Table 1-1
Summary of Key Firm Data

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
FINANCIAL FUTURE (D/S)	313	99	77	35	35	66	176	136	62	106	117	150	94	66	29	57	69	48	37	275	102	99	28	68
	78%	73%	88%	73%	80%	78%	79%	77%	58%	80%	92%	74%	78%	90%	77%	82%	91%	73%	78%	78%	71%	80%	72%	89%
TOTAL CONFIDENT	354	116	83	42	38	75	199	155	83	119	122	176	106	69	33	62	71	57	43	310	121	111	34	71
	88%	85%	94%	87%	87%	89%	89%	88%	78%	90%	96%	86%	88%	94%	87%	90%	94%	87%	89%	88%	84%	90%	86%	93%
TOTAL NOT CONFIDENT	41	17	5	6	3	9	23	19	21	13	5	26	12	3	4	6	2	9	5	36	20	13	6	3
	10%	13%	6%	13%	7%	11%	10%	11%	20%	10%	4%	13%	10%	4%	11%	8%	3%	13%	11%	10%	14%	10%	14%	4%
GROSS REVENUES (D/S)	87	31	16	14	3	23	47	40	11	14	59	21	29	37	-	36	20	18	13	74	29	29	10	17
	22%	23%	18%	28%	7%	28%	21%	23%	11%	11%	46%	10%	24%	51%	-	52%	27%	27%	26%	21%	20%	24%	26%	23%
INCREASE	157	55	29	21	14	38	84	72	32	42	74	65	47	44	9	42	34	28	20	137	52	55	17	29
	39%	41%	33%	43%	31%	45%	38%	41%	30%	32%	58%	32%	39%	61%	25%	61%	45%	43%	41%	39%	36%	45%	43%	38%
DECREASE	70	24	14	7	11	14	38	32	21	29	15	44	17	7	10	6	14	10	7	63	23	26	7	12
	17%	18%	15%	15%	24%	17%	17%	18%	20%	22%	12%	22%	15%	10%	26%	9%	18%	15%	15%	18%	16%	21%	17%	15%
STAY THE SAME	170	53	45	20	20	32	98	72	53	61	39	94	53	20	18	19	27	28	21	148	67	42	15	35
	43%	39%	51%	42%	45%	38%	44%	41%	50%	46%	30%	46%	44%	28%	47%	28%	35%	42%	43%	42%	47%	34%	39%	45%
PROFITABILITY (D/S)	28	15	12	-2	-7	10	27	1	-	6	22	-3	20	12	-3	22	2	3	8	20	8	4	4	10
	7%	11%	14%	-4%	-15%	11%	12%	1%	-	4%	17%	-1%	17%	16%	-8%	32%	2%	4%	16%	6%	6%	3%	10%	13%
INCREASE	122	46	25	13	12	27	70	52	23	38	55	47	45	31	10	34	22	19	18	104	38	43	13	25
	31%	34%	28%	27%	28%	32%	31%	30%	22%	29%	43%	23%	37%	43%	27%	49%	29%	29%	37%	30%	26%	35%	33%	33%
DECREASE	94	31	13	14	19	18	44	51	23	32	33	50	24	19	13	12	20	16	10	84	30	39	9	15
	24%	23%	14%	30%	43%	21%	19%	29%	22%	24%	26%	24%	20%	26%	35%	18%	27%	25%	21%	24%	21%	32%	22%	20%
STAY THE SAME	178	58	48	21	13	38	106	72	60	60	40	104	49	22	14	22	32	29	20	157	74	41	18	34
	44%	43%	55%	43%	30%	45%	47%	41%	56%	46%	31%	51%	41%	30%	38%	32%	42%	44%	41%	45%	51%	33%	45%	44%
CAPITAL EXPENDITURES (D/S)	42	5	8	9	7	13	13	29	18	5	17	17	19	5	2	16	-	-1	15	26	9	10	9	11
	10%	4%	9%	18%	15%	16%	6%	16%	17%	4%	13%	8%	16%	7%	6%	24%	-	-2%	32%	7%	6%	8%	22%	15%
INCREASE	131	39	26	18	17	30	66	65	37	42	45	65	42	24	10	26	21	14	25	106	45	43	13	26
	33%	29%	30%	38%	39%	35%	29%	37%	35%	32%	35%	32%	35%	33%	27%	38%	28%	21%	51%	30%	31%	35%	34%	34%
DECREASE	89	35	18	10	11	17	53	37	19	36	28	48	23	19	8	9	21	15	9	80	36	32	5	15
	22%	25%	21%	20%	24%	20%	24%	21%	18%	27%	22%	23%	19%	26%	21%	14%	28%	23%	19%	23%	25%	26%	12%	19%
STAY THE SAME	176	61	42	20	16	37	103	73	51	54	53	90	54	30	19	34	32	35	14	161	63	49	22	33
	44%	45%	48%	42%	37%	44%	46%	42%	48%	41%	41%	44%	45%	41%	51%	49%	42%	53%	30%	46%	44%	39%	55%	43%

Table 1-2
Summary of Key Firm Data

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
FINANCIAL FUTURE (D/S)	313	186	168	354	-41	77	166	59	43	155	111	148	32	132	112	60	136	110	55	145	244	34	31	66
	78%	100%	100%	100%	-100%	97%	81%	59%	91%	70%	86%	95%	45%	77%	92%	64%	76%	84%	62%	82%	75%	82%	100%	90%
TOTAL CONFIDENT	354	186	168	354	-	77	184	80	44	185	120	153	50	149	117	77	155	120	72	159	282	37	31	69
	88%	100%	100%	100%	-	97%	90%	80%	94%	84%	93%	97%	72%	88%	95%	82%	87%	92%	81%	90%	87%	90%	100%	94%
TOTAL NOT CONFIDENT	41	-	-	-	41	-	18	20	2	31	9	4	19	17	5	17	19	10	17	14	38	3	-	3
	10%	-	-	-	100%	-	9%	20%	4%	14%	7%	3%	27%	10%	4%	18%	11%	7%	19%	8%	12%	8%	-	4%
GROSS REVENUES (D/S)	87	86	16	102	-15	58	50	-24	21	24	41	157	-70	-	91	-35	30	44	-3	44	50	18	20	37
	22%	46%	9%	29%	-36%	73%	24%	-24%	44%	11%	32%	100%	-100%	-	74%	-37%	17%	33%	-3%	25%	16%	42%	62%	51%
INCREASE	157	99	54	153	4	60	78	15	27	75	53	157	-	-	94	13	49	62	21	72	112	22	23	44
	39%	53%	32%	43%	10%	75%	38%	15%	57%	34%	41%	100%	-	-	77%	14%	27%	47%	23%	41%	35%	52%	72%	61%
DECREASE	70	12	38	50	19	2	28	39	6	50	12	-	70	-	3	48	19	18	24	28	62	4	3	7
	17%	7%	23%	14%	45%	2%	14%	39%	14%	23%	9%	-	100%	-	3%	51%	10%	14%	26%	16%	19%	10%	10%	10%
STAY THE SAME	170	73	76	149	17	18	96	45	13	92	65	-	-	170	25	32	110	51	44	74	147	15	6	20
	43%	39%	45%	42%	43%	23%	47%	45%	27%	42%	50%	-	-	100%	20%	34%	62%	39%	50%	42%	46%	35%	18%	28%
PROFITABILITY (D/S)	28	59	-19	40	-12	42	16	-33	20	-18	26	81	-45	-7	122	-94	-	30	-15	10	17	3	8	12
	7%	31%	-11%	11%	-30%	53%	8%	-33%	42%	-8%	20%	51%	-65%	-4%	100%	-100%	-	23%	-16%	6%	5%	8%	27%	16%
INCREASE	122	82	35	117	5	47	60	11	24	57	40	94	3	25	122	-	-	49	15	57	91	17	14	31
	31%	44%	21%	33%	12%	60%	29%	11%	52%	26%	31%	60%	4%	15%	100%	-	-	37%	17%	32%	28%	41%	45%	43%
DECREASE	94	24	54	77	17	5	44	44	5	75	14	13	48	32	-	94	-	19	29	46	74	13	6	19
	24%	13%	32%	22%	42%	7%	21%	44%	10%	34%	10%	8%	69%	19%	-	100%	-	14%	33%	26%	23%	32%	19%	26%
STAY THE SAME	178	76	79	155	19	26	100	43	18	82	76	49	19	110	-	-	178	62	44	72	154	10	11	22
	44%	41%	47%	44%	47%	33%	49%	43%	38%	38%	59%	31%	27%	65%	-	-	100%	47%	49%	41%	47%	25%	36%	30%
CAPITAL EXPENDITURES (D/S)	42	35	12	48	-7	20	16	-	11	6	23	41	-5	7	34	-11	18	131	-89	-	37	1	4	5
	10%	19%	7%	13%	-18%	25%	8%	-	24%	3%	18%	26%	-8%	4%	28%	-11%	10%	100%	-100%	-	11%	1%	14%	7%
INCREASE	131	70	50	120	10	30	63	30	19	61	48	62	18	51	49	19	62	131	-	-	107	12	12	24
	33%	38%	30%	34%	24%	38%	31%	30%	40%	28%	38%	39%	26%	30%	40%	20%	35%	100%	-	-	33%	29%	37%	33%
DECREASE	89	35	38	72	17	10	47	30	8	56	26	21	24	44	15	29	44	-	89	-	71	12	7	19
	22%	19%	23%	20%	41%	13%	23%	30%	16%	25%	20%	13%	34%	26%	12%	31%	25%	-	100%	-	22%	28%	23%	26%
STAY THE SAME	176	79	80	159	14	37	94	41	19	101	54	72	28	74	57	46	72	-	-	176	144	17	13	30
	44%	43%	47%	45%	35%	46%	46%	41%	41%	46%	42%	46%	41%	43%	46%	49%	41%	-	-	100%	44%	41%	40%	41%

Table 1-3
Summary of Key Firm Data

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
FINANCIAL FUTURE (D/S)	313	46	238	75	82	69	93	50	119	109	61	112	109	53	56	40	44	34	35	8
	78%	96%	79%	76%	91%	79%	76%	63%	95%	75%	60%	83%	90%	63%	80%	65%	73%	57%	91%	62%
TOTAL CONFIDENT	354	46	267	87	86	78	107	63	121	126	80	122	114	68	62	51	52	46	37	11
	88%	96%	89%	87%	95%	89%	87%	80%	97%	87%	79%	91%	94%	82%	89%	83%	87%	79%	96%	81%
TOTAL NOT CONFIDENT	41	-	30	11	4	9	15	13	2	17	19	10	5	15	6	11	8	13	2	2
	10%	-	10%	12%	4%	10%	12%	17%	2%	12%	19%	8%	4%	18%	8%	17%	13%	21%	4%	19%
GROSS REVENUES (D/S)	87	-	72	15	30	26	23	3	62	27	-6	29	51	19	3	-5	17	1	6	3
	22%	-	24%	15%	34%	30%	19%	4%	50%	19%	-6%	22%	42%	23%	4%	-7%	28%	2%	14%	25%
INCREASE	157	-	126	31	44	38	46	23	71	54	25	51	61	34	20	17	25	18	15	6
	39%	-	42%	31%	49%	44%	37%	29%	57%	37%	25%	38%	51%	41%	29%	27%	41%	31%	40%	45%
DECREASE	70	-	54	16	13	12	22	20	9	27	31	22	11	15	18	21	8	17	10	3
	17%	-	18%	16%	15%	14%	18%	26%	7%	19%	31%	16%	9%	18%	25%	34%	12%	29%	26%	20%
STAY THE SAME	170	48	118	52	32	36	54	35	44	64	43	60	48	32	31	23	28	23	13	5
	43%	100%	39%	53%	36%	42%	44%	44%	35%	44%	43%	45%	40%	39%	44%	37%	47%	40%	34%	35%
PROFITABILITY (D/S)	28	-	10	18	21	12	-3	1	40	2	-13	5	29	1	-5	-5	4	-6	2	4
	7%	-	3%	18%	24%	14%	-2%	1%	32%	1%	-12%	4%	24%	2%	-7%	-7%	7%	-10%	6%	27%
INCREASE	122	-	91	32	35	32	30	22	57	38	21	38	49	27	15	15	21	12	11	4
	31%	-	30%	32%	39%	37%	25%	28%	46%	27%	21%	28%	41%	32%	21%	24%	35%	20%	30%	33%
DECREASE	94	-	81	13	14	20	33	21	17	36	34	33	20	25	20	20	17	18	9	1
	24%	-	27%	14%	15%	23%	27%	27%	14%	25%	34%	24%	16%	30%	29%	32%	28%	30%	24%	6%
STAY THE SAME	178	48	125	53	40	35	59	33	49	69	43	62	51	31	35	24	23	28	18	8
	44%	100%	42%	53%	45%	40%	48%	42%	39%	48%	43%	46%	42%	37%	50%	40%	38%	47%	47%	61%
CAPITAL EXPENDITURES (D/S)	42	-	28	13	23	19	-5	1	15	14	4	18	24	-7	12	-6	2	9	7	5
	10%	-	9%	13%	25%	21%	-4%	1%	12%	10%	4%	13%	20%	-9%	17%	-10%	3%	16%	17%	38%
INCREASE	131	-	95	36	38	34	28	24	39	43	36	45	47	19	25	14	18	21	14	6
	33%	-	32%	36%	42%	39%	23%	31%	31%	30%	35%	33%	39%	22%	35%	22%	30%	36%	35%	49%
DECREASE	89	-	67	23	15	15	33	23	23	29	32	27	23	26	12	20	16	12	7	1
	22%	-	22%	23%	17%	18%	27%	30%	19%	20%	32%	20%	19%	31%	18%	32%	26%	20%	18%	11%
STAY THE SAME	176	48	136	41	36	36	62	31	61	71	33	62	50	38	33	28	24	26	18	5
	44%	100%	45%	41%	40%	41%	51%	39%	49%	49%	33%	46%	41%	45%	47%	46%	40%	45%	47%	41%

Table 1-4
Summary of Key Firm Data

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
FINANCIAL FUTURE (D/S)	313	146	97	90	64	67	59	145	96	39	31	86	163	62	152	171	154	145	117	137	133	109	159
	78%	75%	80%	87%	78%	87%	86%	72%	84%	93%	78%	68%	83%	84%	84%	83%	79%	78%	75%	89%	89%	81%	80%
TOTAL CONFIDENT	354	170	107	97	73	72	64	172	105	40	35	106	177	68	165	187	172	164	135	144	140	121	177
	88%	87%	89%	93%	89%	93%	93%	85%	91%	96%	88%	84%	90%	92%	92%	91%	88%	88%	87%	94%	94%	90%	89%
TOTAL NOT CONFIDENT	41	24	10	6	9	5	5	27	9	1	4	20	14	6	13	16	18	19	18	7	8	12	18
	10%	12%	9%	6%	11%	6%	7%	13%	7%	4%	10%	16%	7%	8%	7%	8%	9%	10%	12%	5%	5%	9%	9%
GROSS REVENUES (D/S)	87	33	26	44	23	25	29	18	48	14	6	22	54	8	59	57	55	55	41	48	58	51	46
	22%	17%	21%	43%	28%	32%	43%	9%	42%	33%	14%	17%	28%	11%	33%	28%	28%	30%	26%	32%	39%	38%	23%
INCREASE	157	71	49	56	37	33	38	63	61	17	13	51	79	24	82	89	86	81	59	72	74	64	80
	39%	36%	41%	54%	46%	43%	55%	31%	53%	41%	34%	40%	40%	33%	45%	43%	44%	44%	38%	47%	50%	47%	40%
DECREASE	70	38	23	12	14	8	9	46	13	3	8	30	25	16	23	32	31	26	18	23	16	13	34
	17%	19%	19%	11%	17%	11%	13%	23%	12%	8%	20%	23%	13%	21%	13%	16%	16%	14%	12%	15%	11%	10%	17%
STAY THE SAME	170	87	46	36	30	35	22	93	39	21	17	44	91	34	72	83	75	76	76	57	56	57	82
	43%	44%	39%	34%	37%	44%	32%	46%	34%	51%	42%	34%	47%	46%	40%	40%	39%	41%	49%	37%	38%	42%	41%
PROFITABILITY (D/S)	28	10	6	12	12	15	19	2	22	1	2	9	17	3	20	26	23	23	15	12	29	15	24
	7%	5%	5%	11%	14%	20%	28%	1%	19%	1%	5%	7%	9%	4%	11%	13%	12%	12%	10%	8%	19%	11%	12%
INCREASE	122	61	37	34	31	29	30	49	49	11	11	40	61	22	64	67	66	63	48	49	59	45	64
	31%	31%	30%	33%	38%	37%	44%	24%	43%	27%	28%	31%	31%	29%	36%	33%	34%	34%	31%	32%	39%	33%	32%
DECREASE	94	51	30	22	19	14	11	47	27	11	9	31	44	19	44	41	42	41	33	37	30	30	40
	24%	26%	25%	21%	24%	18%	17%	23%	24%	25%	23%	24%	22%	26%	25%	20%	22%	22%	21%	24%	20%	22%	20%
STAY THE SAME	178	84	52	47	29	32	25	105	37	19	17	55	87	33	68	95	81	78	72	65	58	60	90
	44%	43%	43%	45%	36%	41%	37%	52%	32%	44%	44%	43%	45%	45%	38%	46%	42%	42%	47%	42%	39%	44%	46%
CAPITAL EXPENDITURES (D/S)	42	17	2	12	12	19	17	27	6	7	-	8	22	9	10	31	19	33	26	20	29	17	9
	10%	9%	2%	12%	15%	24%	25%	13%	5%	16%	-	6%	11%	13%	6%	15%	10%	18%	17%	13%	19%	13%	4%
INCREASE	131	64	29	33	25	34	29	67	35	16	11	40	63	26	57	69	62	67	56	54	54	47	59
	33%	33%	24%	32%	31%	44%	42%	33%	31%	37%	27%	32%	32%	35%	31%	33%	32%	36%	36%	35%	36%	35%	30%
DECREASE	89	47	27	21	13	15	12	40	29	9	11	32	41	16	46	38	43	33	30	33	25	29	50
	22%	24%	22%	20%	16%	20%	17%	20%	26%	21%	27%	25%	21%	22%	26%	18%	22%	18%	19%	22%	17%	22%	25%
STAY THE SAME	176	85	62	49	41	27	28	94	48	17	17	54	90	32	74	97	88	85	69	65	67	59	87
	44%	44%	51%	47%	50%	35%	41%	47%	42%	40%	43%	42%	46%	44%	41%	47%	45%	46%	45%	42%	45%	44%	44%

Table 1-5
Summary of Key Firm Data

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
FINANCIAL FUTURE (D/S)	262	46	46	38	39	45	47
	86%	84%	92%	77%	77%	91%	94%
TOTAL CONFIDENT	282	50	48	43	44	48	49
	92%	92%	96%	87%	87%	95%	97%
TOTAL NOT CONFIDENT	20	4	2	5	5	2	1
	7%	8%	4%	10%	10%	5%	3%
GROSS REVENUES (D/S)	67	22	12	7	9	11	6
	22%	42%	25%	13%	17%	23%	11%
INCREASE	123	29	21	20	19	18	17
	40%	53%	42%	40%	37%	36%	33%
DECREASE	56	6	8	13	10	7	11
	18%	12%	17%	27%	20%	14%	22%
STAY THE SAME	122	19	21	15	22	23	22
	40%	35%	42%	30%	43%	45%	44%
PROFITABILITY (D/S)	10	11	-2	-3	-1	7	-1
	3%	19%	-4%	-7%	-2%	14%	-3%
INCREASE	96	20	12	15	17	18	12
	31%	38%	25%	30%	33%	36%	25%
DECREASE	86	10	15	18	18	11	14
	28%	18%	29%	37%	35%	23%	28%
STAY THE SAME	121	23	23	15	16	20	24
	40%	43%	46%	30%	32%	41%	47%
CAPITAL EXPENDITURES (D/S)	51	11	8	20	6	5	1
	17%	21%	17%	40%	12%	9%	3%
INCREASE	114	22	21	25	18	18	10
	37%	42%	42%	50%	35%	36%	19%
DECREASE	63	11	12	5	12	14	8
	21%	21%	25%	10%	23%	27%	17%
STAY THE SAME	126	20	17	20	21	16	32
	41%	38%	33%	40%	42%	32%	64%

Table 2-1
Summary of Key Econ Data

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
MN BIZ CLIMATE (D/S)	-172	-46	-38	-25	-26	-37	-84	-88	-47	-61	-54	-94	-45	-33	-19	-17	-36	-34	-26	-146	-73	-60	-20	-15
	-43%	-34%	-43%	-52%	-60%	-44%	-38%	-50%	-44%	-46%	-42%	-46%	-37%	-45%	-51%	-24%	-48%	-52%	-54%	-42%	-51%	-49%	-49%	-20%
GOTTEN BETTER	47	23	7	6	3	7	31	16	11	15	14	23	15	8	4	14	10	7	3	44	10	18	2	16
	12%	17%	8%	13%	7%	8%	14%	9%	10%	12%	11%	11%	13%	11%	10%	20%	13%	10%	7%	12%	7%	14%	4%	21%
GOTTEN WORSE	219	70	45	31	29	44	115	105	58	76	67	117	60	41	23	31	46	41	30	190	83	78	21	31
	55%	51%	52%	65%	66%	52%	51%	59%	54%	58%	53%	57%	50%	56%	61%	45%	61%	62%	62%	54%	58%	63%	53%	41%
SAME	129	42	32	10	11	33	75	55	36	39	45	62	43	24	11	23	20	18	13	115	50	28	15	29
	32%	31%	37%	22%	25%	40%	33%	31%	34%	30%	35%	30%	36%	32%	28%	33%	27%	27%	27%	33%	35%	22%	39%	37%
2026 ECONOMY (D/S)	-21	-14	-4	-2	-3	2	-18	-3	-24	-10	15	-34	2	11	-5	17	1	-	-7	-13	-6	4	-4	-13
	-5%	-10%	-4%	-5%	-6%	2%	-8%	-2%	-23%	-8%	12%	-17%	2%	16%	-14%	25%	1%	-	-15%	-4%	-4%	3%	-11%	-17%
EXPANSION	79	22	18	10	9	19	40	39	9	24	37	24	32	23	4	23	17	15	5	75	27	29	7	13
	20%	16%	20%	22%	21%	23%	18%	22%	9%	18%	29%	12%	27%	31%	10%	33%	23%	22%	9%	21%	19%	23%	17%	17%
RECESSION	100	36	22	13	12	17	58	42	33	34	22	58	30	11	9	6	16	14	12	88	32	25	11	26
	25%	27%	25%	27%	27%	21%	26%	24%	31%	26%	18%	28%	25%	16%	24%	8%	22%	22%	25%	25%	23%	20%	28%	34%
FLAT ECONOMY	205	76	44	23	20	43	120	86	56	70	67	111	56	37	25	38	41	34	28	176	74	68	21	35
	51%	56%	50%	48%	45%	51%	53%	49%	53%	53%	53%	54%	47%	51%	66%	56%	55%	52%	59%	50%	52%	55%	52%	45%
2027 PROJECTION (D/S)	25	-	6	-	4	15	6	18	-16	5	34	-9	9	23	-2	22	9	6	-6	30	6	13	3	-2
	6%	-	7%	-	8%	18%	3%	10%	-15%	3%	27%	-4%	8%	31%	-4%	32%	12%	10%	-12%	8%	4%	10%	9%	-2%
EXPANSION	126	40	30	12	14	30	70	56	21	41	52	52	37	34	9	33	29	20	12	113	44	40	12	24
	31%	29%	34%	25%	31%	36%	31%	32%	20%	31%	41%	26%	31%	47%	23%	48%	38%	30%	24%	32%	31%	32%	32%	31%
RECESSION	101	40	24	12	10	15	64	37	37	36	18	61	28	12	10	12	20	13	17	84	39	27	9	25
	25%	29%	27%	25%	23%	18%	28%	21%	35%	28%	14%	30%	23%	16%	27%	17%	26%	20%	36%	24%	27%	22%	23%	33%
FLAT ECONOMY	144	47	29	20	18	30	76	68	32	50	54	70	47	27	16	22	27	31	15	129	45	53	17	20
	36%	35%	32%	42%	41%	36%	34%	39%	30%	38%	42%	34%	39%	37%	44%	33%	36%	47%	31%	37%	31%	43%	44%	27%

Table 2-2
Summary of Key Econ Data

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
MN BIZ CLIMATE (D/S)	-172	-40	-100	-141	-29	-2	-104	-63	47	-219	-	-48	-44	-79	-32	-70	-64	-43	-48	-82	-139	-20	-13	-33
	-43%	-22%	-60%	-40%	-71%	-2%	-51%	-63%	100%	-100%	-	-30%	-63%	-46%	-26%	-74%	-36%	-33%	-54%	-47%	-43%	-47%	-42%	-45%
GOTTEN BETTER	47	34	10	44	2	21	18	6	47	-	-	27	6	13	24	5	18	19	8	19	38	4	4	8
	12%	18%	6%	13%	4%	27%	9%	6%	100%	-	-	17%	9%	8%	20%	5%	10%	14%	8%	11%	12%	9%	13%	11%
GOTTEN WORSE	219	74	111	185	31	23	122	69	-	219	-	75	50	92	57	75	82	61	56	101	177	24	17	41
	55%	40%	66%	52%	75%	29%	59%	69%	-	100%	-	48%	72%	54%	46%	79%	46%	47%	62%	57%	55%	57%	54%	56%
SAME	129	74	46	120	9	33	64	23	-	-	129	53	12	65	40	14	76	48	26	54	105	13	10	24
	32%	40%	27%	34%	21%	42%	31%	23%	-	-	100%	34%	17%	38%	33%	14%	43%	37%	29%	31%	32%	32%	33%	32%
2026 ECONOMY (D/S)	-21	30	-32	-2	-20	79	-	-100	16	-46	10	44	-38	-26	36	-39	-17	-	-19	-4	-32	8	4	11
	-5%	16%	-19%	-1%	-50%	100%	-	-100%	33%	-21%	8%	28%	-54%	-16%	29%	-42%	-9%	-	-22%	-2%	-10%	19%	12%	16%
EXPANSION	79	58	20	77	-	79	-	-	21	23	33	60	2	18	47	5	26	30	10	37	56	13	9	23
	20%	31%	12%	22%	-	100%	-	-	45%	11%	26%	38%	2%	11%	39%	5%	15%	23%	11%	21%	17%	33%	30%	31%
RECESSION	100	28	52	80	20	-	-	100	6	69	23	15	39	45	11	44	43	30	30	41	88	6	6	11
	25%	15%	31%	22%	50%	-	-	100%	12%	31%	18%	10%	56%	26%	9%	47%	24%	23%	33%	23%	27%	14%	18%	16%
FLAT ECONOMY	205	89	95	184	18	-	205	-	18	122	64	78	28	96	60	44	100	63	47	94	167	22	16	37
	51%	48%	57%	52%	44%	-	100%	-	39%	56%	50%	50%	40%	57%	49%	47%	56%	48%	53%	53%	51%	52%	50%	51%
2027 PROJECTION (D/S)	25	47	-6	41	-17	56	21	-52	20	-8	14	46	-22	1	36	-17	6	3	-9	28	-	13	10	23
	6%	25%	-4%	12%	-42%	71%	10%	-52%	43%	-4%	11%	29%	-32%	1%	29%	-18%	3%	2%	-10%	16%	-	31%	32%	31%
EXPANSION	126	83	38	121	2	58	59	5	25	55	44	71	9	44	57	17	49	39	23	61	89	19	16	34
	31%	45%	23%	34%	5%	73%	29%	5%	53%	25%	34%	45%	12%	26%	47%	18%	28%	29%	26%	35%	27%	45%	50%	47%
RECESSION	101	36	44	80	19	2	38	57	5	63	30	25	31	43	21	34	43	36	32	33	88	6	6	12
	25%	19%	26%	23%	47%	3%	19%	57%	11%	29%	23%	16%	44%	25%	17%	36%	24%	27%	36%	19%	27%	14%	18%	16%
FLAT ECONOMY	144	55	71	126	17	13	101	28	15	83	46	54	27	64	38	36	69	43	29	71	117	17	10	27
	36%	30%	42%	36%	42%	17%	49%	28%	31%	38%	36%	34%	38%	37%	31%	38%	39%	33%	33%	40%	36%	41%	32%	37%

Table 2-3
Summary of Key Econ Data

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
MN BIZ CLIMATE (D/S)	-172	-25	-136	-36	-32	-38	-44	-47	-30	-69	-58	-45	-39	-59	-35	-36	-18	-25	-22	-8
	-43%	-53%	-45%	-36%	-35%	-44%	-36%	-60%	-24%	-48%	-58%	-34%	-32%	-71%	-50%	-59%	-29%	-42%	-57%	-62%
GOTTEN BETTER	47	3	36	11	12	11	18	6	25	15	5	20	16	4	6	7	9	7	2	1
	12%	7%	12%	12%	13%	13%	15%	8%	20%	10%	5%	15%	13%	5%	9%	11%	15%	13%	4%	6%
GOTTEN WORSE	219	28	172	48	44	49	63	53	55	83	63	65	55	63	41	43	27	32	23	9
	55%	60%	57%	48%	49%	56%	51%	68%	44%	58%	63%	49%	45%	75%	59%	70%	44%	55%	61%	67%
SAME	129	16	90	39	31	27	42	19	44	46	30	47	50	15	22	12	25	18	12	3
	32%	33%	30%	39%	34%	31%	34%	25%	35%	32%	30%	35%	42%	18%	32%	20%	41%	30%	31%	22%
2026 ECONOMY (D/S)	-21	-5	1	-22	-2	-5	-10	-1	53	-14	-55	-16	21	-13	2	-10	-7	-17	-7	1
	-5%	-11%	-	-22%	-2%	-6%	-8%	-1%	42%	-10%	-55%	-12%	17%	-16%	3%	-16%	-11%	-29%	-18%	10%
EXPANSION	79	6	69	10	21	17	25	13	58	13	2	21	36	11	17	9	11	5	6	2
	20%	13%	23%	10%	24%	20%	20%	17%	46%	9%	2%	16%	30%	14%	25%	15%	17%	8%	15%	16%
RECESSION	100	11	68	32	23	23	35	14	5	28	57	38	15	24	16	19	17	22	13	1
	25%	24%	23%	32%	25%	26%	29%	17%	4%	19%	57%	28%	13%	29%	22%	31%	29%	37%	33%	6%
FLAT ECONOMY	205	26	156	49	43	41	63	47	59	101	38	71	66	45	37	31	29	29	20	10
	51%	54%	52%	50%	47%	47%	51%	60%	47%	70%	38%	52%	55%	54%	53%	51%	49%	49%	52%	78%
2027 PROJECTION (D/S)	25	4	45	-21	-5	10	6	11	126	-	-101	2	30	-1	12	-3	-3	-17	1	4
	6%	9%	15%	-21%	-5%	11%	5%	14%	100%	-	-100%	2%	25%	-1%	17%	-5%	-5%	-29%	3%	30%
EXPANSION	126	15	109	17	24	29	42	24	126	-	-	36	52	25	24	15	17	8	13	6
	31%	31%	36%	17%	27%	33%	34%	30%	100%	-	-	27%	43%	30%	34%	25%	29%	14%	33%	49%
RECESSION	101	11	64	37	29	19	36	12	-	-	101	34	22	26	12	18	21	25	11	3
	25%	22%	21%	38%	32%	21%	29%	16%	-	-	100%	25%	18%	31%	18%	29%	34%	43%	30%	20%
FLAT ECONOMY	144	16	112	32	33	36	33	35	-	144	-	50	44	27	27	28	21	22	13	4
	36%	33%	37%	32%	36%	41%	27%	44%	-	100%	-	37%	36%	33%	39%	46%	35%	37%	34%	31%

Table 2-4
Summary of Key Econ Data

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
MN BIZ CLIMATE (D/S)	-172	-93	-49	-53	-33	-34	-22	-88	-47	-22	-16	-57	-85	-30	-80	-84	-84	-87	-65	-74	-67	-56	-79
	-43%	-47%	-41%	-51%	-40%	-44%	-33%	-44%	-41%	-52%	-41%	-45%	-43%	-41%	-44%	-41%	-43%	-47%	-42%	-48%	-45%	-41%	-40%
GOTTEN BETTER	47	17	15	9	9	6	11	21	16	4	4	17	21	9	22	22	20	15	14	14	15	14	26
	12%	8%	12%	9%	11%	7%	15%	11%	14%	9%	10%	13%	10%	13%	12%	11%	10%	8%	9%	9%	10%	10%	13%
GOTTEN WORSE	219	110	64	62	42	40	33	110	64	26	20	74	105	39	102	106	104	103	79	88	82	70	106
	55%	56%	53%	59%	51%	51%	48%	54%	56%	61%	51%	58%	54%	53%	57%	51%	54%	55%	51%	57%	55%	52%	53%
SAME	129	68	42	32	31	31	22	68	33	12	15	36	68	23	55	77	69	67	60	52	51	50	63
	32%	35%	35%	31%	38%	39%	33%	34%	29%	30%	38%	28%	35%	31%	31%	37%	35%	36%	39%	34%	34%	37%	32%
2026 ECONOMY (D/S)	-21	-22	2	5	-3	-4	2	-34	13	9	-8	-10	12	-22	16	-6	2	-15	-11	-5	4	5	-5
	-5%	-11%	2%	5%	-4%	-5%	3%	-17%	11%	20%	-20%	-8%	6%	-30%	9%	-3%	1%	-8%	-7%	-3%	2%	4%	-2%
EXPANSION	79	33	30	27	19	15	19	27	36	12	5	26	44	9	50	46	51	36	30	34	36	34	41
	20%	17%	25%	26%	23%	19%	28%	13%	31%	28%	12%	21%	23%	12%	28%	22%	26%	19%	19%	22%	24%	25%	21%
RECESSION	100	54	28	21	22	19	17	61	23	3	13	37	32	31	34	52	50	52	41	39	32	29	46
	25%	28%	24%	20%	27%	24%	25%	30%	20%	8%	32%	29%	16%	41%	19%	25%	25%	28%	27%	25%	22%	21%	23%
FLAT ECONOMY	205	106	59	56	40	44	32	104	55	25	21	61	112	30	93	103	89	93	80	76	77	72	105
	51%	54%	49%	53%	49%	57%	47%	52%	48%	60%	54%	48%	57%	40%	52%	50%	46%	50%	52%	50%	52%	53%	53%
2027 PROJECTION (D/S)	25	-5	21	27	15	7	14	-5	22	8	-3	3	23	-3	26	20	29	20	2	17	27	24	21
	6%	-2%	17%	26%	18%	9%	20%	-2%	20%	19%	-7%	3%	12%	-4%	15%	10%	15%	11%	1%	11%	18%	18%	11%
EXPANSION	126	53	45	43	29	28	27	50	46	15	12	41	65	18	70	68	69	60	41	52	58	52	69
	31%	27%	37%	41%	36%	36%	39%	25%	40%	36%	30%	32%	33%	24%	39%	33%	36%	32%	27%	34%	39%	39%	35%
RECESSION	101	58	24	16	15	21	13	55	24	7	15	38	42	20	43	48	40	40	39	35	31	28	47
	25%	30%	20%	15%	18%	26%	19%	27%	21%	18%	37%	30%	21%	28%	24%	23%	20%	22%	25%	23%	21%	21%	24%
FLAT ECONOMY	144	70	46	41	33	28	25	72	41	19	12	42	75	26	62	74	70	69	58	57	50	46	73
	36%	35%	38%	40%	41%	36%	36%	36%	36%	46%	30%	33%	38%	35%	35%	36%	36%	37%	38%	37%	34%	34%	37%

Table 2-5
Summary of Key Econ Data

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
MN BIZ CLIMATE (D/S)	-135	-29	-17	-13	-27	-18	-31
	-44%	-55%	-33%	-27%	-53%	-36%	-61%
GOTTEN BETTER	32	4	10	8	4	2	3
	11%	8%	21%	17%	8%	5%	6%
GOTTEN WORSE	168	34	27	22	31	20	33
	55%	62%	54%	43%	62%	41%	67%
SAME	102	16	12	20	14	25	14
	33%	30%	25%	40%	28%	50%	28%
2026 ECONOMY (D/S)	21	-	8	7	2	5	-
	7%	-	17%	13%	3%	9%	-
EXPANSION	80	13	19	17	13	9	10
	26%	25%	38%	33%	25%	18%	19%
RECESSION	59	13	10	10	11	5	10
	19%	25%	21%	20%	22%	9%	19%
FLAT ECONOMY	150	27	19	22	24	32	28
	49%	49%	38%	43%	47%	64%	56%
2027 PROJECTION (D/S)	40	9	8	2	10	-2	12
	13%	17%	17%	3%	20%	-5%	25%
EXPANSION	102	20	17	13	18	14	21
	33%	36%	33%	27%	35%	27%	42%
RECESSION	62	11	8	12	8	16	8
	20%	19%	17%	23%	15%	32%	17%
FLAT ECONOMY	124	21	21	22	20	20	19
	41%	39%	42%	43%	40%	41%	39%

Table 3-1
Summary of Concerns: % 10

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
Government policies and regulations	127	48	25	14	11	29	73	54	44	35	37	68	38	20	17	27	26	16	11	116	54	38	13	20
	32%	35%	28%	30%	24%	34%	33%	31%	41%	27%	29%	33%	32%	28%	46%	39%	35%	24%	23%	33%	37%	31%	32%	25%
Costs of health care	126	41	29	15	17	23	71	55	42	31	39	69	38	18	19	20	24	19	15	111	53	36	14	18
	32%	30%	33%	32%	38%	28%	32%	32%	40%	24%	31%	34%	31%	25%	50%	29%	32%	28%	31%	32%	37%	29%	35%	23%
Taxes	107	33	28	10	12	23	61	46	26	39	30	56	36	14	13	21	17	18	19	88	51	38	8	7
	27%	25%	32%	20%	28%	28%	27%	26%	25%	29%	24%	27%	30%	19%	35%	30%	22%	27%	38%	25%	36%	30%	20%	10%
Economic and global uncertainty	97	43	22	5	9	17	65	32	30	33	26	57	33	7	17	8	11	14	11	86	34	35	6	17
	24%	32%	26%	10%	21%	21%	29%	18%	28%	25%	20%	28%	27%	9%	45%	11%	15%	21%	22%	25%	24%	29%	14%	22%
Tariffs	85	35	17	6	9	17	51	33	33	23	24	56	17	12	12	7	11	14	8	77	26	27	8	22
	21%	26%	19%	13%	21%	21%	23%	19%	31%	18%	19%	27%	14%	16%	33%	10%	15%	21%	16%	22%	18%	21%	19%	29%
Attracting qualified workers	76	27	19	10	9	13	45	31	20	30	25	37	26	13	7	20	19	7	7	69	39	22	8	8
	19%	20%	21%	20%	20%	15%	20%	18%	18%	22%	20%	18%	22%	18%	18%	29%	25%	11%	15%	20%	27%	18%	21%	10%
Overall inflation	66	20	14	7	11	14	34	32	26	19	16	40	18	8	10	7	10	7	10	57	32	19	4	8
	17%	15%	16%	15%	24%	17%	15%	18%	25%	14%	13%	20%	15%	10%	25%	10%	14%	11%	20%	16%	22%	16%	10%	10%
Retaining qualified workers	58	24	15	5	6	8	39	19	18	22	17	31	19	8	3	17	8	7	9	49	26	17	6	9
	15%	18%	17%	10%	14%	10%	17%	11%	17%	17%	13%	15%	16%	10%	9%	25%	10%	11%	19%	14%	18%	14%	15%	11%
Energy costs	51	17	14	3	7	8	32	19	20	13	14	31	11	9	10	6	9	8	3	48	24	17	1	6
	13%	13%	16%	7%	17%	10%	14%	11%	19%	10%	11%	15%	9%	12%	27%	9%	12%	13%	6%	14%	17%	13%	3%	8%
Costs of employee salaries and benefits	49	17	12	4	7	9	29	20	14	16	17	24	16	8	7	15	5	2	11	38	25	12	5	4
	12%	13%	14%	8%	16%	11%	13%	11%	13%	12%	13%	12%	13%	11%	18%	22%	7%	4%	23%	11%	18%	10%	13%	6%
Recession	41	15	9	6	4	6	24	17	19	9	10	25	11	3	7	1	8	5	4	36	19	12	1	8
	10%	11%	10%	13%	10%	7%	11%	10%	18%	7%	7%	12%	10%	5%	18%	1%	10%	7%	8%	10%	13%	9%	2%	10%
Artificial Intelligence [AI]	40	17	6	4	3	9	23	16	19	7	8	24	8	6	4	2	6	5	6	34	17	8	5	6
	10%	13%	7%	8%	7%	11%	10%	9%	18%	5%	6%	12%	7%	8%	12%	2%	8%	7%	12%	10%	12%	6%	11%	8%
Developing future leaders	39	20	8	2	2	8	27	12	12	9	15	19	13	6	4	10	9	2	2	37	14	13	5	5
	10%	14%	9%	5%	4%	9%	12%	7%	11%	7%	12%	9%	11%	9%	10%	14%	13%	4%	4%	11%	10%	10%	12%	6%

Table 3-2
Summary of Concerns: % 10

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
Government policies and regulations	127	55	46	101	24	21	64	41	13	80	33	50	29	46	38	32	56	37	29	60	106	14	6	20
	32%	29%	28%	29%	59%	27%	31%	41%	27%	37%	26%	32%	42%	27%	31%	34%	31%	29%	32%	34%	33%	34%	20%	28%
Costs of health care	126	47	57	104	21	20	61	41	12	78	33	37	33	56	28	39	59	27	35	64	107	14	4	18
	32%	25%	34%	29%	50%	25%	30%	41%	26%	35%	26%	23%	46%	33%	23%	42%	33%	21%	39%	36%	33%	34%	12%	25%
Taxes	107	46	45	91	14	15	56	34	5	75	25	38	20	49	29	27	48	32	27	48	91	10	4	14
	27%	25%	27%	26%	34%	18%	27%	34%	11%	34%	19%	24%	29%	29%	24%	29%	27%	24%	30%	27%	28%	24%	12%	19%
Economic and global uncertainty	97	28	48	76	20	7	52	36	8	55	33	25	23	49	19	30	47	26	24	47	90	5	2	7
	24%	15%	29%	21%	48%	9%	25%	36%	17%	25%	26%	16%	32%	29%	16%	32%	27%	20%	27%	26%	28%	11%	6%	9%
Tariffs	85	31	33	65	19	5	44	33	7	51	26	19	22	43	12	29	42	26	20	38	73	7	5	12
	21%	17%	20%	18%	46%	7%	21%	33%	16%	23%	20%	12%	32%	26%	10%	30%	24%	20%	23%	22%	22%	17%	15%	16%
Attracting qualified workers	76	36	32	67	9	15	37	23	5	45	25	33	15	29	21	17	38	19	23	35	63	9	5	13
	19%	19%	19%	19%	23%	19%	18%	23%	11%	20%	19%	21%	22%	17%	17%	18%	21%	14%	26%	20%	20%	21%	14%	18%
Overall inflation	66	22	29	51	16	6	26	34	-	45	20	15	18	34	11	21	34	17	25	24	58	4	4	8
	17%	12%	17%	14%	38%	7%	12%	34%	-	21%	16%	10%	25%	20%	9%	22%	19%	13%	28%	14%	18%	9%	12%	10%
Retaining qualified workers	58	26	21	48	11	10	29	19	6	35	14	26	16	16	19	15	25	12	15	32	50	4	4	8
	15%	14%	13%	14%	26%	13%	14%	19%	14%	16%	11%	17%	22%	10%	15%	16%	14%	9%	16%	18%	15%	9%	12%	10%
Energy costs	51	17	20	36	14	7	26	16	7	26	18	19	9	21	14	11	26	16	14	21	42	6	3	9
	13%	9%	12%	10%	35%	9%	13%	16%	14%	12%	14%	12%	13%	12%	11%	12%	15%	12%	16%	12%	13%	15%	10%	12%
Costs of employee salaries and benefits	49	21	23	43	6	9	21	19	2	34	10	22	11	16	16	15	18	13	14	22	40	6	2	8
	12%	11%	14%	12%	14%	11%	10%	19%	5%	16%	8%	14%	16%	9%	13%	16%	10%	10%	16%	12%	12%	15%	5%	11%
Recession	41	13	17	29	11	1	14	25	-	26	14	9	14	18	6	16	18	10	18	12	36	2	2	3
	10%	7%	10%	8%	27%	2%	7%	25%	-	12%	11%	6%	20%	11%	5%	17%	10%	8%	21%	7%	11%	4%	6%	5%
Artificial Intelligence [AI]	40	12	15	27	11	4	18	16	3	23	14	13	7	20	5	8	26	14	12	14	33	1	5	6
	10%	7%	9%	8%	28%	5%	9%	16%	6%	10%	11%	8%	10%	12%	4%	9%	15%	11%	13%	8%	10%	2%	17%	8%
Developing future leaders	39	18	12	30	9	6	24	9	6	20	13	21	9	9	14	6	19	9	11	18	33	2	4	6
	10%	10%	7%	8%	22%	8%	12%	9%	14%	9%	10%	14%	13%	5%	12%	7%	11%	7%	13%	10%	10%	6%	13%	9%

Table 3-3
Summary of Concerns: % 10

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
Government policies and regulations	127	14	100	27	24	27	41	29	31	46	45	36	34	35	23	21	19	22	11	6
	32%	29%	33%	27%	27%	30%	33%	37%	25%	32%	44%	27%	28%	42%	33%	34%	31%	38%	28%	48%
Costs of health care	126	21	94	33	24	27	43	24	27	46	45	37	30	26	35	26	23	17	15	3
	32%	44%	31%	33%	26%	30%	35%	31%	22%	32%	45%	27%	24%	31%	50%	43%	38%	29%	40%	23%
Taxes	107	15	86	21	22	24	32	23	27	37	35	33	29	31	21	21	14	10	11	3
	27%	31%	29%	21%	24%	28%	26%	29%	22%	26%	34%	24%	24%	38%	29%	34%	24%	18%	28%	22%
Economic and global uncertainty	97	14	64	33	17	20	33	18	12	35	44	42	17	23	16	19	19	22	8	4
	24%	29%	21%	34%	19%	23%	27%	23%	10%	25%	43%	31%	14%	27%	22%	32%	31%	38%	21%	28%
Tariffs	85	11	58	27	14	14	35	17	12	22	45	42	2	21	18	12	13	38	6	5
	21%	23%	19%	27%	15%	16%	28%	21%	10%	15%	45%	31%	2%	25%	26%	20%	22%	65%	16%	36%
Attracting qualified workers	76	10	66	10	15	12	30	19	27	24	23	12	47	20	11	12	7	5	12	1
	19%	20%	22%	10%	17%	13%	24%	24%	21%	17%	23%	9%	38%	24%	16%	19%	11%	9%	32%	11%
Overall inflation	66	11	47	19	14	15	25	10	7	14	42	24	11	15	11	14	20	13	8	3
	17%	24%	16%	19%	15%	17%	20%	13%	6%	10%	41%	18%	9%	18%	15%	22%	33%	22%	22%	24%
Retaining qualified workers	58	7	49	10	15	11	19	12	17	21	20	9	31	16	8	8	8	7	13	2
	15%	14%	16%	10%	17%	13%	15%	16%	14%	14%	20%	7%	25%	19%	11%	13%	12%	12%	34%	12%
Energy costs	51	5	36	15	5	14	20	8	10	20	21	18	10	11	10	8	14	10	5	3
	13%	10%	12%	15%	5%	17%	16%	11%	8%	14%	20%	14%	8%	14%	14%	13%	22%	17%	13%	24%
Costs of employee salaries and benefits	49	7	37	13	13	9	15	9	13	16	19	11	21	15	12	8	6	1	11	1
	12%	16%	12%	13%	15%	11%	12%	12%	11%	11%	19%	8%	17%	18%	17%	12%	10%	3%	28%	10%
Recession	41	3	26	14	7	11	16	6	1	6	33	15	4	14	5	9	13	9	5	2
	10%	7%	9%	14%	7%	12%	13%	7%	1%	4%	33%	11%	3%	16%	7%	15%	21%	15%	12%	12%
Artificial Intelligence [AI]	40	5	24	16	8	8	16	7	3	13	18	11	7	8	11	11	12	7	3	3
	10%	10%	8%	16%	9%	9%	13%	9%	3%	9%	18%	8%	6%	10%	15%	17%	20%	12%	7%	20%
Developing future leaders	39	2	27	12	3	6	19	9	10	17	11	6	16	6	10	9	8	7	7	2
	10%	5%	9%	12%	3%	7%	15%	11%	8%	12%	11%	5%	14%	7%	14%	15%	14%	11%	17%	13%

Table 3-4
Summary of Concerns: % 10

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
Government policies and regulations	127	66	44	27	28	24	24	62	35	14	16	57	49	19	58	56	56	55	51	45	35	40	75
	32%	33%	36%	26%	34%	31%	35%	31%	31%	34%	40%	45%	25%	25%	32%	27%	29%	30%	33%	29%	24%	30%	38%
Costs of health care	126	65	39	37	23	21	21	65	37	11	13	39	65	22	56	64	58	60	46	40	36	34	77
	32%	33%	33%	36%	28%	27%	30%	32%	32%	27%	33%	31%	33%	30%	31%	31%	30%	32%	30%	26%	24%	26%	39%
Taxes	107	58	37	32	20	19	24	53	27	13	13	41	47	19	49	51	52	50	41	42	37	35	69
	27%	30%	30%	31%	25%	25%	35%	26%	23%	32%	34%	32%	24%	26%	27%	25%	26%	27%	27%	27%	25%	26%	35%
Economic and global uncertainty	97	54	23	28	18	20	14	58	26	7	6	33	41	21	35	50	50	49	38	33	30	31	48
	24%	28%	19%	27%	22%	26%	20%	29%	23%	16%	15%	26%	21%	28%	19%	24%	26%	26%	25%	21%	20%	23%	24%
Tariffs	85	47	14	24	21	18	9	55	20	7	2	23	40	20	26	43	42	39	41	31	31	27	35
	21%	24%	11%	23%	26%	23%	13%	27%	17%	18%	6%	18%	21%	26%	14%	21%	21%	21%	27%	20%	21%	20%	18%
Attracting qualified workers	76	39	50	22	10	9	11	22	21	13	20	53	20	4	55	36	36	35	25	29	26	29	76
	19%	20%	41%	21%	12%	12%	15%	11%	19%	32%	50%	42%	10%	5%	30%	17%	19%	19%	16%	19%	17%	21%	39%
Overall inflation	66	39	14	18	10	13	14	41	18	4	4	26	23	17	21	28	26	34	25	18	17	19	31
	17%	20%	11%	17%	13%	17%	21%	20%	15%	10%	11%	20%	12%	24%	12%	13%	13%	18%	16%	12%	11%	14%	16%
Retaining qualified workers	58	31	31	16	9	6	10	17	15	12	14	42	13	4	40	28	31	26	23	26	21	22	58
	15%	16%	26%	15%	12%	8%	15%	9%	13%	27%	36%	33%	7%	5%	22%	14%	16%	14%	15%	17%	14%	16%	30%
Energy costs	51	28	15	23	7	9	6	22	15	6	8	23	18	9	25	25	19	24	23	15	13	16	30
	13%	14%	12%	22%	9%	11%	9%	11%	13%	15%	21%	18%	9%	13%	14%	12%	10%	13%	15%	10%	9%	12%	15%
Costs of employee salaries and benefits	49	29	24	16	8	5	10	17	14	10	9	31	14	4	30	26	24	29	23	27	19	20	41
	12%	15%	20%	16%	10%	6%	14%	8%	13%	23%	22%	24%	7%	5%	17%	13%	12%	16%	15%	17%	13%	15%	21%
Recession	41	26	6	12	5	6	7	24	13	2	2	15	14	12	13	15	12	19	15	10	8	12	20
	10%	13%	5%	11%	6%	8%	10%	12%	11%	5%	4%	11%	7%	16%	7%	7%	6%	10%	9%	7%	6%	9%	10%
Artificial Intelligence [AI]	40	25	10	14	6	7	6	23	10	4	2	10	17	12	12	21	18	22	19	16	11	18	18
	10%	13%	8%	13%	7%	9%	8%	11%	8%	11%	6%	8%	9%	17%	7%	10%	9%	12%	12%	10%	8%	13%	9%
Developing future leaders	39	19	16	9	5	10	6	18	14	7	1	19	12	8	17	21	12	16	10	15	7	12	29
	10%	10%	13%	8%	6%	13%	9%	9%	12%	16%	2%	15%	6%	11%	9%	10%	6%	8%	7%	10%	4%	9%	15%

Table 3-5
Summary of Concerns: % 10

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
Government policies and regulations	101	18	17	15	14	16	22
	33%	32%	33%	30%	27%	32%	44%
Costs of health care	93	17	15	15	19	7	21
	30%	31%	29%	30%	37%	14%	42%
Taxes	85	16	17	13	15	7	17
	28%	30%	33%	27%	30%	14%	33%
Tariffs	69	8	15	15	11	14	7
	23%	14%	29%	30%	22%	27%	14%
Economic and global uncertainty	58	8	8	12	10	14	6
	19%	16%	17%	23%	20%	27%	11%
Attracting qualified workers	55	11	6	7	9	11	11
	18%	19%	13%	13%	18%	23%	22%
Overall inflation	49	8	6	8	10	9	7
	16%	16%	13%	17%	20%	18%	14%
Energy costs	39	4	2	7	8	9	10
	13%	6%	4%	13%	15%	18%	19%
Retaining qualified workers	34	6	2	5	5	5	11
	11%	12%	4%	10%	10%	9%	22%
Artificial Intelligence [AI]	33	5	8	5	5	7	3
	11%	9%	17%	10%	10%	14%	6%
Developing future leaders	33	5	4	5	3	9	7
	11%	9%	8%	10%	5%	18%	14%
Costs of employee salaries and benefits	33	8	4	3	6	5	7
	11%	14%	8%	7%	12%	9%	14%
Recession	30	6	6	5	3	5	6
	10%	10%	13%	10%	7%	9%	11%

Table 4-1
Summary of Concerns: % 8-10

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
Costs of health care	244	80	54	28	27	55	134	111	73	74	81	130	70	43	29	42	51	41	23	221	94	72	27	40
	61%	59%	61%	58%	62%	66%	60%	63%	68%	56%	63%	64%	58%	60%	77%	61%	67%	63%	48%	63%	65%	59%	68%	53%
Government policies and regulations	222	74	52	26	22	48	126	96	65	68	74	112	66	43	26	36	45	32	18	204	87	74	21	34
	55%	54%	59%	55%	50%	57%	56%	55%	61%	51%	58%	55%	55%	59%	69%	53%	60%	49%	37%	58%	61%	59%	53%	44%
Taxes	203	61	50	18	24	50	111	93	58	73	56	110	64	27	24	37	43	30	25	178	92	65	16	25
	51%	45%	56%	38%	55%	60%	49%	53%	54%	56%	44%	54%	54%	37%	63%	53%	57%	45%	51%	51%	64%	52%	40%	33%
Economic and global uncertainty	187	66	41	19	18	43	107	81	59	56	58	103	57	27	21	31	30	28	25	162	68	60	18	35
	47%	49%	46%	40%	41%	52%	48%	46%	55%	43%	46%	50%	47%	37%	55%	44%	40%	43%	52%	46%	47%	49%	46%	46%
Overall inflation	186	59	39	22	22	44	97	88	56	62	53	103	56	26	23	27	35	29	23	163	71	58	18	33
	46%	43%	44%	47%	49%	52%	44%	50%	52%	47%	42%	50%	47%	35%	61%	39%	47%	44%	47%	46%	49%	47%	46%	44%
Attracting qualified workers	162	59	31	20	15	37	90	72	36	51	63	71	55	36	12	40	41	24	18	145	64	49	21	26
	41%	44%	35%	41%	35%	44%	40%	41%	33%	38%	49%	35%	46%	50%	33%	58%	55%	36%	37%	41%	44%	39%	53%	34%
Tariffs	162	61	38	12	17	33	100	62	42	55	52	90	42	29	16	21	31	30	14	148	52	49	18	39
	40%	45%	44%	25%	38%	40%	45%	35%	40%	42%	41%	44%	35%	40%	41%	30%	42%	45%	28%	42%	36%	40%	45%	51%
Costs of employee salaries and benefits	158	58	35	15	18	32	93	65	39	59	50	85	50	22	17	31	27	26	22	136	64	53	19	16
	39%	42%	40%	32%	41%	38%	41%	37%	37%	45%	39%	42%	42%	30%	44%	45%	36%	39%	45%	39%	45%	43%	48%	21%
Retaining qualified workers	132	52	29	14	14	23	82	50	29	43	53	57	49	25	8	32	30	18	11	121	45	39	19	24
	33%	39%	33%	28%	31%	28%	36%	29%	27%	33%	41%	28%	41%	34%	22%	47%	40%	27%	24%	34%	31%	31%	48%	32%
Energy costs	108	34	31	9	14	21	64	44	39	32	30	62	29	17	20	20	19	14	10	98	44	30	10	19
	27%	25%	35%	18%	31%	25%	29%	25%	36%	25%	24%	30%	24%	24%	54%	30%	25%	22%	21%	28%	31%	24%	26%	25%
Recession	99	38	19	10	11	21	57	42	37	35	20	59	30	9	11	10	18	16	13	87	40	25	9	22
	25%	28%	22%	22%	26%	24%	26%	24%	35%	27%	16%	29%	25%	12%	28%	15%	24%	24%	26%	25%	28%	20%	22%	29%
Artificial Intelligence [AI]	93	35	20	7	6	26	54	39	30	28	28	56	22	14	8	14	14	17	6	88	36	23	13	14
	23%	25%	22%	15%	14%	31%	24%	22%	28%	21%	22%	28%	19%	19%	20%	20%	18%	26%	12%	25%	25%	19%	34%	18%
Developing future leaders	92	35	21	14	6	16	56	36	25	22	39	39	29	24	8	22	23	12	9	83	27	31	16	11
	23%	26%	24%	28%	14%	19%	25%	20%	23%	17%	30%	19%	24%	34%	22%	31%	31%	18%	19%	24%	19%	25%	41%	15%

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

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
Costs of health care	244	103	106	209	32	42	129	67	23	149	69	88	51	104	70	70	104	62	63	119	200	28	16	43
	61%	55%	63%	59%	78%	53%	63%	67%	49%	68%	53%	56%	73%	61%	57%	74%	59%	47%	70%	67%	62%	67%	50%	60%
Government policies and regulations	222	92	93	184	35	35	117	65	20	140	59	84	49	86	60	63	98	69	50	102	178	26	17	43
	55%	49%	55%	52%	85%	44%	57%	65%	43%	64%	46%	54%	70%	50%	49%	66%	55%	53%	56%	58%	55%	62%	55%	59%
Taxes	203	86	90	176	25	35	105	58	12	137	51	76	36	90	59	49	92	58	54	91	175	20	7	27
	51%	46%	54%	50%	61%	44%	51%	58%	26%	63%	39%	48%	51%	53%	48%	52%	52%	44%	60%	52%	54%	49%	21%	37%
Economic and global uncertainty	187	68	90	157	28	21	94	69	16	110	58	62	45	80	44	58	83	63	40	85	159	14	14	27
	47%	36%	53%	44%	68%	26%	46%	69%	34%	50%	45%	40%	64%	47%	36%	62%	47%	48%	45%	48%	49%	33%	43%	37%
Overall inflation	186	73	86	160	25	21	88	68	10	118	54	64	41	79	46	57	79	60	50	76	159	16	10	26
	46%	39%	51%	45%	60%	27%	43%	68%	22%	54%	42%	41%	58%	46%	37%	61%	44%	46%	56%	43%	49%	39%	31%	35%
Attracting qualified workers	162	82	62	145	15	38	82	39	19	87	54	69	26	65	56	32	72	51	41	69	126	20	16	36
	41%	44%	37%	41%	37%	48%	40%	39%	40%	40%	42%	44%	36%	38%	45%	34%	41%	39%	46%	39%	39%	49%	51%	50%
Tariffs	162	62	76	138	22	16	84	55	13	91	56	51	41	69	32	50	76	52	39	70	132	16	13	29
	40%	34%	45%	39%	54%	20%	41%	55%	27%	42%	44%	33%	59%	40%	26%	53%	42%	40%	43%	39%	41%	38%	43%	40%
Costs of employee salaries and benefits	158	70	70	140	18	28	82	45	14	104	39	66	32	59	45	46	65	43	39	76	135	14	8	22
	39%	38%	42%	40%	43%	35%	40%	45%	29%	47%	30%	42%	45%	35%	37%	49%	37%	33%	44%	43%	42%	34%	24%	30%
Retaining qualified workers	132	66	47	113	18	27	69	32	19	72	38	56	26	48	45	31	55	33	37	61	106	14	11	25
	33%	36%	28%	32%	43%	34%	33%	32%	41%	33%	30%	36%	38%	28%	36%	33%	31%	25%	41%	34%	33%	34%	35%	34%
Energy costs	108	42	47	89	18	12	59	34	11	63	33	42	25	40	30	29	49	35	28	46	91	9	8	17
	27%	22%	28%	25%	45%	16%	29%	34%	24%	29%	25%	27%	35%	24%	24%	31%	28%	26%	31%	26%	28%	23%	25%	24%
Recession	99	31	43	74	25	2	39	55	2	66	30	24	28	47	16	33	50	28	33	39	90	5	4	9
	25%	17%	26%	21%	61%	3%	19%	55%	5%	30%	23%	15%	40%	27%	13%	35%	28%	21%	37%	22%	28%	12%	13%	12%
Artificial Intelligence [AI]	93	35	39	74	19	11	52	26	10	52	31	30	19	44	21	19	50	26	22	45	79	6	8	14
	23%	19%	23%	21%	45%	14%	26%	26%	22%	24%	24%	19%	27%	26%	18%	21%	28%	20%	25%	26%	24%	15%	24%	19%
Developing future leaders	92	39	39	79	13	15	53	23	10	55	27	47	17	28	33	17	42	26	24	42	68	13	11	24
	23%	21%	23%	22%	32%	19%	26%	23%	22%	25%	21%	30%	24%	16%	27%	18%	23%	20%	27%	24%	21%	31%	37%	34%

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

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
Costs of health care	244	31	184	60	43	53	86	50	75	90	68	77	71	51	61	40	42	32	27	8
	61%	66%	61%	61%	48%	61%	70%	64%	59%	63%	67%	57%	59%	61%	88%	66%	70%	55%	69%	59%
Government policies and regulations	222	25	170	51	37	43	82	48	62	80	67	62	60	62	41	36	36	37	24	7
	55%	52%	57%	52%	41%	50%	66%	62%	50%	56%	67%	46%	49%	74%	59%	58%	60%	63%	63%	54%
Taxes	203	29	162	41	38	43	68	42	61	69	60	61	58	56	40	33	29	25	21	6
	51%	60%	54%	42%	42%	50%	55%	53%	48%	48%	59%	45%	48%	67%	58%	53%	48%	42%	56%	46%
Economic and global uncertainty	187	19	133	54	35	41	66	35	33	68	73	66	42	41	36	35	36	40	18	6
	47%	41%	44%	55%	39%	47%	53%	45%	26%	47%	72%	49%	35%	49%	51%	56%	59%	68%	47%	45%
Overall inflation	186	21	129	57	41	44	62	26	30	66	76	80	45	43	30	27	42	36	19	4
	46%	43%	43%	57%	45%	51%	50%	33%	24%	46%	76%	60%	38%	52%	43%	44%	70%	60%	51%	30%
Attracting qualified workers	162	13	132	30	38	32	50	38	62	54	39	35	85	31	28	26	19	19	22	3
	41%	27%	44%	31%	42%	37%	41%	49%	50%	37%	39%	26%	70%	37%	41%	43%	31%	32%	58%	22%
Tariffs	162	19	114	48	34	34	55	31	31	55	68	73	28	34	27	24	30	55	16	5
	40%	39%	38%	49%	37%	39%	45%	39%	25%	38%	67%	54%	23%	41%	39%	39%	49%	92%	43%	36%
Costs of employee salaries and benefits	158	22	125	33	36	29	55	28	46	62	45	47	58	41	32	25	22	17	26	4
	39%	47%	41%	33%	40%	33%	45%	36%	37%	43%	45%	35%	48%	50%	45%	41%	36%	29%	68%	29%
Retaining qualified workers	132	14	108	24	30	24	44	31	39	57	33	33	62	26	24	20	12	19	21	3
	33%	29%	36%	24%	33%	28%	36%	40%	31%	40%	33%	24%	52%	32%	34%	32%	20%	33%	54%	23%
Energy costs	108	12	80	28	19	24	34	25	25	39	39	33	27	25	20	20	23	21	8	4
	27%	25%	27%	28%	21%	27%	27%	31%	20%	27%	38%	24%	22%	30%	29%	33%	38%	35%	20%	29%
Recession	99	15	62	38	24	25	32	12	4	23	69	38	15	26	13	22	23	28	8	4
	25%	31%	21%	38%	26%	29%	26%	15%	3%	16%	69%	28%	12%	31%	19%	36%	39%	48%	22%	31%
Artificial Intelligence [AI]	93	12	59	34	15	15	35	25	18	37	32	30	25	19	21	17	16	17	9	3
	23%	25%	20%	34%	17%	17%	28%	32%	15%	26%	31%	23%	21%	23%	30%	28%	27%	29%	23%	20%
Developing future leaders	92	8	69	22	17	17	35	18	25	41	23	21	39	14	21	18	16	17	15	6
	23%	16%	23%	23%	19%	20%	28%	24%	20%	29%	23%	16%	32%	17%	29%	29%	27%	29%	39%	43%

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

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
Costs of health care	244	132	77	66	51	46	40	122	75	24	24	84	117	41	116	117	104	108	90	82	72	68	138
	61%	67%	64%	64%	63%	59%	59%	60%	65%	57%	60%	66%	60%	56%	64%	57%	54%	58%	58%	53%	48%	50%	70%
Government policies and regulations	222	113	73	61	45	46	38	108	67	23	23	87	89	45	104	108	101	98	85	75	64	69	119
	55%	58%	61%	59%	54%	59%	56%	54%	59%	55%	58%	69%	45%	60%	58%	53%	52%	53%	54%	49%	43%	51%	60%
Taxes	203	105	64	60	38	34	37	107	50	24	22	76	93	34	90	98	93	92	74	71	67	62	119
	51%	53%	53%	58%	47%	44%	54%	53%	44%	56%	57%	60%	47%	46%	50%	48%	48%	49%	48%	46%	45%	46%	60%
Economic and global uncertainty	187	101	50	52	41	38	36	103	52	13	19	62	80	44	77	97	89	89	76	59	59	56	98
	47%	52%	41%	50%	51%	48%	53%	51%	45%	32%	48%	49%	41%	59%	43%	47%	46%	48%	49%	38%	40%	41%	50%
Overall inflation	186	103	55	51	32	38	37	101	45	21	17	57	93	36	80	90	90	88	73	65	63	52	103
	46%	52%	45%	49%	39%	48%	54%	50%	40%	51%	44%	45%	47%	49%	44%	44%	46%	48%	47%	42%	42%	38%	52%
Attracting qualified workers	162	77	86	44	23	33	31	55	46	26	35	94	62	7	107	74	85	79	60	69	58	58	162
	41%	39%	72%	42%	28%	42%	45%	27%	40%	62%	89%	74%	31%	10%	59%	36%	44%	43%	38%	45%	39%	43%	82%
Tariffs	162	85	40	52	39	38	23	89	44	17	12	45	76	38	64	92	75	76	62	61	61	53	77
	40%	43%	33%	50%	48%	49%	34%	44%	38%	40%	31%	36%	39%	51%	35%	45%	39%	41%	40%	39%	41%	39%	39%
Costs of employee salaries and benefits	158	83	67	41	30	31	25	65	46	23	24	80	61	16	89	78	73	62	58	59	45	52	108
	39%	42%	55%	40%	37%	40%	37%	32%	40%	56%	61%	63%	31%	22%	50%	38%	37%	33%	38%	38%	30%	39%	55%
Retaining qualified workers	132	68	63	31	18	23	25	44	40	19	29	75	45	13	84	59	71	57	43	50	49	43	132
	33%	35%	53%	30%	22%	30%	36%	22%	35%	44%	72%	59%	23%	17%	46%	29%	36%	31%	28%	33%	33%	32%	67%
Energy costs	108	60	29	42	21	19	17	51	32	10	15	38	49	21	53	55	40	50	39	34	32	30	61
	27%	31%	24%	40%	26%	24%	25%	25%	28%	24%	39%	30%	25%	29%	29%	27%	21%	27%	25%	22%	22%	22%	31%
Recession	99	62	22	21	22	19	14	58	24	4	14	35	44	21	39	49	42	46	36	30	27	28	47
	25%	31%	19%	20%	26%	25%	20%	28%	21%	10%	36%	27%	22%	29%	22%	24%	21%	25%	23%	19%	18%	21%	24%
Artificial Intelligence [AI]	93	50	29	26	11	19	16	55	21	9	9	25	47	21	32	49	44	44	38	38	28	33	49
	23%	26%	24%	25%	14%	24%	24%	27%	18%	21%	23%	20%	24%	28%	18%	24%	23%	24%	25%	25%	19%	24%	25%
Developing future leaders	92	40	36	22	17	25	18	39	29	17	6	36	43	13	47	39	35	37	30	33	30	28	69
	23%	20%	29%	21%	20%	32%	26%	19%	26%	41%	16%	29%	22%	17%	26%	19%	18%	20%	19%	22%	20%	21%	35%

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

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
Costs of health care	192	34	27	28	33	36	33
	63%	62%	54%	57%	65%	73%	67%
Taxes	167	27	27	30	29	23	31
	55%	51%	54%	60%	57%	45%	61%
Government policies and regulations	163	32	27	20	25	25	35
	53%	58%	54%	40%	48%	50%	69%
Overall inflation	143	26	23	27	24	20	24
	47%	48%	46%	53%	47%	41%	47%
Attracting qualified workers	135	27	19	20	19	23	28
	44%	49%	38%	40%	37%	45%	56%
Economic and global uncertainty	123	24	17	23	20	23	17
	40%	44%	33%	47%	38%	45%	33%
Tariffs	115	20	17	20	18	25	15
	38%	38%	33%	40%	35%	50%	31%
Costs of employee salaries and benefits	109	23	15	15	20	20	17
	36%	43%	29%	30%	38%	41%	33%
Retaining qualified workers	96	14	10	18	16	14	24
	32%	26%	21%	37%	32%	27%	47%
Energy costs	90	10	15	17	16	14	19
	30%	18%	29%	33%	32%	27%	39%
Developing future leaders	73	16	10	13	9	14	10
	24%	30%	21%	27%	18%	27%	19%
Artificial Intelligence [AI]	69	11	10	10	10	16	11
	23%	21%	21%	20%	20%	32%	22%
Recession	67	12	6	8	10	14	17
	22%	22%	13%	17%	20%	27%	33%

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	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
Costs of health care	7.6	7.4	7.6	7.7	7.9	7.7	7.4	7.7	7.7	7.3	7.8	7.6	7.5	7.6	8.3	7.6	8.3	7.3	7.1	7.6	7.7	7.5	7.7	7.4
Government policies and regulations	7.4	7.3	7.5	7.0	7.0	7.7	7.4	7.3	7.7	7.2	7.4	7.4	7.4	7.4	7.6	7.5	7.7	6.9	6.7	7.5	7.7	7.3	7.4	7.0
Taxes	7.1	6.7	7.5	6.8	7.2	7.5	7.0	7.2	7.2	7.3	6.8	7.2	7.3	6.5	8.0	7.4	7.2	6.7	7.2	7.1	7.7	7.2	6.7	6.4
Economic and global uncertainty	7.0	7.2	7.1	6.5	6.7	7.3	7.1	6.9	7.3	6.9	7.0	7.2	7.1	6.6	7.4	6.7	6.7	6.9	7.3	7.0	7.0	7.2	6.8	7.1
Overall inflation	6.9	6.7	6.8	6.9	7.2	7.2	6.8	7.1	7.3	6.8	6.8	7.1	6.9	6.5	7.6	6.8	6.7	6.8	6.9	6.9	7.1	7.0	6.7	6.7
Costs of employee salaries and benefits	6.6	6.7	6.5	6.2	7.3	6.7	6.6	6.7	6.2	6.7	7.0	6.4	7.0	6.7	7.1	7.1	6.6	6.6	7.0	6.6	6.7	6.8	6.9	6.3
Attracting qualified workers	6.5	6.6	6.3	6.4	6.7	6.7	6.5	6.6	5.9	6.6	7.0	6.2	6.9	7.1	6.0	7.5	7.2	6.3	6.4	6.6	6.6	6.6	7.3	6.1
Tariffs	6.2	6.4	6.1	5.8	6.0	6.3	6.3	6.1	6.0	6.1	6.6	6.2	5.9	6.5	6.4	5.5	6.2	6.5	5.9	6.2	5.8	6.2	6.5	6.9
Energy costs	6.1	6.0	6.5	5.5	6.3	6.2	6.2	6.1	6.5	6.0	5.9	6.3	5.8	6.1	7.3	6.1	6.0	5.6	5.5	6.2	6.4	6.0	5.9	5.9
Retaining qualified workers	5.9	6.1	5.8	5.4	6.0	5.6	6.0	5.7	5.3	6.0	6.4	5.4	6.3	6.3	5.7	6.7	6.3	5.4	5.4	5.9	5.6	5.9	7.0	5.7
Recession	5.7	5.9	5.5	5.5	5.6	5.7	5.7	5.6	6.3	5.6	5.3	5.9	5.8	4.9	6.3	5.0	5.6	5.6	5.9	5.6	5.8	5.3	5.5	6.1
Developing future leaders	5.6	5.7	5.2	5.7	5.4	5.6	5.5	5.6	5.1	5.4	6.1	5.2	5.8	6.2	5.8	6.3	6.0	5.2	5.2	5.6	5.2	5.7	6.5	5.2
Artificial Intelligence [AI]	5.1	5.4	5.1	3.9	4.6	5.5	5.3	4.8	5.2	4.9	5.2	5.1	5.0	5.0	5.3	4.8	4.7	5.2	3.9	5.2	4.9	4.7	5.8	5.3

Table 5-2
Summary of Concerns: Ranked by Mean

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
Costs of health care	7.6	7.3	7.7	7.5	8.2	7.0	7.7	8.0	7.2	7.9	7.1	7.3	8.3	7.6	7.2	8.4	7.4	6.9	8.1	7.8	7.6	7.8	7.3	7.6
Government policies and regulations	7.4	7.2	7.2	7.2	8.9	6.5	7.5	8.1	6.5	7.8	7.0	7.2	8.2	7.2	7.1	7.8	7.4	7.3	7.3	7.5	7.4	7.6	7.1	7.4
Taxes	7.1	7.0	7.2	7.1	7.5	6.5	7.3	7.5	6.0	7.7	6.5	6.9	7.1	7.3	6.9	7.2	7.3	6.8	7.4	7.3	7.3	7.1	5.6	6.5
Economic and global uncertainty	7.0	6.4	7.4	6.9	8.2	5.8	7.1	8.1	6.1	7.2	7.1	6.7	7.6	7.2	6.4	7.7	7.2	7.0	6.8	7.2	7.2	6.4	6.8	6.6
Overall inflation	6.9	6.5	7.1	6.8	7.9	5.9	6.8	7.9	6.0	7.3	6.7	6.6	7.4	7.0	6.4	7.5	6.9	6.9	7.4	6.8	7.0	6.3	6.7	6.5
Costs of employee salaries and benefits	6.6	6.5	6.8	6.6	6.9	6.5	6.8	6.7	6.4	6.9	6.3	6.8	6.9	6.4	6.5	7.2	6.4	6.4	6.9	6.7	6.6	6.8	6.5	6.7
Attracting qualified workers	6.5	6.8	6.4	6.6	6.2	6.7	6.6	6.4	6.8	6.4	6.6	6.9	6.5	6.2	6.7	6.4	6.5	6.5	6.7	6.5	6.4	7.1	7.2	7.1
Tariffs	6.2	5.7	6.6	6.1	7.0	5.0	6.3	7.0	5.2	6.3	6.4	5.8	7.0	6.2	5.4	6.9	6.3	6.3	6.2	6.1	6.1	6.3	6.9	6.5
Energy costs	6.1	5.9	6.2	6.0	7.1	5.6	6.2	6.6	5.9	6.3	6.0	6.0	6.5	6.1	5.7	6.3	6.3	5.9	6.5	6.1	6.1	6.2	6.1	6.1
Retaining qualified workers	5.9	5.8	5.8	5.8	6.4	5.8	5.9	6.1	6.1	6.0	5.5	6.0	6.4	5.5	6.1	6.0	5.6	5.5	6.0	6.0	5.8	6.1	6.6	6.3
Recession	5.7	5.0	6.0	5.5	7.4	3.9	5.5	7.5	4.2	6.0	5.6	5.2	6.8	5.6	4.9	6.3	5.9	5.4	6.1	5.6	5.8	4.7	5.1	4.9
Developing future leaders	5.6	5.5	5.5	5.5	6.1	5.5	5.7	5.6	5.7	5.7	5.3	6.0	5.7	5.1	5.6	5.5	5.5	5.2	5.6	5.8	5.4	6.0	6.6	6.2
Artificial Intelligence [AI]	5.1	4.8	5.0	4.9	6.2	4.6	5.3	5.1	4.9	5.1	5.2	5.0	5.1	5.2	4.7	4.7	5.5	4.8	5.1	5.3	5.1	4.5	5.7	5.0

Table 5-3
Summary of Concerns: Ranked by Mean

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
Costs of health care	7.6	7.8	7.6	7.4	7.0	7.5	8.1	7.5	7.4	7.6	8.2	7.2	7.5	7.6	8.9	7.7	8.0	7.6	8.3	7.3
Government policies and regulations	7.4	7.2	7.4	7.2	6.8	7.1	7.8	7.7	7.0	7.3	8.1	6.9	7.1	8.4	7.6	7.5	7.4	7.9	8.0	7.5
Taxes	7.1	7.8	7.3	6.7	6.6	7.3	7.3	7.2	7.1	6.9	7.7	6.9	7.0	7.9	7.6	7.4	7.0	6.6	7.8	6.6
Economic and global uncertainty	7.0	6.9	6.9	7.6	7.0	6.9	7.3	6.7	5.8	7.3	8.5	7.2	6.5	7.3	6.8	7.4	7.6	8.3	7.2	7.6
Overall inflation	6.9	7.0	6.8	7.3	6.8	7.1	7.1	6.5	5.8	6.9	8.3	7.2	6.5	7.0	6.9	7.2	7.9	7.6	7.5	6.5
Costs of employee salaries and benefits	6.6	6.8	6.8	6.3	6.7	6.4	6.9	6.5	6.5	6.9	7.0	6.1	7.2	7.2	7.4	6.9	6.4	6.0	8.0	6.7
Attracting qualified workers	6.5	5.7	6.7	6.0	6.6	6.1	6.6	7.0	6.9	6.7	6.3	5.7	8.2	6.6	6.5	6.7	6.0	5.8	7.6	4.9
Tariffs	6.2	6.0	5.9	6.9	6.0	6.1	6.5	5.9	5.1	6.0	8.0	7.0	5.2	6.3	6.4	6.4	6.5	9.1	6.4	7.2
Energy costs	6.1	6.0	6.1	6.2	5.7	5.9	6.4	6.2	5.5	6.3	6.8	6.0	5.8	6.4	6.4	6.4	6.7	6.5	5.9	6.3
Retaining qualified workers	5.9	6.0	6.1	5.1	6.0	5.7	5.8	6.1	5.8	6.3	5.7	5.1	7.2	6.1	6.1	6.2	5.3	5.4	7.6	4.9
Recession	5.7	5.9	5.4	6.4	5.8	5.8	5.9	5.0	3.9	5.7	7.9	6.1	4.9	6.0	5.5	6.3	6.6	7.0	5.7	6.0
Developing future leaders	5.6	5.3	5.6	5.3	5.4	5.0	6.1	5.4	5.6	6.0	5.4	5.0	6.2	5.6	5.7	5.8	5.8	5.8	6.7	6.1
Artificial Intelligence [AI]	5.1	5.1	4.8	5.9	4.8	4.5	5.6	5.3	4.5	5.3	5.6	4.9	5.0	5.0	5.4	5.6	5.7	5.5	5.2	4.3

Table 5-4
Summary of Concerns: Ranked by Mean

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
Costs of health care	7.6	7.8	7.9	7.8	7.6	7.4	7.5	7.5	7.8	7.4	7.5	7.8	7.6	7.3	7.7	7.4	7.3	7.5	7.4	7.3	7.2	7.2	8.1
Government policies and regulations	7.4	7.6	7.7	7.5	7.4	7.4	7.6	7.4	7.4	6.9	7.9	8.1	6.9	7.3	7.4	7.3	7.3	7.4	7.5	7.2	7.0	7.3	7.8
Taxes	7.1	7.4	7.4	7.4	6.8	6.7	7.3	7.3	6.8	7.0	7.4	7.5	7.0	6.9	7.1	7.0	7.1	7.1	7.0	6.9	7.0	7.0	7.6
Economic and global uncertainty	7.0	7.3	6.9	7.1	7.2	7.3	7.2	7.2	7.0	6.5	7.0	7.1	6.9	7.3	6.9	7.1	7.0	7.1	7.2	6.8	6.8	7.0	7.2
Overall inflation	6.9	7.2	6.9	7.1	6.7	7.0	7.3	7.0	6.9	6.7	6.7	7.0	6.9	7.0	6.9	6.8	6.8	7.0	6.9	6.9	6.8	6.7	7.1
Costs of employee salaries and benefits	6.6	6.8	7.4	6.7	6.5	6.7	7.0	6.0	7.0	7.7	7.6	7.6	6.4	5.7	7.4	6.6	6.6	6.5	6.6	6.8	6.6	6.8	7.5
Attracting qualified workers	6.5	6.4	8.2	6.6	6.1	6.8	6.9	5.6	7.0	7.5	9.0	8.4	6.2	4.2	7.8	6.4	6.7	6.6	6.2	6.9	6.6	6.7	8.5
Tariffs	6.2	6.6	5.7	6.6	6.5	6.6	5.9	6.3	6.3	6.4	5.4	5.8	6.3	6.6	6.1	6.4	6.1	6.3	6.2	6.3	6.4	6.3	6.0
Energy costs	6.1	6.3	6.3	6.6	6.0	5.9	6.0	6.0	6.3	6.2	6.4	6.4	6.0	6.1	6.3	6.2	5.9	6.2	6.0	6.0	5.8	5.9	6.3
Retaining qualified workers	5.9	6.0	7.1	5.7	5.2	6.0	6.4	5.0	6.3	6.9	8.2	7.4	5.5	4.2	6.9	5.7	6.0	5.8	5.5	5.8	5.8	5.8	7.7
Recession	5.7	6.1	5.2	5.5	5.8	5.7	5.9	5.9	5.6	4.8	5.6	5.6	5.6	6.0	5.4	5.6	5.4	5.7	5.7	5.3	5.3	5.4	5.7
Developing future leaders	5.6	5.5	6.1	5.6	5.6	6.0	5.7	5.1	6.0	6.3	5.6	6.0	5.6	4.9	6.0	5.4	5.3	5.3	5.1	5.3	5.3	5.6	6.4
Artificial Intelligence [AI]	5.1	5.3	5.2	5.4	4.9	5.3	5.5	5.2	4.9	5.1	5.0	4.8	5.2	5.1	4.9	5.1	4.9	5.1	5.0	5.2	4.8	5.1	5.3

Table 5-5
Summary of Concerns: Ranked by Mean

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305 100%	54 18%	50 16%	50 16%	51 17%	50 16%	50 16%
Costs of health care	7.9	7.8	7.8	7.7	8.0	7.8	8.2
Government policies and regulations	7.4	7.4	7.7	6.8	7.1	7.2	8.0
Taxes	7.3	7.3	7.5	7.4	7.3	6.7	7.8
Overall inflation	6.9	7.2	6.4	7.2	7.0	6.5	7.2
Economic and global uncertainty	6.7	6.9	6.3	7.2	6.6	7.0	6.2
Attracting qualified workers	6.7	7.0	6.0	6.1	6.7	6.8	7.4
Costs of employee salaries and benefits	6.6	6.9	5.9	6.1	7.2	6.6	6.7
Energy costs	6.2	5.8	5.7	6.2	6.3	6.3	6.7
Tariffs	6.2	6.4	5.7	6.4	6.1	6.8	5.5
Retaining qualified workers	5.9	5.7	5.0	5.5	5.9	6.0	7.1
Developing future leaders	5.8	6.0	5.0	5.9	5.7	6.1	6.0
Recession	5.5	5.4	4.8	5.6	5.4	5.6	6.3
Artificial Intelligence [AI]	5.1	4.6	5.1	5.3	5.0	5.1	5.4

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

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (CONFIDENT - NOT CONFIDENT)	313	99	77	35	35	66	176	136	62	106	117	150	94	66	29	57	69	48	37	275	102	99	28	68
	78%	73%	88%	73%	80%	78%	79%	77%	58%	80%	92%	74%	78%	90%	77%	82%	91%	73%	78%	78%	71%	80%	72%	89%
TOTAL CONFIDENT	354	116	83	42	38	75	199	155	83	119	122	176	106	69	33	62	71	57	43	310	121	111	34	71
	88%	85%	94%	87%	87%	89%	89%	88%	78%	90%	96%	86%	88%	94%	87%	90%	94%	87%	89%	88%	84%	90%	86%	93%
TOTAL NOT CONFIDENT	41	17	5	6	3	9	23	19	21	13	5	26	12	3	4	6	2	9	5	36	20	13	6	3
	10%	13%	6%	13%	7%	11%	10%	11%	20%	10%	4%	13%	10%	4%	11%	8%	3%	13%	11%	10%	14%	10%	14%	4%
VERY CONFIDENT	186	55	47	21	16	47	102	84	38	57	74	83	58	44	13	44	33	27	21	165	59	50	21	46
	47%	41%	54%	43%	36%	56%	46%	48%	36%	43%	58%	40%	49%	60%	34%	64%	44%	41%	43%	47%	41%	40%	53%	61%
SOMEWHAT CONFIDENT	168	61	35	21	22	28	97	71	44	62	49	93	48	25	20	18	38	30	22	145	63	61	13	24
	42%	45%	40%	43%	51%	33%	43%	40%	42%	47%	38%	46%	40%	34%	53%	26%	50%	46%	46%	41%	44%	49%	33%	32%
NOT VERY CONFIDENT	32	10	5	5	3	8	16	16	14	12	4	19	10	3	3	6	2	7	5	26	14	9	6	3
	8%	8%	6%	10%	7%	10%	7%	9%	13%	9%	3%	9%	8%	4%	8%	8%	3%	11%	11%	8%	10%	8%	14%	4%
NOT AT ALL CONFIDENT	9	7	-	2	-	1	7	2	7	1	2	7	2	-	1	-	-	2	-	9	6	3	-	-
	2%	5%	-	3%	-	1%	3%	1%	6%	1%	1%	3%	2%	-	2%	-	-	3%	-	3%	4%	3%	-	-
DON'T KNOW/UNSURE	4	2	-	-	3	-	2	3	3	-	-	3	1	1	1	1	1	-	-	4	3	-	-	2
	1%	1%	-	-	6%	-	1%	1%	2%	-	-	1%	1%	1%	2%	1%	2%	-	-	1%	2%	-	-	2%
REFUSED	1	1	-	-	-	-	1	-	-	-	-	-	1	-	-	-	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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (CONFIDENT - NOT CONFIDENT)	313	186	168	354	-41	77	166	59	43	155	111	148	32	132	112	60	136	110	55	145	244	34	31	66
	78%	100%	100%	100%	-100%	97%	81%	59%	91%	70%	86%	95%	45%	77%	92%	64%	76%	84%	62%	82%	75%	82%	100%	90%
TOTAL CONFIDENT	354	186	168	354	-	77	184	80	44	185	120	153	50	149	117	77	155	120	72	159	282	37	31	69
	88%	100%	100%	100%	-	97%	90%	80%	94%	84%	93%	97%	72%	88%	95%	82%	87%	92%	81%	90%	87%	90%	100%	94%
TOTAL NOT CONFIDENT	41	-	-	-	41	-	18	20	2	31	9	4	19	17	5	17	19	10	17	14	38	3	-	3
	10%	-	-	-	100%	-	9%	20%	4%	14%	7%	3%	27%	10%	4%	18%	11%	7%	19%	8%	12%	8%	-	4%
VERY CONFIDENT	186	186	-	186	-	58	89	28	34	74	74	99	12	73	82	24	76	70	35	79	141	22	22	44
	47%	100%	-	53%	-	73%	43%	28%	72%	34%	57%	63%	18%	43%	67%	25%	43%	53%	39%	45%	43%	52%	71%	60%
SOMEWHAT CONFIDENT	168	-	168	168	-	20	95	52	10	111	46	54	38	76	35	54	79	50	38	80	141	16	9	25
	42%	-	100%	47%	-	25%	46%	52%	22%	51%	35%	34%	54%	45%	28%	57%	45%	38%	42%	45%	44%	38%	29%	34%
NOT VERY CONFIDENT	32	-	-	-	32	-	14	15	-	25	7	2	13	16	3	13	16	10	13	9	29	3	-	3
	8%	-	-	-	77%	-	7%	15%	-	11%	5%	1%	18%	9%	2%	14%	9%	7%	14%	5%	9%	8%	-	4%
NOT AT ALL CONFIDENT	9	-	-	-	9	-	4	6	2	6	2	2	6	2	2	4	4	-	4	5	9	-	-	-
	2%	-	-	-	23%	-	2%	6%	4%	3%	1%	1%	8%	1%	1%	4%	2%	-	5%	3%	3%	-	-	-
DON'T KNOW/UNSURE	4	-	-	-	-	2	2	-	1	3	1	-	1	3	1	-	3	1	-	3	3	1	-	1
	1%	-	-	-	-	3%	1%	-	2%	1%	1%	-	1%	2%	1%	-	2%	1%	-	2%	1%	2%	-	1%
REFUSED	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

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (CONFIDENT - NOT CONFIDENT)	313	46	238	75	82	69	93	50	119	109	61	112	109	53	56	40	44	34	35	8
	78%	96%	79%	76%	91%	79%	76%	63%	95%	75%	60%	83%	90%	63%	80%	65%	73%	57%	91%	62%
TOTAL CONFIDENT	354	46	267	87	86	78	107	63	121	126	80	122	114	68	62	51	52	46	37	11
	88%	96%	89%	87%	95%	89%	87%	80%	97%	87%	79%	91%	94%	82%	89%	83%	87%	79%	96%	81%
TOTAL NOT CONFIDENT	41	-	30	11	4	9	15	13	2	17	19	10	5	15	6	11	8	13	2	2
	10%	-	10%	12%	4%	10%	12%	17%	2%	12%	19%	8%	4%	18%	8%	17%	13%	21%	4%	19%
VERY CONFIDENT	186	17	132	54	51	38	55	33	83	55	36	70	71	29	29	17	31	24	19	4
	47%	36%	44%	54%	56%	43%	45%	43%	66%	38%	36%	52%	59%	35%	41%	28%	51%	41%	49%	34%
SOMEWHAT CONFIDENT	168	28	135	33	35	40	53	30	38	71	44	52	43	39	33	33	21	22	18	6
	42%	60%	45%	33%	39%	46%	43%	38%	30%	49%	44%	39%	36%	46%	48%	55%	35%	37%	46%	47%
NOT VERY CONFIDENT	32	-	22	10	4	9	10	9	2	14	15	10	3	10	6	7	7	9	1	2
	8%	-	7%	10%	4%	10%	8%	12%	2%	10%	14%	7%	3%	12%	8%	12%	11%	15%	2%	19%
NOT AT ALL CONFIDENT	9	-	8	2	-	-	5	4	-	4	5	1	2	5	-	4	2	4	1	-
	2%	-	3%	2%	-	-	4%	5%	-	2%	5%	1%	1%	6%	-	6%	3%	7%	2%	-
DON'T KNOW/UNSURE	4	2	3	1	-	1	1	2	1	1	1	2	1	-	2	-	-	-	-	-
	1%	4%	1%	1%	-	1%	1%	3%	1%	1%	1%	2%	1%	-	3%	-	-	-	-	-
REFUSED	1	-	1	-	1	-	-	-	1	-	-	-	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				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (CONFIDENT - NOT CONFIDENT)	313	146	97	90	64	67	59	145	96	39	31	86	163	62	152	171	154	145	117	137	133	109	159
	78%	75%	80%	87%	78%	87%	86%	72%	84%	93%	78%	68%	83%	84%	84%	83%	79%	78%	75%	89%	89%	81%	80%
TOTAL CONFIDENT	354	170	107	97	73	72	64	172	105	40	35	106	177	68	165	187	172	164	135	144	140	121	177
	88%	87%	89%	93%	89%	93%	93%	85%	91%	96%	88%	84%	90%	92%	92%	91%	88%	88%	87%	94%	94%	90%	89%
TOTAL NOT CONFIDENT	41	24	10	6	9	5	5	27	9	1	4	20	14	6	13	16	18	19	18	7	8	12	18
	10%	12%	9%	6%	11%	6%	7%	13%	7%	4%	10%	16%	7%	8%	7%	8%	9%	10%	12%	5%	5%	9%	9%
VERY CONFIDENT	186	82	65	46	41	42	37	79	64	22	19	62	96	26	96	96	99	94	70	82	80	69	101
	47%	42%	54%	44%	50%	55%	54%	39%	56%	51%	49%	49%	49%	35%	53%	46%	51%	50%	45%	54%	54%	51%	51%
SOMEWHAT CONFIDENT	168	88	42	51	32	30	27	93	40	19	15	44	81	42	69	92	73	70	65	62	61	52	76
	42%	45%	35%	49%	39%	38%	39%	46%	35%	45%	39%	35%	42%	56%	38%	45%	37%	38%	42%	40%	41%	38%	38%
NOT VERY CONFIDENT	32	18	10	5	6	4	5	19	9	1	4	14	13	4	12	10	15	17	17	6	8	10	14
	8%	9%	8%	5%	7%	5%	7%	9%	7%	2%	10%	11%	6%	6%	7%	5%	8%	9%	11%	4%	5%	8%	7%
NOT AT ALL CONFIDENT	9	6	1	2	4	1	-	9	-	1	-	6	2	2	1	6	2	2	2	2	-	2	4
	2%	3%	1%	2%	4%	1%	-	4%	-	2%	-	5%	1%	2%	-	3%	1%	1%	1%	1%	-	1%	2%
DON'T KNOW/UNSURE	4	2	2	-	-	-	-	3	1	-	-	-	4	-	1	2	4	3	2	1	-	2	2
	1%	1%	2%	-	-	-	-	1%	1%	-	-	-	2%	-	1%	1%	2%	2%	1%	1%	-	2%	1%
REFUSED	1	-	1	1	-	1	-	-	-	-	1	1	-	-	1	1	1	1	-	1	1	-	1
	-	-	1%	1%	-	1%	-	-	-	-	2%	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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (CONFIDENT - NOT CONFIDENT)	262	46	46	38	39	45	47
	86%	84%	92%	77%	77%	91%	94%
TOTAL CONFIDENT	282	50	48	43	44	48	49
	92%	92%	96%	87%	87%	95%	97%
TOTAL NOT CONFIDENT	20	4	2	5	5	2	1
	7%	8%	4%	10%	10%	5%	3%
VERY CONFIDENT	156	27	27	22	21	25	33
	51%	51%	54%	43%	42%	50%	67%
SOMEWHAT CONFIDENT	126	22	21	22	23	23	15
	41%	42%	42%	43%	45%	45%	31%
NOT VERY CONFIDENT	17	4	2	2	5	2	1
	5%	8%	4%	3%	10%	5%	3%
NOT AT ALL CONFIDENT	3	-	-	3	-	-	-
	1%	-	-	7%	-	-	-
DON'T KNOW/UNSURE	3	-	-	2	2	-	-
	1%	-	-	3%	3%	-	-

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

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-172	-46	-38	-25	-26	-37	-84	-88	-47	-61	-54	-94	-45	-33	-19	-17	-36	-34	-26	-146	-73	-60	-20	-15
	-43%	-34%	-43%	-52%	-60%	-44%	-38%	-50%	-44%	-46%	-42%	-46%	-37%	-45%	-51%	-24%	-48%	-52%	-54%	-42%	-51%	-49%	-49%	-20%
GOTTEN BETTER	47	23	7	6	3	7	31	16	11	15	14	23	15	8	4	14	10	7	3	44	10	18	2	16
	12%	17%	8%	13%	7%	8%	14%	9%	10%	12%	11%	11%	13%	11%	10%	20%	13%	10%	7%	12%	7%	14%	4%	21%
GOTTEN WORSE	219	70	45	31	29	44	115	105	58	76	67	117	60	41	23	31	46	41	30	190	83	78	21	31
	55%	51%	52%	65%	66%	52%	51%	59%	54%	58%	53%	57%	50%	56%	61%	45%	61%	62%	62%	54%	58%	63%	53%	41%
STAYED ABOUT THE SAME	129	42	32	10	11	33	75	55	36	39	45	62	43	24	11	23	20	18	13	115	50	28	15	29
	32%	31%	37%	22%	25%	40%	33%	31%	34%	30%	35%	30%	36%	32%	28%	33%	27%	27%	27%	33%	35%	22%	39%	37%
DON'T KNOW	4	1	3	-	1	-	4	1	2	1	2	2	2	1	-	1	-	1	2	2	2	1	2	1
	1%	1%	3%	-	1%	-	2%	-	1%	1%	1%	1%	2%	1%	-	2%	-	1%	4%	1%	1%	-	4%	1%

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

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-172	-40	-100	-141	-29	-2	-104	-63	47	-219	-	-48	-44	-79	-32	-70	-64	-43	-48	-82	-139	-20	-13	-33
	-43%	-22%	-60%	-40%	-71%	-2%	-51%	-63%	100%	-100%	-	-30%	-63%	-46%	-26%	-74%	-36%	-33%	-54%	-47%	-43%	-47%	-42%	-45%
GOTTEN BETTER	47	34	10	44	2	21	18	6	47	-	-	27	6	13	24	5	18	19	8	19	38	4	4	8
	12%	18%	6%	13%	4%	27%	9%	6%	100%	-	-	17%	9%	8%	20%	5%	10%	14%	8%	11%	12%	9%	13%	11%
GOTTEN WORSE	219	74	111	185	31	23	122	69	-	219	-	75	50	92	57	75	82	61	56	101	177	24	17	41
	55%	40%	66%	52%	75%	29%	59%	69%	-	100%	-	48%	72%	54%	46%	79%	46%	47%	62%	57%	55%	57%	54%	56%
STAYED ABOUT THE SAME	129	74	46	120	9	33	64	23	-	-	129	53	12	65	40	14	76	48	26	54	105	13	10	24
	32%	40%	27%	34%	21%	42%	31%	23%	-	-	100%	34%	17%	38%	33%	14%	43%	37%	29%	31%	32%	32%	33%	32%
DON'T KNOW	4	4	1	4	-	1	1	2	-	-	-	2	2	1	1	2	2	2	1	2	4	1	-	1
	1%	2%	-	1%	-	2%	-	2%	-	-	-	1%	2%	-	1%	2%	1%	2%	1%	1%	1%	2%	-	1%

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

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-172	-25	-136	-36	-32	-38	-44	-47	-30	-69	-58	-45	-39	-59	-35	-36	-18	-25	-22	-8
	-43%	-53%	-45%	-36%	-35%	-44%	-36%	-60%	-24%	-48%	-58%	-34%	-32%	-71%	-50%	-59%	-29%	-42%	-57%	-62%
GOTTEN BETTER	47	3	36	11	12	11	18	6	25	15	5	20	16	4	6	7	9	7	2	1
	12%	7%	12%	12%	13%	13%	15%	8%	20%	10%	5%	15%	13%	5%	9%	11%	15%	13%	4%	6%
GOTTEN WORSE	219	28	172	48	44	49	63	53	55	83	63	65	55	63	41	43	27	32	23	9
	55%	60%	57%	48%	49%	56%	51%	68%	44%	58%	63%	49%	45%	75%	59%	70%	44%	55%	61%	67%
STAYED ABOUT THE SAME	129	16	90	39	31	27	42	19	44	46	30	47	50	15	22	12	25	18	12	3
	32%	33%	30%	39%	34%	31%	34%	25%	35%	32%	30%	35%	42%	18%	32%	20%	41%	30%	31%	22%
DON'T KNOW	4	-	3	2	4	-	-	-	1	-	2	2	-	2	-	-	-	1	2	1
	1%	-	1%	2%	4%	-	-	-	1%	-	2%	2%	-	2%	-	-	-	3%	4%	5%

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				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-172	-93	-49	-53	-33	-34	-22	-88	-47	-22	-16	-57	-85	-30	-80	-84	-84	-87	-65	-74	-67	-56	-79
	-43%	-47%	-41%	-51%	-40%	-44%	-33%	-44%	-41%	-52%	-41%	-45%	-43%	-41%	-44%	-41%	-43%	-47%	-42%	-48%	-45%	-41%	-40%
GOTTEN BETTER	47	17	15	9	9	6	11	21	16	4	4	17	21	9	22	22	20	15	14	14	15	14	26
	12%	8%	12%	9%	11%	7%	15%	11%	14%	9%	10%	13%	10%	13%	12%	11%	10%	8%	9%	9%	10%	10%	13%
GOTTEN WORSE	219	110	64	62	42	40	33	110	64	26	20	74	105	39	102	106	104	103	79	88	82	70	106
	55%	56%	53%	59%	51%	51%	48%	54%	56%	61%	51%	58%	54%	53%	57%	51%	54%	55%	51%	57%	55%	52%	53%
STAYED ABOUT THE SAME	129	68	42	32	31	31	22	68	33	12	15	36	68	23	55	77	69	67	60	52	51	50	63
	32%	35%	35%	31%	38%	39%	33%	34%	29%	30%	38%	28%	35%	31%	31%	37%	35%	36%	39%	34%	34%	37%	32%
DON'T KNOW	4	2	-	1	1	1	2	3	1	-	-	-	2	2	1	2	2	2	2	-	1	1	3
	1%	1%	-	1%	1%	2%	3%	2%	1%	-	-	-	1%	3%	-	1%	1%	1%	1%	-	1%	1%	2%

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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (GOTTEN BETTER - GOTTEN WORSE)	-135	-29	-17	-13	-27	-18	-31
	-44%	-55%	-33%	-27%	-53%	-36%	-61%
GOTTEN BETTER	32	4	10	8	4	2	3
	11%	8%	21%	17%	8%	5%	6%
GOTTEN WORSE	168	34	27	22	31	20	33
	55%	62%	54%	43%	62%	41%	67%
STAYED ABOUT THE SAME	102	16	12	20	14	25	14
	33%	30%	25%	40%	28%	50%	28%
DON'T KNOW	3	-	-	-	1	2	-
	1%	-	-	-	2%	5%	-

Table 8-1
QUESTION 2:
And, even though we only have a few months left in 2026, as you think about this year, 2026, 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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (ECONOMIC EXPANSION - RECESSION)	-21	-14	-4	-2	-3	2	-18	-3	-24	-10	15	-34	2	11	-5	17	1	-	-7	-13	-6	4	-4	-13
	-5%	-10%	-4%	-5%	-6%	2%	-8%	-2%	-23%	-8%	12%	-17%	2%	16%	-14%	25%	1%	-	-15%	-4%	-4%	3%	-11%	-17%
ECONOMIC EXPANSION	79	22	18	10	9	19	40	39	9	24	37	24	32	23	4	23	17	15	5	75	27	29	7	13
	20%	16%	20%	22%	21%	23%	18%	22%	9%	18%	29%	12%	27%	31%	10%	33%	23%	22%	9%	21%	19%	23%	17%	17%
FLAT ECONOMY	205	76	44	23	20	43	120	86	56	70	67	111	56	37	25	38	41	34	28	176	74	68	21	35
	51%	56%	50%	48%	45%	51%	53%	49%	53%	53%	53%	54%	47%	51%	66%	56%	55%	52%	59%	50%	52%	55%	52%	45%
RECESSION	100	36	22	13	12	17	58	42	33	34	22	58	30	11	9	6	16	14	12	88	32	25	11	26
	25%	27%	25%	27%	27%	21%	26%	24%	31%	26%	18%	28%	25%	16%	24%	8%	22%	22%	25%	25%	23%	20%	28%	34%
DON'T KNOW/UNSURE	13	2	3	2	3	4	5	9	8	1	1	11	2	1	-	2	1	1	3	10	9	2	-	3
	3%	1%	3%	3%	7%	5%	2%	5%	8%	1%	1%	5%	2%	1%	-	3%	1%	1%	7%	3%	6%	1%	-	4%
REFUSED	2	-	2	-	-	1	2	1	-	2	-	2	-	1	-	-	-	2	-	2	2	-	1	-
	1%	-	2%	-	-	1%	1%	-	-	1%	-	1%	-	1%	-	-	-	2%	-	1%	1%	-	2%	-

Table 8-2
QUESTION 2:
And, even though we only have a few months left in 2026, as you think about this year, 2026, 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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (ECONOMIC EXPANSION - RECESSION)	-21	30	-32	-2	-20	79	-	-100	16	-46	10	44	-38	-26	36	-39	-17	-	-19	-4	-32	8	4	11
	-5%	16%	-19%	-1%	-50%	100%	-	-100%	33%	-21%	8%	28%	-54%	-16%	29%	-42%	-9%	-	-22%	-2%	-10%	19%	12%	16%
ECONOMIC EXPANSION	79	58	20	77	-	79	-	-	21	23	33	60	2	18	47	5	26	30	10	37	56	13	9	23
	20%	31%	12%	22%	-	100%	-	-	45%	11%	26%	38%	2%	11%	39%	5%	15%	23%	11%	21%	17%	33%	30%	31%
FLAT ECONOMY	205	89	95	184	18	-	205	-	18	122	64	78	28	96	60	44	100	63	47	94	167	22	16	37
	51%	48%	57%	52%	44%	-	100%	-	39%	56%	50%	50%	40%	57%	49%	47%	56%	48%	53%	53%	51%	52%	50%	51%
RECESSION	100	28	52	80	20	-	-	100	6	69	23	15	39	45	11	44	43	30	30	41	88	6	6	11
	25%	15%	31%	22%	50%	-	-	100%	12%	31%	18%	10%	56%	26%	9%	47%	24%	23%	33%	23%	27%	14%	18%	16%
DON'T KNOW/UNSURE	13	9	1	11	3	-	-	-	2	4	8	4	1	9	4	1	9	8	1	4	13	1	-	1
	3%	5%	1%	3%	7%	-	-	-	4%	2%	6%	3%	1%	5%	3%	1%	5%	6%	1%	2%	4%	2%	-	1%
REFUSED	2	2	-	2	-	-	-	-	-	2	1	-	-	2	-	-	1	-	2	1	2	-	1	1
	1%	1%	-	1%	-	-	-	-	-	1%	1%	-	-	1%	-	-	-	-	2%	-	-	-	2%	1%

Table 8-3
QUESTION 2:
And, even though we only have a few months left in 2026, as you think about this year, 2026, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (ECONOMIC EXPANSION - RECESSION)	-21	-5	1	-22	-2	-5	-10	-1	53	-14	-55	-16	21	-13	2	-10	-7	-17	-7	1
	-5%	-11%	-	-22%	-2%	-6%	-8%	-1%	42%	-10%	-55%	-12%	17%	-16%	3%	-16%	-11%	-29%	-18%	10%
ECONOMIC EXPANSION	79	6	69	10	21	17	25	13	58	13	2	21	36	11	17	9	11	5	6	2
	20%	13%	23%	10%	24%	20%	20%	17%	46%	9%	2%	16%	30%	14%	25%	15%	17%	8%	15%	16%
FLAT ECONOMY	205	26	156	49	43	41	63	47	59	101	38	71	66	45	37	31	29	29	20	10
	51%	54%	52%	50%	47%	47%	51%	60%	47%	70%	38%	52%	55%	54%	53%	51%	49%	49%	52%	78%
RECESSION	100	11	68	32	23	23	35	14	5	28	57	38	15	24	16	19	17	22	13	1
	25%	24%	23%	32%	25%	26%	29%	17%	4%	19%	57%	28%	13%	29%	22%	31%	29%	37%	33%	6%
DON'T KNOW/UNSURE	13	4	6	8	2	6	-	3	3	2	1	5	3	2	-	-	2	4	-	-
	3%	7%	2%	8%	3%	7%	-	4%	3%	1%	1%	4%	2%	3%	-	-	4%	6%	-	-
REFUSED	2	1	2	-	1	-	-	2	-	-	2	-	-	-	-	2	1	-	-	-
	1%	2%	1%	-	1%	-	-	2%	-	-	2%	-	-	-	-	2%	1%	-	-	-

Table 8-4
QUESTION 2:
And, even though we only have a few months left in 2026, as you think about this year, 2026, 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				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (ECONOMIC EXPANSION - RECESSION)	-21	-22	2	5	-3	-4	2	-34	13	9	-8	-10	12	-22	16	-6	2	-15	-11	-5	4	5	-5
	-5%	-11%	2%	5%	-4%	-5%	3%	-17%	11%	20%	-20%	-8%	6%	-30%	9%	-3%	1%	-8%	-7%	-3%	2%	4%	-2%
ECONOMIC EXPANSION	79	33	30	27	19	15	19	27	36	12	5	26	44	9	50	46	51	36	30	34	36	34	41
	20%	17%	25%	26%	23%	19%	28%	13%	31%	28%	12%	21%	23%	12%	28%	22%	26%	19%	19%	22%	24%	25%	21%
FLAT ECONOMY	205	106	59	56	40	44	32	104	55	25	21	61	112	30	93	103	89	93	80	76	77	72	105
	51%	54%	49%	53%	49%	57%	47%	52%	48%	60%	54%	48%	57%	40%	52%	50%	46%	50%	52%	50%	52%	53%	53%
RECESSION	100	54	28	21	22	19	17	61	23	3	13	37	32	31	34	52	50	52	41	39	32	29	46
	25%	28%	24%	20%	27%	24%	25%	30%	20%	8%	32%	29%	16%	41%	19%	25%	25%	28%	27%	25%	22%	21%	23%
DON'T KNOW/UNSURE	13	4	2	1	1	-	-	10	1	-	-	4	5	5	1	5	3	4	3	2	3	-	6
	3%	2%	2%	1%	2%	-	-	5%	1%	-	-	3%	2%	7%	1%	2%	2%	2%	2%	1%	2%	-	3%
REFUSED	2	-	1	-	-	-	-	-	-	2	1	-	2	-	2	1	2	1	1	2	1	1	1
	1%	-	1%	-	-	-	-	-	-	4%	2%	-	1%	-	1%	-	1%	-	-	1%	1%	1%	-

Table 8-5
QUESTION 2:
And, even though we only have a few months left in 2026, as you think about this year, 2026, as a whole, do you think this year will be one of economic expansion, a flat economy, or a recession?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (ECONOMIC EXPANSION - RECESSION)	21	-	8	7	2	5	-
	7%	-	17%	13%	3%	9%	-
ECONOMIC EXPANSION	80	13	19	17	13	9	10
	26%	25%	38%	33%	25%	18%	19%
FLAT ECONOMY	150	27	19	22	24	32	28
	49%	49%	38%	43%	47%	64%	56%
RECESSION	59	13	10	10	11	5	10
	19%	25%	21%	20%	22%	9%	19%
DON'T KNOW/UNSURE	13	1	2	2	3	2	3
	4%	1%	4%	3%	7%	5%	6%
REFUSED	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-

Table 9-1
QUESTION 2A:
And, what about next year? If you had to make a projection about the year 2027, do you think 2027 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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (ECONOMIC EXPANSION - RECESSION)	25	-	6	-	4	15	6	18	-16	5	34	-9	9	23	-2	22	9	6	-6	30	6	13	3	-2
	6%	-	7%	-	8%	18%	3%	10%	-15%	3%	27%	-4%	8%	31%	-4%	32%	12%	10%	-12%	8%	4%	10%	9%	-2%
ECONOMIC EXPANSION	126	40	30	12	14	30	70	56	21	41	52	52	37	34	9	33	29	20	12	113	44	40	12	24
	31%	29%	34%	25%	31%	36%	31%	32%	20%	31%	41%	26%	31%	47%	23%	48%	38%	30%	24%	32%	31%	32%	32%	31%
FLAT ECONOMY	144	47	29	20	18	30	76	68	32	50	54	70	47	27	16	22	27	31	15	129	45	53	17	20
	36%	35%	32%	42%	41%	36%	34%	39%	30%	38%	42%	34%	39%	37%	44%	33%	36%	47%	31%	37%	31%	43%	44%	27%
RECESSION	101	40	24	12	10	15	64	37	37	36	18	61	28	12	10	12	20	13	17	84	39	27	9	25
	25%	29%	27%	25%	23%	18%	28%	21%	35%	28%	14%	30%	23%	16%	27%	17%	26%	20%	36%	24%	27%	22%	23%	33%
DON'T KNOW/UNSURE	29	9	5	4	2	8	14	15	16	5	3	21	8	-	2	2	-	2	5	24	16	4	1	7
	7%	7%	5%	8%	6%	10%	6%	8%	15%	4%	2%	10%	7%	-	6%	2%	-	3%	10%	7%	11%	3%	2%	9%
REFUSED	1	-	1	-	-	-	1	-	-	-	-	-	1	-	-	-	-	-	-	1	-	1	-	-
	-	-	1%	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-

Table 9-2
QUESTION 2A:
And, what about next year? If you had to make a projection about the year 2027, do you think 2027 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (ECONOMIC EXPANSION - RECESSION)	25	47	-6	41	-17	56	21	-52	20	-8	14	46	-22	1	36	-17	6	3	-9	28	-	13	10	23
	6%	25%	-4%	12%	-42%	71%	10%	-52%	43%	-4%	11%	29%	-32%	1%	29%	-18%	3%	2%	-10%	16%	-	31%	32%	31%
ECONOMIC EXPANSION	126	83	38	121	2	58	59	5	25	55	44	71	9	44	57	17	49	39	23	61	89	19	16	34
	31%	45%	23%	34%	5%	73%	29%	5%	53%	25%	34%	45%	12%	26%	47%	18%	28%	29%	26%	35%	27%	45%	50%	47%
FLAT ECONOMY	144	55	71	126	17	13	101	28	15	83	46	54	27	64	38	36	69	43	29	71	117	17	10	27
	36%	30%	42%	36%	42%	17%	49%	28%	31%	38%	36%	34%	38%	37%	31%	38%	39%	33%	33%	40%	36%	41%	32%	37%
RECESSION	101	36	44	80	19	2	38	57	5	63	30	25	31	43	21	34	43	36	32	33	88	6	6	12
	25%	19%	26%	23%	47%	3%	19%	57%	11%	29%	23%	16%	44%	25%	17%	36%	24%	27%	36%	19%	27%	14%	18%	16%
DON'T KNOW/UNSURE	29	12	14	26	2	5	7	10	2	17	9	6	4	19	5	7	16	13	5	11	29	-	-	-
	7%	7%	8%	7%	5%	6%	3%	10%	3%	8%	7%	4%	5%	11%	4%	7%	9%	10%	6%	6%	9%	-	-	-
REFUSED	1	-	1	1	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-
	-	-	-	-	-	1%	-	-	2%	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-

Table 9-3
QUESTION 2A:
And, what about next year? If you had to make a projection about the year 2027, do you think 2027 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (ECONOMIC EXPANSION - RECESSION)	25	4	45	-21	-5	10	6	11	126	-	-101	2	30	-1	12	-3	-3	-17	1	4
	6%	9%	15%	-21%	-5%	11%	5%	14%	100%	-	-100%	2%	25%	-1%	17%	-5%	-5%	-29%	3%	30%
ECONOMIC EXPANSION	126	15	109	17	24	29	42	24	126	-	-	36	52	25	24	15	17	8	13	6
	31%	31%	36%	17%	27%	33%	34%	30%	100%	-	-	27%	43%	30%	34%	25%	29%	14%	33%	49%
FLAT ECONOMY	144	16	112	32	33	36	33	35	-	144	-	50	44	27	27	28	21	22	13	4
	36%	33%	37%	32%	36%	41%	27%	44%	-	100%	-	37%	36%	33%	39%	46%	35%	37%	34%	31%
RECESSION	101	11	64	37	29	19	36	12	-	-	101	34	22	26	12	18	21	25	11	3
	25%	22%	21%	38%	32%	21%	29%	16%	-	-	100%	25%	18%	31%	18%	29%	34%	43%	30%	20%
DON'T KNOW/UNSURE	29	6	16	13	4	4	11	7	-	-	-	14	3	4	6	-	1	4	1	-
	7%	13%	5%	13%	4%	4%	9%	9%	-	-	-	10%	3%	5%	9%	-	2%	6%	4%	-
REFUSED	1	-	1	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-	-	-
	-	-	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-	-	-	-

Table 9-4
QUESTION 2A:
And, what about next year? If you had to make a projection about the year 2027, do you think 2027 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (ECONOMIC EXPANSION - RECESSION)	25	-5	21	27	15	7	14	-5	22	8	-3	3	23	-3	26	20	29	20	2	17	27	24	21
	6%	-2%	17%	26%	18%	9%	20%	-2%	20%	19%	-7%	3%	12%	-4%	15%	10%	15%	11%	1%	11%	18%	18%	11%
ECONOMIC EXPANSION	126	53	45	43	29	28	27	50	46	15	12	41	65	18	70	68	69	60	41	52	58	52	69
	31%	27%	37%	41%	36%	36%	39%	25%	40%	36%	30%	32%	33%	24%	39%	33%	36%	32%	27%	34%	39%	39%	35%
FLAT ECONOMY	144	70	46	41	33	28	25	72	41	19	12	42	75	26	62	74	70	69	58	57	50	46	73
	36%	35%	38%	40%	41%	36%	36%	36%	36%	46%	30%	33%	38%	35%	35%	36%	36%	37%	38%	37%	34%	34%	37%
RECESSION	101	58	24	16	15	21	13	55	24	7	15	38	42	20	43	48	40	40	39	35	31	28	47
	25%	30%	20%	15%	18%	26%	19%	27%	21%	18%	37%	30%	21%	28%	24%	23%	20%	22%	25%	23%	21%	21%	24%
DON'T KNOW/UNSURE	29	14	6	4	5	2	4	24	4	-	1	6	13	10	5	17	16	17	16	9	10	8	9
	7%	7%	5%	4%	6%	2%	6%	12%	3%	-	3%	5%	7%	13%	3%	8%	8%	9%	11%	6%	6%	6%	4%
REFUSED	1	1	-	-	-	-	-	1	-	-	-	-	1	-	-	-	-	-	-	-	-	1	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-

Table 9-5
QUESTION 2A:
And, what about next year? If you had to make a projection about the year 2027, do you think 2027 as a whole will be a time of economic expansion, a flat economy, or a recession?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (ECONOMIC EXPANSION - RECESSION)	40	9	8	2	10	-2	12
	13%	17%	17%	3%	20%	-5%	25%
ECONOMIC EXPANSION	102	20	17	13	18	14	21
	33%	36%	33%	27%	35%	27%	42%
FLAT ECONOMY	124	21	21	22	20	20	19
	41%	39%	42%	43%	40%	41%	39%
RECESSION	62	11	8	12	8	16	8
	20%	19%	17%	23%	15%	32%	17%
DON'T KNOW/UNSURE	17	3	4	3	5	-	1
	6%	5%	8%	7%	10%	-	3%

Table 10-1
QUESTION 5:
As you look to the year-end, do you project your company's gross revenues for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (INCREASE - DECREASE)	87	31	16	14	3	23	47	40	11	14	59	21	29	37	-	36	20	18	13	74	29	29	10	17
	22%	23%	18%	28%	7%	28%	21%	23%	11%	11%	46%	10%	24%	51%	-	52%	27%	27%	26%	21%	20%	24%	26%	23%
TOTAL INCREASE	157	55	29	21	14	38	84	72	32	42	74	65	47	44	9	42	34	28	20	137	52	55	17	29	
	39%	41%	33%	43%	31%	45%	38%	41%	30%	32%	58%	32%	39%	61%	25%	61%	45%	43%	41%	39%	36%	45%	43%	38%
TOTAL DECREASE	70	24	14	7	11	14	38	32	21	29	15	44	17	7	10	6	14	10	7	63	23	26	7	12	
	17%	18%	15%	15%	24%	17%	17%	18%	20%	22%	12%	22%	15%	10%	26%	9%	18%	15%	15%	18%	16%	21%	17%	15%
INCREASE BY MORE THAN 10%	79	29	18	9	7	16	47	32	16	26	33	35	26	18	2	27	14	17	15	65	27	34	6	13	
	20%	22%	21%	18%	17%	19%	21%	18%	15%	20%	26%	17%	22%	25%	6%	39%	18%	26%	30%	18%	19%	27%	15%	16%
INCREASE BY LESS THAN 10%	77	26	11	12	6	22	37	40	16	16	41	30	21	26	7	15	20	11	5	72	25	22	11	17	
	19%	19%	13%	25%	14%	26%	17%	23%	15%	12%	32%	15%	17%	36%	19%	21%	27%	16%	11%	20%	18%	18%	27%	22%
DECREASE BY LESS THAN 10%	25	11	6	2	2	4	17	7	2	15	5	14	5	5	3	1	5	2	2	23	3	9	3	8	
	6%	8%	7%	3%	4%	5%	8%	4%	1%	11%	4%	7%	4%	7%	7%	1%	6%	3%	3%	7%	2%	7%	7%	10%
DECREASE BY MORE THAN 10%	45	13	8	6	9	11	20	25	19	14	10	30	12	2	7	5	9	8	6	40	20	17	4	4	
	11%	9%	9%	12%	20%	13%	9%	14%	18%	11%	8%	15%	10%	3%	19%	8%	12%	12%	12%	11%	14%	13%	9%	5%
STAY THE SAME	170	53	45	20	20	32	98	72	53	61	39	94	53	20	18	19	27	28	21	148	67	42	15	35	
	43%	39%	51%	42%	45%	38%	44%	41%	50%	46%	30%	46%	44%	28%	47%	28%	35%	42%	43%	42%	47%	34%	39%	45%
TOO SOON TO SAY/DON'T KNOW	2	2	-	-	-	-	2	-	-	-	-	-	1	1	1	1	-	-	-	2	-	1	1	-	
	-	1%	-	-	-	-	1%	-	-	-	-	-	1%	1%	2%	1%	-	-	-	-	-	1%	2%	-
REFUSED	2	2	-	-	-	-	2	-	-	-	-	-	2	-	-	1	1	-	-	2	1	-	-	1	
	-	1%	-	-	-	-	1%	-	-	-	-	-	1%	-	-	1%	1%	-	-	-	1%	-	-	1%
STATUS QUO 3/3	48	15	14	4	6	8	30	18	16	17	5	28	15	2	8	5	3	9	5	42	20	9	5	7	
	12%	11%	16%	8%	13%	10%	13%	10%	15%	13%	4%	14%	13%	3%	20%	8%	4%	14%	10%	12%	14%	7%	11%	10%

Table 10-2
QUESTION 5:
As you look to the year-end, do you project your company's gross revenues for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (INCREASE - DECREASE)	87	86	16	102	-15	58	50	-24	21	24	41	157	-70	-	91	-35	30	44	-3	44	50	18	20	37
	22%	46%	9%	29%	-36%	73%	24%	-24%	44%	11%	32%	100%	-100%	-	74%	-37%	17%	33%	-3%	25%	16%	42%	62%	51%
TOTAL INCREASE	157	99	54	153	4	60	78	15	27	75	53	157	-	-	94	13	49	62	21	72	112	22	23	44
	39%	53%	32%	43%	10%	75%	38%	15%	57%	34%	41%	100%	-	-	77%	14%	27%	47%	23%	41%	35%	52%	72%	61%
TOTAL DECREASE	70	12	38	50	19	2	28	39	6	50	12	-	70	-	3	48	19	18	24	28	62	4	3	7
	17%	7%	23%	14%	45%	2%	14%	39%	14%	23%	9%	-	100%	-	3%	51%	10%	14%	26%	16%	19%	10%	10%	10%
INCREASE BY MORE THAN 10%	79	56	23	79	-	38	32	6	21	28	29	79	-	-	59	1	20	37	7	34	61	9	9	18
	20%	30%	14%	22%	-	48%	16%	6%	44%	13%	22%	51%	-	-	48%	1%	11%	28%	8%	19%	19%	22%	28%	25%
INCREASE BY LESS THAN 10%	77	42	31	73	4	21	46	9	6	46	24	77	-	-	35	12	29	25	14	38	51	13	14	26
	19%	23%	18%	21%	10%	27%	22%	9%	13%	21%	19%	49%	-	-	29%	13%	16%	19%	15%	22%	16%	30%	44%	36%
DECREASE BY LESS THAN 10%	25	5	16	22	2	1	8	16	3	14	7	-	25	-	1	14	9	5	9	11	20	3	2	5
	6%	3%	10%	6%	5%	1%	4%	16%	7%	6%	5%	-	35%	-	1%	15%	5%	3%	10%	6%	6%	8%	5%	7%
DECREASE BY MORE THAN 10%	45	7	22	29	17	1	20	24	3	36	5	-	45	-	2	34	10	14	15	17	42	1	2	2
	11%	4%	13%	8%	40%	1%	10%	24%	6%	17%	4%	-	65%	-	1%	36%	5%	10%	17%	10%	13%	2%	5%	3%
STAY THE SAME	170	73	76	149	17	18	96	45	13	92	65	-	-	170	25	32	110	51	44	74	147	15	6	20
	43%	39%	45%	42%	43%	23%	47%	45%	27%	42%	50%	-	-	100%	20%	34%	62%	39%	50%	42%	46%	35%	18%	28%
TOO SOON TO SAY/DON'T KNOW	2	1	-	1	1	-	1	1	1	1	-	-	-	-	1	1	-	-	1	1	1	1	-	1
	-	-	-	-	2%	-	-	1%	2%	-	-	-	-	-	1%	1%	-	-	1%	-	-	2%	-	1%
REFUSED	2	1	-	1	-	-	2	-	-	2	-	-	-	-	-	-	-	-	-	1	2	-	-	-
	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	-
STATUS QUO 3/3	48	17	28	46	-	6	26	11	3	28	16	-	-	48	-	-	48	-	-	48	43	2	1	2
	12%	9%	17%	13%	-	8%	13%	11%	7%	13%	12%	-	-	28%	-	-	27%	-	-	27%	13%	4%	2%	3%

Table 10-3
QUESTION 5:
As you look to the year-end, do you project your company's gross revenues for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (INCREASE - DECREASE)	87	-	72	15	30	26	23	3	62	27	-6	29	51	19	3	-5	17	1	6	3
	22%	-	24%	15%	34%	30%	19%	4%	50%	19%	-6%	22%	42%	23%	4%	-7%	28%	2%	14%	25%
TOTAL INCREASE	157	-	126	31	44	38	46	23	71	54	25	51	61	34	20	17	25	18	15	6
	39%	-	42%	31%	49%	44%	37%	29%	57%	37%	25%	38%	51%	41%	29%	27%	41%	31%	40%	45%
TOTAL DECREASE	70	-	54	16	13	12	22	20	9	27	31	22	11	15	18	21	8	17	10	3
	17%	-	18%	16%	15%	14%	18%	26%	7%	19%	31%	16%	9%	18%	25%	34%	12%	29%	26%	20%
INCREASE BY MORE THAN 10%	79	-	66	14	21	24	16	15	42	23	11	23	36	16	8	4	14	6	7	1
	20%	-	22%	14%	24%	28%	13%	19%	34%	16%	10%	17%	29%	19%	12%	6%	23%	11%	19%	10%
INCREASE BY LESS THAN 10%	77	-	60	17	22	14	29	8	29	30	15	28	26	19	12	13	11	12	8	5
	19%	-	20%	17%	25%	16%	24%	11%	23%	21%	14%	21%	21%	22%	17%	21%	18%	20%	21%	35%
DECREASE BY LESS THAN 10%	25	-	16	8	7	2	13	3	4	7	13	11	6	8	7	4	1	4	4	-
	6%	-	5%	8%	8%	2%	10%	3%	3%	5%	13%	8%	5%	9%	10%	6%	2%	7%	10%	-
DECREASE BY MORE THAN 10%	45	-	38	8	6	10	10	17	5	19	18	11	4	8	11	17	6	13	6	3
	11%	-	13%	8%	7%	12%	8%	22%	4%	13%	17%	8%	4%	9%	15%	28%	10%	22%	16%	20%
STAY THE SAME	170	48	118	52	32	36	54	35	44	64	43	60	48	32	31	23	28	23	13	5
	43%	100%	39%	53%	36%	42%	44%	44%	35%	44%	43%	45%	40%	39%	44%	37%	47%	40%	34%	35%
TOO SOON TO SAY/DON'T KNOW	2	-	2	-	-	-	1	-	1	-	1	1	-	2	1	-	-	-	-	-
	-	-	1%	-	-	-	1%	-	1%	-	1%	1%	-	2%	1%	-	-	-	-	-
REFUSED	2	-	2	-	1	-	-	1	1	-	1	-	1	-	-	1	-	-	-	-
	-	-	1%	-	1%	-	-	1%	1%	-	1%	-	1%	-	-	1%	-	-	-	-
STATUS QUO 3/3	48	48	32	16	12	8	12	9	15	16	11	18	10	9	11	4	8	6	6	3
	12%	100%	10%	16%	13%	9%	9%	11%	12%	11%	11%	14%	8%	11%	15%	7%	14%	10%	15%	24%

Table 10-4
QUESTION 5:
As you look to the year-end, do you project your company's gross revenues for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (INCREASE - DECREASE)	87	33	26	44	23	25	29	18	48	14	6	22	54	8	59	57	55	55	41	48	58	51	46
	22%	17%	21%	43%	28%	32%	43%	9%	42%	33%	14%	17%	28%	11%	33%	28%	28%	30%	26%	32%	39%	38%	23%
TOTAL INCREASE	157	71	49	56	37	33	38	63	61	17	13	51	79	24	82	89	86	81	59	72	74	64	80
	39%	36%	41%	54%	46%	43%	55%	31%	53%	41%	34%	40%	40%	33%	45%	43%	44%	44%	38%	47%	50%	47%	40%
TOTAL DECREASE	70	38	23	12	14	8	9	46	13	3	8	30	25	16	23	32	31	26	18	23	16	13	34
	17%	19%	19%	11%	17%	11%	13%	23%	12%	8%	20%	23%	13%	21%	13%	16%	16%	14%	12%	15%	11%	10%	17%
INCREASE BY MORE THAN 10%	79	28	25	24	18	20	25	33	31	6	7	30	34	15	42	48	45	37	32	34	42	33	38
	20%	14%	21%	23%	22%	26%	36%	16%	27%	15%	18%	23%	18%	20%	23%	23%	23%	20%	21%	22%	28%	25%	19%
INCREASE BY LESS THAN 10%	77	43	24	33	19	13	13	30	30	11	6	22	45	9	40	41	41	44	27	37	32	30	42
	19%	22%	20%	31%	23%	17%	19%	15%	26%	26%	16%	17%	23%	13%	22%	20%	21%	24%	17%	24%	22%	23%	21%
DECREASE BY LESS THAN 10%	25	14	10	1	6	1	2	14	8	-	3	8	11	6	10	10	9	7	5	9	5	4	15
	6%	7%	9%	1%	7%	1%	3%	7%	7%	-	7%	6%	5%	8%	6%	5%	5%	4%	3%	6%	4%	3%	7%
DECREASE BY MORE THAN 10%	45	24	13	10	8	8	6	32	5	3	5	22	14	9	13	22	21	20	14	14	11	9	19
	11%	12%	11%	10%	10%	10%	9%	16%	5%	8%	13%	17%	7%	13%	7%	11%	11%	10%	9%	9%	7%	7%	10%
STAY THE SAME	170	87	46	36	30	35	22	93	39	21	17	44	91	34	72	83	75	76	76	57	56	57	82
	43%	44%	39%	34%	37%	44%	32%	46%	34%	51%	42%	34%	47%	46%	40%	40%	39%	41%	49%	37%	38%	42%	41%
TOO SOON TO SAY/DON'T KNOW	2	1	-	-	-	-	-	-	2	-	-	1	1	-	2	1	1	1	1	1	1	-	1
	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	1%	1%	1%	-	-
REFUSED	2	-	2	1	-	2	-	-	-	-	2	2	-	-	2	2	2	2	1	1	2	1	2
	-	-	1%	1%	-	2%	-	-	-	-	4%	1%	-	-	1%	1%	1%	1%	1%	1%	1%	1%	1%
STATUS QUO 3/3	48	24	17	11	7	6	5	27	7	6	6	10	26	11	19	28	18	20	22	14	16	16	20
	12%	12%	14%	10%	9%	8%	7%	14%	6%	15%	16%	8%	13%	15%	11%	13%	9%	11%	14%	9%	11%	12%	10%

Table 10-5
QUESTION 5:
As you look to the year-end, do you project your company's gross revenues for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (INCREASE - DECREASE)	67	22	12	7	9	11	6
	22%	42%	25%	13%	17%	23%	11%
TOTAL INCREASE	123	29	21	20	19	18	17
	40%	53%	42%	40%	37%	36%	33%
TOTAL DECREASE	56	6	8	13	10	7	11
	18%	12%	17%	27%	20%	14%	22%
INCREASE BY MORE THAN 10%	59	13	12	12	9	5	8
	19%	25%	25%	23%	17%	9%	17%
INCREASE BY LESS THAN 10%	64	15	8	8	10	14	8
	21%	29%	17%	17%	20%	27%	17%
DECREASE BY LESS THAN 10%	16	4	2	5	2	2	1
	5%	6%	4%	10%	3%	5%	3%
DECREASE BY MORE THAN 10%	40	3	6	8	9	5	10
	13%	5%	13%	17%	17%	9%	19%
STAY THE SAME	122	19	21	15	22	23	22
	40%	35%	42%	30%	43%	45%	44%
TOO SOON TO SAY/DON'T KNOW	4	-	-	2	-	2	-
	1%	-	-	3%	-	5%	-
STATUS QUO 3/3	34	5	4	3	6	5	11
	11%	9%	8%	7%	12%	9%	22%

Table 11-1
QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2026 to increase or decrease compared to 2025, or will it probably stay the same?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (INCREASE - DECREASE)	28	15	12	-2	-7	10	27	1	-	6	22	-3	20	12	-3	22	2	3	8	20	8	4	4	10
	7%	11%	14%	-4%	-15%	11%	12%	1%	-	4%	17%	-1%	17%	16%	-8%	32%	2%	4%	16%	6%	6%	3%	10%	13%
TOTAL INCREASE	122	46	25	13	12	27	70	52	23	38	55	47	45	31	10	34	22	19	18	104	38	43	13	25
	31%	34%	28%	27%	28%	32%	31%	30%	22%	29%	43%	23%	37%	43%	27%	49%	29%	29%	37%	30%	26%	35%	33%	33%
TOTAL DECREASE	94	31	13	14	19	18	44	51	23	32	33	50	24	19	13	12	20	16	10	84	30	39	9	15
	24%	23%	14%	30%	43%	21%	19%	29%	22%	24%	26%	24%	20%	26%	35%	18%	27%	25%	21%	24%	21%	32%	22%	20%
INCREASE BY MORE THAN 10%	55	22	13	5	4	11	35	20	10	19	22	23	21	12	3	20	5	11	7	48	16	23	3	10
	14%	16%	15%	11%	8%	13%	16%	11%	10%	14%	17%	11%	17%	16%	8%	29%	7%	17%	15%	14%	11%	19%	8%	14%
INCREASE BY LESS THAN 10%	68	23	12	7	9	17	35	32	13	19	33	24	24	19	7	14	16	8	11	57	21	20	10	15
	17%	17%	14%	15%	19%	20%	16%	18%	12%	14%	26%	12%	20%	27%	19%	20%	22%	12%	22%	16%	15%	16%	25%	19%
DECREASE BY LESS THAN 10%	46	17	7	9	7	6	24	22	8	17	17	22	12	12	6	7	7	10	2	44	13	17	5	10
	11%	13%	8%	18%	16%	7%	11%	12%	8%	13%	13%	11%	10%	17%	16%	10%	9%	15%	3%	13%	9%	13%	13%	14%
DECREASE BY MORE THAN 10%	49	14	6	6	12	11	20	29	15	15	16	28	13	7	7	5	14	6	9	40	17	22	4	5
	12%	10%	7%	12%	27%	14%	9%	16%	14%	12%	13%	14%	11%	10%	19%	8%	18%	10%	18%	11%	12%	18%	9%	6%
STAY THE SAME	178	58	48	21	13	38	106	72	60	60	40	104	49	22	14	22	32	29	20	157	74	41	18	34
	44%	43%	55%	43%	30%	45%	47%	41%	56%	46%	31%	51%	41%	30%	38%	32%	42%	44%	41%	45%	51%	33%	45%	44%
TOO SOON TO SAY/DON'T KNOW	2	-	-	-	-	2	-	2	-	-	-	2	-	-	-	-	-	-	-	2	-	-	-	2
	-	-	-	-	-	2%	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	2%
REFUSED	4	2	2	-	-	-	4	-	-	2	-	2	2	1	-	1	2	2	-	4	2	1	-	1
	1%	1%	3%	-	-	-	2%	-	-	1%	-	1%	1%	1%	-	1%	2%	2%	-	1%	2%	1%	-	1%

Table 11-2
QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2026 to increase or decrease compared to 2025, or will it probably stay the same?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (INCREASE - DECREASE)	28	59	-19	40	-12	42	16	-33	20	-18	26	81	-45	-7	122	-94	-	30	-15	10	17	3	8	12
	7%	31%	-11%	11%	-30%	53%	8%	-33%	42%	-8%	20%	51%	-65%	-4%	100%	-100%	-	23%	-16%	6%	5%	8%	27%	16%
TOTAL INCREASE	122	82	35	117	5	47	60	11	24	57	40	94	3	25	122	-	-	49	15	57	91	17	14	31
	31%	44%	21%	33%	12%	60%	29%	11%	52%	26%	31%	60%	4%	15%	100%	-	-	37%	17%	32%	28%	41%	45%	43%
TOTAL DECREASE	94	24	54	77	17	5	44	44	5	75	14	13	48	32	-	94	-	19	29	46	74	13	6	19
	24%	13%	32%	22%	42%	7%	21%	44%	10%	34%	10%	8%	69%	19%	-	100%	-	14%	33%	26%	23%	32%	19%	26%
INCREASE BY MORE THAN 10%	55	41	14	54	1	24	26	3	16	22	17	47	1	6	55	-	-	19	8	28	43	6	5	12
	14%	22%	8%	15%	1%	30%	12%	3%	34%	10%	13%	30%	2%	3%	45%	-	-	15%	9%	16%	13%	15%	17%	16%
INCREASE BY LESS THAN 10%	68	41	21	63	4	23	34	8	9	35	23	47	2	19	68	-	-	29	7	29	48	11	9	19
	17%	22%	13%	18%	10%	30%	17%	8%	18%	16%	18%	30%	2%	11%	55%	-	-	22%	8%	16%	15%	26%	28%	27%
DECREASE BY LESS THAN 10%	46	11	30	41	5	5	24	17	2	39	5	10	13	22	-	46	-	5	13	28	34	8	4	12
	11%	6%	18%	12%	11%	6%	12%	17%	4%	18%	4%	7%	19%	13%	-	48%	-	4%	14%	16%	10%	19%	14%	17%
DECREASE BY MORE THAN 10%	49	13	24	36	12	1	20	27	3	36	8	3	35	10	-	49	-	13	17	19	41	6	2	7
	12%	7%	14%	10%	30%	1%	10%	27%	6%	16%	6%	2%	50%	6%	-	52%	-	10%	19%	11%	13%	13%	5%	10%
STAY THE SAME	178	76	79	155	19	26	100	43	18	82	76	49	19	110	-	-	178	62	44	72	154	10	11	22
	44%	41%	47%	44%	47%	33%	49%	43%	38%	38%	59%	31%	27%	65%	-	-	100%	47%	49%	41%	47%	25%	36%	30%
TOO SOON TO SAY/DON'T KNOW	2	2	-	2	-	-	-	2	-	2	-	-	-	2	-	-	-	2	-	-	2	-	-	-
	-	1%	-	-	-	-	-	2%	-	1%	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-
REFUSED	4	3	-	3	-	1	2	-	-	4	-	1	-	2	-	-	-	-	2	2	3	1	-	1
	1%	2%	-	1%	-	1%	1%	-	-	2%	-	-	-	1%	-	-	-	-	2%	1%	1%	2%	-	1%

