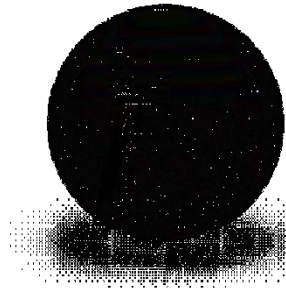


ATTACHMENT A

RURAL ESTABLISHMENT INNOVATION SURVEY



National Survey of Business Competitiveness



Sponsored by:

**Economic Research Service
US Department of Agriculture**

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1. What is your job title?

_____ job title

2. Approximately what year did the business at this location begin operating?

_____ year

3. What is the main product or service at this business location?

[Large empty rounded rectangular box for text entry]

4. Does this business have only one location or more than one location?

₁ Only one location → Skip to question 5

₂ More than one location

4a. (If more than one location) Is this location the business’s headquarters or is it a branch location?

₁ Headquarters

₂ Branch location

5. How important is each of these factors for locating this business in this community? (Check the appropriate level of importance for each factor.)

| Factor | Not important | Somewhat important | Very important | Not applicable | Don't know |
|---|--|--|--|--|--|
| | ▼ <input type="checkbox"/> ₁ | ▼ <input type="checkbox"/> ₂ | ▼ <input type="checkbox"/> ₃ | ▼ <input type="checkbox"/> ₄ | ▼ <input type="checkbox"/> ₅ |
| a. Owner-ties to area..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| b. Availability of low-cost labor | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| c. Available skilled labor pool..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| d. Access to transportation | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| e. Access to broadband or high speed internet ... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| f. Access to material inputs | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| g. Access to customers | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| h. Government incentives | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| i. Low taxes | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| j. Strong or growing local economy..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |

5a. How important is each of these factors for making this community an attractive place to work?
(Check the appropriate level of importance for each factor.)

| Factor | Not important | Somewhat important | Very important | Not applicable | Don't know |
|---|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| | ▼ | ▼ | ▼ | ▼ | ▼ |
| a. Opportunities for outdoor recreation | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| b. Scenic beauty (e.g., natural or architectural) ... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| c. Climate..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| d. Access to arts and entertainment | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| e. Quality of local schools..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| f. Access to health care..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |

6. What was the average number of employees on your payroll in 2012, including all full-time and part-time workers at this location?

_____ # of employees

6a. Were there workers at this business, NOT ON YOUR PAYROLL in 2012, such as independent contractors, or temporary workers?

- ₁ Yes
₂ No → **Skip to question 7**

6b. (If yes) What was the average number of such workers in 2012?

_____ # of workers

7. During the past 12 months, did this business...

| | Yes | No |
|---|---------------------------------------|---------------------------------------|
| | ▼ | ▼ |
| a. Offer a health insurance option for any employees | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Offer a retirement plan | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Pay for employee education, professional development or training | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. Offer paid maternity, paternity, or family leave | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| e. Have an employee-ownership plan..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| f. Offer paid time off for employees to volunteer..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

8a. How many employees are managers at this location? *(Managers are workers who direct or oversee operations.)*

_____ # of managers

8b. How many employees are professionals? *(Professionals are employees such as engineers, or accountants)*

_____ # of professionals

9. For 2012, what is your best estimate of the average hourly wage for non-salaried workers at this location?

_____ average hourly wage

Check here if you do not have any non-salaried workers.

10. In 2012, at this location, what percent of employees were in the following occupational categories? (Please answer in either number of employees or in percents. Percent should equal 100%.)

| Occupational category | Number of Employees ▼ | Percent of Employees ▼ |
|---|-----------------------------|------------------------------|
| a. Management and professional | | _____ % |
| b. Services | | _____ % |
| c. Sales and office support | | _____ % |
| d. Natural resources, construction, and maintenance | | _____ % |
| e. Production, transportation, and material moving | _____ | _____ % |
| | | = 100% |

10a. For each occupational category what was the minimum educational level needed in 2012? (Check the appropriate level of education for each occupational category.)

