



National Survey of Business Competitiveness



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1. What is your job title or role?

_____ job title or role

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

_____ year

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

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

Only one location → **Skip to question 5**

More than one location

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

Headquarters

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 |
|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| | ▼ | ▼ | ▼ | ▼ | ▼ |
| a. Owner-ties to area..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| b. Availability of low-cost labor..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| c. Available skilled labor pool..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| d. Access to transportation..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| e. Access to broadband or high speed internet.... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| f. Access to material inputs..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| g. Access to customers..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| h. Government incentives..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| i. Low taxes..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| j. Strong or growing local economy..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> 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="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| b. Scenic beauty (e.g., natural or architectural).... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| c. Climate..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| d. Access to arts and entertainment..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| e. Quality of local schools..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| f. Access to health care..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |

6. In 2012, at this location, what was the average number of workers who were in each category?
(Please include all workers in these two categories)

| Worker category | Number of workers ▼ |
|--|---------------------------|
| a. Full-time and part-time employees on your payroll..... | _____ |
| b. Independent contractors or temporary workers NOT ON YOUR PAYROLL..... | _____ |
| <i>Total</i> | _____ |

If 5 or more workers in total, continue with question 7
If less than 5 workers in total, skip to question 52 on page 16

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

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

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

_____ number of managers

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

_____ number of professionals

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

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

_____ average hourly wage

10. In 2012, at this location, what percent of workers were in the following occupational categories? (Please include all workers in these categories. Total percent should equal 100%.)

(You may answer in percent or numbers.)

| Occupational category | Percent of workers ▼ | OR | Number of workers ▼ |
|---|----------------------------|----|---------------------------|
| 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="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| b. Services..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| c. Sales and office support..... | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ | <input type="radio"/> ₅ |
| d. Natural resources, construction, and maintenance | <input type="radio"/> ₅ | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ |
| e. Production, transportation, and material moving | <input type="radio"/> ₅ | <input type="radio"/> ₁ | <input type="radio"/> ₂ | <input type="radio"/> ₃ | <input type="radio"/> ₄ |

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

- ₁ Yes
- ₂ No

12. In the past 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 on the next page

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

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

13. Does this business have written position descriptions?

- O₁ Yes
- O₂ No → Skip to question 14a

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

- O₁ Yes
- O₂ No → Skip to question 14a

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

- O₁ Yes
- O₂ No

14a. Does this business currently use personal computers or laptops, not including smart phones?

- O₁ Yes
- O₂ No → Skip to question 17 on the next page

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

| | Yes | No |
|---|----------------|-------------------------------|
| | ▼ | ▼ |
| b. Broadband or high speed internet..... | O ₁ | O ₂ |
| c. Sale of products or services over the Internet (e-commerce) | O ₁ | O ₂ |
| d. Supplies purchased over the Internet (e-procurement) | O ₁ | O ₂ |
| e. Web advertising..... | O ₁ | O ₂ |
| f. Direct e-mail marketing..... | O ₁ | O ₂ |
| g. Social media (e.g., LinkedIn or Facebook) | O ₁ | O ₂ |
| h. Business issued smartphones to workers..... | O ₁ | O ₂ |
| i. RFID readers, barcode, or optical scanners (e.g., Radio Frequency Identification) | O ₁ | O ₂ O ₂ |
| j. Computer software specifically designed for your business or industry..... | O ₁ | O 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)..... | O ₁ | O ₂ |
| l. Stand-alone supply chain or logistics management software..... | O ₁ | O ₂ |

m. Stand-alone customer relationship management software O₁ O₂ **15.** What percent of the sale of products or services comes over the Internet?

