

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	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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88			
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%			
FINANCIAL FUTURE (D/S)	281	101	62	20	34	62	164	117	71	91	82	120	97	55	42	37	33	35	56	217	106	46	5	75			
	70%	72%	72%	42%	80%	76%	72%	68%	50%	78%	93%	59%	81%	86%	88%	80%	59%	76%	81%	68%	58%	69%	57%	85%			
TOTAL CONFIDENT	338	120	74	34	39	72	194	144	105	104	85	162	108	58	44	41	44	41	63	268	143	56	7	81			
	85%	85%	85%	71%	90%	88%	85%	83%	75%	89%	96%	79%	90%	92%	94%	90%	80%	88%	90%	83%	78%	85%	79%	92%			
TOTAL NOT CONFIDENT	58	18	12	14	4	9	30	27	35	13	3	41	11	4	3	4	11	5	6	50	38	10	2	6			
	14%	13%	14%	28%	10%	12%	13%	16%	25%	11%	3%	20%	9%	6%	6%	10%	20%	12%	9%	16%	21%	15%	21%	7%			
GROSS REVENUE (D/S)	71	43	18	-1	14	-3	61	10	3	20	35	18	26	26	6	15	11	6	21	49	10	17	-	28			
	18%	31%	20%	-1%	32%	-3%	27%	6%	2%	17%	40%	9%	22%	41%	13%	33%	20%	12%	30%	15%	6%	26%	-	32%			
INCREASE	156	67	34	14	19	22	101	55	44	45	47	68	50	34	20	21	22	14	33	120	65	29	3	38			
	39%	48%	39%	28%	45%	27%	44%	32%	31%	39%	53%	34%	42%	54%	42%	46%	40%	30%	48%	37%	36%	44%	36%	44%			
DECREASE	85	24	16	14	5	25	40	45	41	25	12	50	24	8	14	6	11	8	13	71	55	12	3	10			
	21%	17%	19%	30%	12%	31%	18%	26%	29%	22%	14%	24%	20%	13%	29%	13%	19%	18%	18%	22%	30%	18%	36%	12%			
STAY THE SAME	151	47	37	17	17	32	84	67	54	45	27	80	45	20	13	18	23	23	21	125	59	23	2	38			
	38%	34%	42%	36%	41%	39%	37%	39%	39%	38%	30%	39%	37%	32%	27%	40%	41%	49%	31%	39%	32%	36%	28%	44%			
PROFITABILITY (D/S)	24	40	2	-2	-1	-15	41	-18	-12	3	20	-3	5	20	-	5	3	-1	12	10	-8	9	-	15			
	6%	29%	2%	-3%	-3%	-18%	18%	-10%	-9%	2%	22%	-1%	4%	32%	1%	10%	5%	-2%	18%	3%	-4%	13%	-2%	17%			
INCREASE	124	62	28	13	6	15	89	35	32	32	38	55	33	31	14	16	18	11	27	94	52	23	2	28			
	31%	44%	32%	27%	15%	19%	39%	20%	23%	28%	42%	27%	28%	49%	30%	34%	32%	23%	38%	29%	29%	34%	21%	31%			
DECREASE	100	22	26	14	8	30	48	52	45	30	18	58	28	11	14	11	15	12	14	84	60	14	2	12			
	25%	15%	30%	30%	18%	37%	21%	30%	32%	26%	20%	28%	23%	18%	29%	24%	27%	25%	20%	26%	33%	21%	23%	14%			
STAY THE SAME	168	55	32	20	27	35	87	81	62	54	31	87	57	20	18	19	23	23	28	136	68	28	5	46			
	42%	39%	37%	41%	62%	42%	38%	47%	44%	46%	34%	43%	48%	32%	39%	41%	40%	49%	40%	42%	37%	43%	55%	53%			
CAPITAL EXPENDITURES (D/S)	53	21	11	3	11	8	31	21	19	21	14	22	25	6	6	7	8	5	13	40	15	9	3	14			
	13%	15%	12%	5%	25%	10%	14%	12%	13%	18%	16%	11%	21%	10%	12%	16%	15%	11%	19%	12%	8%	14%	40%	16%			
INCREASE	122	40	25	16	15	26	65	56	40	39	32	60	41	19	17	12	17	12	28	92	52	18	4	27			
	30%	29%	29%	32%	35%	31%	29%	33%	29%	33%	36%	29%	34%	30%	35%	26%	31%	27%	40%	29%	28%	27%	50%	31%			
DECREASE	69	19	15	13	4	18	34	35	22	18	18	38	16	13	11	4	9	7	14	52	37	9	1	13			
	17%	14%	17%	27%	10%	22%	15%	20%	15%	16%	20%	19%	13%	20%	23%	10%	16%	15%	21%	16%	20%	13%	10%	15%			
STAY THE SAME	204	78	46	19	24	37	124	80	76	59	38	101	63	32	20	29	30	27	26	173	91	38	3	48			
	51%	56%	53%	39%	56%	45%	55%	46%	54%	50%	42%	50%	53%	50%	42%	65%	53%	58%	38%	54%	50%	58%	40%	54%			

Table 1-2  
Summary of Key Firm Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN	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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
FINANCIAL FUTURE (D/S)	281	201	137	338	-58	72	115	82	59	95	125	135	25	112	106	47	123	89	38	148	52	218	16	39
	70%	100%	100%	100%	-100%	94%	82%	48%	92%	52%	85%	87%	29%	74%	85%	47%	73%	73%	55%	73%	81%	67%	76%	91%
TOTAL CONFIDENT	338	201	137	338	-	74	128	125	61	139	135	145	54	131	114	72	146	105	53	175	58	270	18	41
	85%	100%	100%	100%	-	96%	91%	73%	95%	76%	91%	93%	64%	87%	92%	72%	87%	86%	77%	86%	91%	83%	85%	96%
TOTAL NOT CONFIDENT	58	-	-	-	58	2	13	43	2	44	10	10	29	19	9	25	23	16	15	26	6	52	2	2
	14%	-	-	-	100%	2%	9%	25%	3%	24%	7%	6%	34%	12%	7%	25%	13%	13%	22%	13%	9%	16%	8%	4%
GROSS REVENUE (D/S)	71	86	5	91	-19	58	34	-24	40	-11	43	156	-85	-	100	-49	22	37	-9	40	-	44	7	19
	18%	43%	4%	27%	-33%	75%	24%	-14%	62%	-6%	29%	100%	-100%	-	80%	-49%	13%	30%	-13%	20%	-	14%	34%	44%
INCREASE	156	106	39	145	10	60	52	39	44	47	64	156	-	-	102	9	43	62	17	74	-	119	11	23
	39%	53%	28%	43%	17%	78%	37%	23%	69%	26%	43%	100%	-	-	83%	9%	26%	51%	25%	36%	-	37%	54%	53%
DECREASE	85	21	33	54	29	2	18	63	4	58	21	-	85	-	3	59	22	25	26	34	-	74	4	4
	21%	10%	24%	16%	51%	3%	13%	37%	6%	32%	14%	-	100%	-	2%	59%	13%	20%	38%	17%	-	23%	20%	10%
STAY THE SAME	151	68	63	131	19	14	67	67	13	76	60	-	-	151	16	32	101	33	23	93	64	125	6	15
	38%	34%	46%	39%	32%	19%	48%	40%	21%	41%	41%	-	-	100%	13%	32%	60%	28%	33%	46%	100%	39%	27%	35%
PROFITABILITY (D/S)	24	58	-16	42	-17	50	20	-47	38	-37	22	93	-56	-16	124	-100	-	13	-21	29	-	2	5	15
	6%	29%	-12%	12%	-29%	64%	14%	-27%	59%	-20%	15%	60%	-66%	-11%	100%	-100%	-	11%	-31%	14%	-	1%	22%	36%
INCREASE	124	89	25	114	9	53	44	25	42	33	48	102	3	16	124	-	-	43	9	69	-	88	9	22
	31%	44%	19%	34%	15%	69%	31%	15%	65%	18%	32%	66%	3%	11%	100%	-	-	35%	13%	34%	-	27%	46%	51%
DECREASE	100	31	42	72	25	3	24	72	4	70	25	9	59	32	-	100	-	30	30	40	-	86	5	6
	25%	15%	31%	21%	44%	4%	17%	42%	6%	38%	17%	6%	69%	21%	-	100%	-	25%	44%	20%	-	26%	23%	15%
STAY THE SAME	168	80	66	146	23	20	72	70	18	76	72	43	22	101	-	-	168	46	26	95	64	144	6	14
	42%	40%	48%	43%	39%	26%	52%	41%	28%	42%	49%	28%	26%	67%	-	-	100%	38%	38%	46%	100%	45%	28%	34%
CAPITAL EXPENDITURES (D/S)	53	33	19	52	-	23	13	15	3	17	31	44	-2	11	34	-	20	122	-69	-	-	47	3	3
	13%	16%	14%	15%	1%	30%	9%	9%	5%	9%	21%	28%	-2%	7%	28%	-	12%	100%	-100%	-	-	14%	17%	7%
INCREASE	122	65	40	105	16	31	35	52	17	58	45	62	25	33	43	30	46	122	-	-	-	101	7	12
	30%	32%	29%	31%	27%	41%	25%	31%	27%	32%	30%	39%	29%	22%	35%	30%	28%	100%	-	-	-	31%	35%	28%
DECREASE	69	32	21	53	15	8	22	37	14	41	14	17	26	23	9	30	26	-	69	-	-	54	4	9
	17%	16%	15%	16%	27%	11%	15%	22%	22%	22%	9%	11%	31%	15%	7%	30%	16%	-	100%	-	-	17%	19%	21%
STAY THE SAME	204	100	75	175	26	35	83	80	32	82	86	74	34	93	69	40	95	-	-	204	64	165	10	22
	51%	49%	55%	52%	46%	46%	59%	47%	50%	45%	58%	48%	40%	62%	56%	40%	56%	-	-	100%	100%	51%	46%	52%

Table 1-3  
Summary of Key Firm Data

BANNER 3

	GENDER			AGE				2023 PROJECTION				RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
FINANCIAL FUTURE (D/S)	281	199	82	75	62	89	33	69	103	91	155	131	286	-9	148	118	50	42	27	21	14	11	126	143
	70%	68%	77%	89%	81%	69%	43%	91%	77%	53%	90%	72%	81%	-21%	83%	67%	50%	82%	58%	56%	73%	78%	74%	67%
TOTAL CONFIDENT	338	244	94	80	69	109	55	72	119	130	162	157	319	16	162	147	75	46	37	28	16	13	148	177
	85%	83%	88%	94%	89%	84%	70%	95%	88%	76%	94%	86%	90%	39%	91%	83%	75%	91%	79%	77%	87%	89%	86%	83%
TOTAL NOT CONFIDENT	58	45	12	5	6	20	21	3	16	39	7	25	32	24	15	29	25	5	10	8	2	2	22	34
	14%	15%	11%	6%	8%	16%	27%	4%	12%	23%	4%	14%	9%	61%	8%	16%	25%	9%	21%	21%	13%	11%	13%	16%
GROSS REVENUE (D/S)	71	56	15	24	16	21	6	44	32	-2	75	14	89	-15	52	11	4	30	11	-7	6	-	35	32
	18%	19%	15%	28%	20%	16%	8%	58%	23%	-1%	43%	8%	25%	-38%	29%	6%	4%	58%	24%	-19%	35%	2%	20%	15%
INCREASE	156	124	32	36	32	50	27	49	58	48	94	56	150	5	78	55	35	34	19	8	8	3	69	80
	39%	42%	30%	43%	42%	39%	34%	64%	43%	28%	55%	31%	42%	14%	44%	31%	36%	66%	41%	23%	44%	22%	40%	38%
DECREASE	85	69	16	13	17	29	21	4	26	50	19	42	61	21	26	44	31	4	8	15	2	3	34	48
	21%	23%	15%	15%	22%	23%	27%	5%	19%	29%	11%	23%	17%	52%	14%	25%	31%	8%	17%	42%	9%	19%	20%	22%
STAY THE SAME	151	94	57	34	27	48	28	22	50	70	53	84	137	12	69	76	31	13	18	13	9	8	64	82
	38%	32%	53%	39%	35%	37%	35%	29%	37%	41%	31%	46%	39%	31%	39%	43%	32%	26%	39%	36%	47%	55%	37%	38%
PROFITABILITY (D/S)	24	19	5	12	6	7	-1	40	17	-30	53	-13	39	-13	31	-	-10	23	2	-13	1	-1	24	-6
	6%	6%	5%	14%	8%	6%	-2%	52%	13%	-18%	31%	-7%	11%	-33%	18%	-	-10%	46%	4%	-36%	5%	-8%	14%	-3%
INCREASE	124	97	27	29	23	40	24	44	44	32	76	42	118	6	62	46	25	28	14	4	6	4	59	57
	31%	33%	25%	34%	30%	31%	31%	57%	32%	19%	44%	23%	33%	15%	35%	26%	25%	55%	30%	11%	31%	29%	34%	27%
DECREASE	100	78	22	17	17	33	25	4	27	62	23	56	79	19	31	47	35	5	13	17	5	5	35	64
	25%	27%	21%	20%	23%	25%	32%	5%	20%	36%	13%	31%	22%	48%	17%	26%	35%	10%	27%	47%	26%	36%	20%	30%
STAY THE SAME	168	113	55	36	36	56	27	29	61	74	70	82	152	13	81	82	37	18	20	15	8	4	74	90
	42%	39%	52%	42%	46%	43%	35%	38%	45%	43%	41%	45%	43%	33%	46%	46%	37%	35%	43%	41%	43%	31%	43%	42%
CAPITAL EXPENDITURES (D/S)	53	28	25	21	20	5	8	13	15	28	38	13	51	-	35	22	16	7	8	-3	10	-2	26	26
	13%	9%	24%	25%	26%	4%	10%	17%	11%	16%	22%	7%	14%	1%	20%	12%	17%	13%	17%	-8%	51%	-14%	15%	12%
INCREASE	122	83	39	35	30	31	21	19	39	61	60	49	109	11	60	49	35	15	12	8	10	2	58	61
	30%	28%	36%	41%	39%	24%	27%	25%	29%	36%	35%	27%	31%	27%	34%	28%	35%	30%	26%	22%	51%	14%	34%	29%
DECREASE	69	55	14	14	10	25	13	6	24	33	22	36	59	10	25	27	19	9	4	11	-	4	32	35
	17%	19%	13%	16%	13%	19%	17%	8%	18%	19%	13%	20%	17%	26%	14%	15%	19%	17%	8%	31%	-	28%	19%	16%
STAY THE SAME	204	150	53	35	35	72	43	51	71	75	88	95	183	17	88	99	44	26	30	17	9	8	77	115
	51%	51%	50%	41%	46%	55%	55%	66%	53%	44%	51%	52%	52%	43%	50%	56%	44%	50%	64%	47%	49%	53%	45%	54%

Table 1-4  
Summary of Key Firm Data

BANNER 4

	GROWTH DRIVERS										OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE		
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218		
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%		
FINANCIAL FUTURE (D/S)	281	136	100	69	44	45	43	16	26	165	113	112	116	48	154	153	115	172	105	35	68	41	79	158		
	70%	77%	67%	77%	73%	76%	92%	54%	83%	80%	61%	58%	81%	89%	80%	76%	63%	89%	52%	65%	68%	81%	79%	72%		
TOTAL CONFIDENT	338	156	123	79	52	51	44	23	29	184	149	152	129	50	173	176	147	181	153	44	84	46	89	187		
	85%	88%	83%	88%	87%	87%	95%	77%	91%	89%	80%	79%	90%	94%	89%	88%	81%	94%	76%	81%	84%	90%	89%	86%		
TOTAL NOT CONFIDENT	58	20	24	10	8	6	1	7	3	19	36	40	13	2	19	23	32	9	49	9	16	5	11	29		
	14%	11%	16%	12%	13%	10%	3%	23%	9%	9%	19%	21%	9%	5%	10%	12%	18%	5%	24%	16%	16%	10%	11%	13%		
GROSS REVENUE (D/S)	71	44	20	19	9	11	15	5	2	60	13	29	24	20	51	44	22	57	13	6	-3	14	15	61		
	18%	25%	14%	21%	15%	20%	33%	17%	6%	29%	7%	15%	17%	38%	27%	22%	12%	29%	7%	11%	-3%	27%	15%	28%		
INCREASE	156	73	54	33	23	22	22	13	11	91	65	73	54	27	83	81	68	87	68	17	32	22	40	97		
	39%	41%	37%	37%	38%	38%	47%	43%	33%	44%	35%	38%	38%	50%	43%	40%	37%	45%	34%	32%	32%	42%	40%	44%		
DECREASE	85	29	34	14	14	11	7	8	9	32	52	44	31	7	32	37	46	30	55	12	35	8	25	36		
	21%	16%	23%	16%	23%	18%	14%	26%	27%	15%	28%	23%	21%	13%	16%	18%	26%	15%	27%	21%	35%	15%	25%	16%		
STAY THE SAME	151	73	56	40	21	24	18	9	13	79	65	75	56	18	76	77	66	70	77	23	32	21	32	83		
	38%	41%	37%	45%	35%	40%	38%	30%	40%	38%	35%	39%	39%	33%	39%	38%	36%	36%	38%	43%	32%	40%	32%	38%		
PROFITABILITY (D/S)	24	15	4	9	4	3	2	4	-2	29	-4	15	-3	10	20	17	6	26	-2	-7	-4	-3	-6	45		
	6%	8%	3%	10%	7%	4%	5%	15%	-6%	14%	-2%	8%	-2%	20%	10%	9%	3%	13%	-1%	-13%	-4%	-6%	-6%	21%		
INCREASE	124	56	47	25	17	19	13	11	9	71	53	63	36	21	63	65	52	66	57	12	21	7	29	87		
	31%	31%	32%	28%	28%	33%	28%	38%	27%	35%	28%	32%	25%	39%	32%	33%	29%	34%	28%	21%	21%	13%	29%	40%		
DECREASE	100	41	43	16	13	17	11	7	11	42	57	48	39	10	42	48	46	40	59	19	25	10	34	42		
	25%	23%	29%	18%	21%	28%	23%	23%	33%	21%	30%	25%	27%	19%	22%	24%	25%	21%	29%	35%	25%	19%	35%	19%		
STAY THE SAME	168	79	55	47	29	21	22	12	13	88	74	79	67	19	86	82	82	82	84	22	54	32	35	86		
	42%	44%	37%	53%	49%	36%	46%	39%	40%	43%	40%	41%	47%	36%	44%	41%	45%	42%	41%	41%	54%	63%	35%	39%		
CAPITAL EXPENDITURES (D/S)	53	24	12	18	3	9	-	8	12	22	30	19	24	10	20	25	24	23	28	12	9	11	15	30		
	13%	14%	8%	20%	5%	15%	-	25%	39%	11%	16%	10%	17%	18%	10%	13%	13%	12%	14%	23%	9%	21%	15%	14%		
INCREASE	122	52	45	28	14	18	12	13	16	61	60	59	47	13	58	64	51	61	59	22	33	17	34	62		
	30%	29%	30%	31%	23%	31%	26%	43%	49%	30%	32%	31%	33%	25%	30%	32%	28%	32%	29%	40%	33%	33%	34%	29%		
DECREASE	69	28	32	10	11	10	12	5	3	39	29	40	23	3	38	39	27	38	31	9	24	6	18	32		
	17%	16%	22%	11%	18%	16%	26%	18%	11%	19%	16%	21%	16%	6%	20%	19%	15%	20%	15%	17%	24%	12%	18%	15%		
STAY THE SAME	204	94	68	50	34	29	23	11	13	103	95	92	72	35	96	94	101	89	112	22	43	28	45	120		
	51%	53%	46%	56%	57%	50%	49%	36%	40%	50%	51%	48%	50%	65%	50%	47%	56%	46%	55%	41%	43%	56%	45%	55%		

Table 1-5  
Summary of Key Firm Data

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVR	SALARY	LIFE	SHIFTS	FITS	STRY	GRWTH								
BASE-TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
FINANCIAL FUTURE (D/S)	281	207	186	185	179	134	137	140	121	48	226	93	161	254	24	59	188
	70%	73%	75%	75%	80%	72%	79%	82%	78%	68%	70%	67%	75%	72%	59%	88%	64%
TOTAL CONFIDENT	338	245	216	215	202	161	154	155	137	59	273	114	186	300	32	64	240
	85%	86%	87%	87%	90%	86%	89%	91%	89%	84%	84%	83%	87%	86%	79%	94%	81%
TOTAL NOT CONFIDENT	58	38	30	30	23	26	17	15	16	11	46	21	26	47	8	4	51
	14%	13%	12%	12%	10%	14%	10%	9%	11%	16%	14%	15%	12%	13%	21%	6%	17%
GROSS REVENUE (D/S)	71	60	51	50	56	40	40	49	39	3	63	23	48	70	-1	27	27
	18%	21%	20%	20%	25%	22%	23%	28%	25%	4%	20%	17%	22%	20%	-2%	40%	9%
INCREASE	156	118	102	104	102	75	73	76	65	25	126	53	89	142	12	35	102
	39%	41%	41%	42%	45%	40%	42%	44%	42%	36%	39%	38%	42%	40%	29%	52%	35%
DECREASE	85	58	52	54	46	35	33	27	26	22	63	30	41	71	12	8	75
	21%	20%	21%	22%	20%	19%	19%	16%	17%	31%	20%	22%	19%	20%	30%	12%	26%
STAY THE SAME	151	104	88	83	72	72	62	63	59	21	129	51	81	131	16	22	113
	38%	36%	36%	34%	32%	38%	36%	37%	39%	29%	40%	37%	38%	37%	38%	33%	38%
PROFITABILITY (D/S)	24	26	28	26	23	24	17	22	21	-8	30	13	13	26	-2	19	-1
	6%	9%	11%	11%	10%	13%	10%	13%	14%	-11%	9%	9%	6%	7%	-4%	28%	-
INCREASE	124	93	80	83	76	64	57	60	52	18	103	47	66	113	10	29	85
	31%	32%	32%	34%	34%	34%	33%	35%	34%	25%	32%	34%	31%	32%	23%	42%	29%
DECREASE	100	66	52	57	54	40	40	39	31	25	74	35	53	88	11	9	86
	25%	23%	21%	23%	24%	21%	23%	23%	20%	36%	23%	25%	25%	25%	27%	14%	29%
STAY THE SAME	168	120	110	100	88	79	71	66	65	26	140	51	92	143	20	29	118
	42%	42%	44%	41%	39%	42%	41%	39%	42%	37%	43%	37%	43%	41%	48%	43%	40%
CAPITAL EXPENDITURES (D/S)	53	42	30	37	29	18	25	23	24	8	45	9	36	45	3	4	39
	13%	15%	12%	15%	13%	10%	14%	14%	16%	11%	14%	7%	17%	13%	8%	6%	13%
INCREASE	122	89	75	80	69	48	52	51	45	21	99	39	67	106	11	18	91
	30%	31%	30%	32%	31%	26%	30%	30%	29%	30%	31%	28%	32%	30%	27%	26%	31%
DECREASE	69	47	46	43	40	30	28	28	21	13	54	29	31	61	8	14	52
	17%	16%	18%	17%	18%	16%	16%	16%	13%	19%	17%	21%	15%	17%	20%	20%	18%
STAY THE SAME	204	146	123	119	112	106	91	90	85	35	165	69	111	180	20	36	148
	51%	51%	49%	48%	50%	57%	53%	52%	55%	50%	51%	50%	52%	51%	49%	52%	50%

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	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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88			
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%			
MN BIZ CLIMATE (D/S)	-119	-33	-24	-11	-23	-28	-57	-62	-51	-28	-26	-58	-46	-12	-14	-6	-22	-20	-18	-97	-68	-14	-3	-23			
	-30%	-23%	-28%	-22%	-54%	-34%	-25%	-36%	-36%	-24%	-30%	-29%	-38%	-19%	-29%	-14%	-40%	-43%	-26%	-30%	-37%	-22%	-39%	-26%			
BETTER	64	27	14	11	1	10	41	22	16	24	13	32	16	14	7	11	6	4	13	50	24	12	1	17			
	16%	20%	16%	24%	3%	12%	18%	13%	12%	21%	14%	15%	13%	22%	14%	24%	12%	10%	19%	15%	13%	18%	10%	19%			
WORSE	183	60	38	22	25	38	98	84	68	52	39	90	62	26	20	17	29	24	31	146	92	27	4	40			
	46%	43%	44%	46%	57%	46%	43%	49%	48%	45%	44%	44%	52%	41%	43%	38%	51%	53%	45%	46%	50%	40%	49%	45%			
SAME	148	51	34	13	17	33	85	63	52	40	37	78	42	23	20	18	20	15	24	122	63	26	3	31			
	37%	37%	39%	26%	40%	40%	38%	36%	37%	34%	41%	38%	35%	36%	43%	38%	36%	34%	34%	38%	35%	40%	32%	35%			
2022 ECONOMY (D/S)	-94	-20	-18	-20	-10	-26	-38	-55	-55	-19	-10	-57	-25	-10	-17	-3	-12	-10	-8	-85	-64	-8	-6	-8			
	-23%	-14%	-21%	-41%	-22%	-31%	-17%	-32%	-39%	-16%	-11%	-28%	-21%	-16%	-37%	-7%	-22%	-21%	-11%	-26%	-35%	-12%	-72%	-10%			
EXPANSION	77	29	21	7	7	12	50	27	18	27	21	37	23	14	6	12	8	8	18	57	28	16	-	20			
	19%	21%	24%	15%	16%	15%	22%	15%	13%	23%	24%	18%	19%	22%	13%	27%	15%	18%	25%	18%	15%	24%	-	23%			
RECESSION	171	49	39	27	16	38	89	82	73	46	31	94	48	24	24	15	21	18	25	142	92	24	6	29			
	43%	35%	45%	57%	38%	47%	39%	47%	52%	39%	35%	46%	40%	38%	50%	34%	37%	40%	36%	44%	50%	36%	72%	33%			
FLAT	140	55	24	14	18	30	79	61	46	43	33	66	48	25	16	17	27	18	25	112	58	25	2	34			
	35%	39%	27%	28%	42%	36%	35%	35%	33%	37%	37%	32%	40%	39%	33%	37%	48%	40%	36%	35%	32%	38%	28%	39%			
2023 PROJECTION (D/S)	-95	-11	-19	-19	-20	-25	-31	-64	-47	-21	-21	-49	-33	-13	-9	-9	-14	-9	-6	-87	-65	-5	-3	-10			
	-24%	-8%	-22%	-39%	-47%	-30%	-14%	-37%	-33%	-18%	-24%	-24%	-27%	-20%	-20%	-19%	-25%	-19%	-9%	-27%	-36%	-7%	-31%	-12%			
EXPANSION	76	35	20	5	3	14	55	21	22	28	12	39	21	12	9	9	13	9	19	56	24	18	2	25			
	19%	25%	23%	10%	7%	17%	24%	12%	15%	24%	14%	19%	18%	19%	18%	19%	23%	20%	27%	17%	13%	27%	19%	28%			
RECESSION	171	46	39	24	23	38	85	85	69	49	34	88	54	25	18	17	27	18	25	143	89	23	4	35			
	43%	33%	45%	49%	54%	47%	38%	49%	49%	42%	38%	43%	45%	39%	38%	38%	48%	39%	36%	44%	49%	34%	50%	40%			
FLAT	135	53	22	17	17	27	75	60	47	36	39	68	40	25	21	18	14	19	22	109	59	24	3	26			
	34%	38%	25%	35%	39%	32%	33%	35%	33%	31%	45%	33%	33%	39%	44%	39%	26%	41%	32%	34%	32%	36%	31%	29%			
RECESSION RESISTANCE CONFIDENCE (D/S)	314	106	77	30	35	67	183	131	94	95	85	148	101	59	45	39	46	40	55	252	129	51	6	76			
	78%	76%	88%	62%	81%	82%	80%	76%	66%	82%	96%	72%	84%	93%	95%	86%	83%	88%	79%	78%	71%	77%	76%	86%			
TOTAL CONFIDENT	354	121	81	38	39	74	203	151	116	106	86	174	110	61	46	42	51	43	61	284	154	59	7	81			
	88%	87%	94%	79%	90%	90%	89%	87%	82%	91%	97%	85%	92%	96%	98%	93%	92%	93%	88%	88%	84%	89%	88%	93%			
TOTAL NOT CONFIDENT	40	16	5	8	4	7	20	19	22	11	1	26	10	2	1	3	5	2	6	32	24	8	1	6			
	10%	11%	5%	17%	10%	8%	9%	11%	16%	9%	1%	13%	8%	3%	2%	7%	8%	5%	9%	10%	13%	11%	12%	6%			

Table 2-2  
Summary of Key Econ Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
MN BIZ CLIMATE (D/S)	-119	-16	-62	-78	-42	20	-35	-104	64	-183	-	-3	-54	-63	8	-66	-58	-41	-27	-50	-27	-104	-4	-8
	-30%	-8%	-46%	-23%	-72%	26%	-25%	-61%	100%	-100%	-	-2%	-63%	-42%	7%	-66%	-34%	-34%	-39%	-25%	-42%	-32%	-17%	-19%
BETTER	64	52	9	61	2	32	18	13	64	-	-	44	4	13	42	4	18	17	14	32	4	48	5	9
	16%	26%	6%	18%	3%	42%	13%	8%	100%	-	-	28%	5%	9%	34%	4%	11%	14%	20%	16%	6%	15%	23%	22%
WORSE	183	68	71	139	44	13	52	117	-	183	-	47	58	76	33	70	76	58	41	82	31	152	8	17
	46%	34%	52%	41%	76%	16%	37%	68%	-	100%	-	30%	68%	50%	27%	70%	45%	48%	60%	40%	48%	47%	40%	41%
SAME	148	82	54	135	10	30	69	38	-	-	148	64	21	60	48	25	72	45	14	86	28	119	7	16
	37%	41%	39%	40%	18%	40%	49%	22%	-	-	100%	41%	25%	40%	38%	25%	43%	37%	20%	42%	44%	37%	34%	37%
2022 ECONOMY (D/S)	-94	-6	-45	-51	-41	77	-	-171	19	-104	-8	21	-61	-53	28	-69	-51	-21	-29	-44	-22	-82	-2	-8
	-23%	-3%	-33%	-15%	-72%	100%	-	-100%	30%	-57%	-5%	13%	-72%	-35%	22%	-69%	-30%	-17%	-42%	-22%	-35%	-25%	-12%	-18%
EXPANSION	77	57	17	74	2	77	-	-	32	13	30	60	2	14	53	3	20	31	8	35	5	60	5	9
	19%	28%	13%	22%	3%	100%	-	-	51%	7%	21%	38%	2%	9%	43%	3%	12%	26%	12%	17%	8%	18%	25%	20%
RECESSION	171	63	63	125	43	-	-	171	13	117	38	39	63	67	25	72	70	52	37	80	27	142	8	16
	43%	31%	46%	37%	75%	-	-	100%	20%	64%	26%	25%	74%	45%	20%	72%	42%	43%	54%	39%	43%	44%	36%	38%
FLAT	140	73	54	128	13	-	140	-	18	52	69	52	18	67	44	24	72	35	22	83	30	113	7	18
	35%	36%	40%	38%	22%	-	100%	-	28%	29%	47%	33%	21%	44%	35%	24%	43%	29%	32%	41%	46%	35%	35%	42%
2023 PROJECTION (D/S)	-95	-8	-49	-58	-36	28	-19	-102	15	-105	-3	1	-46	-48	12	-58	-45	-42	-27	-25	-13	-82	-10	-3
	-24%	-4%	-36%	-17%	-62%	36%	-14%	-60%	24%	-58%	-2%	1%	-54%	-32%	10%	-58%	-27%	-35%	-39%	-12%	-21%	-25%	-46%	-8%
EXPANSION	76	56	17	72	3	39	27	9	28	13	34	49	4	22	44	4	29	19	6	51	12	60	2	10
	19%	28%	12%	21%	5%	51%	19%	5%	44%	7%	23%	31%	5%	15%	35%	4%	17%	15%	9%	25%	19%	19%	9%	24%
RECESSION	171	64	66	130	39	11	47	111	13	118	37	48	50	70	32	62	74	61	33	75	25	142	11	14
	43%	32%	48%	38%	67%	15%	33%	65%	20%	65%	25%	31%	59%	47%	26%	62%	44%	50%	48%	37%	39%	44%	55%	32%
FLAT	135	73	47	119	16	25	60	45	19	48	68	58	26	50	44	27	61	39	24	71	25	108	7	18
	34%	36%	34%	35%	27%	32%	43%	26%	29%	26%	46%	37%	31%	33%	35%	27%	36%	32%	35%	35%	39%	33%	32%	42%
RECESSION RESISTANCE CONFIDENCE (D/S)	314	193	110	303	8	74	122	107	64	119	129	144	40	125	112	60	139	99	48	166	54	248	20	39
	78%	96%	80%	90%	15%	97%	87%	63%	100%	65%	87%	92%	47%	83%	91%	60%	82%	81%	70%	81%	85%	77%	96%	91%
TOTAL CONFIDENT	354	196	123	319	32	75	131	138	64	151	136	150	61	137	118	79	152	109	59	183	59	284	20	41
	88%	97%	90%	94%	56%	98%	93%	81%	100%	82%	92%	96%	72%	91%	95%	79%	90%	90%	85%	90%	92%	88%	96%	96%
TOTAL NOT CONFIDENT	40	3	13	16	24	1	8	31	-	31	7	5	21	12	6	19	13	11	10	17	4	36	-	2
	10%	2%	9%	5%	42%	1%	6%	18%	-	17%	5%	3%	24%	8%	5%	19%	8%	9%	15%	8%	7%	11%	-	4%

Table 2-3  
Summary of Key Econ Data

BANNER 3

	GENDER			AGE				2023 PROJECTION				RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
MN BIZ CLIMATE (D/S)	-119	-89	-30	-7	-23	-54	-27	16	-29	-105	-21	-66	-87	-31	-64	-54	-37	-1	-9	-31	-4	1	-44	-79
	-30%	-30%	-28%	-8%	-30%	-41%	-35%	21%	-22%	-61%	-12%	-36%	-25%	-79%	-36%	-31%	-37%	-2%	-19%	-84%	-21%	8%	-26%	-37%
BETTER	64	46	18	20	12	16	10	28	19	13	40	24	64	-	20	24	16	15	8	-	3	6	26	33
	16%	16%	17%	23%	15%	12%	13%	37%	14%	8%	23%	13%	18%	-	12%	14%	16%	30%	18%	-	14%	42%	15%	15%
WORSE	183	135	48	27	35	70	37	13	48	118	61	89	151	31	84	79	53	16	17	31	6	5	70	112
	46%	46%	45%	32%	45%	54%	48%	16%	36%	69%	36%	49%	43%	79%	47%	44%	53%	32%	36%	84%	35%	34%	41%	52%
SAME	148	109	39	36	30	44	29	34	68	37	69	68	136	7	73	70	28	19	22	6	9	2	71	68
	37%	37%	37%	42%	39%	34%	37%	44%	50%	22%	40%	37%	39%	18%	41%	40%	29%	38%	46%	16%	47%	12%	41%	32%
2022 ECONOMY (D/S)	-94	-66	-27	-2	-20	-34	-26	30	-20	-99	-3	-60	-63	-30	-15	-55	-38	1	-6	-26	-5	-6	-26	-65
	-23%	-23%	-26%	-2%	-26%	-26%	-33%	40%	-15%	-58%	-2%	-33%	-18%	-75%	-8%	-31%	-38%	2%	-13%	-70%	-25%	-40%	-15%	-30%
EXPANSION	77	58	19	23	13	25	14	39	25	11	50	25	75	1	43	22	16	16	10	2	4	3	38	36
	19%	20%	17%	26%	17%	19%	17%	51%	18%	7%	29%	14%	21%	2%	24%	12%	17%	32%	21%	6%	22%	18%	22%	17%
RECESSION	171	125	46	24	33	58	40	9	45	111	53	85	138	31	58	77	54	16	16	28	9	8	64	101
	43%	43%	43%	29%	43%	45%	51%	12%	33%	65%	31%	47%	39%	77%	33%	44%	55%	31%	34%	76%	47%	57%	37%	47%
FLAT	140	100	40	32	31	44	23	27	60	47	64	67	131	8	72	71	28	19	21	6	4	4	65	72
	35%	34%	38%	37%	40%	34%	29%	36%	45%	27%	37%	37%	37%	21%	40%	40%	28%	37%	45%	18%	21%	25%	38%	34%
2023 PROJECTION (D/S)	-95	-70	-25	-9	-24	-40	-21	76	-	-171	-24	-50	-73	-21	-40	-39	-39	-2	-5	-20	-4	-6	-36	-62
	-24%	-24%	-23%	-10%	-31%	-31%	-28%	100%	-	-100%	-14%	-27%	-21%	-54%	-22%	-22%	-39%	-4%	-12%	-53%	-23%	-43%	-21%	-29%
EXPANSION	76	55	21	21	17	19	11	76	-	-	42	31	73	2	30	36	13	13	10	3	3	2	36	34
	19%	19%	20%	24%	22%	15%	15%	100%	-	-	25%	17%	21%	4%	17%	20%	13%	26%	22%	8%	18%	14%	21%	16%
RECESSION	171	125	46	29	41	59	33	-	-	171	66	80	146	23	70	75	52	15	16	23	8	8	72	96
	43%	43%	43%	34%	53%	45%	42%	-	-	100%	38%	44%	41%	58%	39%	42%	52%	30%	33%	62%	41%	57%	42%	45%
FLAT	135	100	35	31	18	48	28	-	135	-	58	62	120	15	71	57	33	22	19	10	7	4	56	77
	34%	34%	33%	36%	23%	37%	36%	-	100%	-	34%	34%	34%	38%	40%	32%	33%	44%	41%	27%	36%	30%	33%	36%
RECESSION RESISTANCE CONFIDENCE (D/S)	314	225	89	79	69	99	49	71	105	123	172	182	354	-40	150	140	75	44	30	29	11	10	135	164
	78%	77%	84%	93%	89%	76%	62%	93%	78%	72%	100%	100%	100%	-100%	85%	79%	76%	87%	64%	79%	61%	68%	78%	77%
TOTAL CONFIDENT	354	256	97	82	72	114	62	73	120	146	172	182	354	-	162	157	86	48	38	33	15	12	152	187
	88%	87%	91%	96%	94%	88%	79%	95%	89%	86%	100%	100%	100%	-	91%	89%	87%	93%	82%	89%	80%	84%	89%	87%
TOTAL NOT CONFIDENT	40	32	8	2	4	15	13	2	15	23	-	-	-	40	12	17	11	3	8	4	4	2	17	22
	10%	11%	8%	3%	5%	12%	17%	2%	11%	13%	-	-	-	100%	7%	10%	11%	7%	18%	11%	20%	16%	10%	10%



Table 2-4  
Summary of Key Econ Data

BANNER 4

	GROWTH DRIVERS										OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE		
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218		
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%		
MN BIZ CLIMATE (D/S)	-119	-58	-33	-26	-25	-16	-14	-11	-16	-70	-46	-81	-35	-4	-73	-67	-51	-40	-78	-19	-27	-22	-31	-55		
	-30%	-32%	-22%	-30%	-41%	-27%	-29%	-36%	-50%	-34%	-25%	-42%	-24%	-7%	-38%	-33%	-28%	-20%	-38%	-36%	-27%	-42%	-31%	-25%		
BETTER	64	26	25	13	6	10	5	6	6	30	33	23	25	11	26	35	26	38	26	6	22	4	14	40		
	16%	15%	17%	15%	9%	17%	12%	19%	18%	15%	18%	12%	17%	21%	13%	17%	14%	19%	13%	12%	22%	8%	14%	19%		
WORSE	183	84	58	40	30	25	19	17	22	100	80	104	60	15	99	101	76	77	104	26	49	26	45	95		
	46%	47%	39%	45%	51%	43%	41%	56%	68%	49%	43%	54%	42%	27%	51%	51%	42%	40%	51%	48%	49%	50%	45%	44%		
SAME	148	66	63	35	24	20	21	8	5	73	70	65	55	26	67	61	79	76	70	18	27	22	41	81		
	37%	37%	42%	39%	40%	35%	46%	25%	14%	36%	38%	34%	38%	49%	35%	30%	43%	39%	35%	33%	27%	42%	41%	37%		
2022 ECONOMY (D/S)	-94	-33	-30	-22	-13	-12	-4	-5	-15	-32	-60	-57	-27	-8	-36	-58	-33	-32	-62	-17	-44	-13	-27	-34		
	-23%	-19%	-20%	-25%	-21%	-20%	-9%	-17%	-47%	-16%	-32%	-29%	-18%	-15%	-19%	-29%	-18%	-17%	-31%	-32%	-44%	-25%	-27%	-16%		
EXPANSION	77	37	32	14	9	13	12	8	3	47	30	33	32	10	41	35	39	40	36	11	13	8	17	49		
	19%	21%	21%	15%	15%	23%	25%	27%	10%	23%	16%	17%	22%	19%	21%	17%	21%	21%	18%	20%	13%	15%	17%	22%		
RECESSION	171	70	62	35	22	25	16	13	18	79	89	90	58	18	78	93	71	72	97	28	57	21	44	83		
	43%	39%	42%	40%	36%	43%	34%	44%	57%	39%	48%	46%	40%	34%	40%	46%	39%	37%	48%	52%	57%	40%	44%	38%		
FLAT	140	65	50	39	27	19	19	9	10	73	63	66	49	22	69	67	66	76	63	15	30	21	37	77		
	35%	37%	33%	44%	45%	33%	40%	29%	30%	35%	34%	34%	34%	41%	36%	33%	36%	39%	31%	28%	30%	40%	37%	35%		
2023 PROJECTION (D/S)	-95	-44	-23	-13	-21	-16	-8	-7	-8	-48	-44	-65	-33	4	-48	-67	-25	-37	-58	-22	-46	-21	-22	-28		
	-24%	-25%	-15%	-15%	-35%	-27%	-16%	-25%	-25%	-23%	-24%	-34%	-23%	7%	-25%	-33%	-14%	-19%	-29%	-40%	-46%	-40%	-22%	-13%		
EXPANSION	76	33	34	21	6	13	11	5	6	37	38	29	25	21	34	29	43	40	35	8	13	5	21	52		
	19%	19%	23%	24%	10%	22%	24%	17%	20%	18%	20%	15%	17%	39%	18%	15%	24%	21%	17%	15%	13%	10%	21%	24%		
RECESSION	171	78	57	34	27	29	19	13	14	85	82	94	58	17	82	96	69	78	93	30	59	26	43	80		
	43%	44%	38%	38%	45%	49%	41%	42%	45%	41%	44%	49%	40%	33%	42%	48%	38%	40%	46%	55%	59%	50%	43%	37%		
FLAT	135	61	50	33	27	13	15	12	9	77	55	65	54	12	72	65	63	67	65	16	25	20	33	74		
	34%	34%	33%	37%	45%	23%	33%	41%	29%	37%	29%	34%	38%	22%	37%	32%	35%	35%	32%	29%	26%	38%	33%	34%		
RECESSION RESISTANCE CONFIDENCE (D/S)	314	137	107	80	53	51	40	23	26	180	126	131	130	47	169	160	141	164	146	43	74	39	81	174		
	78%	77%	72%	90%	88%	87%	85%	79%	81%	87%	68%	68%	91%	87%	87%	80%	77%	85%	72%	80%	74%	77%	81%	80%		
TOTAL CONFIDENT	354	155	127	84	56	53	43	27	29	191	155	161	136	49	180	179	160	177	172	48	86	45	89	194		
	88%	87%	85%	94%	93%	91%	92%	89%	91%	93%	83%	83%	95%	92%	93%	89%	88%	92%	85%	89%	86%	88%	89%	89%		
TOTAL NOT CONFIDENT	40	18	20	3	3	2	3	3	3	11	29	30	6	2	11	19	19	13	27	5	11	6	9	20		
	10%	10%	13%	4%	5%	4%	7%	11%	9%	5%	15%	15%	4%	4%	6%	10%	10%	7%	13%	9%	11%	12%	9%	9%		

Table 2-5  
Summary of Key Econ Data

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LIFE	SHIFTS	FITS	STRY	GRWTH								
BASE-TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
MN BIZ CLIMATE (D/S)	-119	-81	-72	-73	-66	-49	-53	-42	-42	-40	-82	-28	-63	-91	-26	-11	-100
	-30%	-28%	-29%	-30%	-29%	-26%	-31%	-25%	-27%	-56%	-25%	-20%	-29%	-26%	-62%	-16%	-34%
BETTER	64	46	38	37	35	30	27	30	25	4	57	29	30	59	4	16	42
	16%	16%	15%	15%	16%	16%	16%	18%	16%	5%	18%	21%	14%	17%	9%	24%	14%
WORSE	183	127	110	111	102	79	80	72	67	44	139	57	93	149	29	27	142
	46%	44%	44%	45%	45%	42%	46%	42%	44%	62%	43%	41%	43%	43%	72%	40%	48%
SAME	148	110	96	95	86	75	62	65	58	20	124	51	88	139	6	24	107
	37%	39%	39%	39%	38%	40%	36%	38%	38%	29%	38%	37%	41%	40%	15%	36%	36%
2022 ECONOMY (D/S)	-94	-61	-43	-46	-40	-32	-26	-25	-21	-21	-74	-27	-48	-75	-14	2	-82
	-23%	-21%	-18%	-19%	-18%	-17%	-15%	-14%	-14%	-30%	-23%	-20%	-23%	-21%	-35%	2%	-28%
EXPANSION	77	54	54	53	50	39	38	39	34	14	60	30	41	71	5	18	53
	19%	19%	22%	22%	22%	21%	22%	23%	22%	20%	19%	21%	19%	20%	12%	27%	18%
RECESSION	171	115	97	100	90	71	65	64	55	35	134	57	90	146	19	17	135
	43%	40%	39%	40%	40%	38%	38%	37%	36%	50%	42%	41%	42%	42%	47%	25%	46%
FLAT	140	109	87	86	78	71	64	61	59	21	116	45	77	122	17	31	100
	35%	38%	35%	35%	35%	38%	37%	36%	38%	30%	36%	32%	36%	35%	41%	45%	34%
2023 PROJECTION (D/S)	-95	-59	-55	-52	-49	-34	-34	-33	-25	-24	-68	-19	-58	-77	-15	-12	-77
	-24%	-21%	-22%	-21%	-22%	-18%	-20%	-19%	-16%	-34%	-21%	-14%	-27%	-22%	-38%	-18%	-26%
EXPANSION	76	56	44	46	45	41	32	36	31	11	64	34	34	68	6	11	56
	19%	19%	18%	19%	20%	22%	18%	21%	20%	15%	20%	25%	16%	19%	16%	17%	19%
RECESSION	171	115	99	98	94	75	66	68	56	35	133	53	92	145	22	24	133
	43%	40%	40%	40%	42%	40%	38%	40%	37%	49%	41%	38%	43%	41%	54%	35%	45%
FLAT	135	106	95	92	78	63	68	61	61	22	111	40	82	121	12	32	92
	34%	37%	38%	37%	35%	34%	40%	36%	40%	31%	34%	29%	38%	35%	28%	47%	31%
RECESSION RESISTANCE CONFIDENCE (D/S)	314	224	195	196	183	138	136	133	126	51	256	111	171	282	28	62	221
	78%	78%	79%	79%	81%	74%	79%	78%	82%	73%	79%	80%	80%	80%	68%	91%	75%
TOTAL CONFIDENT	354	252	219	220	203	161	153	150	138	60	287	123	191	314	34	65	256
	88%	88%	88%	89%	90%	86%	89%	88%	90%	86%	89%	89%	90%	90%	83%	95%	87%
TOTAL NOT CONFIDENT	40	28	24	23	20	23	16	17	13	9	31	12	20	32	6	3	35
	10%	10%	10%	9%	9%	13%	10%	10%	8%	13%	9%	9%	9%	9%	15%	5%	12%

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	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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88	
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%	
OVERALL INFLATION	108	30	28	19	10	21	58	50	44	30	17	57	35	12	6	12	14	10	16	89	59	13	3	19	
	27%	21%	32%	40%	22%	26%	25%	29%	31%	26%	19%	28%	29%	20%	13%	27%	26%	22%	23%	28%	32%	20%	38%	21%	
ATTRACTING QUALIFIED WORKERS	104	31	28	18	5	22	59	46	35	31	27	46	36	17	8	15	19	12	16	84	55	18	3	20	
	26%	22%	32%	38%	12%	27%	26%	26%	25%	27%	30%	23%	30%	27%	17%	33%	34%	26%	23%	26%	30%	28%	37%	23%	
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	87	30	24	15	7	12	54	33	29	30	14	40	39	6	7	9	9	13	16	70	45	14	2	13	
	22%	22%	27%	31%	15%	15%	24%	19%	21%	26%	16%	20%	33%	9%	15%	19%	16%	29%	23%	22%	25%	21%	29%	15%	
THE COSTS OF HEALTH CARE COVERAGE	77	23	19	11	5	19	42	35	29	29	6	48	22	5	9	9	9	7	12	62	42	10	2	14	
	19%	17%	21%	22%	12%	23%	19%	20%	21%	25%	7%	23%	18%	7%	18%	20%	17%	15%	17%	19%	23%	14%	28%	16%	
RETAINING QUALIFIED WORKERS	75	24	14	14	7	16	38	37	24	19	22	33	22	17	5	9	12	8	11	61	37	14	1	19	
	19%	17%	16%	29%	17%	20%	17%	21%	17%	16%	25%	16%	18%	26%	11%	19%	21%	16%	15%	19%	20%	21%	11%	21%	
ECONOMIC AND GLOBAL UNCERTAINTY	72	23	19	7	6	16	42	30	26	24	10	37	25	9	3	8	7	9	11	59	40	12	2	12	
	18%	16%	22%	16%	15%	20%	19%	17%	19%	21%	12%	18%	21%	14%	6%	18%	13%	19%	15%	18%	22%	18%	26%	14%	
RECESSION	69	22	17	8	7	15	38	30	26	24	5	40	21	4	4	9	6	6	9	55	40	8	1	13	
	17%	15%	19%	16%	17%	18%	17%	17%	18%	21%	6%	20%	17%	6%	8%	20%	11%	13%	14%	17%	22%	12%	12%	15%	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	59	16	16	8	5	13	33	27	20	21	9	30	22	5	4	8	7	6	12	46	31	10	1	11	
	15%	12%	19%	17%	13%	16%	14%	15%	14%	18%	10%	15%	19%	8%	8%	18%	13%	13%	17%	14%	17%	16%	11%	13%	
DEVELOPING FUTURE LEADERS	51	20	7	12	4	8	28	24	21	12	11	25	18	7	2	5	4	4	12	37	32	5	2	5	
	13%	15%	8%	24%	10%	9%	12%	14%	15%	11%	12%	12%	15%	11%	4%	12%	7%	8%	17%	12%	17%	8%	21%	6%	
LACK OF AUTOMATION	7	2	3	2	-	1	5	3	3	3	1	2	2	3	1	2	-	2	1	6	2	2	-	2	
	2%	1%	3%	4%	-	1%	2%	2%	2%	2%	1%	1%	1%	5%	2%	4%	-	3%	1%	2%	1%	3%	-	3%	

Table 3-2  
Summary of Concerns: % 10

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
OVERALL INFLATION	108	31	46	76	30	3	31	69	4	75	29	27	36	42	13	37	53	32	28	46	18	92	3	9
	27%	15%	33%	23%	52%	4%	22%	40%	6%	41%	19%	17%	42%	28%	10%	37%	31%	26%	41%	22%	29%	28%	17%	21%
ATTRACTING QUALIFIED WORKERS	104	43	44	87	16	16	39	47	13	63	29	39	23	38	35	25	43	28	23	49	15	83	4	13
	26%	21%	32%	26%	28%	21%	28%	27%	20%	34%	19%	25%	27%	25%	28%	25%	23%	34%	24%	24%	24%	26%	21%	29%
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	87	30	40	70	16	7	23	56	9	64	14	27	22	35	22	28	35	29	14	40	14	79	1	5
	22%	15%	29%	21%	28%	9%	16%	33%	15%	35%	10%	17%	26%	23%	18%	28%	21%	23%	21%	20%	21%	25%	4%	12%
THE COSTS OF HEALTH CARE COVERAGE	77	27	33	60	17	14	24	37	10	45	22	28	17	28	18	20	37	26	16	32	11	69	1	3
	19%	13%	24%	18%	29%	18%	17%	22%	16%	25%	15%	18%	20%	19%	14%	20%	22%	21%	23%	16%	17%	21%	7%	8%
RETAINING QUALIFIED WORKERS	75	30	32	62	13	9	36	29	10	40	25	22	15	35	21	16	36	18	20	34	13	55	5	11
	19%	15%	24%	18%	22%	11%	26%	17%	16%	22%	17%	14%	17%	23%	17%	16%	21%	15%	29%	17%	21%	17%	24%	27%
ECONOMIC AND GLOBAL UNCERTAINTY	72	17	31	48	23	4	18	50	2	56	13	18	25	28	13	30	27	26	17	27	7	62	3	5
	18%	8%	23%	14%	40%	5%	13%	30%	3%	31%	9%	12%	29%	19%	11%	30%	16%	21%	25%	13%	11%	19%	16%	13%
RECESSION	69	21	27	48	20	3	15	48	3	50	15	15	26	25	7	27	32	19	21	26	9	61	1	3
	17%	10%	19%	14%	34%	3%	11%	28%	4%	27%	10%	9%	30%	17%	6%	27%	19%	16%	30%	13%	14%	19%	3%	7%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	59	18	23	41	18	5	18	34	5	44	11	18	15	22	13	18	26	18	15	25	9	52	1	4
	15%	9%	16%	12%	31%	7%	13%	20%	7%	24%	7%	11%	18%	15%	10%	18%	16%	15%	21%	12%	13%	16%	4%	10%
DEVELOPING FUTURE LEADERS	51	24	17	41	10	6	18	24	5	33	14	16	14	20	13	13	24	17	10	22	10	43	1	6
	13%	12%	13%	12%	17%	8%	13%	14%	8%	18%	9%	10%	16%	13%	10%	13%	14%	14%	15%	11%	15%	13%	4%	14%
LACK OF AUTOMATION	7	2	4	7	1	1	3	3	1	5	2	3	4	-	3	3	1	4	2	2	-	4	-	3
	2%	1%	3%	2%	1%	2%	2%	2%	1%	3%	1%	2%	5%	-	3%	3%	-	3%	2%	1%	-	1%	-	7%

Table 3-3  
Summary of Concerns: % 10

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
OVERALL INFLATION	108	75	33	11	24	39	23	3	28	73	37	48	85	21	36	48	43	8	14	16	2	3	42	63
	27%	26%	31%	12%	31%	30%	30%	4%	21%	43%	22%	26%	24%	52%	20%	27%	43%	15%	30%	45%	12%	19%	25%	29%
ATTRACTING QUALIFIED WORKERS	104	75	29	12	21	43	18	14	31	53	37	54	92	10	66	41	25	15	8	10	3	5	34	68
	26%	26%	27%	14%	27%	33%	23%	18%	23%	31%	22%	30%	26%	26%	37%	23%	25%	29%	18%	29%	16%	33%	20%	32%
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	87	53	34	13	19	34	15	11	20	49	24	48	72	13	35	52	24	9	7	9	5	3	29	58
	22%	18%	32%	15%	25%	26%	19%	14%	15%	29%	14%	27%	20%	34%	20%	30%	24%	18%	15%	25%	26%	20%	17%	27%
THE COSTS OF HEALTH CARE COVERAGE	77	52	25	7	17	32	12	8	23	44	27	39	66	8	30	32	24	8	20	8	1	5	33	43
	19%	18%	23%	9%	22%	24%	16%	10%	17%	26%	16%	21%	19%	21%	17%	18%	25%	16%	42%	21%	5%	38%	19%	20%
RETAINING QUALIFIED WORKERS	75	45	30	16	11	31	10	7	25	36	26	42	68	6	46	29	19	9	3	8	2	5	24	49
	19%	15%	28%	19%	14%	24%	12%	10%	18%	21%	15%	23%	19%	14%	26%	17%	19%	18%	6%	21%	11%	33%	14%	23%
ECONOMIC AND GLOBAL UNCERTAINTY	72	48	24	8	10	27	19	3	13	50	22	36	58	13	23	35	23	6	14	12	3	4	31	40
	18%	16%	23%	9%	13%	21%	24%	4%	9%	29%	13%	20%	16%	34%	13%	20%	23%	11%	29%	32%	17%	26%	18%	19%
RECESSION	69	50	18	7	12	24	17	1	16	47	20	29	48	17	20	30	25	6	12	11	2	3	38	29
	17%	17%	17%	8%	15%	18%	22%	1%	12%	28%	11%	16%	14%	43%	11%	17%	25%	12%	25%	31%	12%	19%	22%	14%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	59	38	21	6	11	24	11	6	13	38	18	31	49	8	28	20	17	11	8	8	2	4	20	39
	15%	13%	20%	7%	14%	19%	15%	8%	10%	22%	10%	17%	14%	20%	16%	11%	17%	21%	17%	23%	11%	27%	11%	18%
DEVELOPING FUTURE LEADERS	51	34	17	7	9	21	12	8	14	26	19	21	40	8	22	25	20	5	3	5	1	1	23	24
	13%	12%	16%	8%	12%	16%	15%	10%	11%	15%	11%	11%	11%	20%	12%	14%	21%	10%	7%	14%	5%	6%	13%	11%
LACK OF AUTOMATION	7	4	3	2	2	1	3	2	2	3	2	5	7	1	3	3	2	-	-	1	2	1	3	5
	2%	1%	3%	2%	3%	1%	3%	2%	2%	2%	1%	3%	2%	2%	1%	2%	2%	-	-	3%	9%	6%	1%	2%

Table 3-4  
Summary of Concerns: % 10

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEV-ELOP MGRS	NEW PROD	STGY PLAN	AUTO-MTN	CAP-ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
OVERALL INFLATION	108	47	40	23	15	10	8	10	7	50	53	68	25	15	49	59	46	50	58	19	36	11	35	55	
	27%	27%	27%	26%	24%	18%	17%	35%	23%	24%	28%	35%	17%	27%	25%	29%	25%	26%	29%	36%	36%	21%	35%	25%	
ATTRACTING QUALIFIED WORKERS	104	62	31	29	22	14	9	9	6	72	30	87	11	6	71	56	44	51	53	17	28	9	26	55	
	26%	35%	21%	33%	36%	23%	20%	30%	18%	35%	16%	45%	8%	11%	37%	28%	24%	26%	26%	32%	28%	17%	26%	25%	
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	87	38	32	25	11	8	8	6	9	45	40	53	24	9	42	47	37	35	51	10	24	8	14	53	
	22%	22%	21%	28%	18%	13%	17%	22%	29%	22%	21%	27%	16%	17%	22%	23%	20%	18%	25%	19%	24%	15%	14%	24%	
THE COSTS OF HEALTH CARE COVERAGE	77	40	34	19	10	9	4	10	5	34	42	46	18	13	33	40	35	36	40	14	28	6	32	40	
	19%	23%	23%	21%	17%	15%	9%	32%	16%	17%	22%	24%	12%	24%	17%	20%	19%	19%	20%	27%	28%	12%	32%	18%	
RETAINING QUALIFIED WORKERS	75	47	20	23	15	7	6	6	6	53	19	54	12	8	50	34	37	34	40	13	17	9	26	35	
	19%	26%	14%	25%	25%	12%	13%	20%	20%	26%	10%	28%	8%	16%	26%	17%	20%	17%	20%	24%	17%	17%	26%	16%	
ECONOMIC AND GLOBAL UNCERTAINTY	72	28	28	12	12	9	5	9	8	34	37	45	16	11	34	42	27	34	38	13	22	9	15	40	
	18%	16%	19%	14%	19%	15%	12%	29%	25%	16%	20%	23%	11%	21%	18%	21%	15%	18%	19%	24%	22%	17%	15%	18%	
RECESSION	69	27	25	14	9	7	4	7	6	28	40	43	15	11	26	41	25	32	37	12	25	9	19	36	
	17%	15%	17%	15%	15%	13%	8%	23%	18%	13%	21%	22%	11%	20%	14%	21%	14%	16%	18%	23%	25%	17%	19%	16%	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	59	31	25	20	11	6	2	3	5	33	23	44	9	6	32	35	20	30	29	14	11	8	21	31	
	15%	18%	17%	22%	19%	11%	5%	10%	16%	16%	12%	23%	6%	11%	16%	17%	11%	15%	15%	25%	11%	15%	21%	14%	
DEVELOPING FUTURE LEADERS	51	23	23	11	10	5	8	3	5	26	25	35	8	8	25	29	21	26	25	10	16	4	5	26	
	13%	13%	15%	13%	17%	9%	17%	10%	16%	13%	13%	18%	5%	15%	13%	14%	11%	13%	12%	19%	16%	8%	5%	12%	
LACK OF AUTOMATION	7	4	2	3	2	-	1	1	1	5	2	5	1	1	4	2	4	3	4	4	2	-	1	4	
	2%	2%	1%	3%	3%	-	2%	5%	2%	2%	1%	2%	1%	2%	2%	1%	2%	2%	2%	7%	2%	-	1%	2%	

Table 3-5  
Summary of Concerns: % 10

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LIFE	SHIFTS	FITS	STRY	GRWTH								
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
OVERALL INFLATION	108 27%	71 25%	69 28%	69 28%	60 27%	47 25%	44 26%	50 29%	41 27%	21 30%	86 27%	38 28%	60 28%	98 28%	9 23%	16 24%	82 28%
ATTRACTING QUALIFIED WORKERS	104 26%	74 26%	71 28%	65 26%	54 24%	52 28%	51 30%	48 28%	48 31%	25 36%	79 25%	39 29%	55 26%	94 27%	8 20%	27 40%	69 23%
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	87 22%	61 21%	56 23%	51 21%	50 22%	36 20%	37 22%	34 20%	38 24%	23 32%	65 20%	34 24%	47 22%	81 23%	7 17%	11 16%	69 23%
THE COSTS OF HEALTH CARE COVERAGE	77 19%	55 19%	50 20%	51 21%	50 22%	33 18%	34 20%	39 23%	34 22%	18 26%	56 17%	25 18%	40 19%	65 18%	12 30%	12 18%	58 20%
RETAINING QUALIFIED WORKERS	75 19%	52 18%	52 21%	47 19%	41 18%	42 23%	35 20%	33 19%	34 22%	18 25%	56 17%	21 15%	45 21%	66 19%	8 19%	20 29%	50 17%
ECONOMIC AND GLOBAL UNCERTAINTY	72 18%	49 17%	41 16%	44 18%	35 16%	29 15%	30 17%	29 17%	27 18%	16 23%	56 17%	30 22%	34 16%	64 18%	8 20%	11 16%	58 20%
RECESSION	69 17%	52 18%	47 19%	47 19%	39 17%	30 16%	29 17%	31 18%	26 17%	14 20%	54 17%	31 23%	28 13%	59 17%	8 20%	9 13%	55 19%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	59 15%	41 14%	33 13%	34 14%	30 13%	28 15%	21 12%	25 15%	24 16%	10 14%	49 15%	21 15%	30 14%	51 14%	7 18%	8 12%	44 15%
DEVELOPING FUTURE LEADERS	51 13%	37 13%	33 13%	30 12%	25 11%	24 13%	24 14%	25 15%	21 14%	10 14%	41 13%	22 16%	26 12%	48 14%	3 7%	7 11%	40 13%
LACK OF AUTOMATION	7 2%	6 2%	6 2%	5 2%	6 2%	3 2%	3 1%	3 2%	1 1%	1 2%	5 1%	2 2%	4 2%	6 2%	1 2%	1 2%	4 1%

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	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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88	
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%	
OVERALL INFLATION	219	77	49	29	19	45	126	93	92	59	42	118	69	26	19	25	33	31	37	177	112	34	7	39	
	55%	55%	57%	61%	45%	54%	56%	54%	65%	51%	47%	58%	57%	41%	40%	56%	59%	66%	53%	55%	61%	52%	81%	45%	
ATTRACTING QUALIFIED WORKERS	211	72	50	27	19	43	122	89	59	63	58	89	73	41	20	33	37	22	30	175	90	40	6	47	
	53%	51%	57%	56%	45%	52%	54%	51%	42%	54%	66%	44%	61%	65%	43%	72%	66%	48%	43%	54%	49%	61%	69%	54%	
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	194	61	52	23	18	40	113	80	73	54	37	99	65	25	22	20	24	24	39	152	98	29	6	35	
	48%	44%	60%	48%	41%	48%	50%	46%	52%	47%	42%	49%	54%	40%	46%	45%	44%	52%	55%	47%	53%	45%	68%	40%	
RETAINING QUALIFIED WORKERS	174	54	40	26	19	35	94	80	57	47	48	74	61	34	19	23	32	19	28	141	77	32	5	41	
	43%	39%	46%	55%	44%	43%	41%	46%	41%	40%	54%	36%	51%	53%	41%	51%	57%	42%	40%	44%	42%	49%	60%	47%	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	166	56	35	18	20	37	91	75	57	48	43	79	54	28	16	24	28	17	30	132	81	28	4	30	
	41%	40%	40%	38%	46%	46%	40%	44%	40%	41%	49%	39%	45%	44%	34%	53%	50%	38%	43%	41%	44%	42%	50%	34%	
THE COSTS OF HEALTH CARE COVERAGE	164	52	35	24	15	38	87	77	63	49	29	89	48	20	17	23	22	16	25	132	86	21	6	32	
	41%	37%	40%	50%	34%	47%	38%	45%	44%	42%	33%	44%	40%	31%	36%	51%	39%	34%	36%	41%	47%	32%	67%	36%	
RECESSION	163	53	37	22	16	35	90	73	69	51	23	94	52	13	12	18	26	17	24	135	89	21	6	29	
	41%	38%	42%	46%	38%	42%	40%	42%	49%	43%	26%	46%	44%	20%	26%	40%	46%	37%	35%	42%	49%	32%	71%	33%	
ECONOMIC AND GLOBAL UNCERTAINTY	160	52	38	24	15	32	90	71	66	45	28	83	54	20	19	18	20	21	29	128	82	30	6	24	
	40%	37%	43%	50%	36%	39%	39%	41%	47%	39%	32%	41%	45%	31%	40%	40%	35%	47%	42%	40%	45%	46%	69%	27%	
DEVELOPING FUTURE LEADERS	114	39	27	17	13	18	66	48	45	30	26	55	40	17	6	12	15	14	24	89	63	20	3	16	
	28%	28%	31%	35%	30%	22%	29%	28%	32%	25%	30%	27%	33%	26%	13%	26%	27%	31%	34%	28%	35%	30%	37%	18%	
LACK OF AUTOMATION	20	9	4	2	2	2	13	7	7	6	5	5	7	6	2	3	2	3	5	14	6	5	1	6	
	5%	6%	5%	4%	5%	3%	6%	4%	5%	5%	5%	2%	6%	9%	4%	6%	3%	7%	7%	4%	3%	8%	10%	6%	



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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
OVERALL INFLATION	219	71	96	167	49	14	76	124	17	138	62	68	60	87	46	71	95	76	40	100	36	187	9	17
	55%	35%	70%	49%	85%	18%	54%	73%	27%	76%	42%	44%	70%	58%	37%	71%	57%	62%	58%	49%	57%	58%	44%	40%
ATTRACTING QUALIFIED WORKERS	211	99	80	179	31	34	77	94	25	119	65	78	47	82	65	54	88	61	44	102	35	162	14	27
	53%	49%	58%	53%	54%	45%	55%	55%	40%	65%	44%	50%	55%	54%	52%	54%	52%	50%	64%	50%	55%	50%	68%	64%
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	194	77	79	157	35	26	56	111	22	112	58	63	47	79	52	66	72	59	31	99	31	164	7	18
	48%	38%	58%	46%	61%	34%	40%	65%	35%	61%	39%	41%	56%	53%	42%	66%	43%	49%	44%	49%	48%	51%	35%	42%
RETAINING QUALIFIED WORKERS	174	71	74	145	28	25	66	79	24	97	53	56	40	74	46	45	79	50	38	82	33	134	11	23
	43%	35%	54%	43%	48%	32%	47%	47%	37%	53%	36%	36%	47%	49%	37%	45%	47%	41%	55%	40%	52%	41%	51%	55%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	166	67	61	128	36	22	53	87	19	103	44	54	43	65	39	53	70	55	29	79	26	133	11	17
	41%	33%	44%	38%	63%	28%	38%	51%	30%	56%	30%	35%	51%	43%	31%	53%	42%	46%	42%	39%	40%	41%	54%	40%
THE COSTS OF HEALTH CARE COVERAGE	164	68	62	129	32	27	53	81	24	83	54	62	40	58	41	47	72	48	30	83	21	137	9	11
	41%	34%	45%	38%	55%	35%	38%	48%	38%	45%	37%	40%	47%	38%	33%	47%	43%	39%	43%	41%	33%	42%	42%	26%
RECESSION	163	50	69	120	41	10	42	107	13	104	45	38	57	65	28	59	72	46	34	81	27	146	2	11
	41%	25%	51%	35%	72%	14%	30%	63%	21%	57%	31%	24%	67%	43%	23%	59%	43%	38%	49%	40%	43%	45%	11%	25%
ECONOMIC AND GLOBAL UNCERTAINTY	160	59	63	122	36	15	46	98	12	100	46	47	49	61	33	63	60	50	32	76	22	137	4	16
	40%	29%	46%	36%	63%	20%	33%	58%	19%	55%	31%	30%	58%	41%	27%	63%	36%	41%	46%	37%	34%	42%	20%	37%
DEVELOPING FUTURE LEADERS	114	42	47	89	24	15	37	58	11	70	33	41	27	42	27	35	50	37	19	55	21	94	5	12
	28%	21%	34%	26%	42%	20%	27%	34%	18%	38%	22%	26%	32%	28%	22%	35%	29%	30%	27%	27%	33%	29%	22%	28%
LACK OF AUTOMATION	20	9	7	16	3	3	6	11	4	12	4	8	7	4	7	9	4	8	5	7	2	12	1	5
	5%	5%	5%	5%	6%	5%	4%	6%	7%	6%	2%	5%	9%	3%	6%	9%	2%	6%	8%	3%	3%	4%	4%	11%

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

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
OVERALL INFLATION	219	164	55	26	51	83	42	15	69	128	75	107	182	34	89	98	67	25	26	25	11	9	83	131
	55%	56%	51%	30%	66%	64%	53%	19%	51%	75%	43%	59%	51%	85%	50%	55%	67%	48%	55%	69%	58%	60%	48%	61%
ATTRACTING QUALIFIED WORKERS	211	155	56	31	41	79	41	28	71	103	85	101	185	22	129	78	57	29	19	24	5	7	71	134
	53%	53%	52%	36%	53%	61%	53%	36%	53%	60%	49%	55%	52%	56%	72%	44%	57%	58%	41%	65%	30%	46%	41%	63%
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	194	129	65	30	42	71	36	26	59	98	65	100	165	26	78	101	55	25	22	22	8	8	67	123
	48%	44%	61%	35%	55%	55%	47%	34%	44%	57%	38%	55%	47%	66%	44%	57%	55%	49%	46%	59%	45%	59%	39%	58%
RETAINING QUALIFIED WORKERS	174	124	50	30	31	63	33	23	60	84	66	89	154	17	106	66	45	22	12	22	7	5	50	118
	43%	42%	47%	35%	40%	48%	43%	30%	44%	49%	38%	49%	44%	43%	59%	37%	45%	43%	25%	61%	39%	33%	29%	55%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	166	117	49	30	32	57	33	18	51	91	63	82	145	18	86	64	52	27	19	20	5	10	47	114
	41%	40%	46%	35%	42%	44%	43%	23%	37%	53%	36%	45%	41%	45%	48%	36%	52%	53%	41%	55%	24%	72%	27%	53%
THE COSTS OF HEALTH CARE COVERAGE	164	125	40	22	31	60	34	19	62	80	62	80	142	18	71	63	52	24	29	20	5	10	65	96
	41%	42%	37%	25%	40%	46%	43%	25%	46%	47%	36%	44%	40%	46%	40%	36%	53%	47%	62%	54%	24%	69%	38%	45%
RECESSION	163	118	45	22	34	60	33	5	42	112	50	78	128	31	62	75	50	17	21	21	6	10	61	98
	41%	40%	42%	26%	44%	46%	43%	6%	31%	66%	29%	43%	36%	78%	35%	43%	51%	33%	45%	59%	34%	70%	35%	46%
ECONOMIC AND GLOBAL UNCERTAINTY	160	113	48	24	31	60	32	10	44	100	60	77	137	21	61	71	55	12	19	24	8	8	58	98
	40%	38%	45%	28%	41%	46%	41%	13%	32%	59%	35%	42%	39%	54%	34%	40%	56%	24%	41%	66%	42%	54%	34%	46%
DEVELOPING FUTURE LEADERS	114	81	33	13	20	47	25	11	38	61	39	55	94	16	50	53	38	12	14	10	4	5	39	69
	28%	28%	31%	15%	26%	36%	32%	15%	28%	36%	23%	30%	27%	40%	28%	30%	38%	24%	30%	28%	22%	34%	23%	32%
LACK OF AUTOMATION	20	12	7	4	4	2	6	3	6	10	9	9	17	2	7	6	6	3	1	3	3	2	8	11
	5%	4%	7%	5%	6%	2%	8%	4%	5%	6%	5%	5%	5%	6%	4%	3%	6%	6%	2%	8%	16%	13%	5%	5%

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
OVERALL INFLATION	219	101	86	43	30	26	20	15	18	106	106	125	71	19	103	115	98	103	114	34	62	23	61	121	
	55%	57%	58%	48%	50%	45%	42%	52%	55%	52%	57%	65%	49%	36%	53%	57%	54%	53%	56%	63%	62%	44%	61%	56%	
ATTRACTING QUALIFIED WORKERS	211	131	60	51	39	26	23	19	13	145	61	147	52	10	141	115	85	109	99	32	49	23	51	117	
	53%	74%	41%	57%	65%	44%	49%	63%	41%	70%	33%	76%	36%	19%	73%	57%	47%	57%	49%	59%	49%	44%	51%	54%	
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	194	90	70	48	27	23	26	12	17	103	87	98	67	24	94	100	86	93	99	29	48	24	52	108	
	48%	51%	47%	54%	45%	40%	56%	41%	54%	50%	47%	51%	47%	44%	49%	50%	47%	48%	49%	53%	48%	46%	52%	49%	
RETAINING QUALIFIED WORKERS	174	107	47	43	35	18	21	13	15	119	50	119	40	11	113	87	79	87	84	25	40	22	44	89	
	43%	61%	32%	49%	58%	31%	45%	44%	48%	58%	27%	62%	28%	20%	58%	43%	44%	45%	41%	47%	40%	42%	44%	41%	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	166	92	54	46	28	19	14	11	14	98	63	108	45	13	93	88	70	84	82	22	33	23	51	88	
	41%	52%	37%	52%	47%	33%	31%	37%	44%	48%	34%	56%	31%	25%	48%	44%	39%	43%	40%	41%	33%	44%	51%	40%	
THE COSTS OF HEALTH CARE COVERAGE	164	88	58	38	25	20	18	14	13	86	76	95	45	22	79	84	76	84	79	30	44	19	55	82	
	41%	50%	39%	43%	42%	34%	39%	48%	41%	42%	41%	49%	31%	40%	41%	42%	42%	43%	39%	55%	44%	37%	55%	38%	
RECESSION	163	70	62	30	24	21	12	12	13	76	84	98	45	17	72	90	69	73	89	22	52	17	50	87	
	41%	40%	42%	34%	40%	36%	27%	39%	40%	37%	45%	51%	32%	31%	37%	45%	38%	38%	44%	41%	52%	33%	50%	40%	
ECONOMIC AND GLOBAL UNCERTAINTY	160	66	66	30	21	24	15	11	15	80	77	91	51	15	79	82	73	71	90	26	51	18	33	86	
	40%	37%	45%	33%	34%	41%	33%	38%	48%	39%	41%	47%	35%	28%	41%	41%	40%	37%	44%	48%	51%	35%	33%	40%	
DEVELOPING FUTURE LEADERS	114	57	41	29	25	10	15	10	10	68	45	76	25	13	65	63	48	56	58	19	30	14	20	62	
	28%	32%	28%	32%	42%	17%	31%	34%	30%	33%	24%	39%	17%	25%	33%	32%	26%	29%	29%	35%	30%	27%	20%	28%	
LACK OF AUTOMATION	20	10	5	4	4	1	3	5	3	12	7	13	5	2	11	11	8	11	9	6	2	2	5	11	
	5%	6%	4%	5%	7%	2%	7%	18%	8%	6%	4%	7%	3%	3%	6%	5%	4%	6%	4%	11%	2%	4%	5%	5%	

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LIFE	SHIFTS	FITS	STRY	GRWTH								
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
OVERALL INFLATION	219 55%	155 54%	129 52%	132 54%	121 54%	96 51%	87 50%	91 54%	83 54%	48 68%	170 52%	62 45%	126 59%	188 54%	26 63%	33 48%	171 58%
ATTRACTING QUALIFIED WORKERS	211 53%	155 54%	139 56%	136 55%	120 53%	95 51%	101 59%	93 55%	93 60%	48 68%	162 50%	64 46%	120 56%	184 52%	22 53%	48 70%	145 49%
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	194 48%	140 49%	115 46%	115 46%	112 50%	85 46%	80 47%	81 48%	75 49%	44 63%	148 46%	60 43%	109 51%	169 48%	22 55%	25 37%	151 51%
RETAINING QUALIFIED WORKERS	174 43%	125 44%	108 44%	109 44%	94 42%	80 43%	72 42%	74 43%	73 47%	34 48%	138 43%	53 38%	101 48%	154 44%	17 42%	36 54%	124 42%
COSTS OF EMPLOYEE SALARIES AND BENEFITS	166 41%	121 42%	103 41%	109 44%	96 43%	80 43%	79 46%	70 41%	73 48%	33 47%	131 40%	51 37%	92 43%	143 41%	20 49%	21 31%	130 44%
THE COSTS OF HEALTH CARE COVERAGE	164 41%	125 44%	97 39%	107 44%	96 43%	71 38%	73 42%	79 47%	68 44%	34 48%	127 39%	46 33%	94 44%	140 40%	23 55%	25 37%	126 43%
RECESSION	163 41%	117 41%	101 41%	99 40%	92 41%	76 41%	66 38%	66 39%	60 39%	34 48%	127 39%	49 35%	90 42%	139 40%	22 53%	22 32%	133 45%
ECONOMIC AND GLOBAL UNCERTAINTY	160 40%	112 39%	94 38%	102 41%	91 40%	68 36%	66 38%	68 40%	60 39%	37 52%	120 37%	55 40%	88 41%	143 41%	16 39%	23 34%	130 44%
DEVELOPING FUTURE LEADERS	114 28%	85 30%	78 32%	74 30%	68 30%	56 30%	57 33%	62 36%	53 35%	26 37%	87 27%	38 27%	64 30%	101 29%	10 25%	22 32%	84 28%
LACK OF AUTOMATION	20 5%	16 6%	13 5%	14 5%	12 5%	11 6%	11 6%	12 7%	8 5%	5 7%	14 4%	6 4%	12 6%	18 5%	2 4%	4 7%	13 4%

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	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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
OVERALL INFLATION	7.4	7.2	7.5	7.8	7.0	7.5	7.3	7.4	7.7	7.2	7.3	7.4	7.7	6.9	7.0	7.6	7.6	7.6	7.2	7.4	7.5	7.3	8.5	7.1
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	7.0	6.8	7.3	7.1	6.9	6.9	7.0	6.9	7.0	6.9	6.9	6.8	7.6	6.6	6.7	6.9	6.7	7.0	7.2	6.9	7.1	7.1	7.5	6.5
ATTRACTING QUALIFIED WORKERS	6.9	6.9	6.9	7.2	6.6	6.9	6.9	6.9	6.1	7.1	7.8	6.3	7.5	7.6	6.5	7.8	7.6	6.7	6.5	6.9	6.7	7.5	7.3	6.7
ECONOMIC AND GLOBAL UNCERTAINTY	6.6	6.4	6.7	6.5	6.5	6.7	6.5	6.6	6.7	6.6	6.4	6.5	6.9	6.3	6.7	6.9	6.3	6.8	6.5	6.6	6.7	6.8	7.6	6.0
RECESSION	6.5	6.3	6.7	6.6	6.6	6.7	6.4	6.6	6.8	6.6	6.2	6.6	6.7	5.7	6.3	6.9	6.6	6.3	6.2	6.6	6.8	6.3	7.9	6.1
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.5	6.3	6.3	6.6	6.5	6.9	6.3	6.7	6.2	6.5	7.0	6.1	7.0	6.6	6.2	6.9	6.9	6.5	6.8	6.4	6.5	6.8	7.5	6.1
THE COSTS OF HEALTH CARE COVERAGE	6.4	6.2	6.6	6.7	5.9	6.7	6.3	6.5	6.2	6.9	6.1	6.3	6.7	6.2	6.1	7.2	6.7	6.1	5.8	6.5	6.4	6.3	8.0	6.3
RETAINING QUALIFIED WORKERS	6.3	6.2	6.0	7.1	6.5	6.1	6.1	6.5	5.8	6.2	7.2	5.8	6.5	7.3	5.9	6.5	7.0	6.3	6.2	6.3	6.0	6.8	6.6	6.4
DEVELOPING FUTURE LEADERS	5.6	5.6	5.5	6.3	5.5	5.4	5.6	5.7	5.6	5.5	5.8	5.4	5.9	5.7	5.1	5.5	5.7	5.3	5.8	5.6	5.9	6.0	6.7	4.8
LACK OF AUTOMATION	3.6	3.6	3.8	3.6	3.4	3.4	3.7	3.5	3.5	3.5	4.0	3.2	3.7	4.3	3.7	3.8	3.9	3.7	3.2	3.7	3.3	4.2	3.6	3.8

Table 5-2  
Summary of Concerns: Mean

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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																	50	51-100	101+
BASE-TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
OVERALL INFLATION	7.4	6.5	8.1	7.1	8.7	5.6	7.3	8.2	5.9	8.3	6.8	6.7	8.2	7.6	6.3	8.2	7.6	7.6	7.9	7.0	7.4	7.5	7.1	6.8
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	7.0	6.5	7.5	6.9	7.5	6.2	6.6	7.8	6.1	7.7	6.5	6.7	7.4	7.1	6.6	8.0	6.7	7.2	7.0	6.8	6.8	7.1	6.7	6.5
ATTRACTING QUALIFIED WORKERS	6.9	6.8	7.2	6.9	6.7	6.4	7.0	7.1	6.2	7.5	6.5	6.8	7.0	6.9	7.0	6.9	6.8	7.0	7.4	6.6	6.8	6.7	7.7	7.5
ECONOMIC AND GLOBAL UNCERTAINTY	6.6	5.8	7.2	6.4	7.7	5.1	6.3	7.5	5.2	7.5	6.0	6.0	7.6	6.6	5.8	7.9	6.3	6.7	6.9	6.3	6.1	6.6	6.2	6.3
RECESSION	6.5	5.6	7.3	6.3	7.9	5.1	6.1	7.6	5.2	7.5	5.9	5.6	7.8	6.7	5.5	7.8	6.5	6.6	7.0	6.3	6.5	6.7	6.0	5.6
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.5	5.9	6.9	6.3	7.6	5.5	6.6	6.8	5.9	7.2	5.9	6.1	6.9	6.6	6.0	7.1	6.5	6.6	6.9	6.3	6.4	6.5	7.1	6.4
THE COSTS OF HEALTH CARE COVERAGE	6.4	6.0	6.8	6.3	7.1	6.1	6.4	6.7	6.3	6.7	6.0	6.2	6.5	6.6	5.9	6.9	6.5	6.4	6.6	6.3	6.3	6.4	6.9	5.9
RETAINING QUALIFIED WORKERS	6.3	5.8	6.8	6.2	6.5	5.8	6.6	6.3	5.8	6.8	5.9	5.9	6.1	6.7	6.2	6.0	6.4	6.2	6.9	6.1	6.8	6.1	7.3	7.4
DEVELOPING FUTURE LEADERS	5.6	5.1	5.9	5.4	6.6	5.2	5.4	5.9	4.8	6.2	5.3	5.4	6.0	5.5	5.2	6.0	5.6	5.8	5.7	5.4	5.8	5.6	5.6	5.8
LACK OF AUTOMATION	3.6	3.3	4.0	3.6	3.6	3.5	3.6	3.6	3.8	3.7	3.4	3.5	3.5	3.8	3.5	3.5	3.7	3.3	3.7	3.7	4.2	3.4	4.5	4.2

Table 5-3  
Summary of Concerns: Mean

BANNER 3

	GENDER		AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
OVERALL INFLATION	7.4	7.3	7.5	6.6	7.6	7.8	7.1	5.4	7.2	8.4	6.8	7.6	7.2	8.8	7.2	7.4	8.0	6.9	7.4	8.5	7.4	7.9	6.9	7.8
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	7.0	6.7	7.7	6.4	7.2	7.4	6.6	5.9	6.8	7.6	6.3	7.4	6.9	8.0	6.9	7.4	7.4	7.1	6.4	7.5	7.2	7.2	6.4	7.5
ATTRACTING QUALIFIED WORKERS	6.9	6.9	6.9	6.4	6.8	7.2	6.8	5.5	7.1	7.3	6.7	7.0	6.9	7.0	8.2	6.4	6.9	7.2	6.0	7.5	6.6	6.5	6.0	7.7
ECONOMIC AND GLOBAL UNCERTAINTY	6.6	6.4	7.0	6.0	6.5	6.9	6.3	4.9	6.3	7.5	5.9	7.0	6.5	7.4	6.4	6.7	7.1	5.9	6.8	8.0	6.5	7.4	6.2	7.0
RECESSION	6.5	6.5	6.7	5.9	6.4	6.9	6.5	4.3	6.1	7.8	5.7	6.9	6.3	8.3	6.3	6.6	7.2	6.1	6.7	8.0	6.5	7.6	6.3	6.8
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.5	6.3	6.8	6.1	6.5	6.9	6.0	5.3	6.5	7.0	5.9	6.8	6.4	7.4	6.9	6.4	6.7	7.2	6.5	7.2	6.1	7.3	5.7	7.1
THE COSTS OF HEALTH CARE COVERAGE	6.4	6.4	6.5	5.4	6.6	6.8	6.2	5.4	6.5	6.9	5.9	6.9	6.4	6.6	6.4	6.2	7.0	6.7	8.0	7.1	5.8	8.0	6.1	6.7
RETAINING QUALIFIED WORKERS	6.3	6.1	6.6	5.9	6.1	6.5	6.1	5.2	6.5	6.5	5.9	6.7	6.3	6.2	7.5	5.8	6.4	6.8	5.0	7.2	5.8	5.6	5.4	7.0
DEVELOPING FUTURE LEADERS	5.6	5.6	5.6	4.6	5.6	6.0	5.9	4.8	5.6	6.0	4.9	6.0	5.5	6.3	5.9	5.5	6.3	5.3	5.2	6.2	5.3	4.9	5.2	5.9
LACK OF AUTOMATION	3.6	3.5	3.8	3.3	3.9	3.5	3.9	3.2	3.6	3.7	3.3	3.9	3.6	3.6	3.7	3.6	3.4	3.8	3.5	3.7	4.8	3.5	3.3	3.7

Table 5-4  
Summary of Concerns: Mean

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
OVERALL INFLATION	7.4	7.6	7.3	7.2	7.3	6.9	7.0	7.3	7.6	7.3	7.3	7.8	7.1	6.5	7.4	7.6	7.2	7.4	7.3	7.9	7.7	6.9	7.9	7.3	
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	7.0	7.2	6.8	7.3	7.1	6.4	7.3	6.8	7.1	7.2	6.8	7.3	6.9	6.1	7.2	7.2	6.8	7.0	6.9	7.1	7.2	7.0	7.0	7.0	
ATTRACTING QUALIFIED WORKERS	6.9	8.1	6.3	7.2	8.0	6.6	7.1	7.4	6.4	8.0	5.6	8.2	6.3	3.9	8.1	7.3	6.5	7.3	6.5	7.5	6.8	6.6	7.0	6.8	
ECONOMIC AND GLOBAL UNCERTAINTY	6.6	6.7	6.5	6.3	6.8	6.6	6.2	6.7	6.9	6.6	6.5	7.0	6.4	5.6	6.7	6.8	6.3	6.6	6.6	7.1	6.8	6.6	6.6	6.5	
RECESSION	6.5	6.7	6.5	6.3	6.7	6.3	6.1	6.7	6.6	6.5	6.5	7.1	6.2	5.6	6.6	6.8	6.3	6.5	6.6	6.7	7.2	6.4	6.9	6.4	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.5	7.0	6.3	7.1	7.2	6.1	6.1	6.3	6.8	6.9	5.9	7.4	5.9	5.0	6.9	6.7	6.2	6.7	6.3	6.9	6.1	6.5	7.0	6.3	
THE COSTS OF HEALTH CARE COVERAGE	6.4	6.9	6.2	6.6	6.9	6.0	6.3	7.6	6.1	6.6	6.2	6.9	6.1	5.9	6.6	6.6	6.3	6.7	6.2	7.2	6.6	6.0	7.0	6.3	
RETAINING QUALIFIED WORKERS	6.3	7.5	5.7	6.5	7.2	6.0	6.7	6.7	6.1	7.3	5.0	7.4	5.7	4.0	7.4	6.3	6.2	6.6	5.9	6.3	6.0	6.5	6.4	6.1	
DEVELOPING FUTURE LEADERS	5.6	5.9	5.4	5.6	6.8	5.0	5.9	6.0	5.5	6.0	5.1	6.4	5.0	4.5	6.1	5.9	5.3	5.9	5.3	6.0	5.6	5.5	5.2	5.5	
LACK OF AUTOMATION	3.6	3.9	3.2	3.3	4.1	3.3	3.6	5.1	3.9	3.9	3.2	3.8	3.7	2.9	4.0	3.6	3.5	3.7	3.5	4.1	3.4	3.4	3.4	3.6	



Table 5-5  
Summary of Concerns: Mean

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-IRON	ENVIR	SALARY	LIFE BAL	SHIFTS	FITS	STRY LEADER	GRWTH								
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
OVERALL INFLATION	7.4	7.4	7.3	7.4	7.3	7.1	7.3	7.4	7.4	7.9	7.3	6.8	7.7	7.3	7.7	7.1	7.5
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	7.0	7.1	6.9	6.9	7.1	6.8	7.0	6.9	7.1	7.7	6.9	6.6	7.2	7.0	7.3	6.5	7.1
ATTRACTING QUALIFIED WORKERS	6.9	7.1	7.1	7.1	7.0	6.8	7.3	7.1	7.4	7.7	6.7	6.5	7.1	6.9	6.8	7.9	6.7
ECONOMIC AND GLOBAL UNCERTAINTY	6.6	6.6	6.4	6.6	6.5	6.3	6.6	6.5	6.5	7.2	6.4	6.2	6.7	6.5	6.9	6.2	6.7
RECESSION	6.5	6.5	6.5	6.5	6.5	6.3	6.4	6.4	6.4	7.2	6.4	6.2	6.7	6.5	6.9	6.1	6.7
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.5	6.6	6.4	6.5	6.4	6.5	6.6	6.5	6.7	6.9	6.4	5.9	6.8	6.5	6.6	6.2	6.6
THE COSTS OF HEALTH CARE COVERAGE	6.4	6.6	6.5	6.7	6.6	6.3	6.7	6.7	6.7	6.9	6.3	5.7	6.7	6.3	7.3	6.5	6.5
RETAINING QUALIFIED WORKERS	6.3	6.4	6.4	6.5	6.3	6.3	6.4	6.3	6.6	6.9	6.1	5.6	6.6	6.2	6.3	7.0	6.1
DEVELOPING FUTURE LEADERS	5.6	5.7	5.8	5.8	5.6	5.7	6.0	6.0	6.0	6.4	5.5	5.3	5.9	5.7	5.0	5.9	5.6
LACK OF AUTOMATION	3.6	3.6	3.7	3.7	3.7	3.8	3.8	3.7	3.8	3.8	3.5	3.2	3.8	3.6	3.7	3.9	3.5

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	\$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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
**D/S (CONFIDENT - NOT CONFIDENT)	281 70%	101 72%	62 72%	20 42%	34 80%	62 76%	164 72%	117 68%	71 50%	91 78%	82 93%	120 59%	97 81%	55 86%	42 88%	37 80%	33 59%	35 76%	56 81%	217 68%	106 58%	46 69%	5 57%	75 85%
TOTAL CONFIDENT -----	338 85%	120 85%	74 85%	34 71%	39 90%	72 88%	194 85%	144 83%	105 75%	104 89%	85 96%	162 79%	108 90%	58 92%	44 94%	41 90%	44 80%	41 88%	63 90%	268 83%	143 78%	56 85%	7 79%	81 92%
TOTAL NOT CONFIDENT -----	58 14%	18 13%	12 14%	14 28%	4 10%	9 12%	30 13%	27 16%	35 25%	13 11%	3 3%	41 20%	11 9%	4 6%	3 6%	4 10%	11 20%	5 12%	6 9%	50 16%	38 21%	10 15%	2 21%	6 7%
VERY CONFIDENT	201 50%	75 54%	41 47%	19 39%	26 60%	41 49%	116 51%	85 49%	50 35%	63 54%	61 69%	85 42%	63 53%	46 73%	29 61%	24 53%	21 38%	17 37%	42 60%	155 48%	69 38%	29 44%	4 54%	61 69%
SOMEWHAT CONFIDENT	137 34%	45 32%	33 38%	15 31%	13 30%	31 38%	78 34%	59 34%	56 40%	41 35%	24 27%	76 37%	45 37%	12 19%	15 32%	17 37%	23 41%	23 51%	21 30%	113 35%	74 41%	27 41%	2 24%	20 23%
NOT VERY CONFIDENT	43 11%	14 10%	10 12%	7 15%	3 8%	9 11%	24 11%	19 11%	24 17%	12 10%	3 3%	28 14%	10 8%	4 6%	3 6%	4 10%	6 10%	5 12%	6 9%	36 11%	26 14%	9 14%	1 9%	5 6%
NOT AT ALL CONFIDENT	14 4%	4 3%	2 2%	6 14%	1 2%	1 1%	6 3%	8 5%	10 7%	1 1%	- -	13 6%	1 1%	- -	- -	- -	6 10%	- -	- -	14 4%	12 6%	1 1%	1 12%	1 1%
DON'T KNOW/UNSURE	2 -	1 1%	- -	- -	- -	1 1%	1 -	1 -	1 1%	- -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	2 1%	1 1%	- -	- -	- -
REFUSED	3 1%	1 1%	1 1%	1 1%	- -	- -	2 1%	1 -	- -	- -	1 1%	- -	1 1%	1 2%	- -	- -	- -	- -	- -	1 2%	1 -	1 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 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (CONFIDENT - NOT CONFIDENT)	281	201	137	338	-58	72	115	82	59	95	125	135	25	112	106	47	123	89	38	148	52	218	16	39	
	70%	100%	100%	100%	-100%	94%	82%	48%	92%	52%	85%	87%	29%	74%	85%	47%	73%	73%	55%	73%	81%	67%	76%	91%	
TOTAL CONFIDENT	338	201	137	338	-	74	128	125	61	139	135	145	54	131	114	72	146	105	53	175	58	270	18	41	
	85%	100%	100%	100%	-	96%	91%	73%	95%	76%	91%	93%	64%	87%	92%	72%	87%	86%	77%	86%	91%	83%	85%	96%	
TOTAL NOT CONFIDENT	58	-	-	-	58	2	13	43	2	44	10	10	29	19	9	25	23	16	15	26	6	52	2	2	
	14%	-	-	-	100%	2%	9%	25%	3%	24%	7%	6%	34%	12%	7%	25%	13%	13%	22%	13%	9%	16%	8%	4%	
VERY CONFIDENT	201	201	-	201	-	57	73	63	52	68	82	106	21	68	89	31	80	65	32	100	28	149	13	33	
	50%	100%	-	60%	-	74%	52%	37%	82%	37%	55%	68%	24%	45%	72%	30%	47%	54%	47%	49%	44%	46%	65%	77%	
SOMEWHAT CONFIDENT	137	-	137	137	-	17	54	63	9	71	54	39	33	63	25	42	66	40	21	75	30	121	4	8	
	34%	-	100%	40%	-	22%	39%	37%	13%	39%	36%	25%	39%	42%	21%	42%	39%	33%	30%	37%	46%	37%	20%	19%	
NOT VERY CONFIDENT	43	-	-	-	43	2	10	32	2	33	6	8	21	14	6	20	17	15	10	19	3	38	2	2	
	11%	-	-	-	75%	2%	7%	19%	3%	18%	4%	5%	25%	9%	5%	20%	10%	12%	15%	9%	5%	12%	8%	4%	
NOT AT ALL CONFIDENT	14	-	-	-	14	-	3	11	-	10	4	2	8	5	3	5	5	1	5	8	3	14	-	-	
	4%	-	-	-	25%	-	2%	7%	-	6%	3%	1%	9%	3%	2%	5%	3%	1%	7%	4%	4%	4%	-	-	
DON'T KNOW/UNSURE	2	-	-	-	-	-	-	1	-	-	2	-	1	1	-	2	-	-	-	2	-	1	-	-	
	-	-	-	-	-	-	-	-	-	-	1%	-	1%	-	-	2%	-	-	-	1%	-	-	-	-	
REFUSED	3	-	-	-	-	1	-	1	1	1	1	1	1	1	1	1	-	1	1	1	-	1	1	-	
	1%	-	-	-	-	1%	-	1%	2%	-	1%	1%	1%	-	1%	1%	-	1%	1%	-	-	-	7%	-	

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				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SOMW CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (CONFIDENT - NOT CONFIDENT)	281	199	82	75	62	89	33	69	103	91	155	131	286	-9	148	118	50	42	27	21	14	11	126	143
	70%	68%	77%	89%	81%	69%	43%	91%	77%	53%	90%	72%	81%	-21%	83%	67%	50%	82%	58%	56%	73%	78%	74%	67%
TOTAL CONFIDENT	338	244	94	80	69	109	55	72	119	130	162	157	319	16	162	147	75	46	37	28	16	13	148	177
	85%	83%	88%	94%	89%	84%	70%	95%	88%	76%	94%	86%	90%	39%	91%	83%	75%	91%	79%	77%	87%	89%	86%	83%
TOTAL NOT CONFIDENT	58	45	12	5	6	20	21	3	16	39	7	25	32	24	15	29	25	5	10	8	2	2	22	34
	14%	15%	11%	6%	8%	16%	27%	4%	12%	23%	4%	14%	9%	61%	8%	16%	25%	9%	21%	21%	13%	11%	13%	16%
VERY CONFIDENT	201	146	56	65	43	50	29	56	73	64	130	65	196	3	101	83	44	32	17	11	8	7	104	89
	50%	50%	52%	76%	56%	38%	37%	73%	54%	37%	76%	36%	55%	8%	57%	47%	45%	62%	37%	30%	41%	50%	61%	42%
SOMEWHAT CONFIDENT	137	99	38	16	25	60	26	17	47	66	32	91	123	13	61	64	30	15	20	17	8	5	44	88
	34%	34%	36%	18%	33%	46%	34%	22%	35%	39%	18%	50%	35%	32%	34%	36%	30%	28%	42%	47%	45%	38%	26%	41%
NOT VERY CONFIDENT	43	36	8	4	6	14	15	2	12	30	5	23	28	14	11	21	22	3	9	7	2	2	15	26
	11%	12%	7%	5%	8%	11%	19%	3%	9%	17%	3%	12%	8%	36%	6%	12%	22%	6%	19%	18%	13%	11%	9%	12%
NOT AT ALL CONFIDENT	14	10	5	1	-	6	7	1	4	9	2	3	4	10	4	8	3	2	1	1	-	-	7	7
	4%	3%	4%	1%	-	5%	8%	1%	3%	5%	1%	2%	1%	24%	2%	4%	3%	3%	2%	3%	-	-	4%	3%
DON'T KNOW/UNSURE	2	2	-	-	-	-	2	-	-	1	1	-	1	-	-	-	-	-	-	-	-	-	1	1
	-	1%	-	-	-	-	2%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REFUSED	3	2	1	-	2	1	-	1	-	1	2	-	2	-	1	1	-	-	-	1	-	-	1	2
	1%	1%	1%	-	3%	-	-	1%	-	1%	1%	-	-	-	-	-	-	-	-	2%	-	-	-	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		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%
**D/S (CONFIDENT - NOT CONFIDENT)	281	136	100	69	44	45	43	16	26	165	113	112	116	48	154	153	115	172	105	35	68	41	79	158
	70%	77%	67%	77%	73%	76%	92%	54%	83%	80%	61%	58%	81%	89%	80%	76%	63%	89%	52%	65%	68%	81%	79%	72%
TOTAL CONFIDENT	338	156	123	79	52	51	44	23	29	184	149	152	129	50	173	176	147	181	153	44	84	46	89	187
-----	85%	88%	83%	88%	87%	87%	95%	77%	91%	89%	80%	79%	90%	94%	89%	88%	81%	94%	76%	81%	84%	90%	89%	86%
TOTAL NOT CONFIDENT	58	20	24	10	8	6	1	7	3	19	36	40	13	2	19	23	32	9	49	9	16	5	11	29
-----	14%	11%	16%	12%	13%	10%	3%	23%	9%	9%	19%	21%	9%	5%	10%	12%	18%	5%	24%	16%	16%	10%	11%	13%
VERY CONFIDENT	201	87	66	49	34	29	32	15	18	115	86	84	80	32	105	108	83	119	81	24	45	29	55	112
	50%	49%	45%	55%	57%	49%	68%	50%	58%	56%	46%	44%	55%	59%	54%	54%	45%	61%	40%	44%	45%	58%	55%	51%
SOMEWHAT CONFIDENT	137	69	57	30	18	22	13	8	11	70	64	68	50	19	68	68	64	62	72	20	40	17	34	75
	34%	39%	38%	34%	30%	37%	27%	27%	33%	34%	34%	35%	34%	35%	35%	34%	35%	32%	36%	37%	40%	33%	35%	34%
NOT VERY CONFIDENT	43	17	17	7	8	4	1	7	2	17	26	28	11	2	17	17	24	7	36	6	8	4	9	23
	11%	10%	11%	8%	13%	7%	2%	23%	6%	8%	14%	14%	8%	5%	9%	9%	13%	4%	18%	12%	8%	8%	9%	11%
NOT AT ALL CONFIDENT	14	3	7	3	-	2	1	-	1	2	10	12	2	-	2	6	8	2	12	2	8	1	1	5
	4%	2%	4%	4%	-	3%	1%	-	3%	1%	5%	6%	1%	-	1%	3%	5%	1%	6%	4%	8%	2%	1%	2%
DON'T KNOW/UNSURE	2	1	1	-	-	1	-	-	-	-	2	1	-	1	-	1	1	1	1	1	-	-	-	1
	-	-	1%	-	-	1%	-	-	-	-	1%	-	-	2%	-	-	1%	-	-	1%	-	-	-	-
REFUSED	3	1	1	-	-	1	1	-	-	3	-	-	1	-	1	1	2	3	-	1	-	-	-	2
	1%	-	1%	-	-	1%	2%	-	-	1%	-	-	1%	-	1%	-	1%	1%	-	1%	-	-	-	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				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (CONFIDENT - NOT CONFIDENT)	281	207	186	185	179	134	137	140	121	48	226	93	161	254	24	59	188
	70%	73%	75%	75%	80%	72%	79%	82%	78%	68%	70%	67%	75%	72%	59%	88%	64%
TOTAL CONFIDENT	338	245	216	215	202	161	154	155	137	59	273	114	186	300	32	64	240
-----	85%	86%	87%	87%	90%	86%	89%	91%	89%	84%	84%	83%	87%	86%	79%	94%	81%
TOTAL NOT CONFIDENT	58	38	30	30	23	26	17	15	16	11	46	21	26	47	8	4	51
-----	14%	13%	12%	12%	10%	14%	10%	9%	11%	16%	14%	15%	12%	13%	21%	6%	17%
VERY CONFIDENT	201	158	133	139	126	95	102	101	87	27	168	83	97	180	18	44	136
	50%	55%	53%	56%	56%	51%	59%	59%	57%	38%	52%	60%	46%	51%	45%	64%	46%
SOMEWHAT CONFIDENT	137	87	84	77	76	65	52	53	49	33	104	31	89	120	14	20	104
	34%	30%	34%	31%	34%	35%	30%	31%	32%	46%	32%	22%	42%	34%	35%	30%	35%
NOT VERY CONFIDENT	43	30	25	23	16	18	15	13	14	11	32	14	21	34	7	4	38
	11%	10%	10%	9%	7%	9%	9%	7%	9%	16%	10%	10%	10%	10%	18%	6%	13%
NOT AT ALL CONFIDENT	14	8	6	7	7	9	2	2	2	-	14	7	5	12	1	-	14
	4%	3%	2%	3%	3%	5%	1%	1%	1%	-	4%	5%	2%	3%	2%	-	5%
DON'T KNOW/UNSURE	2	1	-	-	-	-	-	-	1	-	2	2	-	2	-	-	2
	-	-	-	-	-	-	-	-	-	-	1%	1%	-	-	-	-	1%
REFUSED	3	3	1	1	1	-	1	-	-	-	3	1	1	3	-	-	2
	1%	1%	1%	1%	-	-	-	1%	-	-	1%	1%	1%	1%	-	-	1%

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

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (BETTER - WORSE)	-119	-33	-24	-11	-23	-28	-57	-62	-51	-28	-26	-58	-46	-12	-14	-6	-22	-20	-18	-97	-68	-14	-3	-23
	-30%	-23%	-28%	-22%	-54%	-34%	-25%	-36%	-36%	-24%	-30%	-29%	-38%	-19%	-29%	-14%	-40%	-43%	-26%	-30%	-37%	-22%	-39%	-26%
GOTTEN BETTER	64	27	14	11	1	10	41	22	16	24	13	32	16	14	7	11	6	4	13	50	24	12	1	17
	16%	20%	16%	24%	3%	12%	18%	13%	12%	21%	14%	15%	13%	22%	14%	24%	12%	10%	19%	15%	13%	18%	10%	19%
GOTTEN WORSE	183	60	38	22	25	38	98	84	68	52	39	90	62	26	20	17	29	24	31	146	92	27	4	40
	46%	43%	44%	46%	57%	46%	43%	49%	48%	45%	44%	44%	52%	41%	43%	38%	51%	53%	45%	46%	50%	40%	49%	45%
STAYED ABOUT THE SAME	148	51	34	13	17	33	85	63	52	40	37	78	42	23	20	18	20	15	24	122	63	26	3	31
	37%	37%	39%	26%	40%	40%	38%	36%	37%	34%	41%	38%	35%	36%	43%	38%	36%	34%	34%	38%	35%	40%	32%	35%
DON'T KNOW	5	1	1	2	-	2	2	3	4	1	-	5	-	-	-	-	1	2	2	3	3	1	1	-
	1%	1%	1%	3%	-	2%	1%	2%	3%	1%	-	2%	-	-	-	-	1%	4%	2%	1%	2%	1%	9%	-
REFUSED	1	-	-	1	-	-	-	1	-	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-
	-	-	-	1%	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (BETTER - WORSE)	-119	-16	-62	-78	-42	20	-35	-104	64	-183	-	-3	-54	-63	8	-66	-58	-41	-27	-50	-27	-104	-4	-8	
	-30%	-8%	-46%	-23%	-72%	26%	-25%	-61%	100%	-100%	-	-2%	-63%	-42%	7%	-66%	-34%	-34%	-39%	-25%	-42%	-32%	-17%	-19%	
GOTTEN BETTER	64	52	9	61	2	32	18	13	64	-	-	44	4	13	42	4	18	17	14	32	4	48	5	9	
	16%	26%	6%	18%	3%	42%	13%	8%	100%	-	-	28%	5%	9%	34%	4%	11%	14%	20%	16%	6%	15%	23%	22%	
GOTTEN WORSE	183	68	71	139	44	13	52	117	-	183	-	47	58	76	33	70	76	58	41	82	31	152	8	17	
	46%	34%	52%	41%	76%	16%	37%	68%	-	100%	-	30%	68%	50%	27%	70%	45%	48%	60%	40%	48%	47%	40%	41%	
STAYED ABOUT THE SAME	148	82	54	135	10	30	69	38	-	-	148	64	21	60	48	25	72	45	14	86	28	119	7	16	
	37%	41%	39%	40%	18%	40%	49%	22%	-	-	100%	41%	25%	40%	38%	25%	43%	37%	20%	42%	44%	37%	34%	37%	
DON'T KNOW	5	-	3	3	2	2	1	2	-	-	-	2	2	1	1	1	3	1	-	3	1	5	-	-	
	1%	-	2%	1%	3%	2%	1%	1%	-	-	-	1%	2%	-	1%	1%	1%	1%	-	2%	1%	2%	-	-	
REFUSED	1	-	1	1	-	-	-	1	-	-	-	-	-	1	1	-	-	1	-	-	-	-	1	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3%	-	



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

	GENDER			AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (BETTER - WORSE)	-119	-89	-30	-7	-23	-54	-27	16	-29	-105	-21	-66	-87	-31	-64	-54	-37	-1	-9	-31	-4	1	-44	-79
	-30%	-30%	-28%	-8%	-30%	-41%	-35%	21%	-22%	-61%	-12%	-36%	-25%	-79%	-36%	-31%	-37%	-2%	-19%	-84%	-21%	8%	-26%	-37%
GOTTEN BETTER	64	46	18	20	12	16	10	28	19	13	40	24	64	-	20	24	16	15	8	-	3	6	26	33
	16%	16%	17%	23%	15%	12%	13%	37%	14%	8%	23%	13%	18%	-	12%	14%	16%	30%	18%	-	14%	42%	15%	15%
GOTTEN WORSE	183	135	48	27	35	70	37	13	48	118	61	89	151	31	84	79	53	16	17	31	6	5	70	112
	46%	46%	45%	32%	45%	54%	48%	16%	36%	69%	36%	49%	43%	79%	47%	44%	53%	32%	36%	84%	35%	34%	41%	52%
STAYED ABOUT THE SAME	148	109	39	36	30	44	29	34	68	37	69	68	136	7	73	70	28	19	22	6	9	2	71	68
	37%	37%	37%	42%	39%	34%	37%	44%	50%	22%	40%	37%	39%	18%	41%	40%	29%	38%	46%	16%	47%	12%	41%	32%
DON'T KNOW	5	4	1	2	1	-	2	2	1	2	2	1	2	1	-	3	2	-	-	-	1	2	4	1
	1%	1%	1%	3%	1%	-	3%	2%	1%	1%	1%	-	1%	3%	-	2%	2%	-	-	-	4%	11%	2%	-
REFUSED	1	-	1	-	-	1	-	-	-	1	-	1	1	-	-	1	-	1	-	-	-	-	1	-
	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (BETTER - WORSE)	-119 -30%	-58 -32%	-33 -22%	-26 -30%	-25 -41%	-16 -27%	-14 -29%	-11 -36%	-16 -50%	-70 -34%	-46 -25%	-81 -42%	-35 -24%	-4 -7%	-73 -38%	-67 -33%	-51 -28%	-40 -20%	-78 -38%	-19 -36%	-27 -27%	-22 -42%	-31 -31%	-55 -25%
GOTTEN BETTER	64 16%	26 15%	25 17%	13 15%	6 9%	10 17%	5 12%	6 19%	6 18%	30 15%	33 18%	23 12%	25 17%	11 21%	26 13%	35 17%	26 14%	38 19%	26 13%	6 12%	22 22%	4 8%	14 14%	40 19%
GOTTEN WORSE	183 46%	84 47%	58 39%	40 45%	30 51%	25 43%	19 41%	17 56%	22 68%	100 49%	80 43%	104 54%	60 42%	15 27%	99 51%	101 51%	76 42%	77 40%	104 51%	26 48%	49 49%	26 50%	45 45%	95 44%
STAYED ABOUT THE SAME	148 37%	66 37%	63 42%	35 39%	24 40%	20 35%	21 46%	8 25%	5 14%	73 36%	70 38%	65 34%	55 38%	26 49%	67 35%	61 30%	79 43%	76 39%	70 35%	18 33%	27 27%	22 42%	41 41%	81 37%
DON'T KNOW	5 1%	2 1%	2 1%	1 1%	- -	3 5%	1 2%	- -	- -	2 1%	3 2%	- -	3 2%	2 3%	2 1%	3 2%	1 1%	2 1%	3 1%	3 5%	2 2%	- -	- -	1 -
REFUSED	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	1 -	- -	- -	1 -	- -	1 -	1 -	- -	1 -	- -	1 1%	- -	- -	- -	- -

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (BETTER - WORSE)	-119	-81	-72	-73	-66	-49	-53	-42	-42	-40	-82	-28	-63	-91	-26	-11	-100
	-30%	-28%	-29%	-30%	-29%	-26%	-31%	-25%	-27%	-56%	-25%	-20%	-29%	-26%	-62%	-16%	-34%
GOTTEN BETTER	64	46	38	37	35	30	27	30	25	4	57	29	30	59	4	16	42
	16%	16%	15%	15%	16%	16%	16%	18%	16%	5%	18%	21%	14%	17%	9%	24%	14%
GOTTEN WORSE	183	127	110	111	102	79	80	72	67	44	139	57	93	149	29	27	142
	46%	44%	44%	45%	45%	42%	46%	42%	44%	62%	43%	41%	43%	43%	72%	40%	48%
STAYED ABOUT THE SAME	148	110	96	95	86	75	62	65	58	20	124	51	88	139	6	24	107
	37%	39%	39%	39%	38%	40%	36%	38%	38%	29%	38%	37%	41%	40%	15%	36%	36%
DON'T KNOW	5	3	3	3	2	3	3	3	3	2	2	2	2	3	2	-	4
	1%	1%	1%	1%	1%	2%	1%	2%	2%	3%	1%	1%	1%	1%	4%	-	1%
REFUSED	1	-	1	1	-	-	1	1	-	1	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-

Table 8-1  
 QUESTION 2:  
 And, even though we only have a few months left in 2022, as you think about 2022 as a 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	\$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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%	
**D/S (ECONOMIC EXPANSION - RECESSION)	-94 -23%	-20 -14%	-18 -21%	-20 -41%	-10 -22%	-26 -31%	-38 -17%	-55 -32%	-55 -39%	-19 -16%	-10 -11%	-57 -28%	-25 -21%	-10 -16%	-17 -37%	-3 -7%	-12 -22%	-10 -21%	-8 -11%	-85 -26%	-64 -35%	-8 -12%	-6 -72%	-8 -10%	
ECONOMIC EXPANSION	77 19%	29 21%	21 24%	7 15%	7 16%	12 15%	50 22%	27 15%	18 13%	27 23%	21 24%	37 18%	23 19%	14 22%	6 13%	12 27%	8 15%	8 18%	18 25%	57 18%	28 15%	16 24%	- -	20 23%	
FLAT ECONOMY	140 35%	55 39%	24 27%	14 28%	18 42%	30 36%	79 35%	61 35%	46 33%	43 37%	33 37%	66 32%	48 40%	25 39%	16 33%	17 37%	27 48%	18 40%	25 36%	112 35%	58 32%	25 38%	2 28%	34 39%	
RECESSION	171 43%	49 35%	39 45%	27 57%	16 38%	38 47%	89 39%	82 47%	73 52%	46 39%	31 35%	94 46%	48 40%	24 38%	24 50%	15 34%	21 37%	18 40%	25 36%	142 44%	92 50%	24 36%	6 72%	29 33%	
DON'T KNOW/UNSURE	12 3%	6 4%	3 3%	- -	2 5%	1 2%	9 4%	3 2%	4 3%	1 1%	4 4%	8 4%	1 1%	1 1%	2 4%	1 3%	- -	1 2%	2 3%	10 3%	5 3%	1 1%	- -	4 5%	

Table 8-2

QUESTION 2:

And, even though we only have a few months left in 2022, as you think about 2022 as a 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 2022			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
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (ECONOMIC EXPANSION - RECESSION)	-94	-6	-45	-51	-41	77	-	-171	19	-104	-8	21	-61	-53	28	-69	-51	-21	-29	-44	-22	-82	-2	-8
	-23%	-3%	-33%	-15%	-72%	100%	-	-100%	30%	-57%	-5%	13%	-72%	-35%	22%	-69%	-30%	-17%	-42%	-22%	-35%	-25%	-12%	-18%
ECONOMIC EXPANSION	77	57	17	74	2	77	-	-	32	13	30	60	2	14	53	3	20	31	8	35	5	60	5	9
	19%	28%	13%	22%	3%	100%	-	-	51%	7%	21%	38%	2%	9%	43%	3%	12%	26%	12%	17%	8%	18%	25%	20%
FLAT ECONOMY	140	73	54	128	13	-	140	-	18	52	69	52	18	67	44	24	72	35	22	83	30	113	7	18
	35%	36%	40%	38%	22%	-	100%	-	28%	29%	47%	33%	21%	44%	35%	24%	43%	29%	32%	41%	46%	35%	35%	42%
RECESSION	171	63	63	125	43	-	-	171	13	117	38	39	63	67	25	72	70	52	37	80	27	142	8	16
	43%	31%	46%	37%	75%	-	-	100%	20%	64%	26%	25%	74%	45%	20%	72%	42%	43%	54%	39%	43%	44%	36%	38%
DON'T KNOW/UNSURE	12	8	3	11	-	-	-	-	1	1	10	6	2	2	2	1	6	3	2	6	2	9	1	-
	3%	4%	2%	3%	-	-	-	-	2%	1%	7%	4%	2%	1%	2%	1%	3%	2%	3%	3%	3%	3%	4%	-

Table 8-3

QUESTION 2:

And, even though we only have a few months left in 2022, as you think about 2022 as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 3

	GENDER			AGE				2023 PROJECTION				RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
**D/S (ECONOMIC EXPANSION - RECESSION)	-94 -23%	-66 -23%	-27 -26%	-2 -2%	-20 -26%	-34 -26%	-26 -33%	30 40%	-20 -15%	-99 -58%	-3 -2%	-60 -33%	-63 -18%	-30 -75%	-15 -8%	-55 -31%	-38 -38%	1 2%	-6 -13%	-26 -70%	-5 -25%	-6 -40%	-26 -15%	-65 -30%
ECONOMIC EXPANSION	77 19%	58 20%	19 17%	23 26%	13 17%	25 19%	14 17%	39 51%	25 18%	11 7%	50 29%	25 14%	75 21%	1 2%	43 24%	22 12%	16 17%	16 32%	10 21%	2 6%	4 22%	3 18%	38 22%	36 17%
FLAT ECONOMY	140 35%	100 34%	40 38%	32 37%	31 40%	44 34%	23 29%	27 36%	60 45%	47 27%	64 37%	67 37%	131 37%	8 21%	72 40%	71 40%	28 28%	19 37%	21 45%	6 18%	4 21%	4 25%	65 38%	72 34%
RECESSION	171 43%	125 43%	46 43%	24 29%	33 43%	58 45%	40 51%	9 12%	45 33%	111 65%	53 31%	85 47%	138 39%	31 77%	58 33%	77 44%	54 55%	16 31%	16 34%	28 76%	9 47%	8 57%	64 37%	101 47%
DON'T KNOW/UNSURE	12 3%	10 4%	2 2%	6 8%	-	3 2%	2 3%	1 1%	5 4%	2 1%	5 3%	5 3%	10 3%	-	4 2%	6 3%	1 1%	-	-	-	2 10%	-	5 3%	4 2%

Table 8-4  
QUESTION 2:

And, even though we only have a few months left in 2022, as you think about 2022 as a 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		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVTMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (ECONOMIC EXPANSION - RECESSION)	-94 -23%	-33 -19%	-30 -20%	-22 -25%	-13 -21%	-12 -20%	-4 -9%	-5 -17%	-15 -47%	-32 -16%	-60 -32%	-57 -29%	-27 -18%	-8 -15%	-36 -19%	-58 -29%	-33 -18%	-32 -17%	-62 -31%	-17 -32%	-44 -44%	-13 -25%	-27 -27%	-34 -16%
ECONOMIC EXPANSION	77 19%	37 21%	32 21%	14 15%	9 15%	13 23%	12 25%	8 27%	3 10%	47 23%	30 16%	33 17%	32 22%	10 19%	41 21%	35 17%	39 21%	40 21%	36 18%	11 20%	13 13%	8 15%	17 17%	49 22%
FLAT ECONOMY	140 35%	65 37%	50 33%	39 44%	27 45%	19 33%	19 40%	9 29%	10 30%	73 35%	63 34%	66 34%	49 34%	22 41%	69 36%	67 33%	66 36%	76 39%	63 31%	15 28%	30 30%	21 40%	37 37%	77 35%
RECESSION	171 43%	70 39%	62 42%	35 40%	22 36%	25 43%	16 34%	13 44%	18 57%	79 39%	89 48%	90 46%	58 40%	18 34%	78 40%	93 46%	71 39%	72 37%	97 48%	28 52%	57 57%	21 40%	44 44%	83 38%
DON'T KNOW/UNSURE	12 3%	5 3%	5 4%	1 1%	2 3%	1 2%	- -	- -	1 3%	7 3%	5 3%	4 2%	5 3%	3 6%	5 3%	6 3%	6 3%	5 3%	7 3%	-	-	2 4%	2 2%	9 4%

Table 8-5

QUESTION 2:

And, even though we only have a few months left in 2022, as you think about 2022 as a 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				ISO CERTIFIED	
	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO	
	ENV-	ENVI	SALARY	LIFE	SHIFTS	FITS	STRY	GRWTH									CONF
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (ECONOMIC EXPANSION - RECESSION)	-94	-61	-43	-46	-40	-32	-26	-25	-21	-21	-74	-27	-48	-75	-14	2	-82
	-23%	-21%	-18%	-19%	-18%	-17%	-15%	-14%	-14%	-30%	-23%	-20%	-23%	-21%	-35%	2%	-28%
ECONOMIC EXPANSION	77	54	54	53	50	39	38	39	34	14	60	30	41	71	5	18	53
	19%	19%	22%	22%	22%	21%	22%	23%	22%	20%	19%	21%	19%	20%	12%	27%	18%
FLAT ECONOMY	140	109	87	86	78	71	64	61	59	21	116	45	77	122	17	31	100
	35%	38%	35%	35%	35%	38%	37%	36%	38%	30%	36%	32%	36%	35%	41%	45%	34%
RECESSION	171	115	97	100	90	71	65	64	55	35	134	57	90	146	19	17	135
	43%	40%	39%	40%	40%	38%	38%	37%	36%	50%	42%	41%	42%	42%	47%	25%	46%
DON'T KNOW/UNSURE	12	7	10	7	7	6	5	7	5	-	12	7	5	12	-	2	7
	3%	3%	4%	3%	3%	3%	3%	4%	4%	-	4%	5%	2%	3%	-	3%	2%



Table 9-1  
 QUESTION 2A:  
 And, what about next year? If you had to make a projection about the year 2023, do you think 2023 as a whole will be a time 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	\$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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%	
**D/S (EXPANSION - RECESSION)	-95 -24%	-11 -8%	-19 -22%	-19 -39%	-20 -47%	-25 -30%	-31 -14%	-64 -37%	-47 -33%	-21 -18%	-21 -24%	-49 -24%	-33 -27%	-13 -20%	-9 -20%	-9 -19%	-14 -25%	-9 -19%	-6 -9%	-87 -27%	-65 -36%	-5 -7%	-3 -31%	-10 -12%	
ECONOMIC EXPANSION	76 19%	35 25%	20 23%	5 10%	3 7%	14 17%	55 24%	21 12%	22 15%	28 24%	12 14%	39 19%	21 18%	12 19%	9 18%	9 19%	13 23%	9 20%	19 27%	56 17%	24 13%	18 27%	2 19%	25 28%	
A FLAT ECONOMY	135 34%	53 38%	22 25%	17 35%	17 39%	27 32%	75 33%	60 35%	47 33%	36 31%	39 45%	68 33%	40 33%	25 39%	21 44%	18 39%	14 26%	19 41%	22 32%	109 34%	59 32%	24 36%	3 31%	26 29%	
A RECESSION	171 43%	46 33%	39 45%	24 49%	23 54%	38 47%	85 38%	85 49%	69 49%	49 42%	34 38%	88 43%	54 45%	25 39%	18 38%	17 38%	27 48%	18 39%	25 36%	143 44%	89 49%	23 34%	4 50%	35 40%	
DON'T KNOW/UNSURE	18 4%	6 4%	6 6%	3 5%	- -	3 4%	12 5%	6 3%	4 3%	4 3%	3 4%	9 4%	5 4%	2 3%	- -	2 4%	1 2%	- -	4 6%	14 4%	10 5%	2 3%	- -	2 2%	

Table 9-2  
 QUESTION 2A:  
 And, what about next year? If you had to make a projection about the year 2023, do you think 2023 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (EXPANSION - RECESSION)	-95	-8	-49	-58	-36	28	-19	-102	15	-105	-3	1	-46	-48	12	-58	-45	-42	-27	-25	-13	-82	-10	-3
	-24%	-4%	-36%	-17%	-62%	36%	-14%	-60%	24%	-58%	-2%	1%	-54%	-32%	10%	-58%	-27%	-35%	-39%	-12%	-21%	-25%	-46%	-8%
ECONOMIC EXPANSION	76	56	17	72	3	39	27	9	28	13	34	49	4	22	44	4	29	19	6	51	12	60	2	10
	19%	28%	12%	21%	5%	51%	19%	5%	44%	7%	23%	31%	5%	15%	35%	4%	17%	15%	9%	25%	19%	19%	9%	24%
A FLAT ECONOMY	135	73	47	119	16	25	60	45	19	48	68	58	26	50	44	27	61	39	24	71	25	108	7	18
	34%	36%	34%	35%	27%	32%	43%	26%	29%	26%	46%	37%	31%	33%	35%	27%	36%	32%	35%	35%	39%	33%	32%	42%
A RECESSION	171	64	66	130	39	11	47	111	13	118	37	48	50	70	32	62	74	61	33	75	25	142	11	14
	43%	32%	48%	38%	67%	15%	33%	65%	20%	65%	25%	31%	59%	47%	26%	62%	44%	50%	48%	37%	39%	44%	55%	32%
DON'T KNOW/UNSURE	18	9	8	17	-	2	6	6	4	4	10	2	5	8	5	8	4	3	6	7	2	14	1	1
	4%	5%	6%	5%	-	2%	4%	4%	6%	2%	6%	1%	5%	5%	4%	8%	2%	2%	9%	3%	3%	4%	4%	2%

Table 9-3  
 QUESTION 2A:  
 And, what about next year? If you had to make a projection about the year 2023, do you think 2023 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 3

	GENDER			AGE				2023 PROJECTION				RECESSION RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213	
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
**D/S (EXPANSION - RECESSION)	-95	-70	-25	-9	-24	-40	-21	76	-	-171	-24	-50	-73	-21	-40	-39	-39	-2	-5	-20	-4	-6	-36	-62	
	-24%	-24%	-23%	-10%	-31%	-31%	-28%	100%	-	-100%	-14%	-27%	-21%	-54%	-22%	-22%	-39%	-4%	-12%	-53%	-23%	-43%	-21%	-29%	
ECONOMIC EXPANSION	76	55	21	21	17	19	11	76	-	-	42	31	73	2	30	36	13	13	10	3	3	2	36	34	
	19%	19%	20%	24%	22%	15%	15%	100%	-	-	25%	17%	21%	4%	17%	20%	13%	26%	22%	8%	18%	14%	21%	16%	
A FLAT ECONOMY	135	100	35	31	18	48	28	-	135	-	58	62	120	15	71	57	33	22	19	10	7	4	56	77	
	34%	34%	33%	36%	23%	37%	36%	-	100%	-	34%	34%	34%	38%	40%	32%	33%	44%	41%	27%	36%	30%	33%	36%	
A RECESSION	171	125	46	29	41	59	33	-	-	171	66	80	146	23	70	75	52	15	16	23	8	8	72	96	
	43%	43%	43%	34%	53%	45%	42%	-	-	100%	38%	44%	41%	58%	39%	42%	52%	30%	33%	62%	41%	57%	42%	45%	
DON'T KNOW/UNSURE	18	14	4	4	1	4	6	-	-	-	6	9	15	-	6	10	2	-	2	1	1	-	8	8	
	4%	5%	4%	5%	1%	3%	7%	-	-	-	3%	5%	4%	-	4%	5%	2%	-	4%	3%	5%	-	5%	4%	

Table 9-4  
 QUESTION 2A:  
 And, what about next year? If you had to make a projection about the year 2023, do you think 2023 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVTMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (EXPANSION - RECESSION)	-95 -24%	-44 -25%	-23 -15%	-13 -15%	-21 -35%	-16 -27%	-8 -16%	-7 -25%	-8 -25%	-48 -23%	-44 -24%	-65 -34%	-33 -23%	4 7%	-48 -25%	-67 -33%	-25 -14%	-37 -19%	-58 -29%	-22 -40%	-46 -46%	-21 -40%	-22 -22%	-28 -13%
ECONOMIC EXPANSION	76 19%	33 19%	34 23%	21 24%	6 10%	13 22%	11 24%	5 17%	6 20%	37 18%	38 20%	29 15%	25 17%	21 39%	34 18%	29 15%	43 24%	40 21%	35 17%	8 15%	13 13%	5 10%	21 21%	52 24%
A FLAT ECONOMY	135 34%	61 34%	50 33%	33 37%	27 45%	13 23%	15 33%	12 41%	9 29%	77 37%	55 29%	65 34%	54 38%	12 22%	72 37%	65 32%	63 35%	67 35%	65 32%	16 29%	25 26%	20 38%	33 33%	74 34%
A RECESSION	171 43%	78 44%	57 38%	34 38%	27 45%	29 49%	19 41%	13 42%	14 45%	85 41%	82 44%	94 49%	58 40%	17 33%	82 42%	96 48%	69 38%	78 40%	93 46%	30 55%	59 59%	26 50%	43 43%	80 37%
DON'T KNOW/UNSURE	18 4%	6 3%	8 5%	1 1%	- -	3 5%	1 2%	- -	2 6%	6 3%	11 6%	5 3%	7 5%	3 6%	5 3%	10 5%	6 3%	8 4%	9 5%	1 1%	3 3%	1 2%	3 3%	12 5%

Table 9-5  
 QUESTION 2A:  
 And, what about next year? If you had to make a projection about the year 2023, do you think 2023 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LIFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
**D/S (EXPANSION - RECESSION)	-95 -24%	-59 -21%	-55 -22%	-52 -21%	-49 -22%	-34 -18%	-34 -20%	-33 -19%	-25 -16%	-24 -34%	-68 -21%	-19 -14%	-58 -27%	-77 -22%	-15 -38%	-12 -18%	-77 -26%
ECONOMIC EXPANSION	76 19%	56 19%	44 18%	46 19%	45 20%	41 22%	32 18%	36 21%	31 20%	11 15%	64 20%	34 25%	34 16%	68 19%	6 16%	11 17%	56 19%
A FLAT ECONOMY	135 34%	106 37%	95 38%	92 37%	78 35%	63 34%	68 40%	61 36%	61 40%	22 31%	111 34%	40 29%	82 38%	121 35%	12 28%	32 47%	92 31%
A RECESSION	171 43%	115 40%	99 40%	98 40%	94 42%	75 40%	66 38%	68 40%	56 37%	35 49%	133 41%	53 38%	92 43%	145 41%	22 54%	24 35%	133 45%
DON'T KNOW/UNSURE	18 4%	10 4%	10 4%	10 4%	8 4%	7 4%	7 4%	6 3%	5 4%	3 4%	15 5%	11 8%	6 3%	17 5%	1 2%	1 1%	14 5%

Table 10-1  
 QUESTION 2B:  
 How confident are you that your company could withstand an economic recession in the next year?

