81 66%	59 64%	109 73%	6 62%	138 64%	99 65%	86 67%	83 67%	69 64%	124 65%	88 73%	79 69%	48 62%	37 81%
SOME IMPACT	71 18%	15 17%	57 20%	14 13%	5 13%	36 25%	10 12%	9 22%	- -	23 18%	22 24%	23 16%	1 9%	51 24%	35 23%	29 23%	27 22%	23 22%	46 24%	18 15%	19 16%	16 21%	3 7%
NOT MUCH IMPACT	22 6%	4 4%	17 6%	5 5%	5 11%	6 4%	7 8%	2 4%	- -	9 7%	4 5%	6 4%	2 20%	12 5%	9 6%	6 5%	5 4%	4 4%	10 5%	5 4%	7 6%	9 11%	2 3%
NO IMPACT	25 6%	4 4%	11 4%	12 12%	1 2%	10 7%	4 4%	3 7%	1 14%	10 8%	5 5%	7 5%	1 8%	12 5%	7 5%	7 6%	6 4%	9 8%	8 4%	8 7%	7 6%	3 5%	3 6%
DON'T KNOW	3 1%	1 1%	2 1%	- -	- -	- -	1 1%	1 2%	- -	- -	2 2%	- -	- -	1 -	- -	- -	1 -	- -	1 -	1 1%	- -	1 1%	1 2%
REFUSED	5 1%	1 1%	3 1%	3 3%	- -	2 1%	2 2%	- -	- -	- -	1 1%	4 3%	- -	2 1%	2 1%	- -	3 2%	2 1%	3 1%	- -	2 2%	- -	- -

Table 31-5

QUESTION 23A:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

The CEO/owner

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRITGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (IMPACT - NOT IMPACT)	298 74%	163 77%	114 78%	80 75%	76 83%	61 77%	50 70%	240 75%	57 71%	45 72%	69 85%	120 78%	56 65%	238 74%	30 69%	43 79%	86 86%	41 81%	79 79%	152 69%
TOTAL IMPACT -----	345 86%	185 87%	129 88%	93 86%	82 90%	70 89%	60 85%	276 86%	69 85%	53 85%	76 93%	137 89%	68 79%	276 86%	36 83%	48 89%	93 93%	45 88%	89 89%	182 84%
TOTAL NOT IMPACT -----	47 12%	22 10%	15 10%	13 12%	7 7%	9 11%	10 14%	35 11%	12 15%	8 13%	6 7%	17 11%	12 14%	38 12%	6 14%	5 9%	7 7%	4 7%	10 10%	31 14%
SIGNIFICANT IMPACT	274 68%	149 70%	96 66%	76 71%	60 66%	55 69%	46 65%	221 69%	53 66%	40 64%	59 72%	109 71%	56 64%	235 74%	18 42%	36 67%	73 73%	36 71%	65 65%	147 68%
SOME IMPACT	71 18%	35 17%	32 22%	17 15%	22 24%	15 19%	14 20%	55 17%	16 20%	13 21%	17 20%	28 18%	13 15%	40 13%	17 41%	12 22%	19 19%	8 17%	25 25%	35 16%
NOT MUCH IMPACT	22 6%	9 4%	5 4%	6 6%	3 3%	5 7%	6 9%	18 6%	4 5%	7 11%	1 1%	6 4%	6 7%	17 5%	4 9%	3 5%	3 3%	2 4%	6 6%	13 6%
NO IMPACT	25 6%	12 6%	9 7%	6 6%	4 4%	4 5%	4 6%	17 5%	8 10%	1 1%	5 7%	11 7%	6 7%	22 7%	2 5%	2 4%	4 4%	2 4%	4 4%	18 8%
DON'T KNOW	3 1%	2 1%	1 1%	2 2%	- -	- -	- -	3 1%	- -	- -	- -	- -	2 2%	2 1%	- -	- -	- -	2 3%	1 1%	1 -
REFUSED	5 1%	4 2%	1 1%	- -	3 3%	- -	1 1%	5 2%	- -	2 3%	- -	- -	4 4%	4 1%	2 4%	1 2%	- -	1 2%	- -	4 2%

Table 32-1

QUESTION 23B:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A member of your management team

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	MANAG-ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (IMPACT - NOT IMPACT)	245 61%	82 59%	47 54%	32 66%	29 68%	56 68%	129 57%	116 67%	79 47%	72 67%	73 72%	98 48%	86 73%	61 77%	55 61%	67 69%	37 62%	33 72%	46 46%	198 66%	90 57%	61 57%	26 80%	56 73%
TOTAL IMPACT -----	317 79%	109 78%	66 75%	40 83%	35 82%	68 83%	175 77%	142 83%	119 72%	89 82%	87 86%	147 73%	100 86%	69 86%	73 80%	79 81%	48 80%	40 86%	71 72%	245 82%	121 77%	81 76%	30 90%	66 85%
TOTAL NOT IMPACT -----	72 18%	27 19%	19 22%	8 17%	6 14%	12 15%	46 20%	26 15%	40 24%	16 15%	14 14%	49 24%	15 13%	8 10%	17 19%	12 13%	10 17%	7 14%	25 25%	47 16%	31 20%	20 19%	3 10%	10 12%
SIGNIFICANT IMPACT	170 42%	64 46%	31 35%	25 52%	11 27%	38 47%	95 42%	75 43%	83 50%	50 46%	29 29%	107 53%	43 36%	20 25%	39 43%	37 38%	25 42%	21 45%	39 39%	131 44%	74 47%	45 42%	16 48%	27 34%
SOME IMPACT	147 37%	45 32%	35 40%	15 31%	23 55%	29 36%	80 35%	68 39%	36 22%	39 36%	58 58%	40 20%	58 49%	48 61%	34 37%	42 43%	23 38%	19 40%	32 33%	114 38%	47 30%	36 34%	14 42%	39 51%
NOT MUCH IMPACT	32 8%	10 7%	8 9%	4 8%	4 9%	6 7%	18 8%	14 8%	17 10%	7 7%	7 7%	18 9%	9 8%	5 6%	9 10%	4 5%	3 5%	4 8%	9 9%	22 7%	10 6%	9 8%	2 6%	8 10%
NO IMPACT	40 10%	17 12%	11 12%	4 9%	2 5%	6 8%	28 12%	13 7%	23 14%	9 8%	7 7%	31 15%	6 5%	3 4%	9 10%	8 8%	7 12%	3 6%	16 16%	24 8%	21 14%	12 11%	1 4%	2 3%
DON'T KNOW	6 1%	1 1%	3 3%	-	1 2%	1 1%	4 2%	2 1%	5 3%	1 1%	-	5 2%	1 1%	-	-	4 4%	1 2%	-	2 2%	3 1%	3 2%	3 3%	-	-
REFUSED	5 1%	3 2%	-	-	1 2%	1 1%	3 1%	2 1%	2 1%	2 1%	-	1 -	1 1%	3 4%	1 1%	2 2%	1 2%	-	1 1%	4 1%	1 1%	3 2%	-	2 2%

Table 32-2

QUESTION 23B:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A member of your management team

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY	SMWT	TOTAL	TOTAL	EXPAN	FLAT	RECES	BETTER	WORSE	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	3/3	INC-	DEC-	SAME
	CONF	CONF	CONF	CONF	CONF	-SION		-SION				REASE	REASE		REASE	REASE		REASE	REASE			REASE	REASE	
BASE=TOTAL SAMPLE	400	201	171	372	21	196	155	21	181	59	150	236	22	129	181	36	172	123	62	208	49	233	3	148
	100%	50%	43%	93%	5%	49%	39%	5%	45%	15%	37%	59%	6%	32%	45%	9%	43%	31%	15%	52%	12%	58%	1%	37%
**D/S (IMPACT - NOT IMPACT)	245	143	94	237	10	132	93	1	115	39	91	153	7	75	116	17	107	72	40	132	31	168	3	70
	61%	71%	55%	64%	49%	67%	60%	3%	63%	66%	61%	65%	33%	58%	64%	47%	62%	58%	64%	64%	63%	72%	100%	47%
TOTAL IMPACT	317	170	130	300	15	162	122	10	146	48	119	192	13	101	146	25	138	96	50	167	40	200	3	107
-----	79%	85%	76%	81%	72%	83%	79%	47%	81%	81%	80%	82%	60%	78%	81%	69%	81%	78%	80%	81%	82%	86%	100%	72%
TOTAL NOT IMPACT	72	27	36	64	5	30	29	9	31	8	28	39	6	26	31	8	31	24	10	35	9	32	-	37
-----	18%	14%	21%	17%	23%	15%	19%	43%	17%	14%	19%	17%	27%	20%	17%	22%	18%	20%	16%	17%	18%	14%	-	25%
SIGNIFICANT IMPACT	170	91	72	163	5	96	57	5	76	30	62	103	8	53	83	14	68	51	27	91	25	101	3	59
	42%	45%	42%	44%	25%	49%	37%	22%	42%	51%	41%	43%	35%	41%	46%	38%	39%	41%	44%	44%	52%	43%	100%	40%
SOME IMPACT	147	79	58	138	10	66	65	5	70	17	57	90	6	48	63	11	71	46	22	77	15	99	-	48
	37%	39%	34%	37%	47%	34%	42%	24%	39%	29%	38%	38%	25%	37%	35%	31%	41%	37%	36%	37%	30%	42%	-	32%
NOT MUCH IMPACT	32	11	18	29	2	13	13	5	14	5	10	19	2	11	17	3	12	8	6	15	3	14	-	17
	8%	5%	11%	8%	9%	7%	9%	24%	8%	8%	7%	8%	8%	9%	9%	8%	7%	7%	10%	7%	5%	6%	-	11%
NO IMPACT	40	17	18	34	3	17	16	4	17	4	18	20	4	15	14	5	19	16	4	19	7	17	-	21
	10%	8%	10%	9%	14%	9%	10%	20%	9%	7%	12%	8%	19%	12%	8%	14%	11%	13%	6%	9%	13%	7%	-	14%
DON'T KNOW	6	2	2	5	1	1	1	2	1	2	2	2	2	2	2	2	2	-	2	4	-	-	-	2
	1%	1%	1%	1%	5%	1%	1%	10%	1%	4%	1%	1%	9%	2%	1%	6%	1%	-	3%	2%	-	-	-	2%
REFUSED	5	1	3	4	-	3	3	-	3	1	-	3	1	-	3	1	-	3	1	2	-	2	-	1
	1%	1%	1%	1%	-	1%	2%	-	1%	2%	-	1%	4%	-	1%	3%	-	2%	1%	1%	-	1%	-	1%

Table 32-3

QUESTION 23B:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A member of your management team

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (IMPACT - NOT IMPACT)	245 61%	64 70%	176 59%	148 73%	109 72%	90 76%	70 73%	41 41%	189 69%	170 100%	143 84%	133 78%	50 70%	147 100%	128 88%	107 72%	9 19%	-72 -100%	-26 -35%	7 9%	129 66%	115 59%
TOTAL IMPACT -----	317 79%	78 84%	232 78%	173 86%	128 85%	104 87%	83 86%	68 68%	229 84%	170 100%	155 92%	150 88%	60 85%	147 100%	137 94%	127 86%	28 59%	- -	24 32%	39 54%	160 82%	153 78%
TOTAL NOT IMPACT -----	72 18%	14 15%	56 19%	25 12%	19 13%	13 11%	13 14%	27 27%	40 15%	- -	12 7%	17 10%	10 15%	- -	9 6%	20 14%	19 40%	72 100%	50 68%	33 45%	32 16%	38 19%
SIGNIFICANT IMPACT	170 42%	36 39%	130 44%	87 43%	62 41%	47 40%	38 40%	41 40%	142 52%	170 100%	131 78%	108 64%	13 18%	- -	31 21%	45 31%	15 32%	- -	6 8%	16 21%	71 36%	99 50%
SOME IMPACT	147 37%	42 46%	102 34%	86 42%	66 44%	57 48%	45 47%	28 27%	87 32%	- -	23 14%	42 24%	48 67%	147 100%	106 73%	82 56%	13 27%	- -	18 24%	24 33%	89 46%	54 27%
NOT MUCH IMPACT	32 8%	7 8%	23 8%	14 7%	12 8%	10 8%	6 6%	10 10%	18 7%	- -	6 3%	8 5%	4 5%	- -	7 5%	12 8%	8 18%	32 44%	20 27%	12 16%	17 8%	15 7%
NO IMPACT	40 10%	7 7%	33 11%	11 5%	8 5%	4 3%	7 7%	17 17%	22 8%	- -	7 4%	9 5%	7 10%	- -	2 1%	9 6%	10 22%	40 56%	30 41%	21 28%	15 8%	23 12%
DON'T KNOW	6 1%	1 1%	4 1%	1 1%	2 1%	- -	- -	4 4%	2 1%	- -	1 1%	3 2%	1 1%	- -	- -	- -	1 2%	- -	- -	1 1%	1 -	5 2%
REFUSED	5 1%	- -	5 2%	3 2%	2 1%	2 1%	- -	2 2%	3 1%	- -	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	3 1%	1 -

Table 32-4

QUESTION 23B:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A member of your management team

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (IMPACT - NOT IMPACT)	245 61%	72 82%	206 72%	35 34%	26 61%	102 71%	50 60%	33 79%	5 74%	75 62%	70 76%	87 58%	2 22%	152 71%	111 74%	92 72%	92 74%	81 76%	139 73%	81 67%	61 54%	50 65%	28 60%
TOTAL IMPACT -----	317 79%	78 90%	243 85%	68 66%	34 80%	122 85%	65 78%	37 88%	6 87%	98 80%	80 87%	117 79%	6 61%	182 85%	131 86%	110 86%	107 86%	92 86%	163 86%	100 83%	86 76%	63 81%	36 78%
TOTAL NOT IMPACT -----	72 18%	7 8%	37 13%	33 32%	8 20%	20 14%	15 18%	4 9%	1 13%	23 18%	10 11%	30 20%	4 39%	30 14%	19 13%	18 14%	15 12%	11 11%	25 13%	19 16%	25 22%	12 16%	8 18%
SIGNIFICANT IMPACT	170 42%	56 65%	122 43%	43 42%	20 48%	62 43%	39 47%	8 20%	4 57%	51 42%	48 52%	60 40%	2 21%	88 41%	60 40%	51 39%	50 40%	41 39%	77 40%	51 42%	50 44%	31 40%	24 51%
SOME IMPACT	147 37%	22 25%	121 42%	25 24%	14 33%	61 42%	26 32%	29 69%	2 30%	47 39%	33 35%	58 39%	4 41%	94 44%	71 47%	60 46%	57 46%	51 48%	87 45%	49 41%	36 32%	32 41%	12 27%
NOT MUCH IMPACT	32 8%	2 2%	18 6%	13 13%	3 6%	11 8%	7 9%	2 4%	1 13%	9 8%	5 6%	14 9%	3 29%	17 8%	13 9%	9 7%	7 6%	4 4%	12 6%	6 5%	10 9%	4 6%	6 12%
NO IMPACT	40 10%	5 6%	19 7%	19 19%	6 13%	9 6%	7 9%	2 5%	- -	13 11%	5 5%	16 11%	1 10%	13 6%	6 4%	9 7%	8 6%	7 7%	13 7%	13 11%	15 13%	8 10%	3 6%
DON'T KNOW	6 1%	1 1%	3 1%	2 2%	- -	- -	1 1%	1 2%	- -	1 -	1 1%	- -	- -	1 -	- -	- -	- -	- -	- -	2 1%	1 1%	1 1%	2 4%
REFUSED	5 1%	1 1%	3 1%	1 1%	- -	2 1%	3 3%	- -	- -	1 1%	1 1%	2 1%	- -	2 1%	2 1%	- -	3 2%	3 3%	3 1%	- -	2 1%	1 1%	- -

Table 32-5

QUESTION 23B:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A member of your management team

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH- LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%	
**D/S (IMPACT - NOT IMPACT)	245 61%	123 58%	108 74%	72 67%	62 67%	55 69%	49 69%	190 60%	55 68%	43 69%	55 68%	93 61%	46 53%	184 57%	33 77%	38 71%	75 75%	37 73%	70 70%	120 55%	
TOTAL IMPACT -----	317 79%	163 77%	124 86%	89 83%	75 82%	67 84%	59 83%	250 78%	67 83%	52 83%	68 83%	123 80%	63 73%	248 78%	37 87%	45 84%	87 87%	43 85%	84 84%	166 76%	
TOTAL NOT IMPACT -----	72 18%	40 19%	17 12%	17 15%	13 14%	12 16%	10 15%	60 19%	12 15%	9 14%	12 15%	29 19%	17 20%	64 20%	4 10%	7 13%	12 12%	6 12%	14 14%	46 21%	
SIGNIFICANT IMPACT	170 42%	90 43%	70 48%	47 43%	35 38%	33 41%	26 36%	140 44%	30 37%	30 48%	32 39%	61 40%	40 46%	150 47%	10 24%	25 46%	49 49%	14 28%	40 40%	92 42%	
SOME IMPACT	147 37%	73 34%	55 38%	42 39%	40 44%	35 43%	33 47%	110 35%	37 46%	22 35%	36 44%	61 40%	24 27%	98 31%	27 63%	21 38%	38 38%	29 57%	44 44%	74 34%	
NOT MUCH IMPACT	32 8%	18 8%	6 4%	9 9%	5 6%	4 5%	5 6%	29 9%	3 4%	4 7%	4 5%	12 8%	9 10%	27 8%	3 6%	2 4%	7 7%	4 8%	5 5%	18 8%	
NO IMPACT	40 10%	23 11%	11 8%	7 7%	8 9%	9 11%	6 8%	31 10%	9 11%	5 8%	9 11%	17 11%	8 10%	37 12%	1 3%	5 9%	5 5%	2 4%	9 9%	28 13%	
DON'T KNOW	6 1%	5 2%	2 1%	2 2%	1 1%	- -	- -	4 1%	2 2%	- -	- -	1 -	5 6%	6 2%	- -	1 3%	1 1%	1 2%	- -	3 1%	
REFUSED	5 1%	4 2%	3 2%	- -	3 3%	- -	2 2%	5 2%	- -	2 3%	2 2%	1 1%	1 1%	2 1%	2 4%	- -	- -	1 2%	2 2%	3 1%	

Table 33-1

QUESTION 23C:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A manager or supervisor

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (IMPACT - NOT IMPACT)	241 60%	76 54%	49 56%	31 65%	33 78%	51 63%	125 55%	116 67%	83 50%	73 67%	67 66%	100 49%	80 68%	60 75%	58 64%	65 68%	22 37%	33 72%	46 46%	194 65%	78 50%	70 66%	24 74%	55 70%
TOTAL IMPACT -----	315 79%	106 75%	67 77%	40 83%	37 87%	65 80%	173 76%	142 82%	122 73%	88 82%	84 83%	147 73%	98 84%	68 86%	74 82%	79 81%	40 67%	39 85%	71 72%	242 81%	115 73%	86 81%	29 87%	65 84%
TOTAL NOT IMPACT -----	74 18%	30 21%	18 21%	8 17%	4 9%	14 17%	48 21%	26 15%	39 23%	16 15%	17 17%	48 24%	18 15%	8 10%	16 17%	13 14%	18 30%	6 13%	25 25%	49 16%	37 24%	15 14%	4 13%	11 14%
SIGNIFICANT IMPACT	169 42%	60 42%	27 31%	30 63%	14 33%	38 46%	87 38%	82 48%	89 54%	48 44%	24 23%	108 53%	45 39%	15 19%	40 43%	37 38%	21 36%	20 43%	38 38%	131 44%	75 48%	43 40%	9 29%	31 40%
SOME IMPACT	146 36%	46 33%	40 46%	9 20%	23 54%	27 33%	86 38%	60 35%	32 20%	41 38%	60 60%	39 19%	53 45%	53 67%	35 38%	42 43%	19 31%	19 41%	34 34%	112 37%	40 26%	43 40%	19 59%	34 44%
NOT MUCH IMPACT	28 7%	9 7%	7 8%	2 5%	2 4%	8 9%	16 7%	12 7%	13 8%	5 5%	8 8%	13 7%	10 8%	5 6%	3 3%	7 7%	9 14%	2 5%	7 7%	21 7%	13 8%	6 5%	1 3%	4 5%
NO IMPACT	46 11%	20 14%	12 13%	6 12%	2 5%	6 8%	32 14%	14 8%	26 16%	11 10%	9 9%	34 17%	8 7%	3 4%	13 14%	7 7%	9 16%	4 8%	19 19%	27 9%	24 15%	10 9%	3 10%	7 9%
DON'T KNOW	5 1%	2 1%	2 2%	-	1 2%	-	4 2%	1 1%	4 2%	1 1%	-	4 2%	1 1%	-	1 1%	2 2%	1 2%	-	3 3%	2 1%	2 1%	3 3%	-	-
REFUSED	7 2%	3 2%	-	-	1 2%	3 3%	3 1%	4 2%	3 2%	3 2%	-	4 2%	-	3 4%	-	2 3%	1 2%	1 2%	-	7 2%	3 2%	3 2%	-	2 2%

Table 33-2

QUESTION 23C:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A manager or supervisor

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY	SMWT	TOTAL	TOTAL	EXPAN	FLAT	RECES	BETTER	WORSE	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	3/3	INC-	DEC-	SAME
	CONF	CONF	CONF	CONF	CONF	-SION		-SION				REASE	REASE		REASE	REASE		REASE	REASE			REASE	REASE	
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
BASE=TOTAL SAMPLE	400	201	171	372	21	196	155	21	181	59	150	236	22	129	181	36	172	123	62	208	49	233	3	148
	100%	50%	43%	93%	5%	49%	39%	5%	45%	15%	37%	59%	6%	32%	45%	9%	43%	31%	15%	52%	12%	58%	1%	37%
**D/S (IMPACT - NOT IMPACT)	241	145	87	232	10	130	91	3	110	30	99	157	10	65	128	14	93	80	30	130	26	169	3	65
	60%	72%	51%	62%	49%	67%	59%	16%	61%	50%	66%	66%	47%	50%	70%	40%	54%	65%	48%	63%	53%	73%	100%	44%
TOTAL IMPACT	315	172	125	298	15	161	120	12	143	43	124	195	15	95	153	23	130	100	45	166	37	199	3	105
-----	79%	86%	73%	80%	72%	82%	78%	55%	79%	72%	83%	83%	69%	74%	85%	66%	76%	81%	73%	80%	76%	86%	100%	71%
TOTAL NOT IMPACT	74	28	38	66	5	31	29	8	33	13	25	38	5	30	26	9	37	20	15	36	11	30	-	40
-----	18%	14%	22%	18%	23%	16%	19%	39%	18%	22%	17%	16%	22%	23%	14%	26%	22%	16%	25%	17%	22%	13%	-	27%
SIGNIFICANT IMPACT	169	90	70	160	7	83	66	7	75	28	63	99	11	54	79	15	69	53	25	90	27	91	3	68
	42%	45%	41%	43%	34%	42%	43%	35%	41%	47%	42%	42%	48%	41%	44%	42%	40%	43%	40%	43%	54%	39%	100%	46%
SOME IMPACT	146	82	55	138	8	78	54	4	68	15	61	96	5	41	74	8	61	47	20	76	10	108	-	37
	36%	41%	32%	37%	38%	40%	35%	20%	37%	26%	40%	41%	21%	32%	41%	24%	35%	38%	33%	37%	21%	46%	-	25%
NOT MUCH IMPACT	28	10	16	26	1	12	13	1	16	4	6	16	-	12	11	2	16	6	6	14	5	14	-	14
	7%	5%	10%	7%	4%	6%	9%	5%	9%	6%	4%	7%	-	9%	6%	5%	9%	5%	10%	7%	10%	6%	-	9%
NO IMPACT	46	18	22	39	4	19	16	7	16	10	19	21	5	19	15	7	21	14	9	22	6	16	-	26
	11%	9%	13%	11%	18%	10%	10%	34%	9%	16%	13%	9%	22%	15%	8%	21%	12%	11%	15%	11%	13%	7%	-	18%
DON'T KNOW	5	1	3	4	1	1	2	1	2	2	1	2	1	2	-	2	3	-	1	4	1	1	-	2
	1%	1%	1%	1%	5%	1%	1%	5%	1%	4%	1%	1%	5%	2%	-	6%	2%	-	1%	2%	2%	-	-	1%
REFUSED	7	-	5	5	-	2	3	-	4	1	-	2	1	2	2	1	2	3	1	2	-	2	-	2
	2%	-	3%	1%	-	1%	2%	-	2%	2%	-	1%	4%	1%	1%	3%	1%	3%	1%	1%	-	1%	-	1%

Table 33-3

QUESTION 23C:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A manager or supervisor

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (IMPACT - NOT IMPACT)	241 60%	58 63%	180 61%	154 77%	112 74%	89 75%	72 75%	41 41%	193 71%	156 92%	169 100%	139 81%	41 57%	112 76%	146 100%	105 71%	9 19%	-29 -41%	-74 -100%	-2 -3%	123 63%	112 57%
TOTAL IMPACT -----	315 79%	75 81%	234 79%	175 87%	130 86%	102 86%	83 87%	68 68%	231 84%	162 95%	169 100%	154 90%	56 78%	130 88%	146 100%	125 85%	28 59%	21 29%	- -	35 48%	158 81%	151 77%
TOTAL NOT IMPACT -----	74 18%	17 18%	54 18%	21 10%	18 12%	13 11%	11 11%	27 27%	38 14%	6 4%	- -	15 9%	15 21%	18 12%	- -	20 14%	19 39%	50 70%	74 100%	37 51%	34 18%	39 20%
SIGNIFICANT IMPACT	169 42%	36 39%	129 43%	78 39%	60 40%	40 33%	33 34%	44 44%	139 51%	131 77%	169 100%	112 66%	16 23%	23 16%	- -	44 30%	14 29%	12 17%	- -	12 16%	68 35%	98 50%
SOME IMPACT	146 36%	39 42%	105 35%	97 48%	70 46%	62 53%	50 52%	24 24%	92 34%	31 18%	- -	41 24%	39 55%	106 72%	146 100%	81 55%	14 29%	9 12%	- -	23 32%	89 46%	53 27%
NOT MUCH IMPACT	28 7%	7 8%	18 6%	11 5%	8 5%	8 6%	4 4%	9 9%	14 5%	1 1%	- -	5 3%	6 9%	11 8%	- -	9 6%	8 17%	16 22%	28 38%	13 18%	15 8%	13 6%
NO IMPACT	46 11%	10 10%	36 12%	10 5%	10 7%	6 5%	7 7%	18 18%	24 9%	5 3%	- -	9 5%	9 12%	6 4%	- -	11 7%	10 22%	34 48%	46 62%	24 33%	19 10%	26 13%
DON'T KNOW	5 1%	- -	4 1%	2 1%	1 1%	1 1%	1 1%	3 3%	2 1%	1 1%	- -	3 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	1 -	4 2%
REFUSED	7 2%	1 1%	6 2%	4 2%	3 2%	3 2%	1 1%	3 3%	3 1%	1 1%	- -	- -	- -	- -	- -	2 1%	1 2%	1 1%	- -	1 1%	2 1%	3 1%

Table 33-4

QUESTION 23C:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A manager or supervisor

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/			MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
											NO EXP	TECH/ EXP	COLL+									CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (IMPACT - NOT IMPACT)	241 60%	64 74%	206 72%	35 34%	23 53%	100 69%	54 65%	28 67%	7 100%	75 61%	68 73%	87 58%	4 41%	154 72%	109 72%	93 72%	88 71%	77 72%	133 70%	80 66%	64 57%	44 56%	28 61%
TOTAL IMPACT -----	315 79%	75 86%	242 85%	68 66%	33 77%	120 83%	67 81%	35 82%	7 100%	98 80%	79 86%	116 78%	7 71%	182 85%	129 85%	110 86%	105 84%	90 84%	161 84%	98 82%	87 76%	59 77%	36 78%
TOTAL NOT IMPACT -----	74 18%	10 12%	36 13%	34 33%	10 23%	21 14%	13 16%	7 15%	- -	23 19%	11 12%	29 19%	3 29%	28 13%	20 13%	17 14%	17 14%	13 12%	28 14%	19 15%	22 20%	16 21%	8 18%
SIGNIFICANT IMPACT	169 42%	47 54%	126 44%	40 39%	18 43%	62 43%	39 47%	9 21%	5 71%	51 42%	41 44%	66 44%	3 30%	84 39%	57 38%	50 39%	44 35%	36 34%	74 39%	54 45%	50 44%	31 40%	19 41%
SOME IMPACT	146 36%	27 32%	116 41%	29 28%	15 34%	59 41%	28 34%	26 61%	2 29%	48 39%	38 41%	50 34%	4 41%	97 45%	72 48%	60 47%	62 49%	53 50%	87 46%	44 36%	37 32%	29 37%	17 37%
NOT MUCH IMPACT	28 7%	2 2%	12 4%	15 14%	4 10%	7 5%	7 8%	4 9%	- -	8 6%	6 6%	12 8%	2 20%	14 7%	10 7%	12 9%	5 4%	6 6%	14 7%	7 6%	7 6%	4 6%	3 5%
NO IMPACT	46 11%	9 10%	24 8%	19 19%	6 13%	14 10%	7 8%	3 7%	- -	16 13%	6 6%	17 11%	1 10%	14 7%	9 6%	6 5%	12 9%	7 6%	13 7%	11 9%	15 13%	12 15%	6 12%
DON'T KNOW	5 1%	1 1%	3 1%	- -	- -	1 1%	- -	1 2%	- -	1 -	1 1%	1 1%	- -	2 1%	1 1%	1 1%	- -	1 1%	- -	2 1%	1 1%	2 3%	1 2%
REFUSED	7 2%	1 1%	4 2%	1 1%	- -	2 2%	3 3%	- -	- -	- -	1 1%	3 2%	- -	2 1%	2 1%	- -	3 2%	3 3%	3 1%	2 2%	3 3%	- -	1 2%

Table 33-5

QUESTION 23C:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A manager or supervisor

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%	
**D/S (IMPACT - NOT IMPACT)	241 60%	118 56%	102 70%	75 70%	61 67%	54 68%	47 66%	188 59%	53 65%	41 66%	60 73%	92 60%	40 46%	180 56%	35 81%	35 65%	62 62%	40 78%	66 66%	117 54%	
TOTAL IMPACT -----	315 79%	160 75%	121 83%	90 83%	75 82%	66 83%	58 82%	249 78%	66 81%	51 82%	69 85%	123 80%	60 69%	246 77%	38 89%	44 81%	81 81%	44 87%	82 82%	164 75%	
TOTAL NOT IMPACT -----	74 18%	42 20%	19 13%	15 14%	13 15%	12 16%	11 16%	61 19%	13 16%	10 16%	10 12%	31 20%	20 23%	66 21%	3 7%	9 16%	18 18%	5 9%	16 16%	47 22%	
SIGNIFICANT IMPACT	169 42%	88 41%	65 44%	45 42%	37 40%	32 41%	27 38%	134 42%	35 43%	28 45%	35 43%	64 41%	36 41%	153 48%	9 20%	27 50%	52 52%	17 33%	40 40%	84 39%	
SOME IMPACT	146 36%	72 34%	57 39%	45 42%	38 42%	34 43%	31 44%	115 36%	31 38%	23 37%	34 42%	59 38%	24 28%	92 29%	30 69%	17 32%	29 29%	28 54%	42 42%	80 37%	
NOT MUCH IMPACT	28 7%	14 6%	9 6%	5 5%	5 6%	5 6%	4 6%	25 8%	3 3%	3 5%	3 4%	12 8%	8 10%	23 7%	- -	5 8%	13 13%	2 4%	6 6%	16 7%	
NO IMPACT	46 11%	28 13%	10 7%	9 9%	8 9%	8 10%	7 10%	35 11%	11 13%	7 11%	7 8%	19 12%	12 13%	43 13%	3 7%	4 8%	6 6%	3 6%	10 10%	32 15%	
DON'T KNOW	5 1%	5 2%	2 1%	3 3%	- -	- -	- -	5 1%	- -	- -	- -	1 -	4 5%	5 1%	- -	1 1%	- -	1 2%	- -	3 1%	
REFUSED	7 2%	6 3%	3 2%	- -	3 4%	1 1%	2 2%	5 2%	2 2%	2 3%	3 3%	- -	3 3%	4 1%	2 4%	1 2%	1 1%	1 2%	2 2%	3 1%	

Table 34-1

QUESTION 23D:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A skilled worker

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (IMPACT - NOT IMPACT)	245 61%	92 65%	46 53%	20 41%	33 78%	54 66%	138 61%	107 62%	97 58%	65 61%	67 67%	120 59%	74 63%	51 64%	58 64%	66 68%	37 62%	29 63%	54 55%	190 63%	90 58%	64 60%	26 79%	46 59%
TOTAL IMPACT -----	318 80%	114 81%	66 76%	34 71%	37 87%	67 83%	180 79%	138 80%	129 77%	85 79%	84 83%	159 78%	95 81%	63 80%	74 81%	80 83%	48 79%	38 81%	76 76%	241 81%	122 78%	83 78%	29 89%	60 78%
TOTAL NOT IMPACT -----	73 18%	22 16%	20 23%	14 29%	4 9%	13 16%	42 18%	31 18%	32 19%	20 19%	17 17%	39 19%	21 18%	13 16%	16 17%	14 14%	11 18%	9 19%	21 22%	51 17%	32 21%	19 18%	4 11%	15 19%
SIGNIFICANT IMPACT	171 43%	65 46%	31 35%	22 47%	19 44%	34 41%	96 42%	75 43%	86 52%	47 43%	29 29%	106 52%	46 39%	19 24%	39 42%	45 47%	24 41%	20 43%	42 42%	128 43%	84 53%	34 32%	12 37%	28 36%
SOME IMPACT	147 37%	49 35%	35 40%	11 24%	18 43%	34 41%	84 37%	63 37%	43 26%	39 36%	55 54%	53 26%	49 42%	44 56%	35 38%	35 36%	23 39%	18 38%	34 34%	113 38%	39 25%	49 46%	17 52%	32 42%
NOT MUCH IMPACT	40 10%	10 7%	13 15%	5 11%	4 9%	7 9%	24 11%	16 9%	14 8%	11 10%	13 13%	15 7%	14 12%	11 14%	6 7%	8 8%	9 15%	5 11%	8 9%	32 11%	14 9%	10 9%	2 6%	11 14%
NO IMPACT	33 8%	11 8%	6 7%	9 18%	- -	6 7%	18 8%	15 9%	18 11%	9 9%	4 4%	24 12%	7 6%	1 2%	9 10%	6 6%	2 3%	4 8%	13 13%	20 7%	18 11%	9 9%	1 4%	4 5%
DON'T KNOW	3 1%	1 1%	1 1%	- -	1 2%	- -	2 1%	1 1%	2 1%	1 1%	- -	2 1%	1 1%	- -	- -	1 1%	1 2%	- -	2 2%	1 -	1 1%	1 1%	- -	1 1%
REFUSED	6 2%	4 3%	- -	- -	1 2%	1 1%	4 2%	2 1%	3 2%	2 1%	- -	3 1%	- -	3 4%	2 2%	2 2%	1 2%	- -	- -	6 2%	1 1%	4 3%	- -	2 2%

Table 34-2

QUESTION 23D:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A skilled worker

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY	SMWT	TOTAL	TOTAL	EXPAN	FLAT	RECES	BETTER	WORSE	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	3/3	INC-	DEC-	SAME
	CONF	CONF	CONF	CONF	CONF	-SION		-SION				REASE	REASE		REASE	REASE		REASE	REASE			REASE	REASE	
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
BASE=TOTAL SAMPLE	400	201	171	372	21	196	155	21	181	59	150	236	22	129	181	36	172	123	62	208	49	233	3	148
	100%	50%	43%	93%	5%	49%	39%	5%	45%	15%	37%	59%	6%	32%	45%	9%	43%	31%	15%	52%	12%	58%	1%	37%
**D/S (IMPACT - NOT IMPACT)	245	122	113	235	10	115	107	8	112	38	91	152	15	70	115	17	111	79	32	135	33	164	3	74
	61%	61%	66%	63%	49%	59%	69%	38%	62%	64%	61%	64%	69%	55%	63%	47%	65%	64%	52%	65%	68%	70%	100%	50%
TOTAL IMPACT	318	161	140	300	15	153	129	13	146	47	119	192	17	99	147	24	141	100	46	169	41	197	3	110
-----	80%	80%	82%	81%	72%	78%	84%	64%	80%	79%	80%	81%	79%	77%	81%	68%	82%	81%	75%	81%	84%	85%	100%	74%
TOTAL NOT IMPACT	73	38	27	66	5	39	22	5	34	9	28	40	2	29	33	7	30	21	14	34	8	33	-	36
-----	18%	19%	16%	18%	23%	20%	14%	26%	19%	15%	19%	17%	9%	22%	18%	21%	17%	17%	23%	16%	16%	14%	-	24%
SIGNIFICANT IMPACT	171	96	63	159	9	84	64	6	76	25	65	97	11	57	77	18	71	46	24	98	26	105	3	56
	43%	48%	37%	43%	42%	43%	41%	31%	42%	43%	43%	41%	48%	44%	43%	49%	41%	38%	39%	47%	53%	45%	100%	38%
SOME IMPACT	147	65	77	141	6	70	65	7	69	22	54	95	7	43	70	7	70	53	22	71	15	92	-	54
	37%	32%	45%	38%	30%	36%	42%	33%	38%	37%	36%	40%	30%	33%	39%	19%	41%	43%	36%	34%	31%	39%	-	36%
NOT MUCH IMPACT	40	24	15	39	-	26	9	2	20	6	12	23	-	15	19	3	16	11	8	17	4	23	-	16
	10%	12%	9%	11%	-	13%	6%	11%	11%	11%	8%	10%	-	12%	11%	8%	9%	9%	12%	8%	8%	10%	-	11%
NO IMPACT	33	14	12	26	5	12	13	3	14	3	16	17	2	13	13	5	14	10	6	17	4	10	-	20
	8%	7%	7%	7%	23%	6%	8%	15%	8%	5%	10%	7%	9%	10%	7%	13%	8%	8%	10%	8%	8%	4%	-	13%
DON'T KNOW	3	1	1	2	1	1	1	1	-	2	1	1	1	1	-	2	1	-	1	2	-	1	-	-
	1%	1%	-	-	5%	1%	1%	5%	-	4%	1%	-	4%	1%	-	5%	1%	-	1%	1%	-	-	-	-
REFUSED	6	1	3	5	-	3	3	1	2	1	2	3	2	-	2	2	-	3	1	3	-	2	-	2
	2%	1%	2%	1%	-	1%	2%	5%	1%	2%	1%	1%	8%	-	1%	5%	-	2%	1%	1%	-	1%	-	1%

Table 34-3

QUESTION 23D:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A skilled worker

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (IMPACT - NOT IMPACT)	245 61%	53 58%	187 63%	142 70%	113 75%	87 73%	79 83%	39 38%	188 69%	138 81%	145 86%	171 100%	51 72%	100 68%	99 68%	147 100%	7 15%	5 7%	-2 -3%	-73 -100%	112 57%	131 67%
TOTAL IMPACT -----	318 80%	73 79%	238 80%	170 84%	131 87%	102 86%	87 92%	68 67%	228 83%	154 90%	157 93%	171 100%	61 86%	124 84%	122 84%	147 100%	27 57%	37 52%	35 47%	- -	153 78%	161 82%
TOTAL NOT IMPACT -----	73 18%	20 21%	51 17%	28 14%	18 12%	15 13%	8 8%	29 29%	41 15%	16 9%	12 7%	- -	10 14%	24 16%	23 16%	- -	20 41%	33 45%	37 50%	73 100%	40 21%	30 15%
SIGNIFICANT IMPACT	171 43%	35 37%	131 44%	86 43%	62 41%	46 39%	41 43%	38 38%	137 50%	108 64%	112 67%	171 100%	19 27%	42 28%	41 28%	- -	13 27%	17 24%	15 20%	- -	71 36%	100 51%
SOME IMPACT	147 37%	38 41%	108 36%	84 42%	69 46%	56 47%	47 49%	29 29%	91 33%	45 27%	44 26%	- -	42 59%	82 56%	81 56%	147 100%	14 30%	20 28%	20 27%	- -	82 42%	61 31%
NOT MUCH IMPACT	40 10%	14 15%	25 8%	23 11%	13 8%	15 13%	6 6%	9 8%	23 8%	10 6%	8 5%	- -	4 6%	18 12%	18 12%	- -	11 23%	12 17%	14 19%	40 55%	26 13%	12 6%
NO IMPACT	33 8%	6 6%	27 9%	5 3%	5 3%	- -	2 2%	21 20%	18 6%	6 3%	3 2%	- -	5 8%	6 4%	5 4%	- -	9 19%	20 28%	23 32%	33 45%	15 8%	18 9%
DON'T KNOW	3 1%	- -	2 1%	1 -	1 1%	- -	- -	2 2%	1 -	1 -	1 -	- -	- -	- -	- -	- -	1 2%	- -	- -	- -	1 -	2 1%
REFUSED	6 2%	- -	6 2%	3 2%	2 1%	2 1%	- -	2 2%	4 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 3%	2 3%	- -	2 1%	3 1%

Table 34-4

QUESTION 23D:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A skilled worker

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (IMPACT - NOT IMPACT)	245 61%	69 80%	214 75%	29 28%	30 70%	90 63%	57 69%	30 70%	5 67%	62 51%	77 83%	97 65%	- 4%	163 76%	107 71%	87 68%	81 65%	71 67%	131 69%	80 67%	60 52%	56 72%	29 63%
TOTAL IMPACT -----	318 80%	78 89%	247 87%	65 63%	36 85%	116 80%	68 82%	36 85%	6 84%	92 75%	84 91%	122 82%	5 52%	188 88%	128 85%	108 84%	102 82%	87 82%	160 84%	100 83%	85 75%	65 84%	38 82%
TOTAL NOT IMPACT -----	73 18%	8 10%	34 12%	36 35%	6 15%	26 18%	11 14%	6 15%	1 16%	30 24%	7 8%	25 17%	5 48%	25 12%	21 14%	21 16%	21 17%	16 15%	29 15%	19 16%	25 22%	9 12%	9 18%
SIGNIFICANT IMPACT	171 43%	50 57%	130 46%	35 34%	22 52%	53 37%	43 52%	17 40%	3 39%	46 37%	50 54%	62 42%	3 30%	96 45%	61 40%	52 40%	51 41%	44 41%	85 44%	53 44%	43 38%	35 46%	22 48%
SOME IMPACT	147 37%	28 32%	117 41%	30 29%	14 34%	63 44%	25 30%	19 46%	3 44%	46 38%	35 38%	60 40%	2 22%	92 43%	67 44%	56 44%	51 41%	43 41%	75 39%	47 39%	42 37%	30 39%	16 34%
NOT MUCH IMPACT	40 10%	3 4%	19 7%	21 20%	2 4%	15 11%	9 11%	4 9%	1 16%	18 15%	4 5%	14 10%	3 28%	18 8%	13 9%	15 12%	14 11%	15 14%	21 11%	11 9%	13 12%	3 4%	2 4%
NO IMPACT	33 8%	5 6%	15 5%	15 15%	4 10%	10 7%	2 2%	3 6%	- -	12 10%	3 3%	10 7%	2 20%	7 3%	7 5%	5 4%	8 6%	1 1%	7 4%	9 7%	12 11%	6 8%	7 14%
DON'T KNOW	3 1%	- -	2 1%	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	2 2%	- -
REFUSED	6 2%	1 1%	3 1%	2 2%	- -	2 1%	3 4%	- -	- -	- -	1 1%	3 2%	- -	2 1%	2 1%	- -	2 1%	4 4%	3 1%	- -	3 2%	1 1%	- -

Table 34-5

QUESTION 23D:
I am going to read you a few different roles within manufacturing and I would like to know how well you feel your company is prepared to handle the departure of someone in that role. What impact, if any, would the departure of [INSERT] have on your firm? Would you say a significant impact, some impact, not much of an impact or no impact at all?

A skilled worker

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH- LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%	
**D/S (IMPACT - NOT IMPACT)	245 61%	131 62%	91 63%	70 65%	57 62%	53 67%	45 63%	208 65%	37 46%	42 68%	55 68%	94 61%	48 56%	194 61%	23 53%	25 46%	73 73%	40 78%	62 62%	132 61%	
TOTAL IMPACT -----	318 80%	168 79%	116 80%	88 82%	73 80%	66 83%	57 80%	259 81%	59 73%	51 82%	68 83%	123 80%	66 76%	254 79%	32 75%	39 73%	86 86%	44 87%	80 80%	172 79%	
TOTAL NOT IMPACT -----	73 18%	36 17%	25 17%	19 17%	16 18%	12 16%	13 18%	51 16%	22 27%	9 14%	12 15%	29 19%	18 20%	60 19%	9 21%	15 27%	13 13%	5 9%	17 17%	40 18%	
SIGNIFICANT IMPACT	171 43%	95 45%	67 46%	50 46%	35 39%	31 39%	25 35%	139 44%	32 39%	29 47%	31 38%	64 42%	40 47%	151 47%	10 24%	24 45%	37 37%	21 42%	40 40%	93 43%	
SOME IMPACT	147 37%	73 34%	49 34%	38 35%	38 41%	35 44%	33 46%	120 38%	27 34%	22 35%	37 45%	59 38%	26 30%	102 32%	22 51%	15 28%	49 49%	23 45%	40 40%	79 36%	
NOT MUCH IMPACT	40 10%	18 9%	16 11%	11 10%	12 13%	5 6%	8 12%	29 9%	11 14%	6 10%	7 9%	17 11%	7 8%	29 9%	8 18%	5 9%	9 9%	5 9%	13 13%	22 10%	
NO IMPACT	33 8%	18 8%	9 6%	7 7%	4 5%	8 10%	4 6%	22 7%	11 13%	3 5%	5 6%	12 8%	11 12%	31 10%	1 3%	10 18%	4 4%	- -	5 5%	18 8%	
DON'T KNOW	3 1%	3 1%	2 1%	1 1%	- -	- -	- -	3 1%	- -	1 1%	- -	- -	2 3%	3 1%	- -	- -	1 1%	1 2%	1 1%	2 1%	
REFUSED	6 2%	5 2%	3 2%	- -	3 3%	1 1%	2 2%	6 2%	- -	2 3%	2 2%	2 1%	1 1%	3 1%	2 4%	- -	- -	1 2%	2 2%	4 2%	

Table 35-1

QUESTION 24:

What is the impact of your inability to attract qualified candidates having on your company growth?

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	MANAG- ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (DIFFICULT - NOT DIFFICULT)	182 46%	63 45%	25 28%	21 43%	28 66%	45 55%	88 39%	94 55%	59 35%	55 51%	69 68%	68 33%	59 50%	55 69%	46 51%	42 43%	32 53%	22 48%	27 27%	154 52%	60 39%	53 50%	23 69%	37 47%
TOTAL DIFFICULT -----	285 71%	99 70%	55 63%	33 69%	35 82%	63 78%	154 67%	132 76%	109 66%	80 74%	85 84%	131 65%	87 74%	66 84%	67 74%	67 69%	45 75%	34 73%	61 61%	223 75%	106 67%	78 74%	28 84%	56 72%
TOTAL NOT DIFFICULT -----	103 26%	36 25%	30 35%	13 26%	7 16%	18 22%	66 29%	37 22%	51 30%	25 23%	16 16%	64 31%	28 24%	11 14%	21 23%	25 26%	14 23%	12 25%	34 34%	69 23%	45 29%	25 24%	5 16%	19 25%
VERY DIFFICULT	87 22%	35 25%	14 16%	13 27%	7 16%	18 22%	50 22%	37 22%	29 17%	24 22%	31 31%	40 20%	20 17%	28 35%	15 17%	23 24%	16 27%	10 21%	15 15%	72 24%	34 22%	28 26%	5 16%	17 21%
SOMEWHAT DIFFICULT	198 50%	63 45%	41 47%	20 42%	28 66%	46 56%	104 46%	94 55%	80 48%	55 51%	54 53%	91 45%	67 57%	39 49%	52 57%	44 45%	29 48%	24 52%	46 47%	151 50%	72 46%	51 48%	23 69%	39 50%
NOT TOO DIFFICULT	57 14%	25 18%	18 20%	4 8%	3 7%	8 9%	42 19%	15 8%	22 14%	17 15%	10 10%	31 15%	16 14%	10 12%	9 10%	16 16%	10 17%	9 19%	19 19%	38 13%	19 12%	14 13%	4 13%	14 18%
NOT DIFFICULT AT ALL	46 12%	11 8%	12 14%	8 18%	4 9%	11 13%	23 10%	23 13%	28 17%	8 8%	6 6%	32 16%	12 10%	2 2%	12 13%	10 10%	3 5%	3 6%	15 15%	31 10%	26 16%	11 11%	1 3%	5 7%
DON'T KNOW	8 2%	4 3%	2 2%	1 3%	1 2%	- -	6 3%	2 1%	5 3%	3 3%	- -	6 3%	2 2%	- -	2 2%	4 4%	1 2%	- -	3 3%	5 2%	5 3%	2 2%	- -	1 2%
REFUSED	3 1%	3 2%	- -	1 2%	- -	- -	3 1%	1 1%	2 1%	- -	- -	2 1%	- -	2 2%	1 1%	- -	- -	1 2%	1 1%	2 1%	1 1%	1 1%	- -	2 2%

Table 35-2

QUESTION 24:

What is the impact of your inability to attract qualified candidates having on your company growth?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (DIFFICULT - NOT DIFFICULT)	182 46%	92 46%	76 44%	168 45%	14 65%	75 38%	98 63%	6 28%	76 42%	33 56%	70 47%	107 46%	12 54%	65 50%	79 44%	16 44%	90 53%	61 50%	33 54%	90 43%	21 42%	135 58%	-2 -65%	50 34%
TOTAL DIFFICULT -----	285 71%	144 72%	121 71%	266 71%	17 80%	135 69%	125 81%	13 61%	125 69%	46 77%	109 73%	168 71%	17 77%	96 74%	128 71%	26 72%	129 75%	92 75%	48 77%	144 69%	34 69%	182 78%	1 18%	97 66%
TOTAL NOT DIFFICULT -----	103 26%	52 26%	45 26%	98 26%	3 14%	59 30%	27 17%	7 33%	49 27%	13 21%	38 26%	61 26%	5 23%	31 24%	49 27%	10 28%	39 23%	30 25%	14 23%	54 26%	13 27%	47 20%	3 82%	47 32%
VERY DIFFICULT	87 22%	47 23%	34 20%	80 22%	4 18%	42 22%	35 22%	5 22%	42 23%	17 28%	29 19%	49 21%	9 39%	27 21%	38 21%	11 31%	36 21%	25 20%	17 27%	43 21%	13 26%	55 24%	1 18%	29 19%
SOMEWHAT DIFFICULT	198 50%	98 49%	88 51%	185 50%	13 61%	92 47%	90 58%	8 40%	84 46%	29 49%	80 53%	119 51%	8 37%	69 54%	90 50%	15 41%	93 54%	67 54%	31 49%	101 48%	21 44%	127 54%	- -	69 46%
NOT TOO DIFFICULT	57 14%	31 15%	26 15%	56 15%	1 4%	32 16%	16 11%	2 10%	26 14%	8 13%	23 15%	33 14%	2 9%	18 14%	23 13%	8 22%	22 13%	17 13%	6 10%	30 15%	6 12%	31 13%	- -	24 16%
NOT DIFFICULT AT ALL	46 12%	22 11%	20 12%	41 11%	2 10%	27 14%	10 7%	5 23%	24 13%	5 9%	15 10%	27 12%	3 14%	13 10%	26 14%	2 6%	16 10%	14 11%	8 13%	23 11%	7 15%	16 7%	3 82%	23 16%
DON'T KNOW	8 2%	4 2%	3 2%	7 2%	1 6%	1 1%	2 1%	1 5%	4 2%	1 2%	2 1%	5 2%	- -	2 1%	2 1%	- -	4 2%	- -	- -	8 4%	2 3%	3 1%	- -	3 2%
REFUSED	3 1%	- -	2 1%	2 -	- -	1 -	2 1%	- -	2 1%	- -	1 1%	2 1%	- -	- -	2 1%	- -	- -	1 1%	- -	2 1%	- -	1 -	- -	1 1%

Table 35-3

QUESTION 24:

What is the impact of your inability to attract qualified candidates having on your company growth?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (DIFFICULT - NOT DIFFICULT)	182 46%	39 42%	139 47%	116 57%	80 53%	67 57%	55 57%	37 37%	128 47%	79 47%	86 51%	95 56%	43 60%	96 65%	87 60%	87 59%	10 21%	5 6%	2 3%	-3 -3%	85 43%	91 46%
TOTAL DIFFICULT -----	285 71%	66 71%	212 71%	157 78%	115 76%	92 78%	74 78%	68 67%	197 72%	122 72%	126 75%	130 76%	57 79%	121 82%	116 80%	117 79%	28 59%	37 52%	36 49%	34 46%	137 70%	141 72%
TOTAL NOT DIFFICULT -----	103 26%	27 29%	74 25%	41 20%	35 23%	25 21%	19 20%	30 30%	69 25%	43 25%	40 24%	35 21%	14 19%	25 17%	29 20%	30 20%	18 37%	33 45%	34 46%	36 50%	53 27%	50 25%
VERY DIFFICULT	87 22%	20 22%	66 22%	48 24%	36 24%	28 24%	25 26%	17 17%	63 23%	56 33%	47 28%	50 29%	15 21%	22 15%	27 19%	28 19%	7 15%	7 9%	10 14%	8 12%	41 21%	45 23%
SOMEWHAT DIFFICULT	198 50%	46 50%	147 49%	109 54%	79 53%	64 54%	49 52%	51 50%	134 49%	66 39%	79 47%	81 47%	41 58%	99 67%	89 61%	89 60%	20 43%	30 42%	26 35%	25 35%	96 49%	96 49%
NOT TOO DIFFICULT	57 14%	14 15%	41 14%	28 14%	25 16%	16 14%	13 14%	10 10%	39 14%	27 16%	21 12%	19 11%	9 12%	18 12%	20 14%	21 14%	8 17%	12 17%	16 21%	16 22%	31 16%	26 13%
NOT DIFFICULT AT ALL	46 12%	12 13%	33 11%	13 7%	10 7%	8 7%	6 6%	20 20%	30 11%	16 10%	19 11%	17 10%	5 7%	7 4%	8 6%	9 6%	9 20%	20 28%	18 24%	20 27%	21 11%	24 12%
DON'T KNOW	8 2%	- -	8 3%	2 1%	1 1%	2 2%	2 2%	3 3%	5 2%	5 3%	2 1%	5 3%	- -	1 1%	1 1%	- -	2 4%	1 2%	3 4%	2 3%	4 2%	4 2%
REFUSED	3 1%	- -	3 1%	2 1%	- -	- -	- -	- -	2 1%	- -	1 1%	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	1 1%	2 1%	2 1%

