

# Business in the Northwest 2018

*Insights from the Carson College of Business*



Carson College of Business

WASHINGTON STATE UNIVERSITY





## METHODOLOGY

To learn more about how business leaders in the Northwest (Washington, Oregon, Idaho, Western Montana, Northern California and Vancouver, B.C.) perceive the health of the region and key issues impacting businesses and communities, Washington State University's Carson College of Business commissioned Edelman Intelligence to conduct a survey of 1,000 business leaders age 18 or older living in the region, who hold an upper management level position, have decision-making or hiring responsibilities at their company, and have at least three years of management experience.

The survey was conducted online from February 27 to March 16, 2018. The margin of error was calculated at  $\pm 3.1$  percent at the 95 percent confidence level.







# INSIGHTS FROM THE CARSON COLLEGE OF BUSINESS

## Executive Summary

What is the perceived business climate in the Northwest? What do business leaders in the region think the future of our economy looks like?

In a new report, **Business in the Northwest 2018**, Washington State University's Carson College of Business sheds light on how regional business leaders feel about the business climate today, how they are preparing for the

**Although many feel it is the government's responsibility to address these concerns, the Carson College of Business advocates for business leaders, policy makers, academic institutions and other community members to collaborate on solutions that will benefit the business community in the Northwest and beyond.**

future and what they need to succeed. For this report, the Carson College of Business commissioned Edelman Intelligence to survey 1,000 business leaders in the Northwest to better understand the perceived health of the region and key issues impacting businesses and communities.

The inaugural study found that, overall, Northwest business leaders feel the region is poised to take advantage of positive

factors fueling economic prosperity, such as income stability and job growth. However, many are uncertain about the future growth potential of business in the region. It is clear businesses must consider ways to mitigate factors perceived to be hurting the community, including traffic congestion and job loss due to automation.

## Key findings from the report include:

**Despite overall positivity, business leaders are worried about the future.**

The business climate in the Northwest is perceived to be changing in a good way, with 9 in 10 regional business leaders reporting the climate has been steady or

strengthening in the last three years. But today's positive sentiment doesn't necessarily translate to the next three years. In fact, business leaders are worried about the future, with nearly half expressing concern about the growth potential of business in the region.

Most business leaders feel they are in a good place to be successful, with 87 percent reporting they currently have what they need in their position to drive results.

But, they are still concerned about the immediate future, as nearly half of business leaders report they are worried they won't be able meet growth goals (43 percent) or revenue goals (40 percent) in the next year.

## **Government support is needed to solve community issues and drive business success.**

The study found both positive and negative factors affecting the business outlook, particularly as the region adapts to rapid growth. While most business leaders feel their company contributes to the economic growth, overall quality of life and job growth, many also feel job loss to automation, traffic congestion and housing affordability are hurting the community. Many business leaders acknowledge their company's role in these issues but feel the state and federal government bear most of the responsibility to solve them. What's more, business leaders also see government policies as some of the biggest influences on their success—especially in the areas of corporate tax, transportation funding and higher education reform.

Most business leaders agree (87 percent) that to maintain their reputation, promoting retraining programs for workers displaced due to technology advances will be important in the next two years.

When it comes to federal government support, business leaders say reduced corporate taxes would benefit their company most (38 percent), followed by improved student loan programs (30 percent) and increased funding for transportation improvements (29 percent).<sup>1</sup>

<sup>1</sup> Respondents were allowed to select more than one option



## **Businesses are ready to create jobs, but they're having trouble finding and retaining talent.**

Recruiting and retaining talent in today's changing workforce is also top of mind for business leaders, who are ready to create more jobs but struggle to find qualified candidates to fill them. The survey provides insights into how businesses can fill these gaps as well as accelerate recruitment, retention and innovation through increased collaboration among business, government and academia.

Seventy-two percent of business leaders say their company is in a position to create more jobs, but 60 percent are struggling to find qualified undergraduates from area universities when hiring.

Beyond offering competitive salaries to reduce employee turnover, business leaders exhibit a clear gap between what they think employees need and what their companies are currently offering to help retain talent. For example, 58 percent of business leaders think employees want a flexible work schedule over a higher salary, but only 28 percent actually provide flexible or remote work opportunities.

## **Corporate social responsibility (CSR) is a growing movement in the Northwest, with medium-sized businesses leading the way.**

Across the Northwest, there is growing awareness and appreciation for corporate social responsibility (CSR) programs, with 57 percent of business leaders reporting their company currently has CSR programs.

Aside from altruism, business leaders see clear benefits to implementing such programs, including higher employee engagement and improved ability to navigate reputational issues.

## **Business leaders view the Northwest as a leader in innovation—but they don't see it as the "next big thing" the region will be known for.**

Finally, the survey found that most business leaders view the Northwest as a leader in innovation compared to the rest of the United States—but they don't necessarily see it as a flagship for technology-based offerings. When given a range of options, more than a third of business leaders feel the "next big things" the Northwest will be known for are marijuana products and merchandise—the most selected response—followed by those who feel the region will be known for being a good place to raise a family. Options such as data security, cloud data management and advanced technology development garnered less than a quarter of responses.

Business leaders agree innovation will be critical to the future of their business, with nearly 8 in 10 saying their company needs to step up innovation efforts to stay ahead in the market.

Overall, this year's findings indicate that while business leaders generally have a positive outlook on the business climate in the Northwest, there are clear areas for improvement, particularly related to developing a strong talent pipeline, solving community issues and ensuring continued growth of the region.







## DESPITE OVERALL POSITIVITY, BUSINESS LEADERS ARE WORRIED ABOUT THE FUTURE

Over the past decade, the Northwest has seen a renaissance of business and entrepreneurial activity across the region—from the rise of new technology companies, to a resurgence of small businesses and industry-led agricultural production. This innovative culture has not gone unnoticed.

Business leaders overwhelmingly express satisfaction with the business climate in the region, with 81 percent reporting the climate has been changing in a good way.

The majority also feel they have what they need in their position to help their company be successful. In fact, more than 80 percent of business leaders said they were able to reach their business development and revenue goals for 2017.

However, despite the overall positivity, business leaders are concerned about the future, with nearly half reporting they are worried about the growth potential of business in the region.

### *Satisfied With Business climate*

- 81%** feel the business climate has been changing in a good way
- 47%** feel the business climate has been strengthening steadily; 46% feel the business climate has been steady or stayed the same
- 87%** feel they have what they need in their position to help their company be successful
- 83%** report their company has been able to reach business development goals in the last year; 82% have been able to reach their revenue goals in the last year

### *Concerned About the Future*

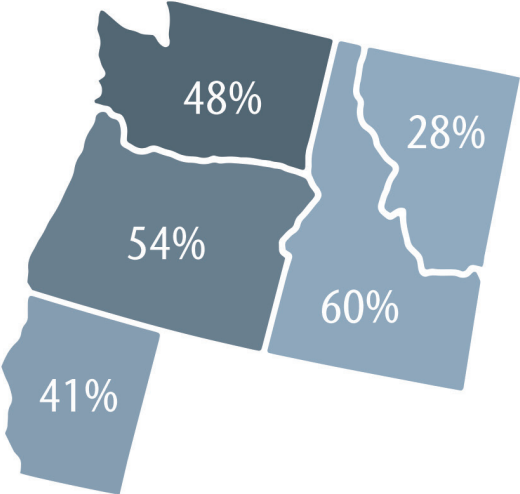
- 47%** are worried about the overall growth potential of business in the region
- 43%** are worried they won't be able meet growth goals in the next year
- 40%** are worried they won't reach revenue goals in the next year
- 36%** are worried they may need to downsize their company in the next year
- 46%** are not sure what the future holds for their company



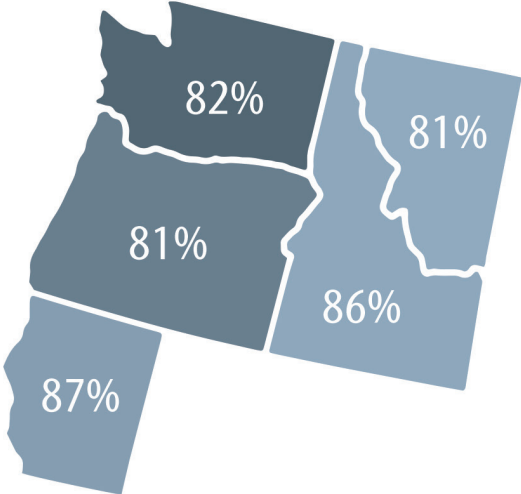


# Business Outlook Across the Northwest: Washington, Oregon, Idaho, Western Montana and Northern California\*

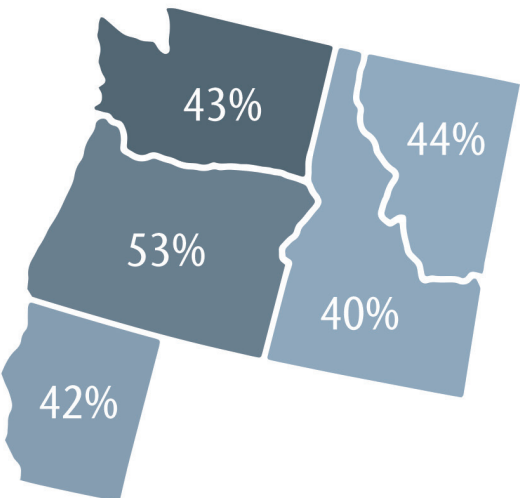
Percentage feel the business climate has been strengthening steadily