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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (CONFIDENT - NOT CONFIDENT)	314	106	77	30	35	67	183	131	94	95	85	148	101	59	45	39	46	40	55	252	129	51	6	76
	78%	76%	88%	62%	81%	82%	80%	76%	66%	82%	96%	72%	84%	93%	95%	86%	83%	88%	79%	78%	71%	77%	76%	86%
TOTAL CONFIDENT	354	121	81	38	39	74	203	151	116	106	86	174	110	61	46	42	51	43	61	284	154	59	7	81
	88%	87%	94%	79%	90%	90%	89%	87%	82%	91%	97%	85%	92%	96%	98%	93%	92%	93%	88%	88%	84%	89%	88%	93%
TOTAL NOT CONFIDENT	40	16	5	8	4	7	20	19	22	11	1	26	10	2	1	3	5	2	6	32	24	8	1	6
	10%	11%	5%	17%	10%	8%	9%	11%	16%	9%	1%	13%	8%	3%	2%	7%	8%	5%	9%	10%	13%	11%	12%	6%
VERY CONFIDENT	172	68	36	13	24	30	105	67	43	48	53	75	49	42	17	21	29	19	26	141	70	27	3	42
	43%	49%	42%	28%	56%	36%	46%	39%	30%	41%	60%	37%	41%	66%	36%	46%	52%	40%	37%	44%	39%	40%	31%	48%
SOMEWHAT CONFIDENT	182	53	45	25	15	44	98	84	73	58	33	99	61	19	29	21	22	24	36	143	83	32	5	39
	45%	38%	52%	51%	34%	54%	43%	48%	52%	49%	37%	48%	51%	30%	61%	47%	40%	53%	51%	45%	46%	48%	56%	44%
NOT VERY CONFIDENT	23	10	3	3	1	5	13	10	11	9	1	13	7	2	-	3	3	2	6	16	12	6	-	5
	6%	7%	3%	7%	3%	7%	6%	6%	8%	7%	1%	6%	6%	3%	-	7%	5%	5%	9%	5%	7%	9%	-	5%
NOT AT ALL CONFIDENT	17	5	2	5	3	2	7	10	12	2	-	14	2	-	1	-	2	-	-	16	12	2	1	1
	4%	4%	2%	11%	7%	2%	3%	6%	8%	2%	-	7%	2%	-	2%	-	4%	-	-	5%	7%	3%	12%	1%
DON'T KNOW/UNSURE	6	3	-	2	-	1	3	3	3	-	1	4	-	-	-	-	-	1	2	4	5	-	-	-
	1%	2%	-	3%	-	2%	1%	2%	2%	-	2%	2%	-	-	-	-	-	2%	3%	1%	2%	-	-	-
REFUSED	1	-	1	-	-	-	1	-	-	-	-	-	-	1	-	-	-	-	-	1	-	-	-	1
	-	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	1%

Table 10-2  
 QUESTION 2B:  
 How confident are you that your company could withstand an economic recession in the next year?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EX-PAN-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+
					NOT CONF																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (CONFIDENT - NOT CONFIDENT)	314	193	110	303	8	74	122	107	64	119	129	144	40	125	112	60	139	99	48	166	54	248	20	39
	78%	96%	80%	90%	15%	97%	87%	63%	100%	65%	87%	92%	47%	83%	91%	60%	82%	81%	70%	81%	85%	77%	96%	91%
TOTAL CONFIDENT	354	196	123	319	32	75	131	138	64	151	136	150	61	137	118	79	152	109	59	183	59	284	20	41
	88%	97%	90%	94%	56%	98%	93%	81%	100%	82%	92%	96%	72%	91%	95%	79%	90%	90%	85%	90%	92%	88%	96%	96%
TOTAL NOT CONFIDENT	40	3	13	16	24	1	8	31	-	31	7	5	21	12	6	19	13	11	10	17	4	36	-	2
	10%	2%	9%	5%	42%	1%	6%	18%	-	17%	5%	3%	24%	8%	5%	19%	8%	9%	15%	8%	7%	11%	-	4%
VERY CONFIDENT	172	130	32	162	7	50	64	53	40	61	69	94	19	53	76	23	70	60	22	88	26	124	12	30
	43%	65%	23%	48%	13%	65%	45%	31%	63%	33%	46%	60%	23%	35%	61%	23%	42%	49%	32%	43%	41%	38%	59%	70%
SOMEWHAT CONFIDENT	182	65	91	157	25	25	67	85	24	89	68	56	42	84	42	56	82	49	36	95	32	160	8	11
	45%	33%	67%	46%	44%	33%	48%	50%	37%	49%	46%	36%	49%	56%	34%	56%	49%	40%	53%	47%	50%	49%	37%	26%
NOT VERY CONFIDENT	23	2	10	12	11	1	7	15	-	16	5	5	8	8	3	11	9	6	4	11	3	20	-	2
	6%	1%	7%	4%	19%	1%	5%	9%	-	9%	3%	3%	10%	6%	2%	11%	5%	5%	6%	5%	5%	6%	-	4%
NOT AT ALL CONFIDENT	17	1	3	4	13	-	2	15	-	15	2	-	12	4	3	8	5	5	6	6	1	16	-	-
	4%	1%	2%	1%	23%	-	1%	9%	-	8%	1%	-	14%	3%	2%	8%	3%	4%	9%	3%	2%	5%	-	-
DON'T KNOW/UNSURE	6	2	2	4	1	1	1	2	-	1	4	1	3	1	-	2	3	2	-	3	1	4	-	-
	1%	1%	1%	1%	2%	1%	1%	1%	-	1%	3%	1%	3%	1%	-	2%	2%	1%	-	1%	2%	1%	-	-
REFUSED	1	-	-	-	-	-	-	1	-	-	1	-	1	-	-	1	-	-	-	1	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	4%	-

Table 10-3  
 QUESTION 2B:  
 How confident are you that your company could withstand an economic recession in the next year?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SOMW CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (CONFIDENT - NOT CONFIDENT)	314	225	89	79	69	99	49	71	105	123	172	182	354	-40	150	140	75	44	30	29	11	10	135	164
	78%	77%	84%	93%	89%	76%	62%	93%	78%	72%	100%	100%	100%	-100%	85%	79%	76%	87%	64%	79%	61%	68%	78%	77%
TOTAL CONFIDENT	354	256	97	82	72	114	62	73	120	146	172	182	354	-	162	157	86	48	38	33	15	12	152	187
	88%	87%	91%	96%	94%	88%	79%	95%	89%	86%	100%	100%	100%	-	91%	89%	87%	93%	82%	89%	80%	84%	89%	87%
TOTAL NOT CONFIDENT	40	32	8	2	4	15	13	2	15	23	-	-	-	40	12	17	11	3	8	4	4	2	17	22
	10%	11%	8%	3%	5%	12%	17%	2%	11%	13%	-	-	-	100%	7%	10%	11%	7%	18%	11%	20%	16%	10%	10%
VERY CONFIDENT	172	135	37	44	30	57	29	42	58	66	172	-	172	-	88	62	44	24	16	9	8	6	81	84
	43%	46%	35%	51%	40%	44%	37%	55%	43%	38%	100%	-	49%	-	49%	35%	44%	46%	35%	25%	43%	44%	47%	39%
SOMEWHAT CONFIDENT	182	121	61	38	42	57	33	31	62	80	-	182	182	-	74	95	43	24	22	24	7	6	71	103
	45%	41%	57%	44%	54%	44%	42%	40%	46%	47%	-	100%	51%	-	42%	54%	43%	47%	47%	64%	38%	41%	41%	48%
NOT VERY CONFIDENT	23	19	4	2	4	7	7	2	9	12	-	-	-	23	5	10	9	3	6	3	4	2	8	15
	6%	6%	4%	3%	5%	5%	9%	2%	7%	7%	-	-	-	58%	3%	6%	9%	7%	13%	8%	20%	16%	5%	7%
NOT AT ALL CONFIDENT	17	13	4	-	-	8	7	-	6	11	-	-	-	17	7	7	3	-	2	1	-	-	9	8
	4%	4%	4%	-	-	6%	8%	-	5%	6%	-	-	-	42%	4%	4%	3%	-	5%	3%	-	-	5%	4%
DON'T KNOW/UNSURE	6	5	1	1	-	1	3	2	-	1	-	-	-	-	3	2	2	-	-	-	-	-	2	4
	1%	2%	1%	2%	-	-	4%	3%	-	1%	-	-	-	-	2%	1%	2%	-	-	-	-	-	1%	2%
REFUSED	1	1	-	-	1	-	-	-	-	1	-	-	-	-	1	1	-	-	-	-	-	-	-	1
	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



Table 10-4  
QUESTION 2B:  
How confident are you that your company could withstand an economic recession in the next year?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (CONFIDENT - NOT CONFIDENT)	314 78%	137 77%	107 72%	80 90%	53 88%	51 87%	40 85%	23 79%	26 81%	180 87%	126 68%	131 68%	130 91%	47 87%	169 87%	160 80%	141 77%	164 85%	146 72%	43 80%	74 74%	39 77%	81 81%	174 80%
TOTAL CONFIDENT	354 88%	155 87%	127 85%	84 94%	56 93%	53 91%	43 92%	27 89%	29 91%	191 93%	155 83%	161 83%	136 95%	49 92%	180 93%	179 89%	160 88%	177 92%	172 85%	48 89%	86 86%	45 88%	89 89%	194 89%
TOTAL NOT CONFIDENT	40 10%	18 10%	20 13%	3 4%	3 5%	2 4%	3 7%	3 11%	3 9%	11 5%	29 15%	30 15%	6 4%	2 4%	11 6%	19 10%	19 10%	13 7%	27 13%	5 9%	11 11%	6 12%	9 9%	20 9%
VERY CONFIDENT	172 43%	74 42%	55 37%	37 42%	26 44%	27 47%	23 49%	13 43%	20 62%	91 44%	78 42%	73 38%	68 47%	26 48%	84 44%	98 49%	66 37%	97 50%	73 36%	22 41%	30 30%	26 50%	40 40%	100 46%
SOMEWHAT CONFIDENT	182 45%	81 46%	71 48%	46 52%	30 49%	26 44%	20 42%	14 46%	9 29%	100 49%	77 41%	88 45%	69 48%	23 44%	96 49%	81 40%	93 51%	80 41%	99 49%	26 48%	56 56%	20 38%	49 49%	94 43%
NOT VERY CONFIDENT	23 6%	13 7%	11 7%	2 3%	2 3%	1 1%	3 7%	2 7%	2 6%	6 3%	17 9%	14 7%	5 3%	2 4%	6 3%	12 6%	9 5%	11 6%	12 6%	4 7%	8 8%	3 6%	5 5%	13 6%
NOT AT ALL CONFIDENT	17 4%	5 3%	9 6%	1 1%	1 2%	2 3%	-	1 4%	1 3%	5 2%	12 6%	16 8%	1 1%	-	5 3%	7 3%	10 5%	2 1%	15 7%	1 3%	3 3%	3 6%	4 4%	7 3%
DON'T KNOW/UNSURE	6 1%	4 2%	2 2%	2 2%	1 2%	2 4%	-	-	-	3 2%	3 1%	3 1%	1 1%	2 4%	2 1%	2 1%	3 2%	2 1%	4 2%	1 1%	3 3%	-	2 2%	3 1%
REFUSED	1 -	1 -	-	-	-	1 1%	1 2%	-	-	1 -	-	-	1 1%	-	1 -	-	1 -	1 -	-	-	-	-	-	1 -

Table 10-5  
 QUESTION 2B:  
 How confident are you that your company could withstand an economic recession in the next year?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (CONFIDENT - NOT CONFIDENT)	314	224	195	196	183	138	136	133	126	51	256	111	171	282	28	62	221
	78%	78%	79%	79%	81%	74%	79%	78%	82%	73%	79%	80%	80%	80%	68%	91%	75%
TOTAL CONFIDENT	354	252	219	220	203	161	153	150	138	60	287	123	191	314	34	65	256
-----	88%	88%	88%	89%	90%	86%	89%	88%	90%	86%	89%	89%	90%	90%	83%	95%	87%
TOTAL NOT CONFIDENT	40	28	24	23	20	23	16	17	13	9	31	12	20	32	6	3	35
-----	10%	10%	10%	9%	9%	13%	10%	10%	8%	13%	9%	9%	9%	9%	15%	5%	12%
VERY CONFIDENT	172	126	109	117	103	74	80	80	73	26	141	77	78	155	13	42	116
	43%	44%	44%	47%	46%	40%	46%	47%	47%	36%	44%	56%	37%	44%	33%	62%	39%
SOMEWHAT CONFIDENT	182	126	110	103	99	87	73	70	65	35	146	46	113	159	20	23	140
	45%	44%	44%	42%	44%	47%	42%	41%	43%	49%	45%	33%	53%	45%	50%	33%	47%
NOT VERY CONFIDENT	23	15	13	12	11	13	9	11	8	7	16	3	16	19	3	2	20
	6%	5%	5%	5%	5%	7%	5%	6%	5%	10%	5%	2%	8%	6%	8%	3%	7%
NOT AT ALL CONFIDENT	17	13	11	11	9	11	7	7	5	2	15	9	4	13	3	1	15
	4%	5%	4%	5%	4%	6%	4%	4%	3%	3%	5%	6%	2%	4%	7%	1%	5%
DON'T KNOW/UNSURE	6	5	4	3	2	2	2	2	2	1	5	2	2	4	1	-	4
	1%	2%	2%	1%	1%	1%	1%	1%	2%	1%	2%	2%	1%	1%	2%	-	1%
REFUSED	1	1	1	1	1	-	1	1	-	-	1	1	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-

Table 11-1  
 QUESTION 5:  
 As you look to the year-end, do you project your company's gross revenues for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (INCREASE - DECREASE)	71	43	18	-1	14	-3	61	10	3	20	35	18	26	26	6	15	11	6	21	49	10	17	-	28
	18%	31%	20%	-1%	32%	-3%	27%	6%	2%	17%	40%	9%	22%	41%	13%	33%	20%	12%	30%	15%	6%	26%	-	32%
TOTAL INCREASE	156	67	34	14	19	22	101	55	44	45	47	68	50	34	20	21	22	14	33	120	65	29	3	38
-----	39%	48%	39%	28%	45%	27%	44%	32%	31%	39%	53%	34%	42%	54%	42%	46%	40%	30%	48%	37%	36%	44%	36%	44%
TOTAL DECREASE	85	24	16	14	5	25	40	45	41	25	12	50	24	8	14	6	11	8	13	71	55	12	3	10
-----	21%	17%	19%	30%	12%	31%	18%	26%	29%	22%	14%	24%	20%	13%	29%	13%	19%	18%	18%	22%	30%	18%	36%	12%
INCREASE BY MORE THAN 10%	109	49	24	10	12	14	73	35	35	29	32	49	38	20	15	15	13	11	27	81	46	25	2	18
	27%	35%	28%	20%	27%	17%	32%	20%	25%	25%	36%	24%	31%	32%	31%	34%	24%	23%	39%	25%	25%	38%	27%	21%
INCREASE BY LESS THAN 10%	47	18	10	4	8	8	28	20	9	16	15	19	13	14	5	6	9	3	6	39	19	4	1	20
	12%	13%	11%	8%	18%	10%	12%	11%	7%	14%	17%	9%	11%	22%	12%	12%	16%	7%	9%	12%	10%	6%	10%	23%
DECREASE BY LESS THAN 10%	26	6	7	5	1	6	13	13	10	8	5	11	9	5	5	4	1	4	2	23	13	4	1	6
	6%	4%	8%	11%	3%	8%	6%	7%	7%	7%	6%	5%	7%	8%	10%	8%	2%	9%	3%	7%	7%	6%	13%	7%
DECREASE BY MORE THAN 10%	59	18	9	9	4	19	27	32	31	17	7	39	16	3	9	2	10	4	11	47	42	8	2	4
	15%	13%	11%	19%	10%	23%	12%	19%	22%	14%	8%	19%	13%	5%	19%	4%	18%	9%	15%	15%	23%	12%	22%	5%
STAY THE SAME	151	47	37	17	17	32	84	67	54	45	27	80	45	20	13	18	23	23	21	125	59	23	2	38
	38%	34%	42%	36%	41%	39%	37%	39%	39%	38%	30%	39%	37%	32%	27%	40%	41%	49%	31%	39%	32%	36%	28%	44%
TOO SOON TO SAY/DON'T KNOW	8	2	-	3	1	2	2	6	1	2	2	5	1	1	1	1	-	1	3	6	4	2	-	1
	2%	1%	-	7%	2%	3%	1%	4%	1%	2%	3%	3%	1%	1%	2%	2%	-	2%	4%	2%	2%	2%	-	1%
STATUS QUO 3/3	64	20	12	9	9	13	33	31	27	13	12	32	20	10	10	10	11	8	10	52	22	14	1	18
	16%	15%	14%	18%	21%	16%	14%	18%	19%	11%	14%	16%	17%	17%	21%	22%	20%	18%	14%	16%	12%	21%	9%	20%

Table 11-2  
 QUESTION 5:  
 As you look to the year-end, do you project your company's gross revenues for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+	
					58																				14%
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (INCREASE - DECREASE)	71	86	5	91	-19	58	34	-24	40	-11	43	156	-85	-	100	-49	22	37	-9	40	-	44	7	19	
	18%	43%	4%	27%	-33%	75%	24%	-14%	62%	-6%	29%	100%	-100%	-	80%	-49%	13%	30%	-13%	20%	-	14%	34%	44%	
TOTAL INCREASE	156	106	39	145	10	60	52	39	44	47	64	156	-	-	102	9	43	62	17	74	-	119	11	23	
-----	39%	53%	28%	43%	17%	78%	37%	23%	69%	26%	43%	100%	-	-	83%	9%	26%	51%	25%	36%	-	37%	54%	53%	
TOTAL DECREASE	85	21	33	54	29	2	18	63	4	58	21	-	85	-	3	59	22	25	26	34	-	74	4	4	
-----	21%	10%	24%	16%	51%	3%	13%	37%	6%	32%	14%	-	100%	-	2%	59%	13%	20%	38%	17%	-	23%	20%	10%	
INCREASE BY MORE THAN 10%	109	75	27	102	6	46	29	31	35	31	43	109	-	-	77	6	25	50	10	47	-	87	6	14	
	27%	37%	20%	30%	10%	60%	21%	18%	55%	17%	29%	70%	-	-	62%	6%	15%	41%	14%	23%	-	27%	27%	34%	
INCREASE BY LESS THAN 10%	47	31	12	43	4	13	23	8	9	16	21	47	-	-	25	4	18	12	8	27	-	32	5	8	
	12%	16%	8%	13%	7%	17%	16%	5%	14%	9%	14%	30%	-	-	20%	4%	11%	10%	11%	13%	-	10%	26%	20%	
DECREASE BY LESS THAN 10%	26	11	9	20	4	2	7	16	1	12	12	-	26	-	1	17	8	6	8	13	-	19	3	2	
	6%	5%	7%	6%	7%	3%	5%	10%	1%	7%	8%	-	31%	-	1%	17%	5%	5%	11%	6%	-	6%	15%	4%	
DECREASE BY MORE THAN 10%	59	10	24	34	25	-	11	47	3	46	9	-	59	-	2	42	14	19	19	21	-	55	1	2	
	15%	5%	18%	10%	43%	-	8%	27%	5%	25%	6%	-	69%	-	1%	42%	8%	16%	27%	11%	-	17%	4%	5%	
STAY THE SAME	151	68	63	131	19	14	67	67	13	76	60	-	-	151	16	32	101	33	23	93	64	125	6	15	
	38%	34%	46%	39%	32%	19%	48%	40%	21%	41%	41%	-	-	100%	13%	32%	60%	28%	33%	46%	100%	39%	27%	35%	
TOO SOON TO SAY/DON'T KNOW	8	6	2	8	-	1	4	1	3	2	2	-	-	-	3	-	2	2	3	2	-	6	-	1	
	2%	3%	2%	2%	-	1%	2%	1%	5%	1%	2%	-	-	-	2%	-	1%	2%	4%	1%	-	2%	-	2%	
STATUS QUO 3/3	64	28	30	58	6	5	30	27	4	31	28	-	-	64	-	-	64	-	-	64	64	52	3	8	
	16%	14%	22%	17%	10%	7%	21%	16%	6%	17%	19%	-	-	42%	-	-	38%	-	-	31%	100%	16%	13%	18%	

Table 11-3  
 QUESTION 5:  
 As you look to the year-end, do you project your company's gross revenues for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (INCREASE - DECREASE)	71	56	15	24	16	21	6	44	32	-2	75	14	89	-15	52	11	4	30	11	-7	6	-	35	32
	18%	19%	15%	28%	20%	16%	8%	58%	23%	-1%	43%	8%	25%	-38%	29%	6%	4%	58%	24%	-19%	35%	2%	20%	15%
TOTAL INCREASE	156	124	32	36	32	50	27	49	58	48	94	56	150	5	78	55	35	34	19	8	8	3	69	80
-----	39%	42%	30%	43%	42%	39%	34%	64%	43%	28%	55%	31%	42%	14%	44%	31%	36%	66%	41%	23%	44%	22%	40%	38%
TOTAL DECREASE	85	69	16	13	17	29	21	4	26	50	19	42	61	21	26	44	31	4	8	15	2	3	34	48
-----	21%	23%	15%	15%	22%	23%	27%	5%	19%	29%	11%	23%	17%	52%	14%	25%	31%	8%	17%	42%	9%	19%	20%	22%
INCREASE BY MORE THAN 10%	109	86	22	21	24	35	21	34	39	35	65	41	106	2	54	36	23	22	14	6	5	3	45	60
	27%	29%	21%	25%	31%	27%	27%	44%	29%	21%	38%	22%	30%	5%	30%	21%	23%	43%	30%	17%	25%	22%	26%	28%
INCREASE BY LESS THAN 10%	47	38	9	15	8	16	5	15	19	12	28	16	44	3	24	18	13	12	5	2	3	-	23	20
	12%	13%	9%	18%	11%	12%	7%	20%	14%	7%	16%	9%	12%	9%	14%	10%	13%	23%	11%	5%	18%	-	14%	10%
DECREASE BY LESS THAN 10%	26	21	5	3	6	10	6	3	7	14	6	13	19	4	9	13	6	4	3	4	1	1	11	15
	6%	7%	5%	3%	8%	8%	7%	4%	5%	8%	4%	7%	5%	11%	5%	7%	6%	8%	6%	11%	4%	6%	6%	7%
DECREASE BY MORE THAN 10%	59	48	11	10	11	20	15	1	19	36	13	29	42	16	17	32	25	-	5	11	1	2	23	33
	15%	16%	10%	12%	14%	15%	19%	1%	14%	21%	8%	16%	12%	41%	9%	18%	25%	-	11%	31%	5%	13%	13%	15%
STAY THE SAME	151	94	57	34	27	48	28	22	50	70	53	84	137	12	69	76	31	13	18	13	9	8	64	82
	38%	32%	53%	39%	35%	37%	35%	29%	37%	41%	31%	46%	39%	31%	39%	43%	32%	26%	39%	36%	47%	55%	37%	38%
TOO SOON TO SAY/DON'T KNOW	8	6	2	2	1	3	3	1	1	3	6	-	6	1	5	2	1	-	2	-	-	1	5	4
	2%	2%	2%	3%	1%	2%	4%	1%	1%	2%	3%	-	2%	3%	3%	1%	1%	-	3%	-	-	4%	3%	2%
STATUS QUO 3/3	64	38	26	12	13	21	9	12	25	25	26	32	59	4	36	34	9	5	8	4	4	1	24	38
	16%	13%	25%	15%	17%	16%	12%	16%	19%	15%	15%	18%	17%	11%	20%	19%	9%	10%	17%	10%	19%	5%	14%	18%

Table 11-4  
 QUESTION 5:  
 As you look to the year-end, do you project your company's gross revenues for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (INCREASE - DECREASE)	71 18%	44 25%	20 14%	19 21%	9 15%	11 20%	15 33%	5 17%	2 6%	60 29%	13 7%	29 15%	24 17%	20 38%	51 27%	44 22%	22 12%	57 29%	13 7%	6 11%	-3 -3%	14 27%	15 15%	61 28%
TOTAL INCREASE -----	156 39%	73 41%	54 37%	33 37%	23 38%	22 38%	22 47%	13 43%	11 33%	91 44%	65 35%	73 38%	54 38%	27 50%	83 43%	81 40%	68 37%	87 45%	68 34%	17 32%	32 32%	22 42%	40 40%	97 44%
TOTAL DECREASE -----	85 21%	29 16%	34 23%	14 16%	14 23%	11 18%	7 14%	8 26%	9 27%	32 15%	52 28%	44 23%	31 21%	7 13%	32 16%	37 18%	46 26%	30 15%	55 27%	12 21%	35 35%	8 15%	25 25%	36 16%
INCREASE BY MORE THAN 10%	109 27%	47 26%	41 28%	21 24%	16 27%	17 29%	12 25%	7 22%	7 21%	60 29%	48 26%	51 26%	38 27%	18 33%	52 27%	57 28%	48 27%	63 32%	45 22%	12 23%	22 22%	13 25%	21 21%	71 33%
INCREASE BY LESS THAN 10%	47 12%	26 15%	13 9%	12 13%	7 11%	5 9%	10 22%	6 21%	4 12%	31 15%	16 9%	22 11%	16 11%	9 17%	31 16%	24 12%	20 11%	24 12%	23 11%	5 9%	10 10%	9 17%	19 19%	26 12%
DECREASE BY LESS THAN 10%	26 6%	14 8%	11 7%	6 6%	5 8%	2 3%	5 10%	2 8%	3 10%	11 6%	15 8%	13 7%	10 7%	3 5%	11 6%	11 6%	15 8%	14 7%	12 6%	4 8%	13 13%	3 6%	10 10%	11 5%
DECREASE BY MORE THAN 10%	59 15%	15 8%	23 16%	9 10%	9 15%	9 15%	2 5%	6 19%	5 17%	20 10%	38 20%	31 16%	21 14%	4 7%	20 11%	25 13%	32 17%	16 8%	43 21%	7 13%	22 22%	5 10%	15 15%	25 12%
STAY THE SAME	151 38%	73 41%	56 37%	40 45%	21 35%	24 40%	18 38%	9 30%	13 40%	79 38%	65 35%	75 39%	56 39%	18 33%	76 39%	77 38%	66 36%	70 36%	77 38%	23 43%	32 32%	21 40%	32 32%	83 38%
TOO SOON TO SAY/DON'T KNOW	8 2%	3 2%	5 3%	2 2%	3 5%	2 3%	- -	- -	- -	4 2%	4 2%	1 1%	3 2%	2 4%	3 1%	6 3%	2 1%	7 3%	2 1%	2 4%	2 2%	1 2%	2 2%	2 1%
STATUS QUO 3/3	64 16%	32 18%	18 12%	20 22%	13 21%	10 16%	10 20%	3 10%	5 16%	34 17%	25 13%	32 17%	23 16%	7 14%	33 17%	31 15%	31 17%	30 16%	32 16%	8 15%	13 13%	12 23%	10 10%	33 15%

Table 11-5  
 QUESTION 5:  
 As you look to the year-end, do you project your company's gross revenues for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
**D/S (INCREASE - DECREASE)	71 18%	60 21%	51 20%	50 20%	56 25%	40 22%	40 23%	49 28%	39 25%	3 4%	63 20%	23 17%	48 22%	70 20%	-1 -2%	27 40%	27 9%
TOTAL INCREASE -----	156 39%	118 41%	102 41%	104 42%	102 45%	75 40%	73 42%	76 44%	65 42%	25 36%	126 39%	53 38%	89 42%	142 40%	12 29%	35 52%	102 35%
TOTAL DECREASE -----	85 21%	58 20%	52 21%	54 22%	46 20%	35 19%	33 19%	27 16%	26 17%	22 31%	63 20%	30 22%	41 19%	71 20%	12 30%	8 12%	75 26%
INCREASE BY MORE THAN 10%	109 27%	81 28%	69 28%	72 29%	68 30%	49 26%	48 28%	54 32%	44 29%	16 23%	89 27%	32 23%	64 30%	96 27%	10 24%	22 32%	74 25%
INCREASE BY LESS THAN 10%	47 12%	37 13%	33 13%	32 13%	34 15%	26 14%	26 15%	21 12%	21 13%	9 13%	37 12%	21 15%	24 11%	45 13%	2 5%	14 20%	28 9%
DECREASE BY LESS THAN 10%	26 6%	20 7%	17 7%	16 6%	15 7%	8 5%	9 5%	10 6%	7 4%	8 11%	18 6%	7 5%	13 6%	21 6%	5 13%	3 4%	22 8%
DECREASE BY MORE THAN 10%	59 15%	38 13%	35 14%	38 16%	31 14%	27 14%	24 14%	17 10%	19 13%	14 20%	45 14%	23 17%	28 13%	51 14%	7 17%	5 8%	53 18%
STAY THE SAME	151 38%	104 36%	88 36%	83 34%	72 32%	72 38%	62 36%	63 37%	59 39%	21 29%	129 40%	51 37%	81 38%	131 37%	16 38%	22 33%	113 38%
TOO SOON TO SAY/DON'T KNOW	8 2%	6 2%	6 2%	6 2%	6 3%	5 3%	4 2%	5 3%	4 3%	3 4%	5 2%	4 3%	3 1%	7 2%	1 3%	2 3%	4 1%
STATUS QUO 3/3	64 16%	39 14%	40 16%	34 14%	30 13%	31 17%	29 17%	28 17%	24 16%	8 11%	56 17%	20 15%	39 18%	59 17%	4 9%	12 18%	44 15%

Table 12-1  
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2022 to increase or decrease compared to 2021, or will it probably stay the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%	
**D/S (INCREASE - DECREASE)	24 6%	40 29%	2 2%	-2 -3%	-1 -3%	-15 -18%	41 18%	-18 -10%	-12 -9%	3 2%	20 22%	-3 -1%	5 4%	20 32%	- 1%	5 10%	3 5%	-1 -2%	12 18%	10 3%	-8 -4%	9 13%	- -2%	15 17%	
TOTAL INCREASE -----	124 31%	62 44%	28 32%	13 27%	6 15%	15 19%	89 39%	35 20%	32 23%	32 28%	38 42%	55 27%	33 28%	31 49%	14 30%	16 34%	18 32%	11 23%	27 38%	94 29%	52 29%	23 34%	2 21%	28 31%	
TOTAL DECREASE -----	100 25%	22 15%	26 30%	14 30%	8 18%	30 37%	48 21%	52 30%	45 32%	30 26%	18 20%	58 28%	28 23%	11 18%	14 29%	11 24%	15 27%	12 25%	14 20%	84 26%	60 33%	14 21%	2 23%	12 14%	
INCREASE BY MORE THAN 10%	74 19%	37 26%	17 19%	8 17%	4 10%	8 10%	54 24%	21 12%	20 14%	21 18%	22 25%	35 17%	22 18%	17 26%	7 16%	11 25%	13 23%	8 17%	14 19%	60 19%	35 19%	16 24%	2 21%	11 12%	
INCREASE BY LESS THAN 10%	50 12%	25 18%	11 13%	5 9%	2 5%	7 9%	36 16%	14 8%	12 8%	12 10%	15 17%	20 10%	12 10%	14 23%	7 14%	4 9%	5 9%	3 6%	13 19%	35 11%	17 9%	7 11%	- -	17 19%	
DECREASE BY LESS THAN 10%	34 8%	5 4%	12 14%	8 16%	2 5%	6 7%	18 8%	16 9%	13 9%	11 9%	7 8%	17 8%	10 9%	5 9%	7 15%	4 8%	4 8%	4 8%	2 3%	31 10%	16 9%	7 11%	- -	8 9%	
DECREASE BY MORE THAN 10%	66 17%	17 12%	14 16%	6 13%	5 12%	24 30%	30 13%	36 21%	32 23%	19 17%	11 12%	41 20%	18 15%	6 9%	6 14%	7 16%	11 19%	8 17%	12 18%	53 17%	44 24%	7 11%	2 23%	4 5%	
STAY THE SAME	168 42%	55 39%	32 37%	20 41%	27 62%	35 42%	87 38%	81 47%	62 44%	54 46%	31 34%	87 43%	57 48%	20 32%	18 39%	19 41%	23 40%	23 49%	28 40%	136 42%	68 37%	28 43%	5 55%	46 53%	
TOO SOON TO SAY/DON'T KNOW	7 2%	2 1%	1 1%	1 1%	2 5%	1 2%	3 1%	4 2%	2 1%	1 1%	3 3%	5 2%	1 1%	- -	1 2%	- -	- -	- -	1 3%	1 1%	7 2%	3 1%	1 2%	- -	1 1%
REFUSED	1 -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	1 1%



Table 12-2  
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2022 to increase or decrease compared to 2021, or will it probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (INCREASE - DECREASE)	24	58	-16	42	-17	50	20	-47	38	-37	22	93	-56	-16	124	-100	-	13	-21	29	-	2	5	15
	6%	29%	-12%	12%	-29%	64%	14%	-27%	59%	-20%	15%	60%	-66%	-11%	100%	-100%	-	11%	-31%	14%	-	1%	22%	36%
TOTAL INCREASE	124	89	25	114	9	53	44	25	42	33	48	102	3	16	124	-	-	43	9	69	-	88	9	22
-----	31%	44%	19%	34%	15%	69%	31%	15%	65%	18%	32%	66%	3%	11%	100%	-	-	35%	13%	34%	-	27%	46%	51%
TOTAL DECREASE	100	31	42	72	25	3	24	72	4	70	25	9	59	32	-	100	-	30	30	40	-	86	5	6
-----	25%	15%	31%	21%	44%	4%	17%	42%	6%	38%	17%	6%	69%	21%	-	100%	-	25%	44%	20%	-	26%	23%	15%
INCREASE BY MORE THAN 10%	74	54	15	69	5	32	21	19	29	18	27	62	2	7	74	-	-	28	4	42	-	57	5	12
	19%	27%	11%	21%	8%	42%	15%	11%	46%	10%	18%	40%	2%	5%	60%	-	-	23%	6%	20%	-	17%	24%	28%
INCREASE BY LESS THAN 10%	50	34	10	45	4	20	23	7	13	16	21	40	1	9	50	-	-	15	5	27	-	31	5	10
	12%	17%	8%	13%	7%	27%	16%	4%	20%	8%	14%	26%	1%	6%	40%	-	-	13%	7%	13%	-	10%	22%	23%
DECREASE BY LESS THAN 10%	34	17	11	28	4	2	12	19	1	19	14	7	14	13	-	34	-	9	10	15	-	27	4	2
	8%	8%	8%	8%	7%	2%	9%	11%	1%	10%	9%	4%	17%	9%	-	34%	-	7%	14%	7%	-	8%	19%	4%
DECREASE BY MORE THAN 10%	66	14	30	44	21	2	12	53	3	51	11	2	44	20	-	66	-	21	20	25	-	59	1	5
	17%	7%	22%	13%	37%	2%	8%	31%	5%	28%	8%	1%	52%	13%	-	66%	-	17%	30%	12%	-	18%	4%	11%
STAY THE SAME	168	80	66	146	23	20	72	70	18	76	72	43	22	101	-	-	168	46	26	95	64	144	6	14
	42%	40%	48%	43%	39%	26%	52%	41%	28%	42%	49%	28%	26%	67%	-	-	100%	38%	38%	46%	100%	45%	28%	34%
TOO SOON TO SAY/DON'T KNOW	7	2	4	6	1	1	-	3	-	3	3	1	2	1	-	-	-	2	3	-	-	6	-	-
	2%	1%	3%	2%	2%	2%	-	2%	-	2%	2%	1%	2%	1%	-	-	-	2%	4%	-	-	2%	-	-
REFUSED	1	-	-	-	-	-	-	1	-	1	-	-	-	1	-	-	-	-	1	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	3%	-

Table 12-3  
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2022 to increase or decrease compared to 2021, or will it probably stay the same?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%	
**D/S (INCREASE - DECREASE)	24 6%	19 6%	5 5%	12 14%	6 8%	7 6%	-1 -2%	40 52%	17 13%	-30 -18%	53 31%	-13 -7%	39 11%	-13 -33%	31 18%	- -	-10 -10%	23 46%	2 4%	-13 -36%	1 5%	-1 -8%	24 14%	-6 -3%	
TOTAL INCREASE -----	124 31%	97 33%	27 25%	29 34%	23 30%	40 31%	24 31%	44 57%	44 32%	32 19%	76 44%	42 23%	118 33%	6 15%	62 35%	46 26%	25 25%	28 55%	14 30%	4 11%	6 31%	4 29%	59 34%	57 27%	
TOTAL DECREASE -----	100 25%	78 27%	22 21%	17 20%	17 23%	33 25%	25 32%	4 5%	27 20%	62 36%	23 13%	56 31%	79 22%	19 48%	31 17%	47 26%	35 35%	5 10%	13 27%	17 47%	5 26%	5 36%	35 20%	64 30%	
INCREASE BY MORE THAN 10%	74 19%	59 20%	15 14%	13 16%	13 16%	26 20%	20 25%	25 32%	25 19%	23 13%	48 28%	22 12%	69 20%	5 12%	36 20%	22 12%	17 17%	15 30%	9 20%	2 5%	5 25%	4 29%	34 20%	37 17%	
INCREASE BY LESS THAN 10%	50 12%	37 13%	12 11%	16 18%	11 14%	14 11%	4 5%	19 25%	19 14%	9 5%	28 16%	21 11%	49 14%	1 3%	26 15%	24 14%	8 8%	13 25%	5 11%	2 6%	1 5%	- -	25 15%	20 9%	
DECREASE BY LESS THAN 10%	34 8%	25 9%	8 8%	5 6%	7 9%	13 10%	6 8%	3 4%	5 4%	22 13%	9 5%	18 10%	28 8%	4 10%	11 6%	14 8%	10 10%	2 5%	1 2%	7 20%	2 11%	1 6%	13 8%	20 9%	
DECREASE BY MORE THAN 10%	66 17%	53 18%	14 13%	11 13%	11 14%	20 15%	19 24%	1 1%	21 16%	40 23%	14 8%	37 21%	51 14%	15 38%	20 11%	33 19%	25 25%	2 5%	12 25%	10 27%	3 15%	4 30%	22 13%	43 20%	
STAY THE SAME	168 42%	113 39%	55 52%	36 42%	36 46%	56 43%	27 35%	29 38%	61 45%	74 43%	70 41%	82 45%	152 43%	13 33%	81 46%	82 46%	37 37%	18 35%	20 43%	15 41%	8 43%	4 31%	74 43%	90 42%	
TOO SOON TO SAY/DON'T KNOW	7 2%	5 2%	2 2%	3 4%	1 1%	1 1%	2 3%	- -	3 2%	3 1%	2 1%	2 1%	4 1%	2 4%	4 2%	2 1%	3 3%	- -	- -	- -	- -	- -	1 4%	4 2%	3 1%
REFUSED	1 -	- -	1 1%	- -	- -	1 -	- -	- -	- -	1 -	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	1 2%	- -	- -	1 -	- -	

Table 12-4  
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2022 to increase or decrease compared to 2021, or will it probably stay the same?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (INCREASE - DECREASE)	24 6%	15 8%	4 3%	9 10%	4 7%	3 4%	2 5%	4 15%	-2 -6%	29 14%	-4 -2%	15 8%	-3 -2%	10 20%	20 10%	17 9%	6 3%	26 13%	-2 -1%	-7 -13%	-4 -4%	-3 -6%	-6 -6%	45 21%
TOTAL INCREASE -----	124 31%	56 31%	47 32%	25 28%	17 28%	19 33%	13 28%	11 38%	9 27%	71 35%	53 28%	63 32%	36 25%	21 39%	63 32%	65 33%	52 29%	66 34%	57 28%	12 21%	21 21%	7 13%	29 29%	87 40%
TOTAL DECREASE -----	100 25%	41 23%	43 29%	16 18%	13 21%	17 28%	11 23%	7 23%	11 33%	42 21%	57 30%	48 25%	39 27%	10 19%	42 22%	48 24%	46 25%	40 21%	59 29%	19 35%	25 25%	10 19%	34 35%	42 19%
INCREASE BY MORE THAN 10%	74 19%	34 19%	27 18%	13 14%	11 19%	11 19%	4 9%	3 11%	7 21%	41 20%	34 18%	37 19%	21 15%	13 24%	35 18%	41 21%	30 17%	40 21%	33 16%	9 17%	11 11%	5 10%	16 16%	52 24%
INCREASE BY LESS THAN 10%	50 12%	21 12%	20 14%	12 14%	6 10%	8 14%	9 19%	8 27%	2 6%	31 15%	19 10%	26 14%	14 10%	8 15%	28 14%	24 12%	22 12%	25 13%	24 12%	2 4%	10 10%	2 4%	13 13%	35 16%
DECREASE BY LESS THAN 10%	34 8%	14 8%	16 11%	5 6%	4 7%	7 12%	6 12%	1 3%	2 8%	14 7%	20 11%	16 8%	14 10%	4 7%	14 7%	14 7%	16 9%	13 7%	21 10%	9 16%	8 8%	2 4%	10 10%	15 7%
DECREASE BY MORE THAN 10%	66 17%	27 15%	27 18%	11 12%	8 14%	10 16%	5 11%	6 21%	8 26%	28 14%	37 20%	32 17%	25 17%	7 13%	28 15%	34 17%	30 16%	27 14%	38 19%	10 19%	17 17%	8 15%	25 25%	27 12%
STAY THE SAME	168 42%	79 44%	55 37%	47 53%	29 49%	21 36%	22 46%	12 39%	13 40%	88 43%	74 40%	79 41%	67 47%	19 36%	86 44%	82 41%	82 45%	82 42%	84 41%	22 41%	54 54%	32 63%	35 35%	86 39%
TOO SOON TO SAY/DON'T KNOW	7 2%	2 1%	4 3%	1 1%	1 2%	1 2%	1 2%	- -	- -	4 2%	3 1%	3 2%	1 1%	3 5%	2 1%	5 2%	2 1%	5 3%	2 1%	1 1%	- -	2 4%	2 2%	3 1%
REFUSED	1 -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -	- -	1 -	- -	1 -	1 -	- -	1 -	- -	1 1%	- -	- -	- -	- -

Table 12-5  
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2022 to increase or decrease compared to 2021, or will it probably stay the same?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (INCREASE - DECREASE)	24	26	28	26	23	24	17	22	21	-8	30	13	13	26	-2	19	-1
	6%	9%	11%	11%	10%	13%	10%	13%	14%	-11%	9%	9%	6%	7%	-4%	28%	-
TOTAL INCREASE	124	93	80	83	76	64	57	60	52	18	103	47	66	113	10	29	85
-----	31%	32%	32%	34%	34%	34%	33%	35%	34%	25%	32%	34%	31%	32%	23%	42%	29%
TOTAL DECREASE	100	66	52	57	54	40	40	39	31	25	74	35	53	88	11	9	86
-----	25%	23%	21%	23%	24%	21%	23%	23%	20%	36%	23%	25%	25%	25%	27%	14%	29%
INCREASE BY MORE THAN 10%	74	52	45	46	41	33	33	37	30	13	60	25	40	66	7	16	52
	19%	18%	18%	19%	18%	18%	19%	22%	19%	18%	19%	18%	19%	19%	18%	24%	18%
INCREASE BY LESS THAN 10%	50	41	35	36	35	30	24	23	22	5	44	22	26	48	2	12	33
	12%	14%	14%	15%	16%	16%	14%	14%	15%	7%	14%	16%	12%	14%	5%	18%	11%
DECREASE BY LESS THAN 10%	34	25	20	20	24	14	13	11	10	6	28	13	16	30	4	4	27
	8%	9%	8%	8%	11%	8%	8%	7%	6%	9%	9%	10%	8%	8%	10%	5%	9%
DECREASE BY MORE THAN 10%	66	41	31	36	30	26	27	27	22	19	46	21	36	58	7	6	59
	17%	14%	13%	15%	13%	14%	15%	16%	14%	27%	14%	15%	17%	16%	17%	8%	20%
STAY THE SAME	168	120	110	100	88	79	71	66	65	26	140	51	92	143	20	29	118
	42%	42%	44%	41%	39%	42%	41%	39%	42%	37%	43%	37%	43%	41%	48%	43%	40%
TOO SOON TO SAY/DON'T KNOW	7	7	7	7	7	4	4	5	5	2	5	4	2	7	1	1	5
	2%	2%	3%	3%	3%	2%	3%	3%	4%	3%	2%	3%	1%	2%	2%	2%	2%
REFUSED	1	1	1	1	-	-	-	1	-	-	1	1	-	1	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 13-1  
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
**D/S (INCREASE - DECREASE)	53 13%	21 15%	11 12%	3 5%	11 25%	8 10%	31 14%	21 12%	19 13%	21 18%	14 16%	22 11%	25 21%	6 10%	6 12%	7 16%	8 15%	5 11%	13 19%	40 12%	15 8%	9 14%	3 40%	14 16%
TOTAL INCREASE -----	122 30%	40 29%	25 29%	16 32%	15 35%	26 31%	65 29%	56 33%	40 29%	39 33%	32 36%	60 29%	41 34%	19 30%	17 35%	12 26%	17 31%	12 27%	28 40%	92 29%	52 28%	18 27%	4 50%	27 31%
TOTAL DECREASE -----	69 17%	19 14%	15 17%	13 27%	4 10%	18 22%	34 15%	35 20%	22 15%	18 16%	18 20%	38 19%	16 13%	13 20%	11 23%	4 10%	9 16%	7 15%	14 21%	52 16%	37 20%	9 13%	1 10%	13 15%
INCREASE BY MORE THAN 10%	89 22%	30 22%	16 19%	11 24%	9 22%	21 26%	47 21%	42 25%	28 20%	28 24%	25 28%	43 21%	28 24%	16 25%	13 27%	10 22%	12 22%	5 12%	21 31%	66 20%	42 23%	15 22%	3 34%	17 19%
INCREASE BY LESS THAN 10%	32 8%	10 7%	9 10%	4 9%	5 13%	4 5%	19 8%	14 8%	12 9%	11 10%	7 8%	17 8%	12 10%	3 5%	4 9%	2 4%	5 9%	7 15%	6 9%	26 8%	10 6%	3 5%	1 15%	10 11%
DECREASE BY LESS THAN 10%	28 7%	8 6%	8 9%	5 10%	- -	7 9%	16 7%	12 7%	9 6%	9 8%	8 9%	15 7%	8 6%	5 8%	6 13%	1 2%	5 8%	2 4%	8 11%	20 6%	13 7%	4 6%	1 10%	8 9%
DECREASE BY MORE THAN 10%	41 10%	11 8%	7 8%	8 17%	4 10%	11 13%	18 8%	23 13%	13 9%	9 8%	10 11%	23 11%	8 7%	7 12%	5 10%	4 8%	4 8%	5 12%	7 10%	32 10%	24 13%	5 7%	- -	5 6%
STAY THE SAME	204 51%	78 56%	46 53%	19 39%	24 56%	37 45%	124 55%	80 46%	76 54%	59 50%	38 42%	101 50%	63 53%	32 50%	20 42%	29 65%	30 53%	27 58%	26 38%	173 54%	91 50%	38 58%	3 40%	48 54%
TOO SOON TO SAY/DON'T KNOW	5 1%	2 1%	1 1%	1 1%	- -	1 2%	3 1%	2 1%	2 1%	1 1%	1 2%	4 2%	- -	- -	- -	- -	- -	- -	2 2%	3 1%	3 1%	1 2%	- -	- -
REFUSED	1 -	1 1%	- -	- -	- -	- -	1 -	- -	1 1%	- -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	1 -	1 1%	- -	- -	- -

Table 13-2  
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EX-PAN-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+
					NOT CONF																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (INCREASE - DECREASE)	53	33	19	52	-	23	13	15	3	17	31	44	-2	11	34	-	20	122	-69	-	-	47	3	3
	13%	16%	14%	15%	1%	30%	9%	9%	5%	9%	21%	28%	-2%	7%	28%	-	12%	100%	-100%	-	-	14%	17%	7%
TOTAL INCREASE	122	65	40	105	16	31	35	52	17	58	45	62	25	33	43	30	46	122	-	-	-	101	7	12
-----	30%	32%	29%	31%	27%	41%	25%	31%	27%	32%	30%	39%	29%	22%	35%	30%	28%	100%	-	-	-	31%	35%	28%
TOTAL DECREASE	69	32	21	53	15	8	22	37	14	41	14	17	26	23	9	30	26	-	69	-	-	54	4	9
-----	17%	16%	15%	16%	27%	11%	15%	22%	22%	22%	9%	11%	31%	15%	7%	30%	16%	-	100%	-	-	17%	19%	21%
INCREASE BY MORE THAN 10%	89	50	27	77	11	23	27	38	13	41	34	44	21	24	34	25	31	89	-	-	-	72	6	9
	22%	25%	20%	23%	19%	30%	19%	22%	21%	22%	23%	28%	24%	16%	27%	25%	18%	73%	-	-	-	22%	31%	22%
INCREASE BY LESS THAN 10%	32	15	13	28	5	8	8	15	4	17	11	18	4	10	10	5	16	32	-	-	-	29	1	3
	8%	8%	9%	8%	8%	11%	5%	9%	6%	9%	7%	11%	5%	6%	8%	5%	9%	27%	-	-	-	9%	4%	6%
DECREASE BY LESS THAN 10%	28	17	9	26	2	7	11	9	8	13	7	9	6	13	4	9	13	-	28	-	-	23	2	4
	7%	9%	6%	8%	4%	9%	8%	5%	13%	7%	5%	6%	7%	8%	3%	9%	8%	-	41%	-	-	7%	8%	8%
DECREASE BY MORE THAN 10%	41	15	12	27	13	1	10	28	5	28	7	8	20	10	5	21	13	-	41	-	-	31	2	5
	10%	7%	9%	8%	23%	2%	7%	17%	9%	16%	5%	5%	24%	7%	4%	21%	8%	-	59%	-	-	10%	10%	12%
STAY THE SAME	204	100	75	175	26	35	83	80	32	82	86	74	34	93	69	40	95	-	-	204	64	165	10	22
	51%	49%	55%	52%	46%	46%	59%	47%	50%	45%	58%	48%	40%	62%	56%	40%	56%	-	-	100%	100%	51%	46%	52%
TOO SOON TO SAY/DON'T KNOW	5	3	2	5	-	2	-	2	1	1	2	3	-	-	2	-	1	-	-	-	-	4	-	-
	1%	2%	1%	1%	-	3%	-	1%	1%	1%	2%	2%	-	-	2%	-	1%	-	-	-	-	1%	-	-
REFUSED	1	1	-	1	-	-	1	-	-	-	1	-	-	1	1	-	-	-	-	-	-	1	-	-
	-	1%	-	-	-	-	1%	-	-	-	1%	-	-	1%	1%	-	-	-	-	-	-	-	-	-

Table 13-3  
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
**D/S (INCREASE - DECREASE)	53 13%	28 9%	25 24%	21 25%	20 26%	5 4%	8 10%	13 17%	15 11%	28 16%	38 22%	13 7%	51 14%	- 1%	35 20%	22 12%	16 17%	7 13%	8 17%	-3 -8%	10 51%	-2 -14%	26 15%	26 12%
TOTAL INCREASE -----	122 30%	83 28%	39 36%	35 41%	30 39%	31 24%	21 27%	19 25%	39 29%	61 36%	60 35%	49 27%	109 31%	11 27%	60 34%	49 28%	35 35%	15 30%	12 26%	8 22%	10 51%	2 14%	58 34%	61 29%
TOTAL DECREASE -----	69 17%	55 19%	14 13%	14 16%	10 13%	25 19%	13 17%	6 8%	24 18%	33 19%	22 13%	36 20%	59 17%	10 26%	25 14%	27 15%	19 19%	9 17%	4 8%	11 31%	- -	4 28%	32 19%	35 16%
INCREASE BY MORE THAN 10%	89 22%	64 22%	25 24%	25 29%	21 28%	26 20%	14 17%	15 20%	25 19%	47 28%	46 27%	34 19%	80 23%	8 21%	48 27%	32 18%	27 27%	12 24%	8 18%	4 12%	7 37%	- -	39 23%	48 22%
INCREASE BY LESS THAN 10%	32 8%	19 7%	13 12%	10 12%	9 11%	5 4%	7 9%	4 5%	14 11%	14 8%	14 8%	15 8%	29 8%	2 6%	13 7%	17 10%	8 8%	3 6%	4 8%	4 10%	3 14%	2 14%	19 11%	13 6%
DECREASE BY LESS THAN 10%	28 7%	21 7%	7 7%	6 7%	5 7%	13 10%	4 6%	6 8%	11 8%	8 5%	8 5%	18 10%	26 7%	2 5%	13 7%	12 7%	6 6%	6 13%	3 5%	2 5%	- -	2 17%	16 9%	11 5%
DECREASE BY MORE THAN 10%	41 10%	35 12%	6 6%	8 9%	5 7%	13 10%	9 11%	- -	13 10%	25 14%	14 8%	19 10%	33 9%	8 21%	13 7%	15 8%	12 12%	2 5%	1 3%	9 26%	- -	2 11%	17 10%	24 11%
STAY THE SAME	204 51%	150 51%	53 50%	35 41%	35 46%	72 55%	43 55%	51 66%	71 53%	75 44%	88 51%	95 52%	183 52%	17 43%	88 50%	99 56%	44 44%	26 50%	30 64%	17 47%	9 49%	8 53%	77 45%	115 54%
TOO SOON TO SAY/DON'T KNOW	5 1%	5 2%	- -	1 2%	2 2%	2 1%	- -	1 1%	1 1%	2 1%	1 1%	1 1%	2 1%	2 4%	3 2%	1 1%	2 2%	1 2%	- -	- -	- -	1 4%	3 2%	2 1%
REFUSED	1 -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	1 1%	- -

Table 13-4  
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (INCREASE - DECREASE)	53 13%	24 14%	12 8%	18 20%	3 5%	9 15%	- -	8 25%	12 39%	22 11%	30 16%	19 10%	24 17%	10 18%	20 10%	25 13%	24 13%	23 12%	28 14%	12 23%	9 9%	11 21%	15 15%	30 14%
TOTAL INCREASE -----	122 30%	52 29%	45 30%	28 31%	14 23%	18 31%	12 26%	13 43%	16 49%	61 30%	60 32%	59 31%	47 33%	13 25%	58 30%	64 32%	51 28%	61 32%	59 29%	22 40%	33 33%	17 33%	34 34%	62 29%
TOTAL DECREASE -----	69 17%	28 16%	32 22%	10 11%	11 18%	10 16%	12 26%	5 18%	3 11%	39 19%	29 16%	40 21%	23 16%	3 6%	38 20%	39 19%	27 15%	38 20%	31 15%	9 17%	24 24%	6 12%	18 18%	32 15%
INCREASE BY MORE THAN 10%	89 22%	41 23%	34 23%	19 22%	9 15%	13 23%	7 16%	9 30%	13 41%	45 22%	44 23%	46 24%	32 22%	10 19%	43 22%	48 24%	38 21%	45 24%	42 21%	15 28%	22 22%	12 23%	27 27%	46 21%
INCREASE BY LESS THAN 10%	32 8%	11 6%	11 7%	9 10%	5 9%	5 8%	5 10%	4 13%	3 8%	17 8%	16 9%	14 7%	16 11%	3 6%	15 8%	16 8%	13 7%	16 8%	17 8%	6 12%	11 11%	5 10%	6 6%	16 8%
DECREASE BY LESS THAN 10%	28 7%	9 5%	12 8%	7 8%	3 6%	6 10%	6 13%	3 9%	- -	16 8%	12 7%	11 6%	13 9%	3 5%	16 8%	11 5%	14 8%	15 8%	13 7%	2 4%	8 8%	1 2%	10 10%	15 7%
DECREASE BY MORE THAN 10%	41 10%	19 11%	20 14%	3 3%	8 13%	4 6%	6 13%	3 9%	3 11%	23 11%	17 9%	28 15%	10 7%	1 1%	22 11%	28 14%	13 7%	23 12%	18 9%	7 13%	16 16%	5 10%	8 8%	17 8%
STAY THE SAME	204 51%	94 53%	68 46%	50 56%	34 57%	29 50%	23 49%	11 36%	13 40%	103 50%	95 51%	92 48%	72 50%	35 65%	96 50%	94 47%	101 56%	89 46%	112 55%	22 41%	43 43%	28 56%	45 45%	120 55%
TOO SOON TO SAY/DON'T KNOW	5 1%	3 2%	3 2%	1 1%	1 2%	1 2%	- -	1 3%	- -	3 2%	2 1%	2 1%	1 1%	2 4%	2 1%	3 2%	1 1%	5 3%	- -	1 1%	- -	- -	3 3%	3 1%
REFUSED	1 -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	1 -



Table 13-5  
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2022 to increase or decrease compared to 2021, or will they probably stay the same?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (INCREASE - DECREASE)	53	42	30	37	29	18	25	23	24	8	45	9	36	45	3	4	39
	13%	15%	12%	15%	13%	10%	14%	14%	16%	11%	14%	7%	17%	13%	8%	6%	13%
TOTAL INCREASE	122	89	75	80	69	48	52	51	45	21	99	39	67	106	11	18	91
-----	30%	31%	30%	32%	31%	26%	30%	30%	29%	30%	31%	28%	32%	30%	27%	26%	31%
TOTAL DECREASE	69	47	46	43	40	30	28	28	21	13	54	29	31	61	8	14	52
-----	17%	16%	18%	17%	18%	16%	16%	16%	13%	19%	17%	21%	15%	17%	20%	20%	18%
INCREASE BY MORE THAN 10%	89	67	53	58	49	34	37	38	32	18	70	26	52	78	8	11	73
	22%	23%	21%	23%	22%	18%	22%	22%	21%	26%	22%	19%	25%	22%	20%	17%	25%
INCREASE BY LESS THAN 10%	32	22	22	22	20	14	15	13	13	3	29	13	15	28	3	6	18
	8%	8%	9%	9%	9%	8%	9%	8%	8%	4%	9%	9%	7%	8%	7%	9%	6%
DECREASE BY LESS THAN 10%	28	23	20	21	20	14	15	13	12	4	22	12	11	23	5	5	22
	7%	8%	8%	8%	9%	7%	9%	8%	8%	6%	7%	9%	5%	6%	13%	8%	7%
DECREASE BY MORE THAN 10%	41	24	26	22	20	17	13	15	8	9	32	18	21	38	3	8	30
	10%	8%	11%	9%	9%	9%	7%	9%	5%	13%	10%	13%	10%	11%	7%	12%	10%
STAY THE SAME	204	146	123	119	112	106	91	90	85	35	165	69	111	180	20	36	148
	51%	51%	49%	48%	50%	57%	53%	52%	55%	50%	51%	50%	52%	51%	49%	52%	50%
TOO SOON TO SAY/DON'T KNOW	5	3	3	4	3	2	1	2	3	1	4	1	3	4	1	1	3
	1%	1%	1%	2%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	2%	1%	1%
REFUSED	1	1	1	1	-	-	-	-	-	-	1	-	-	-	1	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	-

Table 14-1  
 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.

Overall inflation

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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	108	30	28	19	10	21	58	50	44	30	17	57	35	12	6	12	14	10	16	89	59	13	3	19
--	27%	21%	32%	40%	22%	26%	25%	29%	31%	26%	19%	28%	29%	20%	13%	27%	26%	22%	23%	28%	32%	20%	38%	21%
8-10	219	77	49	29	19	45	126	93	92	59	42	118	69	26	19	25	33	31	37	177	112	34	7	39
----	55%	55%	57%	61%	45%	54%	56%	54%	65%	51%	47%	58%	57%	41%	40%	56%	59%	66%	53%	55%	61%	52%	81%	45%
5-7	136	45	31	13	17	30	76	60	35	45	40	60	41	30	24	17	18	11	22	112	49	26	2	40
---	34%	32%	35%	28%	39%	37%	33%	35%	25%	38%	45%	30%	34%	47%	51%	37%	33%	23%	32%	35%	27%	39%	19%	46%
1-4	42	16	7	5	6	7	24	19	12	13	7	23	10	7	4	3	5	5	9	33	20	6	-	8
---	11%	12%	8%	11%	14%	9%	10%	11%	9%	11%	8%	11%	9%	12%	9%	7%	8%	10%	13%	10%	11%	9%	-	10%
9	25	12	4	2	1	6	16	9	13	4	7	14	8	3	2	4	7	5	6	19	10	7	1	4
	6%	9%	4%	4%	3%	8%	7%	5%	9%	3%	8%	7%	6%	5%	3%	8%	13%	10%	9%	6%	5%	10%	9%	5%
8	86	35	18	8	9	17	53	34	35	25	18	47	27	10	11	9	11	16	14	69	43	15	3	16
	22%	25%	20%	17%	20%	21%	23%	19%	25%	21%	20%	23%	22%	16%	24%	21%	20%	35%	20%	22%	24%	22%	34%	18%
7	58	18	9	6	8	16	27	31	15	17	22	22	22	13	13	8	6	7	8	49	23	10	1	17
	14%	13%	10%	12%	19%	20%	12%	18%	11%	14%	25%	11%	18%	21%	28%	17%	11%	15%	11%	15%	13%	15%	10%	20%
6	30	9	9	4	3	5	18	12	4	16	9	9	12	7	5	4	7	2	3	26	5	8	-	9
	7%	7%	10%	8%	8%	6%	8%	7%	3%	13%	10%	5%	10%	12%	11%	8%	12%	4%	4%	8%	3%	12%	-	10%
5	49	18	13	4	5	9	31	18	16	12	9	29	7	9	6	6	5	2	11	37	20	8	1	14
	12%	13%	15%	8%	12%	11%	14%	10%	11%	10%	10%	14%	5%	14%	12%	13%	10%	4%	16%	11%	11%	12%	9%	16%
4	13	5	2	3	1	2	7	6	3	2	2	7	4	1	3	2	1	2	4	9	6	1	-	3
	3%	4%	2%	6%	2%	3%	3%	3%	2%	2%	2%	3%	3%	1%	5%	4%	2%	4%	5%	3%	3%	1%	-	3%
3	7	3	-	1	1	3	3	4	1	2	2	4	2	2	1	-	2	-	1	7	2	2	-	2
	2%	2%	-	1%	2%	3%	1%	2%	1%	2%	2%	2%	2%	3%	2%	-	4%	-	1%	2%	1%	3%	-	2%
2	12	1	4	2	3	2	5	7	2	6	2	5	4	3	-	1	1	-	2	10	5	2	-	2
	3%	1%	4%	5%	7%	2%	2%	4%	1%	5%	2%	2%	3%	5%	-	3%	2%	-	3%	3%	3%	3%	-	2%
1	10	7	2	-	1	1	9	2	6	3	1	8	-	2	1	-	1	3	2	7	8	1	-	2
	3%	5%	2%	-	2%	1%	4%	1%	4%	2%	1%	4%	-	3%	2%	-	1%	6%	3%	2%	4%	2%	-	2%
DON'T KNOW/REFUSED	2	1	-	-	1	-	1	1	2	-	-	2	-	-	-	-	-	-	2	-	2	-	-	-
	1%	1%	-	-	2%	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	3%	-	1%	-	-	-
MEAN	7.4	7.2	7.5	7.8	7.0	7.5	7.3	7.4	7.7	7.2	7.3	7.4	7.7	6.9	7.0	7.6	7.6	7.6	7.2	7.4	7.5	7.3	8.5	7.1

Table 14-2  
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.

Overall inflation

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
10	108	31	46	76	30	3	31	69	4	75	29	27	36	42	13	37	53	32	28	46	18	92	3	9
--	27%	15%	33%	23%	52%	4%	22%	40%	6%	41%	19%	17%	42%	28%	10%	37%	31%	26%	41%	22%	29%	28%	17%	21%
8-10	219	71	96	167	49	14	76	124	17	138	62	68	60	87	46	71	95	76	40	100	36	187	9	17
----	55%	35%	70%	49%	85%	18%	54%	73%	27%	76%	42%	44%	70%	58%	37%	71%	57%	62%	58%	49%	57%	58%	44%	40%
5-7	136	95	35	130	6	44	49	40	33	37	63	61	19	55	51	24	60	39	24	72	22	101	10	20
---	34%	47%	26%	38%	11%	57%	35%	24%	52%	20%	43%	39%	22%	37%	41%	24%	36%	32%	34%	35%	34%	31%	47%	47%
1-4	42	33	6	39	3	18	14	6	13	7	21	26	5	9	26	3	13	7	5	30	6	33	2	5
---	11%	16%	4%	11%	5%	24%	10%	4%	21%	4%	14%	16%	6%	6%	21%	3%	8%	6%	7%	15%	9%	10%	9%	13%
9	25	9	12	21	4	2	11	12	2	16	8	10	5	10	10	8	7	10	2	12	3	22	1	3
	6%	5%	9%	6%	7%	2%	8%	7%	2%	9%	5%	7%	6%	7%	8%	8%	4%	8%	3%	6%	5%	7%	4%	6%
8	86	31	38	70	14	9	33	43	12	47	26	31	19	35	24	25	35	34	10	42	15	73	5	5
	22%	16%	28%	21%	25%	12%	24%	25%	18%	26%	17%	20%	22%	23%	19%	25%	21%	28%	15%	21%	23%	23%	23%	13%
7	58	37	18	55	2	14	24	20	12	18	26	23	13	22	16	16	27	12	12	32	9	44	4	10
	14%	19%	13%	16%	4%	19%	17%	12%	19%	10%	17%	15%	15%	15%	13%	16%	16%	10%	18%	16%	14%	14%	18%	23%
6	30	22	7	29	1	11	11	8	10	7	12	15	1	14	15	3	12	13	5	12	4	21	3	4
	7%	11%	5%	9%	1%	15%	8%	4%	16%	4%	8%	10%	1%	9%	12%	3%	7%	10%	8%	6%	6%	7%	14%	11%
5	49	35	10	46	3	18	15	13	11	12	26	23	5	19	20	6	22	14	6	28	10	36	3	6
	12%	18%	8%	14%	5%	23%	11%	7%	17%	6%	17%	15%	6%	13%	16%	6%	13%	12%	9%	14%	15%	11%	15%	14%
4	13	8	3	11	2	7	3	2	3	1	8	8	1	2	7	-	6	2	2	9	1	11	1	-
	3%	4%	2%	3%	3%	9%	2%	1%	5%	1%	5%	5%	1%	1%	5%	-	4%	2%	3%	4%	1%	3%	5%	-
3	7	6	1	7	-	2	4	1	2	2	3	5	1	2	5	-	2	1	-	6	1	6	1	1
	2%	3%	1%	2%	-	3%	3%	-	4%	1%	2%	3%	1%	1%	4%	-	1%	1%	-	3%	1%	2%	5%	2%
2	12	11	1	12	-	4	6	2	4	2	6	7	2	3	7	2	3	1	3	8	2	9	-	3
	3%	5%	1%	3%	-	5%	4%	1%	6%	1%	4%	5%	2%	2%	6%	2%	2%	1%	5%	4%	3%	3%	-	7%
1	10	8	1	9	1	5	1	2	4	3	4	6	2	2	7	2	2	3	-	7	2	8	-	2
	3%	4%	1%	3%	1%	6%	1%	1%	6%	1%	3%	4%	2%	1%	5%	2%	1%	2%	-	4%	3%	2%	-	4%
DON'T KNOW/REFUSED	2	2	-	2	-	1	1	-	-	-	2	1	1	-	1	1	-	-	-	2	-	2	-	-
	1%	1%	-	1%	-	1%	1%	-	-	-	1%	1%	1%	-	1%	1%	-	-	-	1%	-	1%	-	-
MEAN	7.4	6.5	8.1	7.1	8.7	5.6	7.3	8.2	5.9	8.3	6.8	6.7	8.2	7.6	6.3	8.2	7.6	7.6	7.9	7.0	7.4	7.5	7.1	6.8

Table 14-3  
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.

Overall inflation

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
10	108	75	33	11	24	39	23	3	28	73	37	48	85	21	36	48	43	8	14	16	2	3	42	63
---	27%	26%	31%	12%	31%	30%	30%	4%	21%	43%	22%	26%	24%	52%	20%	27%	43%	15%	30%	45%	12%	19%	25%	29%
8-10	219	164	55	26	51	83	42	15	69	128	75	107	182	34	89	98	67	25	26	25	11	9	83	131
----	55%	56%	51%	30%	66%	64%	53%	19%	51%	75%	43%	59%	51%	85%	50%	55%	67%	48%	55%	69%	58%	60%	48%	61%
5-7	136	93	43	48	18	39	23	40	52	37	67	62	129	6	72	63	24	21	14	11	6	6	61	68
---	34%	32%	40%	56%	24%	30%	30%	53%	38%	22%	39%	34%	37%	15%	41%	36%	24%	40%	30%	31%	33%	40%	35%	32%
1-4	42	34	9	10	8	8	13	20	13	5	29	12	41	-	16	15	8	6	6	-	2	-	28	13
---	11%	12%	8%	11%	11%	6%	17%	27%	10%	3%	17%	6%	11%	-	9%	8%	9%	11%	13%	-	10%	-	16%	6%
9	25	20	5	3	4	11	5	2	7	14	11	13	23	2	10	11	8	3	3	2	5	1	6	18
	6%	7%	5%	4%	6%	8%	6%	3%	5%	8%	6%	7%	7%	5%	6%	6%	8%	6%	6%	6%	29%	8%	4%	9%
8	86	69	17	12	22	33	14	10	34	41	27	47	73	11	43	39	16	14	9	7	3	5	35	50
	22%	24%	16%	14%	28%	26%	17%	13%	25%	24%	16%	26%	21%	28%	24%	22%	16%	28%	20%	19%	17%	33%	20%	23%
7	58	37	21	20	7	20	8	12	23	19	26	28	54	3	33	21	12	9	8	7	2	3	23	33
	14%	13%	20%	23%	9%	16%	10%	16%	17%	11%	15%	15%	15%	8%	19%	12%	12%	18%	16%	19%	10%	24%	13%	16%
6	30	22	8	13	3	9	2	8	11	10	15	14	29	1	15	12	6	4	3	1	3	2	14	15
	7%	8%	7%	16%	4%	7%	2%	11%	8%	6%	9%	8%	8%	2%	8%	7%	6%	8%	5%	3%	18%	16%	8%	7%
5	49	34	15	14	8	10	13	20	18	8	27	20	47	2	24	30	6	8	4	3	1	-	25	19
	12%	12%	14%	17%	11%	8%	17%	26%	13%	5%	16%	11%	13%	5%	14%	17%	6%	15%	8%	9%	5%	-	14%	9%
4	13	10	3	3	1	3	5	4	5	2	7	5	12	-	5	5	2	1	1	-	-	-	8	5
	3%	3%	3%	4%	1%	2%	7%	6%	3%	1%	4%	3%	3%	-	3%	3%	2%	1%	2%	-	-	-	4%	2%
3	7	5	2	1	3	1	2	4	2	1	6	2	7	-	2	3	2	-	1	-	1	-	5	3
	2%	2%	2%	1%	4%	1%	2%	6%	2%	1%	3%	1%	2%	-	1%	2%	2%	-	3%	-	3%	-	3%	1%
2	12	10	2	3	4	2	3	6	4	1	8	4	12	-	7	3	2	4	3	-	1	-	9	3
	3%	3%	2%	3%	6%	1%	4%	8%	3%	1%	5%	2%	3%	-	4%	2%	2%	8%	6%	-	6%	-	5%	1%
1	10	9	2	3	-	3	4	6	2	2	9	1	10	-	2	4	3	1	1	-	-	-	7	2
	3%	3%	2%	3%	-	2%	5%	7%	2%	1%	5%	1%	3%	-	1%	2%	3%	2%	2%	-	-	-	4%	1%
DON'T KNOW/REFUSED	2	2	-	2	-	-	-	1	1	-	1	1	2	-	1	1	-	-	1	-	-	-	-	2
	1%	1%	-	2%	-	-	-	1%	1%	-	1%	1%	1%	-	1%	1%	-	-	2%	-	-	-	-	1%
MEAN	7.4	7.3	7.5	6.6	7.6	7.8	7.1	5.4	7.2	8.4	6.8	7.6	7.2	8.8	7.2	7.4	8.0	6.9	7.4	8.5	7.4	7.9	6.9	7.8

Table 14-4  
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.

Overall inflation

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
																									58
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
10	108	47	40	23	15	10	8	10	7	50	53	68	25	15	49	59	46	50	58	19	36	11	35	55	
--	27%	27%	27%	26%	24%	18%	17%	35%	23%	24%	28%	35%	17%	27%	25%	29%	25%	26%	29%	36%	36%	21%	35%	25%	
8-10	219	101	86	43	30	26	20	15	18	106	106	125	71	19	103	115	98	103	114	34	62	23	61	121	
----	55%	57%	58%	48%	50%	45%	42%	52%	55%	52%	57%	65%	49%	36%	53%	57%	54%	53%	56%	63%	62%	44%	61%	56%	
5-7	136	62	42	38	26	24	19	11	14	80	56	54	57	22	73	72	59	72	62	16	29	21	31	72	
---	34%	35%	28%	43%	43%	41%	41%	36%	43%	39%	30%	28%	40%	41%	37%	36%	32%	37%	31%	29%	29%	40%	31%	33%	
1-4	42	13	21	8	4	8	7	4	1	18	24	13	15	12	16	14	24	17	25	4	10	7	8	24	
---	11%	7%	14%	9%	7%	13%	14%	12%	2%	9%	13%	7%	10%	23%	8%	7%	13%	9%	12%	8%	10%	13%	8%	11%	
9	25	13	10	3	1	7	2	-	4	12	12	15	9	1	11	16	9	11	14	5	3	1	8	15	
	6%	8%	7%	4%	2%	13%	5%	-	12%	6%	7%	8%	6%	2%	6%	8%	5%	6%	7%	9%	3%	2%	8%	7%	
8	86	40	36	16	14	9	9	5	7	44	41	42	37	4	43	41	43	43	42	9	22	11	18	51	
	22%	23%	24%	18%	24%	15%	19%	17%	21%	21%	22%	22%	25%	7%	22%	20%	24%	22%	21%	17%	22%	21%	18%	23%	
7	58	31	16	15	13	5	14	3	6	36	21	19	27	10	31	31	26	34	24	7	11	11	21	24	
	14%	18%	11%	17%	22%	8%	30%	11%	17%	18%	11%	10%	19%	18%	16%	16%	14%	18%	12%	13%	11%	21%	21%	11%	
6	30	12	10	10	4	7	3	6	3	18	12	13	11	5	18	18	9	15	14	4	8	4	3	18	
	7%	7%	7%	11%	7%	12%	5%	18%	8%	9%	6%	7%	8%	10%	9%	9%	5%	8%	7%	7%	8%	8%	3%	8%	
5	49	18	16	14	8	12	3	2	5	25	23	21	20	7	23	23	24	24	24	5	9	6	6	30	
	12%	10%	11%	16%	14%	21%	6%	6%	17%	12%	12%	11%	14%	13%	12%	11%	13%	12%	12%	9%	9%	12%	6%	14%	
4	13	4	6	2	2	4	1	-	-	5	8	2	6	3	4	6	5	4	8	1	2	1	1	7	
	3%	2%	4%	2%	3%	7%	2%	-	-	2%	4%	1%	4%	5%	2%	3%	3%	2%	4%	3%	2%	2%	1%	3%	
3	7	1	3	1	1	1	3	1	1	3	5	2	2	3	3	2	6	1	7	2	3	1	3	3	
	2%	1%	2%	1%	2%	2%	6%	3%	2%	1%	3%	1%	1%	6%	1%	1%	3%	-	3%	4%	3%	2%	3%	2%	
2	12	6	5	3	1	1	2	2	-	7	5	6	3	3	6	5	4	10	2	-	3	4	3	5	
	3%	3%	3%	3%	2%	1%	5%	7%	-	3%	3%	3%	2%	5%	3%	2%	2%	5%	1%	-	3%	8%	3%	2%	
1	10	2	6	2	1	2	1	1	-	4	7	3	4	4	4	1	9	2	9	1	2	1	-	9	
	3%	1%	4%	2%	2%	3%	2%	3%	-	2%	4%	1%	3%	7%	2%	-	5%	1%	4%	1%	2%	2%	-	4%	
DON'T KNOW/REFUSED	2	2	-	-	-	-	1	-	-	2	-	1	1	-	2	-	2	1	1	-	-	1	-	1	
	1%	1%	-	-	-	-	2%	-	-	1%	-	1%	1%	-	1%	-	1%	1%	1%	-	-	2%	-	-	
MEAN	7.4	7.6	7.3	7.2	7.3	6.9	7.0	7.3	7.6	7.3	7.3	7.8	7.1	6.5	7.4	7.6	7.2	7.4	7.3	7.9	7.7	6.9	7.9	7.3	

Table 14-5  
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.

Overall inflation

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	108 27%	71 25%	69 28%	69 28%	60 27%	47 25%	44 26%	50 29%	41 27%	21 30%	86 27%	38 28%	60 28%	98 28%	9 23%	16 24%	82 28%
8-10	219 55%	155 54%	129 52%	132 54%	121 54%	96 51%	87 50%	91 54%	83 54%	48 68%	170 52%	62 45%	126 59%	188 54%	26 63%	33 48%	171 58%
5-7	136 34%	103 36%	91 36%	86 35%	78 35%	65 35%	69 40%	61 36%	55 36%	18 26%	114 35%	55 40%	68 32%	123 35%	11 28%	29 43%	93 31%
1-4	42 11%	28 10%	27 11%	28 11%	25 11%	25 13%	17 10%	18 10%	15 9%	4 6%	37 11%	21 15%	18 8%	39 11%	3 7%	6 9%	29 10%
9	25 6%	21 7%	10 4%	14 6%	11 5%	9 5%	7 4%	6 3%	6 4%	4 5%	21 7%	2 1%	17 8%	19 5%	6 14%	2 3%	23 8%
8	86 22%	63 22%	49 20%	48 20%	50 22%	40 21%	36 21%	36 21%	36 24%	23 33%	62 19%	22 16%	49 23%	71 20%	11 26%	15 22%	66 23%
7	58 14%	48 17%	43 17%	40 16%	35 16%	27 14%	33 19%	29 17%	27 18%	10 13%	47 15%	17 12%	34 16%	50 14%	6 16%	11 16%	41 14%
6	30 7%	24 8%	20 8%	18 7%	17 8%	14 8%	18 11%	12 7%	11 7%	3 4%	24 8%	10 7%	20 9%	30 8%	- -	7 10%	20 7%
5	49 12%	31 11%	28 11%	28 11%	25 11%	24 13%	17 10%	20 12%	17 11%	6 8%	43 13%	28 21%	14 7%	43 12%	5 12%	11 16%	31 11%
4	13 3%	7 2%	7 3%	7 3%	6 3%	7 4%	4 2%	5 3%	5 3%	2 2%	11 3%	4 3%	7 3%	11 3%	1 2%	2 2%	8 3%
3	7 2%	6 2%	5 2%	7 3%	6 2%	3 2%	3 2%	3 2%	1 -	1 1%	7 2%	3 2%	4 2%	7 2%	1 2%	1 1%	7 2%
2	12 3%	11 4%	9 4%	8 3%	9 4%	9 5%	8 5%	7 4%	8 5%	2 3%	9 3%	7 5%	4 2%	11 3%	1 2%	3 4%	7 2%
1	10 3%	4 1%	6 2%	6 2%	5 2%	6 3%	2 1%	3 2%	1 1%	- -	10 3%	7 5%	4 2%	10 3%	- -	1 1%	8 3%
DON'T KNOW/REFUSED	2 1%	1 -	2 1%	1 -	1 -	1 1%	- -	1 1%	1 1%	- -	2 1%	- -	1 -	1 -	1 3%	- -	2 1%
MEAN	7.4	7.4	7.3	7.4	7.3	7.1	7.3	7.4	7.4	7.9	7.3	6.8	7.7	7.3	7.7	7.1	7.5

Table 15-1  
 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.

Recession

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1-5 MILL	\$5 MILL+	UNDER 10	11-50	51+	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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	69	22	17	8	7	15	38	30	26	24	5	40	21	4	4	9	6	6	9	55	40	8	1	13
--	17%	15%	19%	16%	17%	18%	17%	17%	18%	21%	6%	20%	17%	6%	8%	20%	11%	13%	14%	17%	22%	12%	12%	15%
8-10	163	53	37	22	16	35	90	73	69	51	23	94	52	13	12	18	26	17	24	135	89	21	6	29
----	41%	38%	42%	46%	38%	42%	40%	42%	49%	43%	26%	46%	44%	20%	26%	40%	46%	37%	35%	42%	49%	32%	71%	33%
5-7	162	55	38	16	20	33	92	70	48	40	52	69	48	38	28	23	19	21	27	131	61	32	2	42
---	41%	39%	43%	34%	48%	40%	41%	40%	34%	34%	59%	34%	40%	61%	60%	50%	34%	46%	39%	41%	33%	48%	19%	48%
1-4	72	30	12	10	6	14	42	30	23	26	13	39	20	12	7	5	10	8	17	55	32	12	1	17
---	18%	21%	14%	20%	14%	17%	18%	17%	16%	22%	15%	19%	17%	19%	15%	10%	19%	16%	24%	17%	17%	19%	10%	20%
9	31	10	6	3	2	10	16	15	20	4	5	21	7	3	2	2	6	3	6	25	15	3	3	3
	8%	7%	6%	5%	5%	13%	7%	9%	14%	3%	6%	10%	6%	5%	5%	4%	11%	7%	9%	8%	8%	4%	38%	4%
8	64	22	14	12	7	9	36	28	24	23	12	32	25	6	6	7	13	8	9	55	34	10	2	12
	16%	15%	16%	24%	16%	11%	16%	16%	17%	20%	14%	16%	21%	10%	13%	16%	24%	18%	13%	17%	19%	15%	21%	14%
7	44	16	10	4	6	7	27	17	14	12	15	17	15	10	10	6	6	4	10	34	15	11	1	8
	11%	12%	12%	8%	15%	9%	12%	10%	10%	10%	17%	9%	13%	17%	21%	12%	11%	9%	14%	10%	8%	17%	10%	9%
6	33	7	8	3	5	10	15	18	6	9	13	14	11	7	8	8	3	3	2	31	16	4	-	10
	8%	5%	9%	7%	12%	12%	6%	11%	4%	8%	15%	7%	9%	11%	16%	17%	5%	6%	2%	10%	9%	6%	-	12%
5	85	31	20	9	9	16	51	34	28	19	24	38	21	21	10	9	10	14	16	66	30	17	1	24
	21%	22%	23%	18%	21%	20%	23%	20%	20%	16%	27%	19%	18%	33%	22%	20%	18%	31%	23%	20%	16%	25%	9%	27%
4	20	9	2	4	-	6	11	9	4	9	6	8	9	3	2	2	3	3	3	17	5	4	1	6
	5%	6%	2%	7%	-	7%	5%	5%	3%	7%	7%	4%	7%	5%	4%	4%	5%	6%	4%	5%	3%	6%	10%	7%
3	17	5	3	4	3	2	8	9	6	7	2	11	5	2	3	3	2	2	8	9	9	4	-	2
	4%	4%	3%	8%	7%	3%	4%	5%	4%	6%	2%	5%	4%	3%	7%	7%	3%	4%	11%	3%	5%	5%	-	2%
2	21	8	4	2	2	4	13	8	7	6	3	10	6	4	2	-	3	-	5	16	9	4	-	4
	5%	6%	5%	5%	5%	5%	6%	5%	5%	5%	3%	5%	5%	7%	4%	-	6%	-	7%	5%	5%	6%	-	5%
1	14	8	3	-	1	3	11	4	6	4	2	10	-	3	-	-	2	3	1	13	8	1	-	5
	4%	6%	3%	-	2%	3%	5%	2%	4%	4%	3%	5%	-	5%	-	-	4%	6%	1%	4%	4%	2%	-	6%
DON'T KNOW/REFUSED	3	2	1	-	-	-	3	-	-	1	-	2	-	-	-	-	1	-	1	1	2	1	-	-
	1%	1%	1%	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	1%	-	1%	-	1%	1%	-	-
MEAN	6.5	6.3	6.7	6.6	6.6	6.7	6.4	6.6	6.8	6.6	6.2	6.6	6.7	5.7	6.3	6.9	6.6	6.3	6.2	6.6	6.8	6.3	7.9	6.1

Table 15-2  
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.

Recession

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
10	69	21	27	48	20	3	15	48	3	50	15	15	26	25	7	27	32	19	21	26	9	61	1	3
--	17%	10%	19%	14%	34%	3%	11%	28%	4%	27%	10%	9%	30%	17%	6%	27%	19%	16%	30%	13%	14%	19%	3%	7%
8-10	163	50	69	120	41	10	42	107	13	104	45	38	57	65	28	59	72	46	34	81	27	146	2	11
----	41%	25%	51%	35%	72%	14%	30%	63%	21%	57%	31%	24%	67%	43%	23%	59%	43%	38%	49%	40%	43%	45%	11%	25%
5-7	162	93	57	150	11	38	71	47	28	65	66	74	19	68	57	37	65	53	25	82	27	117	16	22
---	41%	46%	42%	44%	20%	49%	50%	28%	44%	36%	45%	47%	23%	45%	46%	37%	39%	44%	36%	40%	42%	36%	77%	53%
1-4	72	56	10	66	5	26	27	16	20	14	36	42	9	18	36	4	31	21	11	39	9	59	2	9
---	18%	28%	8%	20%	8%	34%	19%	9%	32%	7%	24%	27%	11%	12%	29%	4%	19%	17%	15%	19%	15%	18%	12%	22%
9	31	9	13	22	10	5	4	21	3	16	12	9	11	11	6	17	6	9	7	15	2	28	-	3
	8%	4%	9%	6%	17%	6%	3%	12%	4%	9%	8%	6%	14%	7%	5%	17%	4%	8%	9%	7%	3%	9%	-	7%
8	64	20	30	50	12	3	23	38	8	37	18	14	19	29	15	15	33	17	6	40	16	57	2	5
	16%	10%	22%	15%	22%	4%	16%	22%	12%	20%	12%	9%	23%	19%	12%	15%	20%	14%	9%	20%	26%	18%	8%	11%
7	44	19	24	43	1	8	15	21	3	25	15	17	9	18	12	15	15	19	10	15	7	33	6	4
	11%	9%	18%	13%	2%	10%	11%	12%	5%	14%	10%	11%	11%	12%	10%	15%	9%	16%	14%	7%	11%	10%	31%	10%
6	33	23	9	32	1	10	17	5	9	14	10	16	2	14	13	7	12	15	1	16	4	25	3	4
	8%	11%	7%	9%	2%	13%	12%	3%	14%	8%	7%	10%	3%	9%	10%	7%	7%	12%	1%	8%	6%	8%	13%	10%
5	85	51	24	75	9	21	39	21	16	26	42	41	8	37	32	15	38	19	14	52	16	59	7	14
	21%	25%	17%	22%	16%	27%	28%	12%	26%	14%	28%	26%	9%	24%	26%	15%	23%	15%	20%	25%	25%	18%	33%	33%
4	20	13	5	18	2	5	10	5	4	5	10	10	5	6	10	2	7	6	2	11	2	17	1	1
	5%	6%	4%	5%	3%	7%	7%	3%	6%	3%	7%	6%	5%	4%	8%	2%	4%	5%	3%	6%	3%	5%	7%	3%
3	17	14	2	16	1	9	6	3	5	1	10	12	1	3	7	-	10	8	2	7	2	16	1	1
	4%	7%	2%	5%	2%	11%	4%	2%	8%	1%	7%	7%	1%	2%	6%	-	6%	7%	3%	4%	3%	5%	5%	2%
2	21	19	1	20	1	9	9	3	8	3	10	15	2	5	14	1	6	4	3	13	3	17	-	4
	5%	9%	1%	6%	2%	11%	6%	2%	12%	1%	7%	9%	2%	3%	12%	1%	3%	3%	5%	6%	4%	5%	-	10%
1	14	10	2	12	1	3	3	5	4	5	5	6	2	5	4	1	8	3	3	8	3	10	-	3
	4%	5%	2%	4%	2%	4%	2%	3%	6%	3%	3%	4%	2%	3%	3%	1%	5%	2%	5%	4%	5%	3%	-	8%
DON'T KNOW/REFUSED	3	3	-	3	-	3	-	-	2	-	1	3	-	-	3	-	-	2	-	1	-	2	-	-
	1%	1%	-	1%	-	4%	-	-	3%	-	1%	2%	-	-	2%	-	-	2%	-	-	-	1%	-	-
MEAN	6.5	5.6	7.3	6.3	7.9	5.1	6.1	7.6	5.2	7.5	5.9	5.6	7.8	6.7	5.5	7.8	6.5	6.6	7.0	6.3	6.5	6.7	6.0	5.6



Table 15-3  
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.

Recession

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
10	69	50	18	7	12	24	17	1	16	47	20	29	48	17	20	30	25	6	12	11	2	3	38	29
---	17%	17%	17%	8%	15%	18%	22%	1%	12%	28%	11%	16%	14%	43%	11%	17%	25%	12%	25%	31%	12%	19%	22%	14%
8-10	163	118	45	22	34	60	33	5	42	112	50	78	128	31	62	75	50	17	21	21	6	10	61	98
----	41%	40%	42%	26%	44%	46%	43%	6%	31%	66%	29%	43%	36%	78%	35%	43%	51%	33%	45%	59%	34%	70%	35%	46%
5-7	162	114	48	48	22	54	26	38	64	50	74	83	157	4	87	74	38	20	18	15	6	3	67	89
---	41%	39%	45%	57%	29%	42%	34%	50%	48%	29%	43%	46%	44%	11%	49%	42%	39%	39%	39%	41%	33%	18%	39%	42%
1-4	72	58	14	15	20	16	18	31	29	8	45	21	66	4	29	28	10	14	8	-	4	2	41	27
---	18%	20%	13%	17%	25%	12%	23%	41%	21%	5%	26%	12%	19%	11%	16%	16%	10%	28%	16%	-	22%	12%	24%	12%
9	31	20	11	6	7	8	7	-	8	24	8	15	23	8	10	14	9	3	4	5	2	2	6	25
	8%	7%	11%	7%	9%	6%	9%	-	6%	14%	5%	8%	6%	21%	5%	8%	9%	7%	8%	13%	11%	11%	4%	12%
8	64	48	15	9	15	28	9	4	18	41	23	34	57	6	32	31	16	7	5	5	2	6	16	44
	16%	16%	14%	11%	20%	21%	12%	5%	14%	24%	13%	19%	16%	14%	18%	17%	16%	15%	11%	15%	12%	40%	10%	21%
7	44	35	9	9	10	16	7	6	14	18	16	26	42	1	21	16	15	8	2	7	4	-	20	24
	11%	12%	8%	10%	13%	12%	9%	8%	11%	10%	9%	14%	12%	3%	12%	9%	15%	15%	5%	19%	20%	-	12%	11%
6	33	20	13	11	5	10	5	5	17	11	15	18	33	-	21	16	6	2	6	3	-	2	16	16
	8%	7%	12%	13%	7%	8%	6%	7%	12%	6%	9%	10%	9%	-	12%	9%	6%	4%	12%	8%	-	14%	9%	8%
5	85	60	25	29	7	28	14	27	33	21	43	39	82	3	45	42	17	10	10	5	2	1	31	49
	21%	20%	24%	34%	10%	22%	18%	35%	25%	12%	25%	21%	23%	8%	25%	24%	18%	20%	22%	14%	13%	5%	18%	23%
4	20	17	3	4	4	7	4	5	12	2	7	9	16	3	9	7	3	6	3	-	1	2	8	12
	5%	6%	3%	4%	5%	5%	6%	7%	9%	1%	4%	5%	5%	8%	5%	4%	3%	12%	6%	-	8%	12%	5%	5%
3	17	14	3	3	6	3	5	6	6	3	11	6	16	-	10	5	2	1	1	-	2	-	11	5
	4%	5%	3%	4%	8%	3%	6%	8%	5%	2%	6%	3%	5%	-	6%	3%	2%	3%	1%	-	10%	-	7%	3%
2	21	14	7	3	7	2	6	13	6	2	16	5	21	-	8	9	3	7	2	-	-	-	12	7
	5%	5%	7%	4%	9%	1%	8%	17%	4%	1%	9%	3%	6%	-	4%	5%	3%	13%	4%	-	-	-	7%	3%
1	14	13	1	4	3	4	3	7	4	1	11	1	12	1	2	7	3	-	2	-	1	-	9	3
	4%	5%	1%	5%	4%	3%	4%	9%	3%	1%	6%	1%	3%	3%	1%	4%	3%	-	5%	-	5%	-	5%	1%
DON'T KNOW/REFUSED	3	3	-	-	1	-	1	2	-	1	3	-	3	-	-	-	1	-	-	-	2	-	3	-
	1%	1%	-	-	1%	-	1%	2%	-	1%	2%	-	1%	-	-	-	1%	-	-	-	10%	-	2%	-
MEAN	6.5	6.5	6.7	5.9	6.4	6.9	6.5	4.3	6.1	7.8	5.7	6.9	6.3	8.3	6.3	6.6	7.2	6.1	6.7	8.0	6.5	7.6	6.3	6.8

Table 15-4  
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.

Recession

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING SUCCESSION +DIFF PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVTMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%
10	69	27	25	14	9	7	4	7	6	28	40	43	15	11	26	41	25	32	37	12	25	9	19	36
---	17%	15%	17%	15%	15%	13%	8%	23%	18%	13%	21%	22%	11%	20%	14%	21%	14%	16%	18%	23%	25%	17%	19%	16%
8-10	163	70	62	30	24	21	12	12	13	76	84	98	45	17	72	90	69	73	89	22	52	17	50	87
----	41%	40%	42%	34%	40%	36%	27%	39%	40%	37%	45%	51%	32%	31%	37%	45%	38%	38%	44%	41%	52%	33%	50%	40%
5-7	162	84	57	43	28	25	25	15	13	103	55	72	70	16	98	78	73	84	76	22	33	26	36	88
---	41%	47%	38%	48%	47%	43%	53%	49%	39%	50%	30%	37%	49%	31%	51%	39%	40%	43%	38%	41%	33%	50%	36%	40%
1-4	72	23	29	15	8	11	9	4	6	27	45	22	27	19	23	32	38	34	36	9	14	9	14	42
---	18%	13%	20%	16%	13%	19%	20%	12%	18%	13%	24%	12%	19%	35%	12%	16%	21%	18%	18%	16%	14%	17%	14%	19%
9	31	9	17	4	2	9	2	-	1	12	18	19	7	2	12	12	18	9	22	1	13	2	12	16
	8%	5%	11%	4%	3%	15%	5%	-	3%	6%	9%	10%	5%	5%	6%	6%	10%	5%	11%	3%	13%	4%	12%	7%
8	64	34	21	13	13	5	6	5	6	36	27	36	23	4	34	36	27	32	30	9	14	6	18	35
	16%	19%	14%	14%	22%	9%	14%	16%	19%	18%	14%	19%	16%	7%	18%	18%	15%	17%	15%	16%	14%	12%	18%	16%
7	44	22	19	12	9	6	10	1	5	28	16	18	22	3	27	21	21	25	19	7	11	8	9	24
	11%	12%	13%	13%	15%	10%	22%	3%	17%	13%	9%	10%	15%	6%	14%	11%	11%	13%	9%	13%	11%	15%	9%	11%
6	33	16	11	8	5	5	4	7	4	22	11	12	16	5	20	18	11	20	13	2	6	5	11	15
	8%	9%	7%	9%	9%	9%	8%	22%	13%	11%	6%	6%	11%	10%	10%	9%	6%	10%	6%	4%	6%	10%	11%	7%
5	85	46	28	23	14	14	11	7	3	53	28	42	33	8	51	38	41	39	44	13	16	13	16	49
	21%	26%	19%	26%	23%	24%	23%	24%	10%	26%	15%	22%	23%	15%	26%	19%	22%	20%	22%	24%	16%	25%	16%	22%
4	20	12	6	2	3	1	3	-	2	10	9	8	9	3	9	11	9	9	11	3	8	2	4	11
	5%	7%	4%	3%	4%	2%	6%	-	6%	5%	5%	4%	6%	6%	5%	5%	5%	4%	5%	5%	8%	4%	4%	5%
3	17	5	6	4	3	3	3	3	1	6	11	6	7	2	6	9	7	10	7	4	2	4	2	8
	4%	3%	4%	5%	6%	6%	7%	9%	2%	3%	6%	3%	5%	4%	3%	5%	4%	5%	3%	7%	2%	8%	2%	4%
2	21	4	8	6	2	4	3	1	-	7	13	4	7	7	6	7	12	13	8	2	5	2	2	13
	5%	2%	5%	7%	3%	7%	7%	3%	-	4%	7%	2%	5%	14%	3%	4%	6%	7%	4%	4%	5%	4%	2%	6%
1	14	1	9	2	-	3	-	-	3	3	11	4	4	6	3	4	10	3	11	-	-	1	7	11
	4%	1%	6%	2%	-	5%	-	-	10%	2%	6%	2%	3%	11%	2%	2%	5%	2%	5%	-	-	2%	7%	5%
DON'T KNOW/REFUSED	3	-	-	1	-	1	-	-	1	-	3	-	1	2	-	1	2	2	1	1	-	-	-	2
	1%	-	-	1%	-	2%	-	-	3%	-	1%	-	1%	3%	-	-	1%	1%	-	1%	-	-	-	1%
MEAN	6.5	6.7	6.5	6.3	6.7	6.3	6.1	6.7	6.6	6.5	6.5	7.1	6.2	5.6	6.6	6.8	6.3	6.5	6.6	6.7	7.2	6.4	6.9	6.4

Table 15-5  
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.

