



2023 WISCONSIN MANUFACTURERS STUDY

Field Dates: July 31-August 23, 2023
Sample Size: N=415 Manufacturing Executives

Question 1

Generally speaking, how would you describe the business climate here in Wisconsin? Would you say the business climate in the state is heading in the right direction, or is the business climate off on the wrong track?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
55%	50%	51%	RIGHT DIRECTION
34%	39%	35%	WRONG TRACK
10%	12%	14%	NO OPINION/NOT SURE/DON'T KNOW
1%	*	*	REFUSED

Question 2

Compared to say five years ago, would you say the business climate in Wisconsin has gotten better, gotten worse or stayed about the same?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
21%	21%	17%	GOTTEN BETTER
44%	43%	41%	GOTTEN WORSE
32%	33%	38%	STAYED ABOUT THE SAME
4%	3%	4%	DON'T KNOW/NOT SURE



Question 3

Overall, right now, do you think Wisconsin's economy is growing, slowing down, mostly flat, or in a recession?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
40%	20%	23%	GROWING
14%	22%	26%	SLOWING DOWN
34%	28%	36%	MOSTLY FLAT
8%	28%	12%	A RECESSION
4%	2%	4%	DON'T KNOW/NOT SURE
40%	20%	23%	TOTAL GROWING
56%	77%	74%	TOTAL NOT GROWING

Question 4

Let's shift gears for a moment and focus more on your company. From a financial perspective, how do you feel right now about the future for your company?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
39%	41%	42%	VERY CONFIDENT
47%	46%	43%	SOMEWHAT CONFIDENT
9%	9%	9%	NOT VERY CONFIDENT
4%	4%	5%	NOT AT ALL CONFIDENT
1%	1%	1%	DON'T KNOW/NOT SURE
*	--	1%	REFUSED
86%	86%	85%	TOTAL CONFIDENT
13%	13%	13%	TOTAL NOT CONFIDENT



Question 5

As you look to the year-end, do you expect your company's gross revenues for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
38%	27%	17%	INCREASE BY MORE THAN 10%
17%	14%	19%	INCREASE BY LESS THAN 10%
6%	7%	8%	DECREASE BY LESS THAN 10%
12%	15%	17%	DECREASE BY MORE THAN 10%
26%	34%	37%	STAY THE SAME
2%	3%	2%	TOO SOON TO SAY/DON'T KNOW
54%	41%	35%	TOTAL INCREASE
17%	22%	25%	TOTAL DECREASE
26%	34%	37%	STAY THE SAME

Question 6

And, as you look to the year-end, do you expect your company's profitability for 2023 to increase or decrease compared to 2022, or will it probably stay the same?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
23%	17%	15%	INCREASE BY MORE THAN 10%
15%	11%	13%	INCREASE BY LESS THAN 10%
8%	10%	13%	DECREASE BY LESS THAN 10%
14%	18%	17%	DECREASE BY MORE THAN 10%
38%	41%	39%	STAY THE SAME
2%	2%	2%	TOO SOON TO SAY/DON'T KNOW
38%	28%	28%	TOTAL INCREASE
22%	28%	31%	TOTAL DECREASE
38%	41%	39%	STAY THE SAME



Question 7

And, as you look to the year-end, do you expect your company's capital expenditures for 2023 to increase or decrease compared to 2022, or will they probably stay the same?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
33%	27%	22%	INCREASE BY MORE THAN 10%
11%	10%	10%	INCREASE BY LESS THAN 10%
4%	6%	5%	DECREASE BY LESS THAN 10%
14%	14%	16%	DECREASE BY MORE THAN 10%
36%	41%	44%	STAY THE SAME
3%	2%	2%	TOO SOON TO SAY/DON'T KNOW
44%	36%	32%	TOTAL INCREASE
17%	21%	21%	TOTAL DECREASE
36%	41%	44%	STAY THE SAME



Question X1

Next, thinking about your company, what would you say is the one or two most important issues affecting your business and its future success? **(OPEN END RESPONSES, CODED)**