Table 11-3
QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2026 to increase or decrease compared to 2025, or will it probably stay the same?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (INCREASE - DECREASE)	28	-	10	18	21	12	-3	1	40	2	-13	5	29	1	-5	-5	4	-6	2	4
	7%	-	3%	18%	24%	14%	-2%	1%	32%	1%	-12%	4%	24%	2%	-7%	-7%	7%	-10%	6%	27%
TOTAL INCREASE	122	-	91	32	35	32	30	22	57	38	21	38	49	27	15	15	21	12	11	4
	31%	-	30%	32%	39%	37%	25%	28%	46%	27%	21%	28%	41%	32%	21%	24%	35%	20%	30%	33%
TOTAL DECREASE	94	-	81	13	14	20	33	21	17	36	34	33	20	25	20	20	17	18	9	1
	24%	-	27%	14%	15%	23%	27%	27%	14%	25%	34%	24%	16%	30%	29%	32%	28%	30%	24%	6%
INCREASE BY MORE THAN 10%	55	-	43	12	9	15	11	17	29	18	4	20	21	9	6	4	11	5	4	1
	14%	-	14%	12%	10%	18%	9%	22%	23%	13%	4%	15%	17%	10%	9%	7%	18%	8%	10%	6%
INCREASE BY LESS THAN 10%	68	-	48	19	26	17	19	5	28	20	17	18	28	18	9	11	10	7	7	4
	17%	-	16%	20%	29%	19%	15%	6%	22%	14%	17%	13%	24%	22%	13%	17%	17%	12%	19%	27%
DECREASE BY LESS THAN 10%	46	-	40	6	9	9	19	4	9	17	15	15	14	13	10	8	9	7	2	-
	11%	-	13%	6%	10%	10%	16%	6%	7%	12%	15%	11%	11%	16%	15%	13%	15%	11%	6%	-
DECREASE BY MORE THAN 10%	49	-	41	7	5	11	14	17	8	19	19	18	6	12	10	11	8	11	7	1
	12%	-	14%	7%	5%	13%	11%	21%	6%	13%	19%	13%	5%	14%	14%	19%	13%	19%	18%	6%
STAY THE SAME	178	48	125	53	40	35	59	33	49	69	43	62	51	31	35	24	23	28	18	8
	44%	100%	42%	53%	45%	40%	48%	42%	39%	48%	43%	46%	42%	37%	50%	40%	38%	47%	47%	61%
TOO SOON TO SAY/DON'T KNOW	2	-	-	2	-	-	-	-	-	-	-	2	-	-	-	-	-	2	-	-
	-	-	-	2%	-	-	-	-	-	-	-	1%	-	-	-	-	-	3%	-	-
REFUSED	4	-	4	-	1	-	1	2	2	-	2	-	1	1	-	2	-	-	-	-
	1%	-	1%	-	1%	-	1%	3%	1%	-	2%	-	1%	1%	-	4%	-	-	-	-

Table 11-4
QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2026 to increase or decrease compared to 2025, or will it probably stay the same?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (INCREASE - DECREASE)	28	10	6	12	12	15	19	2	22	1	2	9	17	3	20	26	23	23	15	12	29	15	24
	7%	5%	5%	11%	14%	20%	28%	1%	19%	1%	5%	7%	9%	4%	11%	13%	12%	12%	10%	8%	19%	11%	12%
TOTAL INCREASE	122	61	37	34	31	29	30	49	49	11	11	40	61	22	64	67	66	63	48	49	59	45	64
	31%	31%	30%	33%	38%	37%	44%	24%	43%	27%	28%	31%	31%	29%	36%	33%	34%	34%	31%	32%	39%	33%	32%
TOTAL DECREASE	94	51	30	22	19	14	11	47	27	11	9	31	44	19	44	41	42	41	33	37	30	30	40
	24%	26%	25%	21%	24%	18%	17%	23%	24%	25%	23%	24%	22%	26%	25%	20%	22%	22%	21%	24%	20%	22%	20%
INCREASE BY MORE THAN 10%	55	22	18	13	15	10	10	22	28	1	2	17	26	12	28	33	29	24	22	21	27	22	24
	14%	11%	15%	13%	18%	14%	15%	11%	24%	2%	6%	13%	13%	17%	15%	16%	15%	13%	14%	14%	18%	16%	12%
INCREASE BY LESS THAN 10%	68	39	18	21	16	19	20	26	22	10	9	23	35	9	37	34	37	39	26	28	31	23	40
	17%	20%	15%	20%	20%	24%	30%	13%	19%	25%	23%	18%	18%	13%	20%	17%	19%	21%	17%	18%	21%	17%	20%
DECREASE BY LESS THAN 10%	46	28	15	9	12	7	5	18	17	6	4	14	23	8	26	21	21	20	15	21	15	17	23
	11%	14%	13%	9%	15%	8%	8%	9%	15%	14%	11%	11%	12%	11%	14%	10%	11%	11%	10%	14%	10%	12%	12%
DECREASE BY MORE THAN 10%	49	23	15	13	7	7	6	29	10	5	5	17	20	11	19	20	21	21	17	16	15	13	17
	12%	12%	13%	12%	9%	9%	9%	14%	9%	11%	12%	14%	10%	15%	10%	10%	11%	11%	11%	10%	10%	10%	9%
STAY THE SAME	178	84	52	47	29	32	25	105	37	19	17	55	87	33	68	95	81	78	72	65	58	60	90
	44%	43%	43%	45%	36%	41%	37%	52%	32%	44%	44%	43%	45%	45%	38%	46%	42%	42%	47%	42%	39%	44%	46%
TOO SOON TO SAY/DON'T KNOW	2	-	-	-	2	2	2	2	-	-	-	-	2	-	-	-	2	2	2	-	-	-	2
	-	-	-	-	2%	2%	2%	1%	-	-	-	-	1%	-	-	-	1%	1%	1%	-	-	-	1%
REFUSED	4	-	2	1	1	2	-	-	1	2	2	2	2	-	4	2	4	2	1	3	2	1	2
	1%	-	1%	1%	1%	2%	-	-	1%	4%	4%	1%	1%	-	2%	1%	2%	1%	1%	2%	2%	1%	1%

Table 11-5
QUESTION 6:
And, as you look to the year-end, do you project your company's profitability for 2026 to increase or decrease compared to 2025, or will it probably stay the same?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (INCREASE - DECREASE)	10	11	-2	-3	-1	7	-1
	3%	19%	-4%	-7%	-2%	14%	-3%
TOTAL INCREASE	96	20	12	15	17	18	12
	31%	38%	25%	30%	33%	36%	25%
TOTAL DECREASE	86	10	15	18	18	11	14
	28%	18%	29%	37%	35%	23%	28%
INCREASE BY MORE THAN 10%	30	11	4	7	4	-	4
	10%	19%	8%	13%	8%	-	8%
INCREASE BY LESS THAN 10%	66	10	8	8	13	18	8
	22%	18%	17%	17%	25%	36%	17%
DECREASE BY LESS THAN 10%	43	6	10	10	7	5	6
	14%	10%	21%	20%	13%	9%	11%
DECREASE BY MORE THAN 10%	43	4	4	8	11	7	8
	14%	8%	8%	17%	22%	14%	17%
STAY THE SAME	121	23	23	15	16	20	24
	40%	43%	46%	30%	32%	41%	47%
TOO SOON TO SAY/DON'T KNOW	2	1	-	2	-	-	-
	1%	1%	-	3%	-	-	-

Table 12-1
QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (INCREASE - DECREASE)	42	5	8	9	7	13	13	29	18	5	17	17	19	5	2	16	-	-1	15	26	9	10	9	11
	10%	4%	9%	18%	15%	16%	6%	16%	17%	4%	13%	8%	16%	7%	6%	24%	-	-2%	32%	7%	6%	8%	22%	15%
TOTAL INCREASE	131	39	26	18	17	30	66	65	37	42	45	65	42	24	10	26	21	14	25	106	45	43	13	26
	33%	29%	30%	38%	39%	35%	29%	37%	35%	32%	35%	32%	35%	33%	27%	38%	28%	21%	51%	30%	31%	35%	34%	34%
TOTAL DECREASE	89	35	18	10	11	17	53	37	19	36	28	48	23	19	8	9	21	15	9	80	36	32	5	15
	22%	25%	21%	20%	24%	20%	24%	21%	18%	27%	22%	23%	19%	26%	21%	14%	28%	23%	19%	23%	25%	26%	12%	19%
INCREASE BY MORE THAN 10%	83	23	14	11	10	24	37	45	22	24	31	39	27	17	9	14	14	11	14	68	29	30	8	13
	21%	17%	16%	23%	22%	29%	17%	26%	21%	18%	25%	19%	23%	23%	23%	21%	18%	16%	30%	19%	20%	24%	21%	17%
INCREASE BY LESS THAN 10%	48	16	12	7	7	5	28	20	14	18	14	26	15	7	2	12	8	3	10	38	16	13	5	13
	12%	12%	14%	15%	17%	6%	13%	11%	14%	14%	11%	13%	13%	9%	4%	17%	10%	5%	21%	11%	11%	10%	13%	17%
DECREASE BY LESS THAN 10%	35	10	7	5	6	8	16	19	6	16	9	22	8	5	3	2	9	6	2	33	13	8	2	11
	9%	7%	8%	10%	13%	10%	7%	11%	6%	12%	7%	11%	7%	7%	9%	3%	12%	10%	5%	9%	9%	6%	5%	14%
DECREASE BY MORE THAN 10%	54	25	11	5	5	8	36	18	12	21	19	26	15	13	5	7	12	8	7	47	23	25	3	4
	14%	18%	13%	10%	11%	10%	16%	10%	12%	16%	15%	13%	13%	18%	12%	10%	16%	13%	14%	14%	16%	20%	6%	5%
STAY THE SAME	176	61	42	20	16	37	103	73	51	54	53	90	54	30	19	34	32	35	14	161	63	49	22	33
	44%	45%	48%	42%	37%	44%	46%	42%	48%	41%	41%	44%	45%	41%	51%	49%	42%	53%	30%	46%	44%	39%	55%	43%
TOO SOON TO SAY/DON'T KNOW	2	-	2	-	-	1	2	1	-	-	2	2	-	1	-	-	-	2	-	2	-	-	-	2
	1%	-	2%	-	-	1%	1%	-	-	-	2%	1%	-	1%	-	-	-	3%	-	1%	-	-	-	2%
REFUSED	1	1	-	-	-	-	1	-	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-	1
	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	1%

Table 12-2
QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (INCREASE - DECREASE)	42	35	12	48	-7	20	16	-	11	6	23	41	-5	7	34	-11	18	131	-89	-	37	1	4	5
	10%	19%	7%	13%	-18%	25%	8%	-	24%	3%	18%	26%	-8%	4%	28%	-11%	10%	100%	-100%	-	11%	1%	14%	7%
TOTAL INCREASE	131	70	50	120	10	30	63	30	19	61	48	62	18	51	49	19	62	131	-	-	107	12	12	24
	33%	38%	30%	34%	24%	38%	31%	30%	40%	28%	38%	39%	26%	30%	40%	20%	35%	100%	-	-	33%	29%	37%	33%
TOTAL DECREASE	89	35	38	72	17	10	47	30	8	56	26	21	24	44	15	29	44	-	89	-	71	12	7	19
	22%	19%	23%	20%	41%	13%	23%	30%	16%	25%	20%	13%	34%	26%	12%	31%	25%	-	100%	-	22%	28%	23%	26%
INCREASE BY MORE THAN 10%	83	47	26	73	8	21	37	17	14	39	30	40	11	32	36	10	35	83	-	-	66	10	7	17
	21%	25%	15%	21%	21%	26%	18%	17%	30%	18%	23%	25%	16%	19%	29%	11%	20%	63%	-	-	20%	23%	23%	23%
INCREASE BY LESS THAN 10%	48	22	25	47	1	9	26	13	5	23	18	22	7	19	13	8	27	48	-	-	41	3	4	7
	12%	12%	15%	13%	3%	12%	13%	13%	10%	10%	14%	14%	10%	11%	11%	9%	15%	37%	-	-	13%	6%	14%	9%
DECREASE BY LESS THAN 10%	35	17	17	33	2	2	22	11	6	22	8	5	10	21	5	12	18	-	35	-	30	2	3	5
	9%	9%	10%	9%	4%	3%	11%	11%	12%	10%	6%	3%	14%	12%	4%	13%	10%	-	39%	-	9%	6%	10%	7%
DECREASE BY MORE THAN 10%	54	18	21	39	15	8	25	19	2	34	18	16	14	24	10	17	26	-	54	-	41	9	4	13
	14%	9%	13%	11%	37%	10%	12%	19%	4%	15%	14%	10%	20%	14%	8%	18%	15%	-	61%	-	13%	22%	13%	18%
STAY THE SAME	176	79	80	159	14	37	94	41	19	101	54	72	28	74	57	46	72	-	-	176	144	17	13	30
	44%	43%	47%	45%	35%	46%	46%	41%	41%	46%	42%	46%	41%	43%	46%	49%	41%	-	-	100%	44%	41%	40%	41%
TOO SOON TO SAY/DON'T KNOW	2	2	-	2	-	2	-	-	2	-	1	2	-	1	2	-	-	-	-	-	2	1	-	1
	1%	1%	-	1%	-	3%	-	-	3%	-	1%	1%	-	-	2%	-	-	-	-	-	-	2%	-	1%
REFUSED	1	-	-	-	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 12-3
QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (INCREASE - DECREASE)	42	-	28	13	23	19	-5	1	15	14	4	18	24	-7	12	-6	2	9	7	5
	10%	-	9%	13%	25%	21%	-4%	1%	12%	10%	4%	13%	20%	-9%	17%	-10%	3%	16%	17%	38%
TOTAL INCREASE	131	-	95	36	38	34	28	24	39	43	36	45	47	19	25	14	18	21	14	6
	33%	-	32%	36%	42%	39%	23%	31%	31%	30%	35%	33%	39%	22%	35%	22%	30%	36%	35%	49%
TOTAL DECREASE	89	-	67	23	15	15	33	23	23	29	32	27	23	26	12	20	16	12	7	1
	22%	-	22%	23%	17%	18%	27%	30%	19%	20%	32%	20%	19%	31%	18%	32%	26%	20%	18%	11%
INCREASE BY MORE THAN 10%	83	-	58	25	18	22	19	19	28	27	21	28	26	10	18	9	13	16	6	3
	21%	-	19%	25%	20%	26%	15%	24%	22%	19%	21%	21%	22%	11%	26%	15%	22%	28%	16%	25%
INCREASE BY LESS THAN 10%	48	-	37	11	20	12	9	5	11	16	14	17	21	9	7	5	5	5	7	3
	12%	-	12%	11%	22%	14%	7%	7%	9%	11%	14%	13%	17%	11%	10%	7%	8%	8%	20%	24%
DECREASE BY LESS THAN 10%	35	-	24	12	7	6	11	9	10	11	12	11	12	11	2	4	3	5	4	-
	9%	-	8%	12%	8%	7%	9%	11%	8%	8%	12%	9%	10%	14%	3%	7%	5%	8%	10%	-
DECREASE BY MORE THAN 10%	54	-	43	11	8	9	22	15	14	18	20	16	11	14	10	16	13	7	3	1
	14%	-	14%	11%	8%	11%	18%	19%	11%	13%	20%	12%	9%	17%	15%	25%	21%	12%	8%	11%
STAY THE SAME	176	48	136	41	36	36	62	31	61	71	33	62	50	38	33	28	24	26	18	5
	44%	100%	45%	41%	40%	41%	51%	39%	49%	49%	33%	46%	41%	45%	47%	46%	40%	45%	47%	41%
TOO SOON TO SAY/DON'T KNOW	2	-	2	-	1	2	-	-	2	1	-	-	-	2	-	-	2	-	-	-
	1%	-	1%	-	1%	2%	-	-	1%	1%	-	-	-	2%	-	-	4%	-	-	-
REFUSED	1	-	1	-	1	-	-	-	1	-	-	-	1	-	-	-	-	-	-	-
	-	-	-	-	1%	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-

Table 12-4
QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (INCREASE - DECREASE)	42	17	2	12	12	19	17	27	6	7	-	8	22	9	10	31	19	33	26	20	29	17	9
	10%	9%	2%	12%	15%	24%	25%	13%	5%	16%	-	6%	11%	13%	6%	15%	10%	18%	17%	13%	19%	13%	4%
TOTAL INCREASE	131	64	29	33	25	34	29	67	35	16	11	40	63	26	57	69	62	67	56	54	54	47	59
	33%	33%	24%	32%	31%	44%	42%	33%	31%	37%	27%	32%	32%	35%	31%	33%	32%	36%	36%	35%	36%	35%	30%
TOTAL DECREASE	89	47	27	21	13	15	12	40	29	9	11	32	41	16	46	38	43	33	30	33	25	29	50
	22%	24%	22%	20%	16%	20%	17%	20%	26%	21%	27%	25%	21%	22%	26%	18%	22%	18%	19%	22%	17%	22%	25%
INCREASE BY MORE THAN 10%	83	40	19	21	17	19	21	41	23	12	5	28	41	13	37	44	40	44	33	32	34	29	39
	21%	20%	15%	20%	20%	25%	30%	20%	20%	28%	12%	22%	21%	18%	21%	21%	20%	24%	21%	21%	23%	21%	20%
INCREASE BY LESS THAN 10%	48	24	10	13	9	15	8	27	12	4	6	12	22	12	19	25	23	22	23	21	20	18	20
	12%	12%	9%	12%	11%	19%	12%	13%	10%	9%	15%	10%	11%	17%	11%	12%	12%	12%	15%	14%	13%	13%	10%
DECREASE BY LESS THAN 10%	35	17	10	7	5	9	5	17	10	3	5	10	18	7	17	15	17	11	9	14	10	12	21
	9%	8%	8%	7%	6%	12%	8%	8%	9%	8%	12%	8%	9%	9%	10%	7%	9%	6%	6%	9%	6%	9%	10%
DECREASE BY MORE THAN 10%	54	30	17	14	9	6	6	23	19	5	6	22	23	10	29	23	26	23	21	20	15	18	30
	14%	16%	14%	14%	10%	8%	9%	12%	17%	13%	16%	17%	12%	13%	16%	11%	14%	12%	14%	13%	10%	13%	15%
STAY THE SAME	176	85	62	49	41	27	28	94	48	17	17	54	90	32	74	97	88	85	69	65	67	59	87
	44%	44%	51%	47%	50%	35%	41%	47%	42%	40%	43%	42%	46%	44%	41%	47%	45%	46%	45%	42%	45%	44%	44%
TOO SOON TO SAY/DON'T KNOW	2	-	2	-	2	-	-	-	2	1	-	-	2	-	2	2	1	-	-	1	2	-	1
	1%	-	2%	-	3%	-	-	-	1%	2%	-	-	1%	-	1%	1%	-	-	-	-	1%	-	-
REFUSED	1	-	1	1	-	1	-	-	-	-	1	1	-	-	1	1	1	1	-	1	1	-	1
	-	-	1%	1%	-	1%	-	-	-	-	2%	1%	-	-	-	-	-	-	-	1%	1%	-	-

Table 12-5
QUESTION 7:
And, as you look to the year-end, do you project your company's capital expenditures for 2026 to increase or decrease compared to 2025, or will they probably stay the same?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (INCREASE - DECREASE)	51	11	8	20	6	5	1
	17%	21%	17%	40%	12%	9%	3%
TOTAL INCREASE	114	22	21	25	18	18	10
	37%	42%	42%	50%	35%	36%	19%
TOTAL DECREASE	63	11	12	5	12	14	8
	21%	21%	25%	10%	23%	27%	17%
INCREASE BY MORE THAN 10%	84	15	19	15	10	16	8
	27%	29%	38%	30%	20%	32%	17%
INCREASE BY LESS THAN 10%	30	7	2	10	8	2	1
	10%	13%	4%	20%	15%	5%	3%
DECREASE BY LESS THAN 10%	29	4	4	2	5	11	3
	10%	8%	8%	3%	10%	23%	6%
DECREASE BY MORE THAN 10%	33	7	8	3	7	2	6
	11%	13%	17%	7%	13%	5%	11%
STAY THE SAME	126	20	17	20	21	16	32
	41%	38%	33%	40%	42%	32%	64%
TOO SOON TO SAY/DON'T KNOW	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-

Table 13-1
QUESTION 8:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	66	20	14	7	11	14	34	32	26	19	16	40	18	8	10	7	10	7	10	57	32	19	4	8
--	17%	15%	16%	15%	24%	17%	15%	18%	25%	14%	13%	20%	15%	10%	25%	10%	14%	11%	20%	16%	22%	16%	10%	10%
8-10	186	59	39	22	22	44	97	88	56	62	53	103	56	26	23	27	35	29	23	163	71	58	18	33
----	46%	43%	44%	47%	49%	52%	44%	50%	52%	47%	42%	50%	47%	35%	61%	39%	47%	44%	47%	46%	49%	47%	46%	44%
5-7	164	57	39	17	18	33	96	68	37	53	62	79	47	35	11	36	27	32	20	143	52	57	14	32
---	41%	42%	45%	35%	41%	40%	43%	39%	34%	40%	48%	39%	39%	49%	30%	52%	37%	48%	41%	41%	36%	46%	36%	42%
1-4	49	19	10	9	4	7	29	20	14	17	12	22	16	11	3	6	12	5	6	43	21	9	7	9
---	12%	14%	11%	18%	10%	8%	13%	11%	13%	13%	10%	11%	13%	15%	9%	9%	15%	7%	12%	12%	15%	8%	18%	12%
9	30	11	2	5	3	9	14	17	13	5	13	16	9	6	3	10	4	5	4	27	13	5	4	9
	8%	8%	3%	10%	7%	11%	6%	10%	12%	3%	10%	8%	8%	8%	8%	14%	5%	7%	8%	8%	9%	4%	10%	11%
8	89	27	22	10	8	20	50	39	17	39	25	47	29	13	11	10	21	17	9	80	26	34	10	17
	22%	20%	26%	22%	18%	24%	22%	22%	16%	29%	19%	23%	24%	17%	28%	15%	28%	26%	19%	23%	18%	27%	26%	22%
7	54	17	10	8	9	10	27	27	16	15	21	24	19	11	5	11	8	7	7	47	23	17	5	7
	14%	13%	11%	17%	20%	12%	12%	15%	15%	11%	16%	12%	16%	15%	13%	17%	11%	10%	15%	13%	16%	14%	12%	9%
6	44	15	15	4	3	8	30	15	7	17	13	21	13	11	3	12	8	12	4	41	10	16	2	11
	11%	11%	17%	8%	7%	9%	13%	8%	6%	13%	10%	10%	11%	14%	9%	18%	10%	18%	8%	12%	7%	13%	6%	14%
5	66	25	14	5	6	15	40	26	14	20	28	34	15	14	3	12	12	13	9	56	19	23	7	14
	16%	19%	16%	10%	14%	18%	18%	15%	14%	16%	22%	17%	13%	19%	8%	17%	16%	20%	18%	16%	13%	19%	18%	19%
4	16	5	4	4	1	2	9	7	7	2	5	8	3	5	2	1	3	1	1	15	8	3	4	1
	4%	4%	4%	8%	1%	3%	4%	4%	7%	2%	4%	4%	3%	6%	4%	1%	4%	1%	2%	4%	6%	3%	10%	1%
3	15	7	3	3	1	1	10	5	2	8	2	6	7	2	1	5	2	2	1	14	7	2	2	4
	4%	5%	3%	7%	3%	1%	4%	3%	2%	6%	1%	3%	6%	2%	2%	7%	3%	2%	2%	4%	5%	2%	4%	5%
2	11	4	1	1	1	4	6	5	3	3	4	3	4	4	1	1	5	2	2	9	5	2	1	1
	3%	3%	2%	2%	1%	5%	3%	3%	3%	2%	3%	2%	3%	5%	2%	1%	7%	2%	3%	3%	3%	2%	2%	2%
1	7	3	2	1	2	-	4	3	1	4	2	5	1	1	-	-	2	1	3	4	2	1	1	3
	2%	2%	2%	2%	4%	-	2%	2%	1%	3%	1%	2%	1%	1%	-	-	2%	1%	6%	1%	1%	1%	2%	4%
DON'T KNOW/REFUSED	2	2	-	-	-	-	2	-	-	-	-	-	1	1	-	-	1	-	-	2	-	-	-	2
	-	1%	-	-	-	-	1%	-	-	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	2%
MEAN	6.9	6.7	6.8	6.9	7.2	7.2	6.8	7.1	7.3	6.8	6.8	7.1	6.9	6.5	7.6	6.8	6.7	6.8	6.9	6.9	7.1	7.0	6.7	6.7

Table 13-2
QUESTION 8:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	66	22	29	51	16	6	26	34	-	45	20	15	18	34	11	21	34	17	25	24	58	4	4	8
--	17%	12%	17%	14%	38%	7%	12%	34%	-	21%	16%	10%	25%	20%	9%	22%	19%	13%	28%	14%	18%	9%	12%	10%
8-10	186	73	86	160	25	21	88	68	10	118	54	64	41	79	46	57	79	60	50	76	159	16	10	26
----	46%	39%	51%	45%	60%	27%	43%	68%	22%	54%	42%	41%	58%	46%	37%	61%	44%	46%	56%	43%	49%	39%	31%	35%
5-7	164	82	66	148	14	38	95	25	29	78	57	71	21	71	56	30	77	57	29	77	126	18	18	35
---	41%	44%	39%	42%	34%	48%	46%	25%	62%	35%	44%	45%	31%	42%	46%	32%	43%	43%	32%	44%	39%	42%	57%	49%
1-4	49	30	15	45	2	19	21	6	8	23	18	21	8	20	20	6	22	14	11	23	38	8	3	11
---	12%	16%	9%	13%	6%	24%	10%	6%	16%	10%	14%	13%	11%	12%	16%	7%	12%	11%	12%	13%	12%	19%	9%	15%
9	30	15	13	28	2	3	18	8	3	17	9	17	5	8	12	8	10	9	2	19	25	5	1	6
	8%	8%	8%	8%	4%	4%	9%	8%	7%	8%	7%	11%	6%	5%	10%	8%	5%	7%	2%	11%	8%	12%	2%	8%
8	89	36	45	81	8	13	44	26	7	56	25	33	18	37	23	29	35	34	23	33	76	7	5	13
	22%	19%	27%	23%	19%	16%	22%	26%	15%	25%	20%	21%	26%	22%	18%	30%	19%	26%	25%	18%	24%	18%	17%	17%
7	54	24	21	45	7	12	32	7	10	26	19	23	8	22	15	13	26	21	12	20	43	3	8	11
	14%	13%	13%	13%	16%	16%	15%	7%	20%	12%	15%	15%	12%	13%	13%	13%	15%	16%	13%	12%	13%	7%	26%	15%
6	44	23	18	41	3	12	22	9	11	21	12	21	6	17	19	4	21	14	5	25	34	7	4	11
	11%	12%	11%	12%	8%	15%	11%	9%	24%	10%	9%	14%	9%	10%	15%	5%	12%	11%	6%	14%	10%	16%	13%	14%
5	66	35	27	62	4	14	42	9	8	31	26	27	7	32	22	14	30	22	12	31	50	8	6	14
	16%	19%	16%	17%	10%	18%	20%	9%	18%	14%	20%	17%	10%	19%	18%	14%	17%	17%	13%	18%	15%	19%	18%	19%
4	16	9	6	15	-	5	8	3	2	12	2	4	3	9	6	2	9	2	6	8	11	3	2	5
	4%	5%	4%	4%	-	6%	4%	3%	3%	5%	2%	2%	5%	5%	5%	2%	5%	2%	6%	4%	3%	8%	5%	6%
3	15	11	2	13	2	8	4	2	3	4	7	8	2	5	6	2	7	6	4	4	13	1	1	2
	4%	6%	1%	4%	4%	10%	2%	2%	7%	2%	6%	5%	3%	3%	5%	2%	4%	5%	5%	3%	4%	2%	2%	2%
2	11	8	2	10	1	5	4	1	1	3	6	4	1	6	5	1	5	4	1	6	7	3	1	4
	3%	4%	1%	3%	2%	6%	2%	1%	3%	1%	5%	2%	1%	4%	4%	1%	3%	3%	1%	3%	2%	8%	2%	5%
1	7	2	5	7	-	2	5	-	1	3	1	5	2	-	3	2	2	2	-	5	6	1	-	1
	2%	1%	3%	2%	-	2%	2%	-	3%	1%	1%	3%	3%	-	3%	2%	1%	2%	-	3%	2%	2%	-	1%
DON'T KNOW/REFUSED	2	1	-	1	-	1	1	-	-	1	1	1	-	-	1	-	-	-	-	1	1	-	1	1
	-	-	-	-	-	1%	-	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	3%	1%
MEAN	6.9	6.5	7.1	6.8	7.9	5.9	6.8	7.9	6.0	7.3	6.7	6.6	7.4	7.0	6.4	7.5	6.9	6.9	7.4	6.8	7.0	6.3	6.7	6.5

Table 13-3
QUESTION 8:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	66	11	47	19	14	15	25	10	7	14	42	24	11	15	11	14	20	13	8	3
--	17%	24%	16%	19%	15%	17%	20%	13%	6%	10%	41%	18%	9%	18%	15%	22%	33%	22%	22%	24%
8-10	186	21	129	57	41	44	62	26	30	66	76	80	45	43	30	27	42	36	19	4
----	46%	43%	43%	57%	45%	51%	50%	33%	24%	46%	76%	60%	38%	52%	43%	44%	70%	60%	51%	30%
5-7	164	22	132	32	38	31	46	43	68	66	20	41	54	29	30	29	15	22	17	8
---	41%	45%	44%	33%	42%	36%	37%	55%	54%	46%	20%	30%	45%	35%	43%	48%	24%	37%	43%	64%
1-4	49	5	38	10	10	11	16	9	26	12	4	13	20	11	10	5	4	2	2	1
---	12%	11%	13%	10%	12%	13%	13%	12%	21%	8%	4%	10%	16%	13%	14%	8%	6%	3%	6%	6%
9	30	2	21	9	7	10	9	5	4	12	12	13	14	6	6	3	3	7	3	-
	8%	5%	7%	9%	7%	11%	7%	6%	3%	8%	12%	9%	12%	8%	9%	5%	5%	12%	8%	-
8	89	7	60	28	21	20	28	11	18	40	23	44	20	22	13	10	19	16	8	1
	22%	14%	20%	29%	23%	22%	23%	14%	15%	28%	22%	32%	17%	26%	19%	17%	31%	26%	21%	6%
7	54	7	42	12	11	16	15	11	20	22	7	7	17	13	14	13	8	6	8	2
	14%	14%	14%	12%	12%	19%	12%	14%	16%	15%	7%	6%	14%	15%	19%	21%	14%	10%	22%	12%
6	44	3	35	10	12	6	15	9	15	20	7	12	15	8	7	7	3	8	5	2
	11%	7%	12%	10%	14%	7%	12%	12%	12%	14%	7%	9%	12%	9%	10%	11%	6%	14%	12%	12%
5	66	12	55	11	15	9	15	23	34	24	6	22	23	9	10	10	3	8	4	5
	16%	25%	18%	11%	17%	10%	12%	29%	27%	17%	6%	16%	19%	11%	14%	16%	5%	13%	9%	40%
4	16	4	12	4	2	1	9	3	8	3	-	4	5	3	5	3	-	-	2	-
	4%	8%	4%	4%	2%	1%	8%	4%	6%	2%	-	3%	4%	4%	7%	5%	-	-	4%	-
3	15	1	13	2	4	3	2	4	8	4	2	5	9	2	2	1	1	-	1	-
	4%	2%	4%	2%	5%	4%	2%	5%	6%	3%	2%	4%	7%	2%	2%	1%	2%	-	2%	-
2	11	1	9	2	2	3	4	2	6	3	-	2	5	3	3	1	1	-	-	1
	3%	2%	3%	2%	2%	4%	3%	3%	5%	2%	-	1%	4%	4%	5%	1%	1%	-	-	6%
1	7	-	5	1	3	4	-	-	4	1	2	2	-	3	-	-	1	2	-	-
	2%	-	2%	1%	4%	4%	-	-	3%	1%	2%	2%	-	4%	-	-	2%	3%	-	-
DON'T KNOW/REFUSED	2	-	2	-	1	1	-	-	2	-	-	-	2	-	-	-	-	-	-	-
	-	-	1%	-	1%	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-
MEAN	6.9	7.0	6.8	7.3	6.8	7.1	7.1	6.5	5.8	6.9	8.3	7.2	6.5	7.0	6.9	7.2	7.9	7.6	7.5	6.5

Table 13-4
QUESTION 8:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	66	39	14	18	10	13	14	41	18	4	4	26	23	17	21	28	26	34	25	18	17	19	31
--	17%	20%	11%	17%	13%	17%	21%	20%	15%	10%	11%	20%	12%	24%	12%	13%	13%	18%	16%	12%	11%	14%	16%
8-10	186	103	55	51	32	38	37	101	45	21	17	57	93	36	80	90	90	88	73	65	63	52	103
----	46%	52%	45%	49%	39%	48%	54%	50%	40%	51%	44%	45%	47%	49%	44%	44%	46%	48%	47%	42%	42%	38%	52%
5-7	164	66	52	46	42	30	25	73	57	15	17	53	82	26	80	89	79	75	61	76	69	68	72
---	41%	34%	43%	44%	52%	39%	36%	36%	50%	35%	43%	42%	42%	35%	45%	43%	40%	41%	40%	49%	46%	51%	36%
1-4	49	27	13	6	8	9	7	28	11	6	4	16	20	12	18	25	24	20	21	11	15	14	22
---	12%	14%	11%	6%	10%	11%	10%	14%	9%	13%	10%	13%	10%	17%	10%	12%	13%	11%	13%	7%	10%	10%	11%
9	30	14	12	6	6	6	10	14	8	3	5	13	15	2	16	15	14	12	15	11	11	7	23
	8%	7%	10%	6%	7%	7%	14%	7%	7%	7%	12%	10%	8%	3%	9%	7%	7%	7%	9%	7%	7%	6%	12%
8	89	49	29	26	16	18	13	47	19	14	9	18	55	16	42	47	50	42	33	36	36	25	48
	22%	25%	24%	25%	19%	24%	19%	23%	17%	34%	22%	14%	28%	22%	24%	23%	26%	23%	21%	24%	24%	19%	24%
7	54	28	18	13	11	10	9	22	24	4	5	18	25	10	30	28	28	23	23	26	23	23	25
	14%	14%	15%	12%	14%	13%	13%	11%	21%	11%	12%	14%	13%	14%	16%	14%	14%	12%	15%	17%	16%	17%	13%
6	44	18	12	8	11	5	5	22	15	4	2	12	26	7	17	30	19	19	15	17	19	20	17
	11%	9%	10%	7%	14%	7%	7%	11%	13%	10%	4%	10%	13%	9%	10%	14%	10%	10%	9%	11%	13%	14%	8%
5	66	20	21	25	20	15	11	29	19	6	11	23	32	9	33	31	32	34	24	33	26	26	30
	16%	10%	18%	24%	24%	20%	16%	14%	17%	15%	28%	18%	16%	12%	19%	15%	16%	18%	15%	21%	18%	19%	15%
4	16	14	5	2	-	2	1	11	4	-	1	6	5	5	4	11	8	8	6	4	4	3	8
	4%	7%	5%	2%	-	2%	2%	6%	3%	-	2%	5%	2%	7%	2%	5%	4%	4%	4%	2%	3%	2%	4%
3	15	4	4	2	6	4	1	8	2	3	2	5	6	4	6	5	6	5	7	2	4	5	4
	4%	2%	3%	1%	7%	5%	2%	4%	2%	6%	4%	4%	3%	5%	3%	3%	3%	3%	4%	1%	3%	4%	2%
2	11	6	2	1	1	3	2	4	3	2	2	5	4	2	6	4	5	5	5	3	3	4	9
	3%	3%	2%	1%	2%	4%	2%	2%	3%	5%	4%	4%	2%	2%	3%	2%	3%	3%	3%	2%	2%	3%	4%
1	7	3	1	2	1	-	2	4	2	1	-	-	5	2	3	5	5	2	3	2	4	2	2
	2%	1%	1%	2%	1%	-	3%	2%	2%	2%	-	-	3%	3%	1%	2%	3%	1%	2%	2%	3%	2%	1%
DON'T KNOW/REFUSED	2	1	1	2	-	1	-	-	1	-	1	1	1	-	2	2	2	2	-	2	2	1	1
	-	-	1%	2%	-	1%	-	-	1%	-	2%	1%	-	-	1%	1%	1%	1%	-	1%	1%	1%	-
MEAN	6.9	7.2	6.9	7.1	6.7	7.0	7.3	7.0	6.9	6.7	6.7	7.0	6.9	7.0	6.9	6.8	6.8	7.0	6.9	6.9	6.8	6.7	7.1

Table 13-5
QUESTION 8:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Overall inflation

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	49	8	6	8	10	9	7
--	16%	16%	13%	17%	20%	18%	14%
8-10	143	26	23	27	24	20	24
----	47%	48%	46%	53%	47%	41%	47%
5-7	123	22	15	18	22	23	24
---	40%	40%	29%	37%	43%	45%	47%
1-4	39	6	12	5	5	7	3
---	13%	12%	25%	10%	10%	14%	6%
9	30	6	4	8	3	2	6
	10%	12%	8%	17%	7%	5%	11%
8	64	11	12	10	10	9	11
	21%	21%	25%	20%	20%	18%	22%
7	42	11	4	3	8	7	10
	14%	19%	8%	7%	15%	14%	19%
6	25	6	2	5	6	2	4
	8%	10%	4%	10%	12%	5%	8%
5	56	6	8	10	9	14	10
	18%	10%	17%	20%	17%	27%	19%
4	15	4	4	3	1	-	3
	5%	6%	8%	7%	2%	-	6%
3	7	2	4	-	1	-	-
	2%	4%	8%	-	2%	-	-
2	13	1	2	2	2	7	-
	4%	1%	4%	3%	3%	14%	-
1	4	-	2	-	2	-	-
	1%	-	4%	-	3%	-	-
MEAN	6.9	7.2	6.4	7.2	7.0	6.5	7.2

Table 14-1
QUESTION 9:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	41	15	9	6	4	6	24	17	19	9	10	25	11	3	7	1	8	5	4	36	19	12	1	8
--	10%	11%	10%	13%	10%	7%	11%	10%	18%	7%	7%	12%	10%	5%	18%	1%	10%	7%	8%	10%	13%	9%	2%	10%
8-10	99	38	19	10	11	21	57	42	37	35	20	59	30	9	11	10	18	16	13	87	40	25	9	22
----	25%	28%	22%	22%	26%	24%	26%	24%	35%	27%	16%	29%	25%	12%	28%	15%	24%	24%	26%	25%	28%	20%	22%	29%
5-7	175	61	38	18	19	38	100	75	39	58	63	85	55	34	16	35	33	30	21	154	60	53	16	37
---	44%	45%	44%	38%	42%	46%	44%	43%	37%	44%	50%	42%	46%	46%	42%	51%	44%	46%	42%	44%	42%	42%	42%	49%
1-4	123	35	29	19	14	25	65	58	30	38	44	60	33	30	11	23	23	20	15	108	44	46	14	15
---	31%	26%	33%	40%	32%	30%	29%	33%	28%	29%	35%	29%	28%	41%	29%	33%	31%	30%	31%	31%	31%	37%	36%	20%
9	15	6	1	-	2	6	7	8	5	5	5	8	5	1	2	1	3	3	1	14	2	2	4	7
	4%	4%	1%	-	4%	7%	3%	4%	5%	3%	4%	4%	4%	2%	6%	1%	4%	4%	2%	4%	1%	2%	10%	9%
8	44	17	10	4	5	8	27	17	13	21	6	26	14	4	2	9	7	8	8	36	19	11	4	7
	11%	13%	11%	8%	11%	10%	12%	10%	12%	16%	4%	13%	12%	6%	4%	13%	10%	12%	16%	10%	13%	9%	11%	10%
7	53	20	11	6	7	9	30	22	16	17	16	30	15	8	6	8	10	10	10	43	19	16	6	9
	13%	15%	12%	13%	15%	11%	14%	13%	15%	13%	13%	15%	12%	10%	16%	11%	14%	15%	20%	12%	13%	13%	15%	12%
6	38	12	8	4	6	9	20	18	8	13	14	19	15	5	3	10	4	9	2	36	17	7	4	7
	10%	9%	9%	8%	13%	11%	9%	10%	7%	10%	11%	9%	12%	7%	9%	15%	5%	14%	4%	10%	12%	6%	10%	9%
5	84	29	20	8	6	20	50	35	16	28	33	36	25	21	7	17	19	11	9	75	25	29	7	22
	21%	22%	23%	17%	14%	24%	22%	20%	15%	21%	26%	18%	21%	29%	18%	25%	26%	17%	18%	21%	17%	23%	17%	28%
4	38	7	10	10	2	9	17	21	13	11	12	20	10	8	6	4	8	6	9	29	14	13	8	3
	9%	5%	11%	20%	5%	11%	7%	12%	12%	8%	10%	10%	8%	11%	16%	6%	10%	9%	19%	8%	10%	10%	19%	4%
3	43	16	8	5	4	10	23	20	9	9	19	16	13	14	5	8	8	4	2	41	14	19	3	7
	11%	11%	9%	10%	10%	12%	10%	11%	9%	7%	15%	8%	11%	19%	13%	12%	10%	6%	5%	12%	10%	15%	8%	9%
2	21	5	8	2	3	3	13	8	5	8	7	9	7	5	-	5	6	5	2	19	9	4	1	4
	5%	4%	9%	5%	7%	4%	6%	5%	4%	6%	5%	4%	6%	7%	-	7%	8%	7%	5%	5%	6%	3%	4%	5%
1	21	8	5	2	4	2	12	9	3	10	6	14	4	2	-	6	2	5	1	20	7	10	2	1
	5%	6%	5%	5%	10%	3%	6%	5%	3%	8%	5%	7%	4%	3%	-	8%	3%	8%	3%	6%	5%	8%	5%	2%
DON'T KNOW/REFUSED	2	2	1	-	-	-	2	-	-	1	-	-	2	1	-	-	1	-	-	2	-	1	-	2
	1%	1%	1%	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	1%	-	-	1%	-	1%	-	2%
MEAN	5.7	5.9	5.5	5.5	5.6	5.7	5.7	5.6	6.3	5.6	5.3	5.9	5.8	4.9	6.3	5.0	5.6	5.6	5.9	5.6	5.8	5.3	5.5	6.1

Table 14-2
QUESTION 9:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Recession

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	41	13	17	29	11	1	14	25	-	26	14	9	14	18	6	16	18	10	18	12	36	2	2	3
--	10%	7%	10%	8%	27%	2%	7%	25%	-	12%	11%	6%	20%	11%	5%	17%	10%	8%	21%	7%	11%	4%	6%	5%
8-10	99	31	43	74	25	2	39	55	2	66	30	24	28	47	16	33	50	28	33	39	90	5	4	9
----	25%	17%	26%	21%	61%	3%	19%	55%	5%	30%	23%	15%	40%	27%	13%	35%	28%	21%	37%	22%	28%	12%	13%	12%
5-7	175	76	84	160	12	32	99	38	22	91	59	76	33	65	53	40	79	56	29	89	140	20	13	34
---	44%	41%	50%	45%	28%	41%	48%	38%	48%	42%	46%	48%	47%	38%	43%	43%	44%	42%	32%	50%	43%	49%	43%	46%
1-4	123	78	40	117	4	44	66	7	23	61	39	56	8	58	53	20	49	48	27	47	93	16	13	30
---	31%	42%	24%	33%	11%	55%	32%	7%	48%	28%	30%	36%	12%	34%	43%	21%	27%	36%	30%	27%	29%	40%	42%	41%
9	15	6	9	15	-	1	7	6	1	8	6	7	3	5	4	5	6	5	1	9	13	-	1	1
	4%	3%	5%	4%	-	1%	3%	6%	1%	4%	5%	4%	4%	3%	3%	5%	3%	4%	1%	5%	4%	-	4%	2%
8	44	13	18	31	14	-	18	24	2	32	10	8	11	24	6	12	26	13	14	18	40	3	1	4
	11%	7%	11%	9%	33%	-	9%	24%	3%	14%	8%	5%	16%	14%	5%	13%	15%	10%	15%	10%	12%	8%	3%	6%
7	53	16	31	48	3	4	32	17	6	32	14	20	13	20	16	14	23	18	11	24	45	4	4	8
	13%	9%	19%	13%	7%	5%	16%	17%	13%	14%	10%	13%	19%	12%	13%	15%	13%	14%	12%	14%	14%	9%	12%	10%
6	38	19	15	34	4	7	24	7	4	23	11	22	2	14	16	4	16	13	2	23	33	2	3	5
	10%	10%	9%	10%	9%	9%	12%	7%	9%	10%	8%	14%	3%	8%	13%	4%	9%	10%	2%	13%	10%	5%	8%	7%
5	84	41	37	79	5	21	43	14	12	37	35	34	18	32	21	23	39	25	16	42	61	14	7	21
	21%	22%	22%	22%	12%	27%	21%	14%	26%	17%	27%	21%	26%	19%	17%	24%	22%	19%	18%	24%	19%	34%	23%	29%
4	38	23	13	36	2	10	24	3	3	20	15	17	3	18	15	6	16	19	5	14	30	2	6	8
	9%	12%	8%	10%	4%	12%	12%	3%	6%	9%	12%	11%	4%	10%	13%	6%	9%	15%	5%	8%	9%	6%	18%	11%
3	43	27	13	40	2	15	25	2	9	22	12	18	3	22	16	7	20	13	15	14	29	8	5	14
	11%	14%	8%	11%	4%	19%	12%	2%	18%	10%	9%	11%	4%	13%	13%	7%	11%	10%	17%	8%	9%	20%	17%	19%
2	21	12	9	21	-	7	14	-	4	10	8	9	1	12	10	3	9	6	4	10	16	3	2	5
	5%	7%	5%	6%	-	9%	7%	-	8%	4%	6%	6%	1%	7%	8%	3%	5%	5%	5%	6%	5%	8%	6%	7%
1	21	16	4	20	1	12	4	2	7	9	4	13	2	7	11	4	4	9	3	9	18	2	-	2
	5%	8%	3%	6%	3%	15%	2%	2%	16%	4%	3%	8%	3%	4%	9%	5%	2%	7%	3%	5%	6%	6%	-	3%
DON'T KNOW/REFUSED	2	1	1	2	-	1	1	1	-	2	1	1	1	-	1	1	-	-	1	1	2	-	1	1
	1%	-	-	-	-	1%	-	1%	-	1%	1%	1%	1%	-	1%	1%	-	-	1%	-	-	-	3%	1%
MEAN	5.7	5.0	6.0	5.5	7.4	3.9	5.5	7.5	4.2	6.0	5.6	5.2	6.8	5.6	4.9	6.3	5.9	5.4	6.1	5.6	5.8	4.7	5.1	4.9

Table 14-3
QUESTION 9:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Recession

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	41	3	26	14	7	11	16	6	1	6	33	15	4	14	5	9	13	9	5	2
--	10%	7%	9%	14%	7%	12%	13%	7%	1%	4%	33%	11%	3%	16%	7%	15%	21%	15%	12%	12%
8-10	99	15	62	38	24	25	32	12	4	23	69	38	15	26	13	22	23	28	8	4
----	25%	31%	21%	38%	26%	29%	26%	15%	3%	16%	69%	28%	12%	31%	19%	36%	39%	48%	22%	31%
5-7	175	22	134	41	41	34	56	36	47	86	24	67	54	35	34	25	23	23	17	7
---	44%	45%	45%	41%	46%	39%	46%	45%	38%	59%	24%	50%	45%	42%	48%	40%	37%	39%	45%	52%
1-4	123	11	102	21	25	27	35	30	73	35	7	29	50	22	22	14	14	8	13	2
---	31%	24%	34%	21%	27%	31%	28%	38%	58%	24%	7%	21%	41%	27%	32%	24%	23%	13%	33%	16%
9	15	2	12	3	7	3	2	1	1	5	7	9	3	2	1	4	2	6	-	-
	4%	3%	4%	3%	7%	3%	2%	1%	1%	4%	7%	6%	2%	3%	2%	6%	4%	10%	-	-
8	44	10	24	21	11	11	14	6	2	12	29	14	8	10	7	9	8	14	4	2
	11%	21%	8%	21%	12%	13%	12%	7%	2%	9%	29%	11%	7%	12%	10%	14%	14%	23%	10%	19%
7	53	7	35	17	14	13	19	6	10	26	12	23	12	14	13	6	12	8	5	1
	13%	15%	12%	17%	15%	14%	15%	8%	8%	18%	12%	17%	10%	17%	18%	9%	19%	14%	12%	5%
6	38	7	28	10	9	5	9	12	9	20	6	11	17	5	8	6	2	7	5	1
	10%	15%	9%	10%	10%	6%	7%	15%	7%	14%	6%	8%	14%	6%	12%	10%	4%	12%	13%	10%
5	84	8	71	13	18	16	28	18	28	40	6	33	25	16	13	13	9	8	8	5
	21%	16%	24%	13%	20%	19%	23%	22%	23%	28%	5%	25%	21%	19%	18%	22%	14%	13%	20%	37%
4	38	-	33	4	8	10	12	6	15	19	1	9	13	6	8	6	5	4	6	-
	9%	-	11%	4%	9%	12%	10%	8%	12%	13%	1%	7%	10%	7%	12%	10%	8%	6%	17%	-
3	43	5	33	10	8	5	12	14	27	9	4	11	20	6	7	5	5	2	5	2
	11%	11%	11%	10%	9%	6%	9%	18%	22%	6%	4%	8%	16%	8%	9%	8%	8%	4%	12%	12%
2	21	4	20	2	4	6	5	5	15	5	-	2	11	6	6	1	1	1	-	-
	5%	8%	6%	2%	4%	6%	4%	6%	12%	4%	-	2%	9%	7%	9%	1%	1%	3%	-	-
1	21	2	17	5	4	6	5	5	16	2	2	6	7	4	2	2	3	-	1	1
	5%	5%	6%	5%	5%	7%	4%	6%	13%	1%	2%	5%	6%	5%	2%	4%	5%	-	4%	5%
DON'T KNOW/REFUSED	2	-	2	-	1	1	-	1	2	-	-	-	2	-	1	-	1	-	-	-
	1%	-	1%	-	1%	1%	-	1%	1%	-	-	-	1%	-	1%	-	1%	-	-	-
MEAN	5.7	5.9	5.4	6.4	5.8	5.8	5.9	5.0	3.9	5.7	7.9	6.1	4.9	6.0	5.5	6.3	6.6	7.0	5.7	6.0

Table 14-4
QUESTION 9:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Recession

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	41	26	6	12	5	6	7	24	13	2	2	15	14	12	13	15	12	19	15	10	8	12	20
--	10%	13%	5%	11%	6%	8%	10%	12%	11%	5%	4%	11%	7%	16%	7%	7%	6%	10%	9%	7%	6%	9%	10%
8-10	99	62	22	21	22	19	14	58	24	4	14	35	44	21	39	49	42	46	36	30	27	28	47
----	25%	31%	19%	20%	26%	25%	20%	28%	21%	10%	36%	27%	22%	29%	22%	24%	21%	25%	23%	19%	18%	21%	24%
5-7	175	83	49	50	38	36	39	88	57	18	11	47	90	36	76	92	87	84	74	68	72	58	88
---	44%	42%	40%	48%	46%	47%	58%	44%	50%	43%	29%	37%	46%	48%	42%	45%	45%	45%	48%	44%	48%	43%	45%
1-4	123	50	49	32	22	22	15	55	33	20	13	45	61	17	63	63	63	54	45	53	48	47	62
---	31%	26%	41%	31%	27%	28%	22%	27%	29%	47%	34%	35%	31%	23%	35%	31%	33%	29%	29%	35%	32%	35%	31%
9	15	8	3	3	5	3	3	11	1	1	1	4	11	-	4	8	5	6	3	5	3	3	9
	4%	4%	2%	3%	6%	4%	4%	5%	1%	3%	4%	3%	6%	-	2%	4%	3%	3%	2%	3%	2%	2%	5%
8	44	28	13	6	12	9	4	23	10	1	11	16	18	9	21	25	25	22	18	15	15	13	18
	11%	14%	11%	6%	15%	12%	6%	11%	8%	2%	27%	13%	9%	13%	12%	12%	13%	12%	12%	9%	10%	9%	9%
7	53	28	14	15	12	11	15	29	14	5	5	11	29	12	22	27	28	25	25	20	19	16	28
	13%	14%	11%	14%	14%	15%	22%	14%	12%	11%	12%	9%	15%	17%	12%	13%	14%	13%	16%	13%	13%	12%	14%
6	38	16	11	13	11	9	8	18	15	4	1	13	21	4	19	25	25	21	18	19	18	12	21
	10%	8%	9%	12%	13%	11%	12%	9%	13%	10%	2%	10%	11%	5%	11%	12%	13%	11%	12%	13%	12%	9%	11%
5	84	39	24	22	16	16	16	41	28	9	6	22	39	19	35	40	35	38	31	29	35	30	39
	21%	20%	20%	21%	19%	21%	24%	20%	24%	22%	15%	18%	20%	26%	20%	20%	18%	20%	20%	19%	23%	22%	20%
4	38	17	14	9	8	6	5	20	12	5	1	16	19	3	18	22	18	19	13	13	13	11	18
	9%	9%	11%	9%	10%	8%	8%	10%	11%	12%	2%	13%	10%	4%	10%	11%	9%	10%	8%	8%	9%	8%	9%
3	43	20	23	7	8	5	4	16	12	9	5	13	23	7	26	20	18	13	15	16	18	17	23
	11%	10%	19%	7%	10%	6%	6%	8%	10%	22%	14%	10%	12%	10%	14%	10%	9%	7%	9%	10%	12%	12%	12%
2	21	8	7	8	3	5	2	10	2	4	5	11	8	2	11	12	13	12	11	12	10	12	15
	5%	4%	6%	8%	4%	7%	2%	5%	2%	9%	13%	9%	4%	2%	6%	6%	7%	7%	7%	8%	7%	9%	7%
1	21	5	5	7	3	5	5	10	6	2	2	5	12	5	8	9	13	9	6	12	7	7	6
	5%	3%	4%	7%	4%	6%	7%	5%	6%	4%	4%	4%	6%	7%	5%	4%	7%	5%	4%	8%	5%	5%	3%
DON'T KNOW/REFUSED	2	2	1	2	-	1	-	1	1	-	1	1	2	-	2	2	2	2	1	2	2	2	1
	1%	1%	1%	2%	-	1%	-	-	1%	-	2%	1%	1%	-	1%	1%	1%	1%	-	2%	2%	1%	-
MEAN	5.7	6.1	5.2	5.5	5.8	5.7	5.9	5.9	5.6	4.8	5.6	5.6	5.6	6.0	5.4	5.6	5.4	5.7	5.7	5.3	5.3	5.4	5.7

Table 14-5
QUESTION 9:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Recession

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	30	6	6	5	3	5	6
--	10%	10%	13%	10%	7%	9%	11%
8-10	67	12	6	8	10	14	17
----	22%	22%	13%	17%	20%	27%	33%
5-7	139	22	19	28	23	20	26
---	45%	40%	38%	57%	45%	41%	53%
1-4	99	20	25	13	18	16	7
---	33%	38%	50%	27%	35%	32%	14%
9	11	1	-	-	3	2	6
	4%	1%	-	-	5%	5%	11%
8	26	6	-	3	4	7	6
	8%	10%	-	7%	8%	14%	11%
7	33	6	4	5	9	5	6
	11%	10%	8%	10%	17%	9%	11%
6	30	5	6	5	7	-	7
	10%	9%	13%	10%	13%	-	14%
5	75	11	8	18	8	16	14
	25%	21%	17%	37%	15%	32%	28%
4	32	6	8	8	4	5	1
	11%	10%	17%	17%	8%	9%	3%
3	31	8	6	3	6	7	-
	10%	16%	13%	7%	12%	14%	-
2	21	4	6	2	3	5	1
	7%	6%	13%	3%	7%	9%	3%
1	15	3	4	-	4	-	4
	5%	5%	8%	-	8%	-	8%
MEAN	5.5	5.4	4.8	5.6	5.4	5.6	6.3

Table 15-1
QUESTION 9X:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	127	48	25	14	11	29	73	54	44	35	37	68	38	20	17	27	26	16	11	116	54	38	13	20
--	32%	35%	28%	30%	24%	34%	33%	31%	41%	27%	29%	33%	32%	28%	46%	39%	35%	24%	23%	33%	37%	31%	32%	25%
8-10	222	74	52	26	22	48	126	96	65	68	74	112	66	43	26	36	45	32	18	204	87	74	21	34
----	55%	54%	59%	55%	50%	57%	56%	55%	61%	51%	58%	55%	55%	59%	69%	53%	60%	49%	37%	58%	61%	59%	53%	44%
5-7	122	36	31	10	15	31	67	55	30	43	36	63	38	19	5	24	21	22	21	101	42	28	14	30
---	31%	27%	35%	20%	33%	37%	30%	31%	28%	33%	28%	31%	32%	27%	14%	35%	28%	33%	43%	29%	29%	23%	35%	39%
1-4	54	24	5	12	7	5	29	25	11	21	17	28	15	10	7	8	8	11	9	45	15	22	5	11
---	14%	18%	6%	25%	17%	6%	13%	14%	11%	16%	14%	14%	13%	13%	17%	12%	10%	17%	19%	13%	11%	18%	12%	15%
9	32	9	8	3	2	9	18	14	3	16	11	16	10	6	1	3	4	6	2	30	12	9	4	5
	8%	7%	9%	7%	4%	11%	8%	8%	3%	12%	9%	8%	8%	9%	2%	4%	5%	9%	3%	9%	8%	8%	10%	6%
8	63	16	19	9	9	10	35	28	18	16	26	29	18	16	8	7	15	11	5	58	21	26	4	9
	16%	12%	21%	18%	21%	12%	16%	16%	17%	13%	21%	14%	15%	22%	21%	10%	20%	16%	11%	16%	15%	21%	11%	12%
7	50	22	6	5	7	10	28	21	8	19	18	23	18	8	1	11	11	6	8	41	13	16	6	13
	12%	17%	7%	10%	15%	12%	13%	12%	8%	15%	14%	11%	15%	11%	2%	15%	15%	10%	16%	12%	9%	13%	16%	17%
6	28	5	6	2	4	12	11	17	3	18	7	12	12	3	1	4	3	7	6	22	13	3	4	6
	7%	4%	7%	3%	8%	14%	5%	10%	3%	14%	5%	6%	10%	4%	3%	5%	4%	11%	13%	6%	9%	3%	10%	8%
5	44	9	19	3	4	9	28	17	19	6	12	28	8	9	3	10	7	9	7	37	15	9	4	10
	11%	6%	22%	7%	10%	11%	12%	9%	18%	5%	9%	14%	7%	12%	9%	14%	9%	13%	14%	11%	11%	7%	10%	14%
4	14	5	2	3	1	1	8	6	6	2	5	10	1	3	-	2	1	4	2	11	6	2	2	5
	3%	4%	3%	7%	3%	2%	3%	3%	6%	1%	4%	5%	1%	3%	-	3%	1%	6%	5%	3%	4%	1%	4%	6%
3	18	6	1	6	3	1	8	10	5	7	4	11	4	3	3	5	3	2	5	13	5	10	-	2
	4%	4%	2%	13%	6%	2%	3%	6%	4%	5%	3%	5%	3%	4%	9%	7%	4%	2%	9%	4%	4%	8%	-	3%
2	10	7	-	1	1	1	7	4	1	6	3	3	5	2	2	2	3	-	-	10	2	7	-	1
	3%	5%	-	2%	3%	2%	3%	2%	1%	4%	2%	1%	4%	2%	5%	2%	3%	-	-	3%	1%	5%	-	1%
1	12	6	2	2	2	1	8	5	-	6	5	5	5	2	1	-	2	6	2	10	2	3	3	4
	3%	4%	2%	3%	5%	1%	3%	3%	-	5%	4%	2%	4%	3%	4%	-	2%	9%	5%	3%	1%	3%	8%	5%
DON'T KNOW/REFUSED	2	2	-	-	-	-	2	-	-	-	-	-	1	1	-	-	1	-	-	2	-	-	-	2
	-	1%	-	-	-	-	1%	-	-	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	2%
MEAN	7.4	7.3	7.5	7.0	7.0	7.7	7.4	7.3	7.7	7.2	7.4	7.4	7.4	7.4	7.6	7.5	7.7	6.9	6.7	7.5	7.7	7.3	7.4	7.0

Table 15-2
QUESTION 9X:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	127	55	46	101	24	21	64	41	13	80	33	50	29	46	38	32	56	37	29	60	106	14	6	20
--	32%	29%	28%	29%	59%	27%	31%	41%	27%	37%	26%	32%	42%	27%	31%	34%	31%	29%	32%	34%	33%	34%	20%	28%
8-10	222	92	93	184	35	35	117	65	20	140	59	84	49	86	60	63	98	69	50	102	178	26	17	43
----	55%	49%	55%	52%	85%	44%	57%	65%	43%	64%	46%	54%	70%	50%	49%	66%	55%	53%	56%	58%	55%	62%	55%	59%
5-7	122	66	50	116	5	23	61	33	13	60	50	42	17	63	38	24	59	43	27	52	102	10	9	19
---	31%	35%	30%	33%	13%	29%	30%	33%	27%	27%	38%	27%	24%	37%	31%	25%	33%	33%	30%	29%	31%	24%	30%	27%
1-4	54	28	25	52	1	21	26	2	14	19	20	29	4	21	24	8	21	19	12	22	44	6	4	10
---	14%	15%	15%	15%	2%	26%	13%	2%	31%	9%	15%	19%	5%	12%	19%	8%	12%	14%	14%	12%	13%	14%	13%	13%
9	32	17	13	29	3	5	18	9	4	18	7	9	7	15	5	10	17	12	8	12	25	3	3	6
	8%	9%	7%	8%	7%	7%	9%	9%	8%	8%	6%	6%	11%	9%	4%	10%	10%	9%	9%	7%	8%	8%	10%	9%
8	63	20	34	54	8	8	36	15	4	41	18	25	13	25	16	21	25	19	14	30	47	8	8	16
	16%	11%	20%	15%	19%	10%	18%	15%	8%	19%	14%	16%	18%	15%	13%	22%	14%	15%	15%	17%	14%	20%	25%	22%
7	50	28	19	48	2	7	27	14	6	26	17	20	8	21	20	11	17	17	10	22	41	5	3	8
	12%	15%	12%	13%	5%	9%	13%	14%	12%	12%	13%	13%	12%	13%	17%	11%	10%	13%	11%	13%	13%	11%	10%	11%
6	28	18	10	28	-	6	13	8	4	9	16	11	1	17	9	3	17	15	2	12	25	2	2	3
	7%	10%	6%	8%	-	7%	7%	8%	8%	4%	12%	7%	1%	10%	7%	3%	9%	11%	2%	7%	8%	4%	5%	4%
5	44	19	21	40	3	10	21	12	3	24	17	11	8	25	8	10	25	11	15	18	36	4	5	9
	11%	10%	12%	11%	8%	12%	10%	12%	7%	11%	13%	7%	12%	15%	7%	11%	14%	9%	17%	10%	11%	9%	15%	12%
4	14	8	6	14	-	5	9	-	4	4	5	7	-	7	6	1	7	2	3	7	11	1	2	3
	3%	4%	3%	4%	-	6%	4%	-	8%	2%	4%	4%	-	4%	5%	1%	4%	2%	4%	4%	3%	2%	5%	3%
3	18	9	7	16	1	6	10	-	5	5	8	12	2	4	9	5	5	9	3	7	15	3	-	3
	4%	5%	4%	5%	2%	8%	5%	-	10%	2%	6%	8%	3%	2%	7%	5%	3%	7%	3%	4%	5%	8%	-	4%
2	10	5	5	10	-	3	5	1	4	3	3	4	2	5	2	2	6	3	3	4	8	1	1	2
	3%	3%	3%	3%	-	4%	2%	1%	9%	2%	2%	3%	2%	3%	2%	2%	4%	2%	4%	2%	2%	2%	3%	2%
1	12	6	6	12	-	7	2	1	2	6	4	6	-	6	7	1	3	5	3	5	10	1	1	2
	3%	3%	4%	3%	-	8%	1%	1%	4%	3%	3%	4%	-	4%	6%	1%	2%	4%	3%	3%	3%	2%	5%	3%
DON'T KNOW/REFUSED	2	1	-	1	-	1	1	-	-	1	1	1	-	-	1	-	-	-	-	1	1	-	1	1
	-	-	-	-	-	1%	-	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	3%	1%
MEAN	7.4	7.2	7.2	7.2	8.9	6.5	7.5	8.1	6.5	7.8	7.0	7.2	8.2	7.2	7.1	7.8	7.4	7.3	7.3	7.5	7.4	7.6	7.1	7.4

Table 15-3
QUESTION 9X:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	127	14	100	27	24	27	41	29	31	46	45	36	34	35	23	21	19	22	11	6
--	32%	29%	33%	27%	27%	30%	33%	37%	25%	32%	44%	27%	28%	42%	33%	34%	31%	38%	28%	48%
8-10	222	25	170	51	37	43	82	48	62	80	67	62	60	62	41	36	36	37	24	7
----	55%	52%	57%	52%	41%	50%	66%	62%	50%	56%	67%	46%	49%	74%	59%	58%	60%	63%	63%	54%
5-7	122	16	87	35	34	26	30	23	41	40	28	48	39	17	23	18	16	18	12	4
---	31%	34%	29%	36%	38%	30%	25%	29%	32%	28%	28%	36%	32%	21%	32%	30%	27%	31%	32%	27%
1-4	54	7	41	13	18	17	11	8	21	24	6	24	21	4	6	7	8	4	2	3
---	14%	14%	14%	13%	20%	19%	9%	10%	17%	16%	6%	18%	17%	5%	9%	12%	13%	6%	5%	20%
9	32	5	26	6	6	4	13	8	13	8	7	8	9	12	5	5	3	4	5	-
	8%	10%	9%	6%	7%	4%	10%	11%	10%	5%	7%	6%	8%	14%	7%	8%	5%	7%	12%	-
8	63	6	45	18	7	13	28	11	18	26	16	18	16	15	13	10	15	11	9	1
	16%	13%	15%	18%	7%	15%	23%	14%	15%	18%	15%	13%	13%	18%	19%	16%	24%	18%	23%	6%
7	50	5	35	15	16	13	10	7	18	14	13	21	14	11	10	7	4	11	8	1
	12%	10%	12%	15%	17%	15%	8%	9%	14%	9%	13%	16%	12%	13%	14%	12%	6%	18%	21%	9%
6	28	4	21	8	9	6	5	8	8	14	4	8	13	3	4	2	6	2	1	1
	7%	9%	7%	8%	10%	7%	4%	10%	6%	10%	4%	6%	10%	3%	6%	4%	10%	3%	3%	6%
5	44	7	31	13	10	7	15	8	14	13	11	19	12	4	9	9	7	6	3	2
	11%	15%	10%	13%	11%	8%	12%	10%	11%	9%	11%	14%	10%	5%	12%	14%	11%	10%	7%	12%
4	14	2	9	5	4	3	4	2	3	7	1	5	4	2	1	4	2	-	1	2
	3%	4%	3%	5%	5%	3%	3%	2%	3%	5%	1%	4%	4%	2%	1%	7%	3%	-	3%	13%
3	18	1	17	1	4	8	3	3	8	9	1	8	8	-	4	1	3	-	1	-
	4%	2%	6%	1%	5%	9%	3%	4%	6%	6%	1%	6%	7%	-	6%	1%	4%	-	2%	-
2	10	3	8	2	2	5	2	1	5	5	-	6	4	2	2	-	2	2	-	1
	3%	6%	3%	2%	3%	6%	1%	1%	4%	3%	-	4%	3%	2%	2%	-	3%	3%	-	6%
1	12	1	8	5	7	1	2	2	5	3	4	5	5	1	-	2	2	2	-	-
	3%	3%	3%	5%	8%	1%	2%	3%	4%	2%	4%	4%	4%	1%	-	4%	4%	4%	-	-
DON'T KNOW/REFUSED	2	-	2	-	1	1	-	-	2	-	-	-	2	-	-	-	-	-	-	-
	-	-	1%	-	1%	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-
MEAN	7.4	7.2	7.4	7.2	6.8	7.1	7.8	7.7	7.0	7.3	8.1	6.9	7.1	8.4	7.6	7.5	7.4	7.9	8.0	7.5

Table 15-4
QUESTION 9X:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	127	66	44	27	28	24	24	62	35	14	16	57	49	19	58	56	56	55	51	45	35	40	75
--	32%	33%	36%	26%	34%	31%	35%	31%	31%	34%	40%	45%	25%	25%	32%	27%	29%	30%	33%	29%	24%	30%	38%
8-10	222	113	73	61	45	46	38	108	67	23	23	87	89	45	104	108	101	98	85	75	64	69	119
----	55%	58%	61%	59%	54%	59%	56%	54%	59%	55%	58%	69%	45%	60%	58%	53%	52%	53%	54%	49%	43%	51%	60%
5-7	122	62	34	34	27	21	23	71	30	7	13	30	72	19	47	70	68	69	53	61	62	51	57
---	31%	32%	28%	33%	33%	27%	33%	35%	27%	17%	34%	23%	37%	26%	26%	34%	35%	37%	34%	39%	42%	38%	29%
1-4	54	20	12	7	11	10	7	22	16	12	3	9	34	10	27	26	24	17	18	17	22	14	20
---	14%	10%	10%	7%	13%	13%	11%	11%	14%	27%	6%	7%	18%	14%	15%	13%	12%	9%	12%	11%	14%	11%	10%
9	32	19	10	6	7	8	4	17	9	1	5	8	18	6	15	16	15	14	10	15	11	10	20
	8%	10%	8%	6%	9%	10%	6%	8%	8%	2%	12%	7%	9%	8%	8%	8%	8%	7%	6%	10%	7%	8%	10%
8	63	29	20	28	10	14	11	30	23	8	2	21	21	20	31	37	30	30	24	15	18	18	24
	16%	15%	16%	27%	12%	18%	16%	15%	20%	20%	6%	17%	11%	28%	17%	18%	15%	16%	15%	10%	12%	14%	12%
7	50	30	11	12	13	8	14	24	15	4	7	14	24	11	22	29	31	29	23	25	30	19	29
	12%	15%	9%	11%	16%	10%	20%	12%	13%	9%	18%	11%	12%	14%	12%	14%	16%	16%	15%	16%	20%	14%	14%
6	28	16	8	7	4	8	5	19	5	2	2	10	16	2	8	20	16	19	16	15	14	14	14
	7%	8%	7%	6%	5%	10%	7%	10%	4%	5%	5%	8%	8%	2%	5%	10%	8%	10%	11%	10%	10%	11%	7%
5	44	16	14	16	10	6	4	28	11	2	4	6	31	7	16	21	22	20	13	21	17	17	15
	11%	8%	12%	16%	12%	8%	5%	14%	9%	4%	10%	5%	16%	9%	9%	10%	11%	11%	9%	13%	11%	13%	8%
4	14	5	4	1	2	1	1	6	5	3	-	1	11	2	8	9	3	1	2	1	3	-	4
	3%	3%	3%	1%	2%	1%	1%	3%	4%	6%	-	1%	6%	2%	4%	5%	2%	-	1%	-	2%	-	2%
3	18	6	4	2	4	3	1	11	2	3	1	3	11	4	5	8	8	7	9	5	9	6	5
	4%	3%	3%	2%	4%	4%	2%	5%	2%	6%	2%	2%	6%	6%	3%	4%	4%	4%	6%	3%	6%	5%	2%
2	10	4	1	-	4	1	2	3	5	2	-	3	6	2	7	2	6	4	3	3	5	3	5
	3%	2%	1%	-	5%	1%	2%	1%	5%	6%	-	2%	3%	2%	4%	1%	3%	2%	2%	2%	3%	2%	3%
1	12	5	3	4	1	5	3	4	3	4	2	3	6	3	8	7	7	5	4	8	4	5	6
	3%	2%	3%	4%	2%	6%	5%	2%	3%	9%	4%	3%	3%	4%	4%	3%	4%	3%	3%	5%	3%	4%	3%
DON'T KNOW/REFUSED	2	1	1	2	-	1	-	-	1	-	1	1	1	-	2	2	2	2	-	2	2	1	1
	-	-	1%	2%	-	1%	-	-	1%	-	2%	1%	-	-	1%	1%	1%	1%	-	1%	1%	1%	-
MEAN	7.4	7.6	7.7	7.5	7.4	7.4	7.6	7.4	7.4	6.9	7.9	8.1	6.9	7.3	7.4	7.3	7.3	7.4	7.5	7.2	7.0	7.3	7.8

Table 15-5
QUESTION 9X:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Government policies and regulations

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	101	18	17	15	14	16	22
--	33%	32%	33%	30%	27%	32%	44%
8-10	163	32	27	20	25	25	35
----	53%	58%	54%	40%	48%	50%	69%
5-7	98	14	19	20	19	16	11
---	32%	26%	38%	40%	37%	32%	22%
1-4	43	8	4	10	8	9	4
---	14%	16%	8%	20%	15%	18%	8%
9	20	6	2	2	2	7	1
	7%	12%	4%	3%	3%	14%	3%
8	42	8	8	3	9	2	11
	14%	14%	17%	7%	18%	5%	22%
7	33	6	8	2	10	5	3
	11%	10%	17%	3%	20%	9%	6%
6	37	4	8	8	3	7	7
	12%	6%	17%	17%	7%	14%	14%
5	28	5	2	10	5	5	1
	9%	9%	4%	20%	10%	9%	3%
4	14	1	2	7	2	2	-
	5%	3%	4%	13%	3%	5%	-
3	19	4	2	3	2	5	3
	6%	8%	4%	7%	3%	9%	6%
2	5	1	-	-	1	2	-
	1%	3%	-	-	2%	5%	-
1	6	1	-	-	3	-	1
	2%	3%	-	-	7%	-	3%
MEAN	7.4	7.4	7.7	6.8	7.1	7.2	8.0

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.

Costs of health care

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	126	41	29	15	17	23	71	55	42	31	39	69	38	18	19	20	24	19	15	111	53	36	14	18
--	32%	30%	33%	32%	38%	28%	32%	32%	40%	24%	31%	34%	31%	25%	50%	29%	32%	28%	31%	32%	37%	29%	35%	23%
8-10	244	80	54	28	27	55	134	111	73	74	81	130	70	43	29	42	51	41	23	221	94	72	27	40
----	61%	59%	61%	58%	62%	66%	60%	63%	68%	56%	63%	64%	58%	60%	77%	61%	67%	63%	48%	63%	65%	59%	68%	53%
5-7	109	36	25	12	14	22	61	48	19	42	35	50	38	20	5	20	24	15	16	92	31	40	8	26
---	27%	27%	28%	25%	32%	26%	27%	27%	18%	32%	27%	24%	31%	27%	12%	30%	32%	22%	33%	26%	22%	33%	20%	34%
1-4	44	18	10	6	2	7	28	16	14	15	12	22	12	9	4	6	-	10	9	35	19	11	5	7
---	11%	13%	11%	13%	6%	8%	12%	9%	13%	12%	9%	11%	10%	12%	11%	9%	-	15%	18%	10%	13%	9%	12%	9%
9	35	8	7	6	4	11	15	20	10	14	10	21	8	6	2	4	9	8	1	33	15	8	3	8
	9%	6%	8%	12%	8%	13%	7%	11%	9%	10%	8%	10%	7%	8%	4%	5%	12%	12%	3%	9%	11%	6%	8%	10%
8	84	31	17	7	7	21	48	35	21	29	31	40	24	19	9	18	18	14	7	77	25	29	10	15
	21%	23%	20%	15%	15%	25%	22%	20%	20%	22%	25%	20%	20%	27%	23%	27%	23%	22%	14%	22%	18%	23%	25%	20%
7	46	12	10	9	7	9	22	24	8	16	19	17	16	13	2	7	16	3	9	37	15	17	3	11
	12%	9%	11%	18%	15%	11%	10%	14%	7%	12%	15%	8%	13%	18%	6%	10%	22%	5%	18%	11%	10%	14%	8%	14%
6	20	4	9	-	-	7	13	7	4	9	5	13	4	2	2	5	1	5	2	18	4	8	1	6
	5%	3%	10%	-	-	8%	6%	4%	4%	7%	4%	6%	4%	3%	6%	8%	1%	7%	5%	5%	3%	6%	2%	7%
5	42	20	6	3	7	6	26	17	8	17	12	20	18	5	-	8	7	6	5	37	12	16	4	9
	11%	14%	7%	7%	17%	7%	11%	10%	7%	13%	9%	10%	15%	6%	-	12%	9%	10%	10%	11%	8%	13%	10%	12%
4	9	3	2	3	-	1	5	4	2	1	6	2	2	6	1	1	-	3	1	8	3	3	1	2
	2%	3%	2%	7%	-	1%	2%	2%	2%	1%	4%	1%	1%	8%	2%	1%	-	5%	2%	2%	2%	2%	2%	2%
3	12	6	2	2	2	-	8	4	3	6	2	6	2	2	1	4	-	-	4	8	3	5	1	2
	3%	4%	3%	3%	4%	-	4%	2%	3%	5%	2%	3%	2%	3%	2%	6%	-	-	9%	2%	2%	4%	2%	3%
2	12	7	2	-	1	3	8	4	4	3	4	5	6	1	2	2	-	2	2	10	6	2	3	2
	3%	5%	2%	-	1%	4%	4%	2%	4%	2%	3%	2%	5%	1%	6%	2%	-	3%	5%	3%	4%	1%	8%	2%
1	11	2	5	2	-	3	6	5	5	5	-	10	1	-	-	-	-	5	2	9	7	2	-	2
	3%	1%	5%	3%	-	4%	3%	3%	5%	4%	-	5%	1%	-	-	-	-	7%	3%	3%	5%	1%	-	2%
DON'T KNOW/REFUSED	3	2	-	2	-	-	2	2	-	-	-	2	1	1	-	-	1	-	-	3	-	-	-	3
	1%	1%	-	3%	-	-	1%	1%	-	-	-	1%	1%	1%	-	-	1%	-	-	1%	-	-	-	4%
MEAN	7.6	7.4	7.6	7.7	7.9	7.7	7.4	7.7	7.7	7.3	7.8	7.6	7.5	7.6	8.3	7.6	8.3	7.3	7.1	7.6	7.7	7.5	7.7	7.4

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.

Costs of health care

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	126	47	57	104	21	20	61	41	12	78	33	37	33	56	28	39	59	27	35	64	107	14	4	18
--	32%	25%	34%	29%	50%	25%	30%	41%	26%	35%	26%	23%	46%	33%	23%	42%	33%	21%	39%	36%	33%	34%	12%	25%
8-10	244	103	106	209	32	42	129	67	23	149	69	88	51	104	70	70	104	62	63	119	200	28	16	43
----	61%	55%	63%	59%	78%	53%	63%	67%	49%	68%	53%	56%	73%	61%	57%	74%	59%	47%	70%	67%	62%	67%	50%	60%
5-7	109	58	47	105	3	20	60	24	17	53	39	48	15	44	38	21	47	49	19	39	88	8	12	20
---	27%	31%	28%	30%	7%	25%	29%	24%	35%	24%	30%	31%	22%	26%	31%	22%	26%	37%	22%	22%	27%	19%	38%	27%
1-4	44	23	15	38	6	16	15	7	6	17	20	19	4	21	14	3	25	20	6	18	34	6	3	9
---	11%	12%	9%	11%	15%	20%	7%	7%	12%	8%	16%	12%	5%	12%	11%	3%	14%	15%	6%	10%	10%	14%	10%	12%
9	35	20	12	32	2	8	19	7	5	19	11	17	2	15	10	9	16	10	7	18	29	3	3	6
	9%	11%	7%	9%	6%	10%	9%	7%	10%	9%	8%	11%	3%	9%	8%	10%	9%	8%	8%	10%	9%	7%	10%	8%
8	84	35	37	72	9	15	49	19	6	52	25	34	16	33	32	22	30	25	21	37	64	11	9	19
	21%	19%	22%	20%	23%	18%	24%	19%	13%	24%	20%	22%	23%	19%	26%	23%	17%	19%	23%	21%	20%	26%	28%	27%
7	46	22	21	44	3	8	27	11	5	25	15	16	10	20	12	15	20	20	13	13	33	5	7	13
	12%	12%	13%	12%	7%	10%	13%	11%	10%	12%	12%	10%	15%	12%	9%	15%	11%	15%	15%	8%	10%	13%	23%	18%
6	20	14	6	20	-	5	12	4	6	10	5	11	2	7	10	-	8	8	1	10	17	1	2	2
	5%	8%	4%	6%	-	6%	6%	4%	12%	5%	4%	7%	2%	4%	8%	-	5%	6%	1%	6%	5%	2%	5%	3%
5	42	22	20	41	-	8	21	9	6	17	19	21	3	17	17	7	18	21	6	15	38	2	3	5
	11%	12%	12%	12%	-	10%	10%	9%	13%	8%	15%	14%	5%	10%	14%	7%	10%	16%	6%	9%	12%	4%	10%	6%
4	9	4	4	8	1	5	3	1	-	3	6	6	-	3	1	1	7	5	1	3	3	3	2	6
	2%	2%	2%	2%	2%	6%	2%	1%	-	1%	5%	4%	-	2%	1%	1%	4%	4%	1%	2%	1%	8%	8%	8%
3	12	6	4	10	2	6	5	1	2	5	4	4	1	7	6	1	5	7	-	5	9	2	1	2
	3%	3%	2%	3%	5%	7%	2%	1%	5%	2%	3%	2%	2%	4%	5%	1%	3%	5%	-	3%	3%	4%	2%	3%
2	12	7	3	10	2	4	5	3	1	6	5	6	1	5	6	1	5	2	3	7	11	1	-	1
	3%	4%	2%	3%	6%	5%	2%	3%	2%	3%	4%	4%	1%	3%	5%	1%	3%	1%	4%	4%	3%	2%	-	1%
1	11	7	3	10	1	2	2	2	2	3	5	3	2	6	2	-	8	7	2	2	11	-	-	-
	3%	4%	2%	3%	2%	2%	1%	2%	5%	1%	4%	2%	2%	4%	1%	-	4%	5%	2%	1%	3%	-	-	-
DON'T KNOW/REFUSED	3	2	-	2	-	1	1	2	2	1	1	1	-	2	1	-	2	-	2	1	2	-	1	1
	1%	1%	-	1%	-	1%	-	2%	3%	-	1%	1%	-	1%	1%	-	1%	-	2%	-	1%	-	3%	1%
MEAN	7.6	7.3	7.7	7.5	8.2	7.0	7.7	8.0	7.2	7.9	7.1	7.3	8.3	7.6	7.2	8.4	7.4	6.9	8.1	7.8	7.6	7.8	7.3	7.6

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.

Costs of health care

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	126	21	94	33	24	27	43	24	27	46	45	37	30	26	35	26	23	17	15	3
--	32%	44%	31%	33%	26%	30%	35%	31%	22%	32%	45%	27%	24%	31%	50%	43%	38%	29%	40%	23%
8-10	244	31	184	60	43	53	86	50	75	90	68	77	71	51	61	40	42	32	27	8
----	61%	66%	61%	61%	48%	61%	70%	64%	59%	63%	67%	57%	59%	61%	88%	66%	70%	55%	69%	59%
5-7	109	11	85	24	29	24	31	19	33	38	26	36	36	25	8	10	14	23	12	4
---	27%	22%	28%	24%	32%	27%	25%	24%	26%	26%	25%	27%	30%	30%	11%	17%	24%	39%	31%	27%
1-4	44	6	30	13	15	10	6	9	16	16	6	21	12	7	1	11	4	4	-	2
---	11%	12%	10%	13%	17%	11%	5%	12%	13%	11%	6%	16%	10%	9%	1%	17%	7%	6%	-	13%
9	35	3	30	4	5	7	17	6	14	12	7	12	14	7	11	3	4	2	4	1
	9%	7%	10%	4%	5%	8%	14%	7%	11%	8%	7%	9%	11%	9%	15%	5%	6%	4%	10%	6%
8	84	7	60	23	15	20	25	20	34	32	16	28	28	17	16	11	16	13	7	4
	21%	16%	20%	24%	16%	22%	20%	26%	27%	22%	16%	21%	23%	21%	23%	18%	26%	22%	19%	31%
7	46	4	37	9	13	8	16	8	16	16	12	13	18	10	6	6	7	13	4	1
	12%	8%	12%	10%	14%	9%	13%	10%	12%	11%	12%	10%	15%	12%	8%	11%	12%	22%	10%	10%
6	20	3	13	7	5	2	8	3	8	6	6	8	8	5	-	-	2	4	2	2
	5%	6%	4%	7%	5%	3%	6%	4%	6%	4%	6%	6%	6%	6%	-	-	3%	7%	6%	12%
5	42	4	35	7	12	13	7	8	10	17	8	15	11	10	2	4	5	6	6	1
	11%	8%	12%	7%	13%	15%	6%	10%	8%	11%	8%	11%	9%	12%	3%	6%	9%	10%	14%	6%
4	9	-	8	1	3	2	2	2	3	4	2	3	2	3	-	3	1	2	-	-
	2%	-	3%	1%	3%	3%	1%	2%	3%	3%	2%	2%	1%	3%	-	5%	1%	3%	-	-
3	12	3	10	2	4	2	2	2	6	4	1	9	5	-	1	3	1	-	-	2
	3%	6%	3%	2%	4%	3%	2%	3%	4%	3%	1%	6%	4%	-	1%	4%	1%	-	-	13%
2	12	2	5	7	4	3	2	2	5	4	2	6	3	4	-	2	1	1	-	-
	3%	5%	2%	7%	4%	4%	2%	2%	4%	3%	2%	4%	2%	5%	-	3%	1%	2%	-	-
1	11	1	7	4	4	2	-	4	2	4	2	4	2	1	-	3	2	1	-	-
	3%	2%	2%	4%	4%	2%	-	5%	2%	3%	2%	3%	1%	1%	-	5%	3%	1%	-	-
DON'T KNOW/REFUSED	3	-	2	2	2	1	-	-	2	-	2	-	2	-	-	-	-	-	-	-
	1%	-	1%	2%	3%	1%	-	-	1%	-	2%	-	1%	-	-	-	-	-	-	-
MEAN	7.6	7.8	7.6	7.4	7.0	7.5	8.1	7.5	7.4	7.6	8.2	7.2	7.5	7.6	8.9	7.7	8.0	7.6	8.3	7.3

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.

Costs of health care

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	126	65	39	37	23	21	21	65	37	11	13	39	65	22	56	64	58	60	46	40	36	34	77
--	32%	33%	33%	36%	28%	27%	30%	32%	32%	27%	33%	31%	33%	30%	31%	31%	30%	32%	30%	26%	24%	26%	39%
8-10	244	132	77	66	51	46	40	122	75	24	24	84	117	41	116	117	104	108	90	82	72	68	138
----	61%	67%	64%	64%	63%	59%	59%	60%	65%	57%	60%	66%	60%	56%	64%	57%	54%	58%	58%	53%	48%	50%	70%
5-7	109	43	34	26	23	21	22	58	26	14	9	30	53	25	44	63	65	57	48	54	61	49	47
---	27%	22%	28%	25%	28%	27%	32%	28%	23%	33%	24%	24%	27%	34%	24%	30%	33%	30%	31%	35%	41%	36%	24%
1-4	44	20	9	11	8	10	7	21	13	4	6	12	23	7	19	25	23	19	17	16	14	18	12
---	11%	10%	7%	10%	10%	12%	10%	11%	11%	10%	14%	9%	12%	10%	11%	12%	12%	10%	11%	11%	9%	13%	6%
9	35	19	14	8	10	10	4	18	11	4	2	17	14	3	15	18	11	13	10	9	10	10	21
	9%	10%	11%	7%	13%	14%	5%	9%	9%	8%	5%	14%	7%	4%	9%	9%	6%	7%	7%	6%	7%	7%	11%
8	84	48	24	21	18	14	16	38	28	9	9	28	38	16	45	35	35	36	34	33	26	23	40
	21%	25%	20%	20%	22%	18%	23%	19%	24%	22%	22%	22%	19%	22%	25%	17%	18%	19%	22%	22%	17%	17%	20%
7	46	20	20	15	8	5	10	21	12	6	7	15	22	9	24	27	28	20	17	27	23	20	25
	12%	10%	17%	14%	10%	7%	15%	10%	11%	14%	18%	12%	11%	12%	13%	13%	14%	11%	11%	18%	15%	15%	13%
6	20	8	5	1	5	6	6	12	6	1	1	8	9	3	7	14	16	14	10	10	10	8	9
	5%	4%	4%	1%	6%	8%	9%	6%	5%	3%	2%	6%	5%	4%	4%	7%	8%	8%	7%	6%	7%	6%	5%
5	42	15	9	10	10	10	5	24	8	7	2	7	22	13	13	21	21	22	21	17	28	21	13
	11%	8%	8%	9%	12%	13%	7%	12%	7%	16%	4%	6%	11%	18%	7%	10%	11%	12%	14%	11%	19%	15%	7%
4	9	5	1	2	2	1	1	3	4	1	1	-	7	1	4	6	4	4	2	4	6	6	2
	2%	3%	1%	2%	3%	1%	1%	2%	3%	2%	2%	-	3%	1%	2%	3%	2%	2%	2%	3%	4%	4%	1%
3	12	3	3	2	2	5	1	5	5	2	-	2	8	2	6	4	5	4	7	3	1	4	-
	3%	2%	2%	2%	2%	6%	1%	3%	4%	4%	-	2%	4%	2%	3%	2%	3%	2%	4%	2%	-	3%	-
2	12	8	3	3	1	2	3	6	4	-	2	5	3	4	5	10	6	5	5	4	6	6	5
	3%	4%	3%	3%	1%	3%	5%	3%	3%	-	6%	4%	2%	5%	3%	5%	3%	3%	3%	3%	4%	4%	3%
1	11	4	2	3	3	2	2	7	-	2	2	5	5	1	4	6	8	6	2	6	1	2	5
	3%	2%	2%	3%	4%	2%	3%	3%	-	4%	6%	4%	3%	1%	2%	3%	4%	3%	1%	4%	1%	2%	2%
DON'T KNOW/REFUSED	3	1	1	2	-	1	-	2	1	-	1	1	2	-	2	2	2	2	-	2	2	1	1
	1%	-	1%	2%	-	1%	-	1%	1%	-	2%	1%	1%	-	1%	1%	1%	1%	-	1%	1%	1%	-
MEAN	7.6	7.8	7.9	7.8	7.6	7.4	7.5	7.5	7.8	7.4	7.5	7.8	7.6	7.3	7.7	7.4	7.3	7.5	7.4	7.3	7.2	7.2	8.1

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.

Costs of health care

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	93	17	15	15	19	7	21
--	30%	31%	29%	30%	37%	14%	42%
8-10	192	34	27	28	33	36	33
----	63%	62%	54%	57%	65%	73%	67%
5-7	92	15	17	18	15	11	15
---	30%	27%	33%	37%	30%	23%	31%
1-4	21	5	6	3	3	2	1
---	7%	9%	13%	7%	5%	5%	3%
9	38	5	6	5	5	11	6
	13%	9%	13%	10%	10%	23%	11%
8	61	12	6	8	9	18	7
	20%	22%	13%	17%	18%	36%	14%
7	51	8	12	10	8	5	8
	17%	16%	25%	20%	15%	9%	17%
6	10	4	2	3	-	-	-
	3%	8%	4%	7%	-	-	-
5	31	2	2	5	8	7	7
	10%	4%	4%	10%	15%	14%	14%
4	12	1	6	2	-	2	-
	4%	3%	13%	3%	-	5%	-
3	2	1	-	-	2	-	-
	1%	1%	-	-	3%	-	-
2	3	2	-	-	1	-	-
	1%	4%	-	-	2%	-	-
1	4	1	-	2	-	-	1
	1%	1%	-	3%	-	-	3%
DON'T KNOW/REFUSED	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
MEAN	7.9	7.8	7.8	7.7	8.0	7.8	8.2

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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	49	17	12	4	7	9	29	20	14	16	17	24	16	8	7	15	5	2	11	38	25	12	5	4
--	12%	13%	14%	8%	16%	11%	13%	11%	13%	12%	13%	12%	13%	11%	18%	22%	7%	4%	23%	11%	18%	10%	13%	6%
8-10	158	58	35	15	18	32	93	65	39	59	50	85	50	22	17	31	27	26	22	136	64	53	19	16
----	39%	42%	40%	32%	41%	38%	41%	37%	37%	45%	39%	42%	42%	30%	44%	45%	36%	39%	45%	39%	45%	43%	48%	21%
5-7	178	54	39	20	24	42	93	85	43	53	65	80	56	41	17	30	40	31	22	156	52	57	15	47
---	45%	40%	44%	41%	54%	49%	42%	48%	40%	40%	51%	39%	46%	57%	45%	43%	53%	48%	46%	45%	36%	46%	38%	62%
1-4	57	21	14	11	1	11	34	23	22	19	13	34	13	9	4	8	6	8	5	52	26	13	5	8
---	14%	15%	15%	24%	3%	13%	15%	13%	20%	15%	10%	17%	11%	12%	11%	12%	8%	13%	10%	15%	18%	11%	13%	11%
9	32	11	6	5	3	7	17	15	7	8	13	13	13	5	4	3	7	7	1	31	12	10	4	3
	8%	8%	7%	10%	7%	8%	8%	8%	7%	6%	10%	6%	11%	7%	10%	4%	9%	11%	1%	9%	8%	8%	11%	4%
8	77	29	17	6	8	16	47	30	18	36	20	47	21	9	6	13	15	16	10	67	27	31	10	9
	19%	22%	20%	13%	18%	19%	21%	17%	17%	27%	16%	23%	17%	12%	16%	19%	20%	25%	20%	19%	19%	25%	24%	12%
7	71	17	13	11	12	17	30	41	11	19	32	24	26	20	7	14	13	13	6	64	19	23	9	19
	18%	13%	14%	23%	28%	21%	13%	23%	11%	15%	25%	12%	22%	27%	19%	21%	17%	20%	13%	18%	13%	18%	22%	24%
6	45	16	8	4	7	10	24	21	9	13	19	19	14	13	6	9	10	4	8	37	11	14	4	15
	11%	11%	9%	8%	16%	12%	11%	12%	9%	10%	15%	9%	12%	18%	16%	13%	14%	6%	18%	10%	8%	11%	10%	20%
5	63	22	18	5	4	14	40	23	22	20	14	38	15	9	4	7	17	14	7	55	22	20	2	14
	16%	16%	21%	10%	10%	16%	18%	13%	21%	15%	11%	18%	13%	12%	10%	10%	22%	21%	15%	16%	15%	16%	6%	18%
4	14	7	3	2	-	2	10	4	-	6	6	5	5	4	2	4	2	3	1	13	4	5	-	2
	3%	5%	3%	3%	-	3%	4%	2%	-	4%	5%	2%	4%	5%	4%	6%	2%	4%	2%	4%	3%	4%	-	3%
3	17	6	2	3	1	5	8	8	9	4	3	8	4	3	2	2	1	4	2	14	9	3	1	3
	4%	4%	3%	7%	1%	5%	4%	5%	8%	3%	3%	4%	3%	4%	4%	2%	1%	6%	5%	4%	6%	2%	2%	4%
2	14	5	3	5	-	1	8	6	6	5	2	10	3	1	-	2	-	1	-	14	6	4	2	1
	3%	4%	3%	10%	-	1%	4%	3%	6%	4%	1%	5%	3%	1%	-	4%	-	1%	-	4%	4%	3%	4%	1%
1	13	3	5	2	1	3	8	5	6	5	1	11	1	1	1	-	4	1	2	12	6	2	3	2
	3%	2%	6%	3%	1%	4%	4%	3%	6%	3%	1%	5%	1%	1%	2%	-	5%	1%	3%	3%	4%	1%	7%	3%
DON'T KNOW/REFUSED	6	3	-	2	1	-	3	3	3	-	-	5	1	1	-	-	2	-	-	6	2	-	-	5
	2%	3%	-	3%	3%	-	2%	2%	3%	-	-	2%	1%	1%	-	-	3%	-	-	2%	1%	-	-	6%
MEAN	6.6	6.7	6.5	6.2	7.3	6.7	6.6	6.7	6.2	6.7	7.0	6.4	7.0	6.7	7.1	7.1	6.6	6.6	7.0	6.6	6.7	6.8	6.9	6.3

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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	49	21	23	43	6	9	21	19	2	34	10	22	11	16	16	15	18	13	14	22	40	6	2	8
--	12%	11%	14%	12%	14%	11%	10%	19%	5%	16%	8%	14%	16%	9%	13%	16%	10%	10%	16%	12%	12%	15%	5%	11%
8-10	158	70	70	140	18	28	82	45	14	104	39	66	32	59	45	46	65	43	39	76	135	14	8	22
----	39%	38%	42%	40%	43%	35%	40%	45%	29%	47%	30%	42%	45%	35%	37%	49%	37%	33%	44%	43%	42%	34%	24%	30%
5-7	178	77	80	157	17	35	104	34	24	86	67	64	29	83	53	44	79	61	40	76	136	22	20	41
---	45%	41%	48%	44%	42%	45%	50%	34%	52%	39%	52%	41%	42%	49%	43%	46%	44%	47%	44%	43%	42%	53%	63%	57%
1-4	57	35	18	53	4	15	17	18	7	25	23	26	7	25	24	5	29	26	9	22	47	6	3	9
---	14%	19%	11%	15%	10%	19%	8%	18%	16%	12%	18%	16%	10%	15%	19%	5%	16%	20%	10%	12%	15%	13%	10%	12%
9	32	16	13	29	3	7	19	4	5	19	8	16	3	13	7	9	16	9	4	19	27	4	1	5
	8%	9%	8%	8%	8%	9%	9%	4%	10%	9%	6%	10%	5%	7%	5%	9%	9%	7%	4%	11%	8%	9%	5%	7%
8	77	34	34	68	9	12	41	22	7	51	20	28	17	31	23	22	30	21	21	35	68	4	5	9
	19%	18%	20%	19%	22%	15%	20%	22%	14%	23%	15%	18%	25%	18%	19%	24%	17%	16%	24%	20%	21%	10%	15%	12%
7	71	31	33	65	5	19	37	14	11	34	26	29	11	31	25	17	27	28	16	26	51	10	10	20
	18%	17%	20%	18%	12%	24%	18%	14%	23%	15%	20%	18%	15%	18%	20%	18%	15%	21%	18%	14%	16%	24%	33%	27%
6	45	23	13	36	7	6	30	6	8	19	18	16	7	20	14	12	18	17	9	19	32	9	4	13
	11%	12%	8%	10%	16%	7%	15%	6%	17%	9%	14%	10%	10%	12%	11%	13%	10%	13%	11%	11%	10%	21%	12%	18%
5	63	23	33	56	5	11	37	14	6	33	23	20	11	32	14	14	34	17	14	32	53	3	6	9
	16%	12%	20%	16%	13%	13%	18%	14%	12%	15%	17%	13%	16%	19%	11%	15%	19%	13%	16%	18%	16%	8%	18%	12%
4	14	10	4	14	-	5	6	1	3	5	6	10	-	4	10	-	4	8	2	4	10	2	2	4
	3%	5%	2%	4%	-	6%	3%	1%	5%	2%	4%	6%	-	2%	8%	-	2%	6%	2%	2%	3%	6%	5%	5%
3	17	8	6	14	3	5	3	9	2	6	9	4	5	7	4	3	10	6	5	5	12	2	2	3
	4%	4%	4%	4%	6%	6%	2%	9%	5%	3%	7%	3%	8%	4%	3%	3%	5%	4%	6%	3%	4%	4%	5%	4%
2	14	8	6	14	-	5	1	6	2	7	3	7	-	7	6	-	8	7	1	6	13	1	-	1
	3%	4%	3%	4%	-	6%	1%	6%	5%	3%	2%	4%	-	4%	5%	-	4%	6%	1%	3%	4%	2%	-	1%
1	13	9	2	12	2	1	6	2	-	8	5	5	2	6	4	2	8	5	2	7	12	1	-	1
	3%	5%	1%	3%	4%	1%	3%	2%	-	4%	4%	3%	2%	4%	3%	2%	4%	4%	2%	4%	4%	2%	-	1%
DON'T KNOW/REFUSED	6	4	-	4	2	1	3	3	2	4	1	1	2	3	1	-	5	2	2	2	5	-	1	1
	2%	2%	-	1%	4%	1%	1%	3%	3%	2%	1%	1%	3%	2%	1%	-	3%	1%	2%	1%	2%	-	3%	1%
MEAN	6.6	6.5	6.8	6.6	6.9	6.5	6.8	6.7	6.4	6.9	6.3	6.8	6.9	6.4	6.5	7.2	6.4	6.4	6.9	6.7	6.6	6.8	6.5	6.7

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

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	49	7	37	13	13	9	15	9	13	16	19	11	21	15	12	8	6	1	11	1
--	12%	16%	12%	13%	15%	11%	12%	12%	11%	11%	19%	8%	17%	18%	17%	12%	10%	3%	28%	10%
8-10	158	22	125	33	36	29	55	28	46	62	45	47	58	41	32	25	22	17	26	4
----	39%	47%	41%	33%	40%	33%	45%	36%	37%	43%	45%	35%	48%	50%	45%	41%	36%	29%	68%	29%
5-7	178	19	140	39	37	42	51	40	58	69	38	59	49	34	34	29	27	30	12	7
---	45%	39%	46%	39%	41%	48%	41%	51%	46%	48%	37%	44%	40%	41%	49%	47%	45%	51%	32%	53%
1-4	57	5	33	24	13	16	15	10	20	13	13	29	13	8	4	7	10	10	-	1
---	14%	11%	11%	24%	15%	18%	12%	13%	16%	9%	13%	22%	11%	10%	6%	12%	17%	16%	-	5%
9	32	6	25	7	5	6	10	5	9	13	7	10	15	6	12	6	1	4	7	-
	8%	13%	8%	7%	6%	7%	8%	6%	7%	9%	7%	7%	12%	8%	18%	9%	2%	6%	18%	-
8	77	9	63	14	18	13	31	14	24	32	19	26	22	19	7	12	15	12	8	2
	19%	18%	21%	14%	20%	15%	25%	18%	19%	22%	19%	20%	18%	23%	11%	20%	24%	20%	22%	19%
7	71	4	51	20	15	16	22	13	18	29	16	21	19	20	18	13	12	6	4	2
	18%	9%	17%	20%	17%	18%	18%	16%	14%	20%	16%	16%	16%	23%	26%	20%	20%	10%	11%	17%
6	45	2	33	12	9	16	10	10	18	17	9	15	14	4	13	9	4	13	1	2
	11%	3%	11%	12%	10%	18%	8%	12%	14%	12%	9%	11%	12%	5%	18%	14%	7%	22%	4%	12%
5	63	13	56	7	13	10	18	17	22	23	13	22	15	10	4	7	11	11	6	3
	16%	27%	18%	7%	15%	11%	15%	22%	18%	16%	12%	16%	13%	12%	5%	12%	18%	19%	17%	24%
4	14	-	10	4	3	4	4	3	6	6	1	6	6	2	-	1	5	1	-	-
	3%	-	3%	4%	3%	4%	3%	4%	5%	4%	1%	5%	5%	2%	-	1%	8%	1%	-	-
3	17	1	9	8	6	2	5	2	4	4	9	6	5	3	2	7	2	3	-	1
	4%	3%	3%	8%	7%	3%	4%	2%	3%	3%	9%	4%	4%	3%	3%	11%	4%	5%	-	5%
2	14	2	7	7	2	7	4	-	5	1	2	9	2	2	2	-	-	3	-	-
	3%	5%	2%	7%	3%	9%	3%	-	4%	1%	2%	7%	2%	2%	2%	-	-	5%	-	-
1	13	2	8	6	2	2	2	5	4	2	2	8	-	2	-	-	3	2	-	-
	3%	3%	3%	6%	3%	3%	2%	6%	4%	2%	2%	6%	-	3%	-	-	5%	4%	-	-
DON'T KNOW/REFUSED	6	1	3	3	4	1	2	-	2	-	5	-	2	-	-	-	1	2	-	2
	2%	3%	1%	3%	4%	1%	1%	-	1%	-	5%	-	1%	-	-	-	2%	3%	-	13%
MEAN	6.6	6.8	6.8	6.3	6.7	6.4	6.9	6.5	6.5	6.9	7.0	6.1	7.2	7.2	7.4	6.9	6.4	6.0	8.0	6.7

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				DIFFICULTY ATTRCT CAND		HIRING + DIFF		COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	49	29	24	16	8	5	10	17	14	10	9	31	14	4	30	26	24	29	23	27	19	20	41
--	12%	15%	20%	16%	10%	6%	14%	8%	13%	23%	22%	24%	7%	5%	17%	13%	12%	16%	15%	17%	13%	15%	21%
8-10	158	83	67	41	30	31	25	65	46	23	24	80	61	16	89	78	73	62	58	59	45	52	108
----	39%	42%	55%	40%	37%	40%	37%	32%	40%	56%	61%	63%	31%	22%	50%	38%	37%	33%	38%	38%	30%	39%	55%
5-7	178	84	44	45	36	39	39	90	58	16	14	36	99	41	78	91	89	92	74	73	87	63	78
---	45%	43%	37%	43%	43%	51%	56%	44%	51%	39%	35%	28%	50%	56%	43%	44%	46%	49%	48%	48%	58%	47%	40%
1-4	57	29	9	17	14	6	5	43	9	2	1	10	32	15	11	34	30	29	22	20	16	18	11
---	14%	15%	8%	16%	17%	8%	7%	21%	8%	5%	2%	8%	16%	20%	6%	17%	15%	16%	14%	13%	11%	13%	5%
9	32	16	15	9	8	8	5	14	10	4	3	15	15	2	16	17	15	12	3	12	8	7	24
	8%	8%	13%	8%	10%	10%	8%	7%	9%	10%	8%	12%	8%	2%	9%	8%	8%	6%	2%	8%	5%	5%	12%
8	77	38	28	16	15	19	10	34	21	9	12	34	32	11	43	36	34	21	32	20	18	24	43
	19%	20%	23%	16%	18%	24%	15%	17%	19%	23%	31%	27%	16%	15%	24%	17%	17%	11%	21%	13%	12%	18%	22%
7	71	41	18	19	14	15	18	30	27	9	4	15	41	15	37	40	35	35	30	29	32	26	34
	18%	21%	15%	18%	17%	20%	27%	15%	23%	22%	11%	12%	21%	20%	20%	19%	18%	19%	19%	19%	22%	19%	17%
6	45	14	11	11	6	8	12	21	14	6	3	10	25	9	22	23	26	25	18	19	23	17	18
	11%	7%	9%	10%	7%	10%	18%	10%	13%	15%	9%	8%	13%	13%	12%	11%	13%	13%	11%	12%	15%	12%	9%
5	63	29	14	15	16	16	8	38	17	1	6	12	32	17	20	28	29	32	26	26	32	20	27
	16%	15%	12%	15%	19%	21%	12%	19%	15%	2%	16%	9%	17%	23%	11%	14%	15%	17%	17%	17%	22%	15%	14%
4	14	7	3	4	2	1	2	7	5	1	-	3	10	1	5	10	8	9	6	8	8	7	2
	3%	4%	3%	4%	3%	1%	2%	3%	4%	2%	-	3%	5%	1%	3%	5%	4%	5%	4%	5%	6%	5%	1%
3	17	7	3	4	7	2	2	12	4	1	-	4	11	2	5	10	9	5	6	3	2	2	3
	4%	4%	2%	4%	9%	2%	4%	6%	3%	2%	-	3%	6%	2%	3%	5%	5%	3%	4%	2%	1%	2%	2%
2	14	6	1	3	2	2	1	12	-	1	1	2	5	8	1	6	9	8	7	3	3	5	2
	3%	3%	1%	2%	3%	3%	1%	6%	-	2%	2%	1%	2%	10%	1%	3%	5%	4%	4%	2%	2%	4%	1%
1	13	9	2	6	2	2	-	12	1	-	-	2	7	5	-	8	4	7	3	5	2	3	3
	3%	4%	2%	6%	3%	2%	-	6%	1%	-	-	1%	3%	7%	-	4%	2%	4%	2%	3%	1%	2%	2%
DON'T KNOW/REFUSED	6	1	1	2	2	1	-	5	1	-	1	1	4	1	2	3	3	3	1	2	2	2	1
	2%	-	1%	2%	2%	1%	-	2%	1%	-	2%	1%	2%	2%	1%	1%	2%	2%	1%	1%	1%	2%	-
MEAN	6.6	6.8	7.4	6.7	6.5	6.7	7.0	6.0	7.0	7.7	7.6	7.6	6.4	5.7	7.4	6.6	6.6	6.5	6.6	6.8	6.6	6.8	7.5

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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	33	8	4	3	6	5	7
--	11%	14%	8%	7%	12%	9%	14%
8-10	109	23	15	15	20	20	17
----	36%	43%	29%	30%	38%	41%	33%
5-7	149	24	19	27	29	23	28
---	49%	44%	38%	53%	57%	45%	56%
1-4	45	6	17	8	2	7	6
---	15%	12%	33%	17%	3%	14%	11%
9	25	5	2	5	5	2	6
	8%	9%	4%	10%	10%	5%	11%
8	52	11	8	7	9	14	4
	17%	19%	17%	13%	17%	27%	8%
7	62	11	10	8	14	7	11
	20%	21%	21%	17%	28%	14%	22%
6	42	6	2	8	9	9	8
	14%	10%	4%	17%	17%	18%	17%
5	44	7	6	10	6	7	8
	15%	13%	13%	20%	12%	14%	17%
4	14	1	6	2	-	2	3
	4%	1%	13%	3%	-	5%	6%
3	15	4	6	2	1	2	-
	5%	6%	13%	3%	2%	5%	-
2	6	2	2	-	-	2	-
	2%	4%	4%	-	-	5%	-
1	11	-	2	5	1	-	3
	4%	-	4%	10%	2%	-	6%
DON'T KNOW/REFUSED	2	1	-	-	1	-	-
	1%	1%	-	-	2%	-	-
MEAN	6.6	6.9	5.9	6.1	7.2	6.6	6.7

Table 18-1
QUESTION 12:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Attracting qualified workers

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	76	27	19	10	9	13	45	31	20	30	25	37	26	13	7	20	19	7	7	69	39	22	8	8
--	19%	20%	21%	20%	20%	15%	20%	18%	18%	22%	20%	18%	22%	18%	18%	29%	25%	11%	15%	20%	27%	18%	21%	10%
8-10	162	59	31	20	15	37	90	72	36	51	63	71	55	36	12	40	41	24	18	145	64	49	21	26
----	41%	44%	35%	41%	35%	44%	40%	41%	33%	38%	49%	35%	46%	50%	33%	58%	55%	36%	37%	41%	44%	39%	53%	34%
5-7	150	46	36	15	22	30	83	67	40	50	48	77	45	26	13	22	24	29	18	131	42	50	15	33
---	37%	34%	41%	32%	51%	35%	37%	38%	37%	38%	37%	38%	37%	36%	35%	31%	31%	45%	38%	37%	29%	40%	37%	44%
1-4	85	29	21	11	6	18	50	35	31	31	17	54	20	9	12	7	10	13	12	73	38	25	4	15
---	21%	22%	24%	24%	14%	21%	22%	20%	29%	24%	13%	26%	17%	13%	32%	10%	14%	19%	25%	21%	26%	20%	10%	19%
9	26	11	2	4	1	8	13	13	5	7	12	13	8	6	2	7	4	7	4	22	8	10	3	3
	7%	8%	3%	8%	1%	10%	6%	7%	5%	6%	9%	6%	6%	8%	4%	11%	5%	10%	8%	6%	6%	8%	8%	4%
8	60	22	10	6	6	16	31	28	11	14	26	21	21	18	4	13	19	10	7	53	17	16	10	15
	15%	16%	11%	13%	14%	19%	14%	16%	11%	10%	21%	10%	18%	24%	10%	19%	25%	15%	14%	15%	12%	13%	25%	19%
7	55	19	10	3	11	13	28	27	10	22	18	21	21	13	3	10	7	9	5	50	14	18	10	8
	14%	14%	11%	7%	24%	15%	13%	15%	9%	17%	14%	10%	17%	18%	7%	14%	9%	14%	11%	14%	10%	14%	26%	10%
6	34	7	11	3	6	7	18	16	9	12	11	21	6	6	2	2	9	7	10	24	10	14	1	8
	8%	5%	13%	7%	13%	8%	8%	9%	8%	9%	9%	10%	5%	9%	7%	3%	12%	10%	20%	7%	7%	12%	2%	10%
5	61	21	15	9	6	10	36	25	21	15	18	34	18	7	8	10	8	14	3	57	17	18	4	18
	15%	15%	17%	18%	14%	12%	16%	14%	20%	12%	14%	17%	15%	10%	21%	14%	10%	21%	7%	16%	12%	14%	9%	23%
4	22	7	5	2	2	6	11	10	6	11	4	14	5	2	3	3	3	3	6	16	11	8	-	3
	5%	5%	5%	5%	4%	7%	5%	6%	6%	8%	3%	7%	4%	2%	8%	4%	4%	5%	12%	5%	8%	6%	-	4%
3	31	9	12	2	1	8	21	10	9	11	8	17	8	5	6	1	5	5	3	28	12	9	1	6
	8%	6%	14%	3%	1%	9%	9%	6%	8%	8%	6%	9%	6%	6%	17%	1%	6%	7%	6%	8%	8%	7%	2%	8%
2	16	6	2	6	2	-	8	8	8	4	3	11	3	2	3	-	-	4	3	13	8	4	2	2
	4%	4%	3%	12%	4%	-	4%	4%	7%	3%	2%	5%	2%	2%	7%	-	-	6%	6%	4%	5%	4%	5%	2%
1	17	8	2	2	2	4	10	7	9	5	2	11	5	1	-	3	3	1	1	17	7	4	1	4
	4%	6%	2%	3%	4%	5%	4%	4%	8%	4%	2%	6%	4%	2%	-	5%	4%	1%	1%	5%	5%	3%	2%	5%
DON'T KNOW/REFUSED	2	1	-	2	-	-	1	2	-	-	-	2	-	1	-	-	-	-	-	2	-	-	-	2
	1%	1%	-	3%	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	-	1%	-	-	-	3%
MEAN	6.5	6.6	6.3	6.4	6.7	6.7	6.5	6.6	5.9	6.6	7.0	6.2	6.9	7.1	6.0	7.5	7.2	6.3	6.4	6.6	6.6	6.6	7.3	6.1

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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	76	36	32	67	9	15	37	23	5	45	25	33	15	29	21	17	38	19	23	35	63	9	5	13
--	19%	19%	19%	19%	23%	19%	18%	23%	11%	20%	19%	21%	22%	17%	17%	18%	21%	14%	26%	20%	20%	21%	14%	18%
8-10	162	82	62	145	15	38	82	39	19	87	54	69	26	65	56	32	72	51	41	69	126	20	16	36
----	41%	44%	37%	41%	37%	48%	40%	39%	40%	40%	42%	44%	36%	38%	45%	34%	41%	39%	46%	39%	39%	49%	51%	50%
5-7	150	68	65	133	15	22	83	37	21	79	49	56	33	59	41	47	61	54	27	67	122	15	11	26
---	37%	37%	39%	38%	36%	28%	41%	37%	45%	36%	38%	36%	47%	35%	34%	50%	34%	41%	30%	38%	38%	37%	35%	36%
1-4	85	33	40	73	11	18	40	23	6	54	25	30	11	44	25	16	43	25	20	40	74	6	4	9
---	21%	18%	24%	21%	27%	22%	19%	23%	12%	24%	20%	19%	16%	26%	20%	17%	24%	19%	22%	23%	23%	13%	12%	13%
9	26	19	7	26	-	9	13	3	6	10	10	18	1	7	9	3	13	13	3	10	21	3	3	6
	7%	10%	4%	7%	-	11%	7%	3%	13%	5%	8%	11%	1%	4%	7%	3%	8%	10%	4%	5%	6%	6%	10%	8%
8	60	28	24	51	6	14	31	13	7	32	19	19	10	29	25	11	20	19	14	25	42	9	8	18
	15%	15%	14%	15%	14%	18%	15%	13%	15%	15%	15%	12%	14%	17%	21%	12%	11%	15%	16%	14%	13%	22%	26%	24%
7	55	29	19	47	8	11	29	14	8	29	18	24	11	19	20	15	19	18	12	25	42	6	7	13
	14%	15%	11%	13%	19%	14%	14%	14%	16%	13%	14%	15%	15%	11%	17%	16%	11%	14%	13%	14%	13%	15%	22%	18%
6	34	11	21	32	2	4	24	5	6	16	11	13	11	10	10	13	11	14	5	14	27	5	1	6
	8%	6%	12%	9%	6%	5%	12%	5%	13%	7%	9%	9%	16%	6%	8%	14%	6%	10%	6%	8%	8%	13%	2%	9%
5	61	29	26	55	5	7	30	18	7	33	19	19	11	30	11	19	31	22	10	28	53	4	3	7
	15%	16%	15%	15%	12%	9%	15%	18%	16%	15%	15%	12%	16%	18%	9%	20%	17%	17%	11%	16%	16%	9%	10%	10%
4	22	8	13	21	-	4	17	2	1	17	4	10	1	11	6	2	13	7	1	13	19	1	1	2
	5%	4%	8%	6%	-	5%	8%	2%	2%	8%	3%	7%	1%	6%	5%	3%	7%	6%	2%	7%	6%	2%	2%	2%
3	31	11	17	27	3	5	15	8	3	16	12	10	4	17	7	8	14	5	11	14	25	2	2	5
	8%	6%	10%	8%	8%	7%	7%	8%	7%	7%	9%	6%	6%	10%	6%	8%	8%	4%	13%	8%	8%	6%	8%	6%
2	16	7	5	12	4	4	3	6	-	10	6	7	-	9	7	-	8	6	3	6	14	2	-	2
	4%	4%	3%	3%	9%	5%	2%	6%	-	4%	5%	4%	-	5%	6%	-	5%	5%	4%	4%	4%	4%	-	2%
1	17	7	6	13	4	5	5	7	2	11	4	3	6	8	4	5	8	6	4	7	16	1	1	1
	4%	4%	4%	4%	10%	6%	2%	7%	4%	5%	3%	2%	9%	4%	3%	6%	4%	5%	5%	4%	5%	2%	2%	2%
DON'T KNOW/REFUSED	2	2	-	2	-	1	-	2	2	-	1	1	-	2	1	-	2	-	2	1	2	-	1	1
	1%	1%	-	1%	-	1%	-	2%	3%	-	1%	1%	-	1%	1%	-	1%	-	2%	-	1%	-	3%	1%
MEAN	6.5	6.8	6.4	6.6	6.2	6.7	6.6	6.4	6.8	6.4	6.6	6.9	6.5	6.2	6.7	6.4	6.5	6.5	6.7	6.5	6.4	7.1	7.2	7.1

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

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	76	10	66	10	15	12	30	19	27	24	23	12	47	20	11	12	7	5	12	1
--	19%	20%	22%	10%	17%	13%	24%	24%	21%	17%	23%	9%	38%	24%	16%	19%	11%	9%	32%	11%
8-10	162	13	132	30	38	32	50	38	62	54	39	35	85	31	28	26	19	19	22	3
----	41%	27%	44%	31%	42%	37%	41%	49%	50%	37%	39%	26%	70%	37%	41%	43%	31%	32%	58%	22%
5-7	150	16	109	40	32	32	46	26	40	66	32	59	29	32	28	21	24	23	12	3
---	37%	33%	36%	41%	36%	37%	38%	34%	32%	46%	31%	44%	24%	39%	40%	35%	40%	39%	32%	26%
1-4	85	19	59	27	19	22	26	14	23	24	28	40	6	20	14	14	18	17	4	7
---	21%	40%	20%	27%	21%	25%	21%	17%	18%	17%	28%	30%	5%	24%	19%	22%	29%	29%	10%	51%
9	26	1	20	7	9	6	8	3	11	8	6	4	16	3	3	7	5	3	3	-
	7%	2%	7%	7%	10%	6%	6%	4%	8%	5%	6%	3%	13%	4%	5%	12%	8%	5%	8%	-
8	60	2	46	14	13	15	13	16	25	22	10	19	23	8	14	7	8	10	7	2
	15%	5%	15%	14%	15%	17%	10%	21%	20%	15%	10%	14%	19%	10%	20%	12%	13%	18%	18%	12%
7	55	5	39	16	10	6	18	15	13	30	9	23	15	14	11	8	8	5	4	1
	14%	11%	13%	16%	11%	7%	15%	20%	11%	21%	9%	17%	12%	17%	16%	14%	13%	9%	11%	6%
6	34	2	26	8	8	11	9	5	9	15	9	7	6	7	7	4	6	8	4	2
	8%	5%	9%	8%	9%	13%	8%	6%	7%	10%	9%	5%	5%	8%	10%	7%	10%	14%	9%	15%
5	61	9	44	16	15	15	19	6	18	21	13	29	8	11	10	9	10	9	5	1
	15%	18%	15%	17%	16%	18%	15%	8%	14%	15%	13%	21%	7%	13%	14%	14%	16%	16%	12%	6%
4	22	8	17	5	6	6	8	3	7	10	3	10	1	7	3	5	5	1	2	2
	5%	16%	6%	5%	6%	6%	6%	4%	5%	7%	3%	7%	1%	9%	4%	8%	8%	3%	4%	13%
3	31	7	19	12	8	5	8	7	9	7	12	12	2	6	6	7	8	8	2	2
	8%	15%	6%	12%	8%	5%	6%	9%	8%	5%	12%	9%	1%	8%	8%	11%	14%	13%	4%	18%
2	16	3	11	5	2	7	5	-	3	4	5	10	2	6	3	-	1	4	1	-
	4%	6%	4%	5%	3%	8%	4%	-	3%	3%	5%	7%	2%	7%	5%	-	1%	6%	2%	-
1	17	1	12	5	3	5	6	3	3	3	8	8	1	1	2	2	4	4	-	3
	4%	3%	4%	5%	3%	6%	4%	4%	3%	2%	8%	6%	1%	1%	3%	4%	6%	7%	-	20%
DON'T KNOW/REFUSED	2	-	1	2	2	1	-	-	1	-	2	-	1	-	-	-	-	-	-	-
	1%	-	-	2%	2%	1%	-	-	1%	-	2%	-	1%	-	-	-	-	-	-	-
MEAN	6.5	5.7	6.7	6.0	6.6	6.1	6.6	7.0	6.9	6.7	6.3	5.7	8.2	6.6	6.5	6.7	6.0	5.8	7.6	4.9

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				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	76	39	50	22	10	9	11	22	21	13	20	53	20	4	55	36	36	35	25	29	26	29	76
--	19%	20%	41%	21%	12%	12%	15%	11%	19%	32%	50%	42%	10%	5%	30%	17%	19%	19%	16%	19%	17%	21%	39%
8-10	162	77	86	44	23	33	31	55	46	26	35	94	62	7	107	74	85	79	60	69	58	58	162
----	41%	39%	72%	42%	28%	42%	45%	27%	40%	62%	89%	74%	31%	10%	59%	36%	44%	43%	38%	45%	39%	43%	82%
5-7	150	64	24	37	42	35	24	82	53	10	3	30	91	27	58	86	70	66	55	62	63	50	31
---	37%	33%	20%	35%	51%	45%	35%	41%	46%	23%	9%	24%	47%	36%	32%	42%	36%	35%	36%	40%	42%	37%	16%
1-4	85	54	10	23	17	10	13	63	15	6	1	3	41	40	14	46	38	40	40	22	28	26	4
---	21%	28%	9%	22%	21%	13%	19%	31%	13%	15%	2%	2%	21%	54%	8%	22%	19%	22%	26%	14%	18%	19%	2%
9	26	10	14	6	-	8	7	8	8	4	7	14	13	-	19	11	14	9	9	13	9	9	26
	7%	5%	12%	6%	-	11%	10%	4%	7%	9%	17%	11%	6%	-	10%	5%	7%	5%	6%	9%	6%	7%	13%
8	60	28	22	15	12	15	14	25	16	9	9	27	29	3	33	27	35	35	26	26	23	20	60
	15%	14%	19%	15%	15%	19%	20%	13%	14%	21%	23%	21%	15%	5%	19%	13%	18%	19%	17%	17%	16%	15%	30%
7	55	32	12	14	16	15	12	23	25	4	3	12	38	5	31	36	28	29	19	23	24	18	13
	14%	16%	10%	13%	19%	20%	17%	11%	22%	10%	7%	10%	20%	6%	17%	17%	15%	15%	12%	15%	16%	13%	6%
6	34	12	8	7	9	8	4	16	16	2	-	8	20	6	17	21	13	9	13	13	15	10	9
	8%	6%	7%	7%	11%	10%	6%	8%	14%	5%	-	6%	10%	9%	10%	10%	7%	5%	8%	9%	10%	7%	5%
5	61	21	4	16	18	12	8	43	12	3	1	11	33	16	10	29	29	28	24	26	24	22	10
	15%	11%	3%	16%	21%	15%	11%	21%	10%	8%	2%	8%	17%	21%	5%	14%	15%	15%	15%	17%	16%	16%	5%
4	22	18	1	5	4	4	6	16	4	2	-	3	10	9	2	11	8	8	10	5	5	5	1
	5%	9%	1%	5%	5%	5%	9%	8%	3%	4%	-	2%	5%	12%	1%	6%	4%	5%	7%	3%	3%	4%	-
3	31	17	7	11	7	1	5	17	10	3	1	-	18	11	10	18	15	16	15	11	14	8	1
	8%	9%	6%	10%	9%	1%	8%	8%	8%	7%	2%	-	9%	15%	6%	9%	8%	9%	10%	7%	9%	6%	-
2	16	10	1	2	3	4	1	14	-	2	-	-	7	9	1	6	9	10	7	2	4	6	2
	4%	5%	1%	2%	4%	5%	1%	7%	-	4%	-	-	3%	13%	-	3%	5%	5%	5%	1%	3%	4%	1%
1	17	9	1	5	3	2	1	16	2	-	-	-	6	11	1	10	5	6	8	5	5	7	1
	4%	4%	1%	5%	4%	2%	1%	8%	1%	-	-	-	3%	15%	-	5%	3%	3%	5%	3%	3%	5%	-
DON'T KNOW/REFUSED	2	1	-	1	-	-	-	2	1	-	-	-	2	-	1	1	1	1	-	1	1	1	-
	1%	-	-	1%	-	-	-	1%	1%	-	-	-	1%	-	-	-	-	-	-	1%	1%	1%	-
MEAN	6.5	6.4	8.2	6.6	6.1	6.8	6.9	5.6	7.0	7.5	9.0	8.4	6.2	4.2	7.8	6.4	6.7	6.6	6.2	6.9	6.6	6.7	8.5

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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	55	11	6	7	9	11	11
--	18%	19%	13%	13%	18%	23%	22%
8-10	135	27	19	20	19	23	28
----	44%	49%	38%	40%	37%	45%	56%
5-7	111	18	17	17	25	18	17
---	36%	34%	33%	33%	48%	36%	33%
1-4	59	8	15	13	8	9	6
---	19%	16%	29%	27%	15%	18%	11%
9	18	6	4	5	1	-	3
	6%	10%	8%	10%	2%	-	6%
8	61	11	8	8	9	11	14
	20%	19%	17%	17%	17%	23%	28%
7	36	6	-	5	12	5	8
	12%	12%	-	10%	23%	9%	17%
6	26	4	6	3	6	5	1
	8%	8%	13%	7%	12%	9%	3%
5	49	8	10	8	7	9	7
	16%	14%	21%	17%	13%	18%	14%
4	23	4	8	2	2	5	3
	7%	6%	17%	3%	3%	9%	6%
3	15	1	-	5	2	5	3
	5%	3%	-	10%	3%	9%	6%
2	10	2	4	2	2	-	-
	3%	4%	8%	3%	3%	-	-
1	11	1	2	5	3	-	-
	4%	3%	4%	10%	5%	-	-
DON'T KNOW/REFUSED	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
MEAN	6.7	7.0	6.0	6.1	6.7	6.8	7.4

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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	58	24	15	5	6	8	39	19	18	22	17	31	19	8	3	17	8	7	9	49	26	17	6	9
--	15%	18%	17%	10%	14%	10%	17%	11%	17%	17%	13%	15%	16%	10%	9%	25%	10%	11%	19%	14%	18%	14%	15%	11%
8-10	132	52	29	14	14	23	82	50	29	43	53	57	49	25	8	32	30	18	11	121	45	39	19	24
----	33%	39%	33%	28%	31%	28%	36%	29%	27%	33%	41%	28%	41%	34%	22%	47%	40%	27%	24%	34%	31%	31%	48%	32%
5-7	138	45	29	12	19	34	74	65	36	48	45	66	39	32	17	18	29	20	18	121	47	48	16	23
---	35%	33%	33%	25%	42%	41%	33%	37%	33%	37%	35%	33%	33%	44%	44%	27%	39%	31%	36%	34%	33%	39%	41%	31%
1-4	125	38	30	19	11	27	68	56	40	40	30	76	32	15	13	18	15	28	19	105	50	38	4	25
---	31%	28%	34%	40%	24%	32%	30%	32%	37%	31%	23%	37%	26%	20%	34%	27%	19%	42%	40%	30%	35%	30%	11%	33%
9	17	9	2	2	1	3	11	6	2	4	9	5	8	3	1	2	2	6	-	17	3	3	4	2
	4%	6%	2%	3%	3%	4%	5%	3%	2%	3%	7%	3%	7%	4%	2%	3%	3%	9%	-	5%	2%	3%	11%	3%
8	57	20	12	7	6	12	32	25	9	17	27	21	22	14	4	12	20	5	2	55	15	18	8	13
	14%	15%	14%	15%	14%	14%	14%	14%	8%	13%	21%	10%	18%	19%	11%	18%	26%	7%	5%	16%	11%	14%	21%	17%
7	45	15	7	5	8	10	22	23	11	15	16	21	11	13	7	9	8	6	7	38	13	15	7	10
	11%	11%	8%	10%	18%	12%	10%	13%	10%	11%	12%	10%	9%	17%	18%	13%	11%	9%	14%	11%	9%	12%	19%	13%
6	33	8	11	2	1	11	19	14	3	16	13	13	10	11	4	4	7	4	2	31	9	15	5	4
	8%	6%	13%	3%	3%	14%	9%	8%	3%	12%	10%	6%	8%	15%	10%	5%	9%	6%	4%	9%	6%	12%	12%	5%
5	60	22	10	6	9	13	32	28	21	18	16	33	18	9	6	5	15	11	8	51	26	17	4	10
	15%	16%	11%	12%	21%	15%	14%	16%	20%	14%	13%	16%	15%	12%	15%	8%	20%	16%	18%	15%	18%	14%	10%	13%
4	19	7	3	5	1	4	10	9	4	6	6	7	9	2	2	4	3	6	1	17	9	7	-	2
	5%	5%	3%	10%	1%	4%	4%	5%	4%	5%	5%	3%	8%	3%	6%	6%	4%	10%	3%	5%	6%	5%	-	3%
3	45	11	14	6	4	10	26	19	6	19	14	25	10	8	10	8	4	8	9	35	12	16	1	12
	11%	8%	16%	12%	8%	12%	11%	11%	6%	14%	11%	12%	9%	11%	26%	12%	5%	13%	18%	10%	9%	13%	2%	15%
2	37	13	7	7	4	6	20	18	16	12	6	27	8	3	1	5	5	11	5	32	16	12	2	6
	9%	10%	8%	15%	10%	7%	9%	10%	15%	9%	5%	13%	6%	4%	2%	7%	6%	17%	11%	9%	11%	9%	6%	8%
1	23	7	6	2	2	7	13	10	13	3	4	17	4	2	-	2	3	2	4	20	13	3	1	6
	6%	5%	7%	3%	4%	8%	6%	6%	12%	2%	3%	8%	4%	2%	-	2%	4%	3%	7%	6%	9%	3%	4%	7%
DON'T KNOW/REFUSED	5	1	-	3	1	-	1	5	3	-	-	5	-	1	-	-	1	-	-	5	2	-	-	4
	1%	1%	-	7%	3%	-	-	3%	3%	-	-	2%	-	1%	-	-	2%	-	-	2%	1%	-	-	5%
MEAN	5.9	6.1	5.8	5.4	6.0	5.6	6.0	5.7	5.3	6.0	6.4	5.4	6.3	6.3	5.7	6.7	6.3	5.4	5.4	5.9	5.6	5.9	7.0	5.7
ATTRACT/RETAIN (8-10)	198	75	40	22	18	43	115	83	42	65	75	88	68	42	16	42	49	29	20	177	71	62	25	35
EITHER OR	49%	55%	45%	46%	41%	51%	51%	47%	40%	50%	58%	43%	56%	57%	42%	62%	65%	45%	42%	51%	49%	50%	63%	45%

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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	58	26	21	48	11	10	29	19	6	35	14	26	16	16	19	15	25	12	15	32	50	4	4	8
--	15%	14%	13%	14%	26%	13%	14%	19%	14%	16%	11%	17%	22%	10%	15%	16%	14%	9%	16%	18%	15%	9%	12%	10%
8-10	132	66	47	113	18	27	69	32	19	72	38	56	26	48	45	31	55	33	37	61	106	14	11	25
----	33%	36%	28%	32%	43%	34%	33%	32%	41%	33%	30%	36%	38%	28%	36%	33%	31%	25%	41%	34%	33%	34%	35%	34%
5-7	138	48	75	124	12	26	71	39	10	86	41	50	29	58	39	40	58	48	25	64	106	18	14	32
---	35%	26%	45%	35%	30%	33%	35%	39%	21%	39%	32%	32%	41%	34%	32%	43%	32%	37%	28%	36%	33%	44%	45%	44%
1-4	125	66	46	112	11	25	64	26	16	60	48	50	15	60	37	23	61	49	26	50	107	9	5	15
---	31%	36%	27%	32%	27%	32%	31%	26%	34%	27%	37%	32%	21%	35%	31%	24%	34%	37%	30%	28%	33%	23%	17%	20%
9	17	8	6	14	3	5	6	5	3	7	6	7	1	7	7	2	7	5	4	8	13	-	3	3
	4%	4%	4%	4%	7%	6%	3%	5%	7%	3%	5%	5%	2%	4%	6%	2%	4%	3%	4%	5%	4%	-	10%	4%
8	57	32	19	51	4	12	33	9	10	30	17	23	9	24	19	15	23	16	18	21	43	10	4	14
	14%	17%	11%	15%	10%	15%	16%	9%	21%	14%	13%	15%	13%	14%	15%	16%	13%	12%	20%	12%	13%	25%	13%	19%
7	45	16	23	40	4	7	24	14	3	26	16	17	9	17	18	9	17	19	6	18	32	7	5	13
	11%	9%	14%	11%	11%	8%	12%	14%	7%	12%	12%	11%	13%	10%	15%	10%	9%	15%	7%	10%	10%	17%	17%	17%
6	33	12	18	30	3	9	15	9	1	21	9	15	6	12	9	9	15	13	6	14	22	5	6	11
	8%	6%	11%	8%	8%	11%	7%	9%	3%	10%	7%	10%	9%	7%	8%	10%	8%	10%	7%	8%	7%	13%	18%	15%
5	60	21	34	54	5	11	32	15	5	39	16	18	13	29	12	22	26	15	12	32	51	6	3	9
	15%	11%	20%	15%	11%	14%	16%	15%	11%	18%	12%	11%	19%	17%	10%	23%	15%	12%	14%	18%	16%	13%	10%	12%
4	19	10	8	17	2	6	10	2	5	8	6	10	2	7	6	4	9	10	3	6	16	1	2	2
	5%	5%	5%	5%	4%	7%	5%	2%	11%	4%	5%	6%	3%	4%	5%	4%	5%	7%	3%	4%	5%	2%	5%	3%
3	45	27	15	42	3	7	27	9	6	19	19	15	5	24	11	8	23	16	10	18	36	6	2	8
	11%	15%	9%	12%	6%	9%	13%	9%	14%	9%	15%	10%	7%	14%	9%	8%	13%	13%	11%	10%	11%	15%	5%	11%
2	37	19	16	35	2	7	17	9	3	22	13	17	2	19	15	7	16	15	5	17	35	1	2	3
	9%	10%	9%	10%	4%	9%	8%	9%	7%	10%	10%	11%	3%	11%	12%	7%	9%	11%	6%	10%	11%	2%	7%	4%
1	23	10	7	18	5	6	10	6	2	11	10	9	5	10	6	4	14	7	8	8	22	2	-	2
	6%	6%	4%	5%	13%	7%	5%	6%	3%	5%	8%	6%	7%	6%	5%	4%	8%	6%	9%	4%	7%	4%	-	2%
DON'T KNOW/REFUSED	5	5	-	5	-	1	2	3	2	1	2	1	-	5	1	-	5	2	2	2	5	-	1	1
	1%	3%	-	2%	-	1%	1%	3%	3%	1%	2%	1%	-	3%	1%	-	3%	1%	2%	1%	1%	-	3%	1%
MEAN	5.9	5.8	5.8	5.8	6.4	5.8	5.9	6.1	6.1	6.0	5.5	6.0	6.4	5.5	6.1	6.0	5.6	5.5	6.0	6.0	5.8	6.1	6.6	6.3
ATTRACT/RETAIN (8-10)	198	101	76	177	18	41	105	46	26	106	63	80	34	82	64	40	90	59	50	87	155	24	17	42
EITHER OR	49%	54%	45%	50%	45%	51%	51%	46%	56%	48%	49%	51%	48%	48%	52%	43%	51%	45%	56%	49%	48%	59%	55%	57%