Recession

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	69 17%	52 18%	47 19%	47 19%	39 17%	30 16%	29 17%	31 18%	26 17%	14 20%	54 17%	31 23%	28 13%	59 17%	8 20%	9 13%	55 19%
8-10	163 41%	117 41%	101 41%	99 40%	92 41%	76 41%	66 38%	66 39%	60 39%	34 48%	127 39%	49 35%	90 42%	139 40%	22 53%	22 32%	133 45%
5-7	162 41%	112 39%	99 40%	97 39%	88 39%	72 38%	70 41%	68 40%	62 40%	30 42%	130 40%	56 41%	89 42%	145 41%	12 30%	33 48%	106 36%
1-4	72 18%	55 19%	46 19%	48 20%	43 19%	37 20%	35 20%	36 21%	31 20%	6 9%	64 20%	30 22%	34 16%	64 18%	7 16%	11 17%	55 19%
9	31 8%	23 8%	14 5%	15 6%	17 7%	12 7%	10 6%	8 5%	5 3%	5 7%	25 8%	3 2%	22 11%	26 7%	4 9%	1 2%	29 10%
8	64 16%	42 15%	40 16%	37 15%	36 16%	34 18%	27 16%	27 16%	29 19%	14 20%	48 15%	14 10%	40 19%	54 15%	10 24%	12 18%	49 17%
7	44 11%	28 10%	25 10%	27 11%	22 10%	16 9%	18 10%	22 13%	13 8%	13 18%	30 9%	11 8%	30 14%	40 12%	4 9%	7 10%	35 12%
6	33 8%	26 9%	19 8%	19 8%	21 9%	11 6%	18 11%	13 8%	18 11%	4 6%	29 9%	11 8%	17 8%	28 8%	3 8%	9 14%	22 8%
5	85 21%	57 20%	54 22%	52 21%	44 20%	44 24%	34 20%	34 20%	32 21%	13 18%	71 22%	34 25%	43 20%	77 22%	6 14%	16 24%	50 17%
4	20 5%	17 6%	12 5%	15 6%	12 5%	7 4%	11 7%	8 5%	10 7%	2 3%	17 5%	5 4%	14 7%	20 6%	-	1 1%	18 6%
3	17 4%	10 4%	11 4%	12 5%	11 5%	8 4%	7 4%	10 6%	8 5%	2 2%	15 5%	3 2%	12 6%	15 4%	2 5%	4 6%	12 4%
2	21 5%	17 6%	12 5%	13 5%	12 5%	11 6%	9 5%	11 6%	7 4%	2 3%	18 6%	10 7%	7 3%	17 5%	3 7%	3 5%	16 6%
1	14 4%	11 4%	12 5%	9 4%	9 4%	11 6%	8 5%	7 4%	6 4%	-	14 4%	11 8%	1 -	12 3%	2 5%	3 5%	9 3%
DON'T KNOW/REFUSED	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	2 1%	3 2%	-	3 1%	-	2 3%	1 -
MEAN	6.5	6.5	6.5	6.5	6.5	6.3	6.4	6.4	6.4	7.2	6.4	6.2	6.7	6.5	6.9	6.1	6.7

Table 16-1  
 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	\$1-5 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	77	23	19	11	5	19	42	35	29	29	6	48	22	5	9	9	9	7	12	62	42	10	2	14
--	19%	17%	21%	22%	12%	23%	19%	20%	21%	25%	7%	23%	18%	7%	18%	20%	17%	15%	17%	19%	23%	14%	28%	16%
8-10	164	52	35	24	15	38	87	77	63	49	29	89	48	20	17	23	22	16	25	132	86	21	6	32
----	41%	37%	40%	50%	34%	47%	38%	45%	44%	42%	33%	44%	40%	31%	36%	51%	39%	34%	36%	41%	47%	32%	67%	36%
5-7	137	50	35	10	15	26	85	52	37	48	39	56	49	29	15	18	27	21	20	117	50	32	3	32
---	34%	36%	41%	21%	35%	32%	38%	30%	26%	41%	44%	28%	41%	46%	32%	38%	48%	46%	28%	36%	27%	49%	33%	36%
1-4	88	35	15	11	12	15	50	38	37	16	20	53	20	13	15	4	7	9	20	66	41	13	-	20
---	22%	25%	17%	23%	28%	18%	22%	22%	26%	14%	22%	26%	17%	20%	31%	8%	13%	20%	29%	21%	22%	20%	-	23%
9	28	10	9	4	2	3	20	9	11	10	4	15	10	3	2	6	3	1	3	25	17	5	-	3
	7%	7%	11%	8%	5%	3%	9%	5%	8%	9%	4%	8%	8%	5%	4%	14%	5%	2%	5%	8%	9%	8%	-	4%
8	59	18	7	9	7	17	25	34	22	10	19	26	16	12	6	8	9	8	10	46	27	6	3	14
	15%	13%	8%	20%	17%	21%	11%	20%	16%	9%	22%	13%	14%	19%	13%	17%	17%	17%	15%	14%	15%	10%	40%	16%
7	48	17	13	4	5	9	30	18	12	19	12	17	18	13	7	7	9	5	8	40	13	12	2	12
	12%	12%	15%	8%	12%	11%	13%	10%	8%	17%	13%	8%	15%	21%	16%	15%	16%	10%	11%	13%	7%	18%	23%	13%
6	29	12	3	5	1	9	15	14	9	5	13	10	10	8	4	2	6	6	3	26	10	4	-	10
	7%	9%	3%	10%	3%	11%	7%	8%	6%	4%	15%	5%	8%	13%	8%	5%	10%	14%	5%	8%	6%	6%	-	11%
5	60	20	20	2	9	9	40	20	17	23	14	29	21	8	4	9	12	10	9	50	27	17	1	10
	15%	15%	23%	4%	20%	11%	18%	11%	12%	20%	16%	14%	17%	12%	8%	19%	21%	22%	12%	16%	15%	25%	9%	11%
4	14	5	3	-	5	1	8	6	1	4	5	5	4	5	3	-	3	2	2	12	1	5	-	6
	4%	4%	3%	-	12%	1%	3%	4%	1%	4%	5%	2%	4%	7%	7%	-	5%	4%	3%	4%	1%	8%	-	6%
3	19	11	2	5	-	1	12	7	6	2	7	7	10	1	3	1	2	1	3	17	8	2	-	4
	5%	8%	2%	11%	-	2%	6%	4%	4%	2%	8%	4%	8%	2%	6%	3%	3%	2%	4%	5%	4%	3%	-	5%
2	15	4	2	-	2	7	6	9	6	4	4	8	4	2	5	1	1	4	5	10	4	3	-	4
	4%	3%	2%	-	5%	9%	3%	5%	4%	3%	5%	4%	4%	4%	10%	2%	1%	8%	7%	3%	2%	4%	-	5%
1	39	15	9	5	5	5	23	16	24	6	3	32	2	4	4	2	2	3	11	27	28	3	-	6
	10%	11%	10%	11%	12%	6%	10%	9%	17%	5%	4%	16%	2%	7%	8%	4%	3%	6%	16%	8%	15%	5%	-	7%
DON'T KNOW/REFUSED	11	3	2	3	1	2	5	6	4	4	1	6	3	2	1	1	-	-	4	7	6	-	-	4
	3%	2%	2%	6%	2%	3%	2%	4%	3%	3%	1%	3%	3%	3%	2%	3%	-	-	6%	2%	4%	-	-	4%
MEAN	6.4	6.2	6.6	6.7	5.9	6.7	6.3	6.5	6.2	6.9	6.1	6.3	6.7	6.2	6.1	7.2	6.7	6.1	5.8	6.5	6.4	6.3	8.0	6.3

Table 16-2  
 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 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
10	77	27	33	60	17	14	24	37	10	45	22	28	17	28	18	20	37	26	16	32	11	69	1	3
--	19%	13%	24%	18%	29%	18%	17%	22%	16%	25%	15%	18%	20%	19%	14%	20%	22%	21%	23%	16%	17%	21%	7%	8%
8-10	164	68	62	129	32	27	53	81	24	83	54	62	40	58	41	47	72	48	30	83	21	137	9	11
----	41%	34%	45%	38%	55%	35%	38%	48%	38%	45%	37%	40%	47%	38%	33%	47%	43%	39%	43%	41%	33%	42%	42%	26%
5-7	137	75	47	123	15	32	55	47	23	58	54	51	23	61	46	35	57	43	23	69	28	105	8	21
---	34%	37%	35%	36%	25%	41%	39%	28%	36%	32%	37%	33%	28%	41%	37%	35%	34%	35%	34%	34%	44%	32%	40%	49%
1-4	88	52	24	77	10	18	28	36	15	36	36	39	20	25	34	16	33	26	15	46	11	73	3	10
---	22%	26%	18%	23%	17%	23%	20%	21%	24%	20%	24%	25%	23%	17%	28%	16%	20%	21%	22%	23%	18%	23%	13%	23%
9	28	11	10	21	7	2	9	17	5	15	7	10	6	13	5	9	13	6	5	18	5	25	1	2
	7%	5%	7%	6%	12%	2%	7%	10%	8%	8%	5%	6%	7%	9%	4%	9%	8%	5%	7%	9%	7%	8%	7%	4%
8	59	30	19	49	8	12	20	27	9	22	25	25	17	16	18	18	22	16	9	33	5	42	6	6
	15%	15%	14%	14%	14%	15%	14%	16%	14%	12%	17%	16%	21%	11%	15%	18%	13%	14%	13%	16%	8%	13%	28%	14%
7	48	26	16	42	6	9	19	20	13	21	13	19	12	17	16	15	17	14	12	21	7	35	5	8
	12%	13%	12%	13%	10%	12%	13%	12%	21%	11%	9%	12%	14%	11%	13%	15%	10%	11%	17%	11%	11%	11%	24%	20%
6	29	15	11	26	3	10	11	8	4	11	13	10	3	17	12	4	14	12	4	13	6	20	3	6
	7%	8%	8%	8%	6%	14%	8%	5%	6%	6%	9%	6%	3%	11%	10%	4%	8%	10%	6%	6%	10%	6%	12%	14%
5	60	34	21	54	5	12	26	19	6	26	27	23	9	27	18	16	26	17	7	35	15	50	1	7
	15%	17%	15%	16%	9%	16%	18%	11%	9%	14%	18%	15%	10%	18%	14%	16%	16%	14%	11%	17%	24%	16%	4%	16%
4	14	9	5	14	-	2	4	7	5	4	5	8	1	4	6	2	5	3	2	9	2	9	2	3
	4%	4%	4%	4%	-	3%	3%	4%	8%	2%	3%	5%	1%	3%	5%	2%	3%	3%	3%	4%	3%	3%	9%	7%
3	19	12	4	16	3	4	6	7	1	11	8	7	5	7	7	6	5	4	3	12	3	17	-	1
	5%	6%	3%	5%	5%	6%	4%	4%	1%	6%	5%	4%	6%	5%	6%	6%	3%	4%	4%	6%	4%	5%	-	3%
2	15	10	5	15	-	3	9	3	3	4	9	6	3	6	6	-	9	4	2	9	3	13	1	2
	4%	5%	4%	4%	-	4%	7%	2%	4%	2%	6%	4%	4%	4%	5%	-	6%	4%	2%	4%	4%	4%	5%	4%
1	39	21	10	31	7	8	9	19	7	17	14	18	10	8	15	7	14	14	8	17	4	34	-	4
	10%	11%	7%	9%	12%	11%	6%	11%	12%	10%	10%	12%	12%	5%	12%	7%	8%	12%	12%	8%	6%	10%	-	10%
DON'T KNOW/REFUSED	11	6	3	9	2	1	4	6	1	6	4	3	2	6	2	3	6	5	1	5	3	9	1	1
	3%	3%	2%	3%	3%	1%	3%	3%	2%	3%	3%	2%	2%	4%	2%	3%	4%	4%	1%	2%	5%	3%	4%	2%
MEAN	6.4	6.0	6.8	6.3	7.1	6.1	6.4	6.7	6.3	6.7	6.0	6.2	6.5	6.6	5.9	6.9	6.5	6.4	6.6	6.3	6.3	6.4	6.9	5.9

Table 16-3  
 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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
10	77	52	25	7	17	32	12	8	23	44	27	39	66	8	30	32	24	8	20	8	1	5	33	43
---	19%	18%	23%	9%	22%	24%	16%	10%	17%	26%	16%	21%	19%	21%	17%	18%	25%	16%	42%	21%	5%	38%	19%	20%
8-10	164	125	40	22	31	60	34	19	62	80	62	80	142	18	71	63	52	24	29	20	5	10	65	96
----	41%	42%	37%	25%	40%	46%	43%	25%	46%	47%	36%	44%	40%	46%	40%	36%	53%	47%	62%	54%	24%	69%	38%	45%
5-7	137	102	36	31	34	41	26	29	45	55	61	67	128	10	66	66	26	15	11	13	10	3	58	72
---	34%	35%	33%	36%	43%	32%	34%	38%	33%	32%	35%	37%	36%	24%	37%	37%	26%	30%	23%	36%	55%	23%	34%	34%
1-4	88	63	25	29	13	24	17	25	28	29	47	29	76	9	37	41	19	10	5	4	3	1	45	40
---	22%	21%	23%	34%	17%	19%	21%	33%	21%	17%	27%	16%	21%	23%	21%	23%	19%	19%	10%	10%	14%	7%	26%	19%
9	28	21	8	5	3	12	5	3	11	13	6	18	24	4	10	12	10	4	6	3	1	2	9	17
	7%	7%	7%	6%	4%	9%	6%	4%	9%	7%	4%	10%	7%	10%	5%	7%	11%	8%	13%	7%	4%	13%	5%	8%
8	59	52	8	9	11	16	17	8	27	24	29	23	51	6	31	19	17	12	3	10	3	3	23	36
	15%	18%	7%	10%	14%	12%	22%	10%	20%	14%	17%	12%	14%	15%	17%	11%	17%	24%	7%	26%	15%	19%	14%	17%
7	48	30	18	9	12	19	6	10	12	22	19	25	45	3	20	23	10	8	7	4	2	1	18	27
	12%	10%	17%	10%	16%	15%	7%	13%	9%	13%	11%	14%	13%	8%	11%	13%	10%	15%	15%	12%	11%	6%	11%	13%
6	29	25	4	9	7	5	7	5	13	10	13	12	25	4	18	13	8	3	-	2	3	2	10	18
	7%	9%	4%	10%	10%	4%	9%	6%	10%	6%	8%	7%	7%	11%	10%	7%	8%	5%	-	5%	17%	17%	6%	8%
5	60	46	14	13	14	17	13	14	19	23	28	29	58	2	28	30	8	5	4	7	5	-	30	27
	15%	16%	13%	15%	18%	13%	17%	18%	14%	13%	17%	16%	16%	5%	16%	17%	8%	10%	8%	18%	27%	-	18%	13%
4	14	10	4	6	3	3	1	5	4	5	7	6	13	1	7	8	6	1	-	-	-	-	9	5
	4%	3%	4%	7%	4%	2%	1%	6%	3%	3%	4%	3%	4%	3%	4%	4%	6%	2%	-	-	-	-	5%	2%
3	19	13	7	7	2	6	3	5	5	7	6	11	17	2	8	4	2	3	2	1	1	-	10	10
	5%	4%	6%	9%	3%	5%	4%	6%	4%	4%	4%	6%	5%	5%	5%	2%	2%	6%	5%	3%	3%	-	6%	5%
2	15	11	4	7	4	3	1	7	4	4	9	5	14	2	8	12	2	1	2	1	-	-	10	5
	4%	4%	4%	8%	5%	2%	1%	9%	3%	3%	5%	3%	4%	4%	5%	7%	2%	2%	3%	3%	-	-	6%	3%
1	39	29	10	9	4	11	11	9	14	12	25	7	32	5	14	17	10	5	1	2	2	1	16	20
	10%	10%	9%	10%	5%	9%	14%	12%	11%	7%	15%	4%	9%	12%	8%	9%	10%	9%	2%	4%	11%	7%	10%	9%
DON'T KNOW/REFUSED	11	5	6	4	-	5	1	3	1	7	2	7	8	3	4	7	2	2	3	-	1	-	4	6
	3%	2%	6%	4%	-	4%	1%	5%	1%	4%	1%	4%	2%	7%	2%	4%	2%	3%	6%	-	6%	-	3%	3%
MEAN	6.4	6.4	6.5	5.4	6.6	6.8	6.2	5.4	6.5	6.9	5.9	6.9	6.4	6.6	6.4	6.2	7.0	6.7	8.0	7.1	5.8	8.0	6.1	6.7

Table 16-4  
 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			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
10	77	40	34	19	10	9	4	10	5	34	42	46	18	13	33	40	35	36	40	14	28	6	32	40	
---	19%	23%	23%	21%	17%	15%	9%	32%	16%	17%	22%	24%	12%	24%	17%	20%	19%	19%	20%	27%	28%	12%	32%	18%	
8-10	164	88	58	38	25	20	18	14	13	86	76	95	45	22	79	84	76	84	79	30	44	19	55	82	
----	41%	50%	39%	43%	42%	34%	39%	48%	41%	42%	41%	49%	31%	40%	41%	42%	42%	43%	39%	55%	44%	37%	55%	38%	
5-7	137	53	49	29	22	25	18	14	9	76	57	63	60	11	75	74	54	73	62	15	32	19	24	83	
---	34%	30%	33%	32%	36%	43%	38%	46%	29%	37%	31%	33%	41%	21%	38%	37%	30%	38%	31%	28%	32%	37%	24%	38%	
1-4	88	31	38	18	8	13	10	1	10	38	48	30	35	19	34	39	45	32	55	8	21	13	18	48	
---	22%	17%	26%	20%	13%	23%	22%	3%	30%	19%	26%	16%	24%	35%	18%	19%	25%	17%	27%	15%	21%	25%	18%	22%	
9	28	14	10	7	5	1	5	2	4	16	12	15	11	2	15	16	12	12	17	5	5	3	7	17	
	7%	8%	6%	8%	8%	2%	12%	7%	12%	8%	6%	8%	8%	3%	8%	8%	7%	6%	8%	9%	5%	6%	7%	8%	
8	59	34	15	12	11	10	8	2	4	36	22	33	16	7	31	28	28	36	23	10	11	10	17	25	
	15%	19%	10%	14%	18%	18%	18%	8%	12%	17%	12%	17%	11%	13%	16%	14%	16%	19%	11%	19%	11%	19%	17%	11%	
7	48	19	15	7	9	10	8	4	5	28	20	21	23	3	28	24	20	24	24	7	11	5	9	28	
	12%	11%	10%	8%	15%	17%	16%	15%	15%	14%	11%	11%	16%	6%	14%	12%	11%	12%	12%	13%	11%	10%	9%	13%	
6	29	17	13	6	5	3	4	4	2	20	9	16	12	1	19	18	11	15	13	5	8	5	2	15	
	7%	10%	9%	7%	8%	5%	9%	13%	5%	10%	5%	8%	8%	1%	10%	9%	6%	8%	7%	9%	8%	10%	2%	7%	
5	60	16	20	16	8	12	6	6	3	28	28	26	24	7	28	32	23	33	24	3	13	9	14	39	
	15%	9%	14%	18%	14%	21%	12%	19%	9%	14%	15%	14%	17%	14%	14%	16%	13%	17%	12%	5%	13%	17%	14%	18%	
4	14	8	4	4	3	-	3	-	-	8	6	5	7	2	8	9	4	8	6	1	2	5	1	7	
	4%	5%	3%	5%	5%	-	6%	-	-	4%	3%	3%	5%	3%	4%	5%	2%	4%	3%	1%	2%	10%	1%	3%	
3	19	4	9	4	3	1	2	-	5	9	10	5	8	6	7	11	7	6	13	2	3	-	2	12	
	5%	2%	6%	5%	5%	2%	4%	-	16%	4%	5%	3%	5%	12%	3%	5%	4%	3%	6%	4%	3%	-	2%	5%	
2	15	7	6	4	1	7	1	1	1	9	7	3	10	1	8	4	11	5	10	1	5	2	7	6	
	4%	4%	4%	5%	2%	11%	2%	3%	3%	4%	4%	2%	7%	2%	4%	2%	6%	3%	5%	3%	5%	4%	7%	3%	
1	39	12	20	5	1	6	5	-	4	13	26	17	10	10	12	15	23	13	26	4	11	6	8	23	
	10%	7%	13%	5%	2%	10%	10%	-	11%	6%	14%	9%	7%	18%	6%	7%	12%	7%	13%	7%	11%	12%	8%	11%	
DON'T KNOW/REFUSED	11	6	4	4	5	-	1	1	-	6	5	4	5	2	6	4	7	5	6	1	3	1	2	5	
	3%	3%	2%	5%	8%	-	2%	4%	-	3%	3%	2%	3%	4%	3%	2%	4%	2%	3%	3%	3%	2%	2%	2%	
MEAN	6.4	6.9	6.2	6.6	6.9	6.0	6.3	7.6	6.1	6.6	6.2	6.9	6.1	5.9	6.6	6.6	6.3	6.7	6.2	7.2	6.6	6.0	7.0	6.3	

Table 16-5  
 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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	77 19%	55 19%	50 20%	51 21%	50 22%	33 18%	34 20%	39 23%	34 22%	18 26%	56 17%	25 18%	40 19%	65 18%	12 30%	12 18%	58 20%
8-10	164 41%	125 44%	97 39%	107 44%	96 43%	71 38%	73 42%	79 47%	68 44%	34 48%	127 39%	46 33%	94 44%	140 40%	23 55%	25 37%	126 43%
5-7	137 34%	97 34%	93 37%	89 36%	79 35%	69 37%	65 37%	55 32%	54 35%	22 31%	114 35%	39 28%	83 39%	122 35%	13 32%	29 42%	96 33%
1-4	88 22%	59 20%	52 21%	46 19%	46 21%	41 22%	32 19%	34 20%	30 19%	13 19%	72 22%	48 35%	32 15%	80 23%	5 11%	13 19%	63 21%
9	28 7%	23 8%	16 6%	18 7%	16 7%	13 7%	13 8%	14 8%	10 6%	7 10%	21 6%	5 4%	19 9%	25 7%	4 9%	4 6%	23 8%
8	59 15%	47 16%	31 13%	39 16%	30 13%	25 13%	25 14%	26 15%	24 16%	9 13%	50 16%	16 11%	35 16%	51 14%	7 17%	9 14%	45 15%
7	48 12%	37 13%	36 14%	31 13%	29 13%	23 12%	23 13%	16 10%	16 10%	9 13%	39 12%	14 10%	26 12%	40 11%	7 17%	9 14%	35 12%
6	29 7%	23 8%	20 8%	23 9%	17 8%	14 8%	16 9%	14 8%	14 9%	4 6%	25 8%	10 7%	18 8%	27 8%	1 2%	8 12%	20 7%
5	60 15%	37 13%	37 15%	35 14%	33 14%	32 17%	25 15%	24 14%	24 16%	9 13%	50 15%	16 11%	39 18%	55 16%	5 12%	11 16%	41 14%
4	14 4%	12 4%	10 4%	11 4%	10 4%	9 5%	9 5%	8 5%	9 6%	3 5%	11 3%	7 5%	7 3%	14 4%	- -	4 6%	6 2%
3	19 5%	12 4%	13 5%	14 6%	14 6%	10 5%	9 5%	8 5%	10 6%	4 6%	15 5%	14 10%	5 2%	19 6%	- -	2 3%	14 5%
2	15 4%	10 4%	8 3%	9 4%	5 2%	6 3%	4 2%	5 3%	2 1%	3 5%	11 3%	8 6%	5 2%	13 4%	2 4%	2 2%	13 4%
1	39 10%	24 8%	21 8%	12 5%	17 7%	16 9%	10 6%	14 8%	9 6%	3 4%	35 11%	19 14%	14 7%	33 9%	3 7%	5 8%	30 10%
DON'T KNOW/REFUSED	11 3%	5 2%	7 3%	5 2%	4 2%	6 3%	3 2%	3 2%	2 1%	1 2%	10 3%	5 3%	4 2%	9 3%	1 2%	1 1%	9 3%
MEAN	6.4	6.6	6.5	6.7	6.6	6.3	6.7	6.7	6.7	6.9	6.3	5.7	6.7	6.3	7.3	6.5	6.5



Table 17-1  
 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 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	59	16	16	8	5	13	33	27	20	21	9	30	22	5	4	8	7	6	12	46	31	10	1	11
---	15%	12%	19%	17%	13%	16%	14%	15%	14%	18%	10%	15%	19%	8%	8%	18%	13%	13%	17%	14%	17%	16%	11%	13%
8-10	166	56	35	18	20	37	91	75	57	48	43	79	54	28	16	24	28	17	30	132	81	28	4	30
----	41%	40%	40%	38%	46%	46%	40%	44%	40%	41%	49%	39%	45%	44%	34%	53%	50%	38%	43%	41%	44%	42%	50%	34%
5-7	148	54	30	20	12	31	85	64	48	47	34	68	51	24	18	16	20	20	25	121	61	27	3	37
---	37%	39%	35%	41%	29%	38%	37%	37%	34%	40%	38%	33%	42%	38%	38%	34%	37%	43%	35%	38%	33%	41%	41%	42%
1-4	78	29	21	7	9	12	50	28	31	23	12	49	15	11	12	6	7	9	10	65	35	10	1	20
---	19%	21%	24%	16%	21%	14%	22%	16%	22%	20%	13%	24%	13%	17%	26%	13%	13%	19%	14%	20%	19%	15%	10%	23%
9	25	12	4	1	2	6	16	9	8	6	8	12	9	5	5	-	6	2	5	20	12	4	2	2
	6%	9%	4%	1%	5%	8%	7%	5%	6%	5%	8%	6%	7%	7%	10%	-	10%	5%	7%	6%	7%	6%	29%	2%
8	82	27	15	9	12	18	42	40	28	21	27	37	23	18	7	16	15	9	14	66	38	14	1	16
	20%	19%	17%	19%	28%	22%	18%	23%	20%	18%	30%	18%	19%	29%	15%	34%	27%	20%	20%	21%	21%	21%	10%	19%
7	63	22	10	10	6	15	32	31	23	18	15	29	23	11	10	4	9	11	11	51	26	12	3	15
	16%	16%	12%	21%	14%	19%	14%	18%	16%	15%	17%	14%	19%	17%	21%	10%	16%	23%	15%	16%	14%	18%	31%	17%
6	30	13	4	3	4	6	17	13	5	9	12	9	13	8	5	4	7	8	2	27	8	6	-	10
	7%	9%	5%	6%	10%	7%	7%	7%	3%	8%	13%	4%	11%	13%	11%	9%	13%	17%	3%	9%	4%	9%	-	11%
5	55	20	16	7	2	11	36	19	20	20	7	31	15	5	3	7	4	2	12	43	27	9	1	13
	14%	14%	18%	14%	5%	13%	16%	11%	15%	17%	8%	15%	13%	8%	7%	16%	8%	3%	17%	13%	15%	14%	9%	14%
4	15	5	6	-	-	3	12	3	3	6	5	7	5	3	2	3	-	2	2	13	2	4	1	3
	4%	4%	7%	-	-	4%	5%	2%	2%	5%	5%	3%	4%	4%	4%	7%	-	4%	3%	4%	1%	6%	10%	3%
3	15	3	3	3	4	2	6	9	5	3	4	6	5	4	5	-	2	1	4	9	5	1	-	4
	4%	2%	3%	7%	9%	2%	3%	5%	3%	3%	4%	3%	4%	6%	11%	-	4%	2%	6%	3%	3%	2%	-	5%
2	15	5	3	1	1	5	8	7	4	7	3	8	3	4	1	1	4	-	1	14	8	3	-	4
	4%	4%	3%	2%	2%	6%	3%	4%	3%	6%	4%	4%	3%	6%	2%	2%	6%	-	1%	4%	4%	5%	-	4%
1	33	15	9	3	4	2	24	9	20	7	-	29	2	1	4	2	2	6	3	29	21	2	-	9
	8%	11%	10%	7%	10%	2%	11%	5%	14%	6%	-	14%	2%	1%	8%	4%	3%	13%	4%	9%	11%	2%	-	10%
DON'T KNOW/REFUSED	8	1	1	3	2	2	2	6	5	-	-	8	-	-	1	-	-	-	5	3	6	1	-	1
	2%	1%	1%	5%	5%	2%	1%	4%	4%	-	-	4%	-	-	2%	-	-	-	7%	1%	3%	2%	-	1%
MEAN	6.5	6.3	6.3	6.6	6.5	6.9	6.3	6.7	6.2	6.5	7.0	6.1	7.0	6.6	6.2	6.9	6.9	6.5	6.8	6.4	6.5	6.8	7.5	6.1

Table 17-2  
 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 2022				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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
10	59	18	23	41	18	5	18	34	5	44	11	18	15	22	13	18	26	18	15	25	9	52	1	4
--	15%	9%	16%	12%	31%	7%	13%	20%	7%	24%	7%	11%	18%	15%	10%	18%	16%	15%	21%	12%	13%	16%	4%	10%
8-10	166	67	61	128	36	22	53	87	19	103	44	54	43	65	39	53	70	55	29	79	26	133	11	17
----	41%	33%	44%	38%	63%	28%	38%	51%	30%	56%	30%	35%	51%	43%	31%	53%	42%	46%	42%	39%	40%	41%	54%	40%
5-7	148	75	59	135	12	30	65	49	30	54	63	64	24	60	53	30	62	39	29	80	24	119	8	16
---	37%	37%	43%	40%	20%	38%	46%	29%	47%	30%	42%	41%	28%	40%	43%	30%	37%	32%	43%	39%	38%	37%	37%	39%
1-4	78	54	16	70	7	25	19	31	13	24	38	37	14	25	29	13	35	24	8	43	13	64	2	9
---	19%	27%	12%	21%	12%	32%	13%	18%	20%	13%	26%	24%	16%	17%	23%	13%	21%	20%	12%	21%	20%	20%	9%	21%
9	25	9	12	21	4	2	7	16	1	15	9	9	7	10	3	9	13	10	4	11	6	21	4	1
	6%	5%	8%	6%	6%	3%	5%	9%	1%	8%	6%	6%	8%	6%	3%	9%	8%	8%	5%	5%	9%	6%	17%	3%
8	82	40	27	67	15	14	27	37	14	43	24	27	21	33	22	26	31	27	11	43	12	61	7	12
	20%	20%	20%	20%	25%	19%	19%	22%	22%	24%	16%	17%	25%	22%	18%	26%	18%	23%	15%	21%	18%	19%	32%	28%
7	63	25	29	54	8	8	30	24	6	26	29	24	14	25	21	16	27	14	14	36	11	51	3	7
	16%	13%	21%	16%	14%	11%	22%	14%	10%	14%	20%	15%	17%	17%	15%	16%	11%	20%	18%	17%	17%	16%	15%	17%
6	30	20	9	29	1	7	15	7	10	11	9	16	3	10	12	5	11	9	7	13	4	21	2	6
	7%	10%	6%	9%	1%	9%	10%	4%	15%	6%	6%	10%	4%	7%	10%	5%	7%	8%	10%	7%	6%	7%	11%	14%
5	55	30	22	52	3	14	20	19	14	16	25	24	7	25	20	9	24	17	8	30	10	46	2	3
	14%	15%	16%	15%	5%	19%	14%	11%	22%	9%	17%	15%	8%	16%	16%	9%	14%	14%	12%	15%	15%	14%	11%	7%
4	15	13	2	15	-	7	2	5	4	1	10	10	-	5	7	-	8	6	-	8	2	12	-	3
	4%	6%	2%	4%	-	9%	1%	3%	6%	1%	7%	6%	-	3%	6%	-	5%	5%	-	4%	3%	4%	-	6%
3	15	9	2	11	4	4	4	7	1	8	5	6	4	4	4	2	9	5	2	8	3	10	2	2
	4%	4%	1%	3%	7%	5%	3%	4%	1%	4%	4%	4%	5%	3%	3%	2%	5%	4%	3%	4%	5%	3%	9%	4%
2	15	9	5	15	-	5	4	6	2	5	7	8	3	4	4	3	8	5	2	7	2	11	-	4
	4%	5%	4%	4%	-	6%	3%	4%	3%	3%	4%	5%	3%	2%	3%	3%	5%	4%	3%	4%	3%	3%	-	9%
1	33	22	7	30	3	9	9	13	6	10	16	13	7	12	14	8	11	8	4	20	6	31	-	1
	8%	11%	5%	9%	5%	12%	6%	8%	10%	5%	11%	8%	8%	8%	11%	8%	6%	6%	6%	10%	9%	9%	-	2%
DON'T KNOW/REFUSED	8	5	1	6	2	1	4	3	2	2	4	1	4	1	3	4	1	3	2	2	1	8	-	-
	2%	2%	-	2%	4%	1%	3%	2%	3%	1%	2%	1%	5%	1%	2%	4%	1%	3%	3%	1%	2%	2%	-	-
MEAN	6.5	5.9	6.9	6.3	7.6	5.5	6.6	6.8	5.9	7.2	5.9	6.1	6.9	6.6	6.0	7.1	6.5	6.6	6.9	6.3	6.4	6.5	7.1	6.4

Table 17-3  
 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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
10	59	38	21	6	11	24	11	6	13	38	18	31	49	8	28	20	17	11	8	8	2	4	20	39
---	15%	13%	20%	7%	14%	19%	15%	8%	10%	22%	10%	17%	14%	20%	16%	11%	17%	21%	17%	23%	11%	27%	11%	18%
8-10	166	117	49	30	32	57	33	18	51	91	63	82	145	18	86	64	52	27	19	20	5	10	47	114
----	41%	40%	46%	35%	42%	44%	43%	23%	37%	53%	36%	45%	41%	45%	48%	36%	52%	53%	41%	55%	24%	72%	27%	53%
5-7	148	111	37	34	30	54	20	32	59	52	60	71	132	16	63	76	28	18	17	12	11	1	74	68
---	37%	38%	35%	39%	39%	42%	26%	41%	44%	30%	35%	39%	37%	40%	35%	43%	28%	36%	37%	33%	61%	10%	43%	32%
1-4	78	59	19	21	14	17	21	25	24	26	46	26	72	4	28	32	19	5	8	4	3	3	47	27
---	19%	20%	18%	25%	18%	13%	27%	33%	18%	15%	27%	14%	20%	9%	16%	18%	19%	11%	16%	11%	14%	18%	28%	13%
9	25	16	9	4	7	9	2	1	6	18	6	14	20	4	13	14	10	3	1	4	1	-	7	19
	6%	5%	9%	4%	10%	7%	3%	1%	5%	10%	4%	8%	6%	11%	7%	8%	10%	6%	2%	12%	3%	-	4%	9%
8	82	64	18	20	14	24	20	11	31	35	39	37	76	6	44	31	25	13	10	8	2	6	21	57
	20%	22%	17%	23%	18%	18%	26%	15%	23%	21%	22%	21%	21%	14%	25%	17%	25%	26%	22%	21%	10%	45%	12%	27%
7	63	43	20	14	10	31	6	12	28	22	20	31	51	12	28	31	12	8	7	6	4	-	30	30
	16%	15%	19%	16%	14%	23%	8%	16%	20%	13%	12%	17%	15%	30%	16%	18%	12%	16%	15%	17%	21%	-	18%	14%
6	30	24	6	9	4	9	5	3	17	9	15	14	29	1	15	15	5	2	7	2	2	1	12	18
	7%	8%	6%	11%	5%	7%	6%	3%	13%	5%	8%	8%	8%	3%	8%	9%	6%	5%	14%	5%	10%	5%	7%	9%
5	55	44	11	10	16	14	9	17	14	21	25	26	52	3	19	29	10	8	3	4	6	1	32	20
	14%	15%	11%	12%	20%	11%	12%	22%	11%	12%	15%	14%	15%	7%	11%	17%	11%	15%	7%	11%	30%	5%	19%	9%
4	15	10	5	7	2	3	3	5	6	4	7	8	15	-	9	7	3	3	-	-	1	1	4	9
	4%	3%	5%	9%	2%	2%	4%	6%	5%	2%	4%	5%	4%	-	5%	4%	3%	6%	-	-	6%	7%	2%	4%
3	15	11	4	4	4	2	2	2	6	7	7	4	11	3	7	7	2	2	1	-	-	-	9	5
	4%	4%	4%	5%	6%	1%	3%	3%	4%	4%	4%	2%	3%	8%	4%	4%	2%	3%	1%	-	-	-	5%	2%
2	15	13	1	4	4	1	6	6	5	3	11	3	15	-	7	5	6	-	2	1	-	1	12	3
	4%	4%	1%	5%	5%	1%	7%	7%	4%	2%	7%	2%	4%	-	4%	3%	6%	-	5%	3%	-	7%	7%	1%
1	33	25	8	6	4	11	10	12	7	12	21	11	32	1	4	13	8	1	5	3	2	1	22	10
	8%	9%	8%	7%	5%	8%	13%	16%	5%	7%	12%	6%	9%	2%	2%	7%	9%	2%	10%	8%	9%	4%	13%	5%
DON'T KNOW/REFUSED	8	6	2	1	1	2	3	2	1	2	3	2	5	2	2	5	1	-	3	-	-	-	4	5
	2%	2%	2%	1%	1%	2%	4%	3%	1%	1%	2%	1%	1%	6%	1%	3%	1%	-	5%	-	-	-	2%	2%
MEAN	6.5	6.3	6.8	6.1	6.5	6.9	6.0	5.3	6.5	7.0	5.9	6.8	6.4	7.4	6.9	6.4	6.7	7.2	6.5	7.2	6.1	7.3	5.7	7.1

Table 17-4  
 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			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
10	59	31	25	20	11	6	2	3	5	33	23	44	9	6	32	35	20	30	29	14	11	8	21	31	
---	15%	18%	17%	22%	19%	11%	5%	10%	16%	16%	12%	23%	6%	11%	16%	17%	11%	15%	15%	25%	11%	15%	21%	14%	
8-10	166	92	54	46	28	19	14	11	14	98	63	108	45	13	93	88	70	84	82	22	33	23	51	88	
----	41%	52%	37%	52%	47%	33%	31%	37%	44%	48%	34%	56%	31%	25%	48%	44%	39%	43%	40%	41%	33%	44%	51%	40%	
5-7	148	59	55	32	24	25	22	13	15	74	73	63	62	17	69	76	69	74	72	24	46	17	29	80	
---	37%	33%	37%	36%	41%	43%	48%	43%	46%	36%	39%	33%	43%	33%	35%	38%	38%	38%	35%	44%	46%	33%	29%	37%	
1-4	78	25	34	10	6	14	10	6	3	33	44	19	35	22	31	33	38	32	44	7	19	10	16	48	
---	19%	14%	23%	12%	11%	24%	21%	20%	10%	16%	23%	10%	24%	41%	16%	17%	21%	17%	22%	13%	19%	19%	16%	22%	
9	25	13	8	3	3	4	5	3	-	16	9	17	6	2	16	15	10	17	9	1	2	2	7	16	
	6%	7%	6%	4%	5%	6%	11%	9%	-	8%	5%	9%	4%	3%	8%	8%	6%	9%	4%	3%	2%	4%	7%	7%	
8	82	48	21	23	14	9	7	5	9	49	31	46	30	6	45	38	41	37	44	7	21	13	23	41	
	20%	27%	14%	26%	23%	16%	16%	18%	28%	24%	17%	24%	21%	11%	23%	19%	22%	19%	22%	13%	21%	25%	23%	19%	
7	63	27	26	14	11	7	11	3	6	33	29	30	21	8	31	32	31	32	30	12	14	6	15	29	
	16%	15%	17%	16%	18%	13%	24%	10%	19%	16%	16%	16%	15%	14%	16%	16%	17%	17%	15%	21%	14%	12%	15%	13%	
6	30	17	12	6	7	6	3	5	3	20	9	11	16	3	18	14	13	15	14	5	11	5	4	15	
	7%	10%	8%	6%	12%	10%	6%	18%	8%	10%	5%	6%	11%	5%	10%	7%	7%	8%	7%	9%	11%	10%	4%	7%	
5	55	15	17	12	6	12	8	4	6	20	34	22	24	7	19	30	24	27	28	7	20	6	9	35	
	14%	8%	11%	13%	10%	20%	18%	15%	19%	10%	18%	12%	17%	13%	10%	15%	13%	14%	14%	13%	20%	12%	9%	16%	
4	15	7	7	2	1	5	1	2	-	11	4	4	10	1	10	10	5	8	6	-	3	1	3	12	
	4%	4%	5%	2%	2%	9%	2%	6%	-	5%	2%	2%	7%	2%	5%	5%	3%	4%	3%	-	3%	2%	3%	5%	
3	15	5	3	3	4	1	4	3	-	8	6	4	8	3	7	7	5	7	7	1	3	4	5	6	
	4%	3%	2%	3%	7%	2%	9%	9%	-	4%	3%	2%	5%	6%	3%	4%	3%	3%	4%	3%	3%	8%	5%	3%	
2	15	8	7	1	1	4	-	-	3	8	7	3	6	5	8	9	6	9	6	3	2	1	3	7	
	4%	4%	5%	1%	2%	7%	-	-	8%	4%	4%	2%	4%	9%	4%	4%	3%	5%	3%	5%	2%	2%	3%	3%	
1	33	5	16	5	-	4	5	2	1	6	27	8	11	13	6	8	22	8	24	3	11	4	5	23	
	8%	3%	11%	5%	-	6%	10%	5%	2%	3%	14%	4%	8%	24%	3%	4%	12%	4%	12%	5%	11%	8%	5%	11%	
DON'T KNOW/REFUSED	8	2	6	1	1	-	-	-	-	1	7	3	2	1	1	3	5	3	5	1	2	2	3	2	
	2%	1%	4%	1%	2%	-	-	-	-	-	4%	2%	1%	2%	1%	1%	3%	2%	3%	1%	2%	4%	3%	1%	
MEAN	6.5	7.0	6.3	7.1	7.2	6.1	6.1	6.3	6.8	6.9	5.9	7.4	5.9	5.0	6.9	6.7	6.2	6.7	6.3	6.9	6.1	6.5	7.0	6.3	

Table 17-5  
 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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	59 15%	41 14%	33 13%	34 14%	30 13%	28 15%	21 12%	25 15%	24 16%	10 14%	49 15%	21 15%	30 14%	51 14%	7 18%	8 12%	44 15%
8-10	166 41%	121 42%	103 41%	109 44%	96 43%	80 43%	79 46%	70 41%	73 48%	33 47%	131 40%	51 37%	92 43%	143 41%	20 49%	21 31%	130 44%
5-7	148 37%	109 38%	90 36%	83 34%	80 35%	70 37%	62 36%	66 39%	53 35%	27 39%	120 37%	49 36%	87 41%	136 39%	9 22%	32 47%	106 36%
1-4	78 19%	52 18%	51 21%	50 20%	47 21%	35 19%	31 18%	34 20%	26 17%	10 15%	64 20%	37 27%	29 14%	66 19%	11 26%	15 22%	51 17%
9	25 6%	17 6%	15 6%	17 7%	15 7%	11 6%	13 7%	12 7%	10 7%	8 12%	17 5%	3 2%	18 9%	22 6%	3 7%	3 5%	19 6%
8	82 20%	63 22%	54 22%	57 23%	52 23%	42 22%	45 26%	33 19%	39 25%	15 21%	64 20%	27 19%	44 21%	71 20%	10 24%	10 15%	67 23%
7	63 16%	48 17%	40 16%	31 13%	34 15%	32 17%	28 16%	30 18%	24 16%	14 20%	48 15%	12 8%	45 21%	57 16%	6 15%	12 18%	46 16%
6	30 7%	22 8%	18 7%	21 8%	18 8%	12 6%	13 8%	10 6%	10 6%	5 7%	25 8%	11 8%	17 8%	28 8%	1 2%	10 15%	19 6%
5	55 14%	39 14%	33 13%	31 13%	29 13%	26 14%	21 12%	25 15%	19 12%	8 12%	47 15%	26 19%	25 12%	51 15%	2 5%	9 14%	41 14%
4	15 4%	12 4%	11 5%	13 5%	10 4%	7 4%	6 4%	6 3%	6 4%	2 2%	12 4%	5 4%	7 3%	12 3%	2 5%	5 7%	7 2%
3	15 4%	13 4%	12 5%	11 5%	11 5%	8 4%	9 5%	10 6%	5 3%	5 7%	9 3%	6 5%	5 2%	12 3%	3 8%	4 5%	9 3%
2	15 4%	10 3%	9 4%	9 3%	7 3%	7 4%	8 5%	6 3%	6 4%	2 3%	12 4%	10 7%	4 2%	14 4%	1 2%	4 6%	10 3%
1	33 8%	18 6%	18 7%	17 7%	18 8%	14 7%	8 5%	13 8%	10 6%	2 2%	31 10%	16 11%	13 6%	29 8%	4 11%	3 4%	24 8%
DON'T KNOW/REFUSED	8 2%	4 1%	4 2%	4 2%	3 1%	2 1%	2 1%	1 1%	1 1%	- -	8 3%	1 1%	5 2%	6 2%	1 3%	- -	8 3%
MEAN	6.5	6.6	6.4	6.5	6.4	6.5	6.6	6.5	6.7	6.9	6.4	5.9	6.8	6.5	6.6	6.2	6.6

Table 18-1  
 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 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	104	31	28	18	5	22	59	46	35	31	27	46	36	17	8	15	19	12	16	84	55	18	3	20
--	26%	22%	32%	38%	12%	27%	26%	26%	25%	27%	30%	23%	30%	27%	17%	33%	34%	26%	23%	26%	30%	28%	37%	23%
8-10	211	72	50	27	19	43	122	89	59	63	58	89	73	41	20	33	37	22	30	175	90	40	6	47
----	53%	51%	57%	56%	45%	52%	54%	51%	42%	54%	66%	44%	61%	65%	43%	72%	66%	48%	43%	54%	49%	61%	69%	54%
5-7	107	41	19	11	16	20	60	47	42	33	21	59	31	14	18	7	9	16	24	81	52	18	1	19
---	27%	30%	22%	22%	38%	24%	27%	27%	30%	28%	24%	29%	26%	21%	37%	15%	17%	34%	35%	25%	28%	27%	9%	22%
1-4	77	26	18	8	8	17	44	33	37	20	9	50	15	9	10	6	8	8	14	62	35	8	2	21
---	19%	19%	20%	17%	17%	21%	19%	19%	26%	17%	11%	25%	13%	14%	20%	12%	15%	17%	20%	19%	19%	12%	22%	24%
9	34	17	6	1	4	5	23	11	5	11	12	10	13	11	3	5	7	3	6	28	7	11	1	6
	8%	12%	7%	3%	10%	6%	10%	6%	4%	9%	14%	5%	11%	17%	6%	12%	12%	7%	8%	9%	4%	17%	13%	6%
8	72	24	16	7	10	16	40	32	20	21	19	32	24	13	9	13	11	7	8	63	28	11	2	22
	18%	17%	18%	15%	23%	19%	18%	19%	14%	18%	21%	16%	20%	21%	19%	27%	20%	16%	12%	20%	16%	16%	19%	25%
7	34	16	4	4	6	4	20	14	9	14	8	16	10	7	7	5	3	3	6	27	14	6	-	8
	8%	12%	4%	8%	14%	5%	9%	8%	6%	12%	9%	8%	8%	10%	15%	11%	5%	8%	8%	8%	8%	8%	-	9%
6	26	11	3	3	2	6	14	12	11	5	9	13	13	1	8	1	3	4	5	21	11	5	-	6
	7%	8%	4%	7%	5%	8%	6%	7%	8%	4%	11%	6%	10%	1%	18%	2%	5%	8%	8%	7%	6%	8%	-	7%
5	47	14	12	3	8	10	26	21	21	14	4	30	9	6	2	1	4	9	13	33	27	7	1	5
	12%	10%	13%	7%	18%	12%	12%	12%	15%	12%	4%	15%	7%	10%	4%	3%	6%	19%	19%	10%	15%	11%	9%	6%
4	13	5	1	-	1	6	6	7	4	5	3	7	2	3	-	-	3	1	3	10	3	1	-	4
	3%	4%	1%	-	3%	7%	3%	4%	3%	4%	4%	3%	2%	5%	-	-	5%	2%	5%	3%	2%	2%	-	4%
3	14	4	1	1	2	5	5	9	3	4	5	6	5	3	2	1	1	2	1	13	5	2	-	5
	3%	3%	1%	3%	5%	6%	2%	5%	2%	3%	6%	3%	4%	5%	5%	3%	2%	5%	1%	4%	3%	3%	-	6%
2	14	4	6	1	2	1	10	4	7	4	1	9	3	2	3	1	-	1	6	8	4	2	2	4
	4%	3%	7%	2%	5%	2%	4%	3%	5%	3%	1%	5%	2%	3%	6%	2%	-	2%	8%	3%	2%	3%	22%	4%
1	36	13	10	6	2	5	23	13	23	8	-	28	5	1	4	4	5	4	4	31	24	3	-	9
	9%	9%	12%	12%	5%	6%	10%	7%	17%	7%	-	14%	4%	1%	9%	8%	9%	8%	6%	10%	13%	4%	-	10%
DON'T KNOW/REFUSED	6	-	1	3	-	2	1	5	3	1	-	6	-	-	-	-	2	-	2	4	6	-	-	-
	1%	-	1%	5%	-	3%	-	3%	2%	1%	-	3%	-	-	-	-	3%	-	3%	1%	3%	-	-	-
MEAN	6.9	6.9	6.9	7.2	6.6	6.9	6.9	6.9	6.1	7.1	7.8	6.3	7.5	7.6	6.5	7.8	7.6	6.7	6.5	6.9	6.7	7.5	7.3	6.7

Table 18-2  
 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 2022				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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
10	104	43	44	87	16	16	39	47	13	63	29	39	23	38	35	25	43	28	23	49	15	83	4	13	
--	26%	21%	32%	26%	28%	21%	28%	27%	20%	34%	19%	25%	27%	25%	28%	25%	25%	23%	34%	24%	24%	26%	21%	29%	
8-10	211	99	80	179	31	34	77	94	25	119	65	78	47	82	65	54	88	61	44	102	35	162	14	27	
----	53%	49%	58%	53%	54%	45%	55%	55%	40%	65%	44%	50%	55%	54%	52%	54%	52%	50%	64%	50%	55%	50%	68%	64%	
5-7	107	58	34	92	12	22	35	46	17	37	50	45	21	40	33	25	46	40	11	55	16	91	5	9	
---	27%	29%	24%	27%	22%	28%	25%	27%	27%	20%	34%	29%	24%	27%	26%	25%	28%	33%	16%	27%	25%	28%	23%	21%	
1-4	77	40	23	63	13	20	26	28	19	24	31	32	15	28	23	19	34	18	12	45	12	65	2	7	
---	19%	20%	17%	19%	22%	26%	18%	16%	30%	13%	21%	21%	17%	19%	18%	19%	20%	15%	17%	22%	19%	20%	9%	16%	
9	34	22	8	30	4	8	15	11	5	14	16	11	7	16	10	6	16	14	6	15	9	23	4	7	
	8%	11%	6%	9%	7%	10%	11%	6%	7%	7%	10%	7%	8%	10%	8%	6%	10%	11%	8%	7%	13%	7%	17%	17%	
8	72	34	27	62	11	10	23	37	8	43	21	27	17	28	20	22	29	19	16	38	11	56	6	7	
	18%	17%	20%	18%	19%	13%	16%	22%	12%	24%	14%	18%	20%	19%	16%	22%	17%	16%	23%	19%	18%	17%	30%	17%	
7	34	21	9	30	2	8	9	16	5	12	16	16	4	15	10	8	16	9	5	19	7	26	3	4	
	8%	11%	6%	9%	4%	10%	6%	10%	9%	6%	11%	10%	4%	10%	8%	8%	9%	8%	7%	9%	12%	8%	14%	9%	
6	26	15	8	23	2	5	10	10	3	8	15	11	5	8	9	7	9	16	1	9	2	26	-	1	
	7%	7%	6%	7%	4%	7%	7%	6%	5%	4%	10%	7%	6%	6%	7%	7%	5%	14%	1%	4%	3%	8%	-	2%	
5	47	22	17	39	8	9	17	19	9	17	20	18	11	17	14	11	21	14	5	27	7	39	2	4	
	12%	11%	12%	11%	14%	12%	12%	11%	14%	10%	13%	12%	13%	12%	11%	11%	13%	12%	7%	14%	11%	12%	9%	10%	
4	13	7	4	11	2	5	2	6	4	6	2	5	2	6	6	6	1	4	2	7	-	9	1	2	
	3%	3%	3%	3%	4%	7%	2%	3%	7%	4%	2%	3%	3%	4%	5%	6%	1%	4%	2%	4%	-	3%	4%	5%	
3	14	9	5	14	-	4	5	4	5	1	7	10	3	1	5	2	8	-	4	10	1	11	-	3	
	3%	4%	4%	4%	-	6%	3%	2%	9%	1%	5%	6%	3%	1%	4%	2%	5%	-	6%	5%	1%	3%	-	7%	
2	14	8	4	12	2	4	5	6	4	5	4	6	3	5	3	2	8	5	2	7	3	12	1	1	
	4%	4%	3%	4%	4%	5%	3%	3%	6%	3%	2%	4%	3%	3%	2%	2%	5%	4%	3%	4%	5%	4%	5%	2%	
1	36	17	9	26	8	7	14	13	6	11	18	11	7	16	9	10	17	9	4	21	9	33	-	1	
	9%	8%	7%	8%	15%	9%	10%	8%	9%	6%	12%	7%	8%	11%	7%	10%	10%	7%	6%	10%	14%	10%	-	2%	
DON'T KNOW/REFUSED	6	3	1	4	2	1	2	3	2	2	1	1	3	-	3	2	-	2	2	2	-	6	-	-	
	1%	2%	-	1%	3%	1%	1%	2%	3%	1%	1%	-	3%	-	3%	2%	-	2%	3%	1%	-	2%	-	-	
MEAN	6.9	6.8	7.2	6.9	6.7	6.4	7.0	7.1	6.2	7.5	6.5	6.8	7.0	6.9	7.0	6.9	6.8	7.0	7.4	6.6	6.8	6.7	7.7	7.5	

Table 18-3  
 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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
10	104	75	29	12	21	43	18	14	31	53	37	54	92	10	66	41	25	15	8	10	3	5	34	68
---	26%	26%	27%	14%	27%	33%	23%	18%	23%	31%	22%	30%	26%	26%	37%	23%	25%	29%	18%	29%	16%	33%	20%	32%
8-10	211	155	56	31	41	79	41	28	71	103	85	101	185	22	129	78	57	29	19	24	5	7	71	134
----	53%	53%	52%	36%	53%	61%	53%	36%	53%	60%	49%	55%	52%	56%	72%	44%	57%	58%	41%	65%	30%	46%	41%	63%
5-7	107	75	32	37	21	24	19	17	46	42	47	51	98	8	38	54	23	12	11	9	11	4	46	55
---	27%	26%	30%	43%	27%	19%	25%	22%	34%	25%	28%	28%	28%	20%	22%	31%	23%	24%	24%	26%	61%	27%	27%	26%
1-4	77	58	19	17	15	24	15	30	19	25	36	31	67	8	11	43	19	9	15	3	2	4	52	21
---	19%	20%	18%	21%	20%	18%	19%	40%	14%	15%	21%	17%	19%	20%	6%	24%	19%	18%	32%	9%	9%	26%	30%	10%
9	34	23	11	6	6	11	7	7	14	13	19	9	28	5	25	12	7	7	4	1	2	-	11	22
	8%	8%	10%	7%	7%	9%	9%	10%	10%	7%	11%	5%	8%	12%	14%	7%	7%	14%	8%	3%	10%	-	7%	10%
8	72	57	16	13	15	25	16	7	26	37	29	37	65	7	37	26	24	8	7	13	1	2	26	45
	18%	19%	15%	16%	19%	19%	20%	9%	19%	22%	17%	20%	19%	17%	21%	15%	25%	15%	15%	34%	3%	13%	15%	21%
7	34	25	9	11	7	9	5	6	14	14	17	11	29	4	17	16	3	4	4	4	4	-	11	21
	8%	9%	8%	13%	9%	7%	7%	8%	10%	8%	10%	6%	8%	11%	10%	9%	3%	8%	8%	10%	21%	-	7%	10%
6	26	17	10	11	3	7	4	2	16	8	13	13	26	-	10	15	6	2	1	2	3	1	13	13
	7%	6%	9%	12%	5%	5%	5%	3%	12%	5%	7%	7%	7%	-	6%	8%	6%	4%	2%	5%	15%	7%	8%	6%
5	47	34	13	15	10	8	10	8	16	19	17	26	43	4	11	24	13	6	6	4	5	3	22	21
	12%	11%	12%	18%	13%	6%	13%	11%	12%	11%	10%	14%	12%	9%	6%	13%	13%	12%	14%	11%	25%	20%	13%	10%
4	13	11	2	7	2	2	2	4	4	5	6	5	12	1	1	6	7	2	4	-	-	2	10	2
	3%	4%	2%	8%	3%	2%	3%	5%	3%	3%	4%	3%	3%	3%	1%	4%	7%	5%	8%	-	-	11%	6%	1%
3	14	11	2	7	2	4	1	5	5	4	7	5	12	2	4	11	2	3	3	-	1	1	6	8
	3%	4%	2%	8%	2%	3%	1%	7%	4%	2%	4%	3%	4%	4%	2%	6%	2%	5%	5%	-	3%	5%	4%	4%
2	14	9	6	-	5	4	4	8	1	6	6	6	11	2	2	9	2	1	-	1	-	1	10	4
	4%	3%	5%	-	6%	3%	5%	10%	1%	3%	3%	3%	3%	4%	1%	5%	2%	3%	-	3%	-	7%	6%	2%
1	36	27	9	4	7	15	8	14	9	10	17	15	31	4	4	16	8	3	9	2	1	1	26	7
	9%	9%	9%	4%	9%	11%	11%	18%	6%	10%	8%	9%	9%	9%	2%	9%	8%	5%	18%	6%	6%	4%	15%	3%
DON'T KNOW/REFUSED	6	6	-	-	-	3	3	2	-	2	3	-	3	2	-	2	1	-	2	-	-	-	2	3
	1%	2%	-	-	-	2%	4%	2%	-	1%	2%	-	1%	4%	-	1%	1%	-	3%	-	-	-	1%	2%
MEAN	6.9	6.9	6.9	6.4	6.8	7.2	6.8	5.5	7.1	7.3	6.7	7.0	6.9	7.0	8.2	6.4	6.9	7.2	6.0	7.5	6.6	6.5	6.0	7.7



Table 18-4  
 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			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
10	104	62	31	29	22	14	9	9	6	72	30	87	11	6	71	56	44	51	53	17	28	9	26	55	
---	26%	35%	21%	33%	36%	23%	20%	30%	18%	35%	16%	45%	8%	11%	37%	28%	24%	26%	26%	32%	28%	17%	26%	25%	
8-10	211	131	60	51	39	26	23	19	13	145	61	147	52	10	141	115	85	109	99	32	49	23	51	117	
----	53%	74%	41%	57%	65%	44%	49%	63%	41%	70%	33%	76%	36%	19%	73%	57%	47%	57%	49%	59%	49%	44%	51%	54%	
5-7	107	33	47	22	16	21	16	7	11	44	62	28	66	10	39	53	52	56	50	14	30	20	29	58	
---	27%	19%	32%	24%	26%	36%	35%	24%	33%	22%	33%	14%	46%	18%	20%	26%	28%	29%	25%	25%	30%	38%	29%	27%	
1-4	77	13	38	16	5	12	8	3	8	17	58	16	26	33	13	31	42	26	50	6	19	9	18	43	
---	19%	7%	25%	18%	8%	20%	16%	10%	26%	8%	31%	8%	18%	62%	7%	15%	23%	13%	25%	12%	19%	17%	18%	20%	
9	34	22	6	11	11	3	5	2	5	25	9	24	9	-	25	23	10	24	10	3	8	4	6	23	
	8%	12%	4%	12%	18%	5%	11%	8%	15%	12%	5%	13%	7%	-	13%	12%	6%	12%	5%	5%	8%	8%	6%	11%	
8	72	46	23	11	7	9	8	8	3	48	22	35	31	4	46	35	30	35	36	12	13	10	18	38	
	18%	26%	15%	12%	11%	16%	18%	26%	8%	23%	12%	18%	22%	7%	24%	18%	17%	18%	18%	21%	13%	19%	18%	18%	
7	34	14	17	8	6	6	10	1	3	19	14	10	22	1	19	17	17	20	14	5	10	8	9	20	
	8%	8%	11%	9%	10%	9%	21%	4%	10%	9%	8%	5%	16%	2%	10%	8%	9%	10%	7%	9%	10%	15%	9%	9%	
6	26	5	13	5	5	7	3	2	5	9	17	5	16	3	7	15	12	16	11	4	6	3	7	13	
	7%	3%	9%	6%	8%	12%	6%	5%	14%	5%	9%	3%	11%	5%	4%	7%	6%	8%	5%	8%	6%	6%	7%	6%	
5	47	14	17	8	4	9	4	5	3	16	30	12	28	6	12	21	23	20	26	4	14	9	13	25	
	12%	8%	11%	9%	7%	15%	8%	15%	9%	8%	16%	6%	19%	11%	6%	10%	13%	10%	13%	8%	14%	17%	13%	12%	
4	13	1	8	2	1	3	2	-	2	4	9	1	8	4	3	8	4	6	7	1	5	1	5	6	
	3%	-	6%	2%	2%	4%	4%	-	7%	2%	5%	1%	6%	7%	1%	4%	2%	3%	3%	1%	5%	2%	5%	3%	
3	14	6	8	3	2	1	1	1	2	7	7	4	3	7	5	6	7	7	7	2	-	2	6	5	
	3%	4%	5%	3%	3%	1%	3%	2%	6%	3%	4%	2%	2%	12%	2%	3%	4%	3%	3%	4%	-	4%	6%	2%	
2	14	4	4	2	2	4	3	1	1	4	10	3	6	5	4	6	8	4	10	-	3	4	-	10	
	4%	2%	3%	2%	3%	6%	6%	3%	3%	2%	6%	2%	4%	10%	2%	3%	4%	2%	5%	-	3%	8%	-	4%	
1	36	2	17	9	-	5	2	1	3	2	32	8	9	18	2	10	24	9	27	4	11	2	7	22	
	9%	1%	12%	10%	-	8%	4%	4%	10%	1%	17%	4%	6%	33%	1%	5%	13%	4%	13%	7%	11%	4%	7%	10%	
DON'T KNOW/REFUSED	6	1	3	1	-	-	-	1	-	-	6	2	-	1	-	2	3	2	4	2	2	-	2	-	
	1%	-	2%	1%	-	-	-	3%	-	-	3%	1%	-	1%	-	1%	2%	1%	2%	4%	2%	-	2%	-	
MEAN	6.9	8.1	6.3	7.2	8.0	6.6	7.1	7.4	6.4	8.0	5.6	8.2	6.3	3.9	8.1	7.3	6.5	7.3	6.5	7.5	6.8	6.6	7.0	6.8	

Table 18-5  
 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				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVR	SALARY	LFE	SHIFTS	FITS	STRY	LEADER								
BASE-TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
10	104	74	71	65	54	52	51	48	48	25	79	39	55	94	8	27	69
--	26%	26%	28%	26%	24%	28%	30%	28%	31%	36%	25%	29%	26%	27%	20%	40%	23%
8-10	211	155	139	136	120	95	101	93	93	48	162	64	120	184	22	48	145
----	53%	54%	56%	55%	53%	51%	59%	55%	60%	68%	50%	46%	56%	52%	53%	70%	49%
5-7	107	83	67	71	63	57	43	45	39	11	92	38	58	95	11	12	81
---	27%	29%	27%	29%	28%	30%	25%	26%	25%	16%	29%	27%	27%	27%	27%	18%	28%
1-4	77	46	40	38	40	36	27	33	22	11	63	36	33	68	7	8	63
---	19%	16%	16%	15%	18%	19%	16%	19%	15%	16%	20%	26%	15%	20%	18%	12%	21%
9	34	29	23	26	22	13	17	19	19	9	25	6	20	27	6	8	25
	8%	10%	9%	10%	10%	7%	10%	11%	12%	13%	8%	5%	10%	8%	15%	11%	9%
8	72	52	45	45	45	30	33	26	25	14	58	18	45	63	7	13	52
	18%	18%	18%	18%	20%	16%	19%	15%	16%	20%	18%	13%	21%	18%	18%	19%	18%
7	34	27	18	22	18	12	14	15	11	4	28	12	19	31	3	3	27
	8%	10%	7%	9%	8%	6%	8%	9%	7%	6%	9%	8%	9%	9%	7%	4%	9%
6	26	21	17	19	18	12	13	9	10	2	23	10	14	25	2	4	22
	7%	7%	7%	8%	8%	6%	7%	5%	7%	3%	7%	7%	7%	7%	4%	6%	7%
5	47	34	31	31	27	33	16	21	17	5	41	16	24	39	6	5	33
	12%	12%	13%	12%	12%	18%	9%	12%	11%	7%	13%	11%	11%	11%	16%	7%	11%
4	13	11	9	9	10	8	8	9	7	3	8	6	5	11	1	2	10
	3%	4%	3%	3%	4%	4%	4%	5%	5%	5%	3%	5%	2%	3%	2%	3%	4%
3	14	9	9	6	7	5	7	9	6	3	11	5	9	14	-	5	8
	3%	3%	3%	2%	3%	2%	4%	5%	4%	4%	3%	3%	4%	4%	-	7%	3%
2	14	8	8	8	10	4	5	6	3	2	12	6	7	12	2	1	12
	4%	3%	3%	3%	5%	2%	3%	3%	2%	3%	4%	4%	3%	3%	5%	1%	4%
1	36	19	15	15	13	19	8	9	7	3	32	19	12	31	4	1	32
	9%	7%	6%	6%	6%	10%	4%	6%	4%	4%	10%	14%	6%	9%	11%	1%	11%
DON'T KNOW/REFUSED	6	2	2	2	1	-	2	-	-	-	6	1	3	3	1	-	6
	1%	1%	1%	1%	1%	-	1%	-	-	-	2%	1%	1%	1%	2%	-	2%
MEAN	6.9	7.1	7.1	7.1	7.0	6.8	7.3	7.1	7.4	7.7	6.7	6.5	7.1	6.9	6.8	7.9	6.7

Table 19-1  
 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	75	24	14	14	7	16	38	37	24	19	22	33	22	17	5	9	12	8	11	61	37	14	1	19
--	19%	17%	16%	29%	17%	20%	17%	21%	17%	16%	25%	16%	18%	26%	11%	19%	21%	16%	15%	19%	20%	21%	11%	21%
8-10	174	54	40	26	19	35	94	80	57	47	48	74	61	34	19	23	32	19	28	141	77	32	5	41
----	43%	39%	46%	55%	44%	43%	41%	46%	41%	40%	54%	36%	51%	53%	41%	51%	57%	42%	40%	44%	42%	49%	60%	47%
5-7	113	52	19	9	15	18	71	42	37	36	25	62	26	22	11	13	12	14	21	90	47	19	2	23
---	28%	37%	22%	19%	36%	22%	31%	24%	27%	31%	28%	30%	22%	34%	22%	28%	22%	31%	30%	28%	25%	28%	21%	26%
1-4	109	34	28	10	9	28	62	46	44	34	15	64	33	8	18	10	11	12	19	89	55	15	2	24
---	27%	24%	33%	20%	20%	34%	27%	27%	31%	29%	17%	31%	28%	12%	37%	22%	21%	26%	27%	28%	30%	23%	19%	27%
9	32	10	8	6	3	5	18	14	12	5	11	14	11	7	4	2	11	4	5	27	13	7	-	8
	8%	7%	9%	12%	8%	6%	8%	8%	8%	5%	12%	7%	9%	10%	8%	4%	19%	10%	7%	8%	7%	10%	-	9%
8	67	20	18	7	8	14	38	29	21	23	16	27	28	11	11	13	9	7	12	53	27	12	4	15
	17%	14%	21%	14%	19%	17%	17%	17%	15%	19%	18%	13%	23%	17%	22%	28%	17%	16%	18%	17%	15%	18%	49%	17%
7	36	16	5	2	8	5	21	15	10	10	9	18	8	10	5	3	6	3	6	28	12	6	-	10
	9%	12%	5%	4%	19%	6%	9%	9%	7%	8%	10%	9%	7%	16%	10%	6%	11%	6%	9%	9%	7%	9%	-	11%
6	28	14	5	2	1	7	18	10	8	9	7	14	8	6	3	4	1	6	3	24	9	8	-	3
	7%	10%	5%	4%	2%	8%	8%	6%	6%	8%	8%	7%	6%	9%	6%	10%	2%	13%	5%	7%	5%	12%	-	3%
5	49	22	10	5	6	5	32	17	20	17	9	31	11	6	3	5	5	6	11	38	26	5	2	10
	12%	16%	11%	11%	15%	7%	14%	10%	14%	14%	10%	15%	9%	9%	7%	12%	10%	12%	16%	12%	14%	8%	21%	12%
4	27	7	5	4	1	10	13	14	4	14	7	12	11	3	7	2	3	6	5	22	10	7	1	4
	7%	5%	6%	7%	3%	12%	6%	8%	3%	12%	8%	6%	9%	5%	14%	5%	5%	12%	8%	7%	6%	11%	9%	5%
3	15	4	7	2	1	1	11	4	4	3	4	5	8	1	3	1	1	1	4	11	6	4	-	3
	4%	3%	8%	4%	3%	1%	5%	2%	3%	3%	5%	3%	7%	1%	6%	3%	2%	2%	5%	4%	3%	6%	-	3%
2	20	6	4	1	3	6	10	10	6	8	2	11	8	2	2	2	3	1	4	17	7	2	1	6
	5%	4%	4%	2%	7%	8%	4%	6%	4%	7%	2%	5%	6%	3%	4%	5%	6%	1%	5%	5%	4%	3%	10%	6%
1	46	16	13	3	3	11	29	17	30	8	3	35	6	2	6	4	4	5	6	39	32	2	-	11
	11%	12%	14%	7%	7%	13%	13%	10%	21%	7%	3%	17%	5%	4%	14%	9%	8%	11%	8%	12%	17%	3%	-	12%
DON'T KNOW/REFUSED	4	-	-	3	-	2	-	4	2	-	-	4	-	-	-	-	-	-	2	2	4	-	-	-
	1%	-	-	6%	-	2%	-	3%	2%	-	-	2%	-	-	-	-	-	-	3%	1%	2%	-	-	-
MEAN	6.3	6.2	6.0	7.1	6.5	6.1	6.1	6.5	5.8	6.2	7.2	5.8	6.5	7.3	5.9	6.5	7.0	6.3	6.2	6.3	6.0	6.8	6.6	6.4

Table 19-2  
 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 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
10	75	30	32	62	13	9	36	29	10	40	25	22	15	35	21	16	36	18	20	34	13	55	5	11
--	19%	15%	24%	18%	22%	11%	26%	17%	16%	22%	17%	14%	17%	23%	17%	16%	21%	15%	29%	17%	21%	17%	24%	27%
8-10	174	71	74	145	28	25	66	79	24	97	53	56	40	74	46	45	79	50	38	82	33	134	11	23
----	43%	35%	54%	43%	48%	32%	47%	47%	37%	53%	36%	36%	47%	49%	37%	45%	47%	41%	55%	40%	52%	41%	51%	55%
5-7	113	59	34	94	17	27	36	47	17	46	47	51	18	44	41	23	48	35	13	64	18	88	8	13
---	28%	29%	25%	28%	30%	35%	26%	27%	27%	25%	32%	32%	21%	29%	33%	23%	28%	29%	20%	31%	29%	27%	40%	31%
1-4	109	68	28	97	11	25	36	42	21	37	49	48	26	33	35	31	41	34	15	57	12	97	2	6
---	27%	34%	21%	29%	19%	33%	25%	25%	33%	20%	33%	31%	31%	22%	28%	31%	24%	28%	22%	28%	19%	30%	9%	14%
9	32	14	12	26	5	5	12	13	5	18	9	12	5	13	11	7	12	13	5	13	7	25	2	5
	8%	7%	9%	8%	9%	7%	9%	8%	7%	10%	6%	8%	6%	9%	9%	7%	7%	11%	8%	6%	11%	8%	8%	11%
8	67	27	29	57	9	11	18	37	9	39	19	21	20	26	14	22	31	19	13	35	13	55	4	7
	17%	13%	22%	17%	16%	14%	13%	22%	14%	21%	13%	14%	23%	17%	11%	22%	18%	15%	18%	17%	20%	17%	18%	17%
7	36	19	11	30	5	8	11	16	4	15	17	14	7	14	15	9	12	13	7	15	6	25	2	8
	9%	9%	8%	9%	9%	10%	8%	10%	6%	8%	11%	9%	8%	9%	12%	9%	7%	11%	10%	8%	9%	8%	11%	18%
6	28	17	9	26	2	7	11	9	6	7	14	13	3	12	12	4	12	6	2	20	7	21	3	3
	7%	8%	6%	8%	3%	9%	8%	5%	10%	4%	10%	8%	4%	8%	10%	4%	7%	5%	3%	10%	10%	7%	13%	8%
5	49	24	15	38	10	12	14	22	7	24	16	23	8	18	15	10	24	16	5	28	6	41	3	3
	12%	12%	11%	11%	18%	15%	10%	13%	11%	13%	11%	15%	9%	12%	12%	10%	14%	13%	7%	14%	10%	13%	16%	6%
4	27	20	6	26	1	8	10	9	4	8	15	11	8	8	10	6	11	13	2	12	3	23	1	2
	7%	10%	4%	8%	1%	11%	7%	5%	6%	4%	10%	7%	10%	5%	8%	6%	7%	11%	3%	6%	4%	7%	4%	5%
3	15	10	4	14	1	6	5	4	3	4	8	11	-	5	9	3	4	6	2	7	1	13	-	1
	4%	5%	3%	4%	2%	7%	3%	2%	5%	2%	5%	7%	-	3%	7%	3%	2%	5%	2%	4%	1%	4%	-	2%
2	20	17	3	20	-	3	9	7	6	4	9	11	4	5	7	6	7	4	2	14	1	19	1	1
	5%	9%	2%	6%	-	4%	6%	4%	10%	2%	6%	7%	4%	3%	5%	6%	4%	3%	3%	7%	2%	6%	4%	2%
1	46	21	15	36	9	8	12	22	8	20	17	15	14	15	9	16	19	11	10	23	8	42	-	2
	11%	10%	11%	11%	16%	10%	9%	13%	12%	11%	11%	10%	16%	10%	7%	16%	11%	9%	14%	11%	12%	13%	-	5%
DON'T KNOW/REFUSED	4	3	-	3	2	-	2	2	2	2	-	1	2	-	2	2	1	2	2	-	-	4	-	-
	1%	1%	-	1%	3%	-	1%	1%	3%	1%	-	1%	2%	-	2%	2%	1%	2%	3%	-	-	1%	-	-
MEAN	6.3	5.8	6.8	6.2	6.5	5.8	6.6	6.3	5.8	6.8	5.9	5.9	6.1	6.7	6.2	6.0	6.4	6.2	6.9	6.1	6.8	6.1	7.3	7.4

Table 19-3  
 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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
10	75	45	30	16	11	31	10	7	25	36	26	42	68	6	46	29	19	9	3	8	2	5	24	49
---	19%	15%	28%	19%	14%	24%	12%	10%	18%	21%	15%	23%	19%	14%	26%	17%	19%	18%	6%	21%	11%	33%	14%	23%
8-10	174	124	50	30	31	63	33	23	60	84	66	89	154	17	106	66	45	22	12	22	7	5	50	118
----	43%	42%	47%	35%	40%	48%	43%	30%	44%	49%	38%	49%	44%	43%	59%	37%	45%	43%	25%	61%	39%	33%	29%	55%
5-7	113	87	26	27	26	32	23	23	45	42	48	51	99	12	46	51	29	20	16	9	5	4	58	51
---	28%	30%	25%	32%	34%	25%	29%	30%	33%	25%	28%	28%	28%	30%	26%	29%	29%	40%	34%	25%	29%	26%	34%	24%
1-4	109	78	30	29	20	34	19	31	31	42	56	42	98	9	25	59	24	9	18	5	6	6	62	41
---	27%	27%	28%	34%	26%	26%	25%	40%	23%	25%	33%	23%	28%	24%	14%	33%	25%	17%	37%	13%	32%	41%	36%	19%
9	32	25	6	2	5	14	9	4	10	16	11	27	5	18	10	8	7	2	7	2	-	9	21	
	8%	9%	6%	2%	6%	11%	11%	5%	8%	9%	10%	6%	8%	11%	10%	6%	8%	15%	5%	18%	9%	-	5%	10%
8	67	54	14	12	15	18	14	11	25	31	23	37	59	7	42	26	18	5	6	8	4	-	16	49
	17%	18%	13%	14%	20%	14%	19%	15%	18%	18%	13%	20%	17%	17%	24%	15%	18%	10%	14%	23%	19%	-	10%	23%
7	36	24	12	8	9	11	6	5	13	17	17	16	33	3	19	17	10	5	1	2	1	-	17	19
	9%	8%	12%	10%	12%	8%	8%	6%	9%	10%	10%	9%	9%	7%	11%	10%	10%	10%	2%	6%	6%	-	10%	9%
6	28	20	8	6	8	11	2	6	12	10	11	14	26	2	14	11	6	6	4	1	3	1	12	14
	7%	7%	8%	7%	10%	8%	3%	7%	9%	6%	7%	8%	7%	4%	8%	6%	6%	13%	10%	3%	14%	7%	7%	7%
5	49	43	6	13	9	11	15	12	20	15	20	21	40	7	13	22	13	9	10	6	2	3	30	18
	12%	15%	6%	15%	11%	8%	19%	16%	15%	9%	11%	11%	11%	18%	7%	12%	13%	17%	22%	17%	9%	19%	18%	9%
4	27	19	8	14	4	6	2	6	14	7	12	14	26	2	17	15	5	4	4	1	-	-	11	15
	7%	6%	8%	16%	6%	5%	3%	7%	10%	4%	7%	8%	7%	4%	9%	8%	5%	9%	9%	3%	-	-	6%	7%
3	15	10	5	2	1	5	6	5	4	5	5	9	14	1	3	9	3	1	3	-	3	2	7	7
	4%	3%	5%	2%	1%	4%	7%	7%	3%	3%	3%	5%	4%	3%	2%	5%	3%	1%	7%	-	16%	14%	4%	3%
2	20	15	6	5	7	4	3	8	4	9	15	5	19	1	1	12	3	4	2	3	1	3	13	6
	5%	5%	5%	6%	9%	3%	3%	10%	3%	5%	9%	3%	5%	3%	-	7%	4%	7%	5%	8%	6%	22%	8%	3%
1	46	35	11	8	8	19	9	12	9	21	25	15	39	6	5	24	13	-	8	1	2	1	32	13
	11%	12%	10%	9%	11%	14%	11%	16%	6%	12%	14%	8%	11%	14%	3%	13%	13%	-	17%	3%	10%	4%	18%	6%
DON'T KNOW/REFUSED	4	4	-	-	-	2	3	-	-	2	2	-	2	2	1	2	1	-	2	-	-	-	2	3
	1%	2%	-	-	-	1%	4%	-	-	1%	1%	-	1%	4%	1%	1%	1%	-	3%	-	-	-	1%	1%
MEAN	6.3	6.1	6.6	5.9	6.1	6.5	6.1	5.2	6.5	6.5	5.9	6.7	6.3	6.2	7.5	5.8	6.4	6.8	5.0	7.2	5.8	5.6	5.4	7.0

Table 19-4  
 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			HIRING SUCCESSION +DIFF PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%
10	75	47	20	23	15	7	6	6	6	53	19	54	12	8	50	34	37	34	40	13	17	9	26	35
---	19%	26%	14%	25%	25%	12%	13%	20%	20%	26%	10%	28%	8%	16%	26%	17%	20%	17%	20%	24%	17%	17%	26%	16%
8-10	174	107	47	43	35	18	21	13	15	119	50	119	40	11	113	87	79	87	84	25	40	22	44	89
----	43%	61%	32%	49%	58%	31%	45%	44%	48%	58%	27%	62%	28%	20%	58%	43%	44%	45%	41%	47%	40%	42%	44%	41%
5-7	113	44	50	24	15	24	18	11	5	56	56	43	59	10	53	58	48	65	47	12	32	20	25	70
---	28%	25%	34%	27%	25%	42%	40%	37%	15%	27%	30%	22%	41%	18%	27%	29%	27%	34%	23%	23%	32%	38%	25%	32%
1-4	109	24	48	22	10	16	7	6	12	31	77	29	45	33	27	53	52	39	69	17	25	10	30	58
---	27%	14%	32%	25%	17%	27%	16%	19%	36%	15%	41%	15%	31%	62%	14%	26%	28%	20%	34%	31%	25%	19%	30%	27%
9	32	19	11	5	5	7	5	1	4	21	10	22	9	-	21	18	14	18	13	4	6	3	8	17
	8%	10%	7%	6%	8%	11%	11%	4%	13%	10%	5%	11%	6%	-	11%	9%	8%	9%	7%	7%	6%	6%	8%	8%
8	67	42	16	16	15	5	9	6	5	45	20	42	19	2	42	36	28	36	30	9	16	10	10	37
	17%	24%	11%	18%	25%	8%	20%	20%	15%	22%	11%	22%	13%	4%	22%	18%	16%	19%	15%	16%	16%	19%	10%	17%
7	36	18	19	4	3	10	5	4	2	20	16	17	17	1	20	22	11	26	10	3	6	9	6	21
	9%	10%	13%	4%	5%	18%	11%	15%	6%	10%	8%	9%	12%	2%	11%	11%	6%	14%	5%	5%	6%	17%	6%	10%
6	28	10	16	8	6	4	4	1	1	14	14	8	17	3	13	13	14	17	11	4	10	3	5	18
	7%	6%	11%	9%	9%	7%	9%	3%	3%	7%	7%	4%	12%	5%	7%	6%	8%	9%	6%	7%	10%	6%	5%	8%
5	49	17	15	12	6	10	9	6	2	22	27	17	25	6	19	23	24	22	26	6	16	8	13	31
	12%	10%	10%	13%	10%	17%	19%	19%	6%	10%	14%	9%	18%	11%	10%	12%	13%	12%	13%	11%	16%	15%	13%	14%
4	27	12	8	4	7	6	3	1	2	14	12	8	17	2	13	15	11	11	16	6	2	1	11	12
	7%	7%	5%	4%	12%	10%	7%	5%	7%	7%	7%	4%	12%	4%	7%	7%	6%	6%	8%	11%	2%	2%	11%	5%
3	15	5	6	3	1	1	2	2	3	8	7	4	5	6	6	8	5	8	7	2	3	1	5	11
	4%	3%	4%	3%	2%	2%	4%	7%	9%	4%	4%	2%	3%	12%	3%	4%	3%	4%	3%	4%	3%	2%	5%	5%
2	20	5	8	9	1	3	2	1	1	3	17	3	10	7	3	11	9	8	12	2	6	5	4	9
	5%	3%	5%	10%	2%	6%	3%	2%	3%	2%	9%	2%	7%	13%	1%	6%	5%	4%	6%	4%	6%	10%	4%	4%
1	46	2	26	6	1	6	1	1	6	5	41	13	13	18	5	18	26	12	34	6	14	3	10	26
	11%	1%	17%	7%	2%	10%	2%	5%	17%	3%	22%	7%	9%	33%	3%	9%	14%	6%	17%	12%	14%	6%	10%	12%
DON'T KNOW/REFUSED	4	1	3	-	-	-	-	-	-	1	3	2	-	-	1	2	2	2	2	-	3	-	2	-
	1%	1%	2%	-	-	-	-	-	-	-	2%	1%	-	-	-	1%	1%	1%	1%	-	3%	-	2%	-
MEAN	6.3	7.5	5.7	6.5	7.2	6.0	6.7	6.7	6.1	7.3	5.0	7.4	5.7	4.0	7.4	6.3	6.2	6.6	5.9	6.3	6.0	6.5	6.4	6.1

Table 19-5  
 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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	75 19%	52 18%	52 21%	47 19%	41 18%	42 23%	35 20%	33 19%	34 22%	18 25%	56 17%	21 15%	45 21%	66 19%	8 19%	20 29%	50 17%
8-10	174 43%	125 44%	108 44%	109 44%	94 42%	80 43%	72 42%	74 43%	73 47%	34 48%	138 43%	53 38%	101 48%	154 44%	17 42%	36 54%	124 42%
5-7	113 28%	86 30%	77 31%	81 33%	68 30%	57 31%	56 33%	50 29%	48 31%	24 35%	88 27%	36 26%	59 28%	95 27%	15 37%	20 30%	79 27%
1-4	109 27%	72 25%	61 25%	56 23%	62 28%	50 27%	43 25%	47 27%	33 21%	12 17%	93 29%	49 36%	51 24%	100 29%	8 20%	11 16%	88 30%
9	32 8%	24 8%	18 7%	22 9%	19 9%	12 7%	11 6%	15 9%	11 7%	6 8%	26 8%	10 7%	18 8%	28 8%	3 6%	5 8%	25 8%
8	67 17%	49 17%	37 15%	40 16%	34 15%	25 14%	26 15%	26 15%	28 18%	10 14%	56 17%	21 15%	38 18%	59 17%	7 17%	11 17%	49 17%
7	36 9%	25 9%	23 9%	26 11%	22 10%	16 9%	15 9%	14 8%	15 10%	7 9%	29 9%	10 8%	18 9%	29 8%	5 13%	7 10%	24 8%
6	28 7%	24 8%	21 8%	17 7%	17 7%	13 7%	17 10%	12 7%	11 7%	7 10%	20 6%	7 5%	19 9%	26 7%	2 5%	5 7%	21 7%
5	49 12%	37 13%	32 13%	37 15%	30 13%	28 15%	24 14%	25 15%	22 15%	11 15%	38 12%	19 14%	21 10%	40 11%	8 20%	9 13%	34 12%
4	27 7%	19 7%	17 7%	19 8%	18 8%	9 5%	14 8%	11 6%	11 7%	4 6%	22 7%	9 7%	18 8%	27 8%	-	2 2%	24 8%
3	15 4%	11 4%	9 4%	6 2%	10 5%	8 4%	4 2%	9 5%	5 3%	4 5%	12 4%	3 2%	11 5%	14 4%	1 3%	2 3%	12 4%
2	20 5%	18 6%	12 5%	12 5%	14 6%	8 4%	10 6%	10 6%	4 3%	2 2%	17 5%	11 8%	7 3%	18 5%	2 5%	2 4%	16 5%
1	46 11%	25 9%	23 9%	19 8%	20 9%	24 13%	15 9%	17 10%	13 9%	3 4%	42 13%	26 19%	15 7%	41 12%	5 13%	5 8%	37 12%
DON'T KNOW/REFUSED	4 1%	2 1%	2 1%	2 1%	-	-	2 1%	-	-	-	4 1%	-	2 1%	2 1%	-	-	3 1%
MEAN	6.3	6.4	6.4	6.5	6.3	6.3	6.4	6.3	6.6	6.9	6.1	5.6	6.6	6.2	6.3	7.0	6.1

Table 20-1  
 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=TOTAL SAMPLE	400	140	87	48	43	82	227	173	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	72	23	19	7	6	16	42	30	26	24	10	37	25	9	3	8	7	9	11	59	40	12	2	12
--	18%	16%	22%	16%	15%	20%	19%	17%	19%	21%	12%	18%	21%	14%	6%	18%	13%	19%	15%	18%	22%	18%	26%	14%
8-10	160	52	38	24	15	32	90	71	66	45	28	83	54	20	19	18	20	21	29	128	82	30	6	24
----	40%	37%	43%	50%	36%	39%	39%	41%	47%	39%	32%	41%	45%	31%	40%	40%	35%	47%	42%	40%	45%	46%	69%	27%
5-7	171	63	35	14	24	35	97	73	47	49	51	79	52	35	26	23	26	18	28	137	63	29	2	50
---	43%	45%	40%	30%	55%	43%	43%	42%	34%	42%	58%	39%	43%	55%	54%	51%	47%	40%	40%	43%	34%	43%	19%	56%
1-4	66	25	15	10	4	12	40	26	26	22	8	40	14	9	3	4	10	6	12	53	37	7	1	15
---	17%	18%	17%	20%	9%	15%	18%	15%	18%	19%	9%	20%	12%	14%	6%	9%	18%	14%	18%	17%	20%	11%	12%	17%
9	26	6	6	6	2	7	12	15	15	2	5	14	6	6	3	4	3	4	5	21	13	2	2	3
	7%	4%	7%	12%	5%	8%	5%	8%	11%	2%	6%	7%	5%	9%	6%	8%	6%	8%	7%	7%	7%	4%	22%	3%
8	62	23	12	11	7	9	36	26	25	19	13	32	23	6	13	6	9	9	14	48	29	16	2	9
	16%	17%	14%	22%	16%	11%	16%	15%	18%	16%	14%	16%	19%	9%	28%	14%	16%	20%	20%	15%	16%	24%	21%	10%
7	57	26	13	2	7	9	39	19	20	17	14	29	16	10	6	6	9	6	12	44	31	7	1	11
	14%	18%	15%	4%	17%	11%	17%	11%	14%	15%	16%	14%	13%	16%	12%	14%	16%	14%	17%	14%	17%	11%	10%	12%
6	28	13	3	4	2	7	16	13	4	11	9	11	12	5	7	4	4	3	2	26	7	6	-	8
	7%	9%	3%	9%	5%	8%	7%	7%	3%	10%	10%	5%	10%	8%	14%	9%	7%	7%	2%	8%	4%	9%	-	9%
5	85	25	18	8	15	19	43	42	23	21	28	38	24	20	14	13	13	9	15	67	25	15	1	31
	21%	18%	21%	17%	34%	24%	19%	24%	16%	18%	32%	19%	20%	31%	29%	28%	24%	19%	21%	21%	14%	23%	9%	36%
4	15	5	5	1	1	3	10	5	5	6	3	7	5	2	2	2	2	-	2	13	5	2	-	5
	4%	3%	6%	3%	2%	3%	4%	3%	4%	5%	3%	3%	4%	3%	4%	4%	3%	-	2%	4%	3%	3%	-	5%
3	13	4	-	1	-	8	4	8	3	6	1	7	5	1	1	1	3	2	2	11	9	2	-	1
	3%	3%	-	1%	-	9%	2%	5%	2%	5%	1%	4%	4%	1%	1%	2%	5%	3%	3%	3%	5%	2%	-	1%
2	20	6	5	6	-	2	12	8	9	7	-	15	3	1	-	-	4	2	6	13	12	1	1	4
	5%	4%	6%	13%	-	3%	5%	5%	7%	6%	-	7%	3%	1%	-	-	8%	4%	8%	4%	7%	2%	12%	5%
1	19	10	5	2	3	-	14	4	8	3	4	11	1	5	-	1	1	3	3	16	11	3	-	5
	5%	7%	5%	3%	7%	-	6%	3%	6%	3%	4%	6%	1%	9%	-	2%	2%	6%	4%	5%	6%	4%	-	5%
DON'T KNOW/REFUSED	3	-	-	-	-	3	-	3	2	-	1	2	-	-	-	-	-	-	-	3	2	-	-	-
	1%	-	-	-	-	4%	-	2%	1%	-	2%	1%	-	-	-	-	-	-	-	1%	1%	-	-	-
MEAN	6.6	6.4	6.7	6.5	6.5	6.7	6.5	6.6	6.7	6.6	6.4	6.5	6.9	6.3	6.7	6.9	6.3	6.8	6.5	6.6	6.7	6.8	7.6	6.0



Table 20-2  
 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 2022				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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
10	72	17	31	48	23	4	18	50	2	56	13	18	25	28	13	30	27	26	17	27	7	62	3	5
--	18%	8%	23%	14%	40%	5%	13%	30%	3%	31%	9%	12%	29%	19%	11%	30%	16%	21%	25%	13%	11%	19%	16%	13%
8-10	160	59	63	122	36	15	46	98	12	100	46	47	49	61	33	63	60	50	32	76	22	137	4	16
----	40%	29%	46%	36%	63%	20%	33%	58%	19%	55%	31%	30%	58%	41%	27%	63%	36%	41%	46%	37%	34%	42%	20%	37%
5-7	171	97	61	158	13	39	70	54	33	64	70	78	23	69	62	30	77	53	26	91	31	131	14	21
---	43%	48%	45%	47%	22%	51%	50%	32%	51%	35%	47%	50%	27%	46%	50%	30%	46%	43%	38%	45%	48%	40%	67%	49%
1-4	66	45	13	57	7	23	25	16	19	17	30	32	11	20	28	5	31	18	11	36	11	55	3	6
---	17%	22%	9%	17%	12%	29%	18%	9%	30%	9%	20%	20%	13%	14%	23%	5%	19%	15%	16%	18%	18%	17%	13%	14%
9	26	10	8	18	7	-	10	15	3	13	10	5	14	7	3	11	11	7	6	14	3	21	1	5
	7%	5%	6%	5%	13%	-	7%	9%	5%	7%	7%	3%	16%	4%	2%	11%	7%	6%	8%	7%	5%	6%	4%	11%
8	62	32	24	56	6	12	17	33	7	31	23	24	11	26	17	21	22	17	9	35	12	55	-	6
	16%	16%	18%	17%	10%	15%	12%	20%	12%	17%	15%	15%	12%	17%	14%	21%	13%	14%	13%	17%	18%	17%	-	13%
7	57	24	29	53	4	8	24	24	6	30	20	22	13	23	15	18	24	17	10	29	10	45	5	5
	14%	12%	21%	16%	7%	11%	17%	14%	10%	17%	14%	14%	15%	15%	12%	18%	14%	14%	15%	14%	16%	14%	24%	12%
6	28	21	6	28	1	7	10	10	9	8	10	17	2	9	14	1	13	13	3	13	3	23	1	4
	7%	11%	5%	8%	1%	9%	7%	6%	14%	4%	7%	11%	2%	6%	11%	1%	8%	11%	4%	6%	4%	7%	6%	9%
5	85	51	26	77	8	24	35	20	17	26	40	38	8	37	33	12	39	22	13	50	18	62	8	12
	21%	25%	19%	23%	14%	32%	25%	12%	27%	14%	27%	25%	10%	24%	26%	12%	23%	18%	19%	24%	28%	19%	37%	28%
4	15	9	5	14	1	4	7	4	3	6	6	6	4	5	5	2	8	4	3	7	1	12	2	-
	4%	5%	3%	4%	2%	5%	5%	2%	5%	3%	4%	4%	5%	3%	4%	2%	5%	3%	5%	3%	2%	4%	9%	-
3	13	8	3	10	1	4	6	4	3	2	8	7	3	3	6	1	5	2	1	10	2	12	-	1
	3%	4%	2%	3%	2%	5%	4%	2%	4%	1%	5%	4%	4%	2%	5%	1%	3%	2%	2%	5%	3%	4%	-	2%
2	20	12	3	16	4	7	8	4	7	5	8	9	2	7	8	1	10	6	7	7	4	18	-	1
	5%	6%	3%	5%	7%	9%	6%	2%	11%	3%	6%	6%	2%	5%	6%	1%	6%	5%	10%	3%	6%	6%	-	2%
1	19	15	2	17	1	8	4	5	6	5	8	10	2	6	9	1	9	6	-	13	5	12	1	5
	5%	8%	1%	5%	2%	11%	3%	3%	10%	3%	5%	7%	2%	4%	8%	1%	5%	5%	-	6%	7%	4%	5%	11%
DON'T KNOW/REFUSED	3	1	-	1	2	-	-	2	-	2	1	-	2	-	-	2	-	2	-	-	-	2	-	-
	1%	1%	-	-	3%	-	-	1%	-	1%	1%	-	2%	-	-	2%	-	1%	-	-	-	-	-	-
MEAN	6.6	5.8	7.2	6.4	7.7	5.1	6.3	7.5	5.2	7.5	6.0	6.0	7.6	6.6	5.8	7.9	6.3	6.7	6.9	6.3	6.1	6.6	6.2	6.3

Table 20-3  
 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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
10	72	48	24	8	10	27	19	3	13	50	22	36	58	13	23	35	23	6	14	12	3	4	31	40
---	18%	16%	23%	9%	13%	21%	24%	4%	9%	29%	13%	20%	16%	34%	13%	20%	23%	11%	29%	32%	17%	26%	18%	19%
8-10	160	113	48	24	31	60	32	10	44	100	60	77	137	21	61	71	55	12	19	24	8	8	58	98
----	40%	38%	45%	28%	41%	46%	41%	13%	32%	59%	35%	42%	39%	54%	34%	40%	56%	24%	41%	66%	42%	54%	34%	46%
5-7	171	121	49	45	31	52	28	41	70	53	68	88	156	12	88	78	30	26	18	12	7	7	76	89
---	43%	41%	46%	53%	40%	40%	36%	54%	52%	31%	40%	49%	44%	31%	50%	44%	30%	51%	39%	31%	40%	46%	44%	42%
1-4	66	57	10	15	15	16	18	26	21	16	43	16	60	5	27	27	14	13	8	1	3	-	35	26
---	17%	19%	9%	18%	20%	12%	23%	34%	15%	9%	25%	9%	17%	12%	15%	15%	14%	25%	16%	3%	18%	-	20%	12%
9	26	19	7	5	8	6	6	-	7	18	9	14	23	3	11	13	11	-	2	5	1	1	7	18
	7%	7%	6%	6%	11%	4%	8%	-	5%	11%	5%	8%	6%	7%	6%	7%	11%	-	4%	13%	5%	6%	4%	8%
8	62	45	17	11	13	28	7	6	24	32	29	27	57	5	27	22	21	6	4	8	4	3	20	41
	16%	15%	16%	13%	17%	21%	9%	8%	18%	19%	17%	15%	16%	14%	15%	13%	21%	13%	8%	21%	20%	22%	12%	19%
7	57	43	15	9	14	19	10	11	21	23	18	35	53	3	27	26	10	12	6	7	2	1	20	37
	14%	15%	14%	11%	18%	14%	13%	14%	16%	13%	11%	19%	15%	8%	15%	15%	10%	23%	13%	19%	10%	8%	12%	17%
6	28	21	7	14	3	9	1	8	14	7	12	16	28	1	17	12	7	5	2	-	3	1	10	18
	7%	7%	7%	16%	4%	7%	1%	10%	10%	4%	7%	9%	8%	2%	10%	7%	7%	10%	5%	-	15%	7%	6%	8%
5	85	57	27	21	13	25	17	23	36	24	38	38	76	8	45	40	13	9	10	5	3	4	46	35
	21%	20%	26%	25%	17%	19%	22%	30%	26%	14%	22%	21%	21%	21%	25%	23%	13%	18%	21%	12%	16%	30%	27%	16%
4	15	14	1	3	2	6	2	3	6	5	9	5	14	1	10	5	3	4	1	-	1	-	10	5
	4%	5%	1%	3%	3%	4%	3%	4%	5%	3%	5%	3%	4%	3%	5%	3%	3%	8%	2%	-	4%	-	6%	2%
3	13	9	3	3	5	3	1	7	5	1	8	3	11	2	2	7	1	2	3	-	-	-	4	7
	3%	3%	3%	4%	7%	3%	1%	9%	3%	1%	5%	2%	3%	4%	1%	4%	1%	5%	6%	-	-	-	3%	3%
2	20	17	3	6	5	3	6	8	6	4	11	7	18	2	8	9	5	4	2	1	1	-	10	9
	5%	6%	3%	7%	7%	2%	8%	10%	4%	2%	6%	4%	5%	5%	5%	5%	5%	8%	4%	3%	5%	-	6%	4%
1	19	16	2	3	3	4	9	8	4	6	15	2	17	-	7	6	5	3	2	-	2	-	11	5
	5%	6%	2%	3%	4%	3%	12%	11%	3%	3%	9%	1%	5%	-	4%	3%	5%	5%	4%	-	9%	-	6%	2%
DON'T KNOW/REFUSED	3	3	-	1	-	2	-	-	-	2	-	-	-	2	1	2	-	-	2	-	-	-	3	-
	1%	1%	-	2%	-	1%	-	-	-	1%	-	-	-	4%	1%	1%	-	-	3%	-	-	-	2%	-
MEAN	6.6	6.4	7.0	6.0	6.5	6.9	6.3	4.9	6.3	7.5	5.9	7.0	6.5	7.4	6.4	6.7	7.1	5.9	6.8	8.0	6.5	7.4	6.2	7.0

Table 20-4  
 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			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
10	72	28	28	12	12	9	5	9	8	34	37	45	16	11	34	42	27	34	38	13	22	9	15	40	
--	18%	16%	19%	14%	19%	15%	12%	29%	25%	16%	20%	23%	11%	21%	18%	21%	15%	18%	19%	24%	22%	17%	15%	18%	
8-10	160	66	66	30	21	24	15	11	15	80	77	91	51	15	79	82	73	71	90	26	51	18	33	86	
----	40%	37%	45%	33%	34%	41%	33%	38%	48%	39%	41%	47%	35%	28%	41%	41%	40%	37%	44%	48%	51%	35%	33%	40%	
5-7	171	89	48	43	35	23	24	15	11	97	71	78	70	20	91	91	69	91	77	22	29	28	48	92	
---	43%	50%	32%	48%	58%	39%	50%	50%	36%	47%	38%	40%	49%	37%	47%	46%	38%	47%	38%	40%	29%	56%	48%	42%	
1-4	66	20	32	17	4	10	8	3	5	27	37	22	23	17	24	26	38	30	35	6	21	5	15	40	
---	17%	11%	21%	19%	7%	17%	17%	11%	17%	13%	20%	11%	16%	32%	12%	13%	21%	16%	17%	12%	21%	10%	15%	18%	
9	26	11	8	2	5	9	4	-	2	14	11	13	10	1	13	14	12	14	12	4	11	2	8	12	
	7%	6%	6%	2%	8%	15%	9%	-	6%	7%	6%	7%	7%	2%	7%	7%	7%	7%	6%	7%	11%	4%	8%	5%	
8	62	27	30	15	4	7	6	3	5	32	29	33	25	3	32	26	34	22	40	9	18	7	11	35	
	16%	15%	20%	17%	7%	12%	12%	9%	16%	16%	16%	17%	17%	6%	17%	13%	19%	12%	20%	17%	18%	13%	11%	16%	
7	57	29	17	14	12	9	8	2	5	29	28	24	27	5	27	34	21	36	20	8	8	11	18	35	
	14%	16%	12%	16%	19%	15%	18%	8%	17%	14%	15%	13%	18%	9%	14%	17%	11%	19%	10%	15%	8%	21%	18%	16%	
6	28	16	7	9	7	4	4	2	1	18	10	9	15	4	18	16	11	14	15	5	2	2	6	16	
	7%	9%	5%	11%	11%	7%	8%	8%	3%	9%	5%	5%	11%	7%	10%	8%	6%	7%	7%	9%	2%	4%	6%	7%	
5	85	44	24	19	17	10	11	10	5	50	34	44	28	11	46	41	37	42	42	9	19	16	23	41	
	21%	25%	16%	21%	28%	17%	25%	35%	16%	24%	18%	23%	20%	21%	24%	21%	21%	22%	21%	16%	19%	31%	23%	19%	
4	15	10	7	5	1	3	1	-	1	11	4	5	7	3	11	8	7	7	7	1	10	1	3	10	
	4%	6%	4%	5%	2%	5%	2%	-	2%	5%	2%	3%	5%	5%	6%	4%	4%	4%	3%	3%	10%	2%	3%	4%	
3	13	3	6	6	1	-	-	1	1	4	9	4	4	4	2	5	7	7	5	3	3	-	8	4	
	3%	2%	4%	7%	1%	-	-	3%	4%	2%	5%	2%	3%	7%	1%	2%	4%	4%	3%	5%	3%	-	8%	2%	
2	20	4	10	4	2	1	5	3	2	5	13	9	7	3	5	6	13	10	10	1	5	1	2	12	
	5%	2%	7%	4%	3%	2%	11%	9%	6%	3%	7%	4%	5%	5%	3%	3%	7%	5%	5%	3%	5%	2%	2%	5%	
1	19	3	10	2	1	6	2	-	2	8	11	5	6	8	6	7	11	7	12	1	3	3	1	14	
	5%	2%	6%	2%	2%	10%	3%	-	5%	4%	6%	3%	4%	15%	3%	3%	6%	3%	6%	1%	3%	6%	1%	7%	
DON'T KNOW/REFUSED	3	1	3	-	-	1	-	-	-	1	2	2	-	1	-	1	2	1	2	-	-	-	4	-	
	1%	1%	2%	-	-	2%	-	-	-	1%	1%	1%	-	3%	-	1%	1%	1%	1%	-	-	-	4%	-	
MEAN	6.6	6.7	6.5	6.3	6.8	6.6	6.2	6.7	6.9	6.6	6.5	7.0	6.4	5.6	6.7	6.8	6.3	6.6	6.6	7.1	6.8	6.6	6.6	6.5	

Table 20-5  
 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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	72 18%	49 17%	41 16%	44 18%	35 16%	29 15%	30 17%	29 17%	27 18%	16 23%	56 17%	30 22%	34 16%	64 18%	8 20%	11 16%	58 20%
8-10	160 40%	112 39%	94 38%	102 41%	91 40%	68 36%	66 38%	68 40%	60 39%	37 52%	120 37%	55 40%	88 41%	143 41%	16 39%	23 34%	130 44%
5-7	171 43%	126 44%	112 45%	105 43%	96 43%	84 45%	78 45%	74 43%	69 45%	26 37%	142 44%	49 36%	98 46%	147 42%	19 47%	33 49%	115 39%
1-4	66 17%	44 16%	39 16%	37 15%	37 16%	33 18%	26 15%	27 16%	24 15%	8 11%	58 18%	33 24%	26 12%	59 17%	6 14%	12 18%	49 16%
9	26 7%	22 8%	15 6%	16 6%	16 7%	8 4%	8 5%	9 6%	7 4%	5 7%	20 6%	9 6%	14 6%	22 6%	4 9%	3 4%	22 7%
8	62 16%	41 14%	39 16%	42 17%	40 18%	31 16%	28 16%	30 18%	26 17%	15 22%	44 14%	16 12%	41 19%	57 16%	4 9%	9 14%	50 17%
7	57 14%	44 15%	33 13%	31 13%	33 15%	27 14%	26 15%	24 14%	20 13%	11 16%	46 14%	10 7%	35 17%	46 13%	10 24%	8 12%	43 14%
6	28 7%	26 9%	20 8%	17 7%	18 8%	13 7%	17 10%	12 7%	12 8%	5 7%	22 7%	9 7%	18 8%	27 8%	1 3%	7 10%	18 6%
5	85 21%	57 20%	59 24%	57 23%	46 20%	45 24%	36 21%	38 23%	36 23%	10 15%	73 23%	30 21%	45 21%	75 21%	8 19%	18 27%	54 18%
4	15 4%	9 3%	7 3%	6 3%	8 4%	5 3%	5 3%	5 3%	5 3%	1 1%	14 4%	7 5%	5 2%	12 4%	2 6%	2 3%	13 4%
3	13 3%	11 4%	7 3%	6 2%	7 3%	8 4%	6 3%	6 4%	5 3%	3 5%	9 3%	4 3%	7 3%	11 3%	2 4%	4 5%	8 3%
2	20 5%	13 4%	12 5%	14 6%	12 5%	10 5%	9 5%	6 4%	8 5%	2 2%	18 6%	10 7%	10 5%	20 6%	- -	1 1%	17 6%
1	19 5%	12 4%	14 5%	11 5%	9 4%	11 6%	7 4%	10 6%	6 4%	2 2%	16 5%	12 8%	5 2%	16 5%	2 5%	6 8%	10 3%
DON'T KNOW/REFUSED	3 1%	3 1%	3 1%	3 1%	1 1%	1 1%	3 2%	1 1%	1 1%	- -	3 1%	1 1%	- -	1 -	- -	- -	2 1%
MEAN	6.6	6.6	6.4	6.6	6.5	6.3	6.6	6.5	6.5	7.2	6.4	6.2	6.7	6.5	6.9	6.2	6.7

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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	51	20	7	12	4	8	28	24	21	12	11	25	18	7	2	5	4	4	12	37	32	5	2	5
--	13%	15%	8%	24%	10%	9%	12%	14%	15%	11%	12%	15%	11%	4%	12%	7%	8%	17%	12%	17%	8%	21%	6%	
8-10	114	39	27	17	13	18	66	48	45	30	26	55	40	17	6	12	15	14	24	89	63	20	3	16
----	28%	28%	31%	35%	30%	22%	29%	28%	32%	25%	30%	27%	33%	26%	13%	26%	27%	31%	34%	28%	35%	30%	37%	18%
5-7	151	50	31	16	15	38	81	70	47	48	35	72	44	27	23	20	24	14	24	123	62	32	3	35
---	38%	36%	36%	34%	36%	47%	36%	40%	34%	41%	39%	35%	37%	43%	48%	44%	43%	30%	34%	38%	34%	48%	38%	40%
1-4	128	46	28	13	15	26	75	53	44	39	28	70	36	19	19	13	16	18	20	106	52	14	1	37
---	32%	33%	33%	27%	34%	32%	33%	31%	32%	34%	31%	35%	30%	31%	39%	29%	28%	40%	28%	33%	28%	21%	13%	42%
9	19	7	6	-	3	3	13	6	8	5	4	10	5	4	1	1	5	2	3	16	8	6	-	3
	5%	5%	6%	-	7%	4%	6%	4%	6%	4%	4%	5%	4%	6%	2%	3%	8%	4%	4%	5%	4%	9%	-	3%
8	44	12	14	5	6	7	26	18	16	12	11	20	17	6	3	6	7	8	9	35	23	8	1	7
	11%	9%	16%	11%	13%	9%	11%	10%	12%	10%	13%	10%	14%	10%	7%	12%	12%	18%	12%	11%	13%	13%	15%	9%
7	46	19	9	4	6	9	27	18	11	16	12	22	12	10	8	4	8	2	6	38	18	9	-	9
	11%	13%	10%	8%	14%	11%	12%	11%	8%	13%	13%	11%	10%	15%	18%	9%	15%	4%	8%	12%	10%	13%	-	11%
6	34	11	4	6	2	10	15	19	14	9	6	16	10	6	6	5	2	4	5	27	14	8	2	6
	8%	8%	4%	13%	5%	13%	7%	11%	10%	8%	7%	8%	8%	9%	12%	11%	4%	10%	7%	9%	8%	12%	20%	7%
5	72	20	19	6	7	19	39	33	22	23	17	34	22	12	9	11	14	7	13	57	31	15	2	19
	18%	15%	22%	13%	17%	23%	17%	19%	15%	20%	19%	17%	19%	19%	18%	24%	25%	16%	19%	18%	17%	22%	18%	22%
4	27	9	7	5	2	5	15	12	5	8	12	11	10	7	9	1	4	6	2	25	7	5	-	8
	7%	6%	8%	10%	5%	7%	7%	7%	4%	7%	13%	5%	8%	11%	19%	2%	7%	12%	3%	8%	4%	7%	-	9%
3	27	9	4	3	2	8	13	14	7	15	4	14	10	3	1	5	6	3	4	23	14	1	1	6
	7%	7%	4%	7%	5%	10%	6%	8%	5%	13%	5%	7%	9%	4%	2%	11%	11%	7%	5%	7%	8%	2%	13%	7%
2	24	8	7	1	4	4	15	9	9	4	5	12	6	6	2	4	1	2	4	19	8	3	-	7
	6%	6%	8%	1%	10%	5%	7%	5%	7%	4%	6%	6%	5%	10%	5%	8%	2%	4%	6%	6%	5%	4%	-	8%
1	49	20	11	4	6	8	31	18	23	13	7	34	10	4	6	4	5	7	10	39	23	5	-	16
	12%	14%	12%	9%	14%	10%	14%	11%	16%	11%	8%	17%	9%	6%	13%	8%	9%	16%	14%	12%	12%	8%	-	18%
DON'T KNOW/REFUSED	7	4	1	2	-	-	5	2	4	-	-	7	-	-	-	-	1	-	3	4	5	1	1	-
	2%	3%	1%	4%	-	-	2%	1%	3%	-	-	3%	-	-	-	-	2%	-	4%	1%	3%	2%	12%	-
MEAN	5.6	5.6	5.5	6.3	5.5	5.4	5.6	5.7	5.6	5.5	5.8	5.4	5.9	5.7	5.1	5.5	5.7	5.3	5.8	5.6	5.9	6.0	6.7	4.8

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 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN	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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
10	51	24	17	41	10	6	18	24	5	33	14	16	14	20	13	13	24	17	10	22	10	43	1	6	
--	13%	12%	13%	12%	17%	8%	13%	14%	8%	18%	9%	10%	16%	13%	10%	13%	14%	14%	15%	11%	15%	13%	4%	14%	
8-10	114	42	47	89	24	15	37	58	11	70	33	41	27	42	27	35	50	37	19	55	21	94	5	12	
----	28%	21%	34%	26%	42%	20%	27%	34%	18%	38%	22%	26%	32%	28%	22%	35%	29%	30%	27%	27%	33%	29%	22%	28%	
5-7	151	75	54	129	19	31	54	63	22	63	64	58	34	59	48	39	64	46	26	80	25	116	13	15	
---	38%	37%	39%	38%	34%	40%	39%	37%	34%	35%	43%	37%	40%	40%	39%	39%	38%	38%	38%	39%	40%	36%	60%	35%	
1-4	128	80	35	115	12	29	46	48	29	48	48	54	22	49	45	27	52	37	22	67	18	107	4	16	
---	32%	40%	26%	34%	20%	37%	33%	28%	46%	26%	32%	35%	26%	32%	36%	27%	31%	31%	32%	33%	28%	33%	18%	37%	
9	19	5	8	13	6	4	5	10	2	13	3	6	8	5	4	8	6	10	3	6	2	15	-	4	
	5%	2%	6%	4%	11%	5%	4%	6%	3%	7%	2%	4%	9%	3%	3%	8%	3%	8%	4%	3%	3%	5%	-	9%	
8	44	13	22	35	8	5	15	24	4	24	16	19	5	18	11	13	20	10	5	28	10	37	4	3	
	11%	7%	16%	10%	14%	7%	11%	14%	7%	13%	11%	12%	6%	12%	8%	13%	12%	8%	8%	14%	15%	11%	17%	6%	
7	46	22	13	35	9	9	16	20	5	24	16	18	9	19	17	10	19	14	9	24	8	34	4	6	
	11%	11%	10%	10%	15%	12%	12%	12%	8%	13%	11%	11%	11%	12%	13%	10%	11%	11%	13%	12%	13%	10%	19%	14%	
6	34	21	10	31	3	9	7	17	7	10	16	15	8	11	11	9	14	10	7	16	5	26	1	4	
	8%	10%	8%	9%	5%	12%	5%	10%	11%	6%	11%	10%	9%	7%	9%	9%	8%	9%	11%	8%	7%	8%	7%	10%	
5	72	33	31	63	8	12	31	26	9	29	33	25	17	30	20	20	32	22	10	40	12	56	7	5	
	18%	16%	22%	19%	14%	16%	22%	15%	15%	16%	22%	16%	20%	20%	16%	20%	19%	18%	15%	20%	19%	17%	35%	11%	
4	27	17	8	25	2	4	8	13	7	12	7	11	7	8	10	9	6	11	4	12	2	20	1	6	
	7%	8%	6%	7%	4%	5%	6%	8%	11%	7%	5%	7%	8%	6%	8%	9%	3%	9%	6%	6%	3%	6%	4%	14%	
3	27	17	5	22	5	8	10	8	6	10	10	10	6	10	5	6	15	9	10	9	3	24	-	3	
	7%	8%	3%	6%	9%	10%	7%	4%	10%	5%	7%	7%	7%	7%	4%	6%	9%	7%	14%	4%	5%	7%	-	6%	
2	24	15	8	24	1	9	8	8	7	8	10	14	1	9	12	3	9	6	2	16	4	18	1	5	
	6%	8%	6%	7%	2%	12%	6%	5%	10%	5%	6%	9%	1%	6%	9%	3%	5%	5%	4%	8%	6%	6%	4%	12%	
1	49	31	14	45	3	8	20	19	9	17	20	18	9	21	18	9	22	11	6	30	9	44	2	2	
	12%	15%	10%	13%	6%	11%	14%	11%	15%	9%	14%	12%	10%	14%	14%	9%	13%	9%	9%	15%	15%	14%	9%	4%	
DON'T KNOW/REFUSED	7	4	1	5	2	2	3	2	2	2	3	3	2	-	4	-	3	2	2	2	-	7	-	-	
	2%	2%	1%	1%	4%	3%	2%	1%	3%	1%	2%	2%	2%	-	3%	-	2%	2%	3%	1%	-	2%	-	-	
MEAN	5.6	5.1	5.9	5.4	6.6	5.2	5.4	5.9	4.8	6.2	5.3	5.4	6.0	5.5	5.2	6.0	5.6	5.8	5.7	5.4	5.8	5.6	5.6	5.8	

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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
10	51	34	17	7	9	21	12	8	14	26	19	21	40	8	22	25	20	5	3	5	1	1	23	24
---	13%	12%	16%	8%	12%	16%	15%	10%	11%	15%	11%	11%	11%	20%	12%	14%	21%	10%	7%	14%	5%	6%	13%	11%
8-10	114	81	33	13	20	47	25	11	38	61	39	55	94	16	50	53	38	12	14	10	4	5	39	69
----	28%	28%	31%	15%	26%	36%	32%	15%	28%	36%	23%	30%	27%	40%	28%	30%	38%	24%	30%	28%	22%	34%	23%	32%
5-7	151	115	37	25	35	48	30	31	49	62	55	82	137	12	78	60	38	19	15	18	9	2	64	83
---	38%	39%	35%	29%	46%	37%	38%	41%	36%	36%	32%	45%	39%	31%	44%	34%	38%	36%	32%	50%	50%	12%	37%	39%
1-4	128	92	36	47	20	33	20	32	47	46	73	43	116	10	47	63	23	19	18	6	5	8	66	57
---	32%	31%	34%	55%	26%	25%	26%	42%	35%	27%	43%	24%	33%	26%	27%	36%	23%	37%	38%	16%	29%	54%	38%	27%
9	19	15	4	1	4	6	7	2	6	11	6	10	15	3	9	10	7	2	4	1	-	-	7	11
	5%	5%	4%	1%	6%	5%	9%	2%	5%	6%	3%	5%	4%	8%	5%	5%	7%	4%	9%	3%	-	-	4%	5%
8	44	32	12	5	6	20	7	2	17	24	15	24	38	5	20	19	11	5	6	4	3	4	9	34
	11%	11%	11%	6%	8%	16%	9%	2%	13%	14%	8%	13%	11%	12%	11%	11%	11%	10%	14%	11%	16%	28%	5%	16%
7	46	34	11	10	9	16	7	7	18	17	15	25	41	4	27	16	9	6	5	5	2	-	22	24
	11%	12%	11%	12%	12%	12%	9%	9%	13%	10%	9%	14%	12%	10%	15%	9%	9%	11%	11%	12%	9%	-	13%	11%
6	34	24	10	3	10	8	8	7	12	13	12	20	32	2	19	10	10	8	3	5	2	1	16	17
	8%	8%	10%	4%	12%	6%	11%	9%	9%	8%	7%	11%	9%	5%	11%	5%	10%	16%	7%	14%	11%	7%	9%	8%
5	72	57	15	11	17	24	15	17	18	32	28	37	65	6	33	34	19	5	6	9	6	1	26	43
	18%	19%	14%	13%	22%	19%	19%	23%	14%	19%	16%	20%	18%	16%	19%	19%	19%	9%	14%	24%	30%	5%	15%	20%
4	27	18	9	16	2	6	2	5	15	8	11	16	27	1	12	15	6	3	-	2	2	2	9	17
	7%	6%	8%	19%	2%	4%	3%	6%	11%	5%	6%	9%	7%	2%	7%	8%	6%	7%	-	7%	10%	14%	6%	8%
3	27	23	4	12	6	6	3	8	7	11	16	6	22	5	9	14	7	4	5	1	1	2	13	12
	7%	8%	3%	14%	7%	4%	4%	11%	5%	7%	9%	3%	6%	12%	5%	8%	7%	8%	10%	3%	4%	11%	7%	6%
2	24	17	7	7	3	7	7	7	10	7	15	7	22	3	11	12	3	5	5	1	-	3	11	11
	6%	6%	7%	9%	3%	5%	9%	9%	7%	4%	8%	4%	6%	6%	6%	7%	3%	11%	10%	3%	-	18%	7%	5%
1	49	33	16	11	10	15	8	12	16	20	32	14	46	2	15	22	8	6	9	2	3	2	32	16
	12%	11%	15%	13%	13%	11%	11%	16%	12%	12%	19%	8%	13%	6%	9%	13%	8%	12%	18%	4%	15%	11%	19%	8%
DON'T KNOW/REFUSED	7	6	1	-	2	2	3	2	1	2	4	2	6	1	2	1	-	1	-	2	-	-	3	4
	2%	2%	1%	-	3%	1%	4%	3%	1%	1%	2%	1%	2%	3%	1%	1%	-	2%	-	6%	-	-	2%	2%
MEAN	5.6	5.6	5.6	4.6	5.6	6.0	5.9	4.8	5.6	6.0	4.9	6.0	5.5	6.3	5.9	5.5	6.3	5.3	5.2	6.2	5.3	4.9	5.2	5.9

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		DIFFCLTY ATTRCT CAND			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVTMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
10	51	23	23	11	10	5	8	3	5	26	25	35	8	8	25	29	21	26	25	10	16	4	5	26	
---	13%	13%	15%	13%	17%	9%	17%	10%	16%	13%	13%	18%	5%	15%	13%	14%	11%	13%	12%	19%	16%	8%	5%	12%	
8-10	114	57	41	29	25	10	15	10	10	68	45	76	25	13	65	63	48	56	58	19	30	14	20	62	
----	28%	32%	28%	32%	42%	17%	31%	34%	30%	33%	24%	39%	17%	25%	33%	32%	26%	29%	29%	35%	30%	27%	20%	28%	
5-7	151	72	52	31	27	24	18	12	10	85	62	74	58	13	79	77	69	84	66	21	36	23	46	79	
---	38%	41%	35%	35%	46%	40%	38%	40%	32%	41%	33%	38%	41%	25%	41%	38%	38%	43%	32%	39%	36%	44%	46%	36%	
1-4	128	47	53	29	7	24	14	8	11	53	73	41	59	27	49	58	60	50	76	14	32	15	34	72	
---	32%	27%	35%	33%	12%	41%	31%	26%	35%	25%	39%	21%	41%	50%	25%	29%	33%	26%	38%	27%	32%	29%	35%	33%	
9	19	8	5	6	4	2	4	2	2	14	5	15	3	1	14	12	7	10	9	1	2	4	4	12	
	5%	4%	4%	6%	7%	3%	8%	7%	6%	7%	3%	8%	2%	2%	7%	6%	4%	5%	4%	3%	2%	8%	4%	5%	
8	44	27	13	12	11	3	3	5	2	28	16	25	15	4	26	23	20	20	24	7	13	6	11	24	
	11%	15%	9%	13%	18%	4%	6%	16%	8%	14%	8%	13%	10%	8%	13%	11%	11%	10%	12%	13%	13%	12%	11%	11%	
7	46	23	15	7	10	7	4	4	1	28	17	25	17	2	26	28	17	27	18	6	13	6	13	27	
	11%	13%	10%	8%	17%	11%	8%	15%	3%	14%	9%	13%	12%	4%	13%	14%	10%	14%	9%	11%	13%	12%	13%	13%	
6	34	16	13	9	5	8	5	2	2	18	16	11	18	2	17	14	19	21	12	6	6	4	10	14	
	8%	9%	9%	10%	8%	13%	11%	6%	6%	9%	8%	6%	12%	4%	9%	7%	11%	11%	6%	11%	6%	8%	10%	6%	
5	72	33	24	15	13	9	9	6	7	38	29	38	23	9	36	35	33	35	35	9	17	13	23	38	
	18%	19%	16%	17%	21%	16%	19%	20%	22%	18%	16%	20%	16%	16%	18%	18%	18%	18%	17%	17%	17%	25%	23%	17%	
4	27	11	5	6	2	5	5	4	4	15	12	8	18	2	15	16	7	15	13	2	3	2	10	15	
	7%	6%	3%	6%	3%	9%	11%	13%	11%	7%	6%	4%	12%	3%	8%	8%	4%	8%	6%	4%	3%	4%	10%	7%	
3	27	12	15	7	3	5	-	-	1	13	14	10	14	3	13	13	13	10	16	4	6	2	10	13	
	7%	7%	10%	8%	5%	8%	-	-	2%	6%	8%	5%	10%	5%	7%	6%	7%	5%	8%	7%	6%	4%	10%	6%	
2	24	11	9	5	2	6	5	1	3	11	14	8	9	8	8	14	9	12	13	1	8	5	3	15	
	6%	6%	6%	5%	3%	9%	10%	4%	10%	5%	7%	4%	6%	15%	4%	7%	5%	6%	6%	3%	8%	10%	3%	7%	
1	49	13	23	12	1	8	4	3	4	14	34	15	18	15	14	15	31	15	34	7	14	6	11	29	
	12%	8%	16%	13%	1%	14%	9%	9%	12%	7%	18%	8%	12%	28%	7%	8%	17%	8%	17%	13%	14%	12%	11%	13%	
DON'T KNOW/REFUSED	7	1	3	-	-	1	-	-	1	1	6	3	2	-	1	3	4	3	3	-	2	-	-	5	
	2%	1%	2%	-	-	2%	-	-	3%	-	3%	2%	1%	-	-	1%	2%	2%	1%	-	2%	-	-	2%	
MEAN	5.6	5.9	5.4	5.6	6.8	5.0	5.9	6.0	5.5	6.0	5.1	6.4	5.0	4.5	6.1	5.9	5.3	5.9	5.3	6.0	5.6	5.5	5.2	5.5	



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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	51 13%	37 13%	33 13%	30 12%	25 11%	24 13%	24 14%	25 15%	21 14%	10 14%	41 13%	22 16%	26 12%	48 14%	3 7%	7 11%	40 13%
8-10	114 28%	85 30%	78 32%	74 30%	68 30%	56 30%	57 33%	62 36%	53 35%	26 37%	87 27%	38 27%	64 30%	101 29%	10 25%	22 32%	84 28%
5-7	151 38%	106 37%	90 36%	98 40%	82 36%	73 39%	65 38%	66 38%	58 38%	32 45%	117 36%	43 31%	90 42%	133 38%	16 39%	27 40%	109 37%
1-4	128 32%	92 32%	76 31%	72 29%	73 32%	58 31%	49 28%	43 25%	42 27%	11 16%	113 35%	56 40%	56 26%	111 32%	14 35%	18 26%	96 32%
9	19 5%	13 5%	14 6%	12 5%	12 5%	7 4%	9 5%	9 5%	9 6%	4 6%	15 5%	5 3%	10 5%	14 4%	3 7%	4 6%	12 4%
8	44 11%	35 12%	31 13%	31 13%	31 14%	25 13%	24 14%	28 16%	24 15%	12 17%	31 9%	11 8%	28 13%	39 11%	5 11%	10 15%	32 11%
7	46 11%	32 11%	27 11%	30 12%	25 11%	23 12%	21 12%	17 10%	17 11%	7 9%	39 12%	13 10%	27 13%	40 11%	4 10%	8 12%	32 11%
6	34 8%	24 8%	19 8%	20 8%	15 7%	12 7%	10 6%	15 9%	10 6%	7 9%	25 8%	7 5%	24 11%	31 9%	3 8%	7 10%	26 9%
5	72 18%	50 18%	45 18%	47 19%	42 19%	38 20%	33 19%	33 19%	31 20%	19 26%	53 16%	23 16%	39 18%	62 18%	9 22%	13 18%	51 17%
4	27 7%	20 7%	21 8%	20 8%	17 8%	14 8%	16 9%	8 5%	14 9%	5 6%	23 7%	12 8%	15 7%	26 7%	1 2%	5 8%	18 6%
3	27 7%	22 8%	17 7%	17 7%	16 7%	16 9%	13 8%	9 5%	10 6%	2 3%	23 7%	13 10%	13 6%	26 7%	1 2%	3 4%	22 7%
2	24 6%	17 6%	10 4%	11 5%	15 7%	5 3%	7 4%	8 5%	6 4%	2 2%	22 7%	10 7%	9 4%	19 6%	3 7%	4 6%	17 6%
1	49 12%	32 11%	29 12%	24 10%	24 11%	23 13%	13 7%	18 10%	13 9%	3 4%	45 14%	21 15%	19 9%	40 11%	10 24%	6 8%	39 13%
DON'T KNOW/REFUSED	7 2%	3 1%	3 1%	3 1%	2 1%	-	1 1%	-	-	1 1%	6 2%	2 1%	4 2%	6 2%	-	1 1%	6 2%
MEAN	5.6	5.7	5.8	5.8	5.6	5.7	6.0	6.0	6.0	6.4	5.5	5.3	5.9	5.7	5.0	5.9	5.6

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.