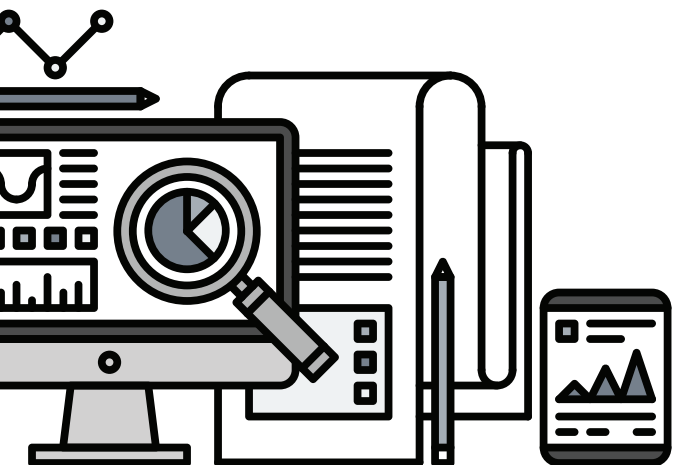
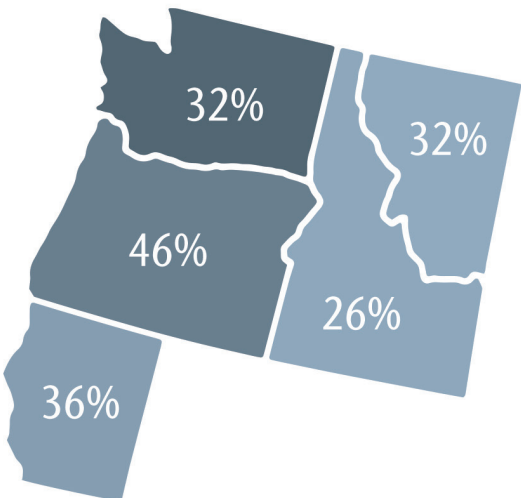
Percentage feel the business climate in the Northwest is changing in a good way



Percentage are worried about the growth potential of business in the Northwest



Percentage are worried their company may have to downsize in the next year



\*Idaho (N=90), Montana (N=30), and N. California (N=30)





## GOVERNMENT SUPPORT NEEDED TO SOLVE COMMUNITY ISSUES AND DRIVE BUSINESS SUCCESS

**W**ith the growth of business in the Northwest, communities have seen rapid change resulting in both positive and negative impacts on the quality of life and environment in the area. Business leaders perceive their companies to be helping the local community in multiple areas, including economic growth, overall quality of life, job growth and income stability. While business leaders generally see their company as a positive force, they also recognize their impact has been detrimental in other areas, including traffic congestion and housing affordability. Despite this, most feel the government should be responsible for providing solutions.

When looking specifically at traffic congestion, there is a notable gap between business leaders' perceived impact on the community and who is responsible for providing solutions. One in four business leaders feel their company negatively impacts the community with regards to traffic congestion, but only 20 percent feel it is their company's responsibility to help provide solutions. Seventy percent want state and/or federal government to solve the problem.

In addition to helping solve community issues, government is seen as playing a key role in driving business success. Seventy-five percent of business leaders report federal and state policies have the biggest impact on the success of their company, compared to local and global legislation.

### Top 5 Things Companies Feel They Are Helping

1. Local economic growth
2. Overall quality of life
3. Job growth
4. Income stability
5. Diversity in the workforce

### Top 5 Things Companies Feel They Are Hurting

1. Traffic congestion
2. Job loss due to automation
3. Housing availability
4. Environmental impact
5. Gender equality in the workforce

### Top 5 Local/State Policy Changes That Would Benefit Companies Most\*

- 32% Lower state business taxes
- 28% Lower local sales taxes
- 27% More public transportation options
- 27% More lower-cost housing options
- 26% Increased funding to public higher education (colleges and universities)

### Top 5 Federal Policy Changes That Would Benefit Companies Most\*

- 38% Reduced federal corporate taxes
- 30% Improved student loan programs
- 29% Increased federal funding for transportation improvements
- 25% More liberal trade agreements
- 23% Implementing net neutrality

\* Respondents were allowed to select multiple issues

## Insights from Carson: Solving problems through collaboration

Who is responsible? As I looked through the findings from this year's survey, I was struck by this question. Who is responsible for strengthening our communities, for creating opportunities, for sustaining our environment? I was heartened to see that our business community believes that we are all responsible. We can work collaboratively to solve these issues, and we need to do that. Business, government and nonprofits need to find ways to work together to address these issues—large and small.

We in higher education also have an important role to play. We must effectively develop the talent that northwest businesses are seeking by launching our students toward meeting the needs of employers and their communities. And our universities must be meeting places, “classrooms for the community,” working to bring all of us together to find twenty-first century solutions.

For businesses that may be afraid to tackle tough issues—I say don't be. Consumers are looking for you to lead. According to the 2018 Edelman Trust Barometer, businesses are one of the most trusted institutions in our country. This trust should be viewed as a mandate to take action and create meaningful partnerships with nonprofits, the government, colleges and universities to find actionable solutions that benefit all of our communities.



*Chip Hunter*  
**Larry “Chip” Hunter**

Dean  
Carson College of Business

### Special Focus: Automation

Job loss to automation is a growing concern for companies in the Northwest, and business leaders understand it will be important for companies to take affirmative action on it in the future if they want to avoid reputational harm.

- 87% of business leaders agree they will need to consider retraining programs or new job opportunities for workers displaced due to technological advances in order to maintain their reputation
- 1 in 6 business leaders report job loss to automation is among the top three concerns hurting the community
- 2 in 5 business leaders feel it is businesses' responsibility to solve the issue of job loss to automation

### Business Leaders Want Government Help with Traffic Issues

- 29%** want increased funding for transportation improvements from the federal government
- 27%** want more public transportation options from their state governments
- 25%** want lower transportation costs from their state governments





## BUSINESSES ARE READY TO CREATE MORE JOBS AND FEEL ENOUGH QUALIFIED CANDIDATES ARE OUT THERE, BUT THEY'RE HAVING TROUBLE ACTUALLY FINDING AND RETAINING TALENT

**E**choing the overall positive outlook for business in the Northwest, business leaders see an opportunity to create new jobs and prefer to fill those positions with local or in-state candidates.

**72%** report their companies are in a position to create more jobs

**71%** feel that area graduates are typically prepared and qualified to fill entry-level jobs

However, despite the readiness to grow and perception of local graduates, business leaders report they are having trouble finding and retaining talent. In fact, 60 percent are struggling to find qualified undergraduates from area universities when hiring. This is particularly concerning given business leaders report three of their biggest barriers to success in the next three years are related to the availability and retention of a skilled workforce.

While companies are currently struggling to fill positions and are worried about the capabilities of the future workforce, some business leaders see a ray of

hope—partnering with local universities and colleges to identify potential employees and ensure students are prepared to enter the workforce. Approximately 76 percent of business leaders report their company is already partnering with a local university or college to identify candidates, but many feel they should be doing more. Specifically, 27 percent feel their company should collaborate more with area universities to identify potential employees; 27 percent think they should partner more to develop internship programs; and 24 percent think they should partner more to ensure students develop the right skillsets.