| Occupational category | Less than high school or no specific education ▼ | At least HS diploma or GED ▼ | At least Assoc degree/ vocational certification ▼ | At least four-year college degree ▼ | More than four-year college degree ▼ |
|--|--|---------------------------------------|---|---|--|
| a. Management and professional | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| b. Services | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| c. Sales and office support | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| d. Natural resources, construction, and maintenance | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| e. Production, transportation, and material moving | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |

11. Is any part of the workforce unionized or covered by a collective bargaining agreement?

₁ Yes

₂ No

12. In the last 3 years, how difficult has it been to find qualified applicants for your workforce, not including managers and professionals?

₁ Very difficult

₂ Somewhat difficult

₃ Not difficult → Skip to question 13

12a. (If very or somewhat difficult) Why has it been difficult to find qualified applicants for your workforce? Is it...

| | Yes ▼ | No ▼ |
|--|---------------------------------------|---------------------------------------|
| a. Quality of the labor pool | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Increases in required skills and knowledge..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Insufficient number of workers available locally | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. Limited interest among job seekers for openings at this business..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

13. Does this business have written position descriptions?

- ₁ Yes
- ₂ No → Skip to question 14

13a. Are training requirements documented in those position descriptions?

- ₁ Yes
- ₂ No → Skip to question 14

13b. Does this business track whether employees complete or if they have already completed these training requirements?

- ₁ Yes
- ₂ No

14. Are the following technologies currently used at this business?

| | Yes ▼ | No ▼ | |
|---|---------------------------------------|---------------------------------------|------------------------------|
| a. Personal computers/laptops, not including smartphones..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | → If no, skip to question 17 |
| b. Broadband or high speed internet | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| c. Sale of products or services over the internet (e-commerce) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| d. Supplies purchased over the internet (e-procurement) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| e. Web advertising..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| f. Direct e-mail marketing..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| g. Social media (e.g., LinkedIn or Facebook) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| h. Business issued smartphones to employees..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| i. RFID readers, barcode or optical scanners (e.g., Radio Frequency Identification) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| j. Computer software specifically designed for your business or industry | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| k. An integrated enterprise resource planning system (e.g., SAP or Microsoft Dynamics, or Oracle Applications that include accounting, logistics, human resources, sales management, along with other functions)..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| l. Stand alone supply chain, logistics management software | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| m. Stand alone customer relationship management software | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |

15. What percent of the sale of products or services comes from the internet?

Check here if you do not sell any products or services over the internet.

_____ % of sales from internet

16. What percent of your workforce, not including managers and professionals, uses computers on a daily basis?

_____ % of workforce use a computer

17. Which of the following factors have limited this business's use of information and communications technology?

| | Yes ▼ | No ▼ |
|--|---------------------------------------|---------------------------------------|
| a. The cost of equipment and software | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. The cost of information and communications services | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Lack of access to adequate broadband or high speed internet | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. Lack of knowledge | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| e. Difficulty integrating new technologies into the current way you do business | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

18. Businesses obtain information about new opportunities or new ways of doing things from many sources. Which sources have been most valuable for this firm?

| Sources of new information | Not at all valuable ▼ | Somewhat valuable ▼ | Very valuable ▼ |
|--|---------------------------------------|---------------------------------------|---------------------------------------|
| | a. Suppliers | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Customers | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| c. Other business people in your industry | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| d. Other business people NOT in your industry | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| e. Business/trade association conferences or publications | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| f. Your own employees | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| g. Media (e.g., newspapers, television, internet) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| h. Private consultants | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| i. University extension, community colleges, or business schools ... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |

19. Of the sources identified as *very valuable*, where are they located?

| | In your community ▼ | Outside community within a reasonable drive ▼ | Beyond a reasonable drive ▼ | Not Applicable ▼ |
|---|---------------------------------------|--|---------------------------------------|---------------------------------------|
| a. Suppliers providing valuable information | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| b. Customers providing valuable information | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| c. Other business people in your industry providing valuable information | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| d. Other business people NOT in your industry providing valuable information | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |

20. Approximately what percent of 2012 final shipments or billed services went to customers...
(Total should equal 100%.)

