

Table 1-1
Summary of Key Firm Data

BANNER 1

	REGION						REGION II		REVENUES				EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE		
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
FINANCIAL FUTURE (D/S) -----	293 73%	113 81%	68 78%	29 60%	31 73%	53 64%	180 80%	113 65%	70 52%	87 75%	88 97%	121 59%	101 84%	52 94%	37 80%	30 77%	33 72%	27 84%	42 65%	231 74%	91 59%	63 80%	20 87%	57 74%
TOTAL CONFIDENT	343 86%	125 89%	76 88%	38 80%	37 85%	67 81%	201 89%	142 82%	102 75%	101 87%	89 99%	161 79%	110 92%	53 96%	42 90%	34 89%	39 84%	29 91%	52 82%	271 86%	121 79%	71 90%	21 91%	66 85%
TOTAL NOT CONFIDENT	50 13%	12 9%	9 10%	10 20%	5 13%	14 17%	21 9%	29 17%	32 23%	15 13%	1 1%	39 19%	10 8%	1 2%	5 10%	4 11%	6 12%	2 7%	11 17%	40 13%	30 19%	8 10%	1 4%	9 11%
GROSS REVENUE (D/S) -----	23 6%	8 6%	9 10%	-3 -6%	5 11%	4 5%	17 7%	6 4%	-8 -6%	2 2%	19 21%	-4 -2%	16 13%	5 9%	9 19%	2 5%	-8 -17%	12 37%	5 7%	14 4%	-10 -7%	10 13%	7 30%	- -
INCREASE	124 31%	41 29%	31 35%	6 13%	18 41%	28 34%	72 32%	52 30%	25 19%	39 33%	41 45%	49 24%	47 39%	20 37%	19 40%	15 38%	10 22%	14 43%	21 32%	96 31%	34 22%	27 34%	10 42%	23 30%
DECREASE	101 25%	33 24%	22 25%	9 18%	13 30%	24 29%	55 24%	46 26%	33 24%	37 32%	21 24%	53 26%	32 26%	15 28%	10 22%	12 32%	18 39%	2 6%	16 25%	83 26%	44 29%	17 21%	3 12%	23 29%
STAY THE SAME	161 40%	57 41%	32 36%	32 67%	12 29%	28 34%	89 39%	73 42%	74 55%	39 33%	23 25%	95 47%	38 32%	17 31%	18 38%	11 27%	16 35%	13 41%	25 39%	125 40%	72 47%	33 42%	11 46%	27 35%
PROFITABILITY (D/S) -----	1 -	9 7%	- 1%	-10 -21%	- -	2 2%	10 4%	-9 -5%	-17 -12%	-8 -7%	14 15%	-10 -5%	- -	5 10%	7 15%	- 1%	-3 -7%	4 13%	7 11%	-12 -4%	-12 -8%	- -	7 29%	-6 -8%
INCREASE	105 26%	41 29%	20 23%	9 19%	11 25%	24 30%	61 27%	45 26%	23 17%	29 25%	35 39%	43 21%	35 30%	21 38%	17 37%	9 23%	11 23%	8 26%	20 32%	78 25%	34 22%	23 29%	9 38%	14 18%
DECREASE	104 26%	32 23%	19 22%	19 40%	11 26%	23 28%	51 22%	53 31%	40 30%	37 32%	21 23%	53 26%	35 29%	16 28%	10 22%	9 22%	14 30%	4 13%	14 21%	89 28%	46 30%	22 28%	2 9%	20 26%
STAY THE SAME	183 46%	64 46%	45 52%	19 40%	21 49%	34 41%	109 48%	74 43%	71 53%	48 42%	33 37%	103 51%	50 41%	17 30%	19 40%	21 54%	21 44%	18 57%	28 44%	142 45%	72 47%	32 41%	12 53%	42 54%
CAPITAL EXPENDITURES (D/S) -----	42 10%	13 9%	1 1%	4 9%	4 10%	19 24%	14 6%	28 16%	22 16%	5 4%	7 8%	20 10%	16 13%	3 5%	8 18%	7 19%	-4 -9%	11 34%	18 29%	18 6%	16 10%	- -	7 32%	9 11%
INCREASE	131 33%	44 32%	24 27%	14 30%	13 29%	35 43%	68 30%	63 36%	46 34%	37 32%	28 31%	63 31%	41 35%	19 35%	19 41%	18 46%	9 20%	15 48%	30 47%	92 29%	51 33%	20 25%	10 43%	25 32%
DECREASE	89 22%	31 22%	23 27%	10 21%	8 20%	16 19%	54 24%	35 20%	24 18%	32 28%	21 23%	43 21%	25 21%	17 30%	11 23%	10 26%	14 30%	4 14%	12 18%	74 24%	36 23%	20 25%	3 11%	16 21%
STAY THE SAME	176 44%	63 45%	38 44%	24 49%	21 49%	31 37%	101 44%	76 44%	64 47%	47 41%	41 45%	96 47%	52 44%	19 35%	17 36%	10 26%	23 50%	12 38%	22 35%	145 46%	67 43%	39 50%	11 46%	33 43%

Table 1-2
Summary of Key Firm Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					-50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
FINANCIAL FUTURE (D/S)	293	179	164	343	-50	67	158	54	50	115	122	117	46	118	100	43	146	97	50	143	44	222	24	28
	73%	100%	100%	100%	-100%	99%	88%	41%	87%	58%	90%	95%	46%	73%	95%	42%	80%	74%	57%	81%	76%	68%	100%	88%
TOTAL CONFIDENT	343	179	164	343	-	67	168	91	53	155	129	120	72	139	103	73	163	113	70	158	50	271	24	29
	86%	100%	100%	100%	-	99%	94%	69%	94%	78%	95%	97%	72%	86%	97%	70%	89%	86%	78%	89%	87%	84%	100%	92%
TOTAL NOT CONFIDENT	50	-	-	-	50	-	10	37	4	39	6	3	26	21	3	29	17	16	19	15	6	49	-	1
	13%	-	-	-	100%	-	6%	28%	6%	20%	5%	2%	26%	13%	3%	28%	9%	12%	22%	9%	11%	15%	-	4%
GROSS REVENUE (D/S)	23	57	-10	48	-24	32	27	-42	22	-37	34	124	-101	-	77	-69	16	32	-37	29	-	12	5	-
	6%	32%	-6%	14%	-47%	47%	15%	-32%	39%	-19%	25%	100%	-100%	-	73%	-67%	9%	25%	-42%	16%	-	4%	20%	1%
INCREASE	124	80	40	120	3	36	64	16	27	36	55	124	-	-	79	3	42	54	11	58	-	96	10	11
	31%	45%	24%	35%	5%	53%	36%	12%	48%	18%	40%	100%	-	-	75%	3%	23%	41%	13%	33%	-	30%	40%	35%
DECREASE	101	22	50	72	26	4	37	58	5	73	21	-	101	-	2	72	26	22	49	30	-	84	5	10
	25%	13%	30%	21%	52%	7%	20%	44%	9%	37%	15%	-	100%	-	2%	70%	14%	17%	55%	17%	-	26%	20%	33%
STAY THE SAME	161	67	72	139	21	24	73	55	21	81	57	-	-	161	21	28	110	51	29	80	57	133	9	9
	40%	37%	44%	41%	42%	35%	41%	41%	37%	41%	42%	-	-	100%	20%	27%	60%	39%	33%	45%	100%	41%	35%	27%
PROFITABILITY (D/S)	1	55	-25	30	-27	29	12	-42	29	-48	20	76	-71	-6	105	-104	-	22	-33	13	-	-10	5	-
	-	31%	-15%	9%	-53%	43%	7%	-32%	51%	-24%	15%	61%	-70%	-4%	100%	-100%	-	17%	-37%	7%	-	-3%	21%	1%
INCREASE	105	72	30	103	3	38	45	16	33	33	37	79	2	21	105	-	-	47	10	48	-	78	10	11
	26%	40%	18%	30%	5%	56%	25%	12%	58%	17%	27%	64%	2%	13%	100%	-	-	36%	11%	27%	-	24%	41%	35%
DECREASE	104	18	55	73	29	9	33	58	4	81	17	3	72	28	-	104	-	25	43	35	-	88	5	11
	26%	10%	33%	21%	59%	13%	18%	44%	7%	41%	13%	2%	72%	17%	-	100%	-	19%	48%	20%	-	27%	20%	35%
STAY THE SAME	183	85	78	163	17	20	99	54	19	79	80	42	26	110	-	-	183	55	36	90	57	153	7	9
	46%	47%	48%	48%	35%	29%	55%	41%	33%	40%	59%	34%	25%	68%	-	-	100%	42%	41%	51%	100%	47%	30%	30%
CAPITAL EXPENDITURES (D/S)	42	42	1	43	-3	22	17	-5	20	3	18	43	-27	22	37	-17	19	131	-89	-	-	36	-2	4
	10%	24%	-	13%	-7%	33%	10%	-4%	36%	1%	13%	35%	-27%	14%	36%	-17%	10%	100%	-100%	-	-	11%	-8%	14%
INCREASE	131	68	45	113	16	28	58	37	25	64	39	54	22	51	47	25	55	131	-	-	-	104	8	11
	33%	38%	28%	33%	32%	41%	32%	28%	43%	32%	29%	44%	22%	32%	45%	24%	30%	100%	-	-	-	32%	34%	36%
DECREASE	89	25	45	70	19	5	41	42	4	62	21	11	49	29	10	43	36	-	89	-	-	69	10	7
	22%	14%	27%	20%	38%	8%	23%	32%	7%	31%	16%	9%	48%	18%	10%	41%	20%	-	100%	-	-	21%	41%	22%
STAY THE SAME	176	84	73	158	15	33	80	53	27	70	74	58	30	80	48	35	90	-	-	176	57	149	6	13
	44%	47%	45%	46%	30%	48%	44%	40%	48%	36%	55%	47%	29%	50%	45%	34%	49%	-	-	100%	100%	46%	25%	42%

Table 1-3
Summary of Key Firm Data

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	299	101	84	73	135	78	88	140	155	153	189	342	53	157	125	122	61	54	56	32	24	291	102
	100%	75%	25%	21%	18%	34%	19%	22%	35%	39%	38%	47%	86%	13%	39%	31%	31%	15%	13%	14%	8%	6%	73%	26%
FINANCIAL FUTURE (D/S)	293	214	79	72	68	90	42	85	112	86	148	143	292	-1	123	87	91	54	34	47	19	17	215	75
-----	73%	72%	78%	85%	93%	67%	54%	97%	80%	55%	97%	76%	85%	-3%	78%	70%	74%	89%	64%	83%	60%	69%	74%	73%
TOTAL CONFIDENT	343	255	88	78	70	113	59	86	126	118	150	165	315	25	139	105	106	58	44	51	25	20	251	88
	86%	85%	87%	93%	96%	83%	76%	98%	90%	76%	98%	87%	92%	48%	89%	84%	87%	94%	81%	90%	79%	84%	86%	86%
TOTAL NOT CONFIDENT	50	41	9	6	2	22	17	1	14	32	2	22	23	27	16	18	15	3	9	4	6	4	36	13
	13%	14%	9%	7%	3%	17%	21%	1%	10%	21%	1%	11%	7%	51%	10%	15%	13%	6%	18%	7%	19%	16%	13%	13%
GROSS REVENUE (D/S)	23	8	15	20	12	-4	-7	34	11	-26	37	3	40	-18	33	-1	15	5	-14	1	-4	-5	-1	22
-----	6%	3%	15%	24%	17%	-3%	-10%	39%	8%	-17%	24%	1%	12%	-34%	21%	-	12%	8%	-27%	1%	-12%	-23%	-	22%
INCREASE	124	93	30	36	26	38	17	42	47	30	66	50	116	7	66	33	40	20	11	15	10	3	80	41
	31%	31%	30%	43%	36%	28%	22%	48%	34%	19%	43%	26%	34%	14%	42%	26%	33%	32%	20%	26%	30%	12%	27%	40%
DECREASE	101	86	15	16	14	42	25	8	36	56	29	47	76	25	33	33	25	15	25	14	14	8	81	19
	25%	29%	15%	19%	19%	31%	32%	9%	26%	36%	19%	25%	22%	47%	21%	27%	20%	24%	47%	25%	42%	35%	28%	19%
STAY THE SAME	161	109	53	29	29	54	33	37	52	64	53	87	140	20	56	54	52	25	16	24	7	11	121	38
	40%	36%	52%	34%	39%	40%	43%	42%	37%	41%	35%	46%	41%	38%	36%	44%	43%	41%	31%	42%	23%	44%	42%	37%
PROFITABILITY (D/S)	1	2	-1	16	3	-20	-1	27	6	-30	37	-6	31	-29	13	1	9	-3	-15	-2	-	2	-17	17
-----	-	1%	-1%	19%	4%	-15%	-1%	31%	5%	-20%	24%	-3%	9%	-56%	8%	-	7%	-4%	-28%	-4%	-	10%	-6%	16%
INCREASE	105	80	25	30	19	31	20	35	40	29	61	41	103	3	49	36	31	15	11	14	8	8	68	35
	26%	27%	25%	36%	27%	23%	25%	40%	28%	19%	40%	22%	30%	5%	31%	29%	26%	25%	21%	24%	24%	33%	23%	34%
DECREASE	104	78	26	14	16	51	20	8	33	59	24	47	72	32	36	35	23	18	27	16	8	6	85	18
	26%	26%	26%	17%	22%	38%	26%	9%	24%	38%	16%	25%	21%	61%	23%	28%	19%	29%	49%	28%	24%	24%	29%	18%
STAY THE SAME	183	135	47	38	36	52	37	44	66	63	63	99	162	18	68	54	66	28	16	25	16	9	133	48
	46%	45%	47%	45%	49%	39%	48%	50%	47%	41%	41%	52%	47%	34%	43%	43%	54%	46%	30%	45%	49%	36%	46%	47%
CAPITAL EXPENDITURES (D/S)	42	27	15	19	23	1	-4	22	14	4	30	12	43	-1	27	14	13	6	-5	11	1	5	16	26
-----	10%	9%	15%	22%	31%	1%	-5%	25%	10%	3%	20%	6%	12%	-2%	17%	11%	11%	9%	-10%	19%	3%	20%	6%	25%
INCREASE	131	97	34	35	34	39	14	32	41	53	61	51	113	17	60	39	38	19	14	22	9	9	83	46
	33%	32%	34%	42%	47%	29%	18%	37%	29%	34%	40%	27%	33%	31%	38%	31%	31%	30%	25%	38%	28%	39%	29%	45%
DECREASE	89	70	19	16	11	38	18	11	27	49	31	39	70	18	34	25	25	13	19	11	8	5	67	20
	22%	23%	19%	19%	16%	28%	23%	12%	20%	32%	20%	21%	21%	34%	21%	20%	21%	21%	35%	19%	25%	19%	23%	20%
STAY THE SAME	176	130	46	32	27	58	45	44	71	53	59	98	158	18	63	58	57	30	21	24	14	10	139	34
	44%	44%	46%	38%	37%	43%	58%	50%	51%	34%	39%	52%	46%	33%	40%	47%	47%	49%	39%	43%	44%	42%	48%	33%

Table 1-4
Summary of Key Firm Data

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%
FINANCIAL FUTURE (D/S)	293	140	102	61	54	53	32	36	33	141	76	40	30	107	143	39	133	35	75	32	72	175
	73%	81%	63%	81%	84%	84%	68%	83%	79%	64%	85%	85%	78%	65%	84%	65%	82%	64%	76%	63%	72%	80%
TOTAL CONFIDENT	343	156	131	68	59	58	39	40	37	179	82	42	34	134	156	49	145	43	87	41	85	195
	86%	90%	81%	90%	91%	92%	83%	92%	90%	81%	91%	91%	89%	82%	91%	82%	90%	80%	87%	80%	85%	89%
TOTAL NOT CONFIDENT	50	16	29	7	5	5	7	4	4	38	6	3	4	27	13	10	13	9	11	9	13	20
	13%	9%	18%	9%	7%	8%	15%	8%	10%	17%	6%	6%	11%	17%	8%	17%	8%	16%	11%	18%	13%	9%
GROSS REVENUE (D/S)	23	19	6	7	8	6	6	8	10	-2	23	4	-5	-8	15	15	17	-	7	2	-9	15
	6%	11%	4%	9%	12%	9%	12%	18%	24%	-1%	26%	9%	-12%	-5%	8%	24%	10%	-	7%	4%	-9%	7%
INCREASE	124	61	47	25	26	22	18	16	17	55	40	19	8	41	59	22	60	13	24	19	26	69
	31%	35%	29%	33%	41%	34%	37%	37%	42%	25%	45%	41%	21%	25%	35%	36%	37%	25%	24%	37%	26%	32%
DECREASE	101	42	40	18	18	16	12	8	7	56	17	15	12	49	45	7	43	13	17	17	34	54
	25%	24%	25%	24%	28%	25%	25%	19%	17%	26%	19%	32%	33%	30%	26%	12%	27%	25%	17%	33%	34%	25%
STAY THE SAME	161	66	70	29	19	24	15	15	17	104	25	12	16	67	62	30	50	26	57	15	35	85
	40%	38%	43%	39%	29%	38%	31%	35%	41%	47%	28%	27%	42%	41%	36%	49%	31%	48%	57%	29%	35%	39%
PROFITABILITY (D/S)	1	6	-12	12	8	6	7	11	9	-11	14	-	-3	-24	14	10	6	-4	5	-3	-8	9
	-	3%	-7%	16%	12%	10%	14%	25%	21%	-5%	15%	1%	-8%	-15%	8%	17%	4%	-7%	5%	-6%	-8%	4%
INCREASE	105	48	37	27	24	20	14	19	18	52	32	13	7	34	49	21	46	10	32	13	24	59
	26%	28%	23%	36%	37%	32%	29%	45%	43%	24%	36%	29%	18%	21%	28%	35%	29%	18%	32%	25%	24%	27%
DECREASE	104	43	49	15	16	14	7	8	9	63	19	13	10	58	35	11	40	13	27	16	31	50
	26%	25%	30%	20%	25%	22%	15%	20%	22%	28%	21%	28%	26%	36%	20%	18%	25%	25%	27%	31%	32%	23%
STAY THE SAME	183	79	73	32	23	28	24	15	15	102	35	20	20	67	84	29	71	29	40	22	43	104
	46%	45%	45%	42%	36%	45%	49%	36%	36%	47%	39%	44%	52%	41%	49%	47%	44%	54%	40%	43%	43%	48%
CAPITAL EXPENDITURES (D/S)	42	27	1	15	17	4	11	14	2	21	6	6	8	18	16	8	21	11	13	8	5	17
	10%	16%	-	20%	26%	6%	22%	32%	6%	10%	7%	13%	21%	11%	9%	13%	13%	20%	13%	16%	5%	8%
INCREASE	131	62	42	29	28	19	20	19	13	67	28	18	15	60	55	14	59	21	34	17	26	67
	33%	36%	26%	39%	43%	30%	41%	45%	31%	30%	32%	39%	40%	37%	32%	24%	37%	39%	34%	33%	26%	31%
DECREASE	89	35	41	14	11	15	9	6	10	46	22	12	7	42	40	6	38	11	21	9	21	51
	22%	20%	25%	19%	17%	24%	19%	13%	25%	21%	25%	26%	19%	26%	23%	10%	24%	20%	21%	18%	21%	23%
STAY THE SAME	176	76	78	32	25	28	19	18	18	106	37	17	16	59	76	40	63	21	43	24	53	98
	44%	43%	48%	42%	39%	44%	40%	42%	44%	48%	41%	36%	41%	36%	44%	66%	39%	39%	43%	47%	53%	45%

Table 1-5
Summary of Key Firm Data

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
FINANCIAL FUTURE (D/S)	293 73%	181 78%	175 75%	161 72%	150 75%	128 75%	141 82%	129 81%	143 82%	125 63%	151 81%	120 64%	147 85%	140 64%	73 97%	185 65%	94 84%	75 58%	124 78%
TOTAL CONFIDENT	343 86%	205 88%	202 87%	191 85%	174 87%	149 87%	155 91%	143 90%	157 90%	161 82%	166 89%	153 82%	158 91%	177 81%	74 99%	231 82%	102 91%	102 79%	140 88%
TOTAL NOT CONFIDENT	50 13%	23 10%	27 12%	30 13%	24 12%	20 12%	14 8%	14 9%	15 8%	36 18%	16 8%	34 18%	11 7%	37 17%	1 1%	46 16%	8 7%	27 21%	16 10%
GROSS REVENUE (D/S)	23 6%	23 10%	15 7%	21 9%	13 6%	29 17%	28 16%	25 16%	18 10%	-3 -1%	22 12%	-12 -6%	30 17%	-7 -3%	18 24%	-13 -5%	19 17%	-5 -4%	8 5%
INCREASE	124 31%	80 35%	80 35%	76 34%	68 34%	67 39%	68 40%	60 38%	63 36%	49 25%	65 35%	43 23%	68 40%	53 24%	31 42%	70 25%	45 40%	30 23%	49 31%
DECREASE	101 25%	57 25%	65 28%	55 25%	56 28%	38 22%	39 23%	35 22%	45 26%	52 26%	43 23%	55 29%	39 22%	59 27%	14 18%	83 29%	25 23%	34 27%	41 26%
STAY THE SAME	161 40%	85 37%	82 35%	88 39%	73 36%	60 35%	59 35%	57 36%	62 36%	90 46%	69 37%	87 46%	55 32%	103 47%	22 29%	124 44%	37 33%	62 48%	62 39%
PROFITABILITY (D/S)	1 -	9 4%	8 3%	6 2%	-7 -4%	12 7%	12 7%	18 11%	5 3%	-10 -5%	18 10%	-24 -13%	18 11%	-16 -7%	7 10%	-20 -7%	10 9%	-16 -12%	7 4%
INCREASE	105 26%	69 30%	64 27%	62 27%	54 27%	53 31%	51 30%	51 32%	49 28%	45 23%	61 33%	35 19%	60 35%	43 20%	22 29%	63 22%	35 31%	23 18%	47 30%
DECREASE	104 26%	60 26%	56 24%	56 25%	61 31%	42 24%	40 23%	33 21%	44 25%	55 28%	42 23%	59 31%	42 24%	60 27%	15 20%	82 29%	25 22%	39 30%	40 25%
STAY THE SAME	183 46%	98 42%	107 46%	103 46%	81 41%	71 42%	77 45%	71 45%	76 43%	96 49%	76 41%	94 50%	66 38%	113 52%	37 50%	132 47%	47 42%	67 52%	69 43%
CAPITAL EXPENDITURES (D/S)	42 10%	36 16%	16 7%	36 16%	21 11%	34 20%	27 16%	29 18%	9 5%	29 15%	17 9%	21 11%	28 16%	15 7%	14 19%	20 7%	2 2%	16 13%	24 15%
INCREASE	131 33%	87 37%	74 32%	83 37%	69 35%	68 40%	63 37%	62 39%	55 31%	68 34%	65 35%	59 31%	63 37%	66 31%	32 42%	86 30%	33 30%	40 31%	58 36%
DECREASE	89 22%	51 22%	58 25%	47 21%	48 24%	34 20%	36 21%	34 21%	46 26%	39 20%	48 26%	38 20%	36 21%	51 24%	17 23%	66 23%	31 28%	24 18%	34 22%
STAY THE SAME	176 44%	93 40%	99 43%	94 42%	80 40%	68 40%	71 42%	63 40%	73 42%	90 46%	73 39%	91 48%	74 43%	97 45%	25 33%	129 46%	47 42%	66 51%	64 40%

Table 1-6
Summary of Key Firm Data

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
FINANCIAL FUTURE (D/S) -----	214 70%	35 64%	38 76%	37 75%	32 63%	32 65%	39 79%
TOTAL CONFIDENT	256 84%	43 80%	44 88%	43 86%	41 80%	40 80%	45 89%
TOTAL NOT CONFIDENT	42 14%	9 16%	6 12%	5 11%	9 18%	8 16%	5 11%
GROSS REVENUE (D/S) -----	1 -	- -	2 4%	5 11%	2 4%	-2 -4%	-7 -13%
INCREASE	82 27%	13 25%	8 16%	16 32%	19 37%	13 25%	13 26%
DECREASE	81 27%	13 25%	6 12%	11 21%	17 33%	15 29%	20 39%
STAY THE SAME	133 44%	26 48%	36 72%	21 43%	15 29%	18 35%	17 34%
PROFITABILITY (D/S) -----	-9 -3%	-4 -7%	-2 -4%	7 14%	-3 -6%	- -	-8 -16%
INCREASE	78 26%	10 18%	14 28%	18 36%	13 25%	12 24%	12 24%
DECREASE	87 29%	13 25%	16 32%	11 21%	16 31%	12 24%	20 39%
STAY THE SAME	133 44%	29 54%	20 40%	20 39%	22 43%	25 51%	17 34%
CAPITAL EXPENDITURES (D/S) -----	37 12%	11 20%	4 8%	9 18%	8 16%	- -	5 11%
INCREASE	98 32%	21 39%	16 32%	18 36%	17 33%	13 25%	13 26%
DECREASE	61 20%	11 20%	12 24%	9 18%	9 18%	13 25%	8 16%
STAY THE SAME	142 47%	21 39%	22 44%	21 43%	24 47%	25 49%	29 58%

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	MILL-	\$5	UNDER	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
									\$1 MILL	\$5 MILL+	10													
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
MN BIZ CLIMATE (D/S)	-141	-36	-36	-14	-21	-34	-72	-69	-68	-38	-24	-96	-25	-14	-14	-20	-20	-10	-25	-109	-77	-25	-3	-32
-----	-35%	-26%	-42%	-29%	-48%	-42%	-32%	-40%	-51%	-33%	-26%	-47%	-21%	-25%	-30%	-51%	-44%	-31%	-39%	-35%	-50%	-32%	-13%	-41%
BETTER	57	27	6	10	3	10	34	23	12	19	15	22	21	12	9	4	4	5	9	46	16	9	7	8
	14%	19%	7%	21%	7%	12%	15%	13%	9%	16%	17%	11%	17%	22%	20%	10%	10%	16%	13%	15%	10%	12%	28%	11%
WORSE	198	63	43	24	24	44	106	92	80	57	39	117	46	26	23	24	25	15	33	156	93	34	10	40
	50%	45%	49%	50%	55%	54%	47%	53%	59%	49%	43%	58%	38%	47%	50%	61%	53%	46%	52%	50%	60%	44%	41%	52%
SAME	136	47	33	14	16	26	80	55	41	38	35	59	50	16	14	11	16	9	21	103	45	34	6	25
	34%	34%	38%	28%	36%	31%	36%	32%	30%	32%	38%	29%	42%	29%	29%	29%	35%	28%	33%	33%	29%	43%	27%	33%
2023 ECONOMY (D/S)	-64	-4	-19	-2	-17	-23	-23	-41	-44	-12	1	-60	-3	-	-2	-6	-19	-	-17	-45	-46	-5	-4	-16
-----	-16%	-3%	-22%	-3%	-38%	-28%	-10%	-24%	-32%	-10%	1%	-29%	-3%	-1%	-5%	-17%	-41%	-1%	-27%	-14%	-30%	-6%	-17%	-20%
EXPANSION	68	32	13	12	2	9	45	23	15	22	19	24	25	13	8	6	3	7	9	54	18	18	4	8
	17%	23%	15%	25%	5%	11%	20%	13%	11%	19%	22%	12%	20%	24%	18%	15%	7%	22%	14%	17%	12%	23%	17%	11%
RECESSION	132	36	32	14	19	32	68	64	59	34	18	84	28	14	11	12	22	7	27	99	64	23	8	24
	33%	26%	37%	29%	43%	39%	30%	37%	44%	29%	20%	41%	23%	25%	23%	32%	47%	23%	42%	31%	42%	29%	34%	31%
FLAT	180	64	38	18	22	37	102	77	52	54	49	88	59	26	24	21	19	16	25	144	66	33	10	40
	45%	46%	44%	37%	52%	45%	45%	44%	38%	46%	55%	43%	49%	47%	53%	53%	40%	51%	40%	46%	43%	42%	45%	51%
2024 PROJECTION (D/S)	-67	1	-14	-23	-8	-23	-12	-54	-31	-31	-5	-48	-15	-7	-2	-8	-19	-6	-17	-54	-47	-11	4	-16
-----	-17%	1%	-16%	-47%	-19%	-28%	-5%	-31%	-23%	-27%	-6%	-24%	-13%	-13%	-4%	-21%	-40%	-20%	-26%	-17%	-31%	-13%	18%	-20%
EXPANSION	88	43	20	2	9	13	63	25	30	19	19	42	27	11	13	6	4	7	13	64	31	14	9	14
	22%	31%	24%	4%	21%	16%	28%	14%	22%	17%	21%	21%	23%	19%	29%	15%	9%	21%	20%	20%	20%	18%	37%	18%
RECESSION	155	42	34	25	17	37	76	79	61	50	24	90	42	18	15	14	23	13	29	119	78	25	5	29
	39%	30%	39%	51%	40%	45%	33%	45%	45%	44%	26%	44%	35%	32%	33%	36%	49%	41%	46%	38%	51%	31%	20%	38%
FLAT	140	51	28	16	15	30	79	61	37	43	45	64	45	25	17	18	15	11	18	118	42	35	8	28
	35%	36%	33%	33%	34%	36%	35%	35%	28%	37%	50%	31%	38%	44%	36%	47%	32%	35%	28%	38%	28%	45%	33%	36%
DOWNTURN RESISTANCE CONFIDENCE (D/S)	289	106	68	33	32	51	174	115	72	84	86	123	92	56	31	30	37	22	51	217	99	54	19	57
-----	72%	76%	79%	68%	74%	61%	77%	66%	53%	72%	96%	60%	77%	100%	67%	78%	79%	68%	79%	69%	65%	68%	80%	74%
TOTAL CONFIDENT	342	121	77	40	37	66	198	144	103	100	88	162	105	56	38	34	42	27	57	264	126	66	21	66
	86%	87%	89%	84%	86%	81%	88%	83%	76%	86%	98%	79%	88%	100%	82%	88%	89%	84%	89%	84%	82%	84%	88%	85%
TOTAL NOT CONFIDENT	53	15	9	8	5	16	24	29	31	16	2	39	14	-	7	4	5	5	6	47	26	12	2	9
	13%	11%	10%	16%	12%	19%	11%	17%	23%	14%	2%	19%	11%	-	16%	10%	11%	16%	10%	15%	17%	16%	8%	11%

Table 2-2
Summary of Key Econ Data

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
					CONF																					
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31		
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%		
MN BIZ CLIMATE (D/S)	-141	-19	-82	-101	-36	13	-61	-92	57	-198	-	-9	-68	-60	-	-77	-61	-40	-58	-43	-19	-121	-9	-5		
	-35%	-11%	-50%	-30%	-71%	19%	-34%	-70%	100%	-100%	-	-7%	-68%	-37%	-	-74%	-33%	-30%	-65%	-25%	-33%	-37%	-35%	-17%		
BETTER	57	39	15	53	4	25	17	9	57	-	-	27	5	21	33	4	19	25	4	27	5	42	6	6		
	14%	22%	9%	15%	7%	36%	10%	7%	100%	-	-	22%	5%	13%	31%	4%	10%	19%	5%	15%	10%	13%	26%	18%		
WORSE	198	58	97	155	39	12	78	101	-	198	-	36	73	81	33	81	79	64	62	70	24	164	15	11		
	50%	32%	59%	45%	79%	17%	44%	77%	-	100%	-	29%	73%	50%	31%	78%	43%	49%	69%	40%	43%	50%	61%	36%		
SAME	136	77	52	129	6	29	81	19	-	-	136	55	21	57	37	17	80	39	21	74	27	110	2	14		
	34%	43%	31%	37%	13%	43%	45%	15%	-	-	100%	44%	21%	36%	35%	16%	44%	30%	24%	42%	46%	34%	9%	46%		
2023 ECONOMY (D/S)	-64	11	-35	-24	-37	68	-	-132	16	-90	10	20	-53	-31	22	-49	-34	-9	-36	-20	-14	-63	4	-4		
	-16%	6%	-21%	-7%	-74%	100%	-	-100%	28%	-45%	7%	16%	-53%	-19%	21%	-47%	-19%	-7%	-41%	-11%	-25%	-19%	14%	-13%		
EXPANSION	68	46	21	67	-	68	-	-	25	12	29	36	4	24	38	9	20	28	5	33	4	49	9	5		
	17%	26%	13%	20%	-	100%	-	-	43%	6%	21%	29%	4%	15%	36%	9%	11%	21%	6%	19%	7%	15%	35%	16%		
RECESSION	132	35	56	91	37	-	-	132	9	101	19	16	58	55	16	58	54	37	42	53	18	111	5	9		
	33%	20%	34%	27%	74%	-	-	100%	16%	51%	14%	13%	57%	34%	16%	56%	29%	28%	47%	30%	32%	34%	20%	28%		
FLAT	180	86	82	168	10	-	180	-	17	78	81	64	37	73	45	33	99	58	41	80	32	146	11	15		
	45%	48%	50%	49%	20%	-	100%	-	31%	40%	60%	52%	36%	45%	42%	31%	54%	45%	46%	45%	55%	45%	45%	49%		
2024 PROJECTION (D/S)	-67	2	-34	-32	-32	30	-19	-81	14	-83	3	12	-48	-27	6	-52	-19	-21	-38	-9	-3	-63	-5	-2		
	-17%	1%	-21%	-9%	-63%	44%	-11%	-61%	25%	-42%	2%	10%	-48%	-17%	6%	-50%	-10%	-16%	-43%	-5%	-5%	-20%	-21%	-6%		
EXPANSION	88	58	28	86	1	39	36	9	24	20	40	42	8	37	35	8	44	32	11	44	14	69	4	7		
	22%	32%	17%	25%	2%	57%	20%	7%	43%	10%	30%	34%	8%	23%	33%	7%	24%	25%	12%	25%	25%	21%	15%	22%		
RECESSION	155	56	62	118	32	9	55	89	10	104	38	30	56	64	29	59	63	53	49	53	17	132	9	9		
	39%	31%	38%	34%	65%	13%	31%	68%	17%	52%	28%	24%	56%	40%	27%	57%	35%	40%	55%	30%	29%	41%	37%	29%		
FLAT	140	58	68	126	14	19	86	29	19	64	55	47	36	52	40	33	66	41	27	71	25	109	11	14		
	35%	32%	42%	37%	27%	28%	48%	22%	33%	32%	41%	38%	36%	33%	38%	32%	36%	31%	31%	40%	43%	34%	43%	45%		
DOWNTURN RESISTANCE CONFIDENCE (D/S)	289	169	121	290	-3	63	146	69	50	114	118	108	51	121	100	40	144	96	52	140	50	215	24	31		
	72%	94%	74%	84%	-7%	93%	81%	53%	88%	57%	87%	88%	50%	75%	95%	38%	79%	74%	59%	80%	87%	66%	100%	100%		
TOTAL CONFIDENT	342	173	142	315	23	65	161	100	53	154	127	116	76	140	103	72	162	113	70	158	54	267	24	31		
	86%	97%	86%	92%	47%	96%	90%	76%	93%	78%	93%	93%	75%	87%	97%	69%	89%	86%	79%	90%	93%	83%	100%	100%		
TOTAL NOT CONFIDENT	53	4	21	25	27	2	16	31	3	40	9	7	25	20	3	32	18	17	18	18	4	53	-	-		
	13%	2%	13%	7%	53%	3%	9%	23%	5%	20%	7%	6%	25%	12%	3%	31%	10%	13%	20%	10%	7%	16%	-	-		

Table 2-3
Summary of Key Econ Data

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	299	101	84	73	135	78	88	140	155	153	189	342	53	157	125	122	61	54	56	32	24	291	102
	100%	75%	25%	21%	18%	34%	19%	22%	35%	39%	38%	47%	86%	13%	39%	31%	31%	15%	13%	14%	8%	6%	73%	26%
MN BIZ CLIMATE (D/S)	-141	-111	-30	-29	-22	-52	-27	4	-45	-94	-31	-70	-101	-37	-46	-55	-31	-21	-45	-15	-10	-3	-98	-38
	-35%	-37%	-30%	-34%	-30%	-39%	-35%	5%	-32%	-61%	-20%	-37%	-30%	-70%	-29%	-44%	-25%	-34%	-84%	-26%	-32%	-14%	-34%	-37%
BETTER	57	40	17	9	14	19	14	24	19	10	27	25	53	3	27	16	19	7	1	11	3	7	42	15
	14%	13%	17%	11%	19%	14%	19%	27%	13%	6%	18%	13%	15%	6%	17%	13%	16%	12%	2%	20%	9%	29%	14%	15%
WORSE	198	151	47	38	36	71	41	20	64	104	58	96	154	40	73	71	50	28	46	26	13	11	139	53
	50%	50%	47%	45%	49%	52%	53%	23%	46%	67%	38%	51%	45%	76%	46%	57%	41%	46%	86%	46%	40%	44%	48%	52%
SAME	136	104	31	32	20	46	22	40	55	38	64	62	127	9	52	36	50	24	6	17	16	7	104	30
	34%	35%	31%	39%	28%	34%	28%	46%	39%	24%	42%	33%	37%	17%	33%	29%	41%	39%	11%	31%	49%	27%	36%	30%
2023 ECONOMY (D/S)	-64	-42	-23	-14	-9	-15	-19	30	-10	-81	7	-42	-35	-29	2	-38	-27	-3	-22	-4	-9	-8	-51	-10
	-16%	-14%	-22%	-16%	-13%	-11%	-24%	34%	-7%	-52%	4%	-22%	-10%	-55%	1%	-31%	-22%	-6%	-42%	-8%	-29%	-32%	-18%	-10%
EXPANSION	68	55	13	12	14	27	10	39	19	9	38	27	65	2	38	18	18	11	3	12	3	4	45	23
	17%	18%	13%	14%	19%	20%	13%	44%	14%	6%	25%	14%	19%	4%	24%	14%	15%	18%	5%	22%	8%	16%	16%	22%
RECESSION	132	97	35	26	23	42	29	9	29	89	31	69	100	31	35	56	45	14	25	17	12	12	97	33
	33%	32%	35%	30%	32%	31%	37%	10%	21%	58%	20%	36%	29%	58%	23%	45%	37%	23%	47%	30%	37%	48%	33%	32%
FLAT	180	137	43	39	35	59	36	36	86	55	78	84	161	16	76	45	54	30	26	23	17	5	132	44
	45%	46%	42%	47%	47%	44%	46%	40%	61%	35%	51%	44%	47%	29%	48%	36%	44%	50%	48%	42%	52%	23%	45%	43%
2024 PROJECTION (D/S)	-67	-51	-16	-11	-15	-31	-10	88	-	-155	-7	-43	-50	-16	-18	-36	-12	-11	-22	4	-12	-4	-42	-20
	-17%	-17%	-15%	-13%	-21%	-23%	-13%	100%	-	-100%	-5%	-23%	-15%	-30%	-11%	-29%	-10%	-17%	-42%	7%	-36%	-15%	-14%	-20%
EXPANSION	88	69	19	19	17	19	20	88	-	-	47	31	77	10	33	25	31	9	6	21	3	7	67	21
	22%	23%	19%	23%	24%	14%	26%	100%	-	-	31%	16%	23%	19%	21%	20%	25%	15%	12%	37%	10%	28%	23%	21%
RECESSION	155	120	35	30	33	50	30	-	-	155	54	73	128	26	51	61	43	20	29	17	15	10	109	41
	39%	40%	35%	36%	45%	37%	39%	-	-	100%	35%	39%	37%	49%	32%	49%	35%	32%	53%	30%	46%	43%	37%	40%
FLAT	140	102	37	33	21	60	22	-	140	-	48	78	126	12	68	35	44	29	18	17	12	4	101	37
	35%	34%	37%	39%	29%	44%	28%	-	100%	-	31%	41%	37%	22%	43%	28%	36%	48%	33%	30%	37%	15%	35%	36%
DOWNTURN RESISTANCE CONFIDENCE (D/S)	289	227	63	71	64	83	51	68	114	102	153	189	342	-53	123	95	84	42	34	49	23	13	210	76
	72%	76%	62%	84%	88%	61%	65%	77%	82%	66%	100%	100%	100%	-100%	78%	76%	69%	69%	64%	87%	72%	54%	72%	74%
TOTAL CONFIDENT	342	261	81	77	68	108	64	77	126	128	153	189	342	-	140	109	103	52	44	53	27	19	249	88
	86%	87%	81%	91%	93%	80%	82%	88%	90%	83%	100%	100%	100%	-	89%	88%	84%	85%	81%	94%	84%	77%	86%	86%
TOTAL NOT CONFIDENT	53	34	19	6	4	26	13	10	12	26	-	-	-	53	17	14	18	9	9	4	4	6	39	13
	13%	11%	18%	7%	5%	19%	17%	11%	8%	17%	-	-	-	100%	11%	12%	15%	15%	17%	6%	13%	23%	13%	13%

Table 2-4
Summary of Key Econ Data

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVTMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%
MN BIZ CLIMATE (D/S)	-141	-49	-75	-19	-11	-30	-10	-7	-16	-89	-31	-8	-11	-73	-55	-12	-48	-28	-24	-27	-35	-67
	-35%	-28%	-46%	-26%	-17%	-47%	-20%	-15%	-38%	-41%	-34%	-18%	-30%	-44%	-32%	-21%	-30%	-52%	-24%	-53%	-35%	-31%
BETTER	57	32	20	14	13	7	7	8	6	29	11	11	5	22	23	11	25	4	19	3	12	34
	14%	18%	12%	19%	20%	11%	15%	19%	14%	13%	12%	24%	13%	14%	13%	18%	16%	8%	19%	6%	12%	15%
WORSE	198	80	94	34	24	37	17	15	22	118	41	19	16	95	78	23	73	33	43	30	47	100
	50%	46%	58%	45%	37%	58%	35%	35%	52%	54%	46%	42%	43%	58%	45%	38%	46%	61%	43%	59%	47%	46%
SAME	136	58	43	25	26	18	22	20	13	70	34	16	14	43	67	24	59	17	32	17	39	78
	34%	33%	27%	33%	41%	28%	46%	46%	32%	32%	38%	34%	38%	26%	39%	39%	36%	31%	33%	33%	39%	36%
2023 ECONOMY (D/S)	-64	-13	-42	-12	7	-4	-9	1	-5	-40	-6	-6	-11	-33	-19	-13	-21	-15	-20	-22	-22	-22
	-16%	-7%	-26%	-15%	11%	-6%	-19%	2%	-13%	-18%	-7%	-12%	-29%	-20%	-11%	-21%	-13%	-28%	-20%	-43%	-22%	-10%
EXPANSION	68	38	18	11	23	13	5	9	7	41	15	8	4	29	27	12	24	4	17	2	13	45
	17%	22%	11%	14%	35%	21%	10%	21%	17%	19%	17%	18%	10%	18%	16%	19%	15%	7%	17%	4%	13%	20%
RECESSION	132	51	60	22	16	17	14	8	13	81	21	14	15	62	46	24	45	19	37	24	34	67
	33%	29%	37%	30%	24%	26%	29%	19%	30%	37%	23%	30%	39%	38%	27%	40%	28%	34%	37%	47%	34%	31%
FLAT	180	75	80	40	24	31	24	25	21	87	49	21	18	68	87	22	82	27	38	25	47	97
	45%	43%	49%	53%	37%	50%	50%	57%	50%	40%	55%	45%	49%	41%	51%	36%	51%	51%	38%	49%	47%	44%
2024 PROJECTION (D/S)	-67	-31	-31	-11	-1	-1	-8	1	-18	-33	-19	-1	-12	-60	-11	3	-33	-17	-24	-14	-18	-11
	-17%	-18%	-19%	-15%	-2%	-2%	-17%	3%	-44%	-15%	-21%	-2%	-31%	-37%	-6%	5%	-20%	-31%	-24%	-27%	-18%	-5%
EXPANSION	88	35	32	13	20	20	10	16	8	56	14	11	5	22	41	23	25	8	15	9	19	62
	22%	20%	20%	18%	31%	31%	22%	36%	19%	26%	15%	25%	14%	13%	24%	38%	16%	15%	15%	18%	19%	29%
RECESSION	155	66	64	24	21	21	19	14	26	90	33	12	17	82	52	20	58	25	39	23	37	73
	39%	38%	39%	32%	32%	33%	39%	33%	63%	41%	37%	26%	45%	50%	30%	33%	36%	46%	39%	45%	37%	34%
FLAT	140	67	59	35	23	22	16	12	8	63	40	21	15	53	69	17	72	17	38	17	40	76
	35%	38%	37%	46%	36%	36%	33%	27%	19%	29%	44%	45%	38%	32%	40%	28%	45%	31%	38%	33%	40%	35%
DOWNTURN RESISTANCE CONFIDENCE (D/S)	289	132	96	60	54	55	39	36	35	141	76	37	29	101	140	44	129	37	62	30	84	168
	72%	76%	59%	79%	85%	86%	81%	83%	83%	64%	84%	80%	76%	61%	82%	73%	80%	69%	62%	59%	84%	77%
TOTAL CONFIDENT	342	152	128	67	59	59	42	40	38	180	81	42	33	131	155	52	144	45	79	40	91	192
	86%	87%	79%	89%	92%	93%	89%	92%	92%	82%	91%	90%	88%	80%	90%	86%	89%	84%	79%	78%	91%	88%
TOTAL NOT CONFIDENT	53	20	31	7	5	4	4	4	3	38	5	5	5	30	15	8	15	8	17	10	8	23
	13%	12%	19%	10%	7%	7%	8%	8%	8%	17%	6%	10%	12%	18%	9%	14%	9%	15%	17%	20%	8%	11%

Table 2-5
Summary of Key Econ Data

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
MN BIZ CLIMATE (D/S)	-141 -35%	-66 -28%	-75 -32%	-75 -33%	-63 -31%	-48 -28%	-53 -31%	-37 -23%	-56 -32%	-81 -41%	-49 -26%	-95 -51%	-42 -24%	-97 -45%	-12 -16%	-121 -43%	-27 -25%	-68 -52%	-46 -29%
BETTER	57 14%	42 18%	36 16%	37 16%	33 16%	31 18%	28 16%	32 20%	28 16%	23 12%	34 18%	15 8%	33 19%	21 10%	18 24%	32 11%	20 18%	8 6%	29 18%
WORSE	198 50%	108 46%	112 48%	112 50%	96 48%	79 46%	81 48%	69 43%	83 48%	104 53%	82 44%	110 59%	75 44%	118 54%	30 40%	153 54%	48 42%	75 58%	75 48%
SAME	136 34%	77 33%	82 35%	71 31%	68 34%	57 33%	57 33%	56 35%	63 36%	66 33%	65 35%	63 33%	59 34%	74 34%	24 32%	92 33%	44 40%	46 35%	46 29%
2023 ECONOMY (D/S)	-64 -16%	-19 -8%	-36 -16%	-36 -16%	-28 -14%	-15 -9%	-22 -13%	-9 -6%	-24 -14%	-38 -19%	-19 -10%	-44 -24%	-14 -8%	-49 -23%	-2 -2%	-55 -19%	-9 -8%	-32 -25%	-23 -15%
EXPANSION	68 17%	47 20%	37 16%	33 15%	42 21%	29 17%	30 17%	31 20%	29 16%	34 17%	40 21%	23 12%	36 21%	31 14%	16 21%	46 16%	25 22%	20 15%	23 15%
RECESSION	132 33%	66 28%	73 31%	69 31%	70 35%	44 26%	51 30%	41 25%	53 30%	72 36%	59 32%	68 36%	49 29%	81 37%	18 24%	101 36%	34 31%	51 40%	47 29%
FLAT	180 45%	109 47%	112 48%	112 50%	82 41%	89 52%	83 49%	77 48%	85 49%	82 42%	79 42%	89 47%	80 46%	95 44%	38 50%	124 44%	47 42%	52 40%	81 51%
2024 PROJECTION (D/S)	-67 -17%	-29 -13%	-30 -13%	-37 -16%	-34 -17%	-27 -16%	-21 -12%	-16 -10%	-23 -13%	-43 -22%	-29 -16%	-41 -22%	-12 -7%	-55 -25%	-	-65 -23%	-13 -12%	-33 -26%	-20 -13%
EXPANSION	88 22%	57 25%	53 23%	48 21%	43 22%	42 25%	41 24%	36 22%	40 23%	40 20%	40 22%	39 21%	45 26%	42 19%	20 27%	54 19%	25 22%	25 19%	38 24%
RECESSION	155 39%	87 37%	82 35%	85 38%	78 39%	69 40%	63 37%	51 32%	62 36%	84 42%	70 37%	79 42%	57 33%	96 44%	20 27%	119 42%	38 34%	58 45%	58 37%
FLAT	140 35%	81 35%	85 37%	82 37%	73 37%	53 31%	60 35%	64 40%	67 38%	66 33%	69 37%	64 34%	65 38%	69 32%	31 41%	98 35%	44 39%	42 32%	54 34%
DOWNTURN RESISTANCE CONFIDENCE (D/S)	289 72%	181 78%	178 77%	176 78%	152 76%	135 79%	150 88%	126 78%	137 79%	127 64%	154 83%	114 61%	149 86%	133 61%	63 85%	194 69%	93 83%	73 56%	124 78%
TOTAL CONFIDENT	342 86%	205 88%	204 88%	199 88%	175 88%	152 89%	160 94%	142 89%	154 88%	162 82%	169 91%	151 80%	160 93%	174 80%	69 92%	236 84%	101 90%	101 78%	140 88%
TOTAL NOT CONFIDENT	53 13%	23 10%	26 11%	23 10%	23 11%	17 10%	9 5%	16 10%	17 10%	35 18%	14 8%	37 20%	11 7%	41 19%	5 7%	42 15%	8 7%	28 22%	17 11%

Table 2-6
Summary of Key Econ Data

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND NW MN	SOUTH MN	SW INIT	WEST CENT INIT	
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	
MN BIZ CLIMATE (D/S)	-115 -38%	-28 -52%	-12 -24%	-12 -25%	-27 -53%	-25 -49%	-11 -21%
BETTER	38 13%	4 8%	8 16%	11 21%	3 6%	3 6%	9 18%
WORSE	153 50%	33 61%	20 40%	23 46%	30 59%	27 55%	20 39%
SAME	105 34%	17 31%	20 40%	12 25%	17 33%	18 35%	21 42%
2023 ECONOMY (D/S)	-79 -26%	-15 -28%	-6 -12%	-14 -29%	-22 -43%	-14 -27%	-8 -16%
EXPANSION	35 12%	4 7%	10 20%	7 14%	2 4%	5 10%	8 16%
RECESSION	114 38%	19 34%	16 32%	21 43%	24 47%	19 37%	16 32%
FLAT	137 45%	27 51%	22 44%	16 32%	25 49%	22 43%	25 50%
2024 PROJECTION (D/S)	-72 -24%	-17 -31%	-4 -8%	-20 -39%	-14 -27%	-9 -18%	-9 -18%
EXPANSION	51 17%	8 15%	10 20%	5 11%	9 18%	10 20%	9 18%
RECESSION	124 41%	25 46%	14 28%	25 50%	23 45%	19 37%	18 37%
FLAT	112 37%	17 31%	24 48%	14 29%	17 33%	18 35%	22 45%
DOWNTURN RESISTANCE CONFIDENCE (D/S)	213 70%	37 69%	28 56%	34 68%	30 59%	39 78%	45 89%
TOTAL CONFIDENT	256 84%	45 84%	38 76%	41 82%	40 78%	44 88%	47 95%
TOTAL NOT CONFIDENT	43 14%	8 15%	10 20%	7 14%	10 20%	5 10%	3 5%

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	MILL-	\$5	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
									\$1 MILL	\$5 MILL	MILL+													
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
THE COSTS OF HEALTH CARE COVERAGE	96	34	16	13	14	19	50	46	31	33	17	54	30	10	11	10	12	4	17	76	54	10	3	19
	24%	24%	19%	28%	32%	23%	22%	27%	23%	28%	19%	26%	25%	18%	23%	26%	26%	13%	26%	24%	35%	13%	15%	25%
	(1)	(1)	(3)	(2)	(1)	(1)	(1)	(1)	(2)	(1)	(3)	(2)	(2)	(1)	(1)	(2)	(1)	(2)	(2)	(1)	(1)	(2)	(4)	(1)
ATTRACTING QUALIFIED WORKERS	87	27	19	16	10	15	46	41	27	30	23	39	38	9	8	13	8	5	16	67	43	17	2	14
	22%	20%	22%	33%	24%	18%	20%	24%	20%	26%	25%	19%	31%	17%	17%	33%	17%	16%	25%	21%	28%	22%	9%	18%
	(2)	(2)	(2)	(1)	(3)	(4)	(2)	(2)	(5)	(2)	(1)	(4)	(1)	(2)	(2)	(1)	(6)	(1)	(4)	(2)	(3)	(1)	(6)	(3)
OVERALL INFLATION	79	24	21	6	10	17	45	34	33	21	12	54	17	5	6	10	9	3	17	59	44	9	4	15
	20%	18%	24%	13%	24%	21%	20%	19%	24%	18%	13%	26%	15%	9%	14%	25%	19%	11%	27%	19%	29%	12%	18%	20%
	(3)	(3)	(1)	(6)	(2)	(2)	(3)	(3)	(1)	(3)	(4)	(1)	(5)	(6)	(3)	(3)	(3)	* (4)	(1)	(3)	(2)	(3)	(3)	(2)
RECESSION	66	19	15	7	9	16	34	32	28	18	11	45	14	5	4	6	7	3	14	51	39	5	1	14
	17%	13%	18%	15%	21%	19%	15%	18%	21%	16%	12%	22%	12%	9%	8%	16%	16%	11%	21%	16%	25%	7%	5%	18%
	(4)	(6)	(4)	(5)	(4)	(3)	(5)	(4)	(3)	(5)	(5)	(3)	(7)	(5)	(6)	(5)	(7)	* (4)	(5)	(4)	(4)	(8)	* (8)	(4)
RETAINING QUALIFIED WORKERS	64	21	13	12	5	12	35	30	21	19	18	28	26	7	5	4	8	4	16	46	30	9	8	10
	16%	15%	15%	26%	13%	14%	15%	17%	16%	17%	20%	14%	22%	13%	11%	10%	17%	12%	25%	15%	20%	11%	36%	13%
	(5)	(4)	(6)	(3)	(6)	(6)	(4)	(5)	(6)	(4)	(2)	(6)	(3)	(4)	(4)	(7)	(5)	(3)	(3)	(5)	(7)	(4)	(1)	(5)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54	13	13	10	7	11	27	28	27	16	8	34	19	1	3	4	10	3	10	44	35	8	-	7
	14%	10%	15%	20%	17%	13%	12%	16%	20%	14%	9%	17%	16%	2%	6%	12%	21%	11%	16%	14%	23%	11%	-	9%
	(6)	(7)	(5)	(4)	(5)	(7)	(7)	(6)	(4)	(7)	(7)	(5)	(4)	(10)	(9)	(6)	(2)	* (4)	(6)	(6)	(5)	(5)		(8)
DEVELOPING FUTURE LEADERS	54	20	13	5	3	13	33	21	18	18	10	27	17	8	5	8	9	2	10	41	30	6	6	8
	14%	15%	15%	11%	6%	16%	15%	12%	13%	16%	11%	13%	15%	14%	10%	20%	19%	7%	15%	13%	20%	7%	26%	11%
	(7)	(5)	(7)	(7)	(8)	(5)	(6)	(7)	(7)	(6)	(6)	(7)	(6)	(3)	(5)	(4)	(4)	(7)	(7)	(7)	(6)	(6)	(2)	(6)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	33	13	7	4	3	6	20	13	14	9	2	22	9	1	3	2	4	1	5	26	18	5	2	7
	8%	9%	8%	8%	6%	8%	9%	8%	11%	7%	2%	11%	7%	2%	6%	5%	8%	4%	8%	8%	12%	7%	9%	9%
	(8)	(8)	(9)	(9)	(9)	(9)	(8)	(8)	(9)	(8)	(10)	(8)	(8)	(9)	(8)	(9)	(9)	(9)	(8)	(8)	(9)	(7)	(7)	(7)
DATA BREACHES AND CYBERSECURITY	31	11	8	4	1	7	19	12	15	6	5	19	7	4	3	1	4	1	4	26	18	4	2	4
	8%	8%	9%	9%	2%	8%	8%	7%	11%	5%	6%	9%	6%	6%	6%	2%	8%	4%	6%	8%	12%	5%	10%	6%
	(9)	(9)	(8)	(8)	(10)	(8)	(9)	(9)	(8)	(9)	(8)	(9)	(9)	(7)	(10)	(10)	(8)	(8)	(9)	(9)	(8)	(9)	(5)	(9)
IMPLEMENTING AUTOMATION	14	5	4	-	3	2	9	5	4	2	4	7	3	3	3	3	1	-	2	11	10	2	1	1
	4%	4%	4%	-	7%	3%	4%	3%	3%	2%	5%	3%	2%	6%	6%	8%	2%	-	3%	4%	6%	2%	5%	2%
	(10)	(10)	(10)		(7)	(10)	(10)	(10)	(10)	(10)	(9)	(10)	(10)	(8)	(7)	(8)	(10)		(10)	(10)	(10)	(10)	* (8)	(10)

Table 3-2
Summary of Concerns: % 10

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
THE COSTS OF HEALTH CARE COVERAGE	96 24% (1)	40 23% (1)	36 22% (1)	77 22% (1)	18 36% (3)	11 16% (2)	35 19% (2)	43 32% (3)	11 20% (2)	64 32% (1)	20 14% (2)	22 17% (2)	32 31% (2)	41 26% (1)	20 19% (2)	40 38% (1)	37 20% (1)	35 27% (1)	23 26% (2)	38 22% (1)	13 23% (1)	84 26% (1)	6 26% (1)	4 11% (4)
ATTRACTING QUALIFIED WORKERS	87 22% (2)	39 22% (2)	30 18% (4)	69 20% (2)	17 33% (5)	11 16% (1)	36 20% (1)	35 26% (4)	12 20% (1)	53 27% (4)	22 16% (1)	28 23% (1)	27 26% (4)	30 19% (2)	24 23% (1)	32 31% (4)	29 16% (3)	31 24% (2)	19 22% (4)	37 21% (2)	6 11% (5)	77 24% (2)	4 16% *(2)	6 18% (1)
OVERALL INFLATION	79 20% (3)	20 11% (5)	36 22% (2)	55 16% (3)	21 41% (1)	3 4% *(5)	25 14% (3)	50 38% (1)	3 5% *(6)	62 31% (2)	12 9% (4)	14 12% (4)	35 35% (1)	27 17% (4)	10 10% (5)	37 35% (3)	30 16% (2)	26 20% (4)	24 27% (1)	28 16% (3)	9 15% (2)	72 22% (3)	3 10% *(5)	2 8% (5)
RECESSION	66 17% (4)	14 8% (7)	31 19% (3)	45 13% (5)	19 37% (2)	3 4% *(5)	14 8% (7)	48 36% (2)	3 5% *(6)	55 28% (3)	8 6% (8)	15 12% (3)	31 31% (3)	18 11% (8)	10 10% (6)	37 36% (2)	17 9% (6)	21 16% (6)	20 23% (3)	24 13% (4)	3 5% (10)	60 18% (4)	4 16% *(2)	1 4% (9)
RETAINING QUALIFIED WORKERS	64 16% (5)	29 16% (3)	20 12% (6)	49 14% (4)	16 31% (7)	7 10% (4)	24 13% (4)	28 21% (7)	8 13% (4)	37 18% (6)	19 14% (3)	13 11% (5)	21 20% (6)	30 19% (3)	13 13% (3)	27 26% (6)	24 13% (4)	30 23% (3)	13 15% (7)	21 12% (6)	8 13% (3)	55 17% (5)	3 10% *(5)	5 16% (2)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54 14% (6)	15 8% (6)	23 14% (5)	38 11% (7)	17 33% (4)	2 3% (8)	18 10% (5)	31 23% (5)	2 3% (8)	43 21% (5)	9 7% (6)	9 7% (7)	19 19% (7)	25 16% (5)	8 7% (5)	30 29% (5)	16 9% (7)	17 13% (7)	14 16% (5)	23 13% (5)	4 8% (8)	53 17% (6)	- - (10)	1 3% (10)
DEVELOPING FUTURE LEADERS	54 14% (7)	22 12% (4)	16 10% (7)	38 11% (6)	17 33% (6)	10 15% (3)	16 9% (6)	29 22% (6)	9 15% (3)	32 16% (7)	12 9% (5)	9 7% (6)	24 23% (5)	22 13% (6)	12 11% (4)	23 22% (7)	20 11% (5)	26 20% (5)	14 15% (6)	14 8% (7)	6 11% (6)	44 14% (7)	4 16% *(2)	4 12% (3)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	33 8% (8)	8 4% (9)	15 9% (8)	23 7% (9)	10 20% (8)	3 4% (7)	8 4% (9)	21 16% (8)	1 2% *(9)	23 12% (8)	9 7% (7)	9 7% (8)	12 12% (8)	13 8% (9)	8 7% (8)	14 13% (8)	12 6% (9)	14 11% (8)	6 6% (9)	14 8% (8)	6 11% (7)	31 9% (8)	- - (8)	1 4% (8)
DATA BREACHES AND CYBERSECURITY	31 8% (9)	12 7% (8)	14 9% (9)	26 8% (8)	5 9% (9)	2 2% (9)	11 6% (8)	15 11% (9)	4 6% (5)	20 10% (9)	8 6% (9)	3 2% (10)	9 9% (9)	19 12% (7)	6 5% (9)	12 12% (9)	12 7% (8)	12 9% (9)	6 7% (8)	13 7% (9)	6 11% (4)	26 8% (9)	1 5% (7)	2 7% (6)
IMPLEMENTING AUTOMATION	14 4% (10)	4 2% (10)	7 4% (10)	11 3% (10)	3 6% (10)	- - (10)	6 3% (10)	7 5% (10)	1 2% *(9)	11 6% (10)	2 2% (10)	3 3% (9)	5 5% (10)	6 4% (10)	2 2% (10)	6 6% (10)	6 3% (10)	5 4% (10)	4 4% (10)	5 3% (10)	4 7% (9)	9 3% (10)	1 5% (8)	2 7% (7)

Table 3-3
Summary of Concerns: % 10

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	299	101	84	73	135	78	88	140	155	153	189	342	53	157	125	122	61	54	56	32	24	291	102
	100%	75%	25%	21%	18%	34%	19%	22%	35%	39%	38%	47%	86%	13%	39%	31%	31%	15%	13%	14%	8%	6%	73%	26%
THE COSTS OF HEALTH CARE COVERAGE	96	66	30	12	18	44	16	18	20	52	31	47	78	17	31	36	25	15	12	31	7	8	73	22
	24%	22%	29%	15%	25%	32%	21%	21%	14%	34%	20%	25%	23%	32%	20%	29%	21%	24%	22%	55%	21%	33%	25%	21%
	(1)	(1)	(1)	(2)	(2)	(1)	(2)	(1)	(2)	(2)	(2)	(1)	(1)	(3)	(2)	(2)	(1)	(1)	(3)	(1)	(2)	(1)	(1)	(2)
ATTRACTING QUALIFIED WORKERS	87	63	24	12	20	37	13	13	25	46	39	31	70	16	50	29	18	10	11	18	6	7	56	29
	22%	21%	24%	14%	28%	28%	17%	15%	18%	30%	25%	16%	20%	31%	32%	23%	15%	17%	21%	32%	18%	28%	19%	29%
	(2)	(2)	(2)	(3)	(1)	(2)	(3)	(2)	(1)	(4)	(1)	(3)	(2)	(5)	(1)	(4)	(3)	(3)	(4)	(2)	(3)	(3)	(3)	(1)
OVERALL INFLATION	79	61	18	9	17	29	17	8	14	54	19	38	57	19	21	42	20	7	17	14	8	5	57	19
	20%	20%	18%	11%	23%	22%	21%	9%	10%	35%	13%	20%	17%	36%	14%	33%	17%	12%	31%	26%	24%	21%	20%	19%
	(3)	(3)	(5)	(4)	(3)	(4)	(1)	(3)	(4)	(1)	(5)	(2)	(3)	(2)	(6)	(1)	(2)	(4)	(1)	(4)	(1)	*(6)	(2)	(4)
RECESSION	66	50	16	7	12	30	12	6	11	47	15	28	43	20	15	35	18	5	16	13	6	7	50	14
	17%	17%	16%	8%	16%	22%	16%	6%	8%	31%	10%	15%	13%	38%	9%	28%	15%	8%	30%	23%	18%	27%	17%	14%
	(4)	(4)	(6)	(5)	(6)	(3)	(4)	(6)	(7)	(3)	(6)	(5)	(5)	(1)	(7)	(3)	(4)	(9)	(2)	(5)	(4)	(4)	(4)	(7)
RETAINING QUALIFIED WORKERS	64	46	19	13	13	26	10	7	19	33	24	30	54	10	31	20	15	6	8	16	5	8	47	16
	16%	15%	18%	16%	18%	19%	13%	8%	13%	22%	15%	16%	20%	20%	16%	12%	9%	15%	28%	16%	33%	16%	16%	
	(5)	(5)	(4)	(1)	(5)	(6)	(6)	(4)	(3)	(7)	(4)	(4)	(4)	(7)	(3)	(6)	(6)	(6)	(7)	(3)	(5)	(2)	(5)	(5)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54	33	22	7	10	27	11	2	11	37	14	24	38	16	22	19	11	11	10	11	4	3	40	15
	14%	11%	21%	8%	14%	20%	14%	2%	8%	24%	9%	13%	11%	31%	14%	15%	9%	18%	18%	20%	11%	12%	14%	15%
	(6)	(7)	(3)	(6)	(7)	(5)	(5)	(9)	(6)	(5)	(7)	(6)	(7)	(4)	(5)	(7)	(8)	(2)	(5)	(7)	(7)	(8)	(6)	(6)
DEVELOPING FUTURE LEADERS	54	43	11	7	14	21	9	7	12	34	24	19	43	11	23	24	16	5	9	13	5	6	34	20
	14%	15%	11%	8%	19%	15%	11%	8%	8%	22%	16%	10%	13%	21%	14%	19%	13%	8%	17%	23%	14%	26%	12%	19%
	(7)	(6)	(7)	(7)	(4)	(7)	(7)	(5)	(5)	(6)	(3)	(7)	(6)	(6)	(4)	(5)	(5)	(8)	(6)	(6)	(6)	(5)	(7)	(3)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	33	27	6	3	6	12	8	5	3	23	8	17	25	7	5	15	11	5	7	5	2	5	22	10
	8%	9%	6%	4%	8%	9%	11%	6%	2%	15%	5%	9%	7%	14%	3%	12%	9%	8%	13%	8%	6%	21%	7%	10%
	(8)	(8)	(9)	(8)	(9)	(9)	(8)	(7)	(10)	(8)	(9)	(9)	(9)	(8)	(9)	(8)	(7)	(8)	(8)	(9)	(8)	*(6)	(8)	(9)
DATA BREACHES AND CYBERSECURITY	31	23	8	2	7	13	8	5	5	18	10	19	28	2	8	12	12	6	4	9	1	1	17	13
	8%	8%	8%	2%	9%	9%	10%	6%	4%	12%	6%	10%	8%	4%	5%	10%	10%	9%	7%	16%	3%	5%	6%	13%
	(9)	(9)	(8)	(9)	(8)	(8)	(9)	(8)	(8)	(9)	(8)	(8)	(8)	(9)	(8)	(9)	(7)	(5)	(9)	(8)	(9)	(10)	(9)	(8)
IMPLEMENTING AUTOMATION	14	13	1	-	4	4	4	1	3	9	6	6	12	2	4	2	6	1	2	4	-	2	11	3
	4%	4%	1%	-	5%	3%	5%	1%	2%	6%	4%	3%	3%	4%	2%	2%	5%	2%	4%	7%	-	9%	4%	3%
	(10)	(10)	(10)	-	(10)	(10)	(10)	(10)	(9)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	-	(9)	(10)	(10)

Table 3-4
Summary of Concerns: % 10

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218	
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%	
THE COSTS OF HEALTH CARE COVERAGE	96	42	33	13	14	13	12	9	13	61	13	13	8	54	31	11	35	10	22	18	27	49	
	24%	24%	20%	17%	22%	21%	25%	21%	32%	28%	15%	28%	22%	33%	18%	19%	21%	18%	22%	35%	27%	22%	
	(1)	(2)	(2)	(2)	(2)	(1)	(2)	(2)	(1)	(1)	(3)	(2)	(5)	(2)	(1)	(1)	(2)	*(2)	(2)	(1)	(1)	(1)	
ATTRACTING QUALIFIED WORKERS	87	58	28	14	16	11	14	9	8	37	21	15	14	65	16	7	48	13	17	14	19	44	
	22%	33%	17%	19%	24%	17%	30%	21%	20%	17%	24%	32%	37%	40%	9%	11%	30%	25%	17%	27%	19%	20%	
	(2)	(1)	(4)	(1)	(1)	(2)	(1)	(1)	(3)	(4)	(1)	(1)	(1)	(1)	(4)	(5)	(1)	(1)	(3)	*(3)	(4)	(2)	
OVERALL INFLATION	79	33	38	13	8	9	10	5	9	51	13	3	10	44	26	9	25	10	24	15	23	42	
	20%	19%	23%	17%	13%	15%	22%	12%	22%	23%	15%	7%	27%	27%	15%	15%	15%	18%	24%	29%	23%	19%	
	(3)	(4)	(1)	(3)	(6)	(4)	(3)	(5)	(2)	(2)	(4)	(8)	(3)	(3)	(2)	(3)	(4)	*(2)	(1)	(2)	(2)	(3)	
RECESSION	66	28	31	8	9	8	8	5	7	42	12	4	8	36	18	11	22	6	14	14	20	31	
	17%	16%	19%	10%	15%	13%	18%	11%	17%	19%	13%	9%	20%	22%	11%	18%	13%	11%	14%	27%	20%	14%	
	(4)	(6)	(3)	(7)	(5)	(5)	(4)	(6)	(4)	(3)	(5)	(6)	(6)	(6)	(3)	(2)	(5)	(6)	(5)	*(3)	(3)	(6)	
RETAINING QUALIFIED WORKERS	64	36	22	13	11	10	6	9	5	31	14	10	10	43	16	5	32	10	17	8	15	33	
	16%	21%	13%	17%	18%	16%	12%	21%	12%	14%	15%	21%	27%	26%	9%	9%	20%	18%	17%	16%	15%	15%	
	(5)	(3)	(6)	(4)	(4)	(3)	(8)	(3)	(6)	(7)	(2)	(3)	(2)	(4)	(5)	(6)	(3)	*(2)	(4)	(6)	(5)	(4)	
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54	29	26	8	4	4	7	1	7	35	7	6	6	33	13	9	18	9	11	11	10	24	
	14%	17%	16%	10%	5%	6%	14%	2%	17%	16%	8%	12%	17%	20%	7%	15%	11%	16%	11%	22%	10%	11%	
	(6)	(5)	(5)	(8)	(8)	(8)	(5)	(9)	(5)	(5)	(6)	(5)	(7)	(7)	(6)	(4)	(7)	(5)	(6)	(5)	(7)	(7)	
DEVELOPING FUTURE LEADERS	54	25	19	8	14	8	6	6	5	32	7	6	10	40	12	3	21	4	11	6	10	32	
	14%	15%	11%	11%	21%	12%	13%	14%	11%	15%	7%	13%	25%	24%	7%	5%	13%	7%	11%	12%	10%	15%	
	(7)	(7)	(7)	(6)	(3)	(6)	(7)	(4)	(7)	(6)	(7)	(4)	(4)	(5)	(8)	(8)	(6)	(9)	(7)	(7)	(6)	(5)	
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	33	11	16	6	1	6	6	2	-	23	3	3	4	16	12	5	8	4	5	4	8	19	
	8%	6%	10%	8%	1%	9%	13%	4%	-	10%	3%	6%	9%	10%	7%	8%	5%	8%	5%	8%	8%	9%	
	(8)	(9)	(8)	(9)	(10)	(7)	(6)	(8)	(8)	(8)	(9)	(9)	(9)	(9)	(7)	(7)	(9)	*(7)	(9)	(8)	(9)	(8)	
DATA BREACHES AND CYBERSECURITY	31	13	12	8	4	3	5	3	2	19	2	4	6	21	8	2	12	4	-	2	9	18	
	8%	8%	8%	11%	6%	5%	10%	6%	4%	9%	2%	8%	16%	13%	4%	3%	7%	8%	-	4%	9%	8%	
	(9)	(8)	(9)	(5)	(7)	(9)	(9)	(7)	(9)	(9)	(10)	(7)	(8)	(8)	(9)	(9)	(8)	*(7)	(10)	(8)	(9)	(9)	
IMPLEMENTING AUTOMATION	14	5	5	4	2	-	1	-	2	8	3	1	2	7	1	6	-	6	3	3	9		
	4%	3%	3%	5%	3%	-	2%	-	4%	4%	4%	2%	5%	4%	4%	4%	-	6%	6%	3%	4%		
	(10)	(10)	(10)	(10)	(9)	-	(10)	-	(8)	(10)	(8)	(10)	(10)	(10)	(10)	(10)	(10)	(8)	(9)	(10)	(10)		

Table 3-5
Summary of Concerns: % 10

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI- THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
THE COSTS OF HEALTH CARE COVERAGE	96 24% (1)	56 24% (1)	55 23% (2)	53 24% (2)	42 21% (2)	44 26% (1)	37 22% (2)	35 22% (2)	42 24% (1)	51 26% (1)	36 19% (1)	55 29% (1)	34 20% (2)	58 27% (1)	9 12% (5)	82 29% (1)	22 20% (2)	38 29% (1)	36 22% (1)
ATTRACTING QUALIFIED WORKERS	87 22% (2)	51 22% (2)	59 26% (1)	61 27% (1)	45 22% (1)	44 26% (2)	39 23% (1)	41 25% (1)	38 22% (2)	43 22% (2)	36 19% (2)	46 24% (3)	38 22% (1)	47 22% (3)	15 20% (1)	61 22% (3)	25 23% (1)	34 26% (3)	28 18% (2)
OVERALL INFLATION	79 20% (3)	39 17% (3)	49 21% (3)	44 19% (3)	34 17% (3)	31 18% (4)	27 16% (3)	27 17% (3)	34 20% (3)	41 21% (3)	28 15% (4)	48 26% (2)	24 14% (4)	52 24% (2)	10 13% (3)	67 24% (2)	19 17% (4)	34 26% (2)	26 16% (3)
RECESSION	66 17% (4)	36 15% (4)	41 18% (4)	34 15% (6)	34 17% (4)	29 17% (5)	23 14% (5)	25 15% (5)	31 18% (4)	33 17% (5)	25 14% (6)	39 21% (4)	23 13% (6)	41 19% (4)	7 9% (6)	55 19% (4)	19 17% (3)	28 22% (4)	18 12% (6)
RETAINING QUALIFIED WORKERS	64 16% (5)	31 13% (5)	32 14% (6)	36 16% (5)	28 14% (5)	33 19% (3)	25 15% (4)	26 16% (4)	25 15% (5)	34 17% (4)	32 17% (3)	31 16% (6)	25 15% (3)	37 17% (5)	11 14% (2)	49 17% (5)	18 16% (5)	24 18% (6)	23 14% (4)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	54 14% (6)	25 11% (7)	29 12% (7)	27 12% (7)	26 13% (7)	21 12% (7)	17 10% (7)	21 13% (6)	23 13% (6)	32 16% (6)	18 10% (7)	34 18% (5)	15 9% (7)	37 17% (6)	5 7% (7)	44 16% (6)	14 12% (7)	26 20% (5)	15 10% (7)
DEVELOPING FUTURE LEADERS	54 14% (7)	26 11% (6)	35 15% (5)	38 17% (4)	27 14% (6)	26 15% (6)	22 13% (6)	21 13% (7)	22 12% (7)	29 15% (7)	27 15% (5)	25 14% (7)	23 13% (5)	29 13% (7)	9 12% (4)	41 15% (7)	14 13% (6)	18 14% (7)	22 14% (5)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	33 8% (8)	11 5% (8)	17 7% (9)	15 7% (9)	11 5% (9)	11 6% (8)	9 5% (9)	8 5% (9)	14 8% (9)	18 9% (8)	7 4% (10)	23 12% (8)	11 6% (8)	21 10% (9)	2 3% (10)	28 10% (8)	4 3% (10)	14 11% (8)	15 9% (8)
DATA BREACHES AND CYBERSECURITY	31 8% (9)	10 4% (9)	17 7% (8)	15 7% (8)	15 8% (8)	8 5% (9)	9 5% (8)	11 7% (8)	17 10% (8)	13 7% (9)	11 6% (8)	20 11% (9)	9 5% (9)	22 10% (8)	5 6% (8)	24 9% (9)	9 8% (8)	12 9% (9)	10 6% (9)
IMPLEMENTING AUTOMATION	14 4% (10)	9 4% (10)	8 3% (10)	10 4% (10)	5 3% (10)	7 4% (10)	6 3% (10)	6 4% (10)	7 4% (10)	7 3% (10)	7 4% (9)	7 4% (10)	7 4% (10)	7 3% (10)	2 3% (9)	12 4% (10)	5 5% (9)	5 4% (10)	4 2% (10)

Table 3-6
Summary of Concerns: % 10

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND NW MN	SOUTH MN	SW INIT	WEST CENT INIT	
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	
THE COSTS OF HEALTH CARE COVERAGE	77 25% (1)	10 18% *(2)	10 20% *(1)	12 25% *(2)	18 35% (1)	15 29% (1)	12 24% *(1)
OVERALL INFLATION	71 23% (2)	10 18% *(2)	8 16% *(3)	16 32% (1)	15 29% (2)	11 22% *(2)	12 24% *(1)
ATTRACTING QUALIFIED WORKERS	63 21% (3)	13 25% (1)	10 20% *(1)	7 14% (6)	14 27% *(3)	11 22% *(2)	8 16% (4)
RECESSION	54 18% (4)	6 11% (6)	2 4% *(6)	12 25% *(2)	14 27% *(3)	8 16% (5)	12 24% *(1)
RETAINING QUALIFIED WORKERS	50 16% (5)	10 18% *(2)	8 16% *(3)	9 18% *(4)	8 16% (6)	9 18% (4)	7 13% *(5)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	41 13% (6)	9 16% (5)	6 12% (5)	5 11% *(7)	11 22% (5)	3 6% *(8)	7 13% *(5)
DEVELOPING FUTURE LEADERS	31 10% (7)	4 7% (9)	2 4% *(6)	9 18% *(4)	6 12% (7)	5 10% (7)	5 11% *(7)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	22 7% (8)	4 8% *(7)	- - *(7)	5 11% *(7)	4 8% (8)	3 6% *(8)	5 11% *(7)
DATA BREACHES AND CYBERSECURITY	16 5% (9)	4 8% *(7)	- - *(7)	- - (10)	2 4% (10)	7 14% (6)	3 5% (9)
IMPLEMENTING AUTOMATION	12 4% (10)	- - *(7)	2 4% *(6)	4 7% (9)	3 6% (9)	3 6% *(8)	- - *(8)

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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
ATTRACTING QUALIFIED WORKERS	177	59	39	24	19	36	98	79	50	59	48	77	71	24	20	23	24	15	26	145	80	35	8	30
	44%	42%	45%	50%	44%	44%	43%	45%	37%	51%	53%	38%	59%	43%	43%	59%	52%	47%	40%	46%	52%	45%	34%	38%
	(1)	(2)	(1)	(1)	(2)	(1)	(2)	(1)	(3)	(2)	(1)	(3)	(1)	(1)	(1)	(1)	(1)	(1)	(3)	(1)	(1)	(1)	(2)	(3)
THE COSTS OF HEALTH CARE COVERAGE	171	68	34	19	19	32	102	69	47	64	36	91	50	21	15	20	22	12	24	138	77	35	8	31
	43%	49%	39%	39%	44%	38%	45%	40%	35%	55%	40%	45%	42%	38%	32%	52%	48%	38%	37%	44%	50%	44%	34%	40%
	(2)	(1)	(4)	(4)	(1)	(3)	(1)	(2)	(5)	(1)	(4)	(2)	(4)	(2)	(4)	(2)	(3)	(2)	(4)	(2)	(2)	(2)	(3)	(2)
OVERALL INFLATION	153	47	38	18	18	33	85	68	63	43	25	97	42	7	13	19	20	8	28	121	76	24	7	32
	38%	34%	44%	38%	41%	40%	38%	39%	47%	37%	28%	48%	35%	13%	29%	49%	44%	25%	43%	39%	49%	30%	30%	41%
	(3)	(5)	(2)	(5)	(3)	(2)	(4)	(3)	(1)	(4)	(6)	(1)	(5)	(8)	(5)	(3)	(4)	(5)	(1)	(3)	(3)	(5)	(5)	(1)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	146	54	34	19	14	25	88	59	44	47	40	67	56	19	16	16	23	7	22	117	72	31	4	22
	37%	39%	39%	40%	33%	30%	39%	34%	33%	41%	44%	33%	46%	34%	35%	42%	50%	24%	35%	37%	47%	40%	16%	28%
	(4)	(3)	(3)	(3)	(4)	(6)	(3)	(5)	(6)	(3)	(3)	(5)	(2)	(4)	(2)	(4)	(2)	(6)	(6)	(6)	(4)	(3)	(8)	(6)
RETAINING QUALIFIED WORKERS	144	53	26	24	13	28	79	65	47	39	41	65	51	21	15	12	18	10	27	110	66	27	10	22
	36%	38%	30%	49%	30%	34%	35%	37%	35%	33%	45%	32%	42%	37%	33%	30%	39%	33%	42%	35%	43%	35%	43%	29%
	(5)	(4)	(6)	(2)	(6)	(5)	(5)	(4)	(4)	(5)	(2)	(6)	(3)	(3)	(3)	(7)	(5)	(4)	(2)	(5)	(5)	(4)	(1)	(5)
RECESSION	122	40	27	13	13	28	67	55	51	34	19	77	30	11	8	15	18	6	23	93	62	14	7	24
	30%	29%	31%	27%	31%	35%	30%	32%	38%	29%	21%	38%	25%	20%	18%	38%	38%	20%	35%	30%	41%	18%	31%	32%
	(6)	(6)	(5)	(7)	(5)	(4)	(6)	(6)	(2)	(6)	(7)	(4)	(7)	(7)	(9)	(5)	(6)	(9)	(5)	(6)	(6)	(9)	(4)	(4)
DEVELOPING FUTURE LEADERS	111	39	24	16	8	25	63	48	37	34	26	53	38	18	11	13	16	7	17	91	49	20	6	20
	28%	28%	28%	32%	19%	30%	28%	28%	27%	29%	28%	26%	32%	33%	24%	34%	34%	21%	26%	29%	32%	25%	26%	26%
	(7)	(7)	(7)	(6)	(7)	(7)	(7)	(7)	(7)	(7)	(5)	(8)	(6)	(5)	(7)	(6)	(7)	(8)	(8)	(7)	(7)	(7)	(6)	(7)
DATA BREACHES AND CYBERSECURITY	94	38	24	12	7	14	62	33	36	24	18	50	24	14	8	7	7	7	9	79	46	16	3	19
	24%	27%	28%	24%	16%	17%	27%	19%	27%	21%	20%	24%	20%	25%	18%	19%	15%	23%	15%	25%	30%	21%	14%	24%
	(8)	(8)	(8)	(9)	(8)	(9)	(8)	(9)	(8)	(9)	(8)	(9)	(9)	(9)	(6)	(8)	(8)	(7)	(9)	(8)	(8)	(8)	(9)	(8)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	88	34	19	13	6	17	52	36	34	28	13	55	24	7	13	6	7	11	19	65	43	20	6	11
	22%	24%	21%	26%	15%	21%	23%	21%	25%	24%	14%	27%	20%	12%	28%	15%	15%	33%	30%	21%	28%	25%	25%	15%
	(9)	(9)	(9)	(8)	(9)	(8)	(9)	(8)	(9)	(8)	(9)	(7)	(8)	(9)	(6)	(10)	(9)	(3)	(7)	(9)	(9)	(6)	(7)	(9)
IMPLEMENTING AUTOMATION	31	8	11	-	4	7	19	11	6	7	12	10	12	6	4	7	2	2	7	20	15	6	1	5
	8%	6%	13%	-	9%	9%	9%	6%	4%	6%	14%	5%	10%	11%	9%	17%	4%	5%	11%	6%	10%	8%	5%	7%
	(10)	(10)	(10)	-	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(9)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
ATTRACTING QUALIFIED WORKERS	177	71	78	149	25	20	88	60	22	99	52	54	48	70	44	52	77	61	44	71	21	148	11	13
	44%	40%	48%	44%	51%	30%	49%	46%	38%	50%	38%	44%	48%	44%	42%	50%	42%	46%	50%	40%	37%	46%	43%	43%
	(1)	(1)	(1)	(1)	(5)	(3)	(1)	(4)	(1)	(3)	(1)	(1)	(4)	(2)	(1)	(4)	(1)	(1)	(2)	(1)	(3)	(1)	(1)	(1)
THE COSTS OF HEALTH CARE COVERAGE	171	69	73	142	26	26	68	69	22	111	37	43	49	70	40	56	71	55	48	66	20	142	10	11
	43%	39%	44%	41%	52%	38%	38%	52%	38%	56%	27%	35%	49%	44%	38%	53%	39%	42%	54%	37%	36%	44%	40%	37%
	(2)	(2)	(2)	(2)	(3)	(1)	(3)	(3)	(2)	(2)	(3)	(2)	(3)	(1)	(2)	(2)	(2)	(2)	(1)	(2)	(4)	(2)	(2)	(3)
OVERALL INFLATION	153	49	69	118	32	6	58	81	9	113	29	29	54	65	23	57	70	50	39	62	23	139	4	3
	38%	27%	42%	34%	64%	9%	32%	62%	16%	57%	21%	24%	53%	41%	22%	55%	38%	38%	43%	35%	40%	43%	16%	11%
	(3)	(5)	(3)	(5)	(1)	(8)	(5)	(1)	(8)	(1)	(5)	(5)	(1)	(3)	(7)	(1)	(3)	(4)	(4)	(3)	(1)	(3)	(8)	(9)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	146	51	68	120	25	20	59	60	16	98	31	36	43	62	38	51	53	47	40	59	13	123	7	12
	37%	29%	42%	35%	49%	29%	33%	45%	29%	49%	23%	29%	43%	39%	36%	50%	29%	36%	45%	33%	23%	38%	27%	40%
	(4)	(4)	(4)	(4)	(6)	(4)	(4)	(5)	(4)	(4)	(4)	(4)	(5)	(4)	(3)	(5)	(5)	(6)	(3)	(4)	(7)	(4)	(5)	(2)
RETAINING QUALIFIED WORKERS	144	59	62	121	21	21	68	48	17	80	44	43	36	62	36	43	63	53	33	57	22	116	10	11
	36%	33%	38%	35%	41%	30%	38%	36%	30%	40%	33%	34%	36%	39%	35%	41%	34%	40%	38%	33%	38%	36%	40%	35%
	(5)	(3)	(5)	(3)	(7)	(2)	(2)	(6)	(3)	(6)	(2)	(3)	(7)	(5)	(4)	(6)	(4)	(3)	(6)	(5)	(2)	(5)	(3)	(4)
RECESSION	122	34	53	86	32	6	29	81	6	97	18	21	50	48	17	54	46	39	36	46	12	107	6	5
	30%	19%	32%	25%	64%	9%	16%	61%	11%	49%	13%	17%	49%	30%	16%	52%	25%	30%	40%	26%	21%	33%	25%	15%
	(6)	(8)	(6)	(6)	(2)	(9)	(8)	(2)	(9)	(5)	(9)	(8)	(2)	(7)	(8)	(3)	(6)	(7)	(5)	(6)	(9)	(6)	(6)	(7)
DEVELOPING FUTURE LEADERS	111	41	42	83	26	19	41	43	16	69	24	26	38	44	27	41	42	48	26	37	12	91	8	10
	28%	23%	26%	24%	52%	28%	23%	33%	28%	35%	17%	21%	38%	27%	26%	40%	23%	37%	29%	21%	21%	28%	34%	32%
	(7)	(6)	(8)	(7)	(4)	(5)	(6)	(7)	(5)	(7)	(7)	(6)	(6)	(8)	(5)	(7)	(7)	(5)	(7)	(8)	(8)	(7)	(4)	(5)
DATA BREACHES AND CYBERSECURITY	94	37	40	77	14	13	41	33	11	58	25	15	23	52	17	32	42	30	25	38	17	74	5	9
	24%	21%	24%	22%	29%	19%	23%	25%	20%	29%	18%	12%	23%	32%	16%	31%	23%	23%	29%	21%	31%	23%	20%	30%
	(8)	(7)	(9)	(8)	(9)	(7)	(7)	(9)	(6)	(8)	(6)	(9)	(8)	(6)	(9)	(8)	(8)	(9)	(8)	(7)	(5)	(9)	(7)	(6)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	88	28	44	73	15	18	27	40	10	56	21	24	21	43	24	27	36	34	20	33	15	79	2	4
	22%	16%	27%	21%	30%	26%	15%	30%	17%	28%	16%	20%	21%	27%	23%	26%	20%	26%	22%	19%	25%	24%	10%	13%
	(9)	(9)	(7)	(9)	(8)	(6)	(9)	(8)	(7)	(9)	(8)	(7)	(9)	(9)	(6)	(9)	(9)	(8)	(9)	(9)	(6)	(8)	(10)	(8)
IMPLEMENTING AUTOMATION	31	13	14	27	3	3	12	11	4	19	7	13	7	10	13	8	10	8	8	14	6	22	3	3
	8%	7%	8%	8%	6%	5%	7%	8%	8%	10%	5%	11%	7%	10%	13%	7%	5%	6%	9%	14%	10%	7%	12%	10%
	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(9)	(10)

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

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
ATTRACTING QUALIFIED WORKERS	177 44% (1)	136 45% (1)	41 41% (2)	31 37% (1)	34 46% (1)	72 53% (2)	32 41% (2)	26 29% (2)	67 48% (1)	77 50% (3)	67 44% (1)	80 42% (2)	147 43% (1)	28 53% (3)	93 60% (1)	49 39% (4)	42 34% (2)	33 55% (2)	25 47% (2)	28 50% (2)	15 46% (2)	12 51% (2)	116 40% (2)	56 55% (1)
THE COSTS OF HEALTH CARE COVERAGE	171 43% (2)	129 43% (2)	42 42% (1)	18 21% (6)	34 46% (2)	77 57% (1)	30 39% (3)	27 31% (1)	53 38% (2)	83 54% (2)	55 36% (2)	85 45% (1)	141 41% (2)	27 50% (4)	63 40% (4)	54 43% (3)	50 41% (1)	21 34% (4)	23 43% (5)	41 73% (1)	13 42% (4)	13 55% (1)	120 41% (1)	47 46% (3)
OVERALL INFLATION	153 38% (3)	112 38% (3)	41 41% (3)	26 31% (2)	26 35% (3)	59 44% (5)	32 41% (1)	13 14% (8)	43 31% (5)	88 57% (1)	35 23% (6)	79 42% (3)	113 33% (5)	36 68% (1)	47 30% (6)	74 60% (1)	40 32% (3)	18 30% (5)	25 46% (4)	23 41% (4)	16 48% (1)	9 37% (6)	110 38% (3)	41 40% (4)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	146 37% (4)	106 35% (5)	41 40% (4)	21 25% (5)	22 30% (6)	71 53% (3)	25 32% (7)	13 15% (7)	51 37% (4)	74 48% (5)	49 32% (4)	73 39% (4)	122 36% (3)	23 44% (5)	71 45% (2)	44 35% (5)	29 24% (7)	36 58% (1)	27 49% (1)	23 41% (5)	12 38% (5)	9 35% (8)	91 31% (6)	51 50% (2)
RETAINING QUALIFIED WORKERS	144 36% (5)	106 36% (4)	37 37% (5)	21 25% (4)	25 34% (5)	64 47% (4)	26 33% (4)	22 25% (3)	52 37% (3)	62 40% (6)	51 34% (3)	68 36% (5)	120 35% (4)	22 41% (6)	68 44% (3)	39 32% (6)	35 28% (5)	25 41% (3)	21 39% (7)	26 47% (3)	11 35% (6)	11 44% (3)	100 34% (4)	40 39% (5)
RECESSION	122 30% (6)	86 29% (7)	35 35% (6)	22 26% (3)	19 25% (7)	47 35% (6)	23 29% (8)	11 12% (9)	25 18% (7)	76 49% (4)	26 17% (9)	59 31% (6)	85 25% (7)	33 63% (2)	37 23% (7)	54 44% (2)	36 29% (4)	13 22% (8)	25 46% (3)	18 33% (7)	14 44% (3)	9 36% (7)	92 32% (5)	27 26% (9)
DEVELOPING FUTURE LEADERS	111 28% (7)	87 29% (6)	25 25% (8)	15 18% (7)	26 35% (4)	41 30% (7)	25 32% (6)	20 22% (5)	30 22% (6)	52 34% (7)	44 29% (5)	45 24% (7)	90 26% (6)	21 39% (7)	53 34% (5)	37 29% (7)	28 22% (9)	15 25% (6)	22 40% (6)	19 35% (6)	10 32% (7)	9 39% (5)	71 25% (7)	39 38% (6)
DATA BREACHES AND CYBERSECURITY	94 24% (8)	65 22% (9)	29 29% (7)	5 6% (10)	17 24% (9)	37 27% (8)	26 33% (5)	18 20% (6)	24 17% (8)	44 29% (9)	32 21% (7)	43 23% (8)	76 22% (8)	17 31% (9)	34 22% (8)	31 25% (9)	28 23% (8)	14 23% (7)	11 21% (9)	17 29% (8)	7 22% (8)	7 28% (9)	63 22% (8)	30 30% (8)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	88 22% (9)	70 23% (8)	18 18% (9)	14 17% (8)	18 24% (8)	35 26% (9)	16 20% (9)	20 22% (4)	16 12% (9)	48 31% (8)	28 19% (8)	41 22% (9)	70 20% (9)	18 34% (8)	28 18% (9)	34 27% (8)	32 26% (6)	9 14% (9)	15 28% (8)	11 20% (9)	6 17% (9)	10 41% (4)	52 18% (9)	36 35% (7)
IMPLEMENTING AUTOMATION	31 8% (10)	26 9% (10)	5 5% (10)	6 7% (9)	5 6% (10)	8 6% (10)	8 10% (10)	6 7% (10)	6 4% (10)	16 10% (10)	15 10% (10)	13 7% (10)	28 8% (10)	2 4% (10)	12 7% (10)	9 7% (10)	9 7% (10)	6 9% (10)	3 5% (10)	5 9% (10)	1 2% (10)	4 17% (10)	18 6% (10)	11 10% (10)

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

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%
ATTRACTING QUALIFIED WORKERS	177	106	62	30	33	21	25	17	16	75	45	28	24	112	54	10	96	27	42	24	43	93
	44%	61%	38%	40%	51%	34%	53%	39%	38%	34%	51%	61%	64%	68%	31%	17%	59%	49%	42%	47%	43%	43%
	(1)	(1)	(3)	(2)	(1)	(2)	(1)	(1)	(3)	(3)	(1)	(1)	(1)	(1)	(3)	(8)	(1)	(1)	(2)	*(1)	(2)	(2)
THE COSTS OF HEALTH CARE COVERAGE	171	80	64	26	29	22	21	14	20	99	38	17	16	86	66	19	68	24	32	23	41	98
	43%	46%	39%	34%	46%	36%	44%	31%	48%	45%	43%	36%	42%	52%	39%	31%	42%	44%	32%	45%	41%	45%
	(2)	(3)	(2)	(4)	(3)	(1)	(2)	(3)	(1)	(1)	(3)	(5)	(5)	(3)	(1)	(1)	(4)	(3)	(6)	(3)	(3)	(1)
OVERALL INFLATION	153	74	65	24	17	18	20	11	13	93	30	11	17	81	53	18	54	25	47	24	44	79
	38%	43%	40%	31%	26%	28%	42%	25%	32%	42%	33%	23%	44%	49%	31%	30%	34%	46%	47%	47%	44%	36%
	(3)	(5)	(1)	(5)	(6)	(6)	(4)	(6)	(4)	(2)	(5)	(7)	(4)	(4)	(4)	(2)	(5)	(2)	(1)	*(1)	(1)	(4)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	146	77	60	31	28	18	19	9	16	69	40	17	18	86	45	15	71	19	34	18	29	83
	37%	44%	37%	40%	44%	29%	41%	20%	40%	31%	45%	38%	46%	53%	26%	26%	44%	34%	35%	35%	29%	38%
	(4)	(4)	(5)	(1)	(4)	(3)	(5)	(7)	(2)	(5)	(2)	(4)	(3)	(2)	(5)	(3)	(3)	*(5)	(5)	(5)	(6)	(3)
RETAINING QUALIFIED WORKERS	144	82	49	30	26	18	20	14	13	65	37	19	20	76	55	13	75	20	36	17	32	74
	36%	47%	30%	39%	41%	28%	43%	32%	30%	30%	42%	42%	52%	46%	32%	21%	46%	38%	36%	33%	32%	34%
	(5)	(2)	(6)	(3)	(5)	(5)	(3)	(2)	(5)	(6)	(4)	(2)	(2)	(5)	(2)	(5)	(2)	(4)	(4)	(6)	(5)	(5)
RECESSION	122	52	61	19	15	18	14	6	10	75	21	11	13	66	42	13	44	17	38	19	33	64
	30%	30%	38%	26%	24%	28%	29%	14%	23%	34%	24%	23%	36%	40%	25%	21%	27%	31%	38%	37%	33%	30%
	(6)	(7)	(4)	(6)	(7)	(4)	(7)	(9)	(7)	(4)	(6)	(6)	(7)	(6)	(6)	(4)	(7)	(7)	(3)	(4)	(4)	(6)
DEVELOPING FUTURE LEADERS	111	56	37	16	32	14	11	13	11	59	18	19	15	63	40	8	51	19	26	11	24	60
	28%	32%	23%	21%	50%	22%	23%	29%	25%	27%	20%	42%	40%	38%	24%	13%	32%	34%	26%	22%	24%	28%
	(7)	(6)	(7)	(8)	(2)	(8)	(9)	(4)	(6)	(7)	(8)	(3)	(6)	(7)	(7)	(9)	(6)	*(5)	(8)	(7)	(7)	(7)
DATA BREACHES AND CYBERSECURITY	94	42	34	19	12	8	14	8	7	55	19	9	11	47	36	11	37	12	11	9	19	58
	24%	24%	21%	25%	18%	13%	30%	17%	16%	25%	21%	20%	29%	29%	21%	19%	23%	21%	11%	18%	19%	27%
	(8)	(8)	(9)	(7)	(9)	(9)	(6)	(8)	(9)	(9)	(7)	(8)	(8)	(8)	(8)	(7)	(8)	(8)	(9)	(9)	(8)	(8)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	88	37	35	14	14	15	13	11	6	55	15	7	10	43	35	11	30	10	27	10	19	51
	22%	21%	22%	18%	21%	23%	27%	26%	14%	25%	16%	15%	26%	26%	20%	19%	19%	18%	27%	20%	19%	23%
	(9)	(9)	(8)	(9)	(8)	(7)	(8)	(5)	(10)	(8)	(9)	(9)	(9)	(9)	(9)	(6)	(9)	(9)	(7)	(8)	(9)	(9)
IMPLEMENTING AUTOMATION	31	12	13	6	8	4	6	-	8	14	10	3	4	12	16	2	16	2	9	4	9	19
	8%	7%	8%	7%	12%	6%	12%	-	19%	6%	12%	6%	10%	7%	10%	3%	10%	3%	9%	8%	9%	9%
	(10)	(10)	(10)	(10)	(10)	(10)	(10)	-	(8)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)

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

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
ATTRACTING QUALIFIED WORKERS	177 44% (1)	99 42% (1)	109 47% (1)	113 50% (1)	85 43% (1)	82 48% (1)	78 46% (1)	71 44% (1)	76 44% (3)	85 43% (1)	78 42% (1)	88 47% (2)	75 44% (1)	95 44% (3)	32 43% (1)	128 45% (2)	48 43% (1)	61 47% (2)	67 42% (1)
THE COSTS OF HEALTH CARE COVERAGE	171 43% (2)	99 42% (2)	104 45% (2)	98 44% (2)	80 40% (2)	79 47% (2)	69 40% (2)	68 43% (2)	79 46% (1)	83 42% (2)	78 42% (2)	88 47% (3)	68 39% (2)	99 45% (1)	24 32% (3)	142 50% (1)	48 43% (2)	57 44% (3)	66 42% (2)
OVERALL INFLATION	153 38% (3)	81 35% (4)	91 39% (3)	81 36% (4)	64 32% (5)	58 34% (5)	51 30% (5)	53 33% (5)	66 38% (5)	81 41% (3)	52 28% (5)	94 50% (1)	50 29% (6)	98 45% (2)	20 27% (6)	125 44% (3)	32 29% (8)	63 49% (1)	58 36% (3)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	146 37% (4)	81 35% (3)	88 38% (4)	80 35% (5)	68 34% (4)	64 37% (4)	59 35% (4)	61 38% (3)	77 44% (2)	65 33% (5)	70 38% (4)	69 37% (5)	65 37% (3)	78 36% (5)	23 31% (4)	113 40% (4)	48 43% (3)	42 32% (6)	57 36% (4)
RETAINING QUALIFIED WORKERS	144 36% (5)	74 32% (5)	84 36% (5)	86 38% (3)	71 35% (3)	69 40% (3)	63 37% (3)	59 37% (4)	66 38% (4)	69 35% (4)	70 38% (3)	70 37% (4)	60 35% (4)	82 37% (4)	25 34% (2)	107 38% (5)	44 40% (4)	48 37% (4)	51 32% (5)
RECESSION	122 30% (6)	65 28% (6)	74 32% (6)	63 28% (7)	56 28% (6)	49 29% (7)	44 26% (7)	45 28% (7)	55 32% (8)	61 31% (6)	49 26% (7)	69 37% (6)	41 24% (8)	76 35% (6)	15 20% (8)	99 35% (6)	33 29% (7)	48 37% (5)	42 26% (7)
DEVELOPING FUTURE LEADERS	111 28% (7)	62 27% (7)	73 31% (7)	74 33% (6)	53 26% (7)	55 32% (6)	51 30% (6)	50 31% (6)	56 32% (7)	49 25% (8)	50 27% (6)	54 29% (7)	51 29% (5)	58 27% (7)	21 29% (5)	82 29% (7)	35 31% (6)	34 26% (7)	42 27% (6)
DATA BREACHES AND CYBERSECURITY	94 24% (8)	53 23% (8)	55 24% (8)	54 24% (8)	39 20% (9)	42 24% (8)	34 20% (8)	40 25% (8)	56 32% (6)	35 18% (9)	45 24% (8)	46 24% (9)	42 24% (7)	51 24% (8)	15 20% (7)	74 26% (8)	38 34% (5)	27 21% (9)	30 19% (9)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	88 22% (9)	46 20% (9)	49 21% (9)	49 22% (9)	43 22% (8)	39 23% (9)	32 19% (9)	33 20% (9)	34 20% (9)	49 25% (7)	34 18% (9)	48 26% (8)	38 22% (9)	50 23% (9)	12 15% (9)	69 24% (9)	18 16% (9)	34 26% (8)	37 23% (8)
IMPLEMENTING AUTOMATION	31 8% (10)	17 7% (10)	19 8% (10)	18 8% (10)	14 7% (10)	17 10% (10)	15 9% (10)	14 9% (10)	21 12% (10)	9 4% (10)	16 9% (10)	12 6% (10)	16 9% (10)	13 6% (10)	7 10% (10)	21 8% (10)	15 13% (10)	7 5% (10)	9 6% (10)

Table 4-6
Summary of Concerns: % 8-10

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
OVERALL INFLATION	140 46% (1)	25 46% (2)	24 48% (2)	23 46% (1)	24 47% *(1)	25 49% (2)	20 39% (1)
ATTRACTING QUALIFIED WORKERS	135 44% (2)	27 49% (1)	28 56% (1)	14 29% *(5)	24 47% *(1)	25 51% (1)	17 34% *(3)
THE COSTS OF HEALTH CARE COVERAGE	120 39% (3)	24 44% (3)	16 32% *(6)	16 32% *(3)	23 45% (3)	23 45% (3)	18 37% (2)
RECESSION	106 35% (4)	17 31% (7)	18 36% (5)	20 39% (2)	19 37% (4)	16 31% (5)	17 34% *(3)
RETAINING QUALIFIED WORKERS	105 35% (5)	20 38% (4)	22 44% *(3)	14 29% *(5)	17 33% (6)	19 37% (4)	13 26% (6)
COSTS OF EMPLOYEE SALARIES AND BENEFITS	100 33% (6)	19 34% *(5)	22 44% *(3)	12 25% (7)	18 35% (5)	15 29% *(6)	14 29% (5)
DEVELOPING FUTURE LEADERS	80 26% (7)	19 34% *(5)	10 20% (8)	16 32% *(3)	11 22% (7)	15 29% *(6)	9 18% (7)
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	65 21% (8)	10 18% (9)	16 32% *(6)	11 21% (8)	10 20% (8)	11 22% (9)	8 16% (8)
DATA BREACHES AND CYBERSECURITY	50 17% (9)	12 21% (8)	2 4% (10)	9 18% (9)	9 18% (9)	14 27% (8)	5 11% (9)
IMPLEMENTING AUTOMATION	24 8% (10)	2 3% (10)	4 8% (9)	5 11% (10)	4 8% (10)	6 12% (10)	3 5% (10)

Table 5-1
Summary of Concerns: Ranked by 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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
OVERALL INFLATION	6.7	6.4	6.9	6.4	6.9	6.8	6.6	6.7	6.8	6.7	6.3	7.0	6.6	5.6	6.3	7.2	6.8	6.5	7.2	6.6	7.0	6.4	6.0	6.9
THE COSTS OF HEALTH CARE COVERAGE	6.6	7.1	6.0	6.0	6.7	6.5	6.7	6.4	5.8	7.3	6.6	6.5	6.9	6.3	5.9	7.1	7.1	6.4	6.2	6.7	6.9	6.3	6.1	6.9
ATTRACTING QUALIFIED WORKERS	6.5	6.6	6.5	6.3	6.4	6.5	6.6	6.4	5.7	7.0	7.2	6.0	7.5	6.6	6.3	7.4	7.0	6.7	6.4	6.6	6.7	6.2	6.0	6.5
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.2	6.5	6.1	6.1	5.9	6.0	6.3	6.0	5.8	6.5	6.8	5.9	6.9	5.8	6.0	6.6	7.1	5.9	6.5	6.2	6.5	6.2	5.4	5.9
RECESSION	6.0	5.9	6.1	6.2	6.1	6.2	6.0	6.1	6.3	6.1	5.7	6.4	6.0	5.2	5.3	6.8	6.5	5.6	6.5	6.0	6.6	5.5	5.8	6.2
RETAINING QUALIFIED WORKERS	6.0	6.2	5.9	6.0	5.8	6.0	6.1	5.9	5.7	6.1	6.6	5.7	6.7	5.7	5.6	5.8	6.5	6.1	6.4	5.9	6.3	5.6	6.8	6.0
DEVELOPING FUTURE LEADERS	5.6	5.7	5.8	5.5	5.2	5.6	5.7	5.5	5.2	5.9	5.9	5.2	6.1	6.3	5.0	6.3	6.1	5.3	5.5	5.6	5.6	5.6	6.0	5.6
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	5.5	5.4	5.7	5.6	5.3	5.4	5.5	5.4	5.7	5.7	4.8	5.8	5.5	4.5	5.7	5.5	5.3	6.0	5.7	5.5	6.0	5.5	4.9	5.3
DATA BREACHES AND CYBERSECURITY	5.2	5.4	5.3	5.1	4.4	5.0	5.4	4.9	5.0	5.1	5.4	5.1	5.1	5.5	4.4	5.2	5.1	5.1	4.6	5.3	5.2	5.1	5.2	5.3
IMPLEMENTING AUTOMATION	3.8	3.7	4.2	3.3	3.7	3.8	3.9	3.6	3.3	3.9	4.2	3.5	4.0	4.4	3.9	4.6	4.2	4.2	4.0	3.7	3.8	3.9	3.0	4.1

Table 5-2
Summary of Concerns: Ranked by Mean

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					CONF																			
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
OVERALL INFLATION	6.7	6.1	7.0	6.5	7.4	5.1	6.5	7.6	5.5	7.6	5.8	6.2	7.2	6.7	6.0	7.3	6.6	6.7	6.8	6.5	6.5	6.9	5.4	5.7
THE COSTS OF HEALTH CARE COVERAGE	6.6	6.4	6.7	6.6	6.5	5.8	6.6	6.9	6.3	7.1	5.9	6.1	6.9	6.6	6.3	7.0	6.5	6.6	7.1	6.3	6.3	6.7	6.8	5.9
ATTRACTING QUALIFIED WORKERS	6.5	6.4	6.5	6.5	6.9	5.6	6.9	6.4	6.3	6.8	6.1	6.6	6.7	6.3	6.7	6.8	6.2	6.6	7.1	6.2	5.3	6.5	6.7	6.6
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.2	5.7	6.6	6.1	6.5	5.4	6.2	6.5	5.7	6.9	5.5	5.8	6.5	6.2	6.1	6.9	5.8	6.1	6.7	6.0	5.4	6.3	5.2	6.4
RECESSION	6.0	5.3	6.3	5.8	7.5	4.3	5.6	7.5	4.6	7.2	5.0	5.2	7.1	6.0	5.3	7.2	5.7	6.1	6.7	5.7	5.4	6.2	5.7	4.8
RETAINING QUALIFIED WORKERS	6.0	5.8	6.3	6.0	6.2	5.3	6.2	6.2	6.0	6.2	5.8	6.0	6.1	6.0	6.0	6.2	6.0	6.3	6.3	5.7	5.7	6.1	5.6	5.9
DEVELOPING FUTURE LEADERS	5.6	5.4	5.6	5.5	6.6	5.6	5.6	5.6	5.5	5.9	5.2	5.5	6.1	5.4	5.7	6.0	5.4	6.1	5.9	5.1	4.9	5.5	6.1	6.4
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	5.5	5.0	5.8	5.4	6.1	5.0	5.2	6.0	4.9	6.0	5.1	5.3	5.7	5.6	5.4	5.7	5.5	5.8	5.5	5.2	5.7	5.7	4.3	4.6
DATA BREACHES AND CYBERSECURITY	5.2	4.9	5.5	5.2	5.2	4.9	5.1	5.2	4.6	5.6	4.7	4.4	5.3	5.6	4.7	5.6	5.2	5.1	5.7	4.9	5.4	5.1	5.3	5.7
IMPLEMENTING AUTOMATION	3.8	3.7	4.0	3.8	3.9	3.8	3.7	3.7	3.6	4.2	3.4	3.7	3.9	3.8	4.1	3.9	3.6	3.6	4.2	3.7	3.5	3.7	4.9	4.0

Table 5-3
Summary of Concerns: Ranked by Mean

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
OVERALL INFLATION	6.7	6.6	6.7	6.5	6.7	6.9	6.5	5.6	6.3	7.4	6.0	6.8	6.4	7.8	6.3	7.8	6.4	6.4	7.4	6.6	7.1	6.9	6.6	6.9
THE COSTS OF HEALTH CARE COVERAGE	6.6	6.5	6.7	5.6	6.8	7.3	6.0	6.0	6.2	7.1	6.2	6.9	6.5	6.6	6.4	6.8	6.5	6.4	6.4	8.6	6.4	7.3	6.5	6.8
ATTRACTING QUALIFIED WORKERS	6.5	6.6	6.3	6.3	6.4	7.1	6.2	5.6	6.7	6.8	6.5	6.4	6.4	6.9	7.4	6.5	5.9	6.8	7.0	7.1	6.6	6.7	6.2	7.2
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.2	6.1	6.3	5.8	6.0	7.0	5.7	5.2	6.2	6.6	5.7	6.5	6.1	6.6	6.6	6.2	5.5	7.4	6.8	6.7	6.1	6.4	5.9	6.8
RECESSION	6.0	6.0	6.2	5.7	6.1	6.4	5.8	4.5	5.6	7.2	5.2	6.2	5.8	7.5	5.5	7.0	5.8	5.5	7.2	6.0	6.6	6.8	6.1	5.9
RETAINING QUALIFIED WORKERS	6.0	6.0	6.1	5.8	5.7	6.5	5.9	5.4	6.1	6.3	5.8	6.2	6.0	6.3	6.6	5.9	5.5	6.3	6.5	6.8	5.5	6.8	5.9	6.3
DEVELOPING FUTURE LEADERS	5.6	5.7	5.4	5.0	5.9	5.8	5.7	5.2	5.5	5.8	5.7	5.5	5.6	5.8	6.3	5.7	5.1	5.6	6.2	6.3	5.7	5.8	5.4	6.3
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	5.5	5.5	5.4	5.1	5.4	5.7	5.6	5.1	5.1	6.0	5.2	5.6	5.4	6.2	5.2	5.9	5.8	5.4	5.6	5.5	5.0	6.2	5.2	6.3
DATA BREACHES AND CYBERSECURITY	5.2	5.1	5.4	4.0	5.1	5.5	5.7	4.8	5.0	5.4	4.8	5.4	5.2	5.1	5.1	5.2	5.2	5.3	5.0	5.8	4.6	4.8	5.0	5.6
IMPLEMENTING AUTOMATION	3.8	3.9	3.3	3.7	3.6	3.7	4.1	3.5	3.7	4.0	3.9	3.8	3.9	3.5	3.8	3.9	3.7	4.1	3.8	4.2	3.5	4.9	3.7	4.1

Table 5-4
Summary of Concerns: Ranked by Mean

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
OVERALL INFLATION	6.7	6.8	6.9	6.5	6.1	6.3	7.1	6.2	6.4	6.7	6.3	6.2	7.5	7.0	6.5	5.9	6.6	7.0	6.9	7.1	6.8	6.6
THE COSTS OF HEALTH CARE COVERAGE	6.6	6.8	6.4	6.4	6.7	6.1	6.8	6.2	7.0	6.6	6.4	6.4	7.2	7.1	6.5	5.5	6.7	6.6	6.0	6.7	6.6	6.7
ATTRACTING QUALIFIED WORKERS	6.5	7.6	6.2	6.0	7.0	5.9	7.3	6.1	6.4	5.8	7.0	7.6	7.8	7.7	6.2	4.2	7.5	6.9	6.0	6.5	6.6	6.5
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.2	6.7	6.2	6.3	6.7	5.6	6.8	5.6	6.3	5.8	6.6	6.6	6.9	6.9	5.9	5.3	6.7	6.5	5.9	5.9	6.0	6.3
RECESSION	6.0	6.1	6.4	5.5	5.8	5.7	6.5	5.5	6.0	6.2	5.6	5.7	6.6	6.5	5.8	5.4	5.9	6.3	6.2	6.4	6.0	5.9
RETAINING QUALIFIED WORKERS	6.0	6.8	5.9	6.4	6.2	5.6	6.3	5.9	5.5	5.5	6.4	6.9	7.2	6.6	6.0	4.4	6.8	6.1	5.6	5.9	5.8	6.1
DEVELOPING FUTURE LEADERS	5.6	6.1	5.2	5.3	7.0	5.5	5.9	5.7	5.3	5.3	5.6	6.5	6.7	6.4	5.4	4.2	6.2	5.3	5.6	5.4	5.6	5.7
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	5.5	5.5	5.6	5.6	5.4	5.4	5.6	5.3	4.5	5.6	5.2	4.9	6.3	5.7	5.5	4.9	5.4	5.4	5.2	5.5	5.2	5.5
DATA BREACHES AND CYBERSECURITY	5.2	5.3	5.0	5.5	5.0	4.7	5.7	4.7	4.6	5.0	5.2	5.3	5.9	5.6	5.1	4.3	5.4	5.3	4.1	4.7	4.8	5.4
IMPLEMENTING AUTOMATION	3.8	3.7	3.6	3.8	4.3	3.6	4.3	3.1	4.7	3.9	3.7	3.7	3.9	3.9	3.9	3.2	3.8	3.4	4.0	3.8	3.9	3.9

Table 5-5
Summary of Concerns: Ranked by Mean

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
OVERALL INFLATION	6.7	6.5	6.7	6.5	6.3	6.6	6.4	6.5	6.7	6.7	6.3	7.0	6.4	6.8	6.4	6.8	6.4	6.9	6.6
THE COSTS OF HEALTH CARE COVERAGE	6.6	6.6	6.8	6.7	6.3	6.8	6.5	6.7	6.7	6.5	6.6	6.7	6.5	6.6	6.0	7.0	6.5	6.5	6.6
ATTRACTING QUALIFIED WORKERS	6.5	6.4	6.9	6.9	6.3	6.8	6.6	6.8	6.7	6.2	6.5	6.4	6.7	6.3	6.8	6.5	6.7	6.3	6.5
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.2	6.1	6.5	6.2	6.0	6.4	6.2	6.5	6.6	5.9	6.3	6.1	6.3	6.0	6.2	6.3	6.6	5.9	6.2
RECESSION	6.0	6.0	6.2	6.0	5.9	6.1	5.9	6.1	6.0	6.1	5.8	6.3	5.9	6.2	5.7	6.2	5.8	6.3	6.0
RETAINING QUALIFIED WORKERS	6.0	5.9	6.2	6.2	5.9	6.2	6.1	6.3	6.1	6.0	6.3	5.9	6.1	6.0	6.4	6.0	6.2	5.8	6.1
DEVELOPING FUTURE LEADERS	5.6	5.6	6.0	5.9	5.5	5.9	5.9	5.8	5.8	5.4	5.8	5.5	5.8	5.5	6.0	5.6	5.8	5.3	5.8
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	5.5	5.3	5.5	5.5	5.2	5.5	5.3	5.5	5.3	5.7	5.2	5.8	5.3	5.6	5.3	5.6	5.0	5.7	5.6
DATA BREACHES AND CYBERSECURITY	5.2	5.1	5.4	5.3	5.0	5.2	5.0	5.3	5.6	4.8	5.3	5.2	5.2	5.2	5.5	5.3	5.7	5.0	5.0
IMPLEMENTING AUTOMATION	3.8	3.8	3.9	4.0	3.7	4.1	3.9	4.0	4.1	3.6	3.8	3.8	4.0	3.6	4.0	3.9	4.1	3.7	3.6

Table 5-6
Summary of Concerns: Ranked by Mean

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%
OVERALL INFLATION	6.9	7.0	6.8	7.1	7.1	6.9
ATTRACTING QUALIFIED WORKERS	6.4	6.9	6.5	5.4	6.5	6.9
THE COSTS OF HEALTH CARE COVERAGE	6.4	6.6	6.3	5.7	6.7	7.0
RECESSION	6.2	6.3	6.2	6.3	6.4	5.9
COSTS OF EMPLOYEE SALARIES AND BENEFITS	6.1	6.5	6.4	5.5	5.9	6.2
RETAINING QUALIFIED WORKERS	5.8	6.1	6.0	5.3	5.9	6.2
DEVELOPING FUTURE LEADERS	5.5	5.3	5.4	5.8	5.4	6.0
INCOMING AND OUTGOING SUPPLY CHAIN ISSUES	5.3	5.4	5.6	4.7	5.5	5.5
DATA BREACHES AND CYBERSECURITY	4.7	5.3	3.8	4.5	4.7	5.6
IMPLEMENTING AUTOMATION	3.8	3.4	4.2	3.8	3.8	4.2

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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (CONFIDENT - NOT CONFIDENT)	293 73%	113 81%	68 78%	29 60%	31 73%	53 64%	180 80%	113 65%	70 52%	87 75%	88 97%	121 59%	101 84%	52 94%	37 80%	30 77%	33 72%	27 84%	42 65%	231 74%	91 59%	63 80%	20 87%	57 74%
TOTAL CONFIDENT -----	343 86%	125 89%	76 88%	38 80%	37 85%	67 81%	201 89%	142 82%	102 75%	101 87%	89 99%	161 79%	110 92%	53 96%	42 90%	34 89%	39 84%	29 91%	52 82%	271 86%	121 79%	71 90%	21 91%	66 85%
TOTAL NOT CONFIDENT -----	50 13%	12 9%	9 10%	10 20%	5 13%	14 17%	21 9%	29 17%	32 23%	15 13%	1 1%	39 19%	10 8%	1 2%	5 10%	4 11%	6 12%	2 7%	11 17%	40 13%	30 19%	8 10%	1 4%	9 11%
VERY CONFIDENT	179 45%	63 45%	41 47%	16 33%	24 55%	35 43%	104 46%	75 43%	41 30%	47 40%	52 58%	71 35%	59 49%	34 61%	23 50%	13 33%	19 40%	14 44%	30 47%	131 42%	54 35%	30 38%	14 59%	40 52%
SOMEWHAT CONFIDENT	164 41%	62 44%	35 40%	22 47%	13 30%	32 38%	97 43%	67 39%	61 45%	55 47%	37 41%	89 44%	52 43%	19 35%	19 41%	22 56%	21 44%	15 47%	22 35%	139 44%	67 44%	41 52%	7 32%	26 33%
NOT VERY CONFIDENT	44 11%	11 8%	9 10%	10 20%	4 9%	10 12%	20 9%	24 14%	28 21%	13 11%	1 1%	34 16%	9 7%	1 2%	5 10%	3 9%	5 11%	2 7%	10 15%	34 11%	25 16%	6 8%	1 4%	9 11%
NOT AT ALL CONFIDENT	7 2%	1 1%	-	-	2 4%	4 5%	1 -	6 3%	4 3%	2 1%	-	6 3%	1 1%	-	-	1 2%	1 2%	-	1 1%	6 2%	5 3%	2 2%	-	-
DON'T KNOW/UNSURE	5 1%	1 1%	2 2%	-	1 2%	1 2%	3 1%	2 1%	1 1%	-	-	4 2%	-	1 2%	-	-	1 3%	1 3%	1 1%	3 1%	1 1%	-	1 5%	3 3%
REFUSED	1 -	1 1%	-	-	-	-	1 1%	-	-	-	-	-	-	-	-	-	-	-	-	-	1 1%	-	-	-

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (CONFIDENT - NOT CONFIDENT)	293	179	164	343	-50	67	158	54	50	115	122	117	46	118	100	43	146	97	50	143	44	222	24	28
	73%	100%	100%	100%	-100%	99%	88%	41%	87%	58%	90%	95%	46%	73%	95%	42%	80%	74%	57%	81%	76%	68%	100%	88%
TOTAL CONFIDENT	343	179	164	343	-	67	168	91	53	155	129	120	72	139	103	73	163	113	70	158	50	271	24	29
-----	86%	100%	100%	100%	-	99%	94%	69%	94%	78%	95%	97%	72%	86%	97%	70%	89%	86%	78%	89%	87%	84%	100%	92%
TOTAL NOT CONFIDENT	50	-	-	-	50	-	10	37	4	39	6	3	26	21	3	29	17	16	19	15	6	49	-	1
-----	13%	-	-	-	100%	-	6%	28%	6%	20%	5%	2%	26%	13%	3%	28%	9%	12%	22%	9%	11%	15%	-	4%
VERY CONFIDENT	179	179	-	179	-	46	86	35	39	58	77	80	22	67	72	18	85	68	25	84	22	130	15	19
	45%	100%	-	52%	-	68%	48%	27%	68%	29%	57%	65%	22%	42%	69%	17%	46%	52%	28%	48%	38%	40%	62%	60%
SOMEWHAT CONFIDENT	164	-	164	164	-	21	82	56	15	97	52	40	50	72	30	55	78	45	45	73	28	141	9	10
	41%	-	100%	48%	-	31%	46%	42%	26%	49%	38%	33%	50%	45%	29%	53%	43%	35%	50%	42%	49%	44%	38%	32%
NOT VERY CONFIDENT	44	-	-	-	44	-	10	31	4	36	4	2	23	19	3	26	14	16	18	9	4	42	-	1
	11%	-	-	-	87%	-	6%	23%	6%	18%	3%	2%	22%	12%	3%	25%	8%	12%	21%	5%	7%	13%	-	4%
NOT AT ALL CONFIDENT	7	-	-	-	7	-	-	7	-	3	2	1	4	2	-	4	3	-	1	6	2	7	-	-
	2%	-	-	-	13%	-	-	5%	-	2%	2%	1%	4%	1%	-	4%	2%	-	1%	3%	4%	2%	-	-
DON'T KNOW/UNSURE	5	-	-	-	-	1	2	3	-	3	1	1	2	1	-	2	2	1	-	4	1	4	-	1
	1%	-	-	-	-	1%	1%	2%	-	1%	1%	1%	2%	1%	-	2%	1%	1%	-	2%	2%	1%	-	4%
REFUSED	1	-	-	-	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (CONFIDENT - NOT CONFIDENT)	293 73%	214 72%	79 78%	72 85%	68 93%	90 67%	42 54%	85 97%	112 80%	86 55%	148 97%	143 76%	292 85%	-1 -3%	123 78%	87 70%	91 74%	54 89%	34 64%	47 83%	19 60%	17 69%	215 74%	75 73%
TOTAL CONFIDENT -----	343 86%	255 85%	88 87%	78 93%	70 96%	113 83%	59 76%	86 98%	126 90%	118 76%	150 98%	165 87%	315 92%	25 48%	139 89%	105 84%	106 87%	58 94%	44 81%	51 90%	25 79%	20 84%	251 86%	88 86%
TOTAL NOT CONFIDENT -----	50 13%	41 14%	9 9%	6 7%	2 3%	22 17%	17 21%	1 1%	14 10%	32 21%	2 1%	22 11%	23 7%	27 51%	16 10%	18 15%	15 13%	3 6%	9 18%	4 7%	6 19%	4 16%	36 13%	13 13%
VERY CONFIDENT	179 45%	127 43%	52 51%	48 57%	43 59%	46 34%	22 28%	58 66%	58 41%	56 36%	112 73%	62 33%	173 51%	4 8%	74 47%	68 55%	55 45%	22 36%	14 25%	28 50%	15 47%	12 49%	134 46%	42 41%
SOMEWHAT CONFIDENT	164 41%	128 43%	36 36%	30 36%	27 37%	67 49%	37 48%	28 32%	68 49%	62 40%	39 25%	103 55%	142 41%	21 40%	65 42%	37 30%	51 42%	36 59%	30 56%	23 40%	10 32%	9 35%	117 40%	46 45%
NOT VERY CONFIDENT	44 11%	36 12%	7 7%	6 7%	1 2%	22 16%	13 16%	1 1%	13 9%	27 18%	2 1%	21 11%	22 7%	21 40%	15 10%	15 12%	12 10%	3 6%	9 18%	3 5%	5 16%	4 16%	31 11%	11 11%
NOT AT ALL CONFIDENT	7 2%	5 2%	2 2%	- -	1 1%	1 1%	4 5%	- -	1 1%	5 3%	- -	1 -	6 11%	1 1%	3 2%	4 3%	- -	- -	1 2%	1 2%	- -	- -	5 2%	2 2%
DON'T KNOW/UNSURE	5 1%	1 -	4 4%	- -	1 1%	- -	2 3%	1 1%	- -	3 2%	1 1%	3 1%	4 1%	1 1%	1 1%	1 1%	1 1%	- -	1 1%	2 3%	1 3%	- -	4 1%	2 2%
REFUSED	1 -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

Table 6-4
 QUESTION 1:
 From a financial perspective, how do you feel right now about the future for your company?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (CONFIDENT - NOT CONFIDENT)	293 73%	140 81%	102 63%	61 81%	54 84%	53 84%	32 68%	36 83%	33 79%	141 64%	76 85%	40 85%	30 78%	107 65%	143 84%	39 65%	133 82%	35 64%	75 76%	32 63%	72 72%	175 80%
TOTAL CONFIDENT	343 86%	156 90%	131 81%	68 90%	59 91%	58 92%	39 83%	40 92%	37 90%	179 81%	82 91%	42 91%	34 89%	134 82%	156 91%	49 82%	145 90%	43 80%	87 87%	41 80%	85 85%	195 89%
TOTAL NOT CONFIDENT	50 13%	16 9%	29 18%	7 9%	5 7%	5 8%	7 15%	4 8%	4 10%	38 17%	6 6%	3 6%	4 11%	27 17%	13 8%	10 17%	13 8%	9 16%	11 11%	9 18%	13 13%	20 9%
VERY CONFIDENT	179 45%	80 46%	59 36%	35 46%	32 50%	31 49%	17 36%	24 54%	25 59%	92 42%	46 52%	19 41%	17 46%	65 40%	82 48%	30 50%	74 46%	23 43%	41 41%	26 51%	48 48%	101 46%
SOMEWHAT CONFIDENT	164 41%	76 44%	72 44%	33 44%	26 41%	27 43%	22 47%	16 37%	13 30%	87 40%	35 39%	23 50%	16 43%	69 42%	74 43%	19 32%	72 44%	20 38%	46 46%	15 29%	37 37%	94 43%
NOT VERY CONFIDENT	44 11%	15 9%	26 16%	6 7%	5 7%	5 8%	6 13%	4 8%	4 10%	32 14%	6 6%	3 6%	3 9%	22 13%	13 8%	9 15%	12 7%	8 15%	10 10%	6 12%	12 12%	19 9%
NOT AT ALL CONFIDENT	7 2%	1 -	2 1%	1 1%	- -	- -	1 2%	- -	- -	6 3%	- -	- -	1 2%	5 3%	- -	1 2%	1 -	1 2%	2 2%	3 6%	1 1%	1 -
DON'T KNOW/UNSURE	5 1%	2 1%	1 1%	- -	1 1%	- -	- -	- -	- -	3 1%	1 1%	1 3%	- -	2 1%	2 1%	1 1%	2 1%	2 3%	2 2%	1 2%	2 2%	2 1%
REFUSED	1 -	- -	1 1%	1 2%	- -	- -	1 3%	- -	- -	- -	1 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							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (CONFIDENT - NOT CONFIDENT)	293 73%	181 78%	175 75%	161 72%	150 75%	128 75%	141 82%	129 81%	143 82%	125 63%	151 81%	120 64%	147 85%	140 64%	73 97%	185 65%	94 84%	75 58%	124 78%
TOTAL CONFIDENT -----	343 86%	205 88%	202 87%	191 85%	174 87%	149 87%	155 91%	143 90%	157 90%	161 82%	166 89%	153 82%	158 91%	177 81%	74 99%	231 82%	102 91%	102 79%	140 88%
TOTAL NOT CONFIDENT -----	50 13%	23 10%	27 12%	30 13%	24 12%	20 12%	14 8%	14 9%	15 8%	36 18%	16 8%	34 18%	11 7%	37 17%	1 1%	46 16%	8 7%	27 21%	16 10%
VERY CONFIDENT	179 45%	116 50%	110 47%	108 48%	89 45%	90 53%	87 51%	90 56%	87 50%	73 37%	101 54%	59 31%	95 55%	77 35%	48 64%	100 35%	65 58%	41 31%	73 46%
SOMEWHAT CONFIDENT	164 41%	89 38%	92 40%	83 37%	85 42%	58 34%	68 40%	54 34%	70 40%	88 44%	65 35%	94 50%	63 36%	100 46%	26 34%	131 46%	36 32%	62 48%	67 42%
NOT VERY CONFIDENT	44 11%	22 9%	24 10%	27 12%	20 10%	18 10%	12 7%	13 8%	11 6%	32 16%	14 8%	29 15%	10 6%	32 15%	1 1%	39 14%	8 7%	25 19%	11 7%
NOT AT ALL CONFIDENT	7 2%	2 1%	3 1%	3 1%	4 2%	2 1%	2 1%	2 1%	3 2%	3 2%	2 1%	5 3%	2 1%	5 2%	- -	7 2%	- -	2 1%	5 3%
DON'T KNOW/UNSURE	5 1%	3 1%	2 1%	4 2%	2 1%	2 1%	2 1%	2 1%	2 1%	1 -	3 2%	1 -	2 1%	3 1%	- -	4 1%	2 1%	- -	4 2%
REFUSED	1 -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	- -	1 -	1 1%	- -	- -

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

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (CONFIDENT - NOT CONFIDENT)	214 70%	35 64%	38 76%	37 75%	32 63%	32 65%	39 79%
TOTAL CONFIDENT -----	256 84%	43 80%	44 88%	43 86%	41 80%	40 80%	45 89%
TOTAL NOT CONFIDENT -----	42 14%	9 16%	6 12%	5 11%	9 18%	8 16%	5 11%
VERY CONFIDENT	138 45%	23 43%	16 32%	25 50%	26 51%	25 49%	24 47%
SOMEWHAT CONFIDENT	118 39%	20 38%	28 56%	18 36%	15 29%	16 31%	21 42%
NOT VERY CONFIDENT	36 12%	8 15%	6 12%	4 7%	6 12%	7 14%	5 11%
NOT AT ALL CONFIDENT	7 2%	1 2%	-	2 4%	3 6%	1 2%	-
DON'T KNOW/UNSURE	7 2%	2 3%	-	2 4%	1 2%	2 4%	-

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

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-141 -35%	-36 -26%	-36 -42%	-14 -29%	-21 -48%	-34 -42%	-72 -32%	-69 -40%	-68 -51%	-38 -33%	-24 -26%	-96 -47%	-25 -21%	-14 -25%	-14 -30%	-20 -51%	-20 -44%	-10 -31%	-25 -39%	-109 -35%	-77 -50%	-25 -32%	-3 -13%	-32 -41%
GOTTEN BETTER	57 14%	27 19%	6 7%	10 21%	3 7%	10 12%	34 15%	23 13%	12 9%	19 16%	15 17%	22 11%	21 17%	12 22%	9 20%	4 10%	4 10%	5 16%	9 13%	46 15%	16 10%	9 12%	7 28%	8 11%
GOTTEN WORSE	198 50%	63 45%	43 49%	24 50%	24 55%	44 54%	106 47%	92 53%	80 59%	57 49%	39 43%	117 58%	46 38%	26 47%	23 50%	24 61%	25 53%	15 46%	33 52%	156 50%	93 60%	34 44%	10 41%	40 52%
STAYED ABOUT THE SAME	136 34%	47 34%	33 38%	14 28%	16 36%	26 31%	80 36%	55 32%	41 30%	38 32%	35 38%	59 29%	50 42%	16 29%	14 29%	11 29%	16 35%	9 28%	21 33%	103 33%	45 29%	34 43%	6 27%	25 33%
DON'T KNOW	9 2%	2 1%	5 5%	- -	1 2%	2 2%	7 3%	3 2%	2 2%	2 2%	1 1%	6 3%	3 2%	1 2%	- -	- -	1 2%	3 10%	1 1%	9 3%	1 1%	1 2%	1 4%	3 5%

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-141	-19	-82	-101	-36	13	-61	-92	57	-198	-	-9	-68	-60	-	-77	-61	-40	-58	-43	-19	-121	-9	-5
	-35%	-11%	-50%	-30%	-71%	19%	-34%	-70%	100%	-100%	-	-7%	-68%	-37%	-	-74%	-33%	-30%	-65%	-25%	-33%	-37%	-35%	-17%
GOTTEN BETTER	57	39	15	53	4	25	17	9	57	-	-	27	5	21	33	4	19	25	4	27	5	42	6	6
	14%	22%	9%	15%	7%	36%	10%	7%	100%	-	-	22%	5%	13%	31%	4%	10%	19%	5%	15%	10%	13%	26%	18%
GOTTEN WORSE	198	58	97	155	39	12	78	101	-	198	-	36	73	81	33	81	79	64	62	70	24	164	15	11
	50%	32%	59%	45%	79%	17%	44%	77%	-	100%	-	29%	73%	50%	31%	78%	43%	49%	69%	40%	43%	50%	61%	36%
STAYED ABOUT THE SAME	136	77	52	129	6	29	81	19	-	-	136	55	21	57	37	17	80	39	21	74	27	110	2	14
	34%	43%	31%	37%	13%	43%	45%	15%	-	-	100%	44%	21%	36%	35%	16%	44%	30%	24%	42%	46%	34%	9%	46%
DON'T KNOW	9	6	1	7	1	3	3	3	-	-	-	5	2	2	2	2	5	3	2	4	1	8	1	-
	2%	3%	1%	2%	2%	4%	2%	2%	-	-	-	4%	2%	1%	2%	2%	3%	2%	2%	3%	2%	3%	5%	-

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-141 -35%	-111 -37%	-30 -30%	-29 -34%	-22 -30%	-52 -39%	-27 -35%	4 5%	-45 -32%	-94 -61%	-31 -20%	-70 -37%	-101 -30%	-37 -70%	-46 -29%	-55 -44%	-31 -25%	-21 -34%	-45 -84%	-15 -26%	-10 -32%	-3 -14%	-98 -34%	-38 -37%
GOTTEN BETTER	57 14%	40 13%	17 17%	9 11%	14 19%	19 14%	14 19%	24 27%	19 13%	10 6%	27 18%	25 13%	53 15%	3 6%	27 17%	16 13%	19 16%	7 12%	1 2%	11 20%	3 9%	7 29%	42 14%	15 15%
GOTTEN WORSE	198 50%	151 50%	47 47%	38 45%	36 49%	71 52%	41 53%	20 23%	64 46%	104 67%	58 38%	96 51%	154 45%	40 76%	73 46%	71 57%	50 41%	28 46%	46 86%	26 46%	13 40%	11 44%	139 48%	53 52%
STAYED ABOUT THE SAME	136 34%	104 35%	31 31%	32 39%	20 28%	46 34%	22 28%	40 46%	55 39%	38 24%	64 42%	62 33%	127 37%	9 17%	52 33%	36 29%	50 41%	24 39%	6 11%	17 31%	16 49%	7 27%	104 36%	30 30%
DON'T KNOW	9 2%	4 1%	5 5%	5 6%	3 5%	- -	- -	4 4%	2 2%	4 2%	3 2%	6 3%	9 3%	1 2%	5 3%	2 2%	3 2%	2 3%	1 2%	2 3%	1 2%	- -	6 2%	3 3%

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 +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-141 -35%	-49 -28%	-75 -46%	-19 -26%	-11 -17%	-30 -47%	-10 -20%	-7 -15%	-16 -38%	-89 -41%	-31 -34%	-8 -18%	-11 -30%	-73 -44%	-55 -32%	-12 -21%	-48 -30%	-28 -52%	-24 -24%	-27 -53%	-35 -35%	-67 -31%	
GOTTEN BETTER	57 14%	32 18%	20 12%	14 19%	13 20%	7 11%	7 15%	8 19%	6 14%	29 13%	11 12%	11 24%	5 13%	22 14%	23 13%	11 18%	25 16%	4 8%	19 19%	3 6%	12 12%	34 15%	
GOTTEN WORSE	198 50%	80 46%	94 58%	34 45%	24 37%	37 58%	17 35%	15 35%	22 52%	118 54%	41 46%	19 42%	16 43%	95 58%	78 45%	23 38%	73 46%	33 61%	43 43%	30 59%	47 47%	100 46%	
STAYED ABOUT THE SAME	136 34%	58 33%	43 27%	25 33%	26 41%	18 28%	22 46%	20 46%	13 32%	70 32%	34 38%	16 34%	14 38%	43 26%	67 39%	24 39%	59 36%	17 31%	32 33%	17 33%	39 39%	78 36%	
DON'T KNOW	9 2%	4 2%	5 3%	2 3%	1 1%	2 3%	2 4%	- -	1 3%	4 2%	3 3%	- -	2 5%	3 2%	4 2%	3 5%	4 2%	- -	6 6%	1 2%	2 2%	7 3%	

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-141 -35%	-66 -28%	-75 -32%	-75 -33%	-63 -31%	-48 -28%	-53 -31%	-37 -23%	-56 -32%	-81 -41%	-49 -26%	-95 -51%	-42 -24%	-97 -45%	-12 -16%	-121 -43%	-27 -25%	-68 -52%	-46 -29%
GOTTEN BETTER	57 14%	42 18%	36 16%	37 16%	33 16%	31 18%	28 16%	32 20%	28 16%	23 12%	34 18%	15 8%	33 19%	21 10%	18 24%	32 11%	20 18%	8 6%	29 18%
GOTTEN WORSE	198 50%	108 46%	112 48%	112 50%	96 48%	79 46%	81 48%	69 43%	83 48%	104 53%	82 44%	110 59%	75 44%	118 54%	30 40%	153 54%	48 42%	75 58%	75 48%
STAYED ABOUT THE SAME	136 34%	77 33%	82 35%	71 31%	68 34%	57 33%	57 33%	56 35%	63 36%	66 33%	65 35%	63 33%	59 34%	74 34%	24 32%	92 33%	44 40%	46 35%	46 29%
DON'T KNOW	9 2%	5 2%	3 1%	6 2%	3 1%	4 2%	4 2%	4 2%	- -	5 2%	5 3%	1 -	5 3%	4 2%	3 4%	5 2%	- -	1 1%	9 5%

Table 7-6
 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 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-115 -38%	-28 -52%	-12 -24%	-12 -25%	-27 -53%	-25 -49%	-11 -21%
GOTTEN BETTER	38 13%	4 8%	8 16%	11 21%	3 6%	3 6%	9 18%
GOTTEN WORSE	153 50%	33 61%	20 40%	23 46%	30 59%	27 55%	20 39%
STAYED ABOUT THE SAME	105 34%	17 31%	20 40%	12 25%	17 33%	18 35%	21 42%
DON'T KNOW	9 3%	-	2 4%	4 7%	1 2%	2 4%	-

Table 8-1
 QUESTION 2:
 And, even though we only have a few months left in 2023, as you think about this year, 2023, 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 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (ECONOMIC EXPANSION - RECESSION)	-64 -16%	-4 -3%	-19 -22%	-2 -3%	-17 -38%	-23 -28%	-23 -10%	-41 -24%	-44 -32%	-12 -10%	1 1%	-60 -29%	-3 -3%	-	-2 -5%	-6 -17%	-19 -41%	-	-17 -27%	-45 -14%	-46 -30%	-5 -6%	-4 -17%	-16 -20%
ECONOMIC EXPANSION	68 17%	32 23%	13 15%	12 25%	2 5%	9 11%	45 20%	23 13%	15 11%	22 19%	19 22%	24 12%	25 20%	13 24%	8 18%	6 15%	3 7%	7 22%	9 14%	54 17%	18 12%	18 23%	4 17%	8 11%
A FLAT ECONOMY	180 45%	64 46%	38 44%	18 37%	22 52%	37 45%	102 45%	77 44%	52 38%	54 46%	49 55%	88 43%	59 49%	26 47%	24 53%	21 53%	19 40%	16 51%	25 40%	144 46%	66 43%	33 42%	10 45%	40 51%
A RECESSION	132 33%	36 26%	32 37%	14 29%	19 43%	32 39%	68 30%	64 37%	59 44%	34 29%	18 20%	84 41%	28 23%	14 25%	11 23%	12 32%	22 47%	7 23%	27 42%	99 31%	64 42%	23 29%	8 34%	24 31%
DON'T KNOW/UNSURE	19 5%	7 5%	4 5%	4 9%	-	3 4%	11 5%	8 4%	8 6%	6 6%	3 4%	8 4%	9 7%	2 4%	3 6%	-	3 6%	-	3 4%	15 5%	5 3%	3 4%	1 4%	6 7%
REFUSED	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	-	4 -	-	1 -	-	1 2%	-	-