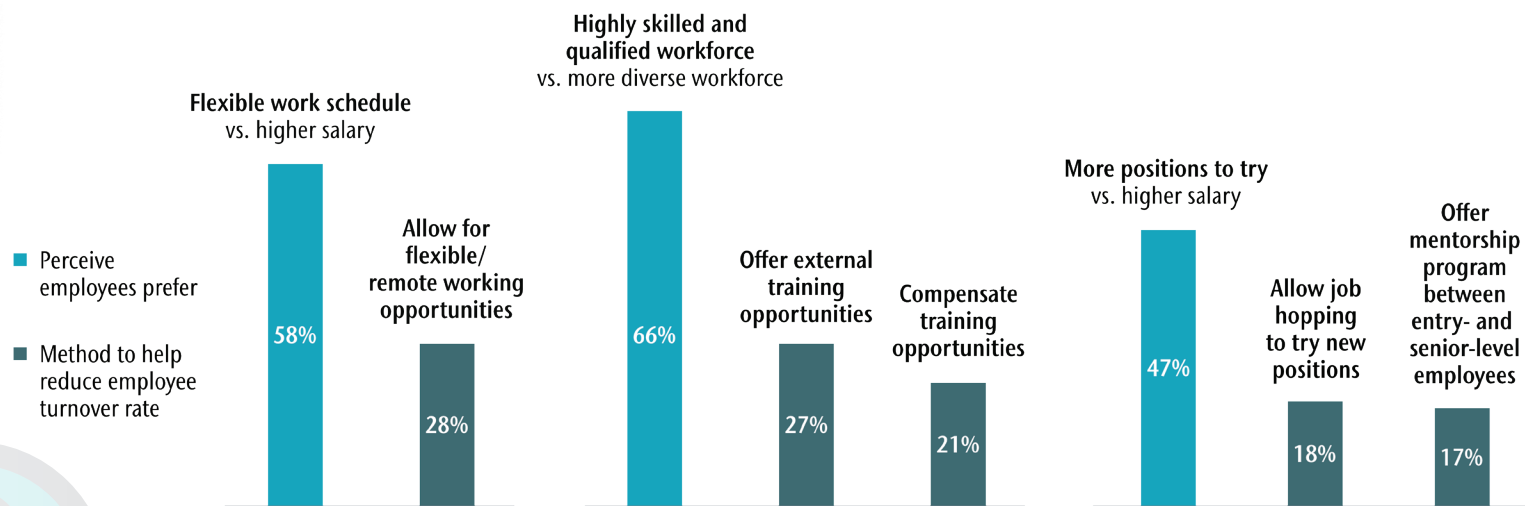
In addition to finding the right employees, business leaders cite concerns about retaining talent. Nearly three quarters of respondents note their company's retention rates have either stayed the same or gotten worse in the last three years. This may be due to a lack of effective engagement and retention strategies. When asked about their retention programs, just under half (44 percent) report they have offered competitive salaries to help reduce employee turnover. Among them, 41 percent report it has been the most effective method to help reduce turnover compared to other offerings.

Beyond offering higher salaries, however, there are clear gaps between perceived employee needs and what companies are currently offering to help retain employees.

### Top 5 Barriers to Success in the Next Three Years

1. Insufficient skillset of potential employees
2. Employee attrition/turnover
3. Cost of maintaining the business
4. Federal-level policies or reforms
5. Federal corporate taxes

## Outside of salary, gaps exist between what business leaders think employees want and what companies currently do to combat attrition



### Northwest Employers Prefer Local Graduates

**83%** prefer local or in-state candidates

The top three reasons business leaders prefer local or in-state candidates include:

1. They are likely to stay in the same region long-term (50%)
2. They want to support local citizens and economy (41%)
3. They care more about the impact the business has on the environment in the Northwest (31%)



## Insights from Carson: *Thinking outside the box for recruiting*

Finding qualified candidates to fill an open position can be a daunting task, and rightfully so. With U.S. unemployment rates at their lowest level in decades, it can be hard to find enough applicants, let alone the right person for the job. Despite this barrier, many employers are reluctant to consider hiring ex-offenders. There are legitimate concerns, particularly related to education level or skills, or obligations ex-offenders have such as attending parole meetings. But, I would urge you to look beyond these factors and consider the positive impact hiring ex-offenders might have on your company, the candidate and the community.

With Oregon's long-standing "Ban-the-Box" legislation, as well as the recent passage of Washington Fair Chance Act (effective June 2, 2018) and AB 1008 in California (effective January 1, 2018), and growing support in Montana and Idaho, there is a clear movement in the Northwest toward "Fair Chance Policies." If your business wants to get ahead of a legislative mandate, I recommend considering the following:

- In my research, I have found employers typically praise ex-offenders for their willingness to work hard and take on tough jobs, both showing their appreciation for being given a second chance and demonstrating their value to the organization.
- You can be strategic about hiring ex-offenders by partnering with local and national re-entry organizations to reduce risk and uncertainty and recruit job-ready candidates.
- Numerous studies show that stable employment for ex-offenders reduces the likelihood they will commit additional crimes and potentially be rearrested, which ultimately contributes to safer and stronger communities.

With an open mind and willingness to act creatively, you can reframe the hiring challenge as a unique business and social opportunity, now and into the future. From meeting the growing demand for hard-to-fill positions, to giving ex-offenders a chance to rebuild their lives and positively contribute to their communities, screening in this often-overlooked source of candidates is not only good for business, it's good for society.



**Jerry Goodstein**

Professor  
Management  
Carson College of Business



## Insights from Carson: *Career development as a retention tool*

Research suggests companies can reduce turnover if their employees perceive organizational support for career development in conjunction with growth opportunities within the organization. This gives employees a means to not only build and develop their skills but to also look within their organization to develop a career path.

There is a wide range of development activities that may be attractive to employees, including, but not limited to:

- Career planning workshops
- Workshops/computer-based trainings to develop technical skills
- Workshops/computer-based trainings to develop managerial skills
- Educational courses that qualify for tuition reimbursement
- Job rotations into different divisions or functions within the company

Companies that have managerial succession planning programs at various levels of the organization also seem to communicate to employees the value they place on development as well as internal promotion. Moreover, formal and informal mentoring programs with job shadowing opportunities are attractive for employees seeking to advance their careers while expanding their social networks.



**Jesus Bravo**

*Clinical Associate Professor  
Management  
Carson College of Business*







## CORPORATE SOCIAL RESPONSIBILITY (CSR) IS A GROWING MOVEMENT IN THE NORTHWEST, WITH MEDIUM-SIZED BUSINESSES LEADING THE WAY

**A**cross the Northwest, awareness and appreciation are growing for corporate social responsibility (CSR) programs, with 57 percent of business leaders reporting their company currently has CSR programs. Mid-size companies (250 to 999 employees) and large companies (1,000+ employees) are most likely to have such programs (74 percent and 64 percent, respectively). But small businesses are stepping up, too. While only a third of small businesses in the region report having a formal program, most actively support a relevant issue or community organization.

Aside from altruism, business leaders see a clear benefit to implementing CSR programs, with 60 percent noting they think their employees prefer a clear corporate responsibility mission with measurable impacts on the community over a heavy focus on revenue and profit. Another potential benefit of developing such programs

### Top 5 Actions Business Leaders Are Considering to Maintain Their Reputations

1. No tolerance for sexual harassment in the workplace
2. Understand and support the values of their customers
3. Implement more livable wage increases
4. Promote retraining or new job opportunities for displaced workers due to technological advances
5. Implement customer loyalty programs

### Insights from Carson: *Harnessing the power of CSR*

Consumers increasingly believe social change should come from business. To address this yearning, many firms engage in corporate social responsibility (CSR), broadly defined as activities and policies that promote long-term economic, societal and environmental well-being and go “above and beyond” the interests of a firm and legal requirements.

Because CSR involves investments that reach beyond a firm’s basic bottom line, business leaders are naturally interested in whether CSR pays dividends. Overall, it can lead to many positive outcomes, including:

- More favorable brand attitudes and stronger preference for a brand
- Higher customer satisfaction and loyalty
- Willingness to forgive service failures
- Greater firm value

It is important to keep in mind that CSR yields the greatest benefits when customers and employees believe the firm’s efforts are aligned with their values and the firm’s core mission. One method for maximizing perceived value alignment is to give stakeholders a choice over which causes the firm invests in, as Subaru does in its “Share the Love” initiative.

Additionally, business leaders should be aware there is a fine line between CSR and engagement in more “politically-motivated” initiatives with the potential to be polarizing. Whereas CSR is generally rewarded, firm involvement in sensitive or controversial issues routinely leads to more negative responses among consumers.



**Jeffrey Joireman**

Associate Professor  
Marketing  
Carson College of Business

## Special Focus: A Livable Wage

**Business leaders see wage equality as a key differentiator in the Northwest, with 1 in 4 reporting the “next big thing” the region will be known for is more livable wage increases.**

