

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+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
FINANCIAL FUTURE (D/S)	302	105	73	28	31	64	178	124	95	82	105	121	103	78	47	56	42	24	63	238	82	61	31	98
-----	75%	75%	84%	59%	73%	78%	78%	71%	63%	74%	92%	62%	83%	97%	68%	82%	74%	78%	64%	79%	57%	75%	87%	95%
TOTAL CONFIDENT	348	122	79	37	37	72	202	147	121	97	109	156	113	78	57	61	49	28	81	267	110	70	33	100
	87%	87%	91%	78%	86%	88%	89%	85%	81%	87%	95%	80%	91%	97%	83%	89%	87%	89%	81%	89%	78%	86%	93%	98%
TOTAL NOT CONFIDENT	47	18	6	9	6	8	23	23	26	15	4	36	11	-	10	5	7	3	17	29	29	9	2	2
	12%	13%	7%	19%	14%	10%	10%	13%	18%	13%	3%	18%	9%	-	15%	8%	13%	11%	17%	10%	20%	11%	7%	2%
GROSS REVENUE (D/S)	132	48	26	15	13	31	74	58	24	38	60	53	49	30	28	29	19	9	39	93	27	33	19	39
-----	33%	35%	29%	31%	30%	37%	33%	34%	16%	34%	53%	27%	40%	37%	40%	42%	34%	30%	39%	31%	19%	41%	52%	38%
INCREASE	203	78	43	21	20	40	121	82	55	61	76	88	69	45	39	39	28	15	53	149	60	49	22	55
	51%	56%	49%	44%	48%	49%	53%	47%	37%	54%	66%	45%	56%	56%	57%	56%	49%	49%	53%	50%	42%	60%	63%	53%
DECREASE	71	30	17	6	8	10	47	23	32	22	15	35	20	15	11	10	8	6	14	56	32	15	4	16
	18%	22%	20%	13%	18%	12%	21%	14%	21%	20%	13%	18%	16%	19%	17%	14%	15%	19%	14%	19%	23%	19%	11%	16%
STAY THE SAME	118	28	25	20	14	32	53	65	61	27	21	68	34	16	17	17	21	10	32	87	48	15	7	31
	30%	20%	29%	42%	32%	39%	23%	38%	41%	24%	18%	35%	27%	20%	25%	24%	36%	32%	32%	29%	34%	18%	21%	30%
PROFITABILITY (D/S)	78	25	16	9	7	21	41	36	12	26	33	25	24	28	24	23	3	7	22	56	7	17	12	29
-----	19%	18%	19%	18%	16%	25%	18%	21%	8%	24%	29%	13%	19%	35%	34%	34%	5%	22%	22%	19%	5%	21%	35%	28%
INCREASE	163	62	36	18	13	34	98	65	52	48	54	73	52	38	34	35	19	13	46	117	50	38	13	45
	41%	44%	41%	38%	30%	41%	43%	38%	35%	43%	47%	37%	42%	47%	50%	51%	33%	42%	46%	39%	35%	47%	37%	44%
DECREASE	85	37	20	9	6	13	56	29	40	22	21	48	28	9	11	12	16	6	24	61	43	21	1	16
	21%	26%	23%	19%	14%	16%	25%	17%	27%	19%	18%	24%	22%	12%	15%	17%	29%	19%	25%	20%	30%	26%	2%	16%
STAY THE SAME	144	38	29	20	23	35	67	77	57	42	33	74	43	27	21	18	21	12	29	114	49	20	17	41
	36%	27%	33%	41%	53%	42%	29%	45%	38%	29%	38%	34%	34%	34%	31%	27%	37%	39%	29%	38%	35%	25%	48%	40%
CAPITAL EXPENDITURES (D/S)	118	34	26	20	15	24	60	58	38	44	28	49	45	25	24	16	19	7	40	77	29	17	14	46
-----	30%	24%	30%	41%	34%	29%	26%	34%	25%	40%	25%	25%	36%	31%	34%	24%	34%	23%	41%	26%	21%	21%	39%	45%
INCREASE	175	56	40	26	20	33	96	79	62	56	46	80	59	35	32	28	27	11	52	123	54	29	18	58
	44%	40%	46%	55%	46%	40%	42%	46%	42%	50%	40%	41%	48%	44%	47%	41%	48%	34%	52%	41%	38%	36%	50%	56%
DECREASE	57	21	14	7	5	9	36	21	24	11	18	32	15	10	9	12	8	3	11	45	25	12	4	11
	14%	15%	16%	14%	11%	11%	16%	12%	16%	10%	15%	16%	12%	13%	12%	18%	14%	11%	12%	15%	18%	15%	10%	11%
STAY THE SAME	163	61	33	15	16	39	94	69	62	45	49	82	48	33	28	28	22	16	36	127	63	39	12	31
	41%	44%	37%	31%	37%	47%	41%	40%	41%	40%	43%	42%	39%	41%	40%	40%	38%	52%	36%	42%	44%	49%	34%	30%

Table 1-2
Summary of Key Firm Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
FINANCIAL FUTURE (D/S)	302	180	168	348	-47	133	135	22	76	110	110	183	28	86	143	40	113	149	26	122	21	223	42	36
	75%	100%	100%	100%	-100%	95%	77%	31%	95%	60%	85%	90%	40%	73%	88%	47%	79%	85%	45%	74%	66%	70%	100%	95%
TOTAL CONFIDENT	348	180	168	348	-	137	153	46	78	146	118	193	50	101	153	62	127	161	41	141	26	270	42	36
	87%	100%	100%	100%	-	97%	88%	65%	97%	80%	92%	95%	70%	85%	94%	73%	89%	92%	73%	86%	81%	84%	100%	95%
TOTAL NOT CONFIDENT	47	-	-	-	47	4	18	24	2	36	9	10	21	15	10	22	14	12	16	19	5	46	-	-
	12%	-	-	-	100%	3%	11%	34%	2%	19%	7%	5%	30%	13%	6%	26%	10%	7%	27%	12%	15%	15%	-	-
GROSS REVENUE (D/S)	132	111	32	143	-12	108	38	-17	47	24	58	203	-71	-	131	-32	30	96	-11	48	-	102	16	14
	33%	61%	19%	41%	-25%	77%	22%	-24%	59%	13%	45%	100%	-100%	-	80%	-38%	21%	55%	-20%	29%	-	32%	38%	36%
INCREASE	203	123	70	193	10	114	69	16	55	67	77	203	-	-	137	15	48	107	14	81	-	157	24	21
	51%	68%	42%	55%	20%	81%	40%	22%	69%	37%	60%	100%	-	-	84%	17%	33%	61%	24%	50%	-	49%	57%	55%
DECREASE	71	12	38	50	21	6	32	33	8	43	20	-	71	-	6	47	18	12	25	33	-	55	8	7
	18%	6%	23%	14%	45%	4%	18%	46%	10%	24%	15%	-	100%	-	4%	55%	12%	7%	44%	20%	-	17%	19%	19%
STAY THE SAME	118	42	59	101	15	19	69	22	15	70	29	-	-	118	19	22	78	54	16	46	32	102	10	6
	30%	23%	35%	29%	32%	13%	40%	31%	19%	38%	22%	-	-	100%	11%	25%	54%	31%	28%	28%	100%	32%	24%	16%
PROFITABILITY (D/S)	78	84	7	91	-12	75	15	-17	39	3	35	123	-41	-3	163	-85	-	56	-19	42	-	49	12	16
	19%	47%	4%	26%	-26%	53%	9%	-23%	48%	1%	27%	60%	-58%	-3%	100%	-100%	-	32%	-34%	26%	-	15%	28%	43%
INCREASE	163	99	54	153	10	86	56	16	47	58	55	137	6	19	163	-	-	83	8	72	-	125	18	20
	41%	55%	32%	44%	21%	61%	32%	22%	58%	32%	43%	68%	9%	16%	100%	-	-	47%	15%	44%	-	39%	43%	52%
DECREASE	85	15	47	62	22	12	41	33	8	55	20	15	47	22	-	85	-	27	28	30	-	75	6	3
	21%	8%	28%	18%	47%	8%	23%	46%	10%	30%	15%	7%	66%	18%	-	100%	-	15%	49%	18%	-	24%	14%	9%
STAY THE SAME	144	61	67	127	14	39	75	22	24	66	50	48	18	78	-	-	144	65	18	59	32	117	16	11
	36%	34%	40%	37%	30%	27%	43%	31%	30%	36%	39%	23%	25%	66%	-	-	100%	37%	32%	36%	100%	37%	38%	29%
CAPITAL EXPENDITURES (D/S)	118	72	48	120	-4	61	39	8	27	29	58	93	-14	38	75	-1	47	175	-57	-	-	93	12	13
	30%	40%	28%	34%	-8%	44%	22%	11%	34%	16%	45%	46%	-19%	32%	46%	-1%	32%	100%	-100%	-	-	29%	29%	34%
INCREASE	175	91	71	161	12	70	67	28	33	71	65	107	12	54	83	27	65	175	-	-	-	140	20	15
	44%	50%	42%	46%	26%	50%	38%	39%	41%	39%	50%	53%	16%	46%	51%	31%	45%	100%	-	-	-	44%	48%	39%
DECREASE	57	18	23	41	16	9	28	20	5	43	7	14	25	16	8	28	18	-	57	-	-	47	8	2
	14%	10%	14%	12%	33%	6%	16%	28%	7%	23%	5%	7%	36%	14%	5%	32%	13%	-	100%	-	-	15%	19%	5%
STAY THE SAME	163	68	73	141	19	59	79	24	41	68	55	81	33	46	72	30	59	-	-	163	32	130	14	19
	41%	38%	43%	40%	41%	42%	45%	33%	51%	37%	43%	40%	47%	39%	44%	35%	41%	-	-	100%	100%	41%	33%	50%

Table 1-3
Summary of Key Firm Data

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
FINANCIAL FUTURE (D/S)	302	208	94	90	71	92	37	192	91	283	17	113	92	35	24	10	9	-2	117	183	205	84	175	119
	75%	71%	88%	98%	73%	71%	57%	71%	89%	76%	71%	90%	86%	65%	92%	40%	50%	-19%	74%	77%	74%	79%	91%	62%
TOTAL CONFIDENT	348	248	100	90	84	110	50	230	97	326	20	118	99	45	24	17	14	5	137	208	239	95	182	155
	87%	85%	94%	98%	86%	85%	77%	85%	94%	88%	84%	94%	93%	82%	92%	70%	75%	40%	87%	88%	87%	89%	95%	80%
TOTAL NOT CONFIDENT	47	40	6	-	12	18	13	38	6	43	3	5	7	10	-	7	5	7	20	25	35	10	7	36
	12%	14%	6%	-	13%	14%	20%	14%	6%	12%	13%	4%	7%	18%	-	30%	25%	60%	13%	11%	13%	10%	4%	19%
GROSS REVENUE (D/S)	132	91	41	55	30	34	8	82	36	118	13	44	41	22	11	3	4	-4	47	84	85	46	78	46
	33%	31%	38%	60%	31%	27%	12%	30%	35%	32%	53%	35%	38%	42%	40%	11%	19%	-31%	30%	35%	31%	43%	40%	24%
INCREASE	203	147	56	59	48	60	28	133	54	187	15	67	57	31	14	8	10	2	74	127	138	62	103	90
	51%	50%	52%	64%	50%	47%	44%	49%	53%	50%	60%	53%	54%	57%	53%	35%	51%	14%	47%	54%	50%	58%	54%	46%
DECREASE	71	56	15	4	18	26	21	51	18	69	2	23	16	8	3	6	6	5	27	43	53	15	26	44
	18%	19%	14%	4%	19%	20%	32%	19%	18%	19%	7%	18%	15%	16%	13%	24%	32%	45%	17%	18%	19%	14%	13%	23%
STAY THE SAME	118	84	35	28	29	42	13	79	30	109	7	34	31	15	7	9	3	5	55	61	83	26	62	54
	30%	28%	33%	30%	30%	32%	20%	29%	29%	29%	30%	27%	29%	27%	26%	38%	13%	41%	35%	26%	30%	24%	32%	28%
PROFITABILITY (D/S)	78	51	27	30	17	19	5	43	25	68	10	36	17	17	3	-3	4	-4	43	34	43	36	61	13
	19%	17%	25%	33%	18%	15%	8%	16%	24%	18%	41%	29%	16%	31%	10%	-14%	18%	-31%	27%	14%	16%	33%	32%	7%
INCREASE	163	117	45	42	39	48	25	107	43	150	12	58	42	26	7	5	8	1	63	98	105	54	87	69
	41%	40%	43%	46%	40%	37%	39%	40%	42%	40%	48%	46%	40%	49%	28%	22%	42%	7%	40%	41%	38%	51%	45%	36%
DECREASE	85	66	19	12	22	29	20	64	18	82	2	23	26	9	5	9	5	5	20	64	62	18	26	55
	21%	23%	18%	13%	22%	23%	31%	24%	18%	22%	7%	18%	24%	18%	18%	36%	24%	38%	13%	27%	22%	17%	14%	29%
STAY THE SAME	144	103	40	35	34	50	17	93	39	132	10	44	37	16	12	9	6	7	72	69	107	30	76	64
	36%	35%	38%	38%	35%	39%	27%	34%	38%	35%	42%	35%	34%	30%	46%	40%	30%	55%	45%	29%	39%	28%	39%	33%
CAPITAL EXPENDITURES (D/S)	118	80	38	49	33	25	10	75	35	110	6	46	39	12	9	2	4	-3	42	74	85	29	69	49
	30%	27%	36%	53%	34%	19%	16%	28%	34%	30%	24%	36%	37%	22%	34%	7%	22%	-24%	27%	31%	31%	27%	36%	25%
INCREASE	175	119	56	57	44	44	23	122	43	165	8	62	53	20	10	10	6	3	67	105	119	48	90	81
	44%	40%	53%	62%	45%	34%	36%	45%	42%	44%	33%	49%	50%	37%	37%	42%	31%	21%	42%	44%	43%	45%	47%	42%
DECREASE	57	39	18	8	11	20	13	47	8	55	2	16	14	8	1	8	2	5	25	31	34	19	22	32
	14%	13%	17%	9%	11%	15%	20%	17%	8%	15%	9%	13%	13%	14%	3%	34%	9%	45%	16%	13%	12%	18%	11%	16%
STAY THE SAME	163	133	30	26	40	62	29	100	49	149	13	47	38	26	15	5	11	4	63	98	120	39	78	79
	41%	45%	28%	29%	41%	48%	44%	37%	48%	40%	55%	38%	36%	49%	57%	21%	60%	33%	40%	42%	43%	36%	41%	41%

Table 1-4
Summary of Key Firm Data

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
FINANCIAL FUTURE (D/S)	302	174	106	65	62	43	61	47	212	88	164	102	35	140	142	178	110	28	26	23	43	172
	75%	87%	70%	84%	84%	60%	86%	86%	86%	58%	75%	79%	76%	82%	71%	81%	68%	78%	46%	73%	76%	78%
TOTAL CONFIDENT	348	186	127	72	67	58	65	51	229	118	190	115	41	154	172	198	135	32	37	28	48	195
	87%	93%	84%	92%	92%	80%	92%	93%	92%	78%	87%	89%	88%	90%	85%	89%	83%	89%	66%	86%	87%	88%
TOTAL NOT CONFIDENT	47	12	22	6	6	14	4	4	16	30	26	13	6	14	29	20	26	4	11	4	6	23
	12%	6%	14%	8%	8%	20%	6%	7%	7%	20%	12%	10%	12%	8%	15%	9%	16%	11%	20%	14%	11%	11%
GROSS REVENUE (D/S)	132	87	37	30	30	24	42	13	102	31	64	52	14	58	63	95	34	11	9	11	24	76
	33%	44%	24%	39%	41%	33%	59%	24%	41%	20%	29%	40%	29%	34%	31%	43%	21%	31%	15%	33%	43%	35%
INCREASE	203	116	73	45	39	33	45	25	140	63	107	69	23	87	102	122	74	16	17	16	29	119
	51%	58%	48%	57%	54%	46%	63%	45%	56%	42%	49%	53%	50%	51%	50%	55%	46%	46%	31%	49%	53%	54%
DECREASE	71	29	36	14	9	9	3	12	38	32	43	17	10	29	38	28	40	5	9	5	5	43
	18%	15%	23%	18%	13%	13%	4%	21%	15%	22%	20%	13%	21%	17%	19%	12%	25%	15%	15%	16%	10%	20%
STAY THE SAME	118	52	38	16	22	29	20	16	66	52	64	42	12	51	60	66	46	13	29	10	21	52
	30%	26%	25%	20%	30%	40%	28%	29%	27%	35%	29%	33%	26%	30%	30%	30%	28%	37%	51%	31%	37%	24%
PROFITABILITY (D/S)	78	45	27	25	13	17	28	8	54	25	28	37	12	40	33	58	16	8	8	6	11	44
	19%	22%	18%	32%	17%	23%	40%	14%	22%	17%	13%	29%	26%	23%	16%	26%	10%	22%	14%	20%	20%	20%
INCREASE	163	84	64	39	29	29	37	21	106	57	82	58	21	72	81	100	57	13	19	11	22	96
	41%	42%	42%	51%	39%	40%	52%	38%	43%	38%	38%	45%	44%	42%	40%	45%	35%	37%	34%	35%	40%	44%
DECREASE	85	40	37	15	16	12	8	13	52	32	55	20	8	32	48	42	41	5	11	5	11	52
	21%	20%	24%	19%	22%	17%	12%	24%	21%	21%	25%	16%	18%	19%	24%	19%	25%	15%	20%	16%	20%	24%
STAY THE SAME	144	71	47	21	27	28	21	21	82	61	75	51	17	60	72	71	63	16	25	15	22	66
	36%	36%	31%	27%	37%	39%	29%	37%	33%	41%	34%	39%	36%	35%	36%	32%	39%	44%	44%	45%	39%	30%
CAPITAL EXPENDITURES (D/S)	118	74	36	25	23	18	30	17	83	34	60	40	18	43	61	73	36	8	24	10	21	62
	30%	37%	23%	32%	31%	25%	42%	30%	33%	23%	27%	31%	40%	25%	30%	33%	22%	22%	43%	31%	37%	28%
INCREASE	175	97	58	35	34	28	42	27	115	59	95	55	24	69	90	106	60	14	34	14	25	94
	44%	48%	38%	45%	47%	39%	60%	48%	47%	39%	43%	43%	52%	40%	45%	48%	37%	39%	61%	43%	45%	43%
DECREASE	57	22	22	10	12	10	13	10	33	24	35	15	6	26	29	34	23	6	10	4	4	32
	14%	11%	14%	13%	16%	14%	18%	18%	13%	16%	16%	12%	12%	15%	15%	15%	14%	17%	18%	12%	8%	14%
STAY THE SAME	163	79	70	31	25	32	16	18	97	65	87	56	17	73	81	79	79	14	11	13	26	93
	41%	40%	46%	40%	34%	44%	22%	33%	39%	43%	40%	43%	36%	43%	40%	36%	49%	41%	20%	39%	47%	42%

Table 1-5
Summary of Key Firm Data

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LIFE BAL	SAFE ENVR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE-TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
FINANCIAL FUTURE (D/S)	302 75%	222 80%	189 78%	183 79%	189 83%	155 83%	153 85%	152 85%	148 87%	46 76%	251 75%	87 78%	179 80%	266 79%	30 52%
TOTAL CONFIDENT	348 87%	249 90%	215 88%	206 90%	207 91%	170 91%	165 92%	165 93%	159 93%	53 87%	291 87%	99 89%	200 89%	299 89%	42 74%
TOTAL NOT CONFIDENT	47 12%	27 10%	25 10%	23 10%	19 8%	15 8%	12 7%	13 7%	10 6%	7 12%	40 12%	12 11%	21 9%	33 10%	13 22%
GROSS REVENUE (D/S)	132 33%	94 34%	93 38%	92 40%	90 39%	66 35%	74 41%	69 39%	69 41%	19 31%	114 34%	32 28%	89 40%	121 36%	9 16%
INCREASE	203 51%	143 52%	130 53%	126 55%	124 55%	101 54%	101 56%	97 54%	95 56%	31 51%	171 51%	55 50%	120 54%	176 52%	24 43%
DECREASE	71 18%	49 18%	37 15%	35 15%	34 15%	35 19%	27 15%	28 15%	26 15%	12 20%	58 17%	23 21%	31 14%	55 16%	15 26%
STAY THE SAME	118 30%	82 30%	71 29%	67 29%	64 28%	47 25%	46 26%	50 28%	47 27%	16 26%	100 30%	31 28%	70 31%	101 30%	14 25%
PROFITABILITY (D/S)	78 19%	60 22%	71 29%	69 30%	67 30%	57 31%	55 31%	48 27%	55 32%	14 23%	65 19%	26 24%	42 19%	68 20%	8 13%
INCREASE	163 41%	113 41%	110 45%	109 47%	104 46%	90 48%	84 47%	76 43%	79 46%	28 45%	135 40%	46 42%	91 40%	137 41%	23 40%
DECREASE	85 21%	53 19%	39 16%	40 17%	37 16%	33 18%	29 16%	29 16%	24 14%	14 22%	71 21%	20 18%	49 22%	69 21%	16 27%
STAY THE SAME	144 36%	108 39%	87 36%	79 34%	82 36%	61 33%	63 35%	70 39%	64 38%	19 31%	122 36%	42 38%	84 37%	125 37%	14 24%
CAPITAL EXPENDITURES (D/S)	118 30%	84 30%	84 34%	83 36%	82 36%	55 29%	61 34%	60 33%	63 37%	14 23%	102 31%	38 34%	75 34%	113 34%	4 6%
INCREASE	175 44%	118 43%	112 46%	105 45%	106 47%	81 44%	81 45%	76 43%	81 48%	24 40%	149 44%	52 47%	101 45%	154 46%	20 35%
DECREASE	57 14%	34 12%	28 12%	22 9%	24 11%	26 14%	20 11%	16 9%	18 11%	11 17%	46 14%	14 13%	26 12%	40 12%	17 29%
STAY THE SAME	163 41%	120 43%	101 42%	102 44%	94 42%	77 41%	77 43%	84 47%	68 40%	26 43%	136 41%	43 39%	96 43%	139 41%	20 35%

Table 2-1
Summary of Key Econ 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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
MN BIZ CLIMATE (D/S)	-102	-26	-20	-13	-17	-26	-46	-56	-53	-30	-21	-60	-33	-9	-29	-7	-20	-10	-29	-73	-62	-18	-4	-5
	-26%	-19%	-23%	-28%	-39%	-32%	-20%	-32%	-35%	-27%	-18%	-31%	-26%	-12%	-41%	-10%	-36%	-33%	-29%	-24%	-44%	-23%	-12%	-4%
BETTER	80	31	18	11	6	14	49	31	26	21	25	36	24	20	8	18	7	4	21	59	21	15	10	28
	20%	22%	21%	23%	15%	17%	22%	18%	17%	18%	22%	19%	19%	25%	11%	26%	12%	11%	22%	20%	14%	19%	27%	28%
WORSE	183	57	39	24	23	40	95	87	79	51	47	96	56	30	36	25	27	14	50	132	83	34	14	33
	46%	41%	44%	51%	53%	49%	42%	50%	53%	45%	41%	49%	45%	37%	53%	37%	48%	44%	51%	44%	58%	42%	39%	32%
SAME	129	50	29	11	14	24	79	50	40	39	43	58	43	28	24	25	23	14	26	102	37	29	12	39
	32%	36%	34%	24%	32%	30%	35%	29%	27%	35%	37%	30%	34%	35%	35%	37%	41%	44%	26%	34%	26%	36%	34%	38%
2021 ECONOMY (D/S)	69	30	10	6	3	20	40	29	-7	25	44	13	29	27	7	23	9	6	14	54	-1	29	7	20
	17%	21%	12%	13%	7%	24%	18%	17%	-4%	22%	39%	7%	23%	34%	10%	33%	16%	20%	15%	18%	-	36%	20%	20%
EXPANSION	141	57	25	17	14	27	83	58	34	41	57	54	49	38	19	30	22	11	36	104	32	41	13	40
	35%	41%	29%	35%	32%	33%	37%	33%	23%	37%	49%	27%	39%	48%	28%	43%	39%	34%	36%	35%	22%	50%	36%	39%
RECESSION	72	27	15	11	11	8	43	29	41	16	12	41	20	11	13	7	13	4	22	50	33	12	5	19
	18%	20%	17%	23%	25%	9%	19%	17%	27%	14%	11%	21%	16%	13%	18%	11%	22%	14%	22%	17%	23%	15%	15%	19%
FLAT	175	53	44	18	17	43	97	78	73	50	45	96	48	30	35	32	20	14	39	136	74	27	16	38
	44%	38%	51%	37%	40%	52%	43%	45%	49%	45%	39%	49%	39%	38%	51%	46%	36%	47%	39%	45%	52%	33%	44%	37%
COVID-19 IMPACT ON ECON (D/S)	348	123	76	40	40	70	199	149	127	99	102	163	111	73	63	59	49	29	89	258	119	67	32	95
	87%	88%	87%	83%	93%	85%	88%	86%	85%	88%	89%	84%	90%	91%	91%	86%	86%	95%	90%	86%	83%	83%	91%	92%
MAJOR/MODEST IMPACT	372	131	81	43	41	76	212	160	137	105	107	178	117	77	65	64	53	30	94	278	130	74	34	99
	93%	94%	94%	89%	96%	92%	94%	92%	92%	94%	94%	91%	94%	96%	94%	93%	93%	97%	94%	93%	91%	91%	95%	96%
MINOR/NO IMPACT	24	8	6	3	2	6	14	11	11	6	6	15	6	3	2	5	4	1	4	20	11	7	2	4
	6%	6%	6%	6%	4%	7%	6%	6%	7%	6%	5%	8%	5%	4%	3%	7%	7%	3%	4%	7%	8%	8%	5%	4%

Table 2-2
Summary of Key Econ Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					12%																			
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
MN BIZ CLIMATE (D/S)	-102	-10	-58	-68	-34	13	-61	-54	80	-183	-	-12	-35	-54	-11	-47	-42	-39	-37	-27	-14	-93	-4	-5
	-26%	-5%	-35%	-19%	-73%	9%	-35%	-76%	100%	-100%	-	-6%	-50%	-46%	-7%	-55%	-29%	-22%	-66%	-16%	-45%	-29%	-9%	-14%
BETTER	80	51	27	78	2	46	27	3	80	-	-	55	8	15	47	8	24	33	5	41	4	60	12	8
	20%	28%	16%	22%	4%	33%	15%	4%	100%	-	-	27%	11%	13%	29%	10%	17%	19%	9%	25%	12%	19%	29%	21%
WORSE	183	60	85	146	36	33	88	57	-	183	-	67	43	70	58	55	66	71	43	68	18	153	16	14
	46%	33%	51%	42%	76%	24%	50%	80%	-	100%	-	33%	61%	59%	36%	65%	46%	41%	75%	41%	58%	48%	38%	36%
SAME	129	66	53	118	9	57	58	10	-	-	129	77	20	29	55	20	50	65	7	55	10	100	12	16
	32%	36%	31%	34%	18%	40%	33%	13%	-	-	100%	38%	28%	24%	34%	23%	35%	37%	11%	34%	30%	31%	29%	43%
2021 ECONOMY (D/S)	69	77	13	91	-21	141	-	-72	43	-24	47	99	-27	-3	70	-21	16	42	-11	35	1	42	12	16
	17%	43%	8%	26%	-44%	100%	-	-100%	54%	-13%	37%	49%	-38%	-3%	43%	-25%	11%	24%	-20%	21%	3%	13%	28%	41%
EXPANSION	141	91	46	137	4	141	-	-	46	33	57	114	6	19	86	12	39	70	9	59	6	102	18	20
	35%	50%	28%	39%	8%	100%	-	-	58%	18%	44%	56%	9%	16%	53%	14%	27%	40%	16%	36%	19%	32%	43%	53%
RECESSION	72	13	33	46	24	-	-	72	3	57	10	16	33	22	16	33	22	28	20	24	5	61	6	5
	18%	7%	20%	13%	52%	-	-	100%	4%	31%	8%	8%	47%	19%	10%	38%	15%	16%	35%	14%	16%	19%	14%	12%
FLAT	175	68	86	153	18	-	175	-	27	88	58	69	32	69	56	41	75	67	28	79	18	144	18	12
	44%	37%	51%	44%	40%	-	100%	-	34%	48%	45%	34%	45%	59%	34%	48%	52%	38%	49%	48%	58%	45%	43%	32%
COVID-19 IMPACT ON ECON (D/S)	348	155	151	306	40	118	155	67	65	171	108	173	67	101	138	81	122	157	52	135	24	274	38	35
	87%	86%	90%	88%	86%	84%	88%	93%	81%	93%	84%	85%	95%	86%	85%	95%	85%	90%	92%	83%	75%	86%	90%	93%
MAJOR/MODEST IMPACT	372	167	159	326	43	129	164	69	72	175	119	187	69	109	150	82	132	165	55	149	27	295	40	37
	93%	92%	95%	94%	93%	92%	94%	96%	90%	96%	92%	92%	98%	92%	92%	97%	92%	94%	96%	91%	86%	92%	95%	96%
MINOR/NO IMPACT	24	12	8	20	3	11	10	3	7	5	10	15	2	7	12	2	10	8	2	13	3	21	2	1
	6%	7%	5%	6%	7%	8%	5%	4%	9%	3%	8%	7%	2%	6%	7%	2%	7%	5%	4%	8%	10%	7%	5%	4%

Table 2-3
Summary of Key Econ Data

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON					FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
MN BIZ CLIMATE (D/S)	-102	-68	-35	-7	-34	-40	-15	-104	1	-103	2	-21	-23	-21	-3	-15	-6	-5	-44	-57	-84	-16	-31	-73
	-26%	-23%	-32%	-8%	-35%	-31%	-24%	-39%	1%	-28%	10%	-17%	-21%	-39%	-11%	-64%	-31%	-43%	-28%	-24%	-30%	-15%	-16%	-38%
BETTER	80	58	22	25	16	20	15	45	27	72	7	30	21	11	4	2	3	1	31	48	49	25	44	30
	20%	20%	21%	28%	17%	16%	23%	17%	27%	19%	29%	24%	20%	20%	14%	10%	13%	12%	20%	20%	18%	23%	23%	15%
WORSE	183	126	57	32	50	60	30	149	26	175	5	51	44	32	6	18	8	7	75	105	132	42	75	103
	46%	43%	53%	35%	52%	47%	47%	55%	26%	47%	20%	41%	41%	59%	25%	73%	45%	55%	48%	44%	48%	39%	39%	53%
SAME	129	102	26	30	30	45	20	70	49	119	10	41	39	11	16	4	7	4	47	81	88	38	70	56
	32%	35%	25%	33%	31%	35%	30%	26%	47%	32%	42%	32%	37%	20%	62%	17%	38%	33%	30%	34%	32%	36%	36%	29%
2021 ECONOMY (D/S)	69	63	6	27	24	8	6	26	34	60	8	40	21	1	9	-9	1	-3	12	56	48	19	57	7
	17%	22%	5%	30%	25%	6%	10%	10%	33%	16%	34%	32%	20%	3%	33%	-37%	7%	-21%	8%	24%	17%	18%	29%	3%
EXPANSION	141	112	29	37	40	36	22	87	42	129	11	54	39	17	9	-	6	2	45	94	94	42	74	60
	35%	38%	27%	41%	41%	28%	34%	32%	41%	35%	44%	43%	36%	31%	36%	-	34%	19%	28%	40%	34%	39%	38%	31%
RECESSION	72	48	23	10	16	27	16	61	8	69	3	14	17	16	1	9	5	5	32	39	46	23	17	53
	18%	16%	22%	11%	17%	21%	24%	23%	8%	19%	10%	11%	16%	29%	3%	37%	27%	40%	20%	16%	17%	21%	9%	28%
FLAT	175	128	48	39	40	63	25	113	51	164	10	52	48	22	16	15	7	5	77	95	131	39	94	76
	44%	43%	45%	43%	41%	49%	39%	42%	50%	44%	39%	41%	45%	40%	61%	63%	39%	41%	49%	40%	47%	36%	49%	39%
COVID-19 IMPACT ON ECON (D/S)	348	253	95	79	89	109	56	270	102	372	-24	109	90	51	25	19	14	10	131	211	235	99	158	177
	87%	86%	89%	87%	91%	85%	87%	100%	100%	100%	-100%	87%	85%	94%	94%	79%	76%	86%	83%	89%	85%	93%	82%	92%
MAJOR/MODEST IMPACT	372	272	100	85	93	119	60	270	102	372	-	117	97	52	25	21	17	11	144	223	255	102	174	185
	93%	93%	94%	93%	96%	92%	93%	100%	100%	100%	-	93%	92%	97%	97%	89%	88%	93%	91%	94%	92%	96%	91%	96%
MINOR/NO IMPACT	24	20	5	5	4	10	4	-	-	-	24	8	7	2	1	3	2	1	13	12	20	3	17	8
	6%	7%	5%	6%	4%	7%	6%	-	-	-	100%	7%	7%	3%	3%	11%	12%	7%	8%	5%	7%	3%	9%	4%

Table 2-4
Summary of Key Econ Data

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV-ELOP MGRS	INCR PROD-UCTIV	NEW PROD	AUTO-MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH-LAND/ NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
MN BIZ CLIMATE (D/S)	-102	-37	-23	-20	-8	-23	-23	-17	-47	-53	-60	-33	-8	-44	-50	-50	-44	-9	-14	-11	-21	-42
	-26%	-19%	-15%	-26%	-11%	-32%	-32%	-31%	-19%	-35%	-27%	-25%	-17%	-26%	-25%	-22%	-27%	-26%	-25%	-35%	-38%	-19%
BETTER	80	43	40	12	18	16	11	11	53	27	44	23	13	32	44	49	30	7	12	5	9	48
	20%	22%	26%	15%	25%	22%	16%	21%	21%	18%	20%	18%	28%	19%	22%	22%	19%	20%	22%	16%	17%	22%
WORSE	183	80	63	32	26	38	34	29	100	80	104	56	21	76	94	99	75	16	26	16	31	91
	46%	40%	41%	41%	36%	54%	48%	52%	41%	53%	47%	44%	45%	45%	47%	45%	46%	46%	46%	51%	55%	41%
SAME	129	71	46	32	28	17	24	13	87	41	69	46	11	61	59	69	55	11	14	11	13	78
	32%	36%	30%	40%	39%	24%	34%	24%	35%	27%	31%	35%	24%	35%	29%	31%	34%	31%	25%	33%	24%	36%
2021 ECONOMY (D/S)	69	53	22	16	16	10	28	8	64	4	34	40	-6	49	14	50	17	8	-1	2	15	43
	17%	27%	15%	21%	22%	14%	40%	15%	26%	3%	15%	31%	-13%	28%	7%	22%	11%	22%	-2%	6%	27%	19%
EXPANSION	141	83	48	30	27	24	37	18	102	39	74	55	9	70	59	85	49	13	7	9	23	81
	35%	42%	32%	38%	37%	33%	52%	33%	41%	26%	34%	43%	19%	41%	29%	39%	30%	37%	13%	29%	42%	37%
RECESSION	72	30	26	13	11	14	9	10	38	34	41	15	15	22	45	36	32	5	8	8	8	39
	18%	15%	17%	17%	15%	19%	12%	18%	15%	23%	19%	12%	33%	13%	22%	16%	20%	15%	15%	24%	14%	17%
FLAT	175	77	75	31	32	32	24	27	100	74	96	57	20	74	93	92	78	17	30	15	20	96
	44%	39%	49%	40%	44%	44%	34%	49%	40%	49%	44%	44%	42%	43%	46%	42%	48%	48%	54%	45%	36%	44%
COVID-19 IMPACT ON ECON (D/S)	348	166	138	70	55	64	68	53	212	134	192	106	45	146	178	198	133	33	38	30	44	192
	87%	83%	91%	90%	75%	88%	96%	97%	86%	89%	88%	82%	96%	85%	88%	90%	82%	93%	68%	92%	79%	87%
MAJOR/MODEST IMPACT	372	182	145	74	64	68	69	54	229	142	204	117	46	158	190	209	147	34	44	31	49	206
	93%	91%	95%	94%	87%	94%	98%	98%	93%	94%	93%	90%	98%	92%	94%	95%	90%	96%	79%	96%	88%	93%
MINOR/NO IMPACT	24	16	7	4	9	4	1	1	17	8	12	11	1	11	11	11	13	1	6	1	5	14
	6%	8%	4%	5%	13%	6%	1%	2%	7%	5%	6%	9%	2%	7%	6%	5%	8%	4%	11%	4%	10%	6%

Table 2-5
Summary of Key Econ Data

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LIFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE-TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
MN BIZ CLIMATE (D/S)	-102 -26%	-70 -25%	-60 -25%	-38 -16%	-39 -17%	-35 -19%	-34 -19%	-33 -18%	-31 -18%	-18 -29%	-84 -25%	-27 -25%	-51 -23%	-78 -23%	-25 -44%
BETTER	80 20%	58 21%	53 22%	57 25%	53 23%	43 23%	41 23%	42 24%	40 23%	10 17%	70 21%	22 19%	48 21%	69 21%	8 14%
WORSE	183 46%	129 46%	113 46%	94 41%	92 40%	79 42%	75 42%	75 42%	71 42%	28 46%	154 46%	49 44%	99 44%	148 44%	33 58%
SAME	129 32%	87 31%	75 31%	76 33%	79 35%	62 33%	61 34%	58 33%	56 33%	21 34%	106 32%	40 36%	71 32%	111 33%	15 26%
2021 ECONOMY (D/S)	69 17%	38 14%	41 17%	43 19%	52 23%	28 15%	43 24%	42 23%	27 16%	12 20%	53 16%	18 16%	44 20%	62 18%	3 5%
EXPANSION	141 35%	91 33%	82 34%	85 37%	89 39%	62 33%	71 39%	72 41%	58 34%	23 37%	114 34%	35 31%	82 36%	116 35%	19 33%
RECESSION	72 18%	53 19%	41 17%	41 18%	36 16%	34 18%	28 16%	31 17%	31 18%	10 17%	61 18%	17 15%	38 17%	54 16%	16 29%
FLAT	175 44%	122 44%	111 46%	98 42%	95 42%	83 45%	74 41%	70 39%	75 44%	26 43%	149 44%	55 49%	99 44%	153 46%	22 38%
COVID-19 IMPACT ON ECON (D/S)	348 87%	239 86%	205 84%	196 85%	188 83%	157 85%	151 84%	152 85%	141 83%	58 94%	286 85%	96 87%	189 84%	285 85%	56 97%
MAJOR/MODEST IMPACT	372 93%	257 93%	223 92%	213 92%	207 91%	171 92%	165 92%	164 92%	155 91%	59 97%	309 92%	103 93%	206 92%	309 92%	56 99%
MINOR/NO IMPACT	24 6%	18 7%	18 7%	16 7%	19 8%	14 7%	14 8%	12 7%	14 8%	2 3%	23 7%	7 6%	17 8%	24 7%	1 1%

Table 3-1
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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
SUPPLY CHAIN ISSUES	143	43	35	17	16	30	79	64	53	41	38	79	38	26	20	26	21	12	43	99	53	33	11	33
	36%	31%	41%	36%	38%	37%	35%	37%	36%	37%	33%	40%	31%	32%	29%	37%	38%	37%	43%	33%	37%	41%	31%	32%
ATTRACTING QUALIFIED WORKERS	140	37	39	18	14	33	75	65	43	33	54	58	41	41	24	27	16	9	30	110	46	33	12	34
	35%	26%	44%	38%	32%	40%	33%	37%	29%	30%	47%	30%	33%	51%	34%	39%	28%	28%	30%	37%	32%	41%	33%	33%
THE COSTS OF HEALTH CARE COVERAGE	104	29	25	15	16	19	54	50	59	20	18	68	26	10	12	18	12	7	26	78	47	18	11	17
	26%	21%	29%	31%	36%	23%	24%	29%	40%	18%	16%	35%	21%	13%	18%	26%	22%	22%	26%	26%	33%	22%	30%	17%
RETAINING QUALIFIED WORKERS	97	28	23	13	8	25	51	47	37	25	29	48	26	23	17	12	13	5	27	70	42	19	4	21
	24%	20%	26%	27%	19%	31%	22%	27%	25%	23%	25%	25%	21%	29%	24%	18%	22%	15%	28%	23%	29%	24%	13%	20%
ECONOMIC AND GLOBAL UNCERTAINTY	44	9	8	7	3	17	16	27	23	4	12	28	7	9	6	8	4	2	10	34	17	5	2	12
	22%	13%	17%	27%	21%	38%	15%	32%	29%	9%	19%	30%	12%	18%	19%	22%	17%	18%	26%	21%	24%	15%	10%	23%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	82	19	22	16	8	18	41	41	31	26	22	47	20	15	15	18	7	6	22	61	36	14	9	12
	21%	13%	26%	33%	18%	22%	18%	24%	21%	23%	19%	24%	16%	19%	22%	27%	13%	20%	22%	20%	25%	18%	26%	12%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	77	23	13	13	8	20	36	41	38	16	16	42	25	10	16	13	8	6	27	49	31	18	3	14
	19%	16%	15%	28%	19%	24%	16%	24%	26%	15%	14%	21%	20%	13%	23%	19%	14%	20%	27%	16%	22%	22%	8%	14%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	75	15	23	11	8	19	38	38	25	26	22	34	20	21	18	11	6	8	19	57	24	19	6	16
	19%	11%	26%	23%	19%	23%	17%	22%	17%	23%	19%	17%	16%	27%	26%	17%	10%	25%	19%	19%	17%	24%	17%	16%
DEVELOPING FUTURE LEADERS	63	18	13	11	5	16	32	31	27	18	15	37	15	11	13	6	3	5	23	40	36	5	4	10
	16%	13%	16%	22%	11%	19%	14%	18%	18%	16%	13%	19%	12%	13%	19%	9%	5%	15%	23%	13%	25%	7%	11%	10%
CYBER SECURITY	38	9	9	4	6	11	17	21	19	7	8	26	6	6	5	4	5	2	10	28	12	7	3	10
	10%	6%	10%	8%	14%	14%	8%	12%	13%	7%	7%	13%	5%	8%	8%	5%	9%	6%	10%	9%	9%	9%	9%	9%
GETTING YOUR PRODUCTS TO MARKET	16	6	3	1	4	2	9	7	7	5	4	6	7	3	4	2	3	1	6	10	5	4	3	3
	8%	8%	8%	4%	16%	5%	8%	8%	10%	7%	7%	6%	11%	8%	11%	5%	9%	6%	10%	7%	7%	9%	22%	6%

Table 3-2
Summary of Concerns: % 10

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SESSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
SUPPLY CHAIN ISSUES	143	62	63	125	14	46	62	31	31	68	41	78	28	34	65	34	41	71	18	53	8	117	14	11
	36%	34%	37%	36%	31%	33%	35%	44%	39%	37%	32%	38%	40%	29%	40%	39%	29%	41%	31%	32%	24%	37%	34%	30%
ATTRACTING QUALIFIED WORKERS	140	64	64	129	8	50	63	21	28	76	33	78	18	40	63	28	41	76	22	41	10	99	24	17
	35%	36%	38%	37%	17%	35%	36%	30%	36%	41%	25%	38%	25%	34%	39%	34%	29%	44%	38%	25%	30%	31%	57%	45%
THE COSTS OF HEALTH CARE COVERAGE	104	39	50	90	14	28	46	27	19	60	22	41	24	37	32	31	38	42	26	35	9	94	4	6
	26%	22%	30%	26%	30%	20%	26%	37%	24%	33%	17%	20%	34%	31%	20%	36%	26%	24%	45%	21%	27%	29%	10%	16%
RETAINING QUALIFIED WORKERS	97	44	44	88	8	36	38	18	17	53	26	51	17	28	35	25	36	59	14	24	10	74	12	11
	24%	24%	26%	25%	17%	26%	21%	25%	21%	29%	20%	25%	24%	23%	22%	29%	25%	34%	25%	15%	31%	23%	29%	29%
ECONOMIC AND GLOBAL UNCERTAINTY	44	15	21	36	7	5	21	15	10	27	7	13	9	20	14	12	17	22	8	14	5	35	6	3
	22%	17%	24%	21%	32%	7%	23%	43%	22%	30%	11%	13%	25%	35%	18%	25%	26%	25%	25%	17%	36%	23%	22%	14%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	82	30	40	70	10	21	43	16	10	56	15	36	13	29	33	20	26	40	17	25	4	67	8	7
	21%	17%	24%	20%	22%	15%	25%	22%	12%	31%	11%	18%	19%	25%	20%	24%	18%	23%	30%	15%	12%	21%	19%	20%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	77	33	34	67	9	26	34	14	17	38	21	34	11	30	29	24	23	35	14	27	9	67	4	6
	19%	18%	20%	19%	19%	19%	19%	20%	22%	21%	16%	17%	16%	25%	18%	29%	16%	20%	24%	16%	28%	21%	10%	16%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	75	31	34	65	9	19	37	16	10	49	16	29	18	27	25	22	26	39	13	23	5	54	12	9
	19%	17%	20%	19%	19%	14%	21%	23%	12%	27%	13%	14%	26%	22%	16%	26%	18%	22%	23%	14%	16%	17%	29%	25%
DEVELOPING FUTURE LEADERS	63	29	23	53	10	15	23	21	10	40	11	28	12	21	28	18	16	33	10	20	7	52	6	5
	16%	16%	14%	15%	20%	11%	13%	29%	12%	22%	9%	14%	18%	17%	17%	21%	11%	19%	18%	12%	23%	16%	14%	12%
CYBER SECURITY	38	16	17	33	6	12	16	10	9	18	12	17	8	13	16	9	14	16	10	13	5	32	2	4
	10%	9%	10%	9%	12%	8%	9%	13%	11%	10%	10%	8%	12%	11%	10%	11%	10%	9%	17%	8%	14%	10%	5%	11%
GETTING YOUR PRODUCTS TO MARKET	16	7	7	14	2	6	5	4	2	5	9	8	5	3	7	5	4	6	1	9	2	13	-	3
	8%	7%	9%	8%	10%	8%	5%	12%	6%	5%	14%	8%	14%	5%	9%	13%	5%	7%	4%	10%	10%	8%	-	15%

Table 3-3
Summary of Concerns: % 10

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
SUPPLY CHAIN ISSUES	143	96	46	38	29	49	22	108	26	135	7	41	48	20	10	10	5	1	44	98	96	40	61	78
	36%	33%	44%	41%	30%	38%	34%	40%	26%	36%	29%	33%	45%	37%	39%	43%	24%	7%	28%	41%	35%	38%	32%	40%
ATTRACTING QUALIFIED WORKERS	140	94	46	33	38	43	22	103	31	134	5	71	23	17	12	9	3	-	37	102	90	42	61	74
	35%	32%	43%	36%	40%	33%	34%	38%	30%	36%	20%	56%	21%	31%	46%	37%	17%	-	23%	43%	32%	39%	32%	38%
THE COSTS OF HEALTH CARE COVERAGE	104	73	31	24	21	38	17	81	15	96	7	28	19	18	4	9	13	5	41	63	70	24	47	52
	26%	25%	29%	26%	22%	29%	26%	30%	15%	26%	29%	23%	18%	33%	16%	38%	66%	39%	26%	27%	25%	22%	25%	27%
RETAINING QUALIFIED WORKERS	97	61	36	25	28	22	18	74	17	91	5	48	16	10	10	6	2	1	24	72	62	29	32	60
	24%	21%	34%	28%	29%	17%	27%	27%	17%	24%	20%	38%	15%	18%	37%	26%	9%	7%	15%	31%	22%	27%	17%	31%
ECONOMIC AND GLOBAL UNCERTAINTY	44	28	16	8	9	18	7	36	6	42	2	16	10	3	4	6	1	2	14	30	29	9	12	31
	22%	19%	32%	17%	19%	29%	21%	27%	11%	22%	15%	22%	20%	14%	26%	51%	11%	23%	20%	24%	22%	15%	13%	30%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	82	56	27	14	23	24	16	64	13	77	3	28	19	10	4	8	3	1	29	51	55	23	33	43
	21%	19%	25%	16%	24%	19%	25%	24%	13%	21%	14%	22%	18%	18%	16%	34%	13%	7%	19%	22%	20%	21%	17%	22%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	77	49	27	19	23	21	11	64	10	74	2	27	15	7	9	7	3	4	21	55	57	13	33	40
	19%	17%	26%	21%	24%	16%	17%	24%	10%	20%	7%	22%	15%	14%	35%	30%	17%	31%	13%	23%	20%	12%	17%	21%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	75	45	30	15	19	24	15	61	10	71	3	22	21	7	6	9	4	1	29	45	53	19	27	45
	19%	15%	28%	17%	20%	19%	22%	23%	10%	19%	10%	17%	20%	14%	24%	37%	23%	7%	18%	19%	19%	18%	14%	23%
DEVELOPING FUTURE LEADERS	63	40	23	17	16	18	10	55	6	61	2	27	11	10	4	5	2	1	19	43	39	17	20	41
	16%	14%	21%	19%	16%	14%	16%	20%	6%	16%	7%	22%	10%	19%	14%	22%	8%	7%	12%	18%	14%	16%	10%	21%
CYBER SECURITY	38	24	14	5	8	13	11	31	6	37	2	9	10	2	4	6	1	1	14	23	29	7	16	21
	10%	8%	13%	5%	8%	10%	16%	12%	5%	10%	7%	7%	10%	3%	17%	24%	5%	12%	9%	10%	11%	6%	8%	11%
GETTING YOUR PRODUCTS TO MARKET	16	11	5	6	2	6	2	12	4	16	-	1	3	5	3	2	1	-	4	12	10	5	7	9
	8%	7%	10%	13%	3%	9%	5%	9%	8%	9%	-	3%	5%	16%	24%	18%	7%	-	5%	11%	7%	10%	7%	9%

Table 3-4
Summary of Concerns: % 10

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
SUPPLY CHAIN ISSUES	143	78	52	27	21	30	24	15	90	53	90	39	11	56	80	82	58	10	21	11	22	77
	36%	39%	34%	34%	29%	42%	34%	27%	36%	35%	41%	30%	24%	33%	40%	37%	36%	28%	38%	35%	39%	35%
ATTRACTING QUALIFIED WORKERS	140	101	43	43	30	17	25	13	119	21	118	20	2	73	60	95	43	11	21	10	29	73
	35%	51%	28%	55%	41%	24%	36%	24%	48%	14%	54%	15%	4%	43%	30%	43%	27%	30%	38%	31%	51%	33%
THE COSTS OF HEALTH CARE COVERAGE	104	52	31	20	22	22	17	16	56	48	67	25	10	43	54	50	53	8	16	13	17	52
	26%	26%	21%	26%	31%	30%	25%	29%	23%	32%	30%	19%	22%	25%	27%	22%	33%	22%	28%	41%	31%	24%
RETAINING QUALIFIED WORKERS	97	67	30	31	17	12	11	10	75	22	72	22	2	46	44	60	36	7	17	8	20	49
	24%	34%	20%	40%	24%	17%	15%	18%	30%	15%	33%	17%	4%	27%	22%	27%	22%	20%	31%	24%	35%	22%
ECONOMIC AND GLOBAL UNCERTAINTY	44	20	21	5	5	9	7	8	28	16	34	8	3	23	19	25	18	5	9	3	11	16
	22%	19%	28%	13%	13%	25%	19%	27%	22%	22%	28%	13%	12%	24%	20%	21%	24%	32%	28%	21%	35%	15%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	82	38	22	17	18	13	24	11	49	33	52	21	9	37	41	47	34	8	20	6	11	39
	21%	19%	15%	21%	25%	18%	34%	20%	20%	22%	24%	17%	18%	21%	20%	21%	21%	22%	35%	20%	20%	18%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	77	42	25	21	16	14	12	11	52	25	56	15	5	30	42	46	29	11	5	7	11	36
	19%	21%	16%	27%	22%	19%	17%	20%	21%	17%	26%	12%	10%	18%	21%	21%	18%	30%	8%	22%	20%	16%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	75	37	21	15	17	12	18	8	47	28	52	14	9	37	36	44	31	8	16	6	11	34
	19%	18%	14%	19%	23%	17%	25%	14%	19%	19%	24%	11%	20%	21%	18%	20%	19%	22%	29%	18%	20%	15%
DEVELOPING FUTURE LEADERS	63	31	20	24	10	8	10	6	42	21	46	13	3	27	30	43	18	6	8	4	10	30
	16%	15%	13%	31%	14%	11%	14%	11%	17%	14%	21%	10%	7%	16%	15%	19%	11%	17%	15%	12%	18%	14%
CYBER SECURITY	38	19	16	7	7	9	6	5	20	18	25	10	4	18	18	19	17	3	1	5	8	17
	10%	10%	10%	9%	10%	13%	8%	9%	8%	12%	11%	8%	8%	11%	9%	9%	11%	9%	2%	16%	15%	8%
GETTING YOUR PRODUCTS TO MARKET	16	7	8	4	3	5	-	2	6	10	5	10	-	8	5	9	6	1	-	3	1	9
	8%	7%	11%	11%	9%	13%	-	6%	5%	13%	5%	14%	-	11%	5%	9%	7%	3%	-	15%	4%	9%

Table 3-5
Summary of Concerns: % 10

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LIFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE-TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
SUPPLY CHAIN ISSUES	143 36%	98 35%	94 39%	83 36%	83 36%	68 37%	62 35%	55 31%	68 40%	23 37%	120 36%	40 36%	79 35%	119 35%	23 41%
ATTRACTING QUALIFIED WORKERS	140 35%	102 37%	95 39%	79 34%	90 40%	67 36%	64 36%	62 35%	70 41%	23 38%	117 35%	40 36%	77 34%	117 35%	21 36%
THE COSTS OF HEALTH CARE COVERAGE	104 26%	73 26%	63 26%	56 24%	54 24%	47 25%	53 29%	40 22%	46 27%	15 24%	89 27%	29 26%	56 25%	85 25%	17 30%
RETAINING QUALIFIED WORKERS	97 24%	73 27%	61 25%	58 25%	58 26%	50 27%	43 24%	41 23%	45 27%	16 26%	81 24%	32 28%	50 22%	81 24%	13 23%
ECONOMIC AND GLOBAL UNCERTAINTY	44 22%	29 21%	29 23%	28 23%	31 26%	23 23%	20 21%	18 21%	22 25%	8 29%	36 21%	13 22%	23 21%	36 22%	6 23%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	82 21%	54 19%	53 22%	43 19%	47 21%	36 19%	37 20%	34 19%	33 19%	12 20%	69 21%	24 22%	41 18%	65 19%	16 29%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	77 19%	55 20%	48 20%	40 18%	44 20%	39 21%	33 19%	24 13%	32 19%	10 17%	65 20%	22 20%	36 16%	58 17%	15 26%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	75 19%	48 17%	51 21%	44 19%	45 20%	32 17%	39 21%	34 19%	35 21%	10 17%	65 20%	29 26%	33 15%	62 18%	13 23%
DEVELOPING FUTURE LEADERS	63 16%	43 16%	38 16%	38 17%	41 18%	30 16%	32 18%	28 16%	32 19%	10 16%	53 16%	25 23%	25 11%	50 15%	11 19%
CYBER SECURITY	38 10%	25 9%	26 11%	17 8%	19 8%	21 11%	14 8%	12 7%	16 9%	12 19%	27 8%	10 9%	15 7%	26 8%	12 21%
GETTING YOUR PRODUCTS TO MARKET	16 8%	12 9%	11 9%	8 7%	7 6%	8 9%	8 8%	7 8%	7 9%	3 9%	13 8%	5 9%	10 9%	15 9%	1 3%

Table 4-1
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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
SUPPLY CHAIN ISSUES	268	90	63	33	25	57	153	115	88	82	85	129	84	54	45	46	31	25	65	203	93	58	21	68
	67%	64%	72%	68%	59%	70%	67%	67%	59%	73%	74%	66%	67%	68%	66%	67%	56%	82%	65%	68%	65%	72%	59%	66%
ATTRACTING QUALIFIED WORKERS	245	77	63	30	23	52	141	104	79	63	90	103	79	62	40	44	39	17	59	185	78	64	19	55
	61%	55%	73%	62%	53%	63%	62%	60%	53%	57%	78%	53%	64%	77%	59%	64%	70%	53%	59%	62%	55%	79%	53%	54%
THE COSTS OF HEALTH CARE COVERAGE	199	65	44	21	23	45	109	90	82	57	45	105	62	32	27	31	29	18	46	152	77	42	19	42
	50%	47%	51%	45%	53%	55%	48%	52%	55%	51%	39%	54%	50%	40%	39%	44%	51%	57%	47%	51%	54%	52%	53%	40%
RETAINING QUALIFIED WORKERS	195	55	51	24	19	46	106	89	68	51	67	82	63	49	31	30	28	16	49	145	61	48	17	45
	49%	39%	59%	50%	44%	56%	47%	52%	45%	46%	58%	42%	51%	61%	45%	44%	50%	50%	49%	48%	43%	60%	47%	44%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	184	53	46	25	19	41	99	85	70	50	54	83	56	45	28	32	25	15	45	139	59	53	16	34
	46%	38%	53%	52%	45%	50%	44%	49%	47%	45%	47%	42%	45%	56%	41%	47%	44%	49%	45%	46%	41%	65%	46%	33%
ECONOMIC AND GLOBAL UNCERTAINTY	81	21	19	10	7	23	40	40	39	11	24	46	18	17	12	13	11	3	17	63	27	16	9	18
	40%	32%	40%	39%	40%	53%	36%	46%	49%	23%	37%	48%	31%	35%	37%	39%	46%	24%	45%	39%	39%	45%	42%	36%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	140	41	32	22	15	30	74	66	50	41	43	70	40	30	22	31	16	9	35	105	57	33	12	21
	35%	30%	37%	45%	34%	37%	32%	38%	34%	36%	37%	36%	32%	37%	32%	44%	29%	29%	35%	35%	40%	41%	34%	20%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	130	31	30	22	14	33	61	69	49	39	34	64	40	26	22	23	16	11	35	95	49	33	11	23
	32%	22%	34%	45%	32%	41%	27%	40%	33%	35%	30%	33%	32%	32%	32%	34%	29%	36%	35%	32%	35%	41%	32%	23%
DEVELOPING FUTURE LEADERS	122	38	32	14	8	30	70	52	44	32	35	58	30	33	26	20	10	6	34	87	49	21	7	33
	30%	27%	37%	29%	18%	37%	31%	30%	29%	29%	31%	30%	24%	41%	37%	29%	18%	20%	35%	29%	34%	26%	19%	32%
CYBER SECURITY	99	31	17	12	13	27	48	51	44	23	21	54	26	18	15	13	12	5	25	74	32	22	7	24
	25%	22%	20%	24%	30%	32%	21%	30%	30%	21%	18%	28%	21%	23%	21%	20%	22%	16%	25%	25%	23%	28%	21%	24%
GETTING YOUR PRODUCTS TO MARKET	39	15	7	2	10	6	22	18	13	16	9	19	17	3	8	5	4	2	10	29	16	6	5	11
	20%	20%	16%	11%	37%	15%	19%	20%	18%	24%	18%	19%	25%	8%	22%	14%	11%	11%	17%	21%	22%	14%	36%	22%

Table 4-2
Summary of Concerns: % 8-10

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SESSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
SUPPLY CHAIN ISSUES	268	119	114	233	31	94	112	54	52	122	90	145	51	68	112	63	88	123	39	104	16	213	30	24
	67%	66%	68%	67%	67%	67%	64%	75%	65%	67%	70%	71%	73%	57%	69%	75%	61%	70%	68%	64%	51%	67%	72%	64%
ATTRACTING QUALIFIED WORKERS	245	104	111	215	26	83	106	47	42	120	78	129	43	67	96	57	83	113	41	89	15	182	32	30
	61%	58%	66%	62%	56%	59%	61%	66%	52%	66%	60%	64%	61%	57%	59%	67%	58%	64%	72%	54%	48%	57%	76%	79%
THE COSTS OF HEALTH CARE COVERAGE	199	82	93	175	23	57	91	43	34	108	52	87	45	63	70	54	70	88	37	73	15	167	18	14
	50%	46%	55%	50%	50%	41%	52%	61%	43%	59%	40%	43%	64%	53%	43%	64%	49%	50%	65%	45%	47%	52%	43%	36%
RETAINING QUALIFIED WORKERS	195	78	92	170	21	72	78	38	34	97	60	98	35	57	76	47	67	94	28	71	15	145	24	25
	49%	43%	55%	49%	45%	51%	44%	53%	42%	53%	46%	48%	49%	48%	46%	55%	46%	54%	49%	43%	48%	46%	57%	66%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	184	69	93	162	18	73	71	35	37	96	47	95	37	47	70	50	58	80	32	70	12	139	24	21
	46%	38%	56%	47%	39%	52%	40%	49%	47%	52%	37%	47%	53%	40%	43%	59%	40%	46%	57%	43%	38%	43%	57%	55%
ECONOMIC AND GLOBAL UNCERTAINTY	81	27	43	70	9	19	37	22	16	45	18	36	15	28	22	23	32	39	16	26	8	64	10	7
	40%	31%	50%	40%	40%	28%	41%	60%	35%	50%	30%	36%	41%	48%	28%	49%	48%	44%	48%	33%	52%	42%	36%	35%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	140	56	59	115	22	44	64	29	18	82	38	69	24	43	56	34	47	67	24	47	11	110	16	14
	35%	31%	35%	33%	48%	31%	37%	40%	23%	45%	29%	34%	33%	36%	34%	40%	33%	38%	43%	29%	34%	34%	38%	36%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	130	52	52	104	24	37	58	32	14	82	32	54	30	42	44	37	45	60	24	44	11	104	14	12
	32%	29%	31%	30%	51%	26%	33%	44%	17%	45%	25%	26%	43%	36%	27%	44%	31%	35%	43%	27%	34%	33%	33%	30%
DEVELOPING FUTURE LEADERS	122	53	53	106	14	39	48	28	26	63	28	58	25	35	59	29	32	60	20	41	9	88	20	13
	30%	30%	32%	31%	31%	28%	27%	40%	33%	34%	22%	29%	36%	30%	36%	34%	22%	34%	35%	25%	28%	28%	48%	34%
CYBER SECURITY	99	43	39	82	17	30	42	23	21	43	33	40	20	38	35	22	39	42	18	39	11	81	10	8
	25%	24%	23%	23%	36%	21%	24%	32%	27%	23%	26%	20%	28%	32%	21%	26%	27%	24%	31%	24%	33%	25%	24%	22%
GETTING YOUR PRODUCTS TO MARKET	39	17	16	34	6	15	13	10	6	17	16	21	10	9	16	9	15	16	5	17	3	36	-	3
	20%	19%	20%	19%	23%	20%	16%	27%	16%	18%	24%	20%	27%	15%	19%	23%	19%	19%	21%	20%	19%	22%	-	15%

Table 4-3
Summary of Concerns: % 8-10

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNEFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
SUPPLY CHAIN ISSUES	268	189	79	59	69	89	42	187	67	254	12	90	77	36	18	14	10	5	88	179	182	76	113	147
	67%	64%	74%	65%	72%	69%	64%	69%	65%	68%	51%	72%	72%	67%	70%	60%	54%	45%	56%	76%	66%	72%	59%	76%
ATTRACTING QUALIFIED WORKERS	245	176	69	51	69	78	39	173	56	230	13	108	48	28	17	19	10	4	70	170	162	71	107	131
	61%	60%	64%	56%	71%	61%	60%	64%	55%	62%	54%	86%	45%	51%	67%	80%	51%	31%	45%	72%	59%	67%	56%	68%
THE COSTS OF HEALTH CARE COVERAGE	199	137	62	45	44	70	32	146	40	186	12	61	44	31	10	15	18	5	78	119	139	49	88	102
	50%	47%	58%	49%	45%	54%	50%	54%	39%	50%	48%	48%	41%	57%	36%	64%	96%	46%	49%	50%	50%	46%	46%	53%
RETAINING QUALIFIED WORKERS	195	139	56	41	55	61	30	139	43	181	12	82	42	20	13	14	7	5	50	141	132	54	78	111
	49%	47%	52%	45%	57%	47%	47%	51%	42%	49%	48%	65%	40%	37%	48%	59%	37%	45%	32%	60%	48%	51%	40%	57%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	184	129	54	43	55	55	25	137	37	175	8	62	39	25	19	16	8	7	55	127	130	43	82	96
	46%	44%	51%	47%	57%	43%	39%	51%	37%	47%	33%	49%	37%	46%	72%	67%	41%	57%	35%	54%	47%	40%	43%	50%
ECONOMIC AND GLOBAL UNCERTAINTY	81	56	25	16	19	30	14	62	16	78	2	24	27	8	7	6	2	2	27	54	53	19	29	49
	40%	37%	49%	37%	38%	47%	39%	46%	29%	41%	15%	33%	52%	33%	50%	58%	22%	23%	37%	43%	40%	35%	32%	48%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	140	103	36	24	38	46	27	112	19	131	7	42	33	23	8	11	5	5	45	93	95	37	52	79
	35%	35%	34%	26%	39%	35%	41%	41%	19%	35%	29%	33%	31%	42%	30%	45%	26%	41%	29%	39%	34%	35%	27%	41%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	130	87	43	24	35	37	26	103	17	120	8	35	37	15	9	13	8	4	52	76	91	32	53	71
	32%	30%	40%	26%	36%	29%	41%	38%	17%	32%	32%	28%	35%	27%	32%	54%	44%	33%	33%	32%	33%	30%	28%	37%
DEVELOPING FUTURE LEADERS	122	85	37	27	28	40	20	100	16	116	5	49	24	18	7	8	5	3	37	83	78	36	43	75
	30%	29%	35%	29%	29%	31%	31%	37%	15%	31%	19%	39%	23%	33%	27%	32%	27%	28%	24%	35%	28%	34%	22%	39%
CYBER SECURITY	99	61	38	15	22	36	20	76	17	94	6	26	26	12	9	10	4	4	38	60	64	28	40	57
	25%	21%	36%	16%	22%	28%	31%	28%	17%	25%	23%	21%	25%	22%	36%	40%	21%	31%	24%	25%	23%	26%	21%	29%
GETTING YOUR PRODUCTS TO MARKET	39	27	12	9	11	13	5	27	10	37	3	6	11	7	5	3	2	2	11	28	24	14	17	21
	20%	19%	21%	18%	22%	19%	16%	20%	20%	20%	18%	12%	20%	24%	38%	25%	14%	50%	13%	25%	16%	27%	16%	23%

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

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
SUPPLY CHAIN ISSUES	268	140	100	56	52	51	45	34	175	93	166	72	27	108	144	150	111	24	36	18	39	148
	67%	70%	65%	72%	71%	72%	64%	61%	71%	62%	76%	56%	58%	63%	71%	68%	68%	69%	64%	57%	71%	67%
ATTRACTING QUALIFIED WORKERS	245	162	83	61	48	39	46	30	194	51	180	59	5	119	111	148	90	19	31	17	43	137
	61%	81%	54%	78%	66%	54%	66%	55%	78%	34%	82%	46%	10%	70%	55%	67%	55%	54%	56%	53%	76%	62%
THE COSTS OF HEALTH CARE COVERAGE	199	101	67	44	38	39	29	35	117	81	123	53	19	85	100	99	93	16	35	18	35	104
	50%	51%	44%	56%	53%	54%	41%	64%	47%	54%	56%	41%	40%	49%	50%	45%	57%	44%	63%	55%	62%	47%
RETAINING QUALIFIED WORKERS	195	127	68	51	41	32	29	25	145	50	135	56	2	97	84	114	76	16	30	15	38	101
	49%	64%	45%	66%	57%	44%	41%	46%	59%	33%	62%	44%	4%	57%	42%	52%	47%	44%	54%	45%	68%	46%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	184	106	61	44	31	30	33	28	130	54	130	43	10	85	85	103	74	18	14	15	30	95
	46%	53%	40%	56%	42%	42%	47%	50%	52%	36%	59%	33%	21%	50%	42%	47%	46%	52%	26%	45%	55%	43%
ECONOMIC AND GLOBAL UNCERTAINTY	81	42	38	10	10	15	16	14	51	30	54	20	7	41	36	47	32	7	11	6	17	40
	40%	40%	50%	25%	28%	44%	43%	51%	41%	40%	45%	33%	31%	44%	38%	40%	43%	45%	36%	42%	55%	36%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	140	66	44	33	29	21	31	18	88	52	86	38	14	67	64	78	57	14	24	11	19	71
	35%	33%	29%	42%	39%	30%	44%	33%	35%	35%	39%	29%	30%	39%	32%	35%	35%	41%	43%	33%	33%	32%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	130	63	42	26	24	22	28	17	81	49	80	34	15	55	67	69	57	14	23	10	23	57
	32%	31%	28%	33%	33%	31%	39%	30%	33%	32%	36%	26%	31%	32%	33%	31%	35%	41%	41%	31%	42%	26%
DEVELOPING FUTURE LEADERS	122	63	48	42	23	13	22	17	86	36	85	28	8	54	58	74	42	7	13	7	25	68
	30%	32%	31%	54%	32%	18%	30%	31%	35%	24%	39%	21%	18%	32%	29%	34%	26%	20%	24%	22%	45%	31%
CYBER SECURITY	99	50	42	19	21	26	16	12	56	42	64	26	7	43	47	51	44	9	15	11	15	48
	25%	25%	28%	25%	28%	36%	22%	23%	23%	28%	29%	20%	15%	25%	23%	23%	27%	26%	27%	33%	27%	22%
GETTING YOUR PRODUCTS TO MARKET	39	22	14	6	9	10	2	4	22	17	20	16	2	20	17	23	15	1	2	6	6	22
	20%	23%	19%	16%	25%	26%	5%	15%	18%	23%	20%	22%	10%	26%	16%	22%	18%	6%	9%	33%	22%	20%

Table 4-5
Summary of Concerns: % 8-10

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LIFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE-TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
SUPPLY CHAIN ISSUES	268 67%	191 69%	166 68%	163 71%	149 66%	128 69%	120 66%	120 67%	119 70%	48 79%	218 65%	74 67%	147 65%	221 66%	43 74%
ATTRACTING QUALIFIED WORKERS	245 61%	170 61%	156 64%	139 60%	142 63%	121 65%	108 60%	109 61%	113 67%	43 71%	200 60%	57 51%	143 64%	200 59%	41 72%
THE COSTS OF HEALTH CARE COVERAGE	199 50%	143 52%	123 51%	114 49%	110 48%	100 54%	99 55%	89 50%	88 52%	38 62%	158 47%	58 52%	110 49%	167 50%	28 49%
RETAINING QUALIFIED WORKERS	195 49%	136 49%	125 51%	118 51%	114 50%	93 50%	87 49%	87 49%	90 53%	37 61%	156 47%	48 43%	115 51%	163 49%	27 47%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	184 46%	122 44%	114 47%	103 44%	107 47%	84 45%	83 46%	71 40%	81 48%	24 39%	159 47%	53 48%	99 44%	152 45%	28 49%
ECONOMIC AND GLOBAL UNCERTAINTY	81 40%	51 39%	52 42%	47 39%	50 42%	40 40%	38 42%	29 34%	38 43%	15 53%	65 39%	21 37%	40 37%	61 37%	18 61%
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	140 35%	98 35%	90 37%	76 33%	80 35%	66 35%	66 37%	62 35%	61 36%	22 35%	117 35%	41 37%	72 32%	113 34%	25 44%
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	130 32%	86 31%	79 33%	68 29%	72 32%	58 31%	62 35%	58 33%	56 33%	20 33%	107 32%	41 37%	66 29%	107 32%	21 37%
DEVELOPING FUTURE LEADERS	122 30%	86 31%	74 31%	76 33%	77 34%	64 34%	61 34%	56 32%	62 36%	23 38%	97 29%	37 34%	63 28%	100 30%	18 32%
CYBER SECURITY	99 25%	68 25%	64 26%	48 21%	56 25%	49 26%	44 24%	41 23%	43 25%	29 47%	68 20%	22 20%	49 22%	72 21%	24 42%
GETTING YOUR PRODUCTS TO MARKET	39 20%	30 21%	23 20%	23 21%	22 20%	18 21%	18 21%	18 20%	20 25%	5 16%	34 20%	12 21%	23 20%	34 20%	5 17%

Table 5-1
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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	227 57%	173 43%	149 37%	112 28%	115 29%	195 49%	124 31%	80 20%	69 17%	69 17%	57 14%	31 8%	99 25%	300 75%	142 36%	81 20%	35 9%	103 26%
SUPPLY CHAIN ISSUES	8.0	7.7	8.2	7.9	8.0	8.1	7.9	8.0	7.7	8.2	8.2	7.9	8.0	8.0	7.9	8.0	7.8	8.3	7.9	8.0	7.9	8.3	7.7	7.8
ATTRACTING QUALIFIED WORKERS	7.4	6.9	8.1	7.6	7.3	7.4	7.4	7.4	6.9	7.2	8.4	6.9	7.5	8.3	7.3	7.8	7.9	6.9	7.3	7.4	7.1	8.4	6.7	7.0
THE COSTS OF HEALTH CARE COVERAGE	7.0	6.9	7.1	6.7	7.6	7.1	7.0	7.1	7.4	7.0	6.6	7.3	6.9	6.5	6.4	6.7	7.2	7.0	7.0	7.0	7.2	7.2	7.3	6.5
ECONOMIC AND GLOBAL UNCERTAINTY	6.9	6.4	6.7	7.2	7.0	7.7	6.6	7.4	7.1	6.6	6.7	7.1	6.6	6.9	7.1	6.9	6.7	6.5	6.9	6.9	6.9	7.3	6.7	6.6
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.7	6.3	6.7	7.1	6.8	7.2	6.5	7.1	6.7	6.6	7.0	6.5	6.6	7.4	6.7	6.8	6.9	6.9	6.7	6.8	6.5	7.8	6.5	6.1
RETAINING QUALIFIED WORKERS	6.7	6.3	7.2	6.9	6.3	6.9	6.6	6.8	6.5	6.5	7.2	6.5	6.5	7.3	6.7	6.3	7.1	6.2	6.9	6.6	6.5	7.4	6.0	6.4
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	6.1	5.5	6.4	6.4	6.2	6.5	5.9	6.4	6.0	6.3	6.0	6.1	5.9	6.2	6.1	6.4	6.0	5.9	6.2	6.1	6.4	6.3	5.9	5.3
DEVELOPING FUTURE LEADERS	6.0	5.8	6.1	6.1	5.8	6.4	5.9	6.1	6.0	5.9	6.2	6.0	5.7	6.5	6.3	5.7	5.6	5.1	6.3	5.9	6.3	6.3	5.0	5.8
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	5.9	5.3	6.4	6.0	6.1	6.5	5.7	6.2	5.9	6.2	5.8	5.8	5.9	6.2	6.2	5.8	5.9	6.0	6.1	5.9	6.1	6.7	5.4	5.3
CYBER SECURITY	5.5	5.4	5.4	4.9	5.7	5.9	5.4	5.6	5.5	5.4	5.4	5.5	5.3	5.6	5.2	5.2	5.3	5.5	5.2	5.5	5.1	5.9	5.2	5.3
GETTING YOUR PRODUCTS TO MARKET	4.9	5.3	4.9	3.7	5.7	4.4	5.2	4.6	4.8	5.2	4.9	4.8	5.1	4.9	4.9	4.5	4.5	5.3	4.6	5.0	5.1	5.1	5.7	4.7

Table 5-2
Summary of Concerns: Mean

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER			
					CONF																	CONF	CONF	50	51-100
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38	
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%	
SUPPLY CHAIN ISSUES	8.0	7.9	8.1	8.0	7.7	7.9	7.9	8.2	7.7	8.1	7.9	8.1	8.1	7.7	8.1	8.1	7.7	8.2	8.0	7.7	7.3	7.9	8.1	7.8	
ATTRACTING QUALIFIED WORKERS	7.4	7.3	7.6	7.4	6.9	7.5	7.3	7.3	7.1	7.7	7.2	7.5	7.3	7.2	7.4	7.7	7.1	7.6	8.0	7.0	7.0	7.2	8.1	8.5	
THE COSTS OF HEALTH CARE COVERAGE	7.0	6.6	7.4	7.0	7.2	6.6	7.1	7.6	6.5	7.6	6.6	6.6	7.7	7.4	6.7	7.6	7.1	6.9	8.0	6.8	7.2	7.2	6.7	6.3	
ECONOMIC AND GLOBAL UNCERTAINTY	6.9	6.6	7.3	7.0	6.5	6.3	7.1	7.6	6.9	7.3	6.4	6.8	6.8	7.2	6.8	6.8	7.2	7.2	6.9	6.6	7.6	6.9	7.1	6.7	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.7	6.5	7.1	6.8	6.2	7.1	6.6	6.6	6.7	6.9	6.5	6.8	6.8	6.6	6.7	7.2	6.5	6.7	7.3	6.6	6.4	6.6	7.5	7.4	
RETAINING QUALIFIED WORKERS	6.7	6.4	7.1	6.7	6.1	6.9	6.4	6.8	6.1	7.0	6.7	6.7	6.5	6.7	6.5	7.0	6.7	7.1	6.8	6.2	6.8	6.5	7.0	7.6	
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	6.1	5.8	6.2	6.0	6.8	5.8	6.2	6.4	5.3	6.9	5.5	5.8	6.0	6.6	6.1	6.3	6.0	6.5	6.6	5.5	5.8	6.1	6.1	6.4	
DEVELOPING FUTURE LEADERS	6.0	5.9	6.2	6.0	5.7	6.0	5.8	6.4	5.7	6.3	5.7	5.9	6.4	5.9	6.2	6.5	5.5	6.1	6.3	5.8	5.8	5.9	6.3	6.6	
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	5.9	5.6	6.0	5.8	6.8	5.5	6.0	6.6	5.1	6.7	5.5	5.5	6.5	6.3	5.6	6.5	6.0	6.2	6.4	5.5	6.0	5.9	5.9	6.5	
CYBER SECURITY	5.5	5.3	5.6	5.5	5.6	5.3	5.4	6.1	5.5	5.6	5.2	5.2	5.8	5.7	5.4	5.6	5.4	5.3	6.1	5.4	5.3	5.4	5.2	6.0	
GETTING YOUR PRODUCTS TO MARKET	4.9	4.7	5.2	4.9	4.9	5.1	4.7	5.2	5.0	4.9	4.9	4.9	5.5	4.5	5.0	5.3	4.6	4.8	4.5	5.1	4.5	4.9	4.6	5.1	

Table 5-3
Summary of Concerns: Mean

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
SUPPLY CHAIN ISSUES	8.0	7.8	8.4	7.9	8.1	8.1	7.8	8.1	7.7	8.0	7.2	8.1	8.3	8.1	8.0	8.3	7.4	6.8	7.4	8.3	7.8	8.3	7.6	8.4
ATTRACTING QUALIFIED WORKERS	7.4	7.3	7.6	7.5	7.8	7.4	7.1	7.5	7.2	7.4	6.5	8.9	6.6	6.7	7.9	8.3	6.5	6.3	6.3	8.1	7.3	7.6	7.0	7.8
THE COSTS OF HEALTH CARE COVERAGE	7.0	6.8	7.6	6.8	6.9	7.3	7.1	7.2	6.5	7.0	7.1	6.9	6.5	7.5	6.1	7.6	9.4	7.7	6.9	7.1	7.0	6.9	6.8	7.2
ECONOMIC AND GLOBAL UNCERTAINTY	6.9	6.7	7.5	6.7	6.9	7.2	7.1	7.2	6.3	7.0	6.1	6.6	7.0	7.1	7.9	8.3	6.0	6.6	6.8	7.0	6.9	6.7	6.5	7.3
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.7	6.6	7.1	7.0	7.3	6.5	6.3	6.9	6.4	6.8	6.2	7.3	6.2	6.4	8.0	7.7	6.2	7.5	6.0	7.2	6.8	6.4	6.5	7.0
RETAINING QUALIFIED WORKERS	6.7	6.6	7.0	6.7	7.0	6.6	6.4	6.9	6.1	6.7	6.3	7.7	6.1	6.2	7.5	7.0	5.2	6.8	5.7	7.3	6.6	6.9	6.2	7.2
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	6.1	6.1	6.2	5.7	6.3	6.0	6.5	6.5	5.3	6.2	4.7	6.1	5.9	6.3	5.8	7.0	5.2	6.5	5.8	6.3	6.0	6.2	5.6	6.5
DEVELOPING FUTURE LEADERS	6.0	5.9	6.2	6.1	5.9	6.0	6.2	6.4	5.2	6.0	5.4	6.8	5.4	5.9	6.2	6.3	5.4	5.3	5.2	6.5	5.9	6.2	5.6	6.5
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	5.9	5.8	6.3	5.7	5.8	6.0	6.3	6.3	5.0	6.0	5.4	5.8	6.0	5.6	5.8	7.1	5.7	6.7	5.8	6.0	5.9	5.9	5.5	6.3
CYBER SECURITY	5.5	5.2	6.1	4.6	5.3	5.8	6.1	5.6	5.2	5.5	5.0	5.3	5.2	5.4	6.0	6.8	5.2	6.3	5.1	5.6	5.4	5.5	5.1	5.8
GETTING YOUR PRODUCTS TO MARKET	4.9	4.9	5.0	4.7	4.7	5.1	5.2	5.1	4.6	4.9	4.6	4.5	5.2	5.4	5.2	5.7	4.3	5.4	3.9	5.7	4.8	5.3	4.5	5.3

Table 5-4
Summary of Concerns: Mean

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	199 50%	152 38%	78 19%	73 18%	72 18%	71 18%	55 14%	248 62%	151 38%	219 55%	129 32%	47 12%	171 43%	202 50%	221 55%	162 41%	36 20%	56 31%	32 18%	56 31%	220 55%
SUPPLY CHAIN ISSUES	8.0	8.2	7.7	8.1	8.0	8.2	8.0	7.9	8.1	7.7	8.4	7.6	7.1	7.8	8.1	8.1	7.9	7.9	7.9	7.9	8.0	7.9
ATTRACTING QUALIFIED WORKERS	7.4	8.6	7.0	8.4	7.8	6.9	7.7	7.1	8.4	5.8	8.6	6.8	3.7	8.0	6.9	7.8	7.1	6.9	7.6	7.2	8.2	7.4
THE COSTS OF HEALTH CARE COVERAGE	7.0	7.1	6.7	7.2	7.4	7.2	6.9	7.6	6.9	7.2	7.4	6.7	6.1	7.1	7.0	6.8	7.3	6.4	7.9	7.6	7.4	6.9
ECONOMIC AND GLOBAL UNCERTAINTY	6.9	6.9	7.4	6.4	6.2	6.9	7.3	7.5	6.9	6.9	7.2	6.3	6.8	7.1	6.7	6.9	7.1	7.5	7.4	7.0	7.6	6.6
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.7	7.2	6.3	7.4	6.9	6.9	7.2	6.7	7.2	6.0	7.4	6.4	4.8	7.0	6.5	6.8	6.7	6.9	6.2	6.9	7.2	6.5
RETAINING QUALIFIED WORKERS	6.7	7.6	6.4	7.7	7.0	6.5	6.6	6.4	7.4	5.5	7.6	6.4	3.6	7.2	6.3	6.8	6.6	6.4	7.2	6.4	7.6	6.6
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	6.1	6.0	5.7	6.4	6.2	5.8	6.9	6.0	6.1	6.0	6.4	5.8	5.8	6.4	5.8	6.1	6.0	6.0	7.2	6.2	6.3	5.8
DEVELOPING FUTURE LEADERS	6.0	6.3	5.9	7.5	6.3	5.4	6.4	5.9	6.4	5.4	6.6	5.6	4.4	6.3	5.7	6.2	5.7	5.3	6.1	5.9	6.8	5.9
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	5.9	5.9	5.6	6.1	6.1	5.8	6.5	5.7	6.0	5.9	6.3	5.4	5.9	6.2	5.7	5.8	6.0	6.0	7.0	5.9	6.4	5.6
CYBER SECURITY	5.5	5.4	5.6	5.6	5.6	6.1	5.3	5.7	5.4	5.6	5.6	5.4	4.9	5.7	5.2	5.5	5.4	5.1	5.4	5.9	5.9	5.4
GETTING YOUR PRODUCTS TO MARKET	4.9	5.1	4.8	4.5	5.6	6.0	4.5	4.8	4.8	5.1	4.8	5.6	3.6	5.3	4.6	4.9	5.0	3.3	4.4	5.6	4.7	5.2

Table 5-5
Summary of Concerns: Mean

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV- IRON	COMP SALARY	WRK- LIFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE-TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
SUPPLY CHAIN ISSUES	8.0	8.0	8.0	8.1	7.9	8.0	7.9	7.8	8.1	8.4	7.9	7.9	7.8	7.9	8.5
ATTRACTING QUALIFIED WORKERS	7.4	7.4	7.5	7.3	7.5	7.6	7.2	7.3	7.6	7.9	7.3	6.8	7.6	7.3	7.8
THE COSTS OF HEALTH CARE COVERAGE	7.0	7.0	7.0	7.0	6.9	7.0	7.1	6.9	7.1	7.1	7.0	6.9	7.1	7.0	7.0
ECONOMIC AND GLOBAL UNCERTAINTY	6.9	6.8	7.1	7.0	7.1	7.0	7.1	6.6	7.2	7.3	6.9	7.0	6.7	6.8	7.8
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.7	6.7	6.8	6.8	6.7	6.7	6.7	6.4	6.8	6.4	6.8	6.7	6.7	6.7	6.8
RETAINING QUALIFIED WORKERS	6.7	6.6	6.7	6.7	6.7	6.6	6.6	6.5	6.8	7.4	6.6	6.4	6.8	6.6	6.8
FEDERAL GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	6.1	6.1	6.2	6.0	6.1	6.1	6.1	6.0	6.2	6.3	6.0	6.5	5.9	6.1	6.2
DEVELOPING FUTURE LEADERS	6.0	6.0	5.9	6.0	6.1	6.1	6.1	5.9	6.2	6.4	5.9	5.9	6.0	5.9	6.2
STATE GOVERNMENT PROGRAMS RESULTING FROM THE PANDEMIC	5.9	5.9	6.0	5.9	5.8	6.0	6.1	6.1	6.1	6.1	5.9	6.5	5.7	6.0	5.7
CYBER SECURITY	5.5	5.5	5.5	5.3	5.3	5.5	5.2	5.4	5.3	6.8	5.2	4.7	5.5	5.3	6.4
GETTING YOUR PRODUCTS TO MARKET	4.9	5.0	5.0	5.1	4.9	4.9	4.9	4.9	5.2	5.4	4.8	4.2	5.3	4.9	4.8

Table 6-1
 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	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (CONFIDENT - NOT CONFIDENT)	302	105	73	28	31	64	178	124	95	82	105	121	103	78	47	56	42	24	63	238	82	61	31	98
TOTAL CONFIDENT	75%	75%	84%	59%	73%	78%	78%	71%	63%	74%	92%	62%	83%	97%	68%	82%	74%	78%	64%	79%	57%	75%	87%	95%
-----	348	122	79	37	37	72	202	147	121	97	109	156	113	78	57	61	49	28	81	267	110	70	33	100
	87%	87%	91%	78%	86%	88%	89%	85%	81%	87%	95%	80%	91%	97%	83%	89%	87%	89%	81%	89%	78%	86%	93%	98%
TOTAL NOT CONFIDENT	47	18	6	9	6	8	23	23	26	15	4	36	11	-	10	5	7	3	17	29	29	9	2	2
-----	12%	13%	7%	19%	14%	10%	10%	13%	18%	13%	3%	18%	9%	-	15%	8%	13%	11%	17%	10%	20%	11%	7%	2%
VERY CONFIDENT	180	59	38	18	19	47	96	84	44	51	75	67	63	50	33	34	26	18	36	144	40	34	23	64
	45%	42%	43%	38%	45%	57%	42%	49%	29%	45%	65%	35%	50%	62%	48%	49%	46%	59%	36%	48%	28%	42%	64%	62%
SOMEWHAT CONFIDENT	168	64	41	19	18	25	105	63	77	46	34	89	51	28	24	28	23	9	45	123	71	36	10	37
	42%	46%	48%	40%	42%	31%	46%	36%	52%	41%	30%	46%	41%	35%	35%	40%	41%	30%	45%	41%	50%	45%	30%	36%
NOT VERY CONFIDENT	35	12	6	8	3	7	18	17	19	12	4	26	9	-	9	4	6	3	13	23	20	6	2	2
	9%	9%	7%	16%	7%	8%	8%	10%	13%	10%	3%	13%	7%	-	12%	6%	11%	8%	13%	8%	14%	8%	7%	2%
NOT AT ALL CONFIDENT	11	5	-	2	3	2	5	6	7	3	-	9	2	-	2	1	1	1	4	7	8	3	-	-
	3%	4%	-	3%	6%	2%	2%	3%	5%	3%	-	5%	1%	-	3%	2%	1%	3%	4%	2%	6%	3%	-	-
DON'T KNOW/UNSURE	1	-	-	1	-	-	-	1	1	-	-	1	-	-	1	-	-	-	1	-	1	-	-	-
	-	-	-	3%	-	-	-	1%	1%	-	-	1%	-	-	2%	-	-	-	1%	-	1%	-	-	-
REFUSED	4	-	2	-	-	2	2	2	1	-	2	2	-	2	-	2	-	-	-	4	2	2	-	-
	1%	-	2%	-	-	2%	1%	1%	1%	-	2%	1%	-	3%	-	3%	-	-	-	1%	1%	2%	-	-

Table 6-2
 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 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (CONFIDENT - NOT CONFIDENT)	302	180	168	348	-47	133	135	22	76	110	110	183	28	86	143	40	113	149	26	122	21	223	42	36
	75%	100%	100%	100%	-100%	95%	77%	31%	95%	60%	85%	90%	40%	73%	88%	47%	79%	85%	45%	74%	66%	70%	100%	95%
TOTAL CONFIDENT	348	180	168	348	-	137	153	46	78	146	118	193	50	101	153	62	127	161	41	141	26	270	42	36
	87%	100%	100%	100%	-	97%	88%	65%	97%	80%	92%	95%	70%	85%	94%	73%	89%	92%	73%	86%	81%	84%	100%	95%
TOTAL NOT CONFIDENT	47	-	-	-	47	4	18	24	2	36	9	10	21	15	10	22	14	12	16	19	5	46	-	-
	12%	-	-	-	100%	3%	11%	34%	2%	19%	7%	5%	30%	13%	6%	26%	10%	7%	27%	12%	15%	15%	-	-
VERY CONFIDENT	180	180	-	180	-	91	68	13	51	60	66	123	12	42	99	15	61	91	18	68	13	130	24	26
	45%	100%	-	52%	-	65%	39%	19%	63%	33%	51%	60%	16%	36%	61%	18%	42%	52%	32%	42%	40%	41%	57%	68%
SOMEWHAT CONFIDENT	168	-	168	168	-	46	86	33	27	85	53	70	38	59	54	47	67	71	23	73	13	140	18	10
	42%	-	100%	48%	-	33%	49%	46%	34%	47%	41%	34%	54%	50%	33%	55%	46%	40%	40%	45%	41%	44%	43%	27%
NOT VERY CONFIDENT	35	-	-	-	35	4	14	18	2	27	6	9	15	11	8	15	12	10	11	14	3	35	-	-
	9%	-	-	-	76%	3%	8%	25%	2%	15%	5%	4%	21%	9%	5%	18%	8%	6%	19%	9%	10%	11%	-	-
NOT AT ALL CONFIDENT	11	-	-	-	11	-	5	6	-	9	2	1	6	4	2	7	2	2	5	5	2	11	-	-
	3%	-	-	-	24%	-	3%	9%	-	5%	2%	-	9%	3%	1%	8%	2%	1%	9%	3%	5%	3%	-	-
DON'T KNOW/UNSURE	1	-	-	-	-	-	1	-	-	1	-	-	-	1	-	-	1	-	-	1	1	1	-	-
	-	-	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	4%	-	-	-
REFUSED	4	-	-	-	-	-	2	1	1	-	2	1	-	1	-	1	1	2	-	2	-	2	-	2
	1%	-	-	-	-	-	1%	1%	1%	-	2%	-	-	1%	-	1%	1%	1%	-	1%	-	1%	-	5%

Table 6-3

QUESTION 1:
From a financial perspective, how do you feel right now about the future for your company?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (CONFIDENT - NOT CONFIDENT)	302	208	94	90	71	92	37	192	91	283	17	113	92	35	24	10	9	-2	117	183	205	84	175	119
	75%	71%	88%	98%	73%	71%	57%	71%	89%	76%	71%	90%	86%	65%	92%	40%	50%	-19%	74%	77%	74%	79%	91%	62%
TOTAL CONFIDENT	348	248	100	90	84	110	50	230	97	326	20	118	99	45	24	17	14	5	137	208	239	95	182	155
	87%	85%	94%	98%	86%	85%	77%	85%	94%	88%	84%	94%	93%	82%	92%	70%	75%	40%	87%	88%	87%	89%	95%	80%
TOTAL NOT CONFIDENT	47	40	6	-	12	18	13	38	6	43	3	5	7	10	-	7	5	7	20	25	35	10	7	36
	12%	14%	6%	-	13%	14%	20%	14%	6%	12%	13%	4%	7%	18%	-	30%	25%	60%	13%	11%	13%	10%	4%	19%
VERY CONFIDENT	180	121	59	59	35	56	20	109	58	167	12	68	48	24	16	2	9	1	79	99	124	47	109	62
	45%	41%	56%	65%	37%	44%	31%	40%	56%	45%	49%	54%	45%	45%	61%	10%	47%	7%	50%	42%	45%	44%	57%	32%
SOMEWHAT CONFIDENT	168	127	41	31	48	54	30	121	39	159	8	50	51	20	8	14	5	4	57	109	115	48	73	93
	42%	43%	38%	34%	50%	42%	46%	45%	38%	43%	34%	40%	48%	37%	31%	60%	28%	33%	36%	46%	42%	45%	38%	48%
NOT VERY CONFIDENT	35	29	6	-	9	14	9	27	5	32	3	5	7	6	-	4	5	5	16	18	26	8	5	27
	9%	10%	6%	-	10%	11%	14%	10%	5%	9%	13%	4%	7%	10%	-	17%	25%	40%	10%	8%	9%	7%	2%	14%
NOT AT ALL CONFIDENT	11	11	-	-	3	4	4	10	1	11	-	1	-	4	-	3	-	2	4	7	9	2	3	8
	3%	4%	-	-	3%	3%	6%	4%	1%	3%	-	1%	-	7%	-	13%	-	19%	2%	3%	3%	2%	1%	4%
DON'T KNOW/UNSURE	1	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1	-	1	-
	-	-	-	2%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	1%	-	1%	-
REFUSED	4	4	-	-	1	1	2	3	-	3	1	2	-	-	2	-	-	-	-	4	1	2	2	2
	1%	1%	-	-	1%	1%	3%	1%	-	1%	3%	1%	-	-	8%	-	-	-	-	2%	-	2%	1%	1%

Table 6-4

QUESTION 1:
From a financial perspective, how do you feel right now about the future for your company?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRIGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (CONFIDENT - NOT CONFIDENT)	302	174	106	65	62	43	61	47	212	88	164	102	35	140	142	178	110	28	26	23	43	172
	75%	87%	70%	84%	84%	60%	86%	86%	86%	58%	75%	79%	76%	82%	71%	81%	68%	78%	46%	73%	76%	78%
TOTAL CONFIDENT	348	186	127	72	67	58	65	51	229	118	190	115	41	154	172	198	135	32	37	28	48	195
	87%	93%	84%	92%	92%	80%	92%	93%	92%	78%	87%	89%	88%	90%	85%	89%	83%	89%	66%	86%	87%	88%
TOTAL NOT CONFIDENT	47	12	22	6	6	14	4	4	16	30	26	13	6	14	29	20	26	4	11	4	6	23
	12%	6%	14%	8%	8%	20%	6%	7%	7%	20%	12%	10%	12%	8%	15%	9%	16%	11%	20%	14%	11%	11%
VERY CONFIDENT	180	96	57	44	36	30	42	24	129	51	92	62	26	88	78	113	56	19	23	16	28	92
	45%	48%	37%	57%	50%	42%	59%	43%	52%	34%	42%	48%	55%	51%	39%	51%	35%	54%	42%	51%	51%	42%
SOMEWHAT CONFIDENT	168	91	71	27	31	28	23	27	100	67	98	53	15	66	94	85	79	13	13	11	20	103
	42%	45%	46%	35%	42%	38%	33%	50%	40%	45%	45%	41%	32%	39%	46%	38%	49%	35%	24%	35%	37%	47%
NOT VERY CONFIDENT	35	9	15	6	6	12	3	3	15	21	18	13	3	13	20	15	19	2	11	3	5	18
	9%	5%	10%	7%	8%	17%	4%	5%	6%	14%	8%	10%	7%	8%	10%	7%	12%	6%	20%	8%	9%	8%
NOT AT ALL CONFIDENT	11	3	7	1	-	2	1	1	2	9	8	-	2	1	9	5	6	2	-	2	1	5
	3%	2%	5%	1%	-	3%	1%	3%	1%	6%	4%	-	5%	1%	5%	2%	4%	6%	-	6%	2%	2%
DON'T KNOW/UNSURE	1	-	-	-	-	-	-	-	-	1	-	1	-	1	-	-	1	-	4	-	-	-
	-	-	-	-	-	-	-	-	-	1%	-	1%	-	1%	-	-	1%	-	7%	-	-	-
REFUSED	4	1	3	-	-	-	2	-	3	1	3	-	-	2	1	4	-	-	4	-	1	2
	1%	-	2%	-	-	-	3%	-	1%	1%	1%	-	-	1%	-	2%	-	-	7%	-	2%	1%

Table 6-5
 QUESTION 1:
 From a financial perspective, how do you feel right now about the future for your company?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (CONFIDENT - NOT CONFIDENT)	302 75%	222 80%	189 78%	183 79%	189 83%	155 83%	153 85%	152 85%	148 87%	46 76%	251 75%	87 78%	179 80%	266 79%	30 52%
TOTAL CONFIDENT	348 87%	249 90%	215 88%	206 90%	207 91%	170 91%	165 92%	165 93%	159 93%	53 87%	291 87%	99 89%	200 89%	299 89%	42 74%
TOTAL NOT CONFIDENT	47 12%	27 10%	25 10%	23 10%	19 8%	15 8%	12 7%	13 7%	10 6%	7 12%	40 12%	12 11%	21 9%	33 10%	13 22%
VERY CONFIDENT	180 45%	127 46%	109 45%	115 50%	107 47%	93 50%	95 53%	98 55%	93 54%	29 47%	149 44%	66 59%	90 40%	155 46%	21 37%
SOMEWHAT CONFIDENT	168 42%	122 44%	106 44%	92 40%	101 44%	77 41%	70 39%	67 37%	66 39%	24 40%	142 42%	33 30%	111 49%	144 43%	21 37%
NOT VERY CONFIDENT	35 9%	24 9%	19 8%	19 8%	16 7%	14 8%	12 7%	12 7%	10 6%	5 8%	31 9%	9 8%	19 9%	28 8%	7 13%
NOT AT ALL CONFIDENT	11 3%	4 1%	6 3%	4 2%	2 1%	1 1%	- -	1 1%	- -	2 4%	9 3%	3 3%	2 1%	5 1%	5 9%
DON'T KNOW/UNSURE	1 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -	1 1%	1 -	- -
REFUSED	4 1%	1 -	3 1%	1 -	1 -	1 -	3 2%	- -	1 -	1 1%	3 1%	- -	2 1%	2 1%	2 4%

Table 7-1

QUESTION 2:

And, even though we only have a few months left, as you think about 2021 as whole, do you think this year will be one of 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	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (ECONOMIC EXPANSION - RECESSION)	69	30	10	6	3	20	40	29	-7	25	44	13	29	27	7	23	9	6	14	54	-1	29	7	20
	17%	21%	12%	13%	7%	24%	18%	17%	-4%	22%	39%	7%	23%	34%	10%	33%	16%	20%	15%	18%	-	36%	20%	20%
ECONOMIC EXPANSION	141	57	25	17	14	27	83	58	34	41	57	54	49	38	19	30	22	11	36	104	32	41	13	40
	35%	41%	29%	35%	32%	33%	37%	33%	23%	37%	49%	27%	39%	48%	28%	43%	39%	34%	36%	35%	22%	50%	36%	39%
FLAT ECONOMY	175	53	44	18	17	43	97	78	73	50	45	96	48	30	35	32	20	14	39	136	74	27	16	38
	44%	38%	51%	37%	40%	52%	43%	45%	49%	45%	39%	49%	39%	38%	51%	46%	36%	47%	39%	45%	52%	33%	44%	37%
RECESSION	72	27	15	11	11	8	43	29	41	16	12	41	20	11	13	7	13	4	22	50	33	12	5	19
	18%	20%	17%	23%	25%	9%	19%	17%	27%	14%	11%	21%	16%	13%	18%	11%	22%	14%	22%	17%	23%	15%	15%	19%
DON'T KNOW/UNSURE	11	2	2	2	1	3	4	7	1	4	2	3	7	1	2	-	2	2	3	8	3	2	2	5
	3%	2%	2%	5%	3%	4%	2%	4%	1%	4%	1%	2%	6%	1%	3%	-	3%	5%	3%	3%	2%	2%	5%	5%
REFUSED	1	-	-	-	-	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-

Table 7-2
QUESTION 2:

And, even though we only have a few months left, as you think about 2021 as whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (ECONOMIC EXPANSION - RECESSION)	69	77	13	91	-21	141	-	-72	43	-24	47	99	-27	-3	70	-21	16	42	-11	35	1	42	12	16
	17%	43%	8%	26%	-44%	100%	-	-100%	54%	-13%	37%	49%	-38%	-3%	43%	-25%	11%	24%	-20%	21%	3%	13%	28%	41%
ECONOMIC EXPANSION	141	91	46	137	4	141	-	-	46	33	57	114	6	19	86	12	39	70	9	59	6	102	18	20
	35%	50%	28%	39%	8%	100%	-	-	58%	18%	44%	56%	9%	16%	53%	14%	27%	40%	16%	36%	19%	32%	43%	53%
FLAT ECONOMY	175	68	86	153	18	-	175	-	27	88	58	69	32	69	56	41	75	67	28	79	18	144	18	12
	44%	37%	51%	44%	40%	-	100%	-	34%	48%	45%	34%	45%	59%	34%	48%	52%	38%	49%	48%	58%	45%	43%	32%
RECESSION	72	13	33	46	24	-	-	72	3	57	10	16	33	22	16	33	22	28	20	24	5	61	6	5
	18%	7%	20%	13%	52%	-	-	100%	4%	31%	8%	8%	47%	19%	10%	38%	15%	16%	35%	14%	16%	19%	14%	12%
DON'T KNOW/UNSURE	11	8	3	11	-	-	-	-	4	3	4	3	-	8	5	-	7	10	-	2	2	11	-	1
	3%	4%	2%	3%	-	-	-	-	5%	2%	3%	2%	-	7%	3%	-	5%	6%	-	1%	5%	3%	-	2%
REFUSED	1	1	-	1	-	-	-	-	-	1	-	-	-	1	-	-	1	-	-	1	1	1	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	3%	-	-	-

Table 7-3

QUESTION 2:

And, even though we only have a few months left, as you think about 2021 as whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (ECONOMIC EXPANSION - RECESSION)	69	63	6	27	24	8	6	26	34	60	8	40	21	1	9	-9	1	-3	12	56	48	19	57	7
	17%	22%	5%	30%	25%	6%	10%	10%	33%	16%	34%	20%	3%	33%	-37%	7%	-21%	8%	24%	17%	18%	29%	3%	
ECONOMIC EXPANSION	141	112	29	37	40	36	22	87	42	129	11	54	39	17	9	-	6	2	45	94	94	42	74	60
	35%	38%	27%	41%	41%	28%	34%	32%	41%	35%	44%	43%	36%	31%	36%	-	34%	19%	28%	40%	34%	39%	38%	31%
FLAT ECONOMY	175	128	48	39	40	63	25	113	51	164	10	52	48	22	16	15	7	5	77	95	131	39	94	76
	44%	43%	45%	43%	41%	49%	39%	42%	50%	44%	39%	41%	45%	40%	61%	63%	39%	41%	49%	40%	47%	36%	49%	39%
RECESSION	72	48	23	10	16	27	16	61	8	69	3	14	17	16	1	9	5	5	32	39	46	23	17	53
	18%	16%	22%	11%	17%	21%	24%	23%	8%	19%	10%	11%	16%	29%	3%	37%	27%	40%	20%	16%	17%	21%	9%	28%
DON'T KNOW/UNSURE	11	5	6	4	1	3	2	7	2	9	2	5	3	-	-	-	-	-	3	8	6	4	6	4
	3%	2%	6%	4%	1%	3%	3%	3%	2%	2%	6%	4%	3%	-	-	-	-	-	2%	3%	2%	3%	3%	2%
REFUSED	1	1	-	1	-	-	-	1	-	1	-	1	-	-	-	-	-	-	1	-	-	-	1	-
	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-

Table 7-4

QUESTION 2:
And, even though we only have a few months left, as you think about 2021 as whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (ECONOMIC EXPANSION - RECESSION)	69	53	22	16	16	10	28	8	64	4	34	40	-6	49	14	50	17	8	-1	2	15	43
	17%	27%	15%	21%	22%	14%	40%	15%	26%	3%	15%	31%	-13%	28%	7%	22%	11%	22%	-2%	6%	27%	19%
ECONOMIC EXPANSION	141	83	48	30	27	24	37	18	102	39	74	55	9	70	59	85	49	13	7	9	23	81
	35%	42%	32%	38%	37%	33%	52%	33%	41%	26%	34%	43%	19%	41%	29%	39%	30%	37%	13%	29%	42%	37%
FLAT ECONOMY	175	77	75	31	32	32	24	27	100	74	96	57	20	74	93	92	78	17	30	15	20	96
	44%	39%	49%	40%	44%	44%	34%	49%	40%	49%	44%	44%	42%	43%	46%	42%	48%	48%	54%	45%	36%	44%
RECESSION	72	30	26	13	11	14	9	10	38	34	41	15	15	22	45	36	32	5	8	8	8	39
	18%	15%	17%	17%	15%	19%	12%	18%	15%	23%	19%	12%	33%	13%	22%	16%	20%	15%	15%	24%	14%	17%
DON'T KNOW/UNSURE	11	8	3	4	3	2	1	-	7	4	7	2	3	4	5	6	3	-	10	1	3	4
	3%	4%	2%	5%	5%	3%	1%	-	3%	3%	3%	2%	6%	2%	2%	3%	2%	-	18%	2%	6%	2%
REFUSED	1	1	-	-	-	-	-	-	1	-	1	-	-	1	-	1	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-

Table 7-5
QUESTION 2:

And, even though we only have a few months left, as you think about 2021 as whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (ECONOMIC EXPANSION - RECESSION)	69 17%	38 14%	41 17%	43 19%	52 23%	28 15%	43 24%	42 23%	27 16%	12 20%	53 16%	18 16%	44 20%	62 18%	3 5%
ECONOMIC EXPANSION	141 35%	91 33%	82 34%	85 37%	89 39%	62 33%	71 39%	72 41%	58 34%	23 37%	114 34%	35 31%	82 36%	116 35%	19 33%
FLAT ECONOMY	175 44%	122 44%	111 46%	98 42%	95 42%	83 45%	74 41%	70 39%	75 44%	26 43%	149 44%	55 49%	99 44%	153 46%	22 38%
RECESSION	72 18%	53 19%	41 17%	41 18%	36 16%	34 18%	28 16%	31 17%	31 18%	10 17%	61 18%	17 15%	38 17%	54 16%	16 29%
DON'T KNOW/UNSURE	11 3%	10 4%	8 3%	6 3%	6 3%	7 4%	6 3%	5 3%	5 3%	2 3%	10 3%	5 4%	6 3%	11 3%	-
REFUSED	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 -	- -	1 -	- -	- -	- -	- -

Table 8-1
 QUESTION 3:
 Thinking about the business climate in Minnesota compared to say five years ago, would you say the business climate has gotten better, gotten worse or stayed about the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1-5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			NE	COS																				
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (BETTER - WORSE)	-102	-26	-20	-13	-17	-26	-46	-56	-53	-30	-21	-60	-33	-9	-29	-7	-20	-10	-29	-73	-62	-18	-4	-5
	-26%	-19%	-23%	-28%	-39%	-32%	-20%	-32%	-35%	-27%	-18%	-31%	-26%	-12%	-41%	-10%	-36%	-33%	-29%	-24%	-44%	-23%	-12%	-4%
GOTTEN BETTER	80	31	18	11	6	14	49	31	26	21	25	36	24	20	8	18	7	4	21	59	21	15	10	28
	20%	22%	21%	23%	15%	17%	22%	18%	17%	18%	22%	19%	19%	25%	11%	26%	12%	11%	22%	20%	14%	19%	27%	28%
GOTTEN WORSE	183	57	39	24	23	40	95	87	79	51	47	96	56	30	36	25	27	14	50	132	83	34	14	33
	46%	41%	44%	51%	53%	49%	42%	50%	53%	45%	41%	49%	45%	37%	53%	37%	48%	44%	51%	44%	58%	42%	39%	32%
STAYED ABOUT THE SAME	129	50	29	11	14	24	79	50	40	39	43	58	43	28	24	25	23	14	26	102	37	29	12	39
	32%	36%	34%	24%	32%	30%	35%	29%	27%	35%	37%	30%	34%	35%	35%	37%	41%	44%	26%	34%	26%	36%	34%	38%
DON'T KNOW	8	3	-	1	-	4	3	5	4	2	-	4	2	2	-	-	-	-	1	6	2	2	-	2
	2%	2%	-	3%	-	5%	1%	3%	3%	1%	-	2%	1%	3%	-	-	-	-	1%	2%	1%	3%	-	2%
REFUSED	1	-	1	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	1	1	-	-	-
	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-

Table 8-2
 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 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER			
																						50	51-100	101+	
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38	
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%	
**D/S (BETTER - WORSE)	-102	-10	-58	-68	-34	13	-61	-54	80	-183	-	-12	-35	-54	-11	-47	-42	-39	-37	-27	-14	-93	-4	-5	
	-26%	-5%	-35%	-19%	-73%	9%	-35%	-76%	100%	-100%	-	-6%	-50%	-46%	-7%	-55%	-29%	-22%	-66%	-16%	-45%	-29%	-9%	-14%	
GOTTEN BETTER	80	51	27	78	2	46	27	3	80	-	-	55	8	15	47	8	24	33	5	41	4	60	12	8	
	20%	28%	16%	22%	4%	33%	15%	4%	100%	-	-	27%	11%	13%	29%	10%	17%	19%	9%	25%	12%	19%	29%	21%	
GOTTEN WORSE	183	60	85	146	36	33	88	57	-	183	-	67	43	70	58	55	66	71	43	68	18	153	16	14	
	46%	33%	51%	42%	76%	24%	50%	80%	-	100%	-	33%	61%	59%	36%	65%	46%	41%	75%	41%	58%	48%	38%	36%	
STAYED ABOUT THE SAME	129	66	53	118	9	57	58	10	-	-	129	77	20	29	55	20	50	65	7	55	10	100	12	16	
	32%	36%	31%	34%	18%	40%	33%	13%	-	-	100%	38%	28%	24%	34%	23%	35%	37%	11%	34%	30%	31%	29%	43%	
DON'T KNOW	8	4	2	6	1	4	2	2	-	-	-	3	-	4	3	2	3	5	2	-	-	6	2	-	
	2%	2%	1%	2%	2%	3%	1%	2%	-	-	-	2%	-	3%	2%	2%	2%	3%	4%	-	-	2%	5%	-	
REFUSED	1	-	1	1	-	-	1	-	-	-	-	-	-	1	-	-	1	1	-	-	-	1	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	

Table 8-3
 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

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (BETTER - WORSE)	-102	-68	-35	-7	-34	-40	-15	-104	1	-103	2	-21	-23	-21	-3	-15	-6	-5	-44	-57	-84	-16	-31	-73
	-26%	-23%	-32%	-8%	-35%	-31%	-24%	-39%	1%	-28%	10%	-17%	-21%	-39%	-11%	-64%	-31%	-43%	-28%	-24%	-30%	-15%	-16%	-38%
GOTTEN BETTER	80	58	22	25	16	20	15	45	27	72	7	30	21	11	4	2	3	1	31	48	49	25	44	30
	20%	20%	21%	28%	17%	16%	23%	17%	27%	19%	29%	24%	20%	20%	14%	10%	13%	12%	20%	20%	18%	23%	23%	15%
GOTTEN WORSE	183	126	57	32	50	60	30	149	26	175	5	51	44	32	6	18	8	7	75	105	132	42	75	103
	46%	43%	53%	35%	52%	47%	47%	55%	26%	47%	20%	41%	41%	59%	25%	73%	45%	55%	48%	44%	48%	39%	39%	53%
STAYED ABOUT THE SAME	129	102	26	30	30	45	20	70	49	119	10	41	39	11	16	4	7	4	47	81	88	38	70	56
	32%	35%	25%	33%	31%	35%	30%	26%	47%	32%	42%	32%	37%	20%	62%	17%	38%	33%	30%	34%	32%	36%	36%	29%
DON'T KNOW	8	7	1	3	1	3	-	5	-	5	2	4	3	-	-	-	1	-	4	3	6	2	3	5
	2%	2%	1%	4%	1%	2%	-	2%	-	1%	9%	3%	3%	-	-	-	4%	-	2%	1%	2%	2%	2%	2%
REFUSED	1	1	-	-	-	1	-	1	-	1	-	-	-	1	-	-	-	-	1	-	1	-	1	-
	-	-	-	-	-	1%	-	-	-	-	-	-	-	2%	-	-	-	-	1%	-	-	-	-	-

Table 8-4
 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

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (BETTER - WORSE)	-102	-37	-23	-20	-8	-23	-23	-17	-47	-53	-60	-33	-8	-44	-50	-50	-44	-9	-14	-11	-21	-42
	-26%	-19%	-15%	-26%	-11%	-32%	-32%	-31%	-19%	-35%	-27%	-25%	-17%	-26%	-25%	-22%	-27%	-26%	-25%	-35%	-38%	-19%
GOTTEN BETTER	80	43	40	12	18	16	11	11	53	27	44	23	13	32	44	49	30	7	12	5	9	48
	20%	22%	26%	15%	25%	22%	16%	21%	21%	18%	20%	18%	28%	19%	22%	22%	19%	20%	22%	16%	17%	22%
GOTTEN WORSE	183	80	63	32	26	38	34	29	100	80	104	56	21	76	94	99	75	16	26	16	31	91
	46%	40%	41%	41%	36%	54%	48%	52%	41%	53%	47%	44%	45%	45%	47%	45%	46%	46%	46%	51%	55%	41%
STAYED ABOUT THE SAME	129	71	46	32	28	17	24	13	87	41	69	46	11	61	59	69	55	11	14	11	13	78
	32%	36%	30%	40%	39%	24%	34%	24%	35%	27%	31%	35%	24%	35%	29%	31%	34%	31%	25%	33%	24%	36%
DON'T KNOW	8	5	3	3	-	1	2	2	7	1	2	4	1	2	3	3	2	1	4	-	3	3
	2%	2%	2%	4%	-	1%	3%	4%	3%	1%	1%	3%	2%	1%	2%	2%	1%	2%	7%	-	5%	1%
REFUSED	1	-	1	-	-	-	-	-	-	1	-	-	1	-	1	-	-	-	-	-	-	1
	-	-	1%	-	-	-	-	-	-	1%	-	-	2%	-	-	-	-	-	-	-	-	-

Table 8-5
 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

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (BETTER - WORSE)	-102 -26%	-70 -25%	-60 -25%	-38 -16%	-39 -17%	-35 -19%	-34 -19%	-33 -18%	-31 -18%	-18 -29%	-84 -25%	-27 -25%	-51 -23%	-78 -23%	-25 -44%
GOTTEN BETTER	80 20%	58 21%	53 22%	57 25%	53 23%	43 23%	41 23%	42 24%	40 23%	10 17%	70 21%	22 19%	48 21%	69 21%	8 14%
GOTTEN WORSE	183 46%	129 46%	113 46%	94 41%	92 40%	79 42%	75 42%	75 42%	71 42%	28 46%	154 46%	49 44%	99 44%	148 44%	33 58%
STAYED ABOUT THE SAME	129 32%	87 31%	75 31%	76 33%	79 35%	62 33%	61 34%	58 33%	56 33%	21 34%	106 32%	40 36%	71 32%	111 33%	15 26%
DON'T KNOW	8 2%	3 1%	2 1%	3 1%	4 2%	2 1%	3 2%	3 2%	3 2%	1 1%	5 1%	1 1%	6 3%	7 2%	1 1%
REFUSED	1 -	1 -	1 -	- -	- -	- -	- -	1 -	- -	1 1%	- -	- -	1 -	1 -	- -