Table 8-2
 QUESTION 2:
 And, even though we only have a few months left in 2023, as you think about this year, 2023, 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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
					CONF																					
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31		
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%		
**D/S (ECONOMIC EXPANSION - RECESSIOIN)	-64	11	-35	-24	-37	68	-	-132	16	-90	10	20	-53	-31	22	-49	-34	-9	-36	-20	-14	-63	4	-4		
	-16%	6%	-21%	-7%	-74%	100%	-	-100%	28%	-45%	7%	16%	-53%	-19%	21%	-47%	-19%	-7%	-41%	-11%	-25%	-19%	14%	-13%		
ECONOMIC EXPANSION	68	46	21	67	-	68	-	-	25	12	29	36	4	24	38	9	20	28	5	33	4	49	9	5		
	17%	26%	13%	20%	-	100%	-	-	43%	6%	21%	29%	4%	15%	36%	9%	11%	21%	6%	19%	7%	15%	35%	16%		
A FLAT ECONOMY	180	86	82	168	10	-	180	-	17	78	81	64	37	73	45	33	99	58	41	80	32	146	11	15		
	45%	48%	50%	49%	20%	-	100%	-	31%	40%	60%	52%	36%	45%	42%	31%	54%	45%	46%	45%	55%	45%	45%	49%		
A RECESSION	132	35	56	91	37	-	-	132	9	101	19	16	58	55	16	58	54	37	42	53	18	111	5	9		
	33%	20%	34%	27%	74%	-	-	100%	16%	51%	14%	13%	57%	34%	16%	56%	29%	28%	47%	30%	32%	34%	20%	28%		
DON'T KNOW/UNSURE	19	12	4	16	3	-	-	-	6	7	6	6	2	9	5	4	10	7	1	11	4	16	-	2		
	5%	7%	2%	5%	6%	-	-	-	10%	3%	5%	5%	2%	6%	5%	4%	5%	5%	1%	6%	6%	5%	-	7%		
REFUSED	1	-	1	1	-	-	-	-	-	-	-	1	-	-	1	-	-	1	-	-	-	1	-	-		
	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	-		

Table 8-3
 QUESTION 2:
 And, even though we only have a few months left in 2023, as you think about this year, 2023, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (ECONOMIC EXPANSION - RECESSIOIN)	-64 -16%	-42 -14%	-23 -22%	-14 -16%	-9 -13%	-15 -11%	-19 -24%	30 34%	-10 -7%	-81 -52%	7 4%	-42 -22%	-35 -10%	-29 -55%	2 1%	-38 -31%	-27 -22%	-3 -6%	-22 -42%	-4 -8%	-9 -29%	-8 -32%	-51 -18%	-10 -10%
ECONOMIC EXPANSION	68 17%	55 18%	13 13%	12 14%	14 19%	27 20%	10 13%	39 44%	19 14%	9 6%	38 25%	27 14%	65 19%	2 4%	38 24%	18 14%	18 15%	11 18%	3 5%	12 22%	3 8%	4 16%	45 16%	23 22%
A FLAT ECONOMY	180 45%	137 46%	43 42%	39 47%	35 47%	59 44%	36 46%	36 40%	86 61%	55 35%	78 51%	84 44%	161 47%	16 29%	76 48%	45 36%	54 44%	30 50%	26 48%	23 42%	17 52%	5 23%	132 45%	44 43%
A RECESSION	132 33%	97 32%	35 35%	26 30%	23 32%	42 31%	29 37%	9 10%	29 21%	89 58%	31 20%	69 36%	100 29%	31 58%	35 23%	56 45%	45 37%	14 23%	25 47%	17 30%	12 37%	12 48%	97 33%	33 32%
DON'T KNOW/UNSURE	19 5%	9 3%	10 10%	6 7%	1 1%	8 6%	3 4%	5 5%	5 3%	2 1%	6 4%	8 4%	14 4%	5 9%	7 4%	6 5%	5 4%	5 8%	- -	4 6%	1 3%	3 13%	17 6%	2 2%
REFUSED	1 -	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	1 -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	- -	- -	1 1%

Table 8-4
 QUESTION 2:
 And, even though we only have a few months left in 2023, as you think about this year, 2023, 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	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (ECONOMIC EXPANSION - RECESSION)	-64 -16%	-13 -7%	-42 -26%	-12 -15%	7 11%	-4 -6%	-9 -19%	1 2%	-5 -13%	-40 -18%	-6 -7%	-6 -12%	-11 -29%	-33 -20%	-19 -11%	-13 -21%	-21 -13%	-15 -28%	-20 -20%	-22 -43%	-22 -22%	-22 -10%
ECONOMIC EXPANSION	68 17%	38 22%	18 11%	11 14%	23 35%	13 21%	5 10%	9 21%	7 17%	41 19%	15 17%	8 18%	4 10%	29 18%	27 16%	12 19%	24 15%	4 7%	17 17%	2 4%	13 13%	45 20%
A FLAT ECONOMY	180 45%	75 43%	80 49%	40 53%	24 37%	31 50%	24 50%	25 57%	21 50%	87 40%	49 55%	21 45%	18 49%	68 41%	87 51%	22 36%	82 51%	27 51%	38 38%	25 49%	47 47%	97 44%
A RECESSION	132 33%	51 29%	60 37%	22 30%	16 24%	17 26%	14 29%	8 19%	13 30%	81 37%	21 23%	14 30%	15 39%	62 38%	46 27%	24 40%	45 28%	19 34%	37 37%	24 47%	34 34%	67 31%
DON'T KNOW/UNSURE	19 5%	9 5%	5 3%	1 1%	2 3%	2 3%	5 10%	1 3%	1 2%	10 5%	4 5%	4 8%	-	5 3%	10 6%	3 4%	8 5%	4 8%	6 6%	-	5 5%	9 4%
REFUSED	1 -	1 1%	-	1 2%	-	-	-	-	-	-	-	-	1 3%	-	1 1%	-	1 1%	-	2 2%	-	1 1%	-

Table 8-5
 QUESTION 2:
 And, even though we only have a few months left in 2023, as you think about this year, 2023, 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							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-	COMP	SAFE	FLEX	IND-	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	REST
		LFE BAL	SALARY	ENVIR	SHIFTS	STRY LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (ECONOMIC EXPANSION - RECESSIOIN)	-64 -16%	-19 -8%	-36 -16%	-36 -16%	-28 -14%	-15 -9%	-22 -13%	-9 -6%	-24 -14%	-38 -19%	-19 -10%	-44 -24%	-14 -8%	-49 -23%	-2 -2%	-55 -19%	-9 -8%	-32 -25%	-23 -15%
ECONOMIC EXPANSION	68 17%	47 20%	37 16%	33 15%	42 21%	29 17%	30 17%	31 20%	29 16%	34 17%	40 21%	23 12%	36 21%	31 14%	16 21%	46 16%	25 22%	20 15%	23 15%
A FLAT ECONOMY	180 45%	109 47%	112 48%	112 50%	82 41%	89 52%	83 49%	77 48%	85 49%	82 42%	79 42%	89 47%	80 46%	95 44%	38 50%	124 44%	47 42%	52 40%	81 51%
A RECESSION	132 33%	66 28%	73 31%	69 31%	70 35%	44 26%	51 30%	41 25%	53 30%	72 36%	59 32%	68 36%	49 29%	81 37%	18 24%	101 36%	34 31%	51 40%	47 29%
DON'T KNOW/UNSURE	19 5%	11 5%	11 5%	10 5%	4 2%	7 4%	5 3%	11 7%	8 5%	8 4%	7 4%	8 4%	8 5%	9 4%	3 4%	10 4%	6 5%	7 5%	7 4%
REFUSED	1 -	- -	- -	1 1%	1 1%	1 1%	1 1%	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	1 -	- -	- -	1 1%

Table 8-6

QUESTION 2:

And, even though we only have a few months left in 2023, as you think about this year, 2023, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (ECONOMIC EXPANSION - RECESSION)	-79 -26%	-15 -28%	-6 -12%	-14 -29%	-22 -43%	-14 -27%	-8 -16%
ECONOMIC EXPANSION	35 12%	4 7%	10 20%	7 14%	2 4%	5 10%	8 16%
A FLAT ECONOMY	137 45%	27 51%	22 44%	16 32%	25 49%	22 43%	25 50%
A RECESSION	114 38%	19 34%	16 32%	21 43%	24 47%	19 37%	16 32%
DON'T KNOW/UNSURE	15 5%	4 8%	2 4%	4 7%	- -	5 10%	- -
REFUSED	3 1%	- -	- -	2 4%	- -	- -	1 3%

Table 9-1
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2024, do you think 2024 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 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (EXPANSION - RECESSION)	-67 -17%	1 1%	-14 -16%	-23 -47%	-8 -19%	-23 -28%	-12 -5%	-54 -31%	-31 -23%	-31 -27%	-5 -6%	-48 -24%	-15 -13%	-7 -13%	-2 -4%	-8 -21%	-19 -40%	-6 -20%	-17 -26%	-54 -17%	-47 -31%	-11 -13%	4 18%	-16 -20%
ECONOMIC EXPANSION	88 22%	43 31%	20 24%	2 4%	9 21%	13 16%	63 28%	25 14%	30 22%	19 17%	19 21%	42 21%	27 23%	11 19%	13 29%	6 15%	4 9%	7 21%	13 20%	64 20%	31 20%	14 18%	9 37%	14 18%
A FLAT ECONOMY	140 35%	51 36%	28 33%	16 33%	15 34%	30 36%	79 35%	61 35%	37 28%	43 37%	45 50%	64 31%	45 38%	25 44%	17 36%	18 47%	15 32%	11 35%	18 28%	118 38%	42 28%	35 45%	8 33%	28 36%
A RECESSION	155 39%	42 30%	34 39%	25 51%	17 40%	37 45%	76 33%	79 45%	61 45%	50 44%	24 26%	90 44%	42 35%	18 32%	15 33%	14 36%	23 49%	13 41%	29 46%	119 38%	78 51%	25 31%	5 20%	29 38%
DON'T KNOW/UNSURE	17 4%	4 3%	4 4%	5 11%	2 5%	2 3%	8 3%	9 5%	7 5%	3 2%	2 3%	8 4%	6 5%	2 4%	1 2%	1 2%	4 9%	1 4%	4 6%	12 4%	2 1%	5 6%	2 10%	7 8%

Table 9-2
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2024, do you think 2024 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
**D/S (EXPANSION - RECESSIOIN)	-67 -17%	2 1%	-34 -21%	-32 -9%	-32 -63%	30 44%	-19 -11%	-81 -61%	14 25%	-83 -42%	3 2%	12 10%	-48 -48%	-27 -17%	6 6%	-52 -50%	-19 -10%	-21 -16%	-38 -43%	-9 -5%	-3 -5%	-63 -20%	-5 -21%	-2 -6%
ECONOMIC EXPANSION	88 22%	58 32%	28 17%	86 25%	1 2%	39 57%	36 20%	9 7%	24 43%	20 10%	40 30%	42 34%	8 8%	37 23%	35 33%	8 7%	44 24%	32 25%	11 12%	44 25%	14 25%	69 21%	4 15%	7 22%
A FLAT ECONOMY	140 35%	58 32%	68 42%	126 37%	14 27%	19 28%	86 48%	29 22%	19 33%	64 32%	55 41%	47 38%	36 36%	52 33%	40 38%	33 32%	66 36%	41 31%	27 31%	71 40%	25 43%	109 34%	11 43%	14 45%
A RECESSION	155 39%	56 31%	62 38%	118 34%	32 65%	9 13%	55 31%	89 68%	10 17%	104 52%	38 28%	30 24%	56 56%	64 40%	29 27%	59 57%	63 35%	53 40%	49 55%	53 30%	17 29%	132 41%	9 37%	9 29%
DON'T KNOW/UNSURE	17 4%	8 4%	5 3%	13 4%	3 6%	1 1%	4 2%	5 4%	4 7%	11 5%	3 2%	5 4%	1 1%	8 5%	2 2%	4 4%	10 5%	5 4%	2 2%	9 5%	2 4%	14 4%	1 5%	1 4%

Table 9-3
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2024, do you think 2024 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (EXPANSION - RECESSION)	-67 -17%	-51 -17%	-16 -15%	-11 -13%	-15 -21%	-31 -23%	-10 -13%	88 100%	- -	-155 -100%	-7 -5%	-43 -23%	-50 -15%	-16 -30%	-18 -11%	-36 -29%	-12 -10%	-11 -17%	-22 -42%	4 7%	-12 -36%	-4 -15%	-42 -14%	-20 -20%
ECONOMIC EXPANSION	88 22%	69 23%	19 19%	19 23%	17 24%	19 14%	20 26%	88 100%	- -	- -	47 31%	31 16%	77 23%	10 19%	33 21%	25 20%	31 25%	9 15%	6 12%	21 37%	3 10%	7 28%	67 23%	21 21%
A FLAT ECONOMY	140 35%	102 34%	37 37%	33 39%	21 29%	60 44%	22 28%	- -	140 100%	- -	48 31%	78 41%	126 37%	12 22%	68 43%	35 28%	44 36%	29 48%	18 33%	17 30%	12 37%	4 15%	101 35%	37 36%
A RECESSION	155 39%	120 40%	35 35%	30 36%	33 45%	50 37%	30 39%	- -	- -	155 100%	54 35%	73 39%	128 37%	26 49%	51 32%	61 49%	43 35%	20 32%	29 53%	17 30%	15 46%	10 43%	109 37%	41 40%
DON'T KNOW/UNSURE	17 4%	8 3%	9 9%	2 3%	2 3%	6 4%	5 7%	- -	- -	- -	4 3%	7 4%	11 3%	5 10%	6 4%	4 3%	4 3%	4 6%	1 2%	2 3%	2 6%	3 14%	14 5%	3 3%

Table 9-4
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2024, do you think 2024 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	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (EXPANSION - RECESSION)	-67 -17%	-31 -18%	-31 -19%	-11 -15%	-1 -2%	-1 -2%	-8 -17%	1 3%	-18 -44%	-33 -15%	-19 -21%	-1 -2%	-12 -31%	-60 -37%	-11 -6%	3 5%	-33 -20%	-17 -31%	-24 -24%	-14 -27%	-18 -18%	-11 -5%
ECONOMIC EXPANSION	88 22%	35 20%	32 20%	13 18%	20 31%	20 31%	10 22%	16 36%	8 19%	56 26%	14 15%	11 25%	5 14%	22 13%	41 24%	23 38%	25 16%	8 15%	15 15%	9 18%	19 19%	62 29%
A FLAT ECONOMY	140 35%	67 38%	59 37%	35 46%	23 36%	22 36%	16 33%	12 27%	8 19%	63 29%	40 44%	21 45%	15 38%	53 32%	69 40%	17 28%	72 45%	17 31%	38 38%	17 33%	40 40%	76 35%
A RECESSION	155 39%	66 38%	64 39%	24 32%	21 32%	21 33%	19 39%	14 33%	26 63%	90 41%	33 37%	12 26%	17 45%	82 50%	52 30%	20 33%	58 36%	25 46%	39 39%	23 45%	37 37%	73 34%
DON'T KNOW/UNSURE	17 4%	7 4%	6 4%	3 4%	1 1%	- -	3 6%	1 3%	- -	11 5%	3 4%	2 4%	1 3%	8 5%	9 5%	- -	6 4%	4 8%	7 7%	2 4%	4 4%	6 3%

Table 9-5
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2024, do you think 2024 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (EXPANSION - RECESSIOIN)	-67 -17%	-29 -13%	-30 -13%	-37 -16%	-34 -17%	-27 -16%	-21 -12%	-16 -10%	-23 -13%	-43 -22%	-29 -16%	-41 -22%	-12 -7%	-55 -25%	-	-65 -23%	-13 -12%	-33 -26%	-20 -13%
ECONOMIC EXPANSION	88 22%	57 25%	53 23%	48 21%	43 22%	42 25%	41 24%	36 22%	40 23%	40 20%	40 22%	39 21%	45 26%	42 19%	20 27%	54 19%	25 22%	25 19%	38 24%
A FLAT ECONOMY	140 35%	81 35%	85 37%	82 37%	73 37%	53 31%	60 35%	64 40%	67 38%	66 33%	69 37%	64 34%	65 38%	69 32%	31 41%	98 35%	44 39%	42 32%	54 34%
A RECESSION	155 39%	87 37%	82 35%	85 38%	78 39%	69 40%	63 37%	51 32%	62 36%	84 42%	70 37%	79 42%	57 33%	96 44%	20 27%	119 42%	38 34%	58 45%	58 37%
DON'T KNOW/UNSURE	17 4%	8 3%	13 5%	10 4%	6 3%	7 4%	7 4%	9 6%	6 4%	8 4%	7 4%	6 3%	6 4%	10 5%	3 4%	11 4%	5 4%	4 3%	8 5%

Table 9-6
 QUESTION 2A:
 And, what about next year? If you had to make a projection about the year 2024, do you think 2024 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (EXPANSION - RECESSION)	-72 -24%	-17 -31%	-4 -8%	-20 -39%	-14 -27%	-9 -18%	-9 -18%
ECONOMIC EXPANSION	51 17%	8 15%	10 20%	5 11%	9 18%	10 20%	9 18%
A FLAT ECONOMY	112 37%	17 31%	24 48%	14 29%	17 33%	18 35%	22 45%
A RECESSION	124 41%	25 46%	14 28%	25 50%	23 45%	19 37%	18 37%
DON'T KNOW/UNSURE	18 6%	4 8%	2 4%	5 11%	2 4%	4 8%	- -

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

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (CONFIDENT - NOT CONFIDENT)	289 72%	106 76%	68 79%	33 68%	32 74%	51 61%	174 77%	115 66%	72 53%	84 72%	86 96%	123 60%	92 77%	56 100%	31 67%	30 78%	37 79%	22 68%	51 79%	217 69%	99 65%	54 68%	19 80%	57 74%
TOTAL CONFIDENT -----	342 86%	121 87%	77 89%	40 84%	37 86%	66 81%	198 88%	144 83%	103 76%	100 86%	88 98%	162 79%	105 88%	56 100%	38 82%	34 88%	42 89%	27 84%	57 89%	264 84%	126 82%	66 84%	21 88%	66 85%
TOTAL NOT CONFIDENT -----	53 13%	15 11%	9 10%	8 16%	5 12%	16 19%	24 11%	29 17%	31 23%	16 14%	2 2%	39 19%	14 11%	- -	7 16%	4 10%	5 11%	5 16%	6 10%	47 15%	26 17%	12 16%	2 8%	9 11%
VERY CONFIDENT	153 38%	57 41%	31 36%	19 39%	15 35%	31 38%	88 39%	65 37%	37 27%	43 37%	46 51%	57 28%	49 41%	34 61%	18 40%	11 27%	17 36%	15 47%	21 33%	119 38%	50 33%	31 39%	6 26%	29 37%
SOMEWHAT CONFIDENT	189 47%	65 46%	46 53%	22 46%	22 50%	35 43%	110 49%	79 45%	66 49%	56 49%	42 47%	105 52%	56 47%	22 39%	20 43%	23 60%	25 54%	12 37%	36 56%	145 46%	75 49%	35 45%	14 62%	37 48%
NOT VERY CONFIDENT	40 10%	14 10%	6 7%	7 14%	3 6%	10 13%	21 9%	20 11%	23 17%	13 11%	2 2%	28 13%	13 11%	- -	5 10%	3 8%	3 7%	4 12%	4 6%	37 12%	16 11%	11 14%	2 8%	8 10%
NOT AT ALL CONFIDENT	13 3%	1 1%	3 3%	1 2%	3 6%	6 7%	3 2%	9 5%	8 6%	3 3%	- -	12 6%	1 1%	- -	3 6%	1 2%	2 3%	1 4%	3 4%	10 3%	10 7%	2 2%	- -	1 1%
DON'T KNOW/UNSURE	4 1%	2 1%	1 1%	- -	1 2%	- -	3 1%	1 -	1 1%	- -	- -	3 1%	1 1%	- -	1 2%	1 3%	- -	- -	1 1%	3 1%	- -	- -	1 4%	3 4%
REFUSED	1 -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					NOT CONF																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (CONFIDENT - NOT CONFIDENT)	289	169	121	290	-3	63	146	69	50	114	118	108	51	121	100	40	144	96	52	140	50	215	24	31
	72%	94%	74%	84%	-7%	93%	81%	53%	88%	57%	87%	88%	50%	75%	95%	38%	79%	74%	59%	80%	87%	66%	100%	100%
TOTAL CONFIDENT	342	173	142	315	23	65	161	100	53	154	127	116	76	140	103	72	162	113	70	158	54	267	24	31
-----	86%	97%	86%	92%	47%	96%	90%	76%	93%	78%	93%	93%	75%	87%	97%	69%	89%	86%	79%	90%	93%	83%	100%	100%
TOTAL NOT CONFIDENT	53	4	21	25	27	2	16	31	3	40	9	7	25	20	3	32	18	17	18	18	4	53	-	-
-----	13%	2%	13%	7%	53%	3%	9%	23%	5%	20%	7%	6%	25%	12%	3%	31%	10%	13%	20%	10%	7%	16%	-	-
VERY CONFIDENT	153	112	39	150	2	38	78	31	27	58	64	66	29	53	61	24	63	61	31	59	17	106	15	19
	38%	62%	24%	44%	4%	56%	43%	24%	48%	29%	48%	53%	28%	33%	58%	24%	35%	47%	35%	34%	30%	33%	61%	61%
SOMEWHAT CONFIDENT	189	62	103	165	22	27	84	69	25	96	62	50	47	87	41	47	99	51	39	98	37	162	10	12
	47%	34%	63%	48%	43%	40%	47%	52%	45%	48%	46%	40%	47%	54%	39%	46%	54%	39%	44%	56%	64%	50%	39%	39%
NOT VERY CONFIDENT	40	3	19	22	18	1	13	22	3	31	6	7	15	17	3	23	14	10	16	13	3	40	-	-
	10%	2%	12%	7%	35%	1%	7%	17%	5%	16%	4%	6%	15%	10%	3%	22%	8%	8%	18%	8%	5%	12%	-	-
NOT AT ALL CONFIDENT	13	1	2	3	9	1	3	9	-	9	3	-	10	3	-	9	4	6	2	4	1	13	-	-
	3%	-	1%	1%	18%	1%	2%	7%	-	4%	2%	-	10%	2%	-	9%	2%	5%	2%	2%	1%	4%	-	-
DON'T KNOW/UNSURE	4	2	1	3	-	1	3	-	1	3	-	1	-	1	-	-	3	-	1	1	-	4	-	-
	1%	1%	1%	1%	-	1%	1%	-	2%	1%	-	1%	-	1%	-	-	2%	-	1%	-	-	1%	-	-
REFUSED	1	-	-	-	-	-	-	1	-	1	-	-	-	-	-	-	-	1	-	-	-	-	-	-
	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-

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

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (CONFIDENT - NOT CONFIDENT)	289 72%	227 76%	63 62%	71 84%	64 88%	83 61%	51 65%	68 77%	114 82%	102 66%	153 100%	189 100%	342 100%	-53 -100%	123 78%	95 76%	84 69%	42 69%	34 64%	49 87%	23 72%	13 54%	210 72%	76 74%
TOTAL CONFIDENT -----	342 86%	261 87%	81 81%	77 91%	68 93%	108 80%	64 82%	77 88%	126 90%	128 83%	153 100%	189 100%	342 100%	- -	140 89%	109 88%	103 84%	52 85%	44 81%	53 94%	27 84%	19 77%	249 86%	88 86%
TOTAL NOT CONFIDENT -----	53 13%	34 11%	19 18%	6 7%	4 5%	26 19%	13 17%	10 11%	12 8%	26 17%	- -	- -	- -	53 100%	17 11%	14 12%	18 15%	9 15%	9 17%	4 6%	4 13%	6 23%	39 13%	13 13%
VERY CONFIDENT	153 38%	120 40%	33 33%	35 41%	39 53%	42 31%	24 31%	47 53%	48 34%	54 35%	153 100%	- -	153 45%	- -	69 44%	50 40%	45 37%	15 24%	19 35%	22 40%	10 30%	13 52%	105 36%	45 44%
SOMEWHAT CONFIDENT	189 47%	141 47%	48 48%	42 50%	29 40%	66 49%	40 51%	31 35%	78 56%	73 47%	- -	189 100%	189 55%	- -	71 45%	59 48%	58 48%	37 60%	25 46%	30 54%	18 55%	6 25%	144 50%	43 42%
NOT VERY CONFIDENT	40 10%	24 8%	16 16%	5 6%	3 4%	21 16%	8 10%	9 10%	6 4%	19 13%	- -	- -	- -	40 76%	12 8%	13 10%	13 11%	9 14%	9 16%	4 6%	2 5%	5 19%	30 10%	10 9%
NOT AT ALL CONFIDENT	13 3%	10 3%	2 2%	1 1%	1 1%	5 3%	5 7%	1 1%	5 4%	6 4%	- -	- -	- -	13 24%	5 3%	2 1%	5 4%	1 1%	1 1%	- -	2 8%	1 4%	9 3%	3 3%
DON'T KNOW/UNSURE	4 1%	3 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	2 1%	- -	- -	- -	- -	- -	- 1%	1 1%	1 1%	- -	1 2%	- -	1 3%	- -	3 1%	1 1%
REFUSED	1 -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (CONFIDENT - NOT CONFIDENT)	289 72%	132 76%	96 59%	60 79%	54 85%	55 86%	39 81%	36 83%	35 83%	141 64%	76 84%	37 80%	29 76%	101 61%	140 82%	44 73%	129 80%	37 69%	62 62%	30 59%	84 84%	168 77%
TOTAL CONFIDENT	342 86%	152 87%	128 79%	67 89%	59 92%	59 93%	42 89%	40 92%	38 92%	180 82%	81 91%	42 90%	33 88%	131 80%	155 90%	52 86%	144 89%	45 84%	79 79%	40 78%	91 91%	192 88%
TOTAL NOT CONFIDENT	53 13%	20 12%	31 19%	7 10%	5 7%	4 7%	4 8%	4 8%	3 8%	38 17%	5 6%	5 10%	5 12%	30 18%	15 9%	8 14%	15 9%	8 15%	17 17%	10 20%	8 8%	23 11%
VERY CONFIDENT	153 38%	67 38%	47 29%	31 41%	27 42%	34 54%	14 30%	27 62%	22 52%	73 33%	44 50%	23 50%	10 26%	64 39%	69 40%	19 32%	69 43%	21 39%	30 30%	17 33%	38 38%	86 39%
SOMEWHAT CONFIDENT	189 47%	85 49%	81 50%	36 47%	32 49%	24 39%	28 59%	13 29%	17 40%	107 49%	37 41%	18 40%	23 62%	67 41%	86 50%	33 54%	75 46%	24 44%	49 49%	23 45%	54 54%	106 48%
NOT VERY CONFIDENT	40 10%	17 10%	25 16%	5 7%	4 5%	3 4%	3 7%	4 8%	2 4%	29 13%	5 5%	4 8%	3 8%	22 13%	12 7%	6 10%	11 7%	4 8%	15 15%	5 10%	4 4%	20 9%
NOT AT ALL CONFIDENT	13 3%	3 2%	6 4%	2 3%	1 2%	2 3%	1 2%	-	2 4%	9 4%	1 1%	1 2%	2 4%	8 5%	2 1%	2 4%	3 2%	4 7%	2 2%	5 10%	3 3%	3 2%
DON'T KNOW/UNSURE	4 1%	2 1%	2 1%	-	1 1%	-	-	-	-	2 1%	2 2%	-	-	2 1%	2 1%	-	2 1%	1 2%	4 4%	1 2%	1 1%	2 1%
REFUSED	1 -	-	1 1%	1 2%	-	-	1 3%	-	-	-	1 1%	-	-	1 1%	-	-	1 1%	-	-	-	-	1 1%

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

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	232	233	225	200	171	171	160	175	198	186	188	173	218	75	282	112	129	159
	100%	58%	58%	56%	50%	43%	43%	40%	44%	49%	47%	47%	43%	54%	19%	71%	28%	32%	40%
**D/S (CONFIDENT - NOT CONFIDENT)	289	181	178	176	152	135	150	126	137	127	154	114	149	133	63	194	93	73	124
	72%	78%	77%	78%	76%	79%	88%	78%	79%	64%	83%	61%	86%	61%	85%	69%	83%	56%	78%
TOTAL CONFIDENT	342	205	204	199	175	152	160	142	154	162	169	151	160	174	69	236	101	101	140
-----	86%	88%	88%	88%	88%	89%	94%	89%	88%	82%	91%	80%	93%	80%	92%	84%	90%	78%	88%
TOTAL NOT CONFIDENT	53	23	26	23	23	17	9	16	17	35	14	37	11	41	5	42	8	28	17
-----	13%	10%	11%	10%	11%	10%	5%	10%	10%	18%	8%	20%	7%	19%	7%	15%	7%	22%	11%
VERY CONFIDENT	153	98	90	87	79	78	71	68	71	68	73	64	77	70	36	91	45	42	66
	38%	42%	39%	39%	40%	46%	42%	43%	41%	35%	39%	34%	44%	32%	48%	32%	40%	32%	41%
SOMEWHAT CONFIDENT	189	107	114	112	96	74	88	74	83	94	96	87	84	104	33	146	56	59	74
	47%	46%	49%	50%	48%	43%	52%	46%	48%	48%	51%	46%	48%	48%	44%	52%	50%	46%	47%
NOT VERY CONFIDENT	40	18	22	18	15	13	6	14	11	28	9	30	8	31	4	31	6	25	10
	10%	8%	9%	8%	7%	8%	3%	9%	6%	14%	5%	16%	5%	14%	5%	11%	5%	19%	6%
NOT AT ALL CONFIDENT	13	6	4	5	8	4	4	3	6	7	5	7	3	10	1	11	2	4	7
	3%	2%	2%	2%	4%	2%	2%	2%	3%	3%	3%	4%	2%	4%	2%	4%	2%	3%	4%
DON'T KNOW/UNSURE	4	3	2	3	2	2	2	2	3	-	2	-	-	3	1	3	2	-	2
	1%	1%	1%	1%	1%	1%	1%	1%	2%	-	1%	-	-	1%	1%	1%	2%	-	1%
REFUSED	1	1	1	-	-	-	-	-	1	-	1	-	1	-	-	1	1	-	-
	-	1%	1%	-	-	-	-	-	1%	-	1%	-	1%	-	-	1%	1%	-	-

Table 10-6
 QUESTION 2B:
 How confident are you that your company could withstand an economic downturn in the next year?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (CONFIDENT - NOT CONFIDENT)	213 70%	37 69%	28 56%	34 68%	30 59%	39 78%	45 89%
TOTAL CONFIDENT -----	256 84%	45 84%	38 76%	41 82%	40 78%	44 88%	47 95%
TOTAL NOT CONFIDENT -----	43 14%	8 15%	10 20%	7 14%	10 20%	5 10%	3 5%
VERY CONFIDENT	106 35%	21 39%	12 24%	18 36%	17 33%	17 33%	21 42%
SOMEWHAT CONFIDENT	150 49%	24 44%	26 52%	23 46%	23 45%	27 55%	26 53%
NOT VERY CONFIDENT	29 9%	4 8%	8 16%	7 14%	5 10%	3 6%	1 3%
NOT AT ALL CONFIDENT	14 5%	4 7%	2 4%	- -	5 10%	2 4%	1 3%
DON'T KNOW/UNSURE	7 2%	1 2%	2 4%	2 4%	1 2%	1 2%	- -

Table 11-1
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (INCREASE - DECREASE)	23 6%	8 6%	9 10%	-3 -6%	5 11%	4 5%	17 7%	6 4%	-8 -6%	2 2%	19 21%	-4 -2%	16 13%	5 9%	9 19%	2 5%	-8 -17%	12 37%	5 7%	14 4%	-10 -7%	10 13%	7 30%	- -
TOTAL INCREASE -----	124 31%	41 29%	31 35%	6 13%	18 41%	28 34%	72 32%	52 30%	25 19%	39 33%	41 45%	49 24%	47 39%	20 37%	19 40%	15 38%	10 22%	14 43%	21 32%	96 31%	34 22%	27 34%	10 42%	23 30%
TOTAL DECREASE -----	101 25%	33 24%	22 25%	9 18%	13 30%	24 29%	55 24%	46 26%	33 24%	37 32%	21 24%	53 26%	32 26%	15 28%	10 22%	12 32%	18 39%	2 6%	16 25%	83 26%	44 29%	17 21%	3 12%	23 29%
INCREASE BY MORE THAN 10%	74 19%	31 22%	18 21%	5 10%	7 16%	14 17%	49 22%	26 15%	15 11%	22 19%	24 27%	28 14%	30 25%	13 23%	14 30%	8 21%	8 16%	8 26%	15 24%	54 17%	24 15%	18 23%	4 18%	11 14%
INCREASE BY LESS THAN 10%	49 12%	10 7%	13 15%	1 2%	11 25%	14 17%	23 10%	26 15%	10 8%	17 15%	17 18%	21 10%	18 15%	8 14%	5 10%	6 17%	3 6%	6 17%	5 9%	43 14%	11 7%	9 11%	6 24%	12 15%
DECREASE BY LESS THAN 10%	28 7%	10 7%	6 7%	3 7%	2 4%	6 8%	17 7%	11 6%	10 7%	9 7%	6 7%	13 6%	10 9%	5 9%	2 5%	3 7%	9 19%	- -	4 6%	24 8%	8 5%	6 8%	2 7%	7 10%
DECREASE BY MORE THAN 10%	73 18%	23 16%	15 18%	6 12%	11 26%	18 21%	38 17%	35 20%	23 17%	28 24%	15 17%	40 19%	21 18%	10 19%	8 16%	10 25%	10 21%	2 6%	12 19%	58 19%	36 24%	11 14%	1 5%	15 20%
STAY THE SAME	161 40%	57 41%	32 36%	32 67%	12 29%	28 34%	89 39%	73 42%	74 55%	39 33%	23 25%	95 47%	38 32%	17 31%	18 38%	11 27%	16 35%	13 41%	25 39%	125 40%	72 47%	33 42%	11 46%	27 35%
TOO SOON TO SAY/DON'T KNOW	10 2%	4 3%	3 3%	1 3%	- -	2 3%	6 3%	3 2%	2 2%	2 1%	3 4%	7 3%	2 2%	1 2%	- -	1 3%	2 4%	1 3%	2 2%	7 2%	1 1%	1 1%	- -	5 6%
REFUSED	4 1%	4 3%	- -	- -	- -	- -	4 2%	- -	- -	- -	2 3%	1 -	1 1%	1 2%	- -	- -	- -	2 7%	1 1%	2 1%	1 1%	1 1%	- -	- -
STATUS QUO 3/3	57 14%	20 14%	12 14%	11 23%	5 11%	9 11%	32 14%	25 14%	34 25%	6 6%	5 6%	39 19%	11 9%	1 2%	6 14%	4 9%	5 10%	4 11%	6 10%	46 15%	33 21%	7 8%	5 22%	7 9%

Table 11-2
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (INCREASE - DECREASE)	23	57	-10	48	-24	32	27	-42	22	-37	34	124	-101	-	77	-69	16	32	-37	29	-	12	5	-
	6%	32%	-6%	14%	-47%	47%	15%	-32%	39%	-19%	25%	100%	-100%	-	73%	-67%	9%	25%	-42%	16%	-	4%	20%	1%
TOTAL INCREASE	124	80	40	120	3	36	64	16	27	36	55	124	-	-	79	3	42	54	11	58	-	96	10	11
-----	31%	45%	24%	35%	5%	53%	36%	12%	48%	18%	40%	100%	-	-	75%	3%	23%	41%	13%	33%	-	30%	40%	35%
TOTAL DECREASE	101	22	50	72	26	4	37	58	5	73	21	-	101	-	2	72	26	22	49	30	-	84	5	10
-----	25%	13%	30%	21%	52%	7%	20%	44%	9%	37%	15%	-	100%	-	2%	70%	14%	17%	55%	17%	-	26%	20%	33%
INCREASE BY MORE THAN 10%	74	54	19	74	1	26	36	8	19	20	32	74	-	-	57	3	14	34	7	34	-	57	7	6
	19%	30%	12%	21%	2%	38%	20%	6%	33%	10%	24%	60%	-	-	55%	3%	8%	26%	7%	19%	-	18%	27%	19%
INCREASE BY LESS THAN 10%	49	25	21	46	2	10	28	8	8	16	23	49	-	-	21	-	28	20	5	24	-	39	3	5
	12%	14%	13%	14%	4%	15%	15%	6%	15%	8%	17%	40%	-	-	20%	-	15%	15%	5%	14%	-	12%	13%	15%
DECREASE BY LESS THAN 10%	28	8	14	23	5	1	15	12	3	13	10	-	28	-	1	17	10	5	13	10	-	23	-	5
	7%	5%	9%	7%	11%	1%	9%	9%	5%	7%	8%	-	28%	-	1%	17%	5%	4%	15%	6%	-	7%	-	16%
DECREASE BY MORE THAN 10%	73	14	36	50	21	4	21	46	2	60	11	-	73	-	1	55	16	17	35	20	-	61	5	6
	18%	8%	22%	14%	42%	5%	12%	35%	3%	30%	8%	-	72%	-	1%	53%	9%	13%	40%	11%	-	19%	20%	18%
STAY THE SAME	161	67	72	139	21	24	73	55	21	81	57	-	-	161	21	28	110	51	29	80	57	133	9	9
	40%	37%	44%	41%	42%	35%	41%	41%	37%	41%	42%	-	-	100%	20%	27%	60%	39%	33%	45%	100%	41%	35%	27%
TOO SOON TO SAY/DON'T KNOW	10	7	2	8	-	1	6	2	2	4	2	-	-	-	3	1	4	2	-	6	-	9	-	1
	2%	4%	1%	2%	-	1%	3%	1%	4%	2%	2%	-	-	-	3%	1%	2%	1%	-	4%	-	3%	-	4%
REFUSED	4	3	-	3	-	2	-	2	1	3	-	-	-	-	-	-	1	2	-	2	-	2	1	-
	1%	2%	-	1%	-	3%	-	2%	2%	2%	-	-	-	-	-	-	1%	2%	-	1%	-	1%	5%	-
STATUS QUO 3/3	57	22	28	50	6	4	32	18	5	24	27	-	-	57	-	-	57	-	-	57	57	50	1	-
	14%	12%	17%	15%	13%	6%	18%	14%	10%	12%	20%	-	-	36%	-	-	31%	-	-	33%	100%	15%	5%	-

Table 11-3
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (INCREASE - DECREASE)	23 6%	8 3%	15 15%	20 24%	12 17%	-4 -3%	-7 -10%	34 39%	11 8%	-26 -17%	37 24%	3 1%	40 12%	-18 -34%	33 21%	-1 -	15 12%	5 8%	-14 -27%	1 1%	-4 -12%	-5 -23%	-1 -	22 22%
TOTAL INCREASE -----	124 31%	93 31%	30 30%	36 43%	26 36%	38 28%	17 22%	42 48%	47 34%	30 19%	66 43%	50 26%	116 34%	7 14%	66 42%	33 26%	40 33%	20 32%	11 20%	15 26%	10 30%	3 12%	80 27%	41 40%
TOTAL DECREASE -----	101 25%	86 29%	15 15%	16 19%	14 19%	42 31%	25 32%	8 9%	36 26%	56 36%	29 19%	47 25%	76 22%	25 47%	33 21%	33 27%	25 20%	15 24%	25 47%	14 25%	14 42%	8 35%	81 28%	19 19%
INCREASE BY MORE THAN 10%	74 19%	56 19%	18 18%	19 23%	15 20%	25 18%	11 13%	26 29%	27 19%	20 13%	42 28%	30 16%	72 21%	3 5%	41 26%	18 15%	23 19%	14 23%	7 14%	6 10%	7 22%	2 7%	47 16%	25 24%
INCREASE BY LESS THAN 10%	49 12%	37 12%	12 12%	17 20%	11 16%	13 10%	7 8%	16 19%	20 14%	10 6%	24 16%	20 11%	44 13%	4 8%	24 16%	15 12%	17 14%	5 9%	4 7%	9 16%	3 8%	1 5%	33 11%	16 16%
DECREASE BY LESS THAN 10%	28 7%	20 7%	8 8%	4 5%	3 5%	13 10%	7 9%	2 2%	12 8%	14 9%	10 7%	14 7%	24 7%	4 8%	13 8%	6 5%	10 8%	5 8%	4 7%	4 7%	6 19%	- -	21 7%	7 7%
DECREASE BY MORE THAN 10%	73 18%	65 22%	7 7%	12 14%	11 15%	29 21%	17 22%	6 6%	24 17%	42 27%	19 12%	33 18%	52 15%	21 39%	20 13%	27 22%	15 12%	10 16%	21 40%	10 18%	7 23%	8 35%	60 21%	12 12%
STAY THE SAME	161 40%	109 36%	53 52%	29 34%	29 39%	54 40%	33 43%	37 42%	52 37%	64 41%	53 35%	87 46%	140 41%	20 38%	56 36%	54 44%	52 43%	25 41%	16 31%	24 42%	7 23%	11 44%	121 42%	38 37%
TOO SOON TO SAY/DON'T KNOW	10 2%	7 2%	3 3%	4 4%	3 4%	- -	3 4%	- -	5 3%	3 2%	3 2%	4 2%	7 2%	1 1%	1 -	4 3%	5 4%	2 3%	- -	2 3%	2 5%	1 5%	7 2%	3 3%
REFUSED	4 1%	4 1%	- -	- -	1 2%	1 1%	- -	1 1%	- -	2 1%	2 1%	1 -	3 1%	- -	1 1%	- -	- -	- -	1 2%	2 4%	- -	1 4%	2 1%	1 1%
STATUS QUO 3/3	57 14%	41 14%	16 16%	10 12%	7 10%	13 9%	18 24%	14 16%	25 18%	17 11%	17 11%	37 19%	54 16%	4 7%	15 10%	17 14%	25 20%	12 20%	3 5%	5 9%	4 11%	2 9%	47 16%	9 9%

Table 11-4
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (INCREASE - DECREASE)	23 6%	19 11%	6 4%	7 9%	8 12%	6 9%	6 12%	8 18%	10 24%	-2 -1%	23 26%	4 9%	-5 -12%	-8 -5%	15 8%	15 24%	17 10%	- -	7 7%	2 4%	-9 -9%	15 7%
TOTAL INCREASE -----	124 31%	61 35%	47 29%	25 33%	26 41%	22 34%	18 37%	16 37%	17 42%	55 25%	40 45%	19 41%	8 21%	41 25%	59 35%	22 36%	60 37%	13 25%	24 24%	19 37%	26 26%	69 32%
TOTAL DECREASE -----	101 25%	42 24%	40 25%	18 24%	18 28%	16 25%	12 25%	8 19%	7 17%	56 26%	17 19%	15 32%	12 33%	49 30%	45 26%	7 12%	43 27%	13 25%	17 17%	17 33%	34 34%	54 25%
INCREASE BY MORE THAN 10%	74 19%	43 24%	24 15%	16 21%	16 24%	16 25%	10 21%	7 16%	12 28%	33 15%	22 25%	11 25%	6 16%	24 15%	36 21%	14 23%	35 22%	8 15%	15 15%	8 16%	11 11%	48 22%
INCREASE BY LESS THAN 10%	49 12%	18 10%	23 14%	9 12%	11 17%	5 9%	8 16%	9 21%	6 14%	22 10%	18 20%	7 16%	2 5%	17 10%	23 13%	8 13%	24 15%	5 10%	9 9%	11 22%	14 14%	21 10%
DECREASE BY LESS THAN 10%	28 7%	16 9%	11 7%	10 13%	7 11%	6 9%	5 10%	2 5%	1 2%	9 4%	7 8%	7 15%	5 14%	16 10%	11 6%	2 3%	18 11%	5 10%	7 7%	2 4%	13 13%	17 8%
DECREASE BY MORE THAN 10%	73 18%	26 15%	29 18%	8 11%	11 18%	10 16%	8 16%	6 14%	6 15%	47 21%	10 11%	8 17%	7 19%	33 20%	34 20%	5 9%	25 15%	8 15%	9 9%	15 29%	22 22%	37 17%
STAY THE SAME	161 40%	66 38%	70 43%	29 39%	19 29%	24 38%	15 31%	15 35%	17 41%	104 47%	25 28%	12 27%	16 42%	67 41%	62 36%	30 49%	50 31%	26 48%	57 57%	15 29%	35 35%	85 39%
TOO SOON TO SAY/DON'T KNOW	10 2%	3 2%	4 2%	1 1%	1 1%	2 3%	1 2%	4 9%	- -	4 2%	4 4%	- -	2 4%	4 2%	4 2%	2 3%	6 3%	2 3%	2 2%	- -	5 5%	6 3%
REFUSED	4 1%	2 1%	1 1%	2 3%	- -	- -	2 5%	- -	- -	1 -	3 4%	- -	- -	3 2%	1 1%	- -	3 2%	- -	- -	- -	- -	4 2%
STATUS QUO 3/3	57 14%	17 10%	28 17%	11 15%	3 4%	11 18%	4 9%	5 12%	7 16%	44 20%	7 8%	1 2%	5 12%	17 11%	25 14%	14 24%	11 7%	10 18%	21 21%	5 10%	16 16%	31 14%

Table 11-5
 QUESTION 5:
 As you look to the year-end, do you project your company's gross revenues for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	232	233	225	200	171	171	160	175	198	186	188	173	218	75	282	112	129	159
	100%	58%	58%	56%	50%	43%	43%	40%	44%	49%	47%	47%	43%	54%	19%	71%	28%	32%	40%
**D/S (INCREASE - DECREASE)	23	23	15	21	13	29	28	25	18	-3	22	-12	30	-7	18	-13	19	-5	8
	6%	10%	7%	9%	6%	17%	16%	16%	10%	-1%	12%	-6%	17%	-3%	24%	-5%	17%	-4%	5%
TOTAL INCREASE	124	80	80	76	68	67	68	60	63	49	65	43	68	53	31	70	45	30	49
-----	31%	35%	35%	34%	34%	39%	40%	38%	36%	25%	35%	23%	40%	24%	42%	25%	40%	23%	31%
TOTAL DECREASE	101	57	65	55	56	38	39	35	45	52	43	55	39	59	14	83	25	34	41
-----	25%	25%	28%	25%	28%	22%	23%	22%	26%	26%	23%	29%	22%	27%	18%	29%	23%	27%	26%
INCREASE BY MORE THAN 10%	74	48	49	48	42	47	49	44	41	26	44	22	42	31	18	44	32	14	28
	19%	21%	21%	21%	21%	28%	29%	27%	24%	13%	24%	12%	24%	14%	24%	16%	28%	11%	18%
INCREASE BY LESS THAN 10%	49	32	31	28	26	20	18	16	21	24	21	21	27	22	13	26	13	16	21
	12%	14%	13%	12%	13%	12%	11%	10%	12%	12%	11%	11%	15%	10%	18%	9%	11%	12%	13%
DECREASE BY LESS THAN 10%	28	17	19	19	19	13	13	10	12	15	13	14	9	18	4	24	6	8	15
	7%	7%	8%	8%	10%	8%	8%	6%	7%	8%	7%	7%	5%	8%	6%	8%	5%	6%	9%
DECREASE BY MORE THAN 10%	73	40	46	37	36	25	27	26	32	37	30	41	30	41	9	59	19	27	27
	18%	17%	20%	16%	18%	15%	16%	16%	19%	19%	16%	22%	17%	19%	12%	21%	17%	21%	17%
STAY THE SAME	161	85	82	88	73	60	59	57	62	90	69	87	55	103	22	124	37	62	62
	40%	37%	35%	39%	36%	35%	35%	36%	36%	46%	37%	46%	32%	47%	29%	44%	33%	48%	39%
TOO SOON TO SAY/DON'T KNOW	10	7	4	6	2	5	3	6	3	4	4	3	7	2	6	3	3	3	5
	2%	3%	2%	3%	1%	3%	2%	3%	1%	2%	2%	2%	4%	1%	8%	1%	2%	2%	3%
REFUSED	4	2	1	-	1	1	1	2	2	2	4	-	3	1	2	2	2	-	2
	1%	1%	1%	-	1%	1%	1%	1%	1%	1%	2%	-	2%	-	3%	1%	2%	-	1%
STATUS QUO 3/3	57	24	25	28	21	14	15	12	15	39	12	44	9	47	6	48	5	33	20
	14%	10%	11%	12%	10%	8%	9%	8%	9%	20%	6%	23%	5%	22%	8%	17%	5%	25%	12%

Table 11-6
QUESTION 5:

As you look to the year-end, do you project your company's gross revenues for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (INCREASE - DECREASE)	1 -	- -	2 4%	5 11%	2 4%	-2 -4%	-7 -13%
TOTAL INCREASE -----	82 27%	13 25%	8 16%	16 32%	19 37%	13 25%	13 26%
TOTAL DECREASE -----	81 27%	13 25%	6 12%	11 21%	17 33%	15 29%	20 39%
INCREASE BY MORE THAN 10%	42 14%	8 15%	4 8%	11 21%	8 16%	5 10%	7 13%
INCREASE BY LESS THAN 10%	40 13%	5 10%	4 8%	5 11%	11 22%	8 16%	7 13%
DECREASE BY LESS THAN 10%	27 9%	5 10%	2 4%	5 11%	2 4%	5 10%	8 16%
DECREASE BY MORE THAN 10%	54 18%	8 15%	4 8%	5 11%	15 29%	10 20%	12 24%
STAY THE SAME	133 44%	26 48%	36 72%	21 43%	15 29%	18 35%	17 34%
TOO SOON TO SAY/DON'T KNOW	8 3%	2 3%	- -	2 4%	- -	5 10%	- -
STATUS QUO 3/3	52 17%	10 18%	10 20%	11 21%	5 10%	10 20%	7 13%

Table 12-1
 QUESTION 6:
 And, as you look to the year-end, do you project your company's profitability for 2023 to increase or decrease compared to 2022, or will it probably stay the same?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (INCREASE - DECREASE)	1 -	9 7%	- 1%	-10 -21%	- -	2 2%	10 4%	-9 -5%	-17 -12%	-8 -7%	14 15%	-10 -5%	- -	5 10%	7 15%	- 1%	-3 -7%	4 13%	7 11%	-12 -4%	-12 -8%	- -	7 29%	-6 -8%
TOTAL INCREASE -----	105 26%	41 29%	20 23%	9 19%	11 25%	24 30%	61 27%	45 26%	23 17%	29 25%	35 39%	43 21%	35 30%	21 38%	17 37%	9 23%	11 23%	8 26%	20 32%	78 25%	34 22%	23 29%	9 38%	14 18%
TOTAL DECREASE -----	104 26%	32 23%	19 22%	19 40%	11 26%	23 28%	51 22%	53 31%	40 30%	37 32%	21 23%	53 26%	35 29%	16 28%	10 22%	9 22%	14 30%	4 13%	14 21%	89 28%	46 30%	22 28%	2 9%	20 26%
INCREASE BY MORE THAN 10%	63 16%	22 16%	13 15%	9 19%	6 14%	12 14%	36 16%	27 16%	10 7%	22 19%	19 22%	26 13%	22 18%	11 20%	13 27%	6 15%	10 21%	7 23%	11 17%	48 15%	22 14%	10 13%	2 9%	9 12%
INCREASE BY LESS THAN 10%	42 11%	19 13%	6 7%	- -	5 12%	13 15%	25 11%	18 10%	13 10%	7 6%	15 17%	17 8%	13 11%	10 18%	5 10%	3 8%	1 2%	1 3%	10 15%	29 9%	12 8%	13 16%	7 28%	5 7%
DECREASE BY LESS THAN 10%	40 10%	11 8%	5 5%	15 32%	2 4%	6 8%	16 7%	24 14%	14 10%	13 11%	11 13%	14 7%	12 10%	13 24%	4 8%	3 8%	5 12%	2 7%	6 9%	34 11%	11 7%	10 13%	- -	11 14%
DECREASE BY MORE THAN 10%	64 16%	20 15%	14 17%	4 8%	9 22%	16 20%	35 15%	30 17%	26 19%	24 21%	10 11%	39 19%	23 19%	2 4%	7 14%	6 15%	8 18%	2 6%	8 13%	55 18%	34 22%	12 15%	2 9%	10 12%
STAY THE SAME	183 46%	64 46%	45 52%	19 40%	21 49%	34 41%	109 48%	74 43%	71 53%	48 42%	33 37%	103 51%	50 41%	17 30%	19 40%	21 54%	21 44%	18 57%	28 44%	142 45%	72 47%	32 41%	12 53%	42 54%
TOO SOON TO SAY/DON'T KNOW	4 1%	- -	3 3%	- -	- -	1 2%	3 1%	1 1%	1 1%	2 1%	- -	3 2%	- -	1 2%	- -	- -	2 3%	- -	1 1%	4 1%	1 -	1 1%	1 -	1 -
REFUSED	3 1%	3 2%	- -	- -	- -	- -	3 2%	- -	- -	- -	1 1%	1 -	- -	1 2%	- -	- -	- -	1 4%	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 2023 to increase or decrease compared to 2022, or will it probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (INCREASE - DECREASE)	1	55	-25	30	-27	29	12	-42	29	-48	20	76	-71	-6	105	-104	-	22	-33	13	-	-10	5	-
	-	31%	-15%	9%	-53%	43%	7%	-32%	51%	-24%	15%	61%	-70%	-4%	100%	-100%	-	17%	-37%	7%	-	-3%	21%	1%
TOTAL INCREASE	105	72	30	103	3	38	45	16	33	33	37	79	2	21	105	-	-	47	10	48	-	78	10	11
-----	26%	40%	18%	30%	5%	56%	25%	12%	58%	17%	27%	64%	2%	13%	100%	-	-	36%	11%	27%	-	24%	41%	35%
TOTAL DECREASE	104	18	55	73	29	9	33	58	4	81	17	3	72	28	-	104	-	25	43	35	-	88	5	11
-----	26%	10%	33%	21%	59%	13%	18%	44%	7%	41%	13%	2%	72%	17%	-	100%	-	19%	48%	20%	-	27%	20%	35%
INCREASE BY MORE THAN 10%	63	45	17	62	1	23	26	10	20	19	21	49	2	9	63	-	-	29	6	28	-	48	4	7
	16%	25%	10%	18%	2%	33%	14%	8%	36%	10%	15%	39%	2%	6%	60%	-	-	22%	6%	16%	-	15%	15%	23%
INCREASE BY LESS THAN 10%	42	27	14	41	2	15	19	6	13	14	16	30	-	12	42	-	-	19	4	19	-	30	6	4
	11%	15%	8%	12%	4%	23%	11%	5%	22%	7%	12%	24%	-	8%	40%	-	-	14%	5%	11%	-	9%	26%	12%
DECREASE BY LESS THAN 10%	40	6	24	30	9	8	13	14	2	30	7	1	19	19	-	40	-	11	15	14	-	26	5	8
	10%	3%	14%	9%	19%	12%	7%	11%	4%	15%	5%	1%	19%	12%	-	38%	-	8%	17%	8%	-	8%	20%	27%
DECREASE BY MORE THAN 10%	64	12	31	43	20	1	19	44	2	51	10	2	53	8	-	64	-	15	28	21	-	62	-	2
	16%	6%	19%	12%	40%	1%	11%	33%	3%	26%	8%	1%	53%	5%	-	62%	-	11%	31%	12%	-	19%	-	8%
STAY THE SAME	183	85	78	163	17	20	99	54	19	79	80	42	26	110	-	-	183	55	36	90	57	153	7	9
	46%	47%	48%	48%	35%	29%	55%	41%	33%	40%	59%	34%	25%	68%	-	-	100%	42%	41%	51%	100%	47%	30%	30%
TOO SOON TO SAY/DON'T KNOW	4	2	1	3	1	-	3	2	-	2	2	-	1	2	-	-	-	2	-	2	-	3	1	-
	1%	1%	1%	1%	1%	-	2%	1%	-	1%	1%	-	1%	1%	-	-	-	1%	-	1%	-	1%	5%	-
REFUSED	3	2	-	2	-	1	-	2	1	2	-	-	-	-	-	-	-	1	-	2	-	1	1	-
	1%	1%	-	1%	-	2%	-	2%	2%	1%	-	-	-	-	-	-	-	1%	-	1%	-	-	5%	-

Table 12-3
 QUESTION 6:
 And, as you look to the year-end, do you project your company's profitability for 2023 to increase or decrease compared to 2022, or will it probably stay the same?

BANNER 3

	GENDER			AGE			2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (INCREASE - DECREASE)	1 -	2 1%	-1 -1%	16 19%	3 4%	-20 -15%	-1 -1%	27 31%	6 5%	-30 -20%	37 24%	-6 -3%	31 9%	-29 -56%	13 8%	1 -	9 7%	-3 -4%	-15 -28%	-2 -4%	- -	2 10%	-17 -6%	17 16%
TOTAL INCREASE -----	105 26%	80 27%	25 25%	30 36%	19 27%	31 23%	20 25%	35 40%	40 28%	29 19%	61 40%	41 22%	103 30%	3 5%	49 31%	36 29%	31 26%	15 25%	11 21%	14 24%	8 24%	8 33%	68 23%	35 34%
TOTAL DECREASE -----	104 26%	78 26%	26 26%	14 17%	16 22%	51 38%	20 26%	8 9%	33 24%	59 38%	24 16%	47 25%	72 21%	32 61%	36 23%	35 28%	23 19%	18 29%	27 49%	16 28%	8 24%	6 24%	85 29%	18 18%
INCREASE BY MORE THAN 10%	63 16%	50 17%	13 12%	17 20%	14 19%	19 14%	10 13%	19 21%	19 13%	23 15%	39 26%	21 11%	60 18%	3 5%	31 19%	23 18%	18 15%	14 23%	6 11%	6 10%	4 14%	6 25%	39 13%	23 22%
INCREASE BY LESS THAN 10%	42 11%	30 10%	13 13%	13 16%	5 7%	12 9%	9 12%	16 18%	21 15%	5 4%	22 14%	21 11%	42 12%	- -	18 12%	13 10%	13 11%	1 1%	5 10%	8 15%	3 11%	2 8%	28 10%	12 12%
DECREASE BY LESS THAN 10%	40 10%	27 9%	13 13%	6 7%	7 10%	20 15%	6 8%	2 2%	14 10%	20 13%	16 10%	13 7%	29 8%	11 21%	24 15%	7 6%	5 4%	8 13%	9 17%	6 11%	2 5%	2 8%	35 12%	5 5%
DECREASE BY MORE THAN 10%	64 16%	51 17%	13 13%	8 10%	9 13%	31 23%	14 18%	5 6%	19 14%	39 25%	9 6%	35 18%	43 13%	21 40%	12 8%	28 22%	18 14%	10 16%	18 33%	10 17%	6 19%	4 16%	50 17%	14 13%
STAY THE SAME	183 46%	135 45%	47 47%	38 45%	36 49%	52 39%	37 48%	44 50%	66 47%	63 41%	63 41%	99 52%	162 47%	18 34%	68 43%	54 43%	66 54%	28 46%	16 30%	25 45%	16 49%	9 36%	133 46%	48 47%
TOO SOON TO SAY/DON'T KNOW	4 1%	2 1%	2 2%	2 2%	- -	1 1%	1 1%	- -	1 1%	2 1%	3 2%	1 -	3 1%	- -	2 1%	- -	2 2%	- -	- -	- -	1 3%	1 4%	4 1%	1 1%
REFUSED	3 1%	3 1%	- -	- -	1 2%	- -	- -	1 1%	- -	1 1%	1 1%	1 -	2 1%	- -	1 1%	- -	- -	- -	- -	1 2%	- -	1 4%	2 1%	- -

Table 12-4
 QUESTION 6:
 And, as you look to the year-end, do you project your company's profitability for 2023 to increase or decrease compared to 2022, or will it probably stay the same?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (INCREASE - DECREASE)	1 -	6 3%	-12 -7%	12 16%	8 12%	6 10%	7 14%	11 25%	9 21%	-11 -5%	14 15%	- 1%	-3 -8%	-24 -15%	14 8%	10 17%	6 4%	-4 -7%	5 5%	-3 -6%	-8 -8%	9 4%
TOTAL INCREASE -----	105 26%	48 28%	37 23%	27 36%	24 37%	20 32%	14 29%	19 45%	18 43%	52 24%	32 36%	13 29%	7 18%	34 21%	49 28%	21 35%	46 29%	10 18%	32 32%	13 25%	24 24%	59 27%
TOTAL DECREASE -----	104 26%	43 25%	49 30%	15 20%	16 25%	14 22%	7 15%	8 20%	9 22%	63 28%	19 21%	13 28%	10 26%	58 36%	35 20%	11 18%	40 25%	13 25%	27 27%	16 31%	31 32%	50 23%
INCREASE BY MORE THAN 10%	63 16%	34 20%	18 11%	16 21%	12 19%	14 22%	9 18%	10 24%	14 34%	29 13%	19 21%	10 23%	4 11%	24 15%	29 17%	10 16%	30 19%	8 15%	15 15%	8 16%	11 11%	35 16%
INCREASE BY LESS THAN 10%	42 11%	14 8%	18 11%	11 15%	11 18%	6 10%	5 11%	9 21%	4 9%	23 11%	14 15%	3 6%	3 7%	10 6%	20 12%	11 19%	16 10%	2 3%	17 17%	5 10%	12 12%	24 11%
DECREASE BY LESS THAN 10%	40 10%	22 12%	18 11%	5 7%	7 10%	7 11%	2 4%	2 5%	4 9%	21 10%	11 12%	7 15%	1 2%	24 15%	11 7%	4 7%	18 11%	4 8%	17 17%	3 6%	10 11%	16 7%
DECREASE BY MORE THAN 10%	64 16%	21 12%	31 19%	10 13%	10 15%	7 12%	5 11%	6 15%	5 13%	41 19%	8 9%	6 13%	9 24%	34 21%	24 14%	6 11%	22 14%	9 16%	10 10%	13 25%	21 21%	34 16%
STAY THE SAME	183 46%	79 45%	73 45%	32 42%	23 36%	28 45%	24 49%	15 36%	15 36%	102 47%	35 39%	20 44%	20 52%	67 41%	84 49%	29 47%	71 44%	29 54%	40 40%	22 43%	43 43%	104 48%
TOO SOON TO SAY/DON'T KNOW	4 1%	3 2%	3 2%	- -	1 1%	1 1%	1 2%	- -	- -	2 1%	1 1%	- -	1 4%	2 1%	2 1%	- -	2 1%	2 3%	2 2%	- -	1 1%	2 1%
REFUSED	3 1%	1 1%	1 1%	1 2%	- -	- -	2 5%	- -	- -	1 -	2 3%	- -	- -	2 1%	1 1%	- -	2 2%	- -	- -	- -	1 1%	3 2%

Table 12-5
 QUESTION 6:
 And, as you look to the year-end, do you project your company's profitability for 2023 to increase or decrease compared to 2022, or will it probably stay the same?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	232	233	225	200	171	171	160	175	198	186	188	173	218	75	282	112	129	159
	100%	58%	58%	56%	50%	43%	43%	40%	44%	49%	47%	47%	43%	54%	19%	71%	28%	32%	40%
**D/S (INCREASE - DECREASE)	1	9	8	6	-7	12	12	18	5	-10	18	-24	18	-16	7	-20	10	-16	7
	-	4%	3%	2%	-4%	7%	7%	11%	3%	-5%	10%	-13%	11%	-7%	10%	-7%	9%	-12%	4%
TOTAL INCREASE	105	69	64	62	54	53	51	51	49	45	61	35	60	43	22	63	35	23	47
-----	26%	30%	27%	27%	27%	31%	30%	32%	28%	23%	33%	19%	35%	20%	29%	22%	31%	18%	30%
TOTAL DECREASE	104	60	56	56	61	42	40	33	44	55	42	59	42	60	15	82	25	39	40
-----	26%	26%	24%	25%	31%	24%	23%	21%	25%	28%	23%	31%	24%	27%	20%	29%	22%	30%	25%
INCREASE BY MORE THAN 10%	63	43	35	35	29	37	35	35	29	26	38	19	38	23	13	39	21	12	30
	16%	18%	15%	16%	14%	22%	20%	22%	17%	13%	20%	10%	22%	11%	18%	14%	18%	9%	19%
INCREASE BY LESS THAN 10%	42	26	28	27	25	16	17	16	20	19	23	16	22	21	9	24	14	11	17
	11%	11%	12%	12%	13%	9%	10%	10%	11%	10%	12%	9%	13%	9%	12%	8%	13%	9%	11%
DECREASE BY LESS THAN 10%	40	27	23	23	24	20	17	14	16	20	18	21	18	20	8	28	11	16	13
	10%	12%	10%	10%	12%	12%	10%	9%	9%	10%	10%	11%	11%	9%	10%	10%	10%	12%	8%
DECREASE BY MORE THAN 10%	64	33	33	33	37	22	23	19	28	35	25	38	23	40	7	55	14	24	27
	16%	14%	14%	15%	19%	13%	13%	12%	16%	18%	13%	20%	13%	18%	9%	19%	12%	18%	17%
STAY THE SAME	183	98	107	103	81	71	77	71	76	96	76	94	66	113	37	132	47	67	69
	46%	42%	46%	46%	41%	42%	45%	45%	43%	49%	41%	50%	38%	52%	50%	47%	42%	52%	43%
TOO SOON TO SAY/DON'T KNOW	4	3	4	4	2	3	2	3	4	1	3	-	2	2	-	3	2	-	2
	1%	1%	2%	2%	1%	2%	1%	2%	2%	-	2%	-	1%	1%	-	1%	2%	-	1%
REFUSED	3	2	1	-	1	1	1	1	2	1	3	-	3	-	1	2	2	-	1
	1%	1%	1%	-	1%	1%	1%	1%	1%	-	2%	-	2%	-	2%	1%	2%	-	1%

Table 12-6
QUESTION 6:

And, as you look to the year-end, do you project your company's profitability for 2023 to increase or decrease compared to 2022, or will it probably stay the same?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (INCREASE - DECREASE)	-9 -3%	-4 -7%	-2 -4%	7 14%	-3 -6%	- -	-8 -16%
TOTAL INCREASE -----	78 26%	10 18%	14 28%	18 36%	13 25%	12 24%	12 24%
TOTAL DECREASE -----	87 29%	13 25%	16 32%	11 21%	16 31%	12 24%	20 39%
INCREASE BY MORE THAN 10%	42 14%	8 15%	6 12%	9 18%	8 16%	5 10%	7 13%
INCREASE BY LESS THAN 10%	36 12%	2 3%	8 16%	9 18%	5 10%	7 14%	5 11%
DECREASE BY LESS THAN 10%	35 11%	4 8%	10 20%	7 14%	3 6%	4 8%	7 13%
DECREASE BY MORE THAN 10%	52 17%	9 16%	6 12%	4 7%	13 25%	8 16%	13 26%
STAY THE SAME	133 44%	29 54%	20 40%	20 39%	22 43%	25 51%	17 34%
TOO SOON TO SAY/DON'T KNOW	5 1%	2 3%	- -	2 4%	- -	1 2%	- -
REFUSED	1 -	- -	- -	- -	- -	- -	1 3%

Table 13-1
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2023 to increase or decrease compared to 2022, 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+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (INCREASE - DECREASE)	42 10%	13 9%	1 1%	4 9%	4 10%	19 24%	14 6%	28 16%	22 16%	5 4%	7 8%	20 10%	16 13%	3 5%	8 18%	7 19%	-4 -9%	11 34%	18 29%	18 6%	16 10%	- -	7 32%	9 11%
TOTAL INCREASE -----	131 33%	44 32%	24 27%	14 30%	13 29%	35 43%	68 30%	63 36%	46 34%	37 32%	28 31%	63 31%	41 35%	19 35%	19 41%	18 46%	9 20%	15 48%	30 47%	92 29%	51 33%	20 25%	10 43%	25 32%
TOTAL DECREASE -----	89 22%	31 22%	23 27%	10 21%	8 20%	16 19%	54 24%	35 20%	24 18%	32 28%	21 23%	43 21%	25 21%	17 30%	11 23%	10 26%	14 30%	4 14%	12 18%	74 24%	36 23%	20 25%	3 11%	16 21%
INCREASE BY MORE THAN 10%	74 19%	22 16%	13 15%	7 15%	9 20%	23 28%	35 16%	39 22%	25 19%	19 16%	17 19%	35 17%	25 21%	9 16%	14 31%	10 25%	6 13%	7 20%	16 25%	53 17%	33 22%	13 17%	4 19%	10 12%
INCREASE BY LESS THAN 10%	56 14%	22 16%	11 12%	7 15%	4 9%	13 15%	33 14%	24 14%	21 16%	18 15%	11 12%	28 14%	17 14%	11 19%	5 10%	8 20%	4 8%	9 28%	14 22%	38 12%	18 12%	6 8%	6 24%	15 20%
DECREASE BY LESS THAN 10%	30 8%	10 7%	9 10%	2 5%	4 9%	5 6%	19 8%	11 7%	8 6%	7 6%	11 12%	17 8%	6 5%	7 12%	4 9%	2 5%	6 13%	1 4%	6 10%	23 7%	13 8%	7 8%	- -	8 10%
DECREASE BY MORE THAN 10%	59 15%	21 15%	14 16%	8 16%	5 11%	11 13%	35 16%	23 13%	16 12%	25 21%	10 11%	26 13%	20 17%	10 18%	6 14%	8 21%	8 17%	3 10%	6 9%	51 16%	23 15%	13 17%	3 11%	8 10%
STAY THE SAME	176 44%	63 45%	38 44%	24 49%	21 49%	31 37%	101 44%	76 44%	64 47%	47 41%	41 45%	96 47%	52 44%	19 35%	17 36%	10 26%	23 50%	12 38%	22 35%	145 46%	67 43%	39 50%	11 46%	33 43%
TOO SOON TO SAY/DON'T KNOW	4 1%	1 1%	2 2%	- -	1 2%	- -	3 1%	1 -	- -	- -	- -	2 1%	1 1%	- -	- -	1 3%	- -	- -	- -	3 1%	- -	- -	- -	3 4%

Table 13-2
 QUESTION 7:
 And, as you look to the year-end, do you project your company's capital expenditures for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPA-N-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (INCREASE - DECREASE)	42	42	1	43	-3	22	17	-5	20	3	18	43	-27	22	37	-17	19	131	-89	-	-	36	-2	4
	10%	24%	-	13%	-7%	33%	10%	-4%	36%	1%	13%	35%	-27%	14%	36%	-17%	10%	100%	-100%	-	-	11%	-8%	14%
TOTAL INCREASE	131	68	45	113	16	28	58	37	25	64	39	54	22	51	47	25	55	131	-	-	-	104	8	11
-----	33%	38%	28%	33%	32%	41%	32%	28%	43%	32%	29%	44%	22%	32%	45%	24%	30%	100%	-	-	-	32%	34%	36%
TOTAL DECREASE	89	25	45	70	19	5	41	42	4	62	21	11	49	29	10	43	36	-	89	-	-	69	10	7
-----	22%	14%	27%	20%	38%	8%	23%	32%	7%	31%	16%	9%	48%	18%	10%	41%	20%	-	100%	-	-	21%	41%	22%
INCREASE BY MORE THAN 10%	74	42	23	65	7	21	27	23	17	35	19	41	13	18	32	15	25	74	-	-	-	60	5	4
	19%	23%	14%	19%	14%	31%	15%	17%	30%	18%	14%	33%	13%	11%	31%	14%	14%	57%	-	-	-	18%	20%	12%
INCREASE BY LESS THAN 10%	56	26	22	48	9	7	31	14	7	29	20	14	8	33	15	11	30	56	-	-	-	44	3	8
	14%	14%	14%	14%	17%	10%	17%	10%	13%	15%	15%	11%	8%	20%	15%	10%	16%	43%	-	-	-	14%	13%	24%
DECREASE BY LESS THAN 10%	30	11	15	25	5	-	20	9	1	20	7	4	11	16	5	8	18	-	30	-	-	23	5	1
	8%	6%	9%	7%	10%	-	11%	7%	2%	10%	5%	3%	11%	10%	4%	8%	10%	-	34%	-	-	7%	22%	4%
DECREASE BY MORE THAN 10%	59	15	30	45	14	5	21	32	3	42	14	8	38	13	5	35	18	-	59	-	-	46	5	5
	15%	8%	18%	13%	28%	8%	12%	24%	6%	21%	10%	6%	37%	8%	5%	33%	10%	-	66%	-	-	14%	20%	18%
STAY THE SAME	176	84	73	158	15	33	80	53	27	70	74	58	30	80	48	35	90	-	-	176	57	149	6	13
	44%	47%	45%	46%	30%	48%	44%	40%	48%	36%	55%	47%	29%	50%	45%	34%	49%	-	-	100%	100%	46%	25%	42%
TOO SOON TO SAY/DON'T KNOW	4	2	1	3	-	2	1	1	1	2	1	-	1	1	-	1	2	-	-	-	-	3	-	-
	1%	1%	1%	1%	-	3%	1%	1%	2%	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 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (INCREASE - DECREASE)	42 10%	27 9%	15 15%	19 22%	23 31%	1 1%	-4 -5%	22 25%	14 10%	4 3%	30 20%	12 6%	43 12%	-1 -2%	27 17%	14 11%	13 11%	6 9%	-5 -10%	11 19%	1 3%	5 20%	16 6%	26 25%
TOTAL INCREASE -----	131 33%	97 32%	34 34%	35 42%	34 47%	39 29%	14 18%	32 37%	41 29%	53 34%	61 40%	51 27%	113 33%	17 31%	60 38%	39 31%	38 31%	19 30%	14 25%	22 38%	9 28%	9 39%	83 29%	46 45%
TOTAL DECREASE -----	89 22%	70 23%	19 19%	16 19%	11 16%	38 28%	18 23%	11 12%	27 20%	49 32%	31 20%	39 21%	70 21%	18 34%	34 21%	25 20%	25 21%	13 21%	19 35%	11 19%	8 25%	5 19%	67 23%	20 20%
INCREASE BY MORE THAN 10%	74 19%	56 19%	18 18%	14 16%	24 33%	23 17%	8 10%	20 22%	20 14%	34 22%	36 24%	28 15%	65 19%	8 16%	32 20%	22 18%	24 20%	13 22%	7 13%	11 20%	4 12%	8 32%	44 15%	29 28%
INCREASE BY LESS THAN 10%	56 14%	41 14%	16 16%	21 25%	10 14%	16 12%	6 8%	13 14%	21 15%	19 13%	25 16%	23 12%	48 14%	8 16%	29 18%	17 13%	14 12%	5 8%	7 12%	10 18%	5 16%	2 8%	39 13%	17 17%
DECREASE BY LESS THAN 10%	30 8%	22 7%	8 8%	8 9%	4 5%	12 9%	6 8%	4 4%	12 8%	15 10%	14 9%	14 7%	28 8%	3 5%	13 8%	9 7%	8 6%	4 6%	4 8%	5 10%	4 12%	2 7%	21 7%	7 7%
DECREASE BY MORE THAN 10%	59 15%	47 16%	11 11%	9 10%	8 10%	26 19%	12 15%	7 8%	16 11%	34 22%	17 11%	25 13%	42 12%	15 29%	21 13%	16 13%	17 14%	9 15%	15 28%	5 9%	4 14%	3 12%	46 16%	13 13%
STAY THE SAME	176 44%	130 44%	46 46%	32 38%	27 37%	58 43%	45 58%	44 50%	71 51%	53 34%	59 39%	98 52%	158 46%	18 33%	63 40%	58 47%	57 47%	30 49%	21 39%	24 43%	14 44%	10 42%	139 48%	34 33%
TOO SOON TO SAY/DON'T KNOW	4 1%	2 1%	2 2%	1 1%	- -	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 -	1 2%	- -	2 2%	2 2%	- -	- -	- -	1 3%	- -	2 1%	2 2%

Table 13-4
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 4

	GROWTH DRIVERS										OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
**D/S (INCREASE - DECREASE)	42 10%	27 16%	1 -	15 20%	17 26%	4 6%	11 22%	14 32%	2 6%	21 10%	6 7%	6 13%	8 21%	18 11%	16 9%	8 13%	21 13%	11 20%	13 13%	8 16%	5 5%	17 8%	
TOTAL INCREASE -----	131 33%	62 36%	42 26%	29 39%	28 43%	19 30%	20 41%	19 45%	13 31%	67 30%	28 32%	18 39%	15 40%	60 37%	55 32%	14 24%	59 37%	21 39%	34 34%	17 33%	26 26%	67 31%	
TOTAL DECREASE -----	89 22%	35 20%	41 25%	14 19%	11 17%	15 24%	9 19%	6 13%	10 25%	46 21%	22 25%	12 26%	7 19%	42 26%	40 23%	6 10%	38 24%	11 20%	21 21%	9 18%	21 21%	51 23%	
INCREASE BY MORE THAN 10%	74 19%	34 20%	20 12%	20 27%	20 31%	7 11%	8 17%	11 26%	10 23%	42 19%	16 17%	8 21%	8 21%	34 21%	34 20%	6 9%	32 20%	12 23%	22 22%	12 24%	17 17%	35 16%	
INCREASE BY LESS THAN 10%	56 14%	27 16%	22 13%	9 12%	8 12%	12 19%	11 24%	8 19%	3 7%	25 11%	13 14%	10 21%	7 19%	26 16%	22 13%	9 14%	27 17%	9 16%	11 11%	5 10%	9 9%	32 15%	
DECREASE BY LESS THAN 10%	30 8%	10 6%	15 9%	6 8%	2 3%	5 7%	3 6%	1 2%	7 16%	13 6%	9 10%	4 8%	3 7%	15 9%	14 8%	2 3%	14 9%	4 7%	10 10%	4 8%	5 5%	17 8%	
DECREASE BY MORE THAN 10%	59 15%	24 14%	26 16%	8 11%	9 14%	10 17%	6 13%	5 11%	4 9%	33 15%	13 15%	8 18%	5 12%	27 17%	26 15%	5 8%	24 15%	7 13%	11 11%	5 10%	15 15%	34 15%	
STAY THE SAME	176 44%	76 43%	78 48%	32 42%	25 39%	28 44%	19 40%	18 42%	18 44%	106 48%	37 41%	17 36%	16 41%	59 36%	76 44%	40 66%	63 39%	21 39%	43 43%	24 47%	53 53%	98 45%	
TOO SOON TO SAY/DON'T KNOW	4 1%	2 1%	2 1%	- -	1 1%	1 2%	- -	- -	- -	2 1%	2 2%	- -	- -	3 2%	- -	- -	1 1%	1 2%	2 2%	1 2%	- -	2 1%	

Table 13-5
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (INCREASE - DECREASE)	42 10%	36 16%	16 7%	36 16%	21 11%	34 20%	27 16%	29 18%	9 5%	29 15%	17 9%	21 11%	28 16%	15 7%	14 19%	20 7%	2 2%	16 13%	24 15%
TOTAL INCREASE -----	131 33%	87 37%	74 32%	83 37%	69 35%	68 40%	63 37%	62 39%	55 31%	68 34%	65 35%	59 31%	63 37%	66 31%	32 42%	86 30%	33 30%	40 31%	58 36%
TOTAL DECREASE -----	89 22%	51 22%	58 25%	47 21%	48 24%	34 20%	36 21%	34 21%	46 26%	39 20%	48 26%	38 20%	36 21%	51 24%	17 23%	66 23%	31 28%	24 18%	34 22%
INCREASE BY MORE THAN 10%	74 19%	49 21%	39 17%	42 19%	41 20%	40 23%	36 21%	35 22%	32 18%	39 20%	39 21%	30 16%	38 22%	37 17%	15 20%	53 19%	20 18%	20 16%	34 22%
INCREASE BY LESS THAN 10%	56 14%	38 16%	36 15%	41 18%	28 14%	28 16%	26 16%	27 17%	23 13%	29 15%	26 14%	29 15%	26 15%	30 14%	17 22%	33 12%	13 12%	20 15%	23 15%
DECREASE BY LESS THAN 10%	30 8%	18 8%	23 10%	20 9%	17 8%	13 8%	16 10%	16 10%	13 8%	13 6%	17 9%	10 5%	14 8%	17 8%	7 10%	20 7%	9 8%	6 4%	16 10%
DECREASE BY MORE THAN 10%	59 15%	33 14%	36 15%	27 12%	31 16%	20 12%	19 11%	18 11%	32 18%	26 13%	30 16%	28 15%	22 13%	34 16%	10 14%	45 16%	22 20%	18 14%	18 11%
STAY THE SAME	176 44%	93 40%	99 43%	94 42%	80 40%	68 40%	71 42%	63 40%	73 42%	90 46%	73 39%	91 48%	74 43%	97 45%	25 33%	129 46%	47 42%	66 51%	64 40%
TOO SOON TO SAY/DON'T KNOW	4 1%	2 1%	1 -	2 1%	3 1%	1 1%	1 1%	1 1%	1 1%	1 -	1 -	- -	- -	3 1%	1 1%	2 1%	1 1%	- -	3 2%

Table 13-6
QUESTION 7:

And, as you look to the year-end, do you project your company's capital expenditures for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (INCREASE - DECREASE)	37 12%	11 20%	4 8%	9 18%	8 16%	- -	5 11%
TOTAL INCREASE -----	98 32%	21 39%	16 32%	18 36%	17 33%	13 25%	13 26%
TOTAL DECREASE -----	61 20%	11 20%	12 24%	9 18%	9 18%	13 25%	8 16%
INCREASE BY MORE THAN 10%	64 21%	12 23%	10 20%	12 25%	12 24%	8 16%	9 18%
INCREASE BY LESS THAN 10%	34 11%	9 16%	6 12%	5 11%	5 10%	5 10%	4 8%
DECREASE BY LESS THAN 10%	22 7%	4 7%	6 12%	4 7%	4 8%	4 8%	1 3%
DECREASE BY MORE THAN 10%	39 13%	7 13%	6 12%	5 11%	5 10%	9 18%	7 13%
STAY THE SAME	142 47%	21 39%	22 44%	21 43%	24 47%	25 49%	29 58%
TOO SOON TO SAY/DON'T KNOW	4 1%	1 2%	- -	2 4%	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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	79	24	21	6	10	17	45	34	33	21	12	54	17	5	6	10	9	3	17	59	44	9	4	15
--	20%	18%	24%	13%	24%	21%	20%	19%	24%	18%	13%	26%	15%	9%	14%	25%	19%	11%	27%	19%	29%	12%	18%	20%
8-10	153	47	38	18	18	33	85	68	63	43	25	97	42	7	13	19	20	8	28	121	76	24	7	32
----	38%	34%	44%	38%	41%	40%	38%	39%	47%	37%	28%	48%	35%	13%	29%	49%	44%	25%	43%	39%	49%	30%	30%	41%
5-7	177	65	36	17	20	39	101	76	48	53	50	76	59	31	25	15	17	20	30	135	53	40	12	35
---	44%	46%	42%	36%	45%	48%	45%	44%	36%	46%	56%	37%	49%	57%	53%	38%	37%	63%	47%	43%	35%	51%	53%	45%
1-4	68	28	12	13	6	10	39	29	23	20	15	30	19	16	8	5	8	4	6	56	24	15	4	11
---	17%	20%	13%	27%	14%	12%	17%	17%	17%	17%	17%	15%	16%	29%	18%	13%	17%	12%	10%	18%	16%	19%	17%	14%
9	19	9	4	4	-	2	13	6	9	6	2	14	4	1	2	2	3	-	4	15	10	6	-	2
	5%	6%	5%	8%	-	3%	6%	3%	6%	5%	2%	7%	3%	2%	5%	5%	6%	-	7%	5%	6%	7%	-	2%
8	55	14	13	8	7	13	27	29	22	16	11	29	20	1	5	7	9	4	6	47	22	9	3	15
	14%	10%	15%	17%	17%	16%	12%	16%	16%	14%	12%	14%	17%	2%	11%	19%	19%	14%	10%	15%	14%	11%	12%	19%
7	64	18	15	8	8	15	33	31	12	28	16	27	24	10	10	8	7	11	14	48	17	19	1	19
	16%	13%	17%	17%	20%	18%	15%	18%	9%	24%	18%	13%	20%	18%	22%	20%	14%	36%	21%	15%	11%	24%	5%	24%
6	40	17	12	4	2	5	29	11	14	7	10	18	13	7	5	4	4	4	4	31	14	5	3	8
	10%	12%	14%	8%	4%	6%	13%	6%	10%	6%	11%	9%	11%	13%	11%	10%	9%	13%	6%	10%	9%	7%	14%	10%
5	72	30	9	5	9	20	39	34	22	18	24	31	22	14	9	3	6	5	12	55	23	16	8	8
	18%	21%	10%	11%	21%	24%	17%	20%	16%	26%	24%	15%	18%	25%	21%	8%	14%	15%	19%	18%	15%	20%	34%	11%
4	20	10	-	6	3	2	10	11	7	4	7	6	5	7	3	-	3	-	4	14	5	6	1	3
	5%	7%	-	12%	6%	3%	4%	6%	5%	3%	7%	3%	4%	13%	6%	-	7%	-	6%	5%	3%	8%	5%	3%
3	23	10	3	5	3	3	13	11	4	9	5	7	8	6	2	3	3	1	3	18	5	6	-	6
	6%	7%	3%	10%	7%	3%	6%	6%	3%	8%	6%	4%	6%	11%	4%	7%	6%	3%	4%	6%	3%	7%	-	8%
2	16	5	6	3	-	2	11	4	6	6	1	10	5	1	1	1	1	3	-	16	11	1	1	-
	4%	3%	7%	6%	-	2%	5%	3%	4%	5%	1%	5%	4%	2%	2%	2%	2%	9%	-	5%	7%	1%	4%	-
1	8	3	3	-	-	3	6	3	6	1	2	6	1	1	3	1	1	-	-	8	3	2	2	2
	2%	2%	3%	-	-	3%	2%	2%	4%	1%	2%	3%	1%	2%	5%	3%	2%	-	-	3%	2%	2%	8%	3%
DON'T KNOW/REFUSED	2	-	1	-	-	1	1	1	1	-	-	1	-	1	-	-	1	-	-	2	1	-	-	-
	-	-	1%	-	-	1%	1%	-	1%	-	-	-	-	2%	-	-	2%	-	-	1%	-	-	-	-
MEAN	6.7	6.4	6.9	6.4	6.9	6.8	6.6	6.7	6.8	6.7	6.3	7.0	6.6	5.6	6.3	7.2	6.8	6.5	7.2	6.6	7.0	6.4	6.0	6.9

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
10	79	20	36	55	21	3	25	50	3	62	12	14	35	27	10	37	30	26	24	28	9	72	3	2
--	20%	11%	22%	16%	41%	4%	14%	38%	5%	31%	9%	12%	35%	17%	10%	35%	16%	20%	27%	16%	15%	22%	10%	8%
8-10	153	49	69	118	32	6	58	81	9	113	29	29	54	65	23	57	70	50	39	62	23	139	4	3
----	38%	27%	42%	34%	64%	9%	32%	62%	16%	57%	21%	24%	53%	41%	22%	55%	38%	38%	43%	35%	40%	43%	16%	11%
5-7	177	93	73	166	10	36	97	32	33	65	73	75	28	66	66	25	82	63	34	78	24	136	11	21
---	44%	52%	44%	48%	21%	53%	54%	24%	58%	33%	54%	61%	28%	41%	63%	24%	45%	48%	38%	44%	42%	42%	45%	66%
1-4	68	36	23	59	7	25	22	19	15	20	32	19	19	29	16	21	31	18	16	34	10	49	9	7
---	17%	20%	14%	17%	15%	37%	12%	14%	26%	10%	23%	15%	19%	18%	15%	20%	17%	14%	18%	19%	18%	15%	35%	23%
9	19	7	9	16	3	2	3	14	2	17	-	3	5	8	2	7	9	3	6	10	2	18	1	-
	5%	4%	6%	5%	7%	3%	2%	10%	3%	9%	-	2%	5%	5%	2%	7%	5%	2%	6%	6%	4%	6%	5%	-
8	55	23	24	47	8	1	30	18	5	34	16	12	13	30	11	14	31	21	9	25	12	50	-	1
	14%	13%	14%	14%	17%	2%	17%	13%	8%	17%	12%	10%	13%	19%	10%	13%	17%	16%	10%	14%	21%	15%	-	3%
7	64	32	30	62	1	13	31	15	9	31	21	22	14	25	19	12	32	24	12	28	8	52	3	7
	16%	18%	19%	18%	2%	20%	17%	12%	16%	16%	16%	18%	14%	16%	18%	12%	17%	18%	14%	16%	14%	16%	14%	22%
6	40	21	18	38	2	9	23	5	12	10	17	16	5	17	14	6	19	10	8	22	6	32	4	4
	10%	12%	11%	11%	4%	14%	13%	3%	21%	5%	12%	13%	5%	11%	13%	6%	10%	8%	9%	12%	11%	10%	15%	12%
5	72	40	25	65	8	14	43	12	12	24	35	37	9	24	33	7	31	29	14	29	10	52	4	10
	18%	22%	15%	19%	16%	20%	24%	9%	21%	12%	26%	30%	9%	15%	31%	7%	17%	22%	16%	16%	17%	16%	16%	32%
4	20	9	10	19	-	7	9	4	2	6	13	6	4	10	2	8	11	6	3	11	1	12	1	6
	5%	5%	6%	6%	-	10%	5%	3%	3%	3%	9%	5%	4%	6%	2%	7%	6%	5%	3%	6%	2%	4%	5%	20%
3	23	15	8	22	1	11	8	5	4	8	10	9	6	7	9	5	10	7	7	9	3	15	6	-
	6%	8%	5%	7%	2%	16%	5%	4%	8%	4%	7%	7%	6%	4%	8%	4%	5%	5%	8%	5%	6%	5%	25%	-
2	16	9	2	11	5	6	4	7	7	3	7	4	3	9	4	3	9	3	3	10	5	15	-	1
	4%	5%	1%	3%	10%	8%	2%	5%	12%	1%	5%	3%	3%	6%	3%	3%	5%	2%	3%	6%	9%	5%	-	4%
1	8	3	3	6	1	3	2	3	2	3	3	-	6	3	2	6	1	2	3	4	1	7	1	-
	2%	2%	2%	2%	3%	4%	1%	2%	3%	1%	2%	-	6%	2%	2%	6%	-	1%	3%	2%	1%	2%	5%	-
DON'T KNOW/REFUSED	2	1	-	1	-	-	2	-	-	-	2	-	-	1	-	-	1	-	-	2	-	1	1	-
	-	1%	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	1%	-	-	5%	-
MEAN	6.7	6.1	7.0	6.5	7.4	5.1	6.5	7.6	5.5	7.6	5.8	6.2	7.2	6.7	6.0	7.3	6.6	6.7	6.8	6.5	6.5	6.9	5.4	5.7

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA- -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
10	79 20%	61 20%	18 18%	9 11%	17 23%	29 22%	17 21%	8 9%	14 10%	54 35%	19 13%	38 20%	57 17%	19 36%	21 14%	42 33%	20 17%	7 12%	17 31%	14 26%	8 24%	5 21%	57 20%	19 19%
8-10	153 38%	112 38%	41 41%	26 31%	26 35%	59 44%	32 41%	13 14%	43 31%	88 57%	35 23%	79 42%	113 33%	36 68%	47 30%	74 60%	40 32%	18 30%	25 46%	23 41%	16 48%	9 37%	110 38%	41 40%
5-7	177 44%	130 44%	47 46%	44 53%	35 48%	56 41%	29 38%	54 61%	71 51%	46 30%	86 56%	79 42%	165 48%	11 21%	80 51%	38 30%	56 46%	34 56%	25 46%	23 41%	11 35%	12 48%	120 41%	53 51%
1-4	68 17%	56 19%	12 12%	14 16%	12 16%	19 14%	16 20%	22 25%	24 17%	21 13%	31 20%	31 17%	62 18%	6 11%	29 19%	12 10%	25 21%	9 14%	4 8%	9 16%	5 17%	4 15%	59 20%	9 9%
9	19 5%	14 5%	5 5%	5 6%	1 1%	8 6%	4 5%	1 1%	6 4%	10 6%	2 1%	8 4%	10 3%	8 15%	5 3%	12 9%	7 6%	2 3%	5 9%	- -	3 10%	2 8%	13 5%	6 6%
8	55 14%	37 12%	18 18%	12 14%	8 11%	21 16%	12 15%	4 4%	23 17%	24 16%	14 9%	33 17%	46 13%	9 17%	22 14%	21 17%	12 10%	9 15%	3 6%	9 15%	4 14%	2 8%	40 14%	16 15%
7	64 16%	56 19%	9 9%	21 26%	14 19%	18 14%	8 11%	15 17%	27 20%	18 12%	28 18%	33 17%	60 18%	4 7%	28 18%	21 17%	18 15%	10 17%	10 19%	5 8%	7 21%	7 31%	42 15%	20 20%
6	40 10%	26 9%	14 14%	8 9%	10 13%	10 7%	9 12%	16 18%	14 10%	9 6%	21 14%	17 9%	38 11%	2 3%	16 10%	9 7%	20 15%	9 15%	6 11%	8 14%	1 3%	- -	33 11%	8 7%
5	72 18%	48 16%	24 24%	15 18%	12 16%	28 21%	12 15%	22 26%	29 21%	19 13%	38 25%	29 15%	67 19%	6 11%	36 23%	8 6%	18 15%	15 24%	9 16%	11 19%	4 11%	4 17%	45 15%	25 24%
4	20 5%	13 4%	8 8%	6 7%	3 4%	8 6%	1 1%	6 7%	10 7%	3 2%	7 5%	13 7%	20 6%	1 2%	10 6%	4 3%	6 5%	5 8%	1 2%	2 4%	2 6%	2 8%	19 6%	2 2%
3	23 6%	22 8%	1 1%	6 7%	9 12%	3 2%	4 5%	6 7%	7 5%	10 7%	16 10%	8 4%	23 7%	- -	13 8%	6 5%	11 9%	2 3%	1 2%	1 2%	- -	1 4%	19 6%	5 5%
2	16 4%	14 5%	2 2%	- -	1 1%	8 6%	6 7%	6 7%	5 3%	5 3%	6 4%	8 4%	14 4%	2 3%	5 3%	3 2%	7 6%	- -	2 3%	4 7%	3 8%	1 4%	15 5%	1 1%
1	8 2%	7 2%	2 2%	2 2%	- -	1 1%	6 7%	4 4%	3 2%	2 2%	3 2%	3 2%	6 2%	3 5%	2 1%	- -	1 1%	2 3%	1 1%	2 4%	1 2%	- -	7 2%	2 2%
DON'T KNOW/REFUSED	2 -	1 -	1 1%	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	1 -	2 1%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	2 1%	- -
MEAN	6.7	6.6	6.7	6.5	6.7	6.9	6.5	5.6	6.3	7.4	6.0	6.8	6.4	7.8	6.3	7.8	6.4	6.4	7.4	6.6	7.1	6.9	6.6	6.9

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		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRIGY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218	
100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%		
10	79	33	38	13	8	9	10	5	9	51	13	3	10	44	26	9	25	10	24	15	23	42	
---	20%	19%	23%	17%	13%	15%	22%	12%	22%	23%	15%	7%	27%	27%	15%	15%	18%	24%	29%	23%	19%		
8-10	153	74	65	24	17	18	20	11	13	93	30	11	17	81	53	18	54	25	47	24	44	79	
----	38%	43%	40%	31%	26%	28%	42%	25%	32%	42%	33%	23%	44%	49%	31%	30%	34%	46%	47%	47%	44%	36%	
5-7	177	72	76	40	35	35	25	24	21	84	43	30	20	56	93	26	85	24	34	20	38	99	
---	44%	41%	47%	53%	54%	56%	53%	55%	51%	38%	48%	64%	53%	34%	54%	42%	53%	44%	34%	39%	38%	45%	
1-4	68	27	21	12	13	10	2	9	7	42	17	6	1	27	24	17	22	5	17	7	17	38	
---	17%	16%	13%	16%	20%	16%	5%	20%	17%	19%	19%	13%	2%	17%	14%	28%	14%	10%	17%	14%	17%	18%	
9	19	10	9	-	5	-	3	3	2	12	1	3	3	8	7	3	7	2	6	-	2	13	
	5%	6%	6%	-	7%	-	6%	6%	4%	6%	1%	6%	7%	5%	4%	6%	4%	3%	6%	-	2%	6%	
8	55	31	18	11	4	8	7	3	3	29	15	5	4	28	20	5	23	13	17	9	20	24	
	14%	18%	11%	15%	6%	13%	15%	7%	6%	13%	17%	10%	10%	17%	12%	9%	14%	25%	17%	18%	20%	11%	
7	64	23	31	13	10	11	6	11	8	29	11	15	9	19	37	8	32	12	11	9	14	32	
	16%	13%	19%	17%	16%	18%	12%	25%	18%	13%	13%	32%	23%	12%	22%	13%	20%	21%	11%	18%	14%	15%	
6	40	22	13	11	5	9	8	5	3	20	10	3	6	14	18	6	17	3	6	2	4	29	
	10%	13%	8%	15%	7%	15%	16%	12%	7%	9%	11%	7%	17%	8%	11%	10%	11%	5%	6%	4%	4%	13%	
5	72	26	32	16	19	15	12	8	11	34	22	12	5	23	38	11	36	10	17	9	20	38	
	18%	15%	19%	21%	30%	23%	25%	19%	25%	15%	24%	25%	14%	14%	22%	19%	22%	18%	17%	18%	20%	17%	
4	20	6	7	8	5	2	1	2	-	12	7	1	-	9	8	4	8	2	6	3	9	10	
	5%	4%	5%	10%	7%	4%	3%	4%	-	5%	8%	3%	-	5%	5%	6%	5%	3%	6%	6%	9%	4%	
3	23	13	6	2	4	7	1	4	3	13	6	1	1	10	9	4	7	3	6	3	4	12	
	6%	8%	4%	2%	6%	11%	2%	9%	8%	6%	7%	2%	2%	6%	5%	7%	4%	5%	6%	6%	4%	5%	
2	16	5	4	2	3	1	-	3	4	12	2	2	-	6	5	5	4	-	4	-	2	11	
	4%	3%	3%	2%	4%	1%	-	6%	9%	5%	2%	5%	-	4%	3%	9%	3%	-	4%	-	2%	5%	
1	8	2	3	1	2	-	-	-	-	5	2	2	-	2	2	4	3	1	2	1	2	6	
	2%	1%	2%	1%	3%	-	-	-	-	2%	2%	4%	-	1%	1%	6%	2%	2%	2%	2%	2%	3%	
DON'T KNOW/REFUSED	2	1	1	-	-	-	-	-	-	2	-	-	-	-	1	-	-	-	2	-	1	1	
	-	1%	1%	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	2%	-	1%	1%	
MEAN	6.7	6.8	6.9	6.5	6.1	6.3	7.1	6.2	6.4	6.7	6.3	6.2	7.5	7.0	6.5	5.9	6.6	7.0	6.9	7.1	6.8	6.6	

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	79 20%	39 17%	49 21%	44 19%	34 17%	31 18%	27 16%	27 17%	34 20%	41 21%	28 15%	48 26%	24 14%	52 24%	10 13%	67 24%	19 17%	34 26%	26 16%
8-10	153 38%	81 35%	91 39%	81 36%	64 32%	58 34%	51 30%	53 33%	66 38%	81 41%	52 28%	94 50%	50 29%	98 45%	20 27%	125 44%	32 29%	63 49%	58 36%
5-7	177 44%	112 48%	104 45%	105 47%	95 47%	85 50%	91 53%	80 50%	76 44%	82 41%	102 55%	61 32%	93 54%	82 38%	44 58%	108 38%	58 52%	42 33%	77 48%
1-4	68 17%	40 17%	37 16%	38 17%	41 20%	28 16%	28 17%	27 17%	31 18%	35 18%	32 17%	33 17%	30 18%	36 17%	11 15%	48 17%	22 19%	24 19%	22 14%
9	19 5%	10 4%	9 4%	8 4%	10 5%	6 3%	4 3%	7 4%	9 5%	9 4%	7 4%	11 6%	6 4%	11 5%	1 1%	15 5%	4 4%	6 5%	9 5%
8	55 14%	32 14%	32 14%	29 13%	20 10%	21 12%	20 12%	20 12%	23 13%	32 16%	17 9%	35 18%	19 11%	35 16%	10 13%	43 15%	9 8%	23 18%	24 15%
7	64 16%	41 18%	37 16%	34 15%	33 16%	30 18%	33 20%	26 16%	32 18%	30 15%	43 23%	19 10%	40 23%	24 11%	19 25%	38 14%	25 22%	12 10%	27 17%
6	40 10%	22 9%	21 9%	23 10%	22 11%	18 10%	17 10%	15 9%	12 7%	20 10%	15 8%	16 9%	18 10%	21 9%	9 12%	22 8%	9 8%	13 10%	18 11%
5	72 18%	48 21%	46 20%	48 21%	40 20%	37 22%	41 24%	39 24%	32 18%	32 16%	43 23%	26 14%	35 20%	38 17%	16 21%	48 17%	24 21%	16 13%	32 20%
4	20 5%	14 6%	14 6%	11 5%	14 7%	12 7%	10 6%	10 6%	13 8%	6 3%	10 5%	8 4%	14 8%	7 3%	15 2%	5 5%	8 7%	4 3%	9 5%
3	23 6%	14 6%	10 4%	12 5%	14 7%	9 5%	8 5%	10 6%	10 6%	13 6%	12 6%	10 6%	10 6%	13 6%	7 10%	14 5%	9 8%	9 7%	5 3%
2	16 4%	8 3%	8 3%	11 5%	7 3%	5 3%	8 5%	4 2%	2 1%	14 7%	6 3%	10 5%	4 2%	11 5%	1 2%	14 5%	1 1%	9 7%	6 4%
1	8 2%	5 2%	5 2%	5 2%	7 3%	2 1%	2 1%	3 2%	6 3%	3 1%	5 2%	4 2%	3 2%	5 2%	1 2%	5 2%	4 3%	2 1%	3 2%
DON'T KNOW/REFUSED	2 -	- -	1 -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 -	- -	1 -	- -	1 -	- -	- -	2 1%
MEAN	6.7	6.5	6.7	6.5	6.3	6.6	6.4	6.5	6.7	6.7	6.3	7.0	6.4	6.8	6.4	6.8	6.4	6.9	6.6

Table 14-6
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 6

-----GREATER MN REGION-----

===== REGION =====

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	71 23%	10 18%	8 16%	16 32%	15 29%	11 22%	12 24%
8-10 ----	140 46%	25 46%	24 48%	23 46%	24 47%	25 49%	20 39%
5-7 ---	115 38%	24 44%	14 28%	20 39%	20 39%	17 33%	21 42%
1-4 ---	47 15%	5 10%	12 24%	5 11%	7 14%	8 16%	9 18%
9	10 3%	2 3%	6 12%	-	-	2 4%	-
8	59 19%	13 25%	10 20%	7 14%	9 18%	12 24%	8 16%
7	46 15%	12 21%	6 12%	5 11%	9 18%	6 12%	8 16%
6	14 5%	3 5%	2 4%	4 7%	2 4%	3 6%	1 3%
5	55 18%	10 18%	6 12%	11 21%	9 18%	8 16%	12 24%
4	20 7%	2 3%	6 12%	-	3 6%	4 8%	5 11%
3	15 5%	3 5%	4 8%	2 4%	3 6%	1 2%	3 5%
2	6 2%	-	2 4%	2 4%	-	1 2%	1 3%
1	6 2%	1 2%	-	2 4%	1 2%	2 4%	-
DON'T KNOW/REFUSED	3 1%	-	-	2 4%	-	1 2%	-
MEAN	6.9	7.0	6.8	7.1	7.1	6.9	6.7

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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	66	19	15	7	9	16	34	32	28	18	11	45	14	5	4	6	7	3	14	51	39	5	1	14
--	17%	13%	18%	15%	21%	19%	15%	18%	21%	16%	12%	22%	12%	9%	8%	16%	16%	11%	21%	16%	25%	7%	5%	18%
8-10	122	40	27	13	13	28	67	55	51	34	19	77	30	11	8	15	18	6	23	93	62	14	7	24
----	30%	29%	31%	27%	31%	35%	30%	32%	38%	29%	21%	38%	25%	20%	18%	38%	38%	20%	35%	30%	41%	18%	31%	32%
5-7	164	56	37	22	17	32	92	72	47	46	48	74	60	22	25	20	17	14	25	130	56	40	10	34
---	41%	40%	42%	46%	40%	39%	41%	41%	35%	40%	53%	36%	50%	39%	54%	52%	36%	45%	40%	41%	37%	51%	43%	44%
1-4	113	44	23	13	13	21	67	46	36	36	23	52	30	23	13	4	11	11	16	90	34	25	6	19
---	28%	31%	27%	27%	29%	25%	30%	27%	27%	31%	26%	25%	25%	41%	29%	10%	24%	35%	25%	29%	22%	31%	26%	24%
9	16	6	2	5	-	3	8	8	7	3	2	10	4	2	2	-	3	-	3	11	6	3	2	6
	4%	4%	2%	10%	-	4%	4%	5%	5%	3%	2%	5%	3%	4%	4%	-	5%	-	5%	4%	4%	3%	8%	8%
8	40	15	10	1	4	10	25	15	16	13	5	22	12	4	3	9	8	3	6	31	18	6	4	5
	10%	11%	12%	2%	9%	12%	11%	8%	12%	11%	6%	11%	10%	6%	6%	22%	17%	9%	9%	10%	12%	8%	18%	6%
7	55	21	10	11	5	9	31	25	13	19	14	27	21	4	6	8	7	7	13	40	23	11	4	10
	14%	15%	12%	22%	11%	11%	14%	14%	10%	16%	15%	13%	17%	7%	14%	20%	15%	22%	20%	13%	15%	15%	17%	12%
6	26	10	7	1	3	5	17	9	7	9	8	11	12	2	7	5	2	-	3	23	10	8	1	3
	6%	7%	9%	2%	6%	6%	8%	5%	5%	7%	9%	6%	10%	4%	15%	12%	4%	-	4%	7%	6%	10%	6%	4%
5	83	26	19	10	10	18	45	38	27	19	27	36	26	16	12	8	8	7	10	66	24	21	5	22
	21%	18%	22%	21%	23%	22%	20%	22%	20%	16%	30%	18%	22%	28%	25%	19%	17%	23%	15%	21%	15%	26%	20%	28%
4	42	17	9	5	5	8	25	17	12	18	7	17	13	11	1	1	7	5	4	37	6	12	2	9
	10%	12%	10%	10%	11%	9%	11%	10%	9%	15%	7%	9%	11%	19%	2%	2%	15%	16%	7%	12%	4%	15%	10%	12%
3	36	15	6	5	6	5	20	16	12	12	8	16	10	5	4	2	4	3	8	24	16	5	-	6
	9%	10%	6%	10%	14%	6%	9%	9%	9%	10%	8%	8%	9%	9%	9%	5%	8%	9%	12%	8%	11%	7%	-	8%
2	19	8	5	4	-	2	13	6	6	6	5	10	4	5	3	-	-	3	3	16	4	6	1	2
	5%	5%	6%	8%	-	3%	6%	3%	5%	5%	5%	5%	3%	9%	7%	-	-	10%	4%	5%	3%	8%	4%	2%
1	16	5	4	-	2	6	9	8	6	-	4	8	4	2	5	1	1	-	1	13	8	1	3	2
	4%	4%	4%	-	5%	7%	4%	5%	5%	-	4%	4%	3%	4%	10%	3%	2%	-	1%	4%	5%	1%	12%	3%
DON'T KNOW/REFUSED	1	-	-	-	-	1	-	1	1	-	-	1	-	-	-	-	1	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	2%	-	-	-	-	-	-	-
MEAN	6.0	5.9	6.1	6.2	6.1	6.2	6.0	6.1	6.3	6.1	5.7	6.4	6.0	5.2	5.3	6.8	6.5	5.6	6.5	6.0	6.6	5.5	5.8	6.2

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
10	66	14	31	45	19	3	14	48	3	55	8	15	31	18	10	37	17	21	20	24	3	60	4	1
--	17%	8%	19%	13%	37%	4%	8%	36%	5%	28%	6%	12%	31%	11%	10%	36%	9%	16%	23%	13%	5%	18%	16%	4%
8-10	122	34	53	86	32	6	29	81	6	97	18	21	50	48	17	54	46	39	36	46	12	107	6	5
----	30%	19%	32%	25%	64%	9%	16%	61%	11%	49%	13%	17%	49%	30%	16%	52%	25%	30%	40%	26%	21%	33%	25%	15%
5-7	164	83	72	155	8	23	99	32	21	74	64	55	31	69	53	29	81	56	35	71	26	134	7	14
---	41%	46%	44%	45%	17%	34%	55%	24%	36%	37%	47%	45%	31%	43%	50%	28%	44%	43%	39%	40%	46%	41%	30%	46%
1-4	113	63	39	102	10	39	51	20	30	27	53	48	20	44	35	20	55	36	18	58	19	82	11	12
---	28%	35%	24%	30%	20%	57%	28%	15%	53%	14%	39%	39%	19%	27%	34%	20%	30%	27%	21%	33%	33%	25%	44%	38%
9	16	3	6	9	6	-	6	6	-	15	1	1	9	6	1	9	5	7	3	5	1	14	-	2
	4%	2%	4%	3%	11%	-	3%	5%	-	8%	1%	1%	8%	4%	1%	8%	3%	5%	4%	3%	2%	4%	-	8%
8	40	16	16	32	8	3	9	26	4	27	9	5	10	24	6	9	23	11	12	17	8	34	2	1
	10%	9%	10%	9%	15%	4%	5%	20%	7%	14%	7%	4%	10%	15%	6%	8%	13%	8%	13%	10%	14%	10%	10%	4%
7	55	28	23	51	5	8	33	14	7	28	18	15	11	26	16	11	27	20	11	23	11	48	4	-
	14%	15%	14%	15%	9%	12%	19%	10%	12%	14%	13%	12%	11%	16%	15%	11%	15%	15%	13%	13%	20%	15%	17%	-
6	26	11	13	24	2	4	17	3	4	9	11	7	8	11	6	6	14	9	8	9	3	24	1	1
	6%	6%	8%	7%	4%	6%	9%	3%	8%	5%	8%	6%	8%	7%	5%	5%	8%	7%	9%	5%	5%	7%	4%	4%
5	83	44	36	80	2	11	49	15	9	37	34	33	13	33	31	12	39	28	15	39	12	62	2	13
	21%	25%	22%	23%	4%	16%	27%	11%	17%	19%	25%	27%	13%	21%	30%	12%	22%	21%	17%	22%	22%	19%	10%	43%
4	42	20	20	40	2	11	21	7	9	18	14	14	12	16	9	11	20	11	10	21	4	30	7	4
	10%	11%	12%	12%	5%	15%	12%	5%	16%	9%	11%	11%	12%	10%	9%	11%	11%	9%	11%	12%	7%	9%	29%	12%
3	36	25	8	32	4	13	16	7	10	5	21	19	2	14	15	1	20	16	4	15	7	26	1	4
	9%	14%	5%	9%	7%	18%	9%	6%	18%	2%	15%	16%	2%	8%	14%	1%	11%	13%	4%	8%	12%	8%	5%	12%
2	19	7	10	17	2	7	10	2	6	3	11	8	3	7	5	5	7	4	3	12	4	14	1	4
	5%	4%	6%	5%	4%	11%	5%	1%	10%	1%	8%	6%	3%	4%	5%	5%	4%	3%	3%	7%	6%	4%	5%	12%
1	16	11	2	13	2	9	4	4	5	2	7	6	3	7	6	3	8	4	2	11	5	12	1	1
	4%	6%	1%	4%	4%	13%	2%	3%	9%	1%	5%	5%	3%	5%	6%	3%	4%	3%	2%	6%	8%	4%	5%	3%
DON'T KNOW/REFUSED	1	-	-	-	-	-	1	-	-	-	1	-	-	-	-	-	1	-	-	1	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-
MEAN	6.0	5.3	6.3	5.8	7.5	4.3	5.6	7.5	4.6	7.2	5.0	5.2	7.1	6.0	5.3	7.2	5.7	6.1	6.7	5.7	5.4	6.2	5.7	4.8

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
10	66 17%	50 17%	16 16%	7 8%	12 16%	30 22%	12 16%	6 6%	11 8%	47 31%	15 10%	28 15%	43 13%	20 38%	15 9%	35 28%	18 15%	5 8%	16 30%	13 23%	6 18%	7 27%	50 17%	14 14%
8-10	122 30%	86 29%	35 35%	22 26%	19 25%	47 35%	23 29%	11 12%	25 18%	76 49%	26 17%	59 31%	85 25%	33 63%	37 23%	54 44%	36 29%	13 22%	25 46%	18 33%	14 44%	9 36%	92 32%	27 26%
5-7	164 41%	123 41%	41 41%	34 40%	37 51%	56 42%	29 37%	33 37%	74 53%	53 34%	68 44%	85 45%	153 45%	10 19%	66 42%	52 42%	41 33%	29 47%	24 44%	20 36%	11 33%	12 49%	113 39%	48 47%
1-4	113 28%	89 30%	25 24%	29 34%	17 24%	31 23%	26 33%	45 51%	41 29%	26 17%	60 39%	44 24%	104 30%	9 18%	54 34%	18 14%	46 37%	19 31%	5 10%	17 30%	8 24%	4 15%	85 29%	27 27%
9	16 4%	9 3%	7 7%	3 3%	2 3%	6 5%	3 3%	1 1%	2 1%	9 6%	1 1%	8 4%	9 3%	7 14%	6 4%	5 4%	5 4%	2 3%	3 5%	-	4 13%	1 4%	12 4%	4 4%
8	40 10%	27 9%	13 13%	12 14%	5 7%	11 8%	8 10%	4 5%	12 9%	20 13%	9 6%	23 12%	33 10%	6 12%	16 10%	15 12%	13 11%	7 11%	6 11%	6 10%	4 13%	1 5%	30 10%	9 9%
7	55 14%	44 15%	12 11%	13 15%	17 23%	14 11%	10 13%	6 7%	23 17%	25 16%	18 12%	36 19%	54 16%	2 4%	20 13%	23 18%	13 11%	11 18%	8 15%	5 9%	5 14%	4 16%	40 14%	13 13%
6	26 6%	22 7%	4 4%	8 9%	1 2%	13 10%	4 5%	6 7%	13 9%	7 5%	13 8%	11 6%	24 7%	2 3%	11 7%	8 6%	6 5%	2 3%	2 4%	2 4%	2 5%	3 12%	18 6%	8 7%
5	83 21%	58 19%	25 25%	13 16%	19 26%	29 22%	15 19%	21 23%	37 27%	21 13%	37 24%	38 20%	75 22%	7 13%	35 22%	22 18%	22 18%	16 26%	13 25%	13 23%	4 13%	5 22%	55 19%	28 27%
4	42 10%	31 10%	11 11%	11 13%	6 9%	14 11%	9 12%	10 12%	19 14%	11 7%	23 15%	15 8%	38 11%	4 7%	22 14%	4 3%	16 13%	4 7%	4 7%	8 15%	3 11%	1 4%	31 11%	11 10%
3	36 9%	30 10%	6 6%	11 13%	6 9%	7 5%	7 8%	17 20%	9 7%	8 5%	20 13%	15 8%	35 10%	1 2%	12 8%	10 8%	21 17%	7 12%	1 2%	4 7%	1 3%	2 7%	26 9%	8 8%
2	19 5%	15 5%	4 4%	3 4%	3 4%	7 5%	4 6%	7 8%	8 6%	4 2%	8 5%	9 5%	17 5%	2 4%	11 7%	1 1%	6 5%	6 10%	-	1 2%	3 11%	1 4%	16 6%	3 3%
1	16 4%	13 4%	4 4%	3 4%	2 3%	3 2%	6 7%	10 11%	4 3%	2 2%	8 5%	5 3%	14 4%	3 5%	8 5%	2 2%	3 2%	1 2%	1 1%	4 7%	-	-	11 4%	6 5%
DON'T KNOW/REFUSED	1 -	1 -	-	-	-	-	1 1%	-	-	-	-	1 -	1 -	-	-	-	-	-	-	1 1%	-	-	1 -	-
MEAN	6.0	6.0	6.2	5.7	6.1	6.4	5.8	4.5	5.6	7.2	5.2	6.2	5.8	7.5	5.5	7.0	5.8	5.5	7.2	6.0	6.6	6.8	6.1	5.9

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 +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVTMT	STRIGY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218	
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%	
10	66	28	31	8	9	8	8	5	7	42	12	4	8	36	18	11	22	6	14	14	20	31	
--	17%	16%	19%	10%	15%	13%	18%	11%	17%	19%	13%	9%	20%	22%	11%	18%	13%	11%	14%	27%	20%	14%	
8-10	122	52	61	19	15	18	14	6	10	75	21	11	13	66	42	13	44	17	38	19	33	64	
----	30%	30%	38%	26%	24%	28%	29%	14%	23%	34%	24%	23%	36%	40%	25%	21%	27%	31%	38%	37%	33%	30%	
5-7	164	78	63	32	27	21	26	23	21	82	42	18	17	63	78	23	70	26	34	18	40	90	
---	41%	45%	39%	42%	41%	33%	54%	53%	50%	37%	47%	39%	45%	38%	45%	38%	44%	48%	34%	35%	40%	41%	
1-4	113	44	38	24	22	24	8	14	11	62	26	17	7	35	51	25	47	12	26	14	26	64	
---	28%	25%	24%	32%	35%	39%	17%	33%	27%	28%	29%	38%	19%	22%	30%	41%	29%	21%	26%	27%	26%	29%	
9	16	8	9	1	3	2	1	-	-	12	1	2	1	9	7	-	4	4	6	-	3	8	
	4%	5%	6%	1%	5%	3%	2%	-	-	5%	1%	4%	2%	6%	4%	-	3%	7%	6%	-	3%	4%	
8	40	16	21	11	3	8	4	1	2	22	8	5	5	20	18	2	18	7	17	5	10	25	
	10%	9%	13%	14%	4%	12%	9%	2%	6%	10%	9%	10%	13%	12%	10%	3%	11%	13%	17%	10%	10%	12%	
7	55	27	21	8	10	9	10	9	8	32	10	7	7	20	27	9	22	9	8	5	7	30	
	14%	15%	13%	10%	16%	14%	21%	21%	20%	15%	11%	15%	18%	12%	16%	15%	14%	16%	8%	10%	7%	14%	
6	26	11	9	5	4	2	5	4	3	12	6	4	2	10	13	3	12	4	8	3	6	16	
	6%	6%	6%	7%	6%	3%	10%	9%	7%	5%	6%	9%	5%	6%	8%	4%	7%	8%	8%	6%	6%	7%	
5	83	40	33	19	12	10	11	10	10	39	27	7	9	34	37	11	36	12	19	10	28	44	
	21%	23%	20%	25%	19%	16%	24%	23%	23%	18%	30%	15%	23%	21%	22%	18%	23%	23%	19%	20%	28%	20%	
4	42	19	15	6	8	12	3	3	5	21	6	10	5	14	21	7	18	6	9	5	8	23	
	10%	11%	9%	8%	13%	19%	7%	8%	12%	10%	7%	21%	12%	9%	12%	11%	11%	11%	9%	10%	8%	11%	
3	36	11	17	7	8	7	3	8	2	20	8	5	2	7	19	9	14	4	10	6	10	19	
	9%	6%	10%	10%	12%	12%	6%	17%	5%	9%	9%	10%	5%	4%	11%	16%	9%	7%	10%	12%	10%	9%	
2	19	7	5	8	4	2	2	4	2	9	8	1	1	8	7	3	10	1	6	-	3	13	
	5%	4%	3%	11%	7%	3%	3%	8%	4%	4%	9%	2%	3%	5%	4%	4%	6%	2%	6%	-	3%	6%	
1	16	7	2	3	2	3	-	-	2	11	3	2	-	6	4	6	5	1	2	3	5	9	
	4%	4%	1%	4%	3%	5%	-	-	5%	5%	3%	4%	-	4%	3%	10%	3%	2%	2%	6%	5%	4%	
DON'T KNOW/REFUSED	1	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	2	-	1	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2%	-	1%	-	
MEAN	6.0	6.1	6.4	5.5	5.8	5.7	6.5	5.5	6.0	6.2	5.6	5.7	6.6	6.5	5.8	5.4	5.9	6.3	6.2	6.4	6.0	5.9	

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10 --	66 17%	36 15%	41 18%	34 15%	34 17%	29 17%	23 14%	25 15%	31 18%	33 17%	25 14%	39 21%	23 13%	41 19%	7 9%	55 19%	19 17%	28 22%	18 12%
8-10 ----	122 30%	65 28%	74 32%	63 28%	56 28%	49 29%	44 26%	45 28%	55 32%	61 31%	49 26%	69 37%	41 24%	76 35%	15 20%	99 35%	33 29%	48 37%	42 26%
5-7 ---	164 41%	103 44%	100 43%	105 46%	89 44%	77 45%	80 47%	76 48%	67 38%	82 41%	82 44%	67 36%	81 47%	81 37%	39 52%	107 38%	45 41%	47 36%	72 45%
1-4 ---	113 28%	65 28%	59 25%	57 25%	55 27%	44 26%	47 27%	39 24%	52 30%	55 28%	55 29%	51 27%	51 29%	60 27%	20 27%	76 27%	34 30%	34 27%	45 28%
9	16 4%	11 5%	9 4%	10 5%	5 3%	9 5%	7 4%	9 5%	5 3%	9 5%	5 3%	11 6%	7 4%	8 4%	- -	14 5%	1 1%	6 4%	10 6%
8	40 10%	18 8%	24 10%	19 8%	18 9%	11 7%	13 8%	12 7%	19 11%	19 9%	18 10%	20 10%	12 7%	27 12%	8 11%	30 11%	13 11%	14 11%	13 8%
7	55 14%	34 15%	35 15%	31 14%	27 13%	23 13%	25 15%	23 14%	22 13%	28 14%	26 14%	25 13%	30 18%	24 11%	15 20%	37 13%	12 11%	15 12%	28 18%
6	26 6%	18 8%	18 8%	18 8%	13 7%	16 9%	13 7%	15 9%	11 7%	12 6%	9 5%	14 7%	12 7%	14 6%	6 8%	17 6%	6 5%	8 6%	12 7%
5	83 21%	51 22%	46 20%	55 24%	49 24%	39 23%	42 25%	39 24%	33 19%	42 21%	47 25%	28 15%	38 22%	43 20%	19 25%	52 19%	27 24%	24 18%	32 20%
4	42 10%	23 10%	22 9%	20 9%	16 8%	15 9%	15 9%	11 7%	16 9%	23 12%	18 10%	21 11%	20 12%	20 9%	6 8%	29 10%	7 6%	14 11%	21 13%
3	36 9%	22 10%	20 8%	22 10%	19 10%	15 9%	18 11%	16 10%	19 11%	14 7%	19 10%	14 7%	15 9%	21 10%	10 13%	19 7%	15 13%	10 7%	11 7%
2	19 5%	11 5%	10 4%	7 3%	10 5%	10 6%	7 4%	6 4%	12 7%	7 4%	12 6%	7 4%	10 6%	8 4%	1 2%	15 5%	8 8%	4 3%	7 4%
1	16 4%	9 4%	8 4%	8 3%	9 5%	4 2%	6 4%	6 4%	6 3%	10 5%	6 3%	10 5%	5 3%	11 5%	3 4%	12 4%	4 3%	7 6%	5 3%
DON'T KNOW/REFUSED	1 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -	1 -	- -	1 -	- -	- -	1 -
MEAN	6.0	6.0	6.2	6.0	5.9	6.1	5.9	6.1	6.0	6.1	5.8	6.3	5.9	6.2	5.7	6.2	5.8	6.3	6.0

Table 15-6
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 6

-----GREATER MN REGION-----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	54 18%	6 11%	2 4%	12 25%	14 27%	8 16%	12 24%
8-10 ----	106 35%	17 31%	18 36%	20 39%	19 37%	16 31%	17 34%
5-7 ---	118 39%	26 48%	20 40%	14 29%	18 35%	21 41%	20 39%
1-4 ---	78 25%	12 21%	12 24%	14 29%	14 27%	13 25%	13 26%
9	13 4%	4 7%	4 8%	2 4%	-	2 4%	1 3%
8	39 13%	7 13%	12 24%	5 11%	5 10%	6 12%	4 8%
7	28 9%	9 16%	6 12%	2 4%	5 10%	4 8%	3 5%
6	21 7%	4 8%	6 12%	2 4%	3 6%	1 2%	5 11%
5	69 23%	12 23%	8 16%	11 21%	10 20%	16 31%	12 24%
4	28 9%	6 11%	4 8%	5 11%	5 10%	4 8%	4 8%
3	29 9%	4 7%	6 12%	4 7%	6 12%	3 6%	7 13%
2	10 3%	1 2%	2 4%	4 7%	-	2 4%	1 3%
1	11 4%	1 2%	-	2 4%	3 6%	4 8%	1 3%
DON'T KNOW/REFUSED	3 1%	-	-	2 4%	-	1 2%	-
MEAN	6.2	6.3	6.2	6.3	6.4	5.9	6.2

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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	96	34	16	13	14	19	50	46	31	33	17	54	30	10	11	10	12	4	17	76	54	10	3	19
--	24%	24%	19%	28%	32%	23%	22%	27%	23%	28%	19%	26%	25%	18%	23%	26%	26%	13%	26%	24%	35%	13%	15%	25%
8-10	171	68	34	19	19	32	102	69	47	64	36	91	50	21	15	20	22	12	24	138	77	35	8	31
----	43%	49%	39%	39%	44%	38%	45%	40%	35%	55%	40%	45%	42%	38%	32%	52%	48%	38%	37%	44%	50%	44%	34%	40%
5-7	140	49	28	14	15	34	77	63	43	38	36	62	54	20	17	12	20	14	22	111	43	24	9	34
---	35%	35%	32%	29%	35%	42%	34%	36%	32%	32%	40%	30%	45%	37%	36%	32%	42%	44%	35%	35%	28%	31%	40%	44%
1-4	85	21	25	16	8	16	46	39	44	15	17	48	16	14	15	5	4	6	17	62	32	20	6	10
---	21%	15%	28%	32%	19%	19%	20%	23%	33%	13%	19%	23%	13%	25%	32%	14%	8%	18%	26%	20%	21%	25%	27%	13%
9	27	18	3	1	2	3	20	6	8	9	5	13	10	1	3	3	2	3	3	22	8	11	2	3
	7%	13%	3%	2%	5%	3%	9%	4%	6%	7%	6%	8%	8%	2%	6%	8%	4%	9%	4%	7%	5%	15%	7%	4%
8	49	17	15	4	3	9	32	17	8	22	14	25	10	10	2	7	8	5	4	41	16	13	3	8
	12%	12%	17%	9%	7%	12%	14%	10%	6%	19%	16%	12%	8%	18%	3%	18%	18%	16%	7%	13%	10%	16%	11%	11%
7	49	22	8	6	4	10	29	20	15	11	16	23	16	11	6	4	3	3	9	38	18	7	2	13
	12%	16%	9%	12%	9%	12%	13%	11%	11%	10%	18%	11%	13%	20%	12%	11%	6%	10%	13%	12%	12%	9%	8%	17%
6	27	7	7	1	3	9	14	13	4	11	6	7	15	3	3	2	8	1	1	24	8	4	2	7
	7%	5%	8%	2%	6%	11%	6%	7%	3%	10%	6%	3%	13%	6%	7%	5%	17%	4%	1%	8%	5%	10%	10%	9%
5	64	20	13	7	9	15	34	31	24	15	14	32	23	6	8	6	9	10	13	49	17	14	5	14
	16%	14%	15%	14%	20%	19%	15%	18%	18%	13%	16%	16%	19%	11%	18%	15%	19%	31%	20%	15%	11%	17%	21%	18%
4	16	7	5	-	1	2	13	3	6	3	4	7	5	1	4	1	1	3	2	13	4	5	3	3
	4%	5%	6%	-	2%	3%	6%	2%	4%	2%	4%	4%	4%	2%	8%	2%	2%	10%	3%	4%	3%	6%	13%	4%
3	20	6	4	5	-	5	10	10	8	7	3	9	4	5	3	3	1	1	3	15	5	3	1	4
	5%	4%	4%	10%	-	7%	4%	6%	6%	6%	4%	4%	3%	9%	7%	7%	3%	2%	4%	5%	3%	4%	5%	5%
2	17	4	5	5	2	2	8	8	7	3	7	6	4	6	2	-	-	1	5	11	3	8	1	1
	4%	3%	6%	10%	5%	2%	4%	5%	5%	2%	8%	3%	4%	11%	4%	-	-	3%	8%	4%	2%	10%	5%	1%
1	32	4	11	6	5	7	15	18	23	3	3	25	3	2	6	2	2	1	7	23	20	5	1	3
	8%	3%	12%	13%	11%	8%	6%	10%	17%	2%	3%	12%	2%	4%	13%	4%	4%	3%	10%	7%	13%	6%	4%	4%
DON'T KNOW/REFUSED	3	1	1	-	1	1	2	2	1	-	1	3	-	-	-	1	1	-	1	3	1	-	-	2
	1%	1%	1%	-	2%	1%	1%	1%	1%	-	1%	2%	-	-	-	2%	2%	-	1%	1%	-	-	-	2%
MEAN	6.6	7.1	6.0	6.0	6.7	6.5	6.7	6.4	5.8	7.3	6.6	6.5	6.9	6.3	5.9	7.1	7.1	6.4	6.2	6.7	6.9	6.3	6.1	6.9

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN	FLAT	RECES	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
					CONF																					
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31		
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%		
10	96	40	36	77	18	11	35	43	11	64	20	22	32	41	20	40	37	35	23	38	13	84	6	4		
--	24%	23%	22%	22%	36%	16%	19%	32%	20%	32%	14%	17%	31%	26%	19%	38%	20%	27%	26%	22%	23%	26%	26%	11%		
8-10	171	69	73	142	26	26	68	69	22	111	37	43	49	70	40	56	71	55	48	66	20	142	10	11		
----	43%	39%	44%	41%	52%	38%	38%	52%	38%	56%	27%	35%	49%	44%	38%	53%	39%	42%	54%	37%	36%	44%	40%	37%		
5-7	140	71	60	131	8	18	78	35	21	53	64	50	32	54	43	25	69	46	23	71	25	115	10	11		
---	35%	40%	36%	38%	16%	27%	43%	27%	36%	27%	47%	40%	32%	33%	41%	24%	38%	35%	26%	40%	43%	36%	40%	34%		
1-4	85	37	31	68	16	24	32	26	14	34	34	30	19	35	23	23	39	28	17	38	12	64	5	9		
---	21%	21%	19%	20%	32%	35%	18%	19%	24%	17%	25%	24%	19%	21%	22%	22%	21%	22%	19%	22%	20%	20%	20%	29%		
9	27	10	13	23	4	6	11	10	4	17	5	5	6	12	7	5	14	4	11	10	3	23	-	1		
	7%	6%	8%	7%	7%	9%	6%	8%	7%	9%	4%	4%	6%	7%	7%	4%	8%	3%	13%	6%	4%	7%	-	4%		
8	49	19	23	42	4	9	22	17	6	30	12	16	11	17	13	11	20	16	14	18	5	35	3	7		
	12%	10%	14%	12%	9%	13%	13%	13%	11%	15%	9%	13%	11%	11%	12%	11%	11%	12%	15%	10%	9%	11%	14%	21%		
7	49	21	24	45	3	3	31	12	5	22	23	12	12	24	9	9	29	15	12	22	10	38	5	6		
	12%	12%	15%	13%	5%	4%	17%	9%	9%	11%	17%	10%	12%	15%	9%	9%	16%	11%	14%	12%	17%	12%	20%	19%		
6	27	17	9	25	2	5	16	4	7	7	12	12	10	5	11	9	7	8	6	13	1	22	1	2		
	7%	9%	5%	7%	3%	8%	9%	3%	12%	4%	9%	10%	10%	3%	11%	9%	4%	6%	6%	7%	2%	7%	5%	7%		
5	64	34	27	61	4	10	31	20	9	24	29	26	10	25	22	7	33	23	5	36	14	55	4	2		
	16%	19%	16%	18%	7%	15%	17%	15%	16%	12%	22%	21%	10%	16%	21%	7%	18%	18%	6%	20%	24%	17%	15%	8%		
4	16	6	8	14	2	3	10	1	4	3	8	7	2	7	3	2	11	8	3	5	2	12	-	1		
	4%	3%	5%	4%	4%	4%	5%	1%	7%	2%	6%	6%	2%	4%	3%	2%	6%	6%	3%	3%	4%	4%	-	3%		
3	20	10	8	18	2	8	4	7	2	9	7	8	6	6	6	5	9	6	7	6	1	13	5	-		
	5%	6%	5%	5%	4%	12%	2%	5%	4%	5%	5%	6%	6%	3%	6%	4%	5%	5%	8%	3%	3%	4%	20%	-		
2	17	10	5	15	2	10	5	2	2	4	11	9	-	7	8	5	5	4	2	11	1	11	-	6		
	4%	5%	3%	4%	4%	15%	3%	2%	3%	2%	8%	8%	-	5%	7%	4%	3%	3%	2%	6%	2%	3%	-	19%		
1	32	12	10	21	10	3	13	16	6	18	8	6	12	14	6	12	14	10	5	17	7	28	-	2		
	8%	7%	6%	6%	21%	4%	7%	12%	10%	9%	6%	5%	12%	9%	6%	12%	8%	7%	6%	9%	12%	9%	-	7%		
DON'T KNOW/REFUSED	3	2	-	2	-	-	2	2	1	-	1	-	-	3	-	-	3	1	1	2	1	3	-	-		
	1%	1%	-	1%	-	-	1%	1%	2%	-	1%	-	-	2%	-	-	2%	1%	1%	1%	2%	1%	-	-		
MEAN	6.6	6.4	6.7	6.6	6.5	5.8	6.6	6.9	6.3	7.1	5.9	6.1	6.9	6.6	6.3	7.0	6.5	6.6	7.1	6.3	6.3	6.7	6.8	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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPT'L TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	299	101	84	73	135	78	88	140	155	153	189	342	53	157	125	122	61	54	56	32	24	291	102
	100%	75%	25%	21%	18%	34%	19%	22%	35%	39%	38%	47%	86%	13%	39%	31%	31%	15%	13%	14%	8%	6%	73%	26%
10	96	66	30	12	18	44	16	18	20	52	31	47	78	17	31	36	25	15	12	31	7	8	73	22
--	24%	22%	29%	15%	25%	32%	21%	21%	14%	34%	20%	25%	23%	32%	20%	29%	24%	22%	55%	21%	33%	25%	21%	
8-10	171	129	42	18	34	77	30	27	53	83	55	85	141	27	63	54	50	21	23	41	13	13	120	47
----	43%	43%	42%	21%	46%	57%	39%	31%	38%	54%	36%	45%	41%	50%	40%	43%	41%	34%	43%	73%	42%	55%	41%	46%
5-7	140	98	42	42	24	40	23	34	58	45	55	73	128	11	56	47	46	27	18	12	12	7	101	38
---	35%	33%	42%	50%	34%	30%	30%	38%	41%	29%	36%	38%	37%	21%	36%	38%	38%	43%	34%	22%	38%	28%	35%	37%
1-4	85	70	15	23	14	18	24	28	28	26	41	29	70	15	37	22	26	14	12	2	7	4	67	17
---	21%	24%	14%	28%	19%	13%	31%	31%	20%	17%	27%	15%	20%	28%	23%	17%	22%	22%	22%	3%	20%	17%	23%	17%
9	27	21	6	3	3	12	6	5	9	11	7	15	21	4	11	5	12	3	4	6	-	1	16	11
	7%	7%	6%	3%	4%	9%	8%	5%	7%	7%	4%	8%	6%	8%	7%	4%	10%	5%	7%	11%	-	4%	5%	11%
8	49	42	7	3	12	21	8	4	24	20	17	24	41	5	21	12	13	3	8	4	7	4	31	15
	12%	14%	7%	3%	17%	16%	10%	5%	17%	13%	11%	12%	12%	10%	13%	10%	10%	6%	15%	7%	21%	18%	11%	15%
7	49	38	11	13	9	13	11	13	17	15	16	26	43	7	19	15	16	10	8	5	5	3	38	10
	12%	13%	11%	15%	13%	10%	14%	15%	12%	10%	11%	14%	12%	12%	12%	12%	13%	16%	15%	8%	15%	13%	13%	10%
6	27	18	8	8	1	14	3	7	12	8	17	9	26	1	10	13	8	5	1	4	2	1	18	9
	7%	6%	8%	9%	2%	10%	3%	8%	9%	5%	11%	5%	8%	2%	6%	11%	7%	8%	2%	7%	5%	4%	6%	9%
5	64	41	23	22	14	13	10	13	29	22	22	37	60	4	27	19	22	11	9	4	6	3	46	18
	16%	14%	23%	26%	19%	10%	13%	15%	21%	14%	15%	20%	17%	7%	17%	15%	18%	19%	17%	7%	18%	11%	16%	18%
4	16	15	1	5	4	1	5	7	3	5	7	6	13	3	8	3	6	3	1	-	1	1	10	6
	4%	5%	1%	6%	5%	1%	6%	8%	2%	3%	5%	3%	4%	5%	5%	3%	5%	5%	2%	-	3%	4%	3%	6%
3	20	19	1	6	6	6	1	8	7	6	14	4	18	2	11	4	5	3	2	1	1	2	15	4
	5%	6%	1%	8%	8%	4%	1%	9%	5%	4%	9%	2%	5%	4%	7%	3%	4%	5%	3%	2%	4%	8%	5%	4%
2	17	13	4	5	1	5	5	8	6	2	7	10	17	-	8	3	4	5	2	-	1	1	14	3
	4%	4%	4%	6%	2%	3%	6%	9%	5%	1%	4%	5%	5%	-	5%	2%	4%	7%	3%	-	3%	5%	5%	3%
1	32	24	8	7	3	7	13	6	11	14	13	9	22	10	10	11	11	3	7	1	4	-	28	4
	8%	8%	8%	8%	4%	5%	17%	6%	8%	9%	9%	5%	7%	19%	6%	9%	9%	4%	14%	2%	11%	-	10%	4%
DON'T KNOW/REFUSED	3	2	2	1	1	-	1	-	2	1	1	2	3	-	1	2	-	-	-	1	-	-	3	-
	1%	1%	2%	1%	1%	-	1%	-	1%	1%	1%	1%	1%	-	1%	1%	-	-	-	1%	-	-	1%	-
MEAN	6.6	6.5	6.7	5.6	6.8	7.3	6.0	6.0	6.2	7.1	6.2	6.9	6.5	6.6	6.4	6.8	6.5	6.4	6.4	8.6	6.4	7.3	6.5	6.8

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	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRIGY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%
10	96	42	33	13	14	13	12	9	13	61	13	13	8	54	31	11	35	10	22	18	27	49
---	24%	24%	20%	17%	22%	21%	25%	21%	32%	28%	15%	28%	22%	33%	18%	19%	21%	18%	22%	35%	27%	22%
8-10	171	80	64	26	29	22	21	14	20	99	38	17	16	86	66	19	68	24	32	23	41	98
----	43%	46%	39%	34%	46%	36%	44%	31%	48%	45%	43%	36%	42%	52%	39%	31%	42%	44%	32%	45%	41%	45%
5-7	140	62	61	35	22	23	19	18	14	70	31	19	20	46	73	20	64	19	36	18	43	75
---	35%	35%	38%	47%	34%	36%	39%	42%	34%	32%	34%	41%	53%	28%	43%	33%	40%	36%	36%	35%	43%	34%
1-4	85	31	35	15	13	18	7	11	7	50	21	10	2	31	31	21	28	11	30	9	15	43
---	21%	18%	22%	19%	21%	28%	16%	26%	17%	23%	23%	21%	5%	19%	18%	35%	17%	20%	30%	18%	15%	20%
9	27	16	8	6	6	1	2	2	1	13	7	1	4	14	9	3	11	5	6	2	-	19
	7%	9%	5%	8%	9%	2%	4%	4%	2%	6%	8%	2%	10%	9%	5%	5%	7%	10%	6%	4%	-	9%
8	49	22	23	7	10	8	7	3	6	25	17	3	4	17	25	5	23	9	4	3	14	30
	12%	12%	14%	9%	15%	12%	14%	6%	14%	11%	19%	6%	9%	11%	15%	8%	14%	16%	4%	6%	14%	14%
7	49	18	27	13	8	7	6	8	3	28	11	4	7	16	29	4	20	8	14	4	10	29
	12%	11%	17%	17%	12%	11%	13%	18%	8%	13%	12%	9%	17%	10%	17%	6%	13%	15%	14%	8%	10%	14%
6	27	12	11	7	8	4	4	2	5	12	5	3	6	11	13	3	13	4	6	3	10	13
	7%	7%	7%	9%	13%	7%	8%	4%	13%	6%	6%	7%	17%	7%	8%	5%	8%	7%	6%	6%	10%	6%
5	64	31	23	15	6	11	8	8	6	30	15	12	7	19	31	13	31	8	17	11	23	33
	16%	18%	14%	20%	9%	18%	18%	19%	14%	13%	17%	25%	19%	12%	18%	21%	19%	15%	17%	22%	23%	15%
4	16	7	5	3	2	3	2	4	3	8	3	3	1	5	8	3	7	1	4	1	1	12
	4%	4%	3%	4%	3%	5%	5%	9%	7%	4%	3%	6%	3%	3%	4%	5%	4%	2%	4%	2%	1%	5%
3	20	10	6	4	2	6	1	2	1	10	8	2	-	11	6	2	8	4	9	-	4	10
	5%	6%	4%	5%	3%	10%	2%	5%	3%	4%	9%	4%	-	7%	4%	3%	5%	7%	9%	-	4%	5%
2	17	4	6	6	6	4	2	2	1	9	6	2	-	5	5	7	7	3	4	2	1	8
	4%	2%	4%	8%	10%	6%	4%	4%	3%	4%	6%	5%	-	3%	3%	11%	4%	5%	4%	4%	1%	3%
1	32	10	18	2	3	5	2	4	2	23	4	3	1	10	13	9	7	4	13	6	10	14
	8%	6%	11%	2%	4%	8%	4%	9%	5%	10%	4%	6%	2%	6%	7%	16%	4%	7%	13%	12%	10%	6%
DON'T KNOW/REFUSED	3	1	2	-	-	-	1	-	-	2	-	1	-	1	1	1	1	-	2	1	1	2
	1%	-	1%	-	-	-	2%	-	-	1%	-	2%	-	1%	1%	1%	1%	-	2%	2%	1%	1%
MEAN	6.6	6.8	6.4	6.4	6.7	6.1	6.8	6.2	7.0	6.6	6.4	6.4	7.2	7.1	6.5	5.5	6.7	6.6	6.0	6.7	6.6	6.7

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	96 24%	56 24%	55 23%	53 24%	42 21%	44 26%	37 22%	35 22%	42 24%	51 26%	36 19%	55 29%	34 20%	58 27%	9 12%	82 29%	22 20%	38 29%	36 22%
8-10	171 43%	99 42%	104 45%	98 44%	80 40%	79 47%	69 40%	68 43%	79 46%	83 42%	78 42%	88 47%	68 39%	99 45%	24 32%	142 50%	48 43%	57 44%	66 42%
5-7	140 35%	81 35%	87 38%	86 38%	68 34%	58 34%	64 37%	63 39%	60 34%	69 35%	72 39%	54 29%	71 41%	66 31%	35 47%	84 30%	42 37%	39 31%	59 37%
1-4	85 21%	50 22%	40 17%	40 18%	51 25%	33 19%	37 22%	28 18%	34 20%	46 23%	34 18%	45 24%	32 19%	51 23%	15 20%	54 19%	22 19%	33 25%	31 19%
9	27 7%	12 5%	18 8%	16 7%	12 6%	8 4%	7 4%	9 5%	14 8%	12 6%	12 6%	14 7%	8 4%	18 8%	4 6%	22 8%	8 7%	8 6%	10 7%
8	49 12%	30 13%	31 13%	29 13%	27 13%	28 16%	24 14%	24 15%	24 14%	20 10%	30 16%	19 10%	26 15%	23 10%	11 14%	38 13%	17 16%	11 9%	20 13%
7	49 12%	25 11%	30 13%	28 12%	22 11%	20 12%	22 13%	23 14%	21 12%	23 12%	24 13%	20 11%	23 13%	24 11%	9 12%	34 12%	14 13%	14 11%	21 13%
6	27 7%	18 8%	19 8%	23 10%	16 8%	14 8%	17 10%	14 9%	9 5%	15 8%	14 8%	9 5%	14 8%	13 6%	6 7%	15 5%	9 8%	8 7%	10 6%
5	64 16%	37 16%	38 16%	35 16%	30 15%	24 14%	25 14%	26 16%	29 17%	31 16%	34 18%	25 13%	34 20%	30 14%	20 27%	35 12%	19 17%	17 13%	29 18%
4	16 4%	12 5%	11 5%	10 4%	9 4%	9 5%	10 6%	7 4%	6 3%	10 5%	7 4%	9 5%	6 3%	10 5%	3 4%	12 4%	2 2%	5 4%	9 6%
3	20 5%	11 5%	10 4%	7 3%	13 7%	5 3%	8 5%	6 4%	5 3%	11 6%	7 4%	11 6%	7 4%	13 6%	5 7%	11 4%	4 3%	10 8%	6 4%
2	17 4%	11 5%	9 4%	7 3%	10 5%	11 6%	8 5%	8 5%	11 6%	6 3%	10 5%	5 3%	13 8%	4 2%	3 4%	10 4%	8 7%	2 1%	7 4%
1	32 8%	16 7%	11 5%	16 7%	19 9%	9 5%	11 7%	7 4%	12 7%	19 10%	10 5%	20 11%	6 4%	24 11%	4 6%	20 7%	8 7%	16 12%	9 5%
DON'T KNOW/REFUSED	3 1%	3 1%	2 1%	2 1%	1 -	- -	1 1%	1 1%	1 -	- -	2 1%	1 -	2 1%	2 1%	1 1%	2 1%	1 1%	- -	3 2%
MEAN	6.6	6.6	6.8	6.7	6.3	6.8	6.5	6.7	6.7	6.5	6.6	6.7	6.5	6.6	6.0	7.0	6.5	6.5	6.6