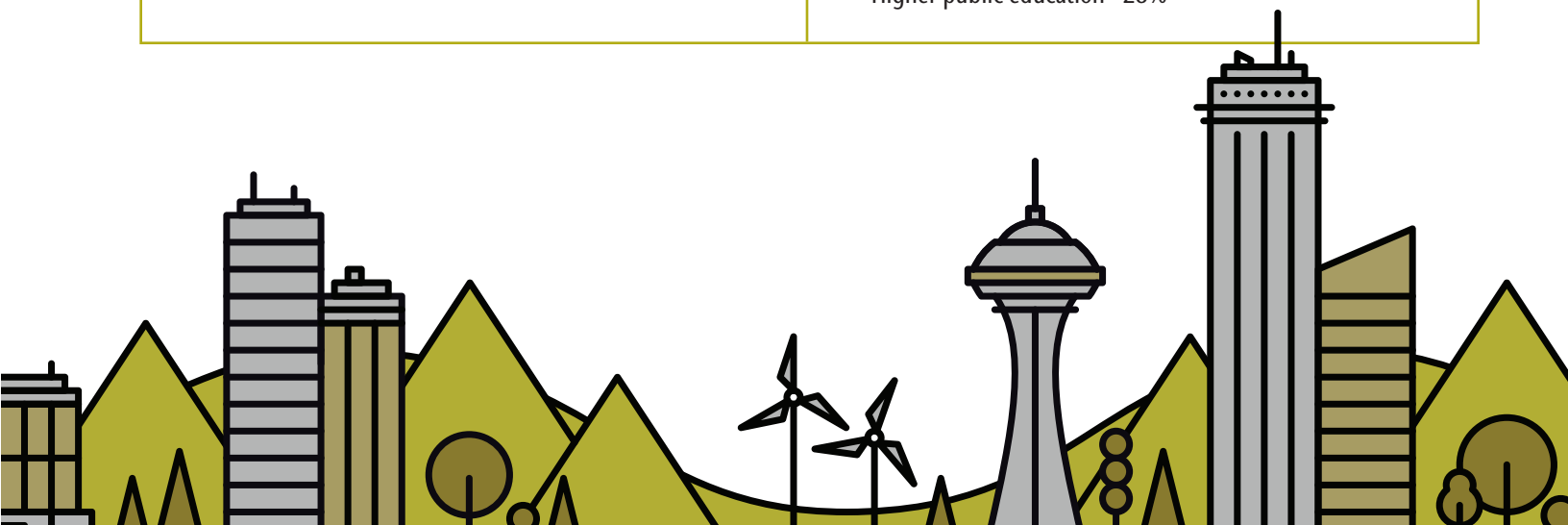
*They also recognize that in order to maintain their reputation, they will need to take action to create income equality:*

**72%** agree that reducing the wage gap between leadership and entry-level employees will be important to consider in regard to maintaining their reputation

**87%** see implementing more livable wage increases as a driver of reputation

## Business in the Northwest: Corporate Social Responsibility

COMPANIES LARGE AND SMALL UNDERSTAND THE IMPORTANCE OF CSR:	ISSUES OR ORGANIZATIONS MID-SIZE COMPANIES IN THE NORTHWEST SUPPORT:
<ul style="list-style-type: none"> <li>57% have CSR programs (<i>note: this is all companies</i>)</li> <li>Companies that report having CSR programs, by size: Small (1–249 employees): 36% Medium (250–999 employees): 74% Large (1000+ employees): 64%</li> <li>60% agree their employees prefer a clear CSR mission with measurable impacts</li> </ul>	<ul style="list-style-type: none"> <li>Gender protections—31%</li> <li>Community-based organizations (<i>non-profit groups that work at a local level to improve life for residents</i>)—26%</li> <li>Higher public education—25%</li> <li>Population growth—24%</li> <li>Reducing traffic congestion—20%</li> </ul>
ISSUES OR ORGANIZATIONS SMALL COMPANIES IN THE NORTHWEST SUPPORT:	ISSUES OR ORGANIZATIONS LARGE COMPANIES IN THE NORTHWEST SUPPORT:
<ul style="list-style-type: none"> <li>Gender protections—40%</li> <li>Community-based organizations (<i>non-profit groups that work at a local level to improve life for residents</i>)—31%</li> <li>Mental health—30%</li> <li>Homelessness—30%</li> <li>Higher public education—28%</li> </ul>	<ul style="list-style-type: none"> <li>Community-based organizations (<i>non-profit groups that work at a local level to improve life for residents</i>)—37%</li> <li>National non-profit groups (<i>United Way, American Heart Association, Salvation Army</i>)—36%</li> <li>Gender protections—32%</li> <li>Business development growth—32%</li> <li>Higher public education—28%</li> </ul>







## ON A REGIONAL LEVEL, BUSINESS LEADERS VIEW THE NORTHWEST AS A LEADER IN INNOVATION— BUT THEY DON'T NECESSARILY SEE IT AS THE “NEXT BIG THING” THE REGION WILL BE KNOWN FOR

In-line with the rapid growth the Northwest has seen due to advances in technology, aerospace, e-commerce and more, it is no surprise that **81 percent of business leaders view the region as more innovative than the rest of the country.** However, when looking to the future, business leaders don't necessarily think the “next big thing” the Northwest will be known for is technology-based innovation.

When given a range of options, technology-driven innovations garnered 25 percent or less of responses, including data security (22 percent), cloud data management (23 percent) and advanced technology development (25 percent).

### Top 10 “Next Big Things”

1. Marijuana products and merchandise
2. A good place to start or raise a family
3. Highly-skilled cloud computing workforce
4. Advanced technological development of artificial intelligence, robotics, drones and augmented or virtual reality
5. More livable wage increases (more than the national average)
6. World-class wine production
7. Cloud data management systems and technology
8. Data security and cyber security services and/or technology
9. A culture of entrepreneurialism
10. Quality educational opportunities

### Insights from Carson: *Hiring and managing talent to increase innovation*

In today's high-tech business environment, firms must constantly innovate by generating new knowledge in the form of patents and introducing new products. Hiring highly-talented individuals is an important means to achieving this end.

Although bringing in such talent has the potential to offer enormous payoffs to organizations in the form of greater innovation output, it is not without significant risks. Businesses also need to carefully design their organizations to effectively hire, manage and retain these “star” employees, who have achieved distinction in their fields for their outstanding achievements.

The first thing to consider when hiring star talent is whether they are a good fit with your company culture. This is critical, as it will not only ensure the employee's long-term happiness but also that the company is able to successfully manage them.

Secondly, do the company's immediate innovation goals align with that of the potential new hire? If the star's innovative pursuits and skills are not aligned with the company's, it is unlikely they will reach their innovation goals.

Finally, while setting broad direction, it is important for firm leaders to allow autonomy to their star employees to lead innovation projects. If autonomy is not something managers can offer, then this type of hire is likely not the appropriate choice for the firm.



**Amrita Lahiri**

Professor  
Management  
Carson College of Business

## Special Focus: Future of Retail in the Northwest

*Looking to the next three years, business leaders in the Northwest predict a continued rise in e-commerce, threatening small businesses and brick-and-mortar retailers:*

.....

**93%** feel online shopping is the shopping of the future

**89%** agree that improved online shopping will be very important to consumers in the next three years

**88%** report that in-store shopping will decrease, and there will be more stores closing

**83%** report that small retail businesses are in jeopardy

*While business leaders predict growth in online shopping, they also predict certain in-store shopping trends will be increasingly important to consumers:*

.....

**89%** report mobile payment options will be important

**79%** predict “showroom-style” retail that allows customers to view products in-store but receive them at home will grow in importance

**74%** think retail shopping without checkout (e.g. Amazon Go) will be important to consumers in the next three years

## Insights from Carson: Bringing brick-and-mortar retail into the future

With e-commerce on the rise, there is no doubt business leaders are concerned about the role of brick-and-mortar retailers, with 88 percent reporting that in-store shopping will decrease and there will be more stores closing. But, there are still signs of encouragement for physical stores that can adapt—especially when they integrate the physical with the digital. It is the opportunity to be what consumers want, when they want it, how they want it and where they want it.

According to a study the Carson College of Business conducted in November 2017, people are looking for more elevated in-store shopping experiences. Brick-and-mortar retailers should consider the following as they look to retain and grow their customer base:

- Create experiences that offer customers a unique opportunity to experiment with your products or company values.
- Develop relationships with customers and position your employees as trusted experts on products and services.
- Make shopping easier for customers and think through practical ways to integrate technology that enhances their experience. This may include the capability to order in-store and have it delivered, or more efficient checkout options.

So, when thinking about how to bring brick-and-mortar retail into the future, don't forget that customers today still value many elements of the in-store shopping experience.