Table 9-1
 QUESTION 4:
 Overall, what impact would do you think the COVID-19 outbreak has had on the state's economy and business climate, if any at all?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (MAJOR/MODEST IMPACT - MINOR/NO IMPACT)	348	123	76	40	40	70	199	149	127	99	102	163	111	73	63	59	49	29	89	258	119	67	32	95
	87%	88%	87%	83%	93%	85%	88%	86%	85%	88%	89%	84%	90%	91%	91%	86%	86%	95%	90%	86%	83%	83%	91%	92%
TOTAL MAJOR/MODEST IMPACT	372	131	81	43	41	76	212	160	137	105	107	178	117	77	65	64	53	30	94	278	130	74	34	99
	93%	94%	94%	89%	96%	92%	94%	92%	92%	94%	94%	91%	94%	96%	94%	93%	93%	97%	94%	93%	91%	91%	95%	96%
TOTAL MINOR/NO IMPACT	24	8	6	3	2	6	14	11	11	6	6	15	6	3	2	5	4	1	4	20	11	7	2	4
	6%	6%	6%	6%	4%	7%	6%	6%	7%	6%	5%	8%	5%	4%	3%	7%	7%	3%	4%	7%	8%	8%	5%	4%
MAJOR IMPACT	270	89	61	37	32	50	150	120	116	66	70	138	84	47	53	43	33	20	79	191	109	53	22	61
	68%	64%	70%	77%	75%	61%	66%	69%	78%	59%	61%	71%	68%	59%	77%	62%	58%	64%	80%	64%	76%	65%	61%	59%
MODEST IMPACT	102	42	20	6	9	25	62	40	22	39	37	40	33	30	11	21	20	10	14	88	21	21	12	38
	26%	30%	23%	12%	21%	31%	27%	23%	14%	35%	32%	20%	26%	37%	17%	31%	35%	33%	15%	29%	15%	26%	34%	37%
MINOR IMPACT	21	6	5	3	2	5	11	10	7	6	6	12	6	3	2	5	3	-	4	17	8	7	2	3
	5%	5%	6%	6%	4%	6%	5%	6%	5%	6%	5%	6%	5%	4%	3%	7%	5%	-	4%	6%	6%	8%	5%	3%
NO IMPACT AT ALL	3	2	1	-	-	1	3	1	3	-	-	3	-	-	-	-	1	1	-	3	3	-	-	1
	1%	1%	1%	-	-	1%	1%	-	2%	-	-	2%	-	-	-	-	1%	3%	-	1%	2%	-	-	1%
DON'T KNOW/NOT SURE	2	1	-	1	-	-	1	2	1	-	1	1	1	-	2	-	-	-	1	1	2	-	-	-
	1%	1%	-	3%	-	-	-	1%	1%	-	1%	1%	1%	-	2%	-	-	-	1%	-	2%	-	-	-
REFUSED	1	-	-	1	-	-	-	1	-	-	1	-	1	-	1	-	-	-	-	1	-	1	-	-
	-	-	-	2%	-	-	-	-	-	-	1%	-	1%	-	1%	-	-	-	-	-	-	1%	-	-

Table 9-2
 QUESTION 4:
 Overall, what impact would do you think the COVID-19 outbreak has had on the state's economy and business climate, if any at all?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (MAJOR/MODEST IMPACT - MINOR/NO IMPACT)	348	155	151	306	40	118	155	67	65	171	108	173	67	101	138	81	122	157	52	135	24	274	38	35
	87%	86%	90%	88%	86%	84%	88%	93%	81%	93%	84%	85%	95%	86%	85%	95%	85%	90%	92%	83%	75%	86%	90%	93%
TOTAL MAJOR/MODEST IMPACT	372	167	159	326	43	129	164	69	72	175	119	187	69	109	150	82	132	165	55	149	27	295	40	37
-----	93%	92%	95%	94%	93%	92%	94%	96%	90%	96%	92%	92%	98%	92%	92%	97%	92%	94%	96%	91%	86%	92%	95%	96%
TOTAL MINOR/NO IMPACT	24	12	8	20	3	11	10	3	7	5	10	15	2	7	12	2	10	8	2	13	3	21	2	1
-----	6%	7%	5%	6%	7%	8%	5%	4%	9%	3%	8%	7%	2%	6%	7%	2%	7%	5%	4%	8%	10%	7%	5%	4%
MAJOR IMPACT	270	109	121	230	38	87	113	61	45	149	70	133	51	79	107	64	93	122	47	100	23	223	26	21
	68%	60%	72%	66%	80%	62%	65%	85%	56%	82%	54%	66%	72%	67%	66%	75%	65%	70%	82%	61%	71%	70%	62%	55%
MODEST IMPACT	102	58	39	97	6	42	51	8	27	26	49	54	18	30	43	18	39	43	8	49	5	73	14	16
	26%	32%	23%	28%	13%	30%	29%	11%	34%	14%	38%	27%	25%	25%	26%	22%	27%	25%	14%	30%	15%	23%	33%	41%
MINOR IMPACT	21	10	7	17	3	10	7	3	6	5	8	13	2	6	9	2	9	6	2	12	2	18	2	1
	5%	6%	4%	5%	7%	7%	4%	4%	8%	3%	6%	6%	2%	5%	6%	2%	7%	4%	4%	7%	7%	6%	5%	4%
NO IMPACT AT ALL	3	2	2	3	-	1	3	-	1	-	3	2	-	2	3	-	1	2	-	2	1	3	-	-
	1%	1%	1%	1%	-	1%	1%	-	1%	-	2%	1%	-	1%	2%	-	1%	1%	-	1%	3%	1%	-	-
DON'T KNOW/NOT SURE	2	1	-	1	-	1	2	-	1	2	-	1	-	1	-	1	1	1	-	1	1	2	-	-
	1%	-	-	-	-	1%	1%	-	1%	1%	-	-	-	1%	-	1%	1%	1%	-	1%	4%	1%	-	-
REFUSED	1	1	-	1	-	-	-	-	-	1	-	-	-	1	1	-	-	1	-	-	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-

Table 9-3
 QUESTION 4:
 Overall, what impact would do you think the COVID-19 outbreak has had on the state's economy and business climate, if any at all?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (MAJOR/MODEST IMPACT - MINOR/NO IMPACT)	348	253	95	79	89	109	56	270	102	372	-24	109	90	51	25	19	14	10	131	211	235	99	158	177
	87%	86%	89%	87%	91%	85%	87%	100%	100%	100%	-100%	87%	85%	94%	94%	79%	76%	86%	83%	89%	85%	93%	82%	92%
TOTAL MAJOR/MODEST IMPACT	372	272	100	85	93	119	60	270	102	372	-	117	97	52	25	21	17	11	144	223	255	102	174	185
	93%	93%	94%	93%	96%	92%	93%	100%	100%	100%	-	93%	92%	97%	97%	89%	88%	93%	91%	94%	92%	96%	91%	96%
TOTAL MINOR/NO IMPACT	24	20	5	5	4	10	4	-	-	-	24	8	7	2	1	3	2	1	13	12	20	3	17	8
	6%	7%	5%	6%	4%	7%	6%	-	-	-	100%	7%	7%	3%	3%	11%	12%	7%	8%	5%	7%	3%	9%	4%
MAJOR IMPACT	270	194	76	63	62	82	47	270	-	270	-	76	69	41	19	20	10	10	105	162	180	78	107	155
	68%	66%	71%	69%	64%	64%	73%	100%	-	73%	-	60%	65%	75%	72%	82%	53%	86%	66%	69%	65%	73%	56%	80%
MODEST IMPACT	102	78	24	21	31	36	13	-	102	102	-	42	28	12	7	2	7	1	39	61	75	24	67	30
	26%	27%	23%	24%	32%	28%	20%	-	100%	27%	-	33%	26%	22%	25%	7%	35%	7%	25%	26%	27%	23%	35%	16%
MINOR IMPACT	21	16	5	5	3	7	4	-	-	-	21	8	6	2	1	2	1	1	11	10	17	3	13	8
	5%	6%	5%	6%	3%	5%	6%	-	-	-	86%	7%	6%	3%	3%	7%	8%	7%	7%	4%	6%	3%	7%	4%
NO IMPACT AT ALL	3	3	-	-	1	3	-	-	-	-	3	-	1	-	-	1	1	-	2	2	3	-	3	-
	1%	1%	-	-	1%	2%	-	-	-	-	14%	-	1%	-	-	4%	4%	-	1%	1%	1%	-	2%	-
DON'T KNOW/NOT SURE	2	2	1	1	-	-	1	-	-	-	-	-	1	-	-	-	-	-	2	1	1	1	2	-
	1%	1%	1%	2%	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	1%	-	1%	1%	1%	-
REFUSED	1	-	1	-	-	1	-	-	-	-	-	-	1	-	-	-	-	-	-	1	-	1	-	1
	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	1

Table 9-4
 QUESTION 4:
 Overall, what impact would do you think the COVID-19 outbreak has had on the state's economy and business climate, if any at all?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (MAJOR/MODEST IMPACT - MINOR/NO IMPACT)	348	166	138	70	55	64	68	53	212	134	192	106	45	146	178	198	133	33	38	30	44	192
	87%	83%	91%	90%	75%	88%	96%	97%	86%	89%	88%	82%	96%	85%	88%	90%	82%	93%	68%	92%	79%	87%
TOTAL MAJOR/MODEST IMPACT	372	182	145	74	64	68	69	54	229	142	204	117	46	158	190	209	147	34	44	31	49	206
	93%	91%	95%	94%	87%	94%	98%	98%	93%	94%	93%	90%	98%	92%	94%	95%	90%	96%	79%	96%	88%	93%
TOTAL MINOR/NO IMPACT	24	16	7	4	9	4	1	1	17	8	12	11	1	11	11	11	13	1	6	1	5	14
	6%	8%	4%	5%	13%	6%	1%	2%	7%	5%	6%	9%	2%	7%	6%	5%	8%	4%	11%	4%	10%	6%
MAJOR IMPACT	270	125	103	55	44	50	58	37	162	107	159	73	35	114	139	148	110	24	33	23	36	147
	68%	63%	68%	70%	60%	70%	82%	67%	65%	71%	73%	57%	75%	67%	69%	67%	68%	67%	59%	71%	65%	67%
MODEST IMPACT	102	56	42	19	20	18	11	18	67	35	45	43	11	43	50	61	37	11	11	8	13	59
	26%	28%	27%	24%	28%	24%	16%	32%	27%	23%	21%	33%	24%	25%	25%	28%	23%	30%	21%	25%	24%	27%
MINOR IMPACT	21	15	5	4	8	4	-	1	16	5	12	9	-	11	8	11	10	1	6	1	5	11
	5%	8%	3%	5%	10%	6%	-	2%	6%	3%	5%	7%	-	7%	4%	5%	6%	2%	11%	4%	10%	5%
NO IMPACT AT ALL	3	1	2	-	2	-	1	-	1	3	1	2	1	-	3	-	3	1	-	-	-	3
	1%	-	1%	-	2%	-	1%	-	-	2%	-	1%	2%	-	2%	-	2%	2%	-	-	-	1%
DON'T KNOW/NOT SURE	2	1	1	-	-	-	-	-	1	2	1	1	-	2	-	1	1	-	4	-	1	1
	1%	-	1%	-	-	-	-	-	-	1%	-	1%	-	1%	-	1%	-	-	7%	-	2%	-
REFUSED	1	1	-	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	1	-	-	-
	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	2%	-	-	-

Table 9-5
 QUESTION 4:
 Overall, what impact would do you think the COVID-19 outbreak has had on the state's economy and business climate, if any at all?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (MAJOR/MODEST IMPACT - MINOR/NO IMPACT)	348 87%	239 86%	205 84%	196 85%	188 83%	157 85%	151 84%	152 85%	141 83%	58 94%	286 85%	96 87%	189 84%	285 85%	56 97%
TOTAL MAJOR/MODEST IMPACT	372 93%	257 93%	223 92%	213 92%	207 91%	171 92%	165 92%	164 92%	155 91%	59 97%	309 92%	103 93%	206 92%	309 92%	56 99%
TOTAL MINOR/NO IMPACT	24 6%	18 7%	18 7%	16 7%	19 8%	14 7%	14 8%	12 7%	14 8%	2 3%	23 7%	7 6%	17 8%	24 7%	1 1%
MAJOR IMPACT	270 68%	183 66%	157 65%	144 63%	146 64%	129 69%	117 65%	110 61%	103 60%	46 76%	220 66%	74 67%	142 63%	216 64%	48 85%
MODEST IMPACT	102 26%	74 27%	66 27%	68 30%	61 27%	42 23%	48 27%	55 31%	52 31%	13 22%	88 26%	29 26%	64 29%	93 28%	8 14%
MINOR IMPACT	21 5%	16 6%	16 6%	14 6%	17 7%	13 7%	13 7%	11 6%	12 7%	2 3%	19 6%	6 5%	15 7%	21 6%	-
NO IMPACT AT ALL	3 1%	3 1%	3 1%	3 1%	2 1%	1 -	1 -	1 -	2 1%	-	3 1%	1 1%	2 1%	3 1%	1 1%
DON'T KNOW/NOT SURE	2 1%	1 -	1 -	1 -	1 -	-	1 1%	1 1%	1 1%	-	2 1%	1 1%	2 1%	2 1%	-
REFUSED	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	-	1 -	1 1%	-	1 -	-

Table 10-1
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2021 to increase or decrease compared to 2020, 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	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (INCREASE - DECREASE)	132	48	26	15	13	31	74	58	24	38	60	53	49	30	28	29	19	9	39	93	27	33	19	39
	33%	35%	29%	31%	30%	37%	33%	34%	16%	34%	53%	27%	40%	37%	40%	42%	34%	30%	39%	31%	19%	41%	52%	38%
TOTAL INCREASE	203	78	43	21	20	40	121	82	55	61	76	88	69	45	39	39	28	15	53	149	60	49	22	55
-----	51%	56%	49%	44%	48%	49%	53%	47%	37%	54%	66%	45%	56%	56%	57%	56%	49%	49%	53%	50%	42%	60%	63%	53%
TOTAL DECREASE	71	30	17	6	8	10	47	23	32	22	15	35	20	15	11	10	8	6	14	56	32	15	4	16
-----	18%	22%	20%	13%	18%	12%	21%	14%	21%	20%	13%	18%	16%	19%	17%	14%	15%	19%	14%	19%	23%	19%	11%	16%
INCREASE BY MORE THAN 10%	146	51	33	14	15	33	84	62	38	42	56	64	48	34	31	30	21	14	39	107	42	36	12	39
	37%	36%	38%	29%	34%	41%	37%	36%	26%	38%	49%	33%	39%	42%	45%	44%	36%	46%	39%	36%	30%	45%	34%	38%
INCREASE BY LESS THAN 10%	57	28	9	7	6	7	37	20	17	19	19	24	21	11	8	8	7	1	14	42	17	12	10	16
	14%	20%	11%	15%	13%	8%	16%	11%	11%	17%	17%	12%	17%	14%	12%	12%	12%	3%	14%	14%	12%	15%	29%	15%
DECREASE BY LESS THAN 10%	21	9	6	1	3	2	15	6	7	7	7	10	8	3	5	3	3	-	3	18	9	3	1	6
	5%	6%	7%	2%	6%	3%	7%	3%	5%	6%	6%	5%	6%	4%	8%	5%	6%	-	3%	6%	6%	4%	2%	6%
DECREASE BY MORE THAN 10%	50	22	11	5	5	7	32	18	24	16	9	26	12	12	6	7	5	6	11	39	24	12	3	10
	13%	15%	12%	11%	11%	9%	14%	10%	16%	14%	7%	13%	10%	15%	9%	9%	9%	19%	12%	13%	17%	15%	9%	10%
STAY THE SAME	118	28	25	20	14	32	53	65	61	27	21	68	34	16	17	17	21	10	32	87	48	15	7	31
	30%	20%	29%	42%	32%	39%	23%	38%	41%	24%	18%	35%	27%	20%	25%	24%	36%	32%	32%	29%	34%	18%	21%	30%
TOO SOON TO SAY/DON'T KNOW	4	3	-	-	1	-	3	1	1	2	1	3	-	1	1	-	-	-	-	3	2	-	1	1
	1%	2%	-	-	2%	-	1%	-	1%	1%	1%	1%	-	1%	1%	-	-	-	-	1%	1%	-	3%	1%
REFUSED	4	1	2	1	1	-	3	2	1	-	3	1	1	3	-	4	-	-	4	1	2	1	1	
	1%	1%	2%	2%	2%	-	1%	1%	1%	-	2%	-	1%	3%	-	5%	-	-	1%	1%	3%	2%	1%	
STATUS QUO 3/3	32	5	4	8	6	9	9	23	20	4	6	21	7	4	5	1	5	4	9	23	17	3	2	5
	8%	4%	4%	16%	13%	12%	4%	13%	13%	3%	5%	11%	6%	5%	7%	1%	8%	14%	9%	8%	12%	4%	5%	4%

Table 10-2
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2021 to increase or decrease compared to 2020, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER			
																						50	51-100	101+	
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38	
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%	
**D/S (INCREASE - DECREASE)	132	111	32	143	-12	108	38	-17	47	24	58	203	-71	-	131	-32	30	96	-11	48	-	102	16	14	
	33%	61%	19%	41%	-25%	77%	22%	-24%	59%	13%	45%	100%	-100%	-	80%	-38%	21%	55%	-20%	29%	-	32%	38%	36%	
TOTAL INCREASE	203	123	70	193	10	114	69	16	55	67	77	203	-	-	137	15	48	107	14	81	-	157	24	21	
-----	51%	68%	42%	55%	20%	81%	40%	22%	69%	37%	60%	100%	-	-	84%	17%	33%	61%	24%	50%	-	49%	57%	55%	
TOTAL DECREASE	71	12	38	50	21	6	32	33	8	43	20	-	71	-	6	47	18	12	25	33	-	55	8	7	
-----	18%	6%	23%	14%	45%	4%	18%	46%	10%	24%	15%	-	100%	-	4%	55%	12%	7%	44%	20%	-	17%	19%	19%	
INCREASE BY MORE THAN 10%	146	96	42	138	7	87	43	13	42	50	52	146	-	-	110	7	26	85	9	52	-	112	16	18	
	37%	53%	25%	40%	16%	62%	25%	18%	53%	28%	40%	72%	-	-	67%	9%	18%	48%	16%	32%	-	35%	38%	46%	
INCREASE BY LESS THAN 10%	57	27	27	54	2	28	26	3	13	17	25	57	-	-	27	7	22	23	5	30	-	45	8	3	
	14%	15%	16%	16%	5%	20%	15%	4%	17%	9%	20%	28%	-	-	17%	9%	15%	13%	8%	18%	-	14%	19%	9%	
DECREASE BY LESS THAN 10%	21	6	11	17	3	3	14	3	4	7	9	-	21	-	2	12	7	3	9	9	-	17	2	1	
	5%	4%	7%	5%	7%	2%	8%	5%	5%	4%	7%	-	29%	-	1%	14%	5%	2%	15%	5%	-	5%	5%	4%	
DECREASE BY MORE THAN 10%	50	5	27	32	18	3	18	30	4	36	10	-	50	-	5	35	11	8	17	24	-	38	6	6	
	13%	3%	16%	9%	39%	2%	10%	41%	5%	20%	8%	-	71%	-	3%	41%	7%	5%	29%	15%	-	12%	14%	16%	
STAY THE SAME	118	42	59	101	15	19	69	22	15	70	29	-	-	118	19	22	78	54	16	46	32	102	10	6	
	30%	23%	35%	29%	32%	13%	40%	31%	19%	38%	22%	-	-	100%	11%	25%	54%	31%	28%	28%	100%	32%	24%	16%	
TOO SOON TO SAY/DON'T KNOW	4	2	1	4	-	-	3	-	-	2	1	-	-	-	1	2	-	1	2	-	-	3	-	1	
	1%	1%	1%	1%	-	-	2%	-	-	1%	1%	-	-	-	1%	2%	-	1%	3%	-	-	1%	-	2%	
REFUSED	4	2	-	2	1	2	2	1	2	1	2	-	-	-	-	-	-	1	-	3	-	2	-	3	
	1%	1%	-	-	2%	1%	1%	1%	2%	-	2%	-	-	-	-	-	-	-	-	2%	-	1%	-	7%	
STATUS QUO 3/3	32	13	13	26	5	6	18	5	4	18	10	-	-	32	-	-	32	-	-	32	32	28	2	2	
	8%	7%	8%	7%	10%	4%	11%	7%	5%	10%	7%	-	-	27%	-	-	22%	-	-	20%	100%	9%	5%	5%	

Table 10-3
QUESTION 5:

As you look to the year-end, do you project your company's gross revenues for 2021 to increase or decrease compared to 2020, or will they probably stay the same?

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
**D/S (INCREASE - DECREASE)	132 33%	91 31%	41 38%	55 60%	30 31%	34 27%	8 12%	82 30%	36 35%	118 32%	13 53%	44 35%	41 38%	22 42%	11 40%	3 11%	4 19%	-4 -31%	47 30%	84 35%	85 31%	46 43%	78 40%	46 24%
TOTAL INCREASE	203 51%	147 50%	56 52%	59 64%	48 50%	60 47%	28 44%	133 49%	54 53%	187 50%	15 60%	67 53%	57 54%	31 57%	14 53%	8 35%	10 51%	2 14%	74 47%	127 54%	138 50%	62 58%	103 54%	90 46%
TOTAL DECREASE	71 18%	56 19%	15 14%	4 4%	18 19%	26 20%	21 32%	51 19%	18 18%	69 19%	2 7%	23 18%	16 15%	8 16%	3 13%	6 24%	6 32%	5 45%	27 17%	43 18%	53 19%	15 14%	26 13%	44 23%
INCREASE BY MORE THAN 10%	146 37%	105 36%	41 39%	40 44%	36 37%	40 31%	24 36%	99 37%	34 34%	134 36%	12 47%	52 42%	39 36%	25 46%	8 29%	5 21%	7 38%	1 7%	54 34%	91 39%	97 35%	46 43%	75 39%	65 34%
INCREASE BY LESS THAN 10%	57 14%	42 14%	14 13%	19 21%	12 13%	20 16%	5 7%	34 13%	20 19%	54 14%	3 12%	15 12%	19 17%	6 11%	6 24%	3 14%	2 13%	1 7%	20 13%	36 15%	41 15%	16 15%	29 15%	24 13%
DECREASE BY LESS THAN 10%	21 5%	17 6%	3 3%	2 2%	6 7%	6 5%	6 10%	15 5%	5 5%	20 5%	1 3%	9 7%	2 2%	3 5%	1 3%	1 4%	2 12%	2 19%	6 4%	15 6%	14 5%	5 5%	10 5%	10 5%
DECREASE BY MORE THAN 10%	50 13%	39 13%	12 11%	2 3%	12 12%	19 15%	14 22%	37 14%	13 12%	49 13%	1 3%	14 12%	14 13%	6 11%	3 10%	5 20%	4 19%	3 26%	21 13%	28 12%	39 14%	10 9%	16 8%	33 17%
STAY THE SAME	118 30%	84 28%	35 33%	28 30%	29 30%	42 32%	13 20%	79 29%	30 29%	109 29%	7 30%	34 27%	31 29%	15 27%	7 26%	9 38%	3 13%	5 41%	55 35%	61 26%	83 30%	26 24%	62 32%	54 28%
TOO SOON TO SAY/DON'T KNOW	4 1%	2 1%	1 1%	1 1%	1 1%	1 1%	1 1%	4 1%	- -	4 1%	- -	1 1%	2 2%	- -	- -	1 3%	- -	- -	2 1%	2 1%	2 1%	1 1%	2 1%	2 1%
REFUSED	4 1%	4 2%	- -	- -	1 1%	1 1%	2 3%	3 1%	1 1%	4 1%	1 3%	1 1%	- -	- -	2 8%	- -	1 4%	- -	1 1%	4 1%	1 -	3 3%	- -	4 2%
STATUS QUO 3/3	32 8%	24 8%	8 8%	10 11%	6 6%	12 9%	2 4%	23 8%	5 5%	27 7%	3 13%	11 9%	3 3%	6 10%	3 11%	1 4%	1 4%	2 19%	15 10%	17 7%	23 8%	7 7%	16 9%	15 8%

Table 10-4

QUESTION 5:
As you look to the year-end, do you project your company's gross revenues for 2021 to increase or decrease compared to 2020, or will they probably stay the same?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (INCREASE - DECREASE)	132	87	37	30	30	24	42	13	102	31	64	52	14	58	63	95	34	11	9	11	24	76
	33%	44%	24%	39%	41%	33%	59%	24%	41%	20%	29%	40%	29%	34%	31%	43%	21%	31%	15%	33%	43%	35%
TOTAL INCREASE	203	116	73	45	39	33	45	25	140	63	107	69	23	87	102	122	74	16	17	16	29	119
-----	51%	58%	48%	57%	54%	46%	63%	45%	56%	42%	49%	53%	50%	51%	50%	55%	46%	46%	31%	49%	53%	54%
TOTAL DECREASE	71	29	36	14	9	9	3	12	38	32	43	17	10	29	38	28	40	5	9	5	5	43
-----	18%	15%	23%	18%	13%	13%	4%	21%	15%	22%	20%	13%	21%	17%	19%	12%	25%	15%	15%	16%	10%	20%
INCREASE BY MORE THAN 10%	146	80	52	30	28	28	38	18	99	47	80	46	19	70	66	93	49	13	14	11	23	82
	37%	40%	34%	39%	38%	39%	53%	33%	40%	31%	37%	36%	40%	41%	33%	42%	30%	37%	25%	35%	42%	37%
INCREASE BY LESS THAN 10%	57	36	21	14	11	5	7	6	40	16	27	23	5	17	36	29	25	3	3	4	6	37
	14%	18%	14%	18%	15%	7%	10%	12%	16%	11%	12%	17%	10%	10%	18%	13%	15%	9%	6%	14%	11%	17%
DECREASE BY LESS THAN 10%	21	9	11	5	5	3	-	3	12	9	12	5	3	6	13	8	13	2	-	2	-	15
	5%	4%	7%	6%	7%	5%	-	6%	5%	6%	6%	4%	7%	4%	7%	3%	8%	6%	-	6%	-	7%
DECREASE BY MORE THAN 10%	50	20	25	10	4	6	3	8	26	24	31	12	6	23	25	20	27	3	9	3	5	28
	13%	10%	16%	12%	5%	8%	4%	15%	10%	16%	14%	9%	14%	13%	12%	9%	17%	9%	15%	10%	10%	13%
STAY THE SAME	118	52	38	16	22	29	20	16	66	52	64	42	12	51	60	66	46	13	29	10	21	52
	30%	26%	25%	20%	30%	40%	28%	29%	27%	35%	29%	33%	26%	30%	30%	30%	28%	37%	51%	31%	37%	24%
TOO SOON TO SAY/DON'T KNOW	4	1	3	2	2	-	-	2	1	2	1	2	1	1	3	2	1	-	-	1	-	3
	1%	-	2%	2%	3%	-	-	3%	-	1%	-	1%	2%	-	1%	1%	1%	-	-	2%	-	1%
REFUSED	4	2	3	2	1	1	3	1	4	1	4	-	1	4	-	4	1	1	1	1	-	3
	1%	1%	2%	2%	1%	1%	4%	2%	1%	1%	2%	-	2%	2%	-	2%	-	2%	2%	2%	-	1%
STATUS QUO 3/3	32	15	11	7	3	10	3	2	15	17	16	12	3	15	15	15	15	5	7	4	6	9
	8%	7%	7%	9%	4%	14%	5%	3%	6%	11%	7%	9%	7%	9%	7%	7%	9%	15%	13%	14%	11%	4%

Table 10-5
QUESTION 5:

As you look to the year-end, do you project your company's gross revenues for 2021 to increase or decrease compared to 2020, or will they probably stay the same?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (INCREASE - DECREASE)	132 33%	94 34%	93 38%	92 40%	90 39%	66 35%	74 41%	69 39%	69 41%	19 31%	114 34%	32 28%	89 40%	121 36%	9 16%
TOTAL INCREASE -----	203 51%	143 52%	130 53%	126 55%	124 55%	101 54%	101 56%	97 54%	95 56%	31 51%	171 51%	55 50%	120 54%	176 52%	24 43%
TOTAL DECREASE -----	71 18%	49 18%	37 15%	35 15%	34 15%	35 19%	27 15%	28 15%	26 15%	12 20%	58 17%	23 21%	31 14%	55 16%	15 26%
INCREASE BY MORE THAN 10%	146 37%	101 37%	93 38%	88 38%	86 38%	74 40%	73 40%	66 37%	61 36%	26 43%	119 36%	44 39%	80 35%	123 37%	20 35%
INCREASE BY LESS THAN 10%	57 14%	42 15%	37 15%	38 16%	37 17%	26 14%	29 16%	31 17%	34 20%	5 8%	52 15%	11 10%	41 18%	52 16%	5 8%
DECREASE BY LESS THAN 10%	21 5%	14 5%	11 4%	9 4%	9 4%	11 6%	7 4%	9 5%	4 2%	7 12%	12 4%	6 5%	9 4%	15 4%	6 10%
DECREASE BY MORE THAN 10%	50 13%	35 12%	26 11%	26 11%	25 11%	24 13%	21 12%	19 10%	22 13%	5 8%	45 13%	18 16%	22 10%	40 12%	9 16%
STAY THE SAME	118 30%	82 30%	71 29%	67 29%	64 28%	47 25%	46 26%	50 28%	47 27%	16 26%	100 30%	31 28%	70 31%	101 30%	14 25%
TOO SOON TO SAY/DON'T KNOW	4 1%	1 -	1 -	- -	2 1%	1 1%	1 -	2 1%	1 -	1 1%	3 1%	- -	2 1%	2 -	2 3%
REFUSED	4 1%	2 1%	4 2%	2 1%	2 1%	2 1%	4 2%	2 1%	2 1%	1 1%	4 1%	2 1%	1 -	2 1%	2 4%
STATUS QUO 3/3	32 8%	21 8%	18 7%	19 8%	15 6%	11 6%	11 6%	12 7%	14 8%	5 8%	26 8%	11 10%	16 7%	27 8%	2 4%

Table 11-1

QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2021 to increase or decrease compared to 2020, 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	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (INCREASE - DECREASE)	78	25	16	9	7	21	41	36	12	26	33	25	24	28	24	23	3	7	22	56	7	17	12	29
	19%	18%	19%	18%	16%	25%	18%	21%	8%	24%	29%	13%	19%	35%	34%	34%	5%	22%	22%	19%	5%	21%	35%	28%
TOTAL INCREASE	163	62	36	18	13	34	98	65	52	48	54	73	52	38	34	35	19	13	46	117	50	38	13	45
-----	41%	44%	41%	38%	30%	41%	43%	38%	35%	43%	47%	37%	42%	47%	50%	51%	33%	42%	46%	39%	35%	47%	37%	44%
TOTAL DECREASE	85	37	20	9	6	13	56	29	40	22	21	48	28	9	11	12	16	6	24	61	43	21	1	16
-----	21%	26%	23%	19%	14%	16%	25%	17%	27%	19%	18%	24%	22%	12%	15%	17%	29%	19%	25%	20%	30%	26%	2%	16%
INCREASE BY MORE THAN 10%	108	43	23	14	8	21	66	42	33	30	40	52	30	26	25	25	11	6	32	77	33	29	3	33
	27%	31%	26%	28%	19%	25%	29%	25%	22%	26%	34%	26%	24%	33%	36%	36%	20%	20%	32%	26%	23%	35%	9%	32%
INCREASE BY LESS THAN 10%	54	19	13	4	5	13	32	23	19	19	14	21	22	11	10	10	7	7	14	40	17	9	10	12
	14%	13%	15%	9%	11%	16%	14%	13%	12%	17%	12%	11%	17%	14%	14%	15%	13%	22%	15%	13%	12%	11%	28%	11%
DECREASE BY LESS THAN 10%	37	16	9	4	2	7	25	12	13	11	13	16	17	5	5	9	7	2	7	30	14	8	1	11
	9%	11%	10%	8%	4%	8%	11%	7%	9%	10%	11%	8%	13%	6%	7%	14%	13%	6%	7%	10%	10%	10%	2%	11%
DECREASE BY MORE THAN 10%	48	21	11	5	4	7	32	16	27	11	8	32	11	5	6	3	9	4	17	31	28	13	-	5
	12%	15%	12%	11%	10%	8%	14%	9%	18%	10%	7%	16%	9%	6%	8%	4%	15%	14%	17%	10%	20%	16%	-	5%
STAY THE SAME	144	38	29	20	23	35	67	77	57	42	33	74	43	27	21	18	21	12	29	114	49	20	17	41
	36%	27%	33%	41%	53%	42%	29%	45%	38%	38%	29%	38%	34%	34%	31%	27%	37%	39%	29%	38%	35%	25%	48%	40%
TOO SOON TO SAY/DON'T KNOW	1	-	-	-	1	-	-	1	-	-	1	-	-	1	1	-	-	-	-	1	-	-	1	-
	-	-	-	-	2%	-	-	-	-	-	1%	-	-	1%	1%	-	-	-	-	-	-	-	2%	-
REFUSED	8	4	3	1	1	-	6	2	1	-	6	1	2	5	2	4	1	-	-	8	1	2	4	1
	2%	3%	3%	2%	2%	-	3%	1%	1%	-	5%	-	1%	7%	3%	5%	1%	-	-	3%	1%	3%	10%	1%

Table 11-2

QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2021 to increase or decrease compared to 2020, or will it probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (INCREASE - DECREASE)	78	84	7	91	-12	75	15	-17	39	3	35	123	-41	-3	163	-85	-	56	-19	42	-	49	12	16
	19%	47%	4%	26%	-26%	53%	9%	-23%	48%	1%	27%	60%	-58%	-3%	100%	-100%	-	32%	-34%	26%	-	15%	28%	43%
TOTAL INCREASE	163	99	54	153	10	86	56	16	47	58	55	137	6	19	163	-	-	83	8	72	-	125	18	20
-----	41%	55%	32%	44%	21%	61%	32%	22%	58%	32%	43%	68%	9%	16%	100%	-	-	47%	15%	44%	-	39%	43%	52%
TOTAL DECREASE	85	15	47	62	22	12	41	33	8	55	20	15	47	22	-	85	-	27	28	30	-	75	6	3
-----	21%	8%	28%	18%	47%	8%	23%	46%	10%	30%	15%	7%	66%	18%	-	100%	-	15%	49%	18%	-	24%	14%	9%
INCREASE BY MORE THAN 10%	108	68	34	102	6	64	31	11	33	36	36	100	4	4	108	-	-	59	6	44	-	82	12	14
	27%	38%	20%	29%	14%	46%	18%	16%	42%	20%	28%	50%	5%	4%	67%	-	-	33%	10%	27%	-	26%	28%	37%
INCREASE BY LESS THAN 10%	54	31	20	51	3	22	25	5	13	21	19	37	3	14	54	-	-	24	2	28	-	43	6	5
	14%	17%	12%	15%	7%	16%	14%	7%	17%	12%	14%	18%	4%	12%	33%	-	-	14%	4%	17%	-	13%	14%	14%
DECREASE BY LESS THAN 10%	37	12	20	31	6	5	22	10	5	24	8	8	18	10	-	37	-	10	11	15	-	32	4	1
	9%	7%	12%	9%	12%	4%	12%	14%	7%	13%	6%	4%	25%	9%	-	44%	-	6%	20%	9%	-	10%	10%	2%
DECREASE BY MORE THAN 10%	48	3	27	31	16	6	19	23	3	31	12	6	29	11	-	48	-	16	16	14	-	43	2	3
	12%	2%	16%	9%	35%	4%	11%	32%	4%	17%	9%	3%	41%	9%	-	56%	-	9%	29%	9%	-	14%	5%	7%
STAY THE SAME	144	61	67	127	14	39	75	22	24	66	50	48	18	78	-	-	144	65	18	59	32	117	16	11
	36%	34%	40%	37%	30%	27%	43%	31%	30%	36%	39%	23%	25%	66%	-	-	100%	37%	32%	36%	100%	37%	38%	29%
TOO SOON TO SAY/DON'T KNOW	1	1	-	1	-	-	1	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	2%
REFUSED	8	5	1	5	1	4	3	1	2	4	3	4	-	-	-	-	-	1	3	3	-	2	2	3
	2%	3%	-	2%	2%	3%	2%	1%	2%	2%	2%	2%	-	-	-	-	-	5%	2%	3%	-	1%	5%	9%

Table 11-3

QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2021 to increase or decrease compared to 2020, or will it probably stay the same?

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (INCREASE - DECREASE)	78	51	27	30	17	19	5	43	25	68	10	36	17	3	-3	4	-4	43	34	43	36	61	13	
	19%	17%	25%	33%	18%	15%	8%	16%	24%	18%	41%	29%	16%	31%	10%	-14%	18%	-31%	27%	14%	16%	33%	32%	7%
TOTAL INCREASE	163	117	45	42	39	48	25	107	43	150	12	58	42	26	7	5	8	1	63	98	105	54	87	69
	41%	40%	43%	46%	40%	37%	39%	40%	42%	40%	48%	46%	40%	49%	28%	22%	42%	7%	40%	41%	38%	51%	45%	36%
TOTAL DECREASE	85	66	19	12	22	29	20	64	18	82	2	23	26	9	5	9	5	5	20	64	62	18	26	55
	21%	23%	18%	13%	22%	23%	31%	24%	18%	22%	7%	18%	24%	18%	18%	36%	24%	38%	13%	27%	22%	17%	14%	29%
INCREASE BY MORE THAN 10%	108	81	28	29	26	29	17	72	27	99	9	44	24	17	4	4	5	1	45	63	69	39	63	42
	27%	27%	26%	31%	27%	22%	27%	27%	26%	27%	38%	35%	22%	32%	14%	15%	29%	7%	29%	27%	25%	36%	33%	22%
INCREASE BY LESS THAN 10%	54	37	18	14	13	20	8	35	17	51	3	15	19	9	4	2	3	-	18	35	37	15	24	27
	14%	12%	17%	15%	13%	15%	12%	13%	16%	14%	10%	12%	17%	17%	14%	7%	13%	-	12%	15%	13%	15%	12%	14%
DECREASE BY LESS THAN 10%	37	28	9	6	14	8	9	23	11	35	2	16	10	3	2	2	-	2	9	28	27	8	16	19
	9%	9%	9%	7%	14%	6%	14%	9%	11%	9%	7%	13%	9%	5%	8%	7%	-	19%	6%	12%	10%	8%	9%	10%
DECREASE BY MORE THAN 10%	48	38	10	6	8	22	11	41	7	48	-	6	16	7	3	7	5	2	12	35	35	10	10	36
	12%	13%	9%	6%	8%	17%	17%	15%	7%	13%	-	5%	15%	13%	10%	29%	24%	19%	7%	15%	13%	10%	5%	19%
STAY THE SAME	144	103	40	35	34	50	17	93	39	132	10	44	37	16	12	9	6	7	72	69	107	30	76	64
	36%	35%	38%	38%	35%	39%	27%	34%	38%	35%	42%	35%	34%	30%	46%	40%	30%	55%	45%	29%	39%	28%	39%	33%
TOO SOON TO SAY/DON'T KNOW	1	1	-	-	1	-	-	1	-	1	-	-	-	-	-	1	-	-	1	-	1	-	1	-
	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	3%	-	-	-	-	-	-	-	-
REFUSED	8	6	2	2	1	2	2	6	2	7	1	1	2	2	2	-	1	-	2	6	1	4	3	5
	2%	2%	2%	2%	1%	1%	3%	2%	2%	2%	3%	1%	1%	4%	8%	-	4%	-	1%	3%	-	4%	1%	3%

Table 11-4

QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2021 to increase or decrease compared to 2020, or will it probably stay the same?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (INCREASE - DECREASE)	78	45	27	25	13	17	28	8	54	25	28	37	12	40	33	58	16	8	8	6	11	44
	19%	22%	18%	32%	17%	23%	40%	14%	22%	17%	13%	29%	26%	23%	16%	26%	10%	22%	14%	20%	20%	20%
TOTAL INCREASE	163	84	64	39	29	29	37	21	106	57	82	58	21	72	81	100	57	13	19	11	22	96
-----	41%	42%	42%	51%	39%	40%	52%	38%	43%	38%	38%	45%	44%	42%	40%	45%	35%	37%	34%	35%	40%	44%
TOTAL DECREASE	85	40	37	15	16	12	8	13	52	32	55	20	8	32	48	42	41	5	11	5	11	52
-----	21%	20%	24%	19%	22%	17%	12%	24%	21%	21%	25%	16%	18%	19%	24%	19%	25%	15%	20%	16%	20%	24%
INCREASE BY MORE THAN 10%	108	55	41	27	21	17	27	16	68	40	57	35	16	46	56	69	36	10	9	8	14	64
	27%	28%	27%	34%	28%	24%	38%	29%	27%	27%	26%	27%	34%	27%	28%	31%	22%	28%	15%	24%	25%	29%
INCREASE BY LESS THAN 10%	54	29	23	13	8	11	10	5	38	17	26	22	5	27	25	31	21	3	10	4	8	32
	14%	15%	15%	16%	11%	16%	14%	9%	15%	11%	12%	17%	10%	16%	12%	14%	13%	9%	18%	12%	15%	14%
DECREASE BY LESS THAN 10%	37	21	17	9	9	4	3	4	27	9	24	9	5	15	20	17	19	3	1	2	5	23
	9%	10%	11%	12%	12%	5%	5%	7%	11%	6%	11%	7%	10%	9%	10%	8%	12%	9%	2%	6%	9%	10%
DECREASE BY MORE THAN 10%	48	19	20	6	7	8	5	9	24	23	31	12	4	17	28	25	22	2	10	3	6	30
	12%	9%	13%	7%	10%	11%	7%	17%	10%	15%	14%	9%	8%	10%	14%	11%	14%	6%	18%	10%	12%	13%
STAY THE SAME	144	71	47	21	27	28	21	21	82	61	75	51	17	60	72	71	63	16	25	15	22	66
	36%	36%	31%	27%	37%	39%	29%	37%	33%	41%	34%	39%	36%	35%	36%	32%	39%	44%	44%	45%	39%	30%
TOO SOON TO SAY/DON'T KNOW	1	1	-	1	1	-	-	-	1	-	1	-	-	1	-	1	-	-	-	1	-	-
	-	-	-	1%	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	-
REFUSED	8	4	4	2	1	4	5	1	7	1	6	1	1	6	1	7	1	1	1	1	-	6
	2%	2%	2%	2%	1%	5%	7%	2%	3%	1%	3%	1%	2%	4%	-	3%	-	4%	2%	2%	-	3%

Table 11-5

QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2021 to increase or decrease compared to 2020, or will it probably stay the same?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (INCREASE - DECREASE)	78 19%	60 22%	71 29%	69 30%	67 30%	57 31%	55 31%	48 27%	55 32%	14 23%	65 19%	26 24%	42 19%	68 20%	8 13%
TOTAL INCREASE -----	163 41%	113 41%	110 45%	109 47%	104 46%	90 48%	84 47%	76 43%	79 46%	28 45%	135 40%	46 42%	91 40%	137 41%	23 40%
TOTAL DECREASE -----	85 21%	53 19%	39 16%	40 17%	37 16%	33 18%	29 16%	29 16%	24 14%	14 22%	71 21%	20 18%	49 22%	69 21%	16 27%
INCREASE BY MORE THAN 10%	108 27%	75 27%	75 31%	70 30%	68 30%	61 33%	55 30%	47 26%	52 30%	17 28%	92 27%	31 28%	61 27%	92 27%	14 25%
INCREASE BY LESS THAN 10%	54 14%	38 14%	35 14%	39 17%	35 16%	29 16%	30 16%	30 17%	27 16%	11 17%	44 13%	15 14%	30 13%	45 14%	9 16%
DECREASE BY LESS THAN 10%	37 9%	29 10%	20 8%	18 8%	16 7%	16 9%	15 9%	18 10%	13 8%	4 7%	33 10%	11 10%	20 9%	31 9%	6 10%
DECREASE BY MORE THAN 10%	48 12%	24 9%	19 8%	22 9%	20 9%	17 9%	14 8%	10 6%	10 6%	9 15%	38 11%	9 8%	29 13%	38 11%	10 17%
STAY THE SAME	144 36%	108 39%	87 36%	79 34%	82 36%	61 33%	63 35%	70 39%	64 38%	19 31%	122 36%	42 38%	84 37%	125 37%	14 24%
TOO SOON TO SAY/DON'T KNOW	1 -	1 -	- -	- -	1 -	- -	- -	1 -	1 -	- -	1 -	- -	- -	- -	1 1%
REFUSED	8 2%	2 1%	6 3%	2 1%	5 2%	2 1%	4 2%	3 1%	2 1%	1 1%	7 2%	3 2%	1 -	3 1%	4 7%

Table 12-1

QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2021 to increase or decrease compared to 2020, 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		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			NE																					
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (INCREASE - DECREASE)	118	34	26	20	15	24	60	58	38	44	28	49	45	25	24	16	19	7	40	77	29	17	14	46
	30%	24%	30%	41%	34%	29%	26%	34%	25%	40%	25%	25%	36%	31%	34%	24%	34%	23%	41%	26%	21%	21%	39%	45%
TOTAL INCREASE	175	56	40	26	20	33	96	79	62	56	46	80	59	35	32	28	27	11	52	123	54	29	18	58
-----	44%	40%	46%	55%	46%	40%	42%	46%	42%	50%	40%	41%	48%	44%	47%	41%	48%	34%	52%	41%	38%	36%	50%	56%
TOTAL DECREASE	57	21	14	7	5	9	36	21	24	11	18	32	15	10	9	12	8	3	11	45	25	12	4	11
-----	14%	15%	16%	14%	11%	11%	16%	12%	16%	10%	15%	16%	12%	13%	12%	18%	14%	11%	12%	15%	18%	15%	10%	11%
INCREASE BY MORE THAN 10%	127	33	31	22	13	27	65	63	49	37	37	54	46	27	22	20	23	8	37	90	39	27	14	37
	32%	24%	36%	47%	31%	33%	28%	36%	33%	33%	32%	28%	37%	34%	32%	30%	41%	26%	38%	30%	28%	33%	40%	36%
INCREASE BY LESS THAN 10%	47	22	9	4	6	6	31	16	14	19	9	26	14	7	10	8	4	3	14	33	15	2	3	20
	12%	16%	10%	8%	15%	7%	14%	9%	9%	17%	8%	13%	11%	9%	15%	11%	7%	8%	15%	11%	10%	3%	10%	20%
DECREASE BY LESS THAN 10%	15	5	2	1	1	5	7	8	8	1	5	6	6	3	3	4	-	1	4	10	5	1	2	6
	4%	4%	2%	3%	3%	6%	3%	4%	5%	1%	5%	3%	5%	3%	5%	6%	-	3%	4%	3%	3%	2%	5%	6%
DECREASE BY MORE THAN 10%	42	16	13	5	3	5	29	14	17	11	12	26	9	7	5	8	8	3	7	35	20	11	2	5
	11%	12%	14%	11%	8%	6%	13%	8%	11%	10%	11%	13%	7%	9%	7%	12%	14%	9%	7%	12%	14%	14%	6%	5%
STAY THE SAME	163	61	33	15	16	39	94	69	62	45	49	82	48	33	28	28	22	16	36	127	63	39	12	31
	41%	44%	37%	31%	37%	47%	41%	40%	41%	40%	43%	42%	39%	41%	40%	40%	38%	52%	36%	42%	44%	49%	34%	30%
TOO SOON TO SAY/DON'T KNOW	3	1	-	-	2	1	1	2	1	-	1	1	2	1	1	-	-	1	-	3	-	-	2	2
	1%	1%	-	-	4%	1%	-	1%	1%	-	1%	-	1%	1%	1%	-	-	3%	-	1%	-	-	4%	2%
REFUSED	2	1	-	-	1	-	1	1	-	-	1	-	-	1	-	1	-	-	-	2	-	-	1	1
	-	-	-	-	2%	-	-	1%	-	-	1%	-	-	2%	-	1%	-	-	-	1%	-	-	2%	1%

Table 12-2

QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2021 to increase or decrease compared to 2020, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (INCREASE - DECREASE)	118	72	48	120	-4	61	39	8	27	29	58	93	-14	38	75	-1	47	175	-57	-	-	93	12	13
	30%	40%	28%	34%	-8%	44%	22%	11%	34%	16%	45%	46%	-19%	32%	46%	-1%	32%	100%	-100%	-	-	29%	29%	34%
TOTAL INCREASE	175	91	71	161	12	70	67	28	33	71	65	107	12	54	83	27	65	175	-	-	-	140	20	15
-----	44%	50%	42%	46%	26%	50%	38%	39%	41%	39%	50%	53%	16%	46%	51%	31%	45%	100%	-	-	-	44%	48%	39%
TOTAL DECREASE	57	18	23	41	16	9	28	20	5	43	7	14	25	16	8	28	18	-	57	-	-	47	8	2
-----	14%	10%	14%	12%	33%	6%	16%	28%	7%	23%	5%	7%	36%	14%	5%	32%	13%	-	100%	-	-	15%	19%	5%
INCREASE BY MORE THAN 10%	127	68	51	119	6	52	44	24	29	60	36	83	8	35	65	20	42	127	-	-	-	100	16	11
	32%	38%	30%	34%	14%	37%	25%	33%	36%	33%	28%	41%	12%	29%	40%	24%	29%	73%	-	-	-	31%	38%	30%
INCREASE BY LESS THAN 10%	47	22	19	42	6	18	23	4	4	12	29	24	3	19	18	6	23	47	-	-	-	40	4	3
	12%	12%	12%	12%	12%	13%	13%	5%	5%	6%	23%	12%	4%	16%	11%	7%	16%	27%	-	-	-	12%	10%	9%
DECREASE BY LESS THAN 10%	15	5	8	12	2	2	11	2	4	6	3	3	5	6	2	4	8	-	15	-	-	12	2	1
	4%	3%	5%	4%	5%	2%	6%	2%	5%	3%	2%	2%	7%	5%	1%	5%	6%	-	26%	-	-	4%	5%	2%
DECREASE BY MORE THAN 10%	42	14	15	29	13	7	17	18	2	36	3	11	20	10	6	23	10	-	42	-	-	35	6	1
	11%	8%	9%	8%	28%	5%	10%	26%	2%	20%	3%	5%	28%	8%	4%	27%	7%	-	74%	-	-	11%	14%	4%
STAY THE SAME	163	68	73	141	19	59	79	24	41	68	55	81	33	46	72	30	59	-	-	163	32	130	14	19
	41%	38%	43%	40%	41%	42%	45%	33%	51%	37%	43%	40%	47%	39%	44%	35%	41%	-	-	100%	100%	41%	33%	50%
TOO SOON TO SAY/DON'T KNOW	3	2	1	3	-	2	2	-	1	1	2	-	1	2	-	1	2	-	-	-	-	3	-	1
	1%	1%	1%	1%	-	1%	1%	-	1%	-	1%	-	1%	1%	-	1%	1%	-	-	-	-	1%	-	2%
REFUSED	2	1	1	2	-	1	-	-	1	-	1	1	-	-	-	-	-	-	-	-	-	-	-	1
	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	4%

Table 12-3

QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2021 to increase or decrease compared to 2020, or will they probably stay the same?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (INCREASE - DECREASE)	118	80	38	49	33	25	10	75	35	110	6	46	39	12	9	2	4	-3	42	74	85	29	69	49
	30%	27%	36%	53%	34%	19%	16%	28%	34%	30%	24%	36%	37%	22%	34%	7%	22%	-24%	27%	31%	31%	27%	36%	25%
TOTAL INCREASE	175	119	56	57	44	44	23	122	43	165	8	62	53	20	10	10	6	3	67	105	119	48	90	81
	44%	40%	53%	62%	45%	34%	36%	45%	42%	44%	33%	49%	50%	37%	37%	42%	31%	21%	42%	44%	43%	45%	47%	42%
TOTAL DECREASE	57	39	18	8	11	20	13	47	8	55	2	16	14	8	1	8	2	5	25	31	34	19	22	32
	14%	13%	17%	9%	11%	15%	20%	17%	8%	15%	9%	13%	13%	14%	3%	34%	9%	45%	16%	13%	12%	18%	11%	16%
INCREASE BY MORE THAN 10%	127	87	40	41	34	30	17	93	25	118	7	49	38	15	8	7	4	1	52	75	85	37	67	57
	32%	30%	38%	45%	35%	23%	27%	35%	25%	32%	30%	39%	36%	27%	31%	29%	22%	7%	33%	32%	31%	34%	35%	29%
INCREASE BY LESS THAN 10%	47	31	16	16	10	14	6	29	18	47	1	13	16	5	2	3	2	2	15	30	34	11	23	24
	12%	11%	15%	17%	11%	11%	9%	11%	17%	12%	3%	10%	15%	10%	6%	13%	9%	14%	10%	13%	12%	11%	12%	12%
DECREASE BY LESS THAN 10%	15	13	2	5	2	3	3	9	3	12	2	3	3	1	-	4	-	3	10	4	10	4	10	3
	4%	4%	2%	6%	2%	3%	4%	4%	3%	3%	9%	3%	3%	2%	-	17%	-	26%	7%	2%	4%	4%	5%	2%
DECREASE BY MORE THAN 10%	42	26	16	3	8	16	10	37	5	42	-	13	11	7	1	4	2	2	15	27	24	15	12	29
	11%	9%	15%	3%	9%	13%	16%	14%	5%	11%	-	10%	10%	13%	3%	18%	9%	19%	9%	11%	9%	14%	6%	15%
STAY THE SAME	163	133	30	26	40	62	29	100	49	149	13	47	38	26	15	5	11	4	63	98	120	39	78	79
	41%	45%	28%	29%	41%	48%	44%	37%	48%	40%	55%	38%	36%	49%	57%	21%	60%	33%	40%	42%	43%	36%	41%	41%
TOO SOON TO SAY/DON'T KNOW	3	1	3	-	1	3	-	2	2	3	-	-	-	-	1	1	-	-	2	1	2	-	2	1
	1%	-	2%	-	1%	2%	-	1%	2%	1%	-	-	-	-	3%	3%	-	-	2%	-	1%	-	1%	-
REFUSED	2	2	-	-	1	-	-	-	1	1	1	1	1	-	-	-	-	-	-	1	1	1	-	1
	-	1%	-	-	1%	-	-	-	1%	-	3%	1%	1%	-	-	-	-	-	-	1%	-	1%	-	1%

Table 12-4

QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2021 to increase or decrease compared to 2020, or will they probably stay the same?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (INCREASE - DECREASE)	118	74	36	25	23	18	30	17	83	34	60	40	18	43	61	73	36	8	24	10	21	62
	30%	37%	23%	32%	31%	25%	42%	30%	33%	23%	27%	31%	40%	25%	30%	33%	22%	22%	43%	31%	37%	28%
TOTAL INCREASE	175	97	58	35	34	28	42	27	115	59	95	55	24	69	90	106	60	14	34	14	25	94
-----	44%	48%	38%	45%	47%	39%	60%	48%	47%	39%	43%	43%	52%	40%	45%	48%	37%	39%	61%	43%	45%	43%
TOTAL DECREASE	57	22	22	10	12	10	13	10	33	24	35	15	6	26	29	34	23	6	10	4	4	32
-----	14%	11%	14%	13%	16%	14%	18%	18%	13%	16%	16%	12%	12%	15%	15%	15%	14%	17%	18%	12%	8%	14%
INCREASE BY MORE THAN 10%	127	72	39	25	25	20	33	14	87	41	76	33	18	47	69	79	44	13	25	10	19	64
	32%	36%	26%	33%	35%	27%	46%	25%	35%	27%	35%	26%	38%	28%	34%	36%	27%	35%	45%	31%	33%	29%
INCREASE BY LESS THAN 10%	47	24	19	9	9	9	10	13	29	18	19	22	7	22	22	27	15	1	9	4	6	30
	12%	12%	12%	12%	12%	12%	14%	24%	12%	12%	8%	17%	14%	13%	11%	12%	10%	4%	15%	12%	12%	14%
DECREASE BY LESS THAN 10%	15	2	9	1	4	1	3	2	7	7	5	6	4	8	7	8	6	3	-	1	3	7
	4%	1%	6%	2%	5%	1%	4%	4%	3%	5%	2%	5%	9%	5%	3%	4%	4%	7%	-	2%	5%	3%
DECREASE BY MORE THAN 10%	42	20	13	9	8	9	10	8	25	17	30	9	2	18	23	25	17	3	10	3	2	25
	11%	10%	9%	11%	11%	13%	14%	14%	10%	11%	14%	7%	4%	11%	11%	11%	11%	9%	18%	10%	3%	11%
STAY THE SAME	163	79	70	31	25	32	16	18	97	65	87	56	17	73	81	79	79	14	11	13	26	93
	41%	40%	46%	40%	34%	44%	22%	33%	39%	43%	40%	43%	36%	43%	40%	36%	49%	41%	20%	39%	47%	42%
TOO SOON TO SAY/DON'T KNOW	3	1	2	1	2	1	-	-	1	3	2	2	-	2	1	1	-	1	-	1	-	1
	1%	-	1%	1%	2%	1%	-	-	-	2%	1%	1%	-	1%	-	-	-	2%	-	4%	-	-
REFUSED	2	1	1	1	1	1	-	-	2	-	1	1	-	2	-	2	-	1	1	1	-	1
	-	-	-	1%	1%	1%	-	-	1%	-	-	1%	-	1%	-	1%	-	2%	2%	2%	-	-

Table 12-5

QUESTION 7:
 And, as you look to the year-end, do you project your company's capital expenditures for 2021 to increase or decrease compared to 2020, or will they probably stay the same?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (INCREASE - DECREASE)	118 30%	84 30%	84 34%	83 36%	82 36%	55 29%	61 34%	60 33%	63 37%	14 23%	102 31%	38 34%	75 34%	113 34%	4 6%
TOTAL INCREASE -----	175 44%	118 43%	112 46%	105 45%	106 47%	81 44%	81 45%	76 43%	81 48%	24 40%	149 44%	52 47%	101 45%	154 46%	20 35%
TOTAL DECREASE -----	57 14%	34 12%	28 12%	22 9%	24 11%	26 14%	20 11%	16 9%	18 11%	11 17%	46 14%	14 13%	26 12%	40 12%	17 29%
INCREASE BY MORE THAN 10%	127 32%	86 31%	87 36%	78 34%	76 33%	55 29%	57 32%	52 29%	61 36%	18 29%	110 33%	38 34%	72 32%	110 33%	17 30%
INCREASE BY LESS THAN 10%	47 12%	32 12%	25 10%	27 12%	30 13%	26 14%	24 13%	24 13%	20 12%	7 11%	39 12%	15 13%	29 13%	44 13%	3 6%
DECREASE BY LESS THAN 10%	15 4%	9 3%	8 3%	5 2%	6 3%	8 4%	5 3%	3 2%	4 2%	2 4%	12 4%	5 4%	7 3%	11 3%	3 5%
DECREASE BY MORE THAN 10%	42 11%	25 9%	20 8%	17 7%	18 8%	19 10%	15 8%	13 7%	15 9%	8 13%	34 10%	9 8%	19 9%	29 9%	13 23%
STAY THE SAME	163 41%	120 43%	101 42%	102 44%	94 42%	77 41%	77 43%	84 47%	68 40%	26 43%	136 41%	43 39%	96 43%	139 41%	20 35%
TOO SOON TO SAY/DON'T KNOW	3 1%	3 1%	1 -	1 -	2 1%	1 -	1 -	2 1%	1 -	- -	3 1%	1 1%	1 -	2 1%	1 1%
REFUSED	2 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 -	1 1%	- -	1 -	- -

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.

Federal government programs resulting from the pandemic

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
10	82	19	22	16	8	18	41	41	31	26	22	47	20	15	15	18	7	6	22	61	36	14	9	12
--	21%	13%	26%	33%	18%	22%	18%	24%	21%	23%	19%	24%	16%	19%	22%	27%	13%	20%	22%	20%	25%	18%	26%	12%
8-10	140	41	32	22	15	30	74	66	50	41	43	70	40	30	22	31	16	9	35	105	57	33	12	21
----	35%	30%	37%	45%	34%	37%	32%	38%	34%	36%	37%	36%	32%	37%	32%	44%	29%	29%	35%	35%	40%	41%	34%	20%
5-7	143	51	29	12	20	32	79	63	54	44	36	68	47	28	28	19	25	12	36	106	47	29	11	43
---	36%	36%	33%	24%	46%	39%	35%	36%	36%	40%	31%	35%	38%	35%	41%	28%	45%	38%	36%	35%	33%	36%	32%	42%
1-4	108	45	21	14	9	19	66	42	39	27	36	52	33	23	17	19	13	9	24	83	32	18	11	38
---	27%	32%	24%	28%	20%	23%	29%	24%	26%	24%	31%	27%	26%	28%	25%	28%	23%	28%	24%	28%	22%	22%	32%	37%
9	17	8	3	2	-	4	11	6	5	6	4	8	5	5	2	7	2	-	6	11	8	6	1	-
	4%	6%	4%	3%	-	5%	5%	3%	4%	6%	3%	4%	4%	6%	3%	10%	4%	-	6%	4%	5%	7%	4%	-
8	40	14	7	4	7	8	21	19	13	8	17	16	15	9	5	6	7	3	7	33	14	13	2	8
	10%	10%	8%	8%	16%	9%	9%	11%	9%	7%	15%	8%	12%	12%	7%	8%	12%	9%	7%	11%	10%	16%	4%	8%
7	48	10	14	2	6	16	24	24	17	10	14	22	12	13	8	8	7	5	12	36	17	10	4	12
	12%	7%	16%	4%	14%	20%	10%	14%	12%	9%	12%	11%	10%	17%	12%	12%	13%	16%	12%	12%	12%	13%	11%	12%
6	19	7	1	5	2	4	8	11	5	9	4	6	8	5	5	-	3	2	1	17	3	2	-	12
	5%	5%	1%	11%	4%	5%	3%	6%	3%	8%	3%	3%	7%	6%	7%	-	4%	5%	1%	6%	2%	2%	-	12%
5	76	34	14	4	12	12	48	28	32	25	18	40	27	9	15	11	16	5	23	52	27	17	7	18
	19%	24%	17%	8%	28%	14%	21%	16%	21%	22%	15%	21%	21%	12%	22%	16%	27%	16%	23%	17%	19%	21%	21%	18%
4	22	8	3	3	3	5	11	11	8	8	6	10	7	5	3	3	5	1	6	16	6	4	1	8
	6%	6%	4%	6%	7%	6%	5%	6%	5%	7%	5%	5%	6%	6%	5%	5%	9%	2%	6%	5%	4%	5%	4%	8%
3	23	12	6	-	1	3	19	4	8	4	10	10	6	6	6	1	2	2	4	19	4	2	3	13
	6%	9%	7%	-	2%	4%	8%	2%	6%	4%	9%	5%	5%	7%	9%	1%	3%	5%	4%	6%	3%	2%	8%	13%
2	27	8	7	4	2	6	15	12	7	8	11	13	8	7	3	9	2	4	4	23	7	6	4	6
	7%	6%	8%	9%	4%	8%	7%	7%	5%	7%	9%	7%	6%	8%	4%	13%	4%	14%	4%	8%	5%	7%	10%	6%
1	36	16	5	7	3	5	21	14	15	7	9	19	11	5	5	6	4	2	10	26	15	6	3	9
	9%	12%	6%	14%	7%	6%	9%	8%	10%	6%	8%	10%	9%	7%	8%	8%	6%	5%	10%	9%	10%	8%	9%	9%
DON'T KNOW/REFUSED	10	3	5	1	-	1	8	2	7	-	1	5	5	-	1	-	2	2	4	6	6	1	1	2
	3%	2%	5%	3%	-	1%	3%	1%	5%	-	1%	3%	4%	-	2%	-	3%	5%	4%	2%	4%	1%	2%	2%
MEAN	6.1	5.5	6.4	6.4	6.2	6.5	5.9	6.4	6.0	6.3	6.0	6.1	5.9	6.2	6.1	6.4	6.0	5.9	6.2	6.1	6.4	6.3	5.9	5.3

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.

Federal government programs resulting from the pandemic

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
10	82	30	40	70	10	21	43	16	10	56	15	36	13	29	33	20	26	40	17	25	4	67	8	7
--	21%	17%	24%	20%	22%	15%	25%	22%	12%	31%	11%	18%	19%	25%	20%	24%	18%	23%	30%	15%	12%	21%	19%	20%
8-10	140	56	59	115	22	44	64	29	18	82	38	69	24	43	56	34	47	67	24	47	11	110	16	14
----	35%	31%	35%	33%	48%	31%	37%	40%	23%	45%	29%	34%	33%	36%	34%	40%	33%	38%	43%	29%	34%	34%	38%	36%
5-7	143	63	63	126	16	50	59	27	33	59	46	67	31	45	60	30	52	66	17	58	10	115	10	18
---	36%	35%	38%	36%	34%	36%	34%	38%	42%	32%	36%	33%	43%	38%	37%	36%	36%	38%	30%	35%	30%	36%	24%	46%
1-4	108	56	43	99	8	44	47	15	28	34	42	65	16	24	47	19	39	39	13	55	9	85	16	7
---	27%	31%	25%	28%	16%	31%	27%	21%	35%	19%	33%	32%	22%	20%	29%	22%	27%	22%	22%	34%	27%	27%	38%	18%
9	17	7	7	13	4	5	9	3	3	8	6	12	1	4	7	2	7	7	3	7	3	12	4	1
	4%	4%	4%	4%	8%	4%	5%	4%	4%	4%	4%	6%	2%	3%	5%	3%	5%	4%	6%	4%	9%	4%	10%	2%
8	40	20	12	32	8	17	13	9	5	18	18	21	9	10	15	11	13	20	4	15	4	31	4	5
	10%	11%	7%	9%	18%	12%	7%	13%	6%	10%	14%	10%	13%	8%	9%	13%	9%	12%	7%	9%	13%	10%	10%	14%
7	48	26	16	42	5	18	20	8	10	23	13	23	6	18	25	7	15	28	7	13	2	34	8	5
	12%	14%	10%	12%	10%	13%	11%	11%	12%	13%	10%	12%	9%	16%	16%	9%	10%	16%	12%	8%	5%	11%	19%	14%
6	19	8	9	17	1	6	6	5	4	8	6	8	7	3	7	4	8	9	3	6	1	14	2	3
	5%	5%	5%	5%	3%	4%	3%	7%	6%	4%	5%	4%	10%	3%	4%	5%	5%	5%	5%	4%	3%	4%	5%	7%
5	76	29	38	67	10	26	33	15	19	28	27	35	18	23	28	19	29	30	7	39	7	67	-	9
	19%	16%	23%	19%	21%	18%	19%	20%	24%	16%	21%	17%	25%	19%	17%	22%	20%	17%	13%	24%	22%	21%	-	25%
4	22	9	10	19	3	11	9	2	6	6	11	9	3	10	9	3	11	9	1	12	2	18	2	3
	6%	5%	6%	5%	7%	8%	5%	3%	7%	3%	8%	4%	4%	8%	5%	3%	8%	5%	1%	7%	7%	5%	5%	7%
3	23	10	12	21	1	5	13	5	6	9	7	14	4	4	8	6	8	10	2	11	3	17	6	-
	6%	5%	7%	6%	3%	3%	7%	7%	8%	5%	6%	7%	5%	4%	5%	7%	6%	6%	4%	7%	8%	5%	14%	-
2	27	15	11	26	-	17	9	1	7	7	12	22	2	2	16	3	6	10	3	13	1	20	4	3
	7%	8%	7%	7%	-	12%	5%	1%	9%	4%	9%	11%	2%	2%	10%	3%	4%	6%	5%	8%	3%	6%	9%	7%
1	36	22	10	32	3	11	16	7	8	13	13	20	7	7	14	7	13	9	7	19	3	30	4	1
	9%	12%	6%	9%	7%	8%	9%	9%	10%	7%	10%	10%	10%	6%	9%	9%	9%	5%	12%	12%	10%	9%	10%	4%
DON'T KNOW/REFUSED	10	5	3	8	1	3	5	1	1	7	2	2	1	7	1	2	6	3	3	3	3	10	-	-
	3%	3%	2%	2%	2%	2%	3%	1%	1%	4%	2%	1%	1%	6%	1%	3%	4%	2%	4%	2%	9%	3%	-	-
MEAN	6.1	5.8	6.2	6.0	6.8	5.8	6.2	6.4	5.3	6.9	5.5	5.8	6.0	6.6	6.1	6.3	6.0	6.5	6.6	5.5	5.8	6.1	6.1	6.4

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.

Federal government programs resulting from the pandemic

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
10	82 21%	56 19%	27 25%	14 16%	23 24%	24 19%	16 25%	64 24%	13 13%	77 21%	3 14%	28 22%	19 18%	10 16%	4 16%	8 34%	3 13%	1 7%	29 19%	51 22%	55 20%	23 21%	33 17%	43 22%
8-10	140 35%	103 35%	36 34%	24 26%	38 39%	46 35%	27 41%	112 41%	19 19%	131 35%	7 29%	42 33%	33 31%	23 42%	8 30%	11 45%	5 26%	5 41%	45 29%	93 39%	95 34%	37 35%	52 27%	79 41%
5-7	143 36%	105 36%	37 35%	38 41%	32 33%	44 34%	23 35%	92 34%	46 45%	138 37%	5 20%	48 39%	39 37%	18 33%	10 40%	7 29%	7 39%	7 40%	59 37%	81 34%	98 36%	39 37%	68 35%	71 37%
1-4	108 27%	78 27%	29 28%	26 29%	27 28%	35 27%	13 20%	59 22%	36 36%	95 26%	12 51%	34 27%	32 30%	12 22%	8 30%	5 20%	7 35%	2 19%	48 30%	58 25%	76 27%	29 27%	66 34%	40 21%
9	17 4%	13 5%	4 3%	3 3%	5 5%	9 7%	- -	14 5%	2 1%	16 4%	1 6%	3 3%	3 3%	4 7%	3 11%	1 4%	1 4%	1 12%	5 3%	12 5%	12 4%	5 5%	6 3%	11 6%
8	40 10%	34 12%	6 5%	7 8%	10 10%	12 10%	10 16%	33 12%	5 5%	38 10%	2 10%	11 9%	12 11%	9 17%	1 3%	2 8%	2 8%	3 21%	11 7%	30 13%	29 10%	9 9%	13 7%	25 13%
7	48 12%	34 11%	14 13%	15 16%	9 9%	16 12%	5 8%	34 13%	12 12%	46 12%	2 7%	18 14%	12 11%	7 12%	4 17%	3 12%	1 4%	2 14%	16 10%	31 13%	33 12%	14 13%	22 11%	24 12%
6	19 5%	12 4%	7 6%	3 3%	4 5%	6 5%	4 6%	14 5%	4 4%	19 5%	- -	6 5%	6 6%	3 5%	1 3%	- -	- -	1 7%	9 6%	9 4%	10 4%	8 7%	9 4%	10 5%
5	76 19%	59 20%	17 16%	20 22%	18 19%	21 17%	13 21%	44 16%	29 29%	73 20%	3 13%	24 20%	21 20%	9 16%	5 20%	4 17%	7 34%	2 19%	34 22%	40 17%	55 20%	18 16%	37 19%	37 19%
4	22 6%	17 6%	5 5%	4 5%	8 8%	3 2%	6 9%	9 3%	12 11%	21 6%	2 7%	7 5%	7 7%	2 3%	1 6%	2 10%	1 4%	1 12%	17 11%	5 2%	15 6%	7 6%	13 7%	9 5%
3	23 6%	15 5%	8 8%	7 7%	5 6%	8 6%	2 3%	15 6%	7 7%	22 6%	1 3%	9 7%	9 9%	- -	2 6%	- -	1 4%	- -	8 5%	14 6%	14 5%	8 8%	16 9%	6 3%
2	27 7%	19 7%	8 7%	6 6%	9 9%	12 9%	- -	16 6%	8 8%	24 7%	3 10%	6 5%	7 7%	3 5%	- -	2 10%	4 22%	1 7%	9 5%	17 7%	20 7%	5 5%	15 8%	12 6%
1	36 9%	27 9%	9 8%	10 11%	5 5%	12 10%	6 9%	19 7%	9 9%	28 8%	7 30%	11 9%	8 8%	7 14%	5 18%	- -	1 4%	- -	15 9%	21 9%	27 10%	9 8%	21 11%	12 6%
DON'T KNOW/REFUSED	10 3%	7 2%	3 3%	3 3%	- -	4 3%	3 4%	8 3%	1 1%	9 2%	- -	1 1%	2 2%	2 3%	- -	1 6%	- -	- -	6 4%	5 2%	7 2%	2 2%	7 4%	3 2%
MEAN	6.1	6.1	6.2	5.7	6.3	6.0	6.5	6.5	5.3	6.2	4.7	6.1	5.9	6.3	5.8	7.0	5.2	6.5	5.8	6.3	6.0	6.2	5.6	6.5

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.

Federal government programs resulting from the pandemic

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	82	38	22	17	18	13	24	11	49	33	52	21	9	37	41	47	34	8	20	6	11	39
--	21%	19%	15%	21%	25%	18%	34%	20%	20%	22%	24%	17%	18%	21%	20%	21%	21%	22%	35%	20%	20%	18%
8-10	140	66	44	33	29	21	31	18	88	52	86	38	14	67	64	78	57	14	24	11	19	71
----	35%	33%	29%	42%	39%	30%	44%	33%	35%	35%	39%	29%	30%	39%	32%	35%	35%	41%	43%	33%	33%	32%
5-7	143	76	57	26	21	26	23	22	93	49	78	45	18	63	69	78	59	9	20	15	25	77
---	36%	38%	38%	34%	29%	36%	32%	41%	37%	33%	36%	35%	39%	37%	34%	35%	36%	24%	36%	45%	45%	35%
1-4	108	55	46	17	22	24	17	13	62	45	49	42	14	38	62	62	41	12	7	7	12	65
---	27%	27%	30%	21%	30%	33%	24%	24%	25%	30%	22%	33%	29%	22%	31%	28%	25%	33%	13%	22%	22%	30%
9	17	10	6	4	1	1	3	2	12	5	11	2	4	8	9	11	6	2	1	-	2	11
	4%	5%	4%	5%	2%	1%	4%	4%	5%	4%	5%	2%	8%	5%	5%	5%	4%	6%	2%	-	3%	5%
8	40	19	16	12	9	8	5	5	27	13	23	14	2	23	14	21	17	5	3	4	6	21
	10%	9%	10%	16%	13%	11%	7%	8%	11%	9%	11%	11%	4%	13%	7%	9%	11%	13%	6%	14%	11%	9%
7	48	25	18	10	7	13	11	8	35	13	23	19	6	23	19	34	11	2	9	4	13	22
	12%	12%	12%	13%	9%	18%	16%	15%	14%	8%	10%	15%	13%	13%	10%	16%	7%	6%	16%	14%	23%	10%
6	19	9	4	4	4	2	4	2	10	8	11	5	3	8	9	7	8	3	5	1	1	8
	5%	4%	2%	6%	5%	3%	5%	4%	4%	6%	5%	4%	6%	5%	4%	3%	5%	7%	8%	4%	2%	3%
5	76	43	35	12	10	11	8	12	47	28	45	22	9	32	41	36	39	4	6	9	11	47
	19%	21%	23%	15%	14%	15%	12%	21%	19%	19%	20%	17%	19%	19%	20%	16%	24%	11%	11%	27%	20%	21%
4	22	11	10	2	3	6	4	-	10	13	9	11	2	9	12	15	7	3	-	3	2	11
	6%	6%	7%	2%	4%	8%	6%	-	4%	8%	4%	9%	5%	5%	6%	7%	4%	9%	-	10%	4%	5%
3	23	8	12	4	10	4	6	2	15	7	11	8	4	5	16	11	9	1	4	1	3	19
	6%	4%	8%	5%	13%	5%	8%	3%	6%	5%	5%	7%	8%	3%	8%	5%	5%	2%	7%	2%	5%	8%
2	27	15	9	3	5	8	6	6	16	11	16	10	1	13	14	18	9	3	2	1	3	14
	7%	8%	6%	3%	7%	11%	8%	12%	6%	7%	7%	7%	2%	7%	7%	8%	6%	9%	4%	4%	6%	6%
1	36	21	15	8	4	6	1	5	22	13	14	12	7	12	21	18	16	5	1	2	4	21
	9%	10%	10%	11%	5%	9%	1%	9%	9%	9%	6%	10%	15%	7%	10%	8%	10%	13%	2%	6%	7%	10%
DON'T KNOW/REFUSED	10	2	5	2	2	1	-	2	5	5	5	4	1	3	6	3	5	1	4	-	-	8
	3%	1%	3%	3%	2%	1%	-	3%	2%	3%	2%	3%	2%	2%	3%	1%	3%	2%	7%	-	-	4%
MEAN	6.1	6.0	5.7	6.4	6.2	5.8	6.9	6.0	6.1	6.0	6.4	5.8	5.8	6.4	5.8	6.1	6.0	6.0	7.2	6.2	6.3	5.8

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.

Federal government programs resulting from the pandemic

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	WORK- ENV- TOTAL	COMP SALARY	WRK- LFE BAL	SAFE ENVI	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	82 21%	54 19%	53 22%	43 19%	47 21%	36 19%	37 20%	34 19%	33 19%	12 20%	69 21%	24 22%	41 18%	65 19%	16 29%
8-10	140 35%	98 35%	90 37%	76 33%	80 35%	66 35%	66 37%	62 35%	61 36%	22 35%	117 35%	41 37%	72 32%	113 34%	25 44%
5-7	143 36%	103 37%	85 35%	89 39%	77 34%	71 38%	61 34%	62 34%	63 37%	25 41%	115 34%	46 42%	80 36%	126 38%	13 23%
1-4	108 27%	72 26%	65 27%	64 28%	66 29%	48 26%	49 27%	53 29%	44 26%	13 21%	95 28%	20 18%	67 30%	88 26%	18 32%
9	17 4%	14 5%	12 5%	12 5%	12 5%	10 5%	8 4%	8 5%	13 8%	3 5%	14 4%	5 5%	11 5%	16 5%	1 3%
8	40 10%	30 11%	26 11%	21 9%	20 9%	20 11%	21 12%	19 11%	14 9%	6 10%	33 10%	12 11%	20 9%	32 10%	7 13%
7	48 12%	34 12%	34 14%	30 13%	28 12%	26 14%	19 10%	25 14%	25 15%	10 17%	35 11%	15 14%	25 11%	41 12%	6 10%
6	19 5%	16 6%	9 4%	10 5%	8 3%	9 5%	8 5%	6 3%	9 5%	3 6%	15 5%	10 9%	8 3%	18 5%	1 1%
5	76 19%	54 19%	42 17%	49 21%	41 18%	37 20%	34 19%	31 17%	29 17%	11 18%	64 19%	21 19%	47 21%	68 20%	7 11%
4	22 6%	17 6%	16 6%	16 7%	18 8%	11 6%	11 6%	15 8%	13 7%	2 3%	21 6%	6 5%	14 6%	19 6%	1 3%
3	23 6%	15 5%	10 4%	13 6%	10 4%	10 5%	8 4%	8 5%	7 4%	1 1%	22 7%	3 3%	17 8%	20 6%	3 5%
2	27 7%	16 6%	19 8%	19 8%	18 8%	13 7%	10 6%	14 8%	11 6%	7 12%	20 6%	2 2%	19 8%	20 6%	6 11%
1	36 9%	24 9%	20 8%	16 7%	20 9%	14 8%	20 11%	15 8%	13 8%	3 5%	32 10%	10 9%	18 8%	28 8%	7 13%
DON'T KNOW/REFUSED	10 3%	4 1%	3 1%	2 1%	5 2%	1 -	4 2%	3 1%	3 2%	2 3%	8 3%	3 3%	5 2%	8 3%	1 1%
MEAN	6.1	6.1	6.2	6.0	6.1	6.1	6.1	6.0	6.2	6.3	6.0	6.5	5.9	6.1	6.2

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.

State government programs resulting from the pandemic

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
10	75	15	23	11	8	19	38	38	25	26	22	34	20	21	18	11	6	8	19	57	24	19	6	16
--	19%	11%	26%	23%	19%	23%	17%	22%	17%	23%	19%	17%	16%	27%	26%	17%	10%	25%	19%	19%	17%	24%	17%	16%
8-10	130	31	30	22	14	33	61	69	49	39	34	64	40	26	22	23	16	11	35	95	49	33	11	23
----	32%	22%	34%	45%	32%	41%	27%	40%	33%	35%	30%	33%	32%	32%	32%	34%	29%	36%	35%	32%	35%	41%	32%	23%
5-7	154	57	37	10	19	31	95	59	58	46	41	72	52	30	30	27	27	8	42	112	57	31	10	41
---	39%	41%	43%	21%	43%	38%	42%	34%	39%	41%	36%	37%	42%	38%	43%	40%	48%	25%	42%	37%	40%	39%	27%	40%
1-4	107	46	18	15	11	17	64	43	35	26	39	52	31	24	16	18	13	10	19	88	31	16	14	35
---	27%	33%	21%	32%	25%	21%	28%	25%	24%	23%	34%	27%	25%	30%	23%	27%	23%	33%	19%	29%	22%	20%	39%	35%
9	14	4	3	4	1	2	7	7	6	5	2	9	5	-	-	3	2	-	3	11	7	5	1	1
	3%	3%	4%	8%	2%	2%	3%	4%	4%	4%	2%	4%	4%	-	-	4%	4%	-	3%	4%	5%	6%	2%	1%
8	41	12	4	6	5	13	16	24	19	8	9	21	15	4	5	9	8	3	13	27	18	9	4	7
	10%	9%	5%	13%	11%	16%	7%	14%	12%	7%	8%	11%	12%	5%	7%	13%	14%	11%	13%	9%	12%	12%	12%	6%
7	42	11	13	1	7	10	23	18	14	7	18	17	11	13	8	6	12	-	9	33	14	16	3	3
	10%	8%	15%	3%	16%	13%	10%	11%	9%	7%	16%	9%	9%	17%	12%	8%	21%	-	9%	11%	10%	20%	9%	3%
6	30	13	4	5	3	4	17	12	6	18	4	9	15	6	5	3	3	2	4	25	6	4	3	14
	7%	9%	5%	10%	7%	5%	8%	7%	4%	16%	3%	5%	12%	8%	7%	5%	6%	8%	4%	8%	4%	5%	9%	14%
5	83	34	20	4	9	16	54	29	38	21	20	46	26	11	17	18	12	6	29	54	37	11	3	23
	21%	24%	23%	8%	20%	20%	24%	17%	26%	19%	17%	23%	21%	13%	24%	26%	21%	18%	29%	18%	26%	14%	10%	22%
4	18	8	2	2	3	2	10	8	4	3	11	9	3	7	4	1	2	3	3	15	5	3	1	9
	5%	6%	3%	4%	8%	3%	5%	4%	3%	3%	9%	4%	2%	8%	5%	1%	3%	9%	3%	5%	3%	3%	2%	9%
3	25	12	6	1	1	5	18	7	8	6	10	9	8	7	4	4	3	2	3	22	6	3	4	8
	6%	9%	7%	2%	2%	6%	8%	4%	5%	6%	9%	5%	7%	9%	6%	6%	5%	8%	3%	7%	4%	4%	10%	8%
2	23	8	4	3	3	6	12	11	7	6	9	11	8	5	3	6	4	4	1	22	7	4	4	6
	6%	6%	5%	6%	6%	7%	5%	6%	5%	5%	8%	5%	6%	6%	4%	9%	7%	13%	1%	7%	5%	5%	10%	6%
1	41	18	6	10	4	4	24	17	16	10	10	23	12	5	5	7	5	1	11	30	13	7	6	13
	10%	13%	7%	20%	9%	5%	10%	10%	11%	9%	8%	12%	10%	7%	7%	10%	8%	3%	11%	10%	9%	8%	16%	13%
DON'T KNOW/REFUSED	9	6	1	1	-	1	7	2	7	1	-	8	2	-	1	-	-	2	4	5	5	-	1	3
	2%	4%	2%	3%	-	1%	3%	1%	5%	1%	-	4%	1%	-	2%	-	-	5%	4%	2%	4%	-	2%	3%
MEAN	5.9	5.3	6.4	6.0	6.1	6.5	5.7	6.2	5.9	6.2	5.8	5.8	5.9	6.2	6.2	5.8	5.9	6.0	6.1	5.9	6.1	6.7	5.4	5.3

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.

State government programs resulting from the pandemic

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					9																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
10	75	31	34	65	9	19	37	16	10	49	16	29	18	27	25	22	26	39	13	23	5	54	12	9
--	19%	17%	20%	19%	19%	14%	21%	23%	12%	27%	13%	14%	26%	22%	16%	26%	18%	22%	23%	14%	16%	17%	29%	25%
8-10	130	52	52	104	24	37	58	32	14	82	32	54	30	42	44	37	45	60	24	44	11	104	14	12
----	32%	29%	31%	30%	51%	26%	33%	44%	17%	45%	25%	26%	43%	36%	27%	44%	31%	35%	43%	27%	34%	33%	33%	30%
5-7	154	68	70	138	16	57	63	28	37	59	56	83	26	45	67	30	57	70	17	66	10	124	12	18
---	39%	38%	42%	40%	33%	41%	36%	39%	46%	32%	43%	41%	37%	38%	41%	35%	39%	40%	31%	40%	32%	39%	29%	48%
1-4	107	58	41	99	7	45	48	12	29	37	39	64	14	26	50	17	36	41	13	51	8	83	16	8
---	27%	32%	24%	28%	16%	32%	27%	17%	36%	20%	30%	32%	20%	22%	31%	20%	25%	24%	23%	31%	25%	26%	38%	22%
9	14	6	5	10	3	4	3	6	3	10	1	6	3	3	2	4	7	6	4	4	2	14	-	-
	3%	3%	3%	3%	7%	3%	2%	9%	4%	5%	1%	3%	4%	3%	1%	5%	5%	3%	7%	2%	5%	4%	-	-
8	41	15	14	29	12	13	17	9	1	23	15	19	9	12	16	11	13	16	7	17	4	36	2	2
	10%	8%	8%	8%	25%	10%	10%	12%	1%	12%	12%	9%	12%	11%	10%	13%	9%	9%	12%	10%	13%	11%	5%	5%
7	42	20	15	35	5	21	15	5	8	16	17	27	5	10	18	4	20	23	6	12	3	28	6	7
	10%	11%	9%	10%	11%	15%	8%	7%	10%	9%	13%	14%	6%	8%	11%	4%	14%	13%	10%	8%	10%	9%	14%	20%
6	30	14	15	28	1	10	10	8	5	14	11	14	9	7	13	5	12	17	1	11	1	23	2	4
	7%	7%	9%	8%	3%	7%	6%	11%	6%	7%	9%	7%	12%	6%	8%	6%	8%	10%	1%	7%	3%	7%	5%	11%
5	83	34	40	74	9	26	39	15	24	29	28	41	13	28	36	21	25	30	11	43	6	72	4	7
	21%	19%	24%	21%	19%	18%	22%	21%	30%	16%	21%	20%	19%	24%	22%	25%	17%	17%	19%	26%	20%	23%	10%	18%
4	18	11	6	17	1	9	9	1	8	6	4	12	-	6	11	1	6	6	2	11	2	11	2	5
	5%	6%	4%	5%	2%	6%	5%	1%	10%	3%	3%	6%	-	5%	7%	1%	4%	3%	3%	7%	8%	4%	5%	12%
3	25	11	12	23	2	7	16	2	6	10	10	12	6	6	9	8	7	9	3	12	1	17	6	1
	6%	6%	7%	7%	4%	5%	9%	2%	7%	5%	8%	6%	9%	5%	6%	9%	5%	5%	5%	7%	3%	5%	14%	4%
2	23	11	11	21	2	11	9	3	3	7	14	14	3	7	9	3	9	10	2	11	2	18	4	1
	6%	6%	6%	6%	4%	8%	5%	4%	3%	4%	11%	7%	4%	6%	6%	4%	6%	6%	4%	7%	8%	6%	9%	2%
1	41	26	12	37	3	18	14	7	13	14	12	27	6	7	21	5	14	17	7	16	2	36	4	1
	10%	14%	7%	11%	7%	13%	8%	10%	16%	8%	9%	13%	8%	6%	13%	6%	10%	10%	12%	10%	7%	11%	9%	4%
DON'T KNOW/REFUSED	9	3	5	8	-	2	7	-	1	5	2	2	-	5	2	1	6	3	2	3	3	9	-	-
	2%	1%	3%	2%	-	1%	4%	-	1%	3%	2%	1%	-	5%	1%	1%	4%	2%	3%	2%	9%	3%	-	-
MEAN	5.9	5.6	6.0	5.8	6.8	5.5	6.0	6.6	5.1	6.7	5.5	5.5	6.5	6.3	5.6	6.5	6.0	6.2	6.4	5.5	6.0	5.9	5.9	6.5

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.

State government programs resulting from the pandemic

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
10	75 19%	45 15%	30 28%	15 17%	19 20%	24 19%	15 22%	61 23%	10 10%	71 19%	3 10%	22 17%	21 20%	7 14%	6 24%	9 37%	4 23%	1 7%	29 18%	45 19%	53 19%	19 18%	27 14%	45 23%
8-10	130 32%	87 30%	43 40%	24 26%	35 36%	37 29%	26 41%	103 38%	17 17%	120 32%	8 32%	35 28%	37 35%	15 27%	9 32%	13 54%	8 44%	4 33%	52 33%	76 32%	91 33%	32 30%	53 28%	71 37%
5-7	154 39%	119 41%	35 33%	41 45%	29 30%	59 46%	19 29%	98 36%	48 47%	146 39%	8 32%	55 44%	38 36%	21 39%	8 32%	7 29%	4 21%	7 60%	55 35%	96 41%	106 38%	41 39%	71 37%	77 40%
1-4	107 27%	81 28%	26 24%	24 26%	32 33%	29 22%	17 27%	62 23%	36 36%	98 26%	9 36%	35 28%	28 26%	16 30%	9 35%	4 17%	7 35%	1 7%	46 29%	60 25%	72 26%	32 30%	63 33%	41 21%
9	14 3%	10 4%	3 3%	1 2%	3 3%	6 5%	3 5%	9 3%	2 2%	11 3%	2 9%	2 2%	4 3%	2 3%	1 3%	3 11%	2 13%	2 -	7 4%	7 3%	7 3%	6 5%	8 4%	6 3%
8	41 10%	31 11%	10 9%	7 8%	13 13%	7 6%	9 13%	32 12%	5 5%	38 10%	3 12%	11 9%	13 12%	6 10%	1 6%	2 7%	1 8%	3 26%	16 10%	25 10%	30 11%	8 7%	18 9%	21 11%
7	42 10%	37 13%	4 4%	9 10%	7 7%	19 15%	4 7%	27 10%	11 11%	39 10%	3 12%	16 13%	6 5%	6 10%	4 14%	2 10%	1 4%	4 33%	12 8%	28 12%	25 9%	15 14%	16 8%	23 12%
6	30 7%	17 6%	12 11%	9 10%	8 9%	7 6%	3 5%	18 7%	12 11%	30 8%	- -	11 8%	10 9%	2 3%	2 6%	1 6%	- -	1 7%	11 7%	18 8%	23 8%	6 5%	18 10%	10 5%
5	83 21%	64 22%	19 18%	22 24%	14 14%	33 25%	11 17%	53 20%	25 25%	78 21%	5 21%	29 23%	22 21%	14 25%	3 12%	3 13%	3 16%	2 19%	31 20%	49 21%	58 21%	21 19%	37 19%	43 22%
4	18 5%	13 4%	6 5%	3 3%	8 8%	2 1%	6 9%	10 4%	6 6%	16 4%	2 7%	5 4%	6 6%	4 7%	1 3%	1 4%	- -	- -	9 6%	9 4%	11 4%	7 7%	13 7%	5 3%
3	25 6%	23 8%	2 2%	3 4%	6 6%	9 7%	5 8%	17 6%	7 7%	24 6%	1 3%	12 9%	5 5%	3 5%	4 14%	- -	- -	- -	6 4%	19 8%	16 6%	8 7%	13 7%	11 6%
2	23 6%	17 6%	6 6%	7 7%	7 7%	8 7%	1 1%	14 5%	8 8%	22 6%	1 3%	6 5%	9 9%	4 7%	1 3%	- -	3 13%	1 7%	8 5%	15 6%	13 5%	8 7%	13 7%	10 5%
1	41 10%	29 10%	12 11%	11 12%	12 12%	10 7%	6 9%	21 8%	15 14%	36 10%	5 22%	12 10%	8 7%	6 11%	4 15%	3 14%	4 22%	- -	24 15%	17 7%	32 12%	9 9%	24 13%	15 8%
DON'T KNOW/REFUSED	9 2%	7 2%	3 2%	3 3%	- -	4 3%	3 4%	7 3%	1 1%	8 2%	- -	- -	3 3%	2 4%	- -	- -	- -	- -	5 3%	5 2%	8 3%	1 1%	5 2%	5 2%
MEAN	5.9	5.8	6.3	5.7	5.8	6.0	6.3	6.3	5.0	6.0	5.4	5.8	6.0	5.6	5.8	7.1	5.7	6.7	5.8	6.0	5.9	5.9	5.5	6.3

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.

State government programs resulting from the pandemic

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFICULTY ATTRACT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRATEGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	75	37	21	15	17	12	18	8	47	28	52	14	9	37	36	44	31	8	16	6	11	34
--	19%	18%	14%	19%	23%	17%	25%	14%	19%	19%	24%	11%	20%	21%	18%	20%	19%	22%	29%	18%	20%	15%
8-10	130	63	42	26	24	22	28	17	81	49	80	34	15	55	67	69	57	14	23	10	23	57
----	32%	31%	28%	33%	33%	31%	39%	30%	33%	32%	36%	26%	31%	32%	33%	31%	35%	41%	41%	31%	42%	26%
5-7	154	85	57	34	28	27	26	20	102	52	90	44	19	73	67	83	63	10	23	13	18	93
---	39%	43%	38%	43%	38%	37%	36%	35%	41%	34%	41%	34%	41%	43%	33%	38%	39%	28%	41%	41%	33%	42%
1-4	107	51	45	19	20	22	17	16	64	42	47	45	12	40	62	65	39	11	6	9	14	63
---	27%	26%	30%	24%	27%	31%	24%	29%	26%	28%	21%	35%	26%	23%	31%	30%	24%	30%	10%	27%	25%	29%
9	14	10	6	3	1	2	3	1	9	5	9	4	1	3	9	6	7	2	2	1	3	7
	3%	5%	4%	3%	2%	2%	5%	2%	4%	3%	4%	3%	2%	2%	4%	3%	4%	6%	4%	2%	5%	3%
8	41	16	16	8	6	8	7	8	25	16	19	16	5	15	23	19	19	5	5	4	10	16
	10%	8%	11%	10%	8%	11%	9%	15%	10%	10%	9%	12%	10%	9%	11%	8%	12%	13%	8%	12%	18%	7%
7	42	23	16	10	10	9	8	8	28	14	22	16	4	24	10	30	9	2	5	4	8	22
	10%	11%	11%	13%	14%	12%	11%	14%	11%	9%	10%	12%	9%	14%	5%	13%	6%	6%	9%	14%	14%	10%
6	30	15	8	8	5	4	5	3	19	10	15	9	5	15	10	13	11	3	6	2	3	16
	7%	8%	5%	11%	7%	5%	7%	6%	8%	7%	7%	7%	11%	9%	5%	6%	7%	9%	11%	6%	5%	7%
5	83	47	33	15	12	14	13	8	55	28	53	19	10	34	47	40	42	5	11	7	8	54
	21%	24%	22%	19%	17%	20%	18%	15%	22%	18%	24%	15%	21%	20%	23%	18%	26%	13%	21%	22%	14%	25%
4	18	8	9	2	3	7	4	1	9	9	6	8	4	8	10	10	8	1	1	3	1	10
	5%	4%	6%	3%	4%	9%	6%	2%	4%	6%	3%	6%	9%	5%	5%	4%	5%	4%	2%	10%	2%	5%
3	25	11	11	6	7	2	6	3	19	5	13	11	-	11	12	15	9	1	1	1	6	18
	6%	5%	7%	8%	10%	2%	8%	5%	8%	3%	6%	9%	-	6%	6%	7%	6%	2%	2%	2%	10%	8%
2	23	14	8	3	4	6	5	5	15	8	10	13	-	10	12	14	9	2	1	2	5	12
	6%	7%	5%	4%	6%	9%	7%	9%	6%	5%	5%	10%	-	6%	6%	6%	6%	6%	2%	6%	9%	5%
1	41	18	17	8	5	8	2	7	21	20	17	13	8	10	28	27	12	7	2	3	2	23
	10%	9%	11%	10%	7%	11%	3%	13%	9%	13%	8%	10%	17%	6%	14%	12%	8%	19%	4%	10%	4%	10%
DON'T KNOW/REFUSED	9	1	7	-	2	1	-	3	1	8	2	7	1	3	6	4	4	1	4	-	-	7
	2%	-	5%	-	2%	1%	-	6%	-	6%	1%	5%	2%	2%	3%	2%	2%	2%	7%	-	-	3%
MEAN	5.9	5.9	5.6	6.1	6.1	5.8	6.5	5.7	6.0	5.9	6.3	5.4	5.9	6.2	5.7	5.8	6.0	6.0	7.0	5.9	6.4	5.6

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.

State government programs resulting from the pandemic

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	75 19%	48 17%	51 21%	44 19%	45 20%	32 17%	39 21%	34 19%	35 21%	10 17%	65 20%	29 26%	33 15%	62 18%	13 23%
8-10	130 32%	86 31%	79 33%	68 29%	72 32%	58 31%	62 35%	58 33%	56 33%	20 33%	107 32%	41 37%	66 29%	107 32%	21 37%
5-7	154 39%	115 41%	96 39%	99 43%	86 38%	81 43%	72 40%	73 41%	69 41%	24 40%	129 39%	46 41%	92 41%	137 41%	14 25%
1-4	107 27%	73 26%	66 27%	60 26%	67 29%	46 25%	44 25%	44 25%	44 26%	15 24%	91 27%	23 21%	61 27%	84 25%	21 37%
9	14 3%	11 4%	9 4%	7 3%	6 3%	8 4%	6 3%	7 4%	6 4%	3 6%	10 3%	2 2%	9 4%	11 3%	2 4%
8	41 10%	28 10%	20 8%	17 7%	21 9%	18 10%	18 10%	17 10%	14 8%	7 11%	31 9%	10 9%	24 11%	34 10%	6 11%
7	42 10%	35 13%	29 12%	25 11%	23 10%	23 12%	20 11%	24 13%	23 13%	8 13%	34 10%	15 14%	21 9%	36 11%	4 7%
6	30 7%	23 8%	22 9%	19 8%	17 7%	17 9%	16 9%	17 9%	16 10%	3 5%	26 8%	10 9%	17 8%	27 8%	1 3%
5	83 21%	57 20%	44 18%	55 24%	46 20%	41 22%	36 20%	32 18%	30 18%	13 22%	69 21%	20 18%	54 24%	74 22%	9 15%
4	18 5%	17 6%	12 5%	14 6%	12 5%	8 4%	7 4%	11 6%	9 5%	2 4%	16 5%	5 5%	9 4%	14 4%	4 6%
3	25 6%	14 5%	14 6%	13 6%	14 6%	13 7%	11 6%	8 4%	8 5%	4 7%	20 6%	5 5%	14 6%	19 6%	4 6%
2	23 6%	15 5%	16 7%	15 7%	17 8%	12 6%	8 4%	9 5%	7 4%	4 7%	19 6%	4 4%	14 6%	18 5%	5 9%
1	41 10%	28 10%	23 10%	19 8%	23 10%	13 7%	18 10%	17 9%	19 11%	4 7%	37 11%	9 8%	24 11%	33 10%	8 15%
DON'T KNOW/REFUSED	9 2%	3 1%	2 1%	3 1%	3 1%	1 -	2 1%	3 1%	1 -	2 3%	8 2%	1 1%	6 3%	8 2%	1 1%
MEAN	5.9	5.9	6.0	5.9	5.8	6.0	6.1	6.1	6.1	6.1	5.9	6.5	5.7	6.0	5.7

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.

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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
10	104	29	25	15	16	19	54	50	59	20	18	68	26	10	12	18	12	7	26	78	47	18	11	17
--	26%	21%	29%	31%	36%	23%	24%	29%	40%	18%	16%	35%	21%	13%	18%	26%	22%	22%	26%	26%	33%	22%	30%	17%
8-10	199	65	44	21	23	45	109	90	82	57	45	105	62	32	27	31	29	18	46	152	77	42	19	42
----	50%	47%	51%	45%	53%	55%	48%	52%	55%	51%	39%	54%	50%	40%	39%	44%	51%	57%	47%	51%	54%	52%	53%	40%
5-7	134	53	29	14	14	24	82	51	45	38	48	59	40	35	27	26	21	7	37	96	42	28	13	38
---	33%	38%	33%	30%	32%	29%	36%	30%	30%	34%	42%	30%	32%	43%	39%	38%	38%	22%	38%	32%	29%	35%	37%	37%
1-4	60	19	13	11	4	12	32	27	19	14	22	26	20	13	14	12	6	6	11	48	20	11	3	20
---	15%	14%	15%	23%	10%	15%	14%	16%	13%	13%	19%	13%	16%	17%	20%	17%	10%	18%	11%	16%	14%	13%	8%	19%
9	24	7	7	4	2	3	14	10	11	7	6	11	10	3	4	2	6	3	7	17	9	8	2	4
	6%	5%	9%	8%	5%	4%	6%	6%	7%	6%	5%	6%	8%	3%	5%	3%	10%	11%	7%	6%	6%	9%	6%	4%
8	71	29	12	2	5	23	41	30	12	30	21	26	26	19	11	11	10	8	13	57	21	16	6	20
	18%	21%	13%	5%	11%	28%	18%	17%	8%	27%	19%	13%	21%	24%	16%	15%	19%	24%	13%	19%	14%	20%	17%	20%
7	49	22	11	3	3	10	32	16	12	12	22	22	17	10	10	9	8	3	10	39	12	12	3	16
	12%	16%	12%	6%	8%	12%	14%	9%	8%	11%	19%	11%	14%	13%	14%	13%	14%	8%	10%	13%	8%	15%	9%	15%
6	25	11	2	4	4	4	13	12	11	8	6	10	7	8	6	6	4	1	9	16	11	4	-	11
	6%	8%	2%	7%	10%	5%	6%	7%	7%	7%	6%	5%	6%	10%	8%	9%	7%	3%	9%	5%	7%	4%	-	11%
5	60	20	17	8	6	10	37	23	22	18	20	27	16	17	11	11	10	3	19	41	20	13	10	11
	15%	14%	19%	16%	13%	12%	16%	13%	14%	17%	17%	14%	13%	21%	16%	17%	17%	11%	19%	14%	14%	16%	27%	11%
4	11	3	3	2	2	3	6	6	2	2	7	3	4	5	3	1	2	-	-	11	2	4	1	3
	3%	2%	3%	3%	4%	3%	2%	3%	1%	2%	6%	1%	3%	6%	4%	1%	4%	-	-	4%	1%	6%	2%	3%
3	16	6	3	4	1	2	10	6	2	5	9	6	6	4	4	3	2	3	3	13	5	4	-	6
	4%	5%	4%	7%	2%	2%	4%	4%	1%	4%	8%	3%	5%	5%	5%	4%	3%	9%	3%	4%	3%	5%	-	6%
2	13	4	2	2	1	4	6	7	2	6	5	4	5	4	3	4	-	2	3	10	5	2	1	4
	3%	3%	3%	5%	2%	5%	3%	4%	2%	5%	4%	2%	4%	5%	4%	5%	-	6%	3%	3%	3%	2%	3%	4%
1	19	6	5	4	1	4	11	9	13	2	2	13	6	1	5	5	2	1	6	13	9	1	1	7
	5%	4%	6%	7%	2%	5%	5%	5%	8%	1%	1%	6%	5%	1%	7%	7%	3%	3%	6%	4%	7%	1%	2%	7%
DON'T KNOW/REFUSED	8	2	1	1	2	1	3	5	4	2	-	6	2	-	1	-	1	1	4	3	4	-	1	3
	2%	2%	1%	3%	5%	1%	1%	3%	2%	2%	-	3%	1%	-	2%	-	2%	3%	4%	1%	3%	-	2%	3%
MEAN	7.0	6.9	7.1	6.7	7.6	7.1	7.0	7.1	7.4	7.0	6.6	7.3	6.9	6.5	6.4	6.7	7.2	7.0	7.0	7.0	7.2	7.2	7.3	6.5

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.

The costs of health care coverage

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
10	104	39	50	90	14	28	46	27	19	60	22	41	24	37	32	31	38	42	26	35	9	94	4	6
---	26%	22%	30%	26%	30%	20%	26%	37%	24%	33%	17%	20%	34%	31%	20%	36%	26%	24%	45%	21%	27%	29%	10%	16%
8-10	199	82	93	175	23	57	91	43	34	108	52	87	45	63	70	54	70	88	37	73	15	167	18	14
----	50%	46%	55%	50%	50%	41%	52%	61%	43%	59%	40%	43%	64%	53%	43%	64%	49%	50%	65%	45%	47%	52%	43%	36%
5-7	134	61	55	115	16	57	53	21	27	49	56	78	18	35	64	20	47	58	14	61	9	99	18	17
---	33%	34%	33%	33%	35%	41%	30%	30%	33%	27%	44%	38%	26%	30%	39%	24%	33%	33%	25%	37%	27%	31%	43%	44%
1-4	60	33	19	52	6	23	28	7	18	20	20	38	7	13	28	10	20	26	6	27	6	46	6	7
---	15%	18%	11%	15%	14%	17%	16%	10%	22%	11%	15%	19%	10%	11%	17%	12%	14%	15%	10%	16%	17%	14%	14%	20%
9	24	7	14	21	3	6	11	6	4	16	5	10	6	8	10	7	7	10	4	10	2	21	2	1
	6%	4%	8%	6%	7%	4%	6%	8%	5%	8%	4%	5%	9%	7%	6%	8%	5%	6%	8%	6%	8%	7%	5%	2%
8	71	36	29	64	6	24	34	11	11	32	25	36	15	18	29	16	25	35	7	29	4	52	12	7
	18%	20%	17%	19%	13%	17%	19%	15%	14%	17%	19%	18%	21%	15%	18%	19%	17%	20%	12%	17%	12%	16%	29%	18%
7	49	15	28	43	6	18	24	6	9	17	22	29	7	12	26	7	16	17	8	24	5	39	6	4
	12%	8%	16%	12%	13%	13%	14%	9%	12%	9%	17%	15%	10%	10%	16%	8%	11%	10%	15%	14%	15%	12%	14%	11%
6	25	12	10	22	3	12	6	6	3	11	10	13	3	9	13	1	11	12	3	10	2	17	6	2
	6%	7%	6%	6%	7%	9%	3%	8%	4%	6%	8%	6%	5%	7%	8%	2%	8%	7%	5%	6%	7%	5%	14%	5%
5	60	34	17	51	7	27	23	9	14	21	24	35	8	14	25	12	20	29	3	28	2	43	6	11
	15%	19%	10%	15%	15%	19%	13%	13%	17%	12%	19%	17%	12%	12%	16%	14%	14%	16%	5%	17%	5%	13%	14%	29%
4	11	7	3	10	2	4	6	2	2	3	6	7	1	4	2	2	6	3	2	6	2	7	2	3
	3%	4%	2%	3%	4%	3%	3%	2%	2%	2%	5%	3%	1%	3%	1%	3%	4%	2%	3%	4%	7%	2%	5%	7%
3	16	10	5	15	1	8	7	-	6	8	3	13	3	1	11	3	2	10	1	5	1	12	2	2
	4%	6%	3%	4%	2%	6%	4%	-	7%	4%	2%	6%	4%	1%	7%	3%	1%	6%	1%	3%	3%	4%	5%	5%
2	13	7	3	11	2	5	6	2	5	5	4	6	3	3	6	4	3	2	2	9	-	9	2	2
	3%	4%	2%	3%	5%	3%	3%	3%	6%	2%	3%	3%	4%	3%	4%	5%	2%	1%	4%	5%	-	3%	5%	5%
1	19	9	8	17	2	6	9	3	6	5	7	13	1	6	8	2	9	11	1	7	2	18	-	1
	5%	5%	5%	5%	4%	5%	5%	4%	7%	3%	6%	6%	1%	5%	5%	2%	7%	6%	1%	4%	7%	6%	-	2%
DON'T KNOW/REFUSED	8	4	1	5	1	3	4	-	2	5	1	1	-	7	1	-	7	3	-	3	3	8	-	-
	2%	2%	1%	2%	2%	2%	2%	-	2%	3%	1%	-	-	6%	1%	-	5%	2%	-	2%	9%	2%	-	-
MEAN	7.0	6.6	7.4	7.0	7.2	6.6	7.1	7.6	6.5	7.6	6.6	6.6	7.7	7.4	6.7	7.6	7.1	6.9	8.0	6.8	7.2	7.2	6.7	6.3

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.

The costs of health care coverage

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
10	104 26%	73 25%	31 29%	24 26%	21 22%	38 29%	17 26%	81 30%	15 15%	96 26%	7 29%	28 23%	19 18%	18 33%	4 16%	9 38%	13 66%	5 39%	41 26%	63 27%	70 25%	24 22%	47 25%	52 27%
8-10	199 50%	137 47%	62 58%	45 49%	44 45%	70 54%	32 50%	146 54%	40 39%	186 50%	12 48%	61 48%	44 41%	31 57%	10 36%	15 64%	18 96%	5 46%	78 49%	119 50%	139 50%	49 46%	88 46%	102 53%
5-7	134 33%	100 34%	34 32%	26 28%	41 43%	36 28%	23 36%	80 29%	44 43%	124 33%	9 38%	46 36%	42 39%	14 27%	11 43%	5 22%	1 4%	6 54%	45 29%	85 36%	91 33%	40 37%	67 35%	64 33%
1-4	60 15%	52 18%	7 7%	18 20%	12 12%	20 16%	9 13%	40 15%	17 16%	56 15%	4 15%	19 15%	20 19%	7 14%	6 21%	2 10%	- -	- -	29 18%	30 13%	40 15%	17 16%	33 17%	24 12%
9	24 6%	14 5%	10 9%	8 9%	3 3%	6 5%	7 10%	16 6%	5 5%	21 6%	3 12%	5 4%	7 7%	3 6%	2 6%	2 10%	2 12%	2 -	11 7%	13 6%	15 5%	9 9%	11 6%	13 7%
8	71 18%	50 17%	21 20%	13 14%	19 20%	27 21%	9 14%	49 18%	20 20%	69 19%	2 7%	27 22%	17 16%	10 19%	4 14%	4 17%	3 17%	1 7%	27 17%	43 18%	54 20%	16 15%	30 16%	37 19%
7	49 12%	35 12%	13 13%	6 7%	15 16%	18 14%	6 9%	29 11%	16 16%	45 12%	3 14%	16 13%	14 13%	6 11%	5 17%	1 3%	1 4%	3 26%	13 8%	32 14%	29 11%	19 18%	24 13%	23 12%
6	25 6%	19 6%	6 6%	8 9%	8 8%	5 4%	4 7%	15 5%	9 9%	24 6%	- -	9 7%	8 7%	5 10%	1 3%	- -	- -	1 7%	11 7%	14 6%	17 6%	8 7%	12 6%	12 6%
5	60 15%	46 16%	14 13%	12 13%	18 19%	13 10%	13 19%	36 13%	19 18%	54 15%	6 24%	20 16%	20 19%	3 6%	6 22%	5 19%	- -	3 21%	21 13%	39 16%	44 16%	13 12%	31 16%	29 15%
4	11 3%	10 3%	2 2%	3 3%	1 2%	4 3%	2 3%	7 2%	3 3%	9 3%	2 8%	7 5%	3 3%	2 3%	- -	- -	- -	- -	4 3%	7 3%	8 3%	3 3%	4 2%	6 3%
3	16 4%	14 5%	2 2%	3 3%	3 3%	6 5%	4 6%	11 4%	5 5%	16 4%	- -	3 2%	8 7%	4 7%	- -	- -	- -	- -	9 6%	7 3%	12 4%	4 3%	12 6%	4 2%
2	13 3%	13 4%	- -	2 2%	3 3%	8 6%	- -	9 3%	4 4%	13 4%	- -	4 3%	3 2%	- -	2 9%	1 4%	- -	- -	5 3%	7 3%	10 4%	3 2%	5 3%	8 4%
1	19 5%	16 5%	3 3%	10 11%	4 4%	2 1%	3 4%	13 5%	5 5%	18 5%	2 6%	6 5%	6 6%	2 3%	3 12%	2 7%	- -	- -	11 7%	8 3%	11 4%	8 7%	12 6%	5 3%
DON'T KNOW/REFUSED	8 2%	5 2%	3 3%	2 2%	- -	3 2%	1 1%	5 2%	2 2%	6 2%	- -	- -	1 1%	1 3%	- -	1 4%	- -	- -	5 3%	2 1%	6 2%	1 1%	5 2%	3 2%
MEAN	7.0	6.8	7.6	6.8	6.9	7.3	7.1	7.2	6.5	7.0	7.1	6.9	6.5	7.5	6.1	7.6	9.4	7.7	6.9	7.1	7.0	6.9	6.8	7.2

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.

The costs of health care coverage

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	104	52	31	20	22	22	17	16	56	48	67	25	10	43	54	50	53	8	16	13	17	52
--	26%	26%	21%	26%	31%	30%	25%	29%	23%	32%	30%	19%	22%	25%	27%	22%	33%	22%	28%	41%	31%	24%
8-10	199	101	67	44	38	39	29	35	117	81	123	53	19	85	100	99	93	16	35	18	35	104
----	50%	51%	44%	56%	53%	54%	41%	64%	47%	54%	56%	41%	40%	49%	50%	45%	57%	44%	63%	55%	62%	47%
5-7	134	72	55	24	23	20	31	15	93	41	72	50	11	64	62	87	42	10	13	9	14	82
---	33%	36%	36%	30%	32%	28%	44%	27%	37%	27%	33%	39%	25%	37%	31%	39%	26%	28%	24%	29%	25%	37%
1-4	60	26	26	10	10	12	10	5	37	22	23	20	15	21	35	33	26	9	3	4	7	31
---	15%	13%	17%	13%	13%	17%	15%	9%	15%	14%	10%	15%	32%	12%	17%	15%	16%	26%	6%	12%	13%	14%
9	24	13	10	3	4	5	3	5	16	7	11	11	2	11	12	13	11	4	2	1	2	12
	6%	6%	7%	4%	5%	7%	4%	9%	6%	5%	5%	9%	5%	7%	6%	6%	7%	11%	4%	4%	4%	6%
8	71	36	25	20	12	13	9	15	45	26	46	18	6	30	35	36	30	4	17	3	15	40
	18%	18%	17%	26%	17%	18%	12%	26%	18%	17%	21%	14%	13%	18%	17%	16%	18%	11%	31%	10%	27%	18%
7	49	26	21	9	11	9	13	6	34	15	30	17	2	23	25	31	15	3	6	3	7	32
	12%	13%	14%	11%	15%	12%	18%	11%	14%	10%	14%	13%	4%	13%	12%	14%	9%	9%	11%	8%	12%	14%
6	25	14	7	5	7	2	5	2	18	7	12	9	4	10	13	13	10	2	3	2	2	13
	6%	7%	4%	7%	10%	2%	7%	4%	7%	5%	5%	7%	9%	6%	6%	6%	6%	6%	6%	6%	4%	6%
5	60	32	27	9	6	10	13	6	40	19	31	23	5	31	24	42	17	5	3	5	5	37
	15%	16%	18%	12%	8%	14%	19%	11%	16%	13%	14%	18%	12%	18%	12%	19%	10%	13%	6%	16%	9%	17%
4	11	7	3	1	4	2	3	-	10	2	6	4	2	6	5	6	5	1	1	2	1	6
	3%	3%	2%	1%	5%	3%	4%	-	4%	1%	3%	3%	4%	4%	2%	3%	3%	2%	2%	6%	2%	3%
3	16	4	8	4	2	4	6	3	8	8	3	6	6	5	11	7	9	3	1	1	1	9
	4%	2%	5%	5%	2%	6%	8%	6%	3%	5%	2%	5%	14%	3%	5%	3%	6%	7%	2%	2%	2%	4%
2	13	4	8	2	3	3	-	1	8	4	7	3	3	6	6	10	2	3	1	1	2	6
	3%	2%	5%	2%	4%	4%	-	2%	3%	3%	3%	2%	7%	4%	3%	5%	1%	7%	2%	2%	3%	3%
1	19	12	7	4	2	3	2	1	11	8	6	7	3	3	13	9	10	3	-	1	3	11
	5%	6%	5%	5%	2%	4%	2%	1%	4%	5%	3%	6%	7%	2%	7%	4%	6%	9%	-	2%	6%	5%
DON'T KNOW/REFUSED	8	-	4	1	2	1	-	-	1	7	-	6	1	1	5	2	1	1	4	1	-	3
	2%	-	3%	1%	2%	1%	-	-	-	5%	-	5%	3%	1%	2%	1%	1%	2%	7%	4%	-	1%
MEAN	7.0	7.1	6.7	7.2	7.4	7.2	6.9	7.6	6.9	7.2	7.4	6.7	6.1	7.1	7.0	6.8	7.3	6.4	7.9	7.6	7.4	6.9

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.