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

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	58	7	49	10	15	11	19	12	17	21	20	9	31	16	8	8	8	7	13	2
--	15%	14%	16%	10%	17%	13%	15%	16%	14%	14%	20%	7%	25%	19%	11%	13%	12%	12%	34%	12%
8-10	132	14	108	24	30	24	44	31	39	57	33	33	62	26	24	20	12	19	21	3
----	33%	29%	36%	24%	33%	28%	36%	40%	31%	40%	33%	24%	52%	32%	34%	32%	20%	33%	54%	23%
5-7	138	21	111	27	26	34	41	25	48	48	28	43	36	36	29	25	21	17	12	4
---	35%	44%	37%	27%	29%	39%	33%	32%	38%	33%	28%	32%	30%	43%	42%	41%	35%	29%	32%	30%
1-4	125	12	78	46	31	27	38	22	38	37	37	58	20	21	17	16	26	23	4	6
---	31%	24%	26%	47%	35%	31%	31%	28%	30%	26%	36%	43%	17%	26%	24%	27%	43%	39%	10%	48%
9	17	2	12	5	6	3	4	3	6	8	3	6	6	2	2	5	3	4	1	-
	4%	3%	4%	5%	6%	4%	3%	3%	4%	5%	3%	5%	5%	2%	2%	8%	5%	7%	2%	-
8	57	6	47	10	9	10	21	16	16	29	10	18	26	9	14	7	2	8	7	1
	14%	12%	16%	10%	10%	11%	17%	21%	13%	20%	10%	13%	22%	11%	20%	12%	3%	13%	18%	11%
7	45	6	34	11	13	14	10	6	13	18	12	15	16	14	11	10	8	2	4	3
	11%	14%	11%	11%	15%	15%	8%	8%	11%	12%	11%	11%	13%	16%	15%	16%	13%	3%	9%	19%
6	33	4	24	9	5	9	7	7	11	13	8	8	13	8	8	5	6	6	5	1
	8%	8%	8%	9%	6%	10%	6%	9%	8%	9%	8%	6%	10%	9%	11%	8%	10%	10%	13%	5%
5	60	11	53	7	7	12	24	12	24	17	9	21	7	14	11	11	7	9	4	1
	15%	22%	18%	7%	8%	13%	20%	15%	19%	12%	9%	16%	6%	17%	15%	17%	12%	15%	10%	6%
4	19	2	14	5	8	2	4	4	8	6	3	11	6	1	2	5	4	2	1	2
	5%	3%	5%	5%	9%	3%	4%	5%	6%	4%	3%	8%	5%	1%	3%	7%	7%	4%	2%	12%
3	45	5	24	21	13	5	16	7	11	18	14	17	8	10	7	9	15	9	3	1
	11%	11%	8%	21%	14%	6%	13%	9%	9%	13%	14%	13%	6%	12%	10%	14%	25%	16%	8%	5%
2	37	5	26	11	6	16	8	7	11	11	10	18	6	8	5	2	4	4	-	1
	9%	10%	9%	12%	7%	18%	6%	9%	9%	8%	10%	13%	5%	10%	7%	4%	7%	7%	-	6%
1	23	-	14	9	5	4	10	4	8	1	10	12	2	2	3	1	2	7	-	3
	6%	-	5%	9%	5%	4%	9%	5%	6%	1%	10%	9%	1%	3%	4%	1%	4%	12%	-	25%
DON'T KNOW/REFUSED	5	1	4	2	3	2	-	-	1	2	3	-	2	-	-	-	1	-	2	-
	1%	3%	1%	2%	3%	3%	-	-	1%	1%	3%	-	2%	-	-	-	2%	-	4%	-
MEAN	5.9	6.0	6.1	5.1	6.0	5.7	5.8	6.1	5.8	6.3	5.7	5.1	7.2	6.1	6.1	6.2	5.3	5.4	7.6	4.9
ATTRACT/RETAIN (8-10)	198	20	161	36	48	38	62	44	69	73	47	50	94	41	33	29	21	28	28	5
EITHER OR	49%	43%	54%	37%	53%	44%	50%	56%	55%	51%	47%	37%	78%	49%	48%	47%	34%	47%	73%	35%

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				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	58	31	31	16	9	6	10	17	15	12	14	42	13	4	40	28	31	26	23	26	21	22	58
--	15%	16%	26%	15%	12%	8%	15%	9%	13%	27%	36%	33%	7%	5%	22%	14%	16%	14%	15%	17%	14%	16%	30%
8-10	132	68	63	31	18	23	25	44	40	19	29	75	45	13	84	59	71	57	43	50	49	43	132
----	33%	35%	53%	30%	22%	30%	36%	22%	35%	44%	72%	59%	23%	17%	46%	29%	36%	31%	28%	33%	33%	32%	67%
5-7	138	65	34	36	32	32	28	70	45	15	8	31	86	20	63	78	65	67	53	54	51	46	42
---	35%	33%	28%	34%	39%	41%	41%	35%	39%	35%	20%	24%	44%	27%	35%	38%	33%	36%	34%	35%	34%	34%	21%
1-4	125	62	21	37	32	21	16	83	28	9	3	20	63	40	33	67	57	59	58	49	48	43	22
---	31%	31%	18%	35%	39%	27%	23%	41%	25%	21%	7%	16%	32%	54%	18%	32%	29%	32%	37%	32%	32%	32%	11%
9	17	6	8	4	1	7	7	5	3	2	6	8	6	2	10	7	10	9	4	6	5	6	17
	4%	3%	7%	4%	1%	9%	10%	3%	3%	5%	15%	6%	3%	3%	6%	3%	5%	5%	3%	4%	4%	5%	8%
8	57	31	24	11	8	10	8	22	22	5	9	25	26	6	34	24	30	22	16	18	22	15	57
	14%	16%	20%	11%	9%	13%	11%	11%	19%	12%	22%	20%	13%	9%	19%	11%	16%	12%	10%	12%	15%	11%	29%
7	45	23	14	10	9	14	11	17	17	6	5	10	30	4	26	30	19	27	20	14	15	14	17
	11%	12%	12%	10%	10%	18%	16%	8%	15%	13%	13%	8%	15%	6%	14%	15%	10%	14%	13%	9%	10%	11%	8%
6	33	20	7	12	6	10	6	13	17	4	-	9	21	3	20	23	14	13	12	15	10	7	12
	8%	10%	6%	12%	7%	13%	9%	6%	15%	9%	-	7%	11%	3%	11%	11%	7%	7%	7%	10%	7%	5%	6%
5	60	23	13	13	17	8	11	41	11	5	3	11	35	13	17	25	31	27	22	25	26	25	13
	15%	12%	11%	13%	21%	11%	17%	20%	9%	13%	7%	9%	18%	18%	9%	12%	16%	14%	14%	16%	17%	18%	7%
4	19	13	4	4	6	1	2	8	7	2	1	2	14	3	8	6	9	6	5	6	10	6	2
	5%	6%	3%	4%	7%	2%	3%	4%	6%	4%	2%	1%	7%	4%	5%	3%	4%	3%	3%	4%	6%	5%	1%
3	45	20	12	15	12	10	11	23	13	7	1	10	22	12	18	26	22	24	23	20	18	14	11
	11%	10%	10%	14%	15%	13%	16%	11%	12%	17%	3%	8%	11%	17%	10%	13%	11%	13%	15%	13%	12%	10%	6%
2	37	20	3	13	9	8	-	32	4	-	1	5	19	13	4	21	18	20	17	16	12	13	7
	9%	10%	2%	12%	10%	10%	-	16%	4%	-	2%	4%	10%	18%	2%	10%	9%	11%	11%	11%	8%	10%	4%
1	23	9	2	5	5	2	2	19	4	-	-	2	8	11	3	14	9	10	13	8	8	10	2
	6%	4%	2%	5%	6%	2%	3%	10%	3%	-	-	2%	4%	15%	2%	7%	4%	5%	8%	5%	6%	7%	1%
DON'T KNOW/REFUSED	5	1	2	1	-	2	-	5	1	-	-	2	2	1	1	2	2	2	1	1	1	2	2
	1%	-	1%	1%	-	2%	-	2%	1%	-	-	1%	1%	2%	-	1%	1%	1%	1%	1%	1%	2%	1%
MEAN	5.9	6.0	7.1	5.7	5.2	6.0	6.4	5.0	6.3	6.9	8.2	7.4	5.5	4.2	6.9	5.7	6.0	5.8	5.5	5.8	5.8	5.8	7.7

Continued

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				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
ATTRACT/RETAIN (8-10)	198	93	93	51	28	41	36	73	58	30	37	103	81	14	121	97	102	89	68	76	70	67	198
EITHER OR	49%	47%	77%	49%	35%	53%	52%	36%	50%	72%	93%	81%	41%	19%	67%	47%	53%	48%	44%	50%	47%	49%	100%

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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	34	6	2	5	5	5	11
--	11%	12%	4%	10%	10%	9%	22%
8-10	96	14	10	18	16	14	24
----	32%	26%	21%	37%	32%	27%	47%
5-7	121	21	19	12	21	27	21
---	40%	39%	38%	23%	42%	55%	42%
1-4	86	18	21	20	13	9	6
---	28%	32%	42%	40%	25%	18%	11%
9	17	1	4	2	2	2	7
	6%	1%	8%	3%	3%	5%	14%
8	45	7	4	12	9	7	6
	15%	13%	8%	23%	18%	14%	11%
7	39	7	4	7	8	7	7
	13%	13%	8%	13%	15%	14%	14%
6	25	8	6	-	2	7	3
	8%	14%	13%	-	3%	14%	6%
5	56	6	8	5	12	14	11
	18%	12%	17%	10%	23%	27%	22%
4	18	4	4	5	2	2	1
	6%	6%	8%	10%	3%	5%	3%
3	25	6	4	3	4	5	3
	8%	12%	8%	7%	8%	9%	6%
2	22	6	6	3	4	-	1
	7%	12%	13%	7%	8%	-	3%
1	21	1	6	8	3	2	-
	7%	3%	13%	17%	5%	5%	-
DON'T KNOW/REFUSED	2	1	-	-	1	-	-
	1%	3%	-	-	2%	-	-
MEAN	5.9	5.7	5.0	5.5	5.9	6.0	7.1
ATTRACT/RETAIN (8-10)	155	29	21	27	21	25	32
EITHER OR	51%	55%	42%	53%	42%	50%	64%

Table 20-1
QUESTION 14:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	97	43	22	5	9	17	65	32	30	33	26	57	33	7	17	8	11	14	11	86	34	35	6	17
--	24%	32%	26%	10%	21%	21%	29%	18%	28%	25%	20%	28%	27%	9%	45%	11%	15%	21%	22%	25%	24%	29%	14%	22%
8-10	187	66	41	19	18	43	107	81	59	56	58	103	57	27	21	31	30	28	25	162	68	60	18	35
----	47%	49%	46%	40%	41%	52%	48%	46%	55%	43%	46%	50%	47%	37%	55%	44%	40%	43%	52%	46%	47%	49%	46%	46%
5-7	157	49	37	19	18	33	86	71	35	56	53	73	49	33	11	28	36	28	18	139	55	46	15	30
---	39%	36%	42%	40%	42%	40%	38%	40%	32%	42%	42%	36%	41%	46%	30%	40%	47%	43%	36%	40%	39%	37%	39%	40%
1-4	52	20	9	8	7	7	29	23	12	20	16	25	14	12	6	11	10	9	6	46	19	18	6	8
---	13%	15%	10%	17%	17%	9%	13%	13%	11%	15%	13%	12%	12%	16%	15%	15%	13%	14%	12%	13%	13%	15%	15%	11%
9	32	11	6	5	1	9	17	15	13	10	7	17	10	5	2	5	7	6	4	28	11	8	5	9
	8%	8%	7%	10%	3%	11%	8%	9%	13%	8%	5%	8%	8%	7%	6%	7%	9%	8%	8%	8%	8%	6%	12%	11%
8	58	12	12	10	7	17	24	34	16	13	26	28	14	15	2	18	12	9	10	48	23	17	8	10
	14%	9%	14%	20%	17%	20%	11%	19%	15%	10%	21%	14%	12%	21%	4%	26%	16%	14%	21%	14%	16%	14%	19%	13%
7	57	20	11	6	7	12	31	26	9	23	21	27	16	13	2	12	9	11	11	47	17	23	5	9
	14%	15%	13%	13%	17%	14%	14%	15%	9%	18%	17%	13%	13%	18%	6%	17%	12%	16%	22%	13%	12%	19%	13%	12%
6	30	8	8	3	4	8	16	14	5	8	12	11	11	8	1	6	10	6	3	27	11	6	6	3
	8%	6%	9%	7%	8%	9%	7%	8%	4%	6%	9%	5%	9%	11%	4%	9%	13%	10%	7%	8%	8%	5%	15%	4%
5	69	22	17	9	7	14	39	31	20	24	20	35	22	12	7	10	17	11	4	65	27	16	5	18
	17%	16%	20%	20%	17%	16%	17%	17%	19%	18%	16%	17%	18%	16%	19%	15%	22%	17%	8%	18%	19%	13%	11%	23%
4	14	4	2	2	2	3	7	7	1	3	8	4	3	6	3	3	3	3	2	12	2	6	2	4
	3%	3%	3%	5%	4%	4%	3%	4%	1%	2%	6%	2%	3%	9%	7%	5%	4%	5%	3%	3%	1%	5%	6%	5%
3	12	4	2	2	2	2	7	6	2	6	4	3	5	3	1	2	2	4	2	10	5	3	1	2
	3%	3%	3%	3%	4%	3%	3%	3%	2%	5%	3%	2%	5%	4%	2%	2%	2%	6%	5%	3%	3%	3%	4%	3%
2	18	10	2	4	1	1	11	7	6	7	2	13	3	2	-	5	5	-	1	17	8	8	1	1
	4%	7%	2%	8%	3%	2%	5%	4%	6%	5%	2%	6%	3%	2%	-	8%	7%	-	3%	5%	6%	6%	2%	1%
1	8	2	3	-	2	1	5	3	2	4	2	4	3	1	2	1	-	2	1	7	3	2	2	1
	2%	1%	3%	-	6%	1%	2%	2%	1%	3%	2%	2%	2%	1%	6%	1%	-	4%	1%	2%	2%	1%	4%	2%
DON'T KNOW/REFUSED	4	1	2	2	-	-	2	2	2	-	-	3	-	1	-	-	-	-	-	4	2	-	-	2
	1%	1%	2%	3%	-	-	1%	1%	1%	-	-	2%	-	1%	-	-	-	-	-	1%	1%	-	-	3%
MEAN	7.0	7.2	7.1	6.5	6.7	7.3	7.1	6.9	7.3	6.9	7.0	7.2	7.1	6.6	7.4	6.7	6.7	6.9	7.3	7.0	7.0	7.2	6.8	7.1

Table 20-2
QUESTION 14:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	97	28	48	76	20	7	52	36	8	55	33	25	23	49	19	30	47	26	24	47	90	5	2	7
--	24%	15%	29%	21%	48%	9%	25%	36%	17%	25%	26%	16%	32%	29%	16%	32%	27%	20%	27%	26%	28%	11%	6%	9%
8-10	187	68	90	157	28	21	94	69	16	110	58	62	45	80	44	58	83	63	40	85	159	14	14	27
----	47%	36%	53%	44%	68%	26%	46%	69%	34%	50%	45%	40%	64%	47%	36%	62%	47%	48%	45%	48%	49%	33%	43%	37%
5-7	157	81	63	144	10	38	88	24	19	84	54	68	20	67	54	29	72	46	34	74	122	20	13	33
---	39%	43%	38%	41%	25%	48%	43%	24%	40%	38%	42%	43%	29%	40%	44%	31%	41%	35%	38%	42%	38%	48%	43%	46%
1-4	52	33	15	48	3	19	23	5	10	26	15	26	5	20	24	7	19	21	14	17	39	8	4	12
---	13%	18%	9%	14%	7%	25%	11%	5%	22%	12%	12%	16%	8%	12%	20%	7%	11%	16%	16%	10%	12%	20%	12%	16%
9	32	9	20	29	3	3	12	17	2	18	11	13	8	12	8	10	13	17	3	12	27	2	3	5
	8%	5%	12%	8%	8%	4%	6%	17%	5%	8%	8%	8%	11%	7%	6%	11%	7%	13%	4%	7%	8%	6%	8%	7%
8	58	31	22	52	5	11	30	17	6	37	14	25	14	19	16	18	23	20	12	26	42	6	9	15
	14%	16%	13%	15%	11%	13%	14%	17%	12%	17%	11%	16%	20%	11%	13%	19%	13%	15%	14%	15%	13%	16%	28%	21%
7	57	27	23	49	7	10	38	8	4	35	18	26	7	23	19	12	26	18	9	30	43	8	5	13
	14%	14%	13%	14%	16%	13%	18%	8%	8%	16%	14%	17%	10%	14%	16%	12%	14%	14%	11%	17%	13%	19%	17%	18%
6	30	17	12	29	1	8	16	6	3	17	10	16	1	12	13	3	14	13	3	13	22	5	3	8
	8%	9%	7%	8%	1%	11%	8%	6%	6%	8%	8%	10%	2%	7%	11%	3%	8%	10%	3%	8%	7%	13%	10%	11%
5	69	37	29	66	3	20	34	10	12	32	25	26	12	32	22	15	33	15	21	31	57	7	5	12
	17%	20%	17%	19%	7%	25%	17%	10%	25%	15%	20%	16%	16%	19%	18%	16%	18%	12%	24%	17%	18%	17%	16%	16%
4	14	8	5	13	-	5	8	1	-	9	5	7	1	6	6	2	5	8	3	3	7	4	2	6
	3%	4%	3%	4%	-	7%	4%	1%	-	4%	4%	5%	1%	3%	5%	3%	3%	6%	4%	2%	2%	10%	8%	9%
3	12	9	2	11	1	6	6	-	2	6	4	5	-	7	6	1	5	5	3	5	9	1	1	3
	3%	5%	1%	3%	2%	7%	3%	-	5%	3%	3%	3%	-	4%	5%	1%	3%	3%	3%	3%	3%	3%	4%	4%
2	18	11	6	17	1	6	8	2	7	7	4	10	1	6	10	2	6	6	7	6	16	2	-	2
	4%	6%	4%	5%	2%	7%	4%	2%	16%	3%	3%	7%	1%	3%	8%	2%	4%	4%	8%	3%	5%	4%	-	2%
1	8	5	2	7	1	2	2	2	1	4	2	3	4	2	2	2	2	3	2	4	7	1	-	1
	2%	3%	1%	2%	3%	3%	1%	2%	1%	2%	2%	2%	5%	1%	2%	2%	1%	2%	2%	2%	2%	2%	-	1%
DON'T KNOW/REFUSED	4	4	-	4	-	1	-	2	2	-	2	1	-	3	1	-	3	2	2	1	3	-	1	1
	1%	2%	-	1%	-	1%	-	2%	3%	-	2%	1%	-	2%	1%	-	2%	1%	2%	-	1%	-	3%	1%
MEAN	7.0	6.4	7.4	6.9	8.2	5.8	7.1	8.1	6.1	7.2	7.1	6.7	7.6	7.2	6.4	7.7	7.2	7.0	6.8	7.2	7.2	6.4	6.8	6.6

Table 20-3
QUESTION 14:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	97	14	64	33	17	20	33	18	12	35	44	42	17	23	16	19	19	22	8	4
--	24%	29%	21%	34%	19%	23%	27%	23%	10%	25%	43%	31%	14%	27%	22%	32%	31%	38%	21%	28%
8-10	187	19	133	54	35	41	66	35	33	68	73	66	42	41	36	35	36	40	18	6
----	47%	41%	44%	55%	39%	47%	53%	45%	26%	47%	72%	49%	35%	49%	51%	56%	59%	68%	47%	45%
5-7	157	23	123	34	45	30	42	31	62	64	22	51	56	35	21	19	20	17	18	6
---	39%	48%	41%	34%	50%	35%	34%	40%	49%	44%	22%	38%	46%	42%	31%	30%	33%	30%	46%	49%
1-4	52	6	44	8	8	15	15	12	30	12	4	16	22	7	13	8	5	1	3	1
---	13%	12%	15%	8%	9%	18%	12%	16%	24%	8%	4%	12%	18%	9%	18%	13%	8%	2%	7%	6%
9	32	1	20	12	7	9	8	6	4	10	16	9	9	7	8	7	5	8	3	-
	8%	3%	7%	12%	8%	11%	6%	7%	3%	7%	16%	6%	7%	9%	12%	11%	9%	14%	8%	-
8	58	4	49	9	11	11	25	11	17	23	13	15	17	11	11	9	12	10	7	2
	14%	9%	16%	9%	12%	13%	20%	14%	13%	16%	13%	11%	14%	14%	16%	14%	19%	17%	18%	16%
7	57	7	45	12	19	10	17	8	16	25	15	17	20	12	5	9	9	10	7	5
	14%	15%	15%	12%	22%	11%	14%	11%	13%	18%	15%	13%	17%	14%	7%	14%	15%	16%	17%	38%
6	30	5	23	7	9	6	5	8	11	14	3	12	11	7	6	5	2	3	2	-
	8%	9%	8%	8%	10%	7%	4%	10%	9%	9%	3%	9%	9%	8%	8%	8%	4%	5%	4%	-
5	69	11	55	15	16	15	20	15	34	25	5	22	24	16	11	5	9	5	9	1
	17%	24%	18%	15%	18%	17%	16%	19%	27%	17%	4%	16%	20%	19%	15%	9%	14%	8%	25%	11%
4	14	-	13	1	2	4	4	3	7	6	1	5	7	2	2	2	1	1	2	-
	3%	-	4%	1%	2%	5%	3%	4%	6%	4%	1%	4%	5%	3%	2%	3%	1%	1%	6%	-
3	12	3	10	2	3	3	5	1	8	3	1	2	8	2	3	1	2	1	-	1
	3%	6%	3%	2%	3%	4%	4%	1%	6%	2%	1%	1%	7%	3%	5%	1%	3%	1%	-	6%
2	18	2	15	2	2	8	4	3	12	1	1	6	6	2	5	3	2	-	1	-
	4%	5%	5%	3%	2%	9%	3%	4%	10%	1%	1%	4%	5%	3%	7%	4%	3%	-	2%	-
1	8	-	6	2	1	-	2	5	3	2	2	4	1	-	3	3	1	-	-	-
	2%	-	2%	2%	2%	-	1%	6%	2%	1%	2%	3%	1%	-	4%	5%	1%	-	-	-
DON'T KNOW/REFUSED	4	-	1	3	2	1	-	-	1	-	2	2	1	-	-	-	-	-	-	-
	1%	-	-	3%	2%	1%	-	-	1%	-	2%	1%	1%	-	-	-	-	-	-	-
MEAN	7.0	6.9	6.9	7.6	7.0	6.9	7.3	6.7	5.8	7.3	8.5	7.2	6.5	7.3	6.8	7.4	7.6	8.3	7.2	7.6

Table 20-4
QUESTION 14:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	97	54	23	28	18	20	14	58	26	7	6	33	41	21	35	50	50	49	38	33	30	31	48
--	24%	28%	19%	27%	22%	26%	20%	29%	23%	16%	15%	26%	21%	28%	19%	24%	26%	26%	25%	21%	20%	23%	24%
8-10	187	101	50	52	41	38	36	103	52	13	19	62	80	44	77	97	89	89	76	59	59	56	98
----	47%	52%	41%	50%	51%	48%	53%	51%	45%	32%	48%	49%	41%	59%	43%	47%	46%	48%	49%	38%	40%	41%	50%
5-7	157	73	57	38	34	34	24	71	46	23	17	50	84	22	78	80	76	68	58	69	69	62	81
---	39%	37%	48%	37%	42%	44%	35%	35%	40%	54%	43%	40%	43%	29%	43%	39%	39%	37%	37%	45%	46%	46%	41%
1-4	52	21	12	13	6	6	8	25	16	6	3	15	28	9	24	27	27	26	20	23	20	16	19
---	13%	11%	10%	13%	8%	8%	12%	12%	14%	15%	8%	12%	14%	12%	14%	13%	14%	14%	13%	15%	13%	12%	10%
9	32	20	7	8	7	8	9	23	6	1	3	9	15	9	10	15	12	15	16	11	9	6	20
	8%	10%	6%	8%	9%	10%	13%	11%	5%	1%	8%	7%	8%	12%	5%	7%	6%	8%	11%	7%	6%	5%	10%
8	58	27	20	15	16	9	13	22	20	6	10	20	24	14	33	32	27	25	21	15	20	19	31
	14%	14%	17%	15%	20%	12%	20%	11%	17%	14%	25%	16%	12%	19%	18%	15%	14%	14%	14%	10%	13%	14%	16%
7	57	24	22	13	12	13	10	21	17	13	6	17	35	4	34	33	27	27	24	26	27	28	29
	14%	12%	18%	12%	14%	17%	14%	10%	15%	30%	16%	14%	18%	5%	19%	16%	14%	14%	15%	17%	18%	21%	15%
6	30	19	7	8	8	8	5	16	10	2	2	9	16	6	12	18	16	16	13	15	14	10	15
	8%	10%	6%	7%	9%	10%	7%	8%	8%	5%	6%	7%	8%	8%	7%	9%	8%	9%	8%	9%	9%	7%	7%
5	69	30	28	18	15	13	9	34	19	8	8	24	33	12	33	29	34	26	21	29	28	24	37
	17%	15%	24%	18%	18%	16%	14%	17%	17%	19%	21%	19%	17%	17%	18%	14%	17%	14%	14%	19%	19%	18%	19%
4	14	6	3	5	-	2	2	5	8	1	-	2	11	-	8	9	7	9	5	8	5	5	6
	3%	3%	3%	5%	-	3%	3%	3%	7%	2%	-	2%	5%	-	4%	4%	4%	5%	3%	5%	4%	3%	3%
3	12	8	3	2	2	1	2	5	4	1	3	5	7	1	8	7	6	5	7	4	5	6	6
	3%	4%	3%	2%	2%	1%	2%	2%	3%	3%	6%	4%	3%	1%	4%	4%	3%	3%	4%	2%	3%	4%	3%
2	18	7	3	4	3	2	2	10	3	2	1	4	7	6	6	7	8	7	5	7	8	5	6
	4%	3%	2%	4%	4%	3%	3%	5%	3%	4%	2%	3%	4%	9%	3%	3%	4%	4%	4%	5%	5%	4%	3%
1	8	-	3	2	1	1	2	4	1	2	-	4	3	1	4	4	6	4	3	4	1	1	1
	2%	-	2%	2%	2%	1%	3%	2%	1%	5%	-	3%	2%	2%	2%	2%	3%	2%	2%	3%	1%	1%	-
DON'T KNOW/REFUSED	4	1	2	1	-	-	-	3	1	-	-	-	4	-	1	2	2	2	2	2	1	1	-
	1%	-	1%	1%	-	-	-	2%	1%	-	-	-	2%	-	-	1%	1%	1%	1%	2%	1%	1%	-
MEAN	7.0	7.3	6.9	7.1	7.2	7.3	7.2	7.2	7.0	6.5	7.0	7.1	6.9	7.3	6.9	7.1	7.0	7.1	7.2	6.8	6.8	7.0	7.2

Table 20-5
QUESTION 14:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Economic and global uncertainty

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	58	8	8	12	10	14	6
--	19%	16%	17%	23%	20%	27%	11%
8-10	123	24	17	23	20	23	17
----	40%	44%	33%	47%	38%	45%	33%
5-7	129	22	19	23	24	18	24
---	42%	40%	38%	47%	47%	36%	47%
1-4	52	8	15	3	8	9	10
---	17%	14%	29%	7%	15%	18%	19%
9	16	5	2	2	2	5	1
	5%	9%	4%	3%	3%	9%	3%
8	49	11	6	10	8	5	10
	16%	19%	13%	20%	15%	9%	19%
7	52	10	10	7	9	7	10
	17%	18%	21%	13%	17%	14%	19%
6	26	4	2	7	5	5	4
	9%	6%	4%	13%	10%	9%	8%
5	51	8	6	10	10	7	10
	17%	16%	13%	20%	20%	14%	19%
4	13	4	2	2	2	2	1
	4%	6%	4%	3%	3%	5%	3%
3	22	2	10	2	3	2	3
	7%	4%	21%	3%	5%	5%	6%
2	11	2	2	-	1	5	1
	4%	4%	4%	-	2%	9%	3%
1	7	-	-	-	3	-	4
	2%	-	-	-	5%	-	8%
DON'T KNOW/REFUSED	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
MEAN	6.7	6.9	6.3	7.2	6.6	7.0	6.2

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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	39	20	8	2	2	8	27	12	12	9	15	19	13	6	4	10	9	2	2	37	14	13	5	5
--	10%	14%	9%	5%	4%	9%	12%	7%	11%	7%	12%	9%	11%	9%	10%	14%	13%	4%	4%	11%	10%	10%	12%	6%
8-10	92	35	21	14	6	16	56	36	25	22	39	39	29	24	8	22	23	12	9	83	27	31	16	11
----	23%	26%	24%	28%	14%	19%	25%	20%	23%	17%	30%	19%	24%	34%	22%	31%	31%	18%	19%	24%	19%	25%	41%	15%
5-7	184	60	35	19	25	44	95	89	37	73	57	92	60	31	16	33	33	35	18	165	65	58	16	36
---	46%	44%	40%	40%	58%	53%	42%	50%	35%	55%	45%	45%	50%	42%	43%	48%	44%	53%	38%	47%	45%	47%	40%	47%
1-4	120	39	31	15	11	24	70	50	42	36	32	70	31	16	13	14	17	19	21	98	49	34	7	27
---	30%	28%	35%	32%	25%	28%	31%	28%	39%	28%	25%	34%	26%	22%	35%	20%	23%	29%	44%	28%	34%	27%	19%	36%
9	13	4	2	5	1	-	7	6	6	2	5	5	4	4	1	4	3	1	2	10	3	2	3	3
	3%	3%	2%	10%	3%	-	3%	3%	5%	1%	4%	2%	3%	5%	2%	6%	4%	1%	5%	3%	2%	2%	6%	4%
8	40	11	11	6	3	8	22	18	7	11	19	15	11	14	4	8	11	9	5	35	11	16	9	3
	10%	8%	13%	13%	7%	10%	10%	10%	7%	8%	15%	7%	10%	20%	10%	11%	15%	13%	10%	10%	7%	13%	23%	4%
7	57	17	9	6	8	16	26	30	10	19	22	25	18	14	7	15	10	6	7	49	15	15	6	17
	14%	13%	10%	13%	18%	19%	12%	17%	9%	14%	17%	12%	15%	19%	20%	21%	13%	9%	15%	14%	10%	12%	15%	23%
6	31	13	8	3	3	4	20	11	5	12	12	15	10	7	7	3	2	4	6	25	8	12	2	7
	8%	10%	9%	7%	7%	5%	9%	6%	5%	9%	9%	7%	8%	10%	18%	4%	2%	6%	13%	7%	5%	10%	6%	9%
5	96	29	19	9	14	24	48	48	22	41	23	53	33	10	2	16	22	25	5	91	43	31	8	11
	24%	22%	21%	20%	32%	29%	22%	27%	20%	31%	18%	26%	27%	13%	5%	23%	29%	38%	10%	26%	30%	25%	19%	15%
4	33	10	3	7	2	10	13	20	8	12	10	17	9	6	8	3	5	5	7	26	16	11	1	4
	8%	7%	3%	15%	6%	12%	6%	11%	7%	9%	8%	8%	8%	8%	22%	5%	6%	8%	14%	7%	11%	9%	3%	6%
3	30	5	11	2	6	6	16	14	10	9	9	15	10	4	1	5	5	5	8	21	12	5	4	9
	7%	4%	12%	5%	13%	7%	7%	8%	10%	7%	7%	7%	9%	6%	2%	7%	6%	7%	17%	6%	8%	4%	9%	12%
2	28	16	4	4	1	4	20	8	9	7	10	15	9	3	3	5	5	6	3	26	10	12	2	4
	7%	12%	4%	8%	1%	4%	9%	5%	8%	5%	8%	7%	8%	5%	7%	7%	6%	9%	5%	7%	7%	10%	6%	5%
1	29	7	14	2	3	4	21	8	15	9	3	23	2	3	2	1	3	3	4	25	11	7	-	10
	7%	5%	16%	3%	6%	5%	9%	5%	14%	7%	3%	11%	2%	4%	4%	1%	4%	5%	7%	7%	8%	5%	-	13%
DON'T KNOW/REFUSED	5	3	1	-	1	-	3	1	3	1	-	3	-	2	-	1	1	-	-	5	2	-	-	2
	1%	2%	1%	-	3%	-	2%	1%	3%	1%	-	1%	-	2%	-	1%	2%	-	-	1%	1%	-	-	3%
MEAN	5.6	5.7	5.2	5.7	5.4	5.6	5.5	5.6	5.1	5.4	6.1	5.2	5.8	6.2	5.8	6.3	6.0	5.2	5.2	5.6	5.2	5.7	6.5	5.2

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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	39	18	12	30	9	6	24	9	6	20	13	21	9	9	14	6	19	9	11	18	33	2	4	6
--	10%	10%	7%	8%	22%	8%	12%	9%	14%	9%	10%	14%	13%	5%	12%	7%	11%	7%	13%	10%	10%	6%	13%	9%
8-10	92	39	39	79	13	15	53	23	10	55	27	47	17	28	33	17	42	26	24	42	68	13	11	24
----	23%	21%	23%	22%	32%	19%	26%	23%	22%	25%	21%	30%	24%	16%	27%	18%	23%	20%	27%	24%	21%	31%	37%	34%
5-7	184	89	75	164	17	39	93	47	23	107	52	68	33	80	48	52	80	51	40	92	152	16	15	31
---	46%	48%	45%	46%	41%	49%	46%	47%	50%	49%	40%	43%	48%	47%	39%	55%	45%	39%	44%	52%	47%	37%	48%	42%
1-4	120	55	53	109	9	24	58	27	13	57	47	41	19	59	40	26	52	53	24	41	101	12	4	16
---	30%	30%	32%	31%	22%	30%	29%	27%	28%	26%	37%	26%	27%	35%	33%	27%	29%	41%	27%	23%	31%	29%	13%	22%
9	13	5	5	9	3	-	3	10	1	10	2	5	1	7	5	1	6	6	2	4	9	1	2	4
	3%	2%	3%	3%	8%	-	1%	10%	2%	4%	2%	3%	1%	4%	4%	2%	3%	4%	3%	3%	3%	4%	7%	5%
8	40	17	23	40	1	9	26	4	3	25	12	21	7	12	14	10	17	11	10	19	26	9	5	14
	10%	9%	14%	11%	2%	11%	13%	4%	7%	12%	9%	14%	10%	7%	11%	10%	10%	8%	11%	11%	8%	22%	17%	20%
7	57	29	26	55	1	15	30	12	9	30	16	22	9	25	16	16	22	21	10	25	43	9	5	14
	14%	16%	15%	16%	2%	19%	14%	12%	18%	14%	13%	14%	12%	14%	13%	17%	12%	16%	11%	14%	13%	22%	15%	19%
6	31	15	14	29	2	4	20	8	4	16	11	14	5	13	13	5	13	8	8	16	24	3	4	7
	8%	8%	8%	8%	6%	5%	10%	8%	8%	7%	9%	9%	7%	7%	10%	5%	8%	6%	9%	9%	7%	8%	12%	10%
5	96	44	36	80	14	20	44	27	11	60	24	33	20	42	20	30	45	22	22	51	86	3	7	10
	24%	24%	21%	23%	34%	25%	22%	27%	23%	27%	19%	21%	29%	25%	16%	32%	25%	17%	24%	29%	26%	8%	21%	13%
4	33	12	18	30	2	6	19	4	2	20	11	11	6	15	8	11	14	18	5	11	26	5	1	6
	8%	6%	11%	8%	6%	8%	9%	4%	4%	9%	8%	7%	9%	9%	7%	12%	8%	13%	5%	6%	8%	12%	2%	8%
3	30	17	9	26	3	7	14	8	5	9	13	12	6	12	13	6	11	11	4	13	25	2	2	4
	7%	9%	5%	7%	7%	9%	7%	8%	10%	4%	10%	8%	8%	7%	10%	6%	6%	9%	4%	7%	8%	6%	5%	6%
2	28	12	14	26	2	10	12	7	5	9	15	11	4	13	10	6	13	11	7	11	24	3	1	3
	7%	7%	8%	7%	6%	12%	6%	7%	11%	4%	11%	7%	6%	8%	8%	6%	7%	9%	7%	6%	8%	6%	2%	5%
1	29	14	13	27	1	1	14	8	2	18	9	6	3	20	9	3	15	13	9	6	25	2	1	3
	7%	8%	8%	8%	4%	1%	7%	8%	4%	8%	7%	4%	4%	12%	8%	3%	8%	10%	10%	4%	8%	6%	3%	4%
DON'T KNOW/REFUSED	5	3	-	3	2	2	-	3	-	1	3	1	1	3	1	-	4	1	2	2	3	1	1	2
	1%	2%	-	1%	4%	2%	-	3%	-	1%	3%	1%	1%	2%	1%	-	2%	1%	2%	1%	1%	2%	3%	2%
MEAN	5.6	5.5	5.5	5.5	6.1	5.5	5.7	5.6	5.7	5.7	5.3	6.0	5.7	5.1	5.6	5.5	5.5	5.2	5.6	5.8	5.4	6.0	6.6	6.2

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

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	39	2	27	12	3	6	19	9	10	17	11	6	16	6	10	9	8	7	7	2
--	10%	5%	9%	12%	3%	7%	15%	11%	8%	12%	11%	5%	14%	7%	14%	15%	14%	11%	17%	13%
8-10	92	8	69	22	17	17	35	18	25	41	23	21	39	14	21	18	16	17	15	6
----	23%	16%	23%	23%	19%	20%	28%	24%	20%	29%	23%	16%	32%	17%	29%	29%	27%	29%	39%	43%
5-7	184	24	149	35	43	32	60	39	64	67	42	62	57	44	26	23	26	23	21	3
---	46%	50%	50%	35%	48%	36%	48%	50%	51%	46%	41%	46%	47%	53%	37%	37%	43%	40%	55%	23%
1-4	120	15	80	39	29	38	27	20	35	36	33	51	23	23	22	19	17	18	2	4
---	30%	31%	27%	40%	32%	43%	22%	26%	28%	25%	33%	38%	19%	27%	32%	31%	29%	31%	6%	34%
9	13	2	8	5	5	3	1	3	1	5	7	2	5	5	3	3	2	4	-	1
	3%	3%	3%	5%	6%	4%	1%	3%	1%	3%	7%	2%	4%	6%	5%	5%	3%	7%	-	5%
8	40	4	35	5	9	8	15	7	13	20	6	13	17	4	7	6	6	7	8	3
	10%	8%	12%	6%	10%	9%	12%	9%	10%	14%	6%	9%	14%	5%	11%	9%	10%	11%	22%	25%
7	57	8	42	15	16	8	21	7	26	18	9	23	20	14	6	9	9	6	6	2
	14%	16%	14%	15%	18%	9%	17%	8%	21%	13%	9%	17%	16%	16%	8%	14%	15%	10%	15%	17%
6	31	3	25	7	5	4	14	4	8	10	10	6	8	11	5	3	5	7	1	-
	8%	6%	8%	7%	6%	5%	11%	5%	7%	7%	10%	5%	6%	14%	7%	5%	8%	12%	3%	-
5	96	13	83	13	21	20	24	29	30	39	22	33	30	19	16	11	12	10	14	1
	24%	27%	27%	13%	24%	22%	20%	37%	24%	27%	22%	24%	25%	23%	22%	18%	20%	17%	36%	6%
4	33	3	25	8	10	11	6	5	7	18	5	15	4	7	7	6	4	6	-	1
	8%	6%	8%	8%	11%	13%	5%	6%	5%	13%	5%	11%	3%	8%	10%	10%	7%	11%	-	6%
3	30	5	16	14	9	11	6	1	11	7	11	9	9	8	4	4	7	4	2	2
	7%	10%	5%	14%	10%	13%	5%	1%	8%	5%	11%	7%	7%	10%	6%	7%	11%	6%	6%	16%
2	28	5	25	4	5	7	7	7	11	7	6	12	9	3	8	5	3	3	-	-
	7%	10%	8%	4%	5%	8%	6%	9%	9%	5%	6%	9%	8%	3%	12%	8%	5%	5%	-	-
1	29	2	15	14	5	8	7	8	7	3	11	15	1	5	3	4	3	5	-	2
	7%	5%	5%	14%	5%	9%	6%	10%	5%	2%	11%	11%	1%	6%	4%	6%	5%	9%	-	12%
DON'T KNOW/REFUSED	5	1	2	3	2	1	2	-	2	-	3	-	2	2	1	2	1	-	-	-
	1%	3%	1%	3%	2%	1%	1%	-	1%	-	3%	-	1%	2%	1%	3%	2%	-	-	-
MEAN	5.6	5.3	5.6	5.3	5.4	5.0	6.1	5.4	5.6	6.0	5.4	5.0	6.2	5.6	5.7	5.8	5.8	5.8	6.7	6.1

Table 21-4
QUESTION 16:
Now, I would like to read you a list of factors that some companies are concerned about. For each one, please rate how concerned your company is about that particular factor using a scale from 1 to 10, where one means that your company is NOT AT ALL CONCERNED about it and where ten means your company is VERY CONCERNED about it. You can choose any number between one and ten depending on how strongly you feel about it.

Developing future leaders

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	39	19	16	9	5	10	6	18	14	7	1	19	12	8	17	21	12	16	10	15	7	12	29
--	10%	10%	13%	8%	6%	13%	9%	9%	12%	16%	2%	15%	6%	11%	9%	10%	6%	8%	7%	10%	4%	9%	15%
8-10	92	40	36	22	17	25	18	39	29	17	6	36	43	13	47	39	35	37	30	33	30	28	69
----	23%	20%	29%	21%	20%	32%	26%	19%	26%	41%	16%	29%	22%	17%	26%	19%	18%	20%	19%	22%	20%	21%	35%
5-7	184	88	63	53	42	31	29	84	55	17	26	64	91	28	91	95	94	89	67	74	73	68	93
---	46%	45%	52%	51%	51%	40%	42%	42%	48%	40%	65%	51%	46%	38%	51%	46%	49%	48%	43%	48%	49%	51%	47%
1-4	120	65	22	28	21	21	22	76	28	8	7	26	59	32	40	67	61	57	55	45	46	36	35
---	30%	33%	18%	27%	26%	27%	32%	38%	25%	19%	19%	20%	30%	44%	22%	33%	31%	31%	36%	29%	31%	26%	17%
9	13	8	5	1	2	2	5	3	4	1	4	6	5	2	9	3	3	6	6	5	6	2	12
	3%	4%	4%	1%	3%	3%	7%	2%	3%	3%	10%	4%	3%	2%	5%	1%	2%	3%	4%	3%	4%	2%	6%
8	40	13	14	13	9	13	7	18	12	9	2	11	26	3	21	16	20	15	14	14	17	14	28
	10%	6%	12%	12%	11%	16%	10%	9%	11%	22%	4%	9%	13%	4%	12%	8%	10%	8%	9%	9%	12%	10%	14%
7	57	29	16	17	13	16	11	23	22	3	9	13	33	10	31	28	27	26	18	14	21	22	33
	14%	15%	13%	16%	16%	20%	16%	11%	19%	7%	23%	11%	17%	13%	17%	14%	14%	14%	11%	9%	14%	16%	17%
6	31	17	8	7	7	4	7	12	12	4	3	7	18	6	19	22	17	15	11	15	16	12	9
	8%	9%	7%	6%	8%	5%	10%	6%	11%	9%	9%	6%	9%	8%	10%	10%	9%	8%	7%	10%	11%	9%	5%
5	96	42	39	30	22	11	11	50	21	10	13	43	39	12	42	45	50	48	38	45	36	34	51
	24%	22%	32%	29%	27%	14%	16%	25%	18%	25%	33%	34%	20%	17%	23%	22%	26%	26%	24%	29%	24%	25%	26%
4	33	20	3	7	4	4	6	20	11	2	-	7	20	5	11	20	15	11	13	9	8	9	10
	8%	10%	3%	7%	5%	6%	9%	10%	9%	6%	-	6%	10%	6%	6%	10%	8%	6%	9%	6%	5%	7%	5%
3	30	18	11	10	6	5	9	18	10	1	1	6	17	7	10	19	14	14	12	9	10	7	13
	7%	9%	9%	9%	7%	7%	13%	9%	8%	2%	2%	5%	8%	9%	6%	9%	7%	7%	8%	6%	7%	5%	6%
2	28	14	5	6	9	7	2	16	6	2	5	8	10	11	12	11	15	15	12	13	14	10	7
	7%	7%	4%	6%	11%	8%	2%	8%	5%	4%	14%	6%	5%	15%	7%	5%	8%	8%	8%	8%	9%	7%	3%
1	29	14	4	5	2	5	5	22	3	3	1	4	13	10	6	17	17	17	18	14	13	10	5
	7%	7%	3%	5%	2%	6%	8%	11%	2%	8%	3%	3%	7%	14%	3%	8%	9%	9%	12%	9%	9%	7%	3%
DON'T KNOW/REFUSED	5	3	-	1	3	1	-	3	2	-	-	1	3	1	2	5	4	2	3	1	1	3	1
	1%	1%	-	1%	3%	1%	-	1%	1%	-	-	1%	1%	2%	1%	2%	2%	1%	2%	1%	1%	2%	-
MEAN	5.6	5.5	6.1	5.6	5.6	6.0	5.7	5.1	6.0	6.3	5.6	6.0	5.6	4.9	6.0	5.4	5.3	5.3	5.1	5.3	5.3	5.6	6.4

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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	33	5	4	5	3	9	7
--	11%	9%	8%	10%	5%	18%	14%
8-10	73	16	10	13	9	14	10
----	24%	30%	21%	27%	18%	27%	19%
5-7	144	24	15	23	29	23	31
---	47%	44%	29%	47%	57%	45%	61%
1-4	86	13	25	13	12	14	8
---	28%	25%	50%	27%	23%	27%	17%
9	5	3	-	-	2	-	-
	1%	5%	-	-	3%	-	-
8	35	8	6	8	5	5	3
	12%	16%	13%	17%	10%	9%	6%
7	52	8	6	10	10	7	11
	17%	14%	13%	20%	20%	14%	22%
6	25	3	4	3	4	5	6
	8%	5%	8%	7%	8%	9%	11%
5	67	13	4	10	14	11	14
	22%	25%	8%	20%	28%	23%	28%
4	30	6	6	5	3	9	1
	10%	10%	13%	10%	5%	18%	3%
3	27	4	6	5	6	2	4
	9%	6%	13%	10%	12%	5%	8%
2	17	3	10	2	2	-	-
	5%	5%	21%	3%	3%	-	-
1	12	1	2	2	2	2	3
	4%	3%	4%	3%	3%	5%	6%
DON'T KNOW/REFUSED	3	1	-	-	1	-	1
	1%	1%	-	-	2%	-	3%
MEAN	5.8	6.0	5.0	5.9	5.7	6.1	6.0

Table 22-1
QUESTION 19:
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.

Tariffs

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	85	35	17	6	9	17	51	33	33	23	24	56	17	12	12	7	11	14	8	77	26	27	8	22
--	21%	26%	19%	13%	21%	21%	23%	19%	31%	18%	19%	27%	14%	16%	33%	10%	15%	21%	16%	22%	18%	21%	19%	29%
8-10	162	61	38	12	17	33	100	62	42	55	52	90	42	29	16	21	31	30	14	148	52	49	18	39
----	40%	45%	44%	25%	38%	40%	45%	35%	40%	42%	41%	44%	35%	40%	41%	30%	42%	45%	28%	42%	36%	40%	45%	51%
5-7	111	32	21	18	12	28	53	58	21	36	46	44	38	28	9	22	25	18	21	90	39	36	12	16
---	28%	23%	24%	38%	27%	33%	24%	33%	20%	28%	36%	22%	32%	38%	24%	32%	33%	28%	43%	26%	27%	29%	31%	21%
1-4	125	42	29	16	15	23	71	54	43	40	30	68	40	15	13	26	19	18	14	110	52	39	10	19
---	31%	31%	33%	34%	35%	27%	31%	31%	40%	31%	23%	33%	33%	20%	34%	38%	25%	27%	29%	31%	37%	32%	25%	25%
9	24	11	8	1	2	2	19	5	2	8	12	7	11	6	1	3	7	6	1	23	4	10	4	7
	6%	8%	9%	2%	4%	3%	9%	3%	1%	6%	9%	3%	9%	9%	2%	5%	9%	9%	1%	7%	3%	8%	10%	9%
8	53	15	14	5	6	14	29	24	8	24	16	27	14	11	2	11	13	10	5	48	22	13	6	10
	13%	11%	15%	10%	13%	16%	13%	14%	7%	18%	13%	13%	11%	15%	7%	16%	18%	15%	11%	14%	15%	10%	16%	14%
7	36	9	4	8	5	10	13	23	5	11	18	12	16	8	3	5	8	6	5	32	10	10	5	8
	9%	7%	4%	17%	11%	12%	6%	13%	5%	9%	14%	6%	13%	12%	8%	8%	11%	10%	10%	9%	7%	8%	11%	10%
6	26	7	1	6	2	9	8	18	3	6	12	8	6	11	5	4	6	3	9	17	9	9	5	3
	6%	5%	1%	13%	6%	11%	3%	10%	3%	5%	10%	4%	5%	15%	15%	6%	8%	5%	18%	5%	6%	7%	12%	4%
5	49	16	16	4	4	8	32	17	13	19	15	24	16	8	1	13	11	9	7	41	21	17	3	5
	12%	11%	19%	8%	10%	10%	14%	9%	12%	14%	12%	12%	14%	12%	2%	19%	14%	13%	15%	12%	15%	14%	8%	7%
4	37	13	8	8	4	4	21	16	17	10	8	22	10	3	3	8	1	5	5	31	19	10	1	7
	9%	9%	9%	17%	8%	5%	9%	9%	16%	7%	7%	11%	8%	4%	9%	11%	1%	7%	11%	9%	13%	8%	2%	9%
3	28	10	6	2	5	5	16	12	6	9	12	12	10	6	3	9	7	4	-	28	8	12	4	3
	7%	8%	7%	3%	11%	6%	7%	7%	6%	7%	9%	6%	8%	8%	8%	12%	9%	6%	-	8%	6%	9%	10%	4%
2	28	9	6	3	1	8	15	13	8	10	5	12	12	4	4	3	4	7	8	21	8	9	2	8
	7%	7%	7%	7%	3%	10%	7%	7%	8%	7%	4%	6%	10%	6%	11%	4%	5%	10%	16%	6%	6%	7%	4%	10%
1	32	9	8	3	6	5	18	14	11	12	5	22	9	2	2	7	7	3	1	31	17	9	3	2
	8%	7%	9%	7%	13%	6%	8%	8%	11%	9%	4%	11%	7%	2%	6%	10%	10%	4%	3%	9%	12%	7%	8%	2%
DON'T KNOW/REFUSED	2	1	-	2	-	-	1	2	-	-	-	2	-	1	-	-	-	-	-	2	-	-	-	2
	1%	1%	-	3%	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	-	1%	-	-	-	3%
MEAN	6.2	6.4	6.1	5.8	6.0	6.3	6.3	6.1	6.0	6.1	6.6	6.2	5.9	6.5	6.4	5.5	6.2	6.5	5.9	6.2	5.8	6.2	6.5	6.9

Table 22-2
QUESTION 19:
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.

Tariffs

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	85	31	33	65	19	5	44	33	7	51	26	19	22	43	12	29	42	26	20	38	73	7	5	12
--	21%	17%	20%	18%	46%	7%	21%	33%	16%	23%	20%	12%	32%	26%	10%	30%	24%	20%	23%	22%	22%	17%	15%	16%
8-10	162	62	76	138	22	16	84	55	13	91	56	51	41	69	32	50	76	52	39	70	132	16	13	29
----	40%	34%	45%	39%	54%	20%	41%	55%	27%	42%	44%	33%	59%	40%	26%	53%	42%	40%	43%	39%	41%	38%	43%	40%
5-7	111	52	50	103	8	30	58	21	12	60	38	52	12	47	40	21	50	43	21	47	82	15	13	28
---	28%	28%	30%	29%	19%	37%	28%	21%	25%	27%	29%	33%	17%	28%	32%	22%	28%	33%	24%	26%	25%	37%	40%	38%
1-4	125	69	41	110	11	33	63	22	21	68	34	53	17	53	50	23	51	36	28	59	108	10	5	15
---	31%	37%	25%	31%	27%	42%	31%	22%	44%	31%	26%	34%	24%	31%	41%	24%	29%	28%	31%	34%	33%	25%	14%	20%
9	24	8	16	24	-	3	13	7	2	13	9	10	5	8	8	8	8	6	5	11	18	3	3	6
	6%	4%	9%	7%	-	4%	6%	7%	5%	6%	7%	7%	8%	5%	6%	8%	4%	5%	6%	6%	5%	8%	10%	9%
8	53	23	27	50	4	7	27	15	3	28	22	22	13	17	12	14	25	20	13	20	41	6	6	11
	13%	12%	16%	14%	9%	9%	13%	15%	7%	13%	17%	14%	19%	10%	9%	15%	14%	16%	15%	11%	13%	13%	18%	15%
7	36	14	18	32	4	6	21	9	3	24	10	16	4	17	15	9	13	13	7	17	28	3	5	8
	9%	8%	11%	9%	10%	8%	10%	9%	7%	11%	7%	10%	5%	10%	12%	10%	7%	10%	7%	10%	9%	7%	17%	12%
6	26	12	13	25	1	11	13	2	2	17	7	15	1	10	11	5	10	15	2	8	14	8	3	11
	6%	6%	8%	7%	2%	13%	6%	2%	5%	8%	5%	9%	1%	6%	9%	5%	5%	12%	3%	5%	4%	20%	8%	15%
5	49	27	19	46	3	13	24	10	6	20	22	21	7	20	14	7	28	15	12	22	40	4	5	8
	12%	14%	11%	13%	7%	16%	12%	10%	14%	9%	17%	13%	10%	12%	11%	8%	16%	11%	14%	12%	12%	9%	15%	12%
4	37	19	13	33	3	7	21	7	5	20	10	19	6	12	18	7	13	13	6	18	32	1	2	3
	9%	10%	8%	9%	8%	9%	10%	7%	11%	9%	8%	12%	8%	7%	14%	7%	7%	10%	7%	10%	10%	2%	7%	4%
3	28	20	8	28	-	12	14	2	3	15	10	14	4	10	11	7	11	5	7	16	22	4	2	6
	7%	11%	5%	8%	-	15%	7%	2%	6%	7%	8%	9%	6%	6%	9%	7%	6%	4%	8%	9%	7%	9%	7%	8%
2	28	15	10	25	2	4	17	6	6	15	7	5	1	20	6	4	17	9	9	8	24	4	-	4
	7%	8%	6%	7%	4%	5%	8%	6%	12%	7%	5%	3%	1%	12%	5%	4%	10%	7%	10%	5%	7%	10%	-	6%
1	32	15	10	25	6	11	11	7	7	17	7	16	6	11	15	6	10	9	6	17	30	2	-	2
	8%	8%	6%	7%	14%	13%	6%	7%	15%	8%	5%	10%	8%	6%	13%	6%	6%	7%	7%	10%	9%	4%	-	2%
DON'T KNOW/REFUSED	2	2	-	2	-	1	-	2	2	-	1	1	-	2	1	-	2	-	2	1	2	-	1	1
	1%	1%	-	1%	-	1%	-	2%	3%	-	1%	1%	-	1%	1%	-	1%	-	2%	-	1%	-	3%	1%
MEAN	6.2	5.7	6.6	6.1	7.0	5.0	6.3	7.0	5.2	6.3	6.4	5.8	7.0	6.2	5.4	6.9	6.3	6.3	6.2	6.1	6.1	6.3	6.9	6.5

Table 22-3
QUESTION 19:
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.

Tariffs

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	85	11	58	27	14	14	35	17	12	22	45	42	2	21	18	12	13	38	6	5
--	21%	23%	19%	27%	15%	16%	28%	21%	10%	15%	45%	31%	2%	25%	26%	20%	22%	65%	16%	36%
8-10	162	19	114	48	34	34	55	31	31	55	68	73	28	34	27	24	30	55	16	5
----	40%	39%	38%	49%	37%	39%	45%	39%	25%	38%	67%	54%	23%	41%	39%	39%	49%	92%	43%	36%
5-7	111	12	82	28	25	27	31	18	36	44	21	32	44	21	20	22	14	2	11	7
---	28%	26%	27%	28%	28%	31%	25%	23%	29%	31%	21%	24%	37%	25%	29%	37%	23%	4%	29%	53%
1-4	125	17	104	21	30	25	37	29	57	45	10	30	48	28	22	15	17	2	11	1
---	31%	35%	34%	21%	33%	29%	30%	38%	46%	31%	10%	22%	39%	34%	31%	25%	28%	4%	28%	11%
9	24	3	18	6	5	6	5	6	5	10	6	10	7	6	5	3	5	6	3	-
	6%	6%	6%	6%	6%	7%	4%	7%	4%	7%	6%	7%	6%	8%	8%	5%	7%	10%	8%	-
8	53	5	38	16	15	14	16	8	13	22	17	21	19	6	4	8	12	10	7	-
	13%	10%	12%	16%	16%	16%	13%	11%	11%	15%	17%	16%	16%	8%	6%	14%	20%	17%	18%	-
7	36	4	20	17	7	7	13	5	11	14	9	12	17	6	8	8	4	1	4	2
	9%	8%	6%	17%	8%	8%	10%	7%	8%	10%	9%	9%	14%	7%	12%	14%	7%	1%	11%	17%
6	26	1	23	3	8	7	7	2	11	8	2	8	11	7	6	6	2	1	2	2
	6%	3%	8%	3%	9%	8%	6%	2%	9%	6%	2%	6%	9%	9%	9%	9%	3%	3%	6%	12%
5	49	7	40	8	10	13	12	11	14	22	10	12	17	8	6	8	8	-	4	3
	12%	15%	13%	8%	11%	15%	9%	15%	12%	15%	10%	9%	14%	10%	9%	14%	14%	-	11%	24%
4	37	6	30	7	10	9	7	10	17	13	2	6	13	13	5	3	6	1	7	1
	9%	12%	10%	7%	11%	11%	6%	13%	13%	9%	2%	5%	11%	16%	7%	6%	9%	1%	18%	11%
3	28	3	25	3	7	5	10	5	14	10	2	5	16	2	9	4	2	1	-	-
	7%	6%	8%	3%	7%	6%	8%	7%	11%	7%	2%	4%	13%	2%	13%	6%	3%	1%	-	-
2	28	3	23	5	7	2	12	6	7	14	3	8	8	7	4	4	6	-	-	-
	7%	7%	8%	5%	8%	3%	9%	8%	6%	10%	3%	6%	6%	8%	6%	6%	10%	-	-	-
1	32	5	26	6	6	8	7	8	19	8	2	10	11	7	4	4	3	1	4	-
	8%	11%	8%	6%	7%	10%	6%	10%	15%	5%	2%	7%	9%	8%	6%	6%	6%	1%	10%	-
DON'T KNOW/REFUSED	2	-	1	2	2	1	-	-	1	-	2	-	1	-	-	-	-	-	-	-
	1%	-	-	2%	2%	1%	-	-	1%	-	2%	-	1%	-	-	-	-	-	-	-
MEAN	6.2	6.0	5.9	6.9	6.0	6.1	6.5	5.9	5.1	6.0	8.0	7.0	5.2	6.3	6.4	6.4	6.5	9.1	6.4	7.2

Table 22-4
QUESTION 19:
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.

Tariffs

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	85	47	14	24	21	18	9	55	20	7	2	23	40	20	26	43	42	39	41	31	31	27	35
--	21%	24%	11%	23%	26%	23%	13%	27%	17%	18%	6%	18%	21%	26%	14%	21%	21%	21%	27%	20%	21%	20%	18%
8-10	162	85	40	52	39	38	23	89	44	17	12	45	76	38	64	92	75	76	62	61	61	53	77
----	40%	43%	33%	50%	48%	49%	34%	44%	38%	40%	31%	36%	39%	51%	35%	45%	39%	41%	40%	39%	41%	39%	39%
5-7	111	59	38	25	22	22	22	41	41	14	14	35	62	14	65	54	55	56	43	52	50	42	55
---	28%	30%	32%	24%	27%	28%	32%	20%	35%	34%	37%	27%	31%	18%	36%	26%	28%	30%	28%	34%	34%	31%	28%
1-4	125	52	42	27	20	18	24	70	29	11	13	47	55	23	51	59	64	53	50	40	37	39	66
---	31%	26%	35%	26%	25%	23%	34%	35%	26%	25%	33%	37%	28%	30%	28%	29%	33%	29%	32%	26%	25%	29%	33%
9	24	13	11	13	4	6	4	11	7	2	4	4	13	8	11	20	11	13	8	12	15	9	14
	6%	6%	9%	13%	5%	7%	6%	6%	6%	5%	10%	3%	6%	11%	6%	10%	5%	7%	5%	8%	10%	7%	7%
8	53	25	16	15	14	14	10	23	17	8	6	19	24	10	26	29	23	23	13	18	15	17	28
	13%	13%	13%	14%	17%	18%	15%	11%	15%	18%	15%	15%	12%	14%	15%	14%	12%	13%	8%	12%	10%	12%	14%
7	36	26	10	7	5	7	9	12	17	6	1	11	24	2	24	21	19	21	10	17	15	16	16
	9%	13%	9%	7%	6%	9%	14%	6%	15%	14%	4%	8%	12%	2%	13%	10%	10%	11%	7%	11%	10%	12%	8%
6	26	17	6	6	6	2	7	12	8	3	2	6	14	6	14	14	14	16	15	15	18	12	13
	6%	9%	5%	6%	8%	3%	10%	6%	7%	7%	6%	4%	7%	9%	8%	7%	7%	9%	9%	10%	12%	9%	7%
5	49	16	22	11	11	12	5	18	15	5	11	18	24	6	27	19	22	19	18	20	17	15	26
	12%	8%	18%	11%	14%	16%	8%	9%	13%	13%	27%	14%	12%	8%	15%	9%	11%	10%	12%	13%	11%	11%	13%
4	37	18	12	7	5	4	9	23	7	4	2	15	13	8	12	14	14	16	12	8	10	12	20
	9%	9%	10%	6%	6%	5%	14%	11%	6%	10%	5%	12%	7%	11%	7%	7%	7%	8%	7%	5%	6%	9%	10%
3	28	8	12	6	5	5	6	13	8	2	5	11	13	4	15	11	15	13	13	9	8	10	15
	7%	4%	10%	6%	6%	6%	8%	6%	7%	4%	12%	9%	6%	6%	8%	5%	8%	7%	8%	6%	6%	7%	8%
2	28	13	10	6	4	4	3	16	6	3	4	10	17	2	12	18	16	13	14	13	11	8	17
	7%	6%	8%	6%	5%	6%	5%	8%	5%	7%	9%	8%	8%	2%	7%	9%	8%	7%	9%	9%	7%	6%	9%
1	32	12	8	8	7	5	5	18	8	1	3	11	13	8	11	16	19	12	12	9	9	9	13
	8%	6%	6%	8%	8%	7%	8%	9%	7%	3%	7%	8%	7%	11%	6%	8%	10%	6%	7%	6%	6%	7%	7%
DON'T KNOW/REFUSED	2	1	-	1	-	-	-	2	1	-	-	-	2	-	1	1	1	1	-	1	1	1	-
	1%	-	-	1%	-	-	-	1%	1%	-	-	-	1%	-	-	-	-	-	-	1%	1%	1%	-
MEAN	6.2	6.6	5.7	6.6	6.5	6.6	5.9	6.3	6.3	6.4	5.4	5.8	6.3	6.6	6.1	6.4	6.1	6.3	6.2	6.3	6.4	6.3	6.0

Table 22-5
QUESTION 19:
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.

Tariffs

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	69	8	15	15	11	14	7
--	23%	14%	29%	30%	22%	27%	14%
8-10	115	20	17	20	18	25	15
----	38%	38%	33%	40%	35%	50%	31%
5-7	98	20	17	15	17	11	18
---	32%	38%	33%	30%	33%	23%	36%
1-4	89	13	17	15	16	14	15
---	29%	23%	33%	30%	32%	27%	31%
9	12	2	-	2	3	5	1
	4%	4%	-	3%	5%	9%	3%
8	34	11	2	3	4	7	7
	11%	19%	4%	7%	8%	14%	14%
7	32	9	-	8	6	5	4
	11%	17%	-	17%	12%	9%	8%
6	28	6	8	-	6	2	6
	9%	12%	17%	-	12%	5%	11%
5	38	5	8	7	5	5	8
	12%	9%	17%	13%	10%	9%	17%
4	18	4	-	5	4	5	-
	6%	8%	-	10%	8%	9%	-
3	18	3	2	2	5	2	4
	6%	5%	4%	3%	10%	5%	8%
2	28	4	10	3	1	7	3
	9%	6%	21%	7%	2%	14%	6%
1	26	2	4	5	6	-	8
	8%	4%	8%	10%	12%	-	17%
DON'T KNOW/REFUSED	2	1	-	-	-	-	1
	1%	1%	-	-	-	-	3%
MEAN	6.2	6.4	5.7	6.4	6.1	6.8	5.5

Table 23-1
QUESTION 20:
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.

Taxes

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	107	33	28	10	12	23	61	46	26	39	30	56	36	14	13	21	17	18	19	88	51	38	8	7
--	27%	25%	32%	20%	28%	28%	27%	26%	25%	29%	24%	27%	30%	19%	35%	30%	22%	27%	38%	25%	36%	30%	20%	10%
8-10	203	61	50	18	24	50	111	93	58	73	56	110	64	27	24	37	43	30	25	178	92	65	16	25
----	51%	45%	56%	38%	55%	60%	49%	53%	54%	56%	44%	54%	54%	37%	63%	53%	57%	45%	51%	51%	64%	52%	40%	33%
5-7	137	46	29	21	15	26	76	61	35	38	53	62	42	32	12	24	24	23	15	122	37	39	17	37
---	34%	34%	33%	43%	34%	31%	34%	35%	33%	29%	42%	31%	35%	44%	33%	35%	32%	36%	30%	35%	26%	32%	42%	48%
1-4	55	27	8	7	5	7	35	20	14	20	18	29	13	12	2	8	8	12	9	46	15	20	6	11
---	14%	20%	9%	15%	11%	9%	16%	11%	13%	15%	14%	14%	11%	16%	4%	12%	10%	18%	19%	13%	11%	16%	16%	14%
9	34	11	6	2	4	10	17	17	13	12	7	23	6	4	8	6	8	3	1	33	10	11	5	5
	9%	8%	7%	5%	10%	12%	8%	9%	12%	9%	5%	12%	5%	6%	20%	9%	10%	4%	3%	9%	7%	8%	12%	7%
8	62	16	16	6	7	17	32	30	18	23	19	31	22	9	3	10	18	9	5	57	30	17	3	13
	16%	12%	18%	13%	17%	20%	14%	17%	17%	17%	15%	15%	18%	13%	8%	14%	25%	13%	10%	16%	21%	14%	8%	17%
7	46	15	13	6	4	8	28	17	9	13	18	22	15	9	6	8	4	6	4	42	9	17	6	13
	11%	11%	15%	12%	10%	9%	13%	10%	9%	10%	14%	11%	13%	12%	15%	11%	5%	9%	8%	12%	6%	13%	15%	17%
6	35	14	3	8	3	8	17	19	9	12	12	14	14	7	2	9	8	7	5	31	12	7	4	7
	9%	10%	3%	17%	7%	9%	7%	11%	9%	9%	9%	7%	11%	10%	5%	13%	10%	11%	10%	9%	9%	6%	10%	9%
5	56	17	14	7	7	11	31	25	16	13	24	26	13	16	5	8	13	11	6	50	15	16	6	17
	14%	13%	15%	15%	17%	13%	14%	14%	15%	10%	19%	13%	11%	22%	13%	11%	17%	16%	12%	14%	11%	13%	16%	22%
4	9	6	-	2	-	1	6	3	4	4	2	7	1	2	1	2	1	2	4	6	3	4	-	2
	2%	5%	-	5%	-	1%	3%	2%	3%	3%	1%	3%	1%	2%	2%	3%	1%	4%	7%	2%	2%	3%	-	2%
3	21	7	7	3	1	2	14	7	6	7	5	13	3	4	-	6	3	2	3	17	8	6	2	4
	5%	5%	8%	7%	3%	3%	6%	4%	6%	5%	4%	6%	3%	5%	-	8%	4%	3%	6%	5%	6%	5%	4%	5%
2	9	3	-	2	1	3	3	6	2	1	6	2	4	4	-	-	2	2	-	9	2	3	2	1
	2%	3%	-	3%	3%	4%	2%	3%	2%	1%	5%	1%	3%	5%	-	-	3%	2%	-	3%	1%	3%	6%	2%
1	16	10	2	-	2	1	12	4	2	8	5	8	5	3	1	1	2	6	2	13	3	6	3	4
	4%	8%	2%	-	6%	2%	5%	2%	2%	6%	4%	4%	4%	3%	2%	1%	2%	9%	5%	4%	2%	5%	6%	5%
DON'T KNOW/REFUSED	5	2	1	2	-	1	2	2	-	-	1	2	1	2	-	-	1	1	-	5	-	-	1	4
	1%	1%	1%	3%	-	1%	1%	1%	-	-	1%	1%	1%	3%	-	-	1%	1%	-	1%	-	-	2%	5%
MEAN	7.1	6.7	7.5	6.8	7.2	7.5	7.0	7.2	7.2	7.3	6.8	7.2	7.3	6.5	8.0	7.4	7.2	6.7	7.2	7.1	7.7	7.2	6.7	6.4

Table 23-2
QUESTION 20:
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.

Taxes

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	107	46	45	91	14	15	56	34	5	75	25	38	20	49	29	27	48	32	27	48	91	10	4	14
--	27%	25%	27%	26%	34%	18%	27%	34%	11%	34%	19%	24%	29%	29%	24%	29%	27%	24%	30%	27%	28%	24%	12%	19%
8-10	203	86	90	176	25	35	105	58	12	137	51	76	36	90	59	49	92	58	54	91	175	20	7	27
----	51%	46%	54%	50%	61%	44%	51%	58%	26%	63%	39%	48%	51%	53%	48%	52%	52%	44%	60%	52%	54%	49%	21%	37%
5-7	137	70	54	124	11	26	75	31	22	59	55	55	24	58	44	34	59	54	20	61	105	16	16	32
---	34%	38%	32%	35%	26%	33%	36%	31%	48%	27%	42%	35%	34%	34%	36%	36%	33%	41%	22%	35%	32%	38%	51%	44%
1-4	55	26	23	49	5	17	24	10	11	22	22	25	11	19	18	12	24	19	14	22	42	5	7	12
---	14%	14%	14%	14%	13%	21%	12%	10%	23%	10%	17%	16%	15%	11%	15%	12%	13%	14%	16%	12%	13%	11%	23%	16%
9	34	14	18	31	3	6	18	9	4	22	8	13	5	15	9	6	19	7	11	16	30	4	-	4
	9%	7%	11%	9%	6%	7%	9%	9%	7%	10%	7%	9%	7%	9%	7%	6%	11%	5%	13%	9%	9%	10%	-	6%
8	62	26	27	53	8	15	31	15	4	41	18	25	11	26	22	16	24	19	15	28	53	6	3	9
	16%	14%	16%	15%	20%	19%	15%	15%	8%	19%	14%	16%	15%	16%	18%	17%	13%	15%	17%	16%	16%	15%	10%	13%
7	46	23	19	42	3	5	28	10	6	21	17	16	9	20	13	11	22	18	7	19	37	6	3	9
	11%	12%	11%	12%	7%	7%	14%	10%	14%	10%	13%	10%	13%	12%	10%	12%	12%	14%	8%	11%	11%	13%	10%	12%
6	35	21	11	32	2	9	19	7	8	17	10	20	3	11	14	5	15	11	2	22	28	2	6	7
	9%	12%	7%	9%	4%	11%	9%	7%	17%	8%	8%	13%	5%	6%	12%	6%	9%	8%	3%	13%	9%	4%	18%	10%
5	56	25	24	50	6	12	27	13	8	21	27	18	11	27	17	17	22	25	11	20	40	9	7	16
	14%	14%	15%	14%	15%	15%	13%	13%	17%	10%	21%	12%	16%	16%	14%	18%	13%	19%	12%	11%	12%	21%	22%	22%
4	9	3	4	7	2	1	8	-	3	7	-	4	-	5	2	2	5	3	2	5	8	1	1	2
	2%	1%	3%	2%	6%	1%	4%	-	6%	3%	-	3%	-	3%	1%	3%	3%	2%	2%	3%	2%	2%	3%	2%
3	21	11	8	19	2	8	8	3	4	5	11	9	7	5	5	3	12	6	6	9	16	2	2	4
	5%	6%	5%	5%	4%	10%	4%	3%	9%	2%	9%	6%	10%	3%	4%	3%	7%	5%	6%	5%	5%	5%	5%	5%
2	9	5	5	9	-	4	5	1	1	5	3	3	2	5	5	2	2	2	4	2	5	2	2	4
	2%	2%	3%	3%	-	5%	2%	1%	3%	2%	2%	2%	2%	3%	4%	3%	1%	2%	5%	1%	2%	4%	7%	5%
1	16	8	7	15	1	4	3	6	3	5	7	9	2	5	6	4	4	8	2	6	13	-	3	3
	4%	4%	4%	4%	3%	5%	2%	6%	5%	2%	6%	6%	3%	3%	5%	4%	2%	6%	3%	3%	4%	-	8%	3%
DON'T KNOW/REFUSED	5	4	-	4	-	1	1	2	2	1	2	1	-	3	1	-	3	-	2	2	2	1	2	2
	1%	2%	-	1%	-	1%	-	2%	3%	-	2%	1%	-	2%	1%	-	2%	-	2%	1%	1%	2%	5%	3%
MEAN	7.1	7.0	7.2	7.1	7.5	6.5	7.3	7.5	6.0	7.7	6.5	6.9	7.1	7.3	6.9	7.2	7.3	6.8	7.4	7.3	7.3	7.1	5.6	6.5

Table 23-3
QUESTION 20:
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.

Taxes

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	107	15	86	21	22	24	32	23	27	37	35	33	29	31	21	21	14	10	11	3
--	27%	31%	29%	21%	24%	28%	26%	29%	22%	26%	34%	24%	24%	38%	29%	34%	24%	18%	28%	22%
8-10	203	29	162	41	38	43	68	42	61	69	60	61	58	56	40	33	29	25	21	6
----	51%	60%	54%	42%	42%	50%	55%	53%	48%	48%	59%	45%	48%	67%	58%	53%	48%	42%	56%	46%
5-7	137	13	100	38	29	33	41	27	47	52	32	51	44	20	22	20	22	26	15	4
---	34%	26%	33%	38%	32%	37%	33%	34%	38%	36%	31%	38%	37%	24%	32%	33%	36%	44%	40%	29%
1-4	55	5	37	18	20	10	14	10	15	23	7	22	17	7	7	8	9	8	2	3
---	14%	10%	12%	18%	22%	11%	12%	12%	12%	16%	7%	17%	14%	8%	10%	14%	15%	14%	4%	25%
9	34	8	28	6	3	5	17	4	12	10	8	13	8	7	10	5	5	5	3	1
	9%	17%	9%	6%	3%	6%	14%	5%	10%	7%	8%	10%	7%	9%	14%	8%	8%	9%	8%	6%
8	62	6	48	14	14	14	19	15	21	21	17	15	20	18	10	7	10	9	7	2
	16%	12%	16%	15%	15%	16%	15%	20%	17%	15%	17%	11%	17%	21%	15%	12%	16%	16%	19%	18%
7	46	6	31	15	13	14	9	7	17	16	11	19	12	6	6	10	7	6	10	2
	11%	12%	10%	15%	14%	16%	8%	8%	14%	11%	11%	14%	10%	7%	8%	16%	12%	11%	26%	12%
6	35	5	25	10	3	9	14	9	14	13	6	14	12	3	10	6	2	3	2	-
	9%	11%	8%	10%	3%	11%	11%	12%	11%	9%	6%	11%	10%	3%	15%	10%	4%	6%	6%	-
5	56	2	43	13	13	10	18	11	16	23	15	17	20	12	6	4	12	16	3	2
	14%	4%	14%	13%	15%	11%	15%	14%	13%	16%	15%	13%	17%	14%	9%	7%	20%	27%	8%	17%
4	9	2	8	2	5	2	2	-	2	6	-	2	2	3	2	2	3	2	-	2
	2%	5%	3%	2%	6%	3%	1%	-	1%	4%	-	2%	1%	3%	4%	4%	6%	3%	-	13%
3	21	1	12	8	5	3	7	4	7	8	3	9	9	3	4	2	3	2	1	1
	5%	2%	4%	9%	5%	4%	5%	6%	6%	6%	3%	7%	7%	3%	6%	3%	5%	4%	2%	6%
2	9	1	5	4	1	2	3	3	3	3	1	5	3	-	1	2	1	2	-	-
	2%	1%	2%	4%	2%	3%	2%	3%	2%	2%	1%	4%	2%	-	1%	3%	2%	4%	-	-
1	16	1	12	4	8	2	3	3	3	6	3	5	3	2	-	2	1	2	1	1
	4%	2%	4%	4%	9%	2%	3%	4%	3%	4%	3%	4%	3%	2%	-	4%	2%	4%	2%	6%
DON'T KNOW/REFUSED	5	2	2	2	3	2	-	-	2	-	2	1	2	-	-	-	1	-	-	-
	1%	3%	1%	2%	4%	2%	-	-	2%	-	2%	1%	1%	-	-	-	1%	-	-	-
MEAN	7.1	7.8	7.3	6.7	6.6	7.3	7.3	7.2	7.1	6.9	7.7	6.9	7.0	7.9	7.6	7.4	7.0	6.6	7.8	6.6

Table 23-4
QUESTION 20:
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.

Taxes

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	107	58	37	32	20	19	24	53	27	13	13	41	47	19	49	51	52	50	41	42	37	35	69
--	27%	30%	30%	31%	25%	25%	35%	26%	23%	32%	34%	32%	24%	26%	27%	25%	26%	27%	27%	27%	25%	26%	35%
8-10	203	105	64	60	38	34	37	107	50	24	22	76	93	34	90	98	93	92	74	71	67	62	119
----	51%	53%	53%	58%	47%	44%	54%	53%	44%	56%	57%	60%	47%	46%	50%	48%	48%	49%	48%	46%	45%	46%	60%
5-7	137	72	41	31	28	30	20	70	46	9	10	35	73	26	61	80	75	71	57	56	61	51	58
---	34%	37%	34%	29%	34%	39%	29%	35%	40%	22%	24%	28%	37%	36%	34%	39%	39%	38%	37%	36%	41%	38%	29%
1-4	55	18	13	11	16	12	11	23	18	9	6	15	26	13	27	25	24	21	24	24	18	20	20
---	14%	9%	11%	11%	19%	16%	16%	11%	15%	21%	15%	12%	13%	17%	15%	12%	12%	11%	15%	16%	12%	15%	10%
9	34	15	10	8	3	5	6	22	9	2	1	12	16	6	12	12	16	12	12	5	13	9	19
	9%	7%	9%	7%	4%	7%	9%	11%	8%	5%	3%	10%	8%	8%	7%	6%	8%	7%	8%	3%	8%	6%	10%
8	62	32	17	20	15	10	7	32	15	8	8	23	31	9	29	35	26	30	20	24	17	18	31
	16%	16%	14%	20%	18%	13%	11%	16%	13%	19%	20%	18%	16%	12%	16%	17%	13%	16%	13%	16%	12%	14%	16%
7	46	26	17	7	10	8	4	24	12	3	4	10	24	10	19	25	23	17	13	17	22	14	17
	11%	13%	14%	7%	12%	10%	6%	12%	11%	7%	11%	8%	12%	14%	10%	12%	12%	9%	9%	11%	15%	10%	9%
6	35	19	8	7	8	7	9	15	15	2	3	12	18	5	19	23	26	21	17	19	19	18	15
	9%	9%	6%	7%	10%	9%	14%	7%	13%	5%	7%	10%	9%	7%	10%	11%	13%	12%	11%	12%	13%	14%	7%
5	56	28	17	16	10	16	7	31	19	4	2	13	31	11	24	31	26	33	26	19	20	19	26
	14%	14%	14%	16%	12%	20%	10%	15%	16%	10%	6%	10%	16%	16%	13%	15%	13%	18%	17%	13%	14%	14%	13%
4	9	5	2	2	1	-	5	2	4	3	-	2	5	2	6	2	3	3	8	3	3	5	2
	2%	3%	1%	2%	1%	-	8%	1%	4%	6%	-	1%	3%	2%	3%	1%	1%	1%	5%	2%	2%	4%	1%
3	21	6	5	3	7	6	1	11	4	2	4	8	7	5	8	10	8	7	7	6	4	5	9
	5%	3%	4%	3%	8%	7%	2%	5%	4%	4%	10%	7%	4%	7%	4%	5%	4%	4%	4%	4%	3%	4%	5%
2	9	4	2	1	5	1	-	5	3	1	-	1	5	3	5	5	3	1	4	5	4	1	3
	2%	2%	2%	1%	6%	1%	-	2%	3%	4%	-	1%	3%	4%	3%	2%	2%	1%	2%	3%	3%	1%	2%
1	16	2	4	6	3	6	4	5	6	3	2	4	9	3	8	9	10	10	6	10	8	8	6
	4%	1%	4%	6%	4%	8%	6%	2%	5%	7%	4%	3%	5%	4%	5%	4%	5%	5%	4%	7%	6%	6%	3%
DON'T KNOW/REFUSED	5	2	2	2	-	1	-	2	1	-	2	1	3	1	2	3	2	2	1	3	2	2	2
	1%	1%	1%	2%	-	1%	-	1%	1%	-	4%	1%	2%	1%	1%	2%	1%	1%	-	2%	2%	1%	1%
MEAN	7.1	7.4	7.4	7.4	6.8	6.7	7.3	7.3	6.8	7.0	7.4	7.5	7.0	6.9	7.1	7.0	7.1	7.1	7.0	6.9	7.0	7.0	7.6

Table 23-5
QUESTION 20:
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.

Taxes

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	85	16	17	13	15	7	17
--	28%	30%	33%	27%	30%	14%	33%
8-10	167	27	27	30	29	23	31
----	55%	51%	54%	60%	57%	45%	61%
5-7	103	19	17	15	17	20	15
---	34%	35%	33%	30%	33%	41%	31%
1-4	32	7	6	5	5	5	4
---	11%	13%	13%	10%	10%	9%	8%
9	27	3	2	3	5	7	7
	9%	5%	4%	7%	10%	14%	14%
8	55	8	8	13	9	9	7
	18%	16%	17%	27%	17%	18%	14%
7	30	6	8	5	4	2	4
	10%	12%	17%	10%	8%	5%	8%
6	28	7	4	5	5	2	4
	9%	13%	8%	10%	10%	5%	8%
5	45	6	4	5	8	16	7
	15%	10%	8%	10%	15%	32%	14%
4	6	1	2	-	-	-	3
	2%	3%	4%	-	-	-	6%
3	9	4	2	2	1	-	1
	3%	6%	4%	3%	2%	-	3%
2	11	1	2	2	2	5	-
	4%	3%	4%	3%	3%	9%	-
1	5	1	-	2	3	-	-
	2%	1%	-	3%	5%	-	-
DON'T KNOW/REFUSED	3	1	-	-	-	2	-
	1%	1%	-	-	-	5%	-
MEAN	7.3	7.3	7.5	7.4	7.3	6.7	7.8

Table 24-1
QUESTION 21:
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.

Artificial Intelligence [AI]

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	40	17	6	4	3	9	23	16	19	7	8	24	8	6	4	2	6	5	6	34	17	8	5	6
--	10%	13%	7%	8%	7%	11%	10%	9%	18%	5%	6%	12%	7%	8%	12%	2%	8%	7%	12%	10%	12%	6%	11%	8%
8-10	93	35	20	7	6	26	54	39	30	28	28	56	22	14	8	14	14	17	6	88	36	23	13	14
----	23%	25%	22%	15%	14%	31%	24%	22%	28%	21%	22%	28%	19%	19%	20%	20%	18%	26%	12%	25%	25%	19%	34%	18%
5-7	138	54	32	9	17	26	86	52	31	42	53	59	48	30	13	29	27	24	8	130	40	42	13	40
---	35%	40%	36%	18%	39%	31%	38%	30%	29%	32%	41%	29%	40%	41%	35%	41%	37%	37%	17%	37%	28%	34%	33%	52%
1-4	164	46	35	32	20	32	80	84	45	60	47	87	47	28	17	25	33	24	34	130	66	58	13	21
---	41%	33%	39%	67%	45%	38%	36%	48%	42%	46%	37%	42%	39%	39%	45%	37%	44%	37%	69%	37%	46%	47%	33%	28%
9	17	4	2	-	2	8	7	11	2	9	7	11	3	3	1	2	2	8	-	17	3	5	2	5
	4%	3%	3%	-	5%	10%	3%	6%	1%	6%	6%	5%	3%	4%	2%	3%	3%	12%	-	5%	2%	4%	6%	7%
8	36	13	11	3	1	8	24	12	9	12	12	21	11	5	2	10	5	5	-	36	15	10	7	2
	9%	10%	13%	7%	1%	10%	11%	7%	9%	9%	10%	10%	9%	6%	6%	14%	7%	7%	-	10%	11%	8%	17%	3%
7	31	12	9	2	3	5	21	10	6	13	9	10	16	6	7	5	5	2	1	30	6	8	7	8
	8%	9%	10%	3%	7%	6%	9%	6%	5%	10%	7%	5%	13%	8%	18%	7%	7%	4%	1%	9%	4%	6%	17%	11%
6	20	9	5	-	1	5	14	6	5	6	8	10	4	5	2	3	2	3	-	20	4	8	1	7
	5%	6%	6%	-	3%	5%	6%	3%	5%	5%	6%	5%	3%	7%	4%	4%	2%	4%	-	6%	3%	6%	2%	9%
5	88	34	17	7	13	16	51	37	20	23	36	40	29	19	5	21	21	19	8	80	30	26	5	25
	22%	25%	20%	15%	30%	20%	23%	21%	19%	17%	28%	20%	24%	26%	13%	30%	28%	29%	16%	23%	21%	21%	13%	32%
4	30	5	7	6	5	8	12	18	6	11	9	16	10	4	6	5	4	4	7	22	14	8	3	4
	8%	4%	8%	12%	11%	9%	5%	10%	6%	8%	7%	8%	8%	6%	16%	8%	5%	5%	15%	6%	10%	7%	7%	5%
3	50	16	14	7	4	8	31	19	11	19	18	23	14	12	2	4	11	9	10	40	14	24	4	7
	12%	12%	16%	15%	9%	10%	14%	11%	11%	14%	14%	11%	11%	17%	6%	6%	15%	14%	21%	11%	10%	20%	10%	10%
2	35	10	2	11	4	7	13	22	11	14	9	18	11	6	6	4	8	4	8	27	17	14	2	2
	9%	8%	3%	23%	10%	8%	6%	13%	10%	10%	7%	9%	9%	8%	16%	6%	11%	7%	16%	8%	11%	11%	6%	2%
1	49	14	11	8	7	9	25	24	16	17	11	29	13	7	2	12	10	7	8	41	21	12	4	9
	12%	10%	13%	17%	15%	11%	11%	14%	15%	13%	8%	14%	11%	9%	6%	17%	14%	11%	17%	12%	15%	10%	10%	11%
DON'T KNOW/REFUSED	5	2	2	-	1	-	4	1	2	1	-	2	2	1	-	1	1	-	1	4	2	1	-	2
	1%	1%	3%	-	1%	-	2%	-	1%	1%	-	1%	2%	1%	-	2%	1%	-	1%	1%	2%	-	-	2%
MEAN	5.1	5.4	5.1	3.9	4.6	5.5	5.3	4.8	5.2	4.9	5.2	5.1	5.0	5.0	5.3	4.8	4.7	5.2	3.9	5.2	4.9	4.7	5.8	5.3

Table 24-2
QUESTION 21:
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.

Artificial Intelligence [AI]

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	40	12	15	27	11	4	18	16	3	23	14	13	7	20	5	8	26	14	12	14	33	1	5	6
--	10%	7%	9%	8%	28%	5%	9%	16%	6%	10%	11%	8%	10%	12%	4%	9%	15%	11%	13%	8%	10%	2%	17%	8%
8-10	93	35	39	74	19	11	52	26	10	52	31	30	19	44	21	19	50	26	22	45	79	6	8	14
----	23%	19%	23%	21%	45%	14%	26%	26%	22%	24%	24%	19%	27%	26%	18%	21%	28%	20%	25%	26%	24%	15%	24%	19%
5-7	138	66	60	126	11	29	77	30	17	76	43	62	22	54	40	33	63	42	31	64	108	17	13	30
---	35%	35%	36%	35%	26%	37%	37%	30%	37%	35%	34%	39%	32%	32%	32%	35%	35%	32%	34%	36%	33%	41%	40%	41%
1-4	164	82	68	151	12	37	74	44	19	90	53	63	29	70	60	42	62	60	36	67	134	18	10	28
---	41%	44%	41%	43%	29%	47%	36%	44%	41%	41%	41%	40%	41%	41%	49%	44%	35%	46%	40%	38%	41%	44%	33%	39%
9	17	8	7	14	3	1	15	1	1	11	5	7	2	8	6	4	7	4	4	10	14	1	2	3
	4%	4%	4%	4%	8%	2%	7%	1%	2%	5%	4%	5%	3%	4%	5%	4%	4%	3%	4%	5%	4%	2%	7%	4%
8	36	15	18	32	4	6	19	9	7	18	12	9	10	17	10	7	16	8	6	22	32	5	-	5
	9%	8%	11%	9%	10%	7%	9%	9%	14%	8%	9%	6%	14%	10%	9%	8%	9%	6%	7%	13%	10%	11%	-	6%
7	31	16	12	28	2	4	18	8	5	15	11	11	8	12	11	5	15	5	5	20	25	3	3	6
	8%	9%	7%	8%	5%	5%	9%	8%	10%	7%	8%	7%	11%	7%	9%	5%	8%	4%	6%	11%	8%	6%	10%	8%
6	20	10	8	18	2	4	11	4	2	12	6	11	2	7	7	5	6	8	3	9	14	4	2	5
	5%	6%	5%	5%	4%	5%	6%	4%	3%	5%	5%	7%	2%	4%	6%	6%	4%	6%	3%	5%	4%	9%	5%	7%
5	88	40	40	80	7	21	48	18	11	49	26	40	13	35	21	23	42	29	22	34	69	11	8	19
	22%	21%	24%	23%	17%	26%	23%	18%	23%	22%	20%	25%	19%	21%	17%	24%	24%	22%	25%	20%	21%	26%	25%	26%
4	30	15	15	30	-	11	13	7	4	14	12	15	2	13	15	5	10	11	6	13	25	2	2	4
	8%	8%	9%	8%	-	13%	6%	7%	8%	6%	9%	10%	3%	7%	13%	5%	6%	8%	7%	7%	8%	5%	7%	6%
3	50	29	16	45	4	12	25	13	4	26	19	21	8	22	18	11	21	17	12	21	37	7	5	12
	12%	15%	9%	13%	10%	15%	12%	13%	8%	12%	15%	13%	11%	13%	15%	12%	12%	13%	13%	12%	11%	18%	16%	17%
2	35	17	16	33	2	7	16	9	5	24	5	10	9	15	10	12	13	16	6	12	29	3	3	6
	9%	9%	10%	9%	4%	8%	8%	9%	11%	11%	4%	6%	13%	9%	8%	13%	7%	12%	7%	7%	9%	8%	8%	8%
1	49	22	21	43	6	8	21	16	7	25	16	17	10	21	17	14	19	17	12	21	43	6	1	7
	12%	12%	13%	12%	15%	10%	10%	16%	14%	12%	13%	11%	14%	12%	14%	14%	10%	13%	13%	12%	13%	14%	2%	9%
DON'T KNOW/REFUSED	5	3	1	4	-	1	2	-	-	2	2	2	-	2	1	-	2	2	1	1	4	-	1	1
	1%	2%	-	1%	-	2%	1%	-	-	1%	2%	1%	-	1%	1%	-	1%	2%	1%	-	1%	-	3%	1%
MEAN	5.1	4.8	5.0	4.9	6.2	4.6	5.3	5.1	4.9	5.1	5.2	5.0	5.1	5.2	4.7	4.7	5.5	4.8	5.1	5.3	5.1	4.5	5.7	5.0

Table 24-3
QUESTION 21:
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.

Artificial Intelligence [AI]

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	40	5	24	16	8	8	16	7	3	13	18	11	7	8	11	11	12	7	3	3
--	10%	10%	8%	16%	9%	9%	13%	9%	3%	9%	18%	8%	6%	10%	15%	17%	20%	12%	7%	20%
8-10	93	12	59	34	15	15	35	25	18	37	32	30	25	19	21	17	16	17	9	3
----	23%	25%	20%	34%	17%	17%	28%	32%	15%	26%	31%	23%	21%	23%	30%	28%	27%	29%	23%	20%
5-7	138	15	107	31	33	28	48	22	47	54	31	45	47	28	23	23	24	24	14	1
---	35%	32%	36%	31%	37%	32%	39%	28%	37%	37%	31%	34%	39%	34%	33%	37%	40%	41%	37%	10%
1-4	164	20	131	33	40	43	41	31	58	52	38	57	46	36	26	21	20	18	15	9
---	41%	43%	44%	33%	45%	49%	33%	39%	46%	36%	38%	42%	38%	43%	37%	35%	33%	30%	40%	65%
9	17	2	9	8	2	4	4	7	6	8	3	4	9	5	4	2	3	1	2	-
	4%	3%	3%	9%	3%	4%	3%	9%	5%	6%	3%	3%	7%	6%	5%	4%	5%	1%	6%	-
8	36	5	27	9	5	4	15	11	9	16	11	16	10	5	6	5	1	9	4	-
	9%	11%	9%	10%	5%	4%	12%	14%	7%	11%	10%	12%	8%	6%	9%	8%	1%	16%	10%	-
7	31	5	21	10	7	3	17	2	8	10	11	11	10	4	7	7	5	3	2	1
	8%	11%	7%	10%	8%	3%	14%	2%	6%	7%	11%	8%	9%	5%	10%	12%	8%	6%	6%	5%
6	20	1	17	2	4	6	3	6	10	7	3	7	9	3	1	3	5	6	2	-
	5%	2%	6%	2%	4%	7%	3%	8%	8%	5%	2%	5%	8%	4%	2%	5%	9%	11%	6%	-
5	88	9	69	18	22	19	28	14	29	37	18	28	27	21	15	12	14	14	9	1
	22%	19%	23%	19%	24%	22%	23%	17%	23%	26%	18%	21%	23%	25%	21%	20%	23%	24%	25%	6%
4	30	3	22	8	9	7	7	3	10	13	5	7	7	9	5	4	4	1	3	1
	8%	7%	7%	8%	9%	8%	6%	4%	8%	9%	5%	5%	6%	11%	7%	6%	7%	2%	8%	11%
3	50	7	39	11	15	9	13	10	15	16	16	16	15	12	4	8	8	7	8	3
	12%	15%	13%	11%	17%	10%	10%	13%	12%	11%	16%	12%	12%	15%	6%	13%	12%	12%	20%	25%
2	35	6	28	7	5	14	8	8	14	10	6	18	8	7	8	3	2	4	3	1
	9%	12%	9%	7%	5%	16%	6%	11%	11%	7%	6%	13%	6%	8%	11%	5%	3%	7%	8%	6%
1	49	4	42	7	12	12	13	9	19	14	11	17	16	8	9	6	6	5	2	3
	12%	9%	14%	7%	13%	14%	11%	12%	15%	9%	10%	12%	13%	9%	14%	10%	10%	9%	4%	24%
DON'T KNOW/REFUSED	5	-	3	2	1	1	-	1	2	1	-	2	2	-	-	-	-	-	-	1
	1%	-	1%	2%	2%	1%	-	1%	2%	1%	-	1%	2%	-	-	-	-	-	-	5%
MEAN	5.1	5.1	4.8	5.9	4.8	4.5	5.6	5.3	4.5	5.3	5.6	4.9	5.0	5.0	5.4	5.6	5.7	5.5	5.2	4.3

Table 24-4
QUESTION 21:
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.

Artificial Intelligence [AI]

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	40	25	10	14	6	7	6	23	10	4	2	10	17	12	12	21	18	22	19	16	11	18	18
--	10%	13%	8%	13%	7%	9%	8%	11%	8%	11%	6%	8%	9%	17%	7%	10%	9%	12%	12%	10%	8%	13%	9%
8-10	93	50	29	26	11	19	16	55	21	9	9	25	47	21	32	49	44	44	38	38	28	33	49
----	23%	26%	24%	25%	14%	24%	24%	27%	18%	21%	23%	20%	24%	28%	18%	24%	23%	24%	25%	25%	19%	24%	25%
5-7	138	62	46	40	41	27	31	65	43	16	14	48	71	19	70	67	60	60	44	53	53	41	78
---	35%	32%	38%	39%	50%	35%	45%	32%	38%	38%	35%	38%	36%	25%	39%	32%	31%	32%	29%	35%	35%	31%	40%
1-4	164	83	44	35	29	30	20	80	49	17	16	52	75	34	75	86	87	78	70	58	65	59	69
---	41%	42%	36%	34%	36%	38%	30%	40%	43%	41%	40%	41%	38%	47%	42%	42%	45%	42%	45%	38%	44%	44%	35%
9	17	11	8	5	1	6	3	9	3	1	4	6	10	1	9	9	8	8	4	11	4	6	12
	4%	6%	7%	5%	1%	8%	4%	4%	2%	4%	11%	5%	5%	1%	5%	4%	4%	4%	3%	7%	3%	5%	6%
8	36	14	11	8	5	6	7	23	8	3	2	9	20	8	12	19	18	14	14	12	13	9	20
	9%	7%	9%	7%	6%	7%	11%	11%	7%	7%	6%	7%	10%	11%	7%	9%	9%	8%	9%	8%	8%	6%	10%
7	31	17	11	7	9	8	7	11	12	3	4	10	17	4	18	16	13	13	7	10	11	5	17
	8%	9%	9%	6%	10%	10%	11%	6%	11%	8%	10%	8%	9%	5%	10%	8%	7%	7%	5%	6%	7%	4%	9%
6	20	10	5	9	10	4	4	10	6	2	2	8	9	2	10	10	8	13	6	6	12	7	9
	5%	5%	4%	9%	12%	5%	6%	5%	5%	5%	4%	6%	5%	3%	5%	5%	4%	7%	4%	4%	8%	5%	4%
5	88	35	29	24	23	15	19	44	25	11	8	30	45	12	42	41	39	34	31	38	30	29	53
	22%	18%	24%	23%	28%	20%	28%	22%	22%	26%	20%	24%	23%	17%	23%	20%	20%	19%	20%	25%	20%	22%	27%
4	30	18	10	6	4	7	7	17	8	4	1	5	22	3	12	20	17	12	10	6	10	9	11
	8%	9%	8%	6%	5%	9%	10%	8%	7%	10%	2%	4%	11%	4%	7%	10%	9%	6%	6%	4%	7%	6%	5%
3	50	27	13	11	7	8	6	22	19	4	5	16	20	14	25	27	28	29	28	24	24	28	22
	12%	14%	11%	11%	9%	11%	9%	11%	17%	9%	12%	13%	10%	19%	14%	13%	15%	16%	18%	15%	16%	20%	11%
2	35	19	7	6	8	5	3	18	7	7	3	12	13	10	15	15	18	17	13	13	12	11	14
	9%	10%	5%	6%	9%	7%	5%	9%	6%	16%	7%	9%	6%	13%	8%	7%	9%	9%	8%	8%	8%	8%	7%
1	49	19	14	12	11	9	4	23	15	2	7	19	21	8	23	25	24	20	20	16	19	12	21
	12%	10%	12%	11%	13%	11%	6%	11%	13%	6%	18%	15%	11%	10%	13%	12%	12%	11%	13%	10%	13%	9%	11%
DON'T KNOW/REFUSED	5	1	2	2	1	2	1	2	1	-	1	2	3	-	2	4	4	4	2	4	3	2	2
	1%	-	2%	2%	1%	3%	1%	1%	1%	-	2%	1%	2%	-	1%	2%	2%	2%	1%	3%	2%	1%	1%
MEAN	5.1	5.3	5.2	5.4	4.9	5.3	5.5	5.2	4.9	5.1	5.0	4.8	5.2	5.1	4.9	5.1	4.9	5.1	5.0	5.2	4.8	5.1	5.3

Table 24-5
QUESTION 21:
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.

Artificial Intelligence [AI]

BANNER 5

		----------GREATER MN----------					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	33	5	8	5	5	7	3
--	11%	9%	17%	10%	10%	14%	6%
8-10	69	11	10	10	10	16	11
----	23%	21%	21%	20%	20%	32%	22%
5-7	107	15	19	22	19	9	24
---	35%	27%	38%	43%	37%	18%	47%
1-4	129	28	21	18	21	25	15
---	42%	52%	42%	37%	42%	50%	31%
9	11	2	-	2	3	-	4
	4%	4%	-	3%	7%	-	8%
8	25	4	2	3	2	9	4
	8%	8%	4%	7%	3%	18%	8%
7	28	2	4	8	5	5	4
	9%	4%	8%	17%	10%	9%	8%
6	17	1	4	2	2	2	6
	5%	3%	8%	3%	3%	5%	11%
5	61	11	10	12	12	2	14
	20%	21%	21%	23%	23%	5%	28%
4	24	6	2	3	6	2	4
	8%	12%	4%	7%	12%	5%	8%
3	39	7	6	7	4	9	6
	13%	13%	13%	13%	8%	18%	11%
2	36	8	10	5	4	9	-
	12%	14%	21%	10%	8%	18%	-
1	29	7	2	3	7	5	6
	10%	13%	4%	7%	13%	9%	11%
DON'T KNOW/REFUSED	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-
MEAN	5.1	4.6	5.1	5.3	5.0	5.1	5.4

Table 25-1
QUESTION 22:
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.

Energy costs

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
10	51	17	14	3	7	8	32	19	20	13	14	31	11	9	10	6	9	8	3	48	24	17	1	6
--	13%	13%	16%	7%	17%	10%	14%	11%	19%	10%	11%	15%	9%	12%	27%	9%	12%	13%	6%	14%	17%	13%	3%	8%
8-10	108	34	31	9	14	21	64	44	39	32	30	62	29	17	20	20	19	14	10	98	44	30	10	19
----	27%	25%	35%	18%	31%	25%	29%	25%	36%	25%	24%	30%	24%	24%	54%	30%	25%	22%	21%	28%	31%	24%	26%	25%
5-7	208	72	41	28	20	48	113	95	45	73	67	103	63	41	12	33	41	31	24	183	72	66	21	40
---	52%	53%	47%	58%	45%	57%	50%	54%	42%	56%	53%	50%	52%	56%	31%	48%	55%	48%	50%	52%	50%	54%	54%	52%
1-4	82	29	16	11	11	15	45	37	22	26	30	39	28	14	6	16	15	20	14	68	27	27	8	16
---	20%	22%	18%	23%	24%	18%	20%	21%	21%	20%	24%	19%	23%	19%	15%	23%	19%	31%	29%	19%	19%	22%	20%	21%
9	14	3	5	-	1	5	8	6	3	6	4	6	5	3	7	3	1	2	1	13	3	5	2	3
	4%	2%	6%	-	3%	6%	4%	4%	3%	4%	3%	3%	4%	4%	18%	4%	1%	2%	3%	4%	2%	4%	4%	4%
8	43	14	11	6	5	8	25	18	15	13	12	25	14	5	3	11	9	4	6	38	17	9	7	9
	11%	10%	13%	12%	11%	9%	11%	10%	15%	10%	10%	12%	11%	7%	8%	16%	12%	6%	12%	11%	12%	7%	18%	12%
7	61	21	12	5	8	15	33	28	16	20	18	34	14	13	2	9	10	5	5	56	26	20	6	8
	15%	15%	14%	10%	19%	18%	15%	16%	15%	15%	14%	17%	12%	18%	6%	13%	13%	7%	11%	16%	18%	16%	16%	10%
6	56	18	10	8	6	14	28	28	11	22	20	27	16	11	4	9	13	12	8	47	18	16	7	15
	14%	13%	11%	17%	13%	17%	12%	16%	10%	17%	15%	13%	13%	16%	10%	12%	17%	18%	17%	14%	12%	13%	17%	20%
5	92	33	19	15	6	18	52	39	19	32	30	42	33	16	6	15	18	15	11	80	29	30	8	17
	23%	24%	22%	32%	14%	22%	23%	22%	17%	24%	23%	20%	28%	22%	15%	22%	24%	22%	22%	23%	20%	24%	21%	22%
4	27	6	5	4	6	6	11	15	8	8	11	11	12	4	2	6	3	9	4	23	11	6	3	5
	7%	4%	6%	8%	13%	7%	5%	9%	7%	6%	8%	5%	10%	5%	6%	9%	4%	14%	8%	6%	8%	5%	8%	6%
3	28	13	7	2	-	6	20	8	8	6	11	15	6	7	2	7	6	3	3	25	7	13	1	7
	7%	10%	8%	5%	-	7%	9%	5%	8%	5%	9%	7%	5%	9%	5%	11%	8%	5%	6%	7%	5%	11%	2%	9%
2	16	5	2	3	2	3	7	9	6	5	6	8	4	4	1	1	3	5	4	12	7	4	1	3
	4%	4%	3%	7%	6%	4%	3%	5%	5%	4%	5%	4%	4%	5%	2%	2%	4%	8%	9%	3%	5%	3%	3%	4%
1	11	5	2	2	2	-	7	4	1	6	2	6	5	-	1	1	3	3	3	8	2	4	3	2
	3%	4%	2%	3%	6%	-	3%	2%	1%	5%	2%	3%	4%	-	2%	1%	4%	4%	6%	2%	2%	3%	7%	2%
DON'T KNOW/REFUSED	2	2	-	-	-	-	2	-	-	-	-	-	1	1	-	-	1	-	-	2	-	-	-	2
	-	1%	-	-	-	-	1%	-	-	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	2%
MEAN	6.1	6.0	6.5	5.5	6.3	6.2	6.2	6.1	6.5	6.0	5.9	6.3	5.8	6.1	7.3	6.1	6.0	5.6	5.5	6.2	6.4	6.0	5.9	5.9

Table 25-2
QUESTION 22:
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.

Energy costs

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
10	51	17	20	36	14	7	26	16	7	26	18	19	9	21	14	11	26	16	14	21	42	6	3	9
--	13%	9%	12%	10%	35%	9%	13%	16%	14%	12%	14%	12%	13%	12%	11%	12%	15%	12%	16%	12%	13%	15%	10%	12%
8-10	108	42	47	89	18	12	59	34	11	63	33	42	25	40	30	29	49	35	28	46	91	9	8	17
----	27%	22%	28%	25%	45%	16%	29%	34%	24%	29%	25%	27%	35%	24%	24%	31%	28%	26%	31%	26%	28%	23%	25%	24%
5-7	208	103	89	192	14	45	101	55	25	116	65	76	33	98	56	48	99	64	49	95	165	23	17	41
---	52%	55%	53%	54%	34%	57%	49%	55%	53%	53%	50%	49%	47%	58%	46%	51%	56%	49%	55%	54%	51%	57%	55%	56%
1-4	82	41	31	72	9	21	44	11	11	39	31	38	12	32	36	17	29	32	13	35	67	9	5	14
---	20%	22%	19%	20%	21%	26%	21%	11%	23%	18%	24%	24%	17%	19%	30%	18%	16%	25%	14%	20%	21%	21%	17%	19%
9	14	6	8	13	1	3	9	3	1	9	4	6	4	4	4	3	7	5	4	5	11	2	2	3
	4%	3%	5%	4%	2%	4%	4%	3%	2%	4%	3%	4%	6%	2%	3%	4%	4%	3%	5%	3%	3%	4%	5%	4%
8	43	19	20	39	3	2	24	15	4	29	11	17	11	15	12	15	16	14	9	20	38	2	3	5
	11%	10%	12%	11%	8%	3%	12%	15%	8%	13%	8%	11%	16%	9%	10%	16%	9%	11%	10%	11%	12%	4%	10%	7%
7	61	24	30	53	7	12	29	19	6	35	20	19	14	27	16	17	25	18	17	26	48	8	5	13
	15%	13%	18%	15%	17%	15%	14%	19%	12%	16%	15%	12%	20%	16%	13%	18%	14%	13%	19%	15%	15%	19%	17%	18%
6	56	32	22	54	2	14	29	11	9	33	14	28	6	22	16	9	30	16	12	28	43	7	5	11
	14%	17%	13%	15%	6%	17%	14%	11%	19%	15%	11%	18%	9%	13%	13%	9%	17%	12%	13%	16%	13%	16%	15%	16%
5	92	48	38	85	5	20	43	25	10	48	31	29	13	49	24	23	44	31	20	41	75	9	7	16
	23%	26%	23%	24%	12%	25%	21%	25%	22%	22%	24%	19%	18%	29%	19%	24%	25%	23%	22%	23%	23%	21%	23%	22%
4	27	11	9	20	6	6	16	5	2	17	7	15	2	10	12	6	9	9	4	12	23	3	1	4
	7%	6%	5%	6%	14%	8%	8%	5%	5%	8%	6%	9%	3%	6%	9%	6%	5%	7%	5%	7%	7%	7%	2%	5%
3	28	19	10	28	-	5	17	2	4	10	14	8	5	15	11	5	12	10	5	12	21	4	3	7
	7%	10%	6%	8%	-	6%	8%	2%	9%	4%	11%	5%	7%	9%	9%	5%	7%	8%	6%	7%	6%	9%	8%	9%
2	16	9	5	15	2	6	6	2	1	7	8	9	4	4	6	5	5	7	2	8	12	2	2	4
	4%	5%	3%	4%	4%	8%	3%	2%	3%	3%	6%	6%	5%	2%	5%	6%	3%	5%	2%	4%	4%	4%	7%	5%
1	11	2	8	9	1	3	5	2	3	5	1	6	1	3	8	1	2	6	2	3	11	-	-	-
	3%	1%	5%	3%	3%	4%	2%	2%	6%	2%	1%	4%	2%	2%	6%	1%	1%	4%	2%	2%	3%	-	-	-
DON'T KNOW/REFUSED	2	1	-	1	-	1	1	-	-	1	1	1	-	-	1	-	-	-	-	1	1	-	1	1
	-	-	-	-	-	1%	-	-	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	3%	1%
MEAN	6.1	5.9	6.2	6.0	7.1	5.6	6.2	6.6	5.9	6.3	6.0	6.0	6.5	6.1	5.7	6.3	6.3	5.9	6.5	6.1	6.1	6.2	6.1	6.1

Table 25-3
QUESTION 22:
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.

Energy costs

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
10	51	5	36	15	5	14	20	8	10	20	21	18	10	11	10	8	14	10	5	3
--	13%	10%	12%	15%	5%	17%	16%	11%	8%	14%	20%	14%	8%	14%	14%	13%	22%	17%	13%	24%
8-10	108	12	80	28	19	24	34	25	25	39	39	33	27	25	20	20	23	21	8	4
----	27%	25%	27%	28%	21%	27%	27%	31%	20%	27%	38%	24%	22%	30%	29%	33%	38%	35%	20%	29%
5-7	208	26	157	51	50	39	71	38	62	78	52	70	63	46	38	30	26	30	22	7
---	52%	55%	52%	52%	55%	45%	57%	48%	49%	54%	52%	52%	52%	55%	55%	49%	42%	51%	59%	53%
1-4	82	10	62	20	21	24	19	16	37	27	10	31	30	12	11	11	12	8	8	2
---	20%	20%	21%	20%	23%	27%	15%	21%	30%	19%	10%	23%	25%	15%	16%	17%	20%	14%	22%	18%
9	14	2	11	3	4	-	3	4	3	7	3	5	4	2	5	4	2	1	1	1
	4%	5%	4%	3%	5%	-	3%	5%	2%	5%	2%	4%	3%	2%	7%	6%	4%	1%	2%	5%
8	43	5	34	10	10	9	11	12	12	12	15	9	13	12	5	8	7	10	2	-
	11%	10%	11%	10%	11%	11%	9%	16%	10%	8%	15%	7%	11%	15%	8%	14%	12%	16%	5%	-
7	61	5	43	18	13	12	25	9	13	29	14	24	15	18	11	9	11	8	6	-
	15%	11%	14%	18%	14%	14%	20%	11%	11%	20%	14%	18%	13%	21%	16%	15%	19%	14%	16%	-
6	56	10	45	11	16	8	17	14	18	17	18	15	21	9	12	10	8	8	4	4
	14%	21%	15%	11%	18%	9%	14%	18%	14%	12%	18%	11%	18%	11%	17%	16%	14%	14%	10%	31%
5	92	11	69	23	21	19	29	15	31	33	20	32	26	19	16	11	6	13	12	3
	23%	23%	23%	23%	23%	22%	24%	19%	25%	23%	20%	24%	22%	23%	22%	19%	10%	23%	33%	23%
4	27	3	23	4	7	6	7	6	10	10	4	10	11	7	5	4	4	2	4	1
	7%	7%	8%	4%	8%	7%	6%	8%	8%	7%	4%	8%	9%	8%	7%	7%	6%	3%	11%	6%
3	28	5	19	9	5	10	6	6	15	8	2	10	11	2	6	3	5	5	2	-
	7%	10%	6%	9%	5%	12%	5%	8%	12%	5%	2%	8%	9%	2%	8%	6%	8%	8%	6%	-
2	16	1	12	5	2	4	6	4	7	5	2	7	5	2	1	2	1	1	1	2
	4%	1%	4%	5%	3%	5%	5%	5%	6%	4%	2%	5%	4%	2%	1%	3%	2%	1%	2%	12%
1	11	1	8	3	6	4	-	1	5	4	2	4	2	2	-	1	2	1	1	-
	3%	2%	3%	3%	7%	4%	-	1%	4%	3%	2%	3%	1%	3%	-	2%	3%	1%	2%	-
DON'T KNOW/REFUSED	2	-	2	-	1	1	-	-	2	-	-	-	2	-	-	-	-	-	-	-
	-	-	1%	-	1%	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-
MEAN	6.1	6.0	6.1	6.2	5.7	5.9	6.4	6.2	5.5	6.3	6.8	6.0	5.8	6.4	6.4	6.4	6.7	6.5	5.9	6.3

Table 25-4
QUESTION 22:
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.

Energy costs

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
10	51	28	15	23	7	9	6	22	15	6	8	23	18	9	25	25	19	24	23	15	13	16	30
--	13%	14%	12%	22%	9%	11%	9%	11%	13%	15%	21%	18%	9%	13%	14%	12%	10%	13%	15%	10%	9%	12%	15%
8-10	108	60	29	42	21	19	17	51	32	10	15	38	49	21	53	55	40	50	39	34	32	30	61
----	27%	31%	24%	40%	26%	24%	25%	25%	28%	24%	39%	30%	25%	29%	29%	27%	21%	27%	25%	22%	22%	22%	31%
5-7	208	93	75	42	40	38	36	109	58	25	15	64	105	37	92	112	116	99	83	87	80	76	104
---	52%	47%	62%	40%	49%	49%	52%	54%	51%	60%	38%	50%	54%	49%	51%	54%	60%	53%	54%	57%	54%	57%	53%
1-4	82	42	16	18	21	19	15	42	23	7	8	24	41	16	33	37	36	35	33	31	35	28	32
---	20%	22%	14%	17%	26%	25%	22%	21%	20%	16%	21%	19%	21%	22%	18%	18%	19%	19%	21%	20%	24%	21%	16%
9	14	6	3	6	4	3	4	6	7	1	-	3	10	2	7	6	1	6	1	-	5	1	5
	4%	3%	2%	6%	5%	4%	6%	3%	6%	2%	-	2%	5%	2%	4%	3%	1%	3%	1%	-	3%	1%	2%
8	43	26	11	14	10	7	7	23	11	3	7	12	20	10	20	25	20	20	15	19	14	13	27
	11%	13%	9%	13%	12%	9%	10%	11%	9%	7%	18%	10%	10%	14%	11%	12%	10%	11%	10%	12%	10%	9%	13%
7	61	31	25	10	13	13	16	30	20	5	6	20	29	12	29	28	33	27	17	29	17	19	29
	15%	16%	21%	9%	16%	17%	24%	15%	17%	12%	15%	16%	15%	16%	16%	14%	17%	14%	11%	19%	11%	14%	15%
6	56	25	19	10	11	13	7	26	19	9	1	19	26	9	27	34	37	28	31	24	24	25	28
	14%	13%	16%	10%	13%	17%	10%	13%	17%	22%	4%	15%	13%	13%	15%	16%	19%	15%	20%	16%	16%	18%	14%
5	92	37	30	22	16	12	13	53	20	11	8	24	49	16	36	50	47	45	36	34	39	33	47
	23%	19%	25%	21%	19%	15%	19%	26%	17%	26%	20%	19%	25%	21%	20%	24%	24%	24%	23%	22%	26%	24%	24%
4	27	16	6	8	9	4	5	11	10	3	2	8	15	3	14	17	11	13	11	11	12	9	9
	7%	8%	5%	7%	10%	6%	7%	6%	9%	6%	6%	7%	8%	4%	8%	8%	6%	7%	7%	7%	8%	7%	5%
3	28	16	5	2	6	6	5	14	7	2	3	8	14	6	12	9	12	10	12	10	12	8	12
	7%	8%	4%	2%	7%	8%	7%	7%	6%	6%	6%	6%	7%	8%	7%	4%	6%	6%	8%	7%	8%	6%	6%
2	16	6	3	3	6	6	1	12	3	-	1	4	8	4	2	6	7	6	7	4	7	6	5
	4%	3%	2%	3%	7%	7%	1%	6%	3%	-	2%	3%	4%	6%	1%	3%	4%	3%	4%	3%	5%	4%	2%
1	11	4	2	5	1	3	5	4	2	2	3	4	4	3	5	6	6	5	3	6	4	6	6
	3%	2%	2%	5%	1%	4%	7%	2%	2%	4%	7%	3%	2%	4%	3%	3%	3%	3%	2%	4%	3%	4%	3%
DON'T KNOW/REFUSED	2	1	1	2	-	1	-	-	1	-	1	1	1	-	2	2	2	2	-	2	2	1	1
	-	-	1%	2%	-	1%	-	-	1%	-	2%	1%	-	-	1%	1%	1%	1%	-	1%	1%	1%	-
MEAN	6.1	6.3	6.3	6.6	6.0	5.9	6.0	6.0	6.3	6.2	6.4	6.4	6.0	6.1	6.3	6.2	5.9	6.2	6.0	6.0	5.8	5.9	6.3

Table 25-5
QUESTION 22:
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.