<u>2022</u>	<u>2023</u>	
44%	40%	EMPLOYEES/FINDING QUALITY SKILLED PEOPLE/RETENTION/ADEQUATE STAFFING
32%	27%	INFLATION/MATERIAL COSTS/LABOR COSTS/TRANSPORT COSTS
7%	12%	FINANCIAL STRAIN ON CUSTOMERS/PEOPLE AREN'T SPENDING/SALES
25%	10%	SUPPLY SHORTAGE/AVAILABILITY OF SUPPLIES/SUPPLY CHAIN
9%	9%	ECONOMY
3%	8%	REGULATIONS/STATE AND FEDERAL REGULATIONS
8%	6%	TAXES
--	5%	HIGH INTEREST RATES
2%	4%	CAPITAL/RAISING CAPITAL/FUNDING/CASH FLOW
2%	3%	HEALTH INSURANCE COST
--	3%	WAGES/NEED FOR INCREASED WAGES
1%	2%	COMPETITION
1%	2%	MARKET CHANGES
1%	2%	TECHNOLOGY
6%	2%	POLITICAL ENVIRONMENT
--	2%	MARKETING/ADVERTISING
--	1%	AGE/NEARING RETIREMENT
--	1%	INSURANCE
--	1%	COMMUNICATION
--	1%	MANAGEMENT/ADMINISTRATION
--	1%	DEMAND
--	*	COOPERATION WITH INTERNATIONAL BUSINESS
--	*	RAISE PRICES
--	*	BUILDING SPACE
--	*	HOUSING/TRANSPORTATION/INFRASTRUCTURE ISSUES
2%	3%	OTHER
1%	2%	NONE/NOTHING
2%	2%	DON'T KNOW



Questions 8-25

Next, we're going to look at a series of different issues that may or may not impact you and your company. For each one, please rate how important that issue is to you and your company's success. We're going to use a scale from 1 to 10, where one means that it is NOT AT ALL IMPORTANT to you and your company's success and where ten means that it is EXTREMELY IMPORTANT to you and your company's success. You can choose any number between one and ten depending on how strongly you feel about it. *RANKED BY %10 2023 DATA*

	10	8-10	5-7	1-4	9	8	7	6	5	4	3	2	1	DK/REF
(14) Keeping qualified employees														
2023	42%	71%	16%	11%	16%	14%	6%	4%	6%	1%	2%	3%	6%	1%
2022	44%	68%	18%	14%	10%	13%	9%	2%	7%	2%	1%	3%	8%	--
2021	49%	70%	16%	11%	11%	11%	9%	2%	6%	1%	1%	2%	7%	3%
(13) Finding and attracting qualified employees														
2023	38%	67%	22%	11%	14%	15%	8%	4%	9%	1%	1%	1%	7%	1%
2022	42%	66%	18%	15%	11%	13%	10%	3%	6%	3%	2%	3%	7%	1%
2021	45%	67%	18%	14%	10%	11%	6%	3%	8%	2%	2%	2%	8%	2%
(17) Costs of materials for your products														
2023	35%	68%	26%	6%	14%	19%	11%	7%	8%	2%	2%	1%	1%	--
2022	41%	76%	18%	5%	16%	19%	9%	4%	5%	1%	1%	1%	2%	1%
2021	44%	77%	18%	5%	15%	17%	8%	4%	5%	1%	1%	2%	2%	--
(18) Availability and supply of materials for your products														
2023	32%	61%	26%	12%	11%	18%	10%	7%	9%	3%	4%	2%	3%	--
2022	41%	70%	23%	7%	12%	16%	9%	5%	9%	1%	2%	2%	2%	1%
2021	48%	77%	14%	8%	15%	14%	8%	1%	5%	2%	2%	2%	2%	--
(23) Overall inflation														
2023	31%	62%	32%	5%	12%	19%	16%	9%	8%	3%	1%	1%	1%	--
2022	39%	69%	24%	7%	10%	20%	10%	6%	8%	2%	2%	1%	1%	--
2021	30%	58%	35%	7%	11%	17%	16%	6%	13%	3%	2%	1%	1%	--
(11) The costs of health care coverage														
2023	29%	57%	23%	17%	14%	15%	10%	5%	9%	3%	3%	2%	9%	2%
2022	25%	50%	30%	19%	12%	14%	13%	6%	11%	2%	3%	4%	10%	1%
2021	36%	58%	25%	15%	8%	14%	9%	6%	10%	2%	2%	3%	8%	2%
(20) Finding new customers and markets														
2023	26%	54%	30%	15%	8%	20%	14%	8%	9%	4%	5%	2%	4%	--
2022	22%	46%	38%	16%	6%	18%	12%	8%	18%	3%	4%	5%	4%	--
2021	25%	47%	34%	18%	6%	16%	13%	8%	13%	6%	4%	3%	6%	--

(Continued...)