Lack of automation

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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
10	7	2	3	2	-	1	5	3	3	3	1	2	2	3	1	2	-	2	1	6	2	2	-	2
--	2%	1%	3%	4%	-	1%	2%	2%	2%	1%	1%	1%	1%	5%	2%	4%	-	3%	1%	2%	1%	3%	-	3%
8-10	20	9	4	2	2	2	13	7	7	6	5	5	7	6	2	3	2	3	5	14	6	5	1	6
----	5%	6%	5%	4%	5%	3%	6%	4%	5%	5%	5%	2%	6%	9%	4%	6%	3%	7%	7%	4%	3%	8%	10%	6%
5-7	149	45	37	21	15	31	82	67	53	38	35	72	44	27	21	16	26	14	13	133	68	26	2	35
---	37%	32%	42%	44%	36%	37%	36%	39%	38%	32%	40%	35%	37%	42%	43%	34%	47%	31%	18%	41%	37%	39%	29%	40%
1-4	224	83	44	24	25	48	127	97	76	71	47	121	69	30	25	27	28	28	50	170	105	34	5	45
---	56%	59%	50%	51%	59%	58%	56%	56%	54%	61%	54%	60%	57%	47%	53%	60%	50%	61%	71%	53%	58%	52%	61%	52%
9	3	1	1	-	1	-	2	1	1	1	1	1	1	1	-	-	1	-	1	2	-	1	-	1
	1%	1%	1%	-	3%	-	1%	1%	1%	1%	1%	-	1%	1%	-	-	2%	-	1%	1%	-	1%	-	1%
8	9	6	1	-	1	2	7	3	3	2	3	2	4	2	1	1	1	2	3	6	4	2	1	2
	2%	4%	1%	-	3%	2%	3%	2%	2%	2%	3%	1%	3%	3%	2%	3%	1%	4%	4%	2%	2%	3%	10%	2%
7	20	7	5	3	2	3	12	8	6	5	8	7	5	6	7	-	3	-	2	18	9	5	-	5
	5%	5%	6%	5%	4%	4%	5%	5%	5%	4%	9%	4%	4%	9%	16%	-	5%	-	2%	6%	5%	7%	-	6%
6	22	7	8	3	1	3	15	7	6	4	6	8	6	8	4	5	5	2	3	19	7	3	1	6
	6%	5%	10%	6%	2%	3%	7%	4%	4%	4%	7%	4%	5%	12%	8%	11%	9%	4%	4%	6%	4%	4%	10%	7%
5	107	31	23	16	13	24	54	53	41	29	21	56	33	13	10	11	18	12	8	96	52	18	2	24
	27%	22%	26%	32%	29%	30%	24%	30%	29%	24%	24%	27%	27%	21%	20%	23%	33%	27%	12%	30%	29%	28%	19%	27%
4	20	10	2	1	2	5	12	8	4	5	10	9	7	5	-	5	3	5	3	17	5	8	-	4
	5%	7%	2%	1%	5%	6%	5%	5%	3%	5%	12%	4%	6%	7%	-	11%	5%	11%	4%	5%	3%	11%	-	5%
3	46	18	10	5	3	9	29	17	10	18	13	18	20	7	4	7	10	8	14	31	21	10	2	8
	11%	13%	12%	10%	8%	11%	13%	10%	7%	15%	14%	9%	16%	12%	8%	15%	17%	17%	20%	10%	11%	15%	22%	9%
2	51	21	11	2	6	11	32	19	14	22	7	26	18	7	4	8	5	7	15	36	17	7	1	14
	13%	15%	13%	4%	14%	13%	14%	11%	10%	19%	7%	13%	15%	11%	9%	17%	8%	14%	21%	11%	9%	11%	15%	15%
1	107	34	20	17	14	23	54	53	47	26	18	69	25	11	17	8	11	8	18	86	62	9	2	19
	27%	24%	24%	35%	32%	28%	24%	31%	34%	22%	20%	34%	21%	17%	36%	17%	20%	18%	26%	27%	34%	14%	23%	22%
DON'T KNOW/REFUSED	7	3	2	1	-	2	5	2	4	2	1	6	-	1	-	-	-	1	3	4	4	1	-	2
	2%	2%	2%	1%	-	2%	2%	1%	3%	2%	1%	3%	-	1%	-	-	-	1%	4%	1%	2%	2%	-	2%
MEAN	3.6	3.6	3.8	3.6	3.4	3.4	3.7	3.5	3.5	3.5	4.0	3.2	3.7	4.3	3.7	3.8	3.9	3.7	3.2	3.7	3.3	4.2	3.6	3.8

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.

Lack of automation

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022				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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
10	7	2	4	7	1	1	3	3	1	5	2	3	4	-	3	3	1	4	2	2	-	4	-	3	
--	2%	1%	3%	2%	1%	2%	2%	2%	1%	3%	1%	2%	5%	-	3%	3%	-	3%	2%	1%	-	1%	-	7%	
8-10	20	9	7	16	3	3	6	11	4	12	4	8	7	4	7	9	4	8	5	7	2	12	1	5	
----	5%	5%	5%	5%	6%	5%	4%	6%	7%	6%	2%	5%	9%	3%	6%	9%	2%	6%	8%	3%	3%	4%	4%	11%	
5-7	149	63	64	127	21	21	58	65	24	69	55	46	23	77	38	29	78	28	25	92	40	116	10	17	
---	37%	31%	47%	38%	37%	27%	41%	38%	38%	38%	37%	29%	28%	51%	30%	29%	47%	23%	36%	45%	63%	36%	49%	39%	
1-4	224	125	65	189	31	51	76	91	36	98	87	98	52	69	77	61	83	82	39	103	22	190	10	20	
---	56%	62%	47%	56%	54%	67%	54%	53%	56%	54%	59%	63%	61%	46%	62%	61%	49%	68%	56%	51%	34%	59%	47%	47%	
9	3	2	1	3	-	1	1	1	2	1	-	2	1	-	2	1	-	1	1	1	-	2	-	1	
	1%	1%	1%	1%	-	2%	1%	1%	3%	1%	-	1%	1%	-	2%	1%	-	1%	1%	1%	-	1%	-	2%	
8	9	5	2	7	3	1	2	6	1	6	2	3	3	4	2	5	3	3	3	4	2	6	1	1	
	2%	2%	1%	2%	5%	1%	1%	4%	2%	3%	1%	2%	3%	3%	1%	5%	2%	3%	4%	2%	3%	2%	4%	2%	
7	20	10	7	17	4	4	7	9	7	7	6	6	6	8	6	3	12	4	4	11	5	13	5	1	
	5%	5%	5%	5%	6%	5%	5%	5%	11%	4%	4%	4%	7%	5%	4%	3%	7%	4%	6%	5%	8%	4%	22%	2%	
6	22	10	10	21	2	5	12	4	5	10	6	8	2	12	6	4	11	6	7	8	5	14	1	7	
	6%	5%	8%	6%	3%	6%	9%	2%	8%	6%	4%	5%	2%	8%	5%	4%	7%	5%	11%	4%	7%	4%	3%	17%	
5	107	43	47	90	16	12	39	51	12	52	42	32	15	57	26	23	55	17	14	72	30	89	5	8	
	27%	21%	34%	27%	28%	16%	28%	30%	19%	28%	28%	21%	18%	38%	21%	23%	33%	14%	20%	36%	47%	27%	23%	20%	
4	20	9	9	18	2	6	5	9	3	10	7	9	5	6	7	8	5	8	1	11	1	15	3	2	
	5%	5%	6%	5%	4%	7%	3%	5%	4%	5%	5%	6%	6%	4%	5%	8%	3%	7%	1%	5%	2%	5%	13%	4%	
3	46	24	14	37	6	17	16	12	8	19	17	29	7	10	20	8	17	20	9	18	4	38	4	4	
	11%	12%	10%	11%	11%	23%	11%	7%	13%	11%	12%	18%	8%	7%	16%	8%	10%	16%	13%	9%	6%	12%	17%	9%	
2	51	29	14	43	7	9	16	25	7	22	22	22	9	20	15	13	21	22	7	23	6	43	2	5	
	13%	15%	10%	13%	12%	12%	12%	14%	11%	12%	15%	14%	11%	13%	12%	13%	13%	18%	10%	11%	9%	13%	8%	13%	
1	107	62	29	91	16	19	39	46	18	47	40	39	30	34	35	31	39	33	22	52	11	94	2	9	
	27%	31%	21%	27%	27%	25%	28%	27%	28%	26%	27%	25%	36%	22%	28%	31%	23%	27%	32%	25%	18%	29%	9%	21%	
DON'T KNOW/REFUSED	7	4	1	5	2	1	1	4	-	4	3	4	3	1	2	2	3	4	-	2	-	6	-	1	
	2%	2%	1%	2%	3%	1%	1%	2%	-	2%	2%	2%	3%	-	2%	2%	2%	3%	-	1%	-	2%	-	2%	
MEAN	3.6	3.3	4.0	3.6	3.6	3.5	3.6	3.6	3.8	3.7	3.4	3.5	3.5	3.8	3.5	3.5	3.7	3.3	3.7	3.7	4.2	3.4	4.5	4.2	

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.

Lack of automation

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
7	4	3	2	2	1	3	2	2	2	3	2	5	7	1	3	3	2	-	-	1	2	1	3	5
---	2%	1%	3%	2%	3%	1%	3%	2%	2%	2%	1%	3%	2%	2%	1%	2%	2%	-	-	3%	9%	6%	1%	2%
8-10	12	7	4	4	2	6	3	6	10	9	9	17	2	7	6	6	3	1	3	3	3	2	8	11
----	5%	4%	7%	5%	6%	2%	8%	4%	5%	6%	5%	5%	6%	4%	3%	6%	6%	2%	8%	16%	13%	5%	5%	
5-7	103	46	24	35	51	30	18	55	66	53	80	132	15	72	68	30	22	18	12	7	4	53	86	
---	35%	43%	28%	45%	39%	39%	24%	41%	39%	31%	44%	37%	38%	41%	39%	30%	44%	39%	33%	39%	26%	31%	40%	
1-4	172	52	55	36	75	40	53	74	90	107	92	199	20	97	100	62	25	26	20	7	9	106	117	
---	59%	49%	65%	47%	58%	52%	70%	55%	53%	62%	50%	56%	52%	55%	56%	62%	50%	55%	55%	40%	62%	62%	55%	
9	2	1	1	-	1	1	1	-	2	3	-	3	-	1	2	1	2	-	-	-	-	-	2	2
	1%	1%	1%	-	1%	1%	1%	-	1%	2%	-	1%	-	1%	1%	1%	4%	-	-	-	-	-	1%	
8	7	3	1	2	1	3	-	4	5	4	4	8	2	4	1	3	1	1	2	1	1	6	4	
	2%	3%	1%	3%	1%	3%	-	3%	3%	2%	2%	2%	5%	2%	-	3%	2%	2%	5%	6%	6%	3%	2%	
7	16	4	3	5	6	5	3	5	11	8	13	20	-	8	8	5	2	4	3	1	-	11	6	
	6%	4%	4%	6%	5%	6%	3%	4%	6%	4%	7%	6%	-	4%	5%	5%	4%	9%	9%	5%	-	6%	3%	
6	13	9	6	6	6	4	3	10	8	8	13	21	1	13	8	3	4	4	1	-	-	8	14	
	4%	9%	7%	8%	5%	5%	4%	7%	5%	5%	7%	6%	2%	7%	4%	3%	7%	8%	3%	-	-	4%	7%	
5	74	33	15	23	39	22	13	40	48	37	54	91	14	51	52	21	17	10	8	6	4	34	66	
	25%	31%	17%	30%	30%	28%	17%	30%	28%	22%	30%	26%	36%	29%	29%	21%	33%	22%	22%	34%	26%	20%	31%	
4	18	2	7	2	6	4	6	6	8	7	10	17	3	8	10	6	1	4	3	2	1	4	16	
	6%	1%	8%	2%	5%	6%	7%	5%	5%	4%	5%	5%	9%	4%	6%	6%	2%	9%	7%	10%	6%	2%	7%	
3	34	12	9	7	19	7	13	16	17	21	20	41	3	23	26	10	8	2	3	2	1	21	25	
	12%	11%	11%	9%	15%	9%	17%	12%	10%	12%	11%	12%	8%	13%	15%	11%	16%	3%	8%	12%	8%	12%	12%	
2	40	11	13	10	15	8	11	18	21	25	21	46	4	27	21	15	4	6	4	3	2	22	30	
	14%	11%	15%	13%	12%	11%	15%	14%	12%	15%	12%	13%	10%	15%	12%	15%	8%	13%	11%	15%	14%	13%	14%	
1	80	28	26	17	34	21	23	33	44	54	41	95	10	40	42	31	12	14	10	1	5	59	47	
	27%	26%	31%	22%	27%	27%	30%	25%	26%	31%	23%	27%	26%	23%	24%	31%	24%	30%	28%	3%	34%	34%	22%	
DON'T KNOW/REFUSED	6	1	2	2	2	1	2	-	4	3	2	5	2	1	3	2	-	2	2	1	-	5	-	
	2%	1%	3%	3%	1%	1%	3%	-	2%	2%	1%	2%	4%	1%	2%	2%	-	3%	4%	5%	-	3%	-	
MEAN	3.6	3.5	3.8	3.3	3.9	3.5	3.9	3.2	3.6	3.7	3.3	3.9	3.6	3.6	3.7	3.6	3.4	3.8	3.5	3.7	4.8	3.5	3.3	3.7

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.

Lack of automation

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING SUCCESSION +DIFF PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%
10	7	4	2	3	2	-	1	1	1	5	2	5	1	1	4	2	4	3	4	4	2	-	1	4
--	2%	2%	1%	3%	3%	-	2%	5%	2%	2%	1%	2%	1%	2%	2%	1%	2%	2%	2%	7%	2%	-	1%	2%
8-10	20	10	5	4	4	1	3	5	3	12	7	13	5	2	11	11	8	11	9	6	2	2	5	11
----	5%	6%	4%	5%	7%	2%	7%	18%	8%	6%	4%	7%	3%	3%	6%	5%	4%	6%	4%	11%	2%	4%	5%	5%
5-7	149	80	43	33	26	18	13	14	12	87	56	75	57	15	85	74	68	73	74	22	37	20	32	77
---	37%	45%	29%	37%	44%	32%	29%	48%	38%	42%	30%	39%	39%	28%	44%	37%	37%	38%	37%	40%	37%	38%	32%	35%
1-4	224	87	96	52	30	37	30	10	16	106	116	102	79	36	98	114	102	107	115	26	60	29	57	125
---	56%	49%	65%	59%	49%	64%	64%	34%	51%	52%	62%	53%	55%	67%	50%	57%	56%	56%	57%	48%	60%	58%	57%	57%
9	3	1	1	-	1	-	-	-	1	2	1	2	1	-	2	2	1	2	1	-	-	1	2	2
	1%	1%	1%	-	2%	-	-	-	3%	1%	1%	1%	1%	-	1%	1%	1%	1%	1%	-	-	2%	2%	1%
8	9	5	3	1	2	1	3	4	1	6	4	6	3	1	6	7	3	6	4	2	-	1	2	6
	2%	3%	2%	1%	3%	2%	5%	13%	3%	3%	2%	3%	2%	2%	3%	3%	2%	3%	2%	4%	-	2%	2%	3%
7	20	8	6	1	7	2	4	3	3	13	7	7	11	2	13	11	8	8	12	2	6	2	1	11
	5%	5%	4%	1%	11%	3%	8%	10%	9%	6%	4%	4%	8%	3%	7%	6%	4%	4%	6%	4%	6%	4%	1%	5%
6	22	13	7	4	3	3	2	5	1	17	4	13	8	1	17	13	6	17	5	4	5	1	5	14
	6%	7%	5%	4%	5%	5%	4%	16%	2%	8%	2%	6%	6%	1%	9%	7%	3%	9%	2%	7%	5%	2%	5%	7%
5	107	58	30	28	17	14	8	7	9	58	45	55	37	13	55	49	53	48	57	16	25	17	26	52
	27%	33%	20%	31%	28%	24%	17%	22%	27%	28%	24%	29%	26%	24%	28%	25%	29%	25%	28%	29%	25%	33%	26%	24%
4	20	8	8	3	3	6	4	2	1	13	7	9	10	1	13	11	8	9	11	1	8	2	8	12
	5%	4%	6%	3%	5%	10%	8%	7%	4%	6%	4%	5%	7%	2%	7%	6%	4%	4%	6%	3%	8%	4%	8%	6%
3	46	16	17	9	5	11	10	4	3	20	26	24	14	8	15	20	24	28	18	5	8	6	8	28
	11%	9%	11%	10%	9%	18%	21%	13%	10%	10%	14%	12%	10%	14%	8%	10%	13%	14%	9%	9%	8%	12%	8%	13%
2	51	25	21	12	12	7	2	2	4	32	19	24	25	3	32	29	20	27	24	6	14	8	11	32
	13%	14%	14%	13%	21%	13%	4%	7%	12%	15%	10%	12%	17%	5%	16%	14%	11%	14%	12%	12%	14%	15%	11%	15%
1	107	39	50	29	9	14	14	2	8	42	64	45	31	24	37	54	50	44	62	13	30	14	31	52
	27%	22%	34%	33%	15%	23%	30%	8%	25%	20%	34%	24%	22%	45%	19%	27%	27%	23%	31%	24%	30%	27%	31%	24%
DON'T KNOW/REFUSED	7	-	4	-	-	2	-	-	1	-	7	3	3	1	-	2	4	2	5	1	2	-	5	5
	2%	-	3%	-	-	3%	-	-	3%	-	4%	2%	2%	2%	-	1%	2%	1%	2%	1%	2%	-	5%	2%
MEAN	3.6	3.9	3.2	3.3	4.1	3.3	3.6	5.1	3.9	3.9	3.2	3.8	3.7	2.9	4.0	3.6	3.5	3.7	3.5	4.1	3.4	3.4	3.4	3.6

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.

Lack of automation

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	7 2%	6 2%	6 2%	5 2%	6 2%	3 2%	3 1%	3 2%	1 1%	1 2%	5 1%	2 2%	4 2%	6 2%	1 2%	1 2%	4 1%
8-10	20 5%	16 6%	13 5%	14 5%	12 5%	11 6%	11 6%	12 7%	8 5%	5 7%	14 4%	6 4%	12 6%	18 5%	2 4%	4 7%	13 4%
5-7	149 37%	102 36%	93 38%	91 37%	84 37%	76 41%	67 39%	60 35%	65 43%	25 35%	123 38%	43 31%	84 39%	127 36%	18 43%	27 40%	106 36%
1-4	224 56%	162 57%	136 55%	136 55%	126 56%	98 53%	90 52%	99 58%	80 52%	41 58%	179 55%	86 62%	115 54%	201 57%	21 52%	36 53%	169 57%
9	3 1%	2 1%	1 -	1 -	2 1%	1 -	2 1%	1 1%	1 1%	- -	3 1%	1 1%	2 1%	3 1%	- -	1 1%	2 1%
8	9 2%	9 3%	7 3%	8 3%	5 2%	7 4%	6 3%	8 5%	6 4%	4 5%	6 2%	3 2%	6 3%	9 2%	1 2%	2 3%	6 2%
7	20 5%	14 5%	14 6%	13 5%	10 4%	8 4%	8 5%	6 4%	6 4%	6 8%	14 4%	6 4%	13 6%	19 5%	1 2%	3 4%	15 5%
6	22 6%	16 6%	16 6%	16 7%	15 7%	13 7%	12 7%	11 6%	10 6%	4 6%	18 6%	6 4%	12 5%	17 5%	4 9%	8 12%	11 4%
5	107 27%	72 25%	64 26%	62 25%	60 26%	55 29%	48 28%	43 25%	50 32%	15 21%	91 28%	31 23%	59 28%	90 26%	13 32%	16 24%	80 27%
4	20 5%	16 5%	13 5%	14 6%	12 6%	11 6%	9 5%	12 7%	8 5%	6 9%	14 4%	5 4%	13 6%	18 5%	2 5%	2 3%	16 5%
3	46 11%	36 13%	29 12%	30 12%	31 14%	23 12%	23 13%	20 12%	18 12%	10 14%	36 11%	14 10%	28 13%	42 12%	4 11%	10 15%	32 11%
2	51 13%	38 13%	28 11%	32 13%	27 12%	22 12%	23 14%	26 15%	20 13%	7 10%	43 13%	17 13%	28 13%	45 13%	5 12%	12 17%	36 12%
1	107 27%	72 25%	67 27%	60 24%	56 25%	43 23%	35 20%	41 24%	35 22%	18 25%	86 27%	49 36%	47 22%	96 27%	10 25%	12 18%	86 29%
DON'T KNOW/REFUSED	7 2%	6 2%	5 2%	6 3%	3 1%	2 1%	4 3%	- -	- -	- -	7 2%	3 3%	2 1%	5 2%	- -	- -	7 2%
MEAN	3.6	3.6	3.7	3.7	3.7	3.8	3.8	3.7	3.8	3.8	3.5	3.2	3.8	3.6	3.7	3.9	3.5

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.

Incoming and outgoing 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	\$1-5 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%	
10	87	30	24	15	7	12	54	33	29	30	14	40	39	6	7	9	9	13	16	70	45	14	2	13
---	22%	22%	27%	31%	15%	15%	24%	19%	21%	26%	16%	20%	33%	9%	15%	19%	16%	29%	23%	22%	25%	21%	29%	15%
8-10	194	61	52	23	18	40	113	80	73	54	37	99	65	25	22	20	24	24	39	152	98	29	6	35
----	48%	44%	60%	48%	41%	48%	50%	46%	52%	47%	42%	49%	54%	40%	46%	45%	44%	52%	55%	47%	53%	45%	68%	40%
5-7	138	51	23	16	18	29	74	64	45	41	37	67	42	26	15	17	19	14	20	115	55	28	2	36
---	35%	37%	26%	34%	42%	36%	33%	37%	32%	35%	42%	33%	35%	41%	32%	38%	34%	31%	28%	36%	30%	42%	20%	41%
1-4	65	24	12	9	7	13	36	29	22	21	14	37	12	12	11	7	12	8	10	54	29	7	1	17
---	16%	17%	14%	18%	17%	16%	16%	17%	16%	18%	16%	18%	10%	20%	22%	15%	22%	17%	15%	17%	16%	10%	12%	20%
9	35	9	10	3	5	9	19	17	16	8	5	24	5	5	2	-	7	5	8	27	17	7	1	5
	9%	6%	11%	5%	12%	11%	8%	10%	11%	7%	5%	12%	4%	9%	5%	-	12%	10%	12%	8%	9%	10%	10%	5%
8	71	22	18	6	6	19	40	31	28	16	18	35	21	14	12	12	9	6	14	55	36	9	2	17
	18%	16%	21%	12%	14%	23%	18%	18%	20%	14%	20%	17%	17%	22%	25%	26%	16%	13%	21%	17%	20%	13%	29%	20%
7	59	23	9	10	10	8	32	28	18	18	19	24	25	10	8	6	5	6	11	49	23	12	-	18
	15%	16%	10%	21%	23%	10%	14%	16%	13%	15%	21%	12%	21%	16%	16%	13%	10%	14%	15%	15%	13%	18%	-	20%
6	29	11	4	1	3	9	16	14	10	6	10	14	7	9	4	7	4	1	2	28	13	4	-	7
	7%	8%	5%	3%	7%	11%	7%	8%	7%	5%	11%	7%	5%	14%	8%	15%	8%	2%	3%	9%	7%	6%	-	8%
5	49	17	10	5	5	12	26	23	16	17	9	28	11	6	4	4	9	7	7	38	19	12	2	11
	12%	12%	11%	11%	12%	15%	12%	13%	12%	14%	10%	14%	9%	10%	8%	9%	17%	14%	11%	12%	10%	19%	20%	12%
4	19	5	2	3	4	4	7	12	5	5	8	6	6	5	6	2	6	-	1	18	4	2	-	5
	5%	4%	2%	7%	10%	5%	3%	7%	4%	4%	9%	3%	5%	9%	12%	5%	12%	-	1%	5%	2%	3%	-	6%
3	20	7	2	3	1	8	9	11	7	7	5	12	3	4	3	2	4	2	3	17	13	1	1	3
	5%	5%	2%	6%	2%	9%	4%	7%	5%	6%	5%	6%	3%	7%	6%	4%	7%	4%	4%	5%	7%	2%	12%	4%
2	8	3	3	-	1	1	6	2	1	4	1	5	1	1	1	2	2	1	3	5	3	1	-	2
	2%	2%	3%	-	2%	1%	3%	1%	1%	4%	1%	2%	1%	1%	2%	4%	4%	2%	4%	2%	2%	2%	-	2%
1	18	9	6	3	1	-	14	4	9	5	1	14	1	2	1	1	-	5	4	14	9	3	-	7
	5%	6%	6%	5%	2%	-	6%	2%	7%	4%	1%	7%	1%	3%	2%	2%	-	10%	5%	4%	5%	4%	-	8%
DON'T KNOW/REFUSED	3	3	-	-	-	-	3	-	1	1	-	1	1	-	-	1	-	-	1	1	1	2	-	-
	1%	2%	-	-	-	-	1%	-	1%	1%	-	1%	1%	-	-	3%	-	-	1%	-	1%	3%	-	-
MEAN	7.0	6.8	7.3	7.1	6.9	6.9	7.0	6.9	7.0	6.9	6.9	6.8	7.6	6.6	6.7	6.9	6.7	7.0	7.2	6.9	7.1	7.1	7.5	6.5

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.

Incoming and outgoing supply chain issues

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
10	87	30	40	70	16	7	23	56	9	64	14	27	22	35	22	28	35	29	14	40	14	79	1	5
--	22%	15%	29%	21%	28%	9%	16%	33%	15%	35%	10%	17%	26%	23%	18%	28%	21%	23%	21%	20%	21%	25%	4%	12%
8-10	194	77	79	157	35	26	56	111	22	112	58	63	47	79	52	66	72	59	31	99	31	164	7	18
----	48%	38%	58%	46%	61%	34%	40%	65%	35%	61%	39%	41%	56%	53%	42%	66%	43%	49%	44%	49%	48%	51%	35%	42%
5-7	138	79	42	121	15	30	60	41	21	54	62	61	28	47	44	27	65	46	26	66	22	109	11	15
---	35%	39%	31%	36%	27%	38%	43%	24%	32%	30%	42%	39%	33%	31%	35%	27%	39%	38%	37%	33%	34%	34%	51%	35%
1-4	65	43	15	57	7	20	24	17	20	17	27	30	10	23	27	6	32	14	13	38	11	49	3	10
---	16%	21%	11%	17%	12%	25%	17%	10%	31%	9%	18%	19%	11%	15%	21%	6%	19%	12%	18%	19%	18%	15%	13%	23%
9	35	14	12	26	9	7	8	21	4	18	13	7	12	16	5	16	12	11	7	17	5	29	-	5
	9%	7%	9%	8%	16%	9%	5%	12%	6%	10%	9%	4%	15%	11%	4%	16%	7%	9%	11%	8%	8%	9%	-	13%
8	71	34	27	61	9	12	25	34	9	30	30	30	13	28	24	22	24	20	9	42	12	55	6	7
	18%	17%	20%	18%	16%	15%	18%	20%	15%	17%	20%	19%	15%	18%	19%	22%	15%	16%	13%	21%	19%	17%	31%	17%
7	59	33	20	53	6	14	26	17	9	23	27	27	12	20	16	14	28	16	18	26	7	49	7	4
	15%	16%	15%	16%	10%	19%	18%	10%	14%	12%	18%	18%	14%	13%	13%	14%	16%	13%	26%	13%	11%	15%	32%	9%
6	29	21	5	26	3	5	13	8	8	9	13	14	4	11	13	4	12	12	2	15	5	21	3	6
	7%	10%	4%	8%	5%	7%	9%	5%	12%	5%	8%	9%	5%	7%	10%	4%	7%	10%	3%	7%	7%	6%	14%	14%
5	49	26	16	42	7	10	22	16	4	22	22	20	12	17	15	9	26	18	6	25	10	39	1	6
	12%	13%	12%	12%	12%	13%	15%	9%	7%	12%	15%	13%	14%	11%	12%	9%	15%	15%	9%	12%	15%	12%	4%	13%
4	19	15	4	19	-	8	6	5	6	5	7	11	2	6	9	3	7	4	5	10	3	13	2	4
	5%	7%	3%	6%	-	10%	4%	3%	10%	3%	5%	7%	2%	4%	7%	3%	4%	4%	7%	5%	4%	4%	9%	8%
3	20	12	4	15	5	5	10	5	6	5	9	8	4	8	8	2	10	5	3	13	3	15	-	4
	5%	6%	3%	4%	9%	6%	7%	3%	10%	3%	6%	5%	5%	5%	7%	2%	6%	4%	4%	6%	5%	5%	-	10%
2	8	4	2	6	1	2	4	1	2	3	2	4	2	2	3	1	4	1	1	6	1	6	1	-
	2%	2%	2%	2%	2%	3%	3%	1%	3%	2%	1%	3%	2%	1%	2%	1%	2%	1%	1%	3%	1%	2%	5%	-
1	18	12	5	17	1	5	5	6	6	4	9	6	2	7	6	-	11	4	4	10	5	15	-	2
	5%	6%	3%	5%	2%	7%	3%	4%	9%	2%	6%	4%	2%	5%	5%	-	6%	3%	6%	5%	7%	5%	-	4%
DON'T KNOW/REFUSED	3	2	1	3	-	2	-	1	1	-	2	2	-	1	2	1	-	2	-	-	-	2	-	-
	1%	1%	1%	1%	-	3%	-	1%	1%	-	1%	1%	-	1%	2%	1%	-	2%	-	-	-	1%	-	-
MEAN	7.0	6.5	7.5	6.9	7.5	6.2	6.6	7.8	6.1	7.7	6.5	6.7	7.4	7.1	6.6	8.0	6.7	7.2	7.0	6.8	6.8	7.1	6.7	6.5



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.

Incoming and outgoing supply chain issues

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL- ACTION	INCR WAGES	HLTH COSTS	UNEAV BIZ CLIM	CAPTL TO INV- EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%	
10	87	53	34	13	19	34	15	11	20	49	24	48	72	13	35	52	24	9	7	9	5	3	29	58
---	22%	18%	32%	15%	25%	26%	19%	14%	15%	29%	14%	27%	20%	34%	20%	30%	24%	18%	15%	25%	26%	20%	17%	27%
8-10	194	129	65	30	42	71	36	26	59	98	65	100	165	26	78	101	55	25	22	22	8	8	67	123
----	48%	44%	61%	35%	55%	55%	47%	34%	44%	57%	38%	55%	47%	66%	44%	57%	55%	49%	46%	59%	45%	59%	39%	58%
5-7	138	105	33	34	24	46	23	25	55	56	69	57	126	11	70	55	32	20	13	11	7	3	65	65
---	35%	36%	31%	40%	31%	35%	29%	33%	40%	33%	40%	31%	36%	27%	39%	31%	32%	39%	28%	29%	36%	19%	38%	30%
1-4	65	56	9	22	10	13	17	24	21	16	37	24	61	2	30	20	11	6	11	4	2	3	38	24
---	16%	19%	9%	25%	13%	10%	22%	31%	16%	10%	22%	13%	17%	5%	17%	11%	11%	12%	23%	12%	8%	22%	22%	11%
9	35	26	10	5	4	15	9	4	14	15	10	19	29	7	15	19	15	3	2	3	1	2	11	22
	9%	9%	9%	6%	5%	12%	11%	5%	11%	9%	6%	10%	8%	17%	8%	11%	15%	5%	4%	9%	7%	13%	6%	10%
8	71	50	21	12	19	21	13	11	25	34	31	33	64	6	28	30	16	13	13	9	2	4	28	43
	18%	17%	19%	14%	25%	16%	17%	15%	18%	20%	18%	18%	18%	15%	16%	17%	17%	25%	27%	25%	11%	26%	16%	20%
7	59	47	12	16	10	20	9	11	20	29	25	27	52	6	28	20	17	12	5	4	3	-	23	32
	15%	16%	11%	19%	12%	16%	11%	14%	15%	17%	15%	15%	15%	14%	16%	12%	17%	23%	11%	12%	15%	-	14%	15%
6	29	19	10	8	8	6	5	6	11	12	16	13	29	1	19	12	4	4	1	3	1	3	15	13
	7%	7%	10%	9%	11%	5%	6%	7%	9%	7%	9%	7%	8%	2%	11%	7%	4%	8%	1%	9%	4%	19%	9%	6%
5	49	39	10	10	6	19	9	8	23	16	28	17	45	4	22	23	11	4	8	3	3	-	26	20
	12%	13%	10%	11%	8%	15%	12%	11%	17%	9%	17%	9%	13%	11%	12%	13%	12%	9%	16%	8%	17%	-	15%	9%
4	19	18	1	9	2	4	4	6	8	5	13	6	19	-	14	3	3	2	3	1	-	2	10	9
	5%	6%	1%	10%	2%	3%	6%	8%	6%	3%	7%	4%	5%	-	8%	2%	3%	4%	6%	3%	-	17%	6%	4%
3	20	15	5	8	2	4	5	6	9	5	8	11	19	1	9	9	3	3	3	2	-	1	11	7
	5%	5%	5%	9%	3%	3%	6%	7%	7%	3%	5%	6%	5%	3%	5%	5%	3%	6%	7%	6%	-	5%	6%	3%
2	8	8	-	-	4	1	3	4	-	3	4	2	6	-	2	2	2	-	2	-	-	-	5	3
	2%	3%	-	-	5%	1%	4%	5%	-	2%	2%	1%	2%	-	1%	1%	2%	-	5%	-	-	-	3%	1%
1	18	15	3	5	2	4	5	8	4	3	13	4	17	1	4	6	3	1	3	1	2	-	12	5
	5%	5%	3%	6%	3%	3%	7%	11%	3%	2%	7%	2%	5%	3%	3%	3%	3%	2%	6%	3%	8%	-	7%	2%
DON'T KNOW/REFUSED	3	3	-	-	1	-	1	2	-	1	1	1	2	1	1	-	1	-	1	-	2	-	2	1
	1%	1%	-	-	1%	-	1%	3%	-	1%	1%	1%	1%	3%	1%	-	1%	-	2%	-	11%	-	1%	1%
MEAN	7.0	6.7	7.7	6.4	7.2	7.4	6.6	5.9	6.8	7.6	6.3	7.4	6.9	8.0	6.9	7.4	7.4	7.1	6.4	7.5	7.2	7.2	6.4	7.5

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.

Incoming and outgoing supply chain issues

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INV/TMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
10	87	38	32	25	11	8	8	6	9	45	40	53	24	9	42	47	37	35	51	10	24	8	14	53	
---	22%	22%	21%	28%	18%	13%	17%	22%	29%	22%	21%	27%	16%	17%	22%	23%	20%	18%	25%	19%	24%	15%	14%	24%	
8-10	194	90	70	48	27	23	26	12	17	103	87	98	67	24	94	100	86	93	99	29	48	24	52	108	
----	48%	51%	47%	54%	45%	40%	56%	41%	54%	50%	47%	51%	47%	44%	49%	50%	47%	48%	49%	53%	48%	46%	52%	49%	
5-7	138	65	48	26	25	19	15	10	9	73	63	73	50	13	73	71	63	70	67	18	38	21	36	72	
---	35%	37%	32%	29%	42%	32%	33%	35%	29%	35%	34%	38%	35%	24%	37%	35%	35%	36%	33%	33%	38%	40%	36%	33%	
1-4	65	22	28	14	8	15	5	6	5	30	34	22	25	16	26	28	31	28	37	7	14	7	12	35	
---	16%	12%	19%	16%	13%	26%	11%	20%	14%	14%	18%	11%	17%	30%	13%	14%	17%	14%	18%	13%	14%	13%	12%	16%	
9	35	18	12	7	5	2	6	3	-	19	16	17	15	1	19	18	16	17	18	6	11	6	7	17	
	9%	10%	8%	8%	9%	4%	12%	11%	-	9%	8%	9%	10%	2%	10%	9%	9%	9%	9%	11%	11%	12%	7%	8%	
8	71	34	27	16	10	13	13	2	8	39	32	29	29	14	33	35	33	41	30	13	13	10	32	38	
	18%	19%	18%	18%	17%	23%	27%	8%	25%	19%	17%	15%	20%	25%	17%	17%	18%	21%	15%	24%	13%	19%	32%	17%	
7	59	27	20	9	13	9	10	4	4	32	26	31	24	4	32	33	27	32	28	6	21	9	13	30	
	15%	15%	13%	11%	22%	16%	22%	13%	12%	16%	14%	16%	17%	7%	17%	16%	15%	16%	14%	11%	21%	17%	13%	14%	
6	29	17	7	7	4	4	2	1	2	15	14	14	12	3	15	17	10	14	15	4	9	5	6	16	
	7%	9%	5%	8%	6%	6%	4%	2%	7%	7%	8%	7%	9%	5%	8%	9%	6%	7%	8%	8%	9%	10%	6%	7%	
5	49	21	21	10	8	6	3	6	3	25	23	28	14	7	25	21	26	24	24	8	8	7	17	26	
	12%	12%	14%	11%	14%	11%	7%	20%	10%	12%	12%	15%	9%	12%	13%	10%	15%	12%	12%	15%	8%	13%	17%	12%	
4	19	11	8	5	2	9	2	4	-	14	5	7	9	2	12	10	6	11	7	2	3	4	3	7	
	5%	6%	5%	6%	4%	16%	4%	12%	-	7%	3%	3%	6%	5%	6%	5%	3%	6%	4%	4%	3%	8%	3%	3%	
3	20	5	7	5	5	3	1	1	2	10	8	10	6	4	8	9	10	8	12	4	5	1	3	8	
	5%	3%	5%	5%	8%	6%	1%	5%	6%	5%	4%	5%	4%	7%	4%	5%	5%	4%	6%	8%	5%	2%	3%	4%	
2	8	2	3	3	1	1	1	-	-	2	6	1	3	4	2	2	5	1	7	-	5	1	3	6	
	2%	1%	2%	3%	2%	2%	2%	-	-	1%	3%	-	2%	8%	1%	1%	3%	1%	3%	-	5%	2%	3%	3%	
1	18	4	11	1	-	2	2	1	2	4	14	4	7	5	4	6	10	8	10	1	2	1	1	14	
	5%	2%	7%	1%	-	3%	4%	3%	8%	2%	8%	2%	5%	10%	2%	3%	6%	4%	5%	1%	2%	2%	1%	7%	
DON'T KNOW/REFUSED	3	1	2	1	-	1	-	1	1	1	2	-	2	1	1	2	1	3	-	-	-	-	-	3	
	1%	1%	1%	1%	-	2%	-	4%	3%	1%	1%	-	1%	2%	1%	1%	1%	2%	-	-	-	-	-	1%	
MEAN	7.0	7.2	6.8	7.3	7.1	6.4	7.3	6.8	7.1	7.2	6.8	7.3	6.9	6.1	7.2	7.2	6.8	7.0	6.9	7.1	7.2	7.0	7.0	7.0	

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.

Incoming and outgoing supply chain issues

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
10	87 22%	61 21%	56 23%	51 21%	50 22%	36 20%	37 22%	34 20%	38 24%	23 32%	65 20%	34 24%	47 22%	81 23%	7 17%	11 16%	69 23%
8-10	194 48%	140 49%	115 46%	115 46%	112 50%	85 46%	80 47%	81 48%	75 49%	44 63%	148 46%	60 43%	109 51%	169 48%	22 55%	25 37%	151 51%
5-7	138 35%	106 37%	94 38%	92 37%	81 36%	66 35%	67 39%	63 37%	59 38%	18 25%	120 37%	45 32%	74 35%	119 34%	15 36%	28 41%	95 32%
1-4	65 16%	38 13%	38 15%	38 15%	32 14%	35 19%	25 15%	26 15%	20 13%	6 9%	54 17%	33 24%	27 13%	60 17%	4 9%	13 20%	46 16%
9	35 9%	27 9%	18 7%	22 9%	18 8%	19 10%	13 7%	15 9%	13 8%	5 8%	30 9%	11 8%	20 9%	31 9%	3 7%	5 7%	28 10%
8	71 18%	53 18%	41 17%	41 17%	45 20%	30 16%	30 18%	33 19%	25 16%	16 23%	53 16%	15 11%	43 20%	58 16%	13 31%	10 14%	55 19%
7	59 15%	48 17%	38 15%	38 16%	37 16%	33 18%	25 15%	25 15%	25 16%	4 6%	55 17%	14 10%	38 18%	52 15%	7 17%	8 12%	47 16%
6	29 7%	23 8%	20 8%	21 9%	19 9%	11 6%	13 8%	13 8%	13 8%	5 8%	24 7%	13 10%	11 5%	24 7%	4 10%	5 8%	20 7%
5	49 12%	35 12%	37 15%	33 13%	26 11%	22 12%	28 16%	25 15%	21 14%	8 12%	41 13%	17 13%	25 12%	43 12%	4 9%	15 22%	27 9%
4	19 5%	12 4%	12 5%	12 5%	10 5%	9 5%	8 5%	7 4%	5 3%	3 4%	12 4%	10 7%	7 3%	17 5%	2 5%	6 9%	11 4%
3	20 5%	14 5%	11 4%	11 4%	9 4%	13 7%	8 5%	7 4%	8 5%	- -	20 6%	7 5%	12 6%	19 5%	- -	4 6%	15 5%
2	8 2%	5 2%	5 2%	5 2%	4 2%	4 2%	5 3%	5 3%	3 2%	3 4%	5 2%	4 3%	3 1%	7 2%	1 2%	1 1%	7 2%
1	18 5%	8 3%	10 4%	10 4%	8 4%	9 5%	4 2%	7 4%	4 3%	- -	17 5%	12 9%	5 3%	17 5%	1 2%	2 3%	13 4%
DON'T KNOW/REFUSED	3 1%	1 -	1 -	2 1%	- -	1 -	- -	1 1%	- -	2 3%	1 -	1 1%	2 1%	3 1%	- -	1 1%	2 1%
MEAN	7.0	7.1	6.9	6.9	7.1	6.8	7.0	6.9	7.1	7.7	6.9	6.6	7.2	7.0	7.3	6.5	7.1

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	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	227 57%	173 43%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	124 31%	42 30%	28 32%	16 33%	17 39%	21 26%	70 31%	54 31%	32 23%	36 31%	41 46%	51 25%	38 32%	30 47%	17 36%	19 43%	24 44%	10 23%	14 20%	105 33%	52 28%	27 41%	- -	30 34%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106 27%	34 25%	24 27%	8 17%	10 24%	30 36%	58 26%	48 28%	47 33%	28 24%	18 20%	61 30%	32 26%	11 18%	16 34%	9 19%	13 23%	14 30%	20 28%	86 27%	42 23%	15 22%	5 56%	27 31%
INFLATION	64 16%	27 19%	14 16%	11 23%	2 5%	10 13%	40 18%	24 14%	29 21%	18 15%	12 13%	38 18%	13 11%	12 19%	6 13%	7 14%	7 13%	9 20%	11 16%	53 16%	32 18%	12 19%	1 10%	14 16%
COST OF HEALTH CARE INSURANCE	25 6%	7 5%	7 8%	2 4%	2 5%	8 9%	14 6%	12 7%	15 11%	8 7%	1 2%	19 9%	4 3%	2 4%	2 3%	4 9%	1 2%	4 8%	3 5%	21 7%	16 8%	4 6%	- -	2 2%
INCREASING COSTS OF WAGES	22 6%	8 6%	4 5%	4 7%	3 7%	4 5%	12 5%	10 6%	1 1%	11 9%	7 8%	3 2%	13 11%	6 9%	3 6%	3 6%	3 5%	1 2%	5 7%	17 5%	9 5%	- -	1 11%	8 9%
UNFAVORABLE BUSINESS CLIMATE	16 4%	6 4%	2 2%	3 5%	1 3%	5 6%	8 4%	8 5%	4 3%	6 5%	4 4%	5 3%	10 8%	1 1%	1 2%	2 4%	3 5%	4 10%	5 7%	12 4%	7 4%	3 4%	2 22%	3 3%
COST OR AVAILABILITY OF CAPITAL TO INVEST	10 2%	5 4%	3 3%	- -	1 2%	1 1%	8 4%	2 1%	5 3%	2 2%	1 1%	6 3%	3 3%	- -	- -	2 5%	- -	2 4%	4 6%	5 2%	6 3%	3 4%	- -	- -
RISING INTEREST RATES	6 2%	2 2%	1 1%	1 1%	1 2%	2 2%	3 1%	3 2%	1 -	4 4%	1 1%	5 3%	1 1%	- -	- -	- -	3 5%	- -	3 4%	4 1%	4 2%	- -	- -	1 1%
APPLYING AUTOMATION	3 1%	1 1%	2 2%	- -	1 2%	- -	3 1%	1 1%	- -	1 1%	2 2%	1 -	- -	2 3%	1 2%	- -	- -	- -	- -	3 1%	1 1%	- -	- -	2 2%
OTHER	17 4%	5 4%	3 3%	2 4%	4 10%	3 3%	8 4%	9 5%	7 5%	3 3%	2 3%	11 6%	6 5%	- -	2 4%	- -	2 3%	1 2%	3 5%	14 4%	10 5%	2 3%	- -	2 2%
DON'T KNOW/NOT SURE	5 1%	2 1%	1 1%	2 4%	- -	- -	3 1%	2 1%	1 1%	- -	- -	3 1%	- -	- -	- -	- -	- -	1 2%	2 3%	3 1%	5 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 2022			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																	50	51-100	101+
BASE-TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	124	67	46	114	10	35	52	33	17	57	51	63	13	43	46	19	55	48	13	61	24	89	13	17
	31%	33%	34%	34%	17%	46%	37%	19%	26%	31%	34%	40%	16%	29%	38%	19%	33%	40%	18%	30%	37%	28%	60%	40%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106	56	38	94	12	12	41	48	16	44	43	32	23	52	27	28	52	27	16	63	22	93	2	10
	27%	28%	28%	28%	21%	16%	29%	28%	24%	24%	29%	20%	27%	34%	22%	28%	31%	22%	23%	31%	35%	29%	7%	23%
INFLATION	64	25	20	45	19	9	17	38	12	34	18	20	24	20	14	25	24	19	16	29	6	51	4	8
	16%	13%	15%	13%	33%	11%	12%	22%	18%	19%	12%	13%	28%	13%	12%	25%	14%	15%	23%	14%	9%	16%	21%	18%
COST OF HEALTH CARE INSURANCE	25	10	8	18	8	3	13	9	3	8	14	9	6	9	8	6	11	7	1	17	5	23	-	2
	6%	5%	6%	5%	13%	4%	9%	5%	5%	4%	10%	6%	7%	6%	7%	6%	6%	6%	1%	8%	8%	7%	-	5%
INCREASING COSTS OF WAGES	22	17	5	22	1	7	5	11	6	8	8	15	3	5	13	2	8	5	6	10	2	17	2	4
	6%	8%	4%	6%	1%	9%	4%	6%	10%	4%	6%	9%	4%	3%	10%	2%	5%	4%	9%	5%	4%	5%	9%	9%
UNFAVORABLE BUSINESS CLIMATE	16	6	7	13	3	-	4	12	-	15	2	2	8	6	1	6	8	3	5	9	2	15	1	-
	4%	3%	5%	4%	4%	-	3%	7%	-	8%	1%	1%	9%	4%	1%	6%	5%	2%	7%	4%	3%	5%	3%	-
COST OR AVAILABILITY OF CAPITAL TO INVEST	10	4	5	9	1	2	2	5	2	2	6	3	1	6	3	3	4	6	-	4	2	9	-	-
	2%	2%	4%	3%	1%	3%	1%	3%	3%	1%	4%	2%	1%	4%	2%	3%	2%	5%	-	2%	3%	3%	-	-
RISING INTEREST RATES	6	4	3	6	-	3	-	4	3	3	-	1	-	4	2	2	1	1	2	3	-	6	-	-
	2%	2%	2%	2%	-	3%	-	2%	4%	2%	-	1%	-	3%	2%	2%	1%	1%	2%	2%	-	2%	-	-
APPLYING AUTOMATION	3	3	1	3	-	1	-	3	-	3	-	2	-	2	1	1	1	1	2	1	-	1	-	2
	1%	1%	1%	1%	-	1%	-	2%	-	2%	-	1%	-	1%	1%	1%	1%	1%	3%	-	-	-	-	4%
OTHER	17	7	4	11	4	5	3	8	3	8	6	7	6	4	5	6	5	3	7	7	1	17	-	-
	4%	3%	3%	3%	7%	7%	2%	5%	5%	4%	4%	5%	7%	3%	4%	6%	3%	3%	11%	3%	2%	5%	-	-
DON'T KNOW/NOT SURE	5	3	-	3	1	1	3	-	3	1	1	2	1	-	4	1	-	1	2	2	-	3	-	-
	1%	1%	-	1%	2%	1%	2%	-	5%	1%	1%	1%	1%	-	3%	1%	-	1%	3%	1%	-	1%	-	-

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				2023 PROJECTION				RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	124 31%	90 31%	34 32%	34 40%	19 24%	40 31%	25 32%	24 32%	49 37%	48 28%	63 37%	50 28%	113 32%	7 17%	124 70%	27 15%	15 15%	11 22%	11 22%	4 11%	5 25%	1 7%	39 23%	84 39%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106 27%	67 23%	39 37%	27 31%	19 25%	34 26%	18 23%	21 28%	33 24%	44 26%	40 23%	57 31%	96 27%	9 23%	30 17%	106 60%	13 13%	8 16%	5 10%	5 15%	2 13%	1 6%	48 28%	54 25%
INFLATION	64 16%	52 18%	12 11%	9 11%	13 17%	22 17%	18 23%	6 8%	23 17%	33 20%	28 17%	26 14%	55 15%	9 23%	11 6%	17 10%	64 65%	4 9%	2 4%	6 16%	1 3%	3 24%	31 18%	28 13%
COST OF HEALTH CARE INSURANCE	25 6%	21 7%	5 4%	5 6%	3 3%	10 7%	5 6%	7 10%	11 8%	6 4%	3 2%	17 9%	20 6%	5 12%	2 1%	10 5%	2 2%	5 9%	25 54%	1 3%	-	-	17 10%	8 4%
INCREASING COSTS OF WAGES	22 6%	17 6%	5 5%	5 6%	8 10%	8 6%	-	8 10%	7 5%	8 5%	12 7%	9 5%	21 6%	2 4%	7 4%	8 4%	1 1%	22 44%	1 2%	2 6%	-	-	9 5%	11 5%
UNFAVORABLE BUSINESS CLIMATE	16 4%	13 5%	3 3%	2 2%	7 9%	4 3%	2 2%	2 3%	3 2%	11 7%	5 3%	10 6%	15 4%	1 3%	2 1%	6 3%	2 2%	-	-	16 45%	-	1 6%	8 5%	7 3%
COST OR AVAILABILITY OF CAPITAL TO INVEST	10 2%	10 3%	-	1 1%	2 3%	4 3%	2 2%	1 1%	5 4%	4 2%	4 2%	3 2%	7 2%	3 7%	-	-	1 1%	-	1 2%	1 3%	10 53%	2 12%	7 4%	2 1%
RISING INTEREST RATES	6 2%	4 1%	2 2%	2 2%	3 3%	-	2 3%	1 1%	1 1%	4 3%	3 2%	2 1%	5 1%	2 4%	1 1%	-	1 1%	-	2 5%	-	1 6%	6 44%	3 2%	3 1%
APPLYING AUTOMATION	3 1%	3 1%	1 1%	-	2 2%	-	1 1%	-	1 1%	3 1%	3 1%	1 1%	3 1%	-	1 1%	-	-	-	-	1 2%	-	-	2 1%	2 1%
OTHER	17 4%	13 4%	4 4%	1 1%	3 4%	7 6%	3 3%	5 6%	3 2%	8 5%	8 4%	6 3%	14 4%	3 8%	-	2 1%	-	-	-	-	-	-	6 4%	11 5%
DON'T KNOW/NOT SURE	5 1%	4 1%	1 1%	-	-	1 1%	4 5%	1 1%	-	1 1%	4 2%	-	4 1%	-	-	-	-	-	-	-	-	-	1 1%	4 2%

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			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD-UCTIV	DEV-ELOP MGRS	NEW PROD	STGY PLAN	AUTO-MTN	CAP-ITAL INVTMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH-LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	124	87	29	32	23	16	14	11	8	98	23	84	35	4	94	63	52	65	57	17	29	20	24	70	
	31%	49%	19%	36%	39%	27%	31%	38%	25%	48%	12%	43%	24%	7%	48%	31%	29%	33%	28%	31%	29%	38%	24%	32%	
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106	41	37	26	17	20	14	5	7	44	61	41	49	16	44	46	59	39	67	12	27	15	28	55	
	27%	23%	25%	29%	29%	35%	30%	17%	22%	21%	33%	21%	34%	29%	23%	23%	32%	20%	33%	23%	27%	29%	28%	25%	
INFLATION	64	16	35	9	7	11	8	6	5	24	40	30	20	12	23	35	27	33	31	9	19	2	23	39	
	16%	9%	24%	10%	11%	19%	17%	20%	16%	12%	21%	15%	14%	23%	12%	18%	15%	17%	15%	17%	19%	4%	23%	18%	
COST OF HEALTH CARE INSURANCE	25	10	14	6	3	1	1	1	-	7	18	7	8	10	5	7	17	10	15	4	5	2	9	13	
	6%	6%	9%	7%	6%	2%	1%	4%	-	4%	10%	4%	6%	19%	3%	4%	9%	5%	8%	7%	5%	4%	9%	6%	
INCREASING COSTS OF WAGES	22	12	7	9	6	1	5	-	1	14	9	11	7	4	12	11	10	16	5	3	5	3	10	11	
	6%	7%	5%	10%	9%	2%	10%	-	3%	7%	5%	6%	5%	8%	6%	5%	5%	8%	3%	5%	5%	6%	10%	5%	
UNFAVORABLE BUSINESS CLIMATE	16	4	7	2	3	2	2	2	3	7	8	10	7	-	7	9	7	6	9	6	8	2	1	7	
	4%	2%	4%	2%	5%	3%	4%	7%	9%	4%	4%	5%	5%	-	4%	4%	4%	3%	5%	11%	8%	4%	1%	3%	
COST OR AVAILABILITY OF CAPITAL TO INVEST	10	2	6	1	-	1	1	1	5	2	8	3	6	1	2	7	3	6	4	-	2	2	-	8	
	2%	1%	4%	1%	-	2%	2%	4%	15%	1%	4%	1%	4%	2%	1%	3%	2%	3%	2%	-	2%	4%	-	4%	
RISING INTEREST RATES	6	1	4	2	-	2	-	-	3	2	4	2	3	2	1	6	-	4	2	1	2	1	5	3	
	2%	1%	3%	2%	-	3%	-	-	10%	1%	2%	1%	2%	3%	-	3%	-	2%	1%	1%	2%	2%	5%	1%	
APPLYING AUTOMATION	3	2	-	1	1	-	1	1	-	3	1	1	2	1	3	2	1	3	1	1	-	1	-	2	
	1%	1%	-	1%	2%	-	2%	3%	-	1%	-	-	1%	2%	1%	1%	1%	1%	-	1%	-	2%	-	1%	
OTHER	17	2	8	3	-	3	1	2	-	3	13	6	7	2	2	12	5	8	9	2	3	4	-	7	
	4%	1%	5%	3%	-	5%	2%	6%	-	2%	7%	3%	5%	3%	1%	6%	3%	4%	4%	4%	3%	8%	-	3%	
DON'T KNOW/NOT SURE	5	-	3	-	-	2	-	-	-	1	4	-	1	2	1	3	2	3	2	-	2	-	-	3	
	1%	-	2%	-	-	3%	-	-	-	-	2%	-	1%	3%	-	1%	1%	1%	1%	-	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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	124 31%	90 32%	88 36%	85 34%	77 34%	63 34%	67 39%	55 32%	57 37%	27 38%	97 30%	38 28%	70 33%	108 31%	13 31%	34 50%	76 26%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	106 27%	76 27%	59 24%	53 22%	55 24%	46 25%	37 22%	37 22%	35 23%	17 25%	88 27%	39 28%	53 25%	92 26%	12 28%	10 14%	84 28%
INFLATION	64 16%	39 14%	32 13%	38 16%	28 12%	25 14%	22 13%	27 16%	20 13%	10 14%	53 16%	25 18%	35 17%	60 17%	3 9%	15 22%	46 16%
COST OF HEALTH CARE INSURANCE	25 6%	22 8%	19 8%	21 9%	18 8%	15 8%	15 8%	14 8%	12 8%	4 6%	21 6%	8 6%	13 6%	21 6%	3 7%	1 1%	23 8%
INCREASING COSTS OF WAGES	22 6%	16 6%	15 6%	14 6%	15 7%	11 6%	9 5%	10 6%	12 8%	3 4%	19 6%	8 6%	12 6%	20 6%	3 6%	3 4%	17 6%
UNFAVORABLE BUSINESS CLIMATE	16 4%	15 5%	13 5%	14 6%	11 5%	7 4%	7 4%	9 5%	6 4%	4 6%	12 4%	9 6%	6 3%	14 4%	2 5%	1 2%	14 5%
COST OR AVAILABILITY OF CAPITAL TO INVEST	10 2%	8 3%	6 2%	5 2%	3 1%	5 3%	4 2%	4 2%	4 2%	2 3%	8 2%	3 2%	7 3%	10 3%	- -	3 4%	7 2%
RISING INTEREST RATES	6 2%	5 2%	5 2%	6 2%	5 2%	3 2%	6 3%	5 3%	3 2%	1 1%	4 1%	2 1%	2 1%	3 1%	3 7%	- -	6 2%
APPLYING AUTOMATION	3 1%	3 1%	3 1%	3 1%	2 1%	1 -	3 1%	3 2%	3 2%	2 3%	2 1%	- -	3 2%	3 1%	- -	1 1%	1 -
OTHER	17 4%	11 4%	7 3%	7 3%	12 5%	9 5%	3 2%	5 3%	3 2%	1 2%	16 5%	6 4%	9 4%	14 4%	3 7%	1 2%	16 5%
DON'T KNOW/NOT SURE	5 1%	1 -	1 -	1 -	1 -	2 1%	1 1%	1 1%	1 1%	- -	5 1%	2 1%	3 1%	5 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 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	178	59	36	24	22	36	95	82	46	50	61	69	61	41	26	26	31	16	24	148	69	34	3	47
	44%	42%	42%	50%	51%	44%	42%	48%	33%	43%	69%	34%	51%	64%	55%	57%	57%	35%	34%	46%	38%	52%	34%	54%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	177	61	34	21	20	41	95	82	71	54	27	101	52	19	22	14	21	27	37	136	76	24	5	43
	44%	43%	39%	43%	46%	50%	42%	47%	50%	46%	31%	50%	44%	31%	47%	30%	37%	58%	53%	42%	41%	36%	56%	49%
INFLATION	99	36	18	15	8	22	55	44	38	28	20	52	25	18	7	10	15	11	14	83	47	19	1	22
	25%	26%	21%	31%	18%	27%	24%	26%	27%	24%	23%	26%	21%	29%	16%	22%	27%	24%	21%	26%	26%	29%	10%	25%
INCREASING COSTS OF WAGES	51	18	8	5	5	15	26	25	8	21	16	16	21	14	5	6	9	3	10	40	19	7	2	14
	13%	13%	9%	10%	12%	18%	11%	14%	6%	18%	18%	8%	17%	21%	10%	13%	16%	8%	15%	12%	10%	11%	21%	16%
COST OF HEALTH CARE INSURANCE	47	15	13	3	3	13	27	19	21	21	2	32	11	3	3	11	5	4	4	42	28	9	-	4
	12%	10%	15%	7%	7%	16%	12%	11%	15%	18%	3%	16%	9%	5%	7%	24%	10%	8%	6%	13%	16%	13%	-	4%
UNFAVORABLE BUSINESS CLIMATE	37	11	7	4	3	10	19	18	14	10	9	13	18	5	4	5	8	7	7	30	18	6	4	7
	9%	8%	8%	9%	8%	12%	8%	10%	10%	9%	10%	6%	15%	8%	8%	10%	14%	16%	10%	9%	10%	9%	49%	7%
COST OR AVAILABILITY OF CAPITAL TO INVEST	19	7	6	2	2	1	13	6	8	6	3	10	7	1	2	3	2	4	6	12	8	8	-	2
	5%	5%	7%	4%	5%	2%	6%	3%	6%	5%	3%	5%	6%	1%	3%	7%	3%	8%	8%	4%	4%	11%	-	2%
RISING INTEREST RATES	14	4	5	2	1	3	9	6	5	5	4	10	3	2	-	1	3	3	4	11	8	1	-	3
	4%	3%	5%	3%	2%	4%	4%	3%	4%	5%	4%	5%	3%	3%	-	2%	5%	6%	5%	3%	4%	1%	-	3%
APPLYING AUTOMATION	4	1	2	-	1	-	3	1	-	2	2	1	-	2	1	-	-	1	-	3	1	-	-	2
	1%	1%	3%	-	2%	-	1%	1%	-	2%	2%	-	-	4%	2%	-	-	2%	-	1%	1%	-	-	3%
OTHER	31	9	7	5	6	3	17	14	12	6	5	21	10	1	6	-	2	2	7	24	18	4	-	4
	8%	7%	9%	11%	15%	3%	7%	8%	8%	6%	6%	10%	8%	1%	13%	-	4%	5%	10%	8%	10%	6%	-	4%
DON'T KNOW/NOT SURE	5	2	1	2	-	-	3	2	1	-	-	3	-	-	-	-	-	1	2	3	5	-	-	-
	1%	1%	1%	4%	-	-	1%	1%	1%	-	-	1%	-	-	-	-	-	2%	3%	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 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	178	101	61	162	15	43	72	58	20	84	73	78	26	69	62	31	81	60	25	88	36	130	16	25
	44%	50%	45%	48%	25%	57%	51%	34%	32%	46%	49%	50%	30%	46%	50%	31%	48%	50%	37%	43%	56%	40%	77%	58%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	177	83	64	147	29	22	71	77	24	79	70	55	44	76	46	47	82	49	27	99	34	154	4	15
	44%	41%	47%	44%	50%	29%	51%	45%	38%	43%	47%	35%	52%	50%	37%	47%	48%	40%	39%	48%	53%	48%	20%	36%
INFLATION	99	44	30	75	25	16	28	54	16	53	28	35	31	31	25	35	37	35	19	44	9	77	7	11
	25%	22%	22%	22%	43%	21%	20%	32%	26%	29%	19%	23%	36%	21%	20%	35%	22%	29%	27%	22%	14%	24%	32%	27%
INCREASING COSTS OF WAGES	51	32	15	46	5	16	19	16	15	16	19	34	4	13	28	5	18	15	9	26	5	37	4	9
	13%	16%	11%	14%	8%	21%	14%	9%	24%	9%	13%	22%	5%	9%	23%	5%	11%	13%	13%	13%	8%	11%	21%	22%
COST OF HEALTH CARE INSURANCE	47	17	20	37	10	10	21	16	8	17	22	19	8	18	14	13	20	12	4	30	8	44	1	2
	12%	9%	14%	11%	17%	13%	15%	9%	13%	9%	15%	12%	9%	12%	11%	13%	12%	10%	6%	15%	12%	14%	4%	5%
UNFAVORABLE BUSINESS CLIMATE	37	11	17	28	8	2	6	28	-	31	6	8	15	13	4	17	15	8	11	17	4	30	1	4
	9%	6%	13%	8%	13%	3%	5%	16%	-	17%	4%	5%	18%	9%	3%	17%	9%	7%	16%	8%	6%	9%	7%	9%
COST OR AVAILABILITY OF CAPITAL TO INVEST	19	8	8	16	2	4	4	9	3	6	9	8	2	9	6	5	8	10	-	9	4	17	-	1
	5%	4%	6%	5%	4%	5%	3%	5%	4%	4%	6%	5%	2%	6%	5%	5%	5%	8%	-	4%	6%	5%	-	2%
RISING INTEREST RATES	14	7	5	13	2	3	4	8	6	5	2	3	3	8	4	5	4	2	4	8	1	13	-	2
	4%	4%	4%	4%	3%	3%	3%	5%	10%	3%	1%	2%	3%	5%	3%	5%	3%	2%	6%	4%	1%	4%	-	4%
APPLYING AUTOMATION	4	3	2	4	-	2	-	3	-	3	1	3	-	2	2	1	1	1	2	2	-	1	-	2
	1%	1%	1%	1%	-	2%	-	2%	-	2%	1%	2%	-	1%	1%	1%	1%	1%	3%	1%	-	-	-	6%
OTHER	31	14	10	24	6	7	7	15	4	17	10	9	10	12	6	12	12	9	9	13	4	30	1	-
	8%	7%	7%	7%	10%	9%	5%	9%	6%	9%	6%	6%	12%	8%	5%	12%	7%	8%	13%	6%	6%	9%	5%	-
DON'T KNOW/NOT SURE	5	3	-	3	1	1	3	-	3	1	1	2	1	-	4	1	-	1	2	2	-	3	-	-
	1%	1%	-	1%	2%	1%	2%	-	5%	1%	1%	1%	1%	-	3%	1%	-	1%	3%	1%	-	1%	-	-

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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	178 44%	124 42%	54 50%	48 57%	27 35%	57 44%	34 43%	30 40%	71 53%	70 41%	88 51%	74 41%	162 46%	12 29%	178 100%	57 32%	26 26%	18 36%	12 26%	6 16%	5 25%	2 14%	62 36%	113 53%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	177 44%	117 40%	59 56%	43 51%	37 48%	56 43%	26 34%	36 47%	57 42%	75 44%	62 36%	95 52%	157 44%	17 44%	57 32%	177 100%	31 31%	16 32%	14 31%	11 31%	2 13%	1 6%	77 45%	90 42%
INFLATION	99 25%	78 27%	21 20%	18 21%	20 26%	29 22%	26 34%	13 17%	33 24%	52 30%	44 25%	43 23%	86 24%	11 29%	26 14%	31 17%	99 100%	5 11%	4 10%	8 22%	2 8%	4 29%	45 26%	48 23%
INCREASING COSTS OF WAGES	51 13%	36 12%	15 14%	13 15%	12 15%	21 16%	4 5%	13 18%	22 16%	15 9%	24 14%	24 13%	48 13%	3 8%	18 10%	16 9%	5 6%	51 100%	5 11%	2 6%	-	-	19 11%	28 13%
COST OF HEALTH CARE INSURANCE	47 12%	36 12%	10 10%	7 8%	4 6%	22 17%	11 14%	10 13%	19 14%	16 9%	16 10%	22 12%	38 11%	8 21%	12 7%	14 8%	4 5%	5 11%	47 100%	1 3%	1 6%	2 17%	25 14%	22 10%
UNFAVORABLE BUSINESS CLIMATE	37 9%	31 11%	5 5%	2 2%	8 11%	15 12%	8 10%	3 4%	10 7%	23 13%	9 5%	24 13%	33 9%	4 10%	6 3%	11 6%	8 8%	2 4%	1 2%	37 100%	1 6%	1 6%	17 10%	19 9%
COST OR AVAILABILITY OF CAPITAL TO INVEST	19 5%	16 6%	2 2%	3 4%	4 5%	5 4%	5 6%	3 4%	7 5%	8 4%	8 5%	7 4%	15 4%	4 9%	5 3%	2 1%	2 2%	-	1 2%	1 3%	19 100%	3 20%	10 6%	7 3%
RISING INTEREST RATES	14 4%	10 3%	5 4%	4 5%	3 3%	2 1%	4 5%	2 3%	4 3%	8 5%	6 4%	6 3%	12 3%	2 6%	2 1%	1 1%	4 4%	-	2 5%	1 2%	3 16%	14 100%	7 4%	8 4%
APPLYING AUTOMATION	4 1%	3 1%	2 2%	1 1%	2 2%	-	1 1%	1 1%	1 1%	3 1%	3 2%	1 1%	4 1%	-	2 1%	-	-	-	-	1 2%	-	-	3 2%	2 1%
OTHER	31 8%	21 7%	10 9%	5 6%	6 7%	11 9%	4 6%	6 7%	9 7%	14 8%	14 8%	13 7%	27 8%	4 9%	2 1%	9 5%	2 2%	1 1%	-	1 2%	1 5%	-	10 6%	18 9%
DON'T KNOW/NOT SURE	5 1%	4 1%	1 1%	-	-	1 1%	4 5%	1 1%	-	1 1%	4 2%	-	4 1%	-	-	-	-	-	-	-	-	-	1 1%	4 2%

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			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- TAL INVTMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT		NONE
																							INIT	INIT	
BASE-TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	178	122	40	46	36	25	21	14	12	142	32	112	56	6	137	91	76	96	79	22	38	26	48	94	
	44%	69%	27%	52%	60%	43%	45%	47%	36%	69%	17%	58%	39%	11%	71%	46%	42%	50%	39%	40%	38%	50%	48%	43%	
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	177	72	69	48	28	32	24	6	11	76	95	81	71	24	75	78	91	74	101	22	41	26	40	91	
	44%	41%	46%	54%	46%	54%	51%	21%	34%	37%	51%	42%	49%	44%	39%	39%	50%	38%	50%	41%	41%	52%	40%	42%	
INFLATION	99	32	51	19	11	12	12	12	8	43	57	47	31	18	40	53	44	50	49	16	38	8	36	54	
	25%	18%	34%	21%	18%	21%	26%	41%	26%	21%	30%	24%	22%	34%	21%	26%	24%	26%	24%	29%	38%	15%	36%	25%	
INCREASING COSTS OF WAGES	51	26	20	16	14	5	7	-	2	32	18	23	19	8	27	26	24	32	18	6	13	7	21	25	
	13%	15%	13%	18%	24%	9%	14%	-	6%	15%	10%	12%	13%	16%	14%	13%	16%	16%	9%	12%	13%	13%	21%	11%	
COST OF HEALTH CARE INSURANCE	47	22	20	12	7	3	2	6	1	20	27	19	17	11	17	21	24	22	25	9	13	4	18	26	
	12%	13%	13%	13%	12%	6%	5%	21%	3%	10%	14%	10%	12%	21%	9%	11%	13%	11%	12%	16%	13%	8%	18%	12%	
UNFAVORABLE BUSINESS CLIMATE	37	15	17	6	7	6	6	3	7	20	15	21	12	3	19	19	15	18	18	6	13	4	9	17	
	9%	9%	12%	6%	11%	11%	14%	11%	22%	10%	8%	11%	8%	6%	10%	10%	8%	9%	9%	12%	13%	8%	9%	8%	
COST OR AVAILABILITY OF CAPITAL TO INVEST	19	7	7	3	-	1	3	2	9	8	11	6	10	3	6	13	5	9	9	4	2	3	-	12	
	5%	4%	5%	3%	-	2%	7%	8%	28%	4%	6%	3%	7%	5%	3%	6%	3%	5%	5%	7%	2%	6%	-	6%	
RISING INTEREST RATES	14	5	8	2	2	2	1	1	4	7	8	5	4	5	4	13	-	7	7	2	3	2	9	8	
	4%	3%	5%	2%	3%	4%	1%	2%	13%	3%	4%	2%	3%	10%	2%	6%	-	4%	3%	4%	3%	4%	9%	4%	
APPLYING AUTOMATION	4	2	-	1	1	-	1	2	-	3	1	2	2	1	3	2	1	3	1	1	-	1	-	3	
	1%	1%	-	1%	2%	-	2%	6%	-	2%	-	1%	1%	2%	2%	1%	1%	2%	-	1%	-	2%	-	1%	
OTHER	31	3	13	7	1	5	3	2	3	5	25	9	15	4	4	19	12	13	18	4	11	6	2	16	
	8%	2%	9%	8%	2%	8%	6%	6%	10%	3%	13%	4%	11%	7%	2%	10%	7%	7%	9%	7%	11%	12%	2%	7%	
DON'T KNOW/NOT SURE	5	-	3	-	-	2	-	-	-	1	4	-	1	2	1	3	2	3	2	-	2	-	-	3	
	1%	-	2%	-	-	3%	-	-	-	-	2%	-	1%	3%	-	1%	1%	1%	1%	-	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				ISO CERTIFIED	
	TOTAL	WORK- ENV- IRON	SAFE ENVIR	COMP SALARY	WRK- LFE BAL	FLEX SHIFTS	BENE- FITS	IND- STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	178 44%	130 45%	121 49%	115 47%	107 47%	87 46%	90 52%	77 45%	80 52%	37 52%	138 43%	57 41%	100 47%	158 45%	17 42%	42 62%	118 40%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	177 44%	129 45%	109 44%	99 40%	98 43%	84 45%	70 41%	71 41%	69 45%	31 44%	145 45%	67 49%	90 42%	157 45%	15 37%	24 35%	133 45%
INFLATION	99 25%	65 23%	57 23%	65 26%	51 23%	40 22%	39 23%	45 27%	36 23%	18 26%	79 24%	37 27%	52 24%	89 25%	5 13%	23 33%	69 23%
INCREASING COSTS OF WAGES	51 13%	38 13%	32 13%	34 14%	32 14%	24 13%	23 14%	21 13%	23 15%	10 14%	40 12%	18 13%	27 12%	44 13%	6 14%	8 11%	39 13%
COST OF HEALTH CARE INSURANCE	47 12%	38 13%	34 14%	37 15%	30 13%	24 13%	29 17%	24 14%	21 14%	10 14%	36 11%	12 8%	26 12%	38 11%	7 18%	4 6%	40 13%
UNFAVORABLE BUSINESS CLIMATE	37 9%	30 11%	28 11%	28 11%	25 11%	14 7%	14 8%	19 11%	10 6%	13 19%	24 7%	12 8%	18 8%	29 8%	7 18%	4 5%	29 10%
COST OR AVAILABILITY OF CAPITAL TO INVEST	19 5%	14 5%	10 4%	11 4%	9 4%	9 5%	8 5%	7 4%	8 5%	4 5%	15 5%	4 3%	11 5%	16 4%	2 5%	4 6%	14 5%
RISING INTEREST RATES	14 4%	11 4%	9 4%	11 4%	8 3%	8 4%	9 5%	8 5%	6 4%	2 2%	10 3%	5 3%	5 2%	10 3%	4 9%	4 5%	11 4%
APPLYING AUTOMATION	4 1%	3 1%	4 2%	3 1%	2 1%	1 -	3 1%	3 2%	3 2%	2 3%	2 1%	- -	4 2%	4 1%	- -	1 1%	1 -
OTHER	31 8%	20 7%	17 7%	16 6%	20 9%	12 6%	10 6%	11 6%	10 6%	4 6%	27 8%	11 8%	15 7%	27 8%	5 12%	2 3%	28 10%
DON'T KNOW/NOT SURE	5 1%	1 -	1 -	1 -	1 -	2 1%	1 1%	1 1%	1 1%	- -	5 1%	2 1%	3 1%	5 1%	- -	- -	5 2%

Table 26-1  
QUESTION 20:  
Is your company currently having capacity challenges meeting customer demand?

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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (NO - YES)	-42	-29	-3	-8	-	-2	-32	-10	-4	-16	-17	-9	-36	2	10	-10	-18	-8	-1	-45	-39	-11	2	3
	-10%	-21%	-3%	-16%	-	-2%	-14%	-6%	-3%	-14%	-19%	-4%	-30%	3%	22%	-21%	-33%	-18%	-1%	-14%	-21%	-17%	24%	3%
NOT HAVING CHALLENGES	172	53	41	18	21	38	94	78	66	48	34	94	41	31	29	18	17	18	33	132	68	26	5	44
	43%	38%	47%	38%	50%	47%	41%	45%	47%	41%	39%	46%	34%	49%	60%	39%	31%	39%	48%	41%	37%	40%	62%	50%
TOTAL YES, HAVING CHALLENGES	213	82	44	26	22	40	126	88	70	64	51	103	77	29	18	28	36	26	34	177	107	37	3	41
	53%	59%	50%	55%	50%	49%	55%	51%	49%	55%	58%	50%	64%	46%	38%	61%	64%	57%	49%	55%	58%	57%	38%	47%
SUPPLIERS/MATERIALS ISSUES	121	44	29	12	10	27	73	48	38	40	27	60	46	13	11	14	15	20	16	104	57	23	1	23
	30%	31%	33%	24%	23%	33%	32%	28%	27%	35%	30%	29%	38%	20%	22%	31%	27%	43%	23%	32%	31%	35%	10%	27%
WORKFORCE ISSUES	99	37	22	15	11	15	58	41	34	33	23	44	39	14	8	15	21	11	17	81	48	22	2	15
	25%	26%	25%	31%	25%	18%	26%	24%	24%	29%	26%	21%	32%	22%	16%	33%	38%	23%	24%	25%	26%	33%	29%	17%
SHIPPING/LOGISTICS ISSUES	19	6	5	2	1	5	11	8	2	10	5	8	10	1	3	1	3	2	3	15	9	1	1	8
	5%	5%	5%	5%	3%	6%	5%	5%	1%	8%	6%	4%	8%	1%	7%	3%	5%	5%	5%	5%	5%	2%	10%	9%
EQUIPMENT/PRODUCTION ISSUES	12	7	1	2	1	1	8	4	4	1	5	4	5	3	3	3	1	1	3	9	6	-	-	4
	3%	5%	1%	5%	2%	1%	3%	2%	3%	1%	6%	2%	4%	4%	7%	7%	2%	2%	4%	3%	3%	-	-	5%
CUSTOMER ISSUES	8	2	4	2	-	-	6	2	1	2	3	4	2	2	3	1	1	1	1	7	4	1	-	2
	2%	2%	4%	4%	-	-	3%	1%	1%	2%	3%	2%	2%	3%	6%	3%	2%	2%	1%	2%	2%	1%	-	2%
SOMETHING ELSE	13	5	2	2	1	3	7	6	3	2	4	5	6	2	-	2	3	2	2	11	9	2	-	1
	3%	4%	2%	4%	3%	3%	3%	3%	2%	2%	5%	2%	5%	3%	-	5%	5%	5%	3%	3%	5%	3%	-	1%
DON'T KNOW/NOT SURE	15	5	3	3	-	4	7	7	6	5	3	8	2	4	1	-	3	2	3	12	8	2	-	3
	4%	3%	3%	7%	-	5%	3%	4%	4%	4%	3%	4%	2%	6%	1%	-	5%	4%	4%	4%	5%	4%	-	3%

Table 26-2  
QUESTION 20:  
Is your company currently having capacity challenges meeting customer demand?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EX-PAN-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+	
					58																				
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (NO - YES)	-42	16	-44	-28	-12	2	-8	-37	-7	-42	3	-12	-14	-17	1	-29	-16	-3	-3	-38	-15	-45	-	1	
	-10%	8%	-32%	-8%	-20%	2%	-5%	-22%	-11%	-23%	2%	-7%	-17%	-12%	1%	-29%	-9%	-2%	-4%	-19%	-23%	-14%	2%	3%	
NOT HAVING CHALLENGES	172	104	44	148	22	38	65	64	26	70	71	69	34	64	59	35	74	58	32	77	24	134	10	21	
	43%	52%	32%	44%	38%	49%	46%	38%	41%	38%	48%	44%	40%	43%	47%	35%	44%	48%	47%	38%	37%	41%	49%	48%	
TOTAL YES, HAVING CHALLENGES	213	89	88	177	34	36	72	101	33	112	68	80	48	82	57	64	90	61	35	115	38	180	10	19	
	53%	44%	64%	52%	58%	47%	51%	59%	52%	61%	46%	51%	56%	54%	46%	63%	53%	50%	51%	57%	60%	55%	47%	45%	
SUPPLIERS/MATERIALS ISSUES	121	42	53	95	23	18	34	67	17	68	35	40	32	50	29	44	46	30	20	71	22	106	6	6	
	30%	21%	39%	28%	40%	24%	24%	39%	27%	37%	24%	26%	37%	33%	23%	44%	27%	24%	30%	35%	34%	33%	31%	15%	
WORKFORCE ISSUES	99	43	42	85	13	23	39	36	15	49	35	43	16	39	29	23	44	35	15	48	18	83	5	9	
	25%	21%	30%	25%	23%	30%	28%	21%	24%	27%	24%	28%	19%	26%	24%	23%	26%	29%	21%	24%	27%	26%	24%	22%	
SHIPPING/LOGISTICS ISSUES	19	9	7	16	3	3	4	11	2	11	6	7	8	4	5	5	9	8	3	7	1	18	-	1	
	5%	4%	5%	5%	5%	4%	3%	7%	3%	6%	4%	4%	9%	3%	4%	5%	6%	7%	4%	3%	2%	6%	-	2%	
EQUIPMENT/PRODUCTION ISSUES	12	8	4	12	-	1	3	7	2	7	3	6	5	1	3	5	4	4	-	7	1	9	1	2	
	3%	4%	3%	4%	-	1%	2%	4%	3%	4%	2%	4%	6%	1%	2%	5%	3%	3%	-	3%	2%	3%	4%	4%	
CUSTOMER ISSUES	8	3	2	5	3	-	4	4	3	2	3	2	3	3	2	3	3	-	3	5	3	6	-	2	
	2%	1%	1%	1%	5%	-	3%	2%	5%	1%	2%	1%	3%	2%	2%	2%	2%	-	4%	2%	5%	2%	-	4%	
SOMETHING ELSE	13	6	5	11	2	2	4	7	4	5	4	1	3	6	5	2	6	2	5	6	3	11	-	2	
	3%	3%	4%	3%	4%	3%	3%	4%	6%	3%	3%	1%	4%	4%	4%	2%	4%	2%	8%	3%	5%	3%	-	4%	
DON'T KNOW/NOT SURE	15	8	4	13	2	3	4	5	5	1	9	7	3	5	8	2	5	2	1	11	2	10	1	3	
	4%	4%	3%	4%	3%	4%	3%	3%	8%	1%	6%	5%	4%	3%	7%	2%	3%	2%	2%	5%	3%	3%	4%	6%	

Table 26-3  
 QUESTION 20:  
 Is your company currently having capacity challenges meeting customer demand?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
**D/S (NO - YES)	-42 -10%	-21 -7%	-21 -20%	4 5%	1 1%	-29 -22%	-14 -18%	2 3%	-21 -15%	-24 -14%	-3 -2%	-32 -18%	-35 -10%	-5 -13%	-51 -29%	-13 -7%	-3 -3%	-9 -18%	3 6%	-3 -7%	3 14%	-1 -8%	172 100%	-213 -100%
NOT HAVING CHALLENGES	172 43%	130 44%	41 39%	43 51%	37 49%	49 37%	30 38%	36 47%	56 42%	72 42%	81 47%	71 39%	152 43%	17 44%	62 35%	77 44%	45 45%	19 38%	25 52%	17 46%	10 54%	7 46%	172 100%	-
TOTAL YES, HAVING CHALLENGES	213 53%	151 52%	62 58%	39 46%	37 47%	77 59%	44 57%	34 44%	77 57%	96 56%	84 49%	103 57%	187 53%	22 56%	113 64%	90 51%	48 49%	28 55%	22 46%	19 52%	7 40%	8 54%	-	213 100%
SUPPLIERS/MATERIALS ISSUES	121 30%	87 30%	34 32%	14 17%	25 32%	46 35%	29 37%	12 16%	43 31%	61 36%	38 22%	63 35%	101 29%	18 45%	45 25%	65 37%	34 34%	13 26%	10 21%	12 33%	6 31%	5 34%	-	121 57%
WORKFORCE ISSUES	99 25%	71 24%	28 26%	23 28%	13 16%	34 26%	20 26%	18 23%	36 26%	45 26%	44 25%	46 25%	90 25%	7 17%	80 45%	32 18%	14 14%	17 33%	14 29%	7 20%	4 21%	2 14%	-	99 46%
SHIPPING/LOGISTICS ISSUES	19 5%	12 4%	7 7%	6 7%	3 4%	8 6%	-	4 5%	6 5%	9 5%	9 6%	7 4%	17 5%	2 5%	8 4%	10 6%	6 6%	6 12%	1 2%	1 3%	-	1 6%	-	19 9%
EQUIPMENT/PRODUCTION ISSUES	12 3%	8 3%	4 4%	5 6%	1 1%	4 3%	2 2%	3 4%	5 4%	4 2%	5 3%	6 3%	11 3%	1 3%	6 4%	6 3%	3 3%	1 2%	-	2 5%	1 4%	1 6%	-	12 6%
CUSTOMER ISSUES	8 2%	5 2%	3 3%	3 3%	-	2 1%	1 1%	2 3%	3 2%	3 2%	2 1%	4 2%	6 2%	1 2%	4 2%	2 1%	1 1%	1 2%	1 2%	1 2%	-	1 6%	-	8 4%
SOMETHING ELSE	13 3%	10 3%	3 3%	2 2%	2 3%	5 4%	3 4%	1 1%	4 3%	5 3%	8 5%	5 3%	13 4%	-	5 3%	4 2%	2 2%	1 2%	1 2%	-	-	-	-	13 6%
DON'T KNOW/NOT SURE	15 4%	12 4%	3 3%	3 3%	3 4%	4 3%	4 5%	7 9%	2 1%	4 2%	6 4%	8 5%	15 4%	-	2 1%	9 5%	6 6%	4 7%	1 1%	1 2%	1 5%	-	-	-



Table 26-4  
 QUESTION 20:  
 Is your company currently having capacity challenges meeting customer demand?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR- PROD- UCTIV	DEV- ELOP- MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (NO - YES)	-42 -10%	-50 -28%	8 5%	-18 -20%	-16 -27%	1 1%	1 3%	-5 -18%	-1 -2%	-65 -31%	27 14%	-48 -25%	-12 -8%	26 48%	-67 -34%	-13 -7%	-29 -16%	-13 -7%	-29 -15%	-4 -7%	-5 -5%	-	19 19%	-35 -16%
NOT HAVING CHALLENGES	172 43%	63 35%	74 50%	34 38%	22 36%	29 49%	23 50%	11 38%	15 46%	69 33%	101 54%	71 37%	63 44%	37 70%	62 32%	90 45%	73 40%	87 45%	82 41%	24 45%	46 46%	26 50%	58 58%	88 40%
TOTAL YES, HAVING CHALLENGES	213 53%	113 64%	67 45%	52 58%	38 64%	28 48%	22 47%	17 57%	15 48%	133 65%	74 40%	119 61%	75 52%	12 22%	128 66%	103 52%	101 56%	100 52%	112 55%	28 52%	51 51%	26 50%	39 39%	123 56%
SUPPLIERS/MATERIALS ISSUES	121 30%	59 33%	47 32%	22 25%	19 32%	21 37%	14 29%	9 29%	9 29%	63 30%	55 29%	61 31%	45 31%	10 19%	58 30%	59 29%	57 31%	53 27%	68 33%	17 32%	28 28%	12 23%	27 27%	70 32%
WORKFORCE ISSUES	99 25%	75 42%	18 12%	29 33%	21 36%	8 14%	11 24%	8 28%	5 14%	85 41%	9 5%	74 38%	25 17%	-	85 44%	47 23%	47 26%	49 25%	49 24%	14 25%	24 24%	12 23%	21 21%	57 26%
SHIPPING/LOGISTICS ISSUES	19 5%	6 4%	6 4%	3 4%	6 10%	3 6%	2 4%	3 9%	2 7%	7 3%	12 6%	8 4%	7 5%	3 5%	6 3%	11 6%	8 4%	11 5%	8 4%	1 1%	6 6%	4 4%	3 3%	11 5%
EQUIPMENT/PRODUCTION ISSUES	12 3%	3 2%	4 3%	8 9%	2 3%	-	2 4%	-	3 9%	8 4%	4 2%	1 1%	8 5%	2 4%	6 3%	7 3%	5 3%	7 3%	5 3%	1 1%	3 3%	2 4%	-	7 3%
CUSTOMER ISSUES	8 2%	5 3%	4 2%	2 2%	2 3%	3 5%	-	3 9%	-	5 2%	3 1%	6 3%	1 1%	-	5 2%	2 1%	4 2%	4 2%	4 2%	1 1%	2 2%	-	-	5 2%
SOMETHING ELSE	13 3%	3 2%	6 4%	3 3%	2 3%	1 2%	1 2%	2 6%	1 4%	6 3%	7 4%	7 4%	3 2%	-	6 3%	8 4%	5 3%	8 4%	5 2%	1 3%	5 5%	1 2%	-	7 3%
DON'T KNOW/NOT SURE	15 4%	2 1%	8 5%	4 4%	-	2 3%	2 3%	2 5%	2 6%	4 2%	11 6%	4 2%	7 5%	4 8%	4 2%	7 3%	8 4%	6 3%	8 4%	1 3%	3 3%	-	3 3%	7 3%

Table 26-5  
 QUESTION 20:  
 Is your company currently having capacity challenges meeting customer demand?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (NO - YES)	-42	-22	-10	-10	-15	-8	-16	-5	-14	-9	-35	34	-59	-24	-14	-4	-37
	-10%	-8%	-4%	-4%	-7%	-4%	-9%	-3%	-9%	-13%	-11%	25%	-28%	-7%	-34%	-5%	-13%
NOT HAVING CHALLENGES	172	128	114	115	102	86	75	81	68	31	137	82	74	156	14	30	123
	43%	45%	46%	47%	45%	46%	44%	47%	44%	43%	42%	59%	35%	44%	33%	44%	42%
TOTAL YES, HAVING CHALLENGES	213	150	124	125	117	94	91	86	82	40	172	47	133	180	27	34	161
	53%	52%	50%	51%	52%	50%	53%	50%	53%	57%	53%	34%	62%	51%	67%	50%	54%
SUPPLIERS/MATERIALS ISSUES	121	87	67	76	69	50	52	45	45	22	98	27	75	102	17	13	100
	30%	30%	27%	31%	31%	27%	30%	26%	29%	31%	30%	20%	35%	29%	42%	19%	34%
WORKFORCE ISSUES	99	68	67	61	51	47	43	45	44	23	76	25	58	83	13	19	73
	25%	24%	27%	25%	23%	25%	25%	26%	29%	33%	23%	18%	27%	24%	33%	28%	25%
SHIPPING/LOGISTICS ISSUES	19	13	13	13	11	10	10	4	7	2	17	7	11	18	1	2	16
	5%	4%	5%	5%	5%	5%	6%	2%	4%	3%	5%	5%	5%	5%	2%	3%	5%
EQUIPMENT/PRODUCTION ISSUES	12	9	8	7	8	5	4	3	4	3	8	5	6	11	1	3	7
	3%	3%	3%	3%	4%	3%	2%	2%	3%	4%	3%	4%	3%	3%	3%	4%	2%
CUSTOMER ISSUES	8	8	5	5	6	5	3	2	2	1	7	2	5	7	1	2	6
	2%	3%	2%	2%	3%	3%	2%	1%	1%	1%	2%	1%	2%	2%	2%	3%	2%
SOMETHING ELSE	13	8	7	6	5	5	4	5	5	2	11	1	9	10	2	2	9
	3%	3%	3%	2%	2%	3%	2%	3%	3%	3%	3%	1%	4%	3%	4%	3%	3%
DON'T KNOW/NOT SURE	15	9	9	7	7	7	6	4	4	-	15	9	6	15	-	4	11
	4%	3%	4%	3%	3%	4%	3%	3%	2%	-	5%	6%	3%	4%	-	6%	4%

Table 27-1  
 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 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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
HIRING NEW EMPLOYEES	120 30%	30 21%	32 37%	17 35%	14 32%	28 34%	62 27%	58 34%	37 26%	34 29%	31 35%	56 27%	37 31%	23 36%	11 24%	16 34%	18 33%	8 18%	18 25%	99 31%	50 27%	18 28%	1 13%	32 36%
NEW CUSTOMERS AND MARKETS	97 24%	43 31%	16 19%	13 26%	9 20%	16 20%	59 26%	37 22%	40 28%	29 25%	15 17%	55 27%	27 23%	13 20%	9 19%	8 18%	11 19%	15 33%	19 27%	77 24%	43 24%	19 29%	2 19%	20 23%
INCREASING PRODUCTIVITY	43 11%	14 10%	7 8%	3 7%	5 12%	13 16%	21 9%	21 12%	15 11%	14 12%	9 10%	21 10%	15 13%	5 7%	4 8%	8 18%	8 15%	6 12%	8 11%	33 10%	19 10%	7 11%	1 15%	10 11%
NEW PRODUCTS	30 7%	11 8%	7 8%	1 1%	2 5%	9 11%	18 8%	12 7%	14 10%	7 6%	3 3%	20 10%	4 4%	3 4%	4 8%	4 9%	4 8%	6 13%	2 2%	28 9%	17 9%	8 11%	1 9%	3 3%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	28 7%	9 6%	3 3%	5 11%	6 14%	4 5%	12 5%	16 9%	11 8%	5 4%	10 11%	11 6%	7 6%	9 14%	6 13%	1 3%	4 8%	2 5%	9 13%	18 6%	11 6%	3 4%	1 10%	8 9%
DEVELOPING MANAGERS AND LEADERS	26 6%	9 6%	6 6%	3 6%	4 9%	5 6%	14 6%	11 7%	5 4%	6 5%	13 15%	8 4%	8 7%	9 15%	7 14%	1 3%	3 5%	4 8%	6 9%	19 6%	8 4%	5 7%	2 21%	5 5%
CAPITAL INVESTMENTS	15 4%	6 5%	2 2%	3 6%	1 2%	3 4%	8 4%	7 4%	6 4%	4 3%	5 6%	9 4%	5 4%	- -	2 5%	1 2%	2 4%	2 4%	5 8%	10 3%	8 4%	2 3%	1 12%	3 3%
IMPLEMENTING AND USING AUTOMATION	13 3%	4 3%	5 6%	1 1%	1 3%	2 2%	9 4%	4 2%	2 1%	10 8%	1 1%	2 1%	9 7%	1 1%	1 2%	5 11%	3 5%	2 4%	1 1%	12 4%	6 3%	3 5%	- -	2 2%
OTHER	14 4%	7 5%	4 4%	- -	1 2%	2 2%	11 5%	3 2%	3 2%	6 5%	1 1%	10 5%	4 4%	- -	2 4%	1 2%	2 3%	- -	1 1%	12 4%	10 5%	- -	- -	3 4%
DON'T KNOW/NOT SURE	12 3%	5 4%	4 4%	3 7%	- -	- -	9 4%	3 2%	8 5%	1 1%	- -	9 5%	1 1%	1 2%	1 2%	- -	- -	- -	1 1%	11 3%	7 4%	1 1%	- -	2 3%
REFUSED	3 1%	1 1%	2 2%	- -	- -	- -	3 1%	- -	2 1%	1 1%	- -	3 1%	- -	- -	- -	- -	- -	1 2%	- -	3 1%	3 2%	- -	- -	- -

Table 27-2  
 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 2022			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		
					58																	14%	19%	35%
BASE-TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
HIRING NEW EMPLOYEES	120	61	44	105	14	28	41	48	19	63	38	46	21	51	35	29	55	36	17	64	24	93	10	13
	30%	31%	32%	31%	25%	36%	29%	28%	29%	34%	26%	30%	25%	34%	28%	29%	32%	30%	25%	31%	38%	29%	46%	31%
NEW CUSTOMERS AND MARKETS	97	41	34	75	20	18	31	44	16	37	41	37	20	37	31	25	39	28	20	47	15	82	1	11
	24%	20%	25%	22%	34%	24%	22%	26%	25%	20%	28%	24%	24%	25%	25%	23%	23%	23%	29%	23%	24%	25%	7%	26%
INCREASING PRODUCTIVITY	43	23	15	38	5	8	20	14	9	15	18	18	8	15	13	6	23	13	5	25	6	36	2	3
	11%	12%	11%	11%	8%	10%	14%	8%	14%	8%	12%	12%	10%	10%	10%	6%	14%	11%	7%	12%	10%	11%	8%	7%
NEW PRODUCTS	30	11	13	24	5	4	8	18	3	17	10	9	6	14	9	11	10	10	3	17	4	25	2	1
	7%	5%	10%	7%	9%	5%	6%	10%	4%	9%	7%	6%	7%	9%	7%	11%	6%	8%	4%	8%	6%	8%	8%	2%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	28	19	8	27	1	7	12	9	4	13	10	16	6	6	10	9	9	8	9	10	4	19	5	4
	7%	9%	6%	8%	1%	9%	8%	5%	6%	7%	7%	10%	7%	4%	8%	9%	5%	6%	14%	5%	6%	6%	22%	9%
DEVELOPING MANAGERS AND LEADERS	26	18	6	24	2	5	12	6	3	7	16	12	3	10	11	3	11	6	4	15	5	16	1	8
	6%	9%	4%	7%	3%	7%	9%	4%	4%	4%	11%	8%	4%	6%	9%	3%	7%	5%	6%	7%	9%	5%	4%	20%
CAPITAL INVESTMENTS	15	9	5	13	2	1	5	9	3	10	2	4	5	6	4	4	6	8	1	6	1	14	-	-
	4%	4%	4%	4%	3%	1%	3%	5%	5%	5%	1%	3%	6%	4%	3%	4%	4%	7%	1%	3%	2%	4%	-	-
IMPLEMENTING AND USING AUTOMATION	13	5	5	10	3	3	6	4	-	7	6	4	4	6	3	5	6	6	2	5	1	11	-	1
	3%	2%	4%	3%	5%	4%	4%	3%	-	4%	4%	3%	4%	4%	2%	5%	3%	5%	3%	3%	2%	3%	-	2%
OTHER	14	7	5	12	2	3	3	8	4	6	4	6	5	3	6	4	3	4	4	6	1	14	-	-
	4%	3%	4%	3%	4%	4%	2%	5%	6%	3%	3%	4%	6%	2%	5%	4%	2%	3%	6%	3%	2%	4%	-	-
DON'T KNOW/NOT SURE	12	7	2	9	3	-	2	9	3	6	3	4	5	4	2	4	5	2	3	7	1	11	1	1
	3%	3%	1%	3%	4%	-	1%	5%	5%	3%	2%	2%	5%	2%	1%	4%	3%	2%	5%	3%	1%	3%	3%	2%
REFUSED	3	1	-	1	2	1	-	2	1	2	-	-	1	1	1	1	1	1	-	2	1	3	-	-
	1%	1%	-	-	3%	1%	-	1%	2%	1%	-	-	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	-	-

Table 27-3  
 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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-CONF	SMWT-CONF	TOTAL-CONF	TOTAL-CONF	ATT-RACT-WORK-ERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
BASE-TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
HIRING NEW EMPLOYEES	120	90	31	30	18	38	23	20	41	53	48	56	104	12	88	48	24	11	15	9	4	3	42	76
	30%	31%	29%	35%	24%	29%	30%	26%	31%	31%	28%	31%	29%	29%	50%	27%	24%	21%	32%	24%	20%	24%	25%	36%
NEW CUSTOMERS AND MARKETS	97	74	23	18	22	33	19	22	31	38	36	44	80	16	21	45	31	12	14	9	4	6	47	43
	24%	25%	22%	21%	28%	26%	24%	29%	23%	22%	21%	24%	22%	41%	12%	25%	31%	23%	29%	24%	22%	41%	27%	20%
INCREASING PRODUCTIVITY	43	24	18	7	9	17	7	11	18	13	22	20	42	-	18	25	10	9	4	2	1	-	15	24
	11%	8%	17%	8%	11%	13%	9%	14%	13%	8%	13%	11%	12%	-	10%	14%	10%	18%	9%	7%	5%	-	9%	11%
NEW PRODUCTS	30	23	7	4	3	13	10	5	5	19	10	18	28	2	12	16	6	3	2	2	-	-	13	17
	7%	8%	7%	4%	3%	10%	12%	6%	4%	11%	6%	10%	8%	4%	7%	9%	7%	6%	4%	7%	-	-	8%	8%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	28	23	4	8	6	7	6	8	9	11	13	12	25	2	9	13	8	6	1	5	2	-	17	10
	7%	8%	4%	9%	8%	5%	7%	10%	7%	6%	8%	7%	7%	6%	5%	8%	8%	12%	1%	15%	13%	-	10%	5%
DEVELOPING MANAGERS AND LEADERS	26	18	8	9	2	9	5	2	17	7	14	12	26	-	15	10	3	9	3	2	-	2	10	15
	6%	6%	7%	10%	3%	7%	6%	2%	13%	4%	8%	6%	7%	-	9%	6%	3%	17%	6%	5%	-	13%	6%	7%
CAPITAL INVESTMENTS	15	11	4	5	4	5	1	2	4	8	10	4	14	1	5	6	3	-	-	3	4	3	6	8
	4%	4%	4%	6%	5%	4%	1%	3%	3%	5%	6%	2%	4%	3%	3%	3%	3%	-	-	8%	22%	22%	3%	4%
IMPLEMENTING AND USING AUTOMATION	13	8	5	4	6	2	1	3	4	6	4	7	11	2	5	3	5	-	3	1	2	-	8	4
	3%	3%	5%	4%	7%	1%	1%	4%	3%	4%	3%	4%	3%	5%	3%	2%	5%	-	7%	3%	12%	-	5%	2%
OTHER	14	12	2	-	5	3	3	3	3	7	8	5	13	1	-	5	2	2	3	1	1	-	5	9
	4%	4%	2%	-	7%	2%	3%	4%	2%	4%	4%	3%	4%	3%	-	3%	2%	4%	6%	3%	5%	-	3%	4%
DON'T KNOW/NOT SURE	12	9	3	2	3	3	3	1	3	7	5	4	9	3	2	5	5	-	1	2	-	-	6	5
	3%	3%	3%	2%	4%	2%	3%	1%	2%	4%	3%	2%	3%	7%	1%	3%	5%	-	2%	4%	-	-	4%	2%
REFUSED	3	2	1	-	-	1	2	1	-	2	2	-	2	1	2	1	1	-	1	-	-	-	2	1
	1%	1%	1%	-	-	1%	2%	1%	-	1%	1%	-	1%	2%	1%	1%	1%	-	2%	-	-	-	1%	-

Table 27-4  
 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			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD-UCTIV	DEV-ELOP MGRS	NEW PROD	STGY PLAN	AUTO-MTN	CAP-ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH-LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
HIRING NEW EMPLOYEES	120 30%	120 68%	17 12%	25 28%	19 31%	12 21%	7 15%	9 28%	6 19%	96 47%	23 12%	82 42%	35 24%	3 6%	94 48%	64 32%	45 25%	65 34%	53 26%	21 39%	32 32%	17 33%	37 37%	58 27%	
NEW CUSTOMERS AND MARKETS	97 24%	16 9%	97 65%	14 15%	4 7%	10 17%	7 16%	5 18%	4 13%	27 13%	70 38%	39 20%	34 24%	20 38%	23 12%	44 22%	49 27%	42 22%	55 27%	11 20%	22 22%	11 21%	22 22%	57 26%	
INCREASING PRODUCTIVITY	43 11%	11 6%	8 5%	43 48%	4 6%	2 3%	1 2%	2 5%	2 6%	19 9%	21 11%	15 8%	19 13%	7 14%	18 9%	18 9%	24 13%	22 11%	21 10%	4 8%	13 13%	6 12%	12 12%	21 10%	
NEW PRODUCTS	30 7%	8 4%	8 6%	1 1%	2 3%	30 51%	-	-	-	13 6%	15 8%	12 6%	13 9%	4 8%	12 6%	11 5%	18 10%	9 5%	20 10%	3 5%	5 5%	4 8%	6 6%	18 8%	
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	28 7%	7 4%	7 5%	2 2%	4 7%	2 3%	28 59%	1 5%	3 8%	15 7%	13 7%	10 5%	12 8%	4 8%	15 7%	17 8%	11 6%	18 9%	10 5%	4 8%	5 5%	7 13%	3 3%	11 5%	
DEVELOPING MANAGERS AND LEADERS	26 6%	9 5%	4 3%	1 1%	26 43%	2 3%	3 6%	-	1 3%	21 10%	5 3%	10 5%	12 8%	4 7%	18 9%	16 8%	9 5%	14 7%	11 5%	5 9%	6 6%	4 8%	12 12%	13 6%	
CAPITAL INVESTMENTS	15 4%	3 2%	6 4%	2 2%	-	1 2%	-	-	15 47%	5 2%	10 5%	8 4%	4 3%	3 6%	4 2%	11 5%	5 2%	4 2%	11 5%	1 3%	5 5%	1 2%	1 1%	8 4%	
IMPLEMENTING AND USING AUTOMATION	13 3%	2 1%	1 1%	2 2%	2 4%	-	1 2%	13 44%	1 4%	8 4%	5 3%	7 3%	6 4%	-	8 4%	10 5%	3 1%	11 6%	2 1%	1 3%	3 3%	1 2%	6 6%	9 4%	
OTHER	14 4%	-	-	-	-	-	-	-	-	2 1%	12 6%	4 2%	4 3%	5 9%	2 1%	7 4%	7 4%	5 3%	9 4%	1 3%	6 6%	1 2%	-	10 5%	
DON'T KNOW/NOT SURE	12 3%	-	-	-	-	-	-	-	-	1 -	10 6%	4 2%	3 2%	3 5%	1 -	3 1%	9 5%	4 2%	8 4%	1 3%	3 3%	-	-	9 4%	
REFUSED	3 1%	-	-	-	-	-	-	-	-	-	3 2%	2 1%	1 1%	-	-	2 1%	-	-	3 1%	-	-	-	-	3 1%	

Table 27-5  
 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				ISO CERTIFIED	
	TOTAL	WORK- ENV- IRON	SAFE ENVI R	COMP SALARY	WRK- LFE BAL	FLEX SHIFTS	BENE- FITS	IND- STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
HIRING NEW EMPLOYEES	120 30%	84 29%	83 34%	76 31%	66 29%	57 30%	60 35%	53 31%	54 35%	24 35%	96 30%	38 28%	67 32%	106 30%	12 30%	29 43%	75 25%
NEW CUSTOMERS AND MARKETS	97 24%	67 23%	57 23%	62 25%	57 25%	50 27%	41 24%	42 25%	35 23%	15 21%	79 25%	35 25%	50 24%	85 24%	9 22%	13 20%	78 26%
INCREASING PRODUCTIVITY	43 11%	34 12%	25 10%	23 9%	21 9%	18 10%	13 7%	18 11%	14 9%	7 10%	35 11%	14 10%	22 10%	36 10%	6 14%	7 10%	31 11%
NEW PRODUCTS	30 7%	21 7%	12 5%	13 5%	13 6%	11 6%	7 4%	6 3%	6 4%	6 8%	23 7%	10 7%	15 7%	25 7%	4 11%	- -	27 9%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	28 7%	20 7%	19 8%	18 7%	19 8%	14 7%	14 8%	17 10%	10 7%	8 11%	20 6%	10 7%	15 7%	25 7%	3 7%	6 9%	19 6%
DEVELOPING MANAGERS AND LEADERS	26 6%	21 7%	16 6%	18 7%	16 7%	16 9%	16 9%	13 8%	14 9%	5 7%	20 6%	9 6%	17 8%	26 7%	- -	5 8%	19 6%
CAPITAL INVESTMENTS	15 4%	12 4%	10 4%	11 4%	10 5%	4 2%	7 4%	4 3%	7 5%	1 1%	14 4%	8 5%	2 1%	9 3%	5 11%	2 3%	13 4%
IMPLEMENTING AND USING AUTOMATION	13 3%	8 3%	7 3%	6 3%	7 3%	5 3%	7 4%	5 3%	5 4%	4 5%	9 3%	2 1%	11 5%	13 4%	- -	2 3%	9 3%
OTHER	14 4%	8 3%	9 4%	11 5%	9 4%	5 3%	6 3%	7 4%	7 4%	1 1%	13 4%	5 4%	9 4%	14 4%	- -	2 3%	12 4%
DON'T KNOW/NOT SURE	12 3%	9 3%	7 3%	8 3%	6 3%	5 3%	2 1%	2 1%	2 1%	- -	11 3%	7 5%	4 2%	11 3%	1 2%	- -	10 4%
REFUSED	3 1%	2 1%	2 1%	1 -	1 -	2 1%	- -	2 1%	- -	- -	3 1%	1 1%	1 -	2 1%	1 2%	- -	2 1%

Table 28-1

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	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
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	227 57%	173 43%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
HIRING NEW EMPLOYEES	177 44%	52 37%	39 45%	22 45%	23 54%	42 51%	91 40%	86 50%	53 38%	54 47%	44 49%	79 39%	56 47%	36 56%	23 48%	23 52%	25 45%	19 41%	23 33%	147 46%	72 40%	32 48%	3 33%	44 50%
NEW CUSTOMERS AND MARKETS	149 37%	60 43%	24 27%	18 37%	12 28%	36 44%	83 37%	66 38%	58 41%	45 39%	30 34%	84 41%	41 35%	19 30%	14 29%	13 28%	18 32%	22 49%	33 47%	115 36%	66 36%	27 41%	2 30%	29 34%
INCREASING PRODUCTIVITY	89 22%	30 22%	14 16%	12 24%	12 27%	21 26%	44 20%	45 26%	32 23%	26 22%	20 23%	43 21%	31 26%	13 20%	11 23%	17 36%	14 26%	8 18%	16 23%	70 22%	37 20%	18 28%	1 15%	22 25%
DEVELOPING MANAGERS AND LEADERS	60 15%	21 15%	13 15%	6 12%	10 24%	10 12%	34 15%	26 15%	9 7%	21 18%	24 27%	17 8%	27 22%	15 24%	12 26%	8 18%	7 13%	6 14%	12 18%	47 15%	24 13%	15 23%	3 31%	11 13%
NEW PRODUCTS	58 15%	22 16%	11 13%	5 10%	2 5%	19 23%	33 14%	26 15%	25 18%	12 11%	13 14%	34 17%	11 9%	9 14%	6 13%	6 12%	9 16%	11 24%	7 10%	50 15%	27 15%	11 17%	2 18%	11 13%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	47 12%	14 10%	8 9%	7 15%	9 21%	8 10%	22 10%	25 14%	15 11%	10 8%	17 20%	17 8%	17 14%	12 19%	11 23%	4 9%	5 9%	5 11%	11 16%	35 11%	17 9%	5 7%	1 10%	16 18%
CAPITAL INVESTMENTS	32 8%	14 10%	6 6%	4 9%	2 5%	6 7%	20 9%	12 7%	9 7%	9 8%	12 13%	11 6%	12 10%	7 11%	2 5%	3 7%	5 9%	4 10%	8 11%	23 7%	12 7%	6 9%	2 23%	8 10%
IMPLEMENTING AND USING AUTOMATION	30 7%	6 5%	8 10%	4 9%	3 8%	8 9%	15 7%	15 9%	4 3%	14 12%	9 10%	9 4%	12 10%	7 12%	6 14%	7 15%	7 13%	3 7%	4 6%	25 8%	13 7%	5 8%	1 10%	8 10%
OTHER	25 6%	10 8%	7 8%	3 5%	1 2%	4 5%	18 8%	7 4%	11 8%	9 7%	1 1%	19 9%	5 4%	1 1%	3 6%	1 2%	5 8%	1 2%	6 8%	19 6%	15 8%	1 1%	- -	6 7%
DON'T KNOW/NOT SURE	12 3%	5 4%	4 4%	3 7%	- -	- -	9 4%	3 2%	8 5%	1 1%	- -	9 5%	1 1%	1 2%	1 2%	- -	- -	- -	1 1%	11 3%	7 4%	1 1%	- -	2 3%
REFUSED	3 1%	1 1%	2 2%	- -	- -	- -	3 1%	- -	2 1%	1 1%	- -	3 1%	- -	- -	- -	- -	- -	1 2%	- -	3 1%	3 2%	- -	- -	- -



