ATTACHMENT C

SCREEN SHOTS OF THE RURAL ESTABLISHMENT INNOVATION SURVEY INTERNET APPLICATION

The The Social & Economic Science Research Center at Washington State University are collecting data on behalf of the Department of Agriculture to examine the challenges firms are facing in today's economy. We hope to learn what successes and/or difficulties companies throughout the United States have introducing new products or services, and finding skilled labor, financing, or other inputs needed to remain competitive in national and global markets.

The results from this study will be used by the Department of Agriculture to enhance its programs aimed at making U.S. businesses more resilient. The results will also be shared with Congress and other Federal and State agencies that assist businesses.

I hope you will take the time to complete the questionnaire. Gaining a full understanding of the challenges U.S. firms are facing in the global economy depends upon you and others like yourself. Your responses will be kept strictly confidential and your name will not be connected to your answers in any way.

If you have any questions about this effort, or would prefer to participate by telephone, please feel free to contact me by phone at 1-800-833-0867 or by email at sesrcweb7@wsu.edu.

Thank you in advance for your help. We appreciate it very much.

Sincerely,

Danna L. Moore Ph.D. Interim Director, SESRC

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Competitiveness will only be used for statistical research purposes and reported in summary form. Your name and that of the business you represent will not be connected to your answers in any
way. In accordance with the Confidential Information Protection provisions of Title V, Subtitle A, Public Law 107-347 and other applicable Federal laws, individual responses will be kept confidential
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Question 1 of 52

What is your job title?

job title

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Question 2 of 52

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

Year

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

- Only one location
- More than one location

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Ouestion 4a of 52

Is this location the business's headquarters or is it a branch location?

- Headquarters
- Branch location

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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
Owner-ties to area	0	0	0	0	0
Availability of low-cost labor	(c)	((C)	O	0
Available skilled labor pool	0	•	0	0	0
Access to transportation			©	0	0
Access to broadband or high speed internet	•	0	0	0	0
Access to material inputs			©	0	0
Access to customers	0	0	0	0	0
Government incentives		©	0	0	0
Low taxes	•	•	0	•	0
Strong or growing local economy	(c)		©		0
			<< Back Ne	xt >>	

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.) Somewhat Not Very Not Don't **Factor** important important important applicable know Opportunities for outdoor recreation 0 Scenic beauty (e.g., natural or architectural) 0 Climate 0 0 0 0 0 Access to arts and entertainment 0 0 0 0 0 Quality of local schools 0 0 0 0 0 Access to health care 0 0 0 0 0 << Back Next >>

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estion 6 of 52 What was the average number of employees on your payroll in 2012, including all full-time and part-time workers at this location? o 1 o 2 3 4 o 5 $_{\odot}$ More than 5 \rightarrow How many? << Back Next >>

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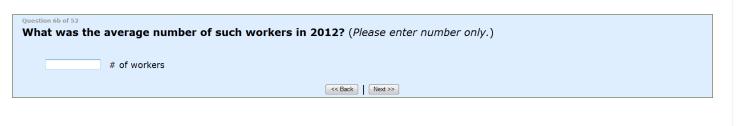
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Were there workers at this business NOT ON YOUR PAYROLL in 2012, such as independent contractors, or temporary workers? Yes No << Back Next >>

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Question 8a of 52

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

of managers

**CBack | Next>>>

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Question 8b of 52
How many employees are professionals? (Professionals are employees such as engineers, or accountants.)
(
of professionals
" of process, and
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Question 9 of 52 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.
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In 2012, at this location, what percent either number of employees or in percents.				owing occupational categories? (Please answer in
Occupational category	Number of Employees		Percent of Employees	
Management and professional			%	
Services			%	
Sales and office support			%	
Natural resources, construction, and maintenance			%	
Production, transportation, and material moving			%	
		Total =	%	
		<<	Back Next >>	

Question 10a of 52 For each occupational category what was the minimum educational level needed in 2012? (Check the appropriate level of education for each occupational category.) More than Less than At least At least high school At least four-year Assoc degree/ four-year **Occupational category** or no specific HS diploma vocational college college education or GED certification degree degree Management and professional 0 0 0 Services 0 0 Sales and office support 0 0 0 0 Natural resources, construction, and 0 0 0 0 0 maintenance Production, transportation, and 0 0 0 0 0 material moving << Back Next >>