Check here if you did not have any sales in 2012.

- a. Locally, within a reasonable drive _____ %
 - b. Beyond a reasonable drive in the United States _____ %
 - c. Internationally _____ %
- = 100%**

21. Was this location in business in 2007?

₁ Yes

₂ No → Skip to question 22

21a. What is your best guess of the percent of 2007 final shipments or billed services that went to customers... *(Total should equal 100%.)*

Check here if you did not have any sales in 2007.

- a. Locally, within a reasonable drive _____ %
 - b. Beyond a reasonable drive in the United States _____ %
 - c. Internationally _____ %
- = 100%**

22. In 2012, what percent of goods and services sold by this business were sold to... *(Total should equal 100%.)*

Check here if you did not have any sales in 2012.

- a. Other businesses _____ %
 - b. Government _____ %
 - c. Individuals..... _____ %
- = 100%**

23. Is the current market for your products or services...

₁ Growing

₂ Stable

₃ Declining

₄ Mixed (i.e., some are declining, others growing)

₅ Uncertain

24. Does this business require employees to document good work practices and lessons learned?

₁ Yes

₂ No

25. How often does this business monitor customer satisfaction through analysis of complaints, customer satisfaction surveys, focus groups, or other methods?

- ₁ Never
- ₂ Occasionally
- ₃ Regularly

26. How often are processes changed to fix problems identified through customer complaints?

- ₁ Never
- ₂ Occasionally
- ₃ Regularly

27. In the last 3 years did this business...

| | Yes ▼ | No ▼ | Not applicable ▼ |
|---|---------------------------------------|---------------------------------------|---------------------------------------|
| a. Produce any new or significantly improved goods | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| b. Provide any new or significantly improved services | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| c. Introduce new or significantly improved methods of manufacturing or producing goods or services | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| d. Introduce new or significantly improved logistics, delivery, or distribution methods for your inputs, goods, or services | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| e. Introduce new or significantly improved support activities for your processes | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| f. Introduce new or significant improvements in your marketing methods | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |

28. In the last 3 years, did this business have any improvement or innovation activities that were...

| | Yes ▼ | No ▼ |
|--------------------|---------------------------------------|---------------------------------------|
| a. Abandoned | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Incomplete..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

29. Did you check “Yes” to any answers in question 27 or question 28?

- ₁ Yes → Skip to question 30 on the next page
- ₂ No

29a. Please tell us why improvement or innovation activities have not been necessary or possible.

If you answered ‘yes’ to question 29, continue to question 30 on the next page.

If you answered ‘no’ to question 29 and answered 29a, skip to question 35 on page 11.

30. In 2012, did this business sell any new or significantly improved goods or services with the following improvements?

| | Yes ▼ | No ▼ |
|-----------------------------------|---------------------------------------|---------------------------------------|
| a. Improved performance | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. More user-friendly..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Reduced costs..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. New features | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| e. New service capabilities | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

31. In the last 3 years, did this business start selling any new or significantly improved goods or services before your competitors in at least one of your markets? (Include a product even if it was available in another market.)

- ₁ Yes
- ₂ No
- ₃ Uncertain

32. In 2012, what percent of this business's sales came from new or significantly improved goods or services? (If none, enter zero.)

_____ %

33. In the last 3 years, did this business engage in any of the following innovation-related activities?

| | Yes ▼ | No ▼ |
|---|---------------------------------------|---------------------------------------|
| a. In-house research and development (R&D) to increase knowledge or devise innovations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Purchase research and development (R&D) from research organizations or other branches of this business | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Conduct in-house design activities to improve aesthetics of product or packaging..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. Purchase design services | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| e. Purchase machinery, equipment, computers or software to implement innovations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| f. Purchase or license patents or inventions to implement innovations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| g. Purchase knowledge or expertise to implement innovations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| h. Plan, engineer, design, or conduct other development work to implement innovations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| i. Train staff to develop or introduce innovations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| j. Market research, advertising, and other marketing activities linked to implementing innovations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