Table 35-4

QUESTION 24:

What is the impact of your inability to attract qualified candidates having on your company growth?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (DIFFICULT - NOT DIFFICULT)	182 46%	87 100%	285 100%	-103 -100%	29 68%	81 56%	43 52%	27 64%	5 67%	48 39%	56 60%	81 55%	1 14%	130 61%	104 69%	65 51%	97 78%	73 68%	137 72%	80 66%	37 32%	40 52%	11 23%
TOTAL DIFFICULT -----	285 71%	87 100%	285 100%	- -	36 84%	112 78%	62 74%	34 81%	6 84%	84 69%	73 78%	114 77%	6 57%	171 80%	127 84%	96 75%	110 88%	88 82%	164 86%	98 82%	74 65%	58 75%	27 58%
TOTAL NOT DIFFICULT -----	103 26%	- -	- -	103 100%	7 16%	31 22%	19 22%	7 17%	1 16%	36 29%	17 18%	33 22%	4 43%	41 19%	23 15%	30 24%	14 11%	15 14%	26 14%	19 16%	38 33%	18 23%	16 36%
VERY DIFFICULT	87 22%	87 100%	87 31%	- -	17 40%	35 24%	13 16%	9 20%	2 26%	24 19%	24 26%	38 25%	- -	51 24%	43 28%	29 23%	40 32%	31 30%	63 33%	28 23%	15 13%	14 18%	5 11%
SOMEWHAT DIFFICULT	198 50%	- -	198 69%	- -	19 44%	77 54%	48 58%	26 61%	4 57%	61 49%	49 53%	76 51%	6 57%	121 56%	84 56%	66 52%	70 56%	56 53%	101 53%	71 59%	59 52%	44 57%	22 47%
NOT TOO DIFFICULT	57 14%	- -	- -	57 55%	5 11%	21 14%	13 16%	5 13%	1 16%	20 16%	11 12%	20 13%	3 33%	31 15%	19 12%	19 15%	11 8%	12 11%	19 10%	11 9%	20 18%	10 13%	10 21%
NOT DIFFICULT AT ALL	46 12%	- -	- -	46 45%	2 5%	11 7%	5 6%	2 4%	- -	16 13%	6 7%	13 9%	1 10%	10 5%	4 3%	11 9%	3 2%	4 3%	7 4%	8 7%	17 15%	8 10%	7 14%
DON'T KNOW	8 2%	- -	- -	- -	- -	1 1%	1 1%	1 2%	- -	2 2%	2 2%	1 1%	- -	2 1%	2 1%	2 2%	1 1%	2 2%	1 1%	2 2%	2 2%	2 3%	3 6%
REFUSED	3 1%	- -	- -	- -	- -	- -	2 2%	- -	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	2 1%	- -	1 1%	- -	- -	- -

Table 35-5

QUESTION 24:

What is the impact of your inability to attract qualified candidates having on your company growth?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (DIFFICULT - NOT DIFFICULT)	182 46%	97 46%	86 59%	41 38%	46 51%	37 46%	51 72%	154 48%	28 35%	26 42%	46 57%	75 49%	28 32%	126 40%	37 87%	26 49%	47 47%	37 72%	62 62%	81 37%
TOTAL DIFFICULT -----	285 71%	150 71%	112 77%	72 67%	68 75%	56 71%	60 85%	231 72%	54 67%	44 71%	63 77%	114 74%	54 63%	218 68%	40 93%	39 73%	70 70%	43 85%	80 80%	145 67%
TOTAL NOT DIFFICULT -----	103 26%	53 25%	26 18%	31 29%	22 24%	20 25%	9 13%	77 24%	26 32%	18 29%	16 20%	38 25%	26 30%	92 29%	3 7%	13 25%	23 23%	7 13%	19 19%	64 30%
VERY DIFFICULT	87 22%	42 20%	36 25%	17 16%	21 23%	8 10%	21 29%	67 21%	20 25%	15 23%	17 21%	39 25%	15 17%	60 19%	18 41%	12 21%	25 25%	7 13%	27 27%	46 21%
SOMEWHAT DIFFICULT	198 50%	108 51%	76 52%	55 51%	47 52%	48 61%	39 55%	164 51%	34 42%	30 48%	46 56%	75 49%	39 45%	158 50%	22 52%	28 52%	45 45%	37 72%	53 53%	99 45%
NOT TOO DIFFICULT	57 14%	28 13%	17 12%	21 20%	12 13%	12 15%	5 8%	40 12%	17 22%	11 18%	11 14%	17 11%	14 17%	47 15%	3 7%	4 8%	12 12%	3 6%	11 11%	41 19%
NOT DIFFICULT AT ALL	46 12%	25 12%	9 6%	10 9%	10 11%	8 10%	4 5%	38 12%	8 10%	7 11%	5 6%	21 14%	12 14%	44 14%	- -	9 17%	11 11%	4 7%	8 8%	23 11%
DON'T KNOW	8 2%	7 3%	4 3%	4 4%	- -	3 4%	- -	7 2%	1 1%	- -	1 1%	1 1%	6 7%	8 3%	- -	1 2%	3 3%	1 2%	1 1%	6 3%
REFUSED	3 1%	3 1%	2 2%	1 1%	1 1%	- -	2 2%	3 1%	- -	- -	2 2%	1 1%	- -	2 1%	- -	- -	3 3%	- -	- -	3 1%

Table 36-1

QUESTION 25:

How are you navigating around the worker shortage?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
DEVELOPING CURRENT EMPLOYEE SKILLS/OFFERING INCENTIVES	144 36%	54 38%	27 31%	16 34%	17 39%	31 38%	80 35%	64 37%	42 25%	47 44%	46 46%	52 26%	51 43%	41 52%	35 38%	36 37%	25 41%	14 31%	36 36%	108 36%	36 23%	39 37%	12 37%	43 56%
OUTSOURCING THROUGH SUPPLIERS	83 21%	31 22%	20 23%	9 19%	9 21%	14 17%	51 23%	32 18%	44 26%	16 15%	14 14%	53 26%	16 14%	14 18%	16 17%	17 18%	11 19%	11 23%	20 20%	63 21%	43 28%	15 14%	7 21%	12 16%
ACCELERATING AUTOMATION TOOLS	43 11%	18 13%	8 10%	3 5%	4 9%	10 12%	26 12%	16 9%	13 8%	17 15%	13 12%	20 10%	15 13%	8 10%	9 10%	10 10%	10 16%	2 4%	12 12%	31 10%	19 12%	12 11%	4 12%	5 6%
DEPLOYING LEAN PROCESS IMPROVEMENT EFFORTS	42 11%	11 8%	10 11%	5 9%	7 15%	11 13%	21 9%	22 13%	11 7%	16 14%	13 13%	18 9%	17 14%	8 10%	8 9%	14 15%	7 11%	7 15%	7 7%	35 12%	17 11%	12 12%	7 21%	6 8%
OVERTIME/LONGER HOURS	4 1%	3 2%	1 1%	- -	- -	1 1%	4 2%	1 -	3 2%	1 1%	1 1%	3 2%	1 1%	- -	- -	2 2%	1 2%	1 2%	- -	4 1%	2 1%	1 1%	- -	1 1%
FINDING NEW EMPLOYEES	4 1%	1 1%	- -	1 2%	1 2%	1 1%	1 -	3 2%	1 -	3 3%	- -	3 1%	1 1%	- -	1 1%	- -	1 2%	2 4%	1 1%	3 1%	4 2%	- -	- -	- -
OTHER	7 2%	- -	5 6%	- -	- -	2 2%	5 2%	2 1%	5 3%	- -	2 2%	6 3%	1 1%	- -	2 2%	3 3%	1 2%	1 2%	2 2%	5 2%	4 3%	2 2%	- -	- -
DON'T KNOW	32 8%	12 9%	9 10%	4 8%	4 9%	3 4%	21 9%	11 6%	23 14%	5 5%	2 2%	25 12%	7 6%	- -	9 9%	8 8%	2 3%	6 14%	11 11%	21 7%	14 9%	11 10%	1 3%	4 5%
REFUSED	14 4%	4 3%	1 1%	6 12%	- -	3 4%	5 2%	9 5%	11 7%	1 1%	1 1%	11 6%	3 3%	- -	5 5%	1 1%	3 5%	2 5%	5 5%	10 3%	7 5%	7 7%	- -	- -
ALL OF THE ABOVE	7 2%	3 2%	1 1%	2 4%	1 2%	1 1%	4 2%	4 2%	1 1%	- -	6 6%	1 -	- -	6 8%	2 2%	4 4%	- -	- -	- -	7 2%	1 1%	5 4%	- -	2 2%
NOTHING/NO SHORTAGE	19 5%	5 3%	5 6%	3 7%	1 2%	5 6%	10 4%	9 5%	13 8%	2 2%	2 2%	11 6%	6 5%	1 1%	6 7%	3 3%	- -	1 2%	7 7%	12 4%	10 6%	3 3%	2 6%	4 5%

Table 36-2

QUESTION 25:

How are you navigating around the worker shortage?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
DEVELOPING CURRENT EMPLOYEE SKILLS/OFFERING INCENTIVES	144 36%	72 36%	64 38%	137 37%	7 33%	67 34%	66 43%	4 20%	67 37%	17 28%	56 37%	84 36%	6 27%	48 37%	61 33%	7 19%	73 43%	44 36%	24 38%	72 35%	20 41%	100 43%	1 30%	42 28%
OUTSOURCING THROUGH SUPPLIERS	83 21%	39 19%	37 22%	76 20%	2 10%	39 20%	35 23%	4 18%	29 16%	16 27%	35 23%	45 19%	6 29%	28 22%	38 21%	11 32%	30 17%	20 16%	15 24%	49 23%	8 16%	38 17%	1 24%	40 27%
ACCELERATING AUTOMATION TOOLS	43 11%	29 14%	12 7%	41 11%	2 8%	26 13%	12 8%	3 13%	26 14%	4 7%	11 7%	32 14%	2 9%	8 6%	24 13%	2 6%	15 9%	16 13%	8 13%	17 8%	1 2%	27 12%	- -	13 9%
DEPLOYING LEAN PROCESS IMPROVEMENT EFFORTS	42 11%	24 12%	14 8%	39 10%	4 18%	22 11%	15 10%	2 9%	21 11%	5 8%	17 11%	26 11%	4 17%	13 10%	22 12%	4 10%	17 10%	15 12%	7 11%	21 10%	6 12%	26 11%	- -	17 11%
OVERTIME/LONGER HOURS	4 1%	2 1%	3 2%	4 1%	- -	1 1%	3 2%	- -	1 1%	1 2%	2 2%	2 1%	- -	2 1%	- -	2 6%	2 1%	1 1%	- -	3 1%	1 2%	3 1%	- -	2 1%
FINDING NEW EMPLOYEES	4 1%	2 1%	2 1%	4 1%	- -	2 1%	2 1%	- -	2 1%	1 2%	1 1%	2 1%	- -	2 1%	2 1%	- -	2 1%	4 3%	- -	- -	- -	3 1%	- -	1 1%
OTHER	7 2%	1 1%	5 3%	6 2%	1 4%	4 2%	2 1%	1 4%	4 2%	- -	3 2%	2 1%	- -	5 4%	2 1%	2 5%	3 2%	2 2%	1 1%	4 2%	2 4%	4 2%	- -	3 2%
DON'T KNOW	32 8%	14 7%	15 9%	29 8%	3 16%	11 6%	10 6%	5 22%	15 8%	8 14%	8 6%	17 7%	3 14%	10 8%	14 8%	6 16%	11 6%	7 5%	4 6%	21 10%	3 7%	13 6%	1 28%	13 9%
REFUSED	14 4%	4 2%	8 5%	12 3%	2 9%	8 4%	2 1%	2 8%	4 2%	2 3%	9 6%	9 4%	- -	5 4%	7 4%	1 3%	5 3%	7 6%	1 1%	7 3%	3 7%	4 2%	- -	10 7%
ALL OF THE ABOVE	7 2%	6 3%	1 1%	7 2%	- -	3 1%	5 3%	- -	1 1%	3 5%	4 2%	4 2%	- -	4 3%	2 1%	- -	5 3%	5 4%	- -	3 1%	2 3%	7 3%	- -	- -
NOTHING/NO SHORTAGE	19 5%	8 4%	10 6%	18 5%	1 3%	13 7%	4 2%	1 5%	12 7%	3 5%	4 2%	13 6%	1 3%	5 4%	9 5%	1 4%	8 5%	3 2%	3 6%	12 6%	3 6%	7 3%	1 18%	9 6%

Table 36-3

QUESTION 25:

How are you navigating around the worker shortage?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
DEVELOPING CURRENT EMPLOYEE SKILLS/OFFERING INCENTIVES	144 36%	33 36%	109 37%	77 38%	57 38%	53 45%	41 43%	37 37%	90 33%	62 36%	62 37%	53 31%	36 51%	61 41%	59 40%	63 43%	17 36%	20 29%	21 28%	26 36%	81 41%	61 31%
OUTSOURCING THROUGH SUPPLIERS	83 21%	17 19%	60 20%	41 20%	30 20%	15 12%	17 18%	22 22%	61 22%	39 23%	39 23%	43 25%	10 14%	26 18%	28 19%	25 17%	10 21%	15 20%	13 18%	11 16%	35 18%	45 23%
ACCELERATING AUTOMATION TOOLS	43 11%	13 14%	30 10%	28 14%	22 15%	19 16%	13 14%	4 4%	31 11%	20 12%	18 11%	22 13%	5 8%	14 9%	15 10%	14 10%	6 12%	8 12%	10 13%	6 9%	18 9%	23 12%
DEPLOYING LEAN PROCESS IMPROVEMENT EFFORTS	42 11%	12 13%	30 10%	22 11%	17 11%	12 10%	9 10%	8 8%	27 10%	8 5%	9 5%	17 10%	9 13%	29 20%	26 18%	19 13%	5 10%	4 6%	7 9%	6 9%	22 11%	20 10%
OVERTIME/LONGER HOURS	4 1%	1 1%	4 1%	1 1%	1 1%	- -	1 1%	2 2%	4 1%	1 1%	2 1%	2 1%	1 1%	2 2%	- -	1 1%	- -	1 1%	3 4%	1 1%	1 1%	3 2%
FINDING NEW EMPLOYEES	4 1%	- -	4 1%	2 1%	3 2%	3 2%	2 2%	- -	4 1%	2 1%	2 1%	3 2%	- -	- -	- -	1 1%	- -	2 2%	1 1%	- -	1 1%	3 1%
OTHER	7 2%	2 2%	5 2%	5 3%	5 3%	4 3%	1 1%	1 1%	6 2%	4 2%	5 3%	3 2%	- -	2 1%	2 1%	3 2%	1 2%	1 1%	- -	1 2%	2 1%	5 2%
DON'T KNOW	32 8%	9 10%	22 7%	8 4%	5 3%	4 3%	3 4%	16 16%	20 7%	14 8%	14 8%	14 8%	4 6%	5 4%	6 4%	5 4%	6 13%	9 13%	9 12%	11 15%	14 7%	17 9%
REFUSED	14 4%	- -	14 5%	2 1%	1 1%	- -	- -	6 6%	10 4%	5 3%	6 4%	3 2%	1 1%	2 1%	- -	4 3%	3 6%	7 10%	8 11%	6 8%	4 2%	10 5%
ALL OF THE ABOVE	7 2%	1 1%	6 2%	7 4%	3 2%	4 3%	4 4%	- -	5 2%	3 2%	3 2%	3 2%	2 3%	3 2%	5 3%	4 3%	- -	1 1%	- -	- -	7 4%	- -
NOTHING/NO SHORTAGE	19 5%	5 5%	12 4%	7 4%	7 4%	5 4%	4 4%	5 5%	16 6%	11 7%	10 6%	8 5%	3 4%	3 2%	6 4%	7 5%	- -	3 4%	3 4%	4 5%	10 5%	9 5%

Table 36-4

QUESTION 25:

How are you navigating around the worker shortage?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
DEVELOPING CURRENT EMPLOYEE SKILLS/OFFERING INCENTIVES	144 36%	35 40%	112 39%	31 30%	- -	144 100%	- -	- -	- -	47 38%	32 34%	61 41%	2 18%	89 41%	73 48%	57 44%	50 40%	53 49%	90 47%	42 35%	33 29%	25 32%	16 35%
OUTSOURCING THROUGH SUPPLIERS	83 21%	13 15%	62 22%	19 18%	- -	- -	83 100%	- -	- -	26 22%	17 19%	29 20%	3 32%	43 20%	26 17%	22 17%	24 19%	15 14%	35 18%	21 18%	26 23%	24 32%	12 25%
ACCELERATING AUTOMATION TOOLS	43 11%	17 20%	36 13%	7 7%	43 100%	- -	- -	- -	- -	13 10%	9 9%	18 12%	1 12%	29 14%	17 11%	17 13%	16 13%	10 10%	28 15%	16 13%	12 11%	7 9%	4 8%
DEPLOYING LEAN PROCESS IMPROVEMENT EFFORTS	42 11%	9 10%	34 12%	7 7%	- -	- -	- -	42 100%	- -	10 8%	12 13%	18 12%	2 18%	34 16%	21 14%	20 15%	16 13%	15 14%	21 11%	17 14%	11 10%	9 11%	1 2%
OVERTIME/LONGER HOURS	4 1%	1 1%	4 2%	- -	- -	- -	- -	- -	- -	1 1%	1 1%	3 2%	- -	- -	3 2%	1 1%	- -	2 2%	3 1%	3 2%	2 2%	- -	- -
FINDING NEW EMPLOYEES	4 1%	2 2%	4 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	3 2%	- -	- -	1 1%	- -	2 2%	1 1%	1 -	2 2%	3 2%	- -	- -
OTHER	7 2%	2 2%	6 2%	1 1%	- -	- -	- -	- -	7 100%	1 1%	4 4%	2 1%	- -	4 2%	4 3%	2 1%	2 2%	2 2%	2 1%	3 2%	- -	2 2%	1 2%
DON'T KNOW	32 8%	1 1%	11 4%	16 16%	- -	- -	- -	- -	- -	8 6%	10 11%	6 4%	- -	6 3%	- -	3 2%	5 4%	2 1%	3 2%	9 7%	15 13%	4 6%	7 16%
REFUSED	14 4%	2 2%	5 2%	8 8%	- -	- -	- -	- -	- -	5 4%	2 2%	4 2%	2 21%	1 -	1 1%	1 1%	2 2%	2 2%	2 1%	3 3%	4 3%	2 3%	1 3%
ALL OF THE ABOVE	7 2%	4 5%	7 3%	- -	- -	- -	- -	- -	- -	3 2%	4 4%	1 1%	- -	5 2%	5 3%	6 4%	6 5%	3 3%	6 3%	- -	- -	2 2%	1 2%
NOTHING/NO SHORTAGE	19 5%	2 2%	4 2%	14 14%	- -	- -	- -	- -	- -	9 7%	2 2%	5 4%	- -	4 2%	1 1%	1 1%	1 1%	2 2%	1 1%	5 4%	9 8%	2 3%	3 6%

Table 36-5

QUESTION 25:

How are you navigating around the worker shortage?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
DEVELOPING CURRENT EMPLOYEE SKILLS/OFFERING INCENTIVES	144 36%	79 37%	61 42%	33 31%	36 39%	31 39%	36 50%	109 34%	36 44%	28 44%	32 39%	53 34%	28 32%	103 32%	22 51%	20 36%	40 40%	19 38%	39 39%	75 34%
OUTSOURCING THROUGH SUPPLIERS	83 21%	41 19%	28 20%	26 24%	20 22%	20 25%	11 15%	67 21%	16 20%	14 22%	20 24%	29 19%	18 21%	68 21%	4 10%	10 19%	13 13%	11 21%	17 17%	50 23%
ACCELERATING AUTOMATION TOOLS	43 11%	20 9%	14 10%	16 15%	10 11%	6 8%	9 13%	42 13%	1 1%	7 11%	9 11%	13 9%	12 14%	34 11%	6 15%	7 13%	8 8%	6 11%	9 9%	26 12%
DEPLOYING LEAN PROCESS IMPROVEMENT EFFORTS	42 11%	19 9%	19 13%	11 10%	11 12%	10 13%	8 11%	31 10%	12 14%	6 10%	12 15%	15 10%	7 9%	34 11%	5 11%	3 6%	12 12%	7 15%	17 17%	20 9%
OVERTIME/LONGER HOURS	4 1%	2 1%	- -	- -	1 1%	1 1%	1 1%	4 1%	1 1%	- -	- -	4 2%	1 1%	4 1%	- -	1 2%	- -	- -	1 1%	4 2%
FINDING NEW EMPLOYEES	4 1%	2 1%	2 1%	1 1%	- -	1 1%	- -	3 1%	1 1%	- -	2 2%	1 1%	1 1%	4 1%	- -	- -	1 1%	1 2%	2 2%	1 -
OTHER	7 2%	2 1%	3 2%	2 2%	1 1%	- -	2 3%	6 2%	1 1%	1 2%	1 1%	5 3%	- -	7 2%	- -	1 2%	3 3%	- -	- -	5 2%
DON'T KNOW	32 8%	24 11%	7 5%	13 12%	5 6%	4 5%	2 3%	25 8%	7 9%	2 4%	3 4%	14 9%	12 14%	32 10%	- -	5 9%	8 8%	4 8%	6 6%	21 10%
REFUSED	14 4%	9 4%	2 1%	1 1%	3 3%	1 1%	1 1%	13 4%	2 2%	1 1%	- -	6 4%	4 5%	14 5%	- -	4 7%	8 8%	1 2%	3 3%	5 2%
ALL OF THE ABOVE	7 2%	5 2%	5 3%	- -	3 3%	- -	3 4%	5 2%	2 2%	- -	- -	6 4%	2 2%	1 -	5 11%	1 2%	3 3%	1 2%	1 1%	4 2%
NOTHING/NO SHORTAGE	19 5%	10 5%	5 3%	5 4%	3 3%	5 6%	- -	16 5%	3 4%	4 7%	3 4%	10 6%	2 2%	17 5%	1 2%	3 5%	4 4%	1 2%	5 5%	9 4%

Table 37-1

QUESTION 26:

When looking to hire new employees, where is your need greatest?

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	MANAGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
EMPLOYEES WITH ON THE JOB EXPERIENCE	149 37%	50 36%	27 31%	14 29%	20 46%	38 47%	78 34%	72 42%	65 39%	43 40%	35 35%	82 41%	38 33%	28 36%	33 36%	40 41%	32 53%	14 30%	36 36%	112 37%	72 46%	33 31%	11 32%	25 32%
ENTRY LEVEL EMPLOYEES	122 31%	28 20%	33 38%	22 46%	14 33%	25 30%	61 27%	61 35%	46 28%	38 35%	29 29%	53 26%	44 37%	26 32%	37 40%	22 22%	9 15%	9 19%	31 31%	92 31%	44 28%	29 27%	12 37%	30 39%
EMPLOYEES WITH FORMAL TECHNICAL TRAINING	93 23%	41 29%	19 22%	10 21%	8 19%	15 18%	60 26%	33 19%	36 22%	23 21%	28 28%	46 23%	28 24%	18 23%	13 14%	27 28%	15 26%	19 41%	19 19%	73 24%	26 17%	33 31%	7 22%	17 22%
EMPLOYEES WITH FOUR-YEAR COLLEGE DEGREES	10 2%	6 5%	2 2%	- -	- -	1 1%	9 4%	1 1%	5 3%	2 2%	2 2%	6 3%	3 2%	1 1%	1 1%	2 2%	1 2%	4 9%	4 4%	5 2%	3 2%	4 4%	1 3%	1 1%
OTHER	2 1%	2 2%	- -	- -	- -	- -	2 1%	- -	- -	- -	2 2%	- -	1 1%	2 2%	- -	1 1%	- -	- -	- -	2 1%	- -	- -	- -	2 3%
DEPENDS	4 1%	3 2%	1 2%	- -	- -	- -	4 2%	- -	1 1%	- -	2 2%	1 1%	2 1%	1 2%	- -	2 2%	1 1%	- -	3 3%	2 1%	1 1%	2 2%	- -	- -
DON'T KNOW	10 3%	4 3%	2 2%	2 4%	- -	2 2%	6 3%	4 2%	6 3%	1 1%	1 1%	7 3%	2 2%	2 2%	3 3%	2 2%	1 1%	1 2%	2 2%	8 3%	6 4%	2 2%	- -	2 3%
REFUSED	5 1%	4 3%	1 1%	- -	- -	1 1%	5 2%	1 -	3 2%	1 1%	2 2%	4 2%	- -	2 2%	4 4%	- -	- -	- -	1 1%	4 1%	3 2%	3 2%	- -	- -
NOT APPLICABLE/NOT HIRING	4 1%	2 1%	1 1%	- -	1 2%	- -	3 1%	1 1%	4 2%	- -	- -	4 2%	- -	- -	1 1%	2 2%	1 2%	- -	3 3%	1 -	1 1%	1 1%	2 6%	- -

Table 37-2

QUESTION 26:

When looking to hire new employees, where is your need greatest?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
EMPLOYEES WITH ON THE JOB EXPERIENCE	149 37%	68 34%	70 41%	138 37%	7 32%	63 32%	73 47%	7 33%	78 43%	14 24%	54 36%	94 40%	7 32%	46 36%	74 41%	12 34%	62 36%	45 37%	26 42%	74 36%	19 40%	89 38%	1 18%	56 38%
ENTRY LEVEL EMPLOYEES	122 31%	71 35%	46 27%	117 31%	5 25%	72 37%	35 22%	6 27%	54 30%	18 30%	49 33%	70 30%	6 27%	38 29%	58 32%	9 25%	49 28%	36 29%	16 26%	68 33%	17 35%	70 30%	2 59%	47 32%
EMPLOYEES WITH FORMAL TECHNICAL TRAINING	93 23%	43 22%	43 25%	86 23%	5 26%	45 23%	36 23%	3 13%	36 20%	21 35%	34 22%	53 22%	6 25%	34 26%	33 18%	9 26%	50 29%	31 25%	18 30%	43 21%	8 16%	59 25%	1 24%	31 21%
EMPLOYEES WITH FOUR-YEAR COLLEGE DEGREES	10 2%	7 3%	3 2%	10 3%	- -	5 3%	3 2%	1 5%	4 2%	1 2%	5 3%	6 3%	1 5%	3 2%	6 3%	1 3%	3 2%	4 3%	- -	5 3%	2 3%	6 2%	- -	4 3%
OTHER	2 1%	2 1%	- -	2 1%	- -	2 1%	- -	- -	2 1%	- -	1 1%	2 1%	- -	- -	2 1%	- -	1 -	2 2%	- -	- -	- -	2 1%	- -	- -
DEPENDS	4 1%	1 1%	3 2%	4 1%	- -	1 1%	1 1%	1 7%	1 -	- -	2 1%	1 1%	- -	2 2%	3 1%	- -	1 -	1 1%	- -	3 1%	- -	4 2%	- -	- -
DON'T KNOW	10 3%	3 1%	4 2%	6 2%	2 12%	3 1%	3 2%	2 10%	4 2%	2 3%	3 2%	2 1%	2 10%	3 3%	4 2%	2 6%	2 1%	1 1%	1 2%	8 4%	2 3%	1 -	- -	5 3%
REFUSED	5 1%	4 2%	2 1%	5 1%	- -	3 1%	3 2%	- -	2 1%	2 3%	2 1%	4 2%	- -	2 1%	3 1%	1 3%	2 1%	3 2%	- -	3 1%	2 4%	2 1%	- -	3 2%
NOT APPLICABLE/NOT HIRING	4 1%	2 1%	1 1%	3 1%	1 5%	2 1%	1 1%	1 5%	1 1%	2 4%	1 1%	3 1%	- -	1 1%	- -	1 3%	3 2%	- -	- -	4 2%	- -	- -	- -	2 1%

Table 37-3

QUESTION 26:

When looking to hire new employees, where is your need greatest?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
EMPLOYEES WITH ON THE JOB EXPERIENCE	149 37%	31 33%	112 38%	70 35%	63 42%	51 43%	40 42%	37 37%	109 40%	60 35%	66 39%	62 36%	23 33%	58 39%	50 34%	60 41%	13 27%	30 42%	29 39%	25 34%	70 36%	77 39%
ENTRY LEVEL EMPLOYEES	122 31%	29 32%	91 30%	65 32%	39 26%	31 26%	28 29%	37 37%	81 30%	51 30%	51 30%	46 27%	23 32%	47 32%	48 33%	46 31%	19 39%	23 31%	23 32%	30 41%	60 31%	59 30%
EMPLOYEES WITH FORMAL TECHNICAL TRAINING	93 23%	24 26%	67 23%	50 25%	34 22%	27 23%	19 20%	19 19%	59 22%	48 28%	41 24%	50 29%	22 31%	33 22%	38 26%	35 24%	9 19%	10 14%	11 15%	7 10%	43 22%	46 24%
EMPLOYEES WITH FOUR-YEAR COLLEGE DEGREES	10 2%	3 3%	7 2%	6 3%	6 4%	4 3%	4 4%	2 2%	6 2%	2 1%	3 2%	3 2%	1 1%	4 3%	4 3%	2 1%	3 6%	4 5%	3 4%	5 6%	9 5%	1 -
OTHER	2 1%	2 2%	1 -	1 -	2 1%	2 1%	- -	- -	2 1%	2 1%	2 1%	2 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	2 1%	- -
DEPENDS	4 1%	1 1%	3 1%	4 2%	2 1%	1 1%	1 1%	- -	3 1%	1 -	- -	1 1%	1 1%	3 2%	4 3%	3 2%	- -	- -	- -	- -	3 1%	2 1%
DON'T KNOW	10 3%	3 3%	8 3%	3 2%	3 2%	1 1%	2 2%	3 3%	7 3%	4 2%	3 2%	4 2%	- -	- -	- -	- -	3 7%	3 4%	5 6%	5 7%	5 3%	5 3%
REFUSED	5 1%	- -	5 2%	2 1%	3 2%	3 2%	2 2%	1 1%	3 1%	2 1%	1 1%	1 1%	2 2%	2 1%	2 1%	2 1%	1 2%	2 3%	3 4%	2 2%	3 1%	3 1%
NOT APPLICABLE/NOT HIRING	4 1%	- -	3 1%	1 1%	1 1%	- -	- -	2 2%	3 1%	2 1%	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	3 2%

Table 37-4
 QUESTION 26:
 When looking to hire new employees, where is your need greatest?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
																						CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
EMPLOYEES WITH ON THE JOB EXPERIENCE	149 37%	38 44%	114 40%	33 32%	18 41%	61 42%	29 35%	18 43%	2 30%	-	-	149 100%	-	92 43%	61 41%	50 39%	46 37%	41 39%	79 41%	51 42%	50 44%	29 37%	17 36%
ENTRY LEVEL EMPLOYEES	122 31%	24 27%	84 30%	36 35%	13 30%	47 32%	26 32%	10 24%	1 14%	122 100%	-	-	-	61 28%	49 32%	34 26%	37 30%	21 20%	55 29%	27 22%	31 27%	23 30%	17 36%
EMPLOYEES WITH FORMAL TECHNICAL TRAINING	93 23%	24 27%	73 25%	17 16%	9 21%	32 22%	17 21%	12 29%	4 56%	-	93 100%	-	-	47 22%	31 21%	37 29%	33 27%	33 31%	47 24%	34 29%	21 19%	20 26%	9 20%
EMPLOYEES WITH FOUR-YEAR COLLEGE DEGREES	10 2%	-	6 2%	4 4%	1 3%	2 1%	3 4%	2 4%	-	-	-	-	10 100%	5 2%	2 1%	2 2%	2 2%	3 3%	4 2%	1 1%	4 4%	1 1%	1 2%
OTHER	2 1%	2 2%	2 1%	-	2 4%	1 1%	-	-	-	-	-	-	-	2 1%	2 2%	2 1%	2 1%	2 2%	2 1%	2 1%	-	-	-
DEPENDS	4 1%	-	3 1%	2 2%	1 2%	1 1%	1 1%	-	-	-	-	-	-	4 2%	3 2%	2 1%	3 2%	2 2%	3 2%	3 2%	2 2%	-	-
DON'T KNOW	10 3%	-	-	7 6%	-	-	4 5%	-	-	-	-	-	-	-	-	-	-	2 1%	-	1 1%	3 2%	2 2%	2 4%
REFUSED	5 1%	-	2 1%	4 4%	-	2 1%	1 1%	-	-	-	-	-	-	2 1%	2 1%	2 1%	3 2%	2 1%	2 1%	1 1%	2 2%	2 2%	-
NOT APPLICABLE/NOT HIRING	4 1%	-	2 1%	1 1%	-	-	1 1%	-	-	-	-	-	-	1 -	-	-	-	-	-	1 1%	1 1%	1 1%	1 2%

Table 37-5

QUESTION 26:

When looking to hire new employees, where is your need greatest?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
EMPLOYEES WITH ON THE JOB EXPERIENCE	149 37%	80 38%	58 40%	36 34%	31 34%	28 35%	27 38%	120 38%	29 35%	24 39%	35 42%	52 34%	35 41%	120 38%	13 31%	18 34%	33 33%	26 51%	44 44%	74 34%
ENTRY LEVEL EMPLOYEES	122 31%	66 31%	45 31%	31 29%	31 33%	19 24%	22 31%	93 29%	30 37%	25 40%	19 24%	54 35%	18 21%	97 30%	16 37%	19 34%	37 37%	14 28%	30 30%	60 28%
EMPLOYEES WITH FORMAL TECHNICAL TRAINING	93 23%	45 21%	35 24%	26 24%	23 25%	25 31%	18 25%	75 24%	17 21%	10 16%	21 26%	37 24%	20 23%	74 23%	10 23%	12 22%	24 24%	10 19%	21 21%	56 26%
EMPLOYEES WITH FOUR-YEAR COLLEGE DEGREES	10 2%	5 2%	- -	6 5%	2 2%	2 2%	1 1%	8 2%	2 2%	1 2%	3 3%	2 1%	2 2%	9 3%	1 2%	- -	- -	- -	3 3%	9 4%
OTHER	2 1%	1 -	- -	2 2%	2 2%	- -	- -	2 1%	- -	- -	- -	2 2%	- -	1 -	2 4%	- -	- -	- -	1 1%	2 1%
DEPENDS	4 1%	2 1%	1 1%	2 1%	1 1%	1 2%	1 2%	3 1%	1 1%	- -	- -	3 2%	2 2%	3 1%	- -	1 3%	- -	- -	2 2%	3 1%
DON'T KNOW	10 3%	8 4%	6 4%	2 2%	1 1%	2 3%	2 3%	8 3%	2 2%	2 3%	3 3%	- -	5 6%	9 3%	- -	3 5%	4 4%	- -	- -	6 3%
REFUSED	5 1%	3 1%	- -	2 1%	- -	3 3%	- -	5 1%	1 1%	- -	1 1%	4 2%	1 1%	4 1%	2 4%	1 2%	- -	- -	- -	5 2%
NOT APPLICABLE/NOT HIRING	4 1%	3 1%	1 1%	1 1%	1 1%	- -	- -	4 1%	- -	- -	- -	1 1%	3 4%	4 1%	- -	- -	1 1%	1 2%	- -	3 1%

Table 38-1

QUESTION 27:

What types of manufacturing jobs or positions are in most demand at your company?

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	MANAG-ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
MACHINE OPERATOR	152 38%	55 39%	31 36%	23 48%	19 43%	25 31%	86 38%	67 39%	45 27%	40 37%	58 57%	55 27%	49 42%	48 61%	30 33%	52 53%	20 34%	11 23%	27 27%	126 42%	51 33%	41 39%	14 43%	37 48%
ASSEMBLER/MANUFACTURER/ FABRICATOR	111 28%	36 26%	25 28%	17 35%	7 17%	27 32%	61 27%	51 29%	50 30%	36 34%	17 17%	58 28%	35 30%	19 23%	33 36%	24 25%	9 15%	15 32%	26 26%	85 28%	51 33%	21 19%	10 29%	20 25%
WELDER	30 7%	6 4%	8 9%	- -	3 8%	13 16%	13 6%	16 9%	10 6%	8 8%	10 10%	18 9%	6 5%	5 6%	- -	2 2%	18 31%	7 14%	8 8%	21 7%	10 6%	12 11%	2 6%	4 5%
FRONT OFFICE OR ADMINISTRATIVE HELP	18 4%	6 4%	4 5%	- -	3 7%	4 5%	10 5%	8 4%	13 8%	4 3%	- -	17 8%	1 1%	- -	3 4%	4 4%	2 3%	1 2%	10 10%	8 3%	6 4%	7 7%	1 3%	3 4%
ENGINEER	17 4%	9 6%	5 5%	- -	2 5%	2 2%	13 6%	4 2%	7 4%	6 6%	3 3%	11 5%	5 4%	1 1%	4 4%	7 7%	1 2%	5 10%	4 4%	13 4%	7 5%	6 5%	1 3%	3 3%
SUPERVISOR	8 2%	4 3%	2 2%	1 3%	1 2%	- -	6 3%	2 1%	3 2%	3 3%	2 2%	3 1%	5 4%	1 1%	2 2%	1 1%	2 4%	- -	4 4%	5 2%	2 1%	3 3%	- -	3 4%
SENIOR LEADERSHIP POSITION	7 2%	1 1%	1 2%	- -	3 7%	2 2%	2 1%	5 3%	5 3%	2 2%	- -	5 3%	2 2%	- -	3 3%	2 2%	2 3%	- -	2 2%	5 2%	5 3%	1 1%	- -	1 1%
ENTRY LEVEL/GENERAL LABORER/LABORER	4 1%	1 1%	- -	1 2%	- -	3 3%	1 -	3 2%	1 1%	- -	2 2%	1 1%	2 1%	1 2%	- -	- -	1 1%	1 2%	1 1%	3 1%	- -	2 2%	2 7%	- -
TECHNICAL/SKILLED LABORER	4 1%	4 3%	- -	- -	- -	- -	4 2%	- -	1 1%	- -	3 3%	1 -	2 1%	2 2%	2 2%	- -	- -	- -	1 1%	3 1%	1 1%	1 1%	- -	1 1%
SALES	4 1%	- -	3 4%	- -	1 2%	- -	3 1%	1 1%	2 1%	1 1%	- -	3 1%	1 1%	- -	2 2%	1 1%	- -	1 2%	1 1%	3 1%	1 1%	3 3%	- -	- -
NONE/NOT APPLICABLE	5 1%	2 1%	2 2%	1 3%	- -	- -	3 2%	1 1%	5 3%	- -	- -	5 2%	- -	- -	2 2%	1 1%	- -	1 2%	2 2%	3 1%	1 -	2 2%	1 3%	1 1%
OTHER	11 3%	7 5%	- -	1 2%	1 2%	2 2%	7 3%	4 2%	6 3%	3 3%	2 2%	6 3%	4 3%	1 1%	5 5%	- -	- -	2 5%	4 4%	7 2%	7 4%	1 1%	- -	1 1%
DON'T KNOW	21 5%	8 6%	5 5%	4 7%	2 5%	2 3%	13 6%	8 4%	14 8%	2 2%	3 3%	13 7%	5 4%	2 3%	5 5%	3 3%	3 5%	3 6%	7 7%	14 5%	11 7%	4 4%	2 6%	4 5%
REFUSED	8 2%	3 2%	2 2%	- -	1 2%	3 3%	5 2%	4 2%	6 3%	1 1%	1 1%	6 3%	2 2%	- -	1 1%	1 1%	2 3%	1 2%	3 3%	5 2%	4 3%	3 3%	- -	1 1%

Table 38-2

QUESTION 27:

What types of manufacturing jobs or positions are in most demand at your company?

BANNER 2

TABLE 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
MACHINE OPERATOR	152 38%	88 44%	54 31%	142 38%	8 38%	74 38%	62 40%	6 30%	74 41%	25 42%	51 34%	98 42%	6 25%	42 33%	70 39%	5 15%	70 41%	50 40%	26 43%	73 35%	19 39%	111 48%	1 24%	38 26%	
ASSEMBLER/MANUFACTURER/ FABRICATOR	111 28%	56 28%	49 29%	105 28%	6 31%	60 31%	42 27%	6 27%	55 30%	14 24%	40 27%	70 30%	5 25%	33 25%	47 26%	9 26%	53 31%	41 33%	13 21%	55 26%	10 21%	58 25%	1 28%	50 34%	
WELDER	30 7%	12 6%	16 9%	28 7%	- -	12 6%	15 10%	1 5%	16 9%	3 5%	9 6%	15 6%	3 14%	12 9%	12 7%	6 17%	11 7%	7 5%	5 8%	17 8%	5 10%	17 7%	- -	11 8%	
FRONT OFFICE OR ADMINISTRATIVE HELP	18 4%	9 5%	9 5%	18 5%	- -	12 6%	2 1%	2 9%	4 2%	3 5%	11 8%	11 5%	- -	5 4%	11 6%	3 8%	4 2%	6 5%	4 7%	8 4%	1 2%	6 3%	1 30%	10 6%	
ENGINEER	17 4%	8 4%	7 4%	15 4%	1 4%	9 5%	7 5%	- -	5 3%	3 5%	8 5%	8 3%	3 13%	6 5%	9 5%	3 8%	5 3%	5 4%	4 6%	8 4%	1 3%	12 5%	- -	4 3%	
SUPERVISOR	8 2%	1 1%	6 4%	7 2%	1 5%	4 2%	4 3%	- -	3 2%	1 2%	4 3%	5 2%	- -	3 2%	4 2%	- -	4 2%	4 3%	1 2%	3 2%	- -	5 2%	- -	3 2%	
SENIOR LEADERSHIP POSITION	7 2%	3 1%	3 2%	5 1%	1 3%	4 2%	2 1%	- -	1 1%	- -	4 3%	5 2%	- -	2 1%	3 2%	- -	3 2%	2 2%	1 1%	4 2%	2 4%	3 1%	- -	3 2%	
ENTRY LEVEL/GENERAL LABORER/LABORER	4 1%	3 2%	1 1%	4 1%	- -	1 1%	2 1%	- -	1 -	1 2%	3 2%	1 -	- -	3 2%	1 1%	- -	3 2%	1 1%	1 2%	2 1%	2 3%	3 1%	- -	2 1%	
TECHNICAL/SKILLED LABORER	4 1%	1 -	3 2%	4 1%	- -	1 -	3 2%	- -	2 1%	- -	2 2%	2 1%	- -	3 2%	2 1%	- -	2 1%	2 2%	- -	2 1%	1 2%	3 1%	- -	1 1%	
SALES	4 1%	2 1%	2 1%	4 1%	- -	1 1%	2 1%	- -	1 1%	- -	3 2%	2 1%	1 4%	1 1%	2 1%	1 3%	1 1%	1 1%	- -	3 1%	- -	2 1%	- -	2 1%	
NONE/NOT APPLICABLE	5 1%	1 1%	2 1%	3 1%	2 8%	2 1%	2 1%	1 5%	2 1%	3 5%	- -	1 -	1 3%	3 2%	- -	4 10%	1 1%	- -	1 1%	4 2%	- -	- -	1 18%	3 2%	
OTHER	11 3%	5 2%	5 3%	10 3%	- -	5 2%	3 2%	1 5%	5 3%	1 1%	5 3%	5 2%	1 4%	5 4%	5 3%	- -	4 3%	1 1%	1 2%	9 4%	3 5%	3 1%	- -	7 5%	
DON'T KNOW	21 5%	10 5%	8 5%	18 5%	2 10%	7 4%	6 4%	2 9%	9 5%	4 6%	7 4%	10 4%	3 13%	6 5%	9 5%	4 11%	6 4%	1 1%	5 7%	15 7%	3 7%	6 2%	- -	12 8%	
REFUSED	8 2%	2 1%	6 4%	8 2%	- -	3 1%	2 2%	2 9%	4 2%	2 4%	2 1%	4 2%	- -	4 3%	4 2%	1 2%	4 2%	3 2%	1 1%	5 2%	2 4%	5 2%	- -	2 1%	

Table 38-3

QUESTION 27:

What types of manufacturing jobs or positions are in most demand at your company?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
MACHINE OPERATOR	152 38%	42 45%	109 37%	90 45%	65 43%	56 48%	42 45%	21 20%	90 33%	56 33%	60 36%	65 38%	40 56%	69 47%	64 44%	60 41%	19 41%	23 32%	23 32%	24 33%	83 43%	66 34%
ASSEMBLER/MANUFACTURER/ FABRICATOR	111 28%	23 25%	84 28%	58 29%	39 26%	32 27%	24 25%	36 36%	80 29%	49 29%	45 27%	41 24%	18 26%	42 28%	43 30%	48 32%	13 27%	21 29%	21 28%	22 30%	54 28%	58 29%
WELDER	30 7%	3 3%	25 8%	14 7%	13 9%	8 7%	7 8%	8 8%	22 8%	13 8%	14 8%	15 9%	4 6%	8 5%	6 4%	10 7%	2 4%	7 10%	9 12%	4 5%	9 5%	21 10%
FRONT OFFICE OR ADMINISTRATIVE HELP	18 4%	2 2%	15 5%	6 3%	4 2%	2 1%	3 3%	8 8%	17 6%	9 5%	7 4%	8 4%	- -	6 4%	7 5%	5 4%	1 2%	2 3%	3 4%	5 7%	12 6%	6 3%
ENGINEER	17 4%	5 6%	12 4%	8 4%	7 5%	5 4%	5 5%	4 4%	13 5%	7 4%	9 5%	7 4%	2 3%	6 4%	6 4%	8 5%	2 4%	5 6%	3 4%	2 3%	10 5%	7 4%
SUPERVISOR	8 2%	1 1%	7 2%	4 2%	5 3%	1 1%	1 1%	2 2%	7 2%	3 2%	3 2%	4 2%	1 1%	3 2%	4 3%	3 2%	1 2%	2 3%	1 2%	1 2%	6 3%	3 1%
SENIOR LEADERSHIP POSITION	7 2%	1 1%	6 2%	4 2%	3 2%	3 3%	2 2%	- -	5 2%	5 3%	3 2%	4 2%	1 1%	1 1%	3 2%	2 1%	1 2%	1 1%	1 1%	1 1%	2 1%	5 3%
ENTRY LEVEL/GENERAL LABORER/LABORER	4 1%	1 2%	3 1%	3 2%	1 1%	1 1%	3 3%	1 1%	3 1%	1 1%	2 1%	2 1%	1 1%	3 2%	2 2%	2 2%	- -	- -	- -	- -	1 1%	2 1%
TECHNICAL/SKILLED LABORER	4 1%	2 3%	2 1%	3 1%	2 1%	3 2%	3 3%	2 2%	2 1%	2 1%	2 1%	2 1%	1 1%	1 1%	2 1%	2 2%	2 3%	2 2%	- -	- -	2 1%	1 -
SALES	4 1%	- -	4 1%	1 -	- -	- -	- -	2 2%	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	2 1%	1 1%	1 2%	1 2%	1 2%	2 3%	2 1%	2 1%
NONE/NOT APPLICABLE	5 1%	- -	3 1%	- -	1 1%	- -	- -	2 2%	5 2%	4 2%	3 2%	3 2%	- -	- -	1 1%	- -	- -	- -	- -	1 1%	1 -	4 2%
OTHER	11 3%	1 1%	10 3%	4 2%	4 2%	2 2%	2 2%	3 3%	8 3%	4 2%	4 2%	3 2%	- -	4 2%	4 3%	3 2%	2 4%	3 5%	3 5%	4 5%	4 2%	5 3%
DON'T KNOW	21 5%	7 8%	13 4%	5 2%	6 4%	2 2%	4 4%	10 10%	16 6%	13 8%	13 8%	15 9%	2 2%	3 2%	3 2%	3 2%	3 7%	2 3%	4 5%	3 4%	7 4%	12 6%
REFUSED	8 2%	3 3%	5 2%	2 1%	2 1%	3 3%	1 1%	3 3%	4 2%	3 2%	3 2%	3 2%	1 1%	2 1%	- -	- -	1 2%	3 4%	5 6%	5 6%	4 2%	5 2%

Table 38-4

QUESTION 27:

What types of manufacturing jobs or positions are in most demand at your company?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
MACHINE OPERATOR	152 38%	40 46%	121 42%	29 28%	21 50%	67 47%	20 24%	17 40%	3 44%	44 36%	41 44%	61 41%	1 8%	94 44%	69 45%	55 43%	51 41%	51 48%	85 45%	45 37%	40 35%	28 37%	16 36%
ASSEMBLER/MANUFACTURER/ FABRICATOR	111 28%	19 22%	78 27%	31 30%	7 17%	41 28%	27 33%	11 25%	3 39%	48 39%	15 16%	43 29%	1 12%	63 29%	43 29%	38 30%	29 23%	25 24%	57 30%	33 28%	36 32%	26 34%	10 22%
WELDER	30 7%	13 15%	23 8%	7 7%	6 14%	7 5%	9 10%	4 10%	1 16%	4 4%	7 8%	16 11%	1 12%	11 5%	15 10%	10 8%	15 12%	10 10%	20 10%	12 10%	11 9%	4 5%	2 4%
FRONT OFFICE OR ADMINISTRATIVE HELP	18 4%	1 1%	9 3%	9 9%	1 2%	4 3%	6 7%	5 12%	- -	3 2%	6 6%	7 4%	2 20%	11 5%	3 2%	5 4%	5 4%	3 2%	3 2%	5 4%	8 7%	1 1%	5 12%
ENGINEER	17 4%	3 3%	14 5%	3 3%	4 9%	5 3%	4 4%	1 1%	- -	2 2%	5 6%	5 4%	3 32%	8 4%	4 3%	3 3%	7 6%	5 4%	7 4%	9 7%	2 2%	3 4%	1 2%
SUPERVISOR	8 2%	- -	8 3%	1 1%	- -	5 4%	- -	1 2%	- -	3 2%	3 3%	3 2%	- -	3 1%	3 2%	4 3%	3 3%	2 2%	3 1%	2 2%	- -	1 2%	1 3%
SENIOR LEADERSHIP POSITION	7 2%	3 3%	4 2%	3 3%	1 2%	1 1%	2 2%	2 4%	- -	2 1%	1 1%	4 3%	- -	6 3%	2 1%	1 1%	2 2%	2 2%	2 1%	1 1%	3 3%	3 3%	- -
ENTRY LEVEL/GENERAL LABORER/LABORER	4 1%	1 1%	4 1%	- -	- -	3 2%	1 1%	1 2%	- -	3 3%	1 1%	- -	- -	2 1%	3 2%	3 2%	2 2%	- -	2 1%	2 2%	1 1%	1 1%	1 2%
TECHNICAL/SKILLED LABORER	4 1%	1 1%	3 1%	- -	1 2%	2 1%	2 2%	- -	- -	- -	2 3%	2 1%	- -	3 2%	3 2%	3 3%	2 1%	3 3%	2 1%	3 3%	2 1%	1 1%	- -
SALES	4 1%	- -	1 -	2 2%	- -	2 1%	- -	- -	- -	2 2%	1 1%	1 1%	- -	1 -	- -	- -	1 1%	- -	1 -	1 1%	2 2%	- -	2 5%
NONE/NOT APPLICABLE	5 1%	2 2%	4 1%	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	2 1%	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	3 2%	- -	1 3%
OTHER	11 3%	1 1%	6 2%	4 4%	- -	2 1%	5 6%	1 2%	- -	4 3%	3 3%	3 2%	1 8%	5 2%	1 1%	2 1%	2 2%	2 2%	3 1%	1 1%	2 2%	3 4%	2 4%
DON'T KNOW	21 5%	5 6%	8 3%	9 9%	1 2%	4 3%	7 9%	- -	- -	6 5%	6 7%	2 1%	- -	5 2%	5 3%	3 2%	3 3%	1 1%	4 2%	5 4%	4 4%	4 5%	4 8%
REFUSED	8 2%	- -	2 1%	4 4%	1 2%	1 1%	1 1%	1 2%	- -	2 1%	1 1%	2 1%	1 8%	2 1%	2 1%	1 1%	3 2%	1 1%	2 1%	1 1%	1 1%	3 3%	- -

Table 38-5

QUESTION 27:

What types of manufacturing jobs or positions are in most demand at your company?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
MACHINE OPERATOR	152 38%	89 42%	65 44%	29 27%	39 42%	29 37%	24 33%	118 37%	34 42%	23 36%	32 39%	57 37%	37 43%	104 33%	27 62%	21 39%	34 34%	21 42%	36 36%	82 38%
ASSEMBLER/MANUFACTURER/ FABRICATOR	111 28%	53 25%	41 28%	29 27%	29 31%	28 35%	20 28%	87 27%	24 30%	22 35%	23 28%	43 28%	21 25%	92 29%	8 19%	16 30%	26 26%	10 19%	25 25%	59 27%
WELDER	30 7%	13 6%	14 10%	8 7%	7 7%	3 4%	8 11%	24 7%	6 7%	6 9%	5 6%	16 10%	3 3%	24 8%	3 8%	5 10%	7 7%	4 8%	19 19%	13 6%
FRONT OFFICE OR ADMINISTRATIVE HELP	18 4%	9 4%	4 3%	8 7%	3 3%	6 7%	4 5%	12 4%	6 7%	2 3%	5 6%	5 4%	5 5%	18 6%	- -	2 3%	6 6%	4 8%	1 1%	10 5%
ENGINEER	17 4%	4 2%	3 2%	6 6%	3 3%	1 1%	3 5%	16 5%	1 1%	- -	6 8%	8 5%	1 1%	16 5%	1 2%	1 3%	2 2%	2 4%	3 3%	13 6%
SUPERVISOR	8 2%	5 2%	2 1%	1 1%	1 1%	1 1%	5 7%	8 3%	- -	- -	1 1%	4 3%	2 3%	7 2%	1 2%	1 3%	2 2%	1 2%	3 3%	6 3%
SENIOR LEADERSHIP POSITION	7 2%	2 1%	2 1%	3 3%	2 2%	2 2%	3 4%	6 2%	1 1%	2 3%	- -	4 3%	1 1%	7 2%	- -	1 2%	1 1%	4 7%	- -	1 -
ENTRY LEVEL/GENERAL LABORER/LABORER	4 1%	4 2%	2 2%	2 2%	- -	- -	2 3%	4 1%	- -	3 4%	1 1%	- -	- -	3 1%	- -	- -	7 7%	- -	4 4%	1 -
TECHNICAL/SKILLED LABORER	4 1%	2 1%	- -	4 4%	2 2%	2 3%	- -	4 1%	- -	- -	2 2%	2 1%	1 1%	3 1%	- -	- -	- -	- -	1 1%	4 2%
SALES	4 1%	4 2%	1 1%	3 3%	2 2%	1 1%	- -	3 1%	1 1%	- -	- -	2 1%	1 1%	4 1%	- -	- -	1 1%	1 2%	- -	3 1%
NONE/NOT APPLICABLE	5 1%	5 2%	- -	1 1%	- -	- -	- -	4 1%	1 1%	- -	- -	2 2%	2 3%	5 1%	- -	2 3%	1 1%	- -	- -	3 1%
OTHER	11 3%	7 3%	4 3%	3 3%	1 1%	- -	1 1%	10 3%	1 1%	1 1%	5 6%	3 2%	2 2%	10 3%	1 2%	- -	6 6%	1 2%	2 2%	7 3%
DON'T KNOW	21 5%	9 4%	7 5%	6 6%	4 5%	5 7%	1 2%	15 5%	6 7%	6 9%	2 2%	6 4%	6 7%	19 6%	2 5%	3 6%	4 4%	2 4%	5 5%	12 6%
REFUSED	8 2%	7 3%	1 1%	4 4%	- -	1 1%	1 1%	7 2%	2 2%	- -	1 1%	1 1%	5 5%	8 3%	- -	1 2%	2 2%	1 2%	2 2%	5 2%

Table 39-1

QUESTION 28:

What are some of the things you are doing to navigate around the worker shortage challenges?