Energy costs

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
10	39	4	2	7	8	9	10
--	13%	6%	4%	13%	15%	18%	19%
8-10	90	10	15	17	16	14	19
----	30%	18%	29%	33%	32%	27%	39%
5-7	147	32	19	23	23	27	22
---	48%	60%	38%	47%	45%	55%	44%
1-4	68	12	17	10	12	9	8
---	22%	22%	33%	20%	23%	18%	17%
9	19	1	4	5	3	5	1
	6%	3%	8%	10%	5%	9%	3%
8	33	5	8	5	6	-	8
	11%	9%	17%	10%	12%	-	17%
7	42	8	8	3	9	7	7
	14%	16%	17%	7%	17%	14%	14%
6	37	10	2	8	8	5	4
	12%	18%	4%	17%	15%	9%	8%
5	68	14	8	12	7	16	11
	22%	26%	17%	23%	13%	32%	22%
4	28	5	6	3	7	2	4
	9%	9%	13%	7%	13%	5%	8%
3	21	3	4	3	-	7	4
	7%	5%	8%	7%	-	14%	8%
2	10	4	2	2	3	-	-
	3%	6%	4%	3%	5%	-	-
1	9	1	4	2	3	-	-
	3%	1%	8%	3%	5%	-	-
MEAN	6.2	5.8	5.7	6.2	6.3	6.3	6.7

Table 26-1
QUESTION 23:
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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	86	27	18	10	12	20	45	42	17	28	36	34	30	21	4	25	22	13	6	81	35	22	11	15
	22%	20%	20%	20%	28%	23%	20%	24%	16%	21%	28%	17%	25%	29%	12%	36%	29%	19%	12%	23%	24%	17%	27%	20%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	77	27	20	9	6	15	47	30	26	29	18	45	23	8	10	15	7	14	9	67	24	15	9	21
	19%	19%	23%	18%	13%	18%	21%	17%	24%	22%	14%	22%	19%	11%	25%	22%	10%	21%	20%	19%	17%	12%	23%	27%
UNFAVORABLE BUSINESS CLIMATE	47	19	14	6	2	7	33	14	9	19	16	23	15	10	8	2	7	9	6	42	21	21	3	3
	12%	14%	16%	12%	4%	8%	15%	8%	9%	15%	12%	11%	12%	14%	21%	4%	10%	13%	12%	12%	14%	17%	8%	4%
TARIFFS	39	17	4	4	4	8	22	17	11	7	17	21	9	8	2	3	7	6	3	35	6	14	6	11
	10%	13%	5%	8%	10%	10%	10%	9%	11%	5%	13%	10%	8%	11%	6%	5%	9%	9%	6%	10%	4%	11%	15%	14%
COST OF HEALTH CARE INSURANCE	34	8	8	2	2	13	16	18	5	11	10	17	12	4	4	5	12	2	-	34	15	10	3	4
	8%	6%	9%	5%	5%	15%	7%	10%	4%	8%	7%	9%	10%	6%	11%	8%	16%	3%	-	10%	10%	8%	8%	5%
INFLATION	34	5	7	5	7	10	12	22	11	11	9	19	6	7	3	2	10	6	6	28	6	9	2	15
	8%	4%	8%	10%	16%	12%	5%	12%	11%	9%	7%	10%	5%	10%	8%	4%	13%	9%	12%	8%	4%	8%	5%	20%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	33	17	3	5	4	4	20	13	10	10	10	16	11	6	6	9	1	9	4	29	18	10	3	2
	8%	13%	3%	10%	10%	5%	9%	7%	9%	8%	8%	8%	9%	8%	15%	13%	1%	14%	9%	8%	12%	8%	8%	3%
INCREASING COSTS OF WAGES	20	6	7	4	2	1	13	7	7	6	6	11	6	3	1	2	4	3	2	18	8	9	2	2
	5%	4%	8%	8%	4%	2%	6%	4%	7%	5%	5%	5%	5%	4%	2%	3%	5%	5%	5%	5%	5%	7%	4%	2%
COST OR AVAILABILITY OF CAPITAL TO INVEST	9	5	1	1	2	1	6	3	2	4	3	4	2	3	-	1	3	-	3	6	3	5	-	1
	2%	4%	1%	2%	4%	1%	3%	2%	2%	3%	2%	2%	2%	4%	-	2%	4%	-	6%	2%	2%	4%	-	2%
TAXES	3	-	3	-	-	-	3	-	2	2	-	3	-	-	-	-	-	2	-	3	2	2	-	-
	1%	-	3%	-	-	-	1%	-	1%	1%	-	1%	-	-	-	-	-	2%	-	1%	1%	1%	-	-
OTHER	18	4	2	3	2	5	7	11	7	4	4	11	5	2	-	2	2	3	9	8	8	8	1	2
	4%	3%	3%	7%	6%	6%	3%	6%	7%	3%	3%	5%	4%	2%	-	2%	3%	4%	19%	2%	5%	6%	2%	2%
DON'T KNOW/NOT SURE	1	1	-	-	-	-	1	-	-	-	-	-	1	-	-	1	-	-	-	1	-	-	-	1
	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	1%

Table 26-2
QUESTION 23:
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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	86	50	30	81	3	30	43	10	13	41	33	46	5	34	36	12	37	29	18	38	64	11	10	21
	22%	27%	18%	23%	8%	38%	21%	10%	27%	18%	25%	29%	7%	20%	30%	13%	21%	22%	20%	22%	20%	26%	32%	29%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	77	43	23	65	9	11	42	20	12	29	33	29	10	37	23	13	40	24	17	36	69	6	2	8
	19%	23%	13%	18%	22%	14%	20%	20%	26%	13%	26%	18%	14%	22%	19%	14%	22%	18%	19%	21%	21%	14%	7%	11%
UNFAVORABLE BUSINESS CLIMATE	47	15	26	41	7	6	31	8	2	35	10	25	5	18	18	11	18	11	12	24	37	8	3	10
	12%	8%	16%	12%	16%	8%	15%	8%	5%	16%	8%	16%	7%	10%	15%	12%	10%	8%	13%	13%	11%	19%	8%	14%
TARIFFS	39	14	16	30	9	4	17	15	6	22	10	9	12	18	7	10	20	15	7	17	30	4	4	8
	10%	7%	9%	8%	21%	5%	8%	15%	12%	10%	8%	6%	17%	10%	6%	11%	11%	11%	8%	10%	9%	10%	14%	11%
COST OF HEALTH CARE INSURANCE	34	16	16	31	2	11	14	8	5	19	10	6	10	17	4	12	17	10	7	16	30	3	2	4
	8%	8%	9%	9%	6%	14%	7%	8%	10%	9%	8%	4%	14%	10%	3%	13%	10%	8%	8%	9%	9%	6%	5%	6%
INFLATION	34	15	16	30	3	5	16	12	3	18	12	12	5	17	10	11	12	10	10	13	25	4	4	7
	8%	8%	9%	9%	8%	6%	8%	12%	7%	8%	9%	8%	7%	10%	8%	12%	7%	8%	11%	7%	8%	9%	11%	10%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	33	9	19	27	6	4	17	11	1	26	7	6	14	13	4	14	12	7	12	14	26	3	2	6
	8%	5%	11%	8%	14%	5%	8%	11%	2%	12%	5%	4%	20%	8%	4%	15%	7%	6%	13%	8%	8%	8%	8%	8%
INCREASING COSTS OF WAGES	20	11	9	20	-	4	7	9	-	12	7	8	7	5	6	7	7	8	2	10	17	1	3	3
	5%	6%	5%	6%	-	5%	3%	9%	-	5%	5%	5%	10%	3%	5%	7%	4%	6%	3%	5%	5%	2%	8%	4%
COST OR AVAILABILITY OF CAPITAL TO INVEST	9	1	6	8	2	1	7	1	1	7	1	4	3	3	4	1	5	4	1	4	6	2	1	3
	2%	1%	4%	2%	4%	2%	3%	1%	2%	3%	-	2%	4%	2%	3%	1%	3%	3%	2%	2%	2%	4%	4%	4%
TAXES	3	2	2	3	-	-	2	2	-	3	-	2	-	2	2	-	2	2	-	2	3	-	-	-
	1%	1%	1%	1%	-	-	1%	2%	-	1%	-	1%	-	1%	1%	-	1%	1%	-	1%	1%	-	-	-
OTHER	18	11	6	17	1	2	9	5	4	7	7	11	-	7	7	2	8	11	3	3	16	1	1	2
	4%	6%	3%	5%	2%	3%	4%	5%	8%	3%	5%	7%	-	4%	6%	3%	4%	9%	4%	2%	5%	2%	3%	2%
DON'T KNOW/NOT SURE	1	-	-	-	-	1	-	-	1	-	-	-	-	1	-	-	1	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	-	2%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 26-3
QUESTION 23:
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

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	86	8	76	10	19	20	27	19	41	30	14	5	86	9	12	6	5	1	9	2
	22%	18%	25%	10%	21%	23%	22%	24%	32%	21%	14%	4%	71%	11%	17%	10%	8%	3%	23%	12%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	77	11	49	27	16	11	33	11	25	25	18	77	12	4	7	3	5	10	5	2
	19%	23%	16%	27%	18%	12%	27%	14%	20%	17%	18%	57%	10%	5%	10%	5%	8%	16%	12%	17%
UNFAVORABLE BUSINESS CLIMATE	47	8	38	9	8	9	17	10	14	19	9	6	5	47	6	4	5	1	2	-
	12%	17%	13%	9%	9%	10%	14%	13%	12%	13%	9%	4%	4%	57%	8%	6%	9%	1%	4%	-
TARIFFS	39	4	28	11	12	7	9	9	6	13	15	16	3	6	4	4	2	39	-	-
	10%	9%	9%	11%	13%	8%	7%	11%	5%	9%	15%	12%	3%	7%	5%	7%	3%	65%	-	-
COST OF HEALTH CARE INSURANCE	34	5	25	8	1	6	14	9	10	13	6	8	4	5	34	5	1	2	2	-
	8%	11%	8%	8%	1%	7%	11%	12%	8%	9%	6%	6%	3%	6%	48%	8%	1%	3%	4%	-
INFLATION	34	4	23	11	8	12	8	2	8	13	12	12	2	3	2	2	34	5	1	-
	8%	9%	8%	11%	9%	13%	6%	3%	6%	9%	12%	9%	1%	4%	3%	3%	55%	8%	2%	-
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	33	-	25	8	7	10	5	8	7	14	12	5	3	6	2	33	6	1	1	-
	8%	-	8%	9%	8%	11%	4%	10%	6%	10%	12%	4%	3%	7%	3%	54%	10%	1%	2%	-
INCREASING COSTS OF WAGES	20	3	15	5	8	5	4	3	5	6	8	5	5	3	2	-	4	-	20	-
	5%	5%	5%	5%	9%	6%	3%	4%	4%	4%	8%	3%	5%	4%	3%	-	7%	-	53%	-
COST OR AVAILABILITY OF CAPITAL TO INVEST	9	2	5	4	4	2	3	-	3	3	3	-	1	-	1	3	-	2	-	9
	2%	5%	2%	4%	4%	3%	2%	-	3%	2%	3%	-	1%	-	1%	5%	-	3%	-	71%
TAXES	3	-	3	-	2	-	2	-	-	2	-	-	-	-	-	-	-	-	-	-
	1%	-	1%	-	2%	-	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-
OTHER	18	-	13	5	6	5	1	5	5	6	4	2	-	-	-	2	-	-	-	-
	4%	-	4%	5%	6%	6%	1%	7%	4%	4%	4%	1%	-	-	-	3%	-	-	-	-
DON'T KNOW/NOT SURE	1	1	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
	-	2%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-

Table 26-4
QUESTION 23:
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				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	86	34	47	19	12	13	17	14	32	15	24	51	34	-	69	48	41	42	33	40	40	34	71
	22%	17%	39%	18%	15%	17%	24%	7%	28%	36%	59%	40%	17%	-	38%	23%	21%	22%	21%	26%	27%	25%	36%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	77	38	15	27	19	19	13	49	23	1	3	14	43	18	22	38	44	39	32	29	26	25	21
	19%	19%	12%	26%	24%	25%	18%	24%	20%	3%	8%	11%	22%	24%	12%	18%	23%	21%	21%	19%	18%	18%	11%
UNFAVORABLE BUSINESS CLIMATE	47	28	6	14	14	9	7	27	13	6	1	11	24	12	19	25	17	19	15	15	19	19	19
	12%	14%	5%	13%	17%	12%	10%	13%	12%	15%	2%	9%	12%	17%	11%	12%	9%	10%	9%	10%	13%	14%	9%
TARIFFS	39	20	7	6	11	8	6	25	9	2	2	9	20	8	13	17	18	10	11	11	8	9	21
	10%	10%	6%	6%	13%	10%	9%	12%	8%	6%	4%	7%	10%	11%	7%	8%	9%	5%	7%	7%	5%	7%	11%
COST OF HEALTH CARE INSURANCE	34	14	15	8	1	3	7	17	12	4	1	11	15	7	14	16	16	17	11	17	8	7	16
	8%	7%	12%	8%	2%	4%	11%	8%	10%	10%	2%	9%	8%	10%	8%	8%	8%	9%	7%	11%	6%	5%	8%
INFLATION	34	20	10	8	8	10	8	19	8	5	2	6	16	12	14	21	14	21	19	11	14	10	12
	8%	10%	9%	8%	10%	13%	12%	9%	7%	11%	5%	5%	8%	16%	8%	10%	7%	11%	12%	7%	10%	8%	6%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	33	21	7	10	8	5	3	20	6	3	4	10	19	4	13	18	19	14	12	11	11	13	14
	8%	11%	6%	9%	10%	6%	5%	10%	6%	7%	10%	8%	10%	6%	7%	9%	10%	8%	8%	7%	8%	10%	7%
INCREASING COSTS OF WAGES	20	10	11	7	2	5	3	10	5	3	3	10	4	6	8	6	8	7	6	7	7	5	15
	5%	5%	9%	6%	2%	6%	4%	5%	4%	7%	8%	8%	2%	9%	5%	3%	4%	4%	4%	5%	5%	3%	7%
COST OR AVAILABILITY OF CAPITAL TO INVEST	9	2	1	3	3	2	1	2	4	3	1	-	8	2	5	3	4	4	5	3	5	3	3
	2%	1%	1%	3%	4%	3%	1%	1%	3%	6%	2%	-	4%	2%	3%	1%	2%	2%	3%	2%	3%	2%	2%
TAXES	3	2	-	-	2	-	-	3	-	-	-	2	2	-	-	3	2	2	2	-	-	-	-
	1%	1%	-	-	2%	-	-	2%	-	-	-	1%	1%	-	-	1%	1%	1%	1%	-	-	-	-
OTHER	18	8	1	3	1	4	4	14	3	-	-	3	10	4	2	12	10	12	8	10	9	9	5
	4%	4%	1%	2%	2%	5%	5%	7%	3%	-	-	2%	5%	6%	1%	6%	5%	6%	5%	6%	6%	7%	3%
DON'T KNOW/NOT SURE	1	1	-	-	-	-	-	1	-	-	-	-	1	-	-	-	1	1	1	-	-	1	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-

Table 26-5
QUESTION 23:
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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	68	14	8	8	14	14	10
	22%	26%	17%	17%	27%	27%	19%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	46	8	8	5	8	7	10
	15%	16%	17%	10%	15%	14%	19%
COST OF HEALTH CARE INSURANCE	38	4	2	8	4	9	10
	12%	8%	4%	17%	8%	18%	19%
INFLATION	34	2	6	5	6	9	6
	11%	4%	13%	10%	12%	18%	11%
UNFAVORABLE BUSINESS CLIMATE	29	6	4	7	3	7	3
	10%	10%	8%	13%	7%	14%	6%
TARIFFS	29	6	4	10	5	2	1
	9%	10%	8%	20%	10%	5%	3%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	22	4	6	3	4	-	4
	7%	6%	13%	7%	8%	-	8%
INCREASING COSTS OF WAGES	16	5	6	-	2	-	3
	5%	9%	13%	-	3%	-	6%
COST OR AVAILABILITY OF CAPITAL TO INVEST	9	2	2	-	3	2	-
	3%	4%	4%	-	5%	5%	-
TAXES	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
OTHER	14	3	2	3	3	-	3
	4%	5%	4%	7%	5%	-	6%
DON'T KNOW/NOT SURE	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%

Table 27-1
QUESTION 23S:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Second Choice.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	58	25	6	6	7	13	31	27	8	22	21	29	15	13	6	5	15	10	6	52	9	23	7	18
	14%	19%	7%	13%	17%	15%	14%	15%	7%	17%	16%	14%	13%	17%	15%	8%	20%	16%	12%	15%	6%	18%	18%	23%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	36	11	6	6	4	9	17	19	13	7	15	17	10	8	4	8	8	4	2	34	10	12	5	7
	9%	8%	7%	12%	10%	11%	8%	11%	13%	5%	12%	9%	9%	12%	12%	11%	11%	5%	5%	10%	7%	10%	13%	10%
COST OF HEALTH CARE INSURANCE	36	13	9	5	6	4	22	14	9	7	17	16	10	11	9	9	7	1	5	32	10	9	8	5
	9%	10%	10%	10%	13%	5%	10%	8%	8%	5%	13%	8%	8%	15%	25%	14%	9%	2%	10%	9%	7%	7%	21%	6%
UNFAVORABLE BUSINESS CLIMATE	36	15	6	6	4	5	21	15	10	13	10	18	9	8	4	6	7	8	6	30	18	12	2	4
	9%	11%	7%	12%	10%	6%	9%	9%	9%	10%	8%	9%	8%	11%	10%	9%	9%	12%	12%	9%	12%	10%	6%	5%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	28	10	7	6	1	4	18	11	6	12	10	12	13	4	3	4	6	5	6	23	9	11	2	4
	7%	8%	8%	12%	3%	4%	8%	6%	6%	9%	8%	6%	11%	5%	8%	6%	7%	8%	12%	6%	6%	9%	6%	5%
INFLATION	27	9	7	4	1	7	16	11	6	9	8	16	5	5	-	8	3	6	6	21	10	12	2	4
	7%	6%	8%	8%	1%	8%	7%	7%	6%	7%	7%	8%	4%	7%	-	11%	4%	10%	12%	6%	7%	10%	4%	5%
TARIFFS	21	8	3	-	1	9	11	10	6	6	7	10	5	5	2	3	4	3	2	18	7	4	2	7
	5%	6%	3%	-	1%	11%	5%	6%	6%	5%	5%	5%	5%	7%	4%	5%	5%	5%	5%	5%	5%	3%	6%	9%
INCREASING COSTS OF WAGES	18	5	5	-	3	5	10	8	4	8	6	9	7	2	1	2	1	3	2	16	9	4	1	4
	5%	4%	6%	-	6%	6%	5%	4%	3%	6%	4%	4%	6%	3%	2%	3%	2%	5%	4%	5%	6%	3%	2%	5%
TAXES	4	-	2	-	1	2	2	3	3	2	-	4	-	-	-	-	-	2	2	3	3	-	-	2
	1%	-	2%	-	3%	2%	1%	2%	3%	1%	-	2%	-	-	-	-	-	2%	3%	1%	2%	-	-	2%
COST OR AVAILABILITY OF CAPITAL TO INVEST	4	-	-	1	-	3	-	4	2	1	1	2	1	-	1	1	-	-	1	2	1	1	1	2
	1%	-	-	2%	-	4%	-	2%	1%	1%	1%	1%	1%	-	2%	1%	-	-	3%	1%	1%	1%	2%	2%
OTHER	6	1	1	-	1	3	2	4	-	2	3	2	3	1	1	1	2	1	-	6	2	2	-	1
	1%	1%	1%	-	3%	4%	1%	2%	-	1%	3%	1%	2%	2%	2%	2%	3%	1%	-	2%	1%	2%	-	1%

Table 27-2
QUESTION 23S:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Second Choice.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	58	27	30	56	1	10	29	17	8	36	13	22	12	23	14	19	22	21	11	26	44	9	4	13
	14%	14%	18%	16%	3%	12%	14%	17%	17%	16%	10%	14%	17%	14%	12%	21%	13%	16%	12%	15%	14%	21%	12%	17%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	36	21	13	34	2	6	25	5	3	15	18	15	6	14	13	8	15	18	6	12	28	4	5	8
	9%	11%	8%	10%	4%	8%	12%	5%	7%	7%	14%	10%	8%	8%	11%	8%	8%	13%	6%	7%	9%	10%	14%	12%
COST OF HEALTH CARE INSURANCE	36	13	18	31	3	6	23	7	2	22	12	14	8	14	11	8	18	14	5	17	25	8	2	11
	9%	7%	10%	9%	8%	8%	11%	7%	3%	10%	10%	9%	11%	8%	9%	8%	10%	11%	6%	9%	8%	20%	8%	15%
UNFAVORABLE BUSINESS CLIMATE	36	15	12	27	9	5	14	16	2	28	5	10	10	14	9	14	13	8	14	14	28	4	4	8
	9%	8%	7%	8%	22%	7%	7%	16%	3%	13%	4%	6%	15%	8%	7%	15%	7%	6%	16%	8%	9%	10%	13%	11%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	28	9	15	23	5	6	14	9	6	17	5	11	7	10	11	6	12	6	8	14	24	1	3	4
	7%	5%	9%	7%	12%	7%	7%	9%	12%	8%	4%	7%	10%	6%	9%	6%	7%	5%	9%	8%	7%	2%	10%	5%
INFLATION	27	16	6	22	5	6	13	6	6	9	13	13	2	12	11	6	11	8	6	11	21	2	3	5
	7%	9%	3%	6%	12%	8%	7%	6%	12%	4%	10%	8%	4%	7%	9%	6%	6%	6%	7%	6%	6%	5%	10%	7%
TARIFFS	21	10	6	16	4	1	12	7	2	10	8	9	6	6	5	8	8	6	5	10	15	4	1	5
	5%	6%	4%	5%	10%	1%	6%	7%	4%	5%	6%	6%	8%	3%	4%	8%	5%	5%	5%	5%	5%	10%	4%	7%
INCREASING COSTS OF WAGES	18	8	9	16	2	2	13	3	2	12	5	7	3	8	5	2	11	5	5	8	16	1	2	2
	5%	4%	5%	5%	4%	3%	6%	3%	3%	5%	4%	5%	4%	5%	4%	3%	6%	4%	5%	5%	5%	2%	5%	3%
TAXES	4	-	4	4	-	-	4	-	-	4	-	-	-	4	2	1	2	-	4	-	4	-	-	-
	1%	-	3%	1%	-	-	2%	-	-	2%	-	-	-	3%	1%	1%	1%	-	5%	-	1%	-	-	-
COST OR AVAILABILITY OF CAPITAL TO INVEST	4	3	-	3	1	1	3	-	-	1	2	2	-	1	1	-	3	2	-	1	3	-	-	-
	1%	2%	-	1%	2%	1%	1%	-	-	1%	2%	1%	-	1%	1%	-	2%	2%	-	1%	1%	-	-	-
OTHER	6	1	4	5	1	3	1	2	1	4	1	3	3	-	1	4	1	2	1	3	4	1	-	1
	1%	1%	2%	1%	2%	4%	-	2%	2%	2%	1%	2%	4%	-	1%	4%	-	1%	1%	2%	1%	3%	-	2%

Table 27-3
QUESTION 23S:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Second Choice.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	58	7	41	17	14	16	15	7	11	25	16	58	5	6	8	5	12	16	5	-
	14%	15%	14%	17%	16%	19%	12%	9%	9%	17%	16%	43%	4%	7%	11%	8%	20%	27%	12%	-
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	36	2	26	10	13	4	9	8	12	15	8	12	36	5	4	3	2	3	5	1
	9%	3%	9%	10%	14%	5%	7%	10%	10%	10%	8%	9%	30%	6%	5%	6%	3%	5%	14%	6%
COST OF HEALTH CARE INSURANCE	36	5	27	9	7	7	10	7	14	14	6	7	12	6	36	2	2	4	2	1
	9%	11%	9%	9%	8%	9%	8%	9%	11%	10%	6%	5%	10%	7%	52%	3%	4%	6%	6%	6%
UNFAVORABLE BUSINESS CLIMATE	36	1	30	6	6	8	13	6	11	8	17	4	9	36	5	6	3	6	3	-
	9%	2%	10%	6%	6%	9%	11%	8%	8%	6%	17%	3%	7%	43%	7%	10%	5%	10%	8%	-
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	28	4	21	7	9	6	8	5	8	14	6	3	6	4	5	28	2	4	-	3
	7%	8%	7%	7%	9%	7%	7%	6%	6%	10%	6%	2%	5%	5%	7%	46%	3%	7%	-	24%
INFLATION	27	4	15	12	9	9	5	3	9	9	9	5	5	5	1	6	27	2	4	-
	7%	8%	5%	12%	10%	11%	4%	4%	7%	6%	9%	4%	4%	6%	1%	9%	45%	3%	11%	-
TARIFFS	21	2	12	8	3	3	11	2	2	8	10	10	1	1	2	1	5	21	-	2
	5%	3%	4%	8%	3%	3%	9%	3%	2%	6%	10%	7%	1%	1%	2%	1%	8%	35%	-	13%
INCREASING COSTS OF WAGES	18	3	15	3	5	4	5	1	7	7	3	5	9	2	2	1	1	-	18	-
	5%	7%	5%	3%	6%	5%	4%	1%	6%	5%	3%	4%	7%	2%	2%	1%	1%	-	47%	-
TAXES	4	-	4	-	-	2	-	3	3	1	-	-	1	2	-	-	2	-	-	-
	1%	-	1%	-	-	2%	-	4%	2%	1%	-	-	1%	2%	-	-	3%	-	-	-
COST OR AVAILABILITY OF CAPITAL TO INVEST	4	1	3	1	2	-	1	-	3	1	-	2	2	-	-	-	-	-	-	4
	1%	2%	1%	1%	3%	-	1%	-	2%	1%	-	2%	1%	-	-	-	-	-	-	29%
OTHER	6	-	3	3	1	3	1	1	1	1	2	1	1	-	3	-	-	1	1	-
	1%	-	1%	3%	1%	3%	1%	1%	1%	1%	2%	1%	1%	-	4%	-	-	1%	2%	-

Table 27-4
QUESTION 23S:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Second Choice.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	58	34	12	18	16	15	8	38	9	9	2	14	34	11	19	28	23	23	20	22	20	12	29
	14%	17%	10%	18%	19%	20%	12%	19%	8%	21%	4%	11%	17%	14%	10%	13%	12%	13%	13%	14%	14%	9%	15%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	36	12	21	13	7	14	7	13	13	5	5	18	19	-	23	16	20	21	15	12	12	13	24
	9%	6%	18%	13%	9%	18%	10%	6%	12%	11%	13%	14%	9%	-	13%	8%	10%	11%	9%	8%	8%	9%	12%
COST OF HEALTH CARE INSURANCE	36	25	7	12	7	6	6	14	14	4	3	11	17	8	19	18	22	19	17	16	16	13	17
	9%	13%	6%	11%	9%	7%	8%	7%	12%	11%	8%	9%	9%	11%	10%	9%	11%	10%	11%	10%	11%	10%	9%
UNFAVORABLE BUSINESS CLIMATE	36	23	12	9	7	6	8	12	13	3	8	15	16	4	23	19	21	20	15	14	14	14	22
	9%	12%	10%	8%	8%	8%	12%	6%	11%	7%	20%	12%	8%	5%	13%	9%	11%	11%	9%	9%	10%	10%	11%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	28	16	9	5	6	7	10	11	13	3	2	9	13	6	16	14	13	12	7	9	6	5	15
	7%	8%	7%	5%	8%	9%	14%	5%	11%	6%	4%	7%	7%	8%	9%	7%	7%	7%	5%	6%	4%	4%	8%
INFLATION	27	18	9	5	5	8	7	12	9	2	3	5	14	8	11	13	9	9	13	7	10	14	9
	7%	9%	7%	4%	7%	10%	10%	6%	8%	4%	6%	4%	7%	10%	6%	6%	5%	5%	8%	4%	7%	10%	5%
TARIFFS	21	6	7	7	6	5	6	10	7	2	1	4	11	5	7	12	12	16	11	9	11	10	7
	5%	3%	6%	7%	7%	6%	8%	5%	6%	5%	2%	3%	6%	7%	4%	6%	6%	8%	7%	6%	7%	7%	3%
INCREASING COSTS OF WAGES	18	7	8	8	6	3	2	7	4	6	2	8	9	1	10	7	7	7	5	6	8	5	13
	5%	4%	7%	7%	7%	4%	3%	4%	3%	14%	4%	6%	5%	1%	6%	4%	4%	4%	3%	4%	6%	4%	7%
TAXES	4	3	3	2	2	-	-	2	2	-	1	1	3	-	3	3	1	-	1	2	2	-	3
	1%	1%	2%	1%	2%	-	-	1%	1%	-	3%	1%	2%	-	2%	1%	1%	-	1%	1%	1%	-	1%
COST OR AVAILABILITY OF CAPITAL TO INVEST	4	4	-	-	1	-	2	3	1	-	-	1	1	-	1	3	4	3	3	2	3	1	2
	1%	2%	-	-	1%	-	3%	2%	1%	-	-	1%	1%	-	-	1%	2%	2%	2%	1%	2%	1%	1%
OTHER	6	2	1	2	1	1	2	2	3	1	1	2	4	1	3	4	3	3	1	4	2	3	2
	1%	1%	1%	2%	1%	1%	2%	1%	3%	1%	2%	1%	2%	1%	2%	2%	1%	2%	-	2%	1%	2%	1%

Table 27-5
QUESTION 23S:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Second Choice.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	45	4	4	13	10	9	4
	15%	8%	8%	27%	20%	18%	8%
COST OF HEALTH CARE INSURANCE	32	7	8	3	7	2	4
	10%	13%	17%	7%	13%	5%	8%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	30	8	4	2	6	5	6
	10%	14%	8%	3%	12%	9%	11%
UNFAVORABLE BUSINESS CLIMATE	23	6	6	2	3	2	4
	8%	10%	13%	3%	7%	5%	8%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	23	6	4	5	2	2	4
	8%	10%	8%	10%	3%	5%	8%
INCREASING COSTS OF WAGES	18	-	2	7	3	2	4
	6%	-	4%	13%	5%	5%	8%
TARIFFS	16	2	-	-	2	7	6
	5%	4%	-	-	3%	14%	11%
INFLATION	14	5	4	2	1	-	3
	5%	9%	8%	3%	2%	-	6%
TAXES	7	1	-	3	1	2	-
	2%	1%	-	7%	2%	5%	-
COST OR AVAILABILITY OF CAPITAL TO INVEST	7	2	-	-	-	5	-
	2%	4%	-	-	-	9%	-
OTHER	9	1	2	-	3	2	1
	3%	1%	4%	-	5%	5%	3%

Table 28-1
QUESTION 23C:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choice.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	134	52	26	15	13	28	78	56	33	52	38	75	38	20	15	21	22	24	15	119	33	38	17	38
	34%	38%	30%	32%	29%	33%	35%	32%	31%	39%	30%	37%	32%	28%	40%	30%	30%	37%	32%	34%	23%	31%	42%	50%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	121	37	24	15	16	29	61	60	31	34	51	51	39	30	8	33	29	16	8	113	44	33	16	22
	30%	27%	27%	32%	37%	34%	27%	34%	29%	26%	40%	25%	33%	41%	22%	48%	39%	25%	16%	32%	31%	27%	41%	28%
UNFAVORABLE BUSINESS CLIMATE	83	34	20	11	6	12	54	30	19	32	26	41	24	18	12	9	14	17	12	72	38	33	5	7
	21%	25%	23%	23%	14%	15%	24%	17%	18%	25%	21%	20%	20%	25%	32%	13%	19%	25%	24%	20%	27%	26%	14%	9%
COST OF HEALTH CARE INSURANCE	70	21	17	7	8	17	38	32	14	17	26	33	22	15	13	15	19	4	5	65	25	19	11	8
	17%	15%	20%	15%	18%	20%	17%	18%	13%	13%	20%	16%	18%	21%	36%	21%	26%	6%	10%	19%	17%	15%	29%	11%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	61	28	10	10	6	8	38	23	16	22	20	27	23	10	9	13	6	15	10	52	27	21	5	6
	15%	20%	12%	22%	13%	9%	17%	13%	15%	17%	16%	13%	20%	13%	23%	19%	9%	23%	20%	15%	19%	17%	14%	8%
INFLATION	61	14	14	9	8	17	27	33	17	20	17	36	10	13	3	10	13	12	11	49	16	21	4	19
	15%	10%	15%	18%	17%	20%	12%	19%	16%	15%	14%	17%	9%	18%	8%	15%	17%	18%	24%	14%	11%	17%	9%	25%
TARIFFS	59	25	7	4	5	17	33	26	18	13	24	31	15	14	4	7	10	9	5	54	13	17	8	18
	15%	19%	8%	8%	11%	21%	15%	15%	17%	10%	19%	15%	12%	19%	10%	9%	14%	14%	11%	15%	9%	14%	21%	23%
INCREASING COSTS OF WAGES	38	11	12	4	4	7	23	15	10	14	12	20	13	6	2	5	5	6	4	34	17	13	2	6
	10%	8%	14%	8%	10%	8%	10%	9%	10%	11%	9%	10%	11%	8%	4%	7%	7%	10%	8%	10%	12%	11%	6%	7%
COST OR AVAILABILITY OF CAPITAL TO INVEST	13	5	1	2	2	4	6	7	3	6	4	5	4	3	1	2	3	-	5	8	3	5	1	3
	3%	4%	1%	3%	4%	5%	3%	4%	3%	4%	3%	2%	3%	4%	2%	3%	4%	-	10%	2%	2%	4%	2%	4%
TAXES	7	-	5	-	1	2	5	3	4	3	-	7	-	-	-	-	-	3	2	6	4	2	-	2
	2%	-	5%	-	3%	2%	2%	2%	4%	2%	-	4%	-	-	-	-	-	5%	3%	2%	3%	1%	-	2%
OTHER	23	5	3	3	4	8	8	15	7	6	8	12	8	3	1	3	4	3	9	14	10	10	1	2
	6%	4%	3%	7%	8%	10%	4%	9%	7%	4%	6%	6%	7%	4%	2%	4%	6%	5%	19%	4%	7%	8%	2%	3%
DON'T KNOW/NOT SURE	1	1	-	-	-	-	1	-	-	-	-	-	1	-	-	1	-	-	-	1	-	-	-	1
	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	1%

Table 28-2
QUESTION 23C:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choice.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	134	70	52	122	10	21	71	38	20	65	47	51	22	60	38	33	62	45	27	62	113	15	6	20
	34%	38%	31%	34%	25%	27%	34%	38%	43%	30%	36%	33%	32%	36%	31%	35%	35%	34%	31%	35%	35%	35%	19%	28%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	121	71	43	114	5	36	66	15	16	55	50	61	11	48	49	20	51	47	23	50	91	15	15	30
	30%	38%	26%	32%	12%	46%	32%	15%	34%	25%	39%	39%	15%	28%	40%	21%	29%	36%	26%	28%	28%	36%	47%	41%
UNFAVORABLE BUSINESS CLIMATE	83	29	39	68	15	11	45	24	4	63	15	34	15	32	27	25	31	19	26	38	65	12	7	18
	21%	16%	23%	19%	37%	14%	22%	24%	8%	29%	12%	22%	22%	19%	22%	27%	17%	14%	29%	21%	20%	28%	21%	25%
COST OF HEALTH CARE INSURANCE	70	29	33	62	6	17	37	16	6	41	22	20	18	31	15	20	35	25	12	33	55	11	4	15
	17%	15%	20%	17%	14%	22%	18%	16%	13%	19%	17%	13%	25%	18%	12%	21%	20%	19%	14%	19%	17%	26%	13%	21%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	61	17	33	51	11	9	31	19	7	43	12	17	21	23	15	20	24	14	20	28	51	4	6	10
	15%	9%	20%	14%	26%	12%	15%	19%	14%	19%	9%	11%	30%	13%	12%	21%	14%	10%	22%	16%	16%	10%	18%	13%
INFLATION	61	31	21	52	8	11	29	17	9	27	25	25	8	28	21	17	23	18	16	24	46	6	7	13
	15%	17%	13%	15%	20%	13%	14%	17%	19%	12%	19%	16%	11%	17%	17%	18%	13%	14%	18%	14%	14%	15%	22%	18%
TARIFFS	59	24	22	46	13	5	29	22	7	32	18	18	17	23	12	18	28	21	12	26	45	8	6	14
	15%	13%	13%	13%	31%	6%	14%	22%	16%	15%	14%	12%	25%	14%	10%	19%	16%	16%	13%	15%	14%	19%	18%	19%
INCREASING COSTS OF WAGES	38	19	18	37	2	6	20	13	2	23	12	15	10	13	11	9	18	14	7	18	33	2	4	6
	10%	10%	11%	10%	4%	7%	10%	13%	3%	11%	9%	10%	14%	8%	9%	10%	10%	10%	8%	10%	10%	4%	13%	8%
COST OR AVAILABILITY OF CAPITAL TO INVEST	13	4	6	11	2	2	10	1	1	9	3	6	3	5	4	1	8	6	1	5	9	2	1	3
	3%	2%	4%	3%	6%	3%	5%	1%	2%	4%	2%	4%	4%	3%	4%	1%	4%	5%	2%	3%	3%	4%	4%	4%
TAXES	7	2	6	7	-	-	6	2	-	7	-	2	-	6	3	1	3	2	4	2	7	-	-	-
	2%	1%	3%	2%	-	-	3%	2%	-	3%	-	1%	-	3%	2%	1%	2%	1%	5%	1%	2%	-	-	-
OTHER	23	12	10	22	1	5	10	7	4	11	8	14	3	7	9	6	9	13	4	7	20	2	1	3
	6%	7%	6%	6%	4%	7%	5%	7%	9%	5%	6%	9%	4%	4%	7%	7%	5%	10%	5%	4%	6%	5%	3%	4%
DON'T KNOW/NOT SURE	1	-	-	-	-	1	-	-	1	-	-	-	-	1	-	-	1	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	-	2%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 28-3
QUESTION 23C:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choice.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	134	18	90	44	31	27	48	18	36	50	34	134	17	10	15	8	17	26	9	2
	34%	38%	30%	44%	34%	31%	39%	23%	29%	35%	34%	100%	14%	12%	21%	12%	28%	43%	24%	17%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	121	10	101	20	31	24	36	26	52	44	22	17	121	14	16	10	6	5	14	2
	30%	21%	33%	21%	34%	27%	29%	33%	41%	31%	22%	13%	100%	16%	23%	16%	11%	8%	37%	17%
UNFAVORABLE BUSINESS CLIMATE	83	9	68	16	14	17	30	17	25	27	26	10	14	83	10	10	9	7	5	-
	21%	18%	23%	16%	15%	19%	25%	22%	20%	19%	26%	7%	11%	100%	15%	16%	14%	11%	12%	-
COST OF HEALTH CARE INSURANCE	70	11	52	18	8	14	24	17	24	27	12	15	16	10	70	7	3	5	4	1
	17%	22%	17%	18%	9%	16%	20%	22%	19%	19%	12%	11%	13%	13%	100%	11%	5%	9%	10%	6%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	61	4	46	15	16	16	13	13	15	28	18	8	10	10	7	61	7	5	1	3
	15%	8%	15%	16%	18%	19%	11%	16%	12%	20%	18%	6%	8%	12%	9%	100%	12%	8%	2%	24%
INFLATION	61	8	38	23	17	21	13	6	17	21	21	17	6	9	3	7	61	6	5	-
	15%	18%	13%	23%	19%	24%	11%	7%	14%	15%	21%	13%	5%	10%	4%	12%	100%	10%	13%	-
TARIFFS	59	6	40	19	15	10	20	11	8	22	25	26	5	7	5	5	6	59	-	2
	15%	13%	13%	19%	17%	12%	17%	14%	7%	15%	25%	19%	4%	8%	8%	8%	10%	100%	-	13%
INCREASING COSTS OF WAGES	38	6	30	8	13	9	9	4	13	13	11	9	14	5	4	1	5	-	38	-
	10%	12%	10%	8%	15%	11%	7%	5%	10%	9%	11%	7%	12%	6%	6%	1%	8%	-	100%	-
COST OR AVAILABILITY OF CAPITAL TO INVEST	13	3	9	5	6	2	4	-	6	4	3	2	2	-	1	3	-	2	-	13
	3%	7%	3%	5%	7%	3%	3%	-	5%	3%	3%	2%	2%	-	1%	5%	-	3%	-	100%
TAXES	7	-	7	-	2	2	2	3	3	3	-	-	1	2	-	-	2	-	-	-
	2%	-	2%	-	2%	2%	1%	4%	2%	2%	-	-	1%	2%	-	-	3%	-	-	-
OTHER	23	-	16	8	6	8	3	6	6	8	5	2	1	-	3	2	-	1	1	-
	6%	-	5%	8%	7%	9%	2%	8%	5%	5%	5%	2%	1%	-	4%	3%	-	1%	2%	-
DON'T KNOW/NOT SURE	1	1	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
	-	2%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-

Table 28-4
QUESTION 23C:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choice.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	134	72	27	45	35	34	20	87	32	10	5	28	77	29	41	65	67	62	52	51	47	37	50
	34%	37%	22%	43%	43%	44%	30%	43%	28%	25%	12%	22%	39%	39%	23%	32%	34%	33%	34%	33%	31%	27%	25%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	121	46	66	31	19	26	24	27	44	20	28	67	53	-	91	63	59	61	47	51	51	46	94
	30%	24%	55%	30%	24%	33%	35%	13%	39%	47%	71%	53%	27%	-	51%	30%	30%	33%	30%	33%	34%	34%	48%
UNFAVORABLE BUSINESS CLIMATE	83	50	19	22	21	15	15	39	26	9	9	27	40	16	42	45	38	39	29	29	34	33	41
	21%	26%	15%	21%	26%	19%	22%	19%	23%	22%	22%	21%	20%	22%	23%	22%	20%	21%	19%	19%	23%	24%	21%
COST OF HEALTH CARE INSURANCE	70	39	22	20	9	9	13	31	26	9	4	22	32	15	33	34	38	37	28	32	24	20	33
	17%	20%	18%	19%	11%	12%	19%	16%	23%	21%	10%	18%	16%	21%	18%	16%	20%	20%	18%	21%	16%	14%	17%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	61	37	15	15	14	12	13	31	19	6	5	19	32	11	29	32	32	27	19	21	17	19	29
	15%	19%	13%	14%	18%	15%	19%	15%	17%	13%	14%	15%	16%	14%	16%	16%	17%	14%	12%	14%	11%	14%	15%
INFLATION	61	38	19	13	14	18	15	31	17	6	5	11	31	19	25	34	23	30	32	18	24	24	21
	15%	19%	16%	13%	17%	23%	21%	15%	15%	15%	11%	9%	16%	26%	14%	16%	12%	16%	20%	12%	16%	18%	10%
TARIFFS	59	26	14	13	17	12	11	35	17	5	2	13	31	14	20	28	31	25	22	20	19	19	28
	15%	13%	11%	12%	20%	16%	17%	17%	15%	11%	6%	10%	16%	19%	11%	14%	16%	14%	14%	13%	13%	14%	14%
INCREASING COSTS OF WAGES	38	17	19	14	7	8	5	17	8	9	5	18	13	7	19	13	15	14	11	13	15	10	28
	10%	9%	16%	14%	9%	10%	7%	8%	7%	20%	12%	14%	7%	10%	10%	6%	8%	7%	7%	8%	10%	7%	14%
COST OR AVAILABILITY OF CAPITAL TO INVEST	13	6	1	3	4	2	3	5	4	3	1	1	9	2	6	6	8	7	8	5	8	4	5
	3%	3%	1%	3%	5%	3%	5%	3%	4%	6%	2%	1%	5%	2%	3%	3%	4%	4%	5%	3%	5%	3%	2%
TAXES	7	4	3	2	3	-	-	5	2	-	1	3	5	-	3	6	3	2	3	2	2	-	3
	2%	2%	2%	1%	4%	-	-	2%	1%	-	3%	2%	2%	-	2%	3%	1%	1%	2%	1%	1%	-	1%
OTHER	23	10	3	5	2	5	5	16	6	1	1	5	14	5	6	15	12	14	8	13	11	12	7
	6%	5%	2%	4%	3%	6%	8%	8%	5%	1%	2%	4%	7%	7%	3%	8%	6%	8%	5%	9%	8%	9%	4%
DON'T KNOW/NOT SURE	1	1	-	-	-	-	-	1	-	-	-	-	1	-	-	-	1	1	1	-	-	1	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-

Table 28-5
QUESTION 23C:
What would you say are the one or two biggest challenges your company is facing that might negatively impact future growth?

Combined Choice.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
ATTRACTING AND RETAINING A QUALIFIED WORKFORCE	96	22	12	10	19	18	15
	32%	40%	25%	20%	37%	36%	31%
INCREASING COSTS OF MATERIALS FOR YOUR PRODUCTS	91	13	12	18	18	16	14
	30%	23%	25%	37%	35%	32%	28%
COST OF HEALTH CARE INSURANCE	70	11	10	12	11	11	14
	23%	21%	21%	23%	22%	23%	28%
UNFAVORABLE BUSINESS CLIMATE	51	11	10	7	7	9	7
	17%	21%	21%	13%	13%	18%	14%
INFLATION	48	7	10	7	7	9	8
	16%	13%	21%	13%	13%	18%	17%
TARIFFS	45	8	4	10	7	9	7
	15%	14%	8%	20%	13%	18%	14%
BUSINESS UNCERTAINTY AND DIFFICULTY PLANNING FOR THE FUTURE	44	9	10	8	6	2	8
	15%	17%	21%	17%	12%	5%	17%
INCREASING COSTS OF WAGES	33	5	8	7	4	2	7
	11%	9%	17%	13%	8%	5%	14%
COST OR AVAILABILITY OF CAPITAL TO INVEST	16	4	2	-	3	7	-
	5%	8%	4%	-	5%	14%	-
TAXES	8	1	-	3	1	2	-
	3%	3%	-	7%	2%	5%	-
OTHER	23	4	4	3	5	2	4
	7%	6%	8%	7%	10%	5%	8%
DON'T KNOW/NOT SURE	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%

Table 29-1
QUESTION 24:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
NEW CUSTOMERS AND MARKETS	131	51	25	14	11	29	76	55	37	49	39	64	50	16	17	24	17	14	17	114	48	42	14	23
	33%	37%	29%	30%	25%	35%	34%	31%	35%	37%	30%	31%	41%	22%	46%	35%	23%	21%	36%	32%	34%	34%	35%	30%
HIRING NEW EMPLOYEES	72	21	18	10	9	14	39	33	22	23	21	40	17	14	5	11	20	9	5	67	35	17	8	10
	18%	15%	21%	21%	20%	17%	17%	19%	21%	17%	17%	20%	14%	19%	12%	16%	26%	13%	10%	19%	25%	14%	20%	13%
INCREASING PRODUCTIVITY	45	19	12	4	4	7	31	14	8	18	15	22	15	8	6	7	7	11	7	38	11	16	5	11
	11%	14%	14%	8%	8%	8%	14%	8%	8%	14%	11%	11%	12%	11%	17%	10%	9%	17%	15%	11%	7%	13%	12%	14%
NEW PRODUCTS	42	15	10	5	5	8	24	17	13	10	16	18	14	10	2	4	10	11	2	40	16	15	4	5
	10%	11%	11%	10%	11%	9%	11%	10%	12%	8%	12%	9%	12%	14%	6%	6%	13%	17%	4%	11%	11%	12%	10%	6%
EFFECTIVE PLANNING AND IMPLEMENTATION	30	14	8	2	4	3	22	8	3	12	13	16	8	7	1	5	6	11	4	26	5	13	4	6
	8%	10%	9%	3%	9%	4%	10%	5%	3%	9%	10%	8%	6%	10%	2%	8%	8%	17%	8%	8%	4%	10%	10%	8%
DEVELOPING MANAGERS AND LEADERS	29	5	5	4	4	10	10	18	5	7	11	12	5	11	2	5	9	5	3	26	12	7	3	6
	7%	4%	6%	8%	10%	12%	5%	10%	5%	5%	9%	6%	4%	16%	4%	7%	12%	7%	6%	7%	8%	5%	7%	7%
IMPLEMENTING AUTOMATION	26	5	4	4	4	9	10	17	8	7	10	14	8	4	5	7	4	1	5	21	8	8	1	9
	7%	4%	5%	8%	9%	11%	4%	10%	7%	5%	8%	7%	7%	5%	13%	10%	5%	2%	11%	6%	6%	7%	2%	12%
ECONOMY/BUSINESS CLIMATE	2	2	-	-	-	1	2	1	-	2	-	2	1	-	-	-	-	1	2	1	-	2	-	-
	1%	1%	-	-	-	1%	1%	-	-	2%	-	1%	1%	-	-	-	-	1%	4%	-	-	1%	-	-
ALL THE ABOVE	5	3	-	-	1	1	3	2	1	-	2	3	2	-	-	2	1	-	-	5	-	3	-	1
	1%	2%	-	-	3%	1%	1%	1%	1%	-	1%	1%	1%	-	-	4%	2%	-	-	1%	-	2%	-	2%
OTHER	14	2	4	5	3	1	6	8	7	3	1	12	1	1	-	-	2	3	3	11	8	2	-	4
	3%	1%	4%	10%	6%	1%	2%	5%	6%	2%	1%	6%	1%	1%	-	-	2%	5%	6%	3%	6%	1%	-	5%
DON'T KNOW/NOT SURE	3	1	1	-	-	2	2	2	2	-	1	2	-	2	-	2	-	-	-	3	-	-	2	2
	1%	1%	1%	-	-	2%	1%	1%	1%	-	1%	1%	-	2%	-	2%	-	-	-	1%	-	-	4%	2%

Table 29-2
QUESTION 24:
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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
NEW CUSTOMERS AND MARKETS	131	51	59	110	20	18	71	39	12	81	36	41	29	60	40	36	55	42	33	56	113	10	6	16
	33%	28%	35%	31%	48%	23%	35%	39%	25%	37%	28%	26%	42%	35%	33%	38%	31%	32%	37%	32%	35%	24%	19%	22%
HIRING NEW EMPLOYEES	72	37	26	63	7	18	33	19	8	35	30	27	16	30	18	18	36	19	19	34	58	5	9	14
	18%	20%	16%	18%	16%	23%	16%	19%	17%	16%	23%	17%	22%	18%	15%	19%	20%	14%	22%	19%	18%	11%	30%	19%
INCREASING PRODUCTIVITY	45	24	20	44	2	10	23	12	6	24	15	20	4	22	12	12	21	17	8	20	37	4	4	8
	11%	13%	12%	12%	4%	12%	11%	12%	12%	11%	11%	13%	5%	13%	10%	13%	12%	13%	9%	12%	12%	9%	14%	11%
NEW PRODUCTS	42	18	21	38	4	13	22	7	6	19	16	20	7	14	15	9	17	10	5	24	32	7	3	10
	10%	9%	12%	11%	9%	16%	11%	7%	12%	9%	12%	13%	10%	8%	13%	9%	9%	8%	6%	13%	10%	18%	8%	14%
EFFECTIVE PLANNING AND IMPLEMENTATION	30	14	15	29	1	6	17	8	3	15	12	11	3	15	10	6	13	11	9	10	23	5	2	7
	8%	7%	9%	8%	2%	8%	8%	8%	7%	7%	9%	7%	4%	9%	8%	7%	7%	8%	10%	6%	7%	12%	7%	10%
DEVELOPING MANAGERS AND LEADERS	29	15	12	27	1	7	15	4	5	16	8	18	5	6	11	5	12	8	5	15	17	6	5	11
	7%	8%	7%	8%	4%	9%	8%	4%	10%	7%	6%	11%	7%	4%	9%	5%	7%	6%	6%	9%	5%	15%	17%	16%
IMPLEMENTING AUTOMATION	26	15	9	25	2	6	15	5	3	14	9	13	2	11	12	5	9	14	3	10	22	4	-	4
	7%	8%	6%	7%	4%	8%	7%	5%	6%	7%	7%	8%	3%	6%	10%	5%	5%	10%	3%	6%	7%	9%	-	5%
ECONOMY/BUSINESS CLIMATE	2	-	2	2	-	-	2	-	-	2	-	-	-	2	-	-	2	-	-	2	2	-	-	-
	1%	-	1%	1%	-	-	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	-
ALL THE ABOVE	5	4	-	4	1	-	1	2	2	2	1	2	1	1	2	1	2	2	1	1	5	-	-	-
	1%	2%	-	1%	2%	-	-	2%	4%	1%	1%	2%	1%	1%	1%	1%	1%	2%	1%	1%	1%	-	-	-
OTHER	14	7	2	9	4	1	6	2	3	8	2	3	3	7	2	2	9	7	5	2	13	-	1	1
	3%	4%	1%	2%	9%	1%	3%	2%	7%	4%	2%	2%	5%	4%	1%	2%	5%	5%	6%	1%	4%	-	2%	1%
DON'T KNOW/NOT SURE	3	2	1	2	1	-	-	2	-	2	1	1	-	2	-	1	2	1	1	2	2	1	1	2
	1%	1%	-	1%	2%	-	-	2%	-	1%	1%	-	-	1%	-	1%	1%	1%	1%	1%	-	2%	2%	2%

Table 29-3
QUESTION 24:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
NEW CUSTOMERS AND MARKETS	131	15	90	41	26	26	42	31	26	50	40	48	24	36	25	27	24	17	10	1
	33%	31%	30%	41%	29%	30%	34%	39%	21%	35%	40%	36%	20%	43%	35%	44%	40%	28%	27%	11%
HIRING NEW EMPLOYEES	72	12	58	14	17	8	23	20	28	24	17	13	40	8	16	7	7	10	11	1
	18%	24%	19%	14%	19%	9%	18%	25%	23%	16%	17%	9%	33%	10%	22%	11%	12%	17%	29%	11%
INCREASING PRODUCTIVITY	45	7	33	13	7	12	15	8	20	14	11	26	11	6	7	3	5	5	8	1
	11%	15%	11%	13%	8%	14%	12%	10%	16%	9%	10%	20%	9%	8%	10%	5%	8%	9%	20%	6%
NEW PRODUCTS	42	4	33	9	7	9	17	7	13	18	7	14	8	12	4	7	7	10	2	3
	10%	8%	11%	9%	8%	10%	14%	9%	11%	13%	7%	11%	7%	14%	5%	12%	11%	16%	6%	24%
EFFECTIVE PLANNING AND IMPLEMENTATION	30	-	26	5	11	6	8	3	14	8	8	14	12	5	3	2	6	6	3	1
	8%	-	9%	5%	12%	7%	7%	4%	11%	6%	8%	10%	10%	6%	4%	4%	10%	11%	8%	6%
DEVELOPING MANAGERS AND LEADERS	29	2	25	4	7	8	7	5	11	12	4	5	11	8	5	7	3	4	1	1
	7%	4%	8%	4%	8%	10%	6%	6%	9%	9%	4%	4%	9%	9%	8%	11%	5%	7%	2%	11%
IMPLEMENTING AUTOMATION	26	3	19	7	8	9	6	2	9	12	3	8	11	5	5	3	6	2	2	2
	7%	6%	6%	7%	8%	10%	5%	3%	8%	8%	3%	6%	9%	6%	8%	5%	10%	4%	5%	18%
ECONOMY/BUSINESS CLIMATE	2	2	2	-	2	1	-	-	1	2	-	-	-	-	1	2	-	-	-	2
	1%	5%	1%	-	2%	1%	-	-	1%	1%	-	-	-	-	1%	4%	-	-	-	13%
ALL THE ABOVE	5	1	5	-	3	-	-	2	2	1	1	-	2	1	1	-	3	-	1	-
	1%	3%	2%	-	3%	-	-	2%	1%	1%	1%	-	2%	1%	1%	-	5%	-	2%	-
OTHER	14	-	8	6	2	6	4	2	1	3	8	4	1	2	3	3	-	3	-	-
	3%	-	3%	6%	2%	7%	3%	2%	1%	2%	8%	3%	1%	2%	4%	5%	-	5%	-	-
DON'T KNOW/NOT SURE	3	2	2	2	1	2	-	-	-	-	2	2	1	1	1	-	-	2	-	-
	1%	3%	1%	2%	1%	2%	-	-	-	-	2%	1%	1%	1%	1%	-	-	3%	-	-

Table 29-4
QUESTION 24:
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				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
NEW CUSTOMERS AND MARKETS	131	131	17	21	17	15	16	84	34	10	3	31	65	35	43	74	60	65	49	50	46	43	61
	33%	67%	14%	20%	21%	19%	23%	42%	30%	23%	8%	25%	33%	48%	24%	36%	31%	35%	32%	33%	31%	32%	31%
HIRING NEW EMPLOYEES	72	21	72	18	7	5	6	21	19	11	20	43	26	4	49	39	44	37	31	31	25	29	57
	18%	11%	60%	17%	8%	6%	9%	11%	17%	27%	52%	34%	13%	5%	27%	19%	23%	20%	20%	20%	17%	21%	29%
INCREASING PRODUCTIVITY	45	11	3	45	6	12	5	27	14	3	1	12	22	11	16	29	20	26	15	21	19	15	18
	11%	6%	3%	44%	7%	16%	8%	14%	12%	8%	3%	9%	11%	15%	9%	14%	10%	14%	10%	14%	13%	11%	9%
NEW PRODUCTS	42	14	5	4	42	5	2	21	12	5	3	9	27	6	20	17	18	16	13	14	18	10	9
	10%	7%	5%	4%	51%	7%	3%	10%	11%	13%	8%	7%	14%	8%	11%	8%	9%	9%	9%	9%	12%	8%	5%
EFFECTIVE PLANNING AND IMPLEMENTATION	30	5	7	7	4	30	6	14	9	3	5	12	12	7	15	16	20	13	10	10	12	13	17
	8%	2%	6%	6%	4%	39%	8%	7%	7%	7%	12%	9%	6%	9%	8%	8%	10%	7%	7%	7%	8%	10%	9%
DEVELOPING MANAGERS AND LEADERS	29	7	8	6	2	4	7	9	12	3	5	7	18	4	17	14	15	14	14	14	12	17	16
	7%	3%	7%	6%	3%	5%	10%	4%	11%	7%	12%	5%	9%	5%	10%	7%	8%	8%	9%	9%	8%	12%	8%
IMPLEMENTING AUTOMATION	26	8	8	4	4	6	26	11	11	3	2	11	11	3	14	10	12	11	13	7	12	4	15
	7%	4%	6%	3%	5%	8%	39%	5%	10%	7%	4%	8%	5%	4%	8%	5%	6%	6%	8%	5%	8%	3%	7%
ECONOMY/BUSINESS CLIMATE	2	-	-	-	-	-	-	1	-	2	-	-	2	-	2	-	-	-	2	-	-	-	-
	1%	-	-	-	-	-	-	-	-	4%	-	-	1%	-	1%	-	-	-	2%	-	-	-	-
ALL THE ABOVE	5	-	-	-	-	-	-	2	-	-	1	2	2	1	1	1	1	2	1	1	2	1	2
	1%	-	-	-	-	-	-	1%	-	-	2%	1%	1%	2%	-	1%	1%	1%	1%	-	2%	1%	1%
OTHER	14	-	-	-	-	-	-	10	2	2	-	2	8	4	4	5	4	2	4	5	2	2	2
	3%	-	-	-	-	-	-	5%	2%	4%	-	1%	4%	5%	2%	2%	2%	1%	3%	3%	2%	2%	1%
DON'T KNOW/NOT SURE	3	-	-	-	-	-	-	2	2	-	-	-	2	-	1	2	1	1	1	1	2	1	2
	1%	-	-	-	-	-	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	-	1%	1%	1%

Table 29-5
QUESTION 24:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

First Choice.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
NEW CUSTOMERS AND MARKETS	100	15	17	18	14	23	12
	33%	29%	33%	37%	28%	45%	25%
HIRING NEW EMPLOYEES	48	11	10	8	9	2	7
	16%	19%	21%	17%	18%	5%	14%
DEVELOPING MANAGERS AND LEADERS	37	4	4	8	6	9	6
	12%	8%	8%	17%	12%	18%	11%
NEW PRODUCTS	30	7	2	2	7	7	6
	10%	13%	4%	3%	13%	14%	11%
IMPLEMENTING AUTOMATION	27	6	6	3	3	2	6
	9%	12%	13%	7%	7%	5%	11%
INCREASING PRODUCTIVITY	26	5	4	2	5	5	6
	9%	9%	8%	3%	10%	9%	11%
EFFECTIVE PLANNING AND IMPLEMENTATION	18	1	-	7	3	2	4
	6%	3%	-	13%	7%	5%	8%
ECONOMY/BUSINESS CLIMATE	3	-	-	2	-	-	1
	1%	-	-	3%	-	-	3%
AI	2	-	2	-	-	-	-
	1%	-	4%	-	-	-	-
ALL THE ABOVE	2	1	-	-	1	-	-
	1%	1%	-	-	2%	-	-
OTHER	8	3	2	-	2	-	1
	3%	5%	4%	-	3%	-	3%
DON'T KNOW/NOT SURE	4	1	2	-	-	-	1
	1%	1%	4%	-	-	-	3%

Table 30-1
QUESTION 24S:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Second Choice.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
NEW CUSTOMERS AND MARKETS	54	18	7	7	6	15	26	28	15	17	16	29	13	11	8	6	8	9	8	45	23	14	5	8
	13%	13%	8%	15%	13%	18%	11%	16%	14%	13%	13%	14%	11%	15%	21%	9%	11%	13%	17%	13%	16%	11%	13%	11%
INCREASING PRODUCTIVITY	41	13	15	4	4	5	28	13	10	15	14	19	12	10	5	9	13	7	2	39	14	13	5	9
	10%	10%	17%	8%	8%	6%	13%	7%	9%	11%	11%	9%	10%	14%	14%	12%	17%	10%	4%	11%	10%	11%	12%	11%
HIRING NEW EMPLOYEES	37	8	8	1	9	11	16	21	5	10	19	14	15	8	4	12	5	7	5	32	12	13	3	6
	9%	6%	9%	2%	20%	13%	7%	12%	4%	8%	15%	7%	12%	11%	11%	18%	7%	11%	10%	9%	8%	11%	9%	8%
NEW PRODUCTS	33	14	4	4	2	9	18	15	10	10	12	16	11	6	1	4	5	5	6	28	11	7	3	10
	8%	10%	5%	8%	4%	11%	8%	8%	9%	7%	10%	8%	9%	9%	4%	6%	6%	8%	12%	8%	8%	6%	9%	13%
IMPLEMENTING AUTOMATION	29	15	4	2	1	7	18	10	5	7	17	10	11	8	1	7	5	6	2	27	8	10	7	4
	7%	11%	4%	5%	3%	8%	8%	6%	4%	5%	13%	5%	9%	11%	2%	9%	6%	10%	3%	8%	5%	8%	17%	5%
EFFECTIVE PLANNING AND IMPLEMENTATION	28	9	5	6	2	6	14	14	5	13	9	13	8	7	1	2	9	6	8	20	7	10	6	5
	7%	7%	5%	13%	4%	7%	6%	8%	4%	10%	7%	6%	7%	10%	2%	3%	12%	9%	16%	6%	5%	8%	14%	7%
DEVELOPING MANAGERS AND LEADERS	21	7	5	5	1	3	12	9	7	-	13	5	9	8	1	6	5	2	2	19	2	11	3	5
	5%	5%	6%	10%	3%	4%	5%	5%	6%	-	10%	2%	7%	11%	2%	9%	6%	3%	5%	5%	2%	9%	6%	6%
ECONOMY/BUSINESS CLIMATE	3	3	-	-	-	-	3	-	-	2	-	2	1	-	-	1	-	-	-	3	1	-	-	2
	1%	2%	-	-	-	-	1%	-	-	1%	-	1%	1%	-	-	1%	-	-	-	1%	1%	-	-	2%
OTHER	6	1	2	1	1	2	2	4	2	2	2	3	1	2	-	-	2	2	1	5	2	2	1	1
	2%	1%	2%	2%	1%	3%	1%	2%	1%	2%	2%	2%	1%	3%	-	-	2%	2%	2%	2%	1%	2%	4%	1%

Table 30-2
QUESTION 24S:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Second Choice.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
NEW CUSTOMERS AND MARKETS	54	23	24	48	5	8	33	11	3	23	27	22	7	24	18	13	23	17	13	24	42	8	3	11
	13%	13%	14%	13%	13%	11%	16%	11%	7%	11%	21%	14%	10%	14%	15%	14%	13%	13%	14%	13%	13%	18%	10%	15%
INCREASING PRODUCTIVITY	41	15	22	37	3	11	21	9	2	25	14	20	7	13	14	8	18	10	10	21	31	5	6	10
	10%	8%	13%	10%	7%	14%	10%	9%	3%	11%	11%	13%	10%	8%	11%	9%	10%	7%	11%	12%	9%	12%	18%	14%
HIRING NEW EMPLOYEES	37	22	11	34	3	8	22	6	6	21	10	17	7	12	12	11	13	6	6	22	29	6	2	8
	9%	12%	7%	10%	7%	10%	11%	6%	13%	9%	8%	11%	10%	7%	10%	11%	7%	5%	6%	13%	9%	16%	5%	11%
NEW PRODUCTS	33	20	9	29	5	5	16	12	2	18	13	15	5	13	13	8	11	13	7	14	27	2	4	6
	8%	11%	5%	8%	11%	6%	8%	12%	5%	8%	10%	9%	8%	8%	11%	8%	6%	10%	8%	8%	8%	6%	12%	9%
IMPLEMENTING AUTOMATION	29	18	7	26	3	10	11	7	8	11	8	16	4	9	12	4	13	10	6	12	21	2	7	8
	7%	10%	4%	7%	8%	13%	6%	7%	16%	5%	6%	10%	5%	5%	10%	4%	7%	8%	7%	7%	6%	4%	21%	11%
EFFECTIVE PLANNING AND IMPLEMENTATION	28	16	9	25	3	7	15	7	2	16	10	16	3	10	14	5	10	15	3	10	21	3	4	7
	7%	9%	6%	7%	8%	9%	7%	7%	3%	7%	7%	10%	4%	6%	11%	5%	5%	12%	3%	6%	7%	7%	13%	10%
DEVELOPING MANAGERS AND LEADERS	21	11	8	19	2	5	10	6	3	12	6	9	3	9	6	4	11	11	2	8	13	7	1	8
	5%	6%	5%	5%	4%	7%	5%	6%	6%	6%	4%	6%	4%	5%	5%	4%	6%	8%	3%	4%	4%	17%	2%	11%
ECONOMY/BUSINESS CLIMATE	3	1	2	3	-	1	2	-	-	3	-	1	2	-	1	2	-	1	-	2	3	-	-	-
	1%	-	1%	1%	-	1%	1%	-	-	1%	-	1%	3%	-	1%	2%	-	1%	-	1%	1%	-	-	-
OTHER	6	1	3	4	2	-	3	3	1	4	1	1	4	2	1	4	1	2	1	3	4	2	1	2
	2%	-	2%	1%	6%	-	1%	3%	2%	2%	1%	-	6%	1%	1%	4%	1%	2%	1%	2%	1%	4%	2%	3%

Table 30-3
QUESTION 24S:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Second Choice.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
NEW CUSTOMERS AND MARKETS	54	9	37	16	15	12	17	7	21	16	16	17	18	13	12	9	12	7	7	4
	13%	18%	12%	16%	17%	13%	14%	10%	17%	11%	16%	13%	15%	15%	16%	15%	19%	13%	19%	33%
INCREASING PRODUCTIVITY	41	4	33	8	10	8	13	6	16	18	5	13	13	12	12	8	5	5	4	2
	10%	8%	11%	8%	11%	9%	11%	8%	12%	13%	5%	10%	11%	15%	17%	12%	8%	9%	12%	12%
HIRING NEW EMPLOYEES	37	4	28	9	7	10	13	5	12	19	4	11	18	6	6	8	11	3	5	-
	9%	8%	9%	9%	8%	11%	11%	7%	9%	13%	4%	8%	15%	7%	8%	13%	19%	5%	14%	-
NEW PRODUCTS	33	3	25	8	10	5	8	7	13	12	7	18	10	8	3	6	5	7	2	1
	8%	6%	8%	8%	12%	6%	6%	9%	10%	8%	7%	14%	8%	9%	4%	9%	9%	12%	5%	6%
IMPLEMENTING AUTOMATION	29	1	19	10	10	6	8	4	12	9	7	10	11	6	5	4	3	7	3	-
	7%	2%	6%	10%	11%	7%	6%	6%	10%	6%	7%	7%	9%	8%	7%	6%	5%	12%	8%	-
EFFECTIVE PLANNING AND IMPLEMENTATION	28	2	20	9	8	9	5	3	8	12	8	12	7	6	3	6	6	3	3	1
	7%	5%	7%	9%	9%	10%	4%	4%	7%	9%	8%	9%	6%	7%	4%	11%	10%	5%	8%	5%
DEVELOPING MANAGERS AND LEADERS	21	2	18	3	4	4	8	4	7	9	6	7	8	6	5	2	3	5	4	1
	5%	3%	6%	3%	4%	5%	6%	5%	5%	6%	5%	5%	6%	7%	7%	3%	5%	8%	11%	6%
ECONOMY/BUSINESS CLIMATE	3	-	3	-	2	-	-	1	1	-	2	-	1	3	-	-	-	2	-	-
	1%	-	1%	-	2%	-	-	1%	1%	-	2%	-	1%	3%	-	-	-	3%	-	-
OTHER	6	-	6	-	1	-	3	2	1	3	2	1	3	2	2	-	1	-	2	-
	2%	-	2%	-	1%	-	3%	2%	1%	2%	2%	-	3%	3%	2%	-	1%	-	6%	-

Table 30-4
QUESTION 24S:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Second Choice.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
NEW CUSTOMERS AND MARKETS	54	54	18	11	14	9	8	25	12	3	13	20	23	8	24	28	24	26	21	22	13	15	27
	13%	27%	15%	11%	18%	11%	11%	13%	11%	7%	33%	16%	12%	11%	13%	14%	12%	14%	13%	14%	8%	11%	14%
INCREASING PRODUCTIVITY	41	19	17	41	1	8	9	16	15	5	5	13	19	9	21	28	22	25	18	17	19	15	23
	10%	10%	14%	39%	2%	10%	13%	8%	13%	12%	12%	10%	10%	12%	12%	13%	11%	13%	12%	11%	13%	11%	12%
HIRING NEW EMPLOYEES	37	16	37	6	5	5	6	8	14	9	6	16	18	3	28	16	19	15	14	18	17	15	26
	9%	8%	30%	5%	7%	7%	9%	4%	12%	21%	14%	12%	9%	4%	16%	8%	10%	8%	9%	11%	11%	11%	13%
NEW PRODUCTS	33	16	8	6	33	10	5	19	11	2	2	9	21	3	14	21	19	19	13	14	16	13	16
	8%	8%	7%	5%	41%	13%	7%	9%	9%	5%	4%	7%	11%	4%	8%	10%	10%	10%	9%	9%	11%	9%	8%
IMPLEMENTING AUTOMATION	29	12	5	7	2	6	29	11	11	5	2	11	12	6	16	17	19	17	13	13	15	14	18
	7%	6%	4%	7%	3%	8%	42%	5%	9%	12%	4%	9%	6%	8%	9%	8%	10%	9%	9%	8%	10%	10%	9%
EFFECTIVE PLANNING AND IMPLEMENTATION	28	12	5	12	5	28	4	12	8	5	2	8	18	2	15	12	13	18	12	14	11	9	13
	7%	6%	4%	11%	6%	36%	5%	6%	7%	13%	5%	6%	9%	3%	8%	6%	7%	10%	8%	9%	7%	7%	7%
DEVELOPING MANAGERS AND LEADERS	21	8	5	6	5	4	2	7	9	2	2	7	11	3	13	13	13	10	9	9	14	8	12
	5%	4%	4%	6%	6%	5%	3%	4%	8%	5%	6%	5%	6%	4%	7%	6%	7%	5%	6%	6%	9%	6%	6%
ECONOMY/BUSINESS CLIMATE	3	3	-	-	-	-	-	-	2	1	-	1	2	-	3	2	3	1	-	1	1	1	3
	1%	1%	-	-	-	-	-	-	2%	2%	-	1%	1%	-	1%	1%	1%	-	-	1%	1%	1%	1%
OTHER	6	-	6	-	1	-	-	2	3	1	1	5	2	-	5	2	1	3	2	1	-	1	5
	2%	-	5%	-	1%	-	-	1%	3%	1%	2%	4%	1%	-	3%	1%	1%	2%	1%	-	-	-	2%

Table 30-5
QUESTION 24S:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Second Choice.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
NEW CUSTOMERS AND MARKETS	40	11	4	3	7	9	6
	13%	21%	8%	7%	13%	18%	11%
HIRING NEW EMPLOYEES	38	4	6	2	11	9	6
	12%	8%	13%	3%	22%	18%	11%
INCREASING PRODUCTIVITY	33	5	4	5	4	9	6
	11%	9%	8%	10%	8%	18%	11%
NEW PRODUCTS	29	6	6	8	4	-	4
	9%	10%	13%	17%	8%	-	8%
EFFECTIVE PLANNING AND IMPLEMENTATION	25	6	8	3	3	2	3
	8%	10%	17%	7%	5%	5%	6%
DEVELOPING MANAGERS AND LEADERS	19	4	6	2	1	2	4
	6%	8%	13%	3%	2%	5%	8%
IMPLEMENTING AUTOMATION	16	4	2	5	3	-	3
	5%	6%	4%	10%	5%	-	6%
OTHER	6	1	-	2	1	-	3
	2%	1%	-	3%	2%	-	6%

Table 31-1
QUESTION 24C:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choice.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
NEW CUSTOMERS AND MARKETS	196	73	33	25	19	47	106	90	52	72	61	95	66	32	25	32	33	23	26	169	75	58	22	32
	49%	54%	37%	52%	42%	56%	47%	51%	49%	55%	48%	47%	55%	44%	67%	47%	44%	36%	54%	48%	52%	47%	57%	42%
HIRING NEW EMPLOYEES	121	33	28	14	19	27	61	60	30	36	45	57	38	25	10	25	28	17	11	109	53	32	14	18
	30%	24%	32%	30%	42%	32%	27%	34%	28%	27%	35%	28%	32%	34%	26%	36%	38%	27%	23%	31%	37%	26%	34%	23%
INCREASING PRODUCTIVITY	104	37	31	8	12	17	68	36	21	40	35	50	32	22	12	18	24	24	11	93	28	39	11	21
	26%	27%	35%	17%	27%	20%	30%	21%	19%	30%	27%	25%	26%	30%	31%	27%	32%	36%	23%	26%	20%	32%	29%	28%
NEW PRODUCTS	82	31	16	10	7	17	47	35	23	22	33	34	28	19	4	9	16	19	8	74	29	24	8	17
	20%	23%	18%	22%	17%	21%	21%	20%	21%	16%	26%	17%	24%	26%	12%	13%	21%	29%	16%	21%	20%	19%	20%	22%
EFFECTIVE PLANNING AND IMPLEMENTATION	78	31	15	10	7	14	46	32	9	33	30	35	22	21	2	14	18	18	14	64	14	30	12	18
	19%	23%	17%	22%	15%	17%	21%	18%	8%	25%	24%	17%	18%	28%	6%	20%	24%	27%	28%	18%	10%	24%	31%	23%
IMPLEMENTING AUTOMATION	68	23	12	7	6	20	35	33	17	16	32	30	23	15	8	16	10	9	10	58	22	22	8	16
	17%	17%	14%	15%	13%	24%	16%	19%	16%	12%	25%	15%	19%	21%	21%	23%	13%	14%	21%	17%	15%	18%	20%	20%
DEVELOPING MANAGERS AND LEADERS	56	15	12	9	7	14	27	29	12	7	28	18	14	23	4	12	15	6	7	49	14	19	8	12
	14%	11%	14%	18%	16%	16%	12%	17%	11%	5%	22%	9%	12%	32%	10%	18%	20%	10%	14%	14%	10%	15%	21%	16%
ECONOMY/BUSINESS CLIMATE	5	4	-	-	-	1	4	1	-	4	-	4	2	-	-	1	-	1	2	3	1	2	-	2
	1%	3%	-	-	-	1%	2%	-	-	3%	-	2%	1%	-	-	1%	-	1%	4%	1%	1%	1%	-	2%
ALL THE ABOVE	5	3	-	-	1	1	3	2	1	-	2	3	2	-	-	2	1	-	-	5	-	3	-	1
	1%	2%	-	-	3%	1%	1%	1%	1%	-	1%	1%	1%	-	-	4%	2%	-	-	1%	-	2%	-	2%
OTHER	24	3	8	6	3	5	10	14	11	6	4	18	2	4	-	-	3	6	5	19	11	4	2	7
	6%	2%	9%	12%	7%	6%	5%	8%	11%	4%	3%	9%	1%	6%	-	-	4%	9%	11%	5%	8%	3%	6%	9%
DON'T KNOW/NOT SURE	3	1	1	-	-	2	2	2	2	-	1	2	-	2	-	2	-	-	-	3	-	-	2	2
	1%	1%	1%	-	-	2%	1%	1%	1%	-	1%	1%	-	2%	-	2%	-	-	-	1%	-	-	4%	2%

Table 31-2
QUESTION 24C:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choice.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
NEW CUSTOMERS AND MARKETS	196	82	88	170	24	33	106	54	17	110	68	71	38	87	61	51	84	64	47	85	161	19	13	32
	49%	44%	53%	48%	59%	41%	52%	54%	35%	50%	52%	45%	54%	51%	50%	54%	47%	49%	52%	48%	50%	47%	40%	44%
HIRING NEW EMPLOYEES	121	65	42	107	10	30	59	28	15	64	42	49	23	46	37	30	52	29	27	62	95	13	12	25
	30%	35%	25%	30%	25%	38%	29%	28%	31%	29%	33%	31%	33%	27%	30%	32%	29%	22%	30%	35%	29%	31%	37%	34%
INCREASING PRODUCTIVITY	104	46	51	97	6	27	56	21	9	62	32	56	12	36	34	22	47	33	21	49	82	12	10	22
	26%	25%	30%	27%	16%	34%	27%	21%	19%	28%	25%	36%	17%	21%	28%	24%	27%	26%	24%	28%	25%	28%	33%	30%
NEW PRODUCTS	82	41	32	73	9	19	40	22	9	42	31	37	14	30	31	19	29	25	13	41	62	11	8	19
	20%	22%	19%	21%	22%	24%	19%	22%	19%	19%	24%	24%	20%	18%	25%	20%	16%	19%	15%	23%	19%	27%	25%	26%
EFFECTIVE PLANNING AND IMPLEMENTATION	78	42	30	72	5	15	44	19	6	40	31	33	8	35	29	14	32	34	15	27	57	10	10	21
	19%	23%	18%	20%	11%	18%	22%	19%	12%	18%	24%	21%	12%	20%	24%	15%	18%	26%	17%	15%	18%	25%	32%	28%
IMPLEMENTING AUTOMATION	68	37	27	64	5	19	32	17	11	33	22	38	9	22	30	11	25	29	12	28	53	8	7	15
	17%	20%	16%	18%	12%	24%	16%	17%	22%	15%	17%	24%	12%	13%	25%	12%	14%	22%	13%	16%	16%	18%	23%	21%
DEVELOPING MANAGERS AND LEADERS	56	29	23	53	3	15	25	14	8	31	16	30	11	15	21	12	23	22	9	25	32	13	10	23
	14%	16%	14%	15%	8%	19%	12%	14%	18%	14%	12%	19%	15%	9%	17%	12%	13%	17%	10%	14%	10%	32%	33%	32%
ECONOMY/BUSINESS CLIMATE	5	1	4	5	-	1	4	-	-	5	-	1	2	2	1	2	2	1	-	4	5	-	-	-
	1%	-	3%	1%	-	1%	2%	-	-	2%	-	1%	3%	1%	1%	2%	1%	1%	-	2%	2%	-	-	-
ALL THE ABOVE	5	4	-	4	1	-	1	2	2	2	1	2	1	1	2	1	2	2	1	1	5	-	-	-
	1%	2%	-	1%	2%	-	-	2%	4%	1%	1%	2%	1%	1%	1%	1%	1%	2%	1%	1%	1%	-	-	-
OTHER	24	12	5	17	6	1	11	8	4	12	6	6	9	9	3	7	13	12	6	6	20	2	2	4
	6%	7%	3%	5%	15%	1%	5%	8%	9%	6%	4%	4%	12%	6%	3%	7%	7%	9%	7%	4%	6%	6%	7%	6%
DON'T KNOW/NOT SURE	3	2	1	2	1	-	-	2	-	2	1	1	-	2	-	1	2	1	1	2	2	1	1	2
	1%	1%	-	1%	2%	-	-	2%	-	1%	1%	-	-	1%	-	1%	1%	1%	1%	1%	-	2%	2%	2%

Table 31-3
QUESTION 24C:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choice.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
NEW CUSTOMERS AND MARKETS	196	24	137	59	41	40	65	42	53	70	58	72	46	50	39	37	38	26	17	6
	49%	50%	46%	60%	46%	46%	53%	54%	43%	48%	58%	54%	38%	61%	56%	61%	63%	44%	44%	44%
HIRING NEW EMPLOYEES	121	17	98	23	28	19	40	27	45	46	24	27	66	19	22	15	19	14	19	1
	30%	35%	32%	23%	30%	22%	32%	34%	36%	32%	24%	20%	55%	22%	31%	25%	31%	23%	51%	11%
INCREASING PRODUCTIVITY	104	11	81	23	25	21	33	17	43	41	16	45	31	22	20	15	13	13	14	3
	26%	23%	27%	23%	27%	24%	27%	22%	34%	29%	16%	34%	26%	27%	29%	24%	22%	22%	37%	23%
NEW PRODUCTS	82	7	64	18	18	14	27	16	29	33	15	35	19	21	9	14	14	17	7	4
	20%	15%	21%	18%	20%	16%	22%	20%	23%	23%	14%	26%	16%	25%	13%	23%	22%	28%	19%	29%
EFFECTIVE PLANNING AND IMPLEMENTATION	78	6	56	21	24	20	16	10	28	28	21	34	26	15	9	12	18	12	8	2
	19%	13%	19%	22%	26%	23%	13%	13%	22%	19%	20%	25%	21%	18%	13%	19%	29%	21%	20%	16%
IMPLEMENTING AUTOMATION	68	5	47	21	21	18	19	7	27	25	13	20	24	15	13	13	15	11	5	3
	17%	10%	16%	22%	24%	21%	15%	9%	21%	17%	13%	15%	20%	18%	19%	21%	24%	19%	13%	24%
DEVELOPING MANAGERS AND LEADERS	56	4	46	9	12	15	17	9	22	23	10	12	22	14	13	10	6	10	6	3
	14%	8%	15%	10%	14%	17%	14%	11%	17%	16%	10%	9%	18%	17%	19%	16%	10%	17%	16%	22%
ECONOMY/BUSINESS CLIMATE	5	2	5	-	4	1	-	1	2	2	2	-	1	3	1	2	-	2	-	2
	1%	5%	2%	-	4%	1%	-	1%	1%	1%	2%	-	1%	3%	1%	4%	-	3%	-	13%
ALL THE ABOVE	5	1	5	-	3	-	-	2	2	1	1	-	2	1	1	-	3	-	1	-
	1%	3%	2%	-	3%	-	-	2%	1%	1%	1%	-	2%	1%	1%	-	5%	-	2%	-
OTHER	24	1	18	6	6	6	7	3	3	6	13	7	4	6	4	3	1	4	4	2
	6%	2%	6%	6%	7%	7%	6%	4%	2%	4%	13%	5%	3%	7%	6%	5%	2%	6%	10%	12%
DON'T KNOW/NOT SURE	3	2	2	2	1	2	-	-	-	-	2	2	1	1	1	-	-	2	-	-
	1%	3%	1%	2%	1%	2%	-	-	-	-	2%	1%	1%	1%	1%	-	-	3%	-	-

Table 31-4
QUESTION 24C:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choice.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
NEW CUSTOMERS AND MARKETS	196	196	41	40	34	29	28	112	52	16	16	55	92	47	75	111	94	99	77	81	66	65	93
	49%	100%	34%	38%	42%	37%	41%	55%	46%	37%	41%	43%	47%	64%	41%	54%	48%	53%	50%	52%	44%	48%	47%
HIRING NEW EMPLOYEES	121	41	121	28	16	14	16	31	36	25	29	65	48	7	87	62	70	59	50	56	49	47	93
	30%	21%	100%	27%	19%	18%	23%	15%	31%	58%	74%	51%	25%	10%	49%	30%	36%	32%	32%	36%	33%	35%	47%
INCREASING PRODUCTIVITY	104	40	28	104	13	25	19	52	32	11	10	32	52	21	47	67	51	62	37	48	45	38	51
	26%	20%	23%	100%	16%	32%	27%	26%	28%	27%	25%	25%	27%	28%	26%	33%	26%	33%	24%	31%	30%	28%	26%
NEW PRODUCTS	82	34	16	13	82	17	8	42	25	8	6	20	52	11	37	42	41	39	29	31	39	26	28
	20%	17%	13%	13%	100%	22%	12%	21%	22%	20%	16%	15%	26%	14%	21%	21%	21%	21%	19%	20%	26%	19%	14%
EFFECTIVE PLANNING AND IMPLEMENTATION	78	29	14	25	17	78	14	36	24	9	8	23	43	12	38	40	42	41	29	28	30	30	41
	19%	15%	12%	24%	21%	100%	21%	18%	21%	22%	21%	18%	22%	16%	21%	19%	22%	22%	19%	18%	20%	22%	21%
IMPLEMENTING AUTOMATION	68	28	16	19	8	14	68	29	27	9	4	23	29	13	34	38	40	37	33	24	33	21	36
	17%	14%	13%	18%	10%	18%	100%	14%	23%	21%	10%	18%	15%	18%	19%	18%	20%	20%	21%	15%	22%	15%	18%
DEVELOPING MANAGERS AND LEADERS	56	17	15	15	9	11	9	18	25	6	8	15	34	7	35	31	33	27	25	25	29	27	31
	14%	9%	12%	14%	10%	14%	13%	9%	22%	14%	19%	12%	17%	9%	20%	15%	17%	15%	16%	16%	19%	20%	15%
ECONOMY/BUSINESS CLIMATE	5	3	-	-	-	-	-	1	2	3	-	1	4	-	4	2	3	1	2	1	1	1	3
	1%	1%	-	-	-	-	-	-	2%	6%	-	1%	2%	-	2%	1%	1%	-	2%	1%	1%	1%	1%
ALL THE ABOVE	5	-	-	-	-	-	-	2	-	-	1	2	2	1	1	1	1	2	1	1	2	1	2
	1%	-	-	-	-	-	-	1%	-	-	2%	1%	1%	2%	-	1%	1%	1%	1%	-	2%	1%	1%
OTHER	24	3	7	-	1	1	3	15	6	2	2	6	11	6	9	10	8	9	10	6	5	5	9
	6%	2%	6%	-	1%	1%	4%	7%	5%	5%	4%	5%	5%	8%	5%	5%	4%	5%	6%	4%	4%	3%	5%
DON'T KNOW/NOT SURE	3	-	-	-	-	-	-	2	2	-	-	-	2	-	1	2	1	1	1	1	2	1	2
	1%	-	-	-	-	-	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	-	1%	1%	1%

Table 31-5
QUESTION 24C:
Thinking ahead, what would you say are the two or three most important drivers of your company's future growth?

Combined Choice.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
NEW CUSTOMERS AND MARKETS	150	29	25	22	24	32	19
	49%	53%	50%	43%	47%	64%	39%
HIRING NEW EMPLOYEES	95	18	17	10	21	11	18
	31%	32%	33%	20%	42%	23%	36%
INCREASING PRODUCTIVITY	70	11	8	7	14	14	15
	23%	21%	17%	13%	28%	27%	31%
NEW PRODUCTS	64	13	10	10	12	7	11
	21%	25%	21%	20%	23%	14%	22%
DEVELOPING MANAGERS AND LEADERS	62	10	10	12	8	11	11
	20%	18%	21%	23%	15%	23%	22%
EFFECTIVE PLANNING AND IMPLEMENTATION	55	11	8	10	8	9	10
	18%	19%	17%	20%	15%	18%	19%
IMPLEMENTING AUTOMATION	53	12	10	8	7	5	11
	17%	22%	21%	17%	13%	9%	22%
ECONOMY/BUSINESS CLIMATE	3	-	-	2	-	-	1
	1%	-	-	3%	-	-	3%
AI	2	-	2	-	-	-	-
	1%	-	4%	-	-	-	-
ALL THE ABOVE	2	1	-	-	1	-	-
	1%	1%	-	-	2%	-	-
OTHER	19	4	2	2	3	5	4
	6%	6%	4%	3%	5%	9%	8%
DON'T KNOW/NOT SURE	4	1	2	-	-	-	1
	1%	1%	4%	-	-	-	3%

Table 32-1
QUESTION 24B:
As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring 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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (CONSIDERING - NOT CONSIDERING)	208	69	44	24	23	48	113	95	41	57	98	80	71	55	24	53	34	33	28	179	70	76	19	35
	52%	51%	49%	50%	52%	58%	50%	54%	39%	43%	77%	39%	59%	75%	65%	77%	45%	51%	59%	51%	49%	62%	49%	46%
TOTAL CONSIDERING AUTOMATION	229	80	44	27	27	51	124	105	49	62	104	91	76	59	25	54	39	36	33	195	80	82	23	38
	57%	59%	50%	57%	62%	60%	55%	60%	46%	47%	81%	45%	64%	81%	67%	78%	52%	55%	69%	56%	56%	66%	57%	49%
INCREASING PRODUCTIVITY	175	62	33	22	20	38	95	80	34	43	88	66	59	48	16	43	28	32	25	149	62	66	17	24
	44%	45%	37%	45%	46%	45%	42%	45%	32%	33%	69%	32%	49%	66%	44%	62%	37%	50%	52%	42%	43%	53%	43%	32%
ELIMINATING REPETITIVE TASKS	87	31	20	8	9	19	50	36	14	19	49	30	28	28	13	24	19	13	12	74	26	38	6	17
	22%	23%	22%	17%	21%	23%	23%	21%	13%	15%	38%	15%	23%	38%	34%	35%	25%	20%	24%	21%	18%	31%	14%	22%
IMPROVING WORKPLACE SAFETY	46	11	10	7	6	11	22	25	-	16	28	13	13	20	8	6	13	8	7	39	14	17	5	9
	12%	8%	12%	15%	14%	14%	10%	14%	-	12%	22%	6%	11%	27%	20%	9%	18%	11%	15%	11%	10%	14%	12%	12%
WORKFORCE (COVERING SHORTAGES, DIFFICULTIES HIRING, REPLACING EMPLOYEES, BRIDGING GAPS)	15	3	-	3	2	7	3	12	2	7	6	5	7	3	-	5	2	3	1	14	4	5	3	2
	4%	3%	-	7%	4%	8%	2%	7%	2%	5%	5%	2%	6%	4%	-	7%	2%	5%	2%	4%	3%	4%	9%	3%
SOMETHING ELSE	21	10	1	3	4	2	11	10	8	5	6	11	6	4	1	1	5	2	5	16	10	5	3	3
	5%	8%	1%	7%	10%	3%	5%	6%	7%	4%	5%	5%	5%	6%	2%	1%	7%	4%	10%	5%	7%	4%	8%	3%
NOT CONSIDERING AUTOMATION AT THIS TIME	168	56	41	21	17	33	97	71	56	68	24	110	43	14	13	15	34	30	15	153	62	42	15	39
	42%	41%	46%	43%	38%	40%	43%	40%	53%	52%	19%	54%	36%	19%	33%	22%	46%	45%	31%	43%	43%	34%	39%	51%
DON'T KNOW/NOT SURE	2	-	2	-	-	-	2	-	-	2	-	2	-	-	-	-	2	-	-	2	-	-	2	-
	-	-	2%	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	2%	-	-	-	-	-	4%	-
REFUSED	2	-	2	-	-	-	2	-	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	-	-	2%	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-

Table 32-2
QUESTION 24B:
As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (CONSIDERING - NOT CONSIDERING)	208	101	90	190	16	51	113	36	25	117	63	103	32	73	73	55	77	65	46	96	151	32	23	55
	52%	54%	53%	54%	40%	65%	55%	36%	54%	53%	49%	66%	45%	43%	59%	58%	43%	49%	51%	55%	47%	77%	72%	75%
TOTAL CONSIDERING AUTOMATION	229	109	96	205	22	56	123	40	28	126	72	111	36	80	79	55	89	75	48	103	168	34	25	59
	57%	58%	57%	58%	53%	71%	60%	40%	60%	57%	56%	71%	51%	47%	65%	59%	50%	58%	54%	58%	52%	82%	80%	81%
INCREASING PRODUCTIVITY	175	86	74	160	14	48	90	30	22	99	51	86	25	63	63	45	62	58	42	73	125	28	20	48
	44%	46%	44%	45%	33%	60%	44%	30%	47%	45%	39%	55%	35%	37%	51%	48%	35%	44%	46%	42%	38%	67%	65%	66%
ELIMINATING REPETITIVE TASKS	87	43	34	78	9	18	52	15	13	48	24	49	14	24	35	24	27	28	17	40	58	18	10	28
	22%	23%	20%	22%	22%	22%	25%	15%	27%	22%	18%	31%	20%	14%	28%	26%	15%	21%	19%	23%	18%	43%	32%	38%
IMPROVING WORKPLACE SAFETY	46	25	19	44	2	9	27	9	5	27	14	22	5	19	13	14	19	16	9	20	26	10	9	20
	12%	14%	11%	12%	6%	12%	13%	9%	11%	12%	11%	14%	8%	11%	10%	14%	10%	13%	10%	11%	8%	25%	29%	27%
WORKFORCE (COVERING SHORTAGES, DIFFICULTIES HIRING, REPLACING EMPLOYEES, BRIDGING GAPS)	15	6	6	12	3	5	8	1	2	9	5	12	1	2	8	2	5	7	1	6	12	2	1	3
	4%	3%	4%	3%	7%	6%	4%	1%	4%	4%	4%	7%	2%	1%	6%	2%	3%	6%	2%	3%	4%	4%	4%	4%
SOMETHING ELSE	21	8	6	14	6	5	11	4	3	9	9	8	4	7	7	1	12	11	2	7	16	2	2	4
	5%	4%	4%	4%	14%	6%	5%	4%	6%	4%	7%	5%	6%	4%	6%	1%	7%	8%	3%	4%	5%	5%	7%	6%
NOT CONSIDERING AUTOMATION AT THIS TIME	168	74	72	146	19	23	80	60	19	92	56	44	34	89	43	39	86	54	41	72	153	7	6	14
	42%	40%	43%	41%	47%	29%	39%	60%	40%	42%	43%	28%	49%	52%	35%	41%	48%	41%	46%	41%	47%	18%	20%	19%
DON'T KNOW/NOT SURE	2	2	-	2	-	-	2	-	-	2	-	2	-	-	-	-	2	-	-	2	2	-	-	-
	-	1%	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-
REFUSED	2	2	-	2	-	-	-	-	-	-	2	-	-	2	-	-	2	2	-	-	2	-	-	-
	-	1%	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	-	-	-	-

Table 32-3
QUESTION 24B:
As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (CONSIDERING - NOT CONSIDERING)	208	24	159	49	53	47	58	40	76	79	42	67	67	50	33	41	31	31	17	10
	52%	50%	53%	50%	58%	53%	47%	51%	60%	55%	42%	50%	55%	60%	47%	67%	51%	53%	45%	74%
TOTAL CONSIDERING AUTOMATION	229	24	175	54	58	51	65	42	83	86	49	73	78	55	34	46	34	35	18	11
	57%	50%	58%	55%	65%	59%	53%	54%	66%	60%	49%	54%	64%	66%	49%	76%	55%	59%	48%	80%
INCREASING PRODUCTIVITY	175	17	133	41	44	36	49	35	69	60	38	60	55	40	23	36	24	27	16	8
	44%	36%	44%	42%	49%	42%	40%	44%	55%	41%	37%	44%	46%	49%	33%	58%	40%	45%	43%	64%
ELIMINATING REPETITIVE TASKS	87	5	70	17	26	18	22	15	30	38	16	24	30	28	17	20	19	13	5	4
	22%	11%	23%	17%	29%	20%	18%	19%	24%	26%	16%	18%	25%	33%	24%	33%	32%	21%	14%	31%
IMPROVING WORKPLACE SAFETY	46	8	39	8	11	14	8	5	15	23	7	17	16	14	9	10	10	6	1	4
	12%	16%	13%	8%	12%	16%	7%	7%	12%	16%	7%	13%	14%	17%	12%	16%	16%	11%	2%	31%
WORKFORCE (COVERING SHORTAGES, DIFFICULTIES HIRING, REPLACING EMPLOYEES, BRIDGING GAPS)	15	1	10	5	6	5	2	2	6	8	2	6	9	2	2	3	1	2	-	2
	4%	2%	3%	5%	7%	5%	2%	2%	4%	6%	2%	4%	7%	3%	3%	5%	1%	3%	-	12%
SOMETHING ELSE	21	-	16	5	6	5	7	2	7	7	7	6	11	5	1	5	2	4	1	1
	5%	-	5%	5%	7%	5%	6%	3%	6%	5%	7%	4%	9%	6%	2%	9%	4%	7%	3%	6%
NOT CONSIDERING AUTOMATION AT THIS TIME	168	24	124	43	32	36	56	36	41	58	52	58	43	29	35	15	27	24	20	3
	42%	50%	41%	44%	35%	41%	46%	46%	33%	40%	51%	44%	36%	34%	51%	24%	45%	41%	52%	20%
DON'T KNOW/NOT SURE	2	-	2	-	-	-	2	-	2	-	-	2	-	-	-	-	-	-	-	-
	-	-	1%	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	-	-
REFUSED	2	-	-	2	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
	-	-	-	2%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-

Table 32-4
QUESTION 24B:
As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (CONSIDERING - NOT CONSIDERING)	208	99	69	56	41	43	57	84	71	31	20	62	112	32	113	106	102	99	76	75	86	81	106
	52%	50%	57%	53%	50%	55%	83%	42%	62%	75%	51%	49%	57%	43%	62%	51%	52%	53%	49%	49%	57%	60%	54%
TOTAL CONSIDERING AUTOMATION	229	104	77	62	47	48	64	92	79	34	23	74	119	34	125	121	114	111	87	83	96	87	121
	57%	53%	64%	59%	58%	62%	93%	46%	69%	81%	57%	59%	61%	45%	69%	59%	58%	60%	56%	54%	65%	65%	61%
INCREASING PRODUCTIVITY	175	79	53	43	39	39	49	69	62	29	13	56	92	24	95	89	82	81	57	57	70	64	90
	44%	40%	44%	41%	47%	50%	71%	34%	54%	69%	32%	44%	47%	33%	53%	43%	42%	43%	37%	37%	47%	48%	46%
ELIMINATING REPETITIVE TASKS	87	44	28	33	19	16	31	31	37	10	7	22	48	15	48	52	49	50	38	38	43	36	38
	22%	23%	23%	32%	24%	21%	45%	15%	32%	24%	17%	18%	25%	21%	27%	25%	25%	27%	24%	25%	29%	27%	19%
IMPROVING WORKPLACE SAFETY	46	23	13	13	12	14	17	13	21	8	4	12	32	2	30	27	24	27	22	18	21	18	22
	12%	12%	11%	13%	15%	18%	25%	7%	18%	19%	10%	9%	16%	3%	17%	13%	12%	15%	14%	12%	14%	13%	11%
WORKFORCE (COVERING SHORTAGES, DIFFICULTIES HIRING, REPLACING EMPLOYEES, BRIDGING GAPS)	15	9	7	3	1	3	5	5	4	1	6	9	4	-	10	8	10	11	7	6	6	8	12
	4%	5%	6%	3%	2%	4%	7%	3%	3%	1%	14%	7%	2%	-	6%	4%	5%	6%	4%	4%	4%	6%	6%
SOMETHING ELSE	21	6	8	6	6	5	7	8	8	3	2	13	6	2	12	15	11	12	11	8	11	6	15
	5%	3%	6%	6%	8%	6%	10%	4%	7%	7%	6%	10%	3%	3%	7%	7%	6%	6%	7%	5%	7%	5%	7%
NOT CONSIDERING AUTOMATION AT THIS TIME	168	90	42	41	35	28	5	107	36	8	17	52	74	40	55	84	79	72	67	68	53	48	75
	42%	46%	35%	40%	42%	36%	7%	53%	31%	19%	43%	41%	38%	55%	31%	41%	41%	39%	43%	44%	35%	35%	38%
DON'T KNOW/NOT SURE	2	2	-	2	-	2	-	2	-	-	-	-	2	-	-	-	-	2	-	2	-	-	2
	-	1%	-	1%	-	2%	-	1%	-	-	-	-	1%	-	-	-	-	1%	-	1%	-	-	1%
REFUSED	2	-	2	-	-	-	-	2	-	-	-	-	2	-	-	2	2	2	2	2	-	-	-
	-	-	1%	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	1%	1%	1%	1%	-	-	-

Table 32-5
QUESTION 24B:
As you look for applications in your business that can be automated, what are some of the reasons you are exploring or considering exploring automation?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (CONSIDERING - NOT CONSIDERING)	171	32	29	35	30	20	25
	56%	58%	58%	70%	58%	41%	50%
TOTAL CONSIDERING AUTOMATION	186	35	31	40	34	20	25
	61%	65%	63%	80%	67%	41%	50%
INCREASING PRODUCTIVITY	142	28	23	28	26	18	18
	47%	52%	46%	57%	52%	36%	36%
ELIMINATING REPETITIVE TASKS	71	12	10	18	13	9	8
	23%	22%	21%	37%	25%	18%	17%
IMPROVING WORKPLACE SAFETY	45	8	4	8	9	9	7
	15%	16%	8%	17%	17%	18%	14%
WORKFORCE (COVERING SHORTAGES, DIFFICULTIES HIRING, REPLACING EMPLOYEES, BRIDGING GAPS)	14	4	-	2	3	2	3
	5%	8%	-	3%	7%	5%	6%
SOMETHING ELSE	15	4	2	5	4	-	-
	5%	6%	4%	10%	8%	-	-
NOT CONSIDERING AUTOMATION AT THIS TIME	119	19	19	10	17	30	25
	39%	35%	38%	20%	33%	59%	50%

Table 33-1
QUESTION 25:
Does your company currently have positions that are open and are hiring? What percentage of positions are currently open?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (YES - NO)	-6	-2	-1	-5	10	-9	-3	-3	-59	-11	70	-76	10	62	4	27	6	-10	-16	10	-15	11	6	-15
	-2%	-2%	-1%	-11%	24%	-10%	-1%	-2%	-55%	-8%	54%	-37%	8%	85%	10%	39%	7%	-15%	-33%	3%	-10%	9%	16%	-20%
TOTAL YES	196	66	44	21	27	38	110	86	24	60	99	63	65	67	21	47	40	28	16	180	64	66	23	31
---	49%	49%	50%	45%	62%	45%	49%	49%	22%	46%	77%	31%	54%	92%	55%	68%	54%	43%	34%	51%	45%	54%	58%	40%
1-5%	115	40	24	12	14	24	64	50	10	30	67	28	39	47	15	30	22	16	5	109	29	39	16	24
	29%	30%	27%	25%	32%	29%	29%	29%	9%	23%	52%	13%	32%	65%	40%	44%	29%	24%	11%	31%	20%	32%	40%	31%
6-10%	42	12	11	4	8	7	23	19	3	16	22	12	16	14	3	8	8	7	5	37	17	15	5	4
	10%	9%	13%	8%	18%	8%	10%	11%	3%	12%	17%	6%	13%	19%	8%	11%	11%	10%	10%	11%	12%	12%	13%	5%
10-20%	26	10	5	5	4	2	16	11	6	10	7	12	9	5	2	5	9	6	5	21	12	7	2	2
	7%	8%	6%	10%	8%	3%	7%	6%	6%	8%	5%	6%	8%	7%	4%	7%	12%	9%	11%	6%	8%	6%	6%	3%
MORE THAN 20%	13	4	3	1	1	5	7	7	5	5	3	11	1	2	1	4	2	-	1	12	7	5	-	1
	3%	3%	3%	2%	3%	5%	3%	4%	5%	4%	2%	5%	1%	2%	2%	6%	2%	-	2%	4%	5%	4%	-	1%
0% - NO CURRENT POSITIONS OPEN	202	68	44	27	17	46	113	90	83	71	29	139	55	6	17	20	35	38	32	170	79	56	17	46
	51%	50%	50%	55%	38%	55%	50%	51%	78%	54%	23%	68%	46%	8%	45%	29%	46%	57%	66%	48%	55%	45%	42%	60%
DON'T KNOW/NOT SURE	2	2	-	-	-	-	2	-	-	-	-	2	-	-	-	2	-	-	-	2	-	2	-	-
	-	1%	-	-	-	-	1%	-	-	-	-	1%	-	-	-	3%	-	-	-	1%	-	1%	-	-
HIRING/DIFFICULT	180	63	37	21	26	34	100	81	24	58	86	61	59	59	18	43	36	27	16	165	61	64	20	28
	45%	46%	42%	43%	59%	40%	44%	46%	22%	44%	67%	30%	49%	81%	47%	62%	48%	42%	32%	47%	42%	52%	51%	36%

Table 33-2
QUESTION 25:
Does your company currently have positions that are open and are hiring? What percentage of positions are currently open?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (YES - NO)	-6	26	-18	8	-13	26	-4	-22	3	-	-7	28	-21	-17	23	-	-32	-6	9	-12	-66	33	29	62
	-2%	14%	-11%	2%	-32%	33%	-2%	-22%	6%	-	-5%	18%	-30%	-10%	19%	-	-18%	-4%	10%	-7%	-20%	79%	91%	85%
TOTAL YES	196	105	75	180	14	53	101	39	24	110	61	92	24	77	72	47	73	62	49	82	128	37	30	67
---------	49%	57%	45%	51%	34%	66%	49%	39%	51%	50%	47%	59%	35%	45%	59%	50%	41%	47%	55%	47%	39%	90%	96%	92%
1-5%	115	64	40	105	9	36	55	23	16	64	33	61	13	39	49	27	37	35	29	48	66	27	20	47
	29%	35%	24%	30%	21%	45%	27%	23%	34%	29%	26%	39%	19%	23%	40%	29%	21%	27%	33%	27%	20%	66%	64%	65%
6-10%	42	22	19	40	1	12	25	3	4	26	12	17	3	21	11	11	19	16	9	17	28	8	6	14
	10%	12%	11%	11%	4%	15%	12%	3%	8%	12%	10%	11%	5%	13%	9%	11%	10%	12%	10%	9%	9%	18%	19%	19%
10-20%	26	15	8	23	2	4	14	8	3	15	8	10	5	9	9	6	9	8	8	10	22	2	3	5
	7%	8%	5%	7%	6%	5%	7%	8%	7%	7%	6%	7%	7%	6%	7%	7%	5%	6%	8%	6%	7%	4%	10%	7%
MORE THAN 20%	13	4	8	12	2	1	7	5	1	5	7	3	3	7	2	3	8	3	3	7	12	1	1	2
	3%	2%	5%	3%	4%	1%	4%	5%	2%	2%	6%	2%	4%	4%	2%	3%	5%	2%	4%	4%	4%	2%	2%	2%
0% - NO CURRENT POSITIONS	202	79	93	172	27	27	104	61	21	110	68	63	46	93	49	47	105	67	40	94	194	4	1	6
OPEN	51%	42%	55%	49%	66%	34%	51%	61%	45%	50%	53%	40%	65%	55%	40%	50%	59%	52%	45%	53%	60%	10%	4%	8%
DON'T KNOW/NOT SURE	2	2	-	2	-	-	-	-	2	-	-	2	-	-	2	-	-	2	-	-	2	-	-	-
	-	1%	-	-	-	-	-	-	4%	-	-	1%	-	-	1%	-	-	1%	-	-	1%	-	-	-
HIRING/DIFFICULT	180	96	69	165	13	50	93	34	22	102	55	82	23	72	64	44	68	57	46	74	120	33	26	59
	45%	52%	41%	47%	32%	63%	46%	34%	48%	46%	43%	52%	33%	42%	52%	47%	38%	43%	52%	42%	37%	79%	83%	81%

Table 33-3
QUESTION 25:
Does your company currently have positions that are open and are hiring? What percentage of positions are currently open?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (YES - NO)	-6	-7	5	-11	-	-3	5	-9	23	-	-9	-40	65	5	7	-1	-3	-11	5	2
	-2%	-15%	2%	-11%	-	-4%	4%	-12%	18%	-	-9%	-30%	53%	6%	10%	-1%	-5%	-19%	13%	18%
TOTAL YES	196	20	152	44	44	42	64	35	73	72	46	47	92	44	38	30	28	24	22	8
---	49%	42%	51%	44%	49%	48%	52%	44%	58%	50%	45%	35%	76%	53%	55%	49%	46%	40%	57%	59%
1-5%	115	7	82	32	19	27	45	18	46	41	24	32	44	26	26	19	17	17	8	4
	29%	15%	27%	33%	21%	31%	37%	23%	37%	29%	24%	24%	37%	32%	37%	32%	28%	28%	22%	34%
6-10%	42	6	38	4	11	9	10	6	15	19	7	10	20	9	9	6	6	5	9	3
	10%	14%	13%	4%	12%	10%	8%	8%	12%	13%	7%	8%	16%	11%	12%	9%	10%	8%	22%	19%
10-20%	26	3	23	4	10	5	4	7	10	7	9	4	16	5	4	4	3	2	1	1
	7%	6%	8%	4%	11%	5%	4%	10%	8%	5%	9%	3%	14%	6%	6%	7%	5%	4%	4%	6%
MORE THAN 20%	13	3	9	4	5	2	4	3	2	5	6	1	11	3	-	1	2	-	3	-
	3%	7%	3%	4%	5%	2%	3%	4%	2%	4%	6%	1%	9%	4%	-	2%	3%	-	9%	-
0% - NO CURRENT POSITIONS OPEN	202	27	147	55	44	45	59	44	50	72	55	87	27	39	31	31	31	35	17	5
	51%	58%	49%	56%	49%	52%	48%	56%	40%	50%	55%	65%	23%	47%	45%	51%	51%	60%	43%	41%
DON'T KNOW/NOT SURE	2	-	2	-	2	-	-	-	2	-	-	-	2	-	-	-	2	-	-	-
	-	-	1%	-	2%	-	-	-	1%	-	-	-	1%	-	-	-	3%	-	-	-
HIRING/DIFFICULT	180	19	141	40	38	38	60	33	70	62	43	41	91	42	33	29	25	20	19	6
	45%	41%	47%	40%	42%	44%	49%	42%	55%	43%	43%	30%	75%	50%	47%	47%	41%	34%	49%	46%

Table 33-4
QUESTION 25:
Does your company currently have positions that are open and are hiring? What percentage of positions are currently open?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (YES - NO)	-6	-28	59	1	-2	6	11	-202	115	42	40	45	-6	-45	180	-17	7	-9	-22	16	22	12	52
	-2%	-14%	49%	1%	-3%	8%	16%	-100%	100%	100%	100%	35%	-3%	-61%	100%	-8%	4%	-5%	-14%	10%	15%	9%	26%
TOTAL YES	196	84	90	53	40	42	40	-	115	42	40	86	94	14	180	95	101	89	67	85	85	73	125
---------	49%	43%	75%	50%	49%	54%	58%	-	100%	100%	100%	68%	48%	19%	100%	46%	52%	48%	43%	55%	57%	54%	63%
1-5%	115	52	36	32	25	24	27	-	115	-	-	39	62	12	101	57	57	51	39	47	50	40	58
	29%	27%	30%	30%	31%	31%	39%	-	100%	-	-	31%	32%	16%	56%	28%	29%	27%	25%	30%	33%	29%	29%
6-10%	42	16	25	11	8	9	9	-	-	42	-	19	22	1	40	19	23	16	14	18	18	15	30
	10%	8%	20%	11%	10%	12%	13%	-	-	100%	-	15%	11%	2%	22%	9%	12%	9%	9%	12%	12%	11%	15%
10-20%	26	8	18	9	4	8	4	-	-	-	26	19	7	1	26	13	15	16	10	12	11	11	25
	7%	4%	15%	8%	5%	11%	6%	-	-	-	67%	15%	4%	1%	14%	6%	8%	9%	7%	8%	8%	8%	13%
MORE THAN 20%	13	8	12	1	2	-	-	-	-	-	13	10	4	-	13	5	7	5	4	8	5	7	12
	3%	4%	10%	1%	3%	-	-	-	-	-	33%	8%	2%	-	7%	2%	4%	3%	2%	5%	4%	5%	6%
0% - NO CURRENT POSITIONS	202	112	31	52	42	36	29	202	-	-	-	41	100	60	-	112	94	97	88	69	63	62	73
OPEN	51%	57%	25%	50%	51%	46%	42%	100%	-	-	-	32%	51%	81%	-	54%	48%	52%	57%	45%	42%	46%	37%
DON'T KNOW/NOT SURE	2	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	2	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-
HIRING/DIFFICULT	180	75	87	47	37	38	34	-	101	40	39	86	94	-	180	86	94	79	63	79	76	66	121
	45%	38%	73%	45%	46%	49%	50%	-	88%	96%	98%	68%	48%	-	100%	41%	48%	42%	41%	51%	51%	49%	61%

Table 33-5
QUESTION 25:
Does your company currently have positions that are open and are hiring? What percentage of positions are currently open?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (YES - NO)	40	9	8	-3	12	14	-
	13%	17%	17%	-7%	23%	27%	-
TOTAL YES	172	32	29	23	31	32	25
---	57%	58%	58%	47%	62%	64%	50%
1-5%	95	21	10	13	18	23	10
	31%	39%	21%	27%	35%	45%	19%
6-10%	49	4	10	8	9	7	10
	16%	8%	21%	17%	18%	14%	19%
10-20%	20	4	8	-	3	2	1
	6%	8%	17%	-	7%	5%	3%
MORE THAN 20%	9	2	-	2	1	-	4
	3%	4%	-	3%	2%	-	8%
0% - NO CURRENT POSITIONS OPEN	133	22	21	27	20	18	25
	43%	42%	42%	53%	38%	36%	50%
HIRING/DIFFICULT	156	27	25	22	30	30	24
	51%	49%	50%	43%	58%	59%	47%

Table 34-1
QUESTION 26:
Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (DIFFICULT - NOT DIFFICULT)	249	83	48	33	24	61	131	118	58	84	86	119	76	53	24	48	50	52	28	220	92	76	30	46
	62%	61%	55%	68%	55%	73%	58%	67%	55%	64%	67%	58%	63%	72%	63%	70%	67%	79%	58%	63%	64%	62%	76%	61%
TOTAL DIFFICULT	323	109	68	40	34	72	177	146	82	108	106	161	98	62	30	58	63	59	38	284	118	100	34	61
	81%	80%	77%	83%	77%	86%	79%	83%	77%	82%	83%	79%	82%	85%	80%	84%	83%	89%	79%	81%	82%	81%	87%	79%
TOTAL NOT DIFFICULT	74	27	20	7	10	11	46	28	23	24	20	42	22	9	7	10	13	7	10	64	26	23	4	14
	18%	20%	22%	15%	23%	13%	21%	16%	22%	18%	16%	20%	18%	13%	17%	15%	17%	11%	21%	18%	18%	19%	11%	19%
VERY DIFFICULT	127	46	27	16	18	20	73	54	41	46	34	69	42	15	9	27	27	20	14	113	63	33	13	16
	32%	33%	31%	33%	41%	24%	32%	31%	38%	35%	26%	34%	35%	21%	23%	39%	35%	30%	29%	32%	44%	27%	32%	21%
SOMEWHAT DIFFICULT	196	64	41	24	16	52	104	92	41	61	73	92	56	47	22	31	36	39	24	171	55	66	22	45
	49%	47%	46%	50%	36%	61%	47%	52%	38%	47%	57%	45%	47%	64%	58%	45%	48%	59%	50%	49%	38%	54%	55%	59%
NOT TOO DIFFICULT	51	18	12	6	8	7	30	21	16	14	18	27	15	9	5	6	11	4	8	43	18	14	4	10
	13%	13%	14%	12%	18%	8%	13%	12%	15%	10%	14%	13%	12%	12%	13%	9%	15%	6%	17%	12%	12%	12%	9%	13%
NOT DIFFICULT AT ALL	23	9	7	2	2	4	16	7	8	10	2	14	7	1	2	4	1	3	2	21	8	9	1	4
	6%	6%	8%	3%	4%	5%	7%	4%	7%	8%	2%	7%	6%	1%	4%	6%	2%	5%	4%	6%	5%	7%	2%	5%
DON'T KNOW	3	-	1	1	-	2	1	2	2	-	2	2	-	2	1	1	-	-	-	3	-	1	1	2
	1%	-	1%	2%	-	2%	-	1%	1%	-	1%	1%	-	2%	2%	1%	-	-	-	1%	-	1%	2%	2%

Table 34-2
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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (DIFFICULT - NOT DIFFICULT)	249	132	83	215	28	62	143	38	28	140	81	106	39	101	79	55	109	78	57	111	195	28	24	53
	62%	71%	50%	61%	69%	78%	70%	38%	60%	64%	63%	68%	55%	59%	65%	59%	61%	59%	64%	63%	60%	68%	77%	72%
TOTAL DIFFICULT	323	158	125	284	34	71	173	69	38	179	104	130	54	135	101	75	142	103	73	143	259	34	27	62
	81%	85%	75%	80%	84%	89%	84%	69%	80%	82%	81%	83%	78%	79%	82%	79%	80%	79%	82%	81%	80%	83%	88%	85%
TOTAL NOT DIFFICULT	74	26	42	68	6	9	30	31	9	39	23	24	16	34	22	19	33	26	16	32	64	6	3	9
	18%	14%	25%	19%	14%	11%	15%	31%	20%	18%	18%	15%	22%	20%	18%	20%	19%	19%	18%	18%	20%	15%	10%	13%
VERY DIFFICULT	127	62	44	106	20	26	61	37	17	74	36	51	30	44	40	31	55	40	32	54	111	10	5	15
	32%	33%	26%	30%	49%	33%	30%	37%	36%	34%	28%	33%	42%	26%	32%	33%	31%	31%	36%	30%	34%	24%	16%	21%
SOMEWHAT DIFFICULT	196	96	81	177	14	44	112	32	21	105	68	79	25	91	61	44	87	63	41	90	147	25	22	47
	49%	52%	48%	50%	35%	56%	55%	32%	44%	48%	53%	50%	35%	54%	50%	46%	49%	48%	46%	51%	46%	59%	71%	64%
NOT TOO DIFFICULT	51	15	32	48	3	5	25	17	6	28	15	19	10	22	15	13	23	16	11	23	42	5	3	9
	13%	8%	19%	13%	7%	6%	12%	18%	13%	13%	11%	12%	14%	13%	12%	14%	13%	12%	13%	13%	13%	13%	10%	12%
NOT DIFFICULT AT ALL	23	11	10	20	3	4	5	13	3	11	8	5	6	12	7	6	11	10	5	9	22	1	-	1
	6%	6%	6%	6%	7%	5%	2%	13%	7%	5%	6%	3%	8%	7%	6%	6%	6%	7%	5%	5%	7%	2%	-	1%
DON'T KNOW	3	2	1	2	1	-	2	1	-	1	2	2	-	1	-	1	2	2	-	1	2	1	1	2
	1%	1%	-	1%	2%	-	1%	1%	-	-	2%	1%	-	-	-	1%	1%	2%	-	-	-	2%	2%	2%

Table 34-3
QUESTION 26:
Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (DIFFICULT - NOT DIFFICULT)	249	25	195	54	63	43	86	45	88	91	59	75	120	51	39	40	22	31	24	8
	62%	52%	65%	55%	69%	49%	70%	57%	70%	63%	59%	56%	99%	61%	56%	66%	37%	52%	63%	63%
TOTAL DIFFICULT	323	36	246	77	75	65	104	62	106	117	80	104	120	67	55	51	41	44	31	10
	81%	76%	82%	77%	83%	74%	85%	79%	85%	81%	79%	77%	99%	80%	78%	83%	68%	75%	81%	76%
TOTAL NOT DIFFICULT	74	11	51	22	13	22	19	17	18	26	20	29	-	16	15	11	19	14	7	2
	18%	24%	17%	23%	14%	25%	15%	21%	14%	18%	20%	21%	-	19%	22%	17%	32%	23%	19%	13%
VERY DIFFICULT	127	10	104	23	25	26	41	33	41	42	38	28	67	27	22	19	11	13	18	1
	32%	21%	34%	24%	27%	30%	33%	42%	33%	29%	37%	21%	56%	32%	32%	30%	18%	22%	47%	6%
SOMEWHAT DIFFICULT	196	26	143	53	51	38	64	29	65	75	42	77	53	40	32	32	31	31	13	9
	49%	55%	47%	54%	56%	44%	52%	37%	52%	52%	42%	57%	44%	48%	46%	52%	50%	53%	34%	70%
NOT TOO DIFFICULT	51	9	36	15	9	15	14	11	12	21	11	18	-	11	11	8	13	8	7	2
	13%	18%	12%	15%	10%	17%	11%	14%	10%	15%	11%	13%	-	13%	16%	13%	21%	14%	19%	13%
NOT DIFFICULT AT ALL	23	3	15	8	4	7	5	6	6	5	9	11	-	5	4	2	7	6	-	-
	6%	6%	5%	8%	4%	9%	4%	7%	4%	3%	9%	8%	-	6%	5%	4%	11%	10%	-	-
DON'T KNOW	3	-	3	-	2	1	-	-	2	1	1	2	1	1	-	-	-	1	-	2
	1%	-	1%	-	3%	1%	-	-	1%	1%	1%	1%	1%	1%	-	-	-	1%	-	12%

Table 34-4
QUESTION 26:
Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (DIFFICULT - NOT DIFFICULT)	249	100	106	63	61	54	39	81	89	39	38	127	196	-74	180	125	137	112	94	107	87	84	169
	62%	51%	88%	61%	74%	69%	57%	40%	77%	93%	96%	100%	100%	-100%	100%	61%	70%	60%	61%	70%	58%	62%	85%
TOTAL DIFFICULT	323	147	114	84	71	66	53	141	101	40	39	127	196	-	180	165	164	148	123	130	117	109	183
	81%	75%	94%	80%	87%	85%	77%	70%	88%	96%	98%	100%	100%	-	100%	80%	85%	80%	80%	85%	78%	81%	93%
TOTAL NOT DIFFICULT	74	47	7	21	11	12	13	60	12	1	1	-	-	74	-	39	28	36	29	23	30	25	14
	18%	24%	6%	20%	13%	15%	20%	29%	11%	4%	2%	-	-	100%	-	19%	14%	19%	19%	15%	20%	18%	7%
VERY DIFFICULT	127	55	65	32	20	23	23	41	39	19	28	127	-	-	86	59	65	60	50	51	44	44	103
	32%	28%	54%	30%	24%	29%	34%	20%	34%	45%	71%	100%	-	-	48%	29%	33%	32%	32%	33%	30%	33%	52%
SOMEWHAT DIFFICULT	196	92	48	52	52	43	29	100	62	22	11	-	196	-	94	105	100	88	73	79	72	65	81
	49%	47%	40%	50%	63%	56%	43%	49%	54%	52%	27%	-	100%	-	52%	51%	51%	47%	47%	51%	49%	48%	41%
NOT TOO DIFFICULT	51	32	5	14	8	10	11	39	9	1	1	-	-	51	-	30	19	26	18	18	22	16	11
	13%	16%	4%	14%	10%	12%	15%	19%	8%	4%	2%	-	-	68%	-	14%	10%	14%	12%	12%	15%	12%	6%
NOT DIFFICULT AT ALL	23	15	2	6	2	2	3	20	3	-	-	-	-	23	-	10	8	10	11	5	8	9	3
	6%	8%	2%	6%	3%	3%	4%	10%	3%	-	-	-	-	32%	-	5%	4%	5%	7%	3%	5%	7%	2%
DON'T KNOW	3	2	-	-	-	-	2	2	2	-	-	-	-	-	-	2	2	2	2	1	2	2	-
	1%	1%	-	-	-	-	3%	1%	1%	-	-	-	-	-	-	1%	1%	1%	1%	-	2%	1%	-

Table 34-5
QUESTION 26:
Overall, how difficult do you think it is to attract qualified candidates to manufacturers like you?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (DIFFICULT - NOT DIFFICULT)	193	39	17	33	32	36	36
	63%	71%	33%	67%	63%	73%	72%
TOTAL DIFFICULT	246	46	33	42	42	41	43
	81%	84%	67%	83%	82%	82%	86%
TOTAL NOT DIFFICULT	53	7	17	8	9	5	7
	17%	13%	33%	17%	18%	9%	14%
VERY DIFFICULT	99	15	10	20	20	16	18
	33%	29%	21%	40%	38%	32%	36%
SOMEWHAT DIFFICULT	147	30	23	22	22	25	25
	48%	56%	46%	43%	43%	50%	50%
NOT TOO DIFFICULT	37	6	10	5	7	2	7
	12%	10%	21%	10%	13%	5%	14%
NOT DIFFICULT AT ALL	16	1	6	3	3	2	-
	5%	3%	13%	7%	5%	5%	-
DON'T KNOW	6	1	-	-	-	5	-
	2%	3%	-	-	-	9%	-

Table 35-1
QUESTION 27:
When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
WORK-LIFE BALANCE	206	68	49	19	24	46	117	89	49	79	63	100	66	39	18	35	33	34	30	176	79	55	21	45
	52%	50%	55%	40%	55%	55%	52%	51%	46%	60%	49%	49%	55%	53%	49%	51%	44%	52%	61%	50%	55%	45%	53%	58%
COMPETITIVE SALARY	195	69	38	23	30	35	107	87	36	72	68	88	66	38	13	38	34	35	22	172	68	63	21	36
	49%	51%	43%	48%	68%	41%	48%	50%	34%	55%	53%	43%	55%	51%	35%	55%	45%	53%	45%	49%	48%	51%	54%	47%
SAFE WORK ENVIRONMENT	186	60	39	20	23	44	99	87	43	61	64	86	59	40	20	27	38	27	28	158	65	53	19	40
	46%	44%	44%	41%	52%	52%	44%	49%	40%	46%	50%	42%	49%	55%	54%	39%	51%	41%	57%	45%	45%	43%	49%	52%
FLEXIBLE SHIFTS AND WORK SCHEDULES	155	44	32	18	21	41	75	80	47	61	36	87	45	22	11	25	30	22	31	123	62	40	17	35
	39%	32%	36%	37%	48%	49%	34%	45%	44%	46%	28%	43%	37%	30%	30%	37%	40%	33%	65%	35%	43%	32%	42%	46%
GREAT BENEFITS	154	55	34	15	17	33	89	65	16	63	60	66	53	33	9	26	38	28	19	135	44	54	17	30
	38%	40%	38%	31%	38%	39%	40%	37%	15%	48%	47%	32%	45%	45%	25%	37%	51%	43%	38%	38%	31%	43%	43%	39%
INDUSTRY LEADER	149	54	35	13	19	27	89	60	22	49	63	55	56	37	8	28	27	29	23	125	40	55	16	31
	37%	40%	40%	28%	43%	32%	40%	34%	21%	37%	49%	27%	46%	50%	22%	41%	35%	44%	48%	36%	28%	44%	40%	40%
CAREER GROWTH	135	50	29	15	19	22	79	56	23	52	49	57	42	34	7	30	21	24	19	115	44	46	13	27
	34%	37%	33%	32%	42%	26%	35%	32%	22%	40%	38%	28%	35%	47%	18%	44%	27%	36%	39%	33%	30%	37%	32%	36%
OTHER	38	19	4	6	2	7	23	15	13	9	12	23	8	7	2	7	6	3	6	32	19	12	1	5
	9%	14%	4%	12%	6%	8%	10%	9%	12%	7%	9%	11%	7%	10%	7%	11%	8%	5%	12%	9%	13%	10%	2%	6%
DON'T KNOW	2	-	-	2	-	-	-	2	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	-	-	-	3%	-	-	-	1%	2%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-
REFUSED	3	2	-	2	-	-	2	2	3	-	-	3	-	-	-	-	-	-	-	3	3	-	-	-
	1%	1%	-	3%	-	-	1%	1%	3%	-	-	2%	-	-	-	-	-	-	-	1%	2%	-	-	-

Table 35-2
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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
WORK-LIFE BALANCE	206	96	92	187	16	46	103	52	22	106	77	89	32	83	67	41	95	69	38	97	166	23	15	39
	52%	51%	55%	53%	39%	58%	50%	52%	47%	48%	59%	57%	46%	49%	55%	44%	53%	52%	42%	55%	51%	57%	49%	53%
COMPETITIVE SALARY	195	99	73	172	18	51	89	50	20	104	69	86	31	75	66	42	81	62	43	88	154	24	14	38
	49%	53%	43%	49%	43%	65%	43%	50%	42%	48%	53%	55%	44%	44%	54%	45%	46%	47%	48%	50%	47%	57%	44%	51%
SAFE WORK ENVIRONMENT	186	94	70	164	19	36	93	52	15	103	67	81	26	76	63	41	78	67	33	85	145	22	18	40
	46%	50%	42%	46%	45%	46%	46%	52%	32%	47%	52%	52%	38%	45%	52%	43%	44%	51%	37%	48%	45%	52%	58%	55%
FLEXIBLE SHIFTS AND WORK SCHEDULES	155	70	65	135	18	30	80	41	14	79	60	59	18	76	48	33	72	56	30	69	132	12	10	22
	39%	38%	39%	38%	44%	38%	39%	41%	29%	36%	47%	38%	26%	45%	39%	35%	41%	43%	33%	39%	41%	30%	32%	30%
GREAT BENEFITS	154	82	62	144	7	34	76	39	14	88	52	72	23	57	49	37	65	54	33	65	120	15	18	33
	38%	44%	37%	41%	18%	43%	37%	39%	30%	40%	40%	46%	33%	34%	40%	39%	37%	41%	37%	37%	37%	36%	57%	45%
INDUSTRY LEADER	149	80	61	140	8	36	77	32	15	82	51	74	16	56	59	30	58	54	25	67	111	19	18	37
	37%	43%	36%	40%	19%	45%	37%	32%	31%	37%	40%	47%	23%	33%	48%	32%	33%	41%	28%	38%	34%	45%	57%	50%
CAREER GROWTH	135	69	52	121	12	34	72	29	14	70	50	64	13	57	45	30	60	47	29	59	99	17	17	34
	34%	37%	31%	34%	29%	42%	35%	29%	30%	32%	39%	41%	18%	34%	37%	31%	33%	36%	33%	33%	31%	41%	55%	47%
OTHER	38	18	13	32	6	6	16	9	7	19	12	12	8	17	9	10	19	13	13	12	31	4	3	7
	9%	10%	8%	9%	15%	7%	8%	9%	14%	9%	9%	8%	12%	10%	7%	10%	11%	10%	14%	7%	9%	9%	11%	10%
DON'T KNOW	2	2	-	2	-	-	2	-	-	-	2	-	-	2	-	-	2	2	-	-	2	-	-	-
	-	1%	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	1%	-	-	-
REFUSED	3	2	-	2	2	-	2	-	-	3	-	2	2	-	2	-	2	3	-	-	3	-	-	-
	1%	1%	-	-	4%	-	1%	-	-	2%	-	1%	3%	-	1%	-	1%	3%	-	-	1%	-	-	-

Table 35-3
QUESTION 27:
When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
WORK-LIFE BALANCE	206	28	153	54	48	49	57	38	68	74	48	65	63	45	34	32	34	28	13	6
	52%	58%	51%	54%	53%	56%	46%	49%	54%	51%	48%	49%	52%	54%	49%	52%	56%	48%	35%	46%
COMPETITIVE SALARY	195	18	150	44	43	41	57	43	69	70	40	67	59	38	38	32	23	31	15	8
	49%	38%	50%	45%	48%	47%	46%	55%	55%	49%	39%	50%	49%	46%	55%	53%	39%	52%	40%	62%
SAFE WORK ENVIRONMENT	186	20	137	49	39	44	53	41	60	69	40	62	61	39	37	27	30	25	14	7
	46%	42%	46%	49%	44%	50%	43%	52%	48%	48%	40%	46%	51%	46%	53%	43%	49%	43%	36%	52%
FLEXIBLE SHIFTS AND WORK SCHEDULES	155	22	115	40	37	36	47	25	41	58	39	52	47	29	28	19	32	22	11	8
	39%	46%	38%	40%	41%	41%	38%	32%	33%	41%	39%	39%	39%	35%	41%	31%	52%	38%	28%	59%
GREAT BENEFITS	154	14	112	42	37	33	42	36	52	57	35	51	51	29	32	21	18	20	13	5
	38%	28%	37%	42%	41%	38%	34%	45%	42%	40%	35%	38%	42%	35%	46%	34%	30%	34%	34%	39%
INDUSTRY LEADER	149	16	118	31	33	39	37	31	58	50	31	47	51	34	24	17	24	19	15	8
	37%	34%	39%	31%	36%	44%	30%	40%	46%	35%	31%	35%	42%	40%	35%	28%	40%	32%	40%	61%
CAREER GROWTH	135	16	103	31	32	34	33	33	52	46	28	37	46	33	20	19	24	19	10	4
	34%	34%	34%	32%	35%	39%	27%	42%	42%	32%	28%	27%	38%	39%	28%	30%	40%	32%	25%	28%
OTHER	38	3	25	13	12	6	10	10	10	12	11	10	17	8	5	7	6	7	3	-
	9%	7%	8%	13%	13%	7%	8%	13%	8%	8%	11%	7%	14%	10%	7%	11%	9%	12%	9%	-
DON'T KNOW	2	-	2	-	-	2	-	-	-	2	-	-	2	-	-	-	-	-	2	-
	-	-	1%	-	-	2%	-	-	-	1%	-	-	1%	-	-	-	-	-	4%	-
REFUSED	3	-	-	3	-	2	2	-	-	-	2	-	-	2	-	-	-	2	-	2
	1%	-	-	3%	-	2%	1%	-	-	-	2%	-	-	2%	-	-	-	3%	-	13%

Table 35-4
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				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
WORK-LIFE BALANCE	206	111	62	67	42	40	38	112	57	19	18	59	105	39	86	206	126	130	103	97	98	91	97
	52%	56%	51%	64%	52%	52%	55%	55%	50%	46%	45%	47%	54%	53%	47%	100%	65%	70%	67%	63%	66%	68%	49%
COMPETITIVE SALARY	195	94	70	51	41	42	40	94	57	23	22	65	100	28	94	126	195	131	99	110	104	103	102
	49%	48%	58%	49%	50%	55%	58%	46%	49%	54%	55%	51%	51%	38%	52%	61%	100%	70%	64%	72%	70%	76%	52%
SAFE WORK ENVIRONMENT	186	99	59	62	39	41	37	97	51	16	22	60	88	36	79	130	131	186	104	110	106	102	89
	46%	50%	49%	59%	48%	53%	54%	48%	44%	39%	55%	47%	45%	48%	44%	63%	67%	100%	67%	71%	71%	76%	45%
FLEXIBLE SHIFTS AND WORK SCHEDULES	155	77	50	37	29	29	33	88	39	14	14	50	73	29	63	103	99	104	155	74	84	76	68
	39%	39%	41%	36%	35%	37%	48%	44%	34%	33%	36%	39%	37%	40%	35%	50%	51%	56%	100%	48%	57%	56%	34%
GREAT BENEFITS	154	81	56	48	31	28	24	69	47	18	20	51	79	23	79	97	110	110	74	154	89	87	76
	38%	41%	46%	46%	38%	36%	35%	34%	41%	43%	51%	40%	40%	31%	44%	47%	57%	59%	47%	100%	60%	64%	39%
INDUSTRY LEADER	149	66	49	45	39	30	33	63	50	18	17	44	72	30	76	98	104	106	84	89	149	93	70
	37%	33%	41%	43%	47%	38%	48%	31%	43%	44%	42%	35%	37%	41%	42%	48%	54%	57%	54%	58%	100%	69%	36%
CAREER GROWTH	135	65	47	38	26	30	21	62	40	15	18	44	65	25	66	91	103	102	76	87	93	135	67
	34%	33%	39%	36%	32%	38%	30%	30%	35%	37%	46%	35%	33%	33%	36%	44%	53%	55%	49%	57%	62%	100%	34%
OTHER	38	19	11	7	9	4	7	18	10	3	5	16	15	6	14	14	11	10	5	6	7	7	23
	9%	10%	9%	7%	12%	5%	10%	9%	9%	6%	12%	13%	8%	8%	8%	7%	6%	6%	3%	4%	4%	5%	12%
DON'T KNOW	2	-	2	-	-	2	-	2	-	-	-	2	-	-	-	-	-	-	-	-	-	-	2
	-	-	1%	-	-	2%	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	1%
REFUSED	3	-	-	-	2	-	-	3	-	-	-	-	2	2	-	-	-	-	-	-	-	-	-
	1%	-	-	-	2%	-	-	2%	-	-	-	-	1%	2%	-	-	-	-	-	-	-	-	-

Table 35-5
QUESTION 27:
When thinking about attracting and hiring new employees, what does your company want to be known for?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
WORK-LIFE BALANCE	169	29	33	25	26	23	32
	55%	55%	67%	50%	52%	45%	64%
COMPETITIVE SALARY	152	29	21	22	35	18	28
	50%	53%	42%	43%	68%	36%	56%
SAFE WORK ENVIRONMENT	140	29	19	17	27	20	28
	46%	55%	38%	33%	53%	41%	56%
FLEXIBLE SHIFTS AND WORK SCHEDULES	132	27	21	20	23	20	21
	43%	49%	42%	40%	45%	41%	42%
GREAT BENEFITS	129	22	23	18	19	23	24
	42%	42%	46%	37%	37%	45%	47%
INDUSTRY LEADER	110	21	19	15	25	14	17
	36%	39%	38%	30%	48%	27%	33%
CAREER GROWTH	107	18	17	17	22	14	19
	35%	34%	33%	33%	43%	27%	39%
OTHER	23	5	2	3	3	5	6
	8%	9%	4%	7%	5%	9%	11%
DON'T KNOW	3	1	2	-	-	-	-
	1%	1%	4%	-	-	-	-
REFUSED	3	1	2	-	-	-	-
	1%	1%	4%	-	-	-	-

Table 36-1
QUESTION A1:
What challenges or obstacles have you faced, if any, when trying to implement automation in your operations?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (FACED CHALLENGES - HAVEN'T FACED CHALLENGES)	239	86	53	26	34	40	139	100	49	76	98	110	75	53	28	46	40	46	36	202	74	87	27	44
	60%	63%	61%	53%	77%	48%	62%	57%	46%	58%	77%	54%	62%	72%	75%	66%	53%	70%	75%	58%	52%	70%	69%	58%
TOTAL FACED CHALLENGES	254	89	59	27	34	45	147	107	56	78	100	118	78	55	28	47	45	47	36	217	81	89	29	48
----------	63%	65%	67%	57%	77%	54%	66%	61%	52%	60%	78%	58%	65%	75%	75%	68%	60%	72%	75%	62%	56%	72%	73%	63%
HIGH UPFRONT INVESTMENT OR COST	151	48	35	18	21	28	83	67	40	39	61	71	48	31	16	30	23	28	23	127	54	50	18	24
	38%	35%	40%	38%	48%	33%	37%	38%	37%	29%	48%	35%	40%	42%	43%	43%	31%	43%	48%	36%	37%	40%	45%	32%
LACK OF INTERNAL TECHNICAL EXPERTISE	84	29	19	12	13	11	48	36	18	20	39	31	31	22	8	17	18	10	12	72	27	29	9	16
	21%	21%	21%	25%	30%	13%	21%	21%	17%	15%	31%	15%	26%	30%	22%	25%	24%	16%	25%	20%	19%	23%	24%	21%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	79	27	16	8	11	17	43	37	16	20	38	30	21	26	8	11	20	13	13	66	22	32	7	16
	20%	20%	18%	17%	25%	21%	19%	21%	15%	15%	30%	15%	18%	36%	21%	16%	27%	20%	28%	19%	15%	26%	18%	21%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	42	14	13	6	5	4	26	16	7	15	17	18	15	9	4	5	8	8	5	37	10	18	5	9
	11%	10%	14%	13%	11%	5%	12%	9%	6%	11%	13%	9%	13%	12%	10%	7%	11%	12%	11%	11%	7%	14%	11%	12%
DISRUPTION TO CURRENT WORKFLOWS	33	7	8	3	7	9	14	19	11	10	11	16	11	6	1	7	5	1	9	24	15	10	3	5
	8%	5%	9%	7%	16%	11%	6%	11%	10%	8%	8%	8%	9%	8%	4%	11%	7%	1%	19%	7%	10%	8%	7%	7%
UNSURE WHERE TO START OR WHAT TO AUTOMATE	51	16	14	2	11	8	30	21	18	17	13	32	14	4	5	10	9	7	9	42	17	15	8	10
	13%	12%	15%	5%	24%	10%	13%	12%	17%	13%	11%	16%	12%	5%	14%	14%	12%	11%	19%	12%	11%	12%	19%	13%
OTHER	16	4	2	5	2	3	7	10	4	4	8	8	3	6	-	6	2	3	4	12	9	4	3	-
	4%	3%	3%	10%	4%	4%	3%	6%	4%	3%	6%	4%	3%	8%	-	9%	2%	5%	8%	4%	6%	3%	8%	-
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	15	3	5	2	-	5	8	7	7	2	2	8	4	2	-	2	6	2	-	15	6	2	2	4
	4%	2%	6%	3%	-	6%	4%	4%	7%	2%	2%	4%	3%	3%	-	2%	7%	2%	-	4%	4%	2%	4%	5%
HAVEN'T FACED SIGNIFICANT CHALLENGES	107	41	21	11	7	28	61	46	31	44	21	60	35	13	9	15	22	14	8	100	37	31	7	25
	27%	30%	24%	23%	15%	33%	27%	26%	29%	34%	17%	29%	29%	18%	25%	21%	29%	22%	17%	28%	26%	25%	17%	32%
REFUSED	12	2	2	3	1	3	4	8	9	2	-	11	1	-	-	1	1	-	-	12	12	-	-	-
	3%	1%	3%	7%	3%	4%	2%	4%	9%	2%	-	5%	1%	-	-	1%	2%	-	-	3%	8%	-	-	-

Table 36-2
QUESTION A1:
What challenges or obstacles have you faced, if any, when trying to implement automation in your operations?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (FACED CHALLENGES - HAVEN'T FACED CHALLENGES)	239	104	108	212	26	40	130	60	27	138	71	101	39	97	80	65	92	87	59	93	185	30	22	53
	60%	56%	64%	60%	64%	51%	64%	60%	58%	63%	55%	65%	56%	57%	65%	69%	52%	66%	66%	53%	57%	74%	70%	72%
TOTAL FACED CHALLENGES	254	113	114	226	26	45	138	61	29	147	76	106	40	106	83	66	102	88	63	102	197	32	23	55
	63%	60%	68%	64%	64%	57%	67%	61%	61%	67%	59%	68%	57%	62%	68%	70%	57%	67%	70%	58%	61%	77%	73%	75%
HIGH UPFRONT INVESTMENT OR COST	151	58	72	130	20	24	78	43	16	89	44	63	27	58	57	46	47	55	33	61	119	20	10	31
	38%	31%	43%	37%	50%	30%	38%	43%	34%	40%	34%	40%	39%	34%	46%	49%	27%	42%	37%	34%	37%	49%	33%	42%
LACK OF INTERNAL TECHNICAL EXPERTISE	84	33	39	72	12	14	50	17	9	54	21	30	13	40	28	25	30	31	20	33	62	13	9	22
	21%	18%	23%	20%	30%	18%	25%	17%	19%	25%	16%	19%	18%	24%	23%	27%	17%	23%	23%	19%	19%	31%	29%	30%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	79	43	26	69	8	17	46	14	12	43	23	45	7	26	27	13	37	33	15	30	51	16	10	26
	20%	23%	16%	20%	21%	22%	22%	14%	26%	20%	18%	29%	10%	15%	22%	14%	21%	25%	17%	17%	16%	38%	33%	36%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	42	18	22	40	2	6	21	11	6	26	11	17	6	19	15	9	16	15	12	14	33	3	6	9
	11%	10%	13%	11%	5%	7%	10%	11%	12%	12%	8%	11%	9%	11%	13%	10%	9%	12%	14%	8%	10%	7%	18%	12%
DISRUPTION TO CURRENT WORKFLOWS	33	13	18	31	3	7	20	4	2	16	16	10	6	17	10	9	14	15	4	15	27	2	4	6
	8%	7%	11%	9%	7%	9%	10%	4%	3%	7%	12%	7%	8%	10%	8%	9%	8%	11%	4%	9%	8%	6%	11%	8%
UNSURE WHERE TO START OR WHAT TO AUTOMATE	51	20	24	44	7	6	28	16	4	29	18	18	10	23	15	10	26	17	14	20	47	2	2	4
	13%	11%	14%	12%	18%	7%	14%	16%	9%	13%	14%	11%	15%	14%	12%	11%	15%	13%	16%	11%	14%	6%	5%	5%
OTHER	16	9	6	15	2	4	12	1	1	13	3	14	2	1	8	6	3	1	2	12	11	2	3	6
	4%	5%	4%	4%	4%	5%	6%	1%	2%	6%	2%	9%	2%	1%	6%	6%	2%	1%	3%	7%	3%	6%	10%	8%
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	15	8	5	14	-	5	8	1	1	9	5	5	1	8	3	1	10	1	3	9	12	2	1	2
	4%	5%	3%	4%	-	6%	4%	1%	3%	4%	4%	3%	1%	5%	3%	1%	6%	1%	3%	5%	4%	4%	2%	3%
HAVEN'T FACED SIGNIFICANT CHALLENGES	107	49	45	94	11	25	44	36	16	51	38	33	24	50	27	25	54	33	21	54	94	8	5	13
	27%	27%	27%	27%	28%	31%	22%	36%	34%	23%	29%	21%	35%	30%	22%	26%	31%	25%	24%	30%	29%	19%	17%	18%
REFUSED	12	9	-	9	2	4	5	2	1	3	8	2	3	6	2	-	9	9	-	3	12	-	-	-
	3%	5%	-	2%	4%	5%	2%	2%	2%	1%	6%	1%	5%	4%	2%	-	5%	7%	-	2%	4%	-	-	-

Table 36-3
QUESTION A1:
What challenges or obstacles have you faced, if any, when trying to implement automation in your operations?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (FACED CHALLENGES - HAVEN'T FACED CHALLENGES)	239	19	189	50	58	57	67	47	80	95	54	82	65	60	39	42	41	36	22	10
	60%	41%	63%	51%	64%	66%	54%	60%	63%	66%	53%	61%	53%	72%	56%	68%	68%	62%	57%	75%
TOTAL FACED CHALLENGES	254	25	200	54	60	60	71	51	85	98	58	84	74	60	43	43	43	38	24	10
----------	63%	52%	66%	55%	67%	69%	57%	65%	68%	68%	57%	62%	61%	72%	62%	70%	71%	64%	61%	75%
HIGH UPFRONT INVESTMENT OR COST	151	13	119	32	35	38	41	28	49	63	30	50	42	41	26	27	25	21	12	9
	38%	28%	39%	32%	38%	44%	33%	36%	39%	44%	30%	37%	34%	49%	38%	45%	41%	36%	31%	70%
LACK OF INTERNAL TECHNICAL EXPERTISE	84	8	66	18	10	22	26	19	29	38	13	26	28	18	19	11	15	17	9	2
	21%	17%	22%	18%	11%	26%	21%	24%	23%	27%	13%	19%	23%	22%	28%	18%	24%	29%	25%	17%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	79	10	67	12	23	21	16	17	32	26	18	25	26	16	13	13	18	14	6	4
	20%	20%	22%	13%	26%	24%	13%	21%	25%	18%	18%	18%	21%	20%	19%	21%	29%	24%	16%	33%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	42	3	33	9	12	12	12	5	10	22	10	12	12	9	7	8	8	6	8	1
	11%	6%	11%	9%	13%	14%	10%	7%	8%	15%	10%	9%	10%	10%	10%	13%	13%	10%	21%	11%
DISRUPTION TO CURRENT WORKFLOWS	33	6	24	10	9	11	8	5	11	17	4	9	11	3	4	6	8	7	3	2
	8%	13%	8%	10%	10%	13%	7%	7%	9%	12%	4%	7%	9%	4%	6%	10%	14%	11%	7%	16%
UNSURE WHERE TO START OR WHAT TO AUTOMATE	51	5	43	8	15	13	10	11	16	22	13	9	18	12	11	9	9	12	5	2
	13%	10%	14%	8%	17%	15%	8%	15%	12%	15%	13%	7%	15%	14%	15%	15%	15%	20%	12%	12%
OTHER	16	-	12	4	5	7	2	2	4	8	4	5	7	5	1	4	2	1	2	-
	4%	-	4%	4%	5%	8%	1%	2%	3%	6%	4%	3%	6%	6%	1%	7%	4%	1%	6%	-
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	15	5	11	4	2	3	4	4	6	4	4	2	9	1	4	1	2	2	2	-
	4%	11%	4%	4%	3%	3%	3%	5%	4%	3%	4%	2%	8%	1%	6%	1%	4%	3%	4%	-
HAVEN'T FACED SIGNIFICANT CHALLENGES	107	16	74	33	22	16	46	19	30	32	32	40	26	19	21	14	13	16	9	2
	27%	34%	25%	33%	24%	18%	37%	24%	24%	22%	32%	30%	21%	23%	30%	24%	21%	27%	25%	12%
REFUSED	12	1	7	5	2	3	2	4	4	3	3	5	7	-	2	1	-	3	2	2
	3%	3%	2%	5%	2%	4%	1%	5%	3%	2%	3%	3%	6%	-	2%	1%	-	6%	4%	13%

Table 36-4
QUESTION A1:
What challenges or obstacles have you faced, if any, when trying to implement automation in your operations?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (FACED CHALLENGES - HAVEN'T FACED CHALLENGES)	239	118	65	68	48	50	57	106	80	32	18	64	122	50	117	121	114	109	90	83	93	76	117
	60%	60%	54%	65%	58%	64%	83%	53%	70%	77%	47%	51%	62%	67%	65%	59%	59%	59%	58%	54%	63%	56%	59%
TOTAL FACED CHALLENGES	254	122	72	72	51	51	57	113	83	34	22	72	128	51	126	128	119	113	94	88	99	80	128
----------	63%	62%	60%	69%	63%	65%	83%	56%	72%	81%	57%	57%	65%	68%	70%	62%	61%	61%	61%	57%	66%	59%	65%
HIGH UPFRONT INVESTMENT OR COST	151	71	44	43	32	25	41	70	44	21	15	43	73	33	73	86	76	80	67	58	67	55	67
	38%	36%	37%	42%	39%	32%	60%	35%	38%	49%	38%	34%	37%	45%	40%	41%	39%	43%	43%	38%	45%	41%	34%
LACK OF INTERNAL TECHNICAL EXPERTISE	84	43	29	27	20	15	21	32	29	19	4	25	36	22	46	43	40	38	26	27	40	26	47
	21%	22%	24%	26%	24%	19%	31%	16%	26%	44%	9%	20%	18%	29%	25%	21%	21%	21%	17%	17%	27%	19%	24%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	79	31	24	23	24	23	16	32	32	6	8	21	45	12	44	45	38	46	26	29	38	27	43
	20%	16%	20%	22%	29%	30%	24%	16%	28%	14%	21%	16%	23%	16%	24%	22%	20%	25%	17%	19%	26%	20%	22%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	42	17	11	13	9	7	8	19	15	6	1	10	22	11	17	19	25	16	10	16	24	11	18
	11%	9%	9%	13%	11%	9%	12%	10%	13%	14%	2%	8%	11%	14%	10%	9%	13%	9%	7%	11%	16%	8%	9%
DISRUPTION TO CURRENT WORKFLOWS	33	17	12	8	7	8	10	14	11	4	5	9	19	6	18	19	19	11	15	10	15	9	15
	8%	9%	10%	8%	8%	10%	15%	7%	10%	10%	12%	7%	10%	8%	10%	9%	10%	6%	10%	6%	10%	7%	8%
UNSURE WHERE TO START OR WHAT TO AUTOMATE	51	25	18	17	8	5	15	23	15	7	6	18	18	14	22	30	22	23	21	16	19	12	26
	13%	13%	15%	16%	10%	6%	23%	11%	13%	18%	14%	14%	9%	20%	12%	15%	11%	12%	14%	10%	13%	9%	13%
OTHER	16	10	9	3	4	5	2	4	4	4	4	10	6	1	12	9	10	10	4	10	6	6	14
	4%	5%	8%	3%	5%	6%	3%	2%	4%	10%	10%	8%	3%	1%	7%	4%	5%	5%	3%	6%	4%	5%	7%
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	15	4	7	4	4	1	-	6	3	1	4	8	6	1	8	8	5	4	4	5	5	4	11
	4%	2%	6%	4%	5%	1%	-	3%	3%	4%	10%	6%	3%	1%	5%	4%	2%	2%	2%	4%	4%	3%	6%
HAVEN'T FACED SIGNIFICANT CHALLENGES	107	60	27	26	21	20	9	68	26	4	9	34	52	22	37	56	54	54	47	48	38	41	43
	27%	31%	22%	25%	25%	25%	13%	34%	23%	9%	24%	27%	27%	29%	20%	27%	28%	29%	30%	32%	26%	31%	22%
REFUSED	12	1	7	-	3	3	2	11	1	-	-	4	8	-	1	7	8	7	6	4	2	5	5
	3%	-	6%	-	4%	4%	2%	5%	1%	-	-	3%	4%	-	-	3%	4%	4%	4%	3%	1%	4%	3%

Table 36-5
QUESTION A1:
What challenges or obstacles have you faced, if any, when trying to implement automation in your operations?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (FACED CHALLENGES - HAVEN'T FACED CHALLENGES)	182	32	31	35	37	16	31
	60%	60%	63%	70%	73%	32%	61%
TOTAL FACED CHALLENGES	193	35	33	35	37	20	32
----------	63%	65%	67%	70%	73%	41%	64%
HIGH UPFRONT INVESTMENT OR COST	113	23	17	20	22	9	22
	37%	43%	33%	40%	43%	18%	44%
LACK OF INTERNAL TECHNICAL EXPERTISE	67	11	15	13	14	7	7
	22%	21%	29%	27%	28%	14%	14%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	78	12	17	15	12	11	11
	26%	22%	33%	30%	23%	23%	22%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	28	4	4	7	6	5	3
	9%	8%	8%	13%	12%	9%	6%
DISRUPTION TO CURRENT WORKFLOWS	32	5	6	5	6	5	6
	11%	9%	13%	10%	12%	9%	11%
UNSURE WHERE TO START OR WHAT TO AUTOMATE	37	7	4	3	10	9	3
	12%	13%	8%	7%	20%	18%	6%
OTHER	19	4	8	2	2	-	3
	6%	8%	17%	3%	3%	-	6%
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	11	3	2	-	-	5	1
	4%	5%	4%	-	-	9%	3%
HAVEN'T FACED SIGNIFICANT CHALLENGES	81	11	8	13	11	23	14
	26%	21%	17%	27%	22%	45%	28%
REFUSED	7	2	-	2	1	2	-
	2%	4%	-	3%	2%	5%	-

Table 37-1
QUESTION A1B:
Generally speaking, what impact, if any, do you think Artificial Intelligence [AI], will have on your business in the next couple of years? Do you think it will have a Major Impact, Minor Impact, or No Real Impact?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (IMPACT - NO REAL IMPACT)	225	83	59	23	22	39	142	83	39	65	104	99	70	55	21	42	43	46	35	189	66	87	23	40
	56%	61%	67%	47%	49%	46%	63%	47%	37%	50%	82%	48%	58%	75%	55%	60%	57%	70%	72%	54%	46%	70%	59%	52%
TOTAL IMPACT	309	109	71	35	32	60	181	128	72	96	115	150	93	63	28	55	59	56	42	266	103	105	30	58
------------	77%	80%	81%	74%	73%	72%	81%	73%	68%	73%	90%	73%	78%	87%	74%	80%	79%	85%	86%	76%	71%	85%	77%	76%
MAJOR IMPACT	96	43	16	13	10	14	59	37	20	26	44	37	31	27	7	19	20	16	14	82	25	41	10	10
	24%	32%	18%	27%	22%	17%	26%	21%	19%	20%	34%	18%	26%	37%	19%	27%	26%	25%	29%	23%	18%	33%	27%	14%
MINOR IMPACT	213	66	56	23	22	46	122	91	52	70	71	113	62	36	20	36	39	40	27	185	77	63	20	48
	53%	49%	63%	47%	51%	55%	54%	52%	49%	53%	56%	55%	52%	50%	54%	52%	52%	60%	57%	53%	54%	51%	50%	62%
NO REAL IMPACT	84	26	13	13	11	22	39	45	33	31	11	51	23	9	7	13	16	10	7	77	37	18	7	18
	21%	19%	15%	26%	24%	26%	17%	26%	31%	24%	9%	25%	20%	12%	19%	19%	21%	15%	14%	22%	25%	15%	18%	24%
NOT SURE	6	1	2	-	1	2	3	3	-	4	1	2	3	1	3	1	-	-	-	6	3	1	2	-
	1%	1%	3%	-	3%	2%	1%	2%	-	3%	1%	1%	3%	1%	8%	1%	-	-	-	2%	2%	1%	6%	-
REFUSED	2	-	2	-	-	-	2	-	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	-	-	2%	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-

Table 37-2
QUESTION A1B:
Generally speaking, what impact, if any, do you think Artificial Intelligence [AI], will have on your business in the next couple of years? Do you think it will have a Major Impact, Minor Impact, or No Real Impact?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (IMPACT - NO REAL IMPACT)	225	109	90	199	24	49	123	47	20	135	68	101	22	100	68	47	104	85	49	89	168	32	23	55
	56%	59%	54%	56%	57%	62%	60%	47%	43%	62%	53%	64%	32%	59%	56%	49%	59%	65%	54%	50%	52%	77%	73%	75%
TOTAL IMPACT	309	147	127	273	32	64	162	72	34	174	98	128	45	134	94	70	140	106	68	132	243	37	27	63
	77%	79%	76%	77%	78%	81%	79%	72%	71%	79%	76%	82%	64%	79%	77%	74%	79%	81%	76%	75%	75%	88%	85%	87%
MAJOR IMPACT	96	41	42	83	13	22	50	22	14	58	22	40	15	39	27	23	44	34	20	42	68	16	11	27
	24%	22%	25%	23%	32%	28%	25%	22%	29%	26%	17%	26%	22%	23%	22%	25%	25%	26%	22%	24%	21%	39%	35%	37%
MINOR IMPACT	213	106	85	191	19	42	112	50	20	116	76	87	30	94	67	46	96	72	49	90	175	21	16	36
	53%	57%	51%	54%	46%	53%	55%	50%	43%	53%	59%	56%	43%	55%	54%	49%	54%	55%	54%	51%	54%	50%	50%	50%
NO REAL IMPACT	84	37	37	74	8	15	40	25	13	39	30	27	23	34	26	23	35	21	19	43	74	5	4	9
	21%	20%	22%	21%	20%	19%	19%	25%	29%	18%	23%	17%	33%	20%	21%	25%	20%	16%	22%	24%	23%	12%	12%	12%
NOT SURE	6	1	4	5	1	-	3	3	-	6	-	2	2	1	3	1	1	2	2	1	5	-	1	1
	1%	-	3%	1%	2%	-	2%	3%	-	3%	-	1%	3%	1%	2%	2%	1%	2%	2%	1%	2%	-	2%	1%
REFUSED	2	2	-	2	-	-	-	-	-	-	2	-	-	2	-	-	2	2	-	-	2	-	-	-
	-	1%	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	-	-	-	-