34. In the current environment, if excess cash were available, how likely is it that these funds would be used to...

| | Not at all likely ▼ | Probably ▼ | Most definitely ▼ |
|---|---------------------------------------|---------------------------------------|---------------------------------------|
| a. Provide additional training of employees | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| b. Repay debt..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| c. Provide a reserve or cushion | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| d. Fund additional innovation projects | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| e. Fund additional investment projects, such as replacing old equipment or for expansion | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |

35. Does this business produce products or provide services in any of the five green sectors?

| | Yes ▼ | No ▼ |
|--|---------------------------------------|---------------------------------------|
| a. Produce renewable energy | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Increase energy efficiency..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Conserve natural resources..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. Prevent, reduce, or clean up pollution..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| e. Produce clean transportation fuels..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

36. In the last 3 years did this business participate in any patent applications?

- ₁ Yes
- ₂ No → **Skip to question 37**
- ₃ Don't know → **Skip to question 37**

36a. In the last 3 years how many patent applications did this business participate in?

_____ # of patent applications

36b. In the last 3 years how many patent applications were successful?

_____ # of successful patent applications

37. In the last 3 years did this business...

| | Yes ▼ | No ▼ |
|--|---------------------------------------|---------------------------------------|
| a. Register an industrial design | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Register a trademark | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Produce materials eligible for copyright | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. Use trade secret protections (e.g. non-disclosure agreements, non-compete clauses or sought remedies for misappropriation) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

38. During the economic recession (2008-2009) period, to what extent did this business commit resources to innovate?

- ₁ Increased resources for innovation activities
- ₂ There was no change in innovation resources
- ₃ Delayed or decreased resources for innovation
- ₄ Not applicable, e.g. not in business at that time

39. Compared to 2012, in this current year (2013) would you say resources for innovation at this business have been...

- ₁ Increased
- ₂ Kept the same
- ₃ Decreased

40. Over the last three years has this business...

| | Yes ▼ | No ▼ |
|--|---------------------------------------|---------------------------------------|
| a. Increased variety of goods or services offered | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Increased market share or entered new markets | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Begun exporting goods or services..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. Reduced time to respond to customer needs..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| e. Improved flexibility of production or service provision | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| f. Increased capacity of production or service provision | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| g. Reduced labor costs per unit output..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| h. Reduced materials and energy required per unit output | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| i. Improved employee satisfaction/reduced worker turnover | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

41. The following is a list of factors related to this business's location. For each one please tell us how much of a problem it is for this business's ability to compete.

| Factor | Not a problem ▼ | A minor problem ▼ | A major problem ▼ |
|---|---------------------------------------|---------------------------------------|---------------------------------------|
| a. Zoning or development regulations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| b. Vitality of local economy | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| c. Access to financial, legal, and other business services | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| d. Access to equipment and software suppliers | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| e. Access to training courses | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| f. Access to transportation/freight forwarding facilities and services..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| g. Availability of broadband or high speed internet | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| h. Local availability of mobile or cellular service..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| i. Local roads and bridges | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| j. Cost of facilities and land | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| k. Attractiveness of area to managers and professionals | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| l. Quality of primary and secondary schools | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| m. Environmental regulations | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| n. State and local tax rate..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |

42. How involved in promoting business are the following institutions in your community?

| | Not at all active/ Not present ▼ | Somewhat active ▼ | Very active ▼ | Don't know ▼ |
|---|---|---------------------------------------|---------------------------------------|---------------------------------------|
| a. Local government development effort | | | | |
| 1. Village, town or city..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| 2. County..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| 3. Regional or multi-county..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| b. Business association (e.g., Chamber of Commerce) ... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| c. College, university or extension support for local business | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| d. Community foundations or nonprofit organizations ... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| e. Local investors | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |
| f. Banks..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ |

42a. How much civic leadership does THIS business provide in the community?