Table 16-6

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 6

-----GREATER MN REGION-----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	77 25%	10 18%	10 20%	12 25%	18 35%	15 29%	12 24%
8-10 ----	120 39%	24 44%	16 32%	16 32%	23 45%	23 45%	18 37%
5-7 ---	117 38%	19 36%	20 40%	16 32%	18 35%	21 41%	22 45%
1-4 ---	65 21%	11 20%	12 24%	18 36%	9 18%	6 12%	9 18%
9	13 4%	5 10%	4 8%	2 4%	2 4%	-	-
8	30 10%	9 16%	2 4%	2 4%	3 6%	8 16%	7 13%
7	36 12%	8 15%	10 20%	4 7%	4 8%	8 16%	3 5%
6	22 7%	4 7%	2 4%	4 7%	3 6%	2 4%	8 16%
5	59 19%	8 15%	8 16%	9 18%	11 22%	11 22%	12 24%
4	7 2%	1 2%	2 4%	2 4%	1 2%	1 2%	-
3	16 5%	4 7%	2 4%	7 14%	-	1 2%	3 5%
2	10 3%	3 5%	4 8%	-	2 4%	1 2%	-
1	32 10%	4 7%	4 8%	9 18%	6 12%	3 6%	7 13%
DON'T KNOW/REFUSED	4 1%	-	2 4%	-	1 2%	1 2%	-
MEAN	6.4	6.6	6.3	5.7	6.7	7.0	6.2

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+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	54	13	13	10	7	11	27	28	27	16	8	34	19	1	3	4	10	3	10	44	35	8	-	7
--	14%	10%	15%	20%	17%	13%	12%	16%	20%	14%	9%	17%	16%	2%	6%	12%	21%	11%	16%	14%	23%	11%	-	9%
8-10	146	54	34	19	14	25	88	59	44	47	40	67	56	19	16	16	23	7	22	117	72	31	4	22
----	37%	39%	39%	40%	33%	30%	39%	34%	33%	41%	44%	33%	46%	34%	35%	42%	50%	24%	35%	37%	47%	40%	16%	28%
5-7	167	60	33	19	17	38	93	73	50	52	38	84	50	24	21	18	18	15	33	125	46	31	15	41
---	42%	43%	38%	39%	39%	46%	41%	42%	37%	45%	43%	41%	41%	43%	46%	47%	39%	49%	52%	40%	30%	40%	63%	53%
1-4	84	23	20	10	11	20	43	41	39	16	12	50	15	13	9	4	5	9	7	71	35	16	5	13
---	21%	17%	23%	21%	25%	24%	19%	24%	29%	14%	13%	24%	12%	23%	19%	10%	11%	28%	11%	23%	23%	21%	22%	17%
9	23	11	7	1	-	4	18	5	2	11	7	7	10	4	1	5	5	-	3	17	10	8	-	2
	6%	8%	8%	2%	-	5%	8%	3%	1%	10%	8%	3%	9%	7%	2%	12%	11%	-	5%	5%	7%	10%	-	2%
8	69	29	14	9	7	10	43	26	16	20	25	26	26	14	13	7	9	4	9	56	27	15	4	13
	17%	21%	16%	18%	17%	12%	19%	15%	12%	17%	28%	13%	21%	25%	27%	19%	19%	13%	14%	18%	18%	19%	16%	17%
7	51	18	10	3	3	16	28	23	13	12	20	26	14	9	8	5	4	9	8	42	16	8	3	11
	13%	13%	12%	7%	7%	20%	13%	13%	9%	11%	23%	13%	11%	16%	17%	12%	8%	28%	12%	13%	10%	10%	11%	14%
6	33	14	7	4	3	5	21	12	11	12	2	14	13	5	4	4	6	1	11	19	11	3	5	8
	8%	10%	8%	8%	7%	6%	9%	7%	8%	11%	2%	7%	11%	9%	9%	10%	12%	3%	18%	6%	7%	4%	20%	11%
5	83	28	16	12	11	16	44	39	26	28	16	45	23	10	9	10	9	5	14	64	19	21	7	22
	21%	20%	19%	24%	25%	20%	19%	22%	20%	24%	18%	22%	19%	18%	20%	26%	19%	17%	22%	20%	13%	26%	31%	28%
4	18	9	4	-	1	4	12	5	5	5	2	8	6	1	1	-	1	2	1	16	4	3	2	3
	4%	6%	4%	-	2%	5%	5%	3%	4%	5%	3%	4%	5%	2%	2%	-	3%	7%	1%	5%	3%	3%	8%	3%
3	16	6	1	2	3	3	7	9	5	1	6	5	6	4	2	1	2	3	1	12	6	6	1	2
	4%	4%	1%	4%	8%	4%	3%	5%	4%	1%	7%	3%	5%	6%	4%	3%	5%	9%	2%	4%	4%	8%	5%	2%
2	16	4	3	2	4	3	7	9	6	5	2	9	2	2	1	-	-	2	1	14	4	6	1	3
	4%	3%	3%	4%	10%	4%	3%	5%	4%	4%	2%	5%	2%	4%	2%	-	-	6%	1%	4%	3%	7%	5%	4%
1	35	5	12	6	3	9	17	18	23	5	1	27	1	6	5	3	2	2	4	29	21	2	1	6
	9%	4%	14%	13%	6%	10%	8%	10%	17%	5%	1%	13%	1%	10%	12%	8%	3%	5%	7%	9%	14%	2%	4%	7%
DON'T KNOW/REFUSED	3	2	-	-	1	-	2	1	2	-	-	3	-	-	-	-	-	-	1	1	1	-	-	2
	1%	1%	-	-	2%	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	1%	-	1%	-	-	2%
MEAN	6.2	6.5	6.1	6.1	5.9	6.0	6.3	6.0	5.8	6.5	6.8	5.9	6.9	5.8	6.0	6.6	7.1	5.9	6.5	6.2	6.5	6.2	5.4	5.9

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
					CONF																					
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31		
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%		
10	54	15	23	38	17	2	18	31	2	43	9	9	19	25	8	30	16	17	14	23	4	53	-	1		
--	14%	8%	14%	11%	33%	3%	10%	23%	3%	21%	7%	7%	19%	16%	7%	29%	9%	13%	16%	13%	8%	17%	-	3%		
8-10	146	51	68	120	25	20	59	60	16	98	31	36	43	62	38	51	53	47	40	59	13	123	7	12		
----	37%	29%	42%	35%	49%	29%	33%	45%	29%	49%	23%	29%	43%	39%	36%	50%	29%	36%	45%	33%	23%	38%	27%	40%		
5-7	167	73	77	151	13	26	88	43	27	67	71	55	39	65	41	34	90	52	34	77	28	134	11	13		
---	42%	41%	47%	44%	26%	39%	49%	32%	47%	34%	53%	45%	39%	40%	39%	32%	49%	40%	39%	44%	49%	41%	44%	42%		
1-4	84	53	19	71	12	22	33	28	13	32	33	32	19	32	25	19	38	31	14	39	15	64	7	6		
---	21%	29%	11%	21%	25%	32%	18%	21%	22%	16%	25%	26%	18%	20%	24%	18%	21%	24%	16%	22%	26%	20%	29%	18%		
9	23	8	11	19	3	1	9	12	3	18	2	9	7	5	10	7	3	5	10	8	-	18	2	2		
	6%	5%	7%	6%	5%	1%	5%	9%	5%	9%	2%	7%	7%	3%	9%	7%	2%	4%	11%	4%	-	5%	7%	8%		
8	69	28	35	63	5	17	33	18	11	38	19	19	17	32	20	14	34	25	16	28	8	52	5	9		
	17%	16%	21%	18%	11%	25%	18%	13%	20%	19%	14%	15%	16%	20%	13%	18%	19%	19%	18%	16%	15%	16%	20%	29%		
7	51	25	21	46	5	7	29	13	6	29	15	18	13	18	14	15	22	15	15	21	6	39	3	6		
	13%	14%	13%	13%	10%	11%	16%	10%	10%	15%	11%	15%	13%	11%	14%	14%	12%	11%	17%	12%	10%	12%	13%	19%		
6	33	17	13	29	2	5	20	7	8	8	16	12	8	12	7	6	19	16	4	12	4	27	1	4		
	8%	9%	8%	9%	3%	8%	11%	5%	15%	4%	12%	10%	7%	7%	7%	6%	10%	12%	4%	7%	8%	8%	5%	12%		
5	83	32	43	75	6	14	39	23	13	29	40	25	18	36	20	13	49	21	15	44	18	68	6	3		
	21%	18%	26%	22%	13%	20%	22%	17%	23%	15%	30%	20%	18%	22%	19%	12%	27%	16%	17%	25%	31%	21%	26%	11%		
4	18	15	2	17	1	8	8	2	3	7	5	8	2	6	5	3	9	9	2	7	2	14	1	-		
	4%	8%	1%	5%	2%	12%	4%	1%	6%	3%	3%	7%	2%	4%	5%	3%	5%	7%	2%	4%	3%	4%	5%	-		
3	16	10	5	15	1	3	9	3	1	4	9	8	2	6	7	2	8	7	2	7	4	11	-	4		
	4%	6%	3%	4%	1%	4%	5%	2%	2%	2%	7%	6%	2%	4%	6%	2%	4%	5%	2%	4%	8%	4%	-	11%		
2	16	14	1	15	1	4	8	4	3	3	8	10	2	4	7	3	6	5	3	8	-	11	1	1		
	4%	8%	1%	4%	3%	5%	4%	3%	5%	2%	6%	8%	2%	2%	7%	3%	3%	4%	4%	4%	-	4%	5%	4%		
1	35	14	11	25	9	7	8	19	5	18	11	6	13	16	7	11	16	11	7	17	8	28	5	1		
	9%	8%	7%	7%	19%	10%	5%	14%	9%	9%	8%	5%	12%	10%	6%	10%	9%	8%	8%	10%	14%	9%	20%	3%		
DON'T KNOW/REFUSED	3	2	-	2	-	-	-	2	1	1	-	-	-	2	1	-	2	1	-	2	2	3	-	-		
	1%	1%	-	1%	-	-	-	1%	2%	-	-	-	-	1%	1%	-	1%	1%	-	1%	3%	1%	-	-		
MEAN	6.2	5.7	6.6	6.1	6.5	5.4	6.2	6.5	5.7	6.9	5.5	5.8	6.5	6.2	6.1	6.9	5.8	6.1	6.7	6.0	5.4	6.3	5.2	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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA- -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
10 --	54 14%	33 11%	22 21%	7 8%	10 14%	27 20%	11 14%	2 2%	11 8%	37 24%	14 9%	24 13%	38 11%	16 31%	22 14%	19 15%	11 9%	18 18%	10 18%	11 20%	4 11%	3 12%	40 14%	15 15%
8-10 ----	146 37%	106 35%	41 40%	21 25%	22 30%	71 53%	25 32%	13 15%	51 37%	74 48%	49 32%	73 39%	122 36%	23 44%	71 45%	44 35%	29 24%	36 58%	27 49%	23 41%	12 38%	9 35%	91 31%	51 50%
5-7 ---	167 42%	129 43%	37 37%	43 51%	37 50%	46 34%	29 38%	46 52%	63 45%	49 32%	56 37%	88 46%	144 42%	19 36%	57 36%	53 42%	59 49%	21 34%	16 30%	24 42%	15 46%	14 56%	131 45%	34 33%
1-4 ---	84 21%	63 21%	21 21%	19 23%	15 20%	17 13%	24 30%	28 32%	25 18%	30 20%	46 30%	28 15%	74 22%	11 20%	29 19%	28 22%	32 26%	4 6%	11 21%	9 16%	5 16%	2 8%	67 23%	17 16%
9	23 6%	19 6%	4 4%	3 4%	1 1%	12 9%	4 5%	3 3%	6 5%	12 8%	6 4%	13 7%	19 6%	3 5%	8 5%	5 4%	5 4%	6 9%	6 11%	3 5%	1 3%	1 4%	10 4%	9 9%
8	69 17%	53 18%	16 15%	11 13%	11 15%	33 24%	10 13%	8 9%	34 24%	25 16%	29 19%	36 19%	65 19%	5 9%	40 26%	20 16%	13 10%	19 31%	11 20%	9 16%	8 24%	5 20%	41 14%	27 27%
7	51 13%	44 15%	7 7%	11 14%	13 18%	14 10%	11 14%	15 17%	21 15%	15 10%	18 11%	26 14%	43 13%	8 14%	20 13%	16 13%	12 10%	5 9%	11 20%	6 11%	3 9%	3 12%	39 13%	11 10%
6	33 8%	25 8%	8 8%	10 12%	9 12%	7 5%	4 6%	6 6%	14 10%	11 7%	10 6%	20 11%	30 9%	2 4%	14 9%	13 11%	14 11%	7 11%	1 2%	7 12%	1 3%	1 4%	26 9%	7 7%
5	83 21%	61 20%	22 22%	21 25%	15 20%	25 19%	14 18%	26 29%	28 20%	23 15%	29 19%	42 22%	71 21%	9 18%	23 15%	23 18%	34 27%	9 14%	4 8%	10 18%	11 33%	10 41%	67 23%	16 16%
4	18 4%	14 5%	4 4%	7 8%	2 3%	3 3%	4 6%	10 11%	5 4%	3 2%	9 6%	6 3%	16 5%	2 3%	6 4%	7 6%	6 5%	1 1%	2 3%	5 9%	1 2%	- -	12 4%	5 5%
3	16 4%	14 5%	2 2%	4 5%	1 1%	5 4%	3 4%	6 7%	8 6%	2 1%	8 5%	8 4%	16 5%	- -	10 6%	2 2%	7 6%	2 4%	3 5%	1 2%	- -	- -	12 4%	3 3%
2	16 4%	10 3%	6 6%	4 5%	3 4%	3 2%	4 5%	6 7%	4 3%	5 3%	12 8%	3 1%	15 4%	1 2%	4 2%	7 6%	5 4%	- -	2 4%	1 2%	4 12%	2 8%	13 4%	3 3%
1	35 9%	26 9%	9 8%	4 5%	9 12%	6 4%	13 16%	6 7%	8 6%	20 13%	16 11%	11 6%	27 8%	8 14%	9 6%	11 8%	14 11%	1 1%	5 9%	2 3%	1 3%	- -	30 10%	5 5%
DON'T KNOW/REFUSED	3 1%	1 -	2 2%	1 1%	- -	1 1%	- -	1 1%	- -	2 1%	2 1%	1 -	3 1%	- -	- -	- -	2 2%	1 1%	- -	1 2%	- -	- -	2 1%	1 1%
MEAN	6.2	6.1	6.3	5.8	6.0	7.0	5.7	5.2	6.2	6.6	5.7	6.5	6.1	6.6	6.6	6.2	5.5	7.4	6.8	6.7	6.1	6.4	5.9	6.8

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	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVTMT	STRIGY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%
10	54	29	26	8	4	4	7	1	7	35	7	6	6	33	13	9	18	9	11	11	10	24
--	14%	17%	16%	10%	5%	6%	14%	2%	17%	16%	8%	12%	17%	20%	7%	15%	11%	16%	11%	22%	10%	11%
8-10	146	77	60	31	28	18	19	9	16	69	40	17	18	86	45	15	71	19	34	18	29	83
----	37%	44%	37%	40%	44%	29%	41%	20%	40%	31%	45%	38%	46%	53%	26%	26%	44%	34%	35%	35%	29%	38%
5-7	167	68	69	32	29	27	23	26	16	91	34	23	16	49	92	21	69	27	36	18	50	90
---	42%	39%	42%	42%	44%	43%	48%	60%	39%	41%	38%	50%	43%	30%	54%	35%	43%	51%	36%	35%	50%	41%
1-4	84	29	34	13	8	18	5	8	9	58	14	6	4	28	34	22	21	8	28	14	21	43
---	21%	17%	21%	17%	12%	28%	11%	18%	22%	26%	16%	13%	10%	17%	20%	36%	13%	15%	28%	27%	21%	20%
9	23	11	8	5	6	4	4	2	6	7	8	4	5	12	9	2	14	3	6	-	7	18
	6%	6%	5%	6%	9%	6%	9%	4%	13%	3%	9%	8%	13%	7%	5%	4%	9%	5%	6%	-	7%	8%
8	69	37	26	18	19	10	8	6	4	27	25	8	7	42	23	4	39	7	17	7	12	41
	17%	21%	16%	24%	29%	16%	18%	13%	9%	12%	28%	17%	17%	26%	13%	7%	24%	13%	17%	14%	12%	19%
7	51	24	21	7	12	9	6	9	4	23	12	10	5	20	26	4	26	12	17	3	17	25
	13%	14%	13%	9%	19%	15%	12%	20%	10%	11%	14%	22%	14%	12%	15%	7%	16%	21%	17%	6%	17%	12%
6	33	16	14	8	5	5	8	3	1	23	3	3	4	10	18	3	10	4	6	3	7	21
	8%	9%	9%	11%	8%	8%	16%	7%	3%	11%	3%	7%	9%	6%	11%	4%	6%	7%	6%	6%	7%	10%
5	83	28	34	17	12	13	10	14	11	45	19	10	8	19	48	14	33	12	13	12	26	43
	21%	16%	21%	22%	18%	20%	20%	32%	26%	20%	21%	21%	20%	12%	28%	24%	20%	23%	13%	24%	26%	20%
4	18	7	9	2	2	6	1	1	1	11	6	1	-	5	7	6	6	1	2	2	3	12
	4%	4%	5%	3%	2%	9%	2%	2%	2%	5%	6%	2%	-	3%	4%	10%	4%	2%	2%	4%	3%	6%
3	16	8	4	3	1	1	2	-	3	6	4	2	2	4	11	2	9	3	13	3	6	7
	4%	4%	2%	4%	2%	2%	4%	-	8%	3%	5%	5%	6%	2%	6%	3%	5%	5%	13%	6%	6%	3%
2	16	5	7	4	4	1	2	4	2	12	2	1	-	5	7	4	2	2	2	5	5	7
	4%	3%	4%	6%	6%	2%	4%	8%	5%	5%	3%	2%	-	3%	4%	6%	1%	3%	2%	10%	5%	3%
1	35	10	14	3	1	10	-	4	3	29	2	2	2	14	9	10	4	3	11	4	7	17
	9%	6%	9%	5%	2%	16%	-	8%	6%	13%	2%	4%	5%	9%	5%	17%	3%	5%	11%	8%	7%	8%
DON'T KNOW/REFUSED	3	-	-	-	-	-	-	1	-	2	1	-	-	1	-	2	1	-	2	1	-	2
	1%	-	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	3%	1%	-	2%	2%	-	1%
MEAN	6.2	6.7	6.2	6.3	6.7	5.6	6.8	5.6	6.3	5.8	6.6	6.6	6.9	6.9	5.9	5.3	6.7	6.5	5.9	5.9	6.0	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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	54 14%	25 11%	29 12%	27 12%	26 13%	21 12%	17 10%	21 13%	23 13%	32 16%	18 10%	34 18%	15 9%	37 17%	5 7%	44 16%	14 12%	26 20%	15 10%
8-10	146 37%	81 35%	88 38%	80 35%	68 34%	64 37%	59 35%	61 38%	77 44%	65 33%	70 38%	69 37%	65 37%	78 36%	23 31%	113 40%	48 43%	42 32%	57 36%
5-7	167 42%	98 42%	110 47%	101 45%	85 42%	75 44%	80 47%	75 47%	68 39%	84 42%	84 45%	73 39%	75 43%	88 40%	37 50%	112 40%	47 42%	51 40%	69 43%
1-4	84 21%	51 22%	35 15%	43 19%	46 23%	32 19%	31 18%	24 15%	29 17%	48 24%	32 17%	43 23%	33 19%	50 23%	13 18%	56 20%	18 16%	35 27%	32 20%
9	23 6%	14 6%	17 7%	13 6%	9 4%	8 5%	11 7%	9 5%	16 9%	6 3%	15 8%	7 4%	14 8%	7 3%	3 4%	18 7%	11 10%	2 1%	10 7%
8	69 17%	42 18%	42 18%	40 18%	34 17%	35 21%	30 18%	31 20%	38 22%	28 14%	37 20%	28 15%	36 21%	34 15%	15 21%	51 18%	24 21%	14 11%	31 20%
7	51 13%	30 13%	35 15%	30 13%	23 12%	29 17%	22 13%	25 16%	25 14%	22 11%	27 15%	24 13%	28 16%	22 10%	12 16%	34 12%	16 15%	15 12%	19 12%
6	33 8%	20 8%	26 11%	23 10%	17 9%	13 8%	20 12%	14 9%	13 8%	16 8%	17 9%	14 7%	14 8%	16 7%	8 11%	21 7%	10 9%	10 7%	14 9%
5	83 21%	49 21%	49 21%	48 21%	45 22%	33 19%	38 22%	36 22%	29 17%	46 23%	41 22%	36 19%	33 19%	50 23%	17 23%	57 20%	20 18%	27 21%	36 22%
4	18 4%	15 6%	8 3%	11 5%	9 5%	8 5%	7 4%	5 3%	5 3%	8 4%	8 4%	7 4%	7 4%	10 4%	4 5%	9 3%	3 3%	6 4%	9 6%
3	16 4%	8 3%	7 3%	6 2%	7 4%	10 6%	6 3%	6 4%	7 4%	8 4%	9 5%	6 3%	9 5%	7 3%	7 9%	9 3%	6 5%	5 4%	5 3%
2	16 4%	7 3%	8 4%	10 4%	9 4%	6 3%	5 3%	5 3%	6 3%	8 4%	5 3%	7 4%	10 6%	6 3%	1 1%	10 3%	3 3%	6 4%	7 5%
1	35 9%	23 10%	11 5%	17 8%	21 11%	8 5%	13 8%	7 5%	11 6%	23 12%	10 5%	23 12%	7 4%	27 12%	2 2%	28 10%	6 5%	19 14%	10 6%
DON'T KNOW/REFUSED	3 1%	2 1%	-	1 -	-	-	-	-	1 1%	1 -	-	2 1%	1 1%	2 1%	1 1%	2 1%	-	1 1%	2 1%
MEAN	6.2	6.1	6.5	6.2	6.0	6.4	6.2	6.5	6.6	5.9	6.3	6.1	6.3	6.0	6.2	6.3	6.6	5.9	6.2

Table 17-6
 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 6

-----GREATER MN REGION-----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	41 13%	9 16%	6 12%	5 11%	11 22%	3 6%	7 13%
8-10 ----	100 33%	19 34%	22 44%	12 25%	18 35%	15 29%	14 29%
5-7 ---	131 43%	27 51%	18 36%	18 36%	18 35%	26 53%	24 47%
1-4 ---	70 23%	8 15%	10 20%	18 36%	14 27%	9 18%	12 24%
9	16 5%	3 5%	4 8%	2 4%	-	6 12%	1 3%
8	44 14%	7 13%	12 24%	5 11%	7 14%	6 12%	7 13%
7	49 16%	12 21%	6 12%	11 21%	3 6%	11 22%	7 13%
6	19 6%	4 7%	4 8%	2 4%	3 6%	4 8%	3 5%
5	64 21%	12 23%	8 16%	5 11%	12 24%	12 24%	14 29%
4	8 3%	1 2%	-	2 4%	2 4%	2 4%	1 3%
3	25 8%	3 5%	6 12%	7 14%	3 6%	2 4%	4 8%
2	13 4%	2 3%	-	2 4%	5 10%	2 4%	3 5%
1	25 8%	3 5%	4 8%	7 14%	4 8%	3 6%	4 8%
DON'T KNOW/REFUSED	3 1%	-	-	2 4%	1 2%	-	-
MEAN	6.1	6.5	6.4	5.5	5.9	6.2	5.8

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+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	87	27	19	16	10	15	46	41	27	30	23	39	38	9	8	13	8	5	16	67	43	17	2	14
--	22%	20%	22%	33%	24%	18%	20%	24%	20%	26%	25%	19%	31%	17%	17%	33%	17%	16%	25%	21%	28%	22%	9%	18%
8-10	177	59	39	24	19	36	98	79	50	59	48	77	71	24	20	23	24	15	26	145	80	35	8	30
----	44%	42%	45%	50%	44%	44%	43%	45%	37%	51%	53%	38%	59%	43%	43%	59%	52%	47%	40%	46%	52%	45%	34%	38%
5-7	126	53	26	7	12	27	79	47	39	34	29	62	34	21	14	10	17	11	22	95	35	20	10	33
---	31%	38%	30%	15%	27%	33%	35%	27%	29%	30%	32%	31%	28%	38%	31%	27%	37%	34%	34%	30%	23%	25%	43%	43%
1-4	93	27	22	16	11	18	48	45	45	23	13	61	15	11	12	5	5	6	17	71	35	24	4	14
---	23%	19%	25%	33%	26%	22%	21%	26%	34%	19%	15%	30%	13%	19%	26%	14%	10%	18%	26%	23%	23%	30%	18%	19%
9	30	11	5	2	3	8	16	14	5	9	10	11	12	5	3	4	3	2	2	26	12	7	-	5
	7%	8%	6%	5%	7%	10%	7%	8%	4%	8%	11%	5%	10%	8%	6%	10%	7%	9%	3%	8%	8%	9%	-	7%
8	60	20	15	6	6	13	35	24	17	20	15	28	21	10	9	6	13	7	8	52	25	11	6	10
	15%	15%	17%	12%	13%	16%	16%	14%	13%	17%	17%	14%	17%	18%	20%	17%	28%	22%	12%	17%	16%	14%	25%	13%
7	52	24	9	4	6	8	34	18	12	16	12	24	16	10	6	2	6	4	11	40	13	8	3	16
	13%	17%	11%	9%	13%	10%	15%	11%	9%	14%	14%	12%	13%	18%	12%	5%	12%	13%	18%	13%	8%	10%	12%	20%
6	22	6	10	-	1	5	16	6	8	5	7	10	5	6	5	3	5	-	4	17	7	3	1	4
	6%	4%	12%	-	3%	6%	7%	4%	6%	5%	8%	5%	4%	11%	10%	8%	11%	-	6%	6%	5%	4%	4%	6%
5	52	24	6	3	5	14	30	22	19	13	9	28	13	5	4	6	7	7	7	38	15	9	6	13
	13%	17%	7%	6%	11%	17%	13%	13%	14%	11%	10%	14%	11%	9%	9%	14%	14%	21%	11%	12%	10%	11%	27%	17%
4	17	6	6	-	2	3	12	5	4	10	2	10	5	1	3	2	1	2	4	14	5	3	-	4
	4%	4%	7%	-	4%	4%	5%	3%	3%	9%	2%	5%	4%	2%	5%	5%	3%	6%	6%	4%	3%	3%	-	6%
3	17	4	4	-	2	7	8	9	9	4	3	10	7	-	3	1	-	2	4	11	7	5	1	1
	4%	3%	5%	-	4%	8%	4%	5%	7%	3%	3%	5%	5%	-	7%	2%	-	7%	6%	4%	4%	6%	3%	1%
2	21	3	4	10	3	1	7	14	4	6	6	8	1	8	-	3	1	-	2	17	3	7	2	3
	5%	2%	4%	21%	7%	1%	3%	8%	3%	5%	6%	4%	1%	15%	-	7%	2%	-	3%	5%	2%	9%	10%	3%
1	38	13	8	6	4	7	21	17	28	3	3	33	3	1	6	-	3	2	7	30	20	9	1	6
	10%	10%	9%	12%	10%	9%	9%	10%	21%	2%	3%	16%	3%	2%	14%	-	6%	5%	12%	9%	13%	12%	4%	8%
DON'T KNOW/REFUSED	4	1	-	1	1	1	1	3	1	-	-	3	-	-	-	-	-	-	-	3	3	-	1	-
	1%	1%	-	2%	3%	1%	-	2%	1%	-	-	2%	-	-	-	-	-	-	-	1%	2%	-	5%	-
MEAN	6.5	6.6	6.5	6.3	6.4	6.5	6.6	6.4	5.7	7.0	7.2	6.0	7.5	6.6	6.3	7.4	7.0	6.7	6.4	6.6	6.7	6.2	6.0	6.5

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
					NOT CONF																				
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31	
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%	
10	87	39	30	69	17	11	36	35	12	53	22	28	27	30	24	32	29	31	19	37	6	77	4	6	
--	22%	22%	18%	20%	33%	16%	20%	26%	20%	27%	16%	23%	26%	19%	23%	31%	16%	24%	22%	21%	11%	24%	16%	18%	
8-10	177	71	78	149	25	20	88	60	22	99	52	54	48	70	44	52	77	61	44	71	21	148	11	13	
----	44%	40%	48%	44%	51%	30%	49%	46%	38%	50%	38%	44%	48%	44%	42%	50%	42%	46%	50%	40%	37%	46%	43%	43%	
5-7	126	64	44	108	14	24	56	39	22	58	43	42	30	45	39	29	53	39	30	54	11	96	10	11	
---	31%	36%	27%	32%	29%	36%	31%	29%	38%	29%	32%	34%	30%	28%	37%	28%	29%	30%	33%	31%	19%	30%	42%	35%	
1-4	93	42	40	83	9	23	33	32	12	41	38	27	23	42	20	23	50	30	15	48	22	76	4	7	
---	23%	23%	25%	24%	18%	34%	18%	24%	22%	20%	28%	22%	22%	26%	19%	22%	27%	23%	17%	27%	38%	24%	15%	23%	
9	30	9	18	26	3	5	15	9	5	17	7	9	9	11	5	10	14	7	12	11	2	23	1	4	
	7%	5%	11%	8%	5%	7%	9%	7%	9%	8%	5%	7%	9%	7%	5%	10%	7%	5%	14%	6%	4%	7%	4%	11%	
8	60	23	31	54	6	5	37	16	5	30	23	17	13	29	15	10	34	23	13	23	13	49	6	4	
	15%	13%	19%	16%	12%	7%	21%	12%	9%	15%	17%	14%	13%	18%	14%	10%	19%	18%	14%	13%	22%	15%	24%	13%	
7	52	27	18	44	7	9	25	15	9	21	21	15	13	19	19	10	20	13	20	18	4	40	5	5	
	13%	15%	11%	13%	13%	13%	14%	11%	16%	11%	15%	12%	13%	12%	18%	10%	11%	10%	22%	10%	7%	12%	21%	16%	
6	22	12	7	20	2	3	16	3	1	9	11	10	3	8	7	5	10	4	4	13	2	15	1	5	
	6%	7%	4%	6%	4%	4%	9%	2%	2%	5%	8%	8%	3%	5%	7%	4%	6%	3%	4%	8%	4%	5%	5%	15%	
5	52	25	19	44	6	12	15	21	11	27	12	17	14	18	13	15	22	23	6	23	4	42	4	1	
	13%	14%	12%	13%	12%	18%	8%	16%	20%	14%	9%	14%	14%	11%	13%	14%	12%	17%	7%	13%	8%	13%	15%	4%	
4	17	10	7	17	-	3	10	3	2	8	7	6	5	6	4	3	10	7	4	7	1	15	-	1	
	4%	6%	5%	5%	-	4%	6%	2%	3%	4%	5%	5%	5%	4%	4%	3%	6%	5%	4%	4%	2%	5%	-	4%	
3	17	10	7	17	-	4	7	4	1	6	9	10	1	6	7	2	8	8	2	7	3	17	-	-	
	4%	5%	4%	5%	-	5%	4%	3%	2%	3%	7%	8%	1%	4%	7%	2%	4%	6%	2%	4%	6%	5%	-	-	
2	21	7	13	20	1	10	6	4	2	11	8	4	7	9	3	8	10	4	5	12	4	9	4	5	
	5%	4%	8%	6%	1%	15%	4%	3%	4%	6%	6%	4%	7%	6%	3%	8%	5%	3%	5%	7%	7%	3%	15%	15%	
1	38	15	13	28	8	7	10	21	7	16	14	6	10	21	6	10	22	11	5	22	14	36	-	1	
	10%	9%	8%	8%	17%	10%	5%	16%	13%	8%	10%	5%	10%	13%	5%	10%	12%	8%	6%	12%	24%	11%	-	3%	
DON'T KNOW/REFUSED	4	2	1	3	1	-	2	1	1	1	2	-	-	4	1	-	3	1	-	3	3	3	-	-	
	1%	1%	1%	1%	2%	-	1%	1%	2%	-	2%	-	-	3%	1%	-	2%	1%	-	2%	6%	1%	-	-	
MEAN	6.5	6.4	6.5	6.5	6.9	5.6	6.9	6.4	6.3	6.8	6.1	6.6	6.7	6.3	6.7	6.8	6.2	6.6	7.1	6.2	5.3	6.5	6.7	6.6	

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	299	101	84	73	135	78	88	140	155	153	189	342	53	157	125	122	61	54	56	32	24	291	102
	100%	75%	25%	21%	18%	34%	19%	22%	35%	39%	38%	47%	86%	13%	39%	31%	31%	15%	13%	14%	8%	6%	73%	26%
10	87	63	24	12	20	37	13	13	25	46	39	31	70	16	50	29	18	10	11	18	6	7	56	29
--	22%	21%	24%	14%	28%	28%	17%	15%	18%	30%	25%	16%	20%	31%	32%	23%	15%	17%	21%	32%	18%	28%	19%	29%
8-10	177	136	41	31	34	72	32	26	67	77	67	80	147	28	93	49	42	33	25	28	15	12	116	56
----	44%	45%	41%	37%	46%	53%	41%	29%	48%	50%	44%	42%	43%	53%	60%	39%	34%	55%	47%	50%	46%	51%	40%	55%
5-7	126	96	30	32	22	36	26	34	40	43	45	66	111	13	39	48	42	15	21	18	10	5	93	30
---	31%	32%	30%	38%	30%	27%	33%	39%	29%	28%	29%	35%	32%	25%	25%	39%	35%	24%	39%	32%	30%	21%	32%	30%
1-4	93	65	28	21	18	25	20	27	32	32	40	42	82	10	25	26	34	13	7	9	8	7	79	15
---	23%	22%	28%	25%	24%	19%	26%	31%	23%	21%	26%	22%	24%	20%	16%	21%	28%	21%	12%	16%	24%	28%	27%	14%
9	30	25	5	3	5	16	3	4	14	10	10	15	25	5	15	6	7	7	6	3	3	2	21	8
	7%	8%	5%	4%	7%	11%	3%	4%	10%	7%	7%	8%	7%	9%	10%	5%	6%	12%	12%	5%	9%	8%	7%	7%
8	60	48	12	16	9	19	16	9	28	21	18	34	52	7	28	14	17	16	7	8	6	4	39	19
	15%	16%	12%	19%	12%	14%	20%	10%	20%	14%	11%	18%	15%	13%	18%	11%	14%	26%	14%	13%	19%	15%	14%	19%
7	52	39	13	15	7	17	11	8	22	18	17	31	47	4	18	18	16	5	7	7	6	3	40	11
	13%	13%	13%	18%	9%	13%	14%	10%	16%	12%	11%	16%	14%	7%	11%	15%	13%	8%	14%	12%	18%	13%	14%	11%
6	22	19	3	7	3	6	5	8	7	5	10	8	18	3	9	9	9	3	3	2	1	-	16	6
	6%	7%	3%	8%	4%	4%	7%	9%	5%	3%	6%	4%	5%	6%	6%	7%	8%	4%	6%	3%	3%	-	6%	6%
5	52	37	14	10	12	13	9	18	11	21	19	27	46	6	12	21	17	8	11	9	3	2	37	14
	13%	12%	14%	12%	16%	10%	12%	20%	8%	14%	12%	14%	13%	11%	7%	17%	14%	13%	20%	17%	9%	8%	13%	13%
4	17	10	7	8	1	5	4	4	9	5	10	7	17	1	1	7	7	3	1	4	3	3	14	4
	4%	4%	7%	9%	1%	4%	5%	4%	7%	3%	6%	4%	5%	1%	1%	5%	6%	5%	2%	6%	10%	11%	5%	4%
3	17	11	5	6	2	3	3	9	4	4	8	6	14	2	8	4	3	5	3	2	-	-	13	4
	4%	4%	5%	8%	2%	2%	3%	10%	3%	2%	5%	3%	4%	5%	5%	3%	3%	8%	6%	3%	-	-	4%	4%
2	21	14	7	2	7	8	2	5	7	7	9	12	21	-	13	5	5	4	1	2	1	2	18	2
	5%	5%	7%	3%	9%	6%	2%	6%	5%	5%	6%	6%	6%	-	8%	4%	4%	6%	1%	4%	3%	10%	6%	2%
1	38	29	9	5	8	9	12	9	11	16	14	16	30	7	3	11	18	2	2	2	4	2	34	4
	10%	10%	9%	6%	11%	7%	15%	11%	8%	11%	9%	9%	9%	14%	2%	9%	15%	3%	3%	3%	11%	7%	12%	4%
DON'T KNOW/REFUSED	4	2	2	-	-	2	-	1	1	2	1	2	3	1	-	1	4	-	1	1	-	-	3	1
	1%	1%	2%	-	-	1%	-	1%	1%	1%	1%	1%	1%	2%	-	1%	3%	-	2%	2%	-	-	1%	1%
MEAN	6.5	6.6	6.3	6.3	6.4	7.1	6.2	5.6	6.7	6.8	6.5	6.4	6.4	6.9	7.4	6.5	5.9	6.8	7.0	7.1	6.6	6.7	6.2	7.2

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	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRIGY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%
10	87	58	28	14	16	11	14	9	8	37	21	15	14	65	16	7	48	13	17	14	19	44
--	22%	33%	17%	19%	24%	17%	30%	21%	20%	17%	24%	32%	37%	40%	9%	11%	30%	25%	17%	27%	19%	20%
8-10	177	106	62	30	33	21	25	17	16	75	45	28	24	112	54	10	96	27	42	24	43	93
----	44%	61%	38%	40%	51%	34%	53%	39%	38%	34%	51%	61%	64%	68%	31%	17%	59%	49%	42%	47%	43%	43%
5-7	126	46	59	19	19	22	16	12	17	73	28	13	9	28	80	16	45	18	24	13	38	75
---	31%	26%	36%	26%	30%	34%	33%	28%	42%	33%	32%	28%	23%	17%	47%	26%	28%	33%	24%	25%	38%	35%
1-4	93	23	40	25	12	20	7	15	8	67	16	5	5	23	36	32	21	9	30	13	19	48
---	23%	13%	25%	33%	19%	32%	14%	34%	20%	30%	17%	11%	12%	14%	21%	54%	13%	16%	30%	25%	19%	22%
9	30	20	13	6	8	5	1	2	1	10	9	5	5	18	10	1	19	4	10	3	8	15
	7%	11%	8%	8%	12%	7%	2%	4%	2%	4%	10%	11%	13%	11%	6%	2%	12%	8%	10%	6%	8%	7%
8	60	28	22	10	10	6	10	6	7	28	15	9	6	29	28	2	29	9	16	7	16	34
	15%	16%	13%	13%	15%	9%	21%	13%	16%	13%	17%	19%	15%	17%	16%	4%	18%	16%	16%	14%	16%	15%
7	52	21	24	10	11	10	7	7	7	29	13	5	5	9	39	4	22	10	8	6	13	31
	13%	12%	15%	13%	17%	16%	15%	16%	17%	13%	15%	10%	14%	6%	23%	7%	14%	18%	8%	12%	13%	14%
6	22	9	11	2	3	4	2	2	4	10	7	3	2	6	12	3	9	2	2	1	9	16
	6%	5%	7%	2%	4%	6%	4%	5%	10%	4%	7%	6%	5%	3%	7%	5%	6%	3%	2%	2%	9%	7%
5	52	16	24	8	6	8	7	3	6	35	8	5	2	13	30	9	14	6	15	6	16	29
	13%	9%	15%	11%	10%	12%	14%	6%	14%	16%	9%	12%	5%	8%	17%	14%	8%	11%	15%	12%	16%	13%
4	17	4	7	3	3	4	2	4	2	12	3	2	-	1	10	6	4	-	2	2	6	12
	4%	2%	5%	4%	4%	7%	4%	8%	4%	6%	4%	4%	-	1%	6%	10%	3%	-	2%	4%	6%	6%
3	17	4	7	6	1	3	3	3	-	9	2	2	4	4	10	3	7	3	6	2	6	8
	4%	2%	4%	8%	2%	5%	6%	7%	-	4%	2%	4%	10%	2%	6%	5%	4%	5%	6%	4%	6%	4%
2	21	11	6	10	7	6	2	1	1	11	8	1	1	12	5	5	9	-	10	3	2	7
	5%	6%	4%	14%	10%	9%	4%	2%	2%	5%	9%	2%	2%	7%	3%	8%	6%	-	10%	6%	2%	3%
1	38	4	19	5	2	7	-	7	6	35	2	1	-	6	11	19	1	6	13	6	6	21
	10%	2%	12%	7%	3%	11%	-	17%	14%	16%	2%	2%	-	4%	7%	31%	1%	11%	13%	12%	6%	10%
DON'T KNOW/REFUSED	4	-	1	1	-	-	-	-	-	4	-	-	-	1	1	2	-	1	4	1	-	1
	1%	-	1%	1%	-	-	-	-	-	2%	-	-	-	1%	1%	3%	-	2%	4%	2%	-	-
MEAN	6.5	7.6	6.2	6.0	7.0	5.9	7.3	6.1	6.4	5.8	7.0	7.6	7.8	7.7	6.2	4.2	7.5	6.9	6.0	6.5	6.6	6.5

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	87 22%	51 22%	59 26%	61 27%	45 22%	44 26%	39 23%	41 25%	38 22%	43 22%	36 19%	46 24%	38 22%	47 22%	15 20%	61 22%	25 23%	34 26%	28 18%
8-10	177 44%	99 42%	109 47%	113 50%	85 43%	82 48%	78 46%	71 44%	76 44%	85 43%	78 42%	88 47%	75 44%	95 44%	32 43%	128 45%	48 43%	61 47%	67 42%
5-7	126 31%	73 32%	82 35%	70 31%	63 31%	54 32%	53 31%	59 37%	62 35%	55 28%	66 36%	48 25%	65 38%	59 27%	28 38%	83 29%	41 36%	30 23%	55 34%
1-4	93 23%	59 26%	42 18%	42 19%	52 26%	34 20%	39 23%	30 19%	34 19%	57 29%	41 22%	48 25%	32 19%	59 27%	13 18%	69 24%	23 20%	38 29%	32 20%
9	30 7%	19 8%	17 7%	17 7%	16 8%	13 7%	11 6%	9 6%	15 9%	12 6%	17 9%	11 6%	15 9%	15 7%	8 11%	21 8%	9 8%	4 3%	16 10%
8	60 15%	28 12%	33 14%	35 15%	25 12%	26 15%	29 17%	21 13%	23 15%	30 15%	25 13%	31 16%	23 13%	34 15%	9 12%	46 16%	14 12%	23 18%	23 15%
7	52 13%	33 14%	39 17%	34 15%	25 13%	24 14%	27 16%	28 18%	27 15%	23 12%	28 15%	18 10%	28 16%	22 10%	9 12%	38 14%	18 16%	12 9%	22 14%
6	22 6%	12 5%	10 4%	9 4%	6 3%	9 5%	6 4%	8 5%	12 7%	6 3%	13 7%	6 3%	13 8%	8 4%	8 11%	12 4%	9 8%	2 1%	12 7%
5	52 13%	28 12%	32 14%	26 12%	31 16%	21 12%	20 12%	22 14%	22 13%	26 13%	26 14%	24 13%	23 14%	28 13%	11 15%	33 12%	14 13%	16 13%	21 13%
4	17 4%	12 5%	11 5%	8 4%	7 4%	7 4%	7 4%	8 5%	7 4%	11 5%	9 5%	8 4%	8 5%	10 4%	4 5%	12 4%	5 4%	6 5%	7 4%
3	17 4%	11 5%	8 4%	8 4%	8 4%	7 4%	7 4%	4 3%	9 5%	8 4%	10 6%	6 3%	7 4%	10 4%	4 6%	10 3%	6 6%	4 3%	6 4%
2	21 5%	15 6%	11 5%	9 4%	18 9%	11 7%	13 8%	8 5%	6 4%	13 7%	12 6%	8 4%	8 5%	12 6%	1 1%	17 6%	6 6%	8 6%	7 4%
1	38 10%	22 9%	11 5%	17 8%	19 10%	9 5%	12 7%	9 6%	12 7%	26 13%	10 5%	25 14%	9 5%	28 13%	4 5%	30 11%	5 5%	20 15%	13 8%
DON'T KNOW/REFUSED	4 1%	1 -	- -	1 -	- -	- -	- -	- -	3 2%	- -	- -	4 2%	- -	4 2%	1 2%	3 1%	- -	- -	4 3%
MEAN	6.5	6.4	6.9	6.9	6.3	6.8	6.6	6.8	6.7	6.2	6.5	6.4	6.7	6.3	6.8	6.5	6.7	6.3	6.5

Table 18-6

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 6

-----GREATER MN REGION-----

===== REGION =====

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	63 21%	13 25%	10 20%	7 14%	14 27%	11 22%	8 16%
8-10 ----	135 44%	27 49%	28 56%	14 29%	24 47%	25 51%	17 34%
5-7 ---	93 31%	18 33%	8 16%	16 32%	13 25%	15 29%	24 47%
1-4 ---	71 23%	9 16%	14 28%	16 32%	13 25%	10 20%	9 18%
9	25 8%	4 8%	6 12%	4 7%	3 6%	4 8%	4 8%
8	47 16%	9 16%	12 24%	4 7%	7 14%	11 22%	5 11%
7	36 12%	10 18%	4 8%	4 7%	6 12%	5 10%	8 16%
6	14 5%	2 3%	- -	2 4%	1 2%	4 8%	5 11%
5	43 14%	6 11%	4 8%	11 21%	6 12%	6 12%	11 21%
4	9 3%	- -	- -	2 4%	2 4%	3 6%	3 5%
3	16 5%	3 5%	2 4%	4 7%	2 4%	3 6%	3 5%
2	15 5%	- -	8 16%	2 4%	3 6%	2 4%	- -
1	31 10%	6 11%	4 8%	9 18%	6 12%	2 4%	4 8%
DON'T KNOW/REFUSED	5 2%	1 2%	- -	4 7%	1 2%	- -	- -
MEAN	6.4	6.9	6.5	5.4	6.5	6.9	6.4

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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	64	21	13	12	5	12	35	30	21	19	18	28	26	7	5	4	8	4	16	46	30	9	8	10
--	16%	15%	15%	26%	13%	14%	15%	17%	16%	17%	20%	14%	22%	13%	11%	10%	17%	12%	25%	15%	20%	11%	36%	13%
8-10	144	53	26	24	13	28	79	65	47	39	41	65	51	21	15	12	18	10	27	110	66	27	10	22
----	36%	38%	30%	49%	30%	34%	35%	37%	35%	33%	45%	32%	42%	37%	33%	30%	39%	33%	42%	35%	43%	35%	43%	29%
5-7	148	53	36	8	17	33	89	59	45	45	33	73	46	19	16	17	18	15	21	114	50	21	8	36
---	37%	38%	42%	18%	40%	40%	39%	34%	33%	39%	36%	36%	38%	33%	34%	43%	39%	48%	33%	36%	32%	27%	34%	46%
1-4	106	33	25	16	13	20	57	49	42	32	17	64	24	16	15	10	10	6	15	89	36	30	5	19
---	27%	23%	28%	33%	29%	25%	25%	28%	31%	28%	18%	31%	20%	30%	33%	27%	22%	19%	24%	28%	23%	38%	23%	25%
9	23	9	5	2	2	5	13	10	8	5	5	11	8	4	2	3	2	4	4	18	9	5	1	4
	6%	6%	5%	5%	5%	6%	6%	6%	6%	5%	6%	5%	6%	6%	4%	7%	4%	12%	7%	6%	6%	6%	3%	5%
8	56	22	8	9	6	11	31	26	17	14	17	26	17	10	9	5	8	3	6	46	27	14	1	8
	14%	16%	9%	19%	13%	13%	13%	15%	13%	12%	19%	13%	14%	17%	19%	13%	18%	9%	10%	15%	17%	18%	4%	10%
7	53	20	13	4	7	8	34	20	16	20	11	29	17	5	7	4	8	5	6	45	17	10	3	12
	13%	15%	15%	9%	16%	10%	15%	11%	12%	17%	12%	14%	14%	9%	15%	10%	18%	16%	10%	14%	11%	12%	12%	15%
6	33	9	10	3	5	6	19	14	9	10	8	18	8	5	2	4	6	1	7	24	10	5	1	11
	8%	7%	12%	6%	11%	8%	8%	8%	7%	9%	9%	9%	7%	9%	4%	12%	13%	3%	10%	8%	6%	6%	5%	14%
5	61	24	13	1	6	18	37	25	20	15	14	26	20	9	7	8	4	9	8	45	23	6	4	13
	15%	17%	15%	2%	13%	22%	16%	14%	15%	13%	16%	13%	17%	16%	15%	21%	8%	30%	13%	14%	15%	8%	17%	17%
4	20	8	4	1	3	4	11	8	5	7	4	10	7	1	3	2	4	1	4	16	5	5	2	6
	5%	6%	4%	2%	7%	5%	5%	5%	3%	6%	4%	5%	6%	2%	7%	5%	8%	4%	6%	5%	3%	6%	10%	7%
3	20	5	9	-	1	5	14	6	6	7	3	10	7	3	1	3	1	1	1	18	3	7	1	3
	5%	3%	10%	-	2%	7%	6%	4%	4%	6%	3%	5%	6%	6%	2%	7%	3%	4%	1%	6%	2%	9%	4%	4%
2	16	7	4	-	2	3	11	5	4	7	3	5	7	2	1	2	2	1	4	11	4	7	1	3
	4%	5%	4%	-	5%	3%	5%	3%	3%	6%	3%	3%	6%	4%	2%	5%	4%	4%	5%	3%	3%	10%	5%	4%
1	51	13	9	15	6	8	22	30	28	11	7	39	3	9	10	4	3	2	7	44	25	11	1	8
	13%	9%	10%	31%	15%	10%	10%	17%	21%	10%	7%	19%	3%	17%	22%	10%	7%	8%	12%	14%	16%	14%	4%	10%
DON'T KNOW/REFUSED	2	1	-	-	-	1	1	1	1	-	-	2	-	-	-	-	-	-	1	1	2	-	-	-
	1%	1%	-	-	-	1%	-	1%	1%	-	-	1%	-	-	-	-	-	-	1%	-	1%	-	-	-
MEAN	6.0	6.2	5.9	6.0	5.8	6.0	6.1	5.9	5.7	6.1	6.6	5.7	6.7	5.7	5.6	5.8	6.5	6.1	6.4	5.9	6.3	5.6	6.8	6.0

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
10	64	29	20	49	16	7	24	28	8	37	19	13	21	30	13	27	24	30	13	21	8	55	3	5
--	16%	16%	12%	14%	31%	10%	13%	21%	13%	18%	14%	11%	20%	19%	13%	26%	13%	23%	15%	12%	13%	17%	10%	16%
8-10	144	59	62	121	21	21	68	48	17	80	44	43	36	62	36	43	63	53	33	57	22	116	10	11
----	36%	33%	38%	35%	41%	30%	38%	36%	30%	40%	33%	34%	36%	39%	35%	41%	34%	40%	38%	33%	38%	36%	40%	35%
5-7	148	68	63	131	15	23	66	52	25	70	49	49	40	52	42	32	72	47	36	63	15	119	8	11
---	37%	38%	38%	38%	30%	34%	37%	39%	44%	35%	36%	40%	39%	32%	40%	31%	40%	36%	41%	36%	25%	37%	31%	35%
1-4	106	52	39	90	13	24	45	31	14	49	41	32	25	45	27	29	46	31	19	54	19	87	7	9
---	27%	29%	23%	26%	27%	35%	25%	23%	24%	25%	30%	26%	25%	28%	25%	28%	25%	24%	22%	31%	33%	27%	29%	30%
9	23	6	14	20	2	4	12	8	2	16	5	5	9	8	3	10	10	6	9	8	2	18	-	4
	6%	3%	9%	6%	4%	5%	7%	6%	3%	8%	3%	4%	9%	5%	3%	9%	5%	5%	10%	4%	3%	6%	-	11%
8	56	24	28	52	3	10	32	13	8	27	21	24	6	24	20	6	28	17	11	29	13	43	7	3
	14%	14%	17%	15%	5%	15%	18%	10%	14%	14%	16%	19%	6%	15%	19%	6%	16%	13%	12%	16%	22%	13%	29%	8%
7	53	19	29	48	5	7	23	20	11	25	18	17	15	18	16	14	23	11	18	22	7	46	-	5
	13%	11%	18%	14%	9%	10%	13%	15%	19%	12%	13%	14%	15%	11%	15%	14%	13%	9%	20%	12%	12%	14%	-	15%
6	33	17	14	31	3	3	18	10	3	14	14	11	10	12	9	9	16	9	9	16	3	26	-	5
	8%	9%	8%	9%	6%	4%	10%	8%	5%	7%	10%	9%	10%	7%	8%	8%	9%	7%	10%	9%	5%	8%	-	15%
5	61	33	20	53	8	13	25	21	11	31	17	22	14	22	18	9	33	26	10	25	5	46	8	1
	15%	18%	12%	15%	15%	20%	14%	16%	20%	16%	13%	18%	14%	14%	17%	9%	18%	20%	11%	14%	8%	14%	31%	4%
4	20	10	9	19	1	4	10	2	4	10	4	7	3	7	5	2	11	9	1	8	3	17	1	-
	5%	5%	6%	5%	1%	6%	6%	2%	7%	5%	3%	6%	3%	5%	5%	2%	6%	7%	1%	5%	5%	5%	5%	-
3	20	10	9	18	1	3	13	2	3	5	11	8	4	7	8	4	6	5	4	10	2	17	2	1
	5%	5%	5%	5%	2%	4%	7%	2%	5%	3%	8%	6%	4%	4%	7%	4%	3%	4%	5%	6%	3%	5%	9%	4%
2	16	10	3	13	3	2	8	6	-	7	8	7	2	5	6	5	5	6	4	6	1	12	-	2
	4%	6%	2%	4%	5%	3%	4%	4%	-	4%	6%	6%	2%	3%	6%	4%	3%	5%	4%	3%	2%	4%	-	8%
1	51	23	18	40	9	16	13	21	7	25	18	9	17	25	8	19	24	11	10	30	13	42	4	6
	13%	13%	11%	12%	18%	23%	7%	16%	12%	13%	14%	7%	16%	16%	7%	19%	13%	9%	11%	17%	22%	13%	15%	19%
DON'T KNOW/REFUSED	2	-	1	1	1	-	1	1	1	-	1	-	-	2	-	-	2	-	-	2	2	2	-	-
	1%	-	1%	-	2%	-	1%	1%	2%	-	1%	-	-	1%	-	-	1%	-	-	1%	4%	1%	-	-
MEAN	6.0	5.8	6.3	6.0	6.2	5.3	6.2	6.2	6.0	6.2	5.8	6.0	6.1	6.0	6.0	6.2	6.0	6.3	6.3	5.7	5.7	6.1	5.6	5.9

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	299	101	84	73	135	78	88	140	155	153	189	342	53	157	125	122	61	54	56	32	24	291	102
	100%	75%	25%	21%	18%	34%	19%	22%	35%	39%	38%	47%	86%	13%	39%	31%	31%	15%	13%	14%	8%	6%	73%	26%
10	64	46	19	13	13	26	10	7	19	33	24	30	54	10	31	20	15	6	8	16	5	8	47	16
--	16%	15%	18%	16%	18%	19%	13%	8%	13%	22%	15%	16%	16%	20%	20%	16%	12%	9%	15%	28%	16%	33%	16%	16%
8-10	144	106	37	21	25	64	26	22	52	62	51	68	120	22	68	39	35	25	21	26	11	11	100	40
----	36%	36%	37%	25%	34%	47%	33%	25%	37%	40%	34%	36%	35%	41%	44%	32%	28%	41%	39%	47%	35%	44%	34%	39%
5-7	148	110	38	36	25	42	31	38	51	53	57	73	130	18	60	50	45	24	25	19	9	7	109	38
---	37%	37%	38%	43%	34%	31%	39%	43%	37%	34%	37%	39%	38%	35%	39%	40%	37%	38%	46%	34%	27%	28%	37%	37%
1-4	106	81	25	26	24	29	21	27	37	38	45	47	92	12	28	34	41	13	8	11	12	7	81	25
---	27%	27%	25%	31%	32%	22%	27%	31%	26%	24%	29%	25%	27%	22%	18%	27%	33%	21%	15%	19%	38%	28%	28%	24%
9	23	18	5	1	7	10	4	4	8	11	8	12	20	3	12	3	6	3	5	4	1	2	16	7
	6%	6%	5%	1%	9%	7%	5%	4%	6%	7%	5%	6%	6%	6%	8%	2%	5%	5%	9%	8%	3%	8%	5%	7%
8	56	42	14	7	5	28	12	11	26	18	20	26	46	8	25	17	13	17	8	6	5	1	36	16
	14%	14%	14%	8%	7%	21%	15%	12%	18%	12%	13%	14%	13%	15%	16%	14%	11%	27%	15%	11%	16%	4%	12%	16%
7	53	43	10	14	6	17	14	11	17	20	15	30	45	8	21	20	18	8	9	6	3	1	42	12
	13%	14%	10%	16%	8%	12%	18%	13%	12%	13%	10%	16%	13%	15%	13%	16%	15%	13%	17%	11%	8%	5%	14%	11%
6	33	25	8	7	7	11	4	6	16	11	14	15	29	4	13	11	8	8	4	2	2	5	25	8
	8%	8%	8%	9%	10%	8%	5%	6%	11%	7%	9%	8%	8%	8%	8%	9%	6%	14%	7%	4%	6%	19%	9%	8%
5	61	42	20	15	12	14	13	21	18	22	28	27	56	6	27	18	19	7	12	11	4	1	42	18
	15%	14%	19%	18%	16%	11%	17%	24%	13%	14%	18%	15%	16%	11%	17%	15%	12%	22%	19%	13%	4%	4%	14%	18%
4	20	16	3	9	4	2	4	3	9	5	9	9	18	-	6	7	8	3	1	3	1	4	10	10
	5%	5%	3%	11%	6%	2%	5%	3%	7%	4%	6%	5%	5%	-	4%	6%	7%	5%	2%	5%	3%	15%	3%	9%
3	20	10	10	5	2	6	5	7	7	6	6	11	17	2	7	4	5	3	2	4	4	-	17	3
	5%	3%	10%	6%	3%	4%	7%	7%	5%	4%	4%	6%	5%	3%	4%	3%	4%	5%	4%	7%	12%	-	6%	3%
2	16	13	3	2	5	5	1	5	5	6	8	6	14	2	3	9	8	2	1	1	2	1	9	7
	4%	4%	3%	3%	7%	4%	1%	6%	3%	4%	5%	3%	4%	3%	2%	7%	6%	3%	2%	2%	6%	5%	3%	7%
1	51	42	9	9	12	16	11	13	16	21	22	20	42	8	13	14	20	5	4	3	5	2	45	5
	13%	14%	9%	11%	17%	12%	14%	15%	11%	13%	14%	11%	12%	16%	8%	12%	16%	8%	8%	5%	17%	8%	16%	5%
DON'T KNOW/REFUSED	2	1	1	1	-	-	-	1	-	1	-	1	1	1	-	1	2	-	-	-	-	-	2	-
	1%	-	1%	1%	-	-	-	1%	-	1%	-	-	-	2%	-	1%	2%	-	-	-	-	-	1%	-
MEAN	6.0	6.0	6.1	5.8	5.7	6.5	5.9	5.4	6.1	6.3	5.8	6.2	6.0	6.3	6.6	5.9	5.5	6.3	6.5	6.8	5.5	6.8	5.9	6.3

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 +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRIGY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218	
10	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%	
8-10	64	36	22	13	11	10	6	9	5	31	14	10	10	43	16	5	32	10	17	8	15	33	
----	16%	21%	13%	17%	18%	16%	12%	21%	12%	14%	15%	21%	27%	26%	9%	9%	20%	18%	17%	16%	15%	15%	
5-7	144	82	49	30	26	18	20	14	13	65	37	19	20	76	55	13	75	20	36	17	32	74	
----	36%	47%	30%	39%	41%	28%	43%	32%	30%	30%	42%	42%	52%	46%	32%	21%	46%	38%	36%	33%	32%	34%	
1-4	148	63	65	27	22	25	15	15	14	77	36	22	10	52	75	18	62	19	24	20	42	87	
----	37%	36%	40%	36%	35%	39%	32%	35%	33%	35%	40%	48%	27%	32%	44%	30%	39%	36%	24%	39%	42%	40%	
9	106	28	47	17	16	21	12	14	15	75	16	5	8	34	42	29	24	14	36	14	26	56	
---	27%	16%	29%	23%	25%	33%	25%	33%	36%	34%	18%	11%	21%	21%	24%	48%	15%	26%	36%	27%	26%	26%	
8	23	13	6	3	4	1	3	3	2	9	6	2	5	12	11	-	13	4	2	3	2	13	
---	6%	7%	4%	4%	7%	2%	7%	7%	4%	4%	6%	5%	13%	7%	6%	-	8%	8%	2%	6%	2%	6%	
7	56	33	22	15	10	6	11	2	6	25	18	7	5	20	28	7	30	6	17	6	14	28	
---	14%	19%	13%	19%	16%	10%	24%	4%	15%	11%	20%	16%	12%	12%	16%	12%	19%	11%	17%	12%	14%	13%	
6	53	19	31	15	5	10	8	7	4	30	14	6	4	19	29	3	21	10	10	7	11	32	
---	13%	11%	19%	19%	7%	16%	16%	16%	9%	14%	15%	12%	10%	11%	17%	5%	13%	18%	10%	14%	11%	15%	
5	33	16	10	5	8	5	4	3	3	16	4	9	3	14	15	5	15	4	2	5	11	19	
---	8%	9%	6%	7%	12%	8%	9%	7%	6%	7%	4%	20%	8%	8%	9%	8%	9%	7%	2%	10%	11%	9%	
4	61	27	23	8	10	10	3	5	8	31	18	7	4	20	30	11	26	6	13	8	20	36	
---	15%	16%	14%	10%	15%	15%	7%	12%	18%	14%	20%	15%	9%	12%	18%	18%	16%	11%	13%	16%	20%	16%	
3	20	9	9	3	3	4	2	4	3	12	1	1	6	4	13	2	7	3	4	3	-	11	
---	5%	5%	6%	5%	5%	6%	4%	9%	7%	5%	1%	2%	15%	2%	8%	3%	5%	5%	4%	6%	-	5%	
2	20	5	12	3	4	2	3	2	5	12	5	2	2	7	9	5	7	1	11	1	11	13	
---	5%	3%	8%	4%	6%	3%	6%	5%	13%	5%	5%	5%	4%	4%	5%	8%	5%	2%	11%	2%	11%	6%	
1	16	3	6	3	2	5	4	2	2	11	4	-	-	4	5	7	1	1	6	2	4	11	
---	4%	2%	4%	4%	3%	8%	9%	4%	5%	5%	5%	-	-	2%	3%	12%	1%	2%	6%	4%	4%	5%	
DON'T KNOW/REFUSED	51	12	20	8	7	10	3	6	4	40	7	2	1	20	14	15	8	10	15	8	11	22	
---	13%	7%	12%	11%	10%	15%	6%	15%	11%	18%	7%	4%	2%	12%	8%	26%	5%	18%	15%	16%	11%	10%	
MEAN	2	-	1	1	-	-	-	-	-	2	-	-	-	1	-	-	-	-	4	-	-	1	
	1%	-	1%	1%	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	4%	-	-	-	

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	64 16%	31 13%	32 14%	36 16%	28 14%	33 19%	25 15%	26 16%	25 15%	34 17%	32 17%	31 16%	25 15%	37 17%	11 14%	49 17%	18 16%	24 18%	23 14%
8-10	144 36%	74 32%	84 36%	86 38%	71 35%	69 40%	63 37%	59 37%	66 38%	69 35%	70 38%	70 37%	60 35%	82 37%	25 34%	107 38%	44 40%	48 37%	51 32%
5-7	148 37%	94 40%	99 42%	83 37%	73 36%	60 35%	65 38%	66 41%	61 35%	72 37%	73 39%	62 33%	69 40%	74 34%	36 48%	94 33%	41 36%	43 33%	65 41%
1-4	106 27%	65 28%	51 22%	56 25%	56 28%	42 25%	43 25%	35 22%	45 26%	56 29%	43 23%	53 28%	43 25%	61 28%	13 18%	79 28%	27 24%	39 30%	41 26%
9	23 6%	14 6%	17 7%	15 7%	11 5%	9 5%	12 7%	9 6%	11 6%	10 5%	12 6%	11 6%	13 7%	10 5%	3 4%	20 7%	6 5%	5 4%	13 8%
8	56 14%	29 13%	35 15%	35 15%	32 16%	27 16%	26 15%	24 15%	30 17%	25 13%	27 15%	28 15%	22 13%	34 16%	12 16%	39 14%	21 18%	20 15%	16 10%
7	53 13%	33 14%	36 15%	29 13%	25 13%	18 10%	21 12%	22 14%	21 12%	27 14%	27 15%	21 11%	19 11%	33 15%	11 15%	39 14%	14 12%	14 11%	26 16%
6	33 8%	20 9%	23 10%	15 7%	15 7%	10 6%	17 10%	12 7%	12 7%	17 9%	17 9%	13 7%	16 9%	16 7%	11 15%	17 6%	8 7%	8 6%	17 11%
5	61 15%	40 17%	40 17%	38 17%	33 16%	31 18%	28 16%	32 20%	27 16%	28 14%	29 16%	28 15%	35 20%	25 11%	14 18%	38 14%	19 17%	21 16%	22 14%
4	20 5%	13 6%	12 5%	12 5%	10 5%	8 4%	10 6%	9 5%	9 5%	10 5%	10 6%	6 3%	11 6%	8 4%	5 7%	10 4%	6 5%	3 2%	11 7%
3	20 5%	15 6%	11 5%	11 5%	7 3%	8 5%	8 5%	8 5%	8 5%	10 5%	9 5%	8 4%	9 5%	10 5%	2 3%	15 5%	6 5%	7 5%	8 5%
2	16 4%	6 3%	8 3%	10 5%	11 5%	9 5%	7 4%	6 4%	7 4%	8 4%	7 4%	9 5%	9 5%	7 3%	3 4%	11 4%	4 4%	6 5%	6 4%
1	51 13%	30 13%	21 9%	23 10%	29 15%	18 10%	18 11%	13 8%	21 12%	28 14%	17 9%	31 16%	14 8%	36 17%	3 4%	43 15%	12 11%	23 18%	16 10%
DON'T KNOW/REFUSED	2 1%	-	-	-	-	-	-	-	2 1%	-	-	2 1%	1 1%	1 1%	-	2 1%	-	-	2 1%
MEAN	6.0	5.9	6.2	6.2	5.9	6.2	6.1	6.3	6.1	6.0	6.3	5.9	6.1	6.0	6.4	6.0	6.2	5.8	6.1

Table 19-6

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 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	50 16%	10 18%	8 16%	9 18%	8 16%	9 18%	7 13%
8-10 ----	105 35%	20 38%	22 44%	14 29%	17 33%	19 37%	13 26%
5-7 ---	106 35%	19 36%	12 24%	12 25%	20 39%	20 39%	22 45%
1-4 ---	90 30%	14 26%	16 32%	20 39%	14 27%	12 24%	14 29%
9	11 4%	4 8%	2 4%	-	3 6%	2 4%	-
8	44 14%	6 11%	12 24%	5 11%	6 12%	8 16%	7 13%
7	37 12%	10 18%	6 12%	4 7%	7 14%	7 14%	4 8%
6	21 7%	4 7%	2 4%	-	5 10%	3 6%	8 16%
5	47 16%	6 11%	4 8%	9 18%	8 16%	10 20%	11 21%
4	9 3%	3 5%	-	4 7%	3 6%	-	-
3	24 8%	1 2%	6 12%	5 11%	1 2%	6 12%	5 11%
2	12 4%	1 2%	2 4%	4 7%	2 4%	1 2%	3 5%
1	44 15%	10 18%	8 16%	7 14%	8 16%	5 10%	7 13%
DON'T KNOW/REFUSED	4 1%	-	-	4 7%	-	-	-
MEAN	5.8	6.1	6.0	5.3	5.9	6.2	5.5

Table 20-1
 QUESTION 15:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Data breaches and cybersecurity

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	31	11	8	4	1	7	19	12	15	6	5	19	7	4	3	1	4	1	4	26	18	4	2	4
--	8%	8%	9%	9%	2%	8%	8%	7%	11%	5%	6%	9%	6%	6%	6%	2%	8%	4%	6%	8%	12%	5%	10%	6%
8-10	94	38	24	12	7	14	62	33	36	24	18	50	24	14	8	7	7	7	9	79	46	16	3	19
----	24%	27%	28%	24%	16%	17%	27%	19%	27%	21%	20%	24%	20%	25%	18%	19%	15%	23%	15%	25%	30%	21%	14%	24%
5-7	155	54	29	18	17	36	83	72	41	48	40	71	51	24	16	21	21	11	23	120	51	32	14	31
---	39%	39%	34%	38%	40%	44%	37%	41%	30%	42%	45%	35%	43%	43%	34%	55%	44%	36%	37%	38%	33%	40%	61%	41%
1-4	148	47	33	18	19	31	81	68	57	43	30	81	44	18	22	10	18	13	30	113	56	31	6	26
---	37%	34%	39%	38%	44%	37%	36%	39%	42%	38%	34%	40%	37%	32%	48%	26%	39%	41%	47%	36%	37%	39%	25%	33%
9	14	7	3	-	1	2	10	3	5	4	2	10	1	2	2	2	2	1	2	12	6	1	-	3
	3%	5%	4%	-	2%	3%	5%	2%	4%	4%	2%	5%	1%	4%	4%	6%	4%	3%	2%	4%	4%	1%	-	3%
8	50	20	13	7	5	5	33	17	15	14	11	20	17	8	4	4	2	5	4	41	22	12	1	12
	13%	15%	14%	15%	12%	6%	15%	10%	11%	12%	12%	10%	14%	15%	8%	10%	4%	16%	7%	13%	14%	15%	4%	15%
7	40	13	8	3	4	11	21	18	10	15	10	19	13	5	4	5	5	6	8	29	11	7	2	8
	10%	9%	10%	7%	9%	14%	9%	11%	8%	13%	11%	9%	11%	9%	8%	13%	11%	19%	13%	9%	7%	9%	7%	11%
6	33	10	8	7	1	7	18	14	7	8	14	14	10	9	1	4	4	3	6	25	7	10	3	6
	8%	7%	9%	15%	2%	8%	8%	8%	5%	7%	15%	7%	8%	16%	2%	10%	9%	9%	9%	8%	4%	13%	11%	8%
5	83	31	13	8	13	18	44	39	24	24	17	38	28	9	11	12	11	3	9	66	33	14	10	17
	21%	22%	15%	17%	29%	22%	19%	22%	18%	21%	19%	19%	24%	17%	25%	32%	25%	8%	14%	21%	21%	18%	43%	22%
4	27	8	8	6	1	5	16	12	9	6	8	14	8	5	1	-	9	1	7	20	9	6	1	6
	7%	6%	9%	12%	2%	6%	7%	7%	7%	6%	9%	7%	7%	8%	2%	-	18%	3%	11%	6%	6%	8%	5%	8%
3	37	16	9	-	5	8	25	12	12	10	12	15	18	4	8	5	2	4	6	30	8	9	2	5
	9%	12%	10%	-	10%	10%	11%	7%	9%	9%	14%	7%	15%	6%	16%	12%	5%	14%	9%	10%	5%	12%	8%	6%
2	34	15	3	2	7	7	18	16	10	14	7	16	10	7	3	-	4	5	5	28	9	11	2	6
	9%	11%	3%	4%	16%	9%	8%	9%	7%	12%	8%	8%	9%	13%	6%	-	8%	16%	8%	9%	6%	13%	9%	8%
1	49	8	14	10	7	10	22	28	27	13	3	36	8	2	11	6	4	3	12	34	30	4	1	9
	12%	6%	16%	22%	16%	13%	10%	16%	20%	11%	4%	18%	6%	4%	24%	14%	8%	8%	19%	11%	19%	5%	3%	12%
DON'T KNOW/REFUSED	2	1	-	-	-	1	1	1	-	1	2	-	-	-	-	-	1	-	1	2	1	-	-	2
	1%	1%	-	-	-	2%	-	1%	1%	-	1%	1%	-	-	-	-	2%	-	1%	1%	-	-	-	2%
MEAN	5.2	5.4	5.3	5.1	4.4	5.0	5.4	4.9	5.0	5.1	5.4	5.1	5.1	5.5	4.4	5.2	5.1	5.1	4.6	5.3	5.2	5.1	5.2	5.3

Table 20-2
 QUESTION 15:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Data breaches and cybersecurity

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					NOT CONF																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
10	31	12	14	26	5	2	11	15	4	20	8	3	9	19	6	12	12	12	6	13	6	26	1	2
--	8%	7%	9%	8%	9%	2%	6%	11%	6%	10%	6%	2%	9%	12%	5%	12%	7%	9%	7%	7%	11%	8%	5%	7%
8-10	94	37	40	77	14	13	41	33	11	58	25	15	23	52	17	32	42	30	25	38	17	74	5	9
----	24%	21%	24%	22%	29%	19%	23%	25%	20%	29%	18%	12%	23%	32%	16%	31%	23%	23%	29%	21%	31%	23%	20%	30%
5-7	155	65	73	138	16	30	65	52	20	83	47	50	44	55	43	40	71	49	38	64	19	122	11	12
---	39%	36%	45%	40%	32%	44%	36%	39%	35%	42%	35%	40%	44%	34%	41%	38%	39%	38%	43%	36%	34%	38%	46%	40%
1-4	148	76	51	127	20	25	72	47	26	57	62	59	33	53	45	31	68	51	24	73	20	126	8	10
---	37%	42%	31%	37%	39%	37%	40%	35%	45%	29%	46%	48%	33%	33%	43%	30%	37%	39%	27%	41%	36%	39%	34%	31%
9	14	6	5	10	3	3	8	4	1	8	4	3	4	5	3	4	6	3	5	6	3	11	1	1
	3%	3%	3%	3%	5%	4%	4%	3%	2%	4%	3%	2%	4%	3%	3%	3%	3%	2%	5%	4%	5%	4%	5%	3%
8	50	20	21	41	7	9	22	14	7	30	13	9	11	27	8	16	24	16	15	19	8	37	2	6
	13%	11%	13%	12%	14%	13%	12%	11%	12%	15%	10%	7%	11%	17%	8%	16%	13%	12%	17%	11%	14%	11%	10%	19%
7	40	17	17	34	6	5	19	15	5	25	9	9	11	18	10	8	22	14	11	14	5	32	4	1
	10%	9%	10%	10%	12%	8%	11%	12%	9%	13%	6%	8%	11%	11%	10%	8%	12%	11%	13%	8%	10%	10%	17%	3%
6	33	15	16	31	2	8	15	6	8	10	13	12	4	13	11	7	15	14	6	13	2	24	-	9
	8%	8%	10%	9%	4%	11%	8%	5%	14%	5%	10%	10%	4%	8%	10%	7%	8%	11%	6%	8%	3%	7%	-	29%
5	83	33	40	73	8	17	31	30	7	48	25	28	29	24	23	24	35	22	21	37	12	66	7	2
	21%	18%	24%	21%	16%	26%	17%	23%	12%	24%	19%	23%	29%	15%	21%	23%	19%	16%	24%	21%	21%	20%	29%	8%
4	27	11	13	24	4	3	17	7	2	10	15	8	6	13	4	6	15	7	6	15	5	23	2	2
	7%	6%	8%	7%	7%	4%	10%	5%	4%	5%	11%	6%	6%	8%	3%	6%	8%	5%	6%	8%	8%	7%	9%	8%
3	37	17	17	34	3	9	19	8	4	14	17	20	10	7	15	9	13	12	10	15	2	33	1	2
	9%	10%	10%	10%	7%	13%	11%	6%	7%	7%	13%	16%	10%	4%	14%	8%	7%	10%	11%	9%	4%	10%	5%	8%
2	34	22	9	30	4	7	16	9	8	15	12	14	8	11	11	7	15	11	5	19	4	26	4	4
	9%	12%	5%	9%	8%	11%	9%	7%	14%	8%	9%	11%	8%	7%	11%	7%	8%	8%	5%	11%	8%	8%	15%	11%
1	49	26	13	39	9	6	19	22	12	18	18	17	9	23	15	9	25	21	4	24	9	44	1	1
	12%	15%	8%	11%	17%	9%	10%	17%	20%	9%	14%	14%	9%	14%	14%	9%	13%	16%	5%	14%	16%	14%	5%	4%
DON'T KNOW/REFUSED	2	1	1	2	-	-	2	1	-	-	1	-	1	1	-	1	2	-	1	1	-	2	-	-
	1%	1%	-	-	-	-	1%	1%	-	-	1%	-	1%	1%	-	1%	1%	-	1%	1%	-	1%	-	-
MEAN	5.2	4.9	5.5	5.2	5.2	4.9	5.1	5.2	4.6	5.6	4.7	4.4	5.3	5.6	4.7	5.6	5.2	5.1	5.7	4.9	5.4	5.1	5.3	5.7

Table 20-3
 QUESTION 15:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Data breaches and cybersecurity

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400	299	101	84	73	135	78	88	140	155	153	189	342	53	157	125	122	61	54	56	32	24	291	102
10	100%	75%	25%	21%	18%	34%	19%	22%	35%	39%	38%	47%	86%	13%	39%	31%	31%	15%	13%	14%	8%	6%	73%	26%
8-10	31	23	8	2	7	13	8	5	5	18	10	19	28	2	8	12	12	6	4	9	1	1	17	13
----	8%	8%	8%	2%	9%	9%	10%	6%	4%	12%	6%	10%	8%	4%	5%	10%	10%	9%	7%	16%	3%	5%	6%	13%
5-7	94	65	29	5	17	37	26	18	24	44	32	43	76	17	34	31	28	14	11	17	7	7	63	30
----	24%	22%	29%	6%	24%	27%	33%	20%	17%	29%	21%	23%	22%	31%	22%	25%	23%	23%	21%	29%	22%	28%	22%	30%
1-4	155	120	35	31	28	55	25	32	61	56	54	81	135	17	62	49	45	24	24	24	9	6	116	34
----	39%	40%	34%	37%	39%	41%	33%	36%	44%	36%	35%	43%	39%	32%	40%	39%	37%	39%	44%	42%	29%	24%	40%	33%
9	148	112	36	46	27	43	25	39	53	54	65	64	129	19	60	44	49	23	19	15	16	11	110	38
----	37%	37%	36%	55%	38%	32%	32%	44%	38%	35%	43%	34%	38%	36%	38%	35%	40%	38%	35%	27%	48%	48%	38%	37%
8	14	9	4	-	3	6	4	3	6	5	4	6	10	4	6	4	5	3	-	2	1	-	8	6
----	3%	3%	4%	-	5%	4%	5%	3%	4%	3%	2%	3%	3%	7%	4%	3%	4%	4%	-	3%	3%	-	3%	6%
7	50	33	17	4	7	18	14	10	14	21	19	18	37	11	20	15	11	6	7	6	5	6	38	11
----	13%	11%	17%	4%	10%	14%	18%	11%	10%	13%	12%	10%	11%	21%	13%	12%	9%	9%	14%	11%	16%	23%	13%	11%
6	40	31	9	7	6	14	9	7	15	17	12	23	36	4	16	14	14	2	4	7	3	2	27	11
----	10%	10%	9%	8%	9%	10%	12%	8%	11%	11%	8%	12%	10%	7%	10%	11%	12%	4%	7%	12%	9%	7%	9%	11%
5	33	26	7	8	5	13	4	8	13	9	14	17	31	2	13	11	9	7	6	4	1	2	25	7
----	8%	9%	7%	10%	7%	9%	6%	9%	9%	6%	9%	9%	9%	4%	8%	9%	7%	11%	12%	6%	3%	9%	9%	7%
4	83	64	19	16	16	29	12	16	33	30	28	40	68	11	33	25	21	15	14	13	6	2	64	15
----	21%	21%	19%	19%	23%	21%	15%	19%	24%	19%	18%	21%	20%	22%	21%	20%	18%	24%	25%	23%	17%	8%	22%	15%
3	27	20	8	9	4	7	7	4	14	8	10	17	26	1	12	7	9	7	2	3	2	1	20	7
----	7%	7%	8%	11%	5%	5%	8%	5%	10%	5%	6%	9%	8%	2%	8%	5%	7%	11%	4%	5%	7%	4%	7%	7%
2	37	28	9	12	6	13	7	13	17	8	15	17	32	5	19	9	15	12	4	2	2	3	21	16
----	9%	9%	9%	14%	8%	10%	9%	14%	12%	5%	10%	9%	9%	9%	12%	7%	12%	19%	7%	3%	8%	12%	7%	16%
1	34	25	9	10	8	11	3	11	8	15	18	12	30	5	12	10	11	3	4	4	6	5	25	8
----	9%	8%	9%	12%	11%	8%	4%	13%	6%	9%	12%	6%	9%	9%	8%	9%	6%	7%	8%	8%	18%	20%	9%	8%
DON'T KNOW/REFUSED	49	39	10	16	10	11	8	11	14	23	23	17	41	9	17	18	14	2	9	6	5	3	43	6
----	12%	13%	10%	19%	14%	9%	11%	12%	10%	15%	15%	9%	12%	16%	11%	15%	12%	3%	17%	11%	16%	12%	15%	6%
MEAN	2	2	1	1	-	-	1	-	2	-	1	1	2	-	1	1	1	-	-	1	-	-	2	-
----	1%	1%	1%	1%	-	-	2%	-	1%	-	1%	1%	1%	-	-	1%	1%	-	-	1%	-	-	1%	-

Table 20-4
 QUESTION 15:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Data breaches and cybersecurity

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRIGY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%
10	31	13	12	8	4	3	5	3	2	19	2	4	6	21	8	2	12	4	-	2	9	18
--	8%	8%	8%	11%	6%	5%	10%	6%	4%	9%	2%	8%	16%	13%	4%	3%	7%	8%	-	4%	9%	8%
8-10	94	42	34	19	12	8	14	8	7	55	19	9	11	47	36	11	37	12	11	9	19	58
----	24%	24%	21%	25%	18%	13%	30%	17%	16%	25%	21%	20%	29%	29%	21%	19%	23%	21%	11%	18%	19%	27%
5-7	155	69	59	35	29	27	20	17	18	75	41	21	16	65	69	18	73	21	40	21	38	81
---	39%	40%	37%	46%	45%	43%	42%	40%	44%	34%	46%	45%	42%	40%	40%	30%	45%	39%	40%	41%	38%	37%
1-4	148	63	68	22	24	28	13	18	17	89	29	16	11	52	65	31	51	20	45	21	42	78
---	37%	36%	42%	29%	37%	44%	27%	42%	40%	41%	33%	34%	29%	31%	38%	52%	31%	38%	45%	41%	42%	36%
9	14	8	5	4	1	1	1	3	-	8	2	1	2	2	11	1	6	2	2	1	3	9
	3%	5%	3%	5%	1%	2%	2%	6%	-	4%	3%	2%	7%	1%	6%	2%	4%	2%	2%	2%	3%	4%
8	50	20	16	7	7	4	9	2	5	28	15	4	3	24	17	9	20	6	9	6	7	31
	13%	12%	10%	9%	11%	7%	19%	5%	12%	13%	16%	9%	7%	15%	10%	14%	12%	11%	9%	12%	7%	14%
7	40	22	18	4	7	8	3	2	4	18	8	5	7	16	20	3	18	8	7	7	6	20
	10%	12%	11%	6%	12%	12%	6%	4%	10%	8%	9%	11%	17%	10%	12%	5%	11%	15%	7%	14%	6%	9%
6	33	12	13	11	7	6	5	4	3	15	12	3	2	12	15	6	16	5	10	1	7	18
	8%	7%	8%	14%	10%	10%	10%	10%	7%	7%	14%	7%	5%	7%	9%	9%	10%	10%	10%	2%	7%	8%
5	83	36	28	20	15	13	12	11	11	41	20	13	7	37	34	10	38	8	23	13	25	43
	21%	21%	18%	27%	23%	21%	25%	27%	26%	19%	23%	27%	19%	23%	20%	16%	24%	15%	23%	25%	25%	20%
4	27	16	14	4	4	6	4	1	-	15	7	3	2	10	11	5	12	6	4	1	8	14
	7%	9%	9%	5%	7%	9%	8%	2%	-	7%	8%	7%	7%	6%	7%	9%	8%	11%	4%	2%	8%	6%
3	37	15	15	8	6	6	2	6	6	20	7	8	2	13	18	6	16	4	7	5	10	25
	9%	9%	9%	10%	9%	10%	4%	14%	14%	9%	8%	18%	6%	8%	11%	9%	10%	8%	7%	10%	10%	11%
2	34	12	16	5	6	9	5	5	4	20	8	3	3	11	17	6	9	4	14	7	13	18
	9%	7%	10%	7%	9%	14%	11%	11%	10%	9%	9%	6%	7%	7%	10%	10%	6%	8%	14%	14%	13%	8%
1	49	19	22	5	7	7	2	7	7	34	8	2	3	17	18	14	13	5	21	8	12	21
	12%	11%	14%	7%	11%	11%	4%	15%	17%	16%	9%	4%	9%	10%	11%	23%	8%	10%	21%	16%	12%	10%
DON'T KNOW/REFUSED	2	-	1	-	-	-	1	-	-	1	-	1	-	-	2	-	1	1	4	-	1	1
	1%	-	1%	-	-	-	2%	-	-	-	-	2%	-	-	1%	-	-	2%	4%	-	1%	-
MEAN	5.2	5.3	5.0	5.5	5.0	4.7	5.7	4.7	4.6	5.0	5.2	5.3	5.9	5.6	5.1	4.3	5.4	5.3	4.1	4.7	4.8	5.4

Table 20-5
 QUESTION 15:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Data breaches and cybersecurity

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	31 8%	10 4%	17 7%	15 7%	15 8%	8 5%	9 5%	11 7%	17 10%	13 7%	11 6%	20 11%	9 5%	22 10%	5 6%	24 9%	9 8%	12 9%	10 6%
8-10	94 24%	53 23%	55 24%	54 24%	39 20%	42 24%	34 20%	40 25%	56 32%	35 18%	45 24%	46 24%	42 24%	51 24%	15 20%	74 26%	38 34%	27 21%	30 19%
5-7	155 39%	93 40%	99 43%	86 38%	85 43%	67 39%	73 43%	64 40%	58 33%	81 41%	72 39%	71 38%	59 34%	93 43%	37 49%	105 37%	37 33%	52 40%	66 42%
1-4	148 37%	84 36%	78 34%	83 37%	75 37%	62 37%	64 37%	55 34%	61 35%	81 41%	68 37%	70 37%	70 41%	72 33%	22 29%	103 36%	38 34%	49 38%	61 39%
9	14 3%	8 3%	6 3%	9 4%	5 2%	4 2%	3 2%	4 2%	7 4%	4 2%	7 4%	5 2%	9 5%	5 2%	3 4%	9 3%	7 6%	3 2%	4 3%
8	50 13%	35 15%	31 14%	30 13%	20 10%	30 18%	23 13%	25 16%	32 18%	17 9%	27 15%	21 11%	24 14%	25 12%	7 10%	40 14%	22 20%	13 10%	15 10%
7	40 10%	22 10%	32 14%	28 12%	17 8%	17 10%	21 12%	19 12%	20 11%	19 10%	21 11%	19 10%	18 10%	22 10%	11 15%	27 10%	14 12%	13 10%	13 8%
6	33 8%	22 9%	18 8%	13 6%	17 8%	16 9%	13 8%	16 10%	16 9%	12 6%	16 9%	14 7%	13 8%	18 8%	10 13%	21 7%	10 9%	8 6%	15 9%
5	83 21%	49 21%	50 21%	46 20%	52 26%	34 20%	39 23%	29 18%	22 13%	50 25%	35 19%	38 20%	28 16%	53 24%	16 21%	56 20%	13 12%	31 24%	38 24%
4	27 7%	13 6%	15 6%	23 10%	15 7%	12 7%	11 6%	7 4%	9 5%	17 8%	13 7%	11 6%	14 8%	10 4%	6 8%	15 5%	6 5%	9 7%	13 8%
3	37 9%	21 9%	24 10%	18 8%	17 8%	16 9%	18 11%	17 10%	18 11%	18 9%	21 11%	14 7%	22 12%	16 7%	7 9%	27 10%	12 10%	7 6%	18 12%
2	34 9%	18 8%	17 7%	17 8%	14 7%	19 11%	16 9%	15 9%	16 9%	16 8%	17 9%	16 8%	20 11%	13 6%	4 5%	26 9%	11 10%	11 8%	13 8%
1	49 12%	32 14%	22 10%	25 11%	29 15%	15 9%	18 11%	17 10%	17 10%	31 16%	17 9%	30 16%	15 9%	34 15%	5 7%	33 12%	9 8%	23 17%	17 11%
DON'T KNOW/REFUSED	2 1%	2 1%	1 -	2 1%	1 -	- -	- -	1 1%	- -	1 -	1 -	1 1%	1 1%	1 1%	1 1%	1 1%	- -	1 1%	2 1%
MEAN	5.2	5.1	5.4	5.3	5.0	5.2	5.0	5.3	5.6	4.8	5.3	5.2	5.2	5.2	5.5	5.3	5.7	5.0	5.0

Table 20-6
 QUESTION 15:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Data breaches and cybersecurity

BANNER 6

-----GREATER MN REGION-----

===== REGION =====

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10	16 5%	4 8%	-	-	2 4%	7 14%	3 5%
8-10	50 17%	12 21%	2 4%	9 18%	9 18%	14 27%	5 11%
5-7	120 39%	21 39%	24 48%	16 32%	21 41%	21 41%	17 34%
1-4	129 42%	20 38%	24 48%	21 43%	21 41%	15 29%	28 55%
9	7 2%	1 2%	-	2 4%	1 2%	3 6%	-
8	28 9%	6 11%	2 4%	7 14%	6 12%	4 8%	3 5%
7	28 9%	8 15%	2 4%	5 11%	7 14%	3 6%	3 5%
6	23 8%	5 10%	8 16%	2 4%	1 2%	3 6%	4 8%
5	69 23%	8 15%	14 28%	9 18%	13 25%	15 29%	11 21%
4	19 6%	6 11%	2 4%	2 4%	1 2%	3 6%	5 11%
3	26 9%	4 8%	2 4%	5 11%	5 10%	3 6%	7 13%
2	38 12%	4 8%	10 20%	4 7%	7 14%	5 10%	8 16%
1	46 15%	5 10%	10 20%	11 21%	8 16%	4 8%	8 16%
DON'T KNOW/REFUSED	5 2%	1 2%	-	4 7%	-	1 2%	-
MEAN	4.7	5.3	3.8	4.5	4.7	5.6	4.1

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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	54	20	13	5	3	13	33	21	18	18	10	27	17	8	5	8	9	2	10	41	30	6	6	8
--	14%	15%	15%	11%	6%	16%	15%	12%	13%	16%	11%	13%	15%	14%	10%	20%	19%	7%	15%	13%	20%	7%	26%	11%
8-10	111	39	24	16	8	25	63	48	37	34	26	53	38	18	11	13	16	7	17	91	49	20	6	20
----	28%	28%	28%	32%	19%	30%	28%	28%	27%	29%	28%	26%	32%	33%	24%	34%	34%	21%	26%	29%	32%	25%	26%	26%
5-7	163	56	41	12	25	30	97	67	46	46	40	74	55	22	17	19	19	14	27	120	54	35	9	35
---	41%	40%	47%	25%	58%	36%	43%	38%	34%	40%	44%	36%	45%	39%	36%	48%	40%	45%	42%	38%	35%	45%	39%	46%
1-4	123	44	22	21	9	27	66	57	49	36	25	75	28	16	18	7	11	11	20	101	48	24	8	22
---	31%	32%	25%	43%	22%	33%	29%	33%	37%	31%	27%	37%	23%	28%	40%	17%	24%	34%	31%	32%	31%	30%	35%	28%
9	22	9	3	6	2	1	13	9	9	3	7	9	7	6	3	2	-	2	1	21	5	5	-	7
	6%	7%	4%	13%	5%	1%	6%	5%	7%	3%	8%	4%	6%	11%	6%	5%	-	6%	1%	7%	4%	6%	-	9%
8	35	9	8	4	3	11	17	18	10	13	8	17	13	5	4	4	7	2	6	29	13	9	-	5
	9%	6%	9%	8%	7%	13%	8%	10%	7%	11%	9%	8%	11%	8%	8%	9%	15%	8%	9%	9%	9%	11%	-	6%
7	43	19	8	6	1	9	27	16	13	11	13	16	15	11	2	5	6	4	8	32	12	11	3	9
	11%	13%	9%	13%	2%	11%	12%	9%	9%	9%	14%	8%	12%	19%	4%	12%	12%	13%	12%	10%	8%	14%	12%	11%
6	23	7	6	1	4	4	14	9	2	13	5	9	12	1	4	3	1	2	4	17	8	4	3	5
	6%	5%	7%	2%	8%	5%	6%	5%	2%	11%	6%	4%	10%	2%	8%	8%	2%	6%	6%	5%	5%	5%	14%	6%
5	98	30	26	5	20	17	56	42	31	22	22	49	28	10	11	11	12	8	15	71	34	21	3	22
	24%	21%	30%	10%	47%	20%	25%	24%	23%	19%	24%	24%	23%	18%	25%	28%	26%	26%	24%	23%	22%	26%	13%	28%
4	29	12	6	6	1	5	18	11	8	13	5	14	7	7	2	1	3	4	4	26	9	6	3	4
	7%	9%	7%	12%	2%	6%	8%	7%	6%	11%	6%	7%	6%	13%	5%	2%	6%	13%	6%	8%	6%	7%	12%	6%
3	27	9	4	5	2	7	13	14	3	11	10	9	11	5	5	2	3	2	2	24	3	8	3	5
	7%	6%	5%	10%	5%	8%	6%	8%	2%	10%	11%	5%	10%	9%	11%	6%	6%	5%	3%	8%	2%	10%	13%	7%
2	20	9	3	1	2	5	12	8	6	8	6	12	6	2	3	1	2	2	3	17	7	6	1	4
	5%	6%	3%	2%	5%	7%	5%	5%	4%	7%	7%	6%	5%	4%	7%	2%	4%	5%	5%	5%	4%	8%	5%	5%
1	47	15	9	9	4	10	23	24	32	4	4	40	3	1	8	3	3	3	11	35	30	4	1	8
	12%	10%	10%	19%	10%	12%	10%	14%	24%	3%	4%	19%	3%	2%	17%	7%	7%	11%	17%	11%	19%	5%	4%	10%
DON'T KNOW/REFUSED	3	1	-	-	1	1	1	2	3	-	-	3	-	-	-	-	1	-	1	2	3	-	-	-
	1%	1%	-	-	2%	1%	-	1%	2%	-	-	1%	-	-	-	-	2%	-	1%	1%	2%	-	-	-
MEAN	5.6	5.7	5.8	5.5	5.2	5.6	5.7	5.5	5.2	5.9	5.9	5.2	6.1	6.3	5.0	6.3	6.1	5.3	5.5	5.6	5.6	5.6	6.0	5.6

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
10	54	22	16	38	17	10	16	29	9	32	12	9	24	22	12	23	20	26	14	14	6	44	4	4
--	14%	12%	10%	11%	33%	15%	9%	22%	15%	16%	9%	7%	23%	13%	11%	22%	11%	20%	15%	8%	11%	14%	16%	12%
8-10	111	41	42	83	26	19	41	43	16	69	24	26	38	44	27	41	42	48	26	37	12	91	8	10
----	28%	23%	26%	24%	52%	28%	23%	33%	28%	35%	17%	21%	38%	27%	26%	40%	23%	37%	29%	21%	12%	28%	34%	32%
5-7	163	80	72	152	9	24	87	45	17	74	67	68	30	59	52	28	80	46	36	78	21	129	8	14
---	41%	45%	44%	44%	18%	35%	49%	34%	30%	37%	50%	55%	29%	36%	50%	27%	44%	36%	40%	44%	37%	40%	31%	46%
1-4	123	56	50	106	15	25	50	44	23	55	43	30	33	57	26	35	58	36	27	59	22	102	9	7
---	31%	31%	30%	31%	30%	37%	28%	33%	40%	28%	32%	24%	32%	36%	25%	34%	32%	28%	30%	34%	39%	32%	35%	22%
9	22	7	10	17	5	3	10	4	3	14	4	4	5	12	6	7	9	8	4	10	3	16	2	4
	6%	4%	6%	5%	9%	5%	5%	3%	6%	7%	3%	3%	5%	7%	6%	7%	5%	6%	5%	6%	4%	5%	10%	12%
8	35	13	16	29	5	6	16	10	4	23	8	13	10	10	9	11	14	13	8	12	3	30	2	2
	9%	7%	10%	8%	10%	9%	9%	8%	7%	12%	6%	11%	9%	6%	8%	11%	8%	10%	9%	7%	6%	9%	9%	8%
7	43	20	19	39	3	10	21	10	9	17	17	16	9	15	14	7	22	15	10	16	7	31	2	9
	11%	11%	12%	11%	6%	14%	12%	8%	16%	9%	12%	13%	9%	10%	13%	7%	12%	12%	12%	9%	12%	10%	9%	27%
6	23	11	11	22	1	2	12	7	3	12	7	10	5	8	9	6	8	7	4	11	1	20	-	1
	6%	6%	7%	6%	2%	3%	7%	5%	5%	6%	5%	8%	5%	5%	8%	6%	5%	5%	4%	6%	2%	6%	-	3%
5	98	50	42	92	5	12	54	28	5	44	43	42	16	36	30	15	50	25	22	50	14	77	5	5
	24%	28%	26%	27%	10%	18%	30%	21%	9%	22%	32%	34%	16%	22%	29%	14%	27%	19%	24%	29%	24%	24%	22%	15%
4	29	12	13	25	4	9	15	4	3	13	13	7	12	9	5	10	12	6	13	10	3	21	6	1
	7%	6%	8%	7%	9%	13%	9%	3%	6%	6%	10%	5%	12%	5%	4%	10%	7%	4%	15%	6%	6%	6%	25%	4%
3	27	12	14	26	1	7	15	5	6	11	10	7	6	13	7	8	10	13	4	9	2	21	1	4
	7%	7%	9%	8%	2%	10%	8%	4%	11%	6%	7%	6%	6%	8%	7%	8%	6%	10%	5%	5%	3%	6%	5%	12%
2	20	12	6	18	2	5	8	8	6	6	8	5	4	11	6	4	10	4	3	14	5	18	1	1
	5%	7%	4%	5%	5%	7%	4%	6%	10%	3%	6%	4%	4%	7%	5%	4%	6%	3%	3%	8%	8%	5%	5%	4%
1	47	21	16	37	8	6	12	26	8	26	13	11	11	25	9	13	25	14	6	26	12	43	-	1
	12%	12%	10%	11%	15%	8%	7%	20%	13%	13%	9%	9%	11%	15%	8%	12%	14%	11%	7%	15%	21%	13%	-	3%
DON'T KNOW/REFUSED	3	2	-	2	-	-	1	1	1	-	2	-	-	2	-	-	3	-	-	3	2	3	-	-
	1%	1%	-	1%	-	-	-	1%	2%	-	1%	-	-	1%	-	-	1%	-	-	1%	3%	1%	-	-
MEAN	5.6	5.4	5.6	5.5	6.6	5.6	5.6	5.6	5.5	5.9	5.2	5.5	6.1	5.4	5.7	6.0	5.4	6.1	5.9	5.1	4.9	5.5	6.1	6.4

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA- -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES	
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%	
10	54 14%	43 15%	11 11%	7 8%	14 19%	21 15%	11 11%	7 8%	12 8%	34 22%	24 16%	19 10%	43 13%	11 21%	23 14%	24 19%	16 13%	5 8%	9 17%	13 23%	14 14%	5 14%	6 26%	34 12%	20 19%
8-10	111 28%	87 29%	25 25%	15 18%	26 35%	41 30%	25 32%	20 22%	30 22%	52 34%	44 29%	45 24%	90 26%	21 39%	53 34%	37 29%	28 22%	15 25%	22 40%	19 35%	10 32%	9 39%	71 25%	39 38%	
5-7	163 41%	121 40%	43 42%	40 47%	25 35%	52 39%	28 35%	38 43%	64 46%	56 36%	56 37%	90 48%	147 43%	13 24%	71 45%	49 39%	47 38%	27 44%	20 37%	22 39%	14 43%	5 23%	119 41%	40 39%	
1-4	123 31%	91 30%	32 32%	29 34%	22 30%	41 30%	25 31%	30 33%	46 33%	46 30%	51 33%	52 28%	103 30%	20 37%	33 21%	39 31%	46 38%	18 30%	12 22%	13 24%	8 25%	9 39%	99 34%	24 23%	
9	22 6%	16 5%	6 6%	3 4%	3 4%	8 6%	8 11%	4 4%	5 3%	8 5%	8 5%	9 5%	16 5%	6 11%	11 7%	5 4%	6 5%	2 3%	6 12%	2 4%	2 7%	1 5%	17 6%	6 5%	
8	35 9%	27 9%	8 8%	5 6%	9 13%	12 9%	8 10%	9 10%	14 10%	10 6%	13 8%	18 9%	30 9%	4 7%	19 12%	7 6%	5 4%	9 14%	6 12%	5 8%	4 11%	2 8%	21 7%	14 14%	
7	43 11%	31 10%	12 12%	10 12%	5 7%	18 13%	7 9%	10 11%	21 15%	12 8%	17 11%	23 12%	39 11%	3 5%	24 15%	14 11%	5 4%	6 10%	4 8%	6 11%	3 8%	- -	32 11%	9 9%	
6	23 6%	16 5%	6 6%	4 5%	5 6%	11 8%	1 1%	5 5%	11 8%	6 4%	4 3%	17 9%	21 6%	2 3%	8 5%	6 5%	8 6%	5 7%	4 7%	6 10%	2 5%	1 4%	15 5%	8 7%	
5	98 24%	73 25%	24 24%	26 30%	16 22%	23 17%	20 26%	24 27%	33 23%	39 25%	36 23%	51 27%	87 25%	8 16%	39 25%	29 23%	34 27%	16 27%	12 23%	10 18%	10 29%	4 19%	71 24%	23 22%	
4	29 7%	24 8%	6 5%	3 3%	9 12%	10 7%	8 10%	8 9%	12 9%	8 5%	15 10%	8 4%	23 7%	6 12%	9 6%	7 5%	12 10%	8 12%	2 3%	5 9%	1 2%	2 8%	23 8%	6 6%	
3	27 7%	18 6%	9 9%	9 10%	3 4%	9 7%	4 6%	4 5%	16 11%	7 4%	13 8%	13 7%	26 8%	1 2%	12 8%	7 6%	9 7%	6 9%	3 6%	2 4%	2 6%	4 15%	20 7%	7 7%	
2	20 5%	16 5%	4 4%	3 4%	6 8%	7 5%	3 3%	7 8%	7 5%	5 3%	9 6%	8 4%	17 5%	2 5%	4 3%	8 6%	7 6%	3 5%	2 3%	3 5%	1 2%	2 9%	16 5%	4 4%	
1	47 12%	33 11%	14 14%	14 16%	5 7%	14 10%	10 13%	10 12%	10 7%	26 16%	15 9%	22 12%	37 11%	10 19%	7 5%	18 14%	18 15%	2 4%	5 10%	4 6%	5 14%	2 7%	40 14%	6 6%	
DON'T KNOW/REFUSED	3 1%	1 -	2 2%	1 1%	- -	1 1%	1 1%	1 1%	- -	1 1%	1 1%	2 1%	3 1%	- -	- -	- -	2 1%	1 1%	- -	2 3%	- -	- -	3 1%	- -	
MEAN	5.6	5.7	5.4	5.0	5.9	5.8	5.7	5.2	5.5	5.8	5.7	5.5	5.6	5.8	6.3	5.7	5.1	5.6	6.2	6.3	5.7	5.8	5.4	6.3	

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		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRITGY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218	
10	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%	
8-10	111	56	37	16	32	14	11	13	11	59	18	19	15	63	40	8	51	19	26	11	24	60	
8-10	28%	32%	23%	21%	50%	22%	23%	29%	25%	27%	20%	42%	40%	38%	24%	13%	32%	34%	26%	22%	24%	28%	
5-7	163	76	67	29	23	31	26	18	18	80	48	17	16	63	77	22	76	15	41	28	45	91	
5-7	41%	44%	42%	38%	35%	49%	56%	41%	44%	36%	53%	38%	42%	38%	45%	37%	47%	28%	41%	55%	45%	42%	
1-4	123	43	58	30	9	19	10	13	13	79	24	10	7	38	54	29	34	20	32	11	28	66	
1-4	31%	24%	36%	40%	15%	30%	22%	30%	31%	36%	27%	21%	18%	23%	32%	47%	21%	38%	33%	22%	28%	30%	
9	22	12	8	2	6	2	-	5	-	11	5	4	2	9	12	1	11	4	10	2	3	12	
9	6%	7%	5%	3%	9%	4%	-	10%	-	5%	5%	9%	5%	5%	7%	2%	7%	7%	10%	4%	3%	6%	
8	35	18	10	6	13	3	5	2	6	15	7	9	4	15	16	4	19	12	5	3	11	16	
8	9%	10%	6%	8%	20%	5%	10%	5%	14%	7%	8%	19%	10%	9%	9%	7%	12%	21%	5%	6%	11%	7%	
7	43	26	15	12	11	5	7	4	2	15	13	8	7	18	21	4	27	5	12	2	14	25	
7	11%	15%	9%	16%	16%	8%	15%	8%	4%	7%	14%	17%	19%	11%	12%	7%	17%	10%	12%	4%	14%	12%	
6	23	11	10	5	2	3	6	2	2	10	9	2	2	9	12	2	12	1	4	4	9	14	
6	6%	7%	6%	7%	2%	5%	12%	5%	4%	5%	10%	4%	5%	5%	7%	3%	8%	2%	4%	8%	9%	6%	
5	98	38	42	12	10	23	14	12	14	54	26	8	7	36	44	16	37	9	26	22	21	52	
5	24%	22%	26%	16%	16%	36%	29%	27%	35%	25%	30%	16%	17%	22%	25%	27%	23%	16%	26%	43%	21%	24%	
4	29	14	12	6	1	9	4	2	3	19	6	2	2	10	15	4	9	4	12	1	6	18	
4	7%	8%	8%	8%	1%	15%	8%	4%	7%	9%	7%	5%	5%	6%	9%	6%	6%	7%	12%	2%	6%	8%	
3	27	10	9	13	5	3	3	7	2	13	7	4	1	9	14	4	11	3	6	2	7	13	
3	7%	6%	6%	17%	7%	5%	6%	15%	4%	6%	8%	9%	2%	6%	8%	6%	7%	5%	6%	4%	7%	6%	
2	20	4	13	2	3	1	3	-	4	10	6	1	3	4	9	7	6	5	4	2	4	12	
2	5%	3%	8%	2%	5%	1%	6%	-	9%	4%	7%	2%	7%	3%	5%	11%	4%	10%	4%	4%	4%	5%	
1	47	14	23	10	1	6	1	5	4	36	4	3	2	14	16	15	7	9	11	6	11	23	
1	12%	8%	14%	13%	2%	9%	2%	11%	11%	17%	5%	6%	5%	9%	9%	24%	4%	16%	11%	12%	11%	11%	
DON'T KNOW/REFUSED	3	-	-	-	-	-	-	-	-	3	-	-	-	-	-	2	-	-	-	1	3	1	
DON'T KNOW/REFUSED	1%	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	3%	-	-	-	2%	3%	-	
MEAN	5.6	6.1	5.2	5.3	7.0	5.5	5.9	5.7	5.3	5.3	5.6	6.5	6.7	6.4	5.4	4.2	6.2	5.3	5.6	5.4	5.6	5.7	

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	54 14%	26 11%	35 15%	38 17%	27 14%	26 15%	22 13%	21 13%	22 12%	29 15%	27 15%	25 14%	23 13%	29 13%	9 12%	41 15%	14 13%	18 14%	22 14%
8-10	111 28%	62 27%	73 31%	74 33%	53 26%	55 32%	51 30%	50 31%	56 32%	49 25%	50 27%	54 29%	51 29%	58 27%	21 29%	82 29%	35 31%	34 26%	42 27%
5-7	163 41%	97 42%	100 43%	91 40%	84 42%	66 39%	78 46%	65 40%	70 40%	79 40%	84 45%	68 36%	72 41%	87 40%	38 51%	106 37%	46 41%	46 36%	70 44%
1-4	123 31%	71 31%	60 26%	60 27%	63 31%	50 29%	42 25%	45 28%	48 28%	70 35%	52 28%	63 34%	50 29%	70 32%	16 21%	92 33%	30 27%	48 37%	45 28%
9	22 6%	13 6%	12 5%	14 6%	8 4%	12 7%	9 5%	11 7%	12 7%	7 4%	4 2%	14 7%	11 6%	11 5%	4 5%	17 6%	4 4%	6 5%	11 7%
8	35 9%	23 10%	25 11%	23 10%	18 9%	18 10%	20 11%	19 12%	22 13%	13 6%	18 10%	15 8%	17 10%	18 8%	9 12%	24 8%	17 15%	10 8%	9 5%
7	43 11%	25 11%	29 12%	27 12%	25 12%	21 12%	24 14%	17 11%	18 10%	20 10%	26 14%	16 8%	21 12%	20 9%	11 15%	27 10%	12 10%	9 7%	22 14%
6	23 6%	16 7%	15 6%	12 5%	12 6%	8 5%	14 8%	9 6%	12 7%	8 4%	13 7%	8 4%	9 5%	12 5%	5 7%	14 5%	8 7%	3 3%	12 7%
5	98 24%	56 24%	56 24%	52 23%	48 24%	37 22%	41 24%	38 24%	39 23%	50 25%	45 24%	45 24%	41 24%	56 26%	22 29%	65 23%	27 24%	34 26%	37 23%
4	29 7%	19 8%	15 6%	9 4%	14 7%	9 5%	4 2%	7 4%	8 5%	21 11%	10 5%	18 10%	8 5%	20 9%	4 6%	24 8%	2 2%	13 10%	14 9%
3	27 7%	18 8%	17 7%	14 6%	14 7%	17 10%	14 8%	17 10%	13 8%	13 6%	15 8%	9 5%	18 11%	7 3%	6 9%	18 6%	11 10%	7 6%	8 5%
2	20 5%	10 4%	11 5%	13 6%	10 5%	10 6%	8 5%	9 6%	12 7%	7 4%	13 7%	7 4%	10 6%	9 4%	1 1%	15 5%	9 8%	4 3%	7 4%
1	47 12%	25 11%	17 7%	24 11%	26 13%	14 8%	16 9%	12 8%	15 8%	29 15%	14 7%	29 15%	13 8%	33 15%	4 5%	35 12%	8 7%	23 18%	15 10%
DON'T KNOW/REFUSED	3 1%	2 1%	-	1 -	-	-	-	-	1 1%	1 -	-	3 1%	-	3 1%	-	3 1%	-	1 1%	2 1%
MEAN	5.6	5.6	6.0	5.9	5.5	5.9	5.9	5.8	5.8	5.4	5.8	5.5	5.8	5.5	6.0	5.6	5.8	5.3	5.8

Table 21-6
 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 6

-----GREATER MN REGION-----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	31 10%	4 7%	2 4%	9 18%	6 12%	5 10%	5 11%
8-10 ----	80 26%	19 34%	10 20%	16 32%	11 22%	15 29%	9 18%
5-7 ---	129 42%	15 28%	20 40%	21 43%	28 55%	24 47%	21 42%
1-4 ---	92 30%	20 38%	20 40%	12 25%	11 22%	10 20%	18 37%
9	18 6%	4 7%	8 16%	2 4%	2 4%	3 6%	- -
8	31 10%	12 21%	- -	5 11%	3 6%	7 14%	4 8%
7	33 11%	5 10%	8 16%	4 7%	2 4%	8 16%	7 13%
6	18 6%	1 2%	2 4%	2 4%	4 8%	5 10%	4 8%
5	78 26%	9 16%	10 20%	16 32%	22 43%	11 22%	11 21%
4	22 7%	4 7%	10 20%	2 4%	1 2%	2 4%	4 8%
3	17 6%	3 5%	2 4%	4 7%	2 4%	2 4%	5 11%
2	15 5%	5 10%	4 8%	- -	2 4%	1 2%	3 5%
1	37 12%	9 16%	4 8%	7 14%	6 12%	5 10%	7 13%
DON'T KNOW/REFUSED	4 1%	- -	- -	- -	1 2%	2 4%	1 3%
MEAN	5.5	5.3	5.4	5.8	5.4	6.0	5.1

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.

Implementing 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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	14	5	4	-	3	2	9	5	4	2	4	7	3	3	3	3	1	-	2	11	10	2	1	1
--	4%	4%	4%	-	7%	3%	4%	3%	3%	2%	5%	3%	2%	6%	6%	8%	2%	-	3%	4%	6%	2%	5%	2%
8-10	31	8	11	-	4	7	19	11	6	7	12	10	12	6	4	7	2	2	7	20	15	6	1	5
----	8%	6%	13%	-	9%	9%	9%	6%	4%	6%	14%	5%	10%	11%	9%	17%	4%	5%	11%	6%	10%	8%	5%	7%
5-7	137	50	33	18	11	25	83	54	42	42	30	67	40	23	15	13	21	15	20	111	45	29	4	31
---	34%	36%	38%	37%	25%	30%	37%	31%	31%	36%	34%	33%	33%	41%	32%	34%	46%	48%	32%	35%	29%	37%	19%	40%
1-4	223	76	42	30	27	48	118	105	81	66	48	118	67	27	28	19	23	14	33	179	91	42	17	36
---	56%	55%	48%	63%	62%	58%	52%	61%	60%	57%	53%	58%	56%	48%	60%	49%	49%	44%	52%	57%	60%	54%	72%	46%
9	4	-	2	-	1	1	2	2	1	1	2	1	2	1	-	1	-	1	1	3	2	1	-	1
	1%	-	2%	-	2%	1%	1%	1%	1%	1%	2%	-	2%	2%	-	2%	-	3%	1%	1%	1%	1%	-	1%
8	13	3	6	-	-	4	9	4	2	4	6	2	7	2	1	3	1	1	4	6	3	3	-	3
	3%	2%	6%	-	-	5%	4%	2%	1%	3%	7%	1%	6%	3%	2%	7%	2%	3%	7%	2%	2%	4%	-	4%
7	19	8	4	1	2	4	12	7	6	7	1	11	4	2	2	3	2	3	4	14	6	5	-	6
	5%	6%	4%	2%	5%	5%	5%	4%	4%	6%	1%	6%	3%	4%	4%	8%	4%	11%	6%	4%	4%	6%	-	7%
6	21	4	8	5	-	4	12	9	7	9	4	10	5	6	2	2	2	2	3	19	9	2	-	1
	5%	3%	9%	10%	-	5%	6%	5%	5%	8%	5%	5%	4%	11%	4%	5%	4%	7%	4%	6%	6%	2%	-	2%
5	97	38	21	12	9	17	59	38	29	26	25	46	31	14	11	8	18	10	14	78	30	23	4	25
	24%	27%	25%	25%	20%	20%	26%	22%	22%	23%	28%	22%	26%	26%	24%	21%	38%	30%	21%	25%	19%	29%	19%	32%
4	33	10	5	9	3	6	14	18	8	14	9	11	16	4	6	3	7	1	6	25	14	7	1	7
	8%	7%	6%	19%	7%	8%	6%	11%	6%	12%	10%	5%	13%	7%	13%	7%	16%	4%	9%	8%	9%	9%	3%	9%
3	53	15	11	3	10	14	26	27	14	18	14	23	20	10	6	7	8	3	5	44	19	8	6	11
	13%	11%	12%	6%	22%	17%	12%	15%	10%	16%	16%	11%	16%	18%	12%	18%	18%	10%	9%	14%	13%	10%	25%	15%
2	35	15	9	2	3	7	23	12	9	13	13	17	13	6	5	2	1	6	7	28	11	9	2	5
	9%	11%	10%	5%	6%	9%	10%	7%	7%	11%	14%	8%	11%	11%	11%	5%	2%	19%	11%	9%	7%	11%	9%	7%
1	102	37	18	16	11	21	54	48	51	21	12	67	19	7	11	7	6	4	15	81	48	18	8	13
	26%	26%	20%	33%	27%	25%	24%	28%	38%	18%	13%	33%	16%	13%	23%	19%	13%	12%	24%	26%	31%	23%	36%	16%
DON'T KNOW/REFUSED	9	5	1	-	2	2	6	4	6	1	-	8	1	-	-	-	1	1	3	4	2	1	1	5
	2%	3%	1%	-	4%	3%	2%	2%	4%	1%	-	4%	1%	-	-	-	2%	2%	5%	1%	2%	1%	4%	7%
MEAN	3.8	3.7	4.2	3.3	3.7	3.8	3.9	3.6	3.3	3.9	4.2	3.5	4.0	4.4	3.9	4.6	4.2	4.2	4.0	3.7	3.8	3.9	3.0	4.1

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.

Implementing automation

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
10	14 4%	4 2%	7 4%	11 3%	3 6%	- -	6 3%	7 5%	1 2%	11 6%	2 2%	3 3%	5 5%	6 4%	2 2%	6 6%	6 3%	5 4%	4 4%	5 3%	4 7%	9 3%	1 5%	2 7%
8-10	31 8%	13 7%	14 8%	27 8%	3 6%	3 5%	12 7%	11 8%	4 8%	19 10%	7 5%	13 11%	7 7%	10 6%	13 13%	8 7%	10 5%	8 6%	8 9%	14 8%	6 10%	22 7%	3 12%	3 10%
5-7	137 34%	55 31%	61 37%	116 34%	21 41%	26 38%	57 32%	43 33%	15 26%	79 40%	41 30%	32 26%	38 38%	60 37%	33 32%	41 39%	61 33%	43 33%	35 39%	58 33%	15 25%	107 33%	12 49%	11 35%
1-4	223 56%	105 59%	86 53%	192 56%	25 50%	38 56%	106 59%	74 56%	36 63%	95 48%	86 63%	76 62%	55 54%	88 55%	55 52%	55 53%	108 59%	77 59%	45 50%	99 56%	35 61%	186 57%	10 40%	17 55%
9	4 1%	1 1%	3 2%	4 1%	- -	- -	- -	3 2%	1 2%	3 1%	- -	1 1%	2 2%	1 1%	1 2%	2 1%	1 1%	- -	2 2%	2 1%	- -	3 1%	- -	1 3%
8	13 3%	8 5%	4 3%	13 4%	- -	3 5%	6 3%	1 1%	3 5%	5 3%	5 3%	9 8%	- -	3 2%	10 10%	- -	3 1%	3 2%	3 3%	7 4%	2 3%	10 3%	2 7%	- -
7	19 5%	10 6%	4 2%	14 4%	5 10%	3 4%	8 4%	8 6%	3 5%	11 6%	5 4%	4 3%	3 3%	11 7%	4 4%	6 5%	8 4%	7 5%	7 8%	4 2%	- -	15 5%	2 10%	- -
6	21 5%	5 3%	16 10%	21 6%	1 1%	7 10%	10 6%	3 2%	4 7%	12 6%	5 3%	3 2%	9 9%	9 6%	4 4%	8 8%	8 5%	7 6%	8 9%	6 3%	3 5%	15 5%	5 20%	1 4%
5	97 24%	40 22%	42 26%	82 24%	15 30%	16 24%	39 22%	32 24%	8 14%	55 28%	31 23%	26 21%	26 26%	39 24%	26 24%	27 26%	45 24%	29 22%	20 22%	48 27%	12 21%	76 24%	5 19%	10 31%
4	33 8%	15 9%	16 9%	31 9%	2 4%	9 13%	16 9%	7 6%	6 11%	16 8%	11 8%	10 8%	8 8%	13 8%	6 6%	5 5%	20 11%	11 9%	7 8%	13 7%	5 9%	27 8%	2 10%	1 4%
3	53 13%	27 15%	19 11%	46 13%	5 11%	9 13%	27 15%	16 12%	6 10%	25 12%	22 16%	19 16%	13 13%	20 12%	17 17%	12 12%	23 13%	15 12%	13 15%	24 14%	5 9%	43 13%	3 10%	7 23%
2	35 9%	18 10%	14 8%	32 9%	3 7%	8 11%	18 10%	9 7%	8 13%	11 6%	14 11%	17 14%	8 8%	10 6%	15 15%	10 9%	10 6%	11 9%	7 7%	17 10%	4 6%	29 9%	2 9%	4 12%
1	102 26%	44 25%	39 23%	83 24%	15 30%	12 18%	45 25%	41 31%	16 28%	44 22%	38 28%	29 23%	26 25%	45 28%	16 15%	28 27%	55 30%	38 29%	18 20%	44 25%	21 36%	87 27%	3 10%	5 15%
DON'T KNOW/REFUSED	9 2%	5 3%	2 1%	8 2%	1 2%	1 1%	4 2%	4 3%	2 3%	5 3%	2 2%	2 2%	1 1%	3 2%	4 4%	1 1%	4 2%	3 2%	1 1%	6 3%	2 3%	9 3%	- -	- -
MEAN	3.8	3.7	4.0	3.8	3.9	3.8	3.7	3.7	3.6	4.2	3.4	3.7	3.9	3.8	4.1	3.9	3.6	3.6	4.2	3.7	3.5	3.7	4.9	4.0

Table 22-3
 QUESTION 17:
 Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Implementing automation

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
10	14 4%	13 4%	1 1%	- -	4 5%	4 3%	4 5%	1 1%	3 2%	6 4%	9 6%	6 3%	12 3%	2 4%	4 2%	2 2%	6 5%	1 2%	2 4%	4 7%	- -	2 9%	11 4%	3 3%
8-10	31 8%	26 9%	5 5%	6 7%	5 6%	8 6%	8 10%	6 7%	6 4%	16 10%	15 10%	13 7%	28 8%	2 4%	12 7%	9 7%	9 7%	6 9%	3 5%	5 9%	1 2%	4 17%	18 6%	11 10%
5-7	137 34%	107 36%	30 29%	28 33%	19 26%	52 39%	30 39%	24 27%	52 37%	55 36%	46 30%	70 37%	115 34%	21 39%	53 34%	43 35%	40 33%	23 37%	22 41%	22 39%	13 40%	9 37%	96 33%	38 37%
1-4	223 56%	162 54%	61 61%	47 56%	47 64%	75 55%	38 49%	56 63%	80 57%	81 53%	90 59%	99 53%	190 55%	30 57%	91 58%	70 56%	67 55%	31 51%	29 53%	28 50%	18 57%	10 43%	170 58%	52 51%
9	4 1%	3 1%	1 1%	- -	1 1%	2 1%	1 1%	- -	1 1%	3 2%	- -	4 2%	4 1%	- -	1 1%	4 3%	- -	- -	1 2%	1 2%	- -	1 4%	2 1%	2 2%
8	13 3%	10 3%	3 3%	6 7%	- -	2 1%	3 3%	5 6%	2 1%	4 3%	9 6%	4 2%	13 4%	- -	7 4%	3 3%	3 2%	5 8%	- -	- -	1 2%	1 4%	5 2%	6 6%
7	19 5%	14 5%	5 5%	6 7%	- -	5 4%	6 8%	3 3%	5 4%	9 6%	8 5%	4 2%	12 4%	6 11%	7 5%	8 6%	8 7%	1 1%	3 5%	2 3%	2 7%	1 4%	12 4%	7 7%
6	21 5%	18 6%	3 3%	7 8%	6 8%	5 4%	4 5%	5 5%	7 5%	10 6%	9 6%	11 6%	20 6%	1 2%	8 5%	8 6%	4 3%	1 1%	4 8%	3 5%	3 9%	2 8%	19 7%	2 2%
5	97 24%	76 25%	21 21%	15 18%	13 18%	42 31%	20 26%	16 18%	40 28%	36 23%	29 19%	54 28%	83 24%	14 26%	38 24%	28 22%	28 23%	34 34%	15 28%	17 31%	8 24%	6 25%	65 22%	29 28%
4	33 8%	24 8%	8 8%	5 6%	10 14%	10 7%	6 7%	7 8%	13 9%	12 8%	17 11%	15 8%	32 9%	1 2%	15 10%	10 8%	10 8%	9 15%	1 2%	4 6%	1 4%	4 16%	25 9%	8 8%
3	53 13%	41 14%	12 12%	11 14%	12 16%	19 14%	7 8%	17 20%	22 16%	14 9%	24 16%	24 13%	49 14%	4 8%	21 14%	21 17%	8 6%	9 14%	7 14%	11 20%	6 17%	3 12%	37 13%	16 15%
2	35 9%	29 10%	7 7%	8 9%	10 13%	11 8%	7 9%	6 6%	15 11%	14 9%	14 9%	16 8%	30 9%	6 11%	20 13%	9 7%	14 11%	5 9%	7 13%	3 5%	- -	2 7%	26 9%	10 9%
1	102 26%	68 23%	34 34%	23 27%	16 21%	36 26%	19 25%	26 29%	31 22%	41 27%	35 23%	44 23%	80 23%	19 37%	35 22%	30 24%	36 29%	8 13%	14 25%	10 18%	12 36%	2 8%	82 28%	19 19%
DON'T KNOW/REFUSED	9 2%	4 1%	5 5%	4 4%	2 3%	- -	2 3%	3 3%	2 2%	3 2%	2 1%	7 4%	9 3%	- -	1 -	3 2%	6 5%	2 3%	- -	2 3%	- -	1 4%	7 2%	2 2%
MEAN	3.8	3.9	3.3	3.7	3.6	3.7	4.1	3.5	3.7	4.0	3.9	3.8	3.9	3.5	3.8	3.9	3.7	4.1	3.8	4.2	3.5	4.9	3.7	4.1

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.

Implementing automation

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRITGY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400	174	162	76	64	63	48	43	42	220	89	46	38	164	171	60	161	54	100	51	100	218
	100%	43%	41%	19%	16%	16%	12%	11%	10%	55%	22%	12%	9%	41%	43%	15%	40%	21%	38%	20%	38%	55%
10	14	5	5	4	2	-	1	-	2	8	3	1	2	7	7	1	6	-	6	3	3	9
--	4%	3%	3%	5%	3%	-	2%	-	4%	4%	4%	2%	5%	4%	4%	2%	4%	-	6%	6%	3%	4%
8-10	31	12	13	6	8	4	6	-	8	14	10	3	4	12	16	2	16	2	9	4	9	19
----	8%	7%	8%	7%	12%	6%	12%	-	19%	6%	12%	6%	10%	7%	10%	3%	10%	3%	9%	8%	9%	9%
5-7	137	61	52	26	24	21	16	16	15	84	22	15	15	60	55	21	51	17	40	15	34	78
---	34%	35%	32%	35%	37%	34%	33%	36%	37%	38%	24%	33%	40%	37%	32%	34%	31%	31%	40%	29%	34%	36%
1-4	223	102	93	41	31	36	25	27	18	115	56	28	18	90	96	34	93	33	47	30	55	116
---	56%	58%	57%	54%	49%	57%	53%	62%	44%	52%	63%	60%	48%	55%	56%	57%	58%	61%	47%	59%	55%	53%
9	4	1	2	-	1	-	2	-	1	2	2	-	-	2	2	-	2	-	-	1	2	2
	1%	1%	1%	-	1%	-	4%	-	2%	1%	2%	-	-	1%	1%	-	1%	-	-	2%	2%	1%
8	13	6	6	2	5	4	3	-	5	4	5	2	2	4	8	1	8	2	4	-	3	9
	3%	3%	4%	2%	7%	6%	6%	-	12%	2%	6%	4%	5%	2%	5%	2%	5%	3%	4%	-	3%	4%
7	19	10	10	3	1	1	4	-	2	15	2	2	-	12	6	1	4	1	6	4	5	12
	5%	6%	6%	4%	1%	2%	9%	-	4%	7%	2%	5%	-	7%	3%	1%	2%	2%	6%	8%	5%	5%
6	21	9	7	2	6	7	1	2	4	16	2	1	3	7	12	2	5	4	8	-	5	11
	5%	5%	4%	3%	9%	10%	2%	5%	11%	7%	2%	2%	7%	4%	7%	3%	3%	8%	8%	-	5%	5%
5	97	41	35	21	17	14	10	13	9	53	18	12	13	41	37	18	41	12	26	11	24	55
	24%	24%	21%	28%	27%	21%	21%	31%	22%	24%	20%	26%	33%	25%	22%	30%	26%	21%	27%	22%	24%	25%
4	33	18	7	3	8	3	5	4	5	16	10	5	-	14	15	2	13	7	8	3	8	14
	8%	10%	4%	4%	12%	5%	11%	10%	12%	7%	12%	11%	-	9%	9%	3%	8%	13%	8%	6%	8%	7%
3	53	21	20	15	7	12	7	2	4	29	11	8	5	17	29	6	21	6	5	10	15	26
	13%	12%	12%	20%	11%	19%	14%	5%	11%	13%	13%	17%	12%	11%	17%	11%	13%	11%	5%	20%	15%	12%
2	35	19	18	8	6	5	4	7	3	13	11	5	5	17	16	2	21	4	2	4	7	23
	9%	11%	11%	10%	10%	7%	9%	17%	8%	6%	13%	11%	12%	10%	9%	4%	13%	8%	2%	8%	7%	11%
1	102	44	49	16	10	16	9	13	6	56	24	10	9	41	36	23	38	15	32	13	26	52
	26%	25%	30%	21%	16%	26%	18%	31%	14%	26%	27%	21%	23%	25%	21%	39%	23%	28%	32%	25%	26%	24%
DON'T KNOW/REFUSED	9	-	4	3	1	2	1	1	-	7	1	1	1	2	3	4	2	3	4	2	2	5
	2%	-	3%	4%	2%	3%	2%	2%	-	3%	1%	2%	3%	1%	2%	6%	1%	5%	4%	4%	2%	2%
MEAN	3.8	3.7	3.6	3.8	4.3	3.6	4.3	3.1	4.7	3.9	3.7	3.7	3.9	3.9	3.9	3.2	3.8	3.4	4.0	3.8	3.9	3.9

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.

Implementing automation

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	14 4%	9 4%	8 3%	10 4%	5 3%	7 4%	6 3%	6 4%	7 4%	7 3%	7 4%	7 4%	7 3%	2 3%	12 4%	5 5%	5 4%	4 2%	
8-10	31 8%	17 7%	19 8%	18 8%	14 7%	17 10%	15 9%	14 9%	21 12%	9 4%	16 9%	12 6%	16 9%	13 6%	7 10%	21 8%	15 13%	7 5%	9 6%
5-7	137 34%	82 35%	87 37%	85 38%	71 35%	62 36%	62 36%	62 39%	59 34%	69 35%	60 32%	73 39%	59 34%	74 34%	27 36%	104 37%	38 34%	50 39%	49 31%
1-4	223 56%	129 55%	125 54%	119 53%	111 55%	90 53%	92 54%	83 52%	92 53%	115 58%	108 58%	99 52%	95 55%	125 57%	40 54%	152 54%	59 53%	69 53%	95 60%
9	4 1%	2 1%	3 1%	2 1%	3 1%	3 2%	2 1%	2 1%	3 2%	1 -	1 1%	3 1%	2 1%	2 1%	- -	4 1%	1 1%	1 1%	2 1%
8	13 3%	6 3%	8 4%	5 2%	6 3%	7 4%	7 4%	6 4%	11 6%	1 -	8 5%	2 1%	7 4%	4 2%	5 7%	6 2%	8 8%	1 1%	3 2%
7	19 5%	8 4%	10 4%	12 5%	9 5%	7 4%	6 4%	7 5%	7 4%	9 5%	6 3%	11 6%	4 2%	13 6%	2 3%	16 6%	4 3%	8 7%	7 4%
6	21 5%	16 7%	11 5%	12 5%	15 7%	10 6%	8 5%	11 7%	10 6%	12 6%	8 4%	13 7%	11 7%	10 4%	3 4%	17 6%	4 3%	7 6%	10 6%
5	97 24%	57 24%	65 28%	61 27%	47 24%	45 26%	48 28%	43 27%	43 25%	48 25%	46 25%	48 26%	43 25%	52 24%	22 29%	71 25%	30 27%	35 27%	32 20%
4	33 8%	21 9%	22 9%	20 9%	14 7%	16 9%	13 8%	13 8%	16 9%	15 7%	15 8%	14 8%	17 10%	16 7%	7 9%	23 8%	9 8%	8 6%	16 10%
3	53 13%	33 14%	35 15%	28 12%	26 13%	25 15%	27 16%	21 13%	24 14%	25 13%	30 16%	19 10%	27 16%	23 11%	13 17%	33 12%	18 16%	14 11%	21 13%
2	35 9%	17 7%	17 7%	15 7%	15 7%	13 8%	12 7%	14 9%	15 8%	16 8%	21 11%	13 7%	17 10%	18 8%	8 11%	22 8%	11 10%	10 7%	15 9%
1	102 26%	57 25%	53 23%	55 24%	56 28%	36 21%	40 23%	35 22%	37 21%	59 30%	42 23%	52 27%	34 19%	67 31%	12 17%	74 26%	21 19%	38 29%	44 27%
DON'T KNOW/REFUSED	9 2%	5 2%	2 1%	4 2%	4 2%	2 1%	2 1%	1 1%	3 2%	5 3%	2 1%	5 3%	4 2%	6 3%	1 1%	5 2%	1 1%	3 2%	5 3%
MEAN	3.8	3.8	3.9	4.0	3.7	4.1	3.9	4.0	4.1	3.6	3.8	3.8	4.0	3.6	4.0	3.9	4.1	3.7	3.6

Table 22-6

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.

