

**ATTACHMENT F**

**COGNITIVE INTERVIEW REPORT**



## COGNITIVE INTERVIEW REPORT 12-051

# National Survey of Business Competitiveness

September 2012

Prepared for

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**NATIONAL SURVEY OF BUSINESS COMPETITIVENESS**

SEPTEMBER 2012

ERSR10

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<b>Title:</b>	National Survey of Business Competitiveness
<b>Objectives:</b>	The primary purpose of this report is to summarize the findings from the cognitive interview testing conducted on September 17 – 18, 2012 in the Pullman, WA and Moscow, ID area.
<b>Method:</b>	Using both retrospective and concurrent interview methods to test the paper questionnaire and the telephone script.
<b>Timeframe:</b>	September 17 and 18, 2012
<b>Sponsor:</b>	Timothy Wojan Resource and Rural Economics Division Economic Research Service, USDA 355 E Street SW Washington, DC 20024 (202) 694-5419 <a href="mailto:twojan@ers.usda.gov">twojan@ers.usda.gov</a>
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<b>SESRC Acronym:</b>	ERSR10
<b>Deliverables:</b>	Brief summary, updated questionnaire, recruitment letter, and a copy of the voice recording consent form.

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## **I. Cognitive Interview Testing Outline**

### **I. Cognitive Interview Testing**

On September 17<sup>th</sup> and 18<sup>th</sup>, 2012, a total of six cognitive interviews were conducted to test the National Survey of Business Competitiveness questionnaire for the USDA Economic Research Service's REIS project.

Four businesses were recruited to complete the paper questionnaire on September 17<sup>th</sup>. The first two interviews used a retrospective interview method, and the last two used a concurrent interview method. Two more businesses were recruited to complete a phone interview and a paper questionnaire on September 18<sup>th</sup>. A retrospective interview method was used for the phone interview and a concurrent interview method was used for the paper questionnaire. A retrospective method is when the respondents completes the questionnaire and then answers questions about it. A concurrent interview method is when the respondents answer the question while at the same time "thinking aloud" about the process s/he is going through to answer the questions.

All respondents (excluding the phone interview respondent) were given the recruitment letter which tells them the purpose of this interview and were asked to sign an audio recording consent form prior to the interview. They received a cash incentive of \$40 dollars as a token of appreciation after the interview was complete. The telephone interview respondent was read the confidentiality statement at the beginning of the phone interview and understood that the whole interview was recorded. His \$40 cash was mailed to him the day after he completed the interview.

**Table 1** shows the characteristics of the six interviews.

## II. Interview Summary

**Table 1. Characteristics of the Six Interviews**

Interview #	Date	Length (minutes)	Interview Type	Mode of questionnaire	Respondent Gender
R1	9/17/12	27:09	Retrospective	Paper	Male
R2	9/17/12	27:00	Retrospective	Paper	Male
R3	9/17/12	19:25	Concurrent	Paper	Male
R4	9/17/12	Over 40	Concurrent	Paper	Male
R5	9/18/12	39:34	Retrospective	Telephone	Male
R6	9/18/12	47:18	Concurrent	Paper	Female

## II. Interview Summary

### Interview #1

**Type of business: Cabinetry**

**9/17/12 11:00 AM**

**Respondent gender: Male (referred to as R1 below)**

**Cognitive Interview Type: Paper Questionnaire & Retrospective**

**Interview length: 27:09 minutes**

### Comments and findings from the interview

1. Q5: only area-oriented. Most of the factors not applicable to R1.
2. R1 identified the branching error on Q6.
3. The term “workforce” is understandable to R1.
4. For R1’s business, no education is required for anyone. Work experience is crucial to them though—especially woodworking and equipment use.