- ₁ None
- ₂ Some
- ₃ A lot

43. Do you have a good understanding of the decisions that led to the founding of this business?

- ₁ Yes
- ₂ No → **Skip to question 44 on the next page**

43a. (If Yes) Was the business originally founded around a new or customized product or service that was created by one of the founders of the business?

- ₁ Yes
- ₂ No → **Skip to question 44 on the next page**
- ₃ Don't know → **Skip to question 44 on the next page**

43b. (If Yes) Thinking about this new or customized product or service, why was it originally developed?

- ₁ One of the founders created it for personal use
- ₂ One of the founders created it for use at a previous job or business
- ₃ One of the founders identified a business opportunity

44. The final section of the survey is to assess which types of government or government-sponsored programs are the most helpful to businesses. If you used, please rate how important each program has been for this business in the last 3 years.

| Program | Used? | | If Used, how important was this program? | | |
|---|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|
| | Yes | No | Not Important | Somewhat Important | Very Important |
| | ▼ | ▼ | ▼ | ▼ | ▼ |
| a. Direct loans from a government agency (e.g., USDA B&I Direct Loan) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| b. Government insurance or guarantee for loans (e.g., SBA 7(a) Loan Program) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| c. Revolving loan funds run by a nonprofit or government organization | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| d. Tax incentives by state and/or local government, including enterprise zones, urban revitalization areas, Tax Increment Financing districts | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| e. Government-assisted industrial parks or business incubators | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| f. Government-funded technology assistance programs | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| g. Government-assisted worker-training programs | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| h. National Innovation Marketplace | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |

45. Did this business try to borrow money for any purpose over the past three years?

- ₁ Yes
- ₂ No → Skip to question 47 on the next page
- ₃ Don't know → Skip to question 47 on the next page

45a. Please indicate the sources you tried to borrow from below. If you did try to borrow money from a source, how much of the funding did you receive?

| | Tried to borrow \$? | | If Yes, amount received? | | |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| | Yes | No | All | Some | None |
| | ▼ | ▼ | ▼ | ▼ | ▼ |
| a. Commercial bank | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| b. Savings & Loan or credit union | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| c. Finance or leasing company | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| d. Insurance or mortgage company | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| e. Family or friends | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| f. Federal, state or local government | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| g. Credit or advance from a customer | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| h. Angel capital funding | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| i. Venture capital funding | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| j. Personal sources of funds (other than credit cards) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| k. Personal home equity loan | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| l. Other personal loan | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ |
| m. Personal credit card | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | | | |

46. How were the funds this business borrowed or wanted to borrow to be used?

| | Yes ▼ | No ▼ |
|--|---------------------------------------|---------------------------------------|
| a. Cash flow or operating costs | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| b. Real estate or structures | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| c. Replacement of old industrial plant location, equipment or vehicles | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| d. Investment in additional plant, equipment or vehicles | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| e. Repayment of debt | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| f. Reserve or cushion | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| g. Inventory | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| h. Fund innovation projects..... | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |
| i. Investment in intangible assets such as branding, training, or design | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ |

47. Over the past 3 years, were business profits (retained earnings) used to finance the business?

- ₁ Yes
- ₂ No → Skip to question 48

47a. Compared with borrowed funds, how important were business profits for funding investment?

- ₁ More important
- ₂ Less important
- ₃ Equally important
- ₄ Don't know/Not applicable

48. Which of the following best describes your current position?

- ₁ Mid level manager
- ₂ Senior manager
- ₃ Executive/owner
- ₄ Other, please describe: _____

49. Which statement best describes your familiarity with how innovation is carried out in this business?

- ₁ Not familiar
- ₂ Slightly familiar
- ₃ Moderately familiar
- ₄ Strongly familiar
- ₅ Completely familiar

50. What is your gender?

₁ Male

₂ Female

51. How long have you been employed at this business?

_____years employed

52. That is my last question. If you have any additional comments about this survey or innovation in general, please write them in the box below.

Thank you!!

Please return your completed questionnaire to:

**National Survey of Business Competitiveness
Social & Economic Sciences Research Center
Washington State University
PO Box 641801
Pullman, WA 99164-1801**