Implementing automation

BANNER 6

-----GREATER MN REGION-----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10	12 4%	-	2 4%	4 7%	3 6%	3 6%	-
8-10	24 8%	2 3%	4 8%	5 11%	4 8%	6 12%	3 5%
5-7	106 35%	17 31%	24 48%	16 32%	15 29%	19 37%	16 32%
1-4	165 54%	33 61%	22 44%	25 50%	30 59%	25 49%	30 61%
9	3 1%	-	-	-	1 2%	1 2%	1 3%
8	9 3%	2 3%	2 4%	2 4%	-	2 4%	1 3%
7	16 5%	1 2%	4 8%	2 4%	4 8%	4 8%	1 3%
6	17 6%	4 8%	6 12%	2 4%	-	1 2%	4 8%
5	73 24%	12 21%	14 28%	12 25%	11 22%	14 27%	11 21%
4	25 8%	7 13%	6 12%	2 4%	3 6%	5 10%	3 5%
3	36 12%	6 11%	-	5 11%	10 20%	3 6%	12 24%
2	17 6%	4 8%	2 4%	-	4 8%	3 6%	4 8%
1	85 28%	15 28%	14 28%	18 36%	13 25%	14 27%	12 24%
DON'T KNOW/REFUSED	11 3%	3 5%	-	4 7%	2 4%	1 2%	1 3%
MEAN	3.8	3.4	4.2	3.8	3.8	4.2	3.6

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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	140	87	48	43	82	226	174	135	116	90	204	120	56	46	39	47	32	64	313	154	79	23	77
	100%	35%	22%	12%	11%	21%	57%	43%	34%	29%	23%	51%	30%	14%	12%	10%	12%	8%	16%	78%	38%	20%	6%	19%
10	33	13	7	4	3	6	20	13	14	9	2	22	9	1	3	2	4	1	5	26	18	5	2	7
--	8%	9%	8%	8%	6%	8%	9%	8%	11%	7%	2%	11%	7%	2%	6%	5%	8%	4%	8%	8%	12%	7%	9%	9%
8-10	88	34	19	13	6	17	52	36	34	28	13	55	24	7	13	6	7	11	19	65	43	20	6	11
----	22%	24%	21%	26%	15%	21%	23%	21%	25%	24%	14%	27%	20%	12%	28%	15%	15%	33%	30%	21%	28%	25%	25%	15%
5-7	183	56	44	21	22	41	99	84	59	59	41	91	61	19	20	22	28	16	24	149	75	32	6	42
---	46%	40%	51%	44%	51%	50%	44%	48%	44%	51%	46%	45%	51%	34%	42%	58%	59%	51%	38%	47%	49%	41%	27%	54%
1-4	126	49	24	14	14	25	74	53	40	29	36	56	34	30	14	11	12	5	19	99	35	27	11	23
---	32%	35%	28%	30%	32%	30%	33%	30%	30%	25%	40%	27%	29%	55%	29%	27%	26%	16%	31%	32%	23%	34%	48%	30%
9	10	3	4	-	2	1	7	2	4	2	2	8	2	-	1	1	-	2	2	7	4	1	-	2
	2%	2%	5%	-	4%	1%	3%	1%	3%	1%	2%	4%	2%	-	2%	2%	-	5%	4%	2%	2%	1%	-	2%
8	46	18	7	9	2	10	25	20	15	18	9	25	14	5	9	3	3	8	12	32	22	14	4	3
	11%	13%	8%	18%	5%	12%	11%	12%	11%	15%	10%	12%	11%	10%	20%	7%	7%	24%	19%	10%	14%	17%	16%	4%
7	55	12	15	12	9	7	28	28	21	16	11	28	17	6	8	7	4	3	7	46	26	9	3	9
	14%	9%	18%	24%	21%	9%	12%	16%	15%	14%	12%	14%	15%	11%	17%	18%	9%	10%	10%	15%	17%	12%	14%	12%
6	38	15	9	2	3	9	24	14	9	16	9	16	17	3	2	5	9	3	3	32	17	9	1	8
	10%	11%	11%	4%	7%	11%	11%	8%	7%	13%	10%	8%	14%	6%	4%	12%	19%	8%	4%	10%	11%	11%	5%	10%
5	89	28	19	7	10	25	47	42	29	27	21	47	27	9	10	10	14	10	15	70	32	14	2	24
	22%	20%	22%	15%	23%	30%	21%	24%	22%	23%	24%	23%	22%	17%	21%	27%	31%	33%	23%	22%	21%	18%	8%	32%
4	32	14	10	-	4	5	23	9	10	7	6	16	7	7	3	3	3	1	7	22	9	8	2	6
	8%	10%	11%	-	9%	6%	10%	5%	8%	6%	6%	8%	6%	13%	7%	7%	6%	3%	11%	7%	6%	10%	7%	8%
3	43	13	7	5	3	16	20	23	14	13	11	17	14	12	5	5	3	2	6	36	8	9	3	7
	11%	9%	8%	10%	7%	19%	9%	13%	11%	12%	12%	8%	12%	22%	10%	13%	7%	6%	10%	11%	6%	11%	14%	10%
2	27	13	4	5	3	2	17	10	5	7	13	7	9	9	2	1	3	1	3	22	7	7	3	5
	7%	9%	5%	10%	7%	2%	8%	6%	4%	6%	14%	3%	7%	15%	4%	2%	7%	4%	4%	7%	5%	8%	14%	6%
1	24	10	3	5	4	2	13	11	10	3	6	16	5	2	3	2	3	1	4	20	10	4	3	5
	6%	7%	4%	10%	9%	3%	6%	6%	7%	2%	7%	8%	4%	4%	8%	5%	6%	3%	6%	6%	7%	5%	14%	7%
DON'T KNOW/REFUSED	2	1	-	-	1	-	1	1	2	-	-	2	-	-	-	-	-	-	1	-	1	-	-	1
	-	1%	-	-	2%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	-	1%	-	-	1%
MEAN	5.5	5.4	5.7	5.6	5.3	5.4	5.5	5.4	5.7	5.7	4.8	5.8	5.5	4.5	5.7	5.5	5.3	6.0	5.7	5.5	6.0	5.5	4.9	5.3

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+		
					NOT CONF																					
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%		
10 --	33 8%	8 4%	15 9%	23 7%	10 20%	3 4%	8 4%	21 16%	1 2%	23 12%	9 7%	9 7%	12 12%	13 8%	8 7%	14 13%	12 6%	14 11%	6 6%	14 8%	6 11%	31 9%	- -	1 4%		
8-10 ----	88 22%	28 16%	44 27%	73 21%	15 30%	18 26%	27 15%	40 30%	10 17%	56 28%	21 16%	24 20%	21 21%	43 27%	24 26%	27 20%	36 20%	34 26%	20 22%	33 19%	15 25%	79 24%	2 10%	4 13%		
5-7 ---	183 46%	84 47%	74 45%	158 46%	22 45%	19 28%	92 51%	59 45%	25 43%	94 48%	60 44%	58 47%	52 51%	64 40%	46 44%	43 41%	92 50%	62 47%	39 44%	80 45%	25 44%	153 47%	7 29%	11 37%		
1-4 ---	126 32%	65 36%	46 28%	111 32%	13 26%	31 46%	61 34%	31 24%	23 40%	48 24%	53 39%	42 34%	28 28%	52 33%	34 32%	34 33%	54 29%	34 26%	30 33%	62 35%	17 29%	90 28%	15 61%	16 50%		
9	10 2%	2 1%	5 3%	7 2%	2 3%	2 3%	2 1%	6 5%	- -	6 3%	2 1%	3 2%	2 2%	4 3%	3 3%	3 3%	4 2%	2 1%	5 5%	2 1%	1 1%	10 3%	- -	- -		
8	46 11%	19 11%	24 14%	42 12%	3 6%	13 20%	17 10%	13 10%	9 15%	26 13%	11 8%	13 10%	7 7%	26 16%	14 13%	10 10%	21 11%	18 14%	10 11%	17 10%	8 13%	39 12%	2 10%	3 9%		
7	55 14%	23 13%	21 13%	44 13%	10 21%	4 6%	26 14%	19 15%	7 13%	32 16%	15 11%	11 9%	13 13%	28 17%	8 7%	17 16%	30 15%	20 11%	9 11%	25 14%	14 24%	46 14%	3 10%	3 11%		
6	38 10%	14 8%	20 12%	34 10%	4 7%	8 12%	18 10%	11 9%	8 14%	16 8%	15 11%	15 12%	13 13%	11 7%	12 12%	7 7%	19 11%	10 8%	11 12%	16 9%	2 3%	33 10%	- -	3 11%		
5	89 22%	47 26%	33 20%	80 23%	8 17%	7 10%	49 27%	29 22%	9 16%	47 24%	31 23%	32 26%	26 26%	26 16%	27 25%	19 18%	43 23%	32 24%	19 22%	39 22%	10 17%	74 23%	5 19%	5 15%		
4	32 8%	14 8%	18 11%	31 9%	1 1%	6 9%	21 12%	5 4%	6 10%	12 6%	13 10%	11 9%	9 9%	11 7%	8 8%	9 8%	13 7%	8 6%	9 10%	15 9%	3 5%	22 7%	4 15%	4 11%		
3	43 11%	22 12%	16 10%	38 11%	5 10%	12 18%	21 12%	9 7%	6 10%	16 8%	21 15%	15 12%	11 11%	17 10%	14 13%	10 10%	18 10%	14 11%	13 14%	16 9%	2 3%	31 10%	9 35%	3 11%		
2	27 7%	17 9%	8 5%	24 7%	3 5%	7 10%	10 6%	7 5%	3 5%	10 5%	14 10%	7 6%	4 4%	15 9%	7 7%	10 9%	9 5%	8 6%	4 5%	15 9%	5 9%	16 5%	1 5%	7 24%		
1	24 6%	13 7%	5 3%	17 5%	5 9%	6 9%	8 5%	10 7%	8 14%	9 5%	6 4%	8 7%	4 4%	10 6%	4 4%	5 5%	14 8%	5 4%	4 4%	15 9%	7 12%	21 6%	1 5%	1 4%		
DON'T KNOW/REFUSED	2 -	2 1%	- -	2 1%	- -	- -	- -	2 1%	- -	1 -	1 1%	- -	- -	1 1%	1 1%	- -	1 -	1 1%	- -	1 -	1 2%	2 1%	- -	- -		
MEAN	5.5	5.0	5.8	5.4	6.1	5.0	5.2	6.0	4.9	6.0	5.1	5.3	5.7	5.6	5.4	5.7	5.5	5.8	5.5	5.2	5.7	5.7	4.3	4.6		

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
10 ---	33 8%	27 9%	6 6%	3 4%	6 8%	12 9%	8 11%	5 6%	3 2%	23 15%	8 5%	17 9%	25 7%	7 14%	5 3%	15 12%	11 9%	5 8%	7 13%	5 8%	2 6%	5 21%	22 7%	10 10%
8-10 ----	88 22%	70 23%	18 18%	14 17%	18 24%	35 26%	16 20%	20 22%	16 12%	48 31%	28 19%	41 22%	70 20%	18 34%	28 18%	34 27%	32 26%	9 14%	15 28%	11 20%	6 17%	10 41%	52 18%	36 35%
5-7 ---	183 46%	134 45%	49 49%	41 48%	29 40%	60 44%	41 52%	31 35%	76 54%	68 44%	68 45%	92 49%	160 47%	21 40%	70 45%	60 49%	57 47%	33 55%	25 46%	24 43%	15 46%	10 39%	136 47%	44 43%
1-4 ---	126 32%	94 31%	33 32%	28 33%	26 36%	41 30%	21 27%	38 43%	48 34%	37 24%	55 36%	55 29%	111 32%	14 26%	59 38%	30 24%	31 25%	17 28%	14 26%	21 37%	12 37%	5 20%	103 35%	22 22%
9	10 2%	5 2%	5 4%	2 2%	3 4%	3 3%	1 1%	2 2%	2 1%	5 3%	4 3%	3 1%	7 2%	2 5%	2 1%	5 4%	3 3%	1 2%	-	3 5%	1 3%	-	3 1%	7 7%
8	46 11%	38 13%	8 8%	9 11%	9 12%	20 15%	6 8%	13 14%	12 8%	20 13%	16 10%	21 11%	37 11%	8 16%	20 13%	13 11%	18 15%	3 5%	8 15%	4 7%	3 8%	5 20%	27 9%	18 18%
7	55 14%	39 13%	16 16%	10 11%	10 13%	20 15%	14 18%	8 9%	25 18%	19 12%	12 8%	30 16%	42 12%	11 20%	23 15%	16 13%	18 15%	11 18%	3 5%	8 14%	6 17%	-	40 14%	14 13%
6	38 10%	29 10%	10 10%	4 4%	7 10%	19 14%	5 7%	8 9%	16 12%	14 9%	21 14%	18 9%	38 11%	-	17 11%	11 9%	12 10%	5 8%	4 7%	5 9%	4 11%	1 4%	26 9%	13 12%
5	89 22%	66 22%	23 23%	27 32%	12 17%	21 16%	22 28%	15 17%	34 24%	35 23%	35 23%	44 23%	79 23%	10 20%	30 19%	33 26%	28 22%	17 28%	18 33%	12 21%	5 17%	9 35%	70 24%	17 17%
4	32 8%	22 7%	10 10%	10 11%	3 4%	9 7%	8 10%	13 15%	12 8%	7 4%	15 10%	11 6%	27 8%	6 11%	19 12%	6 5%	11 9%	5 8%	2 3%	7 13%	-	1 4%	23 8%	8 8%
3	43 11%	33 11%	10 10%	8 10%	14 19%	15 11%	5 6%	10 11%	18 13%	16 10%	18 12%	22 12%	40 12%	3 6%	16 10%	15 12%	7 6%	3 5%	5 9%	11 20%	5 15%	1 4%	33 11%	9 9%
2	27 7%	21 7%	6 6%	4 5%	8 11%	10 8%	1 1%	8 9%	13 9%	6 4%	16 10%	9 5%	25 7%	2 3%	16 10%	4 3%	5 4%	8 13%	5 10%	2 4%	2 5%	2 9%	25 9%	2 2%
1	24 6%	18 6%	7 7%	6 7%	2 3%	7 5%	8 10%	7 8%	6 4%	9 6%	7 4%	12 7%	19 6%	3 6%	7 5%	6 4%	8 6%	2 3%	3 5%	-	5 17%	1 4%	22 7%	3 3%
DON'T KNOW/REFUSED	2 -	1 -	1 1%	2 2%	-	-	-	-	-	2 1%	1 1%	1 -	2 1%	-	-	-	2 1%	2 3%	-	-	-	-	1 -	1 1%
MEAN	5.5	5.5	5.4	5.1	5.4	5.7	5.6	5.1	5.1	6.0	5.2	5.6	5.4	6.2	5.2	5.9	5.8	5.4	5.6	5.5	5.0	6.2	5.2	6.3

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		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRIGY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
10 --	33 8%	11 6%	16 10%	6 8%	1 1%	6 9%	6 13%	2 4%	- -	23 10%	3 3%	3 6%	4 9%	16 10%	12 7%	5 8%	8 5%	4 8%	5 5%	4 8%	8 8%	19 9%	
8-10 ----	88 22%	37 21%	35 22%	14 18%	14 21%	15 23%	13 27%	11 26%	6 14%	55 25%	15 16%	7 15%	10 26%	43 26%	35 20%	11 19%	30 19%	10 18%	27 27%	10 20%	19 19%	51 23%	
5-7 ---	183 46%	81 46%	77 47%	41 54%	32 50%	27 42%	17 36%	16 37%	16 39%	96 44%	46 51%	20 42%	19 51%	69 42%	87 51%	24 40%	78 48%	30 56%	28 28%	25 49%	46 46%	97 44%	
1-4 ---	126 32%	56 32%	50 31%	21 27%	18 29%	22 35%	18 37%	15 35%	20 47%	68 31%	28 31%	20 43%	9 24%	51 31%	50 29%	24 40%	53 33%	14 26%	43 43%	15 29%	35 35%	70 32%	
9	10 2%	4 2%	4 3%	2 2%	- -	1 2%	2 4%	2 4%	2 4%	6 3%	1 1%	1 2%	1 2%	5 3%	4 3%	- -	3 2%	1 2%	6 6%	2 4%	2 2%	7 3%	
8	46 11%	22 13%	15 9%	6 7%	13 20%	8 12%	5 10%	8 18%	4 9%	26 12%	11 12%	3 7%	5 14%	21 13%	18 11%	6 10%	19 12%	4 8%	15 15%	4 8%	9 9%	24 11%	
7	55 14%	31 18%	24 15%	13 17%	8 13%	5 7%	6 13%	3 8%	4 11%	29 13%	12 14%	3 6%	12 31%	25 15%	24 14%	7 11%	26 16%	6 11%	14 14%	10 20%	11 11%	26 12%	
6	38 10%	17 10%	13 8%	8 10%	7 11%	6 10%	3 6%	3 7%	2 6%	15 7%	13 15%	4 9%	3 8%	17 10%	14 8%	5 9%	17 11%	7 13%	4 4%	3 6%	7 7%	24 11%	
5	89 22%	32 19%	40 25%	20 27%	16 26%	16 25%	8 17%	10 22%	9 23%	52 24%	20 22%	13 27%	5 12%	28 17%	49 29%	12 19%	34 21%	17 31%	11 11%	12 24%	28 28%	47 22%	
4	32 8%	18 10%	17 11%	4 5%	4 6%	7 11%	4 9%	3 7%	3 7%	14 6%	4 5%	8 18%	5 14%	15 9%	15 8%	2 3%	18 11%	3 5%	9 9%	4 8%	4 4%	23 10%	
3	43 11%	21 12%	15 9%	9 12%	6 9%	10 16%	7 16%	6 14%	7 16%	28 13%	7 8%	5 11%	2 4%	13 8%	21 12%	8 14%	14 9%	5 10%	13 13%	4 8%	19 19%	18 8%	
2	27 7%	6 4%	7 4%	7 9%	7 11%	1 1%	3 7%	3 7%	6 15%	9 4%	12 13%	4 9%	2 5%	13 8%	8 5%	5 9%	15 10%	2 3%	8 8%	3 6%	5 5%	17 8%	
1	24 6%	11 6%	11 7%	1 1%	2 3%	4 6%	3 6%	3 7%	4 9%	16 7%	5 5%	2 5%	- -	9 6%	6 4%	9 15%	5 3%	4 8%	13 13%	4 8%	7 7%	12 6%	
DON'T KNOW/REFUSED	2 -	- -	- -	- -	- -	- -	- -	1 2%	- -	1 -	1 1%	- -	- -	1 1%	- -	1 1%	1 1%	- -	2 2%	1 2%	- -	1 -	
MEAN	5.5	5.5	5.6	5.6	5.4	5.4	5.6	5.3	4.5	5.6	5.2	4.9	6.3	5.7	5.5	4.9	5.4	5.4	5.2	5.5	5.2	5.5	

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
10	33 8%	11 5%	17 7%	15 7%	11 5%	11 6%	9 5%	8 5%	14 8%	18 9%	7 4%	23 12%	11 6%	21 10%	2 3%	28 10%	4 3%	14 11%	15 9%
8-10	88 22%	46 20%	49 21%	49 22%	43 22%	39 23%	32 19%	33 20%	34 20%	49 25%	34 18%	48 26%	38 22%	50 23%	12 15%	69 24%	18 16%	34 26%	37 23%
5-7	183 46%	110 48%	114 49%	106 47%	83 42%	78 46%	84 49%	81 51%	82 47%	88 45%	89 48%	82 44%	77 45%	102 47%	40 53%	122 43%	54 48%	54 42%	75 47%
1-4	126 32%	75 32%	71 30%	70 31%	73 37%	54 31%	55 32%	47 29%	58 33%	58 29%	63 34%	56 30%	57 33%	65 30%	23 31%	91 32%	40 36%	39 30%	47 30%
9	10 2%	6 3%	5 2%	7 3%	4 2%	5 3%	4 2%	4 3%	4 2%	5 3%	4 2%	4 2%	6 4%	4 2%	1 1%	9 3%	3 2%	3 2%	4 3%
8	46 11%	28 12%	27 11%	27 12%	28 14%	23 14%	19 11%	20 12%	17 10%	27 14%	22 12%	21 11%	21 12%	25 11%	8 11%	33 12%	11 10%	17 13%	18 11%
7	55 14%	31 13%	34 15%	31 14%	21 10%	23 14%	19 11%	24 15%	25 14%	27 14%	26 14%	27 14%	22 13%	31 14%	14 19%	37 13%	15 14%	16 12%	24 15%
6	38 10%	23 10%	25 11%	24 10%	22 11%	20 12%	22 13%	16 10%	18 10%	18 9%	21 11%	16 9%	13 8%	24 11%	3 5%	30 11%	12 11%	10 8%	16 10%
5	89 22%	56 24%	54 23%	51 23%	41 20%	35 20%	43 25%	41 26%	39 22%	43 22%	41 22%	39 21%	41 24%	47 22%	22 29%	55 19%	27 24%	28 22%	35 22%
4	32 8%	18 8%	22 10%	18 8%	18 9%	16 10%	12 7%	11 7%	12 7%	17 9%	13 7%	18 9%	10 6%	18 8%	5 7%	24 8%	6 6%	13 10%	13 8%
3	43 11%	27 12%	22 9%	27 12%	27 13%	14 8%	21 12%	15 10%	19 11%	24 12%	19 10%	21 11%	20 12%	23 11%	11 15%	29 10%	12 11%	14 11%	17 10%
2	27 7%	17 7%	15 6%	13 6%	13 7%	16 9%	13 8%	12 8%	16 9%	9 4%	18 10%	9 5%	18 10%	9 4%	1 2%	21 7%	12 11%	5 4%	10 6%
1	24 6%	13 6%	12 5%	12 5%	15 7%	7 4%	9 5%	7 5%	11 6%	9 5%	14 7%	9 5%	9 5%	14 7%	5 7%	17 6%	10 9%	7 6%	8 5%
DON'T KNOW/REFUSED	2 -	1 -	- -	- -	- -	- -	- -	- -	- -	2 1%	- -	2 1%	1 1%	1 -	1 1%	1 -	- -	2 1%	- -
MEAN	5.5	5.3	5.5	5.5	5.2	5.5	5.3	5.5	5.3	5.7	5.2	5.8	5.3	5.6	5.3	5.6	5.0	5.7	5.6

Table 23-6
 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 6

-----GREATER MN REGION-----

===== REGION =====

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
10 --	22 7%	4 8%	-	5 11%	4 8%	3 6%	5 11%
8-10 ----	65 21%	10 18%	16 32%	11 21%	10 20%	11 22%	8 16%
5-7 ---	130 42%	30 56%	14 28%	14 29%	25 49%	26 53%	20 39%
1-4 ---	107 35%	14 26%	20 40%	23 46%	15 29%	13 25%	22 45%
9	11 4%	1 2%	6 12%	-	2 4%	2 4%	-
8	32 11%	4 8%	10 20%	5 11%	4 8%	6 12%	3 5%
7	41 13%	6 11%	12 24%	2 4%	10 20%	6 12%	5 11%
6	21 7%	7 13%	-	4 7%	3 6%	3 6%	4 8%
5	68 22%	17 31%	2 4%	9 18%	12 24%	18 35%	11 21%
4	20 7%	3 5%	4 8%	5 11%	4 8%	3 6%	1 3%
3	42 14%	5 10%	8 16%	5 11%	4 8%	6 12%	13 26%
2	18 6%	2 3%	4 8%	4 7%	3 6%	-	5 11%
1	28 9%	4 8%	4 8%	9 18%	4 8%	4 8%	3 5%
DON'T KNOW/REFUSED	3 1%	-	-	2 4%	1 2%	-	-
MEAN	5.3	5.4	5.6	4.7	5.5	5.5	4.9

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 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	111 28%	40 29%	23 26%	12 26%	14 33%	22 26%	63 28%	48 28%	24 18%	39 33%	36 40%	33 16%	46 39%	27 48%	8 17%	18 46%	11 24%	11 36%	15 23%	92 29%	30 19%	28 35%	8 34%	15 19%
INFLATION	82 20%	21 15%	23 27%	8 17%	8 20%	21 26%	44 19%	38 22%	28 21%	18 16%	16 18%	45 22%	19 16%	9 15%	6 14%	6 17%	9 20%	3 9%	11 17%	61 19%	33 22%	11 14%	6 24%	22 28%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	70 17%	33 23%	8 9%	9 18%	9 20%	12 14%	41 18%	29 17%	34 26%	17 15%	9 9%	44 22%	14 12%	6 11%	13 28%	3 8%	6 12%	7 22%	10 15%	56 18%	28 18%	15 19%	3 13%	15 20%
UNFAVORABLE BUSINESS CLIMATE	34 9%	13 10%	9 11%	3 7%	2 4%	6 8%	23 10%	12 7%	12 9%	10 9%	9 10%	17 8%	14 12%	3 6%	5 11%	3 7%	6 13%	2 8%	4 6%	29 9%	18 12%	8 11%	1 4%	4 5%
INCREASING COSTS OF WAGES	32 8%	8 6%	7 8%	7 14%	1 2%	9 11%	15 7%	17 10%	13 10%	9 8%	9 10%	17 8%	10 8%	5 9%	3 6%	3 7%	7 15%	3 9%	5 8%	26 8%	11 7%	9 11%	3 13%	6 8%
RISING INTEREST RATES	24 6%	4 3%	9 10%	4 8%	1 2%	6 8%	13 6%	11 6%	7 5%	9 8%	2 2%	19 9%	3 3%	1 2%	2 4%	2 4%	4 8%	- -	8 12%	16 5%	13 8%	3 3%	- -	6 8%
COST OF HEALTH CARE INSURANCE	21 5%	12 8%	4 4%	- -	5 11%	1 2%	15 7%	6 4%	7 5%	6 5%	5 6%	12 6%	7 6%	2 4%	2 4%	3 7%	3 6%	3 11%	5 7%	17 5%	9 6%	2 3%	1 4%	5 6%
COST OR AVAILABILITY OF CAPITAL TO INVEST	11 3%	4 3%	3 3%	3 6%	1 2%	1 1%	6 3%	5 3%	3 2%	5 4%	2 2%	7 3%	3 2%	1 2%	5 10%	- -	- -	2 5%	6 9%	5 2%	5 3%	3 3%	- -	2 2%
APPLYING AUTOMATION	3 1%	1 1%	- -	- -	- -	2 2%	1 -	2 1%	1 1%	1 1%	1 1%	1 -	1 1%	1 2%	1 2%	1 3%	- -	- -	1 1%	2 1%	- -	- -	1 4%	- -
OTHER	7 2%	2 1%	2 2%	2 4%	2 4%	- -	4 2%	4 2%	5 3%	1 1%	- -	6 3%	1 1%	- -	2 4%	- -	1 2%	- -	- -	7 2%	4 2%	1 1%	1 4%	1 1%
DON'T KNOW/NOT SURE	3 1%	1 1%	- -	- -	1 2%	1 2%	1 -	2 1%	1 1%	- -	1 1%	2 1%	1 1%	- -	- -	- -	- -	- -	1 1%	2 1%	1 1%	- -	- -	2 2%
REFUSED	1 -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	111 28%	58 32%	44 27%	102 30%	9 18%	25 37%	58 33%	21 16%	20 35%	53 27%	36 27%	46 38%	20 20%	42 26%	35 33%	24 23%	50 27%	42 32%	28 31%	41 23%	13 22%	79 25%	17 69%	10 32%
INFLATION	82 20%	44 25%	25 15%	69 20%	12 23%	9 13%	29 16%	40 30%	5 8%	47 23%	30 22%	24 19%	17 17%	38 24%	21 20%	19 19%	41 23%	31 24%	12 14%	37 21%	12 21%	63 20%	1 5%	7 23%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	70 17%	25 14%	34 21%	59 17%	11 21%	12 17%	30 17%	24 18%	13 23%	28 14%	29 21%	19 16%	15 15%	32 20%	16 16%	13 13%	38 21%	15 12%	14 16%	40 23%	19 34%	59 18%	5 20%	1 4%
UNFAVORABLE BUSINESS CLIMATE	34 9%	7 4%	20 12%	27 8%	6 13%	1 1%	19 11%	15 11%	1 2%	30 15%	3 2%	7 5%	19 19%	9 5%	7 7%	20 19%	7 4%	6 5%	15 17%	13 7%	2 3%	31 10%	- -	3 11%
INCREASING COSTS OF WAGES	32 8%	12 7%	18 11%	30 9%	2 3%	7 10%	12 7%	9 7%	5 9%	12 6%	12 9%	11 9%	6 6%	14 9%	9 9%	10 10%	13 7%	9 7%	6 6%	18 10%	4 8%	27 8%	- -	5 16%
RISING INTEREST RATES	24 6%	10 6%	7 4%	18 5%	5 11%	3 4%	11 6%	10 8%	3 5%	12 6%	9 6%	8 6%	11 11%	4 3%	7 6%	6 6%	10 6%	8 6%	6 7%	9 5%	2 3%	23 7%	- -	1 4%
COST OF HEALTH CARE INSURANCE	21 5%	10 6%	7 5%	18 5%	2 4%	6 10%	9 5%	6 4%	2 3%	11 5%	7 5%	5 4%	7 7%	8 5%	3 3%	8 7%	11 6%	9 7%	4 5%	8 5%	1 2%	19 6%	1 5%	1 4%
COST OR AVAILABILITY OF CAPITAL TO INVEST	11 3%	8 4%	4 2%	11 3%	- -	3 4%	4 2%	3 2%	6 10%	2 1%	3 3%	2 1%	2 2%	7 4%	5 4%	1 1%	5 2%	5 4%	2 2%	5 3%	1 2%	10 3%	- -	1 3%
APPLYING AUTOMATION	3 1%	1 1%	1 1%	2 1%	1 2%	- -	3 2%	- -	2 4%	- -	1 1%	2 2%	- -	1 1%	2 2%	- -	1 1%	2 2%	- -	1 1%	- -	2 1%	- -	1 3%
OTHER	7 2%	4 2%	3 2%	6 2%	1 2%	3 4%	3 2%	2 1%	1 2%	4 2%	3 2%	1 1%	3 3%	4 2%	1 1%	2 2%	5 3%	2 1%	2 2%	3 1%	2 3%	7 2%	- -	- -
DON'T KNOW/NOT SURE	3 1%	- -	1 1%	1 -	1 3%	- -	1 1%	2 2%	- -	- -	2 2%	- -	1 1%	2 1%	- -	1 1%	2 1%	- -	- -	3 2%	2 3%	3 1%	- -	- -
REFUSED	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	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				2024 PROJECTION			DOWNTURN RESISTANCE			FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	111 28%	83 28%	28 28%	25 30%	19 26%	45 33%	17 22%	25 28%	46 33%	35 23%	55 36%	44 23%	99 29%	13 24%	111 71%	9 7%	14 11%	14 23%	4 7%	13 23%	2 5%	3 11%	66 23%	43 42%
INFLATION	82 20%	61 20%	21 20%	18 21%	18 25%	20 15%	14 18%	18 21%	19 14%	41 26%	37 24%	32 17%	69 20%	12 24%	14 9%	82 65%	20 16%	4 6%	9 16%	9 16%	2 7%	2 10%	64 22%	16 16%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	70 17%	49 16%	21 21%	18 21%	11 15%	20 14%	16 21%	17 19%	30 21%	21 13%	20 13%	39 21%	59 17%	10 19%	9 6%	10 8%	70 57%	8 12%	1 1%	10 18%	2 6%	4 17%	54 19%	15 15%
UNFAVORABLE BUSINESS CLIMATE	34 9%	31 10%	3 3%	2 2%	5 7%	15 11%	10 13%	5 6%	13 9%	16 10%	12 8%	16 9%	28 8%	5 10%	3 2%	7 6%	3 2%	2 3%	34 64%	-	-	2 8%	29 10%	5 5%
INCREASING COSTS OF WAGES	32 8%	21 7%	11 10%	9 10%	7 9%	13 10%	4 5%	5 6%	15 11%	10 6%	9 6%	19 10%	28 8%	4 8%	11 7%	4 3%	7 6%	32 52%	1 2%	2 3%	1 2%	1 4%	24 8%	8 8%
RISING INTEREST RATES	24 6%	17 6%	7 7%	11 13%	1 1%	5 4%	6 8%	2 3%	9 6%	11 7%	6 4%	15 8%	20 6%	3 5%	4 3%	5 4%	6 5%	-	2 4%	1 2%	24 74%	-	20 7%	3 3%
COST OF HEALTH CARE INSURANCE	21 5%	17 6%	4 4%	1 1%	5 7%	10 7%	5 7%	8 9%	3 2%	9 6%	8 6%	12 7%	21 6%	1 1%	4 2%	3 2%	3 2%	2 3%	2 4%	21 38%	-	1 4%	15 5%	6 6%
COST OR AVAILABILITY OF CAPITAL TO INVEST	11 3%	10 3%	1 1%	1 1%	4 5%	3 2%	2 2%	3 3%	2 1%	6 4%	6 4%	3 1%	9 3%	2 3%	-	5 4%	-	-	-	-	2 5%	11 46%	9 3%	2 2%
APPLYING AUTOMATION	3 1%	1 -	2 2%	1 1%	1 1%	1 1%	-	1 1%	1 1%	1 1%	-	3 2%	3 1%	-	1 1%	-	-	-	1 2%	-	-	-	2 1%	1 1%
OTHER	7 2%	5 2%	3 3%	-	1 1%	4 3%	3 3%	4 4%	-	3 2%	-	5 3%	5 1%	2 3%	-	-	-	-	-	-	-	-	5 2%	3 3%
DON'T KNOW/NOT SURE	3 1%	2 1%	1 1%	-	1 1%	-	1 2%	-	2 2%	1 1%	-	2 1%	2 1%	1 2%	-	-	-	-	-	-	-	-	3 1%	-
REFUSED	1 -	1 -	-	-	-	-	-	-	-	1 1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 24-4

QUESTION 19:

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

First choice.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT	INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	111 28%	82 47%	29 18%	21 28%	23 36%	12 19%	12 25%	10 22%	14 33%	29 13%	34 38%	27 58%	18 47%	72 44%	36 21%	2 4%	77 48%	13 25%	30 30%	15 29%	22 22%	61 28%	
INFLATION	82 20%	25 14%	44 27%	8 10%	10 16%	15 23%	7 16%	9 21%	10 24%	54 24%	12 14%	7 15%	7 19%	27 16%	37 22%	16 26%	20 12%	10 18%	26 26%	11 22%	19 19%	42 19%	
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	70 17%	21 12%	37 23%	16 21%	7 11%	14 22%	8 16%	8 19%	5 12%	52 24%	12 14%	3 6%	3 8%	15 9%	37 22%	16 27%	17 11%	10 18%	17 17%	10 20%	17 17%	39 18%	
UNFAVORABLE BUSINESS CLIMATE	34 9%	6 4%	18 11%	4 5%	5 8%	7 12%	4 8%	4 8%	2 5%	24 11%	5 6%	2 4%	2 5%	11 6%	16 10%	7 12%	8 5%	5 10%	2 2%	2 4%	7 7%	22 10%	
INCREASING COSTS OF WAGES	32 8%	16 9%	10 6%	14 18%	5 7%	5 8%	3 7%	1 2%	2 4%	15 7%	10 11%	4 8%	3 8%	13 8%	13 8%	5 9%	16 10%	7 13%	11 11%	1 2%	8 8%	15 7%	
RISING INTEREST RATES	24 6%	11 6%	9 6%	3 4%	5 7%	6 10%	2 4%	5 12%	4 10%	16 7%	5 5%	- -	3 9%	6 4%	14 8%	3 6%	7 4%	6 11%	6 6%	2 4%	10 10%	11 5%	
COST OF HEALTH CARE INSURANCE	21 5%	12 7%	6 3%	3 4%	5 7%	3 5%	3 7%	1 2%	1 2%	12 5%	6 6%	3 6%	1 2%	10 6%	9 5%	2 3%	10 6%	1 2%	- -	5 10%	8 8%	15 7%	
COST OR AVAILABILITY OF CAPITAL TO INVEST	11 3%	1 -	2 1%	2 2%	4 6%	- -	5 11%	4 9%	4 9%	8 4%	2 2%	2 2%	- -	6 3%	4 3%	1 1%	3 2%	- -	4 4%	1 2%	4 4%	6 3%	
APPLYING AUTOMATION	3 1%	- -	1 1%	1 1%	1 2%	- -	2 4%	2 5%	- -	3 1%	- -	- -	- -	- -	1 1%	2 3%	- -	- -	2 2%	- -	2 2%	1 -	
OTHER	7 2%	1 1%	3 2%	3 4%	- -	1 1%	- -	- -	- -	5 2%	1 1%	- -	1 3%	3 2%	3 2%	2 3%	2 1%	2 3%	- -	2 4%	2 2%	4 2%	
DON'T KNOW/NOT SURE	3 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	2 1%	1 1%	- -	- -	- -	- -	3 5%	- -	- -	2 2%	2 4%	1 1%	1 -	
REFUSED	1 -	- -	1 1%	1 2%	- -	- -	1 3%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	1 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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCCL PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	111 28%	73 31%	71 31%	73 33%	58 29%	54 31%	58 34%	58 36%	54 31%	49 25%	63 34%	45 24%	52 30%	57 26%	31 41%	72 25%	40 36%	32 25%	39 25%
INFLATION	82 20%	43 19%	52 22%	46 21%	44 22%	38 22%	35 20%	31 19%	31 18%	43 22%	38 20%	36 19%	34 20%	46 21%	17 22%	47 17%	20 18%	26 20%	35 22%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	70 17%	34 15%	31 13%	37 16%	31 16%	15 9%	14 8%	19 12%	23 13%	42 21%	18 10%	46 25%	23 14%	43 20%	8 11%	53 19%	11 10%	33 26%	25 16%
UNFAVORABLE BUSINESS CLIMATE	34 9%	18 8%	17 7%	17 8%	17 8%	16 9%	12 7%	12 8%	18 10%	13 7%	13 7%	18 10%	14 8%	19 9%	4 5%	29 10%	8 7%	10 7%	17 10%
INCREASING COSTS OF WAGES	32 8%	21 9%	21 9%	16 7%	17 9%	15 9%	16 9%	14 9%	19 11%	13 6%	21 11%	10 5%	16 9%	15 7%	9 12%	21 7%	14 13%	6 4%	12 8%
RISING INTEREST RATES	24 6%	16 7%	14 6%	14 6%	15 8%	14 8%	14 8%	9 6%	10 6%	13 7%	9 5%	12 7%	12 7%	11 5%	1 1%	20 7%	3 3%	8 6%	13 8%
COST OF HEALTH CARE INSURANCE	21 5%	11 5%	13 6%	12 5%	8 4%	9 5%	11 6%	9 5%	8 5%	13 6%	8 4%	13 7%	10 6%	12 5%	2 3%	19 7%	6 5%	10 8%	5 3%
COST OR AVAILABILITY OF CAPITAL TO INVEST	11 3%	8 3%	5 2%	2 1%	2 1%	7 4%	6 4%	3 2%	4 3%	7 3%	10 5%	1 -	8 4%	4 2%	2 2%	8 3%	4 4%	1 1%	6 4%
APPLYING AUTOMATION	3 1%	3 1%	2 1%	3 1%	2 1%	2 1%	2 1%	2 1%	1 1%	2 1%	1 1%	2 1%	1 1%	2 1%	1 1%	2 1%	1 1%	2 2%	- -
OTHER	7 2%	3 1%	4 2%	5 2%	4 2%	2 1%	3 2%	3 2%	4 2%	4 2%	2 1%	4 2%	- -	7 3%	- -	6 2%	1 1%	2 1%	4 3%
DON'T KNOW/NOT SURE	3 1%	2 1%	1 -	1 -	2 1%	1 1%	1 1%	1 1%	2 1%	- -	1 1%	1 1%	1 1%	2 1%	- -	2 1%	1 1%	- -	2 1%
REFUSED	1 -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	- -	1 -	1 1%	- -	- -

Table 24-6

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 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	80 26%	13 25%	16 32%	14 29%	15 29%	14 27%	8 16%
INFLATION	66 22%	10 18%	10 20%	16 32%	11 22%	5 10%	14 29%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	54 18%	10 18%	10 20%	7 14%	10 20%	8 16%	9 18%
INCREASING COSTS OF WAGES	27 9%	7 13%	4 8%	7 14%	1 2%	4 8%	4 8%
RISING INTEREST RATES	24 8%	6 11%	4 8%	2 4%	2 4%	6 12%	4 8%
UNFAVORABLE BUSINESS CLIMATE	16 5%	5 10%	- -	2 4%	2 4%	6 12%	1 3%
COST OF HEALTH CARE INSURANCE	14 5%	1 2%	- -	- -	5 10%	4 8%	4 8%
COST OR AVAILABILITY OF CAPITAL TO INVEST	9 3%	- -	4 8%	- -	1 2%	1 2%	3 5%
APPLYING AUTOMATION	4 1%	- -	2 4%	- -	- -	1 2%	1 3%
OTHER	6 2%	2 3%	- -	- -	2 4%	1 2%	1 3%
DON'T KNOW/NOT SURE	5 2%	- -	- -	2 4%	2 4%	1 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.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	157 39%	56 40%	31 36%	19 39%	19 44%	32 39%	87 39%	70 40%	40 30%	48 42%	49 55%	55 27%	61 51%	34 61%	12 27%	26 67%	16 35%	15 46%	22 34%	127 41%	46 30%	40 51%	10 42%	22 29%
INFLATION	125 31%	34 25%	34 39%	13 27%	11 24%	32 39%	69 30%	56 32%	44 32%	31 27%	25 27%	71 35%	29 24%	16 28%	16 34%	10 26%	14 31%	10 30%	21 33%	94 30%	51 33%	16 20%	6 28%	34 44%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	122 31%	46 33%	22 26%	13 27%	15 34%	27 33%	68 30%	54 31%	49 36%	36 31%	16 17%	73 36%	30 25%	9 15%	14 31%	5 13%	14 30%	11 35%	21 32%	90 29%	48 31%	24 31%	6 27%	28 36%
INCREASING COSTS OF WAGES	61 15%	20 14%	13 15%	9 19%	5 10%	14 17%	33 15%	28 16%	20 15%	21 18%	18 20%	28 14%	25 20%	8 15%	10 21%	5 12%	14 30%	6 18%	8 12%	51 16%	24 15%	15 19%	3 13%	10 13%
COST OF HEALTH CARE INSURANCE	56 14%	26 19%	12 13%	2 5%	10 23%	7 8%	38 17%	19 11%	18 14%	16 14%	12 13%	29 14%	15 13%	10 18%	4 9%	7 18%	7 14%	7 21%	9 14%	45 14%	26 17%	5 6%	5 22%	10 13%
UNFAVORABLE BUSINESS CLIMATE	54 13%	21 15%	11 13%	6 13%	6 14%	10 12%	32 14%	22 13%	18 14%	17 14%	14 15%	27 13%	19 16%	7 12%	8 16%	6 14%	7 15%	5 15%	5 9%	45 14%	25 16%	10 13%	2 7%	9 11%
RISING INTEREST RATES	32 8%	7 5%	10 12%	4 8%	1 2%	10 12%	18 8%	15 8%	10 7%	11 10%	4 4%	24 12%	6 5%	2 4%	4 8%	2 6%	6 12%	1 4%	9 14%	23 7%	14 9%	5 7%	1 4%	9 11%
COST OR AVAILABILITY OF CAPITAL TO INVEST	24 6%	9 6%	4 5%	5 11%	4 9%	2 2%	13 6%	11 6%	5 4%	9 8%	6 7%	13 7%	6 5%	3 6%	6 12%	1 2%	4 4%	2 5%	7 10%	16 5%	8 5%	6 8%	2 10%	3 4%
APPLYING AUTOMATION	9 2%	1 1%	3 3%	- -	1 2%	4 5%	4 2%	5 3%	1 1%	2 2%	6 7%	2 1%	4 3%	4 7%	1 2%	2 5%	- -	1 3%	4 7%	5 2%	2 2%	1 1%	1 4%	1 1%
OTHER	19 5%	6 4%	5 5%	6 12%	3 6%	- -	10 5%	8 5%	9 7%	6 5%	1 1%	11 5%	3 3%	5 9%	4 8%	1 3%	1 2%	- -	2 3%	17 5%	7 5%	3 3%	1 4%	2 2%
DON'T KNOW/NOT SURE	3 1%	1 1%	- -	- -	1 2%	1 2%	1 -	2 1%	1 1%	- -	1 1%	2 1%	1 1%	- -	- -	- -	- -	- -	1 1%	2 1%	1 1%	- -	- -	2 2%
REFUSED	1 -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -

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.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	157 39%	74 41%	65 40%	139 41%	16 32%	38 55%	76 42%	35 27%	27 47%	73 37%	52 38%	66 53%	33 33%	56 35%	49 47%	36 35%	68 37%	60 46%	34 38%	63 36%	15 27%	115 36%	17 69%	17 55%
INFLATION	125 31%	68 38%	37 23%	105 31%	18 36%	18 26%	45 25%	56 42%	16 28%	71 36%	36 27%	33 26%	33 33%	54 34%	36 34%	35 34%	54 29%	39 30%	25 28%	58 33%	17 30%	99 31%	5 20%	11 34%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	122 31%	55 31%	51 31%	106 31%	15 31%	18 27%	54 30%	45 34%	19 34%	50 25%	50 37%	40 32%	25 24%	52 32%	31 30%	23 22%	66 36%	38 29%	25 28%	57 32%	25 44%	103 32%	5 20%	4 11%
INCREASING COSTS OF WAGES	61 15%	22 12%	36 22%	58 17%	3 7%	11 16%	30 17%	14 11%	7 13%	28 14%	24 18%	20 16%	15 15%	25 16%	15 14%	18 17%	28 15%	19 14%	13 14%	30 17%	12 21%	53 16%	1 5%	7 23%
COST OF HEALTH CARE INSURANCE	56 14%	28 16%	23 14%	51 15%	4 8%	12 18%	23 13%	17 13%	11 20%	26 13%	17 13%	15 12%	14 14%	24 15%	14 13%	16 15%	25 14%	22 17%	11 12%	24 14%	5 9%	44 14%	5 21%	5 16%
UNFAVORABLE BUSINESS CLIMATE	54 13%	14 8%	30 18%	44 13%	9 19%	3 4%	26 14%	25 19%	1 2%	46 23%	6 4%	11 9%	25 25%	16 10%	11 11%	27 26%	16 9%	14 10%	19 21%	21 12%	3 4%	46 14%	2 9%	5 15%
RISING INTEREST RATES	32 8%	15 8%	10 6%	25 7%	6 12%	3 4%	17 9%	12 9%	3 5%	13 7%	16 12%	10 8%	14 13%	7 5%	8 7%	8 7%	16 9%	9 7%	8 9%	14 8%	4 6%	30 9%	- -	2 8%
COST OR AVAILABILITY OF CAPITAL TO INVEST	24 6%	12 7%	9 5%	20 6%	4 8%	4 6%	5 3%	12 9%	7 12%	11 5%	7 5%	3 2%	8 8%	11 7%	8 8%	6 5%	9 5%	9 7%	5 5%	10 6%	2 4%	19 6%	- -	3 11%
APPLYING AUTOMATION	9 2%	7 4%	2 1%	8 2%	1 2%	1 1%	8 5%	- -	3 5%	3 1%	4 3%	7 5%	- -	2 1%	6 5%	- -	4 2%	4 3%	2 2%	4 2%	1 1%	6 2%	2 7%	2 7%
OTHER	19 5%	9 5%	8 5%	17 5%	1 2%	6 9%	8 4%	3 2%	3 5%	11 5%	5 4%	4 3%	6 6%	9 5%	4 3%	6 4%	7 4%	5 4%	7 8%	6 3%	3 5%	14 4%	5 20%	- -
DON'T KNOW/NOT SURE	3 1%	- -	1 1%	1 -	1 3%	- -	1 1%	2 2%	- -	- -	2 2%	- -	1 1%	2 1%	- -	1 1%	2 1%	- -	- -	3 2%	2 3%	3 1%	- -	- -
REFUSED	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	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.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE			FUTURE CHALLENGES								CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN	FLAT	RECES	VERY	SMWT	TOTAL	TOTAL	ATTR-	INFLA	INCR	UNFAV	HLTH	RISING	CAPTL	NO	TOT	
							-SION		-SION	CONF	CONF	CONF	NOT	ACT	-TION	MAT	BIZ	CLIM	INT	TO	YES			
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	157 39%	118 40%	39 38%	37 44%	27 37%	61 45%	22 28%	33 37%	68 48%	51 33%	69 45%	71 37%	140 41%	17 32%	157 100%	23 18%	23 18%	26 42%	7 13%	17 29%	6 18%	3 11%	97 33%	57 56%
INFLATION	125 31%	96 32%	29 28%	29 35%	28 39%	33 25%	21 27%	25 28%	35 25%	61 39%	50 33%	59 31%	109 32%	14 27%	23 14%	125 100%	30 25%	7 12%	16 29%	12 22%	8 24%	7 30%	98 33%	24 24%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	122 31%	86 29%	37 36%	31 36%	25 34%	32 24%	23 30%	31 35%	44 31%	43 28%	45 29%	58 31%	103 30%	18 35%	23 14%	30 24%	122 100%	15 25%	4 7%	13 22%	8 24%	4 17%	91 31%	30 30%
INCREASING COSTS OF WAGES	61 15%	40 14%	21 21%	13 16%	11 15%	23 17%	13 16%	9 10%	29 21%	20 13%	15 10%	37 20%	52 15%	9 18%	26 16%	7 6%	15 12%	61 100%	3 5%	4 7%	1 2%	1 4%	45 16%	15 15%
COST OF HEALTH CARE INSURANCE	56 14%	40 13%	16 16%	8 10%	13 18%	21 16%	11 14%	21 24%	17 12%	17 11%	22 15%	30 16%	53 15%	4 7%	17 11%	12 10%	13 10%	4 6%	2 4%	56 100%	1 3%	1 4%	42 14%	15 14%
UNFAVORABLE BUSINESS CLIMATE	54 13%	45 15%	9 9%	6 7%	6 8%	25 19%	13 16%	6 7%	18 13%	29 19%	19 12%	25 13%	44 13%	9 17%	7 4%	16 13%	4 3%	3 4%	54 100%	2 3%	2 7%	2 8%	44 15%	8 8%
RISING INTEREST RATES	32 8%	21 7%	11 11%	14 16%	1 1%	9 7%	7 9%	3 4%	12 9%	15 10%	10 6%	18 9%	27 8%	4 8%	6 4%	8 6%	8 6%	1 1%	2 4%	1 2%	32 100%	2 7%	27 9%	6 6%
COST OR AVAILABILITY OF CAPITAL TO INVEST	24 6%	21 7%	3 3%	5 5%	5 7%	6 4%	6 7%	7 8%	4 3%	10 7%	13 8%	6 3%	19 5%	6 10%	3 2%	7 6%	4 3%	1 2%	2 4%	1 2%	2 5%	24 100%	19 6%	5 5%
APPLYING AUTOMATION	9 2%	6 2%	3 3%	5 5%	1 1%	3 2%	1 1%	4 4%	2 1%	4 2%	5 3%	5 3%	9 3%	- -	6 4%	1 1%	1 1%	- -	1 2%	- -	- -	- -	7 2%	1 1%
OTHER	19 5%	14 5%	5 5%	1 1%	6 9%	7 5%	4 6%	7 8%	3 2%	8 5%	8 5%	6 3%	13 4%	5 9%	5 3%	2 1%	2 2%	1 1%	1 2%	- -	- -	1 4%	14 5%	5 5%
DON'T KNOW/NOT SURE	3 1%	2 1%	1 1%	- -	1 1%	- -	1 2%	- -	2 2%	1 1%	- -	2 1%	2 1%	1 2%	- -	- -	- -	- -	- -	- -	- -	- -	3 1%	- -
REFUSED	1 -	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

Table 25-4

QUESTION 19C:

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

Combined.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	157 39%	109 63%	45 28%	35 46%	34 53%	17 26%	18 37%	14 31%	16 40%	43 20%	46 52%	37 79%	27 71%	98 60%	53 31%	5 8%	108 67%	19 36%	40 40%	20 39%	33 33%	85 39%	
INFLATION	125 31%	44 25%	58 36%	17 23%	18 27%	22 35%	15 32%	17 39%	19 45%	82 38%	21 24%	9 19%	10 26%	45 28%	56 33%	21 35%	32 20%	17 31%	36 36%	14 27%	33 33%	64 29%	
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	122 31%	38 22%	58 36%	25 33%	17 26%	24 37%	12 25%	17 40%	11 27%	85 38%	23 26%	4 8%	9 25%	32 19%	63 37%	24 40%	33 21%	19 34%	32 33%	19 37%	33 33%	66 30%	
INCREASING COSTS OF WAGES	61 15%	32 19%	21 13%	20 27%	10 15%	11 18%	12 25%	3 6%	4 10%	32 14%	14 16%	10 22%	5 13%	25 16%	30 18%	5 9%	29 18%	11 20%	21 21%	5 10%	16 16%	32 15%	
COST OF HEALTH CARE INSURANCE	56 14%	28 16%	19 12%	12 16%	8 13%	9 15%	5 11%	3 7%	4 11%	31 14%	12 14%	6 13%	6 16%	24 15%	24 14%	7 12%	24 15%	4 8%	6 6%	10 20%	13 13%	37 17%	
UNFAVORABLE BUSINESS CLIMATE	54 13%	15 9%	33 20%	9 12%	6 10%	11 17%	6 13%	6 15%	3 7%	36 16%	9 10%	6 13%	2 5%	20 12%	23 13%	11 18%	16 10%	8 15%	10 10%	7 14%	11 11%	30 14%	
RISING INTEREST RATES	32 8%	13 8%	12 7%	3 4%	7 11%	8 13%	4 8%	7 16%	6 15%	20 9%	8 8%	- -	4 11%	10 6%	15 9%	7 12%	9 5%	7 13%	11 11%	2 4%	14 14%	16 7%	
COST OR AVAILABILITY OF CAPITAL TO INVEST	24 6%	6 4%	8 5%	4 5%	9 14%	2 3%	8 16%	8 19%	4 9%	15 7%	6 7%	3 6%	- -	9 6%	13 7%	2 3%	8 5%	2 3%	4 4%	4 8%	5 5%	13 6%	
APPLYING AUTOMATION	9 2%	2 1%	3 2%	2 2%	4 6%	2 3%	3 6%	3 7%	5 11%	4 2%	2 3%	1 3%	2 5%	2 1%	6 3%	2 3%	5 3%	1 2%	4 4%	1 2%	2 2%	4 2%	
OTHER	19 5%	8 4%	9 6%	4 5%	2 3%	5 9%	1 2%	1 2%	2 5%	13 6%	3 3%	1 2%	2 5%	8 5%	7 4%	3 4%	6 4%	2 3%	4 4%	3 6%	3 3%	10 5%	
DON'T KNOW/NOT SURE	3 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	2 1%	1 1%	- -	- -	- -	- -	3 5%	- -	- -	2 2%	2 4%	1 1%	1 -	
REFUSED	1 -	- -	1 1%	1 2%	- -	- -	1 3%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	1 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.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	157 39%	104 45%	107 46%	99 44%	84 42%	79 46%	85 50%	82 51%	77 44%	69 35%	88 48%	64 34%	74 43%	80 37%	38 50%	107 38%	56 50%	44 34%	56 35%
INFLATION	125 31%	70 30%	73 31%	68 30%	67 34%	56 33%	52 30%	47 29%	50 29%	63 32%	54 29%	59 32%	53 31%	67 31%	26 35%	78 27%	31 27%	40 31%	54 34%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	122 31%	66 29%	60 26%	66 29%	58 29%	36 21%	35 20%	40 25%	44 25%	68 34%	45 24%	66 35%	46 27%	72 33%	22 30%	85 30%	27 24%	49 38%	46 29%
INCREASING COSTS OF WAGES	61 15%	35 15%	40 17%	33 15%	30 15%	22 13%	28 16%	24 15%	33 19%	26 13%	34 18%	25 13%	28 16%	32 15%	13 18%	43 15%	23 20%	15 12%	23 15%
COST OF HEALTH CARE INSURANCE	56 14%	32 14%	38 16%	36 16%	28 14%	21 12%	24 14%	27 17%	23 13%	32 16%	22 12%	32 17%	25 14%	31 14%	11 15%	41 15%	14 12%	22 17%	21 13%
UNFAVORABLE BUSINESS CLIMATE	54 13%	27 12%	30 13%	31 14%	30 15%	24 14%	22 13%	19 12%	25 14%	26 13%	22 12%	29 15%	22 13%	31 14%	7 9%	42 15%	12 11%	17 13%	24 15%
RISING INTEREST RATES	32 8%	20 9%	21 9%	18 8%	18 9%	17 10%	19 11%	11 7%	14 8%	17 9%	14 8%	15 8%	16 9%	16 7%	3 4%	26 9%	6 6%	10 7%	16 10%
COST OR AVAILABILITY OF CAPITAL TO INVEST	24 6%	18 8%	13 5%	8 3%	7 3%	11 6%	11 6%	9 6%	9 5%	13 7%	15 8%	8 4%	16 9%	9 4%	3 4%	19 7%	8 8%	7 5%	9 6%
APPLYING AUTOMATION	9 2%	9 4%	8 4%	6 3%	4 2%	6 3%	5 3%	8 5%	6 3%	4 2%	5 3%	4 2%	6 3%	4 2%	4 5%	4 2%	4 3%	2 2%	4 2%
OTHER	19 5%	11 5%	10 4%	11 5%	11 5%	4 3%	6 4%	6 4%	8 4%	11 6%	7 4%	9 5%	4 2%	14 6%	2 3%	13 5%	4 3%	7 6%	7 5%
DON'T KNOW/NOT SURE	3 1%	2 1%	1 -	1 -	2 1%	1 1%	1 1%	1 1%	2 1%	- -	1 1%	1 1%	1 1%	2 1%	- -	2 1%	1 1%	- -	2 1%
REFUSED	1 -	1 1%	1 1%	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	- -	1 -	1 1%	- -	- -

Table 25-6

QUESTION 19C:

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

Combined.

BANNER 6

-----GREATER MN REGION-----

	REGION						
	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	113 37%	19 36%	20 40%	20 39%	20 39%	18 35%	16 32%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	103 34%	19 34%	20 40%	12 25%	19 37%	15 29%	18 37%
INFLATION	100 33%	17 31%	16 32%	20 39%	14 27%	15 29%	18 37%
INCREASING COSTS OF WAGES	52 17%	11 20%	10 20%	11 21%	5 10%	7 14%	9 18%
UNFAVORABLE BUSINESS CLIMATE	36 12%	8 15%	8 16%	2 4%	7 14%	7 14%	4 8%
RISING INTEREST RATES	35 11%	7 13%	6 12%	5 11%	2 4%	9 18%	5 11%
COST OF HEALTH CARE INSURANCE	33 11%	4 8%	2 4%	4 7%	10 20%	5 10%	8 16%
COST OR AVAILABILITY OF CAPITAL TO INVEST	15 5%	2 3%	4 8%	-	4 8%	1 2%	4 8%
APPLYING AUTOMATION	8 3%	1 2%	2 4%	2 4%	1 2%	1 2%	1 3%
OTHER	12 4%	2 3%	2 4%	2 4%	3 6%	2 4%	1 3%
DON'T KNOW/NOT SURE	5 2%	-	-	2 4%	2 4%	1 2%	-

Table 26-1
QUESTION 20:
Is your company currently having 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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (NO - YES)	190 47%	51 36%	43 49%	40 84%	25 58%	31 38%	93 41%	97 56%	74 55%	54 47%	37 41%	112 55%	44 36%	26 47%	33 71%	1 2%	19 40%	4 12%	39 61%	140 45%	86 56%	21 27%	16 69%	39 50%
NOT HAVING CHALLENGES	291 73%	94 67%	65 75%	44 92%	34 78%	55 66%	159 70%	132 76%	104 77%	84 73%	62 69%	157 77%	81 68%	39 71%	40 86%	20 51%	32 69%	17 55%	51 79%	225 72%	117 76%	49 63%	20 84%	58 75%
TOTAL YES, HAVING CHALLENGES	101 25%	43 31%	22 25%	4 8%	8 20%	23 28%	65 29%	36 21%	30 22%	30 26%	25 28%	45 22%	38 32%	13 24%	7 14%	19 49%	14 29%	14 43%	12 18%	85 27%	31 20%	28 36%	4 16%	19 24%
ATTRACTING NEW EMPLOYEES	49 12%	24 17%	8 9%	3 6%	4 9%	11 13%	32 14%	18 10%	13 10%	11 10%	18 20%	18 9%	21 18%	8 14%	4 9%	13 34%	6 13%	4 13%	3 4%	45 14%	15 10%	13 17%	4 16%	7 9%
SUPPLIERS/MATERIALS ISSUES	41 10%	17 12%	15 17%	1 2%	3 7%	5 7%	32 14%	9 5%	9 7%	17 15%	6 7%	21 10%	14 11%	5 8%	2 4%	5 13%	6 13%	7 22%	3 5%	34 11%	14 9%	12 16%	-	7 9%
TRAINING EMPLOYEES	15 4%	5 4%	4 4%	-	1 3%	5 7%	9 4%	7 4%	5 4%	2 2%	6 7%	5 2%	5 4%	4 8%	1 2%	4 11%	3 7%	-	2 3%	14 4%	5 3%	6 7%	-	1 2%
SHIPPING/LOGISTICS ISSUES	9 2%	3 2%	2 2%	-	1 2%	4 5%	5 2%	5 3%	2 1%	4 4%	1 1%	5 3%	2 2%	2 4%	1 2%	1 3%	1 2%	1 4%	2 7%	8 3%	2 1%	4 5%	-	2 3%
CUSTOMER ISSUES	6 1%	-	1 1%	-	1 2%	4 5%	1 -	5 3%	2 2%	3 2%	1 1%	2 1%	4 3%	-	-	1 3%	2 4%	2 7%	2 3%	4 1%	2 1%	2 2%	-	1 1%
EQUIPMENT/PRODUCTION ISSUES	3 1%	-	-	-	-	3 4%	-	3 2%	-	1 1%	2 3%	1 -	1 1%	1 2%	-	-	-	1 3%	2 3%	1 -	-	1 1%	-	1 2%
SOMETHING ELSE	10 3%	5 3%	3 3%	-	1 2%	2 2%	7 3%	3 2%	7 5%	2 2%	-	8 4%	2 2%	-	1 2%	2 5%	-	-	5 7%	6 2%	3 2%	2 2%	-	3 4%
DON'T KNOW/NOT SURE	4 1%	-	-	-	-	4 5%	-	4 3%	1 1%	1 1%	2 2%	1 -	1 1%	2 3%	-	-	1 2%	1 2%	2 3%	2 -	4 2%	-	-	1 1%
REFUSED	2 1%	2 2%	-	-	-	-	2 1%	-	-	1 1%	-	1 -	-	-	-	-	-	-	-	1 -	2 1%	-	-	-

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (NO - YES)	190	94	71	164	23	24	89	64	26	87	73	40	62	83	34	67	85	38	47	105	38	156	8	18
	47%	52%	43%	48%	47%	35%	49%	48%	46%	44%	54%	32%	62%	51%	32%	64%	46%	29%	52%	60%	66%	48%	32%	58%
NOT HAVING CHALLENGES	291	134	117	251	36	45	132	97	42	139	104	80	81	121	68	85	133	83	67	139	47	239	15	25
	73%	75%	71%	73%	72%	67%	74%	73%	73%	70%	77%	65%	80%	75%	64%	82%	73%	64%	75%	79%	81%	74%	60%	79%
TOTAL YES, HAVING CHALLENGES	101	41	46	87	13	22	44	33	15	52	30	40	19	38	34	18	48	45	20	34	9	83	7	7
	25%	23%	28%	25%	26%	32%	24%	25%	27%	26%	22%	32%	19%	24%	32%	18%	26%	35%	23%	19%	15%	26%	28%	21%
ATTRACTING NEW EMPLOYEES	49	22	23	45	4	11	24	12	8	25	15	22	6	21	15	5	29	23	9	17	6	39	5	3
	12%	12%	14%	13%	8%	16%	14%	9%	14%	13%	11%	18%	6%	13%	14%	5%	16%	18%	10%	10%	10%	12%	19%	9%
SUPPLIERS/MATERIALS ISSUES	41	15	16	32	8	9	17	14	5	22	12	15	10	12	17	11	13	17	12	12	1	34	2	2
	10%	9%	10%	9%	16%	13%	10%	11%	9%	11%	9%	12%	10%	8%	16%	10%	7%	13%	13%	7%	2%	11%	9%	8%
TRAINING EMPLOYEES	15	8	7	15	-	4	6	5	2	9	4	7	4	4	5	1	8	9	1	5	2	10	4	-
	4%	4%	4%	4%	-	6%	4%	3%	4%	4%	3%	6%	4%	3%	5%	1%	5%	7%	1%	3%	3%	3%	18%	-
SHIPPING/LOGISTICS ISSUES	9	4	3	8	2	2	5	3	2	4	2	3	3	3	2	4	3	6	3	-	-	7	1	1
	2%	2%	2%	2%	4%	3%	3%	2%	4%	2%	1%	3%	3%	2%	2%	4%	2%	4%	3%	-	-	2%	5%	4%
CUSTOMER ISSUES	6	-	4	4	1	-	2	4	1	4	1	1	2	3	1	3	2	1	2	3	1	6	-	-
	1%	-	3%	1%	3%	-	1%	3%	2%	2%	1%	1%	2%	2%	1%	3%	1%	1%	2%	1%	2%	2%	-	-
EQUIPMENT/PRODUCTION ISSUES	3	1	1	2	1	1	1	1	1	1	1	2	1	-	1	1	1	2	-	1	-	2	-	1
	1%	1%	1%	1%	1%	2%	1%	1%	2%	-	1%	2%	1%	-	1%	1%	1%	2%	-	-	-	1%	-	4%
SOMETHING ELSE	10	2	6	7	3	1	3	6	1	6	4	3	3	5	2	3	5	4	3	4	1	10	-	-
	3%	1%	3%	2%	5%	1%	2%	5%	2%	3%	3%	2%	3%	3%	2%	3%	3%	3%	3%	2%	2%	3%	-	-
DON'T KNOW/NOT SURE	4	3	1	4	1	-	4	1	-	3	1	2	1	2	2	1	2	-	2	3	2	2	2	-
	1%	2%	-	1%	2%	-	2%	1%	-	2%	1%	1%	1%	1%	2%	1%	1%	-	2%	2%	3%	-	7%	-
REFUSED	2	-	1	1	-	-	-	2	-	2	-	1	-	-	1	-	-	1	-	1	-	1	-	-
	1%	-	1%	-	-	-	-	2%	-	1%	-	1%	-	-	1%	-	-	1%	-	1%	-	-	-	-

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

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA- -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (NO - YES)	190 47%	138 46%	52 52%	46 55%	37 50%	52 38%	37 48%	46 52%	63 45%	69 44%	61 40%	101 53%	162 47%	26 50%	41 26%	73 59%	61 50%	30 50%	36 67%	27 48%	21 65%	13 55%	291 100%	-101 -99%
NOT HAVING CHALLENGES	291 73%	215 72%	77 76%	64 76%	54 75%	92 68%	58 74%	67 76%	101 72%	109 70%	105 69%	144 76%	249 73%	39 74%	97 62%	98 78%	91 75%	45 74%	44 83%	42 74%	27 82%	19 78%	291 100%	- -
TOTAL YES, HAVING CHALLENGES	101 25%	77 26%	24 24%	18 22%	18 24%	40 30%	20 26%	21 24%	37 27%	40 26%	44 29%	43 23%	87 25%	13 24%	56 36%	24 19%	30 25%	15 25%	8 16%	15 26%	6 18%	5 22%	- -	101 99%
ATTRACTING NEW EMPLOYEES	49 12%	39 13%	10 10%	9 11%	8 11%	24 18%	6 8%	7 8%	24 17%	17 11%	23 15%	24 12%	46 14%	3 6%	43 28%	4 4%	8 7%	9 15%	3 5%	5 9%	3 8%	1 4%	- -	49 48%
SUPPLIERS/MATERIALS ISSUES	41 10%	31 10%	10 10%	8 9%	5 7%	13 10%	12 16%	11 12%	10 7%	19 12%	20 13%	13 7%	33 10%	8 15%	13 9%	13 10%	16 13%	5 8%	6 11%	9 15%	4 12%	4 15%	- -	41 40%
TRAINING EMPLOYEES	15 4%	13 4%	2 2%	3 4%	5 6%	6 4%	2 2%	2 2%	6 4%	7 5%	10 6%	5 3%	15 4%	1 1%	13 8%	2 2%	3 2%	3 4%	2 3%	2 3%	5 5%	1 4%	- -	15 15%
SHIPPING/LOGISTICS ISSUES	9 2%	7 2%	3 3%	3 4%	3 4%	2 1%	2 2%	2 2%	3 2%	5 3%	6 4%	1 -	7 2%	2 3%	3 2%	5 4%	6 5%	1 1%	1 1%	1 2%	- -	1 4%	- -	9 9%
CUSTOMER ISSUES	6 1%	4 1%	2 2%	1 1%	2 3%	1 1%	1 1%	1 1%	2 1%	3 2%	1 1%	4 2%	4 1%	1 2%	2 1%	3 2%	2 2%	1 2%	- -	1 2%	- -	- -	- -	6 6%
EQUIPMENT/PRODUCTION ISSUES	3 1%	2 1%	1 1%	1 1%	- -	2 1%	- -	1 1%	1 1%	1 -	1 1%	1 1%	2 1%	1 1%	2 1%	1 1%	1 1%	1 2%	- -	1 2%	- -	- -	- -	3 3%
SOMETHING ELSE	10 3%	6 2%	4 4%	2 2%	3 4%	2 1%	3 3%	3 3%	2 1%	5 3%	2 1%	7 3%	8 2%	2 3%	2 1%	4 3%	3 2%	1 2%	- -	1 2%	1 3%	1 4%	- -	10 10%
DON'T KNOW/NOT SURE	4 1%	4 1%	- -	2 2%	1 1%	1 1%	- -	- -	2 1%	2 2%	3 2%	1 -	4 1%	1 2%	2 2%	2 2%	1 1%	1 1%	- -	- -	- -	- -	- -	- -
REFUSED	2 1%	2 1%	- -	- -	- -	1 1%	- -	- -	- -	2 1%	- -	1 -	1 -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	- -	- -

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (NO - YES)	190 47%	39 22%	103 64%	32 42%	29 45%	41 65%	16 34%	31 71%	27 65%	144 66%	32 36%	11 24%	- 1%	49 30%	88 52%	48 80%	38 24%	33 61%	62 62%	28 55%	42 42%	85 39%
NOT HAVING CHALLENGES	291 73%	106 61%	131 81%	53 70%	46 71%	51 81%	31 65%	36 84%	33 79%	181 82%	59 66%	28 61%	19 51%	105 64%	127 74%	54 90%	98 61%	43 79%	79 79%	39 76%	68 68%	150 69%
TOTAL YES, HAVING CHALLENGES	101 25%	67 39%	28 17%	21 28%	17 26%	10 16%	15 31%	6 13%	6 14%	36 16%	27 30%	17 37%	19 49%	57 35%	39 22%	6 10%	60 37%	10 18%	17 17%	11 22%	26 26%	65 30%
ATTRACTING NEW EMPLOYEES	49 12%	46 26%	11 7%	9 12%	10 15%	2 3%	4 9%	1 2%	1 3%	7 3%	13 15%	12 27%	14 38%	33 20%	16 9%	- -	40 25%	5 10%	10 10%	4 8%	11 11%	32 15%
SUPPLIERS/MATERIALS ISSUES	41 10%	21 12%	15 9%	6 8%	7 11%	8 13%	5 10%	4 8%	4 9%	18 8%	11 13%	7 14%	5 14%	20 12%	18 11%	3 6%	20 12%	4 8%	2 2%	4 8%	3 3%	32 15%
TRAINING EMPLOYEES	15 4%	14 8%	4 2%	2 3%	4 6%	- -	1 2%	1 3%	1 3%	6 3%	1 1%	4 9%	5 12%	10 6%	5 3%	- -	10 6%	3 5%	- -	1 2%	7 7%	9 4%
SHIPPING/LOGISTICS ISSUES	9 2%	3 1%	4 3%	6 8%	1 1%	3 4%	2 5%	2 4%	1 3%	4 2%	4 4%	1 2%	1 2%	6 4%	3 2%	- -	6 4%	- -	- -	1 2%	7 7%	5 2%
CUSTOMER ISSUES	6 1%	2 1%	3 2%	2 2%	- -	- -	2 5%	1 2%	- -	4 2%	2 2%	- -	- -	2 1%	3 2%	1 1%	2 1%	- -	- -	2 4%	5 5%	1 -
EQUIPMENT/PRODUCTION ISSUES	3 1%	- -	2 1%	1 2%	1 2%	- -	2 5%	- -	- -	2 1%	1 1%	- -	- -	3 2%	- -	- -	1 1%	1 2%	2 2%	- -	5 5%	- -
SOMETHING ELSE	10 3%	4 2%	2 1%	4 5%	- -	1 1%	2 4%	2 4%	1 2%	7 3%	- -	1 2%	2 5%	3 2%	5 3%	2 3%	3 2%	- -	4 4%	1 2%	4 4%	7 3%
DON'T KNOW/NOT SURE	4 1%	1 -	2 1%	1 1%	1 1%	2 3%	- -	- -	2 4%	2 1%	2 2%	1 2%	- -	1 -	4 2%	- -	2 2%	2 3%	4 4%	- -	4 4%	- -
REFUSED	2 1%	- -	1 1%	1 2%	- -	- -	2 5%	- -	- -	- -	1 1%	- -	- -	1 1%	1 1%	- -	1 1%	- -	- -	- -	- -	2 1%

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

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (NO - YES)	190 47%	127 55%	103 44%	92 41%	94 47%	77 45%	72 42%	58 36%	69 39%	106 53%	86 46%	90 48%	78 45%	106 49%	27 36%	134 47%	42 38%	67 52%	81 51%
NOT HAVING CHALLENGES	291 73%	178 77%	165 71%	156 69%	145 72%	122 72%	120 71%	108 67%	119 68%	151 76%	133 72%	138 73%	124 71%	160 74%	50 67%	205 73%	75 66%	97 75%	119 75%
TOTAL YES, HAVING CHALLENGES	101 25%	51 22%	62 26%	64 28%	50 25%	45 26%	49 28%	49 31%	50 29%	45 23%	47 25%	48 25%	45 26%	54 25%	23 31%	71 25%	32 29%	30 23%	39 24%
ATTRACTING NEW EMPLOYEES	49 12%	28 12%	34 15%	39 17%	29 15%	26 15%	29 17%	31 19%	25 14%	20 10%	24 13%	23 12%	20 12%	28 13%	12 16%	35 13%	16 15%	14 11%	19 12%
SUPPLIERS/MATERIALS ISSUES	41 10%	16 7%	21 9%	20 9%	18 9%	15 9%	19 11%	16 10%	23 13%	16 8%	19 10%	19 10%	21 12%	20 9%	9 12%	27 10%	16 14%	11 9%	14 9%
TRAINING EMPLOYEES	15 4%	9 4%	12 5%	14 6%	10 5%	7 4%	8 5%	9 5%	9 5%	4 2%	8 4%	6 3%	9 5%	6 3%	4 6%	9 3%	7 6%	4 3%	5 3%
SHIPPING/LOGISTICS ISSUES	9 2%	5 2%	3 1%	4 2%	6 3%	1 1%	3 2%	3 2%	4 2%	4 2%	2 1%	6 3%	4 2%	5 2%	3 4%	5 2%	1 1%	3 2%	6 4%
CUSTOMER ISSUES	6 1%	2 1%	3 1%	3 1%	3 2%	2 1%	- -	1 1%	1 -	5 3%	- -	6 3%	2 1%	4 2%	- -	6 2%	- -	5 4%	1 1%
EQUIPMENT/PRODUCTION ISSUES	3 1%	3 1%	3 1%	2 1%	2 1%	1 -	1 1%	3 2%	2 1%	1 -	2 1%	1 1%	3 2%	- -	2 3%	1 -	1 1%	- -	2 1%
SOMETHING ELSE	10 3%	6 2%	5 2%	5 2%	3 1%	6 3%	4 2%	3 2%	4 2%	6 3%	6 3%	4 2%	5 3%	6 3%	1 1%	9 3%	3 2%	3 2%	5 3%
DON'T KNOW/NOT SURE	4 1%	2 1%	4 2%	4 2%	4 2%	3 2%	2 1%	3 2%	4 2%	1 -	3 2%	2 1%	2 1%	3 1%	- -	4 2%	3 3%	1 1%	1 -
REFUSED	2 1%	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 1%	1 -	1 1%	1 -	1 1%	1 -	- -	2 1%	1 1%	1 1%	- -

Table 26-6
 QUESTION 20:
 Is your company currently having challenges meeting customer demand?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (NO - YES)	164 54%	33 61%	26 52%	36 71%	28 55%	24 47%	18 37%
NOT HAVING CHALLENGES	229 75%	43 79%	38 76%	41 82%	39 76%	35 71%	33 66%
TOTAL YES, HAVING CHALLENGES	64 21%	10 18%	12 24%	5 11%	11 22%	12 24%	14 29%

ATTRACTING NEW EMPLOYEES	30 10%	5 10%	6 12%	4 7%	4 8%	6 12%	5 11%
SUPPLIERS/MATERIALS ISSUES	14 4%	4 8%	2 4%	- -	4 8%	2 4%	1 3%
TRAINING EMPLOYEES	10 3%	3 5%	- -	- -	1 2%	4 8%	3 5%
SHIPPING/LOGISTICS ISSUES	8 3%	- -	- -	- -	1 2%	3 6%	4 8%
EQUIPMENT/PRODUCTION ISSUES	7 2%	1 2%	2 4%	- -	- -	2 4%	3 5%
CUSTOMER ISSUES	7 2%	- -	- -	- -	2 4%	2 4%	3 5%
SOMETHING ELSE	9 3%	- -	2 4%	2 4%	1 2%	- -	4 8%
DON'T KNOW/NOT SURE	9 3%	2 3%	- -	4 7%	- -	1 2%	3 5%

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+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
HIRING NEW EMPLOYEES	110 27%	37 26%	25 29%	18 38%	9 20%	20 25%	62 28%	47 27%	30 22%	37 32%	26 29%	44 21%	49 41%	14 25%	11 25%	19 48%	10 22%	8 26%	9 14%	97 31%	38 25%	22 28%	5 21%	19 25%
NEW CUSTOMERS AND MARKETS	106 26%	34 25%	28 32%	12 25%	13 30%	18 22%	62 28%	44 25%	39 29%	28 24%	20 23%	63 31%	24 20%	13 23%	10 22%	8 20%	14 29%	7 23%	16 25%	82 26%	34 22%	23 29%	6 27%	23 30%
INCREASING PRODUCTIVITY	40 10%	10 7%	8 10%	9 18%	2 4%	12 14%	18 8%	22 13%	16 12%	9 8%	10 11%	21 10%	11 9%	7 13%	5 10%	3 7%	4 8%	6 18%	6 10%	34 11%	18 12%	8 10%	3 12%	8 11%
NEW PRODUCTS	32 8%	15 11%	5 6%	2 4%	4 9%	5 6%	20 9%	11 6%	12 9%	9 8%	5 5%	14 7%	7 6%	6 11%	3 6%	2 6%	6 12%	3 10%	11 17%	18 6%	15 10%	5 6%	1 4%	5 7%
DEVELOPING MANAGERS AND LEADERS	30 8%	12 8%	9 10%	- -	6 14%	3 4%	21 9%	9 5%	7 5%	8 7%	13 14%	11 5%	11 9%	8 15%	4 9%	- -	5 10%	3 8%	3 4%	26 8%	11 7%	8 10%	3 13%	6 8%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	23 6%	13 9%	1 1%	3 6%	3 6%	3 4%	14 6%	9 5%	5 4%	9 7%	7 7%	11 6%	8 7%	2 4%	8 17%	2 5%	1 2%	1 3%	5 7%	17 6%	8 5%	4 5%	2 11%	3 4%
CAPITAL INVESTMENTS	19 5%	10 7%	3 3%	1 2%	1 2%	5 6%	12 5%	7 4%	6 5%	6 5%	4 4%	13 6%	4 3%	1 2%	4 9%	1 2%	3 6%	3 10%	6 9%	10 3%	7 5%	4 5%	2 7%	5 6%
IMPLEMENTING AND USING AUTOMATION	16 4%	4 3%	4 4%	- -	2 5%	6 7%	8 4%	8 4%	3 2%	6 5%	6 6%	6 3%	5 4%	4 7%	- -	3 7%	2 5%	- -	2 4%	12 4%	5 3%	2 3%	1 4%	4 5%
OTHER	16 4%	4 3%	3 4%	3 6%	2 4%	4 5%	7 3%	9 5%	10 7%	4 3%	- -	12 6%	2 2%	- -	- -	2 5%	- -	1 3%	4 6%	10 3%	11 7%	2 2%	- -	2 3%
DON'T KNOW/NOT SURE	9 2%	1 1%	- -	- -	2 4%	6 7%	1 -	8 4%	7 5%	- -	- -	9 4%	- -	- -	2 4%	- -	2 4%	- -	2 4%	6 2%	6 4%	1 1%	- -	2 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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
HIRING NEW EMPLOYEES	110 27%	47 26%	51 31%	98 29%	10 21%	25 36%	44 25%	34 26%	21 37%	52 26%	36 27%	38 31%	27 26%	42 26%	25 24%	32 31%	50 27%	44 33%	25 28%	41 23%	9 16%	93 29%	10 41%	4 13%
NEW CUSTOMERS AND MARKETS	106 26%	35 20%	47 29%	82 24%	21 42%	11 16%	48 27%	42 32%	10 17%	62 31%	31 23%	26 21%	31 31%	45 28%	19 18%	36 34%	47 26%	22 17%	28 31%	54 31%	21 37%	87 27%	7 28%	6 20%
INCREASING PRODUCTIVITY	40 10%	18 10%	17 10%	35 10%	5 10%	8 11%	23 13%	8 6%	7 12%	17 9%	14 10%	15 12%	7 7%	17 11%	16 15%	11 10%	14 7%	17 13%	7 8%	16 9%	4 8%	32 10%	1 5%	6 19%
NEW PRODUCTS	32 8%	17 9%	14 9%	31 9%	1 2%	4 6%	16 9%	11 9%	2 4%	21 11%	7 5%	8 6%	7 7%	15 9%	8 8%	7 7%	17 9%	11 9%	5 6%	15 9%	7 12%	22 7%	1 5%	5 16%
DEVELOPING MANAGERS AND LEADERS	30 8%	18 10%	9 5%	26 8%	3 6%	6 9%	13 7%	9 7%	5 9%	14 7%	10 7%	10 8%	13 12%	6 4%	10 10%	8 8%	11 6%	11 9%	7 7%	11 6%	1 2%	22 7%	2 10%	6 19%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	23 6%	15 8%	8 5%	23 7%	- -	7 10%	12 7%	4 3%	5 9%	7 3%	11 8%	8 7%	2 2%	11 7%	12 11%	2 2%	9 5%	11 8%	4 4%	8 5%	3 6%	19 6%	1 5%	1 3%
CAPITAL INVESTMENTS	19 5%	9 5%	8 5%	18 5%	1 3%	3 4%	5 3%	7 5%	4 7%	7 3%	8 6%	8 7%	4 4%	6 3%	4 4%	1 1%	12 7%	5 4%	3 3%	11 6%	1 1%	17 5%	- -	1 3%
IMPLEMENTING AND USING AUTOMATION	16 4%	10 6%	5 3%	15 4%	1 2%	1 2%	12 7%	2 2%	1 2%	5 3%	9 7%	7 5%	3 3%	6 4%	7 6%	2 2%	7 4%	2 2%	7 7%	7 4%	3 5%	10 3%	2 7%	2 8%
OTHER	16 4%	8 4%	4 2%	12 3%	4 9%	3 5%	3 2%	9 7%	2 3%	10 5%	4 3%	4 3%	5 4%	7 5%	2 2%	4 4%	10 6%	6 4%	4 4%	7 4%	4 7%	14 4%	- -	- -
DON'T KNOW/NOT SURE	9 2%	2 1%	2 1%	4 1%	3 6%	- -	3 2%	6 4%	- -	3 1%	5 4%	- -	2 2%	6 4%	1 1%	2 2%	5 3%	1 1%	1 1%	6 4%	4 6%	9 3%	- -	- -

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				2024 PROJECTION			DOWNTURN RESISTANCE			FUTURE CHALLENGES								CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	15 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
HIRING NEW EMPLOYEES	110 27%	86 29%	24 24%	18 21%	22 29%	45 33%	22 28%	17 20%	40 28%	49 32%	39 26%	54 29%	94 27%	15 28%	72 46%	24 20%	20 17%	15 24%	11 20%	21 36%	7 22%	4 16%	61 21%	48 47%
NEW CUSTOMERS AND MARKETS	106 26%	80 27%	26 26%	21 25%	18 25%	35 26%	22 28%	22 25%	39 28%	39 25%	26 17%	58 30%	83 24%	20 37%	24 15%	34 28%	42 34%	15 24%	19 36%	13 23%	6 18%	6 26%	88 30%	16 15%
INCREASING PRODUCTIVITY	40 10%	24 8%	16 16%	9 11%	7 10%	17 12%	7 9%	8 10%	19 14%	12 8%	15 10%	21 11%	36 10%	5 9%	18 12%	9 7%	12 10%	13 21%	5 9%	6 11%	2 6%	1 4%	28 10%	12 12%
NEW PRODUCTS	32 8%	25 8%	7 7%	9 11%	7 9%	7 5%	6 8%	11 12%	10 7%	11 7%	19 12%	12 6%	31 9%	1 2%	6 4%	14 11%	10 9%	6 10%	6 10%	6 11%	3 8%	1 4%	25 9%	6 6%
DEVELOPING MANAGERS AND LEADERS	30 8%	21 7%	9 9%	5 6%	8 10%	9 7%	8 11%	8 9%	12 9%	9 6%	13 8%	15 8%	27 8%	2 3%	14 9%	11 9%	9 8%	2 3%	5 10%	4 8%	4 12%	2 8%	23 8%	7 7%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	23 6%	17 6%	6 6%	8 9%	6 8%	5 4%	3 4%	8 9%	8 5%	8 5%	15 10%	6 3%	21 6%	2 3%	8 5%	9 7%	7 5%	3 5%	2 4%	2 3%	4 13%	5 20%	21 7%	2 2%
CAPITAL INVESTMENTS	19 5%	15 5%	4 4%	5 6%	4 5%	4 3%	2 2%	7 8%	2 1%	7 4%	7 4%	10 5%	17 5%	2 4%	4 3%	8 6%	5 4%	4 7%	3 5%	- -	2 6%	5 22%	13 4%	5 5%
IMPLEMENTING AND USING AUTOMATION	16 4%	14 5%	1 1%	5 5%	2 2%	8 6%	- -	3 4%	4 3%	8 5%	9 6%	6 3%	15 4%	1 2%	8 5%	5 4%	6 5%	2 3%	2 4%	- -	3 9%	- -	13 4%	1 1%
OTHER	16 4%	10 3%	6 6%	4 4%	1 1%	3 2%	4 6%	3 3%	4 3%	8 5%	10 6%	4 2%	14 4%	3 5%	2 1%	7 6%	5 4%	1 2%	2 4%	4 6%	2 6%	- -	11 4%	4 4%
DON'T KNOW/NOT SURE	9 2%	6 2%	2 2%	1 1%	- -	2 1%	4 5%	- -	3 2%	4 3%	1 1%	4 2%	5 2%	3 6%	1 -	3 3%	6 5%	1 1%	- -	1 1%	- -	- -	7 3%	1 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		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
HIRING NEW EMPLOYEES	110 27%	110 63%	19 11%	11 15%	13 20%	9 14%	12 26%	2 4%	5 13%	40 18%	23 25%	26 57%	17 45%	66 40%	39 23%	5 7%	65 40%	15 28%	25 25%	10 20%	31 31%	60 27%	
NEW CUSTOMERS AND MARKETS	106 26%	19 11%	106 65%	9 12%	4 6%	11 18%	7 15%	7 16%	7 17%	66 30%	25 28%	5 12%	9 25%	39 24%	43 25%	22 36%	35 22%	16 30%	28 29%	14 27%	19 19%	61 28%	
INCREASING PRODUCTIVITY	40 10%	13 8%	10 6%	40 53%	4 7%	3 4%	1 3%	3 6%	5 11%	23 10%	12 14%	1 2%	4 11%	13 8%	19 11%	8 13%	17 11%	12 21%	8 8%	3 6%	11 11%	16 7%	
NEW PRODUCTS	32 8%	7 4%	11 7%	4 6%	- -	32 50%	1 3%	5 12%	- -	24 11%	4 5%	3 7%	- -	6 4%	17 10%	8 14%	5 3%	3 5%	7 7%	5 10%	7 7%	20 9%	
DEVELOPING MANAGERS AND LEADERS	30 8%	12 7%	7 4%	2 2%	30 47%	2 4%	3 7%	2 5%	3 7%	12 6%	8 9%	4 8%	6 15%	10 6%	16 9%	4 7%	16 10%	3 5%	2 2%	6 12%	6 6%	19 9%	
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	23 6%	5 3%	3 2%	4 6%	6 9%	2 3%	1 2%	23 53%	4 9%	14 6%	5 6%	4 9%	- -	10 6%	9 5%	3 5%	8 5%	1 2%	6 6%	3 6%	3 3%	14 6%	
CAPITAL INVESTMENTS	19 5%	6 3%	3 2%	3 4%	2 3%	1 2%	19 40%	- -	1 2%	10 5%	5 5%	1 2%	1 2%	6 4%	12 7%	1 1%	7 4%	1 2%	4 4%	2 4%	4 4%	12 6%	
IMPLEMENTING AND USING AUTOMATION	16 4%	1 1%	3 2%	1 1%	2 4%	3 4%	2 4%	2 4%	16 38%	9 4%	6 6%	1 3%	- -	5 3%	8 4%	3 5%	6 4%	- -	9 9%	2 4%	8 8%	8 4%	
OTHER	16 4%	1 1%	1 1%	1 1%	3 5%	1 1%	- -	- -	1 2%	14 6%	1 1%	- -	1 2%	5 3%	8 5%	4 6%	2 1%	4 7%	2 2%	2 4%	6 6%	7 3%	
DON'T KNOW/NOT SURE	9 2%	- -	- -	- -	- -	- -	- -	- -	- -	8 4%	- -	1 2%	- -	4 3%	1 -	3 5%	1 -	1 2%	9 9%	4 8%	3 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							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCCL PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
HIRING NEW EMPLOYEES	110 27%	68 29%	75 32%	75 33%	61 31%	55 33%	49 29%	55 34%	55 31%	51 26%	53 29%	50 27%	43 25%	63 29%	26 35%	73 26%	39 35%	36 28%	35 22%
NEW CUSTOMERS AND MARKETS	106 26%	57 25%	57 25%	56 25%	48 24%	36 21%	43 25%	35 22%	39 22%	55 28%	41 22%	55 29%	41 24%	64 29%	15 20%	79 28%	18 16%	36 28%	52 33%
INCREASING PRODUCTIVITY	40 10%	24 10%	26 11%	21 9%	23 11%	16 9%	19 11%	19 12%	20 11%	18 9%	19 10%	17 9%	22 12%	18 8%	5 7%	30 11%	12 11%	10 7%	19 12%
NEW PRODUCTS	32 8%	17 7%	15 7%	16 7%	10 5%	15 9%	15 9%	10 6%	11 6%	20 10%	13 7%	19 10%	13 7%	19 9%	11 14%	19 7%	6 5%	13 10%	12 8%
DEVELOPING MANAGERS AND LEADERS	30 8%	19 8%	20 9%	21 9%	24 12%	16 9%	14 8%	16 10%	20 11%	9 5%	18 9%	11 6%	20 11%	10 5%	5 7%	22 8%	17 15%	8 6%	5 3%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	23 6%	18 8%	9 4%	10 4%	7 4%	13 8%	11 6%	7 4%	6 4%	14 7%	12 6%	11 6%	12 7%	10 5%	4 5%	15 5%	3 3%	7 6%	13 8%
CAPITAL INVESTMENTS	19 5%	9 4%	13 5%	7 3%	8 4%	7 4%	10 6%	7 4%	6 3%	10 5%	12 7%	5 3%	10 6%	8 4%	5 6%	12 4%	6 5%	5 4%	8 5%
IMPLEMENTING AND USING AUTOMATION	16 4%	9 4%	7 3%	8 4%	8 4%	6 3%	4 2%	5 3%	8 4%	8 4%	7 4%	8 4%	6 3%	9 4%	3 4%	13 5%	6 5%	7 6%	3 2%
OTHER	16 4%	8 3%	9 4%	10 5%	7 4%	6 4%	5 3%	6 4%	7 4%	9 5%	10 5%	4 2%	7 4%	8 4%	1 2%	11 4%	5 5%	3 3%	8 5%
DON'T KNOW/NOT SURE	9 2%	4 2%	1 1%	2 1%	3 1%	-	1 1%	-	3 2%	4 2%	1 -	7 4%	-	9 4%	-	9 3%	1 1%	4 3%	4 3%

Table 27-6

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 6

-----GREATER MN REGION-----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
HIRING NEW EMPLOYEES	81 27%	15 28%	16 32%	9 18%	10 20%	16 31%	16 32%
NEW CUSTOMERS AND MARKETS	78 26%	16 30%	16 32%	12 25%	14 27%	9 18%	11 21%
INCREASING PRODUCTIVITY	34 11%	12 21%	4 8%	4 7%	3 6%	5 10%	7 13%
NEW PRODUCTS	22 7%	3 5%	- -	7 14%	5 10%	3 6%	4 8%
IMPLEMENTING AND USING AUTOMATION	19 6%	- -	4 8%	5 11%	2 4%	4 8%	4 8%
DEVELOPING MANAGERS AND LEADERS	17 5%	3 5%	- -	2 4%	6 12%	5 10%	1 3%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	13 4%	1 2%	4 8%	2 4%	3 6%	2 4%	1 3%
CAPITAL INVESTMENTS	11 4%	1 2%	4 8%	- -	2 4%	3 6%	1 3%
OTHER	14 5%	4 7%	2 4%	- -	2 4%	1 2%	5 11%
DON'T KNOW/NOT SURE	17 5%	1 2%	- -	9 18%	4 8%	3 6%	- -

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.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
HIRING NEW EMPLOYEES	174 43%	62 45%	38 44%	26 54%	12 29%	35 42%	101 44%	73 42%	51 38%	57 49%	41 46%	75 37%	68 56%	25 46%	17 36%	22 58%	26 57%	13 40%	20 31%	148 47%	56 37%	38 49%	9 37%	30 39%
NEW CUSTOMERS AND MARKETS	162 41%	60 43%	40 46%	18 37%	17 39%	28 34%	100 44%	62 36%	58 43%	42 37%	37 41%	93 46%	41 34%	19 35%	15 33%	12 30%	16 33%	12 38%	29 45%	123 39%	53 35%	34 43%	8 35%	38 49%
INCREASING PRODUCTIVITY	76 19%	27 19%	11 13%	13 28%	6 13%	18 22%	38 17%	38 22%	29 21%	20 17%	15 17%	39 19%	22 19%	9 17%	9 20%	7 17%	9 20%	8 25%	12 19%	61 19%	31 20%	14 17%	8 33%	15 19%
DEVELOPING MANAGERS AND LEADERS	64 16%	20 14%	15 17%	8 16%	11 25%	11 14%	35 15%	30 17%	11 9%	22 19%	26 29%	20 10%	28 23%	15 27%	10 21%	4 11%	11 24%	6 20%	11 18%	51 16%	24 16%	17 21%	3 13%	10 13%
NEW PRODUCTS	63 16%	24 17%	14 16%	6 12%	4 9%	15 18%	38 17%	25 14%	17 13%	19 17%	15 17%	27 13%	15 13%	16 29%	6 12%	2 6%	9 18%	6 19%	18 28%	39 13%	25 16%	8 10%	4 18%	11 15%
CAPITAL INVESTMENTS	48 12%	23 16%	6 7%	5 10%	4 10%	9 11%	29 13%	18 11%	13 9%	16 14%	13 14%	23 11%	15 12%	7 13%	7 15%	7 18%	5 10%	5 17%	9 15%	34 11%	19 12%	6 8%	4 17%	11 15%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	43 11%	21 15%	6 6%	5 11%	6 13%	5 6%	27 12%	16 9%	14 11%	14 12%	12 14%	24 12%	11 9%	7 13%	10 21%	2 5%	1 2%	2 8%	10 16%	32 10%	13 8%	10 13%	3 15%	4 6%
IMPLEMENTING AND USING AUTOMATION	42 10%	11 8%	12 14%	4 8%	7 16%	8 10%	23 10%	19 11%	12 9%	14 12%	12 13%	20 10%	12 10%	8 14%	8 16%	5 13%	4 9%	4 11%	7 11%	33 11%	18 12%	7 9%	2 8%	9 12%
OTHER	31 8%	9 7%	5 6%	6 12%	6 15%	5 6%	14 6%	17 10%	14 10%	8 7%	3 4%	15 7%	9 7%	2 4%	- -	3 7%	4 8%	1 3%	6 10%	20 6%	16 11%	6 7%	- -	5 7%
DON'T KNOW/NOT SURE	9 2%	1 1%	- -	- -	2 4%	6 7%	1 -	8 4%	7 5%	- -	- -	9 4%	- -	- -	2 4%	- -	2 4%	- -	2 4%	6 2%	6 4%	1 1%	- -	2 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.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
HIRING NEW EMPLOYEES	174 43%	80 45%	76 46%	156 45%	16 31%	38 55%	75 42%	51 38%	32 56%	80 41%	58 43%	61 49%	42 42%	66 41%	48 46%	43 41%	79 43%	62 47%	35 39%	76 43%	17 30%	143 44%	16 64%	10 32%
NEW CUSTOMERS AND MARKETS	162 41%	59 33%	72 44%	131 38%	29 57%	18 26%	80 44%	60 45%	20 35%	94 48%	43 32%	47 38%	40 40%	70 44%	37 35%	49 47%	73 40%	42 32%	41 46%	78 44%	28 49%	134 41%	10 39%	10 31%
INCREASING PRODUCTIVITY	76 19%	35 19%	33 20%	68 20%	7 13%	11 16%	40 22%	22 17%	14 25%	34 17%	25 18%	25 20%	18 18%	29 18%	27 26%	15 15%	32 17%	29 22%	14 16%	32 18%	11 19%	61 19%	2 10%	7 23%
DEVELOPING MANAGERS AND LEADERS	64 16%	32 18%	26 16%	59 17%	5 10%	23 33%	24 13%	16 12%	13 23%	24 12%	26 19%	26 21%	18 18%	19 12%	24 23%	16 16%	23 13%	28 21%	11 12%	25 14%	3 5%	48 15%	3 14%	12 38%
NEW PRODUCTS	63 16%	31 17%	27 17%	58 17%	5 10%	13 19%	31 18%	17 13%	7 12%	37 18%	18 13%	22 17%	16 16%	24 15%	20 19%	14 13%	28 16%	19 14%	15 17%	28 16%	11 20%	42 13%	9 37%	7 23%
CAPITAL INVESTMENTS	48 12%	17 10%	22 14%	39 11%	7 14%	5 7%	24 13%	14 10%	7 13%	17 8%	22 16%	18 14%	12 12%	15 9%	14 13%	7 7%	24 13%	20 15%	9 10%	19 11%	4 7%	38 12%	- -	7 23%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	43 11%	24 13%	16 10%	40 12%	4 7%	9 13%	25 14%	8 6%	8 15%	15 8%	20 15%	16 13%	8 8%	15 9%	19 18%	8 8%	15 8%	19 15%	6 6%	18 10%	5 9%	35 11%	2 10%	5 15%
IMPLEMENTING AND USING AUTOMATION	42 10%	25 14%	13 8%	37 11%	4 9%	7 11%	21 12%	13 9%	6 10%	22 11%	13 10%	17 14%	7 7%	17 11%	18 17%	9 9%	15 8%	13 10%	10 12%	18 10%	7 11%	33 10%	4 16%	4 11%
OTHER	31 8%	13 7%	11 7%	24 7%	7 15%	4 6%	11 6%	13 10%	2 3%	21 11%	8 6%	7 5%	8 8%	16 10%	4 4%	10 9%	18 10%	13 10%	9 10%	10 5%	4 7%	24 7%	1 5%	1 4%
DON'T KNOW/NOT SURE	9 2%	2 1%	2 1%	4 1%	3 6%	- -	3 2%	6 4%	- -	3 1%	5 4%	- -	2 2%	6 4%	1 1%	2 2%	5 3%	1 1%	1 1%	6 4%	4 6%	9 3%	- -	- -

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.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE			FUTURE CHALLENGES								CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
HIRING NEW EMPLOYEEES	174 43%	127 42%	47 47%	33 39%	33 46%	68 50%	35 44%	35 40%	67 48%	66 43%	67 44%	85 45%	152 44%	20 38%	109 70%	44 36%	38 31%	32 53%	15 28%	28 50%	13 41%	6 26%	106 36%	67 66%
NEW CUSTOMERS AND MARKETS	162 41%	122 41%	40 40%	42 50%	28 38%	49 36%	31 40%	32 37%	59 43%	64 41%	47 31%	81 43%	128 37%	31 59%	45 29%	58 46%	58 47%	21 34%	33 61%	19 33%	12 36%	8 33%	131 45%	28 27%
INCREASING PRODUCTIVITY	76 19%	49 17%	26 26%	14 17%	13 17%	34 25%	11 15%	13 15%	35 25%	24 16%	31 20%	36 19%	67 20%	7 14%	35 22%	17 14%	25 20%	20 33%	9 17%	12 22%	3 9%	4 16%	53 18%	21 20%
DEVELOPING MANAGERS AND LEADERS	64 16%	50 17%	14 14%	12 14%	14 19%	23 17%	15 19%	20 22%	23 16%	21 13%	27 18%	32 17%	59 17%	5 9%	34 22%	18 14%	17 14%	10 16%	6 11%	8 15%	7 22%	9 37%	46 16%	18 17%
NEW PRODUCTS	63 16%	47 16%	16 16%	23 27%	13 18%	14 10%	8 10%	20 22%	22 16%	21 13%	34 22%	24 13%	59 17%	4 8%	17 11%	22 18%	24 19%	11 19%	11 20%	9 16%	8 26%	2 8%	51 18%	10 10%
CAPITAL INVESTMENTS	48 12%	37 12%	11 10%	12 14%	7 10%	15 11%	8 10%	10 12%	16 11%	19 12%	14 9%	28 15%	42 12%	4 7%	18 11%	15 12%	12 10%	12 20%	6 12%	5 10%	4 12%	8 31%	31 11%	15 14%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	43 11%	35 12%	8 8%	11 13%	10 13%	11 8%	8 10%	16 18%	12 8%	14 9%	27 18%	13 7%	40 12%	4 7%	14 9%	17 14%	17 14%	3 5%	6 12%	3 5%	7 21%	8 33%	36 13%	7 7%
IMPLEMENTING AND USING AUTOMATION	42 10%	36 12%	6 6%	10 12%	7 10%	16 12%	5 7%	8 9%	8 6%	26 17%	22 14%	17 9%	38 11%	3 7%	16 11%	19 15%	11 9%	4 7%	3 5%	4 8%	6 19%	4 16%	33 11%	7 7%
OTHER	31 8%	21 7%	10 10%	5 6%	4 5%	11 8%	5 7%	5 6%	9 6%	13 8%	13 9%	12 7%	26 7%	6 11%	11 7%	7 6%	10 8%	2 3%	2 4%	12 21%	3 8%	- -	21 7%	9 9%
DON'T KNOW/NOT SURE	9 2%	6 2%	2 2%	1 1%	- -	2 1%	4 5%	- -	3 2%	4 3%	1 1%	4 2%	5 2%	3 6%	1 -	3 3%	6 5%	1 1%	- -	1 1%	- -	- -	7 3%	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.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT	NONE	
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
HIRING NEW EMPLOYEEES	174 43%	174 100%	40 25%	34 45%	28 44%	20 31%	18 38%	9 20%	9 21%	64 29%	42 47%	37 79%	28 73%	94 57%	70 41%	9 15%	104 64%	27 51%	36 36%	15 29%	47 47%	95 44%	
NEW CUSTOMERS AND MARKETS	162 41%	40 23%	162 100%	24 32%	12 18%	32 51%	11 24%	14 32%	12 28%	99 45%	36 40%	15 32%	11 30%	54 33%	69 40%	35 58%	54 34%	21 39%	47 47%	19 37%	32 32%	96 44%	
INCREASING PRODUCTIVITY	76 19%	34 19%	24 15%	76 100%	8 12%	7 11%	7 15%	8 18%	6 13%	39 18%	24 27%	5 10%	8 20%	31 19%	34 20%	9 15%	37 23%	15 28%	24 24%	7 14%	23 23%	36 17%	
DEVELOPING MANAGERS AND LEADERS	64 16%	28 16%	12 7%	8 10%	64 100%	3 5%	6 13%	8 18%	13 31%	26 12%	17 19%	12 26%	9 25%	31 19%	27 16%	7 11%	36 23%	8 15%	15 15%	11 22%	12 12%	33 15%	
NEW PRODUCTS	63 16%	20 11%	32 20%	7 9%	3 5%	63 100%	4 9%	9 21%	3 6%	42 19%	13 14%	6 13%	2 5%	16 10%	28 16%	17 28%	15 9%	8 15%	13 13%	5 10%	16 16%	36 16%	
CAPITAL INVESTMENTS	48 12%	18 11%	11 7%	7 10%	6 10%	4 6%	48 100%	2 5%	5 12%	22 10%	14 16%	5 11%	5 14%	18 11%	23 14%	6 10%	22 14%	2 3%	12 12%	5 10%	14 14%	29 13%	
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	43 11%	9 5%	14 8%	8 10%	8 12%	9 14%	2 4%	43 100%	7 17%	26 12%	9 10%	6 13%	2 5%	15 9%	20 11%	9 14%	16 10%	4 8%	9 9%	6 12%	6 6%	26 12%	
IMPLEMENTING AND USING AUTOMATION	42 10%	9 5%	12 7%	6 7%	13 20%	3 4%	5 10%	7 16%	42 100%	25 11%	11 12%	3 7%	3 7%	14 9%	19 11%	9 14%	15 9%	4 7%	17 17%	7 14%	9 9%	23 10%	
OTHER	31 8%	12 7%	2 1%	1 1%	3 5%	4 7%	2 5%	- -	3 7%	22 10%	3 3%	2 4%	2 5%	14 8%	14 8%	4 6%	7 4%	4 7%	4 4%	6 12%	10 11%	14 7%	
DON'T KNOW/NOT SURE	9 2%	- -	- -	- -	- -	- -	- -	- -	- -	8 4%	- -	1 2%	- -	4 3%	1 -	3 5%	1 -	1 2%	9 9%	4 8%	3 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.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
HIRING NEW EMPLOYEES	174 43%	101 44%	119 51%	115 51%	93 46%	79 47%	80 47%	85 53%	84 48%	79 40%	89 48%	75 40%	75 44%	90 41%	40 54%	115 41%	60 53%	53 41%	61 38%
NEW CUSTOMERS AND MARKETS	162 41%	89 38%	82 35%	87 38%	75 38%	61 36%	63 37%	56 35%	61 35%	85 43%	68 37%	81 43%	68 39%	92 42%	28 37%	113 40%	34 30%	54 42%	74 47%
INCREASING PRODUCTIVITY	76 19%	43 18%	46 20%	40 18%	40 20%	28 16%	35 21%	30 19%	32 18%	39 20%	41 22%	29 16%	33 19%	42 19%	11 14%	56 20%	21 18%	19 15%	36 23%
DEVELOPING MANAGERS AND LEADERS	64 16%	46 20%	47 20%	38 17%	42 21%	36 21%	33 19%	34 21%	37 21%	26 13%	39 21%	24 13%	39 23%	24 11%	12 16%	47 17%	28 25%	16 12%	20 13%
NEW PRODUCTS	63 16%	39 17%	29 12%	34 15%	30 15%	25 15%	29 17%	21 13%	19 11%	39 20%	24 13%	34 18%	26 15%	35 16%	13 17%	42 15%	11 9%	26 20%	26 17%
CAPITAL INVESTMENTS	48 12%	28 12%	36 15%	30 13%	22 11%	20 12%	26 15%	23 14%	23 13%	21 10%	26 14%	19 10%	23 13%	23 10%	11 15%	33 12%	17 15%	13 10%	17 11%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	43 11%	29 12%	22 9%	21 9%	19 10%	23 13%	20 12%	10 6%	11 7%	28 14%	18 10%	23 12%	22 13%	20 9%	9 12%	28 10%	6 5%	17 13%	20 13%
IMPLEMENTING AND USING AUTOMATION	42 10%	29 13%	23 10%	25 11%	19 9%	22 13%	17 10%	15 10%	20 11%	21 10%	21 11%	19 10%	22 12%	19 9%	5 7%	34 12%	12 10%	12 9%	19 12%
OTHER	31 8%	16 7%	21 9%	20 9%	9 5%	13 7%	12 7%	13 8%	15 8%	16 8%	17 9%	12 7%	13 8%	17 8%	5 6%	23 8%	11 9%	9 7%	11 7%
DON'T KNOW/NOT SURE	9 2%	4 2%	1 1%	2 1%	3 1%	-	1 1%	-	3 2%	4 2%	1 -	7 4%	-	9 4%	-	9 3%	1 1%	4 3%	4 3%

Table 28-6

QUESTION 23C:

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

Combined.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	REGION					
		IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
HIRING NEW EMPLOYEES	126 41%	27 51%	22 44%	14 29%	15 29%	24 47%	24 47%
NEW CUSTOMERS AND MARKETS	120 39%	21 39%	26 52%	21 43%	19 37%	17 33%	16 32%
INCREASING PRODUCTIVITY	69 23%	15 28%	12 24%	12 25%	7 14%	11 22%	12 24%
DEVELOPING MANAGERS AND LEADERS	46 15%	8 15%	8 16%	7 14%	11 22%	7 14%	5 11%
NEW PRODUCTS	42 14%	8 15%	4 8%	9 18%	5 10%	3 6%	13 26%
IMPLEMENTING AND USING AUTOMATION	36 12%	4 7%	8 16%	9 18%	7 14%	5 10%	4 8%
CAPITAL INVESTMENTS	33 11%	2 3%	12 24%	- -	5 10%	8 16%	7 13%
EFFECTIVE STRATEGIC PLANNING AND IMPLEMENTATION	25 8%	4 8%	4 8%	5 11%	6 12%	3 6%	3 5%
OTHER	24 8%	4 7%	4 8%	- -	6 12%	4 8%	7 13%
DON'T KNOW/NOT SURE	17 5%	1 2%	- -	9 18%	4 8%	3 6%	- -

Table 29-1
 QUESTION 24:
 For the entire year of 2023, 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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
MANAGING COSTS DUE TO INFLATION	228 57%	74 53%	47 54%	32 66%	23 54%	52 64%	121 53%	107 62%	70 52%	73 63%	55 61%	114 56%	63 53%	39 69%	21 45%	24 61%	30 65%	20 62%	39 60%	179 57%	90 58%	44 56%	10 44%	39 51%
GROWING REVENUE AND PROFITABILITY	210 52%	77 55%	47 55%	26 54%	21 47%	39 47%	124 55%	85 49%	68 51%	60 52%	55 61%	107 52%	60 50%	34 62%	22 47%	20 51%	26 56%	19 61%	42 65%	161 51%	77 50%	40 51%	10 44%	39 50%
MAXIMIZING PRODUCTIVITY	201 50%	71 51%	42 48%	23 47%	22 50%	43 52%	113 50%	88 50%	58 43%	59 51%	57 63%	92 45%	64 53%	36 64%	23 51%	22 57%	26 56%	14 43%	41 64%	151 48%	69 45%	40 51%	12 52%	40 51%
EXPANDING SALES WITHIN THE UNITED STATES	183 46%	73 52%	36 42%	19 40%	18 42%	37 44%	109 48%	74 43%	63 47%	47 41%	48 53%	98 48%	47 39%	29 53%	20 43%	13 35%	25 53%	16 49%	40 63%	135 43%	67 44%	37 46%	11 46%	34 44%
STAFF DEVELOPMENT	139 35%	51 37%	31 35%	16 33%	16 37%	25 31%	82 36%	57 33%	26 19%	45 39%	47 53%	46 22%	56 47%	32 58%	19 40%	15 39%	17 36%	15 46%	29 45%	103 33%	42 27%	31 40%	7 30%	29 37%
SYSTEMS AND TECHNOLOGY	123 31%	44 32%	28 32%	13 26%	15 34%	24 29%	73 32%	51 29%	32 24%	35 30%	41 46%	50 25%	37 31%	29 52%	16 35%	17 45%	10 23%	10 30%	24 38%	90 29%	42 27%	24 31%	8 33%	25 32%
CYBER SECURITY	97 24%	33 23%	23 26%	12 26%	10 24%	19 23%	55 24%	41 24%	28 21%	21 18%	35 38%	40 20%	26 21%	24 43%	12 26%	5 14%	9 19%	9 29%	8 13%	83 27%	33 22%	19 24%	6 25%	17 22%
AUTOMATION	80 20%	27 19%	17 19%	11 23%	7 17%	18 22%	44 19%	36 21%	17 13%	22 19%	30 33%	27 13%	26 22%	22 40%	13 28%	12 31%	13 28%	4 12%	15 23%	60 19%	27 17%	19 24%	1 4%	19 24%
EXPANDING SALES GLOBALLY	53 13%	22 16%	8 9%	4 8%	7 16%	12 15%	30 13%	23 13%	14 10%	12 11%	17 19%	25 12%	13 11%	11 19%	4 9%	2 6%	5 10%	7 22%	9 14%	42 13%	16 10%	11 14%	6 25%	12 15%
OTHER	8 2%	2 1%	- -	4 8%	1 2%	2 2%	2 1%	6 4%	2 1%	4 3%	2 2%	2 1%	1 1%	5 9%	- -	- -	- -	- -	2 3%	5 2%	2 1%	3 4%	- -	- -
NONE OF THE ABOVE	38 9%	15 11%	8 9%	6 12%	6 13%	4 4%	23 10%	15 9%	18 14%	7 6%	4 4%	20 10%	11 9%	2 4%	8 18%	3 7%	3 6%	2 5%	4 5%	30 10%	16 10%	9 12%	1 5%	9 12%
DON'T KNOW/REFUSED	6 1%	4 3%	- -	- -	1 2%	1 1%	4 2%	2 1%	3 2%	- -	- -	3 2%	1 1%	- -	- -	1 3%	1 2%	- -	- -	4 1%	2 1%	1 1%	- -	2 2%

Table 29-2
 QUESTION 24:
 For the entire year of 2023, do you expect an increase investment in any of the following areas?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
MANAGING COSTS DUE TO INFLATION	228	97	99	197	30	39	99	83	29	123	71	67	67	86	60	67	97	78	57	91	25	177	19	20
	57%	54%	61%	57%	59%	57%	55%	63%	50%	62%	52%	55%	66%	53%	57%	64%	53%	60%	64%	52%	44%	55%	76%	64%
GROWING REVENUE AND PROFITABILITY	210	99	90	189	19	39	104	59	30	102	70	75	43	85	65	53	88	79	44	86	23	167	14	20
	52%	55%	55%	55%	37%	58%	58%	44%	53%	52%	51%	60%	43%	53%	62%	51%	48%	61%	49%	49%	40%	52%	57%	65%
MAXIMIZING PRODUCTIVITY	201	99	83	182	19	37	94	60	31	89	75	68	47	82	59	47	92	73	45	82	23	156	14	22
	50%	55%	51%	53%	37%	54%	52%	46%	54%	45%	55%	55%	46%	51%	56%	45%	51%	56%	51%	47%	40%	48%	57%	70%
EXPANDING SALES WITHIN THE UNITED STATES	183	86	83	168	15	32	90	54	27	85	67	68	41	69	59	41	81	71	40	72	20	146	11	18
	46%	48%	50%	49%	29%	47%	50%	41%	48%	43%	50%	55%	41%	43%	56%	39%	44%	54%	45%	41%	35%	45%	44%	59%
STAFF DEVELOPMENT	139	68	59	128	10	31	61	42	25	60	51	57	31	47	43	34	59	58	29	52	8	102	13	20
	35%	38%	36%	37%	20%	45%	34%	32%	44%	30%	37%	46%	31%	29%	41%	33%	32%	45%	32%	29%	14%	31%	52%	64%
SYSTEMS AND TECHNOLOGY	123	67	48	115	8	28	57	33	19	58	45	48	22	51	42	24	56	52	27	44	8	87	10	19
	31%	38%	29%	33%	16%	40%	32%	25%	33%	29%	33%	39%	22%	31%	40%	23%	30%	40%	31%	25%	14%	27%	43%	60%
CYBER SECURITY	97	52	30	82	13	20	37	33	15	48	29	35	20	38	28	30	36	34	23	40	5	66	5	19
	24%	29%	18%	24%	26%	30%	21%	25%	26%	24%	21%	29%	20%	23%	27%	29%	20%	26%	26%	23%	9%	20%	20%	61%
AUTOMATION	80	42	34	75	5	17	40	21	14	39	27	30	15	34	28	22	28	32	17	30	3	53	8	14
	20%	23%	21%	22%	9%	25%	23%	16%	24%	20%	20%	24%	15%	21%	26%	22%	16%	25%	19%	17%	6%	16%	32%	45%
EXPANDING SALES GLOBALLY	53	32	17	50	4	11	18	18	14	25	11	24	10	16	19	10	21	20	9	24	2	38	5	6
	13%	18%	11%	14%	7%	17%	10%	14%	25%	13%	8%	19%	10%	10%	18%	9%	12%	16%	10%	13%	3%	12%	19%	19%
OTHER	8	4	4	8	-	5	3	-	1	6	1	2	4	3	4	4	-	-	5	3	-	3	5	-
	2%	2%	2%	2%	-	7%	1%	-	2%	3%	1%	1%	4%	2%	4%	3%	-	-	6%	2%	-	1%	22%	-
NONE OF THE ABOVE	38	13	14	27	9	5	14	14	7	20	10	4	9	24	4	12	20	7	8	22	15	30	1	1
	9%	7%	9%	8%	19%	7%	8%	11%	12%	10%	7%	3%	9%	15%	4%	12%	11%	6%	9%	13%	26%	9%	5%	4%
DON'T KNOW/REFUSED	6	2	2	4	-	2	1	3	1	3	2	-	1	1	1	1	3	2	-	2	1	4	-	-
	1%	1%	1%	1%	-	3%	-	2%	2%	2%	1%	-	1%	1%	1%	1%	1%	2%	-	1%	2%	1%	-	-

Table 29-3
 QUESTION 24:
 For the entire year of 2023, do you expect an increase investment in any of the following areas?

BANNER 3

	GENDER			AGE			2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
MANAGING COSTS DUE TO INFLATION	228 57%	176 59%	52 51%	45 53%	50 69%	74 55%	44 57%	46 53%	82 59%	92 60%	93 61%	101 53%	194 57%	33 63%	89 57%	85 68%	73 59%	37 60%	36 68%	30 53%	18 57%	14 59%	167 57%	57 56%
GROWING REVENUE AND PROFITABILITY	210 52%	155 52%	55 54%	47 55%	39 53%	78 58%	33 43%	52 59%	81 58%	72 46%	84 55%	101 53%	185 54%	23 43%	85 54%	70 56%	60 49%	33 54%	34 62%	31 56%	14 44%	18 73%	155 53%	51 50%
MAXIMIZING PRODUCTIVITY	201 50%	152 51%	49 49%	47 56%	42 57%	71 53%	29 37%	43 48%	75 54%	78 50%	80 52%	103 54%	182 53%	18 33%	85 54%	65 52%	60 49%	38 62%	24 44%	28 50%	11 33%	16 65%	141 48%	56 55%
EXPANDING SALES WITHIN THE UNITED STATES	183 46%	149 50%	34 34%	41 49%	35 47%	65 48%	32 41%	44 50%	69 50%	65 42%	72 47%	92 48%	163 48%	18 34%	61 39%	55 44%	61 50%	32 53%	29 54%	28 49%	15 48%	17 70%	139 48%	43 42%
STAFF DEVELOPMENT	139 35%	108 36%	31 31%	34 41%	26 35%	49 36%	21 27%	35 40%	49 35%	52 34%	61 40%	67 35%	128 37%	10 19%	72 46%	42 34%	34 28%	25 40%	17 31%	17 31%	10 31%	10 42%	96 33%	42 41%
SYSTEMS AND TECHNOLOGY	123 31%	92 31%	32 32%	32 38%	24 33%	40 30%	19 24%	30 34%	45 32%	46 30%	59 39%	55 29%	114 33%	8 16%	58 37%	38 31%	38 31%	22 36%	12 22%	17 30%	7 21%	8 34%	87 30%	33 32%
CYBER SECURITY	97 24%	69 23%	28 27%	14 17%	16 21%	37 27%	23 29%	25 28%	34 24%	35 22%	44 29%	40 21%	84 25%	12 24%	39 25%	33 26%	22 18%	17 28%	13 25%	17 30%	6 20%	6 26%	67 23%	29 28%
AUTOMATION	80 20%	67 22%	13 13%	21 25%	18 24%	25 19%	9 12%	19 21%	27 20%	31 20%	39 25%	37 19%	75 22%	5 9%	34 22%	30 24%	17 14%	14 22%	11 20%	11 20%	5 16%	8 32%	59 20%	19 19%
EXPANDING SALES GLOBALLY	53 13%	43 14%	11 10%	14 17%	12 17%	14 10%	10 13%	19 21%	12 9%	18 12%	22 15%	27 14%	50 15%	4 7%	15 10%	20 16%	17 14%	7 11%	13 24%	8 15%	3 9%	6 26%	38 13%	14 14%
OTHER	8 2%	8 3%	- -	2 2%	5 6%	- -	1 1%	3 3%	- -	5 3%	7 5%	1 1%	8 2%	- -	6 4%	1 1%	- -	1 1%	1 2%	- -	- -	- -	5 2%	2 2%
NONE OF THE ABOVE	38 9%	25 8%	12 12%	4 4%	3 3%	14 11%	12 15%	6 6%	12 9%	15 10%	9 6%	21 11%	29 9%	8 15%	16 10%	9 7%	12 10%	8 12%	2 4%	5 8%	1 3%	1 4%	32 11%	6 6%
DON'T KNOW/REFUSED	6 1%	5 2%	1 1%	2 2%	- -	1 1%	2 2%	1 1%	1 1%	2 1%	1 1%	2 1%	3 1%	1 2%	- -	1 1%	2 2%	1 1%	- -	1 1%	- -	- -	1 -	4 4%

Table 29-4
 QUESTION 24:
 For the entire year of 2023, do you expect an increase investment in any of the following areas?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
MANAGING COSTS DUE TO INFLATION	228 57%	107 62%	90 55%	46 61%	34 53%	37 59%	24 51%	24 56%	26 63%	125 57%	56 63%	24 52%	20 52%	98 60%	101 59%	24 41%	95 59%	34 62%	68 68%	29 57%	59 59%	115 53%
GROWING REVENUE AND PROFITABILITY	210 52%	92 53%	92 56%	49 65%	35 55%	38 60%	24 50%	24 56%	26 61%	112 51%	52 58%	22 48%	19 51%	81 49%	97 57%	29 48%	90 55%	27 51%	53 53%	24 47%	52 52%	118 54%
MAXIMIZING PRODUCTIVITY	201 50%	87 50%	77 47%	51 68%	40 61%	34 54%	24 51%	22 51%	27 64%	98 45%	52 58%	26 57%	19 51%	79 48%	97 57%	24 39%	92 57%	33 61%	61 61%	22 43%	55 55%	109 50%
EXPANDING SALES WITHIN THE UNITED STATES	183 46%	73 42%	90 56%	38 51%	29 45%	37 58%	24 50%	24 55%	21 51%	103 47%	41 46%	18 39%	19 49%	63 38%	89 52%	30 50%	69 43%	26 48%	53 53%	20 39%	44 44%	106 49%
STAFF DEVELOPMENT	139 35%	70 40%	52 32%	32 42%	36 57%	24 38%	15 31%	18 41%	18 43%	50 23%	40 44%	25 55%	23 60%	56 34%	69 40%	14 24%	83 51%	18 33%	42 42%	16 31%	35 35%	80 37%
SYSTEMS AND TECHNOLOGY	123 31%	58 33%	44 27%	25 33%	32 50%	17 27%	18 37%	12 28%	22 53%	53 24%	38 42%	17 36%	15 40%	51 31%	58 34%	13 21%	67 41%	17 31%	36 36%	15 29%	24 24%	71 32%
CYBER SECURITY	97 24%	44 25%	33 21%	24 32%	15 23%	15 24%	11 23%	9 21%	10 25%	48 22%	25 28%	13 29%	8 22%	37 23%	46 27%	12 20%	43 27%	12 21%	22 22%	12 24%	18 18%	54 25%
AUTOMATION	80 20%	30 17%	31 19%	17 22%	21 32%	10 16%	11 23%	9 20%	23 54%	33 15%	27 30%	11 25%	7 19%	35 21%	39 23%	6 10%	42 26%	9 16%	21 21%	7 14%	27 27%	44 20%
EXPANDING SALES GLOBALLY	53 13%	23 13%	25 15%	9 12%	5 8%	8 13%	12 25%	3 7%	6 13%	26 12%	16 18%	6 13%	5 12%	14 8%	29 17%	10 16%	24 15%	7 13%	11 11%	7 14%	13 13%	30 14%
OTHER	8 2%	5 3%	4 2%	- -	1 1%	5 8%	- -	- -	2 4%	6 3%	2 2%	1 2%	- -	5 3%	3 1%	1 2%	3 2%	- -	6 6%	1 2%	1 1%	2 1%
NONE OF THE ABOVE	38 9%	12 7%	15 9%	2 2%	5 8%	3 4%	4 8%	4 8%	4 10%	26 12%	5 5%	6 13%	1 3%	19 12%	8 4%	11 18%	12 7%	1 2%	11 11%	7 14%	12 12%	23 10%
DON'T KNOW/REFUSED	6 1%	1 1%	2 1%	1 2%	- -	1 1%	1 3%	1 2%	- -	4 2%	2 2%	- -	- -	4 2%	1 1%	- -	2 1%	- -	- -	1 2%	1 1%	4 2%

Table 29-5
 QUESTION 24:
 For the entire year of 2023, do you expect an increase investment in any of the following areas?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
MANAGING COSTS DUE TO INFLATION	228 57%	148 64%	148 63%	143 63%	124 62%	112 66%	107 63%	107 67%	102 59%	113 57%	112 60%	100 53%	110 64%	112 52%	48 64%	155 55%	69 61%	70 54%	89 56%
GROWING REVENUE AND PROFITABILITY	210 52%	142 61%	136 58%	136 61%	113 57%	105 62%	113 66%	103 64%	95 54%	104 53%	112 60%	85 45%	107 62%	99 45%	47 62%	143 51%	65 58%	56 44%	89 56%
MAXIMIZING PRODUCTIVITY	201 50%	140 60%	135 58%	139 61%	113 56%	102 60%	109 64%	110 69%	100 57%	88 44%	115 62%	74 40%	102 59%	93 43%	45 60%	138 49%	72 64%	49 38%	80 51%
EXPANDING SALES WITHIN THE UNITED STATES	183 46%	117 50%	115 49%	122 54%	98 49%	99 58%	91 53%	86 53%	82 47%	89 45%	95 51%	75 40%	92 53%	87 40%	40 53%	127 45%	53 48%	50 39%	80 50%
STAFF DEVELOPMENT	139 35%	105 45%	101 43%	99 44%	82 41%	87 51%	92 54%	85 53%	76 43%	53 27%	95 51%	36 19%	83 48%	51 23%	37 49%	88 31%	58 52%	21 16%	60 38%
SYSTEMS AND TECHNOLOGY	123 31%	91 39%	87 37%	89 40%	76 38%	77 45%	71 41%	74 46%	65 37%	49 25%	78 42%	38 20%	65 38%	54 25%	30 40%	80 28%	47 42%	22 17%	54 34%
CYBER SECURITY	97 24%	62 27%	64 27%	64 29%	52 26%	58 34%	54 32%	50 32%	53 30%	35 18%	57 31%	29 15%	58 34%	36 17%	24 32%	60 21%	37 33%	16 13%	43 27%
AUTOMATION	80 20%	64 27%	58 25%	56 25%	48 24%	48 28%	49 29%	46 29%	46 26%	32 16%	48 26%	30 16%	49 28%	30 14%	21 28%	56 20%	32 29%	18 14%	30 19%
EXPANDING SALES GLOBALLY	53 13%	39 17%	37 16%	39 17%	38 19%	40 24%	35 20%	31 19%	29 17%	18 9%	33 18%	14 8%	30 17%	23 10%	14 18%	32 11%	22 19%	8 6%	23 15%
OTHER	8 2%	6 3%	3 1%	3 1%	6 3%	2 1%	2 1%	2 1%	4 2%	5 2%	4 2%	5 2%	3 1%	6 3%	- -	7 3%	4 3%	5 4%	- -
NONE OF THE ABOVE	38 9%	20 9%	15 6%	17 8%	15 8%	7 4%	9 5%	9 6%	13 8%	22 11%	9 5%	28 15%	6 3%	31 14%	2 3%	34 12%	6 5%	19 15%	13 8%
DON'T KNOW/REFUSED	6 1%	2 1%	1 1%	1 -	1 -	- -	- -	- -	1 1%	3 1%	1 1%	3 1%	2 1%	3 1%	2 3%	4 1%	1 1%	2 1%	3 2%

Table 29-6
 QUESTION 24:
 For the entire year of 2023, do you expect an increase investment in any of the following areas?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
MANAGING COSTS DUE TO INFLATION	190 62%	34 62%	36 72%	32 64%	29 57%	30 61%	29 58%
MAXIMIZING PRODUCTIVITY	171 56%	33 61%	34 68%	27 54%	22 43%	24 47%	32 63%
GROWING REVENUE AND PROFITABILITY	157 51%	27 51%	30 60%	23 46%	24 47%	25 49%	28 55%
EXPANDING SALES WITHIN THE UNITED STATES	142 47%	26 48%	26 52%	27 54%	20 39%	26 53%	17 34%
STAFF DEVELOPMENT	110 36%	18 33%	22 44%	20 39%	16 31%	14 27%	21 42%
SYSTEMS AND TECHNOLOGY	91 30%	17 31%	18 36%	18 36%	15 29%	12 24%	12 24%
CYBER SECURITY	64 21%	12 21%	10 20%	12 25%	12 24%	12 24%	7 13%
AUTOMATION	64 21%	9 16%	12 24%	9 18%	7 14%	14 27%	13 26%
EXPANDING SALES GLOBALLY	38 13%	7 13%	2 4%	9 18%	7 14%	7 14%	7 13%
OTHER	8 3%	- -	4 8%	2 4%	1 2%	1 2%	- -
NONE OF THE ABOVE	31 10%	1 2%	4 8%	7 14%	7 14%	3 6%	9 18%
DON'T KNOW/REFUSED	2 1%	- -	- -	- -	1 2%	1 2%	- -

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	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (YES - NO)	-46 -12%	3 2%	-17 -20%	-11 -23%	-4 -8%	-17 -20%	-15 -6%	-32 -18%	-67 -50%	-13 -11%	47 52%	-85 -42%	18 15%	30 54%	-4 -9%	9 24%	-5 -12%	-1 -3%	-20 -31%	-23 -7%	-54 -35%	3 3%	-2 -11%	4 5%
TOTAL YES -----	174 43%	70 50%	34 40%	18 38%	19 43%	32 39%	105 46%	69 40%	33 24%	51 44%	68 76%	58 28%	69 57%	43 77%	21 46%	23 61%	21 44%	15 48%	22 34%	143 46%	49 32%	40 51%	10 45%	40 52%
1-5%	89 22%	36 26%	14 16%	12 25%	10 24%	18 21%	49 22%	40 23%	14 10%	21 18%	46 51%	22 11%	35 29%	29 52%	14 31%	11 27%	8 17%	9 29%	12 18%	74 23%	22 15%	22 27%	8 34%	23 29%
6-10%	46 12%	25 18%	7 8%	1 2%	6 13%	8 10%	31 14%	15 9%	5 4%	15 13%	18 20%	14 7%	20 16%	12 21%	6 12%	7 18%	7 14%	4 13%	3 5%	41 13%	10 7%	13 16%	2 11%	8 10%
10-20%	19 5%	7 5%	7 8%	1 2%	1 2%	3 4%	14 6%	5 3%	4 3%	10 9%	4 4%	8 4%	11 9%	- -	- -	6 15%	5 12%	1 3%	4 7%	14 4%	7 5%	5 6%	- -	4 5%
MORE THAN 20%	19 5%	3 2%	7 8%	4 9%	2 4%	3 4%	10 4%	9 5%	9 7%	5 4%	1 1%	14 7%	3 2%	2 4%	1 2%	- -	1 2%	1 4%	2 4%	15 5%	9 6%	1 2%	- -	6 8%
0% - NO CURRENT POSITIONS OPEN	220 55%	68 48%	51 59%	30 62%	22 51%	49 59%	119 53%	101 58%	100 74%	64 55%	21 23%	143 70%	51 42%	13 23%	25 54%	14 37%	26 56%	16 52%	42 66%	166 53%	102 67%	38 48%	13 55%	36 47%
DON'T KNOW/NOT SURE	6 1%	1 1%	1 1%	- -	2 5%	2 2%	2 1%	4 2%	2 2%	- -	1 1%	2 1%	1 1%	- -	- -	1 2%	- -	- -	- -	3 1%	2 1%	1 1%	- -	1 1%
REFUSED	1 -	1 1%	- -	- -	- -	- -	1 -	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	- -	- -	- -	1 -	1 1%	- -	- -	- -
TOTAL YES HIRING + DIFFICULT	161 40%	64 46%	30 35%	18 38%	18 41%	31 38%	94 42%	67 39%	32 24%	49 42%	63 70%	56 27%	63 52%	39 71%	20 44%	23 61%	19 42%	14 45%	20 32%	135 43%	49 32%	38 48%	9 40%	33 43%

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

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51- 100	101+
					NOT CONF																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (YES - NO)	-46	-9	-12	-21	-25	-15	2	-32	-1	-41	-6	12	-12	-50	1	-21	-28	-5	-5	-36	-32	-67	8	22
	-12%	-5%	-7%	-6%	-50%	-22%	1%	-24%	-3%	-20%	-4%	10%	-12%	-31%	1%	-20%	-15%	-4%	-5%	-21%	-56%	-21%	31%	72%
TOTAL YES	174	83	75	158	13	27	89	49	27	77	64	67	45	53	53	41	75	61	41	69	12	126	16	27
-----	43%	46%	46%	46%	25%	39%	49%	37%	48%	39%	47%	54%	44%	33%	50%	40%	41%	47%	46%	39%	21%	39%	65%	86%
1-5%	89	46	35	82	6	15	49	21	11	41	34	40	17	25	32	19	35	28	22	37	7	57	9	20
	22%	26%	21%	24%	11%	22%	28%	16%	19%	21%	25%	32%	17%	15%	31%	18%	19%	22%	25%	21%	12%	18%	37%	63%
6-10%	46	19	23	42	3	8	21	14	11	19	16	19	15	12	13	13	20	18	12	17	1	34	5	7
	12%	11%	14%	12%	6%	12%	12%	10%	19%	10%	12%	15%	15%	8%	13%	12%	11%	14%	13%	9%	2%	10%	19%	23%
10-20%	19	8	10	18	1	3	11	6	1	8	10	3	8	6	3	6	10	5	4	10	2	19	-	-
	5%	4%	6%	5%	2%	4%	6%	4%	2%	4%	7%	2%	8%	4%	3%	5%	6%	4%	4%	6%	3%	6%	-	-
MORE THAN 20%	19	10	6	16	3	1	8	9	4	9	5	5	4	9	4	4	10	10	3	6	3	17	2	-
	5%	5%	4%	5%	7%	1%	4%	7%	7%	4%	3%	4%	4%	6%	4%	4%	5%	7%	4%	3%	5%	5%	9%	-
0% - NO CURRENT POSITIONS OPEN	220	92	87	179	38	41	87	81	29	118	70	55	56	104	52	63	102	67	46	106	44	194	8	4
	55%	51%	53%	52%	75%	61%	48%	62%	50%	60%	51%	44%	56%	64%	49%	60%	56%	51%	51%	60%	77%	60%	35%	14%
DON'T KNOW/NOT SURE	6	4	1	6	-	-	4	1	1	2	2	1	-	4	-	-	6	3	2	1	1	3	-	-
	1%	2%	1%	2%	-	-	2%	1%	2%	1%	1%	1%	-	3%	-	-	3%	2%	2%	-	1%	1%	-	-
REFUSED	1	-	1	1	-	-	-	1	-	1	-	1	-	-	1	-	-	-	-	1	-	1	-	-
	-	-	1%	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	1%	-	-	-	-
TOTAL YES HIRING + DIFFICULT	161	74	72	145	13	24	82	45	25	73	59	60	43	50	46	40	71	59	38	63	11	119	16	23
	40%	41%	44%	42%	25%	36%	46%	34%	44%	37%	43%	48%	42%	31%	44%	38%	39%	45%	43%	36%	20%	37%	65%	75%

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

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (YES - NO)	-46 -12%	-15 -5%	-31 -30%	-4 -4%	-8 -11%	4 3%	-28 -37%	-26 -29%	12 9%	-28 -18%	5 3%	-28 -15%	-24 -7%	-24 -45%	66 42%	-43 -34%	-48 -39%	-2 -4%	-18 -34%	-6 -11%	-9 -27%	-6 -26%	-74 -25%	26 25%
TOTAL YES -----	174 43%	140 47%	34 34%	39 46%	32 44%	69 51%	24 31%	31 35%	75 54%	62 40%	78 51%	79 42%	156 46%	15 28%	110 70%	40 32%	37 30%	30 48%	17 32%	24 43%	12 37%	9 37%	107 37%	63 62%
1-5%	89 22%	72 24%	17 17%	21 24%	20 27%	37 27%	8 10%	14 16%	40 28%	33 21%	44 29%	37 19%	81 24%	5 10%	46 29%	21 17%	23 19%	14 23%	9 17%	12 22%	8 23%	6 26%	59 20%	27 27%
6-10%	46 12%	37 12%	9 9%	9 11%	7 9%	16 12%	13 17%	11 13%	21 15%	12 8%	23 15%	18 10%	42 12%	5 9%	37 23%	9 7%	4 3%	10 17%	6 11%	6 11%	- -	3 11%	28 10%	17 17%
10-20%	19 5%	16 5%	3 3%	5 5%	3 4%	9 7%	1 1%	4 4%	9 6%	6 4%	3 2%	13 7%	16 5%	3 5%	13 8%	5 4%	6 5%	1 2%	2 4%	3 5%	3 8%	- -	11 4%	8 8%
MORE THAN 20%	19 5%	14 5%	5 5%	5 6%	3 4%	7 5%	3 3%	2 2%	6 4%	11 7%	6 4%	11 6%	17 5%	2 3%	14 9%	4 4%	4 3%	4 7%	- -	3 6%	2 5%	- -	8 3%	10 10%
0% - NO CURRENT POSITIONS OPEN	220 55%	155 52%	65 64%	43 51%	41 56%	65 48%	53 68%	56 64%	63 45%	90 58%	73 48%	107 56%	180 52%	38 72%	43 28%	82 66%	85 69%	32 52%	36 66%	31 54%	20 63%	15 63%	181 62%	37 36%
DON'T KNOW/NOT SURE	6 1%	4 1%	2 2%	3 3%	- -	- -	1 1%	1 1%	2 1%	2 2%	2 2%	3 2%	6 2%	- -	4 3%	2 1%	1 1%	- -	- -	1 2%	- -	- -	4 1%	2 2%
REFUSED	1 -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 -	1 -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	- -	- -
TOTAL YES HIRING + DIFFICULT	161 40%	131 44%	30 30%	34 40%	30 41%	67 50%	23 30%	25 29%	72 51%	58 38%	69 45%	75 39%	144 42%	15 28%	108 69%	32 26%	33 27%	29 47%	16 30%	24 43%	9 27%	8 32%	98 34%	60 58%

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	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION		NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (YES - NO)	-46 -12%	42 24%	-37 -23%	-2 -3%	13 20%	-22 -35%	3 6%	-9 -21%	-8 -19%	-220 -100%	89 100%	46 100%	38 100%	20 12%	-26 -15%	-38 -63%	161 100%	-6 -11%	-9 -9%	-11 -22%	-17 -17%	-14 -6%
TOTAL YES -----	174 43%	106 61%	62 38%	37 48%	39 60%	21 33%	24 51%	17 40%	17 41%	-	89 100%	46 100%	38 100%	91 56%	70 41%	11 18%	161 100%	23 43%	46 46%	19 37%	41 41%	101 46%
1-5%	89 22%	42 24%	36 22%	24 32%	17 27%	13 20%	14 29%	9 21%	11 26%	-	89 100%	-	-	43 26%	36 21%	9 15%	79 49%	12 21%	30 31%	10 20%	20 20%	46 21%
6-10%	46 12%	37 21%	15 9%	5 6%	12 19%	6 10%	5 10%	6 14%	3 8%	-	-	46 100%	-	23 14%	22 13%	1 1%	45 28%	4 8%	4 4%	6 12%	7 7%	31 14%
10-20%	19 5%	12 7%	8 5%	3 4%	6 9%	-	4 9%	1 2%	2 4%	-	-	-	19 50%	11 7%	8 5%	-	19 12%	2 3%	4 4%	1 2%	7 7%	14 6%
MORE THAN 20%	19 5%	15 9%	4 2%	5 7%	4 6%	2 3%	1 2%	1 2%	1 2%	-	-	-	19 50%	14 9%	4 2%	1 2%	18 11%	5 10%	7 7%	2 4%	8 8%	9 4%
0% - NO CURRENT POSITIONS OPEN	220 55%	64 37%	99 61%	39 52%	26 40%	42 67%	22 45%	26 60%	25 59%	220 100%	-	-	-	71 43%	96 56%	49 82%	-	29 54%	54 54%	30 59%	59 59%	114 53%
DON'T KNOW/NOT SURE	6 1%	4 2%	1 1%	-	-	-	1 2%	-	-	-	-	-	-	2 1%	4 2%	-	-	2 3%	-	2 4%	-	2 1%
REFUSED	1 -	-	-	-	-	-	1 2%	-	-	-	-	-	-	-	1 1%	-	-	-	-	-	-	1 -
TOTAL YES HIRING + DIFFICULT	161 40%	104 60%	54 33%	37 48%	36 57%	15 24%	22 46%	16 38%	15 36%	-	79 88%	45 98%	37 97%	91 56%	70 41%	-	161 100%	23 43%	44 44%	18 35%	38 38%	90 42%

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

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	232	233	225	200	171	171	160	175	198	186	188	173	218	75	282	112	129	159
	100%	58%	58%	56%	50%	43%	43%	40%	44%	49%	47%	47%	43%	54%	19%	71%	28%	32%	40%
**D/S (YES - NO)	-46	-8	8	-6	-11	8	16	28	14	-63	36	-73	22	-71	18	-65	26	-61	-11
	-12%	-4%	4%	-3%	-6%	4%	9%	17%	8%	-32%	20%	-39%	13%	-32%	24%	-23%	23%	-47%	-7%
TOTAL YES	174	111	118	107	93	88	92	92	93	65	110	55	97	71	45	107	68	32	73
-----	43%	48%	51%	48%	47%	51%	54%	58%	53%	33%	59%	29%	56%	32%	60%	38%	61%	25%	46%
1-5%	89	55	55	48	44	44	40	44	48	32	55	29	49	37	26	51	35	17	38
	22%	24%	24%	21%	22%	26%	23%	28%	27%	16%	30%	15%	28%	17%	34%	18%	31%	13%	24%
6-10%	46	31	37	32	26	24	30	28	30	13	30	16	29	16	12	28	20	6	20
	12%	14%	16%	14%	13%	14%	18%	17%	17%	7%	16%	8%	17%	7%	16%	10%	17%	5%	13%
10-20%	19	15	18	15	11	10	13	13	9	10	15	4	13	5	6	13	9	4	6
	5%	7%	8%	6%	5%	6%	8%	8%	5%	5%	8%	2%	8%	2%	8%	4%	8%	3%	4%
MORE THAN 20%	19	8	8	13	12	10	9	8	7	10	10	7	6	13	1	15	5	6	8
	5%	4%	4%	6%	6%	6%	5%	5%	4%	5%	5%	4%	4%	6%	2%	5%	4%	4%	5%
0% - NO CURRENT POSITIONS OPEN	220	119	110	113	104	80	76	64	79	129	74	128	75	141	27	172	43	93	84
	55%	51%	47%	50%	52%	47%	45%	40%	45%	65%	40%	68%	43%	65%	36%	61%	38%	72%	53%
DON'T KNOW/NOT SURE	6	3	4	5	2	2	2	4	2	2	2	4	1	5	3	2	1	2	2
	1%	1%	2%	2%	1%	1%	1%	2%	1%	1%	1%	2%	1%	2%	4%	1%	1%	2%	1%
REFUSED	1	-	-	-	-	1	-	-	-	1	-	1	-	1	-	1	-	1	-
	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%	-
TOTAL YES HIRING + DIFFICULT	161	105	111	101	88	79	86	88	86	64	102	53	89	68	41	103	63	32	66
	40%	45%	48%	45%	44%	46%	50%	55%	49%	32%	55%	28%	51%	31%	55%	36%	56%	25%	41%

Table 30-6
 QUESTION 25:
 Does your company currently have positions that are open and are hiring?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-43 -14%	-6 -11%	2 4%	-11 -21%	-11 -22%	1 2%	-18 -37%
TOTAL YES -----	129 42%	23 43%	26 52%	20 39%	19 37%	25 51%	16 32%
1-5%	72 23%	12 21%	18 36%	12 25%	10 20%	12 24%	8 16%
6-10%	21 7%	4 8%	2 4%	2 4%	6 12%	3 6%	4 8%
10-20%	14 4%	2 3%	4 8%	- -	1 2%	7 14%	- -
MORE THAN 20%	23 7%	5 10%	2 4%	5 11%	2 4%	4 8%	4 8%
0% - NO CURRENT POSITIONS OPEN	172 56%	29 54%	24 48%	30 61%	30 59%	25 49%	34 68%
DON'T KNOW/NOT SURE	4 1%	2 3%	- -	- -	2 4%	- -	- -
TOTAL YES HIRING + DIFFICULT	123 40%	23 43%	24 48%	20 39%	18 35%	23 45%	16 32%

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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (DIFFICULT - NOT DIFFICULT)	275 69%	92 66%	60 70%	33 69%	30 69%	60 73%	152 67%	123 71%	77 57%	95 82%	72 80%	126 62%	90 75%	46 84%	32 69%	36 94%	37 80%	24 77%	34 53%	228 73%	99 64%	58 74%	13 56%	50 65%
TOTAL DIFFICULT -----	335 84%	115 83%	72 83%	41 84%	37 84%	71 86%	187 83%	148 85%	104 78%	105 91%	81 89%	163 80%	105 88%	51 92%	39 85%	37 97%	41 89%	28 88%	48 75%	270 86%	125 81%	68 87%	18 78%	63 82%
TOTAL NOT DIFFICULT -----	60 15%	23 17%	12 14%	8 16%	7 16%	11 13%	35 16%	25 14%	28 21%	11 9%	9 10%	37 18%	15 12%	5 8%	7 15%	1 3%	4 9%	4 12%	14 22%	42 13%	26 17%	10 13%	5 22%	13 17%
VERY DIFFICULT	164 41%	55 40%	37 43%	26 53%	14 33%	31 38%	93 41%	71 41%	52 39%	50 43%	38 42%	78 38%	60 50%	21 37%	17 37%	21 55%	23 50%	13 40%	23 36%	133 42%	65 43%	42 53%	9 40%	21 27%
SOMEWHAT DIFFICULT	171 43%	60 43%	35 40%	15 31%	22 52%	39 48%	94 42%	77 44%	52 39%	55 47%	43 48%	86 42%	46 38%	30 54%	22 48%	16 42%	18 39%	15 48%	25 39%	137 44%	59 39%	26 34%	9 38%	42 55%
NOT TOO DIFFICULT	45 11%	18 13%	11 13%	5 10%	4 9%	7 9%	29 13%	16 9%	21 16%	11 9%	5 6%	29 14%	12 10%	2 4%	4 9%	- -	4 9%	2 5%	13 20%	29 9%	17 11%	10 13%	3 13%	8 11%
NOT DIFFICULT AT ALL	16 4%	5 4%	1 1%	3 6%	3 7%	4 5%	6 3%	9 5%	6 5%	- -	4 4%	8 4%	3 2%	2 4%	3 6%	1 3%	- -	2 7%	2 3%	13 4%	9 6%	- -	2 9%	5 6%
DON'T KNOW	5 1%	1 1%	3 3%	- -	- -	1 1%	4 2%	1 -	3 2%	- -	1 1%	3 2%	- -	- -	- -	- -	1 2%	- -	2 3%	2 1%	3 2%	- -	- -	1 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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (DIFFICULT - NOT DIFFICULT)	275	117	124	241	30	44	134	83	34	150	86	78	87	99	62	82	123	101	75	95	28	216	24	22
	69%	65%	76%	70%	60%	64%	74%	63%	61%	76%	64%	63%	86%	62%	59%	79%	67%	77%	85%	54%	49%	67%	100%	71%
TOTAL DIFFICULT	335	147	143	290	40	55	155	108	45	173	110	100	94	129	83	93	151	115	82	135	42	268	24	27
-----	84%	82%	87%	85%	80%	81%	86%	82%	80%	87%	81%	81%	93%	80%	78%	90%	83%	88%	92%	77%	74%	83%	100%	85%
TOTAL NOT DIFFICULT	60	30	19	49	10	12	22	24	11	23	24	22	7	30	21	11	29	14	6	40	14	52	-	5
-----	15%	17%	12%	14%	20%	17%	12%	18%	19%	12%	17%	18%	7%	19%	20%	10%	16%	11%	7%	22%	25%	16%	-	15%
VERY DIFFICULT	164	65	69	134	27	29	68	62	22	95	43	41	49	67	34	58	67	60	42	59	17	137	10	10
	41%	36%	42%	39%	54%	42%	38%	47%	40%	48%	32%	33%	49%	42%	32%	56%	37%	46%	47%	33%	30%	42%	43%	33%
SOMEWHAT DIFFICULT	171	82	74	156	13	27	87	46	23	78	67	59	45	62	49	35	84	55	40	76	25	131	14	16
	43%	46%	45%	45%	26%	39%	49%	35%	40%	39%	49%	48%	44%	38%	46%	34%	46%	42%	45%	43%	43%	41%	57%	52%
NOT TOO DIFFICULT	45	24	11	36	9	12	15	16	9	15	19	19	5	18	18	6	20	11	6	28	6	41	-	2
	11%	14%	7%	10%	18%	17%	9%	12%	16%	8%	14%	16%	5%	11%	18%	6%	11%	8%	6%	16%	11%	13%	-	7%
NOT DIFFICULT AT ALL	16	6	8	14	1	-	6	8	2	8	5	2	2	12	2	4	9	3	1	11	8	11	-	2
	4%	3%	5%	4%	2%	-	4%	6%	3%	4%	4%	2%	2%	7%	2%	4%	5%	3%	1%	6%	14%	3%	-	7%
DON'T KNOW	5	2	2	4	-	1	3	-	1	2	2	2	-	2	2	-	3	1	1	2	1	3	-	-
	1%	1%	1%	1%	-	2%	1%	-	2%	1%	1%	1%	-	1%	2%	-	2%	1%	1%	1%	2%	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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (DIFFICULT - NOT DIFFICULT)	275 69%	221 74%	54 53%	57 67%	57 78%	96 71%	50 64%	40 45%	105 75%	114 74%	113 74%	120 64%	233 68%	36 69%	147 93%	81 65%	71 58%	50 82%	32 59%	41 73%	18 56%	20 83%	178 61%	90 88%
TOTAL DIFFICULT -----	335 84%	258 86%	77 76%	69 83%	65 88%	116 86%	64 82%	63 71%	122 87%	134 86%	132 87%	153 81%	286 83%	45 84%	152 97%	102 82%	95 78%	56 91%	43 80%	48 86%	25 78%	22 92%	232 80%	96 94%
TOTAL NOT DIFFICULT -----	60 15%	37 12%	23 23%	13 15%	8 10%	19 14%	14 17%	23 26%	17 12%	20 13%	19 13%	33 17%	52 15%	8 16%	5 3%	21 17%	24 20%	5 9%	11 20%	7 13%	7 22%	2 8%	54 19%	6 6%
VERY DIFFICULT	164 41%	126 42%	38 37%	22 27%	31 43%	70 52%	29 38%	22 25%	53 38%	82 53%	64 42%	67 35%	131 38%	30 57%	98 63%	45 36%	32 26%	25 42%	20 37%	24 43%	10 31%	9 39%	105 36%	57 55%
SOMEWHAT DIFFICULT	171 43%	132 44%	39 39%	47 56%	33 46%	46 34%	34 44%	41 47%	69 49%	52 34%	69 45%	86 45%	155 45%	15 28%	53 34%	56 45%	63 52%	30 49%	23 42%	24 43%	15 47%	13 52%	127 44%	40 39%
NOT TOO DIFFICULT	45 11%	31 10%	14 14%	11 13%	5 7%	14 10%	11 14%	21 24%	11 8%	12 8%	15 10%	25 13%	40 12%	5 9%	4 2%	14 11%	20 17%	4 6%	7 14%	5 9%	5 15%	2 8%	41 14%	4 4%
NOT DIFFICULT AT ALL	16 4%	6 2%	9 9%	2 3%	3 4%	5 4%	2 3%	2 2%	6 4%	8 5%	4 3%	8 4%	12 4%	4 7%	1 1%	7 6%	4 3%	2 3%	4 7%	2 3%	2 6%	-	14 5%	2 2%
DON'T KNOW	5 1%	4 1%	1 1%	2 2%	1 1%	-	1 1%	2 2%	1 1%	1 1%	1 1%	3 2%	5 1%	-	-	2 2%	3 2%	-	-	1 1%	-	-	5 2%	-