Table 37-3
QUESTION A1B:
Generally speaking, what impact, if any, do you think Artificial Intelligence [AI], will have on your business in the next couple of years? Do you think it will have a Major Impact, Minor Impact, or No Real Impact?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (IMPACT - NO REAL IMPACT)	225	16	173	52	60	42	65	45	76	91	50	67	64	63	41	44	39	33	16	10
	56%	33%	57%	52%	67%	48%	53%	57%	61%	64%	50%	50%	53%	75%	59%	72%	65%	55%	43%	77%
TOTAL IMPACT	309	31	235	74	75	64	93	61	100	117	74	99	92	73	55	52	49	45	27	12
----------	77%	66%	78%	74%	83%	73%	76%	78%	80%	81%	74%	74%	76%	87%	79%	84%	81%	77%	71%	88%
MAJOR IMPACT	96	10	76	19	21	18	31	24	32	35	27	25	25	28	19	21	13	17	5	8
	24%	21%	25%	19%	23%	20%	25%	30%	25%	24%	27%	18%	21%	34%	27%	34%	22%	28%	14%	62%
MINOR IMPACT	213	21	159	54	54	46	62	37	69	83	47	74	67	45	36	31	36	29	22	4
	53%	45%	53%	55%	60%	53%	51%	47%	55%	57%	47%	55%	55%	54%	52%	50%	59%	49%	58%	27%
NO REAL IMPACT	84	16	62	22	15	21	28	16	24	26	24	32	28	10	14	8	9	13	11	2
	21%	33%	21%	22%	17%	25%	23%	21%	19%	18%	24%	24%	23%	12%	20%	12%	16%	22%	29%	12%
NOT SURE	6	1	4	2	-	2	1	1	2	1	2	2	1	1	1	2	2	1	-	-
	1%	1%	1%	2%	-	2%	1%	2%	1%	1%	2%	2%	1%	1%	1%	4%	4%	1%	-	-
REFUSED	2	-	-	2	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
	-	-	-	2%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-

Table 37-4
QUESTION A1B:
Generally speaking, what impact, if any, do you think Artificial Intelligence [AI], will have on your business in the next couple of years? Do you think it will have a Major Impact, Minor Impact, or No Real Impact?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (IMPACT - NO REAL IMPACT)	225	120	65	67	58	60	52	104	66	31	22	60	124	42	106	114	112	115	83	90	88	85	114
	56%	61%	54%	64%	70%	77%	76%	51%	58%	73%	56%	47%	63%	57%	59%	55%	57%	62%	53%	58%	59%	63%	58%
TOTAL IMPACT	309	156	92	84	70	67	59	150	89	36	31	92	159	58	142	157	151	148	116	120	118	109	155
----------	77%	80%	76%	80%	85%	86%	86%	74%	78%	87%	78%	72%	81%	78%	79%	76%	78%	79%	75%	78%	79%	81%	78%
MAJOR IMPACT	96	51	21	29	24	16	28	40	35	10	11	27	43	25	48	44	43	44	36	38	40	41	50
	24%	26%	17%	27%	29%	20%	40%	20%	31%	23%	28%	21%	22%	34%	26%	21%	22%	24%	23%	24%	27%	30%	25%
MINOR IMPACT	213	105	71	55	46	52	31	111	54	27	20	65	115	32	94	113	108	103	80	83	78	68	105
	53%	53%	59%	53%	56%	66%	46%	55%	47%	63%	50%	51%	59%	44%	52%	55%	55%	56%	51%	54%	52%	50%	53%
NO REAL IMPACT	84	36	27	16	12	8	7	47	23	6	9	32	34	16	36	43	39	32	33	31	29	24	41
	21%	18%	23%	16%	15%	10%	10%	23%	20%	13%	22%	25%	18%	21%	20%	21%	20%	17%	21%	20%	20%	18%	21%
NOT SURE	6	4	-	4	-	3	2	4	2	-	-	4	1	1	2	5	3	4	4	1	2	1	1
	1%	2%	-	4%	-	4%	3%	2%	2%	-	-	3%	1%	1%	1%	2%	1%	2%	3%	1%	2%	1%	1%
REFUSED	2	-	2	-	-	-	-	2	-	-	-	-	2	-	-	2	2	2	2	2	-	-	-
	-	-	1%	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	1%	1%	1%	1%	-	-	-

Table 37-5
QUESTION A1B:
Generally speaking, what impact, if any, do you think Artificial Intelligence [AI], will have on your business in the next couple of years? Do you think it will have a Major Impact, Minor Impact, or No Real Impact?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (IMPACT - NO REAL IMPACT)	133	30	23	33	27	-	19
	44%	56%	46%	67%	53%	-	39%
TOTAL IMPACT	215	42	35	42	38	23	35
	70%	78%	71%	83%	75%	45%	69%
MAJOR IMPACT	78	13	12	23	12	7	10
	25%	25%	25%	47%	23%	14%	19%
MINOR IMPACT	137	29	23	18	26	16	25
	45%	53%	46%	37%	52%	32%	50%
NO REAL IMPACT	82	12	12	8	11	23	15
	27%	22%	25%	17%	22%	45%	31%
NOT SURE	8	-	2	-	2	5	-
	3%	-	4%	-	3%	9%	-

Table 38-1
QUESTION A1C:
Thinking some more about A.I., what challenges or obstacles have you faced, if any, when trying to use AI in your business? Please select all that apply.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
LACK OF INTERNAL TECHNICAL EXPERTISE	115	46	26	10	12	21	72	43	26	26	54	53	29	32	16	25	18	15	15	100	34	43	13	20
	29%	34%	30%	20%	28%	25%	32%	24%	24%	20%	43%	26%	24%	45%	44%	37%	25%	23%	31%	28%	23%	35%	33%	26%
UNSURE WHERE TO START	83	27	20	8	14	14	47	36	21	32	28	43	26	14	9	15	16	14	14	69	28	28	9	15
	21%	20%	23%	17%	32%	16%	21%	20%	19%	24%	22%	21%	22%	20%	24%	21%	21%	21%	29%	20%	19%	23%	23%	19%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	69	27	14	6	7	16	41	28	18	14	30	30	21	18	8	13	12	11	13	56	28	28	2	10
	17%	20%	15%	12%	16%	19%	18%	16%	17%	11%	23%	15%	18%	24%	21%	19%	16%	16%	27%	16%	19%	22%	6%	13%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	53	16	19	6	4	8	35	18	14	11	26	19	20	14	3	9	7	10	10	44	19	14	5	13
	13%	12%	21%	13%	10%	9%	16%	10%	14%	9%	20%	9%	17%	20%	8%	13%	10%	16%	20%	12%	13%	11%	14%	17%
HIGH UPFRONT INVESTMENT OR COST	39	12	8	4	4	11	20	19	13	10	13	22	10	6	6	10	7	4	7	31	15	12	5	7
	10%	9%	9%	8%	10%	13%	9%	11%	12%	7%	10%	11%	9%	8%	16%	14%	9%	6%	15%	9%	10%	10%	12%	9%
DISRUPTION TO CURRENT WORKFLOWS	25	3	12	4	3	2	16	9	13	4	7	15	4	6	4	2	3	1	7	18	11	5	2	5
	6%	3%	14%	8%	7%	3%	7%	5%	12%	3%	5%	7%	3%	9%	12%	3%	4%	1%	14%	5%	8%	4%	4%	7%
OTHER	14	1	5	2	1	5	6	8	3	2	7	6	4	4	2	4	2	3	3	10	5	6	2	1
	3%	1%	6%	3%	1%	6%	3%	4%	3%	2%	5%	3%	3%	5%	6%	6%	2%	5%	7%	3%	3%	5%	5%	1%
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	11	-	4	4	-	3	4	7	3	1	4	6	2	2	-	-	3	2	-	11	1	1	2	6
	3%	-	4%	8%	-	4%	2%	4%	3%	1%	3%	3%	2%	3%	-	-	4%	3%	-	3%	1%	1%	6%	8%
HAVEN'T FACED SIGNIFICANT CHALLENGES	150	51	29	17	17	37	79	71	45	61	32	84	48	16	9	20	33	26	16	134	64	43	13	26
	38%	37%	32%	35%	39%	44%	35%	40%	42%	46%	25%	41%	40%	22%	23%	29%	43%	39%	33%	38%	45%	34%	32%	34%
REFUSED	4	-	2	2	1	-	2	2	3	1	-	3	1	-	-	1	-	-	1	4	4	-	-	1
	1%	-	3%	3%	1%	-	1%	1%	3%	1%	-	2%	1%	-	-	1%	-	-	1%	1%	3%	-	-	1%

Table 38-2
QUESTION A1C:
Thinking some more about A.I., what challenges or obstacles have you faced, if any, when trying to use AI in your business? Please select all that apply.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
LACK OF INTERNAL TECHNICAL EXPERTISE	115	52	52	104	10	23	67	23	14	70	29	48	20	47	38	31	44	39	26	48	82	19	14	32
	29%	28%	31%	29%	25%	29%	33%	23%	30%	32%	22%	30%	29%	28%	31%	32%	25%	30%	29%	27%	25%	45%	44%	45%
UNSURE WHERE TO START	83	33	40	73	10	13	42	25	9	48	25	23	22	38	23	25	34	26	19	38	69	7	7	14
	21%	17%	24%	21%	25%	17%	20%	25%	19%	22%	19%	15%	32%	22%	19%	27%	19%	20%	21%	22%	21%	17%	23%	20%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	69	28	28	56	11	14	36	15	11	35	21	35	8	26	25	12	32	28	14	27	51	11	6	18
	17%	15%	17%	16%	27%	18%	18%	15%	24%	16%	17%	22%	11%	15%	20%	13%	18%	21%	16%	15%	16%	27%	20%	24%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	53	26	22	48	4	10	25	15	8	26	18	16	9	29	20	11	20	28	7	19	39	6	8	14
	13%	14%	13%	14%	10%	13%	12%	15%	16%	12%	14%	10%	13%	17%	16%	12%	11%	21%	7%	11%	12%	16%	25%	20%
HIGH UPFRONT INVESTMENT OR COST	39	18	13	31	8	5	20	11	10	19	9	17	5	16	18	9	12	17	6	15	33	5	1	6
	10%	10%	8%	9%	19%	7%	10%	11%	20%	9%	7%	11%	8%	10%	14%	9%	7%	13%	7%	9%	10%	11%	4%	8%
DISRUPTION TO CURRENT WORKFLOWS	25	12	11	23	2	2	12	9	6	10	8	6	6	12	8	7	11	11	8	6	19	2	4	6
	6%	7%	6%	6%	5%	3%	6%	9%	12%	5%	6%	4%	8%	7%	6%	7%	6%	8%	9%	3%	6%	6%	12%	9%
OTHER	14	8	4	11	2	4	8	2	1	10	3	5	5	4	3	6	4	4	5	5	10	1	3	4
	3%	4%	2%	3%	6%	5%	4%	2%	2%	5%	2%	3%	7%	2%	3%	6%	2%	3%	6%	3%	3%	2%	9%	5%
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	11	10	1	11	-	2	5	2	2	7	2	5	2	5	3	-	8	-	4	6	9	2	1	2
	3%	5%	-	3%	-	3%	2%	2%	5%	3%	1%	3%	2%	3%	2%	-	4%	-	4%	4%	3%	4%	2%	3%
HAVEN'T FACED SIGNIFICANT CHALLENGES	150	64	69	133	14	28	74	44	14	75	59	56	29	64	42	35	74	50	27	72	132	11	5	16
	38%	35%	41%	38%	35%	35%	36%	44%	30%	34%	45%	36%	41%	38%	34%	37%	41%	39%	30%	41%	41%	27%	15%	22%
REFUSED	4	4	-	4	-	2	-	-	1	-	4	3	-	2	3	-	2	2	-	2	4	-	-	-
	1%	2%	-	1%	-	3%	-	-	2%	-	3%	2%	-	1%	2%	-	1%	2%	-	1%	1%	-	-	-

Table 38-3
QUESTION A1C:
Thinking some more about A.I., what challenges or obstacles have you faced, if any, when trying to use AI in your business? Please select all that apply.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
LACK OF INTERNAL TECHNICAL EXPERTISE	115	16	94	21	22	29	30	26	44	46	18	34	33	29	24	22	18	21	15	4
	29%	34%	31%	21%	24%	34%	24%	33%	35%	32%	17%	25%	28%	35%	35%	36%	30%	35%	39%	32%
UNSURE WHERE TO START	83	10	67	16	20	18	18	23	29	33	21	24	23	16	14	14	19	19	14	1
	21%	20%	22%	16%	22%	20%	15%	30%	23%	23%	21%	18%	19%	19%	20%	22%	31%	31%	37%	5%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	69	6	58	12	22	16	19	9	19	26	20	15	23	19	11	15	12	11	8	3
	17%	13%	19%	12%	25%	18%	15%	11%	15%	18%	20%	11%	19%	23%	16%	24%	19%	18%	20%	24%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	53	4	41	12	12	15	18	7	16	23	13	14	13	16	9	12	9	11	8	2
	13%	8%	14%	12%	13%	17%	15%	9%	13%	16%	13%	10%	11%	19%	14%	20%	15%	18%	20%	12%
HIGH UPFRONT INVESTMENT OR COST	39	4	34	5	12	9	8	6	10	19	9	12	14	9	8	2	13	6	5	1
	10%	9%	11%	5%	14%	10%	7%	8%	8%	13%	9%	9%	11%	11%	12%	4%	21%	9%	12%	11%
DISRUPTION TO CURRENT WORKFLOWS	25	3	18	7	7	4	7	5	4	14	8	6	8	5	2	1	5	8	4	-
	6%	6%	6%	7%	8%	5%	6%	6%	3%	9%	8%	4%	7%	7%	3%	2%	9%	13%	10%	-
OTHER	14	-	11	2	3	1	4	3	2	7	5	4	5	2	2	6	3	1	-	1
	3%	-	4%	2%	4%	2%	3%	4%	2%	5%	5%	3%	4%	3%	3%	9%	5%	2%	-	6%
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	11	2	4	7	2	3	5	1	3	3	3	5	2	-	3	1	1	2	1	-
	3%	5%	1%	7%	3%	4%	4%	1%	3%	2%	3%	4%	2%	-	5%	2%	1%	4%	2%	-
HAVEN'T FACED SIGNIFICANT CHALLENGES	150	21	113	38	31	36	52	25	45	52	39	53	46	31	23	11	12	20	12	5
	38%	44%	37%	38%	35%	41%	43%	33%	36%	36%	39%	39%	38%	38%	33%	18%	19%	34%	31%	40%
REFUSED	4	-	2	2	1	2	-	1	2	-	-	4	2	-	-	1	1	-	-	-
	1%	-	1%	2%	1%	2%	-	1%	2%	-	-	3%	2%	-	-	1%	1%	-	-	-

Table 38-4
QUESTION A1C:
Thinking some more about A.I., what challenges or obstacles have you faced, if any, when trying to use AI in your business? Please select all that apply.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
LACK OF INTERNAL TECHNICAL EXPERTISE	115	64	31	29	34	22	28	48	45	14	7	27	61	26	60	54	55	52	36	39	48	32	55
	29%	33%	25%	28%	42%	28%	41%	24%	40%	34%	17%	21%	31%	35%	34%	26%	28%	28%	23%	26%	33%	24%	28%
UNSURE WHERE TO START	83	41	32	23	20	14	19	41	21	11	9	21	38	23	38	39	33	37	28	25	27	20	44
	21%	21%	26%	22%	25%	18%	27%	20%	19%	27%	23%	17%	20%	30%	21%	19%	17%	20%	18%	16%	18%	14%	22%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	69	26	20	18	17	13	17	29	22	9	8	21	38	10	36	37	33	38	25	24	30	23	37
	17%	13%	16%	17%	21%	17%	24%	14%	19%	22%	19%	16%	20%	13%	20%	18%	17%	21%	16%	15%	20%	17%	19%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	53	28	13	9	16	11	13	21	16	10	6	11	28	14	27	25	26	25	15	18	24	19	22
	13%	14%	11%	9%	20%	14%	19%	10%	14%	25%	14%	8%	14%	19%	15%	12%	13%	14%	10%	11%	16%	14%	11%
HIGH UPFRONT INVESTMENT OR COST	39	21	12	10	14	2	10	19	9	6	4	13	19	7	18	21	15	20	19	10	16	11	17
	10%	11%	10%	10%	17%	2%	15%	9%	8%	13%	10%	10%	10%	10%	10%	10%	8%	11%	12%	6%	11%	8%	9%
DISRUPTION TO CURRENT WORKFLOWS	25	11	11	7	6	2	5	10	8	2	5	5	10	10	12	12	8	10	9	6	9	4	14
	6%	5%	9%	7%	7%	2%	8%	5%	7%	4%	13%	4%	5%	13%	7%	6%	4%	5%	6%	4%	6%	3%	7%
OTHER	14	3	11	4	2	4	2	4	4	1	5	5	8	1	10	8	7	8	3	8	4	5	8
	3%	2%	9%	4%	3%	5%	2%	2%	3%	3%	12%	4%	4%	1%	5%	4%	4%	4%	2%	5%	3%	4%	4%
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	11	4	5	4	1	-	-	9	1	1	-	4	5	2	2	5	4	2	4	6	2	2	7
	3%	2%	4%	4%	1%	-	-	4%	1%	2%	-	3%	3%	2%	1%	3%	2%	1%	2%	4%	2%	2%	3%
HAVEN'T FACED SIGNIFICANT CHALLENGES	150	74	42	48	28	29	18	91	32	13	15	55	68	25	55	90	82	79	68	69	61	61	75
	38%	38%	35%	46%	34%	38%	26%	45%	28%	31%	38%	43%	35%	34%	31%	44%	42%	43%	44%	45%	41%	45%	38%
REFUSED	4	1	2	-	2	2	-	4	1	-	-	1	3	1	1	2	4	3	2	2	1	2	1
	1%	-	2%	-	3%	2%	-	2%	1%	-	-	1%	2%	1%	-	1%	2%	2%	1%	1%	-	2%	-

Table 38-5
QUESTION A1C:
Thinking some more about A.I., what challenges or obstacles have you faced, if any, when trying to use AI in your business? Please select all that apply.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
LACK OF INTERNAL TECHNICAL EXPERTISE	72	14	17	5	14	9	14
	24%	26%	33%	10%	27%	18%	28%
UNSURE WHERE TO START	72	7	17	13	14	9	11
	23%	13%	33%	27%	28%	18%	22%
DIFFICULTY INTEGRATING WITH EXISTING SYSTEMS	51	9	8	7	9	-	18
	17%	17%	17%	13%	17%	-	36%
RESISTANCE FROM EMPLOYEES OR MANAGEMENT	40	7	8	13	6	2	3
	13%	13%	17%	27%	12%	5%	6%
HIGH UPFRONT INVESTMENT OR COST	31	6	6	5	4	5	6
	10%	10%	13%	10%	8%	9%	11%
DISRUPTION TO CURRENT WORKFLOWS	16	4	4	2	3	2	1
	5%	6%	8%	3%	5%	5%	3%
OTHER	14	3	4	2	1	-	4
	4%	5%	8%	3%	2%	-	8%
DON'T INTEND TO USE/HAVEN'T TRIED USING/NOT APPLICABLE	14	3	4	2	-	2	3
	4%	5%	8%	3%	-	5%	6%
HAVEN'T FACED SIGNIFICANT CHALLENGES	123	22	15	18	19	30	19
	40%	42%	29%	37%	37%	59%	39%
REFUSED	2	1	-	-	1	-	-
	1%	1%	-	-	2%	-	-

Table 39-1
QUESTION A2:
What are your biggest concerns, if any, about adopting AI in your business?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (CONCERNS - NO CONCERNS)	273	92	60	32	28	60	152	121	71	76	104	130	81	61	33	50	50	42	36	237	98	83	29	51
	68%	68%	68%	67%	65%	72%	68%	69%	67%	58%	82%	64%	67%	83%	87%	73%	66%	64%	74%	68%	68%	67%	74%	66%
TOTAL CONCERNS	278	92	60	34	29	63	152	126	74	77	105	133	81	61	33	50	52	42	36	242	98	84	31	52
	69%	68%	68%	70%	66%	75%	68%	71%	70%	59%	82%	65%	68%	84%	87%	73%	69%	64%	74%	69%	68%	68%	79%	68%
LACK OF UNDERSTANDING OF WHAT AI CAN DO	120	35	27	18	16	24	62	57	34	36	43	60	30	29	15	19	13	20	15	105	49	34	11	21
	30%	26%	31%	37%	37%	28%	28%	33%	32%	28%	34%	29%	25%	39%	39%	27%	17%	31%	30%	30%	34%	28%	27%	27%
COST OF IMPLEMENTING AI SOLUTIONS	56	18	16	3	5	14	34	22	14	17	14	32	17	8	10	14	10	3	6	51	20	14	6	13
	14%	13%	18%	7%	12%	16%	15%	13%	13%	13%	11%	16%	14%	11%	26%	21%	13%	5%	12%	14%	14%	11%	16%	17%
LIMITED INTERNAL DATA OR SYSTEMS TO SUPPORT AI	56	17	6	6	9	18	23	33	16	17	21	29	15	13	10	9	12	8	9	47	21	14	7	9
	14%	13%	7%	12%	21%	22%	10%	19%	15%	13%	17%	14%	13%	17%	27%	13%	16%	13%	18%	14%	15%	11%	18%	12%
PRIVACY, CYBERSECURITY, OR DATA GOVERNANCE ISSUES	145	54	24	18	13	36	78	67	40	31	63	69	40	35	14	25	34	25	21	124	47	49	21	21
	36%	39%	27%	37%	30%	43%	35%	38%	38%	24%	49%	34%	33%	48%	37%	37%	45%	38%	43%	35%	33%	40%	54%	28%
CULTURAL OR EMPLOYEE RESISTANCE	46	20	14	6	2	4	34	12	8	14	22	16	15	14	4	9	9	9	9	37	12	16	4	13
	11%	15%	16%	12%	4%	5%	15%	7%	8%	11%	17%	8%	12%	19%	11%	13%	12%	13%	18%	11%	8%	13%	11%	17%
OTHER	17	9	4	1	2	1	14	3	1	5	8	4	10	4	2	5	1	2	2	15	2	8	1	6
	4%	7%	5%	2%	4%	1%	6%	2%	1%	4%	6%	2%	8%	5%	6%	7%	2%	3%	5%	4%	2%	6%	2%	8%
NOT PLANNING TO USE AI/NOT APPLICABLE	5	-	-	2	1	2	-	5	3	1	1	3	1	1	-	-	2	-	-	5	-	1	2	2
	1%	-	-	3%	1%	3%	-	3%	3%	-	1%	2%	-	1%	-	-	3%	-	-	1%	-	1%	6%	2%
NO CONCERNS ABOUT ADOPTING AI AT THIS TIME	106	39	24	13	12	18	63	43	28	49	20	63	33	9	5	17	18	22	11	94	42	37	6	17
	26%	28%	27%	26%	27%	22%	28%	24%	26%	38%	15%	31%	27%	12%	13%	25%	25%	33%	23%	27%	29%	30%	15%	22%
REFUSED	4	-	2	-	1	-	2	1	2	-	-	3	-	1	-	-	1	-	-	4	3	1	-	-
	1%	-	3%	-	3%	-	1%	1%	1%	-	-	1%	-	1%	-	-	1%	-	-	1%	2%	1%	-	-

Table 39-2
QUESTION A2:
What are your biggest concerns, if any, about adopting AI in your business?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (CONCERNS - NO CONCERNS)	273	125	119	244	28	47	151	66	35	153	83	116	43	112	91	61	117	91	62	119	211	34	27	61
	68%	67%	71%	69%	68%	60%	74%	66%	74%	70%	64%	74%	62%	66%	74%	65%	66%	69%	69%	68%	65%	81%	86%	83%
TOTAL CONCERNS	278	129	119	248	29	50	151	66	35	158	83	118	44	114	92	61	120	92	62	123	215	34	28	61
	69%	69%	71%	70%	70%	63%	74%	66%	74%	72%	64%	76%	63%	67%	75%	65%	68%	70%	69%	70%	66%	81%	88%	84%
LACK OF UNDERSTANDING OF WHAT AI CAN DO	120	56	55	111	9	20	66	32	12	74	32	44	25	51	29	32	56	38	32	49	90	12	16	29
	30%	30%	33%	31%	21%	25%	32%	32%	26%	34%	25%	28%	35%	30%	24%	34%	32%	29%	36%	28%	28%	30%	52%	39%
COST OF IMPLEMENTING AI SOLUTIONS	56	25	23	48	8	8	35	12	11	31	14	21	7	27	19	8	27	18	14	23	48	3	5	8
	14%	13%	14%	14%	20%	10%	17%	12%	24%	14%	11%	14%	10%	16%	16%	9%	15%	14%	16%	13%	15%	7%	15%	11%
LIMITED INTERNAL DATA OR SYSTEMS TO SUPPORT AI	56	31	25	56	1	10	32	14	8	32	14	27	7	21	20	11	25	22	9	26	44	7	6	13
	14%	16%	15%	16%	2%	12%	16%	14%	17%	15%	11%	18%	10%	12%	17%	12%	14%	17%	10%	15%	14%	16%	19%	17%
PRIVACY, CYBERSECURITY, OR DATA GOVERNANCE ISSUES	145	60	63	122	22	24	80	36	19	83	42	61	28	55	52	35	58	43	37	64	109	20	15	35
	36%	32%	37%	35%	52%	30%	39%	36%	40%	38%	32%	39%	40%	32%	42%	37%	33%	32%	41%	36%	34%	48%	47%	48%
CULTURAL OR EMPLOYEE RESISTANCE	46	21	21	42	3	6	30	7	4	25	17	20	5	21	18	7	19	19	6	21	31	10	4	14
	11%	11%	13%	12%	8%	8%	15%	7%	10%	11%	13%	13%	8%	12%	15%	7%	11%	15%	6%	12%	10%	24%	13%	19%
OTHER	17	9	7	15	1	5	5	5	2	7	8	11	2	4	11	4	2	6	3	7	13	2	2	4
	4%	5%	4%	4%	2%	6%	2%	5%	5%	3%	6%	7%	2%	2%	9%	4%	1%	5%	3%	4%	4%	5%	5%	5%
NOT PLANNING TO USE AI/NOT APPLICABLE	5	4	-	4	1	2	-	1	-	5	-	2	1	2	1	-	3	1	-	3	4	-	1	1
	1%	2%	-	1%	1%	3%	-	1%	-	2%	-	2%	1%	1%	1%	-	2%	1%	-	2%	1%	-	2%	1%
NO CONCERNS ABOUT ADOPTING AI AT THIS TIME	106	46	45	91	11	24	51	31	12	52	39	32	24	49	25	31	50	33	26	45	96	6	2	9
	26%	25%	27%	26%	27%	30%	25%	31%	25%	24%	31%	20%	35%	29%	21%	33%	28%	26%	29%	26%	29%	15%	7%	12%
REFUSED	4	2	1	4	-	1	-	-	-	1	3	1	-	3	-	-	3	2	-	2	3	1	-	1
	1%	1%	1%	1%	-	1%	-	-	-	-	2%	-	-	2%	-	-	2%	1%	-	1%	1%	2%	-	1%

Table 39-3
QUESTION A2:
What are your biggest concerns, if any, about adopting AI in your business?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (CONCERNS - NO CONCERNS)	273	26	198	75	65	62	80	51	84	105	69	91	79	57	55	49	46	42	33	9
	68%	55%	66%	76%	72%	71%	65%	65%	67%	73%	69%	68%	65%	69%	78%	80%	75%	71%	85%	66%
TOTAL CONCERNS	278	28	200	78	66	64	81	51	85	106	69	93	81	58	56	50	46	43	33	9
	69%	58%	67%	78%	73%	74%	66%	65%	68%	74%	69%	70%	67%	70%	81%	81%	75%	73%	85%	66%
LACK OF UNDERSTANDING OF WHAT AI CAN DO	120	15	90	30	24	26	35	25	41	51	22	40	35	26	24	29	18	18	18	-
	30%	31%	30%	30%	26%	30%	28%	31%	33%	36%	21%	30%	29%	31%	34%	47%	29%	30%	48%	-
COST OF IMPLEMENTING AI SOLUTIONS	56	7	41	15	12	15	11	9	18	19	16	14	17	10	13	9	16	11	7	1
	14%	14%	14%	15%	13%	18%	9%	12%	14%	13%	16%	11%	14%	12%	18%	14%	26%	18%	18%	6%
LIMITED INTERNAL DATA OR SYSTEMS TO SUPPORT AI	56	9	39	17	16	16	15	5	16	23	13	18	17	12	15	11	15	6	8	2
	14%	19%	13%	17%	18%	18%	12%	6%	13%	16%	13%	14%	14%	14%	21%	18%	25%	10%	21%	12%
PRIVACY, CYBERSECURITY, OR DATA GOVERNANCE ISSUES	145	9	104	41	36	31	41	30	45	55	36	48	46	32	35	23	16	22	16	7
	36%	18%	35%	41%	40%	35%	34%	39%	36%	38%	36%	36%	38%	38%	50%	38%	26%	38%	43%	53%
CULTURAL OR EMPLOYEE RESISTANCE	46	5	32	14	13	12	16	5	13	17	13	17	12	15	6	10	6	9	4	2
	11%	10%	11%	14%	14%	13%	13%	7%	10%	12%	13%	13%	10%	18%	8%	16%	10%	15%	10%	18%
OTHER	17	-	14	3	7	3	4	3	8	3	5	5	10	2	1	4	4	2	-	-
	4%	-	5%	3%	8%	4%	3%	3%	6%	2%	5%	3%	8%	3%	2%	6%	6%	3%	-	-
NOT PLANNING TO USE AI/NOT APPLICABLE	5	2	2	2	1	2	2	-	2	1	-	2	2	1	2	1	-	2	-	-
	1%	3%	1%	2%	1%	3%	1%	-	1%	1%	-	2%	2%	1%	2%	1%	-	3%	-	-
NO CONCERNS ABOUT ADOPTING AI AT THIS TIME	106	17	88	17	22	18	37	25	33	34	29	33	31	23	12	11	13	14	6	5
	26%	36%	29%	17%	24%	21%	30%	32%	26%	24%	29%	25%	26%	27%	17%	18%	21%	24%	15%	34%
REFUSED	4	1	2	2	-	1	1	-	1	1	-	2	1	1	-	-	-	-	-	-
	1%	3%	1%	2%	-	1%	1%	-	1%	1%	-	1%	1%	1%	-	-	-	-	-	-

Table 39-4
QUESTION A2:
What are your biggest concerns, if any, about adopting AI in your business?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (CONCERNS - NO CONCERNS)	273	143	77	74	62	61	56	129	87	32	24	79	138	54	129	135	125	125	105	95	103	84	132
	68%	73%	64%	71%	76%	78%	81%	64%	76%	76%	61%	63%	70%	73%	72%	65%	64%	67%	68%	61%	69%	62%	67%
TOTAL CONCERNS	278	145	79	76	62	61	56	133	87	33	24	82	140	54	130	139	128	126	108	96	105	86	137
	69%	74%	66%	73%	76%	78%	83%	66%	76%	78%	61%	64%	72%	73%	72%	67%	66%	68%	70%	63%	71%	63%	69%
LACK OF UNDERSTANDING OF WHAT AI CAN DO	120	69	39	31	29	25	26	59	38	12	10	33	59	27	56	64	60	57	40	39	48	35	52
	30%	35%	32%	30%	35%	32%	38%	29%	34%	29%	26%	26%	30%	37%	31%	31%	31%	30%	26%	25%	32%	26%	26%
COST OF IMPLEMENTING AI SOLUTIONS	56	25	25	13	16	12	14	26	12	10	7	19	29	8	26	28	21	23	23	13	25	16	30
	14%	13%	21%	13%	20%	16%	20%	13%	10%	23%	19%	15%	15%	11%	15%	14%	11%	13%	15%	9%	17%	12%	15%
LIMITED INTERNAL DATA OR SYSTEMS TO SUPPORT AI	56	37	16	18	9	10	16	23	20	9	5	16	31	9	32	31	22	26	30	19	21	13	26
	14%	19%	13%	17%	11%	12%	24%	12%	17%	20%	12%	13%	16%	12%	18%	15%	11%	14%	19%	12%	14%	10%	13%
PRIVACY, CYBERSECURITY, OR DATA GOVERNANCE ISSUES	145	73	42	42	37	33	30	69	47	14	14	48	69	26	67	71	66	73	55	54	55	46	81
	36%	37%	35%	40%	46%	42%	43%	34%	41%	34%	36%	38%	35%	35%	37%	34%	34%	39%	35%	35%	37%	34%	41%
CULTURAL OR EMPLOYEE RESISTANCE	46	22	9	15	10	12	11	20	14	8	4	10	27	9	24	25	29	21	17	21	24	22	22
	11%	11%	8%	14%	12%	16%	17%	10%	12%	20%	10%	8%	14%	12%	13%	12%	15%	11%	11%	14%	16%	16%	11%
OTHER	17	6	7	8	6	5	2	6	7	1	2	3	13	1	9	10	11	8	3	6	8	7	9
	4%	3%	5%	8%	7%	6%	2%	3%	6%	1%	4%	2%	6%	2%	5%	5%	6%	4%	2%	4%	5%	5%	4%
NOT PLANNING TO USE AI/NOT APPLICABLE	5	2	2	2	-	-	1	4	-	1	-	2	2	-	1	4	2	2	2	2	2	2	5
	1%	1%	2%	2%	-	-	1%	2%	-	2%	-	2%	1%	-	-	2%	1%	1%	2%	1%	2%	1%	2%
NO CONCERNS ABOUT ADOPTING AI AT THIS TIME	106	45	33	23	16	15	10	60	23	8	14	39	45	19	44	55	56	49	41	50	35	43	49
	26%	23%	27%	22%	20%	19%	15%	30%	21%	19%	37%	31%	23%	26%	24%	27%	29%	26%	27%	32%	24%	32%	25%
REFUSED	4	-	2	-	1	-	-	2	2	-	-	1	2	-	2	2	2	4	2	2	1	-	1
	1%	-	1%	-	1%	-	-	1%	2%	-	-	1%	1%	-	1%	1%	1%	2%	1%	1%	1%	-	1%

Table 39-5
QUESTION A2:
What are your biggest concerns, if any, about adopting AI in your business?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (CONCERNS - NO CONCERNS)	212	39	33	42	36	30	33
	70%	71%	67%	83%	70%	59%	67%
TOTAL CONCERNS	223	40	37	42	37	30	37
	73%	74%	75%	83%	72%	59%	75%
LACK OF UNDERSTANDING OF WHAT AI CAN DO	90	16	12	18	18	11	14
	30%	30%	25%	37%	35%	23%	28%
COST OF IMPLEMENTING AI SOLUTIONS	38	6	6	5	7	7	7
	12%	12%	13%	10%	13%	14%	14%
LIMITED INTERNAL DATA OR SYSTEMS TO SUPPORT AI	47	8	10	-	10	5	14
	16%	16%	21%	-	20%	9%	28%
PRIVACY, CYBERSECURITY, OR DATA GOVERNANCE ISSUES	118	25	19	20	17	16	21
	39%	47%	38%	40%	33%	32%	42%
CULTURAL OR EMPLOYEE RESISTANCE	38	6	4	12	3	9	4
	12%	10%	8%	23%	7%	18%	8%
OTHER	16	1	8	2	3	2	-
	5%	3%	17%	3%	5%	5%	-
NOT PLANNING TO USE AI/NOT APPLICABLE	11	1	4	-	1	-	4
	3%	3%	8%	-	2%	-	8%
NO CONCERNS ABOUT ADOPTING AI AT THIS TIME	62	12	4	8	11	18	8
	20%	22%	8%	17%	22%	36%	17%
REFUSED	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-

Table 40-1
QUESTION A3:
From the following list, which area or areas of your business do you believe AI and automation would have the most positive impact?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (POSITIVE IMPACT - NOT CURRENTLY CONSIDERING)	116	49	29	12	14	13	78	38	9	18	89	9	57	50	19	34	18	31	26	90	10	55	22	30
	29%	36%	33%	25%	31%	15%	35%	22%	8%	13%	70%	5%	47%	69%	51%	50%	25%	47%	53%	26%	7%	45%	55%	39%
TOTAL POSITIVE IMPACT	246	88	55	28	29	47	143	103	55	69	108	99	85	61	28	49	46	47	36	210	72	86	30	50
----------	62%	65%	62%	58%	65%	56%	64%	59%	51%	53%	84%	48%	71%	84%	73%	71%	61%	72%	74%	60%	50%	69%	75%	66%
SUPPORTING DATA ANALYSIS AND DECISION-MAKING	152	55	31	13	22	31	86	66	22	37	84	53	53	46	16	30	30	31	20	132	34	59	24	31
	38%	40%	36%	28%	50%	37%	39%	38%	21%	28%	66%	26%	44%	64%	43%	43%	41%	47%	42%	37%	24%	48%	60%	40%
AUTOMATING REPETITIVE OR MANUAL TASKS	121	39	25	15	11	30	64	57	26	29	59	47	37	36	13	28	21	22	23	97	39	48	11	21
	30%	29%	28%	32%	25%	36%	29%	32%	24%	22%	46%	23%	30%	49%	36%	40%	28%	34%	48%	28%	27%	39%	27%	28%
ENHANCING SCHEDULING AND WORKFLOW EFFICIENCY	119	37	28	10	16	28	64	55	19	27	62	34	47	39	10	32	22	25	21	99	35	42	13	28
	30%	27%	31%	22%	36%	34%	29%	31%	18%	21%	49%	17%	39%	53%	26%	46%	30%	39%	43%	28%	24%	34%	33%	37%
IMPROVING INVENTORY OR SUPPLY CHAIN MANAGEMENT	101	39	19	9	14	20	58	43	16	21	56	26	41	33	13	19	17	16	14	87	22	37	16	22
	25%	29%	21%	18%	31%	24%	26%	24%	15%	16%	44%	13%	34%	45%	35%	28%	22%	24%	29%	25%	15%	30%	40%	29%
IMPROVING PRODUCT QUALITY	82	28	21	6	8	18	49	33	22	19	33	30	30	22	8	21	9	17	11	71	31	23	8	19
	20%	21%	24%	13%	18%	22%	22%	19%	20%	15%	26%	15%	25%	31%	22%	30%	12%	26%	23%	20%	21%	19%	19%	24%
REDUCING PRODUCTION DOWNTIME	70	24	17	5	6	17	41	28	11	19	32	25	24	21	8	15	12	12	14	55	21	22	8	16
	17%	18%	20%	10%	14%	21%	18%	16%	11%	14%	25%	12%	20%	29%	20%	21%	16%	18%	30%	16%	15%	18%	21%	21%
OTHER	22	9	7	4	1	2	15	7	5	10	3	15	5	1	2	2	2	3	4	18	7	8	2	6
	6%	6%	8%	8%	1%	3%	7%	4%	5%	7%	2%	7%	4%	2%	4%	4%	3%	5%	8%	5%	5%	6%	4%	8%
WE ARE NOT CURRENTLY CONSIDERING AI OR AUTOMATION	130	39	26	16	15	34	65	65	46	52	18	89	29	11	9	15	27	16	10	120	62	31	8	20
	32%	29%	29%	33%	34%	41%	29%	37%	43%	39%	14%	44%	24%	15%	23%	22%	36%	25%	21%	34%	43%	25%	21%	27%
REFUSED	4	-	2	-	1	2	2	2	3	1	-	3	1	-	-	2	-	-	-	4	4	1	-	-
	1%	-	3%	-	1%	2%	1%	1%	3%	-	-	2%	1%	-	-	3%	-	-	-	1%	3%	1%	-	-

Table 40-2
QUESTION A3:
From the following list, which area or areas of your business do you believe AI and automation would have the most positive impact?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (POSITIVE IMPACT - NOT CURRENTLY CONSIDERING)	116	55	64	119	-1	26	76	16	20	78	16	85	12	19	53	32	29	46	20	51	66	26	24	50
	29%	30%	38%	34%	-3%	33%	37%	16%	43%	36%	12%	54%	17%	11%	43%	34%	16%	35%	22%	29%	20%	64%	75%	69%
TOTAL POSITIVE IMPACT	246	112	113	225	20	49	137	56	30	144	69	116	41	88	82	63	98	83	52	109	184	33	28	61
	62%	60%	67%	64%	48%	62%	67%	56%	64%	66%	53%	74%	58%	52%	67%	66%	55%	64%	58%	62%	57%	81%	88%	84%
SUPPORTING DATA ANALYSIS AND DECISION-MAKING	152	69	74	142	9	36	77	39	23	83	45	78	24	49	61	36	53	56	32	62	106	24	22	46
	38%	37%	44%	40%	23%	46%	37%	39%	49%	38%	35%	50%	34%	29%	50%	38%	30%	43%	36%	35%	33%	59%	70%	64%
AUTOMATING REPETITIVE OR MANUAL TASKS	121	59	50	110	11	24	71	24	13	73	33	62	17	40	44	33	41	36	28	57	84	19	17	36
	30%	32%	30%	31%	27%	31%	35%	24%	28%	33%	25%	40%	25%	24%	36%	34%	23%	28%	31%	32%	26%	47%	53%	49%
ENHANCING SCHEDULING AND WORKFLOW EFFICIENCY	119	53	58	111	7	30	62	27	15	67	37	60	17	41	49	29	39	43	24	51	81	23	16	39
	30%	29%	34%	31%	17%	38%	30%	27%	32%	31%	29%	39%	24%	24%	40%	31%	22%	33%	27%	29%	25%	56%	50%	53%
IMPROVING INVENTORY OR SUPPLY CHAIN MANAGEMENT	101	42	48	90	9	23	50	28	11	52	37	52	16	33	39	22	37	37	21	42	67	18	14	33
	25%	23%	28%	25%	22%	28%	24%	28%	24%	24%	29%	33%	23%	19%	32%	24%	21%	28%	24%	24%	21%	45%	46%	45%
IMPROVING PRODUCT QUALITY	82	33	42	75	6	17	46	18	9	45	28	42	8	32	28	20	31	23	13	45	60	12	11	22
	20%	18%	25%	21%	15%	21%	22%	18%	19%	20%	22%	27%	11%	19%	23%	21%	17%	18%	15%	25%	18%	28%	34%	31%
REDUCING PRODUCTION DOWNTIME	70	28	37	66	4	16	37	16	8	36	24	34	10	26	26	15	26	22	15	31	49	10	11	21
	17%	15%	22%	19%	10%	20%	18%	16%	18%	17%	18%	22%	14%	15%	21%	16%	15%	17%	16%	18%	15%	24%	35%	29%
OTHER	22	15	6	22	1	6	7	6	6	11	4	7	3	12	9	3	9	9	7	6	20	1	-	1
	6%	8%	4%	6%	2%	8%	3%	6%	13%	5%	3%	5%	4%	7%	7%	3%	5%	7%	8%	4%	6%	4%	-	2%
WE ARE NOT CURRENTLY CONSIDERING AI OR AUTOMATION	130	57	49	105	21	23	60	40	10	66	53	31	29	69	29	31	69	38	32	58	118	7	4	11
	32%	30%	29%	30%	52%	29%	29%	40%	21%	30%	41%	20%	41%	40%	24%	33%	39%	29%	36%	33%	36%	17%	12%	15%
REFUSED	4	4	1	4	-	1	2	-	1	-	3	3	-	2	3	-	2	2	-	2	4	-	-	-
	1%	2%	-	1%	-	2%	1%	-	3%	-	2%	2%	-	1%	2%	-	1%	2%	-	1%	1%	-	-	-

Table 40-3
QUESTION A3:
From the following list, which area or areas of your business do you believe AI and automation would have the most positive impact?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (POSITIVE IMPACT - NOT CURRENTLY CONSIDERING)	116	2	101	15	43	25	30	13	42	56	24	43	18	37	22	35	28	14	24	10
	29%	4%	34%	15%	47%	29%	24%	17%	33%	39%	24%	32%	15%	44%	32%	57%	46%	24%	62%	73%
TOTAL POSITIVE IMPACT	246	24	193	53	64	56	73	41	78	99	60	84	66	59	43	47	42	37	30	11
	62%	50%	64%	54%	71%	64%	60%	52%	62%	68%	59%	63%	55%	71%	62%	76%	69%	62%	77%	87%
SUPPORTING DATA ANALYSIS AND DECISION-MAKING	152	9	121	31	38	37	48	22	55	57	36	53	45	33	29	27	23	27	20	11
	38%	19%	40%	31%	42%	43%	39%	28%	44%	39%	36%	39%	37%	40%	41%	43%	38%	45%	52%	81%
AUTOMATING REPETITIVE OR MANUAL TASKS	121	10	95	25	34	27	33	19	38	51	26	32	37	37	25	22	21	17	11	4
	30%	21%	32%	26%	37%	31%	27%	25%	30%	35%	26%	24%	31%	44%	36%	36%	34%	28%	28%	31%
ENHANCING SCHEDULING AND WORKFLOW EFFICIENCY	119	8	101	19	34	29	33	16	44	44	25	34	44	29	18	20	17	17	13	4
	30%	16%	34%	19%	38%	33%	27%	20%	35%	31%	25%	25%	37%	35%	26%	33%	28%	29%	33%	30%
IMPROVING INVENTORY OR SUPPLY CHAIN MANAGEMENT	101	6	80	21	25	26	25	18	34	41	21	31	30	23	21	20	15	15	11	5
	25%	13%	27%	21%	28%	30%	20%	22%	27%	28%	21%	23%	24%	28%	30%	33%	24%	26%	28%	41%
IMPROVING PRODUCT QUALITY	82	10	68	14	12	19	23	18	28	36	15	26	25	23	10	13	17	12	9	2
	20%	20%	23%	14%	14%	22%	19%	23%	22%	25%	15%	20%	21%	27%	14%	22%	28%	20%	24%	18%
REDUCING PRODUCTION DOWNTIME	70	7	56	14	16	17	19	11	28	23	16	23	19	18	10	9	13	9	8	4
	17%	16%	18%	14%	18%	20%	15%	14%	22%	16%	16%	17%	16%	22%	14%	15%	22%	16%	20%	31%
OTHER	22	2	16	7	7	-	6	8	8	4	8	7	7	3	5	3	4	1	3	-
	6%	5%	5%	7%	8%	-	5%	10%	7%	3%	8%	5%	6%	4%	7%	5%	7%	1%	8%	-
WE ARE NOT CURRENTLY CONSIDERING AI OR AUTOMATION	130	22	92	38	21	31	43	28	37	42	36	41	48	22	21	12	14	22	6	2
	32%	45%	31%	38%	24%	36%	35%	36%	29%	29%	35%	30%	40%	27%	31%	19%	24%	38%	15%	13%
REFUSED	4	-	3	2	-	-	2	1	2	-	-	3	-	1	1	-	-	-	2	-
	1%	-	1%	2%	-	-	1%	2%	2%	-	-	2%	-	1%	1%	-	-	-	4%	-

Table 40-4
QUESTION A3:
From the following list, which area or areas of your business do you believe AI and automation would have the most positive impact?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (POSITIVE IMPACT - NOT CURRENTLY CONSIDERING)	116	65	36	32	30	32	56	28	57	30	1	29	60	25	76	51	58	63	51	39	67	47	70
	29%	33%	30%	31%	36%	42%	83%	14%	50%	71%	4%	23%	30%	34%	42%	25%	30%	34%	33%	25%	45%	35%	36%
TOTAL POSITIVE IMPACT	246	126	76	66	53	53	62	106	85	35	20	76	120	47	126	121	120	119	99	92	104	87	131
	62%	64%	63%	63%	65%	68%	90%	52%	74%	84%	51%	60%	61%	63%	70%	59%	62%	64%	64%	60%	69%	65%	66%
SUPPORTING DATA ANALYSIS AND DECISION-MAKING	152	78	46	44	39	39	43	55	63	24	11	44	76	29	85	80	86	84	60	67	74	56	81
	38%	40%	38%	42%	47%	50%	63%	27%	55%	56%	28%	35%	39%	40%	47%	39%	44%	45%	38%	44%	50%	42%	41%
AUTOMATING REPETITIVE OR MANUAL TASKS	121	57	38	33	28	24	39	46	46	14	15	35	61	24	66	64	70	75	52	58	61	55	60
	30%	29%	31%	32%	35%	31%	57%	23%	40%	33%	38%	28%	31%	32%	37%	31%	36%	40%	34%	37%	41%	41%	30%
ENHANCING SCHEDULING AND WORKFLOW EFFICIENCY	119	53	47	37	28	26	35	43	43	20	13	37	61	20	66	68	68	72	53	49	67	58	69
	30%	27%	39%	35%	35%	33%	52%	21%	38%	48%	32%	29%	31%	27%	37%	33%	35%	38%	34%	32%	45%	43%	35%
IMPROVING INVENTORY OR SUPPLY CHAIN MANAGEMENT	101	56	33	29	23	21	33	39	39	15	9	26	44	27	52	55	57	60	44	46	56	41	49
	25%	28%	27%	27%	28%	27%	48%	19%	34%	35%	23%	21%	23%	36%	29%	27%	30%	32%	28%	30%	37%	30%	25%
IMPROVING PRODUCT QUALITY	82	42	28	24	22	17	25	36	31	10	5	23	42	15	40	45	41	41	35	34	44	33	36
	20%	22%	23%	23%	26%	22%	36%	18%	27%	24%	12%	18%	22%	20%	22%	22%	21%	22%	23%	22%	30%	25%	18%
REDUCING PRODUCTION DOWNTIME	70	31	23	17	17	15	22	23	28	11	7	15	36	18	40	36	37	35	30	32	41	30	32
	17%	16%	19%	17%	21%	19%	33%	12%	24%	27%	18%	12%	18%	24%	22%	17%	19%	19%	19%	21%	28%	22%	16%
OTHER	22	10	5	5	4	5	3	15	2	2	1	4	11	7	5	14	10	10	9	7	9	7	8
	6%	5%	4%	5%	5%	6%	4%	8%	2%	5%	2%	3%	6%	10%	3%	7%	5%	6%	6%	5%	6%	5%	4%
WE ARE NOT CURRENTLY CONSIDERING AI OR AUTOMATION	130	60	40	34	24	20	5	78	28	5	19	48	61	22	50	70	62	56	48	54	36	40	61
	32%	31%	33%	33%	29%	26%	8%	39%	24%	13%	47%	37%	31%	29%	28%	34%	32%	30%	31%	35%	24%	30%	31%
REFUSED	4	2	2	-	2	-	-	4	-	-	-	-	4	-	-	2	4	2	2	2	-	1	-
	1%	1%	1%	-	2%	-	-	2%	-	-	-	-	2%	-	-	1%	2%	1%	1%	1%	-	1%	-

Table 40-5
QUESTION A3:
From the following list, which area or areas of your business do you believe AI and automation would have the most positive impact?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (POSITIVE IMPACT - NOT CURRENTLY CONSIDERING)	92	22	17	27	17	-	10
	30%	40%	33%	53%	33%	-	19%
TOTAL POSITIVE IMPACT	195	36	33	38	33	25	29
	64%	68%	67%	77%	65%	50%	58%
SUPPORTING DATA ANALYSIS AND DECISION-MAKING	125	25	27	23	24	9	17
	41%	45%	54%	47%	47%	18%	33%
ENHANCING SCHEDULING AND WORKFLOW EFFICIENCY	98	20	15	17	21	11	14
	32%	38%	29%	33%	42%	23%	28%
AUTOMATING REPETITIVE OR MANUAL TASKS	92	22	17	18	13	7	15
	30%	42%	33%	37%	25%	14%	31%
IMPROVING INVENTORY OR SUPPLY CHAIN MANAGEMENT	89	18	12	17	16	18	8
	29%	32%	25%	33%	32%	36%	17%
IMPROVING PRODUCT QUALITY	64	11	12	17	10	7	7
	21%	21%	25%	33%	20%	14%	14%
REDUCING PRODUCTION DOWNTIME	53	11	8	10	9	9	7
	18%	19%	17%	20%	17%	18%	14%
OTHER	8	3	-	2	1	-	3
	3%	5%	-	3%	2%	-	6%
WE ARE NOT CURRENTLY CONSIDERING AI OR AUTOMATION	104	15	17	12	16	25	19
	34%	27%	33%	23%	32%	50%	39%
REFUSED	2	-	-	-	2	-	-
	1%	-	-	-	3%	-	-

Table 41-1
QUESTION A4:
Does your company have a formal strategy for adopting automation and/or AI? Which of the following statements comes closest to your company's current status?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (YES - NO)	-140	-50	-28	-16	-19	-28	-77	-63	-67	-73	20	-109	-52	24	-4	-19	-30	-5	-9	-131	-67	-11	-10	-39
	-35%	-37%	-31%	-33%	-43%	-33%	-35%	-36%	-63%	-55%	16%	-54%	-43%	33%	-10%	-27%	-39%	-8%	-18%	-37%	-47%	-9%	-26%	-51%
TOTAL YES	128	43	29	16	12	27	72	56	18	29	74	46	34	48	17	25	23	30	20	108	37	56	15	19
---	32%	32%	33%	33%	28%	33%	32%	32%	17%	22%	58%	22%	28%	66%	45%	37%	30%	46%	41%	31%	26%	45%	37%	25%
YES, WE HAVE A FORMAL STRATEGY WITH DOCUMENTED GOALS AND TIMELINES	15	6	4	1	-	4	10	5	-	3	10	5	5	6	1	4	3	2	-	15	2	4	3	5
	4%	4%	5%	2%	-	5%	5%	3%	-	2%	8%	2%	4%	8%	2%	6%	4%	2%	-	4%	1%	3%	8%	7%
WE HAVE A FORMAL STRATEGY IN DEVELOPMENT	23	10	7	2	1	4	16	7	-	3	18	3	5	14	4	4	6	2	-	23	5	12	1	4
	6%	7%	8%	5%	1%	4%	7%	4%	-	2%	14%	2%	4%	20%	11%	6%	7%	4%	-	7%	3%	10%	4%	5%
WE HAVE AN INFORMAL OR AD-HOC APPROACH	90	28	18	13	12	20	46	44	18	23	45	38	24	28	12	17	14	26	20	70	30	40	10	10
	22%	20%	20%	27%	27%	24%	20%	25%	17%	17%	35%	18%	20%	39%	32%	25%	19%	40%	41%	20%	21%	32%	25%	13%
WE HAVE NO STRATEGY CURRENTLY	268	93	57	32	32	55	150	119	85	102	54	155	85	24	21	44	52	35	29	239	104	67	25	58
	67%	68%	64%	67%	72%	66%	67%	67%	80%	77%	42%	76%	71%	34%	55%	63%	70%	54%	59%	68%	72%	54%	63%	75%
REFUSED	4	-	2	-	-	2	2	2	3	1	-	3	1	-	-	-	-	-	-	4	3	1	-	-
	1%	-	3%	-	-	2%	1%	1%	3%	1%	-	2%	1%	-	-	-	-	-	-	1%	2%	1%	-	-
NO FORMAL STRATEGY YET	381	130	81	47	44	79	211	170	103	128	117	196	115	67	37	65	72	64	48	332	139	119	36	71
	95%	96%	92%	98%	100%	94%	94%	96%	97%	97%	92%	96%	96%	92%	98%	94%	96%	98%	100%	95%	97%	96%	92%	93%

Table 41-2
QUESTION A4:
Does your company have a formal strategy for adopting automation and/or AI? Which of the following statements comes closest to your company's current status?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (YES - NO)	-140	-62	-50	-112	-23	-14	-62	-55	-26	-67	-48	-8	-38	-92	-26	-28	-84	-39	-44	-56	-161	11	13	24
	-35%	-33%	-30%	-32%	-57%	-17%	-30%	-55%	-56%	-31%	-37%	-5%	-54%	-54%	-21%	-30%	-47%	-30%	-50%	-32%	-50%	27%	40%	33%
TOTAL YES	128	61	59	119	9	33	71	22	10	76	39	74	15	38	48	33	45	44	22	60	80	26	22	48
---	32%	33%	35%	34%	21%	41%	35%	22%	22%	35%	30%	47%	21%	22%	39%	35%	26%	34%	25%	34%	25%	64%	70%	66%
YES, WE HAVE A FORMAL STRATEGY WITH DOCUMENTED GOALS AND TIMELINES	15	12	2	14	1	5	5	2	6	3	5	10	1	4	7	2	6	5	3	5	9	1	5	6
	4%	6%	1%	4%	2%	7%	3%	2%	12%	1%	4%	7%	1%	2%	6%	2%	4%	4%	4%	3%	3%	2%	15%	8%
WE HAVE A FORMAL STRATEGY IN DEVELOPMENT	23	13	10	22	1	5	15	3	2	14	8	10	4	9	9	7	6	7	5	11	9	8	7	14
	6%	7%	6%	6%	2%	6%	7%	3%	3%	6%	6%	7%	6%	5%	8%	8%	4%	5%	5%	6%	3%	19%	21%	20%
WE HAVE AN INFORMAL OR AD-HOC APPROACH	90	36	47	83	7	23	51	16	3	59	26	53	10	26	32	24	33	32	14	44	62	18	11	28
	22%	19%	28%	23%	17%	29%	25%	16%	7%	27%	20%	34%	14%	15%	26%	25%	18%	25%	16%	25%	19%	43%	34%	39%
WE HAVE NO STRATEGY CURRENTLY	268	122	108	231	32	47	134	76	37	143	87	82	53	130	74	61	129	84	67	116	241	15	9	24
	67%	66%	65%	65%	79%	59%	65%	76%	78%	65%	67%	53%	75%	77%	61%	64%	73%	64%	74%	66%	74%	36%	30%	34%
REFUSED	4	3	1	4	-	-	-	2	-	1	3	-	2	2	-	1	3	3	1	-	4	-	-	-
	1%	2%	-	1%	-	-	-	2%	-	-	2%	-	3%	1%	-	1%	2%	2%	1%	-	1%	-	-	-
NO FORMAL STRATEGY YET	381	171	165	336	40	74	200	95	41	216	121	146	67	165	115	92	168	123	86	171	311	41	27	67
	95%	92%	98%	95%	98%	93%	97%	95%	88%	98%	93%	93%	96%	97%	94%	97%	95%	94%	96%	97%	96%	98%	85%	92%

Table 41-3
QUESTION A4:
Does your company have a formal strategy for adopting automation and/or AI? Which of the following statements comes closest to your company's current status?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (YES - NO)	-140	-28	-84	-56	-11	-31	-49	-45	-41	-28	-50	-65	-38	4	-24	1	-15	-33	-12	-1
	-35%	-60%	-28%	-57%	-12%	-36%	-39%	-57%	-33%	-19%	-50%	-49%	-32%	5%	-34%	1%	-26%	-56%	-32%	-7%
TOTAL YES	128	10	108	20	39	28	37	16	42	58	25	33	41	44	23	31	22	13	13	6
---	32%	20%	36%	20%	43%	32%	30%	21%	34%	40%	24%	25%	34%	53%	32%	50%	37%	22%	34%	47%
YES, WE HAVE A FORMAL STRATEGY WITH DOCUMENTED GOALS AND TIMELINES	15	2	10	5	6	6	3	-	8	5	2	4	4	5	2	1	7	2	1	1
	4%	3%	3%	5%	6%	7%	3%	-	6%	3%	2%	3%	3%	6%	3%	2%	12%	3%	4%	6%
WE HAVE A FORMAL STRATEGY IN DEVELOPMENT	23	2	20	3	2	4	7	6	11	9	2	5	7	10	5	7	3	2	2	-
	6%	3%	7%	3%	3%	5%	6%	8%	9%	7%	2%	3%	6%	11%	7%	11%	5%	4%	6%	-
WE HAVE AN INFORMAL OR AD-HOC APPROACH	90	6	78	12	31	17	27	10	23	44	20	24	29	30	15	23	12	9	9	5
	22%	13%	26%	12%	35%	20%	22%	13%	18%	30%	20%	18%	24%	35%	22%	37%	20%	15%	24%	40%
WE HAVE NO STRATEGY CURRENTLY	268	38	192	76	50	59	86	61	83	86	75	98	79	40	47	30	38	46	25	7
	67%	80%	64%	77%	55%	68%	70%	78%	66%	60%	74%	73%	65%	47%	67%	50%	62%	78%	66%	53%
REFUSED	4	-	1	3	2	-	-	1	-	-	2	3	2	-	1	-	1	-	-	-
	1%	-	-	3%	2%	-	-	1%	-	-	2%	2%	1%	-	1%	-	1%	-	-	-
NO FORMAL STRATEGY YET	381	46	290	91	83	81	120	78	117	139	97	127	115	79	67	60	53	57	37	12
	95%	97%	96%	92%	92%	93%	97%	99%	94%	97%	96%	95%	95%	94%	96%	98%	87%	97%	96%	94%

Table 41-4
QUESTION A4:
Does your company have a formal strategy for adopting automation and/or AI? Which of the following statements comes closest to your company's current status?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (YES - NO)	-140	-70	-42	-23	-23	-21	3	-111	-16	-2	-14	-65	-38	-38	-33	-73	-64	-51	-53	-51	-22	-29	-61
	-35%	-36%	-34%	-22%	-28%	-27%	5%	-55%	-14%	-5%	-35%	-51%	-19%	-51%	-19%	-35%	-33%	-28%	-34%	-33%	-15%	-22%	-31%
TOTAL YES	128	63	38	41	30	29	35	44	50	20	13	30	78	18	73	65	63	65	49	50	63	53	68
---------	32%	32%	31%	39%	36%	37%	51%	22%	43%	48%	33%	24%	40%	25%	41%	31%	32%	35%	32%	33%	42%	39%	34%
YES, WE HAVE A FORMAL STRATEGY WITH DOCUMENTED GOALS AND TIMELINES	15	5	3	2	5	6	6	2	8	2	1	2	10	3	7	5	6	6	3	3	8	6	3
	4%	3%	3%	2%	6%	8%	9%	1%	7%	6%	2%	1%	5%	4%	4%	3%	3%	3%	2%	2%	5%	5%	2%
WE HAVE A FORMAL STRATEGY IN DEVELOPMENT	23	15	6	8	6	4	4	6	14	2	2	4	13	5	14	12	10	12	8	11	15	12	13
	6%	7%	5%	8%	8%	5%	6%	3%	12%	4%	4%	3%	7%	7%	8%	6%	5%	6%	5%	7%	10%	9%	7%
WE HAVE AN INFORMAL OR AD-HOC APPROACH	90	42	29	30	19	18	25	36	27	16	11	25	55	10	52	48	47	48	39	36	40	34	52
	22%	22%	24%	29%	23%	24%	36%	18%	24%	38%	27%	20%	28%	14%	29%	23%	24%	26%	25%	24%	27%	25%	26%
WE HAVE NO STRATEGY CURRENTLY	268	133	80	64	52	49	32	155	65	22	27	95	116	56	107	138	128	117	102	101	85	82	129
	67%	68%	66%	61%	64%	63%	47%	76%	57%	52%	67%	75%	59%	75%	59%	67%	66%	63%	66%	66%	57%	61%	65%
REFUSED	4	1	3	-	-	-	2	4	-	-	-	2	2	-	-	4	4	4	4	2	1	1	2
	1%	-	3%	-	-	-	2%	2%	-	-	-	1%	1%	-	-	2%	2%	2%	2%	1%	-	1%	1%
NO FORMAL STRATEGY YET	381	190	115	102	77	71	60	196	107	40	39	124	184	71	173	197	184	177	148	148	140	128	193
	95%	97%	95%	98%	94%	92%	88%	97%	93%	94%	98%	98%	94%	96%	96%	96%	95%	95%	96%	96%	94%	95%	98%

Table 41-5
QUESTION A4:
Does your company have a formal strategy for adopting automation and/or AI? Which of the following statements comes closest to your company's current status?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (YES - NO)	-93	-8	-4	-13	-20	-27	-19
	-31%	-16%	-8%	-27%	-40%	-55%	-39%
TOTAL YES	106	22	23	18	15	11	15
---	35%	42%	46%	37%	30%	23%	31%
YES, WE HAVE A FORMAL STRATEGY WITH DOCUMENTED GOALS AND TIMELINES	19	1	8	5	-	-	4
	6%	3%	17%	10%	-	-	8%
WE HAVE A FORMAL STRATEGY IN DEVELOPMENT	20	4	6	2	1	7	-
	6%	8%	13%	3%	2%	14%	-
WE HAVE AN INFORMAL OR AD-HOC APPROACH	67	17	8	12	14	5	11
	22%	31%	17%	23%	28%	9%	22%
WE HAVE NO STRATEGY CURRENTLY	199	31	27	32	36	39	35
	65%	57%	54%	63%	70%	77%	69%
REFUSED	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
NO FORMAL STRATEGY YET	285	52	42	45	51	50	46
	94%	96%	83%	90%	100%	100%	92%

Table 42-1
QUESTION T1:
Next, let's turn our attention to tariffs. How confident are you that your company can successfully navigate the current tariff and trade environment?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (CONFIDENT - NOT CONFIDENT)	262	92	57	25	34	55	148	114	53	89	100	119	82	60	27	49	53	49	28	234	91	88	26	42
	66%	68%	64%	53%	77%	65%	66%	65%	50%	68%	78%	58%	68%	82%	71%	72%	71%	74%	58%	67%	63%	71%	65%	55%
TOTAL CONFIDENT	327	112	72	36	39	68	184	143	80	110	112	160	99	66	32	58	63	57	38	288	117	104	32	57
	82%	82%	82%	75%	89%	81%	82%	81%	75%	83%	88%	78%	83%	90%	86%	85%	84%	87%	79%	82%	82%	84%	82%	75%
TOTAL NOT CONFIDENT	65	20	16	10	5	14	36	29	27	20	12	41	17	6	5	9	10	8	10	55	27	16	7	15
	16%	15%	18%	22%	11%	16%	16%	17%	25%	15%	10%	20%	15%	8%	14%	13%	13%	12%	21%	16%	18%	13%	16%	20%
VERY CONFIDENT	151	51	39	18	14	29	91	61	32	54	50	71	46	33	11	28	36	28	15	136	65	47	15	18
	38%	38%	44%	38%	31%	34%	40%	35%	30%	41%	39%	35%	38%	46%	30%	41%	47%	42%	32%	39%	45%	38%	38%	24%
SOMEWHAT CONFIDENT	176	60	33	17	25	39	93	82	48	56	62	89	53	32	21	30	27	29	23	152	52	57	17	39
	44%	44%	38%	36%	58%	47%	42%	47%	45%	42%	49%	44%	45%	44%	56%	43%	36%	45%	48%	43%	36%	46%	44%	51%
NOT VERY CONFIDENT	32	9	7	5	1	9	17	15	7	13	6	16	11	4	2	7	8	4	6	26	9	8	6	9
	8%	7%	9%	10%	3%	11%	8%	9%	7%	10%	5%	8%	9%	6%	6%	10%	11%	6%	13%	7%	6%	6%	15%	12%
NOT AT ALL CONFIDENT	33	10	8	6	4	5	19	14	19	8	6	25	6	2	3	2	2	4	4	29	17	8	1	6
	8%	8%	9%	12%	9%	5%	8%	8%	18%	6%	5%	12%	5%	2%	8%	3%	2%	6%	8%	8%	12%	7%	2%	8%
DON'T KNOW/UNSURE	7	4	-	2	-	1	4	3	-	2	2	3	3	1	-	2	2	-	-	7	-	3	1	4
	2%	3%	-	3%	-	2%	2%	2%	-	1%	2%	2%	3%	1%	-	3%	3%	-	-	2%	-	2%	2%	5%
REFUSED	1	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	1	-	1	-	1	-	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	1%	-	-

Table 42-2
QUESTION T1:
Next, let's turn our attention to tariffs. How confident are you that your company can successfully navigate the current tariff and trade environment?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (CONFIDENT - NOT CONFIDENT)	262	145	124	269	-8	66	134	51	34	132	92	129	30	102	100	56	106	95	49	116	201	34	26	60
	66%	78%	74%	76%	-19%	84%	65%	51%	71%	60%	72%	83%	43%	60%	82%	59%	60%	72%	55%	66%	62%	83%	82%	82%
TOTAL CONFIDENT	327	162	146	308	16	71	169	74	39	175	109	141	50	134	109	75	141	112	68	145	259	37	28	66
	82%	87%	87%	87%	39%	90%	82%	74%	82%	80%	85%	90%	72%	79%	89%	79%	79%	85%	76%	82%	80%	90%	90%	90%
TOTAL NOT CONFIDENT	65	18	22	39	24	5	35	23	5	43	17	12	20	32	9	19	34	17	18	29	58	3	2	6
	16%	9%	13%	11%	59%	6%	17%	23%	11%	20%	13%	8%	28%	19%	7%	20%	19%	13%	21%	17%	18%	8%	8%	8%
VERY CONFIDENT	151	94	50	144	6	50	69	25	23	78	50	71	19	60	65	23	61	43	40	67	117	19	14	33
	38%	51%	30%	41%	14%	63%	34%	25%	48%	36%	39%	45%	27%	35%	53%	25%	34%	32%	45%	38%	36%	46%	45%	46%
SOMEWHAT CONFIDENT	176	68	96	164	10	21	100	49	16	97	59	71	31	74	44	51	80	69	28	79	143	19	14	32
	44%	37%	57%	46%	25%	27%	49%	49%	34%	44%	46%	45%	44%	43%	36%	54%	45%	53%	31%	45%	44%	45%	44%	44%
NOT VERY CONFIDENT	32	11	11	23	9	2	16	13	3	23	6	5	9	17	6	8	16	8	10	14	27	2	2	4
	8%	6%	7%	6%	23%	3%	8%	13%	7%	10%	5%	3%	12%	10%	5%	8%	9%	6%	11%	8%	8%	6%	5%	6%
NOT AT ALL CONFIDENT	33	6	11	17	15	2	19	10	2	20	11	6	11	15	3	11	18	9	9	15	31	1	1	2
	8%	3%	6%	5%	36%	3%	9%	10%	4%	9%	8%	4%	16%	9%	3%	12%	10%	7%	10%	9%	10%	2%	2%	2%
DON'T KNOW/UNSURE	7	6	-	6	1	3	2	3	3	1	3	3	-	4	3	1	2	2	3	1	7	-	1	1
	2%	3%	-	2%	2%	3%	1%	3%	7%	-	2%	2%	-	2%	3%	1%	1%	2%	4%	-	2%	-	3%	1%
REFUSED	1	1	-	1	-	1	-	-	-	1	-	1	-	-	1	-	-	-	-	1	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	2%	-	1%

Table 42-3
QUESTION T1:
Next, let's turn our attention to tariffs. How confident are you that your company can successfully navigate the current tariff and trade environment?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (CONFIDENT - NOT CONFIDENT)	262	30	218	44	65	55	83	48	115	98	29	88	97	53	46	38	27	18	35	8
	66%	63%	73%	45%	71%	63%	67%	62%	92%	68%	29%	66%	80%	63%	66%	61%	44%	30%	92%	62%
TOTAL CONFIDENT	327	39	257	70	76	70	102	63	118	120	64	110	107	68	57	49	44	38	37	11
	82%	81%	86%	70%	84%	80%	83%	80%	94%	84%	63%	82%	89%	81%	82%	81%	72%	65%	96%	81%
TOTAL NOT CONFIDENT	65	9	39	26	12	14	20	15	3	22	35	22	10	15	12	12	17	21	2	3
	16%	19%	13%	26%	13%	16%	16%	19%	3%	15%	34%	16%	8%	18%	17%	19%	28%	35%	4%	19%
VERY CONFIDENT	151	15	127	24	34	33	45	35	71	47	22	41	59	36	28	20	16	8	15	2
	38%	31%	42%	24%	37%	38%	37%	44%	57%	32%	22%	30%	49%	44%	40%	33%	27%	14%	39%	18%
SOMEWHAT CONFIDENT	176	24	130	46	42	37	57	28	47	74	41	69	49	31	30	29	27	30	22	8
	44%	51%	43%	46%	47%	42%	46%	36%	38%	51%	41%	51%	40%	37%	42%	48%	45%	51%	57%	63%
NOT VERY CONFIDENT	32	4	16	16	8	6	7	9	2	11	16	16	6	5	9	3	7	7	1	1
	8%	8%	5%	16%	8%	6%	6%	11%	2%	8%	16%	12%	5%	6%	13%	5%	12%	12%	2%	6%
NOT AT ALL CONFIDENT	33	5	23	10	4	9	13	6	1	11	18	6	4	10	3	9	10	13	1	2
	8%	11%	8%	10%	5%	10%	10%	7%	1%	8%	18%	4%	3%	12%	4%	14%	16%	23%	2%	13%
DON'T KNOW/UNSURE	7	-	3	4	2	3	1	-	4	1	2	3	3	1	1	-	-	-	-	-
	2%	-	1%	4%	3%	4%	1%	-	3%	1%	2%	2%	3%	1%	1%	-	-	-	-	-
REFUSED	1	-	1	-	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	-	-	-

Table 42-4
QUESTION T1:
Next, let's turn our attention to tariffs. How confident are you that your company can successfully navigate the current tariff and trade environment?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (CONFIDENT - NOT CONFIDENT)	262	111	97	68	58	48	47	119	86	30	26	77	137	47	128	138	130	116	99	110	118	97	133
	66%	57%	80%	66%	71%	62%	69%	59%	75%	71%	66%	60%	70%	64%	71%	67%	67%	63%	64%	72%	79%	72%	67%
TOTAL CONFIDENT	327	152	108	83	70	62	57	158	99	36	32	101	165	60	152	170	160	150	127	129	132	115	164
	82%	78%	90%	80%	86%	79%	84%	78%	86%	85%	82%	79%	84%	81%	84%	83%	83%	80%	82%	84%	88%	85%	83%
TOTAL NOT CONFIDENT	65	41	12	15	12	14	10	40	13	6	6	24	27	13	24	33	30	33	28	19	14	17	31
	16%	21%	10%	14%	14%	17%	15%	20%	11%	15%	16%	19%	14%	17%	13%	16%	15%	18%	18%	12%	9%	13%	16%
VERY CONFIDENT	151	62	61	28	36	25	23	67	47	17	19	56	69	25	76	78	81	66	60	64	64	57	87
	38%	32%	50%	27%	44%	33%	33%	33%	41%	40%	48%	44%	35%	34%	42%	38%	42%	35%	39%	42%	43%	42%	44%
SOMEWHAT CONFIDENT	176	90	47	56	34	36	34	91	52	19	13	44	95	35	76	92	80	84	67	65	68	58	77
	44%	46%	39%	53%	41%	47%	50%	45%	46%	45%	34%	35%	49%	47%	42%	45%	41%	45%	43%	42%	45%	43%	39%
NOT VERY CONFIDENT	32	20	8	9	5	10	5	18	6	2	6	11	14	6	14	15	20	21	15	14	9	9	17
	8%	10%	7%	8%	6%	13%	7%	9%	5%	6%	16%	9%	7%	8%	8%	7%	10%	11%	9%	9%	6%	7%	9%
NOT AT ALL CONFIDENT	33	21	4	6	7	4	6	22	7	4	-	13	13	7	11	17	10	12	13	5	5	8	14
	8%	11%	3%	6%	8%	5%	8%	11%	6%	9%	-	10%	7%	9%	6%	8%	5%	7%	9%	3%	3%	6%	7%
DON'T KNOW/UNSURE	7	2	1	5	-	2	1	4	2	-	1	2	3	2	3	2	3	3	1	5	3	2	2
	2%	1%	1%	5%	-	3%	1%	2%	2%	-	2%	2%	2%	2%	2%	1%	2%	2%	-	3%	2%	2%	1%
REFUSED	1	1	-	1	-	-	-	-	1	-	-	-	1	-	1	1	1	-	-	1	-	-	1
	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 42-5
QUESTION T1:
Next, let's turn our attention to tariffs. How confident are you that your company can successfully navigate the current tariff and trade environment?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (CONFIDENT - NOT CONFIDENT)	196	37	37	23	43	20	35
	64%	69%	75%	47%	83%	41%	69%
TOTAL CONFIDENT	248	45	44	37	47	34	42
	81%	83%	88%	73%	92%	68%	83%
TOTAL NOT CONFIDENT	52	8	6	13	4	14	7
	17%	14%	13%	27%	8%	27%	14%
VERY CONFIDENT	101	22	21	13	16	11	17
	33%	42%	42%	27%	32%	23%	33%
SOMEWHAT CONFIDENT	147	22	23	23	31	23	25
	48%	42%	46%	47%	60%	45%	50%
NOT VERY CONFIDENT	30	6	2	10	2	9	1
	10%	10%	4%	20%	3%	18%	3%
NOT AT ALL CONFIDENT	22	2	4	3	3	5	6
	7%	4%	8%	7%	5%	9%	11%
DON'T KNOW/UNSURE	4	1	-	-	-	2	-
	1%	3%	-	-	-	5%	-
REFUSED	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%

Table 43-1
QUESTION T2_1:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing new hiring

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-272	-90	-58	-30	-32	-63	-147	-125	-65	-106	-78	-133	-86	-51	-19	-58	-52	-43	-33	-238	-104	-81	-30	-46
	-68%	-66%	-66%	-63%	-72%	-75%	-66%	-71%	-61%	-80%	-61%	-65%	-72%	-70%	-51%	-84%	-69%	-66%	-69%	-68%	-72%	-65%	-76%	-60%
TOTAL HAVE DONE/CURRENTLY DOING	59	21	15	7	6	11	36	23	18	13	25	32	16	11	9	5	11	11	7	52	17	21	5	14
	15%	15%	17%	15%	13%	13%	16%	13%	16%	10%	19%	15%	13%	15%	23%	8%	15%	17%	14%	15%	12%	17%	12%	18%
TOTAL CONSIDERING/NOT DONE	331	110	73	38	37	73	183	148	83	119	103	164	102	62	28	64	63	54	40	290	120	102	35	60
	83%	81%	83%	78%	84%	87%	82%	84%	78%	90%	81%	81%	85%	85%	74%	92%	84%	83%	83%	83%	84%	82%	88%	79%
HAVE ALREADY DONE	29	14	5	5	2	4	18	10	7	8	12	14	9	5	6	1	5	9	5	24	9	13	3	4
	7%	10%	5%	10%	4%	5%	8%	6%	6%	6%	10%	7%	8%	7%	15%	1%	6%	13%	10%	7%	6%	11%	8%	5%
CURRENTLY DOING	30	7	11	2	4	7	17	13	11	5	13	17	7	6	3	5	6	2	2	28	8	8	2	10
	8%	5%	12%	5%	8%	8%	8%	7%	10%	3%	10%	8%	5%	8%	8%	7%	9%	4%	4%	8%	6%	6%	4%	13%
CONSIDERING DOING	19	6	8	-	3	2	14	5	8	7	2	14	4	1	3	5	1	4	5	14	4	8	1	5
	5%	4%	9%	-	7%	3%	6%	3%	8%	5%	2%	7%	3%	1%	8%	7%	1%	6%	10%	4%	3%	6%	2%	7%
NOT DONE/NOT CONSIDERING	312	104	65	38	34	71	169	143	74	112	101	150	98	61	25	59	62	51	35	276	117	94	34	55
	78%	77%	74%	78%	78%	85%	76%	81%	70%	85%	79%	74%	82%	84%	67%	86%	83%	77%	73%	79%	81%	76%	86%	71%
DON'T KNOW	7	3	-	3	1	-	3	5	5	-	-	6	1	-	-	-	1	-	1	6	5	-	-	2
	2%	2%	-	7%	3%	-	1%	3%	4%	-	-	3%	1%	-	-	-	1%	-	3%	2%	3%	-	-	3%
REFUSED	3	3	-	-	-	-	3	-	2	-	-	2	1	-	1	-	-	-	-	3	2	1	-	-
	1%	2%	-	-	-	-	1%	-	2%	-	-	1%	1%	-	2%	-	-	-	-	1%	1%	1%	-	-
DONE/CONSIDERING DOING	78	27	23	7	9	13	49	29	26	20	27	46	20	12	12	10	12	15	12	66	21	29	5	19
	20%	20%	26%	15%	20%	15%	22%	16%	24%	15%	21%	22%	17%	16%	31%	14%	16%	23%	24%	19%	14%	23%	14%	25%

Table 43-2
QUESTION T2_1:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing new hiring

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-272	-147	-108	-256	-14	-69	-142	-54	-33	-141	-94	-119	-30	-121	-99	-41	-130	-97	-54	-119	-219	-31	-21	-51
	-68%	-79%	-65%	-72%	-33%	-86%	-69%	-54%	-71%	-64%	-72%	-76%	-43%	-71%	-81%	-44%	-73%	-74%	-60%	-67%	-68%	-74%	-65%	-70%
TOTAL HAVE DONE/CURRENTLY DOING	59	17	30	47	11	5	29	22	6	37	16	17	19	23	10	27	21	16	17	27	48	5	5	11
	15%	9%	18%	13%	27%	6%	14%	22%	12%	17%	13%	11%	27%	13%	8%	28%	12%	12%	19%	15%	15%	13%	17%	15%
TOTAL CONSIDERING/NOT DONE	331	165	138	303	25	73	171	76	39	178	110	136	49	144	108	68	152	112	71	145	267	36	26	62
	83%	88%	82%	86%	61%	92%	83%	76%	83%	81%	85%	87%	70%	85%	89%	72%	85%	86%	79%	82%	82%	87%	83%	85%
HAVE ALREADY DONE	29	6	19	25	3	2	16	8	2	20	7	11	5	12	9	10	8	8	9	11	24	2	3	5
	7%	3%	12%	7%	8%	2%	8%	8%	3%	9%	6%	7%	8%	7%	7%	11%	5%	6%	11%	6%	7%	4%	10%	7%
CURRENTLY DOING	30	11	10	22	8	3	13	14	4	17	9	6	14	11	1	17	13	7	7	16	24	4	2	6
	8%	6%	6%	6%	19%	4%	6%	14%	9%	8%	7%	4%	20%	6%	1%	18%	7%	6%	8%	9%	7%	9%	7%	8%
CONSIDERING DOING	19	7	12	19	-	2	11	6	3	11	3	5	7	7	4	5	10	9	1	7	18	1	-	1
	5%	4%	7%	5%	-	3%	5%	6%	7%	5%	2%	3%	10%	4%	3%	6%	5%	7%	2%	4%	6%	2%	-	1%
NOT DONE/NOT CONSIDERING	312	158	126	284	25	71	160	70	36	167	107	131	42	137	105	62	142	104	70	138	249	35	26	61
	78%	85%	75%	80%	61%	89%	78%	70%	76%	76%	83%	84%	60%	81%	85%	66%	80%	79%	78%	78%	77%	85%	83%	84%
DON'T KNOW	7	3	-	3	3	2	3	2	2	3	3	3	-	3	3	-	3	1	2	3	7	-	-	-
	2%	2%	-	1%	7%	2%	1%	2%	3%	1%	2%	2%	-	2%	3%	-	2%	1%	2%	2%	2%	-	-	-
REFUSED	3	1	-	1	2	-	3	-	1	2	-	-	2	-	1	-	2	2	-	1	3	-	-	-
	1%	-	-	-	4%	-	1%	-	2%	1%	-	-	3%	-	1%	-	1%	1%	-	-	1%	-	-	-
DONE/CONSIDERING DOING	78	24	42	66	11	7	40	28	9	48	19	22	26	30	14	32	31	24	18	34	66	6	5	12
	20%	13%	25%	19%	27%	9%	20%	28%	19%	22%	15%	14%	37%	18%	11%	34%	18%	19%	20%	19%	20%	15%	17%	16%

Table 43-3
QUESTION T2_1:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing new hiring

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-272	-38	-214	-58	-67	-54	-75	-57	-92	-108	-48	-95	-98	-56	-51	-29	-36	-29	-30	-8
	-68%	-80%	-71%	-58%	-74%	-62%	-61%	-73%	-73%	-75%	-48%	-70%	-81%	-67%	-73%	-48%	-60%	-48%	-78%	-62%
TOTAL HAVE DONE/CURRENTLY DOING	59	5	40	19	10	15	23	10	15	17	24	19	9	12	9	16	12	14	4	2
	15%	10%	13%	19%	12%	17%	18%	12%	12%	12%	24%	14%	8%	15%	14%	26%	20%	23%	11%	12%
TOTAL CONSIDERING/NOT DONE	331	43	254	77	77	69	98	67	107	125	72	113	108	68	60	45	48	42	34	10
	83%	90%	85%	77%	86%	79%	80%	86%	85%	87%	72%	84%	89%	82%	86%	74%	80%	72%	89%	75%
HAVE ALREADY DONE	29	2	21	8	6	8	8	5	6	8	13	7	2	10	3	13	4	5	2	-
	7%	3%	7%	8%	7%	10%	7%	6%	5%	6%	13%	6%	2%	12%	5%	21%	7%	9%	6%	-
CURRENTLY DOING	30	3	19	12	4	7	14	5	9	9	11	11	7	2	6	3	8	9	2	2
	8%	6%	6%	12%	4%	8%	12%	6%	8%	6%	11%	8%	6%	3%	9%	6%	14%	15%	5%	12%
CONSIDERING DOING	19	3	15	4	9	3	3	4	4	10	5	5	7	4	2	6	3	2	6	2
	5%	6%	5%	4%	10%	3%	2%	5%	3%	7%	5%	4%	6%	4%	3%	10%	5%	3%	14%	13%
NOT DONE/NOT CONSIDERING	312	40	239	73	68	66	95	63	103	115	67	108	101	65	58	39	45	40	29	8
	78%	84%	79%	74%	76%	76%	77%	80%	82%	80%	66%	80%	83%	78%	83%	64%	74%	68%	74%	61%
DON'T KNOW	7	-	5	2	2	3	-	2	2	2	3	2	4	2	-	-	-	1	-	-
	2%	-	2%	2%	3%	3%	-	2%	2%	1%	3%	1%	3%	2%	-	-	-	2%	-	-
REFUSED	3	-	1	2	-	-	3	-	1	-	2	1	-	1	-	-	-	2	-	2
	1%	-	-	2%	-	-	2%	-	1%	-	2%	1%	-	1%	-	-	-	3%	-	13%
DONE/CONSIDERING DOING	78	8	55	23	19	18	25	14	19	27	29	24	16	16	12	22	16	16	10	3
	20%	16%	18%	23%	22%	21%	21%	17%	15%	19%	29%	18%	13%	19%	17%	36%	26%	27%	26%	25%

Table 43-4
QUESTION T2_1:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing new hiring

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-272	-131	-97	-75	-57	-53	-43	-119	-89	-31	-31	-82	-141	-46	-141	-142	-149	-127	-113	-101	-108	-97	-143
	-68%	-67%	-81%	-72%	-70%	-68%	-64%	-59%	-78%	-73%	-79%	-65%	-72%	-62%	-78%	-69%	-77%	-68%	-73%	-66%	-73%	-72%	-72%
TOTAL HAVE DONE/CURRENTLY DOING	59	31	11	13	10	11	12	37	12	6	4	21	25	13	19	30	21	27	21	25	20	18	26
	15%	16%	9%	13%	12%	14%	18%	19%	11%	14%	9%	16%	13%	18%	10%	15%	11%	14%	13%	16%	13%	13%	13%
TOTAL CONSIDERING/NOT DONE	331	162	109	88	67	64	56	157	101	36	35	103	166	59	160	172	170	154	134	127	128	115	170
	83%	83%	90%	85%	82%	82%	82%	78%	89%	86%	89%	81%	85%	80%	89%	84%	87%	83%	86%	82%	86%	85%	86%
HAVE ALREADY DONE	29	16	3	5	7	7	7	21	3	2	2	6	18	4	8	14	13	14	10	12	12	12	10
	7%	8%	3%	5%	8%	10%	10%	10%	3%	6%	5%	5%	9%	6%	4%	7%	7%	8%	6%	8%	8%	9%	5%
CURRENTLY DOING	30	15	8	8	3	4	6	17	9	3	2	14	7	9	11	16	8	13	11	13	8	6	16
	8%	8%	7%	8%	4%	5%	9%	8%	8%	8%	4%	11%	4%	13%	6%	8%	4%	7%	7%	8%	5%	5%	8%
CONSIDERING DOING	19	7	8	5	2	4	5	10	5	3	1	6	9	4	9	4	4	4	8	7	4	4	7
	5%	3%	7%	4%	3%	5%	7%	5%	5%	6%	3%	5%	5%	5%	5%	2%	2%	2%	5%	4%	3%	3%	4%
NOT DONE/NOT CONSIDERING	312	156	101	84	65	60	51	147	96	34	34	97	157	55	151	169	166	150	126	120	124	112	163
	78%	79%	84%	80%	79%	78%	75%	73%	84%	80%	85%	76%	80%	75%	84%	82%	85%	80%	81%	78%	83%	83%	82%
DON'T KNOW	7	2	1	3	3	2	-	6	-	-	1	3	3	1	1	3	2	4	-	1	1	2	1
	2%	1%	1%	2%	4%	3%	-	3%	-	-	2%	2%	2%	2%	-	1%	1%	2%	-	1%	1%	1%	-
REFUSED	3	1	-	-	2	-	-	2	1	-	-	1	2	-	1	1	1	1	1	1	-	-	1
	1%	-	-	-	2%	-	-	1%	1%	-	-	1%	1%	-	-	-	-	-	1%	1%	-	-	-
DONE/CONSIDERING DOING	78	38	19	18	12	15	17	47	18	8	5	27	34	17	28	34	25	31	29	32	24	22	33
	20%	19%	16%	17%	15%	19%	25%	23%	15%	20%	12%	21%	17%	23%	15%	16%	13%	17%	18%	21%	16%	16%	17%

Table 43-5
QUESTION T2_1:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing new hiring

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-229	-39	-46	-35	-37	-30	-43
	-75%	-71%	-92%	-70%	-72%	-59%	-86%
TOTAL HAVE DONE/CURRENTLY DOING	34	7	2	7	7	9	3
	11%	13%	4%	13%	13%	18%	6%
TOTAL CONSIDERING/NOT DONE	263	46	48	42	43	39	46
	86%	84%	96%	83%	85%	77%	92%
HAVE ALREADY DONE	13	4	-	-	2	5	3
	4%	8%	-	-	3%	9%	6%
CURRENTLY DOING	21	3	2	7	5	5	-
	7%	5%	4%	13%	10%	9%	-
CONSIDERING DOING	8	-	-	-	3	2	3
	3%	-	-	-	7%	5%	6%
NOT DONE/NOT CONSIDERING	255	46	48	42	40	36	43
	83%	84%	96%	83%	78%	73%	86%
DON'T KNOW	8	1	-	2	1	2	1
	2%	3%	-	3%	2%	5%	3%
DONE/CONSIDERING DOING	43	7	2	7	10	11	6
	14%	13%	4%	13%	20%	23%	11%

Table 44-1
QUESTION T2_2:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Reducing workforce

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-315	-96	-70	-42	-35	-72	-166	-149	-81	-110	-97	-159	-95	-58	-27	-59	-59	-54	-45	-269	-122	-86	-36	-59
	-79%	-71%	-79%	-86%	-80%	-86%	-74%	-85%	-76%	-84%	-76%	-78%	-79%	-80%	-71%	-86%	-78%	-82%	-94%	-77%	-85%	-70%	-91%	-77%
TOTAL HAVE DONE/CURRENTLY DOING	39	19	8	2	4	6	27	12	12	10	15	20	12	7	5	5	8	5	1	38	9	18	2	8
	10%	14%	9%	3%	10%	7%	12%	7%	11%	7%	12%	10%	10%	10%	13%	7%	10%	8%	3%	11%	6%	15%	4%	10%
TOTAL CONSIDERING/NOT DONE	354	115	78	43	40	78	194	161	93	120	112	179	107	65	32	64	67	59	47	307	131	105	38	66
	89%	85%	89%	90%	90%	93%	86%	91%	87%	91%	88%	88%	89%	90%	84%	93%	89%	90%	97%	87%	91%	85%	96%	87%
HAVE ALREADY DONE	24	14	5	-	4	2	18	6	5	6	11	12	6	6	4	3	6	3	-	24	7	12	-	4
	6%	10%	5%	-	10%	2%	8%	3%	5%	5%	8%	6%	5%	8%	11%	4%	8%	4%	-	7%	5%	10%	-	5%
CURRENTLY DOING	15	5	4	2	-	4	9	6	7	4	5	8	5	2	1	2	1	2	1	14	2	6	2	4
	4%	4%	4%	3%	-	5%	4%	3%	6%	3%	4%	4%	4%	2%	2%	3%	2%	4%	3%	4%	2%	5%	4%	5%
CONSIDERING DOING	20	5	5	2	4	5	10	10	7	6	4	9	5	5	2	2	4	2	5	15	7	8	3	2
	5%	4%	5%	3%	8%	5%	4%	6%	6%	5%	3%	5%	4%	7%	4%	3%	6%	3%	10%	4%	5%	6%	7%	2%
NOT DONE/NOT CONSIDERING	335	110	74	42	36	73	184	151	86	114	108	170	102	60	30	62	62	57	42	292	124	97	35	65
	84%	81%	84%	87%	82%	87%	82%	86%	81%	87%	85%	83%	85%	83%	80%	90%	83%	87%	87%	83%	87%	78%	89%	85%
DON'T KNOW	6	1	2	3	-	-	2	3	2	2	-	5	1	-	-	-	1	2	-	6	3	-	-	2
	1%	1%	2%	7%	-	-	1%	2%	2%	1%	-	2%	1%	-	-	-	1%	2%	-	2%	2%	-	-	3%
REFUSED	1	1	-	-	-	-	1	-	-	-	-	-	1	-	1	-	-	-	-	1	-	1	-	-
	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	2%	-	-	-	-	-	-	1%	-	-
DONE/CONSIDERING DOING	59	24	13	3	8	11	37	22	19	16	19	30	16	13	7	7	12	7	6	52	16	26	5	9
	15%	18%	15%	7%	18%	13%	17%	12%	17%	12%	15%	15%	14%	17%	18%	10%	16%	11%	13%	15%	11%	21%	11%	12%

Table 44-2
QUESTION T2_2:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Reducing workforce

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-315	-166	-125	-291	-23	-74	-161	-67	-36	-159	-116	-141	-40	-133	-107	-65	-139	-111	-55	-147	-254	-33	-25	-58
	-79%	-89%	-75%	-82%	-55%	-94%	-78%	-67%	-76%	-72%	-90%	-90%	-57%	-78%	-88%	-69%	-78%	-85%	-61%	-83%	-78%	-80%	-79%	-80%
TOTAL HAVE DONE/CURRENTLY DOING	39	7	21	29	9	2	21	16	4	29	6	7	15	17	6	15	18	10	16	13	32	4	3	7
	10%	4%	13%	8%	22%	2%	10%	16%	9%	13%	4%	5%	21%	10%	5%	15%	10%	8%	18%	8%	10%	10%	10%	10%
TOTAL CONSIDERING/NOT DONE	354	173	146	319	32	76	182	83	40	188	122	148	55	150	114	80	158	121	71	161	286	37	28	65
	89%	93%	87%	90%	78%	96%	89%	83%	85%	86%	94%	94%	79%	88%	93%	85%	89%	92%	79%	91%	88%	90%	90%	90%
HAVE ALREADY DONE	24	5	16	21	2	1	15	8	3	18	3	6	9	9	6	9	9	7	11	6	18	3	3	6
	6%	3%	10%	6%	4%	1%	7%	8%	6%	8%	3%	4%	13%	5%	5%	10%	5%	5%	12%	4%	6%	8%	8%	8%
CURRENTLY DOING	15	2	5	8	7	1	6	7	2	11	2	2	6	8	1	5	9	3	5	7	13	1	1	2
	4%	1%	3%	2%	18%	1%	3%	7%	4%	5%	2%	1%	8%	5%	1%	6%	5%	3%	5%	4%	4%	2%	2%	2%
CONSIDERING DOING	20	7	8	15	5	2	11	5	1	11	6	4	6	9	1	7	11	9	4	7	14	2	4	5
	5%	4%	5%	4%	12%	3%	6%	5%	2%	5%	5%	3%	8%	6%	1%	8%	6%	7%	4%	4%	4%	4%	12%	7%
NOT DONE/NOT CONSIDERING	335	166	138	305	27	74	171	78	39	177	116	143	49	140	112	73	147	112	67	154	271	36	25	60
	84%	89%	82%	86%	66%	93%	83%	78%	84%	81%	89%	92%	70%	83%	92%	77%	83%	86%	74%	87%	84%	86%	78%	83%
DON'T KNOW	6	5	-	5	-	2	1	2	2	2	2	2	-	3	2	-	2	-	3	2	6	-	-	-
	1%	3%	-	1%	-	2%	-	2%	3%	1%	1%	1%	-	2%	1%	-	1%	-	4%	1%	2%	-	-	-
REFUSED	1	1	-	1	-	-	1	-	1	-	-	-	-	-	1	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	-	2%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-
DONE/CONSIDERING DOING	59	14	29	44	14	4	33	21	5	40	12	12	21	27	8	22	29	19	20	20	46	6	7	13
	15%	8%	18%	12%	34%	5%	16%	21%	11%	18%	9%	7%	30%	16%	6%	23%	17%	14%	22%	11%	14%	14%	22%	17%

Table 44-3
QUESTION T2_2:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Reducing workforce

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-315	-41	-240	-75	-82	-62	-99	-56	-102	-118	-70	-109	-109	-59	-48	-34	-50	-34	-33	-12
	-79%	-87%	-80%	-75%	-91%	-71%	-80%	-71%	-81%	-82%	-69%	-81%	-90%	-70%	-69%	-56%	-82%	-58%	-85%	-89%
TOTAL HAVE DONE/CURRENTLY DOING	39	3	28	11	3	12	12	11	10	13	14	11	5	12	11	13	5	12	3	1
	10%	7%	9%	11%	3%	13%	9%	13%	8%	9%	14%	9%	4%	14%	15%	21%	9%	21%	7%	6%
TOTAL CONSIDERING/NOT DONE	354	45	268	86	85	74	111	66	112	131	84	120	114	71	59	47	55	47	35	12
	89%	93%	89%	87%	94%	85%	90%	85%	89%	91%	83%	90%	94%	85%	85%	77%	91%	79%	93%	94%
HAVE ALREADY DONE	24	2	17	7	2	7	6	6	7	6	10	9	2	10	8	8	1	6	2	-
	6%	5%	6%	7%	3%	8%	5%	8%	6%	4%	10%	7%	2%	11%	11%	13%	1%	10%	5%	-
CURRENTLY DOING	15	1	10	5	1	5	6	4	3	7	3	2	2	2	3	5	5	7	1	1
	4%	2%	3%	5%	1%	5%	5%	5%	2%	5%	3%	2%	2%	3%	5%	8%	8%	11%	2%	6%
CONSIDERING DOING	20	3	14	5	8	4	5	-	3	7	9	4	4	2	1	7	6	4	5	2
	5%	7%	5%	5%	9%	5%	4%	-	2%	5%	9%	3%	3%	3%	1%	12%	9%	6%	14%	13%
NOT DONE/NOT CONSIDERING	335	41	254	81	76	70	105	66	109	124	75	116	110	68	58	40	50	43	30	11
	84%	87%	84%	81%	85%	80%	86%	85%	87%	86%	74%	87%	91%	82%	83%	65%	82%	73%	78%	81%
DON'T KNOW	6	-	4	2	2	2	-	2	2	-	3	2	2	-	-	2	-	-	-	-
	1%	-	1%	2%	3%	2%	-	2%	2%	-	3%	1%	2%	-	-	2%	-	-	-	-
REFUSED	1	-	1	-	-	-	1	-	1	-	-	1	-	1	-	-	-	-	-	-
	-	-	-	-	-	-	1%	-	1%	-	-	1%	-	1%	-	-	-	-	-	-
DONE/CONSIDERING DOING	59	6	42	17	11	16	17	11	13	20	23	16	9	14	12	20	11	16	8	2
	15%	13%	14%	17%	13%	18%	14%	13%	10%	14%	23%	12%	7%	17%	17%	33%	18%	27%	22%	19%

Table 44-4
QUESTION T2_2:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Reducing workforce

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-315	-154	-109	-86	-60	-68	-53	-146	-100	-33	-34	-105	-156	-50	-154	-165	-155	-152	-129	-123	-113	-114	-158
	-79%	-79%	-90%	-82%	-74%	-88%	-78%	-72%	-87%	-79%	-86%	-83%	-80%	-68%	-86%	-80%	-80%	-82%	-83%	-80%	-76%	-84%	-80%
TOTAL HAVE DONE/CURRENTLY DOING	39	21	5	9	10	3	8	26	7	4	2	10	17	12	11	20	18	15	12	14	18	10	19
	10%	10%	4%	9%	12%	4%	11%	13%	6%	8%	6%	8%	9%	16%	6%	10%	9%	8%	8%	9%	12%	7%	10%
TOTAL CONSIDERING/NOT DONE	354	175	114	94	70	72	61	173	107	37	36	115	174	62	166	185	172	167	142	137	130	123	177
	89%	89%	95%	91%	86%	92%	89%	85%	93%	88%	92%	91%	89%	84%	92%	90%	89%	90%	91%	89%	88%	92%	90%
HAVE ALREADY DONE	24	12	2	6	8	3	4	15	6	4	-	5	12	7	8	12	11	8	5	9	12	8	10
	6%	6%	2%	6%	9%	4%	5%	7%	5%	8%	-	4%	6%	10%	5%	6%	5%	5%	3%	6%	8%	6%	5%
CURRENTLY DOING	15	9	3	3	2	-	4	12	1	-	2	5	5	5	3	8	7	7	8	4	5	2	9
	4%	4%	3%	3%	3%	-	6%	6%	1%	-	6%	4%	3%	6%	2%	4%	4%	4%	5%	3%	4%	2%	5%
CONSIDERING DOING	20	11	5	5	3	5	2	11	4	2	2	6	9	4	7	7	6	9	12	6	4	7	9
	5%	5%	4%	5%	3%	7%	3%	6%	3%	6%	5%	5%	5%	5%	4%	4%	3%	5%	8%	4%	3%	5%	4%
NOT DONE/NOT CONSIDERING	335	164	109	89	67	67	58	161	103	34	34	109	165	58	158	177	166	158	129	130	126	117	169
	84%	84%	91%	85%	82%	86%	85%	80%	90%	82%	87%	86%	84%	79%	88%	86%	86%	85%	83%	85%	85%	86%	85%
DON'T KNOW	6	-	1	1	2	2	-	3	-	2	1	1	5	-	2	1	4	2	-	2	1	2	1
	1%	-	1%	1%	2%	3%	-	2%	-	4%	2%	1%	2%	-	1%	-	2%	1%	-	2%	1%	1%	-
REFUSED	1	1	-	-	-	-	-	-	1	-	-	1	-	-	1	1	1	1	1	1	-	-	1
	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	1%	-	-	-
DONE/CONSIDERING DOING	59	31	10	14	13	8	10	38	11	6	4	16	26	16	19	27	23	24	25	20	22	17	28
	15%	16%	9%	14%	16%	11%	15%	19%	9%	14%	11%	13%	13%	21%	10%	13%	12%	13%	16%	13%	15%	12%	14%

Table 44-5
QUESTION T2_2:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Reducing workforce

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-242	-48	-33	-37	-43	-43	-37
	-79%	-90%	-67%	-73%	-83%	-86%	-75%
TOTAL HAVE DONE/CURRENTLY DOING	29	2	8	7	4	2	6
	10%	4%	17%	13%	8%	5%	11%
TOTAL CONSIDERING/NOT DONE	271	51	42	43	47	45	43
	89%	94%	83%	87%	92%	91%	86%
HAVE ALREADY DONE	17	1	6	2	3	2	3
	6%	1%	13%	3%	7%	5%	6%
CURRENTLY DOING	12	1	2	5	1	-	3
	4%	3%	4%	10%	2%	-	6%
CONSIDERING DOING	22	2	4	2	4	7	3
	7%	4%	8%	3%	8%	14%	6%
NOT DONE/NOT CONSIDERING	249	48	37	42	43	39	40
	82%	90%	75%	83%	83%	77%	81%
DON'T KNOW	5	1	-	-	-	2	1
	2%	3%	-	-	-	5%	3%
DONE/CONSIDERING DOING	51	4	12	8	9	9	8
	17%	8%	25%	17%	17%	18%	17%

Table 45-1
QUESTION T2_3:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Increasing sourcing from US suppliers

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	28	16	8	9	2	-6	23	5	2	7	9	16	-	11	-	-9	11	4	2	25	5	5	1	11
	7%	11%	9%	18%	5%	-7%	10%	3%	2%	6%	7%	8%	-	15%	-1%	-12%	14%	6%	4%	7%	3%	4%	3%	15%
TOTAL HAVE DONE/CURRENTLY DOING	207	75	47	25	22	38	122	85	52	68	67	105	58	41	17	28	42	35	24	182	71	64	19	42
	52%	55%	53%	52%	51%	45%	54%	48%	49%	52%	52%	52%	49%	56%	46%	41%	57%	53%	49%	52%	50%	52%	49%	55%
TOTAL CONSIDERING/NOT DONE	179	59	39	16	20	44	98	80	50	61	58	89	59	30	18	37	32	31	22	157	67	59	18	31
	45%	44%	44%	33%	46%	52%	44%	46%	47%	46%	45%	44%	49%	41%	47%	53%	42%	47%	45%	45%	46%	48%	46%	41%
HAVE ALREADY DONE	87	29	17	10	14	17	47	41	17	42	23	46	25	16	9	12	24	12	15	72	32	28	6	18
	22%	22%	20%	22%	31%	20%	21%	23%	16%	32%	18%	23%	21%	22%	24%	17%	32%	19%	30%	21%	22%	23%	15%	23%
CURRENTLY DOING	119	46	29	14	9	21	75	44	35	27	44	59	33	25	9	16	18	23	9	110	39	36	13	25
	30%	34%	33%	30%	20%	25%	33%	25%	33%	20%	34%	29%	28%	34%	23%	24%	24%	34%	19%	31%	27%	29%	34%	32%
CONSIDERING DOING	56	15	13	4	7	17	28	28	12	19	22	25	18	14	5	14	9	14	8	48	16	18	6	14
	14%	11%	15%	8%	17%	20%	13%	16%	11%	15%	17%	12%	15%	19%	14%	21%	12%	22%	17%	14%	11%	14%	16%	19%
NOT DONE/NOT CONSIDERING	122	44	26	12	13	27	70	52	38	42	36	64	41	16	13	22	23	16	14	109	50	41	12	17
	31%	32%	30%	25%	30%	32%	31%	30%	36%	32%	28%	31%	34%	22%	34%	33%	30%	25%	28%	31%	35%	33%	30%	22%
DON'T KNOW	12	1	1	7	1	2	2	11	5	2	3	8	2	2	2	2	1	-	3	9	6	-	2	3
	3%	1%	1%	15%	3%	3%	1%	6%	4%	2%	2%	4%	2%	3%	4%	3%	1%	-	6%	3%	4%	-	5%	4%
REFUSED	2	1	2	-	-	-	2	-	-	-	-	2	1	-	1	2	-	-	-	2	-	1	-	-
	1%	1%	2%	-	-	-	1%	-	-	-	-	1%	1%	-	2%	2%	-	-	-	1%	-	1%	-	-
DONE/CONSIDERING DOING	263	90	59	29	30	55	150	113	64	88	88	130	76	54	23	43	51	49	32	231	88	82	26	57
	66%	66%	68%	60%	68%	65%	67%	64%	60%	67%	69%	64%	63%	75%	60%	62%	68%	75%	66%	66%	61%	66%	65%	74%

Table 45-2
QUESTION T2_3:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Increasing sourcing from US suppliers

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	28	17	6	23	3	6	15	7	1	24	-1	12	-12	28	12	-1	17	4	11	14	16	5	6	11
	7%	9%	3%	7%	8%	7%	7%	7%	2%	11%	-1%	8%	-17%	16%	10%	-1%	9%	3%	12%	8%	5%	11%	20%	15%
TOTAL HAVE DONE/CURRENTLY DOING	207	99	83	182	22	42	107	51	23	117	63	83	28	95	66	46	93	67	49	90	164	23	18	41
	52%	53%	49%	51%	54%	52%	52%	51%	48%	53%	48%	53%	40%	56%	54%	48%	52%	51%	54%	51%	51%	55%	58%	56%
TOTAL CONSIDERING/NOT DONE	179	81	77	158	19	36	91	44	22	93	64	71	40	67	54	46	76	63	38	77	148	18	12	30
	45%	44%	46%	45%	46%	45%	45%	44%	46%	42%	49%	45%	57%	40%	44%	49%	43%	48%	42%	44%	46%	44%	37%	41%
HAVE ALREADY DONE	87	38	42	80	5	12	53	20	7	54	23	38	12	37	31	22	34	33	20	33	71	10	6	16
	22%	21%	25%	23%	12%	16%	26%	20%	15%	25%	18%	24%	17%	21%	25%	23%	19%	25%	23%	19%	22%	25%	18%	22%
CURRENTLY DOING	119	60	41	101	17	29	54	30	16	63	39	45	16	59	35	24	59	34	28	57	93	12	13	25
	30%	32%	24%	29%	42%	37%	26%	30%	34%	29%	30%	29%	23%	34%	28%	25%	33%	26%	32%	32%	29%	30%	40%	34%
CONSIDERING DOING	56	30	24	54	2	13	28	13	3	33	20	26	12	18	19	12	23	19	12	23	43	8	6	14
	14%	16%	15%	15%	6%	16%	14%	13%	7%	15%	16%	17%	17%	11%	16%	13%	13%	15%	14%	13%	13%	20%	18%	19%
NOT DONE/NOT CONSIDERING	122	52	53	104	17	23	63	31	19	60	44	45	28	49	34	34	53	44	25	53	105	10	6	16
	31%	28%	31%	30%	40%	29%	31%	31%	39%	27%	34%	28%	39%	29%	28%	36%	30%	33%	28%	30%	32%	24%	20%	22%
DON'T KNOW	12	5	6	12	-	2	5	5	2	8	3	3	2	6	2	2	7	2	3	7	10	1	2	2
	3%	3%	4%	3%	-	2%	2%	5%	3%	4%	2%	2%	3%	4%	2%	3%	4%	1%	4%	4%	3%	2%	5%	3%
REFUSED	2	1	2	2	-	-	2	-	1	2	-	-	-	2	1	-	2	-	-	2	2	-	-	-
	1%	-	1%	1%	-	-	1%	-	2%	1%	-	-	-	1%	1%	-	1%	-	-	1%	1%	-	-	-
DONE/CONSIDERING DOING	263	128	107	236	24	54	135	64	26	150	83	109	40	113	85	58	116	86	61	114	206	31	24	54
	66%	69%	64%	67%	60%	69%	66%	64%	55%	68%	64%	70%	57%	66%	70%	61%	66%	66%	68%	65%	64%	74%	75%	75%

Table 45-3
QUESTION T2_3:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Increasing sourcing from US suppliers

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	28	6	13	15	1	21	-5	12	21	7	-10	1	17	5	10	-2	3	3	-3	7
	7%	12%	4%	15%	1%	24%	-4%	15%	16%	5%	-10%	-	14%	6%	14%	-4%	5%	6%	-9%	50%
TOTAL HAVE DONE/CURRENTLY DOING	207	24	152	54	43	53	56	45	71	75	43	64	66	43	37	29	32	31	17	9
	52%	50%	51%	55%	47%	61%	46%	58%	56%	52%	43%	48%	54%	52%	53%	47%	52%	52%	45%	72%
TOTAL CONSIDERING/NOT DONE	179	18	140	39	41	33	62	33	50	67	53	63	49	38	28	31	28	28	21	3
	45%	38%	46%	39%	46%	37%	50%	42%	40%	47%	53%	47%	40%	46%	40%	51%	47%	47%	55%	22%
HAVE ALREADY DONE	87	7	63	24	20	27	21	15	25	32	24	24	23	22	15	13	10	16	7	4
	22%	14%	21%	24%	23%	31%	17%	19%	20%	23%	23%	18%	19%	26%	22%	22%	17%	28%	19%	30%
CURRENTLY DOING	119	17	89	30	22	26	35	31	46	42	20	40	43	22	22	15	21	14	10	6
	30%	36%	30%	30%	25%	30%	28%	39%	36%	29%	20%	30%	36%	26%	32%	25%	35%	25%	27%	42%
CONSIDERING DOING	56	3	46	10	17	11	17	9	19	22	14	21	16	10	9	16	11	9	9	2
	14%	6%	15%	11%	19%	13%	14%	12%	15%	16%	14%	16%	13%	12%	13%	27%	18%	15%	23%	16%
NOT DONE/NOT CONSIDERING	122	15	94	29	24	21	45	24	31	45	40	43	33	28	19	15	18	18	12	1
	31%	32%	31%	29%	27%	24%	36%	30%	25%	31%	39%	32%	27%	34%	27%	24%	29%	31%	32%	6%
DON'T KNOW	12	4	6	6	6	2	5	-	2	2	4	4	6	1	3	2	1	1	-	1
	3%	8%	2%	6%	7%	2%	4%	-	2%	2%	4%	3%	5%	1%	5%	3%	1%	1%	-	6%
REFUSED	2	2	2	-	-	-	1	-	2	-	-	2	-	1	2	-	-	-	-	-
	1%	3%	1%	-	-	-	1%	-	2%	-	-	2%	-	1%	2%	-	-	-	-	-
DONE/CONSIDERING DOING	263	27	198	65	60	64	73	55	89	97	57	85	82	54	47	45	42	40	26	12
	66%	57%	66%	65%	66%	74%	59%	70%	71%	67%	57%	63%	68%	64%	67%	73%	70%	68%	68%	88%

Table 45-4
QUESTION T2_3:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Increasing sourcing from US suppliers

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	28	7	3	3	14	-7	10	16	-2	2	10	3	26	1	5	20	10	20	25	9	25	22	24
	7%	3%	3%	2%	17%	-10%	15%	8%	-2%	5%	26%	2%	13%	1%	3%	10%	5%	11%	16%	6%	17%	16%	12%
TOTAL HAVE DONE/CURRENTLY DOING	207	97	60	52	46	33	39	106	54	22	24	63	108	35	90	110	98	98	88	80	84	77	109
	52%	50%	49%	50%	56%	42%	58%	52%	47%	52%	60%	50%	55%	47%	50%	53%	51%	52%	56%	52%	56%	57%	55%
TOTAL CONSIDERING/NOT DONE	179	91	56	49	32	40	29	89	56	20	13	61	82	34	84	90	88	78	62	70	59	55	85
	45%	46%	47%	47%	39%	52%	42%	44%	49%	47%	34%	48%	42%	47%	47%	43%	45%	42%	40%	46%	40%	41%	43%
HAVE ALREADY DONE	87	38	24	16	18	15	20	46	22	13	7	22	49	15	37	47	40	42	39	38	37	37	47
	22%	20%	20%	15%	22%	19%	29%	23%	19%	32%	17%	17%	25%	20%	21%	23%	21%	23%	25%	25%	25%	28%	24%
CURRENTLY DOING	119	59	35	36	28	18	20	60	33	8	17	41	58	20	52	63	59	55	49	41	47	40	62
	30%	30%	29%	35%	35%	23%	29%	30%	28%	20%	42%	32%	30%	27%	29%	30%	30%	30%	31%	27%	31%	29%	31%
CONSIDERING DOING	56	33	17	17	17	16	13	23	25	7	1	14	32	8	31	29	35	25	18	29	24	20	23
	14%	17%	14%	16%	20%	21%	19%	11%	22%	17%	3%	11%	16%	11%	17%	14%	18%	14%	12%	19%	16%	15%	12%
NOT DONE/NOT CONSIDERING	122	58	40	32	15	24	16	66	31	12	12	46	50	26	53	61	53	53	44	41	35	35	62
	31%	30%	33%	31%	19%	31%	24%	33%	27%	29%	31%	36%	25%	36%	29%	29%	27%	28%	28%	27%	24%	26%	32%
DON'T KNOW	12	7	5	1	4	5	-	6	3	1	2	2	6	3	6	6	7	10	4	3	4	3	2
	3%	4%	4%	1%	5%	6%	-	3%	3%	2%	6%	2%	3%	4%	3%	3%	4%	5%	3%	2%	3%	2%	1%
REFUSED	2	1	-	2	-	-	-	2	1	-	-	1	-	2	1	1	1	1	1	1	2	-	1
	1%	-	-	1%	-	-	-	1%	1%	-	-	1%	-	2%	-	-	-	-	1%	1%	1%	-	-
DONE/CONSIDERING DOING	263	130	76	69	63	49	52	128	79	29	25	77	140	43	121	138	134	123	106	109	108	97	132
	66%	66%	63%	66%	76%	63%	76%	63%	69%	69%	63%	61%	71%	59%	67%	67%	69%	66%	68%	71%	72%	72%	67%

Table 45-5
QUESTION T2_3:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Increasing sourcing from US suppliers

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	15	1	17	7	1	-7	-4
	5%	3%	33%	13%	2%	-14%	-8%
TOTAL HAVE DONE/CURRENTLY DOING	154	25	33	28	25	20	22
	51%	47%	67%	57%	48%	41%	44%
TOTAL CONSIDERING/NOT DONE	140	24	17	22	24	27	26
	46%	44%	33%	43%	47%	55%	53%
HAVE ALREADY DONE	73	12	15	10	14	11	11
	24%	22%	29%	20%	27%	23%	22%
CURRENTLY DOING	82	13	19	18	11	9	11
	27%	25%	38%	37%	22%	18%	22%
CONSIDERING DOING	53	8	8	7	12	9	10
	18%	14%	17%	13%	23%	18%	19%
NOT DONE/NOT CONSIDERING	86	16	8	15	12	18	17
	28%	30%	17%	30%	23%	36%	33%
DON'T KNOW	11	5	-	-	3	2	1
	4%	9%	-	-	5%	5%	3%
DONE/CONSIDERING DOING	208	33	42	35	37	30	32
	68%	61%	83%	70%	72%	59%	64%

Table 46-1
QUESTION T2_4:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Re-evaluating your product offerings

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-211	-60	-55	-24	-25	-46	-115	-95	-73	-59	-61	-112	-66	-31	-16	-44	-42	-27	-26	-184	-94	-55	-23	-38
	-53%	-44%	-62%	-50%	-57%	-55%	-51%	-54%	-68%	-45%	-47%	-55%	-55%	-43%	-42%	-65%	-56%	-41%	-54%	-52%	-65%	-44%	-59%	-50%
TOTAL HAVE DONE/CURRENTLY DOING	91	36	17	11	9	18	53	39	16	35	34	44	25	21	10	12	16	19	11	80	25	33	8	18
	23%	27%	19%	23%	21%	22%	24%	22%	15%	27%	26%	22%	21%	29%	26%	17%	21%	29%	23%	23%	17%	27%	21%	24%
TOTAL CONSIDERING/NOT DONE	302	96	71	35	35	64	168	134	89	95	94	156	91	52	26	56	58	46	37	264	119	88	31	56
	76%	71%	81%	73%	79%	77%	75%	76%	83%	72%	74%	77%	76%	71%	68%	82%	77%	71%	77%	75%	83%	71%	79%	73%
HAVE ALREADY DONE	37	12	8	4	4	9	20	17	6	18	11	20	10	7	1	3	10	13	2	35	13	12	1	7
	9%	9%	10%	8%	9%	11%	9%	10%	6%	14%	9%	10%	9%	9%	2%	4%	13%	20%	4%	10%	9%	10%	2%	9%
CURRENTLY DOING	54	24	8	7	6	9	32	22	10	17	23	25	15	14	9	9	5	6	9	45	12	21	7	11
	14%	18%	9%	15%	13%	11%	15%	12%	9%	13%	18%	12%	12%	19%	24%	13%	7%	9%	19%	13%	9%	17%	19%	15%
CONSIDERING DOING	42	8	10	6	7	11	18	25	16	11	10	25	10	8	4	5	5	5	8	35	12	9	4	14
	11%	6%	11%	13%	16%	14%	8%	14%	15%	9%	7%	12%	8%	10%	10%	7%	6%	7%	16%	10%	9%	8%	11%	18%
NOT DONE/NOT CONSIDERING	260	89	62	29	28	53	150	109	73	83	85	132	81	44	22	52	53	42	29	230	106	79	27	42
	65%	65%	70%	60%	63%	63%	67%	62%	68%	63%	66%	65%	68%	61%	58%	75%	71%	64%	61%	65%	74%	63%	68%	55%
DON'T KNOW	5	2	-	2	-	2	2	3	2	1	-	3	2	-	2	1	1	-	-	5	-	1	-	2
	1%	1%	-	3%	-	2%	1%	2%	1%	1%	-	2%	1%	-	4%	1%	1%	-	-	1%	-	1%	-	3%
REFUSED	2	2	-	-	-	-	2	-	-	1	-	-	2	-	1	-	1	-	-	2	-	2	-	-
	-	1%	-	-	-	-	1%	-	-	1%	-	-	1%	-	2%	-	1%	-	-	-	-	1%	-	-
DONE/CONSIDERING DOING	134	44	26	18	16	30	70	63	32	46	43	69	35	28	13	16	20	24	19	115	37	43	13	32
	33%	32%	30%	37%	37%	35%	31%	36%	30%	35%	34%	34%	29%	39%	36%	24%	27%	36%	39%	33%	26%	35%	32%	41%

Table 46-2
QUESTION T2_4:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Re-evaluating your product offerings

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-211	-118	-78	-196	-12	-52	-115	-36	-24	-93	-88	-90	-23	-97	-75	-46	-92	-55	-41	-113	-178	-23	-8	-31
	-53%	-64%	-46%	-55%	-29%	-66%	-56%	-36%	-52%	-43%	-68%	-57%	-34%	-57%	-61%	-49%	-52%	-42%	-46%	-64%	-55%	-56%	-25%	-43%
TOTAL HAVE DONE/CURRENTLY DOING	91	32	44	76	15	13	43	31	10	62	20	33	23	34	23	24	41	38	23	30	70	9	12	21
	23%	17%	26%	21%	36%	17%	21%	31%	21%	28%	15%	21%	33%	20%	19%	26%	23%	29%	26%	17%	22%	22%	38%	29%
TOTAL CONSIDERING/NOT DONE	302	151	122	272	26	65	158	67	34	155	108	123	47	132	98	70	133	93	64	144	248	32	20	52
	76%	81%	73%	77%	64%	82%	77%	67%	72%	71%	84%	78%	67%	77%	80%	74%	75%	71%	72%	81%	76%	78%	62%	71%
HAVE ALREADY DONE	37	10	23	34	3	6	18	12	1	28	8	12	10	15	7	9	19	13	11	12	30	5	2	7
	9%	6%	14%	10%	8%	7%	9%	12%	2%	13%	6%	8%	15%	9%	6%	9%	10%	10%	12%	7%	9%	12%	5%	9%
CURRENTLY DOING	54	22	20	42	11	7	25	19	9	33	12	21	13	20	16	15	23	24	12	18	39	4	10	14
	14%	12%	12%	12%	28%	9%	12%	19%	19%	15%	9%	13%	18%	12%	13%	16%	13%	18%	14%	10%	12%	9%	32%	19%
CONSIDERING DOING	42	22	15	37	4	7	21	11	9	21	12	16	5	21	13	6	22	17	8	15	35	4	3	8
	11%	12%	9%	10%	11%	9%	10%	11%	19%	10%	10%	10%	8%	12%	10%	6%	12%	13%	9%	9%	11%	11%	10%	10%
NOT DONE/NOT CONSIDERING	260	129	107	236	22	58	137	56	25	134	96	107	41	111	85	64	111	76	56	128	213	28	17	44
	65%	69%	64%	67%	54%	73%	67%	56%	54%	61%	74%	68%	59%	65%	69%	68%	62%	58%	62%	73%	66%	67%	53%	61%
DON'T KNOW	5	2	2	4	-	-	3	2	2	2	-	-	-	4	-	-	4	1	2	2	5	-	-	-
	1%	1%	1%	1%	-	-	2%	2%	5%	1%	-	-	-	2%	-	-	2%	1%	2%	1%	1%	-	-	-
REFUSED	2	1	1	2	-	1	1	-	1	-	1	1	-	-	2	-	-	-	1	1	2	-	-	-
	-	-	-	-	-	1%	-	-	2%	-	1%	1%	-	-	1%	-	-	-	1%	-	1%	-	-	-
DONE/CONSIDERING DOING	134	54	58	113	19	20	64	42	18	83	32	49	29	55	36	30	63	54	31	46	105	13	15	28
	33%	29%	35%	32%	46%	26%	31%	42%	39%	38%	25%	31%	41%	32%	29%	32%	35%	41%	35%	26%	32%	33%	47%	39%

Table 46-3
QUESTION T2_4:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Re-evaluating your product offerings

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-211	-33	-158	-52	-44	-42	-68	-46	-71	-84	-36	-82	-77	-38	-30	-21	-27	-23	-13	-5
	-53%	-70%	-53%	-53%	-48%	-48%	-55%	-59%	-56%	-58%	-35%	-61%	-64%	-45%	-42%	-35%	-45%	-39%	-34%	-41%
TOTAL HAVE DONE/CURRENTLY DOING	91	6	70	22	22	22	26	16	26	30	32	25	20	22	20	20	17	18	13	4
	23%	13%	23%	22%	24%	25%	21%	21%	20%	21%	32%	18%	17%	27%	29%	33%	28%	30%	33%	29%
TOTAL CONSIDERING/NOT DONE	302	40	228	74	66	64	94	62	97	114	67	106	97	60	50	41	44	41	26	9
	76%	83%	76%	75%	73%	74%	76%	79%	77%	79%	67%	79%	80%	72%	71%	67%	72%	70%	67%	71%
HAVE ALREADY DONE	37	5	28	9	5	14	9	5	13	8	16	8	7	12	7	9	5	7	4	2
	9%	10%	9%	9%	6%	16%	8%	7%	10%	5%	15%	6%	6%	14%	10%	15%	8%	13%	9%	12%
CURRENTLY DOING	54	2	42	12	17	8	17	11	12	22	16	17	13	11	13	11	12	11	9	2
	14%	3%	14%	12%	18%	9%	13%	14%	10%	16%	16%	13%	11%	13%	19%	18%	20%	18%	24%	17%
CONSIDERING DOING	42	7	30	12	15	11	9	4	13	11	16	19	11	7	2	5	11	11	3	3
	11%	15%	10%	12%	16%	13%	8%	5%	11%	7%	16%	14%	9%	8%	3%	8%	18%	19%	8%	25%
NOT DONE/NOT CONSIDERING	260	33	197	62	51	53	85	58	83	103	52	87	86	53	48	36	33	30	23	6
	65%	69%	66%	63%	57%	61%	69%	74%	66%	72%	51%	65%	71%	64%	68%	59%	55%	50%	59%	46%
DON'T KNOW	5	2	2	3	2	1	2	-	2	-	2	2	2	-	-	-	-	-	-	-
	1%	3%	1%	3%	3%	1%	1%	-	1%	-	2%	2%	2%	-	-	-	-	-	-	-
REFUSED	2	-	2	-	-	-	2	-	2	-	-	1	1	1	-	-	-	-	-	-
	-	-	1%	-	-	-	1%	-	1%	-	-	1%	1%	1%	-	-	-	-	-	-
DONE/CONSIDERING DOING	134	13	100	34	37	33	35	20	39	41	48	44	31	29	22	25	27	29	16	7
	33%	28%	33%	34%	41%	38%	29%	26%	31%	28%	47%	33%	26%	35%	32%	41%	45%	50%	41%	54%

Table 46-4
QUESTION T2_4:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Re-evaluating your product offerings

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-211	-89	-82	-65	-41	-46	-44	-112	-61	-15	-24	-64	-114	-31	-95	-115	-99	-109	-88	-66	-72	-71	-118
	-53%	-45%	-68%	-62%	-50%	-59%	-64%	-55%	-53%	-35%	-62%	-50%	-58%	-42%	-53%	-56%	-51%	-59%	-57%	-43%	-48%	-52%	-60%
TOTAL HAVE DONE/CURRENTLY DOING	91	52	18	19	20	15	12	44	25	14	7	30	39	21	41	45	46	37	33	43	37	32	39
	23%	27%	15%	18%	25%	20%	18%	22%	22%	32%	18%	24%	20%	29%	23%	22%	24%	20%	21%	28%	25%	24%	19%
TOTAL CONSIDERING/NOT DONE	302	141	100	84	61	61	56	155	87	28	32	94	154	52	136	159	146	146	121	109	109	103	157
	76%	72%	83%	80%	75%	79%	82%	77%	76%	68%	80%	74%	78%	70%	76%	77%	75%	78%	78%	71%	73%	76%	79%
HAVE ALREADY DONE	37	16	6	10	9	7	3	20	10	6	2	14	16	7	17	18	18	12	10	17	13	12	17
	9%	8%	5%	9%	11%	9%	5%	10%	9%	14%	4%	11%	8%	10%	9%	9%	9%	7%	7%	11%	9%	9%	8%
CURRENTLY DOING	54	36	12	9	12	8	9	24	16	8	6	17	23	14	24	27	28	25	23	27	24	20	22
	14%	19%	10%	9%	14%	11%	13%	12%	14%	18%	14%	13%	12%	19%	13%	13%	14%	13%	15%	17%	16%	15%	11%
CONSIDERING DOING	42	16	14	9	13	9	10	17	14	6	6	9	23	9	22	20	12	16	13	9	17	11	15
	11%	8%	11%	9%	15%	11%	15%	8%	12%	13%	15%	7%	12%	12%	12%	10%	6%	8%	9%	6%	11%	8%	7%
NOT DONE/NOT CONSIDERING	260	125	87	75	49	53	46	139	73	23	26	85	130	43	114	139	134	130	108	100	92	92	142
	65%	64%	72%	72%	60%	68%	67%	69%	63%	55%	65%	67%	67%	58%	63%	67%	69%	70%	70%	65%	62%	68%	72%
DON'T KNOW	5	2	2	1	-	1	-	2	2	-	1	1	3	1	2	1	2	2	-	1	2	-	1
	1%	1%	2%	1%	-	1%	-	1%	1%	-	2%	1%	2%	1%	1%	-	1%	1%	-	1%	2%	-	-
REFUSED	2	1	-	1	-	-	-	1	1	-	-	2	-	-	1	2	1	1	1	1	-	-	2
	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	1%	1%	-	-	1%
DONE/CONSIDERING DOING	134	68	31	28	33	24	22	60	40	19	13	39	62	30	63	65	59	53	46	52	54	43	53
	33%	35%	26%	27%	40%	31%	33%	30%	34%	45%	33%	31%	32%	40%	35%	31%	30%	28%	30%	34%	36%	32%	27%

Table 46-5
QUESTION T2_4:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Re-evaluating your product offerings

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-161	-24	-17	-33	-30	-23	-35
	-53%	-44%	-33%	-67%	-58%	-45%	-69%
TOTAL HAVE DONE/CURRENTLY DOING	71	15	17	8	10	14	7
	23%	27%	33%	17%	20%	27%	14%
TOTAL CONSIDERING/NOT DONE	232	39	33	42	40	36	42
	76%	71%	67%	83%	78%	73%	83%
HAVE ALREADY DONE	28	5	6	2	3	9	3
	9%	9%	13%	3%	7%	18%	6%
CURRENTLY DOING	42	10	10	7	7	5	4
	14%	18%	21%	13%	13%	9%	8%
CONSIDERING DOING	45	5	2	12	8	11	7
	15%	9%	4%	23%	15%	23%	14%
NOT DONE/NOT CONSIDERING	187	34	31	30	32	25	35
	61%	62%	63%	60%	63%	50%	69%
DON'T KNOW	3	1	-	-	1	-	1
	1%	1%	-	-	2%	-	3%
DONE/CONSIDERING DOING	115	20	19	20	18	25	14
	38%	36%	38%	40%	35%	50%	28%

Table 47-1
QUESTION T2_5:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing or revisiting pending deals

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-268	-92	-51	-30	-38	-57	-143	-125	-85	-79	-79	-150	-75	-40	-23	-41	-45	-40	-35	-232	-104	-83	-26	-47
	-67%	-67%	-58%	-63%	-86%	-68%	-64%	-71%	-80%	-60%	-62%	-73%	-62%	-55%	-61%	-60%	-60%	-61%	-73%	-66%	-72%	-67%	-66%	-62%
TOTAL HAVE DONE/CURRENTLY DOING	57	19	16	7	2	13	35	23	9	25	22	24	18	15	5	12	14	12	6	51	18	19	5	13
	14%	14%	18%	15%	5%	15%	15%	13%	8%	19%	17%	12%	15%	21%	14%	18%	19%	18%	12%	15%	12%	15%	12%	17%
TOTAL CONSIDERING/NOT DONE	325	110	67	38	40	70	177	148	94	104	101	174	93	55	28	54	59	52	41	283	121	102	31	60
	81%	81%	76%	78%	92%	83%	79%	84%	88%	79%	79%	85%	78%	75%	75%	78%	79%	79%	86%	81%	84%	82%	78%	78%
HAVE ALREADY DONE	25	10	7	2	-	6	17	8	3	11	10	11	7	6	2	5	8	6	-	25	8	9	-	5
	6%	7%	8%	3%	-	7%	8%	4%	3%	8%	8%	5%	6%	9%	6%	8%	11%	9%	-	7%	6%	8%	-	6%
CURRENTLY DOING	32	9	9	6	2	7	18	15	5	14	12	13	11	9	3	7	6	6	6	26	10	9	5	8
	8%	6%	10%	12%	5%	8%	8%	8%	5%	11%	9%	6%	9%	12%	8%	10%	8%	9%	12%	8%	7%	8%	12%	10%
CONSIDERING DOING	28	4	5	2	6	10	9	19	8	7	11	12	8	8	2	2	7	2	5	23	6	10	1	9
	7%	3%	6%	5%	14%	12%	4%	11%	8%	5%	8%	6%	7%	12%	6%	3%	9%	3%	11%	7%	4%	8%	3%	12%
NOT DONE/NOT CONSIDERING	297	106	62	35	34	60	168	129	86	97	90	162	85	46	26	52	53	50	36	260	116	91	30	51
	74%	78%	70%	73%	78%	71%	75%	73%	80%	74%	71%	79%	71%	64%	69%	75%	70%	76%	75%	74%	80%	74%	75%	66%
DON'T KNOW	13	6	2	3	1	1	8	5	2	2	5	3	7	3	3	2	2	1	1	12	3	2	4	4
	3%	4%	3%	7%	3%	1%	4%	3%	2%	1%	4%	2%	6%	4%	9%	2%	2%	1%	2%	4%	2%	2%	9%	5%
REFUSED	5	1	3	-	-	1	4	1	2	1	-	3	2	-	1	2	-	1	-	5	2	1	-	-
	1%	1%	3%	-	-	1%	2%	-	1%	1%	-	1%	1%	-	2%	2%	-	1%	-	1%	1%	1%	-	-
DONE/CONSIDERING DOING	85	23	21	10	9	23	44	41	17	32	32	36	26	23	8	14	21	14	11	74	23	29	6	22
	21%	17%	24%	20%	20%	27%	20%	23%	16%	24%	25%	17%	22%	32%	20%	21%	28%	21%	23%	21%	16%	24%	16%	28%

Table 47-2
QUESTION T2_5:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing or revisiting pending deals

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-268	-131	-112	-243	-21	-58	-131	-67	-32	-130	-102	-109	-48	-110	-81	-65	-119	-91	-56	-118	-225	-26	-14	-40
	-67%	-71%	-66%	-69%	-50%	-73%	-64%	-67%	-68%	-59%	-79%	-69%	-69%	-65%	-66%	-69%	-67%	-70%	-63%	-67%	-69%	-63%	-44%	-55%
TOTAL HAVE DONE/CURRENTLY DOING	57	23	24	48	10	10	33	14	6	38	12	23	10	24	19	13	25	17	14	26	42	8	7	15
	14%	13%	14%	13%	23%	12%	16%	14%	13%	17%	9%	15%	14%	14%	15%	14%	14%	13%	16%	15%	13%	19%	23%	21%
TOTAL CONSIDERING/NOT DONE	325	155	136	291	30	68	164	80	38	169	114	132	58	134	100	78	143	109	70	144	267	34	21	55
	81%	83%	81%	82%	73%	86%	80%	80%	82%	77%	89%	84%	83%	79%	81%	83%	81%	83%	79%	81%	82%	81%	67%	75%
HAVE ALREADY DONE	25	10	11	21	3	2	18	5	3	17	5	13	4	7	8	4	12	10	2	13	18	4	3	6
	6%	6%	7%	6%	8%	3%	9%	5%	5%	8%	4%	8%	6%	4%	6%	4%	7%	8%	2%	7%	6%	10%	8%	9%
CURRENTLY DOING	32	13	13	26	6	8	15	9	4	22	7	10	5	17	11	9	12	7	12	13	24	4	5	9
	8%	7%	8%	7%	15%	10%	7%	9%	8%	10%	5%	7%	8%	10%	9%	10%	7%	5%	14%	7%	7%	9%	15%	12%
CONSIDERING DOING	28	12	12	24	4	5	14	7	1	14	13	11	5	12	8	7	13	15	7	6	20	4	4	8
	7%	6%	7%	7%	11%	6%	7%	7%	3%	6%	10%	7%	7%	7%	7%	7%	7%	11%	8%	3%	6%	10%	14%	12%
NOT DONE/NOT CONSIDERING	297	143	124	267	26	63	150	73	37	155	102	120	53	122	92	71	130	94	63	138	247	30	17	46
	74%	77%	74%	75%	62%	79%	73%	73%	78%	71%	79%	77%	76%	72%	75%	75%	73%	72%	71%	78%	76%	72%	53%	64%
DON'T KNOW	13	6	5	11	2	1	5	6	2	10	1	2	2	8	3	3	6	4	5	4	10	-	3	3
	3%	3%	3%	3%	4%	2%	2%	6%	3%	5%	1%	1%	3%	5%	3%	3%	3%	3%	6%	2%	3%	-	9%	4%
REFUSED	5	2	2	5	-	-	3	-	1	2	2	-	-	4	1	-	4	2	-	3	5	-	-	-
	1%	1%	1%	1%	-	-	2%	-	2%	1%	1%	-	-	2%	1%	-	2%	1%	-	2%	1%	-	-	-
DONE/CONSIDERING DOING	85	35	36	71	14	15	47	21	8	52	24	34	14	36	27	20	38	32	21	32	62	12	12	23
	21%	19%	21%	20%	34%	19%	23%	21%	16%	24%	19%	22%	21%	21%	22%	21%	21%	24%	24%	18%	19%	28%	37%	32%