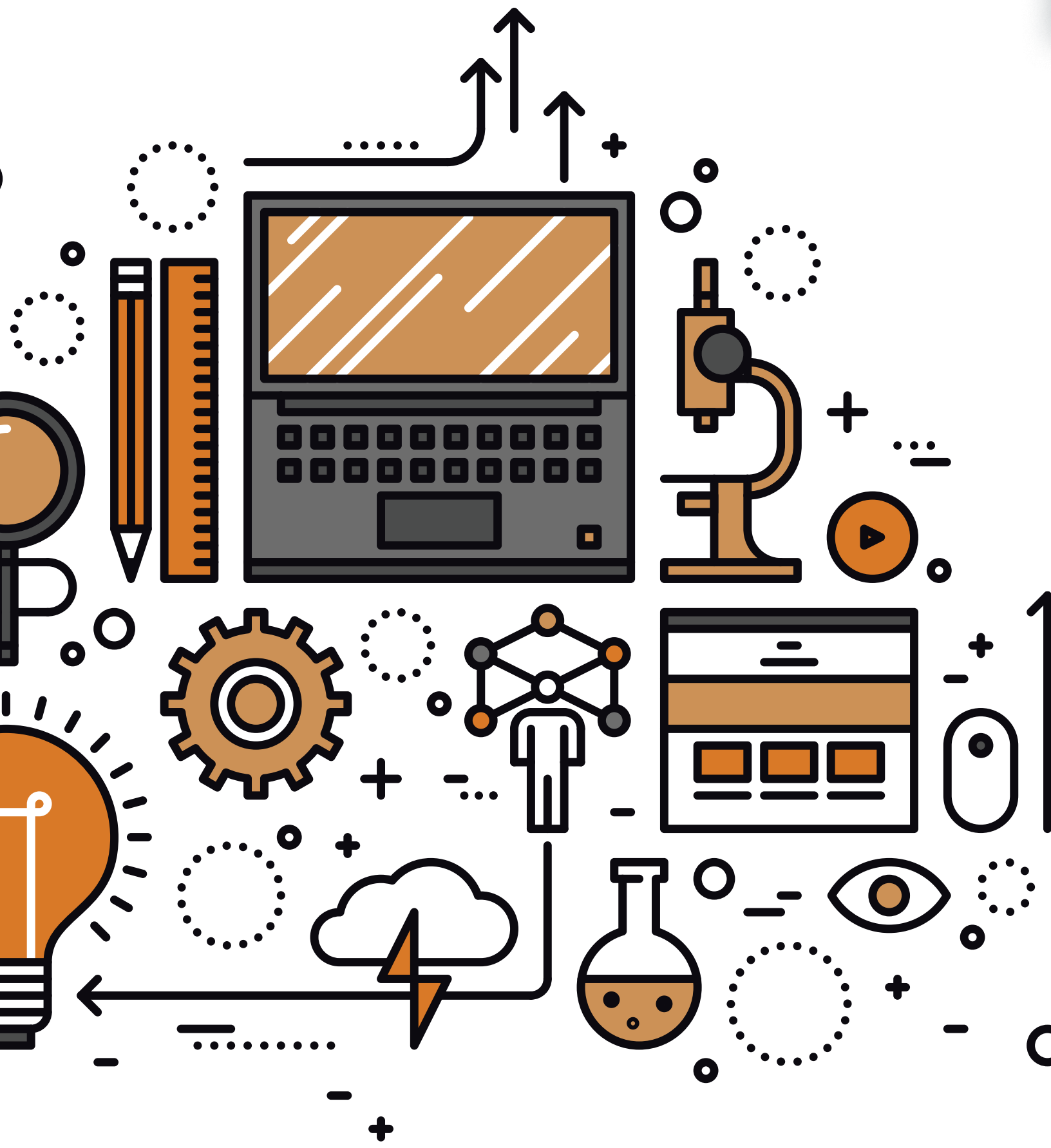
**Joan Giese**

*Clinical Associate Professor  
Marketing  
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**Dave Sprott**

*Senior Associate Dean  
Carson College of Business*



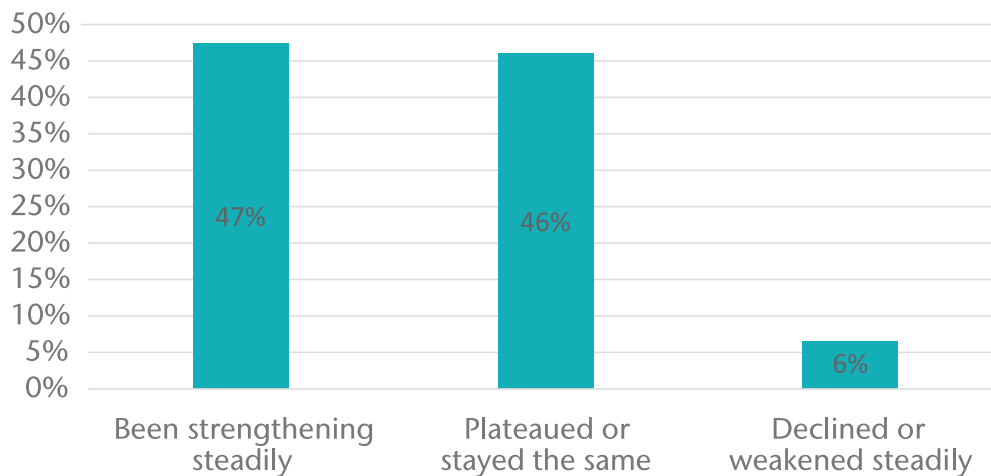


# APPENDIX

Due to rounding not all responses add to up to 100 percent.

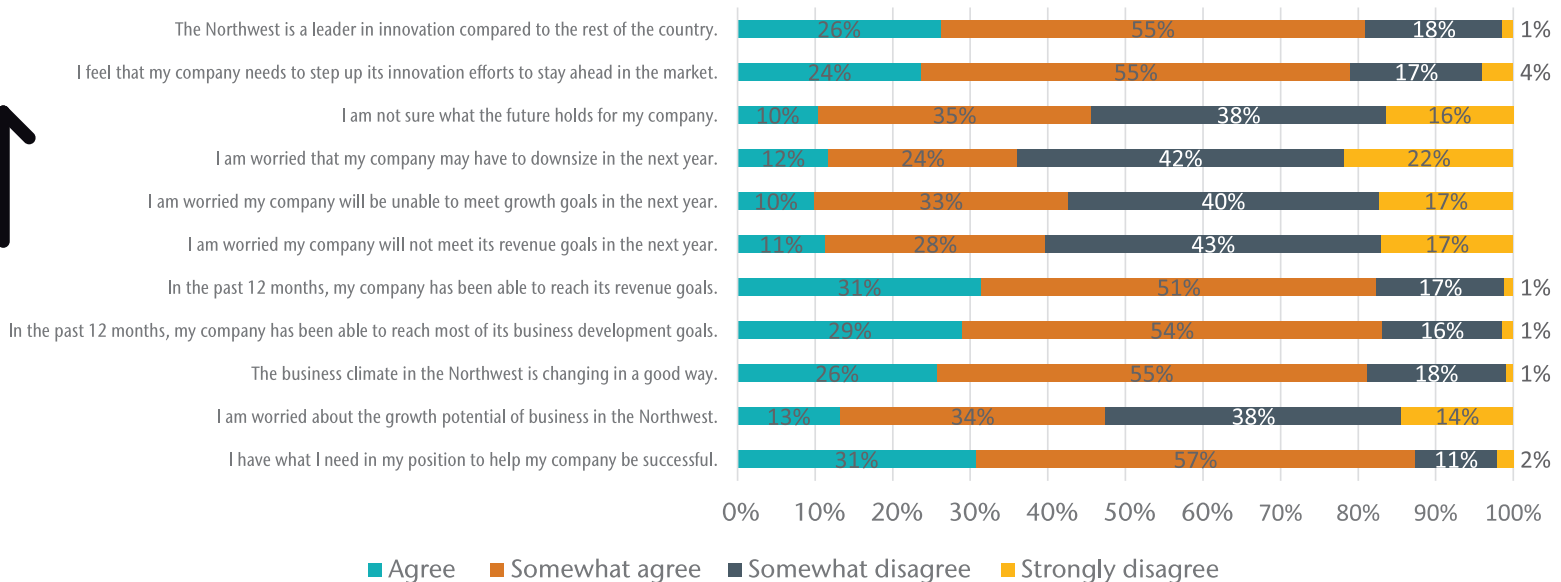
## QUESTION 1

Thinking about the business climate in the Northwest in the past three years, do you feel it has...



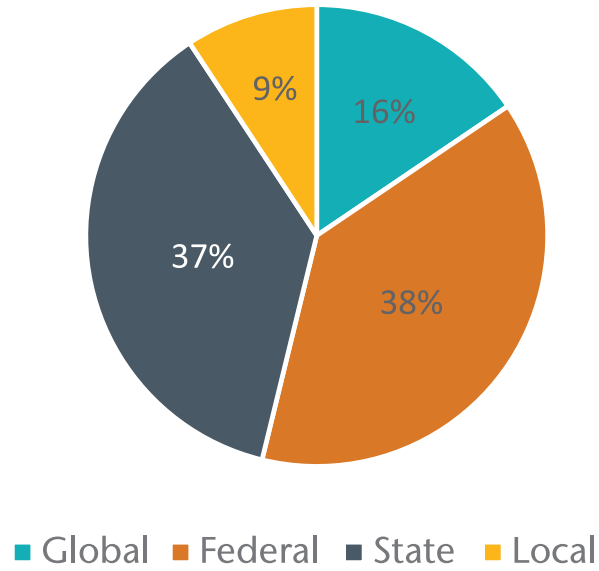
## QUESTION 2

Please indicate whether you agree or disagree with the following statements:



### QUESTION 2A

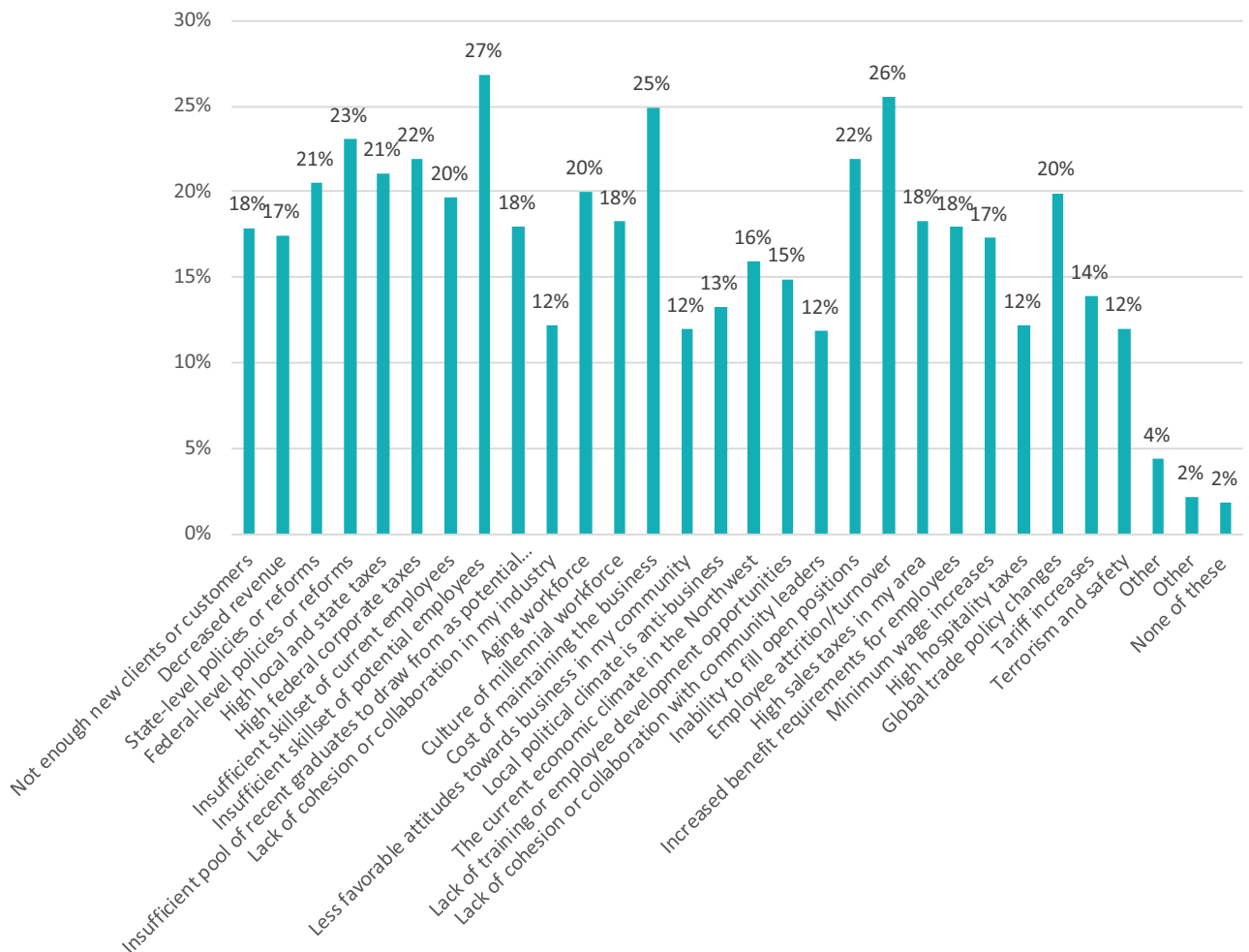
If you had to decide, which type of regulatory policies or legislation have the biggest impact on the success of your company?



### QUESTION 3

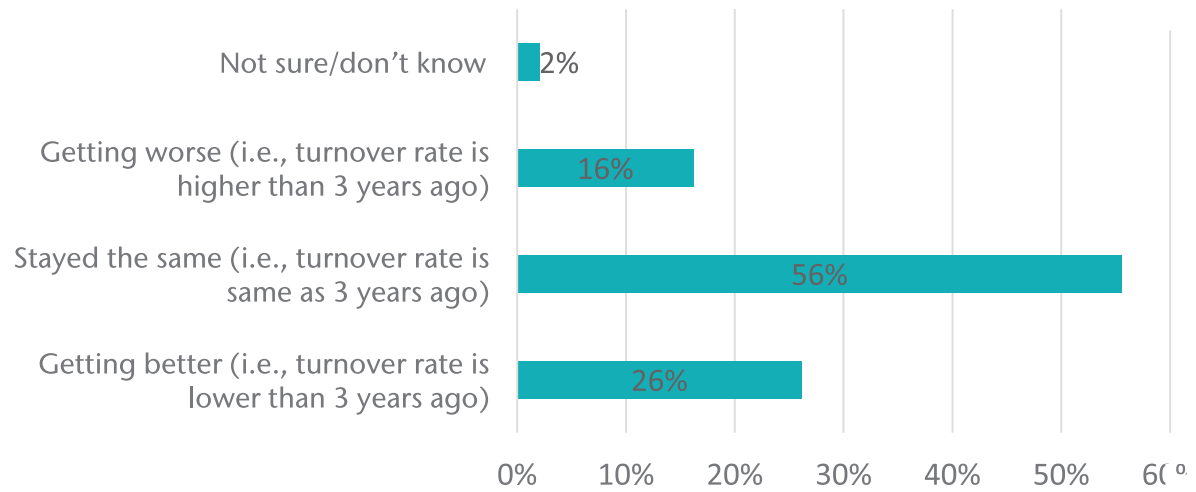
Which of the following do you feel are the biggest barriers to success for your company in the next three years?

(Respondents were allowed to select more than one option)



#### QUESTION 4

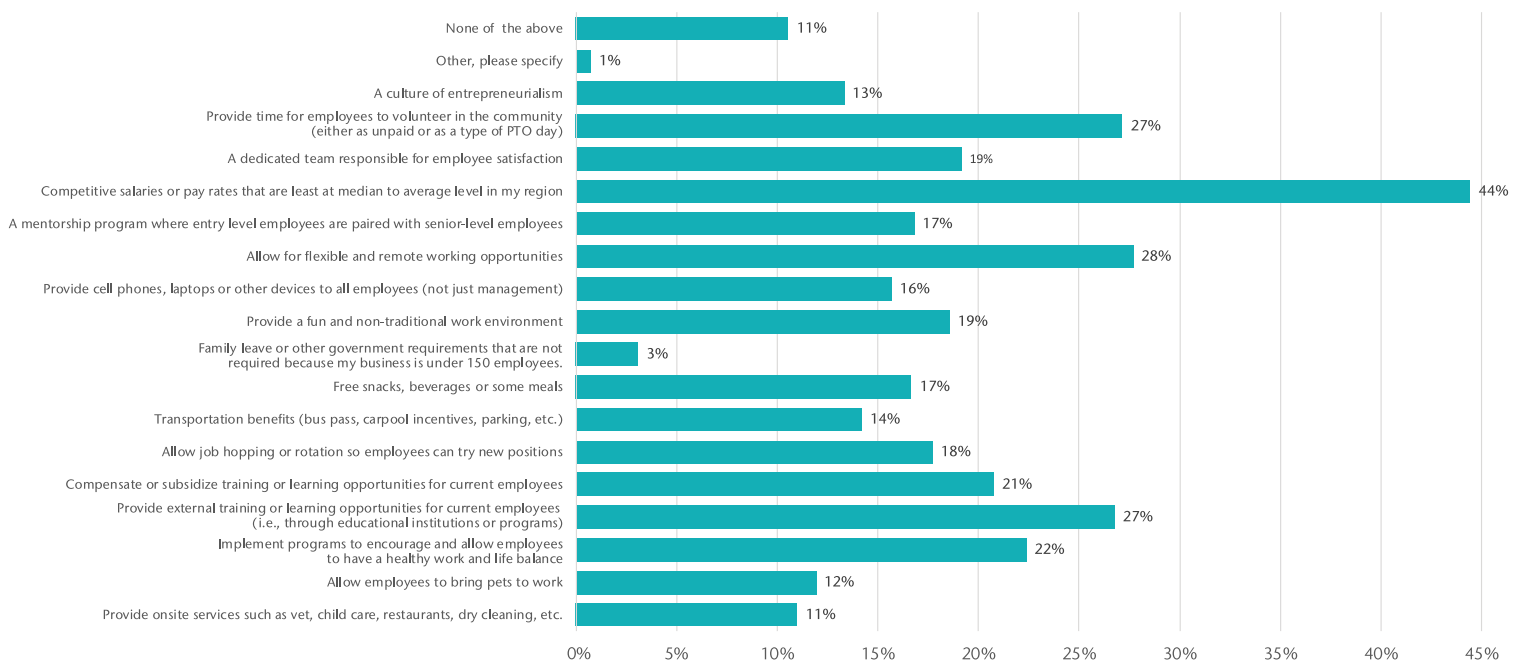
Compared to three years ago, how would you describe the current employee turnover rate at your company?