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 +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (DIFFICULT - NOT DIFFICULT)	275 69%	155 89%	89 55%	56 74%	51 80%	28 44%	36 75%	26 60%	25 59%	118 54%	70 78%	45 96%	36 95%	164 100%	171 100%	-60 -100%	161 100%	41 75%	59 59%	35 69%	75 75%	146 67%
TOTAL DIFFICULT	335 84%	164 94%	124 76%	65 87%	58 90%	44 70%	42 87%	35 80%	33 79%	167 76%	79 88%	45 98%	37 97%	164 100%	171 100%	-	161 100%	47 87%	79 79%	43 84%	87 87%	181 83%
TOTAL NOT DIFFICULT	60 15%	9 5%	35 21%	9 12%	7 10%	17 27%	6 13%	9 20%	9 21%	49 22%	9 10%	1 2%	1 3%	-	-	60 100%	-	6 11%	21 21%	8 16%	12 12%	34 16%
VERY DIFFICULT	164 41%	94 54%	54 33%	31 41%	31 48%	16 26%	18 38%	15 34%	14 34%	71 32%	43 48%	23 51%	25 66%	164 100%	-	-	91 56%	20 38%	38 38%	18 35%	41 41%	90 41%
SOMEWHAT DIFFICULT	171 43%	70 40%	69 43%	34 45%	27 41%	28 44%	23 49%	20 45%	19 45%	96 44%	36 41%	22 48%	12 32%	-	171 100%	-	70 44%	27 49%	41 41%	25 49%	47 47%	91 42%
NOT TOO DIFFICULT	45 11%	7 4%	25 15%	8 11%	6 9%	13 21%	5 10%	9 20%	8 18%	37 17%	6 7%	1 2%	1 3%	-	-	45 74%	-	6 11%	10 10%	5 10%	9 9%	28 13%
NOT DIFFICULT AT ALL	16 4%	3 2%	10 6%	1 1%	1 2%	3 5%	1 3%	-	1 2%	13 6%	3 3%	-	-	-	-	16 26%	-	-	11 11%	3 6%	3 3%	6 3%
DON'T KNOW	5 1%	1 1%	4 2%	1 1%	-	2 3%	-	-	-	3 2%	1 1%	-	-	-	-	-	-	1 2%	-	-	1 1%	3 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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (DIFFICULT - NOT DIFFICULT)	275 69%	157 68%	192 83%	162 72%	134 67%	122 71%	126 74%	130 81%	126 72%	132 67%	143 77%	116 62%	123 71%	147 68%	53 70%	202 72%	85 76%	80 62%	110 69%
TOTAL DIFFICULT -----	335 84%	195 84%	212 91%	194 86%	166 83%	146 85%	148 87%	145 91%	150 86%	164 83%	164 88%	151 80%	147 85%	181 83%	64 85%	241 85%	99 88%	104 81%	133 83%
TOTAL NOT DIFFICULT -----	60 15%	38 16%	20 9%	32 14%	32 16%	24 14%	23 13%	15 9%	24 14%	32 16%	21 11%	34 18%	24 14%	34 16%	11 15%	39 14%	13 12%	24 19%	23 14%
VERY DIFFICULT	164 41%	95 41%	104 45%	94 42%	86 43%	74 43%	76 45%	71 45%	69 39%	84 42%	78 42%	80 42%	61 35%	99 45%	26 35%	127 45%	46 41%	57 44%	62 39%
SOMEWHAT DIFFICULT	171 43%	99 43%	109 47%	100 44%	80 40%	72 42%	72 42%	74 46%	81 47%	81 41%	86 46%	71 38%	86 50%	83 38%	38 51%	114 40%	53 47%	47 37%	71 45%
NOT TOO DIFFICULT	45 11%	31 13%	16 7%	27 12%	25 12%	20 12%	18 11%	12 8%	18 10%	24 12%	18 10%	23 12%	21 12%	22 10%	8 10%	30 11%	12 10%	17 13%	16 10%
NOT DIFFICULT AT ALL	16 4%	7 3%	4 2%	5 2%	7 4%	4 2%	4 3%	3 2%	5 3%	8 4%	3 2%	12 6%	3 2%	12 6%	3 5%	8 3%	2 2%	7 6%	6 4%
DON'T KNOW	5 1%	- -	- -	- -	2 1%	1 1%	- -	- -	1 1%	2 1%	1 -	3 1%	2 1%	3 1%	- -	3 1%	- -	1 1%	4 2%

Table 31-6
 QUESTION 26:
 Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (DIFFICULT - NOT DIFFICULT)	210 69%	41 75%	30 60%	29 57%	35 69%	33 67%	42 84%
TOTAL DIFFICULT -----	256 84%	47 87%	40 80%	39 79%	43 84%	41 82%	46 92%
TOTAL NOT DIFFICULT -----	47 15%	6 11%	10 20%	11 21%	8 16%	8 16%	4 8%
VERY DIFFICULT	117 38%	20 38%	22 44%	16 32%	18 35%	16 31%	25 50%
SOMEWHAT DIFFICULT	139 46%	27 49%	18 36%	23 46%	25 49%	25 51%	21 42%
NOT TOO DIFFICULT	30 10%	6 11%	6 12%	4 7%	5 10%	5 10%	4 8%
NOT DIFFICULT AT ALL	17 6%	- -	4 8%	7 14%	3 6%	3 6%	- -
DON'T KNOW	2 1%	1 2%	- -	- -	- -	1 2%	- -

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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
COMPETITIVE SALARY	233 58%	79 57%	49 56%	25 53%	28 66%	51 62%	128 56%	105 60%	63 47%	72 62%	62 69%	103 50%	79 66%	37 67%	25 54%	28 72%	35 76%	18 58%	39 62%	180 58%	84 55%	45 57%	15 65%	51 65%
WORK-LIFE BALANCE	232 58%	80 57%	47 54%	30 62%	27 62%	49 59%	127 56%	105 61%	67 50%	75 65%	57 63%	111 54%	71 59%	39 70%	27 60%	27 70%	26 55%	16 51%	41 63%	180 58%	81 53%	41 52%	12 50%	55 72%
SAFE WORK ENVIRONMENT	225 56%	79 57%	44 50%	23 49%	23 53%	56 68%	123 54%	103 59%	73 55%	64 55%	55 61%	107 52%	71 59%	38 68%	26 57%	26 68%	31 67%	14 43%	35 55%	179 57%	82 53%	42 53%	15 66%	51 65%
FLEXIBLE SHIFTS AND WORK SCHEDULES	200 50%	58 42%	38 43%	27 56%	28 64%	49 60%	96 42%	104 60%	69 51%	54 47%	46 51%	105 51%	46 39%	38 68%	24 52%	21 55%	23 49%	13 40%	26 41%	161 51%	75 49%	47 60%	11 49%	38 49%
INDUSTRY LEADER	171 43%	65 46%	33 38%	21 43%	17 40%	35 42%	98 43%	73 42%	42 32%	45 39%	57 63%	66 32%	56 47%	40 72%	21 46%	16 41%	19 41%	16 51%	24 38%	136 43%	58 38%	34 43%	13 54%	35 46%
CAREER GROWTH	171 43%	63 45%	39 45%	19 39%	15 35%	35 43%	102 45%	69 40%	43 32%	47 41%	52 57%	72 35%	54 45%	37 66%	20 43%	23 60%	26 55%	13 42%	28 44%	135 43%	58 38%	37 47%	13 55%	35 46%
GREAT BENEFITS	160 40%	58 42%	29 33%	21 43%	17 39%	36 43%	87 39%	73 42%	31 23%	43 37%	61 68%	56 28%	56 46%	39 70%	20 43%	19 49%	23 49%	14 44%	26 40%	126 40%	50 33%	29 37%	10 43%	35 46%
OTHER	21 5%	12 9%	7 8%	- -	- -	2 2%	19 8%	2 1%	9 7%	3 2%	7 7%	13 6%	6 5%	2 4%	1 2%	2 5%	1 2%	5 16%	- -	20 6%	7 5%	6 8%	- -	5 6%
DON'T KNOW	9 2%	1 1%	2 2%	2 4%	- -	4 5%	3 1%	6 4%	4 3%	1 1%	1 1%	7 3%	2 2%	- -	2 4%	- -	1 2%	- -	1 3%	7 2%	8 5%	1 1%	- -	- -
REFUSED	3 1%	2 1%	- -	- -	1 3%	- -	2 1%	1 1%	2 1%	- -	- -	2 1%	- -	- -	1 2%	- -	- -	- -	2 3%	- -	1 1%	- -	2 9%	- -

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					NOT CONF																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
COMPETITIVE SALARY	233	110	92	202	27	37	112	73	36	112	82	80	65	82	64	56	107	74	58	99	25	182	14	24
	58%	61%	56%	59%	54%	54%	62%	55%	64%	56%	61%	65%	64%	51%	60%	54%	59%	57%	66%	56%	44%	56%	56%	76%
WORK-LIFE BALANCE	232	116	89	205	23	47	109	66	42	108	77	80	57	85	69	60	98	87	51	93	24	182	15	24
	58%	65%	54%	60%	47%	69%	61%	50%	74%	54%	57%	65%	57%	53%	66%	57%	54%	67%	57%	53%	41%	56%	62%	77%
SAFE WORK ENVIRONMENT	225	108	83	191	30	33	112	69	37	112	71	76	55	88	62	56	103	83	47	94	28	177	16	22
	56%	61%	51%	56%	60%	48%	62%	52%	65%	57%	52%	61%	55%	55%	59%	54%	56%	63%	52%	53%	49%	55%	65%	69%
FLEXIBLE SHIFTS AND WORK SCHEDULES	200	89	85	174	24	42	82	70	33	96	68	68	56	73	54	61	81	69	48	80	21	151	17	21
	50%	50%	52%	51%	47%	62%	46%	53%	58%	48%	51%	55%	55%	45%	51%	59%	44%	53%	54%	45%	36%	47%	71%	66%
INDUSTRY LEADER	171	90	58	149	20	29	89	44	31	79	57	67	38	60	53	42	71	68	34	68	14	122	14	27
	43%	50%	35%	43%	40%	43%	49%	33%	54%	40%	42%	54%	38%	37%	50%	40%	39%	52%	38%	39%	25%	38%	56%	85%
CAREER GROWTH	171	87	68	155	14	30	83	51	28	81	57	68	39	59	51	40	77	63	36	71	15	126	11	25
	43%	49%	41%	45%	28%	44%	46%	39%	49%	41%	42%	55%	39%	37%	49%	38%	42%	48%	40%	40%	27%	39%	46%	81%
GREAT BENEFITS	160	90	54	143	14	31	77	41	32	69	56	60	35	57	51	33	71	62	34	63	12	112	16	23
	40%	50%	33%	42%	29%	46%	43%	31%	56%	35%	41%	49%	35%	35%	49%	32%	39%	48%	38%	36%	21%	34%	67%	72%
OTHER	21	7	10	17	3	5	7	7	3	9	7	4	8	6	3	7	10	7	3	11	3	19	1	1
	5%	4%	6%	5%	7%	7%	4%	6%	5%	5%	5%	3%	8%	4%	3%	7%	5%	6%	3%	6%	6%	6%	5%	4%
DON'T KNOW	9	3	1	4	4	1	2	4	-	6	3	3	-	5	4	1	4	3	2	4	2	9	-	-
	2%	2%	1%	1%	8%	1%	1%	3%	-	3%	2%	2%	-	3%	3%	1%	2%	2%	2%	3%	3%	3%	-	-
REFUSED	3	1	2	3	-	-	3	-	1	1	1	-	-	3	-	-	3	-	1	2	2	2	-	-
	1%	1%	1%	1%	-	-	2%	-	2%	-	1%	-	-	2%	-	-	2%	-	1%	1%	4%	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			2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
COMPETITIVE SALARY	233 58%	180 60%	53 52%	44 53%	41 56%	86 64%	44 56%	53 60%	85 61%	82 53%	90 59%	114 60%	204 60%	26 49%	107 68%	73 58%	60 49%	40 65%	30 55%	38 67%	21 66%	13 53%	165 57%	63 61%
WORK-LIFE BALANCE	232 58%	169 57%	63 63%	53 63%	49 67%	76 57%	37 47%	57 65%	81 58%	87 56%	98 64%	107 56%	205 60%	23 44%	104 66%	70 56%	66 54%	35 58%	27 50%	32 57%	20 64%	18 73%	178 61%	51 50%
SAFE WORK ENVIRONMENT	225 56%	168 56%	57 57%	47 55%	38 52%	83 61%	43 55%	48 55%	82 59%	85 55%	87 57%	112 59%	199 58%	23 44%	99 63%	68 55%	66 54%	33 53%	31 58%	36 63%	18 54%	8 31%	156 54%	65 64%
FLEXIBLE SHIFTS AND WORK SCHEDULES	200 50%	146 49%	54 53%	39 47%	39 54%	77 57%	30 39%	43 49%	73 52%	78 50%	79 52%	96 51%	175 51%	23 43%	84 54%	67 54%	58 48%	30 49%	30 56%	28 50%	18 56%	7 28%	145 50%	52 50%
INDUSTRY LEADER	171 43%	132 44%	39 39%	35 42%	36 49%	59 44%	26 33%	42 48%	53 38%	69 44%	78 51%	74 39%	152 44%	17 32%	79 51%	56 45%	36 30%	22 36%	24 45%	21 37%	17 53%	11 46%	122 42%	45 44%
CAREER GROWTH	171 43%	135 45%	35 35%	38 45%	32 44%	62 46%	28 36%	41 47%	60 43%	63 41%	71 47%	88 47%	160 47%	9 18%	85 54%	52 41%	35 28%	28 45%	22 41%	24 43%	19 57%	11 45%	120 41%	49 47%
GREAT BENEFITS	160 40%	118 39%	42 42%	38 45%	32 44%	59 44%	20 26%	36 41%	64 46%	51 33%	68 45%	74 39%	142 41%	16 31%	82 53%	47 38%	40 33%	24 39%	19 36%	27 49%	11 34%	9 37%	108 37%	49 48%
OTHER	21 5%	17 6%	4 4%	3 4%	5 7%	3 2%	9 12%	7 8%	9 6%	5 4%	6 4%	12 6%	18 5%	3 7%	10 6%	3 2%	7 6%	5 8%	2 3%	6 10%	1 3%	-	13 4%	8 8%
DON'T KNOW	9 2%	8 3%	1 1%	1 1%	-	3 2%	3 4%	2 2%	2 1%	5 3%	3 2%	5 3%	8 2%	1 2%	2 1%	4 4%	4 3%	1 2%	1 2%	1 1%	-	-	6 2%	3 3%
REFUSED	3 1%	1 -	2 2%	1 1%	-	1 1%	-	1 1%	2 1%	-	-	2 1%	2 1%	-	-	-	2 2%	-	1 2%	-	-	-	3 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 +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
COMPETITIVE SALARY	233 58%	119 68%	82 51%	46 60%	47 73%	29 45%	36 75%	22 50%	23 56%	110 50%	55 61%	37 80%	27 70%	104 63%	109 63%	20 34%	111 69%	35 66%	58 58%	32 63%	70 71%	122 56%
WORK-LIFE BALANCE	232 58%	101 58%	89 55%	43 57%	46 72%	39 61%	28 59%	29 66%	29 70%	119 54%	55 62%	31 68%	24 63%	95 58%	99 58%	38 62%	105 65%	33 61%	70 70%	30 59%	76 76%	120 55%
SAFE WORK ENVIRONMENT	225 56%	115 66%	87 53%	40 53%	38 59%	34 54%	30 63%	21 48%	25 60%	113 52%	48 54%	32 69%	27 72%	94 57%	100 58%	32 53%	101 63%	35 64%	63 63%	27 53%	77 77%	118 54%
FLEXIBLE SHIFTS AND WORK SCHEDULES	200 50%	93 53%	75 47%	40 53%	42 65%	30 48%	22 45%	19 44%	19 45%	104 48%	44 49%	26 56%	23 61%	86 53%	80 46%	32 53%	88 55%	31 57%	74 74%	32 63%	63 63%	90 41%
INDUSTRY LEADER	171 43%	79 46%	61 37%	28 37%	36 55%	25 40%	20 42%	23 52%	22 54%	80 36%	44 49%	24 52%	20 52%	74 45%	72 42%	24 40%	79 49%	22 41%	47 47%	19 37%	57 57%	94 43%
CAREER GROWTH	171 43%	80 46%	63 39%	35 47%	33 52%	29 46%	26 54%	20 46%	17 42%	76 35%	40 44%	30 66%	22 59%	76 46%	72 42%	23 37%	86 53%	22 41%	51 51%	18 35%	51 51%	98 45%
GREAT BENEFITS	160 40%	85 49%	56 35%	30 40%	34 53%	21 33%	23 49%	10 24%	15 37%	64 29%	44 49%	28 60%	20 54%	71 44%	74 43%	15 25%	88 55%	27 49%	34 34%	18 35%	53 53%	83 38%
OTHER	21 5%	12 7%	4 3%	4 5%	1 2%	5 8%	3 6%	2 5%	3 6%	9 4%	4 5%	5 11%	3 8%	8 5%	11 6%	3 5%	12 8%	1 2%	6 6%	- -	3 3%	18 8%
DON'T KNOW	9 2%	3 2%	2 1%	1 1%	- -	1 2%	1 2%	- -	- -	5 2%	2 2%	- -	1 2%	5 3%	3 2%	- -	3 2%	3 5%	4 4%	- -	4 4%	3 1%
REFUSED	3 1%	- -	3 2%	1 1%	- -	- -	- -	- -	- -	2 1%	1 1%	- -	- -	- -	1 1%	1 2%	1 1%	- -	- -	1 2%	1 1%	2 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							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
COMPETITIVE SALARY	233 58%	168 72%	233 100%	175 78%	131 66%	125 73%	137 80%	138 86%	119 68%	103 52%	125 67%	95 50%	119 69%	109 50%	50 67%	159 56%	80 71%	61 47%	92 58%
WORK-LIFE BALANCE	232 58%	232 100%	168 72%	165 73%	143 71%	133 78%	131 77%	130 81%	111 64%	107 54%	121 65%	96 51%	116 67%	112 52%	45 60%	162 58%	75 67%	64 50%	94 59%
SAFE WORK ENVIRONMENT	225 56%	165 71%	175 75%	225 100%	139 70%	132 77%	137 81%	130 81%	103 59%	107 54%	112 60%	96 51%	106 61%	113 52%	45 61%	157 56%	68 61%	67 52%	91 57%
FLEXIBLE SHIFTS AND WORK SCHEDULES	200 50%	143 61%	131 56%	139 62%	200 100%	109 64%	115 67%	103 64%	88 50%	99 50%	101 54%	86 46%	89 52%	107 49%	34 46%	143 51%	61 55%	64 50%	75 47%
INDUSTRY LEADER	171 43%	133 57%	125 54%	132 59%	109 54%	171 100%	115 68%	109 68%	90 51%	69 35%	105 56%	52 28%	99 57%	69 32%	37 49%	116 41%	66 59%	34 26%	70 44%
CAREER GROWTH	171 43%	131 57%	137 59%	137 61%	115 57%	115 68%	171 100%	107 67%	86 49%	72 36%	106 57%	53 28%	97 56%	72 33%	39 52%	112 40%	62 56%	34 26%	75 47%
GREAT BENEFITS	160 40%	130 56%	138 59%	130 58%	103 52%	109 64%	107 63%	160 100%	89 51%	63 32%	98 53%	51 27%	92 54%	66 30%	41 55%	104 37%	67 60%	34 26%	59 37%
OTHER	21 5%	7 3%	5 2%	10 4%	6 3%	8 5%	7 4%	8 5%	9 5%	12 6%	10 5%	10 5%	9 5%	12 6%	4 6%	15 5%	5 4%	6 5%	10 6%
DON'T KNOW	9 2%	-	-	-	-	-	-	-	3 2%	4 2%	2 1%	6 3%	1 -	7 3%	-	7 2%	1 1%	3 2%	5 3%
REFUSED	3 1%	-	-	-	-	-	-	-	2 1%	-	1 -	2 1%	1 1%	2 1%	1 2%	2 1%	1 1%	-	2 1%

Table 32-6

QUESTION 27:

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

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
WORK-LIFE BALANCE	209 68%	33 61%	34 68%	36 71%	30 59%	34 69%	42 84%
SAFE WORK ENVIRONMENT	201 66%	35 64%	34 68%	29 57%	27 53%	36 73%	41 82%
FLEXIBLE SHIFTS AND WORK SCHEDULES	200 66%	31 57%	40 80%	34 68%	32 63%	30 61%	33 66%
COMPETITIVE SALARY	196 64%	35 66%	26 52%	32 64%	32 63%	32 65%	38 76%
INDUSTRY LEADER	145 47%	22 41%	22 44%	25 50%	19 37%	26 53%	30 61%
CAREER GROWTH	142 46%	22 41%	24 48%	27 54%	18 35%	21 41%	30 61%
GREAT BENEFITS	132 43%	27 49%	16 32%	18 36%	18 35%	22 43%	32 63%
OTHER	10 3%	1 2%	4 8%	2 4%	- -	2 4%	1 3%
DON'T KNOW	10 3%	3 5%	- -	4 7%	- -	4 8%	- -
REFUSED	2 1%	- -	- -	- -	1 2%	- -	1 3%

Table 33-1
 QUESTION 28:
 On a different topic, does your company's senior leadership have an exit or succession plan?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (YES - NO)	-23 -6%	-	5 6%	-22 -46%	-1 -3%	-6 -7%	6 3%	-29 -17%	-57 -43%	-6 -5%	40 45%	-65 -32%	6 5%	32 58%	-2 -5%	-1 -4%	-	-1 -3%	-18 -28%	-5 -2%	-38 -25%	5 7%	-3 -13%	7 9%
YES	175 44%	64 46%	43 50%	11 23%	20 45%	37 45%	107 47%	67 39%	37 28%	53 46%	60 67%	67 33%	59 49%	39 71%	21 47%	18 47%	21 46%	15 47%	22 35%	144 46%	56 37%	42 53%	7 30%	37 48%
NO	198 49%	64 46%	38 43%	33 69%	21 48%	42 51%	101 45%	96 55%	95 70%	59 51%	20 22%	131 64%	53 44%	7 13%	24 51%	19 51%	22 47%	16 49%	40 63%	150 48%	95 62%	37 47%	10 42%	30 39%
DON'T KNOW/NOT SURE	28 7%	12 9%	6 7%	4 8%	3 7%	3 4%	18 8%	10 6%	3 2%	4 3%	10 11%	6 3%	8 7%	9 16%	1 2%	1 3%	4 8%	1 4%	2 3%	19 6%	3 2%	-	7 28%	10 13%

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (YES - NO)	-23	14	-18	-4	-21	-5	3	-19	5	-21	-2	13	-7	-28	4	-11	-21	-13	7	-17	-24	-59	11	21
	-6%	8%	-11%	-1%	-42%	-8%	2%	-15%	8%	-11%	-2%	11%	-7%	-17%	4%	-11%	-11%	-10%	8%	-10%	-41%	-18%	46%	67%
YES	175	87	70	157	15	29	85	53	28	83	63	63	45	62	49	44	76	55	46	73	15	126	16	23
	44%	49%	43%	46%	29%	42%	48%	40%	49%	42%	47%	51%	44%	39%	47%	42%	41%	42%	51%	41%	27%	39%	66%	75%
NO	198	73	88	161	36	34	82	72	23	104	66	49	52	90	45	55	96	68	39	90	39	184	5	2
	49%	41%	54%	47%	71%	50%	46%	54%	41%	53%	48%	40%	52%	56%	43%	53%	53%	52%	44%	51%	68%	57%	20%	7%
DON'T KNOW/NOT SURE	28	19	6	25	-	6	12	8	6	10	7	12	4	9	11	5	11	8	4	13	3	14	3	6
	7%	10%	4%	7%	-	8%	7%	6%	10%	5%	5%	10%	4%	5%	11%	5%	6%	6%	5%	8%	5%	4%	14%	18%

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

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (YES - NO)	-23 -6%	-9 -3%	-14 -14%	-1 -1%	-14 -19%	-1 -1%	-10 -12%	-	1 -	-21 -14%	3 2%	-11 -6%	-8 -2%	-19 -35%	9 6%	-12 -10%	-24 -19%	7 11%	-1 -2%	-9 -16%	-4 -11%	-4 -16%	-32 -11%	6 6%
YES	175 44%	137 46%	37 37%	36 43%	28 38%	65 48%	32 41%	40 45%	67 48%	62 40%	71 46%	83 44%	154 45%	17 31%	77 49%	50 40%	44 36%	33 53%	25 46%	23 40%	14 43%	9 39%	119 41%	51 50%
NO	198 49%	146 49%	51 51%	37 44%	42 57%	66 49%	42 54%	40 45%	66 47%	84 54%	68 45%	94 50%	162 47%	35 67%	69 44%	63 50%	68 55%	26 42%	26 48%	32 57%	17 54%	13 55%	151 52%	45 44%
DON'T KNOW/NOT SURE	28 7%	15 5%	13 12%	10 12%	3 4%	4 3%	4 5%	8 10%	7 5%	9 6%	14 9%	12 6%	26 8%	1 2%	11 7%	12 9%	11 9%	3 5%	3 6%	2 3%	1 3%	1 5%	22 7%	6 6%

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

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION		NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (YES - NO)	-23 -6%	6 3%	-23 -14%	-7 -10%	11 17%	-20 -32%	3 5%	-16 -38%	-1 -2%	-50 -23%	16 18%	16 35%	-5 -12%	-15 -9%	1 -	-8 -13%	22 14%	-9 -16%	-12 -12%	-6 -12%	-4 -4%	7 3%
YES	175 44%	84 48%	61 38%	32 42%	37 57%	19 30%	23 49%	11 27%	20 48%	79 36%	48 53%	30 64%	16 41%	69 42%	81 47%	24 39%	86 53%	21 39%	42 42%	21 41%	45 45%	104 47%
NO	198 49%	79 45%	85 52%	39 52%	26 40%	39 62%	21 43%	28 65%	21 50%	129 59%	32 36%	13 29%	20 54%	84 51%	81 47%	32 53%	64 39%	30 56%	54 54%	27 53%	49 49%	97 44%
DON'T KNOW/NOT SURE	28 7%	11 6%	16 10%	5 6%	2 3%	5 9%	4 8%	4 9%	1 3%	12 5%	10 11%	3 7%	2 5%	11 7%	9 6%	5 8%	12 8%	3 5%	4 4%	3 6%	4 4%	18 8%
REFUSED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 1%	-

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

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCCL PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (YES - NO)	-23 -6%	4 2%	16 7%	-4 -2%	-11 -6%	21 12%	14 8%	27 17%	175 100%	-198 -100%	50 27%	-73 -39%	35 20%	-63 -29%	17 23%	-43 -15%	112 100%	-129 -100%	-6 -4%
YES	175 44%	111 48%	119 51%	103 46%	88 44%	90 53%	86 50%	89 56%	175 100%	- -	112 60%	56 30%	95 55%	73 34%	43 57%	115 41%	112 100%	- -	63 39%
NO	198 49%	107 46%	103 44%	107 47%	99 50%	69 40%	72 42%	63 39%	- -	198 100%	62 33%	129 69%	60 35%	137 63%	25 34%	158 56%	- -	129 100%	69 43%
DON'T KNOW/NOT SURE	28 7%	14 6%	11 5%	16 7%	13 6%	12 7%	13 8%	8 5%	- -	- -	12 7%	3 1%	18 10%	8 4%	6 9%	9 3%	- -	- -	28 17%

Table 33-6
 QUESTION 28:
 On a different topic, does your company's senior leadership have an exit or succession plan?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-31 -10%	-9 -16%	4 8%	-16 -32%	-6 -12%	4 8%	-8 -16%
YES	130 42%	21 39%	26 52%	16 32%	21 41%	25 51%	20 39%
NO	160 53%	30 56%	22 44%	32 64%	27 53%	22 43%	28 55%
DON'T KNOW/NOT SURE	14 4%	3 5%	2 4%	2 4%	3 6%	3 6%	1 3%
REFUSED	1 -	- -	- -	- -	- -	- -	1 3%

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 COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (YES - NO)	-2 -	10 7%	-2 -2%	-1 -3%	-1 -2%	-8 -10%	9 4%	-11 -6%	-55 -41%	11 10%	42 47%	-44 -22%	15 13%	27 48%	5 11%	-4 -12%	9 19%	2 6%	8 13%	-13 -4%	-46 -30%	11 14%	7 29%	13 16%
YES	186 47%	72 52%	38 44%	21 44%	19 45%	35 43%	110 49%	76 44%	38 28%	62 53%	64 71%	76 37%	63 53%	39 70%	24 52%	16 42%	27 58%	16 50%	35 54%	140 45%	52 34%	44 56%	14 62%	40 51%
NO	188 47%	62 44%	40 46%	23 47%	20 47%	43 53%	102 45%	86 50%	93 69%	50 43%	22 24%	120 59%	48 40%	12 22%	19 41%	21 53%	18 40%	14 44%	27 42%	153 49%	98 64%	33 42%	8 33%	27 35%
DON'T KNOW/NOT SURE	26 7%	5 4%	9 11%	4 9%	3 8%	4 5%	14 6%	12 7%	4 3%	4 3%	4 5%	9 4%	9 8%	5 9%	3 7%	2 5%	1 2%	2 6%	2 4%	20 7%	4 3%	2 2%	1 6%	10 13%
STRAT+SUCC BOTH	112 28%	44 32%	27 32%	7 15%	13 30%	20 25%	72 32%	40 23%	18 13%	35 30%	46 51%	37 18%	39 33%	30 54%	12 26%	12 30%	17 36%	11 34%	16 25%	89 28%	29 19%	31 39%	5 21%	25 32%
STRAT+SUCC NEITHER	129 32%	41 30%	25 29%	21 43%	13 31%	29 35%	66 29%	63 36%	72 53%	35 30%	8 9%	91 44%	30 25%	4 7%	11 23%	15 39%	13 29%	10 31%	21 33%	102 33%	72 47%	22 28%	4 19%	17 21%
REST	159 40%	54 38%	34 40%	20 42%	17 39%	33 40%	88 39%	71 41%	45 34%	46 40%	37 41%	77 38%	51 42%	22 40%	23 51%	12 31%	16 35%	11 35%	27 42%	122 39%	53 35%	26 33%	14 59%	36 46%

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	INCR- EASE	DECR- EASE	SAME	3/3	UNDER 50	51- 100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (YES - NO)	-2	42	-29	13	-18	16	-10	-8	19	-27	2	22	-12	-18	26	-17	-18	6	9	-18	-32	-29	10	16
	-	24%	-18%	4%	-36%	24%	-6%	-6%	34%	-14%	2%	18%	-11%	-11%	25%	-16%	-10%	4%	10%	-10%	-56%	-9%	43%	52%
YES	186	101	65	166	16	40	79	59	34	82	65	65	43	69	61	42	76	65	48	73	12	139	16	22
	47%	57%	40%	48%	31%	58%	44%	45%	59%	42%	48%	53%	43%	43%	58%	41%	42%	49%	53%	41%	20%	43%	67%	72%
NO	188	59	94	153	34	23	89	68	15	110	63	43	55	87	35	59	94	59	38	91	44	167	6	6
	47%	33%	58%	45%	67%	34%	49%	51%	26%	55%	46%	35%	54%	54%	33%	57%	51%	45%	43%	51%	77%	52%	24%	20%
DON'T KNOW/NOT SURE	26	19	5	23	1	5	12	6	8	6	8	15	3	6	10	3	13	7	3	13	2	18	2	2
	7%	11%	3%	7%	2%	8%	7%	4%	15%	3%	6%	12%	3%	4%	9%	3%	7%	6%	3%	7%	3%	6%	9%	8%
STRAT+SUCCESS BOTH	112	65	36	102	8	25	47	34	20	48	44	45	25	37	35	25	47	33	31	47	5	76	13	17
	28%	37%	22%	30%	15%	37%	26%	26%	35%	24%	33%	36%	25%	23%	33%	24%	26%	25%	35%	27%	9%	23%	52%	55%
STRAT+SUCCESS NEITHER	129	41	62	102	27	20	52	51	8	75	46	30	34	62	23	39	67	40	24	66	33	121	4	-
	32%	23%	37%	30%	54%	29%	29%	39%	13%	38%	34%	24%	34%	38%	22%	38%	36%	31%	27%	37%	57%	37%	15%	-
REST	159	73	67	140	16	23	81	47	29	75	46	49	41	62	47	40	69	58	34	64	20	127	8	14
	40%	41%	41%	41%	31%	34%	45%	35%	51%	38%	34%	40%	41%	38%	45%	39%	38%	44%	38%	36%	34%	39%	33%	45%

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

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (YES - NO)	-2 -	6 2%	-8 -8%	8 9%	3 4%	8 6%	-25 -32%	2 2%	5 4%	-10 -6%	9 6%	9 5%	18 5%	-23 -43%	25 16%	-5 -4%	-21 -17%	9 15%	-7 -13%	-10 -17%	-1 -4%	7 30%	-4 -1%	1 1%
YES	186 47%	147 49%	39 38%	42 50%	34 47%	69 51%	25 32%	40 46%	69 50%	70 45%	73 48%	96 51%	169 49%	14 27%	88 56%	54 44%	45 36%	34 55%	22 41%	22 39%	14 44%	15 62%	133 46%	48 47%
NO	188 47%	141 47%	46 46%	34 41%	32 43%	61 45%	50 64%	39 44%	64 46%	79 51%	64 42%	87 46%	151 44%	37 70%	64 41%	59 48%	66 54%	25 40%	29 54%	32 57%	15 48%	8 32%	138 47%	48 47%
DON'T KNOW/NOT SURE	26 7%	10 3%	16 16%	8 9%	7 10%	5 4%	3 4%	9 10%	6 5%	6 4%	16 11%	6 3%	23 7%	2 3%	5 3%	11 9%	12 10%	3 5%	3 6%	2 4%	3 9%	1 5%	20 7%	6 6%
STRAT+SUCC BOTH	112 28%	91 30%	21 21%	24 28%	19 26%	43 32%	16 21%	25 28%	44 32%	38 25%	45 30%	56 29%	101 30%	8 15%	56 36%	31 25%	27 22%	23 37%	12 23%	14 24%	6 19%	8 35%	75 26%	33 33%
STRAT+SUCC NEITHER	129 32%	97 32%	32 32%	24 28%	25 34%	42 31%	32 42%	25 28%	42 30%	58 38%	42 27%	59 31%	101 29%	28 53%	44 28%	40 32%	49 40%	15 24%	17 32%	22 39%	10 30%	7 28%	97 33%	30 29%
REST	159 40%	111 37%	48 47%	37 44%	29 40%	50 37%	29 37%	38 43%	54 38%	58 38%	66 43%	74 39%	140 41%	17 32%	56 36%	54 43%	46 38%	23 38%	24 45%	21 37%	16 51%	9 37%	119 41%	39 38%

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 +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
**D/S (YES - NO)	-2 -	14 8%	-13 -8%	11 15%	15 23%	-11 -17%	7 14%	-5 -12%	2 4%	-54 -25%	27 30%	14 31%	14 37%	-2 -1%	15 9%	-13 -22%	49 30%	-12 -21%	-11 -11%	-5 -10%	3 3%	12 6%	
YES	186 47%	89 51%	68 42%	41 54%	39 61%	24 38%	26 55%	18 41%	21 50%	74 34%	55 62%	30 64%	25 66%	78 48%	86 50%	21 35%	102 63%	19 34%	42 42%	21 41%	50 50%	108 50%	
NO	188 47%	75 43%	81 50%	29 39%	24 38%	34 54%	19 41%	23 53%	19 45%	128 58%	29 32%	16 33%	11 29%	80 49%	71 42%	34 57%	53 33%	30 56%	53 53%	26 51%	48 48%	96 44%	
DON'T KNOW/NOT SURE	26 7%	9 5%	13 8%	5 7%	1 2%	5 8%	2 4%	2 6%	2 5%	18 8%	5 6%	1 2%	2 5%	6 4%	14 8%	5 8%	6 4%	5 10%	5 5%	4 8%	2 2%	14 6%	
STRAT+SUCC BOTH	112 28%	60 34%	34 21%	21 27%	28 44%	11 17%	17 36%	6 13%	12 28%	43 19%	35 39%	20 42%	14 37%	46 28%	53 31%	13 22%	63 39%	9 16%	30 31%	13 25%	29 29%	70 32%	
STRAT+SUCC NEITHER	129 32%	53 30%	54 33%	19 25%	16 25%	26 42%	13 28%	17 40%	12 28%	93 43%	17 19%	6 14%	9 25%	57 35%	47 28%	24 40%	32 20%	20 38%	43 43%	18 35%	32 32%	63 29%	
REST	159 40%	61 35%	74 46%	36 48%	20 32%	26 42%	17 37%	20 47%	19 44%	84 38%	38 42%	20 44%	15 39%	62 38%	71 41%	23 37%	66 41%	25 46%	26 27%	20 39%	40 40%	86 39%	

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

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (YES - NO)	-2 -	25 11%	31 13%	16 7%	14 7%	52 31%	53 31%	47 29%	56 32%	-68 -34%	186 100%	-188 -100%	87 51%	-94 -43%	29 39%	-44 -15%	112 100%	-129 -100%	15 10%
YES	186 47%	121 52%	125 54%	112 50%	101 50%	105 61%	106 62%	98 61%	112 64%	62 31%	186 100%	- -	123 71%	57 26%	50 66%	116 41%	112 100%	- -	74 47%
NO	188 47%	96 41%	95 41%	96 43%	86 43%	52 31%	53 31%	51 32%	56 32%	129 65%	- -	188 100%	36 21%	151 70%	20 27%	160 57%	- -	129 100%	59 37%
DON'T KNOW/NOT SURE	26 7%	16 7%	12 5%	17 8%	13 6%	13 8%	11 7%	11 7%	7 4%	7 4%	- -	- -	14 8%	9 4%	5 7%	7 2%	- -	- -	26 16%
STRAT+SUCC BOTH	112 28%	75 32%	80 34%	68 30%	61 31%	66 39%	62 37%	67 42%	112 64%	- -	112 60%	- -	76 44%	31 14%	33 45%	68 24%	112 100%	- -	- -
STRAT+SUCC NEITHER	129 32%	64 28%	61 26%	67 30%	64 32%	34 20%	34 20%	34 21%	- -	129 65%	- -	129 69%	19 11%	110 50%	10 14%	114 40%	- -	129 100%	- -
REST	159 40%	94 40%	92 39%	91 40%	75 37%	70 41%	75 44%	59 37%	63 36%	69 35%	74 40%	59 31%	77 45%	76 35%	31 42%	100 35%	- -	- -	159 100%

Table 34-6
 QUESTION 29:
 On a different topic, does your company have a formal strategic plan?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-24 -8%	-12 -21%	-2 -4%	-9 -18%	-5 -10%	3 6%	- -
YES	132 43%	19 34%	24 48%	18 36%	21 41%	25 51%	25 50%
NO	156 51%	30 56%	26 52%	27 54%	26 51%	23 45%	25 50%
DON'T KNOW/NOT SURE	17 5%	5 10%	- -	5 11%	4 8%	2 4%	- -
STRAT+SUCC BOTH	81 27%	9 16%	18 36%	12 25%	13 25%	17 33%	12 24%
STRAT+SUCC NEITHER	113 37%	20 38%	18 36%	25 50%	18 35%	15 29%	17 34%
REST	111 36%	25 46%	14 28%	12 25%	20 39%	19 37%	21 42%

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	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=YES Q.29	186 100%	72 39%	38 20%	21 11%	19 10%	35 19%	110 59%	76 41%	38 20%	62 33%	64 34%	76 41%	63 34%	39 21%	24 13%	16 9%	27 15%	16 9%	35 19%	140 75%	52 28%	44 24%	14 8%	40 21%
**D/S (YES - NO)	115 62%	41 56%	23 59%	17 82%	11 58%	23 66%	63 57%	52 68%	25 67%	30 49%	52 81%	44 58%	33 53%	34 88%	7 29%	11 67%	22 81%	16 100%	21 59%	89 64%	32 62%	25 55%	13 91%	16 40%
YES	149 80%	55 76%	30 78%	19 91%	15 79%	29 83%	85 77%	64 84%	31 84%	46 74%	57 90%	60 79%	48 76%	35 91%	15 64%	13 83%	24 88%	16 100%	28 80%	113 81%	42 81%	34 78%	13 91%	27 69%
NO	34 18%	15 20%	7 19%	2 9%	4 21%	6 17%	22 20%	12 16%	6 16%	16 26%	6 9%	16 21%	14 23%	1 3%	9 36%	3 17%	2 7%	-	7 20%	24 17%	10 19%	10 22%	-	11 29%
DON'T KNOW/NOT SURE	3 2%	2 3%	1 3%	-	-	-	3 3%	-	-	-	1 2%	-	1 2%	2 6%	-	-	1 4%	-	-	2 2%	-	-	1 9%	1 3%

BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (YES - NO)	115 29%	41 29%	23 26%	17 36%	11 26%	23 28%	63 28%	52 30%	25 19%	30 26%	52 58%	44 22%	33 28%	34 61%	7 15%	11 28%	22 47%	16 50%	21 32%	89 28%	32 21%	25 31%	13 56%	16 21%
YES	149 37%	55 40%	30 34%	19 40%	15 35%	29 35%	85 38%	64 37%	31 23%	46 39%	57 64%	60 29%	48 40%	35 63%	15 33%	13 35%	24 52%	16 50%	28 43%	113 36%	42 27%	34 44%	13 56%	27 35%
NO	34 8%	15 11%	7 8%	2 4%	4 9%	6 7%	22 10%	12 7%	6 5%	16 14%	6 6%	16 8%	14 12%	1 2%	9 18%	3 7%	2 4%	-	7 11%	24 8%	10 6%	10 13%	-	11 15%
DON'T KNOW/NOT SURE	3 1%	2 2%	1 1%	-	-	-	3 2%	-	-	-	1 1%	-	1 1%	2 4%	-	-	1 2%	-	-	2 1%	-	-	1 5%	1 1%

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

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
					16																				
BASE=YES Q.29	186	101	65	166	16	40	79	59	34	82	65	65	43	69	61	42	76	65	48	73	12	139	16	22	
	100%	54%	35%	89%	8%	21%	42%	32%	18%	44%	35%	35%	23%	37%	33%	23%	41%	35%	26%	39%	6%	75%	9%	12%	
**D/S (YES - NO)	115	61	44	105	7	30	48	34	25	52	35	39	23	46	42	18	50	47	32	35	7	77	16	18	
	62%	60%	68%	63%	45%	75%	61%	58%	75%	63%	54%	60%	53%	66%	68%	43%	66%	72%	68%	48%	62%	56%	100%	79%	
YES	149	80	55	135	11	35	63	46	29	66	50	52	32	57	51	29	63	56	39	53	9	107	16	19	
	80%	79%	84%	81%	73%	88%	80%	77%	86%	81%	76%	79%	74%	83%	84%	69%	82%	86%	82%	73%	81%	77%	100%	84%	
NO	34	19	11	30	4	5	15	11	4	15	14	12	9	12	10	11	13	9	7	18	2	30	-	1	
	18%	19%	16%	18%	27%	12%	19%	19%	11%	18%	22%	19%	21%	17%	16%	26%	16%	14%	14%	25%	19%	22%	-	5%	
DON'T KNOW/NOT SURE	3	2	-	2	-	-	1	2	1	1	1	1	2	-	-	2	1	-	2	1	-	1	-	2	
	2%	2%	-	1%	-	-	1%	4%	3%	2%	2%	2%	6%	-	-	6%	1%	-	5%	2%	-	1%	-	11%	

BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31	
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%	
**D/S (YES - NO)	115	61	44	105	7	30	48	34	25	52	35	39	23	46	42	18	50	47	32	35	7	77	16	18	
	29%	34%	27%	31%	14%	44%	27%	26%	44%	26%	26%	32%	23%	28%	40%	17%	27%	36%	36%	20%	13%	24%	67%	57%	
YES	149	80	55	135	11	35	63	46	29	66	50	52	32	57	51	29	63	56	39	53	9	107	16	19	
	37%	45%	33%	39%	22%	51%	35%	34%	51%	34%	37%	42%	32%	36%	49%	28%	34%	43%	44%	30%	16%	33%	67%	61%	
NO	34	19	11	30	4	5	15	11	4	15	14	12	9	12	10	11	13	9	7	18	2	30	-	1	
	8%	11%	6%	9%	8%	7%	8%	8%	7%	7%	11%	10%	9%	7%	9%	10%	7%	7%	7%	10%	4%	9%	-	4%	
DON'T KNOW/NOT SURE	3	2	-	2	-	-	1	2	1	1	1	1	2	-	-	2	1	-	2	1	-	1	-	2	
	1%	1%	-	1%	-	-	1%	2%	2%	1%	1%	1%	2%	-	-	2%	1%	-	2%	1%	-	-	-	8%	

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

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA- -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=YES Q.29	186 100%	147 79%	39 21%	42 23%	34 18%	69 37%	25 13%	40 22%	69 37%	70 37%	73 39%	96 51%	169 91%	14 8%	88 48%	54 29%	45 24%	34 18%	22 12%	22 12%	14 8%	15 8%	133 72%	48 26%
**D/S (YES - NO)	115 62%	91 62%	24 62%	26 61%	27 78%	45 65%	10 39%	22 53%	47 68%	43 62%	49 68%	55 57%	104 62%	8 54%	58 66%	24 45%	24 54%	24 73%	18 84%	9 42%	4 28%	12 76%	82 61%	32 65%
YES	149 80%	118 80%	31 80%	33 79%	30 89%	56 82%	17 70%	31 77%	57 82%	56 80%	60 82%	75 78%	135 80%	11 77%	72 81%	39 71%	34 76%	29 86%	20 92%	15 69%	9 64%	13 88%	106 79%	40 83%
NO	34 18%	27 18%	7 17%	8 18%	4 11%	11 17%	8 30%	9 23%	10 15%	13 18%	11 15%	20 21%	31 18%	3 23%	13 15%	14 26%	10 22%	5 14%	2 8%	6 26%	5 36%	2 12%	24 18%	8 17%
DON'T KNOW/NOT SURE	3 2%	2 1%	1 3%	1 2%	- -	1 2%	- -	- -	2 3%	1 2%	2 3%	1 1%	3 2%	- -	3 4%	1 2%	1 2%	- -	- -	1 5%	- -	- -	3 3%	- -

BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (YES - NO)	115 29%	91 30%	24 24%	26 31%	27 36%	45 33%	10 12%	22 24%	47 34%	43 28%	49 32%	55 29%	104 30%	8 15%	58 37%	24 19%	24 20%	24 40%	18 34%	9 17%	4 12%	12 48%	82 28%	32 31%
YES	149 37%	118 39%	31 31%	33 40%	30 42%	56 42%	17 22%	31 35%	57 41%	56 36%	60 39%	75 39%	135 39%	11 21%	72 46%	39 31%	34 28%	29 48%	20 37%	15 27%	9 28%	13 55%	106 36%	40 39%
NO	34 8%	27 9%	7 7%	8 9%	4 5%	11 8%	8 10%	9 11%	10 7%	13 8%	11 7%	20 11%	31 9%	3 6%	13 8%	14 12%	10 8%	5 8%	2 3%	6 10%	5 16%	2 7%	24 8%	8 8%
DON'T KNOW/NOT SURE	3 1%	2 1%	1 1%	1 1%	- -	1 1%	- -	- -	2 2%	1 1%	2 1%	1 1%	3 1%	- -	3 2%	1 1%	1 1%	- -	- -	1 2%	- -	- -	3 1%	- -

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 +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE		
BASE=YES Q.29	186 100%	89 48%	68 37%	41 22%	39 21%	24 13%	26 14%	18 10%	21 11%	74 40%	55 30%	30 16%	25 13%	78 42%	86 46%	21 11%	102 55%	19 16%	42 36%	21 18%	50 44%	108 58%		
**D/S (YES - NO)	115 62%	55 61%	41 61%	30 73%	25 64%	24 100%	14 55%	16 89%	8 40%	42 57%	40 71%	20 66%	12 47%	53 68%	48 56%	12 59%	69 67%	10 52%	31 73%	13 62%	31 62%	61 56%		
YES	149 80%	71 80%	54 79%	35 86%	31 81%	24 100%	20 77%	17 95%	15 70%	58 78%	47 85%	24 79%	18 73%	65 83%	66 77%	17 79%	84 82%	14 76%	36 87%	17 81%	41 81%	83 77%		
NO	34 18%	17 19%	12 18%	6 14%	6 16%	-	6 23%	1 5%	6 30%	16 22%	7 13%	4 13%	7 27%	12 15%	18 21%	4 21%	15 15%	4 24%	6 13%	4 19%	10 19%	22 20%		
DON'T KNOW/NOT SURE	3 2%	1 1%	2 3%	-	1 3%	-	-	-	-	-	1 2%	2 8%	-	1 1%	2 3%	-	3 3%	-	-	-	-	3 3%		

BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%		
**D/S (YES - NO)	115 29%	55 31%	41 25%	30 39%	25 39%	24 38%	14 30%	16 37%	8 20%	42 19%	40 44%	20 43%	12 31%	53 32%	48 28%	12 20%	69 42%	10 18%	31 31%	13 25%	31 31%	61 28%		
YES	149 37%	71 41%	54 33%	35 47%	31 49%	24 38%	20 43%	17 39%	15 35%	58 26%	47 52%	24 51%	18 48%	65 40%	66 39%	17 28%	84 52%	14 26%	36 36%	17 33%	41 41%	83 38%		
NO	34 8%	17 10%	12 8%	6 7%	6 10%	-	6 13%	1 2%	6 15%	16 7%	7 8%	4 8%	7 18%	12 7%	18 10%	4 7%	15 9%	4 8%	6 6%	4 8%	10 10%	22 10%		
DON'T KNOW/NOT SURE	3 1%	1 1%	2 1%	-	1 2%	-	-	-	-	-	1 1%	2 5%	-	1 1%	2 1%	-	3 2%	-	-	-	-	3 2%		

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

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BASE=YES Q.29	186 100%	121 65%	125 67%	112 60%	101 54%	105 56%	106 57%	98 53%	112 60%	62 33%	186 100%	-	123 66%	57 31%	50 27%	116 62%	112 60%	-	74 40%
**D/S (YES - NO)	115 62%	80 66%	70 56%	63 56%	55 55%	69 65%	62 59%	59 60%	72 65%	35 57%	115 62%	-	85 69%	31 55%	29 59%	73 63%	72 65%	-	42 57%
YES	149 80%	99 82%	97 77%	86 77%	77 76%	86 82%	83 78%	78 79%	92 82%	48 78%	149 80%	-	103 83%	44 77%	39 78%	94 81%	92 82%	-	57 77%
NO	34 18%	19 16%	26 21%	23 21%	22 21%	17 16%	21 19%	19 19%	19 17%	13 20%	34 18%	-	18 15%	13 23%	10 20%	22 19%	19 17%	-	15 20%
DON'T KNOW/NOT SURE	3 2%	2 2%	2 2%	2 2%	2 2%	2 2%	2 2%	1 1%	1 1%	1 2%	3 2%	-	2 2%	-	1 2%	-	1 1%	-	2 3%

BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (YES - NO)	115 29%	80 34%	70 30%	63 28%	55 28%	69 40%	62 37%	59 37%	72 41%	35 18%	115 62%	-	85 49%	31 14%	29 39%	73 26%	72 65%	-	42 27%
YES	149 37%	99 43%	97 42%	86 38%	77 38%	86 50%	83 49%	78 49%	92 53%	48 24%	149 80%	-	103 59%	44 20%	39 52%	94 33%	92 82%	-	57 36%
NO	34 8%	19 8%	26 11%	23 10%	22 11%	17 10%	21 12%	19 12%	19 11%	13 6%	34 18%	-	18 11%	13 6%	10 13%	22 8%	19 17%	-	15 9%
DON'T KNOW/NOT SURE	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 1%	1 1%	1 1%	3 2%	-	2 1%	-	1 2%	-	1 1%	-	2 2%

Table 35-6
 QUESTION 29B:
 And, have you conducted strategic planning within the last 12 months?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=YES Q.29	132 100%	19 100%	24 100%	18 100%	21 100%	25 100%	25 100%
**D/S (YES - NO)	85 64%	10 52%	20 83%	11 60%	13 62%	20 77%	12 47%
YES	108 82%	14 76%	22 92%	14 80%	17 81%	23 88%	18 74%
NO	24 18%	4 24%	2 8%	4 20%	4 19%	3 12%	7 26%

BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	85 28%	10 18%	20 40%	11 21%	13 25%	20 39%	12 24%
YES	108 36%	14 26%	22 44%	14 29%	17 33%	23 45%	18 37%
NO	24 8%	4 8%	2 4%	4 7%	4 8%	3 6%	7 13%

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	\$1 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118 29%	34 24%	23 27%	21 44%	17 40%	23 27%	57 25%	61 35%	19 14%	35 30%	45 49%	41 20%	35 30%	35 63%	15 34%	11 28%	16 33%	8 26%	22 34%	89 28%	34 22%	24 31%	6 26%	24 31%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	33 8%	19 14%	3 3%	- -	2 4%	9 11%	22 10%	11 6%	7 5%	13 11%	7 8%	13 6%	13 11%	5 9%	4 9%	3 8%	5 10%	2 6%	6 9%	22 7%	7 5%	9 11%	6 24%	8 10%
OUR COMPANY HAS SOME IDEAS.	73 18%	25 18%	17 19%	8 16%	9 22%	14 18%	42 18%	32 18%	24 18%	24 20%	18 20%	36 18%	28 23%	7 13%	8 17%	10 25%	9 19%	4 11%	10 15%	61 20%	24 16%	13 17%	5 20%	18 23%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	114 28%	40 29%	32 37%	11 23%	7 17%	23 28%	72 32%	42 24%	53 40%	31 26%	20 22%	67 33%	37 31%	6 11%	11 25%	11 29%	12 26%	8 25%	18 28%	92 30%	54 35%	25 32%	3 11%	16 21%
OTHER	15 4%	5 3%	6 7%	1 2%	2 4%	2 2%	11 5%	5 3%	6 5%	6 6%	- -	13 7%	2 2%	- -	3 6%	3 7%	1 2%	2 7%	3 5%	12 4%	9 6%	1 2%	- -	5 7%
DON'T KNOW/NOT SURE	20 5%	9 7%	3 3%	3 6%	3 6%	2 3%	12 5%	8 5%	9 6%	4 3%	- -	11 6%	4 3%	2 4%	4 8%	- -	- -	2 8%	2 3%	16 5%	10 6%	2 2%	2 9%	2 3%
REFUSED	3 1%	1 1%	- -	- -	1 3%	1 1%	1 1%	2 1%	- -	1 1%	- -	1 -	- -	- -	- -	- -	- -	- -	- -	1 -	1 1%	1 1%	1 5%	- -
DON'T HAVE A PLAN	23 6%	6 5%	3 4%	4 8%	2 4%	8 10%	10 4%	14 8%	16 12%	3 2%	1 1%	23 11%	1 1%	- -	1 2%	1 2%	5 10%	5 17%	4 6%	20 6%	14 9%	3 4%	1 4%	4 5%

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118	79	30	109	9	33	43	37	24	52	39	41	28	41	40	29	46	37	29	51	8	76	14	21
	29%	44%	18%	32%	18%	48%	24%	28%	42%	26%	29%	33%	28%	25%	38%	28%	25%	28%	33%	29%	14%	23%	57%	67%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	33	19	9	29	3	10	15	8	6	12	14	16	5	11	14	5	14	16	5	13	2	26	2	2
	8%	11%	6%	8%	6%	14%	8%	6%	11%	6%	10%	13%	5%	7%	13%	5%	8%	12%	5%	7%	3%	8%	10%	8%
OUR COMPANY HAS SOME IDEAS.	73	24	44	68	4	6	41	23	9	36	29	19	23	29	15	21	36	24	14	34	14	63	2	5
	18%	13%	27%	20%	9%	9%	23%	18%	16%	18%	21%	16%	23%	18%	14%	20%	20%	18%	16%	19%	24%	20%	9%	17%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	114	34	58	92	21	10	57	40	7	64	42	32	30	50	18	36	58	32	29	52	17	104	5	1
	28%	19%	35%	27%	41%	15%	31%	30%	12%	32%	31%	26%	30%	31%	18%	35%	32%	24%	33%	29%	30%	32%	19%	4%
OTHER	15	5	9	14	2	1	8	4	1	9	4	6	4	5	7	4	5	6	3	7	3	15	-	-
	4%	3%	5%	4%	3%	1%	5%	3%	2%	5%	3%	5%	4%	3%	6%	3%	3%	4%	3%	4%	6%	5%	-	-
DON'T KNOW/NOT SURE	20	7	10	17	2	4	8	8	4	12	2	8	4	8	7	4	9	9	5	6	4	15	1	1
	5%	4%	6%	5%	4%	6%	4%	6%	7%	6%	1%	7%	4%	5%	7%	4%	5%	7%	5%	3%	7%	5%	5%	4%
REFUSED	3	2	-	2	-	-	1	2	-	2	1	-	1	1	-	1	1	1	1	1	1	1	-	-
	1%	1%	-	1%	-	-	1%	1%	-	1%	1%	-	1%	1%	-	1%	1%	1%	1%	1%	2%	-	-	-
DON'T HAVE A PLAN	23	8	4	12	9	4	8	11	5	12	4	3	5	15	5	5	14	7	4	12	8	23	-	-
	6%	5%	3%	4%	19%	6%	4%	8%	10%	6%	3%	2%	5%	10%	5%	5%	8%	6%	4%	7%	14%	7%	-	-

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118 29%	100 33%	18 18%	31 36%	31 42%	34 25%	14 19%	28 31%	41 30%	44 29%	61 40%	49 26%	111 32%	6 12%	51 33%	44 35%	30 24%	16 25%	10 18%	15 27%	8 25%	12 49%	90 31%	25 24%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	33 8%	20 7%	13 13%	7 8%	6 8%	12 9%	3 4%	12 14%	13 9%	7 5%	16 10%	13 7%	29 9%	3 5%	15 9%	13 11%	9 7%	6 10%	5 9%	2 4%	1 3%	- -	19 6%	13 13%
OUR COMPANY HAS SOME IDEAS.	73 18%	51 17%	22 22%	16 19%	14 19%	22 16%	18 23%	15 17%	30 22%	26 17%	23 15%	42 22%	65 19%	6 12%	28 18%	19 15%	25 21%	15 24%	9 16%	12 21%	12 36%	5 19%	59 20%	14 14%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	114 28%	81 27%	32 32%	18 21%	16 22%	49 36%	25 33%	20 23%	40 29%	48 31%	32 21%	55 29%	87 26%	26 50%	46 29%	30 24%	34 27%	16 27%	23 43%	18 33%	7 21%	4 15%	84 29%	30 29%
OTHER	15 4%	15 5%	- -	5 6%	3 4%	5 3%	3 4%	2 2%	9 7%	4 3%	4 3%	9 5%	14 4%	2 3%	5 3%	6 5%	3 2%	4 7%	3 5%	1 2%	2 5%	- -	10 4%	4 4%
DON'T KNOW/NOT SURE	20 5%	12 4%	8 8%	4 5%	1 1%	7 5%	5 7%	4 5%	2 2%	10 6%	9 6%	8 4%	17 5%	4 7%	4 3%	5 4%	8 7%	2 3%	4 7%	1 2%	2 7%	3 13%	11 4%	9 9%
REFUSED	3 1%	2 1%	1 1%	- -	- -	- -	1 1%	- -	1 1%	2 1%	- -	1 1%	1 -	1 1%	- -	- -	1 1%	1 1%	1 1%	- -	- -	- -	2 1%	- -
DON'T HAVE A PLAN	23 6%	17 6%	7 7%	4 4%	3 4%	7 5%	8 10%	7 8%	2 2%	14 9%	8 5%	11 6%	19 5%	5 9%	8 5%	8 6%	13 11%	2 3%	- -	7 12%	1 3%	1 4%	16 5%	7 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 +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118 29%	52 30%	40 25%	20 26%	27 42%	23 37%	15 31%	18 42%	19 46%	51 23%	32 36%	17 36%	16 42%	49 30%	50 29%	19 31%	59 37%	12 23%	29 29%	18 35%	37 37%	56 26%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	33 8%	16 9%	11 7%	6 8%	8 12%	6 9%	4 9%	1 3%	3 7%	17 8%	6 6%	6 14%	4 10%	10 6%	19 11%	5 8%	15 9%	2 3%	5 5%	3 6%	11 11%	22 10%
OUR COMPANY HAS SOME IDEAS.	73 18%	37 22%	25 16%	18 23%	15 24%	8 13%	10 21%	11 26%	9 21%	39 18%	16 18%	8 18%	8 20%	24 15%	39 23%	9 16%	30 19%	9 16%	19 19%	11 22%	14 14%	40 18%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	114 28%	48 28%	61 38%	19 25%	12 18%	17 26%	10 21%	9 21%	7 17%	69 31%	25 27%	14 30%	6 15%	52 32%	44 26%	16 27%	42 26%	19 36%	34 34%	9 18%	21 21%	68 31%
OTHER	15 4%	6 3%	6 4%	3 4%	1 1%	3 6%	2 4%	3 6%	2 4%	9 4%	1 1%	1 2%	4 11%	7 4%	6 3%	2 3%	6 4%	3 5%	2 2%	2 4%	- -	10 5%
DON'T KNOW/NOT SURE	20 5%	6 3%	6 4%	8 11%	- -	3 5%	4 9%	1 2%	1 3%	14 7%	5 6%	- -	- -	7 4%	10 6%	4 7%	4 2%	5 10%	6 6%	3 6%	4 4%	11 5%
REFUSED	3 1%	1 -	2 1%	1 2%	- -	- -	1 3%	- -	- -	2 1%	1 1%	- -	- -	1 1%	1 -	1 2%	1 1%	- -	- -	1 2%	4 4%	1 1%
DON'T HAVE A PLAN	23 6%	8 4%	10 6%	1 1%	2 2%	3 4%	1 3%	- -	1 2%	19 9%	3 4%	- -	1 2%	13 8%	4 2%	4 7%	4 3%	4 7%	6 6%	4 8%	8 8%	10 5%

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	118 29%	79 34%	77 33%	76 34%	68 34%	65 38%	65 38%	61 38%	65 37%	44 22%	86 46%	25 13%	80 46%	35 16%	37 50%	69 24%	57 51%	18 14%	43 27%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	33 8%	25 11%	25 11%	24 11%	18 9%	21 12%	18 11%	17 11%	17 10%	14 7%	25 14%	6 3%	23 13%	8 4%	6 8%	22 8%	13 12%	3 2%	17 11%
OUR COMPANY HAS SOME IDEAS.	73 18%	41 18%	48 20%	40 18%	32 16%	31 18%	28 16%	33 20%	28 16%	40 20%	29 15%	43 23%	29 17%	42 19%	14 19%	55 19%	14 12%	28 22%	32 20%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	114 28%	59 25%	55 24%	56 25%	58 29%	39 23%	40 23%	37 23%	46 26%	63 32%	35 19%	71 38%	27 16%	85 39%	14 19%	85 30%	21 19%	49 38%	43 27%
OTHER	15 4%	6 3%	6 2%	7 3%	7 4%	4 2%	5 3%	4 2%	2 1%	13 7%	5 3%	11 6%	3 2%	12 6%	-	13 5%	2 2%	10 8%	4 2%
DON'T KNOW/NOT SURE	20 5%	8 4%	11 5%	10 4%	8 4%	8 5%	8 5%	6 4%	10 6%	6 3%	3 2%	10 5%	6 4%	13 6%	1 2%	13 5%	3 3%	4 3%	14 9%
REFUSED	3 1%	2 1%	2 1%	1 -	1 -	-	-	-	2 1%	-	2 1%	1 1%	1 1%	2 1%	1 2%	2 1%	2 2%	-	1 1%
DON'T HAVE A PLAN	23 6%	11 5%	9 4%	13 6%	8 4%	3 2%	7 4%	3 2%	4 2%	19 10%	2 1%	21 11%	3 2%	20 9%	-	23 8%	1 1%	17 13%	6 3%

Table 36-6

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 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
WE HAVE A 1 TO 3 YEAR WRITTEN PLAN AND ALL STAFF KNOW THEIR ROLES.	96 31%	12 23%	20 40%	9 18%	18 35%	16 31%	21 42%
WE HAVE A WRITTEN PLAN, BUT THAT NEEDS TO BE BETTER COMMUNICATED.	21 7%	2 3%	- -	5 11%	3 6%	6 12%	5 11%
OUR COMPANY HAS SOME IDEAS.	53 17%	9 16%	10 20%	9 18%	11 22%	8 16%	7 13%
THE STRATEGY IS STRICTLY THE ROLE OF THE CEO.	83 27%	19 36%	16 32%	18 36%	9 18%	8 16%	13 26%
OTHER	6 2%	3 5%	- -	2 4%	2 4%	- -	- -
DON'T KNOW/NOT SURE	18 6%	5 10%	2 4%	4 7%	3 6%	3 6%	1 3%
REFUSED	5 2%	- -	- -	- -	1 2%	3 6%	1 3%
DON'T HAVE A PLAN	21 7%	4 7%	2 4%	4 7%	4 8%	7 14%	1 3%

Table 37-1
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

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+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (YES - NO)	-45 -11%	-4 -3%	-6 -7%	-7 -14%	-10 -24%	-18 -22%	-9 -4%	-35 -20%	-86 -64%	2 2%	45 49%	-88 -43%	10 9%	37 66%	2 4%	-8 -20%	4 8%	-2 -6%	-5 -8%	-36 -11%	-59 -38%	-6 -7%	2 7%	8 10%
YES	173 43%	66 48%	39 45%	21 43%	16 38%	30 37%	105 47%	68 39%	24 18%	57 49%	67 74%	56 28%	63 53%	45 81%	23 51%	14 37%	24 52%	15 47%	29 45%	135 43%	46 30%	37 46%	13 54%	41 53%
NO	218 54%	70 50%	45 51%	27 57%	27 62%	49 59%	115 51%	103 59%	110 82%	55 48%	22 25%	145 71%	53 44%	8 15%	22 47%	22 57%	20 44%	17 53%	34 53%	171 55%	105 68%	42 54%	11 46%	33 42%
DON'T KNOW/NOT SURE	9 2%	3 2%	3 4%	- -	- -	3 4%	6 3%	3 2%	1 1%	3 3%	1 1%	3 2%	4 3%	2 4%	1 2%	2 5%	2 4%	- -	1 1%	7 2%	2 1%	- -	- -	4 5%

Table 37-2
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51- 100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (YES - NO)	-45	18	-37	-19	-26	4	-15	-31	12	-43	-15	16	-21	-48	16	-18	-47	-3	-16	-23	-38	-78	9	27
	-11%	10%	-23%	-6%	-51%	6%	-8%	-24%	21%	-22%	-11%	13%	-21%	-30%	16%	-17%	-26%	-2%	-18%	-13%	-66%	-24%	38%	88%
YES	173	95	63	158	11	36	80	49	33	75	59	68	39	55	60	42	66	63	36	74	9	120	16	29
	43%	53%	38%	46%	23%	52%	45%	37%	59%	38%	43%	55%	38%	34%	57%	40%	36%	48%	40%	42%	16%	37%	67%	92%
NO	218	77	100	177	37	31	95	81	21	118	74	53	59	103	43	60	113	66	51	97	47	197	7	1
	54%	43%	61%	52%	74%	46%	53%	61%	37%	60%	55%	43%	59%	64%	41%	57%	62%	51%	58%	55%	83%	61%	29%	4%
DON'T KNOW/NOT SURE	9	7	1	8	2	1	5	2	2	4	3	3	3	3	2	3	3	1	2	5	1	7	1	1
	2%	4%	1%	2%	3%	1%	3%	2%	4%	2%	2%	2%	3%	2%	2%	3%	2%	1%	2%	3%	1%	2%	5%	4%

Table 37-3
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (YES - NO)	-45 -11%	-28 -9%	-17 -17%	14 17%	4 6%	-23 -17%	-30 -39%	3 3%	-4 -3%	-40 -26%	6 4%	-20 -11%	-14 -4%	-30 -56%	-6 -4%	-14 -11%	-25 -21%	-4 -7%	-9 -17%	-6 -11%	-	7 30%	-37 -13%	-7 -7%
YES	173 43%	133 45%	40 39%	47 55%	39 53%	54 40%	24 31%	45 51%	65 47%	57 37%	77 50%	84 44%	160 47%	11 21%	74 47%	53 42%	46 38%	28 45%	22 41%	25 44%	16 49%	16 65%	124 42%	46 45%
NO	218 54%	161 54%	57 56%	32 38%	34 47%	78 58%	54 69%	42 47%	69 49%	96 62%	70 46%	104 55%	174 51%	41 77%	80 51%	67 53%	72 59%	32 52%	31 58%	31 54%	16 49%	9 35%	160 55%	54 53%
DON'T KNOW/NOT SURE	9 2%	5 2%	5 5%	5 6%	- -	3 2%	- -	2 2%	5 4%	2 1%	6 4%	2 1%	8 2%	1 1%	3 2%	5 4%	4 3%	2 3%	1 1%	1 2%	1 2%	- -	7 3%	2 2%

Table 37-4
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION		NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
**D/S (YES - NO)	-45 -11%	-15 -9%	-24 -15%	-9 -12%	15 24%	-9 -15%	- 1%	2 6%	2 6%	-67 -30%	12 13%	13 28%	2 5%	-37 -23%	3 2%	-10 -16%	21 13%	-18 -33%	-24 -24%	-15 -29%	-6 -6%	-7 -3%	
YES	173 43%	75 43%	68 42%	33 44%	39 61%	26 41%	23 48%	22 52%	22 52%	75 34%	49 55%	29 62%	19 51%	61 37%	86 50%	24 40%	89 55%	18 33%	38 38%	18 35%	46 46%	102 47%	
NO	218 54%	90 52%	92 57%	42 55%	24 37%	35 56%	23 48%	20 46%	19 46%	141 64%	37 42%	16 34%	18 46%	99 60%	83 48%	34 56%	68 42%	35 66%	62 62%	33 65%	51 51%	109 50%	
DON'T KNOW/NOT SURE	9 2%	8 5%	3 2%	1 1%	1 2%	2 3%	2 4%	1 2%	1 2%	4 2%	3 3%	2 4%	1 3%	4 3%	3 2%	2 4%	5 3%	1 2%	- -	- -	3 3%	6 3%	

Table 37-5
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (YES - NO)	-45 -11%	4 2%	10 4%	-7 -3%	-18 -9%	30 18%	25 15%	27 17%	22 12%	-77 -39%	66 35%	-116 -61%	173 100%	-218 -100%	30 40%	-85 -30%	45 40%	-91 -70%	1 1%
YES	173 43%	116 50%	119 51%	106 47%	89 45%	99 58%	97 57%	92 58%	95 54%	60 30%	123 66%	36 19%	173 100%	- -	50 67%	99 35%	76 68%	19 15%	77 49%
NO	218 54%	112 48%	109 47%	113 50%	107 54%	69 40%	72 42%	66 41%	73 42%	137 69%	57 31%	151 81%	- -	218 100%	20 27%	183 65%	31 28%	110 85%	76 48%
DON'T KNOW/NOT SURE	9 2%	4 2%	5 2%	7 3%	4 2%	3 2%	2 1%	2 1%	6 4%	1 1%	6 3%	1 -	- -	- -	4 6%	1 -	4 4%	- -	5 3%

Table 37-6
 QUESTION 31:
 Does your organization have a formal, published Vision, Mission, and Values?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-62 -20%	-18 -33%	-6 -12%	-18 -36%	-15 -29%	-7 -14%	1 3%
YES	119 39%	18 33%	22 44%	16 32%	18 35%	21 41%	25 50%
NO	181 60%	35 66%	28 56%	34 68%	33 65%	27 55%	24 47%
DON'T KNOW/NOT SURE	4 1%	1 2%	- -	- -	- -	2 4%	1 3%

Table 38-1
 QUESTION 33:
 Thinking about quality and business management systems 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 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (YES - NO)	-207 -52%	-74 -53%	-43 -49%	-31 -64%	-21 -49%	-39 -48%	-116 -51%	-91 -52%	-108 -80%	-72 -62%	-3 -3%	-163 -80%	-39 -32%	-	-25 -55%	-4 -9%	-27 -59%	-11 -36%	-39 -62%	-163 -52%	-116 -76%	-49 -62%	-7 -32%	-25 -32%
YES	75 19%	26 18%	17 20%	6 12%	9 21%	17 21%	43 19%	32 19%	8 6%	17 15%	40 44%	13 6%	33 27%	25 45%	7 16%	17 45%	9 19%	10 30%	10 15%	59 19%	13 9%	14 18%	5 21%	20 26%
NO	282 71%	99 71%	60 69%	37 76%	30 70%	56 69%	159 70%	123 71%	116 86%	89 77%	43 48%	176 86%	71 60%	25 45%	33 71%	21 55%	36 78%	21 66%	49 77%	223 71%	130 85%	63 80%	12 53%	45 58%
DON'T KNOW/NOT SURE	42 10%	14 10%	10 11%	6 12%	4 9%	8 10%	24 10%	18 11%	11 8%	8 7%	7 8%	15 8%	15 12%	6 10%	5 11%	-	2 4%	1 4%	5 8%	31 10%	9 6%	2 2%	6 25%	13 16%
REFUSED	1 -	1 1%	-	-	-	-	1 -	-	-	1 1%	-	-	1 1%	-	1 2%	-	-	-	-	-	1 1%	-	-	-

Table 38-2
 QUESTION 33:
 Thinking about quality and business management systems certifications, is your company ISO-certified?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51- 100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (YES - NO)	-207	-52	-106	-157	-45	-30	-86	-83	-14	-123	-69	-39	-69	-102	-41	-68	-95	-54	-48	-104	-42	-202	1	-1
	-52%	-29%	-64%	-46%	-90%	-44%	-48%	-63%	-25%	-62%	-51%	-31%	-69%	-64%	-39%	-65%	-52%	-41%	-54%	-59%	-74%	-62%	3%	-3%
YES	75	48	26	74	1	16	38	18	18	30	24	31	14	22	22	15	37	32	17	25	6	45	11	14
	19%	27%	16%	22%	2%	24%	21%	13%	32%	15%	17%	25%	13%	13%	21%	14%	20%	24%	20%	14%	10%	14%	45%	44%
NO	282	100	131	231	46	46	124	101	32	153	92	70	83	124	63	82	132	86	66	129	48	247	10	15
	71%	56%	80%	67%	92%	68%	69%	76%	57%	77%	68%	57%	82%	77%	60%	79%	72%	66%	74%	73%	84%	76%	42%	48%
DON'T KNOW/NOT SURE	42	30	7	38	3	6	18	13	6	14	20	21	4	16	20	7	14	13	6	22	4	30	3	2
	10%	17%	4%	11%	6%	9%	10%	10%	11%	7%	14%	17%	4%	10%	19%	7%	8%	10%	7%	12%	6%	9%	13%	8%
REFUSED	1	1	-	1	-	-	-	-	-	1	-	1	-	-	1	-	-	-	-	1	-	1	-	-
	-	1%	-	-	-	-	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	1%	-	-	-	-

Table 38-3
 QUESTION 33:
 Thinking about quality and business management systems certifications, is your company ISO-certified?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (YES - NO)	-207 -52%	-162 -54%	-46 -45%	-18 -21%	-33 -45%	-85 -63%	-59 -75%	-34 -38%	-67 -48%	-99 -64%	-55 -36%	-113 -60%	-168 -49%	-37 -70%	-69 -44%	-52 -41%	-63 -51%	-30 -49%	-35 -65%	-30 -53%	-23 -71%	-16 -66%	-154 -53%	-47 -46%
YES	75 19%	60 20%	15 15%	25 29%	15 21%	22 16%	8 11%	20 23%	31 22%	20 13%	36 23%	33 17%	69 20%	5 10%	38 24%	26 21%	22 18%	13 22%	7 13%	11 20%	3 9%	3 13%	50 17%	24 24%
NO	282 71%	221 74%	61 61%	42 50%	48 66%	106 79%	67 86%	54 61%	98 70%	119 77%	91 59%	146 77%	236 69%	42 80%	107 68%	78 62%	85 70%	43 71%	42 78%	41 73%	26 80%	19 79%	205 70%	71 69%
DON'T KNOW/NOT SURE	42 10%	18 6%	23 23%	17 21%	9 13%	7 5%	3 4%	13 14%	11 8%	15 10%	26 17%	11 6%	36 11%	6 11%	13 8%	21 17%	13 11%	4 6%	5 9%	4 7%	4 11%	2 9%	35 12%	7 7%
REFUSED	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	- -	- -	1 1%	1 2%	- -	- -	- -	- -	1 -	- -

Table 38-4
 QUESTION 33:
 Thinking about quality and business management systems certifications, is your company ISO-certified?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION		NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT	INIT
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
**D/S (YES - NO)	-207 -52%	-75 -43%	-85 -53%	-45 -60%	-35 -54%	-29 -46%	-22 -46%	-19 -43%	-29 -70%	-145 -66%	-26 -29%	-16 -35%	-20 -53%	-102 -62%	-76 -44%	-28 -46%	-62 -39%	-32 -59%	-49 -49%	-29 -57%	-47 -47%	-112 -51%	
YES	75 19%	40 23%	28 17%	11 14%	12 19%	13 21%	11 24%	9 22%	5 13%	27 12%	26 29%	12 26%	7 19%	26 16%	38 22%	11 19%	41 25%	8 15%	17 17%	9 18%	21 21%	42 19%	
NO	282 71%	115 66%	113 70%	56 74%	47 73%	42 67%	33 70%	28 65%	34 82%	172 78%	51 57%	28 61%	27 72%	127 78%	114 66%	39 64%	103 64%	40 74%	66 66%	38 75%	68 68%	154 70%	
DON'T KNOW/NOT SURE	42 10%	17 10%	21 13%	9 12%	5 8%	7 11%	2 4%	6 14%	2 5%	21 10%	11 13%	6 13%	4 10%	10 6%	20 12%	10 17%	16 10%	6 11%	17 17%	4 8%	10 10%	22 10%	
REFUSED	1 -	1 1%	- -	- -	- -	1 2%	1 2%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	1 -	

Table 38-5
 QUESTION 33:
 Thinking about quality and business management systems certifications, is your company ISO-certified?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	232	233	225	200	171	171	160	175	198	186	188	173	218	75	282	112	129	159
	100%	58%	58%	56%	50%	43%	43%	40%	44%	49%	47%	47%	43%	54%	19%	71%	28%	32%	40%
**D/S (YES - NO)	-207	-117	-108	-111	-109	-80	-73	-63	-72	-133	-66	-140	-48	-163	75	-282	-35	-104	-69
	-52%	-50%	-47%	-49%	-55%	-47%	-43%	-39%	-41%	-67%	-36%	-74%	-28%	-75%	100%	-100%	-31%	-80%	-43%
YES	75	45	50	45	34	37	39	41	43	25	50	20	50	20	75	-	33	10	31
	19%	19%	22%	20%	17%	21%	23%	26%	25%	13%	27%	11%	29%	9%	100%	-	30%	8%	20%
NO	282	162	159	157	143	116	112	104	115	158	116	160	99	183	-	282	68	114	100
	71%	70%	68%	70%	72%	68%	66%	65%	66%	80%	62%	85%	57%	84%	-	100%	61%	88%	63%
DON'T KNOW/NOT SURE	42	25	23	23	22	18	20	15	17	14	21	8	24	14	-	-	10	5	27
	10%	11%	10%	10%	11%	10%	12%	9%	10%	7%	11%	4%	14%	7%	-	-	9%	4%	17%
REFUSED	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%

Table 38-6

QUESTION 33:

Thinking about quality and business management systems certifications, is your company ISO-certified?

BANNER 6

-----GREATER MN REGION-----

REGION

TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
-------	------------	----------------	-------	-------------	------------	----------------------

BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-157 -51%	-32 -59%	-24 -48%	-25 -50%	-29 -57%	-31 -63%	-16 -32%
YES	55 18%	8 15%	8 16%	9 18%	9 18%	7 14%	14 29%
NO	212 70%	40 74%	32 64%	34 68%	38 75%	38 76%	30 61%
DON'T KNOW/NOT SURE	38 12%	6 11%	10 20%	7 14%	4 8%	5 10%	5 11%

Table 39-1
 QUESTION 33B:
 And, is your company getting ISO-certified or have a plan to become 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 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER	
BASE=NO Q.33	282 100%	99 35%	60 21%	37 13%	30 11%	56 20%	159 56%	123 44%	116 41%	89 32%	43 15%	176 62%	71 25%	25 9%	33 12%	21 7%	36 13%	21 7%	49 17%	223 79%	130 46%	63 22%	12 4%	45 16%	
**D/S (YES - NO)	-236 -84%	-79 -79%	-49 -82%	-34 -93%	-29 -97%	-45 -80%	-128 -80%	-109 -88%	-100 -86%	-77 -86%	-32 -75%	-153 -87%	-62 -86%	-14 -57%	-29 -88%	-17 -82%	-29 -81%	-17 -80%	-39 -79%	-190 -85%	-121 -93%	-51 -81%	-5 -39%	-37 -82%	
YES	21 7%	10 10%	5 9%	1 4%	- -	4 7%	16 10%	5 4%	7 6%	6 7%	5 13%	9 5%	5 7%	5 22%	2 6%	2 9%	3 8%	2 10%	4 9%	15 7%	4 3%	5 8%	4 30%	3 7%	
NO	257 91%	89 90%	54 91%	35 96%	29 97%	49 87%	143 90%	114 92%	107 92%	83 93%	38 87%	163 92%	67 93%	20 78%	31 94%	19 91%	32 89%	19 90%	43 88%	205 92%	125 96%	56 89%	9 70%	40 89%	
DON'T KNOW/NOT SURE	4 1%	- -	- -	- -	1 3%	3 6%	- -	4 3%	3 2%	1 1%	- -	4 2%	- -	- -	- -	- -	1 3%	- -	1 3%	3 1%	1 1%	2 3%	- -	2 4%	

BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%	
**D/S (YES - NO)	-236 -59%	-79 -56%	-49 -57%	-34 -70%	-29 -68%	-45 -55%	-128 -56%	-109 -63%	-100 -74%	-77 -66%	-32 -36%	-153 -75%	-62 -51%	-14 -25%	-29 -62%	-17 -45%	-29 -62%	-17 -53%	-39 -61%	-190 -60%	-121 -79%	-51 -65%	-5 -21%	-37 -48%	
YES	21 5%	10 7%	5 6%	1 3%	- -	4 5%	16 7%	5 3%	7 5%	6 5%	5 6%	9 5%	5 4%	5 10%	2 4%	2 5%	3 6%	2 7%	4 7%	15 5%	4 3%	5 6%	4 16%	3 4%	
NO	257 64%	89 64%	54 63%	35 73%	29 68%	49 60%	143 63%	114 66%	107 79%	83 71%	38 42%	163 80%	67 55%	20 35%	31 67%	19 50%	32 69%	19 60%	43 68%	205 65%	125 81%	56 71%	9 37%	40 52%	
DON'T KNOW/NOT SURE	4 1%	- -	- -	- -	1 2%	3 4%	- -	4 2%	3 2%	1 1%	- -	4 2%	- -	- -	- -	- -	1 3%	- -	1 2%	3 1%	1 -	2 2%	- -	2 2%	

Table 39-2
 QUESTION 33B:
 And, is your company getting ISO-certified or have a plan to become ISO-certified?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
					46																				
BASE=NO Q.33	282	100	131	231	46	46	124	101	32	153	92	70	83	124	63	82	132	86	66	129	48	247	10	15	
	100%	35%	46%	82%	16%	16%	44%	36%	11%	54%	33%	25%	29%	44%	22%	29%	47%	30%	23%	46%	17%	88%	4%	5%	
**D/S (YES - NO)	-236	-83	-105	-188	-43	-39	-110	-80	-22	-127	-85	-58	-73	-103	-50	-69	-113	-65	-58	-112	-45	-215	-8	-6	
	-84%	-83%	-80%	-82%	-93%	-86%	-89%	-80%	-69%	-83%	-92%	-82%	-88%	-83%	-80%	-84%	-86%	-75%	-88%	-87%	-95%	-87%	-76%	-44%	
YES	21	8	12	20	1	3	6	9	5	12	3	6	4	10	6	6	7	10	3	8	1	14	1	4	
	7%	8%	9%	9%	2%	7%	5%	9%	15%	8%	3%	9%	5%	8%	10%	8%	6%	12%	5%	6%	2%	6%	12%	28%	
NO	257	91	117	208	44	43	116	89	27	139	88	64	77	113	57	75	121	75	61	119	46	229	9	11	
	91%	92%	89%	90%	95%	93%	94%	88%	85%	91%	95%	91%	93%	91%	90%	91%	92%	87%	93%	92%	97%	93%	88%	72%	
DON'T KNOW/NOT SURE	4	-	3	3	2	-	1	3	-	3	1	-	2	2	-	1	4	1	1	2	1	4	-	-	
	1%	-	2%	1%	3%	-	1%	3%	-	2%	1%	-	2%	2%	-	1%	3%	1%	2%	2%	1%	2%	-	-	

BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31	
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%	
**D/S (YES - NO)	-236	-83	-105	-188	-43	-39	-110	-80	-22	-127	-85	-58	-73	-103	-50	-69	-113	-65	-58	-112	-45	-215	-8	-6	
	-59%	-46%	-64%	-55%	-85%	-58%	-61%	-61%	-39%	-64%	-63%	-47%	-73%	-64%	-48%	-66%	-62%	-50%	-65%	-63%	-79%	-66%	-31%	-21%	
YES	21	8	12	20	1	3	6	9	5	12	3	6	4	10	6	6	7	10	3	8	1	14	1	4	
	5%	5%	7%	6%	2%	5%	4%	7%	9%	6%	2%	5%	4%	6%	6%	6%	4%	8%	4%	4%	2%	4%	5%	13%	
NO	257	91	117	208	44	43	116	89	27	139	88	64	77	113	57	75	121	75	61	119	46	229	9	11	
	64%	51%	71%	61%	87%	63%	65%	67%	48%	70%	65%	52%	77%	70%	54%	73%	66%	57%	69%	68%	81%	71%	37%	34%	
DON'T KNOW/NOT SURE	4	-	3	3	2	-	1	3	-	3	1	-	2	2	-	1	4	1	1	2	1	4	-	-	
	1%	-	2%	1%	3%	-	1%	2%	-	2%	1%	-	2%	1%	-	1%	2%	1%	1%	1%	1%	1%	-	-	

Table 39-3
 QUESTION 33B:
 And, is your company getting ISO-certified or have a plan to become ISO-certified?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=NO Q.33	282 100%	221 78%	61 22%	42 15%	48 17%	106 38%	67 24%	54 19%	98 35%	119 42%	91 32%	146 52%	236 84%	42 15%	107 38%	78 27%	85 30%	43 15%	42 15%	41 15%	26 9%	19 7%	205 73%	71 25%
**D/S (YES - NO)	-236 -84%	-185 -84%	-51 -84%	-27 -64%	-42 -87%	-95 -89%	-61 -91%	-39 -72%	-87 -89%	-101 -85%	-80 -88%	-116 -80%	-196 -83%	-36 -86%	-85 -80%	-65 -83%	-74 -87%	-34 -77%	-39 -94%	-35 -85%	-22 -86%	-15 -81%	-173 -84%	-57 -80%
YES	21 7%	17 8%	4 7%	7 17%	3 6%	5 4%	3 5%	7 14%	5 5%	8 6%	5 6%	14 10%	19 8%	2 4%	10 10%	6 7%	4 4%	5 11%	1 3%	3 7%	1 3%	2 10%	14 7%	7 9%
NO	257 91%	202 91%	55 90%	34 80%	45 94%	100 94%	64 95%	46 85%	92 94%	109 91%	85 94%	130 90%	215 91%	38 90%	95 89%	70 91%	78 92%	38 89%	41 97%	38 93%	23 89%	17 90%	187 91%	64 90%
DON'T KNOW/NOT SURE	4 1%	2 1%	2 3%	1 3%	- -	2 2%	- -	1 1%	1 1%	3 2%	1 1%	1 1%	2 1%	2 5%	1 1%	2 2%	3 4%	- -	- -	- -	2 8%	- -	4 2%	1 1%

BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (YES - NO)	-236 -59%	-185 -62%	-51 -51%	-27 -32%	-42 -57%	-95 -71%	-61 -78%	-39 -44%	-87 -62%	-101 -66%	-80 -52%	-116 -62%	-196 -57%	-36 -68%	-85 -54%	-65 -52%	-74 -61%	-34 -55%	-39 -73%	-35 -62%	-22 -69%	-15 -64%	-173 -59%	-57 -56%
YES	21 5%	17 6%	4 4%	7 8%	3 4%	5 3%	3 4%	7 8%	5 4%	8 5%	5 3%	14 7%	19 6%	2 3%	10 7%	6 5%	4 3%	5 8%	1 2%	3 5%	1 3%	2 8%	14 5%	7 7%
NO	257 64%	202 68%	55 55%	34 40%	45 62%	100 74%	64 82%	46 52%	92 66%	109 70%	85 56%	130 69%	215 63%	38 72%	95 61%	70 56%	78 64%	38 63%	41 76%	38 67%	23 71%	17 71%	187 64%	64 62%
DON'T KNOW/NOT SURE	4 1%	2 1%	2 2%	1 2%	- -	2 1%	- -	1 1%	1 1%	3 2%	1 -	1 1%	2 1%	2 4%	1 1%	2 1%	3 3%	- -	- -	- -	2 6%	- -	4 1%	1 1%

Table 39-4
 QUESTION 33B:
 And, is your company getting ISO-certified or have a plan to become ISO-certified?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=NO Q.33	282 100%	115 41%	113 40%	56 20%	47 17%	42 15%	33 12%	28 10%	34 12%	172 61%	51 18%	28 10%	27 10%	127 45%	114 40%	39 14%	103 36%	40 22%	66 36%	38 21%	68 37%	154 54%
**D/S (YES - NO)	-236 -84%	-91 -79%	-97 -86%	-48 -85%	-42 -90%	-37 -88%	-21 -64%	-17 -59%	-29 -85%	-153 -89%	-40 -77%	-18 -63%	-22 -82%	-103 -81%	-98 -87%	-33 -84%	-76 -74%	-36 -91%	-44 -66%	-37 -97%	-58 -85%	-122 -80%
YES	21 7%	12 10%	7 6%	4 7%	2 4%	2 6%	6 18%	5 19%	2 6%	8 4%	6 11%	5 19%	2 8%	11 9%	7 6%	3 7%	13 13%	1 2%	7 11%	- -	4 5%	16 10%
NO	257 91%	103 90%	104 92%	52 93%	44 93%	40 94%	27 82%	22 78%	31 91%	161 94%	46 89%	23 81%	24 89%	114 89%	106 93%	35 91%	89 86%	37 93%	51 77%	37 97%	62 90%	138 90%
DON'T KNOW/NOT SURE	4 1%	- -	2 2%	- -	1 3%	- -	- -	1 3%	1 4%	3 2%	- -	- -	1 3%	3 2%	1 1%	1 2%	1 1%	2 4%	8 11%	1 3%	3 4%	- -

BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (YES - NO)	-236 -59%	-91 -53%	-97 -60%	-48 -63%	-42 -66%	-37 -59%	-21 -44%	-17 -38%	-29 -70%	-153 -70%	-40 -44%	-18 -38%	-22 -59%	-103 -63%	-98 -57%	-33 -54%	-76 -47%	-36 -67%	-44 -44%	-37 -73%	-58 -58%	-122 -56%
YES	21 5%	12 7%	7 4%	4 5%	2 3%	2 4%	6 13%	5 12%	2 5%	8 4%	6 7%	5 11%	2 5%	11 7%	7 4%	3 4%	13 8%	1 2%	7 7%	- -	4 4%	16 7%
NO	257 64%	103 59%	104 64%	52 69%	44 69%	40 63%	27 57%	22 51%	31 75%	161 73%	46 51%	23 50%	24 64%	114 69%	106 62%	35 59%	89 55%	37 69%	51 51%	37 73%	62 62%	138 63%
DON'T KNOW/NOT SURE	4 1%	- -	2 1%	- -	1 2%	- -	- -	1 2%	1 3%	3 2%	- -	- -	1 2%	3 2%	1 -	1 1%	1 1%	2 3%	8 8%	1 2%	3 3%	- -

Table 39-5
 QUESTION 33B:
 And, is your company getting ISO-certified or have a plan to become ISO-certified?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BASE=NO Q.33	282 100%	162 58%	159 56%	157 56%	143 51%	116 41%	112 40%	104 37%	115 41%	158 56%	116 41%	160 57%	99 35%	183 65%	-	282 100%	68 24%	114 40%	100 35%
**D/S (YES - NO)	-236 -84%	-133 -82%	-131 -82%	-119 -76%	-115 -80%	-86 -74%	-85 -76%	-82 -79%	-95 -83%	-140 -89%	-86 -74%	-143 -90%	-66 -67%	-170 -93%	-	-236 -84%	-54 -78%	-103 -90%	-80 -80%
YES	21 7%	13 8%	12 8%	17 11%	13 9%	14 12%	13 12%	10 9%	9 8%	7 5%	15 13%	6 4%	16 16%	5 3%	-	21 7%	7 11%	4 4%	9 9%
NO	257 91%	146 90%	143 90%	136 87%	128 89%	100 86%	98 87%	92 88%	105 91%	147 93%	101 87%	150 94%	82 83%	175 96%	-	257 91%	61 89%	107 94%	89 89%
DON'T KNOW/NOT SURE	4 1%	4 3%	4 2%	4 2%	3 2%	3 3%	1 1%	2 2%	1 1%	4 2%	1 1%	4 2%	1 1%	3 2%	-	4 1%	-	3 2%	1 1%

BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (YES - NO)	-236 -59%	-133 -57%	-131 -56%	-119 -53%	-115 -57%	-86 -51%	-85 -50%	-82 -51%	-95 -55%	-140 -71%	-86 -46%	-143 -76%	-66 -38%	-170 -78%	-	-236 -84%	-54 -48%	-103 -80%	-80 -50%
YES	21 5%	13 5%	12 5%	17 8%	13 6%	14 8%	13 8%	10 6%	9 5%	7 4%	15 8%	6 3%	16 9%	5 2%	-	21 7%	7 7%	4 3%	9 6%
NO	257 64%	146 63%	143 61%	136 60%	128 64%	100 58%	98 57%	92 57%	105 60%	147 74%	101 54%	150 80%	82 47%	175 80%	-	257 91%	61 54%	107 83%	89 56%
DON'T KNOW/NOT SURE	4 1%	4 2%	4 2%	4 2%	3 1%	3 2%	1 1%	2 1%	1 -	4 2%	1 -	4 2%	1 1%	3 1%	-	4 1%	-	3 2%	1 1%

Table 39-6
 QUESTION 33B:
 And, is your company getting ISO-certified or have a plan to become ISO-certified?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=NO Q.33	212 100%	40 100%	32 100%	34 100%	38 100%	38 100%	30 100%
**D/S (YES - NO)	-175 -83%	-36 -91%	-24 -75%	-20 -58%	-37 -97%	-33 -87%	-25 -83%
YES	12 6%	1 2%	2 6%	5 16%	- -	1 3%	3 9%
NO	187 88%	37 93%	26 81%	25 74%	37 97%	34 90%	28 91%
DON'T KNOW/NOT SURE	13 6%	2 4%	4 13%	4 11%	1 3%	3 8%	- -

BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (YES - NO)	-175 -57%	-36 -67%	-24 -48%	-20 -39%	-37 -73%	-33 -67%	-25 -50%
YES	12 4%	1 2%	2 4%	5 11%	- -	1 2%	3 5%
NO	187 61%	37 69%	26 52%	25 50%	37 73%	34 69%	28 55%
DON'T KNOW/NOT SURE	13 4%	2 3%	4 8%	4 7%	1 2%	3 6%	- -

Table 40-1

QUESTION 33C:

What are some of the reasons your company does not have an ISO-certification and is not considering obtaining one?

BANNER 1

TOTAL	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
257	89	54	35	29	49	143	114	107	83	38	163	67	20	31	19	32	19	43	205	125	56	9	40
100%	35%	21%	14%	11%	19%	56%	44%	41%	32%	15%	63%	26%	8%	12%	7%	12%	7%	17%	80%	49%	22%	3%	16%

BASE=NO Q.33B

Table 40-2

QUESTION 33C:

What are some of the reasons your company does not have an ISO-certification and is not considering obtaining one?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
BASE=NO Q.33B	257	91	117	208	44	43	116	89	27	139	88	64	77	113	57	75	121	75	61	119	46	229	9	11	
	100%	36%	45%	81%	17%	17%	45%	35%	11%	54%	34%	25%	30%	44%	22%	29%	47%	29%	24%	46%	18%	89%	3%	4%	

Table 40-3

QUESTION 33C:

What are some of the reasons your company does not have an ISO-certification and is not considering obtaining one?

BANNER 3

	GENDER		AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=NO Q.33B	257	202	55	34	45	100	64	46	92	109	85	130	215	38	95	70	78	38	41	38	23	17	187	64
	100%	79%	21%	13%	17%	39%	25%	18%	36%	42%	33%	51%	84%	15%	37%	27%	30%	15%	16%	15%	9%	7%	73%	25%

Table 40-4

QUESTION 33C:

What are some of the reasons your company does not have an ISO-certification and is not considering obtaining one?

BANNER 4

TOTAL	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF	COMBINED INITIATIVE REGIONS				
	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT	INIT
257	103	104	52	44	40	27	22	31	161	46	23	24	114	106	35	89	37	51	37	62	138
100%	40%	40%	20%	17%	15%	11%	9%	12%	63%	18%	9%	9%	44%	41%	14%	35%	23%	31%	22%	37%	54%

BASE=NO Q.33B

Table 40-5

QUESTION 33C:

What are some of the reasons your company does not have an ISO-certification and is not considering obtaining one?

BANNER 5

TOTAL	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
257	146	143	136	128	100	98	92	105	147	101	150	82	175	-	257	61	107	89
100%	57%	56%	53%	50%	39%	38%	36%	41%	57%	39%	58%	32%	68%	-	100%	24%	42%	35%

BASE=NO Q.33B

Table 40-6

QUESTION 33C:

What are some of the reasons your company does not have an ISO-certification and is not considering obtaining one?

BANNER 6

-----GREATER MN REGION-----

REGION

TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
187	37	26	25	37	34	28
100%	100%	100%	100%	100%	100%	100%

BASE=NO Q.33B

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	MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL ASKED	75 100%	26 34%	17 23%	6 8%	9 12%	17 23%	43 57%	32 43%	8 10%	17 23%	40 53%	13 17%	33 44%	25 33%	7 10%	17 23%	9 12%	10 13%	10 13%	59 79%	13 18%	14 19%	5 7%	20 27%
IMPROVE PROCESSES AND PERFORMANCE	29 39%	10 38%	6 35%	4 63%	3 35%	7 39%	16 37%	14 42%	4 48%	6 36%	16 40%	4 30%	13 39%	12 48%	3 47%	6 34%	3 34%	3 35%	6 57%	23 38%	6 44%	5 39%	3 55%	10 50%
CUSTOMER REQUIRED IT	25 34%	11 42%	6 33%	1 18%	4 39%	4 25%	16 38%	9 28%	1 10%	7 40%	15 38%	3 20%	15 45%	7 28%	2 33%	8 46%	2 22%	5 47%	2 21%	22 37%	3 20%	6 43%	2 35%	7 37%
TO IMPROVE QUALITY	23 30%	9 36%	5 29%	1 18%	1 13%	6 37%	14 33%	9 27%	2 23%	5 31%	12 31%	4 28%	10 31%	9 36%	2 30%	7 41%	3 40%	2 20%	3 30%	19 32%	5 34%	4 29%	- -	6 28%
GROW PROFITABLY	15 20%	3 13%	4 23%	1 18%	4 50%	2 11%	7 17%	7 23%	2 29%	3 16%	6 16%	2 15%	5 15%	5 18%	- -	3 18%	1 14%	- -	4 43%	7 12%	2 16%	4 30%	- -	3 16%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	10 13%	2 9%	5 30%	1 18%	1 13%	- -	7 17%	2 7%	1 11%	2 12%	6 14%	1 7%	4 12%	5 19%	- -	3 19%	2 25%	- -	1 10%	9 15%	1 9%	3 22%	- -	1 5%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	9 11%	2 8%	3 16%	1 22%	1 13%	1 7%	5 11%	4 12%	- -	1 6%	8 19%	1 7%	4 12%	4 15%	1 18%	3 18%	1 11%	2 19%	1 9%	8 13%	1 7%	3 22%	- -	- -
OTHER	3 4%	1 4%	1 5%	1 18%	- -	- -	2 4%	1 3%	- -	1 6%	1 3%	1 7%	2 6%	- -	- -	1 6%	1 12%	- -	- -	3 5%	1 8%	- -	1 22%	1 4%
DON'T KNOW/NOT SURE	3 4%	1 4%	1 5%	- -	- -	1 7%	2 4%	1 4%	- -	1 5%	2 5%	2 14%	- -	1 5%	1 12%	- -	- -	- -	- -	3 5%	- -	1 6%	- -	2 11%
REFUSED	2 3%	- -	- -	- -	1 13%	1 6%	- -	2 7%	- -	- -	1 3%	- -	1 3%	- -	- -	- -	- -	1 11%	- -	1 2%	- -	- -	1 24%	- -

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 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					1																			
BASE=TOTAL ASKED	75	48	26	74	1	16	38	18	18	30	24	31	14	22	22	15	37	32	17	25	6	45	11	14
	100%	64%	34%	99%	1%	21%	50%	24%	24%	40%	32%	42%	18%	29%	29%	20%	50%	42%	23%	33%	8%	60%	15%	18%
IMPROVE PROCESSES AND PERFORMANCE	29	17	12	29	-	6	13	7	8	13	8	13	3	9	10	6	13	15	5	8	1	16	5	7
	39%	35%	49%	40%	-	40%	36%	40%	43%	43%	36%	43%	22%	41%	46%	44%	35%	47%	29%	34%	13%	36%	46%	49%
CUSTOMER REQUIRED IT	25	10	14	24	1	3	13	8	2	14	9	9	7	8	5	6	12	10	9	7	2	17	5	2
	34%	21%	55%	33%	100%	22%	34%	44%	12%	46%	39%	30%	52%	35%	24%	43%	34%	30%	53%	26%	27%	38%	42%	17%
TO IMPROVE QUALITY	23	17	5	22	1	6	12	4	6	9	7	12	2	6	8	4	11	9	6	6	-	14	3	5
	30%	35%	18%	29%	100%	40%	33%	22%	31%	30%	30%	38%	16%	26%	35%	29%	29%	29%	35%	26%	-	31%	32%	39%
GROW PROFITABLY	15	11	4	15	-	3	8	3	3	7	5	8	3	3	5	2	8	7	4	4	1	7	-	5
	20%	23%	16%	20%	-	20%	22%	19%	17%	24%	20%	27%	25%	14%	24%	14%	20%	21%	25%	16%	16%	15%	-	33%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	10	7	3	10	-	1	3	5	2	5	2	4	4	-	3	5	1	2	5	2	-	5	1	3
	13%	14%	12%	13%	-	6%	9%	30%	12%	17%	9%	13%	32%	-	15%	35%	3%	7%	30%	9%	-	11%	11%	25%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	9	7	1	8	1	-	4	3	3	4	2	2	3	1	3	2	4	2	2	5	-	5	1	2
	11%	14%	4%	10%	100%	-	11%	18%	14%	14%	8%	7%	23%	5%	12%	13%	11%	6%	13%	18%	-	11%	12%	18%
OTHER	3	2	1	3	-	-	3	-	-	-	2	-	-	2	-	-	3	-	-	3	2	3	-	-
	4%	4%	4%	4%	-	-	8%	-	-	-	9%	-	-	10%	-	-	8%	-	-	12%	36%	7%	-	-
DON'T KNOW/NOT SURE	3	3	-	3	-	-	2	-	1	-	1	2	-	1	1	-	2	1	1	1	-	2	-	1
	4%	6%	-	4%	-	-	6%	-	7%	-	4%	7%	-	4%	6%	-	5%	4%	5%	3%	-	4%	-	9%
REFUSED	2	1	1	2	-	1	1	-	1	-	1	1	-	1	1	-	1	-	-	2	1	1	-	-
	3%	2%	4%	3%	-	7%	3%	-	6%	-	5%	3%	-	5%	5%	-	3%	-	-	9%	20%	2%	-	-

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				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	75 100%	60 80%	15 20%	25 33%	15 21%	22 29%	8 11%	20 27%	31 41%	20 27%	36 48%	33 44%	69 92%	5 7%	38 50%	26 35%	22 30%	13 18%	7 9%	11 15%	3 4%	3 4%	50 67%	24 33%
IMPROVE PROCESSES AND PERFORMANCE	29 39%	22 38%	7 46%	7 30%	9 55%	8 36%	4 54%	7 34%	10 34%	9 43%	12 34%	13 39%	25 37%	3 64%	13 35%	12 46%	9 39%	5 37%	3 44%	2 20%	1 43%	1 44%	20 39%	10 40%
CUSTOMER REQUIRED IT	25 34%	18 31%	7 45%	12 49%	3 20%	8 37%	1 12%	5 23%	12 40%	7 36%	11 29%	13 39%	23 34%	2 39%	14 38%	6 22%	7 32%	5 37%	4 56%	7 58%	2 70%	- -	15 29%	11 44%
TO IMPROVE QUALITY	23 30%	20 33%	3 19%	12 48%	2 14%	8 36%	1 12%	5 27%	11 35%	7 32%	15 42%	6 17%	21 30%	1 20%	15 39%	6 24%	7 29%	4 31%	3 43%	3 28%	1 28%	1 28%	15 29%	8 34%
GROW PROFITABLY	15 20%	12 19%	3 22%	3 13%	5 32%	2 9%	1 14%	7 32%	5 17%	2 11%	9 25%	6 19%	15 22%	- -	11 28%	6 25%	3 15%	3 24%	- -	1 10%	- -	- -	11 21%	4 18%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	10 13%	10 16%	- -	1 4%	2 14%	4 20%	2 25%	5 25%	3 11%	1 5%	6 16%	3 9%	9 13%	1 17%	6 15%	4 16%	2 9%	1 7%	1 14%	1 10%	- -	- -	8 17%	1 5%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	9 11%	8 13%	1 7%	3 13%	1 8%	2 9%	2 28%	1 6%	4 13%	2 10%	5 13%	3 9%	8 11%	1 20%	5 15%	6 22%	- -	- -	1 14%	2 18%	- -	1 44%	7 13%	2 8%
OTHER	3 4%	1 2%	2 13%	- -	1 6%	1 5%	1 13%	- -	1 4%	2 9%	1 3%	2 6%	3 4%	- -	- -	1 4%	1 4%	2 15%	- -	- -	- -	- -	2 4%	1 4%
DON'T KNOW/NOT SURE	3 4%	3 5%	- -	1 4%	- -	1 6%	1 10%	- -	2 7%	1 4%	2 6%	1 3%	3 4%	- -	1 3%	1 4%	- -	- -	- -	1 11%	1 30%	1 28%	2 4%	1 5%
REFUSED	2 3%	1 2%	1 8%	- -	- -	1 5%	- -	- -	2 7%	- -	- -	2 7%	2 3%	- -	1 3%	- -	2 10%	- -	- -	- -	- -	- -	1 2%	1 4%

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 +DIF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION		NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	75 100%	40 54%	28 37%	11 14%	12 16%	13 17%	11 15%	9 12%	5 7%	27 36%	26 34%	12 16%	7 9%	26 35%	38 51%	11 15%	41 55%	8 17%	17 36%	9 19%	21 45%	42 56%	
IMPROVE PROCESSES AND PERFORMANCE	29 39%	16 39%	9 33%	3 27%	7 59%	3 24%	3 27%	6 69%	2 44%	13 47%	8 33%	4 35%	4 59%	7 29%	17 45%	5 44%	15 36%	4 56%	2 12%	4 44%	7 31%	16 38%	
CUSTOMER REQUIRED IT	25 34%	13 33%	13 45%	3 28%	4 33%	1 10%	7 64%	1 13%	4 78%	9 32%	11 42%	3 24%	2 29%	8 31%	15 40%	2 20%	13 33%	3 33%	10 57%	3 33%	6 26%	15 37%	
TO IMPROVE QUALITY	23 30%	16 40%	9 31%	4 39%	1 10%	4 34%	2 19%	3 33%	2 38%	6 24%	9 33%	7 55%	1 14%	9 35%	9 25%	4 37%	14 35%	2 22%	4 21%	1 11%	8 38%	14 34%	
GROW PROFITABLY	15 20%	10 24%	3 10%	1 11%	3 26%	3 26%	1 8%	2 21%	2 40%	3 13%	4 16%	2 18%	3 40%	7 28%	7 18%	1 8%	8 20%	1 11%	6 34%	4 44%	4 17%	7 18%	
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	10 13%	6 14%	3 10%	1 10%	2 17%	2 17%	1 8%	- -	1 22%	3 11%	3 14%	2 19%	1 14%	3 11%	6 15%	1 9%	7 17%	1 11%	2 11%	1 11%	3 12%	7 18%	
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	9 11%	4 11%	4 15%	- -	1 8%	2 19%	1 9%	2 23%	- -	2 7%	5 19%	1 8%	1 12%	4 15%	5 12%	- -	7 16%	2 22%	- -	1 11%	1 6%	4 9%	
OTHER	3 4%	1 2%	- -	1 10%	- -	2 14%	- -	- -	- -	1 4%	2 7%	- -	- -	- -	3 8%	- -	2 5%	1 11%	- -	- -	- -	2 4%	
DON'T KNOW/NOT SURE	3 4%	- -	2 8%	1 12%	- -	- -	3 27%	- -	- -	1 3%	1 5%	- -	- -	1 5%	1 2%	1 8%	1 3%	- -	- -	- -	1 6%	2 4%	
REFUSED	2 3%	1 3%	2 8%	- -	- -	1 8%	- -	- -	- -	1 4%	- -	1 9%	- -	- -	1 3%	1 10%	1 3%	- -	- -	1 11%	1 6%	- -	

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								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL ASKED	75 100%	45 60%	50 67%	45 61%	34 46%	37 49%	39 52%	41 55%	43 57%	25 34%	50 66%	20 27%	50 67%	20 27%	75 100%	-	33 45%	10 14%	31 42%
IMPROVE PROCESSES AND PERFORMANCE	29 39%	18 40%	21 42%	16 36%	14 42%	15 41%	16 41%	15 37%	17 39%	10 37%	17 34%	8 40%	25 49%	4 19%	29 39%	-	13 39%	5 45%	12 37%
CUSTOMER REQUIRED IT	25 34%	14 31%	19 38%	13 29%	9 27%	8 22%	11 29%	13 32%	17 39%	8 30%	13 26%	11 53%	15 29%	9 43%	25 34%	-	10 29%	5 44%	11 35%
TO IMPROVE QUALITY	23 30%	13 28%	13 26%	15 33%	10 30%	13 35%	13 32%	12 28%	12 29%	8 33%	17 34%	3 14%	14 29%	5 25%	23 30%	-	11 31%	2 19%	10 33%
GROW PROFITABLY	15 20%	10 22%	12 24%	9 19%	8 22%	10 26%	9 22%	8 19%	12 28%	3 11%	12 23%	3 16%	8 17%	5 27%	15 20%	-	10 29%	1 9%	4 13%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	10 13%	6 14%	7 15%	5 11%	5 15%	5 15%	5 13%	5 13%	6 15%	3 13%	7 15%	2 11%	6 11%	3 14%	10 13%	-	5 15%	1 10%	3 11%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	9 11%	6 12%	8 15%	7 14%	2 7%	4 10%	6 14%	5 11%	3 7%	4 16%	4 9%	3 15%	8 15%	1 5%	9 11%	-	2 6%	2 19%	4 14%
OTHER	3 4%	1 2%	-	2 4%	1 3%	2 5%	-	1 2%	-	3 12%	2 4%	1 5%	2 4%	1 5%	3 4%	-	-	1 10%	2 6%
DON'T KNOW/NOT SURE	3 4%	2 5%	2 4%	2 5%	1 4%	-	2 6%	2 5%	2 5%	-	2 4%	1 6%	3 6%	-	3 4%	-	1 3%	-	2 7%
REFUSED	2 3%	1 2%	1 2%	1 2%	-	-	-	1 3%	-	1 4%	1 2%	1 6%	1 2%	1 6%	2 3%	-	-	-	2 7%

Table 41-6

QUESTION 34:

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

BANNER 6

-----GREATER MN REGION-----

REGION

TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
-------	------------	----------------	-------	-------------	------------	----------------------

BASE=TOTAL ASKED	55 100%	8 100%	8 100%	9 100%	9 100%	7 100%	14 100%
CUSTOMER REQUIRED IT	21 38%	3 33%	6 75%	4 40%	3 33%	3 43%	3 18%
IMPROVE PROCESSES AND PERFORMANCE	17 31%	4 56%	2 25%	- -	4 44%	4 57%	3 18%
TO IMPROVE QUALITY	15 26%	2 22%	- -	4 40%	1 11%	3 43%	5 36%
GROW PROFITABLY	14 26%	1 11%	4 50%	2 20%	4 44%	1 14%	3 18%
DIFFERENTIATION AND COMPETITIVE ADVANTAGE	6 11%	1 11%	- -	2 20%	1 11%	- -	3 18%
RETAIN AND DEVELOP ORGANIZATIONAL KNOWLEDGE	4 7%	2 22%	- -	- -	1 11%	- -	1 9%
OTHER	1 2%	1 11%	- -	- -	- -	- -	- -
DON'T KNOW/NOT SURE	1 2%	- -	- -	- -	- -	- -	1 9%
REFUSED	2 4%	- -	- -	- -	1 11%	- -	1 9%

Table 42-1
Legislative Worry Matrix.

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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL ASKED	106	57	18	11	10	10	75	31	32	34	20	46	39	10	18	13	11	8	14	81	40	20	6	22
	100%	54%	17%	10%	9%	10%	71%	29%	30%	32%	19%	43%	37%	10%	17%	12%	10%	8%	13%	77%	37%	19%	6%	20%
LEGISLATIVE WORRY (TOTAL)																								
0	18	12	3	-	1	2	15	3	5	3	2	7	4	2	-	1	1	3	-	15	2	2	2	7
	17%	22%	17%	-	10%	17%	20%	9%	14%	8%	8%	16%	9%	23%	-	7%	9%	41%	-	18%	4%	9%	30%	31%
1+	88	45	15	11	9	8	60	28	27	31	19	38	36	8	18	12	10	5	14	67	38	18	4	15
	83%	78%	83%	100%	90%	83%	80%	91%	86%	92%	92%	84%	91%	77%	100%	93%	91%	59%	100%	82%	96%	91%	70%	69%
2+	78	42	14	8	7	8	56	22	26	27	18	35	31	8	14	12	10	5	8	65	30	17	4	14
	74%	73%	78%	72%	70%	76%	74%	73%	81%	80%	87%	77%	78%	77%	74%	93%	91%	59%	54%	80%	76%	88%	70%	65%
3+	72	37	13	8	7	8	49	22	23	27	17	32	31	7	12	12	10	5	6	63	27	17	4	13
	68%	64%	72%	72%	70%	76%	66%	73%	72%	80%	81%	70%	78%	66%	64%	93%	91%	59%	41%	77%	68%	83%	70%	59%
4+	59	29	10	5	7	8	39	19	16	22	15	25	25	7	8	12	10	5	6	51	25	12	4	9
	55%	51%	57%	44%	70%	76%	52%	63%	49%	66%	76%	55%	62%	66%	43%	93%	91%	59%	41%	62%	63%	60%	70%	41%
5+	38	17	7	4	6	4	24	13	13	13	8	18	14	6	6	8	6	3	5	33	16	9	2	5
	36%	30%	41%	34%	58%	39%	32%	43%	41%	39%	41%	40%	35%	54%	31%	62%	58%	38%	35%	40%	41%	47%	32%	22%
ALL SIX	19	9	5	-	4	2	14	6	5	9	4	7	9	3	3	5	3	2	3	16	5	6	-	3
	18%	16%	26%	-	40%	17%	18%	18%	15%	28%	20%	15%	22%	33%	16%	39%	29%	22%	21%	20%	14%	32%	-	13%
LEGISLATIVE WORRY (VERY)																								
0	39	26	4	3	4	2	30	9	11	11	4	15	13	5	5	4	2	3	5	29	8	4	2	16
	37%	46%	22%	28%	43%	17%	40%	29%	33%	34%	19%	32%	32%	46%	26%	32%	20%	41%	35%	35%	20%	23%	30%	73%
1+	67	31	14	8	6	8	45	22	21	23	16	31	27	6	14	9	9	5	9	53	32	15	4	6
	63%	54%	78%	72%	57%	83%	60%	71%	67%	66%	81%	68%	68%	54%	74%	68%	80%	59%	65%	65%	80%	77%	70%	27%
2+	51	23	10	5	5	8	33	17	17	19	11	26	21	3	7	8	8	4	5	44	24	14	4	4
	48%	41%	55%	44%	48%	76%	44%	56%	53%	55%	54%	57%	52%	31%	38%	60%	69%	48%	32%	54%	60%	69%	70%	17%
3+	43	18	8	5	5	8	26	17	13	16	10	21	17	3	7	8	8	4	4	37	22	11	3	3
	41%	31%	46%	44%	48%	76%	34%	56%	42%	46%	49%	47%	44%	31%	38%	60%	69%	48%	26%	46%	56%	55%	53%	13%
4+	33	13	5	4	4	7	18	15	10	11	8	17	13	2	2	6	7	4	3	29	18	9	-	2
	31%	22%	30%	34%	39%	69%	24%	47%	31%	33%	38%	37%	32%	19%	14%	45%	59%	48%	19%	35%	46%	46%	-	9%
5+	13	5	3	1	1	4	8	6	3	4	4	7	4	2	1	2	2	2	2	12	7	6	-	-
	13%	8%	15%	9%	9%	39%	10%	19%	9%	11%	19%	16%	10%	19%	5%	15%	18%	27%	12%	14%	17%	28%	-	-
ALL SIX	6	2	2	-	1	2	4	3	2	2	2	3	2	1	-	1	-	1	2	5	3	4	-	-
	6%	3%	10%	-	9%	17%	5%	8%	5%	5%	9%	7%	5%	9%	-	8%	-	11%	12%	6%	7%	18%	-	-

Table 42-2
Legislative Worry Matrix.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO			EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+		
BASE=TOTAL ASKED	106	49	42	92	14	22	47	30	16	53	33	31	28	46	33	32	42	39	28	39	11	85	2	8		
	100%	47%	40%	87%	13%	21%	44%	28%	15%	50%	32%	29%	26%	44%	31%	30%	39%	37%	26%	37%	10%	80%	2%	8%		

LEGISLATIVE WORRY (TOTAL)																										
0	18	15	3	18	-	7	7	3	4	3	8	10	2	6	10	2	6	6	3	9	3	11	1	1		
	17%	31%	7%	20%	-	32%	15%	10%	25%	6%	24%	33%	6%	13%	32%	6%	14%	16%	10%	23%	28%	13%	48%	15%		
1+	88	34	40	74	14	15	40	27	12	50	25	21	26	40	22	30	36	32	25	30	8	74	1	7		
	83%	69%	93%	80%	100%	68%	85%	90%	75%	94%	76%	67%	94%	87%	94%	86%	84%	90%	77%	72%	72%	87%	52%	85%		
2+	78	28	37	65	13	11	36	26	6	48	24	19	25	34	17	29	33	25	25	28	7	65	1	7		
	74%	57%	87%	71%	94%	51%	76%	87%	38%	91%	70%	60%	90%	72%	51%	92%	78%	64%	90%	72%	62%	77%	52%	85%		
3+	72	24	35	59	13	8	34	25	6	47	18	14	25	31	14	29	29	22	25	24	6	63	1	6		
	68%	48%	82%	64%	94%	35%	72%	84%	38%	89%	54%	47%	90%	68%	42%	92%	70%	58%	90%	62%	54%	74%	52%	70%		
4+	59	22	27	49	9	5	30	23	3	39	15	12	23	23	11	23	25	16	23	20	4	49	1	6		
	55%	44%	65%	54%	67%	23%	64%	75%	20%	75%	46%	38%	84%	50%	33%	73%	59%	41%	83%	50%	37%	58%	52%	70%		
5+	38	10	22	32	6	2	18	16	1	27	9	5	16	17	6	20	12	8	16	14	3	32	-	6		
	36%	21%	51%	35%	42%	8%	39%	55%	6%	52%	28%	16%	57%	36%	18%	63%	28%	21%	55%	36%	27%	38%	-	70%		
ALL SIX	19	6	11	17	2	1	8	10	-	15	4	2	10	7	2	10	7	5	8	6	1	16	-	3		
	18%	12%	26%	19%	14%	4%	16%	32%	-	29%	12%	6%	36%	16%	6%	32%	17%	13%	28%	16%	8%	19%	-	42%		

LEGISLATIVE WORRY (VERY)																										
0	39	25	11	36	3	13	16	5	9	10	17	18	5	16	18	7	14	19	5	16	5	27	1	4		
	37%	50%	27%	40%	21%	58%	34%	18%	56%	19%	51%	59%	19%	34%	56%	21%	35%	48%	18%	40%	47%	32%	48%	46%		
1+	67	25	31	56	11	9	31	25	7	43	16	13	22	30	15	25	27	20	23	23	6	57	1	4		
	63%	50%	73%	60%	79%	42%	66%	82%	44%	81%	49%	41%	81%	66%	44%	79%	65%	52%	82%	60%	53%	68%	52%	54%		
2+	51	15	25	40	10	5	23	22	3	38	9	10	18	21	10	23	18	10	20	21	4	46	1	2		
	48%	30%	60%	44%	73%	23%	49%	72%	21%	72%	26%	34%	67%	45%	29%	73%	43%	26%	71%	52%	36%	55%	52%	24%		
3+	43	13	21	35	8	4	18	20	1	36	5	9	16	18	9	21	13	9	19	15	2	39	1	2		
	41%	27%	51%	38%	60%	18%	38%	66%	8%	69%	15%	27%	57%	39%	27%	67%	32%	24%	68%	38%	18%	46%	52%	24%		
4+	33	9	16	25	8	3	13	17	-	29	3	5	14	13	5	18	9	6	16	10	1	29	-	2		
	31%	18%	38%	27%	54%	13%	28%	55%	-	55%	9%	15%	50%	29%	17%	56%	23%	17%	58%	26%	8%	35%	-	24%		
5+	13	2	8	10	3	1	6	7	-	12	1	-	8	6	2	10	2	3	9	2	-	11	-	2		
	13%	3%	20%	11%	24%	4%	12%	22%	-	23%	3%	-	28%	12%	6%	30%	5%	7%	31%	4%	-	13%	-	24%		
ALL SIX	6	2	4	5	1	1	1	4	-	5	1	-	3	4	1	4	1	1	4	2	-	5	-	1		
	6%	3%	8%	6%	7%	4%	2%	15%	-	10%	3%	-	9%	8%	3%	14%	2%	2%	13%	4%	-	6%	-	12%		

Table 42-3
Legislative Worry Matrix.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES					
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN-SION	FLAT	RECES-SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR-ACT WORK-ERS	INFLA-TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTLL TO INVEST	NO	TOT YES		
BASE=TOTAL ASKED	106	74	32	17	18	39	21	29	32	40	39	44	83	22	44	42	30	16	19	14	4	7	73	33		
	100%	70%	30%	16%	17%	37%	20%	28%	30%	37%	37%	41%	78%	21%	42%	40%	28%	15%	18%	13%	4%	6%	69%	31%		
LEGISLATIVE WORRY (TOTAL)																										
0	18	10	8	7	2	3	3	10	1	6	12	4	16	2	8	6	2	2	2	3	1	1	12	6		
	17%	13%	26%	43%	11%	7%	13%	34%	3%	16%	32%	9%	20%	8%	19%	15%	7%	12%	11%	19%	31%	14%	16%	19%		
1+	88	64	23	10	16	36	18	19	31	33	26	40	66	21	36	36	28	14	17	12	3	6	61	27		
	83%	87%	74%	57%	89%	93%	87%	66%	97%	84%	68%	91%	80%	92%	81%	85%	93%	88%	89%	81%	69%	86%	84%	81%		
2+	78	55	23	8	12	35	17	16	28	30	22	36	58	20	33	33	25	14	16	10	2	3	52	27		
	74%	75%	72%	47%	68%	88%	82%	56%	88%	76%	56%	82%	70%	88%	75%	78%	84%	88%	84%	67%	46%	42%	71%	81%		
3+	72	50	22	8	11	33	16	12	26	30	18	33	51	20	32	28	21	14	16	9	2	3	47	24		
	68%	68%	68%	47%	61%	84%	78%	40%	82%	76%	47%	76%	62%	88%	72%	67%	70%	88%	84%	61%	46%	42%	65%	74%		
4+	59	43	16	5	11	25	15	6	24	28	16	28	45	13	25	26	15	9	16	9	2	1	38	21		
	55%	58%	49%	31%	61%	64%	70%	21%	77%	72%	42%	65%	54%	58%	57%	62%	48%	59%	84%	61%	46%	13%	52%	63%		
5+	38	30	8	4	8	15	11	3	13	22	7	20	27	9	12	21	10	6	12	6	1	-	25	13		
	36%	40%	24%	25%	42%	38%	51%	10%	40%	55%	19%	45%	33%	42%	28%	50%	32%	39%	63%	39%	26%	-	34%	40%		
ALL SIX	19	15	4	3	8	3	5	3	7	9	4	12	16	3	10	10	2	4	4	5	-	-	13	7		
	18%	21%	12%	19%	42%	7%	25%	10%	21%	24%	11%	28%	20%	12%	22%	23%	6%	25%	19%	32%	-	-	17%	20%		
LEGISLATIVE WORRY (VERY)																										
0	39	25	14	12	5	11	5	19	7	10	19	16	34	5	19	13	10	5	3	5	2	2	27	12		
	37%	33%	46%	73%	28%	29%	22%	65%	21%	24%	49%	36%	42%	21%	44%	31%	34%	32%	16%	33%	54%	27%	37%	37%		
1+	67	49	17	5	13	28	16	10	25	30	20	28	48	18	25	29	20	11	16	10	2	5	46	21		
	63%	67%	54%	27%	72%	71%	78%	35%	79%	76%	51%	64%	58%	79%	56%	69%	66%	68%	84%	67%	46%	73%	63%	63%		
2+	51	36	15	3	8	23	14	6	19	25	11	23	34	16	20	21	14	8	14	9	2	1	32	18		
	48%	48%	46%	17%	45%	58%	70%	20%	60%	63%	27%	53%	41%	71%	44%	49%	47%	48%	74%	61%	46%	13%	44%	56%		
3+	43	30	13	1	8	19	13	5	15	22	10	19	29	13	16	19	12	6	13	8	1	1	28	16		
	41%	41%	40%	6%	45%	49%	61%	17%	48%	56%	25%	44%	35%	58%	36%	45%	41%	37%	70%	54%	20%	13%	38%	47%		
4+	33	25	7	1	7	13	10	3	11	19	6	16	21	11	13	15	9	4	12	7	1	1	21	12		
	31%	34%	23%	6%	40%	34%	47%	9%	35%	47%	15%	36%	26%	50%	28%	34%	29%	23%	61%	48%	20%	13%	28%	37%		
5+	13	12	1	1	4	3	5	2	3	9	2	7	9	4	4	6	3	3	5	4	-	-	6	7		
	13%	17%	3%	6%	20%	8%	26%	6%	9%	22%	5%	17%	11%	18%	9%	14%	11%	17%	24%	26%	-	-	9%	21%		
ALL SIX	6	5	1	1	3	-	3	1	1	4	1	4	5	2	2	3	-	1	2	4	-	-	4	3		
	6%	7%	3%	6%	15%	-	12%	3%	3%	11%	3%	8%	6%	8%	5%	6%	-	5%	9%	26%	-	-	5%	9%		

Table 42-4
Legislative Worry Matrix.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVTMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
BASE=TOTAL ASKED	106	52	41	26	16	15	13	13	13	63	19	13	8	45	46	15	36	5	70	11	58	73
	100%	49%	38%	24%	15%	14%	13%	12%	12%	60%	18%	12%	7%	43%	43%	14%	34%	5%	64%	10%	53%	69%
LEGISLATIVE WORRY (TOTAL)																						
0	18	6	5	4	-	3	3	-	3	9	5	2	1	5	7	6	6	-	9	1	9	15
	17%	11%	13%	17%	-	22%	23%	-	25%	15%	28%	15%	11%	10%	16%	41%	16%	-	13%	9%	16%	21%
1+	88	46	35	21	16	12	10	13	10	54	13	11	7	40	38	9	30	5	61	10	49	58
	83%	89%	87%	83%	100%	78%	77%	100%	75%	85%	72%	85%	89%	90%	84%	59%	84%	100%	87%	91%	84%	79%
2+	78	44	32	20	13	9	9	9	7	48	11	11	7	36	35	7	30	4	59	8	48	55
	74%	84%	78%	77%	81%	60%	70%	69%	52%	75%	62%	85%	89%	81%	76%	46%	82%	67%	84%	73%	82%	75%
3+	72	43	30	18	12	9	8	8	6	41	11	11	7	35	31	5	30	4	57	8	44	48
	68%	82%	73%	70%	74%	60%	60%	60%	45%	65%	62%	85%	89%	78%	69%	34%	82%	67%	81%	73%	75%	66%
4+	59	34	25	15	11	7	7	5	6	31	10	9	7	28	26	5	27	4	45	8	39	38
	55%	65%	62%	59%	67%	48%	53%	38%	45%	49%	56%	71%	89%	61%	57%	34%	74%	67%	65%	73%	67%	52%
5+	38	21	17	6	9	5	3	2	5	23	6	6	3	16	18	4	15	2	22	7	29	23
	36%	41%	41%	23%	56%	35%	24%	15%	38%	36%	32%	46%	39%	35%	40%	23%	41%	33%	32%	64%	49%	32%
ALL SIX	19	12	7	2	7	3	2	2	2	10	3	5	1	8	10	1	9	-	9	4	14	14
	18%	24%	16%	9%	42%	22%	15%	15%	15%	16%	16%	37%	13%	18%	23%	6%	24%	-	13%	36%	25%	18%
LEGISLATIVE WORRY (VERY)																						
0	39	16	11	10	2	10	6	2	5	21	10	4	2	11	19	9	13	1	28	4	16	29
	37%	31%	27%	40%	14%	62%	46%	14%	40%	34%	55%	29%	25%	24%	43%	60%	35%	17%	41%	36%	28%	40%
1+	67	36	30	15	14	6	7	11	8	42	8	9	6	34	26	6	23	4	42	7	42	44
	63%	69%	73%	60%	86%	38%	54%	86%	60%	66%	45%	71%	75%	76%	57%	40%	65%	83%	59%	64%	72%	60%
2+	51	31	25	13	8	4	5	6	3	29	7	7	6	28	18	5	20	3	36	6	32	33
	48%	59%	61%	50%	53%	26%	37%	45%	21%	46%	40%	54%	75%	62%	38%	34%	56%	50%	51%	55%	55%	46%
3+	43	25	20	10	7	3	4	4	3	25	7	5	5	24	15	4	17	3	32	6	31	26
	41%	48%	49%	39%	47%	19%	31%	30%	21%	39%	40%	38%	63%	54%	32%	28%	48%	50%	46%	55%	53%	35%
4+	33	19	16	8	6	1	2	3	1	19	5	4	4	17	11	4	12	2	23	5	24	18
	31%	36%	40%	32%	41%	5%	16%	21%	7%	30%	25%	29%	51%	39%	24%	28%	34%	33%	32%	45%	42%	25%
5+	13	7	6	3	4	-	1	1	-	8	2	4	-	7	6	1	6	1	6	2	11	8
	13%	13%	14%	11%	23%	-	10%	8%	-	12%	10%	29%	-	15%	12%	6%	16%	17%	8%	18%	19%	10%
ALL SIX	6	4	3	-	2	-	-	1	-	4	1	2	-	3	3	1	3	-	2	1	6	4
	6%	7%	7%	-	11%	-	-	8%	-	6%	5%	14%	-	6%	6%	6%	8%	-	3%	9%	10%	5%

Table 42-5
Legislative Worry Matrix.