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Ouestion 11 of 52 Is any part of the workforce unionized or covered by a collective bargaining agreement? Yes No << Back Next >>

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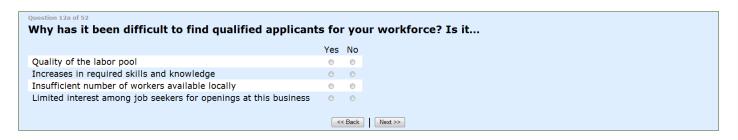
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Question 12 of 52

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

- Very difficult
- Somewhat difficult
- Not difficult

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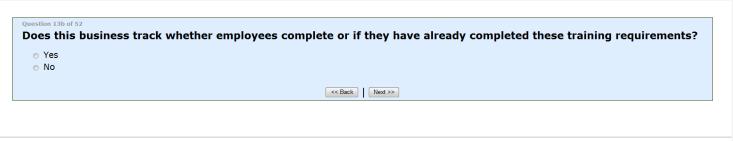


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Are training requirements documented in those position descriptions? Yes ⊚ No << Back Next >>



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Question 14a of 52
Does this business currently use personal computers/laptops, not including smartphones?
Yes No
© NO
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	Vaa	Na
Broadband or high speed internet		No
- '	0	0
Sale of products or services over the Internet (e-commerce)	0	0
Supplies purchased over the internet (e-procurement)	0	0
Web advertising	0	0
Direct e-mail marketing	0	0
Social media (e.g., LinkedIn or Facebook)	0	
Business issued smartphones to employees	0	0
RFID readers or optical scanners (i.e., Radio Frequency Identification)	0	0
Computer software specifically designed for your business or industry	0	0
An integrated enterprise resource planning system (e.g., SAP or Microsoft Dynamic or Oracle Applications that include accounting, logistics, human resources, sales management, along with other functions)	S, (a)	0
Stand alone supply chain, logistics management software	0	0
Stand alone customer relationship management software	0	0



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Question 16 of 52 What percent of your workforce, not including managers and professionals, uses computers on a daily basis?	
% of workforce use a computer	
<< Back Next >>	

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Question 17 of 52		
Which of the following factors have limited this business's	use	of i
	Yes	No
The cost of equipment and software	0	0
The cost of information and communications services	0	0
Lack of access to adequate broadband or high speed internet	0	0
Lack of knowledge	0	0
Difficulty integrating new technologies into the current way you do business	0	0
<< Back	Next	>>

Sources of new information	Not at all valuable	Somewhat valuable	Very valuable
Suppliers	O	© Valuable	O
Customers	©	©	0
Other business people in your industry	0	0	0
Other business people NOT in your industry	6	6	0
Business/trade association conferences or publications	0	0	0
Your own employees	0	6	0
Media (e.g., newspapers, television, internet)	0	0	0
Private consultants	©		0
University extension, community colleges, or business schools	0	0	0

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	In your community	Outside community within a reasonable drive	Beyond a reasonable drive	Not Applicable
Suppliers providing valuable information	0	0	•	0
Customers providing valuable information	©	0		©
Other business people in your industry providing valuable information	•	•	•	•
Other business people NOT in your industry providing valuable information	©	0	©	©

Check here if you did not have any sales in .	2012.
ocally, within a reasonable drive	%
eyond a reasonable drive in the United States	%
ternationally	%
	=100%

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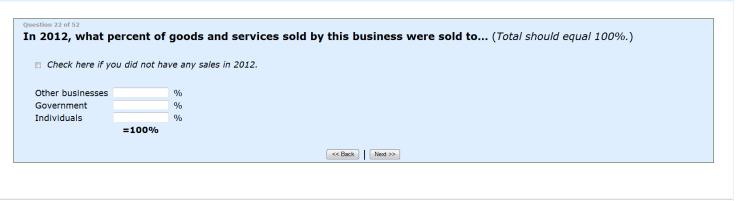


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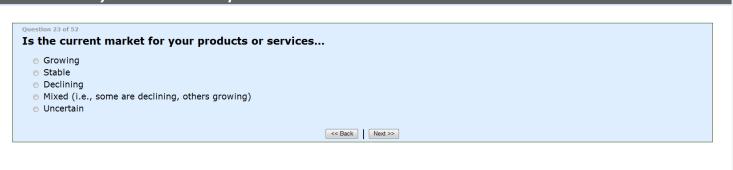
What is your best guess of the percent equal 100%.)	t of 2007 final shipments or billed services that went to customers? (Total should
☐ Check here if you did not have any sales in 20	107.
Locally, within a reasonable drive	%
Beyond a reasonable drive in the United States	%
Internationally	%
	=100%
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Question 24 of 52

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

Yes

No

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

- Occasionally
- Regularly

<< Back Next >>

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How often are processes changed to fix problems indentified through customer complaints?