	10	8-10	5-7	1-4	9	8	7	6	5	4	3	2	1	DK/REF
(10) Federal and state taxes														
2023	24%	51%	37%	10%	11%	17%	14%	5%	19%	2%	2%	3%	3%	1%
2022	25%	50%	38%	12%	8%	16%	12%	7%	19%	2%	3%	3%	4%	--
2021	33%	56%	34%	10%	8%	16%	12%	7%	15%	4%	2%	2%	2%	--
(12) Costs of employee salaries and benefits														
2023	23%	56%	31%	11%	14%	19%	16%	8%	8%	2%	1%	2%	6%	1%
2022	27%	57%	31%	12%	11%	20%	11%	10%	9%	3%	2%	2%	6%	--
2021	23%	53%	33%	12%	10%	20%	15%	6%	12%	2%	1%	2%	6%	2%
(22) Getting operations back to where they were before the pandemic														
2023	19%	37%	25%	36%	6%	11%	6%	4%	15%	4%	8%	8%	17%	2%
2022	22%	42%	27%	31%	7%	13%	8%	5%	14%	5%	6%	6%	14%	--
2021	29%	46%	32%	20%	6%	11%	9%	7%	16%	2%	3%	3%	11%	2%
(9) State government regulations														
2023	19%	36%	42%	21%	7%	11%	13%	10%	19%	4%	5%	7%	5%	1%
2022	19%	40%	37%	23%	6%	15%	11%	7%	19%	4%	5%	6%	7%	--
2021	25%	43%	40%	15%	5%	13%	13%	8%	19%	3%	4%	3%	6%	1%
(15) Economic and global uncertainty														
2023	18%	43%	41%	15%	10%	16%	16%	10%	15%	5%	4%	3%	3%	1%
2022	21%	45%	44%	11%	6%	18%	18%	11%	16%	3%	4%	1%	3%	--
2021	23%	48%	37%	14%	8%	17%	14%	8%	15%	4%	4%	3%	3%	1%
(16) Energy costs														
2023	18%	41%	45%	14%	8%	15%	18%	8%	19%	6%	3%	2%	2%	--
2022	20%	47%	37%	16%	9%	17%	13%	9%	16%	4%	2%	5%	4%	--
2021	12%	35%	45%	20%	5%	17%	14%	12%	19%	5%	6%	4%	4%	1%
(8) Federal government regulations														
2023	17%	37%	40%	21%	7%	13%	11%	8%	21%	4%	5%	7%	6%	1%
2022	23%	43%	37%	19%	4%	16%	11%	11%	15%	6%	4%	4%	5%	1%
2021	26%	45%	38%	15%	7%	12%	11%	7%	20%	3%	5%	2%	5%	2%
(21) Developing company managers and leaders														
2023	12%	37%	35%	26%	8%	16%	13%	6%	16%	5%	6%	5%	10%	1%
2022	11%	37%	36%	27%	8%	18%	13%	7%	15%	5%	4%	6%	11%	--
2021	16%	39%	34%	25%	9%	15%	12%	8%	14%	5%	4%	4%	12%	2%

(Continued...)



	10	8-10	5-7	1-4	9	8	7	6	5	4	3	2	1	DK/REF
(19) Hacking and cyber security														
2023	12%	36%	38%	25%	7%	17%	13%	8%	17%	7%	7%	6%	6%	--
2022	12%	31%	42%	27%	6%	12%	13%	10%	19%	8%	7%	6%	6%	--
2021	19%	36%	40%	24%	5%	12%	14%	8%	17%	5%	5%	6%	7%	--
(24) ESG or environmental, social and governance issues														
2023	6%	17%	38%	44%	2%	8%	10%	8%	20%	5%	9%	10%	20%	2%
2022	11%	22%	41%	36%	2%	8%	11%	8%	22%	8%	8%	8%	12%	2%
(25) Artificial Intelligence														
2023	4%	10%	30%	58%	2%	5%	7%	6%	17%	7%	8%	14%	28%	2%

Question 26

As you think about your company's future, what would you say are the two or three most important drivers of your company's future growth? **(ACCEPTED UP TO THREE RESPONSES)**