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL ASKED	106 100%	61 57%	65 62%	55 52%	50 47%	43 40%	40 38%	42 39%	44 42%	51 49%	47 44%	51 48%	43 40%	61 58%	19 18%	74 70%	27 26%	35 33%	44 42%
LEGISLATIVE WORRY (TOTAL)																			
0	18 17%	12 20%	10 16%	9 16%	7 14%	7 15%	8 19%	7 18%	6 13%	6 12%	6 13%	8 15%	9 20%	10 16%	3 16%	7 9%	2 7%	5 14%	12 26%
1+	88 83%	49 80%	55 84%	46 84%	42 86%	36 85%	33 81%	34 82%	38 87%	45 88%	41 87%	43 85%	34 80%	52 84%	16 84%	67 91%	25 93%	30 86%	32 74%
2+	78 74%	40 66%	49 75%	39 71%	38 76%	30 71%	27 67%	29 71%	35 80%	39 75%	35 74%	40 79%	30 71%	46 75%	15 77%	60 81%	23 85%	27 78%	28 63%
3+	72 68%	37 62%	46 70%	37 67%	34 69%	26 60%	24 61%	27 65%	34 77%	34 65%	33 70%	37 73%	27 63%	43 70%	13 65%	56 76%	22 81%	24 70%	26 58%
4+	59 55%	29 47%	38 58%	29 53%	29 58%	21 49%	22 54%	22 53%	29 65%	28 54%	28 60%	30 60%	23 54%	35 56%	13 65%	43 59%	19 71%	20 58%	19 43%
5+	38 36%	17 28%	22 33%	17 30%	19 38%	11 26%	13 32%	12 29%	22 49%	15 29%	18 38%	20 39%	16 37%	22 36%	6 33%	29 39%	15 55%	12 36%	10 23%
ALL SIX	19 18%	10 16%	12 18%	9 16%	8 16%	6 14%	8 20%	5 12%	12 27%	6 13%	10 21%	9 18%	11 25%	9 14%	4 23%	15 20%	8 29%	5 14%	6 15%
LEGISLATIVE WORRY (VERY)																			
0	39 37%	28 46%	27 41%	25 46%	19 37%	16 38%	18 45%	21 50%	17 39%	16 30%	20 43%	15 29%	18 41%	21 34%	10 52%	20 27%	13 49%	12 33%	14 33%
1+	67 63%	33 54%	38 59%	29 54%	31 63%	27 62%	22 55%	21 50%	27 61%	36 70%	27 57%	36 71%	25 59%	41 66%	9 48%	54 73%	14 51%	23 67%	30 67%
2+	51 48%	23 38%	31 48%	23 43%	26 52%	16 38%	18 45%	14 35%	21 47%	27 52%	18 39%	31 62%	16 37%	34 56%	8 42%	39 53%	10 38%	20 58%	20 46%
3+	43 41%	20 33%	26 40%	21 38%	21 43%	14 34%	16 40%	14 35%	18 40%	22 43%	16 35%	26 51%	16 37%	27 43%	8 42%	31 43%	9 35%	16 47%	17 39%
4+	33 31%	15 24%	22 33%	17 31%	17 34%	10 24%	12 30%	11 27%	14 32%	18 36%	12 26%	20 40%	10 24%	22 36%	7 36%	23 31%	8 28%	14 40%	11 26%
5+	13 13%	4 6%	7 10%	6 10%	6 12%	3 7%	5 12%	2 5%	7 17%	6 11%	5 10%	9 17%	5 11%	9 14%	3 15%	10 14%	4 14%	5 14%	5 11%
ALL SIX	6 6%	1 1%	3 4%	3 5%	3 5%	1 2%	1 2%	- -	3 6%	4 7%	3 5%	4 7%	3 6%	4 6%	2 10%	4 6%	2 6%	3 8%	2 4%

Table 42-6
Legislative Worry Matrix.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL ASKED	145 100%	5 100%	40 100%	30 100%	11 100%	29 100%
LEGISLATIVE WORRY (TOTAL)						
0	19 13%	- -	2 5%	7 24%	1 9%	4 13%
1+	126 87%	5 100%	38 95%	23 76%	10 91%	25 87%
2+	119 82%	4 67%	36 90%	23 76%	8 73%	25 87%
3+	112 77%	4 67%	34 85%	23 76%	8 73%	23 77%
4+	96 66%	4 67%	24 60%	21 71%	8 73%	20 67%
5+	60 41%	2 33%	8 20%	14 47%	7 64%	12 40%
ALL SIX	27 19%	- -	- -	9 29%	4 36%	8 27%
LEGISLATIVE WORRY (VERY)						
0	50 34%	1 17%	16 40%	12 41%	4 36%	6 20%
1+	95 66%	4 83%	24 60%	18 59%	7 64%	24 80%
2+	77 53%	3 50%	20 50%	16 53%	6 55%	18 60%
3+	72 50%	3 50%	18 45%	14 47%	6 55%	17 57%
4+	54 37%	2 33%	12 30%	11 35%	5 45%	14 47%
5+	20 14%	1 17%	2 5%	4 12%	2 18%	6 20%
ALL SIX	8 6%	- -	- -	2 6%	1 9%	3 10%

Table 43-1

QUESTION X1A:
Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The ban on non-competes

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL ASKED	180	57	19	29	10	65	76	104	60	55	38	89	60	20	35	21	21	16	29	138	74	25	11	39
	100%	32%	11%	16%	6%	36%	42%	58%	33%	31%	21%	49%	33%	11%	19%	12%	12%	9%	16%	77%	41%	14%	6%	22%
**D/S (WORRIED - NOT WORRIED)	-41	-16	-4	-16	-2	-3	-20	-21	-16	-15	2	-24	-14	2	-4	-	-5	-4	-10	-26	-21	-5	-7	-11
	-23%	-28%	-21%	-55%	-20%	-5%	-26%	-20%	-27%	-27%	5%	-27%	-23%	10%	-11%	-	-24%	-25%	-34%	-19%	-28%	-20%	-64%	-28%
TOTAL WORRIED	63	19	6	6	4	28	25	38	19	19	18	28	22	10	14	10	8	5	9	50	24	9	2	12
-----	35%	33%	32%	21%	40%	43%	33%	37%	32%	35%	47%	31%	37%	50%	40%	48%	38%	31%	31%	36%	32%	36%	18%	31%
TOTAL NOT WORRIED	104	35	10	22	6	31	45	59	35	34	16	52	36	8	18	10	13	9	19	76	45	14	9	23
-----	58%	61%	53%	76%	60%	48%	59%	57%	58%	62%	42%	58%	60%	40%	51%	48%	62%	56%	66%	55%	61%	56%	82%	59%
VERY WORRIED	27	6	3	4	1	13	9	18	7	7	9	14	10	2	7	2	2	3	6	19	14	6	-	2
	15%	11%	16%	14%	10%	20%	12%	17%	12%	13%	24%	16%	17%	10%	20%	10%	10%	19%	21%	14%	19%	24%	-	5%
SOMEWHAT WORRIED	36	13	3	2	3	15	16	20	12	12	9	14	12	8	7	8	6	2	3	31	10	3	2	10
	20%	23%	16%	7%	30%	23%	21%	19%	20%	22%	24%	16%	20%	40%	20%	38%	29%	13%	10%	22%	14%	12%	18%	26%
NOT VERY WORRIED	44	11	2	14	4	13	13	31	10	15	7	16	20	2	9	6	3	3	9	30	17	3	4	13
	24%	19%	11%	48%	40%	20%	17%	30%	17%	27%	18%	18%	33%	10%	26%	29%	14%	19%	31%	22%	23%	12%	36%	33%
NOT AT ALL WORRIED	60	24	8	8	2	18	32	28	25	19	9	36	16	6	9	4	10	6	10	46	28	11	5	10
	33%	42%	42%	28%	20%	28%	42%	27%	42%	35%	24%	40%	27%	30%	26%	19%	48%	38%	34%	33%	38%	44%	45%	26%
DON'T KNOW/UNSURE	13	3	3	1	-	6	6	7	6	2	4	9	2	2	3	1	-	2	1	12	5	2	-	4
	7%	5%	16%	3%	-	9%	8%	7%	10%	4%	11%	10%	3%	10%	9%	5%	-	13%	3%	9%	7%	8%	-	10%

Table 43-2

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The ban on non-competes

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL ASKED	180	86	71	157	22	29	80	61	24	87	63	45	52	79	49	54	75	55	44	80	28	149	7	13
	100%	48%	39%	87%	12%	16%	44%	34%	13%	48%	35%	25%	29%	44%	27%	30%	42%	31%	24%	44%	16%	83%	4%	7%
**D/S (WORRIED - NOT WORRIED)	-41	-20	-15	-35	-5	-13	-21	-5	-9	-5	-23	-20	-2	-20	-21	2	-23	-12	-4	-25	-12	-38	-2	4
	-23%	-23%	-21%	-22%	-23%	-45%	-26%	-8%	-38%	-6%	-37%	-44%	-4%	-25%	-43%	4%	-31%	-22%	-9%	-31%	-43%	-26%	-29%	31%
TOTAL WORRIED	63	29	27	56	7	7	27	26	6	38	19	11	24	26	12	26	24	20	17	26	7	50	2	8
-----	35%	34%	38%	36%	32%	24%	34%	43%	25%	44%	30%	24%	46%	33%	24%	48%	32%	36%	39%	33%	25%	34%	29%	62%
TOTAL NOT WORRIED	104	49	42	91	12	20	48	31	15	43	42	31	26	46	33	24	47	32	21	51	19	88	4	4
-----	58%	57%	59%	58%	55%	69%	60%	51%	63%	49%	67%	69%	50%	58%	67%	44%	63%	58%	48%	64%	68%	59%	57%	31%
VERY WORRIED	27	11	13	24	3	4	10	12	3	19	5	4	12	10	4	15	8	9	8	10	1	24	-	2
	15%	13%	18%	15%	14%	14%	13%	20%	13%	22%	8%	9%	23%	13%	8%	28%	11%	16%	18%	13%	4%	16%	-	15%
SOMEWHAT WORRIED	36	18	14	32	4	3	17	14	3	19	14	7	12	16	8	11	16	11	9	16	6	26	2	6
	20%	21%	20%	20%	18%	10%	21%	23%	13%	22%	22%	16%	23%	20%	16%	20%	21%	20%	20%	20%	21%	17%	29%	46%
NOT VERY WORRIED	44	22	19	41	2	8	24	11	4	18	21	8	12	23	13	12	19	14	10	20	9	36	1	1
	24%	26%	27%	26%	9%	28%	30%	18%	17%	21%	33%	18%	23%	29%	27%	22%	25%	25%	23%	25%	32%	24%	14%	8%
NOT AT ALL WORRIED	60	27	23	50	10	12	24	20	11	25	21	23	14	23	20	12	28	18	11	31	10	52	3	3
	33%	31%	32%	32%	45%	41%	30%	33%	46%	29%	33%	51%	27%	29%	41%	22%	37%	33%	25%	39%	36%	35%	43%	23%
DON'T KNOW/UNSURE	13	8	2	10	3	2	5	4	3	6	2	3	2	7	4	4	4	3	6	3	2	11	1	1
	7%	9%	3%	6%	14%	7%	6%	7%	13%	7%	3%	7%	4%	9%	8%	7%	5%	5%	14%	4%	7%	7%	14%	8%

Table 43-3
 QUESTION X1A:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The ban on non-competes

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	180	135	45	37	40	56	33	44	63	65	63	87	150	27	69	60	61	30	25	24	15	8	125	52
	100%	75%	25%	21%	22%	31%	18%	24%	35%	36%	35%	48%	83%	15%	38%	33%	34%	17%	14%	13%	8%	4%	69%	29%
**D/S (WORRIED - NOT WORRIED)	-41	-27	-14	-14	4	-19	-8	-16	-11	-7	-19	-10	-29	-11	-18	-6	-23	2	-4	1	-5	-2	-31	-9
	-23%	-20%	-31%	-38%	10%	-34%	-24%	-36%	-17%	-11%	-30%	-11%	-19%	-41%	-26%	-10%	-38%	7%	-16%	4%	-33%	-25%	-25%	-17%
TOTAL WORRIED	63	50	13	9	21	16	12	12	25	26	19	36	55	7	23	23	16	15	10	12	5	3	43	19
-----	35%	37%	29%	24%	53%	29%	36%	27%	40%	40%	30%	41%	37%	26%	33%	38%	26%	50%	40%	50%	33%	38%	34%	37%
TOTAL NOT WORRIED	104	77	27	23	17	35	20	28	36	33	38	46	84	18	41	29	39	13	14	11	10	5	74	28
-----	58%	57%	60%	62%	43%	63%	61%	64%	57%	51%	60%	53%	56%	67%	59%	48%	64%	43%	56%	46%	67%	63%	59%	54%
VERY WORRIED	27	25	2	3	11	5	5	4	10	13	8	15	23	4	5	11	5	7	5	7	4	3	19	8
	15%	19%	4%	8%	28%	9%	15%	9%	16%	20%	13%	17%	15%	15%	7%	18%	8%	23%	20%	29%	27%	38%	15%	15%
SOMEWHAT WORRIED	36	25	11	6	10	11	7	8	15	13	11	21	32	3	18	12	11	8	5	5	1	-	24	11
	20%	19%	24%	16%	25%	20%	21%	18%	24%	20%	17%	24%	21%	11%	26%	20%	18%	27%	20%	21%	7%	-	19%	21%
NOT VERY WORRIED	44	30	14	14	8	11	6	9	18	14	15	21	36	7	17	16	15	6	7	4	5	4	33	9
	24%	22%	31%	38%	20%	20%	18%	20%	29%	22%	24%	24%	24%	26%	25%	27%	25%	20%	28%	17%	33%	50%	26%	17%
NOT AT ALL WORRIED	60	47	13	9	9	24	14	19	18	19	23	25	48	11	24	13	24	7	7	7	5	1	41	19
	33%	35%	29%	24%	23%	43%	42%	43%	29%	29%	37%	29%	32%	41%	35%	22%	39%	23%	28%	29%	33%	13%	33%	37%
DON'T KNOW/UNSURE	13	8	5	5	2	5	1	4	2	6	6	5	11	2	5	8	6	2	1	1	-	-	8	5
	7%	6%	11%	14%	5%	9%	3%	9%	3%	9%	10%	6%	7%	7%	7%	13%	10%	7%	4%	4%	-	-	6%	10%

Table 43-4

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The ban on non-competes

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL ASKED	180 100%	83 46%	72 40%	46 26%	23 13%	24 13%	22 12%	16 9%	22 12%	101 56%	37 21%	16 9%	23 13%	73 41%	80 44%	27 15%	70 39%	6 3%	37 21%	11 6%	52 29%	74 41%	
**D/S (WORRIED - NOT WORRIED)	-41 -23%	-13 -16%	-22 -31%	-12 -26%	8 35%	-11 -46%	-7 -32%	-6 -38%	-4 -18%	-22 -22%	-13 -35%	-2 -13%	-2 -9%	-4 -5%	-23 -29%	-14 -52%	-13 -19%	-5 -83%	-13 -35%	-2 -18%	-3 -6%	-18 -24%	
TOTAL WORRIED -----	63 35%	33 40%	22 31%	15 33%	14 61%	6 25%	6 27%	5 31%	8 36%	35 35%	11 30%	7 44%	10 43%	31 42%	26 33%	6 22%	27 39%	- -	11 30%	4 36%	23 44%	25 34%	
TOTAL NOT WORRIED -----	104 58%	46 55%	44 61%	27 59%	6 26%	17 71%	13 59%	11 69%	12 55%	57 56%	24 65%	9 56%	12 52%	35 48%	49 61%	20 74%	40 57%	5 83%	24 65%	6 55%	26 50%	43 58%	
VERY WORRIED	27 15%	10 12%	13 18%	9 20%	4 17%	- -	2 9%	3 19%	3 14%	17 17%	4 11%	2 13%	4 17%	14 19%	9 11%	4 15%	10 14%	- -	7 19%	1 9%	10 19%	9 12%	
SOMEWHAT WORRIED	36 20%	23 28%	9 13%	6 13%	10 43%	6 25%	4 18%	2 13%	5 23%	18 18%	7 19%	5 31%	6 26%	17 23%	17 21%	2 7%	17 24%	- -	4 11%	3 27%	13 25%	16 22%	
NOT VERY WORRIED	44 24%	20 24%	21 29%	11 24%	3 13%	6 25%	7 32%	5 31%	6 27%	22 22%	9 24%	6 38%	6 26%	12 16%	24 30%	8 30%	19 27%	3 50%	15 41%	4 36%	10 19%	12 16%	
NOT AT ALL WORRIED	60 33%	26 31%	23 32%	16 35%	3 13%	11 46%	6 27%	6 38%	6 27%	35 35%	15 41%	3 19%	6 26%	23 32%	25 31%	12 44%	21 30%	2 33%	9 24%	2 18%	16 31%	31 42%	
DON'T KNOW/UNSURE	13 7%	4 5%	6 8%	4 9%	3 13%	1 4%	3 14%	- -	2 9%	9 9%	2 5%	- -	1 4%	7 10%	5 6%	1 4%	3 4%	1 17%	2 5%	1 9%	3 6%	6 8%	

Table 43-5

QUESTION X1A:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The ban on non-competes

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED	
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO
BASE=TOTAL ASKED	180 100%	120 67%	119 66%	115 64%	107 59%	86 48%	87 48%	77 43%	82 46%	84 47%	83 46%	87 48%	74 41%	104 58%	32 18%	127 71%
**D/S (WORRIED - NOT WORRIED)	-41 -23%	-27 -23%	-26 -22%	-32 -28%	-29 -27%	-17 -20%	-19 -22%	-10 -13%	-8 -10%	-27 -32%	-7 -8%	-28 -32%	-4 -5%	-35 -34%	-5 -16%	-27 -21%
TOTAL WORRIED -----	63 35%	42 35%	42 35%	37 32%	35 33%	32 37%	31 36%	30 39%	33 40%	27 32%	36 43%	26 30%	33 45%	30 29%	12 38%	46 36%
TOTAL NOT WORRIED -----	104 58%	69 58%	68 57%	69 60%	64 60%	49 57%	50 57%	40 52%	41 50%	54 64%	43 52%	54 62%	37 50%	65 63%	17 53%	73 57%
VERY WORRIED	27 15%	15 13%	17 14%	14 12%	15 14%	14 16%	15 17%	9 12%	11 13%	16 19%	11 13%	16 18%	11 15%	16 15%	7 22%	17 13%
SOMEWHAT WORRIED	36 20%	27 23%	25 21%	23 20%	20 19%	18 21%	16 18%	21 27%	22 27%	11 13%	25 30%	10 11%	22 30%	14 13%	5 16%	29 23%
NOT VERY WORRIED	44 24%	32 27%	29 24%	28 24%	29 27%	23 27%	25 29%	18 23%	19 23%	19 23%	21 25%	19 22%	19 26%	24 23%	10 31%	25 20%
NOT AT ALL WORRIED	60 33%	37 31%	39 33%	41 36%	35 33%	26 30%	25 29%	22 29%	22 27%	35 42%	22 27%	35 40%	18 24%	41 39%	7 22%	48 38%
DON'T KNOW/UNSURE	13 7%	9 8%	9 8%	9 8%	8 7%	5 6%	6 7%	7 9%	8 10%	3 4%	4 5%	7 8%	4 5%	9 9%	3 9%	8 6%

Table 43-6

QUESTION X1A:
Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The ban on non-competes

BANNER 6

	LEGISLATIVE WORRY (TOTAL)							LEGISLATIVE WORRY (VERY)							
	TOTAL	0	1+	2+	3+	4+	5+	ALL SIX	0	1+	2+	3+	4+	5+	ALL SIX
BASE=TOTAL ASKED	180 100%	29 16%	151 84%	142 79%	131 73%	110 61%	70 39%	36 20%	63 35%	117 65%	92 51%	81 45%	60 33%	24 13%	11 6%
**D/S (WORRIED - NOT WORRIED)	-41 -23%	-25 -86%	-16 -11%	-10 -7%	-5 -4%	11 10%	37 53%	36 100%	-37 -59%	-4 -3%	- -	8 10%	14 23%	21 88%	11 100%
TOTAL WORRIED	63 35%	- -	63 42%	62 44%	59 45%	58 53%	52 74%	36 100%	10 16%	53 45%	43 47%	42 52%	35 58%	22 92%	11 100%
TOTAL NOT WORRIED	104 58%	25 86%	79 52%	72 51%	64 49%	47 43%	15 21%	- -	47 75%	57 49%	43 47%	34 42%	21 35%	1 4%	- -
VERY WORRIED	27 15%	- -	27 18%	27 19%	26 20%	25 23%	23 33%	16 44%	- -	27 23%	25 27%	25 31%	24 40%	18 75%	11 100%
SOMEWHAT WORRIED	36 20%	- -	36 24%	35 25%	33 25%	33 30%	29 41%	20 56%	10 16%	26 22%	18 20%	17 21%	11 18%	4 17%	- -
NOT VERY WORRIED	44 24%	12 41%	32 21%	30 21%	27 21%	21 19%	7 10%	- -	20 32%	24 21%	19 21%	15 19%	9 15%	1 4%	- -
NOT AT ALL WORRIED	60 33%	13 45%	47 31%	42 30%	37 28%	26 24%	8 11%	- -	27 43%	33 28%	24 26%	19 23%	12 20%	- -	- -
DON'T KNOW/UNSURE	13 7%	4 14%	9 6%	8 6%	8 6%	5 5%	3 4%	- -	6 10%	7 6%	6 7%	5 6%	4 7%	1 4%	- -

Table 44-1
 QUESTION X1B:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

Cannabis in the workplace and limits on being able to regulate it

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL ASKED	180	57	19	29	10	65	76	104	60	55	38	89	60	20	35	21	21	16	29	138	74	25	11	39
	100%	32%	11%	16%	6%	36%	42%	58%	33%	31%	21%	49%	33%	11%	19%	12%	12%	9%	16%	77%	41%	14%	6%	22%
**D/S (WORRIED - NOT WORRIED)	40	3	6	4	6	21	9	31	9	21	18	14	21	12	9	11	9	-	8	38	17	13	1	3
	22%	5%	32%	14%	60%	32%	12%	30%	15%	38%	47%	16%	35%	60%	26%	52%	43%	-	28%	28%	23%	52%	9%	8%
TOTAL WORRIED	108	30	12	16	8	42	42	66	34	38	28	51	40	15	22	16	15	7	18	87	45	19	6	20
-----	60%	53%	63%	55%	80%	65%	55%	63%	57%	69%	74%	57%	67%	75%	63%	76%	71%	44%	62%	63%	61%	76%	55%	51%
TOTAL NOT WORRIED	68	27	6	12	2	21	33	35	25	17	10	37	19	3	13	5	6	7	10	49	28	6	5	17
-----	38%	47%	32%	41%	20%	32%	43%	34%	42%	31%	26%	42%	32%	15%	37%	24%	29%	44%	34%	36%	38%	24%	45%	44%
VERY WORRIED	69	19	6	10	5	29	25	44	19	24	21	34	24	10	14	9	10	5	11	57	33	15	3	10
	38%	33%	32%	34%	50%	45%	33%	42%	32%	44%	55%	38%	40%	50%	40%	43%	48%	31%	38%	41%	45%	60%	27%	26%
SOMEWHAT WORRIED	39	11	6	6	3	13	17	22	15	14	7	17	16	5	8	7	5	2	7	30	12	4	3	10
	22%	19%	32%	21%	30%	20%	22%	21%	25%	25%	18%	19%	27%	25%	23%	33%	24%	13%	24%	22%	16%	16%	27%	26%
NOT VERY WORRIED	27	9	2	5	1	10	11	16	8	5	4	10	10	1	5	3	2	3	3	19	7	1	3	9
	15%	16%	11%	17%	10%	15%	14%	15%	13%	9%	11%	11%	17%	5%	14%	14%	10%	19%	10%	14%	9%	4%	27%	23%
NOT AT ALL WORRIED	41	18	4	7	1	11	22	19	17	12	6	27	9	2	8	2	4	4	7	30	21	5	2	8
	23%	32%	21%	24%	10%	17%	29%	18%	28%	22%	16%	30%	15%	10%	23%	10%	19%	25%	24%	22%	28%	20%	18%	21%
DON'T KNOW/UNSURE	3	-	1	1	-	1	1	2	1	-	-	1	1	1	-	-	-	1	1	1	1	-	-	1
	2%	-	5%	3%	-	2%	1%	2%	2%	-	-	1%	2%	5%	-	-	-	6%	3%	1%	1%	-	-	3%
REFUSED	1	-	-	-	-	1	-	1	-	-	-	-	-	1	-	-	-	1	-	1	-	-	-	1
	1%	-	-	-	-	2%	-	1%	-	-	-	-	-	5%	-	-	-	6%	-	1%	-	-	-	3%

Table 44-2

QUESTION X1B:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

Cannabis in the workplace and limits on being able to regulate it

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
BASE=TOTAL ASKED	180	86	71	157	22	29	80	61	24	87	63	45	52	79	49	54	75	55	44	80	28	149	7	13	
	100%	48%	39%	87%	12%	16%	44%	34%	13%	48%	35%	25%	29%	44%	27%	30%	42%	31%	24%	44%	16%	83%	4%	7%	
**D/S (WORRIED - NOT WORRIED)	40	-	21	21	18	-10	21	31	-	43	-2	4	28	8	3	36	2	5	24	12	-6	35	6	6	
	22%	-	30%	13%	82%	-34%	26%	51%	-	49%	-3%	9%	54%	10%	6%	67%	3%	9%	55%	15%	-21%	23%	86%	46%	
TOTAL WORRIED	108	41	46	87	20	9	49	46	12	65	29	24	40	42	25	45	38	30	33	45	11	91	6	9	
-----	60%	48%	65%	55%	91%	31%	61%	75%	50%	75%	46%	53%	77%	53%	51%	83%	51%	55%	75%	56%	39%	61%	86%	69%	
TOTAL NOT WORRIED	68	41	25	66	2	19	28	15	12	22	31	20	12	34	22	9	36	25	9	33	17	56	-	3	
-----	38%	48%	35%	42%	9%	66%	35%	25%	50%	25%	49%	44%	23%	43%	45%	17%	48%	45%	20%	41%	61%	38%	-	23%	
VERY WORRIED	69	23	30	53	15	5	29	33	8	49	11	16	28	24	15	34	20	19	28	22	2	58	4	6	
	38%	27%	42%	34%	68%	17%	36%	54%	33%	56%	17%	36%	54%	30%	31%	63%	27%	35%	64%	28%	7%	39%	57%	46%	
SOMEWHAT WORRIED	39	18	16	34	5	4	20	13	4	16	18	8	12	18	10	11	18	11	5	23	9	33	2	3	
	22%	21%	23%	22%	23%	14%	25%	21%	17%	18%	29%	18%	23%	23%	20%	20%	24%	20%	11%	29%	32%	22%	29%	23%	
NOT VERY WORRIED	27	18	9	27	-	7	13	4	4	8	14	10	4	12	10	2	15	10	5	12	5	20	-	1	
	15%	21%	13%	17%	-	24%	16%	7%	17%	9%	22%	22%	8%	15%	20%	4%	20%	18%	11%	15%	18%	13%	-	8%	
NOT AT ALL WORRIED	41	23	16	39	2	12	15	11	8	14	17	10	8	22	12	7	21	15	4	21	12	36	-	2	
	23%	27%	23%	25%	9%	41%	19%	18%	33%	16%	27%	22%	15%	28%	24%	13%	28%	27%	9%	26%	43%	24%	-	15%	
DON'T KNOW/UNSURE	3	3	-	3	-	1	2	-	-	-	2	1	-	2	2	-	1	-	2	1	-	2	1	-	
	2%	3%	-	2%	-	3%	3%	-	-	-	3%	2%	-	3%	4%	-	1%	-	5%	1%	-	1%	14%	-	
REFUSED	1	1	-	1	-	-	1	-	-	-	1	-	-	1	-	-	-	-	-	1	-	-	-	1	
	1%	1%	-	1%	-	-	1%	-	-	-	2%	-	-	1%	-	-	-	-	-	1%	-	-	-	8%	

Table 44-3
 QUESTION X1B:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

Cannabis in the workplace and limits on being able to regulate it

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES								CAPACITY CHALLENGES	
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	180 100%	135 75%	45 25%	37 21%	40 22%	56 31%	33 18%	44 24%	63 35%	65 36%	63 35%	87 48%	150 83%	27 15%	69 38%	60 33%	61 34%	30 17%	25 14%	24 13%	15 8%	8 4%	125 69%	52 29%
**D/S (WORRIED - NOT WORRIED)	40 22%	37 27%	3 7%	-6 -16%	20 50%	22 39%	9 27%	-16 -36%	25 40%	32 49%	-2 -3%	28 32%	26 17%	13 48%	18 26%	21 35%	10 16%	8 27%	12 48%	8 33%	7 47%	-2 -25%	24 19%	15 29%
TOTAL WORRIED -----	108 60%	85 63%	23 51%	14 38%	30 75%	39 70%	21 64%	13 30%	44 70%	48 74%	29 46%	57 66%	86 57%	20 74%	42 61%	40 67%	35 57%	19 63%	18 72%	16 67%	11 73%	3 38%	73 58%	33 63%
TOTAL NOT WORRIED -----	68 38%	48 36%	20 44%	20 54%	10 25%	17 30%	12 36%	29 66%	19 30%	16 25%	31 49%	29 33%	60 40%	7 26%	24 35%	19 32%	25 41%	11 37%	6 24%	8 33%	4 27%	5 63%	49 39%	18 35%
VERY WORRIED	69 38%	59 44%	10 22%	4 11%	21 53%	29 52%	13 39%	6 14%	28 44%	33 51%	19 30%	32 37%	51 34%	16 59%	26 38%	20 33%	24 39%	10 33%	14 56%	12 50%	8 53%	2 25%	43 34%	24 46%
SOMEWHAT WORRIED	39 22%	26 19%	13 29%	10 27%	9 23%	10 18%	8 24%	7 16%	16 25%	15 23%	10 16%	25 29%	35 23%	4 15%	16 23%	20 33%	11 18%	9 30%	4 16%	4 17%	3 20%	1 13%	30 24%	9 17%
NOT VERY WORRIED	27 15%	17 13%	10 22%	6 16%	5 13%	8 14%	3 9%	11 25%	7 11%	7 11%	10 16%	14 16%	24 16%	3 11%	8 12%	9 15%	13 21%	6 20%	3 12%	2 8%	1 7%	1 13%	21 17%	5 10%
NOT AT ALL WORRIED	41 23%	31 23%	10 22%	14 38%	5 13%	9 16%	9 27%	18 41%	12 19%	9 14%	21 33%	15 17%	36 24%	4 15%	16 23%	10 17%	12 20%	5 17%	3 12%	6 25%	3 20%	4 50%	28 22%	13 25%
DON'T KNOW/UNSURE	3 2%	1 1%	2 4%	2 5%	- -	- -	- -	1 2%	- -	1 2%	2 3%	1 1%	3 2%	- -	2 3%	1 2%	1 2%	- -	- -	- -	- -	- -	2 2%	1 2%
REFUSED	1 1%	1 1%	- -	1 3%	- -	- -	- -	1 2%	- -	- -	1 2%	- -	1 1%	- -	1 1%	- -	- -	- -	1 4%	- -	- -	- -	1 1%	- -

Table 44-4

QUESTION X1B:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

Cannabis in the workplace and limits on being able to regulate it

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL ASKED	180 100%	83 46%	72 40%	46 26%	23 13%	24 13%	22 12%	16 9%	22 12%	101 56%	37 21%	16 9%	23 13%	73 41%	80 44%	27 15%	70 39%	6 3%	37 21%	11 6%	52 29%	24 41%	
**D/S (WORRIED - NOT WORRIED)	40 22%	26 31%	13 18%	- -	11 48%	- -	4 18%	6 38%	5 23%	17 17%	3 8%	4 25%	17 74%	29 40%	18 23%	-7 -26%	26 37%	4 67%	6 16%	7 64%	14 27%	9 12%	
TOTAL WORRIED -----	108 60%	54 65%	41 57%	22 48%	16 70%	12 50%	13 59%	11 69%	13 59%	58 57%	19 51%	10 63%	20 87%	50 68%	48 60%	10 37%	47 67%	5 83%	21 57%	9 82%	32 62%	41 55%	
TOTAL NOT WORRIED -----	68 38%	28 34%	28 39%	22 48%	5 22%	12 50%	9 41%	5 31%	8 36%	41 41%	16 43%	6 38%	3 13%	21 29%	30 38%	17 63%	21 30%	1 17%	15 41%	2 18%	18 35%	32 43%	
VERY WORRIED	69 38%	33 40%	29 40%	15 33%	11 48%	6 25%	7 32%	6 38%	8 36%	35 35%	10 27%	9 56%	14 61%	35 48%	27 34%	7 26%	32 46%	3 50%	13 35%	6 55%	22 42%	25 34%	
SOMEWHAT WORRIED	39 22%	21 25%	12 17%	7 15%	5 22%	6 25%	6 27%	5 31%	5 23%	23 23%	9 24%	1 6%	6 26%	15 21%	21 26%	3 11%	15 21%	2 33%	8 22%	3 27%	10 19%	16 22%	
NOT VERY WORRIED	27 15%	11 13%	13 18%	7 15%	1 4%	5 21%	2 9%	- -	3 14%	17 17%	6 16%	4 25%	- -	6 8%	15 19%	6 22%	8 11%	- -	7 19%	1 9%	8 15%	11 15%	
NOT AT ALL WORRIED	41 23%	17 20%	15 21%	15 33%	4 17%	7 29%	7 32%	5 31%	5 23%	24 24%	10 27%	2 13%	3 13%	15 21%	15 19%	11 41%	13 19%	1 17%	8 22%	1 9%	10 19%	21 28%	
DON'T KNOW/UNSURE	3 2%	- -	3 4%	1 2%	1 4%	- -	- -	- -	1 5%	1 1%	2 5%	- -	- -	1 1%	2 3%	- -	2 3%	- -	1 3%	- -	1 2%	1 1%	
REFUSED	1 1%	1 1%	- -	1 2%	1 4%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 2%	- -	

Table 44-5

QUESTION X1B:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

Cannabis in the workplace and limits on being able to regulate it

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED	
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO
BASE=TOTAL ASKED	180 100%	120 67%	119 66%	115 64%	107 59%	86 48%	87 48%	77 43%	82 46%	84 47%	83 46%	87 48%	74 41%	104 58%	32 18%	127 71%
**D/S (WORRIED - NOT WORRIED)	40 22%	22 18%	33 28%	29 25%	31 29%	30 35%	24 28%	21 27%	21 26%	22 26%	24 29%	19 22%	25 34%	15 14%	10 31%	37 29%
TOTAL WORRIED -----	108 60%	70 58%	76 64%	71 62%	68 64%	57 66%	54 62%	48 62%	51 62%	53 63%	52 63%	53 61%	48 65%	59 57%	21 66%	81 64%
TOTAL NOT WORRIED -----	68 38%	48 40%	43 36%	42 37%	37 35%	27 31%	30 34%	27 35%	30 37%	31 37%	28 34%	34 39%	23 31%	44 42%	11 34%	44 35%
VERY WORRIED	69 38%	43 36%	47 39%	44 38%	45 42%	38 44%	35 40%	31 40%	31 38%	36 43%	33 40%	34 39%	30 41%	39 38%	13 41%	50 39%
SOMEWHAT WORRIED	39 22%	27 23%	29 24%	27 23%	23 21%	19 22%	19 22%	17 22%	20 24%	17 20%	19 23%	19 22%	18 24%	20 19%	8 25%	31 24%
NOT VERY WORRIED	27 15%	18 15%	18 15%	17 15%	15 14%	13 15%	12 14%	14 18%	11 13%	12 14%	12 14%	11 13%	11 15%	16 15%	7 22%	13 10%
NOT AT ALL WORRIED	41 23%	30 25%	25 21%	25 22%	22 21%	14 16%	18 21%	13 17%	19 23%	19 23%	16 19%	23 26%	12 16%	28 27%	4 13%	31 24%
DON'T KNOW/UNSURE	3 2%	2 2%	-	2 2%	2 2%	2 2%	3 3%	2 3%	1 1%	-	2 2%	-	2 3%	1 1%	-	1 1%
REFUSED	1 1%	-	-	-	-	-	-	-	-	-	1 1%	-	1 1%	-	-	1 1%

Table 44-6

QUESTION X1B:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

Cannabis in the workplace and limits on being able to regulate it

BANNER 6

	LEGISLATIVE WORRY (TOTAL)							LEGISLATIVE WORRY (VERY)							
	TOTAL	0	1+	2+	3+	4+	5+	ALL SIX	0	1+	2+	3+	4+	5+	ALL SIX
BASE=TOTAL ASKED	180 100%	29 16%	151 84%	142 79%	131 73%	110 61%	70 39%	36 20%	63 35%	117 65%	92 51%	81 45%	60 33%	24 13%	11 6%
**D/S (WORRIED - NOT WORRIED)	40 22%	-27 -93%	67 44%	71 50%	72 55%	85 77%	62 89%	36 100%	-25 -40%	65 56%	62 67%	61 75%	52 87%	22 92%	11 100%
TOTAL WORRIED	108 60%	-	108 72%	106 75%	101 77%	97 88%	66 94%	36 100%	17 27%	91 78%	77 84%	71 88%	56 93%	23 96%	11 100%
TOTAL NOT WORRIED	68 38%	27 93%	41 27%	35 25%	29 22%	12 11%	4 6%	-	42 67%	26 22%	15 16%	10 12%	4 7%	1 4%	-
VERY WORRIED	69 38%	-	69 46%	67 47%	65 50%	64 58%	44 63%	23 64%	-	69 59%	59 64%	58 72%	49 82%	22 92%	11 100%
SOMEWHAT WORRIED	39 22%	-	39 26%	39 27%	36 27%	33 30%	22 31%	13 36%	17 27%	22 19%	18 20%	13 16%	7 12%	1 4%	-
NOT VERY WORRIED	27 15%	12 41%	15 10%	14 10%	11 8%	7 6%	3 4%	-	18 29%	9 8%	6 7%	5 6%	2 3%	-	-
NOT AT ALL WORRIED	41 23%	15 52%	26 17%	21 15%	18 14%	5 5%	1 1%	-	24 38%	17 15%	9 10%	5 6%	2 3%	1 4%	-
DON'T KNOW/UNSURE	3 2%	2 7%	1 1%	1 1%	1 1%	1 1%	-	-	3 5%	-	-	-	-	-	-
REFUSED	1 1%	-	1 1%	-	-	-	-	-	1 2%	-	-	-	-	-	-

Table 45-1
 QUESTION X1C:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new requirements on an employer for paid sick and safe time

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL ASKED	180	57	19	29	10	65	76	104	60	55	38	89	60	20	35	21	21	16	29	138	74	25	11	39
	100%	32%	11%	16%	6%	36%	42%	58%	33%	31%	21%	49%	33%	11%	19%	12%	12%	9%	16%	77%	41%	14%	6%	22%
**D/S (WORRIED - NOT WORRIED)	66	15	8	11	4	28	23	43	22	33	14	35	32	6	15	17	9	2	13	58	38	15	3	4
	37%	26%	42%	38%	40%	43%	30%	41%	37%	60%	37%	39%	53%	30%	43%	81%	43%	13%	45%	42%	51%	60%	27%	10%
TOTAL WORRIED	122	36	13	20	7	46	49	73	41	44	26	62	46	12	25	19	15	8	21	97	56	20	7	21
-----	68%	63%	68%	69%	70%	71%	64%	70%	68%	80%	68%	70%	77%	60%	71%	90%	71%	50%	72%	70%	76%	80%	64%	54%
TOTAL NOT WORRIED	56	21	5	9	3	18	26	30	19	11	12	27	14	6	10	2	6	6	8	39	18	5	4	17
-----	31%	37%	26%	31%	30%	28%	34%	29%	32%	20%	32%	30%	23%	30%	29%	10%	29%	38%	28%	28%	24%	20%	36%	44%
VERY WORRIED	68	17	9	10	4	28	26	42	24	21	18	37	22	8	15	11	10	5	11	54	37	13	3	8
	38%	30%	47%	34%	40%	43%	34%	40%	40%	38%	47%	42%	37%	40%	43%	52%	48%	31%	38%	39%	50%	52%	27%	21%
SOMEWHAT WORRIED	54	19	4	10	3	18	23	31	17	23	8	25	24	4	10	8	5	3	10	43	19	7	4	13
	30%	33%	21%	34%	30%	28%	30%	30%	28%	42%	21%	28%	40%	20%	29%	38%	24%	19%	34%	31%	26%	28%	36%	33%
NOT VERY WORRIED	30	8	2	6	3	11	10	20	11	5	6	14	8	3	7	2	3	3	4	21	9	2	3	8
	17%	14%	11%	21%	30%	17%	13%	19%	18%	9%	16%	16%	13%	15%	20%	10%	14%	19%	14%	15%	12%	8%	27%	21%
NOT AT ALL WORRIED	26	13	3	3	-	7	16	10	8	6	6	13	6	3	3	-	3	3	4	18	9	3	1	9
	14%	23%	16%	10%	-	11%	21%	10%	13%	11%	16%	15%	10%	15%	9%	-	14%	19%	14%	13%	12%	12%	9%	23%
DON'T KNOW/UNSURE	2	-	1	-	-	1	1	1	-	-	-	-	-	2	-	-	-	2	-	2	-	-	-	1
	1%	-	5%	-	-	2%	1%	1%	-	-	-	-	-	10%	-	-	-	13%	-	1%	-	-	-	3%

Table 45-2

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new requirements on an employer for paid sick and safe time

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL ASKED	180	86	71	157	22	29	80	61	24	87	63	45	52	79	49	54	75	55	44	80	28	149	7	13
	100%	48%	39%	87%	12%	16%	44%	34%	13%	48%	35%	25%	29%	44%	27%	30%	42%	31%	24%	44%	16%	83%	4%	7%
**D/S (WORRIED - NOT WORRIED)	66	16	29	45	20	1	22	39	4	59	4	4	36	26	4	38	25	17	27	23	6	67	2	4
	37%	19%	41%	29%	91%	3%	28%	64%	17%	68%	6%	9%	69%	33%	8%	70%	33%	31%	61%	29%	21%	45%	29%	31%
TOTAL WORRIED	122	50	50	100	21	15	50	50	14	73	33	24	44	52	26	46	50	36	35	51	17	108	4	8
-----	68%	58%	70%	64%	95%	52%	63%	82%	58%	84%	52%	53%	85%	66%	53%	85%	67%	65%	80%	64%	61%	72%	57%	62%
TOTAL NOT WORRIED	56	34	21	55	1	14	28	11	10	14	29	20	8	26	22	8	25	19	8	28	11	41	2	4
-----	31%	40%	30%	35%	5%	48%	35%	18%	42%	16%	46%	44%	15%	33%	45%	15%	33%	35%	18%	35%	39%	28%	29%	31%
VERY WORRIED	68	21	29	50	17	5	27	34	4	50	13	11	27	28	13	32	23	16	26	26	6	59	3	5
	38%	24%	41%	32%	77%	17%	34%	56%	17%	57%	21%	24%	52%	35%	27%	59%	31%	29%	59%	33%	21%	40%	43%	38%
SOMEWHAT WORRIED	54	29	21	50	4	10	23	16	10	23	20	13	17	24	13	14	27	20	9	25	11	49	1	3
	30%	34%	30%	32%	18%	34%	29%	26%	42%	26%	32%	29%	33%	30%	27%	26%	36%	36%	20%	31%	39%	33%	14%	23%
NOT VERY WORRIED	30	15	14	29	1	5	17	7	6	11	13	10	5	14	12	5	13	12	4	14	6	22	2	1
	17%	17%	20%	18%	5%	17%	21%	11%	25%	13%	21%	22%	10%	18%	24%	9%	17%	22%	9%	18%	21%	15%	29%	8%
NOT AT ALL WORRIED	26	19	7	26	-	9	11	4	4	3	16	10	3	12	10	3	12	7	4	14	5	19	-	3
	14%	22%	10%	17%	-	31%	14%	7%	17%	3%	25%	22%	6%	15%	20%	6%	16%	13%	9%	18%	18%	13%	-	23%
DON'T KNOW/UNSURE	2	2	-	2	-	-	2	-	-	-	1	1	-	1	1	-	-	-	1	1	-	-	1	1
	1%	2%	-	1%	-	-	3%	-	-	-	2%	2%	-	1%	2%	-	-	-	2%	1%	-	-	14%	8%

Table 45-3

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new requirements on an employer for paid sick and safe time

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE			FUTURE CHALLENGES								CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	180 100%	135 75%	45 25%	37 21%	40 22%	56 31%	33 18%	44 24%	63 35%	65 36%	63 35%	87 48%	150 83%	27 15%	69 38%	60 33%	61 34%	30 17%	25 14%	24 13%	15 8%	8 4%	125 69%	52 29%
**D/S (WORRIED - NOT WORRIED)	66 37%	50 37%	16 36%	-1 -3%	26 65%	26 46%	19 58%	1 2%	35 56%	32 49%	5 8%	39 45%	44 29%	21 78%	29 42%	25 42%	19 31%	16 53%	18 72%	12 50%	5 33%	2 25%	38 30%	27 52%
TOTAL WORRIED -----	122 68%	92 68%	30 67%	17 46%	33 83%	41 73%	26 79%	22 50%	49 78%	48 74%	33 52%	63 72%	96 64%	24 89%	48 70%	42 70%	40 66%	23 77%	21 84%	18 75%	10 67%	5 63%	81 65%	39 75%
TOTAL NOT WORRIED -----	56 31%	42 31%	14 31%	18 49%	7 18%	15 27%	7 21%	21 48%	14 22%	16 25%	28 44%	24 28%	52 35%	3 11%	19 28%	17 28%	21 34%	7 23%	3 12%	6 25%	5 33%	3 38%	43 34%	12 23%
VERY WORRIED	68 38%	57 42%	11 24%	5 14%	19 48%	25 45%	15 45%	5 11%	28 44%	34 52%	17 27%	33 38%	50 33%	16 59%	21 30%	21 35%	20 33%	11 37%	17 68%	14 58%	6 40%	4 50%	46 37%	21 40%
SOMEWHAT WORRIED	54 30%	35 26%	19 42%	12 32%	14 35%	16 29%	11 33%	17 39%	21 33%	14 22%	16 25%	30 34%	46 31%	8 30%	27 39%	21 35%	20 33%	12 40%	4 16%	4 17%	4 27%	1 13%	35 28%	18 35%
NOT VERY WORRIED	30 17%	21 16%	9 20%	8 22%	3 8%	10 18%	4 12%	10 23%	7 11%	9 14%	11 17%	17 20%	28 19%	2 7%	11 16%	8 13%	14 23%	6 20%	2 8%	3 13%	3 20%	1 13%	22 18%	7 13%
NOT AT ALL WORRIED	26 14%	21 16%	5 11%	10 27%	4 10%	5 9%	3 9%	11 25%	7 11%	7 11%	17 27%	7 8%	24 16%	1 4%	8 12%	9 15%	7 11%	1 3%	1 4%	3 13%	2 13%	2 25%	21 17%	5 10%
DON'T KNOW/UNSURE	2 1%	1 1%	1 2%	2 5%	- -	- -	- -	1 2%	- -	1 2%	2 3%	- -	2 1%	- -	2 3%	1 2%	- -	- -	1 4%	- -	- -	- -	1 1%	1 2%

Table 45-4

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new requirements on an employer for paid sick and safe time

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	180 100%	83 46%	72 40%	46 26%	23 13%	24 13%	22 12%	16 9%	22 12%	101 56%	37 21%	16 9%	23 13%	73 41%	80 44%	27 15%	70 39%	6 3%	37 21%	11 6%	52 29%	74 41%
**D/S (WORRIED - NOT WORRIED)	66 37%	52 63%	27 38%	22 48%	12 52%	2 8%	10 45%	2 13%	5 23%	32 32%	10 27%	10 63%	15 65%	43 59%	22 28%	1 4%	39 56%	2 33%	11 30%	5 45%	25 48%	23 31%
TOTAL WORRIED -----	122 68%	67 81%	49 68%	33 72%	17 74%	13 54%	16 73%	9 56%	13 59%	66 65%	23 62%	13 81%	19 83%	57 78%	51 64%	14 52%	54 77%	4 67%	24 65%	8 73%	38 73%	48 65%
TOTAL NOT WORRIED -----	56 31%	15 18%	22 31%	11 24%	5 22%	11 46%	6 27%	7 44%	8 36%	34 34%	13 35%	3 19%	4 17%	14 19%	29 36%	13 48%	15 21%	2 33%	13 35%	3 27%	13 25%	25 34%
VERY WORRIED	68 38%	33 40%	29 40%	19 41%	9 39%	3 13%	13 59%	5 31%	5 23%	36 36%	11 30%	5 31%	15 65%	36 49%	23 29%	9 33%	30 43%	3 50%	11 30%	5 45%	23 44%	26 35%
SOMEWHAT WORRIED	54 30%	34 41%	20 28%	14 30%	8 35%	10 42%	3 14%	4 25%	8 36%	30 30%	12 32%	8 50%	4 17%	21 29%	28 35%	5 19%	24 34%	1 17%	13 35%	3 27%	15 29%	22 30%
NOT VERY WORRIED	30 17%	9 11%	13 18%	8 17%	2 9%	5 21%	3 14%	3 19%	4 18%	19 19%	6 16%	2 13%	2 9%	7 10%	17 21%	6 22%	8 11%	1 17%	9 24%	3 27%	7 13%	10 14%
NOT AT ALL WORRIED	26 14%	6 7%	9 13%	3 7%	3 13%	6 25%	3 14%	4 25%	4 18%	15 15%	7 19%	1 6%	2 9%	7 10%	12 15%	7 26%	7 10%	1 17%	4 11%	- -	6 12%	15 20%
DON'T KNOW/UNSURE	2 1%	1 1%	1 1%	2 4%	1 4%	- -	- -	- -	1 5%	1 1%	1 3%	- -	- -	2 3%	- -	- -	1 1%	- -	- -	- -	1 2%	1 1%

Table 45-5

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new requirements on an employer for paid sick and safe time

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED	
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO
BASE=TOTAL ASKED	180 100%	120 67%	119 66%	115 64%	107 59%	86 48%	87 48%	77 43%	82 46%	84 47%	83 46%	87 48%	74 41%	104 58%	32 18%	127 71%
**D/S (WORRIED - NOT WORRIED)	66 37%	36 30%	47 39%	41 36%	39 36%	28 33%	30 34%	22 29%	26 32%	40 48%	38 46%	31 36%	23 31%	41 39%	8 25%	60 47%
TOTAL WORRIED -----	122 68%	78 65%	83 70%	78 68%	73 68%	57 66%	58 67%	49 64%	54 66%	62 74%	60 72%	59 68%	48 65%	72 69%	20 63%	93 73%
TOTAL NOT WORRIED -----	56 31%	42 35%	36 30%	37 32%	34 32%	29 34%	28 32%	27 35%	28 34%	22 26%	22 27%	28 32%	25 34%	31 30%	12 38%	33 26%
VERY WORRIED	68 38%	42 35%	49 41%	43 37%	43 40%	33 38%	36 41%	29 38%	31 38%	36 43%	34 41%	33 38%	24 32%	43 41%	13 41%	49 39%
SOMEWHAT WORRIED	54 30%	36 30%	34 29%	35 30%	30 28%	24 28%	22 25%	20 26%	23 28%	26 31%	26 31%	26 30%	24 32%	29 28%	7 22%	44 35%
NOT VERY WORRIED	30 17%	26 22%	21 18%	23 20%	23 21%	18 21%	17 20%	18 23%	15 18%	11 13%	11 13%	15 17%	13 18%	17 16%	7 22%	16 13%
NOT AT ALL WORRIED	26 14%	16 13%	15 13%	14 12%	11 10%	11 13%	11 13%	9 12%	13 16%	11 13%	11 13%	13 15%	12 16%	14 13%	5 16%	17 13%
DON'T KNOW/UNSURE	2 1%	-	-	-	-	-	1 1%	1 1%	-	-	1 1%	-	1 1%	1 1%	-	1 1%

Table 45-6

QUESTION X1C:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new requirements on an employer for paid sick and safe time

BANNER 6

	LEGISLATIVE WORRY (TOTAL)							LEGISLATIVE WORRY (VERY)							
	TOTAL	0	1+	2+	3+	4+	5+	ALL SIX	0	1+	2+	3+	4+	5+	ALL SIX
BASE=TOTAL ASKED	180 100%	29 16%	151 84%	142 79%	131 73%	110 61%	70 39%	36 20%	63 35%	117 65%	92 51%	81 45%	60 33%	24 13%	11 6%
**D/S (WORRIED - NOT WORRIED)	66 37%	-28 -97%	94 62%	100 70%	109 83%	96 87%	66 94%	36 100%	-19 -30%	85 73%	82 89%	75 93%	56 93%	22 92%	11 100%
TOTAL WORRIED	122 68%	-	122 81%	121 85%	120 92%	103 94%	68 97%	36 100%	21 33%	101 86%	87 95%	78 96%	58 97%	23 96%	11 100%
TOTAL NOT WORRIED	56 31%	28 97%	28 19%	21 15%	11 8%	7 6%	2 3%	-	40 63%	16 14%	5 5%	3 4%	2 3%	1 4%	-
VERY WORRIED	68 38%	-	68 45%	68 48%	68 52%	64 58%	44 63%	24 67%	-	68 58%	68 74%	66 81%	56 93%	23 96%	11 100%
SOMEWHAT WORRIED	54 30%	-	54 36%	53 37%	52 40%	39 35%	24 34%	12 33%	21 33%	33 28%	19 21%	12 15%	2 3%	-	-
NOT VERY WORRIED	30 17%	11 38%	19 13%	15 11%	9 7%	6 5%	1 1%	-	18 29%	12 10%	5 5%	3 4%	2 3%	1 4%	-
NOT AT ALL WORRIED	26 14%	17 59%	9 6%	6 4%	2 2%	1 1%	1 1%	-	22 35%	4 3%	-	-	-	-	-
DON'T KNOW/UNSURE	2 1%	1 3%	1 1%	-	-	-	-	-	2 3%	-	-	-	-	-	-

Table 46-1
 QUESTION X1D:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL ASKED	180	57	19	29	10	65	76	104	60	55	38	89	60	20	35	21	21	16	29	138	74	25	11	39
	100%	32%	11%	16%	6%	36%	42%	58%	33%	31%	21%	49%	33%	11%	19%	12%	12%	9%	16%	77%	41%	14%	6%	22%
**D/S (WORRIED - NOT WORRIED)	84	13	12	16	4	39	25	59	26	39	24	45	33	11	20	18	13	8	17	71	43	13	7	14
	47%	23%	63%	55%	40%	60%	33%	57%	43%	71%	63%	51%	55%	55%	57%	86%	62%	50%	59%	51%	58%	52%	64%	36%
TOTAL WORRIED	129	34	15	22	7	51	49	80	43	46	30	66	46	14	27	19	17	11	23	102	58	19	9	25
-----	72%	60%	79%	76%	70%	78%	64%	77%	72%	84%	79%	74%	77%	70%	77%	90%	81%	69%	79%	74%	78%	76%	82%	64%
TOTAL NOT WORRIED	45	21	3	6	3	12	24	21	17	7	6	21	13	3	7	1	4	3	6	31	15	6	2	11
-----	25%	37%	16%	21%	30%	18%	32%	20%	28%	13%	16%	24%	22%	15%	20%	5%	19%	19%	21%	22%	20%	24%	18%	28%
VERY WORRIED	84	20	10	15	5	34	30	54	28	29	21	43	31	9	17	13	11	7	12	70	45	15	5	13
	47%	35%	53%	52%	50%	52%	39%	52%	47%	53%	55%	48%	52%	45%	49%	62%	52%	44%	41%	51%	61%	60%	45%	33%
SOMEWHAT WORRIED	45	14	5	7	2	17	19	26	15	17	9	23	15	5	10	6	6	4	11	32	13	4	4	12
	25%	25%	26%	24%	20%	26%	25%	25%	25%	31%	24%	26%	25%	25%	29%	29%	29%	25%	38%	23%	18%	16%	36%	31%
NOT VERY WORRIED	26	11	2	4	3	6	13	13	6	5	4	9	8	2	5	1	1	1	3	17	9	1	1	5
	14%	19%	11%	14%	30%	9%	17%	13%	10%	9%	11%	10%	13%	10%	14%	5%	5%	6%	10%	12%	12%	4%	9%	13%
NOT AT ALL WORRIED	19	10	1	2	-	6	11	8	11	2	2	12	5	1	2	-	3	2	3	14	6	5	1	6
	11%	18%	5%	7%	-	9%	14%	8%	18%	4%	5%	13%	8%	5%	6%	-	14%	13%	10%	10%	8%	20%	9%	15%
DON'T KNOW/UNSURE	5	2	1	1	-	1	3	2	-	2	2	2	1	2	1	1	-	1	-	4	1	-	-	2
	3%	4%	5%	3%	-	2%	4%	2%	-	4%	5%	2%	2%	10%	3%	5%	-	6%	-	3%	1%	-	-	5%
REFUSED	1	-	-	-	-	1	-	1	-	-	-	-	-	1	-	-	-	1	-	1	-	-	-	1
	1%	-	-	-	-	2%	-	1%	-	-	-	-	-	5%	-	-	-	6%	-	1%	-	-	-	3%

Table 46-2
 QUESTION X1D:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL ASKED	180 100%	86 48%	71 39%	157 87%	22 12%	29 16%	80 44%	61 34%	24 13%	87 48%	63 35%	45 25%	52 29%	79 44%	49 27%	54 30%	75 42%	55 31%	44 24%	80 44%	28 16%	149 83%	7 4%	13 7%
**D/S (WORRIED - NOT WORRIED)	84 47%	20 23%	45 63%	65 41%	18 82%	-2 -7%	38 48%	47 77%	6 25%	70 80%	6 10%	7 16%	40 77%	34 43%	9 18%	40 74%	35 47%	21 38%	34 77%	29 36%	9 32%	78 52%	6 86%	5 38%
TOTAL WORRIED -----	129 72%	50 58%	58 82%	108 69%	20 91%	13 45%	57 71%	54 89%	15 63%	78 90%	33 52%	25 56%	46 88%	55 70%	28 57%	47 87%	54 72%	38 69%	38 86%	53 66%	18 64%	112 75%	6 86%	8 62%
TOTAL NOT WORRIED -----	45 25%	30 35%	13 18%	43 27%	2 9%	15 52%	19 24%	7 11%	9 38%	8 9%	27 43%	18 40%	6 12%	21 27%	19 39%	7 13%	19 25%	17 31%	4 9%	24 30%	9 32%	34 23%	- -	3 23%
VERY WORRIED	84 47%	29 34%	37 52%	66 42%	17 77%	8 28%	34 43%	41 67%	8 33%	61 70%	14 22%	14 31%	34 65%	34 43%	14 29%	41 76%	29 39%	22 40%	30 68%	32 40%	9 32%	74 50%	4 57%	5 38%
SOMEWHAT WORRIED	45 25%	21 24%	21 30%	42 27%	3 14%	5 17%	23 29%	13 21%	7 29%	17 20%	19 30%	11 24%	12 23%	21 27%	14 29%	6 11%	25 33%	16 29%	8 18%	21 26%	9 32%	38 26%	2 29%	3 23%
NOT VERY WORRIED	26 14%	17 20%	8 11%	25 16%	1 5%	9 31%	14 18%	3 5%	5 21%	3 3%	17 27%	13 29%	3 6%	10 13%	12 24%	3 6%	11 15%	14 25%	1 2%	11 14%	3 11%	17 11%	- -	2 15%
NOT AT ALL WORRIED	19 11%	13 15%	5 7%	18 11%	1 5%	6 21%	5 6%	4 7%	4 17%	5 6%	10 16%	5 11%	3 6%	11 14%	7 14%	4 7%	8 11%	3 5%	3 7%	13 16%	6 21%	17 11%	- -	1 8%
DON'T KNOW/UNSURE	5 3%	5 6%	-	5 3%	-	1 3%	3 4%	-	-	1 1%	2 3%	2 4%	-	2 3%	2 4%	-	2 3%	-	2 5%	2 3%	1 4%	3 2%	1 14%	1 8%
REFUSED	1 1%	1 1%	-	1 1%	-	-	1 1%	-	-	-	1 2%	-	-	1 1%	-	-	-	-	-	-	1 1%	-	-	1 8%

Table 46-3

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	180	135	45	37	40	56	33	44	63	65	63	87	150	27	69	60	61	30	25	24	15	8	125	52
	100%	75%	25%	21%	22%	31%	18%	24%	35%	36%	35%	48%	83%	15%	38%	33%	34%	17%	14%	13%	8%	4%	69%	29%
**D/S (WORRIED - NOT WORRIED)	84	67	17	9	27	34	17	-5	46	47	18	46	64	17	31	33	24	23	20	14	11	4	51	32
	47%	50%	38%	24%	68%	61%	52%	-11%	73%	72%	29%	53%	43%	63%	45%	55%	39%	77%	80%	58%	73%	50%	41%	62%
TOTAL WORRIED	129	100	29	21	33	45	25	18	54	55	38	66	104	22	48	45	42	26	22	19	13	6	86	41
-----	72%	74%	64%	57%	83%	80%	76%	41%	86%	85%	60%	76%	69%	81%	70%	75%	69%	87%	88%	79%	87%	75%	69%	79%
TOTAL NOT WORRIED	45	33	12	12	6	11	8	23	8	8	20	20	40	5	17	12	18	3	2	5	2	2	35	9
-----	25%	24%	27%	32%	15%	20%	24%	52%	13%	12%	32%	23%	27%	19%	25%	20%	30%	10%	8%	21%	13%	25%	28%	17%
VERY WORRIED	84	69	15	9	23	31	18	7	34	43	22	42	64	19	32	29	23	14	17	16	9	5	54	28
	47%	51%	33%	24%	58%	55%	55%	16%	54%	66%	35%	48%	43%	70%	46%	48%	38%	47%	68%	67%	60%	63%	43%	54%
SOMEWHAT WORRIED	45	31	14	12	10	14	7	11	20	12	16	24	40	3	16	16	19	12	5	3	4	1	32	13
	25%	23%	31%	32%	25%	25%	21%	25%	32%	18%	25%	28%	27%	11%	23%	27%	31%	40%	20%	13%	27%	13%	26%	25%
NOT VERY WORRIED	26	20	6	7	5	5	3	15	5	5	11	13	24	2	9	11	13	2	2	1	1	2	20	5
	14%	15%	13%	19%	13%	9%	9%	34%	8%	8%	17%	15%	16%	7%	13%	18%	21%	7%	8%	4%	7%	25%	16%	10%
NOT AT ALL WORRIED	19	13	6	5	1	6	5	8	3	3	9	7	16	3	8	1	5	1	-	4	1	-	15	4
	11%	10%	13%	14%	3%	11%	15%	18%	5%	5%	14%	8%	11%	11%	12%	2%	8%	3%	-	17%	7%	-	12%	8%
DON'T KNOW/UNSURE	5	1	4	3	1	-	-	2	1	2	4	1	5	-	3	3	1	1	-	-	-	-	3	2
	3%	1%	9%	8%	3%	-	-	5%	2%	3%	6%	1%	3%	-	4%	5%	2%	3%	-	-	-	-	2%	4%
REFUSED	1	1	-	1	-	-	-	1	-	-	1	-	1	-	1	-	-	-	1	-	-	-	1	-
	1%	1%	-	3%	-	-	-	2%	-	-	2%	-	1%	-	1%	-	-	-	4%	-	-	-	1%	-

Table 46-4

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	180 100%	83 46%	72 40%	46 26%	23 13%	24 13%	22 12%	16 9%	22 12%	101 56%	37 21%	16 9%	23 13%	73 41%	80 44%	27 15%	70 39%	6 3%	37 21%	11 6%	52 29%	74 41%
**D/S (WORRIED - NOT WORRIED)	84 47%	53 64%	37 51%	26 57%	16 70%	5 21%	12 55%	8 50%	13 59%	34 34%	18 49%	12 75%	20 87%	49 67%	30 38%	5 19%	50 71%	4 67%	21 57%	5 45%	31 60%	23 31%
TOTAL WORRIED -----	129 72%	66 80%	53 74%	35 76%	18 78%	14 58%	16 73%	12 75%	17 77%	67 66%	26 70%	14 88%	21 91%	59 81%	54 68%	16 59%	58 83%	5 83%	28 76%	8 73%	41 79%	47 64%
TOTAL NOT WORRIED -----	45 25%	13 16%	16 22%	9 20%	2 9%	9 38%	4 18%	4 25%	4 18%	33 33%	8 22%	2 13%	1 4%	10 14%	24 30%	11 41%	8 11%	1 17%	7 19%	3 27%	10 19%	24 32%
VERY WORRIED	84 47%	45 54%	36 50%	23 50%	13 57%	5 21%	12 55%	7 44%	8 36%	45 45%	12 32%	8 50%	18 78%	48 66%	25 31%	11 41%	36 51%	3 50%	17 46%	6 55%	28 54%	30 41%
SOMEWHAT WORRIED	45 25%	21 25%	17 24%	12 26%	5 22%	9 38%	4 18%	5 31%	9 41%	22 22%	14 38%	6 38%	3 13%	11 15%	29 36%	5 19%	22 31%	2 33%	11 30%	2 18%	13 25%	17 23%
NOT VERY WORRIED	26 14%	9 11%	12 17%	5 11%	2 9%	5 21%	3 14%	4 25%	2 9%	19 19%	4 11%	2 13%	- -	5 7%	15 19%	6 22%	5 7%	- -	5 14%	3 27%	5 10%	13 18%
NOT AT ALL WORRIED	19 11%	4 5%	4 6%	4 9%	- -	4 17%	1 5%	- -	2 9%	14 14%	4 11%	- -	1 4%	5 7%	9 11%	5 19%	3 4%	1 17%	2 5%	- -	5 10%	11 15%
DON'T KNOW/UNSURE	5 3%	3 4%	3 4%	1 2%	2 9%	1 4%	2 9%	- -	1 5%	- -	3 8%	- -	1 4%	3 4%	2 3%	- -	4 6%	- -	2 5%	- -	- -	3 4%
REFUSED	1 1%	1 1%	- -	1 2%	1 4%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 2%	- -

Table 46-5

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED	
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO
BASE=TOTAL ASKED	180 100%	120 67%	119 66%	115 64%	107 59%	86 48%	87 48%	77 43%	82 46%	84 47%	83 46%	87 48%	74 41%	104 58%	32 18%	127 71%
**D/S (WORRIED - NOT WORRIED)	84 47%	51 43%	56 47%	56 49%	53 50%	37 43%	37 43%	34 44%	40 49%	42 50%	46 55%	40 46%	35 47%	48 46%	15 47%	71 56%
TOTAL WORRIED -----	129 72%	84 70%	86 72%	84 73%	79 74%	61 71%	61 70%	54 70%	60 73%	63 75%	63 76%	63 72%	53 72%	75 72%	23 72%	98 77%
TOTAL NOT WORRIED -----	45 25%	33 28%	30 25%	28 24%	26 24%	24 28%	24 28%	20 26%	20 24%	21 25%	17 20%	23 26%	18 24%	27 26%	8 25%	27 21%
VERY WORRIED	84 47%	53 44%	59 50%	52 45%	51 48%	42 49%	42 48%	35 45%	38 46%	44 52%	38 46%	46 53%	32 43%	52 50%	16 50%	63 50%
SOMEWHAT WORRIED	45 25%	31 26%	27 23%	32 28%	28 26%	19 22%	19 22%	19 25%	22 27%	19 23%	25 30%	17 20%	21 28%	23 22%	7 22%	35 28%
NOT VERY WORRIED	26 14%	21 18%	20 17%	18 16%	16 15%	17 20%	16 18%	14 18%	11 13%	11 13%	11 13%	11 13%	14 19%	12 12%	7 22%	12 9%
NOT AT ALL WORRIED	19 11%	12 10%	10 8%	10 9%	10 9%	7 8%	8 9%	6 8%	9 11%	10 12%	6 7%	12 14%	4 5%	15 14%	1 3%	15 12%
DON'T KNOW/UNSURE	5 3%	3 3%	3 3%	3 3%	2 2%	1 1%	2 2%	3 4%	2 2%	-	2 2%	1 1%	2 3%	2 2%	1 3%	1 1%
REFUSED	1 1%	-	-	-	-	-	-	-	-	-	1 1%	-	1 1%	-	-	1 1%

Table 46-6

QUESTION X1D:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The costs associated with funding the new paid family and medical leave program through a new payroll tax, split between employer and employee

BANNER 6

	LEGISLATIVE WORRY (TOTAL)							LEGISLATIVE WORRY (VERY)							
	TOTAL	0	1+	2+	3+	4+	5+	ALL SIX	0	1+	2+	3+	4+	5+	ALL SIX
BASE=TOTAL ASKED	180 100%	29 16%	151 84%	142 79%	131 73%	110 61%	70 39%	36 20%	63 35%	117 65%	92 51%	81 45%	60 33%	24 13%	11 6%
**D/S (WORRIED - NOT WORRIED)	84 47%	-26 -90%	110 73%	114 80%	117 89%	106 96%	70 100%	36 100%	-18 -29%	102 87%	87 95%	76 94%	58 97%	24 100%	11 100%
TOTAL WORRIED -----	129 72%	-	129 85%	127 89%	123 94%	108 98%	70 100%	36 100%	20 32%	109 93%	89 97%	78 96%	59 98%	24 100%	11 100%
TOTAL NOT WORRIED -----	45 25%	26 90%	19 13%	13 9%	6 5%	2 2%	-	-	38 60%	7 6%	2 2%	2 2%	1 2%	-	-
VERY WORRIED	84 47%	-	84 56%	83 58%	83 63%	77 70%	51 73%	28 78%	-	84 72%	83 90%	75 93%	59 98%	24 100%	11 100%
SOMEWHAT WORRIED	45 25%	-	45 30%	44 31%	40 31%	31 28%	19 27%	8 22%	20 32%	25 21%	6 7%	3 4%	-	-	-
NOT VERY WORRIED	26 14%	13 45%	13 9%	10 7%	4 3%	2 2%	-	-	21 33%	5 4%	1 1%	1 1%	1 2%	-	-
NOT AT ALL WORRIED	19 11%	13 45%	6 4%	3 2%	2 2%	-	-	-	17 27%	2 2%	1 1%	1 1%	-	-	-
DON'T KNOW/UNSURE	5 3%	3 10%	2 1%	2 1%	2 2%	-	-	-	4 6%	1 1%	1 1%	1 1%	-	-	-
REFUSED	1 1%	-	1 1%	-	-	-	-	-	1 2%	-	-	-	-	-	-

Table 47-1

QUESTION X1E:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The lack of small business exemption for paid leave, meaning small businesses will be forced to provide the same benefits as larger corporations

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL ASKED	180	57	19	29	10	65	76	104	60	55	38	89	60	20	35	21	21	16	29	138	74	25	11	39
	100%	32%	11%	16%	6%	36%	42%	58%	33%	31%	21%	49%	33%	11%	19%	12%	12%	9%	16%	77%	41%	14%	6%	22%
**D/S (WORRIED - NOT WORRIED)	102	29	10	20	6	37	39	63	36	41	22	53	44	6	22	19	11	8	18	83	49	20	5	16
	57%	51%	53%	69%	60%	57%	51%	61%	60%	75%	58%	60%	73%	30%	63%	90%	52%	50%	62%	60%	66%	80%	45%	41%
TOTAL WORRIED	139	43	14	24	8	50	57	82	47	48	30	70	52	12	28	20	16	11	23	109	61	22	8	27
-----	77%	75%	74%	83%	80%	77%	75%	79%	78%	87%	79%	79%	87%	60%	80%	95%	76%	69%	79%	82%	88%	73%	69%	69%
TOTAL NOT WORRIED	37	14	4	4	2	13	18	19	11	7	8	17	8	6	6	1	5	3	5	26	12	2	3	11
-----	21%	25%	21%	14%	20%	20%	24%	18%	18%	13%	21%	19%	13%	30%	17%	5%	24%	19%	17%	19%	16%	8%	27%	28%
VERY WORRIED	101	25	14	14	5	43	39	62	39	30	25	54	35	10	22	13	14	9	16	81	52	16	8	13
	56%	44%	74%	48%	50%	66%	51%	60%	65%	55%	66%	61%	58%	50%	63%	62%	67%	56%	55%	59%	70%	64%	73%	33%
SOMEWHAT WORRIED	38	18	-	10	3	7	18	20	8	18	5	16	17	2	6	7	2	2	7	28	9	6	-	14
	21%	32%	-	34%	30%	11%	24%	19%	13%	33%	13%	18%	28%	10%	17%	33%	10%	13%	24%	20%	12%	24%	-	36%
NOT VERY WORRIED	18	5	2	3	2	6	7	11	5	2	4	7	3	3	2	1	2	1	2	12	5	-	2	6
	10%	9%	11%	10%	20%	9%	9%	11%	8%	4%	11%	8%	5%	15%	6%	5%	10%	6%	7%	9%	7%	-	18%	15%
NOT AT ALL WORRIED	19	9	2	1	-	7	11	8	6	5	4	10	5	3	4	-	3	2	3	14	7	2	1	5
	11%	16%	11%	3%	-	11%	14%	8%	10%	9%	11%	11%	8%	15%	11%	-	14%	13%	10%	10%	9%	8%	9%	13%
DON'T KNOW/UNSURE	3	-	1	1	-	1	1	2	2	-	-	2	-	1	1	-	-	1	1	2	1	1	-	-
	2%	-	5%	3%	-	2%	1%	2%	3%	-	-	2%	-	5%	3%	-	-	6%	3%	1%	1%	4%	-	-
REFUSED	1	-	-	-	-	1	-	1	-	-	-	-	-	1	-	-	-	1	-	1	-	-	-	1
	1%	-	-	-	-	2%	-	1%	-	-	-	-	-	5%	-	-	-	6%	-	1%	-	-	-	3%

Table 47-2

QUESTION X1E:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The lack of small business exemption for paid leave, meaning small businesses will be forced to provide the same benefits as larger corporations

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL ASKED	180	86	71	157	22	29	80	61	24	87	63	45	52	79	49	54	75	55	44	80	28	149	7	13
	100%	48%	39%	87%	12%	16%	44%	34%	13%	48%	35%	25%	29%	44%	27%	30%	42%	31%	24%	44%	16%	83%	4%	7%
**D/S (WORRIED - NOT WORRIED)	102	28	53	81	20	5	44	48	11	72	18	10	40	52	11	42	50	32	35	36	15	97	4	2
	57%	33%	75%	52%	91%	17%	55%	79%	46%	83%	29%	22%	77%	66%	22%	78%	67%	58%	80%	45%	54%	65%	57%	15%
TOTAL WORRIED	139	55	62	117	21	17	61	54	17	79	40	27	46	64	29	48	62	43	39	57	21	122	5	7
-----	77%	64%	87%	75%	95%	59%	76%	89%	71%	91%	63%	60%	88%	81%	59%	89%	83%	78%	89%	71%	75%	82%	71%	54%
TOTAL NOT WORRIED	37	27	9	36	1	12	17	6	6	7	22	17	6	12	18	6	12	11	4	21	6	25	1	5
-----	21%	31%	13%	23%	5%	41%	21%	10%	25%	8%	35%	38%	12%	15%	37%	11%	16%	20%	9%	26%	21%	17%	14%	38%
VERY WORRIED	101	36	45	81	19	5	43	49	7	70	22	14	41	44	16	44	41	26	35	40	14	89	5	5
	56%	42%	63%	52%	86%	17%	54%	80%	29%	80%	35%	31%	79%	56%	33%	81%	55%	47%	80%	50%	50%	60%	71%	38%
SOMEWHAT WORRIED	38	19	17	36	2	12	18	5	10	9	18	13	5	20	13	4	21	17	4	17	7	33	-	2
	21%	22%	24%	23%	9%	41%	23%	8%	42%	10%	29%	29%	10%	25%	27%	7%	28%	31%	9%	21%	25%	22%	-	15%
NOT VERY WORRIED	18	13	4	17	1	4	11	3	2	3	13	9	3	4	9	3	5	7	1	9	2	10	-	3
	10%	15%	6%	11%	5%	14%	14%	5%	8%	3%	21%	20%	6%	5%	18%	6%	7%	13%	2%	11%	7%	7%	-	23%
NOT AT ALL WORRIED	19	14	5	19	-	8	6	3	4	4	9	8	3	8	9	3	7	4	3	12	4	15	1	2
	11%	16%	7%	12%	-	28%	8%	5%	17%	5%	14%	18%	6%	10%	18%	6%	9%	7%	7%	15%	14%	10%	14%	15%
DON'T KNOW/UNSURE	3	3	-	3	-	-	1	1	1	1	-	1	-	2	2	-	1	1	1	1	1	2	1	-
	2%	3%	-	2%	-	-	1%	2%	4%	1%	-	2%	-	3%	4%	-	1%	2%	2%	1%	4%	1%	14%	-
REFUSED	1	1	-	1	-	-	1	-	-	-	1	-	-	1	-	-	-	-	-	1	-	-	-	1
	1%	1%	-	1%	-	-	1%	-	-	-	2%	-	-	1%	-	-	-	-	-	1%	-	-	-	8%

Table 47-3
 QUESTION X1E:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The lack of small business exemption for paid leave, meaning small businesses will be forced to provide the same benefits as larger corporations

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	180 100%	135 75%	45 25%	37 21%	40 22%	56 31%	33 18%	44 24%	63 35%	65 36%	63 35%	87 48%	150 83%	27 15%	69 38%	60 33%	61 34%	30 17%	25 14%	24 13%	15 8%	8 4%	125 69%	52 29%
**D/S (WORRIED - NOT WORRIED)	102 57%	79 59%	23 51%	10 27%	30 75%	42 75%	18 55%	13 30%	45 71%	42 65%	14 22%	66 76%	80 53%	19 70%	42 61%	37 62%	40 66%	22 73%	16 64%	16 67%	7 47%	4 50%	66 53%	33 63%
TOTAL WORRIED -----	139 77%	106 79%	33 73%	22 59%	35 88%	49 88%	25 76%	28 64%	54 86%	53 82%	37 59%	76 87%	113 75%	23 85%	54 78%	48 80%	50 82%	26 87%	20 80%	20 83%	11 73%	6 75%	94 75%	42 81%
TOTAL NOT WORRIED -----	37 21%	27 20%	10 22%	12 32%	5 13%	7 13%	7 21%	15 34%	9 14%	11 17%	23 37%	10 11%	33 22%	4 15%	12 17%	11 18%	10 16%	4 13%	4 16%	4 17%	4 27%	2 25%	28 22%	9 17%
VERY WORRIED	101 56%	81 60%	20 44%	10 27%	27 68%	38 68%	21 64%	10 23%	42 67%	47 72%	26 41%	53 61%	79 53%	20 74%	37 54%	36 60%	33 54%	17 57%	19 76%	18 75%	9 60%	4 50%	69 55%	30 58%
SOMEWHAT WORRIED	38 21%	25 19%	13 29%	12 32%	8 20%	11 20%	4 12%	18 41%	12 19%	6 9%	11 17%	23 26%	34 23%	3 11%	17 25%	12 20%	17 28%	9 30%	1 4%	2 8%	2 13%	2 25%	25 20%	12 23%
NOT VERY WORRIED	18 10%	12 9%	6 13%	4 11%	4 10%	4 7%	2 6%	6 14%	6 10%	5 8%	12 19%	3 3%	15 10%	3 11%	5 7%	8 13%	7 11%	2 7%	3 12%	-	1 7%	1 13%	15 12%	3 6%
NOT AT ALL WORRIED	19 11%	15 11%	4 9%	8 22%	1 3%	3 5%	5 15%	9 20%	3 5%	6 9%	11 17%	7 8%	18 12%	1 4%	7 10%	3 5%	3 5%	2 7%	1 4%	4 17%	3 20%	1 13%	13 10%	6 12%
DON'T KNOW/UNSURE	3 2%	1 1%	2 4%	2 5%	-	-	1 3%	-	-	1 2%	2 3%	1 1%	3 2%	-	2 3%	1 2%	1 2%	-	-	-	-	-	2 2%	1 2%
REFUSED	1 1%	1 1%	-	1 3%	-	-	-	1 2%	-	-	1 2%	-	1 1%	-	1 1%	-	-	-	1 4%	-	-	-	1 1%	-

Table 47-4
 QUESTION X1E:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The lack of small business exemption for paid leave, meaning small businesses will be forced to provide the same benefits as larger corporations

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	180	83	72	46	23	24	22	16	22	101	37	16	23	73	80	27	70	6	37	11	52	74
	100%	46%	40%	26%	13%	13%	12%	9%	12%	56%	21%	9%	13%	41%	44%	15%	39%	3%	21%	6%	29%	41%
**D/S (WORRIED - NOT WORRIED)	102	60	47	27	14	6	14	10	7	50	22	10	19	57	38	7	51	3	24	7	29	39
	57%	72%	65%	59%	61%	25%	64%	63%	32%	50%	59%	63%	83%	78%	48%	26%	73%	50%	65%	64%	56%	53%
TOTAL WORRIED	139	71	59	35	18	15	18	13	14	74	29	13	21	64	58	17	60	4	30	9	40	56
-----	77%	86%	82%	76%	78%	63%	82%	81%	64%	73%	78%	81%	91%	88%	73%	63%	86%	67%	81%	82%	77%	76%
TOTAL NOT WORRIED	37	11	12	8	4	9	4	3	7	24	7	3	2	7	20	10	9	1	6	2	11	17
-----	21%	13%	17%	17%	17%	38%	18%	19%	32%	24%	19%	19%	9%	10%	25%	37%	13%	17%	16%	18%	21%	23%
VERY WORRIED	101	52	43	27	11	8	13	10	7	55	18	8	19	57	32	12	43	4	18	6	35	38
	56%	63%	60%	59%	48%	33%	59%	63%	32%	54%	49%	50%	83%	78%	40%	44%	61%	67%	49%	55%	67%	51%
SOMEWHAT WORRIED	38	19	16	8	7	7	5	3	7	19	11	5	2	7	26	5	17	-	12	3	5	18
	21%	23%	22%	17%	30%	29%	23%	19%	32%	19%	30%	31%	9%	10%	33%	19%	24%	-	32%	27%	10%	24%
NOT VERY WORRIED	18	7	7	3	3	4	2	1	3	12	2	3	1	2	12	4	5	-	5	2	4	7
	10%	8%	10%	7%	13%	17%	9%	6%	14%	12%	5%	19%	4%	3%	15%	15%	7%	-	14%	18%	8%	9%
NOT AT ALL WORRIED	19	4	5	5	1	5	2	2	4	12	5	-	1	5	8	6	4	1	1	-	7	10
	11%	5%	7%	11%	4%	21%	9%	13%	18%	12%	14%	-	4%	7%	10%	22%	6%	17%	3%	-	13%	14%
DON'T KNOW/UNSURE	3	-	1	2	-	-	-	-	1	2	1	-	-	1	2	-	1	1	1	-	-	1
	2%	-	1%	4%	-	-	-	-	5%	2%	3%	-	-	1%	3%	-	1%	17%	3%	-	-	1%
REFUSED	1	1	-	1	1	-	-	-	-	1	-	-	-	1	-	-	-	-	-	-	1	-
	1%	1%	-	2%	4%	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	2%	-

Table 47-5

QUESTION X1E:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The lack of small business exemption for paid leave, meaning small businesses will be forced to provide the same benefits as larger corporations

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO
BASE=TOTAL ASKED	180 100%	120 67%	119 66%	115 64%	107 59%	86 48%	87 48%	77 43%	82 46%	84 47%	83 46%	87 48%	74 41%	104 58%	32 18%	127 71%
**D/S (WORRIED - NOT WORRIED)	102 57%	62 52%	70 59%	64 56%	65 61%	51 59%	47 54%	45 58%	51 62%	51 61%	48 58%	54 62%	37 50%	63 61%	22 69%	81 64%
TOTAL WORRIED -----	139 77%	90 75%	94 79%	89 77%	85 79%	68 79%	66 76%	60 78%	66 80%	67 80%	65 78%	70 80%	55 74%	82 79%	27 84%	103 81%
TOTAL NOT WORRIED -----	37 21%	28 23%	24 20%	25 22%	20 19%	17 20%	19 22%	15 19%	15 18%	16 19%	17 20%	16 18%	18 24%	19 18%	5 16%	22 17%
VERY WORRIED	101 56%	64 53%	68 57%	61 53%	60 56%	46 53%	48 55%	41 53%	45 55%	51 61%	44 53%	54 62%	36 49%	64 62%	17 53%	78 61%
SOMEWHAT WORRIED	38 21%	26 22%	26 22%	28 24%	25 23%	22 26%	18 21%	19 25%	21 26%	16 19%	21 25%	16 18%	19 26%	18 17%	10 31%	25 20%
NOT VERY WORRIED	18 10%	15 13%	13 11%	14 12%	11 10%	10 12%	10 11%	9 12%	7 9%	7 8%	9 11%	5 6%	10 14%	8 8%	1 3%	8 6%
NOT AT ALL WORRIED	19 11%	13 11%	11 9%	11 10%	9 8%	7 8%	9 10%	6 8%	8 10%	9 11%	8 10%	11 13%	8 11%	11 11%	4 13%	14 11%
DON'T KNOW/UNSURE	3 2%	2 2%	1 1%	1 1%	2 2%	1 1%	2 2%	2 3%	1 1%	1 1%	-	1 1%	-	3 3%	-	1 1%
REFUSED	1 1%	-	-	-	-	-	-	-	-	-	1 1%	-	1 1%	-	-	1 1%

Table 47-6

QUESTION X1E:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The lack of small business exemption for paid leave, meaning small businesses will be forced to provide the same benefits as larger corporations

BANNER 6

	LEGISLATIVE WORRY (TOTAL)							LEGISLATIVE WORRY (VERY)							
	TOTAL	0	1+	2+	3+	4+	5+	ALL SIX	0	1+	2+	3+	4+	5+	ALL SIX
BASE=TOTAL ASKED	180 100%	29 16%	151 84%	142 79%	131 73%	110 61%	70 39%	36 20%	63 35%	117 65%	92 51%	81 45%	60 33%	24 13%	11 6%
**D/S (WORRIED - NOT WORRIED)	102 57%	-27 -93%	129 85%	130 92%	125 95%	106 96%	66 94%	36 100%	- -	102 87%	90 98%	81 100%	60 100%	24 100%	11 100%
TOTAL WORRIED	139 77%	- -	139 92%	136 96%	128 98%	108 98%	68 97%	36 100%	30 48%	109 93%	91 99%	81 100%	60 100%	24 100%	11 100%
TOTAL NOT WORRIED	37 21%	27 93%	10 7%	6 4%	3 2%	2 2%	2 3%	- -	30 48%	7 6%	1 1%	- -	- -	- -	- -
VERY WORRIED	101 56%	- -	101 67%	101 71%	100 76%	88 80%	56 80%	29 81%	- -	101 86%	89 97%	80 99%	59 98%	24 100%	11 100%
SOMEWHAT WORRIED	38 21%	- -	38 25%	35 25%	28 21%	20 18%	12 17%	7 19%	30 48%	8 7%	2 2%	1 1%	1 2%	- -	- -
NOT VERY WORRIED	18 10%	12 41%	6 4%	5 4%	3 2%	2 2%	2 3%	- -	13 21%	5 4%	1 1%	- -	- -	- -	- -
NOT AT ALL WORRIED	19 11%	15 52%	4 3%	1 1%	- -	- -	- -	- -	17 27%	2 2%	- -	- -	- -	- -	- -
DON'T KNOW/UNSURE	3 2%	2 7%	1 1%	- -	- -	- -	- -	- -	2 3%	1 1%	- -	- -	- -	- -	- -
REFUSED	1 1%	- -	1 1%	- -	- -	- -	- -	- -	1 2%	- -	- -	- -	- -	- -	- -

Table 48-1
 QUESTION X1F:
 Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL ASKED	180	57	19	29	10	65	76	104	60	55	38	89	60	20	35	21	21	16	29	138	74	25	11	39
	100%	32%	11%	16%	6%	36%	42%	58%	33%	31%	21%	49%	33%	11%	19%	12%	12%	9%	16%	77%	41%	14%	6%	22%
**D/S (WORRIED - NOT WORRIED)	-13	-22	1	3	3	2	-21	8	1	-1	-	-2	-2	2	3	3	-1	-	4	-8	-4	-	-	-10
	-7%	-39%	5%	10%	30%	3%	-28%	8%	2%	-2%	-	-2%	-3%	10%	9%	14%	-5%	-	14%	-6%	-5%	-	-	-26%
TOTAL WORRIED	79	17	9	16	6	31	26	53	28	27	18	41	29	9	17	12	10	7	15	62	34	12	5	13
-----	44%	30%	47%	55%	60%	48%	34%	51%	47%	49%	47%	46%	48%	45%	49%	57%	48%	44%	52%	45%	46%	48%	45%	33%
TOTAL NOT WORRIED	92	39	8	13	3	29	47	45	27	28	18	43	31	7	14	9	11	7	11	70	38	12	5	23
-----	51%	68%	42%	45%	30%	45%	62%	43%	45%	51%	47%	48%	52%	35%	40%	43%	52%	44%	38%	51%	51%	48%	45%	59%
VERY WORRIED	36	6	4	7	2	17	10	26	17	10	7	23	9	4	7	4	4	5	8	27	18	9	2	3
	20%	11%	21%	24%	20%	26%	13%	25%	28%	18%	18%	26%	15%	20%	20%	19%	19%	31%	28%	20%	24%	36%	18%	8%
SOMEWHAT WORRIED	43	11	5	9	4	14	16	27	11	17	11	18	20	5	10	8	6	2	7	35	16	3	3	10
	24%	19%	26%	31%	40%	22%	21%	26%	18%	31%	29%	20%	33%	25%	29%	38%	29%	13%	24%	25%	22%	12%	27%	26%
NOT VERY WORRIED	36	14	3	3	3	13	17	19	7	13	7	16	11	2	5	7	2	3	4	26	10	4	2	13
	20%	25%	16%	10%	30%	20%	22%	18%	12%	24%	18%	18%	18%	10%	14%	33%	10%	19%	14%	19%	14%	16%	18%	33%
NOT AT ALL WORRIED	56	25	5	10	-	16	30	26	20	15	11	27	20	5	9	2	9	4	7	44	28	8	3	10
	31%	44%	26%	34%	-	25%	39%	25%	33%	27%	29%	30%	33%	25%	26%	10%	43%	25%	24%	32%	38%	32%	27%	26%
DON'T KNOW/UNSURE	9	1	2	-	1	5	3	6	5	-	2	5	-	4	4	-	-	2	3	6	2	1	1	3
	5%	2%	11%	-	10%	8%	4%	6%	8%	-	5%	6%	-	20%	11%	-	-	13%	10%	4%	3%	4%	9%	8%

Table 48-2

QUESTION X1F:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL ASKED	180 100%	86 48%	71 39%	157 87%	22 12%	29 16%	80 44%	61 34%	24 13%	87 48%	63 35%	45 25%	52 29%	79 44%	49 27%	54 30%	75 42%	55 31%	44 24%	80 44%	28 16%	149 83%	7 4%	13 7%
**D/S (WORRIED - NOT WORRIED)	-13 -7%	-15 -17%	-2 -3%	-17 -11%	5 23%	-19 -66%	-5 -6%	10 16%	-5 -21%	14 16%	-17 -27%	-14 -31%	5 10%	-3 -4%	-13 -27%	16 30%	-16 -21%	-10 -18%	3 7%	-6 -8%	-4 -14%	-4 -3%	-1 -14%	3 23%
TOTAL WORRIED -----	79 44%	33 38%	33 46%	66 42%	13 59%	5 17%	35 44%	34 56%	9 38%	48 55%	22 35%	14 31%	28 54%	36 46%	16 33%	34 63%	29 39%	21 38%	22 50%	36 45%	12 43%	70 47%	2 29%	7 54%
TOTAL NOT WORRIED -----	92 51%	48 56%	35 49%	83 53%	8 36%	24 83%	40 50%	24 39%	14 58%	34 39%	39 62%	28 62%	23 44%	39 49%	29 59%	18 33%	45 60%	31 56%	19 43%	42 53%	16 57%	74 50%	3 43%	4 31%
VERY WORRIED	36 20%	10 12%	16 23%	26 17%	10 45%	2 7%	15 19%	17 28%	1 4%	27 31%	8 13%	5 11%	17 33%	13 16%	6 12%	19 35%	11 15%	9 16%	12 27%	15 19%	4 14%	32 21%	2 29%	2 15%
SOMEWHAT WORRIED	43 24%	23 27%	17 24%	40 25%	3 14%	3 10%	20 25%	17 28%	8 33%	21 24%	14 22%	9 20%	11 21%	23 29%	10 20%	15 28%	18 24%	12 22%	10 23%	21 26%	8 29%	38 26%	- -	5 38%
NOT VERY WORRIED	36 20%	17 20%	16 23%	33 21%	2 9%	10 34%	15 19%	10 16%	6 25%	15 17%	14 22%	11 24%	10 19%	13 16%	12 24%	6 11%	18 24%	16 29%	9 20%	11 14%	3 11%	27 18%	1 14%	1 8%
NOT AT ALL WORRIED	56 31%	31 36%	19 27%	50 32%	6 27%	14 48%	25 31%	14 23%	8 33%	19 22%	25 40%	17 38%	13 25%	26 33%	17 35%	12 22%	27 36%	15 27%	10 23%	31 39%	13 46%	47 32%	2 29%	3 23%
DON'T KNOW/UNSURE	9 5%	5 6%	3 4%	8 5%	1 5%	- -	5 6%	3 5%	1 4%	5 6%	2 3%	3 7%	1 2%	4 5%	4 8%	2 4%	1 1%	3 5%	3 7%	2 3%	- -	5 3%	2 29%	2 15%

Table 48-3

QUESTION X1F:
Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE			FUTURE CHALLENGES								CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	180 100%	135 75%	45 25%	37 21%	40 22%	56 31%	33 18%	44 24%	63 35%	65 36%	63 35%	87 48%	150 83%	27 15%	69 38%	60 33%	61 34%	30 17%	25 14%	24 13%	15 8%	8 4%	125 69%	52 29%
**D/S (WORRIED - NOT WORRIED)	-13 -7%	-7 -5%	-6 -13%	-4 -11%	8 20%	-7 -13%	-2 -6%	-19 -43%	-6 -10%	15 23%	-13 -21%	4 5%	-9 -6%	-2 -7%	-11 -16%	6 10%	-5 -8%	3 10%	2 8%	2 8%	4 27%	-2 -25%	-20 -16%	8 15%
TOTAL WORRIED -----	79 44%	61 45%	18 40%	14 38%	24 60%	23 41%	15 45%	12 27%	27 43%	38 58%	23 37%	44 51%	67 45%	12 44%	27 39%	32 53%	27 44%	16 53%	12 48%	13 54%	9 60%	3 38%	49 39%	29 56%
TOTAL NOT WORRIED -----	92 51%	68 50%	24 53%	18 49%	16 40%	30 54%	17 52%	31 70%	33 52%	23 35%	36 57%	40 46%	76 51%	14 52%	38 55%	26 43%	32 52%	13 43%	10 40%	11 46%	5 33%	5 63%	69 55%	21 40%
VERY WORRIED	36 20%	33 24%	3 7%	5 14%	11 28%	8 14%	10 30%	4 9%	11 17%	21 32%	9 14%	19 22%	28 19%	8 30%	13 19%	12 20%	10 16%	7 23%	8 32%	7 29%	5 33%	2 25%	21 17%	15 29%
SOMEWHAT WORRIED	43 24%	28 21%	15 33%	9 24%	13 33%	15 27%	5 15%	8 18%	16 25%	17 26%	14 22%	25 29%	39 26%	4 15%	14 20%	20 33%	17 28%	9 30%	4 16%	6 25%	4 27%	1 13%	28 22%	14 27%
NOT VERY WORRIED	36 20%	25 19%	11 24%	7 19%	5 13%	13 23%	5 15%	12 27%	12 19%	11 17%	11 17%	20 23%	31 21%	4 15%	14 20%	14 23%	13 21%	5 17%	6 24%	5 21%	1 7%	3 38%	24 19%	10 19%
NOT AT ALL WORRIED	56 31%	43 32%	13 29%	11 30%	11 28%	17 30%	12 36%	19 43%	21 33%	12 18%	25 40%	20 23%	45 30%	10 37%	24 35%	12 20%	19 31%	8 27%	4 16%	6 25%	4 27%	2 25%	45 36%	11 21%
DON'T KNOW/UNSURE	9 5%	6 4%	3 7%	5 14%	- -	3 5%	1 3%	1 2%	3 5%	4 6%	4 6%	3 3%	7 5%	1 4%	4 6%	2 3%	2 3%	1 3%	3 12%	- -	1 7%	- -	7 6%	2 4%

Table 48-4

QUESTION X1F:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIFF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	180 100%	83 46%	72 40%	46 26%	23 13%	24 13%	22 12%	16 9%	22 12%	101 56%	37 21%	16 9%	23 13%	73 41%	80 44%	27 15%	70 39%	6 3%	37 21%	11 6%	52 29%	74 41%
**D/S (WORRIED - NOT WORRIED)	-13 -7%	2 2%	-8 -11%	-11 -24%	11 48%	-6 -25%	-4 -18%	-2 -13%	-3 -14%	-13 -13%	1 3%	-2 -13%	4 17%	- -	-6 -8%	-7 -26%	5 7%	-1 -17%	4 11%	4 36%	1 2%	-21 -28%
TOTAL WORRIED -----	79 44%	41 49%	30 42%	15 33%	16 70%	8 33%	9 41%	7 44%	9 41%	41 41%	18 49%	7 44%	13 57%	35 48%	34 43%	10 37%	36 51%	2 33%	20 54%	7 64%	25 48%	25 34%
TOTAL NOT WORRIED -----	92 51%	39 47%	38 53%	26 57%	5 22%	14 58%	13 59%	9 56%	12 55%	54 53%	17 46%	9 56%	9 39%	35 48%	40 50%	17 63%	31 44%	3 50%	16 43%	3 27%	24 46%	46 62%
VERY WORRIED	36 20%	18 22%	14 19%	7 15%	6 26%	3 13%	6 27%	4 25%	1 5%	19 19%	7 19%	4 25%	6 26%	19 26%	10 13%	7 26%	15 21%	1 17%	8 22%	3 27%	14 27%	10 14%
SOMEWHAT WORRIED	43 24%	23 28%	16 22%	8 17%	10 43%	5 21%	3 14%	3 19%	8 36%	22 22%	11 30%	3 19%	7 30%	16 22%	24 30%	3 11%	21 30%	1 17%	12 32%	4 36%	11 21%	15 20%
NOT VERY WORRIED	36 20%	19 23%	14 19%	12 26%	1 4%	5 21%	6 27%	3 19%	6 27%	20 20%	4 11%	4 25%	6 26%	12 16%	17 21%	7 26%	13 19%	1 17%	4 11%	3 27%	11 21%	17 23%
NOT AT ALL WORRIED	56 31%	20 24%	24 33%	14 30%	4 17%	9 38%	7 32%	6 38%	6 27%	34 34%	13 35%	5 31%	3 13%	23 32%	23 29%	10 37%	18 26%	2 33%	12 32%	- -	13 25%	29 39%
DON'T KNOW/UNSURE	9 5%	3 4%	4 6%	5 11%	2 9%	2 8%	- -	- -	1 5%	6 6%	2 5%	- -	1 4%	3 4%	6 8%	- -	3 4%	1 17%	1 3%	1 9%	3 6%	3 4%

Table 48-5

QUESTION X1F:
Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED	
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO
BASE=TOTAL ASKED	180 100%	120 67%	119 66%	115 64%	107 59%	86 48%	87 48%	77 43%	82 46%	84 47%	83 46%	87 48%	74 41%	104 58%	32 18%	127 71%
**D/S (WORRIED - NOT WORRIED)	-13 -7%	-14 -12%	-13 -11%	-10 -9%	-11 -10%	-5 -6%	-13 -15%	-5 -6%	2 2%	-9 -11%	-9 -11%	-2 -2%	3 4%	-16 -15%	-2 -6%	-10 -8%
TOTAL WORRIED -----	79 44%	51 43%	51 43%	50 43%	46 43%	39 45%	35 40%	34 44%	39 48%	37 44%	35 42%	41 47%	37 50%	41 39%	15 47%	55 43%
TOTAL NOT WORRIED -----	92 51%	65 54%	64 54%	60 52%	57 53%	44 51%	48 55%	39 51%	37 45%	46 55%	44 53%	43 49%	34 46%	57 55%	17 53%	65 51%
VERY WORRIED	36 20%	21 18%	24 20%	23 20%	21 20%	17 20%	18 21%	14 18%	14 17%	21 25%	13 16%	22 25%	13 18%	22 21%	8 25%	24 19%
SOMEWHAT WORRIED	43 24%	30 25%	27 23%	27 23%	25 23%	22 26%	17 20%	20 26%	25 30%	16 19%	22 27%	19 22%	24 32%	19 18%	7 22%	31 24%
NOT VERY WORRIED	36 20%	27 23%	29 24%	27 23%	25 23%	21 24%	23 26%	21 27%	15 18%	17 20%	17 20%	16 18%	13 18%	22 21%	8 25%	22 17%
NOT AT ALL WORRIED	56 31%	38 32%	35 29%	33 29%	32 30%	23 27%	25 29%	18 23%	22 27%	29 35%	27 33%	27 31%	21 28%	35 34%	9 28%	43 34%
DON'T KNOW/UNSURE	9 5%	4 3%	4 3%	5 4%	4 4%	3 3%	4 5%	4 5%	6 7%	1 1%	4 5%	3 3%	3 4%	6 6%	-	7 6%

Table 48-6

QUESTION X1F:

Thinking about some of these issues, I will read you a few short descriptions of recent developments coming out of the legislative session, and I want to know how concerned you are about this legislation and its effect on your business.

The new wage theft law that makes property owners and developers responsible for any wage theft by construction subcontractors

BANNER 6

	LEGISLATIVE WORRY (TOTAL)							LEGISLATIVE WORRY (VERY)							
	TOTAL	0	1+	2+	3+	4+	5+	ALL SIX	0	1+	2+	3+	4+	5+	ALL SIX
BASE=TOTAL ASKED	180 100%	29 16%	151 84%	142 79%	131 73%	110 61%	70 39%	36 20%	63 35%	117 65%	92 51%	81 45%	60 33%	24 13%	11 6%
**D/S (WORRIED - NOT WORRIED)	-13 -7%	-27 -93%	14 9%	20 14%	28 21%	36 33%	55 79%	36 100%	-34 -54%	21 18%	21 23%	25 31%	19 32%	18 75%	11 100%
TOTAL WORRIED	79 44%	- -	79 52%	79 56%	78 60%	72 65%	62 89%	36 100%	13 21%	66 56%	55 60%	52 64%	39 65%	21 88%	11 100%
TOTAL NOT WORRIED	92 51%	27 93%	65 43%	59 42%	50 38%	36 33%	7 10%	- -	47 75%	45 38%	34 37%	27 33%	20 33%	3 13%	- -
VERY WORRIED	36 20%	- -	36 24%	36 25%	36 27%	33 30%	29 41%	20 56%	- -	36 31%	36 39%	34 42%	28 47%	20 83%	11 100%
SOMEWHAT WORRIED	43 24%	- -	43 28%	43 30%	42 32%	39 35%	33 47%	16 44%	13 21%	30 26%	19 21%	18 22%	11 18%	1 4%	- -
NOT VERY WORRIED	36 20%	9 31%	27 18%	25 18%	22 17%	16 15%	3 4%	- -	19 30%	17 15%	12 13%	12 15%	11 18%	1 4%	- -
NOT AT ALL WORRIED	56 31%	18 62%	38 25%	34 24%	28 21%	20 18%	4 6%	- -	28 44%	28 24%	22 24%	15 19%	9 15%	2 8%	- -
DON'T KNOW/UNSURE	9 5%	2 7%	7 5%	4 3%	3 2%	2 2%	1 1%	- -	3 5%	6 5%	3 3%	2 2%	2 2%	1 -	- -

Table 49-1
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

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+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL ASKED	180	57	19	29	10	65	76	104	60	55	38	89	60	20	35	21	21	16	29	138	74	25	11	39
	100%	32%	11%	16%	6%	36%	42%	58%	33%	31%	21%	49%	33%	11%	19%	12%	12%	9%	16%	77%	41%	14%	6%	22%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-105	-20	-14	-15	-6	-50	-34	-71	-32	-37	-28	-49	-36	-15	-25	-13	-15	-8	-21	-79	-50	-17	-5	-20
	-58%	-35%	-74%	-52%	-60%	-77%	-45%	-68%	-53%	-67%	-74%	-55%	-60%	-75%	-71%	-62%	-71%	-50%	-72%	-57%	-68%	-68%	-45%	-51%
TOTAL MORE ATTRACTIVE	11	7	-	2	-	2	7	4	3	3	-	6	4	-	1	1	1	1	1	9	5	-	1	1
	6%	12%	-	7%	-	3%	9%	4%	5%	5%	-	7%	7%	-	3%	5%	5%	6%	3%	7%	7%	-	9%	3%
TOTAL LESS ATTRACTIVE	116	27	14	17	6	52	41	75	35	40	28	55	40	15	26	14	16	9	22	88	55	17	6	21
	64%	47%	74%	59%	60%	80%	54%	72%	58%	73%	74%	62%	67%	75%	74%	67%	76%	56%	76%	64%	74%	68%	55%	54%
MUCH MORE ATTRACTIVE	4	4	-	-	-	-	4	-	1	1	-	3	1	-	1	-	1	-	1	2	3	-	-	-
	2%	7%	-	-	-	-	5%	-	2%	2%	-	3%	2%	-	3%	-	5%	-	3%	1%	4%	-	-	-
SOMEWHAT MORE ATTRACTIVE	7	3	-	2	-	2	3	4	2	2	-	3	3	-	-	1	-	1	-	7	2	-	1	1
	4%	5%	-	7%	-	3%	4%	4%	3%	4%	-	3%	5%	-	-	5%	-	6%	-	5%	3%	-	9%	3%
SOMEWHAT LESS ATTRACTIVE	38	11	3	6	1	17	14	24	10	13	10	16	12	6	9	5	7	2	9	26	11	5	5	10
	21%	19%	16%	21%	10%	26%	18%	23%	17%	24%	26%	18%	20%	30%	26%	24%	33%	13%	31%	19%	15%	20%	45%	26%
MUCH LESS ATTRACTIVE	78	16	11	11	5	35	27	51	25	27	18	39	28	9	17	9	9	7	13	62	44	12	1	11
	43%	28%	58%	38%	50%	54%	36%	49%	42%	49%	47%	44%	47%	45%	49%	43%	43%	44%	45%	45%	59%	48%	9%	28%
NO EFFECT ONE WAY OR THE OTHER	44	20	3	9	4	8	23	21	18	11	7	23	13	4	8	4	1	6	6	32	13	8	3	12
	24%	35%	16%	31%	40%	12%	30%	20%	30%	20%	18%	26%	22%	20%	23%	19%	5%	38%	21%	23%	18%	32%	27%	31%
TOO SOON TO SAY/DON'T KNOW	8	3	1	1	-	3	4	4	3	1	3	4	3	1	-	1	3	-	-	8	1	-	1	4
	4%	5%	5%	3%	-	5%	5%	4%	5%	2%	8%	4%	5%	5%	-	5%	14%	-	-	6%	1%	-	9%	10%
REFUSED	1	-	1	-	-	-	1	-	1	-	-	1	-	-	-	1	-	-	-	1	-	-	-	1
	1%	-	5%	-	-	-	1%	-	2%	-	-	1%	-	-	-	5%	-	-	-	1%	-	-	-	3%

Table 49-2
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					12%																			
BASE=TOTAL ASKED	180	86	71	157	22	29	80	61	24	87	63	45	52	79	49	54	75	55	44	80	28	149	7	13
	100%	48%	39%	87%	12%	16%	44%	34%	13%	48%	35%	25%	29%	44%	27%	30%	42%	31%	24%	44%	16%	83%	4%	7%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-105	-44	-44	-88	-17	-7	-42	-51	-8	-71	-23	-20	-45	-37	-21	-49	-34	-33	-36	-36	-8	-85	-7	-8
	-58%	-51%	-62%	-56%	-77%	-24%	-53%	-84%	-33%	-82%	-37%	-44%	-87%	-47%	-43%	-91%	-45%	-60%	-82%	-45%	-29%	-57%	-100%	-62%
TOTAL MORE ATTRACTIVE	11	7	4	11	-	6	3	1	5	2	4	4	-	7	6	-	5	3	-	8	4	10	-	-
	6%	8%	6%	7%	-	21%	4%	2%	21%	2%	6%	9%	-	9%	12%	-	7%	5%	-	10%	14%	7%	-	-
TOTAL LESS ATTRACTIVE	116	51	48	99	17	13	45	52	13	73	27	24	45	44	27	49	39	36	36	44	12	95	7	8
	64%	59%	68%	63%	77%	45%	56%	85%	54%	84%	43%	53%	87%	56%	55%	91%	52%	65%	82%	55%	43%	64%	100%	62%
MUCH MORE ATTRACTIVE	4	2	2	4	-	1	1	1	1	2	1	2	-	2	2	-	2	1	-	3	1	4	-	-
	2%	2%	3%	3%	-	3%	1%	2%	4%	2%	2%	4%	-	3%	4%	-	3%	2%	-	4%	4%	3%	-	-
SOMEWHAT MORE ATTRACTIVE	7	5	2	7	-	5	2	-	4	-	3	2	-	5	4	-	3	2	-	5	3	6	-	-
	4%	6%	3%	4%	-	17%	3%	-	17%	-	5%	4%	-	6%	8%	-	4%	4%	-	6%	11%	4%	-	-
SOMEWHAT LESS ATTRACTIVE	38	23	14	37	1	9	14	11	8	15	15	12	8	17	15	8	14	13	7	18	7	28	2	4
	21%	27%	20%	24%	5%	31%	18%	18%	33%	17%	24%	27%	15%	22%	31%	15%	19%	24%	16%	23%	25%	19%	29%	31%
MUCH LESS ATTRACTIVE	78	28	34	62	16	4	31	41	5	58	12	12	37	27	12	41	25	23	29	26	5	67	5	4
	43%	33%	48%	39%	73%	14%	39%	67%	21%	67%	19%	27%	71%	34%	24%	76%	33%	42%	66%	33%	18%	45%	71%	31%
NO EFFECT ONE WAY OR THE OTHER	44	23	16	39	4	10	24	7	6	9	27	16	4	24	15	3	26	14	6	24	10	36	-	4
	24%	27%	23%	25%	18%	34%	30%	11%	25%	10%	43%	36%	8%	30%	31%	6%	35%	25%	14%	30%	36%	24%	-	31%
TOO SOON TO SAY/DON'T KNOW	8	5	3	8	-	-	7	1	-	2	5	1	2	4	1	2	4	2	1	4	2	7	-	1
	4%	6%	4%	5%	-	-	9%	2%	-	2%	8%	2%	4%	5%	2%	4%	5%	4%	2%	5%	7%	5%	-	8%
REFUSED	1	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	1	-	1	-	-	1	-	-
	1%	-	-	-	5%	-	1%	-	-	1%	-	-	2%	-	-	-	1%	-	2%	-	-	1%	-	-

Table 49-3
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL ASKED	180 100%	135 75%	45 25%	37 21%	40 22%	56 31%	33 18%	44 24%	63 35%	65 36%	63 35%	87 48%	150 83%	27 15%	69 38%	60 33%	61 34%	30 17%	25 14%	24 13%	15 8%	8 4%	125 69%	52 29%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-105 -58%	-88 -65%	-17 -38%	-16 -43%	-31 -78%	-35 -63%	-17 -52%	-10 -23%	-40 -63%	-54 -83%	-36 -57%	-49 -56%	-85 -57%	-19 -70%	-40 -58%	-38 -63%	-32 -52%	-19 -63%	-22 -88%	-12 -50%	-9 -60%	-6 -75%	-71 -57%	-33 -63%
TOTAL MORE ATTRACTIVE -----	11 6%	5 4%	6 13%	3 8%	1 3%	2 4%	4 12%	8 18%	2 3%	1 2%	4 6%	7 8%	11 7%	- -	6 9%	3 5%	3 5%	2 7%	- -	4 17%	1 7%	- -	8 6%	3 6%
TOTAL LESS ATTRACTIVE -----	116 64%	93 69%	23 51%	19 51%	32 80%	37 66%	21 64%	18 41%	42 67%	55 85%	40 63%	56 64%	96 64%	19 70%	46 67%	41 68%	35 57%	21 70%	22 88%	16 67%	10 67%	6 75%	79 63%	36 69%
MUCH MORE ATTRACTIVE	4 2%	2 1%	2 4%	- -	- -	2 4%	1 3%	3 7%	- -	1 2%	2 3%	2 2%	4 3%	- -	2 3%	1 2%	1 2%	1 3%	- -	2 8%	- -	- -	3 2%	1 2%
SOMEWHAT MORE ATTRACTIVE	7 4%	3 2%	4 9%	3 8%	1 3%	- -	3 9%	5 11%	2 3%	- -	2 3%	5 6%	7 5%	- -	4 6%	2 3%	2 3%	1 3%	- -	2 8%	1 7%	- -	5 4%	2 4%
SOMEWHAT LESS ATTRACTIVE	38 21%	26 19%	12 27%	10 27%	8 20%	10 18%	7 21%	13 30%	14 22%	11 17%	18 29%	17 20%	35 23%	3 11%	14 20%	13 22%	11 18%	11 37%	4 16%	3 13%	6 40%	1 13%	29 23%	9 17%
MUCH LESS ATTRACTIVE	78 43%	67 50%	11 24%	9 24%	24 60%	27 48%	14 42%	5 11%	28 44%	44 68%	22 35%	39 45%	61 41%	16 59%	32 46%	28 47%	24 39%	10 33%	18 72%	13 54%	4 27%	5 63%	50 40%	27 52%
NO EFFECT ONE WAY OR THE OTHER	44 24%	32 24%	12 27%	11 30%	6 15%	14 25%	7 21%	16 36%	15 24%	8 12%	17 27%	18 21%	35 23%	7 26%	16 23%	11 18%	21 34%	6 20%	1 4%	3 13%	3 20%	1 13%	30 24%	12 23%
TOO SOON TO SAY/DON'T KNOW	8 4%	4 3%	4 9%	4 11%	1 3%	3 5%	- -	2 5%	3 5%	1 2%	2 3%	5 6%	7 5%	1 4%	1 1%	4 7%	2 3%	1 3%	1 4%	1 4%	1 7%	1 13%	7 6%	1 2%
REFUSED	1 1%	1 1%	- -	- -	- -	- -	1 3%	- -	1 2%	- -	- -	1 1%	1 1%	- -	- -	1 2%	- -	- -	1 4%	- -	- -	- -	1 1%	- -

Table 49-4
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL ASKED	180 100%	83 46%	72 40%	46 26%	23 13%	24 13%	22 12%	16 9%	22 12%	101 56%	37 21%	16 9%	23 13%	73 41%	80 44%	27 15%	70 39%	6 3%	37 21%	11 6%	52 29%	74 41%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-105 -58%	-47 -57%	-43 -60%	-31 -67%	-14 -61%	-10 -42%	-10 -45%	-10 -63%	-16 -73%	-55 -54%	-17 -46%	-13 -81%	-19 -83%	-53 -73%	-42 -53%	-10 -37%	-47 -67%	-6 -100%	-20 -54%	-7 -64%	-40 -77%	-32 -43%
TOTAL MORE ATTRACTIVE -----	11 6%	8 10%	3 4%	3 7%	3 13%	2 8%	2 9%	1 6%	1 5%	6 6%	5 14%	- -	- -	3 4%	5 6%	3 11%	5 7%	- -	2 5%	- -	2 4%	7 9%
TOTAL LESS ATTRACTIVE -----	116 64%	55 66%	46 64%	34 74%	17 74%	12 50%	12 55%	11 69%	17 77%	61 60%	22 59%	13 81%	19 83%	56 77%	47 59%	13 48%	52 74%	6 100%	22 59%	7 64%	42 81%	39 53%
MUCH MORE ATTRACTIVE	4 2%	3 4%	1 1%	- -	1 4%	2 8%	2 9%	1 6%	- -	2 2%	2 5%	- -	- -	2 3%	1 1%	1 4%	2 3%	- -	- -	- -	- -	4 5%
SOMEWHAT MORE ATTRACTIVE	7 4%	5 6%	2 3%	3 7%	2 9%	- -	- -	- -	1 5%	4 4%	3 8%	- -	- -	1 1%	4 5%	2 7%	3 4%	- -	2 5%	- -	2 4%	3 4%
SOMEWHAT LESS ATTRACTIVE	38 21%	14 17%	14 19%	13 28%	6 26%	7 29%	2 9%	6 38%	9 41%	23 23%	7 19%	7 44%	1 4%	6 8%	26 33%	6 22%	14 20%	2 33%	9 24%	1 9%	13 25%	13 18%
MUCH LESS ATTRACTIVE	78 43%	41 49%	32 44%	21 46%	11 48%	5 21%	10 45%	5 31%	8 36%	38 38%	15 41%	6 38%	18 78%	50 68%	21 26%	7 26%	38 54%	4 67%	13 35%	6 55%	29 56%	26 35%
NO EFFECT ONE WAY OR THE OTHER	44 24%	17 20%	17 24%	9 20%	2 9%	8 33%	6 27%	3 19%	4 18%	27 27%	10 27%	3 19%	3 13%	11 15%	22 28%	11 41%	12 17%	- -	11 30%	4 36%	6 12%	23 31%
TOO SOON TO SAY/DON'T KNOW	8 4%	3 4%	5 7%	- -	1 4%	2 8%	2 9%	1 6%	- -	6 6%	- -	- -	1 4%	2 3%	6 8%	- -	1 1%	- -	2 5%	- -	2 4%	4 5%
REFUSED	1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	- -	1 1%

Table 49-5
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED	
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO
BASE=TOTAL ASKED	180	120	119	115	107	86	87	77	82	84	83	87	74	104	32	127
	100%	67%	66%	64%	59%	48%	48%	43%	46%	47%	46%	48%	41%	58%	18%	71%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-105	-68	-72	-63	-63	-56	-57	-42	-45	-56	-49	-54	-45	-61	-18	-82
	-58%	-57%	-61%	-55%	-59%	-65%	-66%	-55%	-55%	-67%	-59%	-62%	-61%	-59%	-56%	-65%
TOTAL MORE ATTRACTIVE	11	9	9	9	6	3	5	6	6	3	5	4	4	6	-	7
	6%	8%	8%	8%	6%	3%	6%	8%	7%	4%	6%	5%	5%	6%	-	6%
TOTAL LESS ATTRACTIVE	116	77	81	72	69	59	62	48	51	59	54	58	49	67	18	89
	64%	64%	68%	63%	64%	69%	71%	62%	62%	70%	65%	67%	66%	64%	56%	70%
MUCH MORE ATTRACTIVE	4	2	3	2	1	-	1	2	1	2	1	2	-	3	-	3
	2%	2%	3%	2%	1%	-	1%	3%	1%	2%	1%	2%	-	3%	-	2%
SOMEWHAT MORE ATTRACTIVE	7	7	6	7	5	3	4	4	5	1	4	2	4	3	-	4
	4%	6%	5%	6%	5%	3%	5%	5%	6%	1%	5%	2%	5%	3%	-	3%
SOMEWHAT LESS ATTRACTIVE	38	26	28	26	24	19	23	14	15	20	20	17	19	19	5	30
	21%	22%	24%	23%	22%	22%	26%	18%	18%	24%	24%	20%	26%	18%	16%	24%
MUCH LESS ATTRACTIVE	78	51	53	46	45	40	39	34	36	39	34	41	30	48	13	59
	43%	43%	45%	40%	42%	47%	45%	44%	44%	46%	41%	47%	41%	46%	41%	46%
NO EFFECT ONE WAY OR THE OTHER	44	26	21	27	27	20	15	19	22	18	21	20	17	26	13	25
	24%	22%	18%	23%	25%	23%	17%	25%	27%	21%	25%	23%	23%	25%	41%	20%
TOO SOON TO SAY/DON'T KNOW	8	7	7	6	4	3	4	3	3	3	3	4	4	4	1	5
	4%	6%	6%	5%	4%	3%	5%	4%	4%	4%	4%	5%	5%	4%	3%	4%
REFUSED	1	1	1	1	1	1	1	1	-	1	-	1	-	1	-	1
	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	-	1%	-	1%	-	1%

Table 49-6
 QUESTION X2:
 Do you think these legislative developments have made Minnesota more attractive or less attractive for businesses, or does it have no real effect one way or the other?

BANNER 6

	LEGISLATIVE WORRY (TOTAL)							LEGISLATIVE WORRY (VERY)							
	TOTAL	0	1+	2+	3+	4+	5+	ALL SIX	0	1+	2+	3+	4+	5+	ALL SIX
BASE=TOTAL ASKED	180 100%	29 16%	151 84%	142 79%	131 73%	110 61%	70 39%	36 20%	63 35%	117 65%	92 51%	81 45%	60 33%	24 13%	11 6%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-105 -58%	-3 -10%	-102 -68%	-100 -70%	-97 -74%	-88 -80%	-56 -80%	-28 -78%	-10 -16%	-95 -81%	-80 -87%	-71 -88%	-54 -90%	-23 -96%	-10 -91%
TOTAL MORE ATTRACTIVE -----	11 6%	4 14%	7 5%	5 4%	4 3%	2 2%	2 3%	2 6%	9 14%	2 2%	2 2%	2 2%	1 2%	- -	- -
TOTAL LESS ATTRACTIVE -----	116 64%	7 24%	109 72%	105 74%	101 77%	90 82%	58 83%	30 83%	19 30%	97 83%	82 89%	73 90%	55 92%	23 96%	10 91%
MUCH MORE ATTRACTIVE	4 2%	1 3%	3 2%	2 1%	2 2%	1 1%	1 1%	1 3%	2 3%	2 2%	2 2%	2 2%	1 2%	- -	- -
SOMEWHAT MORE ATTRACTIVE	7 4%	3 10%	4 3%	3 2%	2 2%	1 1%	1 1%	1 3%	7 11%	- -	- -	- -	- -	- -	- -
SOMEWHAT LESS ATTRACTIVE	38 21%	5 17%	33 22%	31 22%	27 21%	19 17%	14 20%	8 22%	17 27%	21 18%	15 16%	11 14%	6 10%	3 13%	2 18%
MUCH LESS ATTRACTIVE	78 43%	2 7%	76 50%	74 52%	74 56%	71 65%	44 63%	22 61%	2 3%	76 65%	67 73%	62 77%	49 82%	20 83%	8 73%
NO EFFECT ONE WAY OR THE OTHER	44 24%	13 45%	31 21%	28 20%	22 17%	15 14%	8 11%	4 11%	29 46%	15 13%	6 7%	5 6%	3 5%	1 4%	1 9%
TOO SOON TO SAY/DON'T KNOW	8 4%	5 17%	3 2%	3 2%	3 2%	2 2%	1 1%	- -	6 10%	2 2%	1 1%	- -	- -	- -	- -
REFUSED	1 1%	- -	1 1%	1 1%	1 1%	1 1%	1 1%	- -	- -	1 1%	1 1%	1 1%	1 2%	- -	- -

Table 50-1
 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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
UNDER 50 -----	324 81%	111 80%	77 89%	37 77%	32 73%	67 81%	188 83%	136 78%	133 99%	111 96%	47 52%	204 100%	120 100%	-	41 90%	33 85%	40 85%	27 85%	61 95%	257 82%	141 92%	67 85%	13 58%	59 77%
51-150 -----	36 9%	12 9%	3 4%	9 18%	4 8%	8 10%	16 7%	20 12%	1 1%	5 4%	25 28%	-	-	36 65%	5 10%	5 12%	5 10%	5 15%	3 5%	33 11%	5 3%	8 11%	2 10%	7 10%
151+ ----	19 5%	5 4%	3 4%	3 5%	4 8%	5 6%	8 4%	11 6%	-	-	17 19%	-	-	19 35%	-	1 3%	2 5%	-	-	18 6%	-	3 4%	4 17%	4 5%
UNDER 10	204 51%	63 45%	52 60%	24 51%	18 42%	46 56%	115 51%	89 51%	125 93%	51 44%	6 7%	204 100%	-	-	24 52%	14 37%	21 46%	18 56%	43 67%	160 51%	105 69%	43 54%	6 26%	32 41%
11-25	82 20%	31 23%	18 21%	10 21%	9 20%	13 16%	50 22%	32 19%	8 6%	52 45%	15 17%	-	82 68%	-	11 24%	10 25%	13 29%	7 22%	13 21%	66 21%	25 16%	17 21%	5 23%	17 22%
26-50	38 10%	16 12%	8 9%	2 4%	5 11%	7 9%	24 11%	14 8%	-	8 7%	26 28%	-	38 32%	-	7 14%	8 22%	5 10%	2 6%	5 8%	31 10%	11 7%	8 10%	2 9%	10 13%
51-100	24 6%	9 6%	2 3%	5 10%	2 5%	6 7%	11 5%	13 8%	-	5 4%	16 18%	-	-	24 44%	3 5%	5 12%	1 3%	4 11%	2 3%	23 7%	4 3%	4 5%	1 5%	4 5%
101-150	12 3%	4 3%	1 1%	4 8%	1 3%	2 2%	5 2%	7 4%	1 1%	-	9 10%	-	-	12 21%	2 5%	-	3 7%	1 4%	1 2%	10 3%	1 1%	5 6%	1 4%	4 5%
151 TO 250	5 1%	2 2%	-	-	-	2 3%	2 1%	2 1%	-	-	4 4%	-	-	5 9%	-	-	-	-	-	4 1%	-	2 3%	1 5%	1 2%
MORE THAN 250	15 4%	2 2%	3 4%	3 5%	4 8%	3 3%	6 3%	9 5%	-	-	14 15%	-	-	15 27%	-	1 3%	2 5%	-	-	15 5%	-	1 1%	3 12%	2 3%
DON'T KNOW/NOT SURE	7 2%	4 3%	1 1%	-	1 3%	1 1%	5 2%	2 1%	-	-	1 1%	-	-	-	-	-	-	-	-	3 1%	1 1%	-	1 5%	3 4%
REFUSED	13 3%	7 5%	1 1%	-	4 8%	1 2%	9 4%	5 3%	-	-	-	-	-	-	-	-	-	-	-	1 -	6 4%	-	2 10%	4 5%
101+	31 8%	9 6%	5 5%	6 13%	5 11%	7 8%	13 6%	18 10%	1 1%	-	26 29%	-	-	31 56%	2 5%	1 3%	6 12%	1 4%	1 2%	29 9%	1 1%	8 10%	5 22%	7 9%

Table 50-2
 QUESTION 35:
 How many people does your company employ in all its facilities in Minnesota?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
UNDER 50	324	130	141	271	49	49	146	111	42	164	110	96	84	133	78	88	153	104	69	149	50	324	-	-
-----	81%	72%	86%	79%	98%	71%	81%	84%	75%	83%	81%	78%	84%	83%	74%	85%	84%	80%	77%	84%	87%	100%	-	-
51-150	36	19	16	35	1	12	17	7	7	19	8	12	10	13	12	11	11	13	12	11	1	-	24	12
-----	9%	10%	10%	10%	2%	18%	9%	6%	13%	10%	6%	10%	9%	8%	12%	10%	6%	10%	14%	6%	2%	-	100%	37%
151+	19	15	3	18	-	1	10	6	5	7	8	8	6	4	9	5	6	7	5	8	-	-	-	19
----	5%	9%	2%	5%	-	2%	5%	5%	8%	3%	6%	7%	6%	2%	8%	5%	3%	5%	5%	5%	-	-	-	63%
UNDER 10	204	71	89	161	39	24	88	84	22	117	59	49	53	95	43	53	103	63	43	96	39	204	-	-
	51%	40%	55%	47%	78%	35%	49%	63%	38%	59%	44%	39%	52%	59%	41%	51%	57%	48%	49%	55%	69%	63%	-	-
11-25	82	38	35	73	9	16	38	21	17	31	32	30	22	29	24	25	32	30	17	35	7	82	-	-
	20%	21%	22%	21%	17%	23%	21%	16%	30%	16%	24%	24%	21%	18%	23%	24%	18%	23%	19%	20%	12%	25%	-	-
26-50	38	21	16	37	1	9	21	6	4	15	18	17	10	9	11	10	17	12	8	17	4	38	-	-
	10%	12%	10%	11%	2%	13%	12%	5%	7%	8%	13%	14%	10%	5%	11%	9%	9%	9%	9%	10%	7%	12%	-	-
51-100	24	15	9	24	-	9	11	5	6	15	2	10	5	9	10	5	7	8	10	6	1	-	24	-
	6%	8%	6%	7%	-	13%	6%	4%	11%	7%	2%	8%	5%	5%	9%	5%	4%	6%	11%	3%	2%	-	100%	-
101-150	12	3	7	10	1	4	6	2	1	5	6	2	5	5	2	6	3	5	2	5	-	-	-	12
	3%	2%	4%	3%	2%	5%	3%	2%	2%	2%	5%	2%	5%	3%	2%	6%	2%	4%	2%	3%	-	-	-	37%
151 TO 250	5	4	-	4	-	1	2	1	1	1	2	3	1	1	3	1	1	3	1	1	-	-	-	5
	1%	2%	-	1%	-	2%	1%	1%	2%	1%	2%	2%	1%	1%	2%	1%	1%	2%	1%	1%	-	-	-	15%
MORE THAN 250	15	12	3	15	-	-	7	5	3	5	6	6	5	3	6	4	5	4	4	7	-	-	-	15
	4%	7%	2%	4%	-	-	4%	4%	6%	3%	4%	5%	5%	2%	6%	4%	3%	3%	4%	4%	-	-	-	47%
DON'T KNOW/NOT SURE	7	7	-	7	-	2	1	3	2	2	2	5	-	2	5	-	2	3	-	2	-	-	-	-
	2%	4%	-	2%	-	4%	1%	3%	4%	1%	2%	4%	-	1%	4%	-	1%	3%	-	1%	-	-	-	-
REFUSED	13	9	4	12	-	4	6	4	-	6	7	2	1	9	1	-	11	4	3	6	6	-	-	-
	3%	5%	2%	4%	-	5%	3%	3%	-	3%	5%	2%	1%	5%	1%	-	6%	3%	4%	3%	11%	-	-	-
101+	31	19	10	29	1	5	15	9	6	11	14	11	10	9	11	11	9	11	7	13	-	-	-	31
	8%	11%	6%	8%	2%	7%	8%	7%	10%	6%	11%	9%	10%	5%	10%	10%	5%	9%	8%	7%	-	-	-	100%

Table 50-3
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 3

	GENDER			AGE			2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES			
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
UNDER 50 -----	324 81%	238 80%	86 85%	70 84%	58 79%	113 84%	70 89%	69 78%	109 78%	132 85%	106 69%	162 85%	267 78%	53 100%	115 74%	99 80%	103 84%	53 86%	46 85%	44 78%	30 92%	19 80%	239 82%	83 81%
51-150 -----	36 9%	30 10%	6 6%	10 12%	8 12%	14 11%	3 4%	5 5%	17 12%	14 9%	20 13%	17 9%	36 11%	- -	21 13%	9 7%	5 4%	7 12%	6 10%	6 11%	2 8%	- -	24 8%	10 10%
151+ ----	19 5%	16 5%	4 4%	1 1%	6 8%	8 6%	4 5%	6 7%	8 6%	4 3%	14 9%	5 3%	19 6%	- -	14 9%	7 6%	4 3%	1 2%	1 2%	4 7%	- -	3 14%	15 5%	4 4%
UNDER 10	204 51%	153 51%	51 51%	41 49%	30 41%	69 51%	53 68%	42 48%	64 46%	90 58%	57 37%	105 56%	162 47%	39 74%	55 35%	71 57%	73 59%	28 46%	27 50%	29 52%	24 73%	13 56%	157 54%	45 44%
11-25	82 20%	55 19%	26 26%	20 24%	20 28%	27 20%	13 16%	16 18%	29 21%	31 20%	30 20%	39 21%	69 20%	13 24%	41 26%	21 17%	21 17%	16 25%	14 26%	11 20%	4 12%	5 21%	57 20%	23 23%
26-50	38 10%	31 10%	8 8%	9 10%	7 10%	16 12%	4 5%	11 13%	16 11%	11 7%	19 13%	17 9%	36 11%	1 2%	19 12%	7 6%	9 8%	9 15%	5 9%	4 7%	2 7%	1 4%	24 8%	14 14%
51-100	24 6%	20 7%	5 5%	6 7%	7 10%	10 7%	1 2%	4 4%	11 8%	9 6%	15 10%	10 5%	24 7%	- -	17 11%	5 4%	5 4%	1 2%	2 4%	5 9%	- -	- -	15 5%	8 8%
101-150	12 3%	11 4%	1 1%	4 4%	1 1%	5 4%	2 3%	1 1%	6 4%	5 3%	5 3%	7 4%	12 3%	- -	4 2%	4 3%	- -	6 10%	3 6%	1 2%	2 8%	- -	9 3%	2 2%
151 TO 250	5 1%	2 1%	2 2%	- -	1 1%	3 2%	- -	- -	4 3%	1 1%	2 1%	2 1%	5 1%	- -	5 3%	1 1%	1 1%	- -	- -	1 2%	- -	- -	3 1%	1 1%
MORE THAN 250	15 4%	14 5%	1 1%	1 1%	5 7%	5 4%	4 5%	6 7%	5 3%	3 2%	12 8%	3 1%	15 4%	- -	9 6%	6 5%	2 2%	1 2%	1 2%	2 4%	- -	3 14%	12 4%	3 3%
DON'T KNOW/NOT SURE	7 2%	5 2%	2 2%	2 3%	1 1%	- -	- -	4 4%	1 1%	2 1%	6 4%	1 1%	7 2%	- -	4 2%	3 3%	5 4%	- -	1 2%	- -	- -	- -	6 2%	1 1%
REFUSED	13 3%	10 3%	4 4%	- -	- -	- -	1 2%	5 6%	5 3%	2 2%	7 5%	5 3%	12 4%	- -	4 2%	6 5%	6 5%	- -	- -	2 4%	- -	1 5%	7 3%	4 3%
101+	31 8%	26 9%	5 5%	5 6%	7 9%	12 9%	6 8%	7 8%	14 10%	9 6%	19 12%	12 6%	31 9%	- -	17 11%	11 9%	4 3%	7 12%	5 9%	5 9%	2 8%	3 14%	25 8%	7 6%

Table 50-4
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 +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
UNDER 50 -----	324 81%	143 82%	134 83%	61 81%	48 74%	42 67%	38 80%	35 81%	33 79%	194 88%	57 64%	34 73%	36 94%	137 84%	131 77%	52 86%	119 74%	50 93%	81 81%	41 80%	81 81%	180 83%
51-150 -----	36 9%	17 10%	13 8%	8 11%	10 16%	14 22%	2 5%	2 6%	4 10%	12 5%	17 20%	5 10%	2 6%	15 9%	17 10%	3 6%	22 14%	2 3%	11 11%	3 6%	9 9%	16 7%
151+ ----	19 5%	9 5%	6 4%	1 2%	5 7%	2 4%	5 10%	5 11%	4 9%	1 1%	11 13%	7 15%	-	5 3%	13 8%	1 2%	17 11%	2 3%	6 6%	3 6%	6 6%	8 4%
UNDER 10	204 51%	75 43%	93 57%	39 51%	20 31%	27 42%	23 49%	24 55%	20 49%	143 65%	22 25%	14 30%	21 57%	78 47%	86 50%	37 62%	56 35%	37 69%	51 51%	27 53%	52 52%	109 50%
11-25	82 20%	50 29%	26 16%	17 23%	17 27%	10 15%	8 16%	9 21%	7 17%	39 18%	20 23%	11 23%	11 28%	40 24%	33 19%	8 14%	39 24%	9 16%	17 17%	9 18%	18 18%	48 22%
26-50	38 10%	17 10%	16 10%	5 6%	10 16%	6 9%	7 15%	2 4%	5 13%	12 5%	14 16%	9 19%	4 9%	19 12%	12 7%	6 11%	24 15%	4 8%	13 13%	5 10%	11 11%	24 11%
51-100	24 6%	16 9%	10 6%	2 3%	3 5%	9 14%	-	2 6%	4 10%	8 4%	9 10%	5 10%	2 6%	10 6%	14 8%	-	16 10%	2 3%	8 8%	2 4%	7 7%	11 5%
101-150	12 3%	1 1%	3 2%	6 8%	7 11%	5 8%	2 5%	-	-	3 1%	8 9%	-	-	5 3%	3 2%	3 6%	6 4%	-	4 4%	1 2%	3 3%	5 2%
151 TO 250	5 1%	2 1%	3 2%	1 2%	1 2%	-	1 3%	1 2%	-	-	3 3%	2 5%	-	1 1%	3 2%	-	5 3%	-	2 2%	-	4 4%	2 1%
MORE THAN 250	15 4%	6 4%	4 2%	-	4 6%	2 4%	3 7%	4 9%	4 9%	1 1%	9 10%	5 10%	-	4 3%	9 6%	1 2%	12 8%	2 3%	4 4%	3 6%	2 2%	6 3%
DON'T KNOW/NOT SURE	7 2%	3 2%	2 1%	2 3%	-	2 4%	-	1 3%	-	2 1%	2 3%	1 2%	-	1 1%	5 3%	-	2 1%	-	-	1 2%	1 1%	5 2%
REFUSED	13 3%	2 1%	6 4%	2 3%	1 2%	2 4%	2 5%	-	1 3%	11 5%	1 1%	-	-	5 3%	5 3%	4 6%	1 1%	-	2 2%	3 6%	2 2%	9 4%
101+	31 8%	10 6%	10 6%	7 9%	12 18%	7 12%	7 15%	5 11%	4 9%	4 2%	20 22%	7 15%	-	10 6%	16 10%	5 8%	23 14%	2 3%	9 9%	4 8%	9 9%	13 6%

Table 50-5
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
UNDER 50 -----	324 81%	182 79%	182 78%	177 79%	151 76%	122 72%	126 74%	112 70%	126 72%	184 93%	139 75%	167 89%	120 69%	197 91%	45 60%	247 88%	76 68%	121 93%	127 80%
51-150 -----	36 9%	25 11%	23 10%	23 10%	27 13%	25 15%	22 13%	25 16%	28 16%	5 2%	25 14%	8 4%	27 15%	8 4%	15 21%	17 6%	22 20%	4 3%	11 7%
151+ ----	19 5%	15 6%	15 6%	15 7%	11 6%	15 9%	15 9%	13 8%	12 7%	2 1%	13 7%	4 2%	18 11%	- -	9 13%	8 3%	8 7%	- -	12 7%
UNDER 10	204 51%	111 48%	103 44%	107 47%	105 52%	66 39%	72 42%	56 35%	67 38%	131 66%	76 41%	120 64%	56 33%	145 66%	13 17%	176 62%	37 33%	91 70%	77 48%
11-25	82 20%	48 20%	54 23%	45 20%	25 13%	35 21%	34 20%	35 22%	38 22%	41 21%	40 21%	38 20%	40 23%	42 19%	15 20%	55 20%	23 20%	24 18%	35 22%
26-50	38 10%	24 10%	25 11%	26 11%	21 10%	21 12%	20 12%	21 13%	21 12%	12 6%	23 13%	10 5%	24 14%	11 5%	17 23%	16 6%	17 15%	6 5%	15 10%
51-100	24 6%	15 6%	14 6%	16 7%	17 9%	14 8%	11 7%	16 10%	16 9%	5 2%	16 9%	6 3%	16 9%	7 3%	11 15%	10 4%	13 11%	4 3%	8 5%
101-150	12 3%	9 4%	9 4%	7 3%	9 5%	12 7%	10 6%	9 6%	12 7%	- -	9 5%	2 1%	10 6%	1 1%	4 6%	7 3%	9 8%	- -	2 2%
151 TO 250	5 1%	4 2%	4 2%	5 2%	4 2%	2 1%	5 3%	4 2%	4 2%	- -	3 2%	1 1%	5 3%	- -	2 3%	1 -	2 2%	- -	3 2%
MORE THAN 250	15 4%	11 5%	11 5%	10 4%	8 4%	12 7%	10 6%	10 6%	8 5%	2 1%	10 5%	2 1%	14 8%	- -	7 10%	6 2%	6 5%	- -	9 6%
DON'T KNOW/NOT SURE	7 2%	5 2%	5 2%	5 2%	6 3%	5 3%	6 3%	5 3%	2 1%	1 1%	4 2%	- -	5 3%	2 1%	1 2%	- -	1 1%	- -	6 4%
REFUSED	13 3%	6 3%	9 4%	6 3%	5 2%	4 2%	2 1%	5 3%	7 4%	5 2%	5 3%	8 5%	4 2%	10 4%	4 5%	10 3%	5 4%	5 4%	4 2%
101+	31 8%	24 10%	24 10%	22 10%	21 10%	27 16%	25 15%	23 14%	23 13%	2 1%	22 12%	6 3%	29 17%	1 1%	14 18%	15 5%	17 15%	- -	14 9%

Table 50-6
 QUESTION 35:
 How many people does your company employ in all its facilities in Minnesota?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
UNDER 50 -----	254 83%	50 93%	42 84%	39 79%	41 80%	39 78%	42 84%
51-150 -----	26 8%	2 3%	6 12%	5 11%	3 6%	7 14%	3 5%
151+ -----	16 5%	2 3%	2 4%	4 7%	3 6%	2 4%	4 8%
UNDER 10	168 55%	37 69%	28 56%	23 46%	27 53%	25 49%	28 55%
11-25	53 17%	9 16%	8 16%	9 18%	9 18%	8 16%	11 21%
26-50	33 11%	4 8%	6 12%	7 14%	5 10%	7 14%	4 8%
51-100	18 6%	2 3%	4 8%	4 7%	2 4%	4 8%	3 5%
101-150	8 3%	- -	2 4%	2 4%	1 2%	3 6%	- -
151 TO 250	6 2%	- -	2 4%	- -	- -	1 2%	3 5%
MORE THAN 250	11 3%	2 3%	- -	4 7%	3 6%	1 2%	1 3%
DON'T KNOW/NOT SURE	2 1%	- -	- -	- -	1 2%	1 2%	- -
REFUSED	7 2%	- -	- -	2 4%	3 6%	1 2%	1 3%
101+	24 8%	2 3%	4 8%	5 11%	4 8%	5 10%	4 8%

Table 51-1
 QUESTION 36:
 What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (UNDER \$1M - \$1M OR MORE)	-72 -18%	-42 -30%	-10 -12%	-5 -10%	-9 -20%	-6 -7%	-52 -23%	-20 -11%	135 100%	-116 -100%	-90 -100%	68 33%	-92 -77%	-46 -83%	-6 -12%	-15 -40%	-18 -38%	-4 -12%	9 14%	-81 -26%	17 11%	-27 -35%	-6 -27%	-20 -26%
UNDER \$1 MILLION	135 34%	37 27%	31 36%	21 43%	11 26%	34 42%	68 30%	66 38%	135 100%	- -	- -	125 61%	8 7%	1 2%	20 42%	9 25%	13 28%	11 36%	34 53%	99 32%	76 50%	24 30%	6 26%	19 24%
TOTAL \$1M OR MORE -----	206 52%	79 56%	42 48%	26 53%	20 46%	40 49%	120 53%	86 49%	- -	116 100%	90 100%	57 28%	101 84%	47 85%	25 55%	25 65%	31 66%	15 47%	25 39%	180 58%	59 38%	51 65%	12 53%	39 50%
MORE THAN \$1 MILLION TO \$5 MILLION	116 29%	42 30%	28 32%	17 36%	10 24%	19 23%	70 31%	46 27%	- -	116 100%	- -	51 25%	60 50%	5 9%	13 28%	14 35%	20 43%	7 22%	17 27%	98 31%	44 29%	28 35%	3 13%	21 27%
MORE THAN \$5 MILLION TO \$10 MILLION	38 10%	17 12%	8 10%	2 4%	3 7%	8 10%	25 11%	13 8%	- -	- -	38 42%	4 2%	28 23%	6 10%	5 10%	7 17%	5 11%	7 21%	4 6%	34 11%	7 5%	13 16%	2 9%	4 5%
MORE THAN \$10 MILLION TO \$20 MILLION	24 6%	9 6%	2 2%	4 8%	2 4%	7 9%	11 5%	13 7%	- -	- -	24 26%	1 -	9 7%	14 25%	3 6%	3 7%	1 3%	- -	3 4%	21 7%	7 5%	5 6%	4 17%	6 8%
MORE THAN \$20 MILLION	28 7%	11 8%	3 4%	3 5%	4 10%	6 8%	15 7%	14 8%	- -	- -	28 32%	1 -	4 3%	22 40%	5 10%	2 6%	4 9%	1 4%	27 9%	27 9%	1 1%	6 7%	3 15%	8 10%
DON'T KNOW/NOT SURE/REFUSED	59 15%	24 17%	14 16%	2 4%	12 28%	8 9%	38 17%	22 12%	- -	- -	- -	22 11%	11 9%	7 13%	1 3%	4 11%	3 6%	5 17%	5 9%	34 11%	18 12%	4 5%	5 21%	20 26%
\$5 MILLION+	90 23%	37 27%	14 16%	8 18%	9 22%	21 26%	51 22%	39 23%	- -	- -	90 100%	6 3%	41 34%	42 76%	12 26%	11 29%	11 23%	8 25%	8 12%	83 26%	15 10%	23 30%	9 40%	18 23%

Table 51-2
 QUESTION 36:
 What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (UNDER \$1M - \$1M OR MORE)	-72	-58	-31	-89	16	-26	-51	6	-23	-17	-31	-54	-25	13	-41	-18	-11	-19	-29	-24	22	-24	-21	-25
	-18%	-32%	-19%	-26%	32%	-39%	-29%	5%	-40%	-8%	-23%	-44%	-25%	8%	-39%	-18%	-6%	-14%	-32%	-14%	39%	-7%	-86%	-80%
UNDER \$1 MILLION	135	41	61	102	32	15	52	59	12	80	41	25	33	74	23	40	71	46	24	64	34	133	-	1
	34%	23%	37%	30%	63%	22%	29%	44%	21%	40%	30%	20%	33%	46%	22%	38%	39%	35%	27%	36%	59%	41%	-	4%
TOTAL \$1M OR MORE	206	99	92	190	16	41	103	52	35	96	72	79	58	62	64	58	81	65	53	88	12	158	21	26
	52%	55%	56%	55%	31%	61%	57%	39%	61%	49%	53%	64%	58%	38%	61%	56%	44%	50%	60%	50%	20%	49%	86%	84%
MORE THAN \$1 MILLION TO \$5 MILLION	116	47	55	101	15	22	54	34	19	57	38	39	37	39	29	37	48	37	32	47	6	111	5	-
	29%	26%	33%	30%	29%	32%	30%	26%	34%	29%	28%	31%	37%	24%	28%	36%	26%	28%	36%	27%	11%	34%	20%	-
MORE THAN \$5 MILLION TO \$10 MILLION	38	20	19	38	-	11	20	7	5	14	19	18	9	9	16	7	15	11	8	19	4	32	5	1
	10%	11%	11%	11%	-	16%	11%	5%	9%	7%	14%	14%	9%	5%	15%	7%	8%	8%	9%	11%	7%	10%	19%	4%
MORE THAN \$10 MILLION TO \$20 MILLION	24	11	13	24	-	6	12	6	3	14	6	8	6	10	7	8	8	11	6	7	-	9	7	7
	6%	6%	8%	7%	-	9%	7%	4%	6%	7%	5%	6%	6%	6%	7%	8%	5%	8%	6%	4%	-	3%	27%	24%
MORE THAN \$20 MILLION	28	22	5	27	1	2	17	6	7	11	9	15	7	4	12	6	9	7	8	14	1	5	5	18
	7%	12%	3%	8%	2%	4%	9%	4%	13%	6%	7%	12%	6%	3%	11%	5%	5%	5%	8%	8%	2%	2%	19%	56%
DON'T KNOW/NOT SURE/REFUSED	59	40	11	51	3	12	25	22	11	22	22	19	10	26	18	6	31	19	11	25	12	33	3	4
	15%	22%	7%	15%	6%	17%	14%	16%	19%	11%	16%	15%	10%	16%	17%	6%	17%	15%	13%	14%	21%	10%	14%	12%
\$5 MILLION+	90	52	37	89	1	19	49	18	15	39	35	41	21	23	35	21	33	28	21	41	5	47	16	26
	23%	29%	22%	26%	2%	29%	27%	14%	27%	20%	26%	33%	21%	14%	33%	20%	18%	22%	24%	23%	9%	14%	65%	84%

Table 51-3
 QUESTION 36:
 What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (UNDER \$1M - \$1M OR MORE)	-72 -18%	-66 -22%	-6 -6%	-21 -25%	-33 -45%	-31 -23%	11 14%	-9 -10%	-52 -37%	-14 -9%	-53 -35%	-33 -17%	-85 -25%	13 25%	-58 -37%	-12 -10%	-3 -2%	-19 -32%	-12 -22%	-10 -18%	-5 -16%	-10 -42%	-42 -15%	-26 -26%
UNDER \$1 MILLION	135 34%	98 33%	37 36%	27 32%	16 22%	48 35%	40 51%	30 34%	37 26%	61 39%	37 24%	66 35%	103 30%	31 59%	40 25%	44 35%	49 40%	20 32%	18 34%	18 33%	10 30%	5 23%	104 36%	30 29%
TOTAL \$1M OR MORE -----	206 52%	164 55%	42 42%	48 57%	49 67%	78 58%	29 37%	38 43%	89 63%	74 48%	90 59%	99 52%	188 55%	18 34%	98 62%	56 45%	52 43%	39 64%	30 56%	29 51%	15 47%	16 65%	146 50%	57 55%
MORE THAN \$1 MILLION TO \$5 MILLION	116 29%	86 29%	30 29%	26 31%	30 42%	42 31%	16 20%	19 22%	43 31%	50 33%	43 28%	56 30%	100 29%	16 30%	48 31%	31 25%	36 30%	21 34%	17 31%	16 29%	11 35%	9 39%	84 29%	30 29%
MORE THAN \$5 MILLION TO \$10 MILLION	38 10%	33 11%	5 5%	12 14%	6 9%	13 10%	7 9%	7 8%	20 14%	11 7%	15 10%	22 12%	37 11%	1 2%	22 14%	12 10%	7 6%	8 13%	4 7%	5 9%	2 6%	2 8%	25 8%	14 13%
MORE THAN \$10 MILLION TO \$20 MILLION	24 6%	20 7%	4 4%	6 7%	4 6%	13 9%	1 1%	4 5%	11 8%	8 5%	9 6%	14 7%	23 7%	1 2%	12 8%	3 2%	2 1%	4 7%	5 10%	1 2%	2 6%	- -	16 5%	6 6%
MORE THAN \$20 MILLION	28 7%	25 8%	3 3%	4 5%	8 11%	10 7%	6 8%	7 8%	15 11%	4 3%	22 14%	7 3%	28 8%	- -	15 10%	9 7%	7 6%	5 9%	4 8%	6 10%	- -	4 18%	22 7%	7 7%
DON'T KNOW/NOT SURE/REFUSED	59 15%	38 13%	22 22%	9 11%	8 10%	9 6%	9 12%	20 23%	14 10%	20 13%	27 17%	25 13%	51 15%	4 7%	19 12%	25 20%	21 17%	3 5%	5 10%	9 17%	7 23%	3 13%	41 14%	15 15%
\$5 MILLION+	90 23%	78 26%	13 13%	22 26%	19 25%	36 27%	14 17%	19 21%	45 32%	24 15%	46 30%	42 22%	88 26%	2 4%	49 31%	25 20%	16 13%	18 29%	14 25%	12 21%	4 12%	6 26%	62 21%	27 26%

Table 51-4
 QUESTION 36:
 What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (UNDER \$1M - \$1M OR MORE)	-72 -18%	-47 -27%	-21 -13%	-6 -8%	-37 -58%	-18 -28%	-16 -34%	-12 -29%	-14 -33%	15 7%	-53 -59%	-28 -60%	-6 -16%	-36 -22%	-46 -27%	8 14%	-80 -50%	1 2%	-5 -5%	-3 -6%	-20 -20%	-52 -24%
UNDER \$1 MILLION	135 34%	51 29%	58 36%	29 38%	11 18%	17 27%	13 26%	14 33%	12 28%	100 45%	14 15%	5 11%	14 36%	52 32%	52 30%	28 46%	32 20%	25 46%	40 40%	18 35%	36 36%	66 30%
TOTAL \$1M OR MORE -----	206 52%	98 56%	79 49%	35 46%	49 75%	35 55%	29 60%	27 61%	26 62%	85 39%	66 74%	33 71%	20 52%	88 54%	98 57%	19 32%	112 69%	24 44%	45 45%	21 41%	56 56%	117 54%
MORE THAN \$1 MILLION TO \$5 MILLION	116 29%	57 33%	42 26%	20 26%	22 35%	19 31%	16 33%	14 33%	14 34%	64 29%	21 23%	15 32%	15 40%	50 31%	55 32%	11 18%	49 30%	15 28%	23 23%	12 24%	29 29%	69 31%
MORE THAN \$5 MILLION TO \$10 MILLION	38 10%	21 12%	16 10%	6 8%	13 20%	5 8%	5 11%	3 7%	5 12%	14 6%	12 13%	9 19%	4 10%	20 12%	14 8%	3 5%	23 14%	6 11%	9 9%	3 6%	10 10%	23 11%
MORE THAN \$10 MILLION TO \$20 MILLION	24 6%	8 5%	9 6%	4 5%	8 12%	5 8%	1 2%	2 5%	4 11%	5 2%	14 16%	4 8%	1 3%	11 6%	9 6%	4 6%	17 10%	- -	11 11%	2 4%	7 7%	11 5%
MORE THAN \$20 MILLION	28 7%	11 7%	11 7%	5 7%	6 9%	5 8%	7 14%	7 16%	2 6%	2 1%	20 22%	6 12%	- -	7 4%	19 11%	2 4%	23 14%	3 5%	2 2%	4 8%	10 10%	15 7%
DON'T KNOW/NOT SURE/REFUSED	59 15%	25 14%	24 15%	12 16%	4 7%	12 18%	7 14%	3 6%	4 10%	35 16%	9 10%	8 18%	4 12%	24 14%	21 12%	13 22%	18 11%	5 10%	15 15%	12 24%	8 8%	35 16%
\$5 MILLION+	90 23%	41 24%	37 23%	15 20%	26 41%	15 24%	13 27%	12 28%	12 28%	21 10%	46 51%	18 39%	5 12%	38 23%	43 25%	9 15%	63 39%	9 16%	22 22%	9 18%	27 27%	49 22%