- Never
- Occasionally
- Regularly

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In the last 3 years did this business... Not Yes No applicable Produce any new or significantly improved goods 0 0 Provide any new or significantly improved services 0 0 0 Introduce new or significantly improved methods 0 0 0 of manufacturing or producing goods or services Introduce new or significantly improved logistics, delivery, or distribution methods for your inputs, goods, or services Introduce new or significantly improved support activities 0 0 0 for your processes Introduce new or significant improvements in your marketing methods << Back Next >>

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Question 31 of 52

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.)

O Yes
O No
O Uncertain

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Question 32 of 52

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

%

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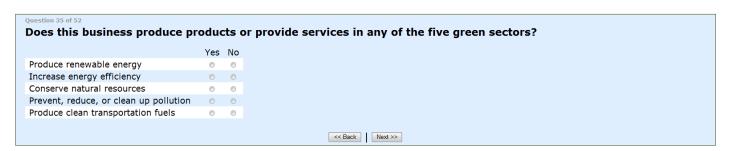
estion 33 of 52 In the last 3 years, did this business engage in any of the following innovation-related activities? Yes No In-house research and development (R&D) to increase knowledge 0 0 or devise innovations Purchase research and development (R&D) from research organizations 0 0 or other branches of this business Conduct in-house design activities to improve aesthetics 0 0 of product or packaging Purchase design services 0 0 Purchase machinery, equipment, computers or software 0 0 to implement innovations 0 0 Purchase or license patents or inventions to implement innovations Purchase knowledge or expertise to implement innovations Plan, engineer, design, or conduct other development work to implement innovations Train staff to develop or introduce innovations 0 0 Market research, advertising, and other marketing activities linked to implementing innovations << Back Next >>

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 definitely Provide additional training of employees 0 0 0 Repay debt 0 0 Provide a reserve or cushion 0 0 Fund additional innovation projects Fund additional investment projects, 0 0 0 such as replacing old equipment or for expansion << Back Next >>

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

Don't know

No

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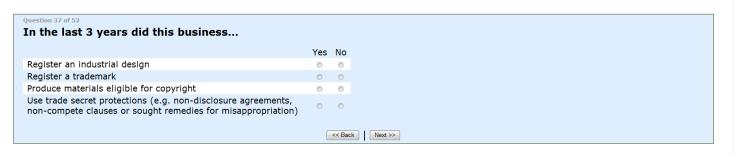
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Question 36b of 52 In the last 3 years how many patent applications were successful?
of successful patent applications
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Ouestion 38 of 52

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

- Increased resources for innovation activities
- There was no change in innovation resources
- Delayed or decreased resources for innovation
- $\,\,{}_{\odot}\,$ Not applicable, e.g. not in business at that time

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Ouestion 39 of 52

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

- Increased
- Kept the same
- Decreased

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Out-No - 40 - 450							
Over the last three years has this business							
Over the last timee years has this business	'						
	Yes	No					
Increased variety of goods or services offered	0	0					
Increased market share or entered new markets	0	0					
Begun exporting goods or services	0	0					
Reduced time to respond to customer needs	0	0					
Improved flexibility of production or service provision	0	0					
Increased capacity of production or service provision	0	0					
Reduced labor costs per unit output	0	0					
Reduced materials and energy required per unit output	0	0					
Improved employee satisfaction/reduced worker turnover	0	0					
			<< Back Next >>				

Factor	Not a problem	A minor problem	A major problem
Zoning or development regulations	0	0	0
Vitality of local economy	0	0	0
Access to financial, legal, and other business services	0	0	0
Access to equipment and software suppliers	0	0	0
Access to training courses	0	0	0
Access to transportation/freight forwarding facilities and services	0	0	0
Availability of broadband or high speed internet	0	0	0
Local availability of mobile or cellular service	0	0	0
Local roads and bridges	0	0	0
Cost of facilities and land	0	0	0
Attractiveness of area to managers and professionals	0	0	0
Quality of primary and secondary schools	0	0	0
Environmental regulations	0	0	0
State and local tax rate	0	0	0