## II. Interview Summary

5. Q14 is directed for different types of business. R1 didn't know some of the options. They did use special kind of software but it was all about machinery operations and design layout. They did nothing over the internet except for buying stuff. Their business has a website but never tracks it. It shows customers work done for others.
6. Q24: They saw what happened regarding their work practices but they didn't really document them. No written procedures for if people get hurt. R1 felt that he and his guys knew how to do things although they didn't just give out a piece of paper as instructions. No customer satisfaction format form- it's all personal. If the customer was not satisfied, they would just come in/call and complain. They would work with customer.
7. Q26: Sometimes it did happen but that didn't come up very often and every complaint is responded to.
8. Q27: Question sounds ambiguous to R1. Due to the nature of their business (cabinetry), their products are not new as a concept. But R1 likes to think that they are getting better. They make modifications, so he thought that's improved from customers' point of view. However, whether he thinks it's significantly improved or not may not make any difference to the customers. Use processes and finish materials and finishes that are new.
9. Q28: Question doesn't really apply to R1's business. They are always building something that doesn't work out well. It's not like they were going into a product line and then abandoned it if it didn't work out. They got a new machine but that's not innovation.
10. Q41: R1 felt that the direction of the scale on this one is not consistent with others in the survey. Suggested change: A major problem-> A minor problem-< No problem.
11. Q42: Suggested to add a Don't know option.
12. Q44: R1 felt like this question was targeted for larger business.

## II. Interview Summary

13. Q46: Again, question not related to R1's business and he didn't answer any on this question. Suggested if answered all NOs on Q45, skip to Q47.

### Overall impression:

The questionnaire wasn't hard but some questions were found to be ambiguous. R felt his business was "small potatoes" and the questionnaire is more directed to bigger business. If the survey comes in the mail, it would take an incentive for R1 to do the survey. Also on the contact letter, R1 needs to know right away what the survey is trying to do *for* his business environment otherwise he probably won't answer the general questionnaire. R1 needs a reason to do it; otherwise it would be too time-consuming. Suggests moving benefit appeal or reasons to first few sentences in letter and introduction.

### Questionnaire changes identified

1. Q5 Break out the single list of 16 factors related to business location into two questions: Q5 asks about 10 factors important for business location and Q5a asks about 6 factors making the community an attractive place to work.
2. Q6 branching change- now if Q6a=2 No, it skips to Q8.

## **II. Interview Summary**

### **Interview #2**

**Type of business: Auto Body Repair and Paint Services**

**9/17/12 1:15 PM**

**Respondent gender: Male (referred to as R2 below)**

**Cognitive Interview Type: Paper Questionnaire & Retrospective**

**Interview length: 27:00 minutes**

### **Comments and findings from the interview**

1. Overall impression: No questions are hard to answer but some don't apply to his business.
2. Q8a: For R2's business, body men and painters are considered professionals. Have specific skills, experience, and certifications to do the work.
3. Q13: They have written job description for every position even for janitors.
4. Q14: R2's business has a website that people can have a price check and give feedback on the website. They also spent a couple hundred dollars so the website would appear on top of Google search. The website also serves as advertising over the internet. They don't buy anything from the internet in terms of auto parts. They do subscribe monthly to use estimate software which is \$400 a month.
5. Q17e: question doesn't apply.
6. Q27: In the last 3 years, they are doing the same thing they've always done. They are not producing new products.
7. Q28: Question probably applies to larger companies.
8. Q34: R2 doesn't have any debt. If he had some, he would probably put down repay debt. And if he was younger, he would probably try innovation. But right now, he is just trying to hold on in this economy.

## II. Interview Summary

9. Q38: R2 said that they didn't see the recession until now. They think it's because we (this area) are on the "tail of the dog" here. [Interpreted as "*Experience recession later than the rest of the nation*"]. This last year has been down [for sales]. Kind of the same thing for businesses at this side. He also thinks that the vitality of the local economy is a big problem right now.
10. When asked what keeps your business competitive, R2 said: reputation, honesty, and "we do the job well", and good relationship with insurance companies.

### Overall impression:

Survey experience was good. But if it comes in the mail, there's only 50% chance that he'll do the survey. If there are some perceivable benefits, R2 might consider doing the survey. The length was not too long particularly; however, a lot of the questions don't apply. Their business doesn't have cutting edge technology but he certainly likes to be competitive and have been trying things throughout the years.