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	MANAGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
MAXIMIZING PRODUCTIVITY	214 54%	76 54%	45 51%	22 45%	25 58%	47 57%	121 53%	93 54%	80 48%	63 59%	61 60%	96 48%	65 56%	53 66%	56 62%	59 61%	34 56%	18 39%	55 56%	159 53%	79 51%	53 50%	19 56%	49 64%
INCREASING COMPENSATION	151 38%	59 42%	29 33%	17 36%	16 38%	30 37%	88 39%	63 37%	37 22%	48 44%	59 59%	49 24%	55 47%	48 60%	30 32%	43 45%	24 41%	14 30%	34 34%	117 39%	44 28%	46 44%	14 42%	38 49%
TRAINING INTERNS TO BECOME EMPLOYEES/ON-THE-JOB TRAINING	128 32%	47 33%	24 27%	15 32%	14 33%	28 34%	71 31%	57 33%	35 21%	44 41%	43 43%	50 25%	40 34%	38 47%	27 30%	40 41%	17 27%	10 23%	29 29%	100 33%	46 29%	33 31%	10 32%	32 41%
BEING MORE AGGRESSIVE IN MARKETING YOUR COMPANY TO POTENTIAL EMPLOYEES	125 31%	49 35%	25 28%	12 26%	13 31%	26 32%	74 32%	51 30%	34 20%	29 27%	56 55%	36 18%	44 37%	44 56%	30 33%	27 28%	21 35%	15 33%	33 33%	91 30%	27 17%	46 43%	15 45%	30 38%
WORKING DIRECTLY WITH AREA TECH COLLEGES/HIGH SCHOOLS	106 27%	40 29%	21 25%	5 10%	15 35%	25 30%	62 27%	45 26%	20 12%	29 27%	49 49%	33 16%	32 27%	41 52%	19 21%	36 37%	24 40%	12 25%	25 25%	82 27%	23 15%	31 29%	10 31%	32 42%
PART TIME/TEMPORARY HELP	3 1%	3 2%	- -	- -	- -	- -	3 2%	- -	2 1%	1 1%	1 1%	2 1%	2 1%	- -	- -	2 2%	- -	2 3%	- -	3 1%	2 2%	1 1%	- -	- -
NONE/NOT APPLICABLE/NO SHORTAGE OF WORKERS	15 4%	4 3%	3 3%	3 7%	2 5%	3 3%	7 3%	8 5%	7 4%	2 2%	4 4%	8 4%	6 5%	1 1%	5 5%	4 4%	1 1%	2 4%	3 3%	12 4%	5 3%	4 4%	2 6%	3 4%
OTHER	4 1%	1 1%	- -	2 5%	- -	1 1%	1 -	3 2%	2 1%	2 2%	- -	3 2%	1 1%	- -	- -	- -	2 3%	- -	1 1%	3 1%	2 1%	1 1%	- -	1 2%
DON'T KNOW	28 7%	8 6%	10 11%	3 7%	2 4%	5 6%	18 8%	10 6%	22 13%	3 2%	3 3%	26 13%	1 1%	2 2%	5 6%	6 6%	3 4%	5 12%	7 7%	21 10%	16 9%	10 9%	1 3%	- -
REFUSED	15 4%	3 2%	3 4%	4 9%	1 2%	4 5%	6 3%	9 5%	11 7%	2 2%	2 2%	12 6%	4 3%	- -	5 5%	- -	2 3%	1 2%	5 5%	10 3%	8 5%	7 7%	- -	- -

Table 39-2

QUESTION 28:

What are some of the things you are doing to navigate around the worker shortage challenges?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
MAXIMIZING PRODUCTIVITY	214 54%	112 56%	87 51%	200 54%	13 62%	101 52%	92 59%	8 39%	103 57%	26 43%	82 55%	129 55%	11 50%	67 52%	93 52%	15 42%	99 58%	66 54%	37 60%	108 52%	29 58%	134 58%	1 30%	76 51%
INCREASING COMPENSATION	151 38%	85 42%	60 35%	145 39%	5 26%	75 38%	60 39%	8 39%	74 41%	16 26%	59 39%	100 42%	6 29%	40 31%	70 39%	8 23%	68 40%	56 45%	21 34%	71 34%	14 29%	116 50%	- -	36 24%
TRAINING INTERNS TO BECOME EMPLOYEES/ON-THE-JOB TRAINING	128 32%	69 34%	52 31%	121 33%	7 35%	63 32%	58 37%	2 10%	63 35%	16 28%	47 31%	78 33%	7 34%	42 32%	61 34%	9 24%	58 34%	43 35%	22 36%	60 29%	15 31%	88 38%	- -	39 26%
BEING MORE AGGRESSIVE IN MARKETING YOUR COMPANY TO POTENTIAL EMPLOYEES	125 31%	66 33%	50 29%	116 31%	7 34%	56 29%	54 35%	5 22%	55 30%	21 36%	45 30%	85 36%	4 20%	33 26%	67 37%	7 20%	48 28%	43 35%	17 28%	62 30%	11 22%	86 37%	- -	39 26%
WORKING DIRECTLY WITH AREA TECH COLLEGES/HIGH SCHOOLS	106 27%	61 31%	37 22%	99 26%	4 20%	53 27%	40 26%	6 30%	42 23%	13 22%	47 32%	70 30%	6 25%	27 21%	51 28%	5 15%	43 25%	39 32%	11 17%	53 26%	8 16%	78 34%	- -	26 18%
PART TIME/TEMPORARY HELP	3 1%	1 -	3 2%	3 1%	- -	2 1%	1 1%	- -	- -	1 1%	3 2%	2 1%	- -	2 1%	3 2%	- -	- -	1 1%	1 1%	2 1%	- -	3 1%	- -	1 1%
NONE/NOT APPLICABLE/NO SHORTAGE OF WORKERS	15 4%	9 4%	6 3%	14 4%	1 3%	12 6%	3 2%	- -	7 4%	1 2%	6 4%	9 4%	1 3%	5 4%	7 4%	1 2%	7 4%	2 2%	3 4%	11 5%	2 5%	7 3%	1 18%	7 4%
OTHER	4 1%	3 2%	- -	3 1%	1 6%	1 -	- -	- -	1 1%	- -	2 1%	1 -	- -	2 2%	1 1%	- -	2 1%	- -	- -	3 2%	2 4%	1 1%	- -	3 2%
DON'T KNOW	28 7%	11 6%	14 8%	25 7%	2 11%	11 5%	9 6%	4 21%	10 6%	9 15%	7 5%	11 5%	3 14%	13 10%	11 6%	5 14%	11 6%	8 7%	7 11%	13 6%	4 8%	7 3%	1 28%	15 10%
REFUSED	15 4%	5 3%	9 5%	14 4%	- -	9 5%	3 2%	1 4%	6 3%	3 5%	6 4%	11 5%	- -	4 3%	7 4%	1 3%	7 4%	6 5%	1 1%	9 4%	4 7%	2 1%	1 24%	9 6%

Table 39-3

QUESTION 28:

What are some of the things you are doing to navigate around the worker shortage challenges?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
MAXIMIZING PRODUCTIVITY	214 54%	54 58%	157 53%	132 65%	95 63%	79 67%	64 67%	43 43%	138 50%	88 52%	84 50%	96 56%	51 71%	94 64%	97 67%	92 62%	23 50%	30 41%	28 38%	25 34%	113 58%	96 49%
INCREASING COMPENSATION	151 38%	39 42%	110 37%	96 47%	73 48%	61 51%	55 57%	27 27%	99 36%	60 35%	57 34%	61 36%	35 49%	71 48%	72 49%	67 45%	16 34%	19 27%	20 27%	21 29%	84 43%	65 33%
TRAINING INTERNS TO BECOME EMPLOYEES/ON-THE-JOB TRAINING	128 32%	38 42%	86 29%	81 40%	58 38%	55 47%	45 47%	25 25%	86 31%	51 30%	50 30%	52 30%	29 41%	60 40%	60 41%	56 38%	13 28%	18 25%	17 24%	21 28%	71 36%	55 28%
BEING MORE AGGRESSIVE IN MARKETING YOUR COMPANY TO POTENTIAL EMPLOYEES	125 31%	34 36%	89 30%	81 40%	66 44%	53 45%	50 52%	19 19%	83 30%	50 30%	44 26%	51 30%	27 38%	57 39%	62 42%	51 35%	11 23%	15 21%	17 23%	21 29%	85 44%	37 19%
WORKING DIRECTLY WITH AREA TECH COLLEGES/HIGH SCHOOLS	106 27%	25 27%	81 27%	68 34%	51 34%	42 36%	34 36%	16 16%	69 25%	41 24%	36 21%	44 26%	23 33%	51 35%	53 37%	43 29%	13 28%	11 16%	13 17%	16 21%	68 35%	34 17%
PART TIME/TEMPORARY HELP	3 1%	- -	3 1%	2 1%	1 1%	1 1%	1 1%	1 1%	3 1%	1 1%	1 1%	3 2%	- -	1 1%	1 1%	- -	- -	2 2%	2 2%	1 1%	- -	3 2%
NONE/NOT APPLICABLE/NO SHORTAGE OF WORKERS	15 4%	5 5%	9 3%	6 3%	7 4%	6 5%	4 4%	5 5%	9 3%	5 3%	5 3%	4 2%	2 3%	6 4%	7 5%	6 4%	5 10%	4 5%	3 3%	5 7%	9 5%	6 3%
OTHER	4 1%	1 1%	3 1%	1 -	1 1%	1 1%	1 1%	2 2%	3 1%	2 1%	2 1%	2 1%	- -	1 1%	1 1%	- -	1 3%	1 1%	1 1%	2 3%	1 -	3 2%
DON'T KNOW	28 7%	6 7%	21 7%	6 3%	4 2%	1 1%	3 4%	12 12%	19 7%	14 8%	13 8%	9 6%	2 3%	3 2%	2 1%	5 3%	5 10%	8 11%	11 14%	12 16%	11 6%	17 9%
REFUSED	15 4%	2 2%	12 4%	3 1%	3 2%	1 1%	- -	7 7%	11 4%	6 3%	7 4%	4 2%	1 1%	2 1%	- -	5 3%	2 4%	7 9%	8 10%	4 6%	4 2%	10 5%

Table 39-4

QUESTION 28:

What are some of the things you are doing to navigate around the worker shortage challenges?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE					GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
MAXIMIZING PRODUCTIVITY	214 54%	51 58%	171 60%	41 40%	29 69%	89 61%	43 52%	34 81%	4 53%	61 49%	47 51%	92 62%	5 51%	214 100%	110 73%	94 74%	85 68%	68 64%	122 64%	62 52%	61 53%	49 63%	26 56%
INCREASING COMPENSATION	151 38%	43 49%	127 44%	23 22%	17 40%	73 51%	26 32%	21 50%	4 56%	49 40%	31 34%	61 41%	2 23%	110 51%	151 100%	73 57%	76 61%	68 63%	99 52%	52 43%	36 31%	33 43%	11 24%
TRAINING INTERNS TO BECOME EMPLOYEES/ON-THE-JOB TRAINING	128 32%	29 34%	96 34%	30 30%	17 39%	57 39%	22 27%	20 46%	2 26%	34 28%	37 40%	50 34%	2 23%	94 44%	73 48%	128 100%	56 45%	49 46%	81 42%	36 30%	31 27%	29 37%	14 31%
BEING MORE AGGRESSIVE IN MARKETING YOUR COMPANY TO POTENTIAL EMPLOYEES	125 31%	40 46%	110 39%	14 13%	16 39%	50 34%	24 28%	16 38%	2 33%	37 30%	33 36%	46 31%	2 22%	85 40%	76 50%	56 43%	125 100%	58 54%	84 44%	36 30%	30 26%	29 37%	13 28%
WORKING DIRECTLY WITH AREA TECH COLLEGES/HIGH SCHOOLS	106 27%	31 36%	88 31%	15 15%	10 24%	53 36%	15 18%	15 36%	2 30%	21 17%	33 35%	41 28%	3 36%	68 32%	68 45%	49 38%	58 46%	106 100%	76 40%	33 27%	25 22%	21 27%	5 11%
PART TIME/TEMPORARY HELP	3 1%	- -	2 1%	- -	- -	- -	1 1%	- -	- -	2 1%	2 2%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%	1 1%	- -	2 4%
NONE/NOT APPLICABLE/NO SHORTAGE OF WORKERS	15 4%	1 1%	7 3%	8 7%	- -	- -	3 4%	1 2%	- -	5 4%	- -	4 2%	3 26%	- -	- -	- -	- -	- -	1 1%	5 4%	5 4%	2 3%	5 11%
OTHER	4 1%	2 2%	3 1%	- -	1 2%	1 1%	2 3%	- -	- -	1 1%	- -	2 1%	- -	- -	- -	1 1%	1 1%	1 1%	2 1%	2 2%	- -	1 1%	- -
DON'T KNOW	28 7%	2 2%	10 4%	15 15%	1 2%	6 4%	5 6%	1 2%	- -	10 8%	5 5%	7 5%	- -	- -	- -	- -	- -	- -	4 2%	11 9%	13 11%	3 4%	5 10%
REFUSED	15 4%	1 1%	2 1%	11 10%	1 2%	- -	2 2%	- -	- -	3 2%	4 4%	4 3%	- -	- -	- -	- -	- -	- -	1 -	4 3%	6 5%	2 3%	- -

Table 39-5

QUESTION 28:

What are some of the things you are doing to navigate around the worker shortage challenges?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
MAXIMIZING PRODUCTIVITY	214 54%	113 53%	88 60%	61 57%	62 68%	45 57%	39 54%	171 54%	43 53%	36 58%	49 59%	82 53%	41 47%	162 51%	28 65%	27 50%	57 57%	30 59%	66 66%	114 52%
INCREASING COMPENSATION	151 38%	76 36%	62 43%	37 35%	45 49%	27 34%	40 57%	120 38%	31 39%	25 40%	39 48%	61 40%	22 26%	104 32%	27 62%	20 37%	47 47%	16 31%	51 51%	83 38%
TRAINING INTERNS TO BECOME EMPLOYEES/ON-THE-JOB TRAINING	128 32%	64 30%	52 36%	34 31%	40 44%	26 33%	31 43%	104 33%	24 30%	16 25%	31 38%	48 31%	29 34%	91 28%	17 41%	16 29%	31 31%	16 31%	41 41%	67 31%
BEING MORE AGGRESSIVE IN MARKETING YOUR COMPANY TO POTENTIAL EMPLOYEES	125 31%	63 30%	47 32%	34 32%	39 42%	27 34%	29 40%	98 31%	27 33%	22 36%	29 36%	51 33%	17 19%	79 25%	30 70%	15 28%	35 35%	14 28%	44 44%	68 31%
WORKING DIRECTLY WITH AREA TECH COLLEGES/HIGH SCHOOLS	106 27%	53 25%	44 30%	31 28%	29 31%	22 28%	25 36%	84 26%	22 27%	15 24%	29 36%	39 26%	17 20%	65 20%	23 55%	12 23%	20 20%	17 33%	42 42%	57 26%
PART TIME/TEMPORARY HELP	3 1%	2 1%	1 1%	2 2%	- -	1 1%	- -	3 1%	1 1%	- -	- -	1 1%	3 3%	3 1%	- -	- -	1 1%	- -	- -	3 2%
NONE/NOT APPLICABLE/NO SHORTAGE OF WORKERS	15 4%	6 3%	2 1%	7 7%	3 3%	6 8%	1 1%	10 3%	5 6%	2 3%	4 5%	6 4%	3 3%	14 4%	1 2%	6 10%	4 4%	2 4%	- -	7 3%
OTHER	4 1%	3 2%	2 1%	- -	1 1%	1 2%	2 3%	3 1%	1 1%	1 1%	- -	2 1%	1 1%	4 1%	- -	2 4%	- -	- -	3 3%	1 -
DON'T KNOW	28 7%	20 10%	9 6%	8 7%	5 6%	6 7%	3 4%	22 7%	6 7%	2 3%	2 3%	10 6%	10 12%	26 8%	- -	4 8%	5 5%	3 5%	3 3%	17 8%
REFUSED	15 4%	11 5%	3 2%	4 4%	4 4%	1 1%	2 2%	14 4%	2 2%	3 5%	- -	7 4%	5 5%	15 5%	- -	3 6%	8 8%	2 4%	3 3%	6 3%

Table 40-1

QUESTION 29:
When it comes to improving production and efficiency, is it more important for your company to focus on process improvement only, or focus on people development and process improvement equally?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (PROCESS ONLY - PEOPLE AND PROCESS)	-230 -57%	-89 -63%	-41 -48%	-26 -54%	-24 -55%	-50 -61%	-130 -57%	-100 -58%	-68 -41%	-70 -65%	-78 -78%	-82 -41%	-78 -66%	-69 -87%	-44 -49%	-65 -67%	-32 -54%	-26 -56%	-43 -43%	-186 -62%	-62 -40%	-70 -65%	-23 -70%	-59 -77%
PROCESS IMPROVEMENT ONLY	76 19%	23 16%	20 23%	10 21%	10 22%	14 17%	43 19%	34 20%	44 27%	18 16%	11 11%	54 26%	19 16%	4 5%	21 23%	14 14%	13 22%	10 21%	27 27%	50 17%	43 28%	17 16%	3 9%	8 10%
PEOPLE DEVELOPMENT AND PROCESS IMPROVEMENT EQUALLY	306 76%	111 79%	61 70%	36 75%	33 78%	64 78%	173 76%	133 77%	112 68%	88 82%	89 88%	136 67%	96 82%	73 92%	65 71%	79 82%	45 75%	36 77%	70 70%	235 79%	105 67%	87 81%	26 80%	67 86%
DON'T KNOW	13 3%	3 2%	6 7%	1 2%	-	4 4%	9 4%	4 3%	9 5%	1 1%	1 1%	11 6%	1 1%	1 1%	4 4%	4 4%	2 3%	1 2%	1 1%	12 4%	7 4%	3 3%	3 8%	-
REFUSED	5 1%	4 3%	-	1 2%	-	-	4 2%	1 1%	1 1%	1 1%	-	2 1%	1 1%	2 2%	2 2%	-	-	-	2 2%	2 1%	1 1%	-	1 3%	3 4%

Table 40-2

QUESTION 29:

When it comes to improving production and efficiency, is it more important for your company to focus on process improvement only, or focus on people development and process improvement equally?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (PROCESS ONLY - PEOPLE AND PROCESS)	-230 -57%	-118 -59%	-101 -59%	-219 -59%	-10 -49%	-113 -58%	-92 -60%	-9 -44%	-111 -61%	-27 -46%	-84 -56%	-143 -61%	-16 -71%	-62 -48%	-105 -58%	-17 -47%	-105 -61%	-82 -66%	-34 -55%	-107 -52%	-21 -44%	-162 -70%	-1 -35%	-70 -47%
PROCESS IMPROVEMENT ONLY	76 19%	41 20%	30 18%	71 19%	4 17%	40 21%	28 18%	4 19%	32 17%	14 24%	30 20%	43 18%	2 9%	29 23%	36 20%	8 23%	28 17%	21 17%	12 19%	43 21%	11 23%	34 15%	1 24%	34 23%
PEOPLE DEVELOPMENT AND PROCESS IMPROVEMENT EQUALLY	306 76%	158 79%	131 77%	290 78%	14 66%	153 78%	120 77%	13 63%	142 79%	41 70%	114 76%	187 79%	18 80%	92 71%	141 78%	25 70%	133 78%	102 83%	46 74%	151 72%	33 67%	196 84%	2 59%	104 70%
DON'T KNOW	13 3%	2 1%	8 5%	10 3%	3 13%	1 1%	5 3%	3 14%	5 3%	4 6%	4 3%	3 1%	2 11%	8 6%	3 2%	3 7%	8 4%	- -	4 6%	9 4%	5 10%	2 1%	1 18%	8 6%
REFUSED	5 1%	- -	2 1%	2 1%	1 4%	1 -	3 2%	1 4%	3 1%	- -	2 1%	3 1%	- -	- -	1 -	- -	2 1%	- -	- -	5 2%	- -	1 1%	- -	2 1%

Table 40-3

QUESTION 29:

When it comes to improving production and efficiency, is it more important for your company to focus on process improvement only, or focus on people development and process improvement equally?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (PROCESS ONLY - PEOPLE AND PROCESS)	-230 -57%	-62 -67%	-166 -56%	-125 -62%	-104 -69%	-89 -75%	-70 -73%	-46 -46%	-155 -57%	-87 -51%	-95 -56%	-98 -57%	-52 -74%	-112 -76%	-112 -77%	-111 -75%	-23 -50%	-28 -40%	-20 -27%	-19 -26%	-126 -65%	-100 -51%
PROCESS IMPROVEMENT ONLY	76 19%	14 15%	59 20%	37 18%	22 15%	14 12%	13 13%	23 23%	54 20%	39 23%	34 20%	33 19%	9 12%	15 10%	15 10%	16 11%	10 20%	20 28%	25 34%	25 34%	32 16%	43 22%
PEOPLE DEVELOPMENT AND PROCESS IMPROVEMENT EQUALLY	306 76%	75 82%	226 76%	162 80%	126 83%	103 87%	83 87%	70 69%	209 76%	127 74%	129 76%	131 77%	61 86%	127 86%	127 87%	127 86%	33 70%	49 68%	45 61%	44 60%	158 81%	143 73%
DON'T KNOW	13 3%	3 4%	8 3%	1 -	2 1%	2 2%	- -	7 7%	7 3%	3 2%	5 3%	6 3%	2 2%	4 3%	3 2%	3 2%	4 7%	2 3%	3 4%	3 5%	1 1%	11 5%
REFUSED	5 1%	- -	5 2%	3 1%	1 1%	- -	- -	1 1%	4 1%	1 1%	1 1%	1 1%	- -	1 1%	1 1%	1 1%	1 2%	1 1%	1 1%	1 1%	5 2%	- -

Table 40-4

QUESTION 29:

When it comes to improving production and efficiency, is it more important for your company to focus on process improvement only, or focus on people development and process improvement equally?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/			MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
											NO EXP	TECH/ EXP	COLL+									CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (PROCESS ONLY - PEOPLE AND PROCESS)	-230 -57%	-52 -60%	-188 -66%	-38 -37%	-18 -43%	-120 -83%	-35 -43%	-29 -70%	-1 -15%	-62 -50%	-66 -72%	-91 -61%	-5 -56%	-127 -59%	-107 -71%	-98 -77%	-98 -78%	-81 -76%	-145 -76%	-83 -69%	-45 -39%	-46 -59%	-22 -48%
PROCESS IMPROVEMENT ONLY	76 19%	17 19%	44 15%	29 28%	12 27%	11 8%	22 27%	5 13%	3 43%	29 24%	12 13%	26 17%	2 22%	42 20%	21 14%	15 11%	13 10%	12 11%	23 12%	16 13%	30 27%	14 18%	11 23%
PEOPLE DEVELOPMENT AND PROCESS IMPROVEMENT EQUALLY	306 76%	69 79%	232 81%	68 66%	30 71%	131 91%	57 69%	35 83%	4 57%	91 74%	78 85%	117 78%	8 78%	168 79%	128 85%	113 88%	111 89%	93 87%	167 88%	99 82%	75 66%	60 78%	33 71%
DON'T KNOW	13 3%	2 2%	7 2%	5 5%	1 2%	1 -	2 2%	2 4%	- -	2 2%	2 2%	4 3%	- -	3 1%	1 1%	- -	- -	- -	1 -	5 4%	7 6%	2 2%	3 6%
REFUSED	5 1%	- -	2 1%	1 1%	- -	1 1%	2 2%	- -	- -	- -	- -	2 1%	- -	1 1%	1 1%	1 1%	1 1%	2 1%	- -	1 1%	1 1%	1 1%	- -

Table 40-5

QUESTION 29:

When it comes to improving production and efficiency, is it more important for your company to focus on process improvement only, or focus on people development and process improvement equally?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (PROCESS ONLY - PEOPLE AND PROCESS)	-230 -57%	-123 -58%	-88 -61%	-68 -63%	-68 -75%	-57 -71%	-53 -74%	-172 -54%	-58 -71%	-37 -60%	-57 -70%	-89 -58%	-43 -49%	-160 -50%	-40 -94%	-29 -53%	-71 -71%	-27 -53%	-70 -70%	-125 -57%
PROCESS IMPROVEMENT ONLY	76 19%	40 19%	26 18%	19 18%	10 11%	10 13%	9 12%	66 21%	10 12%	11 18%	11 13%	30 20%	19 22%	72 23%	1 2%	11 20%	14 14%	11 22%	14 14%	41 19%
PEOPLE DEVELOPMENT AND PROCESS IMPROVEMENT EQUALLY	306 76%	163 77%	115 79%	87 81%	79 86%	67 84%	61 86%	238 75%	68 84%	48 77%	68 83%	119 77%	62 71%	232 73%	41 96%	40 73%	85 85%	39 76%	84 84%	166 76%
DON'T KNOW	13 3%	6 3%	2 1%	2 1%	2 3%	2 3%	- -	10 3%	3 4%	2 3%	1 1%	4 2%	5 5%	12 4%	1 2%	4 7%	1 1%	1 2%	2 2%	7 3%
REFUSED	5 1%	3 1%	3 2%	- -	- -	- -	2 2%	5 1%	- -	1 2%	2 2%	1 1%	1 1%	3 1%	- -	- -	1 1%	- -	- -	4 2%

Table 41-1

QUESTION 30:

In what part of the world do you see greatest increase in prospective business?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
UNITED STATES/USA	75 19%	32 23%	14 15%	10 20%	6 15%	14 17%	45 20%	30 18%	34 21%	19 18%	18 18%	44 22%	19 16%	12 16%	22 24%	24 25%	12 20%	7 15%	12 12%	64 21%	36 23%	19 18%	3 9%	11 14%
CANADA	43 11%	9 6%	12 14%	6 12%	8 18%	9 11%	21 9%	22 13%	18 11%	16 15%	9 9%	21 11%	17 14%	5 7%	8 9%	5 6%	9 15%	9 21%	13 13%	30 10%	14 9%	14 13%	3 9%	10 13%
CHINA	42 11%	18 13%	7 8%	4 7%	7 16%	7 9%	25 11%	17 10%	17 10%	9 8%	13 12%	19 10%	11 9%	12 15%	13 14%	5 5%	3 5%	5 12%	14 14%	28 9%	15 9%	9 9%	5 15%	10 13%
EUROPE	30 8%	10 7%	10 12%	2 4%	3 7%	5 6%	20 9%	10 6%	12 7%	10 9%	6 6%	17 8%	10 9%	3 4%	5 6%	11 12%	2 3%	5 11%	10 10%	20 7%	7 4%	14 13%	1 3%	6 8%
MEXICO	19 5%	11 8%	1 1%	3 5%	2 5%	2 3%	12 5%	7 4%	5 3%	2 2%	11 11%	6 3%	4 3%	9 11%	5 5%	3 3%	6 10%	1 2%	4 4%	15 5%	2 1%	7 7%	4 12%	6 7%
INDIA	18 4%	5 3%	5 6%	3 7%	3 6%	2 2%	10 4%	8 5%	5 3%	3 3%	6 6%	7 3%	8 7%	3 4%	1 1%	8 8%	3 4%	2 4%	2 2%	16 5%	4 3%	7 6%	2 6%	4 5%
SOUTH AMERICA	16 4%	9 6%	1 1%	1 2%	1 2%	4 5%	10 4%	6 3%	5 3%	4 4%	6 6%	5 3%	4 4%	6 7%	4 4%	4 4%	1 1%	4 9%	2 2%	14 5%	5 3%	8 7%	- -	1 1%
NORTH AMERICA	13 3%	4 3%	3 4%	- -	4 9%	1 1%	8 3%	5 3%	5 3%	2 2%	5 5%	5 2%	2 2%	6 7%	3 3%	2 2%	2 4%	1 2%	7 7%	6 2%	5 4%	3 3%	- -	4 6%
ASIA (NON SPECIFIC)	6 1%	3 2%	1 1%	- -	1 2%	1 1%	4 2%	2 1%	1 -	3 3%	2 2%	4 2%	2 2%	- -	- -	1 1%	1 2%	2 4%	2 2%	4 1%	3 2%	1 1%	1 3%	1 1%
SOME OTHER PLACE	8 2%	1 1%	2 2%	- -	3 7%	3 3%	3 1%	5 3%	3 2%	2 2%	2 2%	5 2%	3 2%	1 1%	1 1%	3 3%	- -	3 5%	3 3%	5 2%	2 1%	1 1%	1 2%	3 4%
NONE OF THE ABOVE	78 19%	19 13%	20 23%	9 20%	2 5%	27 33%	39 17%	39 23%	40 24%	24 22%	10 10%	44 22%	22 19%	11 14%	18 20%	21 22%	10 17%	4 8%	21 21%	56 19%	37 24%	14 13%	10 31%	8 10%
DON'T KNOW/NOT SURE	50 13%	21 15%	10 11%	10 20%	3 6%	7 9%	31 13%	20 11%	20 12%	13 13%	11 11%	24 12%	14 12%	12 15%	10 11%	9 10%	11 19%	3 7%	9 9%	41 14%	24 15%	9 9%	3 10%	13 16%
REFUSED	2 -	- -	1 1%	1 2%	- -	- -	1 -	1 1%	1 1%	- -	1 1%	1 -	1 1%	- -	2 2%	- -	- -	- -	- -	2 1%	2 1%	- -	- -	- -

Table 41-2

QUESTION 30:

In what part of the world do you see greatest increase in prospective business?

BANNER 2

PANEL 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
UNITED STATES/USA	75 19%	37 18%	32 19%	69 19%	5 22%	36 19%	30 19%	5 24%	38 21%	15 26%	22 15%	41 17%	5 21%	28 22%	29 16%	5 15%	39 23%	29 23%	13 22%	32 16%	13 25%	51 22%	- -	22 15%	
CANADA	43 11%	22 11%	19 11%	40 11%	3 15%	28 14%	14 9%	- -	15 8%	7 12%	20 13%	27 11%	2 7%	14 10%	21 11%	6 16%	17 10%	13 10%	9 15%	21 10%	5 10%	21 9%	2 48%	18 12%	
CHINA	42 11%	23 11%	14 8%	37 10%	5 24%	15 8%	22 14%	4 19%	19 11%	5 9%	17 12%	30 13%	2 8%	9 7%	19 11%	4 12%	18 10%	13 11%	5 7%	24 12%	2 5%	24 10%	- -	17 12%	
EUROPE	30 8%	20 10%	9 5%	29 8%	1 4%	16 8%	14 9%	- -	13 7%	2 4%	14 9%	17 7%	2 9%	11 8%	15 8%	3 9%	12 7%	13 10%	2 3%	15 7%	1 2%	16 7%	- -	12 8%	
MEXICO	19 5%	8 4%	10 6%	18 5%	1 6%	8 4%	9 6%	1 6%	11 6%	6 9%	3 2%	13 6%	1 5%	5 4%	9 5%	3 9%	6 4%	6 5%	3 5%	9 5%	1 2%	12 5%	- -	7 5%	
INDIA	18 4%	15 7%	2 1%	17 4%	1 4%	7 4%	7 4%	1 4%	9 5%	1 2%	8 5%	12 5%	- -	4 3%	9 5%	- -	7 4%	4 4%	3 5%	8 4%	3 6%	11 5%	- -	6 4%	
SOUTH AMERICA	16 4%	9 4%	5 3%	14 4%	2 9%	11 6%	5 3%	- -	7 4%	- -	6 4%	12 5%	1 4%	3 2%	11 6%	2 5%	3 2%	6 5%	5 8%	5 2%	1 2%	13 6%	- -	3 2%	
NORTH AMERICA	13 3%	6 3%	6 4%	12 3%	- -	7 4%	4 3%	1 5%	6 3%	2 3%	5 3%	8 3%	1 4%	4 3%	8 4%	2 5%	3 2%	4 3%	2 3%	7 3%	1 2%	7 3%	- -	6 4%	
ASIA (NON SPECIFIC)	6 1%	3 1%	3 2%	6 2%	- -	4 2%	1 1%	- -	3 2%	- -	3 2%	4 2%	- -	2 1%	1 1%	1 3%	4 2%	2 2%	- -	4 2%	- -	4 2%	- -	2 1%	
SOME OTHER PLACE	8 2%	4 2%	3 2%	7 2%	- -	5 2%	1 1%	1 4%	4 2%	1 2%	3 2%	7 3%	- -	1 1%	6 3%	- -	2 1%	- -	1 2%	7 3%	- -	5 2%	- -	3 2%	
NONE OF THE ABOVE	78 19%	32 16%	46 27%	78 21%	- -	37 19%	31 20%	2 9%	34 19%	8 13%	33 22%	41 18%	6 25%	30 23%	36 20%	6 17%	36 21%	20 16%	10 15%	46 22%	15 31%	40 17%	1 28%	35 23%	
DON'T KNOW/NOT SURE	50 13%	24 12%	20 12%	44 12%	3 16%	21 11%	18 12%	6 28%	20 11%	12 20%	16 11%	23 10%	4 17%	18 14%	16 9%	3 9%	24 14%	13 10%	9 15%	28 13%	6 13%	28 12%	1 24%	17 12%	
REFUSED	2 -	1 -	1 1%	2 1%	- -	1 -	1 1%	- -	1 -	- -	1 1%	1 -	- -	1 1%	1 1%	- -	1 1%	- -	- -	2 1%	1 2%	1 -	- -	1 1%	

Table 41-3

QUESTION 30:

In what part of the world do you see greatest increase in prospective business?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
UNITED STATES/USA	75 19%	17 18%	58 19%	38 19%	36 24%	25 21%	20 21%	17 17%	53 19%	41 24%	36 21%	33 19%	10 14%	22 15%	25 17%	30 20%	10 22%	12 16%	13 17%	11 16%	35 18%	38 20%
CANADA	43 11%	7 7%	35 12%	15 8%	11 7%	10 8%	6 6%	16 16%	32 12%	19 11%	20 12%	15 9%	9 12%	17 11%	12 8%	18 12%	2 4%	7 10%	10 14%	8 11%	16 8%	27 14%
CHINA	42 11%	10 11%	31 10%	22 11%	21 14%	16 13%	13 14%	8 8%	30 11%	10 6%	16 9%	18 10%	8 11%	22 15%	21 14%	18 12%	4 9%	10 14%	5 7%	7 9%	26 14%	15 8%
EUROPE	30 8%	4 4%	26 9%	13 7%	9 6%	5 4%	7 7%	6 6%	20 7%	13 7%	14 8%	15 9%	3 4%	10 7%	12 8%	12 8%	6 13%	6 9%	3 4%	3 5%	13 7%	17 8%
MEXICO	19 5%	8 8%	12 4%	12 6%	6 4%	6 5%	8 8%	6 6%	11 4%	5 3%	2 1%	3 2%	5 6%	10 7%	11 7%	13 9%	4 8%	4 6%	6 9%	4 5%	14 7%	5 3%
INDIA	18 4%	2 2%	16 5%	12 6%	7 5%	4 3%	5 5%	3 3%	11 4%	5 3%	7 4%	10 6%	3 4%	7 5%	6 4%	1 1%	4 8%	6 8%	5 6%	7 10%	9 5%	8 4%
SOUTH AMERICA	16 4%	6 7%	9 3%	10 5%	6 4%	8 6%	3 3%	2 2%	8 3%	2 1%	4 2%	4 3%	5 7%	9 6%	7 5%	6 4%	2 4%	4 5%	4 5%	4 5%	6 3%	8 4%
NORTH AMERICA	13 3%	6 7%	6 2%	7 3%	6 4%	4 3%	3 3%	3 3%	9 3%	5 3%	3 2%	6 3%	2 3%	5 3%	8 5%	2 1%	1 2%	3 4%	2 3%	5 7%	10 5%	3 1%
ASIA (NON SPECIFIC)	6 1%	1 1%	5 2%	3 1%	1 1%	1 1%	- -	2 2%	5 2%	2 1%	2 1%	2 1%	1 1%	3 2%	2 1%	2 1%	- -	1 1%	2 2%	2 3%	3 2%	3 1%
SOME OTHER PLACE	8 2%	3 3%	5 2%	7 3%	5 3%	4 3%	3 3%	2 2%	6 2%	6 3%	5 3%	5 3%	2 2%	2 1%	2 2%	3 2%	1 2%	- -	- -	- -	6 3%	3 1%
NONE OF THE ABOVE	78 19%	15 16%	60 20%	36 18%	24 16%	19 16%	13 13%	25 25%	55 20%	38 22%	33 19%	37 22%	14 20%	28 19%	28 19%	25 17%	9 18%	9 12%	15 20%	16 23%	34 18%	41 21%
DON'T KNOW/NOT SURE	50 13%	15 16%	33 11%	26 13%	18 12%	17 15%	14 15%	12 11%	34 12%	25 15%	27 16%	23 13%	12 16%	13 9%	12 8%	19 13%	4 9%	9 13%	8 11%	5 6%	22 11%	28 14%
REFUSED	2 -	- -	2 1%	1 -	1 1%	1 1%	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	1 2%	1 1%	1 1%	1 1%	- -	2 1%

Table 41-4

QUESTION 30:

In what part of the world do you see greatest increase in prospective business?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE				FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
UNITED STATES/USA	75 19%	18 21%	63 22%	11 11%	9 21%	24 16%	14 17%	8 20%	2 30%	14 12%	23 25%	29 20%	1 8%	40 19%	31 20%	26 20%	25 20%	26 24%	41 22%	34 28%	21 19%	19 24%	5 10%
CANADA	43 11%	11 13%	27 9%	15 15%	3 8%	16 11%	9 11%	4 8%	- -	9 7%	13 14%	18 12%	1 10%	23 11%	14 9%	14 11%	8 6%	7 6%	15 8%	15 12%	17 15%	8 11%	5 11%
CHINA	42 11%	8 9%	32 11%	9 8%	5 11%	17 11%	9 10%	6 13%	1 13%	12 10%	6 7%	20 13%	4 38%	26 12%	17 11%	14 11%	15 12%	6 6%	25 13%	7 6%	13 12%	6 7%	9 19%
EUROPE	30 8%	5 6%	21 7%	9 9%	5 11%	10 7%	8 9%	2 5%	- -	7 6%	10 11%	11 7%	1 12%	20 9%	9 6%	8 6%	9 7%	7 7%	11 6%	8 6%	11 9%	4 5%	7 15%
MEXICO	19 5%	9 10%	16 6%	3 3%	1 2%	8 6%	3 4%	5 11%	- -	7 6%	3 3%	8 5%	- -	11 5%	9 6%	6 4%	13 10%	6 5%	12 6%	8 6%	1 1%	4 6%	1 2%
INDIA	18 4%	7 8%	11 4%	7 7%	6 14%	6 4%	3 3%	- -	- -	7 6%	5 5%	6 4%	- -	11 5%	7 5%	7 6%	10 8%	7 7%	14 7%	2 2%	2 2%	6 7%	- -
SOUTH AMERICA	16 4%	- -	11 4%	5 4%	3 8%	3 2%	2 2%	3 7%	- -	4 4%	4 4%	7 5%	- -	8 4%	8 6%	7 5%	6 5%	5 5%	8 4%	5 4%	6 6%	3 4%	- -
NORTH AMERICA	13 3%	5 6%	10 3%	3 3%	- -	6 4%	3 3%	3 7%	- -	4 3%	4 4%	4 3%	- -	5 2%	3 2%	3 2%	7 6%	6 5%	5 3%	3 2%	2 2%	5 7%	- -
ASIA (NON SPECIFIC)	6 1%	- -	2 1%	3 3%	- -	2 1%	2 2%	1 2%	1 16%	4 3%	2 2%	- -	- -	2 1%	4 3%	2 2%	2 2%	2 2%	2 1%	4 3%	1 1%	- -	1 2%
SOME OTHER PLACE	8 2%	2 2%	5 2%	3 3%	- -	3 2%	2 2%	1 2%	- -	4 4%	3 3%	1 1%	- -	4 2%	3 2%	2 2%	3 2%	4 4%	3 1%	2 2%	3 3%	2 3%	2 4%
NONE OF THE ABOVE	78 19%	10 11%	52 18%	24 23%	7 16%	32 22%	14 17%	7 17%	1 14%	31 26%	12 13%	25 17%	2 20%	37 17%	26 17%	25 19%	15 12%	19 18%	38 20%	21 17%	27 23%	13 17%	11 23%
DON'T KNOW/NOT SURE	50 13%	12 14%	35 12%	11 11%	4 10%	18 13%	14 17%	3 7%	2 26%	17 14%	8 9%	19 13%	1 12%	27 12%	20 13%	14 11%	12 9%	11 11%	16 9%	12 10%	10 9%	6 8%	7 14%
REFUSED	2 -	- -	1 -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -

Table 41-5

QUESTION 30:

In what part of the world do you see greatest increase in prospective business?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
UNITED STATES/USA	75 19%	41 20%	27 18%	17 16%	17 19%	16 20%	21 30%	65 21%	10 12%	8 13%	14 17%	28 18%	22 26%	63 20%	4 10%	15 27%	20 20%	7 14%	12 12%	42 19%
CANADA	43 11%	26 12%	16 11%	15 14%	7 7%	10 13%	7 10%	32 10%	11 14%	7 11%	8 10%	17 11%	9 10%	38 12%	2 4%	6 11%	20 20%	9 17%	11 11%	18 8%
CHINA	42 11%	24 11%	8 5%	20 19%	10 11%	7 8%	5 8%	33 10%	9 11%	10 16%	10 12%	15 10%	5 6%	30 9%	8 20%	3 5%	7 7%	7 13%	14 14%	25 11%
EUROPE	30 8%	18 8%	7 5%	8 7%	4 4%	5 6%	5 7%	27 9%	3 4%	5 8%	4 5%	12 7%	8 9%	27 9%	1 3%	2 4%	3 3%	4 7%	5 5%	20 9%
MEXICO	19 5%	10 5%	5 4%	2 2%	4 5%	3 4%	5 7%	10 3%	9 11%	4 6%	6 7%	7 5%	1 1%	10 3%	5 13%	3 5%	3 3%	2 5%	4 4%	12 6%
INDIA	18 4%	9 4%	6 4%	6 5%	5 5%	4 5%	5 7%	14 5%	3 4%	2 3%	3 4%	10 6%	2 2%	15 5%	3 7%	3 6%	4 4%	3 5%	1 1%	10 4%
SOUTH AMERICA	16 4%	6 3%	6 4%	6 6%	9 10%	5 6%	2 3%	15 5%	1 1%	2 3%	5 6%	5 3%	4 5%	10 3%	6 14%	1 2%	4 4%	1 2%	8 8%	10 4%
NORTH AMERICA	13 3%	8 4%	2 1%	3 3%	2 2%	4 5%	1 2%	11 3%	2 3%	2 3%	4 5%	4 3%	3 3%	7 2%	4 9%	- -	- -	4 8%	1 1%	8 4%
ASIA (NON SPECIFIC)	6 1%	3 1%	5 3%	2 2%	- -	2 2%	- -	4 1%	2 2%	1 2%	2 3%	3 2%	- -	6 2%	- -	- -	- -	1 2%	2 2%	4 2%
SOME OTHER PLACE	8 2%	2 1%	5 3%	2 2%	1 1%	1 1%	2 3%	5 2%	3 4%	1 2%	- -	4 3%	2 2%	7 2%	1 2%	1 3%	3 3%	3 6%	2 2%	2 1%
NONE OF THE ABOVE	78 19%	33 16%	36 25%	15 14%	22 24%	11 14%	14 20%	61 19%	17 20%	13 21%	11 14%	29 19%	23 27%	67 21%	3 6%	10 18%	19 19%	6 12%	30 30%	37 17%
DON'T KNOW/NOT SURE	50 13%	29 14%	24 16%	11 11%	11 12%	12 15%	3 5%	38 12%	12 15%	9 14%	14 17%	19 12%	8 9%	38 12%	5 13%	10 19%	16 16%	5 9%	8 8%	29 13%
REFUSED	2 -	2 1%	- -	1 1%	- -	- -	- -	2 1%	- -	- -	1 1%	1 1%	- -	2 1%	- -	- -	1 1%	- -	1 1%	1 -

Table 42-1

QUESTION 31:

On a different topic, does your company have a formal strategic plan for profitable growth?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (YES - NO)	-1 -	7 5%	-4 -4%	-4 -9%	2 4%	-2 -2%	3 1%	-4 -2%	-63 -38%	-3 -3%	52 52%	-67 -33%	6 5%	60 76%	-5 -5%	7 8%	5 8%	-4 -8%	17 17%	-18 -6%	-37 -23%	4 3%	8 25%	22 29%
YES	196 49%	71 50%	42 48%	21 45%	22 52%	39 48%	113 49%	83 48%	51 31%	51 47%	74 74%	67 33%	61 52%	67 85%	42 46%	51 52%	32 53%	21 46%	58 58%	137 46%	60 38%	54 51%	20 61%	49 64%
NO	196 49%	64 45%	45 52%	26 53%	20 48%	41 50%	109 48%	87 50%	114 69%	54 50%	22 22%	134 66%	55 47%	7 8%	47 52%	43 45%	27 45%	25 54%	41 41%	155 52%	96 61%	50 47%	12 36%	27 35%
DON'T KNOW/NOT SURE	6 1%	3 2%	- -	1 2%	- -	1 2%	3 1%	2 1%	1 1%	- -	5 5%	1 1%	1 1%	4 5%	2 2%	1 1%	1 1%	- -	1 1%	5 2%	- -	1 1%	1 3%	1 2%
REFUSED	2 1%	2 2%	- -	- -	- -	- -	2 1%	- -	- -	2 2%	- -	- -	1 1%	2 2%	- -	2 2%	- -	- -	- -	2 1%	1 1%	2 1%	- -	- -

Table 42-2

QUESTION 31:

On a different topic, does your company have a formal strategic plan for profitable growth?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (YES - NO)	-1 -	27 13%	-19 -11%	7 2%	-7 -35%	3 1%	3 2%	-2 -8%	3 2%	-8 -13%	4 2%	31 13%	-10 -45%	-21 -16%	33 18%	-19 -54%	-15 -9%	28 23%	1 1%	-30 -15%	-19 -39%	32 14%	-2 -53%	-28 -19%
YES	196 49%	113 56%	73 43%	187 50%	6 30%	98 50%	77 50%	9 44%	91 50%	25 42%	75 50%	132 56%	6 25%	52 40%	104 57%	8 22%	78 45%	73 60%	31 50%	87 42%	14 29%	130 56%	1 24%	59 40%
NO	196 49%	87 43%	92 54%	179 48%	14 65%	95 49%	74 48%	11 52%	88 49%	32 54%	72 48%	100 43%	16 71%	73 57%	71 39%	27 76%	93 54%	46 37%	30 49%	117 57%	34 69%	98 42%	3 76%	87 59%
DON'T KNOW/NOT SURE	6 1%	1 -	4 2%	5 1%	1 4%	- -	4 2%	1 4%	1 -	2 4%	3 2%	1 -	1 4%	4 3%	4 2%	1 3%	1 -	3 2%	1 1%	2 1%	1 2%	3 1%	- -	3 2%
REFUSED	2 1%	- -	2 1%	2 -	- -	2 1%	- -	- -	1 -	- -	- -	2 1%	- -	- -	2 1%	- -	- -	2 1%	- -	1 -	- -	2 1%	- -	- -

Table 42-3

QUESTION 31:

On a different topic, does your company have a formal strategic plan for profitable growth?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (YES - NO)	-1 -	50 54%	-55 -18%	31 15%	31 20%	36 31%	31 32%	-25 -25%	-14 -5%	-28 -16%	-30 -18%	-29 -17%	16 23%	35 24%	37 25%	20 14%	- 1%	-6 -9%	-4 -6%	10 14%	196 100%	-196 -100%
YES	196 49%	70 75%	118 40%	114 56%	90 60%	76 64%	63 66%	37 37%	129 47%	71 42%	68 40%	71 42%	43 61%	89 61%	89 61%	82 55%	22 46%	32 44%	34 46%	40 56%	196 100%	- -
NO	196 49%	20 22%	173 58%	83 41%	59 39%	40 33%	32 34%	62 62%	144 52%	99 58%	98 58%	100 58%	27 38%	54 37%	53 36%	61 42%	21 45%	38 53%	39 52%	30 41%	- -	196 100%
DON'T KNOW/NOT SURE	6 1%	3 3%	3 1%	3 1%	- -	1 1%	- -	2 2%	1 -	- -	2 1%	- -	1 1%	4 3%	3 2%	4 3%	4 8%	2 2%	- -	1 2%	- -	- -
REFUSED	2 1%	- -	2 1%	2 1%	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	1 1%	1 1%	- -	- -

Table 42-4

QUESTION 31:

On a different topic, does your company have a formal strategic plan for profitable growth?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (YES - NO)	-1 -	-4 -4%	-3 -1%	3 3%	-5 -12%	20 14%	-10 -13%	2 6%	-3 -39%	1 1%	-3 -3%	-7 -5%	8 84%	18 8%	19 13%	16 13%	48 39%	33 31%	21 11%	-20 -17%	-18 -16%	17 22%	-6 -12%
YES	196 49%	41 47%	137 48%	53 51%	18 43%	81 56%	35 42%	22 53%	2 30%	60 49%	43 47%	70 47%	9 92%	113 53%	84 56%	71 55%	85 68%	68 64%	104 55%	49 41%	45 40%	46 60%	20 44%
NO	196 49%	45 52%	141 49%	50 48%	23 55%	61 42%	45 54%	20 47%	5 70%	59 48%	46 50%	77 52%	1 8%	96 45%	65 43%	55 43%	37 30%	34 32%	84 44%	69 58%	63 55%	29 38%	26 56%
DON'T KNOW/NOT SURE	6 1%	1 1%	6 2%	- -	1 2%	1 1%	2 3%	- -	- -	3 3%	3 3%	- -	- -	4 2%	- -	3 2%	1 1%	3 3%	1 1%	2 1%	4 4%	2 2%	- -
REFUSED	2 1%	- -	2 1%	1 1%	- -	2 1%	1 1%	- -	- -	- -	- -	2 2%	- -	2 1%	2 1%	- -	2 1%	2 1%	2 1%	- -	2 1%	- -	- -

Table 42-5

QUESTION 31:

On a different topic, does your company have a formal strategic plan for profitable growth?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRGTGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (YES - NO)	-1 -	6 3%	-3 -2%	- -	8 9%	8 10%	6 9%	-3 -1%	2 3%	11 18%	10 12%	-11 -7%	-13 -15%	-61 -19%	33 76%	-6 -11%	-5 -5%	3 5%	7 7%	- -
YES	196 49%	107 51%	70 48%	52 48%	48 52%	43 54%	37 52%	155 48%	41 50%	36 57%	44 54%	72 47%	36 41%	128 40%	36 83%	24 44%	47 47%	27 53%	53 53%	106 49%
NO	196 49%	101 48%	73 50%	52 48%	39 43%	35 44%	31 43%	158 49%	39 48%	25 40%	34 42%	82 53%	49 56%	189 59%	3 8%	30 56%	51 51%	24 47%	46 46%	106 49%
DON'T KNOW/NOT SURE	6 1%	2 1%	2 2%	3 3%	3 3%	2 2%	2 3%	4 1%	1 2%	- -	3 4%	- -	1 2%	2 1%	2 5%	- -	2 2%	- -	1 1%	3 2%
REFUSED	2 1%	2 1%	- -	- -	2 2%	- -	1 1%	2 1%	- -	2 3%	- -	- -	1 1%	1 -	2 4%	- -	- -	- -	- -	2 1%

Table 43-1

QUESTION 32:

How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

We have a 1 to 3 year written plan and all staff know their roles and actions to achieve the plan.

We have a written plan, but that needs to be further communicated with staff

Our company has some ideas, but has not yet worked through what our primary focus is, and is not.

The strategy is strictly the role of the CEO.

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	MANAG-ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
WRITTEN PLAN/STAFF KNOW THEIR ROLES	112 28%	41 29%	27 31%	13 28%	11 25%	20 24%	69 30%	44 25%	26 16%	30 28%	47 47%	36 18%	39 33%	38 48%	20 22%	30 31%	20 33%	14 31%	31 31%	81 27%	27 17%	35 33%	14 42%	31 40%
WRITTEN PLAN/NEEDS TO BE COMMUNICATED	62 15%	26 18%	12 13%	- -	9 22%	15 19%	37 16%	25 14%	19 12%	15 14%	25 25%	26 13%	17 15%	19 23%	12 13%	17 17%	14 23%	5 10%	14 14%	48 16%	24 15%	24 22%	5 14%	8 10%
NOT YET WORKED THROUGH	63 16%	17 12%	11 13%	11 24%	8 18%	16 19%	28 12%	35 20%	36 22%	15 14%	10 10%	38 19%	19 16%	6 8%	18 19%	14 15%	6 11%	8 16%	11 12%	51 17%	30 19%	11 10%	7 20%	13 17%
STRICTLY ROLE OF CEO	130 32%	42 30%	31 36%	19 41%	12 29%	26 31%	73 32%	57 33%	66 40%	40 37%	17 16%	81 40%	34 29%	14 18%	35 39%	24 25%	17 28%	14 31%	36 36%	93 31%	61 39%	31 29%	7 21%	19 25%
OTHER	4 1%	3 2%	- -	- -	- -	2 2%	3 1%	2 1%	4 3%	- -	- -	4 2%	- -	- -	- -	2 2%	- -	2 3%	- -	4 1%	3 2%	1 1%	- -	- -
DON'T KNOW/NOT SURE	18 4%	6 4%	4 5%	4 7%	2 5%	2 2%	10 4%	7 4%	10 6%	5 5%	1 1%	12 6%	6 5%	- -	4 4%	6 6%	2 3%	3 6%	4 5%	13 4%	8 5%	3 3%	- -	3 4%
REFUSED	7 2%	4 3%	1 1%	- -	- -	1 1%	6 2%	1 1%	2 1%	2 2%	- -	3 1%	1 1%	3 3%	2 2%	1 1%	1 2%	- -	2 2%	4 1%	3 2%	- -	- -	4 5%
NONE/NO PLANS	5 1%	2 1%	1 1%	- -	1 2%	1 1%	3 1%	2 1%	3 2%	1 1%	1 1%	4 2%	1 1%	- -	- -	2 2%	- -	1 2%	- -	5 2%	2 1%	2 2%	1 3%	- -

Table 43-2

QUESTION 32:

How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

We have a 1 to 3 year written plan and all staff know their roles and actions to achieve the plan.