The costs of health care coverage

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	104 26%	73 26%	63 26%	56 24%	54 24%	47 25%	53 29%	40 22%	46 27%	15 24%	89 27%	29 26%	56 25%	85 25%	17 30%
8-10	199 50%	143 52%	123 51%	114 49%	110 48%	100 54%	99 55%	89 50%	88 52%	38 62%	158 47%	58 52%	110 49%	167 50%	28 49%
5-7	134 33%	87 32%	80 33%	80 35%	84 37%	56 30%	51 28%	60 33%	57 33%	13 21%	120 36%	29 26%	84 37%	113 34%	20 35%
1-4	60 15%	43 16%	38 16%	35 15%	31 14%	30 16%	30 16%	28 16%	25 15%	11 18%	48 14%	22 20%	27 12%	49 14%	9 16%
9	24 6%	20 7%	13 5%	14 6%	13 6%	15 8%	10 5%	9 5%	11 7%	5 8%	18 5%	6 6%	14 6%	21 6%	3 6%
8	71 18%	50 18%	47 19%	43 19%	43 19%	38 20%	36 20%	40 22%	31 18%	18 29%	51 15%	22 20%	40 18%	62 18%	7 13%
7	49 12%	30 11%	29 12%	32 14%	27 12%	22 12%	14 8%	20 11%	20 12%	7 11%	42 13%	9 8%	31 14%	40 12%	8 15%
6	25 6%	17 6%	15 6%	13 6%	18 8%	9 5%	12 7%	11 6%	11 6%	1 2%	24 7%	3 3%	22 10%	25 7%	- -
5	60 15%	40 15%	37 15%	35 15%	39 17%	25 13%	25 14%	29 16%	26 15%	4 7%	55 16%	17 15%	31 14%	48 14%	12 20%
4	11 3%	8 3%	8 3%	7 3%	7 3%	4 2%	7 4%	6 3%	4 3%	2 3%	9 3%	5 4%	4 2%	9 3%	1 1%
3	16 4%	13 5%	9 4%	10 4%	6 2%	6 3%	8 4%	6 4%	8 4%	- -	16 5%	6 5%	6 3%	12 4%	4 6%
2	13 3%	9 3%	8 3%	8 3%	8 3%	8 4%	7 4%	8 5%	5 3%	6 10%	7 2%	4 3%	7 3%	10 3%	3 4%
1	19 5%	14 5%	13 6%	10 4%	11 5%	12 6%	8 5%	8 4%	8 5%	3 5%	16 5%	7 7%	9 4%	17 5%	2 4%
DON'T KNOW/REFUSED	8 2%	3 1%	1 -	2 1%	2 1%	- -	1 -	2 1%	- -	- -	8 2%	3 3%	4 2%	7 2%	- -
MEAN	7.0	7.0	7.0	7.0	6.9	7.0	7.1	6.9	7.1	7.1	7.0	6.9	7.1	7.0	7.0

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.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
10	77	23	13	13	8	20	36	41	38	16	16	42	25	10	16	13	8	6	27	49	31	18	3	14
--	19%	16%	15%	28%	19%	24%	16%	24%	26%	15%	14%	21%	20%	13%	23%	19%	14%	20%	27%	16%	22%	22%	8%	14%
8-10	184	53	46	25	19	41	99	85	70	50	54	83	56	45	28	32	25	15	45	139	59	53	16	34
----	46%	38%	53%	52%	45%	50%	44%	49%	47%	45%	47%	42%	45%	56%	41%	47%	44%	49%	45%	46%	41%	65%	46%	33%
5-7	143	53	27	14	18	31	80	63	45	41	48	69	41	32	27	24	25	13	32	111	51	24	14	42
---	36%	38%	31%	29%	42%	37%	35%	36%	30%	37%	42%	36%	33%	40%	39%	35%	44%	43%	32%	37%	36%	29%	39%	41%
1-4	69	31	14	8	5	11	45	24	31	21	13	40	26	3	12	13	7	2	20	49	29	4	5	26
---	17%	22%	16%	16%	13%	13%	20%	14%	21%	18%	11%	20%	21%	4%	18%	19%	12%	8%	20%	16%	20%	5%	16%	25%
9	29	9	8	5	2	6	17	12	5	10	14	12	6	11	6	7	2	-	7	22	7	13	4	4
	7%	6%	9%	10%	4%	7%	7%	7%	3%	9%	12%	6%	5%	14%	8%	11%	4%	-	7%	7%	5%	16%	12%	4%
8	78	21	25	6	10	15	46	31	27	24	25	29	26	23	7	12	15	9	10	67	21	22	9	16
	19%	15%	29%	13%	23%	19%	20%	18%	18%	21%	21%	15%	21%	29%	10%	17%	26%	29%	10%	22%	15%	27%	26%	16%
7	55	21	8	4	7	15	29	26	11	21	22	25	18	12	10	10	14	3	13	42	16	14	3	18
	14%	15%	9%	9%	16%	18%	13%	15%	7%	19%	19%	13%	14%	15%	14%	14%	25%	11%	13%	14%	11%	17%	9%	18%
6	25	9	2	4	4	6	11	14	4	6	11	6	8	11	4	3	5	2	1	23	5	4	3	10
	6%	7%	2%	8%	9%	7%	5%	8%	3%	6%	10%	3%	7%	13%	6%	5%	9%	5%	1%	8%	4%	5%	9%	10%
5	63	24	17	5	8	10	41	23	30	14	15	39	16	9	13	11	6	8	17	46	30	6	7	14
	16%	17%	20%	11%	18%	12%	18%	13%	20%	13%	13%	20%	13%	11%	19%	15%	11%	27%	17%	15%	21%	8%	21%	13%
4	14	7	-	2	1	5	7	7	11	2	2	8	4	2	4	4	1	-	3	11	8	1	-	3
	4%	5%	-	3%	2%	6%	3%	4%	7%	2%	1%	4%	3%	2%	5%	6%	1%	-	3%	4%	6%	1%	-	3%
3	18	7	6	2	2	2	13	5	6	6	5	12	5	1	3	3	2	1	3	15	3	2	2	11
	4%	5%	6%	3%	4%	2%	6%	3%	4%	5%	5%	6%	4%	1%	5%	4%	3%	3%	3%	5%	2%	2%	7%	10%
2	15	8	4	2	-	1	13	2	2	9	4	5	10	-	3	4	2	2	4	11	5	1	3	5
	4%	6%	5%	3%	-	1%	6%	1%	2%	8%	4%	2%	8%	-	4%	6%	3%	5%	4%	4%	3%	1%	9%	5%
1	22	8	4	3	3	3	13	9	11	4	2	15	6	1	2	2	3	-	10	12	13	1	-	8
	5%	6%	5%	6%	7%	4%	6%	5%	7%	4%	1%	8%	5%	1%	3%	4%	4%	-	10%	4%	9%	1%	-	7%
DON'T KNOW/REFUSED	4	3	-	1	-	-	3	1	4	-	-	4	1	-	1	-	-	-	3	2	4	-	-	1
	1%	2%	-	3%	-	-	1%	1%	2%	-	-	2%	1%	-	2%	-	-	-	3%	1%	3%	-	-	1%
MEAN	6.7	6.3	6.7	7.1	6.8	7.2	6.5	7.1	6.7	6.6	7.0	6.5	6.6	7.4	6.7	6.8	6.9	6.9	6.7	6.8	6.5	7.8	6.5	6.1

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.

Costs of employee salaries and benefits

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
10	77	33	34	67	9	26	34	14	17	38	21	34	11	30	29	24	23	35	14	27	9	67	4	6
--	19%	18%	20%	19%	19%	19%	19%	20%	22%	21%	16%	17%	16%	25%	18%	29%	16%	20%	24%	16%	28%	21%	10%	16%
8-10	184	69	93	162	18	73	71	35	37	96	47	95	37	47	70	50	58	80	32	70	12	139	24	21
----	46%	38%	56%	47%	39%	52%	40%	49%	47%	52%	37%	47%	53%	40%	43%	59%	40%	46%	57%	43%	38%	43%	57%	55%
5-7	143	78	49	127	15	48	70	20	28	51	60	74	23	44	64	24	53	60	17	63	10	111	16	16
---	36%	43%	29%	36%	32%	34%	40%	27%	35%	28%	46%	36%	32%	37%	39%	28%	37%	35%	31%	39%	30%	35%	38%	41%
1-4	69	32	24	56	13	19	31	17	14	33	21	34	11	23	28	11	28	34	7	27	7	65	2	1
---	17%	18%	14%	16%	28%	13%	18%	23%	17%	18%	16%	17%	15%	19%	17%	13%	20%	19%	12%	17%	23%	20%	5%	4%
9	29	11	12	23	5	12	10	7	3	21	5	16	7	4	10	6	10	15	6	9	1	18	8	3
	7%	6%	7%	7%	10%	9%	6%	9%	4%	11%	4%	8%	10%	3%	6%	7%	7%	8%	11%	5%	3%	6%	19%	9%
8	78	26	47	72	5	35	27	14	17	37	21	44	19	13	32	20	25	30	12	34	3	54	12	11
	19%	14%	28%	21%	11%	25%	16%	20%	21%	20%	16%	22%	27%	11%	19%	24%	18%	17%	22%	21%	8%	17%	28%	30%
7	55	28	22	50	5	22	25	6	10	17	27	36	6	12	30	6	19	26	4	25	2	42	6	6
	14%	16%	13%	14%	10%	16%	14%	8%	13%	9%	21%	18%	8%	10%	18%	7%	13%	15%	8%	15%	5%	13%	14%	16%
6	25	16	5	21	3	11	9	2	7	8	8	10	5	10	9	3	14	15	2	7	2	14	6	5
	6%	9%	3%	6%	7%	8%	5%	3%	9%	4%	6%	5%	7%	8%	5%	3%	9%	9%	4%	5%	5%	4%	14%	13%
5	63	34	22	56	7	14	36	12	10	27	25	28	12	22	26	15	21	20	11	31	6	54	4	5
	16%	19%	13%	16%	16%	10%	21%	16%	13%	15%	19%	14%	17%	18%	16%	18%	14%	11%	19%	19%	20%	17%	10%	13%
4	14	5	3	9	5	2	7	5	1	11	2	4	3	7	5	1	8	6	5	3	3	12	2	-
	4%	3%	2%	2%	12%	2%	4%	7%	1%	6%	2%	2%	4%	5%	3%	2%	5%	4%	8%	2%	8%	4%	5%	-
3	18	10	6	16	2	5	10	3	4	5	8	10	2	4	8	4	5	10	-	7	1	17	-	1
	4%	6%	4%	5%	4%	4%	5%	5%	5%	3%	6%	5%	4%	4%	5%	5%	3%	6%	-	4%	3%	5%	-	2%
2	15	7	7	14	1	4	6	4	2	8	4	10	2	4	6	1	7	7	2	6	2	15	-	-
	4%	4%	4%	4%	2%	3%	4%	5%	3%	5%	3%	5%	2%	3%	4%	1%	5%	4%	3%	4%	5%	5%	-	-
1	22	9	7	16	5	7	8	5	6	9	6	10	4	8	9	5	8	11	1	10	2	21	-	1
	5%	5%	4%	5%	11%	5%	5%	6%	8%	5%	5%	5%	5%	7%	5%	5%	6%	6%	1%	6%	7%	7%	-	2%
DON'T KNOW/REFUSED	4	1	2	3	-	1	4	-	1	3	1	-	-	4	-	-	4	1	-	3	3	4	-	-
	1%	-	1%	1%	-	1%	2%	-	1%	2%	1%	-	-	4%	-	-	3%	-	-	2%	9%	1%	-	-
MEAN	6.7	6.5	7.1	6.8	6.2	7.1	6.6	6.6	6.7	6.9	6.5	6.8	6.8	6.6	6.7	7.2	6.5	6.7	7.3	6.6	6.4	6.6	7.5	7.4

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.

Costs of employee salaries and benefits

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
10	77 19%	49 17%	27 26%	19 21%	23 24%	21 16%	11 17%	64 24%	10 10%	74 20%	2 7%	27 22%	15 15%	7 14%	9 35%	7 30%	3 17%	4 31%	21 13%	55 23%	57 20%	13 12%	33 17%	40 21%
8-10	184 46%	129 44%	54 51%	43 47%	55 57%	55 43%	25 39%	137 51%	37 37%	175 47%	8 33%	62 49%	39 37%	25 46%	19 72%	16 67%	8 41%	7 57%	55 35%	127 54%	130 47%	43 40%	82 43%	96 50%
5-7	143 36%	111 38%	32 30%	33 36%	27 28%	48 37%	28 43%	85 31%	45 44%	130 35%	12 51%	55 44%	41 39%	17 32%	4 17%	5 23%	3 33%	6 29%	59 37%	80 34%	94 34%	44 41%	68 36%	68 35%
1-4	69 17%	51 17%	18 17%	14 16%	15 15%	23 18%	12 19%	46 17%	19 18%	65 17%	4 16%	7 6%	26 24%	11 20%	3 12%	3 11%	5 26%	2 14%	41 26%	28 12%	48 18%	20 18%	39 20%	27 14%
9	29 7%	19 7%	10 10%	6 7%	12 12%	8 6%	3 4%	23 9%	4 4%	28 7%	2 7%	7 6%	6 6%	2 4%	6 23%	4 17%	1 4%	1 12%	8 5%	21 9%	15 5%	13 12%	9 5%	20 10%
8	78 19%	61 21%	17 16%	17 19%	20 21%	26 20%	11 17%	50 18%	23 23%	73 20%	5 19%	28 22%	17 16%	15 28%	4 13%	5 20%	4 20%	2 14%	26 17%	51 22%	59 21%	17 16%	40 21%	37 19%
7	55 14%	41 14%	13 13%	19 21%	15 16%	13 10%	8 12%	29 11%	20 20%	49 13%	6 23%	22 18%	17 16%	7 12%	3 10%	- -	2 12%	2 14%	18 11%	35 15%	35 13%	18 17%	25 13%	26 14%
6	25 6%	21 7%	4 4%	4 5%	4 4%	11 8%	4 7%	15 6%	7 7%	22 6%	2 7%	8 6%	8 7%	5 9%	- -	3 13%	1 4%	- -	11 7%	13 6%	17 6%	6 6%	7 4%	15 8%
5	63 16%	49 17%	15 14%	10 11%	8 8%	24 18%	16 24%	41 15%	17 17%	58 16%	5 21%	25 20%	17 16%	6 11%	2 6%	2 10%	3 17%	2 14%	30 19%	32 14%	42 15%	20 18%	36 19%	27 14%
4	14 4%	8 3%	6 6%	3 3%	3 3%	4 3%	2 4%	11 4%	3 3%	14 4%	- -	3 2%	5 4%	2 4%	1 3%	1 3%	- -	1 7%	8 5%	6 3%	11 4%	3 3%	10 5%	3 2%
3	18 4%	13 5%	5 4%	4 4%	5 5%	5 4%	4 6%	10 4%	7 7%	17 5%	1 3%	3 2%	7 7%	- -	- -	1 3%	3 18%	- -	11 7%	7 3%	14 5%	3 3%	11 6%	6 3%
2	15 4%	13 4%	3 2%	3 3%	3 3%	8 6%	- -	10 4%	5 5%	14 4%	1 3%	1 1%	6 6%	3 6%	1 3%	1 4%	1 4%	1 7%	8 5%	7 3%	8 3%	7 7%	8 4%	7 4%
1	22 5%	17 6%	5 4%	5 5%	4 4%	5 4%	5 8%	16 6%	3 3%	19 5%	2 10%	2 1%	8 7%	5 10%	1 5%	- 1%	1 4%	- -	14 9%	8 3%	16 6%	6 6%	10 5%	11 6%
DON'T KNOW/REFUSED	4 1%	3 1%	2 2%	1 2%	- -	3 2%	- -	1 1%	2 2%	3 1%	- -	1 1%	- -	1 3%	- -	- -	- -	- -	3 2%	1 1%	4 1%	- -	3 2%	1 1%
MEAN	6.7	6.6	7.1	7.0	7.3	6.5	6.3	6.9	6.4	6.8	6.2	7.3	6.2	6.4	8.0	7.7	6.2	7.5	6.0	7.2	6.8	6.4	6.5	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.

Costs of employee salaries and benefits

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	77	42	25	21	16	14	12	11	52	25	56	15	5	30	42	46	29	11	5	7	11	36
--	19%	21%	16%	27%	22%	19%	17%	20%	21%	17%	26%	12%	10%	18%	21%	21%	18%	30%	8%	22%	20%	16%
8-10	184	106	61	44	31	30	33	28	130	54	130	43	10	85	85	103	74	18	14	15	30	95
----	46%	53%	40%	56%	42%	42%	47%	50%	52%	36%	59%	33%	21%	50%	42%	47%	46%	52%	26%	45%	55%	43%
5-7	143	75	51	27	30	30	31	14	92	50	69	59	14	64	72	78	59	9	30	13	18	80
---	36%	37%	33%	35%	41%	42%	44%	25%	37%	34%	31%	45%	30%	37%	35%	35%	36%	26%	54%	41%	32%	36%
1-4	69	19	37	7	11	11	6	13	25	43	20	23	22	20	43	37	27	8	7	4	8	42
---	17%	9%	24%	9%	15%	15%	9%	24%	10%	28%	9%	18%	48%	12%	22%	17%	17%	22%	13%	14%	14%	19%
9	29	12	15	8	3	7	9	8	24	5	22	7	1	18	11	21	9	1	3	1	5	15
	7%	6%	10%	11%	4%	9%	13%	14%	10%	4%	10%	5%	2%	10%	6%	9%	5%	4%	6%	4%	10%	7%
8	78	52	22	14	12	10	12	9	54	23	52	21	5	37	32	37	37	7	6	6	14	44
	19%	26%	14%	18%	16%	14%	17%	16%	22%	15%	24%	16%	10%	22%	16%	17%	23%	19%	11%	20%	25%	20%
7	55	33	14	12	16	12	13	8	37	17	25	24	4	24	30	28	25	3	3	4	12	29
	14%	17%	9%	15%	22%	17%	19%	14%	15%	11%	12%	19%	8%	14%	15%	13%	15%	9%	6%	14%	22%	13%
6	25	9	11	3	3	6	8	4	14	11	8	12	4	7	13	14	9	2	15	3	3	11
	6%	4%	7%	3%	3%	8%	11%	7%	6%	7%	3%	9%	10%	4%	6%	6%	6%	6%	28%	8%	5%	5%
5	63	33	26	13	11	12	10	3	41	23	36	22	6	32	29	37	25	4	11	6	3	41
	16%	16%	17%	16%	15%	17%	14%	5%	16%	15%	16%	17%	12%	19%	14%	17%	15%	11%	21%	20%	5%	18%
4	14	5	6	2	4	5	4	1	5	9	5	6	4	2	10	3	9	1	2	1	2	7
	4%	2%	4%	2%	6%	7%	5%	2%	2%	6%	2%	4%	8%	1%	5%	1%	6%	4%	4%	4%	4%	3%
3	18	6	11	2	2	3	1	6	7	10	3	10	5	8	9	12	5	3	2	2	-	12
	4%	3%	7%	3%	3%	4%	1%	10%	3%	7%	2%	7%	11%	5%	4%	5%	3%	7%	4%	6%	-	5%
2	15	3	8	1	1	2	1	4	6	9	4	3	7	4	9	10	5	2	2	-	-	11
	4%	2%	6%	1%	1%	2%	1%	7%	2%	6%	2%	3%	15%	2%	5%	5%	3%	6%	4%	-	-	5%
1	22	5	11	2	3	1	1	3	7	14	8	5	7	5	16	12	8	2	-	1	5	13
	5%	2%	7%	3%	4%	1%	1%	6%	3%	9%	4%	4%	15%	3%	8%	5%	5%	6%	-	4%	10%	6%
DON'T KNOW/REFUSED	4	-	3	-	2	1	-	-	1	4	-	4	-	2	1	2	1	-	4	-	-	3
	1%	-	2%	-	2%	1%	-	-	-	2%	-	3%	-	1%	1%	1%	1%	-	7%	-	-	1%
MEAN	6.7	7.2	6.3	7.4	6.9	6.9	7.2	6.7	7.2	6.0	7.4	6.4	4.8	7.0	6.5	6.8	6.7	6.9	6.2	6.9	7.2	6.5

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.

Costs of employee salaries and benefits

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	77 19%	55 20%	48 20%	40 18%	44 20%	39 21%	33 19%	24 13%	32 19%	10 17%	65 20%	22 20%	36 16%	58 17%	15 26%
8-10	184 46%	122 44%	114 47%	103 44%	107 47%	84 45%	83 46%	71 40%	81 48%	24 39%	159 47%	53 48%	99 44%	152 45%	28 49%
5-7	143 36%	105 38%	83 34%	88 38%	76 33%	67 36%	65 36%	72 40%	56 33%	28 46%	111 33%	37 33%	84 37%	121 36%	19 33%
1-4	69 17%	49 18%	45 19%	40 17%	44 19%	34 18%	33 18%	35 20%	33 20%	9 14%	60 18%	19 18%	39 17%	59 17%	10 18%
9	29 7%	20 7%	21 9%	21 9%	20 9%	10 5%	14 8%	15 8%	17 10%	3 4%	27 8%	9 8%	12 6%	22 6%	8 13%
8	78 19%	47 17%	44 18%	41 18%	43 19%	35 19%	35 20%	32 18%	31 19%	11 18%	67 20%	21 19%	51 23%	72 22%	6 10%
7	55 14%	38 14%	37 15%	38 16%	33 15%	23 13%	22 12%	27 15%	25 15%	9 14%	46 14%	15 13%	34 15%	49 15%	6 11%
6	25 6%	19 7%	14 6%	17 8%	13 6%	12 6%	15 8%	16 9%	12 7%	4 6%	19 6%	8 7%	16 7%	24 7%	1 1%
5	63 16%	49 18%	33 14%	33 14%	29 13%	32 17%	28 15%	29 16%	18 11%	16 26%	46 14%	14 13%	34 15%	48 14%	12 21%
4	14 4%	12 4%	12 5%	9 4%	9 4%	7 4%	8 4%	7 4%	7 4%	1 1%	13 4%	1 1%	12 6%	13 4%	1 1%
3	18 4%	12 4%	11 4%	12 5%	12 5%	8 4%	8 4%	7 4%	7 4%	1 1%	17 5%	4 3%	11 5%	15 4%	3 6%
2	15 4%	12 4%	12 5%	10 4%	10 4%	8 5%	8 5%	10 6%	10 6%	2 3%	13 4%	6 6%	8 3%	14 4%	1 1%
1	22 5%	13 5%	11 5%	9 4%	12 5%	10 5%	9 5%	11 6%	9 5%	5 9%	16 5%	9 8%	8 3%	16 5%	5 9%
DON'T KNOW/REFUSED	4 1%	1 -	- -	- -	- -	1 -	- -	- -	- -	- -	4 1%	1 1%	2 1%	4 1%	- -
MEAN	6.7	6.7	6.8	6.8	6.7	6.7	6.7	6.4	6.8	6.4	6.8	6.7	6.7	6.7	6.8

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.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
10	140	37	39	18	14	33	75	65	43	33	54	58	41	41	24	27	16	9	30	110	46	33	12	34
--	35%	26%	44%	38%	32%	40%	33%	37%	29%	30%	47%	30%	33%	51%	34%	39%	28%	28%	30%	37%	32%	41%	33%	33%
8-10	245	77	63	30	23	52	141	104	79	63	90	103	79	62	40	44	39	17	59	185	78	64	19	55
----	61%	55%	73%	62%	53%	63%	62%	60%	53%	57%	78%	53%	64%	77%	59%	64%	70%	53%	59%	62%	55%	79%	53%	54%
5-7	92	32	18	11	15	17	50	42	38	30	19	50	31	11	18	19	13	8	23	69	33	15	7	31
---	23%	23%	21%	22%	34%	21%	22%	24%	25%	27%	17%	26%	25%	13%	26%	27%	23%	24%	23%	23%	23%	18%	21%	30%
1-4	60	28	6	6	6	13	34	25	29	18	6	38	14	7	10	6	4	7	14	45	28	2	9	17
---	15%	20%	7%	13%	13%	16%	15%	15%	20%	16%	5%	19%	11%	9%	14%	8%	7%	22%	15%	15%	20%	3%	26%	16%
9	37	15	8	6	6	3	23	14	9	13	15	13	18	6	5	4	13	1	9	29	9	11	3	6
	9%	11%	9%	13%	13%	3%	10%	8%	6%	12%	13%	7%	14%	8%	7%	6%	24%	3%	9%	10%	7%	14%	9%	6%
8	67	25	17	5	3	16	42	25	26	17	21	32	20	15	12	13	10	7	20	47	22	20	4	15
	17%	18%	19%	11%	8%	20%	19%	14%	17%	15%	18%	16%	16%	18%	18%	20%	18%	23%	20%	16%	16%	24%	11%	14%
7	32	10	6	5	5	6	15	16	17	8	7	20	8	4	5	7	4	3	10	22	17	5	3	8
	8%	7%	6%	10%	12%	8%	7%	9%	11%	7%	6%	10%	6%	5%	7%	10%	6%	11%	10%	7%	12%	6%	7%	7%
6	20	6	5	1	4	4	11	9	6	8	5	10	7	2	5	3	5	3	6	14	6	6	1	5
	5%	4%	6%	2%	9%	5%	5%	5%	4%	7%	4%	5%	6%	2%	8%	5%	8%	8%	6%	5%	5%	7%	4%	5%
5	41	16	7	5	6	7	24	17	14	14	8	20	16	5	7	9	5	2	7	33	10	4	3	18
	10%	12%	9%	10%	13%	8%	10%	10%	10%	13%	7%	10%	13%	6%	11%	13%	8%	5%	7%	11%	7%	5%	10%	18%
4	4	3	1	-	-	-	4	-	1	3	-	3	2	-	-	-	-	1	-	4	3	-	1	1
	1%	2%	1%	-	-	-	2%	-	1%	3%	-	1%	1%	-	-	-	-	3%	-	1%	2%	-	2%	1%
3	14	5	2	-	1	5	7	7	7	5	2	10	1	3	1	2	3	3	3	11	8	1	2	1
	3%	4%	2%	-	3%	6%	3%	4%	4%	5%	1%	5%	1%	4%	1%	2%	4%	9%	3%	4%	6%	1%	6%	1%
2	13	8	-	2	1	3	8	5	8	4	1	6	6	2	3	3	-	2	3	10	5	-	3	4
	3%	6%	-	3%	2%	3%	4%	3%	5%	3%	1%	3%	4%	2%	5%	4%	-	5%	3%	3%	4%	-	9%	4%
1	28	11	3	5	3	6	15	14	14	6	4	20	6	2	5	1	2	2	9	20	12	2	3	11
	7%	8%	4%	10%	7%	7%	7%	8%	10%	5%	3%	10%	5%	2%	8%	2%	3%	5%	9%	7%	8%	2%	9%	10%
DON'T KNOW/REFUSED	4	2	-	1	-	-	2	1	4	-	-	4	-	-	1	-	-	-	3	1	4	-	-	-
	1%	2%	-	3%	-	-	1%	1%	2%	-	-	2%	-	-	2%	-	-	-	3%	-	3%	-	-	-
MEAN	7.4	6.9	8.1	7.6	7.3	7.4	7.4	7.4	6.9	7.2	8.4	6.9	7.5	8.3	7.3	7.8	7.9	6.9	7.3	7.4	7.1	8.4	6.7	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.

Attracting qualified workers

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
10	140	64	64	129	8	50	63	21	28	76	33	78	18	40	63	28	41	76	22	41	10	99	24	17
---	35%	36%	38%	37%	17%	35%	36%	30%	36%	41%	25%	38%	25%	34%	39%	34%	29%	44%	38%	25%	30%	31%	57%	45%
8-10	245	104	111	215	26	83	106	47	42	120	78	129	43	67	96	57	83	113	41	89	15	182	32	30
----	61%	58%	66%	62%	56%	59%	61%	66%	52%	66%	60%	64%	61%	57%	59%	67%	58%	64%	72%	54%	48%	57%	76%	79%
5-7	92	46	32	78	14	40	36	13	23	33	33	44	17	30	40	19	33	37	10	44	8	81	4	7
---	23%	26%	19%	22%	30%	29%	21%	19%	29%	18%	26%	22%	25%	25%	25%	23%	23%	21%	17%	27%	25%	25%	10%	18%
1-4	60	29	23	53	7	17	29	11	16	25	18	30	10	19	25	9	25	25	5	28	6	52	6	1
---	15%	16%	14%	15%	15%	12%	17%	16%	19%	14%	14%	15%	15%	16%	16%	10%	17%	14%	10%	17%	18%	16%	14%	4%
9	37	17	17	34	3	17	14	6	7	16	14	22	5	10	12	6	19	14	10	14	2	31	2	4
	9%	9%	10%	10%	7%	12%	8%	9%	8%	9%	11%	11%	8%	9%	7%	7%	13%	8%	17%	8%	8%	10%	5%	11%
8	67	23	29	52	15	16	30	20	7	29	31	30	20	17	21	22	23	22	10	34	3	52	6	9
	17%	13%	17%	15%	32%	12%	17%	27%	8%	16%	24%	15%	28%	15%	13%	26%	16%	13%	17%	21%	10%	16%	14%	23%
7	32	13	13	26	6	16	10	4	13	10	9	16	8	8	18	5	9	11	4	17	4	28	-	4
	8%	7%	8%	7%	12%	12%	6%	6%	16%	5%	7%	8%	11%	7%	11%	5%	6%	6%	7%	10%	13%	9%	-	11%
6	20	12	5	17	2	7	7	5	4	8	8	11	1	7	9	5	6	10	2	7	1	18	2	-
	5%	7%	3%	5%	5%	5%	4%	6%	5%	4%	6%	5%	2%	6%	5%	6%	4%	6%	3%	5%	3%	6%	5%	-
5	41	21	14	35	6	17	18	5	5	16	16	17	8	15	13	10	18	16	4	19	3	36	2	3
	10%	12%	8%	10%	12%	12%	11%	7%	7%	9%	13%	8%	12%	13%	8%	12%	12%	9%	7%	12%	10%	11%	5%	7%
4	4	2	3	4	-	2	3	-	1	2	2	1	2	2	2	1	2	2	-	3	-	4	-	-
	1%	1%	1%	1%	-	1%	1%	-	1%	1%	1%	-	2%	1%	1%	1%	1%	1%	-	2%	-	1%	-	-
3	14	7	6	13	1	4	7	2	3	5	6	8	3	3	6	4	4	4	1	9	2	10	2	1
	3%	4%	3%	4%	2%	3%	4%	3%	4%	3%	5%	4%	4%	3%	3%	5%	3%	2%	1%	5%	5%	3%	5%	4%
2	13	10	2	12	1	2	7	3	3	7	3	8	3	2	7	1	4	5	2	6	-	11	2	-
	3%	5%	1%	3%	3%	2%	4%	5%	4%	4%	3%	4%	4%	1%	4%	2%	3%	3%	4%	4%	-	4%	5%	-
1	28	11	13	24	5	9	12	6	8	12	7	14	3	12	11	3	14	14	2	11	4	26	2	-
	7%	6%	8%	7%	10%	6%	7%	8%	10%	7%	5%	7%	4%	10%	7%	3%	10%	8%	4%	7%	13%	8%	5%	-
DON'T KNOW/REFUSED	4	1	1	2	-	-	4	-	-	4	-	-	-	3	1	-	3	-	1	3	3	4	-	-
	1%	-	1%	1%	-	-	2%	-	-	2%	-	-	-	2%	1%	-	2%	-	1%	2%	9%	1%	-	-
MEAN	7.4	7.3	7.6	7.4	6.9	7.5	7.3	7.3	7.1	7.7	7.2	7.5	7.3	7.2	7.4	7.7	7.1	7.6	8.0	7.0	7.0	7.2	8.1	8.5

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.

Attracting qualified workers

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
10	140 35%	94 32%	46 43%	33 36%	38 40%	43 33%	22 34%	103 38%	31 30%	134 36%	5 20%	71 56%	23 21%	17 31%	12 46%	9 37%	3 17%	-	37 23%	102 43%	90 32%	42 39%	61 32%	74 38%
8-10	245 61%	176 60%	69 64%	51 56%	69 71%	78 61%	39 60%	173 64%	56 55%	230 62%	13 54%	108 86%	48 45%	28 51%	17 67%	19 80%	10 51%	4 31%	70 45%	170 72%	162 59%	71 67%	107 56%	131 68%
5-7	92 23%	71 24%	21 20%	25 28%	17 18%	31 24%	13 20%	57 21%	30 30%	87 23%	5 20%	13 11%	38 35%	12 22%	5 19%	4 16%	31 31%	6 62%	43 27%	48 20%	67 24%	19 18%	44 23%	41 21%
1-4	60 15%	43 15%	16 15%	13 14%	11 12%	18 14%	12 18%	37 14%	16 15%	53 14%	7 27%	4 3%	20 19%	13 24%	4 15%	1 4%	3 18%	1 7%	43 27%	17 7%	44 16%	15 14%	40 21%	20 10%
9	37 9%	28 10%	9 9%	6 6%	13 14%	12 10%	4 7%	21 8%	13 13%	34 9%	3 13%	16 13%	12 12%	3 5%	3 10%	3 13%	-	-	11 7%	23 10%	24 9%	13 12%	16 8%	21 11%
8	67 17%	54 18%	13 13%	12 13%	17 18%	23 18%	13 19%	49 18%	13 12%	62 17%	5 21%	21 17%	13 12%	9 16%	3 11%	7 30%	7 34%	4 31%	23 14%	44 19%	48 17%	17 16%	29 15%	37 19%
7	32 8%	25 8%	7 7%	12 14%	5 5%	9 7%	4 5%	22 8%	8 8%	30 8%	1 6%	4 3%	15 14%	3 5%	3 12%	1 4%	2 9%	3 26%	15 9%	16 7%	23 8%	7 7%	17 9%	12 6%
6	20 5%	16 6%	3 3%	4 4%	4 4%	8 6%	4 6%	12 4%	8 8%	20 5%	-	6 5%	2 2%	3 5%	-	3 12%	1 5%	1 7%	8 5%	11 5%	14 5%	5 5%	7 4%	10 5%
5	41 10%	30 10%	11 10%	9 10%	9 9%	15 11%	6 9%	23 9%	14 14%	37 10%	3 14%	3 3%	20 19%	6 12%	2 7%	-	3 18%	3 28%	21 13%	20 9%	30 11%	7 6%	20 10%	19 10%
4	4 1%	4 1%	-	2 2%	-	3 2%	-	1 2%	3 2%	3 1%	1 3%	1 1%	1 1%	-	1 3%	-	-	-	1 1%	3 1%	4 2%	-	4 2%	-
3	14 3%	10 4%	4 3%	6 6%	1 1%	4 3%	3 5%	8 3%	4 4%	12 3%	2 6%	1 1%	5 5%	5 10%	1 3%	-	1 4%	-	11 7%	3 1%	11 4%	2 2%	9 5%	5 2%
2	13 3%	7 2%	6 6%	3 3%	5 6%	3 3%	1 1%	9 3%	3 2%	12 3%	2 7%	-	5 4%	3 6%	1 3%	1 4%	1 4%	-	11 7%	2 1%	9 3%	4 4%	8 4%	5 3%
1	28 7%	22 7%	7 6%	3 3%	5 5%	8 6%	8 12%	19 7%	6 6%	26 7%	3 10%	2 2%	10 9%	4 8%	1 5%	-	2 9%	1 7%	20 13%	8 3%	19 7%	9 8%	18 10%	10 5%
DON'T KNOW/REFUSED	4 1%	3 1%	1 1%	1 2%	-	1 1%	1 1%	2 1%	-	2 1%	-	-	1 1%	1 3%	-	-	-	-	1 1%	2 1%	3 1%	1 1%	2 1%	1 1%
MEAN	7.4	7.3	7.6	7.5	7.8	7.4	7.1	7.5	7.2	7.4	6.5	8.9	6.6	6.7	7.9	8.3	6.5	6.3	6.3	8.1	7.3	7.6	7.0	7.8

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.

Attracting qualified workers

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIRING	NEW CUST/	DEV- ELOP	INCR PROD-	NEW PROD	AUTO- MATION	STRTYG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
			MKT	MGRS	UCTIV	PROD	MATION	PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	140	101	43	43	30	17	25	13	119	21	118	20	2	73	60	95	43	11	21	10	29	73
--	35%	51%	28%	55%	41%	24%	36%	24%	48%	14%	54%	15%	4%	43%	30%	43%	27%	30%	38%	31%	51%	33%
8-10	245	162	83	61	48	39	46	30	194	51	180	59	5	119	111	148	90	19	31	17	43	137
----	61%	81%	54%	78%	66%	54%	66%	55%	78%	34%	82%	46%	10%	70%	55%	67%	55%	54%	56%	53%	76%	62%
5-7	92	28	39	10	16	22	16	16	38	53	26	50	13	35	49	44	42	9	14	11	7	47
---	23%	14%	26%	13%	22%	30%	23%	28%	15%	35%	12%	39%	29%	20%	24%	20%	26%	26%	26%	33%	13%	22%
1-4	60	10	28	7	8	12	8	8	16	43	12	18	28	16	40	27	28	7	6	4	6	34
---	15%	5%	19%	9%	11%	16%	11%	15%	7%	29%	5%	14%	59%	9%	20%	12%	17%	20%	11%	14%	11%	16%
9	37	24	10	5	6	6	11	10	28	9	23	14	-	16	17	22	13	5	3	3	1	21
	9%	12%	7%	6%	8%	8%	15%	18%	12%	6%	11%	11%	-	10%	8%	10%	8%	15%	6%	10%	2%	10%
8	67	37	29	14	12	15	11	7	46	21	39	25	3	29	34	31	34	3	6	4	13	42
	17%	18%	19%	17%	16%	21%	15%	13%	19%	14%	18%	19%	7%	17%	17%	14%	21%	9%	11%	12%	23%	19%
7	32	11	16	3	8	7	7	1	12	20	8	15	6	11	18	15	16	4	5	4	4	15
	8%	5%	11%	4%	11%	9%	11%	2%	5%	13%	4%	12%	13%	6%	9%	7%	10%	11%	9%	12%	8%	7%
6	20	7	7	3	1	4	3	5	8	10	5	13	1	8	12	9	10	2	2	3	-	10
	5%	3%	5%	4%	1%	6%	4%	9%	3%	7%	2%	10%	3%	5%	6%	4%	6%	6%	4%	10%	-	5%
5	41	10	16	3	8	11	6	10	18	22	13	21	6	16	19	20	16	3	7	4	3	23
	10%	5%	10%	4%	10%	15%	9%	18%	7%	15%	6%	16%	12%	9%	10%	9%	10%	9%	13%	12%	5%	10%
4	4	1	3	-	-	1	-	3	2	3	1	3	1	3	2	1	3	-	-	-	-	4
	1%	-	2%	-	-	1%	-	5%	1%	2%	-	2%	2%	1%	1%	-	2%	-	-	-	-	2%
3	14	3	5	4	2	3	1	2	3	11	2	8	4	5	8	6	8	1	4	1	3	7
	3%	2%	3%	5%	2%	3%	2%	3%	1%	7%	1%	6%	9%	3%	4%	3%	5%	2%	7%	2%	6%	3%
2	13	2	7	1	4	3	2	1	4	9	3	2	8	2	9	6	5	2	1	1	-	8
	3%	1%	5%	1%	5%	5%	3%	2%	2%	6%	1%	1%	18%	1%	4%	3%	3%	6%	2%	4%	-	4%
1	28	4	14	2	3	5	5	3	7	21	6	6	14	7	21	14	12	5	1	3	3	15
	7%	2%	9%	3%	3%	7%	6%	6%	3%	14%	3%	4%	30%	4%	10%	7%	7%	13%	2%	8%	5%	7%
DON'T KNOW/REFUSED	4	-	2	-	1	-	-	1	-	4	-	3	1	1	2	1	2	-	4	-	-	2
	1%	-	1%	-	1%	-	-	2%	-	2%	-	2%	2%	1%	1%	1%	1%	-	7%	-	-	1%
MEAN	7.4	8.6	7.0	8.4	7.8	6.9	7.7	7.1	8.4	5.8	8.6	6.8	3.7	8.0	6.9	7.8	7.1	6.9	7.6	7.2	8.2	7.4

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.

Attracting qualified workers

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	140 35%	102 37%	95 39%	79 34%	90 40%	67 36%	64 36%	62 35%	70 41%	23 38%	117 35%	40 36%	77 34%	117 35%	21 36%
8-10	245 61%	170 61%	156 64%	139 60%	142 63%	121 65%	108 60%	109 61%	113 67%	43 71%	200 60%	57 51%	143 64%	200 59%	41 72%
5-7	92 23%	62 22%	49 20%	52 22%	48 21%	36 19%	39 22%	37 21%	31 18%	10 17%	79 24%	27 25%	52 23%	79 24%	10 17%
1-4	60 15%	45 16%	38 16%	40 17%	37 16%	28 15%	34 19%	31 17%	26 15%	7 11%	53 16%	26 23%	28 13%	54 16%	6 10%
9	37 9%	24 9%	22 9%	19 8%	19 8%	20 11%	15 8%	15 9%	17 10%	6 9%	32 9%	8 7%	24 11%	32 10%	5 8%
8	67 17%	43 16%	39 16%	40 17%	33 15%	35 19%	29 16%	32 18%	26 15%	14 23%	51 15%	9 8%	42 19%	50 15%	16 28%
7	32 8%	20 7%	18 7%	21 9%	16 7%	15 8%	12 7%	13 7%	12 7%	2 4%	29 9%	9 8%	17 8%	26 8%	3 5%
6	20 5%	16 6%	15 6%	11 5%	12 5%	9 5%	11 6%	9 5%	6 3%	4 7%	16 5%	2 2%	16 7%	18 5%	2 3%
5	41 10%	26 10%	16 7%	20 9%	20 9%	12 6%	16 9%	16 9%	13 8%	4 7%	34 10%	16 15%	18 8%	35 10%	5 8%
4	4 1%	3 1%	3 1%	3 1%	3 1%	3 1%	1 -	3 2%	1 -	2 3%	3 1%	- -	4 2%	4 1%	- -
3	14 3%	10 4%	8 3%	11 5%	10 4%	8 4%	11 6%	7 4%	7 4%	1 1%	13 4%	5 5%	6 3%	12 3%	2 4%
2	13 3%	12 4%	10 4%	11 5%	9 4%	8 5%	8 5%	8 4%	8 4%	1 1%	12 4%	6 6%	6 3%	12 4%	1 1%
1	28 7%	20 7%	16 7%	16 7%	15 7%	9 5%	14 8%	13 7%	10 6%	3 5%	25 7%	14 13%	12 5%	26 8%	2 4%
DON'T KNOW/REFUSED	4 1%	- -	- -	- -	- -	- -	- -	1 -	- -	1 1%	3 1%	1 1%	1 1%	3 1%	1 1%
MEAN	7.4	7.4	7.5	7.3	7.5	7.6	7.2	7.3	7.6	7.9	7.3	6.8	7.6	7.3	7.8

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.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
10	97	28	23	13	8	25	51	47	37	25	29	48	26	23	17	12	13	5	27	70	42	19	4	21
--	24%	20%	26%	27%	19%	31%	22%	27%	25%	23%	25%	25%	21%	29%	24%	18%	22%	15%	28%	23%	29%	24%	13%	20%
8-10	195	55	51	24	19	46	106	89	68	51	67	82	63	49	31	30	28	16	49	145	61	48	17	45
----	49%	39%	59%	50%	44%	56%	47%	52%	45%	46%	58%	42%	51%	61%	45%	44%	50%	50%	49%	48%	43%	60%	47%	44%
5-7	112	45	23	13	14	16	69	43	41	34	31	66	29	17	23	22	19	7	27	84	41	22	8	32
---	28%	32%	27%	28%	32%	20%	30%	25%	27%	31%	27%	34%	23%	21%	33%	32%	34%	22%	27%	28%	29%	27%	22%	31%
1-4	88	36	13	9	10	20	49	39	35	26	17	42	31	14	14	16	9	9	20	68	36	10	11	25
---	22%	26%	14%	19%	24%	24%	22%	23%	24%	23%	15%	22%	25%	18%	20%	24%	16%	28%	20%	23%	25%	13%	31%	24%
9	22	10	7	1	1	3	17	4	5	5	10	9	9	4	2	3	7	2	4	18	3	10	3	5
	5%	7%	8%	2%	2%	3%	8%	3%	3%	4%	9%	4%	7%	5%	3%	4%	12%	5%	4%	6%	2%	12%	7%	5%
8	76	16	21	10	10	18	37	38	26	21	27	25	28	22	12	15	9	9	17	58	16	19	10	19
	19%	12%	24%	21%	23%	22%	16%	22%	18%	19%	24%	13%	22%	28%	18%	22%	16%	30%	17%	19%	11%	24%	27%	19%
7	43	15	10	6	4	8	24	18	16	13	13	26	9	7	13	6	8	1	14	29	17	8	2	13
	11%	11%	11%	12%	10%	10%	11%	11%	11%	11%	11%	13%	7%	9%	19%	9%	13%	3%	14%	10%	12%	10%	6%	13%
6	27	12	4	3	5	3	16	10	8	7	8	14	7	5	4	7	6	-	4	22	7	10	2	9
	7%	9%	5%	6%	11%	3%	7%	6%	5%	6%	7%	7%	5%	7%	6%	10%	11%	-	4%	7%	5%	12%	5%	8%
5	42	18	10	5	4	6	28	15	16	15	10	25	13	4	6	9	6	6	9	33	18	4	4	10
	11%	13%	11%	10%	10%	7%	12%	9%	11%	13%	9%	13%	10%	5%	8%	13%	10%	19%	9%	11%	13%	5%	12%	10%
4	13	7	1	4	-	2	8	6	5	3	3	5	5	4	1	-	5	2	3	11	3	3	-	5
	3%	5%	1%	8%	-	2%	3%	3%	3%	3%	3%	2%	4%	5%	1%	-	9%	5%	3%	4%	2%	4%	-	4%
3	21	8	3	1	4	5	11	10	8	9	3	11	7	3	2	2	1	4	6	15	10	3	4	3
	5%	6%	4%	2%	9%	6%	5%	6%	5%	8%	3%	6%	5%	4%	3%	3%	1%	11%	6%	5%	7%	4%	12%	3%
2	22	8	4	1	1	7	12	9	8	7	5	8	10	4	4	10	2	1	6	16	9	3	2	7
	5%	6%	5%	2%	2%	9%	5%	5%	6%	6%	4%	4%	8%	5%	6%	15%	3%	3%	6%	5%	7%	4%	5%	6%
1	32	13	4	4	6	5	18	15	15	7	6	19	10	3	6	4	2	3	6	26	13	1	5	11
	8%	10%	5%	8%	13%	6%	8%	8%	10%	6%	5%	10%	8%	3%	9%	6%	3%	8%	6%	9%	9%	1%	14%	10%
DON'T KNOW/REFUSED	5	4	-	1	-	-	4	1	5	-	-	4	1	-	1	-	-	-	3	3	4	-	-	1
	1%	3%	-	3%	-	-	2%	1%	4%	-	-	2%	1%	-	2%	-	-	-	3%	1%	3%	-	-	1%
MEAN	6.7	6.3	7.2	6.9	6.3	6.9	6.6	6.8	6.5	6.5	7.2	6.5	6.5	7.3	6.7	6.3	7.1	6.2	6.9	6.6	6.5	7.4	6.0	6.4

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.

Retaining qualified workers

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
10	97	44	44	88	8	36	38	18	17	53	26	51	17	28	35	25	36	59	14	24	10	74	12	11
---	24%	24%	26%	25%	17%	26%	21%	25%	21%	29%	20%	25%	24%	23%	22%	29%	25%	34%	25%	15%	31%	23%	29%	29%
8-10	195	78	92	170	21	72	78	38	34	97	60	98	35	57	76	47	67	94	28	71	15	145	24	25
----	49%	43%	55%	49%	45%	51%	44%	53%	42%	53%	46%	48%	49%	48%	46%	55%	46%	54%	49%	43%	48%	46%	57%	66%
5-7	112	55	46	101	10	40	53	17	21	46	43	62	16	33	50	20	40	45	16	50	7	95	8	9
---	28%	31%	27%	29%	22%	28%	30%	24%	27%	25%	34%	31%	22%	28%	31%	24%	28%	25%	28%	31%	23%	30%	19%	23%
1-4	88	46	27	73	15	28	40	17	24	35	26	43	20	24	37	18	33	36	12	40	7	74	10	4
---	22%	25%	16%	21%	33%	20%	23%	23%	30%	19%	20%	21%	28%	21%	22%	21%	23%	20%	21%	24%	20%	23%	24%	11%
9	22	6	14	19	2	8	7	7	3	12	6	9	6	7	7	6	9	7	6	8	1	18	4	-
	5%	3%	8%	6%	5%	6%	4%	9%	4%	7%	5%	4%	8%	6%	4%	7%	6%	4%	10%	5%	4%	6%	10%	-
8	76	29	35	63	10	28	33	13	14	33	27	39	12	22	33	16	22	28	8	38	4	53	8	14
	19%	16%	21%	18%	22%	20%	19%	18%	17%	18%	21%	19%	17%	19%	20%	19%	15%	16%	14%	24%	13%	17%	19%	37%
7	43	18	21	40	3	17	21	5	11	17	15	26	5	12	19	6	15	20	5	17	3	35	4	3
	11%	10%	13%	11%	7%	12%	12%	7%	13%	9%	12%	13%	8%	10%	12%	8%	11%	12%	9%	11%	8%	11%	9%	9%
6	27	17	8	25	2	13	8	4	4	9	14	18	3	6	13	4	10	9	5	13	1	21	4	1
	7%	9%	5%	7%	4%	9%	5%	5%	5%	5%	11%	9%	4%	5%	8%	5%	7%	5%	9%	8%	5%	7%	9%	4%
5	42	21	16	37	6	10	24	8	7	19	14	18	8	15	18	10	15	15	6	20	3	38	-	4
	11%	11%	10%	11%	12%	7%	14%	12%	9%	11%	11%	9%	11%	13%	11%	11%	10%	9%	10%	13%	10%	12%	-	11%
4	13	6	5	11	3	7	4	1	-	5	6	5	4	4	4	2	7	7	1	5	1	9	2	2
	3%	3%	3%	3%	6%	5%	2%	2%	-	3%	5%	2%	5%	4%	2%	3%	5%	4%	2%	3%	3%	3%	5%	5%
3	21	11	6	16	5	6	7	7	5	8	8	10	8	3	6	7	8	9	4	8	1	18	2	1
	5%	6%	3%	5%	10%	5%	4%	10%	6%	4%	6%	5%	11%	3%	3%	8%	6%	5%	7%	5%	2%	6%	5%	4%
2	22	11	6	18	4	7	10	4	9	10	3	11	4	6	13	4	3	6	3	12	2	18	4	-
	5%	6%	4%	5%	8%	5%	6%	6%	12%	5%	2%	5%	6%	5%	8%	5%	2%	4%	5%	8%	5%	5%	10%	-
1	32	18	10	28	4	7	19	4	10	12	9	17	5	11	14	5	14	14	4	14	3	29	2	1
	8%	10%	6%	8%	9%	5%	11%	5%	13%	7%	7%	8%	6%	9%	8%	5%	10%	8%	6%	9%	10%	9%	5%	2%
DON'T KNOW/REFUSED	5	2	2	4	-	1	4	-	1	4	-	-	-	4	1	-	4	1	1	3	3	5	-	-
	1%	1%	1%	1%	-	1%	3%	-	1%	2%	-	-	-	4%	1%	-	3%	-	1%	2%	9%	2%	-	-
MEAN	6.7	6.4	7.1	6.7	6.1	6.9	6.4	6.8	6.1	7.0	6.7	6.7	6.5	6.7	6.5	7.0	6.7	7.1	6.8	6.2	6.8	6.5	7.0	7.6

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.

Retaining qualified workers

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
10	97 24%	61 21%	36 34%	25 28%	28 29%	22 17%	18 27%	74 27%	17 17%	91 24%	5 20%	48 38%	16 15%	10 18%	10 37%	6 26%	2 9%	1 7%	24 15%	72 31%	62 22%	29 27%	32 17%	60 31%
8-10	195 49%	139 47%	56 52%	41 45%	55 57%	61 47%	30 47%	139 51%	43 42%	181 49%	12 48%	82 65%	42 40%	20 37%	13 48%	14 59%	7 37%	5 45%	50 32%	141 60%	132 48%	54 51%	78 40%	111 57%
5-7	112 28%	83 28%	29 27%	28 31%	23 23%	40 31%	16 25%	73 27%	33 32%	106 29%	6 23%	30 24%	32 30%	18 33%	11 40%	6 24%	4 21%	5 43%	54 34%	56 24%	75 27%	30 28%	61 32%	47 24%
1-4	88 22%	68 23%	20 19%	20 22%	19 20%	26 20%	17 26%	55 20%	26 25%	81 22%	7 29%	13 10%	31 29%	14 26%	3 12%	4 17%	8 42%	1 12%	51 32%	37 16%	66 24%	21 20%	50 26%	35 18%
9	22 5%	17 6%	5 5%	- -	6 6%	12 9%	3 4%	14 5%	8 8%	22 6%	- -	2 2%	8 7%	5 10%	1 3%	1 4%	1 4%	3 24%	6 4%	14 6%	16 6%	6 6%	9 5%	13 7%
8	76 19%	61 21%	14 13%	16 17%	21 21%	27 21%	10 16%	51 19%	17 17%	69 18%	7 28%	32 25%	19 18%	5 8%	2 8%	7 29%	5 24%	2 14%	20 13%	55 23%	55 20%	19 18%	37 19%	37 19%
7	43 11%	32 11%	11 10%	14 15%	12 12%	11 9%	5 8%	32 12%	7 7%	40 11%	3 13%	12 9%	13 13%	5 9%	7 25%	2 7%	1 8%	2 14%	23 14%	19 8%	26 9%	13 12%	25 13%	17 9%
6	27 7%	21 7%	6 5%	8 9%	6 6%	9 7%	2 3%	14 5%	12 11%	26 7%	1 3%	7 6%	7 6%	8 14%	2 6%	- -	1 5%	1 7%	11 7%	15 6%	20 7%	6 5%	15 8%	8 4%
5	42 11%	30 10%	12 11%	7 8%	5 5%	19 15%	9 15%	27 10%	14 14%	41 11%	2 7%	11 9%	12 11%	5 10%	2 9%	4 17%	2 9%	3 21%	20 13%	22 9%	29 10%	12 11%	21 11%	21 11%
4	13 3%	11 4%	2 2%	4 4%	2 2%	6 4%	2 3%	9 3%	3 3%	12 3%	1 6%	3 2%	7 6%	1 1%	1 3%	- -	1 8%	- -	4 3%	9 4%	11 4%	2 2%	6 3%	7 4%
3	21 5%	17 6%	4 4%	6 6%	3 3%	8 6%	3 5%	16 6%	4 4%	20 5%	1 3%	2 1%	6 6%	5 8%	1 3%	3 13%	1 4%	1 12%	11 7%	10 4%	17 6%	4 4%	9 5%	11 6%
2	22 5%	18 6%	4 3%	5 6%	6 6%	5 4%	3 4%	13 5%	5 5%	18 5%	3 14%	5 4%	6 6%	4 7%	- -	- -	1 4%	- -	11 7%	11 5%	14 5%	6 6%	11 6%	9 4%
1	32 8%	22 8%	10 9%	5 6%	8 9%	8 6%	8 13%	17 6%	13 13%	30 8%	2 7%	4 3%	12 11%	5 9%	1 5%	1 4%	5 26%	- -	24 15%	8 3%	24 9%	8 8%	23 12%	8 4%
DON'T KNOW/REFUSED	5 1%	4 1%	2 2%	1 2%	- -	2 2%	2 3%	3 1%	1 1%	4 1%	- -	- -	1 1%	2 4%	- -	- -	- -	- -	3 2%	2 1%	4 1%	1 1%	4 2%	1 1%
MEAN	6.7	6.6	7.0	6.7	7.0	6.6	6.4	6.9	6.1	6.7	6.3	7.7	6.1	6.2	7.5	7.0	5.2	6.8	5.7	7.3	6.6	6.9	6.2	7.2

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.

Retaining qualified workers

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/	DEV- ELOP	INCR PROD-	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
			MKT	MGRS	UCTIV	PROD	MATION	PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	97	67	30	31	17	12	11	10	75	22	72	22	2	46	44	60	36	7	17	8	20	49
--	24%	34%	20%	40%	24%	17%	15%	18%	30%	15%	33%	17%	4%	27%	22%	27%	22%	20%	31%	24%	35%	22%
8-10	195	127	68	51	41	32	29	25	145	50	135	56	2	97	84	114	76	16	30	15	38	101
----	49%	64%	45%	66%	57%	44%	41%	46%	59%	33%	62%	44%	4%	57%	42%	52%	47%	44%	54%	45%	68%	46%
5-7	112	51	44	17	17	28	27	12	69	41	59	39	15	45	63	60	48	11	12	10	8	68
---	28%	26%	29%	22%	23%	38%	38%	22%	28%	27%	27%	30%	31%	26%	31%	27%	30%	31%	22%	31%	15%	31%
1-4	88	22	38	10	13	12	15	16	33	55	24	30	30	28	52	46	35	9	10	8	10	48
---	22%	11%	25%	12%	18%	17%	21%	29%	13%	36%	11%	24%	63%	16%	26%	21%	22%	24%	18%	24%	17%	22%
9	22	14	6	3	2	5	5	6	14	7	12	10	-	15	5	14	6	1	1	1	4	15
	5%	7%	4%	4%	3%	7%	7%	10%	6%	5%	5%	8%	-	9%	2%	6%	4%	4%	2%	2%	7%	7%
8	76	45	32	17	21	15	13	10	56	20	52	24	-	36	35	40	33	7	11	6	14	37
	19%	23%	21%	22%	29%	20%	18%	18%	22%	13%	24%	18%	-	21%	17%	18%	20%	20%	21%	20%	26%	17%
7	43	20	20	5	7	10	17	6	27	16	23	13	7	13	29	20	23	5	1	3	5	24
	11%	10%	13%	6%	10%	14%	24%	10%	11%	11%	11%	10%	15%	7%	14%	9%	14%	15%	2%	10%	9%	11%
6	27	14	9	7	5	5	2	4	17	10	12	12	3	16	9	16	10	3	5	3	1	16
	7%	7%	6%	10%	7%	7%	2%	7%	7%	6%	5%	9%	7%	9%	5%	7%	6%	7%	9%	10%	2%	7%
5	42	17	14	5	4	12	8	3	25	15	24	15	4	17	25	24	15	3	6	4	2	28
	11%	9%	9%	6%	6%	17%	11%	5%	10%	10%	11%	11%	9%	10%	12%	11%	9%	9%	10%	12%	4%	13%
4	13	6	2	1	1	1	4	4	10	4	6	6	2	7	2	8	2	1	3	-	2	8
	3%	3%	1%	1%	2%	1%	6%	7%	4%	3%	3%	5%	4%	4%	1%	4%	2%	2%	6%	-	3%	3%
3	21	5	9	5	2	2	4	3	6	15	6	7	7	9	12	10	11	1	5	2	3	11
	5%	2%	6%	6%	2%	2%	6%	6%	3%	10%	3%	5%	16%	5%	6%	4%	7%	2%	9%	6%	5%	5%
2	22	5	12	2	5	5	5	4	8	13	5	10	7	5	14	11	8	3	1	1	3	12
	5%	2%	8%	2%	6%	7%	6%	7%	3%	9%	2%	7%	15%	3%	7%	5%	5%	7%	2%	4%	5%	5%
1	32	6	15	3	5	5	3	5	9	23	7	8	14	7	24	17	13	5	-	4	3	18
	8%	3%	10%	3%	7%	7%	4%	9%	4%	15%	3%	6%	29%	4%	12%	7%	8%	13%	-	14%	5%	8%
DON'T KNOW/REFUSED	5	-	3	-	2	-	-	2	-	5	1	4	1	1	3	1	3	-	4	-	-	4
	1%	-	2%	-	2%	-	-	3%	-	4%	-	3%	2%	1%	2%	1%	2%	-	7%	-	-	2%
MEAN	6.7	7.6	6.4	7.7	7.0	6.5	6.6	6.4	7.4	5.5	7.6	6.4	3.6	7.2	6.3	6.8	6.6	6.4	7.2	6.4	7.6	6.6

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.

Retaining qualified workers

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	97 24%	73 27%	61 25%	58 25%	58 26%	50 27%	43 24%	41 23%	45 27%	16 26%	81 24%	32 28%	50 22%	81 24%	13 23%
8-10	195 49%	136 49%	125 51%	118 51%	114 50%	93 50%	87 49%	87 49%	90 53%	37 61%	156 47%	48 43%	115 51%	163 49%	27 47%
5-7	112 28%	74 27%	59 24%	61 26%	64 28%	45 24%	48 26%	43 24%	38 23%	15 25%	96 29%	32 28%	60 27%	91 27%	19 33%
1-4	88 22%	66 24%	59 24%	52 23%	50 22%	48 26%	45 25%	48 27%	40 24%	7 12%	78 23%	30 27%	47 21%	78 23%	10 18%
9	22 5%	15 6%	18 7%	16 7%	15 7%	10 6%	10 6%	12 7%	15 9%	4 7%	17 5%	4 4%	14 6%	18 5%	3 4%
8	76 19%	47 17%	46 19%	43 19%	40 18%	33 18%	34 19%	34 19%	30 18%	17 28%	58 17%	12 11%	52 23%	64 19%	11 19%
7	43 11%	27 10%	23 10%	19 8%	24 11%	17 9%	20 11%	13 7%	18 10%	4 7%	39 12%	12 11%	20 9%	32 9%	11 19%
6	27 7%	22 8%	17 7%	21 9%	17 7%	14 8%	16 9%	15 9%	10 6%	6 9%	21 6%	10 9%	15 7%	25 7%	- -
5	42 11%	26 9%	19 8%	21 9%	23 10%	14 8%	12 7%	15 8%	11 7%	6 9%	36 11%	10 9%	24 11%	34 10%	8 14%
4	13 3%	9 3%	7 3%	7 3%	6 3%	7 4%	5 3%	7 4%	5 3%	1 1%	11 3%	4 3%	10 4%	13 4%	- -
3	21 5%	14 5%	14 6%	12 5%	11 5%	11 6%	11 6%	11 6%	10 6%	3 4%	18 6%	4 4%	11 5%	16 5%	5 9%
2	22 5%	18 7%	17 7%	15 7%	13 6%	12 6%	12 7%	14 8%	10 6%	2 3%	20 6%	7 7%	13 6%	20 6%	2 3%
1	32 8%	25 9%	21 9%	18 8%	20 9%	18 10%	17 9%	15 8%	16 9%	2 4%	30 9%	15 13%	14 6%	29 9%	3 6%
DON'T KNOW/REFUSED	5 1%	1 -	- -	- -	- -	- -	- -	1 -	1 -	1 1%	4 1%	1 1%	2 1%	4 1%	1 1%
MEAN	6.7	6.6	6.7	6.7	6.7	6.6	6.6	6.5	6.8	7.4	6.6	6.4	6.8	6.6	6.8

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.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-SAMPLE A	200	67	47	26	17	44	113	86	78	45	65	94	58	48	34	34	24	14	39	161	70	36	22	50
	100%	33%	23%	13%	8%	22%	57%	43%	39%	23%	33%	47%	29%	24%	17%	17%	12%	7%	19%	80%	35%	18%	11%	25%
10	44	9	8	7	3	17	16	27	23	4	12	28	7	9	6	8	4	2	10	34	17	5	2	12
--	22%	13%	17%	27%	21%	38%	15%	32%	29%	9%	19%	30%	12%	18%	19%	22%	17%	18%	26%	21%	24%	15%	10%	23%
8-10	81	21	19	10	7	23	40	40	39	11	24	46	18	17	12	13	11	3	17	63	27	16	9	18
----	40%	32%	40%	39%	40%	53%	36%	46%	49%	23%	37%	48%	31%	35%	37%	39%	46%	24%	45%	39%	39%	45%	42%	36%
5-7	94	34	21	13	8	18	55	39	29	31	31	35	30	28	20	14	9	9	14	79	33	19	11	21
---	47%	50%	46%	49%	50%	40%	48%	45%	37%	67%	48%	37%	53%	59%	58%	42%	36%	64%	37%	49%	47%	52%	47%	42%
1-4	26	12	6	3	2	3	18	8	11	4	10	14	9	3	2	6	4	2	7	19	10	1	2	11
---	13%	17%	14%	12%	10%	7%	16%	9%	14%	9%	15%	15%	16%	6%	5%	19%	18%	12%	19%	12%	14%	3%	11%	21%
9	11	4	3	1	1	2	8	3	3	3	4	6	3	2	5	1	1	1	-	11	3	3	3	1
	6%	7%	7%	3%	5%	4%	7%	4%	3%	6%	6%	6%	6%	4%	13%	2%	3%	6%	-	7%	5%	9%	13%	2%
8	25	8	8	2	2	5	16	9	13	4	8	11	8	6	2	5	6	-	7	18	7	8	4	6
	13%	13%	16%	9%	14%	11%	14%	11%	17%	9%	12%	12%	14%	13%	5%	14%	26%	-	19%	11%	10%	21%	19%	11%
7	36	9	8	7	4	7	17	18	10	15	10	14	11	11	6	9	3	3	4	31	12	7	4	8
	18%	14%	17%	28%	26%	16%	15%	21%	12%	32%	15%	14%	19%	24%	17%	26%	11%	21%	11%	20%	17%	20%	16%	16%
6	27	16	4	1	1	5	20	7	7	8	11	5	14	9	7	4	4	2	6	21	9	7	2	7
	14%	24%	8%	3%	5%	12%	18%	8%	9%	18%	17%	5%	24%	18%	22%	11%	18%	11%	15%	13%	13%	20%	7%	13%
5	31	8	9	5	3	5	18	13	12	8	11	17	6	8	7	2	2	5	4	27	11	5	5	6
	15%	12%	20%	18%	19%	12%	16%	15%	15%	17%	17%	18%	10%	17%	19%	5%	7%	33%	11%	16%	16%	13%	24%	13%
4	11	5	2	3	-	1	7	4	3	3	5	6	5	-	1	3	1	1	4	7	3	-	1	6
	6%	7%	4%	12%	-	3%	6%	5%	4%	7%	7%	6%	9%	-	2%	10%	4%	6%	11%	4%	4%	-	4%	11%
3	5	2	2	-	1	-	4	1	2	1	2	2	3	-	1	-	2	1	1	3	3	-	1	1
	2%	3%	4%	-	5%	-	3%	1%	3%	2%	3%	2%	4%	-	2%	-	7%	6%	4%	2%	4%	-	4%	2%
2	7	3	2	-	1	2	5	2	5	-	2	5	2	1	-	3	1	-	1	6	3	1	1	2
	4%	4%	5%	-	5%	3%	4%	3%	6%	-	2%	5%	3%	1%	-	9%	4%	-	4%	4%	4%	2%	4%	5%
1	3	2	1	-	-	-	3	-	1	-	2	1	-	2	-	-	1	-	-	3	1	-	-	2
	1%	3%	2%	-	-	-	2%	-	1%	-	3%	1%	-	4%	-	-	4%	-	-	2%	1%	-	-	4%
MEAN	6.9	6.4	6.7	7.2	7.0	7.7	6.6	7.4	7.1	6.6	6.7	7.1	6.6	6.9	7.1	6.9	6.7	6.5	6.9	6.9	6.9	7.3	6.7	6.6

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.

Economic and global uncertainty

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2020				MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=SAMPLE A	200 100%	88 44%	85 43%	174 87%	22 11%	68 34%	91 45%	36 18%	45 22%	90 45%	62 31%	100 50%	36 18%	58 29%	79 40%	47 24%	67 33%	88 44%	33 17%	77 39%	15 7%	152 76%	28 14%	20 10%
10	44 22%	15 17%	21 24%	36 21%	7 32%	5 7%	21 23%	15 43%	10 22%	27 30%	7 11%	13 13%	9 25%	20 35%	14 18%	12 25%	17 26%	22 25%	8 25%	14 17%	5 36%	35 23%	6 22%	3 14%
8-10	81 40%	27 31%	43 50%	70 40%	9 40%	19 28%	37 41%	22 60%	16 35%	45 50%	18 30%	36 36%	15 41%	28 48%	22 28%	23 49%	32 48%	39 44%	16 48%	26 33%	8 52%	64 42%	10 36%	7 35%
5-7	94 47%	49 56%	35 41%	85 49%	7 30%	40 58%	44 48%	9 25%	25 56%	32 36%	34 55%	55 55%	15 42%	21 36%	48 61%	14 30%	28 42%	39 45%	12 37%	40 52%	6 37%	65 43%	16 57%	12 62%
1-4	26 13%	11 13%	8 9%	19 11%	7 30%	9 14%	10 11%	5 15%	4 9%	13 14%	9 15%	9 9%	6 17%	9 15%	10 11%	7 20%	10 10%	5 11%	11 14%	11 14%	2 10%	23 15%	2 7%	1 4%
9	11 6%	5 5%	5 6%	10 6%	1 4%	4 5%	5 6%	2 7%	1 2%	7 8%	3 4%	8 8%	1 2%	2 4%	3 4%	3 7%	2 4%	3 4%	4 11%	4 5%	1 5%	9 6%	2 7%	- -
8	25 13%	8 9%	17 19%	25 14%	1 4%	11 16%	11 12%	4 10%	5 12%	11 12%	9 15%	15 15%	5 13%	5 9%	5 6%	8 18%	12 18%	13 15%	4 12%	8 10%	2 11%	19 13%	2 7%	4 21%
7	36 18%	16 18%	16 18%	31 18%	3 11%	13 20%	18 20%	4 11%	8 17%	16 18%	12 20%	22 22%	5 14%	7 12%	19 25%	3 7%	10 15%	19 21%	2 5%	15 19%	2 16%	24 16%	8 28%	3 17%
6	27 14%	17 19%	10 12%	27 16%	- -	16 24%	9 10%	1 2%	9 19%	5 5%	14 22%	16 16%	3 8%	8 13%	14 18%	4 8%	9 14%	15 17%	1 2%	11 14%	1 10%	18 12%	6 21%	3 14%
5	31 15%	17 19%	10 12%	27 15%	4 19%	10 15%	16 18%	4 12%	9 20%	12 13%	8 13%	16 16%	7 20%	7 12%	15 18%	7 15%	9 13%	6 7%	10 29%	15 19%	2 12%	23 15%	2 7%	6 31%
4	11 6%	6 7%	2 3%	8 5%	3 13%	3 5%	5 6%	1 4%	3 7%	6 7%	2 3%	5 5%	2 6%	3 5%	6 8%	3 7%	2 2%	3 4%	3 9%	5 6%	1 5%	11 7%	- -	- -
3	5 2%	1 1%	2 2%	3 1%	2 10%	1 1%	2 2%	2 6%	- -	3 4%	2 3%	- -	3 9%	2 3%	1 1%	3 7%	1 1%	1 1%	2 7%	2 2%	- -	5 3%	- -	- -
2	7 4%	5 5%	1 1%	5 3%	2 8%	3 5%	3 3%	1 2%	1 2%	3 3%	4 6%	2 2%	1 2%	3 6%	1 2%	3 5%	2 4%	3 4%	- -	4 5%	1 5%	6 4%	- -	1 4%
1	3 1%	- -	3 3%	3 2%	- -	2 3%	- -	1 2%	- -	1 1%	2 3%	2 2%	- -	1 1%	- -	1 2%	2 3%	2 2%	- -	1 1%	- -	1 1%	2 7%	- -
MEAN	6.9	6.6	7.3	7.0	6.5	6.3	7.1	7.6	6.9	7.3	6.4	6.8	6.8	7.2	6.8	6.8	7.2	7.2	6.9	6.6	7.6	6.9	7.1	6.7

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.

Economic and global uncertainty

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-SAMPLE A	200 100%	150 75%	50 25%	44 22%	48 24%	63 32%	34 17%	134 67%	54 27%	188 94%	11 5%	73 36%	52 26%	23 12%	14 7%	11 6%	7 4%	7 4%	71 36%	125 62%	132 66%	55 28%	89 44%	102 51%
10	44 22%	28 19%	16 32%	8 17%	9 19%	18 29%	7 21%	36 27%	6 11%	42 22%	2 15%	16 22%	10 20%	3 14%	4 26%	6 51%	1 11%	2 23%	14 20%	30 24%	29 22%	9 15%	12 13%	31 30%
8-10	81 40%	56 37%	25 49%	16 37%	19 38%	30 47%	14 39%	62 46%	16 29%	78 41%	2 15%	24 33%	27 52%	8 33%	7 50%	6 58%	2 22%	2 23%	27 37%	54 43%	53 40%	19 35%	29 32%	49 48%
5-7	94 47%	73 49%	21 41%	21 47%	23 47%	26 42%	19 56%	55 41%	31 57%	86 46%	8 71%	37 52%	17 33%	13 57%	7 50%	5 42%	5 67%	5 65%	34 47%	56 45%	64 48%	26 48%	47 53%	41 40%
1-4	26 13%	21 14%	5 9%	7 16%	7 15%	7 11%	2 5%	17 12%	8 14%	24 13%	2 14%	11 15%	8 15%	2 10%	- -	- -	1 11%	1 11%	11 15%	15 12%	15 12%	10 17%	13 15%	12 12%
9	11 6%	8 5%	4 7%	4 8%	3 5%	3 4%	2 7%	10 7%	2 3%	11 6%	- -	3 5%	2 3%	3 12%	1 6%	- -	- -	- -	3 5%	8 6%	6 4%	3 6%	6 7%	5 5%
8	25 13%	20 13%	5 11%	5 12%	7 15%	9 14%	4 11%	16 12%	8 15%	25 13%	- -	4 6%	15 29%	2 7%	3 18%	1 7%	1 11%	- -	9 13%	16 13%	18 14%	8 14%	11 12%	13 13%
7	36 18%	25 17%	10 21%	9 22%	10 22%	8 12%	6 18%	26 20%	8 14%	34 18%	2 16%	12 17%	6 11%	8 34%	5 32%	2 15%	2 23%	2 23%	15 21%	18 14%	24 18%	10 17%	17 19%	17 17%
6	27 14%	23 15%	4 8%	5 12%	5 11%	7 12%	8 22%	14 10%	11 20%	24 13%	3 27%	9 13%	6 11%	5 20%	3 18%	2 20%	- -	1 19%	7 10%	19 15%	15 12%	11 20%	10 12%	14 14%
5	31 15%	24 16%	6 13%	6 14%	7 14%	11 17%	5 15%	16 12%	12 23%	28 15%	3 28%	16 22%	6 11%	1 4%	- -	1 6%	3 44%	2 23%	12 17%	19 15%	25 19%	6 11%	19 22%	10 10%
4	11 6%	9 6%	2 5%	3 8%	3 6%	3 5%	- -	7 5%	3 6%	10 5%	1 7%	5 7%	4 7%	1 4%	- -	- -	- -	- -	4 5%	7 6%	5 4%	6 10%	8 9%	3 3%
3	5 2%	4 3%	1 2%	- -	3 6%	1 1%	- -	4 3%	1 2%	5 3%	- -	1 1%	2 3%	1 6%	- -	- -	- -	1 11%	3 4%	2 2%	4 3%	1 2%	1 1%	4 4%
2	7 4%	6 4%	2 3%	2 4%	1 2%	3 5%	1 2%	5 4%	2 3%	6 3%	1 6%	3 4%	3 5%	- -	- -	- -	1 11%	- -	3 4%	5 4%	4 3%	3 6%	5 5%	3 2%
1	3 1%	3 2%	- -	2 5%	- -	- -	1 2%	1 1%	2 4%	3 2%	- -	2 3%	- -	- -	- -	- -	- -	- -	2 3%	1 1%	3 2%	- -	- -	3 3%
MEAN	6.9	6.7	7.5	6.7	6.9	7.2	7.1	7.2	6.3	7.0	6.1	6.6	7.0	7.1	7.9	8.3	6.0	6.6	6.8	7.0	6.9	6.7	6.5	7.3

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.

Economic and global uncertainty

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-SAMPLE A	200	106	76	39	37	34	37	28	125	74	118	58	21	95	94	118	76	14	30	15	30	112
	100%	53%	38%	20%	18%	17%	18%	14%	63%	37%	59%	29%	11%	47%	47%	59%	38%	16%	34%	17%	34%	56%
10	44	20	21	5	5	9	7	8	28	16	34	8	3	23	19	25	18	5	9	3	11	16
--	22%	19%	28%	13%	13%	25%	19%	27%	22%	22%	28%	13%	12%	24%	20%	21%	24%	32%	28%	21%	35%	15%
8-10	81	42	38	10	10	15	16	14	51	30	54	20	7	41	36	47	32	7	11	6	17	40
----	40%	40%	50%	25%	28%	44%	43%	51%	41%	40%	45%	33%	31%	44%	38%	40%	43%	45%	36%	42%	55%	36%
5-7	94	52	31	24	19	13	19	12	59	35	52	27	14	43	43	53	36	7	16	7	12	53
---	47%	49%	40%	61%	53%	38%	53%	43%	47%	47%	44%	46%	65%	46%	45%	45%	47%	50%	53%	46%	41%	48%
1-4	26	12	8	6	7	6	2	2	15	10	13	12	1	10	16	18	7	1	3	2	1	18
---	13%	11%	10%	14%	20%	18%	5%	6%	12%	13%	11%	21%	4%	11%	17%	15%	10%	5%	11%	13%	4%	16%
9	11	5	4	-	2	4	4	2	7	4	5	4	1	6	5	9	2	1	1	1	1	8
	6%	4%	5%	-	5%	11%	10%	6%	6%	6%	5%	7%	4%	7%	5%	7%	3%	5%	4%	4%	4%	7%
8	25	18	12	5	4	3	5	5	16	9	15	8	3	12	12	14	12	1	1	3	5	16
	13%	17%	16%	12%	10%	7%	14%	17%	13%	13%	12%	13%	15%	13%	13%	12%	15%	9%	4%	17%	16%	14%
7	36	20	11	9	6	4	10	6	22	14	20	11	4	15	17	22	13	4	11	4	2	17
	18%	19%	15%	23%	16%	11%	26%	20%	18%	18%	17%	19%	20%	16%	18%	19%	17%	27%	37%	25%	7%	15%
6	27	13	10	7	6	5	5	3	16	11	14	6	6	15	11	14	12	1	1	1	4	20
	14%	12%	13%	17%	15%	14%	14%	11%	13%	15%	12%	11%	29%	16%	11%	12%	16%	9%	4%	4%	13%	18%
5	31	19	9	8	8	4	5	3	21	10	17	9	3	13	15	16	11	2	3	3	6	17
	15%	18%	12%	21%	21%	13%	13%	12%	17%	14%	15%	16%	16%	14%	16%	14%	15%	14%	11%	17%	21%	15%
4	11	3	4	3	2	3	1	1	6	4	6	5	-	5	6	7	3	-	3	1	-	7
	6%	3%	5%	7%	6%	8%	2%	3%	5%	6%	5%	9%	-	5%	7%	6%	4%	-	11%	4%	-	6%
3	5	2	2	1	3	1	-	-	3	2	4	1	-	1	4	4	1	-	-	1	-	4
	2%	2%	3%	2%	7%	2%	-	-	2%	3%	3%	1%	-	1%	4%	3%	1%	-	-	4%	-	4%
2	7	3	2	2	3	3	1	1	4	3	3	3	1	4	3	5	3	1	-	1	1	5
	4%	3%	2%	5%	7%	7%	2%	3%	3%	5%	3%	6%	4%	4%	4%	4%	3%	5%	-	4%	4%	4%
1	3	3	-	-	-	-	-	-	3	-	-	3	-	1	2	2	1	-	-	-	-	3
	1%	3%	-	-	-	-	-	-	2%	-	-	5%	-	1%	2%	2%	1%	-	-	-	-	3%
MEAN	6.9	6.9	7.4	6.4	6.2	6.9	7.3	7.5	6.9	6.9	7.2	6.3	6.8	7.1	6.7	6.9	7.1	7.5	7.4	7.0	7.6	6.6

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.

Economic and global uncertainty

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=SAMPLE A	200 100%	133 66%	124 62%	120 60%	119 60%	98 49%	92 46%	85 43%	88 44%	28 14%	169 85%	56 28%	109 54%	165 83%	29 14%
10 --	44 22%	29 21%	29 23%	28 23%	31 26%	23 23%	20 21%	18 21%	22 25%	8 29%	36 21%	13 22%	23 21%	36 22%	6 23%
8-10 ----	81 40%	51 39%	52 42%	47 39%	50 42%	40 40%	38 42%	29 34%	38 43%	15 53%	65 39%	21 37%	40 37%	61 37%	18 61%
5-7 ---	94 47%	61 46%	57 46%	59 49%	54 45%	47 48%	43 47%	41 48%	43 49%	10 36%	81 48%	29 52%	51 47%	80 49%	10 36%
1-4 ---	26 13%	20 15%	16 13%	14 12%	15 12%	11 11%	10 11%	15 18%	7 8%	3 11%	23 13%	6 11%	17 16%	24 14%	1 3%
9	11 6%	6 4%	5 4%	3 3%	5 4%	5 5%	3 4%	2 2%	4 5%	4 15%	7 4%	1 2%	6 5%	7 4%	5 16%
8	25 13%	17 13%	17 14%	16 13%	14 12%	12 12%	15 17%	9 11%	12 14%	3 10%	23 13%	8 13%	11 10%	19 11%	7 23%
7	36 18%	23 17%	26 21%	26 22%	23 19%	17 17%	18 20%	15 17%	18 20%	3 9%	32 19%	15 27%	13 12%	28 17%	6 21%
6	27 14%	20 15%	18 15%	17 14%	16 14%	13 14%	14 15%	12 14%	12 14%	3 9%	24 14%	8 15%	16 15%	24 15%	1 5%
5	31 15%	18 13%	13 10%	15 13%	16 13%	17 17%	11 12%	14 17%	13 15%	5 18%	25 15%	6 10%	22 20%	28 17%	3 10%
4	11 6%	9 6%	8 6%	7 6%	7 6%	6 6%	6 6%	8 9%	2 2%	- -	11 7%	3 5%	8 7%	11 7%	- -
3	5 2%	4 3%	2 2%	2 1%	1 1%	2 2%	1 1%	2 2%	1 1%	1 3%	4 2%	1 1%	4 4%	5 3%	- -
2	7 4%	6 4%	6 4%	5 5%	4 3%	4 4%	4 4%	4 4%	2 3%	2 8%	5 3%	3 4%	2 2%	5 3%	1 3%
1	3 1%	2 2%	- -	- -	3 2%	- -	- -	2 2%	2 2%	- -	3 2%	- -	3 3%	3 2%	- -
MEAN	6.9	6.8	7.1	7.0	7.1	7.0	7.1	6.6	7.2	7.3	6.9	7.0	6.7	6.8	7.8

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.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-SAMPLE B	200	73	40	22	26	38	114	87	71	66	50	101	67	32	35	35	33	17	61	139	73	44	13	52
	100%	37%	20%	11%	13%	19%	57%	43%	36%	33%	25%	50%	33%	16%	18%	18%	16%	9%	30%	70%	36%	22%	6%	26%
10	16	6	3	1	4	2	9	7	7	5	4	6	7	3	4	2	3	1	6	10	5	4	3	3
--	8%	8%	8%	4%	16%	5%	8%	8%	10%	7%	7%	6%	11%	8%	11%	5%	9%	6%	10%	7%	7%	9%	22%	6%
8-10	39	15	7	2	10	6	22	18	13	16	9	19	17	3	8	5	4	2	10	29	16	6	5	11
----	20%	20%	16%	11%	37%	15%	19%	20%	18%	24%	18%	19%	25%	8%	22%	14%	11%	11%	17%	21%	22%	14%	36%	22%
5-7	79	34	21	4	9	11	55	24	29	25	19	40	22	16	12	13	13	10	20	58	31	22	3	17
---	39%	46%	51%	20%	34%	28%	48%	28%	41%	39%	37%	40%	33%	50%	33%	38%	40%	56%	33%	42%	43%	50%	21%	34%
1-4	78	21	13	14	8	22	34	43	26	24	22	37	27	13	14	17	16	6	27	50	22	16	6	23
---	39%	29%	32%	63%	29%	57%	30%	50%	36%	36%	45%	37%	40%	42%	41%	48%	49%	33%	45%	36%	30%	36%	44%	45%
9	3	2	1	1	-	-	3	1	2	-	-	2	1	-	-	-	-	-	-	3	2	-	1	1
	2%	2%	2%	4%	-	-	2%	1%	3%	-	-	2%	1%	-	-	-	-	-	-	2%	2%	-	6%	2%
8	20	7	3	1	6	4	10	10	3	11	5	11	9	-	4	3	1	1	4	15	9	3	1	7
	10%	10%	6%	4%	21%	9%	9%	11%	5%	17%	10%	11%	13%	-	11%	10%	3%	5%	7%	11%	12%	6%	7%	14%
7	18	10	3	-	2	4	13	5	4	7	5	8	5	5	2	2	5	3	4	14	5	7	1	5
	9%	13%	8%	-	6%	10%	11%	6%	6%	11%	11%	8%	8%	15%	5%	6%	16%	20%	7%	10%	7%	17%	6%	10%
6	20	10	5	1	3	1	15	6	6	6	6	12	5	3	1	4	2	5	4	16	8	4	1	6
	10%	14%	12%	7%	12%	2%	13%	6%	9%	10%	12%	12%	8%	10%	2%	11%	7%	26%	7%	11%	11%	10%	6%	11%
5	40	14	13	3	4	6	27	13	19	12	7	20	12	8	9	7	6	2	12	28	19	10	1	7
	20%	19%	32%	13%	16%	16%	24%	15%	26%	18%	15%	20%	18%	25%	26%	20%	18%	10%	19%	20%	26%	23%	8%	13%
4	13	2	1	5	-	6	2	11	3	6	4	5	5	3	5	4	2	1	6	7	3	3	2	4
	7%	2%	2%	21%	-	16%	2%	13%	4%	9%	8%	4%	8%	10%	14%	10%	5%	5%	9%	5%	4%	8%	13%	8%
3	13	2	2	-	1	7	5	9	2	1	9	3	5	5	-	5	5	2	3	11	1	4	2	4
	7%	3%	6%	-	6%	19%	4%	10%	3%	1%	19%	3%	7%	17%	-	14%	16%	14%	5%	8%	1%	8%	12%	7%
2	18	8	3	3	2	2	11	7	5	8	4	9	7	2	5	3	5	2	9	10	5	5	1	2
	9%	11%	8%	13%	9%	4%	10%	8%	6%	12%	9%	9%	11%	6%	13%	9%	15%	10%	14%	7%	7%	11%	6%	4%
1	33	9	7	6	4	7	16	17	16	9	4	20	10	3	5	5	4	1	10	23	12	4	2	13
	16%	13%	17%	28%	15%	17%	14%	19%	22%	13%	9%	20%	15%	8%	14%	15%	13%	5%	17%	16%	17%	9%	13%	25%
DON'T KNOW/REFUSED	4	3	-	1	-	-	3	1	4	1	-	4	1	-	1	-	-	-	3	2	4	-	-	-
	2%	4%	-	6%	-	-	3%	2%	5%	1%	-	4%	1%	-	4%	-	-	-	5%	1%	5%	-	-	-
MEAN	4.9	5.3	4.9	3.7	5.7	4.4	5.2	4.6	4.8	5.2	4.9	4.8	5.1	4.9	4.9	4.5	4.5	5.3	4.6	5.0	5.1	5.1	5.7	4.7

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.

Getting your products to market

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2020				MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=SAMPLE B	200 100%	92 46%	82 41%	175 87%	24 12%	72 36%	85 42%	36 18%	35 18%	93 46%	67 34%	103 51%	35 18%	60 30%	84 42%	38 19%	77 38%	87 44%	23 12%	86 43%	17 9%	167 84%	14 7%	18 9%
10 --	16 8%	7 7%	7 9%	14 8%	2 10%	6 8%	5 5%	4 12%	2 6%	5 5%	9 14%	8 8%	5 14%	3 5%	7 9%	5 13%	4 5%	6 7%	1 4%	9 10%	2 10%	13 8%	- -	3 15%
8-10 ----	39 20%	17 19%	16 20%	34 19%	6 23%	15 20%	13 16%	10 27%	6 16%	17 18%	16 24%	21 20%	10 27%	9 15%	16 19%	9 23%	15 19%	16 19%	5 21%	17 20%	3 19%	36 22%	- -	3 15%
5-7 ---	79 39%	33 36%	36 44%	70 40%	9 36%	30 41%	31 37%	14 39%	19 53%	36 39%	21 31%	43 42%	16 47%	18 30%	38 45%	16 43%	24 31%	35 40%	6 27%	36 42%	3 20%	62 37%	8 57%	8 44%
1-4 ---	78 39%	40 44%	28 33%	68 39%	10 41%	27 37%	37 43%	12 34%	10 29%	36 39%	30 45%	38 37%	9 26%	30 50%	29 35%	13 34%	35 45%	36 41%	11 49%	29 34%	8 44%	64 38%	6 43%	7 41%
9	3 2%	- -	3 4%	3 2%	- -	- -	2 2%	2 5%	- -	2 3%	1 1%	- -	1 2%	2 4%	- -	- -	3 4%	1 1%	1 4%	2 2%	2 10%	3 2%	- -	- -
8	20 10%	11 12%	6 7%	16 9%	3 13%	9 12%	7 8%	4 11%	3 10%	10 11%	7 10%	13 12%	4 11%	3 5%	8 10%	4 10%	7 10%	10 11%	3 13%	7 8%	- -	20 12%	- -	- -
7	18 9%	7 8%	7 9%	14 8%	4 16%	6 8%	10 12%	1 2%	4 10%	8 8%	5 7%	6 6%	4 12%	7 12%	8 9%	6 16%	4 5%	8 9%	2 7%	8 9%	1 5%	14 8%	4 29%	1 4%
6	20 10%	7 8%	12 15%	19 11%	1 3%	10 14%	7 8%	2 5%	4 13%	8 8%	8 12%	13 13%	4 12%	3 5%	9 11%	5 13%	6 8%	12 14%	1 4%	7 8%	- -	17 10%	- -	3 18%
5	40 20%	19 21%	17 21%	36 21%	4 16%	13 19%	14 17%	11 32%	11 30%	20 22%	8 12%	24 24%	8 23%	8 13%	21 26%	5 13%	14 18%	15 17%	4 16%	21 24%	3 15%	32 19%	4 29%	4 22%
4	13 7%	9 9%	4 5%	13 8%	- -	5 8%	5 6%	2 6%	2 6%	5 5%	6 9%	9 8%	- -	5 8%	6 7%	1 4%	6 8%	6 7%	1 4%	7 8%	1 5%	10 6%	2 14%	1 7%
3	13 7%	8 8%	4 5%	12 7%	1 6%	6 8%	7 9%	- -	- -	10 10%	3 4%	5 5%	- -	8 13%	7 8%	2 4%	5 6%	5 6%	2 10%	5 6%	1 9%	8 5%	2 14%	3 19%
2	18 9%	5 6%	10 12%	15 9%	3 13%	5 6%	9 11%	4 10%	3 7%	11 12%	4 6%	6 6%	3 9%	9 15%	3 4%	3 8%	12 15%	9 10%	5 21%	5 5%	1 8%	16 10%	- -	2 11%
1	33 16%	19 20%	9 11%	28 16%	5 22%	11 15%	14 17%	6 17%	6 16%	10 11%	17 25%	18 18%	6 17%	9 15%	14 16%	7 18%	12 16%	16 18%	3 15%	13 16%	4 23%	30 18%	2 14%	1 4%
DON'T KNOW/REFUSED	4 2%	1 1%	2 3%	3 2%	- -	1 1%	4 4%	- -	1 2%	4 4%	- -	1 1%	- -	3 5%	1 1%	- -	4 5%	- -	1 4%	4 4%	3 16%	4 3%	- -	- -
MEAN	4.9	4.7	5.2	4.9	4.9	5.1	4.7	5.2	5.0	4.9	4.9	4.9	5.5	4.5	5.0	5.3	4.6	4.8	4.5	5.1	4.5	4.9	4.6	5.1

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.

Getting your products to market

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM	
BASE-SAMPLE B	200 100%	144 72%	56 28%	47 24%	48 24%	66 33%	31 15%	136 68%	49 24%	184 92%	14 7%	53 26%	55 27%	31 16%	12 6%	13 6%	12 6%	5 2%	87 43%	112 56%	144 72%	51 26%	104 52%	91 45%	
10	16 8%	11 7%	5 10%	6 13%	2 3%	6 9%	2 5%	12 9%	4 8%	16 9%	- -	1 3%	3 5%	5 16%	3 24%	2 18%	1 7%	- -	4 5%	12 11%	10 7%	5 10%	7 7%	9 9%	
8-10	39 20%	27 19%	12 21%	9 18%	11 22%	13 19%	5 16%	27 20%	10 20%	37 20%	3 18%	6 12%	11 20%	7 24%	5 38%	3 25%	2 14%	2 50%	11 13%	28 25%	24 16%	14 27%	17 16%	21 23%	
5-7	79 39%	59 41%	20 35%	16 34%	16 34%	27 41%	17 56%	56 41%	17 35%	73 40%	6 40%	20 39%	25 45%	14 44%	1 11%	6 49%	44 44%	5 18%	1 33%	28 44%	49 44%	59 41%	18 35%	37 35%	39 43%
1-4	78 39%	55 38%	23 41%	21 45%	21 44%	24 37%	8 25%	50 37%	22 45%	71 39%	6 41%	25 48%	18 34%	9 27%	6 51%	3 26%	5 41%	1 32%	46 53%	31 28%	58 40%	18 36%	47 45%	30 33%	
9	3 2%	1 1%	3 4%	- -	1 2%	1 1%	- -	2 2%	- -	2 1%	1 6%	1 2%	1 2%	1 3%	- -	- -	- -	1 18%	2 2%	2 1%	2 1%	2 3%	2 2%	2 2%	
8	20 10%	16 11%	4 7%	3 5%	8 17%	6 9%	3 11%	12 9%	6 12%	18 10%	2 12%	4 8%	7 13%	2 6%	2 14%	1 7%	1 7%	1 31%	5 6%	14 13%	12 9%	7 14%	8 8%	10 12%	
7	18 9%	16 11%	3 4%	3 7%	3 7%	7 10%	3 11%	13 10%	5 9%	18 10%	1 5%	7 13%	5 10%	3 9%	- -	1 11%	1 7%	1 -	1 1%	17 16%	14 10%	4 8%	4 4%	12 13%	
6	20 10%	15 10%	5 10%	5 11%	3 5%	7 11%	5 17%	12 9%	6 12%	18 10%	2 17%	3 6%	9 17%	3 9%	1 5%	3 20%	- -	- -	5 5%	16 14%	16 11%	4 8%	10 9%	10 11%	
5	40 20%	28 20%	12 21%	7 15%	11 22%	13 19%	8 28%	31 23%	7 14%	38 20%	3 18%	10 19%	10 18%	8 26%	1 6%	2 18%	4 37%	1 18%	23 26%	16 15%	28 20%	10 20%	23 22%	17 19%	
4	13 7%	6 4%	7 13%	3 6%	5 10%	6 9%	- -	10 7%	2 5%	12 7%	1 6%	4 7%	6 12%	- -	2 19%	- -	- -	- -	6 7%	7 7%	8 6%	5 9%	10 10%	3 3%	
3	13 7%	11 8%	3 5%	5 10%	4 7%	3 5%	2 7%	9 7%	3 7%	12 7%	1 11%	8 15%	2 3%	- -	- -	- -	1 12%	- -	8 9%	5 4%	10 7%	3 6%	8 7%	6 6%	
2	18 9%	14 10%	4 7%	5 10%	6 12%	5 8%	2 6%	14 10%	3 7%	17 9%	- -	8 16%	2 4%	4 12%	- -	2 19%	- -	- -	11 12%	8 7%	14 10%	3 6%	5 5%	12 13%	
1	33 16%	24 17%	9 16%	10 20%	8 16%	10 15%	4 13%	17 12%	13 26%	30 16%	3 25%	5 10%	8 15%	5 15%	4 32%	1 7%	3 29%	1 32%	22 25%	11 10%	25 17%	7 15%	24 23%	9 10%	
DON'T KNOW/REFUSED	4 2%	3 2%	2 3%	1 3%	- -	2 3%	1 3%	3 2%	- -	3 2%	- -	1 2%	1 2%	1 5%	- -	- -	- -	- -	1 2%	3 3%	4 3%	1 2%	3 3%	1 2%	
MEAN	4.9	4.9	5.0	4.7	4.7	5.1	5.2	5.1	4.6	4.9	4.6	4.5	5.2	5.4	5.2	5.7	4.3	5.4	3.9	5.7	4.8	5.3	4.5	5.3	

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.

Getting your products to market

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFICULTY ATTRACT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-SAMPLE B	200	94	76	39	36	38	34	27	123	77	101	71	25	76	107	103	86	21	25	17	25	109
	100%	47%	38%	19%	18%	19%	17%	14%	61%	38%	50%	35%	13%	38%	54%	52%	43%	23%	28%	19%	28%	54%
10	16	7	8	4	3	5	-	2	6	10	5	10	-	8	5	9	6	1	-	3	1	9
---	8%	7%	11%	11%	9%	13%	-	6%	5%	13%	5%	14%	-	11%	5%	9%	7%	3%	-	15%	4%	9%
8-10	39	22	14	6	9	10	2	4	22	17	20	16	2	20	17	23	15	1	2	6	6	22
----	20%	23%	19%	16%	25%	26%	5%	15%	18%	23%	20%	22%	10%	26%	16%	22%	18%	6%	9%	33%	22%	20%
5-7	79	36	29	12	16	20	18	12	46	32	36	34	9	25	45	33	40	5	6	6	7	53
---	39%	38%	39%	32%	45%	54%	54%	43%	38%	41%	36%	48%	33%	33%	42%	32%	46%	25%	25%	37%	29%	48%
1-4	78	36	30	20	9	8	14	11	54	24	43	19	14	29	43	46	28	14	13	5	13	32
---	39%	38%	40%	53%	26%	21%	41%	39%	44%	31%	43%	26%	54%	38%	40%	44%	33%	69%	50%	30%	50%	29%
9	3	2	2	-	-	2	-	-	2	2	1	1	2	2	2	3	-	-	1	-	-	3
	2%	2%	2%	-	-	7%	-	-	1%	2%	1%	1%	6%	2%	2%	3%	-	-	5%	-	-	2%
8	20	13	4	2	6	2	2	3	14	6	14	5	1	10	10	11	9	1	1	3	4	10
	10%	14%	5%	4%	16%	6%	5%	9%	11%	8%	14%	7%	3%	13%	9%	10%	10%	3%	5%	19%	17%	9%
7	18	10	10	4	4	7	3	4	13	6	9	8	1	7	8	6	10	1	-	1	3	13
	9%	11%	13%	11%	11%	18%	10%	14%	10%	7%	9%	12%	3%	10%	7%	6%	12%	3%	-	7%	10%	12%
6	20	12	3	3	4	7	3	3	13	7	9	9	2	4	14	11	9	1	4	2	2	15
	10%	12%	4%	7%	12%	19%	8%	12%	11%	8%	9%	13%	7%	6%	13%	10%	10%	3%	16%	11%	6%	14%
5	40	14	16	5	8	6	12	5	21	20	17	17	6	13	23	17	20	4	2	3	3	25
	20%	15%	21%	14%	22%	17%	36%	17%	17%	25%	17%	23%	24%	17%	21%	16%	24%	19%	9%	19%	12%	23%
4	13	7	3	3	3	2	3	1	12	2	9	2	1	5	7	9	4	3	2	1	2	2
	7%	8%	4%	9%	10%	6%	9%	5%	9%	2%	9%	3%	6%	6%	7%	9%	5%	16%	9%	4%	6%	2%
3	13	7	4	3	1	1	5	1	11	2	6	7	-	10	3	11	1	2	8	1	6	4
	7%	7%	5%	7%	2%	2%	15%	3%	9%	3%	6%	10%	-	13%	3%	11%	2%	9%	32%	4%	23%	3%
2	18	8	6	8	2	2	5	5	13	6	12	3	3	5	11	10	7	1	2	1	2	11
	9%	9%	8%	20%	5%	5%	15%	17%	10%	7%	12%	4%	12%	7%	10%	10%	8%	6%	9%	7%	6%	10%
1	33	14	17	7	3	3	1	4	19	14	16	6	9	9	21	16	16	8	-	3	4	14
	16%	14%	22%	17%	9%	9%	3%	13%	15%	19%	16%	8%	36%	12%	20%	15%	18%	38%	-	15%	15%	13%
DON'T KNOW/REFUSED	4	1	2	-	2	-	-	1	1	4	1	3	1	2	2	1	3	-	4	-	-	3
	2%	1%	3%	-	5%	-	-	3%	1%	5%	1%	4%	3%	3%	2%	1%	4%	-	16%	-	-	3%
MEAN	4.9	5.1	4.8	4.5	5.6	6.0	4.5	4.8	4.8	5.1	4.8	5.6	3.6	5.3	4.6	4.9	5.0	3.3	4.4	5.6	4.7	5.2

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.

Getting your products to market

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=SAMPLE B	200 100%	144 72%	118 59%	111 55%	108 54%	88 44%	89 44%	93 47%	82 41%	33 16%	166 83%	55 27%	116 58%	171 85%	28 14%
10	16 8%	12 9%	11 9%	8 7%	7 6%	8 9%	8 8%	7 8%	7 9%	3 9%	13 8%	5 9%	10 9%	15 9%	1 3%
8-10	39 20%	30 21%	23 20%	23 21%	22 20%	18 21%	18 21%	18 20%	20 25%	5 16%	34 20%	12 21%	23 20%	34 20%	5 17%
5-7	79 39%	59 41%	51 43%	48 43%	45 42%	36 41%	36 41%	36 39%	32 39%	17 53%	59 36%	14 25%	53 46%	67 39%	11 37%
1-4	78 39%	54 37%	44 37%	40 36%	41 38%	33 38%	34 39%	37 40%	30 36%	9 28%	69 41%	28 51%	38 33%	66 39%	12 43%
9	3 2%	3 2%	2 1%	2 2%	2 2%	2 2%	- -	1 1%	2 2%	- -	3 2%	2 5%	1 1%	3 2%	- -
8	20 10%	15 10%	11 9%	13 12%	13 12%	8 10%	11 12%	10 11%	11 13%	2 7%	17 10%	4 8%	11 10%	16 9%	4 14%
7	18 9%	11 8%	13 11%	11 10%	10 9%	6 7%	5 6%	10 10%	6 8%	4 12%	12 7%	2 3%	13 11%	14 8%	4 14%
6	20 10%	14 10%	13 11%	12 11%	9 9%	9 10%	9 10%	9 9%	7 8%	3 10%	17 10%	3 5%	14 12%	17 10%	3 12%
5	40 20%	35 24%	25 21%	25 22%	25 24%	21 24%	22 24%	18 19%	19 23%	10 31%	30 18%	10 18%	26 23%	36 21%	3 11%
4	13 7%	8 6%	6 5%	6 5%	8 7%	2 2%	4 4%	6 7%	5 6%	2 7%	11 7%	3 5%	7 6%	10 6%	3 11%
3	13 7%	10 7%	7 6%	10 9%	7 6%	6 7%	7 8%	8 9%	7 8%	3 9%	11 6%	2 3%	10 9%	11 7%	2 7%
2	18 9%	13 9%	12 10%	10 9%	11 10%	12 14%	9 10%	10 10%	7 8%	3 9%	15 9%	4 8%	11 9%	15 9%	3 11%
1	33 16%	23 16%	19 16%	15 14%	16 15%	13 15%	14 16%	13 14%	12 14%	1 2%	32 19%	19 35%	10 8%	29 17%	4 14%
DON'T KNOW/REFUSED	4 2%	1 1%	- -	- -	- -	- -	- -	2 2%	- -	1 3%	4 2%	1 3%	2 2%	4 2%	1 3%
MEAN	4.9	5.0	5.0	5.1	4.9	4.9	4.9	4.9	5.2	5.4	4.8	4.2	5.3	4.9	4.8

Table 21-1
 QUESTION 16:
 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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
10	63	18	13	11	5	16	32	31	27	18	15	37	15	11	13	6	3	5	23	40	36	5	4	10
--	16%	13%	16%	22%	11%	19%	14%	18%	18%	16%	13%	19%	12%	13%	19%	9%	5%	15%	23%	13%	25%	7%	11%	10%
8-10	122	38	32	14	8	30	70	52	44	32	35	58	30	33	26	20	10	6	34	87	49	21	7	33
----	30%	27%	37%	29%	18%	37%	31%	30%	29%	29%	31%	30%	24%	41%	37%	29%	18%	20%	35%	29%	34%	26%	19%	32%
5-7	178	64	37	21	25	32	100	78	62	51	58	83	62	33	28	29	37	11	40	138	53	53	15	41
---	45%	45%	42%	44%	57%	40%	44%	45%	42%	46%	51%	43%	50%	41%	40%	42%	65%	35%	41%	46%	37%	66%	43%	40%
1-4	92	36	18	12	8	18	54	38	36	28	22	45	32	14	13	19	9	13	20	71	34	7	13	27
---	23%	25%	21%	24%	19%	22%	24%	22%	24%	25%	19%	23%	26%	18%	19%	28%	17%	42%	20%	24%	24%	9%	35%	27%
9	11	2	5	-	1	3	7	4	4	1	3	3	2	6	1	1	1	-	1	9	2	3	1	3
	3%	2%	6%	-	2%	3%	3%	2%	3%	1%	3%	2%	1%	8%	1%	2%	1%	-	1%	3%	2%	4%	4%	3%
8	48	17	13	3	2	11	30	17	13	13	17	18	13	16	11	12	7	2	10	37	11	13	2	20
	12%	12%	15%	7%	6%	14%	13%	10%	8%	12%	15%	9%	11%	20%	16%	18%	12%	5%	10%	12%	8%	16%	5%	20%
7	56	19	11	7	8	11	30	26	22	9	25	25	17	14	8	12	9	6	10	46	18	19	5	12
	14%	14%	13%	14%	18%	14%	13%	15%	14%	8%	21%	13%	14%	18%	11%	17%	16%	19%	10%	15%	13%	23%	14%	12%
6	33	16	3	5	3	6	19	14	10	11	10	20	8	5	4	5	7	-	9	25	10	11	1	8
	8%	11%	4%	11%	7%	7%	8%	8%	7%	10%	9%	10%	7%	7%	6%	7%	13%	-	9%	8%	7%	14%	2%	7%
5	89	29	22	9	14	15	51	38	31	31	23	39	36	13	16	13	20	5	22	67	25	23	9	21
	22%	21%	25%	19%	32%	19%	22%	22%	21%	28%	20%	20%	29%	17%	23%	18%	36%	16%	22%	22%	18%	29%	26%	20%
4	19	5	3	2	3	7	8	12	7	8	4	8	8	3	3	4	2	2	3	16	8	1	-	7
	5%	3%	3%	5%	6%	9%	3%	7%	5%	7%	4%	4%	7%	3%	4%	5%	3%	8%	3%	5%	5%	1%	1%	7%
3	15	10	1	2	2	-	10	5	7	6	3	9	6	-	2	3	1	-	4	11	8	2	2	2
	4%	7%	1%	5%	5%	-	5%	3%	5%	5%	2%	4%	5%	-	2%	5%	1%	-	4%	4%	6%	2%	6%	2%
2	26	11	6	2	-	6	17	8	9	8	8	12	8	6	3	6	2	9	6	20	7	2	5	7
	6%	8%	7%	5%	-	7%	8%	5%	6%	8%	7%	6%	7%	8%	4%	9%	3%	29%	6%	7%	5%	2%	15%	7%
1	31	10	8	5	3	5	19	13	13	6	7	17	9	5	6	6	5	2	7	24	12	3	5	11
	8%	7%	10%	10%	7%	6%	8%	7%	9%	5%	6%	9%	7%	7%	8%	8%	9%	5%	7%	8%	8%	3%	13%	11%
DON'T KNOW/REFUSED	9	3	-	1	2	2	3	5	7	1	-	8	1	-	3	1	-	1	4	4	6	-	1	2
	2%	2%	-	3%	5%	2%	1%	3%	5%	1%	-	4%	1%	-	4%	1%	-	3%	4%	1%	4%	-	2%	2%
MEAN	6.0	5.8	6.1	6.1	5.8	6.4	5.9	6.1	6.0	5.9	6.2	6.0	5.7	6.5	6.3	5.7	5.6	5.1	6.3	5.9	6.3	6.3	5.0	5.8

Table 21-2
 QUESTION 16:
 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 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+	
					CONF																				
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38	
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%	
10	63	29	23	53	10	15	23	21	10	40	11	28	12	21	28	18	16	33	10	20	7	52	6	5	
--	16%	16%	14%	15%	20%	11%	13%	29%	12%	22%	9%	14%	18%	17%	17%	21%	11%	19%	18%	12%	23%	16%	14%	12%	
8-10	122	53	53	106	14	39	48	28	26	63	28	58	25	35	59	29	32	60	20	41	9	88	20	13	
----	30%	30%	32%	31%	31%	28%	27%	40%	33%	34%	22%	29%	36%	30%	36%	34%	22%	34%	35%	25%	28%	28%	48%	34%	
5-7	178	76	81	156	19	71	78	26	28	76	73	92	34	49	61	44	68	73	27	77	9	145	12	21	
---	45%	42%	48%	45%	41%	50%	45%	37%	35%	41%	56%	45%	49%	42%	37%	52%	47%	42%	47%	47%	29%	45%	28%	55%	
1-4	92	49	30	78	13	29	44	15	25	36	28	51	11	29	41	12	37	42	9	40	10	77	10	4	
---	23%	27%	18%	23%	28%	20%	25%	22%	31%	20%	22%	25%	16%	24%	25%	14%	26%	24%	15%	25%	31%	24%	24%	11%	
9	11	6	5	11	-	4	4	3	-	5	3	5	3	3	5	2	4	3	2	6	-	5	2	4	
	3%	3%	3%	3%	-	3%	2%	4%	-	3%	2%	2%	4%	2%	3%	2%	2%	2%	3%	3%	-	2%	5%	11%	
8	48	18	24	43	5	20	21	5	17	18	14	25	10	12	26	9	12	24	8	16	2	31	12	4	
	12%	10%	15%	12%	11%	14%	12%	7%	21%	10%	11%	13%	14%	10%	16%	11%	9%	14%	14%	10%	5%	10%	28%	11%	
7	56	26	24	50	4	25	23	7	8	23	23	33	12	9	22	13	17	23	7	27	3	42	4	10	
	14%	14%	14%	14%	9%	18%	13%	9%	10%	13%	18%	16%	17%	8%	13%	16%	12%	13%	12%	16%	10%	13%	10%	27%	
6	33	14	14	28	5	15	15	3	6	11	16	17	5	10	13	9	11	20	3	10	-	28	4	1	
	8%	8%	8%	8%	10%	11%	8%	4%	7%	6%	13%	9%	8%	8%	11%	8%	11%	8%	11%	5%	6%	-	9%	9%	4%
5	89	36	43	79	10	31	40	17	14	41	33	42	17	30	26	22	40	31	17	40	6	75	4	10	
	22%	20%	25%	23%	21%	22%	23%	23%	17%	23%	26%	21%	24%	26%	16%	26%	28%	17%	30%	24%	19%	24%	9%	25%	
4	19	10	9	19	-	8	10	1	5	9	5	10	2	8	12	1	6	9	1	10	3	17	2	1	
	5%	6%	5%	6%	-	6%	5%	1%	6%	5%	4%	5%	2%	7%	8%	1%	4%	5%	2%	6%	8%	5%	5%	2%	
3	15	6	5	11	4	6	5	4	5	6	4	11	2	2	7	4	4	9	1	5	2	15	-	-	
	4%	4%	3%	3%	8%	4%	3%	5%	6%	3%	3%	5%	2%	2%	4%	5%	3%	5%	1%	3%	5%	5%	-	-	
2	26	16	7	23	3	7	12	7	8	9	9	14	3	8	12	2	11	10	4	12	2	20	4	2	
	6%	9%	4%	7%	6%	5%	7%	9%	11%	5%	7%	7%	4%	7%	7%	3%	8%	6%	7%	7%	5%	6%	10%	5%	
1	31	16	9	25	6	8	17	4	7	13	10	16	5	10	10	5	16	14	3	14	4	26	4	1	
	8%	9%	5%	7%	14%	5%	10%	6%	9%	7%	8%	8%	7%	9%	6%	6%	11%	8%	6%	9%	13%	8%	10%	4%	
DON'T KNOW/REFUSED	9	3	5	7	-	2	5	1	1	8	-	2	-	5	2	-	6	-	2	5	4	9	-	-	
	2%	1%	3%	2%	-	1%	3%	2%	1%	4%	-	1%	-	5%	1%	-	4%	-	3%	3%	12%	3%	-	-	
MEAN	6.0	5.9	6.2	6.0	5.7	6.0	5.8	6.4	5.7	6.3	5.7	5.9	6.4	5.9	6.2	6.5	5.5	6.1	6.3	5.8	5.8	5.9	6.3	6.6	

Table 21-3
 QUESTION 16:
 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

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
10	63 16%	40 14%	23 21%	17 19%	16 16%	18 14%	10 16%	55 20%	6 6%	61 16%	2 7%	27 22%	11 10%	10 19%	4 14%	5 22%	2 8%	1 7%	19 12%	43 18%	39 14%	17 16%	20 10%	41 21%
8-10	122 30%	85 29%	37 35%	27 29%	28 29%	40 31%	20 31%	100 37%	16 15%	116 31%	5 19%	49 39%	24 23%	18 33%	7 27%	8 32%	5 27%	3 28%	37 24%	83 35%	78 28%	36 34%	43 22%	75 39%
5-7	178 45%	139 47%	39 36%	41 45%	46 47%	52 40%	35 54%	107 40%	58 57%	165 44%	13 54%	62 49%	49 46%	17 31%	15 58%	12 51%	7 37%	5 45%	62 39%	113 48%	126 46%	46 44%	94 49%	80 42%
1-4	92 23%	64 22%	28 26%	21 23%	24 24%	32 25%	9 14%	56 21%	28 27%	84 23%	7 27%	14 11%	33 31%	16 30%	4 15%	4 17%	7 35%	2 19%	55 35%	37 16%	67 24%	22 21%	50 26%	35 18%
9	11 3%	9 3%	2 2%	3 3%	2 2%	6 5%	- -	11 4%	- -	11 3%	- -	3 2%	2 2%	- -	- -	2 10%	2 11%	- -	5 3%	5 2%	8 3%	3 3%	3 1%	8 4%
8	48 12%	36 12%	12 11%	7 8%	10 11%	16 13%	10 15%	35 13%	10 10%	45 12%	3 12%	19 15%	12 11%	8 15%	3 13%	- -	2 9%	3 21%	13 8%	35 15%	31 11%	16 15%	20 11%	26 14%
7	56 14%	39 13%	17 16%	15 17%	11 11%	17 13%	11 16%	36 13%	16 16%	52 14%	4 17%	21 17%	13 12%	8 16%	7 25%	3 14%	2 9%	- -	9 5%	44 19%	39 14%	14 13%	29 15%	25 13%
6	33 8%	29 10%	4 4%	6 7%	9 9%	10 8%	8 12%	22 8%	9 9%	31 8%	3 10%	14 11%	10 9%	2 3%	3 12%	2 7%	- -	1 7%	15 10%	18 8%	23 8%	9 8%	14 7%	18 9%
5	89 22%	71 24%	18 17%	20 22%	26 27%	24 19%	17 26%	50 18%	33 32%	83 22%	6 26%	26 21%	25 24%	7 12%	6 21%	7 30%	5 29%	5 38%	38 24%	50 21%	64 23%	24 22%	51 26%	38 19%
4	19 5%	12 4%	7 7%	6 6%	8 8%	6 5%	- -	12 4%	6 6%	18 5%	2 7%	6 5%	8 7%	3 6%	- -	1 4%	1 4%	- -	10 6%	9 4%	12 4%	5 5%	12 6%	5 3%
3	15 4%	11 4%	4 4%	4 4%	3 3%	6 4%	2 4%	10 4%	3 3%	13 4%	1 3%	3 2%	5 4%	3 6%	- -	- -	3 17%	- -	9 6%	6 3%	11 4%	4 4%	6 3%	8 4%
2	26 6%	16 6%	10 9%	6 7%	7 7%	9 7%	1 1%	17 6%	8 8%	25 7%	1 3%	2 2%	10 10%	4 7%	1 3%	1 4%	1 4%	- -	15 10%	11 5%	19 7%	6 6%	14 7%	12 6%
1	31 8%	25 8%	6 6%	5 6%	6 6%	11 8%	6 9%	17 6%	10 10%	28 7%	3 13%	3 3%	10 9%	6 11%	3 12%	2 10%	2 9%	2 19%	21 13%	10 4%	25 9%	6 6%	18 9%	9 5%
DON'T KNOW/REFUSED	9 2%	5 2%	3 3%	2 2%	- -	5 4%	1 1%	6 2%	1 1%	7 2%	- -	1 1%	1 1%	3 5%	- -	- -	- -	1 7%	4 2%	5 2%	5 2%	2 2%	5 3%	3 2%
MEAN	6.0	5.9	6.2	6.1	5.9	6.0	6.2	6.4	5.2	6.0	5.4	6.8	5.4	5.9	6.2	6.3	5.4	5.3	5.2	6.5	5.9	6.2	5.6	6.5

Table 21-4
 QUESTION 16:
 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

	GROWTH DRIVERS							OPEN POSITIONS		DIFFICULTY ATTRACT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	63	31	20	24	10	8	10	6	42	21	46	13	3	27	30	43	18	6	8	4	10	30
--	16%	15%	13%	31%	14%	11%	14%	11%	17%	14%	21%	10%	7%	16%	15%	19%	11%	17%	15%	12%	18%	14%
8-10	122	63	48	42	23	13	22	17	86	36	85	28	8	54	58	74	42	7	13	7	25	68
----	30%	32%	31%	54%	32%	18%	30%	31%	35%	24%	39%	21%	18%	32%	29%	34%	26%	20%	24%	22%	45%	31%
5-7	178	101	58	31	36	37	36	22	116	61	99	67	11	85	84	98	74	14	26	18	23	97
---	45%	51%	38%	40%	49%	52%	50%	41%	47%	40%	45%	52%	24%	50%	42%	44%	46%	39%	46%	57%	41%	44%
1-4	92	31	42	5	12	22	12	15	45	47	32	29	26	29	55	46	42	13	13	6	8	53
---	23%	16%	28%	6%	17%	30%	17%	27%	18%	31%	15%	22%	57%	17%	27%	21%	26%	37%	23%	18%	14%	24%
9	11	5	4	4	1	1	3	5	9	2	7	3	1	4	5	5	3	-	4	1	2	7
	3%	2%	3%	5%	1%	1%	4%	8%	4%	1%	3%	2%	1%	2%	2%	2%	2%	-	7%	2%	3%	3%
8	48	28	24	14	12	4	9	7	34	13	31	12	4	24	23	26	22	1	1	3	13	30
	12%	14%	15%	18%	17%	6%	13%	12%	14%	9%	14%	9%	10%	14%	11%	12%	13%	4%	2%	8%	24%	14%
7	56	37	18	10	11	13	14	6	40	15	37	14	4	28	25	29	25	4	6	5	11	30
	14%	18%	12%	13%	15%	18%	20%	11%	16%	10%	17%	11%	8%	17%	12%	13%	16%	11%	11%	16%	19%	14%
6	33	14	14	8	9	3	5	5	21	12	14	18	2	14	18	19	13	2	9	2	3	19
	8%	7%	9%	11%	12%	5%	8%	10%	8%	8%	6%	14%	4%	8%	9%	8%	8%	6%	15%	6%	6%	9%
5	89	51	26	13	16	21	16	11	55	34	48	35	5	43	41	50	36	8	11	11	9	47
	22%	25%	17%	16%	22%	30%	23%	19%	22%	23%	22%	27%	12%	25%	21%	23%	22%	22%	20%	35%	16%	21%
4	19	4	8	2	5	6	4	4	12	8	7	7	5	9	10	10	9	4	5	2	4	8
	5%	2%	5%	2%	6%	9%	6%	8%	5%	5%	3%	5%	11%	5%	5%	5%	6%	11%	9%	6%	7%	3%
3	15	6	12	-	1	2	2	2	7	8	6	4	6	6	9	7	8	1	1	1	-	10
	4%	3%	8%	-	1%	2%	3%	3%	3%	5%	3%	3%	12%	4%	4%	3%	5%	4%	2%	4%	-	5%
2	26	10	8	1	5	7	4	5	12	14	10	7	9	7	14	13	11	3	6	1	-	17
	6%	5%	6%	1%	6%	10%	5%	9%	5%	9%	5%	5%	19%	4%	7%	6%	7%	9%	11%	2%	-	8%
1	31	11	13	2	3	6	2	4	13	18	9	11	7	6	22	16	14	5	-	2	4	19
	8%	6%	9%	3%	3%	9%	2%	7%	5%	12%	4%	8%	15%	4%	11%	7%	9%	13%	-	6%	8%	8%
DON'T KNOW/REFUSED	9	3	5	-	2	-	2	1	1	7	2	5	1	3	5	3	4	1	4	1	-	3
	2%	2%	3%	-	2%	-	2%	2%	1%	5%	1%	4%	2%	2%	2%	1%	2%	4%	7%	4%	-	1%
MEAN	6.0	6.3	5.9	7.5	6.3	5.4	6.4	5.9	6.4	5.4	6.6	5.6	4.4	6.3	5.7	6.2	5.7	5.3	6.1	5.9	6.8	5.9

Table 21-5
 QUESTION 16:
 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

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	63 16%	43 16%	38 16%	38 17%	41 18%	30 16%	32 18%	28 16%	32 19%	10 16%	53 16%	25 23%	25 11%	50 15%	11 19%
8-10	122 30%	86 31%	74 31%	76 33%	77 34%	64 34%	61 34%	56 32%	62 36%	23 38%	97 29%	37 34%	63 28%	100 30%	18 32%
5-7	178 45%	119 43%	107 44%	98 43%	98 43%	76 41%	73 41%	74 42%	68 40%	24 39%	152 45%	36 32%	113 50%	149 44%	26 46%
1-4	92 23%	67 24%	59 25%	56 24%	51 22%	45 24%	45 25%	46 26%	39 23%	13 22%	78 23%	34 31%	46 20%	80 24%	12 20%
9	11 3%	8 3%	6 2%	6 3%	7 3%	7 4%	7 4%	8 4%	5 3%	5 8%	4 1%	1 1%	7 3%	9 3%	1 1%
8	48 12%	35 13%	30 12%	31 14%	29 13%	27 14%	23 13%	21 12%	25 14%	8 13%	40 12%	11 10%	30 13%	41 12%	7 12%
7	56 14%	35 13%	36 15%	27 12%	28 12%	26 14%	23 13%	19 11%	20 12%	10 16%	45 13%	12 11%	36 16%	48 14%	8 14%
6	33 8%	24 9%	21 9%	16 7%	21 9%	14 8%	17 9%	17 10%	14 8%	4 7%	29 9%	7 6%	22 10%	29 9%	4 6%
5	89 22%	60 22%	50 21%	55 24%	50 22%	36 20%	34 19%	38 21%	35 20%	10 16%	79 23%	17 15%	55 25%	72 22%	15 25%
4	19 5%	16 6%	11 4%	13 5%	7 3%	8 4%	9 5%	8 4%	7 4%	3 5%	16 5%	7 7%	7 3%	15 4%	4 7%
3	15 4%	14 5%	9 4%	14 6%	13 6%	10 5%	10 5%	8 5%	10 6%	1 1%	14 4%	3 3%	11 5%	14 4%	1 1%
2	26 6%	19 7%	18 7%	20 8%	17 7%	17 9%	14 8%	20 11%	12 7%	5 9%	21 6%	9 8%	15 7%	23 7%	2 4%
1	31 8%	18 7%	22 9%	10 4%	14 6%	10 6%	13 7%	11 6%	10 6%	4 6%	27 8%	15 14%	12 5%	27 8%	4 7%
DON'T KNOW/REFUSED	9 2%	5 2%	2 1%	1 -	1 -	1 -	1 -	2 1%	1 1%	1 1%	8 2%	4 3%	3 1%	7 2%	1 1%
MEAN	6.0	6.0	5.9	6.0	6.1	6.1	6.1	5.9	6.2	6.4	5.9	5.9	6.0	5.9	6.2

Table 22-1
 QUESTION 17:
 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.