Table 28-2  
 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 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
HIRING NEW EMPLOYEES	177	87	69	156	20	37	65	70	26	84	66	73	29	73	56	41	79	52	28	94	32	135	12	23
	44%	43%	51%	46%	34%	48%	47%	41%	41%	46%	44%	47%	34%	48%	45%	41%	47%	43%	40%	46%	50%	42%	60%	55%
NEW CUSTOMERS AND MARKETS	149	66	57	123	24	32	50	62	25	58	63	54	34	56	47	43	55	45	32	68	18	125	3	16
	37%	33%	42%	36%	41%	41%	35%	36%	39%	32%	43%	35%	40%	37%	38%	43%	33%	37%	47%	33%	28%	39%	15%	38%
INCREASING PRODUCTIVITY	89	49	30	79	10	14	39	35	13	40	35	33	14	40	25	16	47	28	10	50	20	74	4	9
	22%	24%	22%	23%	18%	18%	28%	21%	21%	22%	24%	21%	17%	26%	20%	16%	28%	23%	15%	25%	31%	23%	17%	22%
DEVELOPING MANAGERS AND LEADERS	60	34	18	52	8	9	27	22	6	30	24	23	14	21	17	13	29	14	11	34	13	44	4	11
	15%	17%	13%	15%	14%	12%	19%	13%	9%	17%	16%	15%	16%	14%	14%	13%	17%	12%	16%	17%	20%	14%	21%	26%
NEW PRODUCTS	58	29	22	51	6	13	19	25	10	25	20	22	11	24	19	17	21	18	10	29	10	45	3	6
	15%	14%	16%	15%	11%	17%	14%	15%	15%	14%	14%	14%	13%	16%	15%	17%	13%	15%	14%	14%	15%	14%	13%	15%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	47	32	13	44	1	12	19	16	5	19	21	22	7	18	13	11	22	12	12	23	10	35	5	7
	12%	16%	9%	13%	2%	15%	13%	9%	9%	10%	14%	14%	8%	12%	11%	11%	13%	10%	17%	11%	15%	11%	26%	15%
CAPITAL INVESTMENTS	32	18	11	29	3	3	10	18	6	22	5	11	9	13	9	11	13	16	3	13	5	23	2	5
	8%	9%	8%	9%	5%	4%	7%	11%	9%	12%	3%	7%	10%	8%	7%	11%	8%	13%	5%	6%	8%	7%	11%	11%
IMPLEMENTING AND USING AUTOMATION	30	15	8	23	7	8	9	13	6	17	8	13	8	9	11	7	12	13	5	11	3	21	3	5
	7%	7%	6%	7%	12%	11%	6%	8%	9%	9%	5%	8%	9%	6%	9%	7%	7%	11%	8%	5%	5%	6%	12%	11%
OTHER	25	13	8	21	4	4	8	12	4	11	10	7	8	10	7	8	9	8	6	11	5	24	1	-
	6%	7%	5%	6%	7%	5%	6%	7%	6%	6%	7%	4%	10%	6%	6%	8%	5%	7%	8%	5%	8%	8%	4%	-
DON'T KNOW/NOT SURE	12	7	2	9	3	-	2	9	3	6	3	4	5	4	2	4	5	2	3	7	1	11	1	1
	3%	3%	1%	3%	4%	-	1%	5%	5%	3%	2%	2%	5%	2%	1%	4%	3%	2%	5%	3%	1%	3%	3%	2%
REFUSED	3	1	-	1	2	1	-	2	1	2	-	-	1	1	1	1	1	1	-	2	1	3	-	-
	1%	1%	-	-	3%	1%	-	1%	2%	1%	-	-	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	-	-

Table 28-3

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				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-CONF	SMWT-CONF	TOTAL-CONF	TOTAL-CONF	ATT-RACT-WORK-ERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
HIRING NEW EMPLOYEES	177 44%	133 45%	45 42%	42 49%	24 31%	61 47%	36 46%	33 44%	61 45%	78 45%	74 43%	81 44%	155 44%	18 45%	122 69%	72 41%	32 32%	26 51%	22 47%	15 42%	7 36%	5 32%	63 37%	113 53%
NEW CUSTOMERS AND MARKETS	149 37%	112 38%	37 35%	30 36%	33 42%	50 38%	28 37%	34 45%	50 37%	57 33%	55 32%	71 39%	127 36%	20 50%	40 22%	69 39%	51 51%	20 39%	20 42%	17 47%	7 39%	8 54%	74 43%	67 31%
INCREASING PRODUCTIVITY	89 22%	56 19%	33 31%	22 26%	17 22%	32 25%	10 13%	21 27%	33 24%	34 20%	37 22%	46 25%	84 24%	3 9%	46 26%	48 27%	19 19%	16 31%	12 25%	6 15%	3 17%	2 11%	34 20%	52 24%
DEVELOPING MANAGERS AND LEADERS	60 15%	44 15%	17 15%	15 17%	6 8%	25 19%	10 12%	6 8%	27 20%	27 16%	26 15%	30 16%	56 16%	3 8%	36 20%	28 16%	11 11%	14 28%	7 15%	7 18%	-	2 -	22 13%	38 18%
NEW PRODUCTS	58 15%	46 16%	13 12%	14 16%	6 8%	19 14%	17 22%	13 17%	13 10%	29 17%	27 16%	26 14%	53 15%	2 6%	25 14%	32 18%	12 12%	5 11%	3 7%	6 17%	1 5%	2 17%	29 17%	28 13%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	47 12%	33 11%	14 13%	18 21%	10 13%	9 7%	9 11%	11 15%	15 11%	19 11%	23 13%	20 11%	43 12%	3 8%	21 12%	24 13%	12 12%	7 13%	2 5%	6 18%	3 17%	1 5%	23 14%	22 10%
CAPITAL INVESTMENTS	32 8%	24 8%	8 7%	8 10%	9 12%	10 8%	4 5%	6 8%	9 7%	14 8%	20 12%	9 5%	29 8%	3 7%	12 6%	11 6%	8 8%	2 4%	1 2%	7 19%	9 49%	4 29%	15 9%	15 7%
IMPLEMENTING AND USING AUTOMATION	30 7%	24 8%	6 6%	8 10%	9 11%	8 6%	3 4%	5 7%	12 9%	13 7%	13 8%	14 8%	27 8%	3 8%	14 8%	6 4%	12 12%	-	6 14%	3 9%	2 12%	1 5%	11 7%	17 8%
OTHER	25 6%	18 6%	7 7%	3 3%	7 9%	7 5%	5 6%	4 5%	7 5%	12 7%	12 7%	11 6%	23 6%	3 7%	6 4%	11 6%	6 6%	4 7%	4 8%	1 3%	1 5%	1 4%	9 5%	15 7%
DON'T KNOW/NOT SURE	12 3%	9 3%	3 3%	2 2%	3 4%	3 2%	3 3%	1 1%	3 2%	7 4%	5 3%	4 2%	9 3%	3 7%	2 1%	5 3%	5 5%	-	1 2%	2 4%	-	-	6 4%	5 2%
REFUSED	3 1%	2 1%	1 1%	-	-	1 1%	2 2%	1 1%	-	2 1%	2 1%	-	2 1%	1 2%	2 1%	1 1%	1 1%	-	1 2%	-	-	-	2 1%	1 -

Table 28-4

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			HIRING +DIFF		SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
HIRING NEW EMPLOYEES	177 44%	177 100%	38 26%	40 45%	29 49%	22 37%	16 34%	10 35%	10 31%	134 65%	41 22%	117 60%	54 38%	6 11%	129 66%	92 46%	72 40%	92 48%	82 40%	29 53%	41 41%	28 56%	58 58%	87 40%	
NEW CUSTOMERS AND MARKETS	149 37%	38 21%	149 100%	23 26%	9 16%	23 39%	17 36%	8 25%	11 35%	56 27%	92 49%	62 32%	54 38%	29 54%	49 25%	72 36%	71 39%	71 37%	76 38%	17 32%	38 38%	18 35%	43 43%	78 36%	
INCREASING PRODUCTIVITY	89 22%	40 23%	23 16%	89 100%	14 23%	5 9%	6 13%	4 15%	4 13%	47 23%	39 21%	44 23%	33 23%	11 21%	45 23%	40 20%	47 26%	44 23%	45 22%	12 21%	24 24%	14 27%	25 25%	44 20%	
DEVELOPING MANAGERS AND LEADERS	60 15%	29 17%	9 6%	14 15%	60 100%	3 6%	9 19%	5 17%	2 6%	49 24%	11 6%	30 15%	24 16%	6 11%	45 23%	38 19%	22 12%	34 18%	25 12%	10 19%	14 14%	10 19%	13 13%	33 15%	
NEW PRODUCTS	58 15%	22 12%	23 15%	5 6%	3 6%	58 100%	4 8%	2 6%	4 12%	26 13%	30 16%	24 12%	21 15%	12 22%	23 12%	30 15%	25 14%	27 14%	31 15%	6 12%	16 16%	5 10%	18 18%	33 15%	
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	47 12%	16 9%	17 11%	6 7%	9 15%	4 6%	47 100%	3 10%	3 10%	28 13%	19 10%	17 9%	22 15%	7 13%	26 13%	28 14%	19 10%	32 17%	15 7%	8 15%	16 16%	11 21%	9 9%	21 10%	
CAPITAL INVESTMENTS	32 8%	10 6%	11 7%	4 5%	2 3%	4 7%	3 7%	1 4%	32 100%	16 8%	16 8%	15 8%	10 7%	7 12%	15 8%	24 12%	7 4%	15 8%	16 8%	4 7%	10 10%	2 4%	7 7%	19 9%	
IMPLEMENTING AND USING AUTOMATION	30 7%	10 6%	8 5%	4 5%	5 8%	2 3%	3 7%	30 100%	1 4%	21 10%	9 5%	17 9%	11 8%	1 2%	20 10%	19 9%	8 4%	24 12%	6 3%	6 11%	9 9%	4 8%	13 13%	15 7%	
OTHER	25 6%	3 2%	5 3%	4 4%	2 3%	-	-	-	-	4 2%	19 10%	10 5%	7 5%	7 14%	4 2%	13 6%	12 6%	8 4%	17 8%	3 5%	11 11%	1 2%	-	17 8%	
DON'T KNOW/NOT SURE	12 3%	-	-	-	-	-	-	-	-	1 -	10 6%	4 2%	3 2%	3 5%	1 -	3 1%	9 5%	4 2%	8 4%	1 3%	3 3%	-	-	9 4%	
REFUSED	3 1%	-	-	-	-	-	-	-	-	-	3 2%	2 1%	1 1%	-	-	1 -	2 1%	-	3 1%	-	-	-	-	3 1%	

Table 28-5

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				ISO CERTIFIED	
	TOTAL	WORK- ENV- IRON	SAFE ENVIR	COMP SALARY	WRK- LFE BAL	FLEX SHIFTS	BENE- FITS	IND- STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
HIRING NEW EMPLOYEES	177 44%	131 46%	121 49%	114 46%	105 47%	81 44%	80 46%	81 47%	79 51%	41 58%	135 42%	54 39%	97 46%	151 43%	21 52%	35 52%	121 41%
NEW CUSTOMERS AND MARKETS	149 37%	109 38%	89 36%	95 38%	90 40%	75 40%	64 37%	69 40%	57 37%	26 38%	120 37%	55 40%	75 35%	130 37%	15 36%	20 29%	118 40%
INCREASING PRODUCTIVITY	89 22%	67 23%	57 23%	52 21%	48 21%	42 23%	37 21%	42 24%	34 22%	16 22%	71 22%	30 22%	48 23%	78 22%	10 24%	16 24%	62 21%
DEVELOPING MANAGERS AND LEADERS	60 15%	47 16%	42 17%	40 16%	36 16%	32 17%	34 20%	28 16%	29 19%	14 20%	45 14%	17 13%	38 18%	56 16%	4 11%	14 21%	44 15%
NEW PRODUCTS	58 15%	44 15%	33 13%	35 14%	32 14%	28 15%	21 12%	18 11%	16 10%	10 14%	46 14%	23 17%	25 12%	48 14%	10 23%	4 7%	46 15%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	47 12%	35 12%	34 14%	32 13%	31 14%	21 11%	27 16%	27 16%	18 12%	13 18%	34 11%	13 9%	30 14%	43 12%	4 10%	7 10%	34 11%
CAPITAL INVESTMENTS	32 8%	24 9%	19 8%	22 9%	20 9%	9 5%	16 9%	10 6%	14 9%	6 9%	26 8%	13 9%	11 5%	24 7%	7 17%	8 11%	23 8%
IMPLEMENTING AND USING AUTOMATION	30 7%	23 8%	21 8%	20 8%	18 8%	16 8%	17 10%	15 9%	15 10%	6 9%	23 7%	4 3%	23 11%	27 8%	2 5%	11 17%	16 5%
OTHER	25 6%	13 5%	15 6%	14 6%	12 6%	11 6%	8 4%	8 5%	9 6%	3 4%	23 7%	11 8%	14 7%	25 7%	1 2%	3 5%	22 7%
DON'T KNOW/NOT SURE	12 3%	9 3%	7 3%	8 3%	6 3%	5 3%	2 1%	2 1%	2 1%	- -	11 3%	7 5%	4 2%	11 3%	1 2%	- -	10 4%
REFUSED	3 1%	2 1%	2 1%	1 -	1 -	2 1%	- -	2 1%	- -	- -	3 1%	1 1%	1 -	2 1%	1 2%	- -	2 1%

Table 29-1  
 QUESTION 24:  
 For the entire year of 2022, 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	\$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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
MANAGING COSTS DUE TO INFLATION	253 63%	96 68%	51 58%	31 65%	25 58%	50 61%	147 65%	107 62%	87 62%	76 65%	60 68%	122 60%	83 69%	44 70%	35 74%	27 60%	37 67%	30 65%	42 60%	209 65%	107 59%	41 62%	3 41%	66 75%
GROWING REVENUE AND PROFITABILITY	218 54%	81 58%	40 46%	23 48%	27 63%	47 57%	121 53%	97 56%	67 48%	64 55%	57 64%	101 50%	71 59%	39 61%	32 68%	23 51%	26 48%	23 49%	50 71%	164 51%	90 49%	35 54%	5 57%	51 58%
MAXIMIZING PRODUCTIVITY	203 51%	68 48%	47 54%	19 39%	24 56%	46 56%	115 51%	88 51%	59 42%	67 57%	55 62%	89 44%	69 58%	40 63%	33 69%	25 56%	30 55%	22 48%	32 46%	169 52%	79 43%	35 54%	4 45%	53 60%
EXPANDING SALES WITHIN THE UNITED STATES	171 43%	65 47%	33 38%	14 30%	23 54%	35 42%	98 43%	73 42%	49 35%	49 42%	45 50%	79 39%	52 44%	34 53%	23 48%	22 49%	17 30%	19 42%	32 46%	134 42%	63 35%	32 48%	2 22%	48 55%
STAFF DEVELOPMENT AND CULTURE	137 34%	51 36%	24 28%	13 27%	19 44%	31 37%	75 33%	62 36%	30 21%	42 36%	52 59%	46 22%	52 43%	34 54%	25 52%	16 36%	22 39%	17 38%	25 36%	109 34%	48 27%	25 38%	2 19%	43 49%
SYSTEMS AND TECHNOLOGY	115 29%	34 24%	21 24%	17 36%	18 42%	26 31%	55 24%	61 35%	27 19%	35 30%	38 43%	41 20%	44 36%	28 45%	19 39%	13 29%	16 29%	14 30%	21 30%	94 29%	45 25%	16 25%	2 22%	30 34%
AUTOMATION	88 22%	23 17%	18 20%	12 25%	15 34%	20 25%	41 18%	47 27%	14 10%	32 28%	30 34%	27 13%	32 27%	26 40%	22 47%	14 32%	12 21%	11 24%	15 21%	72 22%	35 19%	12 18%	1 10%	27 30%
CYBER SECURITY	82 21%	28 20%	21 24%	7 14%	10 24%	16 19%	49 22%	33 19%	17 12%	20 17%	33 37%	26 13%	27 22%	27 43%	15 31%	13 29%	10 17%	9 21%	15 21%	68 21%	22 12%	16 24%	1 10%	27 31%
EXPANDING SALES GLOBALLY	61 15%	25 18%	10 12%	5 10%	6 13%	15 18%	35 16%	25 15%	17 12%	17 14%	21 24%	24 12%	19 16%	13 21%	11 23%	7 16%	2 3%	13 27%	17 24%	43 13%	16 9%	18 27%	1 10%	18 21%
OTHER	1 -	- -	- -	- -	1 3%	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 -	- -	1 2%	- -	- -
NONE OF THE ABOVE	27 7%	7 5%	5 5%	7 14%	4 10%	5 6%	12 5%	16 9%	15 11%	6 5%	2 2%	19 9%	5 4%	2 3%	1 1%	1 2%	6 11%	4 8%	3 4%	22 7%	18 10%	3 5%	2 20%	3 4%
DON'T KNOW/REFUSED	4 1%	- -	4 4%	- -	- -	- -	4 2%	- -	2 1%	2 1%	- -	4 2%	- -	- -	- -	1 2%	1 1%	- -	- -	4 1%	3 1%	1 1%	- -	- -

Table 29-2  
 QUESTION 24:  
 For the entire year of 2022, do you expect an increase investment in any of the following areas?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+
					58																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
MANAGING COSTS DUE TO INFLATION	253	125	86	212	39	44	91	111	41	113	96	98	60	91	73	69	105	78	46	127	35	205	16	28
	63%	62%	63%	63%	68%	57%	65%	65%	64%	62%	65%	63%	71%	60%	59%	69%	62%	64%	67%	62%	55%	63%	79%	66%
GROWING REVENUE AND PROFITABILITY	218	118	71	189	27	45	84	82	37	93	84	92	40	79	73	48	91	69	31	115	36	172	11	27
	54%	59%	52%	56%	47%	58%	60%	48%	59%	51%	57%	59%	47%	52%	59%	48%	54%	57%	45%	56%	56%	53%	55%	64%
MAXIMIZING PRODUCTIVITY	203	114	68	182	21	44	71	83	35	84	81	84	44	69	64	47	86	68	31	101	31	158	16	23
	51%	56%	50%	54%	37%	57%	51%	49%	55%	46%	55%	54%	52%	46%	52%	47%	51%	56%	45%	49%	49%	49%	79%	55%
EXPANDING SALES WITHIN THE UNITED STATES	171	89	65	154	16	37	64	62	34	72	63	77	29	59	62	30	74	51	29	88	25	131	13	21
	43%	44%	48%	46%	27%	48%	46%	37%	53%	40%	43%	49%	34%	39%	50%	30%	44%	42%	42%	43%	39%	40%	62%	49%
STAFF DEVELOPMENT AND CULTURE	137	80	44	124	12	32	55	46	24	58	54	70	24	38	52	29	53	46	21	69	20	97	13	21
	34%	40%	32%	37%	21%	41%	39%	27%	37%	32%	37%	45%	28%	25%	42%	29%	31%	38%	31%	34%	32%	30%	62%	50%
SYSTEMS AND TECHNOLOGY	115	70	35	104	11	25	48	39	25	48	40	52	22	35	43	19	51	39	20	54	15	85	10	18
	29%	35%	25%	31%	19%	32%	34%	23%	39%	26%	27%	34%	26%	23%	35%	19%	30%	32%	29%	27%	23%	26%	50%	42%
AUTOMATION	88	50	30	81	7	26	26	34	16	42	29	36	18	31	28	18	37	33	16	37	15	59	13	13
	22%	25%	22%	24%	12%	33%	18%	20%	24%	23%	20%	23%	21%	21%	23%	18%	22%	27%	23%	18%	24%	18%	63%	30%
CYBER SECURITY	82	46	27	73	8	21	24	34	17	38	26	40	15	24	32	15	31	28	13	39	8	53	10	18
	21%	23%	20%	22%	15%	27%	17%	20%	26%	21%	18%	26%	18%	16%	26%	15%	18%	23%	19%	19%	13%	16%	46%	42%
EXPANDING SALES GLOBALLY	61	38	21	59	2	18	22	18	17	22	21	29	12	18	26	10	23	13	12	33	7	43	4	9
	15%	19%	16%	17%	3%	23%	15%	10%	27%	12%	14%	19%	14%	12%	21%	10%	14%	10%	18%	16%	11%	13%	21%	21%
OTHER	1	-	1	1	-	-	1	-	-	1	-	1	-	-	1	-	-	-	-	1	-	1	-	-
	-	-	1%	-	-	-	1%	-	-	1%	-	1%	-	-	1%	-	-	-	-	1%	-	-	-	-
NONE OF THE ABOVE	27	9	10	19	9	3	10	14	2	15	10	7	8	12	6	5	16	7	5	15	4	24	-	2
	7%	4%	7%	6%	15%	4%	7%	8%	3%	8%	7%	4%	10%	8%	5%	5%	9%	6%	8%	7%	7%	7%	-	4%
DON'T KNOW/REFUSED	4	2	-	2	2	1	1	2	1	2	1	2	-	2	2	1	1	-	-	4	1	4	-	-
	1%	1%	-	1%	3%	1%	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	1%	-	-	2%	1%	1%	-	-

Table 29-3  
 QUESTION 24:  
 For the entire year of 2022, do you expect an increase investment in any of the following areas?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
MANAGING COSTS DUE TO INFLATION	253 63%	187 64%	67 63%	61 72%	54 69%	83 64%	43 56%	45 59%	91 68%	108 63%	109 63%	114 63%	223 63%	28 72%	105 59%	127 72%	73 74%	31 60%	32 68%	23 64%	9 49%	7 51%	102 59%	139 65%
GROWING REVENUE AND PROFITABILITY	218 54%	159 54%	59 55%	55 65%	41 54%	66 51%	38 48%	44 58%	91 67%	73 43%	101 59%	92 50%	193 55%	21 54%	91 51%	108 61%	52 52%	33 66%	28 59%	23 63%	8 46%	7 47%	92 53%	118 55%
MAXIMIZING PRODUCTIVITY	203 51%	151 52%	52 49%	61 71%	39 51%	67 52%	26 33%	41 54%	78 58%	77 45%	93 54%	90 50%	183 52%	17 44%	97 55%	87 49%	52 52%	32 63%	26 55%	19 51%	7 38%	5 34%	87 51%	109 51%
EXPANDING SALES WITHIN THE UNITED STATES	171 43%	130 44%	41 39%	41 48%	28 36%	63 49%	28 35%	38 49%	64 47%	60 35%	77 45%	77 42%	154 44%	14 34%	75 42%	80 45%	42 42%	24 48%	26 55%	16 45%	7 36%	3 23%	70 41%	95 44%
STAFF DEVELOPMENT AND CULTURE	137 34%	99 34%	38 36%	41 49%	33 43%	43 33%	14 18%	31 41%	46 34%	59 34%	64 37%	67 37%	130 37%	6 14%	77 43%	57 32%	33 33%	25 50%	14 30%	14 38%	3 16%	5 37%	50 29%	81 38%
SYSTEMS AND TECHNOLOGY	115 29%	84 29%	32 30%	37 44%	26 34%	35 27%	15 19%	24 32%	40 30%	45 26%	58 34%	45 25%	103 29%	10 25%	48 27%	52 29%	26 26%	18 35%	16 33%	8 22%	7 35%	5 34%	53 31%	58 27%
AUTOMATION	88 22%	65 22%	23 22%	30 35%	23 29%	21 16%	13 17%	19 24%	32 23%	36 21%	42 24%	39 21%	81 23%	5 13%	45 25%	33 19%	22 22%	12 23%	9 20%	8 22%	7 37%	2 12%	43 25%	41 19%
CYBER SECURITY	82 21%	57 19%	25 23%	22 26%	18 23%	24 18%	18 23%	18 23%	27 20%	34 20%	36 21%	38 21%	74 21%	6 16%	38 21%	31 18%	25 25%	12 23%	8 18%	7 18%	4 20%	3 21%	36 21%	44 21%
EXPANDING SALES GLOBALLY	61 15%	49 17%	12 11%	20 23%	11 15%	21 16%	7 9%	23 30%	21 16%	15 9%	26 15%	31 17%	57 16%	2 4%	29 16%	30 17%	15 15%	6 11%	6 13%	5 14%	6 33%	3 19%	30 18%	27 13%
OTHER	1 -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	1 1%
NONE OF THE ABOVE	27 7%	21 7%	7 6%	2 2%	6 8%	8 6%	10 13%	6 7%	7 5%	14 8%	6 4%	15 8%	22 6%	5 13%	12 6%	12 7%	8 8%	3 6%	1 3%	3 8%	1 3%	2 13%	17 10%	9 4%
DON'T KNOW/REFUSED	4 1%	3 1%	1 1%	- -	- -	1 1%	2 2%	2 2%	- -	2 1%	2 1%	1 1%	3 1%	1 2%	1 1%	1 1%	1 1%	- -	1 2%	1 3%	- -	1 6%	3 2%	1 -

Table 29-4  
 QUESTION 24:  
 For the entire year of 2022, do you expect an increase investment in any of the following areas?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
MANAGING COSTS DUE TO INFLATION	253 63%	109 61%	102 68%	53 59%	41 69%	40 68%	35 75%	20 68%	19 58%	134 65%	118 63%	122 63%	96 67%	30 55%	126 65%	130 65%	116 64%	125 65%	126 62%	36 67%	67 67%	32 63%	66 66%	140 64%
GROWING REVENUE AND PROFITABILITY	218 54%	93 52%	82 55%	59 66%	37 61%	33 57%	30 64%	20 65%	21 67%	117 57%	100 53%	103 53%	80 55%	29 54%	108 56%	123 61%	90 49%	127 65%	90 44%	27 49%	57 57%	32 63%	55 55%	116 53%
MAXIMIZING PRODUCTIVITY	203 51%	96 54%	63 43%	62 70%	37 61%	27 47%	33 71%	22 72%	15 47%	112 54%	91 49%	95 49%	84 58%	24 45%	105 54%	109 54%	86 47%	116 60%	86 42%	28 52%	49 49%	29 58%	54 54%	108 50%
EXPANDING SALES WITHIN THE UNITED STATES	171 43%	79 44%	73 49%	45 51%	27 44%	26 45%	21 45%	20 68%	11 35%	97 47%	73 39%	80 42%	64 44%	22 42%	89 46%	94 47%	71 39%	104 54%	66 32%	17 32%	33 33%	28 56%	36 36%	96 44%
STAFF DEVELOPMENT AND CULTURE	137 34%	71 40%	50 34%	30 34%	31 51%	18 30%	26 55%	13 44%	5 17%	96 47%	40 22%	73 38%	51 36%	11 20%	89 46%	79 39%	52 29%	93 48%	43 21%	23 43%	30 30%	23 44%	25 25%	71 32%
SYSTEMS AND TECHNOLOGY	115 29%	46 26%	40 27%	30 34%	24 40%	13 22%	19 40%	19 64%	11 35%	64 31%	51 28%	55 28%	45 31%	13 24%	58 30%	73 36%	36 20%	77 40%	38 19%	16 29%	35 35%	21 40%	26 26%	52 24%
AUTOMATION	88 22%	41 23%	28 19%	20 23%	15 25%	8 14%	20 43%	25 83%	7 23%	59 29%	28 15%	49 25%	31 22%	7 14%	57 30%	54 27%	29 16%	57 30%	30 15%	13 24%	19 19%	18 35%	23 23%	39 18%
CYBER SECURITY	82 21%	38 21%	27 18%	16 18%	16 26%	14 24%	16 35%	16 52%	7 21%	56 27%	27 14%	40 21%	29 20%	13 24%	50 26%	54 27%	24 13%	56 29%	26 13%	14 25%	25 25%	13 25%	14 14%	47 22%
EXPANDING SALES GLOBALLY	61 15%	22 13%	29 20%	15 17%	9 16%	15 26%	9 20%	8 26%	9 28%	35 17%	25 14%	26 13%	22 16%	11 21%	31 16%	38 19%	21 11%	41 21%	20 10%	5 9%	17 17%	6 12%	15 15%	34 16%
OTHER	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 2%	- -	- -
NONE OF THE ABOVE	27 7%	14 8%	10 6%	4 4%	2 3%	3 4%	- -	- -	1 3%	12 6%	13 7%	16 8%	6 4%	5 9%	12 6%	13 6%	13 7%	6 3%	20 10%	4 8%	10 10%	4 8%	8 8%	12 5%
DON'T KNOW/REFUSED	4 1%	2 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	4 2%	2 1%	1 1%	1 1%	- -	- -	3 1%	- -	4 2%	1 1%	- -	- -	- -	3 1%



Table 29-5  
 QUESTION 24:  
 For the entire year of 2022, do you expect an increase investment in any of the following areas?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
MANAGING COSTS DUE TO INFLATION	253	193	177	178	157	122	123	122	110	48	201	87	138	225	22	45	186
	63%	68%	71%	72%	70%	65%	71%	72%	71%	67%	62%	63%	65%	64%	54%	66%	63%
GROWING REVENUE AND PROFITABILITY	218	178	157	155	138	109	112	113	106	38	175	81	116	196	17	42	152
	54%	62%	63%	63%	61%	58%	65%	66%	69%	53%	54%	58%	54%	56%	41%	62%	51%
MAXIMIZING PRODUCTIVITY	203	172	160	156	142	114	117	113	112	40	158	76	109	185	16	39	141
	51%	60%	64%	63%	63%	61%	68%	66%	73%	57%	49%	55%	51%	53%	39%	58%	48%
EXPANDING SALES WITHIN THE UNITED STATES	171	134	128	121	107	91	89	88	86	35	133	59	95	153	15	38	116
	43%	47%	52%	49%	47%	49%	52%	52%	56%	50%	41%	43%	44%	44%	37%	56%	39%
STAFF DEVELOPMENT AND CULTURE	137	113	103	105	97	76	86	82	77	33	101	47	83	130	6	37	86
	34%	40%	42%	43%	43%	41%	50%	48%	50%	48%	31%	34%	39%	37%	16%	54%	29%
SYSTEMS AND TECHNOLOGY	115	96	92	86	84	72	73	64	70	24	89	38	66	104	10	27	76
	29%	34%	37%	35%	38%	39%	42%	37%	46%	34%	28%	27%	31%	30%	24%	40%	26%
AUTOMATION	88	73	68	68	62	50	60	54	52	21	66	24	55	79	8	29	51
	22%	26%	27%	28%	28%	27%	35%	31%	34%	30%	20%	17%	26%	23%	20%	43%	17%
CYBER SECURITY	82	70	69	67	64	52	56	55	55	27	54	27	45	72	9	26	47
	21%	24%	28%	27%	29%	28%	33%	32%	36%	39%	17%	19%	21%	20%	21%	38%	16%
EXPANDING SALES GLOBALLY	61	52	44	43	39	39	38	34	33	14	46	22	34	56	5	16	41
	15%	18%	18%	17%	17%	21%	22%	20%	21%	20%	14%	16%	16%	16%	11%	24%	14%
OTHER	1	1	-	-	1	1	-	-	-	1	-	-	1	1	-	-	1
	-	-	-	-	1%	1%	-	-	-	2%	-	-	1%	-	-	-	-
NONE OF THE ABOVE	27	12	12	11	9	14	7	5	3	4	23	11	12	23	4	2	24
	7%	4%	5%	5%	4%	7%	4%	3%	2%	5%	7%	8%	5%	6%	10%	3%	8%
DON'T KNOW/REFUSED	4	2	2	1	2	2	1	1	-	1	3	1	1	2	2	-	4
	1%	1%	1%	-	1%	1%	1%	1%	-	1%	1%	1%	-	-	5%	-	1%

Table 30-1  
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 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (YES - NO)	20	-2	3	-6	13	11	1	19	-50	-3	72	-63	33	49	14	5	18	10	-3	19	-24	4	6	21
	5%	-1%	3%	-12%	30%	14%	-	11%	-35%	-3%	82%	-31%	27%	77%	30%	12%	33%	21%	-4%	6%	-13%	6%	67%	24%
TOTAL YES	206	68	45	20	28	46	112	94	44	56	80	68	76	56	31	25	36	27	33	167	79	35	7	54
-----	52%	48%	51%	41%	65%	56%	50%	54%	31%	48%	91%	33%	63%	89%	65%	55%	65%	59%	48%	52%	43%	52%	79%	61%
A LOT	40	13	5	4	5	12	18	21	2	9	23	5	11	19	5	6	4	6	2	35	11	7	2	14
	10%	9%	6%	9%	11%	15%	8%	12%	1%	8%	26%	3%	9%	31%	10%	12%	8%	12%	2%	11%	6%	10%	23%	16%
SOME	36	9	11	1	4	11	20	16	5	7	20	8	13	15	7	6	2	5	6	29	6	5	2	15
	9%	6%	12%	1%	9%	14%	9%	9%	3%	6%	22%	4%	11%	24%	15%	13%	4%	11%	9%	9%	3%	8%	21%	17%
NOT TOO MANY	16	8	4	-	1	3	12	4	5	3	6	6	5	5	2	3	6	1	3	13	6	3	1	3
	4%	6%	4%	-	2%	4%	5%	2%	4%	2%	6%	3%	4%	7%	4%	7%	11%	2%	4%	4%	3%	4%	9%	4%
ONLY A FEW	115	37	25	15	18	19	62	52	32	37	32	48	48	17	16	11	23	16	22	89	56	20	2	21
	29%	27%	29%	31%	42%	24%	28%	30%	23%	32%	36%	24%	40%	26%	35%	23%	42%	34%	32%	28%	31%	30%	25%	24%
NO	186	69	42	26	15	34	112	75	94	59	8	131	43	7	17	20	18	17	36	147	102	30	1	33
	47%	50%	49%	53%	35%	42%	49%	43%	67%	50%	9%	64%	36%	11%	35%	43%	32%	38%	52%	46%	56%	46%	12%	38%
DON'T KNOW/NOT SURE	5	2	-	2	-	1	2	3	3	1	-	4	-	-	-	-	2	2	-	5	2	-	1	1
	1%	1%	-	4%	-	1%	1%	2%	2%	1%	-	2%	-	-	-	-	4%	4%	-	1%	1%	-	9%	1%
REFUSED	3	1	-	1	-	1	1	2	-	1	1	2	1	-	-	1	-	-	-	3	-	1	-	-
	1%	1%	-	1%	-	1%	-	1%	-	1%	1%	1%	1%	-	-	2%	-	-	-	1%	-	2%	-	-
HIRING+DIFF	194	63	44	19	27	40	107	86	42	56	73	66	71	51	30	23	35	26	30	158	75	35	7	49
	48%	45%	51%	40%	63%	49%	47%	50%	30%	48%	82%	33%	59%	81%	63%	50%	63%	57%	42%	49%	41%	52%	79%	56%

Table 30-2  
 QUESTION 25:  
 Does your company currently have positions that are open and are hiring?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022				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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (YES - NO)	20	29	6	35	-17	18	10	-10	-3	20	3	27	-20	13	18	-14	14	1	9	8	9	-30	15	34	
	5%	15%	4%	10%	-29%	23%	7%	-6%	-4%	11%	2%	17%	-24%	9%	15%	-14%	8%	1%	14%	4%	14%	-9%	74%	79%	
TOTAL YES	206	115	70	184	19	47	73	79	30	100	73	91	32	79	71	42	88	61	39	103	34	144	18	38	
-----	52%	57%	51%	55%	33%	62%	52%	47%	48%	55%	50%	59%	37%	52%	57%	42%	52%	50%	56%	51%	53%	44%	87%	89%	
A LOT	40	26	10	36	4	11	14	14	7	21	11	17	4	17	17	6	15	13	9	17	6	16	7	13	
	10%	13%	7%	11%	7%	14%	10%	8%	11%	12%	7%	11%	4%	11%	14%	6%	9%	10%	12%	8%	9%	5%	32%	30%	
SOME	36	23	11	34	1	5	17	13	2	19	14	13	7	15	9	9	17	8	12	16	6	20	3	12	
	9%	11%	8%	10%	2%	7%	12%	8%	4%	10%	10%	8%	8%	10%	7%	9%	10%	7%	17%	8%	10%	6%	14%	29%	
NOT TOO MANY	16	6	7	13	3	3	5	6	4	7	4	8	5	3	5	7	4	2	5	9	1	11	2	3	
	4%	3%	5%	4%	6%	4%	3%	4%	6%	4%	3%	5%	6%	2%	4%	7%	2%	2%	7%	5%	1%	3%	9%	6%	
ONLY A FEW	115	61	42	102	11	28	37	47	17	53	44	53	16	45	40	21	52	38	14	61	21	96	7	10	
	29%	30%	30%	30%	19%	37%	26%	27%	27%	29%	30%	34%	19%	30%	32%	21%	31%	32%	20%	30%	33%	30%	32%	24%	
NO	186	86	64	149	36	30	63	89	33	80	70	65	52	65	53	57	74	60	29	95	25	174	3	5	
	47%	42%	46%	44%	62%	38%	45%	52%	52%	44%	47%	41%	61%	43%	43%	57%	44%	49%	42%	47%	39%	54%	13%	11%	
DON'T KNOW/NOT SURE	5	1	1	2	3	-	4	1	-	1	4	-	-	5	-	1	4	1	-	4	3	4	-	-	
	1%	-	1%	1%	5%	-	3%	1%	-	1%	2%	-	-	3%	-	1%	2%	1%	-	2%	4%	1%	-	-	
REFUSED	3	-	3	3	-	-	1	1	-	2	1	-	1	2	-	-	2	-	1	2	2	3	-	-	
	1%	-	2%	1%	-	-	1%	1%	-	1%	1%	-	1%	1%	-	-	1%	-	1%	1%	3%	1%	-	-	
HIRING+DIFF	194	105	68	173	19	41	69	78	26	99	67	83	32	76	63	42	86	58	38	96	33	138	18	33	
	48%	52%	50%	51%	33%	54%	50%	45%	40%	54%	45%	53%	37%	50%	51%	42%	51%	48%	55%	47%	52%	42%	87%	78%	

Table 30-3  
QUESTION 25:  
Does your company currently have positions that are open and are hiring?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (YES - NO)	20	7	13	22	-	-	-1	-1	22	3	13	23	36	-18	110	-19	-14	14	-7	5	-3	-1	-33	59
	5%	2%	12%	26%	-	-	-1%	-1%	16%	2%	7%	13%	10%	-45%	62%	-11%	-14%	27%	-15%	14%	-19%	-8%	-19%	28%
TOTAL YES	206	148	58	53	38	63	38	37	77	85	91	100	191	11	142	76	43	32	20	20	8	7	69	133
-----	52%	50%	54%	62%	50%	49%	48%	49%	57%	50%	53%	55%	54%	27%	80%	43%	43%	62%	42%	56%	41%	46%	40%	62%
A LOT	40	28	11	14	5	14	4	7	12	20	23	15	37	1	34	9	9	4	4	2	-	-	12	27
	10%	10%	11%	16%	6%	11%	5%	9%	9%	11%	13%	8%	11%	3%	19%	5%	9%	8%	8%	5%	-	-	7%	12%
SOME	36	26	10	8	11	12	2	5	14	15	17	18	35	-	25	16	11	5	1	5	1	-	14	22
	9%	9%	9%	10%	15%	9%	3%	7%	11%	9%	10%	10%	10%	-	14%	9%	11%	10%	2%	15%	4%	-	8%	10%
NOT TOO MANY	16	13	3	4	-	7	4	6	6	3	5	10	14	2	5	8	4	3	3	4	-	2	4	10
	4%	4%	3%	5%	-	5%	5%	8%	5%	2%	3%	5%	4%	4%	3%	4%	4%	6%	6%	10%	-	13%	2%	5%
ONLY A FEW	115	81	34	27	22	30	27	19	44	48	47	58	105	8	77	43	19	20	13	10	7	5	40	74
	29%	28%	32%	31%	29%	23%	35%	26%	33%	28%	27%	32%	30%	20%	44%	24%	19%	39%	27%	27%	37%	34%	23%	35%
NO	186	141	46	31	38	64	38	38	55	82	78	77	155	29	32	95	57	18	27	15	11	8	101	74
	47%	48%	43%	36%	49%	49%	49%	50%	41%	48%	45%	42%	44%	73%	18%	53%	57%	35%	58%	42%	59%	54%	59%	35%
DON'T KNOW/NOT SURE	5	3	2	1	1	1	2	1	3	1	1	4	5	-	3	5	-	-	-	1	-	-	2	3
	1%	1%	2%	1%	1%	1%	3%	1%	2%	-	1%	2%	1%	-	2%	3%	-	-	-	3%	-	-	1%	1%
REFUSED	3	2	1	1	-	2	-	-	-	3	2	1	3	-	1	2	-	1	-	-	-	-	-	3
	1%	1%	1%	1%	-	1%	-	-	-	2%	1%	1%	1%	-	-	1%	-	2%	-	-	-	-	-	1%
HIRING+DIFF	194	139	54	46	37	63	34	34	72	82	84	96	180	11	137	75	40	27	17	19	6	4	62	128
	48%	48%	51%	54%	48%	48%	44%	45%	54%	48%	49%	53%	51%	27%	77%	42%	40%	53%	37%	53%	35%	27%	36%	60%

Table 30-4  
QUESTION 25:  
Does your company currently have positions that are open and are hiring?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
**D/S (YES - NO)	20	93	-36	8	37	-4	9	11	-	206	-186	54	3	-33	194	34	-20	65	-48	2	-5	10	23	2	
	5%	52%	-24%	9%	62%	-6%	19%	38%	1%	100%	-100%	28%	2%	-61%	100%	17%	-11%	34%	-23%	4%	-5%	19%	23%	1%	
TOTAL YES	206	134	56	47	49	26	28	21	16	206	-	121	72	10	194	115	80	128	76	27	46	30	62	108	
-----	52%	75%	37%	53%	81%	45%	59%	69%	51%	100%	-	63%	50%	19%	100%	58%	44%	66%	37%	51%	46%	60%	62%	50%	
A LOT	40	28	9	8	13	4	4	7	5	40	-	34	5	1	38	28	9	28	11	8	13	6	10	18	
	10%	16%	6%	9%	21%	7%	8%	24%	17%	19%	-	17%	3%	3%	20%	14%	5%	15%	6%	15%	13%	12%	10%	8%	
SOME	36	19	9	15	5	3	9	6	3	36	-	16	18	1	34	25	9	29	7	4	6	5	12	19	
	9%	10%	6%	16%	9%	6%	19%	21%	9%	17%	-	8%	12%	2%	18%	13%	5%	15%	4%	7%	6%	10%	12%	9%	
NOT TOO MANY	16	9	8	3	1	5	1	-	2	16	-	8	7	1	15	8	7	8	7	2	2	1	4	11	
	4%	5%	5%	4%	1%	9%	2%	-	6%	8%	-	4%	5%	2%	8%	4%	4%	4%	4%	4%	2%	2%	4%	5%	
ONLY A FEW	115	78	30	21	30	14	14	7	6	115	-	63	44	7	107	54	56	63	50	14	25	19	36	60	
	29%	44%	20%	24%	49%	23%	30%	24%	20%	56%	-	33%	30%	13%	55%	27%	31%	32%	25%	25%	25%	37%	36%	28%	
NO	186	41	92	39	11	30	19	9	16	-	186	67	70	43	-	81	100	63	123	25	51	21	38	107	
	47%	23%	62%	44%	19%	52%	41%	31%	49%	-	100%	35%	48%	81%	-	41%	55%	33%	61%	47%	51%	40%	38%	49%	
DON'T KNOW/NOT SURE	5	1	1	2	-	2	-	-	-	-	-	2	2	-	-	1	2	-	3	1	2	-	-	2	
	1%	1%	1%	2%	-	3%	-	-	-	-	-	1%	1%	-	-	-	1%	-	1%	1%	2%	-	-	1%	
REFUSED	3	2	-	1	-	-	-	-	-	-	-	3	-	-	-	3	-	2	1	1	2	-	-	1	
	1%	1%	-	1%	-	-	-	-	-	-	-	1%	-	-	-	1%	-	1%	-	1%	2%	-	-	-	
HIRING+DIFF	194	129	49	45	45	23	26	20	15	194	-	121	72	-	194	108	77	118	75	25	44	29	56	103	
	48%	72%	33%	51%	75%	40%	55%	67%	47%	94%	-	63%	50%	-	100%	54%	42%	61%	37%	47%	44%	58%	56%	47%	

Table 30-5  
 QUESTION 25:  
 Does your company currently have positions that are open and are hiring?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (YES - NO)	20	20	41	32	23	10	38	34	39	29	-9	-12	36	24	-2	39	-29
	5%	7%	17%	13%	10%	5%	22%	20%	26%	41%	-3%	-8%	17%	7%	-5%	57%	-10%
TOTAL YES	206	152	143	138	122	97	105	102	95	50	153	62	122	184	19	53	130
-----	52%	53%	58%	56%	54%	52%	61%	60%	62%	71%	47%	45%	57%	52%	48%	78%	44%
A LOT	40	35	31	27	24	21	24	20	21	9	31	14	24	38	2	17	18
	10%	12%	12%	11%	10%	11%	14%	12%	13%	13%	10%	10%	11%	11%	4%	25%	6%
SOME	36	24	24	25	21	13	19	20	15	14	22	10	21	31	3	11	22
	9%	8%	10%	10%	9%	7%	11%	12%	10%	19%	7%	7%	10%	9%	8%	16%	7%
NOT TOO MANY	16	11	9	13	9	7	6	7	8	3	13	4	8	13	3	4	9
	4%	4%	4%	5%	4%	4%	3%	4%	5%	4%	4%	3%	4%	4%	7%	5%	3%
ONLY A FEW	115	82	79	73	69	56	57	55	52	24	87	33	68	101	12	22	81
	29%	29%	32%	30%	30%	30%	33%	32%	34%	35%	27%	24%	32%	29%	28%	32%	27%
NO	186	132	102	106	99	86	67	68	56	21	162	74	86	160	21	14	160
	47%	46%	41%	43%	44%	46%	39%	40%	36%	29%	50%	53%	40%	46%	52%	21%	54%
DON'T KNOW/NOT SURE	5	1	1	1	2	2	-	-	1	-	5	-	5	5	-	-	3
	1%	-	-	-	1%	1%	-	-	1%	-	1%	-	2%	1%	-	-	1%
REFUSED	3	2	2	2	2	2	1	1	2	-	3	2	1	3	-	1	2
	1%	1%	1%	1%	1%	1%	-	-	1%	-	1%	2%	-	1%	-	1%	1%
HIRING+DIFF	194	141	134	128	114	89	98	93	91	47	145	58	116	174	17	50	124
	48%	49%	54%	52%	51%	48%	57%	55%	59%	67%	45%	42%	55%	49%	42%	74%	42%

Table 31-1  
 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 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (DIFFICULT - NOT DIFFICULT)	283	100	58	34	35	57	158	126	87	98	74	139	96	45	35	35	47	39	45	233	123	60	8	53
	71%	71%	66%	71%	81%	69%	69%	73%	62%	84%	83%	68%	80%	71%	74%	77%	84%	85%	65%	73%	67%	90%	100%	61%
TOTAL DIFFICULT	337	118	72	39	39	69	190	147	112	107	80	168	107	54	41	40	51	43	56	274	149	63	8	70
-----	84%	84%	83%	81%	91%	84%	84%	85%	79%	92%	91%	82%	89%	85%	86%	89%	91%	93%	80%	85%	81%	95%	100%	80%
TOTAL NOT DIFFICULT	54	18	15	5	4	12	33	21	24	9	6	29	11	9	6	5	4	3	11	41	26	3	-	17
-----	13%	13%	17%	11%	9%	14%	14%	12%	17%	8%	7%	14%	9%	15%	12%	11%	7%	7%	15%	13%	14%	5%	-	19%
VERY DIFFICULT	193	66	46	28	18	35	112	81	67	62	43	99	59	29	20	26	32	22	31	157	92	36	5	40
	48%	47%	53%	58%	42%	43%	49%	47%	48%	53%	49%	49%	49%	46%	41%	57%	58%	47%	45%	49%	51%	54%	62%	46%
SOMEWHAT DIFFICULT	144	52	26	11	21	34	78	66	44	45	37	69	49	25	21	15	19	21	25	117	57	27	3	30
	36%	37%	30%	23%	49%	41%	34%	38%	31%	39%	42%	34%	40%	39%	45%	32%	34%	45%	35%	36%	31%	41%	38%	34%
NOT TOO DIFFICULT	28	7	8	4	2	7	16	12	12	7	3	14	10	5	5	5	1	2	6	22	14	1	-	9
	7%	5%	10%	8%	5%	8%	7%	7%	9%	6%	3%	7%	8%	8%	10%	11%	2%	4%	9%	7%	7%	1%	-	10%
NOT DIFFICULT AT ALL	25	11	6	1	2	5	17	8	12	3	4	16	1	4	1	-	3	2	4	19	12	2	-	8
	6%	8%	7%	3%	5%	6%	7%	5%	8%	2%	4%	8%	1%	7%	2%	-	5%	3%	6%	6%	7%	3%	-	9%
DON'T KNOW	8	3	-	4	-	2	3	6	5	-	1	7	1	-	1	-	1	-	2	6	7	-	-	1
	2%	2%	-	8%	-	2%	1%	3%	3%	-	1%	3%	1%	-	2%	-	1%	-	3%	2%	4%	-	-	1%
REFUSED	1	1	-	-	-	-	1	-	-	-	1	-	1	-	-	-	-	-	1	-	1	-	-	-
	-	1%	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	-	2%	-	1%	-	-	-

Table 31-2  
 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 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXSPAN -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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (DIFFICULT - NOT DIFFICULT)	283	132	99	231	51	55	93	130	38	150	93	100	68	113	78	76	127	93	59	129	48	235	19	26
	71%	66%	72%	68%	88%	71%	66%	76%	59%	82%	63%	64%	80%	75%	63%	76%	76%	77%	86%	63%	75%	73%	91%	61%
TOTAL DIFFICULT	337	164	117	282	53	65	115	148	49	165	120	127	74	131	98	87	147	106	62	164	56	275	20	34
	84%	82%	86%	83%	92%	84%	82%	87%	76%	90%	81%	81%	88%	87%	79%	87%	87%	87%	91%	81%	87%	85%	96%	80%
TOTAL NOT DIFFICULT	54	32	19	50	2	10	22	18	11	15	26	27	7	18	21	10	19	13	3	35	7	40	1	8
	13%	16%	14%	15%	4%	13%	16%	11%	17%	8%	18%	17%	8%	12%	17%	10%	12%	11%	5%	17%	12%	12%	4%	20%
VERY DIFFICULT	193	84	68	152	40	33	66	90	23	104	65	73	44	75	63	48	79	59	40	92	32	158	10	19
	48%	42%	50%	45%	70%	43%	47%	53%	37%	57%	44%	47%	52%	50%	51%	48%	47%	49%	58%	45%	50%	49%	48%	45%
SOMEWHAT DIFFICULT	144	80	50	129	13	32	49	58	25	60	55	54	31	56	36	39	67	47	23	72	23	117	10	15
	36%	40%	36%	38%	23%	41%	35%	34%	39%	33%	37%	35%	36%	37%	29%	39%	40%	39%	33%	35%	37%	36%	47%	35%
NOT TOO DIFFICULT	28	16	11	27	2	6	10	12	4	8	16	15	5	8	12	7	9	8	1	19	4	23	1	4
	7%	8%	8%	8%	3%	8%	7%	7%	6%	4%	11%	10%	5%	6%	10%	7%	5%	7%	1%	9%	5%	7%	4%	10%
NOT DIFFICULT AT ALL	25	16	8	24	1	4	12	6	7	7	11	12	2	9	9	3	10	5	3	16	4	17	-	4
	6%	8%	6%	7%	2%	5%	8%	4%	11%	4%	7%	8%	3%	6%	7%	3%	6%	4%	4%	8%	6%	5%	-	10%
DON'T KNOW	8	5	1	6	2	1	3	5	3	4	2	1	4	2	4	3	2	1	3	5	1	8	-	-
	2%	3%	1%	2%	3%	1%	2%	3%	5%	2%	1%	1%	4%	1%	3%	3%	1%	1%	4%	2%	1%	2%	-	-
REFUSED	1	-	-	-	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-	1	-	-
	-	-	-	-	-	1%	-	-	2%	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	-



Table 31-3  
 QUESTION 26:  
 Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (DIFFICULT - NOT DIFFICULT)	283	209	74	59	56	104	48	32	108	134	115	133	248	33	162	128	60	34	24	30	13	4	96	181
	71%	71%	69%	69%	72%	80%	62%	42%	80%	78%	67%	73%	70%	84%	91%	72%	61%	67%	52%	82%	71%	27%	56%	85%
TOTAL DIFFICULT	337	247	90	72	66	116	61	53	120	152	140	156	297	35	168	151	78	42	36	33	16	9	133	193
-----	84%	84%	85%	84%	85%	89%	78%	70%	89%	89%	82%	86%	84%	89%	95%	86%	79%	83%	76%	91%	85%	63%	78%	90%
TOTAL NOT DIFFICULT	54	37	16	13	10	12	12	21	12	17	26	23	49	2	6	24	18	8	11	3	3	5	37	12
-----	13%	13%	15%	15%	13%	9%	16%	28%	9%	10%	15%	13%	14%	6%	3%	13%	18%	17%	24%	9%	15%	37%	22%	6%
VERY DIFFICULT	193	145	48	33	34	71	40	29	65	94	73	88	161	30	112	81	47	23	19	21	6	5	71	119
	48%	50%	45%	39%	44%	54%	51%	38%	48%	55%	42%	48%	45%	75%	63%	46%	47%	46%	40%	59%	32%	32%	41%	56%
SOMEWHAT DIFFICULT	144	101	43	38	32	45	21	25	54	58	68	69	136	6	56	71	31	19	17	12	10	4	63	75
	36%	35%	40%	45%	41%	35%	27%	32%	40%	34%	39%	38%	39%	14%	32%	40%	32%	38%	36%	33%	53%	31%	37%	35%
NOT TOO DIFFICULT	28	19	9	7	5	5	8	11	5	11	11	16	27	1	3	14	11	7	6	3	1	3	18	7
	7%	6%	9%	8%	7%	4%	11%	14%	4%	6%	7%	9%	8%	2%	2%	8%	11%	14%	13%	9%	6%	21%	11%	3%
NOT DIFFICULT AT ALL	25	18	7	6	5	7	4	10	6	7	14	8	22	1	3	10	7	2	5	-	2	2	19	4
	6%	6%	7%	7%	6%	5%	5%	13%	5%	4%	8%	4%	6%	3%	2%	6%	7%	3%	11%	-	8%	16%	11%	2%
DON'T KNOW	8	8	-	1	-	3	5	1	4	2	4	2	6	2	4	2	3	-	-	-	-	-	1	8
	2%	3%	-	1%	-	2%	6%	1%	3%	1%	3%	1%	2%	5%	2%	1%	3%	-	-	-	-	-	1%	4%
REFUSED	1	1	-	-	1	-	-	1	-	-	1	-	1	-	-	-	-	-	-	-	-	-	-	1
	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	1%

Table 31-4  
 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			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218	
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%	
**D/S (DIFFICULT - NOT DIFFICULT)	283	165	88	66	48	33	32	26	19	183	93	193	144	-54	194	148	125	146	136	40	71	41	74	152	
	71%	93%	59%	74%	79%	57%	69%	89%	59%	89%	50%	100%	100%	-100%	100%	74%	69%	75%	67%	73%	71%	81%	74%	70%	
TOTAL DIFFICULT	337	171	117	77	53	45	39	28	25	194	137	193	144	-	194	172	151	167	167	46	84	46	86	183	
	84%	96%	78%	86%	89%	77%	83%	93%	79%	94%	73%	100%	100%	-	100%	86%	83%	86%	83%	85%	84%	90%	86%	84%	
TOTAL NOT DIFFICULT	54	6	29	11	6	12	7	1	7	10	43	-	-	54	-	24	26	21	32	6	13	5	12	31	
	13%	3%	19%	13%	10%	20%	14%	4%	21%	5%	23%	-	-	100%	-	12%	14%	11%	16%	12%	13%	10%	12%	14%	
VERY DIFFICULT	193	117	62	44	30	24	17	17	15	121	67	193	-	-	121	97	88	95	96	24	51	21	43	108	
	48%	66%	42%	49%	49%	41%	37%	56%	48%	59%	36%	100%	-	-	63%	48%	49%	49%	47%	45%	51%	40%	43%	50%	
SOMEWHAT DIFFICULT	144	54	54	33	24	21	22	11	10	72	70	-	144	-	72	75	63	72	71	22	33	26	44	75	
	36%	31%	37%	37%	39%	36%	46%	37%	31%	35%	37%	-	100%	-	37%	38%	34%	37%	35%	40%	33%	50%	44%	34%	
NOT TOO DIFFICULT	28	4	17	7	5	4	5	1	3	7	22	-	-	28	-	13	14	11	16	4	11	2	7	15	
	7%	2%	11%	8%	8%	7%	10%	2%	9%	3%	12%	-	-	53%	-	6%	8%	6%	8%	7%	11%	4%	7%	7%	
NOT DIFFICULT AT ALL	25	2	12	5	1	8	2	1	4	4	22	-	-	25	-	12	12	10	15	3	2	3	5	16	
	6%	1%	8%	5%	2%	13%	4%	2%	11%	2%	12%	-	-	47%	-	6%	7%	5%	8%	5%	2%	6%	5%	7%	
DON'T KNOW	8	1	2	1	1	2	1	1	-	1	7	-	-	-	-	4	4	4	4	1	3	-	-	3	
	2%	-	1%	1%	1%	3%	2%	3%	-	-	4%	-	-	-	-	2%	2%	2%	2%	3%	3%	-	-	1%	
REFUSED	1	-	1	-	-	-	-	-	-	1	-	-	-	-	-	-	1	1	-	-	-	-	1	1	
	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	-	1%	1%	-	-	-	-	1%	1%	

Table 31-5  
 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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE-TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (DIFFICULT - NOT DIFFICULT)	283	216	187	186	159	136	135	116	121	53	229	79	170	249	26	54	203
	71%	76%	75%	75%	70%	73%	78%	68%	79%	75%	71%	57%	80%	71%	64%	79%	69%
TOTAL DIFFICULT	337	249	217	215	191	162	153	143	137	61	272	108	188	296	33	61	245
-----	84%	87%	87%	87%	85%	87%	89%	84%	89%	87%	84%	79%	88%	84%	80%	90%	83%
TOTAL NOT DIFFICULT	54	32	30	30	33	25	18	27	16	8	43	30	18	47	6	7	42
-----	13%	11%	12%	12%	15%	13%	11%	16%	11%	12%	13%	21%	8%	13%	16%	10%	14%
VERY DIFFICULT	193	144	128	124	107	99	86	85	83	32	160	54	114	168	20	39	140
	48%	50%	52%	50%	48%	53%	50%	50%	54%	45%	50%	39%	54%	48%	49%	58%	48%
SOMEWHAT DIFFICULT	144	105	88	91	84	63	67	58	54	29	112	54	74	128	13	21	105
	36%	37%	36%	37%	37%	34%	39%	34%	35%	42%	35%	39%	35%	36%	31%	32%	35%
NOT TOO DIFFICULT	28	16	15	15	17	13	9	14	8	6	21	13	11	24	4	3	23
	7%	5%	6%	6%	8%	7%	5%	8%	5%	8%	7%	9%	5%	7%	9%	4%	8%
NOT DIFFICULT AT ALL	25	17	15	14	16	13	10	13	8	2	21	17	6	23	3	4	19
	6%	6%	6%	6%	7%	7%	6%	8%	5%	3%	7%	12%	3%	7%	6%	6%	6%
DON'T KNOW	8	4	2	2	1	-	1	1	-	1	7	-	7	7	2	-	8
	2%	1%	1%	1%	-	-	-	-	-	1%	2%	-	3%	2%	4%	-	3%
REFUSED	1	1	-	-	-	-	-	-	-	-	1	-	1	1	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-

Table 32-1  
 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	\$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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
GREAT WORK ENVIRONMENT	286 72%	106 76%	58 67%	26 54%	35 81%	61 74%	165 73%	121 70%	86 61%	92 78%	74 83%	137 67%	94 78%	48 76%	30 64%	35 76%	39 70%	35 77%	47 67%	232 72%	125 68%	46 69%	7 85%	66 75%
SAFE WORK ENVIRONMENT	248 62%	89 64%	56 64%	27 56%	30 71%	46 57%	145 64%	104 60%	69 49%	76 65%	68 77%	107 52%	84 70%	49 78%	28 59%	31 67%	37 67%	29 64%	40 57%	201 62%	101 55%	38 58%	3 31%	63 72%
COMPETITIVE SALARY	247 62%	93 67%	55 63%	22 47%	27 63%	49 60%	148 65%	99 57%	66 47%	78 67%	71 80%	108 53%	81 67%	48 76%	26 56%	32 70%	37 67%	31 68%	38 54%	202 63%	97 53%	43 65%	4 53%	63 72%
WORK-LIFE BALANCE	225 56%	77 55%	51 58%	23 47%	31 71%	44 54%	127 56%	98 56%	61 43%	71 61%	59 67%	104 51%	72 60%	42 67%	26 54%	26 57%	33 60%	27 59%	39 56%	180 56%	85 47%	36 55%	4 47%	61 70%
FLEXIBLE SHIFTS AND WORK SCHEDULES	187 47%	68 48%	39 45%	19 40%	24 56%	37 45%	107 47%	80 46%	58 42%	60 51%	45 51%	89 44%	57 47%	34 53%	20 43%	21 46%	25 44%	23 49%	33 48%	149 46%	79 43%	33 50%	2 19%	47 53%
GREAT BENEFITS	172 43%	63 45%	34 39%	13 28%	21 50%	41 50%	97 43%	75 44%	29 21%	61 52%	63 72%	62 30%	63 53%	42 66%	18 38%	27 59%	31 55%	20 44%	24 34%	145 45%	59 32%	31 47%	2 29%	50 57%
INDUSTRY LEADER	171 43%	66 48%	37 43%	13 27%	25 58%	29 35%	104 46%	67 39%	43 31%	51 44%	53 59%	66 32%	61 51%	38 60%	19 40%	24 53%	20 37%	23 50%	30 42%	137 43%	66 36%	28 42%	2 19%	46 53%
CAREER GROWTH	154 38%	58 42%	33 37%	14 30%	20 47%	28 35%	91 40%	63 36%	31 22%	54 46%	53 59%	60 29%	58 48%	33 51%	16 34%	24 52%	22 39%	22 49%	23 34%	128 40%	56 30%	31 47%	2 29%	39 45%
OTHER	8 2%	2 1%	2 2%	1 3%	1 2%	2 2%	4 2%	4 2%	3 2%	3 3%	1 1%	5 3%	2 2%	1 1%	- -	- -	2 3%	1 2%	1 1%	8 2%	1 1%	4 6%	- -	2 2%
DON'T KNOW	12 3%	4 3%	- -	6 13%	- -	2 2%	4 2%	8 5%	8 6%	- -	- -	11 5%	- -	- -	1 2%	1 2%	1 1%	- -	2 3%	10 3%	10 6%	1 2%	- -	1 1%
REFUSED	2 1%	- -	1 1%	1 1%	- -	1 1%	1 -	1 1%	2 2%	- -	- -	2 1%	- -	- -	- -	1 1%	1 1%	- -	- -	2 1%	2 1%	- -	- -	- -

Table 32-2  
 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 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
GREAT WORK ENVIRONMENT	286	158	87	245	38	54	109	115	46	127	110	118	58	104	93	66	120	89	47	146	39	231	16	32
	72%	79%	63%	72%	65%	71%	78%	67%	71%	69%	75%	76%	68%	69%	75%	66%	71%	73%	68%	72%	61%	71%	75%	76%
SAFE WORK ENVIRONMENT	248	133	84	216	30	54	87	97	38	110	96	102	52	88	80	52	110	75	46	123	40	190	16	33
	62%	66%	61%	64%	53%	70%	62%	57%	60%	60%	65%	66%	61%	59%	64%	51%	65%	62%	66%	60%	62%	59%	77%	78%
COMPETITIVE SALARY	247	139	77	215	30	53	86	100	37	111	95	104	54	83	83	57	100	80	43	119	34	189	17	31
	62%	69%	56%	64%	52%	69%	61%	58%	58%	60%	64%	67%	64%	55%	67%	57%	60%	66%	62%	58%	53%	58%	83%	73%
WORK-LIFE BALANCE	225	126	76	202	23	50	78	90	35	102	86	102	46	72	76	54	88	69	40	112	30	176	15	28
	56%	63%	55%	60%	39%	65%	56%	53%	55%	56%	58%	65%	54%	48%	62%	54%	53%	57%	58%	55%	47%	54%	70%	65%
FLEXIBLE SHIFTS AND WORK SCHEDULES	187	95	65	161	26	39	71	71	30	79	75	75	35	72	64	40	79	48	30	106	31	146	9	25
	47%	47%	48%	47%	46%	51%	50%	41%	47%	43%	50%	48%	41%	48%	51%	40%	47%	40%	44%	52%	49%	45%	42%	58%
GREAT BENEFITS	172	102	52	154	17	38	64	65	27	80	62	73	33	62	57	40	71	52	28	91	29	125	15	27
	43%	51%	38%	46%	30%	50%	45%	38%	42%	44%	42%	47%	39%	41%	46%	40%	42%	43%	40%	45%	45%	39%	71%	64%
INDUSTRY LEADER	171	101	53	155	15	39	61	64	30	72	65	76	27	63	60	39	66	51	28	90	28	127	12	26
	43%	50%	39%	46%	26%	51%	44%	37%	47%	39%	44%	48%	32%	42%	49%	39%	39%	42%	41%	44%	44%	39%	58%	60%
CAREER GROWTH	154	87	49	137	16	34	59	55	25	67	58	65	26	59	52	31	65	45	21	85	24	118	11	21
	38%	43%	36%	40%	28%	44%	42%	32%	40%	37%	39%	42%	30%	39%	42%	31%	38%	37%	30%	42%	38%	36%	54%	50%
OTHER	8	2	4	6	2	1	4	4	-	6	2	1	1	6	1	4	3	3	-	5	2	7	-	1
	2%	1%	3%	2%	3%	1%	3%	2%	-	3%	1%	-	1%	4%	1%	4%	2%	2%	-	2%	3%	2%	-	2%
DON'T KNOW	12	3	3	6	5	-	3	8	5	3	3	1	7	2	2	5	5	-	4	8	2	11	-	-
	3%	1%	2%	2%	9%	-	2%	5%	8%	2%	2%	1%	9%	1%	2%	5%	3%	-	5%	4%	3%	3%	-	-
REFUSED	2	1	-	1	2	-	1	2	-	2	-	-	1	2	1	1	1	1	-	2	1	2	-	-
	1%	-	-	-	3%	-	-	1%	-	1%	-	-	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	-	-

Table 32-3  
 QUESTION 27:  
 When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE-TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
GREAT WORK ENVIRONMENT	286 72%	206 70%	80 75%	66 77%	59 76%	91 70%	51 66%	56 73%	106 78%	115 67%	126 73%	126 69%	252 71%	28 71%	130 73%	129 73%	65 66%	38 75%	38 81%	30 83%	14 76%	11 76%	128 74%	150 70%
SAFE WORK ENVIRONMENT	248 62%	173 59%	75 70%	65 76%	50 65%	77 59%	40 51%	44 57%	95 70%	99 58%	109 63%	110 61%	219 62%	24 61%	121 68%	109 62%	57 57%	32 63%	34 73%	28 77%	10 56%	9 63%	114 67%	124 58%
COMPETITIVE SALARY	247 62%	183 62%	64 60%	60 70%	52 67%	76 59%	42 54%	46 61%	92 68%	98 58%	117 68%	103 56%	220 62%	23 59%	115 65%	99 56%	65 65%	34 67%	37 78%	28 77%	11 58%	11 75%	115 67%	125 58%
WORK-LIFE BALANCE	225 56%	159 54%	66 62%	59 69%	48 62%	72 55%	30 39%	45 59%	78 58%	94 55%	103 60%	99 55%	203 57%	20 50%	107 60%	98 55%	51 51%	32 62%	30 63%	25 68%	9 49%	8 54%	102 59%	117 55%
FLEXIBLE SHIFTS AND WORK SCHEDULES	187 47%	132 45%	55 52%	48 57%	37 48%	59 45%	30 38%	41 54%	63 47%	75 44%	74 43%	87 48%	161 46%	23 59%	87 49%	84 48%	40 41%	24 47%	24 51%	14 37%	9 47%	8 58%	86 50%	94 44%
GREAT BENEFITS	172 43%	121 41%	52 48%	50 59%	41 53%	50 38%	23 29%	32 42%	68 51%	66 38%	80 47%	73 40%	153 43%	16 42%	90 51%	70 40%	39 40%	23 46%	29 61%	14 39%	8 46%	9 63%	75 44%	91 43%
INDUSTRY LEADER	171 43%	123 42%	48 45%	40 47%	40 52%	51 39%	25 32%	36 47%	61 45%	68 40%	80 46%	70 39%	150 42%	17 44%	77 43%	71 40%	45 46%	21 42%	24 51%	19 53%	7 39%	8 58%	81 47%	86 40%
CAREER GROWTH	154 38%	113 39%	41 38%	39 46%	36 46%	48 37%	25 32%	31 41%	61 45%	56 33%	73 43%	65 36%	138 39%	13 33%	80 45%	69 39%	36 36%	23 45%	21 46%	10 27%	8 41%	6 42%	68 40%	82 38%
OTHER	8 2%	3 1%	5 5%	1 1%	1 1%	5 3%	- -	3 4%	2 1%	4 2%	3 2%	4 2%	7 2%	1 4%	3 1%	4 2%	1 1%	1 2%	2 5%	1 3%	1 6%	1 4%	2 1%	7 3%
DON'T KNOW	12 3%	11 4%	1 1%	1 1%	1 1%	2 2%	8 10%	- -	2 2%	7 4%	5 3%	5 3%	10 3%	1 3%	- -	4 2%	6 6%	1 1%	- -	- -	- -	1 7%	3 2%	7 3%
REFUSED	2 1%	2 1%	- -	- -	- -	1 1%	1 1%	1 1%	1 -	1 1%	2 1%	- -	2 1%	- -	1 1%	1 -	2 2%	- -	- -	- -	- -	- -	2 1%	1 -

Table 32-4  
 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			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
GREAT WORK ENVIRONMENT	286 72%	131 74%	109 73%	67 75%	47 78%	44 75%	35 76%	23 77%	24 77%	152 74%	132 71%	144 75%	105 73%	32 60%	141 73%	152 76%	125 69%	151 78%	133 66%	40 75%	68 68%	40 79%	79 79%	157 72%	
SAFE WORK ENVIRONMENT	248 62%	121 68%	89 60%	57 64%	42 70%	33 57%	34 72%	21 69%	19 59%	143 70%	102 55%	128 66%	88 61%	30 56%	134 69%	133 66%	104 57%	129 67%	116 57%	35 65%	60 60%	33 65%	64 64%	138 63%	
COMPETITIVE SALARY	247 62%	114 64%	95 64%	52 58%	40 66%	35 59%	32 68%	20 66%	22 70%	138 67%	106 57%	124 64%	91 63%	30 55%	128 66%	134 67%	105 58%	128 66%	117 58%	36 67%	51 51%	31 62%	67 67%	141 65%	
WORK-LIFE BALANCE	225 56%	105 59%	90 61%	48 54%	36 61%	32 54%	31 66%	18 61%	20 61%	122 59%	99 53%	107 55%	84 59%	33 61%	114 59%	124 62%	91 50%	119 61%	104 51%	32 60%	51 51%	32 63%	65 65%	119 55%	
FLEXIBLE SHIFTS AND WORK SCHEDULES	187 47%	81 46%	75 50%	42 47%	32 52%	28 48%	21 45%	16 52%	9 28%	97 47%	86 46%	99 51%	63 44%	25 47%	89 46%	97 49%	82 45%	99 51%	88 43%	26 48%	46 46%	26 50%	51 51%	100 46%	
GREAT BENEFITS	172 43%	80 45%	64 43%	37 41%	34 56%	21 37%	27 57%	17 57%	16 51%	105 51%	67 36%	86 45%	67 47%	18 34%	98 51%	100 50%	67 37%	98 51%	74 37%	24 44%	36 36%	22 42%	54 54%	93 43%	
INDUSTRY LEADER	171 43%	81 46%	69 46%	42 47%	28 46%	18 31%	27 59%	15 51%	10 33%	102 49%	68 37%	85 44%	58 40%	27 50%	93 48%	100 50%	66 36%	108 56%	62 30%	24 44%	35 35%	26 50%	46 46%	98 45%	
CAREER GROWTH	154 38%	79 44%	57 38%	34 38%	29 48%	16 27%	18 39%	15 51%	14 44%	95 46%	56 30%	83 43%	54 38%	16 31%	91 47%	92 46%	55 30%	95 49%	57 28%	25 47%	40 40%	22 42%	43 43%	85 39%	
OTHER	8 2%	6 3%	3 2%	2 2%	2 3%	- -	- -	- -	- -	4 2%	2 1%	4 2%	3 2%	2 3%	4 2%	3 2%	2 1%	4 2%	3 2%	2 4%	5 5%	1 2%	2 2%	4 2%	
DON'T KNOW	12 3%	2 1%	5 4%	2 3%	- -	1 2%	1 1%	- -	- -	- -	12 6%	1 1%	5 3%	3 5%	- -	5 3%	7 4%	4 2%	8 4%	2 4%	8 8%	- -	- -	4 2%	
REFUSED	2 1%	- -	- -	1 1%	- -	- -	- -	1 5%	- -	- -	2 1%	2 1%	- -	- -	- -	- -	2 1%	1 -	2 1%	1 3%	- -	- -	- -	1 -	

Table 32-5  
 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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
GREAT WORK ENVIRONMENT	286 72%	286 100%	219 88%	212 86%	192 86%	159 85%	160 93%	149 87%	144 93%	56 79%	226 86%	98 71%	150 70%	248 71%	30 74%	53 78%	208 70%
SAFE WORK ENVIRONMENT	248 62%	219 77%	248 100%	208 84%	187 83%	152 82%	155 90%	148 87%	144 94%	53 75%	192 59%	87 63%	128 60%	215 61%	27 67%	52 76%	168 57%
COMPETITIVE SALARY	247 62%	212 74%	208 84%	247 100%	187 83%	145 77%	155 90%	145 85%	142 92%	50 71%	192 59%	87 63%	129 61%	216 62%	27 65%	49 73%	173 59%
WORK-LIFE BALANCE	225 56%	192 67%	187 76%	187 76%	225 100%	141 75%	142 82%	134 78%	134 87%	43 61%	178 55%	80 58%	117 55%	197 56%	25 62%	43 64%	157 53%
FLEXIBLE SHIFTS AND WORK SCHEDULES	187 47%	159 56%	152 61%	145 59%	141 62%	187 100%	115 67%	109 64%	108 70%	34 49%	150 59%	65 47%	103 48%	168 48%	18 43%	33 49%	134 45%
GREAT BENEFITS	172 43%	160 56%	155 62%	155 63%	142 63%	115 62%	172 100%	119 70%	121 79%	41 58%	128 40%	57 41%	100 47%	157 45%	13 31%	43 64%	113 38%
INDUSTRY LEADER	171 43%	149 52%	148 60%	145 59%	134 59%	109 58%	119 69%	171 100%	112 73%	41 59%	126 39%	58 42%	96 45%	154 44%	15 36%	49 72%	101 34%
CAREER GROWTH	154 38%	144 50%	144 58%	142 57%	134 59%	108 58%	121 70%	112 66%	154 100%	34 48%	120 37%	53 39%	86 40%	140 40%	12 30%	39 57%	99 34%
OTHER	8 2%	2 1%	1 -	1 -	2 1%	1 -	2 1%	1 -	3 2%	1 1%	8 2%	2 1%	5 2%	7 2%	1 4%	- -	7 2%
DON'T KNOW	12 3%	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	10 3%	4 3%	7 4%	12 3%	- -	- -	11 4%
REFUSED	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	2 1%	1 -	- -	1 -	2 4%	- -	2 1%



Table 33-1  
 QUESTION 28:  
 On a different topic, does your company's senior leadership have a 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (YES - NO)	18	-2	8	-8	12	8	6	12	-50	8	40	-36	23	24	2	7	2	4	-9	24	-28	11	2	11
	5%	-1%	10%	-17%	28%	10%	3%	7%	-36%	7%	45%	-17%	19%	38%	5%	14%	4%	8%	-13%	7%	-15%	17%	24%	13%
YES	200	68	44	18	26	44	112	89	44	59	62	81	70	40	23	25	29	24	29	165	76	38	5	46
	50%	49%	50%	38%	61%	54%	49%	51%	31%	50%	70%	40%	58%	64%	49%	55%	51%	52%	41%	51%	42%	57%	62%	52%
NO	182	70	35	26	15	36	105	77	94	51	22	117	46	16	21	19	26	20	38	142	104	27	3	35
	45%	50%	40%	55%	34%	44%	46%	44%	67%	44%	25%	57%	39%	26%	44%	41%	47%	44%	54%	44%	57%	40%	38%	40%
DON'T KNOW/NOT SURE	18	2	8	4	2	2	10	8	3	7	5	6	4	7	3	2	1	2	3	14	2	2	-	7
	4%	1%	9%	8%	5%	2%	4%	4%	2%	6%	6%	3%	3%	11%	7%	4%	2%	4%	5%	4%	1%	3%	-	8%

Table 33-2  
 QUESTION 28:  
 On a different topic, does your company's senior leadership have a plan?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+
					58																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (YES - NO)	18	25	4	29	-9	-4	1	21	9	25	-18	13	-10	11	13	2	-	13	11	-7	-	-12	7	17
	5%	13%	3%	9%	-16%	-5%	1%	12%	14%	14%	-12%	8%	-12%	7%	10%	2%	-	10%	17%	-3%	-	-4%	34%	40%
YES	200	108	68	176	23	35	67	93	35	101	61	81	37	77	65	48	82	64	39	94	31	151	14	27
	50%	54%	50%	52%	40%	45%	48%	54%	54%	55%	41%	52%	43%	51%	53%	48%	49%	53%	56%	46%	48%	47%	66%	63%
NO	182	83	64	147	32	39	66	71	26	76	79	68	46	66	52	46	82	51	27	101	31	163	6	10
	45%	41%	47%	43%	56%	51%	47%	42%	40%	42%	53%	44%	55%	44%	42%	46%	49%	42%	40%	50%	48%	50%	31%	23%
DON'T KNOW/NOT SURE	18	11	5	15	2	3	8	7	3	5	9	7	2	8	6	6	4	6	3	8	3	10	1	6
	4%	5%	4%	5%	4%	4%	5%	4%	5%	3%	6%	5%	2%	5%	5%	6%	3%	5%	4%	4%	4%	3%	3%	15%

Table 33-3  
 QUESTION 28:  
 On a different topic, does your company's senior leadership have a plan?

BANNER 3

	GENDER			AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
**D/S (YES - NO)	18 5%	15 5%	3 3%	18 21%	-2 -2%	3 2%	-10 -13%	-14 -19%	2 1%	27 16%	32 19%	-13 -7%	19 5%	1 2%	15 8%	-13 -7%	8 8%	2 4%	-2 -5%	4 11%	8 45%	13 89%	17 10%	2 1%
YES	200 50%	149 51%	52 48%	47 55%	36 47%	65 50%	33 43%	29 38%	65 48%	96 56%	98 57%	81 44%	179 51%	19 49%	91 51%	78 44%	53 53%	26 50%	21 46%	19 53%	13 70%	13 89%	90 52%	103 48%
NO	182 45%	133 45%	48 45%	29 34%	38 49%	62 48%	44 56%	43 57%	63 47%	69 40%	66 39%	93 51%	160 45%	19 47%	76 43%	91 52%	44 45%	24 47%	24 50%	15 42%	5 25%	-	73 42%	101 48%
DON'T KNOW/NOT SURE	18 4%	11 4%	7 6%	9 10%	3 4%	3 2%	1 1%	4 5%	6 5%	6 4%	7 4%	8 5%	15 4%	2 5%	10 6%	7 4%	2 2%	2 3%	2 4%	2 5%	1 6%	2 11%	9 5%	9 4%

Table 33-4  
 QUESTION 28:  
 On a different topic, does your company's senior leadership have a plan?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT	NONE	
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
**D/S (YES - NO)	18 5%	20 11%	2 1%	-7 -8%	16 27%	5 8%	9 19%	11 38%	17 53%	35 17%	-18 -10%	8 4%	13 9%	-2 -3%	32 16%	200 100%	-182 -100%	87 45%	-69 -34%	11 20%	2 2%	17 33%	-14 -14%	3 2%	
YES	200 50%	92 52%	72 49%	40 45%	38 63%	30 52%	28 60%	19 63%	24 77%	115 56%	81 44%	97 50%	75 52%	24 45%	108 56%	200 100%	- -	135 70%	65 32%	31 57%	49 49%	32 63%	41 41%	106 49%	
NO	182 45%	72 41%	71 48%	47 53%	22 36%	25 44%	19 40%	8 26%	7 23%	80 39%	100 54%	88 46%	63 44%	26 49%	77 40%	- -	182 100%	48 25%	134 66%	20 37%	48 48%	16 31%	56 56%	103 47%	
DON'T KNOW/NOT SURE	18 4%	13 7%	6 4%	2 2%	1 1%	3 5%	- -	3 11%	- -	11 5%	5 3%	8 4%	6 4%	3 6%	9 5%	- -	- -	11 5%	4 2%	3 5%	3 3%	3 6%	3 3%	9 4%	

Table 33-5  
 QUESTION 28:  
 On a different topic, does your company's senior leadership have a plan?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (YES - NO)	18	26	29	29	33	15	33	34	37	13	5	14	14	28	-6	38	-18
	5%	9%	12%	12%	15%	8%	19%	20%	24%	18%	1%	10%	6%	8%	-16%	57%	-6%
YES	200	152	133	134	124	97	100	100	92	40	157	73	108	181	17	51	135
	50%	53%	54%	54%	55%	52%	58%	59%	60%	57%	49%	53%	50%	52%	41%	74%	46%
NO	182	125	104	105	91	82	67	66	55	28	152	59	94	153	23	12	153
	45%	44%	42%	43%	40%	44%	39%	39%	36%	39%	47%	43%	44%	44%	57%	18%	52%
DON'T KNOW/NOT SURE	18	9	11	8	10	8	6	4	6	2	14	6	11	17	1	5	7
	4%	3%	4%	3%	4%	4%	3%	3%	4%	4%	4%	4%	5%	5%	2%	8%	2%

Table 34-1  
 QUESTION 29:  
 On a different topic, does your company have a formal strategic plan?

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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (YES - NO)	-9	-1	-8	-14	11	2	-9	-1	-67	1	45	-62	16	33	-5	-2	-3	-2	4	-13	-47	5	2	20
	-2%	-1%	-9%	-29%	26%	2%	-4%	-	-47%	1%	51%	-31%	13%	53%	-10%	-5%	-6%	-4%	6%	-4%	-26%	7%	27%	22%
YES	193	69	39	16	27	42	108	86	37	58	67	70	68	48	21	22	26	22	37	152	67	35	5	53
	48%	49%	45%	34%	63%	51%	47%	49%	26%	50%	75%	34%	56%	76%	44%	48%	47%	47%	52%	47%	37%	54%	63%	60%
NO	203	69	47	30	16	40	116	86	104	57	22	132	52	15	26	24	29	23	33	166	115	31	3	33
	51%	50%	54%	63%	37%	49%	51%	50%	74%	49%	25%	65%	43%	24%	54%	52%	53%	51%	47%	52%	63%	46%	37%	38%
DON'T KNOW/NOT SURE	3	2	1	1	-	-	3	1	-	2	-	3	-	-	-	-	-	1	-	3	1	-	-	2
	1%	1%	1%	1%	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	2%	-	1%	1%	-	-	2%
REFUSED	1	-	-	1	-	-	-	1	-	-	-	-	1	-	1	-	-	-	1	-	-	-	-	-
	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	-

Table 34-2  
QUESTION 29:  
On a different topic, does your company have a formal strategic plan?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+	
					58																				14%
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (YES - NO)	-9	37	-10	28	-39	4	13	-25	12	-27	5	18	-25	-7	8	-20	-2	2	7	-22	-2	-46	7	26	
	-2%	19%	-7%	8%	-69%	5%	9%	-15%	18%	-15%	4%	12%	-30%	-5%	7%	-19%	-1%	2%	10%	-11%	-3%	-14%	35%	62%	
YES	193	119	62	181	9	40	76	72	38	77	76	87	30	70	66	40	82	61	38	89	30	137	14	34	
	48%	59%	46%	53%	16%	52%	54%	42%	59%	42%	51%	56%	35%	46%	53%	40%	49%	50%	55%	44%	47%	42%	67%	81%	
NO	203	81	72	153	49	36	63	97	26	104	70	68	55	77	57	59	84	59	31	112	32	184	7	8	
	51%	40%	53%	45%	84%	46%	45%	57%	41%	57%	47%	44%	65%	51%	46%	59%	50%	49%	45%	55%	50%	57%	33%	19%	
DON'T KNOW/NOT SURE	3	1	3	3	-	1	2	1	-	2	2	1	-	3	1	1	2	2	-	2	1	3	-	-	
	1%	-	2%	1%	-	1%	1%	1%	-	1%	1%	1%	-	2%	1%	1%	1%	1%	-	1%	1%	1%	-	-	
REFUSED	1	1	-	1	-	1	-	-	-	-	1	-	-	1	-	-	1	-	-	1	1	1	-	-	
	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	

Table 34-3  
 QUESTION 29:  
 On a different topic, does your company have a formal strategic plan?

BANNER 3

	GENDER			AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
**D/S (YES - NO)	-9 -2%	-12 -4%	3 3%	6 7%	20 26%	-14 -11%	-26 -33%	6 7%	2 1%	-16 -9%	24 14%	-19 -11%	5 1%	-14 -35%	17 10%	-27 -15%	1 1%	14 28%	-3 -5%	-	-	1 4%	5 3%	-12 -6%
YES	193 48%	139 47%	54 51%	45 52%	49 63%	57 43%	26 34%	40 53%	67 49%	78 45%	97 57%	80 44%	177 50%	13 33%	96 54%	74 42%	50 51%	32 63%	22 47%	18 48%	9 49%	7 52%	87 51%	100 47%
NO	203 51%	152 52%	51 48%	39 46%	28 37%	71 55%	52 66%	35 46%	65 48%	93 55%	73 43%	99 54%	172 49%	27 67%	79 45%	101 57%	49 49%	18 35%	25 53%	18 49%	9 51%	7 48%	82 48%	112 52%
DON'T KNOW/NOT SURE	3 1%	3 1%	1 1%	1 1%	-	3 2%	-	1 1%	2 2%	-	1 1%	3 1%	3 1%	-	2 1%	2 1%	-	1 1%	-	1 3%	-	-	2 1%	2 1%
REFUSED	1 -	-	1 1%	1 1%	-	-	-	-	1 1%	-	-	1 -	1 -	-	-	1 -	-	1 1%	-	-	-	-	1 -	-



Table 34-4  
QUESTION 29:  
On a different topic, does your company have a formal strategic plan?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (YES - NO)	-9 -2%	10 6%	-5 -4%	-1 -1%	10 16%	-4 -8%	17 37%	17 58%	-1 -3%	52 25%	-60 -32%	-1 -	1 -	-10 -20%	43 22%	70 35%	-86 -47%	193 100%	-203 -100%	-2 -4%	-17 -17%	12 23%	-22 -22%	-8 -4%
YES	193 48%	92 52%	71 48%	44 49%	34 57%	27 45%	32 68%	24 79%	15 48%	128 62%	63 34%	95 49%	72 50%	21 40%	118 61%	135 67%	48 26%	193 100%	-	25 47%	41 41%	31 62%	37 37%	104 48%
NO	203 51%	82 46%	76 51%	45 50%	25 41%	31 53%	15 32%	6 21%	16 52%	76 37%	123 66%	96 50%	71 49%	32 59%	75 39%	65 32%	134 73%	-	203 100%	27 51%	59 59%	20 38%	59 59%	111 51%
DON'T KNOW/NOT SURE	3 1%	3 1%	1 1%	1 1%	-	1 2%	-	-	-	2 1%	-	2 1%	1 1%	-	2 1%	1 -	1 -	-	-	1 1%	-	-	3 3%	3 1%
REFUSED	1 -	1 -	-	-	1 1%	-	-	-	-	1 -	-	-	-	1 1%	-	-	-	-	-	1 1%	-	-	-	-

Table 34-5  
 QUESTION 29:  
 On a different topic, does your company have a formal strategic plan?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (YES - NO)	-9	18	13	11	15	11	24	46	39	9	-15	-1	11	10	-13	43	-53
	-2%	6%	5%	5%	7%	6%	14%	27%	25%	12%	-5%	-1%	5%	3%	-32%	63%	-18%
YES	193	151	129	128	119	99	98	108	95	39	153	68	110	178	14	55	121
	48%	53%	52%	52%	53%	53%	57%	63%	62%	55%	47%	49%	52%	51%	34%	81%	41%
NO	203	133	116	117	104	88	74	62	57	30	168	69	99	168	27	12	174
	51%	47%	47%	47%	46%	47%	43%	36%	37%	43%	52%	50%	47%	48%	66%	17%	59%
DON'T KNOW/NOT SURE	3	1	2	2	2	-	-	-	1	1	3	-	3	3	-	1	1
	1%	-	1%	1%	1%	-	-	-	1%	1%	1%	-	2%	1%	-	1%	-
REFUSED	1	1	1	-	1	-	-	1	1	1	-	1	-	1	-	1	-
	-	-	-	-	-	-	-	-	-	1%	-	1%	-	-	-	1%	-

Table 35-1  
 QUESTION 29B:  
 And, have you conducted strategic planning within the last 12 months?

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=YES IN Q.29	193 100%	69 36%	39 20%	16 8%	27 14%	42 22%	108 56%	86 44%	37 19%	58 30%	67 35%	70 36%	68 35%	48 25%	21 11%	22 11%	26 14%	22 11%	37 19%	152 79%	67 35%	35 18%	5 3%	53 27%
**D/S (YES - NO)	135 70%	50 73%	28 72%	10 60%	21 77%	26 62%	78 72%	57 67%	19 52%	29 49%	62 92%	39 56%	48 71%	42 87%	16 77%	16 76%	22 83%	12 54%	14 39%	118 78%	45 67%	22 62%	5 100%	36 68%
YES	163 84%	59 86%	34 86%	13 80%	23 85%	34 81%	93 86%	70 82%	28 76%	44 75%	64 96%	54 77%	58 86%	45 92%	18 86%	19 88%	24 92%	17 77%	25 69%	134 88%	56 84%	29 81%	5 100%	44 83%
NO	28 15%	9 14%	6 14%	3 20%	2 8%	8 19%	15 14%	13 16%	9 24%	15 25%	3 4%	15 21%	10 14%	3 6%	2 9%	3 12%	2 8%	5 23%	11 31%	16 11%	11 16%	7 19%	-	8 15%
DON'T KNOW/NOT SURE	2 1%	-	-	-	2 7%	-	-	2 2%	-	-	-	1 1%	-	1 2%	1 5%	-	-	-	-	2 1%	-	-	-	1 2%

Table 35-2  
 QUESTION 29B:  
 And, have you conducted strategic planning within the last 12 months?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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=YES IN Q.29	193	119	62	181	9	40	76	72	38	77	76	87	30	70	66	40	82	61	38	89	30	137	14	34
	100%	61%	32%	94%	5%	21%	39%	37%	19%	40%	39%	45%	15%	36%	34%	21%	42%	32%	20%	46%	16%	71%	7%	18%
**D/S (YES - NO)	135	86	43	129	2	29	49	55	32	60	40	65	13	51	50	20	62	38	28	66	25	87	14	28
	70%	73%	69%	71%	27%	72%	64%	76%	84%	78%	53%	75%	44%	73%	76%	51%	76%	62%	75%	74%	84%	63%	100%	82%
YES	163	101	53	154	6	34	62	64	35	69	57	75	21	61	57	30	72	49	33	77	28	112	14	31
	84%	86%	84%	85%	64%	86%	82%	88%	92%	89%	75%	87%	72%	86%	87%	76%	88%	80%	87%	86%	92%	81%	100%	89%
NO	28	15	10	25	3	6	13	9	3	8	17	10	8	9	7	10	10	11	5	11	2	25	-	3
	15%	13%	16%	14%	36%	14%	17%	12%	8%	11%	22%	12%	28%	14%	11%	24%	12%	18%	13%	13%	8%	18%	-	8%
DON'T KNOW/NOT SURE	2	2	-	2	-	-	1	-	-	-	2	1	-	-	1	-	-	1	-	1	-	1	-	1
	1%	2%	-	1%	-	-	1%	-	-	-	3%	1%	-	-	1%	-	-	2%	-	1%	-	1%	-	3%

Table 35-3  
 QUESTION 29B:  
 And, have you conducted strategic planning within the last 12 months?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-RESSION	SMWT-CONF	TOTAL-CONF	TOTAL-CONF	ATT-RACK-WORKERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
BASE=YES IN Q.29	193 100%	139 72%	54 28%	45 23%	49 25%	57 29%	26 14%	40 21%	67 35%	78 40%	97 50%	80 41%	177 92%	13 7%	96 50%	74 38%	50 26%	32 16%	22 11%	18 9%	9 5%	7 4%	87 45%	100 52%
**D/S (YES - NO)	135 70%	99 71%	36 66%	30 68%	28 58%	40 71%	21 79%	28 70%	49 74%	53 68%	78 80%	48 60%	126 71%	6 43%	83 86%	50 67%	22 43%	20 63%	13 60%	8 47%	7 80%	6 75%	57 66%	78 78%
YES	163 84%	119 86%	44 81%	36 82%	38 79%	48 86%	23 89%	34 85%	58 86%	65 83%	87 89%	64 80%	151 85%	9 72%	88 92%	61 83%	36 72%	26 80%	18 80%	13 73%	8 90%	6 88%	71 82%	89 89%
NO	28 15%	20 14%	8 15%	6 14%	10 21%	8 14%	3 11%	6 15%	8 12%	12 15%	9 9%	16 20%	25 14%	4 28%	6 6%	11 16%	14 28%	5 17%	4 20%	5 27%	1 10%	1 12%	14 16%	11 11%
DON'T KNOW/NOT SURE	2 1%	-	2 4%	2 4%	-	-	-	-	1 2%	1 1%	2 2%	-	2 1%	-	2 2%	1 1%	-	1 3%	-	-	-	-	2 2%	-

Table 35-4  
 QUESTION 29B:  
 And, have you conducted strategic planning within the last 12 months?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=YES IN Q.29	193 89%	92 48%	71 37%	44 23%	34 18%	27 14%	32 17%	24 12%	15 8%	128 66%	63 33%	95 49%	72 37%	21 11%	118 61%	135 70%	48 25%	193 100%	-	25 22%	41 36%	31 27%	37 33%	104 54%
**D/S (YES - NO)	135 70%	72 78%	45 63%	31 71%	20 58%	21 79%	26 81%	17 72%	11 73%	109 85%	26 41%	70 74%	54 75%	7 34%	103 88%	109 81%	22 46%	135 70%	-	19 77%	25 62%	26 81%	22 59%	74 71%
YES	163 84%	81 88%	58 82%	37 84%	27 77%	24 89%	29 91%	20 86%	13 87%	117 92%	45 71%	83 87%	62 87%	14 65%	110 93%	121 90%	35 73%	163 84%	-	22 89%	33 81%	27 88%	30 79%	89 86%
NO	28 15%	9 10%	13 18%	6 13%	7 20%	3 11%	3 9%	3 14%	2 13%	9 7%	19 29%	12 13%	8 12%	7 31%	7 6%	12 9%	13 27%	28 15%	-	3 11%	8 19%	2 6%	8 21%	15 14%
DON'T KNOW/NOT SURE	2 1%	2 2%	-	1 2%	1 3%	-	-	-	-	2 2%	-	-	1 1%	1 4%	1 1%	1 1%	-	2 1%	-	-	-	2 6%	-	-

Table 35-5  
 QUESTION 29B:  
 And, have you conducted strategic planning within the last 12 months?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	LEADER								
BASE=YES IN Q.29	193 100%	151 78%	129 67%	128 66%	119 61%	99 51%	98 51%	108 56%	95 49%	39 20%	153 79%	68 35%	110 57%	178 92%	14 7%	55 28%	121 62%
**D/S (YES - NO)	135 70%	105 69%	90 70%	87 68%	84 70%	61 62%	72 73%	78 72%	73 76%	24 61%	112 74%	52 76%	70 64%	122 68%	12 85%	44 81%	76 63%
YES	163 84%	127 84%	109 84%	107 83%	100 84%	79 80%	84 86%	92 85%	84 88%	31 80%	132 86%	59 87%	90 82%	149 84%	13 93%	49 90%	98 81%
NO	28 15%	22 15%	18 14%	20 16%	17 14%	18 18%	13 13%	14 13%	11 11%	8 20%	20 13%	7 10%	20 18%	27 15%	1 7%	5 8%	22 19%
DON'T KNOW/NOT SURE	2 1%	2 1%	2 2%	1 1%	2 2%	2 2%	1 1%	2 2%	1 1%	- -	1 1%	2 3%	- -	2 1%	- -	1 2%	- -

Table 36-1  
 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	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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	117 29%	37 26%	27 31%	20 41%	10 24%	24 29%	63 28%	54 31%	51 36%	39 33%	11 13%	68 33%	35 29%	10 16%	15 32%	12 27%	17 30%	11 23%	26 38%	87 27%	61 34%	17 25%	3 37%	25 28%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES	99 25%	38 27%	21 24%	4 9%	15 34%	21 26%	59 26%	40 23%	25 18%	27 23%	30 34%	39 19%	32 26%	22 35%	6 14%	10 23%	15 27%	14 31%	17 24%	78 24%	39 22%	18 28%	3 32%	24 27%
OUR COMPANY HAS SOME IDEAS	78 20%	30 21%	16 19%	5 11%	9 22%	17 21%	46 20%	32 18%	23 16%	28 24%	19 21%	37 18%	29 24%	11 18%	9 20%	12 26%	10 18%	10 23%	9 13%	69 21%	34 18%	13 20%	2 20%	18 20%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED	48 12%	18 13%	9 11%	4 8%	4 10%	12 15%	27 12%	20 12%	11 8%	13 11%	20 22%	20 10%	15 12%	13 20%	9 20%	6 14%	4 8%	7 14%	12 17%	35 11%	14 8%	11 17%	1 10%	13 15%
OTHER	8 2%	4 3%	1 1%	3 6%	- -	- -	5 2%	3 2%	1 -	1 1%	5 6%	3 1%	3 3%	2 3%	2 5%	- -	1 2%	2 4%	- -	8 2%	4 2%	2 3%	- -	- -
DON'T KNOW/NOT SURE	16 4%	5 4%	4 5%	1 3%	2 5%	4 5%	9 4%	7 4%	4 3%	6 5%	2 2%	10 5%	3 3%	2 3%	1 2%	1 3%	1 2%	1 2%	4 5%	13 4%	8 4%	1 2%	- -	3 3%
REFUSED	7 2%	1 1%	4 4%	- -	1 3%	1 1%	5 2%	2 1%	5 4%	1 1%	- -	5 2%	1 1%	1 1%	2 4%	1 2%	1 2%	- -	1 2%	6 2%	4 2%	2 3%	- -	1 1%
DON'T HAVE A PLAN	28 7%	7 5%	6 6%	11 22%	1 2%	3 4%	13 6%	15 9%	22 15%	2 2%	2 3%	23 12%	2 2%	2 4%	2 3%	3 6%	7 12%	1 2%	1 1%	27 8%	18 10%	2 3%	- -	5 6%



Table 36-2

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 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EX-PAN-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+	
					58																				
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	117	52	44	96	20	20	42	52	21	50	44	38	32	43	30	30	55	33	30	53	18	103	3	7	
	29%	26%	32%	28%	35%	26%	30%	31%	33%	27%	30%	24%	38%	28%	24%	30%	33%	27%	43%	26%	29%	32%	15%	17%	
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES	99	56	35	90	7	22	31	43	15	47	35	45	15	36	35	24	36	31	18	47	11	71	7	16	
	25%	28%	25%	27%	12%	29%	22%	25%	24%	26%	23%	29%	18%	24%	28%	24%	21%	25%	26%	23%	17%	22%	32%	37%	
OUR COMPANY HAS SOME IDEAS	78	40	27	67	10	19	31	26	10	35	32	34	12	30	27	17	33	26	7	45	12	66	4	8	
	20%	20%	19%	20%	17%	25%	22%	15%	16%	19%	22%	22%	15%	20%	22%	17%	20%	21%	10%	22%	20%	20%	17%	18%	
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED	48	29	17	46	2	9	24	11	9	15	23	22	5	20	18	11	19	12	6	29	13	34	6	7	
	12%	14%	12%	14%	3%	11%	17%	7%	15%	8%	15%	14%	6%	14%	14%	11%	11%	10%	9%	14%	20%	11%	28%	16%	
OTHER	8	5	1	6	2	1	1	5	-	7	1	3	4	1	2	3	2	4	3	1	-	6	-	2	
	2%	3%	1%	2%	3%	1%	1%	3%	-	4%	1%	2%	5%	1%	2%	3%	1%	3%	4%	-	-	2%	-	4%	
DON'T KNOW/NOT SURE	16	6	7	12	3	2	2	11	4	9	4	6	3	7	4	5	7	5	2	9	4	13	-	2	
	4%	3%	5%	4%	6%	3%	2%	6%	6%	5%	3%	4%	4%	5%	3%	5%	4%	4%	3%	4%	6%	4%	-	4%	
REFUSED	7	3	2	5	2	2	3	2	2	4	1	1	3	3	1	4	2	4	-	3	1	6	-	1	
	2%	1%	2%	1%	3%	2%	2%	1%	3%	2%	1%	1%	4%	2%	1%	4%	1%	3%	-	1%	1%	2%	-	2%	
DON'T HAVE A PLAN	28	11	5	16	12	2	6	20	3	16	8	8	10	10	7	6	14	8	3	17	4	25	1	1	
	7%	5%	4%	5%	21%	3%	4%	12%	5%	9%	6%	5%	12%	7%	5%	6%	8%	6%	4%	8%	7%	8%	7%	2%	

Table 36-3

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				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE-TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	117 29%	93 32%	24 22%	24 29%	22 28%	42 33%	20 26%	22 29%	37 27%	52 30%	46 27%	55 30%	101 29%	15 38%	45 25%	52 29%	33 34%	10 19%	13 27%	13 36%	6 32%	6 40%	56 33%	61 29%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES	99 25%	68 23%	31 29%	21 24%	16 20%	35 27%	17 22%	19 24%	29 21%	46 27%	51 30%	41 22%	92 26%	6 14%	42 24%	38 21%	30 30%	11 22%	12 26%	10 27%	7 38%	4 27%	45 26%	49 23%
OUR COMPANY HAS SOME IDEAS	78 20%	56 19%	22 21%	23 27%	15 19%	23 18%	15 19%	14 19%	31 23%	32 19%	31 18%	40 22%	71 20%	6 16%	36 20%	41 23%	14 14%	15 30%	12 27%	6 16%	2 11%	2 14%	33 19%	42 20%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED	48 12%	40 13%	8 8%	11 12%	15 20%	14 11%	4 5%	9 12%	22 17%	13 8%	21 12%	23 13%	44 12%	3 7%	31 18%	22 13%	5 5%	8 16%	2 4%	5 14%	2 10%	-	16 9%	27 13%
OTHER	8 2%	4 1%	4 4%	3 4%	1 1%	1 1%	2 2%	2 3%	2 2%	3 2%	5 3%	3 1%	8 2%	-	4 2%	-	2 2%	-	2 3%	1 2%	-	1 6%	-	8 4%
DON'T KNOW/NOT SURE	16 4%	10 3%	6 6%	2 2%	5 7%	4 3%	3 4%	2 3%	5 4%	8 5%	6 3%	6 3%	12 3%	3 9%	4 2%	8 5%	1 1%	4 8%	3 7%	1 2%	-	1 6%	8 5%	8 4%
REFUSED	7 2%	4 1%	3 3%	-	1 1%	-	4 5%	3 4%	-	4 2%	1 1%	4 2%	5 1%	2 5%	2 1%	3 2%	1 1%	-	2 4%	-	-	1 6%	4 2%	3 1%
DON'T HAVE A PLAN	28 7%	19 6%	9 8%	2 2%	2 3%	10 8%	14 17%	6 7%	9 6%	13 7%	11 6%	10 6%	21 6%	5 12%	14 8%	13 7%	13 13%	2 4%	1 2%	1 3%	2 9%	-	9 5%	15 7%

Table 36-4

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			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE-TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	117 29%	51 29%	50 34%	25 28%	14 23%	18 31%	16 34%	4 13%	9 28%	52 25%	65 35%	56 29%	39 27%	18 34%	51 26%	47 23%	65 36%	38 20%	79 39%	18 33%	25 25%	14 27%	31 31%	60 28%	
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES	99 25%	40 22%	41 28%	21 24%	11 18%	17 29%	11 23%	11 38%	9 29%	58 28%	41 22%	45 23%	38 26%	15 29%	53 28%	71 36%	25 14%	80 41%	19 9%	15 28%	29 29%	17 33%	21 21%	57 26%	
OUR COMPANY HAS SOME IDEAS	78 20%	39 22%	25 17%	17 19%	23 37%	11 18%	12 26%	6 20%	7 23%	47 23%	30 16%	36 19%	32 22%	10 18%	40 21%	37 18%	40 22%	32 16%	45 22%	8 15%	16 16%	10 19%	27 27%	45 20%	
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED	48 12%	29 16%	13 9%	15 17%	11 18%	8 13%	6 12%	6 21%	2 6%	31 15%	14 8%	26 14%	18 12%	4 7%	31 16%	23 11%	20 11%	34 18%	12 6%	6 11%	8 8%	7 13%	12 12%	27 12%	
OTHER	8 2%	2 1%	2 2%	3 4%	2 3%	- -	- -	1 2%	2 7%	4 2%	3 2%	4 2%	4 3%	- -	4 2%	7 3%	1 1%	3 2%	5 2%	1 3%	3 3%	- -	2 2%	4 2%	
DON'T KNOW/NOT SURE	16 4%	5 3%	5 3%	2 2%	1 1%	1 2%	1 2%	1 3%	1 3%	6 3%	8 4%	10 5%	3 2%	2 4%	6 3%	6 3%	10 5%	5 2%	10 5%	3 5%	5 5%	2 4%	4 4%	9 4%	
REFUSED	7 2%	2 1%	3 2%	1 1%	- -	- -	- -	- -	- -	1 1%	6 3%	3 2%	1 1%	3 5%	1 1%	4 2%	2 1%	1 1%	6 3%	- -	2 2%	1 2%	- -	5 2%	
DON'T HAVE A PLAN	28 7%	9 5%	9 6%	5 6%	- -	4 7%	2 3%	1 3%	1 4%	7 3%	19 10%	13 7%	10 7%	2 4%	7 4%	6 3%	21 11%	1 -	27 13%	3 5%	13 13%	1 2%	3 3%	13 6%	

Table 36-5

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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO	117 29%	74 26%	70 28%	71 29%	60 27%	53 28%	42 24%	43 25%	34 22%	19 28%	93 29%	36 26%	62 29%	98 28%	17 41%	14 20%	92 31%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES	99 25%	77 27%	64 26%	66 27%	63 28%	49 26%	48 28%	53 31%	49 32%	23 32%	76 23%	38 27%	55 26%	93 27%	5 12%	27 39%	66 22%
OUR COMPANY HAS SOME IDEAS	78 20%	66 23%	54 22%	50 20%	49 22%	37 20%	37 22%	36 21%	34 22%	15 22%	62 19%	29 21%	38 18%	67 19%	10 25%	15 22%	55 19%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED	48 12%	37 13%	32 13%	30 12%	29 13%	24 13%	25 15%	24 14%	25 16%	7 10%	39 12%	11 8%	33 16%	45 13%	3 7%	12 17%	31 11%
OTHER	8 2%	4 2%	4 2%	6 2%	5 2%	3 2%	4 2%	3 2%	3 2%	2 3%	6 2%	5 4%	3 1%	8 2%	-	1 1%	6 2%
DON'T KNOW/NOT SURE	16 4%	7 2%	9 4%	11 4%	7 3%	5 3%	6 3%	5 3%	3 2%	2 2%	15 5%	7 5%	8 4%	15 4%	-	-	13 4%
REFUSED	7 2%	5 2%	6 2%	2 1%	2 1%	5 3%	2 1%	3 2%	2 1%	-	7 2%	3 2%	3 1%	6 2%	1 3%	-	7 2%
DON'T HAVE A PLAN	28 7%	15 5%	9 4%	11 5%	10 4%	10 5%	8 5%	3 2%	3 2%	2 3%	25 8%	10 7%	10 5%	20 6%	5 12%	-	25 8%

Table 37-1  
 QUESTION 31:  
 On a different topic, has your company, or a company you work or have a relationship with, 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	\$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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88	
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%	
**D/S (YES - NO)	-253	-80	-58	-40	-31	-43	-138	-114	-113	-70	-37	-156	-64	-26	-25	-25	-40	-19	-49	-201	-128	-26	-4	-63	
	-63%	-57%	-67%	-84%	-73%	-52%	-61%	-66%	-81%	-60%	-42%	-76%	-53%	-41%	-53%	-55%	-71%	-42%	-71%	-62%	-70%	-39%	-53%	-71%	
TOTAL YES	70	28	14	4	5	19	42	28	13	22	26	22	27	18	10	10	7	13	10	57	27	20	2	12	
-----	18%	20%	17%	8%	12%	23%	19%	16%	9%	18%	29%	11%	23%	28%	21%	22%	13%	29%	14%	18%	15%	30%	23%	14%	
YOUR COMPANY	38	13	7	3	2	13	20	18	7	12	14	14	14	10	4	7	5	9	6	31	15	11	2	7	
	10%	9%	8%	5%	5%	16%	9%	10%	5%	10%	16%	7%	11%	16%	8%	15%	9%	20%	9%	10%	8%	16%	23%	8%	
COMPANY YOU WORK HAVE RELATIONSHIP WITH	40	19	8	1	3	7	28	12	7	10	15	11	15	10	7	5	3	4	4	33	14	11	-	7	
	10%	14%	9%	3%	7%	9%	12%	7%	5%	9%	17%	6%	12%	17%	15%	11%	6%	10%	5%	10%	8%	16%	-	8%	
NO	323	108	73	44	37	62	181	142	126	92	63	178	92	44	35	35	47	33	59	258	155	45	6	75	
	81%	77%	83%	92%	85%	75%	80%	82%	90%	78%	71%	87%	76%	69%	74%	78%	84%	71%	85%	80%	85%	69%	77%	85%	
DON'T KNOW/NOT SURE	7	4	-	-	1	2	4	2	2	4	-	4	1	2	2	-	2	-	1	6	1	1	-	1	
	2%	3%	-	-	2%	2%	2%	1%	1%	3%	-	2%	1%	3%	5%	-	3%	-	1%	2%	1%	2%	-	1%	

Table 37-2  
 QUESTION 31:  
 On a different topic, has your company, or a company you work or have a relationship with, been hacked or experienced a data breach of some kind?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+	
					58																				19%
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (YES - NO)	-253	-142	-72	-213	-35	-47	-94	-99	-54	-96	-104	-101	-41	-108	-86	-48	-114	-78	-41	-129	-48	-220	-8	-18	
	-63%	-70%	-52%	-63%	-61%	-61%	-67%	-58%	-84%	-52%	-70%	-65%	-48%	-72%	-69%	-48%	-68%	-64%	-59%	-64%	-76%	-68%	-37%	-43%	
TOTAL YES	70	27	33	59	11	14	21	35	4	44	20	25	22	21	18	25	26	21	13	35	8	50	6	11	
-----	18%	13%	24%	17%	20%	18%	15%	21%	6%	24%	14%	16%	26%	14%	14%	25%	15%	18%	19%	17%	12%	15%	31%	26%	
YOUR COMPANY	38	15	18	33	5	10	11	17	2	21	12	14	13	9	8	11	17	10	5	22	3	27	2	7	
	10%	7%	13%	10%	9%	12%	8%	10%	3%	12%	8%	9%	15%	6%	7%	11%	10%	8%	8%	11%	5%	8%	12%	18%	
COMPANY YOU WORK HAVE RELATIONSHIP WITH	40	16	16	33	7	7	12	21	3	28	9	15	10	13	11	15	14	14	9	17	5	26	6	5	
	10%	8%	12%	10%	12%	9%	8%	12%	5%	15%	6%	9%	12%	9%	9%	15%	8%	11%	13%	8%	7%	8%	29%	11%	
NO	323	168	104	273	46	60	116	134	57	139	124	126	63	129	103	74	140	99	54	165	56	270	14	30	
	81%	84%	76%	81%	80%	79%	83%	79%	90%	76%	84%	81%	74%	85%	83%	73%	83%	82%	78%	81%	88%	83%	69%	70%	
DON'T KNOW/NOT SURE	7	7	-	7	-	3	3	1	2	-	4	5	-	2	3	2	2	2	1	2	4	-	5	2	
	2%	3%	-	2%	-	3%	2%	1%	4%	-	3%	3%	-	1%	2%	2%	1%	1%	2%	2%	-	1%	-	4%	

Table 37-3  
 QUESTION 31:  
 On a different topic, has your company, or a company you work or have a relationship with, been hacked or experienced a data breach of some kind?