Table 51-5
 QUESTION 36:
 What are your annual business revenues? Just stop me when I get to the category that includes your company's total annual revenues.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
**D/S (UNDER \$1M - \$1M OR MORE)	-72 -18%	-65 -28%	-71 -31%	-45 -20%	-31 -16%	-59 -35%	-55 -33%	-74 -46%	-76 -44%	16 8%	-88 -47%	20 11%	-101 -58%	32 15%	-50 -66%	-16 -6%	-63 -57%	29 23%	-37 -23%
UNDER \$1 MILLION	135 34%	67 29%	63 27%	73 33%	69 34%	42 25%	43 25%	31 19%	37 21%	95 48%	38 20%	93 49%	24 14%	110 50%	8 10%	116 41%	18 16%	72 56%	45 28%
TOTAL \$1M OR MORE	206 52%	132 57%	134 58%	118 53%	100 50%	102 60%	99 58%	105 65%	113 65%	79 40%	126 68%	72 38%	124 72%	77 36%	57 76%	132 47%	81 72%	43 33%	82 52%
MORE THAN \$1 MILLION TO \$5 MILLION	116 29%	75 32%	72 31%	64 28%	54 27%	45 26%	47 28%	43 27%	53 30%	59 30%	62 33%	50 27%	57 33%	55 25%	17 23%	89 32%	35 32%	35 27%	46 29%
MORE THAN \$5 MILLION TO \$10 MILLION	38 10%	21 9%	27 12%	22 10%	17 9%	17 10%	19 11%	27 17%	25 14%	12 6%	26 14%	12 6%	25 14%	14 6%	19 26%	16 6%	19 17%	6 5%	13 8%
MORE THAN \$10 MILLION TO \$20 MILLION	24 6%	15 6%	16 7%	15 6%	16 8%	21 12%	15 9%	14 9%	16 9%	4 2%	18 10%	4 2%	17 10%	5 3%	7 10%	16 6%	14 12%	2 1%	8 5%
MORE THAN \$20 MILLION	28 7%	22 9%	19 8%	18 8%	13 6%	19 11%	17 10%	21 13%	19 11%	4 2%	20 11%	6 3%	25 15%	3 1%	13 18%	11 4%	13 12%	- -	15 10%
DON'T KNOW/NOT SURE/REFUSED	59 15%	33 14%	35 15%	34 15%	31 16%	27 16%	29 17%	24 15%	24 14%	24 12%	23 12%	23 12%	25 14%	30 14%	10 13%	34 12%	14 12%	14 11%	31 20%
\$5 MILLION+	90 23%	57 25%	62 27%	55 24%	46 23%	57 33%	52 30%	61 38%	60 35%	20 10%	64 34%	22 12%	67 39%	22 10%	40 53%	43 15%	46 41%	8 6%	37 23%

Table 51-6

QUESTION 36:

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

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (UNDER \$1M - \$1M OR MORE)	-27 -9%	1 2%	4 8%	-9 -18%	-3 -6%	-11 -22%	-9 -18%
UNDER \$1 MILLION	119 39%	25 46%	24 48%	16 32%	18 35%	18 35%	18 37%
TOTAL \$1M OR MORE -----	146 48%	24 44%	20 40%	25 50%	21 41%	28 57%	28 55%
MORE THAN \$1 MILLION TO \$5 MILLION	79 26%	15 28%	12 24%	11 21%	12 24%	15 29%	14 29%
MORE THAN \$5 MILLION TO \$10 MILLION	29 9%	6 11%	2 4%	7 14%	3 6%	5 10%	5 11%
MORE THAN \$10 MILLION TO \$20 MILLION	20 6%	- -	4 8%	7 14%	2 4%	4 8%	3 5%
MORE THAN \$20 MILLION	19 6%	3 5%	2 4%	- -	4 8%	5 10%	5 11%
DON'T KNOW/NOT SURE/REFUSED	40 13%	5 10%	6 12%	9 18%	12 24%	4 8%	4 8%
\$5 MILLION+	67 22%	9 16%	8 16%	14 29%	9 18%	14 27%	13 26%

Table 52-1
 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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
METAL FABRICATION	47 12%	14 10%	13 15%	4 8%	1 2%	14 17%	28 12%	19 11%	13 10%	20 17%	11 12%	21 10%	18 15%	7 13%	- -	- -	47 100%	- -	7 11%	39 13%	25 16%	10 12%	2 9%	4 5%
PROCESS MANUFACTURING	46 12%	15 10%	9 10%	5 10%	7 16%	11 13%	23 10%	23 13%	20 15%	13 11%	12 13%	24 12%	18 15%	5 8%	46 100%	- -	- -	- -	9 14%	36 11%	22 15%	8 11%	5 20%	6 7%
PRECISION MANUFACTURING	39 10%	16 12%	10 11%	- -	4 9%	9 10%	26 11%	13 7%	9 7%	14 12%	11 13%	14 7%	18 15%	6 11%	- -	39 100%	- -	- -	5 8%	33 11%	15 10%	6 8%	- -	10 13%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	32 8%	9 7%	9 10%	1 2%	3 7%	9 12%	19 8%	13 8%	11 8%	7 6%	8 9%	18 9%	9 8%	5 9%	- -	- -	- -	32 100%	5 7%	27 9%	8 5%	7 9%	2 8%	6 8%
RETAIL/RETAIL SALES/ WHOLESALE	28 7%	8 6%	4 4%	8 17%	4 9%	3 4%	12 5%	16 9%	12 9%	8 7%	4 4%	17 8%	5 4%	5 9%	- -	- -	- -	- -	4 6%	23 7%	7 5%	5 7%	5 21%	5 6%
PRINTING/PAPER	24 6%	13 9%	5 6%	- -	1 2%	5 6%	18 8%	6 3%	10 7%	8 7%	3 4%	15 7%	8 6%	1 2%	- -	- -	- -	- -	4 6%	21 7%	11 7%	5 6%	1 5%	4 5%
WOODWORKING/WOOD MANUFACTURING	19 5%	3 2%	3 3%	8 17%	3 7%	2 3%	6 3%	13 8%	9 7%	5 4%	3 3%	8 4%	9 7%	2 4%	- -	- -	- -	- -	4 6%	15 5%	5 4%	3 4%	- -	8 10%
PLASTICS	18 5%	9 6%	2 2%	2 4%	1 2%	5 6%	10 5%	8 5%	5 4%	10 9%	1 1%	12 6%	5 4%	- -	- -	- -	- -	- -	2 3%	16 5%	8 5%	4 5%	1 4%	6 8%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15 4%	6 5%	1 1%	1 2%	3 7%	4 5%	7 3%	8 4%	5 3%	3 3%	4 5%	6 3%	4 3%	3 6%	- -	- -	- -	- -	4 6%	9 3%	4 2%	1 1%	2 11%	5 7%
MEDICAL MANUFACTURING	14 3%	4 3%	2 2%	7 15%	1 2%	- -	5 2%	8 5%	5 3%	1 1%	6 6%	7 4%	3 2%	4 7%	- -	- -	- -	- -	5 7%	9 3%	1 1%	10 13%	- -	1 1%
ANIMAL/AGRICULTURAL MANUFACTURING	12 3%	- -	- -	5 10%	2 4%	5 6%	- -	12 7%	1 1%	5 4%	6 6%	3 2%	3 2%	6 11%	- -	- -	- -	- -	1 2%	11 3%	1 1%	1 1%	- -	5 7%
ELECTRONICS COMPONENTS	10 3%	6 4%	4 5%	- -	- -	1 1%	10 4%	1 -	4 3%	3 2%	4 5%	5 3%	4 3%	1 2%	- -	- -	- -	- -	4 5%	7 2%	1 1%	5 6%	- -	3 4%
CONSTRUCTION	9 2%	3 2%	3 4%	1 2%	- -	1 2%	7 3%	2 1%	2 2%	3 2%	4 5%	6 3%	2 2%	1 2%	- -	- -	- -	- -	1 2%	8 3%	4 2%	1 2%	- -	3 3%
GRAPHIC DESIGN/ART	8 2%	- -	6 7%	1 2%	- -	1 1%	6 3%	2 1%	4 3%	3 2%	- -	8 4%	- -	- -	- -	- -	- -	- -	2 4%	5 2%	3 2%	4 5%	- -	- -
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	7 2%	2 1%	3 3%	- -	1 2%	2 2%	4 2%	3 1%	6 4%	1 1%	- -	7 3%	- -	- -	- -	- -	- -	- -	2 3%	5 2%	4 3%	1 1%	- -	1 1%
SIGN MANUFACTURING	5 1%	3 2%	- -	1 2%	1 2%	1 1%	3 1%	3 1%	2 2%	1 1%	- -	4 2%	1 1%	- -	- -	- -	- -	- -	1 1%	5 1%	5 4%	- -	- -	- -
PAINTING/COATING	5 1%	1 1%	1 1%	1 2%	- -	2 2%	2 1%	3 2%	1 1%	- -	3 3%	1 -	1 1%	3 5%	- -	- -	- -	- -	2 3%	3 1%	3 2%	- -	- -	1 2%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	3 1%	- -	- -	- -	- -	3 3%	- -	3 2%	- -	- -	2 2%	1 1%	- -	2 3%	- -	- -	- -	- -	- -	3 1%	1 1%	- -	2 7%	- -

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

Continued

Table 52-1
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 1

	REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	MILL- \$5	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
INFORMATION TECHNOLOGY, IT	3 1%	-	2 2%	-	-	1 1%	2 1%	1 -	1 1%	2 2%	-	2 1%	1 1%	-	-	-	-	-	1 1%	2 1%	2 1%	-	-	-
CONSULTING	2 1%	2 2%	-	-	-	-	2 1%	-	-	-	1 1%	-	1 1%	1 2%	-	-	-	-	-	2 1%	1 1%	-	-	-
REPAIRS/MAINTENANCE	2 -	-	1 1%	-	-	1 1%	1 -	1 1%	1 1%	1 1%	-	1 -	1 1%	-	-	-	-	-	1 1%	1 -	1 1%	-	-	-
DISTRIBUTION	2 -	1 1%	-	-	-	1 1%	1 -	1 -	-	-	2 2%	-	2 2%	-	-	-	-	-	-	2 1%	-	1 1%	-	1 1%
SERVICE/HOSPITALITY	2 -	1 1%	1 1%	-	-	-	2 1%	-	1 1%	-	-	2 1%	-	-	-	-	-	-	-	2 1%	2 1%	-	-	-
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	1 -	-	1 1%	-	-	-	1 -	-	-	1 1%	-	1 -	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
SOMETHING ELSE	28 7%	14 10%	4 4%	3 6%	8 17%	1 1%	17 8%	11 6%	11 8%	7 6%	4 5%	19 10%	4 3%	2 4%	-	-	-	-	2 3%	25 8%	13 8%	4 5%	1 4%	3 4%
DON'T KNOW	3 1%	1 1%	2 3%	-	-	-	3 1%	-	-	1 1%	1 1%	-	1 1%	1 2%	-	-	-	-	-	2 1%	-	1 1%	-	1 1%
REFUSED	17 4%	8 6%	2 2%	-	5 13%	1 2%	10 5%	7 4%	2 1%	-	-	1 -	3 2%	-	-	-	-	-	-	1 -	6 4%	2 2%	2 10%	5 6%

Table 52-2
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023				MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
METAL FABRICATION	47	19	21	39	6	3	19	22	4	25	16	10	18	16	11	14	21	9	14	23	5	40	1	6
	12%	10%	12%	11%	12%	4%	10%	17%	8%	13%	12%	8%	18%	10%	13%	11%	7%	15%	13%	8%	12%	5%	19%	
PROCESS MANUFACTURING	46	23	19	42	5	8	24	11	9	23	14	19	10	18	17	10	19	19	11	17	6	41	3	2
	12%	13%	11%	12%	9%	12%	14%	8%	17%	12%	10%	15%	10%	11%	16%	10%	10%	14%	12%	10%	11%	13%	10%	7%
PRECISION MANUFACTURING	39	13	22	34	4	6	21	12	4	24	11	15	12	11	9	9	21	18	10	10	4	33	5	1
	10%	7%	13%	10%	9%	8%	11%	9%	7%	12%	8%	12%	12%	7%	9%	8%	11%	13%	11%	6%	6%	10%	19%	4%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	32	14	15	29	2	7	16	7	5	15	9	14	2	13	8	4	18	15	4	12	4	27	4	1
	8%	8%	9%	8%	4%	10%	9%	6%	9%	7%	7%	11%	2%	8%	8%	4%	10%	12%	5%	7%	6%	8%	15%	4%
RETAIL/RETAIL SALES/WHOLESALE	28	13	13	26	2	6	7	14	3	12	12	10	9	8	10	11	6	7	7	13	2	22	4	1
	7%	7%	8%	8%	4%	9%	4%	10%	5%	6%	9%	8%	9%	5%	10%	10%	3%	6%	8%	7%	3%	7%	15%	4%
PRINTING/PAPER	24	12	7	19	5	4	11	9	3	12	8	8	9	8	4	10	11	9	7	8	2	23	1	-
	6%	7%	4%	6%	10%	6%	6%	6%	6%	6%	6%	6%	9%	5%	4%	9%	6%	7%	7%	5%	3%	7%	5%	-
WOODWORKING/WOOD MANUFACTURING	19	5	8	13	5	2	10	4	1	12	6	2	3	13	1	9	7	5	3	10	4	16	1	1
	5%	3%	5%	4%	9%	3%	5%	3%	2%	6%	5%	2%	3%	8%	1%	8%	4%	4%	4%	6%	6%	5%	5%	4%
PLASTICS	18	9	7	15	3	2	11	6	-	12	6	3	9	7	2	7	10	4	5	10	2	17	-	-
	5%	5%	4%	4%	6%	3%	6%	5%	-	6%	4%	2%	9%	4%	2%	7%	5%	3%	5%	6%	4%	5%	-	-
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15	9	3	12	1	2	7	5	5	4	6	8	4	3	9	3	3	8	2	5	-	10	-	3
	4%	5%	2%	4%	2%	3%	4%	4%	8%	2%	4%	6%	4%	2%	9%	3%	1%	6%	2%	3%	-	3%	-	11%
MEDICAL MANUFACTURING	14	7	7	14	-	6	7	1	1	7	5	3	-	9	2	6	5	4	1	9	3	10	-	4
	3%	4%	4%	4%	-	8%	4%	1%	2%	3%	4%	2%	-	6%	2%	5%	3%	3%	1%	5%	5%	3%	-	12%
ANIMAL/AGRICULTURAL MANUFACTURING	12	9	2	11	1	-	6	4	4	4	4	5	2	3	6	1	5	5	2	5	1	6	2	4
	3%	5%	1%	3%	2%	-	3%	3%	7%	2%	3%	4%	2%	2%	6%	1%	3%	4%	2%	3%	1%	2%	9%	12%
ELECTRONICS COMPONENTS	10	3	5	8	3	3	4	3	1	5	4	4	4	3	5	5	1	2	5	4	-	9	-	1
	3%	2%	3%	2%	5%	4%	2%	3%	2%	3%	3%	3%	4%	2%	5%	4%	1%	1%	5%	2%	-	3%	-	4%
CONSTRUCTION	9	4	3	7	2	2	5	2	-	3	6	3	1	4	2	-	6	5	1	3	3	8	-	1
	2%	2%	2%	2%	4%	3%	3%	1%	-	2%	4%	2%	1%	3%	2%	-	3%	4%	1%	2%	5%	2%	-	4%
GRAPHIC DESIGN/ART	8	3	4	7	1	4	1	2	2	3	3	3	1	4	2	-	5	2	2	4	1	8	-	-
	2%	1%	3%	2%	2%	5%	1%	1%	3%	1%	3%	2%	1%	3%	2%	-	3%	1%	2%	2%	1%	2%	-	-
TEXTILE MANUFACTURING/EMBROIDERY/APPAREL	7	2	3	5	2	-	5	2	2	3	2	2	2	4	-	2	5	1	2	4	3	7	-	-
	2%	1%	2%	1%	4%	-	3%	1%	3%	2%	1%	1%	2%	2%	-	2%	3%	1%	2%	3%	5%	2%	-	-
SIGN MANUFACTURING	5	1	4	4	1	-	3	3	-	4	2	-	2	3	1	2	2	1	2	2	2	5	-	-
	1%	-	2%	1%	2%	-	2%	2%	-	2%	1%	-	2%	2%	1%	2%	1%	1%	2%	1%	2%	4%	-	-
PAINTING/COATING	5	3	1	4	1	-	3	1	-	4	1	2	1	2	2	1	2	1	3	1	1	2	2	1
	1%	1%	1%	1%	2%	-	2%	1%	-	2%	1%	1%	1%	1%	2%	1%	1%	1%	3%	1%	2%	1%	7%	4%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/TRUCKING	3	-	2	2	1	-	-	3	-	2	1	-	-	3	-	-	3	2	-	1	1	1	-	2
	1%	-	1%	-	2%	-	-	2%	-	1%	1%	-	-	2%	-	-	2%	1%	-	1%	2%	-	-	5%

Continued

Table 52-2
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
					NOT CONF																				
INFORMATION TECHNOLOGY, IT	3 1%	1 1%	2 1%	3 1%	-	-	3 1%	-	-	2 1%	1 1%	-	-	2 1%	-	1 1%	2 1%	-	-	3 1%	1 1%	3 1%	-	-	
CONSULTING	2 1%	1 1%	1 1%	2 1%	-	1 1%	1 1%	-	1 2%	1 1%	-	-	1 1%	1 1%	1 1%	1 1%	-	-	-	2 1%	-	1 -	-	4 4%	
REPAIRS/MAINTENANCE	2 -	1 1%	-	1 -	1 2%	-	-	2 1%	1 2%	1 -	-	-	1 1%	1 1%	-	1 1%	1 1%	-	1 1%	1 1%	1 2%	2 1%	-	-	
DISTRIBUTION	2 -	2 1%	-	2 1%	-	1 1%	1 1%	-	-	-	2 1%	2 1%	-	-	1 1%	-	1 1%	-	1 1%	1 -	-	2 1%	-	-	
SERVICE/HOSPITALITY	2 -	1 -	1 1%	2 1%	-	-	-	2 1%	-	2 1%	-	-	1 1%	1 1%	-	2 2%	-	2 1%	-	-	-	-	2 1%	-	-
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	1 -	-	1 1%	1 -	-	-	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	1 -	-	1 1%	-	-	-	1 -	-	-
SOMETHING ELSE	28 7%	13 7%	9 6%	22 6%	5 11%	7 11%	6 4%	12 9%	10 18%	12 6%	4 3%	9 7%	6 6%	12 7%	7 7%	7 7%	14 8%	7 6%	3 3%	18 10%	8 14%	23 7%	2 10%	-	
DON'T KNOW	3 1%	2 1%	1 1%	3 1%	-	1 2%	1 1%	1 1%	1 2%	-	2 2%	1 1%	-	2 1%	1 1%	-	2 1%	-	1 1%	1 1%	-	1 -	1 -	-	4 4%
REFUSED	17 4%	13 7%	3 2%	16 5%	-	4 5%	9 5%	5 4%	-	7 4%	10 8%	3 3%	1 1%	11 7%	4 4%	-	12 6%	6 4%	3 4%	8 5%	6 10%	4 1%	-	-	

Table 52-3
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 3

	GENDER			AGE			2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA- -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
METAL FABRICATION	47 12%	37 13%	9 9%	9 11%	9 12%	18 14%	10 13%	4 5%	15 11%	23 15%	17 11%	25 13%	42 12%	5 9%	16 10%	14 12%	14 12%	14 22%	7 13%	7 12%	6 18%	2 7%	32 11%	14 13%
PROCESS MANUFACTURING	46 12%	37 12%	10 9%	9 11%	12 16%	15 11%	9 12%	13 15%	17 12%	15 10%	18 12%	20 10%	38 11%	7 14%	12 8%	16 13%	14 12%	10 16%	8 14%	4 8%	4 11%	6 24%	40 14%	7 6%
PRECISION MANUFACTURING	39 10%	32 11%	7 7%	10 12%	10 14%	14 10%	5 6%	6 6%	18 13%	14 9%	11 7%	23 12%	34 10%	4 7%	26 16%	10 8%	5 4%	5 8%	6 10%	7 12%	2 7%	1 4%	20 7%	19 19%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	32 8%	25 8%	7 7%	10 12%	6 8%	8 6%	7 9%	7 8%	11 8%	13 8%	15 10%	12 6%	27 8%	5 10%	15 9%	10 8%	11 9%	6 9%	5 9%	7 12%	1 4%	2 7%	17 6%	14 13%
RETAIL/RETAIL SALES/ WHOLESALE	28 7%	19 6%	9 8%	5 5%	9 12%	9 7%	5 7%	7 8%	4 3%	17 11%	16 10%	7 4%	23 7%	4 8%	9 6%	12 10%	9 8%	3 4%	4 8%	5 8%	2 6%	2 8%	22 8%	5 4%
PRINTING/PAPER	24 6%	16 5%	8 8%	2 2%	6 9%	10 7%	5 6%	6 6%	10 7%	9 6%	6 4%	13 7%	19 6%	5 9%	8 5%	12 9%	8 7%	3 4%	3 5%	3 4%	1 3%	- -	20 7%	4 4%
WOODWORKING/WOOD MANUFACTURING	19 5%	10 3%	9 9%	2 2%	3 4%	6 4%	7 9%	2 2%	5 3%	9 6%	5 3%	7 4%	12 4%	6 11%	7 4%	3 3%	7 6%	4 6%	3 6%	3 5%	2 6%	- -	14 5%	5 5%
PLASTICS	18 5%	17 6%	2 2%	4 4%	1 1%	11 8%	3 4%	1 1%	10 7%	7 5%	8 5%	9 5%	16 5%	2 4%	4 2%	10 8%	3 3%	3 4%	3 6%	3 5%	1 3%	- -	17 6%	2 2%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15 4%	11 4%	4 4%	5 5%	4 6%	2 1%	3 4%	6 6%	6 4%	3 2%	9 6%	5 3%	14 4%	1 2%	5 3%	6 5%	7 6%	1 1%	- -	2 3%	2 5%	2 8%	13 4%	2 2%
MEDICAL MANUFACTURING	14 3%	9 3%	5 4%	1 1%	2 2%	9 7%	- -	4 4%	8 6%	1 1%	3 2%	11 6%	14 4%	- -	10 7%	1 1%	2 1%	4 7%	1 2%	1 2%	- -	1 4%	13 4%	1 1%
ANIMAL/AGRICULTURAL MANUFACTURING	12 3%	10 3%	2 2%	3 4%	3 4%	4 3%	1 2%	1 1%	6 4%	4 3%	6 4%	5 3%	11 3%	- -	5 3%	1 1%	3 2%	1 2%	- -	4 6%	1 4%	2 9%	9 3%	3 3%
ELECTRONICS COMPONENTS	10 3%	10 3%	- -	4 4%	- -	5 4%	1 1%	3 3%	3 2%	4 3%	4 3%	4 2%	8 2%	3 5%	3 2%	3 3%	1 1%	2 3%	4 7%	- -	- -	1 4%	8 3%	3 3%
CONSTRUCTION	9 2%	8 3%	1 1%	3 3%	2 3%	3 2%	1 1%	2 2%	6 4%	2 1%	3 2%	5 3%	8 2%	1 2%	6 4%	1 1%	3 2%	- -	- -	- -	2 5%	1 4%	7 3%	2 2%
GRAPHIC DESIGN/ART	8 2%	3 1%	4 4%	1 1%	- -	3 3%	4 5%	2 2%	3 2%	1 1%	2 1%	4 2%	6 2%	2 3%	2 1%	1 1%	4 3%	2 3%	1 2%	2 3%	2 6%	- -	7 2%	1 1%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	7 2%	2 1%	5 5%	3 3%	1 1%	2 1%	2 2%	2 2%	3 2%	2 1%	2 2%	3 1%	5 1%	2 3%	3 2%	2 1%	2 1%	3 4%	1 2%	- -	1 3%	1 4%	5 2%	2 2%
SIGN MANUFACTURING	5 1%	5 2%	1 1%	1 1%	- -	3 2%	2 2%	- -	2 1%	4 2%	1 -	5 2%	5 2%	- -	1 1%	1 1%	4 3%	2 3%	2 4%	- -	- -	1 4%	2 1%	3 3%
PAINTING/COATING	5 1%	5 2%	- -	4 5%	- -	1 1%	- -	1 1%	- -	4 2%	3 2%	2 1%	5 1%	- -	2 1%	2 2%	- -	- -	1 2%	- -	1 4%	- -	3 1%	- -
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	3 1%	3 1%	- -	- -	- -	2 1%	- -	- -	- -	3 2%	- -	2 1%	2 -	1 2%	2 1%	1 1%	1 1%	- -	- -	- -	- -	- -	1 -	2 2%

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

Continued

Table 52-3
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
INFORMATION TECHNOLOGY, IT	3 1%	1 -	2 2%	1 1%	1 1%	1 1%	-	-	2 1%	1 1%	-	2 1%	2 1%	1 1%	-	2 1%	1 1%	-	-	2 3%	1 2%	-	3 1%	-
CONSULTING	2 1%	2 1%	-	-	-	-	2 3%	2 3%	-	-	1 1%	1 1%	2 1%	-	2 1%	-	-	-	-	2 4%	-	-	2 1%	-
REPAIRS/MAINTENANCE	2 -	1 -	1 1%	1 1%	1 1%	-	-	-	-	2 1%	2 1%	-	2 1%	-	2 1%	1 1%	-	-	-	-	-	-	1 -	1 1%
DISTRIBUTION	2 -	2 1%	-	1 1%	-	-	1 1%	1 1%	1 1%	-	2 1%	-	2 1%	-	2 1%	-	1 1%	-	-	-	-	-	1 -	1 1%
SERVICE/HOSPITALITY	2 -	2 1%	-	-	1 1%	-	1 1%	-	-	2 1%	-	2 1%	2 1%	-	-	1 1%	-	-	-	1 2%	1 3%	-	1 -	1 1%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	1 -	1 -	-	-	-	1 1%	-	-	-	1 1%	-	1 -	1 -	-	-	-	1 1%	-	-	-	1 3%	-	1 -	-
SOMETHING ELSE	28 7%	19 6%	10 10%	8 10%	1 1%	8 6%	8 10%	11 12%	8 5%	9 6%	9 6%	15 8%	24 7%	4 8%	9 6%	6 4%	11 9%	1 2%	3 5%	4 7%	3 8%	2 8%	20 7%	9 8%
DON'T KNOW	3 1%	3 1%	-	-	1 2%	-	1 1%	3 4%	-	-	2 2%	1 1%	3 1%	-	-	2 2%	3 3%	-	-	-	-	-	2 1%	1 1%
REFUSED	17 4%	11 4%	6 6%	-	-	-	1 1%	7 8%	4 3%	6 4%	9 6%	7 4%	16 5%	-	6 4%	6 5%	6 5%	1 2%	3 6%	2 4%	-	1 5%	10 3%	5 4%

Table 52-4
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
METAL FABRICATION	47 12%	26 15%	16 10%	9 12%	11 17%	9 14%	5 10%	1 2%	4 10%	26 12%	8 9%	7 15%	6 16%	23 14%	18 11%	4 7%	19 12%	9 16%	7 7%	2 4%	17 17%	27 12%
PROCESS MANUFACTURING	46 12%	17 10%	15 10%	9 12%	10 15%	6 9%	7 15%	10 22%	8 18%	25 11%	14 16%	6 12%	1 3%	17 10%	22 13%	7 12%	20 13%	5 10%	17 17%	7 14%	22 22%	22 10%
PRECISION MANUFACTURING	39 10%	22 13%	12 7%	7 9%	4 7%	2 3%	7 14%	2 5%	5 12%	14 6%	11 12%	7 15%	6 15%	21 13%	16 10%	1 2%	23 14%	4 7%	13 13%	4 8%	9 9%	26 12%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	32 8%	13 7%	12 8%	8 11%	6 10%	6 10%	5 11%	2 6%	4 9%	16 7%	9 10%	4 9%	2 5%	13 8%	15 9%	4 6%	14 9%	6 11%	12 12%	5 10%	6 6%	18 8%
RETAIL/RETAIL SALES/ WHOLESALE	28 7%	16 9%	8 5%	3 4%	4 6%	8 12%	3 6%	6 15%	3 7%	17 8%	5 6%	2 4%	2 5%	12 7%	9 5%	7 11%	8 5%	3 5%	8 8%	4 8%	5 5%	12 6%
PRINTING/PAPER	24 6%	7 4%	13 8%	2 2%	5 7%	5 7%	2 4%	2 5%	4 9%	12 5%	4 5%	4 9%	3 9%	11 7%	8 5%	6 9%	11 7%	2 3%	4 4%	2 4%	4 4%	17 8%
WOODWORKING/WOOD MANUFACTURING	19 5%	13 8%	9 5%	1 1%	5 7%	-	3 6%	-	2 2%	13 6%	2 2%	2 4%	2 5%	10 6%	8 5%	1 1%	6 4%	4 8%	10 10%	3 6%	2 2%	5 2%
PLASTICS	18 5%	5 3%	10 6%	4 5%	-	4 6%	1 2%	1 2%	3 7%	15 7%	-	-	3 7%	4 2%	11 7%	3 5%	3 2%	3 5%	-	2 4%	5 5%	10 5%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15 4%	3 2%	8 5%	5 6%	3 4%	2 3%	3 6%	3 7%	3 7%	7 3%	3 4%	3 7%	1 3%	2 1%	9 5%	4 6%	7 4%	2 3%	2 2%	3 6%	4 4%	7 3%
MEDICAL MANUFACTURING	14 3%	6 4%	6 4%	7 10%	5 7%	2 3%	3 6%	1 2%	-	5 2%	8 9%	-	1 3%	11 7%	1 1%	2 3%	9 6%	1 2%	4 4%	1 2%	1 1%	5 3%
ANIMAL/AGRICULTURAL MANUFACTURING	12 3%	7 4%	4 3%	4 6%	2 3%	1 2%	1 3%	2 5%	-	2 1%	5 5%	1 2%	3 9%	6 3%	6 4%	-	9 6%	4 8%	2 2%	3 6%	5 5%	-
ELECTRONICS COMPONENTS	10 3%	4 2%	8 5%	-	-	2 3%	1 2%	2 4%	1 3%	7 3%	1 1%	2 5%	-	4 3%	3 2%	3 5%	3 2%	1 2%	-	-	3 3%	10 4%
CONSTRUCTION	9 2%	5 3%	5 3%	-	4 6%	1 1%	1 2%	-	-	3 2%	3 4%	1 2%	2 4%	4 2%	4 2%	1 2%	5 3%	3 5%	6 6%	-	2 2%	6 3%
GRAPHIC DESIGN/ART	8 2%	1 1%	3 2%	2 3%	2 3%	2 3%	1 2%	1 2%	-	7 3%	-	-	1 2%	-	4 3%	3 6%	1 1%	3 5%	-	-	1 1%	5 2%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	7 2%	2 1%	4 3%	2 2%	-	3 4%	-	1 2%	-	5 2%	1 1%	1 2%	-	3 2%	2 1%	1 1%	1 -	1 2%	-	1 2%	1 1%	4 2%
SIGN MANUFACTURING	5 1%	2 1%	1 1%	4 5%	-	-	1 2%	1 2%	-	4 2%	1 1%	-	-	1 1%	4 2%	1 1%	1 1%	2 3%	4 4%	1 2%	1 1%	3 1%
PAINTING/COATING	5 1%	1 1%	4 2%	-	1 2%	3 5%	-	-	2 4%	2 1%	3 3%	-	-	-	5 3%	-	3 2%	2 3%	2 2%	-	-	1 1%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	3 1%	2 1%	-	-	-	-	-	-	-	1 1%	2 2%	-	-	3 2%	-	-	2 1%	-	6 6%	-	2 2%	-

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

Continued

Table 52-4
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF	COMBINED INITIATIVE REGIONS						
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
INFORMATION TECHNOLOGY, IT	3 1%	-	1 1%	-	-	1 1%	-	1 2%	-	3 1%	-	-	-	1 1%	1 1%	1 1%	-	-	-	-	1 1%	2 1%
CONSULTING	2 1%	2 1%	-	1 1%	-	1 2%	-	1 3%	-	1 -	-	1 3%	-	-	2 1%	-	1 1%	-	-	-	1 1%	2 1%
REPAIRS/MAINTENANCE	2 -	2 1%	-	-	-	-	-	-	-	-	1 1%	-	1 3%	2 1%	-	-	2 1%	-	-	-	1 1%	1 -
DISTRIBUTION	2 -	1 -	1 1%	-	-	-	-	-	-	-	2 2%	-	-	1 -	1 1%	-	2 1%	-	-	-	1 1%	1 -
SERVICE/HOSPITALITY	2 -	2 1%	-	-	-	-	-	-	1 2%	-	-	1 2%	1 2%	1 1%	1 1%	-	2 1%	-	2 2%	-	-	2 1%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	1 -	-	-	-	-	-	-	-	1 2%	1 -	-	-	-	-	1 1%	-	-	-	-	-	1 1%	1 -
SOMETHING ELSE	28 7%	10 6%	13 8%	6 8%	2 4%	3 5%	1 2%	5 11%	2 5%	19 9%	3 3%	4 8%	2 5%	8 5%	11 7%	8 13%	6 4%	1 2%	2 2%	8 16%	1 1%	17 8%
DON'T KNOW	3 1%	1 1%	2 1%	-	-	1 2%	-	1 3%	-	1 1%	2 2%	-	-	-	1 1%	1 2%	-	-	-	-	1 1%	3 2%
REFUSED	17 4%	4 2%	7 4%	2 3%	1 2%	2 4%	3 7%	-	1 3%	12 5%	1 1%	1 2%	2 5%	7 4%	7 4%	3 6%	4 3%	-	2 2%	5 10%	2 2%	10 5%

Table 52-5
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI- THER	REST
		BAL	SALARY	ENVR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
METAL FABRICATION	47 12%	26 11%	35 15%	31 14%	23 11%	19 11%	26 15%	23 14%	21 12%	22 11%	27 15%	18 10%	24 14%	20 9%	9 12%	36 13%	17 15%	13 10%	16 10%
PROCESS MANUFACTURING	46 12%	27 12%	25 11%	26 12%	24 12%	21 12%	20 12%	20 12%	21 12%	24 12%	24 13%	19 10%	23 14%	22 10%	7 10%	33 12%	12 11%	11 8%	23 15%
PRECISION MANUFACTURING	39 10%	27 12%	28 12%	26 12%	21 11%	16 9%	23 14%	19 12%	18 10%	19 10%	16 9%	21 11%	14 8%	22 10%	17 23%	21 7%	12 10%	15 12%	12 7%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	32 8%	16 7%	18 8%	14 6%	13 6%	16 10%	13 8%	14 9%	15 9%	16 8%	16 9%	14 7%	15 9%	17 8%	10 13%	21 7%	11 10%	10 8%	11 7%
RETAIL/RETAIL SALES/ WHOLESALE	28 7%	15 6%	12 5%	11 5%	19 10%	9 5%	4 2%	5 3%	7 4%	20 10%	9 5%	18 10%	7 4%	21 10%	3 4%	19 7%	7 6%	18 14%	3 2%
PRINTING/PAPER	24 6%	15 6%	13 6%	17 8%	11 6%	13 8%	13 7%	10 6%	11 7%	10 5%	12 7%	10 5%	9 5%	16 7%	2 2%	19 7%	6 5%	3 2%	15 10%
WOODWORKING/WOOD MANUFACTURING	19 5%	12 5%	15 7%	15 7%	7 4%	11 6%	6 3%	11 7%	7 4%	10 5%	7 4%	11 6%	4 2%	13 6%	- -	16 6%	4 4%	9 7%	5 3%
PLASTICS	18 5%	12 5%	12 5%	12 5%	8 4%	5 3%	5 3%	5 3%	9 5%	9 5%	7 4%	10 6%	7 4%	11 5%	2 2%	17 6%	3 2%	6 4%	10 6%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	15 4%	9 4%	9 4%	9 4%	8 4%	6 3%	7 4%	9 6%	5 3%	7 3%	8 4%	6 3%	8 4%	7 3%	1 2%	8 3%	4 4%	5 4%	6 4%
MEDICAL MANUFACTURING	14 3%	7 3%	7 3%	7 3%	9 5%	8 5%	10 6%	7 5%	8 4%	6 3%	11 6%	3 1%	8 5%	5 3%	3 4%	11 4%	7 6%	2 1%	5 3%
ANIMAL/AGRICULTURAL MANUFACTURING	12 3%	7 3%	8 3%	10 4%	3 2%	4 3%	5 3%	8 5%	6 4%	3 2%	6 3%	3 2%	8 5%	4 2%	5 7%	6 2%	4 4%	2 2%	5 3%
ELECTRONICS COMPONENTS	10 3%	6 2%	5 2%	4 2%	5 3%	5 3%	4 2%	4 2%	5 3%	5 2%	4 2%	6 3%	6 3%	5 2%	4 6%	6 2%	2 2%	3 2%	6 4%
CONSTRUCTION	9 2%	6 2%	6 2%	5 2%	5 2%	7 4%	3 2%	4 2%	6 3%	4 2%	5 3%	4 2%	5 3%	4 2%	- -	8 3%	4 4%	3 2%	2 2%
GRAPHIC DESIGN/ART	8 2%	5 2%	3 1%	2 1%	5 3%	2 1%	2 1%	1 -	2 1%	6 3%	3 1%	3 2%	4 2%	4 2%	- -	7 2%	1 1%	3 3%	3 2%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	7 2%	5 2%	2 1%	2 1%	4 2%	2 1%	2 1%	1 1%	3 2%	3 2%	1 -	5 3%	2 1%	5 2%	1 1%	6 2%	1 1%	3 3%	3 2%
SIGN MANUFACTURING	5 1%	4 2%	3 1%	3 1%	2 1%	2 1%	3 2%	1 -	2 1%	3 2%	1 1%	4 2%	1 1%	4 2%	- -	5 2%	1 1%	3 3%	1 1%
PAINTING/COATING	5 1%	4 2%	3 1%	4 2%	4 2%	4 2%	4 2%	3 2%	3 2%	2 1%	2 1%	3 2%	4 2%	1 -	- -	4 1%	2 1%	2 2%	1 1%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	3 1%	- -	- -	2 1%	2 1%	2 1%	2 1%	- -	1 1%	- -	2 1%	1 1%	2 1%	1 1%	- -	3 1%	- -	- -	3 2%

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

Continued

Table 52-5
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCCL PLANS		
	TOTAL	WRK-	COMP	SAFE	FLEX	IND-	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-	REST
		LFE BAL	SALARY	ENVIR	SHIFTS	STRY LEADER	GRWTH	FITS											
INFORMATION TECHNOLOGY, IT	3 1%	2 1%	2 1%	1 -	- -	2 1%	2 1%	2 1%	- -	3 1%	- -	3 1%	2 1%	1 -	- -	3 1%	- -	3 2%	- -
CONSULTING	2 1%	2 1%	2 1%	2 1%	1 1%	1 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 -	- -	2 1%	- -	- -	2 1%
REPAIRS/MAINTENANCE	2 -	- -	- -	1 -	- -	1 1%	- -	- -	2 1%	- -	2 1%	- -	- -	1 -	- -	1 -	2 2%	- -	- -
DISTRIBUTION	2 -	1 -	- -	- -	- -	- -	- -	- -	1 1%	1 -	1 1%	1 -	1 1%	1 -	- -	1 -	1 1%	1 1%	- -
SERVICE/HOSPITALITY	2 -	1 -	- -	1 -	1 -	1 1%	1 1%	- -	1 -	1 -	- -	2 1%	1 1%	1 -	- -	2 1%	- -	1 1%	1 1%
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 -	1 -	- -	- -	1 -	- -	1 -	- -	- -	1 1%
SOMETHING ELSE	28 7%	16 7%	13 6%	12 5%	14 7%	7 4%	10 6%	7 5%	13 7%	13 6%	12 6%	13 7%	10 6%	16 8%	6 9%	15 5%	7 6%	7 6%	14 9%
DON'T KNOW	3 1%	- -	1 -	- -	1 1%	1 1%	- -	- -	- -	2 1%	1 1%	- -	2 1%	1 1%	1 2%	1 -	- -	- -	3 2%
REFUSED	17 4%	9 4%	11 5%	8 4%	8 4%	7 4%	5 3%	6 4%	7 4%	8 4%	9 5%	8 4%	6 3%	11 5%	4 5%	11 4%	6 5%	6 5%	5 3%

Table 52-6
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
PROCESS MANUFACTURING	51 17%	5 10%	8 16%	9 18%	7 14%	14 27%	8 16%
METAL FABRICATION	35 11%	9 16%	- -	7 14%	2 4%	12 24%	5 11%
PRECISION MANUFACTURING	29 10%	4 7%	6 12%	7 14%	4 8%	2 4%	7 13%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	29 9%	6 11%	8 16%	4 7%	5 10%	2 4%	4 8%
WOODWORKING/WOOD MANUFACTURING	20 6%	4 8%	8 16%	2 4%	3 6%	1 2%	1 3%
RETAIL/RETAIL SALES/ WHOLESALE	19 6%	3 5%	6 12%	2 4%	4 8%	2 4%	3 5%
ANIMAL/AGRICULTURAL MANUFACTURING	14 5%	4 8%	- -	2 4%	3 6%	2 4%	3 5%
PRINTING/PAPER	12 4%	2 3%	- -	4 7%	2 4%	3 6%	1 3%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY	11 4%	2 3%	- -	2 4%	3 6%	3 6%	1 3%
CONSTRUCTION	10 3%	3 5%	2 4%	4 7%	- -	2 4%	- -
PLASTICS	10 3%	3 5%	- -	- -	2 4%	- -	5 11%
SIGN MANUFACTURING	8 2%	2 3%	2 4%	2 4%	1 2%	1 2%	- -
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	8 2%	- -	2 4%	4 7%	- -	2 4%	- -
MEDICAL MANUFACTURING	7 2%	1 2%	4 8%	- -	1 2%	- -	1 3%
GRAPHIC DESIGN/ART	4 1%	3 5%	- -	- -	- -	- -	1 3%
PAINTING/COATING	4 1%	2 3%	- -	2 4%	- -	- -	- -
ELECTRONICS COMPONENTS	4 1%	1 2%	- -	- -	- -	- -	3 5%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	3 1%	1 2%	- -	- -	1 2%	- -	1 3%

Continued

Table 52-6
 QUESTION 37:
 Which one of the following best describes your company's primary business?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
SERVICE/HOSPITALITY	2 1%	-	2 4%	-	-	-	-
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	1 -	-	-	-	-	-	1 3%
REPAIRS/MAINTENANCE	1 -	-	-	-	-	-	1 3%
INFORMATION TECHNOLOGY, IT	1 -	-	-	-	-	1 2%	-
CONSULTING	1 -	-	-	-	-	1 2%	-
DISTRIBUTION	1 -	-	-	-	-	1 2%	-
SOMETHING ELSE	12 4%	1 2%	2 4%	-	8 16%	-	1 3%
DON'T KNOW	1 -	-	-	-	-	1 2%	-
REFUSED	9 3%	-	-	2 4%	5 10%	1 2%	1 3%

Table 53-1
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	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (<16 YEARS - 16+ YEARS)	-249 -62%	-97 -69%	-52 -60%	-32 -66%	-19 -44%	-50 -60%	-149 -66%	-101 -58%	-65 -49%	-81 -70%	-75 -83%	-117 -57%	-79 -66%	-49 -87%	-27 -58%	-28 -73%	-32 -68%	-22 -70%	64 100%	-313 -100%	-85 -55%	-56 -71%	-14 -59%	-51 -66%
TOTAL <16 YEARS	64 16%	15 11%	16 19%	8 17%	9 20%	16 19%	31 14%	33 19%	34 25%	17 15%	8 8%	43 21%	18 15%	3 5%	9 20%	5 13%	7 16%	5 15%	64 100%	-	31 20%	10 13%	3 13%	9 12%
LESS THAN 1 YEAR	1 -	-	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	-	1 3%	1 2%	-	-	-	-	-
1 - 3 YEARS	5 1%	-	3 3%	1 2%	-	1 2%	3 1%	2 1%	3 2%	1 1%	-	5 2%	-	-	-	-	2 4%	-	5 8%	-	4 3%	-	-	-
4 - 6 YEARS	8 2%	3 2%	2 2%	-	1 2%	2 3%	5 2%	3 2%	5 4%	1 1%	-	6 3%	2 1%	-	1 2%	1 2%	1 2%	-	8 12%	-	4 3%	1 1%	-	1 1%
7 - 10 YEARS	20 5%	3 2%	5 6%	1 2%	3 6%	8 9%	8 4%	11 7%	9 7%	7 6%	2 2%	15 7%	2 2%	3 5%	2 4%	2 4%	2 5%	-	20 31%	-	9 6%	2 2%	-	6 7%
11 - 15 YEARS	30 8%	9 7%	6 7%	6 13%	5 12%	3 4%	16 7%	14 8%	16 12%	9 8%	5 5%	17 8%	14 11%	-	7 14%	2 6%	3 6%	4 11%	30 47%	-	13 8%	8 10%	3 13%	3 3%
16 YEARS OR MORE	313 78%	112 80%	68 79%	40 83%	28 64%	65 79%	180 80%	133 77%	99 74%	98 84%	83 92%	160 78%	98 81%	51 93%	36 78%	33 87%	39 84%	27 85%	-	313 100%	116 75%	66 84%	17 72%	60 78%
DON'T KNOW	3 1%	2 1%	1 1%	-	-	-	3 1%	-	1 1%	-	-	1 -	1 1%	-	-	-	-	-	-	-	-	-	-	3 4%
REFUSED	20 5%	11 8%	1 1%	-	7 15%	1 2%	12 5%	8 5%	1 1%	1 1%	-	1 -	3 2%	1 2%	1 2%	-	-	-	-	-	7 5%	2 2%	4 16%	5 6%

Table 53-2
QUESTION 38:
How many years has your company been in operation?

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (<16 YEARS - 16+ YEARS)	-249	-101	-117	-218	-29	-45	-119	-72	-38	-122	-82	-76	-67	-100	-57	-76	-113	-62	-62	-123	-40	-196	-21	-27
	-62%	-57%	-71%	-64%	-58%	-66%	-66%	-54%	-66%	-62%	-60%	-61%	-66%	-62%	-54%	-73%	-62%	-47%	-70%	-70%	-70%	-61%	-87%	-88%
TOTAL <16 YEARS	64	30	22	52	11	9	25	27	9	33	21	21	16	25	20	14	28	30	12	22	6	61	2	1
	16%	17%	14%	15%	21%	14%	14%	20%	15%	17%	16%	17%	16%	16%	19%	13%	15%	23%	13%	13%	11%	19%	7%	4%
LESS THAN 1 YEAR	1	-	1	1	-	1	-	-	-	-	1	1	-	-	-	-	1	1	-	-	-	1	-	-
	-	-	1%	-	-	2%	-	-	-	-	1%	1%	-	-	-	-	1%	1%	-	-	-	-	-	-
1 - 3 YEARS	5	3	2	4	1	2	1	2	-	5	-	1	1	2	3	-	2	2	1	3	-	5	-	-
	1%	1%	1%	1%	2%	2%	-	1%	-	3%	-	1%	1%	2%	3%	-	1%	1%	1%	1%	-	2%	-	-
4 - 6 YEARS	8	3	3	5	3	1	3	4	-	4	3	3	1	3	2	1	4	2	1	5	2	8	-	-
	2%	1%	2%	2%	5%	1%	2%	3%	-	2%	3%	2%	1%	2%	2%	1%	2%	2%	1%	3%	3%	2%	-	-
7 - 10 YEARS	20	11	4	15	5	1	7	12	1	12	7	6	10	5	4	6	10	11	5	3	-	17	2	1
	5%	6%	2%	4%	9%	1%	4%	9%	2%	6%	5%	4%	10%	3%	4%	5%	6%	8%	6%	2%	-	5%	7%	4%
11 - 15 YEARS	30	13	14	27	2	5	15	9	8	12	10	10	4	15	12	7	11	14	5	12	5	30	-	-
	8%	7%	8%	8%	5%	7%	8%	7%	13%	6%	7%	8%	4%	9%	12%	7%	6%	11%	5%	7%	8%	9%	-	-
16 YEARS OR MORE	313	131	139	271	40	54	144	99	46	156	103	96	83	125	78	89	142	92	74	145	46	257	23	29
	78%	73%	85%	79%	79%	79%	80%	75%	81%	79%	76%	78%	82%	77%	74%	86%	77%	70%	83%	82%	80%	79%	93%	92%
DON'T KNOW	3	3	-	3	-	1	1	1	1	1	1	1	-	1	2	-	1	2	-	-	-	2	-	-
	1%	2%	-	1%	-	2%	1%	1%	2%	-	1%	1%	-	1%	2%	-	1%	1%	-	-	-	1%	-	-
REFUSED	20	15	2	17	-	4	9	6	1	8	10	6	2	10	5	1	12	7	3	9	5	4	-	1
	5%	8%	1%	5%	-	5%	5%	5%	2%	4%	8%	4%	2%	6%	5%	1%	6%	5%	4%	5%	9%	1%	-	4%

Table 53-3
QUESTION 38:
How many years has your company been in operation?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (<16 YEARS - 16+ YEARS)	-249 -62%	-182 -61%	-68 -67%	-31 -36%	-42 -57%	-112 -83%	-64 -82%	-51 -58%	-100 -71%	-89 -58%	-98 -64%	-109 -58%	-207 -61%	-41 -77%	-105 -67%	-73 -59%	-70 -57%	-44 -71%	-40 -74%	-36 -64%	-14 -43%	-10 -40%	-174 -60%	-75 -73%
TOTAL <16 YEARS	64 16%	51 17%	13 12%	26 31%	16 22%	12 9%	7 9%	13 15%	18 13%	29 19%	21 14%	36 19%	57 17%	6 12%	22 14%	21 17%	21 17%	8 13%	5 10%	9 16%	9 29%	7 28%	51 17%	12 11%
LESS THAN 1 YEAR	1 -	- -	1 1%	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 1%	1 -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	- -	- -	1 1%
1 - 3 YEARS	5 1%	3 1%	2 2%	3 4%	1 1%	- -	1 1%	1 1%	2 2%	2 1%	- -	4 2%	4 1%	1 1%	1 -	4 3%	2 1%	- -	- -	1 2%	2 5%	- -	5 2%	- -
4 - 6 YEARS	8 2%	7 2%	1 1%	4 5%	- -	2 1%	1 1%	2 2%	- -	4 3%	1 1%	7 4%	8 2%	- -	3 2%	1 1%	2 2%	2 3%	2 3%	1 2%	- -	1 4%	7 2%	1 1%
7 - 10 YEARS	20 5%	15 5%	5 5%	10 12%	5 6%	3 2%	1 1%	3 3%	6 4%	11 7%	8 5%	7 4%	15 4%	5 9%	5 3%	10 8%	6 5%	1 2%	- -	1 2%	5 16%	3 11%	13 4%	5 5%
11 - 15 YEARS	30 8%	26 9%	4 4%	7 9%	10 14%	6 5%	4 6%	6 7%	10 7%	12 8%	12 8%	16 9%	29 8%	1 1%	12 7%	7 5%	10 8%	4 6%	4 7%	6 11%	2 8%	3 12%	26 9%	5 4%
16 YEARS OR MORE	313 78%	233 78%	80 80%	56 67%	57 78%	123 91%	71 91%	64 73%	118 84%	119 77%	119 78%	145 77%	264 77%	47 88%	127 81%	94 76%	90 74%	51 84%	45 84%	45 80%	23 71%	16 67%	225 77%	86 84%
DON'T KNOW	3 1%	2 1%	1 1%	2 2%	- -	- -	- -	2 2%	- -	1 1%	3 2%	- -	3 1%	- -	- -	2 2%	3 3%	1 1%	- -	- -	- -	- -	2 1%	1 1%
REFUSED	20 5%	13 4%	7 7%	- -	- -	- -	- -	9 10%	4 3%	6 4%	10 7%	8 4%	18 5%	- -	8 5%	7 6%	8 7%	1 2%	3 6%	2 4%	- -	1 5%	14 5%	4 3%

Table 53-4
QUESTION 38:
How many years has your company been in operation?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (<16 YEARS - 16+ YEARS)	-249 -62%	-128 -74%	-94 -58%	-49 -65%	-40 -62%	-21 -34%	-24 -51%	-22 -51%	-26 -63%	-124 -56%	-62 -69%	-37 -81%	-22 -58%	-110 -67%	-112 -66%	-27 -45%	-115 -71%	-31 -57%	-61 -61%	-23 -45%	-51 -51%	-144 -66%
TOTAL <16 YEARS	64 16%	20 11%	29 18%	12 16%	11 17%	18 29%	9 20%	10 23%	7 17%	42 19%	12 13%	3 7%	7 18%	23 14%	25 14%	14 24%	20 13%	12 21%	18 18%	11 22%	22 22%	29 14%
LESS THAN 1 YEAR	1 -	-	-	-	1 2%	-	1 2%	-	-	1 -	-	-	-	1 1%	-	-	-	-	-	-	2 2%	-
1 - 3 YEARS	5 1%	2 1%	2 1%	2 2%	1 1%	1 1%	1 2%	1 2%	-	5 2%	-	-	-	-	2 1%	2 4%	-	2 3%	4 4%	-	2 2%	2 1%
4 - 6 YEARS	8 2%	3 2%	4 3%	-	1 1%	2 4%	3 6%	1 2%	-	5 2%	1 1%	-	2 4%	3 2%	2 1%	3 6%	3 2%	2 3%	-	1 2%	2 2%	5 2%
7 - 10 YEARS	20 5%	7 4%	9 6%	4 5%	3 4%	9 14%	2 4%	2 4%	3 6%	11 5%	4 5%	2 4%	3 7%	7 4%	10 6%	4 6%	7 4%	2 3%	7 7%	4 8%	10 10%	8 4%
11 - 15 YEARS	30 8%	8 5%	14 8%	6 8%	6 9%	6 9%	3 6%	7 16%	5 11%	20 9%	6 7%	2 3%	3 7%	13 8%	12 7%	5 8%	11 7%	6 11%	8 8%	6 12%	6 6%	15 7%
16 YEARS OR MORE	313 78%	148 85%	123 76%	61 81%	51 79%	39 63%	34 71%	32 74%	33 80%	166 75%	74 82%	41 88%	29 77%	133 81%	137 80%	42 69%	135 84%	43 79%	80 80%	34 67%	73 73%	174 80%
DON'T KNOW	3 1%	-	2 1%	-	1 2%	2 3%	-	1 2%	-	-	2 2%	-	1 3%	1 1%	-	1 2%	1 1%	-	-	-	-	3 1%
REFUSED	20 5%	6 3%	8 5%	2 3%	1 2%	3 5%	4 9%	-	1 3%	12 5%	2 3%	2 5%	1 2%	7 4%	9 6%	3 6%	5 3%	-	2 2%	6 12%	5 5%	12 5%

Table 53-5
QUESTION 38:
How many years has your company been in operation?

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	232	233	225	200	171	171	160	175	198	186	188	173	218	75	282	112	129	159
	100%	58%	58%	56%	50%	43%	43%	40%	44%	49%	47%	47%	43%	54%	19%	71%	28%	32%	40%
**D/S (<16 YEARS - 16+ YEARS)	-249	-140	-141	-144	-134	-111	-107	-100	-122	-110	-105	-127	-106	-137	-50	-174	-73	-81	-95
	-62%	-60%	-61%	-64%	-67%	-65%	-63%	-62%	-70%	-56%	-56%	-67%	-61%	-63%	-66%	-61%	-65%	-63%	-60%
TOTAL <16 YEARS	64	41	39	35	26	24	28	26	22	40	35	27	29	34	10	49	16	21	27
	16%	17%	17%	16%	13%	14%	16%	16%	13%	20%	19%	14%	17%	16%	13%	17%	14%	16%	17%
LESS THAN 1 YEAR	1	1	1	-	-	-	-	1	1	-	1	-	1	-	1	-	1	-	-
	-	-	-	-	-	-	-	1%	1%	-	1%	-	1%	-	1%	-	1%	-	-
1 - 3 YEARS	5	2	3	3	2	1	2	1	-	4	3	1	4	1	-	3	-	1	4
	1%	1%	1%	1%	1%	-	1%	1%	-	2%	2%	-	2%	-	-	1%	-	1%	3%
4 - 6 YEARS	8	4	4	5	2	2	5	2	3	5	4	4	3	4	2	5	3	4	2
	2%	2%	2%	2%	1%	1%	3%	2%	2%	3%	2%	2%	2%	2%	2%	2%	2%	3%	1%
7 - 10 YEARS	20	15	15	14	11	10	12	12	7	12	12	8	10	10	3	15	6	7	6
	5%	6%	6%	6%	5%	6%	7%	8%	4%	6%	6%	4%	6%	5%	4%	5%	6%	6%	4%
11 - 15 YEARS	30	18	17	14	11	12	9	9	11	18	14	14	11	19	4	25	6	10	15
	8%	8%	7%	6%	6%	7%	5%	5%	6%	9%	8%	8%	7%	9%	5%	9%	5%	8%	9%
16 YEARS OR MORE	313	180	180	179	161	136	135	126	144	150	140	153	135	171	59	223	89	102	122
	78%	78%	77%	79%	80%	80%	79%	79%	83%	76%	75%	82%	78%	79%	79%	79%	80%	79%	77%
DON'T KNOW	3	-	-	1	2	1	-	-	-	1	-	1	2	1	1	-	-	1	2
	1%	-	-	-	1%	1%	-	-	-	-	-	-	1%	1%	1%	-	-	1%	1%
REFUSED	20	11	13	11	10	9	7	9	8	7	11	7	7	12	5	10	7	5	8
	5%	5%	6%	5%	5%	5%	4%	5%	5%	4%	6%	4%	4%	5%	6%	4%	6%	4%	5%

Table 53-6
QUESTION 38:
How many years has your company been in operation?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (<16 YEARS - 16+ YEARS)	-166 -54%	-31 -57%	-38 -76%	-23 -46%	-23 -45%	-32 -65%	-18 -37%
TOTAL <16 YEARS	63 21%	12 21%	6 12%	12 25%	11 22%	8 16%	14 29%
LESS THAN 1 YEAR	2 1%	-	-	-	-	1 2%	1 3%
1 - 3 YEARS	8 2%	2 3%	2 4%	2 4%	-	2 4%	-
4 - 6 YEARS	5 2%	2 3%	-	-	1 2%	1 2%	1 3%
7 - 10 YEARS	23 8%	2 3%	-	7 14%	4 8%	1 2%	9 18%
11 - 15 YEARS	25 8%	6 11%	4 8%	4 7%	6 12%	3 6%	3 5%
16 YEARS OR MORE	229 75%	43 79%	44 88%	36 71%	34 67%	40 80%	33 66%
REFUSED	12 4%	-	-	2 4%	6 12%	2 4%	3 5%

Table 54-1
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	\$1 MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
18 - 34	36 9%	10 7%	10 12%	3 6%	3 6%	10 13%	20 9%	16 9%	9 7%	12 11%	10 11%	14 7%	12 10%	8 14%	5 10%	5 14%	3 6%	2 6%	11 17%	23 7%	8 5%	3 3%	2 9%	7 10%
35 - 44	48 12%	17 12%	11 12%	3 6%	6 13%	12 14%	28 12%	20 12%	18 14%	14 12%	12 13%	28 14%	17 14%	4 7%	4 10%	4 11%	6 14%	8 26%	15 23%	33 11%	13 9%	7 8%	5 19%	15 20%
45 - 54	73 18%	17 12%	17 19%	10 21%	11 24%	19 23%	33 15%	40 23%	16 12%	30 26%	19 21%	30 15%	28 23%	14 26%	12 25%	10 27%	9 19%	6 19%	16 25%	57 18%	26 17%	9 12%	6 24%	17 23%
55 - 64	135 34%	57 40%	22 26%	22 46%	8 20%	26 31%	79 35%	56 32%	48 36%	42 36%	36 40%	69 34%	44 36%	22 39%	15 33%	14 35%	18 39%	8 25%	12 18%	123 39%	57 37%	33 41%	5 20%	21 28%
65 AND ABOVE	78 19%	24 17%	24 28%	10 20%	8 18%	12 15%	49 21%	29 17%	40 29%	16 13%	14 15%	53 26%	17 14%	7 13%	9 20%	5 12%	10 22%	7 21%	7 11%	71 23%	40 26%	24 30%	3 12%	7 9%
REFUSED	30 7%	15 11%	3 4%	- -	8 19%	3 4%	18 8%	12 7%	4 3%	2 2%	- -	10 5%	3 2%	1 2%	1 2%	- -	- -	1 3%	4 6%	5 2%	9 6%	4 5%	4 16%	9 11%

Table 54-2
QUESTION 39:
Age.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
18 - 34	36	22	10	33	3	6	19	10	6	16	12	19	7	9	18	4	13	18	6	12	2	26	5	2
	9%	13%	6%	10%	7%	10%	11%	8%	11%	8%	9%	16%	7%	6%	17%	3%	7%	14%	6%	7%	3%	8%	21%	8%
35 - 44	48	25	20	45	3	6	20	15	3	22	20	17	9	20	12	11	25	17	11	19	9	44	1	2
	12%	14%	12%	13%	6%	8%	11%	11%	5%	11%	15%	14%	9%	12%	11%	10%	14%	13%	12%	11%	15%	14%	5%	8%
45 - 54	73	43	27	70	2	14	35	23	14	36	20	26	14	29	19	16	36	34	11	27	7	58	7	7
	18%	24%	16%	20%	4%	21%	19%	18%	24%	18%	15%	21%	14%	18%	18%	16%	20%	26%	13%	15%	12%	18%	31%	22%
55 - 64	135	46	67	113	22	27	59	42	19	71	46	38	42	54	31	51	52	39	38	58	13	113	10	12
	34%	26%	41%	33%	45%	40%	33%	31%	33%	36%	34%	31%	42%	34%	29%	49%	29%	30%	42%	33%	22%	35%	39%	40%
65 AND ABOVE	78	22	37	59	17	10	36	29	14	41	22	17	25	33	20	20	37	14	18	45	18	70	1	6
	19%	12%	23%	17%	33%	15%	20%	22%	25%	21%	16%	14%	24%	21%	19%	20%	20%	11%	20%	25%	32%	21%	5%	19%
REFUSED	30	20	3	24	3	5	11	13	1	13	15	6	4	16	5	2	19	9	5	15	9	13	-	1
	7%	11%	2%	7%	6%	7%	6%	10%	2%	6%	11%	5%	4%	10%	5%	2%	11%	7%	6%	8%	15%	4%	-	4%

Table 54-3
QUESTION 39:
Age.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA- -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
18 - 34	36 9%	28 9%	8 8%	36 43%	- -	- -	- -	10 12%	12 8%	13 8%	19 12%	17 9%	35 10%	1 2%	17 11%	11 9%	12 10%	4 7%	4 7%	2 3%	5 14%	4 15%	27 9%	8 8%
35 - 44	48 12%	32 11%	16 16%	48 57%	- -	- -	- -	9 10%	21 15%	17 11%	16 11%	25 13%	42 12%	5 10%	20 13%	18 15%	18 15%	9 15%	2 4%	7 12%	9 28%	1 4%	38 13%	10 10%
45 - 54	73 18%	54 18%	19 19%	- -	73 100%	- -	- -	17 20%	21 15%	33 21%	39 25%	29 16%	68 20%	4 7%	27 17%	28 23%	25 20%	11 18%	6 11%	13 23%	1 2%	5 21%	54 19%	18 17%
55 - 64	135 34%	98 33%	37 37%	- -	- -	135 100%	- -	19 22%	60 43%	50 33%	42 28%	66 35%	108 32%	26 48%	61 39%	33 27%	32 26%	23 37%	25 47%	21 38%	9 27%	6 23%	92 32%	41 40%
65 AND ABOVE	78 19%	67 23%	11 10%	- -	- -	- -	78 100%	20 23%	22 16%	30 20%	24 16%	40 21%	64 19%	13 25%	22 14%	21 17%	23 19%	13 21%	13 23%	11 20%	7 22%	6 24%	58 20%	20 20%
REFUSED	30 7%	20 7%	10 10%	- -	- -	- -	- -	12 14%	4 3%	11 7%	13 9%	12 6%	25 7%	4 7%	10 6%	12 10%	11 9%	1 2%	4 7%	2 4%	2 6%	3 13%	23 8%	4 4%

Table 54-4
QUESTION 39:
Age.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE	
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%	
18 - 34	36 9%	13 7%	20 12%	8 10%	6 9%	12 19%	3 6%	6 14%	5 11%	17 8%	11 12%	3 6%	5 12%	10 6%	18 10%	8 14%	15 10%	6 11%	13 13%	3 6%	12 12%	19 9%	
35 - 44	48 12%	20 12%	22 14%	7 9%	6 9%	11 17%	9 19%	5 12%	6 14%	26 12%	10 11%	6 13%	5 13%	12 8%	29 17%	5 8%	19 12%	8 15%	13 13%	7 14%	15 15%	26 12%	
45 - 54	73 18%	33 19%	28 17%	13 17%	14 22%	13 21%	7 15%	10 23%	7 18%	41 18%	20 22%	7 14%	6 15%	31 19%	33 19%	8 13%	30 19%	11 20%	26 27%	11 22%	28 28%	32 15%	
55 - 64	135 34%	68 39%	49 30%	34 44%	23 35%	14 22%	15 31%	11 26%	16 39%	65 30%	37 41%	16 34%	17 44%	70 42%	46 27%	19 32%	67 41%	18 33%	34 34%	12 24%	23 23%	77 35%	
65 AND ABOVE	78 19%	35 20%	31 19%	11 15%	15 23%	8 13%	8 16%	8 19%	5 13%	53 24%	8 9%	13 28%	4 9%	29 18%	34 20%	14 23%	23 14%	12 21%	10 10%	10 20%	14 14%	46 21%	
REFUSED	30 7%	6 3%	13 8%	3 4%	1 2%	5 9%	6 13%	3 6%	2 5%	19 8%	4 5%	2 5%	3 7%	11 7%	10 6%	7 11%	7 4%	- -	4 4%	8 16%	7 7%	18 8%	

Table 54-5
QUESTION 39:
Age.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
18 - 34	36 9%	23 10%	20 9%	21 9%	19 9%	18 11%	17 10%	18 11%	17 10%	12 6%	18 10%	12 6%	23 13%	12 5%	12 15%	14 5%	10 9%	6 5%	20 13%
35 - 44	48 12%	31 13%	24 10%	25 11%	21 10%	17 10%	20 12%	20 13%	19 11%	25 13%	24 13%	22 12%	24 14%	20 9%	13 17%	29 10%	14 12%	18 14%	17 11%
45 - 54	73 18%	49 21%	41 18%	38 17%	39 20%	36 21%	32 19%	32 20%	28 16%	42 21%	34 18%	32 17%	39 22%	34 16%	15 21%	48 17%	19 17%	25 19%	29 18%
55 - 64	135 34%	76 33%	86 37%	83 37%	77 39%	59 35%	62 36%	59 37%	65 37%	66 33%	69 37%	61 32%	54 31%	78 36%	22 29%	106 38%	43 39%	42 32%	50 32%
65 AND ABOVE	78 19%	37 16%	44 19%	43 19%	30 15%	26 15%	28 16%	20 12%	32 18%	42 21%	25 13%	50 27%	24 14%	54 25%	8 11%	67 24%	16 15%	32 25%	29 18%
REFUSED	30 7%	17 7%	17 7%	15 7%	13 7%	15 9%	11 6%	11 7%	13 7%	11 5%	16 8%	11 6%	10 6%	19 9%	5 6%	19 7%	10 9%	7 5%	14 9%

Table 54-6
QUESTION 39:
Age.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
18 - 34	35 11%	6 11%	8 16%	5 11%	3 6%	7 14%	5 11%
35 - 44	44 14%	8 15%	6 12%	7 14%	7 14%	5 10%	11 21%
45 - 54	76 25%	11 20%	14 28%	12 25%	11 22%	14 27%	14 29%
55 - 64	87 28%	18 33%	16 32%	18 36%	12 24%	13 25%	11 21%
65 AND ABOVE	45 15%	12 21%	6 12%	4 7%	10 20%	9 18%	5 11%
REFUSED	18 6%	- -	- -	4 7%	8 16%	3 6%	4 8%

Table 55-1
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	\$1 MILL- \$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
**D/S (MALE - FEMALE)	198 49%	78 56%	44 51%	23 49%	18 42%	34 42%	122 54%	76 44%	61 45%	56 49%	65 72%	101 50%	52 43%	37 66%	27 59%	25 64%	28 61%	17 54%	39 60%	153 49%	101 66%	52 66%	-2 -7%	26 34%
MALE	299 75%	109 78%	66 76%	36 74%	31 71%	58 71%	174 77%	125 72%	98 73%	86 74%	78 86%	153 75%	86 72%	46 83%	37 79%	32 82%	37 80%	25 77%	51 80%	233 74%	127 83%	65 83%	11 46%	52 67%
FEMALE	101 25%	31 22%	21 24%	12 26%	13 29%	24 29%	52 23%	49 28%	37 27%	30 26%	13 14%	51 25%	34 28%	9 17%	10 21%	7 18%	9 20%	7 23%	13 20%	80 26%	26 17%	13 17%	13 54%	26 33%

Table 55-2
QUESTION 40:
Gender.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
**D/S (MALE - FEMALE)	198	76	91	167	32	42	94	61	22	104	73	63	71	56	55	51	88	63	51	84	24	153	15	22
	49%	42%	56%	49%	64%	62%	52%	46%	39%	52%	54%	51%	71%	35%	52%	49%	48%	48%	57%	48%	43%	47%	61%	70%
MALE	299	127	128	255	41	55	137	97	40	151	104	93	86	109	80	78	135	97	70	130	41	238	20	26
	75%	71%	78%	74%	82%	81%	76%	73%	70%	76%	77%	76%	85%	67%	76%	75%	74%	74%	79%	74%	71%	74%	80%	85%
FEMALE	101	52	36	88	9	13	43	35	17	47	31	30	15	53	25	26	47	34	19	46	16	86	5	5
	25%	29%	22%	26%	18%	19%	24%	27%	30%	24%	23%	24%	15%	33%	24%	25%	26%	26%	21%	26%	29%	26%	20%	15%

Table 55-3
QUESTION 40:
Gender.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
**D/S (MALE - FEMALE)	198 49%	299 100%	-101 -100%	35 42%	34 47%	61 45%	57 73%	49 56%	65 46%	85 55%	87 57%	93 49%	179 52%	16 29%	79 51%	67 54%	49 40%	20 32%	36 67%	24 43%	9 29%	18 75%	138 47%	53 52%
MALE	299 75%	299 100%	-	60 71%	54 73%	98 73%	67 86%	69 78%	102 73%	120 77%	120 78%	141 74%	261 76%	34 65%	118 75%	96 77%	86 70%	40 66%	45 83%	40 71%	21 64%	21 87%	215 74%	78 76%
FEMALE	101 25%	-	101 100%	24 29%	19 27%	37 27%	11 14%	19 22%	37 27%	35 23%	33 22%	48 26%	81 24%	19 35%	39 25%	29 23%	37 30%	21 34%	9 17%	16 29%	11 36%	3 13%	77 26%	24 24%

Table 55-4
QUESTION 40:
Gender.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION		NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
**D/S (MALE - FEMALE)	198 49%	80 46%	82 51%	23 31%	36 55%	30 48%	26 55%	26 61%	29 71%	90 41%	55 62%	27 59%	23 60%	88 54%	93 54%	14 23%	101 62%	22 41%	46 46%	23 45%	48 48%	121 56%
MALE	299 75%	127 73%	122 75%	49 65%	50 78%	47 74%	37 78%	35 80%	36 85%	155 70%	72 81%	37 80%	30 80%	126 77%	132 77%	37 62%	131 81%	38 70%	73 73%	37 73%	74 74%	170 78%
FEMALE	101 25%	47 27%	40 25%	26 35%	14 22%	16 26%	11 22%	8 20%	6 15%	65 30%	17 19%	9 20%	8 20%	38 23%	39 23%	23 38%	30 19%	16 30%	27 27%	14 27%	26 26%	48 22%

Table 55-5
QUESTION 40:
Gender.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400	232	233	225	200	171	171	160	175	198	186	188	173	218	75	282	112	129	159
	100%	58%	58%	56%	50%	43%	43%	40%	44%	49%	47%	47%	43%	54%	19%	71%	28%	32%	40%
**D/S (MALE - FEMALE)	198	106	127	111	92	93	100	76	100	95	108	95	93	104	44	160	70	65	63
	49%	45%	54%	49%	46%	54%	59%	47%	57%	48%	58%	51%	54%	48%	59%	57%	62%	50%	40%
MALE	299	169	180	168	146	132	135	118	137	146	147	141	133	161	60	221	91	97	111
	75%	73%	77%	75%	73%	77%	79%	74%	79%	74%	79%	75%	77%	74%	80%	78%	81%	75%	70%
FEMALE	101	63	53	57	54	39	35	42	37	51	39	46	40	57	15	61	21	32	48
	25%	27%	23%	25%	27%	23%	21%	26%	21%	26%	21%	25%	23%	26%	20%	22%	19%	25%	30%

Table 55-6
QUESTION 40:
Gender.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
**D/S (MALE - FEMALE)	139 46%	22 41%	14 28%	32 64%	23 45%	25 49%	24 47%
MALE	222 73%	38 70%	32 64%	41 82%	37 73%	37 75%	37 74%
FEMALE	83 27%	16 30%	18 36%	9 18%	14 27%	13 25%	13 26%

Table 56-1
QUESTION C:
What is your job title?

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR		S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL-\$5 MILL	\$5 MILL+	UNDER 10	11-50	51+	PROC-ESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/CEO	MGMT TEAM	MAN-AGER
			COS	NE																				
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
OWNER	154 38%	44 32%	34 39%	24 50%	14 32%	38 46%	78 34%	76 44%	76 57%	44 38%	15 17%	105 52%	36 30%	5 9%	22 48%	15 39%	25 54%	8 24%	31 48%	116 37%	154 100%	-	-	-
PRESIDENT/CEO	79 20%	32 23%	18 21%	8 17%	8 18%	12 15%	50 22%	28 16%	24 18%	28 24%	23 26%	43 21%	24 20%	12 21%	8 18%	6 17%	10 20%	7 21%	10 16%	66 21%	-	79 100%	-	-
MANAGER	77 19%	28 20%	16 18%	8 16%	12 28%	14 17%	43 19%	34 20%	19 14%	21 18%	18 20%	32 16%	27 23%	11 20%	6 12%	10 26%	4 8%	6 20%	9 14%	60 19%	-	-	-	77 100%
MANAGEMENT TEAM MEMBER	23 6%	12 8%	2 2%	1 2%	2 5%	6 8%	14 6%	10 6%	6 4%	3 3%	9 10%	6 3%	7 6%	6 11%	5 10%	-	2 5%	2 6%	3 5%	17 5%	-	-	23 100%	-
OTHER	67 17%	24 17%	17 20%	7 15%	7 17%	12 14%	41 18%	26 15%	10 7%	20 17%	25 27%	18 9%	25 21%	21 38%	5 11%	7 18%	6 14%	9 29%	11 17%	54 17%	-	-	-	-

Table 56-2
QUESTION C:
What is your job title?

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
					50																			
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%
OWNER	154	54	67	121	30	18	66	64	16	93	45	34	44	72	34	46	72	51	36	67	33	141	4	1
	38%	30%	41%	35%	60%	27%	37%	49%	28%	47%	33%	28%	44%	45%	32%	44%	39%	39%	40%	38%	57%	44%	17%	3%
PRESIDENT/CEO	79	30	41	71	8	18	33	23	9	34	34	27	17	33	23	22	32	20	20	39	7	67	4	8
	20%	17%	25%	21%	16%	27%	18%	17%	17%	17%	25%	22%	17%	20%	21%	21%	18%	15%	22%	22%	12%	21%	15%	26%
MANAGER	77	40	26	66	9	8	40	24	8	40	25	23	23	27	14	20	42	25	16	33	7	59	4	7
	19%	23%	16%	19%	18%	12%	22%	18%	15%	20%	19%	19%	22%	17%	13%	20%	23%	19%	18%	19%	13%	18%	16%	23%
MANAGEMENT TEAM MEMBER	23	14	7	21	1	4	10	8	7	10	6	10	3	11	9	2	12	10	3	11	5	13	1	5
	6%	8%	5%	6%	2%	6%	6%	6%	11%	5%	5%	8%	3%	7%	8%	2%	7%	8%	3%	6%	9%	4%	5%	16%
OTHER	67	41	23	64	3	19	30	13	17	21	26	29	14	18	26	14	24	25	15	26	5	43	12	10
	17%	23%	14%	19%	6%	29%	17%	10%	30%	11%	19%	24%	14%	11%	25%	13%	13%	19%	17%	15%	10%	13%	48%	31%

Table 56-3
QUESTION C:
What is your job title?

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
OWNER	154 38%	127 43%	26 26%	21 25%	26 36%	57 42%	40 51%	31 35%	42 30%	78 51%	50 33%	75 40%	126 37%	26 50%	46 30%	51 41%	48 39%	24 39%	25 46%	26 45%	14 44%	8 32%	117 40%	31 30%
PRESIDENT/CEO	79 20%	65 22%	13 13%	9 11%	9 13%	33 24%	24 31%	14 16%	35 25%	25 16%	31 20%	35 19%	66 19%	12 24%	40 25%	16 12%	24 20%	15 25%	10 19%	5 9%	5 17%	6 25%	49 17%	29 29%
MANAGER	77 19%	52 17%	26 25%	23 27%	17 24%	21 16%	7 9%	14 16%	28 20%	29 19%	29 19%	37 20%	66 19%	9 16%	22 14%	34 27%	28 23%	10 16%	9 16%	10 18%	9 26%	3 12%	58 20%	19 18%
MANAGEMENT TEAM MEMBER	23 6%	11 4%	13 12%	7 8%	6 8%	5 4%	3 3%	9 10%	8 6%	5 3%	6 4%	14 8%	21 6%	2 4%	10 6%	6 5%	6 5%	3 5%	2 3%	5 9%	1 3%	2 10%	20 7%	4 4%
OTHER	67 17%	44 15%	23 23%	24 29%	14 20%	19 14%	4 6%	20 23%	27 19%	18 12%	37 24%	27 14%	64 19%	4 7%	39 25%	18 14%	16 13%	9 15%	9 16%	11 19%	3 9%	5 21%	48 16%	19 19%

Table 56-4
QUESTION C:
What is your job title?

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVTMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
OWNER	154 38%	56 32%	53 33%	31 41%	24 38%	25 40%	19 40%	13 29%	18 43%	102 46%	22 25%	10 22%	16 42%	65 40%	59 35%	26 43%	49 30%	30 56%	43 43%	19 37%	46 46%	73 34%
PRESIDENT/CEO	79 20%	38 22%	34 21%	14 18%	17 26%	8 12%	6 13%	10 24%	7 17%	38 17%	22 24%	13 28%	6 15%	42 26%	26 15%	10 17%	38 24%	6 11%	12 12%	8 16%	9 9%	49 23%
MANAGER	77 19%	30 17%	38 23%	15 20%	10 16%	11 18%	11 24%	4 10%	9 23%	36 17%	23 25%	8 16%	10 26%	21 13%	42 25%	13 21%	33 20%	9 16%	23 23%	14 27%	21 21%	42 19%
MANAGEMENT TEAM MEMBER	23 6%	9 5%	8 5%	8 10%	3 5%	4 7%	4 8%	3 8%	2 4%	13 6%	8 9%	2 5%	- -	9 6%	9 5%	5 9%	9 6%	2 3%	7 7%	2 4%	7 7%	14 6%
OTHER	67 17%	40 23%	29 18%	8 11%	10 16%	15 23%	7 14%	12 29%	5 13%	31 14%	15 17%	13 29%	6 17%	26 16%	34 20%	6 9%	33 20%	7 13%	15 15%	8 16%	17 17%	39 18%

Table 56-5
QUESTION C:
What is your job title?

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
OWNER	154 38%	81 35%	84 36%	82 36%	75 38%	58 34%	58 34%	50 31%	56 32%	95 48%	52 28%	98 52%	46 27%	105 48%	13 18%	130 46%	29 26%	72 55%	53 34%
PRESIDENT/CEO	79 20%	41 18%	45 19%	42 19%	47 24%	34 20%	37 22%	29 18%	42 24%	37 19%	44 24%	33 17%	37 21%	42 19%	14 19%	63 22%	31 27%	22 17%	26 16%
MANAGER	77 19%	55 24%	51 22%	51 22%	38 19%	35 21%	35 21%	35 22%	37 21%	30 15%	40 21%	27 14%	41 24%	33 15%	20 27%	45 16%	25 22%	17 13%	36 23%
MANAGEMENT TEAM MEMBER	23 6%	12 5%	15 7%	15 7%	11 6%	13 7%	13 7%	10 6%	7 4%	10 5%	14 8%	8 4%	13 7%	11 5%	5 7%	12 4%	5 4%	4 3%	14 9%
OTHER	67 17%	44 19%	38 16%	36 16%	28 14%	31 18%	28 16%	35 22%	32 18%	26 13%	36 19%	22 12%	37 21%	27 12%	23 30%	32 11%	23 20%	14 11%	30 19%

Table 56-6
QUESTION C:
What is your job title?

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
OWNER	138 45%	30 56%	22 44%	21 43%	19 37%	25 49%	21 42%
MANAGER	67 22%	9 16%	12 24%	11 21%	14 27%	11 22%	11 21%
PRESIDENT/CEO	35 12%	6 11%	8 16%	4 7%	8 16%	7 14%	3 5%
MANAGEMENT TEAM MEMBER	18 6%	2 3%	2 4%	5 11%	2 4%	3 6%	4 8%
OTHER	47 15%	7 13%	6 12%	9 18%	8 16%	5 10%	12 24%

Table 57-1
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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
COLLAR -----	87 22%	-	87 100%	-	-	-	87 38%	-	31 23%	28 24%	14 15%	52 25%	26 21%	7 13%	9 19%	10 25%	13 28%	9 29%	16 25%	68 22%	34 22%	18 23%	2 8%	16 20%
ANOKA	31 8%	-	31 36%	-	-	-	31 14%	-	14 10%	10 9%	4 4%	16 8%	11 9%	2 4%	4 10%	4 12%	4 9%	3 8%	4 6%	26 8%	14 9%	5 6%	1 4%	6 7%
CARVER	4 1%	-	4 4%	-	-	-	4 2%	-	-	2 2%	1 1%	2 1%	2 2%	-	-	-	1 2%	-	-	4 1%	4 2%	-	-	-
DAKOTA	21 5%	-	21 24%	-	-	-	21 9%	-	6 4%	9 8%	3 3%	13 6%	6 5%	2 4%	1 2%	2 5%	4 8%	3 9%	5 8%	16 5%	5 3%	6 8%	-	4 6%
SCOTT	9 2%	-	9 11%	-	-	-	9 4%	-	3 3%	2 2%	3 3%	5 3%	2 2%	1 2%	-	1 2%	2 5%	1 3%	4 6%	5 1%	3 2%	2 3%	-	2 3%
WASHINGTON	13 3%	-	13 15%	-	-	-	13 6%	-	5 4%	4 4%	1 1%	9 5%	3 2%	1 2%	2 4%	3 7%	1 2%	2 5%	2 3%	12 4%	3 2%	4 6%	1 4%	3 3%
WRIGHT	8 2%	-	8 10%	-	-	-	8 4%	-	3 2%	1 1%	2 2%	6 3%	2 2%	-	2 4%	-	1 2%	1 3%	2 3%	6 2%	5 3%	1 1%	-	1 1%
MINN-SP -----	140 35%	140 100%	-	-	-	-	140 62%	-	37 28%	42 36%	37 41%	63 31%	48 40%	17 31%	15 32%	16 42%	14 31%	9 29%	15 24%	112 36%	44 29%	32 41%	12 50%	28 36%
HENNEPIN	105 26%	105 75%	-	-	-	-	105 46%	-	28 21%	30 26%	28 31%	50 24%	37 30%	12 22%	8 18%	12 31%	12 27%	9 29%	13 21%	81 26%	33 22%	25 32%	10 41%	22 29%
RAMSEY	35 9%	35 25%	-	-	-	-	35 15%	-	9 7%	12 10%	9 10%	14 7%	11 9%	5 9%	6 13%	4 11%	2 4%	-	2 3%	31 10%	11 7%	7 9%	2 10%	5 7%
NORTHEAST -----	48 12%	-	-	48 100%	-	-	-	48 28%	21 15%	17 15%	8 9%	24 12%	12 10%	11 20%	5 11%	-	4 9%	1 3%	8 13%	40 13%	24 16%	8 11%	1 5%	8 10%
CASS	1 -	-	-	1 2%	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	-	-	-	-	-	1 -	-	-	-	1 1%
CHISAGO	5 1%	-	-	5 11%	-	-	-	5 3%	3 2%	-	2 3%	3 1%	1 1%	1 2%	-	-	1 2%	-	-	5 2%	3 2%	-	1 5%	-
CROW WING	5 1%	-	-	5 11%	-	-	-	5 3%	2 1%	2 2%	1 1%	3 1%	1 1%	1 2%	1 2%	-	-	1 3%	2 3%	3 1%	2 1%	1 1%	-	1 2%
ISANTI	4 1%	-	-	4 8%	-	-	-	4 2%	1 1%	2 2%	1 1%	3 1%	1 1%	-	-	-	1 2%	-	2 3%	2 1%	2 1%	1 1%	-	-
ITASCA	11 3%	-	-	11 23%	-	-	-	11 6%	11 8%	-	-	8 4%	3 2%	-	-	-	-	-	-	11 4%	5 4%	3 3%	-	3 4%
KANABEC	2 1%	-	-	2 4%	-	-	-	2 1%	1 1%	1 1%	-	1 -	1 1%	-	1 2%	-	-	-	-	2 1%	2 1%	-	-	-
KOOCHICHING	3 1%	-	-	3 6%	-	-	-	3 2%	3 2%	-	-	3 1%	-	-	-	-	-	-	-	3 1%	3 2%	-	-	-

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

Continued

Table 57-1
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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
MORRISON	5 1%	-	-	5 11%	-	-	-	5 3%	-	4 4%	-	3 1%	1 1%	1 2%	-	-	2 4%	-	1 2%	4 1%	3 2%	-	-	2 3%
PINE	1 -	-	-	1 2%	-	-	-	1 1%	-	-	-	1 -	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
ST. LOUIS	10 3%	-	-	10 21%	-	-	-	10 6%	-	7 6%	4 4%	-	3 2%	7 13%	3 6%	-	-	-	3 5%	7 2%	3 2%	4 5%	-	-
SOUTH -----	43 11%	-	-	-	43 100%	-	-	43 25%	11 8%	10 9%	9 11%	18 9%	13 11%	7 13%	7 15%	4 10%	1 2%	3 9%	9 14%	28 9%	14 9%	8 10%	2 10%	12 16%
BLUE EARTH	6 1%	-	-	-	6 13%	-	-	6 3%	-	3 2%	1 1%	2 1%	4 3%	-	1 2%	1 2%	-	-	1 1%	4 1%	1 1%	-	-	4 5%
FARIBAULT	2 -	-	-	-	2 4%	-	-	2 1%	2 1%	-	-	2 1%	-	-	-	-	-	-	-	2 1%	1 1%	1 1%	-	-
FILLMORE	2 -	-	-	-	2 4%	-	-	2 1%	1 1%	-	1 1%	2 1%	-	-	-	1 2%	1 2%	-	1 1%	1 -	2 1%	-	-	-
FREEBORN	5 1%	-	-	-	5 12%	-	-	5 3%	-	1 1%	2 3%	1 -	1 1%	2 4%	1 3%	1 3%	-	-	-	4 1%	-	-	1 5%	3 4%
HOUSTON	1 -	-	-	-	1 2%	-	-	1 -	1 1%	-	-	1 -	-	-	-	-	-	-	1 1%	-	-	-	-	1 1%
LE SUEUR	4 1%	-	-	-	4 8%	-	-	4 2%	1 1%	2 2%	-	3 1%	1 1%	-	2 4%	-	-	1 3%	-	4 1%	1 1%	2 2%	-	1 1%
MOWER	2 1%	-	-	-	2 5%	-	-	2 1%	-	-	2 2%	-	1 1%	1 2%	1 2%	-	-	-	-	2 1%	1 1%	-	1 5%	-
OLMSTED	5 1%	-	-	-	5 12%	-	-	5 3%	3 3%	1 1%	-	4 2%	1 1%	-	-	-	-	1 3%	1 1%	4 1%	3 2%	1 1%	-	-
RICE	5 1%	-	-	-	5 10%	-	-	5 3%	2 1%	-	1 1%	3 1%	2 2%	-	-	-	-	-	-	3 4%	1 -	2 1%	-	2 2%
STEELE	4 1%	-	-	-	4 10%	-	-	4 3%	-	1 1%	-	-	1 1%	1 2%	-	-	-	1 4%	1 1%	1 -	2 2%	2 3%	-	-
WABASHA	1 -	-	-	-	1 3%	-	-	1 1%	-	-	1 1%	-	-	1 2%	-	-	-	-	-	1 -	-	-	-	-
WASECA	1 -	-	-	-	1 3%	-	-	1 1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WINONA	6 1%	-	-	-	6 13%	-	-	6 3%	2 1%	3 2%	1 1%	2 1%	3 2%	1 2%	2 4%	1 2%	-	-	2 3%	4 1%	2 1%	1 1%	-	2 2%
WEST-NW -----	82 21%	-	-	-	-	82 100%	-	82 47%	34 26%	19 16%	21 24%	46 23%	21 17%	13 23%	11 24%	9 22%	14 30%	9 30%	16 25%	65 21%	38 25%	12 15%	6 27%	14 18%
BECKER	3 1%	-	-	-	-	3 3%	-	3 2%	3 2%	-	-	3 1%	-	-	-	-	-	-	2 3%	1 -	3 2%	-	-	-

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

Continued

Table 57-1
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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER	
BENTON	2 1%	-	-	-	-	2 3%	-	2 1%	1 1%	-	-	1 1%	1 1%	-	-	-	2 3%	-	-	2 1%	2 1%	-	-	-	
BIG STONE	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	-	1 1%	-	-	-	-	-	-	1 -	-	-	-	-	
BROWN	3 1%	-	-	-	-	3 3%	-	3 1%	3 2%	-	-	3 1%	-	-	-	-	1 3%	-	-	3 1%	3 2%	-	-	-	
CHIPPEWA	2 1%	-	-	-	-	2 3%	-	2 1%	1 1%	-	-	1 1%	1 1%	-	1 2%	-	1 2%	-	-	1 1%	1 -	1 1%	1 1%	-	-
CLAY	1 -	-	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	-	-	1 3%	-	1 -	-	-	-	-
COTTONWOOD	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	1 -	-	-	-	-	1 2%	-	-	1 -	1 -	-	-	-	-
DOUGLAS	2 1%	-	-	-	-	2 3%	-	2 1%	1 1%	-	1 1%	1 -	-	1 2%	-	1 3%	-	-	-	2 1%	-	1 1%	-	1 2%	
GRANT	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 -	-	-	-	-	-	-	-	1 -	-	-	1 4%	-	
JACKSON	1 -	-	-	-	-	1 1%	-	1 -	-	1 1%	-	1 -	-	-	-	-	-	-	-	1 -	-	1 1%	-	-	
KANDIYOHI	3 1%	-	-	-	-	3 4%	-	3 2%	-	2 2%	1 1%	2 1%	-	1 2%	-	-	2 4%	-	-	3 1%	1 1%	-	-	1 2%	
KITTSOON	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	-	-	-	1 2%	-	1 1%	-	-	
LAC QUI PARLE	2 -	-	-	-	-	2 2%	-	2 1%	-	-	2 2%	-	2 1%	-	-	-	-	-	-	2 1%	-	1 1%	-	1 1%	
LINCOLN	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	1 -	-	-	1 2%	-	-	-	-	1 -	1 -	-	-	-	
LYON	1 -	-	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	-	1 2%	1 2%	-	-	-	-	1 -	-	-	1 4%	-	
MCLEOD	2 -	-	-	-	-	2 2%	-	2 1%	1 1%	1 1%	-	1 -	1 1%	-	1 2%	-	1 2%	-	-	2 -	1 1%	-	1 3%	-	
MARTIN	4 1%	-	-	-	-	4 5%	-	4 2%	4 3%	-	-	4 2%	-	-	-	-	-	-	3 8%	-	4 1%	3 2%	-	-	1 2%
MEEKER	4 1%	-	-	-	-	4 5%	-	4 2%	-	1 1%	3 4%	1 -	2 2%	1 2%	2 3%	1 2%	-	-	-	4 1%	2 1%	-	-	3 3%	
NOBLES	2 1%	-	-	-	-	2 3%	-	2 1%	1 1%	-	1 1%	1 -	-	1 2%	1 3%	-	-	-	-	2 1%	1 1%	1 1%	-	-	
OTTER TAIL	5 1%	-	-	-	-	5 6%	-	5 3%	-	2 2%	3 3%	1 -	1 1%	3 5%	1 3%	-	1 2%	-	-	1 1%	4 1%	1 1%	1 1%	-	1 2%

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

Continued

Table 57-1
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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
PENNINGTON	7 2%	-	-	-	-	7 8%	-	7 4%	1 1%	1 1%	2 2%	2 1%	3 2%	2 3%	1 3%	-	1 3%	1 4%	-	7 2%	3 2%	1 2%	3 13%	-
PIPESTONE	3 1%	-	-	-	-	3 3%	-	3 2%	-	1 1%	1 1%	-	-	1 2%	1 2%	-	-	-	-	3 1%	-	1 1%	-	1 1%
POLK	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	1 3%	-	-	1 -	-	1 2%	-	-
POPE	4 1%	-	-	-	-	4 5%	-	4 2%	-	2 2%	1 1%	1 -	2 2%	-	-	2 5%	-	1 3%	1 2%	2 1%	2 1%	2 -	-	-
RENVILLE	1 -	-	-	-	-	1 2%	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	1 2%	-	-	1 2%	-	1 -	-	-
ROCK	1 -	-	-	-	-	1 1%	-	1 -	-	-	-	-	1 1%	-	-	-	1 2%	-	-	1 -	-	1 1%	-	-
ROSEAU	3 1%	-	-	-	-	3 3%	-	3 2%	-	-	2 2%	1 1%	-	2 3%	-	1 3%	-	-	2 3%	1 -	3 2%	-	-	-
SHERBURNE	5 1%	-	-	-	-	5 6%	-	5 3%	2 2%	2 2%	1 1%	4 2%	1 1%	-	-	1 2%	-	1 5%	1 1%	4 1%	4 2%	1 1%	-	1 1%
STEARNS	13 3%	-	-	-	-	13 16%	-	13 7%	8 6%	2 1%	3 3%	8 4%	4 3%	1 2%	2 3%	2 6%	2 3%	2 7%	3 5%	10 3%	5 3%	2 3%	1 3%	2 3%
TODD	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	1 -	-	-	-	-	1 2%	-	1 1%	-	1 -	-	-	-
TRAVERSE	1 -	-	-	-	-	1 1%	-	1 1%	-	1 1%	-	-	1 1%	-	-	-	-	-	-	1 2%	-	-	-	1 1%
WADENA	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	1 -	-	-	-	-	-	-	-	1 -	-	-	-	1 1%
WATONWAN	1 -	-	-	-	-	1 2%	-	1 1%	-	1 1%	-	1 1%	-	-	-	-	-	-	-	1 2%	-	-	-	-

REGION II

TWIN CITIES	226 57%	140 100%	87 100%	-	-	-	226 100%	-	68 51%	70 60%	51 56%	115 56%	73 61%	24 44%	23 51%	26 68%	28 59%	19 58%	31 49%	180 57%	78 51%	50 64%	14 58%	43 56%
REST OF STATE	174 43%	-	-	48 100%	43 100%	82 100%	-	174 100%	66 49%	46 40%	39 44%	89 44%	47 39%	31 56%	23 49%	13 32%	19 41%	13 42%	33 51%	133 43%	76 49%	28 36%	10 42%	34 44%

Table 57-2
QUESTION REG:
Region./County.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023				MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO		EMPLOYEES		
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
BASE=TOTAL SAMPLE	400	179	164	343	50	68	180	132	57	198	136	124	101	161	105	104	183	131	89	176	57	324	24	31	
	100%	45%	41%	86%	13%	17%	45%	33%	14%	50%	34%	31%	25%	40%	26%	26%	46%	33%	22%	44%	14%	81%	6%	8%	
COLLAR	87	41	35	76	9	13	38	32	6	43	33	31	22	32	20	19	45	24	23	38	12	77	2	5	
	22%	23%	21%	22%	17%	18%	21%	24%	11%	21%	24%	25%	22%	20%	19%	18%	25%	18%	26%	21%	22%	24%	9%	15%	
ANOKA	31	17	14	31	-	7	11	13	3	13	14	11	10	10	8	8	14	9	8	14	4	28	1	1	
	8%	9%	9%	9%	-	10%	6%	10%	5%	7%	10%	9%	10%	6%	8%	8%	7%	7%	9%	8%	8%	9%	5%	4%	
CARVER	4	-	3	3	1	-	1	3	-	4	-	-	1	3	-	1	3	1	1	2	1	4	-	-	
	1%	-	2%	1%	2%	-	-	2%	-	2%	-	-	1%	2%	-	1%	1%	1%	1%	1%	1%	1%	-	-	
DAKOTA	21	9	8	17	3	4	10	7	-	10	8	7	5	7	4	3	14	8	4	9	2	19	1	1	
	5%	5%	5%	5%	5%	5%	5%	5%	-	5%	6%	5%	5%	4%	4%	3%	7%	6%	4%	5%	3%	6%	5%	4%	
SCOTT	9	5	5	9	-	1	6	2	1	4	5	4	1	5	4	1	5	3	1	5	2	7	-	1	
	2%	3%	3%	3%	-	2%	3%	1%	2%	2%	4%	3%	1%	3%	4%	1%	3%	2%	1%	3%	3%	2%	-	4%	
WASHINGTON	13	7	2	9	4	1	5	6	3	7	4	6	4	3	2	6	6	3	6	5	2	12	-	1	
	3%	4%	1%	3%	9%	1%	3%	5%	5%	4%	3%	5%	4%	2%	2%	5%	3%	2%	6%	3%	3%	4%	-	4%	
WRIGHT	8	3	4	6	1	-	5	1	-	5	3	3	1	4	2	1	5	1	4	3	2	8	-	-	
	2%	2%	2%	2%	2%	-	3%	1%	-	3%	2%	2%	1%	2%	2%	1%	3%	1%	4%	2%	3%	3%	-	-	
MINN-SP	140	63	62	125	12	32	64	36	27	63	47	41	33	57	41	32	64	44	31	63	20	111	9	9	
	35%	35%	38%	36%	24%	47%	36%	27%	48%	32%	35%	33%	33%	35%	39%	30%	35%	34%	35%	36%	35%	34%	36%	28%	
HENNEPIN	105	48	48	96	6	27	50	25	21	44	40	33	23	41	30	21	50	37	22	44	14	86	5	7	
	26%	27%	29%	28%	13%	39%	28%	19%	37%	22%	29%	26%	23%	25%	29%	21%	27%	29%	25%	25%	24%	27%	20%	24%	
RAMSEY	35	15	14	29	6	5	14	11	6	19	8	8	10	16	11	10	14	7	9	19	6	25	4	1	
	9%	8%	9%	8%	12%	8%	8%	9%	11%	10%	6%	7%	10%	10%	10%	10%	8%	5%	10%	11%	11%	8%	15%	4%	
NORTHEAST	48	16	22	38	10	12	18	14	10	24	14	6	9	32	9	19	19	14	10	24	11	37	5	6	
	12%	9%	14%	11%	19%	18%	10%	10%	18%	12%	10%	5%	9%	20%	9%	19%	11%	11%	11%	13%	19%	11%	20%	20%	
CASS	1	-	1	1	-	-	-	1	-	-	1	-	1	-	-	1	-	-	1	-	-	1	-	-	
	-	-	1%	-	-	-	-	1%	-	-	1%	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	
CHISAGO	5	2	1	3	2	-	3	1	1	2	2	-	-	4	1	1	3	2	1	2	1	4	-	1	
	1%	1%	1%	1%	4%	-	2%	1%	2%	1%	2%	-	-	2%	1%	1%	2%	1%	1%	1%	2%	1%	-	4%	
CROW WING	5	5	-	5	-	1	3	1	1	2	2	2	-	3	1	1	3	1	1	3	1	4	-	1	
	1%	3%	-	2%	-	1%	2%	1%	2%	1%	2%	2%	-	2%	1%	1%	2%	1%	1%	2%	2%	1%	-	4%	
ISANTI	4	1	2	3	1	-	3	1	-	3	1	1	2	1	-	2	2	1	2	1	1	4	-	-	
	1%	1%	1%	1%	2%	-	2%	1%	-	2%	1%	1%	2%	1%	-	2%	1%	1%	2%	1%	2%	1%	-	-	
ITASCA	11	-	5	5	6	-	5	3	3	6	3	-	-	11	-	3	8	3	-	8	8	11	-	-	
	3%	-	3%	2%	11%	-	3%	2%	5%	3%	2%	-	-	7%	-	3%	4%	2%	-	5%	14%	3%	-	-	
KANABEC	2	1	-	1	1	-	1	1	-	1	1	-	1	1	-	1	1	1	1	-	-	2	-	-	
	1%	1%	-	-	2%	-	1%	1%	-	-	1%	-	1%	1%	-	1%	1%	1%	1%	-	-	1%	-	-	
KOOCHICHING	3	-	3	3	-	-	-	3	-	3	-	-	-	3	-	3	-	-	-	3	-	3	-	-	
	1%	-	2%	1%	-	-	-	2%	-	1%	-	-	-	2%	-	3%	-	-	-	2%	-	1%	-	-	

Table 57-2
QUESTION REG:
Region./County.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
MORRISON	5 1%	3 2%	2 1%	5 2%	- -	1 1%	1 1%	3 3%	2 4%	3 2%	- -	3 2%	1 1%	1 1%	3 3%	- -	2 1%	2 2%	- -	3 2%	- -	4 1%	1 5%	- -
PINE	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -
ST. LOUIS	10 3%	3 2%	7 4%	10 3%	- -	10 15%	- -	- -	3 5%	4 2%	4 3%	- -	4 4%	7 4%	3 3%	7 7%	- -	3 2%	4 4%	4 2%	- -	3 1%	4 15%	4 12%
SOUTH -----	43 11%	24 13%	13 8%	37 11%	5 11%	2 3%	22 12%	19 14%	3 5%	24 12%	16 12%	18 14%	13 13%	12 8%	11 10%	11 11%	21 12%	13 10%	8 9%	21 12%	5 8%	32 10%	2 10%	5 15%
BLUE EARTH	6 1%	4 2%	2 1%	6 2%	- -	1 1%	4 2%	1 1%	1 2%	2 1%	3 2%	5 4%	1 1%	- -	4 4%	- -	2 1%	2 1%	- -	4 2%	- -	6 2%	- -	- -
FARIBAULT	2 -	2 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 1%	1 1%	- -	1 1%	1 1%	- -	- -	2 1%	- -	- -	2 1%	2 2%	1 1%	2 1%	- -
FILLMORE	2 -	1 -	- -	1 -	1 2%	- -	- -	2 1%	- -	2 1%	- -	- -	2 2%	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 -	- -	2 1%	- -
FREEBORN	5 1%	4 2%	- -	4 1%	1 2%	- -	3 2%	2 2%	- -	4 2%	1 1%	2 1%	2 2%	1 1%	- -	1 1%	4 2%	- -	2 3%	3 2%	1 2%	2 1%	- -	2 8%
HOUSTON	1 -	- -	1 1%	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 -	- -	1 1%	- -	- -	1 -	- -	- -
LE SUEUR	4 1%	- -	3 2%	3 1%	1 2%	- -	3 1%	1 1%	- -	2 1%	2 1%	2 1%	1 1%	1 1%	1 1%	- -	3 1%	2 1%	1 1%	1 -	- -	4 1%	- -	- -
MOWER	2 1%	2 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 -	1 1%	2 2%	- -	- -	2 2%	- -	- -	1 1%	- -	1 1%	- -	1 -	- -	1 4%
OLMSTED	5 1%	1 1%	3 2%	4 1%	2 3%	- -	1 1%	4 3%	- -	5 3%	- -	1 1%	2 2%	3 2%	- -	4 3%	2 1%	1 1%	1 1%	3 1%	1 2%	5 2%	- -	- -
RICE	5 1%	3 2%	1 1%	4 1%	- -	- -	2 1%	3 2%	- -	1 -	3 2%	1 1%	1 1%	3 2%	2 2%	1 1%	2 1%	1 1%	- -	4 2%	2 3%	5 1%	- -	- -
STEELE	4 1%	4 2%	1 1%	4 1%	- -	- -	3 2%	1 1%	1 2%	1 1%	2 2%	2 2%	- -	2 1%	- -	1 1%	4 2%	1 1%	2 3%	1 1%	- -	1 -	- 5%	- -
WABASHA	1 -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	1 4%
WASECA	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	- -
WINONA	6 1%	3 2%	2 1%	5 1%	1 2%	1 2%	3 2%	2 1%	1 2%	4 2%	1 1%	2 2%	4 4%	- -	1 1%	4 4%	1 1%	3 2%	- -	3 2%	- -	5 1%	1 5%	- -
WEST-NW -----	82 21%	35 20%	32 19%	67 19%	14 28%	9 13%	37 21%	32 24%	10 18%	44 22%	26 19%	28 23%	24 24%	28 17%	24 23%	23 22%	34 18%	35 27%	16 18%	31 17%	9 16%	67 21%	6 25%	7 22%
BECKER	3 1%	1 1%	- -	1 -	2 4%	- -	- -	3 2%	- -	3 1%	- -	- -	1 1%	2 1%	- -	2 2%	1 1%	1 1%	2 2%	- -	- -	3 1%	- -	- -

Continued

Table 57-2
QUESTION REG:
Region./County.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BENTON	2 1%	1 -	1 -	2 -	- -	- -	2 1%	1 1%	- -	2 1%	- -	1 1%	1 1%	1 -	- -	1 1%	2 1%	2 1%	- -	1 -	- -	2 1%	- -	- -
BIG STONE	1 -	- -	1 -	1 -	- -	1 1%	- -	- -	- -	1 -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -
BROWN	3 1%	1 1%	- -	1 -	1 3%	- -	1 1%	1 1%	- -	1 1%	1 1%	- -	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	- -	3 1%	- -	- -
CHIPPEWA	2 1%	- -	2 1%	2 -	1 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	- -	2 1%	- -	- -	2 1%	- -	1 1%	1 1%	1 3%	2 1%	- -	- -
CLAY	1 -	- -	1 1%	1 -	- -	1 2%	- -	- -	1 2%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 -	- -	- -
COTTONWOOD	1 -	- -	- -	- -	- -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -	- -	- -	1 -	- -	1 -	- -	- -
DOUGLAS	2 1%	- -	2 1%	2 1%	- -	- -	- 2%	2 2%	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 1%	1 1%	2 2%	- -	- -	- -	1 -	1 5%	- -
GRANT	1 -	1 1%	- -	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 -	- -	- -
JACKSON	1 -	1 -	- -	1 -	- -	- -	- 1%	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 -	- -	- -
KANDIYOHI	3 1%	1 1%	1 1%	2 1%	1 1%	- -	2 1%	- -	- -	2 1%	1 1%	1 1%	2 2%	- -	- -	2 2%	1 -	- -	1 1%	2 1%	- -	2 1%	- -	1 3%
KITTSO	1 -	- -	- -	- -	1 2%	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 -	- -	- -
LAC QUI PARLE	2 -	1 -	1 -	2 -	- -	1 1%	- -	1 1%	- -	1 -	1 1%	1 1%	1 1%	- -	1 1%	1 1%	- -	- -	- -	2 1%	- -	2 -	- -	- -
LINCOLN	1 -	- -	1 -	1 -	- -	- -	1 -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -
LYON	1 -	1 1%	- -	1 -	- -	- -	1 1%	- -	2 -	- -	- -	- -	- -	1 1%	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 3%
MCLEOD	2 -	1 -	- -	1 -	1 2%	- -	- -	2 1%	- -	1 -	- -	- -	1 1%	1 -	- -	1 1%	1 -	- -	- -	2 1%	1 1%	2 -	- -	- -
MARTIN	4 1%	- -	1 1%	1 -	3 5%	- -	1 1%	3 2%	- -	4 2%	- -	- -	3 3%	1 1%	- -	4 4%	- -	3 2%	1 1%	- -	- -	4 1%	- -	- -
MEEKER	4 1%	3 2%	1 -	4 1%	- -	- -	3 2%	- -	1 2%	2 1%	2 1%	2 1%	3 3%	- -	2 1%	1 1%	2 1%	- -	2 2%	3 1%	- -	3 1%	- -	1 3%
NOBLES	2 1%	2 1%	1 -	2 1%	- -	1 1%	2 1%	- -	- -	1 1%	1 1%	1 1%	- -	1 1%	1 1%	- -	1 1%	- -	2 2%	1 -	- -	1 -	- -	1 3%
OTTER TAIL	5 1%	4 2%	1 1%	5 1%	- -	- -	4 2%	1 1%	3 5%	- -	2 1%	3 2%	1 1%	1 1%	3 2%	2 2%	- -	1 1%	1 1%	2 1%	- -	2 1%	1 5%	1 4%

Continued

Table 57-2
QUESTION REG:
Region./County.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
PENNINGTON	7 2%	3 1%	3 2%	6 2%	1 2%	1 2%	1 1%	3 2%	3 5%	2 1%	1 1%	4 3%	- -	3 2%	4 4%	- -	3 2%	4 3%	- -	3 1%	1 2%	5 2%	- -	2 5%	
PIPESTONE	3 1%	1 1%	2 1%	3 1%	- -	- -	1 1%	2 1%	- -	1 1%	2 1%	3 2%	- -	- -	2 2%	- -	1 -	3 2%	- -	- -	- -	1 -	- -	1 4%	- -
POLK	1 -	- -	1 1%	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 -	- -	- -
POPE	4 1%	1 1%	3 2%	4 1%	- -	1 2%	3 2%	- -	1 2%	1 -	2 2%	2 2%	1 1%	1 1%	1 1%	1 1%	2 1%	2 2%	1 1%	1 1%	1 2%	3 1%	- -	- -	
RENVILLE	1 -	1 -	1 -	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	1 1%	1 1%	- -	1 -	- -	1 -	- -	- -	
ROCK	1 -	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 -	- -	1 1%	- -	- -	- -	1 -	- -	- -
ROSEAU	3 1%	2 1%	1 1%	3 1%	- -	- -	2 1%	1 1%	- -	3 1%	- -	3 2%	- -	- -	3 3%	- -	- -	1 1%	2 2%	- -	- -	1 -	2 7%	- -	
SHERBURNE	5 1%	2 1%	2 1%	4 1%	1 1%	- -	3 2%	2 2%	- -	4 2%	1 1%	2 1%	1 1%	2 1%	- -	1 1%	4 2%	4 3%	1 1%	1 -	- -	5 2%	- -	- -	
STEARNS	13 3%	5 3%	5 3%	11 3%	2 4%	2 2%	5 3%	5 4%	1 1%	6 3%	6 4%	2 2%	4 4%	6 4%	2 2%	4 4%	7 4%	5 4%	1 1%	7 4%	4 7%	12 4%	1 4%	- -	
TODD	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	- -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	
TRAVERSE	1 -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	- -	
WADENA	1 -	- -	1 -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 -	1 1%	1 -	- -	- -	
WATONWAN	1 -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -	
REGION II																									
TWIN CITIES	226 57%	104 58%	97 59%	201 59%	21 42%	45 66%	102 57%	68 51%	34 59%	106 53%	80 59%	72 58%	55 55%	89 55%	61 57%	51 49%	109 59%	68 52%	54 61%	101 57%	32 57%	188 58%	11 45%	13 43%	
REST OF STATE	174 43%	75 42%	67 41%	142 41%	29 58%	23 34%	77 43%	64 49%	23 41%	92 47%	55 41%	52 42%	46 45%	73 45%	45 43%	53 51%	74 41%	63 48%	35 39%	76 43%	25 43%	136 42%	13 55%	18 57%	

Table 57-3
QUESTION REG:
Region./County.

BANNER 3

	GENDER			AGE			2024 PROJECTION				DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
COLLAR -----	87 22%	66 22%	21 21%	21 25%	17 23%	22 16%	24 31%	20 23%	28 20%	34 22%	31 20%	46 24%	77 23%	9 17%	31 20%	34 27%	22 18%	13 21%	11 21%	12 21%	10 32%	4 18%	65 22%	22 21%
ANOKA	31 8%	24 8%	8 8%	7 8%	7 10%	9 7%	6 8%	10 11%	7 5%	14 9%	14 9%	15 8%	29 9%	2 3%	15 9%	7 6%	9 7%	5 8%	4 7%	3 5%	3 11%	- -	23 8%	8 8%
CARVER	4 1%	3 1%	1 1%	- -	- -	3 2%	1 1%	- -	3 2%	1 1%	- -	4 2%	4 1%	- -	1 1%	1 1%	- -	1 2%	1 2%	2 3%	- -	- -	3 1%	1 1%
DAKOTA	21 5%	15 5%	6 5%	7 9%	4 5%	4 3%	6 8%	5 5%	7 5%	8 5%	8 5%	12 6%	19 6%	2 3%	7 5%	9 7%	5 4%	4 6%	1 2%	4 8%	3 8%	2 7%	13 4%	8 8%
SCOTT	9 2%	8 3%	2 2%	2 2%	3 4%	2 1%	2 2%	2 2%	4 3%	3 2%	3 2%	5 3%	9 2%	1 2%	2 1%	6 5%	3 2%	3 4%	1 2%	1 2%	- -	1 4%	7 3%	2 2%
WASHINGTON	13 3%	12 4%	2 2%	2 2%	2 2%	3 2%	6 8%	3 3%	6 4%	5 3%	5 3%	5 3%	10 3%	4 7%	5 3%	6 5%	4 3%	- -	3 5%	1 2%	3 8%	2 7%	11 4%	3 3%
WRIGHT	8 2%	5 2%	4 4%	3 3%	1 1%	2 1%	3 4%	1 1%	3 2%	3 2%	2 1%	5 2%	6 2%	1 2%	2 1%	5 4%	2 1%	1 1%	2 3%	1 2%	2 6%	- -	8 3%	- -
MINN-SP -----	140 35%	109 36%	31 31%	27 32%	17 23%	57 42%	24 31%	43 49%	51 36%	42 27%	57 37%	65 34%	121 35%	15 29%	56 36%	34 28%	46 37%	20 33%	21 38%	26 46%	7 22%	9 36%	94 32%	43 42%
HENNEPIN	105 26%	82 28%	22 22%	18 22%	13 17%	45 33%	17 22%	35 39%	34 24%	32 21%	43 28%	46 24%	89 26%	12 23%	41 26%	25 20%	36 30%	15 24%	16 29%	19 33%	6 19%	6 24%	69 24%	33 32%
RAMSEY	35 9%	26 9%	9 9%	9 10%	4 5%	12 9%	7 9%	8 9%	17 12%	10 6%	14 9%	18 10%	32 9%	3 5%	15 9%	9 7%	10 8%	5 8%	5 9%	7 13%	1 3%	3 12%	25 8%	10 10%
NORTHEAST -----	48 12%	36 12%	12 12%	6 7%	10 14%	22 16%	10 12%	2 2%	16 11%	25 16%	19 12%	22 12%	40 12%	8 14%	19 12%	13 10%	13 10%	9 15%	6 11%	2 4%	4 12%	5 22%	44 15%	4 4%
CASS	1 -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	1 1%	- -	1 -	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 -	- -
CHISAGO	5 1%	4 1%	1 1%	- -	- -	2 1%	3 4%	- -	1 1%	3 2%	3 2%	1 1%	4 1%	1 2%	2 1%	2 2%	- -	1 2%	- -	1 2%	1 3%	1 5%	4 1%	1 1%
CROW WING	5 1%	3 1%	2 2%	3 4%	1 2%	- -	1 1%	1 1%	1 1%	2 1%	4 3%	1 1%	5 2%	- -	1 1%	1 1%	2 2%	- -	1 2%	- -	2 6%	- -	5 2%	- -
ISANTI	4 1%	4 1%	- -	2 2%	- -	2 2%	- -	- -	4 3%	- -	1 1%	2 1%	3 1%	1 2%	2 1%	1 1%	1 1%	1 2%	- -	- -	- -	1 4%	4 1%	- -
ITASCA	11 3%	5 2%	6 6%	- -	- -	6 4%	5 7%	- -	5 4%	3 2%	- -	8 4%	8 2%	3 6%	6 4%	- -	5 4%	3 4%	- -	- -	- -	- -	11 4%	- -
KANABEC	2 1%	1 -	1 1%	- -	- -	2 2%	- -	- -	- -	2 1%	- -	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	1 1%
KOOCHICHING	3 1%	- -	3 3%	- -	- -	3 2%	- -	- -	- -	3 2%	- -	- -	- -	3 5%	- -	3 2%	- -	- -	3 5%	- -	- -	- -	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 57-3
QUESTION REG:
Region./County.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN- -SION	FLAT	RECES- -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA- -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
MORRISON	5 1%	5 2%	-	1 1%	2 3%	2 2%	-	1 1%	1 1%	3 2%	2 1%	3 2%	5 2%	-	1 1%	2 2%	2 2%	1 2%	1 2%	1 2%	1 3%	-	4 1%	1 1%
PINE	1 -	1 -	-	-	-	1 1%	-	-	-	1 1%	-	1 1%	1 -	-	-	-	1 1%	-	1 2%	-	-	-	-	1 1%
ST. LOUIS	10 3%	10 3%	-	-	7 9%	4 3%	-	-	4 3%	7 4%	7 4%	4 2%	10 3%	-	7 5%	3 2%	-	4 6%	-	-	-	3 12%	10 4%	-
SOUTH -----	43 11%	31 10%	13 12%	8 10%	11 14%	8 6%	8 10%	9 10%	15 10%	17 11%	15 10%	22 11%	37 11%	5 10%	19 12%	11 8%	15 12%	7 7%	6 11%	10 17%	1 3%	4 16%	34 12%	10 9%
BLUE EARTH	6 1%	5 2%	1 1%	2 2%	2 3%	1 1%	-	-	2 1%	4 2%	1 1%	4 2%	5 1%	1 2%	3 2%	2 1%	3 2%	1 2%	1 2%	-	-	-	6 2%	-
FARIBAULT	2 -	1 -	1 1%	1 1%	-	-	1 1%	-	1 1%	1 1%	1 1%	1 -	2 1%	-	1 1%	-	1 1%	1 1%	-	-	-	1 4%	2 1%	-
FILLMORE	2 -	2 1%	-	1 1%	-	-	1 1%	-	-	2 1%	1 1%	1 -	2 1%	-	-	1 1%	-	-	-	2 3%	1 3%	-	2 1%	-
FREEBORN	5 1%	3 1%	2 2%	1 1%	2 3%	-	1 2%	2 2%	2 2%	1 1%	2 1%	2 1%	4 1%	-	1 1%	2 2%	2 2%	-	-	1 2%	-	-	5 2%	-
HOUSTON	1 -	1 -	-	-	1 1%	-	-	1 1%	-	-	-	1 1%	-	-	-	-	-	-	-	-	-	1 4%	-	1 1%
LE SUEUR	4 1%	4 1%	-	1 1%	-	1 1%	1 1%	1 1%	2 1%	1 1%	1 1%	2 1%	3 1%	1 2%	3 2%	3 2%	-	1 1%	-	-	-	-	4 1%	-
MOWER	2 1%	1 -	1 1%	-	2 3%	-	-	1 1%	-	1 1%	2 1%	-	2 1%	-	-	1 1%	-	-	1 2%	-	-	1 5%	2 1%	-
OLMSTED	5 1%	3 1%	3 3%	1 1%	1 1%	1 1%	3 3%	-	2 1%	3 2%	1 1%	2 1%	3 1%	3 5%	2 1%	2 1%	2 1%	-	2 3%	1 2%	-	-	2 1%	3 3%
RICE	5 1%	3 1%	2 2%	1 1%	1 1%	1 1%	-	2 2%	-	3 2%	1 1%	4 2%	5 1%	-	1 1%	-	1 1%	1 1%	1 2%	2 3%	-	1 4%	5 2%	-
STEELE	4 1%	4 1%	-	-	-	1 1%	1 2%	2 3%	-	1 1%	2 2%	2 1%	4 1%	-	2 1%	-	3 3%	-	1 2%	2 4%	-	-	3 1%	1 1%
WABASHA	1 -	1 -	-	1 1%	-	-	-	-	1 1%	-	1 1%	-	1 -	-	1 1%	-	1 1%	-	-	-	-	-	1 -	-
WASECA	1 -	-	1 1%	-	-	-	-	-	1 1%	-	-	1 1%	1 -	-	1 1%	-	-	-	-	1 2%	-	-	-	1 1%
WINONA	6 1%	4 1%	2 2%	-	2 3%	4 3%	-	-	4 3%	2 1%	1 1%	4 2%	5 1%	1 2%	4 3%	-	2 1%	1 2%	-	1 2%	-	-	3 1%	3 3%
WEST-NW -----	82 21%	58 19%	24 24%	22 26%	19 26%	26 19%	12 15%	13 15%	30 21%	37 24%	31 20%	35 19%	66 19%	16 30%	32 20%	32 26%	27 22%	14 24%	10 19%	7 12%	10 31%	2 8%	55 19%	23 23%
BECKER	3 1%	1 -	2 2%	1 1%	1 1%	1 1%	-	-	-	3 2%	2 1%	-	2 1%	1 2%	1 1%	2 2%	1 1%	1 2%	-	-	-	1 4%	2 1%	1 1%

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Table 57-3
QUESTION REG:
Region./County.

BANNER 3

	GENDER		AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES				
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BENTON	2 1%	1 -	2 1%	- -	2 2%	- -	1 1%	- -	1 1%	2 1%	- -	2 -	1 1%	2 1%	1 1%	- -	1 1%	1 1%	- -	- -	- -	1 -	1 1%	
BIG STONE	1 -	1 -	- -	1 1%	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -	- -
BROWN	3 1%	3 1%	- -	- -	- -	- -	3 3%	- -	1 1%	1 1%	1 1%	- -	1 2%	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 -	1 1%
CHIPPEWA	2 1%	2 1%	- -	- -	1 1%	1 1%	1 1%	2 2%	1 1%	- -	1 1%	1 1%	2 1%	- -	1 1%	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 -	1 1%
CLAY	1 -	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	1 -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%
COTTONWOOD	1 -	1 -	- -	- -	- -	- -	1 1%	- -	- -	- -	- -	1 -	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	1 -	- -
DOUGLAS	2 1%	1 -	1 1%	- -	2 3%	- -	- -	- -	1 1%	1 1%	1 1%	1 1%	2 1%	- -	- -	2 2%	1 1%	- -	- -	- -	- -	- -	- -	2 2%
GRANT	1 -	1 -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	- -	1 2%	- -	- -	1 -	- -
JACKSON	1 -	1 -	- -	- -	- -	- -	1 1%	- -	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	- -	1 -	- -
KANDIYOHI	3 1%	2 1%	1 1%	1 1%	- -	1 1%	1 1%	- -	- -	2 2%	2 1%	1 -	2 1%	1 1%	1 -	1 1%	- -	2 3%	2 3%	- -	- -	- -	3 1%	- -
KITTSOON	1 -	1 -	- -	- -	1 2%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 2%	- -	1 1%	- -	- -	- -	- -	- -	- -	1 -	- -
LAC QUI PARLE	2 -	1 -	1 1%	- -	1 1%	- -	1 1%	1 1%	1 1%	- -	1 1%	1 -	2 -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	- -	- -	2 2%
LINCOLN	1 -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 -	1 -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	1 -	- -
LYON	1 -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 1%	1 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -
MCLEOD	2 -	- -	2 2%	1 1%	1 1%	- -	- -	1 1%	- -	1 1%	- -	1 -	1 2%	1 1%	2 1%	1 1%	- -	- -	- -	- -	1 2%	- -	2 1%	- -
MARTIN	4 1%	4 1%	- -	- -	- -	4 3%	- -	- -	4 2%	- -	- -	- -	4 7%	1 1%	3 2%	3 2%	- -	1 2%	- -	- -	- -	- -	3 1%	1 1%
MEEKER	4 1%	3 1%	2 2%	1 1%	1 1%	3 2%	- -	1 1%	2 1%	2 1%	2 1%	3 1%	4 1%	- -	1 1%	3 2%	1 1%	1 1%	- -	- -	2 5%	1 4%	4 1%	- -
NOBLES	2 1%	2 1%	- -	1 1%	1 1%	1 1%	- -	1 1%	2 1%	- -	1 1%	1 1%	2 1%	- -	1 1%	- -	- -	- -	1 3%	- -	- -	- -	2 1%	- -
OTTER TAIL	5 1%	4 1%	1 1%	2 3%	- -	2 2%	- -	- -	4 3%	1 1%	4 2%	1 1%	5 1%	- -	3 2%	2 2%	1 1%	- -	- -	1 2%	1 3%	- -	3 1%	1 1%

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

Continued

Table 57-3
QUESTION REG:
Region./County.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
PENNINGTON	7 2%	5 2%	1 1%	1 1%	1 2%	3 2%	-	1 2%	3 2%	3 2%	3 2%	3 2%	6 2%	1 2%	3 2%	3 2%	3 2%	3 4%	-	1 2%	-	-	4 1%	3 3%
PIPESTONE	3 1%	3 1%	-	1 1%	1 1%	1 1%	-	-	1 1%	2 1%	2 1%	1 1%	3 1%	-	1 1%	2 1%	-	-	1 1%	-	-	-	1 -	2 2%
POLK	1 -	-	1 1%	-	-	1 1%	-	-	-	1 1%	-	1 1%	1 -	-	-	-	1 1%	-	-	-	1 4%	-	1 -	-
POPE	4 1%	2 1%	2 2%	2 2%	-	1 1%	-	1 1%	2 2%	1 1%	1 1%	3 2%	4 1%	-	2 1%	2 2%	-	1 2%	1 2%	-	-	-	1 -	2 2%
RENVILLE	1 -	1 -	1 1%	1 1%	1 1%	-	-	-	1 1%	-	-	1 -	1 1%	1 1%	1 -	-	1 1%	-	-	-	1 2%	-	1 -	-
ROCK	1 -	1 -	-	-	-	1 1%	-	-	-	1 1%	-	1 -	1 -	-	-	-	1 1%	-	-	-	1 2%	-	-	1 1%
ROSEAU	3 1%	3 1%	-	2 2%	-	-	1 2%	-	-	3 2%	2 1%	1 1%	3 1%	-	3 2%	1 1%	-	-	-	-	-	-	1 -	-
SHERBURNE	5 1%	4 1%	1 1%	-	2 3%	1 1%	1 2%	1 1%	1 1%	3 2%	1 1%	2 1%	3 1%	2 4%	2 1%	1 1%	3 2%	4 4%	-	1 1%	-	-	3 1%	2 2%
STEARNS	13 3%	8 3%	4 4%	4 5%	2 3%	5 3%	2 3%	3 4%	5 3%	4 3%	4 3%	7 4%	11 3%	2 3%	7 4%	3 2%	4 4%	3 5%	2 4%	1 1%	1 4%	-	10 3%	2 2%
TODD	1 -	1 -	-	1 1%	-	-	-	-	-	1 -	-	1 -	1 -	-	1 -	-	1 1%	-	-	-	-	-	1 -	-
TRAVERSE	1 -	1 -	-	1 1%	-	-	-	-	1 1%	-	-	1 1%	1 -	-	-	1 1%	-	-	-	-	1 3%	-	1 -	-
WADENA	1 -	1 -	-	1 1%	-	-	-	1 1%	-	-	1 -	-	1 -	-	-	-	1 1%	-	-	-	-	-	1 -	-
WATONWAN	1 -	-	1 1%	1 2%	-	-	-	-	1 1%	-	1 1%	-	1 -	-	-	-	1 1%	-	-	-	1 4%	-	1 -	-
REGION II																								
TWIN CITIES	226 57%	174 58%	52 52%	48 57%	33 45%	79 58%	49 62%	63 72%	79 57%	76 49%	88 57%	110 58%	198 58%	24 46%	87 56%	69 55%	68 56%	33 54%	32 59%	38 67%	18 55%	13 54%	159 55%	65 64%
REST OF STATE	174 43%	125 42%	49 48%	36 43%	40 55%	56 42%	29 38%	25 28%	61 43%	79 51%	65 43%	79 42%	144 42%	29 54%	70 44%	56 45%	54 44%	28 46%	22 41%	19 33%	15 45%	11 46%	132 45%	37 36%

Table 57-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
COLLAR	87 22%	38 22%	40 25%	11 14%	15 23%	14 22%	6 13%	6 13%	12 29%	51 23%	14 15%	7 14%	14 37%	37 23%	35 20%	12 19%	30 19%	8 15%	-	-	-	78 36%
ANOKA	31 8%	17 10%	11 7%	4 5%	6 10%	3 5%	2 4%	1 2%	4 9%	21 10%	2 2%	3 6%	5 12%	17 10%	11 7%	3 4%	9 6%	-	-	-	-	31 14%
CARVER	4 1%	2 1%	1 1%	1 1%	-	1 1%	-	-	-	2 1%	1 1%	-	1 2%	3 2%	1 1%	-	2 1%	-	-	-	-	4 2%
DAKOTA	21 5%	9 5%	12 8%	2 3%	3 4%	4 6%	1 2%	2 5%	3 7%	11 5%	5 5%	-	5 14%	6 3%	11 6%	4 7%	9 6%	-	-	-	-	21 10%
SCOTT	9 2%	2 1%	5 3%	2 2%	1 1%	2 4%	2 4%	-	2 4%	4 2%	2 3%	1 2%	2 5%	2 1%	4 3%	1 2%	3 2%	-	-	-	-	9 4%
WASHINGTON	13 3%	4 2%	7 4%	1 1%	3 5%	2 3%	2 4%	2 4%	4 8%	9 4%	1 1%	3 6%	1 2%	7 5%	3 2%	3 4%	4 2%	-	-	-	-	13 6%
WRIGHT	8 2%	6 3%	4 2%	2 2%	2 3%	3 4%	-	1 2%	-	5 2%	3 3%	-	1 2%	3 2%	4 2%	1 1%	4 2%	8 15%	-	-	-	-
MINN-SP	140 35%	62 36%	60 37%	27 36%	20 31%	24 39%	23 48%	21 50%	11 26%	68 31%	36 40%	25 53%	10 26%	55 34%	60 35%	23 39%	64 40%	-	-	-	-	140 64%
HENNEPIN	105 26%	46 26%	45 28%	19 25%	15 23%	17 26%	18 38%	15 35%	8 19%	50 23%	26 29%	19 40%	9 23%	44 27%	42 24%	18 31%	48 30%	-	-	-	-	105 48%
RAMSEY	35 9%	16 9%	15 10%	8 11%	5 8%	8 12%	5 10%	6 14%	3 7%	17 8%	10 11%	6 13%	1 2%	12 7%	18 11%	5 8%	16 10%	-	-	-	-	35 16%
NORTHEAST	48 12%	26 15%	18 11%	13 18%	8 12%	6 9%	5 10%	5 12%	4 10%	30 14%	12 14%	1 2%	5 14%	26 16%	15 9%	8 12%	18 11%	20 38%	64 64%	-	-	-
AITKIN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6 6%	-	-	-
BELTRAMI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14 14%	-	-	-
CASS	1 -	1 1%	1 1%	1 1%	-	-	-	-	-	-	1 1%	-	-	-	1 1%	-	1 1%	1 2%	-	-	-	-
CHISAGO	5 1%	2 1%	3 2%	1 1%	-	-	1 2%	1 3%	-	3 1%	1 1%	-	1 3%	2 1%	3 2%	-	2 1%	4 8%	-	-	-	-
CROW WING	5 1%	1 1%	3 2%	-	-	2 3%	-	1 3%	-	4 2%	1 1%	-	-	2 1%	2 1%	1 2%	1 1%	4 8%	-	-	-	-
ISANTI	4 1%	3 2%	1 1%	-	1 2%	-	-	-	1 2%	1 -	1 1%	1 2%	1 3%	2 1%	2 1%	-	3 2%	4 7%	-	-	-	-
ITASCA	11 3%	8 5%	5 3%	3 4%	-	-	3 6%	-	-	8 4%	3 3%	-	-	6 3%	3 2%	3 4%	3 2%	-	18 18%	-	-	-

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

Continued

Table 57-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS			DIFFCLTY ATTRCT CAND		HIRING +DIF	COMBINED INITIATIVE REGIONS						
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
KANABEC	2 1%	1 1%	-	2 3%	-	-	-	-	-	-	1 1%	-	1 3%	1 1%	1 1%	-	2 1%	2 3%	-	-	-	-
KOOCHICHING	3 1%	3 2%	3 2%	-	-	-	-	-	-	3 1%	-	-	-	-	-	3 4%	-	-	4 4%	-	-	-
LAKE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-	-
MORRISON	5 1%	3 2%	1 1%	2 3%	-	-	1 2%	-	-	3 1%	-	-	2 6%	2 1%	2 1%	1 2%	2 1%	4 8%	-	-	-	-
PINE	1 -	-	-	1 1%	-	-	-	-	-	1 -	-	-	-	-	1 1%	-	-	1 2%	-	-	-	-
ST. LOUIS	10 3%	4 2%	-	4 5%	7 10%	4 6%	-	3 7%	3 7%	7 3%	4 4%	-	-	10 6%	-	-	4 2%	-	20 20%	-	-	-
SOUTH	43 11%	12 7%	17 10%	6 8%	11 17%	4 6%	4 9%	6 13%	7 17%	22 10%	10 12%	6 12%	3 7%	14 9%	22 13%	7 11%	18 11%	-	-	45 88%	-	-
BLUE EARTH	6 1%	2 1%	3 2%	-	1 1%	-	-	1 2%	2 4%	3 1%	2 2%	1 2%	-	2 1%	3 2%	1 1%	3 2%	-	-	6 12%	-	-
FARIBAULT	2 -	1 -	-	-	1 1%	1 1%	-	1 2%	-	2 1%	-	-	-	-	2 1%	-	-	-	-	2 4%	-	-
FILLMORE	2 -	-	-	-	1 1%	-	-	-	1 2%	2 1%	-	-	-	-	1 1%	1 1%	-	-	-	2 4%	-	-
FREEBORN	5 1%	-	2 1%	-	2 3%	1 2%	1 2%	-	1 2%	3 1%	2 3%	-	-	-	4 2%	1 2%	2 1%	-	-	5 10%	-	-
HOUSTON	1 -	-	-	1 1%	-	-	1 2%	-	-	1 -	-	-	-	-	1 1%	-	-	-	-	1 2%	-	-
LE SUEUR	4 1%	-	1 1%	-	-	-	-	3 6%	-	1 -	-	2 4%	1 2%	1 1%	3 2%	-	3 2%	-	-	4 8%	-	-
MOWER	2 1%	-	1 1%	-	2 3%	-	1 2%	-	1 2%	-	2 2%	-	-	-	1 1%	1 2%	1 1%	-	-	2 4%	-	-
OLMSTED	5 1%	2 1%	4 3%	2 2%	-	-	-	-	-	4 2%	1 1%	1 2%	-	4 3%	1 1%	-	2 1%	-	-	6 12%	-	-
RICE	5 1%	2 1%	2 1%	1 1%	2 3%	-	-	-	-	3 1%	1 1%	1 2%	-	2 1%	-	3 4%	2 1%	-	-	5 10%	-	-
STEELE	4 1%	2 1%	2 1%	1 2%	-	1 2%	-	-	-	2 1%	-	1 3%	-	1 1%	3 2%	-	1 1%	-	-	4 8%	-	-
WABASHA	1 -	-	-	-	-	-	1 2%	-	1 3%	-	1 1%	-	-	-	1 1%	-	1 1%	-	-	1 2%	-	-
WASECA	1 -	1 1%	-	-	-	-	-	-	-	-	-	-	-	1 1%	-	-	-	-	-	1 2%	-	-

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

Continued

Table 57-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF		COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
WINONA	6 1%	3 2%	2 1%	1 1%	2 3%	1 1%	-	1 3%	1 3%	3 1%	1 1%	-	2 5%	3 2%	3 2%	-	3 2%	-	-	6 12%	-	-
WEST-NW -----	82 21%	35 20%	28 17%	18 24%	11 18%	15 24%	9 20%	5 12%	8 19%	49 22%	18 20%	8 18%	6 16%	31 19%	39 23%	11 18%	31 19%	26 48%	36 36%	6 12%	100 100%	-
BECKER	3 1%	1 1%	1 1%	-	-	1 2%	-	-	-	2 1%	1 1%	-	-	3 2%	-	-	1 1%	-	-	-	14 14%	-
BENTON	2 1%	2 1%	-	1 1%	-	-	-	-	-	1 -	1 1%	1 2%	-	2 1%	-	-	2 1%	3 5%	-	-	-	-
BIG STONE	1 -	-	1 -	-	-	-	-	-	-	-	1 1%	-	-	-	1 -	-	1 -	-	-	-	1 1%	-
BROWN	3 1%	-	-	-	-	-	-	-	-	3 1%	-	-	-	1 1%	-	1 2%	-	-	-	2 4%	-	-
CHIPPEWA	2 1%	1 -	1 -	1 1%	-	-	-	-	-	1 1%	1 1%	-	-	1 -	2 1%	-	1 -	-	-	-	5 5%	-
CLAY	1 -	1 1%	1 1%	-	-	1 2%	-	-	-	-	-	1 2%	-	-	1 1%	-	1 1%	-	-	-	3 3%	-
COTTONWOOD	1 -	-	-	-	-	-	-	-	-	1 -	-	-	-	-	-	-	-	-	-	-	1 1%	-
DOUGLAS	2 1%	1 1%	-	-	-	1 2%	-	1 2%	-	1 -	-	1 3%	-	1 1%	1 1%	-	1 1%	-	-	-	7 7%	-
GRANT	1 -	-	1 1%	-	-	1 2%	-	-	-	1 -	-	-	-	-	1 1%	-	-	-	-	-	1 1%	-
HUBBARD	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-
JACKSON	1 -	1 -	-	-	-	-	-	-	-	1 -	-	-	-	-	1 -	-	-	-	-	-	1 1%	-
KANDIYOHI	3 1%	1 1%	2 1%	2 2%	-	-	1 2%	-	-	2 1%	-	1 2%	1 2%	1 -	2 1%	1 1%	1 1%	-	-	-	5 5%	-
KITTSOON	1 -	-	1 1%	-	-	-	-	-	-	1 1%	-	-	-	-	1 1%	-	-	-	2 2%	-	-	-
LAC QUI PARLE	2 -	1 -	1 -	-	-	-	-	-	-	1 -	1 1%	-	-	1 -	-	1 1%	1 -	-	-	-	3 3%	-
LAKE OF THE WOODS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-
LINCOLN	1 -	1 -	-	-	-	-	1 2%	-	-	-	1 1%	-	-	-	1 -	-	1 -	-	-	-	1 1%	-
LYON	1 -	-	-	-	1 2%	-	-	-	-	1 -	-	-	-	-	-	1 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 57-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS							OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF	COMBINED INITIATIVE REGIONS							
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
MCLEOD	2	1	1	-	-	2	-	-	1	-	-	1	1	1	-	1	-	-	-	-	5	-
MARSHALL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-
MARTIN	4	1	1	1	-	1	-	-	4	-	-	-	3	1	-	-	-	-	-	3	-	-
MEEKER	4	-	2	-	2	-	1	-	1	1	3	-	-	3	1	3	-	-	-	-	10	-
MURRAY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
NOBLES	2	1	-	1	-	1	1	1	1	-	1	-	-	2	-	1	-	-	-	-	3	-
NORMAN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-
OTTER TAIL	5	1	2	1	1	2	1	-	1	2	3	-	-	2	2	-	3	-	-	-	17	-
PENNINGTON	7	6	-	4	-	1	-	-	4	2	-	1	4	1	1	3	-	16	-	-	-	-
PIPESTONE	3	3	1	1	1	-	-	-	-	1	1	1	2	1	-	3	-	-	-	-	4	-
POLK	1	-	-	-	1	-	-	-	1	1	-	-	1	-	-	-	-	5	-	-	-	-
POPE	4	-	-	1	1	-	2	1	1	4	-	-	2	2	-	-	-	-	-	-	5	-
REDWOOD	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
RENVILLE	1	1	-	-	-	-	1	-	1	-	-	-	-	1	1	-	-	-	-	-	2	-
ROCK	1	1	-	-	-	-	-	-	-	-	-	1	1	-	-	1	-	-	-	-	3	-
ROSEAU	3	-	3	-	-	2	-	-	2	1	2	-	-	2	1	2	-	5	-	-	-	-
SHERBURNE	5	2	2	1	2	1	-	-	4	1	-	-	2	4	-	1	6	-	-	-	-	-
STEARNS	13	6	5	4	3	1	-	1	2	7	2	2	4	6	3	6	15	-	-	-	-	-
SWIFT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-

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

Continued

Table 57-4
QUESTION REG:
Region./County.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR- ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVTMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
TODD	1	-	1	-	-	1	-	-	-	-	-	1	1	-	-	1	1	-	-	-	-	
TRAVERSE	1	1	-	1	-	1	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1	
WADENA	1	-	1	-	-	-	-	-	1	-	-	-	-	1	-	-	1	-	-	-	-	
WATONWAN	1	1	-	-	-	1	-	-	1	-	-	-	-	1	-	-	-	-	-	1	-	
WILKIN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	
REGION II																						
TWIN CITIES	226	101	100	38	35	38	29	27	23	119	49	31	24	93	94	35	94	8	-	-	-	218
	57%	58%	62%	50%	54%	61%	61%	63%	55%	54%	55%	68%	63%	57%	55%	58%	58%	15%	-	-	-	100%
REST OF STATE	174	73	62	38	30	25	18	16	19	101	40	15	14	71	77	25	67	46	100	51	100	-
	43%	42%	38%	50%	46%	39%	39%	37%	45%	46%	45%	32%	37%	43%	45%	42%	42%	85%	100%	100%	100%	-

Table 57-5
QUESTION REG:
Region./County.