Table 47-3
QUESTION T2_5:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing or revisiting pending deals

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-268	-37	-208	-60	-65	-63	-62	-63	-81	-113	-52	-94	-76	-46	-41	-51	-43	-28	-31	-8
	-67%	-78%	-69%	-60%	-72%	-72%	-51%	-81%	-65%	-79%	-52%	-70%	-63%	-55%	-59%	-82%	-71%	-47%	-81%	-63%
TOTAL HAVE DONE/CURRENTLY DOING	57	3	42	15	10	12	28	6	19	14	22	16	20	18	12	4	9	15	3	2
	14%	6%	14%	15%	11%	13%	22%	8%	15%	9%	22%	12%	17%	21%	17%	7%	14%	25%	8%	18%
TOTAL CONSIDERING/NOT DONE	325	40	250	75	75	74	90	70	100	127	75	110	96	64	53	55	51	42	34	11
	81%	84%	83%	75%	83%	85%	73%	89%	80%	88%	74%	82%	79%	76%	76%	89%	85%	72%	90%	82%
HAVE ALREADY DONE	25	2	16	9	3	6	11	3	6	7	9	4	10	8	5	3	2	9	2	2
	6%	5%	5%	9%	4%	7%	9%	4%	5%	5%	9%	3%	8%	9%	7%	4%	4%	15%	4%	12%
CURRENTLY DOING	32	1	26	6	7	5	16	3	13	6	13	12	11	10	7	2	6	5	2	1
	8%	2%	9%	6%	8%	6%	13%	4%	10%	4%	13%	9%	9%	12%	11%	3%	10%	9%	4%	6%
CONSIDERING DOING	28	3	20	8	8	11	5	3	7	10	9	9	6	7	1	8	8	6	2	1
	7%	7%	7%	8%	9%	13%	4%	4%	6%	7%	9%	7%	5%	8%	1%	13%	14%	10%	4%	11%
NOT DONE/NOT CONSIDERING	297	37	230	66	67	63	85	67	93	116	65	101	90	57	52	47	43	37	33	9
	74%	77%	77%	67%	75%	73%	69%	85%	74%	81%	65%	75%	74%	68%	75%	77%	71%	62%	85%	71%
DON'T KNOW	13	2	5	8	5	1	5	2	3	4	4	4	5	2	2	2	1	2	1	-
	3%	5%	2%	8%	5%	1%	4%	3%	2%	3%	4%	3%	4%	2%	4%	2%	1%	4%	2%	-
REFUSED	5	2	3	2	-	1	1	-	3	-	-	4	-	1	2	1	-	-	-	-
	1%	5%	1%	2%	-	1%	1%	-	2%	-	-	3%	-	1%	3%	1%	-	-	-	-
DONE/CONSIDERING DOING	85	6	62	23	18	23	33	9	27	24	32	26	27	24	13	12	17	20	5	4
	21%	13%	21%	24%	20%	26%	26%	12%	21%	17%	31%	19%	22%	29%	18%	19%	28%	35%	12%	29%

Table 47-4
QUESTION T2_5:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing or revisiting pending deals

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-268	-134	-78	-66	-69	-49	-49	-156	-56	-31	-23	-72	-144	-50	-103	-129	-132	-125	-103	-94	-87	-87	-131
	-67%	-68%	-65%	-63%	-84%	-63%	-72%	-77%	-49%	-74%	-57%	-56%	-73%	-68%	-57%	-63%	-68%	-67%	-67%	-61%	-59%	-65%	-66%
TOTAL HAVE DONE/CURRENTLY DOING	57	28	19	16	5	13	9	17	27	5	8	27	22	8	36	33	27	26	22	26	27	23	32
	14%	14%	16%	15%	7%	17%	13%	8%	24%	13%	20%	21%	11%	11%	20%	16%	14%	14%	14%	17%	18%	17%	16%
TOTAL CONSIDERING/NOT DONE	325	162	97	82	74	62	58	173	83	37	31	98	166	59	140	162	159	151	125	120	115	110	162
	81%	83%	81%	78%	91%	80%	85%	86%	72%	87%	78%	78%	84%	79%	78%	78%	82%	81%	81%	78%	77%	82%	82%
HAVE ALREADY DONE	25	12	7	6	2	7	3	9	10	2	4	11	8	5	14	14	13	12	8	13	13	10	15
	6%	6%	6%	5%	2%	9%	5%	4%	9%	4%	10%	9%	4%	7%	8%	7%	7%	6%	5%	8%	8%	8%	7%
CURRENTLY DOING	32	16	12	10	4	6	6	8	17	4	4	15	14	3	23	19	14	14	14	13	15	12	17
	8%	8%	10%	10%	5%	8%	8%	4%	15%	9%	10%	12%	7%	4%	13%	9%	7%	7%	9%	9%	10%	9%	9%
CONSIDERING DOING	28	19	7	8	5	5	5	15	7	4	3	5	18	4	13	16	13	16	11	13	13	12	13
	7%	10%	6%	8%	7%	7%	7%	7%	6%	9%	7%	4%	9%	6%	7%	8%	6%	9%	7%	8%	9%	9%	6%
NOT DONE/NOT CONSIDERING	297	142	90	74	69	57	53	158	76	33	28	93	147	54	127	146	147	135	115	107	102	98	150
	74%	73%	75%	71%	84%	73%	78%	78%	67%	78%	70%	73%	75%	73%	71%	71%	75%	72%	74%	70%	69%	72%	76%
DON'T KNOW	13	5	3	5	2	2	2	9	4	-	1	1	6	5	3	9	5	7	5	5	5	2	3
	3%	3%	3%	5%	3%	3%	2%	4%	3%	-	2%	1%	3%	7%	2%	5%	3%	4%	3%	3%	4%	2%	2%
REFUSED	5	1	2	2	-	-	-	4	1	-	-	1	2	2	1	2	2	2	3	2	2	-	1
	1%	-	1%	1%	-	-	-	2%	1%	-	-	1%	1%	2%	-	1%	1%	1%	2%	2%	1%	-	-
DONE/CONSIDERING DOING	85	47	26	24	11	19	13	32	33	9	11	32	40	13	49	48	40	42	32	39	40	35	44
	21%	24%	21%	23%	13%	24%	20%	16%	29%	22%	28%	25%	20%	17%	27%	23%	21%	23%	21%	25%	27%	26%	22%

Table 47-5
QUESTION T2_5:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Pausing or revisiting pending deals

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-200	-34	-33	-32	-39	-30	-32
	-66%	-64%	-67%	-63%	-77%	-59%	-64%
TOTAL HAVE DONE/CURRENTLY DOING	46	8	8	8	5	9	7
	15%	16%	17%	17%	10%	18%	14%
TOTAL CONSIDERING/NOT DONE	246	43	42	40	44	39	39
	81%	79%	83%	80%	87%	77%	78%
HAVE ALREADY DONE	9	3	-	-	1	2	3
	3%	5%	-	-	2%	5%	6%
CURRENTLY DOING	38	6	8	8	4	7	4
	12%	10%	17%	17%	8%	14%	8%
CONSIDERING DOING	33	4	6	5	6	9	3
	11%	6%	13%	10%	12%	18%	6%
NOT DONE/NOT CONSIDERING	214	39	35	35	38	30	36
	70%	73%	71%	70%	75%	59%	72%
DON'T KNOW	10	3	-	-	2	2	3
	3%	5%	-	-	3%	5%	6%
REFUSED	3	-	-	2	-	-	1
	1%	-	-	3%	-	-	3%
DONE/CONSIDERING DOING	79	12	15	13	11	18	10
	26%	22%	29%	27%	22%	36%	19%

Table 48-1
QUESTION T2_6:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Passing tariff-related costs on to your customers

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	94	31	31	14	8	11	61	33	-	33	59	35	36	25	-6	19	23	22	13	81	24	42	9	24
	24%	23%	35%	30%	18%	13%	27%	19%	-	25%	46%	17%	30%	34%	-15%	28%	31%	33%	26%	23%	17%	34%	22%	31%
TOTAL HAVE DONE/CURRENTLY DOING	241	81	59	30	25	47	139	102	49	82	93	115	77	49	15	44	48	44	30	210	81	82	24	48
	60%	59%	67%	62%	58%	56%	62%	58%	46%	63%	73%	56%	64%	67%	41%	64%	64%	67%	63%	60%	56%	67%	60%	63%
TOTAL CONSIDERING/NOT DONE	147	50	28	15	17	36	78	69	49	49	34	80	41	24	21	25	25	22	18	129	57	41	15	24
	37%	37%	32%	32%	39%	43%	35%	39%	46%	37%	27%	39%	34%	33%	57%	36%	34%	33%	37%	37%	40%	33%	38%	32%
HAVE ALREADY DONE	114	36	30	16	9	24	66	48	23	38	50	52	35	27	8	19	28	22	13	102	38	44	11	17
	29%	26%	34%	33%	20%	28%	30%	27%	21%	29%	39%	26%	29%	37%	21%	28%	37%	33%	26%	29%	27%	36%	29%	22%
CURRENTLY DOING	127	45	28	14	17	23	73	54	26	45	43	62	42	22	8	25	21	22	18	108	42	38	12	31
	32%	33%	32%	28%	38%	28%	33%	31%	25%	34%	34%	31%	35%	30%	20%	36%	28%	34%	37%	31%	29%	31%	31%	40%
CONSIDERING DOING	47	17	10	2	6	13	27	21	12	14	16	19	18	10	8	9	6	5	7	40	14	10	6	14
	12%	13%	11%	3%	14%	15%	12%	12%	12%	11%	12%	9%	15%	14%	20%	14%	8%	7%	15%	12%	10%	8%	14%	18%
NOT DONE/NOT CONSIDERING	99	33	18	14	11	23	51	48	37	35	19	61	23	14	14	16	19	17	11	89	43	30	10	11
	25%	24%	21%	28%	25%	28%	23%	27%	35%	26%	15%	30%	19%	19%	36%	23%	26%	26%	22%	25%	30%	24%	24%	14%
DON'T KNOW	10	4	-	3	1	1	4	5	6	-	1	8	2	-	-	-	2	-	-	10	5	-	1	4
	2%	3%	-	7%	3%	1%	2%	3%	6%	-	1%	4%	1%	-	-	-	2%	-	-	3%	3%	-	2%	5%
REFUSED	2	1	2	-	-	-	2	-	2	-	-	2	1	-	1	-	-	-	-	2	2	1	-	-
	1%	1%	2%	-	-	-	1%	-	1%	-	-	1%	1%	-	2%	-	-	-	-	1%	1%	1%	-	-
DONE/CONSIDERING DOING	289	98	68	31	32	60	166	122	61	97	108	134	95	59	23	53	54	48	38	250	95	93	29	62
	72%	72%	78%	65%	72%	71%	74%	70%	58%	74%	85%	65%	79%	81%	62%	77%	72%	74%	78%	71%	66%	75%	74%	80%

Table 48-2
QUESTION T2_6:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Passing tariff-related costs on to your customers

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	94	42	57	99	-3	8	56	24	4	62	26	57	13	23	37	26	26	37	27	29	71	12	14	25
	24%	23%	34%	28%	-8%	10%	27%	24%	9%	28%	20%	36%	19%	13%	30%	28%	15%	29%	30%	17%	22%	28%	43%	34%
TOTAL HAVE DONE/CURRENTLY DOING	241	111	111	222	18	44	129	58	24	138	76	106	42	92	79	59	98	82	56	101	192	26	22	49
	60%	60%	66%	63%	44%	55%	63%	58%	52%	63%	59%	68%	59%	54%	64%	63%	55%	63%	63%	57%	59%	64%	72%	67%
TOTAL CONSIDERING/NOT DONE	147	69	55	123	21	36	73	34	20	76	49	49	28	69	42	33	72	45	30	71	120	15	9	24
	37%	37%	33%	35%	52%	45%	36%	34%	43%	35%	38%	31%	41%	41%	34%	35%	40%	34%	33%	40%	37%	36%	28%	33%
HAVE ALREADY DONE	114	49	58	107	7	20	63	30	9	75	28	54	18	41	44	26	40	35	28	51	87	15	12	27
	29%	27%	34%	30%	18%	25%	31%	30%	18%	34%	22%	34%	26%	24%	36%	28%	23%	27%	32%	29%	27%	37%	37%	37%
CURRENTLY DOING	127	62	54	115	11	24	66	29	16	64	48	52	23	51	35	33	58	48	28	50	104	11	11	22
	32%	33%	32%	33%	26%	30%	32%	29%	33%	29%	37%	33%	33%	30%	28%	35%	32%	36%	32%	28%	32%	27%	35%	30%
CONSIDERING DOING	47	24	20	44	3	10	21	14	6	25	16	16	6	26	12	10	25	16	8	23	36	7	3	10
	12%	13%	12%	13%	8%	12%	10%	14%	14%	12%	12%	10%	8%	15%	10%	11%	14%	13%	9%	13%	11%	16%	11%	14%
NOT DONE/NOT CONSIDERING	99	44	35	79	18	26	52	20	14	50	34	33	23	43	30	23	47	29	22	48	84	8	6	14
	25%	24%	21%	22%	44%	33%	26%	20%	30%	23%	26%	21%	32%	26%	25%	24%	26%	22%	24%	27%	26%	20%	18%	19%
DON'T KNOW	10	4	2	6	2	-	2	7	2	5	2	2	-	7	1	2	6	2	3	3	10	-	-	-
	2%	2%	1%	2%	4%	-	1%	7%	3%	2%	2%	1%	-	4%	1%	2%	4%	2%	4%	2%	3%	-	-	-
REFUSED	2	2	-	2	-	-	1	-	1	-	2	-	-	2	1	-	2	2	-	1	2	-	-	-
	1%	1%	-	1%	-	-	-	-	2%	-	1%	-	-	1%	1%	-	1%	1%	-	-	1%	-	-	-
DONE/CONSIDERING DOING	289	135	131	267	21	53	150	72	31	163	91	122	47	118	91	70	123	99	64	124	228	33	26	59
	72%	73%	78%	75%	51%	67%	73%	72%	65%	74%	71%	78%	68%	69%	74%	74%	69%	76%	72%	70%	70%	80%	82%	81%

Table 48-3
QUESTION T2_6:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Passing tariff-related costs on to your customers

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	94	-3	82	12	11	33	24	19	30	38	33	36	36	38	16	4	5	14	7	-
	24%	-5%	27%	12%	12%	38%	19%	24%	24%	27%	33%	27%	30%	46%	23%	7%	8%	24%	18%	3%
TOTAL HAVE DONE/CURRENTLY DOING	241	22	189	52	48	59	71	49	77	91	64	83	78	60	41	32	33	36	23	7
	60%	46%	63%	53%	54%	68%	58%	62%	61%	63%	63%	61%	64%	71%	59%	52%	54%	61%	59%	52%
TOTAL CONSIDERING/NOT DONE	147	24	107	40	38	26	47	30	47	53	31	46	42	21	26	28	28	22	16	6
	37%	51%	35%	40%	42%	30%	39%	38%	38%	36%	30%	35%	34%	26%	37%	45%	46%	36%	41%	48%
HAVE ALREADY DONE	114	7	90	24	18	31	36	22	32	50	29	38	37	35	20	17	12	19	10	3
	29%	15%	30%	24%	20%	35%	29%	28%	26%	35%	28%	28%	31%	42%	29%	28%	20%	33%	25%	23%
CURRENTLY DOING	127	15	99	28	30	28	36	27	45	41	35	45	41	24	21	15	21	16	13	4
	32%	31%	33%	28%	33%	32%	29%	34%	35%	29%	35%	33%	34%	29%	30%	24%	34%	28%	33%	29%
CONSIDERING DOING	47	8	32	16	10	8	19	10	13	17	9	18	14	8	8	11	8	10	4	-
	12%	16%	11%	16%	11%	9%	16%	13%	10%	12%	9%	13%	11%	9%	12%	17%	13%	17%	10%	-
NOT DONE/NOT CONSIDERING	99	17	75	25	28	18	28	20	34	35	22	29	28	14	17	17	20	11	12	6
	25%	35%	25%	25%	31%	20%	23%	25%	27%	24%	21%	21%	23%	16%	25%	28%	33%	19%	31%	48%
DON'T KNOW	10	2	4	5	4	2	3	-	1	1	6	3	2	2	3	2	-	2	-	-
	2%	3%	1%	5%	5%	2%	3%	-	1%	1%	6%	2%	1%	2%	4%	3%	-	3%	-	-
REFUSED	2	-	1	2	-	-	1	-	1	-	-	2	-	1	-	-	-	-	-	-
	1%	-	-	2%	-	-	1%	-	1%	-	-	2%	-	1%	-	-	-	-	-	-
DONE/CONSIDERING DOING	289	29	221	68	58	68	90	58	90	108	73	100	92	67	50	42	41	46	26	7
	72%	62%	73%	68%	64%	77%	74%	75%	71%	75%	72%	75%	76%	80%	71%	69%	67%	78%	69%	52%

Table 48-4
QUESTION T2_6:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Passing tariff-related costs on to your customers

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	94	38	41	29	29	36	13	36	24	18	15	31	50	14	54	36	61	44	27	39	55	37	48
	24%	19%	34%	28%	36%	46%	19%	18%	21%	42%	37%	24%	25%	18%	30%	18%	31%	24%	17%	25%	37%	28%	24%
TOTAL HAVE DONE/CURRENTLY DOING	241	114	79	66	54	56	41	115	68	30	27	77	120	43	116	117	123	112	88	94	101	86	122
	60%	58%	66%	63%	66%	72%	59%	57%	60%	71%	68%	61%	61%	58%	64%	57%	63%	60%	57%	61%	68%	64%	61%
TOTAL CONSIDERING/NOT DONE	147	76	39	37	24	21	28	78	44	12	12	46	70	29	62	81	63	68	61	55	46	48	74
	37%	39%	32%	36%	30%	27%	41%	39%	39%	29%	30%	36%	36%	40%	34%	39%	32%	37%	39%	35%	31%	36%	37%
HAVE ALREADY DONE	114	52	37	30	31	24	18	47	35	18	14	38	60	17	63	48	57	52	40	52	46	41	62
	29%	26%	31%	29%	39%	31%	27%	23%	31%	43%	36%	30%	31%	23%	35%	23%	29%	28%	26%	34%	31%	30%	31%
CURRENTLY DOING	127	62	42	36	22	32	22	67	33	12	13	39	60	26	53	69	66	60	48	42	55	45	59
	32%	31%	35%	34%	27%	41%	33%	33%	29%	28%	32%	31%	31%	35%	29%	34%	34%	32%	31%	27%	37%	34%	30%
CONSIDERING DOING	47	26	11	17	9	7	11	24	18	4	2	15	20	11	20	30	24	25	20	25	19	20	24
	12%	13%	9%	17%	11%	9%	16%	12%	16%	8%	4%	12%	10%	15%	11%	14%	12%	13%	13%	16%	12%	15%	12%
NOT DONE/NOT CONSIDERING	99	50	28	20	15	14	17	54	26	9	10	31	50	18	42	52	39	44	41	30	28	29	50
	25%	25%	23%	19%	19%	18%	24%	27%	23%	21%	26%	24%	25%	25%	23%	25%	20%	23%	26%	19%	19%	21%	25%
DON'T KNOW	10	6	1	1	4	1	-	7	1	-	1	3	5	2	2	5	6	3	4	3	2	1	2
	2%	3%	1%	1%	4%	1%	-	4%	1%	-	2%	3%	2%	2%	1%	2%	3%	2%	3%	2%	1%	1%	1%
REFUSED	2	1	2	-	-	-	-	2	1	-	-	1	2	-	1	2	2	2	2	2	-	-	1
	1%	-	1%	-	-	-	-	1%	1%	-	-	1%	1%	-	-	1%	1%	1%	2%	2%	-	-	-
DONE/CONSIDERING DOING	289	140	90	83	63	63	52	139	86	33	28	92	140	54	135	147	147	137	108	118	120	105	146
	72%	71%	75%	80%	77%	81%	76%	69%	75%	79%	72%	73%	72%	73%	75%	71%	76%	74%	70%	77%	80%	78%	74%

Table 48-5
QUESTION T2_6:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Passing tariff-related costs on to your customers

BANNER 5

		----------GREATER MN----------					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	24	18	-4	7	8	-	-4
	8%	34%	-8%	13%	15%	-	-8%
TOTAL HAVE DONE/CURRENTLY DOING	162	35	23	28	29	25	22
	53%	65%	46%	57%	57%	50%	44%
TOTAL CONSIDERING/NOT DONE	138	17	27	22	21	25	26
	45%	31%	54%	43%	42%	50%	53%
HAVE ALREADY DONE	72	21	8	8	11	9	14
	24%	39%	17%	17%	22%	18%	28%
CURRENTLY DOING	91	14	15	20	18	16	8
	30%	26%	29%	40%	35%	32%	17%
CONSIDERING DOING	51	4	15	5	10	7	11
	17%	6%	29%	10%	20%	14%	22%
NOT DONE/NOT CONSIDERING	87	13	12	17	11	18	15
	29%	25%	25%	33%	22%	36%	31%
DON'T KNOW	4	2	-	-	1	-	1
	1%	4%	-	-	2%	-	3%
DONE/CONSIDERING DOING	214	39	37	33	39	32	33
	70%	71%	75%	67%	77%	64%	67%

Table 49-1
QUESTION T2_7:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Moving operations and sourcing out of China or a high tariffed country

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-272	-92	-46	-37	-38	-59	-138	-134	-70	-88	-87	-134	-96	-40	-24	-48	-52	-41	-24	-247	-107	-80	-23	-52
	-68%	-67%	-53%	-77%	-86%	-70%	-62%	-76%	-66%	-67%	-68%	-66%	-80%	-55%	-64%	-69%	-69%	-63%	-50%	-70%	-74%	-65%	-59%	-68%
TOTAL HAVE DONE/CURRENTLY DOING	55	20	19	4	2	11	39	16	16	19	19	31	10	15	6	8	10	11	10	45	15	21	8	11
	14%	15%	21%	8%	4%	13%	17%	9%	15%	15%	15%	15%	8%	20%	15%	12%	14%	17%	21%	13%	10%	17%	20%	14%
TOTAL CONSIDERING/NOT DONE	327	112	65	41	40	70	177	150	86	108	105	164	106	55	30	56	62	52	34	292	121	101	31	63
	82%	82%	74%	85%	90%	83%	79%	85%	81%	82%	83%	80%	88%	75%	79%	81%	83%	80%	71%	83%	84%	81%	79%	82%
HAVE ALREADY DONE	33	9	11	4	2	8	20	13	9	13	9	17	7	9	5	4	7	5	6	27	10	15	1	6
	8%	6%	13%	8%	4%	9%	9%	8%	9%	10%	7%	9%	6%	12%	13%	6%	9%	8%	13%	8%	7%	12%	4%	7%
CURRENTLY DOING	22	11	8	-	-	3	19	3	7	6	10	13	2	6	1	4	3	6	4	18	5	6	6	5
	5%	8%	9%	-	-	4%	8%	2%	6%	4%	8%	6%	2%	8%	2%	6%	4%	9%	8%	5%	3%	5%	16%	7%
CONSIDERING DOING	28	11	3	1	4	8	14	13	3	7	16	11	9	8	2	2	4	6	5	23	3	13	5	6
	7%	8%	3%	2%	10%	10%	6%	8%	3%	5%	13%	5%	7%	11%	5%	3%	5%	10%	9%	7%	2%	10%	13%	8%
NOT DONE/NOT CONSIDERING	299	100	62	40	35	61	163	137	83	101	89	153	97	47	28	54	58	46	30	269	118	88	26	57
	75%	74%	71%	83%	80%	73%	73%	78%	78%	77%	70%	75%	81%	64%	74%	78%	78%	70%	61%	77%	82%	71%	65%	74%
DON'T KNOW	11	2	1	3	3	3	2	9	3	3	3	6	2	3	2	2	3	2	2	9	4	1	1	3
	3%	1%	1%	7%	6%	4%	1%	5%	3%	2%	2%	3%	2%	4%	4%	4%	4%	3%	5%	3%	3%	1%	2%	4%
REFUSED	6	3	3	-	-	1	6	1	2	1	1	3	2	1	1	2	-	-	2	5	4	1	-	-
	2%	2%	3%	-	-	1%	3%	-	2%	1%	1%	2%	2%	1%	2%	3%	-	-	4%	1%	3%	1%	-	-
DONE/CONSIDERING DOING	83	31	22	5	6	19	53	30	19	26	35	42	18	22	7	10	14	17	15	68	18	34	13	17
	21%	23%	25%	10%	14%	23%	24%	17%	18%	20%	27%	20%	15%	31%	20%	15%	19%	26%	30%	19%	13%	27%	33%	22%

Table 49-2
QUESTION T2_7:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Moving operations and sourcing out of China or a high tariffed country

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-272	-130	-111	-241	-28	-55	-130	-71	-26	-138	-107	-99	-56	-117	-80	-71	-118	-92	-63	-118	-230	-23	-17	-40
	-68%	-70%	-66%	-68%	-67%	-69%	-63%	-71%	-54%	-63%	-83%	-63%	-80%	-69%	-65%	-75%	-66%	-70%	-71%	-67%	-71%	-55%	-55%	-55%
TOTAL HAVE DONE/CURRENTLY DOING	55	24	26	50	6	11	31	14	9	36	8	28	6	21	19	10	25	17	10	26	40	8	6	15
	14%	13%	15%	14%	14%	13%	15%	14%	19%	17%	7%	18%	9%	12%	16%	11%	14%	13%	11%	15%	12%	20%	21%	20%
TOTAL CONSIDERING/NOT DONE	327	154	137	291	33	65	161	85	35	174	115	126	62	138	99	81	143	110	73	144	270	31	24	55
	82%	83%	82%	82%	81%	82%	79%	85%	74%	79%	89%	81%	89%	81%	81%	86%	80%	84%	82%	81%	83%	75%	75%	75%
HAVE ALREADY DONE	33	11	18	29	4	5	18	10	4	22	6	15	6	11	11	8	14	12	7	14	25	6	3	9
	8%	6%	11%	8%	10%	6%	9%	10%	9%	10%	5%	10%	9%	7%	9%	8%	8%	9%	8%	8%	8%	14%	10%	12%
CURRENTLY DOING	22	13	7	20	2	5	13	4	5	15	2	12	-	10	9	3	11	5	3	12	15	3	3	6
	5%	7%	4%	6%	4%	7%	6%	4%	10%	7%	2%	8%	-	6%	7%	3%	6%	4%	4%	7%	5%	6%	10%	8%
CONSIDERING DOING	28	13	13	26	2	4	14	10	-	16	12	11	7	9	9	7	10	10	6	11	20	5	3	8
	7%	7%	8%	7%	4%	5%	7%	10%	-	7%	9%	7%	10%	5%	8%	7%	6%	8%	7%	7%	6%	11%	10%	11%
NOT DONE/NOT CONSIDERING	299	141	124	264	32	61	147	75	35	158	103	115	55	128	90	74	132	100	67	132	250	26	20	47
	75%	76%	74%	75%	78%	77%	72%	75%	74%	72%	80%	73%	79%	75%	74%	79%	75%	76%	75%	75%	77%	64%	65%	64%
DON'T KNOW	11	6	3	9	-	3	7	2	2	7	1	2	2	7	2	2	6	3	3	3	8	2	1	3
	3%	3%	2%	3%	-	3%	3%	2%	5%	3%	1%	1%	2%	4%	2%	2%	3%	2%	4%	2%	3%	4%	4%	4%
REFUSED	6	2	2	5	2	1	6	-	1	2	4	1	-	5	2	1	4	1	3	3	6	1	-	1
	2%	1%	1%	1%	4%	1%	3%	-	2%	1%	3%	-	-	3%	1%	1%	2%	1%	3%	2%	2%	2%	-	1%
DONE/CONSIDERING DOING	83	37	39	76	7	14	45	23	9	52	20	39	13	30	29	17	35	27	16	38	60	13	10	22
	21%	20%	23%	21%	18%	18%	22%	23%	19%	24%	16%	25%	19%	18%	23%	18%	20%	21%	18%	21%	18%	31%	31%	31%

Table 49-3
QUESTION T2_7:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Moving operations and sourcing out of China or a high tariffed country

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-272	-30	-197	-74	-56	-56	-88	-57	-67	-113	-64	-91	-90	-49	-51	-47	-47	-27	-19	-9
	-68%	-64%	-66%	-75%	-62%	-64%	-72%	-72%	-54%	-78%	-63%	-68%	-74%	-59%	-73%	-76%	-77%	-46%	-49%	-67%
TOTAL HAVE DONE/CURRENTLY DOING	55	6	46	10	13	14	16	10	25	14	16	19	11	17	8	5	5	16	10	1
	14%	14%	15%	10%	15%	16%	13%	13%	20%	10%	16%	14%	9%	20%	12%	8%	9%	27%	26%	11%
TOTAL CONSIDERING/NOT DONE	327	37	243	84	70	70	104	66	93	127	80	110	101	66	59	52	52	43	28	10
	82%	77%	81%	85%	77%	80%	85%	85%	74%	88%	79%	82%	84%	79%	85%	85%	86%	73%	74%	78%
HAVE ALREADY DONE	33	2	26	8	7	10	10	5	13	10	11	9	6	13	5	5	1	8	5	1
	8%	3%	8%	8%	8%	11%	8%	6%	10%	7%	11%	7%	5%	16%	7%	8%	2%	14%	13%	6%
CURRENTLY DOING	22	5	20	2	7	4	6	5	13	4	5	9	5	3	3	-	4	8	5	1
	5%	10%	7%	2%	7%	5%	5%	6%	10%	3%	5%	7%	4%	4%	5%	-	6%	13%	13%	6%
CONSIDERING DOING	28	3	22	6	12	5	7	2	5	14	7	9	5	7	4	7	4	11	2	3
	7%	6%	7%	6%	13%	6%	6%	2%	4%	10%	7%	6%	4%	9%	6%	12%	6%	19%	5%	25%
NOT DONE/NOT CONSIDERING	299	34	221	78	58	65	97	65	88	113	73	102	96	59	55	45	48	32	26	7
	75%	71%	74%	79%	65%	74%	79%	83%	70%	78%	72%	76%	79%	70%	79%	73%	79%	54%	69%	53%
DON'T KNOW	11	3	7	4	6	1	2	2	4	2	3	3	7	-	1	2	1	-	-	1
	3%	6%	2%	4%	7%	1%	1%	3%	3%	1%	3%	2%	5%	-	1%	4%	1%	-	-	11%
REFUSED	6	2	5	2	1	2	2	-	3	1	2	2	2	1	2	2	3	-	-	-
	2%	3%	2%	2%	1%	3%	1%	-	2%	1%	2%	2%	2%	1%	2%	3%	4%	-	-	-
DONE/CONSIDERING DOING	83	9	68	16	25	19	23	11	30	28	23	27	16	24	12	12	9	27	12	5
	21%	20%	22%	16%	28%	22%	19%	15%	24%	19%	23%	20%	14%	29%	17%	20%	15%	46%	31%	36%

Table 49-4
QUESTION T2_7:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Moving operations and sourcing out of China or a high tariffed country

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-272	-136	-95	-65	-40	-52	-42	-139	-70	-28	-32	-87	-127	-55	-121	-135	-131	-123	-110	-100	-86	-94	-135
	-68%	-69%	-79%	-63%	-49%	-68%	-62%	-69%	-61%	-66%	-82%	-69%	-65%	-74%	-67%	-66%	-67%	-66%	-71%	-65%	-58%	-70%	-68%
TOTAL HAVE DONE/CURRENTLY DOING	55	26	9	17	20	11	13	27	20	6	2	17	30	9	25	30	27	26	19	24	28	18	27
	14%	13%	8%	16%	25%	14%	18%	13%	17%	14%	6%	13%	15%	12%	14%	15%	14%	14%	12%	15%	19%	13%	14%
TOTAL CONSIDERING/NOT DONE	327	161	104	83	60	64	55	166	90	34	35	104	157	63	146	166	157	149	130	124	114	112	162
	82%	82%	86%	79%	74%	82%	81%	82%	79%	81%	88%	82%	80%	85%	81%	80%	81%	80%	84%	80%	77%	83%	82%
HAVE ALREADY DONE	33	15	4	11	9	8	5	18	12	3	1	10	18	6	14	17	16	16	11	13	13	9	15
	8%	8%	3%	10%	12%	10%	8%	9%	10%	7%	2%	8%	9%	7%	8%	8%	8%	8%	7%	8%	9%	7%	8%
CURRENTLY DOING	22	11	5	6	11	3	7	9	8	3	2	7	12	3	11	14	11	11	8	11	15	8	11
	5%	5%	4%	6%	13%	4%	11%	4%	7%	8%	4%	5%	6%	4%	6%	7%	6%	6%	5%	7%	10%	6%	6%
CONSIDERING DOING	28	17	5	5	9	10	7	12	8	4	3	6	16	4	14	13	16	11	11	10	9	8	13
	7%	8%	4%	5%	10%	13%	11%	6%	7%	10%	8%	5%	8%	5%	8%	6%	8%	6%	7%	7%	6%	6%	7%
NOT DONE/NOT CONSIDERING	299	145	99	78	52	54	48	154	82	30	31	98	141	59	132	153	142	138	119	113	105	104	149
	75%	74%	82%	75%	63%	69%	70%	76%	72%	71%	80%	77%	72%	80%	73%	74%	73%	74%	76%	74%	70%	77%	75%
DON'T KNOW	11	6	7	2	2	3	-	4	2	2	2	2	8	1	7	6	8	7	3	6	5	3	4
	3%	3%	6%	2%	2%	4%	-	2%	2%	5%	6%	2%	4%	1%	4%	3%	4%	4%	2%	4%	3%	2%	2%
REFUSED	6	3	1	2	-	-	1	4	2	-	-	4	1	2	2	4	2	3	3	1	2	2	5
	2%	2%	1%	2%	-	-	1%	2%	2%	-	-	3%	-	2%	1%	2%	1%	2%	2%	1%	2%	2%	2%
DONE/CONSIDERING DOING	83	42	14	22	29	21	20	39	28	10	6	23	47	12	39	43	43	38	30	34	37	26	40
	21%	22%	12%	21%	35%	27%	29%	20%	24%	24%	14%	18%	24%	17%	22%	21%	22%	20%	20%	22%	25%	19%	20%

Table 49-5
QUESTION T2_7:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Moving operations and sourcing out of China or a high tariffed country

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-223	-32	-42	-25	-44	-36	-43
	-73%	-60%	-83%	-50%	-87%	-73%	-86%
TOTAL HAVE DONE/CURRENTLY DOING	33	10	2	12	2	5	3
	11%	18%	4%	23%	3%	9%	6%
TOTAL CONSIDERING/NOT DONE	255	42	44	37	46	41	46
	84%	78%	88%	73%	90%	82%	92%
HAVE ALREADY DONE	20	8	-	5	2	5	-
	6%	16%	-	10%	3%	9%	-
CURRENTLY DOING	13	1	2	7	-	-	3
	4%	3%	4%	13%	-	-	6%
CONSIDERING DOING	24	3	2	2	5	7	6
	8%	5%	4%	3%	10%	14%	11%
NOT DONE/NOT CONSIDERING	231	39	42	35	41	34	40
	76%	73%	83%	70%	80%	68%	81%
DON'T KNOW	11	2	-	-	3	5	1
	4%	4%	-	-	7%	9%	3%
REFUSED	6	-	4	2	-	-	-
	2%	-	8%	3%	-	-	-
DONE/CONSIDERING DOING	57	13	4	13	7	11	8
	19%	23%	8%	27%	13%	23%	17%

Table 50-1
QUESTION T2_8:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Stockpiling key materials

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-152	-55	-32	-17	-14	-33	-87	-64	-54	-41	-44	-74	-52	-23	-24	-33	-25	-24	-18	-133	-72	-41	-28	-5
	-38%	-40%	-37%	-36%	-32%	-39%	-39%	-36%	-51%	-31%	-35%	-36%	-43%	-32%	-64%	-48%	-33%	-36%	-37%	-38%	-50%	-33%	-71%	-6%
TOTAL HAVE DONE/CURRENTLY DOING	121	39	28	15	15	25	67	54	25	45	41	64	33	24	6	18	25	21	15	106	36	40	6	34
	30%	29%	32%	30%	34%	30%	30%	31%	24%	35%	32%	31%	27%	34%	15%	26%	33%	31%	32%	30%	25%	33%	15%	45%
TOTAL CONSIDERING/NOT DONE	272	94	60	32	29	58	154	118	80	86	85	137	85	48	30	50	50	44	33	239	108	82	34	39
	68%	69%	68%	66%	66%	68%	69%	67%	75%	65%	67%	67%	71%	65%	79%	73%	66%	67%	68%	68%	75%	66%	85%	51%
HAVE ALREADY DONE	49	12	12	5	7	14	24	25	10	24	14	26	14	9	2	6	15	9	3	46	18	20	1	9
	12%	9%	14%	10%	16%	16%	11%	14%	9%	18%	11%	13%	12%	12%	5%	9%	20%	13%	6%	13%	12%	16%	3%	12%
CURRENTLY DOING	72	27	16	10	8	11	43	29	15	21	26	38	19	15	4	12	9	12	12	59	18	21	4	25
	18%	20%	18%	20%	18%	13%	19%	16%	14%	16%	21%	18%	15%	21%	10%	17%	12%	18%	25%	17%	13%	17%	11%	32%
CONSIDERING DOING	45	11	11	4	7	12	22	23	11	18	14	23	14	7	2	11	7	9	7	37	16	18	4	5
	11%	8%	12%	8%	16%	14%	10%	13%	10%	13%	11%	11%	12%	10%	7%	16%	9%	14%	15%	11%	11%	14%	11%	6%
NOT DONE/NOT CONSIDERING	228	83	50	28	22	45	132	96	69	68	71	114	70	40	27	39	43	35	26	202	92	64	29	34
	57%	61%	56%	58%	50%	54%	59%	54%	65%	52%	56%	56%	59%	55%	72%	57%	57%	54%	53%	57%	64%	52%	74%	45%
DON'T KNOW	6	3	-	2	-	2	3	3	2	-	2	3	2	1	2	1	1	1	-	6	-	1	-	3
	1%	2%	-	3%	-	2%	1%	2%	1%	-	1%	2%	1%	1%	4%	1%	1%	1%	-	2%	-	1%	-	4%
REFUSED	1	1	-	-	-	-	1	-	-	-	-	-	1	-	1	-	-	-	-	1	-	1	-	-
	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	2%	-	-	-	-	-	-	1%	-	-
DONE/CONSIDERING DOING	166	50	38	19	22	37	88	77	36	63	55	87	47	32	8	29	31	30	23	143	52	58	10	39
	41%	37%	44%	39%	50%	44%	39%	44%	34%	48%	43%	43%	39%	43%	22%	42%	42%	45%	47%	41%	36%	47%	26%	51%

Table 50-2
QUESTION T2_8:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Stockpiling key materials

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-152	-75	-53	-128	-22	-30	-82	-27	-17	-80	-51	-45	-25	-81	-56	-39	-54	-53	-27	-72	-125	-15	-8	-23
	-38%	-40%	-32%	-36%	-53%	-38%	-40%	-27%	-37%	-37%	-40%	-29%	-36%	-48%	-46%	-41%	-30%	-41%	-30%	-41%	-39%	-36%	-25%	-32%
TOTAL HAVE DONE/CURRENTLY DOING	121	54	56	110	10	25	59	35	14	68	39	55	22	42	32	28	60	38	30	51	97	13	12	24
	30%	29%	33%	31%	24%	31%	29%	35%	29%	31%	30%	35%	32%	25%	26%	30%	34%	29%	34%	29%	30%	31%	37%	34%
TOTAL CONSIDERING/NOT DONE	272	129	109	238	31	55	142	62	31	148	90	101	48	124	88	67	114	92	57	122	222	28	20	48
	68%	69%	65%	67%	76%	69%	69%	62%	66%	67%	70%	64%	68%	73%	72%	70%	64%	70%	64%	69%	68%	67%	63%	65%
HAVE ALREADY DONE	49	19	27	45	4	9	26	15	2	33	13	23	13	13	14	10	25	15	13	21	40	5	4	9
	12%	10%	16%	13%	10%	11%	13%	15%	5%	15%	10%	15%	18%	8%	11%	11%	14%	12%	15%	12%	12%	13%	12%	12%
CURRENTLY DOING	72	35	30	65	6	16	34	20	11	34	26	32	9	30	19	18	35	23	17	30	56	7	8	15
	18%	19%	18%	18%	14%	20%	16%	20%	24%	16%	20%	20%	14%	17%	15%	19%	20%	18%	19%	17%	17%	18%	25%	21%
CONSIDERING DOING	45	18	23	42	3	8	25	12	3	26	15	17	7	20	17	11	15	14	14	17	37	3	4	7
	11%	10%	14%	12%	8%	9%	12%	12%	7%	12%	12%	11%	10%	12%	14%	11%	9%	10%	16%	10%	12%	7%	14%	10%
NOT DONE/NOT CONSIDERING	228	110	86	197	28	47	116	50	28	122	75	83	40	104	71	56	99	78	43	105	184	25	15	40
	57%	59%	51%	56%	69%	60%	57%	50%	59%	56%	58%	53%	58%	61%	58%	59%	55%	60%	49%	60%	57%	60%	49%	55%
DON'T KNOW	6	2	2	5	-	-	3	2	2	4	-	1	-	4	1	-	4	1	2	2	5	1	-	1
	1%	1%	1%	1%	-	-	2%	2%	3%	2%	-	1%	-	2%	1%	-	2%	1%	2%	1%	1%	2%	-	1%
REFUSED	1	1	-	1	-	-	1	-	1	-	-	-	-	-	1	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	-	2%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-
DONE/CONSIDERING DOING	166	72	79	152	13	32	85	47	17	94	55	73	30	63	49	39	75	52	44	68	134	16	16	32
	41%	39%	47%	43%	31%	40%	41%	47%	36%	43%	42%	46%	42%	37%	40%	41%	42%	40%	50%	38%	41%	37%	51%	43%

Table 50-3
QUESTION T2_8:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Stockpiling key materials

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-152	-22	-110	-42	-26	-30	-48	-42	-49	-69	-20	-31	-49	-31	-28	-37	-10	-7	-18	-8
	-38%	-45%	-36%	-42%	-29%	-35%	-39%	-54%	-39%	-48%	-19%	-23%	-41%	-37%	-41%	-60%	-16%	-12%	-48%	-63%
TOTAL HAVE DONE/CURRENTLY DOING	121	12	94	27	31	29	36	17	37	37	40	50	34	25	21	12	25	26	9	2
	30%	25%	31%	27%	34%	33%	29%	22%	30%	26%	39%	37%	28%	30%	30%	20%	42%	44%	25%	18%
TOTAL CONSIDERING/NOT DONE	272	33	204	69	57	59	84	60	87	105	59	81	83	56	49	49	35	33	28	11
	68%	70%	68%	69%	63%	67%	68%	77%	69%	73%	59%	60%	69%	67%	70%	80%	58%	56%	73%	82%
HAVE ALREADY DONE	49	2	39	10	13	14	11	9	13	17	18	17	14	13	5	6	9	11	5	1
	12%	3%	13%	10%	14%	16%	9%	12%	11%	12%	18%	12%	12%	16%	7%	10%	15%	19%	12%	6%
CURRENTLY DOING	72	10	55	17	18	15	25	8	24	19	22	33	20	12	16	6	16	15	5	2
	18%	22%	18%	17%	20%	17%	20%	11%	19%	14%	22%	25%	17%	15%	22%	10%	27%	25%	12%	12%
CONSIDERING DOING	45	5	31	13	12	11	11	8	11	17	13	15	14	9	4	13	6	5	6	3
	11%	11%	10%	14%	14%	12%	9%	10%	9%	12%	13%	11%	12%	11%	5%	22%	10%	9%	16%	24%
NOT DONE/NOT CONSIDERING	228	28	173	55	45	48	73	52	75	88	47	66	69	47	46	35	29	28	22	8
	57%	59%	57%	56%	49%	55%	59%	67%	60%	61%	46%	49%	57%	57%	65%	58%	48%	47%	57%	58%
DON'T KNOW	6	2	2	4	2	-	2	1	1	2	2	2	3	1	-	-	-	-	1	-
	1%	5%	1%	4%	3%	-	2%	1%	1%	1%	2%	2%	3%	1%	-	-	-	-	2%	-
REFUSED	1	-	1	-	-	-	1	-	1	-	-	1	-	1	-	-	-	-	-	-
	-	-	-	-	-	-	1%	-	1%	-	-	1%	-	1%	-	-	-	-	-	-
DONE/CONSIDERING DOING	166	17	125	40	43	39	47	25	49	54	53	65	48	35	24	26	31	31	16	6
	41%	36%	42%	40%	48%	45%	38%	32%	39%	38%	52%	49%	40%	41%	35%	42%	52%	53%	41%	42%

Table 50-4
QUESTION T2_8:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Stockpiling key materials

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-152	-80	-55	-26	-22	-25	-22	-82	-38	-11	-22	-55	-72	-22	-65	-68	-62	-76	-52	-50	-36	-44	-87
	-38%	-41%	-46%	-25%	-27%	-33%	-32%	-41%	-33%	-26%	-56%	-43%	-37%	-30%	-36%	-33%	-32%	-41%	-34%	-33%	-24%	-32%	-44%
TOTAL HAVE DONE/CURRENTLY DOING	121	56	32	38	29	25	23	59	37	15	8	35	60	26	56	68	65	52	51	51	54	45	54
	30%	29%	26%	36%	36%	33%	34%	29%	32%	37%	21%	28%	31%	35%	31%	33%	33%	28%	33%	33%	37%	33%	27%
TOTAL CONSIDERING/NOT DONE	272	137	87	64	52	51	45	141	75	26	30	90	132	48	120	135	127	129	103	101	91	89	141
	68%	70%	72%	61%	63%	65%	66%	70%	65%	63%	77%	71%	67%	64%	67%	66%	65%	69%	66%	65%	61%	66%	71%
HAVE ALREADY DONE	49	21	12	15	16	13	9	27	14	7	2	18	21	10	21	31	25	20	15	17	16	15	25
	12%	11%	10%	14%	20%	16%	13%	13%	12%	17%	6%	14%	11%	13%	11%	15%	13%	11%	10%	11%	11%	11%	13%
CURRENTLY DOING	72	36	20	23	13	13	15	32	23	9	6	17	39	16	35	37	40	32	35	33	38	30	29
	18%	18%	16%	22%	16%	16%	21%	16%	20%	20%	15%	13%	20%	21%	19%	18%	21%	17%	23%	22%	26%	22%	15%
CONSIDERING DOING	45	23	13	10	13	18	10	21	11	7	6	14	26	4	23	20	25	22	17	18	17	18	19
	11%	12%	11%	10%	16%	23%	15%	11%	9%	16%	15%	11%	13%	6%	13%	10%	13%	12%	11%	11%	11%	14%	10%
NOT DONE/NOT CONSIDERING	228	113	74	54	39	33	35	120	64	20	24	76	106	43	98	115	102	107	86	83	74	70	122
	57%	58%	61%	52%	47%	42%	51%	59%	56%	47%	62%	60%	54%	58%	54%	56%	52%	57%	56%	54%	50%	52%	62%
DON'T KNOW	6	2	2	3	1	2	-	2	2	-	1	1	4	1	3	3	2	4	1	2	4	1	2
	1%	1%	2%	2%	1%	2%	-	1%	2%	-	2%	1%	2%	1%	2%	1%	1%	2%	1%	1%	3%	1%	1%
REFUSED	1	1	-	-	-	-	-	-	1	-	-	1	-	-	1	1	1	1	1	1	-	-	1
	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	1%	-	-	-
DONE/CONSIDERING DOING	166	80	45	48	42	43	33	80	47	22	14	50	86	30	78	88	90	74	67	68	71	63	73
	41%	41%	37%	46%	52%	56%	49%	40%	41%	53%	36%	39%	44%	41%	43%	43%	46%	40%	43%	44%	48%	47%	37%

Table 50-5
QUESTION T2_8:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Stockpiling key materials

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-98	-20	-12	-12	-20	-18	-17
	-32%	-36%	-25%	-23%	-38%	-36%	-33%
TOTAL HAVE DONE/CURRENTLY DOING	102	17	19	18	15	16	17
	33%	31%	38%	37%	30%	32%	33%
TOTAL CONSIDERING/NOT DONE	200	36	31	30	35	34	33
	66%	68%	63%	60%	68%	68%	67%
HAVE ALREADY DONE	40	8	6	5	7	7	7
	13%	16%	13%	10%	13%	14%	14%
CURRENTLY DOING	62	8	12	13	9	9	10
	20%	16%	25%	27%	17%	18%	19%
CONSIDERING DOING	32	8	2	3	9	5	6
	10%	14%	4%	7%	17%	9%	11%
NOT DONE/NOT CONSIDERING	168	29	29	27	26	30	28
	55%	53%	58%	53%	52%	59%	56%
DON'T KNOW	3	1	-	2	1	-	-
	1%	1%	-	3%	2%	-	-
DONE/CONSIDERING DOING	134	25	21	22	24	20	22
	44%	45%	42%	43%	47%	41%	44%

Table 51-1
QUESTION T2_9:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Adjusting financial forecasts and budgets

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-37	-22	1	-1	-4	-12	-20	-17	-32	-20	23	-39	-12	14	-4	-15	-1	4	5	-43	-46	-4	9	2
	-9%	-16%	2%	-1%	-10%	-15%	-9%	-10%	-30%	-15%	18%	-19%	-10%	19%	-11%	-22%	-1%	6%	11%	-12%	-32%	-3%	23%	3%
TOTAL HAVE DONE/CURRENTLY DOING	174	54	44	22	19	35	98	76	34	56	73	79	52	42	16	26	36	34	27	147	46	59	23	38
	44%	40%	49%	47%	44%	41%	44%	43%	32%	42%	57%	39%	43%	58%	41%	38%	48%	52%	56%	42%	32%	48%	59%	49%
TOTAL CONSIDERING/NOT DONE	212	76	42	23	24	47	118	94	66	76	50	118	65	28	20	41	37	30	21	190	93	63	14	36
	53%	56%	48%	48%	53%	56%	53%	53%	62%	58%	39%	58%	54%	38%	52%	60%	49%	46%	44%	54%	65%	51%	35%	46%
HAVE ALREADY DONE	72	23	20	10	6	14	43	29	13	20	33	26	22	23	6	9	16	18	8	63	23	26	5	15
	18%	17%	22%	20%	14%	16%	19%	17%	13%	15%	26%	13%	18%	31%	15%	14%	22%	27%	17%	18%	16%	21%	13%	19%
CURRENTLY DOING	102	31	24	13	13	21	55	47	21	36	41	52	30	19	10	17	20	16	18	84	24	33	18	23
	26%	23%	27%	27%	30%	25%	25%	27%	19%	27%	32%	26%	25%	26%	27%	24%	26%	25%	38%	24%	17%	27%	46%	30%
CONSIDERING DOING	49	17	6	3	9	14	23	26	14	19	11	26	16	6	5	7	12	4	2	47	14	18	3	13
	12%	13%	7%	7%	20%	16%	10%	15%	13%	14%	9%	13%	13%	8%	12%	10%	17%	6%	4%	13%	10%	15%	7%	17%
NOT DONE/NOT CONSIDERING	163	59	36	20	15	33	95	68	53	57	39	92	49	22	15	34	24	26	20	143	79	45	11	23
	41%	43%	41%	41%	34%	40%	42%	39%	50%	43%	31%	45%	41%	30%	40%	50%	32%	40%	41%	41%	55%	36%	28%	30%
DON'T KNOW	11	5	1	2	-	2	6	5	3	-	4	5	2	3	2	2	1	2	-	11	2	1	2	3
	3%	4%	1%	5%	-	3%	3%	3%	3%	-	3%	2%	2%	4%	4%	2%	1%	2%	-	3%	1%	1%	6%	4%
REFUSED	4	1	2	-	1	-	2	1	3	-	-	3	1	-	1	-	1	-	-	4	3	1	-	-
	1%	1%	2%	-	3%	-	1%	1%	3%	-	-	1%	1%	-	2%	-	2%	-	-	1%	2%	1%	-	-
DONE/CONSIDERING DOING	223	71	50	26	28	48	121	102	48	75	85	105	68	48	20	33	49	38	29	194	60	77	26	51
	56%	53%	56%	54%	63%	58%	54%	58%	45%	57%	66%	51%	56%	66%	54%	48%	65%	58%	59%	55%	42%	63%	66%	66%

Table 51-2
QUESTION T2_9:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Adjusting financial forecasts and budgets

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-37	-20	-17	-37	2	-18	-23	7	-14	4	-29	-12	-4	-20	-20	-	-15	-5	-8	-26	-51	3	11	14
	-9%	-11%	-10%	-10%	5%	-23%	-11%	7%	-31%	2%	-22%	-8%	-6%	-12%	-16%	-	-8%	-4%	-9%	-15%	-16%	8%	35%	19%
TOTAL HAVE DONE/CURRENTLY DOING	174	80	74	154	20	30	89	50	15	108	49	71	32	71	49	46	78	62	39	72	131	22	20	42
	44%	43%	44%	44%	48%	37%	43%	50%	32%	49%	38%	45%	46%	42%	40%	49%	44%	47%	44%	41%	40%	52%	65%	58%
TOTAL CONSIDERING/NOT DONE	212	100	91	191	18	48	111	44	29	103	78	83	36	91	70	46	92	67	47	98	182	18	9	28
	53%	54%	54%	54%	43%	60%	54%	44%	63%	47%	60%	53%	52%	54%	57%	48%	52%	51%	53%	55%	56%	44%	30%	38%
HAVE ALREADY DONE	72	39	25	64	8	13	38	20	5	46	19	32	12	28	23	16	32	29	13	30	49	13	10	23
	18%	21%	15%	18%	20%	17%	19%	20%	10%	21%	14%	20%	18%	16%	19%	17%	18%	22%	14%	17%	15%	32%	31%	31%
CURRENTLY DOING	102	41	49	90	12	16	51	31	10	61	30	39	20	43	26	30	46	32	26	42	82	8	11	19
	26%	22%	29%	26%	29%	20%	25%	31%	22%	28%	23%	25%	28%	26%	22%	32%	26%	25%	29%	24%	25%	20%	34%	26%
CONSIDERING DOING	49	14	30	44	5	8	26	12	8	24	17	16	10	22	12	15	20	16	12	21	42	4	2	6
	12%	7%	18%	12%	11%	11%	13%	12%	16%	11%	13%	10%	15%	13%	10%	16%	11%	12%	13%	12%	13%	9%	7%	8%
NOT DONE/NOT CONSIDERING	163	86	60	147	13	39	86	31	22	79	60	67	26	69	57	31	73	51	35	77	140	14	7	22
	41%	46%	36%	41%	32%	49%	42%	31%	46%	36%	47%	43%	37%	41%	47%	32%	41%	39%	39%	44%	43%	35%	23%	30%
DON'T KNOW	11	3	3	6	3	1	4	6	2	7	2	3	2	5	3	3	5	1	3	5	7	2	2	3
	3%	2%	2%	2%	8%	1%	2%	6%	3%	3%	1%	2%	2%	3%	2%	3%	3%	1%	4%	3%	2%	4%	5%	4%
REFUSED	4	2	-	2	-	1	1	-	1	1	2	-	-	3	1	-	3	2	-	2	4	-	-	-
	1%	1%	-	1%	-	2%	-	-	2%	1%	1%	-	-	2%	1%	-	2%	1%	-	1%	1%	-	-	-
DONE/CONSIDERING DOING	223	94	104	198	24	38	115	63	23	131	66	87	43	93	62	61	98	78	51	93	173	25	23	48
	56%	51%	62%	56%	60%	48%	56%	63%	48%	60%	51%	56%	61%	55%	50%	65%	55%	59%	57%	52%	53%	61%	72%	66%

Table 51-3
QUESTION T2_9:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Adjusting financial forecasts and budgets

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-37	-17	-17	-21	-2	3	-18	-25	1	-13	-12	-9	-23	-3	-6	-2	4	11	-5	8
	-9%	-35%	-5%	-21%	-3%	4%	-15%	-32%	1%	-9%	-12%	-7%	-19%	-4%	-9%	-3%	6%	19%	-12%	64%
TOTAL HAVE DONE/CURRENTLY DOING	174	14	138	36	42	45	50	25	62	63	43	60	46	38	31	30	32	35	16	11
	44%	28%	46%	36%	46%	52%	41%	32%	49%	44%	42%	45%	38%	45%	44%	49%	52%	60%	42%	82%
TOTAL CONSIDERING/NOT DONE	212	30	155	57	44	42	69	50	61	76	55	69	69	41	37	32	28	24	21	2
	53%	64%	51%	57%	49%	48%	56%	64%	48%	53%	54%	52%	57%	49%	53%	51%	46%	40%	54%	18%
HAVE ALREADY DONE	72	6	57	15	13	16	23	13	27	21	21	19	19	22	9	11	12	18	6	3
	18%	13%	19%	15%	15%	19%	19%	16%	22%	15%	21%	14%	16%	27%	13%	18%	21%	30%	16%	23%
CURRENTLY DOING	102	7	81	21	29	29	27	12	35	42	21	41	27	15	22	19	19	18	10	8
	26%	16%	27%	21%	32%	33%	22%	15%	28%	29%	21%	31%	22%	18%	31%	30%	32%	30%	26%	59%
CONSIDERING DOING	49	5	36	13	9	8	23	7	10	18	14	19	16	10	4	8	11	11	2	-
	12%	10%	12%	13%	10%	9%	19%	9%	8%	13%	14%	14%	13%	12%	6%	13%	18%	19%	5%	-
NOT DONE/NOT CONSIDERING	163	26	119	44	35	34	46	43	50	58	41	50	53	31	33	24	17	13	19	2
	41%	54%	39%	45%	39%	39%	37%	55%	40%	40%	41%	37%	44%	37%	48%	38%	28%	22%	49%	18%
DON'T KNOW	11	2	6	5	4	-	3	3	1	4	3	2	5	4	2	-	1	-	2	-
	3%	5%	2%	5%	4%	-	3%	3%	1%	3%	3%	2%	4%	5%	2%	-	1%	-	4%	-
REFUSED	4	1	2	2	-	-	1	1	2	-	-	2	1	1	-	-	-	-	-	-
	1%	3%	1%	2%	-	-	1%	2%	2%	-	-	2%	1%	1%	-	-	-	-	-	-
DONE/CONSIDERING DOING	223	18	174	49	51	53	73	32	72	82	56	80	62	47	35	38	43	46	18	11
	56%	39%	58%	49%	57%	61%	60%	41%	57%	57%	56%	59%	51%	57%	50%	62%	71%	78%	47%	82%

Table 51-4
QUESTION T2_9:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Adjusting financial forecasts and budgets

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-37	-21	-14	7	-5	-2	-4	-46	12	7	-13	-21	-15	-4	-	-10	-15	-19	-22	-15	7	-12	-20
	-9%	-11%	-11%	6%	-6%	-3%	-6%	-23%	11%	17%	-33%	-17%	-8%	-5%	-	-5%	-8%	-10%	-14%	-10%	5%	-9%	-10%
TOTAL HAVE DONE/CURRENTLY DOING	174	85	51	54	36	37	32	74	61	24	13	51	86	35	87	94	87	79	64	65	76	60	87
	44%	43%	42%	52%	44%	48%	47%	37%	53%	58%	32%	40%	44%	47%	49%	46%	44%	42%	41%	43%	51%	45%	44%
TOTAL CONSIDERING/NOT DONE	212	106	64	47	41	39	36	120	49	17	26	72	101	38	87	104	101	97	86	81	68	73	107
	53%	54%	53%	45%	51%	51%	53%	59%	42%	40%	66%	57%	52%	52%	48%	50%	52%	52%	56%	53%	46%	54%	54%
HAVE ALREADY DONE	72	36	18	22	17	17	10	30	29	9	5	20	38	13	38	40	32	33	21	28	27	26	39
	18%	18%	15%	21%	21%	22%	15%	15%	25%	20%	14%	16%	20%	18%	21%	19%	16%	18%	14%	18%	18%	19%	20%
CURRENTLY DOING	102	49	33	32	19	20	22	45	33	16	7	31	48	22	49	55	55	46	42	37	49	35	48
	26%	25%	27%	30%	23%	26%	32%	22%	28%	38%	18%	24%	25%	29%	27%	26%	28%	25%	27%	24%	33%	26%	24%
CONSIDERING DOING	49	26	12	14	12	8	14	29	13	3	4	17	25	7	19	20	23	24	26	22	17	17	25
	12%	13%	10%	14%	14%	11%	20%	14%	11%	6%	11%	13%	13%	9%	11%	10%	12%	13%	17%	14%	12%	13%	13%
NOT DONE/NOT CONSIDERING	163	80	53	33	30	31	22	91	36	14	21	55	76	31	68	84	78	74	60	59	51	56	83
	41%	41%	44%	32%	36%	40%	33%	45%	31%	34%	54%	43%	39%	42%	38%	41%	40%	40%	39%	39%	34%	41%	42%
DON'T KNOW	11	4	3	3	4	1	-	5	4	1	1	3	6	1	5	4	3	7	2	4	5	1	2
	3%	2%	3%	3%	5%	1%	-	2%	3%	2%	2%	3%	3%	1%	3%	2%	2%	4%	1%	3%	3%	1%	1%
REFUSED	4	1	3	-	-	-	-	3	1	-	-	1	3	-	1	4	4	4	4	4	-	1	1
	1%	-	2%	-	-	-	-	1%	1%	-	-	1%	1%	-	-	2%	2%	2%	2%	2%	-	1%	-
DONE/CONSIDERING DOING	223	111	62	68	48	46	46	103	74	27	17	68	111	42	107	114	109	102	90	87	93	77	112
	56%	57%	52%	65%	59%	59%	67%	51%	64%	64%	44%	53%	57%	56%	59%	55%	56%	55%	58%	57%	62%	57%	57%

Table 51-5
QUESTION T2_9:
For each of the following actions, please tell me if your company has already done, are you currently doing, or are you considering doing any of the following because of the current tariff and trade environment?

Adjusting financial forecasts and budgets

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (HAVE DONE/CURRENTLY DOING - CONSIDERING/NOT DONE)	-32	3	4	-7	-2	-11	-19
	-11%	5%	8%	-13%	-3%	-23%	-39%
TOTAL HAVE DONE/CURRENTLY DOING	133	27	27	22	24	18	15
	44%	51%	54%	43%	47%	36%	31%
TOTAL CONSIDERING/NOT DONE	166	25	23	28	26	30	35
	54%	45%	46%	57%	50%	59%	69%
HAVE ALREADY DONE	49	15	12	7	8	2	6
	16%	27%	25%	13%	15%	5%	11%
CURRENTLY DOING	84	13	15	15	16	16	10
	28%	23%	29%	30%	32%	32%	19%
CONSIDERING DOING	52	4	6	10	9	14	8
	17%	8%	13%	20%	18%	27%	17%
NOT DONE/NOT CONSIDERING	114	20	17	18	16	16	26
	37%	38%	33%	37%	32%	32%	53%
DON'T KNOW	5	2	-	-	1	2	-
	2%	4%	-	-	2%	5%	-
REFUSED	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-
DONE/CONSIDERING DOING	185	32	33	32	33	32	24
	61%	58%	67%	63%	65%	64%	47%

Table 52-1
QUESTION X1_C:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no effect on your business?

The 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 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (MAJOR - MINOR)	1	-9	-9	-3	7	15	-18	19	-6	-4	4	-8	6	3	-5	6	3	-3	2	-1	18	7	-4	-17
	-	-7%	-10%	-7%	16%	18%	-8%	11%	-6%	-3%	3%	-4%	5%	4%	-12%	9%	4%	-5%	5%	-	12%	6%	-10%	-23%
TOTAL EFFECT	318	103	71	42	39	63	174	144	77	107	116	145	105	65	33	60	68	54	36	281	114	107	31	54
----------	79%	76%	80%	86%	89%	76%	78%	82%	72%	81%	91%	71%	88%	89%	89%	87%	90%	82%	75%	80%	79%	87%	79%	70%
MAJOR EFFECT	159	47	31	19	23	39	78	81	35	51	60	69	56	34	14	33	35	25	19	140	66	57	14	18
	40%	35%	35%	40%	52%	47%	35%	46%	33%	39%	47%	34%	47%	46%	38%	48%	47%	39%	40%	40%	46%	46%	34%	24%
MINOR EFFECT	158	56	40	22	16	24	96	63	42	56	56	76	49	31	19	27	32	28	17	141	48	50	18	36
	40%	41%	45%	47%	36%	29%	43%	36%	39%	42%	44%	37%	41%	43%	50%	39%	43%	43%	35%	40%	33%	40%	45%	46%
NO EFFECT	78	30	17	5	5	21	48	30	30	23	12	56	14	8	4	7	7	12	12	66	30	15	8	20
	20%	22%	20%	10%	11%	24%	21%	17%	28%	17%	9%	27%	11%	11%	11%	10%	9%	18%	25%	19%	21%	12%	21%	27%
DON'T KNOW/UNSURE	3	2	-	2	-	-	2	2	-	2	-	3	-	-	-	2	-	-	-	3	-	2	-	2
	1%	1%	-	3%	-	-	1%	1%	-	1%	-	2%	-	-	-	3%	-	-	-	1%	-	1%	-	2%
REFUSED	1	1	-	-	-	-	1	-	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-	1
	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	1%

Table 52-2
QUESTION X1_C:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no effect on your business?

The requirements on an employer for paid sick and safe time

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (MAJOR - MINOR)	1	-10	2	-8	10	5	-7	5	-2	26	-20	1	-7	4	-	-	-	21	-16	-3	-1	1	1	3
	-	-5%	1%	-2%	23%	6%	-3%	5%	-5%	12%	-16%	-	-10%	3%	-	-	-	16%	-18%	-2%	-	4%	4%	4%
TOTAL EFFECT	318	154	129	284	30	68	169	72	36	182	96	134	51	130	104	78	132	105	73	139	250	36	29	65
----------	79%	83%	77%	80%	74%	85%	82%	72%	76%	83%	75%	86%	73%	76%	85%	83%	74%	80%	82%	79%	77%	86%	93%	89%
MAJOR EFFECT	159	72	65	138	20	36	81	38	17	104	38	67	22	67	52	39	66	63	28	68	125	19	15	34
	40%	39%	39%	39%	49%	45%	39%	38%	35%	47%	29%	43%	32%	40%	43%	42%	37%	48%	32%	38%	38%	45%	48%	46%
MINOR EFFECT	158	82	64	146	10	31	88	33	19	78	58	67	29	63	52	39	66	42	44	71	126	17	14	31
	40%	44%	38%	41%	25%	40%	43%	33%	40%	36%	45%	43%	41%	37%	42%	41%	37%	32%	50%	40%	39%	41%	44%	43%
NO EFFECT	78	28	38	67	11	10	36	27	8	36	33	21	19	39	16	16	44	24	15	37	69	6	2	8
	20%	15%	23%	19%	26%	13%	17%	27%	17%	17%	25%	13%	27%	23%	13%	17%	25%	19%	17%	21%	21%	14%	7%	11%
DON'T KNOW/UNSURE	3	3	-	3	-	2	-	2	3	-	-	2	-	2	2	-	2	2	2	-	3	-	-	-
	1%	2%	-	1%	-	2%	-	2%	7%	-	-	1%	-	1%	1%	-	1%	1%	2%	-	1%	-	-	-
REFUSED	1	-	-	-	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 52-3
QUESTION X1_C:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no effect on your business?

The requirements on an employer for paid sick and safe time

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (MAJOR - MINOR)	1	6	6	-5	-	3	3	1	-1	10	-7	-17	-12	6	13	4	5	-6	-	5
	-	13%	2%	-5%	-	4%	2%	1%	-1%	7%	-7%	-13%	-10%	8%	19%	7%	9%	-10%	-	36%
TOTAL EFFECT	318	35	246	72	70	67	101	67	103	117	78	102	106	68	56	52	45	42	31	11
----------	79%	74%	82%	73%	77%	76%	82%	86%	82%	81%	78%	76%	88%	81%	80%	85%	75%	72%	81%	80%
MAJOR EFFECT	159	21	126	33	35	35	52	34	51	63	36	42	47	37	35	28	25	18	16	8
	40%	44%	42%	34%	39%	40%	42%	43%	41%	44%	36%	32%	39%	45%	50%	46%	42%	31%	41%	58%
MINOR EFFECT	158	15	120	39	35	32	49	33	52	53	43	59	59	31	21	24	20	24	16	3
	40%	31%	40%	39%	39%	36%	40%	42%	41%	37%	42%	44%	49%	37%	30%	39%	33%	41%	41%	22%
NO EFFECT	78	12	53	26	18	19	22	11	20	27	21	31	14	15	14	9	15	17	7	3
	20%	26%	17%	26%	20%	22%	18%	14%	16%	19%	21%	23%	11%	19%	20%	15%	25%	28%	19%	20%
DON'T KNOW/UNSURE	3	-	2	2	2	2	-	-	2	-	2	2	-	-	-	-	-	-	-	-
	1%	-	1%	2%	2%	2%	-	-	1%	-	2%	1%	-	-	-	-	-	-	-	-
REFUSED	1	-	1	-	1	-	-	-	1	-	-	-	1	-	-	-	-	-	-	-
	-	-	-	-	1%	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-

Table 52-4
QUESTION X1_C:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no effect on your business?

The requirements on an employer for paid sick and safe time

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (MAJOR - MINOR)	1	7	9	-3	3	-	17	-17	8	6	6	12	-7	-4	15	8	-	2	9	9	13	6	9
	-	4%	7%	-2%	3%	1%	25%	-8%	7%	14%	14%	9%	-3%	-6%	8%	4%	-	1%	6%	6%	9%	5%	4%
TOTAL EFFECT	318	164	98	78	58	60	58	144	100	39	33	107	155	52	158	155	150	141	119	126	113	109	166
----------	79%	84%	81%	75%	71%	77%	85%	71%	87%	93%	84%	85%	79%	70%	88%	75%	77%	76%	77%	82%	76%	81%	84%
MAJOR EFFECT	159	86	53	38	30	30	37	64	54	22	19	60	74	24	87	82	75	72	64	68	63	57	87
	40%	44%	44%	36%	37%	39%	55%	31%	47%	53%	49%	47%	38%	32%	48%	40%	39%	39%	41%	44%	42%	43%	44%
MINOR EFFECT	158	79	45	40	28	30	21	80	46	16	14	48	81	28	72	73	75	69	55	59	50	51	78
	40%	40%	37%	38%	34%	38%	30%	40%	40%	39%	35%	38%	41%	38%	40%	36%	39%	37%	36%	38%	34%	38%	40%
NO EFFECT	78	32	21	24	24	17	11	55	15	3	5	19	39	21	21	51	43	44	36	25	36	26	31
	20%	16%	18%	23%	29%	22%	15%	27%	13%	7%	14%	15%	20%	28%	12%	25%	22%	24%	23%	16%	24%	19%	16%
DON'T KNOW/UNSURE	3	-	-	2	-	-	-	3	-	-	-	-	2	2	-	-	-	-	-	2	-	-	-
	1%	-	-	2%	-	-	-	2%	-	-	-	-	1%	2%	-	-	-	-	-	1%	-	-	-
REFUSED	1	-	1	1	-	1	-	-	-	-	1	1	-	-	1	1	1	1	-	1	1	-	1
	-	-	1%	1%	-	1%	-	-	-	-	2%	1%	-	-	-	-	-	-	-	1%	1%	-	-

Table 52-5
QUESTION X1_C:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no effect on your business?

The requirements on an employer for paid sick and safe time

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (MAJOR - MINOR)	50	1	6	5	7	20	10
	16%	3%	13%	10%	13%	41%	19%
TOTAL EFFECT	243	45	35	42	46	43	32
----------	80%	83%	71%	83%	90%	86%	64%
MAJOR EFFECT	146	23	21	23	26	32	21
	48%	43%	42%	47%	52%	64%	42%
MINOR EFFECT	97	22	15	18	20	11	11
	32%	40%	29%	37%	38%	23%	22%
NO EFFECT	56	8	12	8	5	7	15
	19%	16%	25%	17%	10%	14%	31%
DON'T KNOW/UNSURE	6	1	2	-	-	-	3
	2%	1%	4%	-	-	-	6%

Table 53-1
QUESTION X1_D:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no 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 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (MAJOR - MINOR)	-35	-16	-10	-3	4	-9	-27	-9	-8	-17	-16	-18	-11	-5	1	-3	-11	-8	-20	-15	9	-7	-4	-23
	-9%	-12%	-12%	-7%	8%	-11%	-12%	-5%	-7%	-13%	-13%	-9%	-9%	-7%	2%	-4%	-15%	-12%	-41%	-4%	6%	-5%	-10%	-30%
TOTAL EFFECT	339	111	74	42	41	73	184	155	84	113	120	159	109	69	35	63	63	55	40	298	127	108	31	59
	85%	82%	84%	86%	93%	86%	82%	88%	79%	86%	94%	78%	91%	95%	93%	91%	84%	84%	84%	85%	88%	87%	79%	77%
MAJOR EFFECT	152	47	32	19	22	32	79	73	38	48	52	70	49	32	18	30	26	24	10	142	68	50	14	18
	38%	35%	36%	40%	51%	38%	35%	42%	36%	37%	41%	34%	41%	44%	48%	44%	35%	36%	21%	40%	47%	41%	35%	24%
MINOR EFFECT	187	64	42	22	19	41	106	82	46	65	68	89	60	37	17	33	37	31	30	157	59	57	17	41
	47%	47%	48%	47%	42%	49%	47%	46%	43%	49%	53%	43%	50%	51%	46%	48%	50%	48%	62%	45%	41%	46%	44%	54%
NO EFFECT	55	23	14	5	3	11	36	19	22	17	7	42	9	3	2	4	10	11	8	47	17	14	8	15
	14%	17%	16%	10%	6%	14%	16%	11%	21%	13%	5%	20%	8%	4%	7%	6%	14%	16%	16%	13%	12%	12%	20%	19%
DON'T KNOW/UNSURE	5	2	1	2	1	-	2	2	-	2	1	3	1	1	-	2	1	-	-	5	-	2	1	2
	1%	1%	1%	3%	1%	-	1%	1%	-	1%	-	2%	1%	1%	-	3%	1%	-	-	1%	-	1%	2%	2%
REFUSED	1	1	-	-	-	-	1	-	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-	1
	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	1%

Table 53-2
QUESTION X1_D:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no 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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (MAJOR - MINOR)	-35	-30	-16	-46	9	-1	-31	-4	-6	6	-34	-10	-10	-19	-22	-8	-10	5	-11	-29	-30	-8	2	-5
	-9%	-16%	-9%	-13%	23%	-1%	-15%	-4%	-12%	3%	-26%	-6%	-14%	-11%	-18%	-8%	-6%	4%	-12%	-17%	-9%	-18%	8%	-7%
TOTAL EFFECT	339	160	143	303	32	67	183	79	33	195	108	141	58	138	112	82	140	118	74	147	268	39	30	69
	85%	86%	85%	86%	78%	85%	89%	79%	70%	89%	83%	90%	83%	81%	92%	87%	79%	90%	82%	84%	83%	95%	95%	95%
MAJOR EFFECT	152	65	64	129	21	33	76	38	14	101	37	66	24	59	45	37	65	62	31	59	119	16	16	32
	38%	35%	38%	36%	51%	42%	37%	38%	29%	46%	29%	42%	34%	35%	37%	40%	37%	47%	35%	33%	37%	38%	51%	44%
MINOR EFFECT	187	95	79	174	11	34	107	41	19	94	71	75	34	78	67	45	75	56	42	88	149	23	14	37
	47%	51%	47%	49%	28%	43%	52%	41%	41%	43%	55%	48%	48%	46%	55%	48%	42%	43%	47%	50%	46%	57%	43%	51%
NO EFFECT	55	21	25	46	9	10	21	19	10	23	21	13	12	30	8	12	35	11	14	28	51	2	2	3
	14%	11%	15%	13%	22%	12%	10%	19%	21%	10%	17%	8%	17%	18%	6%	13%	20%	9%	16%	16%	16%	4%	5%	4%
DON'T KNOW/UNSURE	5	5	-	5	-	2	-	2	4	1	-	2	-	2	2	-	2	2	2	1	4	1	-	1
	1%	3%	-	1%	-	3%	-	2%	9%	-	-	2%	-	1%	2%	-	1%	1%	2%	1%	1%	2%	-	1%
REFUSED	1	-	-	-	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 53-3
QUESTION X1_D:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no 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

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (MAJOR - MINOR)	-35	-6	-11	-24	-28	-2	-5	4	-13	-6	-13	-13	-29	8	6	-7	-9	-10	-5	-2
	-9%	-12%	-4%	-24%	-31%	-2%	-4%	5%	-11%	-4%	-13%	-10%	-24%	10%	9%	-12%	-16%	-17%	-12%	-16%
TOTAL EFFECT	339	38	262	77	75	74	102	69	113	120	84	108	107	74	61	57	52	47	33	11
----------	85%	79%	87%	78%	83%	84%	83%	89%	90%	84%	83%	80%	89%	88%	88%	93%	86%	79%	85%	87%
MAJOR EFFECT	152	16	125	27	23	36	48	37	50	57	35	47	39	41	34	25	21	18	14	5
	38%	33%	42%	27%	26%	41%	39%	47%	40%	40%	35%	35%	32%	49%	48%	41%	35%	31%	36%	35%
MINOR EFFECT	187	22	137	51	51	38	54	33	63	63	49	60	68	33	27	32	31	28	19	7
	47%	46%	45%	51%	57%	43%	44%	42%	50%	44%	48%	45%	56%	39%	39%	53%	51%	48%	49%	51%
NO EFFECT	55	9	36	19	13	12	20	9	10	22	15	24	12	10	9	4	8	12	6	2
	14%	19%	12%	20%	14%	14%	16%	11%	8%	15%	15%	18%	10%	12%	12%	7%	14%	20%	15%	13%
DON'T KNOW/UNSURE	5	1	2	2	2	2	1	-	2	1	2	3	1	-	-	-	-	1	-	-
	1%	2%	1%	2%	3%	2%	1%	-	1%	1%	2%	2%	1%	-	-	-	-	1%	-	-
REFUSED	1	-	1	-	1	-	-	-	1	-	-	-	1	-	-	-	-	-	-	-
	-	-	-	-	1%	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-

Table 53-4
QUESTION X1_D:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no 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				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (MAJOR - MINOR)	-35	-23	-8	-13	-10	-15	8	-29	-2	-1	-2	6	-28	-15	-7	-24	-1	-8	-3	7	-4	3	-23
	-9%	-12%	-7%	-12%	-12%	-19%	12%	-14%	-2%	-3%	-4%	5%	-14%	-20%	-4%	-12%	-	-4%	-2%	4%	-2%	2%	-11%
TOTAL EFFECT	339	175	99	84	70	70	62	160	104	41	32	110	165	61	163	174	165	156	128	127	121	113	176
------------	85%	89%	82%	81%	86%	90%	90%	79%	91%	98%	80%	87%	84%	83%	90%	84%	85%	84%	83%	82%	81%	84%	89%
MAJOR EFFECT	152	76	46	36	30	27	35	66	51	20	15	58	69	23	78	75	82	74	63	67	59	58	77
	38%	39%	38%	34%	37%	35%	51%	33%	45%	48%	38%	46%	35%	31%	43%	36%	42%	40%	40%	43%	39%	43%	39%
MINOR EFFECT	187	99	54	48	40	42	27	95	53	21	17	52	96	38	85	99	83	82	66	60	62	55	99
	47%	50%	45%	46%	49%	54%	39%	47%	47%	50%	42%	41%	49%	52%	47%	48%	42%	44%	42%	39%	42%	41%	50%
NO EFFECT	55	21	19	18	12	7	7	38	9	1	6	15	29	11	15	31	28	28	27	23	26	21	20
	14%	11%	16%	17%	14%	9%	10%	19%	8%	2%	16%	12%	15%	15%	8%	15%	14%	15%	17%	15%	18%	15%	10%
DON'T KNOW/UNSURE	5	1	1	2	-	-	-	3	1	-	1	1	2	2	1	1	1	1	-	3	1	1	1
	1%	-	1%	2%	-	-	-	2%	1%	-	2%	-	1%	2%	1%	-	1%	1%	-	2%	-	1%	1%
REFUSED	1	-	1	1	-	1	-	-	-	-	1	1	-	-	1	1	1	1	-	1	1	-	1
	-	-	1%	1%	-	1%	-	-	-	-	2%	1%	-	-	-	-	-	-	-	1%	1%	-	-

Table 53-5
QUESTION X1_D:
I will read you a couple short descriptions of laws passed in 2024 by the Minnesota Legislature, and I want to know whether it affected your business, and if so, how much. Would you say it had a major effect, minor effect, or no 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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (MAJOR - MINOR)	7	-6	-2	-2	3	9	4
	2%	-12%	-4%	-3%	7%	18%	8%
TOTAL EFFECT	268	48	44	45	48	45	37
	88%	90%	88%	90%	93%	91%	75%
MAJOR EFFECT	137	21	21	22	26	27	21
	45%	39%	42%	43%	50%	55%	42%
MINOR EFFECT	131	27	23	23	22	18	17
	43%	51%	46%	47%	43%	36%	33%
NO EFFECT	32	5	4	5	3	5	11
	11%	9%	8%	10%	5%	9%	22%
DON'T KNOW/UNSURE	5	1	2	-	1	-	1
	2%	1%	4%	-	2%	-	3%

Table 54-1
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 COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-275	-79	-59	-33	-39	-64	-138	-136	-67	-93	-96	-140	-85	-48	-28	-47	-60	-49	-31	-243	-117	-105	-20	-27
	-69%	-58%	-68%	-68%	-89%	-77%	-62%	-77%	-63%	-70%	-75%	-69%	-71%	-67%	-74%	-68%	-80%	-75%	-64%	-69%	-81%	-85%	-50%	-35%
TOTAL MORE ATTRACTIVE	26	10	8	3	-	5	18	8	10	7	6	13	7	6	3	6	2	1	3	23	6	2	3	12
	6%	8%	9%	7%	-	5%	8%	4%	9%	5%	4%	6%	6%	8%	8%	9%	3%	1%	6%	6%	4%	2%	8%	15%
TOTAL LESS ATTRACTIVE	300	89	67	36	39	69	156	144	76	99	102	153	92	54	31	54	62	50	34	265	123	108	23	38
	75%	66%	76%	75%	89%	82%	70%	82%	72%	75%	80%	75%	77%	74%	83%	78%	83%	76%	71%	76%	85%	87%	58%	50%
MUCH MORE ATTRACTIVE	11	5	2	2	-	1	7	4	4	2	2	7	2	2	2	2	1	-	-	11	2	2	1	4
	3%	4%	2%	5%	-	2%	3%	2%	4%	2%	1%	3%	2%	2%	4%	2%	1%	-	-	3%	2%	2%	2%	5%
SOMEWHAT MORE ATTRACTIVE	15	5	6	1	-	3	11	4	5	4	4	6	5	4	2	5	1	1	3	12	3	-	2	7
	4%	4%	7%	2%	-	4%	5%	2%	5%	3%	3%	3%	4%	6%	4%	7%	2%	1%	6%	3%	2%	-	6%	10%
SOMEWHAT LESS ATTRACTIVE	94	32	27	6	10	19	59	35	30	25	32	51	24	19	6	18	18	15	9	85	36	33	7	17
	24%	23%	31%	13%	23%	23%	26%	20%	28%	19%	25%	25%	20%	26%	17%	26%	23%	22%	19%	24%	25%	27%	19%	22%
MUCH LESS ATTRACTIVE	206	58	40	30	29	50	97	109	46	74	69	102	68	35	25	35	45	35	25	181	87	74	15	22
	51%	42%	45%	62%	66%	59%	43%	62%	43%	56%	54%	50%	57%	48%	66%	51%	59%	54%	52%	51%	60%	60%	39%	28%
NO EFFECT ONE WAY OR THE OTHER	62	32	11	8	4	7	43	18	14	24	17	33	17	10	3	6	8	12	10	51	12	10	11	25
	15%	24%	13%	17%	8%	8%	19%	10%	14%	18%	13%	16%	14%	14%	9%	9%	11%	19%	21%	15%	9%	8%	27%	33%
TOO SOON TO SAY/DON'T KNOW	11	3	1	1	1	4	5	6	6	1	4	5	3	3	-	2	2	3	1	10	3	3	3	2
	3%	3%	2%	2%	3%	5%	2%	3%	5%	1%	3%	2%	2%	4%	-	3%	3%	4%	2%	3%	2%	3%	7%	2%
REFUSED	2	1	1	-	-	-	2	-	1	1	-	-	2	-	-	1	-	-	-	2	1	1	-	-
	-	1%	1%	-	-	-	1%	-	1%	1%	-	-	1%	-	-	1%	-	-	-	-	1%	1%	-	-

Table 54-2
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 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-275	-120	-127	-247	-23	-60	-145	-61	-19	-173	-80	-112	-48	-111	-93	-69	-108	-88	-69	-114	-225	-28	-20	-48
	-69%	-64%	-76%	-70%	-56%	-75%	-71%	-61%	-41%	-79%	-62%	-72%	-69%	-65%	-76%	-73%	-61%	-68%	-78%	-64%	-69%	-68%	-65%	-67%
TOTAL MORE ATTRACTIVE	26	14	6	21	5	5	10	10	7	10	9	9	5	12	3	7	16	7	5	14	20	4	2	6
	6%	8%	4%	6%	12%	6%	5%	10%	14%	4%	7%	6%	7%	7%	3%	7%	9%	6%	5%	8%	6%	9%	5%	8%
TOTAL LESS ATTRACTIVE	300	134	133	267	28	64	155	71	26	183	89	121	53	122	96	75	124	96	74	127	245	32	22	54
	75%	72%	79%	76%	68%	81%	76%	71%	55%	83%	69%	78%	76%	72%	79%	80%	69%	73%	83%	72%	76%	77%	70%	74%
MUCH MORE ATTRACTIVE	11	7	-	7	4	2	3	6	2	7	2	3	2	6	-	4	7	3	3	5	9	1	1	2
	3%	4%	-	2%	10%	3%	1%	6%	5%	3%	1%	2%	3%	3%	-	4%	4%	2%	4%	3%	3%	2%	3%	2%
SOMEWHAT MORE ATTRACTIVE	15	8	6	14	1	2	7	4	4	3	8	6	3	6	3	2	9	5	2	9	11	3	1	4
	4%	4%	4%	4%	2%	3%	3%	4%	9%	1%	6%	4%	5%	4%	3%	3%	5%	4%	2%	5%	3%	8%	3%	6%
SOMEWHAT LESS ATTRACTIVE	94	45	40	85	8	12	55	23	6	52	35	32	16	45	31	29	33	29	28	37	75	13	6	19
	24%	24%	24%	24%	19%	16%	27%	23%	13%	24%	27%	20%	23%	27%	25%	31%	18%	22%	32%	21%	23%	30%	20%	26%
MUCH LESS ATTRACTIVE	206	89	93	183	20	52	100	48	20	131	54	89	37	77	66	46	91	67	46	91	170	19	16	35
	51%	48%	56%	52%	48%	66%	49%	48%	43%	60%	42%	57%	52%	45%	54%	49%	51%	51%	51%	51%	52%	47%	51%	48%
NO EFFECT ONE WAY OR THE OTHER	62	32	25	57	4	9	34	17	11	23	26	23	8	31	20	11	30	23	10	29	50	5	5	10
	15%	17%	15%	16%	11%	11%	17%	17%	24%	10%	20%	15%	11%	18%	17%	12%	17%	17%	11%	17%	15%	11%	17%	14%
TOO SOON TO SAY/DON'T KNOW	11	4	3	7	3	2	5	2	3	4	4	3	4	4	2	2	7	5	1	5	8	1	2	3
	3%	2%	2%	2%	8%	2%	3%	2%	5%	2%	3%	2%	6%	2%	2%	2%	4%	3%	1%	3%	2%	2%	7%	4%
REFUSED	2	1	-	1	1	-	1	-	1	-	1	-	-	2	-	-	2	1	-	1	2	-	-	-
	-	-	-	-	2%	-	-	-	2%	-	1%	-	-	1%	-	-	1%	1%	-	-	-	-	-	-

Table 54-3
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

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-275	-33	-238	-37	-51	-66	-79	-64	-94	-108	-54	-80	-92	-65	-49	-47	-40	-20	-33	-7
	-69%	-69%	-79%	-37%	-57%	-75%	-64%	-82%	-75%	-75%	-53%	-60%	-76%	-78%	-70%	-77%	-65%	-34%	-86%	-55%
TOTAL MORE ATTRACTIVE	26	2	10	16	8	4	11	2	7	5	13	11	3	4	5	1	3	11	1	3
	6%	5%	3%	16%	9%	4%	9%	3%	6%	3%	12%	8%	3%	5%	8%	1%	5%	18%	2%	19%
TOTAL LESS ATTRACTIVE	300	35	247	53	59	70	89	67	101	112	66	91	95	69	55	48	43	31	34	10
	75%	74%	82%	53%	66%	80%	73%	85%	80%	78%	66%	68%	79%	83%	78%	78%	70%	52%	88%	74%
MUCH MORE ATTRACTIVE	11	1	6	5	4	1	6	-	3	-	8	3	1	3	3	-	-	4	-	2
	3%	2%	2%	5%	5%	1%	5%	-	2%	-	7%	3%	1%	4%	4%	-	-	7%	-	13%
SOMEWHAT MORE ATTRACTIVE	15	1	4	11	4	3	5	2	4	5	5	8	2	1	2	1	3	6	1	1
	4%	3%	1%	11%	4%	4%	4%	3%	3%	3%	5%	6%	2%	1%	3%	1%	5%	11%	2%	6%
SOMEWHAT LESS ATTRACTIVE	94	7	74	21	19	21	28	19	27	36	24	39	32	14	12	11	19	16	9	2
	24%	14%	25%	21%	21%	24%	22%	24%	21%	25%	24%	29%	26%	17%	17%	17%	32%	27%	24%	16%
MUCH LESS ATTRACTIVE	206	28	173	32	40	49	62	48	74	76	42	52	64	55	43	37	24	15	24	8
	51%	60%	58%	33%	44%	56%	50%	61%	59%	53%	41%	39%	53%	66%	61%	61%	39%	25%	64%	59%
NO EFFECT ONE WAY OR THE OTHER	62	7	38	24	20	11	18	8	14	23	20	27	18	8	8	9	13	11	4	1
	15%	15%	13%	24%	22%	12%	15%	11%	11%	16%	20%	20%	15%	10%	12%	15%	21%	19%	10%	6%
TOO SOON TO SAY/DON'T KNOW	11	2	5	6	3	2	5	-	2	4	2	5	3	1	1	3	2	6	-	-
	3%	4%	2%	6%	3%	3%	4%	-	2%	3%	2%	4%	3%	1%	1%	6%	4%	10%	-	-
REFUSED	2	1	2	-	-	1	-	1	2	-	-	-	1	1	1	-	-	-	-	-
	-	2%	1%	-	-	1%	-	1%	1%	-	-	-	1%	1%	1%	-	-	-	-	-

Table 54-4
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				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-275	-144	-92	-74	-56	-44	-45	-132	-72	-36	-33	-91	-132	-50	-131	-148	-133	-128	-103	-106	-98	-87	-147
	-69%	-73%	-76%	-71%	-68%	-56%	-66%	-65%	-63%	-85%	-84%	-72%	-68%	-67%	-73%	-72%	-68%	-69%	-66%	-69%	-66%	-64%	-74%
TOTAL MORE ATTRACTIVE	26	10	5	6	5	6	7	13	11	-	2	10	12	4	12	8	13	12	9	10	10	10	9
	6%	5%	4%	6%	6%	8%	10%	6%	10%	-	4%	8%	6%	5%	7%	4%	6%	6%	6%	6%	7%	8%	5%
TOTAL LESS ATTRACTIVE	300	154	97	80	61	50	51	145	83	36	35	101	144	54	143	156	146	140	112	116	108	97	156
	75%	78%	81%	76%	74%	64%	75%	72%	73%	85%	88%	79%	74%	72%	80%	76%	75%	75%	72%	75%	73%	72%	79%
MUCH MORE ATTRACTIVE	11	3	2	2	4	1	2	6	4	-	1	4	6	1	5	1	4	2	2	4	3	5	4
	3%	1%	2%	2%	4%	1%	4%	3%	3%	-	2%	3%	3%	1%	3%	-	2%	1%	1%	3%	2%	3%	2%
SOMEWHAT MORE ATTRACTIVE	15	7	3	4	1	5	4	7	7	-	1	6	6	3	7	7	9	10	6	6	7	6	6
	4%	4%	2%	4%	2%	7%	6%	3%	6%	-	2%	5%	3%	4%	4%	3%	4%	5%	4%	4%	5%	4%	3%
SOMEWHAT LESS ATTRACTIVE	94	59	27	26	18	18	15	47	26	10	9	24	52	19	43	45	43	39	36	35	30	25	46
	24%	30%	22%	25%	23%	23%	21%	23%	23%	25%	22%	19%	26%	25%	24%	22%	22%	21%	23%	23%	20%	18%	23%
MUCH LESS ATTRACTIVE	206	95	70	54	42	32	37	97	57	25	26	77	93	35	100	111	102	100	76	81	79	73	110
	51%	48%	58%	52%	51%	42%	54%	48%	50%	61%	66%	60%	47%	47%	56%	54%	53%	54%	49%	52%	53%	54%	56%
NO EFFECT ONE WAY OR THE OTHER	62	28	16	17	15	17	8	38	17	5	2	12	34	15	19	35	33	29	30	25	28	24	24
	15%	14%	13%	16%	18%	22%	12%	19%	15%	11%	6%	9%	17%	21%	11%	17%	17%	16%	19%	16%	19%	18%	12%
TOO SOON TO SAY/DON'T KNOW	11	4	1	1	2	5	2	6	3	1	1	4	6	1	5	6	1	4	3	2	1	2	7
	3%	2%	1%	1%	2%	6%	2%	3%	3%	1%	2%	3%	3%	1%	3%	3%	1%	2%	2%	1%	1%	2%	4%
REFUSED	2	1	1	-	-	-	1	1	-	1	-	1	-	1	1	1	2	2	2	1	2	1	2
	-	-	1%	-	-	-	1%	-	-	2%	-	1%	-	1%	-	-	1%	1%	1%	1%	1%	1%	1%

Table 54-5
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

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (MORE ATTRACTIVE - LESS ATTRACTIVE)	-239	-41	-42	-37	-43	-39	-39
	-78%	-75%	-83%	-73%	-83%	-77%	-78%
TOTAL MORE ATTRACTIVE	16	3	2	5	1	2	3
	5%	5%	4%	10%	2%	5%	6%
TOTAL LESS ATTRACTIVE	255	43	44	42	43	41	42
	84%	81%	88%	83%	85%	82%	83%
MUCH MORE ATTRACTIVE	7	1	-	3	1	-	1
	2%	3%	-	7%	2%	-	3%
SOMEWHAT MORE ATTRACTIVE	9	1	2	2	-	2	1
	3%	3%	4%	3%	-	5%	3%
SOMEWHAT LESS ATTRACTIVE	68	11	12	13	12	9	11
	22%	19%	25%	27%	23%	18%	22%
MUCH LESS ATTRACTIVE	186	33	31	28	31	32	31
	61%	61%	63%	57%	62%	64%	61%
NO EFFECT ONE WAY OR THE OTHER	26	6	4	2	5	5	4
	9%	12%	8%	3%	10%	9%	8%
TOO SOON TO SAY/DON'T KNOW	8	1	-	2	2	2	1
	3%	3%	-	3%	3%	5%	3%

Table 55-1
QUESTION E1:
Is your company currently working with Enterprise Minnesota or have you worked with them in the past?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (YES - NO)	-130	-31	-48	-23	-14	-13	-79	-51	-91	-38	22	-135	-7	14	-7	-2	-21	-16	-14	-117	-79	-7	-7	-26
	-32%	-23%	-55%	-48%	-32%	-16%	-35%	-29%	-85%	-29%	17%	-66%	-6%	19%	-18%	-3%	-28%	-24%	-29%	-33%	-55%	-5%	-18%	-34%
TOTAL YES	122	47	17	10	13	34	64	58	6	44	69	31	53	37	15	31	26	23	16	105	30	55	13	21
---	30%	35%	19%	22%	31%	40%	29%	33%	5%	33%	54%	15%	44%	51%	39%	46%	35%	35%	34%	30%	21%	45%	32%	27%
CURRENTLY WORKING WITH ENTERPRISE MINNESOTA	44	20	3	6	7	8	23	21	-	14	30	10	13	21	5	12	12	11	7	37	8	21	5	9
	11%	15%	3%	13%	17%	9%	10%	12%	-	11%	24%	5%	11%	28%	12%	17%	16%	17%	15%	11%	5%	17%	13%	12%
WORKED WITH ENTERPRISE MINNESOTA IN THE PAST	78	27	14	4	6	26	41	36	6	30	39	21	40	17	10	20	14	12	9	68	23	34	7	12
	19%	20%	16%	8%	14%	31%	18%	21%	5%	23%	30%	10%	33%	23%	27%	29%	19%	18%	19%	19%	16%	27%	18%	16%
NO, NOT WORKING/NEVER WORKED WITH ENTERPRISE MINNESOTA	252	79	65	34	27	47	144	108	96	82	47	166	60	24	21	34	47	39	31	221	109	62	20	47
	63%	58%	74%	70%	62%	56%	64%	61%	90%	62%	36%	81%	50%	32%	57%	49%	62%	59%	63%	63%	76%	50%	50%	62%
DON'T KNOW/NOT SURE	26	10	6	4	3	3	16	10	5	6	12	8	7	12	2	4	2	4	1	25	4	6	7	8
	7%	8%	7%	8%	7%	4%	7%	6%	4%	5%	10%	4%	6%	16%	5%	6%	3%	6%	3%	7%	3%	5%	18%	11%

Table 55-2
QUESTION E1:
Is your company currently working with Enterprise Minnesota or have you worked with them in the past?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (YES - NO)	-130	-56	-54	-109	-18	-5	-52	-63	-25	-62	-42	-10	-39	-81	-16	-33	-79	-46	-30	-53	-142	8	6	14
	-32%	-30%	-32%	-31%	-44%	-6%	-25%	-63%	-54%	-28%	-32%	-7%	-55%	-48%	-13%	-35%	-44%	-35%	-34%	-30%	-44%	20%	18%	19%
TOTAL YES	122	59	54	112	10	36	70	15	9	72	39	68	13	40	48	29	44	40	25	56	84	22	16	37
---	30%	31%	32%	32%	23%	45%	34%	15%	20%	33%	30%	43%	19%	24%	39%	30%	25%	31%	28%	32%	26%	52%	50%	51%
CURRENTLY WORKING WITH ENTERPRISE MINNESOTA	44	23	19	43	2	14	25	5	6	23	14	27	5	12	17	11	15	16	12	17	23	12	8	21
	11%	13%	11%	12%	4%	18%	12%	5%	12%	10%	11%	17%	8%	7%	14%	12%	9%	12%	13%	9%	7%	30%	27%	28%
WORKED WITH ENTERPRISE MINNESOTA IN THE PAST	78	35	35	70	8	22	44	10	4	49	25	41	8	28	30	17	29	24	14	40	60	9	7	17
	19%	19%	21%	20%	19%	28%	22%	10%	8%	22%	19%	26%	12%	16%	25%	18%	16%	18%	15%	23%	19%	23%	24%	23%
NO, NOT WORKING/NEVER WORKED WITH ENTERPRISE MINNESOTA	252	114	107	221	27	40	122	77	35	134	81	78	52	121	64	61	123	86	55	109	226	13	10	24
	63%	61%	64%	63%	67%	51%	59%	77%	74%	61%	63%	50%	74%	71%	52%	65%	69%	65%	62%	62%	70%	33%	32%	32%
DON'T KNOW/NOT SURE	26	13	7	20	4	3	13	8	3	14	9	11	5	9	11	5	10	5	9	11	15	6	6	12
	7%	7%	4%	6%	10%	4%	6%	8%	7%	6%	7%	7%	7%	5%	9%	5%	6%	4%	10%	6%	5%	15%	18%	16%

Table 55-3
QUESTION E1:
Is your company currently working with Enterprise Minnesota or have you worked with them in the past?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (YES - NO)	-130	-24	-91	-39	-14	-30	-46	-37	-31	-25	-54	-52	-35	-23	-25	-4	-12	-21	-8	7
	-32%	-50%	-30%	-39%	-15%	-34%	-37%	-47%	-25%	-17%	-54%	-38%	-29%	-27%	-36%	-7%	-19%	-35%	-21%	50%
TOTAL YES	122	10	98	24	33	25	36	20	43	56	19	38	40	27	20	25	21	18	14	10
---	30%	21%	32%	24%	36%	28%	29%	25%	35%	39%	19%	28%	33%	32%	29%	40%	35%	30%	36%	75%
CURRENTLY WORKING WITH ENTERPRISE MINNESOTA	44	3	35	9	9	9	16	5	18	19	7	21	10	5	6	8	11	10	3	4
	11%	7%	12%	10%	10%	11%	13%	6%	14%	13%	7%	15%	9%	6%	9%	13%	19%	17%	9%	28%
WORKED WITH ENTERPRISE MINNESOTA IN THE PAST	78	7	63	15	23	15	20	15	25	37	11	17	29	22	14	17	10	7	10	6
	19%	15%	21%	15%	26%	18%	17%	19%	20%	26%	11%	13%	24%	26%	20%	28%	16%	12%	27%	48%
NO, NOT WORKING/NEVER WORKED WITH ENTERPRISE MINNESOTA	252	34	189	63	46	54	82	57	74	80	73	89	75	49	45	29	33	38	22	3
	63%	72%	63%	64%	51%	62%	67%	73%	59%	56%	72%	66%	62%	59%	65%	47%	54%	65%	57%	25%
DON'T KNOW/NOT SURE	26	3	15	12	11	8	5	2	8	8	9	7	6	7	4	8	6	3	3	-
	7%	7%	5%	12%	12%	9%	4%	2%	6%	6%	9%	6%	5%	9%	6%	13%	10%	5%	7%	-

Table 55-4
QUESTION E1:
Is your company currently working with Enterprise Minnesota or have you worked with them in the past?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (YES - NO)	-130	-58	-32	-16	-19	-18	-4	-113	10	2	-26	-42	-47	-43	-16	-59	-55	-41	-46	-38	-32	-32	-47
	-32%	-30%	-27%	-15%	-23%	-23%	-6%	-56%	8%	4%	-66%	-33%	-24%	-58%	-9%	-29%	-28%	-22%	-29%	-25%	-22%	-24%	-24%
TOTAL YES	122	62	39	42	29	28	31	40	56	21	5	38	68	13	74	68	63	67	51	52	54	48	67
---------	30%	32%	32%	40%	35%	36%	45%	20%	49%	50%	12%	30%	35%	17%	41%	33%	33%	36%	33%	34%	36%	35%	34%
CURRENTLY WORKING WITH ENTERPRISE MINNESOTA	44	20	15	15	12	12	11	12	25	7	-	10	30	5	29	27	27	20	21	20	21	20	19
	11%	10%	12%	15%	15%	16%	17%	6%	22%	17%	-	8%	15%	6%	16%	13%	14%	11%	14%	13%	14%	15%	10%
WORKED WITH ENTERPRISE MINNESOTA IN THE PAST	78	42	24	26	16	16	19	28	31	14	5	29	38	8	45	41	37	47	30	32	33	27	48
	19%	21%	20%	25%	20%	20%	28%	14%	27%	33%	12%	23%	20%	11%	25%	20%	19%	25%	19%	21%	22%	20%	24%
NO, NOT WORKING/NEVER WORKED WITH ENTERPRISE MINNESOTA	252	120	71	58	48	46	35	154	46	19	31	81	116	55	90	127	118	108	97	90	86	79	114
	63%	61%	59%	55%	58%	59%	51%	76%	40%	46%	78%	64%	59%	75%	50%	62%	61%	58%	63%	59%	58%	59%	57%
DON'T KNOW/NOT SURE	26	14	10	5	5	4	3	8	13	2	4	8	12	6	16	11	13	11	7	12	9	8	17
	7%	7%	8%	5%	7%	5%	5%	4%	11%	4%	10%	6%	6%	8%	9%	6%	7%	6%	4%	8%	6%	6%	9%

Table 55-5
QUESTION E1:
Is your company currently working with Enterprise Minnesota or have you worked with them in the past?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (YES - NO)	-37	-11	-	-15	-9	2	-4
	-12%	-19%	-	-30%	-18%	5%	-8%
TOTAL YES	122	19	23	17	20	23	21
---	40%	35%	46%	33%	38%	45%	42%
CURRENTLY WORKING WITH ENTERPRISE MINNESOTA	41	6	8	7	10	2	7
	13%	12%	17%	13%	20%	5%	14%
WORKED WITH ENTERPRISE MINNESOTA IN THE PAST	81	13	15	10	9	20	14
	27%	23%	29%	20%	18%	41%	28%
NO, NOT WORKING/NEVER WORKED WITH ENTERPRISE MINNESOTA	158	29	23	32	29	20	25
	52%	55%	46%	63%	57%	41%	50%
DON'T KNOW/NOT SURE	25	6	4	2	3	7	4
	8%	10%	8%	3%	5%	14%	8%

Table 56-1
QUESTION E2:
As you may know, Enterprise Minnesota is a public-private partnership that works with small manufacturers to help them compete, grow and remain competitive and great employers of great careers.
Having heard more about it, how important is it for the manufacturing community have an organization like Enterprise Minnesota?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (IMPORTANT - NOT IMPORTANT)	281	110	50	39	31	50	160	121	67	86	113	120	96	63	26	52	52	51	36	245	82	99	36	55
	70%	81%	57%	82%	70%	60%	72%	68%	63%	65%	89%	59%	80%	87%	69%	76%	69%	78%	74%	70%	57%	80%	90%	72%
TOTAL IMPORTANT	326	119	66	41	36	65	185	142	80	105	120	152	105	67	31	58	61	59	40	286	105	109	37	64
	82%	87%	75%	85%	81%	77%	82%	80%	75%	80%	94%	75%	88%	92%	83%	85%	81%	89%	83%	82%	73%	88%	94%	83%
EXTREMELY IMPORTANT	44	20	7	4	6	7	27	17	4	10	28	8	21	15	7	16	5	9	7	37	11	24	4	6
	11%	15%	8%	8%	13%	9%	12%	10%	4%	8%	22%	4%	18%	20%	19%	23%	7%	13%	15%	10%	8%	19%	9%	8%
VERY IMPORTANT	120	40	22	16	12	30	61	59	20	47	49	52	37	29	12	21	23	21	17	103	36	47	11	21
	30%	29%	25%	33%	28%	36%	27%	33%	19%	35%	38%	26%	31%	40%	33%	30%	30%	32%	35%	29%	25%	38%	28%	27%
SOMEWHAT IMPORTANT	162	59	38	21	18	27	96	66	56	48	43	92	47	24	12	22	33	29	16	146	57	38	22	37
	41%	43%	43%	43%	41%	33%	43%	38%	53%	37%	34%	45%	39%	32%	31%	32%	44%	44%	33%	42%	40%	31%	57%	48%
NOT REALLY THAT IMPORTANT	46	9	16	2	5	15	25	21	13	19	7	32	9	4	5	6	9	7	4	41	22	10	1	8
	11%	6%	18%	3%	11%	17%	11%	12%	12%	14%	5%	16%	8%	5%	14%	9%	12%	11%	9%	12%	16%	8%	4%	11%
DON'T KNOW/NOT SURE	28	9	6	6	3	5	15	13	14	8	1	20	5	2	1	4	5	-	4	24	17	5	1	5
	7%	6%	7%	12%	7%	5%	7%	8%	13%	6%	1%	10%	4%	2%	2%	6%	7%	-	8%	7%	12%	4%	2%	6%
EXTREMELY/VERY	164	60	28	20	18	38	89	76	24	57	77	60	58	44	20	37	28	30	24	140	47	70	15	27
	41%	44%	32%	42%	41%	45%	40%	43%	22%	43%	60%	30%	49%	60%	52%	53%	37%	45%	50%	40%	33%	57%	37%	35%

Table 56-2
QUESTION E2:
As you may know, Enterprise Minnesota is a public-private partnership that works with small manufacturers to help them compete, grow and remain competitive and great employers of great careers.
Having heard more about it, how important is it for the manufacturing community have an organization like Enterprise Minnesota?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (IMPORTANT - NOT IMPORTANT)	281	128	119	248	29	57	143	70	39	151	91	125	47	105	93	63	120	86	66	125	217	35	28	63
	70%	69%	71%	70%	71%	72%	69%	70%	84%	69%	70%	80%	68%	62%	76%	67%	68%	65%	74%	71%	67%	84%	90%	87%
TOTAL IMPORTANT	326	151	139	290	32	67	167	81	42	177	105	136	57	131	105	75	142	103	74	146	257	37	30	67
----------	82%	81%	83%	82%	78%	85%	82%	81%	90%	81%	81%	87%	82%	77%	86%	80%	80%	79%	83%	83%	79%	90%	95%	92%
EXTREMELY IMPORTANT	44	22	16	38	6	10	26	8	5	28	10	19	7	18	15	11	17	12	12	20	29	10	5	15
	11%	12%	9%	11%	14%	12%	13%	8%	11%	13%	8%	12%	9%	11%	13%	12%	10%	9%	13%	11%	9%	24%	15%	20%
VERY IMPORTANT	120	51	57	107	13	29	61	23	12	63	44	51	22	46	33	30	54	42	24	54	89	16	13	29
	30%	27%	34%	30%	31%	36%	30%	23%	25%	29%	34%	33%	31%	27%	27%	31%	30%	32%	27%	31%	28%	39%	41%	40%
SOMEWHAT IMPORTANT	162	79	67	146	14	29	80	50	26	85	51	66	29	66	56	34	71	49	38	72	139	11	12	24
	41%	42%	40%	41%	33%	36%	39%	50%	55%	39%	39%	42%	41%	39%	46%	37%	40%	38%	43%	41%	43%	27%	40%	32%
NOT REALLY THAT IMPORTANT	46	23	20	43	3	10	25	11	3	26	14	11	10	25	12	12	22	17	8	21	41	2	1	4
	11%	12%	12%	12%	7%	12%	12%	11%	6%	12%	11%	7%	14%	15%	10%	13%	12%	13%	8%	12%	13%	6%	5%	5%
DON'T KNOW/NOT SURE	28	12	9	21	6	2	13	8	2	16	10	10	3	14	6	7	14	11	8	9	26	2	-	2
	7%	6%	5%	6%	15%	3%	6%	8%	4%	7%	8%	6%	4%	8%	5%	7%	8%	8%	9%	5%	8%	4%	-	2%
EXTREMELY/VERY	164	73	72	145	18	38	87	31	17	92	54	70	28	65	49	41	71	54	36	74	119	26	18	44
	41%	39%	43%	41%	45%	48%	43%	31%	35%	42%	42%	45%	40%	38%	40%	43%	40%	41%	40%	42%	37%	63%	56%	60%

Table 56-3
QUESTION E2:
As you may know, Enterprise Minnesota is a public-private partnership that works with small manufacturers to help them compete, grow and remain competitive and great employers of great careers.
Having heard more about it, how important is it for the manufacturing community have an organization like Enterprise Minnesota?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (IMPORTANT - NOT IMPORTANT)	281	30	216	65	74	68	79	49	94	112	59	108	78	47	37	53	46	47	29	13
	70%	63%	72%	65%	82%	78%	65%	62%	75%	78%	58%	80%	64%	56%	53%	87%	76%	79%	76%	95%
TOTAL IMPORTANT	326	39	249	77	80	72	98	62	107	124	74	117	93	62	51	56	51	51	32	13
----------	82%	81%	83%	78%	89%	82%	80%	79%	86%	86%	73%	87%	77%	74%	74%	92%	85%	86%	84%	95%
EXTREMELY IMPORTANT	44	6	36	8	8	11	11	12	15	19	8	11	13	10	6	15	10	4	6	3
	11%	13%	12%	8%	9%	13%	9%	15%	12%	13%	8%	8%	11%	13%	9%	25%	17%	6%	16%	22%
VERY IMPORTANT	120	15	91	29	34	17	37	24	43	45	27	40	39	22	17	23	17	24	10	5
	30%	32%	30%	30%	38%	20%	30%	31%	34%	31%	27%	30%	32%	26%	25%	38%	28%	41%	26%	36%
SOMEWHAT IMPORTANT	162	17	122	40	38	43	50	26	49	60	38	66	41	30	28	18	24	23	16	5
	41%	36%	41%	41%	42%	49%	40%	33%	39%	42%	38%	49%	34%	36%	40%	29%	40%	39%	42%	37%
NOT REALLY THAT IMPORTANT	46	8	33	13	6	4	19	13	13	12	15	9	15	16	15	3	6	4	3	-
	11%	18%	11%	13%	7%	4%	15%	17%	11%	8%	15%	7%	12%	19%	21%	5%	9%	7%	8%	-
DON'T KNOW/NOT SURE	28	1	19	9	4	12	6	3	5	8	12	9	13	6	4	2	4	5	3	1
	7%	1%	6%	9%	5%	14%	4%	4%	4%	5%	11%	6%	11%	7%	5%	3%	6%	8%	8%	5%
EXTREMELY/VERY	164	21	127	37	42	29	49	36	58	64	36	51	52	32	23	38	27	28	16	8
	41%	45%	42%	37%	47%	33%	40%	46%	46%	44%	36%	38%	43%	39%	34%	62%	45%	47%	42%	58%

Table 56-4
QUESTION E2:
As you may know, Enterprise Minnesota is a public-private partnership that works with small manufacturers to help them compete, grow and remain competitive and great employers of great careers.
Having heard more about it, how important is it for the manufacturing community have an organization like Enterprise Minnesota?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND		HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (IMPORTANT - NOT IMPORTANT)	281	145	82	87	65	60	54	136	84	35	26	87	143	47	132	156	145	139	98	110	105	94	146
	70%	74%	68%	84%	79%	77%	79%	67%	73%	83%	66%	69%	73%	64%	73%	76%	75%	75%	63%	71%	70%	70%	74%
TOTAL IMPORTANT	326	167	97	95	70	66	60	162	97	38	30	101	164	59	150	177	166	157	121	128	123	110	164
	82%	85%	80%	91%	86%	85%	87%	80%	84%	90%	75%	79%	83%	80%	83%	86%	85%	84%	78%	83%	82%	82%	83%
EXTREMELY IMPORTANT	44	28	13	12	10	8	9	16	20	8	1	11	28	5	27	24	24	23	16	19	18	20	28
	11%	14%	11%	12%	13%	11%	14%	8%	17%	19%	2%	9%	14%	6%	15%	12%	12%	13%	10%	12%	12%	15%	14%
VERY IMPORTANT	120	61	35	38	28	26	22	52	41	14	13	36	64	19	62	64	53	52	41	41	42	40	54
	30%	31%	29%	36%	34%	34%	32%	26%	36%	34%	32%	29%	32%	26%	34%	31%	27%	28%	27%	27%	28%	30%	27%
SOMEWHAT IMPORTANT	162	77	48	45	32	31	29	95	36	16	16	53	72	35	62	89	88	81	64	68	62	50	82
	41%	39%	40%	43%	39%	40%	42%	47%	31%	37%	41%	42%	37%	47%	34%	43%	45%	44%	41%	44%	42%	37%	42%
NOT REALLY THAT IMPORTANT	46	22	15	8	5	6	6	26	13	3	4	13	21	11	18	20	21	18	24	18	18	16	18
	11%	11%	12%	7%	6%	8%	8%	13%	11%	8%	9%	11%	11%	16%	10%	10%	11%	10%	15%	12%	12%	12%	9%
DON'T KNOW/NOT SURE	28	8	9	2	6	6	3	14	5	1	6	13	12	4	12	9	8	11	10	7	8	9	15
	7%	4%	8%	2%	8%	7%	5%	7%	4%	2%	16%	10%	6%	5%	7%	4%	4%	6%	7%	5%	5%	6%	8%
EXTREMELY/VERY	164	89	49	50	39	35	31	67	61	22	14	47	91	24	88	88	77	76	58	60	60	60	82
	41%	45%	40%	48%	47%	45%	46%	33%	53%	53%	34%	37%	47%	32%	49%	43%	40%	41%	37%	39%	41%	44%	42%

Table 56-5
QUESTION E2:
As you may know, Enterprise Minnesota is a public-private partnership that works with small manufacturers to help them compete, grow and remain competitive and great employers of great careers.
Having heard more about it, how important is it for the manufacturing community have an organization like Enterprise Minnesota?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (IMPORTANT - NOT IMPORTANT)	222	41	42	33	37	30	40
	73%	75%	83%	67%	72%	59%	81%
TOTAL IMPORTANT	254	45	44	42	43	39	43
	83%	83%	88%	83%	83%	77%	86%
EXTREMELY IMPORTANT	37	8	10	2	7	5	6
	12%	16%	21%	3%	13%	9%	11%
VERY IMPORTANT	98	18	12	23	16	16	12
	32%	32%	25%	47%	32%	32%	25%
SOMEWHAT IMPORTANT	119	19	21	17	20	18	25
	39%	35%	42%	33%	38%	36%	50%
NOT REALLY THAT IMPORTANT	32	4	2	8	6	9	3
	11%	8%	4%	17%	12%	18%	6%
DON'T KNOW/NOT SURE	18	5	4	-	3	2	4
	6%	9%	8%	-	5%	5%	8%
EXTREMELY/VERY	135	26	23	25	23	20	18
	44%	48%	46%	50%	45%	41%	36%

Table 57-1
QUESTION E3:
Enterprise Minnesota was created by the Minnesota Legislature to help small manufacturers grow and remain excellent employers of great careers. It currently receives zero state operational funding, threatening its ability to serve companies across Greater Minnesota.

How important is it that the state restore operational funding to Enterprise Minnesota to help small- and medium-sized manufacturers?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (IMPORTANT - NOT IMPORTANT)	227	84	43	30	22	47	127	99	52	71	103	87	85	54	26	50	47	35	30	197	53	86	30	49
	57%	62%	49%	62%	51%	56%	57%	56%	49%	54%	80%	43%	70%	74%	68%	72%	63%	54%	62%	56%	37%	69%	75%	64%
TOTAL IMPORTANT	301	107	63	37	32	63	169	132	74	100	114	137	101	62	31	57	60	48	37	264	93	102	34	60
	75%	78%	72%	77%	73%	75%	76%	75%	70%	76%	89%	67%	84%	85%	83%	83%	79%	74%	77%	75%	65%	82%	87%	78%
EXTREMELY IMPORTANT	46	15	8	6	6	11	24	22	1	18	26	11	20	15	8	14	11	7	11	35	12	23	5	5
	11%	11%	9%	12%	14%	13%	10%	13%	1%	13%	21%	5%	17%	20%	21%	20%	15%	11%	23%	10%	9%	18%	13%	7%
VERY IMPORTANT	115	48	23	15	10	19	71	44	25	44	43	54	35	24	10	21	15	24	11	104	36	38	14	21
	29%	35%	26%	32%	23%	22%	32%	25%	24%	33%	34%	27%	29%	32%	26%	30%	20%	36%	22%	30%	25%	30%	35%	28%
SOMEWHAT IMPORTANT	141	44	32	16	16	33	75	65	48	38	44	72	46	23	14	22	34	17	15	125	45	42	15	33
	35%	32%	36%	33%	36%	40%	34%	37%	45%	29%	34%	35%	38%	32%	37%	33%	45%	26%	32%	36%	31%	34%	38%	43%
NOT REALLY THAT IMPORTANT	75	22	20	7	10	15	42	32	22	29	11	50	16	8	6	7	12	13	7	67	41	16	4	11
	19%	17%	22%	15%	23%	18%	19%	18%	21%	22%	9%	24%	13%	11%	15%	10%	16%	20%	15%	19%	28%	13%	11%	14%
DON'T KNOW/NOT SURE	24	7	5	4	2	6	12	12	10	3	3	17	3	3	1	5	3	4	4	20	10	6	1	6
	6%	5%	6%	8%	4%	7%	5%	7%	10%	2%	2%	9%	3%	4%	2%	7%	4%	6%	8%	6%	7%	5%	2%	8%
EXTREMELY/VERY	160	63	31	21	16	29	94	66	26	61	70	65	55	38	17	34	26	31	22	139	49	61	19	27
	40%	46%	36%	43%	37%	35%	42%	38%	24%	47%	55%	32%	46%	53%	46%	50%	35%	47%	45%	40%	34%	49%	49%	35%

Table 57-2
QUESTION E3:
Enterprise Minnesota was created by the Minnesota Legislature to help small manufacturers grow and remain excellent employers of great careers. It currently receives zero state operational funding, threatening its ability to serve companies across Greater Minnesota.

How important is it that the state restore operational funding to Enterprise Minnesota to help small- and medium-sized manufacturers?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (IMPORTANT - NOT IMPORTANT)	227	88	110	197	25	42	120	57	30	123	74	98	47	80	69	54	99	75	49	102	172	30	23	54
	57%	47%	65%	56%	62%	53%	58%	57%	63%	56%	58%	62%	67%	47%	57%	57%	56%	57%	54%	58%	53%	74%	74%	74%
TOTAL IMPORTANT	301	132	134	266	31	60	156	74	35	164	100	122	57	119	93	72	132	100	66	134	238	34	27	62
	75%	71%	80%	75%	76%	76%	76%	74%	75%	75%	77%	78%	81%	70%	76%	76%	74%	76%	73%	76%	73%	83%	87%	85%
EXTREMELY IMPORTANT	46	17	25	43	2	10	30	6	3	33	8	23	4	19	21	12	12	16	10	20	31	10	5	15
	11%	9%	15%	12%	6%	12%	15%	6%	7%	15%	6%	15%	6%	11%	17%	13%	7%	12%	11%	12%	10%	24%	16%	20%
VERY IMPORTANT	115	49	45	94	20	23	52	35	11	60	42	47	21	46	30	24	59	42	25	47	89	13	10	24
	29%	26%	27%	27%	48%	29%	25%	35%	24%	27%	33%	30%	30%	27%	25%	25%	33%	32%	28%	27%	28%	32%	33%	32%
SOMEWHAT IMPORTANT	141	66	64	130	9	27	74	34	20	70	49	52	32	55	42	35	61	42	30	66	117	11	12	23
	35%	35%	38%	37%	22%	34%	36%	34%	44%	32%	38%	33%	46%	32%	34%	37%	34%	32%	34%	38%	36%	27%	39%	32%
NOT REALLY THAT IMPORTANT	75	44	24	69	6	18	36	17	6	41	25	25	10	39	24	17	33	25	17	32	66	4	4	8
	19%	24%	15%	19%	14%	23%	18%	17%	12%	19%	20%	16%	14%	23%	20%	18%	19%	19%	19%	18%	20%	9%	13%	11%
DON'T KNOW/NOT SURE	24	9	9	19	4	1	13	9	6	14	4	10	3	11	5	6	12	6	7	11	21	3	-	3
	6%	5%	6%	5%	10%	1%	6%	9%	13%	7%	3%	6%	5%	7%	4%	6%	7%	5%	8%	6%	6%	8%	-	4%
EXTREMELY/VERY	160	66	70	136	22	33	82	41	15	94	51	71	25	65	51	36	71	58	35	67	120	23	15	38
	40%	36%	42%	39%	53%	42%	40%	41%	32%	43%	39%	45%	36%	38%	42%	39%	40%	44%	39%	38%	37%	56%	48%	53%

Table 57-3
QUESTION E3:
Enterprise Minnesota was created by the Minnesota Legislature to help small manufacturers grow and remain excellent employers of great careers. It currently receives zero state operational funding, threatening its ability to serve companies across Greater Minnesota.

How important is it that the state restore operational funding to Enterprise Minnesota to help small- and medium-sized manufacturers?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (IMPORTANT - NOT IMPORTANT)	227	26	166	60	54	54	68	42	69	95	50	89	67	33	24	46	41	35	24	13
	57%	55%	55%	61%	60%	62%	56%	53%	55%	66%	50%	67%	55%	40%	35%	74%	68%	59%	63%	95%
TOTAL IMPORTANT	301	36	226	75	70	69	90	60	94	118	69	107	90	56	45	51	49	44	30	13
----------	75%	75%	75%	76%	77%	79%	73%	76%	75%	82%	69%	80%	75%	67%	64%	84%	81%	75%	78%	95%
EXTREMELY IMPORTANT	46	4	37	9	10	11	9	14	14	23	8	12	15	11	8	9	8	6	6	3
	11%	8%	12%	9%	12%	13%	7%	18%	11%	16%	8%	9%	13%	14%	11%	14%	14%	10%	17%	21%
VERY IMPORTANT	115	14	83	31	33	22	34	22	34	47	28	42	33	15	17	25	20	23	11	7
	29%	29%	28%	31%	36%	25%	28%	27%	27%	32%	28%	31%	27%	18%	24%	41%	33%	39%	29%	50%
SOMEWHAT IMPORTANT	141	18	105	35	27	36	48	24	46	47	33	54	42	30	20	18	21	16	12	3
	35%	38%	35%	36%	29%	41%	39%	31%	37%	33%	33%	40%	35%	36%	29%	29%	34%	27%	32%	24%
NOT REALLY THAT IMPORTANT	75	10	60	15	16	15	22	18	25	22	19	18	23	23	21	6	8	9	6	-
	19%	20%	20%	15%	17%	17%	18%	23%	20%	16%	19%	13%	19%	28%	29%	9%	13%	16%	16%	-
DON'T KNOW/NOT SURE	24	2	15	9	5	4	11	1	6	4	13	10	7	4	4	4	4	6	2	1
	6%	5%	5%	9%	5%	4%	9%	1%	5%	3%	12%	7%	6%	5%	6%	7%	6%	9%	6%	5%
EXTREMELY/VERY	160	18	120	40	43	33	43	36	48	70	36	53	48	26	25	34	28	28	18	9
	40%	37%	40%	40%	48%	38%	35%	46%	38%	49%	36%	40%	40%	31%	35%	55%	47%	48%	46%	71%

Table 57-4
QUESTION E3:
Enterprise Minnesota was created by the Minnesota Legislature to help small manufacturers grow and remain excellent employers of great careers. It currently receives zero state operational funding, threatening its ability to serve companies across Greater Minnesota.

How important is it that the state restore operational funding to Enterprise Minnesota to help small- and medium-sized manufacturers?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (IMPORTANT - NOT IMPORTANT)	227	126	70	64	56	44	49	99	80	29	18	70	118	36	118	127	103	106	79	87	92	67	115
	57%	64%	58%	61%	69%	56%	71%	49%	69%	69%	47%	55%	60%	48%	65%	62%	53%	57%	51%	57%	62%	50%	58%
TOTAL IMPORTANT	301	158	92	82	67	60	57	144	94	35	28	94	150	54	145	163	146	142	113	119	118	98	150
	75%	80%	77%	78%	82%	77%	84%	71%	82%	84%	71%	74%	77%	73%	80%	79%	75%	77%	73%	78%	79%	73%	76%
EXTREMELY IMPORTANT	46	28	14	12	12	15	6	14	23	7	2	14	26	5	29	25	26	23	19	21	17	18	30
	11%	14%	12%	11%	14%	19%	9%	7%	20%	16%	6%	11%	13%	7%	16%	12%	13%	12%	12%	14%	11%	14%	15%
VERY IMPORTANT	115	61	27	37	27	20	24	56	35	15	8	32	60	23	53	61	55	57	39	48	45	41	47
	29%	31%	22%	35%	33%	26%	35%	28%	31%	36%	21%	25%	30%	30%	29%	29%	29%	31%	25%	31%	30%	31%	24%
SOMEWHAT IMPORTANT	141	68	51	33	29	24	27	74	36	13	17	49	64	26	63	77	64	62	55	51	56	39	73
	35%	35%	42%	32%	35%	31%	40%	37%	31%	32%	44%	39%	33%	35%	35%	37%	33%	33%	35%	33%	37%	29%	37%
NOT REALLY THAT IMPORTANT	75	31	22	18	11	16	9	45	14	6	10	24	32	18	27	36	44	37	33	32	26	32	35
	19%	16%	18%	17%	13%	20%	13%	22%	12%	14%	25%	19%	16%	24%	15%	17%	22%	20%	21%	21%	17%	23%	17%
DON'T KNOW/NOT SURE	24	7	6	5	4	2	2	14	7	1	2	8	14	2	8	8	5	7	9	2	6	5	14
	6%	4%	5%	4%	5%	3%	3%	7%	6%	2%	4%	6%	7%	3%	5%	4%	3%	4%	6%	1%	4%	4%	7%
EXTREMELY/VERY	160	89	41	48	38	36	30	70	58	22	11	45	86	28	82	85	82	80	58	69	62	60	77
	40%	46%	34%	46%	47%	46%	44%	35%	50%	52%	27%	36%	44%	37%	46%	41%	42%	43%	37%	45%	42%	44%	39%

Table 57-5
QUESTION E3:
Enterprise Minnesota was created by the Minnesota Legislature to help small manufacturers grow and remain excellent employers of great careers. It currently receives zero state operational funding, threatening its ability to serve companies across Greater Minnesota.