BANNER 3

	GENDER			AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (YES - NO)	-253	-186	-66	-69	-41	-79	-43	-54	-89	-98	-115	-111	-226	-22	-101	-114	-60	-30	-26	-11	-11	-9	-106	-132
	-63%	-64%	-62%	-81%	-53%	-61%	-55%	-70%	-66%	-57%	-67%	-61%	-64%	-54%	-57%	-65%	-61%	-59%	-55%	-29%	-62%	-62%	-62%	-62%
TOTAL YES	70	51	19	6	18	25	17	11	22	35	26	35	60	9	37	31	18	10	10	13	4	2	31	40
-----	18%	17%	18%	7%	23%	20%	22%	14%	16%	20%	15%	19%	17%	23%	21%	17%	19%	20%	21%	36%	19%	11%	18%	19%
YOUR COMPANY	38	28	10	3	9	13	13	8	11	19	15	16	31	6	20	17	10	4	7	8	2	1	20	18
	10%	10%	9%	3%	12%	10%	16%	10%	8%	11%	9%	9%	9%	15%	11%	9%	10%	8%	15%	22%	10%	4%	12%	8%
COMPANY YOU WORK HAVE RELATIONSHIP WITH	40	26	14	4	9	16	5	3	15	20	15	22	37	3	22	16	10	8	4	6	2	1	15	24
	10%	9%	13%	5%	12%	13%	7%	4%	11%	12%	9%	12%	10%	7%	12%	9%	10%	15%	9%	16%	9%	6%	9%	11%
NO	323	238	85	75	58	105	60	64	111	133	141	146	287	31	138	145	79	40	36	24	15	10	137	172
	81%	81%	80%	88%	76%	80%	77%	85%	82%	78%	82%	80%	81%	77%	78%	82%	79%	79%	76%	64%	81%	72%	80%	80%
DON'T KNOW/NOT SURE	7	5	2	4	1	-	1	1	2	3	5	1	7	-	3	1	2	1	2	-	-	2	4	2
	2%	2%	2%	5%	1%	-	1%	1%	2%	2%	3%	1%	2%	-	2%	1%	2%	2%	3%	-	-	17%	3%	1%

Table 37-4  
 QUESTION 31:  
 On a different topic, has your company, or a company you work or have a relationship with, been hacked or experienced a data breach of some kind?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (YES - NO)	-253 -63%	-94 -53%	-93 -63%	-55 -62%	-30 -51%	-36 -62%	-21 -46%	-17 -57%	-20 -62%	-103 -50%	-142 -76%	-128 -66%	-82 -57%	-34 -64%	-98 -51%	-116 -58%	-124 -68%	-114 -59%	-138 -68%	-25 -47%	-63 -64%	-38 -75%	-49 -49%	-136 -62%
TOTAL YES	70 18%	41 23%	26 18%	16 18%	14 24%	10 17%	13 27%	6 22%	6 19%	50 24%	21 11%	32 17%	29 20%	8 15%	47 24%	40 20%	28 15%	39 20%	30 15%	14 27%	17 17%	6 12%	25 25%	39 18%
YOUR COMPANY	38 10%	25 14%	17 12%	11 12%	7 12%	5 8%	7 15%	5 18%	-	28 14%	10 5%	16 8%	18 12%	4 8%	26 13%	24 12%	14 8%	23 12%	15 7%	9 17%	9 9%	3 6%	15 15%	18 8%
COMPANY YOU WORK HAVE RELATIONSHIP WITH	40 10%	21 12%	11 7%	8 9%	8 13%	5 9%	6 12%	2 7%	6 19%	27 13%	12 7%	19 10%	16 11%	4 7%	27 14%	23 11%	15 8%	20 10%	18 9%	6 12%	8 8%	3 6%	12 12%	26 12%
NO	323 81%	135 76%	120 81%	71 79%	45 75%	46 79%	34 73%	23 78%	26 81%	153 74%	162 87%	160 83%	112 78%	43 79%	145 75%	157 78%	152 84%	153 79%	168 83%	40 73%	81 81%	44 87%	73 73%	175 80%
DON'T KNOW/NOT SURE	7 2%	2 1%	3 2%	2 3%	1 2%	3 5%	-	-	-	3 1%	4 2%	1 1%	3 2%	3 5%	1 1%	3 2%	2 1%	2 1%	5 2%	-	2 2%	1 2%	2 2%	4 2%



Table 37-5  
 QUESTION 31:  
 On a different topic, has your company, or a company you work or have a relationship with, been hacked or experienced a data breach of some kind?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-			LFE			STRY									
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (YES - NO)	-253	-170	-139	-142	-135	-116	-87	-85	-87	70	-323	-95	-130	-225	-19	-41	-181
	-63%	-59%	-56%	-57%	-60%	-62%	-51%	-50%	-56%	100%	-100%	-69%	-61%	-64%	-47%	-61%	-61%
TOTAL YES	70	56	53	50	43	34	41	41	34	70	-	20	40	60	11	13	55
-----	18%	19%	21%	20%	19%	18%	24%	24%	22%	100%	-	14%	19%	17%	27%	19%	19%
YOUR COMPANY	38	32	30	29	24	20	25	25	20	38	-	8	24	32	6	9	28
	10%	11%	12%	12%	11%	11%	14%	15%	13%	54%	-	6%	11%	9%	14%	13%	9%
COMPANY YOU WORK HAVE RELATIONSHIP WITH	40	31	29	27	24	17	22	21	17	40	-	12	21	34	6	6	32
	10%	11%	12%	11%	11%	9%	13%	13%	11%	56%	-	9%	10%	10%	15%	8%	11%
NO	323	226	192	192	178	150	128	126	120	-	323	115	170	285	30	54	235
	81%	79%	77%	78%	79%	80%	74%	74%	78%	-	100%	83%	80%	81%	73%	80%	80%
DON'T KNOW/NOT SURE	7	4	3	5	4	3	3	3	-	-	-	4	3	7	-	1	5
	2%	2%	1%	2%	2%	2%	2%	2%	-	-	-	3%	1%	2%	-	1%	2%

Table 38-1

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 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (CONFIDENT - NOT CONFIDENT)	310	102	74	40	30	64	176	134	86	100	78	143	100	56	42	35	43	37	52	251	126	52	8	76
	78%	73%	85%	83%	71%	78%	78%	78%	61%	85%	88%	70%	83%	88%	90%	76%	78%	81%	74%	78%	69%	78%	100%	87%
TOTAL CONFIDENT	351	119	81	43	36	72	200	151	111	108	83	171	109	59	45	40	49	41	61	282	151	59	8	82
-----	88%	85%	93%	90%	83%	88%	88%	87%	79%	93%	94%	84%	91%	93%	94%	87%	88%	90%	87%	88%	83%	89%	100%	93%
TOTAL NOT CONFIDENT	41	17	6	3	5	8	24	17	25	9	5	28	10	3	2	5	6	4	9	32	26	7	-	6
-----	10%	12%	7%	7%	13%	10%	11%	10%	18%	7%	6%	14%	8%	5%	5%	11%	10%	8%	13%	10%	14%	11%	-	7%
VERY CONFIDENT	138	46	36	18	14	25	81	57	39	41	28	67	39	25	17	12	22	14	18	116	57	19	3	35
	35%	33%	41%	38%	32%	30%	36%	33%	28%	35%	32%	33%	33%	40%	35%	26%	40%	30%	25%	36%	31%	29%	31%	40%
SOMEWHAT CONFIDENT	213	74	45	25	22	47	119	94	72	67	55	104	70	34	28	28	27	28	43	166	94	40	6	47
	53%	53%	52%	52%	51%	58%	52%	55%	51%	57%	62%	51%	58%	54%	59%	61%	48%	60%	62%	52%	51%	61%	69%	53%
NOT THAT CONFIDENT	27	11	5	1	2	7	16	11	15	6	4	19	6	1	1	3	6	3	6	21	16	4	-	4
	7%	8%	5%	3%	5%	9%	7%	6%	11%	5%	5%	9%	5%	2%	2%	6%	10%	6%	8%	7%	9%	7%	-	4%
NOT AT ALL CONFIDENT	14	6	2	2	3	1	8	6	10	2	1	9	3	2	1	2	-	1	4	11	10	3	-	2
	4%	4%	2%	4%	7%	1%	4%	4%	7%	2%	1%	4%	3%	3%	2%	5%	-	2%	5%	3%	5%	4%	-	2%
DON'T KNOW/NOT SURE	7	3	-	1	1	2	3	3	4	-	-	4	1	1	-	1	1	1	-	7	4	-	-	-
	2%	2%	-	2%	2%	2%	1%	2%	3%	-	-	2%	1%	1%	-	2%	2%	2%	-	2%	2%	-	-	-
REFUSED	2	-	-	1	1	-	-	2	1	-	-	1	-	-	1	-	-	-	-	1	2	-	-	-
	-	-	-	1%	2%	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-

Table 38-2  
 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 2022				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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (CONFIDENT - NOT CONFIDENT)	310	162	106	268	38	66	105	127	55	120	133	130	59	116	104	76	123	95	53	160	55	243	18	38
	78%	80%	77%	79%	66%	86%	75%	74%	87%	66%	90%	83%	69%	77%	84%	76%	73%	78%	77%	79%	86%	75%	87%	89%
TOTAL CONFIDENT	351	180	120	300	47	71	122	146	59	149	139	142	71	131	113	88	143	106	61	180	59	280	19	40
	88%	90%	88%	89%	81%	92%	87%	86%	93%	82%	94%	91%	84%	87%	92%	87%	85%	87%	88%	88%	92%	86%	93%	93%
TOTAL NOT CONFIDENT	41	18	14	32	8	5	17	19	4	29	6	12	12	16	10	11	20	11	8	20	4	38	1	2
	10%	9%	10%	10%	15%	6%	12%	11%	6%	16%	4%	7%	14%	10%	8%	11%	12%	9%	12%	10%	6%	12%	7%	4%
VERY CONFIDENT	138	83	31	114	21	30	45	57	29	57	51	53	30	51	47	35	51	39	29	69	20	106	7	18
	35%	41%	23%	34%	36%	39%	32%	33%	45%	31%	34%	34%	36%	34%	38%	35%	30%	32%	43%	34%	31%	33%	35%	42%
SOMEWHAT CONFIDENT	213	97	89	186	26	41	77	90	30	93	88	89	41	81	66	53	92	67	31	111	39	174	12	22
	53%	48%	65%	55%	45%	54%	55%	53%	47%	51%	60%	57%	48%	54%	53%	53%	55%	55%	46%	55%	61%	54%	58%	51%
NOT THAT CONFIDENT	27	11	11	22	5	4	11	11	4	21	1	8	7	12	8	7	12	6	6	13	2	25	1	-
	7%	6%	8%	6%	8%	5%	8%	7%	6%	11%	1%	5%	8%	8%	6%	7%	7%	5%	9%	6%	3%	8%	7%	-
NOT AT ALL CONFIDENT	14	7	4	11	4	1	5	8	-	9	5	4	5	3	2	4	8	5	2	7	2	12	-	2
	4%	3%	3%	3%	6%	1%	4%	5%	-	5%	3%	3%	6%	2%	2%	4%	4%	4%	3%	3%	3%	4%	-	4%
DON'T KNOW/NOT SURE	7	3	1	4	3	1	2	3	1	3	2	3	2	2	1	2	4	4	-	3	1	6	-	1
	2%	1%	1%	1%	4%	1%	1%	2%	2%	2%	1%	2%	2%	1%	2%	2%	3%	3%	-	1%	1%	2%	-	2%
REFUSED	2	-	2	2	-	-	-	2	-	1	1	-	-	2	-	-	2	1	-	1	1	1	-	-
	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	1%	1%	-	-	1%	-	-	-

Table 38-3

QUESTION 32:

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

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (CONFIDENT - NOT CONFIDENT)	310	220	90	79	61	100	42	62	110	123	142	138	281	26	140	142	84	38	31	22	14	6	143	153
	78%	75%	85%	92%	79%	77%	54%	81%	81%	72%	83%	76%	79%	65%	79%	80%	84%	75%	65%	60%	73%	41%	83%	72%
TOTAL CONFIDENT	351	254	97	82	69	113	58	68	121	145	155	159	314	32	158	157	89	44	38	29	16	10	156	180
	88%	87%	91%	96%	89%	87%	75%	89%	90%	85%	91%	87%	89%	81%	89%	89%	90%	87%	81%	80%	85%	67%	91%	84%
TOTAL NOT CONFIDENT	41	34	7	3	8	14	16	6	12	22	13	20	34	6	17	15	5	6	7	7	2	4	14	27
	10%	12%	6%	4%	10%	10%	21%	8%	9%	13%	8%	11%	10%	15%	10%	9%	6%	11%	16%	20%	12%	26%	8%	13%
VERY CONFIDENT	138	105	33	37	21	40	27	34	40	53	77	46	123	12	57	67	37	18	12	12	4	5	82	47
	35%	36%	31%	43%	27%	30%	34%	45%	30%	31%	45%	25%	35%	30%	32%	38%	38%	34%	25%	32%	23%	33%	48%	22%
SOMEWHAT CONFIDENT	213	149	64	45	47	74	32	34	82	92	78	113	191	20	100	90	52	27	26	18	11	5	74	133
	53%	51%	60%	53%	61%	57%	41%	44%	60%	54%	45%	62%	54%	51%	56%	51%	52%	52%	56%	48%	62%	34%	43%	62%
NOT THAT CONFIDENT	27	20	7	1	3	11	11	4	5	16	8	14	22	4	11	10	3	4	5	4	2	3	7	19
	7%	7%	6%	1%	4%	8%	14%	6%	4%	9%	4%	8%	6%	9%	6%	6%	3%	7%	10%	10%	12%	22%	4%	9%
NOT AT ALL CONFIDENT	14	14	-	2	4	3	5	2	6	6	6	6	12	2	6	5	2	2	3	4	-	1	6	8
	4%	5%	-	2%	5%	2%	7%	3%	5%	3%	3%	3%	3%	6%	3%	3%	2%	4%	6%	10%	-	4%	4%	4%
DON'T KNOW/NOT SURE	7	4	2	-	1	3	3	1	2	3	2	2	4	2	3	3	3	1	2	-	-	1	2	5
	2%	2%	2%	-	1%	2%	4%	1%	2%	2%	1%	1%	1%	4%	2%	2%	3%	2%	3%	-	-	7%	1%	2%
REFUSED	2	1	1	-	-	1	-	1	-	1	1	1	2	-	-	1	2	-	-	-	1	-	1	1
	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	1%	2%	-	-	-	3%	-	-	-

Table 38-4  
 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		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (CONFIDENT - NOT CONFIDENT)	310 78%	130 74%	116 78%	69 77%	51 86%	38 66%	39 83%	25 84%	17 53%	164 80%	138 74%	148 77%	115 80%	41 76%	157 81%	164 82%	130 71%	165 85%	141 70%	40 75%	83 83%	39 77%	79 79%	167 77%
TOTAL CONFIDENT	351 88%	151 85%	130 88%	78 88%	56 93%	48 82%	43 92%	27 91%	24 75%	184 89%	160 86%	168 87%	128 89%	47 88%	174 90%	181 90%	153 84%	178 92%	168 83%	47 87%	91 91%	44 87%	88 88%	191 88%
TOTAL NOT CONFIDENT	41 10%	21 12%	15 10%	10 11%	4 7%	10 16%	4 8%	2 6%	7 22%	19 9%	21 11%	20 10%	13 9%	6 12%	17 9%	17 8%	23 13%	14 7%	27 13%	6 12%	8 8%	5 10%	10 10%	24 11%
VERY CONFIDENT	138 35%	54 31%	55 37%	30 34%	17 29%	23 40%	13 27%	4 14%	13 40%	62 30%	74 40%	54 28%	54 38%	30 55%	58 30%	73 37%	59 32%	68 35%	69 34%	18 33%	40 40%	17 33%	34 34%	76 35%
SOMEWHAT CONFIDENT	213 53%	97 55%	75 51%	48 54%	38 64%	25 42%	30 64%	23 76%	11 35%	122 59%	86 46%	114 59%	74 51%	18 33%	116 60%	108 54%	94 52%	110 57%	99 49%	29 53%	51 51%	27 54%	55 55%	115 53%
NOT THAT CONFIDENT	27 7%	14 8%	10 7%	5 6%	2 3%	6 10%	3 6%	1 3%	5 17%	14 7%	12 7%	14 7%	7 5%	3 6%	13 7%	14 7%	13 7%	8 4%	19 9%	4 8%	8 8%	2 4%	8 8%	16 7%
NOT AT ALL CONFIDENT	14 4%	7 4%	4 3%	4 5%	2 4%	4 6%	1 2%	1 4%	2 5%	5 2%	9 5%	6 3%	5 4%	3 6%	4 2%	3 2%	11 6%	6 3%	8 4%	2 4%	-	3 6%	1 1%	8 4%
DON'T KNOW/NOT SURE	7 2%	3 2%	4 2%	-	-	1 2%	-	1 3%	1 3%	3 1%	4 2%	5 2%	2 1%	-	3 1%	2 1%	5 3%	1 -	6 3%	-	2 2%	1 2%	2 2%	3 1%
REFUSED	2 -	2 1%	-	1 1%	-	-	-	-	-	-	2 1%	-	2 1%	-	-	1 -	1 1%	-	2 1%	1 1%	-	1 2%	-	-

Table 38-5

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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (CONFIDENT - NOT CONFIDENT)	310	218	188	189	172	151	144	139	127	49	255	138	213	351	-41	61	218
	78%	76%	76%	77%	76%	81%	84%	82%	83%	69%	79%	100%	100%	100%	-100%	89%	74%
TOTAL CONFIDENT	351	248	215	216	197	168	157	154	140	60	285	138	213	351	-	63	255
-----	88%	87%	87%	88%	88%	90%	91%	90%	91%	85%	88%	100%	100%	100%	-	93%	87%
TOTAL NOT CONFIDENT	41	30	27	27	25	18	13	15	12	11	30	-	-	-	41	3	37
-----	10%	11%	11%	11%	11%	9%	7%	9%	8%	15%	9%	-	-	-	100%	4%	13%
VERY CONFIDENT	138	98	87	87	80	65	57	58	53	20	115	138	-	138	-	29	93
	35%	34%	35%	35%	36%	35%	33%	34%	35%	28%	35%	100%	-	39%	-	43%	32%
SOMEWHAT CONFIDENT	213	150	128	129	117	103	100	96	86	40	170	-	213	213	-	34	162
	53%	52%	52%	52%	52%	55%	58%	56%	56%	57%	53%	-	100%	61%	-	51%	55%
NOT THAT CONFIDENT	27	18	15	16	15	10	7	7	6	5	21	-	-	-	27	2	25
	7%	6%	6%	7%	6%	5%	4%	4%	4%	7%	7%	-	-	-	65%	3%	8%
NOT AT ALL CONFIDENT	14	13	13	11	11	8	5	8	6	6	9	-	-	-	14	1	12
	4%	4%	5%	4%	5%	4%	3%	5%	4%	8%	3%	-	-	-	35%	1%	4%
DON'T KNOW/NOT SURE	7	7	5	2	2	1	2	1	2	-	7	-	-	-	-	2	3
	2%	2%	2%	1%	1%	1%	1%	1%	1%	-	2%	-	-	-	-	3%	1%
REFUSED	2	1	1	2	1	-	-	1	-	-	2	-	-	-	-	-	-
	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-

Table 39-1

QUESTION 32B:

What has your company done or what do you plan to do for protection from hacking, data breaches, and other technological threats? Please select all that apply.

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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
UPGRADED TECHNOLOGY	255 64%	87 62%	58 66%	32 66%	28 66%	50 61%	145 64%	111 64%	76 54%	79 67%	71 80%	114 56%	89 74%	47 75%	39 83%	32 70%	41 73%	30 64%	48 69%	203 63%	101 55%	48 73%	6 69%	62 71%
EMPLOYEE TRAINING	151 38%	63 45%	30 35%	11 23%	17 40%	29 35%	93 41%	58 33%	28 20%	44 38%	57 65%	54 26%	49 41%	44 70%	22 47%	15 32%	23 42%	23 50%	25 35%	122 38%	44 24%	29 44%	4 45%	50 57%
INSURANCE	104 26%	37 27%	20 23%	7 14%	15 34%	25 31%	57 25%	47 27%	23 16%	37 32%	29 33%	43 21%	33 27%	25 40%	11 24%	12 27%	20 36%	10 23%	22 31%	78 24%	42 23%	18 28%	2 21%	24 28%
LIMIT TECHNOLOGY USE/ LIMITED ONLINE PRESENCE	19 5%	7 5%	2 2%	4 8%	2 5%	3 4%	9 4%	9 5%	11 7%	6 5%	1 1%	13 7%	4 3%	- -	2 3%	1 2%	3 5%	2 5%	2 3%	15 5%	14 8%	1 2%	2 18%	1 1%
IT DEPARTMENT/WORKING WITH IT/WORKING WITH A SECURITY COMPANY	8 2%	4 3%	1 1%	1 3%	1 2%	1 1%	5 2%	3 2%	2 2%	3 3%	1 1%	6 3%	- -	2 3%	1 2%	2 5%	- -	- -	3 4%	6 2%	4 2%	2 3%	- -	2 -
FIREWALLS	3 1%	1 1%	- -	- -	1 2%	1 1%	1 -	2 1%	1 1%	2 2%	- -	2 1%	- -	1 1%	- -	- -	- -	- -	- -	3 1%	1 1%	- -	- -	1 1%
SOMETHING ELSE	7 2%	1 1%	4 4%	- -	1 2%	1 1%	5 2%	2 1%	4 3%	2 2%	- -	4 2%	3 2%	- -	- -	1 2%	2 3%	- -	2 3%	5 1%	4 2%	1 2%	- -	1 1%
DON'T KNOW/NOT SURE	38 9%	13 10%	9 11%	8 17%	3 7%	4 4%	23 10%	15 9%	19 13%	5 5%	3 3%	24 12%	9 7%	2 4%	2 4%	2 5%	2 4%	2 4%	6 8%	31 10%	24 13%	6 8%	- -	3 3%
REFUSED	11 3%	4 3%	3 3%	- -	2 5%	2 3%	7 3%	4 2%	6 4%	1 1%	- -	7 3%	3 2%	1 1%	- -	2 4%	1 1%	1 2%	2 3%	8 2%	6 4%	1 1%	- -	3 3%
NOTHING	6 2%	- -	1 1%	1 2%	- -	4 5%	1 -	5 3%	5 3%	1 1%	- -	6 3%	- -	- -	- -	- -	1 1%	1 2%	1 2%	5 2%	6 3%	- -	- -	- -

Table 39-2

QUESTION 32B:

What has your company done or what do you plan to do for protection from hacking, data breaches, and other technological threats? Please select all that apply.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022				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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
UPGRADED TECHNOLOGY	255	137	83	220	33	48	94	109	39	115	99	101	52	100	81	61	111	77	44	132	44	203	16	31	
	64%	68%	61%	65%	58%	62%	67%	64%	62%	63%	67%	65%	61%	66%	65%	61%	66%	63%	64%	65%	69%	63%	78%	74%	
EMPLOYEE TRAINING	151	90	48	138	13	38	48	60	31	66	52	72	32	44	55	37	57	53	28	68	18	103	11	33	
	38%	45%	35%	41%	22%	49%	34%	35%	49%	36%	35%	46%	38%	29%	44%	37%	34%	44%	41%	33%	28%	32%	53%	78%	
INSURANCE	104	60	31	91	11	25	38	38	23	45	35	49	24	29	37	26	39	33	25	46	11	75	9	16	
	26%	30%	23%	27%	19%	33%	27%	22%	35%	25%	24%	31%	28%	19%	30%	26%	23%	27%	36%	23%	17%	23%	44%	38%	
LIMIT TECHNOLOGY USE/ LIMITED ONLINE PRESENCE	19	6	6	12	7	2	8	9	1	8	8	5	7	6	5	6	6	6	6	6	2	18	-	-	
	5%	3%	4%	3%	12%	3%	5%	5%	2%	4%	5%	3%	8%	4%	4%	6%	3%	5%	9%	3%	3%	5%	-	-	
IT DEPARTMENT/WORKING WITH IT/WORKING WITH A SECURITY COMPANY	8	3	5	8	1	1	3	4	-	5	3	2	1	5	2	-	6	1	1	7	3	6	1	1	
	2%	1%	3%	2%	1%	1%	2%	2%	-	3%	2%	1%	1%	3%	1%	-	4%	1%	1%	3%	5%	2%	4%	2%	
FIREWALLS	3	1	1	2	-	1	1	1	-	1	2	1	-	2	1	1	1	1	-	2	1	2	-	1	
	1%	1%	1%	1%	-	1%	1%	-	-	1%	1%	1%	-	1%	1%	1%	1%	1%	-	1%	1%	1%	-	2%	
SOMETHING ELSE	7	5	2	7	-	5	1	1	1	2	4	3	1	3	4	2	1	2	-	5	-	7	-	-	
	2%	2%	1%	2%	-	6%	1%	1%	2%	1%	3%	2%	1%	2%	3%	2%	1%	2%	-	2%	-	2%	-	-	
DON'T KNOW/NOT SURE	38	16	11	27	10	4	9	21	7	20	10	10	11	13	7	11	19	12	7	17	5	32	2	-	
	9%	8%	8%	8%	17%	5%	6%	12%	10%	11%	7%	6%	13%	8%	5%	11%	11%	10%	10%	9%	8%	10%	11%	-	
REFUSED	11	4	4	8	3	1	4	5	-	6	5	3	3	5	2	2	6	4	2	5	2	9	-	1	
	3%	2%	3%	2%	5%	1%	3%	3%	-	3%	3%	2%	3%	4%	2%	2%	4%	3%	3%	2%	3%	3%	-	2%	
NOTHING	6	1	4	5	2	-	1	5	1	5	-	1	4	1	1	3	3	2	2	2	1	6	-	-	
	2%	-	3%	1%	3%	-	1%	3%	1%	3%	-	1%	5%	-	1%	3%	2%	2%	3%	1%	1%	2%	-	-	



Table 39-3

QUESTION 32B:

What has your company done or what do you plan to do for protection from hacking, data breaches, and other technological threats? Please select all that apply.

BANNER 3

	GENDER		AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-CONF	SMWT-CONF	TOTAL-CONF	TOTAL-NOT-CONF	ATT-RACK-WORKERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
BASE-TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
UPGRADED TECHNOLOGY	255 64%	177 60%	78 73%	51 60%	50 65%	96 73%	39 50%	47 62%	87 65%	111 65%	113 66%	117 64%	230 65%	23 57%	116 65%	116 66%	59 59%	39 76%	29 62%	28 76%	11 60%	8 53%	110 64%	138 65%
EMPLOYEE TRAINING	151 38%	108 37%	43 40%	40 47%	31 41%	47 36%	22 28%	33 44%	57 42%	57 33%	80 47%	57 31%	137 39%	12 31%	73 41%	69 39%	41 41%	23 44%	16 34%	13 36%	8 41%	5 37%	68 39%	78 36%
INSURANCE	104 26%	73 25%	30 28%	27 31%	29 37%	30 23%	11 15%	22 29%	35 26%	43 25%	55 32%	42 23%	97 27%	7 17%	43 24%	50 28%	28 29%	17 34%	12 26%	10 27%	5 30%	5 35%	50 29%	50 23%
LIMIT TECHNOLOGY USE/ LIMITED ONLINE PRESENCE	19 5%	19 6%	-	4 5%	3 4%	7 5%	3 4%	2 2%	8 6%	8 4%	7 4%	7 4%	14 4%	5 12%	3 2%	8 5%	6 7%	1 2%	2 4%	2 5%	1 3%	1 4%	11 7%	7 3%
IT DEPARTMENT/WORKING WITH IT/WORKING WITH A SECURITY COMPANY	8 2%	4 1%	5 4%	2 2%	1 1%	5 4%	-	2 3%	2 1%	5 3%	3 2%	4 2%	7 2%	-	3 2%	4 2%	1 1%	1 2%	1 2%	1 2%	1 6%	-	5 3%	4 2%
FIREWALLS	3 1%	2 1%	1 1%	1 1%	-	-	2 2%	-	1 1%	2 1%	2 1%	1 1%	3 1%	-	1 1%	2 1%	1 1%	-	-	-	-	-	1 -	2 1%
SOMETHING ELSE	7 2%	6 2%	1 1%	2 2%	-	2 2%	3 4%	4 5%	2 1%	1 -	4 2%	1 1%	5 1%	2 5%	5 3%	1 1%	3 3%	-	-	-	-	-	2 1%	5 2%
DON'T KNOW/NOT SURE	38 9%	27 9%	11 10%	4 5%	8 10%	5 4%	16 21%	5 6%	11 8%	16 10%	14 8%	17 9%	31 9%	4 9%	21 12%	8 4%	10 11%	2 3%	3 5%	3 9%	3 17%	2 13%	12 7%	24 11%
REFUSED	11 3%	9 3%	2 2%	1 1%	2 3%	1 1%	5 7%	2 2%	1 1%	7 4%	5 3%	5 3%	10 3%	1 2%	4 2%	3 2%	5 5%	1 3%	2 4%	-	-	-	8 5%	3 1%
NOTHING	6 2%	5 2%	1 1%	1 1%	2 2%	3 2%	-	1 1%	1 1%	4 2%	1 -	4 2%	5 1%	2 4%	2 1%	4 2%	1 1%	-	2 3%	-	-	1 6%	2 1%	5 2%

Table 39-4

QUESTION 32B:

What has your company done or what do you plan to do for protection from hacking, data breaches, and other technological threats? Please select all that apply.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE-TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
UPGRADED TECHNOLOGY	255 64%	114 64%	97 65%	58 66%	47 79%	37 63%	37 79%	23 76%	23 73%	144 70%	109 58%	124 64%	99 69%	28 52%	133 69%	133 67%	111 61%	144 74%	111 55%	35 65%	65 65%	36 71%	62 62%	139 64%
EMPLOYEE TRAINING	151 38%	61 34%	53 36%	28 31%	28 47%	26 45%	24 51%	21 71%	17 54%	92 44%	58 31%	69 36%	63 44%	18 33%	86 45%	94 47%	49 27%	99 51%	51 25%	20 37%	32 32%	20 38%	40 40%	89 41%
INSURANCE	104 26%	43 24%	40 27%	26 29%	16 26%	9 16%	17 37%	11 37%	9 29%	59 29%	45 24%	45 23%	39 27%	17 32%	54 28%	58 29%	42 23%	65 33%	39 19%	17 31%	27 27%	15 29%	38 38%	53 24%
LIMIT TECHNOLOGY USE/ LIMITED ONLINE PRESENCE	19 5%	6 3%	12 8%	- -	2 3%	6 10%	- -	- -	1 4%	6 3%	12 6%	7 4%	8 6%	4 7%	6 3%	11 5%	7 4%	3 1%	16 8%	4 8%	6 6%	2 4%	- -	9 4%
IT DEPARTMENT/WORKING WITH IT/WORKING WITH A SECURITY COMPANY	8 2%	5 3%	1 -	4 5%	3 4%	- -	2 4%	- -	1 3%	3 1%	4 2%	4 2%	3 2%	1 2%	3 1%	5 3%	2 1%	5 3%	3 2%	1 3%	6 6%	1 2%	- -	5 2%
FIREWALLS	3 1%	1 -	- -	- -	- -	1 1%	1 2%	- -	- -	1 -	2 1%	3 1%	- -	- -	1 -	2 1%	1 1%	1 -	2 1%	1 1%	- -	1 2%	- -	1 -
SOMETHING ELSE	7 2%	5 3%	- -	2 2%	1 2%	- -	2 4%	- -	- -	4 2%	3 1%	5 3%	- -	2 3%	4 2%	2 1%	5 3%	3 2%	4 2%	1 3%	- -	1 2%	2 2%	4 2%
DON'T KNOW/NOT SURE	38 9%	22 12%	9 6%	6 7%	1 1%	4 7%	- -	2 6%	1 4%	18 9%	19 10%	21 11%	8 5%	4 8%	17 9%	16 8%	19 11%	12 6%	24 12%	4 8%	11 11%	3 6%	6 6%	22 10%
REFUSED	11 3%	3 2%	4 3%	3 3%	- -	1 2%	- -	- -	- -	3 1%	7 4%	6 3%	3 2%	2 3%	3 1%	2 1%	9 5%	2 1%	9 4%	1 1%	2 2%	2 4%	1 1%	7 3%
NOTHING	6 2%	2 1%	5 3%	1 1%	1 2%	- -	- -	1 3%	- -	2 1%	4 2%	3 2%	- -	2 3%	2 1%	2 1%	4 2%	1 -	5 3%	1 3%	3 3%	- -	2 2%	1 -

Table 39-5

QUESTION 32B:

What has your company done or what do you plan to do for protection from hacking, data breaches, and other technological threats? Please select all that apply.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
UPGRADED TECHNOLOGY	255 64%	196 68%	163 66%	167 68%	154 69%	129 69%	126 73%	120 70%	105 68%	53 75%	199 62%	81 59%	151 71%	232 66%	21 52%	50 74%	185 63%
EMPLOYEE TRAINING	151 38%	124 43%	117 47%	118 48%	105 47%	85 45%	97 56%	88 52%	88 57%	37 53%	109 34%	52 38%	86 40%	138 39%	12 29%	38 55%	100 34%
INSURANCE	104 26%	90 32%	79 32%	78 31%	71 31%	59 31%	69 40%	58 34%	55 36%	23 32%	77 24%	32 24%	62 29%	94 27%	9 23%	21 32%	78 26%
LIMIT TECHNOLOGY USE/ LIMITED ONLINE PRESENCE	19 5%	12 4%	11 4%	10 4%	9 4%	12 6%	4 2%	6 3%	6 4%	3 4%	16 5%	11 8%	5 2%	16 5%	2 4%	- -	16 6%
IT DEPARTMENT/WORKING WITH IT/WORKING WITH A SECURITY COMPANY	8 2%	4 1%	3 1%	3 1%	2 1%	4 2%	2 1%	2 1%	4 3%	2 2%	7 2%	4 3%	5 2%	8 2%	- -	2 3%	6 2%
FIREWALLS	3 1%	2 1%	2 1%	1 -	1 -	1 1%	1 1%	1 1%	2 1%	- -	3 1%	2 1%	1 -	3 1%	- -	- -	2 1%
SOMETHING ELSE	7 2%	3 1%	3 1%	1 -	3 1%	2 1%	- -	3 2%	2 1%	- -	7 2%	4 3%	3 1%	7 2%	- -	1 2%	6 2%
DON'T KNOW/NOT SURE	38 9%	21 8%	22 9%	16 6%	13 6%	9 5%	8 5%	9 5%	6 4%	6 9%	31 10%	12 8%	17 8%	29 8%	6 15%	3 4%	29 10%
REFUSED	11 3%	6 2%	6 2%	6 2%	6 3%	3 2%	2 1%	4 2%	2 1%	- -	11 3%	6 4%	1 -	7 2%	3 8%	- -	8 3%
NOTHING	6 2%	3 1%	3 1%	4 1%	2 1%	2 1%	3 2%	- -	1 1%	- -	6 2%	- -	3 1%	3 1%	2 4%	- -	6 2%

Table 40-1  
 QUESTION 33:  
 Thinking about quality and business management system certifications, is your company ISO-certified?

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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (YES - NO)	-227	-73	-53	-30	-15	-55	-126	-101	-109	-81	-20	-151	-77	1	-33	-12	-30	-25	-49	-177	-134	-43	-3	-22
	-57%	-52%	-61%	-63%	-36%	-67%	-55%	-58%	-77%	-69%	-23%	-74%	-64%	1%	-70%	-26%	-54%	-55%	-70%	-55%	-73%	-65%	-36%	-25%
YES	68	28	13	6	10	10	41	27	10	14	30	19	17	27	5	16	11	7	7	57	19	12	2	25
	17%	20%	15%	13%	24%	12%	18%	15%	7%	12%	34%	10%	14%	42%	12%	35%	20%	16%	10%	18%	10%	18%	20%	29%
NO	295	101	66	37	26	65	167	128	119	95	51	170	94	26	39	28	42	33	56	235	153	54	5	47
	74%	72%	76%	77%	60%	79%	74%	74%	84%	81%	57%	83%	79%	41%	82%	61%	75%	71%	81%	73%	84%	82%	56%	54%
DON'T KNOW/NOT SURE	36	10	8	5	6	7	19	18	12	8	8	14	9	10	3	2	3	6	6	29	10	-	2	15
	9%	7%	9%	10%	13%	9%	8%	10%	9%	7%	9%	7%	7%	16%	7%	4%	5%	13%	9%	9%	6%	-	24%	18%

Table 40-2  
 QUESTION 33:  
 Thinking about quality and business management system certifications, is your company ISO-certified?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+	
					58																				14%
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (YES - NO)	-227	-92	-84	-176	-47	-35	-69	-118	-26	-114	-83	-66	-67	-91	-57	-77	-89	-73	-38	-113	-32	-228	-7	8	
	-57%	-46%	-61%	-52%	-82%	-45%	-50%	-69%	-40%	-63%	-56%	-43%	-79%	-60%	-46%	-77%	-53%	-60%	-55%	-55%	-50%	-70%	-34%	18%	
YES	68	44	20	64	4	18	31	17	16	27	24	35	8	22	29	9	29	18	14	36	12	37	6	21	
	17%	22%	15%	19%	7%	24%	22%	10%	26%	15%	16%	23%	9%	15%	23%	9%	17%	14%	20%	17%	19%	11%	27%	50%	
NO	295	136	104	240	51	53	100	135	42	142	107	102	75	113	85	86	118	91	52	148	44	264	13	13	
	74%	67%	76%	71%	89%	69%	71%	79%	66%	77%	72%	65%	89%	75%	69%	86%	70%	75%	75%	73%	69%	82%	61%	32%	
DON'T KNOW/NOT SURE	36	22	12	34	2	6	9	18	6	14	16	19	1	14	10	5	21	12	3	20	8	23	2	8	
	9%	11%	9%	10%	3%	7%	7%	11%	9%	8%	11%	12%	2%	9%	8%	4%	12%	10%	5%	10%	12%	7%	11%	19%	

Table 40-3  
 QUESTION 33:  
 Thinking about quality and business management system certifications, is your company ISO-certified?

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-RESSION	SMWT-CONF	TOTAL-CONF	TOTAL-CONF	ATT-RACK-ERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
**D/S (YES - NO)	-227 -57%	-168 -57%	-59 -55%	-36 -42%	-40 -52%	-71 -55%	-62 -80%	-44 -58%	-60 -45%	-109 -64%	-74 -43%	-117 -65%	-191 -54%	-32 -81%	-76 -43%	-109 -62%	-46 -47%	-31 -61%	-36 -76%	-25 -69%	-10 -52%	-7 -49%	-93 -54%	-127 -59%
YES	68 17%	52 18%	16 15%	17 20%	16 20%	25 20%	5 7%	11 15%	32 24%	24 14%	42 25%	23 12%	65 18%	3 8%	42 24%	24 14%	23 23%	8 15%	4 8%	4 10%	4 22%	4 26%	30 18%	34 16%
NO	295 74%	220 75%	75 70%	53 62%	56 72%	96 74%	67 87%	56 73%	92 68%	133 78%	116 68%	140 77%	256 72%	35 89%	118 67%	133 75%	69 69%	39 76%	40 84%	29 79%	14 74%	11 74%	123 72%	161 75%
DON'T KNOW/NOT SURE	36 9%	22 7%	15 14%	15 18%	6 8%	8 6%	5 7%	8 11%	11 8%	14 8%	13 7%	19 11%	32 9%	1 3%	17 10%	19 11%	7 7%	5 9%	3 7%	4 11%	1 3%	-	18 11%	18 9%

Table 40-4  
 QUESTION 33:  
 Thinking about quality and business management system certifications, is your company ISO-certified?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
**D/S (YES - NO)	-227 -57%	-86 -48%	-98 -66%	-46 -51%	-30 -49%	-41 -70%	-27 -57%	-5 -16%	-16 -50%	-77 -38%	-146 -78%	-101 -52%	-83 -58%	-35 -64%	-74 -38%	-85 -42%	-141 -77%	-66 -34%	-162 -80%	-31 -57%	-43 -43%	-21 -40%	-67 -67%	-123 -56%	
YES	68 17%	35 20%	20 13%	16 18%	14 23%	4 8%	7 15%	11 38%	8 24%	53 26%	14 8%	39 20%	21 15%	7 13%	50 26%	51 25%	12 7%	55 28%	12 6%	7 13%	24 24%	12 23%	14 14%	39 18%	
NO	295 74%	121 68%	118 79%	62 70%	44 73%	46 78%	34 72%	16 54%	23 73%	130 63%	160 86%	140 73%	105 73%	42 78%	124 64%	135 67%	153 84%	121 62%	174 86%	38 71%	67 67%	32 63%	80 80%	161 74%	
DON'T KNOW/NOT SURE	36 9%	20 11%	11 8%	9 11%	2 4%	8 14%	6 12%	3 8%	1 3%	23 11%	12 6%	14 7%	17 12%	5 9%	20 10%	15 7%	16 9%	18 9%	16 8%	9 16%	9 9%	6 12%	6 6%	18 8%	

Table 40-5  
 QUESTION 33:  
 Thinking about quality and business management system certifications, is your company ISO-certified?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (YES - NO)	-227	-155	-116	-124	-113	-101	-69	-52	-60	-42	-181	-65	-127	-192	-35	68	-295
	-57%	-54%	-47%	-50%	-50%	-54%	-40%	-31%	-39%	-60%	-56%	-47%	-60%	-55%	-85%	100%	-100%
YES	68	53	52	49	43	33	43	49	39	13	54	29	34	63	3	68	-
	17%	19%	21%	20%	19%	18%	25%	28%	25%	18%	17%	21%	16%	18%	6%	100%	-
NO	295	208	168	173	157	134	113	101	99	55	235	93	162	255	37	-	295
	74%	73%	68%	70%	70%	72%	65%	59%	64%	78%	73%	68%	76%	73%	91%	-	100%
DON'T KNOW/NOT SURE	36	25	28	23	24	20	16	20	16	3	33	16	17	33	1	-	-
	9%	9%	11%	9%	11%	11%	10%	12%	10%	4%	10%	11%	8%	9%	2%	-	-



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 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 ASKED	68 100%	28 42%	13 19%	6 9%	10 15%	10 14%	41 61%	27 39%	10 14%	14 21%	30 45%	19 29%	17 25%	27 40%	5 8%	16 24%	11 17%	7 11%	7 11%	57 84%	19 27%	12 17%	2 2%	25 37%
TO IMPROVE QUALITY	27 40%	10 37%	5 43%	2 30%	5 48%	5 47%	16 38%	12 43%	5 51%	5 33%	13 44%	8 40%	5 28%	13 48%	1 19%	1 6%	7 64%	5 65%	2 26%	24 41%	7 36%	6 52%	2 100%	11 44%
IMPROVE PROCESSES AND PERFORMANCE	20 30%	11 38%	1 7%	2 31%	4 42%	2 21%	12 29%	8 32%	2 21%	4 31%	9 28%	4 21%	7 42%	8 31%	2 30%	5 30%	2 19%	3 38%	2 34%	17 30%	2 12%	3 24%	1 51%	9 36%
CUSTOMER REQUIRED IT	18 27%	11 38%	6 44%	-	1 9%	1 11%	16 40%	2 7%	1 11%	5 36%	9 31%	4 20%	6 36%	6 24%	2 36%	6 37%	6 51%	2 26%	1 13%	16 27%	4 23%	4 32%	-	6 23%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	14 20%	6 20%	2 16%	2 37%	3 32%	-	8 19%	6 21%	1 11%	4 29%	7 22%	4 21%	4 26%	4 16%	3 49%	3 16%	2 20%	1 13%	1 14%	12 20%	5 29%	1 9%	-	5 21%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	13 19%	4 14%	4 28%	2 39%	2 20%	1 11%	8 18%	6 21%	1 11%	2 14%	8 27%	4 20%	3 17%	5 20%	2 33%	3 22%	2 20%	-	1 14%	12 21%	5 27%	1 8%	-	5 18%
STRUCTURE AND CONTROL FOR GROWTH	11 16%	3 10%	3 22%	1 11%	-	4 46%	6 14%	5 20%	1 10%	1 7%	8 26%	1 5%	3 17%	6 23%	-	3 17%	2 20%	1 9%	1 10%	10 18%	1 5%	5 42%	-	4 16%
DON'T KNOW/NOT SURE	2 3%	1 3%	-	-	1 10%	-	1 2%	1 4%	-	-	1 3%	1 5%	-	1 3%	1 19%	-	-	-	1 13%	1 2%	-	1 8%	-	1 4%
REFUSED	2 3%	-	1 6%	-	-	1 14%	1 2%	1 5%	1 8%	-	1 2%	1 4%	-	1 5%	-	1 9%	-	-	-	2 4%	1 8%	-	-	1 3%

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 2022			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		
					5																	10	15	50
BASE=TOTAL ASKED	68	44	20	64	4	18	31	17	16	27	24	35	8	22	29	9	29	18	14	36	12	37	6	21
	100%	64%	30%	94%	6%	27%	45%	25%	24%	40%	36%	52%	12%	33%	42%	14%	43%	26%	20%	52%	18%	54%	8%	31%
TO IMPROVE QUALITY	27	17	10	27	-	5	14	7	6	9	12	15	3	9	9	4	14	8	5	14	4	13	4	9
	40%	40%	50%	43%	-	30%	45%	42%	39%	32%	51%	43%	40%	40%	32%	47%	48%	45%	33%	39%	33%	35%	67%	43%
IMPROVE PROCESSES AND PERFORMANCE	20	14	4	18	2	3	11	5	2	10	8	9	3	8	6	3	12	3	6	12	6	11	1	7
	30%	33%	19%	28%	51%	18%	37%	32%	11%	38%	33%	26%	35%	36%	21%	27%	40%	16%	41%	33%	52%	31%	16%	35%
CUSTOMER REQUIRED IT	18	9	7	16	2	4	9	5	4	7	8	9	3	6	8	4	6	6	4	9	2	10	4	3
	27%	22%	34%	26%	51%	24%	29%	29%	23%	26%	31%	26%	38%	27%	30%	40%	21%	33%	28%	24%	18%	28%	67%	13%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	14	11	2	14	-	7	4	2	5	5	4	9	-	4	9	-	4	5	4	5	1	8	-	4
	20%	26%	12%	21%	-	38%	12%	12%	30%	17%	17%	27%	-	18%	33%	-	15%	27%	28%	14%	8%	23%	-	20%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	13	9	4	13	-	7	5	-	6	4	4	8	-	5	8	1	5	5	3	6	2	7	-	5
	19%	22%	19%	21%	-	37%	17%	-	35%	14%	16%	22%	-	21%	27%	9%	16%	29%	19%	16%	14%	19%	-	25%
STRUCTURE AND CONTROL FOR GROWTH	11	8	2	10	1	3	4	4	4	7	-	4	2	4	4	3	4	1	3	7	1	4	1	5
	16%	18%	11%	16%	22%	16%	14%	22%	22%	27%	-	11%	29%	17%	13%	33%	14%	5%	25%	19%	9%	10%	16%	25%
DON'T KNOW/NOT SURE	2	2	-	2	-	1	-	-	-	-	2	1	-	-	1	-	-	2	-	-	-	1	-	1
	3%	4%	-	3%	-	5%	-	-	-	-	8%	3%	-	-	3%	-	-	11%	-	-	-	3%	-	4%
REFUSED	2	1	1	2	-	1	1	1	1	1	1	1	-	1	1	1	-	-	-	2	-	1	-	1
	3%	2%	7%	3%	-	4%	3%	4%	4%	3%	3%	4%	-	3%	5%	7%	-	-	-	6%	-	2%	-	6%

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				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL ASKED	68	52	16	17	16	25	5	11	32	24	42	23	65	3	42	24	23	8	4	4	4	4	30	34
	100%	76%	24%	25%	23%	37%	8%	17%	47%	35%	62%	33%	95%	5%	62%	35%	33%	11%	6%	5%	6%	5%	44%	50%
TO IMPROVE QUALITY	27	23	5	8	4	10	3	6	13	8	18	9	26	1	15	9	11	4	2	3	2	2	15	9
	40%	44%	29%	49%	23%	39%	51%	56%	41%	34%	42%	39%	41%	30%	35%	37%	47%	46%	50%	69%	47%	54%	51%	28%
IMPROVE PROCESSES AND PERFORMANCE	20	14	6	2	8	9	1	2	11	7	11	7	18	2	11	12	8	3	-	1	1	-	9	10
	30%	27%	38%	11%	52%	34%	16%	20%	33%	31%	25%	33%	28%	70%	25%	52%	37%	34%	-	31%	28%	-	30%	30%
CUSTOMER REQUIRED IT	18	15	3	3	6	6	2	3	6	9	10	8	18	-	12	6	7	2	1	-	2	2	8	9
	27%	30%	19%	18%	37%	23%	34%	24%	19%	37%	25%	35%	28%	-	28%	23%	30%	23%	30%	-	47%	56%	28%	27%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	14	14	-	5	3	4	-	1	7	6	10	3	14	-	9	4	3	-	-	1	1	-	4	9
	20%	26%	-	28%	22%	17%	-	9%	22%	24%	24%	15%	21%	-	21%	15%	11%	-	-	31%	24%	-	13%	26%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	13	11	2	7	1	5	1	2	7	4	9	4	13	-	9	6	1	1	-	1	1	-	5	7
	19%	22%	11%	39%	6%	19%	16%	17%	22%	15%	22%	17%	20%	-	22%	23%	5%	11%	-	31%	24%	-	15%	19%
STRUCTURE AND CONTROL FOR GROWTH	11	9	2	4	1	5	1	3	3	5	9	2	11	-	8	4	4	2	-	1	-	1	5	5
	16%	17%	13%	23%	7%	20%	18%	26%	9%	21%	21%	9%	17%	-	19%	19%	18%	23%	-	37%	-	19%	17%	14%
DON'T KNOW/NOT SURE	2	-	2	1	-	1	-	-	2	-	2	-	2	-	2	1	-	-	-	-	-	-	1	1
	3%	-	12%	6%	-	4%	-	-	6%	-	5%	-	3%	-	5%	4%	-	-	-	-	-	-	3%	3%
REFUSED	2	1	1	1	1	-	1	1	1	1	1	1	2	-	1	-	1	1	1	-	-	-	1	1
	3%	2%	8%	4%	4%	-	15%	6%	2%	3%	3%	3%	3%	-	3%	-	3%	9%	20%	-	-	-	5%	2%

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		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	68 81%	35 52%	20 29%	16 24%	14 21%	4 7%	7 10%	11 17%	8 11%	53 78%	14 21%	39 58%	21 32%	7 10%	50 74%	51 74%	12 18%	55 81%	12 17%	7 16%	24 53%	12 26%	14 30%	39 57%
TO IMPROVE QUALITY	27 40%	15 43%	9 45%	3 17%	6 41%	2 41%	4 63%	3 26%	3 43%	21 40%	6 43%	14 35%	9 42%	5 68%	20 41%	21 41%	7 56%	23 41%	5 42%	1 20%	6 27%	6 50%	7 50%	14 36%
IMPROVE PROCESSES AND PERFORMANCE	20 30%	8 23%	6 32%	9 54%	4 26%	1 21%	3 44%	3 24%	1 15%	15 28%	5 39%	11 29%	8 38%	1 10%	14 28%	16 32%	3 28%	17 32%	2 19%	2 30%	6 27%	5 42%	8 61%	12 30%
CUSTOMER REQUIRED IT	18 27%	10 27%	6 28%	4 22%	3 21%	1 21%	2 26%	3 28%	4 53%	15 27%	4 27%	13 33%	5 22%	1 13%	15 29%	12 24%	4 31%	15 27%	4 33%	1 20%	6 27%	1 8%	- -	15 38%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	14 20%	7 19%	6 30%	4 22%	1 7%	2 40%	1 13%	4 39%	- -	11 20%	3 22%	9 23%	3 16%	1 14%	11 21%	9 17%	2 17%	12 21%	2 17%	1 10%	2 7%	3 25%	1 11%	8 20%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	13 19%	7 18%	5 25%	3 17%	2 13%	3 59%	- -	3 26%	1 14%	9 18%	3 22%	6 16%	5 23%	2 26%	9 17%	8 15%	2 17%	10 17%	3 24%	1 10%	6 27%	2 17%	2 14%	8 20%
STRUCTURE AND CONTROL FOR GROWTH	11 16%	5 14%	4 20%	6 34%	3 20%	1 19%	2 29%	1 6%	4 47%	11 21%	- -	6 15%	3 16%	2 22%	9 19%	10 20%	1 8%	10 18%	1 8%	1 20%	8 33%	- -	4 28%	6 15%
DON'T KNOW/NOT SURE	2 3%	1 3%	- -	- -	2 14%	- -	- -	- -	- -	2 4%	- -	- -	2 9%	- -	2 4%	2 4%	- -	2 4%	- -	- -	- -	1 8%	- -	1 2%
REFUSED	2 3%	1 4%	1 4%	- -	1 5%	- -	- -	- -	- -	1 3%	1 6%	1 2%	1 6%	- -	1 3%	2 4%	- -	2 4%	- -	2 30%	- -	- -	- -	- -

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				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
BASE=TOTAL ASKED	68	53	52	49	43	33	43	49	39	13	54	29	34	63	3	68	-
	100%	78%	76%	73%	64%	49%	64%	72%	57%	19%	80%	43%	51%	93%	4%	100%	-
TO IMPROVE QUALITY	27	20	21	20	17	13	18	23	15	5	22	12	16	27	-	27	-
	40%	38%	41%	41%	40%	40%	42%	46%	40%	39%	40%	41%	46%	43%	-	40%	-
IMPROVE PROCESSES AND PERFORMANCE	20	16	14	15	14	9	10	13	10	4	16	10	7	18	2	20	-
	30%	30%	28%	30%	33%	28%	23%	26%	27%	33%	30%	36%	21%	28%	65%	30%	-
CUSTOMER REQUIRED IT	18	16	14	14	11	10	12	12	10	5	14	9	9	17	-	18	-
	27%	29%	26%	29%	24%	29%	27%	24%	27%	36%	26%	30%	26%	28%	-	27%	-
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	14	9	10	8	10	7	9	10	7	2	12	8	5	14	-	14	-
	20%	18%	20%	16%	22%	23%	22%	20%	17%	14%	22%	28%	16%	21%	-	20%	-
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	13	8	11	9	8	6	9	9	7	3	11	7	6	13	-	13	-
	19%	14%	21%	19%	18%	20%	20%	18%	17%	21%	19%	24%	18%	21%	-	19%	-
STRUCTURE AND CONTROL FOR GROWTH	11	9	9	9	6	3	9	9	8	4	7	6	3	9	2	11	-
	16%	17%	18%	17%	13%	10%	21%	18%	21%	34%	12%	21%	9%	15%	62%	16%	-
DON'T KNOW/NOT SURE	2	2	2	2	2	2	2	2	2	-	2	1	1	2	-	2	-
	3%	4%	4%	4%	5%	6%	5%	4%	5%	-	4%	4%	3%	3%	-	3%	-
REFUSED	2	2	2	2	2	2	2	1	2	-	2	1	1	2	-	2	-
	3%	4%	4%	4%	5%	7%	5%	3%	6%	-	4%	2%	4%	3%	-	3%	-

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	\$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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
UNDER 50 -----	324 81%	109 78%	76 88%	44 92%	33 76%	62 76%	185 82%	139 80%	136 97%	115 98%	39 44%	204 100%	120 100%	- -	38 80%	38 82%	46 82%	36 79%	62 89%	258 80%	173 95%	51 77%	5 66%	56 64%
51-150 -----	38 9%	17 12%	7 9%	2 4%	3 7%	8 10%	25 11%	13 7%	4 3%	1 1%	27 30%	- -	- -	38 60%	6 13%	4 9%	8 14%	5 11%	6 8%	32 10%	5 3%	10 16%	- -	15 18%
151+ ----	26 6%	7 5%	3 4%	2 5%	6 13%	7 9%	11 5%	15 9%	1 1%	1 1%	20 23%	- -	- -	26 40%	4 8%	4 8%	2 3%	5 10%	1 1%	25 8%	- -	3 4%	3 34%	13 14%
UNDER 10	204 51%	69 49%	49 56%	32 66%	16 38%	38 46%	118 52%	86 50%	126 90%	54 46%	2 2%	204 100%	- -	- -	19 40%	16 35%	27 48%	20 44%	46 65%	155 48%	127 70%	26 39%	3 30%	27 30%
11-25	84 21%	27 20%	20 23%	7 15%	10 24%	19 23%	48 21%	36 21%	10 7%	54 46%	11 13%	- -	84 70%	- -	8 17%	17 37%	11 20%	11 24%	12 17%	72 22%	33 18%	22 33%	2 26%	19 21%
26-50	36 9%	13 9%	7 8%	5 11%	6 13%	5 7%	20 9%	16 9%	- -	7 6%	26 29%	- -	36 30%	- -	11 23%	5 11%	8 14%	5 11%	5 7%	31 10%	13 7%	3 5%	1 10%	11 12%
51-100	21 5%	9 7%	4 5%	2 4%	2 4%	4 5%	13 6%	7 4%	- -	- -	16 18%	- -	- -	21 33%	5 11%	3 6%	4 7%	1 2%	2 3%	19 6%	1 1%	5 8%	- -	9 10%
101-150	17 4%	8 6%	3 4%	- -	1 2%	5 6%	12 5%	5 3%	4 3%	1 1%	11 12%	- -	- -	17 27%	1 2%	2 4%	4 8%	4 9%	4 5%	13 4%	3 2%	5 8%	- -	6 7%
151 TO 250	11 3%	4 3%	- -	2 5%	1 2%	4 5%	4 2%	7 4%	1 1%	- -	10 11%	- -	- -	11 18%	3 6%	3 6%	1 2%	2 3%	1 1%	10 3%	- -	2 3%	- -	7 8%
MORE THAN 250	14 4%	4 3%	3 4%	- -	5 11%	3 4%	7 3%	8 4%	- -	1 1%	10 11%	- -	- -	14 23%	1 2%	1 2%	1 2%	3 6%	- -	14 5%	- -	1 1%	3 34%	6 7%
DON'T KNOW/NOT SURE	8 2%	5 3%	- -	- -	1 2%	2 3%	5 2%	3 2%	- -	- -	2 3%	- -	- -	- -	- -	- -	- -	- -	1 1%	5 2%	2 1%	1 1%	- -	3 3%
REFUSED	5 1%	2 1%	- -	- -	1 2%	2 2%	2 1%	3 2%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	3 1%	1 1%	- -	1 1%
101+	43 11%	16 11%	6 7%	2 5%	7 15%	12 14%	22 10%	20 12%	5 3%	2 2%	31 35%	- -	- -	43 67%	5 10%	5 12%	6 11%	9 19%	5 7%	38 12%	3 2%	8 12%	3 34%	19 22%

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 2022			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+
					58																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
UNDER 50	324	149	121	270	52	60	113	142	48	152	119	119	74	125	88	86	144	101	54	165	52	324	-	-
-----	81%	74%	89%	80%	91%	78%	81%	83%	75%	83%	81%	76%	87%	83%	71%	86%	86%	83%	78%	81%	81%	100%	-	-
51-150	38	22	10	33	4	9	14	14	7	17	14	17	7	13	16	9	12	12	6	20	7	-	21	17
-----	9%	11%	8%	10%	6%	12%	10%	8%	10%	9%	9%	11%	8%	9%	13%	8%	7%	10%	9%	10%	11%	-	100%	40%
151+	26	24	2	26	-	5	11	9	7	9	9	17	1	7	15	3	8	7	7	12	3	-	-	26
----	6%	12%	1%	8%	-	6%	8%	6%	12%	5%	6%	11%	1%	5%	12%	3%	5%	6%	9%	6%	5%	-	-	60%
UNDER 10	204	85	76	162	41	37	66	94	32	90	78	68	50	80	55	58	87	60	38	101	32	204	-	-
	51%	42%	56%	48%	72%	48%	47%	55%	50%	49%	52%	44%	59%	53%	44%	58%	52%	49%	55%	50%	50%	63%	-	-
11-25	84	43	30	73	10	14	37	34	13	45	26	32	19	33	23	21	40	29	10	46	12	84	-	-
	21%	21%	22%	22%	17%	18%	26%	20%	21%	25%	17%	20%	22%	22%	19%	21%	24%	24%	14%	22%	19%	26%	-	-
26-50	36	20	15	35	1	9	11	14	3	17	16	18	5	12	10	7	18	12	6	18	8	36	-	-
	9%	10%	11%	10%	2%	12%	8%	8%	5%	9%	11%	12%	6%	8%	8%	7%	10%	10%	9%	9%	12%	11%	-	-
51-100	21	13	4	18	2	5	7	8	5	8	7	11	4	6	9	5	6	7	4	10	3	-	21	-
	5%	7%	3%	5%	3%	7%	5%	4%	8%	5%	5%	7%	5%	4%	8%	5%	3%	6%	6%	5%	4%	-	100%	-
101-150	17	9	6	15	2	4	6	7	2	8	7	6	3	8	7	4	6	5	2	10	5	-	-	17
	4%	4%	5%	4%	3%	5%	5%	4%	3%	5%	5%	4%	4%	5%	6%	4%	4%	4%	3%	5%	7%	-	-	40%
151 TO 250	11	10	1	11	-	1	6	5	5	4	2	9	-	2	7	-	4	2	6	3	1	-	-	11
	3%	5%	1%	3%	-	1%	4%	3%	8%	2%	2%	6%	-	1%	5%	-	3%	2%	8%	1%	2%	-	-	26%
MORE THAN 250	14	14	1	14	-	4	6	5	2	5	7	8	1	5	8	3	4	5	1	9	2	-	-	14
	4%	7%	1%	4%	-	5%	4%	3%	4%	3%	4%	5%	1%	3%	7%	3%	2%	4%	1%	4%	3%	-	-	34%
DON'T KNOW/NOT SURE	8	5	1	6	1	2	2	2	1	2	5	3	2	2	4	1	2	-	-	7	1	-	-	-
	2%	3%	1%	2%	2%	3%	1%	1%	2%	1%	3%	2%	2%	1%	3%	1%	1%	-	-	3%	1%	-	-	-
REFUSED	5	2	2	4	1	2	-	3	1	3	1	1	1	3	1	2	2	2	2	1	1	-	-	-
	1%	1%	2%	1%	2%	2%	-	2%	1%	2%	1%	1%	1%	2%	1%	2%	1%	2%	3%	-	1%	-	-	-
101+	43	33	8	41	2	9	18	16	9	17	16	23	4	15	22	6	14	12	9	22	8	-	-	43
	11%	16%	6%	12%	3%	11%	13%	10%	14%	10%	11%	15%	5%	10%	18%	6%	9%	10%	13%	11%	12%	-	-	100%

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

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
UNDER 50	324 81%	239 82%	85 79%	63 73%	59 76%	111 85%	70 90%	60 79%	108 80%	142 83%	124 72%	160 88%	284 80%	36 91%	130 73%	154 87%	77 78%	37 72%	44 93%	30 83%	17 91%	13 89%	134 78%	180 84%
51-150	38 9%	26 9%	12 11%	8 10%	10 13%	14 10%	4 5%	6 8%	13 9%	18 10%	24 14%	11 6%	35 10%	2 5%	25 14%	10 6%	12 12%	7 15%	3 7%	4 10%	1 4%	- -	18 11%	18 8%
151+	26 6%	17 6%	8 8%	10 12%	8 11%	4 3%	3 3%	6 7%	12 9%	7 4%	18 11%	7 4%	26 7%	- -	16 9%	9 5%	6 7%	6 12%	- -	2 4%	- -	2 11%	12 7%	11 5%
UNDER 10	204 51%	155 53%	49 46%	38 44%	31 40%	73 56%	51 65%	39 51%	68 51%	88 51%	75 44%	99 54%	174 49%	26 66%	69 39%	101 57%	52 53%	16 31%	32 69%	13 35%	10 52%	10 67%	94 55%	103 48%
11-25	84 21%	60 21%	24 22%	11 13%	21 27%	32 25%	14 19%	13 17%	23 17%	43 25%	33 19%	43 23%	76 21%	8 21%	39 22%	39 22%	21 21%	13 26%	10 22%	13 36%	5 27%	- -	32 19%	50 23%
26-50	36 9%	24 8%	12 11%	14 16%	7 9%	6 5%	5 7%	8 11%	17 12%	11 6%	16 9%	19 10%	35 10%	1 3%	22 12%	13 7%	4 4%	8 15%	1 2%	4 12%	2 12%	3 21%	9 5%	27 13%
51-100	21 5%	16 5%	5 4%	4 5%	6 8%	8 6%	1 2%	2 5%	7 5%	11 7%	12 7%	8 4%	20 6%	- -	16 9%	4 2%	7 7%	4 8%	1 2%	1 4%	- -	- -	10 6%	10 5%
101-150	17 4%	10 3%	7 6%	4 5%	4 5%	5 4%	3 4%	5 6%	6 4%	6 4%	11 7%	4 2%	15 4%	2 5%	9 5%	6 3%	5 5%	3 6%	2 5%	2 6%	1 4%	- -	8 5%	8 4%
151 TO 250	11 3%	8 3%	3 3%	5 6%	5 6%	1 1%	1 1%	2 3%	6 5%	2 1%	7 4%	4 2%	11 3%	- -	6 3%	3 2%	4 4%	2 3%	- -	- -	- -	2 11%	4 3%	6 3%
MORE THAN 250	14 4%	9 3%	6 5%	5 6%	4 5%	4 3%	2 2%	3 4%	6 4%	5 3%	11 7%	3 2%	14 4%	- -	9 5%	6 3%	2 2%	5 9%	- -	2 4%	- -	- -	8 5%	6 3%
DON'T KNOW/NOT SURE	8 2%	8 3%	- -	3 4%	- -	1 1%	1 1%	2 3%	2 1%	2 1%	4 2%	1 1%	5 1%	1 2%	5 3%	2 1%	1 1%	- -	- -	1 3%	- -	- -	4 2%	3 1%
REFUSED	5 1%	3 1%	2 2%	1 1%	- -	- -	- -	2 2%	1 1%	2 1%	2 1%	2 1%	4 1%	1 2%	2 1%	2 1%	3 3%	1 1%	- -	- -	1 5%	- -	3 1%	2 1%
101+	43 11%	27 9%	15 14%	14 17%	12 16%	10 7%	5 7%	10 13%	18 13%	14 8%	30 17%	11 6%	41 12%	2 5%	25 14%	15 9%	11 12%	9 18%	2 5%	4 11%	1 4%	2 11%	21 12%	19 9%



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		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
UNDER 50	324 81%	135 76%	125 84%	74 84%	44 73%	45 77%	35 74%	21 69%	23 72%	144 70%	174 93%	158 82%	117 81%	40 75%	138 71%	151 75%	163 90%	137 71%	184 91%	45 83%	87 87%	38 75%	75 75%	177 81%
51-150	38 9%	19 11%	11 8%	7 7%	8 14%	4 8%	8 18%	3 11%	4 12%	31 15%	7 4%	15 8%	17 12%	6 11%	29 15%	23 12%	13 7%	25 13%	13 6%	4 8%	6 6%	4 8%	17 17%	24 11%
151+	26 6%	16 9%	8 5%	6 7%	7 12%	4 8%	3 7%	4 13%	3 10%	26 12%	-	14 7%	8 5%	3 6%	22 11%	17 8%	3 2%	24 12%	2 1%	4 7%	3 3%	6 12%	7 7%	10 5%
UNDER 10	204 51%	79 45%	84 56%	43 49%	17 29%	34 58%	17 37%	9 29%	11 35%	68 33%	131 70%	99 51%	69 48%	29 55%	66 34%	81 41%	117 64%	70 36%	132 65%	27 51%	52 52%	21 40%	49 49%	115 53%
11-25	84 21%	44 25%	30 20%	20 22%	19 32%	11 19%	9 20%	9 29%	7 22%	45 22%	39 21%	48 25%	26 18%	8 15%	42 22%	43 22%	37 21%	47 24%	37 18%	13 24%	22 22%	12 23%	19 19%	45 21%
26-50	36 9%	12 7%	11 8%	11 13%	7 12%	-	8 17%	3 12%	4 14%	31 15%	4 2%	11 5%	22 16%	3 5%	29 15%	26 13%	9 5%	21 11%	14 7%	4 8%	13 13%	6 12%	7 7%	18 8%
51-100	21 5%	12 7%	3 2%	4 4%	4 7%	3 4%	5 12%	3 8%	2 7%	18 9%	3 1%	10 5%	10 7%	1 2%	18 9%	14 7%	6 4%	14 7%	7 3%	3 5%	5 5%	3 6%	5 5%	13 6%
101-150	17 4%	7 4%	8 6%	3 3%	4 6%	2 3%	3 6%	1 3%	2 5%	12 6%	5 2%	5 2%	7 5%	5 9%	11 6%	10 5%	6 4%	11 6%	6 3%	1 3%	2 2%	1 2%	12 12%	11 5%
151 TO 250	11 3%	6 3%	3 2%	2 2%	3 4%	3 5%	2 3%	3 10%	2 7%	11 5%	-	8 4%	2 1%	2 3%	9 5%	8 4%	1 1%	11 6%	-	2 4%	2 2%	1 2%	4 4%	4 2%
MORE THAN 250	14 4%	10 6%	5 3%	4 5%	5 8%	2 3%	2 4%	1 3%	1 3%	14 7%	-	7 3%	6 4%	2 3%	13 7%	9 5%	2 1%	13 7%	2 1%	1 3%	2 2%	5 10%	3 3%	6 3%
DON'T KNOW/NOT SURE	8 2%	3 2%	4 3%	-	-	3 6%	-	1 3%	1 3%	4 2%	3 1%	4 2%	-	3 6%	3 1%	6 3%	1 1%	5 3%	2 1%	-	3 3%	1 2%	2 2%	5 2%
REFUSED	5 1%	3 2%	-	2 2%	1 1%	2 3%	-	1 3%	1 3%	2 1%	3 1%	2 1%	2 1%	1 2%	2 1%	3 2%	2 1%	2 1%	2 1%	1 3%	-	2 4%	-	2 1%
101+	43 11%	23 13%	16 11%	9 10%	11 18%	6 11%	7 14%	5 16%	5 15%	38 18%	5 2%	19 10%	15 10%	8 16%	33 17%	27 13%	10 5%	34 18%	8 4%	5 9%	5 5%	7 13%	18 18%	21 9%

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				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	LEADER								
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
UNDER 50 -----	324 81%	231 81%	190 77%	189 77%	176 78%	146 78%	125 73%	127 74%	118 77%	50 70%	270 83%	106 77%	174 82%	280 80%	38 92%	37 54%	264 90%
51-150 -----	38 9%	29 10%	32 13%	33 13%	28 13%	21 11%	26 15%	25 15%	20 13%	12 16%	26 8%	14 10%	21 10%	35 10%	2 6%	11 17%	21 7%
151+ -----	26 6%	19 7%	17 7%	16 6%	14 6%	13 7%	15 9%	13 8%	13 8%	6 9%	18 5%	11 8%	13 6%	24 7%	1 2%	15 23%	5 2%
UNDER 10	204 51%	137 48%	107 43%	108 44%	104 46%	89 48%	62 36%	66 39%	60 39%	22 32%	178 55%	67 48%	104 49%	171 49%	28 69%	19 29%	170 58%
11-25	84 21%	66 23%	55 22%	55 22%	44 20%	41 22%	39 23%	41 24%	36 24%	18 26%	65 20%	27 20%	48 22%	75 21%	8 21%	8 12%	68 23%
26-50	36 9%	28 10%	29 11%	26 11%	27 12%	16 9%	25 14%	20 12%	22 14%	9 13%	27 8%	12 9%	23 11%	35 10%	1 3%	9 13%	26 9%
51-100	21 5%	16 5%	16 6%	17 7%	15 6%	9 5%	15 9%	12 7%	11 7%	6 9%	14 4%	7 5%	12 6%	19 6%	1 3%	6 8%	13 4%
101-150	17 4%	13 5%	16 6%	15 6%	14 6%	12 6%	12 7%	13 7%	9 6%	5 7%	12 4%	7 5%	9 4%	16 5%	1 2%	6 8%	9 3%
151 TO 250	11 3%	9 3%	10 4%	6 2%	7 3%	6 3%	8 5%	7 4%	6 4%	3 5%	7 2%	4 3%	7 3%	10 3%	1 2%	9 13%	1 -
MORE THAN 250	14 4%	10 3%	7 3%	10 4%	7 3%	7 4%	7 4%	6 3%	7 5%	3 4%	11 3%	7 5%	6 3%	14 4%	- -	7 10%	4 1%
DON'T KNOW/NOT SURE	8 2%	5 2%	5 2%	6 2%	5 2%	5 3%	4 2%	5 3%	3 2%	1 1%	7 2%	5 4%	3 1%	8 2%	- -	3 4%	3 1%
REFUSED	5 1%	2 1%	3 1%	3 1%	2 1%	3 1%	1 1%	1 1%	- -	2 3%	2 1%	2 1%	2 1%	4 1%	- -	2 2%	2 1%
101+	43 11%	32 11%	33 13%	31 13%	28 12%	25 13%	27 16%	26 15%	21 14%	11 16%	30 9%	18 13%	22 10%	40 11%	2 5%	21 31%	13 5%

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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (UNDER \$1M - \$1M OR MORE)	-65	-28	-15	18	-17	-23	-43	-22	141	-117	-89	70	-88	-44	-14	-22	-18	-17	11	-75	29	-27	-1	-45
	-16%	-20%	-17%	37%	-40%	-27%	-19%	-13%	100%	-100%	-100%	35%	-74%	-70%	-30%	-48%	-33%	-38%	16%	-23%	16%	-41%	-9%	-51%
UNDER \$1 MILLION	141	45	30	31	7	28	75	66	141	-	-	126	10	5	14	10	17	13	36	105	98	16	4	13
	35%	32%	35%	64%	17%	34%	33%	38%	100%	-	-	62%	8%	7%	30%	22%	31%	28%	52%	33%	54%	24%	46%	15%
TOTAL \$1M OR MORE	205	73	45	13	25	50	118	88	-	117	89	56	98	49	28	32	36	30	25	180	69	43	4	58
-----	51%	52%	52%	27%	57%	61%	52%	51%	-	100%	100%	27%	82%	77%	59%	71%	64%	66%	36%	56%	38%	65%	54%	66%
\$1M - \$5 MILLION	117	41	32	6	12	27	72	44	-	117	-	54	61	2	11	21	18	15	16	100	54	25	1	25
	29%	29%	36%	12%	28%	33%	32%	26%	-	100%	-	26%	51%	3%	22%	45%	32%	32%	22%	31%	30%	38%	10%	28%
\$5M - \$10 MILLION	31	13	8	3	5	2	22	9	-	-	31	1	25	5	3	4	8	8	4	27	9	9	-	5
	8%	9%	10%	6%	11%	2%	10%	5%	-	-	35%	-	21%	8%	5%	9%	15%	18%	6%	8%	5%	14%	-	6%
\$10M - \$20 MILLION	20	5	2	4	3	7	7	14	-	-	20	-	10	10	9	2	3	1	2	19	3	2	-	13
	5%	4%	2%	8%	7%	8%	3%	8%	-	-	23%	-	8%	16%	20%	5%	5%	3%	2%	6%	2%	3%	-	14%
\$20M MILLION	37	14	3	1	5	15	17	20	-	-	37	1	2	32	5	5	6	6	4	34	3	7	4	15
	9%	10%	4%	1%	11%	18%	7%	12%	-	-	42%	1%	1%	51%	12%	12%	11%	13%	5%	10%	1%	10%	45%	17%
DON'T KNOW/NOT SURE/REFUSED	54	22	12	4	11	4	34	20	-	-	-	22	12	10	5	3	3	3	9	37	15	8	-	17
	13%	16%	14%	9%	26%	5%	15%	11%	-	-	-	11%	10%	16%	11%	7%	5%	6%	12%	12%	8%	12%	-	19%
\$5 MILL+	89	32	13	7	12	23	45	43	-	-	89	2	37	47	18	12	18	16	9	79	15	18	4	33
	22%	23%	15%	15%	29%	29%	20%	25%	-	-	100%	1%	31%	75%	37%	25%	32%	34%	13%	25%	8%	27%	45%	38%

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (UNDER \$1M - \$1M OR MORE)	-65	-74	-9	-83	19	-30	-30	-5	-20	-24	-24	-48	4	-17	-38	-3	-22	-31	-14	-20	2	-18	-16	-28
	-16%	-37%	-7%	-25%	33%	-39%	-21%	-3%	-32%	-13%	-16%	-31%	4%	-11%	-30%	-3%	-13%	-25%	-21%	-10%	3%	-6%	-78%	-66%
UNDER \$1 MILLION	141	50	56	105	35	18	46	73	16	68	52	44	41	54	32	45	62	40	22	76	27	136	-	5
	35%	25%	41%	31%	60%	23%	33%	43%	26%	37%	35%	28%	48%	36%	26%	45%	37%	33%	31%	37%	42%	42%	-	11%
TOTAL \$1M OR MORE	205	124	65	189	16	48	76	77	37	91	77	92	37	71	70	48	84	71	36	96	25	154	16	33
	51%	61%	48%	56%	27%	62%	54%	45%	58%	50%	52%	59%	44%	47%	56%	48%	50%	58%	52%	47%	39%	48%	78%	77%
\$1M - \$5 MILLION	117	63	41	104	13	27	43	46	24	52	40	45	25	45	32	30	54	39	18	59	13	115	-	2
	29%	31%	30%	31%	23%	35%	31%	27%	38%	29%	27%	29%	30%	30%	26%	30%	32%	32%	26%	29%	20%	36%	-	4%
\$5M - \$10 MILLION	31	14	13	27	3	9	13	9	3	15	13	19	3	9	14	7	10	12	4	14	5	26	4	1
	8%	7%	9%	8%	5%	12%	9%	5%	5%	8%	9%	12%	3%	6%	11%	7%	6%	10%	6%	7%	8%	8%	20%	2%
\$10M - \$20 MILLION	20	16	5	20	-	5	6	8	4	9	7	12	3	5	8	2	10	5	7	9	2	10	5	5
	5%	8%	4%	6%	-	6%	4%	5%	7%	5%	5%	8%	4%	3%	6%	2%	6%	4%	10%	4%	3%	3%	26%	12%
\$20M MILLION	37	31	6	37	-	7	13	14	5	16	17	16	6	12	16	9	11	15	7	15	5	3	7	25
	9%	15%	5%	11%	-	9%	10%	8%	8%	9%	11%	10%	7%	8%	13%	9%	7%	12%	9%	7%	8%	1%	32%	60%
DON'T KNOW/NOT SURE/REFUSED	54	28	16	44	7	11	18	21	10	24	19	20	6	25	22	8	22	10	12	31	12	34	5	5
	13%	14%	12%	13%	13%	14%	13%	12%	16%	13%	13%	13%	7%	16%	18%	8%	13%	8%	17%	15%	19%	10%	22%	12%
\$5 MILL+	89	61	24	85	3	21	33	31	13	39	37	47	12	27	38	18	31	32	18	38	12	39	16	31
	22%	30%	18%	25%	5%	27%	23%	18%	20%	21%	25%	30%	14%	18%	30%	18%	18%	26%	26%	18%	19%	12%	78%	73%

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

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
**D/S (UNDER \$1M - \$1M OR MORE)	-65 -16%	-47 -16%	-18 -17%	-35 -41%	-31 -40%	-12 -9%	14 18%	-18 -24%	-28 -21%	-14 -8%	-59 -34%	-17 -10%	-76 -22%	10 26%	-65 -37%	-10 -6%	-10 -10%	-29 -56%	-2 -5%	-5 -14%	-1 -3%	-4 -28%	-17 -10%	-46 -22%
UNDER \$1 MILLION	141 35%	109 37%	32 30%	21 25%	20 25%	53 41%	42 54%	22 28%	47 35%	69 40%	43 25%	73 40%	116 33%	22 56%	46 26%	71 40%	38 39%	8 17%	21 44%	14 38%	8 43%	5 36%	66 38%	70 33%
TOTAL \$1M OR MORE	205 51%	156 53%	50 46%	56 65%	51 66%	65 50%	28 36%	40 53%	75 56%	83 48%	102 59%	90 50%	192 54%	12 30%	111 63%	81 46%	48 49%	37 73%	23 50%	19 52%	9 46%	9 64%	82 48%	116 54%
\$1M - \$5 MILLION	117 29%	88 30%	29 27%	28 33%	32 41%	39 30%	16 20%	28 37%	36 26%	49 29%	48 28%	58 32%	106 30%	11 27%	50 28%	54 30%	28 28%	21 40%	21 45%	10 28%	6 31%	5 38%	48 28%	64 30%
\$5M - \$10 MILLION	31 8%	25 9%	6 5%	6 7%	5 7%	12 9%	6 7%	3 4%	13 9%	14 8%	16 9%	14 8%	30 8%	1 3%	20 11%	9 5%	4 4%	6 11%	1 2%	5 14%	2 12%	3 21%	7 4%	24 11%
\$10M - \$20 MILLION	20 5%	14 5%	7 6%	11 13%	3 3%	5 4%	1 1%	2 3%	15 11%	3 2%	11 6%	10 5%	20 6%	- -	19 11%	7 4%	3 3%	5 10%	- -	- -	- -	- -	7 4%	14 6%
\$20M MILLION	37 9%	29 10%	8 8%	11 13%	11 14%	10 7%	5 7%	7 9%	11 8%	16 10%	27 16%	9 5%	36 10%	- -	22 13%	11 6%	13 13%	6 12%	1 3%	4 11%	1 4%	1 5%	20 12%	14 7%
DON'T KNOW/NOT SURE/REFUSED	54 13%	28 10%	26 24%	9 10%	7 9%	12 9%	8 10%	14 19%	13 10%	19 11%	27 16%	18 10%	46 13%	5 14%	21 12%	25 14%	13 13%	5 11%	3 6%	3 10%	2 10%	- -	24 14%	28 13%
\$5 MILL+	89 22%	68 23%	21 19%	28 33%	19 25%	26 20%	12 16%	12 16%	39 29%	34 20%	53 31%	33 18%	86 24%	1 3%	61 35%	27 15%	20 20%	16 32%	2 5%	9 24%	3 16%	4 26%	34 20%	51 24%

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (UNDER \$1M - \$1M OR MORE)	-65 -16%	-45 -25%	-18 -12%	-14 -16%	-35 -59%	-	-12 -26%	-18 -61%	-11 -35%	-92 -45%	27 15%	-38 -20%	-38 -26%	9 16%	-87 -45%	-77 -38%	21 11%	-88 -46%	25 12%	-1 -3%	7 7%	-12 -23%	-32 -32%	-40 -18%
UNDER \$1 MILLION	141 35%	53 30%	58 39%	32 36%	9 15%	25 42%	15 32%	4 15%	9 29%	44 21%	94 50%	67 35%	44 31%	24 45%	42 22%	44 22%	94 52%	37 19%	104 51%	23 43%	48 48%	14 27%	34 34%	72 33%
TOTAL \$1M OR MORE	205 51%	98 55%	76 51%	46 51%	44 74%	25 43%	27 58%	23 76%	21 64%	136 66%	67 36%	106 55%	82 57%	16 30%	129 66%	121 60%	73 40%	125 65%	79 39%	24 45%	41 41%	26 50%	66 66%	112 51%
\$1M - \$5 MILLION	117 29%	54 31%	45 30%	26 29%	21 34%	12 21%	10 21%	14 47%	9 28%	56 27%	59 32%	62 32%	45 31%	9 18%	56 29%	59 29%	51 28%	58 30%	57 28%	13 24%	17 17%	13 25%	26 26%	71 32%
\$5M - \$10 MILLION	31 8%	14 8%	12 8%	4 4%	9 15%	6 10%	3 7%	3 10%	2 7%	27 13%	4 2%	18 9%	11 8%	1 2%	24 13%	24 12%	7 4%	21 11%	10 5%	6 11%	5 5%	4 8%	10 10%	19 9%
\$10M - \$20 MILLION	20 5%	9 5%	6 4%	9 10%	3 4%	3 4%	5 10%	3 9%	4 11%	18 9%	2 1%	9 5%	11 8%	1 2%	17 9%	12 6%	7 4%	14 7%	6 3%	1 1%	14 14%	3 6%	8 8%	7 3%
\$20M MILLION	37 9%	20 12%	13 9%	7 8%	12 20%	4 7%	9 20%	3 9%	6 18%	35 17%	2 1%	17 9%	15 10%	4 8%	31 16%	25 13%	9 5%	31 16%	6 3%	5 9%	5 5%	6 12%	22 22%	15 7%
DON'T KNOW/NOT SURE/REFUSED	54 13%	26 15%	15 10%	11 13%	6 11%	9 15%	5 10%	3 9%	2 6%	26 13%	26 14%	20 10%	18 12%	13 25%	23 12%	36 18%	15 8%	31 16%	20 10%	6 12%	11 11%	12 23%	-	34 16%
\$5 MILL+	89 22%	44 25%	30 20%	20 22%	24 40%	13 22%	17 37%	9 29%	12 36%	80 39%	8 4%	43 22%	37 26%	6 12%	73 38%	62 31%	22 12%	67 35%	22 11%	12 21%	24 24%	13 25%	40 40%	41 19%

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (UNDER \$1M - \$1M OR MORE)	-65	-79	-76	-83	-70	-46	-95	-61	-75	-35	-28	-31	-50	-81	11	-35	-27
	-16%	-28%	-31%	-34%	-31%	-25%	-55%	-35%	-49%	-49%	-9%	-22%	-24%	-23%	28%	-51%	-9%
UNDER \$1 MILLION	141	86	69	66	61	58	29	43	31	13	126	39	72	111	25	10	119
	35%	30%	28%	27%	27%	31%	17%	25%	20%	18%	39%	28%	34%	32%	61%	14%	40%
TOTAL \$1M OR MORE	205	165	145	149	131	105	124	104	107	47	155	70	122	192	14	44	145
-----	51%	58%	58%	60%	58%	56%	72%	61%	69%	67%	48%	51%	57%	55%	34%	66%	49%
\$1M - \$5 MILLION	117	92	76	78	71	60	61	51	54	22	92	41	67	108	9	14	95
	29%	32%	31%	32%	32%	32%	35%	30%	35%	31%	28%	30%	31%	31%	21%	21%	32%
\$5M - \$10 MILLION	31	28	25	27	22	19	20	19	19	8	23	9	20	28	3	9	22
	8%	10%	10%	11%	10%	10%	12%	11%	12%	12%	7%	6%	9%	8%	7%	13%	7%
\$10M - \$20 MILLION	20	16	16	11	14	7	16	7	12	3	18	8	13	20	-	8	12
	5%	6%	6%	4%	6%	4%	9%	4%	7%	4%	5%	5%	6%	6%	-	12%	4%
\$20M MILLION	37	29	28	33	24	19	27	27	23	14	23	12	23	35	2	14	17
	9%	10%	11%	13%	11%	10%	16%	16%	15%	20%	7%	9%	11%	10%	6%	20%	6%
DON'T KNOW/NOT SURE/REFUSED	54	35	35	32	33	24	19	24	16	11	42	29	20	49	2	14	31
	13%	12%	14%	13%	15%	13%	11%	14%	10%	15%	13%	21%	9%	14%	5%	20%	10%
\$5 MILL+	89	74	68	71	59	45	63	53	53	26	63	28	55	83	5	30	51
	22%	26%	28%	29%	26%	24%	37%	31%	34%	36%	19%	21%	26%	24%	13%	45%	17%

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	\$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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%
METAL FABRICATION	56 14%	17 12%	11 13%	5 11%	4 10%	17 21%	29 13%	27 16%	17 12%	18 15%	18 20%	27 13%	19 16%	10 15%	- -	- -	56 100%	- -	4 6%	51 16%	27 15%	12 18%	1 9%	11 12%
PROCESS MANUFACTURING	47 12%	13 9%	11 13%	9 19%	5 11%	9 12%	24 11%	23 14%	14 10%	11 9%	18 20%	19 9%	19 16%	10 15%	47 100%	- -	- -	- -	11 16%	36 11%	17 9%	9 14%	1 10%	16 18%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46 11%	16 11%	10 12%	3 7%	4 10%	12 15%	26 12%	20 11%	13 9%	15 13%	16 18%	20 10%	16 13%	10 15%	- -	- -	- -	46 100%	11 15%	34 11%	15 8%	8 12%	4 49%	10 11%
PRECISION MANUFACTURING	46 11%	16 11%	14 16%	5 11%	3 8%	7 8%	30 13%	16 9%	10 7%	21 18%	12 13%	16 8%	22 18%	8 13%	- -	46 100%	- -	- -	3 4%	43 13%	18 10%	10 16%	- -	9 10%
PRINTING/PAPER	25 6%	14 10%	4 5%	3 7%	2 5%	1 1%	19 8%	6 4%	12 9%	7 6%	3 3%	16 8%	6 5%	3 5%	- -	- -	- -	- -	10 14%	15 5%	13 7%	3 5%	1 12%	4 5%
RETAIL/RETAIL SALES/ WHOLESALE	18 5%	8 5%	5 6%	2 4%	1 2%	2 3%	13 6%	5 3%	6 4%	6 5%	5 6%	11 5%	5 5%	1 1%	- -	- -	- -	- -	2 3%	16 5%	7 4%	2 3%	- -	4 5%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15 4%	2 1%	4 5%	4 9%	4 10%	1 1%	6 3%	9 5%	10 7%	2 2%	- -	6 3%	7 6%	2 3%	- -	- -	- -	- -	4 6%	11 3%	10 6%	1 2%	- -	2 2%
ANIMAL/AGRICULTURAL MANUFACTURING	11 3%	- -	- -	- -	4 9%	7 9%	- -	11 7%	- -	3 3%	8 9%	3 2%	- -	7 11%	- -	- -	- -	- -	- -	11 4%	- -	1 2%	- -	8 9%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	11 3%	3 2%	3 3%	2 5%	1 3%	2 2%	6 3%	5 3%	7 5%	2 2%	- -	9 4%	2 2%	- -	- -	- -	- -	- -	2 2%	10 3%	9 5%	1 1%	- -	1 1%
WOODWORKING/WOOD MANUFACTURING	10 3%	2 2%	3 3%	1 2%	2 5%	2 3%	5 2%	5 3%	5 3%	3 3%	2 2%	6 3%	4 3%	1 1%	- -	- -	- -	- -	1 2%	9 3%	9 5%	- -	- -	1 1%
PLASTICS	9 2%	4 3%	3 3%	- -	1 3%	2 2%	6 3%	3 2%	3 2%	2 2%	2 2%	5 2%	1 1%	1 1%	- -	- -	- -	- -	- -	9 3%	6 3%	2 3%	- -	1 1%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	8 2%	1 1%	3 3%	2 5%	- -	2 3%	4 2%	4 3%	6 4%	2 2%	- -	6 3%	1 1%	1 1%	- -	- -	- -	- -	- -	8 3%	6 3%	2 3%	- -	- -
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	7 2%	2 1%	2 2%	1 1%	- -	3 4%	4 2%	4 2%	2 1%	4 3%	- -	2 1%	3 3%	1 1%	- -	- -	- -	- -	2 2%	6 2%	4 2%	- -	- -	2 3%
ELECTRONICS COMPONENTS	7 2%	1 1%	3 3%	1 1%	1 3%	1 2%	4 2%	3 2%	3 2%	1 1%	1 1%	4 2%	2 2%	1 1%	- -	- -	- -	- -	1 1%	6 2%	2 1%	3 5%	- -	2 3%
SIGN MANUFACTURING	6 2%	3 2%	1 1%	- -	1 2%	1 1%	4 2%	2 1%	4 3%	1 1%	- -	6 3%	- -	- -	- -	- -	- -	- -	- -	6 2%	3 2%	1 2%	- -	1 1%
CONSTRUCTION	5 1%	2 1%	1 1%	- -	2 5%	- -	3 1%	2 1%	2 1%	1 1%	- -	3 1%	1 1%	1 1%	- -	- -	- -	- -	3 4%	2 1%	2 1%	1 1%	- -	1 1%
REPAIRS/MAINTENANCE	4 1%	2 1%	1 1%	- -	- -	1 1%	3 1%	1 -	3 2%	1 1%	- -	4 2%	- -	- -	- -	- -	- -	- -	1 1%	3 1%	3 1%	- -	- -	- -

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		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																				
GRAPHIC DESIGN/ART	3 1%	2 2%	-	-	-	1 1%	2 1%	1 1%	1 1%	-	1 1%	2 2%	-	-	-	-	-	-	1 2%	2 1%	1 1%	-	-	1 1%
DISTRIBUTION	3 1%	2 2%	-	-	-	1 1%	2 1%	1 1%	-	-	2 1%	1 1%	-	-	-	-	-	-	-	3 1%	1 1%	1 2%	-	-
SERVICE/HOSPITALITY	3 1%	-	1 1%	2 4%	-	-	1 -	2 1%	1 1%	-	3 1%	-	-	-	-	-	-	-	2 3%	1 -	3 2%	-	-	-
MEDICAL MANUFACTURING	3 1%	2 1%	-	-	-	1 1%	2 1%	1 -	1 1%	1 1%	2 1%	-	1 1%	-	-	-	-	-	-	3 1%	1 1%	-	-	1 1%
CONSULTING	2 1%	1 1%	1 1%	1 1%	-	-	2 1%	1 -	2 1%	-	2 1%	-	1 1%	-	-	-	-	-	1 1%	1 -	1 -	1 2%	-	1 1%
INFORMATION TECHNOLOGY, IT	2 -	1 1%	-	-	-	1 1%	1 -	-	1 1%	-	-	1 1%	-	-	-	-	-	-	1 1%	1 -	1 -	1 1%	-	-
RECYCLING	1 -	-	-	-	-	1 1%	-	1 -	-	1 1%	-	1 1%	-	-	-	-	-	-	-	1 -	1 -	-	-	-
SOMETHING ELSE	39 10%	21 15%	6 7%	6 12%	2 5%	4 4%	28 12%	11 6%	17 12%	12 11%	4 4%	27 13%	6 5%	6 9%	-	-	-	-	10 14%	29 9%	17 10%	6 9%	2 20%	8 9%
DON'T KNOW	5 1%	3 2%	-	1 1%	2 5%	-	3 1%	3 1%	2 1%	-	1 1%	3 1%	-	1 1%	-	-	-	-	-	3 1%	3 1%	-	-	3 3%
REFUSED	6 1%	2 1%	-	-	2 5%	2 2%	2 1%	4 2%	1 1%	1 1%	-	2 1%	-	-	-	-	-	-	1 1%	-	3 1%	1 1%	-	2 2%

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

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
METAL FABRICATION	56	21	23	44	11	8	27	21	6	29	20	22	11	23	18	15	23	17	9	30	11	46	4	6
	14%	11%	17%	13%	20%	11%	19%	12%	10%	16%	13%	14%	13%	15%	15%	13%	14%	13%	15%	17%	14%	14%	18%	14%
PROCESS MANUFACTURING	47	29	15	44	3	6	16	24	7	20	20	20	14	13	14	14	18	17	11	20	10	38	5	5
	12%	14%	11%	13%	5%	8%	11%	14%	10%	11%	14%	13%	16%	8%	11%	14%	11%	14%	16%	10%	15%	12%	25%	11%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46	17	23	41	5	8	18	18	4	24	15	14	8	23	11	12	23	12	7	27	8	36	1	9
	11%	9%	17%	12%	9%	11%	13%	11%	7%	13%	10%	9%	10%	15%	9%	12%	13%	10%	10%	13%	13%	11%	4%	21%
PRECISION MANUFACTURING	46	24	17	41	4	12	17	15	11	17	18	21	6	18	16	11	19	12	4	29	10	38	3	5
	11%	12%	12%	12%	8%	16%	12%	9%	17%	9%	12%	13%	7%	12%	13%	11%	11%	10%	6%	14%	16%	12%	13%	12%
PRINTING/PAPER	25	13	8	21	4	8	9	7	6	8	10	13	4	8	11	5	9	9	7	8	2	22	2	1
	6%	7%	6%	6%	7%	10%	6%	4%	9%	4%	6%	8%	5%	5%	9%	5%	5%	8%	11%	4%	3%	7%	12%	2%
RETAIL/RETAIL SALES/ WHOLESALE	18	11	4	15	2	4	7	6	3	9	6	6	2	9	6	5	5	7	1	8	2	16	-	1
	5%	6%	3%	4%	3%	5%	5%	3%	5%	5%	4%	4%	2%	6%	5%	5%	3%	6%	1%	4%	3%	5%	-	2%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15	8	5	13	2	1	6	8	-	10	5	5	5	6	4	3	8	5	-	10	3	13	1	1
	4%	4%	4%	4%	3%	1%	4%	5%	-	6%	3%	3%	5%	4%	3%	3%	5%	4%	-	5%	5%	4%	4%	2%
ANIMAL/AGRICULTURAL MANUFACTURING	11	8	3	11	-	2	3	5	1	7	4	4	1	6	4	1	6	4	1	6	2	3	1	6
	3%	4%	2%	3%	-	3%	2%	3%	2%	4%	2%	3%	2%	4%	3%	1%	4%	4%	2%	3%	3%	1%	7%	13%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	11	4	6	10	2	4	1	7	2	4	5	6	3	2	4	2	6	5	-	5	-	11	-	-
	3%	2%	4%	3%	3%	5%	1%	4%	4%	2%	3%	4%	3%	1%	3%	2%	3%	4%	-	3%	-	3%	-	-
WOODWORKING/WOOD MANUFACTURING	10	5	3	8	2	1	2	7	1	5	4	2	2	6	1	4	5	3	2	5	2	10	1	-
	3%	3%	2%	2%	4%	1%	2%	4%	2%	3%	3%	1%	2%	4%	1%	4%	3%	2%	4%	2%	3%	3%	3%	-
PLASTICS	9	5	1	6	3	4	2	2	2	4	4	7	1	2	4	3	3	1	3	6	-	6	1	-
	2%	2%	1%	2%	5%	6%	1%	1%	2%	2%	3%	4%	1%	1%	3%	3%	2%	1%	4%	3%	-	2%	3%	-
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	8	3	2	5	3	2	-	7	1	3	3	2	4	3	1	4	4	4	-	4	3	7	-	1
	2%	1%	2%	1%	6%	2%	-	4%	1%	2%	2%	1%	5%	2%	1%	4%	2%	3%	-	2%	4%	2%	-	2%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	7	6	2	7	-	1	3	2	1	3	3	4	-	3	3	1	3	-	2	4	1	6	-	1
	2%	3%	1%	2%	-	1%	2%	1%	1%	2%	2%	2%	-	2%	2%	1%	2%	-	3%	2%	1%	2%	-	2%
ELECTRONICS COMPONENTS	7	3	3	6	1	2	4	2	2	4	2	3	1	3	3	2	2	1	1	5	1	6	-	1
	2%	1%	2%	2%	2%	2%	3%	1%	3%	2%	1%	2%	1%	2%	2%	2%	1%	1%	1%	2%	2%	2%	-	2%
SIGN MANUFACTURING	6	4	-	4	2	-	2	4	-	1	5	1	2	3	1	2	3	2	1	3	-	6	-	-
	2%	2%	-	1%	4%	-	1%	2%	-	1%	4%	1%	2%	2%	1%	2%	2%	2%	2%	1%	-	2%	-	-
CONSTRUCTION	5	3	2	5	-	1	2	1	1	1	3	1	1	3	1	2	2	1	-	4	2	4	1	-
	1%	2%	1%	1%	-	2%	1%	1%	2%	1%	2%	1%	1%	2%	1%	2%	1%	1%	-	2%	3%	1%	4%	-
REPAIRS/MAINTENANCE	4	2	2	4	-	-	1	3	1	3	-	1	1	2	1	-	3	1	-	3	2	4	-	-
	1%	1%	1%	1%	-	-	1%	2%	2%	1%	-	1%	1%	1%	1%	-	2%	1%	-	1%	3%	1%	-	-
GRAPHIC DESIGN/ART	3	-	2	2	1	1	-	2	-	2	1	-	2	1	-	1	2	3	-	-	-	3	-	-
	1%	-	2%	1%	2%	1%	-	1%	-	1%	1%	-	3%	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 44-2  
QUESTION 37:  
Which one of the following best describes your company's primary business?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			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+	
DISTRIBUTION	3 1%	1 1%	2 2%	3 1%	- -	- -	1 1%	2 1%	- -	3 2%	- -	- -	1 1%	2 1%	- -	1 1%	2 1%	- -	1 2%	2 1%	2 3%	2 3%	3 1%	- -	- -
SERVICE/HOSPITALITY	3 1%	2 1%	1 1%	3 1%	- -	- -	2 1%	1 1%	2 3%	1 1%	- -	- -	1 1%	- -	2 2%	- -	1 1%	- -	3 4%	- -	- -	- -	3 1%	- -	- -
MEDICAL MANUFACTURING	3 1%	1 -	1 1%	2 1%	1 2%	- -	2 1%	1 1%	1 1%	2 1%	- -	1 -	2 2%	- -	1 1%	1 1%	1 1%	- -	2 3%	1 -	- -	- -	2 1%	- -	1 2%
CONSULTING	2 1%	2 1%	- -	2 1%	1 1%	1 1%	1 -	1 -	1 1%	1 -	1 1%	2 1%	- -	1 -	2 1%	- -	1 -	1 1%	- -	1 -	- -	- -	2 1%	- -	1 2%
INFORMATION TECHNOLOGY, IT	2 -	1 -	1 1%	2 1%	- -	- -	1 1%	1 1%	- -	- -	2 1%	1 1%	1 1%	- -	1 1%	1 1%	- -	- -	- -	2 1%	- -	- -	1 -	- -	- -
RECYCLING	1 -	1 -	- -	1 -	- -	- -	- -	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	1 1%	- -	- -	- -	1 -	- -	- -
SOMETHING ELSE	39 10%	21 10%	8 6%	29 9%	8 14%	7 10%	10 7%	19 11%	10 16%	13 7%	15 10%	16 10%	10 12%	12 8%	12 10%	8 8%	16 9%	12 10%	10 15%	17 8%	1 2%	33 10%	1 7%	4 10%	
DON'T KNOW	5 1%	3 1%	1 1%	4 1%	2 3%	1 1%	3 2%	2 1%	- -	5 2%	1 1%	2 1%	2 2%	2 1%	2 1%	2 2%	2 1%	2 1%	1 1%	1 1%	4 2%	1 2%	3 1%	- -	1 2%
REFUSED	6 1%	4 2%	2 2%	6 2%	- -	3 3%	1 1%	2 1%	1 1%	3 2%	2 1%	3 2%	1 1%	2 2%	3 2%	1 1%	2 1%	3 2%	1 2%	2 2%	1 1%	1 1%	2 1%	- -	- -

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

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
METAL FABRICATION	56 14%	44 15%	11 11%	11 13%	10 12%	21 16%	14 18%	13 17%	14 11%	27 16%	29 17%	22 12%	51 14%	5 12%	31 18%	21 12%	15 15%	9 18%	5 12%	8 21%	2 10%	3 19%	17 10%	36 17%
PROCESS MANUFACTURING	47 12%	30 10%	17 16%	15 18%	10 13%	10 8%	9 11%	9 11%	21 15%	18 11%	17 10%	29 16%	46 13%	1 3%	26 15%	22 13%	7 8%	5 10%	3 7%	4 10%	2 9%	- -	29 17%	18 9%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46 11%	33 11%	13 12%	10 12%	10 13%	17 13%	7 9%	9 12%	19 14%	18 10%	19 11%	24 13%	43 12%	2 6%	16 9%	27 15%	11 11%	3 7%	4 8%	7 20%	4 19%	3 18%	18 10%	26 12%
PRECISION MANUFACTURING	46 11%	37 12%	9 8%	10 12%	8 11%	17 13%	10 13%	9 11%	18 13%	17 10%	21 12%	21 12%	42 12%	3 8%	26 15%	14 8%	10 10%	6 11%	11 24%	5 13%	3 18%	1 7%	18 10%	28 13%
PRINTING/PAPER	25 6%	19 7%	5 5%	5 6%	7 9%	9 7%	1 1%	5 7%	11 8%	6 3%	7 4%	11 6%	19 5%	6 15%	9 5%	16 9%	2 2%	5 9%	1 2%	2 5%	1 5%	- -	14 8%	10 5%
RETAIL/RETAIL SALES/ WHOLESALE	18 5%	13 4%	5 5%	5 6%	3 4%	4 3%	5 6%	4 6%	4 3%	7 4%	9 5%	6 3%	15 4%	2 5%	5 3%	6 4%	7 7%	- -	2 4%	1 2%	- -	- -	9 5%	9 4%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15 4%	7 2%	8 8%	4 4%	- -	7 5%	4 5%	4 5%	2 2%	9 5%	5 3%	9 5%	14 4%	1 2%	9 5%	9 5%	1 1%	3 5%	1 1%	2 5%	2 11%	- -	7 4%	8 4%
ANIMAL/AGRICULTURAL MANUFACTURING	11 3%	8 3%	3 3%	7 8%	2 3%	1 1%	1 1%	1 1%	5 4%	5 3%	7 4%	4 2%	11 3%	- -	7 4%	6 3%	3 3%	3 5%	1 3%	- -	- -	1 7%	7 4%	3 2%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	11 3%	5 2%	7 6%	1 1%	3 4%	6 4%	2 2%	2 2%	2 1%	8 5%	4 2%	6 3%	9 3%	2 5%	3 2%	5 3%	3 3%	3 6%	2 3%	1 3%	- -	- -	1 1%	10 5%
WOODWORKING/WOOD MANUFACTURING	10 3%	7 3%	3 3%	2 2%	3 3%	1 1%	3 4%	- -	4 3%	5 3%	4 2%	2 1%	6 2%	3 8%	6 3%	6 3%	4 4%	- -	1 2%	- -	- -	- -	3 2%	8 4%
PLASTICS	9 2%	8 3%	1 1%	3 3%	- -	4 3%	2 2%	3 4%	- -	5 3%	6 3%	2 1%	8 2%	1 2%	4 2%	1 1%	3 3%	- -	3 6%	- -	- -	- -	3 2%	6 3%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	8 2%	8 3%	- -	- -	- -	4 3%	3 4%	- -	3 2%	5 3%	3 2%	2 1%	5 1%	2 6%	2 1%	4 2%	4 4%	- -	5 10%	- -	- -	1 7%	6 4%	2 1%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	7 2%	7 3%	- -	1 1%	2 3%	3 2%	1 1%	3 3%	3 2%	2 1%	4 3%	1 1%	6 2%	2 4%	3 2%	4 2%	1 1%	4 8%	1 2%	- -	- -	2 11%	3 2%	2 1%
ELECTRONICS COMPONENTS	7 2%	4 1%	3 3%	1 2%	1 1%	2 2%	2 2%	2 2%	2 1%	4 2%	2 1%	4 2%	6 2%	1 3%	1 1%	3 2%	2 2%	1 1%	- -	- -	2 9%	2 11%	1 1%	6 3%
SIGN MANUFACTURING	6 2%	5 2%	1 1%	- -	1 1%	4 3%	1 1%	1 1%	2 2%	3 2%	3 2%	3 2%	6 2%	- -	2 1%	2 1%	2 2%	- -	1 2%	- -	- -	- -	5 3%	1 1%
CONSTRUCTION	5 1%	2 1%	3 3%	2 3%	- -	- -	1 1%	1 1%	1 1%	2 1%	1 1%	3 2%	4 1%	- -	3 2%	2 1%	- -	1 2%	1 2%	- -	- -	- -	- -	4 2%
REPAIRS/MAINTENANCE	4 1%	3 1%	1 1%	- -	4 5%	- -	- -	- -	- -	4 2%	2 1%	2 1%	4 1%	- -	2 1%	2 1%	- -	- -	- -	1 3%	- -	- -	2 1%	2 1%

Continued

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

BANNER 3

	GENDER		AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
GRAPHIC DESIGN/ART	3 1%	2 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	2 1%	1 1%	1 1%	2 3%	1 1%	2 1%	3 4%	- -	- -	- -	- -	- -	1 1%	2 1%	
DISTRIBUTION	3 1%	2 1%	1 1%	- -	1 1%	- -	1 2%	- -	1 1%	1 1%	2 1%	3 1%	- -	1 1%	2 1%	- -	- -	- -	1 3%	- -	- -	- -	3 2%	
SERVICE/HOSPITALITY	3 1%	3 1%	- -	- -	- -	1 1%	2 3%	- -	- -	1 1%	2 1%	1 1%	3 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	1 6%	3 1%	
MEDICAL MANUFACTURING	3 1%	1 -	2 2%	- -	- -	3 2%	- -	- -	1 1%	1 1%	- -	3 1%	3 1%	- -	1 1%	1 1%	1 1%	1 2%	- -	- -	- -	1 1%	2 1%	
CONSULTING	2 1%	2 1%	1 1%	- -	2 2%	- -	- -	2 2%	- -	1 -	1 -	2 1%	2 1%	- -	1 1%	1 1%	1 1%	- -	- -	- -	- -	2 1%	1 -	
INFORMATION TECHNOLOGY, IT	2 -	2 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	1 -	2 -	- -	2 1%	1 -	- -	- -	1 3%	- -	- -	1 -	1 -	
RECYCLING	1 -	1 -	- -	- -	- -	- -	1 1%	- -	- -	1 -	1 -	- -	1 -	- -	1 -	- -	1 1%	- -	- -	- -	- -	1 -	- -	
SOMETHING ELSE	39 10%	29 10%	10 9%	5 6%	9 12%	16 12%	6 8%	5 7%	17 12%	16 9%	15 9%	18 10%	33 9%	5 13%	12 7%	18 10%	11 11%	5 11%	3 6%	4 11%	3 14%	2 14%	17 10%	19 9%
DON'T KNOW	5 1%	5 2%	- -	- -	- -	1 1%	2 2%	1 1%	3 2%	2 1%	3 2%	1 1%	4 1%	2 4%	2 1%	1 1%	2 2%	1 2%	2 4%	- -	- -	- -	4 2%	1 -
REFUSED	6 1%	5 2%	1 1%	2 2%	- -	- -	- -	3 4%	2 1%	1 1%	4 2%	2 1%	6 2%	- -	3 2%	2 1%	3 3%	2 3%	- -	- -	1 5%	- -	4 2%	2 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		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%
METAL FABRICATION	56	25	18	14	7	9	5	7	5	36	18	32	19	4	35	29	26	26	29	10	11	4	18	27
	14%	14%	12%	16%	12%	15%	11%	24%	15%	17%	9%	17%	13%	8%	18%	14%	14%	14%	15%	19%	11%	8%	18%	12%
PROCESS MANUFACTURING	47	23	14	11	12	6	11	6	2	31	17	20	21	6	30	23	21	21	26	6	14	6	10	23
	12%	13%	9%	12%	21%	11%	23%	22%	7%	15%	9%	10%	15%	11%	15%	12%	11%	11%	13%	11%	14%	12%	10%	11%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46	19	22	8	6	11	5	3	4	27	17	22	21	3	26	24	20	22	23	6	11	4	11	24
	11%	11%	15%	9%	11%	19%	11%	11%	14%	13%	9%	11%	14%	6%	14%	12%	11%	11%	12%	12%	11%	8%	11%	11%
PRECISION MANUFACTURING	46	23	13	17	8	6	4	7	3	25	20	26	15	5	23	25	19	22	24	9	10	3	11	29
	11%	13%	9%	19%	14%	10%	9%	22%	10%	12%	11%	13%	10%	10%	12%	13%	10%	11%	12%	17%	10%	6%	11%	13%
PRINTING/PAPER	25	9	10	4	3	3	5	-	3	8	17	15	7	1	8	9	15	13	12	2	3	3	4	18
	6%	5%	7%	5%	5%	5%	10%	-	9%	4%	9%	8%	5%	2%	4%	5%	8%	7%	6%	4%	3%	6%	4%	8%
RETAIL/RETAIL SALES/ WHOLESALE	18	3	11	1	1	4	1	-	-	5	13	2	8	4	2	8	9	9	9	1	3	1	8	12
	5%	2%	7%	1%	1%	8%	2%	-	-	2%	7%	1%	5%	8%	1%	4%	5%	5%	4%	3%	3%	2%	8%	6%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15	7	2	8	5	-	4	-	1	8	7	7	5	4	7	7	6	5	9	2	6	5	1	6
	4%	4%	1%	9%	8%	-	9%	-	3%	4%	4%	3%	3%	7%	4%	3%	3%	3%	5%	4%	6%	10%	1%	3%
ANIMAL/AGRICULTURAL MANUFACTURING	11	7	5	1	2	-	1	-	5	9	1	7	3	1	8	7	3	9	2	-	5	4	12	-
	3%	4%	3%	1%	4%	-	2%	-	15%	4%	1%	3%	2%	3%	4%	3%	2%	5%	1%	-	5%	8%	12%	-
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	11	4	5	4	2	2	-	1	-	5	6	6	4	2	5	2	10	4	7	2	2	1	3	6
	3%	3%	3%	4%	4%	4%	-	2%	-	2%	3%	3%	3%	3%	3%	1%	5%	2%	4%	4%	2%	2%	3%	3%
WOODWORKING/WOOD MANUFACTURING	10	6	4	3	-	1	-	-	-	6	5	8	3	-	6	5	5	6	5	1	3	3	1	5
	3%	4%	3%	3%	-	2%	-	-	-	3%	3%	4%	2%	-	3%	2%	3%	3%	2%	3%	3%	6%	1%	2%
PLASTICS	9	5	3	1	-	2	-	2	-	6	4	3	4	2	6	7	2	7	3	1	2	2	1	6
	2%	3%	2%	1%	-	4%	-	8%	-	3%	2%	2%	3%	3%	3%	3%	1%	4%	1%	1%	2%	4%	1%	3%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	8	4	2	2	2	1	1	1	-	2	6	5	1	2	2	4	4	3	5	1	3	1	4	4
	2%	2%	2%	2%	3%	2%	2%	3%	-	1%	3%	3%	1%	3%	1%	2%	2%	2%	3%	3%	3%	2%	4%	2%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	7	4	2	2	-	2	-	-	1	4	2	3	1	2	4	3	3	4	2	1	2	-	6	4
	2%	2%	1%	2%	-	3%	-	-	3%	2%	1%	2%	1%	4%	2%	1%	2%	2%	1%	1%	2%	-	6%	2%
ELECTRONICS COMPONENTS	7	3	5	2	-	1	2	-	1	2	5	2	5	-	2	3	4	1	6	1	-	2	-	4
	2%	2%	3%	2%	-	2%	3%	-	3%	1%	3%	1%	4%	-	1%	1%	2%	1%	3%	3%	-	4%	-	2%
SIGN MANUFACTURING	6	3	1	-	-	1	-	-	-	2	4	3	1	2	2	2	4	2	4	-	3	1	-	4
	2%	2%	1%	-	-	2%	-	-	-	1%	2%	2%	1%	4%	1%	1%	2%	1%	2%	-	3%	2%	-	2%
CONSTRUCTION	5	4	-	1	1	-	1	-	-	3	2	2	3	-	3	2	3	1	4	-	-	2	-	3
	1%	2%	-	1%	2%	-	2%	-	-	1%	1%	1%	2%	-	2%	1%	2%	1%	2%	-	-	4%	-	1%
REPAIRS/MAINTENANCE	4	2	-	-	-	-	-	-	-	2	2	3	1	-	2	1	3	1	3	1	-	-	-	3
	1%	1%	-	-	-	-	-	-	-	1%	1%	1%	1%	-	1%	-	2%	-	1%	1%	-	-	-	1%

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			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/		SOUTH MN	SW/ WEST CENT	
																					NW	MN		MN	INIT
GRAPHIC DESIGN/ART	3 1%	1 1%	2 2%	- -	- -	- -	- -	1 4%	- -	3 2%	2 1%	- -	1 2%	- -	2 1%	1 1%	- -	3 2%	- -	- -	- -	- -	1 1%	2 1%	
DISTRIBUTION	3 1%	1 1%	- -	1 1%	- -	2 4%	- -	1 4%	1 1%	2 1%	1 1%	2 1%	- -	1 1%	2 1%	1 1%	2 1%	1 1%	2 1%	1 1%	- -	2 2%	- -	1 1%	2 1%
SERVICE/HOSPITALITY	3 1%	- -	3 2%	- -	- -	- -	- -	- -	- -	3 2%	- -	- -	1 2%	- -	3 1%	- -	2 1%	1 -	2 1%	1 -	- -	2 2%	- -	- -	1 -
MEDICAL MANUFACTURING	3 1%	1 -	1 1%	- -	1 1%	- -	- -	- -	1 -	2 1%	1 1%	2 1%	- -	1 -	2 1%	1 1%	2 1%	1 1%	2 1%	1 1%	1 1%	- -	- -	- -	2 1%
CONSULTING	2 1%	- -	1 1%	- -	- -	- -	- -	1 2%	- -	2 1%	- -	1 1%	1 3%	- -	- -	- -	2 1%	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	2 1%
INFORMATION TECHNOLOGY, IT	2 -	- -	2 1%	- -	- -	1 1%	- -	- -	1 -	1 -	1 -	1 1%	- -	1 -	2 1%	- -	1 -	1 -	1 -	1 -	- -	3 3%	1 2%	- -	1 -
RECYCLING	1 -	1 -	- -	1 1%	1 1%	- -	- -	- -	1 -	- -	1 -	- -	- -	1 -	1 -	- -	1 -	- -	1 -	- -	1 1%	- -	- -	- -	- -
SOMETHING ELSE	39 10%	14 8%	20 13%	6 7%	8 13%	4 6%	6 14%	1 4%	3 9%	18 9%	20 11%	18 9%	13 9%	7 14%	16 8%	25 12%	14 8%	24 13%	14 7%	14 7%	4 7%	14 14%	4 8%	3 3%	27 12%
DON'T KNOW	5 1%	3 2%	1 1%	1 1%	- -	1 2%	- -	1 3%	- -	2 1%	4 2%	2 1%	1 1%	2 4%	2 1%	4 2%	2 1%	3 1%	3 1%	3 1%	1 1%	- -	2 4%	1 1%	3 1%
REFUSED	6 1%	4 2%	2 1%	3 3%	1 1%	2 3%	1 2%	- -	1 3%	3 1%	3 2%	2 1%	2 1%	2 4%	3 2%	2 1%	4 2%	2 1%	4 2%	4 2%	1 3%	2 2%	3 6%	- -	2 1%

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				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
METAL FABRICATION	56 14%	39 14%	37 15%	37 15%	33 15%	25 13%	31 18%	20 12%	22 14%	7 10%	47 15%	22 16%	27 13%	49 14%	6 14%	11 17%	42 14%
PROCESS MANUFACTURING	47 12%	30 11%	28 11%	26 11%	26 11%	20 11%	18 11%	19 11%	16 10%	10 14%	35 11%	17 12%	28 13%	45 13%	2 5%	5 8%	39 13%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	46 11%	35 12%	29 12%	31 13%	27 12%	23 12%	20 12%	23 13%	22 15%	13 19%	33 10%	14 10%	28 13%	41 12%	4 9%	7 11%	33 11%
PRECISION MANUFACTURING	46 11%	35 12%	31 12%	32 13%	26 12%	21 11%	27 16%	24 14%	24 16%	10 14%	35 11%	12 8%	28 13%	40 11%	5 12%	16 24%	28 9%
PRINTING/PAPER	25 6%	22 8%	17 7%	16 6%	16 7%	16 8%	13 8%	15 9%	12 8%	1 2%	23 7%	11 8%	11 5%	22 6%	3 7%	1 1%	21 7%
RETAIL/RETAIL SALES/ WHOLESALE	18 5%	17 6%	10 4%	10 4%	9 4%	6 3%	7 4%	8 5%	6 4%	1 2%	17 5%	6 5%	9 4%	15 4%	3 7%	1 2%	15 5%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15 4%	11 4%	9 4%	5 2%	5 2%	9 5%	2 1%	4 2%	2 1%	2 3%	12 4%	3 2%	11 5%	14 4%	1 3%	1 1%	12 4%
ANIMAL/AGRICULTURAL MANUFACTURING	11 3%	7 2%	8 3%	8 3%	7 3%	5 3%	7 4%	5 3%	8 5%	1 2%	10 3%	5 3%	4 2%	9 3%	2 6%	3 5%	6 2%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	11 3%	9 3%	7 3%	7 3%	9 4%	7 4%	2 1%	4 2%	3 2%	1 1%	10 3%	1 1%	8 4%	9 2%	2 6%	- -	11 4%
WOODWORKING/WOOD MANUFACTURING	10 3%	10 4%	9 3%	7 3%	6 3%	6 3%	5 3%	6 3%	7 4%	4 6%	6 2%	5 3%	4 2%	8 2%	1 2%	- -	8 3%
PLASTICS	9 2%	3 1%	3 1%	5 2%	5 2%	7 4%	1 1%	3 2%	2 2%	1 1%	8 3%	4 3%	5 3%	9 3%	- -	2 3%	7 2%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	8 2%	6 2%	6 3%	6 2%	4 2%	3 1%	5 3%	4 2%	4 2%	- -	8 3%	2 1%	4 2%	6 2%	1 2%	1 1%	7 2%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	7 2%	3 1%	2 1%	3 1%	4 2%	2 1%	2 1%	1 1%	1 1%	1 1%	7 2%	1 1%	4 2%	5 2%	2 5%	1 1%	5 2%
ELECTRONICS COMPONENTS	7 2%	6 2%	4 2%	3 1%	3 1%	6 3%	2 1%	2 1%	2 2%	1 2%	6 2%	1 1%	6 3%	7 2%	- -	1 1%	6 2%
SIGN MANUFACTURING	6 2%	3 1%	2 1%	2 1%	2 1%	1 1%	2 1%	1 1%	3 2%	- -	5 2%	1 1%	4 2%	5 1%	1 2%	1 1%	4 1%
CONSTRUCTION	5 1%	3 1%	2 1%	1 -	1 -	2 1%	1 1%	- -	1 1%	1 1%	4 1%	1 1%	3 1%	4 1%	1 3%	- -	5 2%
REPAIRS/MAINTENANCE	4 1%	2 1%	2 1%	2 1%	3 1%	2 1%	2 1%	1 1%	- -	1 1%	3 1%	2 1%	2 1%	4 1%	- -	- -	4 1%
GRAPHIC DESIGN/ART	3 1%	1 -	2 1%	1 -	1 1%	- -	- -	1 1%	- -	- -	3 1%	1 1%	1 1%	2 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 44-5  
 QUESTION 37:  
 Which one of the following best describes your company's primary business?