#### QUESTION 5

Other than traditional methods, what, if any, has your company implemented in the last three years to help reduce employee turnover rate?

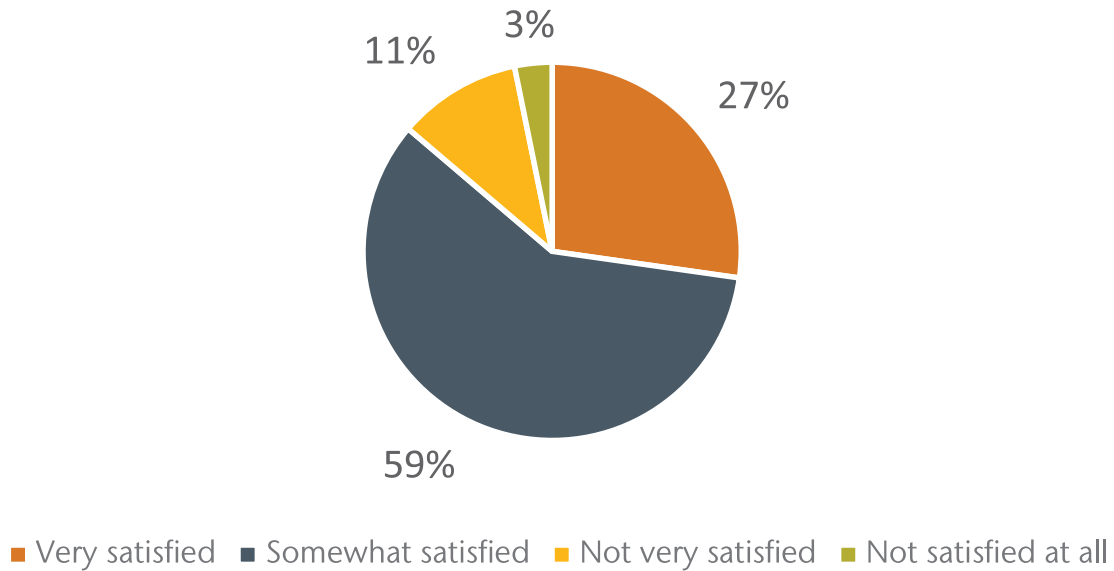
(Respondents were allowed to select more than one option)





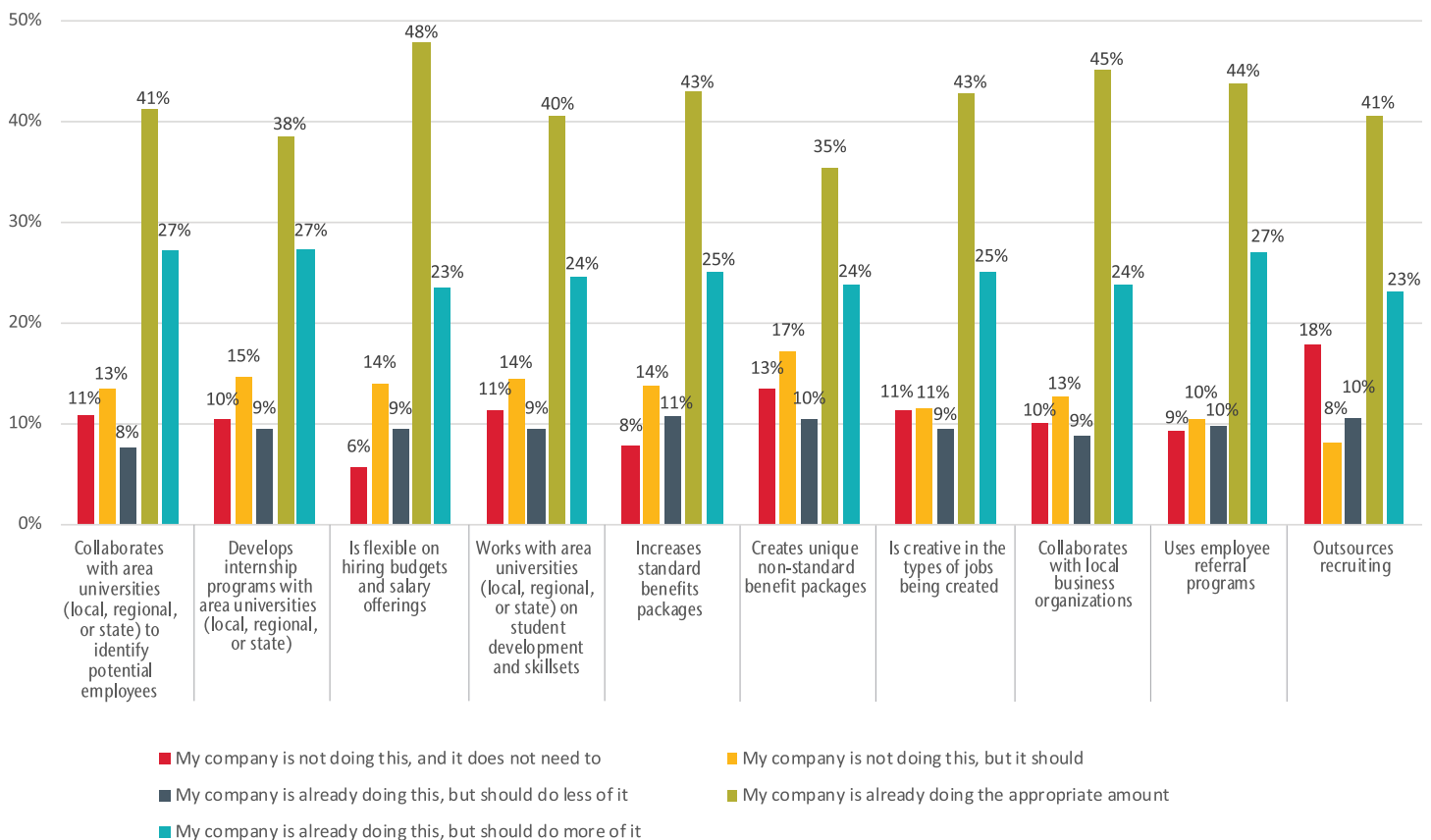
### QUESTION 6

How satisfied are you with your company's ability to keep up with your industry in filling positions and attracting talent?