We have a written plan, but that needs to be further communicated with staff

Our company has some ideas, but has not yet worked through what our primary focus is, and is not.

The strategy is strictly the role of the CEO.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES				PROFITABILITY				CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%			
WRITTEN PLAN/STAFF KNOW THEIR ROLES	112 28%	75 37%	33 19%	108 29%	3 16%	63 32%	40 26%	6 28%	52 29%	14 24%	42 28%	78 33%	4 19%	27 21%	64 35%	4 10%	42 25%	50 40%	16 26%	45 22%	6 12%	82 35%	1 18%	27 18%			
WRITTEN PLAN/NEEDS TO BE COMMUNICATED	62 15%	24 12%	33 19%	57 15%	4 21%	31 16%	27 17%	3 13%	28 16%	10 17%	23 15%	43 18%	6 25%	13 10%	27 15%	6 16%	29 17%	18 14%	10 15%	34 16%	8 15%	42 18%	- -	18 12%			
NOT YET WORKED THROUGH	63 16%	29 15%	30 17%	59 16%	3 15%	32 17%	19 13%	4 20%	25 14%	8 13%	28 18%	34 15%	3 13%	22 17%	25 14%	8 24%	28 16%	15 12%	9 14%	39 19%	9 18%	37 16%	2 59%	24 16%			
STRICTLY ROLE OF CEO	130 32%	60 30%	59 34%	119 32%	9 43%	57 29%	56 36%	6 29%	60 33%	20 34%	48 32%	69 29%	8 34%	51 40%	60 33%	14 40%	53 31%	32 26%	25 41%	69 33%	21 43%	59 25%	1 24%	65 44%			
OTHER	4 1%	1 1%	3 2%	4 1%	- -	3 1%	1 -	- -	2 1%	1 2%	2 1%	2 1%	- -	3 2%	2 1%	1 3%	2 1%	3 2%	1 1%	1 -	1 1%	1 -	- -	3 2%			
DON'T KNOW/NOT SURE	18 4%	9 4%	7 4%	16 4%	1 5%	7 4%	6 4%	2 10%	10 5%	5 8%	3 2%	6 3%	2 9%	9 7%	3 2%	3 8%	10 6%	5 4%	1 2%	11 5%	2 5%	8 3%	- -	5 3%			
REFUSED	7 2%	1 -	4 2%	5 1%	- -	1 1%	4 3%	- -	4 2%	1 2%	2 1%	2 1%	- -	3 2%	- -	- -	5 3%	1 1%	- -	6 3%	3 6%	3 1%	- -	2 1%			
NONE/NO PLANS	5 1%	2 1%	3 1%	5 1%	- -	2 1%	1 1%	- -	1 -	- -	3 2%	2 1%	- -	2 1%	1 -	- -	4 2%	1 1%	- -	3 1%	- -	1 -	- -	4 3%			

Table 43-3

QUESTION 32:

How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

We have a 1 to 3 year written plan and all staff know their roles and actions to achieve the plan.

We have a written plan, but that needs to be further communicated with staff

Our company has some ideas, but has not yet worked through what our primary focus is, and is not.

The strategy is strictly the role of the CEO.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
WRITTEN PLAN/STAFF KNOW THEIR ROLES	112 28%	53 57%	57 19%	68 34%	52 34%	47 39%	40 42%	21 21%	70 26%	40 23%	39 23%	38 23%	26 36%	53 36%	56 39%	54 37%	14 29%	18 25%	15 21%	18 25%	98 50%	12 6%
WRITTEN PLAN/NEEDS TO BE COMMUNICATED	62 15%	11 12%	51 17%	35 17%	31 20%	25 21%	17 18%	8 8%	39 14%	29 17%	26 15%	27 16%	18 25%	30 20%	31 21%	28 19%	4 9%	3 4%	4 6%	5 7%	31 16%	30 15%
NOT YET WORKED THROUGH	63 16%	8 9%	53 18%	25 12%	13 9%	12 10%	8 8%	20 19%	48 17%	30 18%	35 20%	33 19%	10 14%	26 18%	17 12%	19 13%	5 12%	5 7%	10 14%	10 14%	11 6%	50 25%
STRICTLY ROLE OF CEO	130 32%	17 19%	107 36%	59 29%	46 30%	31 26%	26 27%	40 40%	94 34%	56 33%	55 33%	60 35%	15 21%	32 21%	36 25%	35 24%	17 37%	40 56%	36 49%	33 46%	47 24%	79 40%
OTHER	4 1%	- -	4 1%	1 1%	1 -	- -	- -	2 2%	3 1%	2 1%	2 1%	2 1%	- -	- -	1 1%	1 -	1 2%	2 3%	2 2%	1 1%	1 1%	3 2%
DON'T KNOW/NOT SURE	18 4%	2 2%	15 5%	8 4%	5 4%	4 3%	5 5%	6 6%	11 4%	11 6%	9 5%	6 4%	2 3%	2 2%	2 1%	5 3%	4 8%	2 3%	5 7%	4 6%	2 1%	15 8%
REFUSED	7 2%	- -	7 2%	4 2%	1 1%	1 1%	- -	2 2%	7 2%	2 1%	2 1%	2 1%	- -	3 2%	2 2%	3 2%	- -	- -	1 1%	- -	4 2%	3 1%
NONE/NO PLANS	5 1%	1 1%	4 1%	2 1%	2 1%	- -	- -	2 2%	3 1%	1 1%	2 1%	2 1%	- -	2 1%	1 1%	2 1%	2 4%	1 1%	1 1%	1 1%	1 -	4 2%

Table 43-4

QUESTION 32:

How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

We have a 1 to 3 year written plan and all staff know their roles and actions to achieve the plan.

We have a written plan, but that needs to be further communicated with staff

Our company has some ideas, but has not yet worked through what our primary focus is, and is not.

The strategy is strictly the role of the CEO.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/		COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACT WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
											NO EXP	TECH/ EXP										-ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
WRITTEN PLAN/STAFF KNOW THEIR ROLES	112 28%	27 31%	88 31%	22 22%	13 31%	44 31%	23 27%	10 24%	3 47%	36 30%	28 31%	38 25%	4 43%	68 32%	52 34%	43 33%	54 43%	41 38%	61 32%	32 26%	22 19%	30 39%	8 17%
WRITTEN PLAN/NEEDS TO BE COMMUNICATED	62 15%	18 20%	49 17%	13 12%	8 20%	30 21%	10 12%	7 16%	- -	15 12%	16 18%	27 18%	3 28%	38 18%	32 21%	26 20%	22 17%	21 20%	39 21%	14 11%	14 12%	12 16%	5 11%
NOT YET WORKED THROUGH	63 16%	12 13%	45 16%	14 13%	2 4%	22 15%	20 24%	7 17%	2 28%	24 20%	15 16%	22 14%	- -	31 14%	22 15%	22 17%	16 13%	14 13%	31 16%	21 18%	17 15%	11 14%	12 26%
STRICTLY ROLE OF CEO	130 32%	24 28%	82 29%	46 45%	12 29%	43 30%	25 31%	18 43%	1 13%	37 30%	28 31%	55 37%	3 29%	67 31%	37 24%	34 26%	32 25%	27 25%	53 28%	47 39%	47 42%	19 25%	16 34%
OTHER	4 1%	1 1%	4 1%	- -	1 2%	- -	1 1%	- -	1 12%	2 1%	1 1%	2 1%	- -	2 1%	2 1%	1 1%	- -	- -	1 -	2 2%	2 2%	1 1%	1 2%
DON'T KNOW/NOT SURE	18 4%	3 3%	11 4%	5 5%	4 10%	2 2%	1 1%	- -	- -	5 4%	2 2%	4 3%	- -	5 2%	4 3%	2 1%	1 1%	2 2%	4 2%	3 2%	8 7%	3 4%	2 4%
REFUSED	7 2%	2 2%	5 2%	- -	1 2%	3 2%	2 2%	- -	- -	2 2%	2 2%	1 1%	- -	3 2%	2 2%	1 1%	1 1%	2 1%	2 1%	2 1%	2 2%	1 1%	- -
NONE/NO PLANS	5 1%	1 1%	2 1%	3 3%	1 2%	- -	2 2%	- -	- -	2 1%	- -	1 1%	- -	1 -	1 1%	- -	- -	- -	- -	- -	2 2%	- -	3 6%

Table 43-5

QUESTION 32:

How does your company plan to grow? I'll read you a few options below and please tell me which comes closest to your current strategy?

We have a 1 to 3 year written plan and all staff know their roles and actions to achieve the plan.

We have a written plan, but that needs to be further communicated with staff

Our company has some ideas, but has not yet worked through what our primary focus is, and is not.

The strategy is strictly the role of the CEO.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS							
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH	SW/	SOUTH	WEST	CENT	NONE	
																	-LAND	WEST					
																	/NW	LAND	MN	MN	INIT	INIT	
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%			
WRITTEN PLAN/STAFF KNOW THEIR ROLES	112 28%	60 28%	39 27%	29 27%	22 24%	23 29%	21 29%	93 29%	20 25%	20 32%	28 35%	42 28%	16 19%	75 23%	30 69%	14 26%	27 27%	13 25%	23 23%	66 30%			
WRITTEN PLAN/NEEDS TO BE COMMUNICATED	62 15%	27 13%	27 18%	16 15%	23 26%	13 16%	16 22%	51 16%	11 14%	7 12%	7 9%	29 19%	17 20%	43 14%	5 11%	4 8%	10 10%	12 23%	20 20%	35 16%			
NOT YET WORKED THROUGH	63 16%	36 17%	29 20%	17 16%	11 12%	16 20%	13 18%	41 13%	22 27%	8 12%	15 19%	25 16%	15 17%	57 18%	3 7%	12 23%	25 25%	8 15%	20 20%	26 12%			
STRICTLY ROLE OF CEO	130 32%	73 35%	37 25%	36 33%	29 31%	24 30%	18 25%	107 34%	23 28%	23 36%	27 33%	48 31%	25 29%	115 36%	4 10%	18 33%	34 34%	15 30%	32 32%	70 32%			
OTHER	4 1%	1 -	2 2%	1 1%	2 2%	- -	- -	4 1%	- -	- -	- -	3 2%	2 2%	4 1%	- -	1 2%	- -	- -	1 1%	3 1%			
DON'T KNOW/NOT SURE	18 4%	11 5%	6 4%	8 7%	1 1%	3 4%	2 3%	16 5%	2 2%	2 3%	2 3%	5 3%	8 9%	18 5%	- -	3 6%	3 3%	2 4%	4 4%	10 5%			
REFUSED	7 2%	4 2%	6 4%	- -	2 2%	- -	2 2%	6 2%	1 1%	3 5%	2 2%	1 1%	1 1%	4 1%	1 3%	- -	- -	1 2%	- -	6 3%			
NONE/NO PLANS	5 1%	1 -	- -	1 1%	1 1%	1 1%	- -	2 1%	3 3%	- -	- -	2 1%	3 3%	5 1%	- -	1 2%	- -	1 2%	- -	3 1%			

Table 44-1

QUESTION 33:

How many people does your company employ in all its facilities in Minnesota?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
UNDER 50 -----	320 80%	103 73%	75 86%	43 90%	31 73%	68 83%	178 78%	142 82%	165 99%	103 95%	35 35%	202 100%	117 100%	-	77 85%	73 75%	47 78%	41 89%	90 90%	230 77%	149 95%	78 73%	24 73%	53 68%
51-150 -----	60 15%	30 21%	8 9%	4 8%	7 17%	11 13%	38 17%	22 13%	-	5 5%	49 49%	-	-	60 75%	10 11%	19 20%	11 18%	3 7%	10 10%	50 17%	7 5%	24 22%	4 13%	16 21%
151+ ----	20 5%	8 5%	4 5%	1 3%	3 7%	3 4%	12 5%	8 4%	1 1%	-	16 16%	-	-	20 25%	4 4%	5 5%	1 2%	2 4%	-	20 7%	-	4 4%	5 14%	8 11%
UNDER 10	202 51%	71 51%	48 55%	21 43%	18 43%	44 54%	119 52%	83 48%	153 92%	40 37%	4 4%	202 100%	-	-	49 53%	40 42%	30 50%	25 55%	66 67%	136 45%	114 73%	48 45%	10 29%	21 27%
11-25	82 20%	24 17%	18 20%	14 30%	7 16%	19 23%	42 18%	40 23%	12 7%	54 50%	10 10%	-	82 70%	-	17 19%	21 21%	12 20%	12 25%	21 21%	61 20%	29 19%	21 19%	9 27%	20 26%
26-50	36 9%	8 6%	9 10%	8 17%	6 15%	4 5%	17 7%	19 11%	1 -	9 9%	22 22%	-	36 30%	-	11 12%	12 12%	5 8%	4 9%	3 3%	33 11%	6 4%	9 9%	6 17%	11 15%
51-100	36 9%	18 13%	5 5%	-	5 13%	8 10%	23 10%	14 8%	-	4 3%	29 29%	-	-	36 46%	7 7%	10 10%	8 13%	2 4%	8 8%	28 9%	5 3%	13 13%	3 9%	8 10%
101-150	23 6%	12 8%	3 4%	4 8%	2 4%	3 3%	15 7%	8 5%	-	2 1%	20 20%	-	-	23 29%	3 4%	9 9%	3 5%	1 3%	2 2%	21 7%	2 1%	10 10%	1 4%	8 11%
151 TO 250	4 1%	1 1%	1 1%	1 3%	-	-	2 1%	1 1%	1 1%	-	3 3%	-	-	4 5%	-	-	-	-	-	4 1%	-	1 1%	3 8%	-
MORE THAN 250	16 4%	6 5%	3 4%	-	3 7%	3 4%	10 4%	6 4%	-	-	14 14%	-	-	16 20%	4 4%	5 5%	1 2%	2 4%	-	16 5%	-	3 3%	2 6%	8 11%
DON'T KNOW/NOT SURE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	1 -	-	-	-	1 2%	-	-	1 1%	-	-	-	-	-	-	-	-	1 2%	-	-	-	1 -	1 -	-	-

Table 44-2

QUESTION 33:

How many people does your company employ in all its facilities in Minnesota?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
UNDER 50 -----	320 80%	156 78%	140 81%	296 80%	18 88%	164 84%	114 74%	17 80%	150 83%	47 79%	115 77%	188 80%	20 88%	106 82%	147 81%	34 94%	133 77%	89 72%	50 81%	178 85%	46 93%	174 75%	3 100%	128 87%
51-150 -----	60 15%	31 15%	26 15%	56 15%	2 8%	21 11%	31 20%	3 15%	22 12%	10 17%	26 17%	40 17%	2 8%	13 10%	27 15%	- -	27 16%	28 22%	7 11%	21 10%	2 3%	44 19%	- -	14 9%
151+ ----	20 5%	14 7%	5 3%	19 5%	1 4%	10 5%	8 5%	1 4%	10 5%	2 3%	8 6%	8 4%	1 4%	9 7%	7 4%	2 6%	10 6%	7 6%	4 7%	9 4%	1 2%	14 6%	- -	5 4%
UNDER 10	202 51%	86 43%	99 58%	185 50%	12 59%	92 47%	76 49%	16 75%	83 46%	33 56%	80 54%	104 44%	15 67%	78 61%	81 45%	30 84%	86 50%	56 45%	30 49%	114 55%	36 72%	96 41%	3 100%	91 62%
11-25	82 20%	45 22%	31 18%	76 20%	5 23%	47 24%	30 20%	- -	48 27%	10 17%	22 15%	56 24%	5 21%	19 14%	42 23%	4 10%	34 20%	21 17%	13 21%	47 23%	7 14%	55 24%	- -	26 18%
26-50	36 9%	25 12%	10 6%	35 9%	1 5%	26 13%	8 5%	1 5%	19 10%	3 6%	12 8%	27 12%	- -	8 7%	23 13%	- -	13 7%	12 10%	7 12%	17 8%	4 7%	23 10%	- -	11 7%
51-100	36 9%	16 8%	17 10%	33 9%	2 8%	10 5%	23 15%	1 7%	12 6%	4 6%	21 14%	23 10%	- -	10 8%	16 9%	- -	17 10%	15 12%	5 8%	14 7%	2 3%	25 11%	- -	10 7%
101-150	23 6%	15 7%	9 5%	23 6%	- -	11 6%	9 6%	2 9%	10 5%	7 11%	5 3%	17 7%	2 8%	3 2%	11 6%	- -	10 6%	13 10%	2 3%	7 3%	- -	20 8%	- -	4 2%
151 TO 250	4 1%	3 1%	1 1%	4 1%	- -	1 1%	2 2%	- -	1 1%	- -	2 2%	3 1%	- -	1 1%	1 1%	1 3%	1 1%	- -	1 2%	3 1%	- -	1 1%	- -	2 2%
MORE THAN 250	16 4%	11 6%	4 2%	15 4%	1 4%	9 5%	6 4%	1 4%	8 4%	2 3%	6 4%	6 2%	1 4%	8 6%	6 3%	1 3%	9 5%	7 6%	3 5%	6 3%	1 2%	13 6%	- -	3 2%
DON'T KNOW/NOT SURE	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
REFUSED	1 -	- -	1 1%	1 -	- -	- -	1 -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	1 -	1 1%	1 -	- -	1 -

Table 44-3

QUESTION 33:

How many people does your company employ in all its facilities in Minnesota?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
UNDER 50 -----	320 80%	61 66%	253 85%	144 71%	109 72%	72 61%	68 71%	95 94%	235 86%	150 88%	153 91%	151 89%	40 57%	98 66%	92 63%	102 70%	38 81%	64 89%	66 89%	60 82%	128 65%	189 96%
51-150 -----	60 15%	20 21%	37 12%	41 21%	33 22%	36 30%	22 23%	3 3%	30 11%	18 11%	13 8%	15 9%	20 29%	33 22%	36 25%	33 22%	8 17%	5 7%	7 9%	8 11%	48 25%	7 3%
151+ ----	20 5%	12 13%	7 2%	16 8%	9 6%	10 9%	6 6%	2 2%	8 3%	2 1%	2 1%	4 2%	10 15%	15 10%	16 11%	11 8%	1 2%	2 3%	1 2%	5 6%	19 10%	- -
UNDER 10	202 51%	32 35%	165 56%	85 42%	63 42%	39 33%	39 41%	66 66%	161 59%	107 63%	108 64%	106 62%	13 18%	40 27%	39 27%	53 36%	24 52%	49 69%	48 65%	39 53%	67 34%	134 68%
11-25	82 20%	16 17%	66 22%	43 21%	31 21%	23 19%	19 19%	23 23%	55 20%	33 20%	33 19%	36 21%	19 27%	36 24%	35 24%	29 20%	5 11%	10 14%	13 17%	16 21%	40 20%	40 21%
26-50	36 9%	13 14%	22 7%	17 8%	14 9%	11 9%	10 11%	5 5%	19 7%	9 6%	13 7%	10 6%	8 11%	22 15%	18 12%	20 14%	9 18%	5 6%	5 7%	6 8%	21 11%	14 7%
51-100	36 9%	10 10%	23 8%	28 14%	18 12%	18 15%	15 15%	3 3%	20 7%	10 6%	7 4%	9 5%	13 19%	21 14%	23 16%	23 15%	3 7%	4 5%	5 7%	4 5%	31 16%	3 2%
101-150	23 6%	10 11%	13 4%	13 7%	15 10%	18 15%	7 7%	- -	10 4%	8 5%	7 4%	7 4%	7 10%	12 8%	13 9%	11 7%	5 11%	2 3%	2 2%	5 6%	17 9%	3 2%
151 TO 250	4 1%	4 4%	- -	3 1%	1 1%	1 1%	3 3%	1 1%	1 -	1 1%	- -	- -	3 4%	1 1%	2 2%	1 1%	- -	1 2%	1 2%	2 3%	4 2%	- -
MORE THAN 250	16 4%	8 9%	7 2%	13 6%	8 5%	9 8%	3 3%	1 1%	7 3%	1 1%	2 1%	4 2%	8 11%	14 10%	14 10%	10 7%	1 2%	1 1%	- -	2 3%	15 8%	- -
DON'T KNOW/NOT SURE	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
REFUSED	1 -	- -	1 -	1 -	1 -	- -	- -	1 -	1 -	- -	1 -	1 -	- -	1 1%	1 -	1 -	- -	- -	- -	- -	1 -	1 -

Table 44-4

QUESTION 33:

How many people does your company employ in all its facilities in Minnesota?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
UNDER 50 -----	320 80%	60 68%	218 76%	92 89%	34 81%	103 71%	68 82%	34 81%	7 100%	97 79%	74 80%	120 81%	9 91%	162 75%	104 69%	91 71%	79 64%	65 61%	131 69%	104 86%	101 88%	59 77%	40 87%
51-150 -----	60 15%	19 22%	48 17%	11 10%	5 12%	35 24%	11 13%	5 12%	- -	15 12%	13 14%	25 17%	- -	39 18%	36 24%	29 23%	33 26%	32 30%	41 22%	15 12%	13 11%	14 18%	5 11%
151+ ----	20 5%	9 10%	19 7%	1 1%	3 7%	6 4%	3 4%	3 7%	- -	11 9%	5 5%	3 2%	1 9%	13 6%	11 7%	8 6%	12 9%	9 9%	18 9%	1 1%	- -	4 5%	1 2%
UNDER 10	202 51%	40 46%	131 46%	64 62%	20 46%	52 36%	53 63%	18 41%	6 86%	53 43%	46 49%	82 55%	6 63%	96 45%	49 32%	50 39%	36 28%	33 31%	64 34%	69 57%	75 66%	36 47%	30 65%
11-25	82 20%	14 16%	63 22%	17 16%	11 26%	32 22%	13 16%	12 28%	- -	31 25%	19 21%	26 18%	3 27%	46 22%	38 25%	24 19%	31 25%	20 19%	47 24%	24 20%	21 19%	17 22%	6 13%
26-50	36 9%	6 7%	24 9%	11 11%	4 8%	19 13%	3 4%	5 11%	1 14%	13 11%	9 10%	12 8%	- -	19 9%	17 11%	16 13%	13 10%	12 11%	20 11%	11 9%	5 4%	6 8%	4 8%
51-100	36 9%	10 11%	26 9%	9 8%	2 4%	19 13%	10 12%	4 9%	- -	10 8%	9 9%	15 10%	- -	25 11%	21 14%	20 16%	15 12%	18 17%	25 13%	6 5%	8 7%	10 14%	3 7%
101-150	23 6%	9 10%	21 7%	2 2%	3 8%	15 11%	1 1%	1 3%	- -	5 4%	5 5%	10 7%	- -	15 7%	15 10%	9 7%	18 15%	14 13%	16 9%	9 7%	4 4%	3 4%	2 3%
151 TO 250	4 1%	2 3%	4 1%	- -	1 3%	1 1%	1 1%	- -	- -	2 2%	1 1%	- -	- -	1 1%	1 1%	1 1%	4 3%	1 1%	4 2%	- -	- -	- -	- -
MORE THAN 250	16 4%	6 7%	15 5%	1 1%	2 4%	5 3%	2 2%	3 7%	- -	8 7%	4 4%	3 2%	1 9%	12 6%	10 7%	7 5%	8 6%	8 8%	14 7%	1 1%	- -	4 5%	1 2%
DON'T KNOW/NOT SURE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	1 -	- -	1 -	- -	- -	1 -	1 1%	- -	- -	- -	1 1%	1 -	- -	- -	- -	- -	1 1%	- -	1 -	1 -	1 -	- -	- -

Table 44-5

QUESTION 33:

How many people does your company employ in all its facilities in Minnesota?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
UNDER 50 -----	320 80%	176 83%	116 79%	86 80%	65 71%	60 76%	50 70%	258 81%	62 76%	49 78%	64 78%	125 81%	72 83%	320 100%	-	48 88%	79 79%	38 74%	74 74%	172 79%
51-150 -----	60 15%	27 13%	21 15%	15 14%	20 21%	16 21%	17 23%	46 14%	14 17%	11 18%	11 14%	20 13%	14 16%	-	23 54%	4 7%	13 13%	9 18%	18 18%	34 16%
151+ ----	20 5%	8 4%	9 6%	6 5%	7 7%	3 3%	5 7%	14 4%	5 7%	2 4%	6 8%	9 6%	1 1%	-	20 46%	2 4%	6 6%	3 6%	7 7%	12 5%
UNDER 10	202 51%	110 52%	61 42%	58 54%	36 39%	31 39%	25 35%	162 51%	41 50%	32 51%	35 43%	83 54%	46 53%	202 63%	-	30 55%	42 42%	24 47%	43 43%	115 53%
11-25	82 20%	54 26%	38 26%	16 15%	18 20%	19 23%	17 24%	66 21%	15 19%	10 16%	18 22%	32 21%	20 23%	82 26%	-	11 21%	23 23%	8 15%	19 19%	41 19%
26-50	36 9%	12 6%	17 12%	12 11%	12 13%	10 13%	7 10%	30 9%	6 7%	7 11%	11 13%	11 7%	6 7%	36 11%	-	6 12%	13 13%	6 12%	13 13%	16 7%
51-100	36 9%	15 7%	15 10%	5 5%	12 13%	11 14%	11 16%	30 9%	7 8%	8 13%	5 6%	12 7%	10 12%	-	-	3 5%	8 8%	7 14%	12 12%	20 9%
101-150	23 6%	12 6%	6 4%	10 9%	8 9%	5 6%	5 7%	16 5%	7 9%	3 5%	7 8%	9 6%	3 4%	-	23 54%	1 2%	5 5%	2 4%	6 6%	14 6%
151 TO 250	4 1%	-	1 1%	-	3 3%	-	1 2%	2 1%	1 2%	1 2%	1 1%	1 1%	-	-	4 9%	1 3%	2 2%	-	1 1%	2 1%
MORE THAN 250	16 4%	8 4%	7 5%	6 5%	4 5%	3 3%	4 5%	12 4%	4 5%	1 2%	5 6%	7 5%	1 1%	-	16 37%	1 2%	4 4%	3 6%	6 6%	10 4%
DON'T KNOW/NOT SURE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	1%	-
REFUSED	1 -	1 -	-	1 -	-	-	-	1 -	-	-	-	-	-	-	-	-	-	1 2%	-	-

Table 45-1

QUESTION 34:

What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (UNDER \$1M - \$1M OR MORE)	-42 -11%	-21 -15%	-7 -8%	-2 -4%	-14 -32%	2 2%	-28 -12%	-14 -8%	166 100%	-108 -100%	-101 -100%	109 54%	-82 -70%	-70 -88%	1 1%	-30 -31%	-17 -29%	-6 -12%	22 22%	-65 -22%	40 26%	-22 -20%	-18 -54%	-31 -40%
UNDER \$1 MILLION	166 42%	56 40%	37 43%	21 44%	13 29%	40 49%	93 41%	74 43%	166 100%	- -	- -	153 76%	12 11%	1 1%	44 49%	29 30%	19 32%	19 41%	58 58%	108 36%	96 61%	41 39%	6 17%	17 22%
\$1 MILLION OR MORE	209 52%	77 55%	44 51%	23 48%	26 61%	38 47%	121 53%	88 51%	- -	108 100%	101 100%	43 21%	95 81%	71 89%	43 48%	59 61%	37 61%	24 53%	36 36%	173 58%	56 36%	63 59%	23 71%	48 62%
MORE THAN \$1 MILLION TO \$5 MILLION	108 27%	35 25%	29 33%	13 28%	11 27%	19 24%	64 28%	44 26%	- -	108 100%	- -	40 20%	63 54%	5 6%	24 26%	28 29%	18 29%	13 29%	26 26%	82 27%	44 28%	24 22%	11 33%	25 32%
MORE THAN \$5 MILLION TO \$10 MILLION	35 9%	14 10%	7 8%	4 9%	3 7%	7 9%	22 9%	14 8%	- -	- -	35 35%	2 1%	21 18%	12 16%	5 6%	8 8%	7 11%	6 13%	6 6%	29 10%	4 3%	14 13%	6 19%	8 11%
MORE THAN \$10 MILLION TO \$20 MILLION	27 7%	13 9%	3 3%	2 4%	8 19%	1 1%	16 7%	11 7%	- -	- -	27 27%	1 -	8 7%	18 22%	4 5%	14 15%	6 10%	1 1%	1 1%	26 9%	6 4%	15 14%	2 6%	- -
MORE THAN \$20 MILLION	38 10%	15 10%	6 6%	4 8%	4 9%	11 13%	20 9%	18 11%	- -	- -	38 38%	1 1%	2 2%	35 45%	10 11%	8 9%	6 11%	4 9%	3 3%	36 12%	2 1%	11 10%	4 13%	15 19%
DON'T KNOW/NOT SURE/REFUSED	25 6%	8 6%	6 6%	4 8%	4 9%	4 4%	14 6%	11 6%	- -	- -	- -	6 3%	10 9%	8 10%	3 4%	9 10%	4 7%	3 6%	6 6%	18 6%	5 3%	3 2%	4 12%	12 16%

Table 45-2

QUESTION 34:

What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (UNDER \$1M - \$1M OR MORE)	-42 -11%	-54 -27%	7 4%	-47 -13%	1 5%	-33 -17%	-21 -14%	7 35%	-35 -19%	7 12%	-13 -8%	-56 -24%	5 24%	8 6%	-40 -22%	17 47%	-19 -11%	-23 -19%	-7 -12%	-9 -4%	13 26%	-74 -32%	3 76%	24 16%
UNDER \$1 MILLION	166 42%	67 33%	85 49%	152 41%	10 48%	77 39%	63 41%	13 63%	67 37%	31 52%	64 43%	84 36%	14 62%	64 50%	66 37%	26 74%	71 41%	48 39%	26 41%	92 44%	29 59%	72 31%	3 76%	83 56%
\$1 MILLION OR MORE -----	209 52%	121 60%	78 45%	199 53%	9 43%	109 56%	84 54%	6 29%	103 57%	24 41%	76 51%	141 60%	8 38%	56 44%	106 59%	9 26%	90 52%	71 58%	33 53%	101 49%	16 33%	146 63%	- -	59 40%
MORE THAN \$1 MILLION TO \$5 MILLION	108 27%	66 33%	36 21%	103 28%	4 21%	64 33%	36 23%	1 4%	60 33%	8 14%	36 24%	69 29%	6 26%	30 23%	55 31%	6 16%	43 25%	33 26%	17 27%	55 27%	11 23%	67 29%	- -	38 26%
MORE THAN \$5 MILLION TO \$10 MILLION	35 9%	16 8%	19 11%	35 10%	- -	14 7%	21 13%	1 5%	17 9%	3 4%	15 10%	24 10%	- -	11 9%	19 10%	3 8%	14 8%	10 8%	4 6%	22 10%	3 5%	22 9%	- -	12 8%
MORE THAN \$10 MILLION TO \$20 MILLION	27 7%	15 7%	10 6%	25 7%	2 10%	12 6%	12 8%	1 7%	13 7%	5 8%	8 5%	22 9%	- -	5 4%	13 7%	- -	14 8%	7 6%	7 11%	13 6%	2 5%	25 11%	- -	2 2%
MORE THAN \$20 MILLION	38 10%	24 12%	12 7%	36 10%	3 12%	20 10%	16 10%	3 13%	13 7%	8 14%	17 11%	25 11%	3 12%	11 8%	19 10%	1 3%	19 11%	21 17%	6 9%	12 6%	- -	32 14%	- -	6 4%
DON'T KNOW/NOT SURE/REFUSED	25 6%	12 6%	9 5%	21 6%	2 9%	10 5%	8 5%	2 8%	11 6%	4 7%	10 6%	11 5%	- -	9 7%	9 5%	- -	11 6%	5 4%	3 5%	14 7%	4 8%	15 6%	1 24%	7 5%

Table 45-3

QUESTION 34:

What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (UNDER \$1M - \$1M OR MORE)	-42 -11%	-41 -44%	-1 -	-64 -32%	-46 -30%	-54 -46%	-28 -30%	34 33%	13 5%	4 2%	18 11%	10 6%	-44 -62%	-60 -41%	-69 -47%	-51 -34%	-11 -24%	10 14%	6 8%	-5 -6%	-74 -38%	38 19%
UNDER \$1 MILLION	166 42%	22 24%	140 47%	63 31%	47 31%	29 25%	30 32%	64 63%	135 49%	83 49%	89 53%	86 50%	11 16%	36 25%	32 22%	43 29%	16 34%	40 56%	39 52%	32 45%	51 26%	114 58%
\$1 MILLION OR MORE -----	209 52%	63 68%	141 47%	128 63%	93 61%	83 70%	59 61%	30 30%	123 45%	79 46%	71 42%	76 44%	55 78%	97 66%	101 69%	94 63%	27 58%	31 42%	33 45%	37 51%	125 64%	76 39%
MORE THAN \$1 MILLION TO \$5 MILLION	108 27%	21 23%	84 28%	64 32%	44 29%	35 29%	23 24%	19 19%	76 28%	50 29%	48 28%	47 27%	20 28%	39 26%	41 28%	39 26%	8 18%	16 23%	16 21%	20 28%	51 26%	54 28%
MORE THAN \$5 MILLION TO \$10 MILLION	35 9%	12 13%	23 8%	24 12%	15 10%	11 9%	16 16%	6 6%	18 7%	11 6%	10 6%	10 6%	8 12%	18 12%	17 12%	18 12%	9 19%	7 10%	9 12%	8 11%	22 11%	13 6%
MORE THAN \$10 MILLION TO \$20 MILLION	27 7%	9 10%	16 5%	15 8%	11 7%	12 10%	10 10%	2 2%	13 5%	9 5%	4 2%	9 5%	11 15%	16 11%	18 12%	13 9%	4 8%	3 4%	5 7%	4 6%	19 10%	8 4%
MORE THAN \$20 MILLION	38 10%	20 21%	17 6%	24 12%	22 15%	26 22%	10 10%	4 4%	16 6%	9 6%	10 6%	10 6%	16 23%	25 17%	26 18%	23 16%	6 14%	4 6%	3 4%	5 7%	33 17%	1 1%
DON'T KNOW/NOT SURE/REFUSED	25 6%	8 9%	17 6%	11 5%	12 8%	6 5%	7 7%	7 7%	16 6%	8 5%	9 5%	9 5%	5 7%	14 10%	12 8%	11 7%	4 8%	1 1%	2 3%	3 5%	19 10%	6 3%

Table 45-4

QUESTION 34:

What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (UNDER \$1M - \$1M OR MORE)	-42 -11%	-27 -31%	-55 -19%	10 9%	-16 -37%	-52 -36%	13 15%	-18 -42%	3 39%	-20 -16%	-15 -17%	-14 -9%	2 17%	-44 -21%	-70 -46%	-52 -40%	-51 -41%	-59 -55%	-82 -43%	-15 -12%	31 27%	-12 -16%	8 17%
UNDER \$1 MILLION	166 42%	29 33%	109 38%	51 49%	13 31%	42 29%	44 53%	11 27%	5 70%	46 38%	36 39%	65 43%	5 53%	80 37%	37 24%	35 28%	34 27%	20 19%	49 26%	50 42%	70 61%	29 38%	27 58%
\$1 MILLION OR MORE	209 52%	55 64%	165 58%	41 40%	29 68%	93 65%	31 37%	29 69%	2 30%	66 54%	51 56%	78 53%	3 36%	124 58%	107 71%	87 68%	85 68%	78 74%	131 69%	65 54%	39 34%	41 54%	19 42%
MORE THAN \$1 MILLION TO \$5 MILLION	108 27%	24 28%	80 28%	25 24%	17 39%	47 33%	16 20%	16 37%	- -	38 31%	23 25%	43 29%	2 18%	63 29%	48 31%	44 34%	29 23%	29 27%	59 31%	41 34%	24 21%	18 24%	10 23%
MORE THAN \$5 MILLION TO \$10 MILLION	35 9%	12 14%	29 10%	6 6%	6 15%	17 12%	5 6%	4 10%	1 14%	12 9%	9 10%	12 8%	1 8%	18 9%	24 16%	12 9%	21 17%	13 13%	25 13%	9 7%	6 6%	12 15%	2 4%
MORE THAN \$10 MILLION TO \$20 MILLION	27 7%	9 11%	21 7%	6 6%	- -	16 11%	4 5%	4 11%	- -	6 5%	7 8%	12 8%	- -	16 7%	18 12%	12 10%	12 9%	11 11%	21 11%	7 6%	3 2%	6 8%	- -
MORE THAN \$20 MILLION	38 10%	10 12%	35 12%	4 4%	6 15%	13 9%	5 6%	5 11%	1 16%	11 9%	12 13%	11 7%	1 9%	27 12%	18 12%	19 15%	23 19%	25 23%	26 14%	9 7%	6 5%	5 7%	7 15%
DON'T KNOW/NOT SURE/REFUSED	25 6%	3 3%	12 4%	12 11%	- -	9 6%	8 10%	2 4%	- -	9 8%	5 5%	6 4%	1 11%	11 5%	8 5%	6 4%	7 5%	8 8%	10 5%	5 4%	5 5%	7 9%	- -

Table 45-5

QUESTION 34:

What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (UNDER \$1M - \$1M OR MORE)	-42 -11%	-6 -3%	-25 -18%	-2 -2%	-28 -30%	-24 -30%	-35 -48%	-36 -11%	-7 -8%	-5 -7%	-30 -36%	-10 -6%	3 4%	27 9%	-37 -85%	2 3%	-14 -14%	-13 -25%	-24 -24%	-23 -11%
UNDER \$1 MILLION	166 42%	96 45%	55 38%	49 46%	29 32%	26 32%	18 25%	133 42%	33 41%	26 41%	25 30%	68 44%	43 50%	165 52%	1 3%	27 49%	37 37%	17 34%	36 36%	91 42%
\$1 MILLION OR MORE -----	209 52%	102 48%	81 56%	51 47%	57 62%	49 62%	52 73%	169 53%	40 49%	30 49%	54 67%	78 50%	40 46%	138 43%	38 88%	25 46%	51 51%	30 58%	60 60%	114 52%
MORE THAN \$1 MILLION TO \$5 MILLION	108 27%	60 28%	40 28%	22 20%	26 29%	22 28%	29 41%	91 29%	17 21%	20 32%	28 34%	39 26%	19 22%	103 32%	2 4%	15 28%	25 25%	13 26%	25 25%	61 28%
MORE THAN \$5 MILLION TO \$10 MILLION	35 9%	18 8%	15 10%	9 8%	10 11%	9 11%	7 10%	28 9%	8 9%	5 8%	10 12%	13 8%	5 6%	23 7%	4 10%	5 9%	12 12%	3 6%	6 6%	20 9%
MORE THAN \$10 MILLION TO \$20 MILLION	27 7%	8 4%	11 8%	5 4%	8 9%	8 10%	11 15%	20 6%	7 9%	1 1%	4 5%	13 8%	9 11%	9 3%	3 7%	3 6%	5 5%	8 16%	9 9%	14 6%
MORE THAN \$20 MILLION	38 10%	16 8%	15 10%	16 15%	13 14%	11 14%	5 7%	30 10%	8 10%	4 7%	13 16%	12 8%	6 7%	3 1%	29 67%	2 4%	9 9%	6 11%	19 19%	19 9%
DON'T KNOW/NOT SURE/REFUSED	25 6%	14 7%	9 6%	8 7%	5 6%	5 6%	2 2%	17 5%	8 10%	6 10%	3 3%	9 6%	3 4%	16 5%	4 10%	2 4%	12 12%	4 8%	4 4%	13 6%

Table 46-1

QUESTION 35:

Which one of the following best describes your company's primary business?

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	MANAG-ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
PRECISION MANUFACTURING	97 24%	36 25%	27 31%	10 20%	9 20%	16 19%	63 28%	34 20%	29 17%	28 26%	31 30%	40 20%	32 28%	24 30%	- -	97 100%	- -	- -	18 18%	79 26%	37 23%	24 22%	9 27%	19 24%
PROCESS MANUFACTURING	91 23%	33 23%	14 16%	13 28%	8 20%	23 28%	47 21%	44 26%	44 27%	24 22%	19 19%	49 24%	28 24%	14 18%	91 100%	- -	- -	- -	23 24%	68 23%	40 26%	24 23%	7 23%	15 20%
METAL FABRICATION	60 15%	20 14%	13 15%	1 3%	9 20%	18 22%	32 14%	28 16%	19 12%	18 16%	19 19%	30 15%	17 15%	12 15%	- -	- -	60 100%	- -	18 18%	41 14%	25 16%	17 16%	5 16%	11 14%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46 12%	16 11%	9 10%	5 11%	3 6%	14 17%	25 11%	22 13%	19 11%	13 12%	11 11%	25 12%	16 14%	5 6%	- -	- -	- -	46 100%	9 9%	37 12%	16 10%	13 12%	5 14%	8 11%
PLASTICS	19 5%	7 5%	5 5%	5 10%	2 4%	1 1%	12 5%	7 4%	5 3%	8 8%	4 4%	7 3%	8 7%	5 6%	- -	- -	- -	- -	3 3%	16 5%	6 4%	2 2%	2 7%	9 12%
PRINTING	15 4%	7 5%	3 3%	1 2%	1 2%	4 4%	10 4%	5 3%	9 5%	5 5%	1 1%	10 5%	4 4%	1 2%	- -	- -	- -	- -	6 6%	10 3%	8 5%	4 4%	- -	3 4%
ELECTRONICS COMPONENTS	14 4%	6 4%	3 4%	3 7%	1 2%	1 1%	9 4%	5 3%	6 4%	4 4%	4 4%	8 4%	3 3%	3 3%	- -	- -	- -	- -	5 5%	9 3%	3 2%	5 5%	2 6%	1 2%
WOODWORKING/WOOD MANUFACTURING	14 3%	1 1%	5 5%	4 8%	3 7%	2 2%	6 2%	8 5%	9 5%	2 2%	2 2%	8 4%	3 2%	3 4%	- -	- -	- -	- -	2 2%	12 4%	6 4%	2 2%	1 3%	5 6%
TEXTILE MANUFACTURING	6 2%	5 3%	- -	- -	2 4%	- -	5 2%	2 1%	4 2%	- -	3 3%	3 1%	1 1%	3 3%	- -	- -	- -	- -	2 2%	4 1%	2 1%	4 3%	- -	1 1%
CABINET MANUFACTURING/ CUSTOM CABINETS	6 2%	- -	2 2%	3 5%	- -	2 2%	2 1%	4 2%	4 3%	2 2%	- -	4 2%	- -	2 2%	- -	- -	- -	- -	1 1%	5 2%	3 2%	1 1%	- -	- -
INFORMATION TECHNOLOGY, IT	6 1%	3 2%	1 1%	- -	2 5%	- -	4 2%	2 1%	4 2%	- -	2 2%	4 2%	- -	2 2%	- -	- -	- -	- -	4 4%	2 1%	3 2%	3 3%	- -	- -
FOOD MANUFACTURING	5 1%	2 1%	1 1%	- -	2 5%	- -	3 1%	2 1%	4 2%	- -	1 1%	3 1%	1 1%	1 1%	- -	- -	- -	- -	3 3%	2 1%	3 2%	1 1%	- -	1 1%
AUTOMOTIVE	3 1%	1 1%	2 2%	- -	- -	- -	3 1%	- -	3 2%	- -	- -	3 1%	- -	- -	- -	- -	- -	- -	1 1%	2 1%	1 1%	2 2%	- -	- -
ANIMAL/AGRICULTURAL MANUFACTURING	2 1%	- -	- -	- -	- -	2 3%	- -	2 1%	1 1%	- -	1 1%	1 -	- -	1 2%	- -	- -	- -	- -	- -	2 1%	- -	1 1%	1 4%	- -
RECYCLING	2 1%	- -	1 1%	- -	- -	1 1%	1 -	1 1%	1 1%	1 1%	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%	1 -	1 1%	- -	- -	1 1%
SOMETHING ELSE	12 3%	5 3%	2 3%	3 7%	2 5%	- -	7 3%	5 3%	6 4%	2 2%	3 3%	6 3%	3 2%	4 5%	- -	- -	- -	- -	2 2%	10 3%	4 3%	3 3%	- -	3 4%

Table 46-2

QUESTION 35:

Which one of the following best describes your company's primary business?

BANNER 2

FIRM	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
PRECISION MANUFACTURING	97 24%	53 26%	40 23%	92 25%	3 14%	51 26%	29 19%	7 35%	51 28%	12 20%	31 21%	56 24%	3 14%	35 27%	43 24%	7 20%	43 25%	30 24%	12 20%	52 25%	13 26%	68 29%	- -	24 16%
PROCESS MANUFACTURING	91 23%	44 22%	38 22%	82 22%	9 44%	41 21%	40 26%	7 33%	34 19%	14 24%	42 28%	59 25%	6 26%	26 20%	43 24%	10 29%	35 20%	29 23%	14 23%	48 23%	9 18%	45 19%	2 52%	44 29%
METAL FABRICATION	60 15%	29 15%	26 15%	56 15%	2 12%	31 16%	25 16%	1 5%	31 17%	8 14%	20 13%	33 14%	5 22%	20 16%	25 14%	6 16%	27 16%	19 16%	13 21%	26 12%	8 16%	44 19%	- -	14 10%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46 12%	23 11%	22 13%	45 12%	1 4%	22 11%	20 13%	- -	16 9%	10 17%	20 14%	27 11%	3 12%	17 13%	23 13%	6 17%	17 10%	17 13%	3 5%	27 13%	6 12%	25 11%	- -	19 13%
PLASTICS	19 5%	9 5%	7 4%	16 4%	1 6%	11 5%	6 4%	- -	11 6%	1 1%	7 4%	12 5%	1 4%	3 2%	9 5%	1 2%	7 4%	6 5%	1 1%	12 6%	3 5%	10 4%	- -	8 6%
PRINTING	15 4%	9 4%	5 3%	14 4%	1 3%	8 4%	6 4%	- -	9 5%	1 1%	4 3%	10 4%	1 3%	5 4%	11 6%	1 2%	4 2%	2 1%	6 9%	8 4%	3 6%	7 3%	1 18%	6 4%
ELECTRONICS COMPONENTS	14 4%	7 4%	6 3%	13 4%	1 4%	7 4%	6 4%	- -	3 2%	1 2%	9 6%	8 4%	1 4%	4 3%	4 2%	3 8%	8 4%	6 5%	4 7%	4 2%	- -	8 4%	1 30%	3 2%
WOODWORKING/WOOD MANUFACTURING	14 3%	5 2%	7 4%	12 3%	2 9%	5 2%	6 4%	3 13%	8 4%	4 6%	3 2%	3 1%	3 12%	6 5%	3 2%	- -	11 6%	5 4%	3 4%	6 3%	3 7%	4 2%	- -	10 7%
TEXTILE MANUFACTURING	6 2%	5 2%	2 1%	6 2%	- -	2 1%	4 2%	- -	1 1%	4 6%	2 1%	4 2%	- -	2 1%	3 2%	- -	4 2%	1 1%	- -	5 2%	- -	5 2%	- -	2 1%
CABINET MANUFACTURING/ CUSTOM CABINETS	6 2%	3 1%	4 2%	6 2%	- -	5 2%	2 1%	- -	3 2%	1 2%	2 1%	3 1%	1 3%	3 2%	3 1%	1 2%	3 2%	1 1%	1 1%	2 1%	1 2%	1 1%	- -	5 3%
INFORMATION TECHNOLOGY, IT	6 1%	1 1%	5 3%	6 2%	- -	1 1%	4 2%	1 5%	3 2%	- -	3 2%	5 2%	- -	1 1%	4 2%	- -	2 1%	2 2%	- -	4 2%	1 2%	2 1%	- -	4 3%
FOOD MANUFACTURING	5 1%	4 2%	1 1%	5 1%	- -	5 3%	- -	- -	4 2%	1 2%	- -	5 2%	- -	- -	4 2%	- -	1 1%	1 1%	1 2%	3 1%	- -	3 1%	- -	2 1%
AUTOMOTIVE	3 1%	- -	3 2%	3 1%	- -	1 1%	1 1%	- -	1 -	2 4%	- -	2 1%	- -	1 1%	2 1%	- -	1 1%	1 1%	1 2%	1 -	1 2%	- -	- -	3 2%
ANIMAL/AGRICULTURAL MANUFACTURING	2 1%	1 1%	1 1%	2 1%	- -	- -	2 2%	- -	- -	- -	2 2%	1 -	- -	1 1%	1 1%	- -	1 1%	1 1%	1 2%	- -	- -	2 1%	- -	- -
RECYCLING	2 1%	1 -	1 1%	2 1%	- -	1 -	- -	1 5%	1 1%	1 2%	- -	1 -	- -	1 1%	2 1%	- -	- -	- -	- -	2 1%	- -	2 1%	- -	- -
SOMETHING ELSE	12 3%	7 4%	4 2%	11 3%	1 4%	5 3%	5 3%	1 4%	6 4%	- -	6 4%	8 3%	- -	4 3%	3 2%	1 3%	8 5%	3 2%	2 3%	7 3%	2 5%	7 3%	- -	4 3%

Table 46-3

QUESTION 35:

Which one of the following best describes your company's primary business?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
PRECISION MANUFACTURING	97 24%	20 21%	75 25%	51 25%	33 22%	26 22%	24 25%	22 22%	57 21%	37 22%	37 22%	45 26%	21 30%	42 28%	42 29%	35 24%	16 34%	12 17%	13 18%	14 19%	51 26%	43 22%
PROCESS MANUFACTURING	91 23%	19 21%	71 24%	50 25%	37 24%	31 26%	22 23%	24 24%	64 23%	39 23%	40 23%	39 23%	14 20%	34 23%	35 24%	35 24%	13 27%	17 24%	16 22%	16 21%	42 22%	47 24%
METAL FABRICATION	60 15%	15 16%	44 15%	31 15%	25 17%	24 20%	15 16%	14 13%	37 14%	25 15%	21 13%	24 14%	15 21%	23 15%	19 13%	23 16%	5 10%	10 14%	18 24%	11 15%	32 16%	27 14%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46 12%	10 11%	36 12%	19 9%	14 9%	10 8%	11 11%	15 15%	36 13%	21 12%	20 12%	20 12%	7 10%	19 13%	19 13%	18 12%	3 7%	7 9%	6 8%	9 12%	21 11%	25 13%
PLASTICS	19 5%	5 6%	13 4%	13 6%	6 4%	4 3%	2 2%	2 2%	15 6%	12 7%	13 8%	8 4%	2 3%	2 2%	3 2%	5 3%	2 3%	3 5%	3 3%	4 6%	11 6%	8 4%
PRINTING	15 4%	1 1%	14 5%	11 5%	8 5%	3 3%	6 6%	1 1%	11 4%	8 5%	7 4%	9 5%	2 3%	4 3%	6 4%	5 3%	1 2%	3 4%	2 2%	2 2%	5 2%	10 5%
ELECTRONICS COMPONENTS	14 4%	6 7%	7 2%	7 4%	8 5%	3 3%	3 4%	6 6%	10 4%	5 3%	8 5%	4 2%	1 2%	4 3%	4 3%	6 4%	3 5%	5 7%	2 3%	4 6%	5 3%	7 4%
WOODWORKING/WOOD MANUFACTURING	14 3%	4 5%	10 3%	4 2%	4 2%	5 4%	1 1%	3 3%	10 4%	7 4%	6 3%	5 3%	3 4%	4 3%	2 1%	8 5%	1 2%	3 4%	5 7%	2 2%	4 2%	10 5%
TEXTILE MANUFACTURING	6 2%	- -	6 2%	3 1%	3 2%	2 2%	2 2%	2 2%	6 2%	1 1%	2 1%	4 2%	1 1%	4 2%	3 2%	2 1%	- -	2 2%	2 2%	1 1%	4 2%	3 1%
CABINET MANUFACTURING/ CUSTOM CABINETS	6 2%	1 2%	3 1%	2 1%	1 1%	2 2%	1 1%	3 3%	6 2%	3 2%	3 2%	2 1%	- -	- -	1 1%	2 1%	1 2%	3 4%	2 3%	2 3%	3 2%	3 1%
INFORMATION TECHNOLOGY, IT	6 1%	- -	6 2%	1 -	3 2%	- -	1 1%	2 2%	6 2%	3 2%	4 2%	3 2%	- -	1 1%	2 1%	3 2%	- -	2 3%	- -	- -	2 1%	4 2%
FOOD MANUFACTURING	5 1%	1 1%	4 1%	5 2%	4 3%	4 3%	2 2%	- -	4 1%	2 1%	2 1%	1 1%	1 1%	3 2%	3 2%	3 2%	- -	- -	- -	1 1%	3 1%	2 1%
AUTOMOTIVE	3 1%	- -	2 1%	1 1%	1 1%	- -	1 1%	1 1%	3 1%	1 1%	2 1%	2 1%	- -	1 1%	- -	- -	- -	1 1%	1 2%	1 2%	1 1%	2 1%
ANIMAL/AGRICULTURAL MANUFACTURING	2 1%	1 2%	1 -	1 1%	2 2%	1 1%	1 1%	- -	2 1%	1 1%	1 1%	1 1%	- -	1 1%	1 1%	1 1%	- -	- -	- -	- -	1 1%	1 -
RECYCLING	2 1%	2 2%	- -	1 -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	1 2%	1 2%	2 3%	2 1%	- -
SOMETHING ELSE	12 3%	6 7%	6 2%	3 1%	3 2%	3 3%	2 2%	6 6%	7 2%	4 2%	4 2%	5 3%	2 2%	5 4%	5 4%	2 1%	4 8%	3 4%	3 4%	5 7%	8 4%	5 2%

Table 46-4

QUESTION 35:

Which one of the following best describes your company's primary business?