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

_____ percent of sales over the Internet

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

_____ percent of the workforce who uses computers

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

| | Yes ▼ | No ▼ |
|---|----------------|----------------|
| a. The cost of equipment and software..... | O ₁ | O ₂ |
| b. The cost of information and communications services..... | O ₁ | O ₂ |
| c. Lack of access to adequate broadband or high speed internet..... | O ₁ | O ₂ |
| d. Lack of knowledge..... | O ₁ | O ₂ |
| e. Difficulty integrating new technologies into the current way you do business..... | O ₁ | O 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..... | O ₁ | O ₂ | O ₃ |
| b. Customers..... | O ₁ | O ₂ | O ₃ |
| c. Other business people in your industry..... | O ₁ | O ₂ | O ₃ |
| d. Other business people NOT in your industry..... | O ₁ | O ₂ | O ₃ |
| e. Business or trade association conferences or publications..... | O ₁ | O ₂ | O ₃ |
| f. Your own workers..... | O ₁ | O ₂ | O ₃ |
| g. Media (e.g., newspapers, television, internet)..... | O ₁ | O ₂ | O ₃ |
| h. Private consultants..... | O ₁ | O ₂ | O ₃ |
| i. University extension, community colleges, or business schools.... | O ₁ | O ₂ | O 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..... | O ₁ | O ₂ | O ₃ | O ₄ |
| b. Customers providing valuable information.... | O ₁ | O ₂ | O ₃ | O ₄ |
| c. Other business people in your industry providing valuable information..... | O ₁ | O ₂ | O ₃ | O ₄ |
| d. Other business people NOT in your industry providing valuable information..... | O ₁ | O ₂ | O ₃ | O 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?

O₁ Yes

O₂ 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...

O₁ Growing

O₂ Stable

O₃ Declining

O₄ Mixed (e.g., some are declining, others growing)

O₅ Uncertain

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

O₁ Yes

O₂ 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 past 3 years, did this business...

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

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

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

31. In the past 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.)

- O₁ Yes
- O₂ No
- O₃ Uncertain

32. In 2012, what percent of this business's sales came from new or significantly improved goods or services? [If none, enter 0 (zero).]

_____ percent of sales

33. In the past 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="radio"/> O ₁ | <input type="radio"/> O ₂ |
| b. Purchase research and development (R&D) from research organizations or other branches of this business..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| c. Conduct in-house design activities to improve aesthetics of product or packaging..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| d. Purchase design services..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| e. Purchase machinery, equipment, computers, or software to implement innovations..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| f. Purchase or license patents or inventions to implement innovations..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| g. Purchase knowledge or expertise to implement innovations..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| h. Plan, engineer, design, or conduct other development work to implement innovations..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| i. Train staff to develop or introduce innovations..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| j. Market research, advertising, or other marketing activities linked to implementing innovations..... | <input type="radio"/> O ₁ | <input type="radio"/> O 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 workers | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ | <input type="radio"/> O ₃ |
| b. Repay debt..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ | <input type="radio"/> O ₃ |
| c. Provide a reserve or cushion..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ | <input type="radio"/> O ₃ |
| d. Fund additional innovation projects..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ | <input type="radio"/> O ₃ |
| e. Fund additional investment projects, such as replacing old equipment or for expansion..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ | <input type="radio"/> O 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="radio"/> O ₁ | <input type="radio"/> O ₂ |
| b. Increase energy efficiency..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| c. Conserve natural resources..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| d. Prevent, reduce, or clean up pollution..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |
| e. Produce clean transportation fuels..... | <input type="radio"/> O ₁ | <input type="radio"/> O ₂ |

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

- O₁ Yes
- O₂ No → Skip to question 37
- O₃ Don't know → Skip to question 37

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

_____ number of patent applications

36b. In the past 3 years, how many patents were awarded?

_____ number of patents awarded

37. In the past 3 years, did this business...

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

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

- O₁ Increased resources for innovation activities
- O₂ There was no change in innovation resources
- O₃ Delayed or decreased resources for innovation
- O₄ 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...