BANNER 5

	COMPANY KNOWN FOR								SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI- THER	REST
		BAL	SALARY	ENVR	SHIFTS	LEADER	GRWTH	FITS											
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
COLLAR -----	87 22%	47 20%	49 21%	44 19%	38 19%	33 19%	39 23%	29 18%	43 25%	38 19%	38 20%	40 21%	39 22%	45 21%	17 23%	60 21%	27 24%	25 19%	34 22%
ANOKA	31 8%	19 8%	18 8%	16 7%	14 7%	13 8%	14 8%	11 7%	18 10%	11 6%	11 6%	18 10%	11 7%	19 9%	3 4%	26 9%	8 8%	10 7%	13 8%
CARVER	4 1%	1 -	3 1%	2 1%	- -	1 1%	2 1%	2 1%	2 1%	2 1%	1 -	3 1%	2 1%	2 1%	2 3%	2 1%	1 1%	2 1%	1 1%
DAKOTA	21 5%	10 4%	9 4%	9 4%	7 4%	8 5%	8 4%	5 3%	7 4%	13 6%	12 6%	6 3%	12 7%	8 4%	6 8%	12 4%	6 6%	5 4%	9 6%
SCOTT	9 2%	3 1%	4 2%	4 2%	4 2%	1 1%	2 1%	3 2%	4 2%	3 1%	3 3%	1 -	6 3%	4 2%	1 1%	6 2%	4 3%	1 1%	5 3%
WASHINGTON	13 3%	8 3%	9 4%	8 4%	7 4%	6 4%	9 5%	3 2%	9 5%	5 2%	7 4%	6 3%	5 3%	7 3%	5 6%	9 3%	6 5%	4 3%	4 2%
WRIGHT	8 2%	6 3%	6 2%	5 2%	5 3%	4 2%	4 2%	4 2%	4 2%	5 2%	2 1%	5 3%	3 2%	5 2%	1 1%	5 2%	2 2%	4 3%	3 2%
MINN-SP -----	140 35%	80 35%	79 34%	79 35%	58 29%	65 38%	63 37%	58 37%	64 37%	64 32%	72 39%	62 33%	66 38%	70 32%	26 34%	99 35%	44 40%	41 32%	54 34%
HENNEPIN	105 26%	62 27%	63 27%	62 28%	44 22%	54 32%	53 31%	45 28%	49 28%	49 25%	55 29%	47 25%	50 29%	52 24%	19 26%	78 27%	35 31%	32 25%	38 24%
RAMSEY	35 9%	18 8%	16 7%	17 8%	14 7%	11 6%	10 6%	13 8%	15 9%	14 7%	18 9%	15 8%	16 9%	18 8%	6 9%	22 8%	9 8%	9 7%	16 10%
NORTHEAST -----	48 12%	30 13%	25 11%	23 10%	27 14%	21 12%	19 11%	21 13%	11 6%	33 17%	21 11%	23 12%	21 12%	27 13%	6 8%	37 13%	7 6%	21 16%	20 13%
CASS	1 -	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	1 1%	- -	- -	- -	1 1%
CHISAGO	5 1%	1 1%	2 1%	2 1%	- -	3 2%	1 1%	3 2%	- -	4 2%	1 1%	3 2%	2 1%	3 1%	2 3%	3 1%	- -	3 2%	2 2%
CROW WING	5 1%	4 2%	5 2%	3 1%	2 1%	3 2%	2 1%	3 2%	1 1%	3 2%	2 1%	1 1%	4 3%	1 -	- -	2 1%	- -	1 1%	4 3%
ISANTI	4 1%	4 2%	4 2%	3 1%	3 2%	2 1%	3 2%	3 2%	1 1%	3 1%	2 1%	2 1%	3 2%	1 -	1 1%	3 1%	1 1%	2 2%	1 1%
ITASCA	11 3%	6 2%	6 2%	8 4%	5 3%	3 2%	5 3%	3 2%	- -	11 6%	3 1%	8 4%	- -	11 5%	- -	11 4%	- -	8 6%	3 2%
KANABEC	2 1%	- -	1 -	2 1%	1 -	- -	1 1%	1 1%	1 1%	1 -	2 1%	- -	- -	2 1%	- -	2 1%	1 1%	- -	1 1%
KOOCHICHING	3 1%	- -	- -	- -	3 1%	- -	- -	- -	- -	3 1%	- -	3 1%	- -	3 1%	- -	- -	- -	3 2%	- -

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

Continued

Table 57-5
QUESTION REG:
Region./County.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCCL PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
MORRISON	5 1%	3 1%	3 1%	4 2%	4 2%	2 1%	2 1%	3 2%	3 2%	1 -	3 2%	1 1%	4 3%	1 -	1 2%	4 1%	1 1%	- -	4 3%
PINE	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	1 -	- -	- -	1 1%
ST. LOUIS	10 3%	10 4%	4 2%	- -	7 4%	7 4%	4 2%	4 2%	4 2%	7 3%	7 4%	4 2%	7 4%	4 2%	- -	10 4%	4 3%	4 3%	3 2%
SOUTH -----	43 11%	27 11%	28 12%	23 10%	28 14%	17 10%	15 9%	17 10%	20 11%	21 11%	19 10%	20 11%	16 9%	27 12%	9 12%	30 11%	13 11%	13 10%	17 11%
BLUE EARTH	6 1%	4 2%	4 2%	2 1%	5 2%	3 2%	1 1%	- -	2 1%	3 1%	3 1%	3 1%	2 1%	4 2%	1 1%	3 1%	1 1%	2 1%	3 2%
FARIBAULT	2 -	1 -	- -	- -	2 1%	- -	- -	- -	- -	2 1%	- -	2 1%	- -	2 1%	- -	2 1%	- -	2 1%	- -
FILLMORE	2 -	1 -	1 -	1 -	2 1%	1 1%	1 1%	1 1%	- -	2 1%	- -	2 1%	1 1%	1 -	- -	2 1%	- -	2 1%	- -
FREEBORN	5 1%	4 2%	4 2%	3 1%	2 1%	2 1%	2 1%	3 2%	3 2%	1 -	3 2%	1 1%	3 2%	2 1%	2 3%	2 1%	2 2%	- -	3 2%
HOUSTON	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 -	1 -	- -	- -	1 -	- -	1 -	- -	- -	1 1%
LE SUEUR	4 1%	4 2%	4 2%	4 2%	4 2%	3 2%	4 2%	3 2%	1 -	3 1%	2 1%	2 1%	1 1%	3 1%	1 1%	3 1%	- -	1 1%	3 2%
MOWER	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 1%	1 -	2 1%	- -	2 1%	- -	- -	1 -	1 1%	- -	1 1%
OLMSTED	5 1%	1 -	2 1%	3 1%	3 1%	2 1%	- -	- -	2 1%	3 2%	- -	4 2%	1 1%	4 2%	- -	5 2%	- -	3 2%	3 2%
RICE	5 1%	5 2%	2 1%	1 -	1 -	- -	- -	1 1%	2 1%	2 1%	2 1%	2 1%	1 1%	4 2%	- -	5 2%	2 2%	2 1%	1 1%
STEELE	4 1%	2 1%	4 2%	3 1%	4 2%	3 2%	3 2%	3 2%	3 2%	1 1%	3 2%	1 1%	2 1%	2 1%	1 2%	3 1%	3 3%	1 1%	- -
WABASHA	1 -	1 1%	- -	- -	- -	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	- -	1 2%	- -	1 1%	- -	- -
WASECA	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	1 2%	- -	- -	- -	1 1%
WINONA	6 1%	3 1%	4 2%	4 2%	4 2%	2 1%	2 1%	3 2%	3 2%	3 1%	2 1%	3 1%	2 1%	4 2%	1 2%	5 2%	2 2%	2 1%	2 1%
WEST-NW -----	82 21%	49 21%	51 22%	56 25%	49 25%	35 20%	35 21%	36 22%	37 21%	42 21%	35 19%	43 23%	30 18%	49 22%	17 23%	56 20%	20 18%	29 22%	33 21%
BECKER	3 1%	2 1%	1 -	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	2 1%	2 1%	1 1%	- -	2 1%	- -	2 1%	1 1%	1 1%	1 1%

Continued

Table 57-5
QUESTION REG:
Region./County.

BANNER 5

TOTAL	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST	
BENTON	2 1%	2 1%	2 1%	1 1%	2 1%	2 1%	1 -	1 -	2 1%	1 -	2 1%	1 -	- -	2 1%	- -	2 1%	2 1%	1 1%	- -
BIG STONE	1 -	1 -	1 -	1 -	1 -	- -	- -	- -	1 -	- -	- -	1 -	- -	1 -	- -	- -	- -	- -	1 1%
BROWN	3 1%	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	- -	3 1%	- -	3 1%	- -	3 1%	- -	1 1%	1 1%
CHIPPEWA	2 1%	1 -	1 -	- -	- -	- -	- -	- -	2 1%	1 -	- -	2 1%	1 -	1 1%	- -	2 1%	- -	1 1%	2 1%
CLAY	1 -	1 -	1 -	1 -	- -	- -	- -	1 1%	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	- -	- -	- -	1 1%
COTTONWOOD	1 -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	- -	1 -	- -	1 -	- -	- -	1 -
DOUGLAS	2 1%	1 1%	1 1%	1 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 -	1 1%	1 1%	1 1%	1 -	2 3%	- -	1 1%	1 1%	- -
GRANT	1 -	1 -	1 -	1 -	1 -	- -	1 1%	- -	- -	1 -	1 1%	- -	- -	1 -	- -	1 -	- -	- -	1 1%
JACKSON	1 -	1 -	1 -	1 -	1 -	- -	- -	- -	1 -	- -	1 -	- -	- -	1 -	- -	1 -	1 1%	- -	- -
KANDIYOHI	3 1%	2 1%	3 1%	3 1%	2 1%	2 1%	1 1%	2 2%	3 2%	- -	3 2%	- -	2 1%	- -	1 1%	1 1%	3 3%	- -	- -
KITTSO	1 -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -
LAC QUI PARLE	2 -	- -	- -	1 -	1 -	- -	- -	- -	- -	2 1%	- -	2 1%	- -	2 1%	- -	2 1%	- -	2 1%	- -
LINCOLN	1 -	- -	- -	1 -	1 -	- -	- -	- -	1 -	- -	- -	1 -	- -	1 -	- -	1 -	- -	- -	1 -
LYON	1 -	1 -	1 -	1 -	1 -	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	- -	1 1%	- -	1 1%	- -	- -
MCLEOD	2 -	1 -	2 1%	1 -	1 -	1 -	1 -	1 1%	- -	2 1%	1 -	1 -	2 1%	- -	1 1%	1 -	- -	1 1%	1 1%
MARTIN	4 1%	1 1%	3 1%	3 1%	3 1%	1 1%	1 1%	- -	1 1%	3 1%	3 1%	1 1%	3 1%	1 1%	1 2%	3 1%	1 1%	1 1%	1 1%
MEEKER	4 1%	4 2%	3 1%	3 1%	3 2%	4 2%	2 1%	3 2%	2 1%	2 1%	2 1%	2 1%	1 1%	3 1%	2 2%	3 1%	1 1%	2 1%	2 1%
NOBLES	2 1%	1 -	1 -	1 -	1 -	- -	1 1%	- -	2 1%	1 -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	1 -
OTTER TAIL	5 1%	4 2%	4 2%	5 2%	5 2%	1 1%	4 2%	4 2%	1 1%	3 2%	2 1%	2 1%	5 3%	- -	3 3%	2 1%	- -	1 1%	4 2%

Continued

Table 57-5
QUESTION REG:
Region./County.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
PENNINGTON	7 2%	3 1%	3 1%	6 2%	4 2%	6 3%	6 3%	1 1%	3 1%	3 1%	4 2%	1 1%	3 2%	4 2%	1 2%	4 1%	1 1%	- -	5 3%
PIPESTONE	3 1%	2 1%	2 1%	3 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 -	1 1%	1 -	2 1%	1 -	- -	1 -	- -	1 1%	2 1%
POLK	1 -	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	1 -	- -	1 1%	- -
POPE	4 1%	3 1%	2 1%	2 1%	2 1%	2 1%	- -	3 2%	3 2%	1 1%	2 1%	2 1%	1 1%	3 2%	1 1%	3 1%	2 2%	1 1%	1 1%
RENVILLE	1 -	1 1%	1 -	1 -	- -	1 -	1 -	1 1%	- -	1 1%	1 -	1 -	1 1%	- -	- -	1 1%	- -	1 1%	1 -
ROCK	1 -	1 -	1 -	- -	1 -	- -	- -	1 1%	1 -	- -	1 -	- -	1 -	- -	- -	1 1%	1 1%	- -	- -
ROSEAU	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	3 2%	2 1%	2 1%	1 1%	2 1%	1 1%	2 1%	1 1%	- -	3 1%	2 1%	1 1%	- -
SHERBURNE	5 1%	3 1%	4 2%	3 1%	3 1%	2 1%	2 1%	3 2%	2 1%	3 1%	1 1%	4 2%	1 1%	4 2%	1 1%	4 2%	1 1%	2 2%	2 1%
STEARNS	13 3%	7 3%	7 3%	9 4%	8 4%	3 2%	5 3%	6 3%	6 3%	7 4%	2 1%	10 5%	2 1%	11 5%	2 2%	10 3%	2 1%	7 5%	5 3%
TODD	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 -	1 -	- -	- -	1 -	- -	1 -	- -	- -	1 -
TRAVERSE	1 -	1 -	1 -	1 -	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	- -	- -	1 -	- -	1 1%	- -
WADENA	1 -	1 -	1 -	1 -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	1 -	- -	1 -	- -	- -	1 -
WATONWAN	1 -	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	1 1%	- -	1 -	- -	1 1%	- -
REGION II																			
TWIN CITIES	226 57%	127 55%	128 55%	123 54%	96 48%	98 57%	102 60%	87 54%	107 61%	101 51%	110 59%	102 54%	105 61%	115 53%	43 57%	159 56%	72 64%	66 51%	88 56%
REST OF STATE	174 43%	105 45%	105 45%	103 46%	104 52%	73 43%	69 40%	73 46%	67 39%	96 49%	76 41%	86 46%	68 39%	103 47%	32 43%	123 44%	40 36%	63 49%	71 44%

Table 57-6
QUESTION REG:
Region./County.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
COLLAR -----	8 3%	8 15%	- -	- -	- -	- -	- -
WRIGHT	8 3%	8 15%	- -	- -	- -	- -	- -
NORTHEAST -----	85 28%	20 38%	50 100%	14 29%	- -	- -	- -
AITKIN	6 2%	- -	6 12%	- -	- -	- -	- -
BELTRAMI	14 5%	- -	- -	14 29%	- -	- -	- -
CASS	1 -	1 2%	- -	- -	- -	- -	- -
CHISAGO	4 1%	4 8%	- -	- -	- -	- -	- -
CROW WING	4 1%	4 8%	- -	- -	- -	- -	- -
ISANTI	4 1%	4 7%	- -	- -	- -	- -	- -
ITASCA	18 6%	- -	18 36%	- -	- -	- -	- -
KANABEC	2 1%	2 3%	- -	- -	- -	- -	- -
KOOCHICHING	4 1%	- -	4 8%	- -	- -	- -	- -
LAKE	2 1%	- -	2 4%	- -	- -	- -	- -
MORRISON	4 1%	4 8%	- -	- -	- -	- -	- -
PINE	1 -	1 2%	- -	- -	- -	- -	- -
ST. LOUIS	20 7%	- -	20 40%	- -	- -	- -	- -
SOUTH -----	45 15%	- -	- -	- -	45 88%	- -	- -
BLUE EARTH	6 2%	- -	- -	- -	6 12%	- -	- -

Continued

Table 57-6
QUESTION REG:
Region./County.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
FARIBAULT	2 1%	-	-	-	2 4%	-	-
FILLMORE	2 1%	-	-	-	2 4%	-	-
FREEBORN	5 2%	-	-	-	5 10%	-	-
HOUSTON	1 -	-	-	-	1 2%	-	-
LE SUEUR	4 1%	-	-	-	4 8%	-	-
MOWER	2 1%	-	-	-	2 4%	-	-
OLMSTED	6 2%	-	-	-	6 12%	-	-
RICE	5 2%	-	-	-	5 10%	-	-
STEELE	4 1%	-	-	-	4 8%	-	-
WABASHA	1 -	-	-	-	1 2%	-	-
WASECA	1 -	-	-	-	1 2%	-	-
WINONA	6 2%	-	-	-	6 12%	-	-
WEST-NW -----	167 55%	26 48%	-	36 71%	6 12%	50 100%	50 100%
BECKER	14 5%	-	-	-	-	-	14 29%
BENTON	3 1%	3 5%	-	-	-	-	-
BIG STONE	1 -	-	-	-	-	1 2%	-
BROWN	2 1%	-	-	-	2 4%	-	-
CHIPPEWA	5 2%	-	-	-	-	5 10%	-
CLAY	3 1%	-	-	-	-	-	3 5%

Continued

Table 57-6
QUESTION REG:
Region./County.

BANNER 6

-----GREATER MN REGION-----							
REGION							
TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT	
COTTONWOOD	1 -	-	-	-	-	1 2%	-
DOUGLAS	7 2%	-	-	-	-	-	7 13%
GRANT	1 -	-	-	-	-	-	1 3%
HUBBARD	2 1%	-	-	2 4%	-	-	-
JACKSON	1 -	-	-	-	-	1 2%	-
KANDIYOHI	5 2%	-	-	-	-	5 10%	-
KITTSOON	2 1%	-	-	2 4%	-	-	-
LAC QUI PARLE	3 1%	-	-	-	-	3 6%	-
LAKE OF THE WOODS	2 1%	-	-	2 4%	-	-	-
LINCOLN	1 -	-	-	-	-	1 2%	-
LYON	4 1%	-	-	-	-	4 8%	-
MCLEOD	5 2%	-	-	-	-	5 10%	-
MARSHALL	2 1%	-	-	2 4%	-	-	-
MARTIN	3 1%	-	-	-	3 6%	-	-
MEEKER	10 3%	-	-	-	-	10 20%	-
MURRAY	1 -	-	-	-	-	1 2%	-
NOBLES	3 1%	-	-	-	-	3 6%	-
NORMAN	2 1%	-	-	2 4%	-	-	-
OTTER TAIL	17 6%	-	-	-	-	-	17 34%

Continued

Table 57-6
QUESTION REG:
Region./County.

BANNER 6

-----GREATER MN REGION-----							
REGION							
TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT	
PENNINGTON	16 5%	-	-	16 32%	-	-	-
PIPESTONE	4 1%	-	-	-	-	4 8%	-
POLK	5 2%	-	-	5 11%	-	-	-
POPE	5 2%	-	-	-	-	-	5 11%
REDWOOD	1 -	-	-	-	-	1 2%	-
RENVILLE	2 1%	-	-	-	-	2 4%	-
ROCK	3 1%	-	-	-	-	3 6%	-
ROSEAU	5 2%	-	-	5 11%	-	-	-
SHERBURNE	6 2%	6 11%	-	-	-	-	-
STEARNS	15 5%	15 28%	-	-	-	-	-
SWIFT	1 -	-	-	-	-	1 2%	-
TODD	1 -	1 2%	-	-	-	-	-
TRAVERSE	1 -	-	-	-	-	-	1 3%
WADENA	1 -	1 2%	-	-	-	-	-
WATONWAN	1 -	-	-	-	1 2%	-	-
WILKIN	1 -	-	-	-	-	-	1 3%

Continued

Table 57-6
 QUESTION REG:
 Region./County.

BANNER 6

-----GREATER MN REGION-----

REGION

=====

TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
-----	-----	-----	-----	-----	-----	-----

REGION II

TWIN CITIES	8 3%	8 15%	-	-	-	-	-
REST OF STATE	297 97%	46 85%	50 100%	50 100%	51 100%	50 100%	50 100%

Table 58-1
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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 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%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%
IF INITIATIVE FOUNDATION	54 13%	-	8 10%	24 50%	-	22 26%	8 4%	46 26%	23 17%	16 14%	10 11%	35 17%	14 12%	5 9%	5 11%	3 8%	9 19%	6 17%	11 18%	43 14%	29 19%	6 8%	2 8%	9 12%
BENTON	2 1%	-	-	-	-	2 3%	-	2 1%	1 1%	1 1%	-	1 1%	1 1%	-	-	-	2 3%	-	-	2 1%	2 1%	-	-	-
CASS	1 -	-	-	1 2%	-	-	-	1 1%	-	1 1%	-	-	1 1%	-	-	-	-	-	-	1 -	-	-	-	1 1%
CHISAGO	5 1%	-	-	5 11%	-	-	-	5 3%	3 2%	-	2 3%	3 1%	1 1%	1 2%	-	-	1 2%	-	-	5 2%	3 2%	-	1 5%	-
CROW WING	5 1%	-	-	5 11%	-	-	-	5 3%	2 1%	2 2%	1 1%	3 1%	1 1%	1 2%	1 2%	-	-	1 3%	2 3%	3 1%	2 1%	1 1%	-	1 2%
ISANTI	4 1%	-	-	4 8%	-	-	-	4 2%	1 1%	2 2%	1 1%	3 1%	1 1%	-	-	-	1 2%	-	2 3%	2 1%	2 1%	1 1%	-	-
KANABEC	2 1%	-	-	2 4%	-	-	-	2 1%	1 1%	1 1%	-	1 -	1 1%	-	1 2%	-	-	-	-	2 1%	2 1%	-	-	-
MORRISON	5 1%	-	-	5 11%	-	-	-	5 3%	-	4 4%	-	3 1%	1 1%	1 2%	-	-	2 4%	-	1 2%	4 1%	3 2%	-	-	2 3%
PINE	1 -	-	-	1 2%	-	-	-	1 1%	-	-	-	1 -	-	-	-	-	-	-	-	1 -	1 1%	-	-	-
SHERBURNE	5 1%	-	-	-	-	5 6%	-	5 3%	2 2%	2 2%	1 1%	4 2%	1 1%	-	-	1 2%	-	1 5%	1 1%	4 1%	4 2%	1 1%	-	1 1%
STEARNS	13 3%	-	-	-	-	13 16%	-	13 7%	8 6%	2 1%	3 3%	8 4%	4 3%	1 2%	2 3%	2 6%	2 3%	2 7%	3 5%	10 3%	5 3%	2 3%	1 3%	2 3%
TODD	1 -	-	-	-	-	1 1%	-	1 1%	-	-	-	1 -	-	-	-	-	1 2%	-	1 1%	-	1 -	-	-	-
WADENA	1 -	-	-	-	-	1 1%	-	1 -	1 1%	-	-	1 -	-	-	-	-	-	-	-	1 -	-	-	-	1 1%
WRIGHT	8 2%	-	8 10%	-	-	-	8 4%	-	3 2%	1 1%	2 2%	6 3%	2 2%	-	2 4%	-	1 2%	1 3%	2 3%	6 2%	5 3%	1 1%	-	1 1%
NORTHLAND FOUNDATION	24 6%	-	-	24 50%	-	-	-	24 14%	14 10%	7 6%	4 4%	11 5%	6 5%	7 13%	3 6%	-	-	-	3 5%	21 7%	11 7%	6 8%	-	3 4%
ITASCA	11 3%	-	-	11 23%	-	-	-	11 6%	11 8%	-	-	8 4%	3 2%	-	-	-	-	-	-	11 4%	5 4%	3 3%	-	3 4%
KOOCHICHING	3 1%	-	-	3 6%	-	-	-	3 2%	3 2%	-	-	3 1%	-	-	-	-	-	-	-	3 1%	3 2%	-	-	-
ST. LOUIS	10 3%	-	-	10 21%	-	-	-	10 6%	-	7 6%	4 4%	-	3 2%	7 13%	3 6%	-	-	-	3 5%	7 2%	3 2%	4 5%	-	-

Continued

Table 58-1
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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
NORTHWEST MINNESOTA FOUNDATION	12 3%	-	-	-	-	12 15%	-	12 7%	4 3%	1 1%	3 4%	6 3%	3 2%	3 6%	1 3%	1 3%	3 5%	1 4%	3 4%	9 3%	7 4%	2 3%	3 13%	-
KITTSON	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	-	-	1 2%	-	1 1%	-	-	-
PENNINGTON	7 2%	-	-	-	-	7 8%	-	7 4%	1 1%	1 1%	2 2%	2 1%	3 2%	2 3%	1 3%	-	1 3%	1 4%	-	7 2%	3 2%	1 2%	3 13%	-
POLK	1 -	-	-	-	-	1 1%	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	1 3%	-	-	1 -	-	1 2%	-	-
ROSEAU	3 1%	-	-	-	-	3 3%	-	3 2%	-	-	2 2%	1 1%	-	2 3%	-	1 3%	-	-	2 3%	1 -	3 2%	-	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	-	-	-	43 100%	8 9%	-	51 29%	18 13%	12 10%	9 11%	26 13%	13 11%	7 13%	7 15%	4 10%	2 5%	5 17%	10 16%	34 11%	19 12%	8 10%	2 10%	13 17%
BLUE EARTH	6 1%	-	-	-	6 13%	-	-	6 3%	-	3 2%	1 1%	2 1%	4 3%	-	1 2%	1 2%	-	-	1 1%	4 1%	1 1%	-	-	4 5%
BROWN	3 1%	-	-	-	-	3 3%	-	3 1%	3 2%	-	-	3 1%	-	-	-	-	1 3%	-	-	3 1%	3 2%	-	-	-
FARIBAULT	2 -	-	-	-	2 4%	-	-	2 1%	2 1%	-	-	2 1%	-	-	-	-	-	-	-	2 1%	1 1%	1 1%	-	-
FILLMORE	2 -	-	-	-	2 4%	-	-	2 1%	1 1%	-	1 1%	2 1%	-	-	-	1 2%	1 2%	-	1 1%	1 -	2 1%	-	-	-
FREEBORN	5 1%	-	-	-	5 12%	-	-	5 3%	-	1 1%	2 3%	1 -	1 1%	2 4%	1 3%	1 3%	-	-	-	4 1%	-	-	1 5%	3 4%
HOUSTON	1 -	-	-	-	1 2%	-	-	1 -	1 1%	-	-	1 -	-	-	-	-	-	-	1 1%	-	-	-	-	1 1%
LE SUEUR	4 1%	-	-	-	4 8%	-	-	4 2%	1 1%	2 2%	-	3 1%	1 -	-	2 4%	-	-	1 3%	-	4 1%	1 1%	2 2%	-	1 1%
MARTIN	4 1%	-	-	-	-	4 5%	-	4 2%	4 3%	-	-	4 2%	-	-	-	-	-	3 8%	-	4 1%	3 2%	-	-	1 2%
MOWER	2 1%	-	-	-	2 5%	-	-	2 1%	-	-	2 2%	-	1 1%	1 2%	1 2%	-	-	-	-	2 1%	1 1%	-	1 5%	-
OLMSTED	5 1%	-	-	-	5 12%	-	-	5 3%	3 3%	1 1%	-	4 2%	1 1%	-	-	-	-	1 3%	1 1%	4 1%	3 2%	1 1%	-	-
RICE	5 1%	-	-	-	5 10%	-	-	5 3%	2 1%	-	1 1%	3 1%	2 2%	-	-	-	-	-	3 4%	1 -	2 1%	1 1%	-	2 2%
STEELE	4 1%	-	-	-	4 10%	-	-	4 3%	-	1 1%	-	-	1 1%	1 2%	-	-	-	1 4%	1 1%	1 -	2 2%	2 3%	-	-

Continued

Table 58-1
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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
WABASHA	1	-	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-	-	-	-
WASECA	1	-	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WATONWAN	1	-	-	-	-	1	-	1	-	1	1	-	-	-	-	-	-	-	1	-	-	-	-	-
WINONA	6	-	-	-	6	-	-	6	2	3	1	2	3	2	1	-	-	-	2	4	2	1	-	2
SOUTHWEST INITIATIVE FOUNDATION	24	-	-	-	-	24	-	24	7	7	9	11	7	5	7	1	6	-	2	22	8	5	2	6
-----	6%	-	-	-	-	29%	-	14%	5%	6%	10%	5%	6%	9%	15%	2%	12%	-	4%	7%	5%	6%	7%	8%
BIG STONE	1	-	-	-	-	1	-	1	1	-	-	-	1	-	-	-	-	-	-	1	-	-	-	-
CHIPPEWA	2	-	-	-	-	2	-	2	1	1	-	1	1	-	1	-	1	-	1	1	1	1	-	-
COTTONWOOD	1	-	-	-	-	1	-	1	1	-	-	1	-	-	-	-	1	-	-	1	1	-	-	-
JACKSON	1	-	-	-	-	1	-	1	-	1	-	1	-	-	-	-	-	-	-	1	-	1	-	-
KANDIYOHI	3	-	-	-	-	3	-	3	-	2	1	2	-	1	-	-	2	-	-	3	1	-	-	1
LAC QUI PARLE	2	-	-	-	-	2	-	2	-	-	2	-	2	-	-	-	-	-	-	2	-	1	-	1
LINCOLN	1	-	-	-	-	1	-	1	1	-	-	1	-	-	1	-	-	-	-	1	1	-	-	-
LYON	1	-	-	-	-	1	-	1	-	-	1	-	-	1	1	-	-	-	-	1	-	-	1	-
MCLEOD	2	-	-	-	-	2	-	2	1	1	-	1	-	1	-	1	-	1	-	2	1	-	1	-
MEEKER	4	-	-	-	-	4	-	4	-	1	3	1	2	1	2	1	-	-	-	4	2	-	-	3
NOBLES	2	-	-	-	-	2	-	2	1	-	1	1	-	1	1	-	-	-	-	2	1	1	-	-
PIPESTONE	3	-	-	-	-	3	-	3	-	1	1	1	-	1	1	-	-	-	-	3	-	1	-	1
RENVILLE	1	-	-	-	-	1	-	1	1	1	-	1	-	-	-	-	1	-	1	2	-	-	-	-
ROCK	1	-	-	-	-	1	-	1	-	-	-	-	1	-	-	-	1	-	-	1	-	1	-	-

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

Continued

Table 58-1
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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
WEST CENTRAL INITIATIVE	17	-	-	-	-	17	-	17	5	5	6	7	5	4	1	3	1	2	5	11	6	2	1	4
	4%	-	-	-	-	21%	-	10%	4%	4%	7%	3%	4%	7%	3%	9%	2%	7%	8%	3%	4%	3%	4%	5%
BECKER	3	-	-	-	-	3	-	3	3	-	-	3	-	-	-	-	-	-	2	1	3	-	-	-
	1%	-	-	-	-	3%	-	2%	2%	-	-	1%	-	-	-	-	-	-	3%	-	2%	-	-	-
CLAY	1	-	-	-	-	1	-	1	-	-	1	-	1	-	-	-	-	1	-	1	-	-	-	-
	-	-	-	-	-	1%	-	1%	-	-	1%	-	1%	-	-	-	-	3%	-	-	-	-	-	-
DOUGLAS	2	-	-	-	-	2	-	2	1	-	1	-	-	1	-	1	-	-	-	2	-	1	-	1
	1%	-	-	-	-	3%	-	1%	1%	-	1%	-	-	2%	-	3%	-	-	-	1%	-	1%	-	2%
GRANT	1	-	-	-	-	1	-	1	1	-	-	1	-	-	-	-	-	-	-	1	-	-	1	-
	-	-	-	-	-	1%	-	1%	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	4%	-
OTTER TAIL	5	-	-	-	-	5	-	5	-	2	3	1	1	3	1	-	1	-	1	4	1	1	-	1
	1%	-	-	-	-	6%	-	3%	-	2%	3%	-	1%	5%	3%	-	2%	-	1%	1%	1%	1%	-	2%
POPE	4	-	-	-	-	4	-	4	-	2	1	1	2	-	-	2	-	1	1	2	2	-	-	-
	1%	-	-	-	-	5%	-	2%	-	2%	1%	-	2%	-	-	5%	-	3%	2%	1%	1%	-	-	-
TRAVERSE	1	-	-	-	-	1	-	1	-	1	-	-	1	-	-	-	-	-	1	-	-	-	-	1
	-	-	-	-	-	1%	-	1%	-	1%	-	-	1%	-	-	-	-	-	2%	-	-	-	-	1%
NONE	218	140	78	-	-	-	218	-	66	69	49	109	71	24	22	26	27	18	29	174	73	49	14	42
	55%	100%	90%	-	-	-	96%	-	49%	59%	54%	53%	60%	44%	47%	68%	57%	55%	46%	55%	48%	63%	58%	55%
ANOKA	31	-	31	-	-	-	31	-	14	10	4	16	11	2	4	4	4	3	4	26	14	5	1	6
	8%	-	36%	-	-	-	14%	-	10%	9%	4%	8%	9%	4%	10%	12%	9%	8%	6%	8%	9%	6%	4%	7%
CARVER	4	-	4	-	-	-	4	-	-	2	1	2	2	-	-	-	1	-	-	4	4	-	-	-
	1%	-	4%	-	-	-	2%	-	-	2%	1%	1%	2%	-	-	-	2%	-	-	1%	2%	-	-	-
DAKOTA	21	-	21	-	-	-	21	-	6	9	3	13	6	2	1	2	4	3	5	16	5	6	-	4
	5%	-	24%	-	-	-	9%	-	4%	8%	3%	6%	5%	4%	2%	5%	8%	9%	8%	5%	3%	8%	-	6%
HENNEPIN	105	105	-	-	-	-	105	-	28	30	28	50	37	12	8	12	12	9	13	81	33	25	10	22
	26%	75%	-	-	-	-	46%	-	21%	26%	31%	24%	30%	22%	18%	31%	27%	29%	21%	26%	22%	32%	41%	29%
RAMSEY	35	35	-	-	-	-	35	-	9	12	9	14	11	5	6	4	2	-	2	31	11	7	2	5
	9%	25%	-	-	-	-	15%	-	7%	10%	10%	7%	9%	9%	13%	11%	4%	-	3%	10%	7%	9%	10%	7%
SCOTT	9	-	9	-	-	-	9	-	3	2	3	5	2	1	-	1	2	1	4	5	3	2	-	2
	2%	-	11%	-	-	-	4%	-	3%	2%	3%	3%	2%	2%	-	2%	5%	3%	6%	1%	2%	3%	-	3%
WASHINGTON	13	-	13	-	-	-	13	-	5	4	1	9	3	1	2	3	1	2	2	12	3	4	1	3
	3%	-	15%	-	-	-	6%	-	4%	4%	1%	5%	2%	2%	4%	7%	2%	5%	3%	4%	2%	6%	4%	3%

Table 58-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%
IF INITIATIVE FOUNDATION	54 13%	24 14%	20 12%	44 13%	9 17%	4 5%	28 15%	18 14%	5 9%	32 16%	17 12%	14 11%	13 12%	26 16%	10 10%	13 13%	29 16%	21 16%	12 13%	21 12%	9 16%	49 15%	2 9%	3 8%
BENTON	2 1%	1 -	1 -	2 -	- -	- -	2 1%	1 1%	- -	2 1%	- -	1 1%	1 1%	1 -	- -	1 1%	2 1%	2 1%	- -	1 -	- -	2 1%	- -	- -
CASS	1 -	- -	1 1%	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 -	- -	- -
CHISAGO	5 1%	2 1%	1 1%	3 1%	2 4%	- -	3 2%	1 1%	1 2%	2 1%	2 2%	- -	- -	4 2%	1 1%	1 1%	3 2%	2 1%	1 1%	2 1%	1 2%	4 1%	- -	1 4%
CROW WING	5 1%	5 3%	- -	5 2%	- -	1 1%	3 2%	1 1%	1 2%	2 1%	2 2%	2 2%	- -	3 2%	1 1%	1 1%	3 2%	1 1%	1 1%	3 2%	1 2%	4 1%	- -	1 4%
ISANTI	4 1%	1 1%	2 1%	3 1%	1 2%	- -	3 2%	1 1%	- -	3 2%	1 1%	1 1%	2 2%	1 1%	- -	2 2%	1 1%	2 1%	2 1%	1 2%	1 1%	4 2%	- -	- -
KANABEC	2 1%	1 1%	- -	1 -	1 2%	- -	1 1%	1 1%	- -	1 -	1 1%	- -	1 1%	1 1%	- -	1 1%	1 1%	1 1%	1 1%	- -	- -	2 1%	- -	- -
MORRISON	5 1%	3 2%	2 1%	5 2%	- -	1 1%	1 1%	3 3%	2 4%	3 2%	- -	3 2%	1 1%	1 1%	3 3%	- -	2 1%	2 2%	- -	3 2%	- -	4 1%	1 5%	- -
PINE	1 -	- -	1 1%	1 -	- -	- -	1 1%	- -	- -	1 -	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -
SHERBURNE	5 1%	2 1%	2 1%	4 1%	1 1%	- -	3 2%	2 2%	- -	4 2%	1 1%	2 1%	1 1%	2 1%	- -	1 1%	4 2%	4 3%	1 1%	1 -	- -	5 2%	- -	- -
STEARNS	13 3%	5 3%	5 3%	11 3%	2 4%	2 2%	5 3%	5 4%	1 1%	6 3%	6 4%	2 2%	4 4%	6 4%	2 2%	4 4%	7 4%	5 4%	1 1%	7 4%	4 7%	12 4%	1 4%	- -
TODD	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	- -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 -	- -	- -
WADENA	1 -	- -	1 -	1 -	- -	- -	1 -	- -	- -	1 -	- -	- -	- -	1 -	- -	- -	1 -	- -	- -	1 -	1 1%	1 -	- -	- -
WRIGHT	8 2%	3 2%	4 2%	6 2%	1 2%	- -	5 3%	1 1%	- -	5 3%	3 2%	3 2%	1 1%	4 2%	2 2%	1 1%	5 3%	1 1%	4 4%	3 2%	2 3%	8 3%	- -	- -
NORTHLAND FOUNDATION	24 6%	3 2%	15 9%	18 5%	6 11%	10 15%	5 3%	5 4%	6 10%	12 6%	6 5%	- -	4 4%	20 13%	3 3%	13 12%	8 4%	6 5%	4 4%	14 8%	8 14%	17 5%	4 15%	4 12%
ITASCA	11 3%	- -	5 3%	5 2%	6 11%	- -	5 3%	3 2%	3 5%	6 3%	3 2%	- -	- -	11 7%	- -	3 3%	8 4%	3 2%	- -	8 5%	8 14%	11 3%	- -	- -
KOOCHICHING	3 1%	- -	3 2%	3 1%	- -	- -	- -	3 2%	- -	3 1%	- -	- -	- -	3 2%	- -	3 3%	- -	- -	- -	3 2%	- -	3 1%	- -	- -
ST. LOUIS	10 3%	3 2%	7 4%	10 3%	- -	10 15%	- -	- -	3 5%	4 2%	4 3%	- -	4 4%	7 4%	3 3%	7 7%	- -	3 2%	4 4%	4 2%	- -	3 1%	4 15%	4 12%

Continued

Table 58-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES				
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
NORTHWEST MINNESOTA FOUNDATION	12 3%	4 2%	5 3%	10 3%	2 5%	1 2%	3 2%	6 5%	3 5%	6 3%	2 2%	7 5%	1 1%	4 3%	7 6%	1 1%	4 2%	7 5%	3 3%	3 1%	1 2%	9 3%	2 7%	2 5%	
KITTSON	1 -	- -	- -	- -	1 2%	- -	- -	1 1%	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	1 -	- -	- -
PENNINGTON	7 2%	3 1%	3 2%	6 2%	1 2%	1 2%	1 1%	3 2%	3 5%	2 1%	1 1%	4 3%	- -	3 2%	4 4%	- -	3 2%	4 3%	- -	3 1%	1 2%	5 2%	- -	2 5%	
POLK	1 -	- -	1 1%	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	- -	- -	- -	1 -	- -	- -
ROSEAU	3 1%	2 1%	1 1%	3 1%	- -	- -	2 1%	1 1%	- -	3 1%	- -	3 2%	- -	- -	3 3%	- -	- -	1 1%	2 2%	- -	- -	- -	1 -	2 7%	- -
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	27 15%	14 9%	41 12%	9 19%	2 3%	25 14%	24 18%	3 5%	30 15%	17 12%	19 15%	17 17%	15 9%	14 13%	16 16%	21 12%	18 14%	10 11%	23 13%	5 8%	39 12%	2 10%	5 15%	
BLUE EARTH	6 1%	4 2%	2 1%	6 2%	- -	1 1%	4 2%	1 1%	1 2%	2 1%	3 2%	5 4%	1 1%	- -	4 4%	- -	2 1%	2 1%	- -	4 2%	- -	- -	6 2%	- -	- -
BROWN	3 1%	1 1%	- -	1 -	1 3%	- -	1 1%	1 1%	- -	1 1%	1 1%	- -	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	- -	- -	3 1%	- -	- -
FARIBAULT	2 -	2 1%	- -	2 1%	- -	- -	1 -	1 1%	- -	1 -	1 1%	- -	1 1%	1 1%	- -	- -	2 1%	- -	- -	2 1%	1 2%	2 1%	- -	- -	- -
FILLMORE	2 -	1 -	- -	1 -	1 2%	- -	- -	2 1%	- -	2 1%	- -	- -	2 2%	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 -	- -	2 1%	- -	- -
FREEBORN	5 1%	4 2%	- -	4 1%	1 2%	- -	3 2%	2 2%	- -	4 2%	1 1%	2 1%	2 2%	1 1%	- -	1 1%	4 2%	- -	2 3%	3 2%	1 2%	2 1%	- -	2 8%	
HOUSTON	1 -	- -	1 1%	1 -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 -	- -	1 1%	- -	- -	- -	1 -	- -	- -
LE SUEUR	4 1%	- -	3 2%	3 1%	1 2%	- -	3 1%	1 1%	- -	2 1%	2 1%	2 1%	1 1%	1 1%	1 1%	- -	3 1%	2 1%	1 1%	1 1%	- -	4 1%	- -	- -	
MARTIN	4 1%	- -	1 1%	1 -	3 5%	- -	1 1%	3 2%	- -	4 2%	- -	- -	3 3%	1 1%	- -	4 4%	- -	3 2%	1 1%	- -	- -	4 1%	- -	- -	
MOWER	2 1%	2 1%	- -	2 1%	- -	- -	1 1%	1 1%	- -	1 -	1 1%	2 2%	- -	- -	- -	2 2%	- -	- -	1 1%	- -	1 1%	- -	1 -	- -	4 4%
OLMSTED	5 1%	1 1%	3 2%	4 1%	2 3%	- -	1 1%	4 3%	- -	5 3%	- -	1 1%	2 2%	3 2%	- -	4 3%	2 1%	1 1%	1 1%	3 1%	1 2%	5 2%	- -	- -	
RICE	5 1%	3 2%	1 1%	4 1%	- -	- -	2 1%	3 2%	- -	1 -	3 2%	1 1%	1 1%	3 2%	2 2%	1 1%	2 1%	1 1%	- -	4 2%	2 3%	5 1%	- -	- -	
STEELE	4 1%	4 2%	1 1%	4 1%	- -	- -	3 2%	1 1%	1 2%	1 1%	2 2%	2 2%	- -	2 1%	- -	1 1%	4 2%	1 1%	2 3%	1 1%	- -	1 -	1 5%	- -	
WABASHA	1 -	1 1%	- -	1 -	- -	- -	1 1%	- -	- -	- -	1 1%	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	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 58-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2023				MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
WASECA	1	-	1	1	-	-	1	-	-	1	-	-	-	1	-	-	1	-	1	-	-	-	-	-
	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-
WATONWAN	1	1	-	1	-	-	-	1	-	1	-	1	-	-	1	-	-	1	-	-	-	-	1	-
	-	1%	-	-	-	-	-	1%	-	1%	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	-
WINONA	6	3	2	5	1	1	3	2	1	4	1	2	4	-	1	4	1	3	-	3	-	5	1	-
	1%	2%	1%	1%	2%	2%	2%	1%	2%	2%	1%	2%	4%	-	1%	4%	1%	2%	-	2%	-	1%	5%	-
SOUTHWEST INITIATIVE FOUNDATION	24	12	9	21	2	3	14	6	2	12	9	9	7	6	7	5	11	6	7	11	2	18	1	4
	6%	7%	5%	6%	4%	4%	8%	4%	3%	6%	7%	7%	7%	4%	7%	5%	6%	5%	7%	6%	4%	6%	4%	13%
BIG STONE	1	-	1	1	-	1	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	1	-
	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	-
CHIPPEWA	2	-	2	2	1	-	2	-	-	1	1	-	-	2	-	-	2	-	1	1	1	2	-	-
	1%	-	1%	-	1%	-	1%	-	-	1%	1%	-	-	1%	-	-	1%	-	1%	1%	3%	1%	-	-
COTTONWOOD	1	-	-	-	-	-	1	-	-	-	1	-	-	-	-	-	1	-	-	1	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-
JACKSON	1	1	-	1	-	-	-	1	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-
	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-
KANDIYOHI	3	1	1	2	1	-	2	-	-	2	1	1	2	-	-	2	1	-	1	2	-	2	-	1
	1%	1%	1%	1%	1%	-	1%	-	-	1%	1%	1%	2%	-	-	2%	-	-	1%	1%	-	1%	-	3%
LAC QUI PARLE	2	1	1	2	-	1	-	1	-	1	1	1	1	-	1	1	-	-	-	2	-	2	-	-
	-	-	-	-	-	1%	-	1%	-	-	1%	1%	1%	-	1%	1%	-	-	-	1%	-	-	-	-
LINCOLN	1	-	1	1	-	-	1	-	-	-	1	1	-	-	1	-	-	1	-	-	-	1	-	-
	-	-	-	-	-	-	-	-	-	-	1%	1%	-	-	1%	-	-	1%	-	-	-	-	-	-
LYON	1	1	-	1	-	-	1	-	1	-	-	-	-	1	-	-	1	1	-	-	-	-	-	1
	-	1%	-	-	-	-	1%	-	2%	-	-	-	-	1%	-	-	1%	1%	-	-	-	-	-	3%
MCLEOD	2	1	-	1	1	-	-	2	-	1	-	-	1	1	-	1	1	-	-	2	1	2	-	-
	-	-	-	-	2%	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	1%	1%	-	-	-
MEEKER	4	3	1	4	-	-	3	-	1	2	2	2	3	-	2	1	2	-	2	3	-	3	-	1
	1%	2%	-	1%	-	-	2%	-	2%	1%	1%	1%	3%	-	1%	1%	1%	-	2%	1%	-	1%	-	3%
NOBLES	2	2	1	2	-	1	2	-	-	1	1	1	-	1	1	-	1	-	2	1	-	1	-	1
	1%	1%	-	1%	-	1%	1%	-	-	1%	1%	1%	-	1%	1%	-	1%	-	2%	-	-	-	-	3%
PIPESTONE	3	1	2	3	-	-	1	2	-	1	2	3	-	-	2	-	1	3	-	-	-	1	-	-
	1%	1%	1%	1%	-	-	1%	1%	-	-	1%	2%	-	-	2%	-	2%	-	-	-	-	-	-	4%
RENVILLE	1	1	1	1	-	1	1	-	-	1	-	-	-	1	-	-	1	1	-	1	-	1	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	1%	1%	-	-	-	-	-	-
ROCK	1	1	-	1	-	-	-	1	-	-	1	-	1	-	-	-	1	-	1	-	-	1	-	-
	-	-	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	1%	-	-	-	-	-
WEST CENTRAL INITIATIVE	17	8	7	15	2	3	8	6	5	6	6	7	5	6	6	6	6	7	4	7	1	12	3	1
	4%	4%	4%	4%	4%	4%	4%	5%	8%	3%	5%	5%	5%	3%	5%	6%	3%	5%	4%	4%	2%	4%	10%	4%

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

Continued

Table 58-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

	FUTURE OF FIRM				ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+
BECKER	3 1%	1 1%	-	1	2 4%	-	-	3 2%	-	3 1%	-	-	1 1%	2 1%	-	2 2%	1 1%	1 1%	2 2%	-	-	3 1%	-	-
CLAY	1 -	-	1 1%	1	-	1 2%	-	-	1 2%	-	-	1 1%	-	-	1 1%	-	-	-	-	1 1%	-	1 -	-	-
DOUGLAS	2 1%	-	2 1%	2 1%	-	-	-	2 2%	-	2 1%	-	-	1 1%	1 1%	-	1 1%	1 1%	2 2%	-	-	-	1 -	1 5%	-
GRANT	1 -	1 1%	-	1	-	1 1%	-	-	-	-	1 1%	1 1%	-	-	1 1%	-	-	-	-	1 1%	-	1 -	-	-
OTTER TAIL	5 1%	4 2%	1 1%	5 1%	-	-	4 2%	1 1%	3 5%	-	2 1%	3 2%	1 1%	1 1%	3 2%	2 2%	-	1 1%	1 1%	2 1%	-	2 1%	1 5%	1 4%
POPE	4 1%	1 1%	3 2%	4 1%	-	1 2%	3 2%	-	1 2%	1 -	2 2%	2 2%	1 1%	1 1%	1 1%	1 1%	2 2%	2 2%	1 1%	1 1%	2 2%	3 1%	-	-
TRAVERSE	1 -	1 1%	-	1	-	-	1 1%	-	-	-	1 1%	-	1 1%	-	-	-	1 1%	-	-	1 1%	-	1 -	-	-
NONE ----	218 55%	101 56%	94 57%	195 57%	20 40%	45 66%	97 54%	67 51%	34 59%	100 51%	78 57%	69 56%	54 54%	85 53%	59 56%	50 48%	104 57%	67 51%	51 57%	98 55%	31 53%	180 56%	11 45%	13 43%
ANOKA	31 8%	17 9%	14 9%	31 9%	-	7 10%	11 6%	13 10%	3 5%	13 7%	14 10%	11 9%	10 10%	10 6%	8 8%	8 8%	14 7%	9 7%	8 9%	14 8%	4 8%	28 9%	1 5%	1 4%
CARVER	4 1%	-	3 2%	3 1%	1 2%	-	1 2%	3 2%	-	4 2%	-	-	1 2%	3 2%	-	1 1%	3 1%	1 1%	1 1%	2 1%	1 1%	4 1%	-	-
DAKOTA	21 5%	9 5%	8 5%	17 5%	3 5%	4 5%	10 5%	7 5%	-	10 5%	8 6%	7 5%	5 5%	7 4%	4 4%	3 3%	14 7%	8 6%	4 4%	9 5%	2 3%	19 6%	1 5%	1 4%
HENNEPIN	105 26%	48 27%	48 29%	96 28%	6 13%	27 39%	50 28%	25 19%	21 37%	44 22%	40 29%	33 26%	23 23%	41 25%	30 29%	21 21%	50 27%	37 29%	22 25%	44 25%	14 24%	86 27%	5 20%	7 24%
RAMSEY	35 9%	15 8%	14 9%	29 8%	6 12%	5 8%	14 8%	11 9%	6 11%	19 10%	8 6%	8 7%	10 10%	16 10%	11 10%	10 10%	14 8%	7 5%	9 10%	19 11%	6 11%	25 8%	4 15%	1 4%
SCOTT	9 2%	5 3%	5 3%	9 3%	-	1 2%	6 3%	2 1%	1 2%	4 2%	5 4%	4 3%	1 1%	5 3%	4 4%	1 1%	5 3%	3 2%	1 1%	5 3%	2 3%	7 2%	-	1 4%
WASHINGTON	13 3%	7 4%	2 1%	9 3%	4 9%	1 1%	5 3%	6 5%	3 5%	7 4%	4 3%	6 5%	4 4%	3 2%	2 2%	6 5%	6 3%	3 2%	6 6%	5 3%	2 3%	12 4%	-	1 4%

Table 58-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

	GENDER			AGE				2024 PROJECTION				DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES	
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%	
IF INITIATIVE FOUNDATION	54 13%	39 13%	15 15%	14 17%	10 14%	18 13%	11 15%	8 9%	17 12%	25 16%	22 14%	24 13%	46 13%	7 14%	19 12%	17 14%	18 15%	10 16%	8 15%	5 8%	7 22%	2 10%	43 15%	9 9%	
BENTON	2 1%	1 -	2 1%	- -	2 2%	- -	1 1%	- -	1 1%	2 1%	2 1%	- -	2 -	1 1%	2 1%	1 1%	- -	1 1%	1 1%	- -	- -	- -	1 -	1 1%	
CASS	1 -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	1 1%	- -	1 -	- -	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 -	- -	
CHISAGO	5 1%	4 1%	1 1%	- -	- -	2 1%	3 4%	- -	1 1%	3 2%	3 2%	1 1%	4 1%	1 2%	2 1%	2 2%	- -	1 2%	- -	1 2%	1 3%	1 5%	4 1%	1 1%	
CROW WING	5 1%	3 1%	2 2%	3 4%	1 2%	- -	1 1%	1 1%	1 1%	2 1%	4 3%	1 1%	5 2%	- -	1 1%	1 1%	2 2%	- -	1 2%	- -	2 6%	- -	5 2%	- -	
ISANTI	4 1%	4 1%	- -	2 2%	- -	2 2%	- -	- -	4 3%	- -	1 1%	2 1%	3 1%	1 2%	2 1%	1 1%	1 1%	1 2%	- -	- -	- -	1 4%	4 1%	- -	
KANABEC	2 1%	1 -	1 1%	- -	- -	2 2%	- -	- -	- -	2 1%	- -	2 1%	2 1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 -	1 1%	
MORRISON	5 1%	5 2%	- -	1 1%	2 3%	2 2%	- -	1 1%	1 1%	3 2%	2 1%	3 2%	5 2%	- -	1 1%	2 2%	2 2%	1 2%	1 2%	1 2%	1 3%	- -	4 1%	1 1%	
PINE	1 -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	1 -	- -	- -	- -	1 1%	- -	1 2%	- -	- -	- -	- -	1 1%	
SHERBURNE	5 1%	4 1%	1 1%	- -	2 3%	1 1%	1 2%	1 1%	1 1%	3 2%	1 1%	2 1%	3 1%	2 4%	2 1%	1 1%	3 2%	2 4%	- -	1 1%	- -	- -	3 1%	2 2%	
STEARNS	13 3%	8 3%	4 4%	4 5%	2 3%	5 3%	2 3%	3 4%	5 3%	4 3%	4 3%	7 4%	11 3%	2 3%	7 4%	3 2%	4 4%	3 5%	2 4%	1 1%	1 4%	- -	10 3%	2 2%	
TODD	1 -	1 -	- -	1 1%	- -	- -	- -	- -	- -	1 -	- -	- -	1 -	- -	1 -	- -	1 1%	- -	- -	- -	- -	- -	1 -	- -	
WADENA	1 -	1 -	- -	1 1%	- -	- -	- -	1 1%	- -	- -	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -	- -	
WRIGHT	8 2%	5 2%	4 4%	3 3%	1 1%	2 1%	3 4%	1 1%	3 2%	3 2%	2 1%	5 2%	6 2%	1 2%	2 1%	5 4%	2 1%	1 1%	2 3%	1 2%	2 6%	- -	8 3%	- -	
NORTHLAND FOUNDATION	24 6%	16 5%	8 8%	- -	7 9%	12 9%	5 7%	- -	9 6%	12 8%	7 4%	12 6%	18 5%	6 11%	13 8%	6 5%	5 4%	6 10%	3 5%	- -	- -	3 12%	24 8%	- -	
ITASCA	11 3%	5 2%	6 6%	- -	- -	6 4%	5 7%	- -	5 4%	3 2%	- -	8 4%	8 2%	3 6%	6 4%	- -	5 4%	3 4%	- -	- -	- -	- -	- -	11 4%	- -
KOOCHICHING	3 1%	- -	3 3%	- -	- -	3 2%	- -	- -	- -	3 2%	- -	- -	- 5%	3 5%	- -	3 2%	- -	- -	3 5%	- -	- -	- -	- -	3 1%	- -
ST. LOUIS	10 3%	10 3%	- -	- -	7 9%	4 3%	- -	- -	4 3%	7 4%	7 4%	4 2%	10 3%	- -	7 5%	3 2%	- -	4 6%	- -	- -	- -	3 12%	10 4%	- -	

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

Continued

Table 58-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
NORTHWEST MINNESOTA FOUNDATION	12 3%	9 3%	3 3%	3 3%	3 3%	4 3%	1 2%	1 2%	3 2%	8 5%	4 3%	5 3%	10 3%	2 5%	6 4%	5 4%	4 3%	3 4%	- -	1 2%	1 4%	- -	8 3%	3 3%
KITTSON	1 -	1 -	- -	- -	1 2%	- -	- -	- -	- -	1 1%	- -	- -	- 2%	1 -	- 1%	- -	- -	- -	- -	- -	- -	- -	1 -	- -
PENNINGTON	7 2%	5 2%	1 1%	1 1%	1 2%	3 2%	- -	1 2%	3 2%	3 2%	3 2%	6 2%	1 2%	3 2%	3 2%	3 2%	3 2%	3 4%	- -	1 2%	- -	- -	4 1%	3 3%
POLK	1 -	- -	1 1%	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 4%	- -	1 -	- -
ROSEAU	3 1%	3 1%	- -	2 2%	- -	- -	1 2%	- -	- -	3 2%	2 1%	1 1%	3 1%	- -	3 2%	1 1%	- -	- -	- -	- -	- -	- -	1 -	- -
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	37 12%	14 14%	10 11%	11 14%	12 9%	10 13%	9 10%	17 12%	23 15%	18 12%	22 11%	40 12%	10 20%	20 13%	14 12%	20 16%	5 7%	7 13%	10 17%	2 7%	4 16%	39 13%	12 12%
BLUE EARTH	6 1%	5 2%	1 1%	2 2%	2 3%	1 1%	- -	- -	2 1%	4 2%	1 1%	4 2%	5 1%	1 2%	3 2%	2 1%	3 2%	1 2%	1 2%	- -	- -	- -	6 2%	- -
BROWN	3 1%	3 1%	- -	- -	- -	- -	3 3%	- -	1 1%	1 1%	1 1%	- -	1 2%	1 2%	- -	1 1%	1 1%	- -	- -	- -	- -	- -	1 -	1 1%
FARIBAULT	2 -	1 -	1 1%	1 1%	- -	- -	1 1%	- -	1 1%	1 1%	1 1%	1 1%	2 1%	- -	1 1%	- -	1 1%	1 1%	- -	- -	- -	1 4%	2 1%	- -
FILLMORE	2 -	2 1%	- -	1 1%	- -	- -	1 1%	- -	- -	2 1%	1 1%	1 -	2 1%	- -	- -	1 1%	- -	- -	- -	2 3%	1 3%	- -	2 1%	- -
FREEBORN	5 1%	3 1%	2 2%	1 1%	2 3%	- -	1 2%	2 2%	2 2%	1 1%	2 1%	2 1%	4 1%	- -	1 1%	2 2%	2 2%	- -	- -	1 2%	- -	- -	5 2%	- -
HOUSTON	1 -	1 -	- -	- -	1 1%	- -	- -	1 1%	- -	- -	1 1%	- -	1 -	- -	- -	- -	- -	- -	- -	- -	- -	1 4%	- -	1 1%
LE SUEUR	4 1%	4 1%	- -	1 1%	- -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	2 1%	3 1%	1 2%	3 2%	3 2%	- -	1 1%	- -	- -	- -	- -	4 1%	- -
MARTIN	4 1%	4 1%	- -	- -	- -	4 3%	- -	- -	- -	4 2%	- -	- -	- -	4 7%	1 1%	3 2%	3 2%	- -	1 2%	- -	- -	- -	3 1%	1 1%
MOWER	2 1%	1 -	1 1%	- -	2 3%	- -	- -	1 1%	- -	1 1%	2 1%	- -	2 1%	- -	- -	1 1%	- -	- -	- -	1 2%	- -	- -	1 5%	2 1%
OLMSTED	5 1%	3 1%	3 3%	1 1%	1 1%	1 1%	3 3%	- -	2 1%	3 2%	1 1%	2 1%	3 1%	3 5%	2 1%	2 1%	2 1%	- -	2 3%	1 2%	- -	- -	2 1%	3 3%
RICE	5 1%	3 1%	2 2%	1 1%	1 1%	1 1%	- -	2 2%	- -	3 2%	1 1%	4 2%	5 1%	- -	1 1%	- -	1 1%	1 1%	1 2%	2 3%	- -	1 4%	5 2%	- -
STEELE	4 1%	4 1%	- -	- -	- -	1 1%	1 2%	2 3%	- -	1 1%	2 2%	2 1%	4 1%	- -	2 1%	- -	3 3%	- -	1 2%	2 4%	- -	- -	3 1%	1 1%

Continued

Table 58-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

	GENDER		AGE				2024 PROJECTION		DOWNTURN RESISTANCE				FUTURE CHALLENGES						CAPACITY CHALLENGES					
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
WABASHA	1	1	-	1	-	-	-	-	1	-	1	-	1	-	1	-	1	-	-	-	-	-	1	-
WASECA	1	-	1	-	-	-	-	-	1	-	-	1	1	-	1	-	-	-	-	1	-	-	-	1
WATONWAN	1	-	1	1	-	-	-	-	1	-	1	-	1	-	-	-	1	-	-	-	1	-	1	-
WINONA	6	4	2	-	2	4	-	-	4	2	1	4	5	1	4	-	2	1	-	1	-	-	3	3
SOUTHWEST INITIATIVE FOUNDATION	24	17	7	5	8	6	4	6	9	8	8	13	21	3	7	8	5	4	5	1	4	1	19	5

BIG STONE	1	1	-	1	-	-	-	-	1	-	1	-	1	-	-	-	1	-	-	-	-	-	1	-
CHIPPEWA	2	2	-	-	1	1	1	2	1	-	1	1	2	-	1	1	1	-	-	1	-	-	1	1
COTTONWOOD	1	1	-	-	-	-	1	-	-	-	-	1	1	-	-	-	-	-	-	1	-	-	1	-
JACKSON	1	1	-	-	-	-	1	-	-	1	-	-	-	1	-	-	-	1	1	-	-	-	1	-
KANDIYOHI	3	2	1	1	-	1	1	-	-	2	2	1	2	1	1	1	-	2	2	-	-	-	3	-
LAC QUI PARLE	2	1	1	-	1	-	1	1	1	-	1	1	2	-	1	-	1	-	-	-	-	-	-	2
LINCOLN	1	1	-	-	1	-	-	-	1	-	-	1	1	-	-	1	-	1	-	-	-	-	1	-
LYON	1	-	1	-	1	-	-	1	-	-	-	1	1	-	-	-	-	-	-	-	-	-	1	-
MCLEOD	2	-	2	1	1	-	-	1	-	1	-	1	1	2	1	1	-	-	-	-	1	-	2	-
MEEKER	4	3	2	1	1	3	-	1	2	2	2	3	4	-	1	3	1	1	-	-	2	1	4	-
NOBLES	2	2	-	1	1	1	-	1	2	-	1	1	2	-	1	-	-	-	1	-	-	-	2	-
PIPESTONE	3	3	-	1	1	1	-	-	1	2	2	1	3	-	1	2	-	-	1	-	-	-	1	2
RENVILLE	1	1	1	1	1	-	-	-	1	-	-	1	1	1	-	1	-	-	-	-	1	-	1	-
ROCK	1	1	-	-	-	1	-	-	-	1	-	1	1	-	-	-	1	-	-	-	1	-	-	1

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

Continued

Table 58-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
WEST CENTRAL INITIATIVE	17 4%	11 4%	6 6%	7 9%	3 4%	5 4%	-	2 2%	9 7%	6 4%	8 5%	8 5%	16 2%	1 4%	7 9%	11 3%	4 3%	2 2%	1 2%	2 4%	2 6%	1 4%	8 3%	8 7%
BECKER	3 1%	1 -	2 2%	1 1%	1 1%	1 1%	-	-	-	3 2%	2 1%	-	2 1%	1 2%	1 1%	2 2%	1 1%	1 2%	-	-	-	1 4%	2 1%	1 1%
CLAY	1 -	1 -	-	-	-	1 1%	-	-	1 1%	-	-	1 1%	1 -	-	1 1%	-	1 1%	-	-	-	-	-	-	1 -
DOUGLAS	2 1%	1 -	1 1%	-	2 3%	-	-	-	1 1%	1 1%	1 1%	1 1%	2 1%	-	-	2 2%	1 1%	-	-	-	-	-	-	2 2%
GRANT	1 -	1 -	-	1 1%	-	-	-	1 1%	-	-	-	1 1%	1 -	-	-	1 1%	-	-	-	1 2%	-	-	1 -	-
OTTER TAIL	5 1%	4 1%	1 1%	2 3%	-	2 2%	-	-	4 3%	1 1%	4 2%	1 1%	5 1%	-	3 2%	2 2%	1 1%	-	-	1 2%	1 3%	-	3 1%	1 1%
POPE	4 1%	2 1%	2 2%	2 2%	-	1 1%	-	1 1%	2 2%	1 1%	1 1%	3 2%	4 1%	-	2 1%	2 2%	-	1 2%	1 2%	-	-	-	1 -	2 2%
TRAVERSE	1 -	1 -	-	1 1%	-	-	-	-	1 1%	-	-	1 1%	1 -	-	-	1 1%	-	-	-	-	1 3%	-	1 -	-
NONE	218 55%	170 57%	48 48%	45 53%	32 44%	77 57%	46 59%	62 71%	76 55%	73 47%	86 56%	106 56%	192 56%	23 44%	85 54%	64 51%	66 54%	32 52%	30 56%	37 65%	16 49%	13 54%	150 52%	65 64%
ANOKA	31 8%	24 8%	8 8%	7 8%	7 10%	9 7%	6 8%	10 11%	7 5%	14 9%	14 9%	15 8%	29 9%	2 3%	15 9%	7 6%	9 7%	5 8%	4 7%	3 5%	3 11%	-	23 8%	8 8%
CARVER	4 1%	3 1%	1 1%	-	-	3 2%	1 1%	-	3 2%	1 1%	-	4 2%	4 1%	-	1 1%	1 1%	-	1 2%	1 2%	2 3%	-	-	3 1%	1 1%
DAKOTA	21 5%	15 5%	6 5%	7 9%	4 5%	4 3%	6 8%	5 5%	7 5%	8 5%	8 5%	12 6%	19 6%	2 3%	7 5%	9 7%	5 4%	4 6%	1 2%	4 8%	3 8%	2 7%	13 4%	8 8%
HENNEPIN	105 26%	82 28%	22 22%	18 22%	13 17%	45 33%	17 22%	35 39%	34 24%	32 21%	43 28%	46 24%	89 26%	12 23%	41 26%	25 20%	36 30%	15 24%	16 29%	19 33%	6 19%	6 24%	69 24%	33 32%
RAMSEY	35 9%	26 9%	9 9%	9 10%	4 5%	12 9%	7 9%	8 9%	17 12%	10 6%	14 9%	18 10%	32 9%	3 5%	15 9%	9 7%	10 8%	5 8%	5 9%	7 13%	1 3%	3 12%	25 8%	10 10%
SCOTT	9 2%	8 3%	2 2%	2 2%	3 4%	2 1%	2 2%	2 2%	4 3%	3 2%	3 2%	5 3%	9 2%	1 2%	2 1%	6 5%	3 2%	3 4%	1 2%	1 2%	-	1 4%	7 3%	2 2%
WASHINGTON	13 3%	12 4%	2 2%	2 2%	2 2%	3 2%	6 8%	3 3%	6 4%	5 3%	5 3%	5 3%	10 3%	4 7%	5 3%	6 5%	4 3%	-	3 5%	1 2%	3 8%	2 7%	11 4%	3 3%

Table 58-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
IF INITIATIVE FOUNDATION	54 13%	28 16%	22 13%	15 20%	7 12%	8 12%	2 4%	5 11%	3 8%	28 13%	12 14%	4 9%	8 20%	21 13%	26 15%	6 10%	24 15%	54 100%	- -	- -	- -	- -
BENTON	2 1%	2 1%	- -	1 1%	- -	- -	- -	- -	- -	1 -	1 1%	1 2%	- -	2 1%	- -	- -	2 1%	3 5%	- -	- -	- -	- -
CASS	1 -	1 1%	1 1%	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	1 2%	- -	- -	- -	- -
CHISAGO	5 1%	2 1%	3 2%	1 1%	- -	- -	1 2%	1 3%	- -	3 1%	1 1%	- -	1 3%	2 1%	3 2%	- -	2 1%	4 8%	- -	- -	- -	- -
CROW WING	5 1%	1 1%	3 2%	- -	- -	2 3%	- -	1 3%	- -	4 2%	1 1%	- -	- -	2 1%	2 1%	1 2%	1 1%	4 8%	- -	- -	- -	- -
ISANTI	4 1%	3 2%	1 1%	- -	1 2%	- -	- -	- -	1 2%	1 -	1 1%	1 2%	1 3%	2 1%	2 1%	- -	3 2%	4 7%	- -	- -	- -	- -
KANABEC	2 1%	1 1%	- -	2 3%	- -	- -	- -	- -	- -	- -	1 1%	- -	1 3%	1 1%	1 1%	- -	2 1%	2 3%	- -	- -	- -	- -
MORRISON	5 1%	3 2%	1 1%	2 3%	- -	- -	1 2%	- -	- -	3 1%	- -	- -	2 6%	2 1%	2 1%	1 2%	2 1%	4 8%	- -	- -	- -	- -
PINE	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	- -	- -
SHERBURNE	5 1%	2 1%	2 1%	1 2%	2 2%	1 1%	- -	- -	- -	4 2%	1 1%	- -	- -	2 1%	4 2%	- -	1 -	6 11%	- -	- -	- -	- -
STEARNS	13 3%	6 4%	5 3%	4 5%	3 5%	1 2%	- -	1 3%	2 5%	7 3%	2 2%	2 5%	1 2%	4 2%	6 3%	3 5%	6 3%	15 28%	- -	- -	- -	- -
TODD	1 -	- -	1 -	- -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 2%	- -	- -	- -	1 -	1 2%	- -	- -	- -	- -
WADENA	1 -	- -	1 -	- -	- -	- -	- -	- -	- -	1 -	- -	- -	- -	- -	1 -	- -	- -	1 2%	- -	- -	- -	- -
WRIGHT	8 2%	6 3%	4 2%	2 2%	2 3%	3 4%	- -	1 2%	- -	5 2%	3 3%	- -	1 2%	3 2%	4 2%	1 1%	4 2%	8 15%	- -	- -	- -	- -
NORTHLAND FOUNDATION	24 6%	15 8%	8 5%	6 8%	7 10%	4 6%	3 6%	3 7%	3 7%	18 8%	6 7%	- -	- -	16 10%	3 2%	5 9%	6 4%	- -	50 50%	- -	- -	- -
AITKIN	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	6 6%	- -	- -	- -
ITASCA	11 3%	8 5%	5 3%	3 4%	- -	- -	3 6%	- -	- -	8 4%	3 3%	- -	- -	6 3%	3 2%	3 4%	3 2%	- -	18 18%	- -	- -	- -
KOOCHICHING	3 1%	3 2%	3 2%	- -	- -	- -	- -	- -	- -	3 1%	- -	- -	- -	- -	- -	3 4%	- -	- -	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 58-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
LAKE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-
ST. LOUIS	10 3%	4 2%	-	4 5%	7 10%	4 6%	-	3 7%	3 7%	7 3%	4 4%	-	-	10 6%	-	-	4 2%	-	20 20%	-	-	-
NORTHWEST MINNESOTA FOUNDATION	12 3%	6 3%	4 3%	4 5%	1 2%	3 5%	-	-	3 7%	8 3%	3 4%	-	1 3%	5 3%	4 2%	3 4%	4 3%	-	50 50%	-	-	-
BELTRAMI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14 14%	-	-	-
HUBBARD	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-
KITTSO	1 -	-	1 1%	-	-	-	-	-	-	1 1%	-	-	-	-	1 1%	-	-	-	2 2%	-	-	-
LAKE OF THE WOODS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-
MARSHALL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-
NORMAN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 2%	-	-	-
PENNINGTON	7 2%	6 3%	-	4 5%	-	1 2%	-	-	-	4 2%	2 2%	-	1 3%	4 3%	1 1%	1 2%	3 2%	-	16 16%	-	-	-
POLK	1 -	-	-	-	1 2%	-	-	-	1 3%	1 1%	-	-	-	1 1%	-	-	-	-	5 5%	-	-	-
ROSEAU	3 1%	-	3 2%	-	-	2 3%	-	-	2 4%	1 1%	2 2%	-	-	-	2 1%	1 2%	2 1%	-	5 5%	-	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	15 9%	18 11%	7 9%	11 17%	5 8%	6 12%	6 13%	7 17%	30 14%	10 12%	6 12%	3 7%	18 11%	25 15%	8 13%	18 11%	-	-	51 100%	-	-
BLUE EARTH	6 1%	2 1%	3 2%	-	1 1%	-	-	1 2%	2 4%	3 1%	2 2%	1 2%	-	2 1%	3 2%	1 1%	3 2%	-	-	6 12%	-	-
BROWN	3 1%	-	-	-	-	-	-	-	-	3 1%	-	-	-	1 1%	-	1 2%	-	-	-	2 4%	-	-
FARIBAULT	2 -	1 -	-	-	1 1%	1 1%	-	1 2%	-	2 1%	-	-	-	-	2 1%	-	-	-	-	2 4%	-	-
FILLMORE	2 -	-	-	-	1 1%	-	-	-	2 2%	2 1%	-	-	-	-	1 1%	1 1%	-	-	-	2 4%	-	-
FREEBORN	5 1%	-	2 1%	-	2 3%	1 2%	1 2%	-	1 2%	3 1%	2 3%	-	-	-	4 2%	1 2%	2 1%	-	-	5 10%	-	-

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

Continued

Table 58-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF		COMBINED INITIATIVE REGIONS					
	TOTAL	HIR-ING	NEW CUST/MKT	INCR PROD-UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/NW MN	SOUTH MN	SW/WEST CENT INIT	NONE
HOUSTON	1	-	-	1	-	-	1	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
	-	-	-	1%	-	-	2%	-	-	-	-	-	-	-	1%	-	-	-	-	2%	-	-
LE SUEUR	4	-	1	-	-	-	-	3	-	1	-	2	1	1	3	-	3	-	-	4	-	-
	1%	-	1%	-	-	-	-	6%	-	-	-	4%	2%	1%	2%	-	2%	-	-	8%	-	-
MARTIN	4	1	1	1	-	-	1	-	-	4	-	-	-	3	1	-	-	-	-	3	-	-
	1%	1%	1%	2%	-	-	3%	-	-	2%	-	-	-	2%	1%	-	-	-	-	6%	-	-
MOWER	2	-	1	-	2	-	1	-	1	-	2	-	-	-	1	1	1	-	-	2	-	-
	1%	-	1%	-	3%	-	2%	-	2%	-	2%	-	-	-	1%	2%	1%	-	-	4%	-	-
OLMSTED	5	2	4	2	-	-	-	-	-	4	1	1	-	4	1	-	2	-	-	6	-	-
	1%	1%	3%	2%	-	-	-	-	-	2%	1%	2%	-	3%	1%	-	1%	-	-	12%	-	-
RICE	5	2	2	1	2	-	-	-	-	3	1	1	-	2	-	3	2	-	-	5	-	-
	1%	1%	1%	1%	3%	-	-	-	-	1%	1%	2%	-	1%	-	4%	1%	-	-	10%	-	-
STEELE	4	2	2	1	-	1	-	-	-	2	-	1	-	1	3	-	1	-	-	4	-	-
	1%	1%	1%	2%	-	2%	-	-	-	1%	-	3%	-	1%	2%	-	1%	-	-	8%	-	-
WABASHA	1	-	-	-	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1	-	-
	-	-	-	-	-	-	2%	-	3%	-	1%	-	-	-	1%	-	1%	-	-	2%	-	-
WASECA	1	1	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-	-
	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	2%	-	-
WATONWAN	1	1	-	-	-	1	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
	-	1%	-	-	-	2%	-	-	-	1%	-	-	-	-	1%	-	-	-	-	2%	-	-
WINONA	6	3	2	1	2	1	-	1	1	3	1	-	2	3	3	-	3	-	-	6	-	-
	1%	2%	1%	1%	3%	1%	-	3%	3%	1%	1%	-	5%	2%	2%	-	2%	-	-	12%	-	-
SOUTHWEST INITIATIVE FOUNDATION	24	10	9	4	3	1	5	2	1	11	7	3	3	6	14	4	12	-	-	-	50	-
	6%	6%	6%	5%	5%	1%	10%	4%	2%	5%	8%	6%	9%	3%	8%	7%	8%	-	-	-	50%	-
BIG STONE	1	-	1	-	-	-	-	-	-	-	1	-	-	-	1	-	1	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	1%	-
CHIPPEWA	2	1	1	1	-	-	-	-	-	1	1	-	-	1	2	-	1	-	-	-	5	-
	1%	-	-	1%	-	-	-	-	-	1%	1%	-	-	-	1%	-	-	-	-	-	5%	-
COTTONWOOD	1	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
JACKSON	1	1	-	-	-	-	-	-	-	1	-	-	-	-	1	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
KANDIYOHI	3	1	2	2	-	-	1	-	-	2	-	1	1	1	2	1	1	-	-	-	5	-
	1%	1%	1%	2%	-	-	2%	-	-	1%	-	2%	2%	-	1%	1%	1%	-	-	-	5%	-
LAC QUI PARLE	2	1	1	-	-	-	-	-	-	1	1	-	-	1	-	1	1	-	-	-	3	-
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	3%	-
LINCOLN	1	1	-	-	-	-	1	-	-	-	1	-	-	-	1	-	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 58-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS								OPEN POSITIONS				DIFFCLTY ATTRCT CAND		HIRING +DIF	COMBINED INITIATIVE REGIONS						
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH- LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
LYON	1	-	-	-	1 2%	-	-	-	-	1	-	-	-	-	-	1 2%	-	-	-	-	4 4%	-
MCLEOD	2	1	1	-	-	-	2 3%	-	-	1	-	-	1 2%	1	1	-	1	-	-	-	5 5%	-
MEEKER	4	-	2	-	2 2%	-	1 2%	-	1 2%	1	3 4%	-	-	-	3 2%	1 1%	3 2%	-	-	-	10 10%	-
MURRAY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 1%	-
NOBLES	2	1	-	1	-	1	1 2%	1 2%	-	1	-	1 2%	-	-	2 1%	-	1	-	-	-	3 3%	-
PIPESTONE	3	3	1	1	1 2%	-	-	-	-	-	1 1%	1 2%	1 3%	2 1%	1 1%	-	3 2%	-	-	-	4 4%	-
REDWOOD	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 1%	-
RENVILLE	1	1	-	-	-	-	-	1 2%	-	1	-	-	-	-	1	1 1%	-	-	-	-	2 2%	-
ROCK	1	1	-	-	-	-	-	-	-	-	-	-	1 2%	1	-	-	1	-	-	-	3 3%	-
SWIFT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 1%	-
WEST CENTRAL INITIATIVE	17	6	5	3	2	7	3	2	2	11	4	2	-	8	9	-	6	-	-	-	50	-
	4%	3%	3%	4%	3%	11%	7%	5%	5%	5%	4%	5%	-	5%	5%	-	4%	-	-	-	50%	-
BECKER	3	1	1	-	-	1 2%	-	-	-	2	1	-	-	3	-	-	1	-	-	-	14	-
	1%	1%	1%	-	-	2%	-	-	-	1%	1%	-	-	2%	-	-	1%	-	-	-	14%	-
CLAY	1	1	1	-	-	1 2%	-	-	-	-	-	1 2%	-	-	1	-	1	-	-	-	3	-
	-	1%	1%	-	-	2%	-	-	-	-	-	2%	-	-	1%	-	1%	-	-	-	3%	-
DOUGLAS	2	1	-	-	-	1 2%	-	1 2%	-	1	-	1 3%	-	1	1	-	1	-	-	-	7	-
	1%	1%	-	-	-	2%	-	2%	-	-	-	3%	-	1%	1%	-	1%	-	-	-	7%	-
GRANT	1	-	1	-	-	1 2%	-	-	-	1	-	-	-	-	1	-	-	-	-	-	1	-
	-	-	1%	-	-	2%	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	1%	-
OTTER TAIL	5	1	2	1	1	2	1	-	1	2	3	-	-	2	2	-	3	-	-	-	17	-
	1%	1%	1%	2%	1%	4%	3%	-	3%	1%	3%	-	-	1%	1%	-	2%	-	-	-	17%	-
POPE	4	-	-	1	1	-	2	1	1	4	-	-	-	2	2	-	-	-	-	-	5	-
	1%	-	-	1%	2%	-	4%	2%	2%	2%	-	-	-	1%	1%	-	-	-	-	-	5%	-
TRAVERSE	1	1	-	1	-	1	-	-	-	1	-	-	-	-	1	-	-	-	-	-	1	-
	-	1%	-	1%	-	2%	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	1%	-
WILKIN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	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 58-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
NONE	218	95	96	36	33	36	29	26	23	114	46	31	23	90	91	34	90	-	-	-	-	218
----	55%	55%	59%	48%	51%	56%	61%	60%	55%	52%	52%	68%	61%	55%	53%	57%	56%	-	-	-	-	100%
ANOKA	31	17	11	4	6	3	2	1	4	21	2	3	5	17	11	3	9	-	-	-	-	31
	8%	10%	7%	5%	10%	5%	4%	2%	9%	10%	2%	6%	12%	10%	7%	4%	6%	-	-	-	-	14%
CARVER	4	2	1	1	-	1	-	-	-	2	1	-	1	3	1	-	2	-	-	-	-	4
	1%	1%	1%	1%	-	1%	-	-	-	1%	1%	-	2%	2%	1%	-	1%	-	-	-	-	2%
DAKOTA	21	9	12	2	3	4	1	2	3	11	5	-	5	6	11	4	9	-	-	-	-	21
	5%	5%	8%	3%	4%	6%	2%	5%	7%	5%	5%	-	14%	3%	6%	7%	6%	-	-	-	-	10%
HENNEPIN	105	46	45	19	15	17	18	15	8	50	26	19	9	44	42	18	48	-	-	-	-	105
	26%	26%	28%	25%	23%	26%	38%	35%	19%	23%	29%	40%	23%	27%	24%	31%	30%	-	-	-	-	48%
RAMSEY	35	16	15	8	5	8	5	6	3	17	10	6	1	12	18	5	16	-	-	-	-	35
	9%	9%	10%	11%	8%	12%	10%	14%	7%	8%	11%	13%	2%	7%	11%	8%	10%	-	-	-	-	16%
SCOTT	9	2	5	2	1	2	2	-	2	4	2	1	2	2	4	1	3	-	-	-	-	9
	2%	1%	3%	2%	1%	4%	4%	-	4%	2%	3%	2%	5%	1%	3%	2%	2%	-	-	-	-	4%
WASHINGTON	13	4	7	1	3	2	2	2	4	9	1	3	1	7	3	3	4	-	-	-	-	13
	3%	2%	4%	1%	5%	3%	4%	4%	8%	4%	1%	6%	2%	5%	2%	4%	2%	-	-	-	-	6%

Table 58-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
IF INITIATIVE FOUNDATION	54 13%	33 14%	36 15%	35 15%	31 15%	23 14%	23 13%	28 17%	21 12%	29 15%	20 11%	28 15%	20 12%	33 15%	9 13%	38 14%	9 8%	19 15%	26 16%
BENTON	2 1%	2 1%	2 1%	1 1%	2 1%	2 1%	1 -	1 -	2 1%	1 -	2 1%	1 -	- -	2 1%	- -	2 1%	2 1%	1 1%	- -
CASS	1 -	1 -	- -	- -	1 1%	- -	- -	- -	- -	1 1%	1 1%	- -	- -	1 -	1 1%	- -	- -	- -	1 1%
CHISAGO	5 1%	1 1%	2 1%	2 1%	- -	3 2%	1 1%	3 2%	- -	4 2%	1 1%	3 2%	2 1%	3 1%	2 3%	3 1%	- -	3 2%	2 2%
CROW WING	5 1%	4 2%	5 2%	3 1%	2 1%	3 2%	2 1%	3 2%	1 1%	3 2%	2 1%	1 1%	4 3%	1 -	- -	2 1%	- -	1 1%	4 3%
ISANTI	4 1%	4 2%	4 2%	3 1%	3 2%	2 1%	3 2%	3 2%	1 1%	3 1%	2 1%	2 1%	3 2%	1 -	1 1%	3 1%	1 1%	2 2%	1 1%
KANABEC	2 1%	- -	1 -	2 1%	1 -	- -	1 1%	1 1%	1 1%	1 -	2 1%	- -	- -	2 1%	- -	2 1%	1 1%	- -	1 1%
MORRISON	5 1%	3 1%	3 1%	4 2%	4 2%	2 1%	2 1%	3 2%	3 2%	1 -	3 2%	1 1%	4 3%	1 -	1 2%	4 1%	1 1%	- -	4 3%
PINE	1 -	- -	- -	- -	- -	- -	- -	- -	1 1%	- -	- -	- 1%	- -	1 -	- -	1 -	- -	- -	1 1%
SHERBURNE	5 1%	3 1%	4 2%	3 1%	3 1%	2 1%	2 1%	3 2%	2 1%	3 1%	1 1%	4 2%	1 1%	4 2%	1 1%	4 2%	1 1%	2 2%	2 1%
STEARNS	13 3%	7 3%	7 3%	9 4%	8 4%	3 2%	5 3%	6 3%	6 3%	7 4%	2 1%	10 5%	2 1%	11 5%	2 2%	10 3%	2 1%	7 5%	5 3%
TODD	1 -	1 -	1 -	1 -	1 -	1 -	1 -	1 -	- -	1 -	1 -	- -	- -	1 -	- -	1 -	- -	- -	1 -
WADENA	1 -	1 -	1 -	1 -	- -	1 -	- -	- -	1 -	- -	- -	1 -	- -	1 -	- -	1 -	- -	- -	1 -
WRIGHT	8 2%	6 3%	6 2%	5 2%	5 3%	4 2%	4 2%	4 2%	4 2%	5 2%	2 1%	5 3%	3 2%	5 2%	1 1%	5 2%	2 2%	4 3%	3 2%
NORTHLAND FOUNDATION	24 6%	16 7%	9 4%	8 4%	15 8%	10 6%	9 5%	7 4%	4 2%	20 10%	9 5%	15 8%	7 4%	17 8%	- -	21 8%	4 3%	15 11%	6 4%
ITASCA	11 3%	6 2%	6 2%	8 4%	5 3%	3 2%	5 3%	3 2%	- -	11 6%	3 1%	8 4%	- -	11 5%	- -	11 4%	- -	8 6%	3 2%
KOOCHICING	3 1%	- -	- -	- -	3 1%	- -	- -	- -	- -	3 1%	- -	3 1%	- -	3 1%	- -	- -	- -	- 2%	3 -
ST. LOUIS	10 3%	10 4%	4 2%	- -	7 4%	7 4%	4 2%	4 2%	4 2%	7 3%	7 4%	4 2%	7 4%	4 2%	- -	10 4%	4 3%	4 3%	3 2%

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 58-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCCL PLANS			
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI- THER	REST
		BAL	SALARY	ENVR	SHIFTS	LEADER	GRWTH	FITS											
NORTHWEST MINNESOTA FOUNDATION	12 3%	6 2%	7 3%	8 4%	7 4%	7 4%	8 5%	3 2%	4 2%	6 3%	6 3%	5 3%	5 3%	7 3%	1 2%	8 3%	3 3%	4 3%	5 3%
KITTSO	1 -	- -	1 1%	- -	- -	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	- -	- -	1 1%	- -
PENNINGTON	7 2%	3 1%	3 1%	6 2%	4 2%	6 3%	6 3%	1 1%	3 1%	3 1%	4 2%	1 1%	3 2%	4 2%	1 2%	4 1%	1 1%	- -	5 3%
POLK	1 -	1 1%	1 1%	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	1 1%	- -	1 1%	- -	1 1%	- -	1 1%	- -
ROSEAU	3 1%	2 1%	2 1%	2 1%	2 1%	2 1%	3 2%	2 1%	2 1%	1 1%	2 1%	1 1%	2 1%	1 1%	- -	3 1%	2 1%	1 1%	- -
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 13%	29 13%	32 14%	27 12%	32 16%	19 11%	18 10%	18 11%	22 13%	26 13%	22 12%	26 14%	19 11%	32 15%	10 14%	37 13%	14 13%	17 13%	19 12%
BLUE EARTH	6 1%	4 2%	4 2%	2 1%	5 2%	3 2%	1 1%	- -	2 1%	3 1%	3 1%	3 1%	2 1%	4 2%	1 1%	3 1%	1 1%	2 1%	3 2%
BROWN	3 1%	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	- -	3 1%	- -	3 1%	- -	3 1%	- -	1 1%	1 1%
FARIBAULT	2 -	1 -	- -	- -	2 1%	- -	- -	- -	- -	2 1%	- -	2 1%	- -	2 1%	- -	2 1%	- -	2 1%	- -
FILLMORE	2 -	1 -	1 -	1 -	2 1%	1 1%	1 1%	1 1%	- -	2 1%	- -	2 1%	1 1%	1 1%	- -	2 1%	- -	2 1%	- -
FREEBORN	5 1%	4 2%	4 2%	3 1%	2 1%	2 1%	2 1%	3 2%	3 2%	1 -	3 2%	1 1%	3 2%	2 1%	2 3%	2 1%	2 2%	- -	3 2%
HOUSTON	1 -	- -	1 -	- -	- -	- -	1 1%	- -	- -	1 -	1 -	- -	- -	1 -	- -	1 -	- -	- -	1 1%
LE SUEUR	4 1%	4 2%	4 2%	4 2%	4 2%	3 2%	4 2%	3 2%	1 -	3 1%	2 1%	2 1%	1 1%	3 1%	1 1%	3 1%	- -	1 1%	3 2%
MARTIN	4 1%	1 1%	3 1%	3 1%	3 1%	1 1%	1 1%	- -	1 1%	3 1%	3 1%	1 1%	3 1%	1 1%	1 2%	3 1%	1 1%	1 1%	1 1%
MOWER	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	2 1%	1 1%	1 -	2 1%	- -	2 1%	- -	- -	1 1%	- -	1 1%	1 1%
OLMSTED	5 1%	1 -	2 1%	3 1%	3 1%	2 1%	- -	- -	2 1%	3 2%	- -	4 2%	1 1%	4 2%	- -	5 2%	- -	3 2%	3 2%
RICE	5 1%	5 2%	2 1%	1 -	1 -	- -	- -	1 1%	2 1%	2 1%	2 1%	2 1%	1 1%	4 2%	- -	5 2%	2 2%	2 1%	1 1%
STEELE	4 1%	2 1%	4 2%	3 1%	4 2%	3 2%	3 2%	3 2%	3 2%	1 1%	3 2%	1 1%	2 1%	2 1%	1 2%	3 1%	3 3%	1 1%	- -
WABASHA	1 -	1 1%	- -	- -	- -	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 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 58-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
WASECA	1	-	1	1	-	-	-	-	1	-	-	1	-	1	1	-	-	-	1
	-	-	1%	1%	-	-	-	-	1%	-	-	1%	-	1%	2%	-	-	-	1%
WATONWAN	1	-	-	-	-	-	-	1	-	1	-	1	-	1	-	1	-	1	-
	-	-	-	-	-	-	-	1%	-	1%	-	1%	-	1%	-	-	-	1%	-
WINONA	6	3	4	4	4	2	2	3	3	3	2	3	2	4	1	5	2	2	2
	1%	1%	2%	2%	2%	1%	1%	2%	2%	1%	1%	1%	1%	2%	2%	2%	2%	1%	1%
SOUTHWEST INITIATIVE FOUNDATION	24	15	15	16	13	11	7	10	13	9	11	11	11	11	5	15	8	7	10
	6%	6%	7%	7%	7%	6%	4%	6%	8%	5%	6%	6%	6%	5%	7%	5%	7%	5%	6%
BIG STONE	1	1	1	1	1	-	-	-	1	-	-	1	-	1	-	-	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%
CHIPPEWA	2	1	1	-	-	-	-	-	2	1	-	2	1	1	-	2	-	1	2
	1%	-	-	-	-	-	-	-	1%	-	-	1%	-	1%	-	1%	-	1%	1%
COTTONWOOD	1	-	-	-	-	-	-	-	-	-	-	1	-	1	-	1	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
JACKSON	1	1	1	1	1	-	-	-	1	-	1	-	-	1	-	1	1	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-
KANDIYOHI	3	2	3	3	2	2	1	2	3	-	3	-	2	-	1	1	3	-	-
	1%	1%	1%	1%	1%	1%	1%	2%	2%	-	2%	-	1%	-	1%	1%	3%	-	-
LAC QUI PARLE	2	-	-	1	1	-	-	-	-	2	-	2	-	2	-	2	-	2	-
	-	-	-	-	-	-	-	-	-	1%	-	1%	-	1%	-	1%	-	1%	-
LINCOLN	1	-	-	1	1	-	-	-	1	-	-	1	-	1	-	1	-	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LYON	1	1	1	1	1	1	1	1	1	-	1	-	1	-	1	-	1	-	-
	-	-	-	-	-	1%	1%	1%	1%	-	1%	-	1%	-	1%	-	1%	-	-
MCLEOD	2	1	2	1	1	1	1	1	-	2	1	1	2	-	1	1	-	1	1
	-	-	1%	-	-	-	-	1%	-	1%	-	1%	-	1%	-	1%	-	1%	1%
MEEKER	4	4	3	3	3	4	2	3	2	2	2	2	1	3	2	3	1	2	2
	1%	2%	1%	1%	2%	2%	1%	2%	1%	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%
NOBLES	2	1	1	1	1	-	1	-	2	1	1	1	1	1	1	1	1	1	1
	1%	-	-	-	-	-	1%	-	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	-
PIPESTONE	3	2	2	3	2	2	1	1	1	1	1	1	2	1	-	1	-	1	2
	1%	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	-	1%	-	-	-	-	1%	1%
RENVILLE	1	1	1	1	-	1	1	1	-	1	1	1	1	-	-	1	-	1	1
	-	1%	-	-	-	-	-	1%	-	1%	-	-	1%	-	-	1%	-	1%	-
ROCK	1	1	1	-	1	-	-	1	1	-	1	-	1	-	-	1	1	-	-
	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-
WEST CENTRAL INITIATIVE	17	13	11	13	12	7	8	11	7	10	10	7	9	7	7	9	5	5	7
	4%	5%	5%	6%	6%	4%	5%	7%	4%	5%	5%	4%	5%	3%	9%	3%	4%	4%	5%

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

Continued

Table 58-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE	COMP	SAFE	FLEX	IND-STRY	CAREER	BENE-	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
		BAL	SALARY	ENVIR	SHIFTS	LEADER	GRWTH	FITS											
BECKER	3 1%	2 1%	1 -	2 1%	2 1%	1 1%	1 1%	1 1%	1 1%	2 1%	2 1%	1 1%	- 1%	2 1%	- -	2 1%	1 1%	1 1%	1 1%
CLAY	1 -	1 -	1 -	1 -	- -	- -	- -	1 1%	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	- -	- -	- -	1 1%
DOUGLAS	2 1%	1 1%	1 1%	1 1%	2 1%	2 1%	1 1%	1 1%	1 1%	1 -	1 1%	1 1%	1 1%	1 -	2 3%	- -	1 1%	1 1%	- -
GRANT	1 -	1 -	1 -	1 -	1 -	- -	1 1%	- -	- -	1 -	1 1%	- -	- -	1 -	- -	1 -	- -	- -	1 1%
OTTER TAIL	5 1%	4 2%	4 2%	5 2%	5 2%	1 1%	4 2%	4 2%	1 1%	3 2%	2 1%	2 1%	5 3%	- -	3 3%	2 1%	- -	1 1%	4 2%
POPE	4 1%	3 1%	2 1%	2 1%	2 1%	2 1%	- -	3 2%	3 2%	1 1%	2 1%	2 1%	1 1%	3 2%	1 1%	3 2%	2 1%	1 1%	1 1%
TRAVERSE	1 -	1 -	1 -	1 -	- -	- -	1 1%	1 1%	- -	1 1%	- -	1 1%	1 1%	- -	- -	1 -	- -	1 1%	- -
NONE ----	218 55%	120 52%	122 53%	118 52%	90 45%	94 55%	98 57%	83 52%	104 59%	97 49%	108 58%	96 51%	102 59%	109 50%	42 56%	154 54%	70 62%	63 49%	86 54%
ANOKA	31 8%	19 8%	18 8%	16 7%	14 7%	13 8%	14 8%	11 7%	18 10%	11 6%	11 6%	18 10%	11 7%	19 9%	3 4%	26 9%	8 8%	10 7%	13 8%
CARVER	4 1%	1 -	3 1%	2 1%	- -	1 1%	2 1%	2 1%	2 1%	2 1%	1 -	3 1%	2 1%	2 1%	2 3%	2 1%	1 1%	2 1%	1 1%
DAKOTA	21 5%	10 4%	9 4%	9 4%	7 4%	8 5%	8 4%	5 3%	7 4%	13 6%	12 6%	6 3%	12 7%	8 4%	6 8%	12 4%	6 6%	5 4%	9 6%
HENNEPIN	105 26%	62 27%	63 27%	62 28%	44 22%	54 32%	53 31%	45 28%	49 28%	49 25%	55 29%	47 25%	50 29%	52 24%	19 26%	78 27%	35 31%	32 25%	38 24%
RAMSEY	35 9%	18 8%	16 7%	17 8%	14 7%	11 6%	10 6%	13 8%	15 9%	14 7%	18 9%	15 8%	16 9%	18 8%	6 9%	22 8%	9 8%	9 7%	16 10%
SCOTT	9 2%	3 1%	4 2%	4 2%	4 2%	1 1%	2 1%	3 2%	4 2%	3 1%	6 3%	1 -	6 3%	4 2%	1 1%	6 2%	4 3%	1 1%	5 3%
WASHINGTON	13 3%	8 3%	9 4%	8 4%	7 4%	6 4%	9 5%	3 2%	9 5%	5 2%	7 4%	6 3%	5 3%	7 3%	5 6%	9 3%	6 5%	4 3%	4 2%

Table 58-6
QUESTION GREG:
Greater MN Regions./County.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
IF INITIATIVE FOUNDATION -----	54 18%	54 100%	-	-	-	-	-
BENTON	3 1%	3 5%	-	-	-	-	-
CASS	1 -	1 2%	-	-	-	-	-
CHISAGO	4 1%	4 8%	-	-	-	-	-
CROW WING	4 1%	4 8%	-	-	-	-	-
ISANTI	4 1%	4 7%	-	-	-	-	-
KANABEC	2 1%	2 3%	-	-	-	-	-
MORRISON	4 1%	4 8%	-	-	-	-	-
PINE	1 -	1 2%	-	-	-	-	-
SHERBURNE	6 2%	6 11%	-	-	-	-	-
STEARNS	15 5%	15 28%	-	-	-	-	-
TODD	1 -	1 2%	-	-	-	-	-
WADENA	1 -	1 2%	-	-	-	-	-
WRIGHT	8 3%	8 15%	-	-	-	-	-
NORTHLAND FOUNDATION -----	50 16%	-	50 100%	-	-	-	-
AITKIN	6 2%	-	6 12%	-	-	-	-
ITASCA	18 6%	-	18 36%	-	-	-	-
KOOCHICHING	4 1%	-	4 8%	-	-	-	-

Continued

Table 58-6
QUESTION GREG:
Greater MN Regions./County.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
LAKE	2 1%	-	2 4%	-	-	-	-
ST. LOUIS	20 7%	-	20 40%	-	-	-	-
NORTHWEST MINNESOTA FOUNDATION	50 16%	-	-	50 100%	-	-	-

BELTRAMI	14 5%	-	-	14 29%	-	-	-
HUBBARD	2 1%	-	-	2 4%	-	-	-
KITTSON	2 1%	-	-	2 4%	-	-	-
LAKE OF THE WOODS	2 1%	-	-	2 4%	-	-	-
MARSHALL	2 1%	-	-	2 4%	-	-	-
NORMAN	2 1%	-	-	2 4%	-	-	-
PENNINGTON	16 5%	-	-	16 32%	-	-	-
POLK	5 2%	-	-	5 11%	-	-	-
ROSEAU	5 2%	-	-	5 11%	-	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51 17%	-	-	-	51 100%	-	-

BLUE EARTH	6 2%	-	-	-	6 12%	-	-
BROWN	2 1%	-	-	-	2 4%	-	-
FARIBAULT	2 1%	-	-	-	2 4%	-	-
FILLMORE	2 1%	-	-	-	2 4%	-	-
FREEBORN	5 2%	-	-	-	5 10%	-	-

Continued

Table 58-6
QUESTION GREG:
Greater MN Regions./County.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
HOUSTON	1 -	-	-	-	1 2%	-	-
LE SUEUR	4 1%	-	-	-	4 8%	-	-
MARTIN	3 1%	-	-	-	3 6%	-	-
MOWER	2 1%	-	-	-	2 4%	-	-
OLMSTED	6 2%	-	-	-	6 12%	-	-
RICE	5 2%	-	-	-	5 10%	-	-
STEELE	4 1%	-	-	-	4 8%	-	-
WABASHA	1 -	-	-	-	1 2%	-	-
WASECA	1 -	-	-	-	1 2%	-	-
WATONWAN	1 -	-	-	-	1 2%	-	-
WINONA	6 2%	-	-	-	6 12%	-	-
SOUTHWEST INITIATIVE FOUNDATION	50 16%	-	-	-	-	50 100%	-

BIG STONE	1 -	-	-	-	-	1 2%	-
CHIPPEWA	5 2%	-	-	-	-	5 10%	-
COTTONWOOD	1 -	-	-	-	-	1 2%	-
JACKSON	1 -	-	-	-	-	1 2%	-
KANDIYOHI	5 2%	-	-	-	-	5 10%	-
LAC QUI PARLE	3 1%	-	-	-	-	3 6%	-
LINCOLN	1 -	-	-	-	-	1 2%	-

Continued

Table 58-6
QUESTION GREG:
Greater MN Regions./County.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
LYON	4 1%	-	-	-	-	4 8%	-
MCLEOD	5 2%	-	-	-	-	5 10%	-
MEEKER	10 3%	-	-	-	-	10 20%	-
MURRAY	1 -	-	-	-	-	1 2%	-
NOBLES	3 1%	-	-	-	-	3 6%	-
PIPESTONE	4 1%	-	-	-	-	4 8%	-
REDWOOD	1 -	-	-	-	-	1 2%	-
RENVILLE	2 1%	-	-	-	-	2 4%	-
ROCK	3 1%	-	-	-	-	3 6%	-
SWIFT	1 -	-	-	-	-	1 2%	-
WEST CENTRAL INITIATIVE	50 16%	-	-	-	-	-	50 100%
BECKER	14 5%	-	-	-	-	-	14 29%
CLAY	3 1%	-	-	-	-	-	3 5%
DOUGLAS	7 2%	-	-	-	-	-	7 13%
GRANT	1 -	-	-	-	-	-	1 3%
OTTER TAIL	17 6%	-	-	-	-	-	17 34%
POPE	5 2%	-	-	-	-	-	5 11%
TRAVERSE	1 -	-	-	-	-	-	1 3%
WILKIN	1 -	-	-	-	-	-	1 3%

Table 59-1
QUESTION SAM:
Date./Phone Type.

BANNER 1

	REGION						REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE				
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER \$1 MILL	\$1 MILL- \$5 MILL+	\$5 MILL+	UNDER 10	11-50	51+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER	
BASE=TOTAL SAMPLE	400 100%	140 35%	87 22%	48 12%	43 11%	82 21%	226 57%	174 43%	135 34%	116 29%	90 23%	204 51%	120 30%	56 14%	46 12%	39 10%	47 12%	32 8%	64 16%	313 78%	154 38%	79 20%	23 6%	77 19%	
DATE																									

WED, AUG 16	26 7%	- -	2 2%	7 15%	2 5%	15 18%	2 1%	24 14%	11 8%	7 6%	6 6%	14 7%	7 6%	5 9%	3 6%	2 5%	8 17%	3 9%	5 8%	21 7%	13 8%	4 5%	2 10%	4 5%	
THU, AUG 17	53 13%	13 10%	14 16%	5 11%	10 24%	10 12%	27 12%	25 14%	19 14%	12 11%	9 10%	29 14%	19 16%	2 4%	4 9%	6 14%	4 8%	4 12%	11 17%	39 13%	20 13%	9 12%	7 29%	12 16%	
FRI, AUG 18	45 11%	15 11%	10 12%	4 8%	5 11%	11 13%	25 11%	19 11%	18 14%	9 8%	14 15%	28 14%	13 11%	3 6%	2 5%	5 12%	8 17%	5 15%	9 14%	35 11%	20 13%	10 12%	- -	8 11%	
MON, AUG 21	36 9%	9 7%	9 11%	6 12%	2 4%	10 12%	18 8%	17 10%	10 7%	12 10%	9 10%	21 10%	5 4%	7 13%	2 4%	2 5%	3 6%	4 14%	2 4%	32 10%	9 6%	6 7%	2 10%	11 14%	
TUE, AUG 22	28 7%	11 8%	13 15%	3 6%	1 2%	1 2%	24 10%	5 3%	12 9%	7 6%	7 7%	18 9%	6 5%	4 7%	2 4%	1 3%	4 9%	3 9%	4 7%	21 7%	13 9%	10 13%	1 4%	2 2%	
WED, AUG 23	37 9%	11 8%	6 7%	6 12%	7 15%	8 9%	17 8%	20 12%	12 9%	12 11%	6 7%	17 8%	11 10%	6 11%	4 4%	2 6%	2 4%	3 9%	5 9%	28 9%	17 11%	4 5%	2 11%	11 14%	
THU, AUG 24	35 9%	17 12%	8 9%	1 2%	3 8%	6 7%	25 11%	11 6%	6 5%	11 9%	12 13%	13 6%	13 11%	9 15%	6 12%	4 10%	3 7%	1 3%	5 7%	29 9%	9 6%	10 13%	2 7%	4 5%	
FRI, AUG 25	2 -	1 1%	1 1%	- -	- -	- -	2 1%	- -	1 1%	- -	- -	1 -	1 1%	- -	- -	- -	- -	- -	1 1%	1 -	- -	1 1%	- -	- -	
MON, AUG 28	12 3%	2 1%	2 2%	4 8%	3 6%	2 2%	4 2%	8 5%	4 3%	8 7%	- -	6 3%	2 2%	4 7%	3 6%	2 5%	1 2%	- -	2 3%	10 3%	3 2%	1 1%	- -	2 2%	
TUE, AUG 29	7 2%	- -	3 3%	3 6%	- -	2 3%	3 1%	5 3%	4 3%	3 2%	1 1%	6 3%	- -	1 2%	1 2%	3 8%	1 2%	- -	1 1%	7 2%	4 3%	2 2%	- -	1 2%	
WED, AUG 30	13 3%	3 2%	2 2%	- -	1 2%	7 9%	5 2%	8 5%	4 3%	2 2%	6 7%	5 2%	5 4%	4 7%	4 9%	- -	3 6%	1 3%	4 6%	9 3%	5 3%	3 4%	1 4%	1 2%	
THU, AUG 31	13 3%	7 5%	4 4%	- -	2 5%	- -	11 5%	2 1%	4 3%	6 5%	2 2%	4 2%	6 5%	2 4%	2 4%	5 13%	2 4%	1 4%	- -	13 4%	7 4%	1 1%	- -	2 3%	
FRI, SEP 1	9 2%	4 3%	5 5%	- -	- -	1 1%	9 4%	1 -	3 2%	2 2%	3 3%	3 2%	5 4%	- -	2 4%	1 2%	1 2%	- -	1 1%	7 2%	3 2%	2 2%	- -	4 5%	
TUE, SEP 5	12 3%	4 3%	3 3%	3 6%	1 2%	2 2%	7 3%	5 3%	3 2%	7 6%	3 3%	4 2%	7 6%	1 2%	7 14%	- -	1 2%	- -	3 5%	9 3%	4 2%	5 7%	- -	2 3%	
WED, SEP 6	5 1%	2 2%	3 3%	- -	- -	- -	5 2%	- -	- -	2 2%	2 3%	1 -	1 1%	4 7%	- -	1 2%	1 3%	1 4%	- -	5 2%	2 1%	- -	1 5%	- -	
THU, SEP 7	15 4%	8 5%	3 3%	2 4%	1 2%	1 2%	10 5%	4 3%	6 4%	5 4%	2 2%	10 5%	5 4%	- -	3 6%	2 5%	2 4%	2 8%	5 8%	10 3%	8 5%	4 5%	1 5%	- -	
FRI, SEP 8	3 1%	2 1%	- -	- -	- -	1 2%	2 1%	1 1%	1 1%	2 2%	- -	2 1%	1 1%	- -	- -	- -	- -	- -	1 4%	- -	3 1%	1 1%	1 1%	- -	

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

Continued

Table 59-1
QUESTION SAM:
Date./Phone Type.

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+	PROC- ESS	PREC- ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN- AGER
MON, SEP 11	11 3%	3 2%	-	3 6%	3 7%	2 2%	3 1%	8 4%	5 4%	2 1%	2 2%	3 2%	5 4%	1 2%	1 2%	1 2%	1 2%	-	1 1%	8 2%	3 2%	3 3%	1 4%	3 4%
TUE, SEP 12	20 5%	16 12%	-	3 6%	1 2%	-	16 7%	4 2%	8 6%	3 2%	2 2%	12 6%	3 3%	1 2%	3 6%	1 3%	1 3%	-	3 5%	12 4%	10 6%	2 2%	1 4%	4 6%
WED, SEP 13	10 3%	10 7%	-	-	-	-	10 5%	-	2 1%	4 3%	2 2%	4 2%	4 3%	-	1 2%	2 5%	-	1 3%	-	9 3%	1 1%	-	2 8%	5 7%
THU, SEP 14	2 -	1 1%	1 1%	-	-	-	2 1%	-	1 1%	-	1 1%	1 -	1 1%	-	-	-	-	1 3%	-	2 1%	-	1 1%	-	-
MON, SEP 18	1 -	-	-	-	1 2%	-	-	1 1%	-	1 1%	-	-	1 1%	-	-	-	-	-	1 1%	-	-	1 1%	-	-
TUE, SEP 19	3 1%	-	-	-	-	3 4%	-	3 2%	-	2 1%	1 1%	1 -	1 1%	1 2%	1 2%	-	2 4%	-	-	3 1%	2 1%	1 1%	-	1 1%
THU, SEP 21	1 -	-	-	-	1 3%	-	-	1 1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

PHONE TYPE

LAND	338 85%	123 88%	76 88%	33 68%	35 81%	72 87%	199 88%	140 80%	98 73%	101 87%	86 95%	164 80%	107 89%	49 89%	33 72%	31 82%	43 92%	28 88%	41 64%	277 88%	117 76%	70 89%	21 91%	69 90%
CELL	62 15%	17 12%	11 12%	15 32%	8 19%	11 13%	28 12%	34 20%	36 27%	15 13%	5 5%	40 20%	13 11%	6 11%	13 28%	7 18%	4 8%	4 12%	23 36%	37 12%	37 24%	9 11%	2 9%	8 10%

Table 59-2
QUESTION SAM:
Date./Phone Type.

BANNER 2

	FUTURE OF FIRM			ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES					
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN-SION	FLAT	RECES-SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
BASE=TOTAL SAMPLE	400 100%	179 45%	164 41%	343 86%	50 13%	68 17%	180 45%	132 33%	57 14%	198 50%	136 34%	124 31%	101 25%	161 40%	105 26%	104 26%	183 46%	131 33%	89 22%	176 44%	57 14%	324 81%	24 6%	31 8%	
DATE	----																								
WED, AUG 16	26 7%	13 7%	8 5%	21 6%	3 6%	4 6%	14 8%	7 5%	5 8%	13 7%	8 6%	8 6%	8 8%	8 5%	7 7%	7 7%	12 6%	5 4%	9 10%	12 7%	4 6%	21 6%	4 15%	1 4%	
THU, AUG 17	53 13%	24 13%	21 13%	45 13%	8 15%	6 9%	25 14%	21 16%	5 9%	27 14%	19 14%	17 14%	17 17%	16 10%	15 14%	13 13%	24 13%	18 14%	7 8%	27 15%	8 13%	48 15%	- -	2 8%	
FRI, AUG 18	45 11%	18 10%	21 12%	38 11%	6 13%	6 9%	20 11%	16 12%	11 19%	18 9%	15 11%	19 16%	10 10%	12 8%	14 14%	8 7%	22 12%	15 12%	8 9%	22 12%	6 10%	41 13%	1 4%	2 8%	
MON, AUG 21	36 9%	16 9%	13 8%	29 8%	6 11%	10 15%	14 8%	10 8%	3 5%	18 9%	15 11%	9 8%	6 6%	18 11%	6 6%	9 9%	18 10%	9 7%	5 5%	20 11%	5 9%	26 8%	1 5%	6 19%	
TUE, AUG 22	28 7%	16 9%	9 6%	26 7%	2 4%	6 9%	15 8%	8 6%	2 4%	14 7%	12 8%	8 7%	3 3%	15 9%	8 7%	3 3%	17 9%	7 6%	7 8%	14 8%	8 15%	24 7%	2 10%	1 4%	
WED, AUG 23	37 9%	15 9%	15 9%	30 9%	5 9%	3 4%	18 10%	15 11%	3 6%	23 11%	11 8%	9 8%	11 11%	17 11%	5 5%	14 14%	18 10%	13 10%	9 10%	15 8%	5 9%	28 9%	3 10%	4 12%	
THU, AUG 24	35 9%	17 9%	14 9%	31 9%	3 5%	4 6%	15 9%	12 9%	7 12%	14 7%	14 10%	10 8%	7 7%	16 10%	8 8%	7 7%	17 10%	12 9%	9 10%	14 8%	4 8%	25 8%	4 15%	5 16%	
FRI, AUG 25	2 -	1 -	- -	1 -	1 2%	- -	- -	2 1%	- -	1 -	- -	1 1%	- -	1 1%	- -	1 1%	- 1%	- 1%	1 1%	1 1%	- -	2 1%	- -	- -	
MON, AUG 28	12 3%	3 2%	7 4%	10 3%	2 4%	5 8%	3 2%	4 3%	1 2%	9 5%	2 1%	4 3%	5 4%	4 2%	4 4%	6 6%	2 1%	5 4%	4 4%	3 2%	2 3%	8 3%	4 15%	- -	
TUE, AUG 29	7 2%	1 -	7 4%	7 2%	- -	- -	4 3%	2 2%	- -	4 2%	4 3%	1 1%	2 2%	5 3%	- -	1 1%	6 3%	2 2%	1 1%	4 2%	4 6%	6 2%	1 5%	- -	
WED, AUG 30	13 3%	6 3%	7 4%	12 4%	1 3%	1 2%	5 3%	5 4%	4 8%	4 2%	5 4%	5 4%	5 5%	3 2%	4 4%	4 4%	5 3%	5 4%	2 2%	6 3%	1 2%	10 3%	3 10%	1 4%	
THU, AUG 31	13 3%	6 3%	5 3%	11 3%	2 4%	- -	8 4%	5 4%	- -	8 4%	5 4%	3 3%	5 5%	5 3%	1 1%	6 5%	6 3%	5 4%	3 4%	5 3%	2 3%	10 3%	- -	2 8%	
FRI, SEP 1	9 2%	2 1%	6 3%	8 2%	2 4%	1 1%	6 3%	3 2%	1 2%	7 4%	1 1%	- -	7 7%	3 2%	1 1%	5 5%	4 2%	1 1%	6 6%	3 2%	1 2%	8 3%	- -	- -	
TUE, SEP 5	12 3%	7 4%	5 3%	11 3%	1 2%	6 8%	3 2%	3 2%	3 5%	5 3%	4 3%	4 3%	3 3%	6 4%	5 5%	3 3%	4 2%	5 4%	3 4%	4 2%	1 2%	11 3%	- -	1 4%	
WED, SEP 6	5 1%	4 3%	1 1%	5 2%	- -	1 2%	2 1%	2 1%	1 2%	1 -	2 2%	5 4%	1 1%	- -	5 4%	1 1%	- -	2 2%	3 3%	- -	- -	2 1%	2 10%	1 4%	
THU, SEP 7	15 4%	5 3%	8 5%	14 4%	1 2%	2 3%	9 5%	2 2%	2 3%	6 3%	7 5%	5 4%	2 2%	8 5%	5 5%	3 3%	6 3%	5 4%	1 1%	9 5%	3 5%	15 5%	- -	- -	
FRI, SEP 8	3 1%	1 1%	1 1%	2 1%	1 3%	2 3%	- -	1 1%	1 2%	1 1%	- -	2 2%	1 1%	- -	1 1%	1 1%	1 1%	1 1%	1 1%	1 1%	- -	3 1%	- -	- -	

Continued

Table 59-2
QUESTION SAM:
Date./Phone Type.

BANNER 2

	FUTURE OF FIRM					ECONOMY IN 2023			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			STATUS QUO	EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXPAN -SION	FLAT	RECES -SION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	3/3	UNDER 50	51-100	101+	
					4																				8
MON, SEP 11	11 3%	5 3%	2 1%	7 2%	4 8%	1 1%	5 3%	2 1%	2 4%	7 3%	2 1%	3 3%	2 2%	6 4%	3 3%	5 4%	3 2%	7 5%	3 3%	1 1%	-	8 3%	-	1 3%	
TUE, SEP 12	20 5%	11 6%	7 4%	18 5%	2 4%	7 11%	4 2%	7 5%	4 7%	8 4%	7 5%	6 5%	3 3%	11 7%	6 6%	5 4%	9 5%	6 4%	3 3%	11 6%	3 5%	15 5%	-	1 4%	
WED, SEP 13	10 3%	6 3%	4 2%	10 3%	-	1 2%	7 4%	2 2%	2 4%	5 3%	3 2%	2 2%	2 2%	6 4%	4 4%	1 1%	5 3%	3 3%	3 3%	4 2%	1 2%	8 2%	-	-	
THU, SEP 14	2 -	1 1%	-	1 -	1 2%	1 1%	-	1 1%	-	1 1%	1 1%	-	1 1%	-	-	-	2 1%	2 1%	-	-	-	-	2 1%	-	-
MON, SEP 18	1 -	-	1 1%	1 -	-	-	1 1%	-	-	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	1 1%	-	1 -	-	-	
TUE, SEP 19	3 1%	1 1%	2 1%	3 1%	1 2%	-	1 1%	3 2%	-	2 1%	1 1%	2 1%	2 2%	-	1 1%	2 2%	1 -	2 1%	1 1%	1 -	-	2 -	-	1 3%	
THU, SEP 21	1 -	-	1 1%	1 -	-	-	1 1%	-	-	1 1%	-	-	-	1 1%	-	-	1 1%	-	1 1%	-	-	-	-	-	

PHONE TYPE

LAND	338 85%	162 90%	132 80%	294 86%	38 76%	57 83%	156 87%	111 84%	48 85%	162 82%	119 88%	109 88%	89 89%	126 78%	87 83%	89 85%	155 85%	101 77%	81 91%	153 87%	42 73%	271 84%	20 80%	30 96%
CELL	62 15%	17 10%	32 20%	50 14%	12 24%	11 17%	23 13%	21 16%	8 15%	36 18%	16 12%	14 12%	12 11%	36 22%	18 17%	15 15%	28 15%	30 23%	8 9%	24 13%	16 27%	53 16%	5 20%	1 4%

Table 59-3
QUESTION SAM:
Date./Phone Type.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
BASE=TOTAL SAMPLE	400 100%	299 75%	101 25%	84 21%	73 18%	135 34%	78 19%	88 22%	140 35%	155 39%	153 38%	189 47%	342 86%	53 13%	157 39%	125 31%	122 31%	61 15%	54 13%	56 14%	32 8%	24 6%	291 73%	102 26%
DATE																								

WED, AUG 16	26 7%	21 7%	5 5%	7 8%	4 5%	7 5%	8 11%	3 4%	9 6%	10 6%	13 9%	10 6%	24 7%	2 4%	10 6%	11 9%	8 7%	4 7%	4 7%	4 7%	3 9%	1 5%	18 6%	5 5%
THU, AUG 17	53 13%	36 12%	16 16%	16 18%	11 15%	14 11%	9 12%	10 11%	20 14%	23 15%	15 10%	31 16%	46 13%	5 9%	20 13%	19 15%	12 10%	4 6%	9 17%	7 13%	6 20%	1 5%	38 13%	14 14%
FRI, AUG 18	45 11%	38 13%	6 6%	16 19%	5 7%	12 9%	11 14%	8 9%	19 14%	16 10%	17 11%	24 12%	40 12%	4 8%	17 11%	15 12%	15 13%	8 12%	3 5%	5 8%	4 13%	4 15%	34 12%	10 10%
MON, AUG 21	36 9%	28 9%	8 7%	5 6%	5 7%	17 13%	3 4%	7 8%	19 13%	9 6%	14 9%	15 8%	28 8%	7 12%	14 9%	10 8%	9 8%	9 15%	5 9%	5 10%	3 8%	3 12%	28 10%	7 6%
TUE, AUG 22	28 7%	23 8%	5 5%	3 3%	8 10%	10 8%	6 7%	11 12%	6 4%	12 8%	14 9%	13 7%	27 8%	2 3%	12 7%	5 4%	10 8%	3 4%	4 7%	5 10%	2 5%	1 4%	21 7%	6 6%
WED, AUG 23	37 9%	27 9%	10 10%	5 5%	9 13%	12 9%	5 7%	7 8%	6 4%	22 14%	14 9%	21 11%	35 10%	2 4%	11 7%	10 8%	13 10%	4 7%	4 7%	6 10%	2 6%	4 17%	27 9%	10 10%
THU, AUG 24	35 9%	25 8%	10 10%	8 9%	4 5%	17 12%	5 6%	8 10%	13 9%	13 8%	15 10%	14 8%	30 9%	4 8%	18 12%	8 6%	13 11%	5 8%	1 2%	5 9%	3 9%	2 8%	26 9%	8 8%
FRI, AUG 25	2 -	1 -	1 1%	- -	1 1%	1 1%	- -	1 1%	1 1%	- -	1 1%	1 1%	2 1%	- -	- -	- -	1 1%	- -	2 3%	- -	- -	- -	2 1%	- -
MON, AUG 28	12 3%	8 3%	4 4%	5 6%	5 6%	- -	3 3%	2 2%	3 2%	7 5%	7 4%	3 2%	10 3%	2 3%	6 4%	1 1%	3 3%	- -	2 3%	3 5%	3 10%	- -	12 4%	- -
TUE, AUG 29	7 2%	7 3%	- -	1 1%	2 3%	1 1%	4 5%	- -	5 3%	3 2%	1 1%	7 4%	7 2%	- -	2 1%	2 2%	3 2%	4 6%	1 2%	- -	1 3%	2 7%	5 2%	2 2%
WED, AUG 30	13 3%	10 3%	4 4%	3 4%	2 2%	5 4%	3 4%	2 2%	9 6%	1 1%	4 3%	7 4%	11 3%	2 4%	4 2%	2 2%	4 3%	6 10%	1 2%	2 4%	2 5%	- -	6 2%	7 7%
THU, AUG 31	13 3%	10 3%	3 3%	2 3%	3 4%	6 4%	2 2%	3 3%	5 3%	4 3%	5 3%	3 1%	8 2%	5 9%	6 4%	5 4%	4 3%	2 3%	2 4%	3 5%	1 4%	1 4%	8 3%	5 5%
FRI, SEP 1	9 2%	8 3%	1 1%	1 1%	3 4%	2 2%	3 3%	3 3%	5 3%	2 1%	1 1%	7 4%	7 2%	2 4%	2 1%	6 5%	3 2%	3 5%	2 3%	1 2%	- -	- -	8 3%	1 1%
TUE, SEP 5	12 3%	11 4%	1 1%	2 2%	5 7%	2 1%	4 5%	4 4%	4 3%	4 3%	6 4%	5 2%	10 3%	2 3%	4 2%	5 4%	4 3%	1 2%	2 3%	- -	- -	5 20%	9 3%	3 3%
WED, SEP 6	5 1%	2 1%	3 3%	2 2%	- -	3 3%	- -	1 1%	1 1%	3 2%	4 3%	1 1%	5 2%	- -	5 3%	2 2%	- -	1 2%	- -	- -	- -	- -	2 1%	3 3%
THU, SEP 7	15 4%	11 4%	3 3%	2 2%	3 4%	6 4%	5 6%	3 3%	5 3%	7 4%	4 2%	10 5%	14 4%	1 2%	4 2%	5 4%	3 2%	1 2%	5 10%	3 5%	1 3%	- -	9 3%	6 6%
FRI, SEP 8	3 1%	3 1%	- -	1 1%	- -	2 2%	- -	2 2%	- -	1 1%	- -	2 1%	2 1%	1 2%	2 1%	2 2%	1 1%	- -	- -	- -	- -	- -	1 -	2 2%

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

Continued

Table 59-3
QUESTION SAM:
Date./Phone Type.

BANNER 3

	GENDER			AGE				2024 PROJECTION			DOWNTURN RESISTANCE				FUTURE CHALLENGES							CAPACITY CHALLENGES		
	TOTAL	MEN	WOMEN	18-44	45-54	55-64	65+	EXPAN -SION	FLAT	RECES -SION	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	ATTR- ACT WORK- ERS	INFLA -TION	INCR MAT COSTS	INCR WAGES	UNFAV BIZ CLIM	HLTH COSTS	RISING INT RATES	CAPTL TO INVEST	NO	TOT YES
MON, SEP 11	11 3%	7 2%	4 4%	- -	2 3%	4 3%	3 3%	2 2%	2 1%	4 2%	2 1%	4 2%	6 9%	5 5%	8 5%	- -	2 2%	2 3%	1 1%	- -	- -	- -	10 3%	1 1%
TUE, SEP 12	20 5%	12 4%	8 8%	2 3%	1 1%	10 8%	2 2%	9 10%	4 3%	8 5%	9 6%	7 3%	15 4%	4 7%	8 5%	9 7%	6 5%	4 7%	4 7%	4 7%	- -	- -	16 5%	4 4%
WED, SEP 13	10 3%	4 1%	6 6%	5 6%	- -	2 1%	2 2%	3 4%	5 3%	2 1%	4 3%	4 2%	8 2%	2 4%	3 2%	5 4%	6 5%	1 1%	1 2%	1 2%	1 3%	1 4%	7 2%	3 3%
THU, SEP 14	2 -	2 1%	- -	- -	- -	1 1%	1 1%	- -	1 1%	1 1%	1 1%	- -	1 2%	1 -	- -	1 1%	- -	1 2%	1 2%	1 2%	- -	- -	- -	2 2%
MON, SEP 18	1 -	1 -	- -	- -	- -	1 1%	- -	- -	- -	1 1%	- -	1 1%	1 -	- -	- -	- -	1 1%	- -	- -	1 2%	- -	- -	1 -	- -
TUE, SEP 19	3 1%	3 1%	1 1%	- -	2 2%	1 1%	1 1%	- -	- -	3 2%	3 2%	- -	3 1%	1 2%	1 1%	2 1%	- -	1 2%	2 3%	- -	1 2%	- -	3 1%	1 1%
THU, SEP 21	1 -	- -	1 1%	- -	- -	- -	- -	- -	1 1%	- -	- -	1 1%	1 -	- -	1 1%	- -	- -	- -	- -	1 2%	- -	- -	- -	1 1%

PHONE TYPE

LAND	338 85%	249 83%	89 88%	74 88%	56 77%	121 90%	60 77%	78 89%	118 84%	129 83%	132 86%	160 84%	291 85%	43 81%	136 87%	107 86%	105 86%	52 84%	45 84%	50 89%	26 79%	18 73%	244 84%	89 87%
CELL	62 15%	50 17%	12 12%	10 12%	17 23%	14 10%	18 23%	10 11%	22 16%	26 17%	21 14%	30 16%	51 15%	10 19%	21 13%	18 14%	17 14%	10 16%	9 16%	6 11%	7 21%	7 27%	47 16%	13 13%

Table 59-4
QUESTION SAM:
Date./Phone Type.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE-LOP MGRS	NEW PROD	CAP-ITAL INVMT	STRTRY PLAN	AUTO-MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH-LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
BASE=TOTAL SAMPLE	400 100%	174 43%	162 41%	76 19%	64 16%	63 16%	48 12%	43 11%	42 10%	220 55%	89 22%	46 12%	38 9%	164 41%	171 43%	60 15%	161 40%	54 21%	100 38%	51 20%	100 38%	218 55%
DATE																						

WED, AUG 16	26 7%	12 7%	13 8%	8 11%	3 5%	5 7%	1 2%	1 3%	3 6%	13 6%	7 8%	4 8%	2 5%	12 7%	11 7%	2 3%	12 8%	12 21%	4 4%	3 6%	8 8%	2 1%
THU, AUG 17	53 13%	22 13%	20 13%	9 12%	8 12%	7 11%	8 16%	5 11%	2 4%	31 14%	10 11%	5 12%	4 11%	21 13%	24 14%	7 12%	18 11%	10 18%	2 2%	12 24%	5 5%	26 12%
FRI, AUG 18	45 11%	18 10%	23 14%	7 9%	7 11%	8 13%	4 8%	5 10%	3 8%	22 10%	10 11%	7 15%	6 15%	13 8%	19 11%	10 16%	20 12%	4 8%	7 7%	5 10%	5 5%	25 12%
MON, AUG 21	36 9%	13 7%	14 9%	8 11%	10 16%	8 13%	1 2%	4 9%	2 4%	18 8%	12 13%	1 2%	4 11%	19 11%	11 6%	5 8%	15 9%	9 16%	4 4%	2 4%	4 4%	18 8%
TUE, AUG 22	28 7%	13 7%	8 5%	4 6%	6 10%	3 5%	5 10%	4 8%	6 13%	13 6%	7 8%	4 9%	4 12%	13 8%	12 7%	4 6%	15 10%	- -	2 2%	1 2%	1 1%	24 11%
WED, AUG 23	37 9%	15 9%	15 9%	6 8%	4 6%	5 8%	3 6%	5 11%	5 13%	22 10%	7 8%	3 7%	5 14%	13 8%	17 10%	7 11%	15 9%	10 18%	- -	8 16%	6 6%	14 7%
THU, AUG 24	35 9%	14 8%	17 10%	5 6%	7 11%	3 5%	4 9%	6 13%	6 15%	14 6%	11 12%	6 13%	4 10%	16 10%	14 8%	6 9%	20 12%	4 8%	4 4%	3 6%	2 2%	23 10%
FRI, AUG 25	2 -	- -	2 1%	- -	- -	1 2%	- -	- -	- -	2 1%	- -	- -	- -	- -	- -	2 3%	- -	- -	- -	- -	- -	2 1%
MON, AUG 28	12 3%	5 3%	5 3%	1 1%	- -	5 8%	1 2%	2 4%	- -	11 5%	1 1%	- -	- -	6 4%	4 2%	2 3%	1 1%	- -	4 4%	4 8%	1 1%	4 2%
TUE, AUG 29	7 2%	5 3%	- -	- -	- -	- -	4 9%	- -	2 4%	6 3%	- -	1 3%	- -	2 1%	5 3%	1 1%	1 1%	- -	2 2%	- -	3 3%	3 1%
WED, AUG 30	13 3%	6 3%	4 3%	2 3%	3 5%	3 5%	4 9%	- -	- -	5 2%	6 7%	1 2%	1 2%	4 2%	8 5%	1 2%	8 5%	- -	2 2%	2 4%	7 7%	5 2%
THU, AUG 31	13 3%	4 2%	4 2%	3 4%	2 3%	2 4%	2 5%	- -	2 4%	6 3%	3 4%	- -	3 8%	7 4%	4 2%	2 4%	5 3%	- -	- -	2 4%	- -	11 5%
FRI, SEP 1	9 2%	4 2%	8 5%	1 1%	3 4%	- -	- -	- -	- -	5 2%	2 2%	2 4%	- -	6 4%	2 1%	2 3%	3 2%	- -	- -	- -	1 1%	9 4%
TUE, SEP 5	12 3%	3 2%	4 2%	2 2%	5 8%	3 4%	1 2%	5 12%	4 10%	8 3%	3 3%	2 4%	- -	7 4%	6 3%	- -	5 3%	- -	2 2%	1 2%	2 2%	7 3%
WED, SEP 6	5 1%	3 2%	1 1%	1 2%	1 2%	1 2%	1 2%	1 3%	3 8%	1 -	1 1%	2 5%	1 2%	4 3%	1 1%	- -	4 3%	- -	- -	- -	- -	5 2%
THU, SEP 7	15 4%	4 2%	6 4%	4 6%	2 3%	4 6%	2 4%	3 8%	- -	10 5%	3 3%	1 2%	1 3%	2 1%	9 5%	3 6%	5 3%	5 10%	- -	1 2%	3 3%	9 4%
FRI, SEP 8	3 1%	2 1%	1 1%	- -	- -	- -	1 3%	- -	- -	2 1%	1 1%	- -	- -	2 1%	- -	1 2%	- -	- -	- -	1 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 59-4
QUESTION SAM:
Date./Phone Type.

BANNER 4

	GROWTH DRIVERS									OPEN POSITIONS				DIFFCLTY ATTRCT CAND			HIRING +DIF	COMBINED INITIATIVE REGIONS				
	TOTAL	HIR-ING	NEW CUST/ MKT	INCR PROD- UCTIV	DEVE- LOP MGRS	NEW PROD	CAP- ITAL INVMT	STRTRY PLAN	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	IF INIT	NORTH -LAND/ NW MN	SOUTH MN	SW/ WEST CENT INIT	NONE
MON, SEP 11	11 3%	9 5%	2 1%	2 3%	1 1%	1 1%	-	1 2%	-	5 2%	1 1%	3 6%	-	6 4%	4 2%	1 2%	4 2%	-	4 4%	3 6%	2 2%	3 1%
TUE, SEP 12	20 5%	14 8%	7 4%	5 7%	1 2%	2 4%	4 9%	1 2%	2 5%	14 6%	3 3%	2 4%	-	7 4%	8 5%	5 8%	5 3%	-	2 2%	1 2%	-	16 7%
WED, SEP 13	10 3%	5 3%	5 3%	4 5%	1 2%	2 4%	1 2%	1 2%	2 4%	8 4%	-	-	2 5%	1 1%	8 5%	1 2%	2 1%	-	8 8%	-	1 1%	10 5%
THU, SEP 14	2 -	1 1%	-	2 2%	-	-	-	-	-	1 -	1 1%	-	-	1 1%	1 1%	-	1 1%	-	8 8%	-	14 14%	2 1%
FRI, SEP 15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15 15%	-	13 13%	-
MON, SEP 18	1 -	1 1%	1 1%	-	-	-	-	-	-	1 -	-	-	-	-	1 1%	-	-	-	19 19%	1 2%	13 13%	-
TUE, SEP 19	3 1%	2 1%	2 1%	2 2%	-	-	1 2%	-	-	1 -	1 1%	1 2%	1 2%	2 1%	2 1%	-	3 2%	-	-	-	8 8%	-
WED, SEP 20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6 6%	-	-	-
THU, SEP 21	1 -	1 1%	-	-	-	-	-	-	-	-	-	-	-	1 1%	-	-	-	-	8 8%	1 2%	2 2%	-
PHONE TYPE																						
LAND	338 85%	151 87%	140 87%	63 83%	56 87%	52 82%	37 78%	33 77%	36 87%	173 79%	80 89%	45 97%	34 90%	140 85%	145 84%	51 85%	147 91%	47 87%	81 81%	41 80%	89 89%	191 88%
CELL	62 15%	23 13%	22 13%	13 17%	9 13%	11 18%	10 22%	10 23%	6 13%	47 21%	9 11%	1 3%	4 10%	24 15%	27 16%	9 15%	15 9%	7 13%	19 19%	10 20%	11 11%	27 12%

Table 59-5
QUESTION SAM:
Date./Phone Type.

BANNER 5

DATE	TOTAL	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS		
		WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
BASE=TOTAL SAMPLE	400 100%	232 58%	233 58%	225 56%	200 50%	171 43%	171 43%	160 40%	175 44%	198 49%	186 47%	188 47%	173 43%	218 54%	75 19%	282 71%	112 28%	129 32%	159 40%
WED, AUG 16	26 7%	18 8%	19 8%	18 8%	13 7%	9 5%	13 8%	10 6%	9 5%	15 8%	9 5%	13 7%	11 6%	14 6%	4 6%	19 7%	5 5%	9 7%	12 7%
THU, AUG 17	53 13%	34 15%	30 13%	36 16%	27 14%	28 17%	23 13%	24 15%	25 14%	24 12%	21 11%	28 15%	18 11%	33 15%	10 14%	37 13%	14 13%	19 14%	20 12%
FRI, AUG 18	45 11%	23 10%	22 9%	23 10%	18 9%	21 12%	22 13%	16 10%	16 9%	25 13%	22 12%	19 10%	20 12%	23 10%	10 13%	30 11%	13 11%	16 13%	15 10%
MON, AUG 21	36 9%	20 9%	19 8%	13 6%	18 9%	13 8%	15 9%	16 10%	19 11%	14 7%	20 11%	14 7%	17 10%	18 8%	3 4%	28 10%	14 13%	9 7%	12 8%
TUE, AUG 22	28 7%	17 7%	15 7%	18 8%	16 8%	17 10%	17 10%	13 8%	13 7%	15 8%	14 7%	14 7%	12 7%	17 8%	7 9%	21 8%	8 7%	9 7%	11 7%
WED, AUG 23	37 9%	23 10%	25 11%	28 12%	21 11%	18 11%	16 10%	14 9%	16 9%	18 9%	20 11%	16 9%	18 10%	18 8%	7 9%	26 9%	11 10%	11 9%	15 9%
THU, AUG 24	35 9%	22 9%	21 9%	22 10%	15 7%	15 9%	16 10%	14 9%	16 9%	17 9%	23 12%	10 5%	21 12%	12 6%	7 9%	22 8%	13 12%	8 6%	13 8%
FRI, AUG 25	2 -	1 -	-	-	1 -	1 1%	1 1%	-	1 1%	-	-	1 -	1 1%	1 -	-	1 -	-	-	2 1%
MON, AUG 28	12 3%	5 2%	2 1%	2 1%	8 4%	2 1%	2 1%	1 1%	2 1%	9 5%	1 -	11 6%	2 1%	10 5%	-	11 4%	-	9 7%	3 2%
TUE, AUG 29	7 2%	3 1%	6 2%	5 2%	4 2%	2 1%	2 1%	2 1%	4 2%	4 2%	3 2%	4 2%	3 2%	4 2%	2 3%	5 2%	3 3%	4 3%	1 1%
WED, AUG 30	13 3%	6 3%	8 4%	6 3%	8 4%	1 1%	4 2%	8 5%	9 5%	4 2%	6 3%	6 3%	7 4%	6 3%	6 7%	7 2%	3 2%	-	11 7%
THU, AUG 31	13 3%	7 3%	7 3%	5 2%	7 3%	3 2%	4 2%	2 1%	4 2%	7 3%	3 2%	8 4%	5 3%	7 3%	3 5%	8 3%	2 2%	6 4%	5 3%
FRI, SEP 1	9 2%	6 2%	7 3%	5 2%	5 2%	4 2%	5 3%	5 3%	6 3%	3 2%	4 2%	5 3%	4 2%	5 2%	1 1%	8 3%	3 3%	3 2%	4 2%
TUE, SEP 5	12 3%	6 2%	3 1%	1 -	4 2%	4 2%	1 1%	2 1%	5 3%	8 4%	7 4%	4 2%	8 5%	4 2%	1 2%	11 4%	3 3%	3 2%	7 4%
WED, SEP 6	5 1%	3 1%	3 1%	3 2%	3 2%	3 2%	5 3%	5 3%	3 2%	-	3 2%	1 1%	3 2%	2 1%	-	3 1%	2 2%	-	3 2%
THU, SEP 7	15 4%	6 3%	7 3%	5 2%	5 3%	7 4%	5 3%	3 2%	5 3%	10 5%	5 3%	9 5%	5 3%	10 5%	2 3%	13 4%	2 2%	7 6%	6 3%
FRI, SEP 8	3 1%	1 -	3 1%	1 -	2 1%	1 1%	1 1%	1 1%	1 1%	1 1%	2 1%	1 1%	2 1%	1 1%	1 1%	2 1%	1 1%	1 1%	1 1%

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

Continued

Table 59-5
QUESTION SAM:
Date./Phone Type.

BANNER 5

	COMPANY KNOWN FOR							SUCCESSION PLAN		STRATEGIC PLAN		FORMAL VISION		ISO CERTIFIED		STRAT+SUCC PLANS			
	TOTAL	WRK-LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	IND-STRY LEADER	CAREER GRWTH	BENE-FITS	YES	NO	YES	NO	YES	NO	YES	NO	BOTH	NEI-THER	REST
MON, SEP 11	11 3%	9 4%	8 3%	10 4%	3 1%	6 4%	3 2%	5 3%	6 3%	4 2%	5 3%	6 3%	2 1%	9 4%	2 3%	7 2%	4 3%	4 3%	3 2%
TUE, SEP 12	20 5%	11 5%	12 5%	12 5%	10 5%	7 4%	8 4%	8 5%	5 3%	13 6%	8 4%	11 6%	4 2%	15 7%	3 5%	13 5%	4 4%	10 8%	6 4%
WED, SEP 13	10 3%	8 4%	8 4%	7 3%	5 3%	4 3%	5 3%	7 5%	6 3%	2 1%	5 3%	4 2%	5 3%	4 2%	2 3%	6 2%	4 3%	1 1%	5 3%
THU, SEP 14	2 -	1 -	- -	- -	1 -	- -	- -	1 1%	- -	2 1%	2 1%	- -	- -	2 1%	1 1%	1 -	- -	- -	2 1%
MON, SEP 18	1 -	1 -	1 -	1 -	1 -	1 1%	1 1%	1 1%	1 1%	- -	1 1%	- -	1 1%	- -	- -	1 -	1 1%	- -	- -
TUE, SEP 19	3 1%	3 1%	3 2%	3 2%	3 2%	3 2%	3 2%	3 2%	2 1%	2 1%	2 1%	1 -	3 2%	1 -	1 1%	2 1%	1 1%	1 1%	2 1%
THU, SEP 21	1 -	- -	1 1%	1 1%	- -	- -	- -	- -	1 1%	- -	- -	1 1%	- -	1 1%	1 2%	- -	- -	- -	1 1%

PHONE TYPE

LAND	338 85%	204 88%	207 89%	198 88%	171 86%	144 85%	155 91%	144 90%	158 91%	153 77%	164 88%	148 79%	156 90%	173 80%	71 94%	227 80%	103 92%	96 74%	140 88%
CELL	62 15%	28 12%	26 11%	28 12%	29 14%	26 15%	16 9%	16 10%	16 9%	45 23%	22 12%	39 21%	17 10%	44 20%	4 6%	56 20%	9 8%	33 26%	19 12%

Table 59-6
QUESTION SAM:
Date./Phone Type.

BANNER 6

-----GREATER MN REGION-----

REGION

	TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 100%	50 100%	50 100%	51 100%	50 100%	50 100%
DATE							

WED, AUG 16	26 9%	12 21%	- -	4 7%	3 6%	4 8%	4 8%
THU, AUG 17	28 9%	10 18%	- -	2 4%	12 24%	2 4%	3 5%
FRI, AUG 18	22 7%	4 8%	2 4%	5 11%	5 10%	4 8%	1 3%
MON, AUG 21	19 6%	9 16%	2 4%	2 4%	2 4%	3 6%	1 3%
TUE, AUG 22	4 1%	- -	2 4%	- -	1 2%	- -	1 3%
WED, AUG 23	23 8%	10 18%	- -	- -	8 16%	3 6%	3 5%
THU, AUG 24	13 4%	4 8%	- -	4 7%	3 6%	2 4%	- -
MON, AUG 28	9 3%	- -	2 4%	2 4%	4 8%	1 2%	- -
TUE, AUG 29	5 2%	- -	2 4%	- -	- -	- -	3 5%
WED, AUG 30	11 4%	- -	- -	2 4%	2 4%	2 4%	5 11%
THU, AUG 31	2 1%	- -	- -	- -	2 4%	- -	- -
FRI, SEP 1	1 -	- -	- -	- -	- -	1 2%	- -
TUE, SEP 5	5 2%	- -	2 4%	- -	1 2%	2 4%	- -
THU, SEP 7	9 3%	5 10%	- -	- -	1 2%	- -	3 5%
FRI, SEP 8	1 -	- -	- -	- -	1 2%	- -	- -
MON, SEP 11	9 3%	- -	2 4%	2 4%	3 6%	2 4%	- -
TUE, SEP 12	3 1%	- -	2 4%	- -	1 2%	- -	- -

Continued

Table 59-6
QUESTION SAM:
Date./Phone Type.

BANNER 6

-----GREATER MN REGION-----							
REGION							
TOTAL	IF INIT	NORTH- LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT	
WED, SEP 13	9 3%	- -	6 12%	2 4%	- -	1 2%	- -
THU, SEP 14	22 7%	- -	6 12%	2 4%	- -	2 4%	12 24%
FRI, SEP 15	28 9%	- -	4 8%	11 21%	- -	5 10%	8 16%
MON, SEP 18	33 11%	- -	8 16%	11 21%	1 2%	8 16%	5 11%
TUE, SEP 19	8 3%	- -	- -	- -	- -	7 14%	1 3%
WED, SEP 20	6 2%	- -	4 8%	2 4%	- -	- -	- -
THU, SEP 21	11 4%	- -	6 12%	2 4%	1 2%	2 4%	- -

PHONE TYPE

LAND	258 85%	47 87%	40 80%	41 82%	41 80%	47 94%	42 84%
CELL	47 15%	7 13%	10 20%	9 18%	10 20%	3 6%	8 16%