RANKED BY COMBINED CHOICE

FIRST CHOICE			COMBINED CHOICE			
2021	2022	2023	2021	2022	2023	
36%	37%	41%	54%	58%	63%	FINDING NEW CUSTOMERS AND MARKETS
25%	25%	21%	47%	46%	41%	INCREASING PRODUCTIVITY AND ELIMINATING WASTE
11%	11%	13%	28%	30%	28%	DEVELOPING COMPANY MANAGERS AND LEADERS
11%	12%	8%	25%	26%	26%	BETTER STRATEGIC PLANNING AND IMPLEMENTATION
9%	11%	11%	23%	21%	25%	CREATING NEW PRODUCTS
4%	3%	1%	8%	6%	4%	FINDING SKILLED AND QUALIFIED EMPLOYEES
3%	*	2%	6%	2%	4%	OTHER
1%	1%	2%	1%	1%	2%	DON'T KNOW/NOT SURE
1%	*	--	1%	*	--	REFUSED



Question 27

Overall, for the year 2023, do you expect to increase investment in any of the following areas?
(ACCEPTED MULTIPLE RESPONSES)

<u>2021</u>	<u>2022</u>	<u>2023</u>	
75%	73%	61%	GROWING REVENUE AND PROFITABILITY
72%	69%	56%	MAXIMIZING PRODUCTIVITY
61%	60%	56%	EXPANDING SALES WITHIN THE UNITED STATES
59%	57%	50%	EMPLOYEE TRAINING
58%	56%	50%	EMPLOYEE DEVELOPMENT
44%	46%	37%	WORKPLACE AND COMPANY CULTURE
43%	48%	36%	SYSTEMS, TECHNOLOGY AND AUTOMATION
30%	32%	30%	RESEARCH AND DEVELOPMENT
34%	33%	27%	DATA AND CYBER SECURITY
19%	18%	19%	EXPANDING SALES GLOBALLY
--	--	14%	ENVIRONMENTAL, SOCIAL, AND GOVERNANCE ISSUES AND SUSTAINABILITY
8%	11%	8%	OBTAIN ISO CERTIFICATION
1%	*	2%	OTHER
3%	4%	7%	NONE OF THE ABOVE
*	--	1%	DON'T KNOW/REFUSED

Question 28

Generally speaking, how important do you think automation will be to your company's future?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
32%	30%	28%	VERY IMPORTANT
29%	31%	36%	SOMEWHAT IMPORTANT
21%	23%	20%	NOT VERY IMPORTANT
17%	15%	16%	NOT AT ALL IMPORTANT
1%	*	*	DON'T KNOW/NOT SURE
61%	61%	64%	TOTAL IMPORTANT
38%	38%	36%	TOTAL NOT IMPORTANT



Question X2

Are there any obstacles to implementing automation at your company? (**ACCEPTED MULTIPLE “YES” RESPONSES**)

<u>2022</u>	<u>2023</u>	
30%	32%	BUDGET/FINANCING OBSTACLES
23%	18%	TECHNOLOGY/SYSTEMS OBSTACLES
14%	13%	TRAINING OBSTACLES
--	5%	DOESN'T WORK FOR TYPE OF BUSINESS/CUSTOM PRODUCTS
--	2%	LACK OF SPACE/BUILDING IS NOT LARGE ENOUGH/SPACE CONCERNS
--	2%	EMPLOYEES/HAVING QUALIFIED PERSONNEL/GETTING BUY-IN FROM EMPLOYEES
--	1%	FINDING THE RIGHT TOOLS/PRODUCTS
--	1%	TIME
1%	2%	OTHER OBSTACLES
44%	39%	NO OBSTACLES TO AUTOMATION
2%	3%	DON'T KNOW/NOT SURE
1%	*	REFUSED
53%	57%	TOTAL YES, HAVE OBSTACLES
44%	39%	NO OBSTACLES TO AUTOMATION

Question 29

Have you previously used, are you currently using, or are you considering using artificial intelligence, or A.I., in your business operations?

10%	CURRENTLY USING A.I.
7%	CONSIDERING USING A.I. IN MY BUSINESS WITHIN THE NEXT YEAR
9%	CONSIDERING USING A.I. IN MY BUSINESS WITHIN THE NEXT 2-5 YEARS
72%	NO, HAVE NEVER USED AND NO PLANS TO USE A.I. IN MY BUSINESS IN THE IMMEDIATE FUTURE
3%	DON'T KNOW/NOT SURE
25%	TOTAL YES, USING/CONSIDERING USING A.I.
72%	NO, HAVE NEVER USED AND NO PLANS TO USE A.I.