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
DISTRIBUTION	3 1%	2 1%	2 1%	2 1%	3 1%	1 1%	2 1%	2 1%	2 2%	2 3%	1 -	2 2%	- -	2 1%	1 3%	1 2%	2 1%
SERVICE/HOSPITALITY	3 1%	- -	- -	1 -	- -	- -	- -	- -	- -	- -	3 1%	- -	2 1%	2 1%	1 2%	- -	3 1%
MEDICAL MANUFACTURING	3 1%	2 1%	2 1%	3 1%	3 1%	2 1%	2 1%	1 -	1 -	- -	3 1%	2 1%	1 -	3 1%	- -	1 1%	1 -
CONSULTING	2 1%	1 -	1 1%	2 1%	1 1%	1 -	1 -	1 -	1 -	- -	2 1%	1 1%	1 -	2 1%	1 2%	- -	2 1%
INFORMATION TECHNOLOGY, IT	2 -	2 1%	- -	1 -	1 -	2 1%	- -	1 1%	- -	1 1%	1 -	2 1%	- -	2 -	- -	- -	2 1%
RECYCLING	1 -	1 -	1 -	1 -	1 -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 -	- -	- -	1 -
SOMETHING ELSE	39 10%	27 9%	24 10%	25 10%	23 10%	16 8%	17 10%	21 12%	14 9%	7 10%	31 10%	17 13%	19 9%	36 10%	3 6%	9 14%	28 9%
DON'T KNOW	5 1%	5 2%	5 2%	5 2%	2 1%	4 2%	3 2%	4 2%	2 1%	1 1%	5 1%	3 2%	2 1%	4 1%	1 2%	2 3%	3 1%
REFUSED	6 1%	4 1%	4 2%	5 2%	4 2%	3 1%	1 1%	1 1%	- -	2 3%	4 1%	3 2%	2 1%	5 1%	- -	2 2%	3 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		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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (<16 YEARS - 16+ YEARS)	-252	-84	-63	-27	-24	-55	-146	-105	-68	-85	-70	-110	-86	-50	-26	-40	-47	-24	70	-321	-109	-48	-4	-51
	-63%	-60%	-72%	-55%	-55%	-67%	-64%	-61%	-49%	-73%	-79%	-54%	-72%	-80%	-54%	-87%	-84%	-52%	100%	-100%	-59%	-73%	-49%	-58%
TOTAL <16 YEARS	70	27	12	11	7	13	39	30	36	16	9	46	17	6	11	3	4	11	70	-	36	8	2	17
	17%	19%	14%	22%	17%	15%	17%	18%	26%	13%	11%	22%	14%	10%	23%	6%	8%	23%	100%	-	20%	13%	26%	19%
LESS THAN 1 YEAR	3	-	-	3	-	-	-	3	1	-	-	3	-	-	-	-	-	-	3	-	3	-	-	-
	1%	-	-	5%	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	4%	-	1%	-	-	-
1 - 3 YEARS	8	7	-	1	-	-	7	1	6	-	-	6	1	1	1	-	-	1	8	-	4	1	-	2
	2%	5%	-	1%	-	-	3%	-	4%	-	-	3%	1%	1%	2%	-	-	2%	11%	-	2%	2%	-	2%
4 - 6 YEARS	11	3	2	-	2	4	5	6	7	2	1	7	2	2	1	1	-	4	11	-	4	2	1	4
	3%	2%	2%	-	5%	5%	2%	4%	5%	2%	1%	3%	2%	3%	2%	2%	-	8%	16%	-	2%	2%	15%	4%
7 - 10 YEARS	22	6	8	4	-	4	14	8	11	9	-	15	6	1	4	1	2	2	22	-	12	2	-	5
	5%	4%	9%	9%	-	5%	6%	5%	8%	8%	-	7%	5%	1%	9%	1%	3%	4%	31%	-	7%	2%	-	6%
11 - 15 YEARS	27	11	3	3	5	4	14	13	11	5	8	16	7	3	5	1	3	4	27	-	14	4	1	6
	7%	8%	3%	7%	12%	5%	6%	7%	8%	4%	10%	8%	6%	4%	10%	3%	5%	8%	38%	-	7%	6%	10%	6%
16 YEARS OR MORE	321	111	75	37	31	67	186	136	105	100	79	155	103	57	36	43	51	34	-	321	144	57	6	68
	80%	79%	86%	78%	72%	82%	82%	78%	74%	86%	89%	76%	86%	90%	77%	94%	92%	75%	-	100%	79%	86%	74%	77%
DON'T KNOW	4	1	-	-	3	-	1	3	-	-	-	2	-	-	-	-	-	1	-	-	-	-	-	3
	1%	1%	-	-	7%	-	-	2%	-	-	-	1%	-	-	-	-	-	2%	-	-	-	-	-	3%
REFUSED	5	1	-	-	2	2	1	4	-	1	-	1	-	-	-	-	-	-	-	-	3	1	-	1
	1%	1%	-	-	5%	2%	-	2%	-	1%	-	1%	-	-	-	-	-	-	-	-	1%	1%	-	1%

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EX-PAN-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+
					58																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
**D/S (<16 YEARS - 16+ YEARS)	-252	-113	-92	-205	-44	-39	-88	-117	-36	-115	-98	-87	-58	-103	-68	-70	-107	-64	-38	-147	-42	-196	-17	-33
	-63%	-56%	-67%	-61%	-77%	-51%	-62%	-68%	-57%	-63%	-66%	-56%	-68%	-69%	-55%	-70%	-64%	-53%	-55%	-72%	-66%	-61%	-82%	-78%
TOTAL <16 YEARS	70	42	21	63	6	18	25	25	13	31	24	33	13	21	27	14	28	28	14	26	10	62	2	5
	17%	21%	15%	18%	11%	23%	18%	15%	21%	17%	16%	21%	15%	14%	22%	14%	17%	23%	21%	13%	15%	19%	9%	11%
LESS THAN 1 YEAR	3	2	1	3	-	-	2	1	2	-	-	-	-	-	2	-	-	-	2	-	-	3	-	-
	1%	1%	-	1%	-	-	1%	-	3%	-	-	-	-	-	2%	-	-	-	3%	-	-	1%	-	-
1 - 3 YEARS	8	5	3	8	-	1	4	2	1	5	2	3	-	5	4	1	3	3	1	3	2	7	-	1
	2%	3%	2%	2%	-	1%	3%	1%	2%	3%	1%	2%	-	3%	3%	1%	2%	2%	1%	2%	3%	2%	-	2%
4 - 6 YEARS	11	6	5	11	-	2	4	4	1	4	6	8	1	2	5	1	6	6	-	5	2	9	1	1
	3%	3%	4%	3%	-	2%	3%	2%	1%	2%	4%	5%	1%	2%	4%	1%	3%	5%	-	3%	4%	3%	4%	2%
7 - 10 YEARS	22	14	4	17	4	9	3	9	6	10	5	10	6	6	8	6	8	12	4	6	2	21	-	1
	5%	7%	3%	5%	8%	12%	2%	5%	9%	5%	4%	6%	7%	4%	7%	6%	5%	10%	6%	3%	3%	6%	-	2%
11 - 15 YEARS	27	15	8	24	2	5	11	10	4	13	10	13	6	8	8	7	12	7	7	12	4	23	1	2
	7%	8%	6%	7%	3%	7%	8%	6%	6%	7%	7%	8%	7%	5%	6%	7%	7%	6%	11%	6%	6%	7%	5%	4%
16 YEARS OR MORE	321	155	113	268	50	57	112	142	50	146	122	120	71	125	94	84	136	92	52	173	52	258	19	38
	80%	77%	83%	79%	88%	74%	80%	83%	78%	80%	82%	77%	83%	83%	76%	84%	81%	76%	76%	85%	82%	80%	91%	89%
DON'T KNOW	4	2	1	3	1	1	2	1	-	3	1	1	1	2	1	-	3	-	1	3	1	2	-	-
	1%	1%	1%	1%	2%	1%	1%	1%	-	2%	1%	1%	1%	1%	1%	-	2%	-	1%	1%	2%	1%	-	-
REFUSED	5	3	2	5	-	2	1	2	1	2	2	2	1	2	2	1	2	2	1	2	1	1	-	-
	1%	1%	2%	1%	-	2%	1%	1%	1%	1%	1%	1%	1%	2%	2%	1%	1%	2%	2%	1%	1%	-	-	-

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

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
**D/S (<16 YEARS - 16+ YEARS)	-252 -63%	-188 -64%	-64 -60%	-41 -48%	-29 -38%	-109 -84%	-60 -78%	-37 -48%	-87 -65%	-118 -69%	-115 -67%	-108 -59%	-223 -63%	-26 -66%	-124 -70%	-99 -56%	-69 -69%	-30 -59%	-38 -80%	-23 -62%	-6 -32%	-7 -49%	-99 -58%	-143 -67%
TOTAL <16 YEARS	70 17%	49 17%	20 19%	21 25%	24 31%	11 8%	9 11%	19 25%	22 16%	25 15%	26 15%	36 20%	61 17%	6 16%	24 13%	37 21%	14 14%	10 20%	4 9%	7 19%	6 31%	4 25%	33 19%	34 16%
LESS THAN 1 YEAR	3 1%	3 1%	-	-	1 1%	-	2 3%	-	-	1 -	2 1%	-	2 1%	1 2%	-	-	1 1%	-	-	-	-	1 4%	1 -	2 1%
1 - 3 YEARS	8 2%	5 2%	3 3%	2 2%	3 4%	-	1 1%	3 4%	1 1%	3 2%	1 1%	5 3%	6 2%	1 3%	6 3%	4 2%	-	-	1 1%	-	-	-	5 3%	3 1%
4 - 6 YEARS	11 3%	7 2%	4 4%	6 6%	2 3%	1 1%	1 1%	4 5%	3 2%	5 3%	2 1%	9 5%	11 3%	-	4 2%	5 3%	4 4%	3 5%	-	2 6%	1 5%	-	4 3%	5 2%
7 - 10 YEARS	22 5%	17 6%	5 5%	7 8%	9 12%	4 3%	2 2%	6 8%	7 5%	8 5%	7 4%	12 7%	19 5%	2 5%	3 2%	15 8%	5 5%	6 12%	2 5%	1 3%	2 11%	1 6%	11 6%	10 5%
11 - 15 YEARS	27 7%	18 6%	9 8%	7 8%	9 11%	6 4%	3 4%	6 8%	11 8%	9 5%	15 8%	9 5%	24 7%	3 7%	12 6%	14 8%	4 4%	2 3%	1 2%	4 11%	3 15%	2 14%	12 7%	15 7%
16 YEARS OR MORE	321 80%	237 81%	84 79%	62 73%	53 69%	120 92%	69 89%	56 73%	109 81%	143 83%	141 82%	143 79%	284 80%	32 82%	148 83%	136 77%	83 84%	40 79%	42 89%	30 81%	12 64%	11 75%	132 77%	177 83%
DON'T KNOW	4 1%	3 1%	1 1%	1 1%	-	-	-	-	2 1%	2 1%	2 1%	1 1%	3 1%	1 2%	3 2%	2 1%	-	-	1 2%	-	-	-	4 2%	-
REFUSED	5 1%	4 1%	1 1%	1 1%	-	-	-	2 2%	2 1%	1 1%	3 2%	2 1%	5 1%	-	3 2%	2 1%	2 2%	1 1%	-	-	1 5%	-	3 2%	2 1%

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
**D/S (<16 YEARS - 16+ YEARS)	-252 -63%	-124 -70%	-82 -55%	-54 -61%	-35 -58%	-43 -73%	-24 -52%	-21 -70%	-15 -48%	-133 -65%	-111 -59%	-125 -65%	-93 -64%	-30 -56%	-129 -66%	-137 -68%	-104 -57%	-116 -60%	-133 -66%	-37 -68%	-67 -67%	-26 -50%	-73 -73%	-137 -63%
TOTAL <16 YEARS	70 17%	23 13%	33 22%	16 18%	12 20%	7 12%	11 24%	4 13%	8 25%	33 16%	36 20%	31 16%	25 17%	11 20%	30 15%	29 14%	38 21%	37 19%	33 16%	8 15%	16 16%	10 19%	14 14%	39 18%
LESS THAN 1 YEAR	3 1%	-	3 2%	-	-	-	-	-	-	-	3 1%	-	-	1 1%	-	2 1%	-	3 1%	-	1 1%	2 2%	-	1 1%	-
1 - 3 YEARS	8 2%	4 2%	2 1%	2 2%	2 3%	1 2%	1 2%	-	1 3%	5 2%	3 2%	4 2%	3 2%	1 2%	5 2%	1 1%	7 4%	3 2%	5 2%	1 1%	-	-	-	7 3%
4 - 6 YEARS	11 3%	4 2%	5 3%	7 7%	-	1 1%	3 6%	-	-	3 2%	8 4%	3 2%	6 4%	2 4%	3 2%	3 1%	7 4%	6 3%	5 2%	-	5 5%	4 8%	5 5%	5 2%
7 - 10 YEARS	22 5%	6 3%	10 7%	3 4%	3 4%	1 2%	3 6%	3 11%	3 10%	8 4%	14 8%	13 7%	6 4%	3 5%	7 4%	12 6%	10 5%	12 6%	9 4%	2 4%	5 5%	-	3 3%	14 6%
11 - 15 YEARS	27 7%	10 6%	13 9%	4 5%	8 13%	4 7%	5 10%	1 3%	4 12%	18 9%	9 5%	11 6%	10 7%	5 9%	15 8%	12 6%	14 8%	13 6%	14 7%	4 8%	5 5%	6 12%	4 4%	14 6%
16 YEARS OR MORE	321 80%	147 83%	115 77%	70 79%	47 78%	50 85%	35 76%	25 83%	23 73%	167 81%	147 79%	157 81%	117 82%	41 76%	158 82%	165 83%	142 78%	152 79%	166 82%	45 83%	82 83%	35 69%	86 86%	177 81%
DON'T KNOW	4 1%	3 2%	-	1 1%	-	-	-	1 3%	-	3 1%	1 1%	3 1%	-	1 2%	3 1%	4 2%	-	3 1%	1 1%	-	-	3 6%	-	1 -
REFUSED	5 1%	4 2%	1 1%	2 2%	1 1%	2 3%	-	-	1 3%	3 1%	2 1%	2 1%	2 1%	1 2%	3 2%	2 1%	3 1%	2 1%	3 2%	1 3%	2 2%	3 6%	-	1 -

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
**D/S (<16 YEARS - 16+ YEARS)	-252	-185	-161	-164	-141	-115	-121	-108	-105	-48	-199	-99	-123	-222	-23	-50	-178
	-63%	-65%	-65%	-67%	-63%	-62%	-70%	-63%	-68%	-68%	-62%	-72%	-58%	-63%	-55%	-74%	-61%
TOTAL <16 YEARS	70	47	40	38	39	33	24	30	23	10	59	18	43	61	9	7	56
	17%	16%	16%	15%	17%	18%	14%	17%	15%	14%	18%	13%	20%	17%	22%	11%	19%
LESS THAN 1 YEAR	3	-	-	-	-	-	-	-	-	1	2	-	2	2	1	-	3
	1%	-	-	-	-	-	-	-	-	1%	1%	-	1%	1%	2%	-	1%
1 - 3 YEARS	8	5	2	4	3	4	2	3	2	1	7	1	6	7	1	-	7
	2%	2%	1%	1%	1%	2%	1%	2%	1%	1%	2%	1%	3%	2%	2%	-	2%
4 - 6 YEARS	11	4	4	5	6	4	2	4	1	-	11	3	8	11	-	2	6
	3%	1%	1%	2%	3%	2%	1%	2%	1%	-	3%	2%	4%	3%	-	3%	2%
7 - 10 YEARS	22	18	14	12	14	14	10	11	10	2	20	10	11	21	1	2	18
	5%	6%	6%	5%	6%	7%	6%	7%	7%	2%	6%	7%	5%	6%	2%	3%	6%
11 - 15 YEARS	27	21	20	17	17	11	9	12	10	6	19	4	16	20	7	4	23
	7%	7%	8%	7%	8%	6%	6%	7%	7%	9%	6%	3%	8%	6%	16%	5%	8%
16 YEARS OR MORE	321	232	201	202	180	149	145	137	128	57	258	116	166	282	32	57	235
	80%	81%	81%	82%	80%	80%	84%	80%	83%	82%	80%	84%	78%	80%	78%	84%	80%
DON'T KNOW	4	4	4	3	3	2	2	3	2	1	3	2	2	4	-	2	2
	1%	1%	2%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	-	3%	1%
REFUSED	5	4	4	4	3	3	1	1	-	2	3	2	2	4	-	2	2
	1%	1%	2%	2%	1%	1%	1%	1%	-	3%	1%	1%	1%	1%	-	2%	1%

Table 46-1  
QUESTION 39:  
Age.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	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
BASE=TOTAL SAMPLE	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
18 - 34	37	10	7	3	5	11	17	20	9	8	13	18	6	11	5	4	4	3	9	28	6	1	1	15
	9%	7%	8%	6%	12%	14%	8%	11%	6%	7%	15%	9%	5%	18%	12%	9%	8%	7%	13%	9%	3%	1%	9%	18%
35 - 44	48	12	9	6	7	15	21	27	12	20	15	20	19	7	10	6	7	7	12	34	17	3	-	18
	12%	9%	10%	11%	17%	18%	9%	16%	9%	17%	17%	10%	16%	12%	20%	12%	12%	15%	18%	11%	10%	4%	-	21%
45 - 54	77	28	14	7	8	20	42	35	20	32	19	31	28	18	10	8	10	10	24	53	34	7	3	20
	19%	20%	16%	14%	19%	25%	18%	20%	14%	27%	21%	15%	23%	29%	22%	18%	17%	22%	34%	17%	19%	11%	32%	23%
55 - 64	130	51	31	15	10	24	81	49	53	39	26	73	39	18	10	17	21	17	11	120	60	35	3	23
	33%	36%	35%	31%	23%	29%	36%	28%	38%	33%	30%	36%	32%	28%	21%	38%	37%	36%	15%	37%	33%	52%	34%	27%
65 AND ABOVE	78	29	17	17	6	9	46	32	42	16	12	51	20	7	9	10	14	7	9	69	54	14	1	3
	19%	21%	20%	35%	13%	11%	20%	18%	30%	13%	14%	25%	16%	11%	18%	22%	25%	15%	13%	22%	30%	21%	10%	3%
REFUSED	30	10	9	1	7	3	19	10	5	3	3	13	9	2	4	-	-	2	5	17	10	7	1	8
	7%	7%	11%	1%	16%	3%	9%	6%	4%	3%	3%	6%	7%	3%	8%	-	-	5%	8%	5%	6%	10%	15%	9%

Table 46-2  
QUESTION 39:  
Age.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+
					58																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
18 - 34	37	28	5	33	4	9	11	10	8	7	19	18	5	11	16	5	13	16	3	17	6	24	2	9
	9%	14%	4%	10%	7%	12%	8%	6%	13%	4%	13%	12%	6%	7%	13%	5%	8%	13%	5%	8%	9%	7%	9%	22%
35 - 44	48	37	10	47	1	13	21	14	12	20	17	18	7	23	13	12	23	19	10	18	7	39	2	5
	12%	18%	7%	14%	2%	17%	15%	8%	19%	11%	11%	12%	9%	15%	11%	12%	13%	16%	15%	9%	11%	12%	12%	12%
45 - 54	77	43	25	69	6	13	31	33	12	35	30	32	17	27	23	17	36	30	10	35	13	59	6	12
	19%	22%	19%	20%	11%	17%	22%	19%	19%	19%	20%	21%	20%	18%	19%	17%	21%	25%	15%	17%	21%	18%	28%	29%
55 - 64	130	50	60	109	20	25	44	58	16	70	44	50	29	48	40	33	56	31	25	72	21	111	8	10
	33%	25%	44%	32%	35%	32%	32%	34%	25%	38%	30%	32%	35%	32%	32%	33%	33%	25%	37%	35%	33%	34%	40%	23%
65 AND ABOVE	78	29	26	55	21	14	23	40	10	37	29	27	21	28	24	25	27	21	13	43	9	70	1	5
	19%	14%	19%	16%	37%	18%	16%	23%	16%	20%	19%	17%	24%	18%	19%	25%	16%	17%	19%	21%	14%	22%	7%	13%
REFUSED	30	15	10	25	5	3	10	15	6	14	10	10	5	15	8	8	14	5	7	18	8	21	1	1
	7%	7%	8%	7%	8%	4%	7%	9%	9%	8%	7%	6%	6%	10%	6%	8%	8%	4%	10%	9%	12%	7%	4%	2%



Table 46-3  
QUESTION 39:  
Age.

BANNER 3

	GENDER			AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
18 - 34	37 9%	28 10%	9 8%	37 43%	- -	- -	- -	7 10%	17 12%	10 6%	15 9%	19 11%	34 10%	1 3%	15 9%	20 11%	6 6%	8 15%	2 5%	1 3%	3 15%	2 12%	23 13%	13 6%
35 - 44	48 12%	28 10%	20 19%	48 57%	- -	- -	- -	13 17%	14 11%	20 12%	29 17%	18 10%	47 13%	1 2%	33 19%	24 13%	13 13%	5 10%	4 9%	1 2%	1 4%	2 17%	20 12%	26 12%
45 - 54	77 19%	57 20%	20 19%	- -	77 100%	- -	- -	17 22%	18 13%	41 24%	30 18%	42 23%	72 20%	4 10%	27 15%	37 21%	20 20%	12 23%	4 10%	8 23%	4 21%	3 19%	37 22%	37 17%
55 - 64	130 33%	98 34%	32 30%	- -	- -	130 100%	- -	19 25%	48 36%	59 35%	57 33%	57 31%	114 32%	15 39%	57 32%	56 32%	29 29%	21 42%	22 47%	15 42%	5 25%	2 14%	49 28%	77 36%
65 AND ABOVE	78 19%	66 22%	12 11%	- -	- -	- -	78 100%	11 15%	28 21%	33 19%	29 17%	33 18%	62 17%	13 33%	34 19%	26 15%	26 27%	4 8%	11 23%	8 22%	5 25%	4 26%	30 17%	44 21%
REFUSED	30 7%	15 5%	14 13%	- -	- -	- -	- -	9 11%	10 7%	8 5%	12 7%	12 7%	24 7%	5 13%	12 7%	14 8%	5 5%	1 2%	3 7%	3 8%	2 11%	2 13%	13 7%	16 8%

Table 46-4  
QUESTION 39:  
Age.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
18 - 34	37 9%	18 10%	17 12%	8 9%	5 9%	8 13%	6 13%	4 13%	1 3%	23 11%	12 6%	9 5%	18 13%	9 16%	17 9%	18 9%	12 7%	21 11%	14 7%	6 11%	5 5%	5 10%	12 12%	16 8%	
35 - 44	48 12%	24 14%	13 9%	14 16%	9 16%	6 10%	12 25%	4 14%	7 23%	29 14%	19 10%	24 12%	20 14%	4 7%	28 15%	29 14%	17 9%	24 12%	24 12%	6 12%	19 19%	9 17%	21 21%	20 9%	
45 - 54	77 19%	24 14%	33 22%	17 19%	6 10%	6 11%	10 22%	9 30%	9 28%	38 19%	38 20%	34 18%	32 22%	10 19%	37 19%	36 18%	38 21%	49 25%	28 14%	12 23%	25 25%	9 17%	22 22%	40 18%	
55 - 64	130 33%	61 35%	50 34%	32 36%	25 42%	19 32%	9 19%	8 27%	10 32%	63 31%	64 34%	71 37%	45 31%	12 22%	63 32%	65 33%	62 34%	57 29%	71 35%	19 35%	24 24%	12 23%	34 34%	79 36%	
65 AND ABOVE	78 19%	36 20%	28 19%	10 12%	10 16%	17 29%	9 19%	3 10%	4 11%	38 18%	38 21%	40 21%	21 14%	12 23%	34 18%	33 17%	44 24%	26 14%	52 26%	9 16%	22 22%	9 17%	10 10%	45 20%	
REFUSED	30 7%	15 8%	7 5%	7 8%	5 8%	3 4%	1 2%	2 6%	1 3%	14 7%	16 8%	15 8%	8 5%	7 13%	14 7%	19 9%	9 5%	17 9%	13 6%	2 4%	5 5%	8 15%	- -	19 9%	

Table 46-5  
QUESTION 39:  
Age.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
18 - 34	37	30	32	30	29	27	22	20	18	4	32	18	16	34	3	10	17
	9%	10%	13%	12%	13%	14%	13%	12%	12%	6%	10%	13%	7%	10%	8%	15%	6%
35 - 44	48	36	33	30	30	22	28	21	21	2	43	19	29	48	-	7	36
	12%	13%	13%	12%	13%	12%	16%	12%	14%	2%	13%	14%	14%	14%	-	11%	12%
45 - 54	77	59	50	52	48	37	41	40	36	18	58	21	47	69	8	16	56
	19%	20%	20%	21%	21%	20%	24%	23%	23%	25%	18%	15%	22%	20%	18%	23%	19%
55 - 64	130	91	77	76	72	59	50	51	48	25	105	40	74	113	14	25	96
	33%	32%	31%	31%	32%	31%	29%	30%	31%	36%	32%	29%	35%	32%	33%	37%	33%
65 AND ABOVE	78	51	40	42	30	30	23	25	25	17	60	27	32	58	16	5	67
	19%	18%	16%	17%	14%	16%	13%	15%	16%	24%	19%	19%	15%	17%	40%	8%	23%
REFUSED	30	19	17	16	16	13	9	15	6	5	25	14	15	29	-	4	22
	7%	7%	7%	7%	7%	7%	5%	9%	4%	6%	8%	10%	7%	8%	-	7%	8%

Table 47-1  
QUESTION 40:  
Gender.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	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
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
**D/S (MALE - FEMALE)	187	79	34	19	15	41	112	74	78	59	47	107	48	23	12	28	33	21	29	153	114	38	4	14
	47%	56%	39%	40%	34%	49%	49%	43%	55%	51%	53%	52%	40%	37%	26%	60%	59%	45%	41%	48%	62%	58%	43%	16%
MALE	293	109	60	34	29	61	170	124	109	88	68	155	84	43	30	37	44	33	49	237	148	52	6	51
	73%	78%	69%	70%	67%	75%	75%	72%	78%	75%	77%	76%	70%	68%	63%	80%	79%	72%	71%	74%	81%	79%	71%	58%
FEMALE	107	31	27	14	14	21	57	49	32	29	21	49	36	20	17	9	11	13	20	84	35	14	2	37
	27%	22%	31%	30%	33%	25%	25%	28%	22%	25%	23%	24%	30%	32%	37%	20%	21%	28%	29%	26%	19%	21%	29%	42%

Table 47-2  
QUESTION 40:  
Gender.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+	
					58																				
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
**D/S (MALE - FEMALE)	187	90	60	150	33	40	60	79	28	87	69	93	52	37	70	56	58	44	42	97	11	154	11	12	
	47%	45%	44%	44%	58%	52%	42%	46%	44%	47%	47%	59%	62%	25%	56%	56%	35%	36%	61%	48%	18%	48%	54%	28%	
MALE	293	146	99	244	45	58	100	125	46	135	109	124	69	94	97	78	113	83	55	150	38	239	16	27	
	73%	72%	72%	72%	79%	76%	71%	73%	72%	74%	73%	80%	81%	62%	78%	78%	67%	68%	80%	74%	59%	74%	77%	64%	
FEMALE	107	56	38	94	12	19	40	46	18	48	39	32	16	57	27	22	55	39	14	53	26	85	5	15	
	27%	28%	28%	28%	21%	24%	29%	27%	28%	26%	27%	20%	19%	38%	22%	22%	33%	32%	20%	26%	41%	26%	23%	36%	

Table 47-3  
QUESTION 40:  
Gender.

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
**D/S (MALE - FEMALE)	187	293	-107	28	37	67	54	34	65	79	98	61	159	23	71	58	57	21	26	26	14	5	89	89
	47%	100%	-100%	33%	49%	51%	69%	44%	48%	46%	57%	33%	45%	59%	40%	33%	57%	42%	56%	70%	74%	33%	52%	42%
MALE	293	293	-	57	57	98	66	55	100	125	135	121	256	32	124	117	78	36	36	31	16	10	130	151
	73%	100%	-	66%	74%	76%	84%	72%	74%	73%	79%	67%	72%	79%	70%	66%	79%	71%	78%	85%	87%	67%	76%	71%
FEMALE	107	-	107	29	20	32	12	21	35	46	37	61	97	8	54	59	21	15	10	5	2	5	41	62
	27%	-	100%	34%	26%	24%	16%	28%	26%	27%	21%	33%	28%	21%	30%	34%	21%	29%	22%	15%	13%	33%	24%	29%

Table 47-4  
QUESTION 40:  
Gender.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
**D/S (MALE - FEMALE)	187 47%	88 50%	74 50%	23 26%	27 45%	33 57%	19 41%	18 60%	16 51%	90 44%	95 51%	98 51%	59 41%	21 39%	85 44%	97 48%	85 47%	85 44%	100 50%	19 36%	49 49%	20 38%	44 44%	112 51%	
MALE	293 73%	133 75%	112 75%	56 63%	44 73%	46 78%	33 70%	24 80%	24 76%	148 72%	141 76%	145 75%	101 70%	37 69%	139 72%	149 74%	133 73%	139 72%	152 75%	37 68%	75 75%	35 69%	72 72%	165 76%	
FEMALE	107 27%	45 25%	37 25%	33 37%	17 27%	13 22%	14 30%	6 20%	8 24%	58 28%	46 24%	48 25%	43 30%	16 31%	54 28%	52 26%	48 27%	54 28%	51 25%	17 32%	25 25%	16 31%	28 28%	53 24%	

Table 47-5  
QUESTION 40:  
Gender.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
**D/S (MALE - FEMALE)	187 47%	126 44%	98 40%	120 49%	92 41%	76 41%	69 40%	75 44%	72 47%	32 45%	152 47%	71 52%	86 40%	157 45%	27 67%	36 52%	145 49%
MALE	293 73%	206 72%	173 70%	183 74%	159 71%	132 70%	121 70%	123 72%	113 73%	51 73%	238 74%	105 76%	149 70%	254 72%	34 84%	52 76%	220 75%
FEMALE	107 27%	80 28%	75 30%	64 26%	66 29%	55 30%	52 30%	48 28%	41 27%	19 27%	85 26%	33 24%	64 30%	97 28%	7 16%	16 24%	75 25%



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	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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%	
OWNER	183 46%	55 40%	39 45%	36 75%	16 38%	36 44%	94 42%	88 51%	98 70%	54 46%	15 17%	127 62%	46 38%	5 8%	17 36%	18 40%	27 49%	15 32%	36 51%	144 45%	183 100%	-	-	-	-
MANAGER/GENERAL MANAGER	88 22%	26 19%	21 24%	5 10%	15 36%	20 25%	47 21%	40 23%	13 9%	25 21%	33 37%	27 13%	29 25%	28 44%	16 33%	9 20%	11 19%	10 21%	17 24%	68 21%	-	-	-	88 100%	
PRESIDENT/CEO/CFO/COO	66 17%	34 25%	15 17%	3 7%	5 11%	9 11%	49 22%	17 10%	16 11%	25 21%	18 20%	26 13%	25 21%	13 21%	9 19%	10 23%	12 21%	8 17%	8 12%	57 18%	-	66 100%	-	-	-
MANAGEMENT TEAM MEMBER/ DIRECTOR	8 2%	2 1%	1 1%	-	-	6 7%	3 1%	6 3%	4 3%	1 1%	4 4%	3 1%	3 2%	3 5%	1 2%	-	1 1%	4 9%	2 3%	6 2%	-	-	8 100%	-	
OTHER	55 14%	22 16%	11 13%	4 8%	7 16%	11 14%	33 15%	22 13%	10 7%	12 10%	19 21%	22 11%	16 14%	14 23%	5 10%	8 18%	5 9%	10 21%	7 10%	46 14%	-	-	-	-	

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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+
					58																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
OWNER	183	69	74	143	38	28	58	92	24	92	63	65	55	59	52	60	68	52	37	91	22	173	1	3
	46%	34%	54%	42%	65%	37%	41%	54%	38%	50%	43%	42%	64%	39%	42%	60%	41%	43%	53%	45%	35%	54%	7%	8%
MANAGER/GENERAL MANAGER	88	61	20	81	6	20	34	29	17	40	31	38	10	38	28	12	46	27	13	48	18	56	9	19
	22%	30%	15%	24%	10%	26%	25%	17%	27%	22%	21%	25%	12%	25%	22%	12%	28%	22%	19%	23%	28%	17%	43%	45%
PRESIDENT/CEO/CFO/COO	66	29	27	56	10	16	25	24	12	27	26	29	12	23	23	14	28	18	9	38	14	51	5	8
	17%	14%	20%	17%	18%	21%	18%	14%	19%	15%	18%	19%	14%	16%	18%	14%	17%	15%	12%	19%	22%	16%	25%	18%
MANAGEMENT TEAM MEMBER/ DIRECTOR	8	4	2	7	2	-	2	6	1	4	3	3	3	2	2	2	5	4	1	3	1	5	-	3
	2%	2%	1%	2%	3%	-	2%	3%	1%	2%	2%	2%	3%	2%	1%	2%	3%	3%	1%	2%	1%	2%	-	7%
OTHER	55	38	14	52	2	12	20	20	10	20	25	21	5	28	20	12	21	21	10	23	9	38	5	9
	14%	19%	10%	15%	4%	16%	15%	12%	15%	11%	17%	13%	6%	19%	16%	12%	12%	17%	14%	11%	15%	12%	24%	22%

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

BANNER 3

	GENDER		AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-CONF	SMWT-CONF	TOTAL-CONF	TOTAL-NOT-CONF	ATT-RACK-WORKERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
BASE=TOTAL SAMPLE	400	293	107	85	77	130	78	76	135	171	172	182	354	40	178	177	99	51	47	37	19	14	172	213
	100%	73%	27%	21%	19%	33%	19%	19%	34%	43%	43%	45%	88%	10%	44%	44%	25%	13%	12%	9%	5%	4%	43%	53%
OWNER	183	148	35	24	34	60	54	24	59	89	70	83	154	24	69	76	47	19	28	18	8	8	68	107
	46%	51%	32%	28%	44%	46%	70%	32%	44%	52%	41%	46%	43%	62%	39%	43%	47%	37%	61%	48%	41%	57%	39%	50%
MANAGER/GENERAL MANAGER	88	51	37	34	20	23	3	25	26	35	42	39	81	6	47	43	22	14	4	7	2	3	44	41
	22%	17%	34%	40%	26%	18%	4%	32%	19%	21%	25%	21%	23%	14%	27%	24%	22%	28%	8%	18%	9%	18%	25%	19%
PRESIDENT/CEO/CFO/COO	66	52	14	3	7	35	14	18	24	23	27	32	59	8	34	24	19	7	9	6	8	1	26	37
	17%	18%	13%	4%	10%	27%	18%	24%	18%	13%	15%	18%	17%	19%	19%	13%	20%	14%	19%	16%	41%	6%	15%	18%
MANAGEMENT TEAM MEMBER/DIRECTOR	8	6	2	1	3	3	1	2	3	4	3	5	7	1	3	5	1	2	-	4	-	-	5	3
	2%	2%	2%	1%	3%	2%	1%	2%	2%	2%	2%	3%	2%	3%	2%	3%	1%	3%	-	11%	-	-	3%	1%
OTHER	55	36	19	24	13	9	5	8	24	20	30	23	53	1	25	30	10	8	6	2	2	3	29	25
	14%	12%	18%	28%	17%	7%	7%	10%	18%	11%	17%	13%	15%	3%	14%	17%	10%	17%	13%	7%	9%	18%	17%	12%

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
OWNER	183 46%	72 41%	66 44%	37 42%	24 41%	27 45%	17 36%	13 43%	12 38%	79 38%	102 55%	92 48%	57 39%	26 49%	75 39%	76 38%	104 57%	67 35%	115 57%	25 47%	56 56%	21 40%	48 48%	91 42%	
MANAGER/GENERAL MANAGER	88 22%	44 25%	29 20%	22 25%	11 18%	11 19%	16 34%	8 28%	8 26%	54 26%	33 18%	40 21%	30 21%	17 31%	49 25%	46 23%	35 19%	53 27%	33 16%	12 21%	27 27%	17 33%	25 25%	44 20%	
PRESIDENT/CEO/CFO/COO	66 17%	32 18%	27 18%	18 21%	15 25%	11 19%	5 10%	5 18%	6 18%	35 17%	30 16%	36 19%	27 19%	3 6%	35 18%	38 19%	27 15%	35 18%	31 15%	7 13%	11 11%	5 10%	11 11%	48 22%	
MANAGEMENT TEAM MEMBER/ DIRECTOR	8 2%	3 2%	2 2%	1 1%	3 4%	2 3%	1 2%	1 3%	2 6%	7 3%	1 1%	5 3%	3 2%	- -	7 3%	5 3%	3 2%	5 3%	3 2%	2 4%	3 3%	1 2%	3 3%	3 1%	
OTHER	55 14%	27 15%	24 16%	10 11%	7 12%	8 14%	9 19%	2 8%	4 12%	33 16%	20 11%	19 10%	27 19%	8 14%	28 15%	36 18%	13 7%	32 17%	21 10%	8 15%	3 3%	8 15%	13 13%	32 15%	

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
OWNER	183 46%	125 44%	101 41%	97 39%	85 38%	79 42%	59 34%	66 38%	56 36%	27 38%	155 48%	57 41%	94 44%	151 43%	26 63%	19 27%	153 52%
MANAGER/GENERAL MANAGER	88 22%	66 23%	63 26%	63 26%	61 27%	47 25%	50 29%	46 27%	39 26%	12 17%	75 23%	35 26%	47 22%	82 23%	6 14%	25 37%	47 16%
PRESIDENT/CEO/CFO/COO	66 17%	46 16%	38 15%	43 17%	36 16%	33 18%	31 18%	28 16%	31 20%	20 28%	45 14%	19 14%	40 19%	59 17%	7 18%	12 17%	54 18%
MANAGEMENT TEAM MEMBER/ DIRECTOR	8 2%	7 2%	3 1%	4 2%	4 2%	2 1%	2 1%	2 1%	2 2%	2 3%	6 2%	3 2%	6 3%	8 2%	- -	2 2%	5 2%
OTHER	55 14%	43 15%	43 17%	39 16%	38 17%	26 14%	30 18%	30 17%	25 16%	10 15%	41 13%	24 17%	27 13%	51 14%	2 5%	11 16%	36 12%

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 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	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
	100%	35%	22%	12%	11%	21%	57%	43%	35%	29%	22%	51%	30%	16%	12%	11%	14%	11%	17%	80%	46%	17%	2%	22%
COLLAR	87	-	87	-	-	-	87	-	30	32	13	49	27	11	11	14	11	10	12	75	39	15	1	21
-----	22%	-	100%	-	-	-	38%	-	21%	27%	15%	24%	23%	17%	24%	31%	20%	22%	17%	23%	21%	23%	10%	24%
ANOKA	33	-	33	-	-	-	33	-	14	9	5	17	11	4	7	10	7	2	3	30	13	9	-	8
	8%	-	38%	-	-	-	15%	-	10%	8%	5%	9%	10%	7%	14%	21%	12%	4%	4%	9%	7%	13%	-	9%
CARVER	6	-	6	-	-	-	6	-	3	1	-	4	2	-	-	-	-	1	1	5	5	-	-	-
	1%	-	7%	-	-	-	3%	-	2%	1%	-	2%	2%	-	-	-	-	2%	1%	2%	3%	-	-	-
DAKOTA	20	-	20	-	-	-	20	-	7	10	3	13	6	1	2	2	2	4	5	15	7	4	1	6
	5%	-	23%	-	-	-	9%	-	5%	8%	3%	6%	5%	1%	4%	4%	4%	9%	7%	5%	4%	6%	10%	7%
SCOTT	8	-	8	-	-	-	8	-	2	6	1	6	1	1	-	1	1	-	3	6	6	-	-	1
	2%	-	10%	-	-	-	4%	-	1%	5%	1%	3%	1%	1%	-	2%	2%	-	4%	2%	3%	-	-	1%
WASHINGTON	11	-	11	-	-	-	11	-	2	5	1	6	2	3	2	1	-	1	1	10	5	1	-	3
	3%	-	13%	-	-	-	5%	-	1%	4%	1%	3%	2%	5%	4%	2%	-	2%	1%	3%	3%	1%	-	4%
WRIGHT	9	-	9	-	-	-	9	-	3	2	4	3	4	1	1	1	2	2	-	9	3	2	-	3
	2%	-	10%	-	-	-	4%	-	2%	1%	5%	2%	4%	2%	2%	3%	5%	-	3%	2%	3%	-	-	4%
MINN-SP	140	140	-	-	-	-	140	-	45	41	32	69	40	25	13	16	17	16	27	111	55	34	2	26
-----	35%	100%	-	-	-	-	62%	-	32%	35%	36%	34%	33%	39%	27%	35%	31%	35%	39%	34%	30%	52%	23%	30%
HENNEPIN	107	107	-	-	-	-	107	-	35	33	27	54	33	17	9	15	16	14	17	89	44	23	2	19
	27%	76%	-	-	-	-	47%	-	25%	28%	30%	26%	28%	28%	18%	32%	29%	30%	25%	28%	24%	35%	23%	21%
RAMSEY	33	33	-	-	-	-	33	-	10	7	5	15	7	7	4	1	1	2	10	22	11	11	-	8
	8%	24%	-	-	-	-	15%	-	7%	6%	6%	7%	6%	12%	9%	2%	2%	4%	14%	7%	6%	17%	-	9%
NORTHEAST	48	-	-	48	-	-	-	48	31	6	7	32	12	4	9	5	5	3	11	37	36	3	-	5
-----	12%	-	-	100%	-	-	-	28%	22%	5%	8%	16%	10%	6%	19%	11%	10%	7%	15%	12%	20%	5%	-	6%
AITKIN	2	-	-	2	-	-	-	2	2	-	-	2	-	-	2	-	-	-	-	2	2	-	-	-
	-	-	-	4%	-	-	-	1%	1%	-	-	1%	-	-	4%	-	-	-	-	1%	1%	-	-	-
BELTRAMI	3	-	-	3	-	-	-	3	3	-	-	3	-	-	-	-	-	-	-	3	3	-	-	-
	1%	-	-	6%	-	-	-	2%	2%	-	-	1%	-	-	-	-	-	-	-	1%	2%	-	-	-
CARLTON	2	-	-	2	-	-	-	2	2	-	-	2	-	-	-	-	-	2	-	2	2	-	-	-
	-	-	-	4%	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	4%	-	1%	1%	-	-	-
CASS	1	-	-	1	-	-	-	1	1	-	-	1	-	-	-	-	-	-	-	1	1	-	-	-
	-	-	-	3%	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-
CHISAGO	3	-	-	3	-	-	-	3	1	1	1	1	2	-	-	1	1	1	1	2	1	-	-	1
	1%	-	-	7%	-	-	-	2%	1%	1%	2%	1%	2%	-	-	2%	1%	2%	2%	1%	1%	-	-	1%
COOK	2	-	-	2	-	-	-	2	-	-	2	-	2	-	2	-	-	-	-	2	2	-	-	-
	1%	-	-	5%	-	-	-	1%	-	-	2%	-	2%	-	5%	-	-	-	-	1%	1%	-	-	-
CROW WING	6	-	-	6	-	-	-	6	4	-	1	4	-	2	1	1	-	1	1	5	4	1	-	1
	2%	-	-	13%	-	-	-	4%	3%	-	1%	2%	-	3%	3%	3%	-	1%	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 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
ISANTI	6 1%	-	-	6 12%	-	-	-	6 3%	3 2%	1 1%	1 1%	3 2%	3 2%	-	1 3%	3 7%	1 1%	-	3 5%	3 1%	2 1%	3 4%	-	-
ITASCA	4 1%	-	-	4 8%	-	-	-	4 2%	2 1%	-	2 2%	2 1%	-	2 3%	2 4%	-	-	-	-	4 1%	2 1%	-	-	2 2%
KANABEC	1 -	-	-	1 3%	-	-	-	1 1%	1 -	-	1 -	-	1 -	1 1%	-	-	-	-	1 1%	1 -	1 -	-	-	-
KOOCHICHING	2 -	-	-	2 4%	-	-	-	2 1%	2 1%	-	2 1%	-	2 -	-	-	-	-	-	-	2 1%	2 1%	-	-	-
MILLIE LACS	1 -	-	-	1 3%	-	-	-	1 1%	1 -	-	1 1%	-	-	-	1 1%	-	-	-	-	1 -	1 -	-	-	1 1%
MORRISON	1 -	-	-	1 1%	-	-	-	1 -	-	1 1%	-	1 -	-	-	-	-	-	-	-	1 -	-	-	-	1 1%
PINE	1 -	-	-	1 3%	-	-	-	1 1%	1 -	1 1%	-	1 -	1 1%	-	-	-	-	-	-	1 -	1 1%	-	-	-
ST. LOUIS	12 3%	-	-	12 25%	-	-	-	12 7%	8 6%	2 2%	-	8 4%	4 4%	-	-	-	4 7%	-	4 6%	8 3%	12 7%	-	-	-
SOUTH -----	43 11%	-	-	43 100%	-	-	-	43 25%	7 5%	12 10%	12 14%	16 8%	16 14%	8 13%	5 10%	3 8%	4 8%	4 9%	7 10%	31 10%	16 9%	5 7%	-	15 18%
BLUE EARTH	2 1%	-	-	2 5%	-	-	-	2 1%	-	1 1%	-	2 -	2 2%	-	-	-	-	-	-	2 1%	1 1%	1 2%	-	-
DODGE	2 1%	-	-	2 5%	-	-	-	2 1%	2 1%	-	2 1%	-	-	-	-	-	-	-	-	2 1%	1 1%	-	-	1 1%
FARIBAULT	3 1%	-	-	3 7%	-	-	-	3 2%	1 1%	-	1 1%	2 1%	-	1 1%	1 2%	-	-	-	2 3%	1 -	2 1%	-	-	1 1%
FREEBORN	1 -	-	-	1 2%	-	-	-	1 1%	-	-	-	1 1%	-	-	-	-	-	-	-	-	-	-	-	1 1%
GOODHUE	1 -	-	-	1 2%	-	-	-	1 1%	-	-	-	1 1%	-	-	-	-	-	1 2%	-	-	-	-	-	-
HOUSTON	2 1%	-	-	2 5%	-	-	-	2 1%	-	2 2%	-	2 2%	-	2 2%	-	-	-	-	-	2 1%	1 1%	-	-	1 1%
LE SUEUR	3 1%	-	-	3 7%	-	-	-	3 2%	1 1%	1 1%	-	2 1%	1 1%	-	1 2%	1 3%	-	-	1 1%	2 1%	2 1%	-	-	1 1%
OLMSTED	8 2%	-	-	8 19%	-	-	-	8 5%	2 2%	2 2%	1 1%	2 1%	2 2%	2 3%	1 2%	1 3%	1 2%	-	-	6 2%	3 2%	1 2%	-	2 2%
RICE	6 2%	-	-	6 15%	-	-	-	6 4%	-	2 2%	3 3%	2 1%	2 2%	2 3%	1 2%	1 3%	1 2%	1 3%	1 1%	4 1%	2 1%	1 2%	-	3 3%
STEELE	4 1%	-	-	4 10%	-	-	-	4 2%	-	-	3 4%	-	2 2%	2 3%	-	-	1 2%	2 5%	-	4 1%	-	1 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 49-1  
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 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																				
WABASHA	3 1%	-	-	-	3 7%	-	3 2%	1 1%	2 2%	-	2 1%	-	1 1%	-	-	-	-	-	1 1%	2 1%	1 1%	-	-	2 2%
WASECA	1 -	-	-	-	1 2%	-	1 1%	-	-	1 1%	-	-	1 1%	1 2%	-	-	-	-	1 1%	-	-	-	-	-
WINONA	6 1%	-	-	-	6 13%	-	6 3%	-	1 1%	3 4%	2 1%	3 3%	-	-	-	-	1 2%	-	1 2%	4 1%	2 1%	-	-	2 2%
WEST-NW -----	82 21%	-	-	-	82 100%	-	82 47%	28 20%	27 23%	23 27%	38 19%	24 20%	15 24%	9 20%	7 15%	17 31%	12 27%	13 18%	67 21%	36 20%	9 13%	6 67%	20 23%	
BECKER	2 1%	-	-	-	2 3%	-	2 1%	2 2%	-	-	2 1%	-	-	-	-	-	-	-	-	2 1%	2 1%	-	-	-
BENTON	3 1%	-	-	-	3 4%	-	3 2%	1 1%	-	2 2%	2 1%	1 1%	1 1%	2 3%	-	1 1%	-	1 1%	2 1%	1 -	-	-	1 10%	1 1%
BROWN	1 -	-	-	-	1 2%	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
CHIPPEWA	3 1%	-	-	-	3 3%	-	3 2%	-	-	3 3%	-	-	1 2%	-	1 3%	-	-	-	-	3 1%	-	-	-	1 2%
COTTONWOOD	2 -	-	-	-	2 2%	-	2 1%	-	-	2 2%	-	2 1%	-	2 4%	-	-	-	-	-	2 1%	-	-	-	2 2%
DOUGLAS	4 1%	-	-	-	4 4%	-	4 2%	-	1 1%	2 2%	-	1 1%	2 3%	-	-	1 2%	1 2%	-	4 1%	-	-	1 13%	2 3%	
GRANT	1 -	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	-	-	-	-	1 -	-	-	-	-
HUBBARD	1 -	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 1%	-	-	1 2%	-	-	-	-	1 2%	-	1 1%	-	-	-
JACKSON	2 -	-	-	-	2 2%	-	2 1%	-	2 1%	-	-	2 1%	-	-	-	-	-	-	-	2 1%	2 1%	-	-	-
KANDIYOHI	4 1%	-	-	-	4 5%	-	4 2%	2 1%	-	3 3%	2 1%	-	3 4%	2 3%	-	1 2%	-	-	4 1%	2 1%	1 2%	-	1 2%	
LAC QUI PARLE	2 -	-	-	-	2 2%	-	2 1%	-	-	2 2%	-	2 1%	-	2 4%	-	-	-	-	2 2%	-	-	-	-	2 2%
LINCOLN	2 -	-	-	-	2 2%	-	2 1%	2 1%	-	-	2 1%	-	-	-	-	-	-	2 3%	2 2%	-	-	2 2%	-	-
MCLEOD	5 1%	-	-	-	5 6%	-	5 3%	3 2%	2 1%	-	5 2%	-	-	-	-	2 3%	2 3%	-	5 1%	3 2%	2 2%	-	-	-
MARTIN	3 1%	-	-	-	3 4%	-	3 2%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	-	-	-	-	-	1 2%	1 -	1 -	1 1%	1 10%	1 1%
MEEKER	3 1%	-	-	-	3 4%	-	3 2%	-	3 3%	-	3 1%	-	-	-	-	3 5%	-	-	2 2%	2 -	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 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	\$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
NICOLLET	1	-	-	-	-	1	-	1	1	-	-	1	1	-	1	-	-	-	-	1	1	-	-	1
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	1%	-	2%	-	-	-	-	-	-	-	-	1%
NORMAN	2	-	-	-	-	2	-	2	1	1	-	1	1	-	-	-	-	1	1	1	-	1	1	-
	1%	-	-	-	-	3%	-	1%	1%	1%	-	1%	1%	-	-	-	-	3%	2%	-	-	2%	15%	-
OTTER TAIL	6	-	-	-	-	6	-	6	1	3	2	2	3	1	-	-	1	3	1	5	4	-	-	1
	2%	-	-	-	-	8%	-	4%	1%	2%	3%	1%	2%	2%	-	-	2%	6%	2%	2%	2%	-	-	2%
PENNINGTON	2	-	-	-	-	2	-	2	1	1	-	2	-	-	-	-	-	1	1	1	2	-	-	-
	1%	-	-	-	-	3%	-	1%	1%	1%	-	1%	-	-	-	-	-	2%	2%	-	1%	-	-	-
PIPESTONE	3	-	-	-	-	3	-	3	-	-	3	-	-	3	-	-	-	-	-	3	-	-	-	1
	1%	-	-	-	-	3%	-	2%	-	-	3%	-	-	4%	-	-	-	-	-	1%	-	-	-	2%
POLK	2	-	-	-	-	2	-	2	-	-	2	-	-	1	1	-	-	-	-	2	-	-	-	2
	1%	-	-	-	-	3%	-	1%	-	-	2%	-	-	2%	2%	-	-	-	-	1%	-	-	-	2%
POPE	1	-	-	-	-	1	-	1	-	1	-	1	-	-	-	1	-	-	-	1	-	-	-	-
	-	-	-	-	-	1%	-	1%	-	1%	-	1%	-	-	-	3%	-	-	-	-	-	-	-	-
ROSEAU	1	-	-	-	-	1	-	1	-	1	-	1	-	-	-	-	-	-	-	1	-	-	-	-
	-	-	-	-	-	2%	-	1%	-	1%	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-
SHERBURNE	9	-	-	-	-	9	-	9	3	2	2	4	3	1	-	1	4	1	9	4	1	-	2	
	2%	-	-	-	-	10%	-	5%	2%	2%	2%	3%	2%	-	2%	7%	2%	-	3%	2%	1%	-	3%	
STEARNS	12	-	-	-	-	12	-	12	2	7	1	4	5	1	-	2	2	2	10	6	2	1	2	
	3%	-	-	-	-	14%	-	7%	2%	6%	2%	4%	2%	-	5%	4%	5%	-	3%	3%	3%	9%	3%	
STEVENS	2	-	-	-	-	2	-	2	1	1	-	2	-	-	1	1	-	-	2	2	-	-	-	
	1%	-	-	-	-	3%	-	1%	1%	1%	-	1%	-	-	3%	2%	-	-	1%	1%	-	-	-	
TODD	1	-	-	-	-	1	-	1	-	-	1	-	-	-	-	1	-	-	1	-	-	1	-	
	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	9%	-	
WATONWAN	2	-	-	-	-	2	-	2	1	1	-	2	-	-	-	-	-	-	1	1	2	-	-	
	-	-	-	-	-	2%	-	1%	1%	1%	-	1%	-	-	-	-	-	-	1%	-	1%	-	-	
REGION II																								
-----																								
TWIN CITIES	227	140	87	-	-	-	227	-	75	72	45	118	67	35	24	30	29	26	39	186	94	49	3	47
	57%	100%	100%	-	-	-	100%	-	53%	62%	51%	58%	56%	56%	50%	66%	51%	57%	57%	58%	52%	75%	33%	54%
REST OF STATE	173	-	-	48	43	82	-	173	66	44	43	86	53	28	23	16	27	20	30	136	88	17	6	40
	43%	-	-	100%	100%	100%	-	100%	47%	38%	49%	42%	44%	44%	50%	34%	49%	43%	43%	42%	48%	25%	67%	46%

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022				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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
COLLAR	87	41	33	74	12	21	24	39	14	38	34	34	16	37	28	26	32	25	15	46	12	76	4	6
	22%	20%	24%	22%	21%	27%	17%	23%	22%	21%	23%	22%	19%	24%	22%	26%	19%	21%	21%	23%	19%	24%	20%	15%
ANOKA	33	17	13	30	3	10	12	10	7	13	13	12	3	18	11	7	15	8	4	21	8	29	3	2
	8%	9%	10%	9%	5%	13%	8%	6%	10%	7%	9%	8%	3%	12%	9%	7%	9%	7%	6%	10%	13%	9%	12%	4%
CARVER	6	1	4	5	1	2	2	2	2	2	2	3	1	2	3	1	2	1	2	3	-	6	-	-
	1%	1%	3%	1%	2%	2%	1%	1%	3%	1%	1%	2%	1%	1%	2%	1%	1%	1%	3%	1%	-	2%	-	-
DAKOTA	20	8	9	16	4	2	5	12	1	10	9	6	5	10	6	6	9	10	3	7	2	19	-	1
	5%	4%	6%	5%	6%	2%	3%	7%	1%	5%	6%	4%	6%	6%	4%	6%	5%	8%	4%	3%	3%	6%	-	2%
SCOTT	8	5	3	7	1	3	2	4	2	6	1	4	1	4	3	2	4	2	1	5	1	7	-	1
	2%	2%	2%	2%	2%	3%	1%	2%	3%	3%	1%	2%	1%	3%	2%	2%	2%	2%	1%	2%	1%	2%	-	2%
WASHINGTON	11	7	2	8	2	3	2	6	2	5	5	6	3	3	4	5	2	1	3	7	1	8	2	2
	3%	3%	1%	2%	3%	4%	1%	4%	3%	3%	3%	4%	3%	2%	3%	5%	1%	1%	4%	4%	1%	2%	8%	4%
WRIGHT	9	4	3	7	2	2	2	6	1	3	4	4	4	1	2	6	1	3	2	4	-	8	-	1
	2%	2%	2%	2%	3%	2%	1%	3%	1%	2%	3%	3%	5%	-	2%	6%	-	3%	3%	2%	-	2%	-	3%
MINN-SP	140	75	45	120	18	29	55	49	27	60	51	67	24	47	62	22	55	40	19	78	20	109	9	16
	35%	37%	33%	35%	32%	38%	39%	29%	43%	33%	35%	43%	28%	31%	50%	22%	33%	33%	28%	38%	32%	34%	44%	37%
HENNEPIN	107	57	34	91	14	23	42	39	20	46	39	47	20	38	43	18	45	33	15	57	16	87	7	10
	27%	28%	25%	27%	25%	30%	30%	23%	32%	25%	27%	30%	23%	25%	35%	18%	27%	27%	22%	28%	24%	27%	36%	24%
RAMSEY	33	18	10	28	4	6	13	11	7	14	12	20	4	9	18	4	10	7	4	21	5	22	2	6
	8%	9%	8%	8%	7%	8%	9%	6%	11%	8%	8%	13%	5%	6%	15%	4%	6%	6%	6%	10%	8%	7%	9%	13%
NORTHEAST	48	19	15	34	14	7	14	27	11	22	13	14	14	17	13	14	20	16	13	19	9	44	2	2
	12%	9%	11%	10%	23%	9%	10%	16%	18%	12%	8%	9%	17%	11%	10%	14%	12%	13%	19%	9%	14%	14%	8%	6%
AITKIN	2	2	-	2	-	-	-	2	-	-	2	-	2	-	-	2	-	-	2	-	-	2	-	-
	-	1%	-	1%	-	-	-	1%	-	-	1%	-	2%	-	-	2%	-	-	3%	-	-	1%	-	-
BELTRAMI	3	1	2	3	-	-	-	3	1	1	-	2	1	-	-	1	2	2	-	1	-	3	-	-
	1%	-	1%	1%	-	-	-	2%	1%	1%	-	1%	1%	-	-	1%	1%	2%	-	-	-	1%	-	-
CARLTON	2	-	2	2	-	-	2	-	-	-	2	-	-	2	-	-	2	-	-	2	2	2	-	-
	-	-	1%	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	-	-	1%	3%	1%	-	-
CASS	1	-	1	1	1	-	1	1	-	1	1	-	1	1	-	1	1	1	-	-	-	1	-	-
	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	-
CHISAGO	3	1	1	3	1	1	1	1	-	1	1	2	-	1	-	1	2	1	1	1	1	3	-	-
	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	-	-	-	1%	1%	1%	1%	-	1%	1%	-	-
COOK	2	2	-	2	-	-	-	2	-	2	-	-	2	-	-	2	-	2	-	-	-	2	-	-
	1%	1%	-	1%	-	-	-	1%	-	1%	-	-	3%	-	-	2%	-	2%	-	-	-	1%	-	-
CROW WING	6	3	1	4	1	2	1	3	1	4	1	2	1	3	2	1	2	3	1	2	1	4	1	1
	2%	2%	1%	1%	2%	3%	-	2%	2%	2%	-	2%	1%	2%	2%	1%	1%	3%	2%	1%	1%	1%	6%	1%

MEETING STREET INSIGHTS

Continued

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			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+
					1																			
ISANTI	6	3	3	5	1	1	1	3	1	2	3	2	1	3	1	1	3	2	1	3	1	6	-	-
	1%	1%	2%	2%	1%	2%	1%	2%	1%	1%	2%	1%	1%	2%	1%	1%	2%	2%	2%	1%	1%	2%	-	-
ITASCA	4	2	-	2	2	-	2	2	4	-	-	2	2	-	2	-	2	-	2	2	-	2	-	2
	1%	1%	-	1%	3%	-	1%	1%	6%	-	-	1%	2%	-	1%	-	1%	-	3%	1%	-	1%	-	4%
KANABEC	1	1	1	1	-	1	-	1	1	-	-	1	-	1	-	-	1	-	-	-	-	1	1	-
	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	3%	-
KOOCHICHING	2	-	-	-	2	-	-	2	-	2	-	-	2	-	-	2	-	-	-	2	-	2	-	-
	-	-	-	-	3%	-	-	1%	-	1%	-	-	2%	-	-	2%	-	-	-	1%	-	1%	-	-
MILLIE LACS	1	-	1	1	1	-	-	1	-	1	-	-	1	1	-	1	1	1	-	1	1	1	-	-
	-	-	-	-	1%	-	-	1%	-	1%	-	-	1%	-	-	1%	-	1%	-	-	1%	1%	-	-
MORRISON	1	-	1	1	-	-	1	-	-	1	-	-	-	1	-	-	1	1	-	-	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-
PINE	1	-	1	1	-	-	1	-	-	1	1	1	1	-	-	1	1	1	-	-	-	1	-	-
	-	-	1%	-	-	-	1%	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	-
ST. LOUIS	12	4	2	6	6	2	4	6	4	6	2	2	2	6	6	2	4	-	6	6	4	12	-	-
	3%	2%	2%	2%	10%	3%	3%	4%	7%	3%	1%	1%	2%	4%	5%	2%	2%	-	9%	3%	6%	4%	-	-
SOUTH	43	26	13	39	4	7	18	16	1	25	17	19	5	17	6	8	27	15	4	24	9	33	2	7
-----	11%	13%	9%	11%	8%	9%	13%	10%	2%	13%	12%	12%	6%	12%	5%	8%	16%	12%	6%	12%	14%	10%	9%	15%
BLUE EARTH	2	1	1	2	-	1	1	-	-	1	1	2	-	-	1	-	1	-	-	2	-	2	-	-
	1%	1%	1%	1%	-	2%	1%	-	-	1%	1%	1%	-	-	1%	-	1%	-	-	2%	-	1%	-	-
DODGE	2	2	-	2	-	-	-	2	-	1	1	-	-	2	-	-	2	1	-	1	1	2	-	-
	1%	1%	-	1%	-	-	-	1%	-	1%	1%	-	-	1%	-	-	1%	1%	-	1%	2%	1%	-	-
FARIBAULT	3	2	-	2	1	-	1	2	-	1	2	-	2	1	-	2	1	-	1	2	1	2	-	1
	1%	1%	-	1%	2%	-	1%	1%	-	1%	1%	-	2%	1%	-	2%	1%	-	1%	1%	1%	1%	-	2%
FREEBORN	1	1	-	1	-	-	1	-	-	1	-	-	-	1	-	-	1	-	-	1	1	1	-	-
	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	2%	-	-	-
GOODHUE	1	-	-	-	1	-	-	1	-	1	-	-	-	1	-	-	1	-	1	-	-	1	-	-
	-	-	-	-	2%	-	-	1%	-	1%	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-
HOUSTON	2	2	-	2	-	1	-	1	1	1	-	1	1	-	1	-	1	-	-	2	-	2	-	-
	1%	1%	-	1%	-	2%	-	1%	2%	1%	-	1%	1%	-	1%	-	1%	-	-	1%	-	1%	-	-
LE SUEUR	3	3	-	3	-	-	2	-	-	1	2	2	-	-	-	1	1	2	-	1	-	3	-	-
	1%	2%	-	1%	-	-	2%	-	-	1%	1%	1%	-	-	-	1%	1%	2%	-	1%	-	1%	-	-
OLMSTED	8	4	4	8	-	-	4	4	-	4	4	2	1	5	1	1	6	3	1	4	1	4	-	2
	2%	2%	3%	2%	-	-	3%	2%	-	2%	3%	1%	1%	4%	1%	1%	4%	3%	1%	2%	2%	1%	-	4%
RICE	6	4	1	5	1	-	4	2	-	3	3	4	-	2	1	-	5	1	-	5	2	4	1	1
	2%	2%	1%	2%	2%	-	3%	1%	-	2%	2%	3%	-	1%	1%	-	3%	1%	-	3%	3%	1%	5%	2%
STEELE	4	3	1	4	-	1	1	2	-	3	1	3	-	1	1	1	1	2	-	2	1	2	-	2
	1%	2%	1%	1%	-	2%	1%	1%	-	2%	1%	2%	-	1%	1%	1%	1%	2%	-	1%	1%	1%	-	4%

Continued

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			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+
WABASHA	3 1%	1 1%	2 1%	3 1%	-	1 1%	1 1%	1 1%	-	2 1%	1 1%	1 1%	-	2 1%	-	-	3 2%	2 2%	-	1 -	1 1%	2 1%	-	1 2%
WASECA	1 -	1 -	-	1 -	-	-	1 1%	-	-	1 1%	-	-	-	1 1%	-	-	1 1%	-	-	1 -	1 1%	-	1 5%	-
WINONA	6 1%	1 1%	3 2%	4 1%	1 2%	2 3%	1 1%	1 1%	-	3 2%	2 1%	3 2%	1 1%	1 1%	1 1%	2 2%	2 1%	3 3%	1 2%	1 1%	-	6 2%	-	-
WEST-NW -----	82 21%	41 20%	31 23%	72 21%	9 16%	12 16%	30 21%	38 22%	10 16%	38 21%	33 22%	22 14%	25 30%	32 21%	15 12%	30 30%	35 21%	26 21%	18 26%	37 18%	13 21%	62 19%	4 18%	12 27%
BECKER	2 1%	-	2 2%	2 1%	-	-	-	2 1%	-	1 1%	1 1%	-	1 1%	1 1%	-	2 2%	-	-	1 2%	1 1%	-	2 1%	-	-
BENTON	3 1%	2 1%	-	2 1%	1 1%	-	1 1%	2 1%	-	2 1%	1 -	1 2%	2 -	1 -	-	2 2%	1 1%	1 2%	2 2%	1 -	-	2 1%	1 3%	-
BROWN	1 -	-	1 1%	1 -	1 1%	-	1 1%	1 -	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	1 2%	1 -	-	-
CHIPPEWA	3 1%	3 1%	-	3 1%	-	-	1 1%	-	-	-	3 2%	-	-	1 1%	-	-	1 1%	-	-	1 1%	1 2%	-	-	1 3%
COTTONWOOD	2 -	2 1%	-	2 1%	-	-	-	2 1%	-	2 1%	-	-	-	2 1%	-	-	2 1%	-	-	2 1%	2 3%	2 1%	-	-
DOUGLAS	4 1%	4 2%	-	4 1%	-	1 1%	1 1%	1 1%	-	1 1%	2 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	2 2%	1 2%	-	-	1 -	-	2 5%
GRANT	1 -	1 1%	-	1 -	-	1 2%	-	-	-	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	1 1%	-	1 -	-	-
HUBBARD	1 -	1 1%	-	1 -	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	1 -	-	-
JACKSON	2 -	2 1%	-	2 1%	-	-	2 1%	-	-	-	2 1%	2 1%	-	-	2 1%	-	-	-	-	2 1%	-	2 1%	-	-
KANDIYOHI	4 1%	1 1%	3 2%	4 1%	-	-	1 1%	3 2%	-	3 2%	2 1%	2 1%	3 3%	-	-	4 4%	-	1 1%	1 2%	2 1%	-	2 -	1 7%	1 3%
LAC QUI PARLE	2 -	-	2 1%	2 1%	-	-	2 1%	-	-	-	2 1%	-	-	2 1%	-	-	2 1%	-	2 2%	-	-	2 1%	-	-
LINCOLN	2 -	-	2 1%	2 -	-	-	2 1%	-	-	-	2 1%	-	-	2 1%	-	-	2 1%	-	-	2 1%	2 2%	2 -	-	-
MCLEOD	5 1%	-	2 1%	2 -	3 5%	-	2 1%	3 2%	-	3 2%	2 1%	-	5 5%	-	-	3 3%	2 1%	2 1%	-	3 1%	-	5 1%	-	-
MARTIN	3 1%	1 1%	2 1%	3 1%	-	1 1%	1 1%	2 1%	3 3%	1 -	1 2%	3 2%	1 1%	-	1 1%	1 1%	2 1%	2 2%	1 1%	1 -	-	2 1%	1 3%	-
MEEKER	3 1%	2 1%	-	2 -	2 3%	2 2%	-	2 1%	2 2%	2 1%	-	-	2 2%	2 1%	-	3 3%	-	2 1%	2 2%	-	-	3 1%	-	-

Continued

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EX-PAN-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																			
NICOLLET	1	1	-	1	-	1	1	-	-	1	1	-	-	1	-	-	1	-	1	1	1	1	-	-
	-	1%	-	-	-	1%	1%	-	-	-	-	-	-	1%	-	-	1%	-	1%	-	1%	-	-	-
NORMAN	2	-	2	2	-	-	-	2	-	2	-	1	-	1	-	-	2	1	-	1	1	2	-	-
	1%	-	2%	1%	-	-	-	1%	-	1%	-	1%	-	1%	-	-	1%	1%	-	1%	2%	1%	-	-
OTTER TAIL	6	2	4	6	-	-	4	2	-	4	2	2	2	1	1	2	3	5	1	-	-	5	-	1
	2%	1%	3%	2%	-	-	3%	1%	-	2%	2%	2%	3%	1%	1%	2%	2%	4%	2%	-	-	2%	-	3%
PENNINGTON	2	-	1	1	1	-	-	2	-	1	1	-	2	-	-	2	-	-	2	-	-	2	-	-
	1%	-	1%	-	2%	-	-	1%	-	1%	1%	-	3%	-	-	2%	-	-	3%	-	-	1%	-	-
PIPESTONE	3	3	-	3	-	-	1	1	-	1	1	1	-	1	1	-	1	-	1	1	-	-	-	3
	1%	1%	-	1%	-	-	1%	1%	-	1%	1%	1%	-	1%	1%	-	1%	-	2%	1%	-	-	-	6%
POLK	2	2	-	2	-	1	1	-	1	1	-	-	-	2	2	-	-	1	-	1	-	-	1	-
	1%	1%	-	1%	-	1%	1%	-	2%	1%	-	-	-	1%	2%	-	-	1%	-	1%	-	-	5%	-
POPE	1	1	-	1	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-	1	-	-
	-	1%	-	-	-	2%	-	-	2%	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	-
ROSEAU	1	-	1	1	-	-	-	1	-	1	-	-	1	-	-	-	1	-	-	1	-	1	-	-
	-	-	1%	-	-	-	-	1%	-	1%	-	-	2%	-	-	-	1%	-	-	1%	-	-	-	-
SHERBURNE	9	3	4	7	1	2	2	4	1	5	2	2	2	5	2	2	4	2	-	7	2	7	-	1
	2%	2%	3%	2%	1%	3%	2%	2%	1%	3%	2%	1%	2%	3%	2%	2%	2%	1%	-	3%	4%	2%	-	3%
STEARNS	12	7	3	10	2	2	4	6	2	5	5	2	2	7	2	5	5	4	3	5	2	9	-	1
	3%	3%	2%	3%	3%	2%	3%	4%	3%	3%	3%	1%	2%	5%	1%	5%	3%	3%	4%	2%	4%	3%	-	3%
STEVENS	2	1	1	2	-	1	1	-	1	-	1	2	-	-	1	-	1	1	-	1	-	2	-	-
	1%	1%	1%	1%	-	2%	1%	-	2%	-	1%	2%	-	-	1%	-	1%	1%	-	1%	-	1%	-	-
TODD	1	-	1	1	-	-	1	-	-	-	-	-	-	1	-	-	1	-	-	1	1	1	-	-
	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-
WATONWAN	2	1	1	2	-	-	1	1	-	1	1	-	2	-	-	2	-	-	-	2	-	2	-	-
	-	-	1%	-	-	-	1%	-	-	-	1%	-	2%	-	-	2%	-	-	-	1%	-	-	-	-
REGION II																								
-----																								
TWIN CITIES	227	116	78	194	30	50	79	89	41	98	85	101	40	84	89	48	87	65	34	124	33	185	13	22
	57%	58%	57%	57%	52%	66%	56%	52%	65%	54%	58%	65%	47%	56%	72%	48%	52%	54%	49%	61%	51%	57%	65%	52%
REST OF STATE	173	85	59	144	27	27	61	82	22	84	63	55	45	67	35	52	81	56	35	80	31	139	7	20
	43%	42%	43%	43%	48%	34%	44%	48%	35%	46%	42%	35%	53%	44%	28%	52%	48%	46%	51%	39%	49%	43%	35%	48%

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

BANNER 3

	GENDER		AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES					
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY RESSION	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE-TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
COLLAR	87 22%	60 21%	27 25%	16 19%	14 18%	31 23%	17 22%	20 27%	22 16%	39 23%	36 21%	45 25%	81 23%	5 12%	36 20%	34 19%	18 19%	8 15%	13 27%	7 20%	6 31%	5 33%	41 24%	44 20%
ANOKA	33 8%	22 7%	11 11%	5 6%	7 9%	12 9%	6 8%	10 14%	7 5%	13 8%	17 10%	15 8%	32 9%	1 3%	14 8%	7 4%	8 8%	1 2%	6 12%	1 3%	3 16%	- -	20 12%	11 5%
CARVER	6 1%	5 2%	1 1%	1 1%	- -	3 2%	1 1%	- -	2 1%	2 1%	1 1%	5 3%	6 2%	- -	1 1%	3 2%	1 1%	1 2%	1 2%	- -	- -	1 6%	1 1%	5 2%
DAKOTA	20 5%	12 4%	8 7%	4 4%	2 3%	7 6%	4 5%	2 2%	6 4%	11 7%	5 3%	13 7%	18 5%	2 5%	9 5%	10 6%	4 4%	1 2%	2 4%	3 8%	2 11%	2 14%	9 5%	10 5%
SCOTT	8 2%	8 3%	- -	3 3%	2 2%	2 1%	2 2%	2 2%	5 3%	2 1%	4 2%	3 2%	6 2%	2 5%	5 3%	3 2%	2 2%	2 3%	2 4%	1 3%	- -	1 6%	4 2%	5 2%
WASHINGTON	11 3%	8 3%	3 2%	2 2%	1 1%	4 3%	3 4%	4 5%	2 1%	5 3%	5 3%	5 3%	10 3%	- -	5 3%	6 4%	4 4%	2 4%	1 2%	1 2%	- -	- -	2 1%	9 4%
WRIGHT	9 2%	5 2%	4 4%	2 2%	2 3%	3 2%	2 2%	3 3%	1 1%	6 3%	5 3%	4 2%	9 3%	- -	2 1%	4 2%	1 1%	1 2%	2 3%	2 4%	1 4%	1 6%	6 3%	3 1%
MINN-SP	140 35%	109 37%	31 29%	22 26%	28 37%	51 39%	29 37%	35 45%	53 39%	46 27%	68 40%	53 29%	121 34%	16 39%	59 33%	61 34%	36 37%	18 36%	15 31%	11 31%	7 39%	4 29%	53 31%	82 39%
HENNEPIN	107 27%	81 28%	26 24%	16 19%	18 23%	40 30%	26 33%	28 36%	37 27%	38 22%	51 30%	40 22%	91 26%	13 32%	46 26%	45 26%	27 28%	14 27%	13 27%	9 26%	5 28%	3 22%	37 22%	67 31%
RAMSEY	33 8%	28 10%	5 5%	6 7%	10 14%	11 9%	3 4%	7 9%	16 12%	8 5%	17 10%	13 7%	30 9%	3 7%	13 7%	15 9%	9 9%	4 8%	2 4%	2 5%	2 11%	1 6%	16 9%	15 7%
NORTHEAST	48 12%	34 11%	14 13%	9 10%	7 9%	15 12%	17 22%	5 6%	17 13%	24 14%	13 8%	25 14%	38 11%	8 21%	24 14%	21 12%	15 15%	5 9%	3 7%	4 12%	2 11%	2 11%	18 11%	26 12%
AITKIN	2 -	2 1%	- -	- -	- -	- -	2 3%	- -	- -	2 1%	- -	2 1%	2 1%	- -	- -	- -	2 2%	- -	- -	2 5%	- -	- -	2 1%	- -
BELTRAMI	3 1%	2 1%	1 1%	- -	1 1%	- -	2 2%	- -	- -	3 2%	1 1%	1 1%	2 1%	- -	1 1%	1 1%	2 2%	- -	- -	- -	- -	1 7%	1 1%	2 1%
CARLTON	2 -	2 1%	- -	- -	- -	2 1%	- -	- -	2 1%	- -	2 1%	- -	2 1%	- -	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%
CASS	1 -	1 -	- -	- -	1 1%	1 -	- -	- -	- -	1 -	- -	1 -	1 -	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 -	1 -
CHISAGO	3 1%	3 1%	- -	1 1%	1 1%	1 1%	1 2%	1 1%	1 1%	2 1%	1 1%	1 1%	3 1%	1 2%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 4%	1 4%	1 1%	2 1%
COOK	2 1%	- -	2 2%	2 3%	- -	- -	- -	- -	2 2%	- -	2 1%	- -	2 1%	- -	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%
CROW WING	6 2%	4 1%	2 2%	1 1%	1 1%	2 2%	2 2%	1 1%	2 1%	4 2%	3 2%	2 1%	5 2%	1 2%	2 1%	2 1%	2 2%	- -	1 3%	1 3%	1 7%	- -	4 2%	2 1%

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

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

BANNER 3

	GENDER		AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY RESSION	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
ISANTI	6 1%	4 1%	2 2%	2 2%	2 3%	2 2%	-	1 1%	3 2%	3 2%	1 1%	4 2%	5 2%	1 2%	3 2%	3 2%	1 1%	1 1%	1 3%	1 4%	-	-	1 1%	3 2%
ITASCA	4 1%	4 1%	-	2 2%	-	-	2 3%	-	2 1%	2 1%	-	4 2%	4 1%	-	2 1%	2 1%	2 2%	-	-	-	-	-	-	2 1%
KANABEC	1 -	-	1 1%	-	-	1 1%	-	1 1%	-	1 -	1 -	1 -	-	1 -	1 -	1 -	1 1%	-	-	-	-	-	1 -	1 -
KOOCHICHING	2 1%	2 1%	-	-	-	-	2 3%	-	2 1%	-	-	-	2 5%	2 1%	-	2 2%	-	-	-	-	-	-	-	2 1%
MILLIE LACS	1 -	-	1 1%	1 1%	-	-	-	-	-	1 1%	-	1 -	1 2%	1 -	-	1 1%	1 1%	-	-	-	-	-	1 -	1 -
MORRISON	1 -	1 -	-	-	-	1 -	-	-	1 -	-	-	1 -	1 -	-	1 -	-	1 1%	-	-	-	-	-	1 -	-
PINE	1 -	1 -	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	1 -	-	1 1%	1 1%	-	-	-	-	-	-	-	1 1%
ST. LOUIS	12 3%	8 3%	4 4%	-	2 3%	4 3%	6 8%	2 3%	2 1%	6 4%	2 1%	6 3%	8 2%	4 10%	6 3%	8 5%	-	2 4%	-	-	-	-	6 4%	6 3%
SOUTH	43 11%	29 10%	14 13%	12 15%	8 11%	10 8%	6 7%	3 4%	17 12%	23 14%	24 14%	15 8%	39 11%	4 10%	22 12%	20 11%	8 8%	5 11%	3 7%	3 10%	2 12%	1 7%	21 13%	22 10%
BLUE EARTH	2 1%	2 1%	-	-	-	2 2%	-	-	-	2 1%	1 1%	1 1%	2 1%	-	1 1%	1 1%	-	1 2%	-	-	-	-	-	2 1%
DODGE	2 1%	1 -	1 1%	-	-	2 2%	-	-	-	2 1%	1 1%	1 1%	2 1%	-	-	1 1%	-	-	-	-	1 6%	-	2 1%	-
FARIBAULT	3 1%	1 -	2 2%	2 2%	-	-	-	-	2 2%	1 1%	-	2 1%	2 3%	1 1%	1 1%	2 1%	-	-	1 2%	-	-	-	1 1%	2 1%
FREEBORN	1 -	1 -	-	-	-	-	-	-	1 1%	-	1 1%	-	1 -	-	-	1 1%	-	-	1 2%	-	-	-	1 1%	-
GOODHUE	1 -	-	1 1%	1 1%	-	-	-	-	-	1 1%	-	1 1%	1 -	-	1 1%	1 1%	-	-	-	-	-	-	1 1%	-
HOUSTON	2 1%	1 -	1 1%	1 1%	-	1 1%	-	-	-	2 1%	1 1%	1 1%	2 1%	-	-	1 1%	-	2 5%	-	1 3%	-	-	1 1%	1 1%
LE SUEUR	3 1%	2 1%	1 1%	3 4%	-	-	-	1 1%	1 1%	1 1%	2 1%	1 1%	3 1%	-	3 2%	2 1%	1 1%	-	-	-	-	-	1 1%	2 1%
OLMSTED	8 2%	6 2%	2 2%	2 2%	2 3%	-	2 3%	1 1%	4 3%	3 2%	5 3%	1 1%	6 2%	2 5%	6 4%	1 1%	1 1%	1 2%	-	-	1 6%	-	4 2%	4 2%
RICE	6 2%	5 2%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	4 2%	5 3%	1 1%	6 2%	-	4 2%	2 1%	1 1%	-	1 2%	-	-	-	4 2%	2 1%
STEELE	4 1%	3 1%	1 1%	1 1%	1 1%	1 1%	1 1%	-	4 3%	-	2 1%	2 1%	4 1%	-	2 1%	2 1%	2 2%	1 2%	-	1 3%	-	-	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

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

BANNER 3

	GENDER		AGE				2023 PROJECTION				RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY RESSION	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
WABASHA	3 1%	1 -	2 2%	1 1%	2 3%	- -	- -	- -	- -	3 2%	1 1%	2 1%	3 1%	- -	2 1%	1 1%	- -	- -	- -	- -	1 7%	2 1%	1 -	
WASECA	1 -	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	
WINONA	6 1%	3 1%	2 2%	- -	1 2%	2 2%	1 1%	- -	3 2%	2 1%	3 2%	1 1%	4 1%	1 3%	1 1%	3 2%	2 2%	- -	- -	1 3%	- -	2 1%	3 2%	
WEST-NW -----	82 21%	61 21%	21 19%	26 31%	20 26%	24 18%	9 12%	14 18%	27 20%	38 22%	30 17%	44 24%	74 21%	7 17%	36 20%	41 23%	22 22%	15 29%	13 28%	10 27%	1 8%	3 20%	38 22%	40 19%
BECKER	2 1%	1 -	1 1%	- -	- -	1 1%	1 2%	- -	1 1%	1 1%	- -	2 1%	2 1%	- -	- -	1 1%	1 1%	- -	- -	1 3%	- -	- -	- -	2 1%
BENTON	3 1%	2 1%	1 1%	- -	1 1%	2 1%	1 1%	- -	2 1%	2 1%	2 1%	1 -	3 1%	- -	2 1%	1 -	1 1%	- -	1 2%	1 2%	- -	1 -	2 1%	
BROWN	1 -	1 -	- -	- -	- -	1 1%	1 1%	- -	1 1%	1 -	- -	1 -	1 2%	1 -	- -	1 -	- -	- -	1 2%	- -	1 4%	1 5%	1 1%	- -
CHIPPEWA	3 1%	1 -	1 1%	1 2%	1 2%	- -	- -	1 2%	- -	- -	- -	1 1%	1 -	- -	3 2%	1 1%	- -	- -	- -	- -	- -	- -	3 2%	- -
COTTONWOOD	2 -	- -	2 2%	2 2%	- -	- -	- -	- -	2 1%	- -	- -	2 1%	2 -	- -	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	2 1%
DOUGLAS	4 1%	2 1%	1 1%	- -	1 1%	2 2%	- -	1 1%	- -	2 1%	1 1%	2 1%	4 1%	- -	4 2%	1 1%	- -	2 5%	- -	- -	- -	- -	1 1%	2 1%
GRANT	1 -	1 -	- -	1 1%	- -	- -	- -	1 2%	- -	- -	1 1%	- -	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -
HUBBARD	1 -	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -
JACKSON	2 -	2 1%	- -	- -	2 2%	- -	- -	2 2%	- -	- -	- -	2 -	- -	- -	- -	2 1%	- -	2 3%	- -	- -	- -	- -	- -	- -
KANDIYOHI	4 1%	4 1%	- -	- -	3 4%	1 1%	- -	- -	- -	4 3%	3 2%	2 1%	4 1%	- -	1 1%	2 1%	4 4%	- -	- -	1 4%	- -	- -	1 1%	3 1%
LAC QUI PARLE	2 -	- -	2 2%	2 2%	- -	- -	- -	- -	2 1%	- -	- -	2 1%	2 -	- -	2 1%	2 1%	- -	- -	- -	- -	- -	- -	2 1%	- -
LINCOLN	2 -	2 1%	- -	- -	2 2%	- -	- -	- -	2 1%	- -	- -	2 1%	2 -	- -	- -	- -	2 2%	2 3%	- -	- -	- -	- -	2 1%	- -
MCLEOD	5 1%	5 2%	- -	- -	- -	5 3%	- -	2 2%	2 1%	2 1%	- -	2 1%	2 8%	- -	3 2%	3 2%	2 2%	- -	3 6%	2 4%	- -	- -	2 1%	3 1%
MARTIN	3 1%	3 1%	1 1%	1 2%	1 1%	1 1%	- -	1 2%	1 1%	1 1%	1 1%	3 1%	1 2%	2 1%	3 2%	- -	1 3%	- -	- -	- -	- -	- -	- -	3 2%
MEEKER	3 1%	3 1%	- -	3 4%	- -	- -	- -	- -	- -	3 2%	2 1%	2 1%	3 1%	- -	- -	2 1%	2 2%	- -	2 3%	- -	- -	2 11%	2 1%	2 1%

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

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

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-RESSION	SMWT-CONF	TOTAL-CONF	TOTAL-NOT-CONF	ATT-RACK-WORK-ERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
NICOLLET	1	1	1	-	-	1	1	-	1	-	1	1	-	1	1	1	-	-	-	-	-	1	-	
	-	-	1%	-	-	1%	1%	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	1%	-	
NORMAN	2	-	2	-	-	1	-	-	-	2	1	1	2	-	-	2	-	1	-	1	-	-	2	
	1%	-	2%	-	-	1%	-	-	-	1%	1%	1%	1%	-	-	1%	-	2%	-	3%	-	-	1%	
OTTER TAIL	6	5	1	4	-	3	-	-	1	4	5	1	6	-	5	4	1	-	-	-	-	4	1	
	2%	2%	1%	4%	-	2%	-	-	1%	2%	3%	1%	2%	-	3%	2%	1%	-	-	-	-	2%	1%	
PENNINGTON	2	2	-	1	-	1	-	-	2	-	-	2	2	-	1	1	-	-	-	-	-	-	2	
	1%	1%	-	1%	-	1%	-	-	2%	-	-	1%	1%	-	1%	1%	-	-	-	-	-	-	1%	
PIPESTONE	3	3	-	3	-	-	-	-	3	-	1	1	3	-	1	1	-	1	1	-	-	3	-	
	1%	1%	-	3%	-	-	-	-	2%	-	1%	1%	1%	-	1%	1%	-	3%	3%	-	-	2%	-	
POLK	2	2	-	1	1	-	-	1	-	1	-	2	2	-	1	1	1	-	-	-	-	1	-	
	1%	1%	-	1%	1%	-	-	1%	-	1%	-	1%	1%	-	1%	1%	1%	-	-	-	-	1%	-	
POPE	1	-	1	1	-	-	-	-	1	-	-	1	1	-	1	-	-	1	-	-	-	-	1	
	-	-	1%	1%	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	2%	-	-	-	-	1%	
ROSEAU	1	1	-	-	1	-	-	-	-	1	-	1	1	-	-	-	1	-	-	1	-	1	-	
	-	-	-	-	2%	-	-	-	-	1%	-	1%	-	-	-	-	1%	-	-	3%	-	-	1%	
SHERBURNE	9	5	4	2	2	2	2	1	2	6	5	2	7	2	4	2	4	1	1	1	1	2	6	
	2%	2%	4%	3%	3%	2%	2%	2%	1%	3%	3%	1%	2%	4%	2%	1%	4%	1%	2%	2%	4%	1%	3%	
STEARNS	12	10	2	3	3	3	2	1	5	6	5	6	11	1	5	6	2	2	2	1	-	1	6	
	3%	3%	1%	3%	4%	2%	2%	1%	3%	4%	3%	3%	3%	2%	3%	3%	2%	4%	5%	2%	-	5%	3%	
STEVENS	2	1	1	-	1	-	1	1	1	-	-	2	2	-	-	-	-	1	2	-	-	2	-	
	1%	-	1%	-	2%	-	2%	2%	1%	-	-	1%	1%	-	-	-	-	2%	5%	-	-	1%	-	
TODD	1	1	-	1	-	-	-	1	-	-	-	1	1	-	-	1	-	-	-	-	-	1	-	
	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
WATONWAN	2	2	-	-	-	-	2	-	-	1	-	2	2	-	1	2	-	-	-	1	-	1	1	
	-	1%	-	-	-	-	2%	-	-	-	-	1%	-	-	1%	-	-	-	2%	-	-	-	-	
REGION II																								
-----																								
TWIN CITIES	227	170	57	38	42	81	46	55	75	85	105	98	203	20	95	95	55	26	27	19	13	9	94	126
	57%	58%	54%	45%	54%	63%	59%	72%	55%	50%	61%	54%	57%	51%	54%	54%	55%	51%	59%	51%	70%	61%	55%	59%
REST OF STATE	173	124	49	47	35	49	32	21	60	85	67	84	151	19	82	82	44	25	19	18	6	6	78	88
	43%	42%	46%	55%	46%	37%	41%	28%	45%	50%	39%	46%	43%	49%	46%	46%	45%	49%	41%	49%	30%	39%	45%	41%

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	177	149	89	60	58	47	30	32	206	186	193	144	54	194	200	182	193	203	54	100	51	100	218
	85%	44%	37%	22%	15%	15%	12%	7%	8%	52%	47%	48%	36%	13%	48%	50%	45%	48%	51%	21%	40%	20%	40%	55%
COLLAR	87	39	24	14	13	11	8	8	6	45	42	46	26	15	44	44	35	39	47	8	-	-	-	78
	22%	22%	16%	16%	22%	19%	16%	28%	17%	22%	23%	24%	18%	27%	23%	22%	19%	20%	23%	15%	-	-	-	36%
ANOKA	33	11	8	7	4	4	4	6	2	15	18	16	10	7	15	13	16	13	21	-	-	-	-	33
	8%	6%	6%	8%	6%	6%	8%	19%	6%	8%	9%	9%	7%	12%	8%	7%	9%	6%	10%	-	-	-	-	15%
CARVER	6	3	2	-	1	1	-	-	-	2	4	3	2	1	2	4	2	1	4	-	-	-	-	6
	1%	2%	1%	-	2%	2%	-	-	-	1%	2%	2%	1%	2%	1%	2%	1%	1%	2%	-	-	-	-	3%
DAKOTA	20	10	4	4	3	4	1	-	2	10	10	10	7	3	10	12	7	11	9	-	-	-	-	20
	5%	5%	3%	4%	5%	7%	2%	-	6%	5%	5%	5%	5%	5%	5%	6%	4%	6%	5%	-	-	-	-	9%
SCOTT	8	6	3	1	1	1	-	1	1	6	2	6	2	1	6	4	4	5	4	-	-	-	-	8
	2%	3%	2%	1%	2%	1%	-	3%	3%	3%	1%	3%	1%	2%	3%	2%	2%	2%	2%	-	-	-	-	4%
WASHINGTON	11	6	2	2	3	2	2	2	-	7	4	6	3	2	7	6	5	6	5	-	-	-	-	11
	3%	3%	1%	2%	4%	3%	4%	6%	-	3%	2%	3%	2%	4%	4%	3%	3%	3%	2%	-	-	-	-	5%
WRIGHT	9	4	5	1	2	-	1	-	1	4	5	4	3	2	4	6	3	4	5	8	-	-	-	-
	2%	2%	3%	1%	3%	-	2%	-	2%	2%	3%	2%	2%	3%	2%	3%	1%	2%	2%	15%	-	-	-	-
MINN-SP	140	52	60	30	21	22	14	6	14	68	69	66	52	18	63	68	70	69	69	-	-	-	-	140
	35%	29%	40%	34%	36%	38%	30%	21%	45%	33%	37%	34%	36%	34%	33%	34%	38%	36%	34%	-	-	-	-	64%
HENNEPIN	107	41	44	23	18	18	11	5	14	52	54	52	42	10	49	51	55	48	58	-	-	-	-	107
	27%	23%	30%	26%	31%	31%	24%	18%	45%	25%	29%	27%	29%	19%	25%	25%	30%	25%	28%	-	-	-	-	49%
RAMSEY	33	11	15	7	3	4	3	1	-	16	15	14	9	8	14	17	15	20	12	-	-	-	-	33
	8%	6%	10%	8%	5%	6%	6%	3%	-	8%	8%	7%	7%	14%	7%	8%	8%	10%	6%	-	-	-	-	15%
NORTHEAST	48	22	18	12	6	5	7	4	4	20	26	28	11	5	19	18	26	16	30	24	58	-	-	-
	12%	12%	12%	13%	9%	8%	16%	14%	13%	10%	14%	14%	8%	10%	10%	9%	14%	8%	15%	44%	58%	-	-	-
AITKIN	2	2	2	-	-	-	2	-	-	2	-	2	-	-	2	-	2	2	-	-	3	-	-	-
	-	1%	1%	-	-	-	4%	-	-	1%	-	1%	-	-	1%	-	1%	1%	-	-	3%	-	-	-
BELTRAMI	3	2	1	-	-	1	-	-	-	1	2	1	-	2	1	1	2	1	2	-	8	-	-	-
	1%	1%	1%	-	-	2%	-	-	-	-	1%	-	-	4%	-	-	1%	-	1%	-	8%	-	-	-
CARLTON	2	2	-	-	-	-	-	-	-	2	-	2	-	-	2	-	2	-	2	-	2	-	-	-
	-	1%	-	-	-	-	-	-	-	1%	-	1%	-	-	1%	-	1%	-	1%	-	2%	-	-	-
CASS	1	1	-	-	-	-	-	-	1	-	1	1	-	1	-	-	1	-	1	1	-	-	-	-
	-	-	-	-	-	-	-	-	2%	-	1%	-	-	1%	-	-	-	-	1%	3%	-	-	-	-
CHISAGO	3	1	1	-	1	-	-	1	1	1	1	1	2	1	1	2	1	1	2	4	-	-	-	-
	1%	1%	1%	-	1%	-	-	2%	2%	1%	1%	-	1%	1%	1%	1%	-	1%	1%	7%	-	-	-	-
COOK	2	-	-	2	-	-	-	-	2	-	2	-	2	-	-	2	-	-	2	-	2	-	-	-
	1%	-	-	2%	-	-	-	-	7%	-	1%	-	2%	-	-	1%	-	-	1%	-	2%	-	-	-
CROW WING	6	2	1	1	1	1	1	1	1	2	4	3	2	1	2	2	4	2	4	7	-	-	-	-
	2%	1%	1%	1%	1%	1%	1%	4%	2%	1%	2%	2%	2%	1%	1%	1%	2%	1%	2%	13%	-	-	-	-

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

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
ISANTI	6 1%	3 2%	3 2%	2 2%	1 2%	1 1%	1 3%	1 2%	-	2 1%	4 2%	4 2%	1 -	1 2%	1 1%	3 2%	2 1%	2 1%	3 2%	6 12%	-	-	-	-	
ITASCA	4 1%	2 1%	2 1%	-	-	2 3%	-	2 6%	-	2 1%	2 1%	2 1%	2 -	-	2 1%	-	2 1%	2 1%	2 1%	-	13 13%	-	-	-	
KANABEC	1 -	1 -	1 -	-	-	-	-	-	-	1 1%	-	1 -	1 -	-	1 1%	1 -	1 -	1 -	1 -	1 3%	-	-	-	-	
KOOCHICHING	2 -	-	-	-	-	-	-	-	-	-	2 1%	-	-	-	-	-	2 1%	-	2 1%	-	2 2%	-	-	-	
LAKE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-	
MILLIE LACS	1 -	1 -	1 1%	1 1%	-	1 1%	1 1%	-	-	1 -	1 -	1 -	1 -	-	1 -	1 -	1 -	1 1%	-	1 3%	-	-	-	-	
MORRISON	1 -	1 -	-	1 1%	-	-	-	-	-	1 -	-	1 -	-	-	1 -	-	1 -	-	-	1 1%	-	-	-	-	
PINE	1 -	1 -	-	1 1%	1 1%	-	1 1%	-	-	1 -	1 -	1 -	1 -	-	1 -	-	1 1%	-	1 1%	1 3%	-	-	-	-	
ST. LOUIS	12 3%	4 2%	6 4%	4 5%	2 4%	-	2 5%	-	-	4 2%	6 3%	10 5%	-	-	4 2%	6 3%	6 3%	4 2%	8 4%	-	27 27%	-	-	-	
SOUTH -----	43 11%	23 13%	12 8%	12 13%	10 17%	2 4%	9 20%	3 11%	2 6%	28 14%	15 8%	18 9%	21 15%	4 8%	27 14%	26 13%	15 8%	27 14%	16 8%	-	-	40 79%	-	-	
BLUE EARTH	2 1%	2 1%	1 1%	1 1%	1 2%	-	-	-	-	1 1%	1 1%	-	2 2%	-	1 1%	1 1%	1 1%	-	2 1%	-	-	2 4%	-	-	
DODGE	2 1%	-	-	-	-	1 2%	1 2%	-	1 3%	-	2 1%	-	1 1%	1 2%	-	1 1%	1 1%	1 1%	1 1%	-	-	2 4%	-	-	
FARIBAULT	3 1%	2 1%	1 1%	1 1%	-	-	1 2%	-	-	2 1%	1 1%	2 1%	1 1%	-	2 1%	1 -	2 1%	1 1%	2 1%	-	-	3 6%	-	-	
FREEBORN	1 -	-	-	-	-	-	-	-	-	-	1 1%	-	-	1 2%	-	1 1%	-	1 1%	-	-	-	1 2%	-	-	
GOODHUE	1 -	1 1%	-	1 1%	-	-	-	-	-	1 -	-	1 1%	-	-	1 1%	1 1%	-	-	1 1%	-	-	1 2%	-	-	
HOUSTON	2 1%	1 1%	-	1 1%	1 2%	-	-	-	-	-	2 1%	1 1%	1 1%	-	-	1 1%	1 1%	1 1%	1 1%	-	-	2 4%	-	-	
LE SUEUR	3 1%	3 2%	-	1 1%	1 2%	-	1 2%	-	-	3 2%	-	1 1%	2 1%	-	3 2%	2 1%	1 1%	2 1%	1 1%	-	-	3 6%	-	-	
OLMSTED	8 2%	5 3%	1 1%	3 3%	1 2%	-	1 2%	1 4%	-	6 3%	2 1%	5 3%	2 1%	1 2%	5 3%	5 3%	2 1%	6 3%	2 1%	-	-	8 15%	-	-	
RICE	6 2%	4 2%	2 1%	1 1%	3 5%	1 2%	1 2%	-	-	5 3%	1 1%	2 1%	3 2%	1 2%	5 3%	3 2%	3 2%	3 2%	3 2%	-	-	6 12%	-	-	

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
STEELE	4 1%	1 1%	2 1%	1 1%	2 3%	-	2 5%	1 3%	-	3 1%	1 1%	2 1%	2 1%	-	3 2%	4 2%	-	4 2%	-	-	-	4 8%	-	-
WABASHA	3 1%	-	1 1%	1 1%	-	-	1 2%	-	1 3%	1 -	2 1%	2 1%	1 1%	-	1 -	2 1%	1 1%	2 1%	1 -	-	-	3 6%	-	-
WASECA	1 -	-	-	-	1 2%	-	1 2%	-	-	1 -	-	-	1 1%	-	1 -	-	1 1%	-	1 -	-	-	1 2%	-	-
WINONA	6 1%	3 2%	3 2%	-	-	-	-	1 4%	-	4 2%	1 1%	1 1%	5 3%	-	4 2%	3 2%	1 1%	6 3%	-	-	-	5 10%	-	-
WEST-NW -----	82 21%	42 24%	36 24%	21 24%	10 16%	19 32%	8 18%	8 25%	6 18%	46 22%	34 18%	35 18%	34 23%	12 22%	40 21%	44 22%	36 20%	42 22%	40 20%	22 41%	42 42%	11 21%	100 100%	-
BECKER	2 1%	1 1%	1 1%	-	-	2 4%	-	-	-	-	2 1%	1 1%	1 1%	-	-	-	2 1%	-	2 1%	-	-	-	4 4%	-
BENTON	3 1%	1 1%	1 -	2 2%	1 1%	-	1 2%	1 3%	-	2 1%	1 -	1 1%	2 1%	-	2 1%	1 1%	2 1%	2 1%	1 -	3 5%	-	-	-	-
BROWN	1 -	1 1%	-	1 1%	-	-	1 2%	-	-	-	1 1%	1 -	1 -	-	-	1 1%	-	-	1 1%	-	-	2 4%	-	-
CHIPPEWA	3 1%	3 2%	1 1%	1 2%	-	1 2%	-	-	-	3 1%	-	1 1%	-	1 3%	1 1%	1 1%	1 1%	3 1%	-	-	-	-	4 4%	-
CLEARWATER	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5 5%	-	-	-
COTTONWOOD	2 -	-	-	-	2 3%	-	2 4%	-	-	2 1%	-	-	2 1%	-	2 1%	2 1%	-	2 1%	-	-	-	-	2 2%	-
DOUGLAS	4 1%	4 2%	1 1%	1 1%	-	-	-	-	-	4 2%	-	4 2%	-	-	4 2%	1 1%	2 1%	2 1%	1 1%	-	-	-	10 10%	-
GRANT	1 -	1 1%	1 1%	-	-	1 2%	-	-	-	1 1%	-	-	1 1%	-	1 1%	1 1%	-	1 1%	-	-	-	-	3 3%	-
HUBBARD	1 -	-	1 1%	1 1%	-	-	-	-	-	-	1 1%	1 1%	-	-	-	1 1%	-	-	1 1%	-	5 5%	-	-	-
JACKSON	2 -	-	-	2 2%	-	-	-	-	-	-	2 1%	-	-	2 3%	-	-	2 1%	2 1%	-	-	-	-	2 2%	-
KANDIYOHI	4 1%	1 1%	3 2%	-	-	-	1 3%	-	1 4%	3 1%	2 1%	-	3 2%	2 3%	3 1%	1 1%	3 2%	1 1%	3 1%	-	-	-	10 10%	-
KITTSO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3 3%	-	-	-
LAC QUI PARLE	2 -	-	-	2 2%	-	-	-	-	-	2 1%	-	-	2 1%	-	2 1%	-	2 1%	-	2 1%	-	-	-	2 2%	-
LINCOLN	2 -	-	2 1%	2 2%	-	-	-	-	-	-	2 1%	-	2 1%	-	-	-	2 1%	2 1%	-	-	-	-	2 2%	-

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

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS		DIFFCLTY ATTRCT CAND			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
LYON	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
																							2%	-
MCLEOD	5	2	3	-	-	2	-	-	-	2	3	5	-	-	2	-	5	2	3	-	-	-	8	-
	1%	1%	2%	-	-	3%	-	-	-	1%	2%	2%	-	-	1%	-	2%	1%	1%	-	-	-	8%	-
MARSHALL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-
																					3%	-	-	-
MARTIN	3	3	2	-	-	1	1	1	-	2	1	1	1	1	2	2	1	3	-	-	-	5	-	
	1%	2%	1%	-	-	2%	2%	2%	-	1%	1%	1%	1%	1%	1%	1%	2%	3%	-	-	-	10%	-	
MEEKER	3	-	3	2	-	2	-	2	-	-	3	2	2	-	-	2	2	2	2	-	-	-	10	-
	1%	-	2%	2%	-	3%	-	5%	-	-	2%	1%	1%	-	-	1%	1%	1%	1%	-	-	-	10%	-
NICOLLET	1	1	1	1	-	-	-	-	-	-	1	1	1	-	-	1	1	1	1	-	-	2	-	
	-	-	1%	1%	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	4%	-	
NOBLES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
																							2%	-
NORMAN	2	1	-	2	-	-	-	-	-	1	-	2	-	-	1	1	1	1	1	-	3	-	-	-
	1%	1%	-	3%	-	-	-	-	-	1%	-	1%	-	-	1%	1%	1%	1%	1%	-	3%	-	-	-
OTTER TAIL	6	4	2	1	-	3	-	-	1	2	4	3	2	1	2	3	3	2	4	-	-	-	19	-
	2%	2%	2%	1%	-	5%	-	-	4%	1%	2%	1%	2%	2%	1%	1%	1%	1%	2%	-	-	-	19%	-
PENNINGTON	2	1	1	-	1	-	-	-	-	1	1	1	1	-	1	1	1	-	2	-	8	-	-	-
	1%	1%	1%	-	2%	-	-	-	-	1%	1%	1%	1%	-	1%	1%	1%	-	1%	-	8%	-	-	-
PIPESTONE	3	1	1	-	1	-	-	-	1	3	-	1	-	1	1	3	-	3	-	-	-	-	4	-
	1%	1%	1%	-	2%	-	-	-	4%	1%	-	1%	-	3%	1%	1%	-	1%	-	-	-	-	4%	-
POLK	2	1	1	-	-	-	-	1	1	2	-	2	-	-	2	2	-	2	-	-	9	-	-	-
	1%	1%	1%	-	-	-	-	3%	3%	1%	-	1%	-	-	1%	1%	-	1%	-	-	9%	-	-	-
POPE	1	1	1	-	-	-	-	-	-	1	-	-	1	-	1	1	-	-	1	-	-	-	7	-
	-	1%	1%	-	-	-	-	-	-	1%	-	-	1%	-	1%	1%	-	-	1%	-	-	-	7%	-
REDWOOD	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
																							2%	-
ROCK	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
																							2%	-
ROSEAU	1	-	-	-	-	-	-	1	-	1	-	-	1	-	1	1	-	-	1	-	6	-	-	-
	-	-	-	-	-	-	-	4%	-	1%	-	-	1%	-	1%	1%	-	-	1%	-	6%	-	-	-
SHERBURNE	9	7	2	2	2	1	2	1	-	5	3	3	4	-	5	7	2	6	2	8	-	-	-	-
	2%	4%	1%	3%	3%	1%	3%	3%	-	3%	2%	2%	3%	-	2%	3%	1%	3%	1%	15%	-	-	-	-
STEARNS	12	7	2	2	3	3	1	1	1	6	5	5	5	2	5	8	4	5	7	11	-	-	-	-
	3%	4%	2%	2%	5%	5%	3%	5%	3%	3%	3%	2%	4%	3%	3%	4%	2%	2%	3%	20%	-	-	-	-
STEVENS	2	-	1	-	-	1	-	-	-	1	1	-	-	2	-	-	2	-	2	-	-	-	6	-
	1%	-	1%	-	-	2%	-	-	-	1%	1%	-	-	4%	-	-	1%	-	1%	-	-	-	6%	-

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		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	WEST CENT INIT	NONE
TODD	1	-	1	-	-	1	-	-	-	1	-	-	1	-	1	1	-	1	-	1	-	-	-	-
	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-	-
WATONWAN	2	-	2	1	-	1	-	-	-	1	1	-	2	-	1	2	-	-	2	-	-	2	-	-
	-	-	1%	1%	-	1%	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	4%	-	-
REGION II																								
-----																								
TWIN CITIES	227	91	83	44	34	33	22	15	20	112	112	112	78	33	107	112	105	108	116	8	-	-	-	218
	57%	51%	56%	50%	57%	56%	47%	50%	62%	55%	60%	58%	54%	61%	55%	56%	58%	56%	57%	15%	-	-	-	100%
REST OF STATE	173	86	66	45	26	26	25	15	12	94	75	81	66	21	86	89	77	86	86	46	100	51	100	-
	43%	49%	44%	50%	43%	44%	53%	50%	38%	45%	40%	42%	46%	39%	45%	44%	42%	44%	43%	85%	100%	100%	100%	-

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
COLLAR -----	87 22%	58 20%	56 22%	55 22%	51 22%	39 21%	34 20%	37 22%	33 21%	14 21%	73 22%	36 26%	45 21%	81 23%	6 16%	13 19%	66 22%
ANOKA	33 8%	21 7%	19 8%	20 8%	14 6%	14 8%	12 7%	11 6%	12 8%	3 4%	30 9%	13 9%	18 9%	31 9%	2 5%	2 3%	30 10%
CARVER	6 1%	4 1%	4 2%	3 1%	2 1%	2 1%	1 1%	2 1%	2 1%	2 3%	4 1%	2 2%	2 1%	4 1%	2 5%	1 1%	4 1%
DAKOTA	20 5%	17 6%	16 7%	12 5%	13 6%	10 5%	8 4%	8 5%	8 5%	3 4%	17 5%	7 5%	12 6%	19 5%	1 2%	3 4%	15 5%
SCOTT	8 2%	5 2%	5 2%	6 3%	5 2%	3 1%	5 3%	5 3%	3 2%	3 4%	6 2%	4 3%	3 1%	6 2%	2 5%	4 5%	5 2%
WASHINGTON	11 3%	4 1%	5 2%	6 3%	9 4%	4 2%	4 2%	6 4%	2 1%	1 1%	10 3%	5 4%	6 3%	11 3%	- -	1 1%	7 2%
WRIGHT	9 2%	8 3%	6 3%	7 3%	8 4%	7 4%	4 2%	6 3%	6 4%	3 5%	6 2%	5 4%	4 2%	9 3%	- -	3 4%	6 2%
MINN-SP -----	140 35%	106 37%	89 36%	93 38%	77 34%	68 36%	63 37%	66 39%	58 38%	28 39%	108 33%	46 33%	74 35%	119 34%	17 43%	28 42%	101 34%
HENNEPIN	107 27%	81 28%	68 27%	73 30%	59 26%	50 27%	50 29%	53 31%	46 30%	21 29%	84 26%	31 22%	58 27%	88 25%	15 38%	20 29%	79 27%
RAMSEY	33 8%	25 9%	21 8%	20 8%	18 8%	18 9%	13 7%	14 8%	12 8%	7 10%	24 7%	15 11%	16 8%	31 9%	2 5%	9 13%	22 8%
NORTHEAST -----	48 12%	26 9%	27 11%	22 9%	23 10%	19 10%	13 8%	13 8%	14 9%	4 6%	44 14%	18 13%	25 12%	43 12%	3 8%	6 9%	37 13%
AITKIN	2 -	2 1%	2 1%	2 1%	2 1%	- -	- -	2 1%	- -	- -	2 1%	- -	2 1%	2 1%	- -	- -	2 1%
BELTRAMI	3 1%	1 -	1 -	- -	1 -	- -	- -	- -	- -	- -	3 1%	1 1%	1 -	2 1%	- -	- -	2 1%
CARLTON	2 -	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	2 1%	- -	2 1%	2 1%	- -	2 3%	- -
CASS	1 -	1 -	1 1%	1 1%	1 1%	- -	1 -	- -	1 -	- -	1 -	- -	1 -	1 -	1 2%	- -	1 -
CHISAGO	3 1%	3 1%	1 -	2 1%	1 1%	1 -	1 1%	1 -	1 1%	1 2%	2 1%	1 1%	2 1%	3 1%	1 2%	1 1%	2 1%
COOK	2 1%	- -	2 1%	2 1%	2 1%	- -	2 1%	- -	2 1%	- -	2 1%	2 2%	- -	2 1%	- -	- -	2 1%
CROW WING	6 2%	4 1%	2 1%	4 2%	3 1%	2 1%	1 1%	2 1%	2 1%	- -	6 2%	3 2%	2 1%	5 2%	- -	1 1%	4 1%

Continued

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVIR	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
ISANTI	6 1%	5 2%	5 2%	5 2%	4 2%	3 1%	3 2%	4 2%	5 3%	2 3%	4 1%	3 2%	2 1%	5 1%	1 3%	1 2%	5 2%
ITASCA	4 1%	2 1%	2 1%	-	2 1%	2 1%	2 1%	-	-	-	4 1%	2 1%	2 1%	4 1%	-	2 3%	2 1%
KANABEC	1 -	-	1 -	1 -	-	1 -	1 -	1 -	-	1 1%	1 -	-	1 -	1 -	1 2%	-	1 -
KOOCHICHING	2 -	2 1%	-	-	-	-	-	-	-	-	2 1%	-	2 1%	2 1%	-	-	2 1%
MILLIE LACS	1 -	1 -	1 -	-	1 -	1 -	-	-	-	-	1 -	-	1 1%	1 -	-	-	1 -
MORRISON	1 -	1 -	1 -	1 -	-	-	-	-	-	-	1 -	-	1 -	1 -	-	-	1 -
PINE	1 -	1 -	1 1%	1 -	1 1%	1 -	-	-	1 1%	-	1 -	1 -	1 -	1 -	-	-	1 -
ST. LOUIS	12 3%	4 1%	6 3%	4 2%	4 2%	10 5%	2 1%	2 1%	2 1%	-	12 4%	6 4%	6 3%	12 3%	-	-	12 4%
SOUTH	43 11%	35 12%	30 12%	27 11%	31 14%	24 13%	21 12%	25 15%	20 13%	5 8%	37 11%	14 10%	22 10%	36 10%	5 13%	10 15%	26 9%
BLUE EARTH	2 1%	2 1%	1 -	1 -	2 1%	2 1%	1 1%	1 1%	1 1%	1 2%	1 1%	1 1%	1 1%	2 1%	-	-	2 1%
DODGE	2 1%	2 1%	-	-	-	-	-	-	-	-	2 1%	1 1%	1 -	2 1%	-	-	1 -
FARIBAULT	3 1%	2 1%	1 -	3 1%	2 1%	3 2%	2 1%	2 1%	1 1%	-	3 1%	-	2 1%	2 1%	1 3%	-	2 1%
FREEBORN	1 -	1 -	1 -	1 -	1 -	1 1%	-	1 1%	1 1%	-	1 -	1 1%	-	1 -	-	-	1 -
GOODHUE	1 -	1 -	1 -	-	1 -	-	-	-	-	-	1 -	1 1%	-	1 -	-	-	1 -
HOUSTON	2 1%	2 1%	1 -	-	-	-	1 1%	-	-	-	2 1%	-	1 1%	1 -	1 3%	-	2 1%
LE SUEUR	3 1%	3 1%	2 1%	2 1%	2 1%	3 2%	2 1%	2 1%	2 1%	-	3 1%	2 1%	1 1%	3 1%	-	1 2%	1 -
OLMSTED	8 2%	6 2%	7 3%	4 2%	5 2%	5 3%	3 2%	6 3%	4 3%	1 1%	6 2%	3 2%	3 1%	6 2%	1 3%	3 5%	2 1%
RICE	6 2%	4 1%	4 2%	5 2%	5 2%	3 2%	3 2%	3 2%	3 2%	-	6 2%	2 1%	4 2%	6 2%	-	2 3%	4 1%
STEELE	4 1%	4 1%	4 2%	4 2%	4 2%	2 1%	4 2%	3 2%	3 2%	1 2%	3 1%	1 1%	2 1%	3 1%	-	2 3%	2 1%