BANNER 4

FACILITY	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE				FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
PRECISION MANUFACTURING	97 24%	23 27%	67 24%	25 25%	10 23%	36 25%	17 21%	14 33%	3 41%	22 18%	27 29%	40 27%	2 18%	59 27%	43 29%	40 31%	27 22%	36 34%	53 28%	30 25%	30 26%	14 18%	11 24%
PROCESS MANUFACTURING	91 23%	15 17%	67 24%	21 20%	9 21%	35 24%	16 19%	8 19%	2 27%	37 30%	13 14%	33 22%	1 12%	56 26%	30 20%	27 21%	30 24%	19 18%	37 19%	23 19%	26 23%	27 35%	17 38%
METAL FABRICATION	60 15%	16 19%	45 16%	14 13%	10 22%	25 17%	11 14%	7 16%	1 16%	9 7%	15 17%	32 22%	1 12%	34 16%	24 16%	17 13%	21 17%	24 22%	41 21%	16 13%	14 12%	11 14%	6 13%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46 12%	10 11%	34 12%	12 11%	2 4%	14 10%	11 13%	7 16%	1 16%	9 7%	19 20%	14 9%	4 41%	18 8%	14 9%	10 8%	15 12%	12 11%	17 9%	15 12%	17 15%	10 12%	6 13%
PLASTICS	19 5%	5 6%	12 4%	5 5%	3 7%	8 5%	6 7%	- -	- -	10 8%	3 3%	2 1%	- -	7 3%	4 3%	5 4%	5 4%	5 5%	7 4%	5 4%	5 5%	3 4%	1 2%
PRINTING	15 4%	6 7%	12 4%	3 3%	1 2%	5 4%	6 7%	1 2%	- -	4 3%	- -	10 6%	- -	10 5%	6 4%	7 5%	5 4%	2 2%	6 3%	6 5%	5 4%	1 1%	1 2%
ELECTRONICS COMPONENTS	14 4%	2 3%	9 3%	5 5%	4 10%	4 3%	4 4%	1 2%	- -	5 4%	5 5%	4 3%	- -	9 4%	7 4%	9 7%	3 3%	3 3%	4 2%	6 5%	7 6%	3 4%	1 2%
WOODWORKING/WOOD MANUFACTURING	14 3%	4 4%	10 4%	4 4%	1 2%	6 4%	2 2%	2 4%	- -	7 6%	4 4%	1 1%	- -	6 3%	7 4%	2 1%	3 2%	2 2%	6 3%	4 4%	4 3%	4 5%	- -
TEXTILE MANUFACTURING	6 2%	1 1%	4 1%	3 3%	- -	- -	4 4%	- -	- -	5 4%	1 1%	- -	1 10%	1 -	4 2%	3 2%	3 2%	3 3%	4 2%	- -	3 3%	- -	1 2%
CABINET MANUFACTURING/ CUSTOM CABINETS	6 2%	1 1%	3 1%	3 3%	- -	3 2%	2 3%	- -	- -	2 2%	1 2%	3 2%	- -	2 1%	2 1%	4 3%	1 1%	1 1%	3 2%	2 1%	1 1%	1 2%	- -
INFORMATION TECHNOLOGY, IT	6 1%	2 2%	6 2%	- -	2 4%	- -	1 1%	2 5%	- -	- -	2 2%	4 3%	- -	3 1%	5 3%	1 1%	3 2%	- -	4 2%	3 2%	1 1%	- -	- -
FOOD MANUFACTURING	5 1%	- -	4 1%	1 1%	- -	- -	- -	1 2%	- -	1 1%	1 1%	3 2%	- -	2 1%	- -	- -	1 1%	- -	1 1%	2 2%	1 1%	1 1%	1 2%
AUTOMOTIVE	3 1%	1 1%	2 1%	1 1%	1 2%	- -	2 3%	- -	- -	3 2%	- -	- -	- -	2 1%	- -	- -	1 1%	- -	1 -	2 2%	- -	- -	- -
ANIMAL/AGRICULTURAL MANUFACTURING	2 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	1 1%	- -	1 -	2 2%	1 1%	1 1%	- -	2 1%	2 2%	- -	- -	- -
RECYCLING	2 1%	- -	- -	2 2%	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	1 1%	- -	- -
SOMETHING ELSE	12 3%	1 1%	8 3%	4 4%	1 2%	7 5%	2 2%	- -	- -	7 6%	2 3%	2 1%	1 8%	5 2%	3 2%	2 2%	5 4%	1 1%	6 3%	4 3%	- -	3 4%	1 2%

Table 46-5

QUESTION 35:

Which one of the following best describes your company's primary business?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
PRECISION MANUFACTURING	97 24%	48 23%	41 28%	17 16%	27 29%	20 26%	24 34%	74 23%	23 28%	16 26%	17 21%	36 24%	26 29%	73 23%	14 33%	13 25%	22 22%	10 19%	20 20%	61 28%
PROCESS MANUFACTURING	91 23%	53 25%	27 19%	28 26%	15 16%	22 28%	14 19%	78 24%	13 16%	17 27%	19 23%	32 21%	19 22%	77 24%	7 17%	11 20%	30 30%	11 22%	25 25%	46 21%
METAL FABRICATION	60 15%	36 17%	23 16%	17 16%	13 15%	7 9%	10 14%	51 16%	9 11%	9 15%	12 15%	25 16%	11 12%	47 15%	4 9%	6 11%	12 12%	13 26%	26 26%	31 14%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46 12%	22 10%	16 11%	19 17%	5 5%	13 16%	8 11%	35 11%	12 14%	4 6%	10 12%	19 13%	8 9%	41 13%	3 8%	8 15%	13 13%	3 5%	10 10%	23 11%
PLASTICS	19 5%	13 6%	11 7%	5 4%	6 6%	4 5%	3 5%	13 4%	6 7%	4 6%	6 8%	6 4%	3 4%	15 5%	3 7%	4 8%	4 4%	2 4%	4 4%	11 5%
PRINTING	15 4%	8 4%	4 3%	4 4%	5 5%	1 1%	3 4%	11 3%	4 5%	1 2%	3 4%	6 4%	5 6%	14 4%	- -	4 8%	5 5%	1 2%	4 4%	7 3%
ELECTRONICS COMPONENTS	14 4%	6 3%	3 2%	8 7%	6 6%	4 6%	- -	11 3%	3 4%	1 2%	6 8%	3 2%	3 3%	11 4%	1 3%	2 4%	3 3%	1 2%	- -	9 4%
WOODWORKING/WOOD MANUFACTURING	14 3%	9 4%	4 3%	1 1%	5 6%	2 3%	1 1%	13 4%	1 1%	3 5%	2 2%	6 4%	3 3%	11 3%	3 7%	1 1%	6 6%	3 6%	2 2%	5 2%
TEXTILE MANUFACTURING	6 2%	2 1%	2 1%	3 3%	3 3%	1 1%	- -	4 1%	3 3%	1 2%	- -	4 2%	2 2%	4 1%	1 2%	- -	1 1%	2 4%	- -	5 2%
CABINET MANUFACTURING/ CUSTOM CABINETS	6 2%	2 1%	4 3%	1 1%	2 3%	- -	- -	6 2%	- -	1 2%	- -	2 1%	3 3%	4 1%	- -	3 5%	- -	- -	3 3%	2 1%
INFORMATION TECHNOLOGY, IT	6 1%	- -	1 1%	2 2%	2 2%	2 2%	4 5%	4 1%	2 2%	- -	2 2%	4 2%	- -	4 1%	2 4%	- -	- -	2 4%	- -	4 2%
FOOD MANUFACTURING	5 1%	3 1%	1 1%	1 1%	1 1%	- -	- -	5 2%	- -	1 1%	1 1%	3 2%	- -	4 1%	1 2%	- -	3 3%	2 4%	1 1%	3 1%
AUTOMOTIVE	3 1%	1 1%	2 1%	1 1%	1 1%	- -	- -	2 1%	1 1%	- -	1 1%	1 1%	1 1%	3 1%	- -	- -	- -	- -	- -	3 1%
ANIMAL/AGRICULTURAL MANUFACTURING	2 1%	1 1%	2 2%	- -	- -	- -	1 2%	2 1%	- -	1 2%	- -	1 1%	- -	1 -	- -	- -	- -	- -	3 3%	- -
RECYCLING	2 1%	1 1%	1 1%	- -	- -	- -	- -	2 1%	- -	- -	- -	1 1%	1 1%	2 1%	- -	- -	- -	- -	1 1%	1 1%
SOMETHING ELSE	12 3%	6 3%	3 2%	1 1%	2 2%	2 3%	3 4%	8 2%	4 5%	3 4%	2 3%	5 3%	3 3%	8 3%	4 9%	1 2%	2 2%	2 4%	2 2%	7 3%

Table 47-1

QUESTION 36:

How many years has your company been in operation?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (LESS THAN 15 YRS - 16 YRS OR MORE)	-200 -50%	-66 -47%	-36 -41%	-28 -59%	-23 -53%	-47 -58%	-102 -45%	-98 -57%	-50 -30%	-57 -53%	-80 -80%	-70 -35%	-71 -60%	-59 -75%	-44 -49%	-60 -62%	-23 -39%	-28 -60%	100 100%	-299 -100%	-69 -44%	-50 -47%	-17 -52%	-44 -57%
TOTAL LESS THAN 15 YEARS	100 25%	37 27%	26 29%	10 20%	9 22%	17 21%	63 28%	37 21%	58 35%	26 24%	10 10%	66 33%	23 20%	10 13%	23 26%	18 19%	18 30%	9 20%	100 100%	-	44 28%	28 27%	8 24%	17 22%
1 - 3 YEARS	7 2%	1 1%	1 1%	-	2 5%	3 3%	2 1%	5 3%	5 3%	1 1%	1 1%	7 3%	-	-	2 2%	-	1 2%	1 2%	7 7%	-	2 1%	3 3%	1 3%	-
4 - 6 YEARS	17 4%	7 5%	4 5%	3 7%	-	2 2%	11 5%	5 3%	10 6%	3 3%	2 2%	11 6%	3 3%	2 2%	4 4%	1 1%	2 3%	2 4%	17 17%	-	9 6%	5 5%	1 3%	1 1%
7 - 10 YEARS	42 10%	20 14%	10 11%	1 3%	2 5%	8 10%	30 13%	11 7%	26 16%	6 5%	6 6%	28 14%	7 6%	7 8%	10 11%	9 9%	7 12%	4 10%	42 42%	-	16 10%	13 12%	3 9%	9 12%
11 - 15 YEARS	34 9%	9 6%	10 12%	5 10%	5 12%	5 6%	19 9%	15 9%	17 10%	15 14%	1 1%	20 10%	13 11%	1 2%	7 8%	8 9%	8 13%	2 5%	34 35%	-	17 11%	8 7%	3 9%	7 9%
16 YEARS OR MORE	299 75%	103 73%	62 71%	38 80%	32 76%	64 79%	165 72%	135 78%	108 65%	82 76%	91 90%	136 67%	94 80%	69 87%	68 74%	79 81%	41 68%	37 80%	-	299 100%	112 72%	78 73%	25 76%	61 78%
REFUSED	1 -	-	-	-	1 2%	-	-	1 1%	-	-	-	-	-	-	-	-	1 2%	-	-	-	1 -	1 -	-	-

Table 47-2

QUESTION 36:

How many years has your company been in operation?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (LESS THAN 15 YRS - 16 YRS OR MORE)	-200 -50%	-86 -43%	-99 -58%	-186 -50%	-9 -44%	-89 -45%	-92 -60%	-1 -4%	-93 -51%	-38 -65%	-61 -41%	-88 -37%	-14 -62%	-87 -67%	-61 -34%	-17 -48%	-114 -67%	-67 -54%	-33 -54%	-95 -46%	-39 -79%	-140 -60%	- 8%	-54 -36%
TOTAL LESS THAN 15 YEARS -----	100 25%	57 28%	35 21%	93 25%	6 28%	54 27%	31 20%	10 48%	44 24%	10 17%	44 29%	74 31%	4 19%	20 16%	60 33%	9 26%	28 16%	28 23%	14 23%	56 27%	5 10%	46 20%	2 54%	47 32%
1 - 3 YEARS	7 2%	5 2%	2 1%	7 2%	- -	5 3%	2 1%	- -	4 2%	- -	3 2%	6 3%	- -	- -	6 3%	1 3%	- -	3 2%	1 2%	3 1%	- -	3 1%	1 30%	3 2%
4 - 6 YEARS	17 4%	7 4%	9 5%	17 4%	- -	9 5%	5 3%	1 5%	7 4%	3 4%	7 5%	15 6%	- -	2 1%	12 7%	- -	5 3%	3 2%	3 4%	11 5%	- -	5 2%	1 24%	11 7%
7 - 10 YEARS	42 10%	21 10%	15 9%	36 10%	5 22%	21 11%	14 9%	5 25%	14 8%	5 9%	21 14%	30 13%	4 19%	7 5%	26 15%	6 17%	7 4%	11 9%	5 8%	26 12%	1 2%	19 8%	- -	21 14%
11 - 15 YEARS	34 9%	24 12%	9 5%	33 9%	1 5%	19 10%	10 7%	4 17%	19 11%	2 4%	13 9%	23 10%	- -	12 9%	16 9%	2 6%	16 10%	11 9%	6 9%	17 8%	4 8%	20 9%	- -	12 8%
16 YEARS OR MORE	299 75%	144 72%	135 79%	279 75%	15 72%	142 73%	123 80%	11 52%	137 76%	49 82%	105 70%	162 69%	18 81%	108 83%	121 67%	26 74%	142 83%	95 77%	47 76%	151 73%	44 89%	186 80%	2 46%	101 68%
REFUSED	1 -	- -	1 1%	1 -	- -	- -	1 -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	1 -	1 1%	1 -	- -	1 -

Table 47-3

QUESTION 36:

How many years has your company been in operation?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (LESS THAN 15 YRS - 16 YRS OR MORE)	-200 -50%	-63 -69%	-129 -43%	-120 -60%	-83 -55%	-76 -64%	-48 -50%	-34 -34%	-118 -43%	-92 -54%	-93 -55%	-86 -50%	-42 -59%	-82 -55%	-78 -54%	-79 -54%	-37 -78%	-22 -30%	-24 -32%	-30 -41%	-79 -41%	-115 -58%
TOTAL LESS THAN 15 YEARS -----	100 25%	15 16%	84 28%	41 20%	34 22%	21 18%	24 25%	33 33%	77 28%	39 23%	38 22%	42 25%	15 21%	32 22%	34 23%	34 23%	5 11%	25 35%	25 34%	21 29%	58 30%	41 21%
1 - 3 YEARS	7 2%	- -	7 2%	2 1%	2 1%	1 1%	- -	2 2%	6 2%	5 3%	6 4%	3 2%	1 1%	1 1%	1 1%	3 2%	- -	1 1%	- -	1 2%	4 2%	3 2%
4 - 6 YEARS	17 4%	2 2%	14 5%	4 2%	5 4%	3 2%	2 2%	3 3%	13 5%	9 5%	8 4%	9 5%	3 5%	6 4%	7 5%	4 3%	- -	2 3%	2 3%	3 4%	6 3%	9 5%
7 - 10 YEARS	42 10%	5 5%	36 12%	22 11%	17 11%	11 9%	14 15%	13 13%	32 12%	17 10%	16 9%	19 11%	5 7%	13 9%	15 10%	13 9%	3 6%	10 14%	11 15%	9 13%	30 15%	12 6%
11 - 15 YEARS	34 9%	7 8%	26 9%	12 6%	10 6%	7 6%	8 8%	14 14%	26 10%	8 5%	9 5%	11 6%	5 7%	12 8%	11 7%	14 9%	2 5%	12 16%	12 16%	8 11%	18 9%	16 8%
16 YEARS OR MORE	299 75%	78 84%	213 71%	161 80%	117 77%	97 82%	72 75%	68 67%	196 72%	131 77%	131 77%	128 75%	57 79%	114 77%	112 77%	113 77%	42 89%	47 65%	49 66%	51 71%	137 70%	155 79%
REFUSED	1 -	- -	1 -	1 -	1 -	- -	- -	1 -	1 -	- -	1 -	1 -	- -	1 1%	1 -	1 -	- -	- -	- -	- -	1 -	1 -

Table 47-4

QUESTION 36:

How many years has your company been in operation?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE					GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	-EMP
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
**D/S (LESS THAN 15 YRS - 16 YRS OR MORE)	-200 -50%	-57 -66%	-162 -57%	-34 -33%	-19 -45%	-73 -50%	-43 -52%	-28 -67%	-2 -35%	-61 -50%	-54 -58%	-76 -51%	-1 -10%	-104 -48%	-83 -55%	-71 -55%	-58 -46%	-57 -53%	-130 -68%	-65 -54%	-40 -35%	-32 -42%	-16 -35%
TOTAL LESS THAN 15 YEARS	100 25%	15 17%	61 21%	34 33%	12 28%	36 25%	20 24%	7 17%	2 33%	31 25%	19 21%	36 24%	4 45%	55 26%	34 22%	29 22%	33 26%	25 23%	30 16%	27 23%	37 32%	22 29%	15 33%
1 - 3 YEARS	7 2%	1 1%	4 1%	3 3%	- -	2 1%	1 1%	2 5%	1 16%	2 2%	4 4%	1 1%	- -	5 2%	2 1%	2 1%	3 2%	2 2%	1 -	4 3%	3 3%	1 1%	1 2%
4 - 6 YEARS	17 4%	6 7%	11 4%	4 4%	2 4%	2 2%	4 5%	2 5%	- -	1 1%	7 7%	7 5%	- -	7 3%	5 3%	2 1%	4 3%	1 1%	6 3%	5 4%	5 5%	3 4%	1 2%
7 - 10 YEARS	42 10%	7 8%	23 8%	17 17%	4 9%	14 10%	12 14%	2 4%	- -	14 12%	6 7%	14 9%	3 33%	25 11%	11 7%	10 8%	17 13%	13 12%	12 6%	8 7%	17 15%	10 14%	7 15%
11 - 15 YEARS	34 9%	1 1%	23 8%	10 9%	6 14%	17 12%	3 4%	1 3%	1 16%	13 11%	2 2%	14 10%	1 12%	19 9%	17 11%	15 11%	10 8%	9 8%	12 6%	10 8%	11 10%	8 11%	6 13%
16 YEARS OR MORE	299 75%	72 83%	223 78%	69 67%	31 72%	108 75%	63 76%	35 83%	5 67%	92 75%	73 79%	112 75%	5 55%	159 74%	117 78%	100 78%	91 73%	82 77%	160 84%	92 77%	77 67%	55 71%	31 67%
REFUSED	1 -	- -	1 -	- -	- -	1 -	1 1%	- -	- -	- -	1 1%	1 -	- -	- -	- -	- -	1 1%	- -	1 -	1 -	1 -	- -	- -

Table 47-5

QUESTION 36:

How many years has your company been in operation?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (LESS THAN 15 YRS - 16 YRS OR MORE)	-200 -50%	-94 -45%	-83 -57%	-56 -52%	-54 -59%	-45 -56%	-41 -58%	-152 -48%	-48 -60%	-7 -11%	-38 -46%	-96 -62%	-55 -64%	-141 -44%	-39 -91%	-25 -45%	-65 -65%	-29 -57%	-57 -57%	-100 -46%
TOTAL LESS THAN 15 YEARS	100 25%	59 28%	31 22%	26 24%	19 21%	17 22%	15 21%	83 26%	16 20%	28 44%	22 27%	29 19%	16 18%	90 28%	2 4%	15 27%	17 17%	10 21%	22 22%	59 27%
1 - 3 YEARS	7 2%	4 2%	5 4%	3 3%	- -	3 4%	- -	3 1%	4 5%	2 3%	2 3%	3 2%	- -	7 2%	- -	1 2%	3 3%	2 4%	2 2%	2 1%
4 - 6 YEARS	17 4%	10 5%	5 3%	4 4%	4 5%	2 2%	3 4%	16 5%	1 1%	4 7%	5 6%	5 3%	2 2%	15 5%	2 4%	2 4%	3 3%	- -	6 6%	11 5%
7 - 10 YEARS	42 10%	22 10%	12 8%	9 9%	11 12%	10 13%	5 7%	32 10%	10 12%	13 21%	9 11%	11 7%	5 6%	35 11%	- -	5 10%	4 4%	2 4%	6 6%	28 13%
11 - 15 YEARS	34 9%	23 11%	9 6%	9 9%	4 5%	2 3%	7 10%	32 10%	2 2%	9 14%	6 7%	10 7%	9 10%	33 10%	- -	6 11%	6 6%	6 12%	8 8%	18 8%
16 YEARS OR MORE	299 75%	153 72%	114 78%	82 76%	73 79%	62 78%	56 79%	235 74%	65 80%	35 56%	60 73%	125 81%	71 82%	230 72%	41 96%	39 73%	83 83%	40 77%	78 78%	159 73%
REFUSED	1 -	1 -	- -	1 -	- -	- -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 2%	- -	- -

Table 48-1
QUESTION 37:
Age.

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
18 - 34	23 6%	7 5%	4 5%	3 7%	4 10%	5 6%	11 5%	12 7%	8 5%	10 9%	4 4%	13 6%	8 6%	3 3%	4 5%	7 7%	3 5%	3 6%	11 11%	13 4%	6 4%	1 1%	7 21%	7 8%
35 - 44	39 10%	17 12%	6 7%	2 4%	5 11%	10 12%	23 10%	16 9%	17 10%	11 10%	6 6%	19 9%	9 8%	11 14%	13 14%	9 10%	6 11%	1 2%	17 17%	22 7%	11 7%	7 6%	6 18%	13 17%
45 - 54	82 20%	31 22%	22 25%	9 20%	4 9%	15 19%	53 23%	29 17%	25 15%	28 26%	26 26%	35 18%	29 24%	18 22%	19 21%	17 18%	12 20%	10 21%	22 22%	60 20%	29 18%	18 17%	4 13%	25 32%
55 - 64	154 39%	47 33%	37 43%	21 43%	19 44%	31 37%	84 37%	70 41%	68 41%	39 37%	38 38%	83 41%	43 36%	29 36%	32 35%	36 37%	25 41%	19 42%	29 29%	125 42%	68 43%	41 38%	8 24%	28 36%
65 AND ABOVE	87 22%	32 23%	16 18%	11 23%	10 24%	18 22%	48 21%	39 23%	43 26%	19 18%	21 20%	46 23%	26 22%	15 18%	19 21%	26 26%	11 18%	8 17%	16 16%	71 24%	41 26%	30 28%	5 14%	4 5%
REFUSED	15 4%	6 5%	2 3%	2 4%	1 2%	4 5%	9 4%	7 4%	5 3%	1 1%	6 6%	6 3%	4 3%	5 6%	4 4%	2 2%	3 5%	6 12%	5 5%	9 3%	1 1%	9 9%	3 9%	1 1%

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

Table 48-2
QUESTION 37:
Age.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
18 - 34	23 6%	15 8%	7 4%	22 6%	- -	15 7%	7 4%	- -	14 8%	- -	9 6%	21 9%	- -	3 2%	15 8%	1 3%	7 4%	8 6%	1 2%	15 7%	2 4%	15 6%	- -	8 5%
35 - 44	39 10%	24 12%	12 7%	36 10%	3 12%	19 9%	16 10%	3 14%	17 9%	3 4%	17 11%	22 9%	1 4%	13 10%	13 7%	4 11%	19 11%	12 10%	9 15%	17 8%	3 7%	21 9%	2 54%	16 11%
45 - 54	82 20%	45 22%	32 19%	76 21%	3 14%	38 20%	33 21%	6 29%	43 24%	13 22%	26 17%	48 20%	7 31%	26 20%	40 22%	6 16%	35 20%	30 24%	15 25%	37 18%	10 20%	52 23%	- -	27 18%
55 - 64	154 39%	74 37%	74 43%	148 40%	5 23%	79 41%	62 40%	5 24%	68 38%	23 38%	58 39%	95 40%	7 32%	47 36%	70 38%	14 41%	66 39%	47 38%	20 32%	84 41%	20 40%	95 41%	1 18%	57 38%
65 AND ABOVE	87 22%	37 18%	39 23%	76 20%	9 42%	37 19%	34 22%	6 29%	36 20%	17 29%	31 21%	45 19%	7 30%	31 24%	37 20%	9 24%	38 22%	19 16%	15 25%	49 24%	11 23%	42 18%	1 28%	33 22%
REFUSED	15 4%	6 3%	7 4%	14 4%	2 9%	7 4%	3 2%	1 4%	3 2%	4 7%	8 6%	5 2%	1 4%	9 7%	7 4%	2 5%	6 3%	8 6%	1 2%	6 3%	3 6%	7 3%	- -	9 6%

Table 48-3
QUESTION 37:
Age.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
18 - 34	23 6%	6 6%	18 6%	10 5%	10 6%	6 5%	4 5%	6 6%	15 6%	14 8%	13 8%	13 7%	6 8%	6 4%	7 5%	7 5%	3 5%	3 4%	3 4%	4 5%	14 7%	9 5%
35 - 44	39 10%	11 12%	28 9%	18 9%	18 12%	11 9%	12 13%	9 8%	25 9%	16 9%	15 9%	17 10%	7 10%	16 11%	16 11%	15 10%	5 11%	6 8%	7 9%	5 7%	22 11%	16 8%
45 - 54	82 20%	26 28%	54 18%	47 23%	36 24%	35 30%	28 30%	13 13%	59 22%	32 19%	35 21%	31 18%	17 23%	36 24%	34 23%	37 25%	6 13%	12 17%	10 13%	12 17%	44 22%	34 17%
55 - 64	154 39%	27 29%	123 41%	79 39%	52 34%	39 33%	30 31%	43 43%	109 40%	61 36%	64 38%	64 37%	28 39%	61 42%	59 41%	59 40%	17 36%	29 41%	31 41%	29 40%	72 37%	82 42%
65 AND ABOVE	87 22%	20 21%	63 21%	43 21%	30 20%	24 20%	19 20%	24 24%	56 20%	40 23%	36 21%	40 24%	13 18%	24 16%	24 17%	26 17%	12 26%	17 24%	20 27%	18 24%	36 18%	49 25%
REFUSED	15 4%	3 3%	12 4%	6 3%	6 4%	3 3%	2 2%	6 6%	10 4%	7 4%	6 4%	6 4%	1 1%	5 3%	5 4%	4 3%	4 8%	4 5%	4 5%	5 7%	8 4%	6 3%

Table 48-4
QUESTION 37:
Age.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE					GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
18 - 34	23 6%	8 9%	16 6%	7 7%	2 5%	10 7%	4 5%	3 7%	- -	6 5%	5 5%	11 7%	- -	13 6%	12 8%	6 5%	12 10%	7 6%	9 5%	3 2%	13 12%	3 4%	2 4%
35 - 44	39 10%	7 8%	28 10%	11 11%	5 11%	17 12%	10 12%	3 7%	1 14%	19 16%	5 6%	14 9%	1 12%	24 11%	13 9%	9 7%	10 8%	8 8%	20 10%	8 6%	15 13%	8 11%	4 8%
45 - 54	82 20%	17 19%	63 22%	16 16%	9 21%	32 22%	20 24%	12 28%	1 16%	19 16%	21 23%	35 23%	3 29%	49 23%	39 26%	31 24%	29 24%	29 27%	40 21%	35 29%	23 20%	12 16%	9 19%
55 - 64	154 39%	39 45%	114 40%	38 37%	13 31%	53 37%	29 35%	15 35%	5 70%	54 44%	37 39%	52 35%	2 21%	82 38%	61 40%	48 37%	51 41%	39 37%	79 41%	53 44%	34 30%	32 42%	14 30%
65 AND ABOVE	87 22%	15 17%	54 19%	26 25%	12 27%	28 19%	18 22%	7 18%	- -	18 15%	20 22%	35 24%	2 18%	41 19%	22 15%	29 23%	17 13%	17 16%	38 20%	19 16%	24 21%	18 24%	16 35%
REFUSED	15 4%	2 2%	10 4%	4 4%	2 4%	4 3%	3 3%	2 4%	- -	6 5%	4 5%	3 2%	2 21%	7 3%	4 3%	4 3%	6 5%	6 6%	5 3%	3 3%	4 4%	3 3%	2 4%

MEETING STREET RESEARCH

Table 48-5
QUESTION 37:
Age.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV- ELOS MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
18 - 34	23 6%	11 5%	10 7%	9 9%	7 8%	5 7%	4 5%	17 5%	7 8%	23 38%	- -	- -	- -	21 6%	3 6%	2 4%	5 5%	4 8%	10 10%	11 5%
35 - 44	39 10%	21 10%	16 11%	4 4%	10 11%	9 11%	6 9%	34 11%	5 6%	39 62%	- -	- -	- -	28 9%	3 6%	3 6%	5 5%	6 13%	14 14%	22 10%
45 - 54	82 20%	52 25%	33 22%	28 26%	21 23%	17 21%	13 19%	64 20%	17 22%	- -	82 100%	- -	- -	64 20%	13 30%	9 16%	25 25%	5 9%	32 32%	52 24%
55 - 64	154 39%	75 36%	52 36%	36 34%	32 35%	32 40%	27 38%	116 37%	38 46%	- -	- -	154 100%	- -	125 39%	17 40%	25 47%	35 35%	21 40%	33 33%	79 36%
65 AND ABOVE	87 22%	42 20%	33 23%	22 21%	20 22%	13 16%	19 26%	73 23%	14 17%	- -	- -	- -	87 100%	72 23%	4 10%	13 24%	22 22%	14 28%	9 9%	46 21%
REFUSED	15 4%	10 5%	2 1%	8 8%	1 1%	4 5%	3 4%	14 4%	1 1%	- -	- -	- -	- -	10 3%	3 7%	1 2%	8 8%	1 2%	2 2%	8 3%

Table 49-1
QUESTION 38:
Gender.

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
**D/S (MALE - FEMALE)	238 59%	89 63%	58 66%	24 50%	22 51%	46 56%	146 64%	92 53%	100 60%	74 69%	55 55%	121 60%	75 64%	41 52%	64 71%	51 53%	42 69%	23 50%	67 67%	170 57%	102 65%	75 70%	14 41%	40 52%
MALE	319 80%	115 82%	72 83%	36 75%	32 76%	64 78%	187 82%	132 77%	133 80%	91 84%	78 77%	162 80%	96 82%	60 76%	78 85%	74 76%	51 85%	35 75%	83 84%	235 78%	129 82%	91 85%	23 71%	59 76%
FEMALE	81 20%	26 18%	15 17%	12 25%	10 24%	18 22%	41 18%	40 23%	33 20%	17 16%	23 23%	41 20%	21 18%	19 24%	13 15%	23 24%	9 15%	12 25%	16 16%	65 22%	27 18%	16 15%	10 29%	18 24%

Table 49-2
QUESTION 38:
Gender.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
**D/S (MALE - FEMALE)	238 59%	112 56%	105 61%	217 58%	14 68%	122 62%	94 61%	14 64%	104 57%	36 61%	92 61%	144 61%	18 83%	73 56%	108 60%	23 64%	100 58%	78 63%	48 78%	111 54%	29 60%	143 62%	1 39%	83 56%
MALE	319 80%	156 78%	138 81%	295 79%	17 84%	159 81%	124 80%	17 82%	143 79%	48 81%	121 81%	190 81%	20 92%	101 78%	145 80%	29 82%	136 79%	101 82%	55 89%	160 77%	39 80%	188 81%	2 70%	116 78%
FEMALE	81 20%	45 22%	33 19%	78 21%	3 16%	37 19%	30 20%	4 18%	39 21%	12 19%	29 19%	46 19%	2 8%	28 22%	36 20%	6 18%	36 21%	23 18%	7 11%	48 23%	10 20%	45 19%	1 30%	33 22%

Table 49-3
QUESTION 38:
Gender.

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
**D/S (MALE - FEMALE)	238 59%	55 60%	175 59%	141 70%	94 62%	77 65%	53 55%	39 38%	167 61%	110 65%	99 59%	107 63%	39 55%	73 49%	83 57%	93 63%	24 50%	48 66%	47 64%	29 40%	114 58%	119 61%
MALE	319 80%	74 80%	236 79%	171 85%	122 81%	98 83%	74 78%	70 69%	221 81%	140 82%	134 79%	139 81%	55 78%	110 75%	115 79%	120 81%	35 75%	60 83%	61 82%	51 70%	155 79%	158 80%
FEMALE	81 20%	19 20%	61 21%	30 15%	29 19%	21 17%	21 22%	31 31%	53 19%	30 18%	35 21%	32 19%	16 22%	37 25%	31 21%	27 19%	12 25%	12 17%	13 18%	22 30%	41 21%	39 20%

Table 49-4
QUESTION 38:
Gender.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES	
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%	
**D/S (MALE - FEMALE)	238 59%	47 54%	177 62%	51 50%	41 96%	73 50%	50 61%	19 45%	5 74%	63 52%	58 63%	92 61%	6 64%	128 60%	89 59%	80 62%	71 57%	62 58%	113 59%	69 57%	63 56%	55 72%	21 45%	
MALE	319 80%	67 77%	231 81%	77 75%	42 98%	109 75%	67 80%	31 72%	6 87%	93 76%	75 81%	120 81%	8 82%	171 80%	120 79%	104 81%	98 78%	84 79%	152 80%	95 79%	88 78%	66 86%	33 72%	
FEMALE	81 20%	20 23%	54 19%	26 25%	1 2%	36 25%	16 20%	12 28%	1 13%	30 24%	17 19%	29 19%	2 18%	43 20%	31 21%	24 19%	27 22%	22 21%	39 20%	26 21%	25 22%	11 14%	13 28%	

Table 49-5
QUESTION 38:
Gender.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV- ELOS MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
**D/S (MALE - FEMALE)	238 59%	126 60%	74 51%	73 68%	52 56%	30 38%	43 61%	319 100%	-81 -100%	40 64%	47 57%	79 51%	59 68%	196 61%	18 42%	21 40%	53 53%	30 59%	66 66%	142 65%
MALE	319 80%	169 80%	110 75%	90 84%	72 78%	55 69%	57 80%	319 100%	- -	51 82%	64 79%	116 76%	73 84%	258 81%	31 71%	38 70%	76 76%	41 80%	83 83%	180 83%
FEMALE	81 20%	43 20%	36 25%	18 16%	20 22%	25 31%	14 20%	- -	81 100%	11 18%	17 21%	38 24%	14 16%	62 19%	12 29%	16 30%	24 24%	10 20%	17 17%	38 17%

Table 50-1
QUESTION C:
What is your job title?

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
OWNER	157 39%	46 33%	36 42%	21 44%	16 38%	37 45%	82 36%	74 43%	96 58%	44 40%	12 12%	114 56%	35 30%	7 9%	40 44%	37 38%	25 41%	16 34%	44 44%	112 38%	157 100%	-	-	-
PRESIDENT/CEO/CEO/CFO/COO	107 27%	41 29%	26 30%	11 23%	9 21%	20 24%	67 29%	40 23%	41 25%	24 22%	39 38%	48 24%	30 25%	28 35%	24 27%	24 25%	17 29%	13 28%	28 28%	78 26%	-	107 100%	-	-
MANAGER/GENERAL MANAGER	77 19%	30 21%	14 16%	9 19%	10 23%	15 18%	44 19%	34 19%	17 10%	25 23%	23 23%	21 11%	31 27%	25 31%	15 17%	19 19%	11 18%	8 18%	17 17%	61 20%	-	-	-	77 100%
MANAGEMENT TEAM MEMBER	33 8%	11 8%	7 8%	4 9%	5 11%	5 6%	18 8%	14 8%	6 3%	11 10%	13 12%	10 5%	15 12%	9 11%	7 8%	9 9%	5 9%	5 10%	8 8%	25 8%	-	-	33 100%	-
GENERAL OFFICE STAFF/SALES/ ADMINISTRATIVE	12 3%	5 4%	-	1 3%	3 7%	3 4%	5 2%	7 4%	2 1%	2 2%	9 8%	4 2%	3 3%	6 7%	1 1%	6 6%	1 2%	2 4%	1 1%	11 4%	-	-	-	-
VICE PRESIDENT	3 1%	2 1%	2 2%	-	-	-	3 1%	-	1 1%	-	2 2%	2 1%	2 2%	-	-	2 2%	1 2%	-	-	3 1%	-	-	-	-
OTHER	10 2%	5 4%	2 2%	1 2%	-	2 2%	7 3%	3 2%	4 2%	3 3%	3 2%	4 2%	2 1%	4 6%	2 2%	2 2%	-	3 6%	2 2%	8 3%	-	-	-	-
DON'T KNOW/REFUSED	1 -	1 1%	-	-	-	-	1 -	-	-	-	1 1%	-	-	1 1%	1 1%	-	-	-	-	1 -	-	-	-	-

Table 50-2
QUESTION C:
What is your job title?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
OWNER	157 39%	72 36%	72 42%	144 39%	10 46%	80 41%	63 41%	8 38%	73 40%	26 44%	53 35%	82 35%	11 49%	60 47%	65 36%	16 45%	70 41%	46 38%	27 43%	83 40%	28 56%	78 33%	1 41%	68 46%
PRESIDENT/CEO/CEO/CFO/COO	107 27%	48 24%	52 30%	100 27%	6 29%	49 25%	43 28%	5 26%	40 22%	20 34%	43 28%	70 30%	6 26%	28 22%	54 30%	12 34%	40 23%	38 31%	17 28%	49 24%	9 19%	70 30%	- -	33 22%
MANAGER/GENERAL MANAGER	77 19%	47 23%	24 14%	71 19%	3 16%	38 19%	30 20%	3 14%	32 18%	10 17%	34 23%	41 18%	5 21%	26 20%	30 16%	5 13%	38 22%	23 19%	11 17%	42 20%	7 14%	47 20%	- -	28 19%
MANAGEMENT TEAM MEMBER	33 8%	22 11%	10 6%	32 9%	1 4%	17 9%	11 7%	2 9%	20 11%	3 5%	11 7%	29 12%	1 4%	3 3%	20 11%	1 3%	12 7%	8 7%	5 8%	20 10%	2 4%	22 9%	1 28%	10 7%
GENERAL OFFICE STAFF/SALES/ ADMINISTRATIVE	12 3%	8 4%	4 2%	12 3%	1 4%	8 4%	2 2%	1 4%	7 4%	- -	5 3%	7 3%	- -	4 3%	5 3%	2 5%	5 3%	3 2%	1 2%	9 4%	2 4%	7 3%	1 30%	4 2%
VICE PRESIDENT	3 1%	1 -	3 2%	3 1%	- -	- -	2 1%	1 5%	2 1%	- -	1 1%	1 -	- -	3 2%	1 -	- -	3 2%	1 1%	1 2%	1 1%	1 1%	3 1%	- -	1 -
OTHER	10 2%	3 1%	7 4%	10 3%	- -	3 1%	3 2%	1 4%	6 3%	- -	3 2%	5 2%	- -	4 3%	5 2%	- -	4 2%	4 3%	- -	3 2%	1 2%	5 2%	- -	5 3%
DON'T KNOW/REFUSED	1 -	1 -	- -	1 -	- -	1 -	- -	- -	1 1%	- -	- -	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -

Table 50-3
QUESTION C:
What is your job title?

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
OWNER	157 39%	34 37%	120 40%	69 34%	55 36%	37 31%	36 38%	44 43%	122 45%	74 43%	75 44%	84 49%	15 21%	47 32%	40 28%	39 26%	17 35%	31 44%	37 50%	32 44%	60 30%	96 49%
PRESIDENT/CEO/CEO/CFO/COO	107 27%	15 17%	89 30%	64 32%	39 26%	34 29%	28 29%	28 27%	75 27%	45 26%	43 25%	34 20%	19 27%	36 25%	43 29%	49 33%	8 18%	20 28%	15 21%	19 26%	54 28%	50 26%
MANAGER/GENERAL MANAGER	77 19%	25 27%	53 18%	39 19%	38 25%	33 28%	21 22%	17 17%	42 15%	27 16%	31 18%	28 16%	24 33%	39 27%	34 24%	32 22%	11 22%	10 13%	11 14%	15 20%	49 25%	27 14%
MANAGEMENT TEAM MEMBER	33 8%	12 12%	21 7%	17 9%	14 9%	7 6%	7 8%	6 6%	21 8%	16 9%	9 6%	12 7%	8 11%	14 9%	19 13%	17 12%	4 9%	3 5%	4 6%	4 5%	20 10%	12 6%
GENERAL OFFICE STAFF/SALES/ ADMINISTRATIVE	12 3%	3 4%	6 2%	3 2%	3 2%	3 3%	1 1%	4 4%	5 2%	5 3%	6 3%	7 4%	4 6%	6 4%	5 3%	5 3%	4 8%	2 3%	2 3%	1 1%	8 4%	5 2%
VICE PRESIDENT	3 1%	1 1%	3 1%	2 1%	1 1%	1 1%	3 3%	1 1%	2 1%	1 1%	1 1%	1 -	- -	1 1%	1 1%	2 1%	1 2%	1 1%	2 2%	1 1%	1 -	3 1%
OTHER	10 2%	3 3%	5 2%	7 3%	2 1%	3 2%	- -	2 2%	6 2%	3 1%	3 2%	4 3%	1 1%	3 2%	4 3%	3 2%	3 5%	5 6%	3 4%	2 3%	4 2%	4 2%
DON'T KNOW/REFUSED	1 -	- -	- -	1 -	- -	1 1%	- -	- -	- -	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	1 -	- -

Table 50-4
QUESTION C:
What is your job title?

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM		
																						-ATE	-ATE	
																							LOWER SALES	
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%	
OWNER	157 39%	34 39%	106 37%	45 44%	19 44%	36 25%	43 52%	17 39%	4 57%	44 36%	26 28%	72 48%	3 33%	79 37%	44 29%	46 36%	27 21%	23 21%	66 35%	55 45%	49 43%	33 42%	19 41%	
PRESIDENT/CEO/CEO/CFO/COO	107 27%	28 32%	78 27%	25 24%	12 28%	39 27%	15 18%	12 30%	2 30%	29 23%	33 35%	33 22%	4 47%	53 25%	46 31%	33 25%	46 37%	31 29%	49 26%	27 22%	27 23%	23 29%	14 31%	
MANAGER/GENERAL MANAGER	77 19%	17 19%	56 20%	19 18%	5 12%	43 30%	12 15%	6 15%	- -	30 24%	17 18%	25 17%	1 9%	49 23%	38 25%	32 25%	30 24%	32 30%	38 20%	24 20%	21 18%	12 15%	7 15%	
MANAGEMENT TEAM MEMBER	33 8%	5 6%	28 10%	5 5%	4 10%	12 8%	7 8%	7 16%	- -	12 10%	7 8%	11 7%	1 11%	19 9%	14 9%	10 8%	15 12%	10 10%	22 12%	9 8%	7 6%	6 8%	5 11%	
GENERAL OFFICE STAFF/SALES/ ADMINISTRATIVE	12 3%	2 2%	8 3%	5 4%	- -	9 6%	3 3%	- -	1 13%	4 3%	4 5%	4 3%	- -	7 3%	4 3%	2 2%	5 4%	6 6%	8 4%	2 2%	4 4%	3 4%	1 2%	
VICE PRESIDENT	3 1%	2 2%	3 1%	1 1%	1 2%	3 2%	- -	- -	- -	1 -	1 1%	2 1%	- -	1 -	3 2%	- -	2 1%	1 1%	2 1%	2 1%	2 2%	1 1%	- -	
OTHER	10 2%	- -	6 2%	4 3%	2 4%	2 1%	3 3%	- -	- -	3 2%	3 4%	3 2%	- -	6 3%	1 1%	5 4%	1 1%	3 3%	5 2%	2 1%	5 4%	- -	- -	
DON'T KNOW/REFUSED	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	- -	

Table 50-5
QUESTION C:
What is your job title?

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
OWNER	157 39%	83 39%	58 40%	35 32%	35 39%	25 31%	24 34%	129 41%	27 34%	17 28%	29 35%	68 44%	41 48%	149 47%	2 4%	21 39%	37 37%	22 43%	36 36%	80 37%
PRESIDENT/CEO/CEO/CFO/COO	107 27%	55 26%	27 18%	37 34%	22 24%	22 27%	24 34%	91 28%	16 20%	8 13%	18 22%	41 26%	30 35%	78 24%	14 34%	15 28%	26 26%	11 21%	17 17%	63 29%
MANAGER/GENERAL MANAGER	77 19%	49 23%	33 23%	18 17%	18 19%	15 19%	12 16%	59 18%	18 23%	20 31%	25 31%	28 18%	4 5%	53 16%	17 39%	10 19%	23 23%	11 21%	24 24%	42 19%
MANAGEMENT TEAM MEMBER	33 8%	15 7%	15 10%	10 10%	9 9%	8 10%	6 9%	23 7%	10 12%	13 21%	4 5%	8 5%	5 5%	24 8%	6 13%	5 9%	5 5%	5 9%	11 11%	17 8%
GENERAL OFFICE STAFF/SALES/ ADMINISTRATIVE	12 3%	2 1%	6 4%	2 2%	3 4%	5 7%	3 4%	5 1%	8 10%	4 6%	1 1%	4 3%	3 4%	7 2%	3 6%	1 2%	3 3%	3 6%	6 6%	5 2%
VICE PRESIDENT	3 1%	2 1%	2 1%	- -	2 3%	- -	1 1%	2 1%	2 2%	- -	1 1%	2 2%	- -	3 1%	- -	1 1%	1 1%	- -	2 2%	3 1%
OTHER	10 2%	6 3%	5 3%	4 4%	2 2%	3 4%	1 1%	10 3%	- -	1 1%	3 3%	3 2%	3 3%	5 2%	1 2%	1 2%	5 5%	- -	3 3%	7 3%
DON'T KNOW/REFUSED	1 -	- -	- -	1 1%	- -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 2%	- -	- -	- -	- -	1 -

Table 51-1
QUESTION REG:
Region.

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
COLLAR -----	87 22%	-	87 100%	-	-	-	87 38%	-	37 22%	29 26%	16 16%	48 24%	27 23%	12 16%	14 15%	27 28%	13 21%	9 19%	26 26%	62 21%	36 23%	26 24%	7 22%	14 18%
ANOKA	30 8%	-	30 35%	-	-	-	30 13%	-	11 7%	13 12%	4 4%	17 8%	12 10%	1 1%	5 6%	12 12%	5 8%	4 9%	7 7%	24 8%	14 9%	6 6%	5 15%	4 5%
CARVER	5 1%	-	5 6%	-	-	-	5 2%	-	2 1%	2 2%	1 1%	3 2%	2 2%	-	1 1%	-	1 2%	-	2 2%	3 1%	3 2%	2 2%	-	-
DAKOTA	28 7%	-	28 32%	-	-	-	28 12%	-	13 8%	8 7%	5 5%	15 7%	8 7%	5 6%	4 4%	9 9%	4 7%	1 2%	9 9%	19 6%	9 6%	10 10%	1 3%	5 7%
SCOTT	3 1%	-	3 4%	-	-	-	3 1%	-	3 2%	-	-	3 2%	-	-	1 1%	1 1%	1 2%	-	1 1%	2 1%	2 1%	1 1%	-	-
WASHINGTON	11 3%	-	11 13%	-	-	-	11 5%	-	6 4%	3 3%	1 1%	6 3%	3 3%	2 3%	2 2%	3 3%	-	2 5%	2 2%	9 3%	5 3%	3 3%	-	3 4%
WRIGHT	10 2%	-	10 11%	-	-	-	10 4%	-	2 1%	3 2%	5 5%	4 2%	2 2%	4 5%	1 1%	2 2%	2 3%	1 3%	4 4%	5 2%	3 2%	3 3%	1 4%	2 3%
MINN-SP -----	140 35%	140 100%	-	-	-	-	140 62%	-	56 33%	35 33%	42 41%	71 35%	32 27%	37 47%	33 36%	36 37%	20 33%	16 35%	37 38%	103 34%	46 29%	41 38%	11 34%	30 38%
HENNEPIN	104 26%	104 74%	-	-	-	-	104 46%	-	38 23%	24 22%	36 36%	48 24%	23 19%	34 43%	24 27%	22 23%	18 29%	11 23%	30 30%	74 25%	34 22%	29 27%	7 21%	23 30%
RAMSEY	36 9%	36 26%	-	-	-	-	36 16%	-	17 10%	12 11%	5 5%	23 12%	9 8%	3 4%	9 9%	13 14%	2 3%	5 11%	7 7%	29 10%	12 7%	12 11%	4 13%	6 8%
NORTHEAST -----	48 12%	-	-	48 100%	-	-	-	48 28%	21 13%	13 12%	10 10%	21 10%	22 19%	5 6%	13 15%	10 10%	1 2%	5 11%	10 10%	38 13%	21 13%	11 10%	4 13%	9 12%
CARLTON	1 -	-	-	1 2%	-	-	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	-	-	1 1%	-	1 1%	-	-	-
CASS	1 -	-	-	1 3%	-	-	-	1 1%	1 1%	-	-	1 1%	-	-	1 1%	-	-	-	-	1 -	1 1%	-	-	-
CHISAGO	5 1%	-	-	5 10%	-	-	-	5 3%	1 1%	1 1%	3 3%	1 1%	2 2%	1 2%	1 1%	1 1%	-	1 3%	-	5 2%	1 1%	-	1 4%	1 2%
COOK	1 -	-	-	1 2%	-	-	-	1 1%	1 1%	-	-	1 -	-	-	-	1 1%	-	-	-	1 -	1 1%	-	-	-
CROW WING	4 1%	-	-	4 8%	-	-	-	4 2%	2 1%	1 1%	-	2 1%	1 1%	-	1 1%	-	-	-	-	4 1%	1 1%	2 2%	-	-
ISANTI	6 2%	-	-	6 13%	-	-	-	6 4%	5 3%	1 1%	-	5 2%	1 1%	-	-	3 3%	-	1 3%	3 3%	4 1%	2 2%	1 1%	-	3 3%
ITASCA	2 -	-	-	2 4%	-	-	-	2 1%	-	-	-	1 -	1 1%	-	2 2%	-	-	-	-	2 1%	1 1%	-	-	1 1%

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

Continued

Table 51-1
QUESTION REG:
Region.

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			UNDER 10	11-50	51+	PROC -ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANAG -ER
									UNDER \$1 MILL	\$1 - \$5 MILL	\$5 MILL+													
KANABEC	2 1%	-	-	2 5%	-	-	-	2 1%	1 1%	1 1%	-	1 1%	1 1%	-	-	-	-	-	-	2 1%	1 1%	1 1%	-	-
MILLIE LACS	2 1%	-	-	2 5%	-	-	-	2 1%	1 1%	1 1%	-	1 1%	1 1%	-	1 1%	-	-	-	-	2 1%	1 1%	-	1 4%	-
MORRISON	1 -	-	-	1 3%	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	1 1%	-	-	-
PINE	1 -	-	-	1 3%	-	-	-	1 1%	1 1%	-	-	-	1 1%	-	-	-	1 2%	-	1 1%	-	-	1 1%	-	-
ST. LOUIS	20 5%	-	-	20 42%	-	-	-	20 12%	6 3%	6 5%	7 7%	6 3%	11 9%	4 5%	7 7%	4 4%	-	3 6%	3 3%	17 6%	8 5%	5 4%	2 5%	5 6%
SOUTH -----	43 11%	-	-	-	43 100%	-	-	43 25%	13 8%	11 11%	15 15%	18 9%	13 11%	10 13%	8 9%	9 9%	9 14%	3 6%	9 9%	32 11%	16 10%	9 8%	5 15%	10 12%
BLUE EARTH	5 1%	-	-	-	5 11%	-	-	5 3%	-	2 2%	3 3%	-	3 2%	2 2%	1 1%	1 1%	2 3%	-	1 1%	4 1%	1 1%	2 2%	2 6%	-
DODGE	3 1%	-	-	-	3 7%	-	-	3 2%	2 1%	1 1%	-	2 1%	1 1%	-	1 1%	-	-	-	1 1%	2 1%	1 1%	2 2%	-	-
FARIBAULT	1 -	-	-	-	1 2%	-	-	1 1%	1 1%	-	-	1 -	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
FILLMORE	2 -	-	-	-	2 4%	-	-	2 1%	-	1 1%	1 1%	-	2 2%	-	2 2%	-	-	-	-	2 1%	1 1%	-	-	1 1%
FREEBORN	3 1%	-	-	-	3 6%	-	-	3 2%	1 1%	-	2 2%	1 -	-	2 2%	2 2%	-	-	-	-	3 1%	2 1%	-	-	1 1%
GOODHUE	7 2%	-	-	-	7 15%	-	-	7 4%	1 1%	-	3 3%	1 1%	1 1%	4 5%	-	-	2 3%	-	2 2%	4 1%	1 -	3 3%	-	2 3%
LE SUEUR	2 -	-	-	-	2 5%	-	-	2 1%	-	1 1%	1 1%	1 -	-	1 1%	-	-	1 2%	-	-	2 1%	1 1%	-	-	1 1%
MOWER	2 -	-	-	-	2 5%	-	-	2 1%	1 1%	1 1%	-	2 1%	-	-	-	-	1 2%	-	1 1%	1 -	1 1%	-	1 3%	-
OLMSTED	4 1%	-	-	-	4 10%	-	-	4 2%	3 2%	1 1%	-	3 2%	1 1%	-	-	3 3%	1 2%	-	3 3%	1 -	2 1%	-	-	2 3%
RICE	6 2%	-	-	-	6 15%	-	-	6 4%	2 1%	2 2%	3 3%	3 1%	2 2%	2 2%	2 2%	3 3%	1 2%	1 2%	6 2%	5 3%	-	1 3%	1 1%	
STEELE	3 1%	-	-	-	3 8%	-	-	3 2%	-	1 1%	2 2%	2 1%	1 1%	-	-	2 2%	1 1%	1 2%	1 1%	2 1%	1 1%	-	-	1 1%
WABASHA	2 -	-	-	-	2 4%	-	-	2 1%	1 1%	-	-	1 -	1 1%	-	-	-	-	-	-	2 1%	-	1 1%	-	1 1%
WINONA	4 1%	-	-	-	4 9%	-	-	4 2%	1 1%	2 2%	1 1%	2 1%	2 2%	-	1 1%	-	1 2%	1 2%	4 1%	1 1%	1 1%	1 3%	-	

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

Continued

Table 51-1
QUESTION REG:
Region.