### Questionnaire changes identified

1. Decided to add to Q14j: "Computer software specifically designed for your business or industry."

### Interview #3

**Type of business: Environmental Engineering**

**9/17/12 4:20 PM**

**Respondent gender: Male (referred to as R3 below)**

**Cognitive Interview Type: Paper Questionnaire & Concurrent**

**Overall length: 19:25 (for completing the questionnaire)**

## II. Interview Summary

### Comments and findings from the interview

1. Q2: Although their business has been operating since 1981, they just moved into the current building. So R3 was unsure as to “what year” he should put here. The year in the area or the year he moved into this physical location.
2. Q7b, R3 needs a definition for the term “retirement plan.”
3. Q14e: R3 wasn’t sure if business website qualifies as web advertising.
4. Q19: R3 has customers in and outside of the community and he was unsure if he should check both. (Even if customers were not identified as very valuable in Q18, he ended up not checking any answers for the customer.)
5. Q44: R3 asked if he should still respond to “how important is this program” for each program if he didn’t use it.
6. Q45: R3 asked if SBA qualifies for federal government.
7. Q8a: R3 identified employees with engineering/environmental/inspection licenses as professionals.
8. Q10: R3 thought it would be a lot easier to respond to if the question asks the number of employees instead of %.
9. Q12c&d sound redundant to R3.
10. Q14: R3’s business is just getting into “iPad/tablet applications.”
11. Q19, R3 has multiple answers for suppliers and customers but the survey only allows single choice. Also answered the survey wrong due to not reading the question closely.
12. Q27e: R3 wasn’t sure what it meant but sure it didn’t apply. (He still checked No though).
13. Q33: R3 didn’t know the difference between d and g. For him, their business purchased designed apps for Pads, accounting system, etc.
14. Q42c: R3 needed definition. He hasn’t seen any of them.
15. Q45: R3 clarified if personal credit card referred for business use.

## **II. Interview Summary**

### **Overall impression:**

It's highly likely that he'll respond to this survey if it comes in the mail. He likes to respond to this kind of survey and thinks it is a help to the business. He stated the opinion that "The survey time was well spent on this questionnaire".

### **Questionnaire changes identified**

1. Changed Q44 question to: "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." Also added wording "If used," just before the wording of "how important is this program?" on top of the column as part of the header.

### **Interview #4**

**Type of business: Airport Services**

**9/17/12 5:30 PM**

**Respondent gender: Male (refer to as R4 in below)**

**Cognitive Interview Type: Concurrent**

**Overall length: unknown (over 40 minutes when stopped because R4 had service call)**

**Completed later and then picked up.**

### **Comments and findings from the interview**

## II. Interview Summary

1. R4 was thoughtful and thought out loud as he answered the questionnaire.
2. Q5h: marked somewhat important as they provide transportation services so they are not reliant for most transportation. Views all these items as very important for locating his business.
3. Q9: Did not know whether to include his pilots and flight instructors who are professionals in this average or not. Not included.
4. Q14: commented on the unreliability of broadband internet service at their location. Commented on the use of Quickbooks as important business software for them as a small business.
5. Q17 & Q18: mentioned that his young employees have taught them and encouraged them to increase technology use and information use. Now have an on-line way for pilots to schedule airplanes for rent and use from his business.
6. Q19: commented that he needed to check more than one of the items for customers and it was not clear from the questionnaire if he could do that for distances of sources. He had customers in all of the distances that were very valuable.
7. Q31: indicated he did not monitor his competitors.
8. Q34: asked if he was to interpret question as: "if money were to drop from the sky—how would I use it". That was how he answered it.
9. Q41: until just very recently availability of high speed reliable internet was a problem, had to use DSL.
10. Indicated in margins that Aviation fuel did not have a sales tax on it in Idaho however he rated state and local tax rate as a major problem.
11. Q42: did not understand what was meant by "activity level" . Indicated in margins that Banks were a pain to deal with and rated them as not active and not present.

## II. Interview Summary

### Overall impression:

Easy to complete questionnaire. Answered all questions. Found questions relevant.

### Questionnaire changes identified

Asked for definitions in some places and whether to include professional pilots in hourly wage or not.

Definitions needed:

1. Who should be categorized as “professional”. Include pilots and flight instructors. These are large portion of his workforce.
2. Activity level on Q42.

Overall comments on innovation at end of questionnaire: *“We have had innovation that would sell in aviation industry, but have not had the time or training to carry through with the development. Sometimes you need to hire the job done to see it get done.”*



## **II. Interview Summary**

### **Interview #5**

**Type of business: Bolt-on hybrid technology for trucks**

**9/18/12 11:30 AM**

**Respondent gender: Male (refer to as R5 in below)**

**Cognitive Interview Type: Phone & Retrospective**

**Overall length: 39:34 minutes**

### **Comments and findings from the interview**

1. Q8b: Need definition for "professional" for the phone interview.
2. Q34: wordings sound awkward on the phone.
3. R5's business hasn't gone to the operation yet. It is still in development phase although they are spending money, buying knowledge, hiring lawyers, etc. However, due to their unique situation, the part that they are not producing anything yet is hard to answer.