Data breaches and cyber security

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	227 57%	173 43%	149 37%	112 28%	115 29%	195 49%	124 31%	80 20%	69 17%	69 17%	57 14%	31 8%	99 25%	300 75%	142 36%	81 20%	35 9%	103 26%
10	38 10%	9 6%	9 10%	4 8%	6 14%	11 14%	17 8%	21 12%	19 13%	7 7%	8 7%	26 13%	6 5%	6 8%	5 8%	4 5%	5 9%	2 6%	10 10%	28 9%	12 9%	7 9%	3 9%	10 9%
8-10	99 25%	31 22%	17 20%	12 24%	13 30%	27 32%	48 21%	51 30%	44 30%	23 21%	21 18%	54 28%	26 21%	18 23%	15 21%	13 20%	12 22%	5 16%	25 25%	74 23%	32 28%	22 21%	7 21%	24 24%
5-7	171 43%	64 46%	41 48%	15 31%	17 40%	34 41%	106 47%	66 38%	56 37%	54 49%	56 49%	73 37%	58 47%	40 50%	32 46%	33 49%	24 42%	18 59%	36 36%	135 45%	53 38%	39 48%	13 37%	45 44%
1-4	128 32%	44 31%	28 32%	22 45%	12 28%	22 27%	72 32%	56 32%	48 32%	34 30%	38 33%	67 34%	39 31%	21 27%	23 33%	22 32%	20 36%	8 25%	39 39%	89 30%	56 39%	20 24%	15 42%	33 32%
9	24 6%	9 6%	4 5%	6 12%	2 5%	4 5%	13 6%	12 7%	12 8%	7 7%	4 4%	14 7%	7 6%	3 3%	2 2%	5 8%	2 3%	1 3%	6 6%	18 6%	7 5%	8 10%	2 6%	5 5%
8	37 9%	14 10%	5 5%	2 5%	5 11%	12 14%	18 8%	19 11%	13 9%	9 8%	9 8%	14 7%	13 10%	9 12%	8 11%	4 6%	6 10%	3 8%	9 9%	28 9%	13 9%	8 9%	2 6%	10 9%
7	33 8%	13 9%	9 10%	2 5%	2 4%	7 9%	22 10%	11 6%	11 8%	13 12%	8 7%	19 10%	12 9%	3 3%	6 8%	5 7%	3 6%	3 8%	7 7%	26 9%	12 9%	8 10%	6 17%	6 6%
6	47 12%	20 15%	11 13%	3 6%	5 12%	7 9%	32 14%	15 9%	9 6%	12 11%	25 22%	13 7%	16 13%	17 22%	3 4%	9 13%	9 17%	8 26%	9 9%	38 13%	7 5%	15 18%	1 2%	15 15%
5	91 23%	31 22%	21 24%	9 20%	10 24%	19 23%	52 23%	39 23%	35 23%	29 26%	23 20%	41 21%	30 24%	20 25%	23 33%	19 28%	11 20%	8 25%	20 20%	71 24%	34 24%	16 20%	6 18%	24 23%
4	24 6%	4 3%	9 10%	4 7%	2 6%	5 6%	13 6%	11 6%	7 5%	4 4%	12 11%	11 5%	8 6%	5 7%	4 6%	3 5%	7 12%	3 8%	6 6%	18 6%	10 7%	6 8%	4 12%	4 3%
3	38 10%	17 12%	6 7%	4 9%	3 7%	7 9%	24 10%	15 8%	9 6%	12 11%	14 12%	17 9%	14 11%	7 9%	7 11%	9 13%	4 7%	4 11%	12 12%	27 9%	18 13%	3 4%	4 12%	10 10%
2	34 9%	15 10%	6 7%	6 11%	2 4%	6 7%	21 9%	13 8%	13 9%	11 10%	8 7%	18 9%	9 7%	7 9%	7 10%	5 7%	3 5%	- -	13 13%	21 7%	14 10%	10 13%	4 11%	5 5%
1	32 8%	8 6%	6 7%	8 18%	5 11%	4 5%	15 6%	17 10%	18 12%	7 6%	4 3%	21 11%	9 7%	1 2%	4 6%	5 7%	6 11%	2 5%	9 9%	23 8%	14 10%	- -	3 7%	14 14%
DON'T KNOW/REFUSED	2 -	1 1%	- -	- -	1 2%	- -	1 -	1 -	2 1%	- -	- -	1 -	1 1%	- -	- -	- -	- -	- -	- -	2 1%	1 1%	- -	- -	1 1%
MEAN	5.5	5.4	5.4	4.9	5.7	5.9	5.4	5.6	5.5	5.4	5.4	5.5	5.3	5.6	5.2	5.2	5.3	5.5	5.2	5.5	5.1	5.9	5.2	5.3

Table 22-2
 QUESTION 17:
 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.

Data breaches and cyber security

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
10	38	16	17	33	6	12	16	10	9	18	12	17	8	13	16	9	14	16	10	13	5	32	2	4
--	10%	9%	10%	9%	12%	8%	9%	13%	11%	10%	10%	8%	12%	11%	10%	11%	10%	9%	17%	8%	14%	10%	5%	11%
8-10	99	43	39	82	17	30	42	23	21	43	33	40	20	38	35	22	39	42	18	39	11	81	10	8
----	25%	24%	23%	23%	36%	21%	24%	32%	27%	23%	26%	20%	28%	32%	21%	26%	27%	24%	31%	24%	33%	25%	24%	22%
5-7	171	74	83	156	13	62	75	32	34	88	44	92	32	43	80	36	52	72	24	73	8	131	16	24
---	43%	41%	49%	45%	28%	44%	42%	44%	43%	48%	34%	45%	45%	37%	49%	43%	37%	41%	42%	45%	24%	41%	38%	64%
1-4	128	63	45	108	17	48	58	17	24	51	51	71	19	35	48	27	50	61	16	50	13	106	16	6
---	32%	35%	27%	31%	37%	34%	33%	23%	29%	28%	40%	35%	27%	30%	30%	32%	35%	35%	27%	31%	41%	33%	38%	15%
9	24	10	9	19	5	8	9	5	7	10	7	8	5	9	6	5	12	9	2	12	2	21	2	1
	6%	6%	6%	6%	10%	6%	5%	7%	9%	5%	6%	4%	8%	8%	4%	6%	8%	5%	4%	7%	5%	7%	5%	2%
8	37	17	13	30	6	10	17	9	6	15	14	15	6	16	13	8	14	17	5	14	4	27	6	3
	9%	9%	7%	9%	13%	7%	10%	12%	7%	8%	11%	7%	9%	13%	8%	9%	10%	10%	9%	9%	14%	9%	14%	9%
7	33	11	22	33	1	9	18	7	5	21	7	15	5	12	9	9	14	12	7	14	3	31	-	3
	8%	6%	13%	9%	2%	6%	10%	9%	6%	11%	5%	7%	7%	10%	6%	11%	10%	7%	12%	8%	8%	10%	-	7%
6	47	24	18	42	3	24	16	8	7	22	16	31	8	6	23	7	15	22	7	19	2	30	4	13
	12%	13%	11%	12%	7%	17%	9%	11%	9%	12%	13%	15%	11%	5%	14%	8%	10%	12%	12%	11%	5%	9%	10%	35%
5	91	39	43	82	9	30	41	17	22	45	21	46	19	25	47	21	23	38	10	41	3	71	12	8
	23%	21%	26%	24%	19%	21%	23%	24%	28%	25%	17%	23%	27%	21%	29%	24%	16%	22%	18%	25%	11%	22%	28%	21%
4	24	12	6	19	4	8	10	6	3	15	6	10	8	5	7	7	9	6	8	10	3	18	4	1
	6%	7%	4%	5%	8%	5%	6%	9%	3%	8%	4%	5%	11%	5%	4%	8%	6%	3%	14%	6%	10%	6%	10%	4%
3	38	21	13	34	5	22	13	3	9	11	18	30	5	3	21	7	9	23	4	11	-	31	6	1
	10%	11%	8%	10%	10%	15%	7%	4%	11%	6%	14%	15%	7%	3%	13%	8%	7%	13%	7%	7%	-	10%	14%	4%
2	34	11	18	29	4	9	19	3	5	12	15	17	2	14	9	9	16	19	1	14	3	27	6	1
	9%	6%	11%	8%	9%	6%	11%	5%	6%	7%	11%	9%	2%	12%	5%	10%	11%	11%	2%	9%	9%	8%	14%	4%
1	32	19	8	27	5	9	16	4	7	12	13	14	5	13	12	4	16	14	3	15	7	30	-	1
	8%	10%	5%	8%	11%	7%	9%	6%	9%	7%	10%	7%	7%	11%	7%	5%	11%	8%	5%	9%	22%	9%	-	4%
DON'T KNOW/REFUSED	2	1	1	2	-	1	1	-	1	1	-	-	-	2	-	-	2	-	-	1	1	2	-	-
	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	1%	3%	1%	-	-
MEAN	5.5	5.3	5.6	5.5	5.6	5.3	5.4	6.1	5.5	5.6	5.2	5.2	5.8	5.7	5.4	5.6	5.4	5.3	6.1	5.4	5.3	5.4	5.2	6.0

Table 22-3
 QUESTION 17:
 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.

Data breaches and cyber security

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
10	38 10%	24 8%	14 13%	5 5%	8 8%	13 10%	11 16%	31 12%	6 5%	37 10%	2 7%	9 7%	10 10%	2 3%	4 17%	6 24%	1 5%	1 12%	14 9%	23 10%	29 11%	7 6%	16 8%	21 11%
8-10	99 25%	61 21%	38 36%	15 16%	22 22%	36 28%	20 31%	76 28%	17 17%	94 25%	6 23%	26 21%	26 25%	12 22%	9 36%	10 40%	4 21%	4 31%	38 24%	60 25%	64 23%	28 26%	40 21%	57 29%
5-7	171 43%	131 45%	40 37%	37 40%	42 43%	59 45%	29 45%	109 40%	52 51%	161 43%	10 39%	60 48%	38 36%	28 52%	9 34%	12 49%	8 44%	5 40%	55 35%	114 48%	122 44%	45 42%	84 44%	80 42%
1-4	128 32%	100 34%	28 26%	40 44%	34 35%	32 25%	15 24%	84 31%	32 31%	116 31%	9 37%	40 32%	42 39%	14 26%	8 30%	3 11%	7 35%	3 21%	64 40%	63 27%	89 32%	34 32%	68 35%	55 29%
9	24 6%	14 5%	10 10%	3 3%	8 9%	9 7%	2 4%	16 6%	5 5%	21 6%	3 13%	11 8%	4 4%	2 3%	4 16%	2 10%	1 4%	- -	7 4%	18 7%	13 5%	9 8%	8 4%	16 8%
8	37 9%	23 8%	14 13%	7 8%	5 6%	15 11%	7 11%	29 11%	7 7%	36 10%	1 3%	7 6%	12 11%	9 16%	1 3%	2 7%	2 12%	2 19%	17 11%	19 8%	22 8%	12 12%	16 8%	20 10%
7	33 8%	25 9%	8 8%	7 8%	4 4%	14 10%	8 13%	24 9%	8 8%	32 9%	2 7%	8 6%	10 10%	7 13%	2 8%	1 4%	1 4%	1 7%	17 11%	16 7%	25 9%	9 8%	16 8%	16 8%
6	47 12%	32 11%	15 14%	5 6%	16 16%	19 15%	6 9%	30 11%	15 14%	45 12%	2 9%	21 17%	9 8%	4 8%	4 14%	2 7%	2 11%	3 26%	11 7%	35 15%	29 10%	18 17%	17 9%	29 15%
5	91 23%	74 25%	17 16%	24 27%	22 23%	26 20%	15 23%	55 20%	29 29%	84 23%	6 23%	30 24%	19 18%	17 31%	3 12%	9 39%	6 29%	1 7%	27 17%	63 27%	69 25%	18 17%	51 27%	36 19%
4	24 6%	16 6%	7 7%	6 7%	6 6%	5 4%	5 8%	15 6%	7 7%	22 6%	- -	8 6%	5 5%	1 2%	2 6%	2 6%	3 13%	1 7%	10 6%	13 6%	18 7%	5 5%	10 5%	13 7%
3	38 10%	34 12%	4 4%	12 13%	11 11%	10 8%	5 8%	23 9%	12 12%	35 9%	3 13%	12 10%	13 12%	7 14%	2 6%	1 4%	2 9%	1 7%	22 14%	16 7%	27 10%	10 9%	19 10%	17 9%
2	34 9%	26 9%	8 8%	8 9%	10 10%	13 10%	2 3%	25 9%	6 6%	31 8%	2 8%	10 8%	13 12%	2 4%	1 5%	- -	1 4%	1 7%	11 7%	23 10%	20 7%	12 11%	16 8%	17 9%
1	32 8%	24 8%	8 7%	13 15%	6 7%	5 4%	3 5%	20 8%	7 7%	28 7%	4 16%	10 8%	11 11%	3 6%	3 12%	- 1%	2 9%	- -	21 13%	11 5%	24 9%	7 7%	22 12%	9 5%
DON'T KNOW/REFUSED	2 -	1 -	1 1%	- -	- -	2 1%	- -	1 -	1 1%	2 -	- -	- -	- -	- -	- -	- -	- -	1 7%	2 1%	- -	1 -	- -	1 -	1 -
MEAN	5.5	5.2	6.1	4.6	5.3	5.8	6.1	5.6	5.2	5.5	5.0	5.3	5.2	5.4	6.0	6.8	5.2	6.3	5.1	5.6	5.4	5.5	5.1	5.8

Table 22-4

QUESTION 17:
 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.

Data breaches and cyber security

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	38	19	16	7	7	9	6	5	20	18	25	10	4	18	18	19	17	3	1	5	8	17
--	10%	10%	10%	9%	10%	13%	8%	9%	8%	12%	11%	8%	8%	11%	9%	9%	11%	9%	2%	16%	15%	8%
8-10	99	50	42	19	21	26	16	12	56	42	64	26	7	43	47	51	44	9	15	11	15	48
----	25%	25%	28%	25%	28%	36%	22%	23%	23%	28%	29%	20%	15%	25%	23%	23%	27%	26%	27%	33%	27%	22%
5-7	171	84	57	34	30	32	30	27	114	57	85	66	20	83	77	103	60	11	20	12	28	106
---	43%	42%	38%	44%	41%	44%	43%	48%	46%	38%	39%	51%	43%	49%	38%	46%	37%	31%	35%	37%	51%	48%
1-4	128	64	51	24	22	15	24	16	78	50	70	35	19	44	78	67	58	15	21	9	13	66
---	32%	32%	33%	31%	30%	20%	33%	29%	31%	33%	32%	27%	42%	26%	38%	30%	36%	43%	38%	27%	23%	30%
9	24	17	11	6	6	6	1	1	15	9	16	7	-	10	11	12	13	2	5	2	3	13
	6%	9%	7%	8%	8%	9%	1%	2%	6%	6%	7%	6%	-	6%	6%	5%	8%	6%	8%	6%	5%	6%
8	37	14	16	6	7	10	9	7	21	15	24	9	3	15	18	19	14	4	9	4	4	18
	9%	7%	10%	8%	10%	14%	13%	12%	9%	10%	11%	7%	7%	9%	9%	9%	9%	11%	16%	12%	7%	8%
7	33	12	17	8	4	5	6	8	15	18	14	10	9	11	21	17	17	2	5	1	7	22
	8%	6%	11%	10%	5%	8%	9%	14%	6%	12%	6%	8%	19%	7%	11%	8%	10%	6%	9%	4%	13%	10%
6	47	26	11	10	9	9	9	8	39	8	31	12	3	27	14	33	13	2	6	4	7	32
	12%	13%	7%	13%	12%	13%	12%	14%	16%	5%	14%	10%	7%	16%	7%	15%	8%	6%	11%	12%	12%	14%
5	91	46	29	16	17	17	16	11	60	30	39	44	8	45	41	53	31	7	8	7	14	52
	23%	23%	19%	21%	24%	23%	22%	20%	24%	20%	18%	34%	17%	26%	20%	24%	19%	20%	15%	22%	25%	24%
4	24	10	9	8	5	3	3	6	14	10	13	9	2	14	8	13	10	4	5	3	1	8
	6%	5%	6%	10%	8%	4%	4%	11%	6%	7%	6%	7%	4%	8%	4%	6%	6%	11%	9%	8%	2%	4%
3	38	17	16	6	5	2	11	6	21	17	19	11	7	9	28	19	19	5	11	2	2	22
	10%	8%	10%	7%	7%	3%	16%	11%	8%	11%	9%	9%	14%	5%	14%	9%	12%	13%	21%	6%	4%	10%
2	34	23	14	7	7	5	4	2	25	9	23	5	5	12	20	19	15	1	2	1	6	21
	9%	12%	9%	9%	10%	7%	6%	3%	10%	6%	11%	4%	11%	7%	10%	9%	9%	4%	4%	4%	10%	9%
1	32	14	12	4	4	4	5	2	18	14	14	10	6	8	21	15	15	5	2	3	4	15
	8%	7%	8%	5%	6%	6%	7%	4%	7%	9%	7%	8%	13%	5%	11%	7%	9%	15%	4%	10%	7%	7%
DON'T KNOW/REFUSED	2	1	2	-	1	-	1	-	-	2	-	2	-	1	-	1	-	-	-	1	-	1
	-	-	1%	-	1%	-	1%	-	-	1%	-	1%	-	1%	-	-	-	-	-	2%	-	-
MEAN	5.5	5.4	5.6	5.6	5.6	6.1	5.3	5.7	5.4	5.6	5.6	5.4	4.9	5.7	5.2	5.5	5.4	5.1	5.4	5.9	5.9	5.4

Table 22-5
 QUESTION 17:
 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.

Data breaches and cyber security

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	38 10%	25 9%	26 11%	17 8%	19 8%	21 11%	14 8%	12 7%	16 9%	12 19%	27 8%	10 9%	15 7%	26 8%	12 21%
8-10	99 25%	68 25%	64 26%	48 21%	56 25%	49 26%	44 24%	41 23%	43 25%	29 47%	68 20%	22 20%	49 22%	72 21%	24 42%
5-7	171 43%	118 43%	108 44%	106 46%	97 43%	81 44%	72 40%	80 45%	66 39%	23 38%	147 44%	37 33%	113 50%	150 45%	20 35%
1-4	128 32%	88 32%	71 29%	77 33%	75 33%	56 30%	65 36%	57 32%	61 36%	9 14%	118 35%	51 46%	62 28%	113 34%	14 24%
9	24 6%	21 8%	18 7%	16 7%	16 7%	15 8%	12 7%	14 8%	12 7%	6 11%	17 5%	8 7%	12 5%	19 6%	3 6%
8	37 9%	22 8%	20 8%	15 6%	21 9%	13 7%	17 10%	16 9%	15 9%	11 18%	24 7%	5 4%	22 10%	27 8%	8 15%
7	33 8%	25 9%	15 6%	16 7%	13 6%	11 6%	8 5%	11 6%	10 6%	4 7%	29 9%	8 7%	19 9%	27 8%	6 10%
6	47 12%	32 12%	28 11%	26 11%	23 10%	21 11%	18 10%	25 14%	16 9%	10 16%	37 11%	8 7%	33 15%	41 12%	6 11%
5	91 23%	62 22%	65 27%	63 27%	61 27%	49 26%	45 25%	44 24%	40 23%	9 15%	81 24%	21 19%	61 27%	82 24%	8 14%
4	24 6%	19 7%	12 5%	14 6%	13 6%	9 5%	12 7%	15 9%	12 7%	3 4%	21 6%	7 6%	16 7%	22 7%	2 3%
3	38 10%	26 9%	15 6%	21 9%	20 9%	16 9%	20 11%	14 8%	16 9%	2 3%	37 11%	10 9%	22 10%	33 10%	5 8%
2	34 9%	24 9%	24 10%	26 11%	23 10%	14 8%	17 10%	16 9%	21 12%	1 1%	32 10%	15 14%	15 7%	30 9%	4 6%
1	32 8%	20 7%	20 8%	16 7%	18 8%	17 9%	15 8%	12 7%	12 7%	4 6%	28 8%	18 17%	9 4%	28 8%	4 7%
DON'T KNOW/REFUSED	2 -	2 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	2 1%	1 1%	- -	1 -	- -
MEAN	5.5	5.5	5.5	5.3	5.3	5.5	5.2	5.4	5.3	6.8	5.2	4.7	5.5	5.3	6.4

Table 23-1
 QUESTION 18:
 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.

Supply chain issues

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
10	143	43	35	17	16	30	79	64	53	41	38	79	38	26	20	26	21	12	43	99	53	33	11	33
--	36%	31%	41%	36%	38%	37%	35%	37%	36%	37%	33%	40%	31%	32%	29%	37%	38%	37%	43%	33%	37%	41%	31%	32%
8-10	268	90	63	33	25	57	153	115	88	82	85	129	84	54	45	46	31	25	65	203	93	58	21	68
----	67%	64%	72%	68%	59%	70%	67%	67%	59%	73%	74%	66%	67%	68%	66%	67%	56%	82%	65%	68%	65%	72%	59%	66%
5-7	96	35	18	9	13	20	53	42	45	23	22	44	30	22	19	18	19	4	23	72	34	17	12	25
---	24%	25%	21%	18%	31%	24%	23%	24%	30%	20%	20%	22%	24%	27%	28%	27%	33%	13%	23%	24%	24%	21%	34%	24%
1-4	34	14	6	7	2	5	20	14	15	6	8	21	9	4	4	4	5	2	11	22	14	6	3	8
---	8%	10%	7%	14%	5%	6%	9%	8%	10%	6%	7%	11%	7%	5%	6%	6%	9%	5%	11%	7%	10%	8%	7%	8%
9	58	21	15	10	3	9	36	22	13	19	24	22	23	13	12	10	7	3	10	48	14	14	3	16
	14%	15%	17%	20%	8%	11%	16%	13%	8%	17%	21%	11%	18%	17%	17%	15%	12%	11%	10%	16%	10%	18%	9%	16%
8	68	26	12	6	6	18	38	29	22	21	23	29	23	15	13	10	3	10	12	56	25	11	7	19
	17%	19%	14%	12%	13%	22%	17%	17%	15%	19%	20%	15%	18%	19%	19%	15%	6%	34%	12%	19%	18%	13%	19%	18%
7	47	17	9	7	5	9	26	21	23	11	10	25	14	8	11	7	9	2	16	31	21	10	7	6
	12%	12%	10%	15%	11%	11%	11%	12%	15%	10%	9%	13%	11%	10%	16%	10%	16%	8%	16%	10%	14%	13%	19%	6%
6	21	7	3	1	6	4	10	11	6	7	5	7	8	5	4	3	8	-	3	18	6	2	2	9
	5%	5%	4%	2%	15%	4%	5%	6%	4%	7%	4%	4%	7%	7%	6%	4%	14%	-	3%	6%	4%	3%	7%	9%
5	28	11	6	1	2	8	17	11	16	4	7	12	8	8	5	9	2	2	4	23	8	4	3	9
	7%	8%	7%	2%	6%	9%	8%	6%	11%	4%	6%	6%	7%	10%	7%	13%	3%	5%	4%	8%	5%	5%	9%	9%
4	5	1	1	2	-	2	2	3	3	2	1	2	3	-	-	2	1	-	-	5	1	2	1	1
	1%	1%	1%	3%	-	2%	1%	2%	2%	1%	1%	1%	3%	-	-	2%	1%	-	-	2%	1%	2%	2%	1%
3	13	5	2	1	2	2	7	6	4	2	4	9	1	3	2	1	2	1	6	8	5	4	1	4
	3%	4%	3%	3%	5%	3%	3%	4%	2%	4%	5%	1%	4%	3%	3%	1%	4%	2%	6%	3%	4%	5%	2%	4%
2	5	2	2	1	-	1	3	2	5	-	1	4	1	1	1	1	-	1	1	4	3	-	-	2
	1%	1%	2%	3%	-	1%	1%	1%	3%	-	1%	2%	1%	1%	2%	1%	-	3%	1%	1%	2%	-	-	1%
1	10	6	2	2	-	-	8	2	4	3	2	6	4	-	1	1	3	-	4	6	5	1	1	2
	3%	4%	2%	5%	-	-	3%	1%	3%	3%	1%	3%	3%	-	1%	1%	4%	-	4%	2%	4%	1%	2%	2%
DON'T KNOW/REFUSED	3	1	-	-	2	-	1	2	2	1	-	1	2	-	-	-	1	-	-	3	1	-	-	2
	1%	1%	-	-	4%	-	-	1%	1%	1%	-	-	1%	-	-	-	2%	-	-	1%	1%	-	-	2%
MEAN	8.0	7.7	8.2	7.9	8.0	8.1	7.9	8.0	7.7	8.2	8.2	7.9	8.0	8.0	7.9	8.0	7.8	8.3	7.9	8.0	7.9	8.3	7.7	7.8

Table 23-2
 QUESTION 18:
 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.

Supply chain issues

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
10	143	62	63	125	14	46	62	31	31	68	41	78	28	34	65	34	41	71	18	53	8	117	14	11
--	36%	34%	37%	36%	31%	33%	35%	44%	39%	37%	32%	38%	40%	29%	40%	39%	29%	41%	31%	32%	24%	37%	34%	30%
8-10	268	119	114	233	31	94	112	54	52	122	90	145	51	68	112	63	88	123	39	104	16	213	30	24
----	67%	66%	68%	67%	67%	67%	64%	75%	65%	67%	70%	71%	73%	57%	69%	75%	61%	70%	68%	64%	51%	67%	72%	64%
5-7	96	41	44	85	11	31	47	15	16	48	26	39	15	38	36	15	41	41	15	38	10	74	10	12
---	24%	23%	26%	24%	23%	22%	27%	21%	20%	27%	20%	19%	22%	32%	22%	18%	29%	23%	26%	23%	32%	23%	24%	31%
1-4	34	19	9	28	5	14	15	3	11	11	12	18	4	11	14	6	13	10	3	21	4	30	2	2
---	8%	10%	6%	8%	10%	10%	9%	4%	14%	6%	9%	9%	6%	9%	9%	8%	9%	6%	5%	13%	14%	9%	5%	5%
9	58	29	23	52	5	27	21	8	10	26	21	36	7	15	24	11	22	25	6	27	6	44	8	5
	14%	16%	14%	15%	11%	19%	12%	11%	13%	14%	16%	18%	10%	12%	15%	13%	16%	14%	10%	16%	17%	14%	19%	14%
8	68	28	28	56	12	20	29	14	10	29	29	31	16	19	23	19	24	27	15	25	3	52	8	7
	17%	16%	17%	16%	25%	14%	17%	20%	13%	16%	22%	15%	23%	16%	14%	22%	17%	15%	27%	15%	10%	16%	19%	20%
7	47	19	24	42	4	14	28	3	7	25	12	17	5	23	16	6	22	19	10	16	5	38	4	4
	12%	10%	14%	12%	9%	10%	16%	4%	8%	14%	10%	9%	7%	19%	10%	8%	15%	11%	17%	10%	17%	12%	9%	11%
6	21	13	5	18	3	11	7	3	4	9	6	7	4	8	8	2	12	9	2	11	4	16	2	3
	5%	7%	3%	5%	7%	8%	4%	4%	5%	5%	5%	4%	6%	7%	5%	2%	8%	5%	3%	7%	13%	5%	5%	9%
5	28	10	15	25	3	6	13	9	6	14	7	14	6	7	12	7	8	13	3	11	1	20	4	4
	7%	5%	9%	7%	7%	5%	7%	12%	7%	8%	6%	7%	9%	6%	8%	8%	6%	8%	6%	6%	3%	6%	10%	11%
4	5	3	1	4	1	1	4	-	1	2	2	3	2	-	2	3	-	1	1	3	-	5	-	-
	1%	2%	1%	1%	2%	1%	2%	-	1%	1%	2%	2%	2%	-	2%	3%	-	1%	1%	3%	-	2%	-	-
3	13	8	4	13	1	9	2	-	6	3	5	8	-	5	8	-	5	5	-	9	2	10	2	1
	3%	5%	3%	4%	2%	6%	1%	-	7%	2%	4%	4%	-	4%	5%	-	4%	3%	-	5%	5%	3%	5%	4%
2	5	2	2	4	-	1	4	1	1	2	2	1	1	4	2	-	4	1	1	4	3	5	-	1
	1%	1%	1%	1%	-	-	2%	1%	1%	1%	2%	-	1%	3%	1%	-	3%	-	1%	2%	9%	1%	-	2%
1	10	5	2	7	3	3	5	2	4	4	2	6	1	2	4	4	4	4	1	5	-	10	-	-
	3%	3%	1%	2%	6%	2%	3%	3%	5%	2%	2%	3%	2%	1%	1%	5%	3%	2%	3%	3%	-	3%	-	-
DON'T KNOW/REFUSED	3	2	1	3	-	2	1	-	1	1	1	1	-	2	1	-	2	1	-	1	1	3	-	-
	1%	1%	1%	1%	-	1%	-	-	1%	-	1%	-	-	1%	1%	-	1%	-	-	1%	3%	1%	-	-
MEAN	8.0	7.9	8.1	8.0	7.7	7.9	7.9	8.2	7.7	8.1	7.9	8.1	8.1	7.7	8.1	8.1	7.7	8.2	8.0	7.7	7.3	7.9	8.1	7.8

Table 23-3
 QUESTION 18:
 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.

Supply chain issues

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM	
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%	
10	143 36%	96 33%	46 44%	38 41%	29 30%	49 38%	22 34%	108 40%	26 26%	135 36%	7 29%	41 33%	48 45%	20 37%	10 39%	10 43%	5 24%	1 7%	44 28%	98 41%	96 35%	40 38%	61 32%	78 40%	
8-10	268 67%	189 64%	79 74%	59 65%	69 72%	89 69%	42 64%	187 69%	67 65%	254 68%	12 51%	90 72%	77 72%	36 67%	18 70%	14 60%	10 54%	5 45%	88 56%	179 76%	182 66%	76 72%	113 59%	147 76%	
5-7	96 24%	74 25%	21 20%	23 26%	22 23%	29 23%	15 23%	62 23%	26 25%	88 24%	8 33%	28 23%	22 21%	14 26%	4 15%	9 40%	7 37%	5 40%	48 30%	43 18%	65 23%	25 23%	55 28%	38 19%	
1-4	34 8%	28 10%	5 5%	8 9%	5 6%	9 7%	8 13%	19 7%	9 9%	28 8%	4 17%	7 6%	7 6%	4 8%	4 15%	- -	2 9%	1 7%	20 13%	14 6%	28 10%	5 5%	24 13%	7 4%	
9	58 14%	38 13%	19 18%	11 12%	24 25%	13 10%	9 15%	42 16%	13 13%	55 15%	3 10%	26 20%	12 12%	9 16%	6 24%	2 7%	3 13%	- -	21 13%	37 16%	35 13%	21 20%	26 13%	30 16%	
8	68 17%	54 19%	13 12%	10 11%	17 17%	27 21%	10 16%	37 14%	27 26%	64 17%	3 12%	23 18%	17 16%	7 13%	2 8%	3 11%	3 17%	5 38%	23 15%	44 19%	51 19%	15 14%	26 14%	38 20%	
7	47 12%	36 12%	11 10%	9 10%	13 13%	14 11%	6 10%	31 11%	12 11%	43 11%	4 16%	14 11%	7 6%	11 21%	2 8%	5 22%	3 13%	2 19%	24 15%	20 8%	26 9%	17 15%	27 14%	18 9%	
6	21 5%	19 7%	2 2%	8 8%	2 2%	7 6%	4 7%	12 5%	8 7%	20 5%	1 3%	6 5%	7 7%	- -	2 7%	2 10%	2 8%	- -	8 5%	12 5%	14 5%	5 5%	14 7%	7 3%	
5	28 7%	19 7%	9 8%	6 7%	8 8%	8 6%	4 6%	18 7%	6 6%	25 7%	3 13%	9 7%	8 8%	3 5%	- -	2 8%	3 15%	3 21%	16 10%	11 5%	25 9%	3 3%	14 7%	13 7%	
4	5 1%	3 1%	2 2%	- -	1 1%	2 1%	2 4%	4 2%	1 1%	5 1%	- -	1 1%	2 2%	- -	2 6%	- -	- -	- -	3 2%	2 1%	4 2%	1 1%	4 2%	1 2%	- -
3	13 3%	11 4%	2 2%	3 3%	2 2%	3 2%	4 6%	5 2%	6 6%	11 3%	2 10%	2 2%	4 4%	2 4%	1 3%	- -	1 5%	- -	9 6%	4 2%	11 4%	2 2%	11 5%	- -	
2	5 1%	5 2%	1 1%	3 3%	- -	2 1%	- -	2 1%	1 1%	2 1%	2 7%	1 1%	- -	1 2%	- -	- -	1 4%	1 7%	4 2%	2 1%	4 1%	1 1%	5 2%	1 -	
1	10 3%	9 3%	1 1%	2 2%	2 2%	3 2%	2 3%	8 3%	2 2%	10 3%	- -	3 3%	1 1%	1 3%	1 5%	- -	- -	- -	4 2%	6 3%	8 3%	2 2%	5 2%	5 3%	
DON'T KNOW/REFUSED	3 1%	2 1%	1 1%	1 1%	- -	2 1%	- -	2 1%	1 1%	3 1%	- -	- -	1 1%	- -	- -	- -	- -	1 7%	2 1%	1 -	2 1%	- -	1 -	2 1%	
MEAN	8.0	7.8	8.4	7.9	8.1	8.1	7.8	8.1	7.7	8.0	7.2	8.1	8.3	8.1	8.0	8.3	7.4	6.8	7.4	8.3	7.8	8.3	7.6	8.4	

Table 23-4

QUESTION 18:
 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.

Supply chain issues

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/	DEV- ELOP	INCR PROD-	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
			MKT	MGRS	UCTIV	PROD	MATION	PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
10	143	78	52	27	21	30	24	15	90	53	90	39	11	56	80	82	58	10	21	11	22	77
--	36%	39%	34%	34%	29%	42%	34%	27%	36%	35%	41%	30%	24%	33%	40%	37%	36%	28%	38%	35%	39%	35%
8-10	268	140	100	56	52	51	45	34	175	93	166	72	27	108	144	150	111	24	36	18	39	148
----	67%	70%	65%	72%	71%	72%	64%	61%	71%	62%	76%	56%	58%	63%	71%	68%	68%	69%	64%	57%	71%	67%
5-7	96	45	31	15	15	15	20	20	56	38	39	43	12	48	41	54	35	8	14	11	11	52
---	24%	23%	21%	19%	21%	21%	28%	36%	22%	26%	18%	33%	26%	28%	20%	25%	22%	22%	25%	33%	20%	24%
1-4	34	13	19	6	4	5	5	2	17	17	13	12	8	15	17	15	16	3	6	2	5	19
---	8%	7%	13%	8%	6%	7%	7%	3%	7%	11%	6%	9%	16%	9%	9%	7%	10%	9%	11%	6%	10%	9%
9	58	32	20	15	12	9	13	7	42	16	38	12	8	27	25	37	19	8	5	3	4	36
	14%	16%	13%	19%	17%	12%	19%	13%	17%	11%	18%	9%	17%	16%	13%	17%	12%	22%	8%	8%	7%	16%
8	68	31	28	15	19	12	8	12	43	25	38	22	8	25	38	31	33	7	10	4	14	35
	17%	16%	18%	19%	26%	17%	11%	21%	17%	16%	17%	17%	17%	15%	19%	14%	21%	19%	18%	14%	24%	16%
7	47	24	16	9	7	8	8	12	24	22	23	18	4	24	23	30	15	5	11	4	4	26
	12%	12%	10%	12%	10%	11%	12%	22%	10%	14%	11%	14%	9%	14%	11%	14%	10%	13%	21%	12%	7%	12%
6	21	11	7	3	1	3	4	5	15	5	7	13	1	10	8	9	9	1	1	4	3	10
	5%	5%	4%	3%	1%	3%	6%	10%	6%	3%	3%	10%	2%	6%	4%	4%	6%	4%	2%	12%	6%	4%
5	28	11	9	3	7	4	7	2	16	12	9	12	7	15	10	15	11	2	1	3	4	17
	7%	5%	6%	4%	10%	6%	10%	4%	7%	8%	4%	10%	15%	9%	5%	7%	6%	6%	2%	10%	8%	8%
4	5	2	3	-	2	1	1	-	2	3	4	1	-	2	2	1	3	1	1	1	1	2
	1%	1%	2%	-	2%	1%	1%	-	1%	2%	2%	1%	-	1%	1%	-	2%	2%	2%	2%	2%	1%
3	13	4	7	4	1	2	2	1	6	7	3	5	4	4	9	4	8	1	-	1	4	6
	3%	2%	5%	5%	1%	3%	3%	2%	3%	5%	1%	4%	8%	2%	5%	2%	5%	4%	-	4%	8%	3%
2	5	1	3	-	1	1	1	-	1	5	1	3	2	3	2	2	3	1	4	-	-	3
	1%	-	2%	-	1%	1%	1%	-	-	3%	-	2%	4%	2%	1%	1%	2%	2%	7%	-	-	1%
1	10	5	6	2	1	2	1	1	7	3	5	2	2	6	4	8	2	1	1	-	-	8
	3%	3%	4%	3%	1%	2%	1%	2%	3%	2%	2%	2%	5%	3%	2%	4%	1%	2%	2%	-	-	4%
DON'T KNOW/REFUSED	3	1	2	1	2	-	1	-	1	2	-	3	-	1	-	1	-	-	-	1	-	1
	1%	-	1%	1%	2%	-	1%	-	-	1%	-	2%	-	1%	-	-	-	-	-	4%	-	-
MEAN	8.0	8.2	7.7	8.1	8.0	8.2	8.0	7.9	8.1	7.7	8.4	7.6	7.1	7.8	8.1	8.1	7.9	7.9	7.9	7.9	8.0	7.9

Table 23-5
 QUESTION 18:
 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.

Supply chain issues

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
10	143 36%	98 35%	94 39%	83 36%	83 36%	68 37%	62 35%	55 31%	68 40%	23 37%	120 36%	40 36%	79 35%	119 35%	23 41%
8-10	268 67%	191 69%	166 68%	163 71%	149 66%	128 69%	120 66%	120 67%	119 70%	48 79%	218 65%	74 67%	147 65%	221 66%	43 74%
5-7	96 24%	61 22%	60 25%	52 22%	60 26%	46 25%	46 26%	43 24%	41 24%	11 18%	83 25%	23 21%	57 25%	80 24%	14 24%
1-4	34 8%	23 8%	17 7%	15 7%	18 8%	13 7%	14 8%	14 8%	9 6%	2 3%	32 9%	13 12%	20 9%	33 10%	1 1%
9	58 14%	43 16%	35 15%	34 15%	29 13%	22 12%	27 15%	27 15%	22 13%	11 18%	46 14%	19 17%	27 12%	45 14%	9 16%
8	68 17%	50 18%	37 15%	45 20%	37 16%	37 20%	30 17%	38 21%	29 17%	14 23%	52 15%	16 14%	41 18%	57 17%	10 18%
7	47 12%	29 11%	27 11%	23 10%	30 13%	21 11%	21 12%	20 11%	19 11%	5 8%	41 12%	13 12%	24 11%	37 11%	8 15%
6	21 5%	11 4%	10 4%	9 4%	11 5%	7 4%	7 4%	8 4%	6 3%	1 1%	18 5%	5 5%	16 7%	21 6%	-
5	28 7%	20 7%	23 9%	20 9%	19 8%	18 10%	18 10%	15 8%	16 10%	5 9%	23 7%	5 4%	18 8%	22 7%	5 9%
4	5 1%	3 1%	1 -	1 -	2 1%	2 1%	2 1%	-	1 -	1 1%	4 1%	2 2%	2 1%	4 1%	1 1%
3	13 3%	10 3%	7 3%	7 3%	7 3%	5 2%	7 4%	7 4%	4 2%	-	13 4%	5 4%	9 4%	13 4%	-
2	5 1%	3 1%	3 1%	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	-	5 1%	2 2%	3 1%	5 2%	-
1	10 3%	8 3%	6 3%	4 2%	7 3%	4 2%	4 2%	6 3%	3 2%	1 1%	9 3%	4 4%	6 2%	10 3%	-
DON'T KNOW/REFUSED	3 1%	2 1%	-	1 -	-	-	-	1 -	1 1%	-	3 1%	1 1%	1 -	2 1%	-
MEAN	8.0	8.0	8.0	8.1	7.9	8.0	7.9	7.8	8.1	8.4	7.9	7.9	7.8	7.9	8.5

Table 24-1

QUESTION 19:

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

First Choice.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	125	41	24	16	9	35	65	61	30	38	51	45	43	37	17	32	17	7	29	97	33	28	8	38
	31%	29%	28%	34%	21%	43%	29%	35%	20%	34%	44%	23%	35%	46%	25%	47%	30%	24%	29%	32%	23%	35%	21%	37%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106	36	22	17	11	20	58	49	48	28	25	56	31	19	16	14	17	9	29	77	34	13	12	38
	27%	25%	25%	36%	26%	25%	25%	28%	32%	25%	22%	29%	25%	24%	23%	21%	30%	28%	29%	26%	24%	16%	34%	37%
INFLATION	54	27	12	3	6	5	39	15	20	16	13	33	11	10	13	11	5	5	13	41	27	12	6	7
	14%	19%	14%	7%	15%	6%	17%	9%	14%	15%	11%	17%	9%	12%	19%	16%	8%	15%	13%	14%	19%	15%	18%	7%
INCREASING COSTS OF WAGES	26	6	5	5	3	8	10	16	7	7	9	10	9	7	7	4	4	-	4	22	5	11	2	5
	7%	4%	5%	11%	6%	10%	5%	9%	5%	7%	8%	5%	7%	9%	10%	5%	8%	-	4%	7%	3%	14%	4%	5%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	24	6	8	-	6	3	14	10	12	8	4	11	12	1	5	1	4	2	9	15	14	4	3	2
	6%	5%	9%	-	15%	4%	6%	6%	8%	7%	4%	6%	10%	1%	7%	1%	7%	5%	9%	5%	10%	5%	9%	2%
COST OF HEALTH CARE INSURANCE	19	7	6	2	3	1	13	6	10	4	5	10	6	3	1	2	4	3	3	16	7	5	3	3
	5%	5%	7%	3%	8%	1%	6%	3%	7%	4%	4%	5%	5%	3%	1%	4%	7%	8%	3%	5%	5%	6%	7%	3%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	12	6	2	-	2	2	8	4	9	3	-	11	1	-	3	2	2	-	4	8	8	2	-	1
	3%	4%	2%	-	4%	3%	3%	2%	6%	3%	-	6%	1%	-	5%	3%	3%	-	4%	3%	6%	3%	-	1%
AVAILABILITY OF MATERIALS/SUPPLY CHAIN	6	2	5	-	-	-	6	-	1	1	5	3	1	2	1	-	2	2	-	6	1	1	-	3
	2%	1%	5%	-	-	-	3%	-	1%	1%	4%	2%	1%	3%	1%	-	3%	6%	-	2%	1%	1%	-	2%
REGULATIONS/GOVERNMENT REGULATIONS	6	3	-	2	-	1	3	3	2	3	1	3	2	-	-	1	-	2	1	4	5	-	-	1
	1%	2%	-	3%	-	1%	1%	1%	1%	3%	1%	2%	2%	-	-	1%	-	5%	1%	1%	3%	-	-	1%
LACK OF CLEAR DIRECTION/PATH FORWARD	5	3	-	2	1	-	3	2	3	-	-	4	1	-	2	-	1	1	-	5	2	2	-	1
	1%	2%	-	3%	2%	-	1%	1%	2%	-	-	2%	1%	-	2%	-	1%	3%	-	2%	2%	-	-	1%
INCREASING COSTS OF ENERGY	4	-	-	-	-	4	-	4	2	-	1	3	-	1	-	1	1	1	1	2	1	1	1	1
	1%	-	-	-	-	5%	-	2%	2%	-	1%	2%	-	1%	-	2%	1%	3%	1%	1%	1%	1%	2%	1%
CORONAVIRUS/COVID-19	4	1	2	-	-	-	4	-	1	1	-	1	2	-	3	-	-	-	3	1	3	-	-	1
	1%	1%	3%	-	-	-	2%	-	1%	1%	-	1%	2%	-	4%	-	-	-	3%	-	2%	-	-	1%
OTHER	3	1	1	-	-	1	2	1	-	1	1	-	3	-	-	-	-	-	-	3	-	1	2	-
	1%	1%	1%	-	-	1%	1%	-	-	1%	1%	-	2%	-	-	-	-	-	-	1%	-	1%	5%	-
DON'T KNOW/NOT SURE	6	2	1	1	1	1	2	4	3	1	1	4	2	1	1	-	1	1	3	3	2	1	-	3
	2%	1%	1%	3%	3%	1%	1%	2%	2%	1%	1%	2%	1%	1%	2%	-	1%	3%	3%	1%	2%	1%	-	3%

Table 24-2

QUESTION 19:

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

First Choice.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+		
					NOT CONF																					
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38		
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%		
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	125	68	50	118	5	54	52	14	30	51	41	67	23	34	58	23	44	62	16	47	11	88	20	17		
	31%	38%	30%	34%	11%	38%	30%	19%	37%	28%	32%	33%	33%	29%	36%	27%	30%	35%	28%	29%	36%	28%	48%	45%		
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106	48	51	99	7	39	48	17	21	44	39	57	16	31	42	26	37	53	14	38	3	88	12	7		
	27%	27%	31%	28%	16%	27%	27%	24%	26%	24%	30%	28%	23%	26%	26%	30%	26%	31%	25%	23%	11%	27%	29%	18%		
INFLATION	54	24	20	45	10	17	22	16	11	32	11	31	8	15	26	9	16	20	8	26	6	44	8	2		
	14%	13%	12%	13%	21%	12%	12%	22%	13%	17%	8%	15%	12%	12%	16%	11%	11%	11%	14%	16%	18%	14%	19%	5%		
INCREASING COSTS OF WAGES	26	16	8	24	-	9	16	1	4	6	16	14	3	7	7	5	12	10	1	15	3	19	2	5		
	7%	9%	5%	7%	-	7%	9%	1%	4%	4%	13%	7%	5%	6%	5%	6%	8%	6%	1%	9%	9%	6%	5%	14%		
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	24	2	14	17	7	-	15	9	2	18	4	8	6	9	5	9	9	10	8	5	1	23	-	1		
	6%	1%	9%	5%	15%	-	9%	12%	3%	10%	3%	4%	8%	8%	3%	10%	7%	6%	14%	3%	3%	7%	-	2%		
COST OF HEALTH CARE INSURANCE	19	9	5	14	5	6	7	5	3	8	7	10	6	3	8	5	6	6	2	11	1	16	-	3		
	5%	5%	3%	4%	10%	5%	4%	7%	3%	5%	6%	5%	8%	2%	5%	5%	4%	3%	3%	7%	3%	5%	-	7%		
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	12	1	4	5	7	2	5	5	1	7	4	2	5	5	1	5	7	3	5	4	2	12	-	-		
	3%	-	2%	1%	15%	2%	3%	7%	2%	4%	3%	1%	8%	4%	1%	5%	5%	1%	10%	2%	7%	4%	-	-		
AVAILABILITY OF MATERIALS/SUPPLY CHAIN	6	5	2	6	-	5	-	1	4	2	1	5	-	1	5	1	1	2	-	5	-	4	-	2		
	2%	3%	1%	2%	-	4%	-	1%	5%	1%	1%	3%	-	1%	3%	1%	1%	1%	-	3%	-	1%	-	5%		
REGULATIONS/GOVERNMENT REGULATIONS	6	1	2	3	2	2	1	2	-	3	2	2	1	3	2	2	2	4	-	2	1	6	-	-		
	1%	-	1%	1%	5%	2%	1%	3%	-	2%	2%	1%	1%	3%	1%	2%	2%	2%	-	1%	3%	2%	-	-		
LACK OF CLEAR DIRECTION/PATH FORWARD	5	-	3	3	2	2	1	2	-	3	2	2	2	1	2	2	2	2	1	3	1	5	-	-		
	1%	-	2%	1%	4%	1%	-	2%	-	1%	2%	1%	2%	1%	1%	2%	1%	1%	1%	2%	3%	2%	-	-		
INCREASING COSTS OF ENERGY	4	2	1	2	1	2	1	-	1	3	-	1	-	3	2	1	1	-	2	1	-	3	-	1		
	1%	1%	-	1%	3%	2%	1%	-	1%	2%	-	-	-	3%	1%	1%	-	-	4%	1%	-	1%	-	2%		
CORONAVIRUS/COVID-19	4	-	4	4	-	-	3	1	1	3	-	2	-	1	2	-	1	2	-	1	-	4	-	-		
	1%	-	2%	1%	-	-	2%	1%	1%	2%	-	1%	-	1%	1%	-	1%	1%	-	1%	-	1%	-	-		
OTHER	3	2	1	3	-	1	2	-	2	1	-	1	-	1	1	-	1	1	-	2	-	3	-	-		
	1%	1%	-	1%	-	1%	1%	-	2%	-	-	-	-	1%	1%	-	1%	-	-	1%	-	1%	-	-		
DON'T KNOW/NOT SURE	6	3	2	5	-	1	3	-	2	3	2	1	-	5	1	-	5	1	-	4	3	5	-	1		
	2%	2%	1%	1%	-	1%	2%	-	2%	2%	1%	-	-	5%	-	-	4%	1%	-	2%	10%	2%	-	2%		

Table 24-3

QUESTION 19:

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

First Choice.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	125 31%	94 32%	31 29%	32 35%	45 46%	29 22%	14 22%	76 28%	42 41%	117 31%	8 33%	125 100%	-	-	-	-	-	-	31 20%	92 39%	86 31%	34 32%	60 31%	63 33%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106 27%	64 22%	42 40%	34 37%	22 23%	29 23%	20 30%	69 26%	28 27%	97 26%	7 30%	-	106 100%	-	-	-	-	-	51 33%	54 23%	72 26%	33 31%	56 29%	47 24%
INFLATION	54 14%	47 16%	7 6%	12 13%	9 9%	20 15%	10 16%	41 15%	12 12%	52 14%	2 7%	-	-	54 100%	-	-	-	-	22 14%	31 13%	39 14%	12 11%	23 12%	26 13%
INCREASING COSTS OF WAGES	26 7%	17 6%	10 9%	6 6%	7 7%	11 8%	3 4%	19 7%	7 6%	25 7%	1 3%	-	-	-	26 100%	-	-	-	8 5%	17 7%	17 6%	8 8%	16 8%	10 5%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	24 6%	21 7%	3 2%	4 4%	4 4%	10 7%	5 7%	20 7%	2 2%	21 6%	3 10%	-	-	-	-	24 100%	-	-	13 8%	10 4%	15 5%	7 7%	7 3%	16 8%
COST OF HEALTH CARE INSURANCE	19 5%	15 5%	4 4%	-	2 2%	13 10%	4 6%	10 4%	7 7%	17 4%	2 9%	-	-	-	-	-	19 100%	-	11 7%	8 3%	16 6%	2 2%	14 7%	5 3%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	12 3%	9 3%	3 3%	-	2 2%	6 4%	2 3%	10 4%	1 1%	11 3%	1 3%	-	-	-	-	-	-	12 100%	6 4%	6 3%	7 3%	5 4%	4 2%	7 4%
AVAILABILITY OF MATERIALS/ SUPPLY CHAIN	6 2%	5 2%	1 1%	1 1%	2 2%	3 2%	1 1%	5 2%	1 1%	6 2%	-	-	-	-	-	-	-	-	1 1%	5 2%	5 2%	1 1%	1 -	5 3%
REGULATIONS/GOVERNMENT REGULATIONS	6 1%	5 2%	1 1%	-	1 1%	3 2%	2 3%	5 2%	1 1%	6 1%	-	-	-	-	-	-	-	-	3 2%	3 1%	5 2%	1 1%	1 1%	4 2%
LACK OF CLEAR DIRECTION/ PATH FORWARD	5 1%	5 2%	-	-	2 2%	1 1%	2 4%	5 2%	-	5 1%	-	-	-	-	-	-	-	-	-	5 2%	4 2%	1 1%	-	5 3%
INCREASING COSTS OF ENERGY	4 1%	2 1%	2 2%	-	-	1 1%	2 2%	3 1%	1 1%	4 1%	-	-	-	-	-	-	-	-	3 2%	1 -	3 1%	1 1%	3 2%	1 -
CORONAVIRUS/COVID-19	4 1%	4 1%	-	1 2%	1 1%	-	1 1%	4 1%	-	4 1%	-	-	-	-	-	-	-	-	3 2%	1 -	1 1%	2 2%	1 1%	2 1%
OTHER	3 1%	3 1%	-	-	-	2 1%	-	1 -	2 2%	3 1%	-	-	-	-	-	-	-	-	2 1%	1 -	2 1%	1 1%	2 1%	1 -
DON'T KNOW/NOT SURE	6 2%	3 1%	3 3%	1 2%	-	3 2%	-	3 1%	1 1%	4 1%	1 3%	-	-	-	-	-	-	-	4 3%	2 1%	4 2%	1 1%	5 3%	1 -

Table 24-4

QUESTION 19:

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

First Choice.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRIGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	125	94	40	36	27	11	26	13	112	13	96	28	-	67	49	83	37	13	23	8	26	62
	31%	47%	26%	47%	37%	15%	36%	23%	45%	9%	44%	22%	-	39%	25%	38%	23%	35%	41%	24%	47%	28%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106	42	43	9	23	23	22	16	54	51	47	39	18	37	63	54	47	9	17	8	12	55
	27%	21%	28%	12%	32%	33%	31%	30%	22%	34%	22%	30%	39%	22%	31%	24%	29%	26%	30%	25%	22%	25%
INFLATION	54	18	21	13	6	16	11	7	24	30	21	22	9	19	31	30	24	2	5	4	4	39
	14%	9%	14%	16%	8%	22%	15%	13%	10%	20%	10%	17%	19%	11%	15%	14%	15%	6%	8%	14%	7%	18%
INCREASING COSTS OF WAGES	26	17	7	12	4	1	4	3	22	4	12	12	2	12	13	15	10	5	-	2	7	10
	7%	8%	5%	15%	6%	1%	5%	6%	9%	3%	6%	9%	5%	7%	6%	7%	6%	13%	-	6%	12%	5%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	24	6	14	2	4	7	3	4	11	13	14	8	1	10	12	12	11	1	4	4	3	14
	6%	3%	9%	2%	6%	10%	4%	7%	4%	9%	7%	6%	2%	6%	6%	5%	7%	2%	7%	12%	5%	6%
COST OF HEALTH CARE INSURANCE	19	9	9	2	3	1	3	3	8	11	9	4	5	6	11	6	13	3	-	3	-	12
	5%	4%	6%	3%	5%	1%	4%	5%	3%	7%	4%	3%	11%	3%	5%	3%	8%	7%	-	8%	-	6%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	12	3	5	1	3	5	1	1	2	10	4	5	3	6	6	6	6	1	-	1	1	8
	3%	2%	4%	1%	3%	7%	1%	2%	1%	6%	2%	4%	7%	4%	3%	3%	4%	2%	-	4%	2%	4%
AVAILABILITY OF MATERIALS/ SUPPLY CHAIN	6	5	-	1	-	2	1	3	5	1	4	3	-	5	1	5	1	-	-	-	-	6
	2%	3%	-	1%	-	3%	1%	5%	2%	1%	2%	2%	-	3%	-	2%	1%	-	-	-	-	3%
REGULATIONS/GOVERNMENT REGULATIONS	6	1	1	-	-	-	1	2	3	3	4	1	1	5	1	4	2	1	1	-	1	3
	1%	-	1%	-	-	-	1%	3%	1%	2%	2%	1%	2%	3%	-	2%	1%	4%	2%	-	2%	1%
LACK OF CLEAR DIRECTION/ PATH FORWARD	5	2	4	-	-	2	-	2	2	3	3	2	1	-	5	1	4	-	2	1	-	3
	1%	1%	3%	-	-	3%	-	3%	1%	2%	1%	1%	2%	-	2%	-	3%	-	4%	2%	-	1%
INCREASING COSTS OF ENERGY	4	1	2	-	1	2	1	-	1	3	2	2	-	1	3	1	2	1	-	1	2	-
	1%	-	1%	-	1%	3%	1%	-	-	2%	1%	2%	-	-	2%	-	1%	2%	-	4%	3%	-
CORONAVIRUS/COVID-19	4	1	1	1	-	-	-	-	1	2	1	-	2	-	4	2	1	-	-	-	-	4
	1%	1%	1%	2%	-	-	-	-	1%	2%	1%	-	5%	-	2%	1%	1%	-	-	-	-	2%
OTHER	3	-	2	-	-	1	-	3	1	2	-	1	2	1	2	2	1	1	-	-	-	2
	1%	-	1%	-	-	1%	-	5%	-	1%	-	1%	4%	-	1%	1%	2%	-	-	-	-	1%
DON'T KNOW/NOT SURE	6	1	2	1	2	-	1	-	1	5	1	3	2	3	2	1	3	1	4	1	-	2
	2%	-	1%	1%	2%	-	1%	-	-	4%	-	2%	5%	2%	1%	-	2%	2%	7%	2%	-	1%

Table 24-5

QUESTION 19:

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

First Choice.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	WORK ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	
	TOTAL														
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	125 31%	93 34%	84 34%	78 34%	85 38%	71 38%	61 34%	66 37%	63 37%	20 33%	105 31%	27 24%	81 36%	108 32%	14 25%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106 27%	64 23%	58 24%	56 24%	54 24%	40 22%	45 25%	46 26%	43 25%	10 16%	94 28%	36 32%	56 25%	92 27%	13 23%
INFLATION	54 14%	40 14%	34 14%	32 14%	26 11%	22 12%	23 13%	19 11%	20 12%	6 9%	48 14%	21 19%	22 10%	43 13%	11 19%
INCREASING COSTS OF WAGES	26 7%	21 8%	16 7%	12 5%	16 7%	14 8%	17 9%	11 6%	12 7%	9 14%	18 5%	9 8%	11 5%	21 6%	6 10%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	24 6%	13 5%	15 6%	11 5%	12 5%	8 4%	6 3%	6 3%	6 4%	3 5%	21 6%	3 2%	16 7%	19 6%	5 9%
COST OF HEALTH CARE INSURANCE	19 5%	14 5%	13 5%	14 6%	11 5%	10 5%	12 6%	11 6%	11 6%	7 11%	12 4%	3 2%	15 7%	17 5%	2 3%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	12 3%	6 2%	6 3%	5 2%	4 2%	4 2%	3 2%	2 1%	3 2%	- -	12 4%	3 3%	5 2%	8 2%	2 4%
AVAILABILITY OF MATERIALS/SUPPLY CHAIN	6 2%	2 1%	1 -	5 2%	3 1%	3 2%	1 -	5 3%	1 -	2 3%	4 1%	1 1%	5 2%	5 2%	1 1%
REGULATIONS/GOVERNMENT REGULATIONS	6 1%	6 2%	3 1%	6 2%	5 2%	3 2%	3 2%	4 2%	5 3%	1 1%	5 1%	4 3%	1 -	5 1%	1 1%
LACK OF CLEAR DIRECTION/PATH FORWARD	5 1%	4 1%	3 1%	3 1%	4 2%	3 2%	2 1%	1 -	1 -	2 3%	2 1%	- -	3 1%	3 1%	1 1%
INCREASING COSTS OF ENERGY	4 1%	4 1%	3 1%	3 1%	3 1%	3 2%	3 2%	2 1%	- -	1 1%	3 1%	1 1%	3 1%	4 1%	- -
CORONAVIRUS/COVID-19	4 1%	4 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 1%	3 1%	1 1%	1 1%	3 1%	1 1%
OTHER	3 1%	3 1%	3 1%	3 1%	2 1%	2 1%	2 1%	3 1%	2 1%	1 1%	2 1%	1 1%	1 -	2 -	1 1%
DON'T KNOW/NOT SURE	6 2%	3 1%	2 1%	2 1%	1 -	1 -	2 1%	1 -	1 -	- -	6 2%	2 2%	3 1%	5 2%	- -

Table 25-1

QUESTION 19C:

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

Combined Choices.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	199	65	41	26	15	52	106	93	52	58	80	74	66	59	30	41	31	16	42	158	51	47	20	56
	50%	46%	47%	54%	35%	64%	47%	54%	35%	52%	69%	38%	53%	73%	43%	60%	55%	53%	42%	53%	36%	58%	55%	55%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	190	71	37	26	20	37	108	82	74	52	54	94	63	34	30	30	31	14	53	137	65	30	19	58
	48%	51%	43%	54%	46%	45%	48%	47%	49%	47%	47%	48%	51%	42%	44%	43%	55%	44%	54%	46%	46%	38%	54%	56%
INFLATION	74	33	18	7	7	9	51	23	30	22	18	46	13	15	17	13	7	5	19	56	33	15	8	12
	19%	23%	21%	15%	17%	11%	22%	14%	20%	19%	16%	23%	11%	19%	25%	19%	12%	18%	19%	19%	23%	19%	22%	11%
INCREASING COSTS OF WAGES	64	15	12	7	10	20	27	37	19	19	19	27	19	17	15	14	10	2	13	50	20	21	2	17
	16%	11%	13%	14%	24%	25%	12%	22%	13%	17%	17%	14%	16%	21%	22%	20%	18%	5%	13%	17%	14%	26%	4%	16%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	41	13	14	2	8	4	28	14	23	13	5	23	16	3	8	3	6	3	12	30	22	9	4	3
	10%	10%	16%	3%	19%	5%	12%	8%	15%	11%	4%	12%	13%	3%	11%	4%	10%	8%	12%	10%	16%	11%	13%	3%
COST OF HEALTH CARE INSURANCE	35	14	8	4	4	5	22	13	17	7	10	17	9	9	2	7	6	4	7	28	10	12	5	6
	9%	10%	10%	9%	10%	6%	10%	8%	11%	6%	9%	8%	7%	12%	2%	11%	10%	14%	7%	9%	7%	15%	14%	6%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	22	13	3	2	3	2	15	7	12	8	2	17	4	-	6	3	3	1	6	16	15	2	-	3
	5%	9%	3%	3%	6%	3%	7%	4%	8%	7%	1%	9%	3%	-	8%	5%	4%	3%	6%	5%	11%	3%	-	2%
INCREASING COSTS OF ENERGY	14	5	3	2	-	5	8	6	8	2	2	11	1	2	1	3	2	3	4	10	6	2	1	4
	3%	3%	4%	3%	-	6%	3%	4%	5%	2%	2%	6%	1%	3%	1%	5%	4%	10%	4%	3%	4%	3%	2%	4%
LACK OF CLEAR DIRECTION/PATH FORWARD	13	3	4	2	2	2	8	5	6	1	3	8	3	2	3	2	2	1	1	11	6	3	1	3
	3%	2%	5%	3%	4%	2%	3%	3%	4%	1%	2%	4%	2%	3%	5%	3%	3%	3%	1%	4%	4%	4%	2%	3%
REGULATIONS/GOVERNMENT REGULATIONS	7	4	-	2	-	1	4	3	2	3	1	4	2	-	-	1	-	2	1	5	6	-	-	1
	2%	3%	-	3%	-	1%	2%	1%	2%	3%	1%	2%	2%	-	-	1%	-	5%	1%	2%	4%	-	-	1%
CORONAVIRUS/COVID-19	4	1	2	-	-	-	4	-	1	1	-	1	2	-	3	-	-	-	3	1	3	-	-	1
	1%	1%	3%	-	-	-	2%	-	1%	1%	-	1%	2%	-	4%	-	-	-	3%	-	2%	-	-	1%
OTHER	5	2	1	-	2	1	3	3	1	1	2	1	4	-	-	1	-	-	-	5	1	1	3	1
	1%	1%	1%	-	4%	1%	1%	1%	1%	1%	1%	-	3%	-	-	1%	-	-	-	2%	1%	1%	7%	1%
NONE/NONE OF THE ABOVE	21	5	7	3	2	4	12	9	3	8	9	10	7	5	4	4	3	4	3	18	6	2	2	6
	5%	4%	8%	6%	4%	5%	5%	5%	2%	7%	8%	5%	5%	6%	6%	6%	4%	13%	3%	6%	5%	3%	6%	6%
DON'T KNOW/NOT SURE	6	2	1	1	1	1	2	4	3	1	1	4	2	1	1	-	1	1	3	3	2	1	-	3
	2%	1%	1%	3%	3%	1%	1%	2%	2%	1%	1%	2%	1%	1%	2%	-	1%	3%	3%	1%	2%	1%	-	3%

Table 25-2

QUESTION 19C:

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

Combined Choices.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF		EXPAN -SION	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF	CONF																		
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	199	108	78	186	12	87	81	24	41	82	70	110	32	55	87	38	70	99	29	69	14	140	30	29
	50%	60%	47%	53%	25%	62%	46%	33%	51%	45%	54%	54%	45%	46%	54%	44%	49%	57%	51%	42%	45%	44%	71%	75%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	190	86	83	169	19	65	89	29	37	81	69	99	28	60	76	39	72	89	24	76	13	156	18	16
	48%	48%	49%	49%	41%	46%	51%	41%	46%	45%	54%	49%	39%	51%	47%	46%	50%	51%	42%	47%	42%	49%	43%	41%
INFLATION	74	31	32	63	11	29	29	16	15	41	17	42	12	20	39	13	21	31	12	31	6	59	12	3
	19%	17%	19%	18%	24%	20%	17%	23%	19%	23%	13%	21%	18%	17%	24%	15%	15%	18%	21%	19%	20%	18%	28%	9%
INCREASING COSTS OF WAGES	64	32	28	60	2	22	31	10	14	19	30	37	9	16	24	13	25	24	6	32	5	47	10	7
	16%	18%	16%	17%	4%	16%	18%	14%	18%	11%	24%	18%	13%	13%	15%	16%	17%	14%	11%	20%	14%	15%	24%	18%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	41	6	24	29	12	3	23	16	3	31	6	15	10	15	9	15	17	17	12	11	1	38	-	3
	10%	3%	14%	8%	26%	2%	13%	22%	4%	17%	5%	7%	14%	13%	6%	17%	12%	10%	22%	7%	3%	12%	-	7%
COST OF HEALTH CARE INSURANCE	35	16	13	29	6	17	10	8	9	16	8	18	10	6	17	5	12	8	4	23	5	26	2	7
	9%	9%	8%	8%	12%	12%	5%	11%	11%	9%	6%	9%	14%	5%	11%	6%	8%	5%	7%	14%	15%	8%	5%	19%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	22	3	8	11	10	4	9	9	1	12	7	4	10	6	4	9	8	5	8	9	3	22	-	-
	5%	2%	5%	3%	22%	3%	5%	12%	2%	7%	6%	2%	14%	5%	3%	11%	6%	3%	14%	5%	10%	7%	-	-
INCREASING COSTS OF ENERGY	14	4	6	10	4	4	8	2	2	10	3	3	3	8	5	6	3	4	4	5	1	12	-	2
	3%	2%	4%	3%	8%	3%	4%	3%	2%	5%	2%	2%	4%	6%	3%	7%	2%	2%	7%	3%	3%	4%	-	5%
LACK OF CLEAR DIRECTION/ PATH FORWARD	13	3	6	8	3	2	4	5	2	8	2	6	4	3	3	5	6	6	3	3	1	11	2	-
	3%	2%	3%	2%	7%	1%	2%	7%	2%	5%	2%	3%	5%	3%	2%	5%	4%	4%	5%	2%	3%	3%	5%	-
REGULATIONS/GOVERNMENT REGULATIONS	7	1	3	4	2	2	2	2	-	4	2	2	1	4	2	2	2	5	-	2	1	6	-	-
	2%	-	2%	1%	5%	2%	1%	3%	-	2%	2%	1%	1%	4%	1%	3%	2%	3%	-	1%	3%	2%	-	-
CORONAVIRUS/COVID-19	4	-	4	4	-	-	3	1	1	3	-	2	-	1	2	-	1	2	-	1	-	4	-	-
	1%	-	2%	1%	-	-	2%	1%	1%	2%	-	1%	-	1%	1%	-	1%	1%	-	1%	-	1%	-	-
OTHER	5	3	2	4	1	1	4	-	2	3	1	3	1	1	3	1	1	2	-	3	-	5	-	-
	1%	1%	1%	1%	2%	1%	2%	-	2%	1%	1%	1%	1%	1%	2%	1%	1%	1%	-	2%	-	2%	-	-
NONE/NONE OF THE ABOVE	21	13	8	21	-	9	8	4	6	9	6	15	2	3	11	4	6	10	-	11	2	16	2	3
	5%	7%	5%	6%	-	7%	4%	5%	8%	5%	5%	8%	2%	3%	7%	5%	4%	6%	-	7%	5%	5%	5%	7%
DON'T KNOW/NOT SURE	6	3	2	5	-	1	3	-	2	3	2	1	-	5	1	-	5	1	-	4	3	5	-	1
	2%	2%	1%	1%	-	1%	2%	-	2%	2%	1%	-	-	5%	-	-	4%	1%	-	2%	10%	2%	-	2%

Table 25-3

QUESTION 19C:

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

Combined Choices.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	199 50%	145 49%	54 51%	49 54%	61 63%	58 45%	25 39%	124 46%	62 60%	186 50%	12 51%	125 100%	37 34%	14 25%	10 39%	4 17%	4 22%	2 19%	48 30%	147 62%	137 50%	52 49%	101 52%	96 49%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	190 48%	126 43%	65 61%	50 55%	45 47%	53 41%	36 55%	128 47%	50 49%	178 48%	11 45%	43 34%	106 100%	16 29%	7 27%	4 17%	5 28%	2 14%	78 50%	110 46%	125 45%	60 56%	95 50%	90 47%
INFLATION	74 19%	66 22%	9 8%	14 16%	17 17%	25 20%	12 19%	58 21%	15 15%	73 20%	2 7%	10 8%	6 6%	54 100%	1 3%	1 4%	1 5%	1 7%	31 20%	42 18%	55 20%	16 15%	33 17%	35 18%
INCREASING COSTS OF WAGES	64 16%	40 14%	23 22%	17 18%	19 19%	20 16%	7 11%	46 17%	13 13%	59 16%	4 15%	11 9%	12 12%	9 16%	26 100%	3 13%	2 8%	1 7%	17 11%	46 19%	43 16%	17 16%	27 14%	32 16%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	41 10%	35 12%	7 6%	6 7%	8 8%	15 12%	9 14%	33 12%	5 5%	38 10%	3 14%	4 3%	4 4%	3 5%	1 3%	24 100%	4 19%	1 7%	21 13%	19 8%	27 10%	11 10%	12 6%	27 14%
COST OF HEALTH CARE INSURANCE	35 9%	29 10%	6 6%	2 2%	7 7%	18 14%	7 10%	19 7%	13 12%	31 8%	4 15%	11 9%	2 2%	2 4%	- -	- -	19 100%	1 12%	16 10%	19 8%	29 10%	4 4%	25 13%	7 4%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	22 5%	17 6%	5 5%	1 1%	2 2%	12 9%	4 6%	18 7%	3 2%	21 6%	1 3%	3 2%	4 4%	1 3%	- -	- -	- -	12 100%	10 6%	12 5%	14 5%	8 7%	6 3%	15 8%
INCREASING COSTS OF ENERGY	14 3%	11 4%	3 3%	1 2%	2 2%	6 4%	4 6%	11 4%	3 3%	14 4%	- -	2 2%	5 4%	2 5%	- -	- -	1 4%	- -	9 5%	5 2%	13 5%	1 1%	7 4%	7 3%
LACK OF CLEAR DIRECTION/ PATH FORWARD	13 3%	10 3%	3 3%	- -	4 4%	5 4%	4 6%	7 3%	4 4%	11 3%	2 7%	3 2%	1 1%	- -	- -	1 6%	- -	1 7%	3 2%	10 4%	7 2%	5 5%	3 1%	10 5%
REGULATIONS/GOVERNMENT REGULATIONS	7 2%	6 2%	1 1%	- -	1 1%	4 3%	2 3%	6 2%	1 1%	6 2%	- -	1 1%	- -	- -	- -	- -	- -	- -	3 2%	4 2%	6 2%	1 1%	2 1%	4 2%
CORONAVIRUS/COVID-19	4 1%	4 1%	- -	1 2%	1 1%	- -	1 1%	4 1%	- -	4 1%	- -	- -	- -	- -	- -	- -	- -	- -	3 2%	1 -	1 1%	2 2%	1 1%	2 1%
OTHER	5 1%	4 1%	1 1%	- -	1 1%	3 2%	1 1%	3 1%	3 2%	5 1%	- -	- -	- -	2 3%	1 3%	- -	- -	- -	3 2%	2 1%	4 2%	1 1%	3 1%	3 1%
NONE/NONE OF THE ABOVE	21 5%	12 4%	9 8%	7 7%	5 5%	6 5%	3 4%	16 6%	4 4%	19 5%	2 7%	8 6%	5 4%	- -	1 6%	- -	1 4%	- -	5 3%	16 7%	15 6%	4 4%	8 4%	13 6%
DON'T KNOW/NOT SURE	6 2%	3 1%	3 3%	1 2%	- -	3 2%	- -	3 1%	1 1%	4 1%	1 3%	- -	- -	- -	- -	- -	- -	- -	4 3%	2 1%	4 2%	1 1%	5 3%	1 -

Table 25-4

QUESTION 19C:

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

Combined Choices.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRIGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	INIT
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	199	146	57	59	42	29	42	22	169	29	144	54	1	104	79	123	67	19	27	12	41	102
	50%	73%	38%	76%	58%	41%	59%	40%	68%	19%	66%	42%	2%	60%	39%	56%	42%	54%	49%	37%	73%	46%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	190	84	83	26	40	39	40	30	110	80	96	68	24	69	108	108	74	16	23	15	24	105
	48%	42%	55%	33%	55%	55%	57%	55%	44%	53%	44%	53%	52%	40%	53%	49%	46%	44%	40%	47%	43%	48%
INFLATION	74	27	32	16	7	17	18	11	34	40	34	26	12	26	42	44	30	5	9	6	5	51
	19%	14%	21%	20%	10%	24%	26%	20%	14%	27%	16%	20%	26%	15%	21%	20%	18%	13%	15%	18%	9%	23%
INCREASING COSTS OF WAGES	64	38	19	17	20	6	12	4	48	16	39	21	4	30	31	32	31	8	2	6	15	25
	16%	19%	12%	22%	27%	8%	16%	7%	19%	10%	18%	16%	8%	18%	15%	14%	19%	22%	4%	20%	27%	11%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	41	13	25	3	7	9	3	6	19	22	24	11	5	17	23	20	21	2	6	5	4	27
	10%	6%	16%	4%	10%	13%	4%	10%	8%	15%	11%	9%	11%	10%	11%	9%	13%	6%	11%	16%	7%	12%
COST OF HEALTH CARE INSURANCE	35	20	15	7	4	5	4	3	21	14	21	7	6	13	18	11	22	4	-	3	4	21
	9%	10%	10%	9%	6%	7%	6%	6%	8%	10%	10%	6%	13%	7%	9%	5%	14%	11%	-	10%	7%	10%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	22	5	10	4	3	8	2	3	6	16	8	7	6	8	14	9	13	1	2	2	1	15
	5%	2%	6%	5%	3%	11%	2%	6%	2%	11%	4%	6%	13%	5%	7%	4%	8%	2%	4%	6%	2%	7%
INCREASING COSTS OF ENERGY	14	5	6	2	2	5	1	2	5	9	5	6	1	3	10	6	7	1	5	1	2	8
	3%	3%	4%	2%	3%	6%	1%	3%	2%	6%	2%	5%	2%	2%	5%	3%	4%	4%	9%	4%	3%	4%
LACK OF CLEAR DIRECTION/ PATH FORWARD	13	3	8	2	2	3	-	5	5	7	6	5	2	3	8	5	7	1	6	1	-	6
	3%	2%	5%	3%	2%	5%	-	10%	2%	5%	3%	4%	4%	2%	4%	2%	4%	4%	11%	4%	-	3%
REGULATIONS/GOVERNMENT REGULATIONS	7	2	1	1	-	-	1	2	4	3	5	1	1	6	1	4	3	1	2	-	1	4
	2%	1%	1%	1%	-	-	1%	3%	2%	2%	2%	1%	2%	3%	-	2%	2%	4%	4%	-	2%	2%
CORONAVIRUS/COVID-19	4	1	1	1	-	-	-	-	1	2	1	-	2	-	4	2	1	-	-	-	-	4
	1%	1%	1%	2%	-	-	-	-	1%	2%	1%	-	5%	-	2%	1%	1%	-	-	-	-	2%
OTHER	5	1	2	-	-	2	1	3	1	4	2	2	2	3	3	3	2	1	-	1	-	3
	1%	-	1%	-	-	2%	1%	6%	-	3%	1%	1%	4%	1%	1%	1%	1%	2%	-	4%	-	1%
NONE/NONE OF THE ABOVE	21	12	4	5	2	5	3	6	16	5	12	7	2	11	10	12	8	1	5	1	3	12
	5%	6%	3%	7%	2%	7%	5%	10%	6%	3%	5%	6%	4%	6%	5%	5%	5%	4%	9%	4%	5%	5%
DON'T KNOW/NOT SURE	6	1	2	1	2	-	1	-	1	5	1	3	2	3	2	1	3	1	4	1	-	2
	2%	-	1%	1%	2%	-	1%	-	-	4%	-	2%	5%	2%	1%	-	2%	2%	7%	2%	-	1%

Table 25-5

QUESTION 19C:

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

Combined Choices.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	WORK ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	
	TOTAL														
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	199 50%	142 51%	130 53%	119 51%	123 54%	100 54%	95 53%	100 56%	94 55%	34 56%	162 48%	48 43%	122 54%	169 51%	27 46%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	190 48%	124 45%	112 46%	107 46%	107 47%	83 44%	83 46%	82 46%	76 45%	27 45%	160 48%	57 52%	109 49%	167 50%	23 40%
INFLATION	74 19%	54 20%	51 21%	47 21%	43 19%	33 18%	32 18%	31 17%	31 18%	10 17%	64 19%	28 25%	32 14%	60 18%	14 25%
INCREASING COSTS OF WAGES	64 16%	50 18%	41 17%	37 16%	41 18%	33 18%	34 19%	25 14%	30 18%	13 21%	51 15%	18 16%	34 15%	52 16%	11 20%
UNFAVORABLE BUSINESS CLIMATE/ECONOMY	41 10%	26 10%	26 11%	24 10%	24 10%	17 9%	15 8%	17 9%	18 11%	8 13%	34 10%	7 6%	26 12%	33 10%	8 15%
COST OF HEALTH CARE INSURANCE	35 9%	25 9%	25 10%	24 10%	23 10%	18 9%	20 11%	19 10%	18 11%	8 13%	27 8%	3 3%	28 12%	31 9%	2 3%
GETTING OPERATIONS UP AND RUNNING/BACK TO NORMAL	22 5%	15 6%	14 6%	12 5%	12 5%	10 5%	10 5%	8 4%	7 4%	- -	22 6%	3 3%	11 5%	15 4%	5 8%
INCREASING COSTS OF ENERGY	14 3%	8 3%	9 4%	5 2%	4 2%	6 3%	4 2%	6 3%	1 -	2 4%	12 3%	3 3%	8 3%	11 3%	3 5%
LACK OF CLEAR DIRECTION/PATH FORWARD	13 3%	10 4%	8 3%	6 3%	7 3%	6 3%	3 2%	5 3%	5 3%	6 9%	6 2%	2 2%	7 3%	9 3%	3 4%
REGULATIONS/GOVERNMENT REGULATIONS	7 2%	7 2%	4 2%	7 3%	6 3%	4 2%	4 2%	5 3%	6 3%	1 1%	6 2%	4 3%	2 1%	6 2%	1 1%
CORONAVIRUS/COVID-19	4 1%	4 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 1%	3 1%	1 1%	1 1%	3 1%	1 1%
OTHER	5 1%	4 2%	3 1%	4 2%	3 1%	3 2%	3 1%	3 2%	3 1%	1 1%	4 1%	3 2%	2 1%	4 1%	1 1%
NONE/NONE OF THE ABOVE	21 5%	13 5%	12 5%	15 7%	15 7%	15 8%	11 6%	13 7%	10 6%	2 3%	18 5%	7 6%	12 5%	19 6%	2 4%
DON'T KNOW/NOT SURE	6 2%	3 1%	2 1%	2 1%	1 -	1 -	2 1%	1 -	1 -	- -	6 2%	2 2%	3 1%	5 2%	- -

Table 26-1
 QUESTION 20:
 Is your company currently having capacity challenges? Would you say your issues are mostly related to workforce, suppliers/materials, equipment/production, shipping/logistics, customers, or something else?

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+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	227 57%	173 43%	149 37%	112 28%	115 29%	195 49%	124 31%	80 20%	69 17%	69 17%	57 14%	31 8%	99 25%	300 75%	142 36%	81 20%	35 9%	103 26%
**D/S (NO - YES)	-79 -20%	-32 -23%	-24 -28%	-	-4 -9%	-18 -22%	-57 -25%	-22 -13%	-	-19 -17%	-61 -53%	-8 -4%	-27 -22%	-44 -55%	3 5%	-34 -50%	-19 -34%	-4 -12%	-3 -3%	-76 -25%	-29 -21%	-33 -40%	3 7%	-6 -6%
NOT HAVING CHALLENGES	158 39%	53 38%	31 36%	24 50%	19 45%	31 38%	84 37%	74 43%	74 49%	46 41%	26 22%	93 48%	47 37%	18 23%	36 52%	17 25%	17 31%	14 44%	47 48%	110 37%	55 39%	24 30%	19 54%	47 46%
TOTAL YES, HAVING CHALLENGES	236 59%	85 61%	56 64%	24 50%	23 53%	49 59%	141 62%	96 55%	73 49%	65 58%	87 76%	101 52%	74 59%	62 77%	32 47%	51 75%	37 65%	17 56%	50 51%	186 62%	85 59%	57 70%	16 46%	53 52%
WORKFORCE ISSUES	142 36%	50 36%	34 39%	16 34%	12 28%	31 37%	83 37%	59 34%	39 26%	39 35%	55 48%	51 26%	47 38%	44 55%	22 32%	41 60%	20 35%	9 30%	29 29%	113 38%	45 32%	36 45%	11 32%	31 30%
SUPPLIERS/MATERIALS ISSUES	133 33%	47 34%	31 35%	17 35%	12 28%	26 32%	78 34%	55 32%	43 28%	39 35%	49 43%	60 31%	44 35%	29 36%	12 17%	30 44%	20 36%	12 38%	27 28%	106 35%	50 35%	29 36%	10 28%	31 30%
SHIPPING/LOGISTICS ISSUES	46 11%	11 8%	14 16%	6 11%	7 17%	8 9%	25 11%	21 12%	9 6%	11 10%	23 20%	18 9%	16 13%	12 15%	7 11%	8 11%	5 9%	3 11%	6 6%	40 13%	13 9%	8 10%	5 15%	15 14%
CUSTOMER ISSUES	17 4%	4 3%	2 2%	1 2%	5 12%	5 6%	6 2%	11 6%	10 7%	2 2%	5 4%	12 6%	3 2%	2 3%	3 4%	2 4%	2 3%	1 3%	4 4%	12 4%	8 5%	2 2%	- -	3 3%
EQUIPMENT/PRODUCTION ISSUES	13 3%	5 4%	5 5%	2 3%	1 2%	1 1%	10 4%	3 2%	5 3%	4 4%	4 3%	7 3%	3 3%	3 3%	2 3%	1 1%	4 7%	2 5%	4 4%	9 3%	6 4%	2 2%	1 2%	3 3%
SOMETHING ELSE	4 1%	1 1%	1 1%	- -	1 2%	2 2%	2 1%	3 1%	3 2%	1 1%	1 1%	3 1%	1 1%	1 1%	1 1%	1 1%	- -	1 3%	- -	4 1%	2 1%	2 2%	- -	1 1%
DON'T KNOW/NOT SURE	4 1%	2 2%	- -	- -	1 2%	1 1%	2 1%	2 1%	2 1%	- -	2 2%	2 1%	2 2%	- -	1 1%	- -	2 4%	- -	1 1%	3 1%	3 2%	- -	- -	1 1%
REFUSED	2 -	- -	- -	- -	- -	2 2%	- -	2 1%	1 1%	1 1%	- -	- -	2 1%	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	- -	1 1%

Table 26-2
 QUESTION 20:
 Is your company currently having capacity challenges? Would you say your issues are mostly related to workforce, suppliers/materials, equipment/production, shipping/logistics, customers, or something else?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+	
					5																				
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38	
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%	
**D/S (NO - YES)	-79	-19	-52	-71	-5	-50	-19	-6	-17	-30	-34	-53	-17	-6	-34	-44	3	-38	-6	-35	-2	-35	-22	-22	
	-20%	-11%	-31%	-20%	-11%	-35%	-11%	-9%	-21%	-16%	-26%	-26%	-24%	-5%	-21%	-51%	2%	-21%	-11%	-22%	-5%	-11%	-53%	-57%	
NOT HAVING CHALLENGES	158	79	57	137	20	45	77	32	31	75	47	74	27	55	63	20	72	67	25	63	15	139	10	8	
	39%	44%	34%	39%	43%	32%	44%	45%	39%	41%	36%	36%	38%	46%	39%	24%	50%	38%	44%	39%	47%	44%	24%	22%	
TOTAL YES, HAVING CHALLENGES	236	99	109	208	25	94	95	39	48	105	81	127	43	61	98	64	69	105	31	98	17	174	32	30	
	59%	55%	65%	60%	54%	67%	54%	54%	60%	57%	63%	63%	61%	51%	60%	75%	48%	60%	55%	60%	53%	55%	76%	78%	

WORKFORCE ISSUES	142	64	68	132	8	68	51	18	34	57	48	84	21	36	63	30	46	66	16	59	9	98	24	20	
	36%	35%	41%	38%	18%	48%	29%	25%	42%	31%	38%	41%	30%	30%	38%	35%	32%	38%	29%	36%	29%	31%	57%	52%	
SUPPLIERS/MATERIALS ISSUES	133	50	67	118	12	47	59	24	30	64	39	67	25	38	55	37	38	58	16	60	10	104	12	17	
	33%	28%	40%	34%	25%	34%	34%	33%	37%	35%	30%	33%	35%	32%	34%	44%	27%	33%	28%	37%	31%	33%	29%	44%	
SHIPPING/LOGISTICS ISSUES	46	21	21	42	3	12	25	7	9	19	18	22	12	11	13	12	19	21	7	15	5	33	8	4	
	11%	12%	13%	12%	7%	9%	14%	10%	12%	10%	14%	11%	16%	9%	8%	14%	13%	12%	12%	9%	17%	10%	19%	11%	
CUSTOMER ISSUES	17	4	6	10	6	4	9	4	-	8	8	6	6	5	5	8	3	4	5	8	2	15	2	-	
	4%	2%	4%	3%	14%	3%	5%	6%	-	4%	6%	3%	9%	4%	3%	10%	2%	2%	8%	5%	6%	5%	5%	-	
EQUIPMENT/PRODUCTION ISSUES	13	4	7	11	2	3	5	3	2	6	5	7	1	3	6	4	2	6	2	4	-	10	2	1	
	3%	2%	4%	3%	5%	2%	3%	4%	2%	3%	4%	4%	2%	3%	4%	5%	2%	4%	3%	3%	-	3%	5%	2%	
SOMETHING ELSE	4	2	-	2	3	1	1	2	-	3	1	2	2	1	2	3	-	2	2	-	-	3	-	1	
	1%	1%	-	-	5%	-	-	2%	-	2%	1%	1%	2%	1%	1%	3%	-	1%	3%	-	-	1%	-	2%	
DON'T KNOW/NOT SURE	4	2	-	2	2	1	2	1	-	3	1	1	1	2	1	1	2	2	1	1	-	4	-	-	
	1%	1%	-	1%	4%	1%	1%	1%	-	1%	1%	-	1%	2%	1%	1%	2%	1%	1%	1%	-	1%	-	-	
REFUSED	2	-	2	2	-	1	1	-	1	-	-	1	-	1	1	-	1	1	-	1	-	2	-	-	
	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	1%	1%	-	1%	-	-	1%	-	1%	-	-	

Table 26-3
 QUESTION 20:
 Is your company currently having capacity challenges? Would you say your issues are mostly related to workforce, suppliers/materials, equipment/production, shipping/logistics, customers, or something else?

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
**D/S (NO - YES)	-79 -20%	-65 -22%	-14 -13%	-5 -6%	-43 -45%	-25 -19%	-10 -15%	-58 -21%	-22 -21%	-79 -21%	1 3%	-61 -49%	-2 -2%	-9 -16%	-9 -34%	3 11%	2 13%	-1 -5%	158 100%	-236 -100%	-49 -18%	-19 -18%	-7 -3%	-68 -35%
NOT HAVING CHALLENGES	158 39%	112 38%	46 43%	43 47%	26 26%	51 40%	27 42%	105 39%	39 38%	144 39%	13 52%	31 25%	51 48%	22 41%	8 31%	13 54%	11 56%	6 47%	158 100%	-	112 41%	43 40%	92 48%	61 32%
TOTAL YES, HAVING CHALLENGES	236 59%	177 60%	60 56%	48 53%	69 71%	76 59%	37 57%	162 60%	61 59%	223 60%	12 48%	92 74%	54 50%	31 57%	17 66%	10 43%	8 44%	6 53%	-	236 100%	161 58%	62 58%	98 51%	129 67%
WORKFORCE ISSUES	142 36%	103 35%	40 37%	28 31%	47 49%	46 35%	16 25%	97 36%	35 34%	132 35%	8 35%	82 65%	20 19%	12 22%	9 33%	5 23%	5 26%	2 19%	-	142 60%	98 35%	34 32%	65 34%	74 38%
SUPPLIERS/MATERIALS ISSUES	133 33%	103 35%	31 29%	23 26%	40 41%	41 32%	25 38%	88 33%	37 36%	125 34%	7 27%	48 38%	35 33%	18 33%	10 40%	6 26%	5 26%	1 7%	-	133 56%	91 33%	35 33%	63 33%	68 35%
SHIPPING/LOGISTICS ISSUES	46 11%	33 11%	12 11%	7 8%	15 16%	16 12%	5 8%	26 10%	15 15%	41 11%	4 17%	10 8%	15 14%	6 12%	6 22%	3 11%	-	-	-	46 19%	29 10%	16 15%	14 8%	29 15%
CUSTOMER ISSUES	17 4%	12 4%	5 4%	3 3%	6 6%	5 4%	3 4%	14 5%	3 2%	17 4%	-	3 2%	3 3%	1 3%	2 8%	2 7%	2 9%	2 19%	-	17 7%	16 6%	1 1%	3 2%	13 7%
EQUIPMENT/PRODUCTION ISSUES	13 3%	10 3%	3 3%	5 5%	2 2%	3 2%	3 5%	10 4%	3 3%	13 3%	-	2 2%	4 4%	6 10%	-	-	-	1 7%	-	13 5%	7 3%	4 4%	1 -	9 5%
SOMETHING ELSE	4 1%	2 1%	2 2%	1 1%	-	2 2%	1 1%	3 1%	1 1%	4 1%	-	1 1%	2 2%	-	-	-	1 4%	1 7%	-	4 2%	3 1%	2 1%	1 1%	2 1%
DON'T KNOW/NOT SURE	4 1%	4 1%	-	-	1 1%	1 1%	1 1%	3 1%	1 1%	4 1%	-	-	1 1%	1 2%	1 3%	1 4%	-	-	-	-	3 1%	1 1%	2 1%	1 -
REFUSED	2 -	1 -	1 1%	-	1 1%	1 1%	-	1 -	1 1%	2 -	-	2 1%	-	-	-	-	-	-	-	-	1 -	1 1%	-	2 1%

Table 26-4
 QUESTION 20:
 Is your company currently having capacity challenges? Would you say your issues are mostly related to workforce, suppliers/materials, equipment/production, shipping/logistics, customers, or something else?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRIGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (NO - YES)	-79	-86	-26	-43	-23	-8	-15	-10	-109	31	-91	-15	24	-57	-13	-42	-31	-3	10	-1	-19	-52
	-20%	-43%	-17%	-55%	-31%	-11%	-21%	-18%	-44%	21%	-41%	-11%	51%	-33%	-6%	-19%	-19%	-9%	17%	-4%	-35%	-23%
NOT HAVING CHALLENGES	158	55	62	17	25	32	27	22	67	90	62	56	35	56	93	87	65	16	29	15	18	83
	39%	28%	41%	22%	34%	44%	38%	39%	27%	60%	29%	44%	75%	32%	46%	39%	40%	44%	51%	47%	33%	38%
TOTAL YES, HAVING CHALLENGES	236	141	88	60	48	39	42	31	177	59	153	71	11	113	106	129	96	19	19	16	37	135
	59%	71%	58%	77%	66%	55%	59%	57%	71%	39%	70%	55%	25%	66%	53%	58%	59%	54%	34%	51%	67%	61%
WORKFORCE ISSUES	142	106	45	44	39	11	28	11	128	14	109	32	-	72	56	77	58	13	10	8	27	80
	36%	53%	30%	57%	53%	15%	40%	20%	52%	9%	50%	25%	-	42%	28%	35%	36%	37%	18%	25%	48%	36%
SUPPLIERS/MATERIALS ISSUES	133	75	56	32	23	27	26	17	94	40	81	45	7	58	67	73	55	10	14	8	22	75
	33%	38%	37%	40%	31%	37%	37%	31%	38%	26%	37%	35%	14%	34%	33%	33%	34%	28%	26%	25%	40%	34%
SHIPPING/LOGISTICS ISSUES	46	18	22	12	6	15	4	13	31	15	26	15	5	24	20	29	14	3	7	5	4	23
	11%	9%	14%	15%	8%	21%	6%	23%	12%	10%	12%	11%	11%	14%	10%	13%	8%	7%	13%	16%	7%	10%
CUSTOMER ISSUES	17	9	8	6	3	3	-	3	7	9	11	3	2	5	10	7	8	3	-	4	1	6
	4%	4%	5%	7%	4%	5%	-	6%	3%	6%	5%	3%	5%	3%	5%	3%	5%	7%	-	12%	2%	2%
EQUIPMENT/PRODUCTION ISSUES	13	5	8	2	3	4	-	5	8	4	5	8	-	6	7	6	6	-	2	1	1	10
	3%	2%	5%	2%	5%	6%	-	8%	3%	2%	2%	6%	-	4%	3%	3%	4%	-	4%	2%	2%	4%
SOMETHING ELSE	4	1	1	1	3	1	1	-	2	3	3	-	1	1	3	2	2	1	-	1	1	2
	1%	-	1%	1%	3%	1%	1%	-	1%	2%	1%	-	2%	-	1%	1%	1%	2%	-	2%	2%	1%
DON'T KNOW/NOT SURE	4	1	-	-	-	-	2	2	2	2	2	1	-	3	1	3	1	-	4	1	-	2
	1%	1%	-	-	-	-	3%	4%	1%	1%	1%	1%	-	2%	-	1%	1%	-	7%	2%	-	1%
REFUSED	2	2	2	1	-	1	-	-	2	-	1	1	-	-	2	2	-	1	4	-	-	-
	-	1%	1%	1%	-	1%	-	-	1%	-	-	1%	-	-	1%	1%	-	2%	7%	-	-	-

Table 26-5
 QUESTION 20:
 Is your company currently having capacity challenges? Would you say your issues are mostly related to workforce, suppliers/materials, equipment/production, shipping/logistics, customers, or something else?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	WORK ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	
	TOTAL														
BASE-TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (NO - YES)	-79 -20%	-51 -18%	-68 -28%	-60 -26%	-45 -20%	-40 -21%	-33 -18%	-48 -27%	-29 -17%	-26 -43%	-48 -14%	3 3%	-64 -28%	-61 -18%	-19 -34%
NOT HAVING CHALLENGES	158 39%	111 40%	86 35%	83 36%	90 39%	72 39%	72 40%	64 36%	69 41%	17 27%	141 42%	56 50%	80 35%	136 40%	18 32%
TOTAL YES, HAVING CHALLENGES	236 59%	162 59%	154 63%	142 62%	134 59%	112 60%	106 59%	112 63%	98 58%	43 70%	190 57%	53 48%	143 64%	196 58%	37 65%

WORKFORCE ISSUES	142 36%	105 38%	96 40%	95 41%	91 40%	77 41%	71 40%	74 42%	71 42%	24 39%	115 34%	33 29%	91 41%	124 37%	17 30%
SUPPLIERS/MATERIALS ISSUES	133 33%	95 34%	89 37%	85 37%	73 32%	63 34%	60 33%	66 37%	56 33%	29 48%	103 31%	26 24%	84 38%	110 33%	23 40%
SHIPPING/LOGISTICS ISSUES	46 11%	31 11%	27 11%	26 11%	21 9%	19 10%	14 8%	24 14%	20 12%	8 13%	37 11%	19 17%	20 9%	39 12%	6 11%
CUSTOMER ISSUES	17 4%	12 4%	12 5%	8 4%	8 4%	10 5%	9 5%	7 4%	7 4%	3 5%	13 4%	3 3%	9 4%	12 4%	4 7%
EQUIPMENT/PRODUCTION ISSUES	13 3%	6 2%	8 3%	6 3%	7 3%	3 2%	4 2%	4 2%	2 1%	1 2%	11 3%	2 2%	8 4%	11 3%	1 3%
SOMETHING ELSE	4 1%	2 1%	2 1%	2 1%	1 -	1 -	2 1%	1 -	2 1%	1 1%	3 1%	2 2%	1 -	2 1%	2 3%
DON'T KNOW/NOT SURE	4 1%	2 1%	2 1%	4 2%	2 1%	2 1%	2 1%	2 1%	2 1%	- -	4 1%	2 2%	1 -	3 1%	1 1%
REFUSED	2 -	1 -	1 -	2 1%	1 -	- -	- -	- -	- -	2 3%	- -	- -	1 -	1 -	1 1%

Table 27-1

QUESTION 21C:
Is your company currently instituting or planning to institute additional safety measures and changes in production practices as a result of the COVID-19 pandemic and the surge caused by the Delta variant?

Combined Choices.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (NO - YES)	169	37	32	16	26	59	69	101	90	48	25	100	47	21	16	29	16	23	40	129	69	36	19	30
	42%	26%	37%	34%	60%	71%	30%	58%	60%	43%	22%	51%	38%	26%	23%	42%	28%	74%	41%	43%	48%	44%	54%	29%
NO ADDITIONAL MEASURES BEING TAKEN	276	85	58	31	34	68	143	133	116	78	68	143	83	49	41	47	35	27	68	208	102	57	26	65
	69%	61%	67%	65%	79%	83%	63%	77%	78%	70%	59%	74%	67%	62%	60%	69%	62%	87%	68%	69%	72%	71%	72%	63%
TOTAL YES	107	48	26	15	8	10	74	32	26	30	43	43	36	28	25	19	19	4	27	79	33	22	6	35
-----	27%	35%	30%	30%	19%	12%	33%	19%	17%	27%	38%	22%	29%	35%	37%	27%	34%	13%	28%	26%	23%	27%	18%	34%
REQUIRING MASKS FOR UNVACCINATED EMPLOYEES	51	28	9	9	2	4	36	14	10	11	27	14	18	19	13	7	10	4	12	39	12	12	5	19
	13%	20%	10%	18%	5%	4%	16%	8%	7%	10%	24%	7%	15%	23%	18%	10%	18%	13%	12%	13%	8%	14%	13%	19%
REQUIRING MASKS FOR ALL EMPLOYEES	48	23	10	7	2	6	32	16	12	8	25	18	12	18	16	9	8	2	11	36	18	10	2	14
	12%	16%	11%	15%	4%	8%	14%	9%	8%	8%	22%	9%	10%	23%	23%	13%	14%	8%	12%	12%	12%	12%	4%	13%
REQUIRING EMPLOYEES TO GET THE CORONAVIRUS VACCINE	34	17	10	2	1	4	27	7	9	7	16	13	9	11	10	5	7	2	7	26	10	12	3	9
	8%	12%	12%	4%	2%	5%	12%	4%	6%	6%	14%	7%	7%	14%	14%	8%	12%	5%	7%	9%	7%	15%	7%	8%
OFFERING INCENTIVES TO EMPLOYEES WHO GET THE CORONAVIRUS VACCINES	26	8	6	5	2	6	13	13	3	7	14	4	6	15	9	8	4	1	3	23	4	9	1	10
	6%	5%	6%	10%	5%	7%	6%	7%	2%	7%	13%	2%	5%	19%	12%	12%	8%	5%	3%	8%	3%	11%	2%	10%
CDC GUIDELINES/INCREASED CLEANING	13	2	6	2	2	1	8	5	6	5	-	10	3	-	4	5	-	-	7	6	7	2	-	3
	3%	1%	7%	5%	5%	1%	3%	3%	4%	5%	-	5%	3%	-	5%	7%	-	-	7%	2%	5%	2%	-	3%
SOCIAL DISTANCING/LIMITING CONTACT	11	7	3	-	1	1	10	2	3	4	5	5	6	1	2	1	3	-	1	10	3	2	-	5
	3%	5%	3%	-	2%	1%	4%	1%	2%	4%	4%	3%	5%	1%	3%	1%	6%	-	1%	3%	2%	3%	-	5%
SOMETHING ELSE	5	2	-	-	-	2	3	2	2	1	-	3	2	1	-	-	-	-	1	3	2	1	1	-
	1%	2%	-	-	-	3%	1%	1%	1%	1%	-	1%	1%	1%	-	-	-	-	1%	1%	2%	1%	3%	-
DON'T KNOW/NOT SURE	7	4	2	1	1	-	5	2	1	3	3	1	3	3	2	-	1	-	-	7	-	1	2	3
	2%	3%	2%	2%	2%	-	2%	1%	1%	2%	2%	-	3%	3%	3%	-	1%	-	-	2%	-	1%	6%	3%
REFUSED	10	3	2	2	-	4	5	6	7	1	1	8	2	-	-	2	1	-	4	6	7	1	1	-
	3%	2%	2%	3%	-	5%	2%	3%	5%	1%	1%	4%	2%	-	-	4%	3%	-	4%	2%	5%	1%	4%	-

Table 27-2

QUESTION 21C:

Is your company currently instituting or planning to institute additional safety measures and changes in production practices as a result of the COVID-19 pandemic and the surge caused by the Delta variant?

Combined Choices.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QOQ	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (NO - YES)	169	77	67	145	25	52	92	24	24	91	50	77	38	57	51	44	77	71	15	81	16	148	12	9
	42%	43%	40%	42%	53%	37%	52%	33%	30%	50%	39%	38%	53%	48%	32%	51%	54%	41%	26%	50%	50%	46%	29%	23%
NO ADDITIONAL MEASURES BEING TAKEN	276	124	115	239	35	94	131	46	49	132	88	138	53	83	105	62	107	119	34	120	23	226	26	23
	69%	69%	68%	69%	74%	67%	75%	64%	61%	73%	68%	68%	75%	70%	65%	73%	75%	68%	60%	73%	72%	71%	62%	61%
TOTAL YES	107	47	48	95	10	42	39	23	25	42	38	62	15	26	54	18	30	48	19	39	7	79	14	14
-----	27%	26%	28%	27%	22%	30%	22%	31%	31%	23%	30%	30%	22%	22%	33%	22%	21%	27%	34%	24%	23%	25%	33%	37%
REQUIRING MASKS FOR UNVACCINATED EMPLOYEES	51	19	26	45	4	25	17	8	14	14	23	30	5	13	24	6	17	20	8	22	5	32	10	9
	13%	10%	16%	13%	8%	18%	10%	11%	17%	8%	18%	15%	7%	11%	15%	8%	12%	11%	14%	14%	15%	10%	23%	23%
REQUIRING MASKS FOR ALL EMPLOYEES	48	21	22	43	5	21	18	8	10	18	19	32	5	10	28	6	13	22	9	16	3	30	10	8
	12%	11%	13%	12%	11%	15%	10%	11%	12%	10%	15%	16%	7%	9%	17%	8%	9%	13%	15%	10%	10%	9%	24%	21%
REQUIRING EMPLOYEES TO GET THE CORONAVIRUS VACCINE	34	12	14	26	5	12	14	7	7	9	16	20	5	6	14	5	11	15	6	13	1	22	4	7
	8%	7%	9%	8%	12%	9%	8%	10%	9%	5%	12%	10%	7%	5%	9%	6%	8%	9%	10%	8%	4%	7%	9%	19%
OFFERING INCENTIVES TO EMPLOYEES WHO GET THE CORONAVIRUS VACCINES	26	11	11	22	2	12	9	5	1	14	11	13	4	7	13	4	6	10	7	9	1	10	6	9
	6%	6%	6%	6%	4%	8%	5%	6%	1%	7%	9%	7%	5%	6%	8%	5%	4%	6%	12%	6%	3%	3%	14%	25%
CDC GUIDELINES/INCREASED CLEANING	13	5	6	11	2	5	3	5	5	5	3	9	2	2	7	3	2	7	1	5	1	13	-	-
	3%	3%	4%	3%	4%	4%	2%	7%	7%	3%	2%	4%	3%	1%	5%	4%	2%	4%	1%	3%	3%	4%	-	-
SOCIAL DISTANCING/LIMITING CONTACT	11	6	4	10	1	3	3	4	2	4	5	6	3	1	6	3	3	2	3	6	1	11	-	1
	3%	3%	2%	3%	3%	2%	2%	6%	2%	2%	4%	3%	5%	1%	4%	3%	2%	1%	6%	4%	3%	3%	-	2%
SOMETHING ELSE	5	2	3	4	1	2	2	1	1	1	2	3	-	2	3	-	2	4	-	1	-	4	-	1
	1%	1%	2%	1%	2%	2%	1%	1%	1%	-	1%	1%	-	1%	2%	-	1%	2%	-	1%	-	1%	-	2%
DON'T KNOW/NOT SURE	7	6	-	6	1	4	2	1	1	5	1	2	3	2	-	2	3	2	3	2	1	4	2	1
	2%	3%	-	2%	2%	3%	1%	1%	1%	3%	1%	1%	4%	1%	-	2%	2%	1%	5%	1%	2%	1%	5%	2%
REFUSED	10	3	5	9	1	1	4	2	5	4	1	1	-	8	3	3	3	6	1	3	1	10	-	-
	3%	2%	3%	2%	2%	1%	2%	3%	7%	2%	1%	-	-	7%	2%	3%	2%	4%	1%	2%	3%	3%	-	-

Table 27-3

QUESTION 21C:
Is your company currently instituting or planning to institute additional safety measures and changes in production practices as a result of the COVID-19 pandemic and the surge caused by the Delta variant?