Question 29A

Thinking about the next few years, which ONE of the following viewpoints on the impacts of artificial intelligence, or A.I., on businesses like yours do you agree with more?

- 5% A.I. IS GOING TO FUNDAMENTALLY CHANGE BUSINESSES LIKE MINE
- 40% A.I. IS GOING TO BE ANOTHER PIECE OF TECHNOLOGY AMONG MANY
- 51% A.I. IS NOT GOING TO HAVE MUCH OF A REAL IMPACT ON BUSINESSES LIKE MINE
- 3% DON'T KNOW/NOT SURE
- 1% REFUSED

Question X4

Is your company facing material risk within your own operations in Wisconsin related to the following issues? **(ACCEPTED MULTIPLE RESPONSES)**

- 23% ENERGY RISKS
- 5% WATER RISKS
- 5% OTHER MATERIAL RISK
- 70% NEITHER OF THESE
- 1% DON'T KNOW/NOT SURE

Question X5

Is your company facing material risk within your supply chain related to the following issues? **(ACCEPTED MULTIPLE RESPONSES)**

- 18% ENERGY RISKS
- 2% WATER RISKS
- 7% OTHER MATERIAL RISK
- 72% NEITHER OF THESE
- 4% DON'T KNOW/NOT SURE

Question 30

Does your company currently have positions that are open for hiring?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
58%	56%	55%	YES
41%	43%	44%	NO
--	1%	--	DON'T KNOW/REFUSED



Question 31

(ASKED AMONG THOSE WHO ARE HIRING, N=229)

And, based on your best estimate, how many positions would you say your company has open that you are currently hiring for?

AMONG ASKED			AMONG ALL			
2021	2022	2023	2021	2022	2023	
12%	10%	15%	7%	6%	8%	1
19%	25%	29%	11%	14%	16%	2
14%	17%	14%	8%	10%	8%	3
8%	6%	8%	5%	3%	5%	4
11%	9%	7%	6%	5%	4%	5
7%	5%	4%	4%	3%	2%	6
2%	2%	3%	1%	1%	1%	7
3%	2%	--	2%	1%	--	8
1%	1%	1%	1%	1%	1%	9
20%	21%	18%	12%	12%	10%	10+
1%	2%	1%	1%	1%	*	DON'T KNOW/REFUSED
7.0	7.0	5.8	7.0	7.0	5.8	MEAN
46%	53%	58%	27%	29%	32%	TOTAL 1-3
26%	20%	20%	15%	11%	11%	TOTAL 4-6
7%	5%	4%	4%	3%	2%	TOTAL 7-9
20%	21%	18%	12%	12%	10%	TOTAL 10+

Question 32

Generally speaking, how easy or difficult is it for your company currently to find qualified workers for new or open positions?

2021	2022	2023	
57%	48%	44%	VERY DIFFICULT
27%	36%	37%	SOMEWHAT DIFFICULT
9%	9%	10%	SOMEWHAT EASY
3%	3%	4%	VERY EASY
5%	3%	4%	DON'T KNOW/NOT SURE
1%	1%	1%	REFUSED
83%	84%	81%	TOTAL DIFFICULT
11%	12%	14%	TOTAL EASY



Question 33

Next, is your company considering any of the following changes to address potential long-term workforce challenges? **(ACCEPTED MULTIPLE RESPONSES)**

<u>2021</u>	<u>2022</u>	<u>2023</u>	
70%	69%	60%	INCREASING WAGES AND SALARIES
62%	67%	47%	RAISING PRICES
57%	58%	44%	OFFERING EMPLOYEE TRAINING
43%	47%	43%	OFFERING MORE COMPETITIVE EMPLOYEE BENEFITS
49%	46%	38%	AUTOMATING OR IMPLEMENTING NEW TECHNOLOGIES
28%	32%	23%	ALLOWING FOR REMOTE WORK AND FLEXIBLE SCHEDULES
18%	22%	17%	CHANGING OPERATING HOURS
15%	19%	15%	CHANGING SHIFTS
--	*	12%	UTILIZING ARTIFICIAL INTELLIGENCE
8%	10%	9%	SCALING BACK PRODUCTION
2%	*	2%	SOMETHING ELSE
6%	7%	15%	NONE OF THESE/NOT CONSIDERING ANY OF THESE