### **Overall impression:**

Questionnaire sounds good, no question was invasive. It was a bit too long.

### **Questionnaire changes identified**

1. Changed "your business" to "this business" throughout the questionnaire.
2. Q10: added a "Number of employees" column.
3. Q20: added "Check here if you did not have any sales in 2011."
4. Q21a: added "Check here if you did not have any sales in 2007."
5. Q25: Reversed categories.

**II. Interview Summary**

6. Q26: Reversed categories.
7. Q42: Reversed categories.
8. Q42: Added a "Don't know" column.

## II. Interview Summary

### Interview #6

**Type of business: Mechanical Engineering**

**9/18/12 3:30 AM**

**Respondent gender: Female (referred to as R6 below)**

**Cognitive Interview Type: Paper Questionnaire & Concurrent**

**Overall length: 47:18 minutes**

### Comments and findings from the interview

1. R6 needed more space on Q1 and Q3.
2. Q5: R6 suggested make DK and NA gray out or more standout on the side.  
Response categories should be reversed so it reads Very important->Somewhat important->Not important. Also suggested to collapse choices by their categories to separate the choices more. Increase separation between legitimate answers and the "missing data options".
3. Q5d: Question needs to emphasize "locating" more. Underline or make larger bolder font.
4. Q7: R6 suggested add paternity leave to Q7d since most employees in their company are male. Some men also take time off when child is born under family leave act.
5. Q9: R6 wasn't sure how to answer this since their workforce were all managers and professionals (licensed professional Engineers). The only one was not was the secretary. That was the only person considered for her answer on the hourly rate of workforce. Need definition as to what is considered to be professional and what to do if professionals are your primary workforce.
6. Q12: R6's answer was actually referred to their managers and professionals.
7. Q12ab: Question was unclear to R6 so she didn't answer.

## II. Interview Summary

8. Q17d: Question unclear. Lack of knowledge of what?
9. Q18: Question unclear.
10. Q20 & Q21a: For many rural area, you don't get anywhere within one hour drive. R6 suggested that we consider increasing the local distance measure to 2-3 hour drive.
11. Q34: R6 had no debt but no NA category to check. She checked Not at all likely and worried that it might be interpreted as she had debt but didn't want to repay it.
12. Q36a: R6's business didn't apply for patents itself but did collaborate with other companies and helped them with obtaining patents. Suggested to add words like "provide substantially for another company to apply."
13. Q41b: Vitality of local economy is a minor problem for their company. However, finding a job for their professional engineer workers' spouses has been a major problem, which doesn't show in the choices.
14. Q44: R6 wanted more information on these programs. Suggested we offer a web link to find out more about all of these programs for businesses. She suggested that might be an incentive to participate in the survey.
15. Q45 & Q46: Suggested to add instructions if all NOs on Q45, they should skip to Q47.

### Overall impression:

Questionnaire is well organized and looks professional.

### Questionnaire changes identified

1. Q7 item d. expanded to "Offer paid maternity or paternity leave"
2. Q22: added "Check here if you did not have any sales in 2011."
3. Q45/Q46: Added instruction to skip Q46 if all answers in Q45 are "no."

**II. Interview Summary**

4. Q9: Changed question to read For 2011, what is your best estimate of the average hourly wage for your non-salaried workers at this location?
5. Q21a Check box should line up with the abc options below.

## II. Interview Summary

### Overall findings from the testing:

1. A particular focus of the cognitive interviewing was to assess the workability of the auxiliary questions (Q13-Q13b, Q14, Q24-Q26, Q28, Q34, and Q37) that will be used to differentiate substantive innovators from nominal or claimed innovators. Q34 is a hypothetical question that has never been used before, asking about potential uses of surplus funds. All of the Rs answered this question easily. The pilot study will need to assess how easily this question is answered by Rs in very large establishments. The other questions on data driven decision-making related to management practices (Q13-Q13b, Q24-Q26) and technology (Q14) were also easily understood and answered. In this very small sample, responses to the auxiliary questions effectively distinguished the substantive innovators (R3, R5 and R6) from the nominal innovators (R1, R2, and R4).
2. The attempt to define an equivalent to production workers in manufacturing by defining “workforce” as all workers excluding managers and professionals is not appropriate for many service-producing industries. The definition of “workforce” is dropped. Q9 now asks about average wages of non-salaried workers regardless of occupation type. Q10 now asks about the occupational composition of the business and Q10a asks about the minimum educational requirement by OMB occupational group. This will provide better information that should be easier to answer as the response is now regarding qualities by well-defined class of employee rather than qualities of a potentially ambiguous single group of employees.
3. Respondents did not pay close attention to Q19 and all answered the survey question incorrectly. To make “very valuable” stand out more, the response categories are now qualified as “providing very valuable information.”