Combined Choices.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
**D/S (NO - YES)	169 42%	127 43%	42 40%	49 54%	39 40%	60 46%	17 26%	103 38%	51 49%	153 41%	17 68%	52 41%	39 37%	27 50%	9 35%	8 31%	14 74%	3 23%	69 44%	99 42%	276 100%	-107 -100%	103 54%	60 31%
NO ADDITIONAL MEASURES BEING TAKEN	276 69%	204 70%	72 67%	65 72%	67 69%	92 72%	41 63%	180 67%	75 73%	255 69%	20 80%	86 68%	72 67%	39 72%	17 66%	15 61%	16 82%	7 62%	112 71%	161 68%	276 100%	- -	144 75%	123 64%
TOTAL YES	107 27%	77 26%	30 28%	16 18%	28 29%	32 25%	24 37%	78 29%	24 24%	102 27%	3 13%	34 27%	33 31%	12 21%	8 31%	7 30%	2 9%	5 38%	43 27%	62 26%	- -	107 100%	40 21%	63 33%
REQUIRING MASKS FOR UNVACCINATED EMPLOYEES	51 13%	37 13%	14 13%	6 6%	18 19%	15 11%	9 14%	33 12%	15 15%	48 13%	2 7%	18 14%	15 14%	4 7%	5 19%	2 7%	1 4%	3 24%	16 10%	33 14%	- -	51 48%	17 9%	34 17%
REQUIRING MASKS FOR ALL EMPLOYEES	48 12%	32 11%	16 15%	5 5%	12 13%	19 14%	9 14%	36 13%	10 10%	46 12%	1 3%	19 15%	12 11%	6 11%	4 14%	2 10%	- -	1 12%	15 10%	32 13%	- -	48 45%	12 6%	34 18%
REQUIRING EMPLOYEES TO GET THE CORONAVIRUS VACCINE	34 8%	27 9%	7 6%	3 3%	8 8%	10 8%	10 15%	29 11%	4 4%	34 9%	- -	5 4%	11 10%	4 8%	5 19%	3 14%	1 4%	3 24%	17 11%	17 7%	- -	34 31%	11 6%	23 12%
OFFERING INCENTIVES TO EMPLOYEES WHO GET THE CORONAVIRUS VACCINES	26 6%	20 7%	6 5%	1 1%	10 10%	9 7%	6 9%	16 6%	9 9%	26 7%	- -	6 5%	10 10%	2 3%	4 15%	1 3%	- -	1 7%	10 7%	15 7%	- -	26 24%	7 4%	19 10%
CDC GUIDELINES/INCREASED CLEANING	13 3%	12 4%	1 1%	5 5%	2 2%	4 3%	3 5%	11 4%	1 1%	12 3%	1 6%	3 2%	5 4%	2 4%	1 3%	1 6%	- -	- -	6 4%	7 3%	- -	13 12%	7 4%	6 3%
SOCIAL DISTANCING/LIMITING CONTACT	11 3%	9 3%	3 2%	2 2%	1 1%	5 4%	3 4%	8 3%	3 3%	11 3%	- -	4 3%	3 2%	3 5%	- -	1 3%	- -	1 7%	6 4%	5 2%	- -	11 11%	6 3%	5 2%
SOMETHING ELSE	5 1%	3 1%	2 2%	- -	2 2%	2 1%	1 2%	4 1%	1 1%	5 1%	- -	2 1%	2 2%	- -	1 3%	- -	1 4%	- -	3 2%	2 1%	- -	5 5%	3 2%	2 1%
DON'T KNOW/NOT SURE	7 2%	3 1%	4 3%	4 5%	- -	2 1%	- -	6 2%	1 1%	7 2%	- -	2 1%	1 1%	3 5%	- -	- -	1 5%	- -	3 2%	4 2%	- -	- -	5 2%	2 1%
REFUSED	10 3%	9 3%	1 1%	5 6%	2 2%	2 2%	- -	6 2%	2 2%	9 2%	2 7%	5 4%	1 1%	1 1%	1 3%	2 10%	1 4%	- -	1 1%	9 4%	- -	- -	4 2%	5 2%

Table 27-4

QUESTION 21C:

Is your company currently instituting or planning to institute additional safety measures and changes in production practices as a result of the COVID-19 pandemic and the surge caused by the Delta variant?

Combined Choices.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRIGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	INIT
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (NO - YES)	169	83	49	31	35	27	15	32	93	78	78	69	22	63	92	59	98	22	22	21	39	66
	42%	42%	32%	39%	48%	38%	22%	58%	37%	51%	36%	53%	47%	36%	46%	27%	60%	61%	39%	67%	69%	30%
NO ADDITIONAL MEASURES BEING TAKEN	276	137	97	51	52	49	41	43	163	113	143	96	34	114	144	134	128	28	36	27	45	138
	69%	69%	64%	66%	71%	68%	58%	77%	66%	75%	65%	74%	73%	66%	71%	61%	79%	78%	65%	82%	82%	63%
TOTAL YES	107	54	48	21	17	21	26	11	71	35	66	27	12	51	52	76	30	6	14	5	7	72
-----	27%	27%	32%	27%	23%	30%	37%	20%	29%	23%	30%	21%	26%	30%	26%	34%	18%	17%	26%	16%	12%	33%
REQUIRING MASKS FOR UNVACCINATED EMPLOYEES	51	28	27	9	8	12	11	5	38	13	31	17	3	32	17	40	11	3	6	1	3	36
	13%	14%	17%	12%	11%	17%	15%	9%	15%	9%	14%	13%	7%	19%	8%	18%	7%	7%	10%	4%	5%	17%
REQUIRING MASKS FOR ALL EMPLOYEES	48	26	23	13	7	11	13	2	36	12	32	9	5	22	23	33	14	3	9	1	3	32
	12%	13%	15%	16%	10%	16%	19%	3%	15%	8%	15%	7%	11%	13%	11%	15%	9%	9%	15%	4%	5%	15%
REQUIRING EMPLOYEES TO GET THE CORONAVIRUS VACCINE	34	16	18	5	3	11	11	3	21	13	20	10	4	19	14	25	9	1	-	1	1	27
	8%	8%	12%	6%	4%	16%	16%	5%	8%	8%	9%	8%	8%	11%	7%	11%	6%	4%	-	2%	2%	12%
OFFERING INCENTIVES TO EMPLOYEES WHO GET THE CORONAVIRUS VACCINES	26	10	15	7	4	5	10	2	17	9	18	7	1	18	7	23	3	3	1	1	3	11
	6%	5%	10%	9%	6%	6%	15%	4%	7%	6%	8%	5%	3%	11%	4%	11%	2%	9%	2%	4%	5%	5%
CDC GUIDELINES/INCREASED CLEANING	13	7	1	2	5	1	1	2	10	3	9	3	1	5	7	8	5	1	2	1	-	8
	3%	4%	1%	3%	7%	1%	2%	3%	4%	2%	4%	2%	2%	3%	3%	4%	3%	2%	4%	4%	-	3%
SOCIAL DISTANCING/LIMITING CONTACT	11	3	4	3	2	2	3	2	5	5	6	2	3	3	9	6	6	-	-	1	1	10
	3%	2%	3%	4%	2%	3%	4%	3%	2%	3%	3%	2%	5%	1%	4%	3%	3%	-	-	2%	2%	4%
SOMETHING ELSE	5	3	3	2	1	1	-	-	3	2	2	1	1	1	4	2	3	-	4	-	3	3
	1%	2%	2%	2%	1%	1%	-	-	1%	1%	1%	1%	2%	-	2%	1%	2%	-	7%	-	6%	1%
DON'T KNOW/NOT SURE	7	3	2	2	1	2	2	2	5	1	3	4	-	4	2	4	1	1	-	1	1	5
	2%	1%	2%	3%	1%	3%	3%	3%	2%	1%	1%	3%	-	3%	1%	2%	1%	2%	-	2%	2%	2%
REFUSED	10	6	4	3	3	-	2	-	9	2	7	2	1	2	5	6	4	1	5	-	2	5
	3%	3%	2%	4%	4%	-	2%	-	3%	1%	3%	2%	2%	1%	2%	3%	2%	4%	9%	-	4%	2%

Table 27-5

QUESTION 21C:
Is your company currently instituting or planning to institute additional safety measures and changes in production practices as a result of the COVID-19 pandemic and the surge caused by the Delta variant?

Combined Choices.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK- ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400	277	243	231	227	186	180	178	170	61	335	111	224	336	57
	100%	69%	61%	58%	57%	47%	45%	45%	42%	15%	84%	28%	56%	84%	14%
**D/S (NO - YES)	169	130	98	105	100	93	81	88	77	21	147	38	118	156	16
	42%	47%	40%	46%	44%	50%	45%	49%	45%	34%	44%	34%	52%	46%	28%
NO ADDITIONAL MEASURES BEING TAKEN	276	198	164	163	158	136	125	130	120	40	233	73	166	239	35
	69%	72%	68%	71%	70%	73%	69%	73%	71%	66%	70%	66%	74%	71%	61%
TOTAL YES	107	68	67	58	57	42	44	42	43	19	87	35	49	84	19
-----	27%	25%	27%	25%	25%	23%	24%	24%	25%	32%	26%	31%	22%	25%	34%
REQUIRING MASKS FOR UNVACCINATED EMPLOYEES	51	33	32	30	30	21	21	22	20	7	44	14	28	41	7
	13%	12%	13%	13%	13%	11%	12%	12%	12%	11%	13%	12%	12%	12%	13%
REQUIRING MASKS FOR ALL EMPLOYEES	48	33	30	30	28	21	21	19	22	8	39	15	22	37	8
	12%	12%	12%	13%	12%	12%	12%	10%	13%	13%	12%	14%	10%	11%	14%
REQUIRING EMPLOYEES TO GET THE CORONAVIRUS VACCINE	34	13	21	15	16	8	15	8	14	4	30	10	13	23	9
	8%	5%	9%	6%	7%	4%	8%	4%	8%	6%	9%	9%	6%	7%	16%
OFFERING INCENTIVES TO EMPLOYEES WHO GET THE CORONAVIRUS VACCINES	26	11	19	10	13	4	14	9	12	5	21	8	11	19	7
	6%	4%	8%	4%	6%	2%	8%	5%	7%	8%	6%	7%	5%	6%	12%
CDC GUIDELINES/INCREASED CLEANING	13	10	11	7	8	6	5	7	5	5	8	4	4	8	4
	3%	4%	4%	3%	3%	3%	3%	4%	3%	9%	2%	4%	2%	2%	7%
SOCIAL DISTANCING/ LIMITING CONTACT	11	7	5	7	6	4	3	5	2	3	9	5	4	9	2
	3%	3%	2%	3%	3%	2%	1%	3%	1%	4%	3%	4%	2%	3%	4%
SOMETHING ELSE	5	4	1	2	1	2	2	-	2	2	3	-	4	4	1
	1%	1%	-	1%	-	1%	1%	-	1%	3%	1%	-	2%	1%	1%
DON'T KNOW/NOT SURE	7	3	4	2	4	2	3	1	1	-	6	2	2	4	2
	2%	1%	2%	1%	2%	1%	2%	1%	1%	-	2%	2%	1%	1%	3%
REFUSED	10	8	8	9	8	6	8	5	6	2	8	1	8	8	1
	3%	3%	3%	4%	3%	3%	4%	3%	4%	3%	3%	1%	3%	3%	2%

Table 28-1
 QUESTION 22:
 Overall, what type of impact would you say the COVID-19 outbreak has had on your business? Which statement below would you say you agree with more?

The COVID-19 pandemic has had more of a short-term impact on my business, and I expect things to get back to normal soon.

...or...

The COVID-19 pandemic has had long-term lasting effects on my business, and I expect I will need to adjust to a new normal for a while.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (SHORT-TERM - LONG-TERM)	-1	-11	-	10	1	-1	-11	11	11	8	-18	11	5	-16	-1	4	2	-2	-2	1	-13	-9	13	19
	-	-8%	-	21%	3%	-1%	-5%	6%	7%	7%	-15%	6%	4%	-20%	-2%	6%	4%	-7%	-2%	-	-9%	-11%	38%	18%
SHORT-TERM IMPACT	193	62	42	28	22	38	105	88	78	57	46	101	61	31	33	35	28	14	49	143	61	34	24	59
	48%	45%	49%	59%	51%	46%	46%	51%	52%	51%	40%	52%	49%	39%	48%	51%	50%	45%	49%	48%	43%	42%	69%	58%
LONG-TERM LASTING EFFECTS	193	74	42	18	20	39	116	77	67	50	64	90	56	47	34	31	26	16	50	143	74	43	11	40
	48%	53%	49%	38%	47%	47%	51%	45%	45%	55%	46%	45%	59%	50%	45%	45%	52%	51%	48%	52%	53%	31%	39%	
BOTH	3	-	2	-	-	1	2	1	1	1	-	1	2	-	-	1	-	-	-	3	2	-	-	1
	1%	-	2%	-	-	1%	1%	-	1%	1%	-	-	1%	-	-	1%	-	-	-	1%	1%	-	-	1%
NEITHER	8	4	1	-	-	4	4	4	1	2	5	1	5	2	2	1	2	1	-	8	3	4	-	2
	2%	3%	1%	-	-	5%	2%	2%	1%	2%	5%	1%	4%	2%	2%	1%	4%	3%	-	3%	2%	5%	-	2%
DON'T KNOW/NOT SURE	2	-	-	2	-	-	-	2	1	1	-	2	-	-	-	1	-	-	-	2	2	-	-	-
	-	-	-	3%	-	-	-	1%	1%	1%	-	1%	-	-	-	1%	-	-	-	1%	1%	-	-	-
REFUSED	2	-	-	-	1	1	-	2	1	1	-	1	1	-	-	-	1	-	-	2	2	-	-	-
	-	-	-	-	2%	1%	-	1%	1%	1%	-	-	1%	-	-	-	2%	-	-	1%	1%	-	-	-

Table 28-2
 QUESTION 22:
 Overall, what type of impact would you say the COVID-19 outbreak has had on your business? Which statement below would you say you agree with more?

The COVID-19 pandemic has had more of a short-term impact on my business, and I expect things to get back to normal soon.

...or...

The COVID-19 pandemic has had long-term lasting effects on my business, and I expect I will need to adjust to a new normal for a while.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+	
					CONF																				
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38	
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%	
**D/S (SHORT-TERM - LONG-TERM)	-1	47	-20	27	-29	14	18	-36	14	-28	14	14	-18	7	18	-29	11	10	-10	-	2	15	-12	-4	
	-	26%	-12%	8%	-62%	10%	10%	-50%	18%	-15%	11%	7%	-25%	6%	11%	-34%	8%	6%	-18%	-	6%	5%	-29%	-11%	
SHORT-TERM IMPACT	193	109	73	182	7	74	94	17	44	75	70	103	26	62	87	26	76	90	22	78	16	161	14	17	
	48%	61%	44%	52%	16%	53%	53%	24%	55%	41%	54%	51%	36%	52%	53%	31%	53%	52%	38%	48%	52%	51%	33%	45%	
LONG-TERM LASTING EFFECTS	193	62	93	155	36	60	76	53	30	103	56	90	44	54	69	55	64	81	32	79	15	146	26	21	
	48%	34%	55%	45%	77%	43%	43%	75%	37%	56%	43%	44%	61%	46%	42%	65%	45%	46%	56%	48%	46%	46%	62%	55%	
BOTH	3	2	-	2	1	1	2	-	1	1	1	2	-	1	2	-	1	1	2	-	-	3	-	-	
	1%	1%	-	-	2%	1%	1%	-	1%	-	1%	1%	-	1%	1%	-	1%	-	3%	-	-	1%	-	-	
NEITHER	8	7	-	7	1	6	2	-	5	1	2	7	-	1	5	1	2	2	-	7	1	6	2	-	
	2%	4%	-	2%	2%	4%	1%	-	7%	-	2%	4%	-	1%	3%	1%	1%	1%	-	4%	3%	2%	5%	-	
DON'T KNOW/NOT SURE	2	-	1	1	1	-	1	1	-	2	-	-	1	1	-	1	1	1	1	-	-	2	-	-	
	-	-	-	-	2%	-	-	1%	-	1%	-	-	1%	1%	-	1%	1%	-	1%	-	-	1%	-	-	
REFUSED	2	-	1	1	1	-	2	-	-	2	-	1	1	-	-	2	-	1	1	-	-	2	-	-	
	-	-	1%	-	2%	-	1%	-	-	1%	-	-	1%	-	-	2%	-	-	1%	-	-	1%	-	-	

Table 28-3

QUESTION 22:

Overall, what type of impact would you say the COVID-19 outbreak has had on your business? Which statement below would you say you agree with more?

The COVID-19 pandemic has had more of a short-term impact on my business, and I expect things to get back to normal soon.

...or...

The COVID-19 pandemic has had long-term lasting effects on my business, and I expect I will need to adjust to a new normal for a while.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
**D/S (SHORT-TERM - LONG-TERM)	-1 -	-16 -5%	15 14%	14 16%	-1 -1%	-6 -4%	-9 -13%	-47 -18%	37 36%	-10 -3%	9 36%	-3 -3%	9 8%	-3 -6%	6 25%	-9 -38%	8 44%	-3 -27%	31 19%	-31 -13%	20 7%	-23 -21%	193 100%	-193 -100%
SHORT-TERM IMPACT	193 48%	133 45%	60 56%	50 55%	47 49%	60 46%	27 42%	107 40%	67 66%	174 47%	17 68%	60 48%	56 53%	23 42%	16 62%	7 27%	14 72%	4 33%	92 58%	98 42%	144 52%	40 38%	193 100%	-
LONG-TERM LASTING EFFECTS	193 48%	149 51%	44 41%	36 39%	48 49%	66 51%	36 55%	155 57%	30 29%	185 50%	8 32%	63 51%	47 44%	26 48%	10 37%	16 65%	5 28%	7 60%	61 39%	129 55%	123 45%	63 59%	-	193 100%
BOTH	3 1%	2 1%	1 1%	2 2%	-	1 1%	-	2 1%	1 1%	3 1%	-	1 1%	1 1%	-	-	-	-	1 7%	3 2%	-	2 1%	1 1%	-	-
NEITHER	8 2%	6 2%	2 2%	3 3%	1 1%	2 2%	2 3%	3 1%	4 4%	8 2%	-	1 1%	3 2%	5 8%	1 1%	-	-	-	2 1%	6 3%	5 2%	3 2%	-	-
DON'T KNOW/NOT SURE	2 -	2 1%	-	-	1 1%	1 1%	-	2 1%	-	2 -	-	-	-	1 1%	-	-	-	-	-	2 1%	1 -	-	-	-
REFUSED	2 -	2 1%	-	1 1%	-	-	-	2 1%	-	2 -	-	-	-	-	-	2 7%	-	-	-	1 -	2 1%	-	-	-

Table 28-4
 QUESTION 22:
 Overall, what type of impact would you say the COVID-19 outbreak has had on your business? Which statement below would you say you agree with more?

The COVID-19 pandemic has had more of a short-term impact on my business, and I expect things to get back to normal soon.

...or...

The COVID-19 pandemic has had long-term lasting effects on my business, and I expect I will need to adjust to a new normal for a while.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (SHORT-TERM - LONG-TERM)	-1	13	-20	-2	6	-5	-12	-9	-1	2	-32	20	9	-11	6	-12	11	8	8	3	-3	-10
	-	7%	-13%	-2%	9%	-8%	-17%	-16%	-1%	2%	-15%	16%	19%	-6%	3%	-5%	7%	22%	14%	10%	-5%	-5%
SHORT-TERM IMPACT	193	104	63	37	38	31	28	23	119	74	91	73	26	78	101	101	83	21	29	17	24	102
	48%	52%	42%	47%	53%	43%	39%	42%	48%	49%	42%	56%	55%	45%	50%	46%	51%	59%	51%	53%	43%	46%
LONG-TERM LASTING EFFECTS	193	91	83	39	32	36	40	32	120	71	123	53	17	89	94	113	72	13	21	14	27	112
	48%	46%	55%	50%	44%	51%	56%	58%	49%	47%	56%	41%	36%	52%	47%	51%	44%	37%	37%	43%	48%	51%
BOTH	3	2	-	1	1	-	1	-	2	1	2	-	1	3	-	2	1	-	-	-	1	2
	1%	1%	-	1%	1%	-	1%	-	1%	1%	1%	-	2%	1%	-	1%	1%	-	-	-	2%	1%
NEITHER	8	2	6	2	1	5	2	-	5	3	2	3	3	2	5	4	5	1	-	1	4	4
	2%	1%	4%	2%	1%	6%	2%	-	2%	2%	1%	2%	5%	1%	2%	2%	3%	4%	-	2%	8%	2%
DON'T KNOW/NOT SURE	2	-	-	-	1	-	-	-	1	1	-	1	1	1	1	1	1	-	2	-	-	-
	-	-	-	-	1%	-	-	-	-	1%	-	1%	2%	-	-	-	-	-	4%	-	-	-
REFUSED	2	1	-	-	-	-	1	-	1	1	1	-	-	-	1	1	1	-	4	1	-	-
	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	-	7%	2%	-	-

Table 28-5
 QUESTION 22:
 Overall, what type of impact would you say the COVID-19 outbreak has had on your business? Which statement below would you say you agree with more?

The COVID-19 pandemic has had more of a short-term impact on my business, and I expect things to get back to normal soon.

...or...

The COVID-19 pandemic has had long-term lasting effects on my business, and I expect I will need to adjust to a new normal for a while.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (SHORT-TERM - LONG-TERM)	-1 -	3 1%	3 1%	-14 -6%	-8 -3%	-11 -6%	1 1%	-3 -1%	- -	-10 -17%	14 4%	-2 -2%	14 6%	12 4%	-16 -27%
SHORT-TERM IMPACT	193 48%	135 49%	117 48%	103 45%	106 47%	85 46%	87 48%	83 47%	83 49%	25 41%	167 50%	52 47%	116 52%	168 50%	20 34%
LONG-TERM LASTING EFFECTS	193 48%	132 48%	114 47%	117 51%	113 50%	96 51%	86 48%	86 48%	82 48%	35 58%	154 46%	54 49%	102 45%	156 46%	35 61%
BOTH	3 1%	2 1%	3 1%	2 1%	2 1%	1 -	2 1%	2 1%	2 1%	- -	3 1%	1 1%	1 -	2 1%	1 1%
NEITHER	8 2%	6 2%	7 3%	6 2%	5 2%	2 1%	4 2%	6 4%	2 1%	- 1%	8 2%	3 3%	4 2%	7 2%	1 1%
DON'T KNOW/NOT SURE	2 -	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	- -	2 -	1 1%	1 -	2 -	- -
REFUSED	2 -	1 -	1 -	1 -	- -	1 -	- -	- -	- -	- -	2 1%	- -	1 -	1 -	1 1%

Table 29-1

QUESTION 23:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
HIRING NEW EMPLOYEES	139	43	36	20	15	25	79	60	44	41	44	59	44	36	23	29	24	4	30	109	44	34	7	37
	35%	31%	42%	42%	34%	31%	35%	35%	30%	37%	39%	30%	35%	44%	34%	42%	43%	14%	30%	36%	31%	42%	21%	36%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	90	41	18	6	8	17	59	31	43	19	24	47	24	19	13	16	9	3	29	61	39	11	14	22
	23%	30%	21%	13%	18%	20%	26%	18%	29%	17%	21%	24%	19%	24%	19%	23%	16%	11%	29%	20%	28%	14%	41%	21%
NEW PRODUCTS	36	12	6	3	5	10	18	18	18	8	9	20	12	3	7	5	3	3	9	27	11	5	3	12
	9%	9%	7%	6%	11%	12%	8%	10%	12%	7%	8%	10%	10%	4%	11%	7%	6%	10%	9%	9%	7%	6%	10%	12%
IMPLEMENTING AND USING AUTOMATION	35	12	7	5	2	10	19	16	8	8	17	15	9	11	4	11	8	3	10	25	9	8	1	9
	9%	8%	8%	10%	4%	12%	8%	9%	5%	7%	15%	8%	7%	13%	6%	16%	14%	8%	10%	8%	7%	10%	2%	9%
INCREASING PRODUCTIVITY	30	8	6	2	7	6	15	15	13	10	6	16	11	3	6	3	3	5	6	24	9	5	5	10
	7%	6%	7%	5%	17%	7%	6%	9%	9%	9%	5%	8%	8%	4%	9%	5%	6%	16%	6%	8%	6%	6%	14%	10%
DEVELOPING MANAGERS AND LEADERS	26	8	9	5	2	2	17	9	6	13	5	11	11	5	6	1	3	5	7	19	11	8	2	3
	7%	6%	10%	11%	4%	3%	7%	5%	4%	11%	4%	5%	9%	6%	9%	2%	6%	17%	7%	6%	8%	10%	4%	3%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	26	10	3	2	3	8	13	13	8	9	7	16	9	1	6	2	4	3	6	20	9	9	1	6
	6%	7%	3%	3%	8%	9%	6%	7%	5%	8%	6%	8%	7%	1%	9%	3%	7%	11%	6%	7%	6%	11%	2%	5%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3	2	1	1	-	-	3	1	1	2	1	1	3	-	-	-	1	-	-	3	2	-	-	-
	1%	1%	1%	2%	-	-	1%	-	1%	1%	1%	-	2%	-	-	-	1%	-	-	1%	2%	-	-	-
GOVERNMENT REGULATIONS/ GOVERNMENT	2	1	-	1	-	1	1	2	2	-	-	2	-	-	1	-	-	-	-	2	2	-	-	-
	1%	1%	-	2%	-	1%	-	1%	2%	-	-	1%	-	-	1%	-	-	-	-	1%	2%	-	-	-
ECONOMY/ECONOMIC CONCERNS	1	-	-	-	-	1	-	1	-	-	1	-	1	-	-	1	-	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	1%	-	-	-
OTHER	3	1	-	2	-	-	1	2	2	1	-	2	1	-	1	-	-	-	1	2	2	-	-	1
	1%	1%	-	5%	-	-	-	1%	1%	1%	-	1%	1%	-	2%	-	-	-	1%	1%	2%	-	-	1%
DON'T KNOW/NOT SURE/NONE	7	2	1	1	1	2	3	4	3	2	-	5	-	2	-	-	1	4	1	6	2	1	2	2
	2%	1%	1%	2%	3%	3%	1%	3%	2%	2%	-	2%	-	3%	-	-	1%	12%	1%	2%	1%	1%	6%	2%
REFUSED	2	-	1	-	-	1	1	1	-	-	-	1	1	-	-	-	-	-	-	2	1	-	-	1
	-	-	1%	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	1%	1%	-	-	1%

Table 29-2
 QUESTION 23:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
HIRING NEW EMPLOYEES	139	70	62	132	6	63	51	21	28	58	49	85	20	33	66	24	46	65	16	57	11	103	20	16
	35%	39%	37%	38%	13%	44%	29%	30%	35%	32%	38%	42%	29%	28%	41%	28%	32%	37%	28%	35%	36%	32%	47%	41%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	90	32	41	74	16	25	42	22	24	39	25	36	27	26	29	28	32	31	17	39	5	71	14	5
	23%	18%	25%	21%	33%	18%	24%	30%	30%	21%	19%	18%	38%	22%	18%	33%	22%	18%	31%	24%	15%	22%	33%	14%
NEW PRODUCTS	36	12	15	27	9	7	19	9	6	22	7	13	4	18	16	6	14	15	2	17	6	32	-	3
	9%	7%	9%	8%	19%	5%	11%	13%	8%	12%	5%	7%	6%	15%	10%	7%	10%	9%	4%	10%	18%	10%	-	9%
IMPLEMENTING AND USING AUTOMATION	35	18	14	32	1	18	14	3	5	15	13	21	-	12	15	4	14	19	6	10	2	24	4	7
	9%	10%	8%	9%	3%	12%	8%	4%	6%	8%	10%	10%	-	10%	9%	5%	10%	11%	11%	6%	5%	8%	10%	18%
INCREASING PRODUCTIVITY	30	16	10	26	4	10	13	4	5	15	9	15	4	9	12	6	10	14	5	11	2	26	2	1
	7%	9%	6%	7%	9%	7%	8%	6%	7%	8%	7%	7%	6%	8%	8%	8%	7%	8%	8%	7%	5%	8%	5%	4%
DEVELOPING MANAGERS AND LEADERS	26	11	12	23	3	9	12	4	4	9	13	11	8	7	9	8	9	12	3	11	3	21	-	5
	7%	6%	7%	7%	7%	6%	7%	5%	5%	5%	10%	6%	11%	6%	6%	9%	6%	7%	6%	7%	9%	7%	-	12%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	26	15	9	24	2	10	14	3	6	14	5	16	3	6	13	4	8	12	2	12	1	25	-	1
	6%	8%	6%	7%	4%	7%	8%	4%	8%	8%	4%	8%	4%	5%	8%	5%	6%	7%	3%	7%	3%	8%	-	2%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3	1	2	3	-	-	2	2	-	2	1	1	1	2	-	2	1	2	1	2	1	3	-	-
	1%	-	1%	1%	-	-	1%	2%	-	1%	1%	-	1%	1%	-	2%	1%	-	3%	-	3%	1%	-	-
GOVERNMENT REGULATIONS/ GOVERNMENT	2	-	-	-	2	-	2	1	-	2	-	-	-	2	1	-	2	-	1	2	1	2	-	-
	1%	-	-	-	5%	-	1%	1%	-	1%	-	-	-	2%	1%	-	1%	-	1%	1%	3%	1%	-	-
ECONOMY/ECONOMIC CONCERNS	1	1	-	1	-	-	1	-	-	-	1	-	1	-	-	-	1	-	1	-	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	1%	-	1%	-	-	-	1%	-	1%	-	-	-	-	-
OTHER	3	1	-	1	1	1	1	1	-	2	1	1	1	1	-	1	2	1	-	2	1	3	-	-
	1%	-	-	-	2%	1%	1%	1%	-	1%	1%	-	1%	1%	-	1%	2%	-	-	1%	4%	1%	-	-
DON'T KNOW/NOT SURE/NONE	7	4	1	5	2	-	4	2	-	3	4	3	2	2	1	1	5	4	1	2	-	5	2	-
	2%	2%	1%	2%	4%	-	2%	2%	-	2%	3%	1%	2%	2%	1%	1%	4%	3%	2%	1%	-	2%	5%	-
REFUSED	2	-	1	1	1	-	1	1	1	1	-	1	1	-	1	1	-	1	1	-	-	2	-	-
	-	-	-	-	2%	-	-	1%	1%	-	-	-	1%	-	1%	1%	-	-	1%	-	-	1%	-	-

Table 29-3
 QUESTION 23:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
HIRING NEW EMPLOYEES	139 35%	99 34%	40 38%	40 43%	32 33%	40 31%	22 34%	87 32%	36 36%	124 33%	15 60%	67 53%	27 26%	16 29%	14 53%	3 13%	5 29%	2 19%	42 26%	97 41%	96 35%	37 35%	71 37%	66 34%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	90 23%	74 25%	16 15%	14 16%	17 17%	38 29%	20 31%	56 21%	27 27%	84 22%	6 24%	15 12%	27 25%	17 31%	2 9%	10 42%	7 36%	2 19%	44 28%	47 20%	60 22%	25 24%	42 22%	45 23%
NEW PRODUCTS	36 9%	20 7%	16 15%	6 6%	10 11%	11 9%	6 9%	26 10%	9 9%	35 9%	1 3%	4 3%	15 14%	5 9%	1 3%	4 17%	1 4%	4 33%	18 11%	17 7%	24 9%	12 11%	16 8%	18 10%
IMPLEMENTING AND USING AUTOMATION	35 9%	28 10%	7 6%	9 10%	12 13%	8 6%	4 7%	30 11%	5 5%	35 9%	- -	15 12%	11 10%	2 3%	4 14%	1 4%	1 4%	- -	11 7%	23 10%	21 8%	13 12%	14 8%	19 10%
INCREASING PRODUCTIVITY	30 7%	19 7%	10 10%	11 12%	6 6%	7 6%	4 6%	21 8%	7 7%	28 8%	2 7%	9 7%	12 11%	3 6%	- -	2 10%	2 9%	1 7%	10 7%	19 8%	23 8%	4 4%	17 9%	12 6%
DEVELOPING MANAGERS AND LEADERS	26 7%	18 6%	8 7%	5 5%	8 8%	10 8%	3 4%	19 7%	6 6%	25 7%	1 3%	10 8%	4 4%	6 11%	3 11%	- -	- -	1 7%	7 4%	19 8%	18 7%	6 6%	12 6%	13 7%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	26 6%	21 7%	5 5%	4 4%	9 9%	10 8%	3 4%	17 6%	8 8%	25 7%	1 3%	5 4%	7 7%	2 3%	1 6%	1 4%	3 13%	- -	14 9%	11 5%	20 7%	4 4%	11 6%	15 8%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3 1%	3 1%	- -	- -	- -	2 1%	2 3%	3 1%	- -	3 1%	- -	- -	1 1%	1 1%	- -	1 3%	- -	- -	2 1%	2 1%	2 1%	2 2%	2 1%	2 1%
GOVERNMENT REGULATIONS/ GOVERNMENT	2 1%	2 1%	- -	- -	1 1%	1 1%	1 1%	2 1%	1 1%	2 1%	- -	- -	- -	2 3%	- -	- -	- -	1 7%	2 1%	- -	2 1%	- -	- -	2 1%
ECONOMY/ECONOMIC CONCERNS	1 -	1 -	- -	- -	1 1%	- -	- -	1 -	- -	1 -	- -	- -	- -	- -	- -	1 4%	- -	- -	1 1%	- -	1 -	- -	1 -	- -
OTHER	3 1%	3 1%	- -	1 2%	1 1%	- -	- -	2 1%	- -	2 -	- -	- -	- -	1 2%	- -	- -	- -	- -	2 1%	1 -	2 1%	1 1%	1 1%	- -
DON'T KNOW/NOT SURE/NONE	7 2%	2 1%	5 5%	2 2%	1 1%	3 2%	- -	4 2%	3 3%	7 2%	- -	- -	3 3%	- -	1 3%	- -	1 4%	1 7%	6 4%	1 -	5 2%	2 2%	5 3%	2 1%
REFUSED	2 -	2 1%	- -	- -	- -	- -	1 1%	2 1%	- -	2 -	- -	- -	- -	- -	- -	1 4%	- -	- -	- -	1 -	1 -	1 1%	- -	1 -

Table 29-4

QUESTION 23:

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

First Choice.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRIGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
HIRING NEW EMPLOYEES	139	139	17	34	26	14	19	7	123	16	98	38	2	78	51	83	52	13	15	11	20	77
	35%	70%	11%	44%	35%	19%	26%	13%	49%	10%	45%	29%	5%	45%	25%	37%	32%	37%	27%	33%	36%	35%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	90	15	90	3	5	9	8	12	33	57	40	32	17	33	55	47	42	6	11	6	11	56
	23%	8%	59%	4%	7%	13%	11%	22%	13%	38%	18%	24%	36%	19%	27%	21%	26%	17%	20%	18%	19%	26%
NEW PRODUCTS	36	9	18	2	3	36	2	3	15	21	13	16	7	10	24	21	13	3	9	4	3	18
	9%	4%	12%	2%	5%	50%	3%	6%	6%	14%	6%	12%	14%	6%	12%	9%	8%	7%	15%	14%	6%	8%
IMPLEMENTING AND USING AUTOMATION	35	9	8	3	4	5	35	4	25	10	21	10	4	11	19	20	13	3	2	2	6	19
	9%	5%	5%	4%	5%	6%	49%	8%	10%	7%	10%	8%	8%	7%	9%	9%	8%	9%	4%	6%	10%	8%
INCREASING PRODUCTIVITY	30	9	7	5	30	3	4	2	18	12	16	10	3	11	12	16	11	3	2	5	4	13
	7%	5%	5%	6%	41%	5%	5%	3%	7%	8%	7%	8%	7%	6%	6%	7%	7%	9%	4%	16%	7%	6%
DEVELOPING MANAGERS AND LEADERS	26	13	6	26	3	3	2	1	21	5	14	9	3	12	14	11	13	3	1	1	4	17
	7%	6%	4%	33%	4%	4%	2%	2%	9%	3%	6%	7%	7%	7%	7%	5%	8%	7%	2%	4%	8%	8%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	26	5	5	5	2	2	2	26	11	14	11	12	3	11	15	16	9	3	1	3	6	13
	6%	2%	3%	7%	2%	2%	3%	47%	5%	9%	5%	9%	5%	6%	7%	7%	6%	7%	2%	8%	10%	6%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3	-	-	-	-	1	-	-	1	2	3	-	1	1	2	2	1	-	1	-	-	3
	1%	-	-	-	-	1%	-	-	2%	1%	-	2%	-	1%	1%	1%	-	2%	-	-	-	1%
GOVERNMENT REGULATIONS/ GOVERNMENT	2	-	-	-	-	-	-	-	-	2	1	-	1	2	1	2	-	1	-	-	1	1
	1%	-	-	-	-	-	-	-	-	2%	-	-	2%	1%	-	1%	-	2%	-	-	2%	-
ECONOMY/ECONOMIC CONCERNS	1	-	-	-	-	-	-	-	1	-	-	-	1	1	-	-	1	1	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	-	-	1%	2%	-	-	-	-
OTHER	3	-	-	-	-	-	-	-	-	3	-	1	1	2	-	1	2	-	5	-	-	1
	1%	-	-	-	-	-	-	-	-	2%	-	1%	2%	1%	-	-	1%	-	9%	-	-	-
DON'T KNOW/NOT SURE/NONE	7	-	-	-	-	-	-	-	7	2	-	4	-	7	1	4	1	4	1	4	1	3
	2%	-	-	-	-	-	-	-	5%	1%	-	9%	-	3%	-	3%	2%	7%	2%	2%	1%	
REFUSED	2	-	-	-	-	-	-	-	2	-	-	1	-	2	1	1	-	4	-	-	-	1
	-	-	-	-	-	-	-	-	1%	-	-	2%	-	1%	-	1%	-	7%	-	-	-	-

Table 29-5

QUESTION 23:

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

First Choice.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	WORK ENV- TOTAL	COMP SALARY	WRK- LFE BAL	SAFE ENVR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	
	IRON														
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
HIRING NEW EMPLOYEES	139 35%	99 36%	91 38%	90 39%	92 41%	74 40%	66 37%	67 38%	69 40%	22 36%	117 35%	37 34%	87 39%	125 37%	13 22%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	90 23%	65 23%	50 21%	46 20%	42 18%	34 18%	37 21%	35 20%	32 19%	15 25%	74 22%	27 24%	51 23%	78 23%	9 16%
NEW PRODUCTS	36 9%	28 10%	24 10%	23 10%	22 10%	15 8%	13 7%	14 8%	14 8%	3 5%	32 9%	10 9%	19 8%	29 9%	6 10%
IMPLEMENTING AND USING AUTOMATION	35 9%	17 6%	22 9%	21 9%	21 9%	20 11%	16 9%	18 10%	16 9%	5 8%	28 8%	3 3%	19 9%	22 7%	13 23%
INCREASING PRODUCTIVITY	30 7%	20 7%	18 7%	18 8%	16 7%	14 7%	15 8%	15 8%	12 7%	6 10%	23 7%	5 4%	20 9%	25 7%	5 9%
DEVELOPING MANAGERS AND LEADERS	26 7%	21 7%	16 6%	14 6%	12 5%	11 6%	15 8%	12 7%	9 5%	5 9%	21 6%	7 6%	11 5%	18 5%	7 11%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	26 6%	19 7%	14 6%	12 5%	15 7%	11 6%	13 7%	10 6%	13 8%	3 6%	22 7%	9 8%	14 6%	23 7%	3 4%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3 1%	1 -	1 -	1 -	2 1%	1 -	1 -	1 -	2 1%	- -	3 1%	3 3%	- -	3 1%	- -
GOVERNMENT REGULATIONS/ GOVERNMENT	2 1%	1 -	2 1%	1 -	- -	- -	- -	- -	- -	- -	2 1%	1 1%	1 -	2 1%	1 1%
ECONOMY/ECONOMIC CONCERNS	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 -	1 1%	- -	1 -	- -
OTHER	3 1%	1 -	2 1%	1 -	1 -	1 -	1 -	2 1%	1 -	- -	3 1%	2 1%	1 1%	3 1%	- -
DON'T KNOW/NOT SURE/NONE	7 2%	4 2%	2 1%	4 2%	2 1%	3 2%	2 1%	2 1%	2 1%	- -	7 2%	6 6%	1 -	7 2%	- -
REFUSED	2 -	1 -	1 -	2 1%	1 -	2 1%	1 -	1 -	1 -	1 1%	1 -	- -	- -	- -	2 3%

Table 30-1
 QUESTION 23C:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
HIRING NEW EMPLOYEES	199	62	54	26	23	35	116	83	65	56	66	86	68	46	28	40	38	10	47	152	63	46	20	48
	50%	45%	62%	54%	53%	42%	51%	48%	44%	50%	58%	44%	55%	57%	41%	59%	67%	33%	48%	51%	44%	57%	57%	47%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	152	66	32	16	12	26	98	54	66	36	42	79	48	25	24	14	14	8	47	104	61	28	19	36
	38%	47%	37%	33%	28%	32%	43%	31%	44%	33%	36%	41%	38%	31%	36%	35%	24%	24%	48%	35%	43%	35%	53%	35%
DEVELOPING MANAGERS AND LEADERS	78	27	16	12	6	18	43	35	20	25	28	27	29	22	16	14	12	7	17	61	23	27	5	16
	19%	19%	18%	24%	13%	22%	19%	20%	14%	22%	24%	14%	23%	28%	23%	20%	22%	22%	17%	20%	16%	33%	15%	15%
INCREASING PRODUCTIVITY	73	24	16	6	11	16	40	33	28	21	20	37	21	15	14	16	9	6	12	61	21	16	6	26
	18%	17%	19%	12%	26%	19%	18%	19%	19%	19%	17%	19%	17%	18%	20%	23%	16%	19%	12%	20%	15%	19%	16%	25%
NEW PRODUCTS	72	28	15	9	8	12	44	28	32	15	21	40	19	12	16	8	7	11	13	59	24	13	8	19
	18%	20%	17%	19%	18%	14%	19%	16%	21%	14%	18%	21%	16%	15%	23%	12%	12%	34%	13%	20%	17%	16%	22%	18%
IMPLEMENTING AND USING AUTOMATION	71	25	13	9	7	17	37	33	17	15	36	26	19	26	15	21	13	4	14	56	18	17	5	23
	18%	18%	15%	20%	16%	21%	17%	19%	11%	13%	32%	13%	15%	33%	22%	30%	23%	14%	14%	19%	13%	21%	15%	22%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	55	21	11	4	8	12	31	24	20	18	14	29	20	5	9	10	7	3	14	41	22	12	3	16
	14%	15%	12%	8%	18%	15%	14%	14%	13%	16%	12%	15%	16%	7%	14%	14%	12%	11%	15%	14%	15%	15%	7%	15%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3	2	1	1	-	-	3	1	1	2	1	1	3	-	-	-	1	-	-	3	2	-	-	-
	1%	1%	1%	2%	-	-	1%	-	1%	1%	1%	-	2%	-	-	-	1%	-	-	1%	2%	-	-	-
GOVERNMENT REGULATIONS/ GOVERNMENT	2	1	-	1	-	1	1	2	2	-	-	2	-	-	1	-	-	-	-	2	2	-	-	-
	1%	1%	-	2%	-	1%	-	1%	2%	-	-	1%	-	-	1%	-	-	-	-	1%	2%	-	-	-
ECONOMY/ECONOMIC CONCERNS	1	-	-	-	-	1	-	1	-	-	1	-	1	-	-	1	-	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	1%	-	-	-
OTHER	3	1	-	2	-	-	1	2	2	1	-	2	1	-	1	-	-	-	1	2	2	-	-	1
	1%	1%	-	5%	-	-	-	1%	1%	1%	-	1%	1%	-	2%	-	-	-	1%	1%	2%	-	-	1%
DON'T KNOW/NOT SURE/NONE	7	2	1	1	1	2	3	4	3	2	-	5	-	2	-	-	1	4	1	6	2	1	2	2
	2%	1%	1%	2%	3%	3%	1%	3%	2%	2%	-	2%	-	3%	-	-	1%	12%	1%	2%	1%	1%	6%	2%
REFUSED	2	-	1	-	-	1	1	1	-	-	-	1	1	-	-	-	-	-	-	2	1	-	-	1
	-	-	1%	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	1%	1%	-	-	1%

Table 30-2
 QUESTION 23C:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL		EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
				CONF	NOT CONF																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
HIRING NEW EMPLOYEES	199	96	91	186	12	83	77	30	43	80	71	116	29	52	84	40	71	97	22	79	15	153	22	24
	50%	53%	54%	53%	27%	59%	44%	42%	54%	44%	55%	57%	41%	44%	52%	47%	49%	55%	39%	48%	46%	48%	52%	63%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	152	57	71	127	22	48	75	26	40	63	46	73	36	38	64	37	47	58	22	70	11	127	14	11
	38%	31%	42%	37%	47%	34%	43%	36%	49%	35%	36%	36%	50%	32%	39%	44%	33%	33%	39%	43%	34%	40%	33%	28%
DEVELOPING MANAGERS AND LEADERS	78	44	27	72	6	30	31	13	12	32	32	45	14	16	39	15	21	35	10	31	7	56	10	12
	19%	24%	16%	21%	14%	21%	18%	19%	14%	17%	24%	22%	20%	13%	24%	18%	15%	20%	18%	19%	23%	17%	24%	32%
INCREASING PRODUCTIVITY	73	36	31	67	6	27	32	11	18	26	28	39	9	22	29	16	27	34	12	25	3	58	10	5
	18%	20%	18%	19%	12%	19%	18%	15%	23%	14%	22%	19%	13%	19%	18%	19%	19%	20%	20%	15%	8%	18%	24%	13%
NEW PRODUCTS	72	30	28	58	14	24	32	14	16	38	17	33	9	29	29	12	28	28	10	32	10	60	4	8
	18%	17%	16%	17%	31%	17%	18%	19%	19%	21%	13%	16%	13%	24%	18%	14%	19%	16%	18%	20%	31%	19%	9%	21%
IMPLEMENTING AND USING AUTOMATION	71	42	23	65	4	37	24	9	11	34	24	45	3	20	37	8	21	42	13	16	3	45	14	12
	18%	23%	14%	19%	8%	26%	14%	12%	14%	18%	19%	22%	4%	17%	23%	10%	14%	24%	22%	9%	11%	14%	33%	32%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	55	24	27	51	4	18	27	10	11	29	13	25	12	16	21	13	21	27	10	18	2	50	4	1
	14%	13%	16%	15%	8%	13%	15%	14%	14%	16%	10%	12%	16%	14%	13%	15%	14%	15%	18%	11%	5%	16%	10%	4%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3	1	2	3	-	-	2	2	-	2	1	1	1	2	-	2	1	1	2	1	1	3	-	-
	1%	-	1%	1%	-	-	1%	2%	-	1%	1%	-	1%	1%	-	2%	1%	-	3%	-	3%	1%	-	-
GOVERNMENT REGULATIONS/ GOVERNMENT	2	-	-	-	2	-	2	1	-	2	-	-	-	2	1	-	2	-	1	2	1	2	-	-
	1%	-	-	-	5%	-	1%	1%	-	1%	-	-	-	2%	1%	-	1%	-	1%	1%	3%	1%	-	-
ECONOMY/ECONOMIC CONCERNS	1	1	-	1	-	-	1	-	-	-	1	-	1	-	-	-	1	-	1	-	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	1%	-	1%	-	-	-	1%	-	1%	-	-	-	-	-
OTHER	3	1	-	1	1	1	1	1	-	2	1	1	1	1	-	1	2	1	-	2	1	3	-	-
	1%	-	-	-	2%	1%	1%	1%	-	1%	1%	-	1%	1%	-	1%	2%	-	-	1%	4%	1%	-	-
DON'T KNOW/NOT SURE/NONE	7	4	1	5	2	-	4	2	-	3	4	3	2	2	1	1	5	4	1	2	-	5	2	-
	2%	2%	1%	2%	4%	-	2%	2%	-	2%	3%	1%	2%	2%	1%	1%	4%	3%	2%	1%	-	2%	5%	-
REFUSED	2	-	1	1	1	-	1	1	1	1	-	1	1	-	1	1	-	1	1	-	-	2	-	-
	-	-	-	-	2%	-	-	1%	1%	-	-	-	1%	-	1%	1%	-	-	1%	-	-	1%	-	-

Table 30-3
 QUESTION 23C:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE-TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
HIRING NEW EMPLOYEES	199	140	59	50	56	55	32	125	56	182	16	94	42	18	17	6	9	3	55	141	137	54	104	91
	50%	48%	56%	55%	58%	43%	50%	46%	55%	49%	66%	75%	39%	34%	64%	26%	46%	27%	35%	60%	49%	50%	54%	47%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	152	117	35	27	33	55	28	103	42	145	7	40	43	21	7	14	9	5	62	88	97	48	63	83
	38%	40%	33%	29%	34%	43%	44%	38%	41%	39%	27%	32%	40%	39%	28%	59%	49%	46%	40%	37%	35%	45%	33%	43%
DEVELOPING MANAGERS AND LEADERS	78	56	22	20	18	28	8	55	19	74	4	36	9	13	12	2	2	1	17	60	51	21	37	39
	19%	19%	21%	22%	19%	22%	13%	20%	18%	20%	15%	29%	9%	24%	45%	7%	13%	7%	11%	25%	19%	20%	19%	20%
INCREASING PRODUCTIVITY	73	44	29	22	18	18	11	44	20	64	9	27	23	6	4	4	3	3	25	48	52	17	38	32
	18%	15%	27%	24%	19%	14%	18%	16%	20%	17%	38%	22%	22%	11%	15%	17%	18%	21%	16%	20%	19%	16%	20%	17%
NEW PRODUCTS	72	46	26	12	15	24	15	50	18	68	4	11	23	16	1	7	1	5	32	39	49	21	31	36
	18%	16%	25%	13%	15%	19%	24%	19%	17%	18%	17%	9%	22%	29%	3%	31%	4%	40%	20%	17%	18%	20%	16%	19%
IMPLEMENTING AND USING AUTOMATION	71	54	17	20	19	18	11	58	11	69	1	26	22	11	4	3	3	1	27	42	41	26	28	40
	18%	18%	16%	22%	20%	14%	17%	21%	11%	19%	3%	21%	20%	19%	14%	11%	13%	7%	17%	18%	15%	24%	14%	21%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	55	42	13	10	17	22	6	37	18	54	1	13	16	7	3	4	3	1	22	31	43	11	23	32
	14%	14%	12%	11%	18%	17%	9%	14%	17%	15%	3%	10%	15%	13%	12%	17%	13%	7%	14%	13%	15%	10%	12%	16%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3	3	-	-	-	2	2	3	-	3	-	-	1	1	-	1	-	-	2	2	2	2	2	2
	1%	1%	-	-	-	1%	3%	1%	-	1%	-	-	1%	1%	-	3%	-	-	1%	1%	1%	2%	1%	1%
GOVERNMENT REGULATIONS/ GOVERNMENT	2	2	-	-	1	1	1	2	1	2	-	-	-	2	-	-	-	1	2	-	2	-	-	2
	1%	1%	-	-	1%	1%	1%	1%	1%	1%	-	-	-	3%	-	-	-	7%	1%	-	1%	-	-	1%
ECONOMY/ECONOMIC CONCERNS	1	1	-	-	1	-	-	1	-	1	-	-	-	-	-	1	-	-	1	-	1	-	1	-
	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	4%	-	-	1%	-	-	-	-	-
OTHER	3	3	-	1	1	-	-	2	-	2	-	-	-	1	-	-	-	-	2	1	2	1	1	-
	1%	1%	-	2%	1%	-	-	1%	-	-	-	-	-	2%	-	-	-	-	1%	-	1%	1%	1%	-
DON'T KNOW/NOT SURE/NONE	7	2	5	2	1	3	-	4	3	7	-	-	3	-	1	-	1	1	6	1	5	2	5	2
	2%	1%	5%	2%	1%	2%	-	2%	3%	2%	-	-	3%	-	3%	-	4%	7%	4%	-	2%	2%	3%	1%
REFUSED	2	2	-	-	-	-	1	2	-	2	-	-	-	-	-	1	-	-	-	1	1	1	-	1
	-	1%	-	-	-	-	1%	1%	-	-	-	-	-	-	-	4%	-	-	-	-	-	1%	-	-

Table 30-4
 QUESTION 23C:
 Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choices.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRIGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
HIRING NEW EMPLOYEES	199	199	40	52	38	23	30	14	167	31	141	54	4	104	80	117	77	19	17	17	29	112
	50%	100%	26%	66%	52%	33%	43%	25%	67%	21%	64%	42%	8%	61%	40%	53%	48%	54%	31%	53%	52%	51%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	152	40	152	15	14	34	21	21	72	79	73	54	24	55	92	85	63	13	21	8	18	93
	38%	20%	100%	19%	19%	48%	30%	38%	29%	53%	33%	42%	51%	32%	46%	38%	39%	37%	38%	25%	33%	42%
DEVELOPING MANAGERS AND LEADERS	78	52	15	78	15	5	7	10	66	11	49	25	4	36	34	41	31	9	6	4	14	41
	19%	26%	10%	100%	21%	6%	10%	18%	27%	7%	22%	20%	8%	21%	17%	19%	19%	24%	11%	14%	26%	18%
INCREASING PRODUCTIVITY	73	38	14	15	73	8	8	3	50	23	44	25	5	30	35	36	33	5	5	9	14	38
	18%	19%	9%	19%	100%	11%	11%	6%	20%	16%	20%	19%	10%	17%	18%	16%	21%	13%	8%	27%	26%	17%
NEW PRODUCTS	72	23	34	5	8	72	9	6	36	36	29	31	11	27	42	39	31	5	13	8	3	44
	18%	12%	23%	6%	10%	100%	12%	10%	15%	24%	13%	24%	24%	16%	21%	18%	19%	13%	24%	24%	6%	20%
IMPLEMENTING AND USING AUTOMATION	71	30	21	7	8	9	71	8	49	21	43	19	8	33	29	43	22	9	6	6	10	35
	18%	15%	14%	9%	11%	12%	100%	14%	20%	14%	20%	15%	18%	19%	15%	20%	14%	24%	10%	18%	18%	16%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	55	14	21	10	3	6	8	55	29	26	24	25	6	26	26	31	20	5	2	5	10	29
	14%	7%	14%	13%	5%	8%	11%	100%	12%	17%	11%	19%	12%	15%	13%	14%	12%	13%	4%	16%	17%	13%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3	-	-	-	-	1	-	-	1	2	3	-	1	1	2	2	1	-	1	-	-	3
	1%	-	-	-	-	1%	-	-	-	2%	1%	-	2%	-	1%	1%	1%	-	2%	-	-	1%
GOVERNMENT REGULATIONS/ GOVERNMENT	2	-	-	-	-	-	-	-	-	2	1	-	1	2	1	2	-	1	-	-	1	1
	1%	-	-	-	-	-	-	-	-	2%	-	-	2%	1%	-	1%	-	2%	-	-	2%	-
ECONOMY/ECONOMIC CONCERNS	1	-	-	-	-	-	-	-	1	-	-	-	1	1	-	-	1	1	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	-	-	1%	2%	-	-	-	-
OTHER	3	-	-	-	-	-	-	-	-	3	-	1	1	2	-	1	2	-	5	-	-	1
	1%	-	-	-	-	-	-	-	-	2%	-	1%	2%	1%	-	-	1%	-	9%	-	-	-
DON'T KNOW/NOT SURE/NONE	7	-	-	-	-	-	-	-	-	7	2	-	4	-	7	1	4	1	4	1	1	3
	2%	-	-	-	-	-	-	-	-	5%	1%	-	9%	-	3%	-	3%	2%	7%	2%	2%	1%
REFUSED	2	-	-	-	-	-	-	-	-	2	-	-	1	-	2	1	1	-	4	-	-	1
	-	-	-	-	-	-	-	-	-	1%	-	-	2%	-	1%	-	1%	-	7%	-	-	-

Table 30-5

QUESTION 23C:

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

Combined Choices.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
HIRING NEW EMPLOYEES	199 50%	146 53%	133 55%	126 55%	129 57%	102 55%	94 52%	98 55%	96 57%	34 56%	163 49%	49 44%	124 55%	173 52%	23 40%
NEW CUSTOMERS AND MARKETS/ RETAINING CUSTOMERS	152 38%	106 38%	96 40%	87 38%	83 37%	70 38%	69 38%	63 35%	61 36%	30 50%	120 36%	43 39%	82 36%	125 37%	22 39%
DEVELOPING MANAGERS AND LEADERS	78 19%	64 23%	56 23%	52 22%	51 23%	43 23%	49 27%	42 24%	48 28%	13 21%	65 19%	24 22%	43 19%	67 20%	9 17%
INCREASING PRODUCTIVITY	73 18%	56 20%	44 18%	46 20%	41 18%	38 20%	38 21%	34 19%	34 20%	9 15%	64 19%	14 12%	51 23%	65 19%	7 13%
NEW PRODUCTS	72 18%	50 18%	49 20%	44 19%	43 19%	31 17%	25 14%	28 16%	19 11%	8 12%	63 19%	21 19%	33 15%	54 16%	16 28%
IMPLEMENTING AND USING AUTOMATION	71 18%	43 16%	48 20%	42 18%	46 20%	36 19%	38 21%	36 20%	34 20%	8 14%	60 18%	18 16%	35 16%	53 16%	18 32%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	55 14%	39 14%	28 12%	32 14%	31 14%	23 12%	23 13%	27 15%	26 15%	10 16%	43 13%	14 13%	35 16%	49 15%	6 10%
GETTING RAW MATERIALS/ SUPPLY CHAIN	3 1%	1 -	1 -	1 -	2 1%	1 -	1 -	1 -	2 1%	- -	3 1%	3 3%	- -	3 1%	- -
GOVERNMENT REGULATIONS/ GOVERNMENT	2 1%	1 -	2 1%	1 -	- -	- -	- -	- -	- -	- -	2 1%	1 1%	1 -	2 1%	1 1%
ECONOMY/ECONOMIC CONCERNS	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 -	1 1%	- -	1 -	- -
OTHER	3 1%	1 -	2 1%	1 -	1 -	1 -	1 -	2 1%	1 -	- -	3 1%	2 1%	1 1%	3 1%	- -
DON'T KNOW/NOT SURE/NONE	7 2%	4 2%	2 1%	4 2%	2 1%	3 2%	2 1%	2 1%	2 1%	- -	7 2%	6 6%	1 -	7 2%	- -
REFUSED	2 -	1 -	1 -	2 1%	1 -	2 1%	1 -	1 -	1 -	1 1%	1 -	- -	- -	- -	2 3%

Table 31-1
 QUESTION 24:
 For the entire year of 2021, do you expect an 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	MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
GROWING REVENUE AND PROFITABILITY	273	99	54	34	30	57	153	120	89	79	90	115	92	66	59	45	34	23	75	198	83	60	30	74
	68%	71%	62%	70%	69%	69%	67%	69%	60%	71%	79%	59%	74%	82%	86%	66%	61%	73%	75%	66%	58%	74%	84%	73%
MAXIMIZING PRODUCTIVITY	254	90	53	36	24	51	143	111	79	76	81	115	82	56	52	49	31	21	67	186	77	59	26	68
	63%	64%	61%	75%	57%	62%	63%	64%	53%	68%	71%	59%	66%	70%	76%	71%	55%	68%	68%	62%	54%	73%	74%	66%
EXPANDING SALES WITHIN THE UNITED STATES	212	79	41	22	22	47	120	91	57	63	73	95	73	44	39	44	23	17	50	161	68	44	23	62
	53%	56%	48%	46%	51%	58%	53%	53%	38%	56%	64%	49%	59%	55%	57%	64%	41%	55%	51%	54%	47%	55%	65%	60%
STAFF DEVELOPMENT AND CULTURE	177	72	34	20	16	35	106	72	39	57	70	59	67	52	33	30	29	14	40	137	44	41	18	56
	44%	51%	39%	43%	38%	43%	47%	42%	26%	51%	61%	30%	54%	65%	47%	43%	51%	45%	41%	46%	31%	51%	51%	55%
SYSTEMS, TECHNOLOGY AND AUTOMATION	152	62	31	19	11	29	93	59	33	44	67	52	53	47	27	36	22	14	29	123	36	39	15	41
	38%	44%	36%	40%	25%	36%	41%	34%	22%	39%	58%	27%	42%	59%	39%	52%	39%	45%	29%	41%	26%	48%	42%	40%
DATA PROTECTION AND CYBER SECURITY	121	46	22	13	15	25	68	53	29	28	55	40	40	41	26	20	21	11	20	101	24	25	17	40
	30%	33%	26%	27%	35%	30%	30%	31%	20%	25%	48%	20%	32%	51%	37%	29%	37%	36%	20%	34%	17%	31%	48%	39%
EXPANDING SALES GLOBALLY	62	25	13	5	7	12	37	24	9	17	28	24	17	21	8	12	2	14	17	44	12	14	13	18
	15%	18%	15%	10%	17%	15%	16%	14%	6%	16%	24%	12%	14%	26%	12%	18%	4%	45%	17%	15%	9%	17%	36%	17%
OTHER	4	-	1	1	-	2	1	3	1	2	1	2	2	-	-	2	1	-	1	2	2	1	-	-
	1%	-	1%	2%	-	3%	-	2%	1%	2%	1%	1%	1%	-	-	3%	1%	-	1%	1%	1%	2%	-	-
NONE OF THE ABOVE	29	11	9	4	1	4	20	9	24	3	1	22	5	2	2	-	6	2	3	26	18	6	-	3
	7%	8%	11%	8%	2%	5%	9%	5%	16%	3%	1%	11%	4%	3%	4%	-	10%	5%	3%	9%	13%	7%	-	2%
DON'T KNOW/REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 31-2

QUESTION 24:

For the entire year of 2021, do you expect an increase investment in any of the following areas?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
GROWING REVENUE AND PROFITABILITY	273	133	112	244	25	107	117	40	60	121	86	160	36	71	128	46	91	131	28	111	16	207	38	28
	68%	73%	67%	70%	55%	76%	67%	56%	74%	66%	67%	79%	51%	60%	78%	54%	63%	75%	49%	68%	51%	65%	90%	73%
MAXIMIZING PRODUCTIVITY	254	128	99	227	22	98	106	40	51	120	77	154	34	60	115	45	87	126	29	97	13	197	30	26
	63%	71%	59%	65%	48%	70%	60%	56%	64%	66%	60%	76%	48%	51%	71%	53%	60%	72%	51%	59%	42%	62%	71%	70%
EXPANDING SALES WITHIN THE UNITED STATES	212	99	92	191	20	83	90	29	44	96	69	121	36	52	99	38	69	94	24	90	13	168	24	20
	53%	55%	55%	55%	42%	59%	51%	41%	54%	53%	54%	59%	51%	44%	61%	45%	48%	54%	42%	55%	41%	53%	57%	52%
STAFF DEVELOPMENT AND CULTURE	177	93	75	168	8	84	70	19	43	70	60	104	26	43	85	33	54	87	16	73	8	125	28	24
	44%	52%	45%	48%	17%	60%	40%	27%	54%	38%	46%	51%	37%	36%	52%	39%	38%	50%	29%	45%	26%	39%	67%	64%
SYSTEMS, TECHNOLOGY AND AUTOMATION	152	80	57	137	12	72	59	18	34	65	49	97	16	34	83	25	38	76	19	55	5	105	24	23
	38%	44%	34%	39%	25%	51%	33%	26%	43%	36%	38%	48%	22%	29%	51%	29%	26%	43%	34%	33%	15%	33%	57%	61%
DATA PROTECTION AND CYBER SECURITY	121	73	37	110	10	55	45	16	29	49	40	69	12	38	60	14	45	57	13	49	11	80	18	23
	30%	40%	22%	32%	22%	39%	26%	23%	36%	27%	31%	34%	16%	32%	37%	17%	32%	32%	22%	30%	34%	25%	43%	61%
EXPANDING SALES GLOBALLY	62	34	19	54	6	32	22	6	10	19	30	37	8	14	26	7	25	31	3	26	3	41	10	11
	15%	19%	12%	15%	13%	23%	13%	9%	13%	11%	24%	18%	12%	12%	16%	8%	18%	17%	6%	16%	10%	13%	24%	29%
OTHER	4	3	-	3	1	1	1	2	1	2	1	1	1	2	1	-	2	-	2	2	1	4	-	-
	1%	2%	-	1%	2%	1%	-	2%	2%	1%	1%	1%	1%	1%	1%	-	2%	-	3%	1%	3%	1%	-	-
NONE OF THE ABOVE	29	6	11	18	11	6	12	11	4	16	8	5	11	13	5	14	10	10	8	10	4	27	-	2
	7%	4%	7%	5%	23%	4%	7%	16%	5%	9%	6%	3%	16%	11%	3%	16%	7%	6%	15%	6%	12%	8%	-	5%
DON'T KNOW/REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 31-3

QUESTION 24:

For the entire year of 2021, do you expect an increase investment in any of the following areas?

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
GROWING REVENUE AND PROFITABILITY	273 68%	196 67%	76 22%	70 23%	67 24%	86 32%	40 16%	179 66%	72 20%	251 67%	20 84%	89 71%	79 75%	39 72%	17 64%	14 58%	11 60%	3 21%	99 63%	169 72%	195 71%	68 64%	128 67%	134 69%
MAXIMIZING PRODUCTIVITY	254 63%	182 62%	71 67%	66 72%	66 68%	73 57%	39 60%	171 63%	62 60%	233 63%	19 76%	88 70%	64 60%	37 68%	18 69%	12 50%	11 60%	4 33%	98 62%	154 65%	169 61%	75 71%	121 63%	125 65%
EXPANDING SALES WITHIN THE UNITED STATES	212 53%	155 53%	56 53%	37 41%	53 55%	76 59%	34 52%	133 49%	64 62%	197 53%	13 53%	68 54%	59 56%	33 61%	9 36%	10 41%	11 55%	3 28%	73 46%	135 57%	145 52%	60 56%	101 53%	105 55%
STAFF DEVELOPMENT AND CULTURE	177 44%	128 44%	50 47%	44 49%	52 54%	55 43%	22 34%	114 42%	53 52%	167 45%	9 38%	68 54%	49 46%	21 39%	12 45%	5 23%	10 50%	- -	62 40%	113 48%	116 42%	52 49%	81 42%	90 47%
SYSTEMS, TECHNOLOGY AND AUTOMATION	152 38%	116 39%	36 34%	35 38%	43 44%	42 33%	28 42%	105 39%	39 38%	144 39%	8 31%	52 42%	40 38%	23 43%	10 38%	9 37%	6 34%	1 7%	55 35%	95 40%	97 35%	48 45%	70 36%	75 39%
DATA PROTECTION AND CYBER SECURITY	121 30%	88 30%	32 30%	20 22%	34 36%	44 34%	21 32%	78 29%	36 35%	114 31%	6 26%	39 31%	32 30%	16 29%	11 43%	6 26%	4 21%	3 27%	45 29%	72 31%	75 27%	44 41%	60 31%	55 28%
EXPANDING SALES GLOBALLY	62 15%	44 15%	18 16%	12 13%	15 15%	25 19%	7 11%	37 14%	22 21%	59 16%	2 9%	15 12%	24 23%	11 20%	2 8%	3 12%	2 9%	1 7%	22 14%	40 17%	41 15%	21 19%	25 13%	35 18%
OTHER	4 1%	3 1%	1 1%	- -	3 3%	1 1%	- -	2 1%	1 1%	4 1%	- -	3 2%	- -	- -	- -	1 4%	- -	- -	2 1%	2 1%	4 1%	- -	2 1%	2 1%
NONE OF THE ABOVE	29 7%	24 8%	5 5%	3 3%	6 6%	10 8%	7 10%	25 9%	2 2%	28 7%	2 7%	4 3%	8 8%	3 6%	1 3%	3 11%	4 19%	4 33%	16 10%	12 5%	19 7%	7 7%	14 7%	13 7%
DON'T KNOW/REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 31-4

QUESTION 24:

For the entire year of 2021, do you expect an increase investment in any of the following areas?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
GROWING REVENUE AND PROFITABILITY	273	146	109	58	51	52	57	40	182	91	150	90	33	128	124	159	104	23	28	23	40	148
	68%	73%	72%	74%	70%	73%	81%	72%	74%	60%	68%	70%	71%	75%	61%	72%	64%	65%	51%	71%	72%	67%
MAXIMIZING PRODUCTIVITY	254	139	95	58	52	47	60	35	167	85	143	81	29	113	120	143	99	24	35	20	36	138
	63%	70%	63%	74%	72%	65%	85%	64%	68%	56%	65%	63%	63%	66%	60%	65%	61%	67%	63%	61%	64%	63%
EXPANDING SALES WITHIN THE UNITED STATES	212	100	100	41	32	47	43	38	126	85	107	79	24	98	101	127	74	20	21	16	31	114
	53%	50%	66%	53%	44%	65%	61%	70%	51%	56%	49%	61%	51%	57%	50%	57%	46%	56%	37%	51%	55%	52%
STAFF DEVELOPMENT AND CULTURE	177	106	63	46	33	26	42	25	136	40	105	52	20	93	69	116	51	13	22	13	25	102
	44%	53%	42%	60%	45%	36%	60%	45%	55%	27%	48%	40%	43%	54%	34%	52%	31%	37%	40%	39%	46%	46%
SYSTEMS, TECHNOLOGY AND AUTOMATION	152	77	52	37	28	33	62	18	105	46	89	48	15	71	65	102	42	15	16	9	18	89
	38%	39%	34%	47%	38%	45%	88%	33%	42%	31%	41%	37%	32%	41%	32%	46%	26%	43%	29%	29%	32%	41%
DATA PROTECTION AND CYBER SECURITY	121	64	53	26	17	26	29	17	77	43	66	40	15	64	45	85	29	10	18	11	16	67
	30%	32%	35%	33%	24%	37%	41%	31%	31%	28%	30%	31%	32%	37%	22%	39%	18%	28%	32%	33%	28%	30%
EXPANDING SALES GLOBALLY	62	24	31	10	8	14	10	9	40	22	30	22	8	34	23	41	18	2	9	5	10	37
	15%	12%	20%	13%	11%	20%	13%	17%	16%	14%	14%	17%	16%	20%	12%	19%	11%	6%	15%	16%	17%	17%
OTHER	4	2	-	-	-	-	-	1	2	1	2	1	1	2	2	2	2	2	-	-	-	1
	1%	1%	-	-	-	-	-	3%	1%	1%	1%	1%	2%	1%	1%	1%	1%	6%	-	-	-	-
NONE OF THE ABOVE	29	7	9	5	6	5	-	2	14	16	17	6	3	5	23	14	14	1	9	1	4	20
	7%	4%	6%	6%	8%	7%	-	3%	5%	10%	8%	4%	7%	3%	11%	6%	9%	4%	15%	2%	7%	9%
DON'T KNOW/REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	-	-

Table 31-5

QUESTION 24:

For the entire year of 2021, do you expect an increase investment in any of the following areas?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
GROWING REVENUE AND PROFITABILITY	273 68%	197 71%	178 73%	178 77%	173 76%	139 75%	137 76%	135 76%	129 76%	40 65%	230 69%	74 67%	160 71%	233 70%	37 65%
MAXIMIZING PRODUCTIVITY	254 63%	182 66%	167 69%	162 70%	158 70%	131 70%	130 72%	130 73%	114 67%	39 64%	212 63%	66 60%	152 68%	219 65%	34 60%
EXPANDING SALES WITHIN THE UNITED STATES	212 53%	151 55%	138 57%	137 60%	130 57%	108 58%	102 57%	103 58%	102 60%	30 49%	179 53%	60 54%	121 54%	181 54%	27 47%
STAFF DEVELOPMENT AND CULTURE	177 44%	130 47%	122 50%	125 54%	125 55%	94 50%	96 53%	98 55%	96 56%	27 44%	148 44%	44 39%	115 51%	158 47%	18 31%
SYSTEMS, TECHNOLOGY AND AUTOMATION	152 38%	109 39%	108 45%	98 43%	98 43%	79 42%	81 45%	83 47%	72 42%	21 34%	128 38%	35 31%	84 38%	119 35%	32 56%
DATA PROTECTION AND CYBER SECURITY	121 30%	87 31%	85 35%	80 35%	75 33%	61 33%	69 38%	68 38%	57 34%	27 45%	91 27%	28 25%	74 33%	102 31%	15 27%
EXPANDING SALES GLOBALLY	62 15%	41 15%	40 17%	37 16%	38 17%	28 15%	34 19%	32 18%	31 18%	7 12%	51 15%	20 18%	30 13%	50 15%	11 19%
OTHER	4 1%	2 1%	2 1%	1 -	1 -	2 1%	1 -	2 1%	1 -	- -	4 1%	2 1%	1 1%	3 1%	1 1%
NONE OF THE ABOVE	29 7%	16 6%	12 5%	8 4%	11 5%	8 5%	10 5%	5 3%	10 6%	5 7%	24 7%	10 9%	10 4%	19 6%	8 13%
DON'T KNOW/REFUSED	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

Table 32-1

QUESTION 25:

Does your company currently have positions that are open and are hiring?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$5 MILL-	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (YES - NO)	97	27	36	12	2	20	63	34	-26	27	89	-30	62	65	18	26	29	10	7	90	-19	51	4	37
	24%	19%	41%	26%	5%	24%	28%	20%	-18%	24%	78%	-15%	50%	82%	25%	38%	51%	32%	7%	30%	-13%	63%	10%	36%
YES	248	83	61	30	23	51	144	104	62	69	102	82	93	73	43	47	43	20	53	194	62	66	19	69
	62%	59%	71%	63%	53%	62%	63%	60%	41%	61%	89%	42%	75%	91%	63%	69%	76%	66%	54%	65%	43%	82%	55%	68%
NO	151	56	26	18	20	31	81	69	88	41	13	112	31	7	26	21	14	11	46	104	81	15	16	33
	38%	40%	29%	37%	47%	38%	36%	40%	59%	37%	11%	57%	25%	9%	37%	31%	24%	34%	46%	35%	57%	18%	45%	32%
DON'T KNOW/NOT SURE	1	1	-	-	-	-	1	-	-	1	-	1	-	-	-	-	-	-	-	1	-	-	-	1
	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	1%
REFUSED	1	1	-	-	-	-	1	-	-	1	-	1	-	-	-	-	-	-	-	1	-	-	-	-
	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 32-2

QUESTION 25:

Does your company currently have positions that are open and are hiring?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER		
																						50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (YES - NO)	97	78	33	110	-14	64	26	4	26	20	46	76	5	14	49	20	21	57	8	32	-2	32	30	35
	24%	43%	19%	32%	-30%	45%	15%	5%	33%	11%	36%	38%	7%	12%	30%	24%	15%	32%	15%	20%	-6%	10%	72%	93%
YES	248	129	100	229	16	102	100	38	53	100	87	140	38	66	106	52	82	115	33	97	15	175	36	37
	62%	71%	59%	66%	35%	73%	57%	53%	66%	55%	68%	69%	53%	56%	65%	61%	57%	66%	57%	60%	47%	55%	86%	96%
NO	151	51	67	118	30	39	74	34	27	80	41	63	32	52	57	32	61	59	24	65	17	143	6	1
	38%	28%	40%	34%	65%	27%	42%	47%	34%	44%	32%	31%	46%	44%	35%	37%	43%	34%	43%	40%	53%	45%	14%	4%
DON'T KNOW/NOT SURE	1	1	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-	1	-	-	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-
REFUSED	1	-	1	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-	1	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-

Table 32-3
 QUESTION 25:
 Does your company currently have positions that are open and are hiring?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (YES - NO)	97	73	24	33	42	32	-8	55	32	88	9	99	3	-6	18	-2	-2	-7	-23	118	51	35	46	49
	24%	25%	22%	36%	43%	25%	-12%	20%	32%	24%	38%	79%	3%	-10%	68%	-8%	-12%	-62%	-14%	50%	18%	33%	24%	25%
YES	248	183	65	62	69	80	29	162	67	229	17	112	54	24	22	11	8	2	67	177	163	71	119	120
	62%	62%	61%	68%	71%	62%	44%	60%	65%	62%	69%	89%	51%	45%	84%	46%	44%	19%	43%	75%	59%	66%	62%	62%
NO	151	109	41	29	28	48	36	107	35	142	8	13	51	30	4	13	11	10	90	59	113	35	74	71
	38%	37%	39%	32%	29%	37%	56%	40%	34%	38%	31%	10%	48%	55%	16%	54%	56%	81%	57%	25%	41%	33%	38%	37%
DON'T KNOW/NOT SURE	1	1	-	1	-	-	-	1	-	1	-	1	-	-	-	-	-	-	-	1	-	-	-	1
	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	1	1	-	-	-	1	-	-	1	1	-	-	1	-	-	-	-	-	1	-	-	1	-	1
	-	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	1%	-	-	1%	-	-

Table 32-4

QUESTION 25:

Does your company currently have positions that are open and are hiring?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (YES - NO)	97	136	-8	55	26	1	28	3	248	-151	121	6	-25	83	2	91	1	8	1	1	21	59
	24%	68%	-5%	71%	36%	1%	39%	5%	100%	-100%	55%	4%	-55%	48%	1%	41%	1%	22%	1%	2%	38%	27%
YES	248	167	72	66	50	36	49	29	248	-	169	67	11	127	101	156	81	22	28	16	38	139
	62%	84%	47%	85%	68%	50%	70%	52%	100%	-	77%	52%	23%	74%	50%	70%	50%	61%	51%	51%	69%	63%
NO	151	31	79	11	23	36	21	26	-	151	48	61	36	44	99	65	80	14	27	16	17	80
	38%	16%	52%	14%	32%	50%	30%	47%	-	100%	22%	48%	77%	26%	49%	30%	49%	39%	49%	49%	31%	36%
DON'T KNOW/NOT SURE	1	-	1	1	-	-	-	1	-	-	-	1	-	-	1	-	-	-	-	-	-	1
	-	-	1%	1%	-	-	-	2%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-
REFUSED	1	1	-	-	-	-	-	-	-	-	1	-	-	-	1	-	1	-	-	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-

Table 32-5

QUESTION 25:

Does your company currently have positions that are open and are hiring?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (YES - NO)	97 24%	76 28%	66 27%	76 33%	87 38%	66 36%	69 38%	75 42%	72 43%	17 28%	76 23%	23 21%	68 30%	91 27%	6 11%
YES	248 62%	176 64%	154 64%	153 66%	157 69%	126 68%	124 69%	127 71%	121 71%	39 63%	205 61%	67 60%	146 65%	212 63%	32 55%
NO	151 38%	100 36%	88 36%	77 34%	70 31%	59 32%	55 31%	52 29%	49 29%	22 35%	129 39%	44 39%	78 35%	122 36%	25 45%
DON'T KNOW/NOT SURE	1 -	- -	1 -	- -	1 -	1 -	1 -	- -	- -	- -	1 -	- -	1 -	1 -	- -
REFUSED	1 -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 -	- -

Table 33-1

QUESTION 26:

Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1	MILL-\$5	\$5	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS						MILL+															
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (DIFFICULT - NOT DIFFICULT)	301	95	79	32	33	62	174	128	103	84	99	141	94	67	45	58	57	21	69	232	103	74	21	67
	75%	68%	91%	67%	77%	76%	77%	74%	69%	75%	87%	72%	75%	83%	65%	84%	100%	68%	70%	77%	72%	92%	59%	65%
TOTAL DIFFICULT	348	116	82	40	38	71	199	149	124	97	107	165	108	73	57	63	57	26	83	264	120	78	28	84
	87%	83%	95%	83%	89%	87%	88%	86%	83%	87%	93%	85%	87%	92%	82%	92%	100%	83%	84%	88%	84%	96%	80%	82%
TOTAL NOT DIFFICULT	47	21	4	7	5	9	25	21	22	14	8	25	15	7	12	5	-	5	14	32	18	3	7	18
	12%	15%	4%	15%	11%	11%	11%	12%	14%	12%	7%	13%	12%	8%	18%	8%	-	15%	14%	11%	12%	4%	20%	17%
VERY DIFFICULT	219	71	53	30	23	42	124	94	74	60	72	97	70	50	30	39	33	17	50	168	73	51	13	50
	55%	51%	61%	62%	53%	51%	55%	54%	50%	54%	63%	50%	57%	63%	44%	57%	59%	54%	51%	56%	51%	64%	38%	49%
SOMEWHAT DIFFICULT	129	45	29	10	15	29	74	55	50	37	35	68	38	23	27	24	23	9	33	96	47	26	15	34
	32%	32%	34%	21%	36%	36%	33%	32%	34%	33%	31%	35%	31%	29%	39%	35%	41%	29%	34%	32%	33%	32%	42%	33%
NOT TOO DIFFICULT	29	13	3	4	3	6	16	13	13	8	5	17	9	3	6	5	-	3	10	19	9	3	4	11
	7%	9%	3%	9%	7%	7%	7%	8%	9%	8%	4%	9%	7%	3%	8%	8%	-	8%	10%	6%	7%	4%	12%	11%
NOT DIFFICULT AT ALL	18	9	1	3	2	3	9	8	9	5	3	8	6	4	7	-	-	2	4	13	8	-	3	7
	4%	6%	1%	6%	4%	4%	4%	5%	6%	5%	2%	4%	5%	5%	10%	-	-	7%	4%	4%	6%	-	8%	6%
DON'T KNOW	4	2	1	-	-	1	3	1	2	1	-	3	1	-	-	-	-	1	1	3	3	-	-	1
	1%	2%	1%	-	-	1%	1%	-	1%	1%	-	2%	1%	-	-	-	-	3%	1%	1%	2%	-	-	1%
REFUSED	2	-	-	1	-	1	-	2	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	-	-	-	2%	-	1%	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	1%	1%	-	-	-

Table 33-2

QUESTION 26:

Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (DIFFICULT - NOT DIFFICULT)	301	128	136	264	33	121	133	40	54	139	103	153	51	94	119	66	108	126	45	126	24	234	30	37
	75%	71%	81%	76%	71%	86%	76%	56%	68%	76%	80%	75%	72%	79%	73%	78%	76%	72%	79%	77%	77%	73%	71%	96%
TOTAL DIFFICULT	348	154	151	305	39	129	153	56	67	160	115	176	60	106	140	75	125	150	50	143	28	274	36	37
-----	87%	85%	90%	88%	83%	92%	87%	78%	84%	88%	89%	87%	85%	89%	86%	88%	87%	86%	89%	87%	87%	86%	86%	98%
TOTAL NOT DIFFICULT	47	26	15	41	6	9	20	15	13	21	11	23	10	12	21	8	17	24	6	17	3	40	6	1
-----	12%	14%	9%	12%	12%	6%	11%	21%	16%	11%	9%	11%	13%	10%	13%	10%	12%	14%	10%	10%	10%	12%	14%	2%
VERY DIFFICULT	219	92	98	190	26	74	96	41	44	104	69	107	43	64	82	55	75	95	35	87	16	168	24	26
	55%	51%	58%	55%	55%	53%	55%	57%	55%	57%	53%	53%	61%	54%	51%	64%	52%	54%	62%	53%	50%	53%	57%	70%
SOMEWHAT DIFFICULT	129	62	53	115	13	55	57	15	23	56	46	69	17	42	58	20	51	55	15	56	12	106	12	11
	32%	34%	32%	33%	27%	39%	33%	21%	29%	31%	36%	34%	24%	36%	35%	24%	35%	32%	27%	34%	37%	33%	29%	29%
NOT TOO DIFFICULT	29	16	9	25	4	7	10	10	6	12	9	13	7	8	13	5	10	15	4	10	1	26	2	1
	7%	9%	6%	7%	8%	5%	6%	13%	8%	7%	7%	6%	10%	7%	8%	6%	7%	8%	7%	6%	3%	8%	5%	2%
NOT DIFFICULT AT ALL	18	10	6	16	2	2	10	6	7	9	2	10	3	4	8	3	7	9	2	7	3	13	4	-
	4%	6%	3%	5%	4%	1%	6%	8%	8%	5%	2%	5%	4%	3%	5%	4%	5%	5%	3%	4%	8%	4%	10%	-
DON'T KNOW	4	1	1	2	1	2	1	1	-	-	3	4	-	-	2	1	1	1	-	3	-	4	-	-
	1%	-	1%	1%	2%	2%	-	1%	-	-	2%	2%	-	-	1%	1%	1%	-	-	2%	-	1%	-	-
REFUSED	2	-	-	-	2	-	2	-	-	2	-	-	1	1	-	1	1	-	1	1	1	2	-	-
	-	-	-	-	4%	-	1%	-	-	1%	-	-	1%	1%	-	1%	1%	-	1%	-	3%	1%	-	-

Table 33-3

QUESTION 26:

Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (DIFFICULT - NOT DIFFICULT)	301	230	71	65	78	100	50	198	77	275	23	125	68	34	22	21	8	6	84	213	205	81	138	159
	75%	78%	67%	71%	81%	78%	76%	73%	76%	74%	93%	99%	64%	64%	83%	88%	43%	47%	53%	90%	74%	76%	72%	82%
TOTAL DIFFICULT	348	259	89	78	87	114	57	233	88	321	24	125	87	43	24	22	13	9	119	224	239	93	164	176
	87%	88%	83%	86%	90%	89%	87%	86%	86%	86%	97%	99%	81%	80%	92%	92%	69%	74%	75%	95%	87%	87%	85%	91%
TOTAL NOT DIFFICULT	47	29	18	13	8	14	7	35	11	46	1	-	18	9	2	1	5	3	35	11	34	12	26	17
	12%	10%	17%	14%	9%	11%	11%	13%	11%	12%	3%	-	17%	17%	8%	4%	26%	26%	22%	5%	12%	11%	13%	9%
VERY DIFFICULT	219	164	54	41	62	76	32	159	45	204	12	96	47	21	12	14	9	4	62	153	143	66	91	123
	55%	56%	51%	46%	64%	59%	49%	59%	44%	55%	51%	77%	44%	39%	48%	60%	48%	33%	40%	65%	52%	61%	47%	64%
SOMEWHAT DIFFICULT	129	95	35	37	25	39	24	73	43	117	11	28	39	22	12	8	4	5	56	71	96	27	73	53
	32%	32%	32%	40%	26%	30%	38%	27%	42%	31%	46%	22%	37%	42%	44%	33%	21%	40%	36%	30%	35%	25%	38%	27%
NOT TOO DIFFICULT	29	17	12	8	5	9	3	21	8	29	-	-	12	5	1	1	3	3	23	6	22	6	16	10
	7%	6%	11%	9%	5%	7%	5%	8%	8%	8%	-	-	12%	10%	3%	4%	13%	26%	15%	2%	8%	6%	8%	5%
NOT DIFFICULT AT ALL	18	12	6	5	4	5	4	14	3	17	1	-	6	4	1	-	3	-	12	6	12	6	10	7
	4%	4%	6%	5%	4%	4%	6%	5%	3%	5%	3%	-	6%	7%	5%	1%	13%	-	7%	2%	4%	6%	5%	4%
DON'T KNOW	4	4	-	-	1	1	1	2	2	4	-	1	1	1	-	-	1	-	3	1	2	2	3	-
	1%	1%	-	-	1%	1%	2%	1%	2%	1%	-	1%	1%	2%	-	-	4%	-	2%	-	1%	2%	2%	-
REFUSED	2	2	-	-	1	-	-	1	1	2	-	-	-	1	-	1	-	-	1	-	2	-	-	1
	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	1%	-	4%	-	-	1%	-	1%	-	-	-

Table 33-4

QUESTION 26:

Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRIGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (DIFFICULT - NOT DIFFICULT)	301	191	103	70	63	49	54	44	226	74	219	129	-47	155	125	175	117	24	37	25	50	167
	75%	96%	68%	90%	87%	68%	76%	80%	91%	49%	100%	100%	-100%	90%	62%	79%	72%	69%	66%	76%	90%	76%
TOTAL DIFFICULT	348	195	127	74	68	61	62	50	236	110	219	129	-	163	161	197	138	30	44	28	52	192
	87%	98%	83%	95%	93%	84%	88%	90%	95%	73%	100%	100%	-	95%	80%	89%	85%	83%	79%	88%	94%	87%
TOTAL NOT DIFFICULT	47	4	24	4	5	11	8	6	11	36	-	-	47	8	36	22	21	5	7	4	2	25
	12%	2%	16%	5%	7%	16%	12%	10%	4%	24%	-	-	100%	5%	18%	10%	13%	15%	13%	12%	4%	11%
VERY DIFFICULT	219	141	73	49	44	29	43	24	169	48	219	-	-	103	102	126	86	20	31	16	33	122
	55%	71%	48%	62%	60%	41%	60%	44%	68%	32%	100%	-	-	60%	50%	57%	53%	56%	56%	51%	59%	55%
SOMEWHAT DIFFICULT	129	54	54	25	25	31	19	25	67	61	-	129	-	60	59	71	51	10	13	12	20	71
	32%	27%	35%	32%	34%	44%	28%	46%	27%	41%	-	100%	-	35%	29%	32%	32%	28%	24%	37%	35%	32%
NOT TOO DIFFICULT	29	2	15	3	3	7	6	3	7	22	-	-	29	6	21	12	13	5	1	2	2	16
	7%	1%	10%	4%	4%	10%	9%	6%	3%	15%	-	-	62%	3%	10%	5%	8%	13%	2%	6%	4%	7%
NOT DIFFICULT AT ALL	18	1	8	1	2	4	2	3	4	14	-	-	18	3	15	10	7	1	6	2	-	9
	4%	1%	6%	1%	2%	6%	3%	5%	1%	9%	-	-	38%	2%	7%	5%	5%	2%	11%	6%	-	4%
DON'T KNOW	4	1	1	-	-	-	-	-	1	3	-	-	-	-	3	1	3	-	-	-	1	3
	1%	-	1%	-	-	-	-	-	-	2%	-	-	-	-	2%	-	2%	-	-	-	2%	1%
REFUSED	2	-	-	-	-	-	-	-	-	2	-	-	-	-	2	1	1	1	4	-	-	-
	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	1%	2%	7%	-	-	-

Table 33-5

QUESTION 26:

Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (DIFFICULT - NOT DIFFICULT)	301 75%	207 75%	178 73%	168 73%	178 79%	141 76%	131 73%	130 73%	124 73%	53 86%	244 73%	70 63%	187 83%	257 76%	40 69%
TOTAL DIFFICULT -----	348 87%	241 87%	210 86%	198 86%	203 89%	163 88%	156 86%	154 86%	147 86%	57 93%	287 86%	90 81%	204 91%	294 88%	48 83%
TOTAL NOT DIFFICULT -----	47 12%	35 13%	31 13%	30 13%	24 11%	22 12%	24 14%	24 13%	23 14%	4 7%	42 13%	20 18%	18 8%	37 11%	8 14%
VERY DIFFICULT	219 55%	151 54%	135 56%	120 52%	127 56%	99 53%	100 56%	93 52%	92 54%	42 69%	175 52%	62 56%	117 52%	180 54%	36 63%
SOMEWHAT DIFFICULT	129 32%	90 33%	75 31%	79 34%	75 33%	64 35%	56 31%	61 34%	55 32%	15 25%	112 33%	27 25%	87 39%	115 34%	12 21%
NOT TOO DIFFICULT	29 7%	20 7%	21 9%	18 8%	14 6%	14 7%	14 8%	14 8%	13 7%	2 4%	26 8%	10 9%	13 6%	23 7%	5 9%
NOT DIFFICULT AT ALL	18 4%	14 5%	10 4%	12 5%	10 4%	8 4%	10 6%	10 6%	10 6%	2 3%	16 5%	9 9%	5 2%	14 4%	3 4%
DON'T KNOW	4 1%	-	1 -	1 -	-	-	-	1 -	-	-	4 1%	2 2%	2 1%	4 1%	-
REFUSED	2 -	1 -	1 -	1 -	-	1 -	-	-	-	-	2 -	-	-	-	2 3%

Table 34-1

QUESTION 27:
When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 1

	REGION						REGION II					REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE		
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER		
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	227 57%	173 43%	149 37%	112 28%	115 29%	195 49%	124 31%	80 20%	69 17%	69 17%	57 14%	31 8%	99 25%	300 75%	142 36%	81 20%	35 9%	103 26%		
GREAT WORK ENVIRONMENT	277 69%	95 68%	59 67%	33 68%	35 81%	56 68%	153 68%	123 71%	102 68%	74 67%	84 73%	129 66%	90 73%	57 72%	45 65%	58 84%	32 56%	21 67%	60 61%	216 72%	98 69%	61 76%	23 64%	68 66%		
COMPETITIVE SALARY	243 61%	86 61%	55 63%	30 63%	21 48%	51 62%	141 62%	102 59%	83 55%	71 63%	78 67%	107 55%	77 62%	58 73%	37 54%	56 82%	33 58%	16 50%	51 52%	191 64%	78 55%	60 74%	23 64%	58 57%		
WORK-LIFE BALANCE	231 58%	85 61%	53 61%	23 48%	20 45%	50 61%	138 61%	92 53%	79 53%	66 59%	74 64%	105 54%	76 61%	50 62%	37 54%	50 73%	30 54%	16 53%	55 55%	176 59%	70 49%	45 56%	21 60%	67 66%		
SAFE WORK ENVIRONMENT	227 57%	84 60%	48 55%	27 57%	19 43%	50 61%	132 58%	95 55%	74 49%	67 60%	72 63%	99 51%	73 59%	54 67%	42 62%	49 71%	28 50%	12 39%	53 54%	174 58%	76 53%	51 62%	19 53%	60 58%		
FLEXIBLE SHIFTS AND WORK SCHEDULES	186 47%	74 53%	42 48%	17 35%	15 35%	38 47%	116 51%	70 41%	67 45%	47 43%	56 49%	85 44%	61 49%	39 49%	34 49%	42 61%	22 38%	14 45%	43 44%	142 47%	63 44%	40 50%	16 44%	46 45%		
CAREER GROWTH	180 45%	66 47%	40 46%	20 42%	13 31%	41 50%	106 47%	74 43%	57 38%	50 45%	64 55%	70 36%	63 51%	46 58%	28 40%	44 64%	25 43%	14 44%	37 38%	143 48%	50 35%	46 57%	15 41%	50 49%		
GREAT BENEFITS	178 45%	62 44%	43 50%	19 40%	14 32%	39 48%	106 47%	73 42%	42 28%	55 49%	73 64%	62 32%	67 54%	49 61%	27 38%	42 62%	25 44%	15 48%	31 32%	147 49%	49 34%	38 47%	14 39%	54 53%		
INDUSTRY LEADER	170 42%	62 44%	40 46%	18 37%	11 26%	39 47%	102 45%	68 39%	46 31%	46 41%	67 59%	61 31%	58 47%	50 63%	28 41%	39 57%	21 38%	9 28%	33 33%	137 46%	46 32%	41 51%	20 55%	45 44%		
OTHER	9 2%	3 2%	4 5%	2 5%	-	-	7 3%	2 1%	3 2%	2 2%	4 3%	3 2%	4 3%	2 2%	-	3 4%	3 5%	-	-	9 3%	1 1%	1 1%	-	1 1%		
DON'T KNOW	9 2%	6 4%	2 2%	1 3%	-	-	8 3%	1 1%	7 5%	-	1 1%	8 4%	-	1 1%	1 2%	-	2 3%	1 3%	6 6%	3 1%	8 6%	-	1 2%	-		
REFUSED	1 -	1 1%	-	-	-	-	1 -	-	-	1 1%	-	1 -	-	-	1 1%	-	-	-	-	1 -	1 1%	-	-	-		

Table 34-2

QUESTION 27:

When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE-TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
GREAT WORK ENVIRONMENT	277	127	122	249	27	91	122	53	58	129	87	143	49	82	113	53	108	118	34	120	21	219	34	23
	69%	71%	72%	71%	58%	65%	69%	74%	73%	70%	67%	70%	69%	69%	69%	63%	75%	68%	60%	74%	67%	69%	81%	61%
COMPETITIVE SALARY	243	109	106	215	25	82	111	41	53	113	75	130	37	71	110	39	87	112	28	101	18	184	32	26
	61%	60%	63%	62%	54%	59%	63%	57%	66%	62%	58%	64%	52%	60%	68%	46%	61%	64%	49%	62%	56%	58%	76%	69%
WORK-LIFE BALANCE	231	115	92	206	23	85	98	41	57	94	76	126	35	67	109	40	79	105	22	102	19	180	30	20
	58%	63%	55%	59%	50%	60%	56%	57%	71%	52%	59%	62%	49%	57%	67%	47%	55%	60%	38%	63%	61%	57%	72%	52%
SAFE WORK ENVIRONMENT	227	107	101	207	19	89	95	36	53	92	79	124	34	64	104	37	82	106	24	94	15	173	32	22
	57%	59%	60%	60%	40%	63%	54%	51%	66%	50%	61%	61%	48%	54%	64%	43%	57%	61%	42%	58%	46%	54%	76%	57%
FLEXIBLE SHIFTS AND WORK SCHEDULES	186	93	77	170	15	62	83	34	43	79	62	101	35	47	90	33	61	81	26	77	11	147	22	17
	47%	52%	46%	49%	33%	44%	47%	47%	54%	43%	48%	50%	49%	40%	55%	39%	42%	46%	46%	47%	34%	46%	53%	45%
CAREER GROWTH	180	95	70	165	12	71	74	28	41	75	61	101	27	46	84	29	63	81	20	77	11	133	24	22
	45%	53%	42%	47%	26%	50%	42%	39%	51%	41%	48%	50%	39%	39%	52%	34%	44%	46%	36%	47%	35%	42%	57%	59%
GREAT BENEFITS	178	98	67	165	13	72	70	31	42	75	58	97	28	50	76	29	70	76	16	84	12	129	30	19
	45%	55%	40%	47%	28%	52%	40%	43%	52%	41%	45%	48%	39%	42%	47%	34%	49%	43%	29%	51%	38%	40%	72%	50%
INDUSTRY LEADER	170	93	66	159	10	58	75	31	40	71	56	95	26	47	79	24	64	81	18	68	14	119	30	20
	42%	51%	39%	46%	22%	41%	43%	43%	50%	39%	43%	47%	37%	39%	48%	28%	45%	47%	32%	42%	43%	37%	72%	54%
OTHER	9	5	3	9	1	4	6	-	3	3	4	4	2	3	2	2	5	7	1	2	1	7	-	2
	2%	3%	2%	2%	2%	3%	3%	-	3%	2%	3%	2%	2%	3%	2%	2%	4%	4%	1%	1%	3%	2%	-	5%
DON'T KNOW	9	-	4	4	3	2	5	1	-	6	3	3	2	4	2	2	4	1	-	7	3	8	-	1
	2%	-	3%	1%	7%	2%	3%	2%	-	3%	2%	1%	3%	3%	1%	3%	3%	-	-	5%	9%	3%	-	2%
REFUSED	1	1	-	1	-	-	-	1	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-
	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-

Table 34-3

QUESTION 27:

When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
GREAT WORK ENVIRONMENT	277 69%	198 67%	79 24%	59 23%	74 24%	94 32%	39 16%	183 68%	74 22%	257 69%	18 7%	93 24%	64 20%	40 14%	21 8%	13 5%	14 7%	6 5%	111 70%	162 69%	198 72%	68 64%	135 70%	132 68%
COMPETITIVE SALARY	243 61%	180 61%	62 58%	49 54%	64 67%	82 63%	37 56%	157 58%	66 65%	223 60%	18 7%	84 24%	58 20%	34 14%	16 6%	15 6%	13 6%	6 5%	86 54%	154 65%	164 59%	67 63%	117 61%	114 59%
WORK-LIFE BALANCE	231 58%	166 56%	65 61%	57 62%	62 64%	75 58%	27 41%	144 53%	68 67%	213 57%	16 7%	78 24%	56 20%	32 14%	12 6%	11 6%	14 7%	5 5%	83 52%	142 60%	163 59%	58 54%	103 54%	117 61%
SAFE WORK ENVIRONMENT	227 57%	168 57%	59 56%	51 56%	64 66%	73 57%	29 45%	146 54%	61 59%	207 56%	19 7%	85 26%	54 20%	26 14%	16 9%	12 10%	11 7%	4 3%	90 57%	134 57%	158 57%	57 54%	106 55%	113 59%
FLEXIBLE SHIFTS AND WORK SCHEDULES	186 47%	133 45%	53 50%	45 50%	46 47%	61 47%	23 35%	129 48%	42 41%	171 46%	14 5%	71 21%	40 14%	22 10%	14 5%	8 3%	10 7%	4 3%	72 46%	112 47%	136 49%	42 40%	85 44%	96 50%
CAREER GROWTH	180 45%	139 47%	41 38%	43 47%	48 49%	56 43%	27 41%	117 43%	48 47%	165 44%	14 5%	61 18%	45 16%	23 10%	17 6%	6 4%	12 8%	3 2%	72 46%	106 45%	125 45%	44 41%	87 45%	86 45%
GREAT BENEFITS	178 45%	128 43%	51 48%	37 41%	51 53%	61 47%	21 32%	110 41%	55 54%	164 44%	12 5%	66 20%	46 17%	19 9%	11 4%	6 4%	11 8%	2 2%	64 40%	112 47%	130 47%	42 40%	83 43%	86 45%
INDUSTRY LEADER	170 42%	125 43%	45 42%	37 41%	48 49%	60 46%	19 29%	103 38%	52 51%	155 42%	14 5%	63 19%	43 16%	20 9%	12 6%	6 4%	11 8%	3 2%	69 44%	98 42%	120 43%	43 40%	83 43%	82 43%
OTHER	9 2%	8 3%	2 2%	2 2%	5 6%	1 1%	2 3%	6 2%	3 3%	9 2%	1 3%	5 14%	3 11%	2 9%	3 11%	1 4%	-	-	2 1%	8 3%	6 2%	2 2%	5 3%	5 2%
DON'T KNOW	9 2%	9 3%	-	1 2%	1 1%	2 2%	4 6%	5 2%	3 3%	8 2%	-	-	4 14%	3 11%	-	-	1 4%	-	5 3%	4 2%	7 2%	2 2%	5 2%	4 2%
REFUSED	1 -	1 -	-	-	-	1 1%	-	1 -	-	1 -	-	-	-	1 2%	-	-	-	-	-	1 -	1 -	-	-	1 -

Table 34-4

QUESTION 27:

When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
GREAT WORK ENVIRONMENT	277	146	106	64	56	50	43	39	176	100	151	90	35	119	138	151	115	26	36	27	37	147
	69%	73%	70%	82%	77%	70%	61%	72%	71%	66%	69%	70%	75%	69%	69%	68%	71%	72%	64%	84%	67%	67%
COMPETITIVE SALARY	243	133	96	56	44	49	48	28	154	88	135	75	31	102	122	135	98	24	30	18	29	137
	61%	67%	63%	71%	60%	68%	68%	51%	62%	58%	62%	58%	68%	59%	61%	61%	61%	67%	54%	57%	51%	62%
WORK-LIFE BALANCE	231	126	87	52	46	44	42	32	153	77	120	79	30	103	111	124	98	20	27	16	33	133
	58%	63%	57%	66%	63%	61%	60%	58%	62%	51%	55%	61%	65%	60%	55%	56%	60%	56%	49%	51%	60%	60%
SAFE WORK ENVIRONMENT	227	129	83	51	41	43	46	31	157	70	127	75	24	98	112	128	92	20	27	16	31	128
	57%	65%	55%	66%	56%	60%	65%	57%	63%	46%	58%	58%	52%	57%	55%	58%	57%	57%	49%	51%	55%	58%
FLEXIBLE SHIFTS AND WORK SCHEDULES	186	102	70	43	38	31	36	23	126	59	99	64	22	83	88	100	77	14	23	13	28	112
	47%	51%	46%	55%	52%	44%	51%	42%	51%	39%	45%	50%	47%	48%	44%	45%	48%	39%	41%	39%	50%	51%
CAREER GROWTH	180	94	69	49	38	25	38	23	124	55	100	56	24	83	82	99	74	18	19	13	21	102
	45%	47%	45%	62%	52%	35%	53%	42%	50%	37%	46%	43%	52%	48%	41%	45%	46%	52%	34%	39%	38%	46%
GREAT BENEFITS	178	98	63	42	34	28	36	27	127	52	93	61	24	83	76	102	65	17	22	13	25	99
	45%	49%	41%	54%	46%	39%	51%	48%	51%	34%	42%	47%	51%	49%	38%	46%	40%	48%	40%	41%	44%	45%
INDUSTRY LEADER	170	96	61	48	34	19	34	26	121	49	92	55	23	82	74	106	59	14	22	11	24	96
	42%	48%	40%	62%	47%	27%	48%	47%	49%	32%	42%	42%	50%	48%	37%	48%	37%	41%	40%	33%	43%	44%
OTHER	9	5	2	1	2	2	3	1	7	3	8	1	1	2	4	7	2	-	5	-	-	7
	2%	3%	1%	1%	2%	2%	4%	2%	3%	2%	4%	1%	2%	1%	2%	3%	1%	-	8%	-	-	3%
DON'T KNOW	9	-	6	-	1	1	-	1	1	8	2	4	-	2	7	3	6	-	4	-	-	8
	2%	-	4%	-	1%	1%	-	3%	-	5%	1%	3%	-	1%	3%	1%	4%	-	7%	-	-	3%
REFUSED	1	-	-	1	-	1	-	-	1	-	-	-	1	-	1	1	-	-	-	-	-	1
	-	-	-	1%	-	1%	-	-	-	-	-	-	2%	-	-	-	-	-	-	-	-	-

Table 34-5

QUESTION 27:

When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LIFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
GREAT WORK ENVIRONMENT	277 69%	277 100%	196 81%	187 81%	188 83%	165 89%	158 88%	158 88%	149 88%	38 62%	239 71%	80 72%	158 71%	238 71%	32 56%
COMPETITIVE SALARY	243 61%	196 71%	243 100%	180 78%	189 83%	143 77%	154 85%	148 83%	143 84%	37 61%	206 61%	65 58%	138 62%	203 60%	34 60%
WORK-LIFE BALANCE	231 58%	187 67%	180 74%	231 100%	183 81%	147 79%	148 82%	152 85%	144 84%	32 53%	198 59%	66 60%	137 61%	203 61%	23 40%
SAFE WORK ENVIRONMENT	227 57%	188 68%	189 78%	183 79%	227 100%	153 82%	157 87%	148 83%	148 87%	29 47%	197 59%	62 56%	131 58%	192 57%	30 53%
FLEXIBLE SHIFTS AND WORK SCHEDULES	186 47%	165 60%	143 59%	147 64%	153 67%	186 100%	132 73%	118 66%	119 70%	28 46%	157 47%	49 44%	106 47%	155 46%	26 45%
CAREER GROWTH	180 45%	158 57%	154 63%	148 64%	157 69%	132 71%	180 100%	124 70%	131 77%	24 40%	155 46%	56 51%	97 43%	153 46%	23 40%
GREAT BENEFITS	178 45%	158 57%	148 61%	152 66%	148 65%	118 64%	124 69%	178 100%	118 70%	31 51%	145 43%	52 47%	106 47%	158 47%	18 31%
INDUSTRY LEADER	170 42%	149 54%	143 59%	144 62%	148 65%	119 64%	131 72%	118 66%	170 100%	21 34%	149 45%	52 47%	95 42%	147 44%	21 36%
OTHER	9 2%	6 2%	5 2%	6 3%	6 3%	5 3%	5 3%	5 3%	5 3%	2 3%	8 2%	3 2%	5 2%	8 2%	2 3%
DON'T KNOW	9 2%	-	-	-	-	-	-	-	-	1 2%	7 2%	3 3%	4 2%	7 2%	1 3%
REFUSED	1 -	-	-	-	-	-	-	-	-	-	1 -	-	-	-	1 1%

Table 35-1
 QUESTION 28:
 On a different topic, does your company have a succession plan?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (YES - NO)	-30	-30	1	-10	6	1	-29	-2	-50	-18	38	-68	16	22	2	-	-3	1	-26	-4	-40	9	1	-8
	-8%	-21%	2%	-20%	15%	2%	-13%	-1%	-34%	-16%	33%	-35%	13%	27%	3%	-	-5%	3%	-26%	-1%	-28%	11%	3%	-8%
YES	171	51	41	18	23	38	92	79	46	43	73	61	64	46	33	33	25	15	36	135	50	44	16	41
	43%	36%	47%	38%	54%	46%	41%	46%	31%	39%	63%	31%	52%	57%	48%	48%	44%	47%	36%	45%	35%	55%	46%	40%
NO	202	81	40	28	17	36	121	81	96	61	35	129	48	24	32	33	27	14	62	140	89	36	15	49
	50%	58%	45%	58%	40%	44%	53%	47%	64%	55%	30%	66%	39%	30%	46%	47%	48%	44%	62%	47%	63%	44%	42%	48%
DON'T KNOW/NOT SURE	24	8	7	1	2	7	14	10	7	6	7	4	11	10	4	2	4	3	1	23	1	1	4	12
	6%	6%	7%	2%	4%	9%	6%	6%	5%	6%	6%	2%	9%	13%	6%	4%	7%	8%	1%	8%	1%	1%	12%	12%
REFUSED	3	-	-	1	1	1	-	3	1	1	-	2	1	-	-	1	1	-	-	3	3	-	-	-
	1%	-	-	2%	2%	1%	-	1%	1%	1%	-	1%	1%	-	-	1%	2%	-	-	1%	2%	-	-	-

Table 35-2

QUESTION 28:

On a different topic, does your company have a succession plan?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER		
																						50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (YES - NO)	-30	10	-27	-18	-15	11	-18	-23	-12	-18	2	-15	-9	-8	-9	-16	-12	-21	-4	-8	-	-52	12	10
	-8%	5%	-16%	-5%	-33%	8%	-10%	-33%	-15%	-10%	1%	-7%	-13%	-7%	-5%	-19%	-9%	-12%	-6%	-5%	-	-16%	28%	25%
YES	171	88	66	154	14	70	74	22	32	76	61	87	29	51	72	32	60	69	26	73	15	125	24	22
	43%	49%	40%	44%	30%	50%	42%	30%	40%	42%	47%	43%	41%	43%	44%	38%	41%	39%	45%	45%	47%	39%	57%	57%
NO	202	78	94	172	29	59	93	45	44	94	59	102	38	60	81	48	72	90	29	81	15	177	12	12
	50%	43%	56%	49%	63%	42%	53%	63%	55%	52%	46%	50%	54%	50%	50%	57%	50%	52%	52%	50%	47%	56%	29%	32%
DON'T KNOW/NOT SURE	24	15	7	22	3	11	8	4	3	10	9	14	4	7	10	3	11	13	2	9	2	14	6	4
	6%	8%	4%	6%	5%	8%	4%	6%	4%	6%	7%	7%	5%	6%	6%	4%	8%	8%	3%	5%	5%	5%	14%	11%
REFUSED	3	-	1	1	1	-	1	1	1	2	-	1	-	1	-	1	1	3	-	-	-	3	-	-
	1%	-	1%	-	2%	-	-	1%	1%	1%	-	-	-	1%	-	1%	1%	1%	-	-	-	1%	-	-

Table 35-3

QUESTION 28:

On a different topic, does your company have a succession plan?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (YES - NO)	-30	-12	-18	-12	-1	-9	-3	-25	-7	-32	-	17	-26	-12	-1	-2	-5	1	-38	7	-30	-1	-23	-6
	-8%	-4%	-17%	-13%	-1%	-7%	-5%	-9%	-6%	-9%	-1%	14%	-24%	-22%	-4%	-8%	-27%	5%	-24%	3%	-11%	-1%	-12%	-3%
YES	171	132	39	35	44	56	31	114	43	158	11	67	37	19	12	10	6	6	56	113	114	51	78	89
	43%	45%	37%	38%	45%	44%	47%	42%	42%	42%	46%	53%	35%	35%	45%	42%	30%	53%	35%	48%	41%	48%	40%	46%
NO	202	144	57	47	45	65	34	139	50	190	11	49	63	31	13	12	11	6	93	106	144	52	101	94
	50%	49%	54%	51%	47%	51%	52%	52%	49%	51%	47%	39%	59%	57%	49%	51%	57%	47%	59%	45%	52%	48%	52%	49%
DON'T KNOW/NOT SURE	24	14	10	9	8	6	1	15	8	24	1	8	7	4	2	1	2	-	9	15	18	4	13	9
	6%	5%	9%	10%	8%	5%	1%	6%	8%	6%	3%	7%	6%	8%	6%	4%	9%	-	6%	7%	7%	4%	7%	5%
REFUSED	3	3	-	1	-	2	-	1	1	2	1	1	-	-	-	1	1	-	-	3	1	-	1	1
	1%	1%	-	1%	-	1%	-	-	1%	-	3%	1%	-	-	-	4%	4%	-	-	1%	-	-	-	-

Table 35-4

QUESTION 28:

On a different topic, does your company have a succession plan?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (YES - NO)	-30	24	-38	2	-6	-15	4	-	26	-55	1	-	-28	171	-202	41	-68	-5	-10	3	8	-34
	-8%	12%	-25%	2%	-8%	-21%	5%	-	11%	-37%	1%	-	-59%	100%	-100%	19%	-42%	-15%	-18%	10%	15%	-16%
YES	171	104	55	36	30	27	33	26	127	44	103	60	8	171	-	125	45	13	21	16	31	86
	43%	52%	36%	46%	41%	38%	46%	47%	51%	29%	47%	46%	18%	100%	-	56%	28%	37%	37%	51%	55%	39%
NO	202	80	92	34	35	42	29	26	101	99	102	59	36	-	202	83	113	18	31	13	22	121
	50%	40%	61%	44%	48%	59%	41%	47%	41%	66%	47%	46%	77%	-	100%	38%	70%	52%	56%	41%	40%	55%
DON'T KNOW/NOT SURE	24	13	4	7	8	3	7	3	18	6	11	10	2	-	-	11	3	3	-	2	3	14
	6%	7%	3%	9%	11%	4%	10%	5%	7%	4%	5%	8%	5%	-	-	5%	2%	9%	-	6%	5%	6%
REFUSED	3	2	1	1	-	-	2	-	2	1	3	-	-	-	-	2	1	1	4	1	-	-
	1%	1%	1%	1%	-	-	2%	-	1%	1%	1%	-	-	-	-	1%	-	2%	7%	2%	-	-

Table 35-5

QUESTION 28:

On a different topic, does your company have a succession plan?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (YES - NO)	-30 -8%	-20 -7%	-20 -8%	-8 -4%	-13 -6%	-5 -3%	1 -	7 4%	8 5%	-6 -9%	-25 -8%	-8 -7%	-10 -5%	-19 -6%	-16 -28%
YES	171 43%	119 43%	102 42%	103 45%	98 43%	83 45%	83 46%	83 47%	82 48%	25 41%	145 43%	48 43%	99 44%	147 44%	19 34%
NO	202 50%	138 50%	122 50%	111 48%	112 49%	88 47%	82 46%	76 43%	74 44%	31 51%	170 51%	57 51%	109 49%	165 49%	35 62%
DON'T KNOW/NOT SURE	24 6%	17 6%	16 7%	15 7%	15 7%	14 7%	13 7%	18 10%	12 7%	3 5%	19 6%	6 6%	15 6%	21 6%	2 4%
REFUSED	3 1%	3 1%	3 1%	1 -	2 1%	2 1%	2 1%	1 -	1 -	2 3%	1 -	- -	3 1%	3 1%	- -

Table 36-1

QUESTION 29:

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		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL-\$5	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (YES - NO)	59	16	21	3	4	15	37	22	-36	12	70	-23	39	42	12	19	3	-4	10	48	-23	15	17	39
	15%	11%	24%	7%	9%	18%	16%	13%	-24%	11%	61%	-12%	32%	52%	18%	28%	6%	-13%	10%	16%	-16%	18%	48%	38%
YES	221	76	53	25	22	46	129	92	55	59	91	84	79	58	39	44	29	13	53	167	60	48	25	65
	55%	54%	61%	51%	51%	56%	57%	53%	37%	53%	79%	43%	63%	72%	57%	64%	51%	42%	54%	56%	42%	59%	71%	63%
NO	162	60	32	21	18	31	92	70	91	47	21	106	40	16	27	25	26	17	43	119	83	33	8	26
	41%	43%	37%	44%	42%	38%	41%	40%	61%	42%	18%	54%	32%	20%	39%	36%	46%	55%	43%	40%	58%	41%	23%	25%
DON'T KNOW/NOT SURE	17	4	1	2	3	6	6	11	3	6	3	5	6	6	2	-	2	1	3	14	-	-	2	12
	4%	3%	1%	5%	7%	7%	2%	6%	2%	5%	2%	3%	5%	8%	3%	-	3%	3%	3%	5%	-	-	6%	11%

Table 36-2

QUESTION 29:

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (YES - NO)	59	57	5	62	-6	36	14	4	19	24	14	48	-13	20	43	-	8	46	10	-	-	16	18	24
	15%	32%	3%	18%	-13%	26%	8%	6%	23%	13%	11%	24%	-18%	17%	26%	1%	6%	26%	18%	-	-	5%	43%	63%
YES	221	113	85	198	20	85	92	36	49	99	69	122	28	66	100	42	71	106	34	79	15	162	28	30
	55%	63%	50%	57%	42%	61%	53%	50%	61%	54%	54%	60%	39%	56%	61%	49%	49%	61%	59%	48%	48%	51%	67%	79%
NO	162	56	79	135	26	49	78	32	30	75	55	74	40	46	57	41	63	60	23	79	15	146	10	6
	41%	31%	47%	39%	55%	35%	45%	44%	38%	41%	43%	37%	57%	39%	35%	49%	44%	34%	41%	48%	48%	46%	24%	16%
DON'T KNOW/NOT SURE	17	11	4	15	1	6	5	4	1	9	5	6	3	7	5	2	10	9	-	5	1	11	4	2
	4%	6%	2%	4%	3%	4%	3%	6%	1%	5%	4%	3%	4%	6%	3%	2%	7%	5%	-	3%	4%	3%	10%	5%

Table 36-3

QUESTION 29:

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

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (YES - NO)	59	45	13	13	23	18	-1	39	24	62	-3	46	7	6	5	-	-6	-1	22	33	7	46	18	41
	15%	15%	13%	14%	23%	14%	-1%	14%	23%	17%	-11%	37%	7%	12%	19%	2%	-33%	-5%	14%	14%	2%	43%	9%	21%
YES	221	165	56	49	58	71	32	148	61	209	11	83	54	30	15	12	6	6	87	129	134	76	101	113
	55%	56%	52%	54%	60%	55%	49%	55%	59%	56%	45%	66%	51%	56%	58%	49%	33%	47%	55%	55%	49%	71%	52%	58%
NO	162	120	42	36	35	53	32	110	37	147	13	37	47	24	10	11	13	6	65	96	128	30	83	72
	41%	41%	40%	40%	37%	41%	50%	41%	36%	39%	55%	30%	44%	44%	39%	47%	67%	53%	41%	41%	46%	28%	43%	37%
DON'T KNOW/NOT SURE	17	8	9	6	3	5	1	12	5	17	-	5	6	-	1	1	-	-	5	11	14	1	8	8
	4%	3%	8%	6%	4%	4%	1%	5%	4%	5%	-	4%	6%	-	3%	4%	-	-	3%	5%	5%	1%	4%	4%

Table 36-4

QUESTION 29:

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

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (YES - NO)	59	40	22	11	2	7	21	11	75	-15	40	19	2	80	-30	221	-162	5	10	3	15	34
	15%	20%	14%	14%	3%	10%	30%	21%	30%	-10%	18%	15%	3%	47%	-15%	100%	-100%	13%	18%	8%	27%	15%
YES	221	117	85	41	36	39	43	31	156	65	126	71	22	125	83	221	-	19	32	16	34	124
	55%	59%	56%	53%	49%	54%	61%	57%	63%	43%	58%	55%	48%	73%	41%	100%	-	54%	58%	51%	61%	56%
NO	162	77	63	31	33	31	22	20	81	80	86	51	21	45	113	-	162	14	22	14	19	91
	41%	39%	42%	39%	46%	44%	32%	36%	33%	53%	40%	40%	44%	26%	56%	-	100%	41%	40%	43%	34%	41%
DON'T KNOW/NOT SURE	17	5	4	6	4	2	5	4	11	5	6	7	4	2	5	-	-	2	1	2	3	6
	4%	2%	3%	8%	5%	2%	7%	7%	4%	3%	3%	5%	8%	1%	3%	-	-	6%	2%	6%	5%	3%

Table 36-5

QUESTION 29:

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (YES - NO)	59 15%	36 13%	36 15%	26 11%	36 16%	23 12%	25 14%	37 21%	46 27%	11 17%	47 14%	29 26%	22 10%	51 15%	4 6%
YES	221 55%	151 54%	135 55%	124 54%	128 56%	100 54%	99 55%	102 57%	106 62%	35 58%	184 55%	69 62%	117 52%	185 55%	30 53%
NO	162 41%	115 42%	98 41%	98 42%	92 40%	77 42%	74 41%	65 37%	59 35%	25 40%	137 41%	40 36%	95 42%	135 40%	27 47%
DON'T KNOW/NOT SURE	17 4%	11 4%	10 4%	9 4%	7 3%	9 5%	7 4%	11 6%	5 3%	1 2%	13 4%	2 2%	13 6%	16 5%	- -

Table 37-1

QUESTION 30:

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?