Continued



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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
WABASHA	3 1%	2 1%	3 1%	2 1%	2 1%	2 1%	1 1%	2 1%	1 1%	-	3 1%	-	1 -	1 -	2 5%	-	2 1%
WASECA	1 -	1 -	1 -	1 -	1 -	-	1 1%	1 1%	-	1 1%	-	-	1 -	1 -	-	-	1 -
WINONA	6 1%	3 1%	3 1%	3 1%	5 2%	2 1%	2 1%	3 2%	3 2%	1 2%	4 1%	1 1%	4 2%	6 2%	-	2 3%	3 1%
WEST-NW -----	82 21%	61 21%	46 19%	49 20%	44 20%	37 20%	41 24%	29 17%	28 19%	19 27%	62 19%	25 18%	47 22%	72 21%	8 20%	10 14%	65 22%
BECKER	2 1%	2 1%	1 -	1 -	2 1%	2 1%	1 1%	1 1%	1 1%	1 2%	1 -	-	1 1%	1 -	1 3%	-	2 1%
BENTON	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 2%	1 2%	-	3 1%	3 1%	-	-	2 1%
BROWN	1 -	1 -	1 1%	1 -	-	-	1 1%	-	1 -	-	1 -	1 1%	1 -	1 -	-	-	1 -
CHIPPEWA	3 1%	3 1%	3 1%	3 1%	1 1%	1 1%	3 2%	3 2%	3 2%	1 2%	1 -	1 1%	1 1%	3 1%	-	1 2%	-
COTTONWOOD	2 -	2 1%	-	-	2 1%	-	2 1%	-	-	-	2 1%	-	2 1%	2 -	-	-	2 1%
DOUGLAS	4 1%	2 1%	1 -	1 -	2 1%	-	-	1 1%	-	2 3%	1 -	1 1%	1 1%	2 1%	1 3%	-	4 1%
GRANT	1 -	1 -	1 -	1 -	1 1%	1 1%	-	-	-	-	1 -	1 1%	-	1 -	-	-	1 -
HUBBARD	1 -	1 -	-	-	-	-	-	-	-	-	1 -	1 1%	-	1 -	-	-	1 -
JACKSON	2 -	2 1%	-	-	-	2 1%	-	-	-	-	2 1%	-	2 1%	2 -	-	-	2 1%
KANDIYOHI	4 1%	-	1 1%	3 1%	1 1%	-	3 2%	3 2%	-	3 4%	2 -	-	3 1%	3 1%	1 3%	1 2%	3 1%
LAC QUI PARLE	2 -	2 1%	2 1%	-	-	-	-	-	-	-	2 1%	-	2 1%	2 -	-	-	2 1%
LINCOLN	2 -	-	-	-	-	2 1%	-	-	-	-	2 -	-	2 1%	2 -	-	-	2 1%
MCLEOD	5 1%	5 2%	3 1%	5 2%	2 1%	2 1%	3 2%	2 1%	2 1%	2 2%	3 1%	-	3 1%	3 1%	-	-	5 2%
MARTIN	3 1%	1 1%	1 -	1 1%	1 1%	-	-	-	1 -	-	3 1%	1 1%	3 1%	3 1%	-	1 2%	2 1%
MEEKER	3 1%	3 1%	3 1%	3 1%	3 1%	2 1%	3 2%	2 1%	2 1%	-	2 -	2 1%	2 1%	3 1%	-	-	3 1%

Continued

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
NICOLLET	1	1	1	1	1	1	-	1	1	-	1	1	1	1	-	-	1
	-	1%	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	1%
NORMAN	2	-	-	-	1	-	-	-	1	-	2	1	1	2	-	-	1
	1%	-	-	-	1%	-	-	-	1%	-	1%	1%	1%	1%	-	-	-
OTTER TAIL	6	5	2	4	4	4	2	1	1	-	6	5	1	6	-	-	5
	2%	2%	1%	1%	2%	2%	1%	1%	1%	-	2%	4%	1%	2%	-	-	2%
PENNINGTON	2	1	1	1	1	1	1	-	1	-	2	-	2	2	-	-	2
	1%	-	-	-	1%	1%	1%	-	1%	-	1%	-	1%	1%	-	-	1%
PIPESTONE	3	3	3	1	1	1	3	1	3	-	3	1	1	3	-	1	1
	1%	1%	1%	1%	1%	1%	2%	1%	2%	-	1%	1%	1%	1%	-	2%	-
POLK	2	2	2	2	2	2	2	2	2	-	2	1	1	2	-	2	-
	1%	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	1%	-	1%	-	3%	-
POPE	1	1	1	1	1	-	1	-	-	-	1	-	-	-	1	-	1
	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	3%	-	-
ROSEAU	1	1	1	1	1	1	1	-	1	1	-	-	1	1	-	-	1
	-	-	1%	1%	1%	1%	1%	-	1%	2%	-	-	1%	-	-	-	-
SHERBURNE	9	6	6	5	4	5	5	5	4	2	7	2	6	8	1	1	7
	2%	2%	2%	2%	2%	3%	3%	3%	2%	2%	2%	2%	3%	2%	2%	2%	2%
STEARNS	12	9	7	8	6	5	5	4	3	5	7	3	6	9	2	1	9
	3%	3%	3%	3%	3%	2%	3%	2%	2%	7%	2%	2%	3%	3%	6%	1%	3%
STEVENS	2	1	1	2	1	1	1	-	-	-	2	1	1	2	-	-	2
	1%	-	-	1%	1%	1%	1%	-	-	-	1%	1%	1%	1%	-	-	1%
TODD	1	1	1	1	1	1	1	1	1	-	1	1	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-
WATONWAN	2	2	1	1	1	1	-	1	-	1	1	1	1	2	-	-	2
	-	1%	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	1%
REGION II																	
-----																	
TWIN CITIES	227	165	145	148	127	107	97	104	91	42	181	81	119	200	24	41	167
	57%	58%	58%	60%	57%	57%	56%	61%	59%	60%	56%	59%	56%	57%	58%	61%	57%
REST OF STATE	173	121	104	99	98	80	75	67	63	28	142	57	94	151	17	27	128
	43%	42%	42%	40%	43%	43%	44%	39%	41%	40%	44%	41%	44%	43%	42%	39%	43%

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
BASE=TOTAL SAMPLE	400	140	87	48	43	82	227	173	141	117	89	204	120	63	47	46	56	46	70	321	183	66	8	88
IF INITIATIVE FOUNDATION	54	-	9	21	-	24	9	45	22	14	12	26	19	7	6	9	11	7	7	45	25	7	2	12
-----	14%	-	10%	44%	-	29%	4%	26%	16%	12%	13%	13%	16%	11%	12%	20%	20%	15%	11%	14%	14%	11%	28%	13%
BENTON	3	-	-	-	-	3	-	3	1	-	2	2	1	1	2	-	1	-	1	2	1	-	1	1
	1%	-	-	-	-	4%	-	2%	1%	-	2%	1%	1%	1%	3%	-	1%	-	1%	1%	-	-	10%	1%
CASS	1	-	-	1	-	-	-	1	1	-	-	1	-	-	-	-	-	-	-	1	1	-	-	-
	-	-	-	3%	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-
CHISAGO	3	-	-	3	-	-	-	3	1	1	1	1	2	-	-	1	1	1	1	2	1	-	-	1
	1%	-	-	7%	-	-	-	2%	1%	1%	2%	1%	2%	-	-	2%	1%	2%	2%	1%	1%	-	-	1%
CROW WING	6	-	-	6	-	-	-	6	4	-	1	4	-	2	1	1	-	1	1	5	4	1	-	1
	2%	-	-	13%	-	-	-	4%	3%	-	1%	2%	-	3%	3%	3%	-	1%	2%	2%	2%	1%	-	1%
ISANTI	6	-	-	6	-	-	-	6	3	1	1	3	3	-	1	3	1	-	3	3	2	3	-	-
	1%	-	-	12%	-	-	-	3%	2%	1%	1%	2%	2%	-	3%	7%	1%	-	5%	1%	1%	4%	-	-
KANABEC	1	-	-	1	-	-	-	1	1	-	-	1	-	1	-	-	-	-	1	1	1	-	-	-
	-	-	-	3%	-	-	-	1%	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-
MILLIE LACS	1	-	-	1	-	-	-	1	1	-	-	1	-	-	1	-	-	-	-	1	1	-	-	1
	-	-	-	3%	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	1%
MORRISON	1	-	-	1	-	-	-	1	-	1	-	1	-	-	-	-	-	-	-	1	-	-	-	1
	-	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	1%
PINE	1	-	-	1	-	-	-	1	1	1	-	1	1	-	-	-	-	-	-	1	1	-	-	-
	-	-	-	3%	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-
SHERBURNE	9	-	-	-	-	9	-	9	3	2	2	4	3	1	-	1	4	1	-	9	4	1	-	2
	2%	-	-	-	-	10%	-	5%	2%	2%	2%	2%	3%	2%	-	2%	7%	2%	-	3%	2%	1%	-	3%
STEARNS	12	-	-	-	-	12	-	12	2	7	1	4	5	1	-	2	2	2	-	10	6	2	1	2
	3%	-	-	-	-	14%	-	7%	2%	6%	2%	2%	4%	2%	-	5%	4%	5%	-	3%	3%	3%	9%	3%
TODD	1	-	-	-	-	1	-	1	1	-	-	1	-	-	-	-	1	-	-	1	-	-	1	-
	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	9%	-
WRIGHT	9	-	9	-	-	-	9	-	3	2	4	3	4	1	1	1	2	2	-	9	3	2	-	3
	2%	-	10%	-	-	-	4%	-	2%	1%	5%	2%	4%	2%	2%	2%	3%	5%	-	3%	2%	3%	-	4%
NORTHLAND FOUNDATION	24	-	-	24	-	-	-	24	16	2	4	16	7	2	6	-	4	2	4	20	22	-	-	2
-----	6%	-	-	50%	-	-	-	14%	11%	2%	4%	8%	6%	3%	13%	-	7%	4%	6%	6%	12%	-	-	2%
AITKIN	2	-	-	2	-	-	-	2	2	-	-	2	-	-	2	-	-	-	-	2	2	-	-	-
	-	-	-	4%	-	-	-	1%	1%	-	-	1%	-	-	4%	-	-	-	-	1%	1%	-	-	-
CARLTON	2	-	-	2	-	-	-	2	2	-	-	2	-	-	-	-	-	2	-	2	2	-	-	-
	-	-	-	4%	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	4%	-	1%	1%	-	-	-
COOK	2	-	-	2	-	-	-	2	-	-	2	-	2	-	2	-	-	-	-	2	2	-	-	-
	1%	-	-	5%	-	-	-	1%	-	-	2%	-	2%	-	5%	-	-	-	-	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	\$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
ITASCA	4 1%	-	-	4 8%	-	-	-	4 2%	2 1%	-	2 2%	2 1%	-	2 3%	2 4%	-	-	-	-	4 1%	2 1%	-	-	2 2%
KOOCHICING	2 -	-	-	2 4%	-	-	-	2 1%	2 1%	-	2 1%	-	-	-	-	-	-	-	-	2 1%	2 1%	-	-	-
ST. LOUIS	12 3%	-	-	12 25%	-	-	-	12 7%	8 6%	2 2%	8 4%	4 4%	-	-	-	-	4 7%	-	4 6%	8 3%	12 7%	-	-	-
NORTHWEST MINNESOTA FOUNDATION	12 3%	-	-	3 6%	-	9 11%	-	12 7%	6 5%	4 3%	2 2%	7 4%	3 2%	1 2%	2 5%	-	-	2 5%	4 5%	8 3%	8 4%	1 2%	1 15%	2 2%
BELTRAMI	3 1%	-	-	3 6%	-	-	-	3 2%	3 2%	-	3 1%	-	-	-	-	-	-	-	-	3 1%	3 2%	-	-	-
HUBBARD	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	1 1%	-	-	1 2%	-	-	-	-	1 2%	-	1 1%	-	-	-
NORMAN	2 1%	-	-	-	-	2 3%	-	2 1%	1 1%	-	1 1%	1 1%	-	-	-	-	-	1 3%	1 2%	1 -	-	1 2%	1 15%	-
PENNINGTON	2 1%	-	-	-	-	2 3%	-	2 1%	1 1%	1 1%	2 1%	-	-	-	-	-	-	1 2%	1 2%	1 -	2 1%	-	-	-
POLK	2 1%	-	-	-	-	2 3%	-	2 1%	-	-	2 2%	-	-	1 2%	1 2%	-	-	-	-	2 1%	-	-	-	2 2%
ROSEAU	1 -	-	-	-	-	1 2%	-	1 1%	-	1 1%	-	1 1%	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	-	-	43 100%	8 10%	-	-	51 29%	12 9%	14 12%	13 15%	20 10%	19 16%	9 14%	6 12%	3 8%	4 8%	4 9%	9 13%	36 11%	21 11%	5 8%	1 10%	17 19%
BLUE EARTH	2 1%	-	-	-	2 5%	-	-	2 1%	-	1 1%	-	-	2 2%	-	-	-	-	-	-	2 1%	1 1%	1 2%	-	-
BROWN	1 -	-	-	-	-	1 2%	-	1 1%	1 1%	-	1 1%	-	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
DODGE	2 1%	-	-	-	2 5%	-	-	2 1%	2 1%	-	2 1%	-	-	-	-	-	-	-	-	2 1%	1 1%	-	-	1 1%
FARIBAULT	3 1%	-	-	-	3 7%	-	-	3 2%	1 1%	-	1 1%	2 1%	-	1 1%	1 2%	-	-	-	-	2 3%	1 -	2 1%	-	1 1%
FREEBORN	1 -	-	-	-	1 2%	-	-	1 1%	-	-	-	1 1%	-	-	-	-	-	-	-	-	-	-	-	1 1%
GOODHUE	1 -	-	-	-	1 2%	-	-	1 1%	-	-	-	1 1%	-	-	-	-	-	1 2%	-	-	-	-	-	-
HOUSTON	2 1%	-	-	-	2 5%	-	-	2 1%	-	2 2%	-	-	2 2%	-	-	-	-	-	-	2 1%	1 1%	-	-	1 1%

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
LE SUEUR	3 1%	-	-	-	3 7%	-	3 2%	1 1%	1 1%	-	2 1%	1 1%	-	1 2%	1 3%	-	-	-	1 1%	2 1%	2 1%	-	-	1 1%
MARTIN	3 1%	-	-	-	-	3 4%	3 2%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	-	-	-	-	-	1 2%	1 -	1 -	1 1%	1 10%	1 1%
NICOLLET	1 -	-	-	-	-	1 2%	1 1%	1 1%	-	-	1 -	1 1%	-	1 2%	-	-	-	-	-	1 -	1 -	-	-	1 1%
OLMSTED	8 2%	-	-	-	8 19%	-	8 5%	2 2%	2 2%	1 1%	2 1%	2 2%	2 3%	1 2%	1 3%	1 2%	-	-	-	6 2%	3 2%	1 2%	-	2 2%
RICE	6 2%	-	-	-	6 15%	-	6 4%	-	2 2%	3 3%	2 1%	2 2%	2 3%	1 2%	1 3%	1 2%	1 3%	1 3%	1 1%	4 1%	2 1%	1 2%	-	3 3%
STEELE	4 1%	-	-	-	4 10%	-	4 2%	-	-	3 4%	-	2 2%	2 3%	-	-	1 2%	2 5%	-	4 1%	-	1 -	2 2%	-	1 1%
WABASHA	3 1%	-	-	-	3 7%	-	3 2%	1 1%	2 2%	-	2 1%	-	1 1%	-	-	-	-	-	1 1%	2 1%	1 1%	-	-	2 2%
WASECA	1 -	-	-	-	1 2%	-	1 1%	-	-	1 1%	-	-	1 1%	1 2%	-	-	-	-	1 1%	-	-	-	-	-
WATONWAN	2 -	-	-	-	-	2 2%	2 1%	1 1%	1 1%	-	-	2 1%	-	-	-	-	-	-	1 1%	1 -	2 1%	-	-	-
WINONA	6 1%	-	-	-	6 13%	-	6 3%	-	1 1%	3 4%	2 1%	3 3%	-	-	-	1 2%	-	-	1 2%	4 1%	2 1%	-	-	2 2%
SOUTHWEST INITIATIVE FOUNDATION	24 6%	-	-	-	-	24 29%	24 14%	6 4%	6 5%	12 13%	11 5%	5 4%	7 11%	5 10%	1 3%	6 11%	3 7%	3 7%	5 7%	19 6%	8 4%	4 7%	-	8 9%
-----																								
CHIPPEWA	3 1%	-	-	-	-	3 3%	3 2%	-	-	3 3%	-	-	1 2%	-	1 3%	-	-	-	-	3 1%	-	-	-	1 2%
COTTONWOOD	2 -	-	-	-	-	2 2%	2 1%	-	-	2 2%	-	2 1%	-	2 4%	-	-	-	-	-	2 1%	-	-	-	2 2%
JACKSON	2 -	-	-	-	-	2 2%	2 1%	-	2 1%	-	-	2 1%	-	-	-	-	-	-	-	2 1%	2 1%	-	-	-
KANDIYOHI	4 1%	-	-	-	-	4 5%	4 2%	2 1%	-	3 3%	2 1%	-	3 4%	2 3%	-	1 2%	-	-	-	4 1%	2 1%	1 2%	-	1 2%
LAC QUI PARLE	2 -	-	-	-	-	2 2%	2 1%	-	-	2 2%	-	2 1%	-	2 4%	-	-	-	-	2 2%	-	-	-	-	2 2%
LINCOLN	2 -	-	-	-	-	2 2%	2 1%	2 1%	-	-	2 1%	-	-	-	-	-	-	2 3%	2 2%	-	-	2 2%	-	-
MCLEOD	5 1%	-	-	-	-	5 6%	5 3%	3 2%	2 1%	-	5 2%	-	-	-	-	2 3%	2 3%	-	5 1%	3 2%	2 2%	-	-	-
MEEKER	3 1%	-	-	-	-	3 4%	3 2%	-	3 3%	-	3 1%	-	-	-	-	3 5%	-	-	2 2%	2 -	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 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
PIPESTONE	3	-	-	-	-	3	-	3	-	-	3	-	-	3	-	-	-	-	-	3	-	-	-	1
	1%	-	-	-	-	3%	-	2%	-	-	3%	-	-	4%	-	-	-	-	-	1%	-	-	-	2%
WEST CENTRAL INITIATIVE	17	-	-	-	-	17	-	17	6	6	5	10	4	3	-	2	4	4	1	16	9	-	1	4
-----	4%	-	-	-	-	21%	-	10%	4%	5%	5%	5%	3%	5%	-	5%	6%	8%	2%	5%	5%	-	13%	4%
BECKER	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	1%	-	-	-	-	3%	-	1%	2%	-	-	1%	-	-	-	-	-	-	-	1%	1%	-	-	-
DOUGLAS	4	-	-	-	-	4	-	4	-	1	2	-	1	2	-	-	1	1	-	4	-	-	1	2
	1%	-	-	-	-	4%	-	2%	-	1%	2%	-	1%	3%	-	-	2%	2%	-	1%	-	-	13%	3%
GRANT	1	-	-	-	-	1	-	1	1	-	-	1	-	-	-	-	-	-	-	1	-	-	-	-
	-	-	-	-	-	1%	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-
OTTER TAIL	6	-	-	-	-	6	-	6	1	3	2	2	3	1	-	-	1	3	1	5	4	-	-	1
	2%	-	-	-	-	8%	-	4%	1%	2%	3%	1%	2%	2%	-	-	2%	6%	2%	2%	2%	-	-	2%
POPE	1	-	-	-	-	1	-	1	-	1	-	1	-	-	-	1	-	-	-	1	-	-	-	-
	-	-	-	-	-	1%	-	1%	-	1%	-	1%	-	-	-	3%	-	-	-	-	-	-	-	-
STEVENS	2	-	-	-	-	2	-	2	1	1	-	2	-	-	-	1	1	-	-	2	2	-	-	-
	1%	-	-	-	-	3%	-	1%	1%	-	2%	-	-	-	-	3%	2%	-	-	1%	1%	-	-	-
NONE	218	140	78	-	-	-	218	-	72	71	41	115	63	34	23	29	27	24	39	177	91	48	3	44
----	55%	100%	90%	-	-	-	96%	-	51%	61%	47%	56%	52%	54%	49%	64%	48%	51%	57%	55%	50%	72%	33%	50%
ANOKA	33	-	33	-	-	-	33	-	14	9	5	17	11	4	7	10	7	2	3	30	13	9	-	8
	8%	-	38%	-	-	-	15%	-	10%	8%	5%	9%	10%	7%	14%	21%	12%	4%	4%	9%	7%	13%	-	9%
CARVER	6	-	6	-	-	-	6	-	3	1	-	4	2	-	-	-	-	1	1	5	5	-	-	-
	1%	-	7%	-	-	-	3%	-	2%	1%	-	2%	2%	-	-	-	-	2%	1%	2%	3%	-	-	-
DAKOTA	20	-	20	-	-	-	20	-	7	10	3	13	6	1	2	2	2	4	5	15	7	4	1	6
	5%	-	23%	-	-	-	9%	-	5%	8%	3%	6%	5%	1%	4%	4%	9%	7%	5%	4%	6%	10%	7%	
HENNEPIN	107	107	-	-	-	-	107	-	35	33	27	54	33	17	9	15	16	14	17	89	44	23	2	19
	27%	76%	-	-	-	-	47%	-	25%	28%	30%	26%	28%	28%	18%	32%	29%	30%	25%	28%	24%	35%	23%	21%
RAMSEY	33	33	-	-	-	-	33	-	10	7	5	15	7	7	4	1	1	2	10	22	11	11	-	8
	8%	24%	-	-	-	-	15%	-	7%	6%	6%	7%	6%	12%	9%	2%	2%	4%	14%	7%	6%	17%	-	9%
SCOTT	8	-	8	-	-	-	8	-	2	6	1	6	1	1	-	1	1	-	3	6	6	-	-	1
	2%	-	10%	-	-	-	4%	-	1%	5%	1%	3%	1%	1%	-	2%	2%	-	4%	2%	3%	-	-	1%
WASHINGTON	11	-	11	-	-	-	11	-	2	5	1	6	2	3	2	1	-	1	1	10	5	1	-	3
	3%	-	13%	-	-	-	5%	-	1%	4%	1%	3%	2%	5%	4%	2%	-	2%	1%	3%	3%	1%	-	4%

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			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+
					58																			
BASE=TOTAL SAMPLE	400	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%
IF INITIATIVE FOUNDATION	54	24	20	44	9	11	15	28	6	26	19	17	12	23	11	20	22	21	9	23	8	45	2	5
-----	14%	12%	15%	13%	15%	14%	11%	16%	10%	14%	13%	11%	14%	15%	9%	20%	13%	17%	14%	11%	13%	14%	12%	11%
BENTON	3	2	-	2	1	-	1	2	-	2	1	1	2	1	-	2	1	1	2	1	-	2	1	-
	1%	1%	-	1%	1%	-	-	1%	-	1%	-	-	2%	-	-	2%	1%	1%	2%	-	-	1%	3%	-
CASS	1	-	1	1	1	-	1	1	-	1	1	-	1	1	-	1	1	1	-	-	-	1	-	-
	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	-
CHISAGO	3	1	1	3	1	1	1	1	-	1	1	2	-	1	-	1	2	1	1	1	1	3	-	-
	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	-	-	-	1%	1%	1%	1%	1%	1%	1%	-	-
CROW WING	6	3	1	4	1	2	1	3	1	4	1	2	1	3	2	1	2	3	1	2	1	4	1	1
	2%	2%	1%	1%	2%	3%	-	2%	2%	2%	-	2%	1%	2%	2%	1%	1%	3%	2%	1%	1%	1%	6%	1%
ISANTI	6	3	3	5	1	1	1	3	1	2	3	2	1	3	1	1	3	2	1	3	1	6	-	-
	1%	1%	2%	2%	1%	2%	1%	2%	1%	1%	2%	1%	1%	2%	1%	1%	2%	2%	2%	1%	1%	2%	-	-
KANABEC	1	1	1	1	-	1	-	1	1	-	-	1	-	1	1	-	-	1	-	-	-	1	1	-
	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	3%	-
MILLIE LACS	1	-	1	1	1	-	-	1	-	1	-	-	1	1	-	1	1	1	-	1	1	1	-	-
	-	-	-	-	1%	-	-	1%	-	1%	-	-	1%	-	-	1%	-	1%	-	1%	1%	1%	-	-
MORRISON	1	-	1	1	-	-	1	-	-	1	-	-	-	1	-	-	1	1	-	-	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-
PINE	1	-	1	1	-	-	1	-	-	1	1	1	1	-	-	1	1	1	-	-	-	1	-	-
	-	-	1%	-	-	-	1%	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	-	-
SHERBURNE	9	3	4	7	1	2	2	4	1	5	2	2	2	5	2	2	4	2	-	7	2	7	-	1
	2%	2%	3%	2%	1%	3%	2%	2%	1%	3%	2%	1%	2%	3%	2%	2%	2%	1%	-	3%	4%	2%	-	3%
STEARNS	12	7	3	10	2	2	4	6	2	5	5	2	2	7	2	5	5	4	3	5	2	9	-	1
	3%	3%	2%	3%	3%	2%	3%	4%	3%	3%	3%	1%	2%	5%	1%	5%	3%	3%	4%	2%	4%	3%	-	3%
TODD	1	-	1	1	-	-	1	-	-	-	-	-	-	1	-	-	1	-	-	1	1	1	-	-
	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-
WRIGHT	9	4	3	7	2	2	2	6	1	3	4	4	4	1	2	6	1	3	2	4	-	8	-	1
	2%	2%	2%	2%	3%	2%	1%	3%	1%	2%	3%	3%	5%	-	2%	6%	-	3%	3%	2%	-	2%	-	3%
NORTHLAND FOUNDATION	24	10	4	14	10	2	8	14	8	10	6	4	10	8	8	8	8	2	10	12	6	22	-	2
-----	6%	5%	3%	4%	17%	3%	5%	8%	12%	6%	4%	3%	12%	5%	6%	8%	5%	2%	14%	6%	10%	7%	-	4%
AITKIN	2	2	-	2	-	-	-	2	-	-	2	-	2	-	-	2	-	-	2	-	-	2	-	-
	-	1%	-	1%	-	-	-	1%	-	-	1%	-	2%	-	-	2%	-	-	3%	-	-	1%	-	-
CARLTON	2	-	2	2	-	-	2	-	-	-	2	-	-	2	-	-	2	-	-	2	2	2	-	-
	-	-	1%	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	-	-	1%	3%	1%	-	-
COOK	2	2	-	2	-	-	-	2	-	2	-	-	2	-	-	2	-	2	-	-	-	2	-	-
	1%	1%	-	1%	-	-	-	1%	-	1%	-	-	3%	-	-	2%	-	2%	-	-	-	1%	-	-

Continued

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			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	4 1%	2 1%	-	2 1%	2 3%	-	2 1%	2 1%	4 6%	-	-	2 1%	2 2%	-	2 1%	-	2 1%	-	2 3%	2 1%	-	2 1%	-	2 4%
KOOCHICHING	2 -	-	-	-	2 3%	-	-	2 1%	-	2 1%	-	-	2 2%	-	-	2 2%	-	-	-	2 1%	-	2 1%	-	-
ST. LOUIS	12 3%	4 2%	2 2%	6 2%	6 10%	2 3%	4 3%	6 4%	4 7%	6 3%	2 1%	2 1%	2 2%	6 4%	6 5%	2 2%	4 2%	-	6 9%	6 3%	4 6%	12 4%	-	-
NORTHWEST MINNESOTA FOUNDATION	12 3%	4 2%	7 5%	11 3%	1 2%	1 1%	2 2%	9 5%	2 3%	8 4%	1 1%	3 2%	6 7%	3 2%	2 2%	4 4%	6 3%	5 4%	2 3%	4 2%	1 2%	10 3%	1 5%	-
BELTRAMI	3 1%	1 -	2 1%	3 1%	-	-	-	3 2%	1 1%	1 1%	-	2 1%	1 1%	-	-	1 1%	2 1%	2 2%	-	1 -	-	3 1%	-	-
HUBBARD	1 -	1 1%	-	1 -	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	1 -	-	-
NORMAN	2 1%	-	2 2%	2 1%	-	-	-	2 1%	-	2 1%	-	1 1%	-	1 1%	-	-	2 1%	1 1%	-	1 1%	1 2%	2 1%	-	-
PENNINGTON	2 1%	-	1 1%	1 -	1 2%	-	-	2 1%	-	1 1%	1 1%	-	2 3%	-	-	2 2%	-	-	2 3%	-	-	2 1%	-	-
POLK	2 1%	2 1%	-	2 1%	-	1 1%	1 1%	-	1 2%	1 1%	-	-	-	2 1%	2 2%	-	-	1 1%	-	1 1%	-	-	1 5%	-
ROSEAU	1 -	-	1 1%	1 -	-	-	-	1 1%	-	1 1%	-	-	1 2%	-	-	-	1 1%	-	-	1 1%	-	1 -	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	30 15%	16 12%	46 14%	5 9%	8 11%	21 15%	20 12%	3 5%	27 15%	21 14%	22 14%	8 9%	20 13%	7 6%	10 10%	32 19%	17 14%	6 8%	29 14%	11 18%	39 12%	3 12%	7 15%
BLUE EARTH	2 1%	1 1%	1 1%	2 1%	-	1 2%	1 1%	-	-	1 1%	1 1%	2 1%	-	-	1 1%	-	1 1%	-	-	2 1%	-	2 1%	-	-
BROWN	1 -	-	1 1%	1 -	1 1%	-	1 1%	1 -	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	1 1%	1 2%	1 -	-	-
DODGE	2 1%	2 1%	-	2 1%	-	-	-	2 1%	-	1 1%	1 1%	-	-	2 1%	-	-	2 1%	1 1%	-	1 1%	1 2%	2 1%	-	-
FARIBAULT	3 1%	2 1%	-	2 1%	1 2%	-	1 1%	2 1%	-	1 1%	2 1%	-	2 2%	1 1%	-	2 2%	1 1%	-	1 1%	2 1%	1 1%	2 1%	-	1 2%
FREEBORN	1 -	1 1%	-	1 -	-	-	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 1%	-	-	1 -	-	-
HOUSTON	2 1%	2 1%	-	2 1%	-	1 2%	-	1 1%	1 2%	1 1%	-	1 1%	1 1%	-	1 1%	-	1 1%	-	-	2 1%	-	2 1%	-	-
LE SUEUR	3 1%	3 2%	-	3 1%	-	-	2 2%	-	-	1 1%	2 1%	2 1%	-	-	-	1 1%	1 1%	2 2%	-	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 2022			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+	
MARTIN	3 1%	1 1%	2 1%	3 1%	-	1 1%	1 1%	2 1%	2 3%	1 -	1 -	3 2%	1 1%	-	1 1%	1 1%	2 1%	2 2%	1 1%	1 -	-	2 1%	1 3%	-	
NICOLLET	1 -	1 1%	-	1 -	-	1 1%	1 1%	-	-	1 -	1 -	-	-	1 1%	-	-	1 1%	-	1 1%	1 -	1 1%	1 -	-	-	
OLMSTED	8 2%	4 2%	4 3%	8 2%	-	-	4 3%	4 2%	-	4 2%	4 3%	2 1%	1 1%	5 4%	1 1%	1 1%	6 4%	3 3%	1 1%	4 2%	1 2%	4 2%	-	2 4%	
RICE	6 2%	4 2%	1 1%	5 2%	1 2%	-	4 3%	2 1%	-	3 2%	3 2%	4 3%	-	2 1%	1 1%	-	5 3%	1 1%	-	5 3%	2 3%	4 3%	1 1%	1 5%	1 2%
STEELE	4 1%	3 2%	1 1%	4 1%	-	1 2%	1 1%	2 1%	-	3 2%	1 1%	3 2%	-	1 1%	1 1%	1 1%	1 1%	2 2%	-	2 1%	1 1%	2 1%	-	2 4%	
WABASHA	3 1%	1 1%	2 1%	3 1%	-	1 1%	1 1%	1 1%	-	2 1%	1 1%	1 1%	-	2 1%	-	-	3 2%	2 2%	-	1 -	1 1%	2 1%	-	1 2%	
WASECA	1 -	1 -	-	1 -	-	-	1 1%	-	-	1 1%	-	-	-	1 1%	-	-	1 1%	-	-	1 -	1 1%	-	1 5%	-	
WATONWAN	2 -	1 -	1 1%	2 -	-	-	1 1%	1 -	-	1 1%	1 1%	-	2 2%	-	-	2 2%	-	-	-	2 1%	-	2 -	-	-	
WINONA	6 1%	1 1%	3 2%	4 1%	1 2%	2 3%	1 1%	1 1%	-	3 2%	2 1%	3 2%	1 1%	1 1%	1 2%	2 1%	2 1%	3 3%	1 2%	1 1%	-	6 2%	-	-	
SOUTHWEST INITIATIVE FOUNDATION	24 6%	12 6%	8 6%	19 6%	5 8%	2 2%	11 8%	11 6%	2 2%	10 6%	12 8%	5 3%	9 10%	9 6%	3 2%	10 10%	9 5%	4 4%	6 9%	12 6%	5 7%	16 5%	1 7%	6 13%	
CHIPPEWA	3 1%	3 1%	-	3 1%	-	-	1 1%	-	-	-	3 2%	-	-	1 1%	-	-	1 1%	-	-	1 1%	1 2%	-	-	1 3%	
COTTONWOOD	2 -	2 1%	-	2 1%	-	-	-	2 1%	-	2 1%	-	-	-	2 1%	-	-	2 1%	-	-	2 1%	2 3%	2 1%	-	-	
JACKSON	2 -	2 1%	-	2 1%	-	-	2 1%	-	-	-	2 1%	2 1%	-	-	2 1%	-	-	-	-	2 1%	-	2 1%	-	-	
KANDIYOHI	4 1%	1 1%	3 2%	4 1%	-	-	1 1%	3 2%	-	3 2%	2 1%	2 1%	3 3%	-	-	4 4%	-	1 1%	1 2%	2 1%	-	2 -	1 7%	1 3%	
LAC QUI PARLE	2 -	-	2 1%	2 1%	-	-	2 1%	-	-	-	2 1%	-	-	2 1%	-	-	2 1%	-	2 2%	-	-	2 1%	-	-	
LINCOLN	2 -	-	2 1%	2 -	-	-	2 1%	-	-	-	2 1%	-	-	2 1%	-	-	2 1%	-	-	2 1%	2 2%	2 -	-	-	
MCLEOD	5 1%	-	2 1%	2 -	3 5%	-	2 1%	3 2%	-	3 2%	2 1%	-	5 5%	-	-	3 3%	2 1%	2 1%	-	3 1%	-	5 1%	-	-	
MEEKER	3 1%	2 1%	-	2 -	2 3%	2 2%	-	2 1%	2 2%	2 1%	-	-	2 2%	2 1%	-	3 3%	-	2 1%	2 2%	-	-	3 1%	-	-	
PIPESTONE	3 1%	3 1%	-	3 1%	-	-	1 1%	1 1%	-	1 1%	1 1%	1 1%	-	1 1%	1 1%	-	1 1%	-	1 2%	1 1%	-	-	-	3 6%	

MEETING STREET INSIGHTS

Continued

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

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2022			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+
WEST CENTRAL INITIATIVE	17	10	7	17	-	5	6	6	2	6	8	8	5	4	6	6	5	10	4	4	-	14	-	3
-----	4%	5%	5%	5%	-	6%	5%	3%	4%	4%	5%	5%	6%	3%	5%	6%	3%	8%	5%	2%	-	4%	-	8%
BECKER	2	-	2	2	-	-	-	2	-	1	1	-	1	1	-	2	-	-	1	1	-	2	-	-
	1%	-	2%	1%	-	-	-	1%	-	1%	1%	-	1%	1%	-	2%	-	-	2%	1%	-	1%	-	-
DOUGLAS	4	4	-	4	-	1	1	1	-	1	2	1	1	1	1	1	1	2	1	-	-	1	-	2
	1%	2%	-	1%	-	1%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	2%	2%	-	-	-	-	5%
GRANT	1	1	-	1	-	1	-	-	-	-	1	1	-	-	1	-	-	-	-	1	-	1	-	-
	-	1%	-	-	-	2%	-	-	-	-	1%	1%	-	-	1%	-	-	-	-	1%	-	-	-	-
OTTER TAIL	6	2	4	6	-	-	4	2	-	4	2	2	2	1	1	2	3	5	1	-	-	5	-	1
	2%	1%	3%	2%	-	-	3%	1%	-	2%	2%	2%	3%	1%	1%	2%	2%	4%	2%	-	-	2%	-	3%
POPE	1	1	-	1	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-	1	-	-
	-	1%	-	-	-	2%	-	-	2%	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	-
STEVENS	2	1	1	2	-	1	1	-	1	-	1	2	-	-	1	-	1	1	-	1	-	2	-	-
	1%	1%	1%	1%	-	2%	1%	-	2%	-	1%	2%	-	-	1%	-	1%	1%	-	1%	-	1%	-	-
NONE	218	112	75	187	29	49	77	83	40	95	81	97	36	83	87	42	86	62	32	120	33	177	13	21
----	55%	56%	55%	55%	50%	63%	55%	49%	64%	52%	55%	62%	42%	55%	70%	42%	51%	51%	47%	59%	51%	55%	65%	49%
ANOKA	33	17	13	30	3	10	12	10	7	13	13	12	3	18	11	7	15	8	4	21	8	29	3	2
	8%	9%	10%	9%	5%	13%	8%	6%	10%	7%	9%	8%	3%	12%	9%	7%	9%	7%	6%	10%	13%	9%	12%	4%
CARVER	6	1	4	5	1	2	2	2	2	2	2	3	1	2	3	1	2	1	2	3	-	6	-	-
	1%	1%	3%	1%	2%	2%	1%	1%	3%	1%	1%	2%	1%	1%	2%	1%	1%	3%	1%	1%	-	2%	-	-
DAKOTA	20	8	9	16	4	2	5	12	1	10	9	6	5	10	6	6	9	10	3	7	2	19	-	1
	5%	4%	6%	5%	6%	2%	3%	7%	1%	5%	6%	4%	6%	6%	4%	6%	5%	8%	4%	3%	3%	6%	-	2%
HENNEPIN	107	57	34	91	14	23	42	39	20	46	39	47	20	38	43	18	45	33	15	57	16	87	7	10
	27%	28%	25%	27%	25%	30%	30%	23%	32%	25%	27%	30%	23%	25%	35%	18%	27%	27%	22%	28%	24%	27%	36%	24%
RAMSEY	33	18	10	28	4	6	13	11	7	14	12	20	4	9	18	4	10	7	4	21	5	22	2	6
	8%	9%	8%	8%	7%	8%	9%	6%	11%	8%	8%	13%	5%	6%	15%	4%	6%	6%	6%	10%	8%	7%	9%	13%
SCOTT	8	5	3	7	1	3	2	4	2	6	1	4	1	4	3	2	4	2	1	5	1	7	-	1
	2%	2%	2%	2%	2%	3%	1%	2%	3%	3%	1%	2%	1%	3%	2%	2%	2%	2%	1%	2%	1%	2%	-	2%
WASHINGTON	11	7	2	8	2	3	2	6	2	5	5	6	3	3	4	5	2	1	3	7	1	8	2	2
	3%	3%	1%	2%	3%	4%	1%	4%	3%	3%	3%	4%	3%	2%	3%	5%	1%	1%	4%	4%	1%	2%	8%	4%

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

BANNER 3

	GENDER			AGE				2023 PROJECTION				RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY RESSION	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACK WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
BASE-TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
IF INITIATIVE FOUNDATION	54 14%	37 13%	17 16%	12 14%	12 16%	19 14%	9 11%	8 11%	16 11%	30 17%	23 13%	25 14%	48 14%	5 13%	22 12%	22 13%	16 16%	6 12%	9 19%	7 18%	3 19%	2 15%	24 14%	28 13%
BENTON	3 1%	2 1%	1 1%	- -	1 1%	2 1%	1 1%	- -	2 1%	2 1%	2 1%	1 -	3 1%	- -	2 1%	1 -	1 1%	- -	1 2%	1 2%	- -	- -	1 -	2 1%
CASS	1 -	1 -	- -	- -	1 1%	1 -	- -	- -	- -	1 -	- -	1 -	1 -	- -	- 1%	1 1%	- -	- -	- -	- -	- -	- -	1 -	1 -
CHISAGO	3 1%	3 1%	- -	1 1%	1 1%	1 1%	1 2%	1 1%	1 1%	2 1%	1 1%	1 1%	3 1%	1 2%	1 1%	1 1%	1 1%	- 1%	1 -	- -	1 4%	1 4%	1 1%	2 1%
CROW WING	6 2%	4 1%	2 2%	1 1%	1 1%	2 2%	2 2%	1 1%	2 1%	4 2%	3 2%	2 1%	5 2%	1 2%	2 1%	2 1%	2 2%	- -	1 3%	1 3%	1 7%	- -	4 2%	2 1%
ISANTI	6 1%	4 1%	2 2%	2 2%	2 3%	2 2%	- -	1 1%	3 2%	3 2%	1 1%	4 2%	5 2%	1 2%	3 2%	3 2%	1 1%	1 1%	1 3%	1 4%	- -	- -	1 1%	3 2%
KANABEC	1 -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	1 -	1 -	1 -	1 -	- -	1 -	1 -	- 1%	1 -	- -	- -	- -	- -	1 -	1 -
MILLIE LACS	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%	- -	1 -	1 2%	1 -	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	1 -	1 -
MORRISON	1 -	1 -	- -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 -	1 -	- -	1 -	- -	- 1%	1 -	- -	- -	- -	- -	1 -	- -
PINE	1 -	1 -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	- -	- -	1 1%
SHERBURNE	9 2%	5 2%	4 4%	2 3%	2 3%	2 2%	2 2%	1 2%	2 1%	6 3%	5 3%	2 1%	7 2%	4 4%	2 2%	4 1%	4 1%	1 1%	2 2%	1 2%	4 4%	- -	2 1%	6 3%
STEARNS	12 3%	10 3%	2 1%	3 3%	3 4%	3 2%	2 2%	1 1%	5 3%	6 4%	5 3%	6 3%	11 3%	1 2%	5 3%	6 3%	2 2%	4 4%	2 5%	2 2%	1 -	- 5%	6 3%	6 3%
TODD	1 -	1 -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 -	1 -	- -	- -	1 -	- -	- -	- -	- -	- -	- -	1 -	- -
WRIGHT	9 2%	5 2%	4 4%	2 2%	2 3%	3 2%	2 2%	3 3%	1 1%	6 3%	5 3%	4 2%	9 3%	- -	2 1%	4 2%	1 1%	1 2%	2 3%	2 4%	1 4%	1 6%	6 3%	3 1%
NORTHLAND FOUNDATION	24 6%	18 6%	6 6%	4 5%	2 3%	6 5%	12 15%	2 3%	10 7%	10 6%	6 4%	12 7%	18 5%	6 15%	14 8%	10 6%	6 6%	2 4%	- -	2 5%	- -	- -	8 5%	14 7%
AITKIN	2 -	2 1%	- -	- -	- -	- -	2 3%	- -	- -	2 1%	- -	2 1%	2 1%	- -	- -	- -	2 2%	- -	- -	2 5%	- -	- -	2 1%	- -
CARLTON	2 -	2 1%	- -	- -	- -	2 1%	- -	- -	2 1%	- -	2 1%	- 1%	2 1%	- -	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%
COOK	2 1%	- -	2 2%	2 3%	- -	- -	- -	- -	2 2%	- -	2 1%	- -	2 1%	- -	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	2 1%

MEETING STREET INSIGHTS

Continued

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

BANNER 3

	GENDER		AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES					
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY RESSION	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
ITASCA	4 1%	4 1%	-	2 2%	-	-	2 3%	-	2 1%	2 1%	-	4 2%	4 1%	-	2 1%	2 1%	2 2%	-	-	-	-	-	2 1%	
KOOCHICING	2 -	2 1%	-	-	-	-	2 3%	-	2 1%	-	-	-	2 5%	2 1%	-	2 2%	-	-	-	-	-	-	2 1%	
ST. LOUIS	12 3%	8 3%	4 4%	-	2 3%	4 3%	6 8%	2 3%	2 1%	6 4%	2 1%	6 3%	8 2%	4 10%	6 3%	8 5%	-	2 4%	-	-	-	6 4%	6 3%	
NORTHWEST MINNESOTA FOUNDATION	12 3%	9 3%	3 3%	2 3%	4 6%	2 2%	2 2%	1 1%	2 2%	9 5%	2 1%	9 5%	11 3%	-	3 2%	7 4%	4 4%	1 2%	-	3 7%	-	1 7%	4 3%	7 3%
BELTRAMI	3 1%	2 1%	1 1%	-	1 1%	-	2 2%	-	-	3 2%	1 1%	1 1%	2 1%	-	1 1%	1 1%	2 2%	-	-	-	-	1 7%	1 1%	2 1%
HUBBARD	1 -	1 -	-	-	1 1%	-	-	-	-	1 1%	-	1 1%	1 -	-	-	1 1%	-	-	-	-	-	-	1 1%	-
NORMAN	2 1%	-	2 2%	-	-	1 1%	-	-	-	2 1%	1 1%	1 1%	2 1%	-	-	2 1%	-	1 2%	-	1 3%	-	-	2 1%	
PENNINGTON	2 1%	2 1%	-	1 1%	-	1 1%	-	-	2 2%	-	-	2 1%	2 1%	-	1 1%	1 1%	-	-	-	-	-	-	2 1%	
POLK	2 1%	2 1%	-	1 1%	1 1%	-	-	1 1%	-	1 1%	-	2 1%	2 1%	-	1 1%	1 1%	1 1%	-	-	-	-	-	1 1%	-
ROSEAU	1 -	1 -	-	-	1 2%	-	-	-	-	1 1%	-	1 1%	1 -	-	-	-	1 1%	-	-	1 3%	-	-	1 1%	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	35 12%	16 15%	14 16%	9 12%	12 9%	9 11%	4 6%	20 14%	26 15%	19 11%	45 13%	6 14%	25 14%	26 14%	8 8%	7 13%	4 8%	4 12%	3 16%	2 12%	25 15%	26 12%	
BLUE EARTH	2 1%	2 1%	-	-	-	2 2%	-	-	-	2 1%	1 1%	1 1%	2 1%	-	1 1%	1 1%	-	1 2%	-	-	-	-	2 1%	
BROWN	1 -	1 -	-	-	-	1 1%	1 1%	-	1 1%	1 -	-	1 -	1 2%	-	1 -	1 -	-	1 2%	-	1 4%	1 5%	1 1%	-	
DODGE	2 1%	1 -	1 1%	-	-	2 2%	-	-	-	2 1%	1 1%	1 1%	2 1%	-	-	1 1%	-	-	-	-	1 6%	-	2 1%	-
FARIBAULT	3 1%	1 -	2 2%	2 2%	-	-	-	-	2 2%	1 1%	-	2 1%	2 1%	1 3%	1 1%	2 1%	-	-	1 2%	-	-	-	1 1%	2 1%
FREEBORN	1 -	1 -	-	-	-	-	-	-	1 1%	-	1 1%	-	1 -	-	-	1 1%	-	-	1 2%	-	-	-	1 1%	-
GOODHUE	1 -	-	1 1%	1 1%	-	-	-	-	-	1 1%	-	1 1%	1 -	-	1 1%	1 1%	-	-	-	-	-	-	1 1%	-
HOUSTON	2 1%	1 -	1 1%	1 1%	-	1 1%	-	-	-	2 1%	1 1%	1 1%	2 1%	-	-	1 1%	-	2 5%	-	1 3%	-	-	1 1%	1 1%

Continued

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

BANNER 3

	GENDER		AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES					
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RCT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES	
LE SUEUR	3 1%	2 1%	1 1%	3 4%	-	-	-	1 1%	1 1%	1 1%	2 1%	1 1%	3 1%	-	3 2%	2 1%	1 1%	-	-	-	-	-	1 1%	2 1%
MARTIN	3 1%	3 1%	1 1%	1 2%	1 1%	1 1%	-	1 2%	1 1%	1 1%	1 1%	3 1%	1 2%	2 1%	3 2%	-	1 3%	-	-	-	-	-	-	3 2%
NICOLLET	1 -	1 -	1 1%	-	-	1 1%	1 1%	-	1 1%	-	1 -	1 -	1 -	-	1 -	1 -	1 1%	-	-	-	-	-	1 1%	-
OLMSTED	8 2%	6 2%	2 2%	2 2%	2 3%	-	2 3%	1 1%	4 3%	3 2%	5 3%	1 1%	6 2%	2 5%	6 4%	1 1%	1 2%	1 2%	-	-	1 6%	-	4 2%	4 2%
RICE	6 2%	5 2%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	4 2%	5 3%	1 1%	6 2%	-	4 2%	2 1%	1 1%	-	1 2%	-	-	-	4 2%	2 1%
STEELE	4 1%	3 1%	1 1%	1 1%	1 1%	1 1%	1 1%	-	4 3%	-	2 1%	2 1%	4 1%	-	2 1%	2 1%	2 2%	1 2%	-	1 3%	-	-	1 1%	3 1%
WABASHA	3 1%	1 -	2 2%	1 1%	2 3%	-	-	-	-	3 2%	1 1%	2 1%	3 1%	-	2 1%	1 1%	-	-	-	-	-	1 7%	2 1%	1 -
WASECA	1 -	1 -	-	-	1 1%	-	-	-	-	1 -	1 1%	-	1 -	-	-	1 1%	-	-	-	-	-	-	1 1%	-
WATONWAN	2 -	2 1%	-	-	-	-	2 2%	-	-	1 -	-	2 1%	2 -	-	1 -	2 1%	-	-	-	1 2%	-	-	1 -	1 -
WINONA	6 1%	3 1%	2 2%	-	1 2%	2 2%	1 1%	-	3 2%	2 1%	3 2%	1 1%	4 1%	1 3%	1 1%	3 2%	2 2%	-	-	1 3%	-	-	2 1%	3 2%
SOUTHWEST INITIATIVE FOUNDATION	24 6%	19 7%	5 4%	11 12%	7 10%	6 5%	-	5 6%	9 7%	9 5%	7 4%	12 7%	20 6%	3 8%	9 5%	14 8%	9 9%	5 9%	6 13%	3 8%	-	2 11%	13 8%	9 4%
CHIPPEWA	3 1%	1 -	1 1%	1 2%	1 2%	-	-	1 2%	-	-	-	1 1%	1 -	-	3 2%	1 1%	-	-	-	-	-	-	3 2%	-
COTTONWOOD	2 -	-	2 2%	2 2%	-	-	-	-	2 1%	-	-	2 1%	2 -	-	2 1%	2 1%	-	-	-	-	-	-	-	2 1%
JACKSON	2 -	2 1%	-	-	2 2%	-	-	2 2%	-	-	2 1%	-	2 -	-	-	2 1%	-	2 3%	-	-	-	-	-	-
KANDIYOHI	4 1%	4 1%	-	-	3 4%	1 1%	-	-	-	4 3%	3 2%	2 1%	4 1%	-	1 1%	2 1%	4 4%	-	-	1 4%	-	-	1 1%	3 1%
LAC QUI PARLE	2 -	-	2 2%	2 2%	-	-	-	-	2 1%	-	-	2 1%	2 -	-	2 1%	2 1%	-	-	-	-	-	-	2 1%	-
LINCOLN	2 -	2 1%	-	-	2 2%	-	-	-	2 1%	-	-	2 1%	2 -	-	-	-	2 2%	2 3%	-	-	-	-	2 1%	-
MCLEOD	5 1%	5 2%	-	-	-	5 3%	-	2 2%	2 1%	2 1%	-	2 1%	2 -	3 8%	-	3 2%	2 2%	-	3 6%	2 4%	-	-	2 1%	3 1%
MEEKER	3 1%	3 1%	-	3 4%	-	-	-	-	-	3 2%	2 1%	2 1%	3 1%	-	-	2 1%	2 2%	-	2 3%	-	-	2 11%	2 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 50-3  
QUESTION GREG:  
Greater MN Regions./County.

BANNER 3

	GENDER		AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES					
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-RECESSION	SMWT-CONF	TOTAL-CONF	TOTAL-NOT-CONF	ATT-RACT-WORK-ERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
PIPESTONE	3 1%	3 1%	-	3 3%	-	-	-	-	3 2%	-	1 1%	1 1%	3 1%	-	1 1%	1 1%	-	1 3%	1 3%	-	-	-	3 2%	-
WEST CENTRAL INITIATIVE	17 4%	11 4%	6 6%	6 7%	2 3%	6 5%	2 3%	4 5%	5 3%	8 4%	7 4%	10 5%	17 5%	-	11 6%	7 4%	2 2%	5 10%	2 5%	1 3%	-	-	9 5%	7 3%
BECKER	2 1%	1 -	1 1%	-	-	1 1%	1 2%	-	1 1%	1 1%	-	2 1%	2 1%	-	-	1 1%	1 1%	-	-	1 3%	-	-	-	2 1%
DOUGLAS	4 1%	2 1%	1 1%	-	1 1%	2 2%	-	1 1%	-	2 1%	1 1%	2 1%	4 1%	-	4 2%	1 1%	-	2 5%	-	-	-	-	1 1%	2 1%
GRANT	1 -	1 -	-	1 1%	-	-	-	1 2%	-	-	1 1%	-	1 -	-	1 1%	1 1%	-	-	-	-	-	-	1 1%	-
OTTER TAIL	6 2%	5 2%	1 1%	4 4%	-	3 2%	-	-	1 1%	4 2%	5 3%	1 1%	6 2%	-	5 3%	4 2%	1 1%	-	-	-	-	-	4 2%	1 1%
POPE	1 -	-	1 1%	1 1%	-	-	-	-	1 1%	-	-	1 1%	1 -	-	1 1%	-	-	1 2%	-	-	-	-	-	1 1%
STEVENS	2 1%	1 -	1 1%	-	1 2%	-	1 2%	1 2%	1 1%	-	-	2 1%	2 1%	-	-	-	-	1 2%	2 5%	-	-	-	2 1%	-
NONE	218 55%	165 56%	53 50%	36 43%	40 51%	79 61%	45 57%	52 69%	74 55%	80 47%	100 58%	94 52%	194 55%	20 51%	94 53%	91 51%	54 54%	25 49%	26 55%	17 47%	12 66%	8 55%	88 51%	123 57%
ANOKA	33 8%	22 7%	11 11%	5 6%	7 9%	12 9%	6 8%	10 14%	7 5%	13 8%	17 10%	15 8%	32 9%	1 3%	14 8%	7 4%	8 8%	1 2%	6 12%	1 3%	3 16%	-	20 12%	11 5%
CARVER	6 1%	5 2%	1 1%	1 1%	-	3 2%	1 1%	-	2 1%	2 1%	1 1%	5 3%	6 2%	-	1 1%	3 2%	1 1%	1 2%	1 2%	-	-	1 6%	1 1%	5 2%
DAKOTA	20 5%	12 4%	8 7%	4 4%	2 3%	7 6%	4 5%	2 2%	6 4%	11 7%	5 3%	13 7%	18 5%	2 5%	9 5%	10 6%	4 4%	1 2%	2 4%	3 8%	2 11%	2 14%	9 5%	10 5%
HENNEPIN	107 27%	81 28%	26 24%	16 19%	18 23%	40 30%	26 33%	28 36%	37 27%	38 22%	51 30%	40 22%	91 26%	13 32%	46 26%	45 26%	27 28%	14 27%	13 27%	9 26%	5 28%	3 22%	37 22%	67 31%
RAMSEY	33 8%	28 10%	5 5%	6 7%	10 14%	11 9%	3 4%	7 9%	16 12%	8 5%	17 10%	13 7%	30 9%	3 7%	13 7%	15 9%	9 9%	4 8%	2 4%	2 5%	2 11%	1 6%	16 9%	15 7%
SCOTT	8 2%	8 3%	-	3 3%	2 2%	2 1%	2 2%	2 2%	5 3%	2 1%	4 2%	3 2%	6 2%	2 5%	5 3%	3 2%	2 2%	2 3%	2 4%	1 3%	-	1 6%	4 2%	5 2%
WASHINGTON	11 3%	8 3%	3 2%	2 2%	1 1%	4 3%	3 4%	4 5%	2 1%	5 3%	5 3%	5 3%	10 3%	-	5 3%	6 4%	4 4%	2 4%	1 2%	1 2%	-	-	2 1%	9 4%

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS						
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT		NONE
																							100%	100%	
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%	
IF INITIATIVE FOUNDATION	54 14%	29 17%	17 12%	11 13%	11 18%	7 11%	8 17%	5 18%	4 11%	28 13%	25 13%	24 13%	22 15%	6 12%	25 13%	32 16%	20 11%	25 13%	27 14%	54 100%	-	-	-	-	
BENTON	3 1%	1 1%	1 -	2 2%	1 1%	-	1 2%	1 3%	-	2 1%	1 -	1 1%	2 1%	-	2 1%	1 1%	2 1%	2 1%	1 -	3 5%	-	-	-	-	
CASS	1 -	1 -	-	-	-	-	-	-	1 2%	-	1 1%	1 -	-	1 1%	-	-	1 -	-	1 1%	1 3%	-	-	-	-	
CHISAGO	3 1%	1 1%	1 1%	-	1 1%	-	-	1 2%	1 2%	1 1%	1 1%	1 -	2 1%	1 1%	1 1%	2 1%	1 -	1 1%	2 1%	4 7%	-	-	-	-	
CROW WING	6 2%	2 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 4%	1 2%	2 1%	4 2%	3 2%	2 2%	1 1%	2 1%	2 1%	4 2%	2 1%	4 2%	7 13%	-	-	-	-	
ISANTI	6 1%	3 2%	3 2%	2 2%	1 2%	1 1%	1 3%	1 2%	-	2 1%	4 2%	4 2%	1 -	1 2%	1 1%	3 2%	2 1%	2 1%	3 2%	6 12%	-	-	-	-	
KANABEC	1 -	1 -	1 -	-	-	-	-	-	-	1 1%	-	1 -	1 -	-	1 1%	1 -	1 -	1 -	1 -	1 3%	-	-	-	-	
MILLIE LACS	1 -	1 -	1 1%	1 1%	-	1 1%	1 1%	-	-	1 -	1 -	1 -	1 -	-	1 -	1 -	1 -	1 1%	-	1 3%	-	-	-	-	
MORRISON	1 -	1 -	-	1 1%	-	-	-	-	-	1 -	-	1 -	-	-	1 -	-	1 -	-	-	1 1%	-	-	-	-	
PINE	1 -	1 -	-	1 1%	1 1%	-	1 1%	-	-	1 -	1 -	1 -	1 -	-	1 -	-	1 1%	-	1 1%	1 3%	-	-	-	-	
SHERBURNE	9 2%	7 4%	2 1%	2 3%	2 3%	1 1%	2 3%	1 3%	-	5 3%	3 2%	3 2%	4 3%	-	5 2%	7 3%	2 1%	6 3%	2 1%	8 15%	-	-	-	-	
STEARNS	12 3%	7 4%	2 2%	2 2%	3 5%	3 5%	1 3%	1 5%	1 3%	6 3%	5 3%	5 2%	5 4%	2 3%	5 3%	8 4%	4 2%	5 2%	7 3%	11 20%	-	-	-	-	
TODD	1 -	-	1 1%	-	-	1 1%	-	-	-	1 -	-	-	1 1%	-	1 -	1 -	-	1 -	-	1 1%	-	-	-	-	
WRIGHT	9 2%	4 2%	5 3%	1 1%	2 3%	-	1 2%	-	1 2%	4 2%	5 3%	4 2%	3 2%	2 3%	4 2%	6 3%	3 1%	4 2%	5 2%	8 15%	-	-	-	-	
NORTHLAND FOUNDATION	24 6%	10 6%	10 7%	6 7%	2 4%	2 3%	4 9%	2 6%	2 7%	10 5%	12 7%	16 8%	4 3%	-	10 5%	8 4%	14 8%	8 4%	16 8%	-	50 50%	-	-	-	
AITKIN	2 -	2 1%	2 1%	-	-	-	2 4%	-	-	2 1%	-	2 1%	-	-	2 1%	-	2 1%	2 1%	-	-	3 3%	-	-	-	
CARLTON	2 -	2 1%	-	-	-	-	-	-	-	2 1%	-	2 1%	-	-	2 1%	-	2 1%	-	2 1%	-	2 2%	-	-	-	
COOK	2 1%	-	-	2 2%	-	-	-	-	2 7%	-	2 1%	-	2 2%	-	-	2 1%	-	-	2 1%	-	2 2%	-	-	-	

MEETING STREET INSIGHTS

Continued

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
ITASCA	4 1%	2 1%	2 1%	-	-	2 3%	-	2 6%	-	2 1%	2 1%	2 1%	2 1%	-	2 1%	-	2 1%	2 1%	2 1%	-	13 13%	-	-	-
KOOCHICHING	2 -	-	-	-	-	-	-	-	-	-	2 1%	-	-	-	-	-	2 1%	-	2 1%	-	2 2%	-	-	-
LAKE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-
ST. LOUIS	12 3%	4 2%	6 4%	4 5%	2 4%	-	2 5%	-	-	4 2%	6 3%	10 5%	-	-	4 2%	6 3%	6 3%	4 2%	8 4%	-	27 27%	-	-	-
NORTHWEST MINNESOTA FOUNDATION	12 3%	5 3%	4 3%	4 4%	1 2%	1 2%	-	2 8%	1 3%	7 3%	4 2%	8 4%	2 2%	2 4%	7 3%	8 4%	4 2%	4 2%	8 4%	-	50 50%	-	-	-
BELTRAMI	3 1%	2 1%	1 1%	-	-	1 2%	-	-	-	1 -	2 1%	1 -	-	2 4%	1 -	1 -	2 1%	1 -	2 1%	-	8 8%	-	-	-
CLEARWATER	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5 5%	-	-	-
HUBBARD	1 -	-	1 1%	1 1%	-	-	-	-	-	-	1 1%	1 1%	-	-	-	1 1%	-	-	1 1%	-	5 5%	-	-	-
KITTSO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3 3%	-	-	-
MARSHALL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3 3%	-	-	-
NORMAN	2 1%	1 1%	-	2 3%	-	-	-	-	-	1 1%	-	2 1%	-	-	1 1%	1 1%	1 1%	1 1%	1 1%	-	3 3%	-	-	-
PENNINGTON	2 1%	1 1%	1 1%	-	1 2%	-	-	-	-	1 1%	1 1%	1 1%	1 1%	-	1 1%	1 1%	1 1%	-	2 1%	-	8 8%	-	-	-
POLK	2 1%	1 1%	1 1%	-	-	-	-	1 3%	1 3%	2 1%	-	2 1%	-	-	2 1%	2 1%	-	2 1%	-	-	9 9%	-	-	-
ROSEAU	1 -	-	-	-	-	-	-	1 4%	-	1 1%	-	-	1 1%	-	1 1%	1 1%	-	-	1 1%	-	6 6%	-	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	28 16%	17 12%	14 15%	10 17%	4 8%	11 23%	4 13%	2 6%	31 15%	20 11%	21 11%	25 18%	5 9%	30 15%	32 16%	16 9%	31 16%	20 10%	-	-	51 100%	-	-
BLUE EARTH	2 1%	2 1%	1 1%	1 1%	1 2%	-	-	-	-	1 1%	1 1%	-	2 2%	-	1 1%	1 1%	1 1%	-	2 1%	-	-	2 4%	-	-
BROWN	1 -	1 1%	-	1 1%	-	-	-	1 2%	-	-	1 1%	1 1%	1 1%	-	-	1 1%	-	-	1 1%	-	-	2 4%	-	-
DODGE	2 1%	-	-	-	-	1 2%	1 2%	-	1 3%	-	2 1%	-	1 1%	1 2%	-	1 1%	1 1%	1 1%	1 1%	-	-	2 4%	-	-

MEETING STREET INSIGHTS

Continued



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

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS							
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
FARIBAULT	3 1%	2 1%	1 1%	1 1%	- -	- -	1 2%	- -	- -	2 1%	1 1%	2 1%	1 1%	- -	2 1%	1 -	2 1%	1 -	2 1%	- -	- -	3 6%	- -	- -	
FREEBORN	1 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	1 2%	- -	1 1%	- -	1 1%	- -	- -	- -	1 2%	- -	- -	
GOODHUE	1 -	1 1%	- -	1 1%	- -	- -	- -	- -	- -	1 -	- -	1 1%	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 2%	- -	- -	
HOUSTON	2 1%	1 1%	- -	1 1%	1 2%	- -	- -	- -	- -	- -	2 1%	1 1%	1 1%	- -	- -	1 1%	1 1%	1 1%	1 1%	- -	- -	2 4%	- -	- -	
LE SUEUR	3 1%	3 2%	- -	1 1%	1 2%	- -	1 2%	- -	- -	3 2%	- -	1 1%	2 1%	- -	3 2%	2 1%	1 1%	2 1%	1 1%	- -	- -	3 6%	- -	- -	
MARTIN	3 1%	3 2%	2 1%	- -	- -	1 2%	1 2%	1 2%	- -	2 1%	1 1%	1 1%	1 1%	1 1%	2 1%	2 1%	1 -	3 2%	- -	- -	- -	5 10%	- -	- -	
NICOLLET	1 -	1 -	1 1%	1 1%	- -	- -	- -	- -	- -	- -	1 1%	1 -	1 -	- -	- -	1 -	1 -	1 -	1 -	- -	- -	2 4%	- -	- -	
OLMSTED	8 2%	5 3%	1 1%	3 3%	1 2%	- -	1 2%	1 4%	- -	6 3%	2 1%	5 3%	2 1%	2 2%	5 3%	5 3%	2 1%	6 3%	2 1%	- -	- -	8 15%	- -	- -	
RICE	6 2%	4 2%	2 1%	1 1%	3 5%	1 2%	1 2%	- -	- -	5 3%	1 1%	2 1%	3 2%	1 2%	5 3%	3 2%	3 2%	3 2%	3 2%	3 2%	- -	- -	6 12%	- -	- -
STEELE	4 1%	1 1%	2 1%	1 1%	2 3%	- -	2 5%	1 3%	- -	3 1%	1 1%	2 1%	2 1%	- -	3 2%	4 2%	- -	4 2%	- -	- -	- -	4 8%	- -	- -	
WABASHA	3 1%	- -	1 1%	1 1%	- -	- -	1 2%	- -	1 3%	1 -	2 1%	2 1%	1 1%	- -	1 -	2 1%	1 1%	2 1%	1 1%	- -	- -	3 6%	- -	- -	
WASECA	1 -	- -	- -	- -	1 2%	- -	1 2%	- -	- -	1 -	- -	- -	1 1%	- -	1 -	- -	1 1%	- -	1 -	- -	- -	1 2%	- -	- -	
WATONWAN	2 -	- -	2 1%	1 1%	- -	1 1%	- -	- -	- -	1 -	1 -	- -	2 1%	- -	1 -	2 1%	- -	- -	2 1%	- -	- -	2 4%	- -	- -	
WINONA	6 1%	3 2%	3 2%	- -	- -	- -	- -	1 4%	- -	4 2%	1 1%	1 1%	5 3%	- -	4 2%	3 2%	1 1%	6 3%	- -	- -	- -	5 10%	- -	- -	
SOUTHWEST INITIATIVE FOUNDATION	24 6%	7 4%	13 9%	8 9%	3 5%	4 8%	3 7%	2 5%	3 9%	13 6%	11 6%	9 5%	9 6%	6 11%	10 5%	9 4%	15 8%	15 8%	9 5%	- -	- -	- -	50 50%	- -	
CHIPPEWA	3 1%	3 2%	1 1%	1 2%	- -	1 2%	- -	- -	- -	3 1%	- -	1 1%	- -	1 3%	1 1%	1 1%	1 1%	3 1%	- -	- -	- -	- -	4 4%	- -	
COTTONWOOD	2 -	- -	- -	- -	2 3%	- -	2 4%	- -	- -	2 1%	- -	- -	2 1%	- -	2 1%	2 1%	- -	2 1%	- -	- -	- -	- -	2 2%	- -	
JACKSON	2 -	- -	- -	2 2%	- -	- -	- -	- -	- -	- -	2 1%	- -	- -	2 3%	- -	- -	2 1%	2 1%	- -	- -	- -	- -	2 2%	- -	
KANDIYOHI	4 1%	1 1%	3 2%	- -	- -	- -	1 3%	- -	1 4%	3 1%	2 1%	- -	3 2%	2 3%	3 1%	1 1%	3 2%	1 1%	3 1%	- -	- -	- -	10 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			HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
LAC QUI PARLE	2	-	-	2	-	-	-	-	-	2	-	-	2	-	2	-	2	-	2	-	-	-	2	-
LINCOLN	2	-	2	2	-	-	-	-	-	-	2	-	2	-	-	-	2	2	-	-	-	-	2	-
LYON	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
MCLEOD	5	2	3	-	-	2	-	-	-	2	3	5	-	-	2	-	5	2	3	-	-	-	8	-
MEEKER	3	-	3	2	-	2	-	2	-	-	3	2	2	-	-	2	2	2	2	-	-	-	10	-
NOBLES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
PIPESTONE	3	1	1	-	1	-	-	-	1	3	-	1	-	1	1	3	-	3	-	-	-	-	4	-
REDWOOD	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
ROCK	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
WEST CENTRAL INITIATIVE	17	11	8	2	-	8	-	-	1	9	8	7	6	4	8	6	10	6	11	-	-	-	50	-
-----	4%	6%	6%	3%	-	13%	-	-	4%	5%	4%	4%	4%	7%	4%	3%	5%	3%	6%	-	-	-	50%	-
BECKER	2	1	1	-	-	2	-	-	-	-	2	1	1	-	-	-	2	-	2	-	-	-	4	-
DOUGLAS	4	4	1	1	-	-	-	-	-	4	-	4	-	-	4	1	2	2	1	-	-	-	10	-
GRANT	1	1	1	-	-	1	-	-	-	1	-	-	1	-	1	1	-	1	-	-	-	-	3	-
OTTER TAIL	6	4	2	1	-	3	-	-	1	2	4	3	2	1	2	3	3	2	4	-	-	-	19	-
POPE	1	1	1	-	-	-	-	-	-	1	-	-	1	-	1	1	-	-	1	-	-	-	7	-
STEVENS	2	-	1	-	-	1	-	-	-	1	1	-	-	2	-	-	2	-	2	-	-	-	6	-
NONE	218	87	78	44	33	33	21	15	19	108	107	108	75	31	103	106	103	104	111	-	-	-	-	218
----	55%	49%	53%	49%	54%	56%	45%	50%	60%	53%	57%	56%	52%	58%	53%	53%	56%	54%	55%	-	-	-	-	100%
ANOKA	33	11	8	7	4	4	4	6	2	15	18	16	10	7	15	13	16	13	21	-	-	-	-	33
CARVER	6	3	2	-	1	1	-	-	-	2	4	3	2	1	2	4	2	1	4	-	-	-	-	6
	1%	2%	1%	-	2%	2%	-	-	-	1%	2%	2%	1%	2%	1%	2%	1%	1%	2%	-	-	-	-	3%

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

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
DAKOTA	20 5%	10 5%	4 3%	4 4%	3 5%	4 7%	1 2%	- -	2 6%	10 5%	10 5%	10 5%	7 5%	3 5%	10 5%	12 6%	7 4%	11 6%	9 5%	-	-	-	-	20 9%
HENNEPIN	107 27%	41 23%	44 30%	23 26%	18 31%	18 31%	11 24%	5 18%	14 45%	52 25%	54 29%	52 27%	42 29%	10 19%	49 25%	51 25%	55 30%	48 25%	58 28%	-	-	-	-	107 49%
RAMSEY	33 8%	11 6%	15 10%	7 8%	3 5%	4 6%	3 6%	1 3%	- -	16 8%	15 8%	14 7%	9 7%	8 14%	14 7%	17 8%	15 8%	20 10%	12 6%	-	-	-	-	33 15%
SCOTT	8 2%	6 3%	3 2%	1 1%	1 2%	1 1%	- -	1 3%	1 3%	6 3%	2 1%	6 3%	2 1%	1 2%	6 3%	4 2%	4 2%	5 2%	4 2%	-	-	-	-	8 4%
WASHINGTON	11 3%	6 3%	2 1%	2 2%	3 4%	2 3%	2 4%	2 6%	- -	7 3%	4 2%	6 3%	3 2%	2 4%	7 4%	6 3%	5 3%	6 3%	5 2%	-	-	-	-	11 5%

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
BASE=TOTAL SAMPLE	400	286	248	247	225	187	172	171	154	70	323	138	213	351	41	68	295
	100%	72%	62%	62%	56%	47%	43%	43%	38%	18%	81%	35%	53%	88%	10%	17%	74%
IF INITIATIVE FOUNDATION	54	41	35	36	33	27	24	24	25	15	39	18	29	47	6	7	39
	14%	14%	14%	15%	15%	14%	14%	14%	16%	21%	12%	13%	14%	13%	16%	11%	13%
BENTON	3	2	2	2	2	2	2	2	2	2	1	-	3	3	-	-	2
	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	-	-	1%	1%	-	-	1%
CASS	1	1	1	1	1	-	1	-	1	-	1	-	1	1	1	-	1
	-	-	1%	1%	1%	-	-	-	-	-	-	-	-	-	2%	-	-
CHISAGO	3	3	1	2	1	1	1	1	1	1	2	1	2	3	1	1	2
	1%	1%	-	1%	1%	-	1%	-	1%	2%	1%	1%	1%	1%	2%	1%	1%
CROW WING	6	4	2	4	3	2	1	2	2	-	6	3	2	5	-	1	4
	2%	1%	1%	2%	1%	1%	1%	1%	1%	-	2%	2%	1%	2%	-	1%	1%
ISANTI	6	5	5	5	4	3	3	4	5	2	4	3	2	5	1	1	5
	1%	2%	2%	2%	2%	1%	2%	2%	3%	3%	1%	2%	1%	1%	3%	2%	2%
KANABEC	1	-	1	1	-	1	1	1	-	1	1	-	1	1	1	-	1
	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	2%	-	-
MILLIE LACS	1	1	1	-	1	1	-	-	-	-	1	-	1	1	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-
MORRISON	1	1	1	1	-	-	-	-	-	-	1	-	1	1	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PINE	1	1	1	1	1	1	-	-	1	-	1	1	1	1	-	-	1
	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-
SHERBURNE	9	6	6	5	4	5	5	5	4	2	7	2	6	8	1	1	7
	2%	2%	2%	2%	2%	3%	3%	3%	2%	2%	2%	2%	3%	2%	2%	2%	2%
STEARNS	12	9	7	8	6	5	5	4	3	5	7	3	6	9	2	1	9
	3%	3%	3%	3%	3%	2%	3%	2%	2%	7%	2%	2%	3%	3%	6%	1%	3%
TODD	1	1	1	1	1	1	1	1	1	-	1	1	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-
WRIGHT	9	8	6	7	8	7	4	6	6	3	6	5	4	9	-	3	6
	2%	3%	3%	3%	4%	4%	2%	3%	4%	5%	2%	4%	2%	3%	-	4%	2%
NORTHLAND FOUNDATION	24	10	12	8	10	12	6	6	4	-	24	10	14	24	-	4	20
	6%	3%	5%	3%	4%	6%	4%	4%	3%	-	7%	7%	6%	7%	-	5%	7%
AITKIN	2	2	2	2	2	-	-	2	-	-	2	-	2	2	-	-	2
	-	1%	1%	1%	1%	-	-	1%	-	-	1%	-	1%	1%	-	-	1%
CARLTON	2	-	-	-	-	-	-	2	-	-	2	-	2	2	-	2	-
	-	-	-	-	-	-	-	1%	-	-	1%	-	1%	1%	-	3%	-
COOK	2	-	2	2	2	-	2	-	2	-	2	2	-	2	-	-	2
	1%	-	1%	1%	1%	-	1%	-	1%	-	1%	2%	-	1%	-	-	1%

MEETING STREET INSIGHTS

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

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVIR	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
ITASCA	4 1%	2 1%	2 1%	-	2 1%	2 1%	2 1%	-	-	-	4 1%	2 1%	2 1%	4 1%	-	2 3%	2 1%
KOOCHICHING	2 -	2 1%	-	-	-	-	-	-	-	-	2 1%	-	2 1%	2 1%	-	-	2 1%
ST. LOUIS	12 3%	4 1%	6 3%	4 2%	4 2%	10 5%	2 1%	2 1%	2 1%	-	12 4%	6 4%	6 3%	12 3%	-	-	12 4%
NORTHWEST MINNESOTA FOUNDATION	12 3%	7 2%	5 2%	4 2%	7 3%	4 2%	4 3%	2 1%	6 4%	1 2%	11 3%	4 3%	7 3%	11 3%	-	2 3%	8 3%
BELTRAMI	3 1%	1 -	1 -	-	1 -	-	-	-	-	-	3 1%	1 1%	1 -	2 1%	-	-	2 1%
HUBBARD	1 -	1 -	-	-	-	-	-	-	-	-	1 -	1 1%	-	1 -	-	-	1 -
NORMAN	2 1%	-	-	-	1 1%	-	-	-	1 1%	-	2 1%	1 1%	1 1%	2 1%	-	-	1 -
PENNINGTON	2 1%	1 -	1 -	1 -	1 1%	1 1%	1 1%	-	1 1%	-	2 1%	-	2 1%	2 1%	-	-	2 1%
POLK	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	-	2 1%	1 1%	1 -	2 1%	-	2 3%	-
ROSEAU	1 -	1 -	1 1%	1 1%	1 1%	1 1%	1 1%	-	1 1%	1 2%	-	-	1 1%	1 -	-	-	1 -
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	41 14%	34 14%	31 13%	34 15%	26 14%	23 13%	27 16%	22 14%	6 9%	44 14%	17 12%	27 13%	44 12%	5 13%	12 18%	32 11%
BLUE EARTH	2 1%	2 1%	1 -	1 -	2 1%	2 1%	1 1%	1 1%	1 1%	1 2%	1 -	1 1%	1 1%	2 1%	-	-	2 1%
BROWN	1 -	1 -	1 1%	1 -	-	1 -	1 1%	-	1 -	-	1 -	1 1%	1 -	1 -	-	-	1 -
DODGE	2 1%	2 1%	-	-	-	-	-	-	-	-	2 1%	1 1%	1 -	2 1%	-	-	1 -
FARIBAULT	3 1%	2 1%	1 -	3 1%	2 1%	3 2%	2 1%	2 1%	1 1%	-	3 1%	-	2 1%	2 1%	1 3%	-	2 1%
FREEBORN	1 -	1 -	1 -	1 -	1 -	1 1%	-	1 1%	1 1%	-	1 -	1 1%	-	1 -	-	-	1 -
GOODHUE	1 -	1 -	1 -	-	1 -	-	-	-	-	-	1 -	1 1%	-	1 -	-	-	1 -
HOUSTON	2 1%	2 1%	1 -	-	-	-	1 1%	-	-	-	2 1%	-	1 1%	1 -	1 3%	-	2 1%
LE SUEUR	3 1%	3 1%	2 1%	2 1%	2 1%	3 2%	2 1%	2 1%	2 1%	-	3 1%	2 1%	1 1%	3 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 50-5  
QUESTION GREG:  
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
MARTIN	3 1%	1 1%	1 -	1 1%	1 1%	- -	- -	- -	1 -	- -	3 1%	1 1%	3 1%	3 1%	- -	1 2%	2 1%
NICOLLET	1 -	1 1%	1 -	1 1%	1 -	1 -	- -	1 -	1 1%	- -	1 -	1 1%	1 -	1 -	- -	- -	1 1%
OLMSTED	8 2%	6 2%	7 3%	4 2%	5 2%	5 3%	3 2%	6 3%	4 3%	1 1%	6 2%	3 2%	3 1%	6 2%	1 3%	3 5%	2 1%
RICE	6 2%	4 1%	4 2%	5 2%	5 2%	3 2%	3 2%	3 2%	3 2%	- -	6 2%	2 1%	4 2%	6 2%	- -	2 3%	4 1%
STEELE	4 1%	4 1%	4 2%	4 2%	4 2%	2 1%	4 2%	3 2%	3 2%	1 2%	3 1%	1 1%	2 1%	3 1%	- -	2 3%	2 1%
WABASHA	3 1%	2 1%	3 1%	2 1%	2 1%	2 1%	1 1%	2 1%	1 1%	- -	3 1%	- -	1 -	1 -	2 5%	- -	2 1%
WASECA	1 -	1 -	1 -	1 -	1 -	- -	1 1%	1 1%	- -	1 1%	- -	- -	1 -	1 -	- -	- -	1 -
WATONWAN	2 -	2 1%	1 -	1 -	1 -	1 -	- -	1 -	- -	1 1%	1 -	1 1%	1 -	2 -	- -	- -	2 1%
WINONA	6 1%	3 1%	3 1%	3 1%	5 2%	2 1%	2 1%	3 2%	3 2%	1 2%	4 1%	1 1%	4 2%	6 2%	- -	2 3%	3 1%
SOUTHWEST INITIATIVE FOUNDATION	24 6%	18 6%	15 6%	14 6%	10 5%	9 5%	16 9%	10 6%	9 6%	6 8%	17 5%	4 3%	17 8%	21 6%	1 3%	4 6%	18 6%
-----																	
CHIPPEWA	3 1%	3 1%	3 1%	3 1%	1 1%	1 1%	3 2%	3 2%	3 2%	1 2%	1 -	1 1%	1 1%	3 1%	- -	1 2%	- -
COTTONWOOD	2 -	2 1%	- -	- -	2 1%	- -	2 1%	- -	- -	- -	2 1%	- -	2 1%	2 -	- -	- -	2 1%
JACKSON	2 -	2 1%	- -	- -	- -	2 1%	- -	- -	- -	- -	2 1%	- -	2 1%	2 -	- -	- -	2 1%
KANDIYOHI	4 1%	- -	1 1%	3 1%	1 1%	- -	3 2%	3 2%	- -	3 4%	2 -	- -	3 1%	3 1%	1 3%	1 2%	3 1%
LAC QUI PARLE	2 -	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	2 1%	- -	2 1%	2 -	- -	- -	2 1%
LINCOLN	2 -	- -	- -	- -	- -	2 1%	- -	- -	- -	- -	2 -	- -	2 1%	2 -	- -	- -	2 1%
MCLEOD	5 1%	5 2%	3 1%	5 2%	2 1%	2 1%	3 2%	2 1%	2 1%	2 2%	3 1%	- -	3 1%	3 1%	- -	- -	5 2%
MEEKER	3 1%	3 1%	3 1%	3 1%	3 1%	2 1%	3 2%	2 1%	2 1%	- -	2 -	2 1%	2 1%	3 1%	- -	- -	3 1%
PIPESTONE	3 1%	3 1%	3 1%	1 1%	1 1%	1 1%	3 2%	1 1%	3 2%	- -	3 1%	1 1%	1 1%	3 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 50-5  
QUESTION GREG:  
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	GRWTH								
WEST CENTRAL INITIATIVE	17	13	8	11	12	8	6	4	2	3	14	8	5	13	4	-	16
-----	4%	5%	3%	4%	5%	5%	3%	2%	1%	5%	4%	6%	2%	4%	9%	-	5%
BECKER	2	2	1	1	2	2	1	1	1	1	1	-	1	1	1	-	2
	1%	1%	-	-	1%	1%	1%	1%	1%	2%	-	-	1%	-	3%	-	1%
DOUGLAS	4	2	1	1	2	-	-	1	-	2	1	1	1	2	1	-	4
	1%	1%	-	-	1%	-	-	1%	-	3%	-	1%	1%	1%	3%	-	1%
GRANT	1	1	1	1	1	1	-	-	-	-	1	1	-	1	-	-	1
	-	-	-	-	1%	1%	-	-	-	-	-	1%	-	-	-	-	-
OTTER TAIL	6	5	2	4	4	4	2	1	1	-	6	5	1	6	-	-	5
	2%	2%	1%	1%	2%	2%	1%	1%	1%	-	2%	4%	1%	2%	-	-	2%
POPE	1	1	1	1	1	-	1	-	-	-	1	-	-	-	1	-	1
	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	3%	-	-
STEVENS	2	1	1	2	1	1	1	-	-	-	2	1	1	2	-	-	2
	1%	-	-	1%	1%	1%	1%	-	-	-	1%	1%	1%	1%	-	-	1%
NONE	218	157	138	141	119	100	93	98	85	39	175	76	115	191	24	39	161
----	55%	55%	56%	57%	53%	53%	54%	57%	55%	55%	54%	55%	54%	54%	58%	57%	55%
ANOKA	33	21	19	20	14	14	12	11	12	3	30	13	18	31	2	2	30
	8%	7%	8%	8%	6%	8%	7%	6%	8%	4%	9%	9%	9%	9%	5%	3%	10%
CARVER	6	4	4	3	2	2	1	2	2	2	4	2	2	4	2	1	4
	1%	1%	2%	1%	1%	1%	1%	1%	1%	3%	1%	2%	1%	1%	5%	1%	1%
DAKOTA	20	17	16	12	13	10	8	8	8	3	17	7	12	19	1	3	15
	5%	6%	7%	5%	6%	5%	4%	5%	5%	4%	5%	5%	6%	5%	2%	4%	5%
HENNEPIN	107	81	68	73	59	50	50	53	46	21	84	31	58	88	15	20	79
	27%	28%	27%	30%	26%	27%	29%	31%	30%	29%	26%	22%	27%	25%	38%	29%	27%
RAMSEY	33	25	21	20	18	18	13	14	12	7	24	15	16	31	2	9	22
	8%	9%	8%	8%	8%	9%	7%	8%	8%	10%	7%	11%	8%	9%	5%	13%	8%
SCOTT	8	5	5	6	5	3	5	5	3	3	6	4	3	6	2	4	5
	2%	2%	2%	3%	2%	1%	3%	3%	2%	4%	2%	3%	1%	2%	5%	5%	2%
WASHINGTON	11	4	5	6	9	4	4	6	2	1	10	5	6	11	-	1	7
	3%	1%	2%	3%	4%	2%	2%	4%	1%	1%	3%	4%	3%	3%	-	1%	2%

Table 51-1  
QUESTION SAM:  
Date.

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%	141 35%	117 29%	89 22%	204 51%	120 30%	63 16%	47 12%	46 11%	56 14%	46 11%	70 17%	321 80%	183 46%	66 17%	8 2%	88 22%	
DATE	-----																								
TUE, AUG 16	13 3%	2 2%	6 7%	2 4%	- -	2 3%	9 4%	4 2%	6 5%	2 1%	3 3%	6 3%	5 4%	1 2%	- -	3 8%	2 3%	1 2%	1 1%	12 4%	6 3%	2 3%	1 12%	3 3%	
WED, AUG 17	14 4%	5 3%	1 1%	1 1%	2 5%	5 7%	6 3%	8 5%	3 2%	2 1%	7 8%	1 1%	8 6%	3 4%	2 4%	1 1%	4 7%	- -	2 2%	11 3%	5 3%	5 7%	- -	3 4%	
THU, AUG 18	23 6%	14 10%	6 7%	- -	1 2%	2 2%	20 9%	2 1%	9 7%	7 6%	5 6%	11 6%	8 6%	3 4%	4 8%	1 2%	3 5%	4 9%	8 11%	15 5%	10 5%	4 6%	- -	7 8%	
FRI, AUG 19	16 4%	10 7%	4 5%	2 4%	- -	- -	14 6%	2 1%	7 5%	4 3%	3 3%	10 5%	1 1%	4 6%	2 4%	2 4%	2 3%	2 4%	5 7%	11 4%	6 3%	3 4%	- -	4 4%	
MON, AUG 22	17 4%	6 4%	6 6%	1 3%	2 5%	2 3%	12 5%	6 3%	6 4%	6 5%	4 4%	11 6%	5 4%	1 2%	1 2%	1 2%	2 3%	2 4%	1 1%	17 5%	7 4%	3 5%	- -	4 5%	
TUE, AUG 23	21 5%	6 4%	8 10%	- -	6 14%	- -	15 6%	6 4%	13 9%	6 5%	1 1%	18 9%	2 2%	1 1%	6 13%	1 2%	1 2%	- -	7 10%	14 4%	14 7%	1 2%	- -	3 3%	
WED, AUG 24	13 3%	3 2%	7 7%	1 1%	1 3%	1 2%	9 4%	3 2%	6 4%	2 2%	3 3%	7 3%	3 3%	3 4%	- -	3 7%	3 5%	1 2%	1 1%	12 4%	4 2%	2 3%	1 9%	4 4%	
THU, AUG 25	22 5%	11 8%	4 5%	2 4%	3 7%	2 3%	15 6%	7 4%	7 5%	6 5%	3 4%	10 5%	6 5%	4 6%	1 3%	3 6%	5 8%	3 7%	5 7%	15 5%	11 6%	4 6%	- -	4 4%	
FRI, AUG 26	19 5%	6 4%	7 7%	1 1%	4 10%	1 2%	12 5%	6 4%	4 3%	6 5%	4 5%	11 5%	4 4%	3 5%	1 2%	- -	2 4%	5 11%	2 3%	16 5%	9 5%	2 3%	- -	8 9%	
MON, AUG 29	18 5%	10 7%	3 3%	1 3%	- -	4 5%	13 6%	5 3%	3 2%	3 3%	5 5%	4 2%	8 6%	5 8%	1 2%	3 7%	2 4%	2 4%	4 5%	14 4%	6 3%	4 5%	1 10%	5 5%	
TUE, AUG 30	26 7%	4 3%	3 3%	3 6%	1 2%	15 19%	7 3%	19 11%	12 9%	6 5%	7 8%	16 8%	4 3%	6 9%	4 9%	1 2%	6 11%	2 5%	5 7%	21 6%	14 8%	2 4%	1 13%	6 7%	
WED, AUG 31	41 10%	14 10%	6 6%	8 16%	2 5%	11 14%	20 9%	21 12%	17 12%	10 9%	8 9%	30 15%	7 6%	3 4%	6 13%	5 11%	5 9%	6 12%	8 11%	33 10%	22 12%	10 15%	1 11%	5 6%	
THU, SEP 1	41 10%	7 5%	14 16%	4 8%	6 15%	9 11%	21 9%	20 11%	13 9%	12 10%	10 12%	21 10%	11 9%	9 14%	4 9%	6 13%	3 5%	5 11%	6 9%	33 10%	12 7%	7 11%	1 9%	13 15%	
FRI, SEP 2	29 7%	10 7%	7 8%	6 13%	4 9%	1 1%	17 8%	12 7%	7 5%	10 9%	8 9%	10 5%	13 11%	5 9%	5 10%	2 5%	3 6%	3 7%	- -	28 9%	14 8%	4 6%	1 10%	3 3%	
TUE, SEP 6	34 8%	19 14%	- -	6 13%	4 10%	4 5%	19 9%	14 8%	9 6%	11 9%	8 9%	17 8%	10 9%	6 10%	1 2%	3 7%	3 6%	2 4%	10 15%	23 7%	16 9%	6 9%	1 10%	4 5%	
WED, SEP 7	24 6%	10 7%	- -	- -	5 11%	9 11%	10 5%	14 8%	7 5%	11 9%	3 4%	6 3%	13 11%	3 5%	2 5%	4 10%	2 4%	6 14%	6 9%	18 5%	12 7%	3 4%	1 15%	4 5%	
THU, SEP 8	8 2%	1 1%	- -	4 8%	- -	3 4%	1 -	7 4%	3 2%	- -	4 5%	3 2%	2 1%	3 4%	3 7%	- -	3 6%	- -	- -	8 2%	3 2%	1 1%	- -	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 51-1  
QUESTION SAM:  
Date.

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
FRI, SEP 9	14	-	5	5	-	5	5	9	3	8	3	6	6	1	2	4	2	1	1	13	6	2	-	2
	3%	-	6%	9%	-	6%	2%	5%	2%	7%	3%	3%	5%	1%	5%	9%	4%	2%	1%	4%	3%	3%	-	3%
MON, SEP 12	10	-	2	3	1	4	2	8	3	5	1	4	4	-	1	2	2	1	-	9	5	2	-	1
	2%	-	2%	6%	2%	5%	1%	4%	2%	4%	1%	2%	3%	-	2%	5%	4%	2%	-	3%	3%	4%	-	1%

Table 51-2  
QUESTION SAM:  
Date.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2022			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	201	137	338	58	77	140	171	64	183	148	156	85	151	124	100	168	122	69	204	64	324	21	43	
	100%	50%	34%	85%	14%	19%	35%	43%	16%	46%	37%	39%	21%	38%	31%	25%	42%	30%	17%	51%	16%	81%	5%	11%	
DATE	-----																								
TUE, AUG 16	13	4	4	8	4	4	1	7	1	7	5	5	5	2	4	5	4	5	3	5	-	11	-	1	
	3%	2%	3%	2%	7%	6%	1%	4%	1%	4%	3%	3%	6%	1%	3%	5%	2%	4%	4%	2%	-	3%	-	3%	
WED, AUG 17	14	4	6	10	4	6	7	2	1	6	7	8	1	5	5	3	7	5	3	7	4	9	2	1	
	4%	2%	5%	3%	6%	7%	5%	1%	1%	3%	5%	5%	2%	3%	4%	3%	4%	4%	4%	3%	6%	3%	8%	2%	
THU, AUG 18	23	14	5	19	4	3	6	13	2	14	7	7	6	8	6	5	12	4	5	14	5	19	-	3	
	6%	7%	4%	6%	7%	4%	4%	8%	3%	7%	5%	5%	7%	5%	5%	7%	7%	3%	7%	7%	7%	6%	-	7%	
FRI, AUG 19	16	9	5	13	2	5	7	4	4	3	8	8	2	5	8	2	6	5	1	10	4	12	1	3	
	4%	4%	4%	4%	4%	6%	5%	2%	7%	1%	5%	5%	2%	4%	6%	2%	4%	4%	1%	5%	6%	4%	6%	6%	
MON, AUG 22	17	9	6	16	2	1	4	12	3	8	6	5	2	11	2	5	10	8	-	9	5	16	1	-	
	4%	5%	5%	5%	3%	1%	3%	7%	4%	5%	4%	3%	2%	7%	2%	5%	6%	7%	-	4%	7%	5%	7%	-	
TUE, AUG 23	21	12	6	18	3	2	7	10	2	8	11	10	5	5	6	2	12	10	3	7	2	20	-	1	
	5%	6%	4%	5%	5%	2%	5%	6%	3%	4%	7%	6%	6%	3%	5%	2%	7%	8%	4%	3%	3%	6%	-	2%	
WED, AUG 24	13	7	4	11	2	3	7	3	3	4	5	5	3	5	4	4	5	1	1	11	4	10	1	2	
	3%	3%	3%	3%	3%	3%	5%	2%	4%	2%	3%	3%	3%	3%	3%	4%	3%	1%	1%	5%	6%	3%	4%	4%	
THU, AUG 25	22	11	9	20	2	2	11	8	3	12	7	11	5	6	7	8	7	7	5	10	1	16	2	2	
	5%	6%	6%	6%	3%	3%	8%	4%	5%	6%	5%	7%	6%	4%	6%	8%	4%	6%	7%	5%	1%	5%	8%	5%	
FRI, AUG 26	19	12	4	16	3	5	6	6	6	8	4	7	5	7	3	4	12	4	4	11	3	15	1	3	
	5%	6%	3%	5%	5%	6%	4%	4%	10%	5%	3%	4%	6%	5%	2%	4%	7%	3%	6%	5%	5%	5%	4%	6%	
MON, AUG 29	18	9	9	17	-	4	6	7	3	8	7	7	4	6	9	3	4	3	5	9	1	11	2	3	
	5%	4%	6%	5%	-	5%	4%	4%	4%	4%	5%	5%	5%	4%	8%	3%	2%	2%	7%	5%	1%	4%	12%	6%	
TUE, AUG 30	26	11	10	22	4	5	7	14	1	13	12	10	12	5	6	12	8	10	6	10	1	20	2	4	
	7%	6%	7%	6%	6%	7%	5%	8%	1%	7%	8%	6%	14%	3%	5%	12%	5%	8%	8%	5%	2%	6%	10%	8%	
WED, AUG 31	41	8	26	34	7	8	17	17	3	18	19	11	7	22	12	9	17	13	8	19	10	37	1	2	
	10%	4%	19%	10%	13%	10%	12%	10%	5%	10%	13%	7%	8%	15%	10%	9%	10%	11%	11%	9%	16%	12%	4%	4%	
THU, SEP 1	41	20	11	32	8	6	14	20	6	21	13	12	9	20	8	14	18	13	8	20	9	32	4	5	
	10%	10%	8%	9%	14%	7%	10%	12%	9%	12%	9%	7%	10%	13%	6%	14%	11%	10%	12%	10%	14%	10%	19%	12%	
FRI, SEP 2	29	15	11	26	2	3	9	17	3	15	10	10	5	13	9	6	13	9	3	16	5	23	-	5	
	7%	8%	8%	8%	4%	4%	6%	10%	5%	8%	6%	6%	6%	9%	7%	6%	7%	8%	4%	8%	8%	7%	-	13%	
TUE, SEP 6	34	25	3	28	4	9	13	11	11	13	10	20	3	8	19	4	10	5	8	19	4	27	1	5	
	8%	13%	2%	8%	7%	12%	9%	7%	17%	7%	6%	13%	3%	5%	15%	4%	6%	4%	12%	9%	6%	8%	4%	12%	
WED, SEP 7	24	10	11	21	3	3	11	9	3	12	8	9	8	8	5	6	13	8	2	14	3	20	2	1	
	6%	5%	8%	6%	6%	4%	8%	5%	5%	7%	6%	6%	9%	5%	4%	6%	7%	7%	3%	7%	4%	6%	9%	3%	
THU, SEP 8	8	4	-	4	3	1	2	5	3	5	-	3	2	4	4	2	3	1	2	5	2	5	1	2	
	2%	2%	-	1%	6%	1%	1%	3%	4%	3%	-	2%	2%	2%	3%	2%	2%	1%	3%	3%	3%	2%	4%	4%	

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

Continued

Table 51-2  
QUESTION SAM:  
Date.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2022			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY	SMWT	TOTAL	TOTAL	EXPAN	REC-	BETTER	WORSE	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	INC-	DEC-	SAME	3/3	UNDER	50	51-100	101+
		CONF	CONF	CONF	NOT	-SION	SSION				REASE	REASE		REASE	REASE		REASE	REASE			50			
FRI, SEP 9	14	10	4	14	-	5	5	3	4	4	6	5	2	5	5	4	4	6	2	4	1	12	-	1
	3%	5%	3%	4%	-	7%	3%	2%	6%	2%	4%	3%	2%	4%	4%	4%	2%	5%	3%	2%	2%	4%	-	1%
MON, SEP 12	10	6	3	9	1	3	3	3	2	3	5	4	1	5	3	2	5	6	1	3	2	9	-	-
	2%	3%	2%	3%	1%	4%	2%	2%	2%	2%	3%	3%	1%	3%	2%	2%	3%	5%	1%	2%	3%	3%	-	-

Table 51-3  
QUESTION SAM:  
Date.

BANNER 3

	GENDER			AGE				2023 PROJECTION			RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-SSION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATT-RACT WORK-ERS	INCR MAT COSTS	INFL-ATION	INCR WAGES	HLTH COSTS	UNFAV BIZ CLIM	CAPTL TO INV-EST	RIS-ING INT RATES	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	293 73%	107 27%	85 21%	77 19%	130 33%	78 19%	76 19%	135 34%	171 43%	172 43%	182 45%	354 88%	40 10%	178 44%	177 44%	99 25%	51 13%	47 12%	37 9%	19 5%	14 4%	172 43%	213 53%
DATE																								
TUE, AUG 16	13 3%	9 3%	3 3%	1 2%	1 2%	5 4%	4 5%	2 3%	1 1%	8 5%	5 3%	5 3%	10 3%	2 5%	4 2%	5 3%	3 3%	2 4%	2 3%	3 8%	1 4%	1 6%	8 4%	5 2%
WED, AUG 17	14 4%	11 4%	3 3%	- -	3 4%	7 6%	2 2%	2 2%	8 6%	5 3%	7 4%	5 3%	12 3%	2 6%	8 4%	3 2%	3 3%	3 5%	2 4%	2 6%	1 5%	- -	3 1%	12 5%
THU, AUG 18	23 6%	16 5%	7 7%	2 2%	5 6%	11 8%	4 5%	7 9%	6 4%	10 6%	8 4%	12 7%	20 6%	3 8%	12 7%	11 7%	4 4%	4 8%	2 4%	1 3%	- -	- -	7 4%	16 7%
FRI, AUG 19	16 4%	11 4%	5 5%	4 5%	2 2%	4 3%	6 7%	4 5%	9 6%	2 1%	7 4%	5 3%	13 4%	2 4%	5 3%	8 4%	5 5%	4 7%	2 3%	1 3%	- -	- -	5 3%	9 4%
MON, AUG 22	17 4%	13 4%	5 5%	5 5%	4 5%	4 3%	3 4%	- -	2 2%	13 8%	9 5%	6 3%	16 4%	2 4%	7 4%	7 4%	5 5%	1 2%	- -	1 2%	1 4%	- -	7 4%	10 5%
TUE, AUG 23	21 5%	16 6%	4 4%	9 11%	4 5%	7 5%	1 1%	3 4%	9 7%	8 5%	11 6%	9 5%	20 6%	1 2%	6 3%	13 7%	3 3%	2 4%	3 6%	2 5%	3 16%	- -	14 8%	7 3%
WED, AUG 24	13 3%	10 3%	2 2%	4 5%	1 2%	4 3%	4 5%	3 4%	6 4%	2 1%	6 3%	6 4%	12 3%	1 2%	6 4%	5 3%	1 1%	3 5%	4 9%	- -	2 10%	1 5%	6 4%	6 3%
THU, AUG 25	22 5%	18 6%	4 3%	2 2%	8 10%	8 6%	3 3%	3 4%	9 6%	10 6%	11 6%	9 5%	20 6%	2 5%	6 4%	11 6%	5 5%	3 5%	2 4%	2 4%	2 9%	- -	7 4%	14 7%
FRI, AUG 26	19 5%	13 4%	6 5%	3 4%	3 4%	7 5%	3 3%	4 5%	9 6%	6 4%	11 7%	6 3%	17 5%	2 4%	5 3%	8 4%	8 8%	1 2%	3 6%	2 6%	- -	3 18%	9 5%	9 4%
MON, AUG 29	18 5%	13 4%	5 5%	6 7%	2 2%	6 5%	1 1%	6 7%	5 3%	6 3%	9 6%	7 4%	16 5%	2 5%	11 6%	8 4%	3 3%	2 4%	2 4%	3 8%	- -	- -	7 4%	9 4%
TUE, AUG 30	26 7%	22 8%	4 4%	4 4%	10 12%	7 5%	4 5%	5 6%	3 2%	18 11%	11 6%	15 8%	26 7%	- -	12 7%	9 5%	7 7%	1 2%	1 3%	6 16%	2 11%	- -	14 8%	12 6%
WED, AUG 31	41 10%	24 8%	17 16%	6 7%	7 10%	15 11%	12 15%	5 6%	20 15%	14 8%	13 7%	22 12%	35 10%	5 14%	23 13%	15 8%	15 15%	5 11%	5 10%	1 3%	1 5%	3 18%	16 9%	23 11%
THU, SEP 1	41 10%	29 10%	11 11%	8 10%	11 14%	12 9%	6 7%	5 7%	7 5%	26 15%	16 9%	21 11%	36 10%	3 8%	14 8%	22 12%	10 10%	7 13%	3 7%	4 12%	2 12%	1 6%	18 11%	19 9%
FRI, SEP 2	29 7%	17 6%	12 11%	7 8%	3 4%	7 6%	8 10%	1 1%	12 9%	15 9%	11 6%	14 8%	25 7%	2 6%	16 9%	14 8%	5 5%	3 6%	4 9%	- -	1 6%	2 14%	11 6%	18 8%
TUE, SEP 6	34 8%	29 10%	5 5%	5 6%	11 14%	8 6%	8 11%	13 17%	12 9%	6 4%	18 11%	12 7%	31 9%	3 7%	14 8%	15 9%	8 8%	6 11%	4 9%	1 3%	1 6%	3 22%	13 7%	19 9%
WED, SEP 7	24 6%	21 7%	3 3%	8 10%	1 2%	5 4%	6 8%	6 8%	6 4%	12 7%	7 4%	12 7%	19 5%	5 12%	11 6%	12 7%	5 5%	4 9%	5 10%	4 12%	- -	- -	12 7%	12 6%
THU, SEP 8	8 2%	5 2%	3 2%	3 4%	- -	2 2%	2 3%	- -	6 4%	2 1%	- -	6 3%	6 2%	2 5%	6 4%	4 2%	2 2%	1 2%	- -	2 4%	- -	- -	3 2%	5 2%

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.

BANNER 3

	GENDER		AGE				2023 PROJECTION		RECESSION RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	REC-FLAT	VERY-RECESSION	SMWT-CONF	TOTAL-CONF	TOTAL-NOT-CONF	ATT-RACK-WORKERS	INCR-MAT-COSTS	INFL-ATION	INCR-WAGES	HLTH-COSTS	UNFAV-BIZ-CLIM	CAPTL-TO-INV-EST	RIS-ING-INT-RATES	NO	TOT-YES	
FRI, SEP 9	14 3%	11 4%	3 3%	4 5%	1 1%	7 6%	1 1%	3 4%	2 2%	7 4%	6 4%	5 3%	11 3%	1 3%	6 4%	3 2%	5 5%	- -	3 7%	2 5%	2 9%	2 11%	9 5%	5 2%
MON, SEP 12	10 2%	6 2%	4 4%	2 2%	1 1%	3 2%	3 4%	4 6%	4 3%	2 1%	7 4%	3 2%	10 3%	- -	5 3%	6 3%	2 2%	- -	1 2%	- -	1 3%	- -	5 3%	4 2%

Table 51-4  
QUESTION SAM:  
Date.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 85%	177 44%	149 37%	89 22%	60 15%	58 15%	47 12%	30 7%	32 8%	206 52%	186 47%	193 48%	144 36%	54 13%	194 48%	200 50%	182 45%	193 48%	203 51%	54 21%	100 40%	51 20%	100 40%	218 55%
DATE																								
TUE, AUG 16	13 3%	6 3%	2 2%	2 2%	2 3%	1 2%	1 2%	- -	2 7%	4 2%	8 5%	7 4%	4 3%	2 3%	4 2%	6 3%	5 3%	2 1%	10 5%	6 11%	- -	1 2%	- -	6 3%
WED, AUG 17	14 4%	9 5%	7 5%	2 2%	4 6%	3 4%	1 2%	1 4%	1 3%	8 4%	6 3%	5 3%	5 4%	3 5%	7 4%	10 5%	4 2%	8 4%	6 3%	5 9%	- -	4 8%	- -	5 2%
THU, AUG 18	23 6%	8 4%	5 4%	7 7%	4 7%	4 7%	4 9%	2 6%	- -	14 7%	8 4%	12 6%	8 5%	1 2%	14 7%	12 6%	9 5%	11 6%	10 5%	1 3%	- -	1 2%	- -	20 9%
FRI, AUG 19	16 4%	4 2%	6 4%	4 5%	- -	4 6%	- -	- -	2 6%	5 2%	11 6%	8 4%	6 4%	2 3%	5 3%	5 2%	12 6%	3 2%	13 7%	2 4%	- -	- -	- -	14 7%
MON, AUG 22	17 4%	8 4%	4 3%	2 2%	- -	3 5%	3 5%	1 2%	- -	7 3%	10 6%	8 4%	6 4%	2 4%	7 4%	9 5%	8 4%	8 4%	9 5%	4 7%	- -	3 6%	- -	11 5%
TUE, AUG 23	21 5%	9 5%	8 5%	4 5%	5 8%	3 5%	3 6%	1 3%	3 9%	10 5%	11 6%	8 4%	11 7%	2 4%	10 5%	10 5%	11 6%	9 5%	12 6%	- -	- -	6 12%	- -	15 7%
WED, AUG 24	13 3%	7 4%	3 2%	3 4%	3 5%	3 4%	1 2%	2 7%	- -	8 4%	5 3%	7 3%	4 3%	2 3%	7 4%	8 4%	4 2%	8 4%	4 2%	1 3%	- -	2 4%	- -	9 4%
THU, AUG 25	22 5%	7 4%	9 6%	3 3%	5 8%	4 7%	2 5%	3 10%	3 9%	10 5%	11 6%	9 4%	11 7%	2 4%	10 5%	14 7%	7 4%	14 7%	6 3%	6 11%	- -	3 6%	- -	13 6%
FRI, AUG 26	19 5%	6 3%	5 3%	3 3%	4 6%	2 3%	2 3%	2 6%	- -	10 5%	8 4%	8 4%	6 4%	5 10%	9 5%	8 4%	10 5%	11 6%	7 4%	3 5%	- -	4 8%	- -	12 5%
MON, AUG 29	18 5%	10 6%	7 5%	6 6%	3 5%	2 3%	3 6%	2 6%	1 3%	11 5%	6 3%	11 6%	5 4%	2 4%	11 6%	11 6%	6 3%	13 7%	5 2%	4 7%	- -	2 4%	- -	13 6%
TUE, AUG 30	26 7%	14 8%	10 7%	4 5%	1 2%	6 9%	5 11%	5 16%	1 3%	14 7%	12 6%	15 8%	8 5%	3 6%	14 7%	14 7%	11 6%	17 9%	9 4%	1 1%	9 9%	1 2%	13 13%	7 3%
WED, AUG 31	41 10%	14 8%	24 16%	12 14%	4 6%	5 9%	2 5%	1 2%	5 16%	20 9%	20 11%	28 14%	9 6%	4 8%	20 10%	16 8%	24 13%	11 6%	28 14%	3 5%	6 6%	2 4%	12 12%	20 9%
THU, SEP 1	41 10%	18 10%	20 13%	8 9%	5 9%	4 6%	5 11%	4 13%	4 11%	20 10%	18 10%	12 6%	24 17%	5 9%	20 10%	17 8%	21 11%	19 10%	21 10%	5 9%	3 3%	6 12%	9 9%	20 9%
FRI, SEP 2	29 7%	17 10%	5 4%	11 12%	4 7%	5 9%	3 6%	- -	3 10%	16 8%	13 7%	16 8%	7 5%	5 9%	14 7%	14 7%	11 6%	12 6%	17 8%	- -	6 6%	4 8%	1 1%	17 8%
TUE, SEP 6	34 8%	13 8%	13 9%	5 5%	5 9%	- -	4 9%	1 3%	5 15%	16 8%	18 10%	13 7%	11 8%	5 9%	13 7%	19 10%	14 8%	22 12%	11 6%	- -	5 5%	5 10%	4 4%	19 9%
WED, SEP 7	24 6%	12 7%	10 7%	7 8%	7 11%	2 4%	4 9%	2 7%	- -	13 6%	11 6%	9 5%	10 7%	5 9%	11 6%	10 5%	13 7%	10 5%	13 7%	- -	3 3%	7 13%	5 5%	10 5%
THU, SEP 8	8 2%	4 2%	1 1%	- -	2 3%	3 6%	2 4%	2 6%	- -	8 4%	- -	6 3%	2 1%	- -	8 4%	4 2%	2 1%	4 2%	3 2%	- -	3 3%	- -	4 4%	1 -

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.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS		DIFFCLTY ATTRCT CAND		HIRING +DIFF	SUCCESSION PLAN		STRATEGIC PLAN		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEV- ELOP MGRS	NEW PROD	STGY PLAN	AUTO- MTN	CAP- ITAL INVMT	YES	NO	VERY	SMWT	TOT NOT	TOT YES	YES	NO	YES	NO	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	WEST CENT INIT	NONE
FRI, SEP 9	14 3%	7 4%	8 5%	5 5%	1 2%	4 8%	1 2%	1 5%	2 6%	7 4%	6 3%	7 4%	3 2%	3 6%	6 3%	10 5%	4 2%	4 2%	10 5%	7 13%	-	-	4 4%	4 2%
MON, SEP 12	10 2%	5 3%	2 1%	3 4%	2 4%	2 3%	1 3%	1 5%	1 2%	4 2%	5 3%	4 2%	4 3%	1 3%	4 2%	2 1%	7 4%	4 2%	6 3%	6 12%	5 5%	1 2%	5 5%	2 1%

Table 51-5  
QUESTION SAM:  
Date.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK ENV-IRON	SAFE ENVIR	COMP SALARY	WRK-LFE BAL	FLEX SHIFTS	BENE-FITS	IND-STRY LEADER	CAREER GRWTH	YES	NO	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	YES	NO
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
BASE=TOTAL SAMPLE	400 100%	286 72%	248 62%	247 62%	225 56%	187 47%	172 43%	171 43%	154 38%	70 18%	323 81%	138 35%	213 53%	351 88%	41 10%	68 17%	295 74%
DATE	-----																
TUE, AUG 16	13 3%	12 4%	9 4%	10 4%	9 4%	7 4%	7 4%	4 2%	5 4%	1 1%	12 4%	5 4%	6 3%	12 3%	1 2%	2 3%	10 4%
WED, AUG 17	14 4%	9 3%	10 4%	9 4%	9 4%	9 5%	7 4%	5 3%	6 4%	3 5%	11 3%	5 3%	9 4%	13 4%	1 2%	5 7%	9 3%
THU, AUG 18	23 6%	14 5%	15 6%	14 6%	15 7%	12 6%	10 6%	13 8%	8 5%	6 8%	17 5%	7 5%	12 6%	19 5%	3 7%	2 3%	17 6%
FRI, AUG 19	16 4%	12 4%	13 5%	14 6%	8 3%	9 5%	8 5%	9 5%	6 4%	2 3%	13 4%	5 4%	7 3%	13 4%	4 9%	2 3%	12 4%
MON, AUG 22	17 4%	10 3%	9 4%	10 4%	10 4%	7 4%	6 4%	7 4%	7 4%	3 4%	14 4%	8 6%	7 3%	16 4%	2 4%	2 3%	14 5%
TUE, AUG 23	21 5%	18 6%	14 6%	12 5%	9 4%	10 5%	5 3%	7 4%	7 4%	4 5%	17 5%	10 7%	8 4%	18 5%	3 7%	2 3%	15 5%
WED, AUG 24	13 3%	9 3%	7 3%	11 4%	9 4%	7 4%	8 4%	6 3%	7 4%	4 5%	9 3%	7 5%	4 2%	11 3%	2 5%	4 6%	8 3%
THU, AUG 25	22 5%	17 6%	10 4%	11 4%	11 5%	5 3%	9 5%	9 5%	8 5%	5 7%	17 5%	5 4%	14 6%	19 5%	3 7%	4 6%	14 5%
FRI, AUG 26	19 5%	17 6%	17 7%	15 6%	14 6%	14 8%	11 6%	14 8%	12 8%	3 4%	15 5%	9 7%	10 5%	19 5%	-	5 7%	11 4%
MON, AUG 29	18 5%	16 5%	15 6%	14 6%	13 6%	11 6%	8 5%	11 6%	12 8%	3 4%	15 5%	8 6%	10 5%	18 5%	-	3 4%	12 4%
TUE, AUG 30	26 7%	21 7%	16 6%	16 7%	14 6%	12 6%	10 6%	11 7%	8 5%	7 10%	19 6%	5 4%	19 9%	25 7%	1 3%	5 8%	21 7%
WED, AUG 31	41 10%	28 10%	22 9%	21 9%	16 7%	16 8%	12 7%	14 8%	7 5%	6 8%	35 11%	11 8%	24 11%	34 10%	6 14%	7 10%	32 11%
THU, SEP 1	41 10%	22 8%	21 9%	24 10%	21 9%	12 7%	18 10%	15 9%	16 10%	9 13%	31 10%	13 10%	22 10%	35 10%	4 9%	4 6%	32 11%
FRI, SEP 2	29 7%	18 6%	19 8%	18 7%	15 7%	12 7%	12 7%	9 5%	10 7%	5 7%	23 7%	10 7%	15 7%	25 7%	3 7%	7 10%	19 6%
TUE, SEP 6	34 8%	26 9%	18 7%	18 7%	19 8%	16 8%	17 10%	13 8%	18 12%	2 3%	30 9%	10 7%	20 9%	29 8%	2 5%	10 15%	23 8%
WED, SEP 7	24 6%	18 6%	17 7%	16 6%	16 7%	15 8%	11 6%	11 7%	10 7%	6 8%	18 6%	7 5%	12 6%	19 6%	5 11%	1 1%	21 7%
THU, SEP 8	8 2%	6 2%	2 1%	2 1%	3 2%	4 2%	4 3%	-	-	1 1%	7 2%	2 1%	6 3%	8 2%	-	2 3%	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 51-5  
QUESTION SAM:  
Date.

BANNER 5

	COMPANY KNOWN FOR									COMPANY HACKED		SECURE FROM HACKING				ISO CERTIFIED	
	TOTAL	WORK	SAFE	COMP	WRK-	FLEX	BENE-	IND-	CAREER	YES	NO	VERY	SMWT	TOTAL	TOTAL	YES	NO
		ENV-	ENVI	SALARY	LFE	SHIFTS	FITS	STRY	LEADER								
FRI, SEP 9	14 3%	10 3%	11 5%	10 4%	9 4%	6 3%	7 4%	9 5%	5 3%	2 2%	11 3%	6 4%	6 3%	12 3%	1 4%	2 3%	10 3%
MON, SEP 12	10 2%	6 2%	2 1%	4 2%	5 2%	2 1%	1 -	2 1%	2 1%	1 1%	9 3%	4 3%	3 1%	7 2%	2 4%	- -	8 3%