## II. Interview Summary

4. Also for Q19, some respondents have checked multiple answers for one source and our current questionnaire (for phone and web) only allows single response. We changed this into a multiple response category on the phone and web.
5. Questions 36-36b that originally asked about patents the establishment applied for is modified to include participation in patent applications.
6. Several Rs had problems understanding Q42 which used a general “indicate the activity level” construct to correspond with two different types of activities in the question items. To resolve this problem, the question was separated into two questions, the first asking “How involved in promoting businesses” and the second asking “How much civic leadership does THIS business provide in the community?”
7. To reduce burden on the substantial number of respondents with no debt or no borrowing in the past 3 years, Q45 now screens borrowers who go on to complete the list of sources of funds from non-borrowers who skip to Q47.
8. We need to give the respondent a reason to do the survey. Incentives are always welcome and if we want to convince the respondents to do it, it must be presented in the first paragraph in the contact letter. They are interested in knowing how the survey will benefit them if they choose to do it.
9. To accommodate establishments with employees that are still in the development stage, branching in the phone and web survey will avoid questions about sales or shipments after the first occurrence. In the mail survey, all questions regarding sales or shipments will provide a check box if the establishment had no sales or shipments.

National Survey of Business Competitiveness

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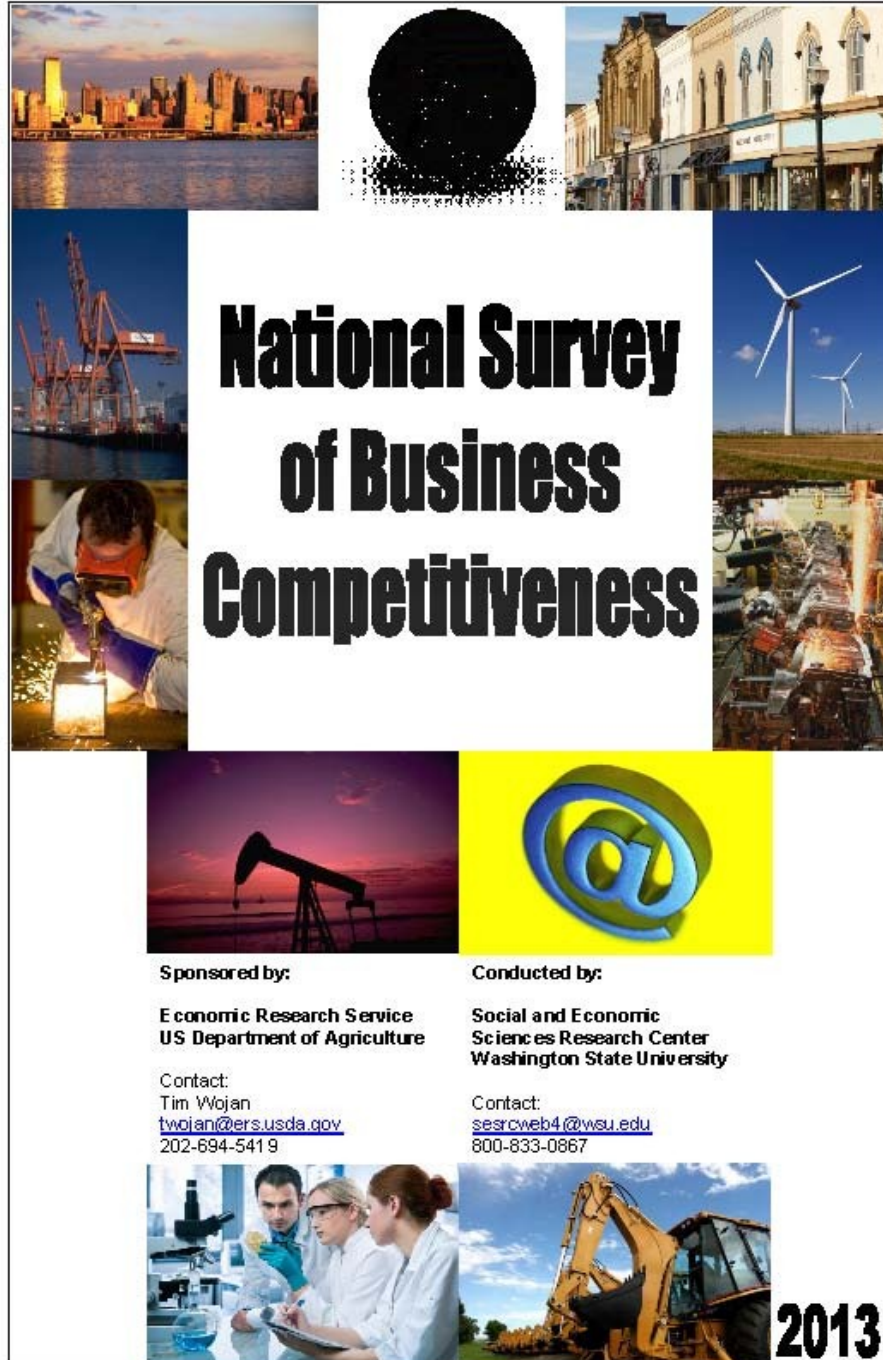
**Addendum**