- O₁ Increased
- O₂ Kept the same
- O₃ Decreased

40. In the past 3 years, has this business...

| | Yes | No |
|---|----------------|----------------|
| | ▼ | ▼ |
| a. Increased the variety of goods or services offered..... | O ₁ | O ₂ |
| b. Increased market share or entered new markets | O ₁ | O ₂ |
| c. Begun exporting goods or services..... | O ₁ | O ₂ |
| d. Reduced time to respond to customer needs..... | O ₁ | O ₂ |
| e. Improved flexibility of production or service provision..... | O ₁ | O ₂ |
| f. Increased capacity of production or service provision..... | O ₁ | O ₂ |
| g. Reduced labor costs per unit output..... | O ₁ | O ₂ |
| h. Reduced materials and energy required per unit output..... | O ₁ | O ₂ |
| i. Improved worker satisfaction or reduced worker turnover..... | O ₁ | O 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..... | O ₁ | O ₂ | O ₃ |
| b. Vitality of the local economy..... | O ₁ | O ₂ | O ₃ |
| c. Access to financial, legal, and other business services..... | O ₁ | O ₂ | O ₃ |
| d. Access to equipment and software suppliers..... | O ₁ | O ₂ | O ₃ |
| e. Access to training courses | O ₁ | O ₂ | O ₃ |
| f. Access to transportation or freight forwarding facilities and services..... | O ₁ | O ₂ | O ₃ |
| g. Availability of broadband or high speed internet..... | O ₁ | O ₂ | O ₃ |
| h. Local availability of mobile or cellular service..... | O ₁ | O ₂ | O ₃ |
| i. Local roads and bridges | O ₁ | O ₂ | O ₃ |
| j. Cost of facilities and land | O ₁ | O ₂ | O ₃ |
| k. Attractiveness of the area to managers and professionals | O ₁ | O ₂ | O ₃ |
| l. Quality of primary and secondary schools..... | O ₁ | O ₂ | O ₃ |
| m. Environmental regulations | O ₁ | O ₂ | O ₃ |
| n. State and local tax rates..... | O ₁ | O ₂ | O ₃ |

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

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

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

- O₁ None
- O₂ Some
- O₃ A lot

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

- O₁ Yes
- O₂ No → Skip to question 44 on the next page

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

- O₁ Yes
- O₂ No → Skip to question 44 on the next page
- O₃ 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?

- O₁ One of the founders created it for personal use
- O₂ One of the founders created it for use at a previous job or business
- O₃ 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 used, please rate how important each program has been for this business in the past 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) | O ₁ | O ₂ | O ₁ | O ₂ | O ₃ |
| b. Government insurance or guarantee for loans (e.g., SBA 7(a) Loan Program) | O ₁ | O ₂ | O ₁ | O ₂ | O ₃ |
| c. Revolving loan funds run by a nonprofit or government organization..... | O ₁ | O ₂ | O ₁ | O ₂ | O ₃ |
| d. Tax incentives by state or local government, including enterprise zones, urban revitalization areas, Tax Increment Financing districts..... | O ₁ | O ₂ | O ₁ | O ₂ | O ₃ |
| e. Government-assisted industrial parks or business incubators..... | O ₁ | O ₂ | O ₁ | O ₂ | O ₃ |
| f. Government-funded technology assistance programs..... | O ₁ | O ₂ | O ₁ | O ₂ | O ₃ |
| g. Government-assisted worker-training programs..... | O ₁ | O ₂ | O ₁ | O ₂ | O ₃ |
| h. National Innovation Marketplace..... | O ₁ | O ₂ | O ₁ | O ₂ | O ₃ |

45. Did this business try to borrow money for any purpose in the past 3 years?

- O₁ Yes
- O₂ No → Skip to question 47 on the next page
- O₃ Don't know → Skip to question 47 on the next page

45a. Please indicate the sources you tried to borrow from in the past 3 years below. If you did try to borrow money from a source, how much of the funding did you receive?

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

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

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

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

- O₁ Yes
- O₂ No → Skip to question 48

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

- O₁ More important
- O₂ Less important
- O₃ Equally important
- O₄ Not applicable
- O₅ Don't know

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

- O₁ Mid level manager
- O₂ Senior manager
- O₃ Executive or owner
- O₄ Other, please describe: _____

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

- O₁ Not familiar
- O₂ Slightly familiar
- O₃ Moderately familiar
- O₄ Strongly familiar
- O₅ Completely familiar

50. What is your gender?

Male

Female

51. How long have you worked at this business?

_____ number of years worked

52. 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 in the envelope provided
or to:**

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