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	MANAG-ER
									UNDER \$1 MILL	\$5 MILL	\$5 MILL+													
WEST-NW -----	82 20%	-	-	-	-	82 100%	-	82 47%	40 24%	19 18%	19 19%	44 22%	23 20%	14 18%	23 25%	16 16%	18 29%	14 29%	17 17%	64 21%	37 23%	20 19%	5 16%	15 19%
BENTON	3 1%	-	-	-	-	3 3%	-	3 1%	2 1%	-	-	2 1%	1 1%	-	1 1%	-	1 1%	-	-	3 1%	1 1%	1 1%	-	1 1%
BROWN	4 1%	-	-	-	-	4 5%	-	4 2%	2 1%	-	2 2%	2 1%	-	2 2%	2 2%	-	2 3%	-	1 1%	3 1%	2 1%	2 2%	-	-
CHIPPEWA	4 1%	-	-	-	-	4 5%	-	4 2%	2 1%	1 1%	1 1%	2 1%	1 1%	1 1%	-	2 2%	2 3%	-	1 1%	3 1%	2 1%	-	1 3%	-
CLAY	2 1%	-	-	-	-	2 3%	-	2 1%	1 -	1 1%	-	1 -	1 1%	-	-	1 1%	-	1 2%	-	2 1%	1 -	-	1 2%	1 1%
CLEARWATER	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	-	1 1%	-	1 1%	-	-	-	-	1 -	-	1 1%	-	-
COTTONWOOD	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	-	1 1%	-	-	-	-	-	-	1 -	-	-	-	1 1%
DOUGLAS	6 1%	-	-	-	-	6 7%	-	6 3%	1 1%	1 1%	3 3%	2 1%	1 1%	3 4%	2 2%	1 1%	2 4%	1 2%	2 2%	4 1%	2 1%	-	-	2 3%
HUBBARD	4 1%	-	-	-	-	4 5%	-	4 2%	4 2%	-	-	4 2%	-	-	2 2%	-	1 2%	-	2 2%	2 1%	3 2%	-	-	-
KANDIYOHI	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 -	-	-	1 1%	-	-	-	-	1 -	1 1%	-	-	-
LAC QUI PARLE	1 -	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	1 -	-	-	-	-	-	1 2%	-	1 -	1 1%	-	-	-
MCLEOD	7 2%	-	-	-	-	7 9%	-	7 4%	5 3%	-	2 2%	5 2%	1 1%	1 1%	1 1%	2 2%	2 3%	-	1 1%	6 2%	3 2%	1 1%	-	2 3%
MAHNOMEN	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 -	-	-	1 1%	-	-	-	-	1 -	1 1%	-	-	-
MARTIN	3 1%	-	-	-	-	3 3%	-	3 2%	2 1%	1 1%	-	2 1%	1 1%	-	1 1%	1 1%	1 1%	-	-	3 1%	2 1%	-	-	1 1%
MEEKER	3 1%	-	-	-	-	3 4%	-	3 2%	1 1%	2 2%	-	3 1%	-	-	2 2%	-	1 2%	-	-	3 1%	1 1%	1 1%	1 3%	-
NICOLLET	1 -	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	1 -	-	-	-	-	1 1%	-	-	1 -	1 1%	-	-	-
NOBLES	1 -	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	-	1 -	-	1 1%	-	-
NORMAN	1 -	-	-	-	-	1 1%	-	1 1%	-	-	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	-	-	1 1%
OTTER TAIL	6 2%	-	-	-	-	6 7%	-	6 3%	2 1%	1 1%	3 3%	2 1%	1 1%	3 4%	2 3%	-	-	1 2%	2 2%	4 1%	2 1%	-	1 4%	2 3%

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

Continued

Table 51-1
QUESTION REG:
Region.

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	MANAG -ER
PENNINGTON	2	-	-	-	-	2	-	2	1	1	-	1	1	-	-	-	1	-	-	2	1	1	-	-
	-	-	-	-	-	2%	-	1%	1%	1%	-	-	1%	-	-	-	1%	-	-	1%	1%	1%	-	-
PIPESTONE	2	-	-	-	-	2	-	2	1	1	-	1	1	-	-	-	-	-	-	2	1	1	-	-
	-	-	-	-	-	2%	-	1%	1%	1%	-	-	1%	-	-	-	-	-	-	1%	1%	1%	-	-
POLK	1	-	-	-	-	1	-	1	-	1	-	-	1	-	-	-	-	1	-	1	-	1	-	-
	-	-	-	-	-	1%	-	1%	-	1%	-	-	1%	-	-	-	-	2%	-	-	-	1%	-	-
POPE	2	-	-	-	-	2	-	2	-	1	1	-	1	1	-	-	-	1	-	2	1	1	-	-
	1%	-	-	-	-	3%	-	1%	-	1%	1%	-	1%	2%	-	-	-	3%	-	1%	-	1%	-	-
RED LAKE	3	-	-	-	-	3	-	3	1	-	2	1	-	2	-	-	-	3	-	3	-	3	-	-
	1%	-	-	-	-	3%	-	2%	1%	-	2%	-	-	2%	-	-	-	6%	-	1%	-	3%	-	-
REDWOOD	1	-	-	-	-	1	-	1	1	-	-	-	1	-	1	-	-	-	1	-	1	-	-	-
	-	-	-	-	-	1%	-	1%	1%	-	-	-	1%	-	1%	-	-	-	1%	-	1%	-	-	-
RENVILLE	1	-	-	-	-	1	-	1	-	-	1	1	-	-	-	-	-	1	-	1	1	-	-	-
	-	-	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	2%	-	-	1%	-	-	-
SHERBURNE	8	-	-	-	-	8	-	8	3	2	2	4	3	1	2	4	2	-	2	6	4	2	-	2
	2%	-	-	-	-	10%	-	5%	2%	2%	2%	2%	2%	1%	2%	5%	3%	-	2%	2%	3%	2%	-	2%
SIBLEY	1	-	-	-	-	1	-	1	1	-	-	1	-	-	-	-	1	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	1%	1%	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	-
STEARNS	9	-	-	-	-	9	-	9	5	3	1	7	2	-	2	2	-	5	3	6	3	2	1	2
	2%	-	-	-	-	11%	-	5%	3%	3%	1%	4%	2%	-	2%	2%	-	10%	3%	2%	2%	2%	3%	2%
SWIFT	2	-	-	-	-	2	-	2	1	-	1	-	2	-	1	-	1	-	2	1	1	-	-	-
	-	-	-	-	-	2%	-	1%	1%	-	1%	-	2%	-	1%	-	2%	-	-	1%	1%	1%	-	-
TODD	1	-	-	-	-	1	-	1	1	-	-	1	-	-	1	-	-	-	-	1	-	1	-	-
	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-
WILKIN	1	-	-	-	-	1	-	1	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-

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

Table 51-2
QUESTION REG:
Region.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%	
COLLAR -----	87 22%	44 22%	39 22%	83 22%	3 16%	49 25%	24 16%	9 43%	41 22%	12 20%	33 22%	53 22%	5 20%	27 21%	40 22%	7 19%	37 21%	28 22%	10 16%	45 22%	9 19%	52 23%	2 46%	28 19%	
ANOKA	30 8%	19 10%	11 6%	30 8%	- -	18 9%	9 6%	3 15%	17 9%	5 9%	7 5%	20 9%	- -	10 8%	15 8%	2 5%	13 8%	14 11%	1 2%	15 7%	2 4%	26 11%	- -	4 3%	
CARVER	5 1%	3 2%	2 1%	5 1%	- -	2 1%	2 1%	1 5%	- -	1 2%	3 2%	3 1%	- -	2 2%	1 1%	- -	4 2%	2 2%	- -	3 1%	1 2%	2 1%	- -	3 2%	
DAKOTA	28 7%	13 7%	13 8%	27 7%	1 5%	18 9%	5 3%	1 5%	14 8%	3 5%	10 7%	18 8%	2 9%	6 5%	15 8%	- -	10 6%	8 6%	4 7%	12 6%	2 4%	16 7%	1 28%	8 6%	
SCOTT	3 1%	1 1%	1 1%	2 1%	- -	1 1%	2 1%	- -	- -	- -	3 2%	- -	1 4%	2 2%	1 1%	2 5%	- -	1 1%	- -	2 1%	- -	1 -	- -	2 1%	
WASHINGTON	11 3%	4 2%	6 4%	10 3%	1 5%	5 3%	4 3%	2 10%	5 3%	2 4%	4 3%	5 2%	1 4%	5 4%	4 2%	2 6%	5 3%	1 1%	3 5%	7 3%	3 6%	2 1%	- -	7 5%	
WRIGHT	10 2%	3 2%	5 3%	8 2%	1 6%	5 3%	2 1%	1 7%	4 2%	1 1%	5 3%	7 3%	1 3%	2 1%	4 2%	1 2%	4 3%	2 1%	2 3%	5 3%	1 2%	5 2%	1 18%	3 2%	
MINN-SP -----	140 35%	70 35%	60 35%	130 35%	7 35%	59 30%	63 41%	6 27%	65 36%	18 31%	54 36%	84 36%	7 34%	43 34%	60 33%	16 44%	60 35%	46 37%	20 32%	72 35%	16 33%	88 38%	- -	49 33%	
HENNEPIN	104 26%	52 26%	44 26%	96 26%	5 25%	43 22%	48 31%	4 17%	51 28%	10 17%	42 28%	63 27%	4 19%	32 25%	46 26%	9 26%	44 26%	36 30%	14 23%	51 25%	12 25%	66 28%	- -	35 24%	
RAMSEY	36 9%	18 9%	16 9%	34 9%	2 11%	16 8%	15 10%	2 11%	14 7%	8 14%	12 8%	21 9%	3 15%	12 9%	14 8%	6 18%	16 9%	10 8%	5 9%	21 10%	4 8%	23 10%	- -	14 9%	
NORTHEAST -----	48 12%	23 12%	21 12%	44 12%	4 19%	23 12%	16 11%	3 13%	21 12%	13 22%	13 8%	29 12%	3 12%	15 11%	21 12%	3 8%	22 13%	18 14%	5 9%	25 12%	7 14%	20 9%	- -	27 18%	
CARLTON	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	1 2%	- -	- -	1 1%	
CASS	1 -	- -	1 1%	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	
CHISAGO	5 1%	5 2%	- -	5 1%	- -	4 2%	1 1%	- -	4 2%	- -	1 1%	4 2%	- -	1 1%	4 2%	- -	1 1%	1 1%	- -	4 2%	- -	2 1%	- -	3 2%	
COOK	1 -	1 -	- -	1 -	- -	1 -	- -	- -	- -	1 2%	- -	1 -	- -	- -	- -	1 3%	- -	- -	- -	1 -	- -	- -	- -	1 1%	
CROW WING	4 1%	4 2%	- -	4 1%	- -	1 1%	2 2%	- -	1 1%	2 4%	- -	2 1%	- -	1 1%	2 1%	1 3%	- -	2 2%	- -	1 1%	- -	2 1%	- -	1 1%	
ISANTI	6 2%	4 2%	2 1%	6 2%	- -	3 1%	3 2%	- -	4 2%	1 2%	1 1%	3 1%	- -	4 3%	1 1%	- -	5 3%	- -	3 4%	4 2%	2 5%	4 2%	- -	3 2%	
ITASCA	2 -	1 -	- -	1 -	1 4%	1 -	- -	- -	- -	1 2%	1 1%	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	1 -	- -	1 -	- -	- -	

MEETING STREET RESEARCH

Continued

Table 51-2
QUESTION REG:
Region.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	
KANABEC	2 1%	-	1 1%	1	1 6%	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	2 1%	-	1 1%	-	1 1%
MILLIE LACS	2 1%	-	2 1%	2 1%	-	1 1%	1 1%	-	2 1%	-	-	2 1%	-	-	-	-	2 1%	1 1%	-	1 1%	-	2 1%	-	-	
MORRISON	1 -	1 1%	-	1	-	-	1 1%	-	1 1%	-	-	-	-	1 1%	-	-	1 1%	1 1%	-	-	-	-	-	-	1 1%
PINE	1 -	-	1 1%	1	-	1 1%	-	-	-	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	1 1%	-	-	-	1 1%	
ST. LOUIS	20 5%	7 4%	11 6%	18 5%	2 9%	9 5%	6 4%	3 13%	6 3%	7 12%	7 4%	12 5%	3 12%	5 4%	9 5%	1 3%	11 6%	9 8%	3 4%	8 4%	4 7%	7 3%	-	13 9%	
SOUTH -----	43 11%	26 13%	13 8%	39 10%	3 13%	28 14%	13 8%	-	18 10%	6 10%	18 12%	27 12%	4 17%	9 7%	20 11%	6 17%	17 10%	10 8%	11 18%	21 10%	2 5%	25 11%	1 30%	12 8%	
BLUE EARTH	5 1%	3 1%	2 1%	5 1%	-	3 1%	2 1%	-	3 2%	2 3%	-	5 2%	-	-	3 2%	-	2 1%	2 1%	1 1%	2 1%	-	5 2%	-	-	
DODGE	3 1%	-	2 1%	2 1%	1 4%	2 1%	1 1%	-	2 1%	-	1 1%	2 1%	1 4%	-	2 1%	1 3%	-	2 2%	1 1%	-	-	1 -	-	2 1%	
FARIBAULT	1 -	1 -	-	1	-	1	-	-	-	-	1 1%	1	-	-	-	-	1 1%	-	-	1	-	-	-	-	
FILLMORE	2 -	-	2 1%	2	-	2 1%	-	-	1 1%	-	1 1%	1	-	1 1%	2 1%	-	-	-	-	2 1%	-	1 -	-	1 1%	
FREEBORN	3 1%	2 1%	-	2	1 4%	2 1%	1 1%	-	3 2%	-	-	2 1%	-	1 1%	3 2%	-	-	2 1%	-	1	-	2 1%	-	1 1%	
GOODHUE	7 2%	6 3%	1	7 2%	-	3 2%	3 2%	-	2 1%	2 3%	3 2%	3 1%	-	2 1%	1 1%	1 3%	4 3%	-	2 3%	4 2%	1 1%	4 2%	1 30%	1 1%	
LE SUEUR	2 -	2 1%	-	2 1%	-	2 1%	-	-	2 1%	-	-	1	-	1 1%	1 1%	-	1 1%	1 1%	1 2%	-	-	2 1%	-	-	
MOWER	2 -	1 1%	1 1%	2 1%	-	1 1%	1 1%	-	1 1%	-	1 1%	2 1%	-	-	1 1%	-	1 1%	1 1%	1 2%	-	-	1 -	-	1 1%	
OLMSTED	4 1%	2 1%	1 1%	3 1%	-	3 2%	-	-	1 1%	1 2%	2 1%	3 1%	-	1 1%	2 1%	1 3%	1 1%	-	1 2%	3 1%	-	1 -	-	2 1%	
RICE	6 2%	4 2%	3 2%	6 2%	-	5 2%	2 1%	-	-	-	6 4%	4 2%	1 4%	2 1%	2 1%	1 3%	4 2%	1 1%	3 4%	3 1%	1 2%	5 2%	-	2 1%	
STEELE	3 1%	2 1%	2 1%	3 1%	-	2 1%	2 1%	-	2 1%	1 1%	-	2 1%	1 5%	1	2 1%	1 3%	1	1 1%	1 1%	2 1%	-	2 1%	-	1 -	
WABASHA	2 -	1 -	-	1	1 4%	1	1 1%	-	1 1%	-	1 1%	1	-	1 1%	1 1%	-	1 1%	1 1%	-	1	-	-	-	2 1%	
WINONA	4 1%	3 1%	1 1%	4 1%	-	2 1%	1 1%	-	1 1%	1 2%	2 1%	2 1%	1 4%	1 1%	1 1%	1 3%	2 1%	-	1 1%	3 1%	1 2%	2 1%	-	-	

MEETING STREET RESEARCH

Continued

Table 51-2
QUESTION REG:
Region.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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
WEST-NW -----	82 20%	38 19%	39 23%	76 21%	4 17%	37 19%	39 25%	4 17%	36 20%	10 17%	33 22%	42 18%	4 17%	34 26%	40 22%	4 12%	36 21%	22 18%	16 26%	44 21%	14 29%	47 20%	1 24%	32 22%
BENTON	3 1%	2 1%	1 -	3 1%	- -	2 1%	1 1%	- -	1 -	1 1%	1 1%	1 -	- -	2 1%	- -	- -	3 1%	- -	1 1%	2 1%	2 3%	3 1%	- -	- -
BROWN	4 1%	2 1%	2 1%	4 1%	- -	- -	4 2%	- -	1 1%	- -	2 1%	2 1%	- -	2 2%	- -	- -	4 2%	- -	3 4%	1 1%	1 2%	3 1%	- -	1 1%
CHIPPEWA	4 1%	3 2%	1 1%	4 1%	- -	4 2%	- -	- -	3 2%	- -	1 1%	1 -	1 5%	2 2%	1 1%	1 3%	2 1%	1 1%	- -	3 1%	2 4%	2 1%	- -	2 1%
CLAY	2 1%	1 1%	1 -	2 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 1%	- -	- -	1 1%	- -	1 -	1 1%	- -	1 -	- -	1 1%	- -	1 -
CLEARWATER	1 -	- -	1 1%	1 -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%
COTTONWOOD	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	1 4%	- -	- -	- -	1 1%	- -	1 2%	- -	- -	- -	- -	1 1%
DOUGLAS	6 1%	1 -	5 3%	6 2%	- -	1 -	5 3%	- -	- -	2 4%	4 2%	2 1%	- -	4 3%	4 2%	1 2%	2 1%	- -	2 2%	4 2%	1 1%	4 2%	1 24%	1 1%
HUBBARD	4 1%	1 1%	2 1%	3 1%	1 4%	2 1%	1 1%	1 4%	4 2%	- -	- -	2 1%	- -	1 1%	2 1%	1 3%	1 1%	2 2%	- -	2 1%	- -	2 1%	- -	2 1%
KANDIYOHI	1 -	1 -	- -	1 -	- -	1 -	- -	- -	1 1%	- -	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 -	- -	1 -	- -	- -
LAC QUI PARLE	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%
MCLEOD	7 2%	2 1%	4 2%	6 2%	1 5%	3 2%	3 2%	1 5%	3 2%	- -	3 2%	3 1%	1 4%	3 2%	3 2%	- -	3 2%	3 2%	1 2%	3 1%	1 2%	5 2%	- -	2 1%
MAHNOMEN	1 -	1 -	- -	1 -	- -	1 -	- -	- -	- -	1 2%	- -	1 -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	- -	1 1%
MARTIN	3 1%	1 -	2 1%	3 1%	- -	- -	3 2%	- -	1 -	- -	2 1%	1 -	- -	2 1%	1 -	- -	2 1%	1 1%	1 1%	1 -	1 2%	1 -	- -	2 1%
MEEKER	3 1%	1 -	2 1%	3 1%	- -	- -	3 2%	- -	2 1%	- -	1 1%	1 -	- -	2 2%	1 1%	- -	2 1%	- -	1 2%	2 1%	1 2%	1 -	- -	2 1%
NICOLLET	1 -	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	1 -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	1 -	- -	- -
NOBLES	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 2%	- -	- -	1 -	- -	- -
NORMAN	1 -	1 1%	- -	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 -	- -	1 -	- -	- -
OTTER TAIL	6 2%	4 2%	1 -	4 1%	2 8%	1 1%	5 3%	- -	2 1%	- -	4 3%	4 2%	1 3%	1 1%	2 1%	1 2%	3 2%	2 2%	1 2%	2 1%	- -	4 2%	- -	2 2%

MEETING STREET RESEARCH

Continued

Table 51-2
QUESTION REG:
Region.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	
PENNINGTON	2 -	- -	2 1%	2 -	- -	1 -	- -	- -	- -	1 2%	1 1%	2 1%	- -	- -	2 1%	- -	- -	1 1%	1 1%	- -	- -	1 -	- -	1 -	- -
PIPESTONE	2 -	1 -	1 1%	2 1%	- -	1 -	1 1%	- -	1 1%	- -	1 1%	2 1%	- -	- -	2 1%	- -	- -	- -	1 2%	1 -	- -	2 1%	- -	2 1%	- -
POLK	1 -	1 -	- -	1 -	- -	1 -	- -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -
POPE	2 1%	2 1%	- -	2 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	- -	1 -	- -	- -	- -	2 1%	1 1%	1 1%	- -	1 -
RED LAKE	3 1%	1 -	2 1%	3 1%	- -	- -	3 2%	- -	- -	- -	3 2%	- -	- -	3 2%	2 1%	- -	1 1%	2 1%	- -	1 -	1 2%	1 -	- -	2 1%	- -
REDWOOD	1 -	1 1%	- -	1 -	- -	1 1%	- -	- -	1 1%	- -	- -	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -
RENVILLE	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 3%	- -	- -	- -	1 -	- -	- -	- -	1 -	1 1%
SHERBURNE	8 2%	4 2%	3 2%	6 2%	- -	6 3%	1 1%	1 4%	5 3%	- -	3 2%	5 2%	- -	3 3%	3 2%	- -	5 3%	1 1%	2 3%	5 3%	2 3%	6 2%	- -	3 2%	- -
SIBLEY	1 -	1 -	- -	1 -	- -	- -	- -	- -	- -	1 2%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 -	1 2%	- -	- -	1 1%	- -
STEARNS	9 2%	4 2%	5 3%	9 2%	- -	4 2%	5 3%	- -	4 2%	1 1%	4 2%	5 2%	- -	4 3%	5 3%	- -	4 2%	2 1%	1 1%	6 3%	2 3%	3 1%	- -	5 4%	- -
SWIFT	2 -	1 -	1 1%	2 1%	- -	1 -	1 1%	- -	1 1%	- -	1 1%	2 1%	- -	- -	2 1%	- -	- -	1 1%	- -	1 -	- -	2 1%	- -	- -	- -
TODD	1 -	- -	1 -	1 -	- -	- -	- -	1 4%	- -	- -	1 1%	1 -	- -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -
WILKIN	1 -	1 -	- -	1 -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	1 -	- -	- -	- -

Table 51-3
QUESTION REG:
Region.

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
COLLAR -----	87 22%	13 14%	68 23%	47 23%	30 20%	28 23%	17 18%	21 21%	65 24%	31 18%	27 16%	31 18%	7 10%	35 24%	40 27%	35 24%	14 30%	19 26%	18 25%	20 27%	42 21%	45 23%
ANOKA	30 8%	4 4%	26 9%	16 8%	8 5%	10 9%	8 8%	6 6%	18 7%	12 7%	9 5%	10 6%	3 4%	10 7%	14 10%	17 12%	8 17%	8 12%	7 10%	3 4%	13 7%	17 9%
CARVER	5 1%	- -	4 1%	3 2%	4 3%	1 1%	2 2%	- -	4 2%	3 2%	2 1%	4 2%	- -	1 1%	2 1%	1 1%	1 2%	1 1%	1 1%	- -	1 1%	4 2%
DAKOTA	28 7%	5 6%	21 7%	14 7%	8 5%	8 7%	3 3%	10 10%	23 8%	9 5%	9 5%	9 5%	1 2%	12 8%	12 9%	7 5%	4 9%	6 9%	6 9%	11 16%	16 8%	12 6%
SCOTT	3 1%	- -	3 1%	- -	1 1%	- -	- -	1 1%	2 1%	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	1 2%	2 3%	2 3%	1 2%	1 1%	2 1%
WASHINGTON	11 3%	1 1%	8 3%	7 4%	3 2%	3 3%	1 1%	2 2%	9 3%	4 2%	4 2%	4 2%	2 3%	4 3%	5 4%	4 3%	- -	1 1%	1 1%	2 3%	4 2%	7 4%
WRIGHT	10 2%	3 3%	6 2%	7 3%	6 4%	5 4%	3 3%	1 1%	8 3%	3 2%	3 1%	3 2%	1 2%	6 4%	6 4%	5 3%	- -	- -	1 1%	2 3%	7 3%	3 2%
MINN-SP -----	140 35%	33 36%	107 36%	74 36%	60 40%	39 33%	35 37%	25 25%	91 33%	64 38%	60 35%	65 38%	29 41%	45 30%	46 32%	49 33%	17 36%	27 38%	30 40%	22 30%	71 36%	64 33%
HENNEPIN	104 26%	24 26%	79 27%	56 28%	46 30%	32 27%	26 27%	19 18%	65 24%	48 29%	44 26%	50 29%	23 32%	34 23%	35 24%	36 24%	14 29%	18 26%	21 28%	14 20%	55 28%	44 22%
RAMSEY	36 9%	9 9%	28 9%	18 9%	14 9%	7 6%	10 10%	6 6%	26 9%	16 9%	16 9%	15 9%	6 9%	11 7%	11 7%	13 9%	3 7%	9 12%	9 12%	8 10%	16 8%	20 10%
NORTHEAST -----	48 12%	13 14%	34 11%	16 8%	13 9%	8 7%	7 7%	18 17%	34 12%	25 15%	30 18%	22 13%	9 12%	15 10%	9 7%	11 8%	5 11%	8 11%	8 11%	14 19%	21 11%	26 13%
CARLTON	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	1 1%	- -	1 1%	- -
CASS	1 -	1 1%	- -	1 1%	1 1%	1 1%	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%
CHISAGO	5 1%	1 1%	2 1%	1 1%	- -	- -	1 1%	2 2%	2 1%	- -	2 1%	1 1%	1 2%	2 2%	1 1%	- -	1 3%	3 4%	1 2%	4 5%	4 2%	1 1%
COOK	1 -	- -	1 -	1 -	1 1%	1 1%	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -
CROW WING	4 1%	- -	4 1%	1 1%	1 1%	- -	- -	2 2%	4 1%	4 2%	2 1%	1 1%	- -	- -	1 1%	1 1%	- -	- -	- -	1 2%	- -	4 2%
ISANTI	6 2%	3 3%	4 1%	1 1%	- -	- -	- -	4 4%	4 1%	4 2%	5 3%	4 2%	1 2%	3 2%	1 1%	1 1%	1 3%	- -	- -	1 2%	4 2%	2 1%
ITASCA	2 -	1 1%	1 -	1 -	1 1%	1 1%	1 1%	1 1%	2 1%	2 1%	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	1 -

MEETING STREET RESEARCH

Continued

Table 51-3
QUESTION REG:
Region.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
KANABEC	2 1%	- -	2 1%	1 1%	- -	- -	- -	- -	2 1%	2 1%	2 1%	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	2 1%
MILLIE LACS	2 1%	1 1%	1 -	2 1%	2 2%	2 2%	2 3%	- -	2 1%	1 1%	1 1%	1 1%	- -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	2 1%
MORRISON	1 -	- -	1 -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 2%	1 1%	- -	- -	- -	- -	1 2%	1 2%	- -	1 1%
PINE	1 -	- -	1 -	1 1%	- -	- -	- -	- -	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -
ST. LOUIS	20 5%	6 6%	15 5%	5 2%	6 4%	3 2%	- -	5 5%	13 5%	8 5%	11 7%	7 4%	5 6%	7 5%	5 3%	6 4%	3 6%	5 6%	5 6%	6 9%	10 5%	9 5%
SOUTH -----	43 11%	13 14%	30 10%	23 11%	17 11%	18 15%	14 15%	11 11%	30 11%	11 7%	14 8%	19 11%	8 11%	23 16%	23 16%	18 12%	3 6%	6 8%	4 5%	4 5%	22 11%	20 10%
BLUE EARTH	5 1%	- -	5 2%	2 1%	3 2%	2 2%	2 2%	- -	5 2%	- -	- -	2 1%	- -	3 2%	4 3%	3 2%	- -	2 3%	1 1%	- -	3 1%	2 1%
DODGE	3 1%	1 1%	2 1%	2 1%	2 1%	2 2%	2 2%	1 1%	2 1%	- -	- -	- -	1 1%	2 1%	3 2%	3 2%	- -	1 1%	- -	- -	3 1%	- -
FARIBAULT	1 -	- -	1 -	- -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -
FILLMORE	2 -	- -	2 1%	2 1%	- -	2 2%	1 1%	- -	2 1%	- -	- -	- -	- -	2 1%	2 1%	1 1%	- -	- -	- -	1 1%	1 -	1 -
FREEBORN	3 1%	2 2%	1 -	3 1%	3 2%	3 2%	3 3%	- -	3 1%	- -	- -	2 1%	- -	3 2%	3 2%	1 1%	- -	- -	- -	- -	2 1%	1 -
GOODHUE	7 2%	2 2%	4 1%	4 2%	3 2%	4 3%	3 3%	2 2%	6 2%	2 1%	2 1%	4 3%	- -	4 3%	4 3%	1 1%	- -	- -	- -	1 1%	5 3%	2 1%
LE SUEUR	2 -	1 1%	1 -	2 1%	2 1%	2 2%	1 1%	- -	1 -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	1 1%	1 -
MOWER	2 -	- -	2 1%	1 -	2 1%	- -	1 1%	- -	1 -	- -	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	- -	1 -	1 1%
OLMSTED	4 1%	1 1%	3 1%	2 1%	2 1%	2 2%	2 2%	2 2%	2 1%	2 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	2 1%	2 1%
RICE	6 2%	3 3%	4 1%	3 1%	- -	1 1%	- -	2 2%	4 1%	3 2%	2 1%	4 2%	3 4%	4 2%	5 3%	2 1%	- -	- -	- -	1 1%	1 -	5 3%
STEELE	3 1%	2 2%	2 1%	- -	- -	- -	- -	2 2%	2 1%	1 1%	2 1%	2 1%	- -	1 -	- -	1 -	2 4%	2 3%	1 1%	1 1%	2 1%	1 1%
WARASHA	2 -	1 1%	1 -	1 -	- -	1 1%	- -	- -	1 -	1 1%	1 1%	- -	- -	1 1%	- -	2 1%	1 2%	- -	1 1%	- -	- -	2 1%
WINONA	4 1%	1 1%	3 1%	2 1%	- -	- -	- -	2 2%	2 1%	1 1%	2 1%	- -	1 1%	2 1%	1 1%	3 2%	- -	- -	- -	- -	2 1%	2 1%

MEETING STREET RESEARCH

Continued

Table 51-3
QUESTION REG:
Region.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
WEST-NW -----	82 20%	20 22%	59 20%	42 21%	32 21%	25 21%	22 23%	26 26%	54 20%	38 23%	38 22%	34 20%	18 26%	29 20%	27 19%	34 23%	8 18%	12 17%	14 19%	13 18%	39 20%	41 21%
BENTON	3 1%	1 1%	2 1%	2 1%	2 1%	1 1%	2 2%	1 1%	1 -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 2%	1 1%	1 1%	1 1%	2 1%	1 -
BROWN	4 1%	1 1%	3 1%	3 1%	2 1%	2 2%	- -	1 1%	4 1%	1 1%	1 1%	1 1%	- -	3 2%	3 2%	3 2%	- -	- -	- -	- -	3 1%	1 1%
CHIPPEWA	4 1%	2 2%	2 1%	2 1%	2 1%	1 1%	1 1%	2 2%	3 1%	2 1%	2 1%	1 1%	1 2%	2 2%	2 2%	2 2%	- -	- -	- -	1 1%	3 2%	1 -
CLAY	2 1%	1 1%	1 -	1 1%	1 1%	1 1%	1 1%	- -	1 -	1 1%	1 -	1 1%	1 2%	1 -	1 1%	1 -	- -	- -	- -	- -	1 1%	1 -
CLEARWATER	1 -	- -	1 -	1 -	1 1%	1 1%	1 1%	- -	1 -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 -
COTTONWOOD	1 -	- -	1 -	- -	- -	- -	- -	1 1%	- -	1 1%	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -
DOUGLAS	6 1%	1 1%	4 1%	1 1%	2 1%	1 1%	- -	1 1%	2 1%	2 1%	2 1%	2 1%	2 3%	4 2%	1 1%	2 1%	2 5%	1 1%	3 4%	2 3%	2 1%	2 1%
HUBBARD	4 1%	1 1%	3 1%	2 1%	2 1%	2 2%	1 1%	1 1%	4 1%	2 1%	2 1%	1 1%	- -	- -	- -	3 2%	- -	2 3%	1 1%	- -	1 1%	3 1%
KANDIYOHI	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -
LAC QUI PARLE	1 -	- -	1 -	1 -	1 1%	1 1%	1 1%	- -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 -
MCLEOD	7 2%	2 2%	5 2%	4 2%	3 2%	1 1%	3 3%	1 1%	5 2%	2 1%	4 2%	4 2%	1 1%	2 1%	2 1%	1 1%	1 2%	3 4%	1 1%	1 2%	2 1%	5 3%
MAHNOMEN	1 -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -
MARTIN	3 1%	- -	3 1%	2 1%	2 1%	1 1%	1 1%	- -	2 1%	1 1%	2 1%	2 1%	1 1%	2 1%	1 1%	1 1%	- -	- -	- -	- -	2 1%	1 -
MEEKER	3 1%	1 1%	2 1%	1 -	- -	1 1%	- -	1 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	- -	- -	1 1%	1 1%	1 -	2 1%
NICOLLET	1 -	- -	1 -	1 -	1 1%	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 2%	- -	- -	1 1%	- -	1 -
NOBLES	1 -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	- -	- -	1 -	- -
NORMAN	1 -	- -	1 -	1 1%	1 1%	1 1%	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -
OTTER TAIL	6 2%	1 2%	5 2%	4 2%	4 3%	3 3%	3 3%	1 1%	4 1%	2 1%	3 2%	2 1%	2 2%	4 3%	3 2%	4 3%	1 2%	- -	- -	- -	5 2%	1 1%

MEETING STREET RESEARCH

Continued

Table 51-3
QUESTION REG:
Region.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
PENNINGTON	2 -	- -	1 -	- -	1 1%	1 1%	- -	1 1%	2 1%	2 1%	1 1%	1 1%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	1 -
PIPESTONE	2 -	1 1%	1 -	1 -	1 1%	- -	1 1%	- -	1 -	2 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	1 -	1 -
POLK	1 -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -
POPE	2 1%	- -	2 1%	2 1%	1 1%	1 1%	1 1%	- -	2 1%	1 -	1 -	1 -	- -	1 1%	1 1%	1 1%	- -	- -	- -	- -	1 -	1 1%
RED LAKE	3 1%	- -	3 1%	- -	- -	- -	- -	3 3%	3 1%	3 2%	3 2%	- -	- -	- -	- -	3 2%	- -	- -	- -	- -	3 1%	- -
REDWOOD	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -
RENVILLE	1 -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -
SHERBURNE	8 2%	4 4%	4 1%	5 2%	3 2%	3 2%	2 2%	3 3%	4 2%	2 1%	3 2%	4 2%	2 3%	4 2%	3 2%	2 1%	1 2%	3 4%	3 4%	3 4%	4 2%	4 2%
SIBLEY	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	1 -
STEARNS	9 2%	3 3%	6 2%	3 1%	2 1%	2 2%	2 2%	5 5%	5 2%	5 3%	4 2%	5 3%	4 5%	3 2%	3 2%	2 1%	1 2%	1 1%	2 2%	2 2%	3 1%	6 3%
SWIFT	2 -	1 1%	1 -	1 -	1 1%	1 1%	1 1%	1 1%	- -	- -	1 1%	1 1%	1 1%	1 1%	- -	- -	1 2%	1 1%	1 1%	1 1%	1 -	1 -
TODD	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -
WILKIN	1 -	1 1%	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 -	- -

Table 51-4
QUESTION REG:
Region.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP		TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
											-ATE	SALES												
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%	
COLLAR -----	87 22%	14 16%	55 19%	30 29%	8 20%	27 18%	20 24%	10 23%	5 75%	33 27%	19 21%	27 18%	2 22%	45 21%	29 19%	24 19%	25 20%	21 20%	40 21%	24 20%	23 20%	17 22%	5 11%	
ANOKA	30 8%	5 6%	21 7%	9 9%	5 11%	6 4%	6 7%	6 14%	- -	9 8%	9 10%	10 7%	2 22%	18 8%	10 7%	9 7%	9 7%	7 7%	16 8%	9 7%	9 8%	5 7%	1 2%	
CARVER	5 1%	1 1%	3 1%	2 2%	1 2%	2 1%	1 1%	1 3%	- -	1 1%	1 1%	3 2%	- -	3 2%	1 1%	- -	1 1%	1 1%	2 1%	1 1%	1 1%	1 1%	- -	
DAKOTA	28 7%	3 4%	13 5%	12 12%	2 5%	10 7%	4 5%	1 2%	4 61%	14 12%	5 5%	7 5%	- -	11 5%	8 5%	8 6%	6 5%	5 5%	11 6%	8 7%	4 4%	5 7%	3 6%	
SCOTT	3 1%	1 1%	2 1%	1 1%	- -	1 1%	1 1%	- -	1 14%	1 1%	- -	2 1%	- -	- -	1 1%	- -	- -	2 2%	2 1%	1 1%	2 2%	- -	1 2%	
WASHINGTON	11 3%	1 1%	7 3%	4 4%	- -	2 1%	6 7%	1 2%	- -	6 5%	1 1%	1 1%	- -	5 2%	4 3%	3 2%	3 2%	1 1%	4 2%	1 1%	5 5%	4 5%	- -	
WRIGHT	10 2%	3 4%	8 3%	1 1%	1 1%	5 4%	2 2%	1 1%	- -	1 1%	3 3%	4 3%	- -	7 3%	5 3%	4 3%	5 4%	5 5%	5 3%	4 3%	1 1%	1 2%	- -	
MINN-SP -----	140 35%	35 41%	99 35%	36 34%	18 42%	54 37%	31 37%	11 26%	- -	28 23%	41 44%	50 34%	6 67%	76 36%	59 39%	47 37%	49 39%	40 38%	68 36%	41 34%	34 30%	28 36%	19 41%	
HENNEPIN	104 26%	25 29%	74 26%	26 25%	15 34%	40 28%	26 31%	7 16%	- -	22 18%	31 34%	37 25%	4 44%	59 28%	45 30%	34 27%	37 30%	34 32%	54 28%	28 23%	25 22%	24 32%	13 27%	
RAMSEY	36 9%	10 12%	24 9%	10 9%	3 8%	14 9%	5 6%	4 10%	- -	6 5%	10 10%	14 9%	2 23%	17 8%	14 9%	13 10%	12 9%	6 6%	15 8%	14 11%	9 8%	3 4%	6 13%	
NORTHEAST -----	48 12%	13 15%	33 12%	13 12%	3 6%	16 11%	9 11%	5 11%	- -	22 18%	10 11%	14 9%	- -	22 10%	17 11%	15 12%	12 10%	5 5%	18 9%	14 12%	12 11%	6 8%	5 11%	
CARLTON	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	
CASS	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 1%	1 1%	- -	- -	- -	1 1%	1 1%	- -	- -	- -	
CHISAGO	5 1%	1 2%	4 1%	1 1%	- -	3 2%	2 3%	- -	- -	4 3%	- -	1 1%	- -	- -	1 1%	1 1%	1 1%	- -	3 1%	2 2%	1 1%	1 2%	- -	
COOK	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	
CROW WING	4 1%	2 3%	4 1%	- -	1 3%	1 1%	1 1%	- -	- -	1 1%	- -	2 2%	- -	4 2%	2 2%	2 2%	1 1%	- -	1 1%	1 1%	- -	1 2%	1 3%	
ISANTI	6 2%	- -	4 1%	3 3%	- -	3 2%	1 1%	- -	- -	2 2%	3 3%	1 1%	- -	3 1%	1 1%	1 1%	- -	1 1%	3 1%	5 4%	3 2%	- -	- -	
ITASCA	2 -	1 1%	1 -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	1 -	1 1%	- -	1 1%	1 1%	1 -	- -	- -	- -	- -	

MEETING STREET RESEARCH

Continued

Table 51-4
QUESTION REG:
Region.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE				FUTURE CHALLENGES						
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
																						CLIM -ATE	LOWER SALES
KANABEC	2 1%	- -	1 -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
MILLIE LACS	2 1%	- -	1 -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	1 1%	1 1%	1 1%	- -	- -	- -	- -	2 2%	- -	1 3%
MORRISON	1 -	- -	1 -	- -	1 3%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -
PINE	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- 1%	- 1%	- -	- -	- -	- -	1 3%
ST. LOUIS	20 5%	8 9%	14 5%	6 5%	- -	7 5%	1 1%	5 11%	- -	6 5%	6 7%	7 5%	- -	10 5%	7 5%	9 7%	7 6%	3 3%	8 4%	5 4%	5 4%	3 4%	1 2%
SOUTH -----	43 11%	7 8%	35 12%	7 6%	4 9%	17 12%	9 11%	7 15%	- -	14 12%	8 9%	20 13%	- -	25 12%	16 11%	14 11%	13 11%	15 14%	24 12%	11 9%	10 9%	11 14%	7 14%
BLUE EARTH	5 1%	2 2%	5 2%	- -	- -	3 2%	- -	2 4%	- -	1 1%	- -	4 2%	- -	3 1%	4 3%	2 1%	3 2%	3 3%	4 2%	1 1%	1 1%	2 2%	1 2%
DODGE	3 1%	- -	3 1%	- -	- -	1 1%	- -	1 2%	- -	- -	2 2%	1 1%	- -	2 1%	- -	1 1%	1 1%	- -	- -	- -	1 1%	1 1%	1 2%
FARIBAULT	1 -	- -	- -	1 1%	1 2%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	- -	- -
FILLMORE	2 -	- -	1 -	1 1%	1 2%	1 1%	- -	- -	- -	2 1%	- -	- -	- -	2 1%	- -	1 1%	1 1%	- -	- -	- -	1 1%	1 1%	1 2%
FREEBORN	3 1%	- -	3 1%	- -	- -	3 2%	- -	- -	- -	1 1%	- -	2 1%	- -	1 -	- -	- -	- -	2 2%	1 -	2 2%	1 1%	2 2%	- -
GOODHUE	7 2%	1 1%	5 2%	1 1%	- -	4 3%	2 3%	- -	- -	5 4%	1 1%	1 1%	- -	2 1%	4 3%	1 1%	3 3%	4 4%	5 3%	- -	1 1%	1 1%	- -
LE SUEUR	2 -	1 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	1 1%	- -	- -	1 1%	2 1%	2 2%	- -	- -	- -
MOWER	2 -	- -	2 1%	- -	1 2%	- -	- -	- -	- -	- -	- -	2 1%	- -	2 1%	1 1%	1 1%	1 1%	- -	1 -	1 1%	- 1%	1 1%	- -
OLMSTED	4 1%	1 1%	2 1%	1 1%	1 2%	- -	2 3%	- -	- -	- -	- -	3 2%	- -	3 1%	2 1%	2 2%	2 2%	2 2%	1 2%	- -	3 3%	2 3%	1 2%
RICE	6 2%	1 1%	5 2%	1 1%	- -	2 1%	2 2%	3 6%	- -	1 1%	2 2%	4 2%	- -	5 3%	3 2%	3 2%	1 1%	1 1%	5 2%	2 2%	2 2%	- -	2 4%
STEELE	3 1%	- -	2 1%	2 2%	- -	1 1%	- -	- -	- -	1 1%	1 1%	2 1%	- -	1 -	- -	2 2%	1 -	1 1%	1 -	2 1%	1 -	- -	1 2%
WABASHA	2 -	- -	2 1%	- -	- -	- -	1 1%	1 2%	- -	1 1%	1 1%	- -	- -	1 -	1 1%	1 1%	- -	1 1%	- 1%	1 1%	- 1%	- 1%	- -
WINONA	4 1%	1 1%	4 1%	- -	- -	2 1%	2 2%	- -	- -	2 1%	2 2%	- -	- -	2 1%	1 1%	1 1%	1 1%	1 1%	4 2%	1 1%	- -	- -	- -

MEETING STREET RESEARCH

Continued

Table 51-4
QUESTION REG:
Region.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE					GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	SALES
WEST-NW -----	82 20%	18 20%	63 22%	18 18%	10 23%	31 22%	14 16%	11 25%	2 25%	25 20%	15 16%	38 26%	1 12%	47 22%	30 20%	28 22%	26 21%	25 23%	41 21%	30 25%	34 30%	16 21%	11 23%
BENTON	3 1%	- -	1 -	2 2%	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	- -	1 -	1 1%	- -	- -	- -	- -	2 1%	2 2%	1 1%	- -
BROWN	4 1%	- -	4 1%	- -	2 4%	- -	2 2%	- -	- -	- -	- -	4 3%	- -	3 1%	- -	2 1%	- -	- -	3 1%	1 1%	2 2%	- -	2 4%
CHIPPEWA	4 1%	2 2%	2 1%	2 2%	1 3%	1 1%	1 1%	1 3%	- -	2 2%	- -	1 1%	1 12%	2 1%	1 1%	2 2%	1 1%	3 3%	4 2%	2 2%	1 1%	- -	- -
CLAY	2 1%	1 1%	1 -	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -	1 -	- -	1 -	1 -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 2%
CLEARWATER	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	1 1%	- -	- -
COTTONWOOD	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	- -
DOUGLAS	6 1%	1 1%	5 2%	1 1%	- -	2 2%	3 4%	1 2%	- -	2 2%	2 2%	2 1%	- -	3 1%	2 1%	3 2%	2 2%	4 3%	4 2%	- -	4 4%	1 2%	1 2%
HUBBARD	4 1%	- -	3 1%	1 1%	- -	2 1%	1 1%	- -	1 13%	1 1%	1 1%	2 1%	- -	4 2%	2 1%	1 1%	- -	- -	1 1%	1 1%	1 1%	2 2%	3 6%
KANDIYOHI	1 -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -
LAC QUI PARLE	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	1 1%	- -	- -
MCLEOD	7 2%	2 3%	6 2%	1 1%	- -	3 2%	3 4%	1 3%	- -	2 2%	1 1%	4 3%	- -	4 2%	3 2%	2 2%	3 3%	2 2%	3 2%	1 1%	3 3%	2 3%	1 2%
MAHNOMEN	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	- -	1 1%	1 1%	- -	- -
MARTIN	3 1%	- -	3 1%	- -	- -	2 1%	- -	1 2%	- -	- -	1 1%	2 1%	- -	2 1%	- -	- -	1 1%	2 2%	- -	1 1%	2 2%	2 2%	- -
MEEKER	3 1%	1 1%	3 1%	- -	- -	- -	- -	2 5%	- -	- -	- -	3 2%	- -	2 1%	- -	1 1%	- -	- -	1 1%	1 1%	2 2%	- -	1 2%
NICOLLET	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	1 -	1 1%	- -	- -	- -
NOBLES	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 -	1 1%	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -
NORMAN	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 -	1 1%	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -
OTTER TAIL	6 2%	2 2%	5 2%	1 1%	1 2%	5 3%	- -	1 2%	- -	4 4%	- -	2 1%	- -	2 1%	3 2%	4 3%	2 2%	2 2%	5 2%	4 3%	- -	- -	2 4%

MEETING STREET RESEARCH

Continued

Table 51-4
QUESTION REG:
Region.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	-ATE
																							LOWER SALES
PENNINGTON	2 -	1 1%	1 -	1 1%	1 2%	- -	- -	- -	- -	- -	1 1%	1 1%	- -	1 -	- -	- -	- -	- -	1 -	1 1%	1 1%	- -	- -
PIPESTONE	2 -	- -	1 -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	1 -	2 1%	- -	1 1%	- -	1 1%	2 2%	1 1%	- -	- -
POLK	1 -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 -	1 1%	1 1%	1 1%	1 1%	1 -	- -	- -	- -	- -
POPE	2 1%	1 1%	2 1%	- -	- -	1 -	- -	1 3%	- -	- -	1 1%	1 1%	- -	2 1%	1 1%	1 1%	1 1%	1 1%	1 -	2 2%	1 1%	- -	- -
RED LAKE	3 1%	1 1%	3 1%	- -	- -	3 2%	- -	- -	- -	1 1%	- -	2 1%	- -	1 -	1 1%	- -	- -	- -	- -	- -	2 2%	2 2%	- -
REDWOOD	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -
RENVILLE	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -
SHERBURNE	8 2%	2 2%	5 2%	4 3%	2 4%	4 3%	- -	1 2%	- -	1 1%	3 3%	4 3%	- -	4 2%	2 1%	3 2%	4 3%	3 3%	6 3%	4 3%	3 2%	1 1%	- -
SIBLEY	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	1 1%	- -	- -
STEARNS	9 2%	2 2%	7 3%	2 2%	2 4%	1 1%	1 1%	2 4%	1 12%	1 1%	4 4%	3 2%	- -	6 3%	4 2%	3 2%	2 2%	3 3%	4 2%	4 3%	3 2%	1 1%	1 2%
SWIFT	2 -	- -	1 -	1 1%	1 2%	1 1%	- -	- -	- -	1 1%	- -	1 1%	- -	2 1%	2 1%	1 1%	2 2%	1 1%	2 1%	- -	- -	1 1%	- -
TODD	1 -	1 1%	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	1 1%	- -	- -	- -
WILKIN	1 -	- -	1 -	- -	1 2%	- -	- -	- -	- -	- -	- -	1 1%	- -	1 -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -

Table 51-5
QUESTION REG:
Region.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV- ELOG MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
COLLAR -----	87 22%	48 23%	23 16%	26 24%	15 16%	13 17%	18 25%	72 23%	15 18%	10 16%	22 27%	37 24%	16 18%	75 23%	8 18%	10 18%	- -	- -	- -	78 36%
ANOKA	30 8%	13 6%	8 6%	7 6%	5 5%	4 5%	9 13%	25 8%	5 6%	5 8%	7 9%	14 9%	4 5%	29 9%	1 3%	- -	- -	- -	- -	30 14%
CARVER	5 1%	2 1%	- -	2 2%	2 2%	- -	2 3%	5 2%	- -	- -	2 3%	2 1%	1 1%	5 2%	- -	- -	- -	- -	- -	5 2%
DAKOTA	28 7%	16 8%	11 7%	11 10%	3 3%	4 5%	1 2%	23 7%	5 6%	2 3%	7 9%	11 7%	7 8%	23 7%	3 7%	- -	- -	- -	- -	28 13%
SCOTT	3 1%	3 1%	- -	1 1%	- -	- -	1 1%	3 1%	- -	1 2%	- -	1 1%	- -	3 1%	- -	- -	- -	- -	- -	3 1%
WASHINGTON	11 3%	8 4%	3 2%	2 2%	3 3%	2 3%	1 2%	9 3%	2 2%	1 2%	4 5%	4 3%	2 2%	9 3%	2 5%	- -	- -	- -	- -	11 5%
WRIGHT	10 2%	5 2%	1 1%	3 2%	2 2%	3 4%	3 5%	7 2%	3 3%	1 1%	1 2%	5 3%	1 2%	6 2%	1 3%	10 18%	- -	- -	- -	- -
MINN-SP -----	140 35%	67 32%	44 30%	41 38%	31 34%	33 42%	26 36%	115 36%	26 32%	24 39%	31 38%	47 30%	32 37%	103 32%	19 45%	- -	- -	- -	- -	140 64%
HENNEPIN	104 26%	50 24%	34 23%	32 30%	23 26%	28 36%	18 26%	87 27%	18 22%	19 30%	17 21%	36 23%	27 31%	70 22%	16 38%	- -	- -	- -	- -	104 48%
RAMSEY	36 9%	17 8%	10 7%	8 8%	8 8%	5 6%	7 10%	28 9%	8 10%	5 9%	14 17%	11 7%	5 6%	33 10%	3 8%	- -	- -	- -	- -	36 17%
NORTHEAST -----	48 12%	33 16%	21 14%	10 9%	12 14%	6 8%	5 7%	36 11%	12 15%	5 8%	9 12%	21 13%	11 13%	43 13%	5 12%	24 44%	56 56%	- -	- -	- -
BELTRAMI	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	6 6%	- -	- -	- -
CARLTON	1 -	1 -	- -	- -	- -	- -	- -	1 -	- -	- -	- -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -
CASS	1 -	1 1%	1 1%	- -	- -	- -	1 2%	1 -	- -	- -	- -	- -	1 1%	1 -	- -	1 2%	- -	- -	- -	- -
CHISAGO	5 1%	1 1%	4 3%	- -	3 3%	1 2%	1 2%	1 -	4 5%	- -	- -	5 3%	- -	4 1%	1 3%	5 9%	- -	- -	- -	- -
COOK	1 -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	- -	2 2%	- -	- -	- -
CROW WING	4 1%	2 1%	2 2%	- -	1 1%	- -	- -	4 1%	- -	- -	1 1%	1 1%	1 1%	4 1%	- -	4 7%	- -	- -	- -	- -
ISANTI	6 2%	6 3%	1 1%	1 1%	1 2%	- -	1 2%	5 2%	1 1%	1 2%	1 1%	4 2%	- -	6 2%	- -	6 12%	- -	- -	- -	- -

MEETING STREET RESEARCH

Continued

Table 51-5
QUESTION REG:
Region.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH	SOUTH MN	SW/	NONE
																	-LAND /NW MN		WEST CENT INIT	
ITASCA	2 -	- -	1 1%	1 1%	- -	- -	- -	2 1%	- -	1 1%	- -	- -	- -	2 1%	- -	- -	5 5%	- -	- -	- -
KANABEC	2 1%	2 1%	1 1%	1 1%	- -	1 2%	- -	2 1%	- -	- -	- -	1 1%	1 1%	2 1%	- -	2 4%	- -	- -	- -	- -
KOOCHICHING	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -
LAKE	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 2%	- -	- -	- -
MILLIE LACS	2 1%	2 1%	- -	2 2%	- -	1 2%	- -	- 2%	2 3%	- -	1 1%	1 1%	- -	2 1%	- -	2 4%	- -	- -	- -	- -
MORRISON	1 -	- -	- -	- -	- -	- -	1 2%	1 -	- -	- -	- -	- -	1 2%	1 -	- -	1 3%	- -	- -	- -	- -
PINE	1 -	1 1%	- -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	1 2%	1 -	- -	1 3%	- -	- -	- -	- -
ST. LOUIS	20 5%	14 7%	10 7%	4 3%	7 8%	3 3%	- -	17 5%	4 4%	3 4%	6 7%	6 4%	5 5%	17 5%	4 8%	- -	39 39%	- -	- -	- -
SOUTH -----	43 11%	17 8%	20 13%	13 12%	13 15%	11 14%	7 10%	32 10%	10 13%	9 14%	4 5%	19 12%	10 12%	31 10%	5 11%	- -	- -	43 84%	- -	- -
BLUE EARTH	5 1%	4 2%	3 2%	1 1%	2 2%	1 1%	1 1%	3 1%	2 2%	2 3%	- -	3 2%	- -	3 1%	- -	- -	- -	5 9%	- -	- -
DODGE	3 1%	2 1%	1 1%	- -	- -	1 1%	- -	2 1%	1 1%	- -	- -	2 1%	1 1%	3 1%	- -	- -	- -	3 6%	- -	- -
FARIBAULT	1 -	- -	1 1%	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	- -	1 2%	- -	- -
FILLMORE	2 -	2 1%	1 1%	- -	- -	1 1%	- -	2 1%	- -	1 1%	- -	1 1%	- -	2 1%	- -	- -	- -	2 4%	- -	- -
FREEBORN	3 1%	- -	1 1%	2 2%	1 1%	2 2%	- -	3 1%	- -	1 1%	- -	- -	2 2%	1 -	2 4%	- -	- -	3 5%	- -	- -
GOODHUE	7 2%	2 1%	2 1%	3 3%	3 3%	2 3%	- -	4 1%	2 3%	1 2%	1 1%	4 3%	- -	2 1%	2 5%	- -	- -	7 13%	- -	- -
LE SUEUR	2 -	- -	1 1%	2 2%	1 1%	- -	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 -	1 2%	- -	- -	2 4%	- -	- -
MOWER	2 -	- -	- -	1 1%	2 2%	- -	1 1%	2 1%	- -	1 2%	- -	1 1%	- -	2 1%	- -	- -	- -	2 4%	- -	- -
OLMSTED	4 1%	3 1%	2 1%	2 2%	- -	- -	1 1%	4 1%	- -	1 2%	1 1%	- -	2 2%	4 1%	- -	- -	- -	4 8%	- -	- -
RICE	6 2%	2 1%	4 3%	1 1%	1 1%	3 3%	3 4%	5 1%	2 2%	1 1%	- -	4 2%	2 2%	5 1%	- -	- -	- -	6 13%	- -	- -

MEETING STREET RESEARCH

Continued

Table 51-5
QUESTION REG:
Region.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT		NONE
STEELE	3 1%	1 -	1 1%	1 -	1 1%	- -	- -	2 -	2 2%	- -	- -	3 2%	- -	3 1%	- -	- -	- -	3 7%	- -	- -	
WABASHA	2 -	- -	1 1%	- -	- -	1 1%	1 1%	1 -	1 1%	- -	1 1%	1 1%	- -	2 1%	- -	- -	- -	2 4%	- -	- -	
WINONA	4 1%	2 1%	3 2%	1 1%	2 2%	1 1%	1 1%	3 1%	1 1%	1 1%	- -	- -	3 3%	4 1%	- -	- -	- -	4 7%	- -	- -	
WEST-NW -----	82 20%	47 22%	38 26%	18 17%	20 22%	15 19%	16 22%	64 20%	18 22%	14 23%	15 19%	31 20%	18 20%	68 21%	6 14%	20 38%	44 44%	8 16%	100 100%	- -	
BECKER	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	8 8%	- -	
BENTON	3 1%	1 -	1 1%	3 2%	1 1%	1 1%	1 1%	2 1%	1 1%	1 1%	1 1%	- -	1 1%	3 1%	- -	3 5%	- -	- -	- -	- -	
BROWN	4 1%	4 2%	1 1%	2 2%	- -	- -	- -	4 1%	- -	1 1%	- -	- -	3 3%	2 1%	- -	- -	- -	4 7%	- -	- -	
CHIPPEWA	4 1%	1 1%	2 1%	1 1%	4 5%	- -	3 4%	2 1%	2 3%	1 2%	2 3%	1 1%	- -	3 1%	1 3%	- -	- -	- -	5 5%	- -	
CLAY	2 1%	1 -	1 1%	- -	1 1%	1 1%	1 1%	1 -	1 1%	1 1%	- -	1 1%	- -	2 1%	- -	- -	- -	- -	5 5%	- -	
CLEARWATER	1 -	- -	- -	1 1%	1 1%	- -	- -	1 -	- -	- -	- -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -	
COTTONWOOD	1 -	1 -	- -	- -	- -	- -	- -	1 -	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	1 1%	- -	
DOUGLAS	6 1%	3 1%	4 3%	1 1%	3 3%	- -	1 2%	4 1%	1 2%	1 1%	2 2%	2 1%	1 2%	3 1%	1 3%	- -	- -	- -	12 12%	- -	
GRANT	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	3 3%	- -	
HUBBARD	4 1%	2 1%	2 1%	2 2%	1 1%	- -	1 1%	3 1%	1 1%	- -	2 3%	1 1%	1 1%	4 1%	- -	- -	7 7%	- -	- -	- -	
JACKSON	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 2%	- -	
KANDIYOHI	1 -	- -	- -	- -	- -	- -	- -	1 -	- -	1 2%	- -	- -	- -	1 -	- -	- -	- -	- -	4 4%	- -	
KITTSOON	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	
LAC QUI PARLE	1 -	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -	1 1%	- -	
LAKE OF THE WOODS	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	

MEETING STREET RESEARCH

Continued

Table 51-5
QUESTION REG:
Region.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRITGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
LINCOLN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 1%	-
LYON	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 1%	-
MCLEOD	7 2%	5 2%	3 2%	3 3%	2 2%	-	-	6 2%	1 1%	1 2%	1 1%	3 2%	2 2%	6 2%	1 3%	-	-	-	-	12 12%	-
MAHNOMEN	1 -	1 -	1 1%	-	-	-	-	1 -	-	-	-	1 1%	-	1 -	-	-	1 1%	-	-	-	-
MARSHALL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-	-
MARTIN	3 1%	3 1%	3 2%	1 1%	-	-	-	3 1%	-	-	1 1%	1 1%	1 1%	3 1%	-	-	-	3 5%	-	-	-
MEEKER	3 1%	2 1%	-	-	-	2 2%	-	1 -	2 2%	-	-	1 1%	2 2%	3 1%	-	-	-	-	8 8%	-	-
MURRAY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 1%	-	-
NICOLLET	1 -	-	1 1%	-	1 1%	-	-	1 -	-	-	-	1 1%	-	1 -	-	-	-	1 2%	-	-	-
NOBLES	1 -	1 -	-	-	-	1 1%	-	1 -	-	-	1 1%	-	-	1 -	-	-	-	-	2 2%	-	-
NORMAN	1 -	1 -	1 1%	-	-	-	-	-	1 1%	-	-	-	-	1 -	-	-	2 2%	-	-	-	-
OTTER TAIL	6 2%	5 2%	3 2%	-	-	2 3%	1 2%	5 2%	1 1%	3 5%	-	3 2%	-	3 1%	-	-	-	-	14 14%	-	-
PENNINGTON	2 -	2 1%	1 1%	-	-	-	-	2 1%	-	-	-	1 1%	1 1%	2 1%	-	-	8 8%	-	-	-	-
PIPESTONE	2 -	-	2 1%	-	-	-	-	2 1%	-	-	-	2 1%	-	2 1%	-	-	-	-	3 3%	-	-
POLK	1 -	-	-	-	-	-	1 1%	1 -	-	-	-	-	1 1%	1 -	-	-	11 11%	-	-	-	-
POPE	2 1%	-	2 1%	-	2 2%	-	1 1%	2 1%	-	-	1 2%	-	1 1%	1 -	1 3%	-	-	-	4 4%	-	-
RED LAKE	3 1%	2 1%	-	-	-	2 2%	2 3%	2 1%	1 1%	-	-	1 1%	-	1 -	-	-	3 3%	-	-	-	-
REDWOOD	1 -	-	-	-	-	-	-	1 -	-	-	-	1 1%	-	1 -	-	-	-	-	2 2%	-	-
RENVILLE	1 -	1 -	1 1%	1 1%	-	-	-	1 -	-	1 2%	-	-	-	1 -	-	-	-	-	1 1%	-	-

MEETING STREET RESEARCH

Continued

Table 51-5
QUESTION REG:
Region.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
ROCK	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-
ROSEAU	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7%	-	-	-
SHERBURNE	8	4	5	2	1	3	2	6	2	1	1	5	1	7	1	8	-	-	-	-
	2%	2%	3%	2%	1%	3%	3%	2%	2%	1%	1%	3%	1%	2%	2%	15%	-	-	-	-
SIBLEY	1	-	-	-	1	-	-	1	-	1	-	-	-	1	-	-	-	1	-	-
	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	2%	-	-
STEARNS	9	5	4	1	3	3	-	6	3	2	2	2	4	9	-	9	-	-	-	-
	2%	3%	3%	1%	3%	3%	-	2%	3%	3%	2%	1%	4%	3%	-	17%	-	-	-	-
STEVENS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
SWIFT	2	1	1	1	-	-	1	2	-	-	-	1	-	2	-	-	-	-	3	-
	-	-	1%	1%	-	-	1%	1%	-	-	-	1%	-	1%	-	-	-	-	3%	-
TODD	1	1	-	-	-	-	1	-	1	-	-	1	-	1	-	1	-	-	-	-
	-	-	-	-	-	-	1%	-	1%	-	-	1%	-	-	-	2%	-	-	-	-
TRAVERSE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
WILKIN	1	1	1	-	-	-	-	1	-	-	1	-	-	1	-	-	-	-	1	-
	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-
YELLOW MEDICINE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-

Table 52-1
QUESTION GREG:
Greater MN Regions.