How important is it that the state restore operational funding to Enterprise Minnesota to help small- and medium-sized manufacturers?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (IMPORTANT - NOT IMPORTANT)	187	32	33	28	28	27	39
	61%	58%	67%	57%	55%	55%	78%
TOTAL IMPORTANT	237	40	42	38	38	39	40
	78%	74%	83%	77%	75%	77%	81%
EXTREMELY IMPORTANT	48	10	8	5	8	11	6
	16%	18%	17%	10%	15%	23%	11%
VERY IMPORTANT	85	14	19	13	12	9	18
	28%	26%	38%	27%	23%	18%	36%
SOMEWHAT IMPORTANT	104	16	15	20	19	18	17
	34%	30%	29%	40%	37%	36%	33%
NOT REALLY THAT IMPORTANT	50	8	8	10	10	11	1
	16%	16%	17%	20%	20%	23%	3%
DON'T KNOW/NOT SURE	18	6	-	2	3	-	8
	6%	10%	-	3%	5%	-	17%
EXTREMELY/VERY	133	24	27	18	20	20	24
	44%	44%	54%	37%	38%	41%	47%

Table 58-1
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
TOTAL UNDER 50	324	108	74	40	35	67	182	142	106	129	62	204	120	-	29	53	58	51	46	278	135	96	24	57
	81%	79%	84%	83%	80%	80%	81%	81%	100%	98%	49%	100%	100%	-	78%	77%	78%	77%	95%	79%	94%	77%	61%	74%
TOTAL 51-100	41	13	9	6	4	8	22	19	-	1	37	-	-	41	6	10	9	9	2	40	4	19	5	10
	10%	10%	10%	13%	10%	10%	10%	11%	-	1%	29%	-	-	57%	16%	15%	12%	14%	3%	11%	3%	15%	12%	14%
TOTAL 101+	31	13	5	2	4	8	18	13	-	-	29	-	-	31	2	6	8	5	-	31	3	8	10	9
	8%	10%	6%	3%	9%	9%	8%	7%	-	-	23%	-	-	43%	6%	8%	11%	7%	-	9%	2%	7%	25%	12%
UNDER 10	204	62	49	29	23	42	110	94	100	78	9	204	-	-	14	27	34	35	36	168	97	55	8	38
	51%	45%	56%	61%	52%	50%	49%	53%	94%	59%	7%	100%	-	-	38%	40%	45%	54%	74%	48%	68%	44%	20%	49%
11-25	69	24	17	7	5	16	41	28	7	42	15	-	69	-	9	9	15	9	7	62	26	21	5	13
	17%	18%	19%	14%	12%	19%	18%	16%	6%	32%	12%	-	58%	-	24%	13%	20%	13%	14%	18%	18%	17%	13%	16%
26-50	51	22	8	4	7	9	30	20	-	9	38	-	51	-	6	17	9	7	4	47	12	20	11	6
	13%	17%	9%	8%	16%	11%	14%	12%	-	7%	30%	-	42%	-	16%	24%	12%	11%	7%	13%	8%	16%	28%	8%
51-100	41	13	9	6	4	8	22	19	-	1	37	-	-	41	6	10	9	9	2	40	4	19	5	10
	10%	10%	10%	13%	10%	10%	10%	11%	-	1%	29%	-	-	57%	16%	15%	12%	14%	3%	11%	3%	15%	12%	14%
101-150	11	6	1	1	1	2	7	4	-	-	11	-	-	11	1	1	6	3	-	11	3	3	5	1
	3%	4%	1%	2%	3%	3%	3%	2%	-	-	9%	-	-	15%	2%	1%	7%	5%	-	3%	2%	2%	12%	1%
151 TO 250	11	5	2	-	1	3	8	4	-	-	10	-	-	11	2	4	1	1	-	11	1	4	2	3
	3%	4%	3%	-	1%	4%	3%	2%	-	-	8%	-	-	15%	4%	6%	1%	2%	-	3%	1%	3%	5%	4%
MORE THAN 250	9	2	2	1	2	2	4	5	-	-	7	-	-	9	-	1	1	-	-	9	-	1	3	5
	2%	1%	3%	2%	4%	3%	2%	3%	-	-	6%	-	-	12%	-	1%	2%	-	-	3%	-	1%	7%	6%
DON'T KNOW/NOT SURE	2	1	-	-	1	1	1	1	-	2	-	-	-	-	-	-	-	-	1	1	-	1	1	1
	1%	1%	-	-	1%	1%	-	1%	-	1%	-	-	-	-	-	-	-	-	2%	-	-	1%	2%	1%
REFUSED	1	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-	1	1	-	-	-
	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-
51+	73	26	14	8	8	16	41	32	-	1	66	-	-	73	8	16	17	14	2	71	8	27	15	19
	18%	19%	16%	17%	18%	19%	18%	18%	-	1%	51%	-	-	100%	22%	23%	22%	21%	3%	20%	6%	22%	37%	25%
51-150	53	19	10	7	6	11	29	24	-	1	48	-	-	53	7	11	14	12	2	51	7	22	10	11
	13%	14%	11%	15%	13%	13%	13%	13%	-	1%	37%	-	-	72%	18%	16%	19%	19%	3%	15%	5%	18%	24%	15%
151+	20	7	5	1	3	5	12	9	-	-	18	-	-	20	2	5	2	1	-	20	1	5	5	8
	5%	5%	5%	2%	6%	6%	5%	5%	-	-	14%	-	-	28%	4%	7%	3%	2%	-	6%	1%	4%	13%	11%

Table 58-2
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
TOTAL UNDER 50	324	141	141	282	38	56	167	88	38	177	105	112	62	147	91	74	154	107	71	144	324	-	-	-
	81%	76%	84%	80%	92%	70%	81%	88%	81%	81%	81%	72%	88%	87%	75%	79%	87%	82%	79%	81%	100%	-	-	-
TOTAL 51-100	41	22	16	37	3	13	22	6	4	24	13	22	4	15	17	13	10	12	12	17	-	41	-	41
	10%	12%	9%	11%	8%	17%	11%	6%	8%	11%	10%	14%	6%	9%	14%	14%	6%	9%	13%	10%	-	100%	-	57%
TOTAL 101+	31	22	9	31	-	9	16	6	4	17	10	23	3	6	14	6	11	12	7	13	-	-	31	31
	8%	12%	5%	9%	-	12%	8%	6%	8%	8%	8%	14%	4%	3%	12%	6%	6%	9%	8%	7%	-	-	100%	43%
UNDER 10	204	83	93	176	26	24	111	58	23	117	62	65	44	94	47	50	104	65	48	90	204	-	-	-
	51%	44%	56%	50%	62%	30%	54%	58%	49%	53%	48%	42%	63%	55%	38%	53%	59%	49%	53%	51%	63%	-	-	-
11-25	69	28	30	58	9	16	32	19	9	36	23	22	11	34	22	16	29	24	15	29	69	-	-	-
	17%	15%	18%	16%	22%	20%	16%	19%	20%	17%	18%	14%	15%	20%	18%	17%	16%	19%	16%	17%	21%	-	-	-
26-50	51	30	17	48	3	16	24	11	6	24	20	25	7	19	22	8	20	18	8	24	51	-	-	-
	13%	16%	10%	13%	8%	20%	12%	11%	12%	11%	15%	16%	10%	11%	18%	9%	11%	14%	9%	14%	16%	-	-	-
51-100	41	22	16	37	3	13	22	6	4	24	13	22	4	15	17	13	10	12	12	17	-	41	-	41
	10%	12%	9%	11%	8%	17%	11%	6%	8%	11%	10%	14%	6%	9%	14%	14%	6%	9%	13%	10%	-	100%	-	57%
101-150	11	7	5	11	-	3	7	1	2	6	3	8	2	2	3	3	5	3	5	3	-	-	11	11
	3%	4%	3%	3%	-	4%	3%	1%	5%	3%	2%	5%	2%	1%	3%	3%	3%	3%	5%	2%	-	-	36%	15%
151 TO 250	11	9	3	11	-	2	5	3	1	7	3	8	1	3	6	1	3	5	3	4	-	-	11	11
	3%	5%	1%	3%	-	3%	3%	3%	2%	3%	3%	5%	1%	1%	5%	1%	2%	4%	3%	2%	-	-	36%	15%
MORE THAN 250	9	7	2	9	-	4	3	2	1	4	5	7	1	2	5	1	3	4	-	5	-	-	9	9
	2%	4%	1%	3%	-	5%	1%	2%	2%	2%	4%	4%	1%	1%	4%	2%	2%	3%	-	3%	-	-	29%	12%
DON'T KNOW/NOT SURE	2	1	1	2	-	1	1	-	1	1	1	-	-	2	-	-	2	-	-	2	-	-	-	-
	1%	1%	1%	1%	-	1%	1%	-	2%	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-
REFUSED	1	-	1	1	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	1	-	-	-	-
	-	-	1%	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-
51+	73	44	25	69	3	23	37	11	8	41	24	44	7	20	31	19	22	24	19	30	-	41	31	73
	18%	24%	15%	19%	8%	29%	18%	11%	17%	18%	18%	28%	10%	12%	25%	20%	12%	18%	21%	17%	-	100%	100%	100%
51-150	53	28	20	49	3	17	29	6	6	30	16	30	6	16	20	16	15	15	16	20	-	41	11	53
	13%	15%	12%	14%	8%	21%	14%	6%	14%	14%	12%	19%	8%	10%	16%	17%	9%	12%	18%	11%	-	100%	36%	72%
151+	20	16	5	20	-	6	8	5	2	11	8	15	2	4	11	3	6	8	3	9	-	-	20	20
	5%	8%	3%	6%	-	8%	4%	5%	3%	5%	6%	9%	2%	2%	9%	3%	4%	6%	3%	5%	-	-	64%	28%

Table 58-3
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
TOTAL UNDER 50	324	43	244	80	77	72	94	66	89	117	88	113	91	65	55	51	46	45	33	9
	81%	90%	81%	81%	86%	83%	76%	84%	71%	81%	88%	84%	75%	78%	79%	83%	76%	77%	85%	67%
TOTAL 51-100	41	2	30	11	6	8	20	5	19	17	6	15	15	12	11	4	6	8	2	2
	10%	3%	10%	11%	7%	9%	16%	6%	15%	12%	6%	11%	12%	14%	16%	7%	10%	14%	4%	12%
TOTAL 101+	31	1	25	7	6	8	9	6	16	10	6	6	15	7	4	6	7	6	4	1
	8%	2%	8%	7%	7%	9%	8%	7%	13%	7%	6%	4%	12%	8%	6%	9%	11%	10%	11%	11%
UNDER 10	204	28	150	54	51	50	58	38	52	70	61	75	51	41	33	27	36	31	20	5
	51%	58%	50%	55%	57%	57%	47%	48%	42%	49%	60%	56%	43%	49%	48%	44%	59%	52%	52%	38%
11-25	69	9	57	12	16	16	18	17	19	25	18	21	21	14	11	14	7	8	8	3
	17%	19%	19%	12%	18%	18%	15%	21%	16%	18%	18%	16%	18%	16%	16%	23%	11%	13%	20%	23%
26-50	51	6	37	14	10	7	18	12	17	21	9	17	18	10	11	9	4	7	5	1
	13%	13%	12%	14%	11%	8%	15%	15%	14%	15%	9%	13%	15%	12%	15%	15%	6%	12%	14%	6%
51-100	41	2	30	11	6	8	20	5	19	17	6	15	15	12	11	4	6	8	2	2
	10%	3%	10%	11%	7%	9%	16%	6%	15%	12%	6%	11%	12%	14%	16%	7%	10%	14%	4%	12%
101-150	11	-	10	2	2	3	2	3	6	3	2	3	5	2	2	3	1	2	1	1
	3%	-	3%	2%	3%	3%	2%	4%	5%	2%	2%	2%	5%	2%	2%	5%	1%	4%	2%	5%
151 TO 250	11	-	7	4	1	4	4	2	5	5	2	1	5	4	2	2	2	3	3	1
	3%	-	2%	4%	1%	5%	3%	2%	4%	3%	2%	1%	4%	5%	2%	4%	4%	4%	7%	6%
MORE THAN 250	9	1	8	1	3	1	3	1	5	2	2	1	5	1	1	-	4	1	1	-
	2%	2%	3%	1%	4%	1%	2%	1%	4%	2%	2%	1%	4%	1%	1%	-	6%	1%	2%	-
DON'T KNOW/NOT SURE	2	2	1	1	1	-	-	1	2	-	-	1	1	-	-	-	1	-	-	1
	1%	5%	-	2%	1%	-	-	1%	2%	-	-	1%	1%	-	-	-	1%	-	-	11%
REFUSED	1	-	1	-	-	-	-	1	-	-	1	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	1%	-	-	1%	-	-	-	-	1%	1%	-	-	-
51+	73	2	55	18	12	15	29	11	34	27	12	20	30	18	15	10	13	14	6	3
	18%	5%	18%	18%	13%	17%	24%	13%	27%	19%	11%	15%	24%	22%	21%	16%	21%	23%	15%	22%
51-150	53	2	40	13	8	10	22	8	24	20	8	18	20	13	13	7	7	10	2	2
	13%	3%	13%	13%	9%	12%	18%	10%	19%	14%	8%	13%	17%	16%	18%	12%	11%	17%	6%	17%
151+	20	1	15	5	4	5	7	2	10	7	3	3	9	5	2	2	6	3	3	1
	5%	2%	5%	5%	4%	6%	6%	3%	8%	5%	3%	2%	8%	6%	3%	4%	10%	6%	9%	6%

Table 58-4
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
TOTAL UNDER 50	324	161	95	82	62	57	53	194	66	28	33	111	147	64	120	166	154	145	132	120	111	99	155
	81%	82%	79%	79%	76%	74%	77%	96%	58%	68%	84%	88%	75%	86%	67%	81%	79%	78%	85%	78%	74%	74%	78%
TOTAL 51-100	41	19	13	12	11	10	8	4	27	8	2	10	25	6	33	23	24	22	12	15	19	17	24
	10%	10%	11%	11%	14%	13%	11%	2%	24%	18%	6%	8%	13%	8%	18%	11%	12%	12%	8%	10%	13%	13%	12%
TOTAL 101+	31	13	12	10	8	10	7	1	20	6	4	5	22	3	26	15	14	18	10	18	18	17	17
	8%	6%	10%	10%	10%	13%	11%	1%	18%	14%	10%	4%	11%	4%	14%	7%	7%	10%	6%	12%	12%	13%	9%
UNDER 10	204	95	57	50	34	35	30	139	28	12	23	69	92	42	61	100	88	86	87	66	55	57	88
	51%	49%	47%	48%	42%	45%	44%	69%	24%	29%	59%	55%	47%	56%	34%	48%	45%	46%	56%	43%	37%	42%	44%
11-25	69	40	19	17	17	14	8	40	14	8	7	22	34	13	27	41	40	34	29	31	33	27	36
	17%	21%	15%	16%	21%	19%	12%	20%	13%	20%	17%	17%	17%	18%	15%	20%	21%	18%	18%	20%	22%	20%	18%
26-50	51	25	20	15	11	8	14	16	24	8	3	20	22	9	32	25	26	25	16	22	23	15	31
	13%	13%	16%	14%	14%	10%	21%	8%	21%	19%	8%	16%	11%	12%	18%	12%	13%	14%	10%	15%	15%	11%	16%
51-100	41	19	13	12	11	10	8	4	27	8	2	10	25	6	33	23	24	22	12	15	19	17	24
	10%	10%	11%	11%	14%	13%	11%	2%	24%	18%	6%	8%	13%	8%	18%	11%	12%	12%	8%	10%	13%	13%	12%
101-150	11	4	3	4	3	4	5	1	7	3	-	1	10	1	10	4	6	4	4	7	6	6	7
	3%	2%	3%	4%	4%	5%	7%	-	6%	7%	-	-	5%	1%	5%	2%	3%	2%	3%	5%	4%	4%	4%
151 TO 250	11	6	4	4	3	5	2	-	8	1	2	3	7	2	10	6	5	7	3	6	7	6	6
	3%	3%	3%	4%	4%	6%	4%	-	7%	3%	6%	2%	4%	2%	5%	3%	2%	4%	2%	4%	5%	5%	3%
MORE THAN 250	9	2	4	2	1	1	-	1	5	1	2	2	5	1	7	5	4	7	4	5	4	5	4
	2%	1%	4%	2%	2%	2%	-	-	5%	3%	4%	2%	3%	1%	4%	3%	2%	4%	2%	3%	3%	4%	2%
DON'T KNOW/NOT SURE	2	2	1	-	-	-	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%	1%	1%	-
REFUSED	1	1	-	-	-	-	-	1	-	-	-	-	-	1	-	-	1	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-
51+	73	32	25	22	19	21	15	6	47	14	6	15	47	9	59	39	38	40	22	33	37	34	42
	18%	16%	20%	21%	24%	26%	22%	3%	41%	32%	16%	12%	24%	13%	33%	19%	19%	21%	14%	21%	25%	25%	21%
51-150	53	23	16	16	15	14	13	5	35	11	2	10	34	7	42	27	29	26	16	22	25	23	32
	13%	12%	13%	15%	18%	18%	18%	2%	30%	26%	6%	8%	18%	10%	23%	13%	15%	14%	10%	14%	17%	17%	16%
151+	20	9	8	6	5	6	2	1	13	3	4	5	13	2	17	11	8	14	6	11	12	12	10
	5%	4%	7%	6%	6%	8%	4%	-	11%	7%	10%	4%	6%	3%	9%	6%	4%	8%	4%	7%	8%	9%	5%

Table 58-5
QUESTION 35:
How many people does your company employ in all its facilities in Minnesota?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
TOTAL UNDER 50	238	38	46	38	38	39	39
	78%	70%	92%	77%	75%	77%	78%
TOTAL 51-100	40	9	4	5	7	9	6
	13%	17%	8%	10%	13%	18%	11%
TOTAL 101+	26	6	-	7	5	2	6
	8%	12%	-	13%	10%	5%	11%
UNDER 10	108	20	17	17	18	18	18
	35%	38%	33%	33%	35%	36%	36%
11-25	74	11	15	17	10	7	15
	24%	19%	29%	33%	20%	14%	31%
26-50	56	7	15	5	10	14	6
	18%	13%	29%	10%	20%	27%	11%
51-100	40	9	4	5	7	9	6
	13%	17%	8%	10%	13%	18%	11%
101-150	9	1	-	5	2	-	1
	3%	3%	-	10%	3%	-	3%
151 TO 250	6	3	-	-	1	-	3
	2%	5%	-	-	2%	-	6%
MORE THAN 250	10	2	-	2	3	2	1
	3%	4%	-	3%	5%	5%	3%
DON'T KNOW/NOT SURE	2	1	-	-	1	-	-
	1%	1%	-	-	2%	-	-
51+	66	15	4	12	12	11	11
	22%	29%	8%	23%	23%	23%	22%
51-150	49	11	4	10	9	9	7
	16%	19%	8%	20%	17%	18%	14%
151+	16	5	-	2	3	2	4
	5%	9%	-	3%	7%	5%	8%

Table 59-1
QUESTION 36:
What are your annual business revenues?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (UNDER $1M - $1M OR MORE)	-153	-71	-33	-1	-15	-33	-104	-49	106	-131	-128	12	-97	-66	-21	-37	-41	-38	-7	-146	5	-92	-27	-29
	-38%	-52%	-38%	-2%	-34%	-39%	-46%	-28%	100%	-100%	-100%	6%	-81%	-91%	-56%	-54%	-55%	-58%	-14%	-42%	4%	-75%	-69%	-38%
UNDER $1 MILLION	106	25	24	23	13	22	49	57	106	-	-	100	7	-	6	12	15	11	20	87	71	12	4	18
	27%	19%	27%	47%	29%	26%	22%	33%	100%	-	-	49%	6%	-	17%	18%	20%	17%	41%	25%	49%	9%	10%	24%
TOTAL $1M OR MORE	259	96	57	24	28	55	153	106	-	131	128	87	104	66	27	50	56	50	27	232	66	104	31	47
	65%	71%	65%	49%	63%	65%	68%	60%	-	100%	100%	43%	87%	91%	72%	72%	75%	76%	56%	66%	46%	84%	79%	61%
$1 MILLION - $5 MILLION	131	51	34	11	11	24	85	46	-	131	-	78	51	1	14	22	28	22	22	110	46	50	8	21
	33%	37%	39%	23%	25%	29%	38%	26%	-	100%	-	38%	43%	1%	37%	32%	37%	33%	45%	31%	32%	40%	19%	28%
$5 MILLION - $10 MILLION	42	17	4	3	6	12	21	21	-	-	42	6	34	2	3	12	7	6	2	40	9	20	7	3
	11%	12%	5%	6%	14%	14%	9%	12%	-	-	33%	3%	29%	2%	8%	18%	9%	9%	4%	11%	7%	16%	18%	5%
$10 MILLION - $20 MILLION	35	9	6	6	4	9	15	20	-	-	35	-	13	22	3	6	14	8	2	33	7	14	5	9
	9%	7%	7%	13%	10%	11%	7%	11%	-	-	27%	-	11%	30%	8%	9%	18%	12%	5%	9%	5%	11%	13%	12%
MORE THAN $20 MILLION	51	19	12	3	6	10	31	19	-	-	51	3	5	42	7	10	8	14	1	50	3	21	11	12
	13%	14%	14%	7%	14%	12%	14%	11%	-	-	40%	2%	4%	58%	19%	14%	10%	21%	2%	14%	2%	17%	29%	16%
DON'T KNOW/NOT SURE/REFUSED	34	15	8	2	4	7	22	12	-	-	-	17	9	7	4	7	4	5	2	32	7	8	4	11
	9%	11%	9%	3%	9%	8%	10%	7%	-	-	-	8%	8%	9%	11%	10%	5%	7%	3%	9%	5%	7%	10%	15%
$1-5 MILLION	131	51	34	11	11	24	85	46	-	131	-	78	51	1	14	22	28	22	22	110	46	50	8	21
	33%	37%	39%	23%	25%	29%	38%	26%	-	100%	-	38%	43%	1%	37%	32%	37%	33%	45%	31%	32%	40%	19%	28%
$5 MILLION+	128	45	22	13	17	31	68	60	-	-	128	9	53	66	13	28	28	28	5	123	19	54	24	25
	32%	33%	26%	26%	38%	36%	30%	34%	-	-	100%	5%	44%	90%	36%	41%	37%	42%	10%	35%	14%	44%	60%	33%

Table 59-2
QUESTION 36:
What are your annual business revenues?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (UNDER $1M - $1M OR MORE)	-153	-92	-66	-158	3	-52	-82	-23	-18	-85	-48	-84	-23	-46	-69	-42	-40	-50	-45	-55	-85	-37	-29	-66
	-38%	-50%	-39%	-45%	7%	-66%	-40%	-23%	-38%	-39%	-37%	-54%	-33%	-27%	-57%	-44%	-22%	-38%	-51%	-31%	-26%	-90%	-92%	-91%
UNDER $1 MILLION	106	38	44	83	21	9	56	33	11	58	36	32	21	53	23	23	60	37	19	51	106	-	-	-
	27%	21%	27%	23%	51%	12%	27%	33%	23%	26%	28%	21%	30%	31%	19%	25%	34%	28%	21%	29%	33%	-	-	-
TOTAL $1M OR MORE	259	131	110	241	18	61	137	57	29	143	84	116	44	99	93	65	100	86	64	106	191	37	29	66
	65%	70%	66%	68%	45%	77%	67%	57%	61%	65%	65%	74%	63%	58%	76%	69%	56%	66%	71%	60%	59%	90%	92%	91%
$1 MILLION - $5 MILLION	131	57	62	119	13	24	70	34	15	76	39	42	29	61	38	32	60	42	36	54	129	1	-	1
	33%	31%	37%	34%	31%	30%	34%	34%	32%	35%	30%	27%	41%	36%	31%	34%	34%	32%	40%	30%	40%	2%	-	1%
$5 MILLION - $10 MILLION	42	19	19	39	3	8	26	8	3	20	18	24	5	13	18	11	14	15	6	21	40	2	-	2
	11%	10%	12%	11%	8%	10%	13%	8%	6%	9%	14%	15%	7%	8%	14%	11%	8%	12%	6%	12%	12%	4%	-	2%
$10 MILLION - $20 MILLION	35	23	12	34	1	13	17	6	4	17	14	21	5	9	16	11	9	10	10	15	13	19	3	22
	9%	12%	7%	10%	2%	16%	8%	6%	8%	8%	10%	13%	7%	6%	13%	11%	5%	8%	11%	9%	4%	46%	8%	30%
MORE THAN $20 MILLION	51	32	17	49	2	16	25	9	7	30	13	29	6	16	21	12	17	19	12	17	8	16	26	42
	13%	17%	10%	14%	4%	20%	12%	9%	15%	14%	10%	19%	8%	9%	17%	13%	10%	15%	13%	10%	3%	38%	84%	58%
DON'T KNOW/NOT SURE/REFUSED	34	17	13	30	2	9	12	10	7	18	9	8	5	17	7	6	18	8	7	19	26	4	3	7
	9%	9%	8%	9%	4%	11%	6%	10%	15%	8%	7%	5%	8%	10%	6%	6%	10%	6%	8%	11%	8%	10%	8%	9%
$1-5 MILLION	131	57	62	119	13	24	70	34	15	76	39	42	29	61	38	32	60	42	36	54	129	1	-	1
	33%	31%	37%	34%	31%	30%	34%	34%	32%	35%	30%	27%	41%	36%	31%	34%	34%	32%	40%	30%	40%	2%	-	1%
$5 MILLION+	128	74	49	122	5	37	67	22	14	67	45	74	15	39	55	33	40	45	28	53	62	37	29	66
	32%	40%	29%	35%	13%	47%	33%	22%	29%	31%	35%	47%	22%	23%	45%	35%	22%	34%	31%	30%	19%	88%	92%	90%

Table 59-3
QUESTION 36:
What are your annual business revenues?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (UNDER $1M - $1M OR MORE)	-153	-7	-125	-28	-38	-26	-52	-27	-72	-72	-17	-56	-54	-39	-30	-26	-20	-19	-15	-6
	-38%	-14%	-41%	-28%	-42%	-29%	-42%	-35%	-57%	-50%	-17%	-42%	-45%	-47%	-43%	-43%	-33%	-33%	-39%	-45%
UNDER $1 MILLION	106	16	75	31	22	28	31	23	21	32	37	33	31	19	14	16	17	18	10	3
	27%	34%	25%	31%	24%	32%	25%	30%	17%	22%	37%	25%	25%	23%	19%	26%	28%	30%	27%	25%
TOTAL $1M OR MORE	259	23	200	59	60	54	83	51	93	104	55	90	85	59	43	42	37	37	25	9
----------	65%	48%	67%	60%	66%	62%	67%	65%	74%	72%	54%	67%	70%	70%	62%	69%	62%	63%	66%	70%
$1 MILLION - $5 MILLION	131	17	102	30	38	30	34	25	41	50	36	52	34	32	17	22	20	13	14	6
	33%	36%	34%	30%	42%	34%	28%	32%	32%	35%	36%	38%	28%	39%	25%	36%	33%	22%	36%	42%
$5 MILLION - $10 MILLION	42	2	33	9	8	9	12	12	14	21	5	14	16	6	10	6	4	9	3	-
	11%	5%	11%	9%	9%	10%	10%	15%	11%	15%	5%	10%	13%	7%	15%	10%	6%	16%	8%	-
$10 MILLION - $20 MILLION	35	1	26	9	5	5	15	7	15	14	5	10	15	9	8	3	5	6	3	2
	9%	2%	9%	9%	5%	5%	12%	9%	12%	10%	5%	7%	12%	11%	11%	4%	9%	9%	8%	12%
MORE THAN $20 MILLION	51	2	39	11	9	10	21	7	23	19	8	15	20	12	8	11	8	9	6	2
	13%	5%	13%	11%	10%	12%	17%	9%	18%	13%	8%	11%	16%	14%	11%	18%	14%	15%	15%	16%
DON'T KNOW/NOT SURE/REFUSED	34	9	25	9	9	5	9	4	11	9	9	11	6	6	13	3	6	4	2	1
	9%	19%	8%	9%	10%	6%	8%	5%	9%	6%	9%	8%	5%	7%	18%	5%	10%	8%	6%	5%
$1-5 MILLION	131	17	102	30	38	30	34	25	41	50	36	52	34	32	17	22	20	13	14	6
	33%	36%	34%	30%	42%	34%	28%	32%	32%	35%	36%	38%	28%	39%	25%	36%	33%	22%	36%	42%
$5 MILLION+	128	5	98	29	22	24	49	26	52	54	18	38	51	26	26	20	17	24	12	4
	32%	11%	33%	29%	24%	27%	40%	33%	42%	37%	18%	28%	42%	31%	37%	32%	29%	40%	30%	28%

Table 59-4
QUESTION 36:
What are your annual business revenues?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (UNDER $1M - $1M OR MORE)	-153	-81	-50	-54	-32	-55	-31	-18	-87	-35	-13	-39	-93	-20	-120	-93	-105	-81	-50	-107	-90	-77	-98
	-38%	-41%	-42%	-52%	-39%	-70%	-45%	-9%	-76%	-83%	-34%	-31%	-48%	-28%	-67%	-45%	-54%	-44%	-32%	-70%	-60%	-57%	-49%
UNDER $1 MILLION	106	52	30	21	23	9	17	83	10	3	11	41	41	23	24	49	36	43	47	16	22	23	42
	27%	27%	25%	20%	28%	11%	25%	41%	8%	7%	29%	32%	21%	32%	13%	24%	18%	23%	30%	11%	15%	17%	21%
TOTAL $1M OR MORE	259	133	80	75	55	63	48	100	97	38	25	80	134	44	144	142	140	124	97	124	112	101	140
	65%	68%	67%	72%	67%	81%	70%	50%	84%	90%	63%	63%	68%	59%	80%	69%	72%	67%	62%	80%	75%	75%	71%
$1 MILLION - $5 MILLION	131	72	36	40	22	33	16	71	30	16	15	46	61	24	58	79	72	61	61	63	49	52	65
	33%	37%	30%	38%	26%	42%	24%	35%	26%	37%	38%	36%	31%	32%	32%	39%	37%	33%	39%	41%	33%	39%	33%
$5 MILLION - $10 MILLION	42	19	17	10	7	11	12	16	15	6	4	14	21	7	23	20	25	16	12	21	16	12	29
	11%	10%	14%	10%	9%	14%	18%	8%	13%	14%	11%	11%	11%	9%	13%	10%	13%	9%	8%	14%	10%	9%	15%
$10 MILLION - $20 MILLION	35	20	11	11	7	6	9	7	19	8	1	13	17	5	24	17	21	19	10	15	18	13	22
	9%	10%	9%	10%	9%	8%	12%	4%	17%	19%	2%	10%	9%	7%	13%	8%	11%	10%	7%	9%	12%	10%	11%
MORE THAN $20 MILLION	51	22	17	14	19	13	11	5	32	8	5	6	35	8	39	25	22	29	14	25	29	24	23
	13%	11%	14%	13%	23%	17%	16%	3%	28%	19%	12%	5%	18%	11%	22%	12%	11%	15%	9%	16%	19%	17%	12%
DON'T KNOW/NOT SURE/REFUSED	34	11	10	9	4	6	3	19	8	2	3	6	21	7	12	15	18	19	12	14	15	11	16
	9%	6%	8%	8%	5%	7%	5%	10%	7%	4%	8%	5%	11%	9%	7%	7%	9%	10%	8%	9%	10%	8%	8%
$1-5 MILLION	131	72	36	40	22	33	16	71	30	16	15	46	61	24	58	79	72	61	61	63	49	52	65
	33%	37%	30%	38%	26%	42%	24%	35%	26%	37%	38%	36%	31%	32%	32%	39%	37%	33%	39%	41%	33%	39%	33%
$5 MILLION+	128	61	45	35	33	30	32	29	67	22	10	34	73	20	86	63	68	64	36	60	63	49	75
	32%	31%	37%	34%	41%	39%	47%	14%	58%	52%	25%	26%	37%	27%	48%	30%	35%	34%	23%	39%	42%	36%	38%

Table 59-5
QUESTION 36:
What are your annual business revenues?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (UNDER $1M - $1M OR MORE)	-141	-24	-21	-18	-26	-25	-28
	-46%	-44%	-42%	-37%	-50%	-50%	-56%
UNDER $1 MILLION	71	14	12	15	10	9	10
	23%	26%	25%	30%	20%	18%	19%
TOTAL $1M OR MORE	212	38	33	33	36	34	37
----------	69%	70%	67%	67%	70%	68%	75%
$1 MILLION - $5 MILLION	77	13	10	8	12	16	17
	25%	25%	21%	17%	23%	32%	33%
$5 MILLION - $10 MILLION	55	8	15	17	9	2	4
	18%	16%	29%	33%	17%	5%	8%
$10 MILLION - $20 MILLION	44	6	8	3	7	11	8
	15%	12%	17%	7%	13%	23%	17%
MORE THAN $20 MILLION	36	10	-	5	9	5	8
	12%	18%	-	10%	17%	9%	17%
DON'T KNOW/NOT SURE/REFUSED	23	2	4	2	5	7	3
	7%	4%	8%	3%	10%	14%	6%
$1-5 MILLION	77	13	10	8	12	16	17
	25%	25%	21%	17%	23%	32%	33%
$5 MILLION+	135	25	23	25	24	18	21
	44%	45%	46%	50%	47%	36%	42%

Table 60-1
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
METAL FABRICATION	75	22	13	11	12	17	34	41	15	28	28	34	24	17	-	-	75	-	6	70	26	27	8	12
	19%	16%	15%	23%	28%	21%	15%	23%	14%	21%	22%	17%	20%	23%	-	-	100%	-	12%	20%	18%	22%	21%	16%
PRECISION MANUFACTURING	69	26	22	5	3	13	48	21	12	22	28	27	26	16	-	69	-	-	5	64	28	21	6	10
	17%	19%	25%	11%	7%	15%	21%	12%	12%	17%	22%	13%	22%	22%	-	100%	-	-	11%	18%	19%	17%	15%	14%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	66	24	15	10	7	10	39	26	11	22	28	35	16	14	-	-	-	66	9	57	19	21	8	15
	16%	18%	17%	20%	15%	12%	18%	15%	11%	17%	22%	17%	13%	19%	-	-	-	100%	18%	16%	13%	17%	20%	20%
PROCESS MANUFACTURING	38	15	8	4	2	8	23	15	6	14	13	14	15	8	38	-	-	-	5	33	9	17	5	3
	9%	11%	9%	8%	5%	10%	10%	8%	6%	10%	11%	7%	13%	11%	100%	-	-	-	9%	9%	6%	14%	12%	4%
PLASTICS	19	8	3	1	2	6	11	9	5	5	7	6	7	6	-	-	-	-	2	17	4	3	6	6
	5%	6%	3%	2%	4%	7%	5%	5%	5%	4%	6%	3%	6%	9%	-	-	-	-	5%	5%	3%	3%	15%	7%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	18	7	1	2	2	7	8	10	11	7	-	11	5	-	-	-	-	-	5	13	10	2	1	6
	4%	5%	1%	3%	4%	8%	3%	6%	11%	5%	-	5%	4%	-	-	-	-	-	11%	4%	7%	1%	2%	8%
WOODWORKING/WOOD MANUFACTURING	14	3	2	5	3	1	5	9	8	4	1	11	3	-	-	-	-	-	2	12	7	5	-	1
	3%	2%	3%	10%	6%	2%	2%	5%	8%	3%	1%	5%	3%	-	-	-	-	-	4%	3%	5%	4%	-	2%
PRINTING/PAPER	10	4	6	-	-	-	10	-	5	2	2	6	2	2	-	-	-	-	5	6	6	2	-	1
	3%	3%	7%	-	-	-	5%	-	5%	2%	2%	3%	2%	2%	-	-	-	-	10%	2%	4%	2%	-	1%
ELECTRONICS COMPONENTS	9	4	2	-	1	1	7	3	-	5	5	3	4	2	-	-	-	-	-	9	1	6	2	1
	2%	3%	3%	-	3%	2%	3%	2%	-	3%	4%	1%	3%	3%	-	-	-	-	-	3%	1%	5%	4%	1%
CONSTRUCTION	9	3	-	2	1	3	3	6	4	2	2	6	2	1	-	-	-	-	1	8	4	2	-	2
	2%	2%	-	3%	3%	4%	1%	3%	4%	2%	1%	3%	1%	1%	-	-	-	-	2%	2%	3%	1%	-	3%
RETAIL/RETAIL SALES/ WHOLESALE	6	-	-	2	3	2	-	6	3	-	2	4	1	2	-	-	-	-	3	4	1	-	2	3
	2%	-	-	3%	7%	2%	-	4%	3%	-	2%	2%	-	2%	-	-	-	-	5%	1%	1%	-	5%	4%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	6	3	-	2	1	-	3	4	5	1	1	5	2	-	-	-	-	-	-	6	5	2	-	-
	2%	2%	-	5%	3%	-	1%	2%	4%	1%	1%	2%	1%	-	-	-	-	-	-	2%	3%	1%	-	-
ANIMAL/AGRICULTURAL MANUFACTURING	5	-	-	-	2	3	-	5	1	-	4	1	1	2	-	-	-	-	-	5	1	1	-	2
	1%	-	-	-	4%	4%	-	3%	1%	-	3%	1%	1%	3%	-	-	-	-	-	1%	1%	1%	-	3%
REPAIRS/MAINTENANCE	5	-	2	2	-	2	2	3	3	2	-	5	-	-	-	-	-	-	2	3	5	-	-	-
	1%	-	2%	3%	-	2%	1%	2%	3%	1%	-	2%	-	-	-	-	-	-	3%	1%	3%	-	-	-
SERVICE/HOSPITALITY	4	1	2	2	-	-	2	2	-	2	1	3	-	1	-	-	-	-	-	4	1	2	-	2
	1%	1%	2%	3%	-	-	1%	1%	-	1%	1%	2%	-	1%	-	-	-	-	-	1%	1%	1%	-	2%
PAINTING/COATING	3	2	2	-	-	-	3	-	-	3	-	3	-	-	-	-	-	-	-	3	-	2	-	2
	1%	1%	2%	-	-	-	1%	-	-	3%	-	2%	-	-	-	-	-	-	-	1%	-	1%	-	2%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	3	-	3	-	-	-	3	-	3	-	-	3	-	-	-	-	-	-	-	3	2	2	-	-
	1%	-	3%	-	-	-	1%	-	3%	-	-	1%	-	-	-	-	-	-	-	1%	1%	1%	-	-

Continued

Table 60-1
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	2	1	1	-	-	1	2	1	-	2	1	-	2	-	-	-	-	-	-	2	1	1	1	-
	1%	1%	1%	-	-	1%	1%	-	-	1%	1%	-	2%	-	-	-	-	-	-	1%	1%	1%	2%	-
SIGN MANUFACTURING	2	-	1	-	-	2	1	2	2	1	-	2	1	-	-	-	-	-	2	1	2	-	-	1
	1%	-	1%	-	-	2%	-	1%	1%	1%	-	1%	1%	-	-	-	-	-	3%	-	1%	-	-	1%
MEDICAL MANUFACTURING	2	-	1	1	1	-	1	1	-	1	1	-	2	-	-	-	-	-	-	2	-	1	1	1
	1%	-	1%	2%	1%	-	-	1%	-	1%	1%	-	2%	-	-	-	-	-	-	1%	-	1%	2%	1%
DISTRIBUTION	2	2	-	-	-	-	2	-	-	2	-	2	-	-	-	-	-	-	-	2	-	2	-	-
	-	1%	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	-	-	1%	-	1%	-	-
INFORMATION TECHNOLOGY, IT	2	-	2	-	-	-	2	-	-	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	-	-	2%	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-
CONSULTING	2	-	2	-	-	-	2	-	-	-	-	2	-	-	-	-	-	-	-	2	-	-	-	2
	-	-	2%	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	2%
SOMETHING ELSE	23	11	3	1	3	5	14	9	8	7	3	14	7	2	-	-	-	-	2	21	10	5	1	5
	6%	8%	3%	2%	7%	6%	6%	5%	7%	5%	2%	7%	6%	3%	-	-	-	-	4%	6%	7%	4%	4%	7%
DON'T KNOW	3	2	1	-	1	-	2	1	2	1	-	2	1	-	-	-	-	-	-	2	-	1	-	2
	1%	1%	1%	-	1%	-	1%	-	2%	1%	-	1%	1%	-	-	-	-	-	-	1%	-	1%	-	3%
REFUSED	3	-	-	-	-	3	-	3	2	-	2	3	-	-	-	-	-	-	2	2	2	2	-	-
	1%	-	-	-	-	4%	-	2%	1%	-	1%	2%	-	-	-	-	-	-	3%	-	1%	1%	-	-

Table 60-2
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
METAL FABRICATION	75	33	38	71	2	17	41	16	10	46	20	34	14	27	22	20	32	21	21	32	58	9	8	17
	19%	18%	22%	20%	6%	21%	20%	16%	20%	21%	15%	22%	20%	16%	18%	21%	18%	16%	24%	18%	18%	21%	25%	23%
PRECISION MANUFACTURING	69	44	18	62	6	23	38	6	14	31	23	42	6	19	34	12	22	26	9	34	53	10	6	16
	17%	24%	11%	18%	14%	29%	19%	6%	29%	14%	18%	27%	9%	11%	28%	13%	12%	20%	11%	19%	16%	25%	18%	22%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	66	27	30	57	9	15	34	14	7	41	18	28	10	28	19	16	29	14	15	35	51	9	5	14
	16%	14%	18%	16%	21%	18%	17%	14%	14%	19%	14%	18%	14%	16%	15%	17%	16%	10%	17%	20%	16%	22%	15%	19%
PROCESS MANUFACTURING	38	13	20	33	4	4	25	9	4	23	11	9	10	18	10	13	14	10	8	19	29	6	2	8
	9%	7%	12%	9%	10%	5%	12%	9%	8%	11%	8%	6%	14%	10%	8%	14%	8%	8%	9%	11%	9%	14%	8%	11%
PLASTICS	19	9	10	19	-	5	8	6	-	6	13	11	2	6	7	5	7	7	5	7	13	3	3	6
	5%	5%	6%	5%	-	6%	4%	6%	-	3%	10%	7%	3%	4%	6%	5%	4%	6%	5%	4%	4%	8%	10%	9%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	18	9	7	17	1	2	8	5	3	9	5	6	2	10	5	1	12	7	3	8	16	-	-	-
	4%	5%	4%	5%	3%	3%	4%	5%	7%	4%	4%	4%	3%	6%	4%	1%	7%	5%	4%	4%	5%	-	-	-
WOODWORKING/WOOD MANUFACTURING	14	5	6	11	2	1	5	7	-	9	5	1	5	8	1	5	8	5	2	6	14	-	-	-
	3%	3%	4%	3%	6%	1%	2%	7%	-	4%	4%	-	7%	5%	1%	5%	4%	4%	2%	4%	4%	-	-	-
PRINTING/PAPER	10	5	4	9	2	3	5	2	1	5	3	2	2	7	2	2	7	4	4	2	9	-	2	2
	3%	3%	2%	2%	4%	4%	2%	2%	2%	2%	3%	1%	2%	4%	2%	2%	4%	3%	5%	1%	3%	-	5%	2%
ELECTRONICS COMPONENTS	9	4	5	9	1	3	3	3	2	6	2	4	2	3	4	2	3	3	1	6	7	1	2	2
	2%	2%	3%	2%	2%	3%	2%	3%	3%	3%	1%	3%	2%	2%	3%	2%	2%	2%	1%	3%	2%	2%	5%	3%
CONSTRUCTION	9	3	5	8	1	-	5	4	2	3	4	3	4	2	1	2	5	5	4	-	8	1	-	1
	2%	2%	3%	2%	2%	-	2%	4%	3%	1%	3%	2%	6%	1%	1%	3%	3%	3%	4%	-	2%	2%	-	1%
RETAIL/RETAIL SALES/ WHOLESALE	6	2	1	3	3	-	1	3	-	4	3	1	1	4	1	1	4	3	2	2	5	-	2	2
	2%	1%	1%	1%	7%	-	-	3%	-	2%	2%	-	2%	2%	1%	1%	2%	2%	2%	1%	1%	-	5%	2%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	6	2	-	2	3	-	4	1	-	5	1	3	-	3	3	2	1	3	1	3	6	-	-	-
	2%	1%	-	-	8%	-	2%	1%	-	2%	1%	2%	-	2%	3%	2%	1%	2%	1%	1%	2%	-	-	-
ANIMAL/AGRICULTURAL MANUFACTURING	5	1	3	4	1	1	1	2	1	3	1	2	1	2	2	2	1	2	2	1	3	2	1	2
	1%	1%	2%	1%	2%	2%	1%	2%	2%	2%	1%	1%	1%	1%	2%	2%	-	2%	2%	-	1%	4%	2%	3%
REPAIRS/MAINTENANCE	5	5	-	5	-	2	3	-	-	-	5	3	-	2	3	-	2	2	-	3	5	-	-	-
	1%	3%	-	1%	-	2%	1%	-	-	-	4%	2%	-	1%	3%	-	1%	1%	-	2%	1%	-	-	-
SERVICE/HOSPITALITY	4	4	-	4	-	-	2	2	2	2	-	1	-	3	1	-	3	-	4	-	3	-	1	1
	1%	2%	-	1%	-	-	1%	2%	3%	1%	-	1%	-	2%	1%	-	2%	-	4%	-	1%	-	3%	1%
PAINTING/COATING	3	2	2	3	-	-	3	-	-	2	2	-	2	2	2	2	-	2	-	2	3	-	-	-
	1%	1%	1%	1%	-	-	2%	-	-	1%	1%	-	3%	1%	1%	2%	-	1%	-	1%	1%	-	-	-
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	3	-	3	3	-	-	2	2	-	3	-	-	-	3	-	-	3	2	-	2	3	-	-	-
	1%	-	2%	1%	-	-	1%	2%	-	1%	-	-	-	2%	-	-	2%	1%	-	1%	1%	-	-	-
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	2	1	1	1	1	-	2	-	-	2	1	1	1	1	2	-	1	1	-	1	2	-	-	-
	1%	-	-	-	2%	-	1%	-	-	1%	1%	-	1%	-	1%	-	-	1%	-	-	1%	-	-	-

Continued

Table 60-2
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
SIGN MANUFACTURING	2	2	-	2	-	-	1	2	-	2	1	-	1	2	-	2	1	-	2	1	2	-	-	-
	1%	1%	-	1%	-	-	-	2%	-	1%	1%	-	1%	1%	-	2%	-	-	2%	-	1%	-	-	-
MEDICAL MANUFACTURING	2	1	1	1	1	1	-	1	-	1	1	1	1	1	1	1	1	2	-	-	2	-	-	-
	1%	-	-	-	1%	1%	-	1%	-	-	1%	-	1%	-	-	1%	-	2%	-	-	1%	-	-	-
DISTRIBUTION	2	-	2	2	-	-	-	2	-	2	-	-	2	-	-	2	-	-	-	2	2	-	-	-
	-	-	1%	-	-	-	-	2%	-	1%	-	-	3%	-	-	2%	-	-	-	1%	1%	-	-	-
INFORMATION TECHNOLOGY, IT	2	-	2	2	-	-	2	-	-	2	-	-	-	2	-	-	2	-	-	2	2	-	-	-
	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-
CONSULTING	2	2	-	2	-	-	2	-	-	2	-	-	2	-	-	-	2	-	2	-	2	-	-	-
	-	1%	-	-	-	-	1%	-	-	1%	-	-	2%	-	-	-	1%	-	2%	-	-	-	-	-
SOMETHING ELSE	23	7	11	18	5	3	10	9	4	8	11	3	4	16	4	2	17	12	5	7	21	1	2	2
	6%	4%	7%	5%	12%	4%	5%	9%	8%	4%	9%	2%	6%	10%	3%	2%	9%	9%	6%	4%	6%	2%	5%	3%
DON'T KNOW	3	2	1	3	-	-	1	2	-	2	1	2	1	1	-	2	1	-	1	2	2	-	-	-
	1%	1%	-	1%	-	-	-	2%	-	1%	-	1%	1%	-	-	3%	-	-	1%	1%	1%	-	-	-
REFUSED	3	3	-	3	-	-	2	-	-	2	2	-	-	3	-	2	2	2	-	2	3	-	-	-
	1%	2%	-	1%	-	-	1%	-	-	1%	1%	-	-	2%	-	2%	1%	1%	-	1%	1%	-	-	-

Table 60-3
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
METAL FABRICATION	75	3	62	13	14	19	28	14	29	27	20	22	29	14	19	6	13	10	5	3
	19%	7%	21%	14%	15%	21%	23%	17%	23%	19%	19%	17%	24%	17%	28%	10%	21%	18%	14%	24%
PRECISION MANUFACTURING	69	5	52	17	16	16	18	15	33	22	12	21	33	9	15	13	10	7	5	2
	17%	11%	17%	17%	18%	19%	15%	19%	27%	16%	11%	15%	27%	10%	21%	21%	17%	11%	12%	16%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	66	9	58	8	20	10	15	16	20	31	13	24	16	17	4	15	12	9	6	-
	16%	19%	19%	8%	22%	12%	13%	20%	16%	22%	13%	18%	13%	20%	5%	24%	20%	15%	16%	-
PROCESS MANUFACTURING	38	8	31	7	5	5	17	6	9	16	10	15	8	12	13	9	3	4	2	1
	9%	16%	10%	7%	6%	6%	14%	7%	7%	11%	10%	11%	7%	14%	19%	14%	5%	6%	4%	6%
PLASTICS	19	-	11	8	6	3	7	1	5	9	2	10	3	3	3	2	4	3	2	1
	5%	-	4%	9%	7%	3%	5%	2%	4%	6%	2%	8%	3%	4%	4%	3%	6%	5%	4%	6%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	18	6	8	10	9	3	1	5	5	2	3	10	2	3	2	2	6	2	3	2
	4%	14%	3%	10%	10%	4%	1%	7%	4%	2%	3%	7%	2%	4%	3%	3%	10%	3%	7%	18%
WOODWORKING/WOOD MANUFACTURING	14	4	11	3	2	6	2	2	-	6	4	3	3	2	2	3	2	2	4	2
	3%	9%	4%	3%	3%	6%	1%	3%	-	4%	4%	2%	3%	3%	3%	5%	3%	3%	12%	13%
PRINTING/PAPER	10	2	7	3	2	3	3	2	4	3	3	1	2	4	1	3	3	-	2	-
	3%	5%	2%	3%	2%	4%	3%	3%	3%	2%	3%	1%	1%	5%	1%	4%	5%	-	4%	-
ELECTRONICS COMPONENTS	9	1	7	2	3	2	3	1	4	3	2	4	2	2	1	2	2	3	3	-
	2%	2%	2%	2%	3%	3%	3%	1%	3%	2%	2%	3%	2%	2%	1%	3%	3%	6%	7%	-
CONSTRUCTION	9	-	5	3	3	1	4	-	2	3	4	4	3	3	-	1	-	1	1	-
	2%	-	2%	3%	4%	1%	3%	-	1%	2%	4%	3%	2%	4%	-	1%	-	1%	3%	-
RETAIL/RETAIL SALES/ WHOLESALE	6	1	4	2	2	3	1	-	1	3	2	-	1	-	1	2	2	3	-	-
	2%	2%	1%	2%	2%	3%	1%	-	1%	2%	2%	-	1%	-	2%	3%	4%	5%	-	-
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	6	-	3	4	-	3	1	3	-	3	2	2	2	5	1	1	-	-	-	-
	2%	-	1%	4%	-	3%	1%	3%	-	2%	2%	2%	1%	6%	2%	1%	-	-	-	-
ANIMAL/AGRICULTURAL MANUFACTURING	5	-	5	-	1	-	2	2	1	3	1	-	3	-	-	-	1	2	1	-
	1%	-	2%	-	1%	-	2%	3%	-	2%	1%	-	3%	-	-	-	1%	4%	2%	-
REPAIRS/MAINTENANCE	5	-	5	-	-	3	-	2	3	2	-	2	2	-	2	-	-	2	-	-
	1%	-	2%	-	-	4%	-	2%	3%	1%	-	1%	1%	-	2%	-	-	3%	-	-
SERVICE/HOSPITALITY	4	-	2	2	2	2	-	1	2	-	2	-	2	1	-	-	-	1	2	-
	1%	-	1%	3%	2%	2%	-	1%	1%	-	2%	-	1%	1%	-	-	-	1%	4%	-
PAINTING/COATING	3	-	2	2	2	-	2	-	-	-	3	-	-	3	-	-	2	2	-	-
	1%	-	1%	2%	2%	-	1%	-	-	-	3%	-	-	4%	-	-	3%	3%	-	-
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	3	2	3	-	-	-	3	-	-	2	-	2	-	-	-	-	-	-	-	-
	1%	3%	1%	-	-	-	2%	-	-	1%	-	1%	-	-	-	-	-	-	-	-

Continued

Table 60-3
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	2	-	1	1	-	1	2	-	-	1	2	-	1	1	-	1	-	-	-	-
	1%	-	-	1%	-	1%	1%	-	-	1%	2%	-	1%	1%	-	1%	-	-	-	-
SIGN MANUFACTURING	2	-	2	1	1	-	2	-	-	-	2	2	-	-	-	-	-	2	1	-
	1%	-	1%	1%	1%	-	1%	-	-	-	2%	2%	-	-	-	-	-	3%	2%	-
MEDICAL MANUFACTURING	2	-	1	1	1	-	-	1	1	1	-	1	1	-	-	1	1	-	-	-
	1%	-	-	1%	1%	-	-	1%	1%	1%	-	1%	1%	-	-	1%	1%	-	-	-
DISTRIBUTION	2	-	2	-	-	-	-	2	-	2	-	2	-	-	-	-	-	-	2	-
	-	-	1%	-	-	-	-	2%	-	1%	-	1%	-	-	-	-	-	-	5%	-
INFORMATION TECHNOLOGY, IT	2	2	-	2	-	-	-	-	-	-	2	-	-	-	2	-	-	-	2	-
	-	3%	-	2%	-	-	-	-	-	-	2%	-	-	-	2%	-	-	-	4%	-
CONSULTING	2	-	-	2	-	-	2	-	-	-	2	2	-	-	2	-	-	-	-	-
	-	-	-	2%	-	-	1%	-	-	-	2%	1%	-	-	2%	-	-	-	-	-
SOMETHING ELSE	23	4	16	7	2	7	10	4	6	7	7	6	7	5	2	3	-	6	-	2
	6%	9%	5%	7%	2%	8%	8%	5%	5%	5%	7%	5%	6%	6%	3%	5%	-	10%	-	13%
DON'T KNOW	3	1	2	1	2	-	-	1	1	-	2	2	-	-	1	-	1	2	-	1
	1%	1%	1%	1%	2%	-	-	1%	-	-	2%	1%	-	-	1%	-	1%	3%	-	5%
REFUSED	3	-	2	2	-	-	2	2	2	-	-	-	2	-	-	-	-	-	-	-
	1%	-	1%	2%	-	-	1%	2%	1%	-	-	-	1%	-	-	-	-	-	-	-

Table 60-4
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
METAL FABRICATION	75	33	28	24	16	18	10	35	22	8	10	27	36	13	36	33	34	38	30	38	27	21	49
	19%	17%	24%	23%	19%	23%	15%	17%	19%	19%	26%	21%	18%	17%	20%	16%	18%	21%	20%	25%	18%	15%	25%
PRECISION MANUFACTURING	69	32	25	18	9	14	16	20	30	8	9	27	31	10	43	35	38	27	25	26	28	30	42
	17%	16%	21%	18%	11%	18%	23%	10%	26%	19%	23%	21%	16%	14%	24%	17%	20%	14%	16%	17%	19%	22%	21%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	66	23	17	24	19	18	9	38	16	7	6	20	39	7	27	34	35	27	22	28	29	24	29
	16%	12%	14%	23%	23%	23%	14%	19%	14%	16%	15%	16%	20%	9%	15%	17%	18%	15%	14%	18%	19%	18%	15%
PROCESS MANUFACTURING	38	25	10	12	4	2	8	17	15	3	2	9	22	7	18	18	13	20	11	9	8	7	16
	9%	13%	8%	11%	5%	3%	11%	8%	13%	7%	6%	7%	11%	9%	10%	9%	7%	11%	7%	6%	6%	5%	8%
PLASTICS	19	9	5	6	9	5	4	9	6	4	1	4	13	3	10	13	12	15	11	11	11	9	6
	5%	5%	4%	6%	11%	6%	6%	4%	5%	9%	2%	3%	6%	4%	6%	6%	6%	8%	7%	7%	7%	7%	3%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	18	14	4	2	2	2	6	13	3	-	3	5	5	6	5	12	8	8	11	5	7	5	6
	4%	7%	4%	2%	3%	2%	8%	6%	2%	-	6%	4%	2%	9%	3%	6%	4%	4%	7%	3%	5%	4%	3%
WOODWORKING/WOOD MANUFACTURING	14	6	4	2	-	2	-	9	1	4	-	6	5	3	4	7	7	7	6	4	3	5	6
	3%	3%	3%	2%	-	2%	-	5%	1%	9%	-	4%	2%	4%	2%	3%	3%	4%	4%	3%	2%	4%	3%
PRINTING/PAPER	10	6	2	-	2	1	3	6	3	1	-	3	5	2	4	7	3	5	4	2	2	4	4
	3%	3%	2%	-	3%	1%	5%	3%	3%	2%	-	2%	3%	3%	2%	4%	1%	3%	3%	1%	2%	3%	2%
ELECTRONICS COMPONENTS	9	6	4	2	2	1	3	2	3	4	-	2	4	3	6	6	7	7	5	4	7	5	4
	2%	3%	4%	2%	3%	2%	4%	1%	3%	10%	-	2%	2%	4%	3%	3%	3%	4%	3%	3%	5%	4%	2%
CONSTRUCTION	9	5	2	1	1	-	2	6	2	-	1	2	4	2	3	6	4	2	2	1	1	2	5
	2%	2%	2%	1%	1%	-	2%	3%	2%	-	2%	2%	2%	3%	2%	3%	2%	1%	1%	1%	1%	2%	2%
RETAIL/RETAIL SALES/ WHOLESALE	6	3	2	1	-	1	2	4	1	-	1	1	3	3	2	2	1	2	4	1	1	2	3
	2%	1%	1%	1%	-	2%	2%	2%	1%	-	2%	1%	1%	4%	1%	1%	1%	1%	2%	1%	1%	1%	2%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	6	2	1	3	2	2	1	3	2	1	-	3	1	2	3	2	3	3	-	1	1	2	-
	2%	1%	1%	2%	2%	2%	1%	2%	2%	2%	-	3%	1%	2%	2%	1%	1%	1%	-	-	1%	1%	-
ANIMAL/AGRICULTURAL MANUFACTURING	5	2	3	1	1	-	1	1	1	1	2	2	3	-	4	3	4	4	4	3	3	3	3
	1%	1%	3%	1%	2%	-	1%	1%	1%	2%	5%	2%	1%	-	2%	1%	2%	2%	3%	2%	2%	2%	1%
REPAIRS/MAINTENANCE	5	2	2	-	2	2	-	5	-	-	-	2	3	-	-	3	5	5	3	3	3	5	3
	1%	1%	1%	-	2%	2%	-	2%	-	-	-	1%	2%	-	-	1%	2%	3%	2%	2%	2%	3%	2%
SERVICE/HOSPITALITY	4	1	2	1	-	2	1	2	1	2	-	2	2	-	2	1	1	1	1	1	2	2	2
	1%	-	1%	1%	-	2%	1%	1%	1%	4%	-	1%	1%	-	1%	-	-	-	1%	1%	2%	2%	1%
PAINTING/COATING	3	3	-	-	-	2	-	2	2	-	-	-	2	2	2	3	3	2	2	2	2	2	2
	1%	2%	-	-	-	2%	-	1%	2%	-	-	-	1%	2%	1%	2%	2%	1%	1%	1%	1%	1%	1%
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	3	3	-	-	-	-	-	3	-	-	-	2	2	-	-	2	3	2	2	-	-	-	-
	1%	2%	-	-	-	-	-	2%	-	-	-	1%	1%	-	-	1%	2%	1%	1%	-	-	-	-

Continued

Table 60-4
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	2	2	-	1	-	1	1	-	2	-	-	2	-	-	2	1	1	1	1	-	2	1	1
	1%	1%	-	1%	-	1%	1%	-	2%	-	-	2%	-	-	1%	-	-	-	1%	-	1%	1%	1%
SIGN MANUFACTURING	2	1	-	2	-	-	-	2	-	-	-	1	2	-	-	-	-	2	-	1	1	-	-
	1%	-	-	2%	-	-	-	1%	-	-	-	1%	1%	-	-	-	-	1%	-	-	-	-	-
MEDICAL MANUFACTURING	2	1	1	-	1	1	-	1	-	-	1	1	-	1	1	1	2	1	1	1	1	1	1
	1%	1%	-	-	2%	1%	-	1%	-	-	2%	1%	-	1%	-	1%	1%	1%	1%	1%	1%	1%	1%
DISTRIBUTION	2	2	2	-	-	-	-	2	-	-	-	-	-	2	-	-	-	-	-	2	2	-	-
	-	1%	1%	-	-	-	-	1%	-	-	-	-	-	2%	-	-	-	-	-	1%	1%	-	-
INFORMATION TECHNOLOGY, IT	2	-	2	-	-	-	-	2	-	-	-	-	2	-	-	2	-	-	-	-	-	-	-
	-	-	1%	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-
CONSULTING	2	-	-	-	-	-	-	2	-	-	-	-	2	-	-	-	-	-	2	2	-	-	-
	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	1%	1%	-	-	-
SOMETHING ELSE	23	10	3	6	8	6	4	16	4	1	2	5	10	9	7	14	10	8	9	5	8	5	12
	6%	5%	3%	5%	10%	8%	5%	8%	4%	2%	6%	4%	5%	12%	4%	7%	5%	5%	6%	3%	5%	4%	6%
DON'T KNOW	3	3	1	-	2	-	-	3	-	-	-	2	1	-	-	1	1	1	1	3	1	1	-
	1%	2%	1%	-	2%	-	-	2%	-	-	-	1%	1%	-	-	1%	1%	1%	1%	2%	1%	1%	-
REFUSED	3	3	2	-	-	-	-	2	-	-	2	2	2	-	2	-	-	-	-	2	-	-	3
	1%	2%	1%	-	-	-	-	1%	-	-	4%	1%	1%	-	1%	-	-	-	-	1%	-	-	2%

Table 60-5
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
METAL FABRICATION	64	10	6	10	14	14	10
	21%	18%	13%	20%	28%	27%	19%
AN ORIGINAL EQUIPMENT MANUFACTURER, OEM	43	8	8	7	9	2	10
	14%	14%	17%	13%	17%	5%	19%
PROCESS MANUFACTURING	41	6	12	3	5	5	10
	13%	10%	25%	7%	10%	9%	19%
PRECISION MANUFACTURING	39	13	8	7	4	5	3
	13%	23%	17%	13%	8%	9%	6%
FOOD MANUFACTURING/FOOD AND BEVERAGE INDUSTRY/BREWERY	19	3	4	2	2	5	4
	6%	5%	8%	3%	3%	9%	8%
PLASTICS	18	4	-	-	3	9	3
	6%	6%	-	-	5%	18%	6%
WOODWORKING/WOOD MANUFACTURING	11	2	2	5	2	-	-
	4%	4%	4%	10%	3%	-	-
RETAIL/RETAIL SALES/ WHOLESALE	10	1	2	2	3	2	-
	3%	3%	4%	3%	5%	5%	-
ELECTRONICS COMPONENTS	8	-	2	3	1	-	1
	3%	-	4%	7%	2%	-	3%
ANIMAL/AGRICULTURAL MANUFACTURING	7	1	-	-	3	-	4
	2%	1%	-	-	5%	-	8%
CONSTRUCTION	6	1	-	-	1	2	1
	2%	3%	-	-	2%	5%	3%
REPAIRS/MAINTENANCE	4	1	-	-	-	2	1
	1%	1%	-	-	-	5%	3%
TEXTILE MANUFACTURING/ EMBROIDERY/APPAREL	3	1	-	2	1	-	-
	1%	1%	-	3%	2%	-	-
PRINTING/PAPER	3	-	-	2	-	-	1
	1%	-	-	3%	-	-	3%
SERVICE/HOSPITALITY	3	1	2	-	-	-	-
	1%	1%	4%	-	-	-	-
CABINET MANUFACTURING/ CUSTOM CABINETS/ COUNTERTOPS/DOORS	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
AUTOMOTIVE/AUTOMOTIVE REPAIR/TRANSPORTATION/ TRUCKING	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-

Continued

Table 60-5
QUESTION 37:
Which one of the following best describes your company's primary business?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
PAINTING/COATING	2	-	2	-	-	-	-
	1%	-	4%	-	-	-	-
INFORMATION TECHNOLOGY, IT	2	-	-	2	-	-	-
	1%	-	-	3%	-	-	-
MEDICAL MANUFACTURING	2	1	-	-	1	-	-
	1%	1%	-	-	2%	-	-
SIGN MANUFACTURING	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
SOMETHING ELSE	11	3	-	3	3	-	1
	4%	5%	-	7%	7%	-	3%
DON'T KNOW	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-
REFUSED	3	-	-	3	-	-	-
	1%	-	-	7%	-	-	-

Table 61-1
QUESTION 38:
How many years has your company been in operation?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (1-15 YEARS - 16+ YEARS)	-303	-112	-73	-30	-30	-58	-185	-118	-67	-88	-118	-133	-99	-70	-29	-58	-64	-48	48	-351	-98	-93	-34	-63
	-76%	-82%	-83%	-63%	-68%	-69%	-82%	-67%	-63%	-67%	-92%	-65%	-83%	-96%	-76%	-85%	-85%	-74%	100%	-100%	-68%	-75%	-86%	-82%
TOTAL 1-15 YEARS	48	12	8	9	7	13	20	29	20	22	5	36	10	2	5	5	6	9	48	-	23	16	3	7
	12%	9%	9%	18%	16%	15%	9%	16%	19%	17%	4%	17%	9%	2%	12%	8%	7%	13%	100%	-	16%	13%	7%	9%
1 - 3 YEARS	4	-	2	-	1	2	2	3	3	1	1	3	1	-	1	2	-	-	4	-	2	1	-	2
	1%	-	2%	-	3%	2%	1%	2%	3%	-	-	2%	1%	-	2%	3%	-	-	9%	-	1%	-	-	3%
4 - 6 YEARS	15	9	-	2	1	3	9	7	9	5	-	13	2	-	2	-	2	3	15	-	7	7	1	-
	4%	6%	-	5%	3%	4%	4%	4%	8%	4%	-	6%	2%	-	4%	-	2%	5%	32%	-	5%	6%	2%	-
7 - 10 YEARS	14	2	1	5	2	5	2	11	2	10	2	9	3	1	2	3	2	3	14	-	6	6	1	1
	3%	1%	1%	10%	4%	5%	1%	6%	2%	8%	1%	5%	2%	1%	4%	5%	3%	4%	28%	-	4%	5%	2%	2%
11 - 15 YEARS	15	2	5	2	3	4	7	8	6	6	3	10	4	1	1	-	2	3	15	-	8	2	1	3
	4%	1%	6%	3%	6%	4%	3%	4%	6%	5%	2%	5%	3%	1%	2%	-	2%	4%	31%	-	6%	2%	3%	4%
16 YEARS OR MORE	351	124	80	39	37	71	204	147	87	110	123	168	110	71	33	64	70	57	-	351	121	108	37	69
	88%	91%	91%	82%	83%	85%	91%	83%	81%	83%	96%	83%	91%	98%	88%	92%	93%	87%	-	100%	84%	87%	93%	90%
DON'T KNOW	1	-	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%

Table 61-2
QUESTION 38:
How many years has your company been in operation?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (1-15 YEARS - 16+ YEARS)	-303	-144	-123	-267	-30	-70	-147	-76	-40	-160	-102	-117	-55	-128	-86	-74	-137	-82	-71	-147	-232	-38	-31	-70
	-76%	-78%	-73%	-76%	-74%	-89%	-72%	-76%	-85%	-73%	-79%	-75%	-79%	-75%	-71%	-78%	-77%	-62%	-79%	-83%	-72%	-92%	-100%	-96%
TOTAL 1-15 YEARS	48	21	22	43	5	5	28	12	3	30	13	20	7	21	18	10	20	25	9	14	46	2	-	2
	12%	11%	13%	12%	13%	6%	14%	12%	7%	14%	10%	13%	11%	12%	15%	11%	11%	19%	10%	8%	14%	4%	-	2%
1 - 3 YEARS	4	1	4	4	-	1	2	2	1	2	2	2	1	2	2	1	2	3	1	1	4	-	-	-
	1%	-	2%	1%	-	1%	1%	2%	1%	1%	1%	1%	1%	1%	2%	1%	1%	2%	1%	-	1%	-	-	-
4 - 6 YEARS	15	5	8	13	3	-	11	3	1	11	3	7	1	8	4	-	11	8	2	6	15	-	-	-
	4%	3%	5%	4%	6%	-	5%	3%	3%	5%	3%	4%	1%	4%	4%	-	6%	6%	2%	3%	5%	-	-	-
7 - 10 YEARS	14	8	5	12	1	2	9	1	-	8	6	9	2	3	4	3	6	8	3	3	12	1	-	1
	3%	4%	3%	4%	3%	3%	4%	1%	-	4%	5%	5%	3%	2%	4%	3%	3%	6%	3%	2%	4%	2%	-	1%
11 - 15 YEARS	15	7	6	13	2	2	7	6	2	10	2	2	4	9	7	6	1	6	4	5	14	1	-	1
	4%	4%	4%	4%	4%	2%	3%	6%	3%	4%	2%	1%	5%	5%	6%	7%	1%	5%	4%	3%	4%	2%	-	1%
16 YEARS OR MORE	351	165	145	310	36	75	176	88	44	190	115	137	63	148	104	84	157	106	80	161	278	40	31	71
	88%	89%	87%	88%	87%	94%	86%	88%	93%	86%	89%	87%	89%	87%	85%	89%	88%	81%	90%	92%	86%	96%	100%	98%
DON'T KNOW	1	1	-	1	-	-	1	-	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 61-3
QUESTION 38:
How many years has your company been in operation?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (1-15 YEARS - 16+ YEARS)	-303	-37	-227	-75	-34	-65	-110	-74	-102	-114	-67	-104	-105	-60	-61	-42	-38	-48	-30	-3
	-76%	-78%	-76%	-76%	-38%	-74%	-89%	-94%	-81%	-79%	-66%	-77%	-87%	-72%	-87%	-68%	-62%	-82%	-79%	-25%
TOTAL 1-15 YEARS	48	5	37	12	28	11	7	2	12	15	17	15	8	12	5	10	11	5	4	5
	12%	10%	12%	12%	31%	13%	5%	3%	9%	10%	17%	11%	7%	14%	7%	16%	19%	9%	11%	35%
1 - 3 YEARS	4	-	3	2	4	-	1	-	1	2	2	2	2	-	-	2	-	1	-	1
	1%	-	1%	2%	4%	-	-	-	1%	1%	2%	2%	1%	-	-	3%	-	1%	-	5%
4 - 6 YEARS	15	4	11	4	10	3	1	2	3	3	6	3	3	4	3	6	3	-	2	2
	4%	7%	4%	4%	11%	3%	1%	2%	2%	2%	6%	2%	3%	5%	4%	10%	5%	-	5%	13%
7 - 10 YEARS	14	1	12	2	6	5	2	1	3	6	4	5	2	3	-	2	3	2	1	1
	3%	2%	4%	2%	7%	6%	1%	1%	2%	4%	4%	4%	2%	4%	-	4%	5%	3%	2%	6%
11 - 15 YEARS	15	1	11	4	8	3	4	-	4	4	6	5	1	4	2	-	5	3	2	1
	4%	2%	4%	4%	9%	4%	3%	-	3%	2%	6%	4%	1%	5%	3%	-	8%	5%	4%	11%
16 YEARS OR MORE	351	42	264	87	62	76	116	76	113	129	84	119	113	72	65	52	49	54	34	8
	88%	88%	88%	88%	69%	87%	95%	97%	90%	90%	83%	89%	93%	86%	93%	84%	81%	91%	89%	60%
DON'T KNOW	1	1	-	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	1
	-	1%	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5%

Table 61-4
QUESTION 38:
How many years has your company been in operation?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (1-15 YEARS - 16+ YEARS)	-303	-143	-98	-82	-67	-51	-48	-138	-104	-32	-27	-99	-147	-54	-149	-146	-150	-130	-92	-116	-102	-96	-157
	-76%	-73%	-81%	-78%	-81%	-65%	-71%	-68%	-91%	-76%	-69%	-78%	-75%	-73%	-83%	-71%	-77%	-70%	-59%	-75%	-69%	-71%	-79%
TOTAL 1-15 YEARS	48	26	11	11	8	14	10	32	5	5	6	14	24	10	16	30	22	28	31	19	23	19	20
	12%	13%	9%	11%	9%	17%	15%	16%	5%	12%	15%	11%	12%	14%	9%	14%	11%	15%	20%	12%	15%	14%	10%
1 - 3 YEARS	4	2	1	1	1	4	2	4	1	-	-	1	4	-	1	2	-	2	2	-	1	2	1
	1%	1%	-	1%	1%	5%	2%	2%	1%	-	-	-	2%	-	-	1%	-	1%	1%	-	-	2%	-
4 - 6 YEARS	15	7	4	5	3	-	5	10	-	2	3	6	7	3	5	8	5	8	11	7	8	7	10
	4%	4%	3%	5%	4%	-	7%	5%	-	4%	8%	4%	3%	4%	3%	4%	3%	4%	7%	4%	5%	5%	5%
7 - 10 YEARS	14	8	3	2	1	5	2	9	2	1	2	3	6	5	4	11	10	10	10	6	7	6	3
	3%	4%	3%	2%	1%	6%	3%	4%	2%	2%	4%	2%	3%	7%	2%	5%	5%	5%	7%	4%	5%	4%	2%
11 - 15 YEARS	15	8	4	4	3	5	2	9	2	2	1	4	8	2	6	8	7	9	9	6	7	4	7
	4%	4%	3%	4%	4%	6%	2%	4%	2%	6%	3%	4%	4%	3%	3%	4%	4%	5%	6%	4%	5%	3%	3%
16 YEARS OR MORE	351	169	109	93	74	64	58	170	109	37	33	113	171	64	165	176	172	158	123	135	125	115	177
	88%	86%	90%	89%	91%	83%	85%	84%	95%	88%	85%	89%	87%	86%	91%	85%	88%	85%	79%	88%	84%	85%	90%
DON'T KNOW	1	1	1	-	-	-	-	1	-	-	-	-	1	-	-	1	1	1	1	1	1	1	-
	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 61-5
QUESTION 38:
How many years has your company been in operation?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (1-15 YEARS - 16+ YEARS)	-237	-34	-33	-43	-37	-45	-44
	-78%	-64%	-67%	-87%	-72%	-91%	-89%
TOTAL 1-15 YEARS	33	10	8	3	7	2	3
----------	11%	18%	17%	7%	13%	5%	6%
LESS THAN 1 YEAR	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%
1 - 3 YEARS	2	1	-	-	2	-	-
	1%	1%	-	-	3%	-	-
4 - 6 YEARS	8	2	2	2	1	-	1
	3%	4%	4%	3%	2%	-	3%
7 - 10 YEARS	12	4	4	-	2	2	-
	4%	8%	8%	-	3%	5%	-
11 - 15 YEARS	9	3	2	2	3	-	-
	3%	5%	4%	3%	5%	-	-
16 YEARS OR MORE	271	44	42	47	43	48	47
	89%	82%	83%	93%	85%	95%	94%
DON'T KNOW	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-

Table 62-1
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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
18 - 34	22	9	3	3	1	6	12	11	6	7	5	13	6	2	2	3	3	3	6	16	3	5	4	9
	6%	6%	3%	7%	3%	7%	5%	6%	6%	5%	4%	6%	5%	3%	4%	4%	4%	4%	13%	5%	2%	4%	9%	11%
35 - 44	68	23	13	8	7	16	37	31	15	31	17	38	20	10	3	13	10	18	22	46	20	23	9	12
	17%	17%	15%	17%	17%	19%	16%	18%	14%	23%	14%	19%	17%	14%	9%	20%	14%	27%	46%	13%	14%	19%	23%	16%
45 - 54	87	22	15	14	14	22	37	51	28	30	24	50	22	15	5	16	19	10	11	76	39	25	3	18
	22%	16%	17%	30%	33%	26%	16%	29%	27%	23%	19%	24%	19%	21%	14%	24%	25%	16%	23%	22%	27%	20%	8%	23%
55 - 64	123	45	29	16	9	25	73	50	31	34	49	58	36	29	17	18	28	15	7	116	35	41	16	27
	31%	33%	33%	33%	20%	30%	33%	28%	29%	26%	38%	28%	30%	40%	46%	26%	37%	23%	13%	33%	24%	33%	40%	35%
65 AND ABOVE	78	34	18	5	10	11	52	27	23	25	26	38	28	11	6	15	14	16	2	76	39	27	2	6
	20%	25%	20%	11%	22%	14%	23%	15%	22%	19%	20%	18%	24%	14%	15%	22%	18%	24%	5%	22%	27%	22%	6%	8%
REFUSED	21	4	10	1	3	4	14	7	2	5	7	8	7	6	5	3	1	4	-	20	8	2	5	4
	5%	3%	11%	2%	6%	4%	6%	4%	2%	3%	6%	4%	6%	8%	12%	5%	2%	6%	-	6%	5%	2%	13%	6%

Table 62-2
QUESTION 39:
Age.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
18 - 34	22	16	7	22	-	2	8	8	5	8	8	14	2	7	10	3	9	15	-	7	19	-	2	2
	6%	8%	4%	6%	-	3%	4%	8%	11%	4%	6%	9%	2%	4%	8%	3%	5%	11%	-	4%	6%	-	7%	3%
35 - 44	68	35	29	64	4	19	34	15	7	36	23	30	12	25	25	11	32	23	15	29	58	6	4	10
	17%	19%	17%	18%	9%	24%	17%	15%	15%	16%	18%	19%	17%	15%	20%	11%	18%	17%	17%	16%	18%	14%	12%	14%
45 - 54	87	38	40	78	9	17	41	23	11	49	27	38	12	36	32	20	35	34	15	36	72	8	8	15
	22%	20%	24%	22%	21%	22%	20%	23%	23%	22%	21%	25%	18%	21%	26%	21%	20%	26%	17%	20%	22%	19%	24%	21%
55 - 64	123	55	53	107	15	25	63	35	18	63	42	46	22	54	30	33	59	28	33	62	94	20	9	29
	31%	29%	31%	30%	36%	31%	31%	35%	39%	29%	33%	29%	32%	32%	25%	35%	33%	21%	36%	35%	29%	47%	30%	40%
65 AND ABOVE	78	33	30	63	13	13	47	14	6	53	19	23	20	35	22	21	33	24	23	31	66	5	6	11
	20%	18%	18%	18%	32%	17%	23%	14%	13%	24%	15%	15%	29%	20%	18%	22%	18%	18%	26%	17%	20%	12%	18%	14%
REFUSED	21	10	11	20	1	3	11	5	-	11	10	6	2	13	2	6	11	7	3	11	15	3	3	6
	5%	5%	6%	6%	2%	4%	5%	5%	-	5%	7%	4%	2%	8%	2%	6%	6%	5%	3%	6%	4%	8%	8%	8%

Table 62-3
QUESTION 39:
Age.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
18 - 34	22	5	18	4	22	-	-	-	6	5	10	11	7	3	1	1	8	6	2	2
	6%	10%	6%	4%	25%	-	-	-	5%	4%	10%	8%	6%	4%	1%	1%	13%	10%	6%	18%
35 - 44	68	7	51	17	68	-	-	-	19	28	19	20	23	11	7	15	9	9	11	4
	17%	15%	17%	17%	75%	-	-	-	15%	19%	19%	15%	19%	13%	11%	25%	15%	16%	28%	28%
45 - 54	87	8	58	29	-	87	-	-	29	36	19	27	24	17	14	16	21	10	9	2
	22%	17%	19%	29%	-	100%	-	-	23%	25%	19%	20%	20%	20%	20%	27%	35%	17%	24%	18%
55 - 64	123	12	91	32	-	-	123	-	42	33	36	48	36	30	24	13	13	20	9	4
	31%	24%	30%	33%	-	-	100%	-	34%	23%	36%	36%	30%	36%	35%	22%	22%	35%	23%	31%
65 AND ABOVE	78	9	70	8	-	-	-	78	24	35	12	18	26	17	17	13	6	11	4	-
	20%	18%	23%	8%	-	-	-	100%	19%	24%	12%	13%	21%	20%	24%	21%	9%	19%	11%	-
REFUSED	21	8	13	8	-	-	-	-	7	7	5	10	4	6	7	3	4	2	3	1
	5%	16%	4%	8%	-	-	-	-	5%	5%	5%	8%	4%	7%	10%	5%	6%	4%	8%	5%

Table 62-4
QUESTION 39:
Age.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
18 - 34	22	13	6	4	7	5	7	9	2	3	6	6	9	5	9	11	7	12	10	13	11	6	12
	6%	7%	5%	4%	8%	6%	11%	5%	2%	7%	14%	5%	5%	6%	5%	5%	4%	7%	6%	8%	7%	5%	6%
35 - 44	68	28	21	21	11	19	14	35	17	8	9	19	41	8	30	37	36	27	28	24	22	26	36
	17%	14%	18%	20%	14%	24%	21%	17%	15%	19%	22%	15%	21%	11%	16%	18%	19%	15%	18%	16%	15%	19%	18%
45 - 54	87	40	19	21	14	20	18	45	27	9	6	26	38	22	38	49	41	44	36	33	39	34	38
	22%	20%	16%	20%	18%	26%	26%	22%	24%	21%	15%	21%	20%	30%	21%	24%	21%	24%	23%	21%	26%	25%	19%
55 - 64	123	65	40	33	27	16	19	59	45	10	8	41	64	19	60	57	57	53	47	42	37	33	62
	31%	33%	33%	32%	34%	21%	27%	29%	39%	25%	21%	32%	32%	25%	33%	28%	29%	29%	30%	27%	25%	25%	31%
65 AND ABOVE	78	42	27	17	16	10	7	44	18	6	11	33	29	17	33	38	43	41	25	36	31	33	44
	20%	21%	22%	17%	19%	13%	10%	22%	15%	15%	27%	26%	15%	23%	18%	19%	22%	22%	16%	23%	21%	24%	22%
REFUSED	21	8	7	8	6	8	4	10	6	5	-	3	14	4	10	14	10	9	10	6	9	4	6
	5%	4%	6%	8%	7%	11%	6%	5%	5%	12%	-	2%	7%	5%	6%	7%	5%	5%	6%	4%	6%	3%	3%

Table 62-5
QUESTION 39:
Age.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
18 - 34	23	4	8	3	2	5	1
	7%	6%	17%	7%	3%	9%	3%
35 - 44	49	11	4	12	8	7	8
	16%	19%	8%	23%	15%	14%	17%
45 - 54	75	17	10	5	12	16	15
	25%	31%	21%	10%	23%	32%	31%
55 - 64	83	16	8	13	14	18	12
	27%	30%	17%	27%	28%	36%	25%
65 AND ABOVE	57	6	15	13	12	2	10
	19%	10%	29%	27%	23%	5%	19%
REFUSED	17	1	4	3	3	2	3
	6%	3%	8%	7%	7%	5%	6%

Table 63-1
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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
**D/S (MALE - FEMALE)	202	77	41	22	27	34	118	83	44	72	69	96	68	38	24	35	48	50	25	177	78	95	19	12
	50%	57%	47%	47%	61%	40%	53%	47%	41%	55%	54%	47%	57%	52%	63%	51%	64%	76%	52%	50%	54%	77%	47%	16%
MALE	301	107	65	35	35	59	171	130	75	102	98	150	94	55	31	52	62	58	37	264	111	110	29	44
	75%	78%	73%	73%	81%	70%	76%	74%	71%	77%	77%	73%	78%	76%	81%	76%	82%	88%	76%	75%	77%	88%	74%	58%
FEMALE	99	29	23	13	9	25	53	46	31	30	29	54	26	18	7	17	13	8	12	87	33	14	10	32
	25%	22%	27%	27%	19%	30%	24%	26%	29%	23%	23%	27%	22%	24%	19%	24%	18%	12%	24%	25%	23%	12%	26%	42%

Table 63-2
QUESTION 40:
Gender.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
**D/S (MALE - FEMALE)	202	79	102	181	18	59	106	36	24	124	52	95	38	65	59	67	73	59	44	95	164	19	18	38
	50%	42%	61%	51%	44%	74%	52%	36%	51%	57%	40%	61%	54%	39%	48%	71%	41%	45%	49%	54%	51%	47%	58%	52%
MALE	301	132	135	267	30	69	156	68	36	172	90	126	54	118	91	81	125	95	67	136	244	30	25	55
	75%	71%	80%	76%	72%	87%	76%	68%	76%	78%	70%	80%	77%	69%	74%	86%	70%	73%	74%	77%	75%	73%	79%	76%
FEMALE	99	54	33	87	11	10	49	32	11	48	39	31	16	52	32	13	53	36	23	41	80	11	7	18
	25%	29%	20%	24%	28%	13%	24%	32%	24%	22%	30%	20%	23%	31%	26%	14%	30%	27%	26%	23%	25%	27%	21%	24%

Table 63-3
QUESTION 40:
Gender.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
**D/S (MALE - FEMALE)	202	15	301	-99	48	29	58	61	92	80	26	47	80	52	34	30	15	21	21	4
	50%	32%	100%	-100%	53%	34%	47%	79%	73%	56%	26%	35%	66%	63%	49%	50%	25%	36%	56%	30%
MALE	301	32	301	-	69	58	91	70	109	112	64	90	101	68	52	46	38	40	30	9
	75%	66%	100%	-	76%	67%	74%	89%	87%	78%	63%	67%	83%	81%	75%	75%	62%	68%	78%	65%
FEMALE	99	16	-	99	21	29	32	8	17	32	37	44	20	16	18	15	23	19	8	5
	25%	34%	-	100%	24%	33%	26%	11%	13%	22%	37%	33%	17%	19%	25%	25%	38%	32%	22%	35%

Table 63-4
QUESTION 40:
Gender.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
**D/S (MALE - FEMALE)	202	78	75	58	46	35	26	92	50	34	24	80	89	29	101	99	106	88	76	70	87	72	125
	50%	40%	62%	55%	57%	45%	38%	45%	43%	81%	62%	63%	46%	39%	56%	48%	54%	47%	49%	45%	58%	53%	63%
MALE	301	137	98	81	64	56	47	147	82	38	32	104	143	51	141	153	150	137	115	112	118	103	161
	75%	70%	81%	78%	78%	72%	69%	73%	72%	90%	81%	82%	73%	70%	78%	74%	77%	74%	74%	73%	79%	77%	82%
FEMALE	99	59	23	23	18	21	21	55	32	4	8	23	53	22	40	54	44	49	40	42	31	31	36
	25%	30%	19%	22%	22%	28%	31%	27%	28%	10%	19%	18%	27%	30%	22%	26%	23%	26%	26%	27%	21%	23%	18%

Table 63-5
QUESTION 40:
Gender.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
**D/S (MALE - FEMALE)	169	15	46	37	29	18	25
	56%	27%	92%	73%	57%	36%	50%
MALE	237	34	48	43	40	34	37
	78%	64%	96%	87%	78%	68%	75%
FEMALE	68	20	2	7	11	16	12
	22%	36%	4%	13%	22%	32%	25%

Table 64-1
QUESTION C:
What is your job title?

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
OWNER	144	36	32	21	19	35	69	75	71	46	19	97	38	8	9	28	26	19	23	121	144	-	-	-
	36%	27%	37%	43%	44%	42%	31%	43%	67%	35%	15%	48%	31%	11%	24%	40%	35%	29%	48%	34%	100%	-	-	-
PRESIDENT/CEO	124	56	28	14	9	17	84	40	12	50	54	55	41	27	17	21	27	21	16	108	-	124	-	-
	31%	41%	32%	28%	21%	21%	37%	23%	11%	38%	43%	27%	34%	37%	45%	31%	36%	31%	32%	31%	-	100%	-	-
MANAGER	77	25	15	9	9	19	40	37	18	21	25	38	19	19	3	10	12	15	7	69	-	-	-	77
	19%	18%	17%	18%	20%	23%	18%	21%	17%	16%	20%	18%	16%	26%	9%	15%	16%	23%	14%	20%	-	-	-	100%
MANAGEMENT TEAM MEMBER	40	15	7	5	7	7	21	18	4	8	24	8	16	15	5	6	8	8	3	37	-	-	40	-
	10%	11%	8%	10%	15%	8%	9%	10%	4%	6%	19%	4%	14%	20%	12%	8%	11%	12%	6%	10%	-	-	100%	-
OTHER	16	4	6	-	-	6	10	6	2	6	5	6	6	4	4	4	2	3	-	16	-	-	-	-
	4%	3%	7%	-	-	7%	5%	3%	1%	5%	4%	3%	5%	5%	10%	5%	2%	5%	-	5%	-	-	-	-

Table 64-2
QUESTION C:
What is your job title?

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
OWNER	144	59	63	121	20	27	74	32	10	83	50	52	23	67	38	30	74	45	36	63	135	4	3	8
	36%	31%	37%	34%	48%	34%	36%	32%	20%	38%	38%	33%	33%	40%	31%	31%	42%	34%	40%	36%	42%	11%	11%	11%
PRESIDENT/CEO	124	50	61	111	13	29	68	25	18	78	28	55	26	42	43	39	41	43	32	49	96	19	8	27
	31%	27%	37%	31%	31%	36%	33%	25%	38%	36%	21%	35%	37%	25%	35%	41%	23%	33%	36%	28%	30%	46%	27%	37%
MANAGER	77	46	24	71	3	13	35	26	16	31	29	29	12	35	25	15	34	26	15	33	57	10	9	19
	19%	25%	15%	20%	8%	17%	17%	26%	34%	14%	22%	19%	17%	20%	20%	16%	19%	20%	17%	19%	18%	25%	28%	26%
MANAGEMENT TEAM MEMBER	40	21	13	34	6	7	21	11	2	21	15	17	7	15	13	9	18	13	5	22	24	5	10	15
	10%	11%	8%	10%	13%	9%	10%	11%	3%	10%	12%	11%	9%	9%	11%	9%	10%	10%	5%	12%	7%	11%	31%	20%
OTHER	16	10	6	16	-	4	7	6	2	6	8	3	2	11	3	2	11	4	1	10	12	3	1	4
	4%	5%	4%	5%	-	5%	3%	6%	5%	3%	6%	2%	3%	6%	3%	2%	6%	3%	2%	6%	4%	7%	2%	5%

Table 64-3
QUESTION C:
What is your job title?

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
OWNER	144	20	111	33	23	39	35	39	44	45	39	33	44	38	25	27	16	13	17	3
	36%	43%	37%	33%	26%	44%	28%	50%	35%	31%	39%	24%	36%	46%	35%	44%	26%	23%	45%	25%
PRESIDENT/CEO	124	9	110	14	28	25	41	27	40	53	27	38	33	33	19	21	21	17	13	5
	31%	19%	36%	14%	31%	29%	33%	35%	32%	37%	26%	28%	28%	39%	27%	34%	35%	29%	35%	40%
MANAGER	77	7	44	32	21	18	27	6	24	20	25	38	22	7	8	6	19	18	6	3
	19%	16%	15%	32%	23%	21%	22%	8%	19%	14%	25%	29%	18%	8%	12%	9%	31%	30%	15%	23%
MANAGEMENT TEAM MEMBER	40	5	29	10	13	3	16	2	12	17	9	17	16	5	11	5	4	8	2	1
	10%	9%	10%	10%	14%	4%	13%	3%	10%	12%	9%	12%	13%	7%	16%	9%	6%	14%	6%	6%
OTHER	16	6	7	9	5	2	5	3	5	9	1	9	6	-	7	2	1	2	-	1
	4%	13%	2%	10%	5%	3%	4%	4%	4%	6%	1%	6%	5%	-	10%	4%	1%	4%	-	6%

Table 64-4
QUESTION C:
What is your job title?

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
OWNER	144	75	53	28	29	14	22	79	29	17	19	63	55	26	61	79	68	65	62	44	40	44	71
	36%	38%	44%	27%	36%	18%	32%	39%	25%	40%	49%	49%	28%	35%	34%	38%	35%	35%	40%	29%	27%	32%	36%
PRESIDENT/CEO	124	58	32	39	24	30	22	56	39	15	13	33	66	23	64	55	63	53	40	54	55	46	62
	31%	30%	26%	38%	29%	38%	32%	28%	34%	35%	32%	26%	34%	32%	36%	27%	32%	28%	26%	35%	37%	34%	31%
MANAGER	77	32	18	21	17	18	16	46	24	4	3	16	45	14	28	45	36	40	35	30	31	27	35
	19%	16%	15%	20%	21%	23%	23%	23%	21%	10%	8%	12%	23%	19%	15%	22%	19%	22%	23%	20%	21%	20%	18%
MANAGEMENT TEAM MEMBER	40	22	14	11	8	12	8	17	16	5	2	13	22	4	20	21	21	19	17	17	16	13	25
	10%	11%	11%	11%	10%	16%	12%	8%	14%	12%	6%	10%	11%	6%	11%	10%	11%	10%	11%	11%	11%	9%	13%
OTHER	16	8	5	4	3	4	1	5	8	1	2	2	8	6	8	6	6	9	1	9	8	5	6
	4%	4%	4%	4%	4%	5%	1%	2%	7%	4%	6%	2%	4%	8%	4%	3%	3%	5%	-	6%	5%	4%	3%

Table 64-5
QUESTION C:
What is your job title?

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
OWNER	114	20	15	22	20	18	19
	37%	38%	29%	43%	38%	36%	39%
PRESIDENT/CEO	81	17	17	17	10	11	10
	27%	31%	33%	33%	20%	23%	19%
MANAGER	54	9	12	5	11	7	10
	18%	17%	25%	10%	22%	14%	19%
MANAGEMENT TEAM MEMBER	42	5	6	5	9	9	7
	14%	9%	13%	10%	18%	18%	14%
OTHER	14	3	-	2	1	5	4
	5%	5%	-	3%	2%	9%	8%

Table 65-1
QUESTION REG:
Region./County.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
COLLAR	88	-	88	-	-	-	88	-	24	34	22	49	25	14	8	22	13	15	8	80	32	28	7	15
------	22%	-	100%	-	-	-	39%	-	22%	26%	18%	24%	21%	20%	20%	32%	17%	23%	16%	23%	23%	22%	17%	20%
ANOKA	32	-	32	-	-	-	32	-	11	10	8	18	8	5	-	9	3	8	4	28	14	4	2	10
	8%	-	36%	-	-	-	14%	-	10%	7%	6%	9%	7%	7%	-	13%	4%	12%	8%	8%	10%	4%	6%	13%
CARVER	2	-	2	-	-	-	2	-	-	1	1	-	1	1	1	-	-	1	-	2	-	-	1	1
	1%	-	3%	-	-	-	1%	-	-	1%	1%	-	1%	1%	2%	-	-	2%	-	1%	-	-	2%	2%
DAKOTA	26	-	26	-	-	-	26	-	4	16	5	14	12	1	4	6	4	4	2	24	6	13	3	2
	7%	-	30%	-	-	-	12%	-	3%	12%	4%	7%	10%	1%	10%	9%	5%	6%	5%	7%	4%	11%	8%	3%
SCOTT	12	-	12	-	-	-	12	-	5	3	3	9	-	3	-	2	6	-	-	12	6	3	-	2
	3%	-	14%	-	-	-	5%	-	4%	2%	2%	4%	-	4%	-	3%	8%	-	-	3%	4%	2%	-	2%
WASHINGTON	8	-	8	-	-	-	8	-	5	2	1	5	3	1	2	1	-	-	2	7	6	2	-	-
	2%	-	9%	-	-	-	4%	-	4%	2%	1%	2%	2%	1%	4%	2%	-	-	3%	2%	4%	2%	-	-
WRIGHT	8	-	8	-	-	-	8	-	-	2	5	3	1	4	2	3	-	2	-	8	-	5	1	-
	2%	-	9%	-	-	-	3%	-	-	2%	4%	1%	1%	5%	4%	4%	-	3%	-	2%	-	4%	2%	-
MINN-SP	136	136	-	-	-	-	136	-	25	51	45	62	47	26	15	26	22	24	12	124	36	56	15	25
-------	34%	100%	-	-	-	-	61%	-	24%	39%	36%	30%	39%	36%	41%	37%	29%	37%	25%	35%	25%	45%	37%	33%
HENNEPIN	108	108	-	-	-	-	108	-	18	41	39	49	37	21	10	20	16	20	10	97	27	45	14	19
	27%	79%	-	-	-	-	48%	-	17%	31%	30%	24%	31%	29%	27%	29%	22%	30%	21%	28%	19%	36%	35%	25%
RAMSEY	28	28	-	-	-	-	28	-	8	9	7	12	9	5	5	6	5	4	2	27	10	11	1	6
	7%	21%	-	-	-	-	13%	-	7%	7%	5%	6%	8%	7%	14%	9%	7%	7%	4%	8%	7%	9%	2%	8%
NORTHEAST	48	-	-	48	-	-	-	48	23	11	13	29	11	8	4	5	11	10	9	39	21	14	5	9
---------	12%	-	-	100%	-	-	-	27%	21%	8%	10%	14%	9%	11%	11%	8%	15%	15%	18%	11%	14%	11%	12%	12%
AITKIN	1	-	-	1	-	-	-	1	-	-	1	-	-	1	1	-	-	-	-	1	-	1	-	-
	-	-	-	2%	-	-	-	-	-	-	1%	-	-	1%	2%	-	-	-	-	-	-	1%	-	-
BELTRAMI	5	-	-	5	-	-	-	5	3	1	1	3	1	1	-	-	1	2	-	5	2	2	-	1
	1%	-	-	10%	-	-	-	3%	3%	1%	1%	2%	1%	1%	-	-	1%	2%	-	1%	1%	2%	-	1%
CASS	5	-	-	5	-	-	-	5	2	2	1	3	2	-	-	1	2	-	2	2	2	1	-	2
	1%	-	-	10%	-	-	-	3%	2%	1%	1%	2%	1%	-	-	1%	2%	-	5%	1%	2%	1%	-	2%
CHISAGO	7	-	-	7	-	-	-	7	2	2	2	5	1	2	-	2	-	2	2	6	3	-	2	2
	2%	-	-	15%	-	-	-	4%	2%	2%	1%	2%	1%	2%	-	3%	-	4%	3%	2%	2%	-	4%	3%
CROW WING	8	-	-	8	-	-	-	8	6	1	2	5	2	1	-	-	3	3	2	6	6	-	2	-
	2%	-	-	17%	-	-	-	5%	5%	1%	1%	2%	2%	1%	-	-	4%	5%	5%	2%	4%	-	6%	-
ISANTI	2	-	-	2	-	-	-	2	-	2	1	-	2	-	-	1	1	-	-	2	2	1	-	-
	1%	-	-	5%	-	-	-	1%	-	1%	1%	-	2%	-	-	1%	1%	-	-	1%	1%	1%	-	-
ITASCA	1	-	-	1	-	-	-	1	-	-	1	-	-	1	-	-	-	1	1	-	-	-	-	1
	-	-	-	2%	-	-	-	-	-	-	1%	-	-	1%	-	-	-	1%	2%	-	-	-	-	1%

Continued

Table 65-1
QUESTION REG:
Region./County.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
KANABEC	2	-	-	2	-	-	-	2	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	-	-	-	3%	-	-	-	1%	2%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-
MILLIE LACS	3	-	-	3	-	-	-	3	2	2	-	3	-	-	-	-	-	2	-	3	2	2	-	-
	1%	-	-	7%	-	-	-	2%	2%	1%	-	2%	-	-	-	-	-	2%	-	1%	1%	1%	-	-
MORRISON	3	-	-	3	-	-	-	3	-	1	2	-	2	1	1	1	2	-	-	3	2	2	-	-
	1%	-	-	6%	-	-	-	2%	-	1%	2%	-	2%	1%	2%	1%	2%	-	-	1%	1%	1%	-	-
PINE	11	-	-	11	-	-	-	11	6	2	2	8	-	2	2	1	2	-	2	9	2	6	-	3
	3%	-	-	22%	-	-	-	6%	6%	1%	2%	4%	-	3%	6%	1%	3%	-	3%	3%	1%	5%	-	4%
ST. LOUIS	1	-	-	1	-	-	-	1	-	-	1	-	1	-	-	-	1	-	-	1	-	-	1	-
	-	-	-	2%	-	-	-	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	-	2%	-
SOUTH	44	-	-	-	44	-	-	44	13	11	17	23	13	8	2	3	12	7	7	37	19	9	7	9
-----	11%	-	-	-	100%	-	-	25%	12%	8%	13%	11%	10%	11%	6%	4%	16%	10%	14%	10%	13%	8%	17%	11%
BLUE EARTH	4	-	-	-	4	-	-	4	-	-	4	1	1	3	-	-	1	2	1	3	1	1	2	1
	1%	-	-	-	10%	-	-	2%	-	-	3%	1%	-	3%	-	-	2%	3%	3%	1%	1%	1%	5%	1%
DODGE	3	-	-	-	3	-	-	3	3	1	-	3	1	-	1	-	1	-	-	3	2	1	-	-
	1%	-	-	-	7%	-	-	2%	2%	-	-	1%	-	-	2%	-	2%	-	-	1%	1%	1%	-	-
FARIBAULT	2	-	-	-	2	-	-	2	-	-	2	-	2	-	-	-	2	-	-	2	1	1	-	-
	-	-	-	-	4%	-	-	1%	-	-	1%	-	1%	-	-	-	2%	-	-	1%	1%	-	-	-
FILLMORE	2	-	-	-	2	-	-	2	-	-	1	-	1	1	-	-	1	-	-	1	-	1	-	1
	-	-	-	-	4%	-	-	1%	-	-	-	-	-	1%	-	-	1%	-	-	-	-	1%	-	2%
FREEBORN	2	-	-	-	2	-	-	2	-	1	1	1	-	1	-	-	2	-	-	2	1	1	-	-
	-	-	-	-	4%	-	-	1%	-	1%	-	1%	-	1%	-	-	3%	-	-	1%	1%	1%	-	-
GOODHUE	2	-	-	-	2	-	-	2	-	1	2	-	2	1	-	-	1	1	-	2	-	1	1	1
	1%	-	-	-	5%	-	-	1%	-	-	1%	-	1%	1%	-	-	1%	1%	-	1%	-	-	2%	2%
HOUSTON	3	-	-	-	3	-	-	3	1	1	-	3	-	-	-	-	-	-	-	3	3	-	-	-
	1%	-	-	-	6%	-	-	1%	1%	1%	-	1%	-	-	-	-	-	-	-	1%	2%	-	-	-
LE SUEUR	3	-	-	-	3	-	-	3	3	-	1	3	-	1	-	1	-	1	-	3	1	2	-	-
	1%	-	-	-	7%	-	-	2%	2%	-	-	1%	-	1%	-	2%	-	1%	-	1%	1%	2%	-	-
MOWER	1	-	-	-	1	-	-	1	-	-	1	-	1	-	1	-	-	-	1	1	-	-	1	1
	-	-	-	-	3%	-	-	1%	-	-	1%	-	1%	-	2%	-	-	-	1%	-	-	-	2%	1%
OLMSTED	4	-	-	-	4	-	-	4	-	2	1	1	1	1	-	-	1	1	2	2	1	1	1	1
	1%	-	-	-	8%	-	-	2%	-	2%	1%	1%	1%	2%	-	-	1%	2%	4%	1%	1%	1%	3%	1%
RICE	6	-	-	-	6	-	-	6	4	-	1	5	1	-	-	-	2	2	1	5	4	-	1	2
	2%	-	-	-	14%	-	-	4%	4%	-	1%	2%	1%	-	-	-	2%	3%	3%	1%	3%	-	2%	2%
STEELE	6	-	-	-	6	-	-	6	-	3	1	3	3	-	1	1	1	-	1	5	4	1	1	-
	1%	-	-	-	13%	-	-	3%	-	2%	1%	1%	2%	-	2%	2%	1%	-	1%	1%	3%	1%	2%	-
WASECA	3	-	-	-	3	-	-	3	3	-	1	3	-	1	-	1	1	-	1	2	1	1	-	1
	1%	-	-	-	7%	-	-	2%	2%	-	-	1%	-	1%	-	1%	2%	-	3%	1%	-	1%	-	2%

Continued

Table 65-1
QUESTION REG:
Region./County.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
WINONA	3	-	-	-	3	-	-	3	-	2	1	1	1	1	1	-	1	1	-	3	1	-	1	1
	1%	-	-	-	7%	-	-	2%	-	1%	1%	1%	-	2%	2%	-	1%	1%	-	1%	-	-	3%	2%
WEST-NW	84	-	-	-	-	84	-	84	22	24	31	42	26	16	8	13	17	10	13	71	35	17	7	19
-------	21%	-	-	-	-	100%	-	48%	21%	18%	24%	20%	21%	22%	22%	19%	23%	15%	27%	20%	24%	14%	17%	25%
BENTON	2	-	-	-	-	2	-	2	2	-	1	2	-	1	-	-	-	1	2	1	2	1	-	-
	1%	-	-	-	-	3%	-	1%	1%	-	1%	1%	-	1%	-	-	-	1%	3%	-	1%	1%	-	-
BROWN	3	-	-	-	-	3	-	3	-	1	1	2	1	-	-	-	1	1	1	2	2	-	-	1
	1%	-	-	-	-	4%	-	2%	-	1%	1%	1%	1%	-	-	-	1%	1%	2%	1%	2%	-	-	1%
CLEARWATER	2	-	-	-	-	2	-	2	-	-	2	2	-	-	-	-	-	-	-	2	-	2	-	-
	-	-	-	-	-	2%	-	1%	-	-	1%	1%	-	-	-	-	-	-	-	-	-	1%	-	-
DOUGLAS	7	-	-	-	-	7	-	7	-	4	3	2	4	2	-	1	1	2	-	7	2	1	1	2
	2%	-	-	-	-	8%	-	4%	-	3%	2%	1%	3%	2%	-	1%	2%	3%	-	2%	2%	1%	4%	2%
GRANT	5	-	-	-	-	5	-	5	2	3	-	3	1	-	-	1	-	2	-	5	2	-	-	2
	1%	-	-	-	-	5%	-	3%	1%	2%	-	2%	1%	-	-	1%	-	2%	-	1%	2%	-	-	2%
HUBBARD	2	-	-	-	-	2	-	2	-	1	2	-	1	2	-	-	-	1	-	2	1	-	1	1
	1%	-	-	-	-	3%	-	1%	-	1%	1%	-	1%	2%	-	-	-	1%	-	1%	1%	-	2%	1%
KANDIYOHI	1	-	-	-	-	1	-	1	-	1	-	-	1	-	-	-	-	-	-	1	-	1	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-
LAC QUI PARLE	2	-	-	-	-	2	-	2	-	2	-	2	-	-	-	-	2	-	-	2	2	-	-	-
	-	-	-	-	-	2%	-	1%	-	1%	-	1%	-	-	-	-	2%	-	-	-	1%	-	-	-
LYON	3	-	-	-	-	3	-	3	-	3	-	3	-	-	-	-	-	-	-	3	3	-	-	-
	1%	-	-	-	-	4%	-	2%	-	2%	-	2%	-	-	-	-	-	-	-	1%	2%	-	-	-
MCLEOD	2	-	-	-	-	2	-	2	-	2	1	2	1	-	2	-	-	-	-	2	2	1	-	-
	1%	-	-	-	-	3%	-	1%	-	1%	1%	1%	1%	-	4%	-	-	-	-	1%	1%	1%	-	-
MAHNOMEN	3	-	-	-	-	3	-	3	2	-	1	2	1	-	-	1	2	-	-	3	2	1	-	1
	1%	-	-	-	-	4%	-	2%	1%	-	1%	1%	1%	-	-	1%	2%	-	-	1%	1%	1%	-	1%
MARSHALL	1	-	-	-	-	1	-	1	1	-	-	-	1	-	-	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-
MEEKER	6	-	-	-	-	6	-	6	2	-	4	2	3	2	-	1	4	-	1	5	1	2	1	1
	1%	-	-	-	-	7%	-	3%	1%	-	3%	1%	2%	2%	-	1%	6%	-	2%	1%	1%	2%	4%	2%
NICOLLET	4	-	-	-	-	4	-	4	3	-	-	3	-	1	2	2	-	-	-	4	2	-	1	-
	1%	-	-	-	-	5%	-	2%	3%	-	-	2%	-	1%	6%	2%	-	-	-	1%	1%	-	2%	-
OTTER TAIL	1	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-	-	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	-	1%
PENNINGTON	2	-	-	-	-	2	-	2	2	-	1	2	-	1	-	-	1	-	2	1	2	1	-	-
	1%	-	-	-	-	3%	-	1%	1%	-	1%	1%	-	1%	-	-	1%	-	3%	-	1%	1%	-	-
POPE	1	-	-	-	-	1	-	1	-	-	1	-	1	-	-	-	1	-	-	1	1	1	-	-
	-	-	-	-	-	2%	-	1%	-	-	1%	-	1%	-	-	-	2%	-	-	-	1%	1%	-	-

Continued

Table 65-1
QUESTION REG:
Region./County.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
RENVILLE	1	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	1	-	1	-	-	-	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-
SHERBURNE	11	-	-	-	-	11	-	11	2	7	1	8	1	1	2	3	-	2	5	5	5	3	1	2
	3%	-	-	-	-	13%	-	6%	2%	5%	1%	4%	1%	1%	6%	4%	-	2%	11%	2%	3%	2%	2%	3%
STEARNS	17	-	-	-	-	17	-	17	4	2	8	6	7	5	1	4	3	2	3	14	7	4	1	4
	4%	-	-	-	-	21%	-	10%	4%	2%	6%	3%	5%	6%	4%	7%	4%	2%	6%	4%	5%	4%	2%	5%
STEVENS	1	-	-	-	-	1	-	1	-	-	1	-	1	-	1	-	-	-	-	1	-	-	1	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	1%	-	2%	-	-	-	-	-	-	-	2%	-
SWIFT	1	-	-	-	-	1	-	1	-	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-
	-	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-
TODD	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	2	-	-	2	-	-	-	2
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	-	-	-	2%	-	-	-	-	-	-	2%
TRAVERSE	1	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-	1	-	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	1%	-	-
WADENA	1	-	-	-	-	1	-	1	-	-	1	-	1	1	-	1	1	-	-	1	1	-	-	-
	-	-	-	-	-	2%	-	1%	-	-	1%	-	1%	1%	-	1%	1%	-	-	-	1%	-	-	-
WATONWAN	1	-	-	-	-	1	-	1	-	-	1	-	1	-	-	-	-	-	-	1	-	-	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	-	-	-	1%
WILKIN	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	-	-	-	2	-	-	-	2
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	2%
YELLOW MEDICINE	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	-	-	-	2	-	-	-	2
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	2%
REGION II																								
TWIN CITIES	224	136	88	-	-	-	224	-	49	85	68	110	71	41	23	48	34	39	20	204	69	84	21	40
	56%	100%	100%	-	-	-	100%	-	46%	65%	53%	54%	59%	56%	61%	69%	46%	60%	41%	58%	48%	68%	54%	52%
REST OF STATE	176	-	-	48	44	84	-	176	57	46	60	94	49	32	15	21	41	26	29	147	75	40	18	37
	44%	-	-	100%	100%	100%	-	100%	54%	35%	47%	46%	41%	44%	39%	31%	54%	40%	59%	42%	52%	32%	46%	48%

Table 65-2
QUESTION REG:
Region./County.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
COLLAR	88	47	35	83	5	18	44	22	7	45	32	29	14	45	25	13	48	26	18	42	74	9	5	14
------	22%	25%	21%	23%	13%	23%	21%	22%	16%	21%	25%	19%	19%	27%	20%	14%	27%	20%	20%	24%	23%	22%	17%	20%
ANOKA	32	18	11	29	2	7	15	7	4	15	11	13	5	14	12	3	14	6	7	17	26	4	2	5
	8%	10%	7%	8%	5%	9%	7%	7%	8%	7%	9%	8%	6%	8%	10%	3%	8%	4%	8%	10%	8%	9%	5%	7%
CARVER	2	-	2	2	-	-	-	2	-	2	-	-	1	1	-	2	-	-	1	1	1	-	1	1
	1%	-	1%	1%	-	-	-	2%	-	1%	-	-	1%	1%	-	2%	-	-	2%	-	-	-	2%	1%
DAKOTA	26	16	8	24	2	7	14	4	1	14	11	7	3	16	6	3	17	8	4	14	25	-	1	1
	7%	8%	5%	7%	5%	8%	7%	4%	3%	6%	9%	4%	4%	10%	5%	3%	10%	6%	4%	8%	8%	-	2%	1%
SCOTT	12	2	9	11	1	2	6	4	1	8	3	2	2	9	1	2	9	2	3	7	9	2	1	3
	3%	1%	5%	3%	2%	3%	3%	4%	2%	4%	2%	1%	2%	5%	1%	2%	5%	2%	3%	4%	3%	5%	2%	4%
WASHINGTON	8	5	3	8	-	1	4	2	1	2	4	1	3	4	1	2	5	6	1	1	7	1	-	1
	2%	3%	2%	2%	-	1%	2%	2%	2%	1%	3%	1%	4%	2%	1%	2%	3%	5%	2%	-	2%	2%	-	1%
WRIGHT	8	6	1	8	-	2	4	2	1	4	3	7	1	-	5	-	3	4	1	2	4	2	2	4
	2%	3%	1%	2%	-	2%	2%	2%	2%	2%	2%	4%	1%	-	4%	-	2%	3%	2%	1%	1%	5%	5%	5%
MINN-SP	136	55	61	116	17	22	76	36	23	70	42	55	24	53	46	31	58	39	35	61	108	13	13	26
-------	34%	30%	36%	33%	42%	28%	37%	36%	50%	32%	33%	35%	34%	31%	37%	33%	33%	30%	39%	35%	33%	32%	42%	36%
HENNEPIN	108	43	50	93	13	17	58	31	10	59	37	40	17	48	36	26	45	31	29	47	87	10	10	21
	27%	23%	30%	26%	31%	21%	28%	31%	22%	27%	29%	26%	24%	28%	29%	27%	25%	24%	32%	27%	27%	25%	33%	29%
RAMSEY	28	12	11	23	4	5	18	5	13	10	5	15	7	5	10	5	13	9	6	14	21	3	3	5
	7%	6%	7%	7%	11%	7%	9%	5%	28%	5%	4%	9%	10%	3%	8%	5%	7%	7%	7%	8%	7%	6%	8%	7%
NORTHEAST	48	21	21	42	6	10	23	13	6	31	10	21	7	20	13	14	21	18	10	20	40	6	2	8
---------	12%	11%	12%	12%	16%	13%	11%	13%	14%	14%	8%	13%	10%	12%	10%	15%	12%	14%	11%	11%	12%	16%	5%	11%
AITKIN	1	1	-	1	-	-	1	-	-	1	-	-	-	1	-	1	-	1	-	-	-	1	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	1%	-	-	-	2%	-	1%
BELTRAMI	5	1	2	2	2	2	1	2	1	2	2	2	2	1	-	2	2	1	-	4	4	-	1	1
	1%	-	1%	1%	6%	3%	-	2%	2%	1%	1%	2%	2%	-	-	3%	1%	1%	-	2%	1%	-	3%	1%
CASS	5	2	3	5	-	2	2	-	-	3	2	2	1	2	5	-	-	2	1	2	5	-	-	-
	1%	1%	2%	1%	-	3%	1%	-	-	1%	1%	2%	1%	1%	4%	-	-	1%	1%	1%	1%	-	-	-
CHISAGO	7	4	3	7	-	1	4	2	2	6	-	2	2	2	1	4	2	2	3	2	6	1	1	2
	2%	2%	2%	2%	-	1%	2%	2%	3%	3%	-	2%	3%	1%	1%	4%	1%	1%	4%	1%	2%	2%	3%	2%
CROW WING	8	3	5	8	-	2	2	4	-	6	2	5	2	2	3	-	5	3	-	5	7	1	-	1
	2%	2%	3%	2%	-	2%	1%	4%	-	3%	2%	3%	2%	1%	3%	-	3%	2%	-	3%	2%	2%	-	1%
ISANTI	2	2	-	2	-	2	1	-	-	2	1	1	-	2	-	1	2	2	-	1	2	-	-	-
	1%	1%	-	1%	-	2%	-	-	-	1%	1%	-	-	1%	-	1%	1%	1%	-	-	1%	-	-	-
ITASCA	1	1	-	1	-	1	-	-	-	-	1	1	-	-	-	-	1	1	-	-	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	1%	-	-	-	-	-	1%	-	-	-	2%	-	1%

Continued

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
KANABEC	2	-	2	2	-	-	-	2	-	2	-	-	-	2	-	-	2	-	-	2	2	-	-	-
	-	-	1%	-	-	-	-	2%	-	1%	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	-
MILLIE LACS	3	2	-	2	2	-	2	-	-	3	-	2	-	2	2	2	-	2	2	-	3	-	-	-
	1%	1%	-	-	4%	-	1%	-	-	1%	-	1%	-	1%	1%	2%	-	1%	2%	-	1%	-	-	-
MORRISON	3	1	2	3	-	1	1	2	-	2	1	2	-	1	1	-	2	2	1	1	2	1	-	1
	1%	-	1%	1%	-	1%	-	2%	-	1%	1%	1%	-	-	1%	-	1%	1%	1%	-	1%	2%	-	1%
PINE	11	4	4	8	2	-	9	2	3	5	2	2	1	7	1	5	5	5	3	2	8	2	-	2
	3%	2%	2%	2%	6%	-	4%	2%	7%	2%	2%	2%	1%	4%	1%	5%	3%	4%	4%	1%	3%	6%	-	3%
ST. LOUIS	1	1	-	1	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	-	2%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-
SOUTH	44	16	22	38	3	9	20	12	3	29	11	14	11	20	12	19	13	17	11	16	35	4	4	8
-----	11%	9%	13%	11%	8%	12%	10%	12%	6%	13%	9%	9%	15%	12%	10%	20%	7%	13%	12%	9%	11%	11%	12%	11%
BLUE EARTH	4	2	3	4	-	1	2	1	-	4	1	2	1	1	1	3	-	2	1	2	2	1	1	3
	1%	1%	1%	1%	-	1%	1%	1%	-	2%	-	2%	2%	-	1%	3%	-	1%	1%	1%	1%	3%	4%	3%
DODGE	3	1	1	2	-	1	-	2	-	3	-	-	1	2	1	1	1	1	1	1	3	-	-	-
	1%	1%	-	1%	-	2%	-	2%	-	1%	-	-	2%	1%	-	1%	1%	1%	1%	1%	1%	-	-	-
FARIBAULT	2	1	1	2	-	-	2	-	1	1	1	-	1	1	1	1	1	1	1	-	2	-	-	-
	-	1%	-	1%	-	-	1%	-	1%	-	-	-	1%	1%	-	1%	-	1%	1%	-	1%	-	-	-
FILLMORE	2	2	-	2	-	-	1	1	-	-	2	-	-	2	-	1	1	1	-	1	1	1	-	1
	-	1%	-	1%	-	-	1%	1%	-	-	1%	-	-	1%	-	1%	1%	-	-	1%	-	2%	-	1%
FREEBORN	2	-	2	2	-	1	1	-	-	2	-	1	1	-	-	2	-	-	-	2	1	-	1	1
	-	-	1%	1%	-	1%	1%	-	-	1%	-	-	2%	-	-	2%	-	-	-	1%	-	-	2%	1%
GOODHUE	2	1	1	2	-	1	1	-	-	2	1	1	-	2	1	1	1	2	-	-	2	-	1	1
	1%	1%	1%	1%	-	2%	1%	-	-	1%	-	-	-	1%	1%	1%	-	2%	-	-	1%	-	2%	1%
HOUSTON	3	-	-	-	1	-	1	1	-	3	-	-	1	1	-	1	1	3	-	-	3	-	-	-
	1%	-	-	-	3%	-	1%	1%	-	1%	-	-	2%	1%	-	1%	1%	2%	-	-	1%	-	-	-
LE SUEUR	3	-	3	3	-	1	3	-	-	2	1	2	1	-	1	1	1	3	1	-	3	1	-	1
	1%	-	2%	1%	-	1%	1%	-	-	1%	1%	1%	2%	-	1%	1%	1%	2%	1%	-	1%	2%	-	1%
MOWER	1	1	1	1	-	-	1	1	1	1	-	-	1	1	-	1	1	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-
OLMSTED	4	2	1	3	1	1	1	2	-	2	2	2	1	1	2	1	1	1	-	2	2	1	1	1
	1%	1%	-	1%	1%	1%	-	2%	-	1%	1%	1%	1%	1%	1%	1%	-	1%	-	1%	1%	2%	2%	2%
RICE	6	1	4	5	1	1	3	1	-	4	2	1	1	4	1	4	2	1	4	1	6	-	-	-
	2%	-	3%	1%	3%	1%	2%	1%	-	2%	1%	-	2%	3%	-	4%	1%	1%	5%	-	2%	-	-	-
STEELE	6	2	3	6	-	3	1	-	1	2	2	3	-	2	4	-	2	1	1	3	6	-	-	-
	1%	1%	2%	2%	-	4%	1%	-	1%	1%	1%	2%	-	1%	3%	-	1%	1%	1%	2%	2%	-	-	-
WASECA	3	1	2	3	-	-	2	1	1	1	1	1	-	2	1	1	1	1	1	1	3	1	-	1
	1%	1%	1%	1%	-	-	1%	1%	3%	1%	-	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	2%	-	1%

Continued

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
WINONA	3	1	2	3	-	1	1	2	-	3	-	1	1	1	1	2	1	-	2	1	2	1	1	1
	1%	1%	1%	1%	-	1%	-	2%	-	1%	-	1%	2%	-	1%	2%	-	-	2%	1%	1%	2%	2%	2%
WEST-NW	84	47	28	75	9	19	43	17	7	44	33	38	14	32	27	18	38	30	17	37	67	8	8	16
	21%	25%	17%	21%	22%	25%	21%	17%	14%	20%	26%	24%	21%	19%	22%	19%	21%	23%	18%	21%	21%	20%	24%	22%
BENTON	2	-	2	2	-	-	1	2	-	2	-	2	-	1	2	-	1	2	-	-	2	1	-	1
	1%	-	1%	1%	-	-	-	2%	-	1%	-	1%	-	-	1%	-	-	2%	-	-	-	2%	-	1%
BROWN	3	1	2	2	1	2	-	-	1	1	2	1	1	2	1	1	2	2	1	1	3	-	-	-
	1%	-	1%	1%	2%	3%	-	-	2%	-	1%	-	1%	1%	1%	1%	1%	1%	1%	-	1%	-	-	-
CLEARWATER	2	2	-	2	-	-	2	-	-	2	-	-	-	2	-	2	-	-	-	2	2	-	-	-
	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	2%	-	-	-	1%	-	-	-	-
DOUGLAS	7	6	1	7	-	2	4	1	-	4	3	3	1	3	3	1	3	-	1	6	5	1	1	2
	2%	3%	-	2%	-	3%	2%	1%	-	2%	2%	2%	1%	2%	2%	1%	2%	-	1%	3%	2%	2%	2%	2%
GRANT	5	2	1	3	2	1	4	-	-	2	2	2	2	1	1	2	2	2	1	2	5	-	-	-
	1%	1%	-	1%	4%	1%	2%	-	-	1%	2%	1%	2%	-	1%	2%	1%	1%	1%	1%	1%	-	-	-
HUBBARD	2	2	1	2	-	1	2	-	2	-	1	1	-	1	1	-	1	1	1	1	1	-	2	2
	1%	1%	-	1%	-	1%	1%	-	3%	-	1%	1%	-	-	1%	-	-	1%	1%	-	-	-	5%	2%
KANDIYOHI	1	-	1	1	-	-	1	-	-	-	1	-	-	1	-	-	1	-	1	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-
LAC QUI PARLE	2	-	2	2	-	-	-	2	-	2	-	-	2	-	-	2	-	2	-	-	2	-	-	-
	-	-	1%	-	-	-	-	2%	-	1%	-	-	2%	-	-	2%	-	1%	-	-	-	-	-	-
LYON	3	2	2	3	-	-	2	2	-	2	2	-	2	2	-	2	2	2	2	-	3	-	-	-
	1%	1%	1%	1%	-	-	1%	2%	-	1%	1%	-	2%	1%	-	2%	1%	1%	2%	-	1%	-	-	-
MCLEOD	2	-	2	2	-	-	2	-	-	2	-	2	-	-	2	-	-	2	-	-	2	-	-	-
	1%	-	1%	1%	-	-	1%	-	-	1%	-	1%	-	-	2%	-	-	2%	-	-	1%	-	-	-
MAHNOMEN	3	2	-	2	1	2	-	1	2	1	1	2	1	-	2	1	-	1	1	2	3	-	-	-
	1%	1%	-	1%	2%	3%	-	1%	3%	-	1%	1%	1%	-	2%	1%	-	1%	1%	1%	1%	-	-	-
MARSHALL	1	1	-	1	-	1	-	-	1	-	-	1	-	-	-	-	1	1	-	-	1	-	-	-
	-	-	-	-	-	1%	-	-	2%	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-
MEEKER	6	4	1	4	2	1	4	-	-	1	4	1	2	3	1	2	3	2	1	2	4	1	1	2
	1%	2%	-	1%	4%	1%	2%	-	-	1%	3%	1%	2%	2%	1%	2%	2%	2%	2%	1%	1%	2%	2%	2%
NICOLLET	4	2	2	3	1	-	4	-	-	2	2	2	-	2	2	-	2	-	-	4	3	1	-	1
	1%	1%	1%	1%	2%	-	2%	-	-	1%	1%	1%	-	1%	1%	-	1%	-	-	2%	1%	2%	-	1%
OTTER TAIL	1	-	1	1	-	-	-	1	1	-	-	-	-	1	1	-	-	1	-	-	-	1	-	1
	-	-	-	-	-	-	-	1%	2%	-	-	-	-	-	1%	-	-	1%	-	-	-	2%	-	1%
PENNINGTON	2	2	1	2	-	-	1	-	-	-	2	-	1	2	-	1	2	2	1	-	2	-	1	1
	1%	1%	-	1%	-	-	-	-	-	-	2%	-	1%	1%	-	1%	1%	1%	1%	-	-	-	2%	1%
POPE	1	-	1	1	-	-	1	-	-	1	-	1	-	1	-	-	1	1	-	1	1	-	-	-
	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	1%	-	-	-	-	-	-

Continued

Table 65-2
QUESTION REG:
Region./County.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
RENVILLE	1	1	-	1	-	1	-	-	-	-	1	-	-	1	1	-	-	-	-	-	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	2%	-	1%
SHERBURNE	11	5	4	9	2	4	5	2	1	7	3	7	-	4	5	2	4	4	3	4	9	-	1	1
	3%	3%	2%	3%	4%	5%	3%	2%	2%	3%	2%	4%	-	2%	4%	2%	2%	3%	3%	2%	3%	-	2%	1%
STEARNS	17	11	5	16	1	4	8	5	1	11	5	8	4	6	4	3	8	6	2	9	13	2	3	5
	4%	6%	3%	4%	4%	5%	4%	5%	2%	5%	4%	5%	5%	4%	4%	3%	5%	5%	2%	5%	4%	4%	10%	6%
STEVENS	1	1	-	1	-	-	-	1	-	-	1	-	1	-	-	1	-	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	-	-	-
SWIFT	1	1	-	1	-	1	-	-	-	-	1	-	-	1	-	-	1	-	1	-	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	2%	-	1%
TODD	2	-	2	2	-	-	-	2	-	-	2	2	-	-	-	-	2	-	-	2	2	-	-	-
	-	-	1%	-	-	-	-	2%	-	-	1%	1%	-	-	-	-	1%	-	-	1%	-	-	-	-
TRAVERSE	1	1	-	1	-	-	-	1	-	1	-	1	-	-	-	1	-	-	1	-	-	1	-	1
	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	1%	-	-	2%	-	1%
WADENA	1	1	-	1	-	1	1	-	-	1	1	1	-	1	1	1	-	-	1	-	1	1	-	1
	-	1%	-	-	-	1%	-	-	-	-	1%	-	-	-	1%	1%	-	-	2%	-	-	2%	-	1%
WATONWAN	1	-	-	-	1	-	-	1	-	1	-	-	1	-	-	-	1	-	-	1	1	-	-	-
	-	-	-	-	2%	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-
WILKIN	2	2	-	2	-	-	-	-	-	2	-	-	-	2	-	-	2	-	-	2	2	-	-	-
	-	1%	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-
YELLOW MEDICINE	2	2	-	2	-	-	2	-	-	-	2	2	-	-	-	-	2	2	-	-	2	-	-	-
	-	1%	-	-	-	-	1%	-	-	-	1%	1%	-	-	-	-	1%	1%	-	-	-	-	-	-
REGION II																								
TWIN CITIES	224	102	97	199	23	40	120	58	31	115	75	84	38	98	70	44	106	66	53	103	182	22	18	41
	56%	55%	58%	56%	55%	51%	58%	58%	65%	52%	58%	54%	54%	58%	57%	46%	60%	50%	59%	59%	56%	54%	59%	56%
REST OF STATE	176	84	71	155	19	39	86	42	16	105	55	72	32	72	52	51	72	65	37	73	142	19	13	32
	44%	45%	42%	44%	45%	49%	42%	42%	35%	48%	42%	46%	46%	42%	43%	54%	40%	50%	41%	41%	44%	46%	41%	44%

Table 65-3
QUESTION REG:
Region./County.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
COLLAR	88	14	65	23	16	15	29	18	30	29	24	26	24	20	17	10	14	7	12	1
------	22%	30%	21%	24%	18%	17%	23%	23%	24%	20%	24%	20%	20%	24%	25%	17%	22%	13%	31%	6%
ANOKA	32	6	22	10	4	9	9	7	14	6	11	12	7	6	4	4	7	3	2	-
	8%	13%	7%	10%	4%	10%	7%	9%	11%	4%	11%	9%	6%	7%	5%	7%	11%	5%	6%	-
CARVER	2	-	1	1	-	-	1	-	-	-	2	1	1	-	-	1	1	-	-	-
	1%	-	-	1%	-	-	1%	-	-	-	2%	1%	1%	-	-	1%	1%	-	-	-
DAKOTA	26	5	20	6	6	4	10	4	9	10	7	8	6	9	7	2	4	1	5	-
	7%	11%	7%	6%	7%	4%	9%	5%	7%	7%	7%	6%	5%	11%	10%	4%	7%	2%	14%	-
SCOTT	12	3	12	-	1	-	5	5	5	5	2	2	7	1	2	-	1	2	2	-
	3%	6%	4%	-	1%	-	4%	6%	4%	3%	2%	1%	6%	1%	3%	-	1%	3%	4%	-
WASHINGTON	8	-	7	2	2	1	1	2	1	3	2	2	1	4	2	2	1	-	2	-
	2%	-	2%	2%	2%	1%	1%	3%	1%	2%	2%	1%	1%	4%	2%	4%	1%	-	6%	-
WRIGHT	8	-	2	5	4	2	2	1	2	5	1	2	2	1	3	1	-	1	1	1
	2%	-	1%	5%	4%	2%	1%	1%	1%	4%	1%	1%	2%	1%	4%	1%	-	3%	2%	6%
MINN-SP	136	15	107	29	32	22	45	34	40	47	40	52	37	34	21	28	14	25	11	5
-------	34%	32%	35%	30%	35%	25%	36%	43%	32%	33%	39%	38%	31%	40%	30%	45%	23%	43%	29%	39%
HENNEPIN	108	14	83	24	29	15	34	26	33	35	33	42	31	24	15	21	10	18	10	5
	27%	29%	28%	24%	32%	17%	28%	33%	26%	24%	33%	31%	26%	29%	21%	35%	16%	31%	25%	39%
RAMSEY	28	2	23	5	3	7	10	8	7	12	7	9	6	9	6	6	4	7	2	-
	7%	4%	8%	5%	4%	8%	8%	10%	6%	8%	7%	7%	5%	11%	9%	10%	7%	12%	4%	-
NORTHEAST	48	4	35	13	11	14	16	5	12	20	12	15	15	11	7	10	9	4	4	2
---------	12%	8%	12%	13%	12%	17%	13%	7%	9%	14%	12%	11%	13%	13%	10%	17%	15%	7%	10%	12%
AITKIN	1	-	1	-	-	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	-
BELTRAMI	5	-	5	-	2	-	1	2	1	2	2	-	1	1	1	2	2	2	-	-
	1%	-	2%	-	2%	-	1%	3%	1%	2%	2%	-	1%	1%	1%	4%	3%	3%	-	-
CASS	5	-	3	2	2	2	-	2	3	-	2	3	2	2	-	-	2	-	2	-
	1%	-	1%	2%	2%	2%	-	2%	3%	-	2%	2%	1%	2%	-	-	3%	-	4%	-
CHISAGO	7	-	4	3	3	2	2	-	-	2	5	2	2	2	1	2	-	-	-	-
	2%	-	1%	3%	4%	2%	2%	-	-	2%	5%	2%	2%	3%	1%	4%	-	-	-	-
CROW WING	8	1	7	1	2	2	3	1	3	2	2	2	6	2	2	2	-	-	-	-
	2%	2%	2%	1%	3%	2%	3%	1%	3%	1%	2%	1%	5%	2%	3%	3%	-	-	-	-
ISANTI	2	1	2	1	1	-	1	1	2	-	-	-	2	1	1	1	-	-	-	-
	1%	2%	1%	1%	1%	-	1%	1%	2%	-	-	-	1%	1%	1%	1%	-	-	-	-
ITASCA	1	-	1	-	-	1	-	-	-	1	-	1	-	-	-	-	1	-	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	1%	-	-	-

Continued

Table 65-3
QUESTION REG:
Region./County.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
KANABEC	2	2	2	-	-	-	2	-	-	-	-	-	-	-	2	-	-	-	-	-
	-	3%	1%	-	-	-	1%	-	-	-	-	-	-	-	2%	-	-	-	-	-
MILLIE LACS	3	-	2	2	2	2	-	-	-	2	-	2	-	2	-	-	2	-	-	-
	1%	-	1%	2%	2%	2%	-	-	-	1%	-	1%	-	2%	-	-	3%	-	-	-
MORRISON	3	1	2	1	-	1	2	-	2	-	2	-	1	1	-	1	1	-	1	2
	1%	2%	1%	1%	-	1%	2%	-	1%	-	2%	-	1%	1%	-	1%	1%	-	2%	12%
PINE	11	-	6	4	-	6	5	-	1	10	-	5	2	1	1	2	2	2	2	-
	3%	-	2%	4%	-	6%	4%	-	1%	7%	-	4%	2%	1%	1%	3%	3%	4%	4%	-
ST. LOUIS	1	-	1	-	-	1	-	-	-	1	-	1	-	-	-	1	-	-	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-
SOUTH	44	6	35	9	9	14	9	10	14	18	10	13	16	6	8	6	8	5	4	2
-----	11%	12%	12%	9%	10%	16%	7%	13%	11%	12%	10%	10%	13%	7%	11%	9%	12%	8%	11%	14%
BLUE EARTH	4	-	3	1	2	1	1	-	1	3	-	1	1	1	1	1	1	1	1	1
	1%	-	1%	1%	2%	1%	1%	-	1%	2%	-	1%	1%	1%	2%	1%	1%	2%	2%	5%
DODGE	3	1	3	-	-	2	-	1	1	-	2	1	1	1	-	1	-	-	1	-
	1%	3%	1%	-	-	2%	-	2%	1%	-	2%	1%	1%	1%	-	1%	-	-	3%	-
FARIBAULT	2	-	2	-	-	-	1	1	1	1	-	1	1	-	1	-	-	-	-	-
	-	-	1%	-	-	-	-	2%	1%	-	-	-	-	-	2%	-	-	-	-	-
FILLMORE	2	1	1	1	-	-	1	1	2	-	-	-	1	1	-	-	-	1	-	1
	-	1%	-	1%	-	-	-	1%	1%	-	-	-	1%	1%	-	-	-	1%	-	5%
FREEBORN	2	-	2	-	-	-	-	1	1	1	-	2	-	-	-	-	1	-	-	-
	-	-	1%	-	-	-	-	2%	-	1%	-	1%	-	-	-	-	1%	-	-	-
GOODHUE	2	-	2	1	-	1	1	1	1	1	1	-	2	-	1	1	-	-	-	-
	1%	-	1%	1%	-	1%	1%	2%	1%	-	1%	-	2%	-	1%	1%	-	-	-	-
HOUSTON	3	-	1	1	-	1	-	1	-	-	1	3	-	-	1	-	-	-	-	-
	1%	-	-	1%	-	1%	-	2%	-	-	1%	2%	-	-	2%	-	-	-	-	-
LE SUEUR	3	-	3	-	2	1	-	-	-	3	-	-	3	-	1	1	-	-	1	-
	1%	-	1%	-	2%	1%	-	-	-	2%	-	-	3%	-	1%	2%	-	-	3%	-
MOWER	1	1	1	1	-	-	1	-	1	1	-	1	-	-	-	-	-	1	-	-
	-	1%	-	1%	-	-	1%	-	-	-	-	1%	-	-	-	-	-	2%	-	-
OLMSTED	4	-	3	1	1	-	2	-	2	1	-	2	1	1	-	1	2	-	-	-
	1%	-	1%	1%	1%	-	2%	-	2%	1%	-	1%	1%	2%	-	1%	4%	-	-	-
RICE	6	-	6	1	-	4	1	1	1	2	4	1	1	2	-	1	3	1	-	-
	2%	-	2%	1%	-	4%	1%	2%	-	1%	4%	-	1%	2%	-	1%	4%	2%	-	-
STEELE	6	1	5	1	2	1	-	2	2	4	-	1	3	-	2	-	-	-	1	1
	1%	3%	2%	1%	3%	1%	-	2%	1%	3%	-	1%	3%	-	3%	-	-	-	3%	5%
WASECA	3	1	3	-	1	1	1	-	1	1	1	-	1	-	1	-	1	-	-	-
	1%	3%	1%	-	1%	1%	1%	-	1%	-	1%	-	1%	-	1%	-	2%	-	-	-

Continued

Table 65-3
QUESTION REG:
Region./County.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
WINONA	3	1	2	1	-	2	1	-	-	2	1	1	2	1	1	1	-	1	-	-
	1%	1%	1%	1%	-	2%	1%	-	-	1%	1%	-	2%	2%	1%	2%	-	1%	-	-
WEST-NW	84	8	59	25	22	22	25	11	30	30	15	28	29	12	17	8	17	17	7	4
-------	21%	18%	20%	25%	24%	25%	20%	15%	24%	21%	15%	21%	24%	15%	24%	12%	28%	29%	18%	29%
BENTON	2	-	1	2	2	-	1	-	1	-	2	-	-	1	-	2	-	1	-	-
	1%	-	-	2%	2%	-	1%	-	1%	-	2%	-	-	1%	-	3%	-	1%	-	-
BROWN	3	-	3	-	1	-	2	1	-	1	-	1	1	-	2	-	-	1	-	-
	1%	-	1%	-	1%	-	1%	1%	-	1%	-	1%	1%	-	2%	-	-	1%	-	-
CLEARWATER	2	-	2	-	-	-	2	-	2	-	-	-	2	-	-	-	-	-	-	-
	-	-	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	-	-	-
DOUGLAS	7	2	4	2	1	3	1	1	3	3	1	3	1	1	1	1	2	-	1	-
	2%	5%	1%	2%	2%	3%	1%	1%	2%	2%	1%	2%	1%	1%	2%	1%	4%	-	4%	-
GRANT	5	-	5	-	2	-	1	2	1	3	-	2	1	2	2	1	2	1	-	-
	1%	-	2%	-	3%	-	1%	2%	1%	2%	-	1%	1%	2%	2%	1%	3%	1%	-	-
HUBBARD	2	-	2	-	2	-	-	-	1	1	-	1	1	-	-	-	1	-	1	-
	1%	-	1%	-	3%	-	-	-	1%	1%	-	1%	1%	-	-	-	1%	-	2%	-
KANDIYOHI	1	-	1	-	-	1	-	-	-	1	-	1	1	-	-	-	-	-	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	1%	1%	-	-	-	-	-	-	-
LAC QUI PARLE	2	-	-	2	-	2	-	-	-	-	2	-	-	-	2	-	-	-	-	-
	-	-	-	2%	-	2%	-	-	-	-	2%	-	-	-	2%	-	-	-	-	-
LYON	3	-	3	-	-	-	2	2	2	2	-	-	-	2	2	-	-	2	-	-
	1%	-	1%	-	-	-	1%	2%	1%	1%	-	-	-	2%	2%	-	-	3%	-	-
MCLEOD	2	-	2	-	-	2	1	-	2	-	1	2	-	1	-	-	2	-	-	-
	1%	-	1%	-	-	2%	1%	-	1%	-	1%	1%	-	1%	-	-	3%	-	-	-
MAHNOMEN	3	-	3	-	2	-	1	-	2	-	1	1	2	-	1	-	-	1	-	-
	1%	-	1%	-	2%	-	1%	-	2%	-	1%	1%	1%	-	1%	-	-	1%	-	-
MARSHALL	1	-	1	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1%	1%	-	-	-	-	-	-	-	-	-	-	-
MEEKER	6	1	4	2	1	1	3	-	1	3	2	1	3	-	2	-	2	2	1	-
	1%	2%	1%	2%	2%	1%	2%	-	1%	2%	2%	1%	2%	-	3%	-	4%	4%	2%	-
NICOLLET	4	2	2	2	-	-	4	-	2	-	-	3	2	1	1	-	-	-	2	-
	1%	3%	1%	2%	-	-	3%	-	2%	-	-	2%	1%	1%	1%	-	-	-	4%	-
OTTER TAIL	1	-	1	-	-	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-
	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	2%	-
PENNINGTON	2	-	1	2	-	-	-	2	-	-	1	1	-	-	-	-	-	1	-	-
	1%	-	-	2%	-	-	-	3%	-	-	1%	1%	-	-	-	-	-	1%	-	-
POPE	1	-	-	1	-	1	-	-	-	1	-	-	1	-	-	-	1	1	-	-
	-	-	-	1%	-	2%	-	-	-	1%	-	-	1%	-	-	-	1%	1%	-	-

Continued

Table 65-3
QUESTION REG:
Region./County.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
RENVILLE	1	-	1	-	1	-	-	-	-	1	-	-	-	-	-	-	1	-	-	-
	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-
SHERBURNE	11	1	7	4	3	3	3	2	5	3	2	3	5	5	-	-	2	2	1	1
	3%	2%	2%	4%	3%	4%	3%	2%	4%	2%	2%	2%	4%	6%	-	-	4%	4%	2%	6%
STEARNS	17	1	10	7	5	7	2	1	4	9	2	6	7	1	4	5	3	3	-	1
	4%	3%	3%	7%	5%	9%	2%	1%	4%	6%	2%	5%	6%	1%	6%	7%	5%	5%	-	11%
STEVENS	1	-	1	-	-	-	1	-	1	-	-	-	1	-	1	-	-	-	-	-
	-	-	-	-	-	-	1%	-	1%	-	-	-	1%	-	1%	-	-	-	-	-
SWIFT	1	-	-	1	1	-	-	-	1	-	-	1	-	-	-	-	-	1	-	-
	-	-	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	1%	-	-
TODD	2	-	2	-	-	-	2	-	-	-	2	-	2	-	-	-	-	-	-	-
	-	-	1%	-	-	-	1%	-	-	-	2%	-	1%	-	-	-	-	-	-	-
TRAVERSE	1	-	1	-	-	-	1	-	-	-	1	-	-	-	-	-	1	1	-	-
	-	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	1%	1%	-	-
WADENA	1	-	1	-	-	1	-	1	1	1	-	-	1	1	-	-	1	-	1	-
	-	-	-	-	-	1%	-	1%	1%	1%	-	-	1%	1%	-	-	1%	-	2%	-
WATONWAN	1	-	1	-	-	-	-	1	-	1	-	-	-	-	-	-	-	1	-	-
	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	1%	-	-
WILKIN	2	2	-	2	-	2	-	-	-	-	-	2	-	-	-	-	-	2	-	-
	-	3%	-	2%	-	2%	-	-	-	-	-	1%	-	-	-	-	-	3%	-	-
YELLOW MEDICINE	2	-	2	-	2	-	-	-	2	-	-	2	-	-	-	-	-	-	-	2
	-	-	1%	-	2%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	12%
REGION II																				
TWIN CITIES	224	30	171	53	48	37	73	52	70	76	64	78	61	54	38	38	27	33	23	6
	56%	63%	57%	53%	54%	42%	60%	66%	56%	53%	63%	58%	50%	65%	55%	62%	45%	55%	61%	45%
REST OF STATE	176	18	130	46	42	51	50	27	56	68	37	56	60	30	32	23	33	26	15	7
	44%	37%	43%	47%	46%	58%	40%	34%	44%	47%	37%	42%	50%	35%	45%	38%	55%	45%	39%	55%

Table 65-4
QUESTION REG:
Region./County.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
COLLAR	88	33	28	31	16	15	12	44	24	11	8	27	41	20	37	49	38	39	32	34	35	29	40
------	22%	17%	23%	30%	19%	19%	17%	22%	21%	27%	21%	21%	21%	26%	20%	24%	20%	21%	20%	22%	24%	22%	20%
ANOKA	32	11	11	9	7	2	4	19	8	3	2	6	18	8	11	22	16	14	12	14	18	11	10
	8%	6%	9%	9%	8%	3%	7%	9%	7%	7%	4%	5%	9%	10%	6%	11%	8%	8%	8%	9%	12%	8%	5%
CARVER	2	1	-	1	-	1	-	1	1	-	-	-	2	-	1	1	-	-	1	-	-	-	1
	1%	1%	-	1%	-	1%	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-
DAKOTA	26	12	9	10	5	10	1	13	4	7	2	9	13	4	13	10	14	12	9	11	10	12	13
	7%	6%	7%	10%	6%	13%	2%	6%	4%	16%	6%	7%	7%	5%	7%	5%	7%	6%	6%	7%	7%	9%	7%
SCOTT	12	2	5	4	1	-	2	5	4	-	4	8	1	4	7	8	4	5	5	4	4	2	8
	3%	1%	4%	4%	1%	-	2%	2%	3%	-	10%	6%	-	5%	4%	4%	2%	2%	3%	2%	3%	2%	4%
WASHINGTON	8	3	2	4	-	1	5	5	2	1	-	3	3	2	2	3	2	5	4	2	1	1	4
	2%	2%	2%	4%	-	1%	7%	3%	2%	2%	-	2%	2%	3%	1%	1%	1%	2%	2%	1%	1%	1%	2%
WRIGHT	8	3	1	3	3	2	-	2	5	1	1	1	3	2	3	5	2	4	1	4	2	2	4
	2%	2%	1%	3%	4%	2%	-	1%	4%	2%	2%	1%	2%	3%	2%	3%	1%	2%	1%	2%	1%	2%	2%
MINN-SP	136	73	33	37	31	31	23	68	40	12	14	46	64	27	63	68	69	60	44	55	54	50	75
-------	34%	37%	27%	36%	38%	40%	34%	34%	35%	29%	35%	36%	33%	36%	35%	33%	35%	32%	28%	36%	36%	37%	38%
HENNEPIN	108	56	26	30	24	26	19	52	31	11	12	35	54	18	51	54	58	52	39	46	48	46	58
	27%	28%	21%	29%	29%	33%	28%	26%	27%	27%	31%	28%	28%	24%	28%	26%	30%	28%	25%	30%	32%	34%	29%
RAMSEY	28	17	7	7	7	5	4	16	10	1	2	10	9	9	12	14	11	9	5	10	6	4	17
	7%	9%	6%	7%	8%	7%	6%	8%	8%	2%	4%	8%	5%	12%	7%	7%	6%	5%	3%	6%	4%	3%	9%
NORTHEAST	48	25	14	8	10	10	7	27	12	4	6	16	24	7	21	19	23	20	18	15	13	15	22
---------	12%	13%	12%	8%	13%	13%	11%	13%	10%	9%	14%	13%	12%	10%	11%	9%	12%	11%	11%	10%	9%	11%	11%
AITKIN	1	1	-	-	1	-	-	-	1	-	-	-	1	-	1	1	1	1	-	1	1	1	-
	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	1%	1%	1%	-
BELTRAMI	5	2	1	-	-	1	1	3	1	1	-	1	2	2	2	2	2	1	-	1	-	3	1
	1%	1%	1%	-	-	1%	1%	2%	1%	2%	-	1%	1%	2%	1%	1%	1%	-	-	-	-	2%	-
CASS	5	2	1	1	2	3	-	2	1	2	-	1	4	-	2	2	3	3	1	2	1	2	3
	1%	1%	1%	1%	2%	4%	-	1%	1%	4%	-	1%	2%	-	1%	1%	2%	2%	-	1%	1%	1%	2%
CHISAGO	7	5	2	1	2	2	-	4	2	-	2	4	3	-	3	2	2	3	2	1	1	1	2
	2%	2%	1%	1%	3%	3%	-	2%	1%	-	4%	3%	2%	-	2%	1%	1%	2%	1%	1%	1%	1%	1%
CROW WING	8	3	6	2	4	-	2	4	1	-	3	6	2	-	4	3	5	3	4	5	5	2	6
	2%	2%	5%	2%	5%	-	3%	2%	1%	-	8%	5%	1%	-	2%	2%	2%	2%	3%	3%	3%	2%	3%
ISANTI	2	2	2	1	1	2	-	-	1	1	1	1	2	-	2	2	2	2	2	2	2	2	2
	1%	1%	1%	1%	1%	2%	-	-	1%	2%	2%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	1%
ITASCA	1	1	1	-	-	-	-	-	-	1	-	-	1	-	1	1	1	1	1	1	1	1	-
	-	-	1%	-	-	-	-	-	-	2%	-	-	-	-	-	-	-	-	1%	1%	1%	1%	-