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES AND ACTIONS TO ACHIEVE THE PLAN	122	39	28	15	13	28	67	55	32	27	55	43	39	40	22	27	15	11	26	96	36	26	15	32
	31%	28%	32%	31%	30%	34%	29%	32%	22%	25%	47%	22%	31%	50%	31%	40%	26%	34%	26%	32%	25%	33%	42%	32%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE FURTHER COMMUNICATED WITH STAFF	56	27	10	4	4	11	37	19	10	23	19	20	20	15	7	12	13	2	11	44	11	13	5	21
	14%	19%	11%	8%	9%	14%	16%	11%	7%	20%	17%	11%	16%	19%	10%	17%	23%	5%	12%	15%	8%	17%	15%	21%
OUR COMPANY HAS SOME IDEAS, BUT HAS NOT YET WORKED THROUGH WHAT OUR PRIMARY FOCUS IS, AND IS NOT	87	22	22	10	14	20	43	43	41	27	16	47	30	9	15	13	13	7	26	61	38	18	8	16
	22%	15%	25%	20%	32%	24%	19%	25%	28%	24%	14%	24%	24%	12%	22%	19%	22%	23%	26%	20%	27%	22%	24%	16%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	105	43	24	14	8	16	67	38	52	29	18	62	30	13	20	14	13	9	29	77	39	22	6	25
	26%	31%	28%	30%	18%	20%	30%	22%	35%	26%	16%	32%	24%	16%	29%	21%	24%	30%	29%	26%	27%	27%	17%	25%
DON'T HAVE A PLAN	5	1	-	1	1	2	1	4	3	2	-	4	1	-	-	1	-	1	1	3	3	-	-	2
	1%	1%	-	3%	2%	2%	-	2%	2%	2%	-	2%	1%	-	-	1%	-	3%	1%	1%	2%	-	-	2%
OTHER	6	2	1	1	2	1	3	3	2	1	2	5	1	1	-	-	1	-	1	5	4	1	-	1
	2%	2%	1%	2%	4%	1%	1%	2%	1%	1%	2%	2%	1%	1%	-	-	2%	-	1%	2%	3%	1%	-	1%
DON'T KNOW/NOT SURE	18	6	2	2	3	5	8	9	9	2	5	11	3	3	5	1	2	2	4	13	10	1	1	5
	4%	4%	2%	5%	6%	6%	4%	5%	6%	2%	4%	6%	3%	3%	7%	1%	4%	5%	4%	4%	7%	1%	3%	4%
REFUSED	2	1	-	1	-	-	1	1	1	1	-	2	-	-	1	1	-	-	-	2	2	-	-	-
	-	1%	-	2%	-	-	-	-	1%	1%	-	1%	-	-	1%	1%	-	-	-	1%	1%	-	-	-

Table 37-2

QUESTION 30:

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?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES AND ACTIONS TO ACHIEVE THE PLAN	122	62	47	109	11	55	46	18	31	52	36	64	18	35	55	21	40	55	17	48	7	82	16	24
	31%	34%	28%	31%	24%	39%	26%	24%	39%	29%	28%	32%	25%	29%	34%	25%	28%	32%	30%	29%	22%	26%	38%	62%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE FURTHER COMMUNICATED WITH STAFF	56	28	23	52	4	19	29	7	9	25	20	30	11	14	23	11	19	20	10	26	4	41	8	7
	14%	16%	14%	15%	8%	13%	17%	9%	12%	14%	16%	15%	15%	12%	14%	13%	13%	11%	18%	16%	12%	13%	19%	18%
OUR COMPANY HAS SOME IDEAS, BUT HAS NOT YET WORKED THROUGH WHAT OUR PRIMARY FOCUS IS, AND IS NOT	87	30	46	76	10	30	38	13	17	38	30	48	15	24	32	15	40	44	6	37	5	77	8	1
	22%	17%	28%	22%	23%	21%	22%	19%	21%	21%	24%	24%	21%	20%	20%	17%	28%	25%	11%	22%	16%	24%	19%	4%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	105	46	41	86	18	30	46	27	17	51	36	46	24	35	40	31	34	41	20	43	12	92	10	3
	26%	25%	24%	25%	39%	21%	26%	38%	21%	28%	28%	23%	33%	29%	24%	37%	24%	23%	36%	27%	38%	29%	24%	7%
DON'T HAVE A PLAN	5	4	1	5	-	3	2	-	1	2	2	2	-	3	1	-	3	4	-	1	1	5	-	-
	1%	2%	1%	1%	-	2%	1%	-	2%	1%	1%	1%	-	2%	1%	-	2%	2%	-	1%	3%	1%	-	-
OTHER	6	1	4	5	1	-	2	4	1	4	1	3	1	2	2	2	2	3	-	4	1	6	-	1
	2%	-	2%	1%	2%	-	1%	5%	1%	2%	1%	1%	2%	2%	1%	3%	2%	1%	-	2%	3%	2%	-	2%
DON'T KNOW/NOT SURE	18	9	6	15	1	3	12	1	4	8	4	9	2	6	9	3	5	8	2	5	2	15	-	3
	4%	5%	4%	4%	2%	2%	7%	2%	5%	5%	3%	5%	2%	5%	6%	4%	4%	5%	4%	3%	7%	5%	-	7%
REFUSED	2	1	-	1	1	-	-	2	-	2	-	-	1	-	-	1	-	1	1	-	-	2	-	-
	-	-	-	-	2%	-	-	2%	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-

Table 37-3

QUESTION 30:

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?

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES AND ACTIONS TO ACHIEVE THE PLAN	122 31%	99 34%	23 22%	31 34%	33 34%	32 25%	18 28%	80 30%	36 35%	116 31%	5 22%	44 35%	30 28%	13 25%	8 32%	5 20%	3 16%	6 51%	47 30%	73 31%	74 27%	42 39%	49 26%	68 35%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE FURTHER COMMUNICATED WITH STAFF	56 14%	40 13%	16 15%	13 14%	19 20%	13 10%	9 14%	35 13%	20 20%	55 15%	1 3%	26 20%	11 10%	10 19%	2 9%	2 10%	1 4%	- -	16 10%	38 16%	34 12%	19 18%	33 17%	23 12%
OUR COMPANY HAS SOME IDEAS, BUT HAS NOT YET WORKED THROUGH WHAT OUR PRIMARY FOCUS IS, AND IS NOT	87 22%	59 20%	28 26%	22 24%	25 26%	27 21%	10 16%	56 21%	19 19%	75 20%	11 44%	21 17%	32 30%	9 17%	4 14%	7 30%	5 25%	4 35%	36 23%	50 21%	70 25%	15 14%	42 22%	41 21%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	105 26%	74 25%	31 29%	19 21%	16 16%	44 34%	23 35%	79 29%	23 22%	101 27%	4 17%	30 24%	26 25%	16 29%	10 38%	6 27%	7 37%	2 14%	45 28%	60 25%	77 28%	25 23%	56 29%	44 23%
DON'T HAVE A PLAN	5 1%	3 1%	2 2%	2 2%	2 2%	- -	1 1%	2 1%	2 2%	4 1%	1 4%	- -	3 3%	1 2%	1 3%	- -	- -	- -	3 2%	2 1%	5 2%	- -	3 2%	1 -
OTHER	6 2%	6 2%	1 1%	- -	- -	6 4%	1 1%	6 2%	- -	6 2%	1 3%	1 1%	1 1%	2 4%	- -	1 4%	2 8%	- -	2 2%	4 2%	4 1%	2 2%	2 1%	4 2%
DON'T KNOW/NOT SURE	18 4%	12 4%	6 5%	5 5%	2 2%	5 4%	3 4%	13 5%	2 2%	14 4%	2 7%	4 3%	4 4%	2 3%	1 3%	2 9%	1 4%	- -	9 6%	8 3%	11 4%	5 4%	7 3%	11 6%
REFUSED	2 -	2 1%	- -	- -	- -	2 1%	- -	1 -	1 1%	2 -	- -	- -	- -	1 2%	- -	- -	1 4%	- -	- -	2 1%	1 -	- -	- -	2 1%

Table 37-4

QUESTION 30:

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?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES AND ACTIONS TO ACHIEVE THE PLAN	122	59	49	24	18	23	27	19	87	35	63	45	13	74	42	103	16	13	13	10	20	62
	31%	30%	32%	31%	25%	32%	38%	35%	35%	23%	29%	35%	28%	43%	21%	47%	10%	35%	24%	31%	36%	28%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE FURTHER COMMUNICATED WITH STAFF	56	36	15	14	7	8	9	6	41	14	38	18	-	32	19	45	9	2	3	3	10	37
	14%	18%	10%	18%	10%	12%	13%	11%	17%	9%	17%	14%	-	19%	10%	20%	5%	6%	6%	10%	18%	17%
OUR COMPANY HAS SOME IDEAS, BUT HAS NOT YET WORKED THROUGH WHAT OUR PRIMARY FOCUS IS, AND IS NOT	87	47	34	12	24	19	9	11	48	38	48	27	11	30	52	22	64	6	13	9	14	43
	22%	23%	23%	16%	32%	26%	13%	20%	19%	26%	22%	21%	24%	18%	26%	10%	39%	17%	23%	29%	24%	19%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	105	49	42	21	20	10	18	14	59	46	57	30	16	28	70	42	56	12	12	5	9	66
	26%	25%	28%	28%	28%	14%	25%	26%	24%	31%	26%	23%	34%	16%	35%	19%	35%	33%	22%	16%	16%	30%
DON'T HAVE A PLAN	5	2	1	1	2	4	2	-	1	4	-	3	1	1	3	-	5	1	-	1	-	1
	1%	1%	1%	1%	2%	5%	3%	-	-	3%	-	3%	3%	1%	2%	-	3%	4%	-	4%	-	-
OTHER	6	2	2	1	-	3	-	2	2	5	2	2	3	-	5	3	2	-	5	1	-	3
	2%	1%	1%	2%	-	4%	-	3%	1%	3%	1%	1%	7%	-	2%	2%	1%	-	9%	4%	-	1%
DON'T KNOW/NOT SURE	18	3	8	3	2	5	4	2	9	9	11	5	1	6	11	5	10	1	9	2	3	8
	4%	2%	5%	3%	3%	6%	6%	5%	4%	6%	5%	4%	2%	3%	5%	2%	6%	4%	16%	6%	5%	4%
REFUSED	2	1	-	2	-	1	1	-	2	-	1	-	1	-	1	1	1	1	-	-	-	1
	-	-	-	2%	-	1%	1%	-	1%	-	-	-	2%	-	-	-	-	2%	-	-	-	-

Table 37-5

QUESTION 30:

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?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES AND ACTIONS TO ACHIEVE THE PLAN	122 31%	83 30%	79 32%	69 30%	70 31%	54 29%	59 33%	64 36%	64 38%	15 25%	103 31%	42 38%	59 26%	102 30%	18 31%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE FURTHER COMMUNICATED WITH STAFF	56 14%	41 15%	34 14%	32 14%	34 15%	29 16%	24 14%	24 14%	26 15%	7 11%	49 15%	10 9%	37 17%	47 14%	8 14%
OUR COMPANY HAS SOME IDEAS, BUT HAS NOT YET WORKED THROUGH WHAT OUR PRIMARY FOCUS IS, AND IS NOT	87 22%	70 25%	58 24%	57 25%	54 24%	48 26%	46 26%	39 22%	35 20%	10 17%	76 23%	21 19%	56 25%	77 23%	9 16%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	105 26%	68 25%	56 23%	57 25%	52 23%	42 23%	38 21%	41 23%	34 20%	23 38%	81 24%	30 27%	57 25%	87 26%	15 27%
DON'T HAVE A PLAN	5 1%	3 1%	4 2%	4 2%	3 1%	2 1%	2 1%	2 1%	2 1%	- -	5 1%	1 1%	3 1%	4 1%	1 1%
OTHER	6 2%	5 2%	5 2%	4 2%	6 2%	5 3%	5 3%	4 2%	5 3%	1 1%	6 2%	1 1%	3 1%	4 1%	2 4%
DON'T KNOW/NOT SURE	18 4%	6 2%	7 3%	7 3%	8 4%	6 3%	5 3%	4 2%	4 2%	4 7%	14 4%	5 5%	9 4%	14 4%	3 5%
REFUSED	2 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 1%	1 -	- -	1 -	1 -	1 1%

Table 38-1

QUESTION 31:

On a different topic, has your company been hacked or experienced a data breach of some kind?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (YES - NO)	-274	-108	-53	-36	-30	-47	-161	-113	-105	-77	-78	-143	-77	-54	-46	-47	-41	-17	-73	-200	-106	-49	-27	-72
	-68%	-77%	-60%	-76%	-69%	-57%	-71%	-65%	-70%	-69%	-68%	-73%	-62%	-67%	-67%	-69%	-73%	-55%	-74%	-67%	-75%	-61%	-76%	-70%
YES	61	15	17	6	7	16	32	29	22	17	18	25	24	11	11	11	8	7	13	48	18	16	4	14
	15%	11%	19%	12%	16%	20%	14%	17%	15%	15%	15%	13%	19%	14%	17%	16%	13%	23%	13%	16%	13%	19%	11%	14%
NO	335	123	69	42	36	64	193	142	127	94	96	169	100	65	58	58	49	24	86	248	124	65	31	86
	84%	88%	80%	88%	84%	78%	85%	82%	85%	85%	83%	86%	81%	81%	83%	84%	87%	77%	87%	83%	87%	80%	87%	84%
DON'T KNOW/NOT SURE	4	1	1	-	-	2	2	2	1	-	1	1	-	3	-	-	-	-	-	4	-	1	-	3
	1%	1%	1%	-	-	2%	1%	1%	1%	-	1%	-	-	3%	-	-	-	-	-	1%	-	1%	-	3%
REFUSED	1	1	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-	-	-	1	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	2%	-

Table 38-2

QUESTION 31:

On a different topic, has your company been hacked or experienced a data breach of some kind?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER		
																						50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (YES - NO)	-274	-120	-118	-238	-33	-91	-122	-51	-60	-126	-85	-140	-45	-84	-108	-57	-103	-124	-36	-110	-21	-220	-36	-18
	-68%	-66%	-70%	-68%	-70%	-65%	-70%	-71%	-74%	-69%	-66%	-69%	-64%	-71%	-66%	-67%	-71%	-71%	-63%	-67%	-66%	-69%	-86%	-47%
YES	61	29	24	53	7	23	26	10	10	28	21	31	12	16	28	14	19	24	11	26	5	49	2	9
	15%	16%	14%	15%	15%	16%	15%	14%	13%	15%	16%	15%	18%	13%	17%	16%	13%	14%	19%	16%	16%	15%	5%	25%
NO	335	149	142	291	40	114	149	61	70	154	106	171	58	100	135	71	122	149	46	136	26	269	38	27
	84%	82%	85%	84%	85%	81%	85%	86%	87%	85%	82%	84%	81%	84%	83%	83%	85%	85%	81%	83%	82%	84%	90%	72%
DON'T KNOW/NOT SURE	4	3	1	4	-	4	-	-	-	-	2	-	1	3	-	1	3	2	-	2	1	1	2	1
	1%	2%	-	1%	-	3%	-	-	-	-	1%	-	1%	2%	-	1%	2%	1%	-	1%	2%	-	5%	2%
REFUSED	1	-	1	1	-	1	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-	1
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	2%

Table 38-3

QUESTION 31:

On a different topic, has your company been hacked or experienced a data breach of some kind?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (YES - NO)	-274	-198	-76	-84	-68	-69	-42	-174	-75	-250	-21	-84	-84	-43	-9	-18	-5	-12	-125	-147	-193	-67	-142	-118
	-68%	-67%	-71%	-92%	-70%	-53%	-65%	-65%	-74%	-67%	-86%	-67%	-79%	-79%	-35%	-74%	-29%	-100%	-79%	-62%	-70%	-63%	-74%	-61%
YES	61	46	15	2	14	30	11	46	13	59	2	20	10	6	9	3	7	-	17	43	40	19	25	35
	15%	16%	14%	3%	14%	23%	17%	17%	13%	16%	7%	16%	9%	11%	32%	13%	36%	-	11%	18%	14%	18%	13%	18%
NO	335	244	91	86	82	99	53	220	88	309	23	105	94	48	18	21	12	12	141	190	233	87	167	154
	84%	83%	86%	94%	85%	77%	82%	82%	86%	83%	93%	83%	88%	89%	68%	87%	64%	100%	89%	80%	84%	81%	87%	79%
DON'T KNOW/NOT SURE	4	4	-	3	-	-	1	4	-	4	-	1	2	-	-	-	-	-	-	4	3	-	-	4
	1%	1%	-	3%	-	-	1%	1%	-	1%	-	1%	2%	-	-	-	-	-	-	1%	1%	-	-	2%
REFUSED	1	1	-	-	1	-	-	-	1	1	-	-	1	-	-	-	-	-	-	1	-	1	-	1
	-	-	-	-	1%	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-

Table 38-4

QUESTION 31:

On a different topic, has your company been hacked or experienced a data breach of some kind?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (YES - NO)	-274	-129	-90	-52	-55	-55	-52	-33	-166	-107	-133	-97	-38	-120	-139	-149	-112	-20	-29	-22	-32	-156
	-68%	-65%	-59%	-67%	-75%	-77%	-73%	-61%	-67%	-71%	-61%	-75%	-82%	-70%	-69%	-68%	-69%	-56%	-53%	-69%	-57%	-71%
YES	61	34	30	13	9	8	8	10	39	22	42	15	4	25	31	35	25	8	13	5	11	31
	15%	17%	20%	16%	12%	11%	12%	18%	16%	14%	19%	12%	9%	15%	15%	16%	15%	22%	24%	16%	20%	14%
NO	335	163	120	65	64	63	60	43	205	129	175	112	42	145	170	184	137	28	43	27	43	187
	84%	82%	79%	84%	88%	87%	85%	78%	83%	86%	80%	86%	91%	84%	84%	83%	84%	78%	76%	84%	77%	85%
DON'T KNOW/NOT SURE	4	2	1	-	-	1	2	2	4	-	2	2	-	1	1	1	1	-	-	-	2	2
	1%	1%	1%	-	-	1%	3%	4%	1%	-	1%	2%	-	-	-	-	1%	-	-	-	3%	1%
REFUSED	1	-	1	-	-	1	-	-	1	-	-	1	-	1	-	1	-	-	-	-	-	1
	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-

Table 38-5

QUESTION 31:

On a different topic, has your company been hacked or experienced a data breach of some kind?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (YES - NO)	-274 -68%	-201 -73%	-168 -69%	-166 -72%	-168 -74%	-129 -69%	-131 -73%	-115 -64%	-129 -76%	61 100%	-335 -100%	-97 -87%	-146 -65%	-243 -72%	-28 -48%
YES	61 15%	38 14%	37 15%	32 14%	29 13%	28 15%	24 13%	31 17%	21 12%	61 100%	- -	7 6%	38 17%	45 13%	14 25%
NO	335 84%	239 86%	206 85%	198 86%	197 87%	157 84%	155 86%	145 82%	149 88%	- -	335 100%	103 93%	184 82%	288 86%	42 73%
DON'T KNOW/NOT SURE	4 1%	- -	- -	1 -	1 -	1 -	1 -	2 1%	- -	- -	- -	1 1%	2 1%	3 1%	1 1%
REFUSED	1 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

Table 39-1
 QUESTION 32:
 How confident are you that your company is secure from hacking, data breaches, and other technological threats?

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+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (CONFIDENT - NOT CONFIDENT)	278	88	64	34	31	61	152	126	91	87	81	121	97	59	53	44	49	19	59	219	96	45	26	85
	70%	63%	74%	71%	72%	75%	67%	73%	61%	78%	70%	62%	78%	74%	77%	65%	86%	60%	60%	73%	68%	56%	73%	83%
TOTAL CONFIDENT	336	112	75	41	36	71	187	148	118	99	97	156	110	69	60	56	53	25	78	257	118	62	30	93
	84%	80%	86%	85%	85%	87%	82%	86%	79%	89%	85%	80%	88%	87%	87%	81%	93%	80%	78%	86%	83%	77%	85%	91%
TOTAL NOT CONFIDENT	57	25	10	6	6	10	35	22	27	12	16	34	13	10	7	11	4	6	19	39	22	17	4	9
	14%	18%	12%	13%	13%	12%	15%	13%	18%	11%	14%	18%	10%	13%	11%	17%	7%	20%	19%	13%	15%	21%	12%	8%
VERY CONFIDENT	111	37	25	15	11	23	62	49	35	35	34	49	38	24	25	15	8	8	20	91	35	14	12	37
	28%	27%	28%	31%	26%	28%	27%	28%	23%	31%	29%	25%	31%	30%	37%	22%	14%	25%	20%	30%	24%	17%	35%	36%
SOMEWHAT CONFIDENT	224	75	50	26	25	48	125	99	83	64	64	107	72	46	35	41	45	17	58	166	83	48	18	57
	56%	54%	58%	54%	59%	58%	55%	57%	55%	58%	55%	55%	58%	57%	51%	59%	79%	55%	58%	55%	58%	60%	50%	55%
NOT THAT CONFIDENT	38	17	5	5	2	9	22	16	19	6	12	23	6	8	7	10	2	3	13	25	18	8	4	4
	9%	12%	6%	11%	4%	11%	10%	9%	13%	6%	10%	12%	5%	10%	10%	14%	4%	8%	13%	8%	13%	10%	12%	4%
NOT AT ALL CONFIDENT	20	8	5	1	4	1	13	6	7	6	4	11	6	2	1	2	2	4	6	14	3	8	-	5
	5%	6%	6%	3%	9%	1%	6%	4%	5%	6%	4%	6%	5%	2%	1%	2%	3%	12%	6%	5%	2%	10%	-	5%
DON'T KNOW/NOT SURE	6	2	2	1	-	1	4	2	4	-	1	4	2	-	-	1	-	-	3	2	2	2	-	1
	1%	2%	2%	2%	-	1%	2%	1%	2%	-	1%	2%	1%	-	-	2%	-	-	3%	1%	2%	3%	1%	1%
REFUSED	2	1	-	-	1	-	1	1	1	-	1	1	-	1	1	-	-	-	-	2	1	-	1	-
	-	-	-	-	2%	-	-	-	1%	-	1%	-	-	1%	1%	-	-	-	-	1%	1%	-	2%	-

Table 39-2

QUESTION 32:

How confident are you that your company is secure from hacking, data breaches, and other technological threats?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (CONFIDENT - NOT CONFIDENT)	278	134	123	257	20	97	132	38	61	114	96	151	40	87	114	54	112	133	24	119	25	218	34	25
	70%	74%	73%	74%	43%	69%	75%	53%	76%	63%	75%	74%	56%	73%	70%	63%	78%	76%	42%	73%	77%	68%	81%	66%
TOTAL CONFIDENT	336	155	144	299	33	116	153	54	69	148	111	176	55	101	137	69	125	154	40	139	27	266	38	31
	84%	86%	86%	86%	71%	83%	88%	76%	86%	81%	86%	87%	78%	85%	84%	82%	87%	88%	71%	85%	85%	83%	90%	82%
TOTAL NOT CONFIDENT	57	21	21	42	13	19	22	16	8	33	15	24	15	14	23	16	14	20	17	20	2	47	4	6
	14%	12%	13%	12%	27%	14%	12%	23%	10%	18%	12%	12%	21%	12%	14%	18%	10%	12%	29%	12%	8%	15%	10%	16%
VERY CONFIDENT	111	66	33	99	12	35	55	17	22	49	40	55	23	31	46	20	42	52	14	43	11	87	14	10
	28%	36%	20%	28%	26%	25%	31%	23%	27%	27%	31%	27%	33%	26%	29%	24%	29%	30%	25%	26%	35%	27%	34%	25%
SOMEWHAT CONFIDENT	224	90	111	200	21	82	99	38	48	99	71	120	31	70	91	49	84	101	26	96	16	179	24	22
	56%	50%	66%	58%	45%	58%	56%	53%	59%	54%	55%	59%	44%	59%	56%	58%	58%	58%	46%	59%	50%	56%	57%	57%
NOT THAT CONFIDENT	38	13	16	29	7	10	17	10	5	21	11	14	11	9	14	11	8	10	10	17	2	30	4	4
	9%	7%	10%	8%	15%	7%	10%	15%	6%	12%	9%	7%	15%	8%	9%	13%	6%	6%	18%	11%	8%	9%	10%	11%
NOT AT ALL CONFIDENT	20	8	5	14	6	9	5	6	3	12	4	10	4	5	9	5	6	11	6	3	-	18	-	2
	5%	5%	3%	4%	13%	6%	3%	8%	4%	7%	3%	5%	6%	4%	6%	4%	6%	11%	11%	2%	-	5%	-	5%
DON'T KNOW/NOT SURE	6	4	2	6	-	5	-	-	3	1	2	2	-	3	1	-	4	1	-	4	2	6	-	-
	1%	2%	1%	2%	-	3%	-	-	4%	-	1%	1%	-	3%	1%	-	3%	1%	-	2%	7%	2%	-	-
REFUSED	2	-	1	1	1	1	-	1	-	1	1	1	1	-	1	-	-	-	-	1	-	1	-	1
	-	-	-	-	2%	-	-	1%	-	-	1%	-	1%	-	1%	-	-	-	-	1%	-	-	-	2%

Table 39-3

QUESTION 32:

How confident are you that your company is secure from hacking, data breaches, and other technological threats?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (CONFIDENT - NOT CONFIDENT)	278	194	84	76	65	105	25	167	85	252	23	94	79	32	15	14	16	6	117	159	204	64	148	121
	70%	66%	79%	84%	67%	81%	39%	62%	83%	68%	93%	75%	74%	59%	57%	59%	82%	49%	74%	67%	74%	60%	77%	62%
TOTAL CONFIDENT	336	241	95	83	80	115	45	216	93	309	24	108	92	43	21	19	17	8	136	196	239	84	168	156
	84%	82%	89%	91%	83%	89%	69%	80%	91%	83%	97%	86%	87%	80%	78%	79%	91%	69%	86%	83%	87%	78%	87%	81%
TOTAL NOT CONFIDENT	57	47	11	7	16	10	19	48	8	56	1	14	13	11	6	5	2	2	18	37	35	19	20	35
	14%	16%	10%	8%	16%	8%	30%	18%	8%	15%	3%	11%	12%	20%	22%	21%	9%	19%	11%	16%	13%	18%	10%	18%
VERY CONFIDENT	111	71	40	28	26	39	10	74	29	103	7	27	36	21	9	3	3	3	56	53	73	35	52	54
	28%	24%	38%	30%	27%	30%	16%	27%	28%	28%	27%	22%	33%	38%	35%	11%	13%	28%	35%	22%	26%	33%	27%	28%
SOMEWHAT CONFIDENT	224	170	54	56	54	76	34	142	64	206	17	81	56	22	11	16	15	5	80	143	166	49	116	102
	56%	58%	51%	61%	56%	59%	53%	52%	63%	55%	70%	65%	53%	41%	44%	68%	78%	40%	50%	61%	60%	46%	60%	53%
NOT THAT CONFIDENT	38	33	5	6	10	7	12	32	5	37	1	10	8	8	4	2	1	1	14	22	24	11	11	25
	9%	11%	5%	7%	10%	6%	19%	12%	5%	10%	3%	8%	7%	15%	16%	10%	4%	12%	9%	9%	9%	10%	6%	13%
NOT AT ALL CONFIDENT	20	14	5	1	6	3	7	16	3	20	-	4	6	3	1	3	1	1	4	15	11	8	9	10
	5%	5%	5%	1%	6%	3%	11%	6%	3%	5%	-	3%	5%	5%	5%	11%	4%	7%	3%	6%	4%	8%	5%	5%
DON'T KNOW/NOT SURE	6	5	1	1	-	2	1	5	1	6	-	3	-	-	-	-	-	1	4	1	1	3	5	1
	1%	2%	1%	1%	-	2%	1%	2%	1%	2%	-	2%	-	-	-	-	-	12%	3%	1%	-	3%	3%	-
REFUSED	2	2	-	-	1	1	-	1	1	2	-	-	1	-	-	-	-	-	-	2	1	1	-	2
	-	1%	-	-	1%	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	1%	-	1%	-	1%

Table 39-4

QUESTION 32:

How confident are you that your company is secure from hacking, data breaches, and other technological threats?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (CONFIDENT - NOT CONFIDENT)	278	150	103	58	57	38	35	44	180	96	144	103	30	128	130	155	108	22	44	23	49	145
	70%	75%	68%	74%	78%	52%	49%	80%	73%	64%	66%	80%	63%	74%	64%	70%	66%	63%	79%	71%	88%	66%
TOTAL CONFIDENT	336	173	125	67	65	54	53	49	212	122	180	115	37	147	165	185	135	29	49	27	52	181
	84%	87%	82%	86%	88%	75%	74%	90%	86%	81%	82%	89%	80%	86%	82%	84%	83%	81%	89%	84%	93%	82%
TOTAL NOT CONFIDENT	57	23	22	9	7	16	18	6	32	25	36	12	8	19	35	30	27	7	5	4	3	35
	14%	12%	15%	12%	10%	22%	26%	10%	13%	17%	16%	9%	17%	11%	18%	14%	17%	19%	9%	14%	5%	16%
VERY CONFIDENT	111	49	43	24	14	21	18	14	67	44	62	27	20	48	57	69	40	13	14	9	12	59
	28%	24%	29%	31%	19%	29%	25%	26%	27%	29%	28%	21%	42%	28%	28%	31%	25%	35%	26%	27%	22%	27%
SOMEWHAT CONFIDENT	224	124	82	43	51	33	35	35	146	78	117	87	18	99	109	117	95	16	35	18	40	122
	56%	62%	54%	55%	70%	46%	50%	63%	59%	52%	54%	67%	38%	58%	54%	53%	58%	46%	63%	57%	71%	55%
NOT THAT CONFIDENT	38	17	17	5	4	9	14	3	22	16	19	10	7	12	24	20	18	5	5	2	3	22
	9%	8%	11%	7%	5%	13%	20%	6%	9%	10%	9%	8%	15%	7%	12%	9%	11%	15%	9%	6%	5%	10%
NOT AT ALL CONFIDENT	20	6	6	4	3	7	4	3	10	10	17	2	1	7	12	11	9	1	-	3	-	13
	5%	3%	4%	5%	5%	10%	6%	5%	4%	7%	8%	2%	2%	4%	6%	5%	6%	4%	-	8%	-	6%
DON'T KNOW/NOT SURE	6	3	3	1	1	1	-	-	3	3	3	2	-	5	-	5	-	-	1	-	1	4
	1%	2%	2%	2%	2%	2%	-	-	1%	2%	1%	2%	1%	3%	-	2%	-	-	2%	-	2%	2%
REFUSED	2	-	2	-	-	1	-	-	1	1	-	1	1	1	1	1	1	-	-	1	-	1
	-	-	1%	-	-	1%	-	-	-	1%	-	1%	2%	-	-	-	1%	-	-	2%	-	-

Table 39-5

QUESTION 32:

How confident are you that your company is secure from hacking, data breaches, and other technological threats?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (CONFIDENT - NOT CONFIDENT)	278 70%	206 74%	168 69%	181 78%	162 71%	129 69%	130 72%	140 79%	126 74%	31 50%	246 73%	111 100%	224 100%	336 100%	-57 -100%
TOTAL CONFIDENT	336 84%	238 86%	203 84%	203 88%	192 85%	155 83%	153 85%	158 89%	147 86%	45 74%	288 86%	111 100%	224 100%	336 100%	-
TOTAL NOT CONFIDENT	57 14%	32 12%	34 14%	23 10%	30 13%	26 14%	23 13%	18 10%	21 12%	14 24%	42 13%	-	-	-	57 100%
VERY CONFIDENT	111 28%	80 29%	65 27%	66 29%	62 27%	49 26%	56 31%	52 29%	52 31%	7 11%	103 31%	111 100%	-	111 33%	-
SOMEWHAT CONFIDENT	224 56%	158 57%	138 57%	137 59%	131 57%	106 57%	97 54%	106 60%	95 56%	38 63%	184 55%	-	224 100%	224 67%	-
NOT THAT CONFIDENT	38 9%	18 7%	23 9%	17 7%	22 10%	18 10%	16 9%	12 7%	16 9%	9 14%	28 8%	-	-	-	38 66%
NOT AT ALL CONFIDENT	20 5%	14 5%	12 5%	6 2%	8 4%	8 4%	6 4%	5 3%	5 3%	6 9%	14 4%	-	-	-	20 34%
DON'T KNOW/NOT SURE	6 1%	6 2%	5 2%	4 2%	4 2%	4 2%	5 3%	3 2%	2 1%	1 2%	4 1%	-	-	-	-
REFUSED	2 -	1 -	1 -	1 -	1 -	1 -	-	-	-	-	1 -	-	-	-	-

Table 40-1
 QUESTION 33:
 Please tell us which quality/business management systems you are CERTIFIED to.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS																					
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
ISO 9001:2015 [STANDARD]	89	30	15	9	10	25	45	44	16	17	50	21	30	38	12	30	15	11	12	77	21	25	10	24
	22%	21%	17%	19%	23%	31%	20%	25%	11%	15%	44%	11%	24%	47%	17%	44%	26%	35%	12%	26%	15%	31%	28%	24%
ISO 14001:2015 [ENVIRONMENTAL]	17	7	3	2	3	2	10	7	6	2	9	8	4	5	4	4	3	2	3	14	4	6	3	3
	4%	5%	4%	5%	6%	3%	4%	4%	4%	2%	8%	4%	3%	6%	6%	6%	5%	5%	3%	5%	3%	7%	7%	3%
EOS	14	2	5	2	3	2	7	8	3	2	8	4	7	3	2	3	5	1	1	13	2	6	2	3
	4%	2%	5%	5%	8%	2%	3%	4%	2%	1%	7%	2%	5%	4%	3%	4%	8%	3%	1%	4%	2%	7%	5%	3%
ISO 13485:2016 [MEDICAL]	14	7	3	2	1	1	10	4	3	6	3	5	7	2	3	4	1	1	3	11	3	4	1	4
	4%	5%	4%	3%	2%	2%	4%	2%	2%	5%	3%	2%	6%	2%	4%	7%	2%	3%	3%	4%	2%	6%	2%	4%
IATF 16949:2016 [AUTOMOTIVE]	11	4	2	3	1	2	5	6	7	2	1	5	5	1	1	1	1	1	7	4	4	1	1	4
	3%	3%	2%	6%	2%	3%	2%	3%	5%	2%	1%	3%	4%	1%	2%	1%	1%	2%	7%	1%	3%	1%	4%	4%
AS 9100D:2016 [AEROSPACE]	9	2	2	1	1	4	3	6	2	1	5	3	2	3	1	4	2	-	1	8	3	1	1	4
	2%	1%	2%	2%	2%	5%	1%	3%	2%	1%	4%	2%	2%	4%	2%	6%	3%	-	1%	3%	2%	2%	2%	4%
OTHER	14	9	2	1	1	2	11	3	3	3	6	5	6	3	2	4	2	1	3	11	3	4	1	4
	3%	6%	2%	2%	2%	2%	5%	2%	2%	2%	5%	2%	5%	3%	3%	5%	3%	3%	3%	4%	2%	4%	2%	4%
NONE	245	81	57	33	26	47	138	107	109	76	49	148	67	30	49	33	31	15	72	173	111	41	17	55
	61%	58%	66%	69%	61%	58%	61%	62%	73%	68%	42%	76%	54%	37%	71%	47%	56%	50%	72%	58%	78%	51%	47%	54%
DON'T KNOW/NOT SURE	26	11	6	2	2	6	17	9	12	8	4	12	7	7	4	-	2	2	6	20	2	6	5	11
	7%	8%	7%	3%	4%	7%	8%	5%	8%	7%	3%	6%	6%	8%	6%	-	4%	5%	6%	7%	1%	7%	13%	11%
REFUSED	1	-	-	-	-	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-

Table 40-2
 QUESTION 33:
 Please tell us which quality/business management systems you are CERTIFIED to.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
ISO 9001:2015 [STANDARD]	89	55	28	82	5	45	34	9	21	34	30	47	15	23	41	16	28	35	18	35	1	51	16	22
	22%	30%	16%	24%	10%	32%	19%	12%	27%	19%	23%	23%	22%	20%	25%	19%	19%	20%	32%	22%	3%	16%	38%	57%
ISO 14001:2015 [ENVIRONMENTAL]	17	10	4	14	3	7	7	3	2	5	10	11	2	3	10	2	5	11	2	3	-	12	2	3
	4%	6%	2%	4%	6%	5%	4%	5%	3%	3%	8%	5%	3%	3%	6%	2%	3%	6%	4%	2%	-	4%	5%	7%
EOS	14	6	8	14	1	4	5	5	2	10	2	7	3	4	6	4	3	7	5	2	-	11	2	1
	4%	3%	5%	4%	2%	3%	3%	8%	3%	6%	1%	3%	4%	3%	4%	4%	2%	4%	8%	1%	-	3%	5%	4%
ISO 13485:2016 [MEDICAL]	14	7	7	14	-	4	9	1	4	7	3	10	3	2	8	3	3	5	2	7	-	12	2	-
	4%	4%	4%	4%	-	3%	5%	1%	5%	4%	3%	5%	4%	1%	5%	3%	2%	3%	3%	4%	-	4%	5%	-
IATF 16949:2016 [AUTOMOTIVE]	11	6	2	8	4	2	4	4	4	7	-	4	2	5	4	1	5	4	2	5	2	10	-	1
	3%	3%	1%	2%	8%	1%	2%	6%	5%	4%	-	2%	3%	4%	3%	2%	4%	2%	4%	3%	7%	3%	-	2%
AS 9100D:2016 [AEROSPACE]	9	8	2	9	-	1	6	1	3	2	4	4	2	4	5	1	3	4	1	4	1	6	2	1
	2%	4%	1%	3%	-	1%	3%	1%	4%	1%	3%	2%	2%	3%	3%	1%	2%	2%	1%	3%	3%	2%	5%	4%
OTHER	14	6	7	12	1	5	5	4	2	6	6	10	1	2	8	3	3	6	2	6	1	11	2	1
	3%	3%	4%	4%	3%	3%	3%	6%	2%	3%	5%	5%	1%	2%	5%	3%	2%	3%	3%	4%	3%	4%	5%	2%
NONE	245	98	113	212	31	77	120	40	46	118	76	123	39	80	94	55	94	116	25	101	27	215	22	8
	61%	54%	68%	61%	67%	55%	69%	56%	58%	65%	59%	61%	55%	67%	58%	64%	65%	66%	44%	62%	85%	67%	52%	20%
DON'T KNOW/NOT SURE	26	12	11	23	3	8	7	10	4	13	8	14	7	5	12	5	9	10	4	12	-	19	-	7
	7%	6%	7%	7%	7%	6%	4%	13%	5%	7%	6%	7%	10%	4%	7%	5%	6%	6%	7%	7%	-	6%	-	18%
REFUSED	1	-	-	-	-	-	-	-	1	-	-	-	-	1	-	-	1	1	-	-	-	1	-	-
	-	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-

Table 40-3
 QUESTION 33:
 Please tell us which quality/business management systems you are CERTIFIED to.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
ISO 9001:2015 [STANDARD]	89 22%	70 24%	18 17%	14 15%	29 30%	27 21%	17 26%	59 22%	27 26%	85 23%	3 14%	35 28%	19 18%	9 16%	9 34%	5 23%	1 4%	2 19%	23 15%	64 27%	56 20%	28 26%	35 18%	49 25%
ISO 14001:2015 [ENVIRONMENTAL]	17 4%	13 4%	4 4%	2 3%	3 3%	3 2%	7 11%	11 4%	5 5%	16 4%	1 3%	11 9%	1 1%	2 3%	- -	1 4%	- -	1 7%	7 4%	10 4%	9 3%	8 7%	8 4%	9 5%
EOS	14 4%	8 3%	6 6%	1 2%	4 4%	6 4%	3 4%	9 3%	3 3%	13 3%	2 6%	6 5%	4 4%	1 2%	- 1%	1 4%	- -	- -	8 5%	7 3%	10 4%	4 4%	7 3%	8 4%
ISO 13485:2016 [MEDICAL]	14 4%	11 4%	3 3%	1 2%	5 5%	8 6%	- -	10 4%	3 3%	13 4%	1 3%	6 5%	1 1%	2 4%	2 6%	1 4%	1 4%	- -	6 4%	8 4%	12 4%	3 2%	7 4%	7 4%
IATF 16949:2016 [AUTOMOTIVE]	11 3%	8 3%	4 3%	5 6%	4 4%	2 2%	- -	9 3%	2 1%	10 3%	1 3%	4 3%	1 1%	3 6%	1 5%	1 4%	- -	- -	4 2%	7 3%	8 3%	2 1%	4 2%	7 4%
AS 9100D:2016 [AEROSPACE]	9 2%	7 2%	3 2%	2 3%	3 3%	3 2%	1 1%	6 2%	3 3%	8 2%	1 3%	7 5%	1 1%	1 2%	- -	1 4%	- -	- -	3 2%	6 3%	7 2%	2 2%	6 3%	3 2%
OTHER	14 3%	10 3%	4 4%	2 2%	4 4%	5 4%	3 4%	11 4%	2 2%	14 4%	- -	4 3%	6 5%	2 4%	1 3%	2 7%	- -	- -	5 3%	9 4%	7 2%	7 7%	6 3%	7 4%
NONE	245 61%	181 62%	64 61%	64 70%	52 54%	78 61%	39 60%	165 61%	62 60%	226 61%	16 64%	71 56%	65 61%	37 68%	12 47%	15 63%	13 69%	9 74%	104 66%	137 58%	176 64%	59 55%	126 65%	110 57%
DON'T KNOW/NOT SURE	26 7%	16 5%	11 10%	6 6%	4 5%	9 7%	3 5%	17 6%	7 7%	25 7%	1 6%	7 5%	10 10%	3 5%	1 3%	- -	4 23%	1 7%	17 11%	8 4%	17 6%	8 8%	11 6%	15 8%
REFUSED	1 -	1 -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 3%	1 1%	- -	- -	- -	- -	- -	- -	- -	1 -	- -	- -	1 -	- -

Table 40-4
 QUESTION 33:
 Please tell us which quality/business management systems you are CERTIFIED to.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
ISO 9001:2015 [STANDARD]	89	43	33	21	12	19	23	19	71	18	51	32	6	51	33	66	19	9	11	7	15	42
	22%	21%	22%	27%	16%	26%	32%	34%	29%	12%	23%	25%	12%	30%	16%	30%	11%	24%	20%	22%	27%	19%
ISO 14001:2015 [ENVIRONMENTAL]	17	9	8	6	3	5	4	3	10	7	11	5	1	9	8	13	3	-	3	3	1	10
	4%	5%	5%	7%	4%	7%	5%	5%	4%	4%	5%	4%	2%	5%	4%	6%	2%	-	6%	8%	2%	4%
EOS	14	9	5	5	2	1	3	5	13	1	9	5	-	7	7	14	-	1	2	3	3	5
	4%	4%	3%	7%	2%	1%	5%	8%	5%	1%	4%	4%	-	4%	3%	7%	-	4%	4%	8%	5%	2%
ISO 13485:2016 [MEDICAL]	14	8	5	6	1	1	2	4	11	3	10	3	1	8	5	12	3	1	1	1	1	10
	4%	4%	3%	8%	1%	1%	2%	7%	4%	2%	5%	3%	2%	5%	2%	5%	2%	2%	2%	2%	2%	5%
IATF 16949:2016 [AUTOMOTIVE]	11	7	5	5	3	2	-	2	6	5	7	3	1	2	8	7	3	1	-	1	3	5
	3%	4%	3%	6%	4%	2%	-	4%	2%	4%	3%	2%	3%	1%	4%	3%	2%	4%	-	2%	5%	2%
AS 9100D:2016 [AEROSPACE]	9	3	5	1	1	2	1	2	7	2	7	-	2	5	4	8	1	1	-	1	3	3
	2%	2%	3%	2%	1%	2%	1%	4%	3%	2%	3%	-	4%	3%	2%	4%	1%	4%	-	2%	5%	1%
OTHER	14	8	3	3	4	1	3	2	11	3	11	2	1	7	6	10	4	-	1	1	3	11
	3%	4%	2%	4%	5%	2%	4%	3%	4%	2%	5%	1%	2%	4%	3%	5%	2%	-	2%	2%	5%	5%
NONE	245	119	95	42	47	43	42	31	131	112	130	78	32	94	137	110	126	24	33	19	31	137
	61%	60%	62%	54%	65%	59%	59%	57%	53%	74%	60%	60%	69%	55%	68%	50%	78%	67%	60%	59%	56%	62%
DON'T KNOW/NOT SURE	26	11	9	5	5	4	2	2	17	9	11	9	6	11	12	17	7	1	5	3	4	17
	7%	6%	6%	7%	7%	6%	2%	5%	7%	6%	5%	7%	12%	6%	6%	8%	4%	2%	9%	8%	7%	8%
REFUSED	1	-	1	-	-	-	-	-	-	1	1	-	-	-	-	1	-	-	5	-	-	-
	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	9%	-	-	-

Table 40-5
 QUESTION 33:
 Please tell us which quality/business management systems you are CERTIFIED to.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
ISO 9001:2015 [STANDARD]	89 22%	56 20%	63 26%	53 23%	56 25%	42 23%	49 27%	51 28%	45 27%	15 25%	72 21%	19 17%	54 24%	72 22%	16 27%
ISO 14001:2015 [ENVIRONMENTAL]	17 4%	13 5%	12 5%	12 5%	13 6%	10 5%	11 6%	10 5%	12 7%	3 5%	14 4%	5 4%	9 4%	14 4%	3 6%
EOS	14 4%	12 4%	11 4%	10 4%	11 5%	10 5%	7 4%	10 6%	11 6%	2 3%	12 4%	6 6%	8 4%	14 4%	- -
ISO 13485:2016 [MEDICAL]	14 4%	12 4%	8 3%	9 4%	10 4%	11 6%	5 3%	7 4%	8 5%	3 4%	12 3%	1 1%	10 4%	11 3%	3 5%
IATF 16949:2016 [AUTOMOTIVE]	11 3%	9 3%	10 4%	7 3%	5 2%	4 2%	5 3%	7 4%	5 3%	3 5%	8 2%	4 3%	6 3%	9 3%	2 3%
AS 9100D:2016 [AEROSPACE]	9 2%	8 3%	9 4%	8 3%	8 3%	7 4%	7 4%	6 3%	8 4%	- -	9 3%	5 4%	4 2%	9 3%	- -
OTHER	14 3%	7 2%	5 2%	8 3%	7 3%	6 3%	4 2%	4 2%	6 4%	3 5%	11 3%	1 1%	10 4%	11 3%	3 5%
NONE	245 61%	176 64%	141 58%	140 61%	138 61%	111 60%	103 57%	100 56%	93 55%	31 50%	213 64%	76 68%	132 59%	208 62%	32 56%
DON'T KNOW/NOT SURE	26 7%	15 6%	15 6%	15 7%	12 5%	12 7%	13 7%	10 6%	14 8%	4 7%	21 6%	9 8%	14 6%	23 7%	3 4%
REFUSED	1 -	1 -	1 -	- -	1 -	1 -	1 -	- -	1 1%	1 1%	- -	- -	1 -	1 -	- -

Table 41-1
 QUESTION 34:
 Why have you implemented a quality/business management system? Please choose the top one or two reasons.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS						COS	MILL	MILL	MILL+	10	11-50	51+	CESS	SION							
BASE-TOTAL ASKED	117	41	23	13	15	26	64	54	25	25	58	29	44	44	13	35	21	13	19	98	26	34	13	32
	100%	35%	19%	11%	13%	22%	54%	46%	21%	21%	49%	25%	38%	37%	11%	30%	18%	11%	16%	84%	22%	29%	11%	28%
TO IMPROVE QUALITY	46	19	6	5	4	11	25	20	13	10	20	9	15	21	7	10	12	3	10	36	10	14	6	11
	39%	47%	27%	42%	27%	42%	40%	38%	53%	39%	35%	30%	35%	49%	54%	29%	56%	19%	54%	36%	38%	41%	44%	35%
CUSTOMER REQUIRED IT	41	20	9	4	6	3	29	13	6	13	20	10	16	15	3	15	5	6	6	36	12	6	5	12
	35%	48%	39%	31%	41%	11%	45%	24%	24%	52%	34%	36%	37%	34%	22%	42%	25%	46%	30%	36%	45%	18%	41%	36%
IMPROVE PROCESSES AND PERFORMANCE	41	10	10	8	6	8	20	21	6	11	21	10	19	13	5	10	7	6	4	37	8	7	6	12
	35%	24%	45%	63%	39%	29%	32%	39%	26%	45%	35%	34%	42%	29%	39%	27%	32%	46%	23%	38%	31%	22%	48%	37%
STRUCTURE AND CONTROL FOR GROWTH	24	7	4	2	2	9	11	13	6	1	16	4	9	12	4	9	3	3	4	20	2	5	3	11
	21%	17%	19%	18%	11%	36%	18%	24%	25%	3%	27%	15%	20%	26%	33%	26%	13%	24%	23%	20%	9%	15%	24%	34%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	20	7	6	4	3	1	13	8	2	1	16	3	6	11	-	8	4	3	1	19	1	16	2	2
	17%	18%	25%	28%	17%	6%	20%	14%	9%	3%	28%	9%	15%	26%	-	23%	20%	23%	8%	19%	3%	47%	13%	6%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	13	3	4	-	2	5	6	7	2	4	7	4	4	5	1	3	6	-	1	11	2	7	-	4
	11%	6%	16%	-	11%	21%	10%	13%	8%	16%	13%	15%	9%	11%	6%	8%	27%	-	8%	12%	7%	21%	-	14%
OTHER	2	-	1	-	-	1	1	1	-	-	1	-	2	-	-	2	-	-	-	2	1	-	-	1
	1%	-	4%	-	-	3%	1%	2%	-	-	1%	-	4%	-	-	5%	-	-	-	2%	3%	-	-	3%
DON'T KNOW/NOT SURE	1	1	-	-	-	-	1	-	1	-	-	1	-	-	-	-	-	-	-	1	1	-	-	-
	1%	2%	-	-	-	-	1%	-	3%	-	-	3%	-	-	-	-	-	-	-	1%	3%	-	-	-
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 41-2

QUESTION 34:

Why have you implemented a quality/business management system? Please choose the top one or two reasons.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL ASKED	117	66	39	105	11	51	45	19	28	47	39	60	24	30	52	23	37	44	26	46	4	74	20	24
	100%	56%	33%	89%	9%	43%	38%	16%	24%	40%	33%	51%	20%	26%	44%	20%	31%	37%	22%	39%	3%	63%	17%	20%
TO IMPROVE QUALITY	46	26	14	40	4	21	19	5	10	15	18	21	8	15	18	8	15	20	11	15	2	24	8	13
	39%	39%	37%	38%	34%	41%	42%	26%	35%	32%	48%	35%	32%	49%	36%	33%	40%	46%	41%	33%	57%	33%	40%	57%
CUSTOMER REQUIRED IT	41	23	14	37	5	18	15	7	13	19	9	22	10	9	22	6	11	12	10	19	2	27	8	7
	35%	35%	35%	35%	42%	36%	35%	36%	46%	41%	24%	38%	41%	31%	43%	25%	31%	28%	38%	42%	57%	36%	40%	29%
IMPROVE PROCESSES AND PERFORMANCE	41	18	19	37	5	18	13	10	8	18	14	22	8	11	15	8	19	16	4	20	3	29	4	9
	35%	27%	49%	35%	42%	35%	29%	53%	28%	38%	37%	36%	34%	35%	29%	32%	52%	37%	16%	43%	78%	39%	20%	37%
STRUCTURE AND CONTROL FOR GROWTH	24	16	7	23	1	6	14	2	8	9	7	12	5	7	11	5	7	10	6	8	-	13	6	5
	21%	24%	18%	22%	13%	11%	32%	11%	28%	19%	19%	20%	21%	23%	22%	22%	20%	22%	23%	18%	-	18%	30%	23%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	20	9	8	18	1	13	5	3	2	8	10	12	2	3	8	6	4	8	5	8	1	9	6	5
	17%	14%	21%	17%	8%	25%	10%	16%	6%	17%	25%	21%	8%	11%	15%	26%	12%	18%	17%	17%	22%	12%	30%	23%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	13	8	5	12	1	9	1	4	3	5	5	9	3	1	7	2	4	5	3	5	-	9	2	3
	11%	12%	12%	12%	8%	17%	2%	20%	11%	11%	13%	15%	12%	3%	13%	9%	10%	10%	11%	11%	-	12%	10%	12%
OTHER	2	2	-	2	-	1	1	-	1	-	1	1	1	-	1	-	1	-	2	-	-	2	-	-
	1%	3%	-	2%	-	2%	2%	-	3%	-	2%	1%	4%	-	2%	-	2%	-	7%	-	-	2%	-	-
DON'T KNOW/NOT SURE	1	-	1	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-
	1%	-	2%	1%	-	-	2%	-	-	2%	-	-	4%	-	-	4%	-	-	3%	-	-	1%	-	-
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 41-3

QUESTION 34:

Why have you implemented a quality/business management system? Please choose the top one or two reasons.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL ASKED	117	90	28	19	37	38	20	80	31	111	7	44	25	15	12	8	2	2	32	85	79	33	48	64
	100%	77%	23%	16%	31%	32%	17%	68%	26%	94%	6%	38%	21%	12%	10%	7%	1%	2%	27%	72%	67%	28%	41%	55%
TO IMPROVE QUALITY	46	34	12	11	11	14	9	28	16	44	2	18	9	7	8	2	-	-	11	35	26	15	21	23
	39%	38%	43%	57%	30%	37%	44%	35%	53%	40%	25%	41%	35%	49%	64%	29%	-	-	34%	41%	33%	45%	43%	36%
CUSTOMER REQUIRED IT	41	28	14	4	15	13	7	28	11	39	3	16	5	8	3	1	2	1	10	31	30	9	17	22
	35%	31%	49%	23%	42%	33%	33%	35%	35%	35%	39%	37%	20%	57%	21%	10%	100%	37%	31%	36%	38%	27%	35%	34%
IMPROVE PROCESSES AND PERFORMANCE	41	33	8	7	17	14	2	33	6	39	2	16	9	2	3	5	-	-	10	31	30	11	13	28
	35%	37%	29%	39%	46%	36%	11%	42%	18%	35%	38%	37%	37%	11%	25%	60%	-	-	33%	37%	38%	34%	26%	43%
STRUCTURE AND CONTROL FOR GROWTH	24	16	8	4	7	10	4	17	7	24	1	9	7	2	2	1	1	1	7	18	16	7	10	14
	21%	18%	30%	19%	18%	27%	18%	21%	23%	21%	11%	21%	28%	12%	14%	10%	50%	63%	22%	21%	20%	23%	22%	21%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	20	18	3	-	8	4	8	15	5	20	1	9	5	4	2	1	-	-	4	16	11	9	7	13
	17%	20%	10%	-	22%	11%	41%	18%	16%	18%	12%	20%	20%	26%	17%	11%	-	-	13%	19%	14%	28%	15%	21%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	13	10	3	2	2	7	2	7	5	12	2	4	3	1	4	1	-	-	3	9	10	3	5	8
	11%	11%	12%	9%	6%	19%	10%	9%	15%	11%	24%	9%	11%	6%	33%	10%	-	-	11%	11%	13%	9%	9%	13%
OTHER	2	2	-	1	1	-	-	2	-	2	-	-	1	-	-	1	-	-	2	-	1	1	1	-
	1%	2%	-	4%	2%	-	-	2%	-	2%	-	-	3%	-	-	10%	-	-	5%	-	1%	3%	2%	-
DON'T KNOW/NOT SURE	1	1	-	-	-	-	1	1	-	1	-	-	1	-	-	-	-	-	-	1	-	1	1	-
	1%	1%	-	-	-	-	4%	1%	-	1%	-	-	3%	-	-	-	-	-	-	1%	-	3%	2%	-
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 41-4

QUESTION 34:

Why have you implemented a quality/business management system? Please choose the top one or two reasons.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	117	63	45	31	17	24	25	21	92	25	69	41	8	64	46	86	25	11	11	11	18	59
	100%	54%	38%	26%	14%	20%	21%	17%	79%	21%	59%	35%	7%	54%	39%	73%	22%	19%	19%	18%	31%	50%
TO IMPROVE QUALITY	46	25	18	12	11	9	14	9	40	6	26	18	1	20	20	31	11	3	2	3	10	24
	39%	40%	41%	40%	63%	36%	55%	44%	43%	23%	38%	45%	18%	31%	43%	36%	44%	29%	21%	24%	53%	42%
CUSTOMER REQUIRED IT	41	26	16	10	4	13	7	7	33	8	31	8	3	22	18	28	12	5	4	4	2	26
	35%	41%	35%	34%	24%	52%	30%	34%	36%	32%	45%	19%	32%	35%	40%	32%	46%	47%	36%	41%	9%	44%
IMPROVE PROCESSES AND PERFORMANCE	41	22	15	12	7	9	6	8	32	10	25	15	2	21	17	29	9	3	5	4	8	20
	35%	35%	33%	38%	41%	36%	22%	38%	34%	39%	36%	36%	21%	33%	38%	34%	36%	29%	42%	35%	47%	34%
STRUCTURE AND CONTROL FOR GROWTH	24	12	10	5	3	5	8	2	20	5	12	9	4	15	8	21	4	3	1	2	5	9
	21%	19%	22%	17%	18%	19%	30%	8%	21%	19%	18%	21%	47%	24%	17%	24%	16%	29%	11%	18%	26%	16%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	20	11	10	10	6	2	4	5	19	2	14	6	-	16	4	19	1	1	2	2	1	11
	17%	18%	22%	32%	37%	8%	17%	25%	20%	7%	21%	15%	-	24%	9%	22%	6%	12%	21%	18%	6%	18%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	13	9	2	4	2	2	4	2	10	3	4	9	-	6	7	10	3	1	-	1	5	4
	11%	15%	4%	14%	9%	7%	15%	11%	11%	13%	6%	22%	-	10%	15%	11%	10%	12%	-	12%	30%	7%
OTHER	2	1	-	-	-	-	1	-	2	-	1	-	1	2	-	1	1	1	-	-	-	1
	1%	1%	-	-	-	-	3%	-	2%	-	1%	-	11%	3%	-	1%	3%	6%	-	-	-	1%
DON'T KNOW/NOT SURE	1	-	1	-	-	1	-	-	-	1	-	1	-	1	-	1	-	-	-	-	-	1
	1%	-	2%	-	-	3%	-	-	-	3%	-	2%	-	1%	-	1%	-	-	-	-	-	1%
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 41-5

QUESTION 34:

Why have you implemented a quality/business management system? Please choose the top one or two reasons.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL ASKED	117 100%	81 69%	84 72%	70 59%	72 61%	59 50%	60 51%	65 55%	60 51%	22 19%	94 80%	25 22%	72 61%	97 83%	20 17%
TO IMPROVE QUALITY	46 39%	25 31%	32 38%	22 31%	27 38%	19 33%	22 37%	20 31%	19 32%	7 34%	36 39%	10 39%	29 41%	39 41%	6 32%
CUSTOMER REQUIRED IT	41 35%	28 34%	28 33%	25 36%	24 33%	21 35%	16 27%	20 30%	15 25%	10 47%	31 33%	9 37%	26 36%	35 36%	7 33%
IMPROVE PROCESSES AND PERFORMANCE	41 35%	30 37%	29 34%	31 44%	26 37%	22 37%	21 36%	30 46%	24 40%	9 42%	32 34%	9 36%	28 39%	37 38%	4 18%
STRUCTURE AND CONTROL FOR GROWTH	24 21%	18 23%	21 25%	18 26%	21 29%	17 29%	21 35%	17 27%	17 29%	3 12%	22 23%	9 34%	11 16%	20 21%	4 22%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	20 17%	15 19%	14 17%	11 15%	10 14%	4 7%	11 18%	8 12%	10 17%	2 8%	19 20%	3 12%	12 17%	15 15%	5 24%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	13 11%	11 13%	11 14%	8 12%	8 11%	6 11%	6 10%	8 12%	9 15%	6 26%	8 8%	1 3%	12 16%	12 13%	1 4%
OTHER	2 1%	2 2%	2 2%	2 2%	2 2%	2 3%	2 3%	2 3%	2 3%	- -	2 2%	1 3%	- -	1 1%	1 4%
DON'T KNOW/NOT SURE	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 4%	- -	- -	- -	- -	1 4%
REFUSED	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

Table 42-1
 QUESTION 35:
 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	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
TOTAL UNDER 50	319	111	69	43	40	56	180	139	143	104	54	195	124	-	50	50	43	24	99	219	140	55	26	71
-----	80%	79%	80%	89%	93%	68%	79%	80%	96%	93%	47%	100%	100%	-	73%	72%	76%	76%	100%	73%	98%	67%	73%	69%
TOTAL 51-150	60	22	14	4	-	20	36	24	6	6	44	-	-	60	16	14	10	6	-	60	2	22	6	20
-----	15%	16%	16%	8%	-	25%	16%	14%	4%	5%	38%	-	-	75%	23%	20%	18%	19%	-	20%	1%	27%	17%	19%
TOTAL 151+	20	7	3	1	3	6	10	10	-	2	17	-	-	20	3	5	3	1	-	20	1	4	3	11
-----	5%	5%	4%	3%	7%	7%	5%	6%	-	2%	14%	-	-	25%	4%	7%	6%	4%	-	7%	-	5%	10%	11%
UNDER 10	195	68	42	29	23	33	110	85	126	49	8	195	-	-	27	30	22	10	75	120	110	32	9	33
	49%	49%	48%	60%	53%	40%	49%	49%	84%	44%	7%	100%	-	-	40%	43%	39%	32%	75%	40%	77%	39%	25%	32%
11-25	82	26	18	10	9	19	45	37	18	42	17	-	82	-	16	10	12	9	22	60	20	15	9	25
	20%	19%	21%	21%	20%	23%	20%	22%	12%	38%	15%	-	66%	-	23%	15%	20%	30%	22%	20%	14%	18%	26%	24%
26-50	42	16	9	4	9	4	25	17	-	13	29	-	42	-	7	10	10	4	3	39	9	8	8	13
	11%	12%	11%	8%	20%	5%	11%	10%	-	11%	25%	-	34%	-	10%	15%	17%	14%	3%	13%	7%	10%	21%	13%
51-100	42	16	8	4	-	14	24	18	2	4	32	-	-	42	14	10	6	2	-	42	-	14	6	16
	10%	11%	9%	8%	-	17%	11%	10%	1%	4%	28%	-	-	52%	20%	14%	11%	7%	-	14%	-	17%	17%	16%
101-150	18	6	6	-	-	6	12	6	4	2	12	-	-	18	2	4	4	4	-	18	2	8	-	4
	5%	4%	7%	-	-	7%	5%	4%	3%	2%	10%	-	-	23%	3%	6%	7%	13%	-	6%	1%	10%	-	4%
151 TO 250	5	2	1	-	1	1	3	2	-	-	5	-	-	5	1	1	1	-	-	5	-	1	1	3
	1%	1%	1%	-	2%	2%	1%	1%	-	-	4%	-	-	6%	1%	2%	2%	-	-	2%	-	2%	2%	3%
MORE THAN 250	15	5	3	1	2	4	8	8	-	2	12	-	-	15	2	3	2	1	-	15	1	3	3	8
	4%	3%	3%	3%	5%	5%	3%	4%	-	2%	10%	-	-	19%	3%	5%	4%	4%	-	5%	-	3%	8%	8%
DON'T KNOW/NOT SURE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
101+	38	13	9	1	3	12	22	16	4	4	29	-	-	38	5	9	7	5	-	38	3	12	3	15
	10%	9%	11%	3%	7%	14%	10%	9%	3%	4%	25%	-	-	48%	7%	13%	13%	17%	-	13%	2%	15%	10%	15%

Table 42-2
 QUESTION 35:
 How many people does your company employ in all its facilities in Minnesota?

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
TOTAL UNDER 50	319	130	140	270	46	102	144	61	60	153	100	157	55	102	125	75	117	140	47	130	28	319	-	-
	80%	72%	83%	77%	100%	73%	82%	85%	75%	84%	78%	78%	78%	86%	77%	89%	81%	80%	82%	80%	87%	100%	-	-
TOTAL 51-150	60	34	24	58	-	28	22	10	16	24	18	34	14	10	28	8	20	28	8	24	2	-	42	18
	15%	19%	14%	17%	-	20%	13%	14%	20%	13%	14%	17%	20%	8%	17%	9%	14%	16%	14%	15%	6%	-	100%	47%
TOTAL 151+	20	16	4	20	-	10	8	1	4	6	10	11	1	6	10	1	7	7	2	9	2	-	-	20
	5%	9%	2%	6%	-	7%	5%	1%	5%	3%	8%	5%	2%	5%	6%	2%	5%	4%	4%	5%	7%	-	-	53%
UNDER 10	195	67	89	156	36	54	96	41	36	96	58	88	35	68	73	48	74	80	32	82	21	195	-	-
	49%	37%	53%	45%	77%	38%	55%	57%	45%	53%	45%	43%	50%	57%	45%	56%	51%	46%	56%	50%	65%	61%	-	-
11-25	82	38	36	73	8	24	34	18	13	39	29	41	14	27	33	20	29	41	11	28	6	82	-	-
	20%	21%	21%	21%	18%	17%	19%	24%	16%	21%	22%	20%	20%	23%	20%	23%	20%	24%	19%	17%	20%	26%	-	-
26-50	42	25	15	40	2	25	14	2	11	17	14	28	6	7	19	8	14	18	4	20	1	42	-	-
	11%	14%	9%	12%	5%	18%	8%	3%	13%	10%	11%	14%	8%	6%	12%	10%	10%	10%	7%	12%	3%	13%	-	-
51-100	42	24	18	42	-	18	18	6	12	16	12	24	8	10	18	6	16	20	8	14	2	-	42	-
	10%	13%	11%	12%	-	13%	10%	8%	15%	9%	9%	12%	11%	8%	11%	7%	11%	11%	14%	9%	6%	-	100%	-
101-150	18	10	6	16	-	10	4	4	4	8	6	10	6	-	10	2	4	8	-	10	-	-	-	18
	5%	6%	4%	5%	-	7%	2%	6%	5%	4%	5%	5%	8%	-	6%	2%	3%	5%	-	6%	-	-	-	47%
151 TO 250	5	5	-	5	-	2	3	-	-	1	3	3	-	1	2	-	2	2	1	1	-	-	-	5
	1%	3%	-	1%	-	1%	2%	-	-	1%	3%	1%	-	1%	1%	-	1%	1%	1%	1%	-	-	-	13%
MORE THAN 250	15	11	4	15	-	8	6	1	4	4	7	8	1	5	8	1	5	5	1	8	2	-	-	15
	4%	6%	2%	4%	-	6%	3%	1%	5%	2%	5%	4%	2%	4%	5%	2%	3%	3%	2%	5%	7%	-	-	40%
DON'T KNOW/NOT SURE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
101+	38	26	10	36	-	20	12	5	8	14	16	21	7	6	20	3	11	15	2	19	2	-	-	38
	10%	14%	6%	10%	-	14%	7%	7%	10%	7%	13%	10%	10%	5%	12%	4%	8%	9%	4%	12%	7%	-	-	100%

Table 42-3
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
TOTAL UNDER 50 -----	319 80%	232 79%	87 82%	75 82%	76 78%	103 80%	48 74%	223 82%	73 71%	295 79%	21 86%	88 70%	88 82%	44 81%	19 72%	23 96%	16 86%	12 100%	139 88%	174 74%	226 82%	79 74%	161 84%	146 75%
TOTAL 51-150 -----	60 15%	44 15%	16 15%	10 11%	16 16%	20 16%	14 22%	36 13%	22 22%	58 16%	2 8%	26 21%	14 13%	10 18%	6 23%	- -	2 11%	- -	14 9%	46 19%	38 14%	20 19%	22 11%	36 19%
TOTAL 151+ -----	20 5%	17 6%	3 3%	6 7%	5 5%	6 4%	3 4%	11 4%	8 7%	19 5%	1 6%	11 9%	5 5%	- -	1 5%	1 3%	1 4%	- -	4 3%	16 7%	11 4%	8 8%	9 5%	11 6%
UNDER 10	195 49%	148 50%	47 45%	51 56%	39 41%	61 47%	31 48%	138 51%	40 39%	178 48%	15 63%	45 36%	56 53%	33 61%	10 38%	11 46%	10 52%	11 93%	93 59%	101 43%	143 52%	43 40%	101 52%	90 47%
11-25	82 20%	50 17%	32 30%	16 18%	25 26%	27 21%	11 17%	57 21%	21 21%	79 21%	3 10%	27 22%	21 20%	6 11%	6 25%	9 39%	2 13%	1 7%	34 22%	46 19%	52 19%	25 23%	36 19%	42 22%
26-50	42 11%	35 12%	7 7%	8 8%	12 12%	15 12%	7 10%	27 10%	12 11%	38 10%	3 13%	16 13%	10 9%	5 9%	3 10%	3 11%	4 21%	- -	12 8%	28 12%	31 11%	11 10%	25 13%	14 7%
51-100	42 10%	28 10%	14 13%	10 11%	12 12%	12 9%	8 12%	26 10%	14 14%	40 11%	2 8%	20 16%	12 11%	8 15%	2 8%	- -	- -	- -	10 6%	32 14%	26 9%	14 13%	14 7%	26 13%
101-150	18 5%	16 5%	2 2%	- -	4 4%	8 6%	6 9%	10 4%	8 8%	18 5%	- -	6 5%	2 2%	2 4%	4 15%	- -	2 11%	- -	4 3%	14 6%	12 4%	6 6%	8 4%	10 5%
151 TO 250	5 1%	3 1%	1 1%	1 1%	1 1%	2 2%	- -	3 1%	2 2%	5 1%	- -	3 2%	1 1%	- -	- -	1 3%	- -	- -	2 1%	3 1%	4 2%	1 1%	4 2%	1 -
MORE THAN 250	15 4%	13 4%	2 2%	6 6%	3 4%	3 3%	3 4%	8 3%	6 5%	14 4%	1 6%	8 7%	4 4%	- -	1 5%	- -	1 4%	- -	2 1%	13 6%	7 3%	8 7%	5 3%	10 5%
DON'T KNOW/NOT SURE	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
REFUSED	1 -	1 -	- -	- -	- -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	- -	- 1%	- -	- -	- -	- -	1 -	- -	- -	- -
101+	38 10%	33 11%	5 5%	6 7%	9 9%	14 11%	9 13%	21 8%	16 15%	37 10%	1 6%	17 14%	7 6%	2 4%	5 21%	1 3%	3 14%	- -	8 5%	30 13%	23 8%	14 13%	17 9%	21 11%

Table 42-4
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
TOTAL UNDER 50	319	153	127	56	58	60	45	50	175	143	168	106	40	125	177	162	146	30	44	28	40	178
-----	80%	77%	84%	71%	80%	83%	63%	90%	71%	95%	77%	82%	85%	73%	88%	74%	90%	83%	79%	88%	71%	81%
TOTAL 51-150	60	32	20	16	10	10	20	4	54	6	38	16	6	32	18	40	14	4	5	-	10	32
-----	15%	16%	13%	20%	14%	14%	28%	7%	22%	4%	17%	12%	13%	19%	9%	18%	9%	11%	9%	-	17%	14%
TOTAL 151+	20	14	5	6	5	2	6	1	19	1	12	7	1	14	6	18	2	1	5	4	5	10
-----	5%	7%	3%	8%	7%	3%	9%	2%	8%	1%	6%	5%	1%	8%	3%	8%	1%	4%	9%	12%	10%	5%
UNDER 10	195	86	79	27	37	40	26	29	82	112	97	68	25	61	129	84	106	16	32	16	24	109
	49%	43%	52%	34%	50%	56%	36%	53%	33%	74%	45%	53%	53%	35%	64%	38%	65%	44%	58%	51%	43%	50%
11-25	82	41	34	18	14	13	8	12	57	25	45	23	12	34	39	51	26	11	9	6	11	45
	20%	20%	23%	23%	19%	18%	11%	22%	23%	17%	21%	18%	27%	20%	19%	23%	16%	30%	15%	18%	19%	20%
26-50	42	27	13	11	8	7	11	8	36	6	25	15	3	30	9	28	13	3	3	6	5	24
	11%	14%	9%	14%	10%	9%	15%	15%	15%	4%	11%	12%	5%	17%	5%	13%	8%	9%	6%	20%	10%	11%
51-100	42	22	14	10	10	4	14	4	36	6	24	12	6	24	12	28	10	3	5	-	7	20
	10%	11%	9%	13%	14%	6%	20%	7%	15%	4%	11%	9%	13%	14%	6%	13%	6%	9%	9%	-	13%	9%
101-150	18	10	6	6	-	6	6	-	18	-	14	4	-	8	6	12	4	1	-	-	2	12
	5%	5%	4%	8%	-	8%	9%	-	7%	-	6%	3%	-	5%	3%	5%	2%	2%	-	-	4%	5%
151 TO 250	5	2	1	1	2	-	2	1	4	1	3	1	1	3	1	5	-	1	-	1	-	3
	1%	1%	1%	2%	3%	-	3%	2%	2%	-	1%	1%	1%	2%	1%	2%	-	2%	-	4%	-	1%
MORE THAN 250	15	12	3	5	3	2	4	-	14	1	10	5	-	10	5	13	2	1	5	3	5	8
	4%	6%	2%	6%	4%	3%	6%	-	6%	-	4%	4%	-	6%	2%	6%	1%	2%	9%	8%	10%	3%
DON'T KNOW/NOT SURE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-
REFUSED	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	2%	-	-	-
101+	38	24	11	12	5	8	12	1	37	1	26	11	1	22	12	30	6	2	5	4	8	22
	10%	12%	7%	16%	7%	11%	17%	2%	15%	1%	12%	8%	1%	13%	6%	14%	4%	6%	9%	12%	14%	10%

Table 42-5
 QUESTION 35:
 How many people does your company employ in all its facilities in Minnesota?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
TOTAL UNDER 50	319 80%	219 79%	184 76%	180 78%	173 76%	147 79%	133 74%	129 72%	119 70%	49 81%	269 80%	87 78%	179 80%	266 79%	47 82%
TOTAL 51-150	60 15%	42 15%	48 20%	38 16%	42 18%	30 16%	34 19%	38 21%	40 24%	8 13%	50 15%	16 14%	36 16%	52 15%	8 14%
TOTAL 151+	20 5%	15 5%	10 4%	12 5%	12 5%	9 5%	12 7%	11 6%	10 6%	3 6%	15 5%	8 7%	10 4%	17 5%	2 4%
UNDER 10	195 49%	129 46%	107 44%	105 45%	99 44%	85 46%	70 39%	62 35%	61 36%	25 42%	169 50%	49 44%	107 48%	156 46%	34 60%
11-25	82 20%	56 20%	45 19%	43 19%	44 19%	35 19%	37 21%	39 22%	30 18%	18 29%	64 19%	23 20%	47 21%	69 21%	11 19%
26-50	42 11%	35 13%	31 13%	32 14%	30 13%	26 14%	26 15%	28 16%	28 16%	6 10%	36 11%	16 14%	25 11%	41 12%	2 3%
51-100	42 10%	34 12%	32 13%	30 13%	32 14%	22 12%	24 13%	30 17%	30 18%	2 3%	38 11%	14 13%	24 11%	38 11%	4 7%
101-150	18 5%	8 3%	16 7%	8 3%	10 4%	8 4%	10 6%	8 4%	10 6%	6 10%	12 4%	2 2%	12 5%	14 4%	4 7%
151 TO 250	5 1%	4 2%	3 1%	3 1%	3 2%	1 1%	3 2%	4 2%	3 2%	1 2%	3 1%	3 2%	1 1%	4 1%	1 1%
MORE THAN 250	15 4%	11 4%	8 3%	8 4%	8 4%	8 4%	10 5%	7 4%	7 4%	2 3%	12 4%	5 4%	8 4%	13 4%	1 2%
DON'T KNOW/NOT SURE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	1 -	-	-	-	-	-	-	-	-	-	-	-	-	1 -	-
101+	38 10%	23 8%	26 11%	20 9%	22 10%	17 9%	22 12%	19 11%	20 12%	9 16%	27 8%	10 9%	22 10%	31 9%	6 11%

Table 43-1
QUESTION 36:
What are your annual business 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 MILL-	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (UNDER \$1M - \$1M OR MORE)	-77	-42	-17	4	-2	-20	-58	-19	149	-112	-115	69	-83	-63	-19	-23	-20	-15	26	-103	39	-34	-13	-47
	-19%	-30%	-19%	9%	-6%	-25%	-26%	-11%	100%	-100%	-100%	35%	-67%	-78%	-28%	-33%	-35%	-49%	26%	-34%	28%	-43%	-37%	-46%
UNDER \$1 MILLION	149	45	34	26	19	27	79	71	149	-	-	126	18	6	24	21	18	7	60	89	88	21	10	22
	37%	32%	39%	53%	43%	32%	35%	41%	100%	-	-	65%	14%	7%	35%	31%	32%	22%	61%	30%	62%	26%	28%	21%
TOTAL \$1M OR MORE	226	87	50	21	21	47	137	90	-	112	115	57	101	69	44	44	38	22	34	192	49	55	23	69
-----	57%	62%	58%	45%	49%	57%	60%	52%	-	100%	100%	29%	81%	86%	63%	64%	67%	71%	35%	64%	34%	68%	65%	67%
\$1M - \$5 MILLION	112	42	24	13	13	19	66	46	-	112	-	49	54	8	24	19	12	9	27	84	38	20	8	32
	28%	30%	27%	28%	30%	23%	29%	26%	-	100%	-	25%	44%	10%	35%	28%	21%	28%	28%	28%	26%	25%	22%	31%
\$5M - \$10 MILLION	43	15	8	3	6	11	23	20	-	-	43	5	31	6	7	8	10	6	6	37	8	10	5	10
	11%	11%	9%	7%	14%	13%	10%	12%	-	-	37%	3%	25%	8%	10%	11%	17%	19%	6%	12%	6%	12%	14%	9%
\$10M - \$20 MILLION	32	17	8	2	1	5	26	7	-	-	32	1	15	17	7	8	8	3	1	31	3	9	5	13
	8%	12%	10%	3%	2%	6%	11%	4%	-	-	28%	-	12%	21%	10%	12%	15%	8%	1%	10%	2%	12%	15%	13%
\$20M MILLION	40	12	10	3	1	12	23	17	-	-	40	2	-	38	6	9	7	5	-	40	1	16	5	14
	10%	9%	12%	7%	3%	15%	10%	10%	-	-	34%	1%	-	47%	9%	13%	13%	15%	-	13%	-	20%	13%	14%
DON'T KNOW/NOT SURE/REFUSED	24	9	3	1	3	9	11	13	-	-	-	12	6	5	1	3	1	2	4	19	5	5	3	12
	6%	6%	3%	2%	7%	10%	5%	7%	-	-	-	6%	5%	7%	2%	4%	1%	8%	4%	6%	3%	6%	8%	11%
\$5 MILL+	115	44	27	8	8	28	71	44	-	-	115	8	46	61	20	25	26	13	7	108	11	35	15	37
	29%	32%	30%	17%	19%	34%	31%	25%	-	-	100%	4%	37%	76%	29%	36%	45%	43%	7%	36%	8%	44%	43%	36%

Table 43-2
QUESTION 36:
What are your annual business revenues?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (UNDER \$1M - \$1M OR MORE)	-77	-82	-3	-85	8	-63	-22	13	-20	-19	-41	-81	-6	13	-50	-3	-18	-39	-4	-32	10	-14	-34	-29
	-19%	-46%	-2%	-24%	17%	-45%	-13%	18%	-25%	-10%	-32%	-40%	-8%	11%	-31%	-3%	-12%	-22%	-8%	-20%	32%	-4%	-81%	-75%
UNDER \$1 MILLION	149	44	77	121	26	34	73	41	26	79	40	55	32	61	52	40	57	62	24	62	20	143	2	4
	37%	24%	46%	35%	57%	24%	42%	57%	32%	43%	31%	27%	45%	52%	32%	47%	40%	36%	43%	38%	62%	45%	5%	11%
TOTAL \$1M OR MORE	226	126	80	206	19	97	95	28	46	97	82	136	38	48	102	43	75	102	29	94	10	158	36	33
-----	57%	70%	48%	59%	40%	69%	54%	39%	57%	53%	63%	67%	53%	40%	63%	50%	52%	58%	51%	57%	30%	49%	86%	86%
\$1M - \$5 MILLION	112	51	46	97	15	41	50	16	21	51	39	61	22	27	48	22	42	56	11	45	4	104	4	4
	28%	28%	28%	28%	31%	29%	29%	22%	26%	28%	30%	30%	31%	23%	30%	25%	29%	32%	20%	27%	12%	32%	9%	11%
\$5M - \$10 MILLION	43	23	16	39	4	19	18	5	6	23	13	30	3	9	22	9	12	16	5	22	4	37	6	-
	11%	13%	10%	11%	8%	14%	10%	7%	8%	13%	10%	15%	5%	8%	13%	11%	8%	9%	8%	13%	12%	12%	14%	-
\$10M - \$20 MILLION	32	25	7	32	-	15	10	7	12	12	8	18	8	6	16	10	3	10	11	12	1	16	16	1
	8%	14%	4%	9%	-	10%	6%	10%	15%	7%	6%	9%	12%	5%	10%	12%	2%	5%	19%	7%	3%	5%	38%	2%
\$20M MILLION	40	27	10	37	-	23	16	-	7	12	21	27	3	5	16	1	18	20	2	15	1	2	10	28
	10%	15%	6%	11%	-	16%	9%	-	9%	6%	16%	13%	5%	5%	10%	2%	13%	12%	4%	9%	4%	1%	24%	73%
DON'T KNOW/NOT SURE/REFUSED	24	11	11	21	2	9	7	3	8	7	7	12	2	10	9	3	11	11	3	8	3	18	4	1
	6%	6%	6%	6%	4%	6%	4%	4%	10%	4%	5%	6%	2%	8%	6%	3%	8%	6%	6%	5%	8%	6%	10%	4%
\$5 MILL+	115	75	34	109	4	57	45	12	25	47	43	76	15	21	54	21	33	46	18	49	6	54	32	29
	29%	42%	20%	31%	8%	40%	25%	17%	32%	26%	33%	37%	22%	17%	33%	25%	23%	26%	31%	30%	19%	17%	76%	75%

Table 43-3
QUESTION 36:
What are your annual business revenues?

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
**D/S (UNDER \$1M - \$1M OR MORE)	-77 -19%	-60 -20%	-18 -16%	2 3%	-41 -43%	-34 -26%	-7 -11%	-21 -8%	-55 -53%	-75 -20%	-2 -6%	-59 -47%	-4 -4%	-9 -17%	-9 -35%	-	1 7%	6 48%	2 1%	-79 -33%	-30 -11%	-47 -44%	-25 -13%	-46 -24%
UNDER \$1 MILLION	149 37%	109 37%	40 38%	44 48%	27 27%	44 34%	27 42%	116 43%	22 21%	137 37%	11 43%	30 24%	48 45%	20 37%	7 28%	12 49%	10 53%	9 74%	74 47%	73 31%	116 42%	26 24%	78 41%	67 35%
TOTAL \$1M OR MORE	226 57%	169 58%	57 54%	41 45%	68 70%	78 60%	35 53%	137 51%	76 74%	213 57%	12 50%	89 71%	53 49%	29 54%	17 63%	12 50%	9 47%	3 26%	72 45%	152 64%	146 53%	73 69%	103 54%	114 59%
\$1M - \$5 MILLION	112 28%	80 27%	31 29%	28 31%	33 34%	36 28%	12 18%	66 24%	39 38%	105 28%	6 26%	38 30%	28 26%	16 30%	7 28%	8 33%	4 22%	3 26%	46 29%	65 27%	78 28%	30 28%	57 30%	50 26%
\$5M - \$10 MILLION	43 11%	31 10%	12 11%	5 6%	14 15%	16 13%	6 9%	31 11%	10 10%	41 11%	1 6%	22 18%	10 9%	3 5%	4 14%	2 7%	2 12%	-	10 6%	32 14%	26 10%	16 15%	16 8%	24 12%
\$10M - \$20 MILLION	32 8%	22 8%	10 10%	2 2%	9 10%	11 8%	10 16%	16 6%	14 14%	31 8%	1 3%	11 9%	6 6%	9 16%	1 3%	2 7%	2 13%	-	9 5%	22 9%	18 6%	13 12%	17 9%	12 6%
\$20M MILLION	40 10%	36 12%	4 4%	6 7%	11 11%	15 12%	7 10%	23 9%	13 13%	36 10%	3 14%	18 14%	9 9%	2 4%	5 18%	1 3%	-	-	8 5%	32 14%	24 9%	15 14%	12 6%	27 14%
DON'T KNOW/NOT SURE/REFUSED	24 6%	15 5%	9 8%	6 7%	2 2%	7 6%	3 5%	18 7%	5 5%	22 6%	2 7%	6 5%	5 5%	5 8%	2 9%	-	-	-	13 8%	11 5%	14 5%	7 7%	11 6%	12 6%
\$5 MILL+	115 29%	89 30%	26 25%	13 14%	35 36%	42 33%	23 35%	70 26%	37 36%	107 29%	6 23%	51 41%	25 24%	13 24%	9 35%	4 17%	5 24%	-	26 16%	87 37%	68 25%	43 41%	46 24%	64 33%

Table 43-4
QUESTION 36:
What are your annual business revenues?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (UNDER \$1M - \$1M OR MORE)	-77	-56	-12	-32	-13	-4	-34	-12	-109	34	-58	-22	-	-70	-	-95	23	-9	3	-1	-11	-52
	-19%	-28%	-8%	-41%	-18%	-6%	-48%	-22%	-44%	22%	-26%	-17%	1%	-41%	-	-43%	14%	-24%	5%	-4%	-21%	-24%
UNDER \$1 MILLION	149	65	66	20	28	32	17	20	62	88	74	50	22	46	96	55	91	13	25	15	18	79
	37%	33%	43%	26%	38%	44%	24%	35%	25%	58%	34%	39%	47%	27%	48%	25%	56%	35%	44%	45%	33%	36%
TOTAL \$1M OR MORE	226	122	78	52	41	36	51	32	171	54	132	72	21	116	96	150	68	21	22	16	30	130
-----	57%	61%	51%	67%	56%	50%	72%	58%	69%	36%	60%	56%	46%	68%	48%	68%	42%	59%	39%	49%	54%	59%
\$1M - \$5 MILLION	112	56	36	25	21	15	15	18	69	41	60	37	14	43	61	59	47	11	12	9	9	65
	28%	28%	24%	31%	29%	21%	21%	32%	28%	27%	27%	29%	29%	25%	30%	27%	29%	31%	22%	27%	16%	30%
\$5M - \$10 MILLION	43	25	14	12	5	6	15	6	36	7	26	15	2	26	13	33	8	3	5	4	10	22
	11%	12%	9%	16%	7%	9%	21%	11%	15%	4%	12%	12%	4%	15%	6%	15%	5%	7%	8%	14%	18%	10%
\$10M - \$20 MILLION	32	16	16	6	7	6	8	6	27	5	18	9	5	20	12	23	9	5	-	1	3	21
	8%	8%	10%	7%	9%	9%	12%	11%	11%	4%	8%	7%	11%	12%	6%	11%	6%	13%	-	2%	5%	9%
\$20M MILLION	40	26	12	10	8	8	13	2	39	1	28	11	1	27	10	35	4	3	5	2	9	23
	10%	13%	8%	13%	11%	11%	18%	4%	16%	1%	13%	8%	1%	16%	5%	16%	2%	7%	9%	6%	16%	10%
DON'T KNOW/NOT SURE/REFUSED	24	12	8	5	4	4	3	4	16	9	12	7	4	9	10	15	3	2	9	2	7	11
	6%	6%	5%	7%	6%	6%	4%	7%	6%	6%	6%	5%	8%	6%	5%	7%	2%	6%	16%	6%	13%	5%
\$5 MILL+	115	66	42	28	20	21	36	14	102	13	72	35	8	73	35	91	21	10	10	7	21	65
	29%	33%	27%	36%	27%	29%	51%	26%	41%	9%	33%	27%	17%	43%	17%	41%	13%	28%	18%	22%	38%	30%

Table 43-5
 QUESTION 36:
 What are your annual business revenues?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (UNDER \$1M - \$1M OR MORE)	-77 -19%	-56 -20%	-66 -27%	-61 -27%	-66 -29%	-37 -20%	-57 -32%	-85 -48%	-67 -39%	-13 -21%	-64 -19%	-33 -30%	-45 -20%	-78 -23%	-2 -3%
UNDER \$1 MILLION	149 37%	102 37%	83 34%	79 34%	74 32%	67 36%	57 31%	42 24%	46 27%	22 36%	127 38%	35 32%	83 37%	118 35%	27 47%
TOTAL \$1M OR MORE	226 57%	158 57%	148 61%	140 61%	139 61%	104 56%	114 63%	128 72%	113 66%	35 57%	190 57%	68 62%	128 57%	196 59%	29 50%
\$1M - \$5 MILLION	112 28%	74 27%	71 29%	66 29%	67 30%	47 26%	50 28%	55 31%	46 27%	17 28%	94 28%	35 31%	64 29%	99 30%	12 22%
\$5M - \$10 MILLION	43 11%	31 11%	27 11%	28 12%	26 12%	22 12%	20 11%	27 15%	18 11%	8 13%	35 11%	10 9%	27 12%	37 11%	5 9%
\$10M - \$20 MILLION	32 8%	28 10%	23 9%	26 11%	23 10%	19 10%	23 13%	23 13%	25 15%	3 4%	30 9%	12 11%	16 7%	28 8%	5 8%
\$20M MILLION	40 10%	25 9%	27 11%	20 9%	23 10%	15 8%	21 12%	23 13%	25 14%	7 12%	31 9%	12 10%	20 9%	32 10%	7 12%
DON'T KNOW/NOT SURE/REFUSED	24 6%	17 6%	12 5%	12 5%	14 6%	15 8%	10 6%	8 5%	11 6%	4 7%	18 5%	8 7%	14 6%	21 6%	2 3%
\$5 MILL+	115 29%	84 30%	78 32%	74 32%	72 32%	56 30%	64 35%	73 41%	67 40%	18 29%	96 29%	34 30%	64 28%	97 29%	16 28%

Table 44-1
QUESTION 37:
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	MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE-TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	227 57%	173 43%	149 37%	112 28%	115 29%	195 49%	124 31%	80 20%	69 17%	69 17%	57 14%	31 8%	99 25%	300 75%	142 36%	81 20%	35 9%	103 26%
PROCESS MANUFACTURING	69 17%	22 16%	13 16%	10 20%	8 17%	16 20%	36 16%	33 19%	24 16%	24 21%	20 17%	27 14%	23 18%	19 23%	69 100%	-	-	-	23 23%	45 15%	26 18%	9 11%	7 19%	22 22%
PRECISION MANUFACTURING	69 17%	15 11%	23 26%	9 18%	6 14%	17 20%	38 17%	31 18%	21 14%	19 17%	25 22%	30 15%	20 16%	19 24%	-	69 100%	-	-	13 13%	56 19%	23 16%	18 22%	5 13%	18 17%
METAL FABRICATION	57 14%	21 15%	16 18%	6 11%	7 16%	8 10%	36 16%	20 12%	18 12%	12 11%	26 22%	22 11%	21 17%	13 17%	-	-	57 100%	-	13 13%	44 15%	16 11%	23 29%	2 5%	9 9%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	31 8%	11 8%	5 6%	2 3%	3 6%	10 13%	17 7%	15 8%	7 4%	9 8%	13 12%	10 5%	13 11%	7 9%	-	-	-	31 100%	-	31 10%	8 6%	5 7%	7 20%	5 5%
PLASTICS	22 5%	9 6%	5 6%	3 6%	1 2%	4 5%	14 6%	8 5%	7 4%	6 5%	7 6%	11 6%	5 4%	6 8%	-	-	-	-	4 4%	18 6%	7 5%	6 8%	1 2%	4 4%
PRINTING	21 5%	7 5%	6 7%	1 3%	3 7%	3 3%	14 6%	7 4%	12 8%	6 5%	1 1%	15 8%	6 5%	-	-	-	-	-	7 7%	13 4%	10 7%	3 4%	2 5%	5 5%
RETAIL/RETAIL SALES	16 4%	12 9%	1 1%	2 5%	-	2 2%	13 6%	4 2%	3 2%	8 7%	5 4%	12 6%	2 1%	3 3%	-	-	-	-	9 9%	8 3%	8 6%	1 1%	1 2%	5 5%
WOODWORKING/WOOD MANUFACTURING	14 3%	4 3%	3 4%	-	4 10%	2 2%	7 3%	6 4%	10 7%	2 2%	1 1%	10 5%	3 3%	-	-	-	-	-	7 7%	6 2%	8 5%	1 1%	-	3 3%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	13 3%	5 4%	3 4%	1 3%	1 2%	2 3%	8 4%	4 3%	8 6%	2 1%	-	7 3%	5 4%	1 1%	-	-	-	-	7 7%	6 2%	8 5%	-	2 6%	3 3%
CONSTRUCTION	11 3%	3 2%	4 4%	-	1 2%	4 4%	7 3%	4 3%	2 2%	5 5%	3 2%	5 2%	2 1%	5 6%	-	-	-	-	1 1%	10 3%	5 3%	1 1%	2 6%	3 3%
AUTOMOTIVE	8 2%	3 2%	1 2%	1 3%	-	2 3%	5 2%	4 2%	6 4%	1 1%	-	4 2%	4 3%	1 1%	-	-	-	-	4 4%	4 1%	3 2%	-	1 4%	4 4%
MEDICAL MANUFACTURING	8 2%	4 3%	1 1%	2 5%	1 2%	-	5 2%	3 2%	1 1%	4 4%	1 1%	4 2%	4 3%	-	-	-	-	-	6 6%	3 1%	1 1%	1 2%	-	3 3%
ELECTRONICS COMPONENTS	7 2%	2 1%	2 2%	1 2%	2 4%	1 1%	3 1%	3 2%	5 3%	-	2 1%	6 3%	-	1 1%	-	-	-	-	-	7 2%	3 2%	-	1 2%	3 2%
ANIMAL/AGRICULTURAL MANUFACTURING	7 2%	-	-	1 3%	2 5%	3 3%	-	7 4%	2 2%	2 1%	1 1%	3 2%	-	3 4%	-	-	-	-	1 1%	5 2%	1 1%	1 1%	-	3 3%
DISTRIBUTION	6 1%	4 3%	1 1%	1 2%	-	-	5 2%	1 -	3 2%	1 1%	2 1%	4 2%	1 1%	1 1%	-	-	-	-	-	6 2%	2 1%	1 1%	1 2%	2 2%
TEXTILE MANUFACTURING/EMBROIDERY/APPAREL	5 1%	3 2%	-	1 2%	-	1 1%	3 1%	2 1%	3 2%	1 1%	-	4 2%	1 1%	-	-	-	-	-	-	5 2%	-	3 3%	-	2 2%
PAINTING/COATING	5 1%	1 1%	-	3 6%	1 2%	-	1 -	4 2%	2 1%	2 2%	1 1%	2 1%	3 2%	-	-	-	-	-	1 1%	3 1%	-	2 2%	1 2%	1 1%
CONSULTING	3 1%	2 1%	1 1%	1 2%	-	-	3 1%	1 -	2 1%	-	1 1%	2 1%	1 1%	-	-	-	-	-	-	3 1%	2 1%	-	1 2%	-

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

Continued

Table 44-1
 QUESTION 37:
 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	MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
GRAPHIC DESIGN/ART	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	1%	1%	-	-	-
REPAIRS/MAINTENANCE	2	-	1	-	-	1	1	1	-	1	-	2	-	-	-	-	-	-	-	2	-	-	-	2
	-	-	1%	-	-	1%	-	-	1%	-	1%	-	1%	-	-	-	-	-	-	1%	-	-	-	2%
SERVICE/HOSPITALITY	2	2	-	-	-	-	2	-	2	-	1	1	-	-	-	-	-	-	-	2	-	1	-	-
	-	1%	-	-	-	-	1%	-	1%	-	1%	-	1%	-	-	-	-	-	-	1%	-	1%	-	-
SIGN MANUFACTURING	2	-	-	1	-	1	-	2	1	-	2	-	-	-	-	-	-	-	-	2	1	-	-	1
	-	-	-	2%	-	1%	-	1%	1%	-	1%	-	-	-	-	-	-	-	-	1%	1%	-	-	1%
SOMETHING ELSE	21	9	2	2	3	4	11	10	8	5	7	11	8	2	-	-	-	-	1	20	9	5	2	4
	5%	7%	2%	5%	8%	5%	5%	6%	5%	5%	6%	5%	7%	2%	-	-	-	-	1%	7%	6%	6%	7%	4%
REFUSED	2	1	-	-	1	-	1	1	1	-	2	-	-	-	-	-	-	-	-	2	-	-	1	1
	-	1%	-	-	2%	-	-	1%	1%	1%	1%	-	1%	-	-	-	-	-	-	1%	-	-	2%	1%

Table 44-2
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
PROCESS MANUFACTURING	69	33	24	57	10	19	35	13	8	36	24	39	11	17	34	11	21	32	9	28	5	50	14	5
	17%	18%	15%	16%	22%	14%	20%	18%	10%	20%	19%	19%	16%	15%	21%	13%	15%	18%	15%	17%	16%	16%	33%	13%
PRECISION MANUFACTURING	69	34	28	61	5	30	32	7	18	25	25	39	10	17	35	12	18	28	12	28	1	50	10	9
	17%	19%	17%	18%	11%	21%	18%	10%	23%	14%	20%	19%	14%	14%	22%	14%	13%	16%	21%	17%	3%	16%	24%	23%
METAL FABRICATION	57	26	23	49	7	22	20	13	7	27	23	28	8	21	19	16	21	27	8	22	5	43	6	7
	14%	14%	14%	14%	16%	16%	12%	18%	8%	15%	18%	14%	12%	17%	12%	19%	14%	16%	14%	13%	15%	14%	14%	20%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	31	18	9	28	3	11	14	4	4	14	14	15	6	10	13	6	12	11	3	16	4	24	2	5
	8%	10%	6%	8%	7%	8%	8%	6%	4%	8%	11%	7%	8%	8%	8%	7%	8%	6%	6%	10%	13%	7%	5%	14%
PLASTICS	22	5	17	22	-	6	13	4	2	13	6	9	6	5	6	9	7	10	3	9	-	16	4	2
	5%	3%	10%	6%	-	4%	7%	5%	3%	7%	5%	4%	9%	4%	4%	11%	5%	6%	4%	6%	-	5%	10%	5%
PRINTING	21	7	11	18	3	3	13	3	5	9	5	9	4	7	8	3	9	10	6	5	1	21	-	-
	5%	4%	7%	5%	5%	2%	7%	5%	6%	5%	4%	5%	6%	6%	5%	4%	6%	6%	10%	3%	3%	6%	-	-
RETAIL/RETAIL SALES	16	7	5	11	5	5	6	5	3	8	4	8	6	3	6	7	3	5	2	9	1	14	-	3
	4%	4%	3%	3%	11%	4%	3%	6%	4%	5%	3%	4%	9%	2%	4%	8%	2%	3%	4%	6%	4%	4%	-	7%
WOODWORKING/WOOD MANUFACTURING	14	5	8	13	1	10	2	2	5	3	4	7	-	6	3	1	9	5	1	8	2	14	-	-
	3%	3%	5%	4%	2%	7%	1%	2%	7%	2%	3%	4%	-	5%	2%	2%	6%	3%	1%	5%	7%	4%	-	-
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	13	3	10	13	-	3	7	3	5	7	1	7	-	5	7	2	4	8	1	4	2	12	-	1
	3%	2%	6%	4%	-	2%	4%	4%	6%	4%	1%	4%	-	5%	4%	3%	3%	5%	1%	2%	7%	4%	-	2%
CONSTRUCTION	11	5	4	10	2	2	5	3	3	6	2	5	5	1	3	4	4	4	1	6	-	6	2	3
	3%	3%	3%	3%	4%	2%	3%	5%	4%	3%	2%	3%	7%	1%	2%	5%	3%	3%	2%	4%	-	2%	5%	7%
AUTOMOTIVE	8	7	2	8	-	1	2	3	4	3	1	4	-	5	4	-	4	6	-	2	1	8	-	1
	2%	4%	1%	2%	-	1%	1%	4%	5%	2%	1%	2%	-	4%	3%	-	3%	3%	-	1%	3%	2%	-	2%
MEDICAL MANUFACTURING	8	5	3	8	-	4	4	-	3	4	2	6	1	1	6	1	1	4	1	2	1	8	-	-
	2%	3%	2%	2%	-	3%	2%	-	4%	2%	1%	3%	1%	1%	4%	1%	1%	2%	3%	1%	4%	3%	-	-
ELECTRONICS COMPONENTS	7	3	3	6	1	3	2	2	2	3	2	3	1	3	2	2	3	1	2	3	2	6	-	1
	2%	1%	2%	2%	2%	2%	1%	2%	2%	2%	1%	2%	1%	2%	1%	2%	2%	-	3%	2%	5%	2%	-	2%
ANIMAL/AGRICULTURAL MANUFACTURING	7	4	-	4	2	3	1	3	-	3	1	2	1	4	2	2	3	4	1	1	1	3	2	1
	2%	2%	-	1%	5%	2%	-	4%	-	2%	1%	1%	2%	3%	1%	3%	2%	2%	1%	1%	2%	1%	5%	4%
DISTRIBUTION	6	2	3	6	-	2	4	-	1	2	3	2	2	2	2	1	3	1	2	3	1	5	-	1
	1%	1%	2%	2%	-	1%	2%	-	1%	1%	2%	1%	2%	1%	1%	1%	2%	-	3%	2%	3%	2%	-	2%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	5	2	3	5	-	3	-	1	2	2	2	3	2	1	2	1	2	2	2	1	-	5	-	-
	1%	1%	1%	1%	-	2%	-	1%	2%	1%	1%	1%	2%	1%	1%	1%	2%	1%	3%	1%	-	2%	-	-
PAINTING/COATING	5	3	1	3	1	2	2	-	2	1	2	3	-	1	3	-	2	3	-	1	1	5	-	-
	1%	1%	-	1%	3%	2%	1%	-	2%	1%	1%	2%	-	1%	2%	-	2%	2%	-	1%	4%	1%	-	-
CONSULTING	3	1	2	3	1	1	2	-	1	2	-	1	-	2	1	-	2	1	-	2	1	3	-	-
	1%	-	1%	1%	2%	1%	1%	-	1%	1%	-	-	-	1%	1%	-	1%	-	-	2%	3%	1%	-	-

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

Continued

Table 44-2

QUESTION 37:

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER			
					CONF																	CONF	CONF	CONF	CONF
GRAPHIC DESIGN/ART	2	1	-	1	1	1	1	-	1	1	-	-	1	1	-	1	1	-	1	1	1	1	2	-	-
	-	-	-	-	2%	1%	-	-	1%	-	-	-	1%	1%	-	1%	1%	-	1%	1%	3%	1%	-	-	
REPAIRS/MAINTENANCE	2	1	1	2	-	-	1	1	1	1	-	1	-	1	1	-	1	-	1	1	-	2	-	-	
	-	-	1%	-	-	-	-	1%	1%	-	-	-	-	1%	1%	-	1%	-	1%	1%	-	1%	-	-	
SERVICE/HOSPITALITY	2	-	2	2	-	2	-	-	1	1	-	2	-	-	-	-	2	1	-	1	-	2	-	-	
	-	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	1%	-	-	1%	-	1%	-	-	
SIGN MANUFACTURING	2	1	-	1	1	-	1	-	-	1	1	1	-	1	1	1	-	1	-	1	-	2	-	-	
	-	-	-	-	2%	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	1%	-	1%	-	-	
SOMETHING ELSE	21	8	9	16	3	7	9	5	4	9	7	9	6	6	5	5	11	10	3	9	2	19	2	-	
	5%	4%	5%	5%	7%	5%	5%	7%	5%	5%	6%	4%	8%	5%	3%	6%	8%	5%	4%	6%	5%	6%	5%	-	
REFUSED	2	1	1	2	-	1	-	1	-	1	1	1	-	1	1	-	1	-	1	-	-	2	-	-	
	-	1%	-	1%	-	1%	-	1%	-	1%	1%	-	1%	-	1%	1%	-	1%	-	1%	-	1%	-	-	

Table 44-3
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
PROCESS MANUFACTURING	69 17%	44 15%	25 24%	19 21%	13 14%	23 18%	13 20%	53 20%	11 11%	65 17%	2 8%	17 14%	16 15%	13 24%	7 26%	5 21%	1 4%	3 26%	36 23%	32 14%	41 15%	25 24%	33 17%	34 18%
PRECISION MANUFACTURING	69 17%	54 19%	14 13%	13 14%	26 27%	20 15%	7 11%	43 16%	21 21%	64 17%	5 19%	32 26%	14 13%	11 20%	4 14%	1 4%	2 13%	2 19%	17 11%	51 22%	47 17%	19 18%	35 18%	31 16%
METAL FABRICATION	57 14%	45 15%	11 10%	12 14%	13 13%	18 14%	12 18%	33 12%	20 20%	53 14%	4 16%	17 14%	17 16%	5 8%	4 17%	4 17%	4 20%	2 14%	17 11%	37 16%	35 13%	19 18%	28 15%	26 13%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	31 8%	23 8%	8 7%	4 4%	5 5%	15 12%	7 11%	20 7%	10 10%	30 8%	1 3%	7 6%	9 8%	5 9%	- -	2 7%	3 13%	- -	14 9%	17 7%	27 10%	4 4%	14 7%	16 8%
PLASTICS	22 5%	18 6%	4 3%	2 2%	9 9%	5 4%	6 10%	16 6%	6 6%	22 6%	- -	10 8%	6 6%	1 2%	1 5%	- -	2 11%	- -	8 5%	14 6%	15 5%	4 4%	9 5%	12 6%
PRINTING	21 5%	13 4%	8 7%	7 7%	3 3%	6 5%	3 5%	13 5%	5 5%	18 5%	2 9%	6 5%	6 6%	1 2%	1 3%	3 14%	2 9%	- -	12 8%	8 3%	16 6%	4 4%	11 6%	9 5%
RETAIL/RETAIL SALES	16 4%	12 4%	4 4%	3 4%	4 4%	6 5%	1 1%	13 5%	2 2%	15 4%	2 6%	4 3%	4 4%	4 7%	- -	2 10%	- -	- -	6 4%	10 4%	10 4%	5 5%	5 3%	11 6%
WOODWORKING/WOOD MANUFACTURING	14 3%	9 3%	4 4%	8 9%	2 2%	3 2%	- -	12 5%	1 1%	14 4%	- -	5 4%	5 5%	1 3%	1 4%	- -	1 4%	- -	3 2%	10 4%	10 4%	3 2%	5 2%	9 4%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	13 3%	8 3%	5 4%	4 4%	2 2%	5 4%	1 1%	13 5%	- -	13 3%	- -	3 2%	4 3%	1 3%	2 6%	1 6%	- -	1 7%	6 4%	7 3%	9 3%	4 4%	3 2%	10 5%
CONSTRUCTION	11 3%	11 4%	- -	2 2%	5 5%	4 3%	1 2%	4 1%	5 5%	9 2%	3 10%	4 4%	3 3%	2 3%	1 3%	1 4%	- -	- -	2 1%	9 4%	10 3%	1 1%	8 4%	3 2%
AUTOMOTIVE	8 2%	5 2%	3 3%	6 6%	- -	1 1%	1 1%	7 3%	2 1%	8 2%	- -	2 2%	2 1%	2 4%	1 5%	- -	- -	- -	4 2%	4 2%	5 2%	- -	7 4%	1 -
MEDICAL MANUFACTURING	8 2%	3 1%	5 5%	1 2%	2 2%	1 1%	1 1%	6 2%	2 2%	8 2%	- -	3 2%	2 2%	- -	1 3%	1 4%	- -	1 12%	4 2%	5 2%	2 1%	6 6%	5 3%	3 2%
ELECTRONICS COMPONENTS	7 2%	3 1%	3 3%	- -	2 2%	3 3%	1 1%	3 1%	3 3%	7 2%	- -	1 1%	2 2%	- -	- -	- -	1 5%	1 7%	3 2%	4 2%	4 2%	2 2%	3 2%	3 2%
ANIMAL/AGRICULTURAL MANUFACTURING	7 2%	7 2%	- -	4 4%	- -	3 2%	- -	6 2%	1 1%	7 2%	- -	1 1%	4 4%	1 2%	- -	- -	1 4%	- -	3 2%	4 2%	6 2%	1 1%	2 1%	5 3%
DISTRIBUTION	6 1%	5 2%	1 1%	1 1%	- -	3 2%	2 2%	4 1%	- -	4 1%	2 7%	1 1%	3 3%	1 1%	- -	- -	- -	- -	1 1%	5 2%	3 1%	2 2%	2 1%	3 2%
TEXTILE MANUFACTURING/EMBROIDERY/APPAREL	5 1%	3 1%	2 2%	2 2%	1 1%	1 1%	1 1%	4 2%	1 1%	5 1%	- -	1 1%	1 1%	- -	1 3%	- -	- -	1 7%	2 2%	3 1%	3 1%	2 2%	2 1%	3 2%
PAINTING/COATING	5 1%	3 1%	2 2%	1 1%	2 2%	1 1%	1 1%	5 2%	- -	5 1%	- -	4 3%	1 1%	- -	- -	- -	- -	- -	3 2%	2 1%	4 1%	1 1%	2 1%	3 2%
CONSULTING	3 1%	3 1%	- -	- -	1 1%	1 1%	1 1%	3 1%	1 1%	3 1%	- -	- -	- -	2 3%	- -	1 4%	- -	- -	2 2%	1 -	2 1%	1 1%	1 -	2 1%

MEETING STREET INSIGHTS

Continued

Table 44-3

QUESTION 37:

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

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
GRAPHIC DESIGN/ART	2	2	-	-	-	-	1	1	-	1	1	-	1	-	-	1	-	-	1	-	2	-	1	-
	-	1%	-	-	-	-	1%	-	-	-	3%	-	1%	-	-	4%	-	-	1%	-	1%	-	-	-
REPAIRS/MAINTENANCE	2	1	1	1	-	1	-	-	1	1	-	-	1	-	1	-	-	1	1	1	1	1	1	-
	-	-	1%	1%	-	1%	-	-	1%	-	3%	-	-	2%	-	4%	-	-	1%	-	-	1%	-	-
SERVICE/HOSPITALITY	2	1	1	-	-	2	-	1	1	2	-	1	-	-	-	-	1	-	2	2	-	2	-	
	-	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	4%	-	-	1%	1%	-	1%	-
SIGN MANUFACTURING	2	2	-	-	2	-	-	1	1	2	-	1	1	-	-	-	-	-	1	1	2	-	1	1
	-	1%	-	-	2%	-	-	-	1%	-	-	1%	1%	-	-	-	-	-	1%	-	1%	-	-	-
SOMETHING ELSE	21	17	4	3	6	7	5	11	7	18	2	5	3	5	3	1	2	1	11	11	17	3	12	6
	5%	6%	4%	3%	6%	5%	7%	4%	7%	5%	10%	4%	3%	9%	10%	4%	9%	7%	7%	5%	6%	2%	6%	3%
REFUSED	2	2	-	-	-	1	1	-	1	1	-	1	1	-	-	-	1	-	2	-	2	-	1	1
	-	1%	-	-	-	1%	1%	-	1%	-	3%	-	1%	-	-	-	5%	-	1%	-	1%	-	1%	-

Table 44-4
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
PROCESS MANUFACTURING	69	28	25	16	14	16	15	9	43	26	30	27	12	33	32	39	27	5	12	5	9	36
	17%	14%	16%	20%	19%	22%	22%	17%	17%	14%	14%	21%	26%	19%	16%	18%	17%	13%	22%	16%	16%	16%
PRECISION MANUFACTURING	69	40	24	14	16	8	21	10	47	21	39	24	5	33	33	44	25	13	2	5	5	34
	17%	20%	16%	17%	21%	11%	29%	18%	19%	14%	18%	19%	12%	19%	16%	20%	15%	35%	4%	16%	10%	15%
METAL FABRICATION	57	38	14	12	9	7	13	7	43	14	33	23	-	25	27	29	26	5	2	4	7	34
	14%	19%	9%	16%	13%	10%	18%	13%	17%	9%	15%	18%	-	14%	14%	13%	16%	13%	4%	14%	13%	16%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	31	10	8	7	6	11	4	3	20	11	17	9	5	15	14	13	17	4	10	3	4	16
	8%	5%	5%	9%	8%	15%	6%	6%	8%	7%	8%	7%	10%	9%	7%	6%	11%	11%	18%	8%	8%	7%
PLASTICS	22	9	14	4	1	3	1	2	14	7	15	5	1	10	10	11	10	2	-	1	4	14
	5%	5%	9%	5%	1%	3%	1%	3%	6%	5%	7%	4%	2%	6%	5%	5%	6%	6%	-	2%	7%	6%
PRINTING	21	11	10	3	6	4	2	5	9	11	10	7	3	9	11	8	11	1	4	2	1	14
	5%	6%	6%	4%	8%	6%	2%	10%	4%	8%	5%	6%	7%	5%	6%	4%	7%	4%	7%	6%	2%	6%
RETAIL/RETAIL SALES	16	7	9	5	2	6	2	1	6	10	10	3	4	8	9	11	5	1	1	-	3	13
	4%	4%	6%	7%	2%	8%	3%	1%	2%	6%	4%	2%	8%	4%	4%	5%	3%	2%	2%	-	5%	6%
WOODWORKING/WOOD MANUFACTURING	14	7	6	3	1	3	2	-	8	6	10	2	1	2	11	4	9	1	-	2	3	7
	3%	4%	4%	4%	2%	4%	3%	-	3%	4%	5%	2%	2%	1%	6%	2%	6%	2%	-	6%	5%	3%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	13	6	8	3	3	-	2	-	6	7	5	4	4	5	8	7	5	1	-	1	3	8
	3%	3%	5%	4%	4%	-	3%	-	2%	5%	2%	3%	8%	3%	4%	3%	3%	2%	-	2%	6%	4%
CONSTRUCTION	11	10	4	3	2	1	1	-	9	2	9	1	1	2	5	5	4	-	-	1	3	7
	3%	5%	3%	4%	3%	1%	1%	-	4%	2%	4%	1%	2%	1%	3%	2%	2%	-	-	4%	5%	3%
AUTOMOTIVE	8	7	2	3	4	-	-	-	5	4	3	4	1	1	5	5	2	1	-	1	3	5
	2%	3%	1%	4%	5%	-	-	-	2%	3%	1%	3%	3%	-	3%	2%	1%	2%	-	2%	5%	2%
MEDICAL MANUFACTURING	8	2	3	-	-	3	3	-	6	2	7	1	-	5	3	7	-	-	2	1	-	5
	2%	1%	2%	-	-	4%	4%	-	2%	2%	3%	1%	-	3%	1%	3%	-	-	4%	2%	-	2%
ELECTRONICS COMPONENTS	7	3	2	-	1	4	-	3	2	4	3	2	2	2	4	4	3	1	-	2	-	3
	2%	1%	2%	-	1%	6%	-	5%	1%	3%	2%	1%	4%	1%	2%	2%	2%	2%	-	6%	-	1%
ANIMAL/AGRICULTURAL MANUFACTURING	7	2	-	-	2	-	2	2	5	1	5	2	-	3	2	4	1	-	1	2	3	-
	2%	1%	-	-	3%	-	3%	4%	2%	1%	2%	2%	-	2%	1%	2%	1%	-	2%	6%	5%	-
DISTRIBUTION	6	2	4	-	1	2	1	2	3	3	3	2	-	3	2	4	1	-	1	-	-	5
	1%	1%	3%	-	1%	2%	1%	3%	1%	2%	1%	2%	-	2%	1%	2%	1%	-	2%	-	-	2%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	5	2	3	1	2	2	-	1	2	3	3	1	1	2	3	3	2	-	1	-	2	3
	1%	1%	2%	1%	2%	2%	-	2%	1%	2%	2%	1%	2%	1%	2%	2%	1%	-	2%	-	3%	2%
PAINTING/COATING	5	3	3	2	-	-	1	-	5	-	4	1	-	2	3	3	1	1	1	1	-	1
	1%	2%	2%	3%	-	-	1%	-	2%	-	2%	1%	-	1%	2%	1%	-	4%	2%	2%	-	-
CONSULTING	3	-	1	-	-	2	-	3	-	3	1	1	1	1	2	2	1	1	-	-	-	3
	1%	-	1%	-	-	2%	-	5%	-	2%	-	1%	2%	-	1%	1%	1%	2%	-	-	-	1%

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

Continued

Table 44-4

QUESTION 37:

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

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE
GRAPHIC DESIGN/ART	2	-	-	-	-	-	-	1	-	2	-	1	-	-	2	-	2	-	4	-	2	-
	-	-	-	-	-	-	-	2%	-	1%	-	1%	-	-	1%	-	1%	-	7%	-	3%	-
REPAIRS/MAINTENANCE	2	-	2	-	1	1	-	1	1	-	1	1	-	2	1	1	-	-	-	2	1	
	-	-	1%	-	1%	1%	-	-	1%	-	1%	2%	-	1%	-	1%	-	-	-	-	3%	-
SERVICE/HOSPITALITY	2	2	1	-	1	-	-	2	-	2	-	-	1	1	-	2	-	-	-	-	2	
	-	1%	1%	-	1%	-	-	1%	-	1%	-	-	-	-	-	1%	-	-	-	-	-	1%
SIGN MANUFACTURING	2	1	2	-	-	-	-	1	1	2	-	-	-	2	1	1	-	4	-	1	-	
	-	-	1%	-	-	-	-	-	1%	1%	-	-	-	1%	-	1%	-	7%	-	2%	-	
SOMETHING ELSE	21	8	9	2	3	1	-	7	10	11	8	6	5	8	12	14	7	1	7	3	3	11
	5%	4%	6%	2%	3%	1%	-	13%	4%	8%	4%	5%	11%	5%	6%	6%	5%	4%	13%	8%	6%	5%
REFUSED	2	1	1	-	-	-	1	1	1	1	-	1	2	-	2	-	-	-	1	1	-	1
	-	-	1%	-	-	-	1%	-	-	1%	-	-	2%	1%	-	1%	-	-	2%	2%	-	-

Table 44-5
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF		
	TOTAL														
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
PROCESS MANUFACTURING	69 17%	45 16%	37 15%	37 16%	42 19%	34 18%	28 15%	27 15%	28 17%	11 19%	58 17%	25 23%	35 16%	60 18%	7 13%
PRECISION MANUFACTURING	69 17%	58 21%	56 23%	50 22%	49 22%	42 22%	44 24%	42 24%	39 23%	11 18%	58 17%	15 13%	41 18%	56 17%	11 20%
METAL FABRICATION	57 14%	32 11%	33 14%	30 13%	28 12%	22 12%	25 14%	25 14%	21 13%	8 12%	49 15%	8 7%	45 20%	53 16%	4 7%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	31 8%	21 8%	16 6%	16 7%	12 5%	14 8%	14 8%	15 8%	9 5%	7 12%	24 7%	8 7%	17 8%	25 7%	6 11%
PLASTICS	22 5%	15 5%	16 7%	16 7%	16 7%	10 6%	12 7%	12 7%	10 6%	3 5%	19 6%	8 7%	12 5%	20 6%	2 4%
PRINTING	21 5%	14 5%	9 4%	14 6%	11 5%	8 4%	8 4%	7 4%	9 5%	2 3%	19 6%	6 5%	13 6%	19 6%	2 3%
RETAIL/RETAIL SALES	16 4%	11 4%	10 4%	11 5%	10 4%	5 3%	5 3%	8 4%	5 3%	1 1%	15 4%	8 8%	6 3%	14 4%	2 4%
WOODWORKING/WOOD MANUFACTURING	14 3%	12 4%	5 2%	6 3%	7 3%	6 3%	7 4%	1 -	3 2%	1 2%	12 4%	2 2%	7 3%	10 3%	4 7%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	13 3%	9 3%	7 3%	8 3%	10 4%	9 5%	7 4%	5 3%	9 5%	1 1%	12 4%	3 3%	8 4%	11 3%	2 3%
CONSTRUCTION	11 3%	8 3%	9 4%	5 2%	4 2%	4 2%	4 2%	6 3%	6 3%	3 5%	8 2%	4 3%	5 2%	9 3%	2 4%
AUTOMOTIVE	8 2%	8 3%	7 3%	5 2%	7 3%	5 3%	7 4%	4 2%	5 3%	- -	8 2%	2 2%	4 2%	6 2%	1 1%
MEDICAL MANUFACTURING	8 2%	5 2%	4 2%	3 1%	3 1%	6 3%	1 1%	3 2%	3 2%	1 2%	7 2%	1 1%	2 1%	3 1%	4 7%
ELECTRONICS COMPONENTS	7 2%	5 2%	3 1%	5 2%	4 2%	2 1%	1 -	3 1%	1 -	1 1%	5 2%	3 2%	3 1%	5 2%	1 1%
ANIMAL/AGRICULTURAL MANUFACTURING	7 2%	4 1%	2 1%	2 1%	1 1%	1 1%	2 1%	4 2%	1 1%	1 1%	4 1%	3 3%	3 1%	6 2%	1 2%
DISTRIBUTION	6 1%	4 1%	4 2%	3 1%	3 1%	3 1%	2 1%	2 1%	1 -	1 1%	5 1%	1 1%	4 2%	5 1%	1 1%
TEXTILE MANUFACTURING/EMBROIDERY/APPAREL	5 1%	3 1%	2 1%	1 -	3 1%	3 2%	2 1%	- -	2 1%	1 1%	3 1%	2 1%	3 1%	4 1%	1 1%
PAINTING/COATING	5 1%	3 1%	3 1%	2 1%	1 -	3 1%	2 1%	2 1%	1 -	2 4%	2 1%	2 2%	2 1%	4 1%	- -
CONSULTING	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	3 1%	- -	3 1%	1 1%	2 1%	3 1%	1 1%

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

Continued

Table 44-5

QUESTION 37:

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
GRAPHIC DESIGN/ART	2	-	-	1	1	1	-	-	-	-	2	1	-	1	1
	-	-	-	-	-	-	-	-	-	-	1%	1%	-	-	1%
REPAIRS/MAINTENANCE	2	2	2	1	-	-	-	-	-	1	1	1	1	2	-
	-	1%	1%	-	-	-	-	-	-	1%	-	1%	-	1%	-
SERVICE/HOSPITALITY	2	2	1	1	1	-	1	2	1	-	2	-	2	2	-
	-	1%	-	-	-	-	-	1%	-	-	-	-	1%	-	-
SIGN MANUFACTURING	2	2	2	2	2	2	2	2	2	-	2	1	1	2	-
	-	1%	1%	1%	1%	1%	1%	1%	1%	-	-	1%	-	-	-
SOMETHING ELSE	21	14	12	8	10	5	7	9	11	6	16	6	11	17	4
	5%	5%	5%	4%	5%	3%	4%	5%	7%	9%	5%	5%	5%	5%	7%
REFUSED	2	-	1	-	-	-	2	-	-	-	2	2	-	2	-
	-	-	-	-	-	-	1%	-	-	-	1%	2%	-	1%	-

Table 45-1
QUESTION 38:
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		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL-\$5	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER			
			NE	S																					UNDER \$1 MILL	\$5 MILL+	10
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103			
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%			
**D/S (<16 YEARS - 16+ YEARS)	-201	-68	-49	-17	-16	-50	-117	-83	-28	-57	-101	-45	-75	-80	-22	-43	-31	-31	99	-300	-36	-52	-21	-59			
	-50%	-49%	-57%	-36%	-38%	-61%	-52%	-48%	-19%	-51%	-88%	-23%	-60%	-100%	-32%	-63%	-54%	-100%	100%	-100%	-25%	-65%	-59%	-58%			
TOTAL <16 YEARS	99	36	19	15	13	16	55	45	60	27	7	75	25	-	23	13	13	-	99	-	53	14	7	22			
	25%	26%	22%	32%	31%	19%	24%	26%	40%	24%	6%	38%	20%	-	34%	19%	23%	-	100%	-	37%	18%	20%	21%			
LESS THAN 1 YEAR	3	-	1	-	-	1	1	1	1	1	-	3	-	-	1	-	1	-	3	-	1	1	-	-			
	1%	-	2%	-	-	2%	1%	1%	1%	1%	-	1%	-	-	2%	-	3%	-	3%	-	1%	2%	-	-			
1 - 3 YEARS	4	1	1	-	1	-	3	1	4	-	-	3	1	-	3	-	-	-	4	-	4	-	-	-			
	1%	1%	2%	-	3%	-	1%	1%	3%	-	-	1%	1%	-	4%	-	-	-	4%	-	3%	-	-	-			
4 - 6 YEARS	13	4	3	-	-	6	7	6	9	3	-	12	1	-	3	3	-	-	13	-	6	3	-	4			
	3%	3%	3%	-	-	7%	3%	3%	6%	3%	-	6%	1%	-	4%	4%	-	-	13%	-	4%	4%	-	4%			
7 - 10 YEARS	39	14	7	7	6	4	22	17	26	10	3	29	10	-	9	6	4	-	39	-	22	3	6	7			
	10%	10%	8%	14%	14%	5%	9%	10%	17%	9%	2%	15%	8%	-	13%	8%	8%	-	39%	-	15%	4%	16%	7%			
11 - 15 YEARS	40	16	6	8	6	4	22	19	20	13	4	29	12	-	7	4	7	-	40	-	20	7	1	10			
	10%	11%	7%	17%	14%	5%	9%	11%	13%	12%	4%	15%	9%	-	11%	6%	13%	-	40%	-	14%	9%	4%	10%			
16 YEARS OR MORE	300	104	68	33	30	66	172	128	89	84	108	120	100	80	45	56	44	31	-	300	89	67	28	81			
	75%	74%	78%	68%	69%	80%	76%	74%	59%	76%	94%	61%	80%	100%	66%	81%	77%	100%	-	100%	63%	82%	79%	79%			
DON'T KNOW	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-			
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			

Table 45-2
QUESTION 38:
How many years has your company been in operation?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+	
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38	
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%	
**D/S (<16 YEARS - 16+ YEARS)	-201	-108	-78	-186	-12	-68	-98	-29	-37	-82	-76	-96	-42	-55	-71	-36	-85	-71	-34	-91	-15	-120	-42	-38	
	-50%	-60%	-47%	-53%	-26%	-49%	-56%	-40%	-46%	-45%	-59%	-47%	-59%	-46%	-43%	-43%	-59%	-41%	-60%	-56%	-46%	-38%	-100%	-100%	
TOTAL <16 YEARS	99	36	45	81	17	36	39	22	21	50	26	53	14	32	46	24	29	52	11	36	9	99	-	-	
	25%	20%	27%	23%	37%	26%	22%	30%	27%	28%	20%	26%	20%	27%	28%	29%	20%	30%	20%	22%	27%	31%	-	-	
LESS THAN 1 YEAR	3	1	1	3	-	-	3	-	-	3	-	1	-	1	1	1	-	3	-	-	-	3	-	-	
	1%	1%	1%	1%	-	-	2%	-	-	2%	-	1%	-	1%	1%	2%	-	2%	-	-	-	1%	-	-	
1 - 3 YEARS	4	-	4	4	-	-	3	1	-	3	1	1	1	1	1	1	1	1	1	1	-	4	-	-	
	1%	-	3%	1%	-	-	2%	2%	-	2%	1%	1%	2%	1%	1%	2%	1%	1%	3%	1%	-	1%	-	-	
4 - 6 YEARS	13	6	4	10	3	6	3	4	4	4	4	7	3	3	6	6	1	6	3	4	1	13	-	-	
	3%	3%	3%	3%	6%	4%	2%	6%	5%	2%	3%	4%	4%	2%	4%	7%	1%	3%	5%	3%	4%	4%	-	-	
7 - 10 YEARS	39	13	20	33	4	14	16	7	12	20	7	23	3	13	20	6	13	23	3	13	6	39	-	-	
	10%	7%	12%	9%	9%	10%	9%	10%	14%	11%	6%	11%	4%	11%	12%	7%	9%	13%	5%	8%	18%	12%	-	-	
11 - 15 YEARS	40	16	14	30	10	16	14	9	6	20	13	20	7	13	17	10	13	19	4	17	1	40	-	-	
	10%	9%	9%	9%	21%	11%	8%	12%	7%	11%	10%	10%	10%	11%	11%	12%	9%	11%	7%	11%	4%	13%	-	-	
16 YEARS OR MORE	300	144	123	267	29	104	136	50	59	132	102	149	56	87	117	61	114	123	45	127	23	219	42	38	
	75%	80%	73%	77%	63%	74%	78%	70%	73%	72%	79%	74%	80%	73%	72%	71%	79%	70%	80%	78%	73%	69%	100%	100%	
DON'T KNOW	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

Table 45-3
QUESTION 38:
How many years has your company been in operation?