**Addendum I. Updated Questionnaire after the Interviews**



**Addendum**

Revision date: October 10, 2012



# National Survey of Business Competitiveness

**Sponsored by:**  
Economic Research Service  
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**2013**

# National Survey of Business Competitiveness

## SESRC Cognitive Testing Summary 12-051

### Addendum

OMB control number 0563-0078  
Expires (xx/xx/xxxx)

*According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it has a valid Office of Management and Budget (OMB) control number. The valid OMB number for this information collection is 0563-0078. The time required to complete this information is estimated to average 35 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.*

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National Survey of Business Competitiveness

SESRC Cognitive Testing Summary 12-051

**Addendum**

**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?

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

- <sub>1</sub> Only one location → Skip to question 5
- <sub>2</sub> More than one location

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

- <sub>1</sub> Headquarters
- <sub>2</sub> 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="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
b. Availability of low-cost labor .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
c. Available skilled labor pool.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
d. Access to transportation .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
e. Access to broadband or high speed internet ...	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
f. Access to material inputs .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
g. Access to customers .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
h. Government incentives .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
i. Low taxes .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
j. Strong or growing local economy.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>

**Addendum**

**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
	▼ <input type="checkbox"/> <sub>1</sub>	▼ <input type="checkbox"/> <sub>2</sub>	▼ <input type="checkbox"/> <sub>3</sub>	▼ <input type="checkbox"/> <sub>4</sub>	▼ <input type="checkbox"/> <sub>5</sub>
a. Opportunities for outdoor recreation .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
b. Scenic beauty (e.g., natural or architectural)...	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
c. Climate.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
d. Access to arts and entertainment .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
e. Quality of local schools.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
f. Access to health care.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>

**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?**

- <sub>1</sub> Yes
- <sub>2</sub> 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
	▼ <input type="checkbox"/> <sub>1</sub>	▼ <input type="checkbox"/> <sub>2</sub>
a. Offer a health insurance option for any employees .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
b. Offer a retirement plan .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
c. Pay for employee education, professional development or training .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
d. Offer paid maternity, paternity, or family leave .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
e. Have an employee-ownership plan.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
f. Offer paid time off for employees to volunteer.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>

**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

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**Addendum**

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
b. Services .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
c. Sales and office support .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
d. Natural resources, construction, and maintenance .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
e. Production, transportation, and material moving .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>

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

<sub>1</sub> Yes

<sub>2</sub> No

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

<sub>1</sub> Very difficult

<sub>2</sub> Somewhat difficult

<sub>3</sub> Not difficult → Skip to question 13

**Addendum**

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
b. Increases in required skills and knowledge.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
c. Insufficient number of workers available locally .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
d. Limited interest among job seekers for openings at this business .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>

**13.** Does this business have written position descriptions?

<sub>1</sub> Yes  
<sub>2</sub> No → Skip to question 14

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

<sub>1</sub> Yes  
<sub>2</sub> No → Skip to question 14

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

<sub>1</sub> Yes  
<sub>2</sub> No

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

	Yes ▼	No ▼	
a. Personal computers/laptops, not including smartphones.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	→ If no, skip to question 17
b. Broadband or high speed internet .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
c. Sale of products or services over the internet (e-commerce) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
d. Supplies purchased over the internet (e-procurement) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
e. Web advertising.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
f. Direct e-mail marketing.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
g. Social media (e.g., LinkedIn or Facebook) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
h. Business issued smartphones to employees.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
i. RFID readers, barcode or optical scanners (e.g., Radio Frequency Identification) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
j. Computer software specifically designed for your business or industry .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
l. Stand alone supply chain, logistics management software .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	
m. Stand alone customer relationship management software .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	