Question 34

When thinking about attracting and hiring new employees, what does your company believe is its strongest selling point to prospective employees? *RANKED BY COMBINED CHOICE*

FIRST CHOICE			COMBINED CHOICE			
<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	
24%	21%	17%	34%	33%	28%	SALARY AND WAGES
11%	13%	13%	26%	27%	25%	THE WORK ENVIRONMENT
15%	14%	15%	25%	24%	24%	FLEXIBLE SHIFTS AND WORK SCHEDULES
12%	12%	12%	21%	20%	23%	A WORK-LIFE BALANCE
7%	5%	7%	16%	16%	15%	THE EMPLOYEE BENEFITS
9%	6%	6%	19%	16%	13%	THE POTENTIAL FOR CAREER GROWTH
6%	9%	7%	12%	14%	13%	THE PRODUCTS YOU MAKE
8%	11%	7%	13%	15%	11%	THE LOCAL AREA
--	--	7%	--	*	10%	COMPANY MISSION OR PURPOSE
2%	1%	1%	4%	2%	1%	HIGH TECH JOBS
3%	1%	3%	4%	1%	4%	OTHER
2%	4%	3%	2%	4%	3%	DON'T KNOW
1%	2%	2%	1%	2%	2%	REFUSED



Question 35

Overall, do you expect wages for your employees will increase, decrease, or stay about the same in 2023?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
65%	62%	61%	INCREASE
1%	*	1%	DECREASE
30%	36%	35%	STAY ABOUT THE SAME
3%	1%	2%	DON'T KNOW/NOT SURE
1%	1%	1%	REFUSED

Question 36

Overall, do you expect the benefits you offer your employees will increase, decrease, or stay about the same in 2023?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
20%	27%	23%	INCREASE
3%	2%	2%	DECREASE
73%	68%	70%	STAY ABOUT THE SAME
3%	3%	3%	DON'T KNOW/NOT SURE
1%	1%	1%	REFUSED

Question 37

And, does your company currently provide health insurance to your employees?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
57%	60%	63%	YES
41%	38%	36%	NO
2%	1%	*	DON'T KNOW/NOT SURE
*	*	1%	REFUSED



Question 38

(ASKED AMONG THOSE WHO OFFER HEALTH INSURANCE, N=261) And, overall, do you expect the cost your company pays for health care will increase, decrease, or stay about the same in 2023?

AMONG ASKED			AMONG ALL			
<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	
69%	74%	73%	40%	44%	46%	INCREASE
*	2%	1%	*	1%	1%	DECREASE
28%	24%	24%	16%	14%	15%	STAY ABOUT THE SAME
2%	1%	1%	1%	*	1%	DON'T KNOW/NOT SURE

Question 39

And, how much of an investment is your company currently making in leadership training programs? Is it a major investment, a modest investment or just a little investment currently?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
6%	7%	5%	MAJOR INVESTMENT
23%	25%	25%	MODEST INVESTMENT
62%	59%	59%	JUST A LITTLE INVESTMENT
6%	8%	7%	DON'T KNOW
2%	2%	5%	REFUSED
30%	32%	30%	TOTAL MAJOR/MODEST
62%	59%	59%	JUST A LITTLE INVESTMENT

Question 40

On a different topic, does your company have a formal strategic plan for profitable growth?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
50%	57%	49%	YES
48%	42%	49%	NO
2%	1%	2%	DON'T KNOW/NOT SURE



Question 41

How important is having a formal strategic plan to your company's future growth?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
35%	41%	36%	VERY IMPORTANT
34%	33%	31%	SOMEWHAT IMPORTANT
16%	14%	17%	NOT VERY IMPORTANT
14%	11%	14%	NOT AT ALL IMPORTANT
1%	*	2%	DON'T KNOW/NOT SURE
68%	74%	67%	TOTAL IMPORTANT
30%	26%	31%	TOTAL NOT IMPORTANT

Question 42

And, in what part of the world do you see the greatest increase in prospective business? **(ACCEPTED UP TO THREE RESPONSES)**

<u>2021</u>	<u>2022</u>	<u>2023</u>	
14%	13%	10%	CANADA
7%	9%	10%	MEXICO
4%	4%	4%	SOUTH AMERICA
9%	9%	9%	EUROPE
7%	9%	6%	CHINA
8%	4%	4%	REST OF ASIA
--	--	1%	AUSTRALIA
--	--	2%	MIDDLE EAST
3%	3%	2%	SOME OTHER PLACE
83%	82%	78%	HERE IN THE UNITED STATES
1%	3%	2%	NONE OF THE ABOVE
2%	2%	5%	DON'T KNOW/NOT SURE
--	--	1%	REFUSED
33%	34%	34%	TOTAL OUTSIDE U.S.