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (<16 YEARS - 16+ YEARS)	-201	-144	-57	-14	-45	-89	-51	-111	-73	-185	-16	-68	-49	-28	-17	-6	-13	-3	-62	-136	-141	-52	-95	-92
	-50%	-49%	-53%	-15%	-47%	-69%	-78%	-41%	-71%	-50%	-65%	-54%	-46%	-52%	-66%	-27%	-70%	-27%	-39%	-57%	-51%	-49%	-49%	-48%
TOTAL <16 YEARS	99	75	24	39	26	20	7	79	14	94	4	29	29	13	4	9	3	4	47	50	68	27	49	50
	25%	25%	23%	43%	27%	16%	11%	29%	14%	25%	17%	23%	27%	24%	16%	36%	15%	36%	30%	21%	24%	26%	25%	26%
LESS THAN 1 YEAR	3	3	-	3	-	-	-	3	-	3	-	3	-	-	-	-	-	-	1	1	3	-	-	3
	1%	1%	-	3%	-	-	-	1%	-	1%	-	2%	-	-	-	-	-	-	1%	1%	1%	-	-	1%
1 - 3 YEARS	4	3	1	3	-	-	1	4	-	4	-	-	1	1	-	1	-	-	3	1	3	1	1	3
	1%	1%	1%	3%	-	-	2%	2%	-	1%	-	-	1%	3%	-	6%	-	-	2%	1%	1%	1%	1%	1%
4 - 6 YEARS	13	10	3	7	3	1	-	12	1	13	-	3	4	1	-	-	-	4	6	7	10	3	4	9
	3%	3%	3%	8%	3%	1%	-	4%	1%	3%	-	2%	4%	3%	-	-	-	36%	4%	3%	4%	3%	2%	4%
7 - 10 YEARS	39	29	10	17	8	9	1	32	4	36	1	11	10	4	3	6	-	-	20	19	27	9	20	19
	10%	10%	9%	19%	9%	7%	2%	12%	4%	10%	6%	9%	9%	8%	11%	24%	-	-	13%	8%	10%	8%	10%	10%
11 - 15 YEARS	40	30	10	8	14	10	4	29	9	37	3	11	13	6	1	1	3	-	17	22	24	14	23	17
	10%	10%	9%	9%	15%	8%	7%	11%	8%	10%	12%	9%	12%	11%	5%	6%	15%	-	11%	9%	9%	13%	12%	9%
16 YEARS OR MORE	300	219	81	52	71	109	58	191	88	278	20	97	77	41	22	15	16	8	110	186	208	79	143	143
	75%	74%	76%	57%	73%	84%	89%	71%	86%	75%	83%	77%	73%	76%	83%	64%	85%	64%	69%	79%	75%	74%	74%	74%
DON'T KNOW	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-

Table 45-4
QUESTION 38:
How many years has your company been in operation?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (<16 YEARS - 16+ YEARS)	-201	-104	-57	-44	-49	-46	-42	-26	-141	-58	-118	-63	-18	-99	-78	-114	-76	-21	-42	-18	-39	-111
	-50%	-52%	-37%	-56%	-68%	-64%	-60%	-47%	-57%	-39%	-54%	-48%	-38%	-58%	-39%	-52%	-47%	-59%	-75%	-57%	-70%	-50%
TOTAL <16 YEARS	99	47	47	17	12	13	14	14	53	46	50	33	14	36	62	53	43	7	6	7	8	55
	25%	24%	31%	22%	16%	18%	20%	26%	21%	31%	23%	26%	31%	21%	31%	24%	27%	20%	11%	22%	14%	25%
LESS THAN 1 YEAR	3	1	1	1	1	-	-	1	1	1	3	-	-	-	3	3	-	-	-	-	1	1
	1%	1%	1%	2%	2%	-	-	3%	1%	1%	1%	-	-	-	1%	1%	-	-	-	-	2%	1%
1 - 3 YEARS	4	3	4	-	-	1	-	1	3	1	-	4	-	3	1	3	1	-	-	1	-	3
	1%	1%	3%	-	-	2%	-	3%	1%	1%	-	3%	-	2%	1%	1%	1%	-	-	2%	-	1%
4 - 6 YEARS	13	4	6	1	1	3	-	3	4	9	3	7	3	6	7	7	6	1	-	1	2	7
	3%	2%	4%	2%	2%	4%	-	5%	2%	6%	1%	6%	6%	3%	4%	3%	4%	4%	-	2%	3%	3%
7 - 10 YEARS	39	16	20	6	6	4	9	4	19	20	17	14	7	12	26	14	24	3	4	3	3	22
	10%	8%	13%	7%	8%	6%	12%	8%	8%	13%	8%	11%	15%	7%	13%	7%	15%	7%	7%	10%	5%	10%
11 - 15 YEARS	40	23	16	8	3	4	6	4	26	14	27	7	4	16	24	26	12	3	2	3	2	22
	10%	12%	10%	11%	4%	6%	8%	8%	10%	10%	12%	6%	9%	9%	12%	12%	7%	9%	4%	8%	4%	10%
16 YEARS OR MORE	300	152	104	61	61	59	56	41	194	104	168	96	32	135	140	167	119	28	48	25	47	165
	75%	76%	69%	78%	84%	82%	80%	74%	78%	69%	77%	74%	69%	79%	69%	76%	73%	80%	87%	78%	84%	75%
DON'T KNOW	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	2	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	3%	-

Table 45-5
QUESTION 38:
How many years has your company been in operation?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (<16 YEARS - 16+ YEARS)	-201 -50%	-155 -56%	-140 -58%	-121 -53%	-121 -53%	-99 -53%	-106 -59%	-115 -65%	-104 -61%	-35 -57%	-162 -48%	-71 -64%	-109 -48%	-180 -54%	-20 -35%
TOTAL <16 YEARS	99 25%	60 22%	51 21%	55 24%	53 23%	43 23%	37 21%	31 18%	33 19%	13 21%	86 26%	20 18%	58 26%	78 23%	19 32%
LESS THAN 1 YEAR	3 1%	1 1%	3 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	- -	3 1%	1 1%	1 1%	3 1%	- -
1 - 3 YEARS	4 1%	4 2%	3 1%	1 1%	1 1%	4 2%	- -	1 1%	- -	- -	4 1%	1 1%	1 1%	3 1%	1 3%
4 - 6 YEARS	13 3%	7 3%	4 2%	7 3%	4 2%	6 3%	4 2%	1 1%	4 3%	- -	13 4%	- -	10 5%	10 3%	1 3%
7 - 10 YEARS	39 10%	23 8%	20 8%	24 11%	22 10%	20 11%	19 10%	10 6%	13 8%	4 7%	35 10%	7 6%	24 11%	32 9%	7 12%
11 - 15 YEARS	40 10%	24 9%	21 9%	20 9%	24 11%	11 6%	13 7%	17 10%	14 8%	9 14%	32 9%	10 9%	20 9%	30 9%	9 15%
16 YEARS OR MORE	300 75%	216 78%	191 79%	176 76%	174 77%	142 76%	143 79%	147 82%	137 81%	48 78%	248 74%	91 82%	166 74%	257 77%	39 67%
DON'T KNOW	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-

Table 46-1
QUESTION 39:
Age.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			NE	COS																				
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	227 57%	173 43%	149 37%	112 28%	115 29%	195 49%	124 31%	80 20%	69 17%	69 17%	57 14%	31 8%	99 25%	300 75%	142 36%	81 20%	35 9%	103 26%
18 - 34	29 7%	9 7%	6 7%	2 5%	5 11%	7 8%	16 7%	14 8%	12 8%	11 10%	4 3%	14 7%	9 7%	7 8%	10 15%	2 2%	5 8%	2 7%	12 12%	18 6%	6 4%	- -	7 19%	15 15%
35 - 44	62 15%	14 10%	16 18%	9 20%	7 17%	15 19%	30 13%	32 18%	32 22%	17 15%	10 8%	37 19%	15 12%	10 12%	9 13%	11 16%	8 14%	2 5%	27 27%	35 12%	24 17%	8 10%	5 15%	20 19%
45 - 54	97 24%	25 18%	19 22%	19 40%	10 22%	24 29%	44 19%	53 30%	27 18%	33 30%	35 30%	39 20%	37 29%	21 26%	13 19%	26 38%	13 23%	5 16%	26 26%	71 24%	28 20%	19 23%	9 26%	29 28%
55 - 64	129 32%	48 34%	33 37%	11 23%	13 31%	24 30%	81 35%	48 28%	44 29%	36 32%	42 37%	61 31%	42 34%	26 32%	23 34%	20 29%	18 32%	15 50%	20 20%	109 36%	48 34%	31 38%	10 29%	23 23%
65 AND ABOVE	65 16%	32 23%	11 13%	6 13%	7 16%	8 10%	43 19%	22 12%	27 18%	12 11%	23 20%	31 16%	17 14%	17 21%	13 19%	7 11%	12 21%	7 23%	7 7%	58 19%	31 22%	18 23%	3 7%	10 9%
REFUSED	18 5%	11 8%	2 2%	- -	1 3%	3 4%	13 6%	5 3%	8 5%	3 2%	2 2%	13 7%	4 3%	1 1%	- -	3 4%	2 3%	- -	7 7%	10 3%	5 4%	5 6%	1 3%	6 6%

Table 46-2
QUESTION 39:
Age.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	180 45%	168 42%	348 87%	47 12%	141 35%	175 44%	72 18%	80 20%	183 46%	129 32%	203 51%	71 18%	118 30%	163 41%	85 21%	144 36%	175 44%	57 14%	163 41%	32 8%	319 80%	42 10%	38 10%
18 - 34	29 7%	23 13%	6 4%	29 8%	- -	10 7%	13 7%	5 7%	11 13%	8 4%	11 8%	21 11%	1 1%	6 5%	17 10%	2 3%	8 6%	18 10%	3 5%	8 5%	3 9%	22 7%	6 14%	1 2%
35 - 44	62 15%	36 20%	25 15%	61 17%	- -	28 20%	26 15%	5 7%	15 18%	25 13%	19 15%	37 18%	3 4%	22 18%	26 16%	10 12%	26 18%	39 22%	5 9%	18 11%	7 21%	52 16%	4 10%	6 15%
45 - 54	97 24%	35 20%	48 29%	84 24%	12 27%	40 28%	40 23%	16 22%	16 20%	50 27%	30 23%	48 24%	18 26%	29 24%	39 24%	22 25%	34 24%	44 25%	11 19%	40 25%	6 17%	76 24%	12 28%	9 23%
55 - 64	129 32%	56 31%	54 32%	110 32%	18 39%	36 25%	63 36%	27 38%	20 26%	60 33%	45 35%	60 30%	26 36%	42 35%	48 30%	29 34%	50 35%	44 25%	20 34%	62 38%	12 37%	103 32%	12 29%	14 36%
65 AND ABOVE	65 16%	20 11%	30 18%	50 14%	13 28%	22 16%	25 14%	16 22%	15 19%	30 17%	20 15%	28 14%	21 29%	13 11%	25 16%	20 24%	17 12%	23 13%	13 23%	29 18%	2 8%	48 15%	8 19%	9 23%
REFUSED	18 5%	10 5%	5 3%	15 4%	3 7%	6 4%	8 5%	3 4%	3 4%	10 5%	4 3%	7 4%	3 4%	7 6%	8 5%	2 2%	8 5%	7 4%	5 10%	6 4%	2 7%	17 5%	- -	1 2%

Table 46-3
QUESTION 39:
Age.

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
18 - 34	29 7%	15 5%	14 13%	29 32%	-	-	-	19 7%	9 9%	28 8%	1 3%	8 6%	15 14%	4 7%	1 3%	1 6%	-	-	17 11%	12 5%	19 7%	5 4%	16 8%	10 5%
35 - 44	62 15%	48 16%	14 13%	62 68%	-	-	-	44 16%	12 12%	56 15%	4 18%	24 19%	19 18%	9 16%	5 18%	2 10%	-	-	26 17%	36 15%	47 17%	11 10%	34 18%	25 13%
45 - 54	97 24%	65 22%	31 30%	-	97 100%	-	-	62 23%	31 30%	93 25%	4 17%	45 36%	22 21%	9 17%	7 27%	4 17%	2 9%	2 19%	26 16%	69 29%	67 24%	28 26%	47 25%	48 25%
55 - 64	129 32%	101 34%	28 26%	-	-	129 100%	-	82 30%	36 36%	119 32%	10 39%	29 23%	29 28%	20 37%	11 40%	10 40%	13 70%	6 47%	51 33%	76 32%	92 33%	32 30%	60 31%	66 34%
65 AND ABOVE	65 16%	53 18%	12 11%	-	-	-	65 100%	47 17%	13 13%	60 16%	4 16%	14 11%	20 19%	10 19%	3 10%	5 20%	4 21%	2 14%	27 17%	37 16%	41 15%	24 22%	27 14%	36 19%
REFUSED	18 5%	11 4%	7 7%	-	-	-	-	16 6%	-	16 4%	2 7%	6 4%	1 1%	3 5%	-	2 7%	-	2 19%	11 7%	6 3%	11 4%	7 6%	8 4%	8 4%

Table 46-4
QUESTION 39:
Age.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTYG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
18 - 34	29	14	10	4	8	7	6	3	18	10	12	9	9	11	13	15	10	2	4	3	4	16
	7%	7%	6%	5%	10%	9%	9%	6%	7%	7%	5%	7%	18%	7%	6%	7%	6%	6%	7%	8%	7%	7%
35 - 44	62	36	17	16	14	5	14	7	44	18	30	28	5	24	34	34	26	6	7	6	12	29
	15%	18%	11%	21%	19%	8%	19%	12%	18%	12%	14%	22%	10%	14%	17%	15%	16%	17%	13%	18%	22%	13%
45 - 54	97	56	33	18	18	15	19	17	69	28	62	25	8	44	45	58	35	14	14	7	15	42
	24%	28%	22%	24%	25%	21%	27%	31%	28%	18%	28%	19%	18%	26%	22%	26%	22%	41%	25%	22%	27%	19%
55 - 64	129	55	55	28	18	24	18	22	80	48	76	39	14	56	65	71	53	9	18	9	14	79
	32%	28%	36%	36%	25%	34%	26%	39%	32%	32%	35%	30%	30%	33%	32%	32%	33%	26%	33%	29%	26%	36%
65 AND ABOVE	65	32	28	8	11	15	11	6	29	36	32	24	7	31	34	32	32	4	7	6	7	41
	16%	16%	19%	11%	16%	21%	15%	10%	12%	24%	15%	19%	15%	18%	17%	14%	20%	11%	13%	20%	12%	19%
REFUSED	18	5	9	3	4	5	3	1	8	10	8	5	4	6	11	11	5	-	5	1	3	13
	5%	3%	6%	3%	5%	7%	4%	2%	3%	7%	3%	4%	9%	3%	6%	5%	3%	-	9%	4%	6%	6%

Table 46-5
QUESTION 39:
Age.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
18 - 34	29 7%	16 6%	18 7%	22 10%	17 8%	15 8%	13 7%	14 8%	14 8%	- -	28 9%	12 11%	14 6%	26 8%	3 5%
35 - 44	62 15%	43 16%	32 13%	34 15%	34 15%	30 16%	30 17%	23 13%	23 14%	2 4%	58 17%	15 14%	41 18%	57 17%	4 7%
45 - 54	97 24%	74 27%	64 27%	62 27%	64 28%	46 25%	48 26%	51 29%	48 28%	14 23%	82 25%	26 23%	54 24%	80 24%	16 28%
55 - 64	129 32%	94 34%	82 34%	75 32%	73 32%	61 33%	56 31%	61 34%	60 35%	30 50%	99 30%	39 35%	76 34%	115 34%	10 18%
65 AND ABOVE	65 16%	39 14%	37 15%	27 12%	29 13%	23 12%	27 15%	21 12%	19 11%	11 18%	53 16%	10 9%	34 15%	45 13%	19 34%
REFUSED	18 5%	11 4%	10 4%	11 5%	10 4%	12 6%	7 4%	8 4%	6 4%	3 5%	15 4%	8 7%	4 2%	12 3%	5 8%

Table 47-1
QUESTION 40:
Gender.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
**D/S (MALE - FEMALE)	187	79	42	16	19	31	121	66	70	49	62	100	45	41	18	40	34	15	50	137	90	64	5	20
	47%	57%	48%	33%	43%	38%	54%	38%	47%	44%	54%	51%	36%	51%	26%	58%	61%	49%	51%	46%	63%	79%	15%	19%
MALE	294	110	65	32	31	57	174	119	109	80	89	148	85	61	44	54	45	23	75	219	116	73	20	61
	73%	78%	74%	67%	72%	69%	77%	69%	73%	72%	77%	76%	68%	76%	63%	79%	80%	75%	75%	73%	82%	90%	57%	60%
FEMALE	106	30	22	16	12	25	53	54	40	31	26	47	40	19	25	14	11	8	24	81	26	8	15	42
	27%	22%	26%	33%	28%	31%	23%	31%	27%	28%	23%	24%	32%	24%	37%	21%	20%	25%	25%	27%	18%	10%	43%	40%

Table 47-2
QUESTION 40:
Gender.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
					6																			
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
**D/S (MALE - FEMALE)	187	62	87	148	34	83	80	25	35	69	76	92	41	49	72	47	63	63	21	103	15	145	14	27
	47%	34%	52%	43%	73%	59%	46%	35%	44%	38%	59%	45%	58%	41%	44%	56%	44%	36%	38%	63%	48%	46%	33%	71%
MALE	294	121	127	248	40	112	128	48	58	126	102	147	56	84	117	66	103	119	39	133	24	232	28	33
	73%	67%	76%	71%	86%	79%	73%	68%	72%	69%	80%	73%	79%	71%	72%	78%	72%	68%	69%	82%	74%	73%	67%	86%
FEMALE	106	59	41	100	6	29	48	23	22	57	26	56	15	35	45	19	40	56	18	30	8	87	14	5
	27%	33%	24%	29%	14%	21%	27%	32%	28%	31%	20%	27%	21%	29%	28%	22%	28%	32%	31%	18%	26%	27%	33%	14%

Table 47-3
QUESTION 40:
Gender.

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400	294	106	91	97	129	65	270	102	372	24	125	106	54	26	24	19	12	158	236	276	107	193	193
	100%	73%	27%	23%	24%	32%	16%	68%	26%	93%	6%	31%	27%	14%	7%	6%	5%	3%	39%	59%	69%	27%	48%	48%
**D/S (MALE - FEMALE)	187	294	-106	35	34	73	41	119	54	172	15	63	22	40	7	19	11	5	66	117	132	48	74	105
	47%	100%	-100%	39%	35%	56%	63%	44%	52%	46%	60%	50%	20%	75%	27%	79%	56%	43%	42%	49%	48%	45%	38%	54%
MALE	294	294	-	63	65	101	53	194	78	272	20	94	64	47	17	21	15	9	112	177	204	77	133	149
	73%	100%	-	69%	68%	78%	81%	72%	76%	73%	80%	75%	60%	87%	64%	89%	78%	72%	71%	75%	74%	72%	69%	77%
FEMALE	106	-	106	28	31	28	12	76	24	100	5	31	42	7	10	3	4	3	46	60	72	30	60	44
	27%	-	100%	31%	32%	22%	19%	28%	24%	27%	20%	25%	40%	13%	36%	11%	22%	28%	29%	25%	26%	28%	31%	23%

Table 47-4
QUESTION 40:
Gender.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTG Y PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
**D/S (MALE - FEMALE)	187	81	81	34	15	19	38	30	117	68	110	60	11	93	87	110	78	11	21	13	22	125
	47%	41%	53%	43%	21%	27%	53%	54%	47%	45%	50%	47%	24%	54%	43%	50%	48%	30%	38%	41%	40%	57%
MALE	294	140	117	56	44	46	54	42	183	109	164	95	29	132	144	165	120	23	38	23	39	173
	73%	70%	77%	72%	61%	63%	77%	77%	74%	73%	75%	73%	62%	77%	72%	75%	74%	65%	69%	71%	70%	78%
FEMALE	106	59	35	22	29	26	17	13	65	41	54	35	18	39	57	56	42	13	17	9	17	48
	27%	30%	23%	28%	39%	37%	23%	23%	26%	27%	25%	27%	38%	23%	28%	25%	26%	35%	31%	29%	30%	22%

Table 47-5
QUESTION 40:
Gender.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
**D/S (MALE - FEMALE)	187 47%	119 43%	118 49%	101 44%	109 48%	80 43%	98 55%	77 43%	80 47%	31 50%	152 45%	30 27%	115 51%	146 43%	36 63%
MALE	294 73%	198 71%	180 74%	166 72%	168 74%	133 72%	139 77%	128 72%	125 74%	46 75%	244 73%	71 64%	170 76%	241 72%	47 82%
FEMALE	106 27%	79 29%	62 26%	65 28%	59 26%	53 28%	41 23%	51 28%	45 26%	15 25%	91 27%	40 36%	54 24%	95 28%	11 18%

Table 48-1
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		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			NE	COS																				
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
OWNER	142	52	30	15	19	26	82	60	88	38	11	110	29	3	26	23	16	8	53	89	142	-	-	-
	36%	37%	35%	31%	44%	32%	36%	35%	59%	34%	10%	57%	24%	3%	38%	33%	28%	27%	54%	30%	100%	-	-	-
MANAGER/GENERAL MANAGER	103	36	17	12	12	25	53	49	22	32	37	33	38	31	22	18	9	5	22	81	-	-	-	103
	26%	26%	20%	26%	27%	31%	24%	28%	15%	28%	32%	17%	31%	39%	32%	26%	17%	15%	22%	27%	-	-	-	100%
PRESIDENT/CEO/CFO/COO	81	30	20	9	4	18	50	31	21	20	35	32	23	26	9	18	23	5	14	67	-	81	-	-
	20%	21%	23%	18%	10%	22%	22%	18%	14%	18%	31%	16%	18%	33%	13%	26%	41%	18%	14%	22%	-	100%	-	-
MANAGEMENT TEAM MEMBER/DIRECTOR	35	11	9	5	6	5	20	15	10	8	15	9	17	9	7	5	2	7	7	28	-	-	35	-
	9%	8%	10%	10%	13%	6%	9%	9%	7%	7%	13%	5%	14%	12%	10%	7%	3%	23%	7%	9%	-	-	100%	-
VICE PRESIDENT	15	4	5	3	1	3	9	7	2	2	10	4	2	9	2	4	3	4	-	15	-	-	-	-
	4%	3%	6%	7%	2%	3%	4%	4%	2%	2%	9%	2%	2%	11%	2%	5%	5%	12%	-	5%	-	-	-	-
GENERAL OFFICE STAFF/SALES/ADMINISTRATIVE	11	4	1	4	1	2	5	7	2	6	3	3	7	2	2	1	2	1	3	9	-	-	-	-
	3%	3%	1%	8%	2%	2%	2%	4%	2%	6%	2%	1%	6%	3%	3%	1%	4%	3%	3%	3%	-	-	-	-
OTHER	12	3	5	-	1	3	8	3	3	6	3	4	8	-	1	2	1	1	-	12	-	-	-	-
	3%	2%	6%	-	2%	3%	4%	2%	2%	5%	2%	2%	6%	-	1%	2%	1%	3%	-	4%	-	-	-	-

Table 48-2
QUESTION C:
What is your job title?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	180	168	348	47	141	175	72	80	183	129	203	71	118	163	85	144	175	57	163	32	319	42	38
	100%	45%	42%	87%	12%	35%	44%	18%	20%	46%	32%	51%	18%	30%	41%	21%	36%	44%	14%	41%	8%	80%	10%	10%
OWNER	142	40	71	110	29	32	74	33	21	83	37	60	32	48	50	43	49	54	25	63	17	140	-	3
	36%	22%	42%	32%	62%	23%	42%	45%	26%	45%	28%	29%	46%	40%	31%	50%	34%	31%	44%	39%	53%	44%	-	7%
MANAGER/GENERAL MANAGER	103	64	37	100	2	40	38	19	28	33	39	55	16	31	45	16	41	58	11	31	5	71	16	15
	26%	35%	22%	29%	5%	28%	22%	27%	35%	18%	31%	27%	22%	26%	27%	19%	28%	33%	20%	19%	14%	22%	38%	40%
PRESIDENT/CEO/CFO/COO	81	34	36	70	9	41	27	12	15	34	29	49	15	15	38	21	20	29	12	39	3	55	14	12
	20%	19%	21%	20%	19%	29%	15%	16%	19%	19%	23%	24%	22%	13%	23%	25%	14%	17%	22%	24%	10%	17%	33%	32%
MANAGEMENT TEAM MEMBER/DIRECTOR	35	23	10	33	2	13	16	5	10	14	12	22	4	7	13	1	17	18	4	12	2	26	6	3
	9%	13%	6%	9%	5%	9%	9%	8%	12%	8%	9%	11%	5%	6%	8%	1%	12%	10%	6%	7%	5%	8%	14%	9%
VICE PRESIDENT	15	8	6	15	1	8	6	2	3	8	4	8	1	7	8	2	5	5	2	8	2	7	4	5
	4%	4%	4%	4%	2%	5%	3%	2%	4%	4%	3%	4%	1%	6%	5%	3%	4%	3%	4%	5%	5%	2%	10%	12%
GENERAL OFFICE STAFF/SALES/ADMINISTRATIVE	11	7	2	8	3	2	8	1	1	7	4	3	2	7	4	2	6	6	-	6	4	9	2	-
	3%	4%	1%	2%	7%	2%	5%	1%	1%	4%	3%	2%	2%	6%	2%	2%	4%	3%	-	4%	13%	3%	5%	-
OTHER	12	6	6	12	-	6	6	-	3	4	3	7	1	4	6	-	5	6	2	4	-	12	-	-
	3%	3%	4%	3%	-	4%	3%	-	3%	2%	3%	3%	1%	4%	4%	-	4%	3%	3%	3%	-	4%	-	-

Table 48-3
QUESTION C:
What is your job title?

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
OWNER	142 36%	116 40%	26 25%	30 33%	28 29%	48 37%	31 48%	109 40%	21 20%	130 35%	11 44%	33 26%	34 32%	27 49%	5 19%	14 59%	7 38%	8 67%	55 35%	85 36%	102 37%	33 31%	61 32%	74 38%
MANAGER/GENERAL MANAGER	103 26%	61 21%	42 39%	35 38%	29 30%	23 18%	10 15%	61 22%	38 37%	99 26%	4 16%	38 30%	38 36%	7 13%	5 19%	2 7%	3 17%	1 7%	47 30%	53 23%	65 23%	35 33%	59 31%	40 21%
PRESIDENT/CEO/CFO/COO	81 20%	73 25%	8 8%	8 9%	19 19%	31 24%	18 28%	53 20%	21 20%	74 20%	7 27%	28 23%	13 12%	12 22%	11 42%	4 18%	5 27%	2 19%	24 15%	57 24%	57 21%	22 20%	34 18%	43 22%
MANAGEMENT TEAM MEMBER/ DIRECTOR	35 9%	20 7%	15 14%	12 13%	9 10%	10 8%	3 4%	22 8%	12 12%	34 9%	2 7%	8 6%	12 11%	6 11%	2 6%	3 13%	3 13%	-	19 12%	16 7%	26 9%	6 6%	24 13%	11 6%
VICE PRESIDENT	15 4%	10 3%	5 5%	2 3%	8 8%	5 4%	-	10 4%	5 5%	15 4%	-	10 8%	2 2%	-	1 3%	-	-	-	4 3%	11 5%	10 4%	5 5%	2 1%	13 7%
GENERAL OFFICE STAFF/SALES/ ADMINISTRATIVE	11 3%	3 1%	8 8%	1 1%	4 5%	4 3%	2 3%	7 2%	4 4%	11 3%	1 3%	4 3%	4 4%	1 2%	2 8%	-	-	1 7%	2 2%	9 4%	8 3%	3 3%	5 2%	7 4%
OTHER	12 3%	10 3%	2 2%	3 3%	-	7 5%	2 3%	9 3%	2 2%	11 3%	1 3%	5 4%	3 2%	2 3%	1 3%	1 4%	1 5%	-	6 4%	5 2%	8 3%	2 2%	7 3%	5 3%

Table 48-4
QUESTION C:
What is your job title?

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
OWNER	142	63	61	23	21	24	18	22	62	81	73	47	18	50	89	60	83	10	21	13	20	81
	36%	32%	40%	30%	29%	33%	26%	40%	25%	54%	34%	36%	38%	29%	44%	27%	51%	28%	38%	41%	35%	37%
MANAGER/GENERAL MANAGER	103	48	36	16	26	19	23	16	69	33	50	34	18	41	49	65	26	12	13	10	16	51
	26%	24%	24%	20%	35%	26%	32%	29%	28%	22%	23%	26%	38%	24%	25%	29%	16%	33%	23%	31%	29%	23%
PRESIDENT/CEO/CFO/COO	81	46	28	27	16	13	17	12	66	15	51	26	3	44	36	48	33	7	5	3	13	48
	20%	23%	19%	34%	21%	18%	24%	23%	27%	10%	24%	20%	7%	26%	18%	22%	20%	20%	8%	10%	24%	22%
MANAGEMENT TEAM MEMBER/ DIRECTOR	35	20	19	5	6	8	5	3	19	16	13	15	7	16	15	25	8	4	6	4	3	19
	9%	10%	12%	7%	8%	11%	7%	5%	8%	11%	6%	11%	15%	9%	7%	11%	5%	11%	11%	12%	5%	9%
VICE PRESIDENT	15	10	2	-	3	3	6	-	14	2	12	4	-	9	2	12	3	-	5	1	3	9
	4%	5%	1%	-	4%	4%	8%	-	6%	1%	5%	3%	-	5%	1%	5%	2%	-	8%	2%	5%	4%
GENERAL OFFICE STAFF/SALES/ ADMINISTRATIVE	11	7	3	4	1	2	-	-	8	3	10	1	1	6	5	5	4	2	2	1	-	5
	3%	3%	2%	5%	1%	3%	-	-	3%	2%	4%	1%	2%	3%	2%	2%	3%	6%	4%	2%	-	2%
OTHER	12	5	3	3	1	3	2	3	9	3	8	3	-	5	5	6	5	1	4	1	1	8
	3%	3%	2%	3%	1%	5%	2%	5%	4%	2%	4%	3%	-	3%	2%	3%	3%	2%	7%	2%	2%	4%

Table 48-5
QUESTION C:
What is your job title?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
OWNER	142 36%	98 36%	78 32%	70 30%	76 33%	63 34%	50 28%	49 27%	46 27%	18 30%	124 37%	35 31%	83 37%	118 35%	22 38%
MANAGER/GENERAL MANAGER	103 26%	68 25%	58 24%	67 29%	60 26%	46 25%	50 28%	54 30%	45 26%	14 23%	86 26%	37 33%	57 25%	93 28%	9 15%
PRESIDENT/CEO/CFO/COO	81 20%	61 22%	60 25%	45 20%	51 22%	40 22%	46 26%	38 21%	41 24%	16 25%	65 19%	14 12%	48 22%	62 18%	17 29%
MANAGEMENT TEAM MEMBER/ DIRECTOR	35 9%	23 8%	23 9%	21 9%	19 8%	16 8%	15 8%	14 8%	20 12%	4 6%	31 9%	12 11%	18 8%	30 9%	4 8%
VICE PRESIDENT	15 4%	11 4%	11 4%	12 5%	11 5%	10 5%	7 4%	11 6%	8 5%	3 5%	12 4%	4 4%	8 4%	12 4%	3 5%
GENERAL OFFICE STAFF/SALES/ ADMINISTRATIVE	11 3%	8 3%	8 3%	7 3%	4 2%	7 4%	5 3%	6 3%	4 3%	4 7%	7 2%	4 3%	6 2%	9 3%	2 4%
OTHER	12 3%	8 3%	5 2%	8 3%	7 3%	5 3%	7 4%	7 4%	6 3%	3 4%	9 3%	6 5%	5 2%	11 3%	1 1%

Table 49-1
QUESTION REG:
Region./County.

BANNER 1

	REGION						REGION II					REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE		
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER		
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103		
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%		
COLLAR	87	-	87	-	-	-	87	-	34	24	27	42	27	17	13	23	16	5	19	68	30	20	9	17		
	22%	-	100%	-	-	-	38%	-	23%	21%	23%	22%	22%	20%	33%	28%	18%	19%	23%	21%	25%	25%	17%			
ANOKA	25	-	25	-	-	-	25	-	10	9	5	14	9	1	2	9	7	1	6	19	12	6	1	6		
	6%	-	28%	-	-	-	11%	-	7%	8%	4%	7%	7%	2%	3%	13%	13%	3%	6%	6%	8%	8%	2%	6%		
CARVER	7	-	7	-	-	-	7	-	5	1	2	3	3	1	1	2	-	-	3	4	1	2	-	2		
	2%	-	8%	-	-	-	3%	-	3%	1%	1%	2%	3%	1%	1%	2%	-	-	3%	1%	1%	3%	-	2%		
DAKOTA	23	-	23	-	-	-	23	-	7	6	9	11	6	6	3	4	5	2	7	15	9	3	4	2		
	6%	-	26%	-	-	-	10%	-	5%	6%	8%	5%	5%	8%	5%	9%	7%	7%	5%	6%	3%	12%	4	2%		
SCOTT	9	-	9	-	-	-	9	-	4	3	2	3	2	4	-	2	-	1	-	9	2	5	2	-		
	2%	-	10%	-	-	-	4%	-	2%	3%	2%	2%	1%	5%	-	3%	-	3%	-	3%	1%	6%	5%	-		
WASHINGTON	17	-	17	-	-	-	17	-	8	3	4	10	6	1	7	3	2	1	3	14	5	2	1	5		
	4%	-	20%	-	-	-	8%	-	5%	3%	3%	5%	5%	2%	11%	4%	3%	3%	3%	5%	4%	2%	3%	5%		
WRIGHT	7	-	7	-	-	-	7	-	-	1	6	1	2	4	-	4	2	1	-	7	1	2	1	3		
	2%	-	8%	-	-	-	3%	-	-	1%	5%	-	1%	5%	-	5%	4%	3%	-	2%	1%	2%	2%	3%		
MINN-SP	140	140	-	-	-	-	140	-	45	42	44	68	43	29	22	15	21	11	36	104	52	30	11	36		
	35%	100%	-	-	-	-	62%	-	30%	38%	39%	35%	34%	36%	32%	22%	36%	35%	36%	35%	36%	37%	32%	35%		
HENNEPIN	107	107	-	-	-	-	107	-	33	33	33	49	35	22	15	13	15	11	29	78	41	23	8	30		
	27%	76%	-	-	-	-	47%	-	22%	29%	29%	25%	28%	21%	19%	26%	35%	29%	26%	28%	29%	22%	8	29%		
RAMSEY	33	33	-	-	-	-	33	-	12	9	11	19	7	7	7	2	6	-	7	26	11	7	4	6		
	8%	24%	-	-	-	-	15%	-	8%	8%	10%	10%	6%	8%	11%	3%	10%	-	7%	9%	8%	9%	10%	6%		
NORTHEAST	48	-	-	48	-	-	-	48	26	13	8	29	14	5	10	9	6	2	15	33	15	9	5	12		
	12%	-	-	100%	-	-	-	28%	17%	12%	7%	15%	11%	6%	14%	13%	10%	5%	15%	11%	11%	11%	13%	12%		
AITKIN	2	-	-	2	-	-	-	2	2	-	-	2	-	-	1	-	-	1	-	2	1	-	1	-		
	1%	-	-	5%	-	-	-	1%	2%	-	-	1%	-	-	1%	-	-	3%	-	1%	1%	-	2%	-		
BELTRAMI	2	-	-	2	-	-	-	2	1	-	-	2	-	-	1	-	-	-	1	1	1	-	-	1		
	1%	-	-	5%	-	-	-	1%	1%	-	-	1%	-	-	2%	-	-	-	1%	1	1	-	-	1%		
CARLTON	1	-	-	1	-	-	-	1	-	1	-	1	-	-	-	1	-	-	-	1	1	-	-	-		
	-	-	-	2%	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-		
CASS	4	-	-	4	-	-	-	4	2	1	-	4	-	-	-	1	-	-	3	1	2	-	-	1		
	1%	-	-	7%	-	-	-	2%	1%	1%	-	2%	-	-	2%	-	-	-	3%	-	2%	-	-	1%		
CHISAGO	5	-	-	5	-	-	-	5	3	1	1	2	3	-	-	1	1	-	3	2	1	1	-	1		
	1%	-	-	11%	-	-	-	3%	2%	1%	1%	1%	2%	-	-	1%	1%	-	3%	1%	1%	2%	-	1%		
CROW WING	3	-	-	3	-	-	-	3	1	2	1	1	-	-	3	3	-	1	-	3	1	-	-	3		
	1%	-	-	7%	-	-	-	2%	1%	2%	1%	-	-	3%	4%	-	1%	-	-	1%	-	-	-	3%		
ISANTI	7	-	-	7	-	-	-	7	5	1	1	4	3	-	-	3	-	-	4	2	2	-	2	2		
	2%	-	-	14%	-	-	-	4%	3%	1%	1%	2%	2%	-	-	4%	-	-	4%	1%	2%	-	6%	2%		

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

Continued

Table 49-1
QUESTION REG:
Region./County.

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
ITASCA	2	-	-	2	-	-	-	2	1	1	-	1	1	-	-	-	1	-	-	2	-	-	-	-
	-	-	-	3%	-	-	-	1%	1%	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-
MILLIE LACS	3	-	-	3	-	-	-	3	2	1	-	2	1	-	-	-	2	-	1	2	1	2	-	-
	1%	-	-	6%	-	-	-	2%	1%	1%	-	1%	1%	-	-	-	3%	-	1%	1%	1%	3%	-	-
MORRISON	2	-	-	2	-	-	-	2	2	1	-	2	1	-	-	-	1	-	-	2	-	1	1	1
	1%	-	-	5%	-	-	-	1%	1%	1%	-	1%	1%	-	-	-	1%	-	-	1%	-	1%	2%	1%
PINE	3	-	-	3	-	-	-	3	-	1	2	-	1	2	1	2	-	-	-	3	-	2	-	1
	1%	-	-	6%	-	-	-	2%	-	1%	2%	-	1%	2%	1%	3%	-	-	-	1%	-	2%	-	1%
ST. LOUIS	14	-	-	14	-	-	-	14	6	4	4	8	5	1	4	1	1	1	3	11	5	2	1	3
	3%	-	-	29%	-	-	-	8%	4%	3%	3%	4%	4%	1%	6%	1%	1%	3%	3%	4%	4%	3%	2%	3%
SOUTH -----	43	-	-	-	43	-	-	43	19	13	8	23	17	3	8	6	7	3	13	30	19	4	6	12
	11%	-	-	-	100%	-	-	25%	12%	12%	7%	12%	14%	4%	11%	9%	12%	8%	13%	10%	13%	5%	16%	11%
BLUE EARTH	6	-	-	-	6	-	-	6	4	1	1	4	2	-	-	3	-	1	1	4	5	-	-	1
	1%	-	-	-	14%	-	-	3%	3%	1%	1%	2%	1%	-	-	4%	-	3%	1%	1%	3%	-	-	1%
DODGE	2	-	-	-	2	-	-	2	2	-	-	2	-	-	-	1	-	-	-	2	2	-	-	-
	-	-	-	-	4%	-	-	1%	1%	-	-	1%	-	-	-	1%	-	-	-	1%	1%	-	-	-
FARIBAULT	2	-	-	-	2	-	-	2	1	1	-	1	1	-	-	-	-	-	1	1	1	-	-	-
	1%	-	-	-	5%	-	-	1%	1%	1%	-	1%	1%	-	-	-	-	-	1%	-	1%	-	-	-
FILLMORE	2	-	-	-	2	-	-	2	-	-	2	-	1	1	1	-	1	-	-	2	1	-	1	-
	-	-	-	-	4%	-	-	1%	-	-	1%	-	1%	1%	1%	-	2%	-	-	1%	1%	-	2%	-
FREEBORN	2	-	-	-	2	-	-	2	2	-	-	2	-	-	1	1	-	-	-	2	1	-	1	-
	-	-	-	-	4%	-	-	1%	1%	-	-	1%	-	-	1%	1%	-	-	-	1%	1%	-	2%	-
GOODHUE	1	-	-	-	1	-	-	1	1	-	-	1	-	-	-	-	1	-	-	1	-	-	-	-
	-	-	-	-	2%	-	-	-	1%	-	-	-	-	-	-	-	2%	-	-	-	-	-	-	-
HOUSTON	1	-	-	-	1	-	-	1	1	-	-	1	-	-	-	-	-	-	-	1	-	1	-	-
	-	-	-	-	2%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-
LE SUEUR	5	-	-	-	5	-	-	5	3	2	-	2	2	1	1	-	1	1	3	3	3	1	-	-
	1%	-	-	-	11%	-	-	3%	2%	1%	-	1%	2%	1%	2%	-	2%	3%	1%	1%	2%	1%	-	-
OLMSTED	4	-	-	-	4	-	-	4	-	1	2	2	2	1	-	1	-	-	-	4	-	2	-	2
	1%	-	-	-	10%	-	-	2%	-	1%	1%	1%	1%	1%	-	1%	-	-	-	1%	-	2%	-	2%
RICE	6	-	-	-	6	-	-	6	1	3	-	4	1	-	1	-	-	-	3	3	3	-	1	1
	1%	-	-	-	13%	-	-	3%	1%	3%	-	2%	1%	-	2%	-	-	-	3%	1%	2%	-	4%	1%
STEELE	3	-	-	-	3	-	-	3	-	1	2	-	3	-	-	-	1	1	-	3	-	-	2	1
	1%	-	-	-	6%	-	-	1%	-	1%	2%	-	2%	-	-	2%	3%	-	1%	1%	-	-	5%	1%
WABASHA	5	-	-	-	5	-	-	5	2	2	1	3	1	1	3	-	-	-	3	2	1	1	1	2
	1%	-	-	-	13%	-	-	3%	2%	2%	1%	2%	1%	1%	4%	-	-	-	3%	1%	1%	1%	2%	2%
WINONA	6	-	-	-	6	-	-	6	1	2	2	1	4	-	-	1	3	-	3	3	2	-	-	4
	1%	-	-	-	13%	-	-	3%	1%	2%	2%	1%	3%	-	-	1%	6%	-	3%	1%	1%	-	-	4%

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

Continued

Table 49-1
QUESTION REG:
Region./County.

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+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER	
									UNDER \$1 MILL	\$5 MILL+	\$1 MILL														
WEST-NW	82	-	-	-	-	82	-	82	27	19	28	33	23	26	16	17	8	10	16	66	26	18	5	25	
-----	21%	-	-	-	-	100%	-	47%	18%	17%	24%	17%	18%	32%	24%	24%	14%	33%	16%	22%	19%	22%	14%	25%	
BECKER	2	-	-	-	-	2	-	2	-	-	-	-	-	2	-	-	-	-	-	2	-	-	-	2	
	1%	-	-	-	-	2%	-	1%	-	-	-	-	-	3%	-	-	-	-	-	1%	-	-	-	2%	
BROWN	2	-	-	-	-	2	-	2	1	1	-	1	-	1	-	-	-	-	-	2	-	-	-	2	
	-	-	-	-	-	2%	-	1%	1%	1%	-	-	-	1%	-	-	-	-	-	1%	-	-	-	1%	
CHIPPEWA	2	-	-	-	-	2	-	2	1	-	1	-	1	1	-	-	1	-	1	1	-	1	-	1	
	1%	-	-	-	-	3%	-	1%	1%	-	1%	-	1%	1%	-	-	3%	-	1%	-	-	2%	-	1%	
CLAY	2	-	-	-	-	2	-	2	-	-	1	1	1	-	-	-	-	1	-	2	-	-	-	2	
	-	-	-	-	-	2%	-	1%	-	-	1%	-	1%	-	-	-	-	3%	-	1%	-	-	-	2%	
DOUGLAS	8	-	-	-	-	8	-	8	1	1	5	3	-	5	1	4	1	-	1	6	-	3	1	2	
	2%	-	-	-	-	10%	-	5%	1%	1%	4%	1%	-	7%	2%	6%	1%	-	1%	2%	-	4%	2%	2%	
HUBBARD	1	-	-	-	-	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1	1	-	-	-	
	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	
KANDIYOHI	9	-	-	-	-	9	-	9	4	2	4	5	-	5	2	1	2	-	3	7	5	2	1	2	
	2%	-	-	-	-	12%	-	5%	3%	2%	3%	2%	-	6%	2%	1%	4%	-	3%	2%	3%	2%	2%	2%	
LYON	2	-	-	-	-	2	-	2	-	-	1	1	1	-	-	1	-	-	-	2	1	-	-	1	
	-	-	-	-	-	2%	-	1%	-	-	1%	-	1%	-	-	1%	-	-	-	1%	1%	-	-	1%	
MCLEOD	4	-	-	-	-	4	-	4	3	1	-	3	1	-	-	-	1	1	1	3	3	1	-	-	
	1%	-	-	-	-	5%	-	2%	2%	1%	-	2%	1%	-	-	-	3%	3%	1%	1%	2%	1%	-	-	
MARTIN	4	-	-	-	-	4	-	4	4	-	-	2	1	-	1	1	-	1	3	1	2	-	-	1	
	1%	-	-	-	-	5%	-	2%	3%	-	-	1%	1%	-	2%	2%	-	3%	3%	-	2%	-	-	1%	
MEEKER	3	-	-	-	-	3	-	3	1	2	1	2	2	-	2	-	2	-	-	3	2	-	-	1	
	1%	-	-	-	-	4%	-	2%	1%	2%	1%	1%	1%	-	2%	-	3%	-	-	1%	1%	-	-	1%	
NICOLLET	2	-	-	-	-	2	-	2	1	-	1	-	1	1	1	-	-	-	-	2	-	-	-	2	
	-	-	-	-	-	2%	-	1%	1%	-	1%	-	1%	1%	1%	-	-	-	-	1%	-	-	-	1%	
NOBLES	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-	
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	1%	1%	-	-	-	
OTTER TAIL	6	-	-	-	-	6	-	6	1	1	3	2	2	2	-	-	-	-	1	5	3	2	-	1	
	2%	-	-	-	-	7%	-	3%	1%	1%	2%	1%	1%	3%	-	-	-	-	1%	2%	2%	2%	-	1%	
PENNINGTON	1	-	-	-	-	1	-	1	1	-	-	-	1	-	-	-	-	-	-	1	-	-	-	-	
	-	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	
POLK	4	-	-	-	-	4	-	4	-	2	1	1	-	3	-	-	-	3	-	4	1	-	2	1	
	1%	-	-	-	-	4%	-	2%	-	2%	1%	-	-	3%	-	-	-	9%	-	1%	-	6%	1%	1%	
POPE	3	-	-	-	-	3	-	3	1	-	2	-	3	-	1	-	-	1	-	3	1	1	-	1	
	1%	-	-	-	-	3%	-	1%	1%	-	1%	-	2%	-	1%	-	-	3%	-	1%	1%	-	-	1%	
REDWOOD	1	-	-	-	-	1	-	1	-	1	-	1	-	-	-	-	-	-	-	1	-	-	-	-	
	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

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

Continued

Table 49-1
QUESTION REG:
Region./County.

BANNER 1

	REGION					REGION II					REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER		
			COS	NE																						
RENVILLE	2 1%	-	-	-	-	2 2%	-	2 1%	-	-	2 2%	-	-	2 3%	2 3%	-	-	-	-	2 1%	-	2 2%	-	-		
SHERBURNE	11 3%	-	-	-	-	11 13%	-	11 6%	3 2%	5 4%	3 2%	6 3%	4 3%	-	-	6 9%	1 1%	3 8%	3 3%	8 3%	3 2%	4 5%	1 2%	3 2%		
STEARNS	10 2%	-	-	-	-	10 12%	-	10 6%	2 1%	3 3%	4 4%	3 1%	3 3%	4 5%	5 8%	1 1%	-	2 5%	1 1%	8 3%	3 2%	-	1 2%	3 3%		
SWIFT	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	-	1 1%	-	-	-	-	-	-	1 -	-	1 1%	-	-		
TODD	2 1%	-	-	-	-	2 3%	-	2 1%	-	1 1%	2 1%	1 -	1 1%	1 1%	-	2 3%	-	-	-	2 1%	1 1%	1 1%	-	1 1%		
WADENA	1 -	-	-	-	-	1 1%	-	1 -	-	-	-	-	1 1%	-	1 1%	-	-	-	-	1 -	-	-	-	1 1%		
REGION II																										
TWIN CITIES	227 57%	140 100%	87 100%	-	-	-	227 100%	-	79 53%	66 59%	71 62%	110 57%	70 56%	46 58%	36 52%	38 55%	36 64%	17 53%	55 55%	172 57%	82 58%	50 62%	20 57%	53 52%		
REST OF STATE	173 43%	-	-	48 100%	43 100%	82 100%	-	173 100%	71 47%	46 41%	44 38%	85 43%	54 44%	34 42%	33 48%	31 45%	20 36%	15 47%	45 45%	128 43%	60 42%	31 38%	15 43%	49 48%		

Table 49-2
QUESTION REG:
Region./County.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	180 45%	168 42%	348 87%	47 12%	141 35%	175 44%	72 18%	80 20%	183 46%	129 32%	203 51%	71 18%	118 30%	163 41%	85 21%	144 36%	175 44%	57 14%	163 41%	32 8%	319 80%	42 10%	38 10%
COLLAR -----	87 22%	38 21%	41 25%	79 23%	6 13%	25 18%	44 25%	15 21%	18 23%	39 21%	29 23%	43 21%	17 24%	25 21%	36 22%	20 23%	29 20%	40 23%	14 25%	33 20%	4 12%	69 22%	8 19%	9 25%
ANOKA	25 6%	12 7%	13 8%	25 7%	- -	7 5%	14 8%	3 4%	4 5%	11 6%	10 7%	14 7%	3 4%	7 6%	11 7%	5 6%	9 6%	12 7%	4 7%	9 6%	2 5%	23 7%	- -	1 4%
CARVER	7 2%	2 1%	5 3%	6 2%	1 2%	2 2%	5 3%	- -	- -	4 2%	3 2%	3 1%	2 2%	2 2%	2 1%	2 3%	3 3%	4 1%	1 1%	2 1%	- -	6 2%	- -	1 2%
DAKOTA	23 6%	14 8%	7 4%	21 6%	2 4%	11 8%	8 5%	3 4%	9 11%	7 4%	6 5%	15 8%	3 4%	4 3%	12 7%	4 5%	6 4%	9 5%	2 3%	12 7%	1 5%	16 5%	4 10%	2 5%
SCOTT	9 2%	1 -	5 3%	6 2%	1 2%	- -	6 4%	3 4%	- -	5 2%	5 4%	1 -	3 4%	3 3%	3 2%	2 2%	3 2%	3 2%	1 1%	5 3%	- -	5 2%	- -	4 11%
WASHINGTON	17 4%	5 3%	10 6%	15 4%	3 5%	4 3%	10 6%	3 4%	4 5%	7 4%	5 4%	7 4%	3 4%	7 6%	6 4%	3 3%	8 6%	11 6%	3 4%	4 2%	1 2%	16 5%	- -	1 4%
WRIGHT	7 2%	5 3%	2 1%	7 2%	- -	2 1%	1 -	4 6%	1 1%	5 3%	1 1%	2 1%	4 6%	1 1%	2 5%	4 1%	1 1%	2 7%	4 1%	1 1%	- -	3 1%	4 10%	- -
MINN-SP -----	140 35%	59 32%	64 38%	122 35%	18 38%	57 41%	53 30%	27 38%	31 38%	57 31%	50 39%	78 39%	30 43%	28 24%	62 38%	37 43%	38 26%	56 32%	21 38%	61 38%	5 17%	111 35%	16 38%	13 34%
HENNEPIN	107 27%	42 23%	50 30%	91 26%	15 33%	42 30%	39 22%	24 34%	26 32%	43 24%	36 28%	58 29%	25 36%	20 17%	48 30%	31 37%	26 18%	42 24%	16 29%	47 29%	4 12%	85 26%	14 33%	8 21%
RAMSEY	33 8%	17 9%	14 9%	31 9%	2 5%	16 11%	14 8%	3 4%	5 6%	14 8%	14 11%	21 10%	5 7%	8 7%	13 8%	6 7%	12 8%	13 7%	5 9%	14 9%	1 4%	26 8%	2 5%	5 12%
NORTHEAST -----	48 12%	18 10%	19 11%	37 11%	9 20%	17 12%	18 10%	11 15%	11 14%	24 13%	11 9%	21 10%	6 9%	20 17%	18 11%	9 11%	20 14%	26 15%	7 12%	15 9%	8 24%	43 13%	4 9%	1 3%
AITKIN	2 1%	- -	2 1%	2 1%	- -	- -	2 1%	1 1%	1 1%	1 -	1 1%	1 -	- -	2 1%	- -	1 1%	2 1%	2 1%	1 1%	- -	- -	2 1%	- -	- -
BELTRAMI	2 1%	1 -	- -	1 -	- -	- -	1 1%	- -	- -	1 1%	1 1%	1 -	- -	1 1%	1 -	- -	1 1%	1 -	- -	1 1%	1 4%	2 1%	- -	- -
CARLTON	1 -	- -	1 -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	1 -	- -	- -
CASS	4 1%	1 1%	1 1%	3 1%	1 2%	1 1%	1 -	1 2%	1 2%	2 1%	- -	3 1%	- -	1 1%	3 2%	- -	1 1%	3 2%	- -	1 -	1 3%	4 1%	- -	- -
CHISAGO	5 1%	- -	4 2%	4 1%	1 3%	2 2%	2 1%	1 1%	- -	4 2%	1 1%	1 1%	- -	4 3%	1 -	2 3%	2 2%	2 1%	1 1%	2 1%	2 7%	5 2%	- -	- -
CROW WING	3 1%	1 1%	2 1%	3 1%	- -	3 2%	1 -	- -	1 1%	3 2%	- -	- -	- -	3 3%	3 2%	- -	1 1%	3 2%	- -	1 -	- -	1 -	2 5%	1 2%
ISANTI	7 2%	3 2%	3 2%	6 2%	1 2%	1 1%	4 2%	2 2%	4 4%	2 1%	1 1%	5 2%	1 1%	- -	4 2%	1 1%	1 1%	4 2%	- -	3 2%	- -	7 2%	- -	- -

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

Continued

Table 49-2
QUESTION REG:
Region./County.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
ITASCA	2	2	-	2	-	-	2	-	-	1	1	1	-	1	1	-	1	2	-	-	-	2	-	-
	-	1%	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	-	1%	-	-
MILLIE LACS	3	1	1	2	1	1	1	1	-	2	-	1	1	1	1	1	1	1	1	1	1	3	-	-
	1%	1%	-	1%	2%	1%	-	1%	-	1%	-	1%	1%	1%	1%	1%	1%	-	2%	-	3%	1%	-	-
MORRISON	2	2	1	2	-	1	1	1	-	1	2	1	1	1	-	2	2	-	-	-	-	2	-	-
	1%	1%	-	1%	-	1%	-	1%	-	-	1%	-	1%	1%	-	-	1%	1%	-	-	-	1%	-	-
PINE	3	1	2	3	-	3	-	-	-	-	3	3	-	-	1	2	1	-	2	-	-	1	2	-
	1%	-	1%	1%	-	2%	-	-	-	-	2%	1%	-	-	-	1%	-	-	1%	-	-	-	-	5%
ST. LOUIS	14	6	2	9	5	4	3	5	4	7	2	4	4	6	4	5	6	7	3	4	2	13	-	1
	3%	3%	1%	2%	12%	3%	2%	7%	6%	4%	2%	2%	5%	5%	2%	5%	4%	4%	5%	2%	8%	4%	-	2%
SOUTH	43	19	18	37	6	14	17	11	6	23	14	20	8	14	13	6	23	20	5	16	6	40	-	3
-----	11%	11%	11%	11%	12%	10%	10%	15%	8%	13%	11%	10%	11%	11%	8%	7%	16%	11%	9%	10%	18%	13%	-	7%
BLUE EARTH	6	2	3	6	-	3	2	1	4	1	1	4	1	1	2	-	3	3	1	2	1	6	-	-
	1%	1%	2%	2%	-	2%	1%	1%	5%	-	1%	2%	1%	1%	1%	-	2%	2%	2%	1%	3%	2%	-	-
DODGE	2	-	2	2	-	-	2	-	-	2	-	-	-	-	-	-	2	1	-	1	1	2	-	-
	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	-	-	1%	3%	1%	-	-
FARIBAULT	2	1	1	2	-	2	-	-	1	1	-	1	1	-	-	-	2	-	-	2	-	2	-	-
	1%	-	1%	1%	-	2%	-	-	2%	-	-	1%	1%	-	-	-	2%	-	-	1%	-	1%	-	-
FILLMORE	2	1	1	2	-	-	1	1	-	1	1	-	-	-	1	-	1	-	-	-	-	1	-	1
	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	2%
FREEBORN	2	1	-	1	1	-	1	1	-	2	-	1	1	-	1	-	1	1	-	1	-	2	-	-
	-	-	-	-	2%	-	-	1%	-	1%	-	-	1%	-	1%	-	1%	-	-	1%	-	1%	-	-
GOODHUE	1	-	-	-	1	-	-	1	-	1	-	-	-	1	-	-	1	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-	1%	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-
HOUSTON	1	-	-	-	1	-	-	1	-	1	-	-	-	1	-	1	-	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-	1%	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	-
LE SUEUR	5	2	2	4	1	-	4	1	-	2	2	2	1	2	1	2	2	2	2	1	1	4	-	1
	1%	1%	1%	1%	2%	-	2%	1%	-	1%	2%	1%	1%	2%	1%	2%	2%	1%	4%	-	2%	1%	-	2%
OLMSTED	4	1	3	3	1	1	3	1	1	2	2	3	1	-	2	2	-	1	1	1	-	3	-	1
	1%	-	2%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	2%	-	-	2%	1%	-	1%	-	2%
RICE	6	2	2	4	1	-	3	1	-	5	1	1	2	2	-	-	6	1	-	4	1	6	-	-
	1%	1%	1%	1%	3%	-	1%	2%	-	3%	1%	-	3%	2%	-	-	4%	1%	-	2%	3%	2%	-	-
STEELE	3	3	-	3	-	2	1	-	-	2	1	2	-	1	2	-	1	2	-	1	1	3	-	-
	1%	1%	-	1%	-	1%	-	-	-	1%	1%	1%	-	1%	1%	-	1%	1%	-	1%	3%	1%	-	-
WABASHA	5	4	1	5	-	2	1	2	-	1	4	5	-	-	5	-	-	3	-	2	-	5	-	1
	1%	2%	1%	2%	-	2%	-	3%	-	1%	3%	3%	-	-	3%	-	-	2%	-	1%	-	1%	-	2%
WINONA	6	3	2	6	-	3	1	1	-	3	2	1	1	4	-	1	5	3	1	1	1	6	-	-
	1%	2%	1%	2%	-	2%	1%	1%	-	2%	2%	-	1%	3%	-	1%	3%	2%	2%	1%	5%	2%	-	-

MEETING STREET INSIGHTS

Continued

Table 49-2
QUESTION REG:
Region./County.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES					
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+	
WEST-NW -----	82 21%	47 26%	25 15%	72 21%	8 17%	27 19%	43 25%	8 11%	14 17%	40 22%	24 19%	40 20%	10 14%	32 27%	34 21%	13 16%	35 24%	33 19%	9 16%	39 24%	9 30%	56 18%	14 34%	12 30%	
BECKER	2 1%	2 1%	-	2 1%	-	2 1%	-	-	-	-	-	-	-	2 2%	-	-	2 1%	2 1%	-	-	-	-	2 5%	-	
BROWN	2 -	2 1%	-	2 -	-	1 1%	1 -	-	2 2%	-	-	2 1%	-	-	2 1%	-	-	-	-	2 1%	-	1 -	-	1 2%	
CHIPPEWA	2 1%	1 -	1 1%	2 1%	-	1 1%	-	-	-	-	2 2%	-	-	2 2%	-	1 2%	1 -	-	-	2 1%	1 2%	1 -	-	1 2%	
CLAY	2 -	-	2 1%	2 -	-	-	-	2 2%	-	1 -	1 1%	-	1 1%	1 1%	-	1 1%	1 1%	2 1%	-	-	-	2 1%	-	-	
DOUGLAS	8 2%	5 3%	3 2%	8 2%	-	2 1%	6 4%	-	4 4%	4 2%	-	3 2%	-	5 4%	6 4%	1 1%	1 1%	2 1%	1 1%	6 4%	-	3 1%	4 10%	1 4%	
HUBBARD	1 -	-	-	-	1 2%	-	1 -	-	-	1 -	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 -	-	-	
KANDIYOHI	9 2%	4 2%	4 3%	8 2%	-	3 2%	4 2%	3 4%	-	6 3%	3 2%	6 3%	2 3%	1 1%	4 2%	2 3%	4 2%	5 3%	-	4 3%	-	5 1%	-	5 12%	
LYON	2 -	2 1%	-	2 -	-	1 1%	-	-	-	1 -	1 1%	1 -	-	1 1%	1 1%	-	1 1%	1 -	-	1 1%	1 3%	2 1%	-	-	
MCLEOD	4 1%	-	2 1%	2 1%	2 4%	1 1%	1 -	1 1%	-	4 2%	-	2 1%	-	2 1%	1 1%	1 1%	2 1%	2 1%	-	2 1%	1 3%	4 1%	-	-	
MARTIN	4 1%	2 1%	-	2 1%	1 3%	-	2 1%	1 2%	-	4 2%	-	-	-	4 3%	1 1%	1 2%	1 1%	1 1%	1 3%	1 1%	1 1%	1 3%	4 1%	-	-
MEEKER	3 1%	2 1%	2 1%	3 1%	-	1 1%	2 1%	-	-	2 1%	2 1%	2 1%	-	2 1%	2 1%	1 1%	1 1%	1 -	-	3 2%	1 3%	3 1%	-	-	
NICOLLET	2 -	2 1%	-	2 -	-	1 -	1 -	-	-	-	2 1%	2 1%	-	-	2 1%	-	-	1 -	-	1 1%	-	1 -	-	1 2%	
NOBLES	2 -	-	1 1%	1 -	1 2%	-	2 1%	-	-	2 1%	-	1 -	-	1 1%	1 1%	-	1 1%	-	1 1%	1 1%	-	2 1%	-	-	
OTTER TAIL	6 2%	4 2%	2 1%	6 2%	-	4 3%	2 1%	-	2 3%	4 2%	-	3 2%	2 3%	1 1%	3 2%	-	3 2%	4 2%	-	2 1%	1 3%	4 1%	2 5%	-	
PENNINGTON	1 -	-	1 1%	1 -	-	-	1 -	-	-	-	-	-	-	1 1%	1 1%	-	-	1 -	-	-	-	1 -	-	-	
POLK	4 1%	3 2%	-	3 1%	-	-	3 2%	-	1 1%	1 -	2 2%	2 1%	-	2 1%	1 -	-	3 2%	4 2%	-	-	-	1 -	2 5%	1 2%	
POPE	3 1%	1 -	1 1%	2 -	1 2%	2 1%	-	1 1%	1 1%	2 1%	-	2 1%	-	1 1%	1 1%	1 1%	1 1%	1 -	1 1%	1 1%	-	3 1%	-	-	
REDWOOD	1 -	1 -	-	1 -	-	1 1%	-	-	-	1 -	-	1 -	-	-	1 1%	-	-	1 -	-	-	-	1 -	-	-	

MEETING STREET INSIGHTS

Continued

Table 49-2
QUESTION REG:
Region./County.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+	
RENVILLE	2 1%	2 1%	-	2 1%	-	-	2 1%	-	-	-	2 2%	2 1%	-	-	-	-	2 1%	-	-	2 1%	-	-	2 5%	-	
SHERBURNE	11 3%	6 3%	3 2%	8 2%	2 5%	4 3%	7 4%	-	3 4%	3 1%	5 4%	7 3%	3 4%	1 1%	4 2%	2 3%	4 3%	1 -	4 7%	6 3%	1 3%	11 3%	-	-	
STEARNS	10 2%	8 5%	2 1%	10 3%	-	3 2%	7 4%	-	1 1%	6 3%	3 2%	4 2%	-	6 5%	3 2%	-	6 4%	5 3%	-	4 2%	3 9%	6 2%	2 5%	2 5%	
SWIFT	1 -	-	1 1%	1 -	-	-	1 -	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	-	-	1 1%	-	1 -	-	-	
TODD	2 1%	2 1%	1 1%	2 1%	-	1 1%	2 1%	-	1 1%	1 -	1 1%	2 1%	-	1 1%	1 1%	-	2 1%	-	1 1%	2 1%	-	2 1%	-	1 2%	
WADENA	1 -	-	1 1%	1 -	-	-	1 -	-	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	1 3%	1 -	-	-	
REGION II																									
TWIN CITIES	227 57%	96 53%	105 63%	202 58%	23 50%	83 59%	97 55%	43 59%	49 61%	95 52%	79 61%	121 60%	47 67%	53 45%	98 60%	56 66%	67 46%	96 55%	36 63%	94 58%	9 29%	180 56%	24 57%	22 59%	
REST OF STATE	173 43%	84 47%	63 37%	147 42%	23 50%	58 41%	78 45%	29 41%	31 39%	87 48%	50 39%	82 40%	23 33%	65 55%	65 40%	29 34%	77 54%	79 45%	21 37%	69 42%	23 71%	139 44%	18 43%	16 41%	

Table 49-3
QUESTION REG:
Region./County.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
COLLAR	87 22%	65 22%	22 21%	22 24%	19 20%	33 25%	11 17%	61 23%	20 20%	81 22%	6 23%	24 19%	22 21%	12 23%	5 17%	8 33%	6 31%	2 14%	31 20%	56 24%	58 21%	26 24%	42 22%	42 22%
ANOKA	25 6%	19 6%	6 6%	6 7%	7 7%	8 6%	3 5%	17 6%	5 5%	22 6%	3 10%	6 5%	7 6%	4 7%	1 3%	3 13%	2 12%	-	10 6%	15 6%	17 6%	8 7%	13 7%	9 5%
CARVER	7 2%	7 2%	-	2 3%	1 1%	3 2%	1 1%	5 2%	1 1%	6 2%	1 3%	2 1%	2 2%	1 2%	-	1 6%	-	1 7%	2 1%	5 2%	6 2%	1 2%	2 1%	5 3%
DAKOTA	23 6%	17 6%	5 5%	5 6%	5 6%	12 9%	-	16 6%	5 5%	21 6%	1 6%	8 6%	8 8%	2 3%	-	1 4%	-	1 7%	7 4%	16 7%	13 5%	9 9%	14 7%	8 4%
SCOTT	9 2%	8 3%	1 1%	2 2%	2 2%	3 2%	3 4%	7 2%	2 2%	8 2%	1 3%	1 1%	1 1%	1 2%	3 11%	1 4%	2 11%	-	4 2%	5 2%	6 2%	2 2%	3 2%	6 3%
WASHINGTON	17 4%	11 4%	6 5%	6 7%	2 2%	5 4%	3 4%	13 5%	4 4%	17 5%	-	5 4%	1 1%	5 9%	1 3%	2 7%	1 4%	-	8 5%	9 4%	11 4%	4 4%	7 4%	10 5%
WRIGHT	7 2%	2 1%	5 5%	1 1%	2 2%	2 1%	2 3%	3 1%	4 4%	7 2%	-	3 2%	3 3%	-	-	-	1 4%	-	1 1%	6 2%	5 2%	2 2%	3 1%	4 2%
MINN-SP	140 35%	110 37%	30 28%	24 26%	25 26%	48 37%	32 50%	89 33%	42 41%	131 35%	8 33%	41 32%	36 34%	27 50%	6 22%	6 26%	7 38%	6 52%	53 33%	85 36%	85 31%	48 45%	62 32%	74 38%
HENNEPIN	107 27%	86 29%	21 20%	19 21%	15 15%	36 28%	29 44%	67 25%	32 31%	99 27%	7 30%	28 22%	30 28%	21 40%	4 16%	5 22%	6 29%	6 52%	43 27%	62 26%	65 23%	38 35%	48 25%	56 29%
RAMSEY	33 8%	24 8%	9 9%	4 5%	10 11%	12 9%	3 5%	22 8%	10 10%	32 8%	1 3%	13 10%	6 5%	6 11%	2 6%	1 4%	2 9%	-	10 6%	23 10%	20 7%	11 10%	15 8%	17 9%
NORTHEAST	48 12%	32 11%	16 15%	12 13%	19 20%	11 9%	6 10%	37 14%	6 6%	43 11%	3 12%	16 13%	17 16%	3 6%	5 19%	-	2 9%	-	24 15%	24 10%	31 11%	15 14%	28 15%	18 9%
AITKIN	2 1%	1 -	2 2%	-	2 2%	-	1 1%	2 1%	-	2 -	1 3%	1 1%	1 1%	-	-	-	-	-	1 1%	2 1%	2 1%	-	1 -	2 1%
BELTRAMI	2 1%	2 1%	-	1 2%	1 1%	-	-	-	1 1%	1 -	-	1 1%	-	-	-	-	-	-	2 1%	-	2 1%	-	2 1%	-
CARLTON	1 -	1 -	-	-	-	1 1%	-	1 -	-	1 -	-	-	-	1 1%	-	-	-	-	-	1 -	-	-	-	-
CASS	4 1%	2 1%	1 1%	3 3%	1 1%	-	-	3 1%	1 1%	4 1%	-	1 1%	1 1%	1 1%	-	-	-	-	2 1%	1 1%	2 1%	1 1%	1 1%	2 1%
CHISAGO	5 1%	3 1%	2 2%	-	4 4%	2 1%	-	4 2%	1 1%	5 1%	-	2 2%	1 1%	-	1 5%	-	-	-	1 1%	4 2%	4 2%	1 1%	2 1%	3 2%
CROW WING	3 1%	3 1%	1 1%	-	3 3%	-	1 1%	3 1%	-	3 1%	-	2 2%	1 1%	-	1 3%	-	-	-	3 2%	1 -	1 1%	2 2%	3 1%	1 -
ISANTI	7 2%	4 1%	2 2%	1 2%	4 4%	2 1%	-	6 2%	1 1%	7 2%	-	2 2%	1 1%	-	2 8%	-	1 4%	-	4 2%	3 1%	6 2%	-	6 3%	1 -

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

Continued

Table 49-3
QUESTION REG:
Region./County.

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
ITASCA	2	1	1	1	-	-	1	2	-	2	-	-	2	-	-	-	-	-	1	1	1	1	2	-
	-	-	1%	1%	-	-	1%	1%	-	-	-	-	2%	-	-	-	-	-	1%	-	-	1%	1%	-
MILLIE LACS	3	2	1	2	1	-	-	2	-	2	1	3	-	-	-	-	-	-	1	2	3	-	3	-
	1%	1%	1%	2%	1%	-	-	1%	-	-	6%	2%	-	-	-	-	-	-	1%	2%	1%	-	2%	-
MORRISON	2	1	2	1	2	-	-	2	-	2	-	-	2	-	1	-	-	-	2	1	1	1	2	-
	1%	-	2%	1%	2%	-	-	1%	-	1%	-	-	2%	-	3%	-	-	-	1%	-	-	1%	1%	-
PINE	3	3	-	-	2	-	1	2	1	3	-	-	2	-	-	-	1	-	1	2	1	2	1	2
	1%	1%	-	-	2%	-	1%	1%	1%	1%	-	-	2%	-	-	-	4%	-	1%	1%	-	2%	-	1%
ST. LOUIS	14	9	5	2	1	7	3	11	2	12	1	4	7	2	-	-	-	-	7	7	7	7	5	8
	3%	3%	4%	2%	2%	5%	5%	4%	2%	3%	3%	3%	6%	3%	-	-	-	-	4%	3%	3%	6%	3%	4%
SOUTH	43	31	12	12	10	13	7	32	9	41	2	9	11	6	3	6	3	15	2	19	23	34	8	22
----	11%	10%	11%	13%	10%	10%	11%	12%	9%	11%	6%	7%	11%	12%	10%	26%	17%	15%	12%	10%	12%	8%	11%	11%
BLUE EARTH	6	6	-	3	1	1	1	4	2	6	-	3	1	2	-	-	-	-	2	3	5	1	1	5
	1%	2%	-	4%	1%	1%	1%	2%	2%	2%	-	2%	1%	4%	-	-	-	-	1%	1%	2%	1%	-	3%
DODGE	2	1	1	-	1	1	-	2	-	2	-	-	1	-	-	-	-	1	1	1	2	-	-	2
	-	-	1%	-	1%	1%	-	1%	-	-	-	-	1%	-	-	-	-	7%	1%	-	1%	-	-	1%
FARIBAULT	2	1	1	1	-	1	-	2	-	2	-	-	1	-	-	-	1	-	-	2	1	-	1	1
	1%	-	1%	2%	-	1%	-	1%	-	1%	-	-	1%	-	-	-	5%	-	-	1%	1%	-	-	1%
FILLMORE	2	1	1	-	1	-	1	2	-	2	-	-	1	-	-	1	-	-	1	1	1	1	1	1
	-	-	1%	-	1%	-	1%	1%	-	-	-	-	1%	-	-	3%	-	-	-	-	-	1%	-	-
FREEBORN	2	1	1	-	1	1	-	2	-	2	-	-	-	1	-	-	-	-	1	1	2	-	1	1
	-	-	1%	-	1%	1%	-	1%	-	-	-	-	-	2%	-	-	-	-	1%	-	1%	-	-	-
GOODHUE	1	-	1	-	-	-	1	1	-	1	-	-	-	-	-	-	-	1	-	1	-	1	-	1
	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	7%	-	-	-	1%	-	-	-
HOUSTON	1	1	-	-	-	1	-	1	-	1	-	-	1	-	-	-	-	-	-	1	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-
LE SUEUR	5	4	1	3	-	1	1	3	2	5	-	1	-	-	-	3	1	-	3	2	5	-	3	1
	1%	1%	1%	3%	-	1%	1%	1%	2%	1%	-	1%	-	-	-	13%	5%	-	2%	1%	2%	-	2%	-
OLMSTED	4	3	1	1	2	2	-	2	2	3	1	2	-	1	1	1	-	-	1	3	4	-	2	2
	1%	1%	1%	1%	2%	1%	-	1%	2%	1%	3%	1%	-	2%	3%	4%	-	-	1%	1%	2%	-	1%	1%
RICE	6	2	3	-	1	2	1	4	2	6	-	-	2	-	1	1	-	-	6	-	5	1	4	1
	1%	1%	3%	-	1%	2%	1%	1%	2%	1%	-	-	2%	-	3%	6%	-	-	4%	-	2%	1%	2%	1%
STEELE	3	3	-	1	1	-	1	3	-	3	-	1	1	1	-	-	-	-	1	2	3	-	2	1
	1%	1%	-	1%	1%	-	1%	1%	-	1%	-	1%	1%	2%	-	-	-	-	1%	1%	1%	-	1%	-
WABASHA	5	5	-	1	1	2	1	5	1	5	-	1	1	1	-	-	2	-	2	4	2	3	4	1
	1%	2%	-	1%	2%	2%	1%	2%	1%	1%	-	1%	1%	3%	-	-	8%	-	1%	2%	1%	3%	2%	1%
WINONA	6	3	2	1	1	2	1	3	1	5	1	2	2	-	1	-	-	-	2	2	5	1	4	2
	1%	1%	2%	2%	2%	1%	1%	1%	1%	1%	4%	2%	2%	-	3%	-	-	-	1%	1%	2%	1%	2%	1%

MEETING STREET INSIGHTS

Continued

Table 49-3
QUESTION REG:
Region./County.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
WEST-NW	82	57	25	22	24	24	8	50	25	76	6	35	20	5	8	3	1	2	31	49	68	10	38	39
-----	21%	19%	24%	24%	25%	19%	13%	19%	25%	20%	25%	28%	19%	9%	31%	14%	4%	19%	19%	21%	25%	9%	20%	20%
BECKER	2	2	-	2	-	-	-	2	-	2	-	-	2	-	-	-	-	-	-	2	2	-	-	2
	1%	1%	-	2%	-	-	-	1%	-	1%	-	-	2%	-	-	-	-	-	-	1%	1%	-	-	1%
BROWN	2	1	1	1	-	-	1	-	2	2	-	-	1	-	-	-	-	-	1	1	2	-	2	-
	-	-	1%	1%	-	-	1%	-	2%	-	-	-	1%	-	-	-	-	-	1%	-	1%	-	1%	-
CHIPPEWA	2	1	1	1	1	-	-	-	1	1	1	1	1	-	-	-	-	-	-	2	2	-	1	1
	1%	-	1%	1%	1%	-	-	-	1%	-	3%	1%	1%	-	-	-	-	-	-	1%	1%	-	-	1%
CLAY	2	1	1	-	-	1	-	2	-	2	-	1	-	1	-	-	-	-	-	2	2	-	-	2
	-	-	1%	-	-	1%	-	1%	-	-	-	1%	-	2%	-	-	-	-	-	1%	1%	-	-	1%
DOUGLAS	8	5	3	1	3	3	1	6	2	8	-	4	1	-	2	-	-	-	3	5	7	1	4	4
	2%	2%	3%	1%	3%	3%	1%	2%	2%	2%	-	3%	1%	-	9%	-	-	-	2%	2%	2%	1%	2%	2%
HUBBARD	1	1	-	-	-	-	-	1	-	1	-	-	-	-	-	1	-	-	-	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4%	-	-	-	-	-	-	-	-
KANDIYOHI	9	9	-	2	4	2	1	4	5	9	-	7	-	-	2	-	-	-	2	8	6	2	6	4
	2%	3%	-	2%	5%	2%	1%	1%	5%	3%	-	6%	-	-	8%	-	-	-	1%	3%	2%	2%	3%	2%
LYON	2	2	-	1	1	-	-	1	1	2	-	2	-	-	-	-	-	-	1	1	1	-	2	-
	-	1%	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	-	-	-	1%	-
MCLEOD	4	4	-	1	1	1	1	3	1	4	-	1	2	-	-	1	-	-	-	4	4	-	-	4
	1%	1%	-	2%	1%	1%	1%	1%	1%	1%	-	1%	2%	-	-	4%	-	-	-	2%	1%	-	-	2%
MARTIN	4	2	1	1	1	-	-	4	-	4	-	-	1	1	-	-	-	-	4	-	4	-	3	-
	1%	1%	1%	2%	1%	-	-	1%	-	1%	-	-	1%	2%	-	-	-	-	2%	-	1%	-	2%	-
MEEKER	3	1	3	2	1	1	-	1	3	3	-	-	3	1	-	-	-	-	2	2	3	1	3	-
	1%	-	2%	2%	1%	1%	-	-	2%	1%	-	-	2%	2%	-	-	-	-	1%	1%	1%	1%	1%	-
NICOLLET	2	1	1	-	-	1	1	1	1	2	-	2	-	-	-	-	-	-	1	1	2	-	1	1
	-	-	1%	-	-	1%	1%	1%	1%	-	-	1%	-	-	-	-	-	-	1%	-	1%	-	-	-
NOBLES	2	2	-	1	-	1	-	2	-	2	-	-	1	-	-	-	-	1	1	1	2	-	-	1
	-	1%	-	1%	-	1%	-	1%	-	-	-	-	1%	-	-	-	-	7%	1%	-	1%	-	-	-
OTTER TAIL	6	5	1	1	3	1	1	5	-	5	1	5	1	-	-	-	-	-	2	4	5	1	2	4
	2%	2%	1%	2%	3%	1%	1%	2%	-	1%	3%	4%	1%	-	-	-	-	-	1%	2%	2%	1%	1%	2%
PENNINGTON	1	-	1	-	-	1	-	1	-	1	-	1	-	-	-	-	-	-	-	-	-	1	-	1
	-	-	1%	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	1%	-	-
POLK	4	2	2	2	1	1	-	1	2	3	1	2	2	-	-	-	-	-	3	1	3	-	3	1
	1%	1%	2%	2%	1%	1%	-	-	2%	1%	3%	1%	2%	-	-	-	-	-	2%	-	1%	-	1%	-
POPE	3	1	2	1	-	1	1	2	-	2	-	1	2	-	-	-	1	-	1	2	3	-	1	1
	1%	-	2%	1%	-	1%	1%	1%	-	-	3%	1%	-	-	-	4%	-	-	1%	1%	1%	-	-	-
REDWOOD	1	1	-	1	-	-	-	1	-	1	-	-	-	1	-	-	-	-	1	-	1	-	1	-
	-	-	-	1%	-	-	-	-	-	-	-	-	-	2%	-	-	-	-	1%	-	-	-	-	-

MEETING STREET INSIGHTS

Continued

Table 49-3
QUESTION REG:
Region./County.

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
RENVILLE	2 1%	2 1%	-	-	-	2 2%	-	-	-	-	2 8%	2 2%	-	-	-	-	-	-	-	2 1%	2 1%	-	-	2 1%
SHERBURNE	11 3%	9 3%	2 2%	2 2%	5 6%	3 2%	1 1%	5 2%	5 5%	10 3%	1 3%	4 3%	1 1%	1 2%	-	1 4%	1 4%	1 12%	3 2%	7 3%	10 3%	1 1%	4 2%	6 3%
STEARNS	10 2%	3 1%	7 7%	-	3 3%	6 5%	1 1%	7 3%	3 3%	10 3%	-	3 3%	3 3%	-	2 8%	-	-	-	5 3%	4 2%	8 3%	2 2%	4 2%	6 3%
SWIFT	1 -	1 -	-	-	-	1 1%	-	1 -	-	1 -	-	-	-	-	1 3%	-	-	-	1 1%	-	1 -	-	1 -	-
TODD	2 1%	2 1%	-	2 2%	-	-	1 1%	2 1%	-	2 1%	-	-	2 1%	1 2%	-	-	-	-	2 1%	1 -	2 1%	-	2 1%	-
WADENA	1 -	1 -	-	1 1%	-	-	-	1 -	-	1 -	-	-	-	-	1 3%	-	-	-	1 1%	-	-	1 1%	1 -	-
REGION II																								
TWIN CITIES	227 57%	174 59%	53 50%	46 50%	44 46%	81 62%	43 67%	150 56%	62 61%	212 57%	14 56%	65 52%	58 54%	39 73%	10 40%	14 60%	13 70%	8 66%	84 53%	141 59%	143 52%	74 70%	105 54%	116 60%
REST OF STATE	173 43%	119 41%	54 50%	45 50%	53 54%	48 38%	22 33%	120 44%	40 39%	160 43%	11 44%	61 48%	49 46%	15 27%	16 60%	10 40%	6 30%	4 34%	74 47%	96 41%	133 48%	32 30%	88 46%	77 40%

Table 49-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
COLLAR	87	54	32	16	16	15	13	11	61	26	53	29	4	41	40	53	32	3	-	-	-	80
	22%	27%	21%	21%	22%	21%	18%	20%	25%	17%	24%	23%	8%	24%	20%	24%	20%	9%	-	-	-	37%
ANOKA	25	18	6	5	6	4	4	1	15	9	14	9	2	12	12	10	14	-	-	-	-	25
	6%	9%	4%	7%	9%	6%	6%	2%	6%	6%	7%	7%	4%	7%	6%	5%	9%	-	-	-	-	11%
CARVER	7	2	4	-	3	2	1	2	4	3	4	3	-	5	1	6	1	-	-	-	-	7
	2%	1%	2%	-	3%	2%	1%	4%	2%	2%	2%	2%	-	3%	-	3%	1%	-	-	-	-	3%
DAKOTA	23	19	7	5	2	4	1	3	20	3	17	6	-	10	11	17	5	-	-	-	-	23
	6%	10%	4%	6%	3%	5%	1%	6%	8%	2%	8%	4%	-	6%	5%	8%	3%	-	-	-	-	10%
SCOTT	9	3	7	1	2	1	3	1	7	2	7	2	-	2	7	3	6	-	-	-	-	9
	2%	1%	4%	1%	2%	1%	4%	2%	3%	1%	3%	1%	-	1%	3%	1%	4%	-	-	-	-	4%
WASHINGTON	17	8	5	3	2	5	2	2	10	7	8	6	2	6	9	12	4	-	-	-	-	17
	4%	4%	3%	4%	3%	7%	2%	3%	4%	5%	4%	5%	4%	4%	4%	5%	2%	-	-	-	-	8%
WRIGHT	7	4	5	2	2	-	3	2	5	2	3	4	-	6	-	5	2	3	-	-	-	-
	2%	2%	3%	3%	2%	-	4%	4%	2%	1%	1%	3%	-	3%	-	2%	1%	9%	-	-	-	-
MINN-SP	140	62	66	27	24	28	25	21	83	56	71	45	21	51	81	76	60	-	-	-	-	140
	35%	31%	43%	34%	33%	39%	35%	38%	33%	37%	33%	35%	46%	30%	40%	34%	37%	-	-	-	-	63%
HENNEPIN	107	42	50	21	19	22	15	18	60	46	50	36	18	38	63	55	48	-	-	-	-	107
	27%	21%	33%	27%	26%	31%	22%	32%	24%	31%	23%	28%	39%	22%	31%	25%	30%	-	-	-	-	48%
RAMSEY	33	20	16	6	5	6	9	3	23	9	21	9	3	13	19	21	12	-	-	-	-	33
	8%	10%	11%	7%	7%	9%	13%	6%	9%	6%	10%	7%	7%	7%	9%	9%	7%	-	-	-	-	15%
NORTHEAST	48	26	16	12	6	9	9	4	30	18	30	10	7	18	28	25	21	16	36	-	-	-
	12%	13%	11%	15%	8%	13%	13%	7%	12%	12%	14%	8%	16%	11%	14%	11%	13%	46%	64%	-	-	-
AITKIN	2	2	1	-	1	-	-	1	2	1	2	1	-	1	2	1	2	-	3	-	-	-
	1%	1%	1%	-	1%	-	-	1%	1%	1%	1%	1%	-	-	1%	-	1%	-	6%	-	-	-
BELTRAMI	2	1	1	-	-	-	-	-	1	1	1	1	-	1	1	1	1	-	8	-	-	-
	1%	-	1%	-	-	-	-	-	-	1%	-	1%	-	1%	-	1%	-	-	14%	-	-	-
CARLTON	1	-	-	-	1	-	-	-	1	-	-	1	-	-	1	-	1	-	1	-	-	-
	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	-	2%	-	-	-
CASS	4	1	1	1	-	1	1	-	1	2	1	-	1	-	4	2	1	2	-	-	-	-
	1%	1%	1%	2%	-	2%	2%	-	1%	1%	1%	-	3%	-	2%	1%	1%	6%	-	-	-	-
CHISAGO	5	3	2	3	-	2	-	2	5	-	5	-	-	1	4	2	2	3	-	-	-	-
	1%	2%	1%	4%	-	2%	-	3%	2%	-	2%	-	-	-	2%	1%	1%	9%	-	-	-	-
CROW WING	3	3	-	-	-	1	2	1	1	3	2	1	-	3	1	3	1	2	-	-	-	-
	1%	1%	-	-	-	1%	3%	1%	-	2%	1%	1%	-	2%	-	1%	-	6%	-	-	-	-
ISANTI	7	5	4	1	-	-	2	-	4	3	4	-	3	-	5	3	4	4	-	-	-	-
	2%	3%	3%	1%	-	-	3%	-	2%	2%	2%	-	6%	-	2%	1%	2%	11%	-	-	-	-

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

Continued

Table 49-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
ITASCA	2	1	-	-	-	1	-	-	1	1	1	1	-	1	1	-	1	-	2	-	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	-	-	4%	-	-	-
MILLIE LACS	3	3	-	1	-	-	-	-	3	-	3	-	-	2	1	-	3	2	-	-	-	-
	1%	2%	-	2%	-	-	-	-	1%	-	1%	-	-	1%	-	-	2%	6%	-	-	-	-
MORRISON	2	1	2	2	-	-	-	-	2	1	1	2	-	1	2	1	2	2	-	-	-	-
	1%	-	1%	2%	-	-	-	-	1%	1%	-	1%	-	-	1%	-	1%	6%	-	-	-	-
PINE	3	3	-	2	2	-	-	-	2	1	2	-	1	2	1	3	-	1	-	-	-	-
	1%	1%	-	2%	3%	-	-	-	1%	1%	1%	-	2%	1%	-	1%	-	4%	-	-	-	-
ST. LOUIS	14	4	5	2	2	5	4	1	9	5	8	3	2	7	7	10	4	-	21	-	-	-
	3%	2%	3%	2%	3%	7%	5%	1%	3%	4%	4%	3%	5%	4%	3%	5%	2%	-	38%	-	-	-
SOUTH	43	23	12	6	11	8	7	8	23	20	23	15	5	23	17	22	18	-	-	28	-	-
----	11%	11%	8%	7%	15%	10%	9%	14%	9%	14%	10%	12%	11%	14%	8%	10%	11%	-	-	86%	-	-
BLUE EARTH	6	3	2	2	2	1	1	1	3	3	3	3	-	4	2	-	6	-	-	4	-	-
	1%	2%	2%	2%	2%	1%	2%	2%	1%	2%	1%	2%	-	2%	1%	-	4%	-	-	12%	-	-
DODGE	2	1	1	-	-	-	2	-	1	1	1	1	-	1	1	1	1	-	-	1	-	-
	-	-	1%	-	-	-	2%	-	-	1%	-	1%	-	1%	-	-	1%	-	-	4%	-	-
FARIBAULT	2	1	-	-	1	-	-	1	1	1	1	1	-	1	1	-	2	-	-	1	-	-
	1%	1%	-	-	2%	-	-	2%	-	1%	1%	1%	-	1%	1%	-	1%	-	-	4%	-	-
FILLMORE	2	2	-	1	1	-	-	1	1	1	1	-	1	1	2	-	-	-	-	1	-	-
	-	1%	-	1%	1%	-	-	2%	-	1%	-	1%	-	-	-	1%	-	-	-	4%	-	-
FREEBORN	2	-	1	-	-	1	-	-	-	2	-	-	2	-	2	1	1	-	-	1	-	-
	-	-	1%	-	-	1%	-	-	-	1%	-	-	4%	-	1%	-	1%	-	-	4%	-	-
GOODHUE	1	1	-	-	-	1	-	-	-	1	1	-	-	1	-	-	1	-	-	1	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	2%	-	-
HOUSTON	1	-	-	-	1	-	-	-	1	-	1	-	-	-	1	1	-	-	-	1	-	-
	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	-
LE SUEUR	5	2	2	-	-	1	1	2	3	2	2	2	-	3	1	4	1	-	-	3	-	-
	1%	1%	2%	-	-	1%	1%	4%	1%	1%	1%	2%	-	2%	-	2%	1%	-	-	10%	-	-
OLMSTED	4	2	1	2	2	1	-	1	3	1	3	1	-	2	1	2	1	-	-	3	-	-
	1%	1%	1%	3%	2%	1%	-	2%	1%	1%	2%	1%	-	1%	-	1%	1%	-	-	10%	-	-
RICE	6	2	2	-	1	1	-	1	1	5	1	2	2	2	3	2	2	-	-	3	-	-
	1%	1%	2%	-	1%	1%	-	2%	-	3%	-	2%	5%	1%	2%	1%	1%	-	-	10%	-	-
STEELE	3	2	-	1	2	-	-	-	2	1	2	1	-	2	-	2	-	-	-	2	-	-
	1%	1%	-	1%	2%	-	-	-	1%	1%	1%	1%	-	1%	-	1%	-	-	-	6%	-	-
WABASHA	5	3	2	-	1	-	2	-	5	1	3	1	1	3	2	4	1	-	-	3	-	-
	1%	2%	2%	-	2%	-	2%	-	2%	1%	1%	1%	2%	2%	1%	2%	1%	-	-	10%	-	-
WINONA	6	3	-	-	1	2	1	1	3	2	4	2	-	3	2	3	2	-	-	3	-	-
	1%	2%	-	-	1%	3%	1%	2%	1%	2%	2%	1%	-	2%	1%	1%	1%	-	-	10%	-	-

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

Continued

Table 49-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
WEST-NW	82	35	26	18	16	12	17	12	51	31	42	29	9	38	36	46	31	16	20	4	56	-
-----	21%	17%	17%	23%	22%	16%	24%	22%	21%	21%	19%	23%	20%	22%	18%	21%	19%	44%	36%	14%	100%	-
BECKER	2	-	-	-	-	-	2	2	2	-	-	2	-	-	-	-	-	-	-	-	2	-
	1%	-	-	-	-	-	3%	4%	1%	-	-	2%	-	-	-	-	-	-	-	-	3%	-
BROWN	2	-	2	-	1	1	-	-	-	2	1	1	-	-	2	-	2	-	-	1	-	-
	-	-	1%	-	1%	1%	-	-	-	1%	-	1%	-	-	1%	-	1%	-	-	4%	-	-
CHIPPEWA	2	2	-	1	-	-	-	1	2	-	-	2	-	2	-	1	1	-	-	-	2	-
	1%	1%	-	1%	-	-	-	3%	1%	-	-	2%	-	1%	-	1%	1%	-	-	-	4%	-
CLAY	2	1	-	-	1	-	-	1	2	-	2	-	-	1	1	2	-	-	-	-	3	-
	-	-	-	-	1%	-	-	2%	1%	-	1%	-	-	-	1%	-	-	-	-	-	6%	-
DOUGLAS	8	2	2	2	2	-	3	1	7	1	4	4	-	5	3	6	2	-	-	-	11	-
	2%	1%	2%	3%	2%	-	4%	3%	3%	1%	2%	3%	-	3%	2%	3%	1%	-	-	-	19%	-
HUBBARD	1	-	-	-	-	-	-	-	-	1	-	-	-	-	1	-	1	-	4	-	-	-
	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	7%	-	-	-
KANDIYOHI	9	8	3	5	-	-	1	1	8	2	6	3	-	4	3	7	-	-	-	-	9	-
	2%	4%	2%	7%	-	-	1%	3%	3%	1%	3%	2%	-	3%	2%	3%	-	-	-	-	16%	-
LYON	2	2	-	-	1	-	-	-	2	-	1	1	-	2	-	2	-	-	-	-	2	-
	-	1%	-	-	1%	-	-	-	1%	-	-	1%	-	1%	-	1%	-	-	-	-	4%	-
MCLEOD	4	1	3	-	1	1	1	-	1	3	2	2	-	2	2	2	2	-	-	-	4	-
	1%	-	2%	-	1%	1%	2%	-	-	2%	1%	2%	-	1%	1%	1%	1%	-	-	-	8%	-
MARTIN	4	-	-	-	-	4	1	-	1	2	-	2	1	-	3	1	2	-	-	2	-	-
	1%	-	-	-	-	5%	1%	-	1%	2%	-	2%	3%	-	1%	1%	1%	-	-	6%	-	-
MEEKER	3	1	2	1	2	2	-	1	1	3	2	1	1	1	3	1	3	-	-	-	4	-
	1%	-	1%	1%	2%	2%	-	2%	-	2%	1%	1%	2%	-	1%	-	2%	-	-	-	8%	-
NICOLLET	2	2	-	-	1	-	1	-	1	1	1	1	-	2	-	2	-	-	-	1	-	-
	-	1%	-	-	1%	-	1%	-	-	1%	-	1%	-	1%	-	1%	-	-	-	4%	-	-
NOBLES	2	1	-	1	-	-	-	-	1	1	1	-	1	1	1	1	1	-	-	-	2	-
	-	-	-	1%	-	-	-	-	-	1%	-	-	2%	-	-	-	1%	-	-	-	4%	-
OTTER TAIL	6	3	2	1	1	-	1	1	4	2	4	2	-	5	1	3	3	-	-	-	8	-
	2%	2%	1%	1%	2%	-	1%	2%	2%	1%	2%	2%	-	3%	-	1%	2%	-	-	-	14%	-
PENNINGTON	1	1	1	1	-	-	-	-	1	-	1	-	-	-	1	1	-	-	4	-	-	-
	-	-	1%	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7%	-	-	-
POLK	4	-	1	-	-	1	-	-	1	3	2	-	2	1	2	2	2	-	12	-	-	-
	1%	-	1%	-	-	1%	-	-	-	2%	1%	-	4%	-	1%	1%	1%	-	21%	-	-	-
POPE	3	1	3	2	1	-	1	-	2	1	2	1	-	1	2	2	1	-	-	-	5	-
	1%	-	2%	2%	1%	-	1%	-	1%	1%	1%	1%	-	-	1%	1%	1%	-	-	-	8%	-
REDWOOD	1	1	-	-	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	2%	-

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

Continued

Table 49-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGTY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
RENVILLE	2 1%	2 1%	-	-	2 3%	-	-	-	2 1%	-	2 1%	-	-	2 1%	-	-	2 1%	-	-	-	1 2%	-
SHERBURNE	11 3%	3 1%	2 2%	2 2%	2 2%	-	3 5%	3 6%	5 2%	5 4%	4 2%	3 2%	3 7%	4 2%	5 2%	5 2%	5 3%	7 20%	-	-	-	-
STEARNS	10 2%	5 3%	5 3%	2 3%	1 1%	4 5%	3 4%	-	7 3%	3 2%	7 3%	3 2%	-	4 2%	6 3%	6 3%	3 2%	6 17%	-	-	-	-
SWIFT	1 -	-	1 1%	-	1 1%	-	-	-	-	1 1%	1 -	-	-	1 -	-	-	1 1%	-	-	-	1 2%	-
TODD	2 1%	-	1 -	1 1%	1 1%	-	1 1%	-	-	2 2%	-	2 1%	1 2%	1 -	2 1%	2 1%	-	2 6%	-	-	-	-
WADENA	1 -	1 -	-	-	-	-	-	-	1 -	-	1 -	-	-	-	-	1 -	-	1 2%	-	-	-	-
REGION II																						
TWIN CITIES	227 57%	116 58%	98 64%	43 55%	40 55%	44 61%	37 53%	31 57%	144 58%	81 54%	124 57%	74 58%	25 54%	92 54%	121 60%	129 58%	92 57%	3 9%	-	-	-	220 100%
REST OF STATE	173 43%	83 42%	54 36%	35 45%	33 45%	28 39%	33 47%	24 43%	104 42%	69 46%	94 43%	55 42%	21 46%	79 46%	81 40%	92 42%	70 43%	32 91%	56 100%	32 100%	56 100%	-

Table 49-5
QUESTION REG:
Region./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
COLLAR	87 22%	59 21%	55 23%	53 23%	48 21%	42 22%	40 22%	43 24%	40 24%	17 28%	69 21%	25 22%	50 22%	75 22%	10 18%
ANOKA	25 6%	17 6%	18 8%	15 6%	14 6%	12 7%	13 7%	11 6%	10 6%	5 9%	19 6%	4 4%	19 8%	23 7%	2 3%
CARVER	7 2%	3 1%	4 2%	5 2%	4 2%	2 1%	2 1%	2 1%	2 1%	- -	7 2%	1 1%	6 3%	7 2%	- -
DAKOTA	23 6%	15 6%	14 6%	12 5%	11 5%	10 5%	7 4%	13 7%	12 7%	4 7%	18 5%	10 9%	10 4%	19 6%	2 3%
SCOTT	9 2%	6 2%	7 3%	6 3%	6 3%	5 2%	7 4%	5 3%	5 3%	4 6%	5 2%	1 1%	5 2%	5 2%	4 6%
WASHINGTON	17 4%	11 4%	7 3%	10 4%	9 4%	9 5%	7 4%	7 4%	6 3%	3 4%	14 4%	6 6%	7 3%	13 4%	3 6%
WRIGHT	7 2%	7 2%	4 2%	6 2%	4 2%	4 2%	4 2%	7 4%	6 3%	1 3%	6 2%	3 3%	4 2%	7 2%	- -
MINN-SP	140 35%	95 34%	86 35%	85 37%	84 37%	74 40%	66 37%	62 35%	62 36%	15 25%	123 37%	37 33%	75 33%	112 33%	25 43%
HENNEPIN	107 27%	75 27%	63 26%	66 28%	62 27%	56 30%	55 30%	47 26%	49 29%	10 16%	97 29%	27 24%	59 26%	86 26%	19 33%
RAMSEY	33 8%	20 7%	23 10%	20 9%	22 9%	18 10%	12 6%	16 9%	13 8%	6 9%	26 8%	10 9%	17 7%	27 8%	6 10%
NORTHEAST	48 12%	33 12%	30 12%	23 10%	27 12%	17 9%	20 11%	19 11%	18 11%	6 10%	42 13%	15 13%	26 12%	41 12%	6 11%
AITKIN	2 1%	2 1%	2 1%	2 1%	2 1%	- -	1 -	1 -	2 1%	- -	2 1%	- -	2 1%	2 1%	- -
BELTRAMI	2 1%	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	2 1%	- -	2 1%	2 1%	- -
CARLTON	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 -	- -	1 -	- -	1 -	1 -	- -
CASS	4 1%	2 1%	4 1%	3 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	4 1%	1 1%	- -	1 -	2 4%
CHISAGO	5 1%	4 1%	4 2%	4 2%	3 1%	2 1%	3 2%	3 2%	2 1%	1 2%	4 1%	1 1%	3 1%	4 1%	1 2%
CROW WING	3 1%	1 1%	3 1%	1 1%	3 1%	1 1%	1 1%	1 -	1 1%	- -	3 1%	1 1%	2 1%	3 1%	1 1%
ISANTI	7 2%	7 2%	6 2%	3 1%	5 2%	4 2%	5 3%	4 2%	2 1%	3 5%	4 1%	2 2%	4 2%	6 2%	1 1%

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

Continued

Table 49-5
QUESTION REG:
Region./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
ITASCA	2	1	-	-	-	1	-	-	-	-	2	1	1	2	-
	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-
MILLIE LACS	3	1	1	-	1	-	1	1	1	-	3	1	2	3	-
	1%	-	-	-	1%	-	1%	-	1%	-	1%	1%	1%	1%	-
MORRISON	2	2	1	1	1	2	1	1	1	-	2	2	1	2	-
	1%	1%	-	-	-	1%	-	-	-	-	1%	1%	-	1%	-
PINE	3	2	2	3	2	-	2	2	2	1	2	-	3	3	-
	1%	1%	1%	1%	1%	-	1%	1%	1%	1%	1%	-	1%	1%	-
ST. LOUIS	14	9	5	4	6	3	2	6	4	1	13	6	6	12	1
	3%	3%	2%	2%	3%	2%	1%	3%	2%	1%	4%	6%	2%	4%	2%
SOUTH	43	35	21	20	19	15	13	14	11	7	36	11	25	36	6
-----	11%	13%	9%	8%	8%	8%	7%	8%	7%	11%	11%	10%	11%	11%	10%
BLUE EARTH	6	5	3	3	3	3	3	2	1	2	4	1	4	5	1
	1%	2%	1%	1%	1%	2%	2%	1%	1%	3%	1%	1%	2%	1%	2%
DODGE	2	2	1	1	1	1	1	1	2	-	2	1	1	2	-
	-	1%	-	-	-	-	-	-	1%	-	1%	1%	-	1%	-
FARIBAULT	2	2	-	-	-	-	-	-	-	-	2	-	2	2	-
	1%	1%	-	-	-	-	-	-	-	-	1%	-	1%	1%	-
FILLMORE	2	1	-	-	2	-	-	2	1	-	2	-	1	1	1
	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%
FREEBORN	2	2	2	2	2	2	1	-	1	-	2	1	-	1	-
	-	1%	1%	1%	1%	1%	-	-	1%	-	1%	1%	-	-	-
GOODHUE	1	-	1	-	-	-	1	-	-	-	1	-	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%
HOUSTON	1	1	1	-	-	-	-	-	-	1	-	-	-	-	1
	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	2%
LE SUEUR	5	5	2	2	2	3	1	2	1	1	4	1	3	4	1
	1%	2%	1%	1%	1%	2%	-	1%	-	1%	1%	1%	1%	1%	2%
OLMSTED	4	4	2	2	2	2	2	2	2	1	3	2	2	4	-
	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	1%	-
RICE	6	6	3	3	4	1	1	2	2	-	6	2	3	6	-
	1%	2%	1%	1%	2%	1%	1%	1%	1%	-	2%	2%	1%	2%	-
STEELE	3	1	-	3	-	-	-	1	-	-	3	-	3	3	-
	1%	-	-	1%	-	-	-	-	-	-	1%	-	1%	1%	-
WARASHA	5	3	3	1	2	2	3	1	1	1	4	3	2	5	-
	1%	1%	1%	-	1%	1%	2%	-	-	2%	1%	3%	1%	2%	-
WINONA	6	4	2	4	2	1	1	3	1	1	5	-	4	4	1
	1%	1%	1%	2%	1%	-	-	1%	1%	1%	1%	-	2%	1%	3%

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

Continued

Table 49-5
QUESTION REG:
Region./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
WEST-NW -----	82 21%	56 20%	51 21%	50 22%	50 22%	38 21%	41 23%	39 22%	39 23%	16 27%	64 19%	23 21%	48 21%	71 21%	10 17%
BECKER	2 1%	-	-	-	-	-	-	2 1%	-	-	-	-	2 1%	2 1%	-
BROWN	2 -	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	1 -	1 -	-	2 -	1 1%	1 -	2 -	-
CHIPPEWA	2 1%	1 -	1 -	2 1%	2 1%	1 -	1 -	1 -	1 -	-	2 1%	-	2 1%	2 1%	-
CLAY	2 -	1 -	1 -	1 -	2 1%	-	-	1 -	-	1 1%	1 -	1 1%	1 -	2 1%	-
DOUGLAS	8 2%	7 2%	4 2%	4 2%	4 2%	7 4%	5 3%	4 2%	5 3%	1 2%	7 2%	1 1%	5 2%	6 2%	2 4%
HUBBARD	1 -	-	-	1 -	-	1 -	-	-	-	-	1 -	-	-	-	1 1%
KANDIYOHI	9 2%	7 2%	7 3%	6 3%	5 2%	5 3%	5 3%	5 3%	7 4%	2 3%	7 2%	1 1%	8 4%	9 3%	-
LYON	2 -	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	-	2 1%	-	1 -	1 -	-
MCLEOD	4 1%	2 1%	2 1%	3 1%	2 1%	2 1%	2 1%	1 -	1 -	1 1%	3 1%	1 1%	2 1%	3 1%	1 3%
MARTIN	4 1%	4 1%	2 1%	1 1%	2 1%	2 1%	2 1%	2 1%	1 -	-	4 1%	-	3 1%	3 1%	1 1%
MEEKER	3 1%	3 1%	3 1%	3 1%	3 1%	1 -	1 -	2 1%	2 1%	1 1%	3 1%	1 1%	3 1%	3 1%	-
NICOLLET	2 -	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	2 1%	2 1%	1 1%	1 -	1 1%	1 -	2 -	-
NOBLES	2 -	1 -	2 1%	1 -	1 -	-	-	-	1 -	-	2 1%	-	2 1%	2 1%	-
OTTER TAIL	6 2%	4 1%	3 1%	4 2%	5 2%	4 2%	3 2%	3 2%	4 3%	1 1%	5 2%	4 3%	2 1%	6 2%	-
PENNINGTON	1 -	1 -	-	1 -	-	-	-	-	-	1 1%	-	-	1 -	1 -	-
POLK	4 1%	3 1%	4 1%	2 1%	3 1%	3 2%	3 2%	3 2%	3 2%	2 3%	2 1%	2 2%	2 1%	4 1%	-
POPE	3 1%	3 1%	2 1%	1 -	1 -	1 -	-	2 1%	-	1 1%	2 1%	-	3 1%	3 1%	-
REDWOOD	1 -	-	-	1 -	-	-	1 -	1 -	-	-	1 -	1 1%	-	1 -	-

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

Continued

Table 49-5
QUESTION REG:
Region./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
RENVILLE	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	- -	2 1%	- -	2 1%	2 1%	- -
SHERBURNE	11 3%	7 2%	7 3%	4 2%	3 1%	3 1%	5 3%	3 2%	3 2%	1 1%	10 3%	3 2%	5 2%	7 2%	3 5%
STEARNS	10 2%	5 2%	7 3%	6 3%	8 4%	2 1%	6 3%	4 2%	5 3%	5 7%	5 2%	6 5%	3 1%	8 2%	2 3%
SWIFT	1 -	1 -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -	1 -	1 -	- -
TODD	2 1%	2 1%	2 1%	1 -	1 -	1 -	1 -	2 1%	1 -	1 1%	2 1%	1 1%	2 1%	2 1%	- -
WADENA	1 -	1 -	- -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	- -	1 -	- -

REGION II

TWIN CITIES	227 57%	153 55%	141 58%	138 60%	132 58%	116 62%	106 59%	106 59%	102 60%	32 53%	193 58%	62 56%	125 56%	187 56%	35 61%
REST OF STATE	173 43%	123 45%	102 42%	92 40%	95 42%	70 38%	74 41%	73 41%	68 40%	29 47%	142 42%	49 44%	99 44%	148 44%	22 39%

Table 50-1
QUESTION GREG:
Greater MN Regions./County.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL-\$5	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
									149	112	115	195	124	80	69	57	31	99	300	142	81	35	103	
BASE-TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
IF INITIATIVE FOUNDATION	57	-	7	27	-	24	7	51	20	18	18	24	19	13	10	20	7	5	15	42	15	13	6	19
	14%	-	8%	56%	-	29%	3%	29%	13%	16%	16%	13%	15%	17%	14%	30%	12%	16%	14%	10%	16%	16%	18%	
CASS	4	-	-	4	-	-	-	4	2	1	-	4	-	-	-	1	-	3	1	2	-	-	1	
	1%	-	-	7%	-	-	-	2%	1%	1%	-	2%	-	-	-	2%	-	3%	-	2%	-	-	1%	
CHISAGO	5	-	-	5	-	-	-	5	3	1	1	2	3	-	-	1	1	3	2	1	1	-	1	
	1%	-	-	11%	-	-	-	3%	2%	1%	1%	1%	2%	-	-	1%	1%	3%	1%	1%	2%	-	1%	
CROW WING	3	-	-	3	-	-	-	3	1	2	1	1	-	3	3	-	1	-	-	3	1	-	-	3
	1%	-	-	7%	-	-	-	2%	1%	2%	1%	-	-	3%	4%	-	1%	-	-	1%	-	-	-	3%
ISANTI	7	-	-	7	-	-	-	7	5	1	1	4	3	-	-	3	-	4	2	2	-	2	2	
	2%	-	-	14%	-	-	-	4%	3%	1%	1%	2%	2%	-	-	4%	-	4%	1%	2%	-	6%	2%	
MILLIE LACS	3	-	-	3	-	-	-	3	2	1	-	2	1	-	-	-	2	-	1	2	1	2	-	-
	1%	-	-	6%	-	-	-	2%	1%	1%	-	1%	1%	-	-	-	3%	-	1%	1%	1%	3%	-	-
MORRISON	2	-	-	2	-	-	-	2	2	1	-	2	1	-	-	-	1	-	-	2	-	1	1	1
	1%	-	-	5%	-	-	-	1%	1%	1%	-	1%	1%	-	-	-	1%	-	-	1%	-	1%	2%	1%
PINE	3	-	-	3	-	-	-	3	-	1	2	-	1	2	1	2	-	-	-	3	-	2	-	1
	1%	-	-	6%	-	-	-	2%	-	1%	2%	-	1%	2%	1%	3%	-	-	-	1%	-	2%	-	1%
SHERBURNE	11	-	-	-	-	11	-	11	3	5	3	6	4	-	-	6	1	3	3	8	3	4	1	3
	3%	-	-	-	-	13%	-	6%	2%	4%	2%	3%	3%	-	-	9%	1%	8%	3%	3%	2%	5%	2%	2%
STEARNS	10	-	-	-	-	10	-	10	2	3	4	3	3	4	5	1	-	2	1	8	3	-	1	3
	2%	-	-	-	-	12%	-	6%	1%	3%	4%	1%	3%	5%	8%	1%	-	5%	1%	3%	2%	-	2%	3%
TODD	2	-	-	-	-	2	-	2	-	1	2	1	1	1	-	2	-	-	-	2	1	1	-	1
	1%	-	-	-	-	3%	-	1%	-	1%	1%	-	1%	1%	-	3%	-	-	-	1%	1%	1%	-	1%
WADENA	1	-	-	-	-	1	-	1	-	-	-	-	1	-	1	-	-	-	-	1	-	-	-	1
	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	-	1%
WRIGHT	7	-	7	-	-	-	7	-	-	1	6	1	2	4	-	4	2	1	-	7	1	2	1	3
	2%	-	8%	-	-	-	3%	-	-	5%	-	1%	5%	-	5%	4%	3%	-	2%	1%	2%	2%	1%	3%
NORTHLAND FOUNDATION	19	-	-	19	-	-	-	19	9	5	4	12	6	1	5	2	2	2	3	16	7	2	2	3
	5%	-	-	39%	-	-	-	11%	6%	5%	3%	6%	5%	1%	7%	2%	3%	5%	3%	5%	5%	3%	5%	3%
AITKIN	2	-	-	2	-	-	-	2	2	-	-	2	-	-	1	-	-	1	-	2	1	-	1	-
	1%	-	-	5%	-	-	-	1%	2%	-	-	1%	-	-	1%	-	-	3%	-	1%	1%	-	2%	-
CARLTON	1	-	-	1	-	-	-	1	-	1	-	1	-	-	-	1	-	-	-	1	1	-	-	-
	-	-	-	2%	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-
ITASCA	2	-	-	2	-	-	-	2	1	1	-	1	-	-	-	-	1	-	-	2	-	-	-	-
	-	-	-	3%	-	-	-	1%	1%	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-
ST. LOUIS	14	-	-	14	-	-	-	14	6	4	4	8	5	1	4	1	1	1	3	11	5	2	1	3
	3%	-	-	29%	-	-	-	8%	4%	3%	3%	4%	4%	1%	6%	1%	1%	3%	3%	4%	4%	3%	2%	3%

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

Continued

Table 50-1
QUESTION GREG:
Greater MN Regions./County.