**Addendum**

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
b. The cost of information and communications services .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
c. Lack of access to adequate broadband or high speed internet .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
d. Lack of knowledge .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
e. Difficulty integrating new technologies into the current way you do business .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
b. Customers .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
c. Other business people in your industry .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
d. Other business people NOT in your industry .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
e. Business/trade association conferences or publications .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
f. Your own employees .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
g. Media (e.g., newspapers, television, internet) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
h. Private consultants .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
i. University extension, community colleges, or business schools ...	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
b. Customers providing valuable information .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
c. Other business people in your industry providing valuable information .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
d. Other business people NOT in your industry providing valuable information .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>

**Addendum**

**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?**

- <sub>1</sub> Yes
- <sub>2</sub> 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...**

- <sub>1</sub> Growing
- <sub>2</sub> Stable
- <sub>3</sub> Declining
- <sub>4</sub> Mixed (i.e., some are declining, others growing)
- <sub>5</sub> Uncertain

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

- <sub>1</sub> Yes
- <sub>2</sub> No



**Addendum**

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

- <sub>1</sub> Never
- <sub>2</sub> Occasionally
- <sub>3</sub> Regularly

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

- <sub>1</sub> Never
- <sub>2</sub> Occasionally
- <sub>3</sub> 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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
b. Provide any new or significantly improved services .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
c. Introduce new or significantly improved methods of manufacturing or producing goods or services .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
d. Introduce new or significantly improved logistics, delivery, or distribution methods for your inputs, goods, or services .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
e. Introduce new or significantly improved support activities for your processes .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
f. Introduce new or significant improvements in your marketing methods .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>

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

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

**29.** Did you check "Yes" to any answers in question 27 or question 28?

- <sub>1</sub> Yes → Skip to question 30 on the next page
- <sub>2</sub> 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.*

**Addendum**

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
b. More user-friendly.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
c. Reduced costs.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
d. New features .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
e. New service capabilities .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>

**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.)

- <sub>1</sub> Yes
- <sub>2</sub> No
- <sub>3</sub> 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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
b. Purchase research and development (R&D) from research organizations or other branches of this business .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
c. Conduct in-house design activities to improve aesthetics of product or packaging.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
d. Purchase design services.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
e. Purchase machinery, equipment, computers or software to implement innovations .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
f. Purchase or license patents or inventions to implement innovations .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
g. Purchase knowledge or expertise to implement innovations .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
h. Plan, engineer, design, or conduct other development work to implement innovations .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
i. Train staff to develop or introduce innovations .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
j. Market research, advertising, and other marketing activities linked to implementing innovations .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>

**Addendum**

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
b. Repay debt.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
c. Provide a reserve or cushion.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
d. Fund additional innovation projects .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
e. Fund additional investment projects, such as replacing old equipment or for expansion .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
b. Increase energy efficiency .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
c. Conserve natural resources.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
d. Prevent, reduce, or clean up pollution.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
e. Produce clean transportation fuels.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>

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

<sub>1</sub> Yes  
<sub>2</sub> No → Skip to question 37  
<sub>3</sub> 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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
b. Register a trademark.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
c. Produce materials eligible for copyright.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
d. Use trade secret protections (e.g. non-disclosure agreements, non-compete clauses or sought remedies for misappropriation) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>

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**Addendum**

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

- <sub>1</sub> Increased resources for innovation activities
- <sub>2</sub> There was no change in innovation resources
- <sub>3</sub> Delayed or decreased resources for innovation
- <sub>4</sub> 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...**

- <sub>1</sub> Increased
- <sub>2</sub> Kept the same
- <sub>3</sub> Decreased

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

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

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
b. Vitality of local economy.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
c. Access to financial, legal, and other business services .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
d. Access to equipment and software suppliers .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
e. Access to training courses .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
f. Access to transportation/freight forwarding facilities and services.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
g. Availability of broadband or high speed internet .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
h. Local availability of mobile or cellular service.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
i. Local roads and bridges .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
j. Cost of facilities and land .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
k. Attractiveness of area to managers and professionals .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
l. Quality of primary and secondary schools.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
m. Environmental regulations .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
n. State and local tax rate.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>