Continued

Table 65-4
QUESTION REG:
Region./County.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
KANABEC	2	2	-	-	-	-	-	2	-	-	-	-	-	2	-	2	2	2	2	-	-	-	-
	-	1%	-	-	-	-	-	1%	-	-	-	-	-	2%	-	1%	1%	1%	1%	-	-	-	-
MILLIE LACS	3	2	-	-	-	-	-	2	2	-	-	-	2	2	2	-	-	-	2	-	-	2	-
	1%	1%	-	-	-	-	-	1%	1%	-	-	-	1%	2%	1%	-	-	-	1%	-	-	1%	-
MORRISON	3	2	-	2	-	1	2	1	2	-	-	1	2	-	2	2	2	2	1	2	1	-	2
	1%	1%	-	2%	-	1%	2%	-	2%	-	-	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	-	1%
PINE	11	5	2	2	1	2	2	8	2	-	-	2	6	2	2	3	4	3	5	2	2	2	6
	3%	2%	2%	2%	1%	2%	4%	4%	2%	-	-	2%	3%	2%	1%	2%	2%	2%	3%	2%	2%	2%	3%
ST. LOUIS	1	-	1	-	-	-	-	1	-	-	-	-	-	1	-	1	1	-	-	-	1	-	1
	-	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-
SOUTH	44	19	19	12	7	7	6	17	14	8	5	18	16	10	26	24	30	23	21	17	19	19	18
-----	11%	9%	15%	11%	9%	9%	8%	8%	12%	19%	13%	14%	8%	13%	14%	12%	15%	12%	14%	11%	13%	14%	9%
BLUE EARTH	4	3	-	1	-	3	1	1	2	1	1	-	4	1	2	3	4	2	2	1	3	1	1
	1%	2%	-	1%	-	3%	2%	1%	2%	1%	2%	-	2%	1%	1%	1%	2%	1%	1%	1%	2%	1%	-
DODGE	3	1	1	2	-	-	-	1	1	1	-	2	1	-	2	3	2	2	1	1	1	1	2
	1%	-	1%	2%	-	-	-	1%	1%	3%	-	1%	1%	-	1%	2%	1%	1%	1%	1%	1%	1%	1%
FARIBAULT	2	1	2	-	1	-	1	1	-	1	-	1	1	-	1	1	1	2	1	1	1	1	2
	-	1%	1%	-	1%	-	1%	-	-	3%	-	-	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	1%
FILLMORE	2	1	1	1	1	-	-	1	1	1	-	1	1	-	1	1	1	1	1	1	1	1	-
	-	1%	1%	1%	1%	-	-	-	1%	1%	-	-	1%	-	1%	1%	1%	-	1%	1%	-	1%	-
FREEBORN	2	-	-	1	2	1	-	1	1	-	-	1	-	1	1	1	-	-	2	-	1	-	-
	-	-	-	1%	2%	1%	-	1%	1%	-	-	-	-	2%	-	-	-	-	1%	-	-	-	-
GOODHUE	2	1	1	1	-	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	1
	1%	-	1%	1%	-	1%	1%	-	1%	1%	2%	1%	-	1%	1%	1%	1%	1%	1%	1%	2%	1%	1%
HOUSTON	3	-	1	-	-	-	-	-	3	-	-	1	1	-	3	1	3	1	1	1	-	-	-
	1%	-	1%	-	-	-	-	-	2%	-	-	1%	1%	-	1%	1%	1%	1%	1%	1%	-	-	-
LE SUEUR	3	1	2	2	1	-	-	-	2	-	1	-	3	-	3	1	2	-	-	1	-	2	-
	1%	1%	2%	2%	1%	-	-	-	2%	-	3%	-	2%	-	2%	1%	1%	-	-	1%	-	1%	-
MOWER	1	1	1	1	-	1	-	1	-	-	-	1	-	1	-	1	-	-	1	-	-	1	1
	-	1%	-	1%	-	1%	-	1%	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-
OLMSTED	4	1	4	1	1	1	-	1	-	1	1	2	1	1	3	2	3	3	2	1	2	3	3
	1%	1%	3%	1%	1%	2%	-	1%	-	3%	3%	2%	-	1%	1%	1%	2%	1%	1%	1%	2%	2%	2%
RICE	6	4	1	-	1	1	1	4	1	-	1	1	1	4	2	1	4	1	3	1	2	1	1
	2%	2%	1%	-	1%	1%	1%	2%	1%	-	3%	1%	1%	5%	1%	1%	2%	1%	2%	1%	1%	1%	1%
STEELE	6	1	2	2	1	1	1	1	4	1	-	4	2	-	5	2	4	4	2	2	3	1	4
	1%	1%	2%	2%	1%	1%	2%	-	3%	3%	-	3%	1%	-	3%	1%	2%	2%	2%	1%	2%	1%	2%
WASECA	3	1	1	-	-	-	1	3	-	1	-	1	-	3	1	2	1	2	2	-	2	1	1
	1%	-	1%	-	-	-	2%	1%	-	1%	-	-	-	3%	-	1%	1%	1%	1%	-	1%	1%	-

Continued

Table 65-4
QUESTION REG:
Region./County.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
WINONA	3	2	2	1	1	-	-	1	1	1	-	3	-	-	2	2	3	3	1	3	1	3	3
	1%	1%	2%	1%	1%	-	-	1%	1%	1%	-	2%	-	-	1%	1%	2%	2%	1%	2%	1%	2%	2%
WEST-NW	84	47	27	17	17	14	20	46	24	7	7	20	52	11	34	46	35	44	41	33	27	22	43
-------	21%	24%	23%	16%	21%	19%	30%	23%	21%	16%	17%	16%	26%	14%	19%	22%	18%	24%	26%	21%	18%	16%	22%
BENTON	2	2	-	-	1	2	2	2	1	-	-	-	2	-	1	2	-	2	1	-	-	-	-
	1%	1%	-	-	1%	2%	2%	1%	1%	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-
BROWN	3	2	-	1	1	-	-	3	-	-	-	1	1	2	-	1	1	1	2	-	1	-	1
	1%	1%	-	1%	1%	-	-	1%	-	-	-	1%	-	2%	-	-	-	-	1%	-	-	-	-
CLEARWATER	2	2	2	-	-	-	-	-	-	-	2	-	2	-	2	-	-	-	-	2	-	-	2
	-	1%	1%	-	-	-	-	-	-	-	4%	-	1%	-	1%	-	-	-	-	1%	-	-	1%
DOUGLAS	7	4	2	2	-	2	2	4	1	1	1	2	4	-	2	2	2	1	4	4	1	1	4
	2%	2%	2%	2%	-	3%	3%	2%	1%	2%	2%	2%	2%	-	1%	1%	1%	1%	2%	2%	1%	1%	2%
GRANT	5	2	2	2	2	1	-	4	1	-	-	-	5	-	1	5	1	4	1	1	1	1	1
	1%	1%	1%	1%	3%	1%	-	2%	1%	-	-	-	2%	-	-	2%	-	2%	-	-	-	1%	1%
HUBBARD	2	1	-	-	-	2	1	1	1	1	-	-	1	1	1	1	1	1	1	1	1	1	1
	1%	1%	-	-	-	2%	1%	-	1%	2%	-	-	1%	1%	-	-	-	1%	1%	-	-	1%	1%
KANDIYOHI	1	-	-	-	1	-	-	-	-	1	-	-	1	-	1	-	-	-	1	-	-	-	1
	-	-	-	-	1%	-	-	-	-	2%	-	-	-	-	-	-	-	-	-	-	-	-	-
LAC QUI PARLE	2	2	-	-	-	-	-	-	2	-	-	2	-	-	2	2	-	-	-	2	-	-	-
	-	1%	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	-	1%	-	-	-
LYON	3	-	2	-	-	-	-	3	-	-	-	-	2	2	-	2	2	2	2	2	2	3	2
	1%	-	1%	-	-	-	-	2%	-	-	-	-	1%	2%	-	1%	1%	1%	1%	1%	1%	2%	1%
MCLEOD	2	2	-	2	-	-	2	2	1	-	-	2	-	-	1	2	-	2	2	-	1	1	1
	1%	1%	-	1%	-	-	2%	1%	1%	-	-	2%	-	-	-	1%	-	1%	1%	-	-	1%	-
MAHNOMEN	3	-	2	1	2	1	1	-	2	1	-	3	-	-	3	3	1	-	2	1	-	-	3
	1%	-	2%	1%	2%	1%	1%	-	2%	2%	-	2%	-	-	2%	1%	-	-	1%	-	-	-	2%
MARSHALL	1	1	-	-	-	-	-	1	-	-	-	-	-	1	-	1	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-
MEEKER	6	5	1	1	-	3	-	2	4	-	1	1	5	1	4	2	1	4	3	3	2	1	3
	1%	3%	1%	1%	-	4%	-	1%	3%	-	2%	1%	2%	1%	2%	1%	-	2%	2%	2%	1%	1%	2%
NICOLLET	4	3	2	-	2	-	1	2	2	-	-	-	4	-	2	-	2	2	-	-	2	1	1
	1%	2%	1%	-	2%	-	1%	1%	2%	-	-	-	2%	-	1%	-	1%	1%	-	-	1%	1%	-
OTTER TAIL	1	-	1	-	1	-	-	-	-	-	1	1	-	-	1	-	-	1	-	-	-	-	1
	-	-	1%	-	1%	-	-	-	-	-	2%	1%	-	-	-	-	-	-	-	-	-	-	-
PENNINGTON	2	2	-	-	-	-	-	2	-	-	-	2	1	-	-	-	-	-	-	1	-	-	2
	1%	1%	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%
POPE	1	-	1	1	1	-	1	1	-	-	-	-	1	1	-	1	1	1	-	1	1	-	1
	-	-	1%	1%	1%	-	1%	1%	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-

Continued

Table 65-4
QUESTION REG:
Region./County.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
RENVILLE	1	-	1	-	1	-	-	-	-	1	-	-	1	-	1	-	1	-	-	1	-	-	1
	-	-	1%	-	1%	-	-	-	-	2%	-	-	-	-	-	-	-	-	-	-	-	-	-
SHERBURNE	11	8	3	3	1	2	2	5	2	1	2	2	7	2	5	8	5	7	8	5	5	4	5
	3%	4%	3%	3%	1%	2%	3%	3%	2%	2%	6%	2%	3%	2%	3%	4%	3%	4%	5%	3%	3%	3%	3%
STEARNS	17	7	7	4	4	3	7	10	5	2	1	4	11	2	6	12	12	12	11	7	9	7	11
	4%	4%	6%	4%	5%	4%	10%	5%	5%	4%	2%	4%	5%	3%	3%	6%	6%	6%	7%	5%	6%	6%	5%
STEVENS	1	-	1	-	1	-	-	-	-	1	-	1	-	-	1	1	1	1	-	1	-	-	1
	-	-	1%	-	1%	-	-	-	-	2%	-	1%	-	-	-	-	-	-	-	-	-	-	-
SWIFT	1	1	-	-	1	-	-	-	1	-	-	-	1	-	1	-	1	1	-	1	1	1	-
	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%	1%	-
TODD	2	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	-	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%	1%	-
WADENA	1	-	1	-	1	-	1	-	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%	-
WILKIN	2	-	-	-	-	-	-	2	-	-	-	-	2	-	-	2	-	-	-	-	-	-	2
	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%
YELLOW MEDICINE	2	2	-	-	-	-	2	2	-	-	-	-	-	-	-	2	2	2	2	-	2	-	-
	-	1%	-	-	-	-	2%	1%	-	-	-	-	-	-	-	1%	1%	1%	1%	-	1%	-	-
REGION II																							
TWIN CITIES	224	106	61	68	47	46	35	113	64	23	22	73	104	46	100	117	107	99	75	89	89	79	115
	56%	54%	50%	65%	57%	59%	51%	56%	56%	55%	56%	57%	53%	62%	55%	57%	55%	53%	49%	58%	60%	59%	58%
REST OF STATE	176	90	60	36	35	32	33	90	50	19	17	54	92	28	81	89	87	87	80	65	60	56	83
	44%	46%	50%	35%	43%	41%	49%	44%	44%	45%	44%	43%	47%	38%	45%	43%	45%	47%	51%	42%	40%	41%	42%

Table 65-5
QUESTION REG:
Region./County.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
COLLAR	6	6	-	-	-	-	-
------	2%	10%	-	-	-	-	-
WRIGHT	6	6	-	-	-	-	-
	2%	10%	-	-	-	-	-
NORTHEAST	82	25	50	7	-	-	-
---------	27%	47%	100%	13%	-	-	-
AITKIN	2	-	2	-	-	-	-
	1%	-	4%	-	-	-	-
BELTRAMI	7	-	-	7	-	-	-
	2%	-	-	13%	-	-	-
CASS	3	3	-	-	-	-	-
	1%	5%	-	-	-	-	-
CHISAGO	4	4	-	-	-	-	-
	1%	8%	-	-	-	-	-
CROW WING	6	6	-	-	-	-	-
	2%	10%	-	-	-	-	-
ISANTI	2	2	-	-	-	-	-
	1%	4%	-	-	-	-	-
ITASCA	15	-	15	-	-	-	-
	5%	-	29%	-	-	-	-
KANABEC	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
KOOCHICHING	2	-	2	-	-	-	-
	1%	-	4%	-	-	-	-
LAKE	4	-	4	-	-	-	-
	1%	-	8%	-	-	-	-
MILLIE LACS	1	1	-	-	-	-	-
	-	3%	-	-	-	-	-
MORRISON	3	3	-	-	-	-	-
	1%	5%	-	-	-	-	-
PINE	6	6	-	-	-	-	-
	2%	10%	-	-	-	-	-
ST. LOUIS	27	-	27	-	-	-	-
	9%	-	54%	-	-	-	-
SOUTH	45	-	-	-	45	-	-
-----	15%	-	-	-	88%	-	-

Continued

Table 65-5
QUESTION REG:
Region./County.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BLUE EARTH	5	-	-	-	5	-	-
	2%	-	-	-	10%	-	-
DODGE	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
FARIBAULT	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
FILLMORE	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
FREEBORN	2	-	-	-	2	-	-
	1%	-	-	-	3%	-	-
GOODHUE	3	-	-	-	3	-	-
	1%	-	-	-	7%	-	-
HOUSTON	2	-	-	-	2	-	-
	1%	-	-	-	3%	-	-
LE SUEUR	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
MOWER	2	-	-	-	2	-	-
	1%	-	-	-	3%	-	-
OLMSTED	4	-	-	-	4	-	-
	1%	-	-	-	8%	-	-
RICE	5	-	-	-	5	-	-
	2%	-	-	-	10%	-	-
STEELE	6	-	-	-	6	-	-
	2%	-	-	-	12%	-	-
WASECA	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
WINONA	3	-	-	-	3	-	-
	1%	-	-	-	7%	-	-
WEST-NW	172	23	-	43	6	50	50
-------	57%	43%	-	87%	12%	100%	100%
BECKER	4	-	-	-	-	-	4
	1%	-	-	-	-	-	8%
BENTON	1	1	-	-	-	-	-
	-	3%	-	-	-	-	-
BROWN	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
CLAY	6	-	-	-	-	-	6
	2%	-	-	-	-	-	11%

Continued

Table 65-5
QUESTION REG:
Region./County.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
CLEARWATER	3	-	-	3	-	-	-
	1%	-	-	7%	-	-	-
DOUGLAS	11	-	-	-	-	-	11
	4%	-	-	-	-	-	22%
GRANT	7	-	-	-	-	-	7
	2%	-	-	-	-	-	14%
HUBBARD	5	-	-	5	-	-	-
	2%	-	-	10%	-	-	-
KANDIYOHI	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
LAC QUI PARLE	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
LAKE OF THE WOODS	2	-	-	2	-	-	-
	1%	-	-	3%	-	-	-
LINCOLN	5	-	-	-	-	5	-
	1%	-	-	-	-	9%	-
LYON	5	-	-	-	-	5	-
	1%	-	-	-	-	9%	-
MCLEOD	5	-	-	-	-	5	-
	1%	-	-	-	-	9%	-
MAHNOMEN	5	-	-	5	-	-	-
	2%	-	-	10%	-	-	-
MARSHALL	5	-	-	5	-	-	-
	2%	-	-	10%	-	-	-
MEEKER	16	-	-	-	-	16	-
	5%	-	-	-	-	32%	-
NICOLLET	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
NOBLES	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
OTTER TAIL	15	-	-	-	-	-	15
	5%	-	-	-	-	-	31%
PENNINGTON	10	-	-	10	-	-	-
	3%	-	-	20%	-	-	-
PIPESTONE	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
POLK	7	-	-	7	-	-	-
	2%	-	-	13%	-	-	-

Continued

Table 65-5
QUESTION REG:
Region./County.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
POPE	3	-	-	-	-	-	3
	1%	-	-	-	-	-	6%
RENVILLE	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
ROCK	5	-	-	-	-	5	-
	1%	-	-	-	-	9%	-
ROSEAU	7	-	-	7	-	-	-
	2%	-	-	13%	-	-	-
SHERBURNE	6	6	-	-	-	-	-
	2%	12%	-	-	-	-	-
STEARNS	13	13	-	-	-	-	-
	4%	25%	-	-	-	-	-
STEVENS	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%
SWIFT	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
TODD	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
TRAVERSE	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%
WADENA	1	1	-	-	-	-	-
	-	3%	-	-	-	-	-
WATONWAN	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-
WILKIN	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%
YELLOW MEDICINE	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
REGION II							
TWIN CITIES	6	6	-	-	-	-	-
	2%	10%	-	-	-	-	-
REST OF STATE	299	48	50	50	51	50	50
	98%	90%	100%	100%	100%	100%	100%

Table 66-1
QUESTION GREG:
Greater MN Regions./County.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
IF INITIATIVE FOUNDATION	82	-	8	41	-	33	8	74	29	22	27	46	19	16	8	17	15	13	18	64	34	23	6	15
	20%	-	9%	85%	-	40%	3%	42%	27%	17%	21%	23%	16%	22%	23%	24%	20%	20%	37%	18%	23%	19%	16%	19%
BENTON	2	-	-	-	-	2	-	2	2	-	1	2	-	1	-	-	-	1	2	1	2	1	-	-
	1%	-	-	-	-	3%	-	1%	1%	-	1%	1%	-	1%	-	-	-	1%	3%	-	1%	1%	-	-
CASS	5	-	-	5	-	-	-	5	2	2	1	3	2	-	-	1	2	-	2	2	2	1	-	2
	1%	-	-	10%	-	-	-	3%	2%	1%	1%	2%	1%	-	-	1%	2%	-	5%	1%	2%	1%	-	2%
CHISAGO	7	-	-	7	-	-	-	7	2	2	2	5	1	2	-	2	-	2	2	6	3	-	2	2
	2%	-	-	15%	-	-	-	4%	2%	2%	1%	2%	1%	2%	-	3%	-	4%	3%	2%	2%	-	4%	3%
CROW WING	8	-	-	8	-	-	-	8	6	1	2	5	2	1	-	-	3	3	2	6	6	-	2	-
	2%	-	-	17%	-	-	-	5%	5%	1%	1%	2%	2%	1%	-	-	4%	5%	5%	2%	4%	-	6%	-
ISANTI	2	-	-	2	-	-	-	2	-	2	1	-	2	-	-	1	1	-	-	2	2	1	-	-
	1%	-	-	5%	-	-	-	1%	-	1%	1%	-	2%	-	-	1%	1%	-	-	1%	1%	1%	-	-
KANABEC	2	-	-	2	-	-	-	2	2	-	-	2	-	-	-	-	-	-	-	2	2	-	-	-
	-	-	-	3%	-	-	-	1%	2%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-
MILLIE LACS	3	-	-	3	-	-	-	3	2	2	-	3	-	-	-	-	-	2	-	3	2	2	-	-
	1%	-	-	7%	-	-	-	2%	2%	1%	-	2%	-	-	-	-	-	2%	-	1%	1%	1%	-	-
MORRISON	3	-	-	3	-	-	-	3	-	1	2	-	2	1	1	1	2	-	-	3	2	2	-	-
	1%	-	-	6%	-	-	-	2%	-	1%	2%	-	2%	1%	2%	1%	2%	-	-	1%	1%	1%	-	-
PINE	11	-	-	11	-	-	-	11	6	2	2	8	-	2	2	1	2	-	2	9	2	6	-	3
	3%	-	-	22%	-	-	-	6%	6%	1%	2%	4%	-	3%	6%	1%	3%	-	3%	3%	1%	5%	-	4%
SHERBURNE	11	-	-	-	-	11	-	11	2	7	1	8	1	1	2	3	-	2	5	5	5	3	1	2
	3%	-	-	-	-	13%	-	6%	2%	5%	1%	4%	1%	1%	6%	4%	-	2%	11%	2%	3%	2%	2%	3%
STEARNS	17	-	-	-	-	17	-	17	4	2	8	6	7	5	1	4	3	2	3	14	7	4	1	4
	4%	-	-	-	-	21%	-	10%	4%	2%	6%	3%	5%	6%	4%	7%	4%	2%	6%	4%	5%	4%	2%	5%
TODD	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	2	-	-	2	-	-	-	2
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	-	-	-	2%	-	-	-	-	-	-	2%
WADENA	1	-	-	-	-	1	-	1	-	-	1	-	1	1	-	1	1	-	-	1	1	-	-	-
	-	-	-	-	-	2%	-	1%	-	-	1%	-	1%	1%	-	1%	1%	-	-	-	1%	-	-	-
WRIGHT	8	-	8	-	-	-	8	-	-	2	5	3	1	4	2	3	-	2	-	8	-	5	1	-
	2%	-	9%	-	-	-	3%	-	-	2%	4%	1%	1%	5%	4%	4%	-	3%	-	2%	-	4%	2%	-
NORTHLAND FOUNDATION	2	-	-	2	-	-	-	2	-	-	2	-	1	2	1	-	1	1	1	2	-	1	1	1
	1%	-	-	5%	-	-	-	1%	-	-	2%	-	1%	2%	2%	-	1%	1%	2%	-	-	1%	2%	1%
AITKIN	1	-	-	1	-	-	-	1	-	-	1	-	-	1	1	-	-	-	-	1	-	1	-	-
	-	-	-	2%	-	-	-	-	-	-	1%	-	-	1%	2%	-	-	-	-	-	-	1%	-	-
ITASCA	1	-	-	1	-	-	-	1	-	-	1	-	-	1	-	-	-	1	1	-	-	-	-	1
	-	-	-	2%	-	-	-	-	-	-	1%	-	-	1%	-	-	-	1%	2%	-	-	-	-	1%

Continued

Table 66-1
QUESTION GREG:
Greater MN Regions./County.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
ST. LOUIS	1	-	-	1	-	-	-	1	-	-	1	-	1	-	-	-	1	-	-	1	-	-	1	-
	-	-	-	2%	-	-	-	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	-	2%	-
NORTHWEST MINNESOTA FOUNDATION	15	-	-	5	-	10	-	15	7	1	6	8	4	3	-	1	3	2	2	13	6	5	1	2
	4%	-	-	10%	-	12%	-	8%	7%	1%	5%	4%	3%	4%	-	1%	4%	4%	3%	4%	4%	4%	2%	3%
BELTRAMI	5	-	-	5	-	-	-	5	3	1	1	3	1	1	-	-	1	2	-	5	2	2	-	1
	1%	-	-	10%	-	-	-	3%	3%	1%	1%	2%	1%	1%	-	-	1%	2%	-	1%	1%	2%	-	1%
CLEARWATER	2	-	-	-	-	2	-	2	-	-	2	2	-	-	-	-	-	-	-	2	-	2	-	-
	-	-	-	-	-	2%	-	1%	-	-	1%	1%	-	-	-	-	-	-	-	-	-	1%	-	-
HUBBARD	2	-	-	-	-	2	-	2	-	1	2	-	1	2	-	-	-	1	-	2	1	-	1	1
	1%	-	-	-	-	3%	-	1%	-	1%	1%	-	1%	2%	-	-	-	1%	-	1%	1%	-	2%	1%
MAHNOMEN	3	-	-	-	-	3	-	3	2	-	1	2	1	-	-	1	2	-	-	3	2	1	-	1
	1%	-	-	-	-	4%	-	2%	1%	-	1%	1%	1%	-	-	1%	2%	-	-	1%	1%	1%	-	1%
MARSHALL	1	-	-	-	-	1	-	1	1	-	-	-	1	-	-	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-
PENNINGTON	2	-	-	-	-	2	-	2	2	-	1	2	-	1	-	-	1	-	2	1	2	1	-	-
	1%	-	-	-	-	3%	-	1%	1%	-	1%	1%	-	1%	-	-	1%	-	3%	-	1%	1%	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	52	-	-	-	44	8	-	52	16	12	18	27	15	9	5	5	13	8	8	43	23	9	8	10
	13%	-	-	-	100%	9%	-	29%	15%	9%	14%	13%	12%	12%	12%	7%	17%	12%	16%	12%	16%	8%	19%	13%
BLUE EARTH	4	-	-	-	4	-	-	4	-	-	4	1	1	3	-	-	1	2	1	3	1	1	2	1
	1%	-	-	-	10%	-	-	2%	-	-	3%	1%	-	3%	-	-	2%	3%	3%	1%	1%	1%	5%	1%
BROWN	3	-	-	-	-	3	-	3	-	1	1	2	1	-	-	-	1	1	1	2	2	-	-	1
	1%	-	-	-	-	4%	-	2%	-	1%	1%	1%	1%	-	-	-	1%	1%	2%	1%	2%	-	-	1%
DODGE	3	-	-	-	3	-	-	3	3	1	-	3	1	-	1	-	1	-	-	3	2	1	-	-
	1%	-	-	-	7%	-	-	2%	2%	-	-	1%	-	-	2%	-	2%	-	-	1%	1%	1%	-	-
FARIBAULT	2	-	-	-	2	-	-	2	-	-	2	-	2	-	-	-	2	-	-	2	1	1	-	-
	-	-	-	-	4%	-	-	1%	-	-	1%	-	1%	-	-	-	2%	-	-	1%	1%	-	-	-
FILLMORE	2	-	-	-	2	-	-	2	-	-	1	-	1	1	-	-	1	-	-	1	-	1	-	1
	-	-	-	-	4%	-	-	1%	-	-	-	-	-	1%	-	-	1%	-	-	-	-	1%	-	2%
FREEBORN	2	-	-	-	2	-	-	2	-	1	1	1	-	1	-	-	2	-	-	2	1	1	-	-
	-	-	-	-	4%	-	-	1%	-	1%	-	1%	-	1%	-	-	3%	-	-	1%	1%	1%	-	-
GOODHUE	2	-	-	-	2	-	-	2	-	1	2	-	2	1	-	-	1	1	-	2	-	1	1	1
	1%	-	-	-	5%	-	-	1%	-	-	1%	-	1%	1%	-	-	1%	1%	-	1%	-	-	2%	2%
HOUSTON	3	-	-	-	3	-	-	3	1	1	-	3	-	-	-	-	-	-	-	3	3	-	-	-
	1%	-	-	-	6%	-	-	1%	1%	1%	-	1%	-	-	-	-	-	-	-	1%	2%	-	-	-
LE SUEUR	3	-	-	-	3	-	-	3	3	-	1	3	-	1	-	1	-	1	-	3	1	2	-	-
	1%	-	-	-	7%	-	-	2%	2%	-	-	1%	-	1%	-	2%	-	1%	-	1%	1%	2%	-	-

Continued

Table 66-1
QUESTION GREG:
Greater MN Regions./County.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
MOWER	1	-	-	-	1	-	-	1	-	-	1	-	1	-	1	-	-	-	1	1	-	-	1	1
	-	-	-	-	3%	-	-	1%	-	-	1%	-	1%	-	2%	-	-	-	1%	-	-	-	2%	1%
NICOLLET	4	-	-	-	-	4	-	4	3	-	-	3	-	1	2	2	-	-	-	4	2	-	1	-
	1%	-	-	-	-	5%	-	2%	3%	-	-	2%	-	1%	6%	2%	-	-	-	1%	1%	-	2%	-
OLMSTED	4	-	-	-	4	-	-	4	-	2	1	1	1	1	-	-	1	1	2	2	1	1	1	1
	1%	-	-	-	8%	-	-	2%	-	2%	1%	1%	1%	2%	-	-	1%	2%	4%	1%	1%	1%	3%	1%
RICE	6	-	-	-	6	-	-	6	4	-	1	5	1	-	-	-	2	2	1	5	4	-	1	2
	2%	-	-	-	14%	-	-	4%	4%	-	1%	2%	1%	-	-	-	2%	3%	3%	1%	3%	-	2%	2%
STEELE	6	-	-	-	6	-	-	6	-	3	1	3	3	-	1	1	1	-	1	5	4	1	1	-
	1%	-	-	-	13%	-	-	3%	-	2%	1%	1%	2%	-	2%	2%	1%	-	1%	1%	3%	1%	2%	-
WASECA	3	-	-	-	3	-	-	3	3	-	1	3	-	1	-	1	1	-	1	2	1	1	-	1
	1%	-	-	-	7%	-	-	2%	2%	-	-	1%	-	1%	-	1%	2%	-	3%	1%	-	1%	-	2%
WATONWAN	1	-	-	-	-	1	-	1	-	-	1	-	1	-	-	-	-	-	-	1	-	-	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	-	-	-	1%
WINONA	3	-	-	-	3	-	-	3	-	2	1	1	1	1	1	-	1	1	-	3	1	-	1	1
	1%	-	-	-	7%	-	-	2%	-	1%	1%	1%	-	2%	2%	-	1%	1%	-	1%	-	-	3%	2%
SOUTHWEST INITIATIVE FOUNDATION	17	-	-	-	-	17	-	17	3	7	5	9	4	3	2	1	6	1	1	16	7	4	1	3
	4%	-	-	-	-	20%	-	9%	3%	5%	4%	5%	4%	4%	4%	1%	8%	1%	2%	5%	5%	3%	4%	4%
KANDIYOHI	1	-	-	-	-	1	-	1	-	1	-	-	1	-	-	-	-	-	-	1	-	1	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-
LAC QUI PARLE	2	-	-	-	-	2	-	2	-	2	-	2	-	-	-	-	2	-	-	2	2	-	-	-
	-	-	-	-	-	2%	-	1%	-	1%	-	1%	-	-	-	-	2%	-	-	-	1%	-	-	-
LYON	3	-	-	-	-	3	-	3	-	3	-	3	-	-	-	-	-	-	-	3	3	-	-	-
	1%	-	-	-	-	4%	-	2%	-	2%	-	2%	-	-	-	-	-	-	-	1%	2%	-	-	-
MCLEOD	2	-	-	-	-	2	-	2	-	2	1	2	1	-	2	-	-	-	-	2	2	1	-	-
	1%	-	-	-	-	3%	-	1%	-	1%	1%	1%	1%	-	4%	-	-	-	-	1%	1%	1%	-	-
MEEKER	6	-	-	-	-	6	-	6	2	-	4	2	3	2	-	1	4	-	1	5	1	2	1	1
	1%	-	-	-	-	7%	-	3%	1%	-	3%	1%	2%	2%	-	1%	6%	-	2%	1%	1%	2%	4%	2%
RENVILLE	1	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	1	-	1	-	-	-	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-
SWIFT	1	-	-	-	-	1	-	1	-	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-
	-	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-
YELLOW MEDICINE	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	-	-	-	2	-	-	-	2
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	2%
WEST CENTRAL INITIATIVE	17	-	-	-	-	17	-	17	3	7	7	6	7	3	1	1	3	4	-	17	5	2	2	5
	4%	-	-	-	-	20%	-	9%	3%	5%	5%	3%	6%	4%	2%	2%	4%	6%	-	5%	4%	2%	6%	7%
DOUGLAS	7	-	-	-	-	7	-	7	-	4	3	2	4	2	-	1	1	2	-	7	2	1	1	2
	2%	-	-	-	-	8%	-	4%	-	3%	2%	1%	3%	2%	-	1%	2%	3%	-	2%	2%	1%	4%	2%

Continued

Table 66-1
QUESTION GREG:
Greater MN Regions./County.

BANNER 1

		REGION					REGION II		REVENUES			EMPLOYEES			PRIMARY BUSINESS				YEARS IN OPERATION		JOB TITLE			
	TOTAL	MSP	COLLAR COS	NE	S	W/NW	TWIN CITIES	REST OF STATE	UNDER $1 MILL	$1 MILL-$5 MILL	$5 MILL+	UNDER 10	11-50	51+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
GRANT	5	-	-	-	-	5	-	5	2	3	-	3	1	-	-	1	-	2	-	5	2	-	-	2
	1%	-	-	-	-	5%	-	3%	1%	2%	-	2%	1%	-	-	1%	-	2%	-	1%	2%	-	-	2%
OTTER TAIL	1	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-	-	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	-	-	1%
POPE	1	-	-	-	-	1	-	1	-	-	1	-	1	-	-	-	1	-	-	1	1	1	-	-
	-	-	-	-	-	2%	-	1%	-	-	1%	-	1%	-	-	-	2%	-	-	-	1%	1%	-	-
STEVENS	1	-	-	-	-	1	-	1	-	-	1	-	1	-	1	-	-	-	-	1	-	-	1	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	1%	-	2%	-	-	-	-	-	-	-	2%	-
TRAVERSE	1	-	-	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-	1	-	-
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	1%	-	-
WILKIN	2	-	-	-	-	2	-	2	2	-	-	2	-	-	-	-	-	-	-	2	-	-	-	2
	-	-	-	-	-	2%	-	1%	1%	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	2%
NONE	216	136	80	-	-	-	216	-	49	83	63	107	70	37	21	44	34	37	20	197	69	79	20	40
----	54%	100%	91%	-	-	-	97%	-	46%	63%	49%	53%	59%	51%	57%	65%	46%	56%	41%	56%	48%	64%	52%	52%
ANOKA	32	-	32	-	-	-	32	-	11	10	8	18	8	5	-	9	3	8	4	28	14	4	2	10
	8%	-	36%	-	-	-	14%	-	10%	7%	6%	9%	7%	7%	-	13%	4%	12%	8%	8%	10%	4%	6%	13%
CARVER	2	-	2	-	-	-	2	-	-	1	1	-	1	1	1	-	-	1	-	2	-	-	1	1
	1%	-	3%	-	-	-	1%	-	-	1%	1%	-	1%	1%	2%	-	-	2%	-	1%	-	-	2%	2%
DAKOTA	26	-	26	-	-	-	26	-	4	16	5	14	12	1	4	6	4	4	2	24	6	13	3	2
	7%	-	30%	-	-	-	12%	-	3%	12%	4%	7%	10%	1%	10%	9%	5%	6%	5%	7%	4%	11%	8%	3%
HENNEPIN	108	108	-	-	-	-	108	-	18	41	39	49	37	21	10	20	16	20	10	97	27	45	14	19
	27%	79%	-	-	-	-	48%	-	17%	31%	30%	24%	31%	29%	27%	29%	22%	30%	21%	28%	19%	36%	35%	25%
RAMSEY	28	28	-	-	-	-	28	-	8	9	7	12	9	5	5	6	5	4	2	27	10	11	1	6
	7%	21%	-	-	-	-	13%	-	7%	7%	5%	6%	8%	7%	14%	9%	7%	7%	4%	8%	7%	9%	2%	8%
SCOTT	12	-	12	-	-	-	12	-	5	3	3	9	-	3	-	2	6	-	-	12	6	3	-	2
	3%	-	14%	-	-	-	5%	-	4%	2%	2%	4%	-	4%	-	3%	8%	-	-	3%	4%	2%	-	2%
WASHINGTON	8	-	8	-	-	-	8	-	5	2	1	5	3	1	2	1	-	-	2	7	6	2	-	-
	2%	-	9%	-	-	-	4%	-	4%	2%	1%	2%	2%	1%	4%	2%	-	-	3%	2%	4%	2%	-	-

Table 66-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
IF INITIATIVE FOUNDATION	82	41	34	75	7	17	40	23	7	53	21	42	10	30	29	17	35	32	18	32	65	10	6	16
	20%	22%	20%	21%	17%	21%	19%	23%	15%	24%	17%	27%	15%	18%	23%	18%	20%	24%	20%	18%	20%	25%	20%	22%
BENTON	2	-	2	2	-	-	1	2	-	2	-	2	-	1	2	-	1	2	-	-	2	1	-	1
	1%	-	1%	1%	-	-	-	2%	-	1%	-	1%	-	-	1%	-	-	2%	-	-	-	2%	-	1%
CASS	5	2	3	5	-	2	2	-	-	3	2	2	1	2	5	-	-	2	1	2	5	-	-	-
	1%	1%	2%	1%	-	3%	1%	-	-	1%	1%	2%	1%	1%	4%	-	-	1%	1%	1%	1%	-	-	-
CHISAGO	7	4	3	7	-	1	4	2	2	6	-	2	2	2	1	4	2	2	3	2	6	1	1	2
	2%	2%	2%	2%	-	1%	2%	2%	3%	3%	-	2%	3%	1%	1%	4%	1%	1%	4%	1%	2%	2%	3%	2%
CROW WING	8	3	5	8	-	2	2	4	-	6	2	5	2	2	3	-	5	3	-	5	7	1	-	1
	2%	2%	3%	2%	-	2%	1%	4%	-	3%	2%	3%	2%	1%	3%	-	3%	2%	-	3%	2%	2%	-	1%
ISANTI	2	2	-	2	-	2	1	-	-	2	1	1	-	2	-	1	2	2	-	1	2	-	-	-
	1%	1%	-	1%	-	2%	-	-	-	1%	1%	-	-	1%	-	1%	1%	1%	-	-	1%	-	-	-
KANABEC	2	-	2	2	-	-	-	2	-	2	-	-	-	2	-	-	2	-	-	2	2	-	-	-
	-	-	1%	-	-	-	-	2%	-	1%	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	-
MILLIE LACS	3	2	-	2	2	-	2	-	-	3	-	2	-	2	2	2	-	2	2	-	3	-	-	-
	1%	1%	-	-	4%	-	1%	-	-	1%	-	1%	-	1%	1%	2%	-	1%	2%	-	1%	-	-	-
MORRISON	3	1	2	3	-	1	1	2	-	2	1	2	-	1	1	-	2	2	1	1	2	1	-	1
	1%	-	1%	1%	-	1%	-	2%	-	1%	1%	1%	-	-	1%	-	1%	1%	1%	-	1%	2%	-	1%
PINE	11	4	4	8	2	-	9	2	3	5	2	2	1	7	1	5	5	5	3	2	8	2	-	2
	3%	2%	2%	2%	6%	-	4%	2%	7%	2%	2%	2%	1%	4%	1%	5%	3%	4%	4%	1%	3%	6%	-	3%
SHERBURNE	11	5	4	9	2	4	5	2	1	7	3	7	-	4	5	2	4	4	3	4	9	-	1	1
	3%	3%	2%	3%	4%	5%	3%	2%	2%	3%	2%	4%	-	2%	4%	2%	2%	3%	3%	2%	3%	-	2%	1%
STEARNS	17	11	5	16	1	4	8	5	1	11	5	8	4	6	4	3	8	6	2	9	13	2	3	5
	4%	6%	3%	4%	4%	5%	4%	5%	2%	5%	4%	5%	5%	4%	4%	3%	5%	5%	2%	5%	4%	4%	10%	6%
TODD	2	-	2	2	-	-	-	2	-	-	2	2	-	-	-	-	2	-	-	2	2	-	-	-
	-	-	1%	-	-	-	-	2%	-	-	1%	1%	-	-	-	-	1%	-	-	1%	-	-	-	-
WADENA	1	1	-	1	-	1	1	-	-	1	1	1	-	1	1	1	-	-	1	-	1	1	-	1
	-	1%	-	-	-	1%	-	-	-	-	1%	-	-	-	1%	1%	-	-	2%	-	-	2%	-	1%
WRIGHT	8	6	1	8	-	2	4	2	1	4	3	7	1	-	5	-	3	4	1	2	4	2	2	4
	2%	3%	1%	2%	-	2%	2%	2%	2%	2%	2%	4%	1%	-	4%	-	2%	3%	2%	1%	1%	5%	5%	5%
NORTHLAND FOUNDATION	2	2	-	2	-	1	2	-	1	1	1	2	-	1	1	1	1	2	-	1	1	2	-	2
	1%	1%	-	1%	-	1%	1%	-	2%	-	1%	1%	-	-	1%	1%	-	1%	-	-	-	4%	-	2%
AITKIN	1	1	-	1	-	-	1	-	-	1	-	-	-	1	-	1	-	1	-	-	-	1	-	1
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	1%	-	-	-	2%	-	1%
ITASCA	1	1	-	1	-	1	-	-	-	-	1	1	-	-	-	-	1	1	-	-	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	1%	-	-	-	-	-	1%	-	-	-	2%	-	1%

Continued

Table 66-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
ST. LOUIS	1	1	-	1	-	-	1	-	1	-	-	1	-	-	1	-	-	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	-	2%	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-
NORTHWEST MINNESOTA FOUNDATION	15	8	3	12	3	6	5	2	5	5	5	7	3	5	4	5	5	5	2	8	12	-	3	3
	4%	5%	2%	3%	8%	8%	2%	2%	10%	2%	4%	4%	4%	3%	3%	6%	3%	3%	3%	4%	4%	-	10%	4%
BELTRAMI	5	1	2	2	2	2	1	2	1	2	2	2	2	1	-	2	2	1	-	4	4	-	1	1
	1%	-	1%	1%	6%	3%	-	2%	2%	1%	1%	2%	2%	-	-	3%	1%	1%	-	2%	1%	-	3%	1%
CLEARWATER	2	2	-	2	-	-	2	-	-	2	-	-	-	2	-	2	-	-	-	2	2	-	-	-
	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	1%	-	2%	-	-	-	1%	-	-	-	-
HUBBARD	2	2	1	2	-	1	2	-	2	-	1	1	-	1	1	-	1	1	1	1	1	-	2	2
	1%	1%	-	1%	-	1%	1%	-	3%	-	1%	1%	-	-	1%	-	-	1%	1%	-	-	-	5%	2%
MAHNOMEN	3	2	-	2	1	2	-	1	2	1	1	2	1	-	2	1	-	1	1	2	3	-	-	-
	1%	1%	-	1%	2%	3%	-	1%	3%	-	1%	1%	1%	-	2%	1%	-	1%	1%	1%	1%	-	-	-
MARSHALL	1	1	-	1	-	1	-	-	1	-	-	1	-	-	-	-	1	1	-	-	1	-	-	-
	-	-	-	-	-	1%	-	-	2%	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-
PENNINGTON	2	2	1	2	-	-	1	-	-	-	2	-	1	2	-	1	2	2	1	-	2	-	1	1
	1%	1%	-	1%	-	-	-	-	-	-	2%	-	1%	1%	-	1%	1%	1%	1%	-	-	-	2%	1%
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	52	18	26	44	5	12	24	13	4	33	14	17	12	23	15	19	18	19	11	21	42	5	4	9
	13%	10%	15%	12%	13%	15%	12%	13%	8%	15%	11%	11%	17%	13%	12%	21%	10%	14%	13%	12%	13%	12%	12%	12%
BLUE EARTH	4	2	3	4	-	1	2	1	-	4	1	2	1	1	1	3	-	2	1	2	2	1	1	3
	1%	1%	1%	1%	-	1%	1%	1%	-	2%	-	2%	2%	-	1%	3%	-	1%	1%	1%	1%	3%	4%	3%
BROWN	3	1	2	2	1	2	-	-	1	1	2	1	1	2	1	1	2	2	1	1	3	-	-	-
	1%	-	1%	1%	2%	3%	-	-	2%	-	1%	-	1%	1%	1%	1%	1%	1%	1%	-	1%	-	-	-
DODGE	3	1	1	2	-	1	-	2	-	3	-	-	1	2	1	1	1	1	1	1	3	-	-	-
	1%	1%	-	1%	-	2%	-	2%	-	1%	-	-	2%	1%	-	1%	1%	1%	1%	1%	1%	-	-	-
FARIBAULT	2	1	1	2	-	-	2	-	1	1	1	-	1	1	1	1	1	1	1	-	2	-	-	-
	-	1%	-	1%	-	-	1%	-	1%	-	-	-	1%	1%	-	1%	-	1%	1%	-	1%	-	-	-
FILLMORE	2	2	-	2	-	-	1	1	-	-	2	-	-	2	-	1	1	1	-	1	1	1	-	1
	-	1%	-	1%	-	-	1%	1%	-	-	1%	-	-	1%	-	1%	1%	-	-	1%	-	2%	-	1%
FREEBORN	2	-	2	2	-	1	1	-	-	2	-	1	1	-	-	2	-	-	-	2	1	-	1	1
	-	-	1%	1%	-	1%	1%	-	-	1%	-	-	2%	-	-	2%	-	-	-	1%	-	-	2%	1%
GOODHUE	2	1	1	2	-	1	1	-	-	2	1	1	-	2	1	1	1	2	-	-	2	-	1	1
	1%	1%	1%	1%	-	2%	1%	-	-	1%	-	-	-	1%	1%	1%	-	2%	-	-	1%	-	2%	1%
HOUSTON	3	-	-	-	1	-	1	1	-	3	-	-	1	1	-	1	1	3	-	-	3	-	-	-
	1%	-	-	-	3%	-	1%	1%	-	1%	-	-	2%	1%	-	1%	1%	2%	-	-	1%	-	-	-
LE SUEUR	3	-	3	3	-	1	3	-	-	2	1	2	1	-	1	1	1	3	1	-	3	1	-	1
	1%	-	2%	1%	-	1%	1%	-	-	1%	1%	1%	2%	-	1%	1%	1%	2%	1%	-	1%	2%	-	1%
MOWER	1	1	1	1	-	-	1	1	1	1	-	-	1	1	-	1	1	-	-	1	1	-	-	-
	-	-	-	-	-	-	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-

Continued

Table 66-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
NICOLLET	4	2	2	3	1	-	4	-	-	2	2	2	-	2	2	-	2	-	-	4	3	1	-	1
	1%	1%	1%	1%	2%	-	2%	-	-	1%	1%	1%	-	1%	1%	-	1%	-	-	2%	1%	2%	-	1%
OLMSTED	4	2	1	3	1	1	1	2	-	2	2	2	1	1	2	1	1	1	-	2	2	1	1	1
	1%	1%	-	1%	1%	1%	-	2%	-	1%	1%	1%	1%	1%	1%	1%	-	1%	-	1%	1%	2%	2%	2%
RICE	6	1	4	5	1	1	3	1	-	4	2	1	1	4	1	4	2	1	4	1	6	-	-	-
	2%	-	3%	1%	3%	1%	2%	1%	-	2%	1%	-	2%	3%	-	4%	1%	1%	5%	-	2%	-	-	-
STEELE	6	2	3	6	-	3	1	-	1	2	2	3	-	2	4	-	2	1	1	3	6	-	-	-
	1%	1%	2%	2%	-	4%	1%	-	1%	1%	1%	2%	-	1%	3%	-	1%	1%	1%	2%	2%	-	-	-
WASECA	3	1	2	3	-	-	2	1	1	1	1	1	-	2	1	1	1	1	1	1	3	1	-	1
	1%	1%	1%	1%	-	-	1%	1%	3%	1%	-	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	2%	-	1%
WATONWAN	1	-	-	-	1	-	-	1	-	1	-	-	1	-	-	-	1	-	-	1	1	-	-	-
	-	-	-	-	2%	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-
WINONA	3	1	2	3	-	1	1	2	-	3	-	1	1	1	1	2	1	-	2	1	2	1	1	1
	1%	1%	1%	1%	-	1%	-	2%	-	1%	-	1%	2%	-	1%	2%	-	-	2%	1%	1%	2%	2%	2%
SOUTHWEST INITIATIVE FOUNDATION	17	8	7	15	2	2	11	3	-	7	10	5	5	7	5	5	8	9	4	2	14	2	1	3
	4%	4%	4%	4%	4%	3%	5%	3%	-	3%	8%	3%	7%	4%	4%	5%	4%	7%	5%	1%	4%	6%	2%	4%
KANDIYOHI	1	-	1	1	-	-	1	-	-	-	1	-	-	1	-	-	1	-	1	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	-	-	-
LAC QUI PARLE	2	-	2	2	-	-	-	2	-	2	-	-	2	-	-	2	-	2	-	-	2	-	-	-
	-	-	1%	-	-	-	-	2%	-	1%	-	-	2%	-	-	2%	-	1%	-	-	-	-	-	-
LYON	3	2	2	3	-	-	2	2	-	2	2	-	2	2	-	2	2	2	2	-	3	-	-	-
	1%	1%	1%	1%	-	-	1%	2%	-	1%	1%	-	2%	1%	-	2%	1%	1%	2%	-	1%	-	-	-
MCLEOD	2	-	2	2	-	-	2	-	-	2	-	2	-	-	2	-	-	2	-	-	2	-	-	-
	1%	-	1%	1%	-	-	1%	-	-	1%	-	1%	-	-	2%	-	-	2%	-	-	1%	-	-	-
MEEKER	6	4	1	4	2	1	4	-	-	1	4	1	2	3	1	2	3	2	1	2	4	1	1	2
	1%	2%	-	1%	4%	1%	2%	-	-	1%	3%	1%	2%	2%	1%	2%	2%	2%	2%	1%	1%	2%	2%	2%
RENVILLE	1	1	-	1	-	1	-	-	-	-	1	-	-	1	1	-	-	-	-	-	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	2%	-	1%
SWIFT	1	1	-	1	-	1	-	-	-	-	1	-	-	1	-	-	1	-	1	-	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	-	2%	-	1%
YELLOW MEDICINE	2	2	-	2	-	-	2	-	-	-	2	2	-	-	-	-	2	2	-	-	2	-	-	-
	-	1%	-	-	-	-	1%	-	-	-	1%	1%	-	-	-	-	1%	1%	-	-	-	-	-	-
WEST CENTRAL INITIATIVE	17	11	4	15	2	3	9	3	1	10	6	7	3	7	4	4	8	3	2	11	13	2	1	3
	4%	6%	2%	4%	4%	4%	4%	3%	2%	4%	5%	4%	4%	4%	4%	4%	5%	2%	3%	6%	4%	6%	2%	4%
DOUGLAS	7	6	1	7	-	2	4	1	-	4	3	3	1	3	3	1	3	-	1	6	5	1	1	2
	2%	3%	-	2%	-	3%	2%	1%	-	2%	2%	2%	1%	2%	2%	1%	2%	-	1%	3%	2%	2%	2%	2%
GRANT	5	2	1	3	2	1	4	-	-	2	2	2	2	1	1	2	2	2	1	2	5	-	-	-
	1%	1%	-	1%	4%	1%	2%	-	-	1%	2%	1%	2%	-	1%	2%	1%	1%	1%	1%	1%	-	-	-

Continued

Table 66-2
QUESTION GREG:
Greater MN Regions./County.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
OTTER TAIL	1	-	1	1	-	-	-	1	1	-	-	-	-	1	1	-	-	1	-	-	-	1	-	1
	-	-	-	-	-	-	-	1%	2%	-	-	-	-	-	1%	-	-	1%	-	-	-	2%	-	1%
POPE	1	-	1	1	-	-	1	-	-	1	-	1	-	1	-	-	1	1	-	1	1	-	-	-
	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%	1%	-	-	-	-	-	-
STEVENS	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%	-	-	2%	-	1%
WILKIN	2	2	-	2	-	-	-	-	-	2	-	-	-	2	-	-	2	-	-	2	2	-	-	-
	-	1%	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-
NONE	216	96	95	191	23	39	116	56	30	111	71	78	37	98	66	44	103	62	51	101	178	20	17	37
----	54%	52%	57%	54%	55%	49%	56%	56%	64%	51%	55%	50%	53%	58%	54%	46%	58%	47%	57%	57%	55%	48%	54%	51%
ANOKA	32	18	11	29	2	7	15	7	4	15	11	13	5	14	12	3	14	6	7	17	26	4	2	5
	8%	10%	7%	8%	5%	9%	7%	7%	8%	7%	9%	8%	6%	8%	10%	3%	8%	4%	8%	10%	8%	9%	5%	7%
CARVER	2	-	2	2	-	-	-	2	-	2	-	-	1	1	-	2	-	-	1	1	1	-	1	1
	1%	-	1%	1%	-	-	-	2%	-	1%	-	-	1%	1%	-	2%	-	-	2%	-	-	-	2%	1%
DAKOTA	26	16	8	24	2	7	14	4	1	14	11	7	3	16	6	3	17	8	4	14	25	-	1	1
	7%	8%	5%	7%	5%	8%	7%	4%	3%	6%	9%	4%	4%	10%	5%	3%	10%	6%	4%	8%	8%	-	2%	1%
HENNEPIN	108	43	50	93	13	17	58	31	10	59	37	40	17	48	36	26	45	31	29	47	87	10	10	21
	27%	23%	30%	26%	31%	21%	28%	31%	22%	27%	29%	26%	24%	28%	29%	27%	25%	24%	32%	27%	27%	25%	33%	29%
RAMSEY	28	12	11	23	4	5	18	5	13	10	5	15	7	5	10	5	13	9	6	14	21	3	3	5
	7%	6%	7%	7%	11%	7%	9%	5%	28%	5%	4%	9%	10%	3%	8%	5%	7%	7%	7%	8%	7%	6%	8%	7%
SCOTT	12	2	9	11	1	2	6	4	1	8	3	2	2	9	1	2	9	2	3	7	9	2	1	3
	3%	1%	5%	3%	2%	3%	3%	4%	2%	4%	2%	1%	2%	5%	1%	2%	5%	2%	3%	4%	3%	5%	2%	4%
WASHINGTON	8	5	3	8	-	1	4	2	1	2	4	1	3	4	1	2	5	6	1	1	7	1	-	1
	2%	3%	2%	2%	-	1%	2%	2%	2%	1%	3%	1%	4%	2%	1%	2%	3%	5%	2%	-	2%	2%	-	1%

Table 66-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
IF INITIATIVE FOUNDATION	82	6	51	30	23	26	24	7	24	34	19	24	30	17	14	14	12	10	6	5
	20%	13%	17%	31%	25%	29%	20%	9%	19%	23%	19%	18%	25%	21%	20%	23%	19%	17%	16%	35%
BENTON	2	-	1	2	2	-	1	-	1	-	2	-	-	1	-	2	-	1	-	-
	1%	-	-	2%	2%	-	1%	-	1%	-	2%	-	-	1%	-	3%	-	1%	-	-
CASS	5	-	3	2	2	2	-	2	3	-	2	3	2	2	-	-	2	-	2	-
	1%	-	1%	2%	2%	2%	-	2%	3%	-	2%	2%	1%	2%	-	-	3%	-	4%	-
CHISAGO	7	-	4	3	3	2	2	-	-	2	5	2	2	2	1	2	-	-	-	-
	2%	-	1%	3%	4%	2%	2%	-	-	2%	5%	2%	2%	3%	1%	4%	-	-	-	-
CROW WING	8	1	7	1	2	2	3	1	3	2	2	2	6	2	2	2	-	-	-	-
	2%	2%	2%	1%	3%	2%	3%	1%	3%	1%	2%	1%	5%	2%	3%	3%	-	-	-	-
ISANTI	2	1	2	1	1	-	1	1	2	-	-	-	2	1	1	1	-	-	-	-
	1%	2%	1%	1%	1%	-	1%	1%	2%	-	-	-	1%	1%	1%	1%	-	-	-	-
KANABEC	2	2	2	-	-	-	2	-	-	-	-	-	-	-	2	-	-	-	-	-
	-	3%	1%	-	-	-	1%	-	-	-	-	-	-	-	2%	-	-	-	-	-
MILLIE LACS	3	-	2	2	2	2	-	-	-	2	-	2	-	2	-	-	2	-	-	-
	1%	-	1%	2%	2%	2%	-	-	-	1%	-	1%	-	2%	-	-	3%	-	-	-
MORRISON	3	1	2	1	-	1	2	-	2	-	2	-	1	1	-	1	1	-	1	2
	1%	2%	1%	1%	-	1%	2%	-	1%	-	2%	-	1%	1%	-	1%	1%	-	2%	12%
PINE	11	-	6	4	-	6	5	-	1	10	-	5	2	1	1	2	2	2	2	-
	3%	-	2%	4%	-	6%	4%	-	1%	7%	-	4%	2%	1%	1%	3%	3%	4%	4%	-
SHERBURNE	11	1	7	4	3	3	3	2	5	3	2	3	5	5	-	-	2	2	1	1
	3%	2%	2%	4%	3%	4%	3%	2%	4%	2%	2%	2%	4%	6%	-	-	4%	4%	2%	6%
STEARNS	17	1	10	7	5	7	2	1	4	9	2	6	7	1	4	5	3	3	-	1
	4%	3%	3%	7%	5%	9%	2%	1%	4%	6%	2%	5%	6%	1%	6%	7%	5%	5%	-	11%
TODD	2	-	2	-	-	-	2	-	-	-	2	-	2	-	-	-	-	-	-	-
	-	-	1%	-	-	-	1%	-	-	-	2%	-	1%	-	-	-	-	-	-	-
WADENA	1	-	1	-	-	1	-	1	1	1	-	-	1	1	-	-	1	-	1	-
	-	-	-	-	-	1%	-	1%	1%	1%	-	-	1%	1%	-	-	1%	-	2%	-
WRIGHT	8	-	2	5	4	2	2	1	2	5	1	2	2	1	3	1	-	1	1	1
	2%	-	1%	5%	4%	2%	1%	1%	1%	4%	1%	1%	2%	1%	4%	1%	-	3%	2%	6%
NORTHLAND FOUNDATION	2	-	2	-	-	2	-	-	-	2	-	2	-	1	-	1	2	-	-	-
	1%	-	1%	-	-	2%	-	-	-	2%	-	1%	-	1%	-	1%	3%	-	-	-
AITKIN	1	-	1	-	-	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-
	-	-	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	1%	-	-	-
ITASCA	1	-	1	-	-	1	-	-	-	1	-	1	-	-	-	-	1	-	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	-	1%	-	-	-

Continued

Table 66-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
ST. LOUIS	1	-	1	-	-	1	-	-	-	1	-	1	-	-	-	1	-	-	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-
NORTHWEST MINNESOTA FOUNDATION	15	-	13	2	5	-	4	5	6	4	3	3	5	1	2	2	2	3	1	-
	4%	-	4%	2%	6%	-	3%	7%	5%	3%	3%	2%	4%	1%	2%	4%	4%	5%	2%	-
BELTRAMI	5	-	5	-	2	-	1	2	1	2	2	-	1	1	1	2	2	2	-	-
	1%	-	2%	-	2%	-	1%	3%	1%	2%	2%	-	1%	1%	1%	4%	3%	3%	-	-
CLEARWATER	2	-	2	-	-	-	2	-	2	-	-	-	2	-	-	-	-	-	-	-
	-	-	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	-	-	-
HUBBARD	2	-	2	-	2	-	-	-	1	1	-	1	1	-	-	-	1	-	1	-
	1%	-	1%	-	3%	-	-	-	1%	1%	-	1%	1%	-	-	-	1%	-	2%	-
MAHNOMEN	3	-	3	-	2	-	1	-	2	-	1	1	2	-	1	-	-	1	-	-
	1%	-	1%	-	2%	-	1%	-	2%	-	1%	1%	1%	-	1%	-	-	1%	-	-
MARSHALL	1	-	1	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1%	1%	-	-	-	-	-	-	-	-	-	-	-
PENNINGTON	2	-	1	2	-	-	-	2	-	-	1	1	-	-	-	-	-	1	-	-
	1%	-	-	2%	-	-	-	3%	-	-	1%	1%	-	-	-	-	-	1%	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	52	7	41	10	9	14	14	11	16	19	10	17	18	7	10	6	8	6	6	2
	13%	15%	14%	10%	10%	16%	11%	14%	13%	14%	10%	13%	15%	8%	15%	9%	12%	11%	15%	14%
BLUE EARTH	4	-	3	1	2	1	1	-	1	3	-	1	1	1	1	1	1	1	1	1
	1%	-	1%	1%	2%	1%	1%	-	1%	2%	-	1%	1%	1%	2%	1%	1%	2%	2%	5%
BROWN	3	-	3	-	1	-	2	1	-	1	-	1	1	-	2	-	-	1	-	-
	1%	-	1%	-	1%	-	1%	1%	-	1%	-	1%	1%	-	2%	-	-	1%	-	-
DODGE	3	1	3	-	-	2	-	1	1	-	2	1	1	1	-	1	-	-	1	-
	1%	3%	1%	-	-	2%	-	2%	1%	-	2%	1%	1%	1%	-	1%	-	-	3%	-
FARIBAULT	2	-	2	-	-	-	1	1	1	1	-	1	1	-	1	-	-	-	-	-
	-	-	1%	-	-	-	-	2%	1%	-	-	-	-	-	2%	-	-	-	-	-
FILLMORE	2	1	1	1	-	-	1	1	2	-	-	-	1	1	-	-	-	1	-	1
	-	1%	-	1%	-	-	-	1%	1%	-	-	-	1%	1%	-	-	-	1%	-	5%
FREEBORN	2	-	2	-	-	-	-	1	1	1	-	2	-	-	-	-	1	-	-	-
	-	-	1%	-	-	-	-	2%	-	1%	-	1%	-	-	-	-	1%	-	-	-
GOODHUE	2	-	2	1	-	1	1	1	1	1	1	-	2	-	1	1	-	-	-	-
	1%	-	1%	1%	-	1%	1%	2%	1%	-	1%	-	2%	-	1%	1%	-	-	-	-
HOUSTON	3	-	1	1	-	1	-	1	-	-	1	3	-	-	1	-	-	-	-	-
	1%	-	-	1%	-	1%	-	2%	-	-	1%	2%	-	-	2%	-	-	-	-	-
LE SUEUR	3	-	3	-	2	1	-	-	-	3	-	-	3	-	1	1	-	-	1	-
	1%	-	1%	-	2%	1%	-	-	-	2%	-	-	3%	-	1%	2%	-	-	3%	-

Continued

Table 66-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
MOWER	1	1	1	1	-	-	1	-	1	1	-	1	-	-	-	-	-	1	-	-
	-	1%	-	1%	-	-	1%	-	-	-	-	1%	-	-	-	-	-	2%	-	-
NICOLLET	4	2	2	2	-	-	4	-	2	-	-	3	2	1	1	-	-	-	2	-
	1%	3%	1%	2%	-	-	3%	-	2%	-	-	2%	1%	1%	1%	-	-	-	4%	-
OLMSTED	4	-	3	1	1	-	2	-	2	1	-	2	1	1	-	1	2	-	-	-
	1%	-	1%	1%	1%	-	2%	-	2%	1%	-	1%	1%	2%	-	1%	4%	-	-	-
RICE	6	-	6	1	-	4	1	1	1	2	4	1	1	2	-	1	3	1	-	-
	2%	-	2%	1%	-	4%	1%	2%	-	1%	4%	-	1%	2%	-	1%	4%	2%	-	-
STEELE	6	1	5	1	2	1	-	2	2	4	-	1	3	-	2	-	-	-	1	1
	1%	3%	2%	1%	3%	1%	-	2%	1%	3%	-	1%	3%	-	3%	-	-	-	3%	5%
WASECA	3	1	3	-	1	1	1	-	1	1	1	-	1	-	1	-	1	-	-	-
	1%	3%	1%	-	1%	1%	1%	-	1%	-	1%	-	1%	-	1%	-	2%	-	-	-
WATONWAN	1	-	1	-	-	-	-	1	-	1	-	-	-	-	-	-	-	1	-	-
	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-	1%	-	-
WINONA	3	1	2	1	-	2	1	-	-	2	1	1	2	1	1	1	-	1	-	-
	1%	1%	1%	1%	-	2%	1%	-	-	1%	1%	-	2%	2%	1%	2%	-	1%	-	-
SOUTHWEST INITIATIVE FOUNDATION	17	1	12	4	5	5	5	2	6	6	5	5	4	2	5	-	5	5	1	2
	4%	2%	4%	5%	5%	5%	4%	2%	5%	4%	5%	4%	3%	3%	8%	-	8%	8%	2%	12%
KANDIYOHI	1	-	1	-	-	1	-	-	-	1	-	1	1	-	-	-	-	-	-	-
	-	-	-	-	-	1%	-	-	-	1%	-	1%	1%	-	-	-	-	-	-	-
LAC QUI PARLE	2	-	-	2	-	2	-	-	-	-	2	-	-	-	2	-	-	-	-	-
	-	-	-	2%	-	2%	-	-	-	-	2%	-	-	-	2%	-	-	-	-	-
LYON	3	-	3	-	-	-	2	2	2	2	-	-	-	2	2	-	-	2	-	-
	1%	-	1%	-	-	-	1%	2%	1%	1%	-	-	-	2%	2%	-	-	3%	-	-
MCLEOD	2	-	2	-	-	2	1	-	2	-	1	2	-	1	-	-	2	-	-	-
	1%	-	1%	-	-	2%	1%	-	1%	-	1%	1%	-	1%	-	-	3%	-	-	-
MEEKER	6	1	4	2	1	1	3	-	1	3	2	1	3	-	2	-	2	2	1	-
	1%	2%	1%	2%	2%	1%	2%	-	1%	2%	2%	1%	2%	-	3%	-	4%	4%	2%	-
RENVILLE	1	-	1	-	1	-	-	-	-	1	-	-	-	-	-	-	1	-	-	-
	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-	-
SWIFT	1	-	-	1	1	-	-	-	1	-	-	1	-	-	-	-	-	1	-	-
	-	-	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	1%	-	-
YELLOW MEDICINE	2	-	2	-	2	-	-	-	2	-	-	2	-	-	-	-	-	-	-	2
	-	-	1%	-	2%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-	12%
WEST CENTRAL INITIATIVE	17	4	11	5	4	6	4	2	5	8	1	6	4	2	4	1	5	4	2	-
	4%	8%	4%	5%	4%	7%	3%	3%	4%	6%	1%	5%	4%	3%	5%	2%	9%	6%	6%	-
DOUGLAS	7	2	4	2	1	3	1	1	3	3	1	3	1	1	1	1	2	-	1	-
	2%	5%	1%	2%	2%	3%	1%	1%	2%	2%	1%	2%	1%	1%	2%	1%	4%	-	4%	-

Continued

Table 66-3
QUESTION GREG:
Greater MN Regions./County.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
GRANT	5	-	5	-	2	-	1	2	1	3	-	2	1	2	2	1	2	1	-	-
	1%	-	2%	-	3%	-	1%	2%	1%	2%	-	1%	1%	2%	2%	1%	3%	1%	-	-
OTTER TAIL	1	-	1	-	-	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-
	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	-	-	-	-	-	2%	-
POPE	1	-	-	1	-	1	-	-	-	1	-	-	1	-	-	-	1	1	-	-
	-	-	-	1%	-	2%	-	-	-	1%	-	-	1%	-	-	-	1%	1%	-	-
STEVENS	1	-	1	-	-	-	1	-	1	-	-	-	1	-	1	-	-	-	-	-
	-	-	-	-	-	-	1%	-	1%	-	-	-	1%	-	1%	-	-	-	-	-
TRAVERSE	1	-	1	-	-	-	1	-	-	-	1	-	-	-	-	-	1	1	-	-
	-	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	1%	1%	-	-
WILKIN	2	2	-	2	-	2	-	-	-	-	-	2	-	-	-	-	-	2	-	-
	-	3%	-	2%	-	2%	-	-	-	-	-	1%	-	-	-	-	-	3%	-	-
NONE	216	30	169	48	45	35	72	51	68	70	63	76	59	53	35	37	27	31	22	5
----	54%	63%	56%	48%	49%	40%	58%	65%	55%	49%	62%	57%	49%	64%	50%	61%	45%	53%	59%	39%
ANOKA	32	6	22	10	4	9	9	7	14	6	11	12	7	6	4	4	7	3	2	-
	8%	13%	7%	10%	4%	10%	7%	9%	11%	4%	11%	9%	6%	7%	5%	7%	11%	5%	6%	-
CARVER	2	-	1	1	-	-	1	-	-	-	2	1	1	-	-	1	1	-	-	-
	1%	-	-	1%	-	-	1%	-	-	-	2%	1%	1%	-	-	1%	1%	-	-	-
DAKOTA	26	5	20	6	6	4	10	4	9	10	7	8	6	9	7	2	4	1	5	-
	7%	11%	7%	6%	7%	4%	9%	5%	7%	7%	7%	6%	5%	11%	10%	4%	7%	2%	14%	-
HENNEPIN	108	14	83	24	29	15	34	26	33	35	33	42	31	24	15	21	10	18	10	5
	27%	29%	28%	24%	32%	17%	28%	33%	26%	24%	33%	31%	26%	29%	21%	35%	16%	31%	25%	39%
RAMSEY	28	2	23	5	3	7	10	8	7	12	7	9	6	9	6	6	4	7	2	-
	7%	4%	8%	5%	4%	8%	8%	10%	6%	8%	7%	7%	5%	11%	9%	10%	7%	12%	4%	-
SCOTT	12	3	12	-	1	-	5	5	5	5	2	2	7	1	2	-	1	2	2	-
	3%	6%	4%	-	1%	-	4%	6%	4%	3%	2%	1%	6%	1%	3%	-	1%	3%	4%	-
WASHINGTON	8	-	7	2	2	1	1	2	1	3	2	2	1	4	2	2	1	-	2	-
	2%	-	2%	2%	2%	1%	1%	3%	1%	2%	2%	1%	1%	4%	2%	4%	1%	-	6%	-

Table 66-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
IF INITIATIVE FOUNDATION	82	43	25	18	19	17	18	42	25	5	9	24	45	12	33	42	40	43	40	30	26	24	43
	20%	22%	21%	17%	23%	22%	26%	21%	22%	13%	24%	19%	23%	16%	18%	21%	21%	23%	26%	20%	18%	18%	22%
BENTON	2	2	-	-	1	2	2	2	1	-	-	-	2	-	1	2	-	2	1	-	-	-	-
	1%	1%	-	-	1%	2%	2%	1%	1%	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-
CASS	5	2	1	1	2	3	-	2	1	2	-	1	4	-	2	2	3	3	1	2	1	2	3
	1%	1%	1%	1%	2%	4%	-	1%	1%	4%	-	1%	2%	-	1%	1%	2%	2%	-	1%	1%	1%	2%
CHISAGO	7	5	2	1	2	2	-	4	2	-	2	4	3	-	3	2	2	3	2	1	1	1	2
	2%	2%	1%	1%	3%	3%	-	2%	1%	-	4%	3%	2%	-	2%	1%	1%	2%	1%	1%	1%	1%	1%
CROW WING	8	3	6	2	4	-	2	4	1	-	3	6	2	-	4	3	5	3	4	5	5	2	6
	2%	2%	5%	2%	5%	-	3%	2%	1%	-	8%	5%	1%	-	2%	2%	2%	2%	3%	3%	3%	2%	3%
ISANTI	2	2	2	1	1	2	-	-	1	1	1	1	2	-	2	2	2	2	2	2	2	2	2
	1%	1%	1%	1%	1%	2%	-	-	1%	2%	2%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	1%
KANABEC	2	2	-	-	-	-	-	2	-	-	-	-	-	2	-	2	2	2	2	-	-	-	-
	-	1%	-	-	-	-	-	1%	-	-	-	-	-	2%	-	1%	1%	1%	1%	-	-	-	-
MILLIE LACS	3	2	-	-	-	-	-	2	2	-	-	-	2	2	2	-	-	-	2	-	-	2	-
	1%	1%	-	-	-	-	-	1%	1%	-	-	-	1%	2%	1%	-	-	-	1%	-	-	1%	-
MORRISON	3	2	-	2	-	1	2	1	2	-	-	1	2	-	2	2	2	2	1	2	1	-	2
	1%	1%	-	2%	-	1%	2%	-	2%	-	-	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	-	1%
PINE	11	5	2	2	1	2	2	8	2	-	-	2	6	2	2	3	4	3	5	2	2	2	6
	3%	2%	2%	2%	1%	2%	4%	4%	2%	-	-	2%	3%	2%	1%	2%	2%	2%	3%	2%	2%	2%	3%
SHERBURNE	11	8	3	3	1	2	2	5	2	1	2	2	7	2	5	8	5	7	8	5	5	4	5
	3%	4%	3%	3%	1%	2%	3%	3%	2%	2%	6%	2%	3%	2%	3%	4%	3%	4%	5%	3%	3%	3%	3%
STEARNS	17	7	7	4	4	3	7	10	5	2	1	4	11	2	6	12	12	12	11	7	9	7	11
	4%	4%	6%	4%	5%	4%	10%	5%	5%	4%	2%	4%	5%	3%	3%	6%	6%	6%	7%	5%	6%	6%	5%
TODD	2	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	-	2	-	-	-	2
	-	-	1%	-	-	-	-	1%	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-	1%
WADENA	1	-	1	-	1	-	1	-	1	-	-	-	1	1	1	-	1	-	1	1	-	-	1
	-	-	1%	-	1%	-	1%	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-
WRIGHT	8	3	1	3	3	2	-	2	5	1	1	1	3	2	3	5	2	4	1	4	2	2	4
	2%	2%	1%	3%	4%	2%	-	1%	4%	2%	2%	1%	2%	3%	2%	3%	1%	2%	1%	2%	1%	2%	2%
NORTHLAND FOUNDATION	2	2	2	-	1	-	-	1	1	1	-	-	2	1	2	2	2	2	1	2	2	2	1
	1%	1%	1%	-	1%	-	-	-	1%	2%	-	-	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	-
AITKIN	1	1	-	-	1	-	-	-	1	-	-	-	1	-	1	1	1	1	-	1	1	1	-
	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	1%	1%	1%	-
ITASCA	1	1	1	-	-	-	-	-	-	1	-	-	1	-	1	1	1	1	1	1	1	1	-
	-	-	1%	-	-	-	-	-	-	2%	-	-	-	-	-	-	-	-	1%	1%	1%	1%	-

Continued

Table 66-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
ST. LOUIS	1	-	1	-	-	-	-	1	-	-	-	-	-	1	-	1	1	-	-	-	1	-	1
	-	-	1%	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	1%	-	-
NORTHWEST MINNESOTA FOUNDATION	15	8	5	1	2	3	2	7	4	2	2	5	6	3	7	6	3	2	3	5	1	4	8
	4%	4%	4%	1%	2%	4%	3%	3%	3%	5%	4%	4%	3%	4%	4%	3%	2%	1%	2%	3%	-	3%	4%
BELTRAMI	5	2	1	-	-	1	1	3	1	1	-	1	2	2	2	2	2	1	-	1	-	3	1
	1%	1%	1%	-	-	1%	1%	2%	1%	2%	-	1%	1%	2%	1%	1%	1%	-	-	-	-	2%	-
CLEARWATER	2	2	2	-	-	-	-	-	-	-	2	-	2	-	2	-	-	-	-	2	-	-	2
	-	1%	1%	-	-	-	-	-	-	-	4%	-	1%	-	1%	-	-	-	-	1%	-	-	1%
HUBBARD	2	1	-	-	-	2	1	1	1	1	-	-	1	1	1	1	1	1	1	1	1	1	1
	1%	1%	-	-	-	2%	1%	-	1%	2%	-	-	1%	1%	-	-	-	1%	1%	-	-	1%	1%
MAHNOMEN	3	-	2	1	2	1	1	-	2	1	-	3	-	-	3	3	1	-	2	1	-	-	3
	1%	-	2%	1%	2%	1%	1%	-	2%	2%	-	2%	-	-	2%	1%	-	-	1%	-	-	-	2%
MARSHALL	1	1	-	-	-	-	-	1	-	-	-	-	-	1	-	1	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	-
PENNINGTON	2	2	-	-	-	-	-	2	-	-	-	2	1	-	-	-	-	-	-	1	-	-	2
	1%	1%	-	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	1%
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	52	24	20	12	10	7	6	22	16	8	5	19	21	12	28	26	34	26	23	17	22	20	19
	13%	12%	17%	12%	13%	9%	9%	11%	14%	19%	13%	15%	11%	16%	16%	12%	17%	14%	15%	11%	15%	15%	10%
BLUE EARTH	4	3	-	1	-	3	1	1	2	1	1	-	4	1	2	3	4	2	2	1	3	1	1
	1%	2%	-	1%	-	3%	2%	1%	2%	1%	2%	-	2%	1%	1%	1%	2%	1%	1%	1%	2%	1%	-
BROWN	3	2	-	1	1	-	-	3	-	-	-	1	1	2	-	1	1	1	2	-	1	-	1
	1%	1%	-	1%	1%	-	-	1%	-	-	-	1%	-	2%	-	-	-	-	1%	-	-	-	-
DODGE	3	1	1	2	-	-	-	1	1	1	-	2	1	-	2	3	2	2	1	1	1	1	2
	1%	-	1%	2%	-	-	-	1%	1%	3%	-	1%	1%	-	1%	2%	1%	1%	1%	1%	1%	1%	1%
FARIBAULT	2	1	2	-	1	-	1	1	-	1	-	1	1	-	1	1	1	2	1	1	1	1	2
	-	1%	1%	-	1%	-	1%	-	-	3%	-	-	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	1%
FILLMORE	2	1	1	1	1	-	-	1	1	1	-	1	1	-	1	1	1	1	1	1	1	1	-
	-	1%	1%	1%	1%	-	-	-	1%	1%	-	-	1%	-	1%	1%	1%	-	1%	1%	-	1%	-
FREEBORN	2	-	-	1	2	1	-	1	1	-	-	1	-	1	1	1	-	-	2	-	1	-	-
	-	-	-	1%	2%	1%	-	1%	1%	-	-	-	-	2%	-	-	-	-	1%	-	-	-	-
GOODHUE	2	1	1	1	-	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	1
	1%	-	1%	1%	-	1%	1%	-	1%	1%	2%	1%	-	1%	1%	1%	1%	1%	1%	1%	2%	1%	1%
HOUSTON	3	-	1	-	-	-	-	-	3	-	-	1	1	-	3	1	3	1	1	1	-	-	-
	1%	-	1%	-	-	-	-	-	2%	-	-	1%	1%	-	1%	1%	1%	1%	1%	1%	-	-	-
LE SUEUR	3	1	2	2	1	-	-	-	2	-	1	-	3	-	3	1	2	-	-	1	-	2	-
	1%	1%	2%	2%	1%	-	-	-	2%	-	3%	-	2%	-	2%	1%	1%	-	-	1%	-	1%	-

Continued

Table 66-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR						ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
MOWER	1	1	1	1	-	1	-	1	-	-	-	1	-	1	-	1	-	-	1	-	-	1	1
	-	1%	-	1%	-	1%	-	1%	-	-	-	-	-	1%	-	1%	-	-	-	-	-	-	-
NICOLLET	4	3	2	-	2	-	1	2	2	-	-	-	4	-	2	-	2	2	-	-	2	1	1
	1%	2%	1%	-	2%	-	1%	1%	2%	-	-	-	2%	-	1%	-	1%	1%	-	-	1%	1%	-
OLMSTED	4	1	4	1	1	1	-	1	-	1	1	2	1	1	3	2	3	3	2	1	2	3	3
	1%	1%	3%	1%	1%	2%	-	1%	-	3%	3%	2%	-	1%	1%	1%	2%	1%	1%	1%	2%	2%	2%
RICE	6	4	1	-	1	1	1	4	1	-	1	1	1	4	2	1	4	1	3	1	2	1	1
	2%	2%	1%	-	1%	1%	1%	2%	1%	-	3%	1%	1%	5%	1%	1%	2%	1%	2%	1%	1%	1%	1%
STEELE	6	1	2	2	1	1	1	1	4	1	-	4	2	-	5	2	4	4	2	2	3	1	4
	1%	1%	2%	2%	1%	1%	2%	-	3%	3%	-	3%	1%	-	3%	1%	2%	2%	2%	1%	2%	1%	2%
WASECA	3	1	1	-	-	-	1	3	-	1	-	1	-	3	1	2	1	2	2	-	2	1	1
	1%	-	1%	-	-	-	2%	1%	-	1%	-	-	-	3%	-	1%	1%	1%	1%	-	1%	1%	-
WATONWAN	1	-	-	-	1	-	-	1	-	-	-	-	1	-	-	1	1	1	1	1	1	1	-
	-	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%	-
WINONA	3	2	2	1	1	-	-	1	1	1	-	3	-	-	2	2	3	3	1	3	1	3	3
	1%	1%	2%	1%	1%	-	-	1%	1%	1%	-	2%	-	-	1%	1%	2%	2%	1%	2%	1%	2%	2%
SOUTHWEST INITIATIVE FOUNDATION	17	11	4	3	2	3	3	8	7	1	1	5	8	2	8	8	5	10	8	8	6	5	7
	4%	6%	3%	3%	3%	4%	5%	4%	6%	4%	2%	4%	4%	3%	5%	4%	3%	5%	5%	5%	4%	4%	3%
KANDIYOHI	1	-	-	-	1	-	-	-	-	1	-	-	1	-	1	-	-	-	1	-	-	-	1
	-	-	-	-	1%	-	-	-	-	2%	-	-	-	-	-	-	-	-	-	-	-	-	-
LAC QUI PARLE	2	2	-	-	-	-	-	-	2	-	-	2	-	-	2	2	-	-	-	2	-	-	-
	-	1%	-	-	-	-	-	-	1%	-	-	1%	-	-	1%	1%	-	-	-	1%	-	-	-
LYON	3	-	2	-	-	-	-	3	-	-	-	-	2	2	-	2	2	2	2	2	2	3	2
	1%	-	1%	-	-	-	-	2%	-	-	-	-	1%	2%	-	1%	1%	1%	1%	1%	1%	2%	1%
MCLEOD	2	2	-	2	-	-	2	2	1	-	-	2	-	-	1	2	-	2	2	-	1	1	1
	1%	1%	-	1%	-	-	2%	1%	1%	-	-	2%	-	-	-	1%	-	1%	1%	-	-	1%	-
MEEKER	6	5	1	1	-	3	-	2	4	-	1	1	5	1	4	2	1	4	3	3	2	1	3
	1%	3%	1%	1%	-	4%	-	1%	3%	-	2%	1%	2%	1%	2%	1%	-	2%	2%	2%	1%	1%	2%
RENVILLE	1	-	1	-	1	-	-	-	-	1	-	-	1	-	1	-	1	-	-	1	-	-	1
	-	-	1%	-	1%	-	-	-	-	2%	-	-	-	-	-	-	-	-	-	-	-	-	-
SWIFT	1	1	-	-	1	-	-	-	1	-	-	-	1	-	1	-	1	1	-	1	1	1	-
	-	-	-	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%	1%	-
YELLOW MEDICINE	2	2	-	-	-	-	2	2	-	-	-	-	-	-	-	2	2	2	2	-	2	-	-
	-	1%	-	-	-	-	2%	1%	-	-	-	-	-	-	-	1%	1%	1%	1%	-	1%	-	-
WEST CENTRAL INITIATIVE	17	6	6	5	4	3	4	11	2	1	2	4	12	1	5	11	5	8	5	7	4	3	9
	4%	3%	5%	5%	5%	4%	6%	6%	2%	3%	4%	3%	6%	1%	3%	5%	3%	4%	3%	5%	2%	2%	5%

Continued

Table 66-4
QUESTION GREG:
Greater MN Regions./County.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
DOUGLAS	7	4	2	2	-	2	2	4	1	1	1	2	4	-	2	2	2	1	4	4	1	1	4
	2%	2%	2%	2%	-	3%	3%	2%	1%	2%	2%	2%	2%	-	1%	1%	1%	1%	2%	2%	1%	1%	2%
GRANT	5	2	2	2	2	1	-	4	1	-	-	-	5	-	1	5	1	4	1	1	1	1	1
	1%	1%	1%	1%	3%	1%	-	2%	1%	-	-	-	2%	-	-	2%	-	2%	-	-	-	1%	1%
OTTER TAIL	1	-	1	-	1	-	-	-	-	-	1	1	-	-	1	-	-	1	-	-	-	-	1
	-	-	1%	-	1%	-	-	-	-	-	2%	1%	-	-	-	-	-	-	-	-	-	-	-
POPE	1	-	1	1	1	-	1	1	-	-	-	-	1	1	-	1	1	1	-	1	1	-	1
	-	-	1%	1%	1%	-	1%	1%	-	-	-	-	-	1%	-	-	-	-	-	1%	-	-	-
STEVENS	1	-	1	-	1	-	-	-	-	1	-	1	-	-	1	1	1	1	-	1	-	-	1
	-	-	1%	-	1%	-	-	-	-	2%	-	1%	-	-	-	-	-	-	-	-	-	-	-
TRAVERSE	1	-	-	1	-	-	1	-	1	-	-	-	1	-	1	1	1	1	1	1	1	1	-
	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%	1%	-
WILKIN	2	-	-	-	-	-	-	2	-	-	-	-	2	-	-	2	-	-	-	-	-	-	2
	-	-	-	-	-	-	-	1%	-	-	-	-	1%	-	-	1%	-	-	-	-	-	-	1%
NONE	216	103	59	65	44	44	35	111	60	22	21	71	101	44	97	111	105	95	74	85	88	77	111
----	54%	52%	49%	62%	53%	57%	51%	55%	52%	54%	54%	56%	52%	59%	54%	54%	54%	51%	48%	55%	59%	57%	56%
ANOKA	32	11	11	9	7	2	4	19	8	3	2	6	18	8	11	22	16	14	12	14	18	11	10
	8%	6%	9%	9%	8%	3%	7%	9%	7%	7%	4%	5%	9%	10%	6%	11%	8%	8%	8%	9%	12%	8%	5%
CARVER	2	1	-	1	-	1	-	1	1	-	-	-	2	-	1	1	-	-	1	-	-	-	1
	1%	1%	-	1%	-	1%	-	1%	1%	-	-	-	1%	-	-	1%	-	-	-	-	-	-	-
DAKOTA	26	12	9	10	5	10	1	13	4	7	2	9	13	4	13	10	14	12	9	11	10	12	13
	7%	6%	7%	10%	6%	13%	2%	6%	4%	16%	6%	7%	7%	5%	7%	5%	7%	6%	6%	7%	7%	9%	7%
HENNEPIN	108	56	26	30	24	26	19	52	31	11	12	35	54	18	51	54	58	52	39	46	48	46	58
	27%	28%	21%	29%	29%	33%	28%	26%	27%	27%	31%	28%	28%	24%	28%	26%	30%	28%	25%	30%	32%	34%	29%
RAMSEY	28	17	7	7	7	5	4	16	10	1	2	10	9	9	12	14	11	9	5	10	6	4	17
	7%	9%	6%	7%	8%	7%	6%	8%	8%	2%	4%	8%	5%	12%	7%	7%	6%	5%	3%	6%	4%	3%	9%
SCOTT	12	2	5	4	1	-	2	5	4	-	4	8	1	4	7	8	4	5	5	4	4	2	8
	3%	1%	4%	4%	1%	-	2%	2%	3%	-	10%	6%	-	5%	4%	4%	2%	2%	3%	2%	3%	2%	4%
WASHINGTON	8	3	2	4	-	1	5	5	2	1	-	3	3	2	2	3	2	5	4	2	1	1	4
	2%	2%	2%	4%	-	1%	7%	3%	2%	2%	-	2%	2%	3%	1%	1%	1%	2%	2%	1%	1%	1%	2%

Table 66-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
IF INITIATIVE FOUNDATION	54	54	-	-	-	-	-
	18%	100%	-	-	-	-	-
BENTON	1	1	-	-	-	-	-
	-	3%	-	-	-	-	-
CASS	3	3	-	-	-	-	-
	1%	5%	-	-	-	-	-
CHISAGO	4	4	-	-	-	-	-
	1%	8%	-	-	-	-	-
CROW WING	6	6	-	-	-	-	-
	2%	10%	-	-	-	-	-
ISANTI	2	2	-	-	-	-	-
	1%	4%	-	-	-	-	-
KANABEC	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
MILLIE LACS	1	1	-	-	-	-	-
	-	3%	-	-	-	-	-
MORRISON	3	3	-	-	-	-	-
	1%	5%	-	-	-	-	-
PINE	6	6	-	-	-	-	-
	2%	10%	-	-	-	-	-
SHERBURNE	6	6	-	-	-	-	-
	2%	12%	-	-	-	-	-
STEARNS	13	13	-	-	-	-	-
	4%	25%	-	-	-	-	-
TODD	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
WADENA	1	1	-	-	-	-	-
	-	3%	-	-	-	-	-
WRIGHT	6	6	-	-	-	-	-
	2%	10%	-	-	-	-	-
NORTHLAND FOUNDATION	50	-	50	-	-	-	-
	16%	-	100%	-	-	-	-
AITKIN	2	-	2	-	-	-	-
	1%	-	4%	-	-	-	-
ITASCA	15	-	15	-	-	-	-
	5%	-	29%	-	-	-	-

Continued

Table 66-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
KOOCHICHING	2	-	2	-	-	-	-
	1%	-	4%	-	-	-	-
LAKE	4	-	4	-	-	-	-
	1%	-	8%	-	-	-	-
ST. LOUIS	27	-	27	-	-	-	-
	9%	-	54%	-	-	-	-
NORTHWEST MINNESOTA FOUNDATION	50	-	-	50	-	-	-
	16%	-	-	100%	-	-	-
BELTRAMI	7	-	-	7	-	-	-
	2%	-	-	13%	-	-	-
CLEARWATER	3	-	-	3	-	-	-
	1%	-	-	7%	-	-	-
HUBBARD	5	-	-	5	-	-	-
	2%	-	-	10%	-	-	-
LAKE OF THE WOODS	2	-	-	2	-	-	-
	1%	-	-	3%	-	-	-
MAHNOMEN	5	-	-	5	-	-	-
	2%	-	-	10%	-	-	-
MARSHALL	5	-	-	5	-	-	-
	2%	-	-	10%	-	-	-
PENNINGTON	10	-	-	10	-	-	-
	3%	-	-	20%	-	-	-
POLK	7	-	-	7	-	-	-
	2%	-	-	13%	-	-	-
ROSEAU	7	-	-	7	-	-	-
	2%	-	-	13%	-	-	-
SOUTHERN MINNESOTA INITIATIVE FOUNDATION	51	-	-	-	51	-	-
	17%	-	-	-	100%	-	-
BLUE EARTH	5	-	-	-	5	-	-
	2%	-	-	-	10%	-	-
BROWN	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
DODGE	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
FARIBAULT	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-

Continued

Table 66-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
FILLMORE	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
FREEBORN	2	-	-	-	2	-	-
	1%	-	-	-	3%	-	-
GOODHUE	3	-	-	-	3	-	-
	1%	-	-	-	7%	-	-
HOUSTON	2	-	-	-	2	-	-
	1%	-	-	-	3%	-	-
LE SUEUR	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
MOWER	2	-	-	-	2	-	-
	1%	-	-	-	3%	-	-
NICOLLET	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
OLMSTED	4	-	-	-	4	-	-
	1%	-	-	-	8%	-	-
RICE	5	-	-	-	5	-	-
	2%	-	-	-	10%	-	-
STEELE	6	-	-	-	6	-	-
	2%	-	-	-	12%	-	-
WASECA	3	-	-	-	3	-	-
	1%	-	-	-	5%	-	-
WATONWAN	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-
WINONA	3	-	-	-	3	-	-
	1%	-	-	-	7%	-	-
SOUTHWEST INITIATIVE FOUNDATION	50	-	-	-	-	50	-
	16%	-	-	-	-	100%	-
KANDIYOHI	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
LAC QUI PARLE	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
LINCOLN	5	-	-	-	-	5	-
	1%	-	-	-	-	9%	-
LYON	5	-	-	-	-	5	-
	1%	-	-	-	-	9%	-
MCLEOD	5	-	-	-	-	5	-
	1%	-	-	-	-	9%	-

Continued

Table 66-5
QUESTION GREG:
Greater MN Regions./County.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
MEEKER	16	-	-	-	-	16	-
	5%	-	-	-	-	32%	-
NOBLES	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
PIPESTONE	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
RENVILLE	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
ROCK	5	-	-	-	-	5	-
	1%	-	-	-	-	9%	-
SWIFT	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
YELLOW MEDICINE	2	-	-	-	-	2	-
	1%	-	-	-	-	5%	-
WEST CENTRAL INITIATIVE	50	-	-	-	-	-	50
----------	16%	-	-	-	-	-	100%
BECKER	4	-	-	-	-	-	4
	1%	-	-	-	-	-	8%
CLAY	6	-	-	-	-	-	6
	2%	-	-	-	-	-	11%
DOUGLAS	11	-	-	-	-	-	11
	4%	-	-	-	-	-	22%
GRANT	7	-	-	-	-	-	7
	2%	-	-	-	-	-	14%
OTTER TAIL	15	-	-	-	-	-	15
	5%	-	-	-	-	-	31%
POPE	3	-	-	-	-	-	3
	1%	-	-	-	-	-	6%
STEVENS	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%
TRAVERSE	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%
WILKIN	1	-	-	-	-	-	1
	-	-	-	-	-	-	3%

Table 67-1
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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
BASE=TOTAL SAMPLE	400	136	88	48	44	84	224	176	106	131	128	204	120	73	38	69	75	66	48	351	144	124	40	77
	100%	34%	22%	12%	11%	21%	56%	44%	27%	33%	32%	51%	30%	18%	9%	17%	19%	16%	12%	88%	36%	31%	10%	19%
DATE																								
TUE, AUG 18	25	9	8	1	4	3	17	8	5	11	9	12	6	7	4	3	4	5	-	25	12	8	2	3
	6%	7%	9%	2%	10%	4%	8%	5%	4%	8%	7%	6%	5%	9%	12%	5%	6%	8%	-	7%	9%	6%	6%	4%
WED, AUG 19	29	2	8	9	4	5	10	19	11	5	6	20	5	4	-	5	7	3	4	25	15	9	-	2
	7%	2%	9%	19%	10%	6%	4%	11%	11%	4%	5%	10%	4%	5%	-	8%	10%	5%	8%	7%	11%	7%	-	3%
THU, AUG 20	17	5	8	1	2	1	13	4	3	7	6	8	6	3	1	4	2	4	3	14	9	7	1	-
	4%	4%	9%	2%	4%	2%	6%	2%	3%	6%	4%	4%	5%	4%	4%	6%	2%	6%	6%	4%	6%	6%	2%	-
FRI, AUG 21	17	4	7	2	1	3	11	6	2	5	8	6	7	4	1	2	2	1	2	15	8	5	1	3
	4%	3%	8%	5%	1%	4%	5%	3%	2%	4%	6%	3%	6%	5%	2%	3%	3%	1%	3%	4%	5%	4%	4%	4%
MON, AUG 24	21	7	4	1	2	7	11	10	2	13	3	13	6	2	2	5	3	1	3	18	10	8	1	1
	5%	5%	4%	2%	6%	8%	5%	6%	2%	10%	3%	6%	5%	2%	6%	8%	4%	1%	6%	5%	7%	7%	2%	2%
TUE, AUG 25	37	15	5	5	2	10	20	17	16	16	5	26	9	2	2	5	5	6	4	33	16	9	-	11
	9%	11%	6%	10%	6%	12%	9%	10%	15%	12%	4%	13%	7%	3%	6%	7%	6%	10%	9%	9%	11%	7%	-	14%
WED, AUG 26	18	9	3	1	1	5	12	7	7	5	4	10	6	2	2	3	4	1	5	14	11	6	-	1
	5%	6%	3%	2%	1%	6%	5%	4%	7%	3%	3%	5%	5%	2%	5%	5%	5%	1%	10%	4%	8%	5%	-	1%
THU, AUG 27	15	4	4	2	4	1	8	7	9	3	2	9	4	1	1	1	3	-	3	11	8	5	-	2
	4%	3%	4%	3%	9%	2%	4%	4%	8%	2%	2%	4%	4%	1%	2%	2%	4%	-	7%	3%	5%	4%	-	3%
FRI, AUG 28	17	7	3	2	-	5	10	7	6	3	4	8	6	3	-	4	4	2	1	16	7	3	2	4
	4%	5%	3%	3%	-	6%	4%	4%	6%	2%	3%	4%	5%	3%	-	6%	5%	2%	2%	5%	5%	3%	4%	5%
MON, AUG 31	18	5	2	3	3	5	7	11	7	2	4	11	6	1	2	1	1	1	2	16	9	3	-	4
	4%	4%	2%	7%	6%	6%	3%	6%	7%	2%	3%	5%	5%	1%	6%	1%	2%	1%	4%	4%	6%	2%	-	5%
TUE, SEP 1	20	4	7	2	2	4	11	9	2	11	7	13	5	2	2	4	4	5	3	17	1	13	3	3
	5%	3%	8%	5%	4%	5%	5%	5%	2%	9%	5%	6%	4%	3%	4%	6%	5%	7%	7%	5%	1%	10%	8%	4%
WED, SEP 2	5	3	-	-	2	1	3	3	2	-	2	3	1	2	-	-	1	3	-	5	2	1	-	2
	1%	2%	-	-	4%	1%	1%	1%	2%	-	2%	1%	-	2%	-	-	1%	4%	-	1%	2%	1%	-	3%
THU, SEP 3	13	3	1	6	3	1	3	9	2	4	7	5	3	5	-	6	3	4	2	11	5	5	3	-
	3%	2%	1%	12%	7%	1%	1%	5%	2%	3%	6%	2%	2%	7%	-	8%	3%	7%	3%	3%	4%	4%	7%	-
FRI, SEP 4	5	3	-	-	-	1	3	1	-	-	5	-	2	3	1	2	1	1	-	5	1	3	-	-
	1%	3%	-	-	-	2%	2%	1%	-	-	4%	-	1%	5%	2%	4%	1%	1%	-	1%	1%	3%	-	-
SAT, SEP 5	1	-	1	-	-	-	1	-	-	-	1	-	-	1	-	1	-	-	-	1	-	1	-	-
	-	-	1%	-	-	-	-	-	-	-	1%	-	-	1%	-	1%	-	-	-	-	-	1%	-	-
MON, SEP 7	1	-	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-	1	-	1	-	1	-	-
	-	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	-	1%	-	-
TUE, SEP 8	4	-	2	-	2	-	2	2	1	1	1	1	1	1	-	1	2	1	1	3	-	1	1	2
	1%	-	3%	-	4%	-	1%	1%	1%	1%	1%	1%	1%	2%	-	1%	3%	1%	1%	1%	-	1%	2%	3%

Continued

Table 67-1
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+	PRO-CESS	PREC-ISION	METAL	OEM	1-15 YRS	16+ YRS	OWNER	PRES/ CEO	MGMT TEAM	MAN-AGER
WED, SEP 9	4	2	1	-	1	-	3	1	-	1	2	-	2	1	1	2	1	-	-	4	-	2	-	1
	1%	1%	2%	-	1%	-	1%	-	-	1%	2%	-	2%	2%	2%	3%	1%	-	-	1%	-	2%	-	1%
THU, SEP 10	6	4	2	-	-	-	6	-	-	3	3	2	4	1	-	1	1	2	2	5	-	2	2	2
	2%	3%	3%	-	-	-	3%	-	-	2%	3%	1%	3%	1%	-	2%	1%	3%	3%	1%	-	2%	4%	3%
FRI, SEP 11	16	3	4	2	1	6	6	10	3	6	6	7	2	6	2	4	4	2	3	13	4	5	3	4
	4%	2%	4%	5%	3%	7%	3%	6%	3%	5%	5%	4%	2%	9%	4%	6%	5%	4%	7%	4%	3%	4%	8%	5%
MON, SEP 14	19	11	4	-	1	3	15	4	7	8	5	12	4	2	2	-	8	3	1	18	4	6	4	4
	5%	8%	4%	-	1%	4%	7%	2%	6%	6%	4%	6%	4%	2%	6%	-	11%	5%	2%	5%	3%	5%	11%	5%
TUE, SEP 15	16	7	3	2	2	3	10	6	3	6	4	11	3	2	6	2	4	4	5	12	2	10	1	3
	4%	5%	3%	3%	4%	4%	4%	4%	3%	5%	3%	6%	3%	2%	15%	2%	5%	6%	9%	3%	2%	8%	2%	4%
WED, SEP 16	17	3	3	5	2	3	6	10	5	5	6	6	7	4	1	2	3	3	1	16	7	2	2	5
	4%	2%	3%	10%	6%	4%	3%	6%	4%	4%	5%	3%	5%	6%	2%	3%	4%	5%	2%	5%	5%	1%	6%	7%
THU, SEP 17	20	10	4	1	2	4	14	6	5	3	12	7	7	6	2	2	3	6	2	18	5	4	4	7
	5%	8%	4%	2%	4%	4%	6%	4%	5%	2%	10%	3%	6%	9%	6%	3%	4%	8%	4%	5%	3%	3%	11%	9%
FRI, SEP 18	15	6	2	2	1	4	8	7	4	2	7	5	7	3	3	1	2	4	-	15	1	1	5	6
	4%	4%	3%	3%	3%	4%	4%	4%	4%	1%	5%	2%	6%	4%	9%	1%	3%	6%	-	4%	1%	1%	14%	7%
MON, SEP 21	7	5	1	-	-	1	6	1	1	5	1	5	1	1	1	3	-	2	-	7	-	4	1	3
	2%	4%	1%	-	-	2%	3%	1%	1%	4%	1%	3%	1%	1%	2%	5%	-	3%	-	2%	-	3%	2%	3%
TUE, SEP 22	12	3	2	3	2	3	4	8	2	5	4	4	4	3	1	2	3	1	1	11	5	2	2	1
	3%	2%	2%	7%	4%	4%	2%	5%	2%	4%	3%	2%	4%	5%	2%	3%	5%	1%	2%	3%	4%	1%	6%	1%
WED, SEP 23	2	-	1	-	-	1	1	1	-	1	1	-	2	-	1	1	-	1	1	1	-	1	-	1
	1%	-	1%	-	-	2%	-	1%	-	1%	1%	-	2%	-	2%	1%	-	1%	2%	-	-	1%	-	2%
FRI, SEP 25	3	1	2	-	-	1	2	1	2	-	2	2	1	1	-	-	-	1	2	2	2	-	1	1
	1%	1%	2%	-	-	1%	1%	-	1%	-	1%	1%	1%	1%	-	-	-	1%	3%	-	1%	-	2%	1%
PHONE TYPE																								
LAND	60	20	16	7	10	7	36	24	23	14	20	33	16	11	7	8	9	12	16	44	27	19	4	10
	15%	15%	19%	15%	23%	8%	16%	14%	22%	11%	16%	16%	13%	15%	18%	11%	12%	18%	34%	13%	19%	16%	11%	13%
CELL	292	104	63	34	25	66	167	125	78	107	77	159	91	38	25	49	58	45	26	265	99	88	24	66
	73%	77%	72%	70%	58%	78%	75%	71%	74%	81%	60%	78%	76%	53%	66%	71%	77%	69%	55%	76%	69%	71%	61%	86%
EMAIL	48	12	8	7	9	11	20	27	5	11	31	11	13	24	6	13	8	9	5	42	18	17	11	1
	12%	9%	9%	15%	20%	14%	9%	15%	5%	8%	24%	5%	11%	33%	16%	18%	11%	14%	11%	12%	13%	13%	28%	1%

Table 67-2
QUESTION SAM:
Date./Phone Type.

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
BASE=TOTAL SAMPLE	400	186	168	354	41	79	205	100	47	219	129	157	70	170	122	94	178	131	89	176	324	41	31	73
	100%	47%	42%	88%	10%	20%	51%	25%	12%	55%	32%	39%	17%	43%	31%	24%	44%	33%	22%	44%	81%	10%	8%	18%
DATE																								
TUE, AUG 18	25	7	12	20	6	6	15	4	4	15	6	13	3	8	7	8	10	5	7	11	18	6	1	7
	6%	4%	7%	6%	14%	8%	7%	4%	9%	7%	4%	9%	4%	5%	6%	8%	6%	4%	8%	6%	6%	15%	2%	9%
WED, AUG 19	29	13	11	24	2	7	14	4	4	15	10	8	2	17	7	4	16	11	5	13	25	2	1	4
	7%	7%	6%	7%	4%	8%	7%	4%	8%	7%	8%	5%	3%	10%	5%	4%	9%	8%	6%	7%	8%	6%	4%	5%
THU, AUG 20	17	11	5	17	-	3	11	3	2	8	7	6	1	9	5	2	10	5	3	9	14	1	2	3
	4%	6%	3%	5%	-	4%	5%	3%	3%	4%	5%	4%	1%	5%	4%	2%	6%	4%	3%	5%	4%	2%	8%	4%
FRI, AUG 21	17	11	4	15	2	3	12	1	3	10	5	8	2	8	6	4	7	5	2	10	13	1	3	4
	4%	6%	2%	4%	6%	4%	6%	1%	5%	5%	3%	5%	2%	5%	5%	4%	4%	4%	2%	6%	4%	2%	10%	5%
MON, AUG 24	21	6	11	17	4	1	12	6	4	15	2	7	5	9	5	5	11	7	8	5	19	1	1	2
	5%	3%	7%	5%	9%	2%	6%	6%	7%	7%	2%	4%	7%	5%	4%	5%	6%	6%	9%	3%	6%	2%	2%	2%
TUE, AUG 25	37	13	21	34	4	7	15	14	5	19	12	12	9	16	12	8	17	14	5	19	35	1	2	2
	9%	7%	12%	9%	9%	9%	7%	14%	11%	9%	10%	8%	13%	9%	10%	9%	10%	11%	5%	11%	11%	2%	5%	3%
WED, AUG 26	18	9	8	17	1	2	7	7	1	13	5	7	6	6	4	8	5	6	5	7	16	2	-	2
	5%	5%	5%	5%	2%	2%	4%	7%	2%	6%	3%	4%	8%	3%	4%	9%	3%	5%	5%	4%	5%	4%	-	2%
THU, AUG 27	15	2	9	11	4	2	10	2	-	7	8	5	2	8	4	2	9	3	9	3	13	-	1	1
	4%	1%	5%	3%	10%	3%	5%	2%	-	3%	6%	3%	3%	5%	3%	2%	5%	3%	10%	2%	4%	-	3%	1%
FRI, AUG 28	17	8	4	12	4	2	10	5	2	5	9	5	2	9	2	3	10	3	6	7	14	1	2	3
	4%	4%	2%	3%	10%	3%	5%	5%	5%	2%	7%	3%	3%	5%	2%	3%	6%	2%	6%	4%	4%	2%	6%	3%
MON, AUG 31	18	9	8	17	1	3	9	6	1	11	6	8	1	9	5	4	8	4	3	10	17	-	1	1
	4%	5%	5%	5%	2%	4%	4%	6%	3%	5%	4%	5%	1%	5%	4%	4%	4%	3%	3%	6%	5%	-	3%	1%
TUE, SEP 1	20	5	10	15	5	2	10	7	2	17	1	7	5	8	4	7	9	5	6	9	18	1	2	2
	5%	2%	6%	4%	12%	3%	5%	7%	3%	8%	1%	4%	7%	5%	3%	7%	5%	4%	7%	5%	5%	2%	5%	3%
WED, SEP 2	5	1	2	3	2	1	3	1	-	5	1	2	3	1	1	2	2	3	1	1	4	2	-	2
	1%	1%	1%	1%	4%	1%	2%	1%	-	2%	-	1%	4%	-	1%	2%	1%	2%	1%	-	1%	4%	-	2%
THU, SEP 3	13	8	5	13	-	5	7	-	2	10	1	10	2	1	8	5	-	6	3	4	8	3	2	5
	3%	4%	3%	4%	-	7%	4%	-	4%	5%	1%	6%	2%	1%	6%	5%	-	5%	3%	2%	2%	7%	6%	7%
FRI, SEP 4	5	3	2	5	-	2	2	1	1	3	2	3	-	2	4	1	-	2	-	2	2	3	1	3
	1%	2%	1%	1%	-	3%	1%	1%	2%	1%	1%	2%	-	1%	3%	1%	-	1%	-	1%	-	6%	3%	5%
SAT, SEP 5	1	1	-	1	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-	-	1	1
	-	-	-	-	-	1%	-	-	2%	-	-	-	-	-	1%	-	-	1%	-	-	-	-	2%	1%
MON, SEP 7	1	-	1	1	-	1	-	-	-	1	-	1	-	-	1	-	-	-	1	-	-	1	-	1
	-	-	-	-	-	1%	-	-	-	-	-	-	-	-	1%	-	-	-	1%	-	-	2%	-	1%
TUE, SEP 8	4	3	1	4	-	1	1	1	1	1	1	1	-	3	1	-	3	2	-	2	3	1	1	1
	1%	2%	-	1%	-	2%	1%	1%	3%	1%	1%	1%	-	2%	1%	-	2%	2%	-	1%	1%	2%	2%	2%

Continued

BANNER 2

		FUTURE OF FIRM				ECONOMY IN 2026			MN BUSINESS CLIMATE			GROSS REVENUES			PROFITABILITY			CAPITAL EXPENDITURES			EMPLOYEES			
	TOTAL	VERY CONF	SMWT CONF	TOTAL CONF	TOTAL NOT CONF	EXP-ANSION	FLAT	REC-ESSION	BETTER	WORSE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	INCR-EASE	DECR-EASE	SAME	UNDER 50	51-100	101+	TOTAL 51+
WED, SEP 9	4	3	1	4	-	2	2	-	-	2	2	2	2	1	2	1	1	2	1	1	2	1	-	1
	1%	2%	-	1%	-	2%	1%	-	-	1%	2%	1%	2%	-	1%	2%	-	1%	1%	1%	1%	3%	-	2%
THU, SEP 10	6	3	2	5	2	2	3	2	1	2	3	1	2	4	3	2	1	2	1	4	6	1	-	1
	2%	2%	1%	1%	4%	2%	2%	2%	2%	1%	2%	1%	2%	2%	3%	3%	-	1%	1%	2%	2%	2%	-	1%
FRI, SEP 11	16	13	2	15	1	5	6	4	-	11	6	8	2	6	6	4	5	6	4	6	10	2	4	6
	4%	7%	1%	4%	2%	7%	3%	4%	-	5%	4%	5%	3%	4%	5%	5%	3%	5%	4%	4%	3%	6%	13%	9%
MON, SEP 14	19	9	8	17	2	2	9	7	1	7	11	6	2	11	5	1	13	6	4	9	16	1	1	2
	5%	5%	5%	5%	4%	3%	4%	7%	2%	3%	8%	4%	3%	6%	4%	1%	7%	4%	5%	5%	5%	2%	3%	2%
TUE, SEP 15	16	7	8	15	2	1	11	5	4	10	3	3	5	8	2	7	8	5	5	6	15	2	-	2
	4%	4%	5%	4%	4%	1%	5%	5%	8%	4%	2%	2%	8%	5%	1%	7%	4%	4%	6%	4%	5%	4%	-	2%
WED, SEP 16	17	9	8	17	-	4	7	4	-	9	6	9	3	4	6	2	9	7	1	9	13	3	1	4
	4%	5%	5%	5%	-	5%	3%	4%	-	4%	5%	6%	5%	2%	5%	2%	5%	5%	1%	5%	4%	8%	3%	6%
THU, SEP 17	20	12	6	19	2	5	11	5	2	9	9	8	4	9	7	7	6	6	6	9	14	4	3	6
	5%	7%	4%	5%	4%	7%	5%	5%	5%	4%	7%	5%	5%	5%	6%	8%	3%	5%	6%	5%	4%	9%	8%	9%
FRI, SEP 18	15	10	4	14	-	4	4	6	3	8	4	7	1	7	5	1	9	7	-	8	12	2	1	3
	4%	5%	2%	4%	-	5%	2%	6%	6%	4%	3%	4%	1%	4%	4%	1%	5%	5%	-	4%	4%	5%	3%	4%
MON, SEP 21	7	4	4	7	-	2	4	2	4	1	3	5	2	1	4	-	3	2	2	3	7	-	1	1
	2%	2%	2%	2%	-	2%	2%	2%	7%	-	2%	3%	3%	-	3%	-	2%	2%	2%	2%	2%	-	2%	1%
TUE, SEP 22	12	3	9	12	-	2	7	2	-	6	6	3	4	5	4	4	5	2	2	7	9	2	2	3
	3%	2%	5%	3%	-	3%	4%	2%	-	3%	5%	2%	6%	3%	3%	4%	3%	2%	3%	4%	3%	4%	5%	5%
WED, SEP 23	2	1	1	1	1	1	1	1	-	1	1	1	-	1	1	1	-	1	-	1	2	-	-	-
	1%	-	-	-	2%	1%	-	1%	-	1%	1%	-	-	1%	1%	1%	-	1%	-	1%	1%	-	-	-
FRI, SEP 25	3	2	1	3	-	-	2	2	1	-	1	1	2	1	1	2	1	2	1	-	2	-	1	1
	1%	1%	-	1%	-	-	1%	2%	2%	-	1%	1%	2%	-	1%	2%	-	2%	1%	-	1%	-	2%	1%
PHONE TYPE																								
LAND	60	37	16	54	5	11	33	13	5	34	20	20	9	30	15	16	27	28	11	20	50	7	3	11
	15%	20%	10%	15%	11%	14%	16%	13%	11%	15%	15%	13%	13%	18%	12%	17%	15%	22%	12%	11%	15%	18%	11%	15%
CELL	292	131	126	257	32	56	144	80	40	151	98	106	54	130	82	64	143	86	69	136	251	21	18	38
	73%	70%	75%	73%	79%	71%	70%	80%	86%	69%	76%	68%	78%	77%	67%	68%	80%	65%	77%	77%	77%	50%	57%	53%
EMAIL	48	18	25	43	4	12	28	8	2	34	12	30	6	10	25	14	8	17	10	20	24	13	10	24
	12%	10%	15%	12%	10%	15%	14%	8%	3%	16%	9%	19%	9%	6%	21%	15%	5%	13%	11%	12%	7%	33%	32%	33%

Table 67-3
QUESTION SAM:
Date./Phone Type.

BANNER 3

		STATUS QUO	GENDER		AGE				2027 PROJECTION			FUTURE CHALLENGES								
	TOTAL	3/3	MEN	WOMEN	18-44	45-54	55-64	65+	EXP-ANSION	FLAT	REC-ESSION	INCR MAT COSTS	ATT-RACT WORK-ERS	UNFAV BIZ CLIM	HLTH COSTS	UNCER-TAINTY	INFL-ATION	TAR-IFFS	INCR WAGES	CAPTL TO INVEST
BASE=TOTAL SAMPLE	400	48	301	99	90	87	123	78	126	144	101	134	121	83	70	61	61	59	38	13
	100%	12%	75%	25%	23%	22%	31%	20%	31%	36%	25%	34%	30%	21%	17%	15%	15%	15%	10%	3%
DATE																				
TUE, AUG 18	25	2	23	2	4	6	7	2	8	9	8	7	7	13	6	8	6	1	2	-
	6%	5%	8%	2%	4%	7%	6%	2%	6%	6%	8%	5%	6%	16%	8%	13%	10%	1%	6%	-
WED, AUG 19	29	5	20	9	8	8	3	8	7	11	8	5	7	2	5	6	4	2	5	2
	7%	10%	7%	9%	9%	9%	2%	10%	6%	7%	8%	4%	6%	3%	7%	10%	6%	3%	12%	17%
THU, AUG 20	17	4	14	3	2	1	7	6	5	8	2	3	5	4	-	3	2	1	-	-
	4%	8%	5%	3%	3%	2%	6%	8%	4%	5%	2%	2%	4%	5%	-	5%	3%	3%	-	-
FRI, AUG 21	17	1	15	2	1	6	8	2	11	4	2	5	5	5	2	2	2	2	1	1
	4%	2%	5%	2%	2%	6%	6%	3%	9%	3%	2%	4%	4%	6%	3%	3%	3%	3%	2%	6%
MON, AUG 24	21	2	17	4	6	4	7	3	8	10	1	5	9	4	1	4	5	2	1	2
	5%	4%	6%	4%	6%	4%	6%	4%	7%	7%	1%	4%	7%	5%	1%	7%	8%	4%	2%	18%
TUE, AUG 25	37	6	21	16	15	6	6	11	8	13	14	8	11	7	4	4	10	9	6	-
	9%	12%	7%	16%	16%	7%	5%	14%	6%	9%	14%	6%	9%	9%	5%	6%	17%	16%	15%	-
WED, AUG 26	18	1	14	4	3	5	4	5	6	3	5	6	3	6	6	4	1	2	2	1
	5%	2%	5%	4%	3%	5%	3%	6%	5%	2%	5%	4%	3%	7%	8%	7%	2%	3%	6%	6%
THU, AUG 27	15	2	11	4	1	7	3	3	4	8	2	5	5	-	1	5	5	1	1	1
	4%	5%	4%	4%	1%	8%	3%	4%	4%	6%	2%	3%	4%	-	2%	9%	8%	2%	3%	5%
FRI, AUG 28	17	1	10	7	2	2	10	2	5	5	5	5	3	3	2	3	2	4	2	1
	4%	3%	3%	7%	3%	2%	8%	2%	4%	3%	5%	3%	3%	4%	2%	6%	4%	7%	4%	6%
MON, AUG 31	18	5	12	5	3	4	6	2	4	4	6	10	5	2	3	-	-	4	3	-
	4%	11%	4%	5%	4%	4%	5%	3%	3%	2%	6%	7%	4%	2%	4%	-	-	7%	8%	-
TUE, SEP 1	20	2	17	3	6	4	5	4	5	8	6	5	5	4	4	1	2	3	5	-
	5%	4%	6%	3%	7%	5%	4%	5%	4%	6%	6%	4%	4%	4%	6%	2%	4%	5%	13%	-
WED, SEP 2	5	-	3	3	-	1	3	1	1	2	3	-	1	-	-	-	1	3	-	2
	1%	-	1%	3%	-	1%	3%	1%	-	1%	3%	-	1%	-	-	-	2%	4%	-	13%
THU, SEP 3	13	-	12	1	2	3	4	3	4	6	3	7	6	5	1	2	1	1	1	-
	3%	-	4%	1%	3%	4%	3%	4%	3%	4%	3%	5%	5%	6%	2%	4%	1%	1%	2%	-
FRI, SEP 4	5	-	4	1	1	2	1	1	2	3	-	1	2	2	1	2	1	-	-	-
	1%	-	1%	1%	1%	3%	1%	1%	1%	2%	-	1%	1%	2%	1%	3%	2%	-	-	-
SAT, SEP 5	1	-	-	1	-	1	-	-	1	-	-	-	1	-	-	-	-	-	-	1
	-	-	-	1%	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	-	-	6%
MON, SEP 7	1	-	1	-	1	-	-	-	-	1	-	-	1	-	1	-	-	-	-	-
	-	-	-	-	1%	-	-	-	-	-	-	-	1%	-	1%	-	-	-	-	-
TUE, SEP 8	4	2	3	1	2	1	1	-	1	1	2	1	1	1	1	-	3	-	-	-
	1%	4%	1%	1%	2%	1%	1%	-	1%	1%	2%	1%	1%	1%	1%	-	4%	-	-	-

Continued

Table 67-3
QUESTION SAM:
Date./Phone Type.

BANNER 3

	TOTAL	STATUS QUO: 3/3	GENDER: MEN	GENDER: WOMEN	AGE: 18-44	AGE: 45-54	AGE: 55-64	AGE: 65+	2027 PROJECTION: EXPANSION	2027 PROJECTION: FLAT	2027 PROJECTION: RECESSION	FUTURE CHALLENGES: INCR MAT COSTS	FUTURE CHALLENGES: ATTRACT WORKERS	FUTURE CHALLENGES: UNFAV BIZ CLIM	FUTURE CHALLENGES: HLTH COSTS	FUTURE CHALLENGES: UNCERTAINTY	FUTURE CHALLENGES: INFLATION	FUTURE CHALLENGES: TARIFFS	FUTURE CHALLENGES: INCR WAGES	FUTURE CHALLENGES: CAPTL TO INVEST
WED, SEP 9	4	-	2	2	1	1	2	1	2	-	1	1	2	1	2	-	-	-	-	-
	1%	-	1%	2%	1%	1%	1%	1%	2%	-	1%	1%	2%	2%	2%	-	-	-	-	-
THU, SEP 10	6	-	6	1	5	-	-	2	1	3	2	3	2	1	1	-	-	2	1	-
	2%	-	2%	1%	5%	-	-	2%	1%	2%	2%	2%	1%	1%	1%	-	-	3%	2%	-
FRI, SEP 11	16	2	10	6	2	5	6	1	9	2	4	6	4	7	4	1	6	1	2	-
	4%	5%	3%	6%	3%	6%	5%	1%	7%	2%	4%	4%	3%	8%	5%	1%	9%	1%	6%	-
MON, SEP 14	19	3	16	3	1	2	8	7	8	4	6	9	8	3	4	2	3	3	-	-
	5%	7%	5%	3%	1%	3%	6%	9%	7%	3%	6%	7%	7%	3%	6%	4%	4%	5%	-	-
TUE, SEP 15	16	-	16	1	6	2	3	6	2	13	2	11	2	3	5	4	2	2	-	-
	4%	-	5%	1%	6%	2%	2%	8%	2%	9%	2%	8%	2%	4%	7%	6%	3%	4%	-	-
WED, SEP 16	17	2	11	6	6	6	4	1	6	5	3	7	5	2	4	2	1	4	1	2
	4%	4%	4%	6%	7%	7%	3%	1%	5%	4%	3%	5%	4%	3%	5%	3%	1%	7%	3%	12%
THU, SEP 17	20	-	15	5	4	4	10	3	6	6	3	7	7	1	5	3	3	4	1	1
	5%	-	5%	6%	4%	4%	8%	4%	5%	4%	3%	5%	6%	1%	7%	6%	5%	6%	4%	6%
FRI, SEP 18	15	4	10	5	1	4	7	1	4	8	2	8	5	2	5	1	-	3	2	-
	4%	8%	3%	5%	2%	4%	6%	2%	3%	5%	2%	6%	4%	2%	8%	1%	-	5%	6%	-
MON, SEP 21	7	1	5	2	2	-	4	1	3	1	4	3	4	2	1	-	1	3	-	-
	2%	2%	2%	3%	2%	-	3%	1%	2%	1%	4%	2%	4%	2%	2%	-	1%	4%	-	-
TUE, SEP 22	12	2	10	2	2	3	3	4	4	7	2	4	5	2	2	3	-	2	1	-
	3%	5%	3%	2%	2%	4%	2%	6%	3%	5%	2%	3%	4%	3%	2%	5%	-	4%	2%	-
WED, SEP 23	2	-	1	1	-	-	2	-	1	1	1	2	-	-	1	-	1	-	-	1
	1%	-	-	1%	-	-	2%	-	1%	1%	1%	2%	-	-	1%	-	1%	-	-	6%
FRI, SEP 25	3	-	3	-	3	-	-	-	1	-	2	1	1	2	-	1	-	1	2	-
	1%	-	1%	-	3%	-	-	-	1%	-	2%	1%	1%	2%	-	1%	-	1%	4%	-
PHONE TYPE																				
LAND	60	6	54	6	13	17	13	17	18	20	18	19	16	13	7	10	8	5	7	2
	15%	13%	18%	6%	15%	20%	10%	21%	14%	14%	18%	14%	13%	16%	11%	17%	13%	9%	17%	13%
CELL	292	39	211	81	70	61	97	55	91	103	74	102	85	53	54	36	45	51	27	8
	73%	81%	70%	82%	77%	70%	79%	71%	72%	71%	73%	76%	71%	64%	77%	59%	74%	87%	71%	64%
EMAIL	48	3	35	12	8	9	13	6	17	22	9	13	20	17	9	15	8	3	5	3
	12%	6%	12%	12%	8%	11%	11%	8%	14%	15%	9%	10%	16%	21%	13%	24%	13%	5%	12%	22%

Table 67-4
QUESTION SAM:
Date./Phone Type.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
BASE=TOTAL SAMPLE	400	196	121	104	82	78	68	202	115	42	40	127	196	74	180	206	195	186	155	154	149	135	198
	100%	49%	30%	26%	20%	19%	17%	51%	29%	10%	10%	32%	49%	18%	45%	52%	49%	46%	39%	38%	37%	34%	49%
DATE																							
TUE, AUG 18	25	18	8	11	8	6	2	10	9	5	1	8	16	1	15	15	11	11	6	6	9	2	11
	6%	9%	6%	10%	10%	8%	2%	5%	8%	12%	2%	7%	8%	2%	9%	7%	6%	6%	4%	4%	6%	2%	6%
WED, AUG 19	29	9	7	4	2	6	3	17	8	3	1	8	14	7	9	12	15	12	10	12	8	10	12
	7%	5%	6%	4%	3%	8%	5%	8%	7%	7%	2%	6%	7%	9%	5%	6%	8%	6%	6%	8%	6%	7%	6%
THU, AUG 20	17	9	4	3	3	5	3	8	5	1	3	8	8	1	9	14	10	8	9	6	10	7	10
	4%	4%	4%	3%	4%	6%	5%	4%	5%	2%	7%	6%	4%	1%	5%	7%	5%	4%	6%	4%	7%	5%	5%
FRI, AUG 21	17	9	4	2	4	2	2	8	3	4	2	5	8	3	8	7	9	8	8	10	8	8	7
	4%	4%	4%	2%	5%	2%	4%	4%	3%	9%	6%	4%	4%	4%	4%	3%	5%	4%	5%	6%	5%	6%	3%
MON, AUG 24	21	6	7	4	3	1	5	7	5	4	3	7	10	4	12	10	7	8	9	7	8	6	9
	5%	3%	6%	4%	4%	2%	7%	3%	4%	10%	8%	6%	5%	5%	7%	5%	3%	4%	6%	5%	5%	4%	4%
TUE, AUG 25	37	22	13	7	4	7	8	23	6	5	3	9	17	11	14	20	14	17	12	11	12	9	19
	9%	11%	11%	7%	4%	9%	12%	11%	6%	12%	8%	7%	9%	15%	8%	10%	7%	9%	8%	7%	8%	7%	10%
WED, AUG 26	18	10	4	4	4	1	3	11	5	2	1	5	7	7	6	7	11	11	5	10	9	6	5
	5%	5%	3%	4%	5%	1%	4%	6%	4%	4%	2%	4%	4%	9%	3%	3%	6%	6%	4%	6%	6%	4%	2%
THU, AUG 27	15	10	6	3	5	-	2	8	4	1	1	4	8	2	6	9	6	7	8	4	4	6	7
	4%	5%	5%	3%	6%	-	3%	4%	4%	3%	3%	3%	4%	3%	3%	4%	3%	4%	5%	3%	3%	4%	4%
FRI, AUG 28	17	10	3	4	3	5	2	11	3	-	2	2	9	5	5	9	11	7	8	5	6	7	9
	4%	5%	3%	4%	4%	6%	2%	6%	3%	-	6%	2%	5%	7%	3%	4%	6%	4%	5%	4%	4%	5%	4%
MON, AUG 31	18	7	8	2	7	4	4	8	7	-	2	7	9	2	8	5	9	8	6	6	8	6	7
	4%	3%	6%	2%	8%	5%	6%	4%	6%	-	5%	6%	4%	3%	5%	2%	5%	4%	4%	4%	5%	4%	3%
TUE, SEP 1	20	8	5	3	4	3	2	11	7	2	-	7	9	3	7	11	10	9	11	8	8	11	12
	5%	4%	4%	2%	5%	4%	3%	5%	6%	5%	-	5%	5%	4%	4%	5%	5%	5%	7%	5%	5%	8%	6%
WED, SEP 2	5	2	1	2	2	-	-	4	1	1	-	1	3	1	2	2	2	2	1	2	1	2	2
	1%	1%	1%	2%	3%	-	-	2%	1%	2%	-	1%	2%	2%	1%	1%	1%	1%	-	1%	1%	2%	1%
THU, SEP 3	13	8	4	7	3	3	3	4	5	2	2	6	4	3	7	6	6	7	2	4	6	3	7
	3%	4%	4%	6%	4%	4%	4%	2%	4%	5%	4%	5%	2%	4%	4%	3%	3%	4%	1%	3%	4%	3%	3%
FRI, SEP 4	5	2	1	2	2	2	2	1	3	1	-	2	3	-	4	2	2	2	1	4	2	2	3
	1%	1%	1%	2%	2%	2%	2%	-	3%	2%	-	1%	2%	-	2%	1%	1%	1%	-	3%	1%	1%	2%
SAT, SEP 5	1	-	1	1	-	-	-	-	-	-	1	-	1	-	1	1	1	1	-	-	1	1	1
	-	-	1%	1%	-	-	-	-	-	-	2%	-	-	-	-	-	-	-	-	-	1%	1%	-
MON, SEP 7	1	-	1	1	1	-	-	-	1	-	-	-	1	-	1	-	1	-	-	-	-	1	-
	-	-	1%	1%	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TUE, SEP 8	4	1	2	1	-	-	-	2	1	1	-	1	1	2	2	3	3	3	3	2	1	3	2
	1%	-	2%	1%	-	-	-	1%	1%	3%	-	1%	-	3%	1%	1%	2%	2%	2%	1%	1%	2%	1%

Continued

Table 67-4
QUESTION SAM:
Date./Phone Type.

BANNER 4

		GROWTH DRIVERS						OPEN POSITIONS				DIFFICULTY ATTRCT CAND			HIRING + DIFF	COMPANY KNOWN FOR							ATTRACT/ RETAIN (8-10)	
	TOTAL	NEW CUST/ MKT	HIR- ING	INCR- EASE PROD	NEW PROD	PLAN- NING	AUTO- MATION	NO/0%	1-5%	6-10%	10% OR MORE	VERY	SMWT	TOT NOT	TOT YES	WRK- LFE BAL	COMP SALARY	SAFE ENVIR	FLEX SHIFTS	BEN- EFITS	IND- STRY LEAD- ER	CAREER GRWTH	EITHER OR
WED, SEP 9	4	1	1	-	1	1	2	2	1	1	-	1	2	-	2	2	1	1	1	1	1	3	2
	1%	1%	1%	-	2%	1%	2%	1%	1%	3%	-	1%	1%	-	1%	1%	1%	-	1%	1%	1%	2%	1%
THU, SEP 10	6	1	2	2	-	3	3	4	2	-	1	4	2	1	2	2	3	2	1	2	2	1	5
	2%	1%	1%	1%	-	3%	5%	2%	1%	-	2%	3%	1%	1%	1%	1%	2%	1%	1%	2%	1%	1%	2%
FRI, SEP 11	16	7	6	5	3	9	5	3	8	3	2	5	10	1	13	7	6	6	9	7	6	6	8
	4%	4%	5%	5%	4%	11%	8%	2%	7%	7%	6%	4%	5%	1%	7%	3%	3%	3%	6%	5%	4%	5%	4%
MON, SEP 14	19	10	6	10	2	7	2	13	3	-	2	7	10	2	5	9	7	10	8	4	5	6	12
	5%	5%	5%	9%	3%	9%	4%	7%	3%	-	4%	5%	5%	3%	3%	4%	3%	5%	5%	3%	3%	4%	6%
TUE, SEP 15	16	6	6	8	-	3	1	13	-	1	2	4	12	1	4	7	10	7	6	6	5	7	13
	4%	3%	5%	8%	-	4%	1%	6%	-	3%	6%	3%	6%	1%	2%	3%	5%	4%	4%	4%	3%	5%	7%
WED, SEP 16	17	8	5	5	4	1	4	8	5	3	1	6	7	2	9	9	10	10	6	8	9	5	6
	4%	4%	4%	5%	5%	1%	7%	4%	4%	7%	4%	4%	4%	3%	5%	5%	5%	5%	4%	5%	6%	4%	3%
THU, SEP 17	20	7	2	6	5	2	2	9	9	1	1	5	12	3	9	14	11	9	8	8	8	7	8
	5%	4%	2%	6%	6%	3%	3%	5%	8%	2%	3%	4%	6%	5%	5%	7%	5%	5%	5%	5%	5%	5%	4%
FRI, SEP 18	15	9	5	5	5	3	1	7	7	-	1	5	4	6	5	10	5	9	5	5	5	3	9
	4%	5%	4%	5%	6%	4%	1%	4%	6%	-	2%	4%	2%	8%	3%	5%	3%	5%	3%	3%	4%	2%	5%
MON, SEP 21	7	3	2	2	1	3	4	1	3	-	4	6	1	1	6	7	6	5	2	6	3	4	4
	2%	2%	1%	2%	2%	4%	5%	-	2%	-	11%	5%	-	1%	3%	3%	3%	3%	1%	4%	2%	3%	2%
TUE, SEP 22	12	7	5	2	3	1	-	6	3	1	2	4	6	2	6	7	6	6	7	6	4	4	5
	3%	4%	4%	2%	4%	1%	-	3%	3%	2%	6%	3%	3%	3%	4%	3%	3%	3%	4%	4%	3%	3%	3%
WED, SEP 23	2	1	-	1	1	-	1	1	1	-	-	1	1	-	1	1	1	1	1	1	1	-	1
	1%	1%	-	1%	1%	-	1%	1%	1%	-	-	1%	1%	-	-	1%	-	-	-	-	-	-	-
FRI, SEP 25	3	2	-	-	1	1	2	2	1	-	-	-	1	2	1	1	-	2	2	2	-	-	2
	1%	1%	-	-	1%	1%	3%	1%	1%	-	-	-	-	3%	-	-	-	1%	1%	1%	-	-	1%
PHONE TYPE																							
LAND	60	23	15	12	16	11	12	30	16	10	5	19	29	11	29	31	30	26	25	19	29	22	28
	15%	12%	13%	12%	19%	14%	18%	15%	14%	24%	12%	15%	15%	14%	16%	15%	15%	14%	16%	13%	20%	16%	14%
CELL	292	140	90	70	52	49	43	163	76	21	31	92	138	60	116	145	143	137	116	124	100	101	146
	73%	71%	75%	67%	64%	63%	63%	81%	66%	49%	78%	73%	70%	81%	65%	71%	73%	73%	75%	80%	67%	75%	74%
EMAIL	48	33	15	22	14	18	13	9	23	12	4	15	29	3	35	30	22	24	15	11	19	12	24
	12%	17%	13%	21%	17%	23%	19%	5%	20%	27%	10%	12%	15%	5%	20%	15%	11%	13%	10%	7%	13%	9%	12%

Table 67-5
QUESTION SAM:
Date./Phone Type.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
BASE=TOTAL SAMPLE	305	54	50	50	51	50	50
	100%	18%	16%	16%	17%	16%	16%
DATE							
TUE, AUG 18	14	1	2	2	5	2	1
	5%	3%	4%	3%	10%	5%	3%
WED, AUG 19	26	6	6	7	3	2	1
	8%	10%	13%	13%	7%	5%	3%
THU, AUG 20	19	1	6	5	2	-	6
	6%	1%	13%	10%	3%	-	11%
FRI, AUG 21	19	2	4	5	1	2	4
	6%	4%	8%	10%	2%	5%	8%
MON, AUG 24	18	2	2	-	3	7	4
	6%	4%	4%	-	5%	14%	8%
TUE, AUG 25	21	6	6	2	3	-	4
	7%	12%	13%	3%	5%	-	8%
WED, AUG 26	13	2	2	2	2	2	3
	4%	4%	4%	3%	3%	5%	6%
THU, AUG 27	9	1	2	-	4	2	-
	3%	1%	4%	-	8%	5%	-
FRI, AUG 28	8	1	-	-	1	5	1
	3%	3%	-	-	2%	9%	3%
MON, AUG 31	18	4	4	-	3	5	3
	6%	6%	8%	-	5%	9%	6%
TUE, SEP 1	14	4	2	3	3	-	3
	5%	6%	4%	7%	5%	-	6%
WED, SEP 2	8	1	-	2	2	-	4
	3%	1%	-	3%	3%	-	8%
THU, SEP 3	14	4	2	-	4	2	1
	5%	8%	4%	-	8%	5%	3%
FRI, SEP 4	5	1	-	2	-	2	-
	2%	1%	-	3%	-	5%	-
SAT, SEP 5	1	1	-	-	-	-	-
	-	1%	-	-	-	-	-
MON, SEP 7	1	-	-	-	1	-	-
	-	-	-	-	2%	-	-
TUE, SEP 8	4	-	2	-	2	-	-
	1%	-	4%	-	3%	-	-

Continued

Table 67-5
QUESTION SAM:
Date./Phone Type.

BANNER 5

		GREATER MN					
		REGION					
	TOTAL	IF INIT	NORTH -LAND	NW MN	SOUTH MN	SW INIT	WEST CENT INIT
WED, SEP 9	2	1	-	-	1	-	-
	1%	1%	-	-	2%	-	-
THU, SEP 10	2	-	-	2	-	-	-
	1%	-	-	3%	-	-	-
FRI, SEP 11	17	3	2	5	2	2	3
	5%	5%	4%	10%	3%	5%	6%
MON, SEP 14	3	2	-	-	1	-	-
	1%	4%	-	-	2%	-	-
TUE, SEP 15	6	1	-	-	3	2	-
	2%	3%	-	-	5%	5%	-
WED, SEP 16	14	2	2	-	3	7	-
	4%	4%	4%	-	5%	14%	-
THU, SEP 17	8	1	-	-	3	-	4
	3%	3%	-	-	5%	-	8%
FRI, SEP 18	10	1	-	2	2	2	3
	3%	3%	-	3%	3%	5%	6%
MON, SEP 21	1	1	-	-	-	-	-
	-	3%	-	-	-	-	-
TUE, SEP 22	9	4	-	2	2	-	1
	3%	8%	-	3%	3%	-	3%
WED, SEP 23	6	1	-	5	-	-	-
	2%	1%	-	10%	-	-	-
THU, SEP 24	7	-	2	2	-	2	1
	2%	-	4%	3%	-	5%	3%
FRI, SEP 25	11	-	2	5	-	2	1
	4%	-	4%	10%	-	5%	3%
PHONE TYPE							
LAND	43	7	4	15	9	2	6
	14%	13%	8%	30%	17%	5%	11%
CELL	215	36	40	32	31	39	39
	71%	66%	79%	63%	60%	77%	78%
EMAIL	47	11	6	3	12	9	6
	16%	21%	13%	7%	23%	18%	11%