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+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
									UNDER \$1 MILL	MILL- \$5 MILL	\$5 MILL+													
NORTHWEST MINNESOTA FOUNDATION	7 2%	-	-	2 5%	-	5 6%	-	7 4%	3 2%	2 2%	1 1%	4 2%	1 1%	3 3%	1 2%	-	-	3 9%	1 1%	6 2%	3 2%	-	2 6%	2 1%
BELTRAMI	2 1%	-	-	2 5%	-	-	-	2 1%	1 1%	-	-	2 1%	-	-	1 2%	-	-	-	1 1%	1 -	1 1%	-	-	1 1%
HUBBARD	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	1 -	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
PENNINGTON	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	1 1%	-	-	-	-	-	-	-	1 -	-	-	-	-
POLK	4 1%	-	-	-	-	4 4%	-	4 2%	-	2 2%	1 1%	1 -	-	3 3%	-	-	-	3 9%	-	4 1%	1 1%	-	2 6%	1 1%
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	50 12%	-	-	-	43 100%	7 8%	-	50 29%	24 16%	14 12%	9 8%	26 13%	19 16%	4 5%	10 14%	7 11%	7 12%	3 11%	16 16%	34 11%	21 15%	4 5%	6 16%	16 16%
BLUE EARTH	6 1%	-	-	-	6 14%	-	-	6 3%	4 3%	1 1%	1 1%	4 2%	2 1%	-	-	3 4%	-	1 3%	1 1%	4 1%	5 3%	-	-	1 1%
BROWN	2 -	-	-	-	2 2%	-	-	2 1%	1 1%	1 1%	-	1 -	-	1 1%	-	-	-	-	-	2 1%	-	-	-	2 1%
DODGE	2 -	-	-	-	2 4%	-	-	2 1%	2 1%	-	-	2 1%	-	-	-	1 1%	-	-	-	2 1%	2 1%	-	-	-
FARIBAULT	2 1%	-	-	-	2 5%	-	-	2 1%	1 1%	1 1%	-	1 1%	1 1%	-	-	-	-	-	1 1%	1 -	1 1%	-	-	-
FILLMORE	2 -	-	-	-	2 4%	-	-	2 1%	-	-	2 1%	-	1 1%	1 1%	1 1%	-	1 2%	-	-	2 1%	1 1%	-	1 2%	-
FREEBORN	2 -	-	-	-	2 4%	-	-	2 1%	2 1%	-	-	2 1%	-	-	1 1%	1 1%	-	-	-	2 1%	1 1%	-	1 2%	-
GOODHUE	1 -	-	-	-	1 2%	-	-	1 -	1 1%	-	-	1 -	-	-	-	-	1 2%	-	-	1 -	-	-	-	-
HOUSTON	1 -	-	-	-	1 2%	-	-	1 -	1 1%	-	-	1 -	-	-	-	-	-	-	-	1 -	-	1 1%	-	-
LE SUEUR	5 1%	-	-	-	5 11%	-	-	5 3%	3 2%	2 1%	-	2 1%	2 2%	1 1%	1 2%	-	1 2%	1 3%	1 1%	3 1%	3 2%	1 1%	-	-
MARTIN	4 1%	-	-	-	4 5%	-	-	4 2%	4 3%	-	-	2 1%	1 1%	-	1 2%	1 2%	-	1 3%	3 3%	1 -	2 2%	-	-	1 1%
NICOLLET	2 -	-	-	-	2 2%	-	-	2 1%	1 1%	-	1 1%	-	1 1%	1 1%	1 1%	-	-	-	-	2 1%	-	-	-	2 1%
OLMSTED	4 1%	-	-	-	4 10%	-	-	4 2%	-	1 1%	2 1%	2 1%	2 1%	1 1%	-	1 1%	-	-	-	4 1%	-	2 2%	-	2 2%

MEETING STREET INSIGHTS

Continued

Table 50-1
QUESTION GREG:
Greater MN Regions./County.

BANNER 1

	REGION					REGION II					REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE		
	TOTAL	MSP	COLLAR COS	NE	S W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER		
RICE	6 1%	-	-	-	6 13%	-	6 3%	1 1%	3 3%	-	4 2%	1 1%	-	1 2%	-	-	-	3 3%	3 1%	3 2%	-	1 4%	1 1%		
STEELE	3 1%	-	-	-	3 6%	-	3 1%	-	1 1%	2 2%	-	3 2%	-	-	-	1 2%	1 3%	-	3 1%	-	-	2 5%	1 1%		
WABASHA	5 1%	-	-	-	5 13%	-	5 3%	2 2%	2 2%	1 1%	3 2%	1 1%	1 1%	3 4%	-	-	-	3 3%	2 1%	1 1%	1 1%	1 2%	2 2%		
WINONA	6 1%	-	-	-	6 13%	-	6 3%	1 1%	2 2%	2 2%	1 1%	4 3%	-	-	1 1%	3 6%	-	3 3%	3 1%	2 1%	-	-	4 4%		
SOUTHWEST INITIATIVE FOUNDATION	26 7%	-	-	-	26 32%	-	26 15%	12 8%	5 5%	8 7%	13 7%	6 5%	7 9%	5 8%	2 2%	7 12%	1 3%	6 6%	20 7%	12 8%	7 9%	1 2%	5 4%		
CHIPPEWA	2 1%	-	-	-	2 3%	-	2 1%	1 1%	-	1 1%	-	1 1%	1 1%	-	-	1 3%	-	1 1%	1 -	-	1 2%	-	1 1%		
KANDIYOHI	9 2%	-	-	-	9 12%	-	9 5%	4 3%	2 2%	4 3%	5 2%	-	5 6%	2 2%	1 1%	2 4%	-	3 3%	7 2%	5 3%	2 2%	1 2%	2 2%		
LYON	2 -	-	-	-	2 2%	-	2 1%	-	-	1 1%	1 -	1 1%	-	-	1 1%	-	-	-	2 1%	1 1%	-	-	1 -		
MCLEOD	4 1%	-	-	-	4 5%	-	4 2%	3 2%	1 1%	-	3 2%	1 1%	-	-	-	1 3%	1 3%	1 1%	3 1%	3 2%	1 1%	-	-		
MEEKER	3 1%	-	-	-	3 4%	-	3 2%	1 1%	2 2%	1 1%	2 1%	2 1%	-	2 2%	-	2 3%	-	-	3 1%	2 1%	-	-	1 1%		
NOBLES	2 -	-	-	-	2 2%	-	2 1%	2 1%	-	-	2 1%	-	-	-	-	-	-	-	2 1%	2 1%	-	-	-		
REDWOOD	1 -	-	-	-	1 1%	-	1 -	-	1 1%	-	1 -	-	-	-	-	-	-	-	1 -	-	-	-	-		
RENVILLE	2 1%	-	-	-	2 2%	-	2 1%	-	-	2 2%	-	-	2 3%	2 3%	-	-	-	-	2 1%	-	2 2%	-	-		
SWIFT	1 -	-	-	-	1 1%	-	1 -	1 1%	-	-	-	1 1%	-	-	-	-	-	-	1 -	-	1 1%	-	-		
WEST CENTRAL INITIATIVE	20 5%	-	-	-	20 25%	-	20 12%	3 2%	2 2%	10 9%	6 3%	5 4%	9 12%	2 3%	4 6%	1 1%	2 5%	3 3%	17 6%	3 2%	6 7%	1 2%	8 8%		
BECKER	2 1%	-	-	-	2 2%	-	2 1%	-	-	-	-	-	2 3%	-	-	-	-	-	2 1%	-	-	-	2 2%		
CLAY	2 -	-	-	-	2 2%	-	2 1%	-	-	1 1%	1 -	1 1%	-	-	-	-	1 3%	-	2 1%	-	-	-	2 2%		
DOUGLAS	8 2%	-	-	-	8 10%	-	8 5%	1 1%	1 1%	5 4%	3 1%	-	5 7%	1 2%	4 6%	1 1%	-	1 1%	6 2%	-	3 4%	1 2%	2 2%		
OTTER TAIL	6 2%	-	-	-	6 7%	-	6 3%	1 1%	1 1%	3 2%	2 1%	2 1%	2 3%	-	-	-	-	1 1%	5 2%	3 2%	2 2%	-	1 1%		

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

Continued

Table 50-1
QUESTION GREG:
Greater MN Regions./County.

BANNER 1

	REGION					REGION II			REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
POPE	3	-	-	-	-	3	-	3	1	-	2	-	3	-	1	-	-	1	-	3	1	1	-	1
	1%	-	-	-	-	3%	-	1%	1%	-	1%	-	2%	-	1%	-	-	3%	-	1%	1%	1%	-	1%
NONE	220	140	80	-	-	-	220	-	79	65	65	109	68	42	36	34	34	16	55	165	81	48	19	51
----	55%	100%	92%	-	-	-	97%	-	53%	58%	57%	56%	55%	53%	52%	49%	61%	50%	55%	55%	57%	59%	54%	49%
ANOKA	25	-	25	-	-	-	25	-	10	9	5	14	9	1	2	9	7	1	6	19	12	6	1	6
	6%	-	28%	-	-	-	11%	-	7%	8%	4%	7%	7%	2%	3%	13%	13%	3%	6%	6%	8%	8%	2%	6%
CARVER	7	-	7	-	-	-	7	-	5	1	2	3	3	1	1	2	-	-	3	4	1	2	-	2
	2%	-	8%	-	-	-	3%	-	3%	1%	1%	2%	3%	1%	1%	2%	-	-	3%	1%	1%	3%	-	2%
DAKOTA	23	-	23	-	-	-	23	-	7	6	9	11	6	6	3	4	5	2	7	15	9	3	4	2
	6%	-	26%	-	-	-	10%	-	5%	6%	8%	5%	5%	8%	5%	9%	7%	7%	5%	6%	3%	12%	2%	
HENNEPIN	107	107	-	-	-	-	107	-	33	33	33	49	35	22	15	13	15	11	29	78	41	23	8	30
	27%	76%	-	-	-	-	47%	-	22%	29%	29%	25%	28%	28%	21%	19%	26%	35%	29%	26%	28%	29%	22%	29%
RAMSEY	33	33	-	-	-	-	33	-	12	9	11	19	7	7	7	2	6	-	7	26	11	7	4	6
	8%	24%	-	-	-	-	15%	-	8%	8%	10%	10%	6%	8%	11%	3%	10%	-	7%	9%	8%	9%	10%	6%
SCOTT	9	-	9	-	-	-	9	-	4	3	2	3	2	4	-	2	-	1	-	9	2	5	2	-
	2%	-	10%	-	-	-	4%	-	2%	3%	2%	2%	1%	5%	-	3%	-	3%	-	3%	1%	6%	5%	-
WASHINGTON	17	-	17	-	-	-	17	-	8	3	4	10	6	1	7	3	2	1	3	14	5	2	1	5
	4%	-	20%	-	-	-	8%	-	5%	3%	3%	5%	5%	2%	11%	4%	3%	3%	3%	5%	4%	2%	3%	5%

Table 50-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+	
BASE-TOTAL SAMPLE	400 100%	180 45%	168 42%	348 87%	47 12%	141 35%	175 44%	72 18%	80 20%	183 46%	129 32%	203 51%	71 18%	118 30%	163 41%	85 21%	144 36%	175 44%	57 14%	163 41%	32 8%	319 80%	42 10%	38 10%	
IF INITIATIVE FOUNDATION	57 14%	30 16%	21 13%	51 15%	6 13%	22 16%	25 15%	9 13%	11 14%	27 15%	17 13%	28 14%	10 14%	18 16%	23 14%	10 12%	23 16%	23 13%	11 19%	22 14%	8 26%	44 14%	10 24%	3 9%	
CASS	4 1%	1 1%	1 1%	3 1%	1 2%	1 1%	1 -	1 2%	1 2%	2 1%	- -	3 1%	- -	1 1%	3 2%	- -	1 1%	3 2%	- -	1 -	1 3%	4 1%	- -	- -	
CHISAGO	5 1%	- -	4 2%	4 1%	1 3%	2 2%	2 1%	1 1%	- -	4 2%	1 1%	1 1%	- -	4 3%	1 2%	2 3%	2 2%	1 1%	2 1%	2 1%	2 7%	5 2%	- -	- -	
CROW WING	3 1%	1 1%	2 1%	3 1%	- -	3 2%	1 -	- -	1 1%	3 2%	- -	- -	- -	3 3%	3 2%	- -	1 1%	3 2%	- -	1 -	- -	1 -	2 5%	1 2%	
ISANTI	7 2%	3 2%	3 2%	6 2%	1 2%	1 1%	4 2%	2 2%	4 4%	2 1%	1 1%	5 2%	1 1%	- -	4 2%	1 1%	1 1%	4 2%	- -	3 2%	- -	7 2%	- -	- -	
MILLIE LACS	3 1%	1 1%	1 -	2 1%	1 2%	1 1%	1 -	1 1%	- -	2 1%	- -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 -	1 2%	1 -	1 3%	3 1%	- -	- -	
MORRISON	2 1%	2 1%	1 -	2 1%	- -	1 1%	1 -	1 1%	- -	1 -	2 1%	1 -	1 1%	1 1%	1 -	- -	2 1%	2 1%	- -	- -	- -	2 1%	- -	- -	
PINE	3 1%	1 -	2 1%	3 1%	- -	3 2%	- -	- -	- -	- -	3 2%	3 1%	- -	- -	1 -	- -	2 1%	1 -	- -	2 1%	- -	1 -	2 5%	- -	
SHERBURNE	11 3%	6 3%	3 2%	8 2%	2 5%	4 3%	7 4%	- -	3 4%	3 1%	5 4%	7 3%	3 4%	1 1%	4 2%	2 3%	4 3%	1 -	4 7%	6 3%	1 3%	11 3%	- -	- -	
STEARNS	10 2%	8 5%	2 1%	10 3%	- -	3 2%	7 4%	- -	1 1%	6 3%	3 2%	4 2%	- -	6 5%	3 2%	- -	6 4%	5 3%	- -	4 2%	3 9%	6 2%	2 5%	2 5%	
TODD	2 1%	2 1%	1 1%	2 1%	- -	1 1%	2 1%	- -	1 1%	1 -	1 1%	2 1%	- -	1 1%	1 1%	- -	2 1%	- -	1 1%	2 1%	- -	2 1%	- -	1 2%	
WADENA	1 -	- -	1 1%	1 -	- -	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	1 3%	1 -	- -	- -	
WRIGHT	7 2%	5 3%	2 1%	7 2%	- -	2 1%	1 -	4 6%	1 1%	5 3%	1 1%	2 1%	4 6%	1 1%	2 1%	4 5%	1 1%	2 1%	4 7%	1 1%	- -	3 1%	4 10%	- -	
NORTHLAND FOUNDATION	19 5%	8 4%	6 3%	13 4%	5 12%	4 3%	7 4%	5 8%	5 7%	10 5%	4 3%	6 3%	4 5%	9 8%	4 3%	5 6%	9 6%	10 6%	5 8%	4 2%	2 8%	18 6%	- -	1 2%	
AITKIN	2 1%	- -	2 1%	2 1%	- -	- -	2 1%	1 1%	1 1%	1 -	1 1%	1 -	- -	2 1%	- -	1 1%	2 1%	2 1%	1 1%	- -	- -	2 1%	- -	- -	
CARLTON	1 -	- -	1 -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	1 -	- -	- -	
ITASCA	2 -	2 1%	- -	2 -	- -	- -	2 1%	- -	- -	1 -	1 1%	1 -	- -	1 1%	1 -	- -	1 1%	2 1%	- -	- -	- -	2 1%	- -	- -	
ST. LOUIS	14 3%	6 3%	2 1%	9 2%	5 12%	4 3%	3 2%	5 7%	4 6%	7 4%	2 2%	4 2%	4 5%	6 5%	4 2%	5 5%	6 4%	7 4%	3 5%	4 2%	2 8%	13 4%	- -	1 2%	

MEETING STREET INSIGHTS

Continued

Table 50-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+	
NORTHWEST MINNESOTA FOUNDATION	7 2%	4 2%	1 1%	4 1%	1 2%	- -	6 3%	- -	1 1%	3 2%	3 2%	3 1%	1 1%	4 3%	2 1%	1 1%	4 3%	5 3%	1 1%	1 1%	1 4%	5 1%	2 5%	1 2%	
BELTRAMI	2 1%	1 -	- -	1 -	- -	- -	1 1%	- -	- -	1 1%	1 1%	1 -	- -	1 1%	1 -	- -	1 1%	1 -	- -	1 1%	1 4%	2 1%	- -	- -	
HUBBARD	1 -	- -	- -	- -	1 2%	- -	1 -	- -	- -	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 -	- -	
PENNINGTON	1 -	- -	1 1%	1 -	- -	- -	1 -	- -	- -	- -	- -	- -	- -	1 1%	1 1%	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	
POLK	4 1%	3 2%	- -	3 1%	- -	- -	3 2%	- -	1 1%	1 -	2 2%	2 1%	- -	2 1%	1 -	- -	3 2%	4 2%	- -	- -	- -	- -	1 -	2 5%	1 2%
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	50 12%	25 14%	18 11%	43 12%	7 16%	15 11%	21 12%	12 17%	8 10%	27 15%	15 12%	24 12%	8 11%	17 15%	17 11%	8 9%	23 16%	22 13%	6 11%	19 12%	6 20%	46 14%	- -	4 11%	
BLUE EARTH	6 1%	2 1%	3 2%	6 2%	- -	3 2%	2 1%	1 1%	4 5%	1 -	1 1%	4 2%	1 1%	1 1%	2 1%	- -	3 2%	3 2%	1 2%	2 1%	1 3%	6 2%	- -	- -	
BROWN	2 -	2 1%	- -	2 -	- -	1 1%	1 -	- -	2 2%	- -	- -	2 1%	- -	- -	2 1%	- -	- -	- -	- -	2 1%	- -	1 -	- -	1 2%	
DODGE	2 -	- -	2 1%	2 -	- -	- -	2 1%	- -	- -	2 1%	- -	- -	- -	2 1%	- -	- -	2 1%	1 -	- -	1 1%	1 3%	2 1%	- -	- -	
FARIBAULT	2 1%	1 -	1 1%	2 1%	- -	2 2%	- -	- -	1 2%	1 -	- -	1 1%	1 1%	- -	- -	- -	2 2%	- -	- -	2 1%	- -	2 1%	- -	- -	
FILLMORE	2 -	1 -	1 1%	2 -	- -	- -	1 -	1 1%	- -	1 1%	1 -	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	- -	1 -	1 2%	
FREEBORN	2 -	1 -	- -	1 -	1 2%	- -	1 -	1 1%	- -	2 1%	- -	1 -	1 1%	- -	1 1%	- -	1 1%	1 -	- -	1 1%	- -	2 1%	- -	- -	
GOODHUE	1 -	- -	- -	- -	1 2%	- -	- -	1 1%	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	1 -	- -	- -	- -	1 -	- -	- -	
HOUSTON	1 -	- -	- -	- -	1 2%	- -	- -	1 1%	- -	1 -	- -	- -	- -	1 1%	- -	1 1%	- -	1 -	- -	- -	- -	1 -	- -	- -	
LE SUEUR	5 1%	2 1%	2 1%	4 1%	1 2%	- -	4 2%	1 1%	- -	2 1%	2 2%	2 1%	1 1%	2 2%	1 1%	2 2%	2 2%	2 1%	2 4%	1 -	1 2%	4 1%	- -	1 2%	
MARTIN	4 1%	2 1%	- -	2 1%	1 3%	- -	2 1%	1 2%	- -	4 2%	- -	- -	- -	4 3%	1 1%	1 2%	1 1%	1 1%	1 3%	1 1%	1 3%	4 1%	- -	- -	
NICOLLET	2 -	2 1%	- -	2 -	- -	1 -	1 -	- -	- -	- -	2 1%	2 1%	- -	- -	2 1%	- -	- -	1 -	- -	1 1%	- -	1 -	- -	1 2%	
OLMSTED	4 1%	1 -	3 2%	3 1%	1 2%	1 1%	3 1%	1 1%	1 1%	2 1%	2 1%	3 1%	1 1%	- -	2 1%	2 2%	- -	1 -	1 2%	1 1%	- -	3 1%	- -	1 2%	
RICE	6 1%	2 1%	2 1%	4 1%	1 3%	- -	3 1%	1 2%	- -	5 3%	1 1%	1 -	2 3%	2 2%	- -	- -	6 4%	1 1%	- -	4 2%	1 3%	6 2%	- -	- -	

MEETING STREET INSIGHTS

Continued

Table 50-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+
STEELE	3 1%	3 1%	-	3 1%	-	2 1%	1 -	-	-	2 1%	1 1%	2 1%	-	1 1%	2 1%	-	1 1%	2 1%	-	1 1%	1 3%	3 1%	-	-
WABASHA	5 1%	4 2%	1 1%	5 2%	-	2 2%	1 -	2 3%	-	1 1%	4 3%	5 3%	-	-	5 3%	-	-	3 2%	-	2 1%	-	5 1%	-	1 2%
WINONA	6 1%	3 2%	2 1%	6 2%	-	3 2%	1 1%	1 1%	-	3 2%	2 2%	1 -	1 1%	4 3%	-	1 1%	5 3%	3 2%	1 2%	1 1%	1 5%	6 2%	-	-
SOUTHWEST INITIATIVE FOUNDATION	26 7%	11 6%	11 7%	23 6%	3 6%	8 6%	11 6%	4 5%	-	15 8%	10 8%	15 7%	3 4%	9 7%	9 6%	6 7%	10 7%	10 6%	1 1%	15 9%	3 10%	18 6%	2 5%	5 14%
CHIPPEWA	2 1%	1 -	1 1%	2 1%	-	1 1%	-	-	-	-	2 2%	-	-	2 2%	-	1 2%	1 -	-	-	2 1%	1 2%	1 -	-	1 2%
KANDIYOHI	9 2%	4 2%	4 3%	8 2%	-	3 2%	4 2%	3 4%	-	6 3%	3 2%	6 3%	2 3%	1 1%	4 2%	2 3%	4 2%	5 3%	-	4 3%	-	5 1%	-	5 12%
LYON	2 -	2 1%	-	2 -	-	1 1%	-	-	-	1 -	1 1%	-	-	1 1%	1 1%	-	1 1%	1 -	-	1 1%	1 3%	2 1%	-	-
MCLEOD	4 1%	-	2 1%	2 1%	2 4%	1 1%	1 -	1 1%	-	4 2%	-	2 1%	-	2 1%	1 1%	1 1%	2 1%	2 1%	-	2 1%	1 3%	4 1%	-	-
MEEKER	3 1%	2 1%	2 1%	3 1%	-	1 1%	2 1%	-	-	2 1%	2 1%	2 1%	-	2 1%	2 1%	1 1%	1 1%	1 -	-	3 2%	1 3%	3 1%	-	-
NOBLES	2 -	-	1 1%	1 -	1 2%	-	2 1%	-	-	2 1%	-	1 -	-	1 1%	1 1%	-	1 1%	-	1 1%	1 1%	-	2 1%	-	-
REDWOOD	1 -	1 -	-	1 -	-	1 1%	-	-	-	1 -	-	1 -	-	-	1 1%	-	-	1 -	-	-	-	1 -	-	-
RENVILLE	2 1%	2 1%	-	2 1%	-	-	2 1%	-	-	-	2 2%	2 1%	-	-	-	-	-	2 1%	-	-	2 1%	-	-	2 5%
SWIFT	1 -	-	1 1%	1 -	-	-	1 -	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	-	-	1 1%	-	1 -	-	-
WEST CENTRAL INITIATIVE	20 5%	12 7%	7 4%	19 6%	1 2%	10 7%	8 5%	3 4%	7 8%	10 6%	1 1%	8 4%	3 4%	9 8%	10 6%	2 3%	8 5%	10 6%	2 3%	8 5%	1 3%	11 3%	8 19%	1 4%
BECKER	2 1%	2 1%	-	2 1%	-	2 1%	-	-	-	-	-	-	-	2 2%	-	-	2 1%	2 1%	-	-	-	-	2 5%	-
CLAY	2 -	-	2 1%	2 -	-	-	-	2 2%	-	1 -	1 1%	-	1 1%	1 1%	-	1 1%	1 1%	2 1%	-	-	-	2 1%	-	-
DOUGLAS	8 2%	5 3%	3 2%	8 2%	-	2 1%	6 4%	-	4 4%	4 2%	-	3 2%	-	5 4%	6 4%	1 1%	1 1%	2 1%	1 1%	6 4%	-	3 1%	4 10%	1 4%
OTTER TAIL	6 2%	4 2%	2 1%	6 2%	-	4 3%	2 1%	-	2 3%	4 2%	-	3 2%	2 3%	1 1%	3 2%	-	3 2%	4 2%	-	2 1%	1 3%	4 1%	2 5%	-
POPE	3 1%	1 -	1 1%	2 -	1 2%	2 1%	-	1 1%	1 1%	2 1%	-	2 1%	-	1 1%	1 1%	1 1%	1 1%	1 -	1 1%	1 1%	-	3 1%	-	-

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

Continued

Table 50-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+	
NONE	220	92	103	195	23	81	96	39	48	91	78	119	43	52	96	52	66	94	32	93	9	178	20	22	
----	55%	51%	61%	56%	50%	58%	55%	54%	60%	50%	61%	59%	61%	44%	59%	62%	46%	54%	56%	57%	29%	56%	48%	59%	
ANOKA	25	12	13	25	-	7	14	3	4	11	10	14	3	7	11	5	9	12	4	9	2	23	-	1	
	6%	7%	8%	7%	-	5%	8%	4%	5%	6%	7%	7%	4%	6%	7%	6%	6%	7%	7%	6%	5%	7%	-	4%	
CARVER	7	2	5	6	1	2	5	-	-	4	3	3	2	2	2	2	3	4	1	2	-	6	-	1	
	2%	1%	3%	2%	2%	2%	3%	-	-	2%	2%	1%	2%	2%	1%	3%	2%	3%	1%	1%	-	2%	-	2%	
DAKOTA	23	14	7	21	2	11	8	3	9	7	6	15	3	4	12	4	6	9	2	12	1	16	4	2	
	6%	8%	4%	6%	4%	8%	5%	4%	11%	4%	5%	8%	4%	3%	7%	5%	4%	5%	3%	7%	5%	5%	10%	5%	
HENNEPIN	107	42	50	91	15	42	39	24	26	43	36	58	25	20	48	31	26	42	16	47	4	85	14	8	
	27%	23%	30%	26%	33%	30%	22%	34%	32%	24%	28%	29%	36%	17%	30%	37%	18%	24%	29%	29%	12%	26%	33%	21%	
RAMSEY	33	17	14	31	2	16	14	3	5	14	14	21	5	8	13	6	12	13	5	14	1	26	2	5	
	8%	9%	9%	9%	5%	11%	8%	4%	6%	8%	11%	10%	7%	7%	8%	7%	8%	7%	9%	9%	4%	8%	5%	12%	
SCOTT	9	1	5	6	1	-	6	3	-	5	5	1	3	3	3	2	3	3	1	5	-	5	-	4	
	2%	-	3%	2%	2%	-	4%	4%	-	2%	4%	-	4%	3%	2%	2%	2%	2%	1%	3%	-	2%	-	11%	
WASHINGTON	17	5	10	15	3	4	10	3	4	7	5	7	3	7	6	3	8	11	3	4	1	16	-	1	
	4%	3%	6%	4%	5%	3%	6%	4%	5%	4%	4%	4%	4%	6%	4%	3%	6%	6%	4%	2%	2%	5%	-	4%	

Table 50-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%
IF INITIATIVE FOUNDATION	57 14%	34 12%	23 21%	12 13%	26 26%	13 10%	6 9%	40 15%	14 14%	55 15%	2 9%	21 17%	16 15%	2 5%	8 30%	1 4%	3 17%	1 12%	24 15%	32 14%	42 15%	13 12%	31 16%	25 13%
CASS	4 1%	2 1%	1 1%	3 3%	1 1%	-	-	3 1%	1 1%	4 1%	-	1 1%	1 1%	1 1%	-	-	-	-	2 1%	1 1%	2 1%	1 1%	1 1%	2 1%
CHISAGO	5 1%	3 1%	2 2%	-	4 4%	2 1%	-	4 2%	1 1%	5 1%	-	2 2%	1 1%	-	1 5%	-	-	-	1 1%	4 2%	4 2%	1 1%	2 1%	3 2%
CROW WING	3 1%	3 1%	1 1%	-	3 3%	-	1 1%	3 1%	-	3 1%	-	2 2%	1 1%	-	1 3%	-	-	-	3 2%	1 -	1 1%	2 2%	3 1%	1 -
ISANTI	7 2%	4 1%	2 2%	1 2%	4 4%	2 1%	-	6 2%	1 1%	7 2%	-	2 2%	1 1%	-	2 8%	-	1 4%	-	4 2%	3 1%	6 2%	-	6 3%	1 -
MILLIE LACS	3 1%	2 1%	1 1%	2 2%	1 1%	-	-	2 1%	-	2 -	1 6%	3 2%	-	-	-	-	-	-	1 1%	2 1%	3 1%	-	3 2%	-
MORRISON	2 1%	1 -	2 2%	1 1%	2 2%	-	-	2 1%	-	2 1%	-	-	2 2%	-	1 3%	-	-	-	2 1%	1 -	1 -	1 1%	2 1%	-
PINE	3 1%	3 1%	-	-	2 2%	-	1 1%	2 1%	1 1%	3 1%	-	-	2 2%	-	-	-	1 4%	-	1 1%	2 1%	1 -	2 2%	1 -	2 1%
SHERBURNE	11 3%	9 3%	2 2%	2 2%	5 6%	3 2%	1 1%	5 2%	5 5%	10 3%	1 3%	4 3%	1 1%	2 2%	-	1 4%	1 4%	12 12%	3 2%	7 3%	10 3%	1 1%	4 2%	6 3%
STEARNS	10 2%	3 1%	7 7%	-	3 3%	6 5%	1 1%	7 3%	3 3%	10 3%	-	3 3%	3 3%	-	2 8%	-	-	-	5 3%	4 2%	8 3%	2 2%	4 2%	6 3%
TODD	2 1%	2 1%	-	2 2%	-	-	1 1%	2 1%	-	2 1%	-	-	2 1%	1 2%	-	-	-	-	2 1%	1 -	2 1%	-	2 1%	-
WADENA	1 -	1 -	-	1 1%	-	-	-	1 -	-	1 -	-	-	-	-	1 3%	-	-	-	1 1%	-	-	1 1%	1 -	-
WRIGHT	7 2%	2 1%	5 5%	1 1%	2 2%	1 1%	3 3%	3 1%	4 4%	7 2%	-	3 2%	3 3%	-	-	-	1 4%	-	1 1%	6 2%	5 2%	2 2%	3 1%	4 2%
NORTHLAND FOUNDATION	19 5%	12 4%	7 7%	3 3%	3 3%	8 6%	5 7%	15 5%	2 2%	16 4%	2 7%	5 4%	9 9%	2 4%	-	-	-	-	8 5%	10 4%	10 4%	8 7%	8 4%	9 5%
AITKIN	2 1%	1 -	2 2%	-	2 2%	-	1 1%	2 1%	-	2 -	1 3%	1 1%	1 1%	-	-	-	-	-	1 1%	2 1%	2 1%	-	1 -	2 1%
CARLTON	1 -	1 -	-	-	-	1 1%	-	1 -	-	1 -	-	-	-	1 1%	-	-	-	-	-	1 -	-	-	-	-
ITASCA	2 -	1 -	1 1%	1 1%	-	-	1 1%	2 1%	-	2 -	-	-	2 2%	-	-	-	-	-	1 1%	1 -	1 -	1 1%	2 1%	-
ST. LOUIS	14 3%	9 3%	5 4%	2 2%	1 2%	7 5%	3 5%	11 4%	2 2%	12 3%	1 3%	4 3%	7 6%	2 3%	-	-	-	-	7 4%	7 3%	7 3%	7 6%	5 3%	8 4%

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

Continued

Table 50-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
NORTHWEST MINNESOTA FOUNDATION	7 2%	5 2%	3 3%	3 4%	2 2%	2 1%	-	2 1%	3 3%	5 1%	1 3%	3 3%	2 2%	-	-	1 4%	-	-	5 3%	1 -	6 2%	1 1%	5 3%	2 1%
BELTRAMI	2 1%	2 1%	-	1 2%	1 1%	-	-	-	1 1%	1 -	-	1 1%	-	-	-	-	-	-	2 1%	-	2 1%	-	2 1%	-
HUBBARD	1 -	1 -	-	-	-	-	-	1 -	-	1 -	-	-	-	-	-	1 4%	-	-	-	-	1 -	-	-	-
PENNINGTON	1 -	-	1 1%	-	-	1 1%	-	1 -	-	1 -	-	1 1%	-	-	-	-	-	-	-	-	-	1 1%	-	1 -
POLK	4 1%	2 1%	2 2%	2 2%	1 1%	1 1%	-	1 -	2 2%	3 1%	1 3%	2 1%	2 2%	-	-	-	-	-	3 2%	1 -	3 1%	-	3 1%	1 -
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	50 12%	34 12%	15 14%	14 15%	10 11%	14 11%	9 13%	37 14%	11 11%	48 13%	2 6%	10 8%	14 13%	7 13%	3 10%	6 26%	3 17%	2 15%	25 16%	24 10%	41 15%	8 8%	27 14%	21 11%
BLUE EARTH	6 1%	6 2%	-	3 4%	1 1%	1 1%	1 1%	4 2%	2 2%	6 2%	-	3 2%	1 1%	2 4%	-	-	-	-	2 1%	3 1%	5 2%	1 1%	1 -	5 3%
BROWN	2 -	1 -	1 1%	1 1%	-	-	1 1%	-	2 2%	2 -	-	-	1 1%	-	-	-	-	-	1 1%	1 -	2 1%	-	2 1%	-
DODGE	2 -	1 -	1 1%	-	1 1%	1 1%	-	2 1%	-	2 -	-	-	1 1%	-	-	-	-	1 7%	1 1%	1 -	2 1%	-	-	2 1%
FARIBAULT	2 1%	1 -	1 1%	1 2%	-	1 1%	-	2 1%	-	2 1%	-	-	1 1%	-	-	-	1 5%	-	-	2 1%	1 1%	-	1 -	1 1%
FILLMORE	2 -	1 -	1 1%	-	1 1%	-	1 1%	2 1%	-	2 -	-	-	1 1%	-	-	1 3%	-	-	1 -	1 -	1 -	1 1%	1 -	1 -
FREEBORN	2 -	1 -	1 1%	-	1 1%	1 1%	-	2 1%	-	2 -	-	-	-	1 2%	-	-	-	-	1 1%	1 -	2 1%	-	1 -	1 -
GOODHUE	1 -	-	1 1%	-	-	-	1 1%	1 -	-	1 -	-	-	-	-	-	-	-	1 7%	-	1 -	-	1 1%	-	1 -
HOUSTON	1 -	1 -	-	-	-	1 1%	-	1 -	-	1 -	-	-	1 1%	-	-	-	-	-	-	1 -	-	1 1%	-	1 -
LE SUEUR	5 1%	4 1%	1 1%	3 3%	-	1 1%	1 1%	3 1%	2 2%	5 1%	-	1 1%	-	-	-	3 13%	1 5%	-	3 2%	2 1%	5 2%	-	3 2%	1 -
MARTIN	4 1%	2 1%	1 1%	1 2%	1 1%	-	-	4 1%	-	4 1%	-	-	1 1%	1 2%	-	-	-	-	4 2%	-	4 1%	-	3 2%	-
NICOLLET	2 -	1 -	1 1%	-	-	1 1%	1 1%	1 -	1 1%	2 -	-	2 1%	-	-	-	-	-	-	1 1%	1 -	2 1%	-	1 -	1 -
OLMSTED	4 1%	3 1%	1 1%	1 1%	2 2%	2 1%	-	2 1%	2 2%	3 1%	1 3%	2 1%	-	1 2%	1 3%	1 4%	-	-	1 1%	3 1%	4 2%	-	2 1%	2 1%

MEETING STREET INSIGHTS

Continued

Table 50-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

	GENDER			AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
RICE	6 1%	2 1%	3 3%	- -	1 1%	2 2%	1 1%	4 1%	2 2%	6 1%	- -	- -	2 2%	- -	1 3%	1 6%	- -	- -	6 4%	- -	5 2%	1 1%	4 2%	1 1%
STEELE	3 1%	3 1%	- -	1 1%	1 1%	- -	1 1%	3 1%	- -	3 1%	- -	1 1%	1 1%	1 2%	- -	- -	- -	- -	1 1%	2 1%	3 1%	- -	2 1%	1 -
WABASHA	5 1%	5 2%	- -	1 1%	1 2%	2 2%	1 1%	5 2%	1 1%	5 1%	- -	1 1%	1 1%	1 3%	- -	- -	2 8%	- -	2 1%	4 2%	2 1%	3 3%	4 2%	1 1%
WINONA	6 1%	3 1%	2 2%	1 2%	1 2%	2 1%	1 1%	3 1%	1 1%	5 1%	1 4%	2 2%	2 2%	- -	1 3%	- -	- -	- -	2 1%	2 1%	5 2%	1 1%	4 2%	2 1%
SOUTHWEST INITIATIVE FOUNDATION	26 7%	23 8%	3 3%	9 9%	8 9%	7 6%	2 3%	12 4%	11 11%	23 6%	3 11%	13 10%	7 7%	2 3%	3 11%	1 4%	- -	1 7%	7 4%	19 8%	21 8%	3 3%	12 6%	12 6%
CHIPPEWA	2 1%	1 -	1 1%	1 1%	1 1%	- -	- -	- -	1 1%	1 -	1 3%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	2 1%	2 1%	- -	1 -	1 1%
KANDIYOHI	9 2%	9 3%	- -	2 2%	4 5%	2 2%	1 1%	4 1%	5 5%	9 3%	- -	7 6%	- -	- -	2 8%	- -	- -	- -	2 1%	8 3%	6 2%	2 2%	6 3%	4 2%
LYON	2 -	2 1%	- -	1 1%	1 1%	- -	- -	1 -	1 1%	2 -	- -	2 1%	- -	- -	- -	- -	- -	- -	1 1%	1 -	1 -	- -	2 1%	- -
MCLEOD	4 1%	4 1%	- -	1 2%	1 1%	1 1%	1 1%	3 1%	1 1%	4 1%	- -	1 1%	2 2%	- -	- -	1 4%	- -	- -	- -	4 2%	4 1%	- -	- -	4 2%
MEEKER	3 1%	1 -	3 2%	2 2%	1 1%	1 1%	- -	1 -	3 2%	3 1%	- -	- -	3 2%	1 2%	- -	- -	- -	- -	2 1%	2 1%	3 1%	1 1%	3 1%	- -
NOBLES	2 -	2 1%	- -	1 1%	- -	1 1%	- -	2 1%	- -	2 -	- -	- -	1 1%	- -	- -	- -	- -	1 7%	1 1%	1 -	2 1%	- -	- -	1 -
REDWOOD	1 -	1 -	- -	1 1%	- -	- -	- -	1 -	- -	1 -	- -	- -	- -	1 2%	- -	- -	- -	- -	1 1%	- -	1 -	- -	1 -	- -
RENVILLE	2 1%	2 1%	- -	- -	- -	2 2%	- -	- -	- -	- -	2 8%	2 2%	- -	- -	- -	- -	- -	- -	- -	2 1%	2 1%	- -	- -	2 1%
SWIFT	1 -	1 -	- -	- -	- -	1 1%	- -	1 -	- -	1 -	- -	- -	- -	- -	1 3%	- -	- -	- -	1 1%	- -	1 -	- -	1 -	- -
WEST CENTRAL INITIATIVE	20 5%	13 4%	7 7%	5 6%	6 6%	6 5%	2 4%	16 6%	2 2%	19 5%	2 7%	12 9%	4 3%	1 2%	2 9%	1 4%	- -	- -	6 4%	15 6%	18 7%	2 2%	7 3%	12 6%
BECKER	2 1%	2 1%	- -	2 2%	- -	- -	- -	2 1%	- -	2 1%	- -	- -	2 2%	- -	- -	- -	- -	- -	- -	2 1%	2 1%	- -	- -	2 1%
CLAY	2 -	1 -	1 1%	- -	- -	1 1%	- -	2 1%	- -	2 -	- -	1 1%	- -	1 2%	- -	- -	- -	- -	- -	2 1%	2 1%	- -	- -	2 1%
DOUGLAS	8 2%	5 2%	3 3%	1 1%	3 3%	3 3%	1 1%	6 2%	2 2%	8 2%	- -	4 3%	1 1%	- -	2 9%	- -	- -	- -	3 2%	5 2%	7 2%	1 1%	4 2%	4 2%
OTTER TAIL	6 2%	5 2%	1 1%	1 2%	3 3%	1 1%	1 1%	5 2%	- -	5 1%	1 3%	5 4%	1 1%	- -	- -	- -	- -	- -	2 1%	4 2%	5 2%	1 1%	2 1%	4 2%

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

Continued

Table 50-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM
POPE	3 1%	1 -	2 2%	1 1%	- -	1 1%	1 1%	2 1%	- -	2 3%	1 1%	2 1%	- -	- -	- -	1 4%	- -	- -	1 1%	2 1%	3 1%	- -	1 -	1 -
NONE ----	220 55%	173 59%	48 45%	45 49%	42 44%	79 61%	41 64%	147 55%	59 57%	206 55%	14 56%	62 49%	55 51%	39 73%	10 40%	14 60%	12 65%	8 66%	83 53%	135 57%	138 50%	72 68%	102 53%	112 58%
ANOKA	25 6%	19 6%	6 6%	6 7%	7 7%	8 6%	3 5%	17 6%	5 5%	22 6%	3 10%	6 5%	7 6%	4 7%	1 3%	3 13%	2 12%	- -	10 6%	15 6%	17 6%	8 7%	13 7%	9 5%
CARVER	7 2%	7 2%	- -	2 3%	1 1%	3 2%	1 1%	5 2%	1 1%	6 2%	1 3%	2 1%	2 2%	1 2%	- -	1 6%	- -	1 7%	2 1%	5 2%	6 2%	1 1%	2 1%	5 3%
DAKOTA	23 6%	17 6%	5 5%	5 6%	5 6%	12 9%	- -	16 6%	5 5%	21 6%	1 6%	8 6%	8 8%	2 3%	- -	1 4%	- -	1 7%	7 4%	16 7%	13 5%	9 9%	14 7%	8 4%
HENNEPIN	107 27%	86 29%	21 20%	19 21%	15 15%	36 28%	29 44%	67 25%	32 31%	99 27%	7 30%	28 22%	30 28%	21 40%	4 16%	5 22%	6 29%	6 52%	43 27%	62 26%	65 23%	38 35%	48 25%	56 29%
RAMSEY	33 8%	24 8%	9 9%	4 5%	10 11%	12 9%	3 5%	22 8%	10 10%	32 8%	1 3%	13 10%	6 5%	6 11%	2 6%	1 4%	2 9%	- -	10 6%	23 10%	20 7%	11 10%	15 8%	17 9%
SCOTT	9 2%	8 3%	1 1%	2 2%	2 2%	3 2%	3 4%	7 2%	2 2%	8 2%	1 3%	1 1%	1 1%	1 2%	3 11%	1 4%	2 11%	- -	4 2%	5 2%	6 2%	2 2%	3 2%	6 3%
WASHINGTON	17 4%	11 4%	6 5%	6 7%	2 2%	5 4%	3 4%	13 5%	4 4%	17 5%	- -	5 4%	1 1%	5 9%	1 3%	2 7%	1 4%	- -	8 5%	9 4%	11 4%	4 4%	7 4%	10 5%

Table 50-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	199	152	78	73	72	71	55	248	151	219	129	47	171	202	221	162	36	56	32	56	220
	100%	50%	38%	19%	18%	18%	18%	14%	62%	38%	55%	32%	12%	43%	50%	55%	41%	20%	31%	18%	31%	55%
IF INITIATIVE FOUNDATION	57	31	22	16	7	8	15	8	36	21	33	14	9	23	30	32	22	36	-	-	-	-
	14%	16%	14%	21%	10%	10%	22%	14%	14%	14%	15%	11%	19%	13%	15%	15%	13%	100%	-	-	-	-
CASS	4	1	1	1	-	1	1	-	1	2	1	-	1	-	4	2	1	2	-	-	-	-
	1%	1%	1%	2%	-	2%	2%	-	1%	1%	1%	-	3%	-	2%	1%	1%	6%	-	-	-	-
CHISAGO	5	3	2	3	-	2	-	2	5	-	5	-	-	1	4	2	2	3	-	-	-	-
	1%	2%	1%	4%	-	2%	-	3%	2%	-	2%	-	-	-	2%	1%	1%	9%	-	-	-	-
CROW WING	3	3	-	-	-	1	2	1	1	3	2	1	-	3	1	3	1	2	-	-	-	-
	1%	1%	-	-	-	1%	3%	1%	-	2%	1%	1%	-	2%	-	1%	-	6%	-	-	-	-
ISANTI	7	5	4	1	-	-	2	-	4	3	4	-	3	-	5	3	4	4	-	-	-	-
	2%	3%	3%	1%	-	-	3%	-	2%	2%	2%	-	6%	-	2%	1%	2%	11%	-	-	-	-
MILLIE LACS	3	3	-	1	-	-	-	-	3	-	3	-	-	2	1	-	3	2	-	-	-	-
	1%	2%	-	2%	-	-	-	-	1%	-	1%	-	-	1%	-	-	2%	6%	-	-	-	-
MORRISON	2	1	2	2	-	-	-	-	2	1	1	2	-	1	2	1	2	2	-	-	-	-
	1%	-	1%	2%	-	-	-	-	1%	1%	-	1%	-	-	1%	-	1%	6%	-	-	-	-
PINE	3	3	-	2	2	-	-	-	2	1	2	-	1	2	1	3	-	1	-	-	-	-
	1%	1%	-	2%	3%	-	-	-	1%	1%	1%	-	2%	1%	-	1%	-	4%	-	-	-	-
SHERBURNE	11	3	2	2	2	-	3	3	5	5	4	3	3	4	5	5	5	7	-	-	-	-
	3%	1%	2%	2%	2%	-	5%	6%	2%	4%	2%	7%	2%	2%	2%	2%	3%	20%	-	-	-	-
STEARNS	10	5	5	2	1	4	3	-	7	3	7	3	-	4	6	6	3	6	-	-	-	-
	2%	3%	3%	3%	1%	5%	4%	-	3%	2%	3%	2%	-	2%	3%	3%	2%	17%	-	-	-	-
TODD	2	-	1	1	1	-	1	-	-	2	-	2	1	1	2	2	-	2	-	-	-	-
	1%	-	-	1%	1%	-	1%	-	-	2%	-	1%	2%	-	1%	1%	-	6%	-	-	-	-
WADENA	1	1	-	-	-	-	-	-	1	-	1	-	-	-	-	1	-	1	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	-	-	-	-
WRIGHT	7	4	5	2	2	-	3	2	5	2	3	4	-	6	-	5	2	3	-	-	-	-
	2%	2%	3%	3%	2%	-	4%	4%	2%	1%	1%	3%	-	3%	-	2%	1%	9%	-	-	-	-
NORTHLAND FOUNDATION	19	6	6	2	4	6	4	2	12	7	11	6	2	9	10	11	7	-	28	-	-	-
	5%	3%	4%	2%	5%	8%	5%	3%	5%	5%	5%	4%	5%	5%	5%	5%	4%	-	50%	-	-	-
AITKIN	2	2	1	-	1	-	-	1	2	1	2	1	-	1	2	1	2	-	3	-	-	-
	1%	1%	1%	-	1%	-	-	1%	1%	1%	1%	1%	-	-	1%	-	1%	-	6%	-	-	-
CARLTON	1	-	-	-	1	-	-	-	1	-	-	1	-	-	1	-	1	-	1	-	-	-
	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	-	2%	-	-	-
ITASCA	2	1	-	-	-	1	-	-	1	1	1	1	-	1	1	-	1	-	2	-	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	-	-	4%	-	-	-
ST. LOUIS	14	4	5	2	2	5	4	1	9	5	8	3	2	7	7	10	4	-	21	-	-	-
	3%	2%	3%	2%	3%	7%	5%	1%	3%	4%	4%	3%	5%	4%	3%	5%	2%	-	38%	-	-	-

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

Continued

Table 50-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
NORTHWEST MINNESOTA FOUNDATION	7 2%	2 1%	2 2%	1 1%	-	1 1%	-	-	2 1%	5 3%	3 1%	1 1%	2 4%	2 1%	5 2%	3 1%	4 3%	-	28 50%	-	-	-
BELTRAMI	2 1%	1 -	1 1%	-	-	-	-	-	1 -	1 1%	1 -	1 1%	-	1 1%	1 -	1 1%	1 1%	-	8 14%	-	-	-
HUBBARD	1 -	-	-	-	-	-	-	-	-	1 1%	-	-	-	-	1 -	-	1 1%	-	4 7%	-	-	-
PENNINGTON	1 -	1 -	1 1%	1 1%	-	-	-	-	1 -	-	1 -	-	-	-	1 -	1 -	-	-	4 7%	-	-	-
POLK	4 1%	-	1 1%	-	-	1 1%	-	-	1 -	3 2%	2 1%	-	2 4%	1 -	2 1%	2 1%	2 1%	-	12 21%	-	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	50 12%	24 12%	14 9%	6 7%	13 18%	12 17%	8 12%	8 14%	25 10%	25 17%	24 11%	19 15%	6 14%	25 15%	21 11%	25 11%	22 13%	-	-	32 100%	-	-
BLUE EARTH	6 1%	3 2%	2 2%	2 2%	2 2%	1 1%	1 2%	1 2%	3 1%	3 2%	3 1%	3 2%	-	4 2%	2 1%	-	6 4%	-	-	4 12%	-	-
BROWN	2 -	-	2 1%	-	1 1%	1 1%	-	-	-	2 1%	1 -	1 1%	-	-	2 1%	-	2 1%	-	-	1 4%	-	-
DODGE	2 -	1 -	1 1%	-	-	-	2 2%	-	1 -	1 1%	1 -	1 1%	-	1 1%	1 -	1 1%	1 1%	-	-	1 4%	-	-
FARIBAULT	2 1%	1 1%	-	-	1 2%	-	-	1 2%	1 -	1 1%	1 1%	1 1%	-	1 1%	1 1%	-	2 1%	-	-	1 4%	-	-
FILLMORE	2 -	2 1%	-	1 1%	1 1%	-	-	1 2%	1 -	1 1%	1 -	1 -	-	1 -	1 -	2 1%	-	-	-	1 4%	-	-
FREEBORN	2 -	-	1 1%	-	-	1 1%	-	-	-	2 1%	-	-	2 4%	-	2 1%	1 -	1 1%	-	-	1 4%	-	-
GOODHUE	1 -	1 -	-	-	-	1 1%	-	-	-	1 1%	1 -	-	-	1 1%	-	-	1 1%	-	-	1 2%	-	-
HOUSTON	1 -	-	-	-	1 1%	-	-	-	1 -	-	1 -	-	-	-	1 -	1 -	-	-	-	1 2%	-	-
LE SUEUR	5 1%	2 1%	2 2%	-	-	1 1%	1 1%	2 4%	3 1%	2 1%	2 1%	2 2%	-	3 2%	1 -	4 2%	1 1%	-	-	3 10%	-	-
MARTIN	4 1%	-	-	-	-	4 5%	1 1%	-	1 1%	2 2%	-	2 2%	1 3%	-	3 1%	1 1%	2 1%	-	-	2 6%	-	-
NICOLLET	2 -	2 1%	-	-	1 1%	-	1 1%	-	1 -	1 1%	1 -	1 1%	-	2 1%	-	2 1%	-	-	-	1 4%	-	-
OLMSTED	4 1%	2 1%	1 1%	2 3%	2 2%	1 1%	-	1 2%	3 1%	1 1%	3 2%	1 1%	-	2 1%	1 -	2 1%	1 1%	-	-	3 10%	-	-

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

Continued

Table 50-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
RICE	6	2	2	-	1	1	-	1	1	5	1	2	2	2	3	2	2	-	-	3	-	-
	1%	1%	2%	-	1%	1%	-	2%	-	3%	-	2%	5%	1%	2%	1%	1%	-	-	10%	-	-
STEELE	3	2	-	1	2	-	-	-	2	1	2	1	-	2	-	2	-	-	-	2	-	-
	1%	1%	-	1%	2%	-	-	-	1%	1%	1%	1%	-	1%	-	1%	-	-	-	6%	-	-
WABASHA	5	3	2	-	1	-	2	-	5	1	3	1	1	3	2	4	1	-	-	3	-	-
	1%	2%	2%	-	2%	-	2%	-	2%	1%	1%	1%	2%	2%	1%	2%	1%	-	-	10%	-	-
WINONA	6	3	-	-	1	2	1	1	3	2	4	2	-	3	2	3	2	-	-	3	-	-
	1%	2%	-	-	1%	3%	1%	2%	1%	2%	2%	1%	-	2%	1%	1%	1%	-	-	10%	-	-
SOUTHWEST INITIATIVE FOUNDATION	26	17	9	8	6	3	2	4	17	9	15	9	2	15	9	13	11	-	-	-	28	-
	7%	9%	6%	10%	9%	4%	3%	7%	7%	6%	7%	7%	4%	9%	4%	6%	7%	-	-	-	50%	-
CHIPPEWA	2	2	-	1	-	-	-	1	2	-	-	2	-	2	-	1	1	-	-	-	2	-
	1%	1%	-	1%	-	-	-	3%	1%	-	-	2%	-	1%	-	-	1%	-	-	-	4%	-
KANDIYOHI	9	8	3	5	-	-	1	1	8	2	6	3	-	4	3	7	-	-	-	-	9	-
	2%	4%	2%	7%	-	-	1%	3%	3%	1%	3%	2%	-	3%	2%	3%	-	-	-	-	16%	-
LYON	2	2	-	-	1	-	-	-	2	-	1	1	-	2	-	2	-	-	-	-	2	-
	-	1%	-	-	1%	-	-	-	1%	-	-	1%	-	1%	-	1%	-	-	-	-	4%	-
MCLEOD	4	1	3	-	1	1	1	-	1	3	2	2	-	2	2	2	2	-	-	-	4	-
	1%	-	2%	-	1%	1%	2%	-	-	2%	1%	2%	-	1%	1%	1%	1%	-	-	-	8%	-
MEEKER	3	1	2	1	2	2	-	1	1	3	2	1	1	1	3	1	3	-	-	-	4	-
	1%	-	1%	1%	2%	2%	-	2%	-	2%	1%	1%	2%	-	1%	-	2%	-	-	-	8%	-
NOBLES	2	1	-	1	-	-	-	-	1	1	1	-	1	1	1	1	1	-	-	-	2	-
	-	-	-	1%	-	-	-	-	-	1%	-	-	2%	-	-	-	1%	-	-	-	4%	-
REDWOOD	1	1	-	-	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	2%	-
RENVILLE	2	2	-	-	2	-	-	-	2	-	2	-	-	2	-	-	2	-	-	-	1	-
	1%	1%	-	-	3%	-	-	-	1%	-	1%	-	-	1%	-	-	1%	-	-	-	2%	-
SWIFT	1	-	1	-	1	-	-	-	-	1	1	-	-	1	-	-	1	-	-	-	1	-
	-	-	1%	-	1%	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-	2%	-
WEST CENTRAL INITIATIVE	20	7	7	5	5	-	6	5	17	3	11	9	-	12	7	12	6	-	-	-	28	-
	5%	3%	5%	6%	6%	-	9%	9%	7%	2%	5%	7%	-	7%	3%	6%	4%	-	-	-	50%	-
BECKER	2	-	-	-	-	-	2	2	2	-	-	2	-	-	-	-	-	-	-	-	2	-
	1%	-	-	-	-	-	3%	4%	1%	-	-	2%	-	-	-	-	-	-	-	-	3%	-
CLAY	2	1	-	-	1	-	-	1	2	-	2	-	-	1	1	2	-	-	-	-	3	-
	-	-	-	-	1%	-	-	2%	1%	-	1%	-	-	-	-	1%	-	-	-	-	6%	-
DOUGLAS	8	2	2	2	2	-	3	1	7	1	4	4	-	5	3	6	2	-	-	-	11	-
	2%	1%	2%	3%	2%	-	4%	3%	3%	1%	2%	3%	-	3%	2%	3%	1%	-	-	-	19%	-
OTTER TAIL	6	3	2	1	1	-	1	1	4	2	4	2	-	5	1	3	3	-	-	-	8	-
	2%	2%	1%	1%	2%	-	1%	2%	2%	1%	2%	2%	-	3%	-	1%	2%	-	-	-	14%	-

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

Continued

Table 50-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND			SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTRY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST/ CENT INIT	NONE
POPE	3 1%	1 -	3 2%	2 2%	1 1%	- -	1 1%	- -	2 1%	1 1%	2 1%	1 1%	- -	1 1%	2 1%	2 1%	1 1%	- -	- -	- -	5 8%	- -
NONE	220 55%	112 56%	93 61%	41 52%	38 53%	44 61%	35 49%	29 53%	139 56%	80 53%	122 56%	71 55%	25 54%	86 50%	121 60%	124 56%	91 56%	- -	- -	- -	- -	220 100%
ANOKA	25 6%	18 9%	6 4%	5 7%	6 9%	4 6%	4 6%	1 2%	15 6%	9 6%	14 7%	9 7%	2 4%	12 7%	12 6%	10 5%	14 9%	- -	- -	- -	- -	25 11%
CARVER	7 2%	2 1%	4 2%	- -	3 3%	2 2%	1 1%	2 4%	4 2%	3 2%	4 2%	3 2%	- -	5 3%	1 -	6 3%	1 1%	- -	- -	- -	- -	7 3%
DAKOTA	23 6%	19 10%	7 4%	5 6%	2 3%	4 5%	1 1%	3 6%	20 8%	3 2%	17 8%	6 4%	- -	10 6%	11 5%	17 8%	5 3%	- -	- -	- -	- -	23 10%
HENNEPIN	107 27%	42 21%	50 33%	21 27%	19 26%	22 31%	15 22%	18 32%	60 24%	46 31%	50 23%	36 28%	18 39%	38 22%	63 31%	55 25%	48 30%	- -	- -	- -	- -	107 48%
RAMSEY	33 8%	20 10%	16 11%	6 7%	5 7%	6 9%	9 13%	3 6%	23 9%	9 6%	21 10%	9 7%	3 7%	13 7%	19 9%	21 9%	12 7%	- -	- -	- -	- -	33 15%
SCOTT	9 2%	3 1%	7 4%	1 1%	2 2%	1 1%	3 4%	1 2%	7 3%	2 1%	7 3%	2 1%	- -	2 1%	7 3%	3 1%	6 4%	- -	- -	- -	- -	9 4%
WASHINGTON	17 4%	8 4%	5 3%	3 4%	2 3%	5 7%	2 2%	2 3%	10 4%	7 5%	8 4%	6 5%	2 4%	6 4%	9 4%	12 5%	4 2%	- -	- -	- -	- -	17 8%

Table 50-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
IF INITIATIVE FOUNDATION	57 14%	40 14%	40 16%	32 14%	34 15%	21 11%	30 17%	27 15%	25 15%	12 20%	45 13%	20 18%	27 12%	47 14%	10 17%
CASS	4 1%	2 1%	4 1%	3 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	4 1%	1 1%	- -	1 -	2 4%
CHISAGO	5 1%	4 1%	4 2%	4 2%	3 1%	2 1%	3 2%	3 2%	2 1%	1 2%	4 1%	1 1%	3 1%	4 1%	1 2%
CROW WING	3 1%	1 1%	3 1%	1 1%	3 1%	1 1%	1 1%	1 -	1 1%	- -	3 1%	1 1%	2 1%	3 1%	1 1%
ISANTI	7 2%	7 2%	6 2%	3 1%	5 2%	4 2%	5 3%	4 2%	2 1%	3 5%	4 1%	2 2%	4 2%	6 2%	1 1%
MILLIE LACS	3 1%	1 -	1 -	- -	1 1%	- -	1 1%	1 -	1 1%	- -	3 1%	1 1%	2 1%	3 1%	- -
MORRISON	2 1%	2 1%	1 -	1 -	1 -	2 1%	1 -	1 -	1 -	- -	2 1%	2 1%	1 -	2 1%	- -
PINE	3 1%	2 1%	2 1%	3 1%	2 1%	- -	2 1%	2 1%	2 1%	1 1%	2 1%	- -	3 1%	3 1%	- -
SHERBURNE	11 3%	7 2%	7 3%	4 2%	3 1%	3 1%	5 3%	3 2%	3 2%	1 1%	10 3%	3 2%	5 2%	7 2%	3 5%
STEARNS	10 2%	5 2%	7 3%	6 3%	8 4%	2 1%	6 3%	4 2%	5 3%	5 7%	5 2%	6 5%	3 1%	8 2%	2 3%
TODD	2 1%	2 1%	2 1%	1 -	1 -	1 -	1 -	2 1%	1 -	1 1%	2 1%	1 1%	2 1%	2 1%	- -
WADENA	1 -	1 -	- -	- -	1 -	1 -	- -	- -	- -	- -	1 -	1 1%	- -	1 -	- -
WRIGHT	7 2%	7 2%	4 2%	6 2%	4 2%	4 2%	4 2%	7 4%	6 3%	1 1%	6 2%	3 3%	4 2%	7 2%	- -
NORTHLAND FOUNDATION	19 5%	13 5%	9 4%	7 3%	9 4%	5 3%	4 2%	7 4%	6 4%	1 1%	18 5%	7 6%	10 4%	17 5%	1 2%
AITKIN	2 1%	2 1%	2 1%	2 1%	2 1%	- -	1 -	1 -	2 1%	- -	2 1%	- -	2 1%	2 1%	- -
CARLTON	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 -	- -	1 -	- -	1 -	1 -	- -
ITASCA	2 -	1 -	- -	- -	- -	1 -	- -	- -	- -	- -	2 -	1 1%	1 -	2 -	- -
ST. LOUIS	14 3%	9 3%	5 2%	4 2%	6 3%	3 2%	2 1%	6 3%	4 2%	1 1%	13 4%	6 6%	6 2%	12 4%	1 2%

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

Continued

Table 50-5
 QUESTION GREG:
 Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
NORTHWEST MINNESOTA FOUNDATION	7 2%	5 2%	4 2%	5 2%	4 2%	5 2%	4 2%	4 2%	4 2%	2 4%	5 2%	2 2%	5 2%	7 2%	1 1%
BELTRAMI	2 1%	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	2 1%	- -	2 1%	2 1%	- -
HUBBARD	1 -	- -	- -	1 -	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	- -	1 1%
PENNINGTON	1 -	1 -	- -	1 -	- -	- -	- -	- -	- -	1 1%	- -	- -	1 -	1 -	- -
POLK	4 1%	3 1%	4 1%	2 1%	3 1%	3 2%	3 2%	3 2%	3 2%	2 3%	2 1%	2 2%	2 1%	4 1%	- -
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	50 12%	42 15%	26 11%	24 10%	24 11%	19 10%	19 10%	18 10%	14 8%	7 12%	42 13%	13 12%	30 13%	42 13%	6 11%
BLUE EARTH	6 1%	5 2%	3 1%	3 1%	3 1%	3 2%	3 2%	2 1%	1 1%	2 3%	4 1%	1 1%	4 2%	5 1%	1 2%
BROWN	2 -	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	1 -	1 -	- -	2 -	1 1%	1 -	2 -	- -
DODGE	2 -	2 1%	1 -	1 -	1 -	1 -	1 -	1 -	2 1%	- -	2 1%	1 1%	1 -	2 1%	- -
FARIBAULT	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%	- -	2 1%	2 1%	- -
FILLMORE	2 -	1 -	- -	- -	2 1%	- -	- -	2 1%	1 -	- -	2 -	- -	1 -	1 -	1 1%
FREEBORN	2 -	2 1%	2 1%	2 1%	2 1%	2 1%	1 -	- -	1 1%	- -	2 1%	1 1%	- -	1 -	- -
GOODHUE	1 -	- -	1 -	- -	- -	- -	1 -	- -	- -	- -	1 -	- -	- -	- -	1 2%
HOUSTON	1 -	1 -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 2%
LE SUEUR	5 1%	5 2%	2 1%	2 1%	2 1%	3 2%	1 -	2 1%	1 -	1 1%	4 1%	1 1%	3 1%	4 1%	1 2%
MARTIN	4 1%	4 1%	2 1%	1 1%	2 1%	2 1%	2 1%	2 1%	1 -	- -	4 1%	- -	3 1%	3 1%	1 1%
NICOLLET	2 -	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	2 1%	2 1%	1 1%	1 -	1 1%	1 -	2 -	- -
OLMSTED	4 1%	4 2%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 1%	3 1%	2 2%	2 1%	4 1%	- -
RICE	6 1%	6 2%	3 1%	3 1%	4 2%	1 1%	1 1%	2 1%	2 1%	- -	6 2%	2 2%	3 1%	6 2%	- -

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

Continued

Table 50-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
STEELE	3 1%	1 -	- -	3 1%	- -	- -	- -	1 -	- -	- -	3 1%	- -	3 1%	3 1%	- -
WABASHA	5 1%	3 1%	3 1%	1 -	2 1%	2 1%	3 2%	1 -	1 -	1 2%	4 1%	3 3%	2 1%	5 2%	- -
WINONA	6 1%	4 1%	2 1%	4 2%	2 1%	1 -	1 -	3 1%	1 1%	1 1%	5 1%	- -	4 2%	4 1%	1 3%
SOUTHWEST INITIATIVE FOUNDATION	26 7%	17 6%	17 7%	20 9%	17 7%	13 7%	13 7%	12 7%	15 9%	4 6%	22 7%	4 4%	20 9%	24 7%	1 3%

CHIPPEWA	2 1%	1 -	1 -	2 1%	2 1%	1 -	1 -	1 -	1 -	- -	2 1%	- -	2 1%	2 1%	- -
KANDIYOHI	9 2%	7 2%	7 3%	6 3%	5 2%	5 3%	5 3%	5 3%	7 4%	2 3%	7 2%	1 1%	8 4%	9 3%	- -
LYON	2 -	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 -	2 1%	- -	2 1%	- -	1 -	1 -	- -
MCLEOD	4 1%	2 1%	2 1%	3 1%	2 1%	2 1%	2 1%	1 -	1 -	1 1%	3 1%	1 1%	2 1%	3 1%	1 3%
MEEKER	3 1%	3 1%	3 1%	3 1%	3 1%	1 -	1 -	2 1%	2 1%	1 1%	3 1%	1 1%	3 1%	3 1%	- -
NOBLES	2 -	1 -	2 1%	1 -	1 -	- -	- -	- -	1 -	- -	2 1%	- -	2 1%	2 1%	- -
REDWOOD	1 -	- -	- -	1 -	- -	- -	1 -	1 -	- -	- -	1 -	1 1%	- -	1 -	- -
RENVILLE	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	- -	2 1%	- -	2 1%	2 1%	- -
SWIFT	1 -	1 -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -	1 -	1 -	- -
WEST CENTRAL INITIATIVE	20 5%	14 5%	9 4%	10 4%	12 5%	12 6%	8 4%	11 6%	9 5%	4 6%	15 4%	6 5%	12 5%	18 5%	2 4%

BECKER	2 1%	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	- -	- -	2 1%	2 1%	- -
CLAY	2 -	1 -	1 -	1 -	2 1%	- -	- -	1 -	- -	1 1%	1 -	1 1%	1 -	2 1%	- -
DOUGLAS	8 2%	7 2%	4 2%	4 2%	4 2%	7 4%	5 3%	4 2%	5 3%	1 2%	7 2%	1 1%	5 2%	6 2%	2 4%
OTTER TAIL	6 2%	4 1%	3 1%	4 2%	5 2%	4 2%	3 2%	3 2%	4 3%	1 1%	5 2%	4 3%	2 1%	6 2%	- -
POPE	3 1%	3 1%	2 1%	1 -	1 -	1 -	- -	2 1%	- -	1 1%	2 1%	- -	3 1%	3 1%	- -

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

Continued

Table 50-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			
	TOTAL	WORK ENV- IRON	COMP SALARY	WRK- LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE- FITS	IND- STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF
NONE ----	220 55%	147 53%	137 56%	133 57%	128 56%	112 60%	102 57%	99 56%	96 57%	31 51%	187 56%	59 53%	122 54%	181 54%	35 61%
ANOKA	25 6%	17 6%	18 8%	15 6%	14 6%	12 7%	13 7%	11 6%	10 6%	5 9%	19 6%	4 4%	19 8%	23 7%	2 3%
CARVER	7 2%	3 1%	4 2%	5 2%	4 2%	2 1%	2 1%	2 1%	2 1%	- -	7 2%	1 1%	6 3%	7 2%	- -
DAKOTA	23 6%	15 6%	14 6%	12 5%	11 5%	10 5%	7 4%	13 7%	12 7%	4 7%	18 5%	10 9%	10 4%	19 6%	2 3%
HENNEPIN	107 27%	75 27%	63 26%	66 28%	62 27%	56 30%	55 30%	47 26%	49 29%	10 16%	97 29%	27 24%	59 26%	86 26%	19 33%
RAMSEY	33 8%	20 7%	23 10%	20 9%	22 9%	18 10%	12 6%	16 9%	13 8%	6 9%	26 8%	10 9%	17 7%	27 8%	6 10%
SCOTT	9 2%	6 2%	7 3%	6 3%	6 3%	5 2%	7 4%	5 3%	5 3%	4 6%	5 2%	1 1%	5 2%	5 2%	4 6%
WASHINGTON	17 4%	11 4%	7 3%	10 4%	9 4%	9 5%	7 4%	7 4%	6 3%	3 4%	14 4%	6 6%	7 3%	13 4%	3 6%

Table 51-1
QUESTION SAM:
Date./Sample.

BANNER 1

DATE	REGION						REGION II		REVENUES				EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE		
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	149	112	115	195	124	80	69	69	57	31	99	300	142	81	35	103
	100%	35%	22%	12%	11%	21%	57%	43%	37%	28%	29%	49%	31%	20%	17%	17%	14%	8%	25%	75%	36%	20%	9%	26%
WED, SEP 8	4	1	1	-	-	1	3	1	4	-	-	4	-	-	-	1	-	-	4	-	4	-	-	-
	1%	1%	2%	-	-	2%	1%	1%	3%	-	-	2%	-	-	-	2%	-	-	4%	-	3%	-	-	-
THU, SEP 9	21	10	4	-	2	5	14	7	7	3	10	10	2	9	2	3	7	-	4	16	9	6	-	3
	5%	7%	4%	-	5%	6%	6%	4%	5%	3%	9%	5%	2%	11%	3%	4%	12%	-	4%	5%	6%	7%	-	3%
FRI, SEP 10	19	7	4	2	2	4	11	8	6	3	8	10	5	3	1	2	4	-	4	14	5	7	-	6
	5%	5%	4%	5%	4%	5%	5%	5%	4%	3%	7%	5%	4%	4%	1%	2%	6%	-	4%	5%	3%	9%	-	6%
MON, SEP 13	21	4	6	4	2	5	10	11	6	8	7	9	6	6	7	6	2	1	6	15	7	6	1	6
	5%	3%	7%	8%	6%	6%	5%	6%	4%	7%	6%	5%	5%	8%	11%	9%	3%	3%	6%	5%	5%	8%	4%	6%
TUE, SEP 14	17	4	3	6	2	2	7	10	3	11	2	6	7	3	5	1	2	2	3	14	3	2	-	9
	4%	3%	4%	12%	5%	2%	3%	6%	2%	10%	1%	3%	6%	4%	7%	1%	4%	7%	3%	5%	2%	3%	-	9%
WED, SEP 15	14	6	2	2	-	4	8	6	6	7	-	12	3	-	2	3	2	2	4	10	5	3	-	3
	4%	4%	3%	5%	-	4%	4%	3%	4%	7%	-	6%	2%	-	2%	4%	3%	5%	4%	3%	4%	4%	-	3%
THU, SEP 16	23	4	8	4	2	5	12	11	9	6	6	13	6	4	3	5	4	2	7	16	6	8	4	3
	6%	3%	9%	7%	4%	7%	5%	6%	6%	6%	5%	7%	5%	5%	5%	8%	7%	5%	7%	5%	4%	10%	10%	3%
FRI, SEP 17	6	1	2	1	1	2	2	3	1	3	1	3	2	1	1	2	1	-	-	6	3	1	-	1
	1%	-	2%	2%	2%	2%	1%	2%	1%	3%	1%	2%	1%	1%	1%	2%	1%	-	-	2%	2%	1%	-	1%
MON, SEP 20	17	5	5	2	-	5	10	7	3	6	6	6	7	4	4	5	1	2	1	16	2	7	1	3
	4%	4%	6%	4%	-	6%	4%	4%	2%	5%	5%	3%	5%	5%	6%	8%	1%	5%	1%	5%	1%	8%	2%	2%
TUE, SEP 21	8	2	3	-	-	3	5	3	3	3	2	5	3	-	1	2	-	1	1	7	5	2	1	1
	2%	2%	3%	-	-	4%	2%	2%	2%	3%	1%	2%	3%	-	1%	2%	-	3%	1%	2%	3%	2%	2%	1%
WED, SEP 22	6	-	1	-	-	5	1	5	-	2	3	1	3	2	4	-	1	-	1	5	2	3	-	1
	2%	-	1%	-	-	6%	-	3%	-	2%	2%	-	3%	3%	6%	-	1%	-	1%	2%	2%	4%	-	1%
THU, SEP 23	26	8	4	3	5	5	13	13	9	5	12	11	8	7	5	4	5	1	4	22	8	2	2	13
	7%	6%	5%	7%	11%	7%	6%	8%	6%	5%	10%	6%	6%	9%	8%	5%	8%	3%	4%	7%	6%	2%	5%	13%
FRI, SEP 24	18	2	3	2	3	7	6	13	7	5	7	8	7	4	1	3	5	-	6	12	6	4	-	6
	5%	2%	4%	5%	7%	9%	3%	7%	5%	4%	6%	4%	5%	5%	1%	4%	8%	-	6%	4%	4%	5%	-	6%
MON, SEP 27	10	2	4	1	2	1	6	4	5	2	3	5	5	-	2	2	3	-	3	7	3	-	3	2
	2%	1%	5%	3%	4%	1%	2%	2%	4%	1%	2%	2%	4%	-	2%	3%	5%	-	3%	2%	2%	-	9%	2%
TUE, SEP 28	44	10	4	8	5	17	14	30	20	3	15	20	12	11	7	9	4	7	13	31	20	7	5	8
	11%	7%	5%	17%	12%	20%	6%	17%	14%	3%	13%	10%	10%	14%	11%	12%	7%	23%	13%	10%	14%	8%	15%	8%
WED, SEP 29	27	18	4	1	3	1	22	5	12	8	6	14	12	1	4	2	2	3	7	19	10	3	4	6
	7%	13%	4%	3%	6%	1%	10%	3%	8%	7%	5%	7%	10%	1%	5%	3%	4%	11%	7%	6%	7%	4%	12%	6%
THU, SEP 30	27	2	20	2	1	3	22	5	10	8	7	10	9	7	4	6	3	5	3	24	8	7	2	7
	7%	1%	23%	3%	2%	3%	9%	3%	7%	7%	6%	5%	7%	8%	6%	8%	6%	15%	3%	8%	6%	9%	4%	7%

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

Continued

Table 51-1
QUESTION SAM:
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	UNDER \$1 MILL	MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PRO- CESS	PREC- ISION	METAL	OEM	<16 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
FRI, OCT 1	25 6%	11 8%	7 8%	1 2%	5 11%	1 1%	18 8%	6 4%	10 7%	7 7%	7 6%	10 5%	8 7%	6 8%	4 6%	4 6%	3 4%	1 3%	6 6%	19 6%	8 6%	2 3%	2 6%	8 8%
MON, OCT 4	32 8%	19 14%	2 3%	3 6%	4 9%	4 5%	21 9%	11 6%	12 8%	10 9%	9 8%	17 9%	13 10%	2 3%	6 9%	3 4%	10 18%	- -	12 12%	20 7%	13 9%	7 8%	4 11%	6 6%
TUE, OCT 5	36 9%	23 16%	- -	5 11%	5 11%	4 4%	23 10%	14 8%	13 9%	10 9%	7 6%	20 10%	7 6%	9 12%	5 7%	7 10%	1 1%	5 17%	9 9%	28 9%	15 11%	4 5%	7 19%	9 9%
SAMPLE																								
SAMPLE A	200 50%	67 48%	47 54%	26 53%	17 39%	44 54%	113 50%	86 50%	78 52%	45 41%	65 57%	94 48%	58 46%	48 60%	34 49%	34 49%	24 42%	14 45%	39 39%	161 54%	70 49%	36 45%	22 63%	50 49%
SAMPLE B	200 50%	73 52%	40 46%	22 47%	26 61%	38 46%	114 50%	87 50%	71 48%	66 59%	50 43%	101 52%	67 54%	32 40%	35 51%	35 51%	33 58%	17 55%	61 61%	139 46%	73 51%	44 55%	13 37%	52 51%

Table 51-2
QUESTION SAM:
Date./Sample.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	REC-SSION	BETTER	WORSE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	INC-REASE	DEC-REASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	180 45%	168 42%	348 87%	47 12%	141 35%	175 44%	72 18%	80 20%	183 46%	129 32%	203 51%	71 18%	118 30%	163 41%	85 21%	144 36%	175 44%	57 14%	163 41%	32 8%	319 80%	42 10%	38 10%
DATE																								

WED, SEP 8	4 1%	1 1%	1 1%	3 1%	1 3%	1 1%	1 1%	1 2%	- -	1 1%	3 2%	- -	3 4%	1 1%	- -	3 3%	1 1%	- -	1 3%	3 2%	1 5%	4 1%	- -	- -
THU, SEP 9	21 5%	10 5%	- -	10 3%	9 19%	11 8%	6 3%	4 6%	3 4%	5 3%	12 9%	14 7%	3 4%	3 2%	8 5%	3 3%	8 6%	13 7%	3 4%	5 3%	- -	12 4%	2 5%	7 18%
FRI, SEP 10	19 5%	11 6%	6 3%	17 5%	2 4%	6 4%	7 4%	4 6%	6 7%	9 5%	4 3%	12 6%	1 1%	6 5%	11 7%	3 4%	4 3%	10 6%	- -	9 5%	2 5%	15 5%	2 5%	1 4%
MON, SEP 13	21 5%	11 6%	7 4%	18 5%	3 7%	10 7%	5 3%	5 7%	7 9%	8 4%	5 3%	14 7%	5 7%	1 1%	12 8%	3 3%	5 4%	10 6%	2 4%	9 6%	1 3%	15 5%	2 5%	4 11%
TUE, SEP 14	17 4%	9 5%	7 4%	15 4%	2 4%	6 4%	9 5%	1 1%	3 4%	8 4%	6 5%	5 2%	3 4%	8 7%	7 5%	3 3%	7 5%	8 5%	3 6%	6 3%	2 8%	14 4%	2 5%	1 4%
WED, SEP 15	14 4%	5 3%	8 5%	14 4%	1 2%	6 4%	7 4%	1 2%	2 3%	8 4%	4 3%	7 4%	2 3%	5 4%	6 3%	2 3%	6 4%	5 3%	2 4%	7 4%	1 3%	14 4%	- -	- -
THU, SEP 16	23 6%	10 5%	10 6%	20 6%	3 7%	9 6%	7 4%	7 10%	4 5%	14 7%	5 4%	10 5%	4 5%	10 8%	5 3%	6 7%	10 7%	7 4%	7 11%	9 6%	4 12%	19 6%	4 10%	- -
FRI, SEP 17	6 1%	2 1%	3 2%	6 2%	- -	- -	4 2%	1 1%	- -	2 1%	3 3%	3 2%	1 1%	2 1%	3 2%	- -	3 2%	3 2%	- -	2 1%	- -	5 2%	- -	1 2%
MON, SEP 20	17 4%	10 6%	7 4%	17 5%	- -	4 3%	10 6%	3 4%	3 4%	5 3%	8 6%	8 4%	- -	9 7%	7 4%	1 1%	8 6%	4 2%	3 4%	10 6%	3 9%	13 4%	4 9%	- -
TUE, SEP 21	8 2%	2 1%	6 4%	8 2%	- -	3 2%	4 2%	1 2%	1 1%	5 3%	3 2%	4 2%	3 4%	1 1%	2 1%	3 4%	3 2%	2 1%	1 1%	6 3%	1 3%	8 3%	- -	- -
WED, SEP 22	6 2%	5 3%	1 1%	6 2%	- -	3 2%	3 2%	- -	1 1%	2 1%	3 2%	5 3%	- -	1 1%	3 2%	- -	3 2%	2 1%	1 1%	4 2%	1 3%	4 1%	2 5%	- -
THU, SEP 23	26 7%	13 7%	11 7%	24 7%	2 5%	6 4%	10 6%	10 14%	5 7%	17 9%	4 3%	10 5%	10 15%	6 5%	6 4%	12 14%	8 6%	6 3%	10 18%	10 6%	2 7%	19 6%	4 10%	3 9%
FRI, SEP 24	18 5%	6 3%	10 6%	17 5%	1 2%	9 6%	7 4%	2 2%	5 6%	11 6%	1 1%	9 5%	2 3%	6 5%	9 5%	3 4%	6 4%	11 6%	2 4%	5 3%	- -	14 4%	2 5%	2 5%
MON, SEP 27	10 2%	5 3%	4 2%	9 3%	1 2%	2 1%	6 4%	2 2%	- -	5 3%	4 3%	6 3%	- -	4 3%	3 2%	1 2%	4 3%	7 4%	2 3%	1 1%	- -	10 3%	- -	- -
TUE, SEP 28	44 11%	20 11%	18 11%	39 11%	4 8%	14 10%	24 14%	6 8%	8 10%	24 13%	10 8%	19 9%	6 8%	19 16%	18 11%	6 7%	20 14%	23 13%	4 7%	16 10%	6 19%	32 10%	8 19%	3 9%
WED, SEP 29	27 7%	11 6%	12 7%	23 7%	4 8%	13 9%	7 4%	7 10%	3 4%	9 5%	13 10%	17 9%	5 7%	4 4%	12 8%	5 6%	9 6%	12 7%	3 6%	11 7%	1 3%	26 8%	- -	1 2%
THU, SEP 30	27 7%	15 8%	9 5%	24 7%	3 6%	7 5%	14 8%	5 6%	8 10%	8 4%	11 9%	16 8%	8 11%	3 3%	13 8%	8 9%	5 4%	10 6%	3 6%	13 8%	1 2%	20 6%	- -	7 18%

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

Continued

Table 51-2
QUESTION SAM:
Date./Sample.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2020			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	REC- ESSION	BETTER	WORSE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	INC- REASE	DEC- REASE	SAME	3/3	UNDER 50	51-100	101+	
					6																				
FRI, OCT 1	25 6%	11 6%	14 8%	25 7%	- -	8 6%	12 7%	3 4%	6 8%	12 7%	6 5%	14 7%	3 4%	9 7%	12 7%	5 6%	8 5%	14 8%	- -	10 6%	2 5%	18 6%	4 10%	2 5%	
MON, OCT 4	32 8%	10 5%	16 9%	25 7%	6 13%	12 9%	14 8%	5 7%	5 6%	14 8%	12 10%	15 7%	5 8%	10 8%	11 7%	12 15%	8 6%	14 8%	3 5%	14 9%	2 7%	30 9%	- -	2 5%	
TUE, OCT 5	36 9%	14 8%	17 10%	31 9%	5 11%	12 8%	18 10%	5 7%	9 12%	16 9%	11 9%	16 8%	8 12%	12 10%	13 8%	6 7%	16 11%	16 9%	6 11%	13 8%	3 8%	27 8%	6 14%	3 9%	
SAMPLE																									

SAMPLE A	200 50%	88 49%	85 51%	174 50%	22 48%	68 49%	91 52%	36 50%	45 56%	90 49%	62 48%	100 49%	36 50%	58 49%	79 49%	47 55%	67 47%	88 50%	33 59%	77 47%	15 46%	152 48%	28 67%	20 52%	
SAMPLE B	200 50%	92 51%	82 49%	175 50%	24 52%	72 51%	85 48%	36 50%	35 44%	93 51%	67 52%	103 51%	35 50%	60 51%	84 51%	38 45%	77 53%	87 50%	23 41%	86 53%	17 54%	167 52%	14 33%	18 48%	

Table 51-3
QUESTION SAM:
Date./Sample.

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES						CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM	
BASE=TOTAL SAMPLE	400 100%	294 73%	106 27%	91 23%	97 24%	129 32%	65 16%	270 68%	102 26%	372 93%	24 6%	125 31%	106 27%	54 14%	26 7%	24 6%	19 5%	12 3%	158 39%	236 59%	276 69%	107 27%	193 48%	193 48%	
DATE	-----																								
WED, SEP 8	4 1%	4 1%	-	1 2%	1 1%	-	1 2%	4 2%	-	4 1%	-	1 1%	1 1%	-	-	-	-	1 12%	1 1%	3 1%	4 2%	-	1 1%	3 1%	
THU, SEP 9	21 5%	18 6%	2 2%	1 2%	5 5%	7 5%	5 7%	14 5%	5 5%	19 5%	2 7%	6 5%	2 2%	1 3%	4 15%	2 7%	-	3 21%	8 5%	12 5%	12 4%	8 8%	4 2%	15 8%	
FRI, SEP 10	19 5%	12 4%	6 6%	5 6%	4 4%	7 5%	3 4%	9 3%	8 8%	17 5%	1 3%	5 4%	7 6%	4 8%	1 3%	-	-	-	5 3%	14 6%	15 5%	4 4%	8 4%	9 4%	
MON, SEP 13	21 5%	17 6%	4 4%	4 5%	6 6%	4 3%	5 8%	12 4%	7 6%	18 5%	3 12%	10 8%	5 5%	3 5%	-	-	2 12%	1 7%	8 5%	13 6%	15 5%	6 5%	13 7%	7 4%	
TUE, SEP 14	17 4%	15 5%	2 2%	2 3%	9 9%	2 2%	3 5%	12 5%	3 3%	15 4%	2 7%	7 6%	5 5%	1 2%	-	1 4%	1 4%	1 7%	10 6%	7 3%	7 2%	9 8%	9 5%	8 4%	
WED, SEP 15	14 4%	13 4%	2 2%	3 4%	-	9 7%	2 4%	8 3%	5 5%	13 3%	2 7%	2 1%	6 5%	4 7%	2 6%	-	2 9%	-	7 5%	7 3%	10 4%	3 3%	10 5%	4 2%	
THU, SEP 16	23 6%	14 5%	9 9%	6 7%	6 6%	5 4%	4 6%	19 7%	2 2%	21 6%	2 7%	5 4%	7 6%	5 10%	3 12%	2 7%	-	-	8 5%	15 6%	16 6%	4 4%	8 4%	14 7%	
FRI, SEP 17	6 1%	4 1%	2 2%	2 2%	1 1%	2 1%	2 2%	2 1%	3 2%	5 1%	1 3%	-	2 1%	2 3%	1 3%	1 4%	-	-	3 2%	2 1%	5 2%	1 1%	3 2%	1 1%	
MON, SEP 20	17 4%	10 4%	7 6%	3 3%	4 4%	8 6%	3 4%	12 4%	4 4%	16 4%	1 3%	3 2%	5 5%	3 5%	4 16%	-	-	-	6 4%	11 5%	12 4%	4 4%	8 4%	8 4%	
TUE, SEP 21	8 2%	8 3%	-	1 1%	3 3%	3 2%	2 3%	6 2%	1 1%	7 2%	1 3%	3 3%	-	2 4%	2 6%	-	-	-	2 1%	5 2%	6 2%	2 2%	3 1%	6 3%	
WED, SEP 22	6 2%	5 2%	1 1%	1 1%	2 2%	3 2%	-	3 1%	1 1%	4 1%	2 8%	5 4%	-	-	1 3%	-	-	-	1 1%	5 2%	5 2%	1 1%	3 2%	3 2%	
THU, SEP 23	26 7%	14 5%	12 11%	5 5%	8 9%	10 7%	4 6%	14 5%	10 10%	24 7%	1 3%	11 9%	6 6%	5 8%	-	1 4%	3 18%	-	7 4%	19 8%	13 5%	12 12%	12 6%	13 7%	
FRI, SEP 24	18 5%	13 4%	5 5%	5 6%	9 9%	2 2%	2 2%	14 5%	4 4%	18 5%	1 3%	9 7%	6 6%	2 3%	-	1 4%	-	-	4 2%	14 6%	12 4%	5 4%	6 3%	11 6%	
MON, SEP 27	10 2%	6 2%	4 4%	2 2%	1 1%	5 4%	2 3%	7 3%	3 2%	10 3%	-	3 2%	3 2%	2 3%	-	1 6%	-	1 7%	5 3%	5 2%	6 2%	3 3%	6 3%	4 2%	
TUE, SEP 28	44 11%	36 12%	8 7%	8 9%	14 14%	10 8%	9 14%	34 13%	8 8%	43 11%	-	12 10%	13 12%	2 4%	3 13%	4 17%	-	1 12%	17 11%	25 10%	34 12%	10 9%	22 12%	21 11%	
WED, SEP 29	27 7%	23 8%	3 3%	7 7%	5 5%	10 8%	5 7%	19 7%	6 5%	24 7%	3 10%	6 4%	8 8%	6 10%	3 12%	2 7%	3 13%	-	12 8%	14 6%	20 7%	6 6%	15 8%	12 6%	
THU, SEP 30	27 7%	18 6%	9 8%	6 7%	5 5%	10 8%	3 5%	20 7%	6 6%	26 7%	1 3%	9 7%	4 4%	3 6%	-	2 7%	4 23%	-	13 9%	13 6%	20 7%	5 4%	11 6%	14 7%	

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

Continued

Table 51-3
QUESTION SAM:
Date./Sample.

BANNER 3

	GENDER		AGE				COVID-19 IMPACT ON ECON				FUTURE CHALLENGES							CAPACITY CHALLENGES		ADDL COVID MEASURES		COVID BIZ IMPACT			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	MAJOR	MOD	TOT MAJ/ MOD	TOT MIN/ NO	ATT-RACT WORK-ERS	INCR MAT COSTS	INF-LATION	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	OPER BACK UP	NO	TOT YES	NO	TOT YES	SHORT-TERM	LONG-TERM	
FRI, OCT 1	25 6%	15 5%	10 9%	13 14%	5 5%	5 4%	2 3%	16 6%	9 8%	25 7%	- -	12 10%	6 5%	1 2%	2 6%	- -	- -	1 7%	7 5%	17 7%	17 6%	6 5%	16 8%	8 4%	
MON, OCT 4	32 8%	26 9%	6 6%	7 7%	6 7%	13 10%	6 9%	21 8%	9 9%	30 8%	2 9%	8 6%	9 9%	6 10%	1 3%	4 19%	3 16%	- -	12 7%	20 9%	23 8%	7 6%	14 8%	16 8%	
TUE, OCT 5	36 9%	24 8%	12 12%	9 10%	2 2%	16 12%	4 7%	23 9%	11 11%	34 9%	2 10%	9 7%	12 12%	4 7%	- -	4 16%	1 4%	3 26%	21 13%	15 7%	22 8%	12 11%	20 10%	16 8%	
SAMPLE																									
SAMPLE A	200 50%	150 51%	50 47%	44 48%	48 50%	63 49%	34 53%	134 50%	54 53%	188 51%	11 44%	73 58%	52 49%	23 43%	14 54%	11 47%	7 39%	7 62%	71 45%	125 53%	132 48%	55 52%	89 46%	102 53%	
SAMPLE B	200 50%	144 49%	56 53%	47 52%	48 50%	66 51%	31 47%	136 50%	49 47%	184 49%	14 56%	53 42%	55 51%	31 57%	12 46%	13 53%	12 61%	5 38%	87 55%	112 47%	144 52%	51 48%	104 54%	91 47%	

Table 51-4
QUESTION SAM:
Date./Sample.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRGY PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	199 50%	152 38%	78 19%	73 18%	72 18%	71 18%	55 14%	248 62%	151 38%	219 55%	129 32%	47 12%	171 43%	202 50%	221 55%	162 41%	36 20%	56 31%	32 18%	56 31%	220 55%
DATE	-----																					
WED, SEP 8	4 1%	3 1%	3 2%	1 2%	- -	- -	- -	- -	1 1%	3 2%	1 1%	1 1%	1 3%	- -	4 2%	- -	4 3%	1 2%	- -	- -	- -	3 1%
THU, SEP 9	21 5%	8 4%	8 5%	5 6%	4 5%	3 4%	7 10%	- -	13 5%	7 5%	11 5%	6 5%	2 5%	11 7%	7 4%	13 6%	7 4%	- -	4 7%	1 4%	3 6%	14 6%
FRI, SEP 10	19 5%	10 5%	6 4%	3 4%	4 6%	3 4%	2 3%	3 6%	11 4%	8 5%	7 3%	9 7%	2 4%	10 6%	8 4%	9 4%	9 6%	2 6%	2 4%	1 4%	4 7%	11 5%
MON, SEP 13	21 5%	18 9%	7 5%	7 10%	3 4%	2 2%	6 8%	2 3%	16 7%	5 3%	13 6%	6 5%	2 4%	7 4%	10 5%	11 5%	8 5%	3 9%	1 2%	2 6%	4 7%	10 4%
TUE, SEP 14	17 4%	9 5%	5 4%	5 6%	5 7%	1 1%	3 5%	3 5%	9 4%	7 5%	11 5%	5 4%	2 4%	10 6%	6 3%	11 5%	5 3%	3 7%	6 11%	1 4%	2 3%	7 3%
WED, SEP 15	14 4%	4 2%	8 5%	3 3%	2 2%	2 3%	- -	4 7%	7 3%	8 5%	6 3%	4 3%	3 7%	4 2%	9 5%	6 3%	9 5%	2 6%	3 6%	- -	2 4%	8 4%
THU, SEP 16	23 6%	14 7%	4 3%	4 5%	5 7%	9 12%	6 8%	3 6%	15 6%	8 5%	15 7%	6 5%	1 3%	9 5%	12 6%	15 7%	6 4%	3 9%	- -	3 8%	3 6%	10 5%
FRI, SEP 17	6 1%	2 1%	2 2%	- -	3 3%	1 1%	- -	2 3%	3 1%	3 2%	4 2%	1 1%	1 2%	1 -	5 2%	4 2%	2 1%	1 4%	- -	1 2%	1 2%	2 1%
MON, SEP 20	17 4%	9 5%	4 3%	9 11%	3 4%	4 6%	1 1%	3 6%	10 4%	7 4%	7 3%	4 3%	6 13%	7 4%	9 4%	10 4%	7 5%	3 7%	- -	- -	2 3%	10 5%
TUE, SEP 21	8 2%	5 3%	3 2%	1 2%	2 2%	1 1%	3 4%	- -	3 1%	5 3%	3 2%	3 3%	1 3%	3 2%	5 2%	3 1%	6 3%	1 4%	- -	- -	2 4%	5 2%
WED, SEP 22	6 2%	6 3%	- -	2 2%	2 3%	- -	1 1%	- -	5 2%	1 1%	5 2%	1 1%	- -	4 3%	1 -	3 1%	3 2%	1 4%	- -	- -	3 5%	1 -
THU, SEP 23	26 7%	15 7%	13 9%	4 5%	7 9%	5 6%	5 7%	4 8%	20 8%	6 4%	21 9%	4 3%	1 2%	13 8%	12 6%	16 7%	10 6%	5 15%	1 2%	3 8%	3 5%	10 5%
FRI, SEP 24	18 5%	8 4%	10 7%	2 3%	2 3%	5 7%	6 8%	2 5%	12 5%	6 4%	12 6%	3 2%	2 5%	7 4%	12 6%	10 5%	8 5%	1 4%	4 7%	2 6%	6 12%	6 3%
MON, SEP 27	10 2%	5 2%	5 4%	1 1%	1 1%	1 1%	- -	- -	4 2%	6 4%	6 3%	3 3%	- -	5 3%	3 2%	6 3%	3 2%	2 6%	- -	1 4%	- -	5 2%
TUE, SEP 28	44 11%	14 7%	19 13%	8 10%	2 3%	11 15%	12 17%	8 15%	26 11%	18 12%	21 10%	17 13%	5 11%	21 12%	21 10%	25 11%	16 10%	6 17%	6 11%	4 14%	15 26%	14 6%
WED, SEP 29	27 7%	10 5%	13 8%	4 6%	3 4%	4 6%	3 5%	7 13%	15 6%	12 8%	13 6%	9 7%	5 10%	11 6%	15 7%	12 6%	14 9%	1 2%	- -	2 6%	1 2%	22 10%
THU, SEP 30	27 7%	15 7%	10 6%	5 6%	5 7%	8 11%	2 3%	3 6%	18 7%	9 6%	17 8%	9 7%	- -	13 8%	13 6%	15 7%	11 7%	- -	2 4%	3 8%	1 2%	22 10%

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

Continued

Table 51-4
QUESTION SAM:
Date./Sample.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS		DIFFCLTY ATTRCT CAND		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIRING	NEW CUST/ MKT	DEV- ELOP MGRS	INCR PROD- UCTIV	NEW PROD	AUTO- MATION	STRTYG PLAN	YES	NO	VERY	SMWT	TOT NOT	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
FRI, OCT 1	25 6%	15 8%	6 4%	9 11%	8 11%	3 4%	5 7%	2 3%	18 7%	6 4%	11 5%	10 8%	3 6%	7 4%	11 5%	10 5%	11 7%	-	5 9%	3 10%	-	18 8%
MON, OCT 4	32 8%	17 9%	11 7%	3 4%	8 11%	2 2%	4 6%	4 7%	18 7%	13 8%	15 7%	15 12%	1 2%	15 9%	15 7%	19 9%	12 7%	-	7 13%	3 10%	2 4%	21 10%
TUE, OCT 5	36 9%	14 7%	14 9%	2 3%	5 7%	9 12%	4 6%	5 9%	21 9%	15 10%	17 8%	11 9%	8 17%	13 8%	23 11%	23 10%	11 7%	-	12 22%	3 8%	2 4%	23 10%
SAMPLE																						
SAMPLE A	200 50%	106 53%	76 50%	39 51%	37 50%	34 48%	37 52%	28 51%	125 50%	74 49%	118 54%	58 45%	21 45%	95 55%	94 47%	118 53%	76 47%	14 41%	30 55%	15 47%	30 54%	112 51%
SAMPLE B	200 50%	94 47%	76 50%	39 49%	36 50%	38 52%	34 48%	27 49%	123 50%	77 51%	101 46%	71 55%	25 55%	76 45%	107 53%	103 47%	86 53%	21 59%	25 45%	17 53%	25 46%	109 49%

Table 51-5
QUESTION SAM:
Date./Sample.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
BASE=TOTAL SAMPLE	400 100%	277 69%	243 61%	231 58%	227 57%	186 47%	180 45%	178 45%	170 42%	61 15%	335 84%	111 28%	224 56%	336 84%	57 14%
DATE	-----														
WED, SEP 8	4 1%	3 1%	4 2%	- -	1 1%	1 1%	1 1%	1 1%	1 1%	- -	4 1%	1 1%	- -	1 -	3 5%
THU, SEP 9	21 5%	11 4%	12 5%	13 6%	13 6%	11 6%	11 6%	7 4%	9 5%	2 3%	19 6%	5 4%	11 5%	15 5%	4 7%
FRI, SEP 10	19 5%	15 5%	15 6%	16 7%	14 6%	9 5%	9 5%	10 6%	11 6%	2 3%	17 5%	2 2%	14 6%	16 5%	3 4%
MON, SEP 13	21 5%	14 5%	12 5%	15 6%	13 6%	10 5%	12 6%	15 8%	11 7%	5 8%	16 5%	8 7%	12 5%	20 6%	1 3%
TUE, SEP 14	17 4%	7 3%	11 4%	6 3%	11 5%	5 3%	8 4%	6 3%	4 2%	5 8%	12 4%	3 3%	12 5%	15 5%	2 3%
WED, SEP 15	14 4%	8 3%	10 4%	10 4%	8 4%	7 4%	7 4%	6 3%	7 4%	3 4%	12 4%	4 4%	9 4%	14 4%	1 1%
THU, SEP 16	23 6%	17 6%	16 7%	12 5%	14 6%	7 4%	8 5%	10 6%	5 3%	4 7%	18 5%	3 2%	11 5%	14 4%	8 13%
FRI, SEP 17	6 1%	5 2%	2 1%	2 1%	3 1%	2 1%	2 1%	2 1%	2 1%	- -	6 2%	2 2%	3 1%	6 2%	- -
MON, SEP 20	17 4%	15 6%	14 6%	11 5%	12 5%	10 5%	11 6%	14 8%	11 6%	5 9%	12 4%	5 5%	9 4%	15 4%	3 4%
TUE, SEP 21	8 2%	5 2%	5 2%	6 2%	4 2%	4 2%	2 1%	2 1%	3 2%	3 4%	6 2%	- -	4 2%	4 1%	4 7%
WED, SEP 22	6 2%	5 2%	4 2%	4 2%	6 3%	5 2%	4 2%	3 2%	4 2%	- -	6 2%	3 3%	3 1%	6 2%	- -
THU, SEP 23	26 7%	22 8%	12 5%	12 5%	8 4%	7 4%	7 4%	10 6%	11 6%	3 4%	24 7%	10 9%	16 7%	26 8%	- -
FRI, SEP 24	18 5%	13 5%	12 5%	14 6%	11 5%	12 6%	10 6%	8 5%	8 5%	2 3%	17 5%	9 8%	6 2%	15 4%	4 6%
MON, SEP 27	10 2%	5 2%	6 2%	3 1%	4 2%	3 2%	3 1%	3 1%	3 1%	1 2%	8 2%	3 2%	5 2%	8 2%	2 3%
TUE, SEP 28	44 11%	34 12%	29 12%	26 11%	26 11%	24 13%	23 13%	24 13%	21 12%	7 11%	34 10%	11 9%	23 10%	34 10%	9 15%
WED, SEP 29	27 7%	19 7%	15 6%	14 6%	15 6%	17 9%	16 9%	9 5%	10 6%	5 8%	22 7%	7 7%	14 6%	21 6%	5 9%
THU, SEP 30	27 7%	20 7%	13 5%	16 7%	15 7%	16 8%	14 8%	12 7%	11 7%	6 10%	20 6%	11 10%	13 6%	24 7%	3 4%

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

Continued

Table 51-5
QUESTION SAM:
Date./Sample.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING			TOTAL NOT CONF
	TOTAL	WORK ENV-IRON	COMP SALARY	WRK-LFE BAL	SAFE ENVIR	FLEX SHIFTS	CAREER GRWTH	BENE-FITS	IND-STRY LEADER	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	
FRI, OCT 1	25 6%	20 7%	17 7%	18 8%	17 8%	10 5%	12 6%	19 11%	11 6%	2 4%	22 7%	5 5%	19 9%	25 7%	-
MON, OCT 4	32 8%	16 6%	15 6%	14 6%	12 5%	12 6%	10 6%	9 5%	11 6%	5 8%	27 8%	8 8%	20 9%	29 9%	2 4%
TUE, OCT 5	36 9%	22 8%	18 7%	18 8%	20 9%	16 9%	10 6%	9 5%	17 10%	2 4%	33 10%	11 10%	18 8%	29 9%	5 9%
SAMPLE															
SAMPLE A	200 50%	133 48%	124 51%	120 52%	119 53%	98 53%	92 51%	85 48%	88 52%	28 47%	169 51%	56 51%	109 48%	165 49%	29 50%
SAMPLE B	200 50%	144 52%	118 49%	111 48%	108 47%	88 47%	89 49%	93 52%	82 48%	33 53%	166 49%	55 49%	116 52%	171 51%	28 50%