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	MANAG -ER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%
IF INITIATIVE FOUNDATION	54 13%	-	10 11%	24 50%	-	20 25%	10 4%	44 26%	27 16%	15 14%	10 10%	30 15%	18 15%	6 8%	11 12%	13 14%	6 10%	8 18%	15 15%	39 13%	21 13%	15 14%	5 15%	10 13%
BENTON	3 1%	-	-	-	-	3 3%	-	3 1%	2 1%	-	-	2 1%	1 1%	-	1 1%	-	1 1%	-	-	3 1%	1 1%	1 1%	-	1 1%
CASS	1 -	-	-	1 3%	-	-	-	1 1%	1 1%	-	-	1 1%	-	-	1 1%	-	-	-	-	1 -	1 1%	-	-	-
CHISAGO	5 1%	-	-	5 10%	-	-	-	5 3%	1 1%	1 1%	3 3%	1 1%	2 2%	1 2%	1 1%	1 1%	-	1 3%	-	5 2%	1 1%	-	1 4%	1 2%
CROW WING	4 1%	-	-	4 8%	-	-	-	4 2%	2 1%	1 1%	-	2 1%	1 1%	-	1 1%	-	-	-	-	4 1%	1 1%	2 2%	-	-
ISANTI	6 2%	-	-	6 13%	-	-	-	6 4%	5 3%	1 1%	-	5 2%	1 1%	-	-	3 3%	-	1 3%	3 3%	4 1%	2 2%	1 1%	-	3 3%
KANABEC	2 1%	-	-	2 5%	-	-	-	2 1%	1 1%	1 1%	-	1 1%	1 1%	-	-	-	-	-	-	2 1%	1 1%	1 1%	-	-
MILLIE LACS	2 1%	-	-	2 5%	-	-	-	2 1%	1 1%	1 1%	-	1 1%	1 1%	-	1 1%	-	-	-	-	2 1%	1 1%	-	1 4%	-
MORRISON	1 -	-	-	1 3%	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	1 1%	-	-	-
PINE	1 -	-	-	1 3%	-	-	-	1 1%	1 1%	-	-	-	1 1%	-	-	-	1 2%	-	1 1%	-	-	1 1%	-	-
SHERBURNE	8 2%	-	-	-	-	8 10%	-	8 5%	3 2%	2 2%	2 2%	4 2%	3 2%	1 1%	2 2%	4 5%	2 3%	-	2 2%	6 2%	4 3%	2 2%	-	2 2%
STEARNS	9 2%	-	-	-	-	9 11%	-	9 5%	5 3%	3 3%	1 1%	7 4%	2 2%	-	2 2%	2 2%	-	5 10%	3 3%	6 2%	3 2%	2 2%	1 3%	2 2%
TODD	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	1 -	-	-	1 1%	-	-	-	-	1 -	-	1 1%	-	-
WRIGHT	10 2%	-	10 11%	-	-	-	10 4%	-	2 1%	3 2%	5 5%	4 2%	2 2%	4 5%	1 1%	2 2%	2 3%	1 3%	4 4%	5 2%	3 2%	3 3%	1 4%	2 3%
NORTHLAND FOUNDATION	24 6%	-	-	24 50%	-	-	-	24 14%	7 5%	6 5%	7 7%	8 4%	12 10%	4 5%	8 9%	5 5%	-	3 6%	4 4%	20 7%	11 7%	5 4%	2 5%	5 7%
CARLTON	1 -	-	-	1 2%	-	-	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	-	-	1 1%	-	1 1%	-	-	-
COOK	1 -	-	-	1 2%	-	-	-	1 1%	1 1%	-	-	1 -	-	-	-	1 1%	-	-	-	1 -	1 1%	-	-	-
ITASCA	2 -	-	-	2 4%	-	-	-	2 1%	-	-	-	1 -	1 1%	-	2 2%	-	-	-	-	2 1%	1 1%	-	-	1 1%

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

Continued

Table 52-1
QUESTION GREG:
Greater MN Regions.

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	MANAG-ER
ST. LOUIS	20 5%	-	-	20 42%	-	-	-	20 12%	6 3%	6 5%	7 7%	6 3%	11 9%	4 5%	7 7%	4 4%	-	3 6%	3 3%	17 6%	8 5%	5 4%	2 5%	5 6%
NORTHWEST MINNESOTA FOUNDATION	12 3%	-	-	-	-	12 15%	-	12 7%	7 4%	2 2%	2 2%	7 3%	4 3%	2 2%	4 4%	1 1%	2 3%	4 8%	3 3%	9 3%	5 3%	5 5%	-	1 1%
CLEARWATER	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	-	1 1%	-	1 1%	-	-	-	-	1 -	-	1 1%	-	-
HUBBARD	4 1%	-	-	-	-	4 5%	-	4 2%	4 2%	-	-	4 2%	-	-	2 2%	-	1 2%	-	2 2%	2 1%	3 2%	-	-	-
MAHNOMEN	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 -	-	-	1 1%	-	-	-	-	1 -	1 1%	-	-	-
NORMAN	1 -	-	-	-	-	1 1%	-	1 1%	-	-	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	-	-	1 1%
PENNINGTON	2 -	-	-	-	-	2 2%	-	2 1%	1 1%	1 1%	-	1 -	1 1%	-	-	-	1 1%	-	-	2 1%	1 1%	1 1%	-	-
POLK	1 -	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	-	1 1%	-	-	-	-	1 2%	-	1 -	-	1 1%	-	-
RED LAKE	3 1%	-	-	-	-	3 3%	-	3 2%	1 1%	-	2 2%	1 -	-	2 2%	-	-	-	3 6%	-	3 1%	-	3 3%	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	-	-	-	43 100%	8 10%	-	51 30%	17 10%	13 12%	17 16%	24 12%	14 12%	12 15%	11 12%	10 10%	13 22%	3 6%	10 11%	40 13%	22 14%	11 10%	5 15%	11 14%
BLUE EARTH	5 1%	-	-	-	5 11%	-	-	5 3%	-	2 2%	3 3%	-	3 2%	2 2%	1 1%	1 1%	2 3%	-	1 1%	4 1%	1 1%	2 2%	2 6%	-
BROWN	4 1%	-	-	-	-	4 5%	-	4 2%	2 1%	-	2 2%	2 1%	-	2 2%	2 2%	-	2 3%	-	1 1%	3 1%	2 1%	2 2%	-	-
DODGE	3 1%	-	-	-	3 7%	-	-	3 2%	2 1%	1 1%	-	2 1%	1 1%	-	1 1%	-	-	-	1 1%	2 1%	1 1%	2 2%	-	-
FARIBAULT	1 -	-	-	-	1 2%	-	-	1 1%	1 1%	-	-	1 -	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
FILLMORE	2 -	-	-	-	2 4%	-	-	2 1%	-	1 1%	1 1%	-	2 2%	-	2 2%	-	-	-	-	2 1%	1 1%	-	-	1 1%
FREEBORN	3 1%	-	-	-	3 6%	-	-	3 2%	1 1%	-	2 2%	1 -	-	2 2%	2 2%	-	-	-	-	3 1%	2 1%	-	-	1 1%
GOODHUE	7 2%	-	-	-	7 15%	-	-	7 4%	1 1%	-	3 3%	1 1%	1 1%	4 5%	-	-	2 3%	-	2 2%	4 1%	1 -	3 3%	-	2 3%
LE SUEUR	2 -	-	-	-	2 5%	-	-	2 1%	-	1 1%	1 1%	1 -	-	1 1%	-	-	1 2%	-	-	2 1%	1 1%	-	-	1 1%

MEETING STREET RESEARCH

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Table 52-1
QUESTION GREG:
Greater MN Regions.

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 - \$5 MILL			UNDER 10	11-50	51+	PROC -ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANAG -ER
									UNDER \$1 MILL	MILL	\$5 MILL+													
MARTIN	3 1%	-	-	-	-	3 3%	-	3 2%	2 1%	1 1%	-	2 1%	1 1%	-	1 1%	1 1%	1 1%	-	-	3 1%	2 1%	-	-	1 1%
MOWER	2 -	-	-	-	2 5%	-	-	2 1%	1 1%	1 1%	-	2 1%	-	-	-	-	1 2%	-	1 1%	1 -	1 1%	-	1 3%	-
NICOLLET	1 -	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	1 -	-	-	-	-	1 1%	-	-	1 -	1 1%	-	-	-
OLMSTED	4 1%	-	-	-	4 10%	-	-	4 2%	3 2%	1 1%	-	3 2%	1 1%	-	-	3 3%	1 2%	-	3 3%	1 -	2 1%	-	-	2 3%
RICE	6 2%	-	-	-	6 15%	-	-	6 4%	2 1%	2 2%	3 3%	3 1%	2 2%	2 2%	2 2%	3 3%	1 2%	1 2%	-	6 2%	5 3%	-	1 3%	1 1%
SIBLEY	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 -	-	-	-	-	1 1%	-	-	1 -	1 1%	-	-	-
STEELE	3 1%	-	-	-	3 8%	-	-	3 2%	-	1 1%	2 2%	2 1%	1 1%	-	-	2 2%	1 1%	1 2%	1 1%	2 1%	1 1%	1 -	-	1 1%
WABASHA	2 -	-	-	-	2 4%	-	-	2 1%	1 1%	-	-	1 -	1 1%	-	-	-	-	-	-	2 1%	-	1 1%	-	1 1%
WINONA	4 1%	-	-	-	4 9%	-	-	4 2%	1 1%	2 2%	1 1%	2 1%	2 2%	-	1 1%	-	1 2%	1 2%	-	4 1%	1 1%	1 1%	1 3%	-
SOUTHWEST INITIATIVE FOUNDATION	24 6%	-	-	-	-	24 29%	-	24 14%	13 8%	6 5%	5 5%	14 7%	8 7%	2 3%	7 8%	4 4%	6 10%	2 4%	3 3%	21 7%	12 8%	5 5%	2 6%	3 4%

CHIPPEWA	4 1%	-	-	-	-	4 5%	-	4 2%	2 1%	1 1%	1 1%	2 1%	1 1%	1 1%	-	2 2%	2 3%	-	1 1%	3 1%	2 1%	-	1 3%	-
COTTONWOOD	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	-	1 1%	-	-	-	-	-	-	1 -	-	-	-	1 1%
KANDIYOHI	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 -	-	-	1 1%	-	-	-	-	1 -	1 1%	-	-	-
LAC QUI PARLE	1 -	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	1 -	-	-	-	-	-	1 2%	-	1 -	1 1%	-	-	-
MCLEOD	7 2%	-	-	-	-	7 9%	-	7 4%	5 3%	-	2 2%	5 2%	1 1%	1 1%	1 1%	2 2%	2 3%	-	1 1%	6 2%	3 2%	1 1%	-	2 3%
MEEKER	3 1%	-	-	-	-	3 4%	-	3 2%	1 1%	2 2%	-	3 1%	-	-	2 2%	-	1 2%	-	-	3 1%	1 1%	1 1%	1 3%	-
NOBLES	1 -	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	-	1 -	-	1 1%	-	-
PIPESTONE	2 -	-	-	-	-	2 2%	-	2 1%	1 1%	1 1%	-	1 -	1 1%	-	-	-	-	-	-	2 1%	1 1%	1 1%	-	-
REDWOOD	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	-	1 1%	-	1 1%	-	-	-	-	1 1%	-	1 1%	-	-

MEETING STREET RESEARCH

Continued

Table 52-1
QUESTION GREG:
Greater MN Regions.

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			UNDER 10	11-50	51+	PROC -ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MANAG -ER
									UNDER \$1 MILL	\$5 MILL	\$5 MILL+													
RENVILLE	1	-	-	-	-	1	-	1	-	-	1	1	-	-	-	-	-	1	-	1	1	-	-	-
	-	-	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	2%	-	-	1%	-	-	-
SWIFT	2	-	-	-	-	2	-	2	1	-	1	-	2	-	1	-	1	-	-	2	1	1	-	-
	-	-	-	-	-	2%	-	1%	1%	-	1%	-	2%	-	1%	-	2%	-	-	1%	1%	-	-	-
WEST CENTRAL INITIATIVE	17	-	-	-	-	17	-	17	4	5	7	4	5	7	4	4	2	4	5	12	6	2	2	5
-----	4%	-	-	-	-	21%	-	10%	2%	5%	7%	2%	4%	9%	4%	4%	4%	8%	5%	4%	4%	2%	6%	7%
CLAY	2	-	-	-	-	2	-	2	1	1	-	1	1	-	-	1	-	1	-	2	1	-	1	1
	1%	-	-	-	-	3%	-	1%	-	1%	-	-	1%	-	-	1%	-	2%	-	1%	-	-	2%	1%
DOUGLAS	6	-	-	-	-	6	-	6	1	1	3	2	1	3	2	1	2	1	2	4	2	-	-	2
	1%	-	-	-	-	7%	-	3%	1%	1%	3%	1%	1%	4%	2%	1%	4%	2%	2%	1%	1%	-	-	3%
OTTER TAIL	6	-	-	-	-	6	-	6	2	1	3	2	1	3	2	-	-	1	2	4	2	-	1	2
	2%	-	-	-	-	7%	-	3%	1%	1%	3%	1%	1%	4%	3%	-	-	2%	2%	1%	1%	-	4%	3%
POPE	2	-	-	-	-	2	-	2	-	1	1	-	1	1	-	-	-	1	-	2	1	1	-	-
	1%	-	-	-	-	3%	-	1%	-	1%	1%	-	1%	2%	-	-	-	3%	-	1%	-	1%	-	-
WILKIN	1	-	-	-	-	1	-	1	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-
NONE	218	140	78	-	-	-	218	-	91	61	53	115	57	46	46	61	31	23	59	159	80	63	17	42
----	54%	100%	89%	-	-	-	96%	-	55%	57%	52%	57%	49%	58%	51%	63%	51%	50%	59%	53%	51%	59%	52%	54%
ANOKA	30	-	30	-	-	-	30	-	11	13	4	17	12	1	5	12	5	4	7	24	14	6	5	4
	8%	-	35%	-	-	-	13%	-	7%	12%	4%	8%	10%	1%	6%	12%	8%	9%	7%	8%	9%	6%	15%	5%
CARVER	5	-	5	-	-	-	5	-	2	2	1	3	2	-	1	-	1	-	2	3	3	2	-	-
	1%	-	6%	-	-	-	2%	-	1%	2%	1%	2%	2%	-	1%	-	2%	-	2%	1%	2%	2%	-	-
DAKOTA	28	-	28	-	-	-	28	-	13	8	5	15	8	5	4	9	4	1	9	19	9	10	1	5
	7%	-	32%	-	-	-	12%	-	8%	7%	5%	7%	7%	6%	4%	9%	7%	2%	9%	6%	6%	10%	3%	7%
HENNEPIN	104	104	-	-	-	-	104	-	38	24	36	48	23	34	24	22	18	11	30	74	34	29	7	23
	26%	74%	-	-	-	-	46%	-	23%	22%	36%	24%	19%	43%	27%	23%	29%	23%	30%	25%	22%	27%	21%	30%
RAMSEY	36	36	-	-	-	-	36	-	17	12	5	23	9	3	9	13	2	5	7	29	12	12	4	6
	9%	26%	-	-	-	-	16%	-	10%	11%	5%	12%	8%	4%	9%	14%	3%	11%	7%	10%	7%	11%	13%	8%
SCOTT	3	-	3	-	-	-	3	-	3	-	-	3	-	-	1	1	1	-	1	2	2	1	-	-
	1%	-	4%	-	-	-	1%	-	2%	-	-	2%	-	-	1%	1%	2%	-	1%	1%	1%	-	-	-
WASHINGTON	11	-	11	-	-	-	11	-	6	3	1	6	3	2	2	3	-	2	2	9	5	3	-	3
	3%	-	13%	-	-	-	5%	-	4%	3%	1%	3%	3%	3%	2%	3%	-	5%	2%	3%	3%	-	-	4%

MEETING STREET RESEARCH

Table 52-2
QUESTION GREG:
Greater MN Regions.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
IF INITIATIVE FOUNDATION -----	54 13%	26 13%	23 14%	50 13%	2 12%	29 15%	17 11%	3 15%	29 16%	6 10%	18 12%	33 14%	1 3%	19 14%	24 13%	2 5%	26 15%	13 10%	8 13%	33 16%	9 18%	29 12%	1 18%	23 16%
BENTON	3 1%	2 1%	1 -	3 1%	- -	2 1%	1 1%	- -	1 -	1 1%	1 1%	1 -	- -	2 1%	- -	- -	3 1%	- -	1 1%	2 1%	2 3%	3 1%	- -	- -
CASS	1 -	- -	1 1%	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%
CHISAGO	5 1%	5 2%	- -	5 1%	- -	4 2%	1 1%	- -	4 2%	- -	1 1%	4 2%	- -	1 1%	4 2%	- -	1 1%	1 1%	- -	4 2%	- -	2 1%	- -	3 2%
CROW WING	4 1%	4 2%	- -	4 1%	- -	1 1%	2 2%	- -	1 1%	2 4%	- -	2 1%	- -	1 1%	2 1%	1 3%	- -	2 2%	- -	1 1%	- -	2 1%	- -	1 1%
ISANTI	6 2%	4 2%	2 1%	6 2%	- -	3 1%	3 2%	- -	4 2%	1 2%	1 1%	3 1%	- -	4 3%	1 1%	- -	5 3%	- -	3 4%	4 2%	2 5%	4 2%	- -	3 2%
KANABEC	2 1%	- -	1 1%	1 -	1 6%	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	2 1%	- -	1 1%	- -	1 1%
MILLIE LACS	2 1%	- -	2 1%	2 1%	- -	1 1%	1 1%	- -	2 1%	- -	- -	2 1%	- -	- -	- -	- -	2 1%	1 1%	- -	1 1%	- -	2 1%	- -	- -
MORRISON	1 -	1 1%	- -	1 -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%
PINE	1 -	- -	1 1%	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 1%
SHERBURNE	8 2%	4 2%	3 2%	6 2%	- -	6 3%	1 1%	1 4%	5 3%	- -	3 2%	5 2%	- -	3 3%	3 2%	- -	5 3%	1 1%	2 3%	5 3%	2 3%	6 2%	- -	3 2%
STEARNS	9 2%	4 2%	5 3%	9 2%	- -	4 2%	5 3%	- -	4 2%	1 1%	4 2%	5 2%	- -	4 3%	5 3%	- -	4 2%	2 1%	1 1%	6 3%	2 3%	3 1%	- -	5 4%
TODD	1 -	- -	1 -	1 -	- -	- -	- -	1 4%	- -	- -	1 1%	1 -	- -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -
WRIGHT	10 2%	3 2%	5 3%	8 2%	1 6%	5 3%	2 1%	1 7%	4 2%	1 1%	5 3%	7 3%	1 3%	2 1%	4 2%	1 2%	4 3%	2 1%	2 3%	5 3%	1 2%	5 2%	1 18%	3 2%
NORTHLAND FOUNDATION -----	24 6%	9 5%	12 7%	21 6%	3 13%	11 6%	7 5%	3 13%	7 4%	9 15%	7 5%	14 6%	3 12%	7 6%	9 5%	2 5%	12 7%	10 8%	3 4%	11 5%	5 9%	8 4%	- -	15 10%
CARLTON	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	1 2%	- -	- -	1 1%
COOK	1 -	1 -	- -	1 -	- -	1 -	- -	- -	- -	1 2%	- -	1 -	- -	- -	- -	1 3%	- -	- -	- -	1 -	- -	- -	- -	1 1%
ITASCA	2 -	1 -	- -	1 -	1 4%	1 -	- -	- -	- -	1 2%	1 1%	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	1 -	- -	1 -	- -	- -

MEETING STREET RESEARCH

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Table 52-2
QUESTION GREG:
Greater MN Regions.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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
ST. LOUIS	20 5%	7 4%	11 6%	18 5%	2 9%	9 5%	6 4%	3 13%	6 3%	7 12%	7 4%	12 5%	3 12%	5 4%	9 5%	1 3%	11 6%	9 8%	3 4%	8 4%	4 7%	7 3%	- -	13 9%
NORTHWEST MINNESOTA FOUNDATION	12 3%	5 2%	6 4%	11 3%	1 4%	7 3%	4 2%	1 4%	6 3%	2 3%	5 3%	7 3%	- -	4 3%	9 5%	1 3%	2 1%	6 5%	1 1%	5 2%	1 2%	6 2%	- -	5 4%

CLEARWATER	1 -	- -	1 1%	1 -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%
HUBBARD	4 1%	1 1%	2 1%	3 1%	1 4%	2 1%	1 1%	1 4%	4 2%	- -	- -	2 1%	- -	1 1%	2 1%	1 3%	1 1%	2 2%	- -	2 1%	- -	2 1%	- -	2 1%
MAHNOMEN	1 -	1 -	- -	1 -	- -	1 -	- -	- -	- -	1 2%	- -	1 -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	- -	1 1%
NORMAN	1 -	1 1%	- -	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 -	- -	1 -	- -	- -
PENNINGTON	2 -	- -	2 1%	2 -	- -	1 -	- -	- -	- -	1 2%	1 1%	2 1%	- -	- -	2 1%	- -	- -	1 1%	1 1%	- -	- -	1 -	- -	- -
POLK	1 -	1 -	- -	1 -	- -	1 -	- -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -
RED LAKE	3 1%	1 -	2 1%	3 1%	- -	- -	3 2%	- -	- -	- -	3 2%	- -	- -	3 2%	2 1%	- -	1 1%	2 1%	- -	1 -	1 2%	1 -	- -	2 1%
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	30 15%	17 10%	47 13%	3 13%	28 14%	20 13%	- -	20 11%	7 12%	22 15%	31 13%	4 17%	14 11%	22 12%	6 17%	23 14%	11 9%	15 24%	25 12%	5 11%	29 13%	1 30%	16 11%

BLUE EARTH	5 1%	3 1%	2 1%	5 1%	- -	3 1%	2 1%	- -	3 2%	2 3%	- -	5 2%	- -	- -	3 2%	- -	2 1%	2 1%	1 1%	2 1%	- -	5 2%	- -	- -
BROWN	4 1%	2 1%	2 1%	4 1%	- -	- -	4 2%	- -	1 1%	- -	2 1%	2 1%	- -	2 2%	- -	- -	4 2%	- -	3 4%	1 1%	1 2%	3 1%	- -	1 1%
DODGE	3 1%	- -	2 1%	2 1%	1 4%	2 1%	1 1%	- -	2 1%	- -	1 1%	2 1%	1 4%	- -	2 1%	1 3%	- -	2 2%	1 1%	- -	- -	1 -	- -	2 1%
FARIBAULT	1 -	1 -	- -	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	- -	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -
FILLMORE	2 -	- -	2 1%	2 -	- -	2 1%	- -	- -	1 1%	- -	1 1%	1 -	- -	1 1%	2 1%	- -	- -	- -	- -	2 1%	- -	1 -	- -	1 1%
FREEBORN	3 1%	2 1%	- -	2 -	1 4%	2 1%	1 1%	- -	3 2%	- -	- -	2 1%	- -	1 1%	3 2%	- -	- -	2 1%	- -	1 -	- -	2 1%	- -	1 1%
GOODHUE	7 2%	6 3%	1 -	7 2%	- -	3 2%	3 2%	- -	2 1%	2 3%	3 2%	3 1%	- -	2 1%	1 1%	1 3%	4 3%	- -	2 3%	4 2%	1 1%	4 2%	1 30%	1 1%
LE SUEUR	2 -	2 1%	- -	2 1%	- -	2 1%	- -	- -	2 1%	- -	- -	1 -	- -	1 1%	1 1%	- -	1 1%	1 1%	1 2%	- -	- -	2 1%	- -	- -
MARTIN	3 1%	1 -	2 1%	3 1%	- -	- -	3 2%	- -	1 -	- -	2 1%	1 -	- -	2 1%	1 -	- -	2 1%	1 1%	1 1%	1 -	1 2%	1 -	- -	2 1%

MEETING STREET RESEARCH

Continued

Table 52-2
QUESTION GREG:
Greater MN Regions.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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
MOWER	2 -	1 1%	1 1%	2 1%	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	2 1%	- -	- -	1 1%	- -	1 1%	1 1%	1 2%	- -	- -	1 -	- -	1 1%
NICOLLET	1 -	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	1 -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	1 -	- -	- -
OLMSTED	4 1%	2 1%	1 1%	3 1%	- -	3 2%	- -	- -	1 1%	1 2%	2 1%	3 1%	- -	1 1%	2 1%	1 3%	1 1%	- -	1 2%	3 1%	- -	1 -	- -	2 1%
RICE	6 2%	4 2%	3 2%	6 2%	- -	5 2%	2 1%	- -	- -	- -	6 4%	4 2%	1 4%	2 1%	2 1%	1 3%	4 2%	1 1%	3 4%	3 1%	1 2%	5 2%	- -	2 1%
SIBLEY	1 -	1 -	- -	1 -	- -	- -	- -	- -	- -	1 2%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 -	1 2%	- -	- -	1 1%
STEELE	3 1%	2 1%	2 1%	3 1%	- -	2 1%	2 1%	- -	2 1%	1 1%	- -	2 1%	1 5%	1 -	2 1%	1 3%	1 -	1 1%	1 1%	2 1%	- -	2 1%	- -	1 -
WABASHA	2 -	1 -	- -	1 -	1 4%	1 -	1 1%	- -	1 1%	- -	1 1%	1 -	- -	1 1%	1 1%	- -	1 1%	1 1%	- -	1 -	- -	- -	- -	2 1%
WINONA	4 1%	3 1%	1 1%	4 1%	- -	2 1%	1 1%	- -	1 1%	1 2%	2 1%	2 1%	1 4%	1 1%	1 1%	1 3%	2 1%	- -	1 1%	3 1%	1 2%	2 1%	- -	- -
SOUTHWEST INITIATIVE FOUNDATION	24 6%	10 5%	13 7%	23 6%	1 5%	11 6%	12 8%	1 5%	13 7%	2 3%	8 5%	11 5%	3 14%	10 8%	11 6%	2 6%	10 6%	7 6%	5 8%	12 6%	4 8%	14 6%	- -	10 7%
CHIPPEWA	4 1%	3 2%	1 1%	4 1%	- -	4 2%	- -	- -	3 2%	- -	1 1%	1 -	1 5%	2 2%	1 1%	1 3%	2 1%	1 1%	- -	3 1%	2 4%	2 1%	- -	2 1%
COTTONWOOD	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	1 4%	- -	- -	- -	1 1%	- -	1 2%	- -	- -	- -	- -	1 1%
KANDIYOHI	1 -	1 -	- -	1 -	- -	1 -	- -	- -	1 1%	- -	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 -	- -	1 -	- -	- -
LAC QUI PARLE	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%
MCLEOD	7 2%	2 1%	4 2%	6 2%	1 5%	3 2%	3 2%	1 5%	3 2%	- -	3 2%	3 1%	1 4%	3 2%	3 2%	- -	3 2%	3 2%	1 2%	3 1%	1 2%	5 2%	- -	2 1%
MEEKER	3 1%	1 -	2 1%	3 1%	- -	- -	3 2%	- -	2 1%	- -	1 1%	1 -	- -	2 2%	1 1%	- -	2 1%	- -	1 2%	2 1%	1 2%	1 -	- -	2 1%
NOBLES	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 2%	- -	- -	1 -	- -	- -
PIPESTONE	2 -	1 -	1 1%	2 1%	- -	1 -	1 1%	- -	1 1%	- -	1 1%	2 1%	- -	- -	2 1%	- -	- -	- -	1 2%	1 -	- -	2 1%	- -	- -
REDWOOD	1 -	1 1%	- -	1 -	- -	1 1%	- -	- -	1 1%	- -	- -	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%
RENVILLE	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 3%	- -	- -	- -	1 -	- -	- -	- -	1 1%

MEETING STREET RESEARCH

Continued

Table 52-2
QUESTION GREG:
Greater MN Regions.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	
SWIFT	2 -	1 -	1 1%	2 1%	- -	1 -	1 1%	- -	1 1%	- -	1 1%	2 1%	- -	- -	2 1%	- -	- -	1 1%	- -	1 -	- -	2 1%	- -	- -	
WEST CENTRAL INITIATIVE	17 4%	9 4%	7 4%	15 4%	2 8%	7 4%	10 6%	- -	5 3%	4 6%	8 5%	10 4%	1 3%	6 4%	10 5%	1 4%	6 4%	4 3%	3 5%	10 5%	1 3%	11 5%	1 24%	5 4%	
CLAY	2 1%	1 1%	1 -	2 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 1%	- -	- -	1 1%	- -	1 -	1 1%	- -	1 -	- -	1 -	- 1%	1 -	1 -
DOUGLAS	6 1%	1 -	5 3%	6 2%	- -	1 -	5 3%	- -	- -	2 4%	4 2%	2 1%	- -	4 3%	4 2%	1 2%	2 1%	- -	2 2%	4 2%	1 1%	4 2%	1 24%	1 1%	
OTTER TAIL	6 2%	4 2%	1 -	4 1%	2 8%	1 1%	5 3%	- -	2 1%	- -	4 3%	4 2%	1 3%	1 1%	2 1%	1 2%	3 2%	2 2%	1 2%	2 1%	- -	4 2%	- -	2 2%	
POPE	2 1%	2 1%	- -	2 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	- -	1 -	- -	- -	2 1%	1 1%	1 1%	- -	1 -	
WILKIN	1 -	1 -	- -	1 -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	1 -	- -	- -	
NONE ----	218 54%	111 55%	93 54%	204 55%	9 45%	103 52%	85 55%	13 63%	101 56%	30 50%	82 54%	130 55%	11 51%	69 53%	96 53%	22 61%	92 54%	72 58%	28 45%	112 54%	24 50%	136 58%	1 28%	74 50%	
ANOKA	30 8%	19 10%	11 6%	30 8%	- -	18 9%	9 6%	3 15%	17 9%	5 9%	7 5%	20 9%	- -	10 8%	15 8%	2 5%	13 8%	14 11%	1 2%	15 7%	2 4%	26 11%	- -	4 3%	
CARVER	5 1%	3 2%	2 1%	5 1%	- -	2 1%	2 1%	1 5%	- -	1 2%	3 2%	3 1%	- -	2 2%	1 1%	- -	4 2%	2 2%	- -	3 1%	1 2%	2 1%	- -	3 2%	
DAKOTA	28 7%	13 7%	13 8%	27 7%	1 5%	18 9%	5 3%	1 5%	14 8%	3 5%	10 7%	18 8%	2 9%	6 5%	15 8%	- -	10 6%	8 6%	4 7%	12 6%	2 4%	16 7%	1 28%	8 6%	
HENNEPIN	104 26%	52 26%	44 26%	96 26%	5 25%	43 22%	48 31%	4 17%	51 28%	10 17%	42 28%	63 27%	4 19%	32 25%	46 26%	9 26%	44 26%	36 30%	14 23%	51 25%	12 25%	66 28%	- -	35 24%	
RAMSEY	36 9%	18 9%	16 9%	34 9%	2 11%	16 8%	15 10%	2 11%	14 7%	8 14%	12 8%	21 9%	3 15%	12 9%	14 8%	6 18%	16 9%	10 8%	5 9%	21 10%	4 8%	23 10%	- -	14 9%	
SCOTT	3 1%	1 1%	1 1%	2 1%	- -	1 1%	2 1%	- -	- -	- -	3 2%	- -	1 4%	2 2%	1 1%	2 5%	- -	1 1%	- -	2 1%	- -	1 -	- -	2 1%	
WASHINGTON	11 3%	4 2%	6 4%	10 3%	1 5%	5 3%	4 3%	2 10%	5 3%	2 4%	4 3%	5 2%	1 4%	5 4%	4 2%	2 6%	5 3%	1 1%	3 5%	7 3%	3 6%	2 1%	- -	7 5%	

Table 52-3
QUESTION GREG:
Greater MN Regions.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE=TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
IF INITIATIVE FOUNDATION -----	54 13%	17 18%	36 12%	26 13%	17 11%	14 12%	13 14%	21 21%	36 13%	25 15%	27 16%	24 14%	12 16%	21 14%	17 12%	15 10%	5 11%	7 10%	9 12%	15 20%	24 12%	30 15%
BENTON	3 1%	1 1%	2 1%	2 1%	2 1%	1 1%	2 2%	1 1%	1 -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 2%	1 1%	1 1%	1 1%	2 1%	1 -
CASS	1 -	1 1%	- -	1 1%	1 1%	1 1%	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%
CHISAGO	5 1%	1 1%	2 1%	1 1%	- -	- -	1 1%	2 2%	2 1%	- -	2 1%	1 1%	1 2%	2 2%	1 1%	- -	1 3%	3 4%	1 2%	4 5%	4 2%	1 1%
CROW WING	4 1%	- -	4 1%	1 1%	1 1%	- -	- -	2 2%	4 1%	4 2%	2 1%	1 1%	- -	- -	1 1%	1 1%	- -	- -	- -	1 2%	- -	4 2%
ISANTI	6 2%	3 3%	4 1%	1 1%	- -	- -	- -	4 4%	4 1%	4 2%	5 3%	4 2%	1 2%	3 2%	1 1%	1 1%	1 3%	- -	- -	1 2%	4 2%	2 1%
KANABEC	2 1%	- -	2 1%	1 1%	- -	- -	- -	- -	2 1%	2 1%	2 1%	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	2 1%
MILLIE LACS	2 1%	1 1%	1 -	2 1%	2 2%	2 2%	2 3%	- -	2 1%	1 1%	1 1%	1 1%	- -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	2 1%
MORRISON	1 -	- -	1 -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 2%	1 1%	- -	- -	- -	- -	1 2%	1 2%	- -	1 1%
PINE	1 -	- -	1 -	1 1%	- -	- -	- -	- -	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -
SHERBURNE	8 2%	4 4%	4 1%	5 2%	3 2%	3 2%	2 2%	3 3%	4 2%	2 1%	3 2%	4 2%	2 3%	4 2%	3 2%	2 1%	1 2%	3 4%	3 4%	3 4%	4 2%	4 2%
STEARNS	9 2%	3 3%	6 2%	3 1%	2 1%	2 2%	2 2%	5 5%	5 2%	5 3%	4 2%	5 3%	4 5%	3 2%	3 2%	2 1%	1 2%	1 1%	2 2%	2 2%	3 1%	6 3%
TODD	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -
WRIGHT	10 2%	3 3%	6 2%	7 3%	6 4%	5 4%	3 3%	1 1%	8 3%	3 2%	3 1%	3 2%	1 2%	6 4%	6 4%	5 3%	- -	- -	1 1%	2 3%	7 3%	3 2%
NORTHLAND FOUNDATION -----	24 6%	6 7%	18 6%	6 3%	8 5%	5 4%	2 2%	7 7%	17 6%	11 7%	14 8%	11 6%	5 6%	7 5%	5 3%	6 4%	3 6%	6 8%	6 8%	6 9%	12 6%	11 6%
CARLTON	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	1 1%	- -	1 1%	- -
COOK	1 -	- -	1 -	1 -	1 1%	1 1%	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -
ITASCA	2 -	1 1%	1 -	1 -	1 1%	1 1%	1 1%	1 1%	2 1%	2 1%	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	1 -

MEETING STREET RESEARCH

Continued

Table 52-3
QUESTION GREG:
Greater MN Regions.

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
ST. LOUIS	20 5%	6 6%	15 5%	5 2%	6 4%	3 2%	- -	5 5%	13 5%	8 5%	11 7%	7 4%	5 6%	7 5%	5 3%	6 4%	3 6%	5 6%	5 6%	6 9%	10 5%	9 5%
NORTHWEST MINNESOTA FOUNDATION	12 3%	1 1%	10 3%	6 3%	5 3%	5 4%	3 3%	4 4%	12 4%	10 6%	8 5%	5 3%	- -	- -	1 1%	7 5%	- -	2 3%	2 3%	- -	7 3%	5 3%
CLEARWATER	1 -	- -	1 -	1 -	1 1%	1 1%	1 1%	- -	1 -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 -
HUBBARD	4 1%	1 1%	3 1%	2 1%	2 1%	2 2%	1 1%	1 1%	4 1%	2 1%	2 1%	1 1%	- -	- -	- -	3 2%	- -	2 3%	1 1%	- -	1 1%	3 1%
MAHNOMEN	1 -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -
NORMAN	1 -	- -	1 -	1 1%	1 1%	1 1%	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -
PENNINGTON	2 -	- -	1 -	- -	1 1%	1 1%	- -	1 1%	2 1%	2 1%	1 1%	1 1%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	1 -
POLK	1 -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -
RED LAKE	3 1%	- -	3 1%	- -	- -	- -	- -	3 3%	3 1%	3 2%	3 2%	- -	- -	- -	- -	3 2%	- -	- -	- -	- -	3 1%	- -
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	14 15%	37 12%	28 14%	21 14%	21 18%	15 16%	13 13%	36 13%	14 8%	17 10%	21 13%	8 12%	29 20%	28 19%	23 16%	4 8%	6 8%	5 6%	5 6%	27 14%	24 12%
BLUE EARTH	5 1%	- -	5 2%	2 1%	3 2%	2 2%	2 2%	- -	5 2%	- -	- -	2 1%	- -	3 2%	4 3%	3 2%	- -	2 3%	1 1%	- -	3 1%	2 1%
BROWN	4 1%	1 1%	3 1%	3 1%	2 1%	2 2%	- -	1 1%	4 1%	1 1%	1 1%	1 1%	- -	3 2%	3 2%	3 2%	- -	- -	- -	- -	3 1%	1 1%
DODGE	3 1%	1 1%	2 1%	2 1%	2 1%	2 2%	2 2%	1 1%	2 1%	- -	- -	- -	1 1%	2 1%	3 2%	3 2%	- -	1 1%	- -	- -	3 1%	- -
FARIBAULT	1 -	- -	1 -	- -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -
FILLMORE	2 -	- -	2 1%	2 1%	- -	2 2%	1 1%	- -	2 1%	- -	- -	- -	- -	2 1%	2 1%	1 1%	- -	- -	- -	1 1%	1 -	1 -
FREEBORN	3 1%	2 2%	1 -	3 1%	3 2%	3 2%	3 3%	- -	3 1%	- -	- -	2 1%	- -	3 2%	3 2%	1 1%	- -	- -	- -	- -	2 1%	1 -
GOODHUE	7 2%	2 2%	4 1%	4 2%	3 2%	4 3%	3 3%	2 2%	6 2%	2 1%	2 1%	4 3%	- -	4 3%	4 3%	1 1%	- -	- -	- -	1 1%	5 3%	2 1%
LE SUEUR	2 -	1 1%	1 -	2 1%	2 1%	2 2%	1 1%	- -	1 -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	1 1%	1 -
MARTIN	3 1%	- -	3 1%	2 1%	2 1%	1 1%	1 1%	- -	2 1%	1 1%	2 1%	2 1%	1 1%	2 1%	1 1%	1 1%	- -	- -	- -	- -	2 1%	1 -

MEETING STREET RESEARCH

Continued

Table 52-3
QUESTION GREG:
Greater MN Regions.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
MOWER	2 -	- -	2 1%	1 -	2 1%	- -	1 1%	- -	1 -	- -	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	- -	1 -	1 1%
NICOLLET	1 -	- -	1 -	1 -	1 1%	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 2%	- -	- -	1 1%	- -	1 -
OLMSTED	4 1%	1 1%	3 1%	2 1%	2 1%	2 2%	2 2%	2 2%	2 1%	2 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	2 1%	2 1%
RICE	6 2%	3 3%	4 1%	3 1%	- -	1 1%	- -	2 2%	4 1%	3 2%	2 1%	4 2%	3 4%	4 2%	5 3%	2 1%	- -	- -	- -	1 1%	1 -	5 3%
SIBLEY	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	1 -
STEELE	3 1%	2 2%	2 1%	- -	- -	- -	- -	2 2%	2 1%	1 1%	2 1%	2 1%	- -	1 -	- -	1 -	2 4%	2 3%	1 1%	1 1%	2 1%	1 1%
WABASHA	2 -	1 1%	1 -	1 -	- -	1 1%	- -	- -	1 -	1 1%	1 1%	- -	- -	1 1%	- -	2 1%	1 2%	- -	1 1%	- -	- -	2 1%
WINONA	4 1%	1 1%	3 1%	2 1%	- -	- -	- -	2 2%	2 1%	1 1%	2 1%	- -	1 1%	2 1%	1 1%	3 2%	- -	- -	- -	- -	2 1%	2 1%
SOUTHWEST INITIATIVE FOUNDATION	24 6%	7 8%	17 6%	12 6%	8 5%	5 4%	7 7%	8 8%	16 6%	12 7%	13 8%	10 6%	6 8%	6 4%	7 5%	8 5%	2 4%	5 7%	3 4%	5 7%	10 5%	14 7%
CHIPPEWA	4 1%	2 2%	2 1%	2 1%	2 1%	1 1%	1 1%	2 2%	3 1%	2 1%	2 1%	1 1%	1 2%	2 2%	2 2%	2 2%	- -	- -	- -	1 1%	3 2%	1 -
COTTONWOOD	1 -	- -	1 -	- -	- -	- -	- -	1 1%	- -	1 1%	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -
KANDIYOHI	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -
LAC QUI PARLE	1 -	- -	1 -	1 -	1 1%	1 1%	1 1%	- -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 -
MCLEOD	7 2%	2 2%	5 2%	4 2%	3 2%	1 1%	3 3%	1 1%	5 2%	2 1%	4 2%	4 2%	1 1%	2 1%	2 1%	1 1%	2 2%	3 4%	1 1%	1 2%	2 1%	5 3%
MEEKER	3 1%	1 1%	2 1%	1 -	- -	1 1%	- -	1 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	- -	- -	1 1%	1 1%	1 -	2 1%
NOBLES	1 -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	- -	- -	1 -	- -
PIPESTONE	2 -	1 1%	1 -	1 -	1 1%	- -	1 1%	- -	1 -	2 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	1 -	1 -
REDWOOD	1 -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -
RENVILLE	1 -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -

MEETING STREET RESEARCH

Continued

Table 52-3
QUESTION GREG:
Greater MN Regions.