**Addendum**

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
2. County.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
3. Regional or multi-county.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
b. Business association (e.g., Chamber of Commerce) ...	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
c. College, university or extension support for local business .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
d. Community foundations or nonprofit organizations ...	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
e. Local investors .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
f. Banks.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>

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

- <sub>1</sub> None
- <sub>2</sub> Some
- <sub>3</sub> A lot

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

- <sub>1</sub> Yes
- <sub>2</sub> 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?**

- <sub>1</sub> Yes
- <sub>2</sub> No → Skip to question 44 on the next page
- <sub>3</sub> 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?**

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

**Addendum**

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
b. Government insurance or guarantee for loans (e.g., SBA 7(a) Loan Program) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
c. Revolving loan funds run by a nonprofit or government organization .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
d. Tax incentives by state and/or local government, including enterprise zones, urban revitalization areas, Tax Increment Financing districts .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
e. Government-assisted industrial parks or business incubators .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
f. Government-funded technology assistance programs.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
g. Government-assisted worker-training programs.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
h. National Innovation Marketplace.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>

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

- <sub>1</sub> Yes
- <sub>2</sub> No → Skip to question 47 on the next page
- <sub>3</sub> 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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
b. Savings & Loan or credit union .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
c. Finance or leasing company .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
d. Insurance or mortgage company .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
e. Family or friends.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
f. Federal, state or local government .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
g. Credit or advance from a customer .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
h. Angel capital funding.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
i. Venture capital funding .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
j. Personal sources of funds (other than credit cards) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
k. Personal home equity loan.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
l. Other personal loan.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
m. Personal credit card.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>			

**Addendum**

**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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
b. Real estate or structures .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
c. Replacement of old industrial plant location, equipment or vehicles.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
d. Investment in additional plant, equipment or vehicles .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
e. Repayment of debt.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
f. Reserve or cushion .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
g. Inventory .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
h. Fund innovation projects.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>
i. Investment in intangible assets such as branding, training, or design .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>

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

- <sub>1</sub> Yes
- <sub>2</sub> No → Skip to question 48

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

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

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

- <sub>1</sub> Mid level manager
- <sub>2</sub> Senior manager
- <sub>3</sub> Executive/owner
- <sub>4</sub> Other, please describe: \_\_\_\_\_

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

- <sub>1</sub> Not familiar
- <sub>2</sub> Slightly familiar
- <sub>3</sub> Moderately familiar
- <sub>4</sub> Strongly familiar
- <sub>5</sub> Completely familiar

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**Addendum**

**50.** What is your gender?

<sub>1</sub> Male

<sub>2</sub> 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**

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**Addendum II. Recruitment Letter**

Dear Business Owner/Manager,

You are part of a vital but often unrecognized part of the economy – the small business community – and the USDA's Economic Research Service (ERS) wants to hear from you.



**Addendum**

ERS, an independent government agency, is contacting small businesses throughout the United States to understand the challenges that businesses such as yours currently face.

ERS is tasked with understanding the linkages of what keeps businesses vital and thriving with available resources. That information is then used by USDA to develop programs to help businesses. Therefore it is very important to learn about the challenges you face and what is needed for businesses to stay effective.

ERS is a vital source of information that helps communities, businesses, and state and local governments invest, provide services and plan for the future. With statistics and information on rural businesses the ERS enables decision makers and political officials to appropriately fund and develop programs that further small business development in rural communities and take other actions that lead to the long term health of the economy.

The Social and Economic Sciences Research Center (SESRC) is conducting the survey for ERS and plans to have an in-depth interview with a small number of local businesses first to identify any problems or issues in questions, wordings or format visual design.

If you agree to participate, you will be asked to complete the survey questionnaire. Observers from the SESRC will also be there to take notes and interview you further after the interview in order to get your input on how the questionnaire could be improved. The interview will between 30 to 60 minutes, and we will give you \$40 as a token of our appreciation for your help in this important study.

Danna L. Moore, Ph.D.  
Interim Director  
Social and Economic Sciences Research Center  
Washington State University

Contact us at 509-335-4169 or by e-mail at [danawang@mail.wsu.edu](mailto:danawang@mail.wsu.edu).  
Thank you for contributing to this study of our nation's small businesses.





*World Class. Face to Face.*

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