Question 43

On a different topic, has your company been hacked or experienced a data breach of some kind?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
16%	18%	22%	YES
83%	80%	77%	NO
1%	1%	1%	DON'T KNOW/NOT SURE
1%	--	--	REFUSED

Question 44

How confident are you that your company is secure from hacking, data breaches, and other technological threats?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
31%	28%	33%	VERY CONFIDENT
51%	59%	54%	SOMEWHAT CONFIDENT
15%	7%	9%	NOT THAT CONFIDENT
4%	5%	4%	NOT AT ALL CONFIDENT
1%	1%	--	DON'T KNOW/NOT SURE
81%	87%	87%	TOTAL CONFIDENT
18%	12%	13%	TOTAL NOT CONFIDENT

Question 45

How many people does your company employ in all its facilities in Wisconsin?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
50%	46%	48%	UNDER 10
16%	19%	17%	11-25
9%	10%	12%	26-50
9%	10%	10%	51-100
4%	4%	4%	101-150
4%	3%	3%	151 TO 250
7%	6%	4%	MORE THAN 250
*	*	*	DON'T KNOW/NOT SURE
1%	1%	1%	REFUSED
75%	75%	77%	TOTAL <50
13%	15%	15%	TOTAL 51-150
11%	9%	8%	TOTAL 151+



Question 46

What are your annual business revenues?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
40%	35%	36%	UNDER \$1 MILLION
23%	26%	24%	MORE THAN \$1 MILLION TO \$5 MILLION
8%	9%	9%	MORE THAN \$5 MILLION TO \$10 MILLION
8%	8%	10%	MORE THAN \$10 MILLION TO \$20 MILLION
12%	14%	11%	MORE THAN \$20 MILLION
3%	3%	3%	DON'T KNOW/NOT SURE
6%	5%	6%	REFUSED
40%	35%	36%	<\$1 MILLION
51%	56%	55%	TOTAL \$1 MILLION+

Question 47

Which one of the following best describes your company's primary business?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
21%	19%	21%	METAL FABRICATION
14%	17%	16%	MACHINERY MANUFACTURING
8%	8%	10%	PAPER OR WOOD PRODUCTS
10%	6%	9%	PRINTING
9%	7%	9%	FOOD OR BEVERAGE
3%	2%	7%	PRODUCT MANUFACTURING/INDUSTRIAL
6%	4%	5%	PLASTICS
4%	5%	3%	ELECTRICAL EQUIPMENT
19%	21%	19%	SOMETHING ELSE
1%	1%	*	REFUSED



Question 48

How many years has your company been in operation?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
*	1%	--	LESS THAN 1 YEAR
3%	3%	1%	1 - 3 YEARS
5%	5%	3%	4 - 6 YEARS
8%	5%	7%	7 - 10 YEARS
8%	6%	7%	11 - 15 YEARS
74%	80%	81%	16 YEARS OR MORE
1%	*	1%	REFUSED
25%	19%	18%	TOTAL <16 YEARS
74%	80%	81%	16 YEARS OR MORE

Question 49

In what year were you born?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
4%	6%	8%	18 - 34
16%	13%	10%	35 - 44
21%	20%	18%	45 - 54
36%	38%	37%	55 - 64
17%	19%	22%	65 AND ABOVE
6%	3%	5%	REFUSED

Question 50

Gender

<u>2021</u>	<u>2022</u>	<u>2023</u>	
78%	68%	72%	MALE
22%	32%	28%	FEMALE



Question C

What is your job title?

<u>2021</u>	<u>2022</u>	<u>2023</u>	
46%	39%	40%	OWNER/PARTNER
19%	22%	24%	DIRECTOR/MANAGER/OFFICE MANAGER/OPERATIONS MANAGER
17%	20%	22%	PRESIDENT/CEO/VICE PRESIDENT/CFO/COO/CTO
10%	11%	11%	MANAGEMENT TEAM MEMBER/CONTROLLER
5%	3%	4%	OTHER