BANNER 3

	LEADERSHIP DEVLPG PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
SWIFT	2	1	1	1	1	1	1	1	-	-	1	1	1	1	-	-	1	1	1	1	1	1
	-	1%	-	-	1%	1%	1%	1%	-	-	1%	1%	1%	1%	-	-	2%	1%	1%	1%	-	-
WEST CENTRAL INITIATIVE	17	4	12	10	8	7	6	2	9	6	6	7	5	10	8	8	3	1	3	2	10	6
-----	4%	4%	4%	5%	5%	6%	6%	2%	3%	3%	4%	4%	7%	7%	6%	6%	6%	1%	4%	3%	5%	3%
CLAY	2	1	1	1	1	1	1	-	1	1	1	1	1	1	1	1	-	-	-	-	1	1
	1%	1%	-	1%	1%	1%	1%	-	-	1%	-	1%	2%	-	1%	-	-	-	-	-	1%	-
DOUGLAS	6	1	4	1	2	1	-	1	2	2	2	2	2	4	1	2	2	1	3	2	2	2
	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	1%	1%	3%	2%	1%	1%	5%	1%	4%	3%	1%	1%
OTTER TAIL	6	1	5	4	4	3	3	1	4	2	3	2	2	4	3	4	1	-	-	-	5	1
	2%	2%	2%	2%	3%	3%	3%	1%	1%	1%	2%	1%	2%	3%	2%	3%	2%	-	-	-	2%	1%
POPE	2	-	2	2	1	1	1	-	2	1	1	1	-	1	1	1	-	-	-	-	1	1
	1%	-	1%	1%	1%	1%	1%	-	1%	-	-	-	-	1%	1%	1%	-	-	-	-	-	1%
WILKIN	1	1	-	1	-	-	-	-	1	-	-	1	-	1	1	-	-	-	-	-	1	-
	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%	1%	-	-	-	-	-	-	-
NONE	218	43	169	114	84	62	50	45	147	92	84	93	35	74	80	79	31	46	47	40	106	106
----	54%	47%	57%	56%	55%	52%	52%	44%	54%	54%	50%	54%	49%	50%	55%	54%	66%	64%	64%	55%	54%	54%
ANOKA	30	4	26	16	8	10	8	6	18	12	9	10	3	10	14	17	8	8	7	3	13	17
	8%	4%	9%	8%	5%	9%	8%	6%	7%	7%	5%	6%	4%	7%	10%	12%	17%	12%	10%	4%	7%	9%
CARVER	5	-	4	3	4	1	2	-	4	3	2	4	-	1	2	1	1	1	1	-	1	4
	1%	-	1%	2%	3%	1%	2%	-	2%	2%	1%	2%	-	1%	1%	1%	2%	1%	1%	-	1%	2%
DAKOTA	28	5	21	14	8	8	3	10	23	9	9	9	1	12	12	7	4	6	6	11	16	12
	7%	6%	7%	7%	5%	7%	3%	10%	8%	5%	5%	5%	2%	8%	9%	5%	9%	9%	9%	16%	8%	6%
HENNEPIN	104	24	79	56	46	32	26	19	65	48	44	50	23	34	35	36	14	18	21	14	55	44
	26%	26%	27%	28%	30%	27%	27%	18%	24%	29%	26%	29%	32%	23%	24%	24%	29%	26%	28%	20%	28%	22%
RAMSEY	36	9	28	18	14	7	10	6	26	16	16	15	6	11	11	13	3	9	9	8	16	20
	9%	9%	9%	9%	9%	6%	10%	6%	9%	9%	9%	9%	9%	7%	7%	9%	7%	12%	12%	10%	8%	10%
SCOTT	3	-	3	-	1	-	-	1	2	-	1	1	-	1	-	1	1	2	2	1	1	2
	1%	-	1%	-	1%	-	-	1%	1%	-	1%	1%	-	1%	-	1%	2%	3%	3%	2%	1%	1%
WASHINGTON	11	1	8	7	3	3	1	2	9	4	4	4	2	4	5	4	-	1	1	2	4	7
	3%	1%	3%	4%	2%	3%	1%	2%	3%	2%	2%	2%	3%	3%	4%	3%	-	1%	1%	3%	2%	4%

Table 52-4
QUESTION GREG:
Greater MN Regions.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE						FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ		
																						CLIM -ATE	LOWER SALES	
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%	
IF INITIATIVE FOUNDATION -----	54 13%	12 13%	39 14%	13 13%	7 16%	20 14%	10 12%	3 8%	1 12%	19 15%	12 13%	18 12%	- -	27 13%	20 13%	16 12%	15 12%	12 12%	24 12%	24 20%	16 14%	7 8%	5 10%	
BENTON	3 1%	- -	1 -	2 2%	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	- -	1 -	1 1%	- -	- -	- -	- -	2 1%	2 2%	1 1%	- -	
CASS	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 1%	1 1%	- -	- -	- -	1 1%	1 1%	- -	- -	- -	
CHISAGO	5 1%	1 2%	4 1%	1 1%	- -	3 2%	2 3%	- -	- -	4 3%	- -	1 1%	- -	- -	1 1%	1 1%	1 1%	- -	3 1%	2 2%	1 1%	1 2%	- -	
CROW WING	4 1%	2 3%	4 1%	- -	1 3%	1 1%	1 1%	- -	- -	1 1%	- -	2 2%	- -	4 2%	2 2%	2 2%	1 1%	- -	1 1%	1 1%	- -	1 2%	1 3%	
ISANTI	6 2%	- -	4 1%	3 3%	- -	3 2%	1 1%	- -	- -	2 2%	3 3%	1 1%	- -	3 1%	1 1%	1 1%	- -	1 1%	3 1%	5 4%	3 2%	- -	- -	
KANABEC	2 1%	- -	1 -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
MILLIE LACS	2 1%	- -	1 -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	1 1%	1 1%	1 1%	- -	- -	- -	- -	2 2%	- -	1 3%	
MORRISON	1 -	- -	1 -	- -	1 3%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -	
PINE	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 3%	
SHERBURNE	8 2%	2 2%	5 2%	4 3%	2 4%	4 3%	- -	1 2%	- -	1 1%	3 3%	4 3%	- -	4 2%	2 1%	3 2%	4 3%	3 3%	6 3%	4 3%	3 2%	1 1%	- -	
STEARNS	9 2%	2 2%	7 3%	2 2%	2 4%	1 1%	1 1%	2 4%	1 12%	1 1%	4 4%	3 2%	- -	6 3%	4 2%	3 2%	2 2%	3 3%	4 2%	4 3%	3 2%	1 1%	1 2%	
TODD	1 -	1 1%	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	1 -	1 1%	- -	- -	- -	
WRIGHT	10 2%	3 4%	8 3%	1 1%	1 1%	5 4%	2 2%	1 1%	- -	1 1%	3 3%	4 3%	- -	7 3%	5 3%	4 3%	5 4%	5 5%	5 3%	4 3%	1 1%	1 2%	- -	
NORTHLAND FOUNDATION -----	24 6%	9 11%	16 5%	7 7%	- -	7 5%	2 2%	5 11%	- -	8 7%	7 8%	7 5%	- -	13 6%	8 5%	9 7%	8 7%	4 3%	10 5%	5 4%	5 4%	4 5%	1 2%	
CARLTON	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	
COOK	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	
ITASCA	2 -	1 1%	1 -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	1 -	1 1%	- -	1 1%	1 1%	1 -	- -	- -	- -	- -	

MEETING STREET RESEARCH

Continued

Table 52-4
QUESTION GREG:
Greater MN Regions.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE					GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES				
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ	
																						CLIM -ATE	LOWER SALES
ST. LOUIS	20 5%	8 9%	14 5%	6 5%	- -	7 5%	1 1%	5 11%	- -	6 5%	6 7%	7 5%	- -	10 5%	7 5%	9 7%	7 6%	3 3%	8 4%	5 4%	5 4%	3 4%	1 2%
NORTHWEST MINNESOTA FOUNDATION	12 3%	3 3%	10 4%	2 2%	1 2%	7 5%	2 2%	- -	1 13%	4 3%	3 3%	5 4%	- -	9 4%	6 4%	4 3%	2 1%	2 2%	3 1%	3 2%	6 6%	4 5%	3 6%
CLEARWATER	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 -	1 1%	1 1%	1 1%	- -	- -	- -	1 1%	- -	- -
HUBBARD	4 1%	- -	3 1%	1 1%	- -	2 1%	1 1%	- -	1 13%	1 1%	1 1%	2 1%	- -	4 2%	2 1%	1 1%	- -	- -	1 1%	1 1%	1 1%	2 2%	3 6%
MAHNOMEN	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	- -	1 1%	1 1%	- -	- -
NORMAN	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 -	1 1%	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -
PENNINGTON	2 -	1 1%	1 -	1 1%	1 2%	- -	- -	- -	- -	- -	1 1%	1 1%	- -	1 -	- -	- -	- -	- -	1 -	1 1%	1 1%	- -	- -
POLK	1 -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 -	1 1%	1 1%	1 1%	1 1%	1 -	- -	- -	- -	- -
RED LAKE	3 1%	1 1%	3 1%	- -	- -	3 2%	- -	- -	- -	1 1%	- -	2 1%	- -	1 -	1 1%	- -	- -	- -	- -	- -	2 2%	2 2%	- -
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	7 8%	43 15%	7 6%	6 13%	19 13%	11 13%	7 18%	- -	14 12%	10 11%	26 17%	- -	30 14%	16 11%	16 12%	14 11%	17 16%	27 14%	15 12%	15 13%	12 16%	8 18%
BLUE EARTH	5 1%	2 2%	5 2%	- -	- -	3 2%	- -	2 4%	- -	1 1%	- -	4 2%	- -	3 1%	4 3%	2 1%	3 2%	3 3%	4 2%	1 1%	1 1%	2 2%	1 2%
BROWN	4 1%	- -	4 1%	- -	2 4%	- -	2 2%	- -	- -	- -	- -	4 3%	- -	3 1%	- -	2 1%	- -	- -	3 1%	1 1%	2 2%	- -	2 4%
DODGE	3 1%	- -	3 1%	- -	- -	1 1%	- -	1 2%	- -	- -	2 2%	1 1%	- -	2 1%	- -	1 1%	1 1%	- -	- -	- -	1 1%	1 1%	1 2%
FARIBAULT	1 -	- -	- -	1 1%	1 2%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	- -	- -
FILLMORE	2 -	- -	1 -	1 1%	1 2%	1 1%	- -	- -	- -	2 1%	- -	- -	- -	2 1%	- -	1 1%	1 1%	- -	- -	- -	1 1%	1 1%	1 2%
FREEBORN	3 1%	- -	3 1%	- -	- -	3 2%	- -	- -	- -	1 1%	- -	2 1%	- -	1 -	- -	- -	- -	2 2%	1 -	2 2%	1 1%	2 2%	- -
GOODHUE	7 2%	1 1%	5 2%	1 1%	- -	4 3%	2 3%	- -	- -	5 4%	1 1%	1 1%	- -	2 1%	4 3%	1 1%	3 3%	4 4%	5 3%	- -	1 1%	1 1%	- -
LE SUEUR	2 -	1 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	1 1%	- -	- -	1 1%	2 1%	2 2%	- -	- -	- -

MEETING STREET RESEARCH

Continued

Table 52-4
QUESTION GREG:
Greater MN Regions.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE					GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVLPR CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM		
																						-ATE	SALES	
MARTIN	3 1%	-	3 1%	-	-	2 1%	-	1 2%	-	-	1 1%	2 1%	-	2 1%	-	-	1 1%	2 2%	-	1 1%	2 2%	2 2%	-	
MOWER	2 -	-	2 1%	-	1 2%	-	-	-	-	-	-	2 1%	-	2 1%	1 1%	1 1%	1 1%	-	1 -	1 1%	-	1 1%	-	
NICOLLET	1 -	-	1 -	-	-	1 1%	-	-	-	-	-	1 1%	-	1 -	-	-	-	-	1 -	1 1%	-	-	-	
OLMSTED	4 1%	1 1%	2 1%	1 1%	1 2%	-	2 3%	-	-	-	-	3 2%	-	3 1%	2 1%	2 2%	2 2%	2 2%	1 -	-	3 3%	2 3%	1 2%	
RICE	6 2%	1 1%	5 2%	1 1%	-	2 1%	2 2%	3 6%	-	1 1%	2 2%	4 2%	-	5 3%	3 2%	3 2%	1 1%	1 1%	5 2%	2 2%	2 2%	-	2 4%	
SIBLEY	1 -	-	1 -	-	-	-	-	-	-	-	1 1%	-	-	-	-	-	-	-	-	1 1%	1 1%	-	-	
STEELE	3 1%	-	2 1%	2 2%	-	1 1%	-	-	-	1 1%	1 1%	2 1%	-	1 -	-	2 2%	1 -	1 1%	1 -	2 1%	1 -	-	1 2%	
WABASHA	2 -	-	2 1%	-	-	-	1 1%	1 2%	-	1 1%	1 1%	-	-	1 -	1 1%	1 1%	-	1 1%	-	1 1%	-	1 1%	-	
WINONA	4 1%	1 1%	4 1%	-	-	2 1%	2 2%	-	-	2 1%	2 2%	-	-	2 1%	1 1%	1 1%	1 1%	1 1%	4 2%	1 1%	-	-	-	
SOUTHWEST INITIATIVE FOUNDATION	24 6%	6 7%	17 6%	7 7%	2 5%	7 5%	6 7%	4 10%	-	9 8%	2 2%	12 8%	1 12%	12 6%	11 7%	7 6%	10 8%	7 7%	13 7%	7 6%	10 9%	5 6%	2 5%	
CHIPPEWA	4 1%	2 2%	2 1%	2 2%	1 3%	1 1%	1 1%	1 3%	-	2 2%	-	1 1%	1 12%	2 1%	1 1%	2 2%	1 1%	3 3%	4 2%	2 2%	1 1%	-	-	
COTTONWOOD	1 -	-	1 -	-	-	-	-	-	-	1 1%	-	-	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	-	
KANDIYOHI	1 -	1 1%	1 -	-	-	1 1%	-	-	-	-	-	1 1%	-	-	1 1%	-	-	-	1 1%	-	-	-	-	
LAC QUI PARLE	1 -	-	1 -	-	-	-	-	-	-	-	-	1 1%	-	-	-	-	1 1%	-	-	1 1%	1 1%	-	-	
MCLEOD	7 2%	2 3%	6 2%	1 1%	-	3 2%	3 4%	1 3%	-	2 2%	1 1%	4 3%	-	4 2%	3 2%	2 2%	3 3%	2 2%	3 2%	1 1%	3 3%	2 3%	1 2%	
MEEKER	3 1%	1 1%	3 1%	-	-	-	-	2 5%	-	-	-	3 2%	-	2 1%	-	1 1%	-	-	1 1%	1 1%	2 2%	-	1 2%	
NOBLES	1 -	-	1 -	-	-	1 1%	-	-	-	-	1 1%	-	-	1 -	1 1%	1 1%	-	1 1%	-	-	-	1 1%	-	
PIPESTONE	2 -	-	1 -	1 1%	-	-	1 1%	-	-	1 1%	-	1 1%	-	1 -	2 1%	-	1 1%	-	1 1%	2 2%	1 1%	-	-	
REDWOOD	1 -	-	-	1 1%	-	-	-	-	-	1 1%	-	-	-	-	-	-	1 1%	-	-	-	-	1 1%	-	

MEETING STREET RESEARCH

Continued

Table 52-4
QUESTION GREG:
Greater MN Regions.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/NO EXP	TECH/EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES-SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM	
																						-ATE	SALES
RENVILLE	1	-	-	1	-	-	1	-	-	1	-	-	-	-	1	-	-	-	-	-	1	-	-
	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	1%	-	-	-	-	-	1%	-	-
SWIFT	2	-	1	1	1	1	-	-	-	1	-	1	-	2	2	1	2	1	2	-	-	1	-
	-	-	-	1%	2%	1%	-	-	-	1%	-	1%	-	1%	1%	1%	2%	1%	1%	-	-	1%	-
WEST CENTRAL INITIATIVE	17	4	15	2	2	9	3	3	-	8	2	7	-	9	7	9	7	8	10	7	7	3	3
-----	4%	5%	5%	2%	4%	6%	4%	7%	-	7%	3%	4%	-	4%	5%	7%	6%	8%	5%	5%	6%	4%	7%
CLAY	2	1	1	1	-	1	-	-	-	1	-	1	-	1	1	1	1	1	1	1	1	1	1
	1%	1%	-	1%	-	1%	-	-	-	1%	-	-	-	-	-	1%	1%	1%	1%	1%	1%	1%	2%
DOUGLAS	6	1	5	1	-	2	3	1	-	2	2	2	-	3	2	3	2	4	4	-	4	1	1
	1%	1%	2%	1%	-	2%	4%	2%	-	2%	2%	1%	-	1%	1%	2%	2%	3%	2%	-	4%	2%	2%
OTTER TAIL	6	2	5	1	1	5	-	1	-	4	-	2	-	2	3	4	2	2	5	4	-	-	2
	2%	2%	2%	1%	2%	3%	-	2%	-	4%	-	1%	-	1%	2%	3%	2%	2%	2%	3%	-	-	4%
POPE	2	1	2	-	-	1	-	1	-	-	1	1	-	2	1	1	1	1	1	2	1	-	-
	1%	1%	1%	-	-	-	-	3%	-	-	1%	1%	-	1%	1%	1%	1%	1%	-	2%	1%	-	-
WILKIN	1	-	1	-	1	-	-	-	-	-	-	1	-	1	-	1	-	-	-	-	-	1	-
	-	-	-	-	2%	-	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	1%	-
NONE	218	46	145	64	26	75	50	20	5	60	56	74	9	114	83	67	68	57	104	61	55	43	24
----	54%	53%	51%	62%	60%	52%	60%	47%	75%	49%	61%	49%	88%	53%	55%	52%	55%	53%	54%	51%	49%	56%	52%
ANOKA	30	5	21	9	5	6	6	6	-	9	9	10	2	18	10	9	9	7	16	9	9	5	1
	8%	6%	7%	9%	11%	4%	7%	14%	-	8%	10%	7%	22%	8%	7%	7%	7%	8%	7%	8%	7%	2%	
CARVER	5	1	3	2	1	2	1	1	-	1	1	3	-	3	1	-	1	1	2	1	1	1	-
	1%	1%	1%	2%	2%	1%	1%	3%	-	1%	1%	2%	-	2%	1%	-	1%	1%	1%	1%	1%	1%	-
DAKOTA	28	3	13	12	2	10	4	1	4	14	5	7	-	11	8	8	6	5	11	8	4	5	3
	7%	4%	5%	12%	5%	7%	5%	2%	61%	12%	5%	5%	-	5%	5%	6%	5%	5%	6%	7%	4%	7%	6%
HENNEPIN	104	25	74	26	15	40	26	7	-	22	31	37	4	59	45	34	37	34	54	28	25	24	13
	26%	29%	26%	25%	34%	28%	31%	16%	-	18%	34%	25%	44%	28%	30%	27%	30%	32%	28%	23%	22%	32%	27%
RAMSEY	36	10	24	10	3	14	5	4	-	6	10	14	2	17	14	13	12	6	15	14	9	3	6
	9%	12%	9%	9%	8%	9%	6%	10%	-	5%	10%	9%	23%	8%	9%	10%	9%	6%	8%	11%	8%	4%	13%
SCOTT	3	1	2	1	-	1	1	-	1	1	-	2	-	-	1	-	-	2	2	1	2	-	1
	1%	1%	1%	1%	-	1%	1%	-	14%	1%	-	1%	-	-	1%	-	-	2%	1%	1%	2%	-	2%
WASHINGTON	11	1	7	4	-	2	6	1	-	6	1	1	-	5	4	3	3	1	4	1	5	4	-
	3%	1%	3%	4%	-	1%	7%	2%	-	5%	1%	1%	-	2%	3%	2%	2%	1%	2%	1%	5%	5%	-

MEETING STREET RESEARCH

Table 52-5
QUESTION GREG:
Greater MN Regions.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE			EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRGTY PLAN	DEV- ELOG MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
IF INITIATIVE FOUNDATION	54 13%	33 16%	20 14%	13 12%	12 13%	13 16%	12 17%	38 12%	16 20%	6 9%	9 11%	25 17%	13 15%	48 15%	4 8%	54 100%	- -	- -	- -	- -
BENTON	3 1%	1 -	1 1%	3 2%	1 1%	1 1%	1 1%	2 1%	1 1%	1 1%	1 1%	- -	1 1%	3 1%	- -	3 5%	- -	- -	- -	- -
CASS	1 -	1 1%	1 1%	- -	- -	- -	1 2%	1 -	- -	- -	- -	- -	1 1%	1 -	- -	1 2%	- -	- -	- -	- -
CHISAGO	5 1%	1 1%	4 3%	- -	3 3%	1 2%	1 2%	1 -	4 5%	- -	- -	5 3%	- -	4 1%	1 3%	5 9%	- -	- -	- -	- -
CROW WING	4 1%	2 1%	2 2%	- -	1 1%	- -	- -	4 1%	- -	- -	1 1%	1 1%	1 1%	4 1%	- -	4 7%	- -	- -	- -	- -
ISANTI	6 2%	6 3%	1 1%	1 1%	1 2%	- -	1 2%	5 2%	1 1%	1 2%	1 1%	4 2%	- -	6 2%	- -	6 12%	- -	- -	- -	- -
KANABEC	2 1%	2 1%	1 1%	1 1%	- -	1 2%	- -	2 1%	- -	- -	- -	1 1%	1 1%	2 1%	- -	2 4%	- -	- -	- -	- -
MILLIE LACS	2 1%	2 1%	- -	2 2%	- -	1 2%	- -	- -	2 3%	- -	1 1%	1 1%	- -	2 1%	- -	2 4%	- -	- -	- -	- -
MORRISON	1 -	- -	- -	- -	- -	- -	1 2%	1 -	- -	- -	- -	- -	1 2%	1 -	- -	1 3%	- -	- -	- -	- -
PINE	1 -	1 1%	- -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	1 2%	1 -	- -	1 3%	- -	- -	- -	- -
SHERBURNE	8 2%	4 2%	5 3%	2 2%	1 1%	3 3%	2 3%	6 2%	2 2%	1 1%	1 1%	5 3%	1 1%	7 2%	1 2%	8 15%	- -	- -	- -	- -
STEARNS	9 2%	5 3%	4 3%	1 1%	3 3%	3 3%	- -	6 2%	3 3%	2 3%	2 2%	2 1%	4 4%	9 3%	- -	9 17%	- -	- -	- -	- -
TODD	1 -	1 -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	1 2%	- -	- -	- -	- -
WRIGHT	10 2%	5 2%	1 1%	3 2%	2 2%	3 4%	3 5%	7 2%	3 3%	1 1%	1 2%	5 3%	1 2%	6 2%	1 3%	10 18%	- -	- -	- -	- -
NORTHLAND FOUNDATION	24 6%	16 7%	11 8%	5 4%	7 8%	3 3%	- -	19 6%	5 6%	4 6%	6 7%	8 5%	5 5%	20 6%	4 8%	- -	50 50%	- -	- -	- -
CARLTON	1 -	1 -	- -	- -	- -	- -	- -	1 -	- -	- -	- -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -
COOK	1 -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	- -	2 2%	- -	- -	- -
ITASCA	2 -	- -	1 1%	1 1%	- -	- -	- -	2 1%	- -	1 1%	- -	- -	- -	2 1%	- -	- -	5 5%	- -	- -	- -

MEETING STREET RESEARCH

Continued

Table 52-5
QUESTION GREG:
Greater MN Regions.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV- ELOG MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH	SW/	SOUTH	WEST	NONE
																	-LAND /NW MN	CENT INIT			
KOOCHICHING	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-
LAKE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-
ST. LOUIS	20	14	10	4	7	3	-	17	4	3	6	6	5	17	4	-	39	-	-	-	
NORTHWEST MINNESOTA FOUNDATION	5%	7%	7%	3%	8%	3%	-	5%	4%	4%	7%	4%	5%	5%	8%	-	39%	-	-	-	
-----	12	8	5	3	2	2	4	9	3	-	2	4	3	10	-	-	50	-	-	-	
	3%	4%	3%	3%	2%	2%	5%	3%	3%	-	3%	3%	3%	3%	-	-	50%	-	-	-	
BELTRAMI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6%	-	-	-	
CLEARWATER	1	-	-	1	1	-	-	1	-	-	-	1	-	1	-	-	1	-	-	-	
	-	-	-	1%	1%	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	
HUBBARD	4	2	2	2	1	-	1	3	1	-	2	1	1	4	-	-	7	-	-	-	
	1%	1%	1%	2%	1%	-	1%	1%	1%	-	3%	1%	1%	1%	-	-	7%	-	-	-	
KITTSO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	
LAKE OF THE WOODS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	
MAHNOMEN	1	1	1	-	-	-	-	1	-	-	-	1	-	1	-	-	1	-	-	-	
	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	
MARSHALL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	-	-	
NORMAN	1	1	1	-	-	-	-	-	1	-	-	-	-	1	-	-	2	-	-	-	
	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	-	-	2%	-	-	-	
PENNINGTON	2	2	1	-	-	-	-	2	-	-	-	1	1	2	-	-	8	-	-	-	
	-	1%	1%	-	-	-	-	1%	-	-	-	1%	1%	1%	-	-	8%	-	-	-	
POLK	1	-	-	-	-	-	1	1	-	-	-	-	1	1	-	-	11	-	-	-	
	-	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-	11%	-	-	-	
RED LAKE	3	2	-	-	-	2	2	2	1	-	-	1	-	1	-	-	3	-	-	-	
	1%	1%	-	-	-	2%	3%	1%	1%	-	-	1%	-	-	-	-	3%	-	-	-	
ROSEAU	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7%	-	-	-	
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51	23	24	16	15	11	7	41	10	11	5	21	14	38	5	-	-	51	-	-	
-----	13%	11%	17%	15%	16%	14%	10%	13%	13%	17%	6%	13%	16%	12%	11%	-	-	100%	-	-	
BLUE EARTH	5	4	3	1	2	1	1	3	2	2	-	3	-	3	-	-	-	5	-	-	
	1%	2%	2%	1%	2%	1%	1%	1%	2%	3%	-	2%	-	1%	-	-	-	9%	-	-	
BROWN	4	4	1	2	-	-	-	4	-	1	-	-	3	2	-	-	-	4	-	-	
	1%	2%	1%	2%	-	-	-	1%	-	1%	-	-	3%	1%	-	-	-	7%	-	-	

MEETING STREET RESEARCH

Continued

Table 52-5
QUESTION GREG:
Greater MN Regions.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT		NONE
DODGE	3 1%	2 1%	1 1%	- -	- -	1 1%	- -	2 1%	1 1%	- -	- -	2 1%	1 1%	3 1%	- -	- -	- -	3 6%	- -	- -	
FARIBAULT	1 -	- -	1 1%	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -	1 1%	1 -	- -	- -	- -	1 2%	- -	- -	
FILLMORE	2 -	2 1%	1 1%	- -	- -	1 1%	- -	2 1%	- -	1 1%	- -	1 1%	- -	2 1%	- -	- -	- -	2 4%	- -	- -	
FREEBORN	3 1%	- -	1 1%	2 2%	1 1%	2 2%	- -	3 1%	- -	1 1%	- -	- -	2 2%	1 -	2 4%	- -	- -	3 5%	- -	- -	
GOODHUE	7 2%	2 1%	2 1%	3 3%	3 3%	2 3%	- -	4 1%	2 3%	1 2%	1 1%	4 3%	- -	2 1%	2 5%	- -	- -	7 13%	- -	- -	
LE SUEUR	2 -	- -	1 1%	2 2%	1 1%	- -	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 -	1 2%	- -	- -	2 4%	- -	- -	
MARTIN	3 1%	3 1%	3 2%	1 1%	- -	- -	- -	3 1%	- -	- -	1 1%	1 1%	1 1%	3 1%	- -	- -	- -	3 5%	- -	- -	
MOWER	2 -	- -	- -	1 1%	2 2%	- -	1 1%	2 1%	- -	1 2%	- -	1 1%	- -	2 1%	- -	- -	- -	2 4%	- -	- -	
NICOLLET	1 -	- -	1 1%	- -	1 1%	- -	- -	1 -	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	1 2%	- -	- -	
OLMSTED	4 1%	3 1%	2 1%	2 2%	- -	- -	1 1%	4 1%	- -	1 2%	1 1%	- -	2 2%	4 1%	- -	- -	- -	4 8%	- -	- -	
RICE	6 2%	2 1%	4 3%	1 1%	1 1%	3 3%	3 4%	5 1%	2 2%	1 1%	- -	4 2%	2 2%	5 1%	- -	- -	- -	6 13%	- -	- -	
SIBLEY	1 -	- -	- -	- -	1 1%	- -	- -	1 -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	1 2%	- -	- -	
STEELE	3 1%	1 -	1 1%	1 -	1 1%	- -	- -	2 -	2 2%	- -	- -	3 2%	- -	3 1%	- -	- -	- -	3 7%	- -	- -	
WABASHA	2 -	- -	1 1%	- -	- -	1 1%	1 1%	1 -	1 1%	- -	1 1%	1 1%	- -	2 1%	- -	- -	- -	2 4%	- -	- -	
WINONA	4 1%	2 1%	3 2%	1 1%	2 2%	1 1%	1 1%	3 1%	1 1%	1 1%	- -	- -	3 3%	4 1%	- -	- -	- -	4 7%	- -	- -	
SOUTHWEST INITIATIVE FOUNDATION	24 6%	13 6%	9 6%	6 6%	6 7%	4 5%	4 6%	18 6%	6 7%	4 7%	5 6%	10 6%	4 4%	22 7%	2 5%	- -	- -	- -	50 50%	- -	

CHIPPEWA	4 1%	1 1%	2 1%	1 1%	4 5%	- -	3 4%	2 1%	2 3%	1 2%	2 3%	1 1%	- -	3 1%	1 3%	- -	- -	- -	5 5%	- -	
COTTONWOOD	1 -	1 -	- -	- -	- -	- -	- -	1 -	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	1 1%	- -	
JACKSON	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 2%	- -	

MEETING STREET RESEARCH

Continued

Table 52-5
QUESTION GREG:
Greater MN Regions.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
KANDIYOHI	1	-	-	-	-	-	-	1	-	1	-	-	-	1	-	-	-	-	4	-
	-	-	-	-	-	-	-	-	-	2%	-	-	-	-	-	-	-	-	4%	-
LAC QUI PARLE	1	1	-	-	-	1	-	-	1	-	1	-	-	1	-	-	-	-	1	-
	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	-	-	1%	-
LINCOLN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
LYON	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
MCLEOD	7	5	3	3	2	-	-	6	1	1	1	3	2	6	1	-	-	-	12	-
	2%	2%	2%	3%	2%	-	-	2%	1%	2%	1%	2%	2%	2%	3%	-	-	-	12%	-
MEEKER	3	2	-	-	-	2	-	1	2	-	-	1	2	3	-	-	-	-	8	-
	1%	1%	-	-	-	2%	-	-	2%	-	-	1%	2%	1%	-	-	-	-	8%	-
MURRAY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
NOBLES	1	1	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	2	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	2%	-
PIPESTONE	2	-	2	-	-	-	-	2	-	-	-	2	-	2	-	-	-	-	3	-
	-	-	1%	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	3%	-
REDWOOD	1	-	-	-	-	-	-	1	-	-	-	1	-	1	-	-	-	-	2	-
	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	2%	-
RENVILLE	1	1	1	1	-	-	-	1	-	1	-	-	-	1	-	-	-	-	1	-
	-	-	1%	1%	-	-	-	-	-	2%	-	-	-	-	-	-	-	-	1%	-
ROCK	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-
SWIFT	2	1	1	1	-	-	1	2	-	-	-	1	-	2	-	-	-	-	3	-
	-	-	1%	1%	-	-	1%	1%	-	-	-	1%	-	1%	-	-	-	-	3%	-
YELLOW MEDICINE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
WEST CENTRAL INITIATIVE	17	9	11	1	6	3	4	14	3	5	4	7	2	10	3	-	-	-	50	-
-----	4%	4%	7%	1%	6%	4%	6%	4%	4%	7%	5%	4%	2%	3%	7%	-	-	-	50%	-
BECKER	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8%	-
CLAY	2	1	1	-	1	1	1	1	1	1	-	1	-	2	-	-	-	-	5	-
	1%	-	1%	-	1%	1%	1%	-	1%	1%	-	1%	-	1%	-	-	-	-	5%	-
DOUGLAS	6	3	4	1	3	-	1	4	1	1	2	2	1	3	1	-	-	-	12	-
	1%	1%	3%	1%	3%	-	2%	1%	2%	1%	2%	1%	2%	1%	3%	-	-	-	12%	-
GRANT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3%	-

MEETING STREET RESEARCH

Continued

Table 52-5
QUESTION GREG:
Greater MN Regions.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS					
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
OTTER TAIL	6 2%	5 2%	3 2%	- -	- -	2 3%	1 2%	5 2%	1 1%	3 5%	- -	3 2%	- -	3 1%	- -	- -	- -	- -	- -	14 14%	- -
POPE	2 1%	- -	2 1%	- -	2 2%	- -	1 1%	2 1%	- -	- -	1 2%	- -	1 1%	1 -	1 3%	- -	- -	- -	- -	4 4%	- -
STEVENS	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -
TRAVERSE	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -
WILKIN	1 -	1 -	1 1%	- -	- -	- -	- -	1 -	- -	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -	- -	1 1%	- -
NONE ----	218 54%	110 52%	66 45%	64 59%	44 48%	43 55%	40 56%	180 56%	38 47%	34 54%	52 63%	79 51%	46 53%	172 54%	26 60%	- -	- -	- -	- -	- -	218 100%
ANOKA	30 8%	13 6%	8 6%	7 6%	5 5%	4 5%	9 13%	25 8%	5 6%	5 8%	7 9%	14 9%	4 5%	29 9%	1 3%	- -	- -	- -	- -	30 14%	- -
CARVER	5 1%	2 1%	- -	2 2%	2 2%	- -	2 3%	5 2%	- -	- -	2 3%	2 1%	1 1%	5 2%	- -	- -	- -	- -	- -	5 2%	- -
DAKOTA	28 7%	16 8%	11 7%	11 10%	3 3%	4 5%	1 2%	23 7%	5 6%	2 3%	7 9%	11 7%	7 8%	23 7%	3 7%	- -	- -	- -	- -	28 13%	- -
HENNEPIN	104 26%	50 24%	34 23%	32 30%	23 26%	28 36%	18 26%	87 27%	18 22%	19 30%	17 21%	36 23%	27 31%	70 22%	16 38%	- -	- -	- -	- -	104 48%	- -
RAMSEY	36 9%	17 8%	10 7%	8 8%	8 8%	5 6%	7 10%	28 9%	8 10%	5 9%	14 17%	11 7%	5 6%	33 10%	3 8%	- -	- -	- -	- -	36 17%	- -
SCOTT	3 1%	3 1%	- -	1 1%	- -	- -	1 1%	3 1%	- -	1 2%	- -	1 1%	- -	3 1%	- -	- -	- -	- -	- -	3 1%	- -
WASHINGTON	11 3%	8 4%	3 2%	2 2%	3 3%	2 3%	1 2%	9 3%	2 2%	1 2%	4 5%	4 3%	2 2%	9 3%	2 5%	- -	- -	- -	- -	11 5%	- -

Table 53-1
Date./Sample.

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	MANAG-ER	
									\$1 MILL	- \$5 MILL	\$5 MILL+														
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 20%	228 57%	172 43%	166 42%	108 27%	101 25%	202 51%	117 29%	79 20%	91 23%	97 24%	60 15%	46 12%	100 25%	299 75%	157 39%	107 27%	33 8%	77 19%	
DATE																									

WED, MAR 6	4 1%	1 1%	1 1%	1 3%	-	1 1%	2 1%	2 1%	3 2%	1 1%	-	4 2%	-	-	1 1%	-	1 2%	-	3 3%	1 -	3 2%	1 1%	-	-	
THU, MAR 7	43 11%	7 5%	12 14%	6 13%	4 10%	14 17%	19 8%	24 14%	26 16%	9 8%	6 6%	28 14%	11 9%	4 5%	5 6%	10 10%	5 9%	5 12%	13 13%	29 10%	21 13%	12 11%	4 11%	6 7%	
FRI, MAR 8	30 8%	8 6%	13 15%	4 7%	-	5 7%	21 9%	9 5%	16 9%	7 7%	7 7%	15 8%	10 9%	4 5%	9 10%	3 3%	6 9%	5 10%	10 10%	20 7%	12 8%	10 9%	2 7%	5 7%	
SAT, MAR 9	5 1%	4 3%	1 1%	-	-	-	5 2%	-	2 1%	1 1%	2 2%	3 1%	-	2 2%	1 1%	-	1 2%	1 2%	3 3%	2 1%	3 2%	2 2%	-	-	
MON, MAR 1	26 7%	8 5%	15 17%	2 5%	-	2 2%	22 10%	4 2%	8 5%	7 7%	5 5%	13 7%	8 6%	6 7%	3 3%	7 7%	4 6%	2 5%	3 3%	23 8%	9 6%	7 7%	1 3%	4 5%	
TUE, MAR 1	41 10%	11 8%	9 10%	6 13%	2 5%	13 16%	20 9%	21 12%	20 12%	11 10%	8 8%	25 13%	9 7%	7 8%	9 10%	13 14%	9 15%	4 9%	11 11%	30 10%	15 10%	12 11%	1 4%	9 12%	
WED, MAR 1	50 13%	14 10%	9 11%	3 6%	13 31%	11 13%	23 10%	27 16%	17 10%	14 13%	16 16%	25 12%	16 14%	9 12%	14 15%	10 10%	12 21%	4 8%	9 9%	41 14%	20 13%	13 12%	3 10%	11 14%	
THU, MAR 1	42 11%	22 16%	3 3%	4 7%	5 11%	9 12%	25 11%	18 10%	11 7%	11 11%	17 17%	14 7%	11 9%	18 22%	8 8%	12 13%	3 4%	7 16%	5 5%	37 12%	9 6%	12 11%	4 13%	12 15%	
FRI, MAR 1	32 8%	7 5%	4 4%	4 9%	8 20%	9 11%	10 5%	22 13%	14 9%	10 9%	5 5%	16 8%	10 8%	6 7%	10 11%	7 7%	4 7%	3 7%	10 10%	22 7%	16 10%	6 6%	4 12%	4 6%	
MON, MAR 1	50 13%	16 11%	17 19%	7 14%	5 11%	7 8%	32 14%	18 11%	21 13%	16 15%	10 10%	26 13%	19 16%	5 6%	10 11%	16 16%	7 11%	6 13%	17 17%	34 11%	23 15%	10 9%	6 18%	6 7%	
TUE, MAR 1	51 13%	27 19%	4 5%	8 17%	5 13%	6 7%	31 14%	19 11%	20 12%	14 13%	16 16%	22 11%	17 14%	12 15%	15 16%	12 13%	4 6%	7 15%	7 7%	43 14%	17 11%	14 13%	6 19%	12 16%	
WED, MAR 2	26 6%	18 13%	-	3 6%	-	5 6%	18 8%	8 5%	8 5%	6 6%	9 9%	10 5%	8 7%	8 10%	7 8%	7 8%	6 9%	2 4%	8 8%	17 6%	8 5%	7 7%	1 4%	9 11%	
SAMPLE																									

SAMPLE A	198 49%	76 54%	44 50%	20 42%	19 44%	39 47%	120 53%	78 45%	87 52%	51 47%	47 47%	100 49%	58 49%	39 49%	44 48%	52 54%	32 53%	20 43%	51 52%	145 48%	80 51%	58 54%	17 50%	34 44%	
SAMPLE B	202 51%	64 46%	43 50%	28 58%	24 56%	43 53%	108 47%	95 55%	79 48%	57 53%	54 53%	103 51%	59 51%	40 51%	47 52%	45 46%	28 47%	26 57%	48 48%	154 52%	76 49%	49 46%	16 50%	43 56%	

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

Table 53-2
Date./Sample.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2019			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEE WAGES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	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	400 100%	201 50%	171 43%	372 93%	21 5%	196 49%	155 39%	21 5%	181 45%	59 15%	150 37%	236 59%	22 6%	129 32%	181 45%	36 9%	172 43%	123 31%	62 15%	208 52%	49 12%	233 58%	3 1%	148 37%
DATE																								

WED, MAR 6	4 1%	2 1%	2 1%	4 1%	- -	3 2%	1 1%	- -	2 1%	- -	2 1%	3 1%	- -	1 1%	2 1%	- -	2 1%	1 1%	1 1%	2 1%	1 2%	2 1%	- -	2 2%
THU, MAR 7	43 11%	18 9%	24 14%	41 11%	1 4%	29 15%	9 6%	4 20%	18 10%	8 13%	18 12%	25 11%	2 9%	15 12%	21 12%	4 11%	16 10%	9 8%	6 10%	27 13%	7 14%	22 10%	1 30%	18 12%
FRI, MAR 8	30 8%	10 5%	19 11%	29 8%	- -	12 6%	14 9%	- -	11 6%	2 3%	16 11%	22 9%	2 9%	6 5%	16 9%	2 6%	12 7%	12 10%	4 6%	14 7%	2 4%	16 7%	1 28%	12 8%
SAT, MAR 9	5 1%	3 1%	2 1%	5 1%	- -	3 1%	2 1%	- -	4 2%	- -	1 1%	4 2%	- -	1 1%	4 2%	- -	1 1%	1 1%	1 1%	3 1%	- -	3 1%	- -	2 1%
MON, MAR 1	26 7%	7 4%	16 9%	23 6%	4 17%	10 5%	12 8%	2 9%	13 7%	6 10%	7 5%	10 4%	3 13%	11 9%	5 3%	4 11%	15 9%	8 7%	5 8%	9 4%	3 7%	17 8%	- -	8 6%
TUE, MAR 1	41 10%	17 9%	20 12%	37 10%	3 13%	21 11%	16 10%	1 4%	15 8%	5 8%	18 12%	25 11%	3 12%	14 10%	22 12%	6 18%	13 7%	13 11%	3 5%	24 12%	3 7%	26 11%	- -	15 10%
WED, MAR 1	50 13%	30 15%	17 10%	47 13%	3 13%	26 13%	18 11%	4 18%	18 10%	9 16%	19 13%	29 12%	2 8%	19 15%	20 11%	3 8%	26 15%	16 13%	9 14%	26 12%	8 17%	31 13%	1 24%	18 12%
THU, MAR 1	42 11%	22 11%	15 9%	37 10%	3 15%	16 8%	22 14%	- -	25 14%	5 8%	11 7%	24 10%	2 9%	12 9%	20 11%	4 11%	15 9%	9 7%	8 14%	24 12%	3 7%	23 10%	- -	18 12%
FRI, MAR 1	32 8%	17 9%	13 7%	30 8%	2 11%	17 9%	14 9%	- -	15 8%	6 11%	11 7%	23 10%	2 7%	6 5%	14 8%	4 11%	14 8%	7 6%	8 13%	17 8%	2 4%	18 8%	1 18%	10 7%
MON, MAR 1	50 13%	30 15%	17 10%	47 13%	2 10%	26 13%	14 9%	6 27%	26 14%	4 7%	19 13%	29 12%	- -	19 15%	24 13%	2 6%	22 13%	14 12%	6 10%	29 14%	10 20%	30 13%	- -	17 11%
TUE, MAR 1	51 13%	32 16%	17 10%	49 13%	1 4%	25 13%	17 11%	5 22%	23 13%	10 16%	18 12%	29 12%	5 24%	15 11%	23 13%	5 15%	21 12%	23 19%	8 13%	19 9%	6 13%	29 12%	- -	20 13%
WED, MAR 2	26 6%	12 6%	11 7%	23 6%	3 13%	8 4%	16 10%	- -	10 6%	5 8%	11 7%	14 6%	2 8%	10 8%	9 5%	2 5%	15 9%	9 8%	3 5%	13 6%	3 5%	16 7%	- -	8 6%
SAMPLE																								

SAMPLE A	198 49%	95 47%	88 51%	183 49%	13 62%	95 49%	73 47%	12 56%	81 45%	34 57%	77 51%	114 48%	12 56%	64 50%	83 46%	23 65%	84 49%	66 53%	26 42%	102 49%	26 54%	119 51%	1 24%	69 47%
SAMPLE B	202 51%	106 53%	83 49%	189 51%	8 38%	101 51%	82 53%	9 44%	100 55%	25 43%	73 49%	122 52%	10 44%	65 50%	98 54%	12 35%	87 51%	58 47%	36 58%	106 51%	23 46%	114 49%	3 76%	79 53%

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

Table 53-3
Date./Sample.

BANNER 3

	LEADERSHIP DEVL P PROG			USING AUTOMATION					SIGNIF IMPACT OF DEPARTURE				SOME IMPACT OF DEPARTURE				NOT MUCH/ NO IMPACT OF DEPARTURE				STRATEGIC GROWTH PLAN	
	TOTAL	YES	NO	PROD- UCTIV -ITY	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	YES	NO
BASE-TOTAL SAMPLE	400 100%	92 23%	298 74%	202 50%	151 38%	119 30%	95 24%	101 25%	274 68%	170 42%	169 42%	171 43%	71 18%	147 37%	146 36%	147 37%	47 12%	72 18%	74 18%	73 18%	196 49%	196 49%
DATE																						
WED, MAR 6	4 1%	1 2%	3 1%	2 1%	2 1%	1 1%	2 2%	1 1%	4 1%	2 1%	2 1%	3 2%	- -	- -	1 -	1 1%	- -	2 3%	1 1%	- -	2 1%	2 1%
THU, MAR 7	43 11%	9 9%	34 11%	18 9%	13 9%	13 11%	7 7%	13 13%	30 11%	17 10%	16 9%	13 8%	4 5%	16 11%	17 11%	13 9%	7 14%	10 14%	11 14%	16 22%	21 11%	21 11%
FRI, MAR 8	30 8%	8 8%	23 8%	19 9%	15 10%	10 9%	4 4%	6 5%	24 9%	12 7%	10 6%	11 6%	2 3%	9 6%	12 8%	11 8%	3 6%	7 9%	6 8%	8 11%	15 7%	15 8%
SAT, MAR 9	5 1%	1 1%	4 1%	1 -	2 1%	- -	1 1%	- -	4 1%	5 3%	5 3%	3 2%	- -	- -	- -	2 1%	1 2%	- -	- -	- -	1 -	4 2%
MON, MAR 1	26 7%	6 7%	17 6%	11 5%	9 6%	6 5%	3 3%	7 7%	19 7%	11 7%	12 7%	16 9%	2 2%	10 7%	8 5%	5 3%	6 12%	4 6%	6 8%	6 9%	11 5%	16 8%
TUE, MAR 1	41 10%	7 8%	32 11%	23 11%	15 10%	12 10%	13 13%	12 11%	26 9%	15 9%	14 8%	13 8%	9 12%	16 11%	15 10%	18 12%	5 11%	9 12%	10 14%	9 12%	19 10%	19 10%
WED, MAR 1	50 13%	13 14%	37 12%	24 12%	17 11%	16 14%	13 14%	14 14%	32 12%	18 11%	20 12%	21 12%	11 15%	23 16%	19 13%	21 14%	8 16%	8 12%	10 14%	8 11%	24 12%	25 13%
THU, MAR 1	42 11%	15 16%	27 9%	24 12%	11 7%	12 10%	9 9%	10 10%	26 10%	14 8%	18 10%	17 10%	12 17%	22 15%	20 13%	21 14%	4 8%	5 7%	3 5%	3 4%	24 12%	16 8%
FRI, MAR 1	32 8%	9 10%	21 7%	17 8%	10 7%	12 10%	10 10%	9 9%	21 8%	16 9%	14 8%	12 7%	9 13%	12 8%	13 9%	15 10%	1 2%	3 4%	3 5%	5 6%	16 8%	16 8%
MON, MAR 1	50 13%	7 8%	41 14%	24 12%	18 12%	10 8%	12 13%	16 16%	35 13%	22 13%	22 13%	22 13%	7 10%	17 11%	15 10%	16 11%	8 16%	10 14%	12 17%	11 15%	19 10%	30 15%
TUE, MAR 1	51 13%	10 11%	40 14%	23 12%	24 16%	14 12%	12 12%	9 9%	37 14%	21 12%	27 16%	24 14%	8 11%	16 11%	13 9%	18 12%	4 9%	11 15%	9 12%	6 8%	28 15%	22 11%
WED, MAR 2	26 6%	6 6%	20 7%	17 9%	16 10%	12 10%	11 12%	4 4%	16 6%	17 10%	9 5%	16 9%	8 12%	6 4%	14 10%	8 5%	2 3%	3 4%	2 2%	2 3%	16 8%	10 5%
SAMPLE																						
SAMPLE A	198 49%	49 53%	144 48%	109 54%	70 46%	54 45%	46 49%	46 46%	138 50%	85 50%	87 51%	83 48%	36 50%	74 50%	73 50%	75 51%	20 43%	34 47%	34 46%	37 51%	95 49%	99 51%
SAMPLE B	202 51%	44 47%	153 52%	93 46%	81 54%	65 55%	49 51%	55 54%	136 50%	85 50%	82 49%	88 52%	35 50%	74 50%	73 50%	73 49%	27 57%	38 53%	40 54%	35 49%	100 51%	97 49%

Table 53-4
Date./Sample.

BANNER 4

	ATTRACT EMPLOYEES				NAVIGATE WORKER SHORTAGE				GREATEST EMPLOYEE NEED				NAVIGATE AROUND WORKER SHORTAGE					FUTURE CHALLENGES					
	TOTAL	VERY DIFF	TOTAL DIFF	TOTAL NOT DIFF	ACCEL AUTOM -ATE	DEVL P CURR EMP	OUT-SOURCE	LEAN PROC -ESS	OTHER	ENTRY	TECH/ NO EXP	TECH/ EXP	COLL+	MAX PROD -UCT	INCR COMP	TRAIN INTERN	AGGRES -SIVE MKTG	WORK TECH COLL	ATT-RACK WORK-FORCE	HLTH COSTS	RISING COSTS	UNFAV BIZ CLIM -ATE	LOWER SALES
BASE=TOTAL SAMPLE	400 100%	87 22%	285 71%	103 26%	43 11%	144 36%	83 21%	42 11%	7 2%	122 31%	93 23%	149 37%	10 2%	214 54%	151 38%	128 32%	125 31%	106 27%	191 48%	120 30%	114 28%	77 19%	46 12%
DATE																							

WED, MAR 6	4 1%	1 1%	2 1%	2 2%	1 2%	- -	2 2%	- -	- -	1 1%	1 2%	2 1%	- -	1 -	- -	- -	1 1%	- -	1 1%	1 1%	2 2%	1 1%	- -
THU, MAR 7	43 11%	9 11%	31 11%	11 11%	3 7%	13 9%	12 14%	7 17%	2 29%	15 12%	11 12%	14 9%	1 11%	22 10%	9 6%	10 7%	13 11%	8 8%	19 10%	16 13%	13 11%	6 8%	2 4%
FRI, MAR 8	30 8%	5 6%	21 7%	8 8%	6 13%	7 5%	5 6%	3 7%	1 16%	8 7%	6 7%	12 8%	1 10%	15 7%	6 4%	8 7%	10 8%	4 4%	12 6%	6 5%	8 7%	4 5%	7 15%
SAT, MAR 9	5 1%	3 3%	4 1%	1 1%	4 9%	- -	- -	- -	- -	1 1%	1 1%	3 2%	- -	1 -	2 1%	- -	3 2%	- -	3 1%	2 2%	1 1%	- -	1 2%
MON, MAR 1	26 7%	3 3%	17 6%	9 9%	1 2%	12 9%	8 9%	1 2%	- -	7 5%	8 8%	11 7%	- -	8 4%	8 5%	8 6%	7 6%	4 4%	11 6%	11 9%	5 4%	4 5%	3 8%
TUE, MAR 1	41 10%	10 12%	31 11%	9 9%	4 9%	19 13%	6 8%	5 13%	1 14%	13 10%	11 12%	15 10%	1 12%	25 12%	16 11%	15 11%	13 10%	16 15%	23 12%	11 9%	17 15%	7 9%	3 6%
WED, MAR 1	50 13%	13 14%	34 12%	16 15%	4 10%	21 14%	9 11%	6 13%	- -	16 13%	8 9%	21 14%	2 18%	30 14%	21 14%	15 11%	16 12%	16 15%	25 13%	14 12%	16 14%	9 12%	10 23%
THU, MAR 1	42 11%	10 11%	33 12%	6 6%	3 7%	17 12%	15 18%	3 6%	- -	12 10%	11 12%	15 10%	1 8%	28 13%	19 12%	17 13%	13 11%	12 11%	24 13%	13 11%	11 9%	9 11%	4 8%
FRI, MAR 1	32 8%	4 4%	22 8%	9 9%	3 6%	14 10%	5 6%	1 2%	1 14%	11 9%	6 6%	12 8%	- -	20 9%	11 7%	12 9%	6 5%	7 7%	16 8%	10 8%	12 10%	5 6%	7 15%
MON, MAR 1	50 13%	10 12%	37 13%	13 12%	6 15%	15 11%	12 14%	6 13%	2 27%	17 14%	6 7%	21 14%	1 12%	29 14%	25 17%	12 10%	15 12%	13 13%	21 11%	15 12%	15 13%	12 15%	3 6%
TUE, MAR 1	51 13%	12 14%	36 13%	11 11%	5 13%	19 13%	6 7%	8 18%	- -	15 12%	14 15%	16 11%	3 30%	20 9%	22 14%	19 15%	15 12%	15 15%	23 12%	17 14%	9 8%	11 15%	5 10%
WED, MAR 2	26 6%	7 8%	17 6%	7 7%	3 7%	7 5%	4 5%	3 7%	- -	7 5%	9 10%	7 5%	- -	16 8%	12 8%	13 10%	13 10%	10 9%	13 7%	4 4%	7 6%	10 13%	2 4%
SAMPLE																							

SAMPLE A	198 49%	43 50%	134 47%	56 55%	21 49%	69 48%	49 59%	18 42%	4 59%	62 51%	48 52%	66 44%	5 47%	100 47%	69 45%	59 46%	64 51%	47 44%	99 52%	58 48%	56 49%	31 41%	21 45%
SAMPLE B	202 51%	44 50%	151 53%	47 45%	22 51%	76 52%	34 41%	24 58%	3 41%	60 49%	44 48%	83 56%	5 53%	114 53%	82 55%	69 54%	61 49%	60 56%	92 48%	62 52%	58 51%	46 59%	25 55%

Table 53-5
Date./Sample.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRTRY PLAN	DEV-ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	212 53%	145 36%	108 27%	92 23%	79 20%	71 18%	319 80%	81 20%	62 16%	82 20%	154 39%	87 22%	320 80%	43 11%	54 10%	100 19%	51 10%	100 19%	218 42%
DATE																				

WED, MAR 6	4 1%	2 1%	1 1%	1 1%	2 3%	- -	1 1%	4 1%	- -	3 5%	- -	- -	1 1%	4 1%	- -	2 4%	- -	- -	1 1%	1 -
THU, MAR 7	43 11%	19 9%	20 14%	9 9%	8 8%	7 8%	8 11%	33 10%	11 13%	6 10%	8 10%	17 11%	12 13%	39 12%	4 8%	5 10%	7 7%	4 9%	9 9%	18 8%
FRI, MAR 8	30 8%	19 9%	6 4%	12 11%	5 5%	2 2%	- -	28 9%	2 2%	3 5%	6 8%	7 5%	11 13%	26 8%	2 5%	6 12%	2 2%	2 4%	- -	20 9%
SAT, MAR 9	5 1%	1 -	- -	1 1%	- -	1 1%	3 4%	5 1%	- -	- -	1 1%	4 2%	- -	3 1%	2 4%	- -	- -	- -	- -	5 2%
MON, MAR 1	26 7%	17 8%	8 6%	11 10%	3 3%	7 9%	2 3%	17 5%	9 11%	3 4%	6 8%	10 6%	7 8%	21 7%	4 8%	6 11%	- -	- -	- -	21 9%
TUE, MAR 1	41 10%	19 9%	20 14%	8 7%	11 12%	7 8%	11 15%	33 10%	8 10%	7 11%	8 10%	18 12%	7 8%	34 11%	5 12%	9 16%	2 2%	4 7%	6 6%	20 9%
WED, MAR 1	50 13%	29 14%	15 10%	13 12%	13 14%	10 13%	11 15%	34 11%	16 19%	7 11%	10 12%	23 15%	8 9%	41 13%	5 11%	5 10%	2 2%	16 31%	6 6%	22 10%
THU, MAR 1	42 11%	23 11%	18 13%	11 10%	9 9%	13 16%	14 19%	32 10%	10 12%	7 11%	12 14%	15 10%	7 8%	24 8%	6 14%	6 11%	5 5%	5 9%	3 3%	24 11%
FRI, MAR 1	32 8%	20 9%	10 7%	13 12%	8 9%	9 11%	2 3%	31 10%	1 1%	4 6%	7 8%	14 9%	7 8%	26 8%	3 6%	7 12%	4 4%	8 17%	4 4%	10 4%
MON, MAR 1	50 13%	26 12%	23 16%	10 10%	12 13%	2 3%	8 12%	41 13%	9 12%	10 16%	4 5%	22 15%	11 13%	45 14%	2 5%	8 14%	4 4%	7 13%	2 2%	30 14%
TUE, MAR 1	51 13%	23 11%	16 11%	14 13%	13 14%	15 19%	8 12%	40 13%	10 12%	9 14%	12 15%	16 11%	10 12%	39 12%	9 21%	- -	8 8%	5 11%	6 6%	31 14%
WED, MAR 2	26 6%	14 7%	8 5%	5 4%	8 9%	7 9%	3 5%	20 6%	6 7%	5 9%	8 10%	7 5%	5 6%	18 6%	2 5%	- -	3 3%	- -	5 5%	18 8%
THU, MAR 2	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	15 15%	- -	29 29%	- -
FRI, MAR 2	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	15 15%	- -	6 6%	- -
MON, MAR 2	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	11 11%	- -	15 15%	- -
TUE, MAR 2	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	5 5%	- -	4 4%	- -
WED, MAR 2	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	5 5%	- -	5 5%	- -
THU, MAR 2	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	5 5%	- -	- -	- -

MEETING STREET RESEARCH

Continued

Table 53-5
Date./Sample.

BANNER 5

	GROWTH DRIVERS							GENDER		AGE				EMPLOYEES		COMBINED INITIATIVE REGIONS				
	TOTAL	NEW CUST	MAX PROD	NEW PROD	ELIM WASTE	STRIGY PLAN	DEV- ELOP MGRS	MEN	WOMEN	18-44	45-54	55-64	65+	UNDER 50	101+	IF INIT	NORTH -LAND /NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
MON, APR 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3 3%	-	-	-
TUE, APR 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4 4%	-	-	-
SAMPLE																				
SAMPLE A	198 49%	106 50%	67 46%	53 49%	43 47%	34 43%	27 37%	160 50%	37 46%	32 51%	35 43%	80 52%	42 48%	158 49%	19 44%	25 47%	50 50%	24 46%	49 49%	113 52%
SAMPLE B	202 51%	106 50%	78 54%	55 51%	49 53%	46 57%	45 63%	159 50%	44 54%	31 49%	47 57%	74 48%	45 52%	162 51%	24 56%	29 53%	50 50%	27 54%	51 51%	105 48%