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	Not at all active/ Not present	Somewhat active	Very active	Don't know
Local government development effort at village, town or city	0	•	0	0
Local government development effort at county			0	0
Local government development effort at regional or multi-county	0	0	0	0
Business association (e.g., Chamber of Commerce)			0	0
College, university or extension support for local business	0	0	0	0
Community foundations or nonprofit organizations	0		0	0
Local investors	0	0	0	0
Banks	0	<u></u>	0	0

Ouestion 42a of 52 How much civic leadership does THIS business provide in the community? None Some A lot << Back Next >>

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Do you have a good understanding of the decisions that led to the founding of this business? Yes No << Back Next >>

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Ouestion 43a of 52

Was the business originally founded around a new or customized product or service that was created by one of the founders of the business?

- Yes
- No
- Don't know

<< Back Next >>

Ouestion 43b of 52

Thinking about this new or customized product or service, why was it originally developed?

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

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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.

	Use	ed?	If Used, how	important was	this program?
Program	Yes	No	Not Important	Somewhat Important	Very Important
Direct loans from a government agency (e.g., USDA B&I Direct Loan)	0	0	0	0	©
Government insurance or guarantee for loans (e.g., SBA 7(a) Loan Program)	0	0	©	O	
Revolving loan funds run by a nonprofit or government organization	0	0	0	•	0
Tax incentives by state and/or local government, including enterprise zones, urban revitalization areas, Tax Increment Financing districts	0	0	•	©	©
Government-assisted industrial parks or business incubators	0	0	0	0	0
Government-funded technology assistance programs	0	0	©	©	
Government-assisted worker-training programs	0	0	•	•	0
National Innovation Marketplace	0	0	©	©	©
<< Back	Next	>>			

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

Yes

⊚ No

Don't know

<< Back Next >>

Question 45a of 52 Please indicate the sources you tried to	borr	ow fi	rom b	elow.	If you o
of the funding did you receive?					•
	Trie borr	d to ow \$?	If Yes	, amount	received?
	Yes	No	All	Some	None
Commercial bank	0	0	0	0	0
Savings & Loan or credit union	0	0	0	0	0
Finance or leasing company	0	0	0	0	0
Insurance or mortgage company	0	0	0	0	0
Family or friends	0	0	0	0	0
Federal, state or local government	0	0	0	0	0
Credit or advance from a customer	0	0	0	0	0
Angel capital funding	0	0	0	0	0
Venture capital funding	0	0	0	0	0
Personal sources of funds (other than credit cards)	0	0	0	0	0
Personal home equity loan	0	0	0	0	0
Other personal loan	0	0	0	0	0
Personal credit card	0	0	0	0	0
			_	< Back	Next >>

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	Yes	No
Cash flow or operating costs	0	0
Real estate or structures	0	0
Replacement of old industrial plant location, equipment or vehicles	0	0
Investment in additional plant, equipment or vehicles	0	0
Repayment of debt	0	0
Reserve or cushion	0	0
Inventory	0	0
Fund innovation projects	0	0
Investment in intangible assets such as branding, training, or design	0	0

Question 47 of 52

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

Yes
No

No

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

More important
Less important
Equally important
Don't know/Not applicable

Wext

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Which of the following best describes your current position?

Mid level manager
Senior manager
Executive/owner
Other, please describe:

Which statement best describes your familiarity with how innovation is carried out in this business? Not familiar

Slightly familiar Moderately familiar Strongly familiar

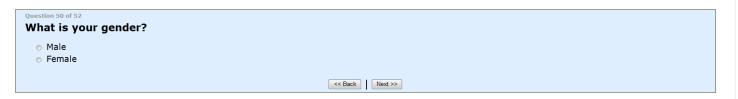
Completely familiar

<< Back Next >>

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Question 52a of 52 Thank you for your time, but we are currently only interviewing businesses with 5 or more emplyees.

<< Back Next >>

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You are about to finish this survey.

To submit the survey, click the "Submit survey" button below.

To review your answers starting from the beginning, click the "Review your answers" button.

Review your answers Submit survey

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Your completed questionnaire has been received.

Thank You!