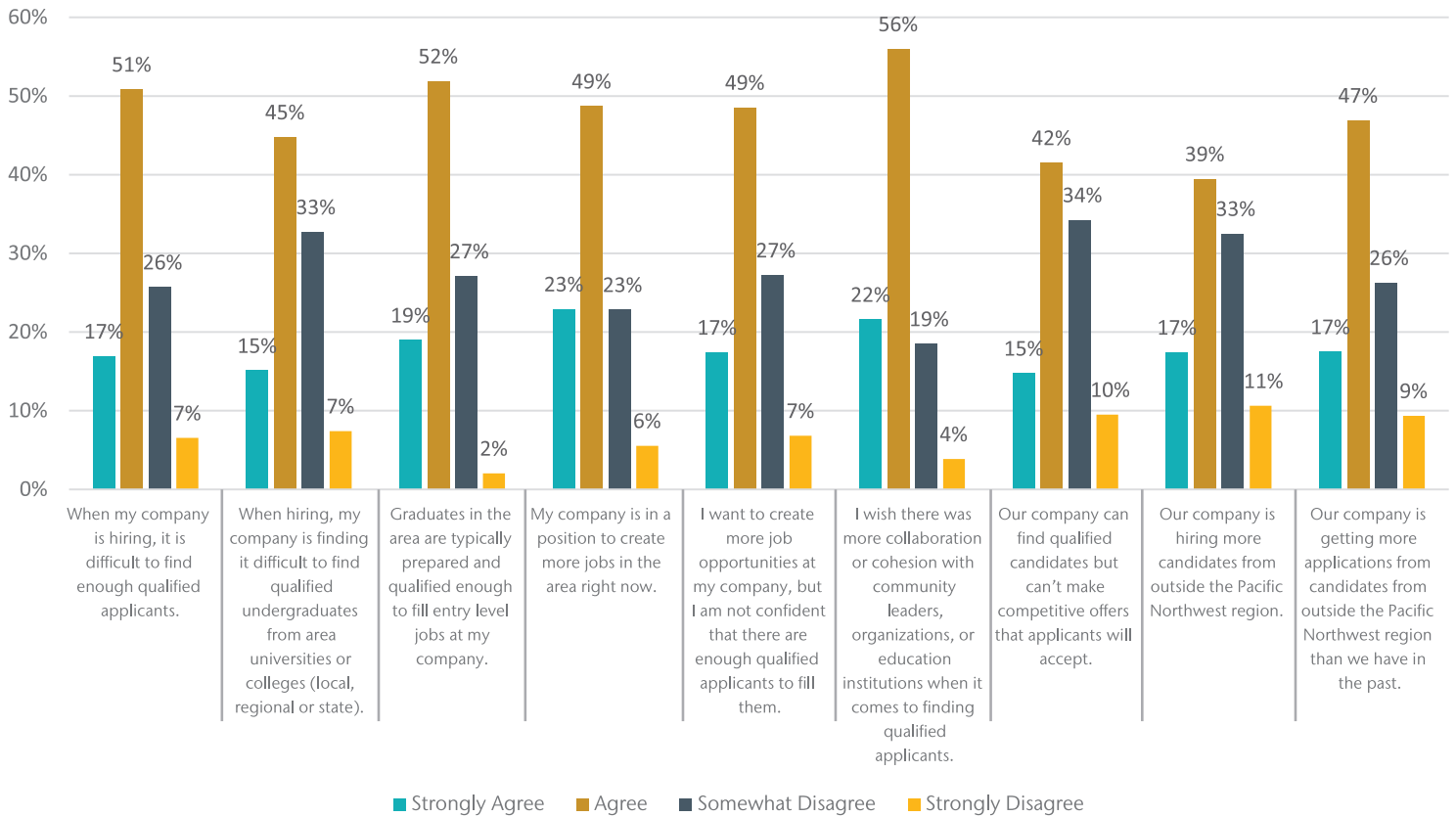
### QUESTION 7

Please select the most applicable answer choice for each statement in regard to attracting new talent at your company. My company...



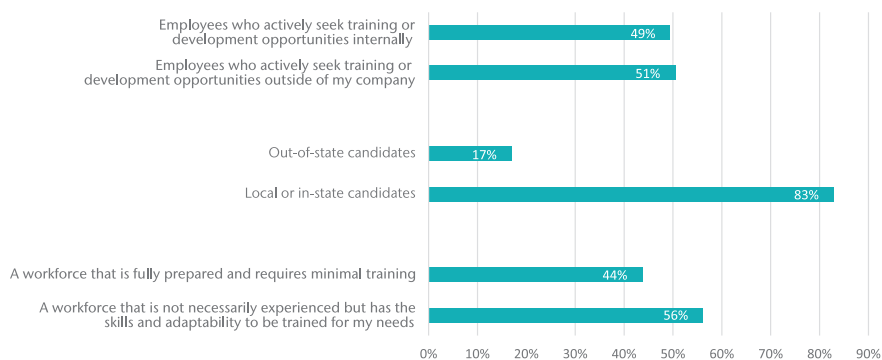
## QUESTION 8

Please indicate whether you agree or disagree with the following statements:



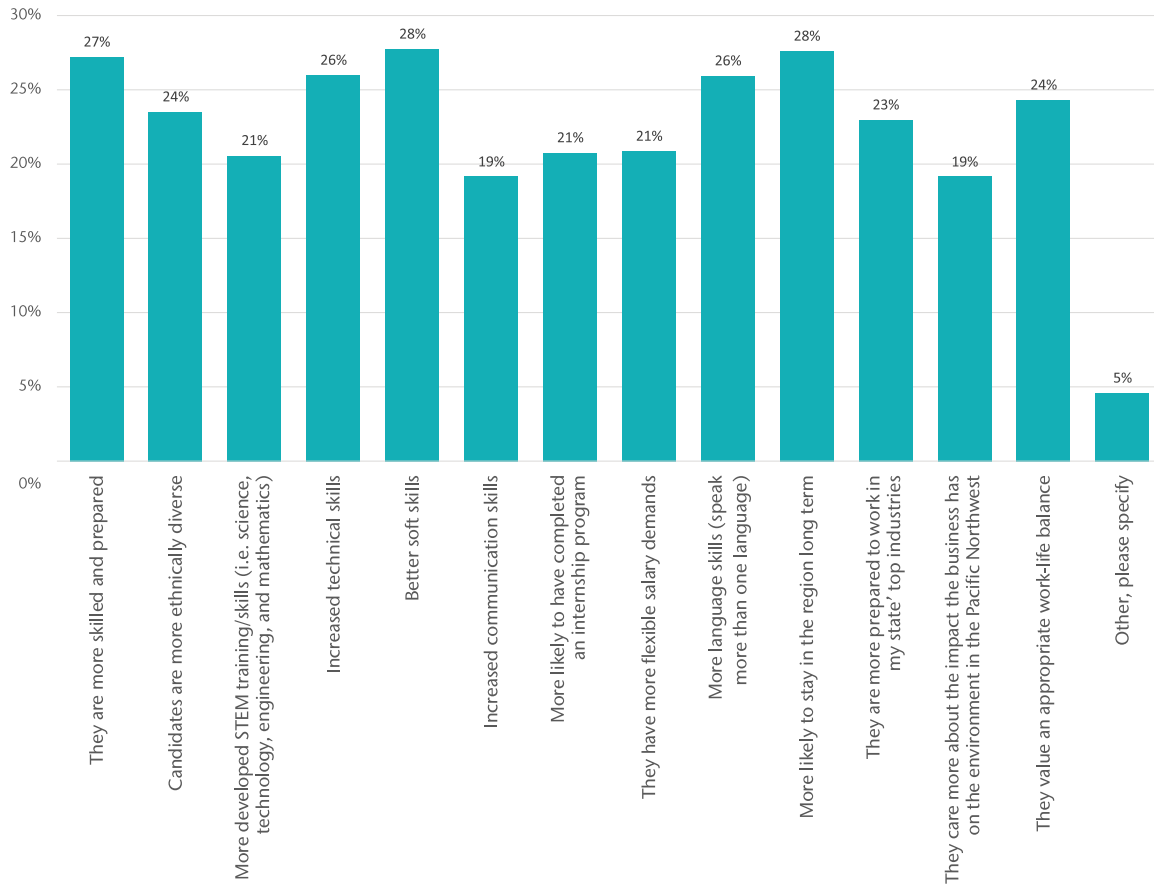
## QUESTION 9

Select which one would you prefer



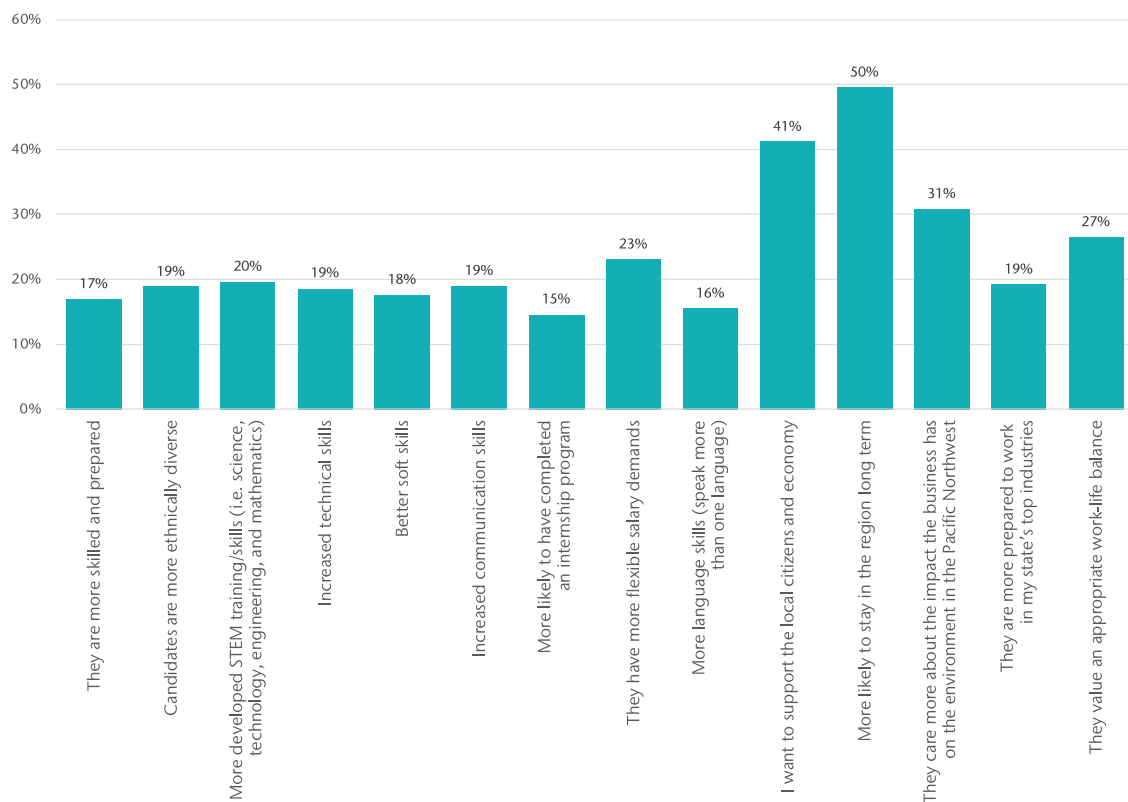
## QUESTION 9A

What are some of the reasons you prefer out-of-state candidates?



## QUESTION 9B

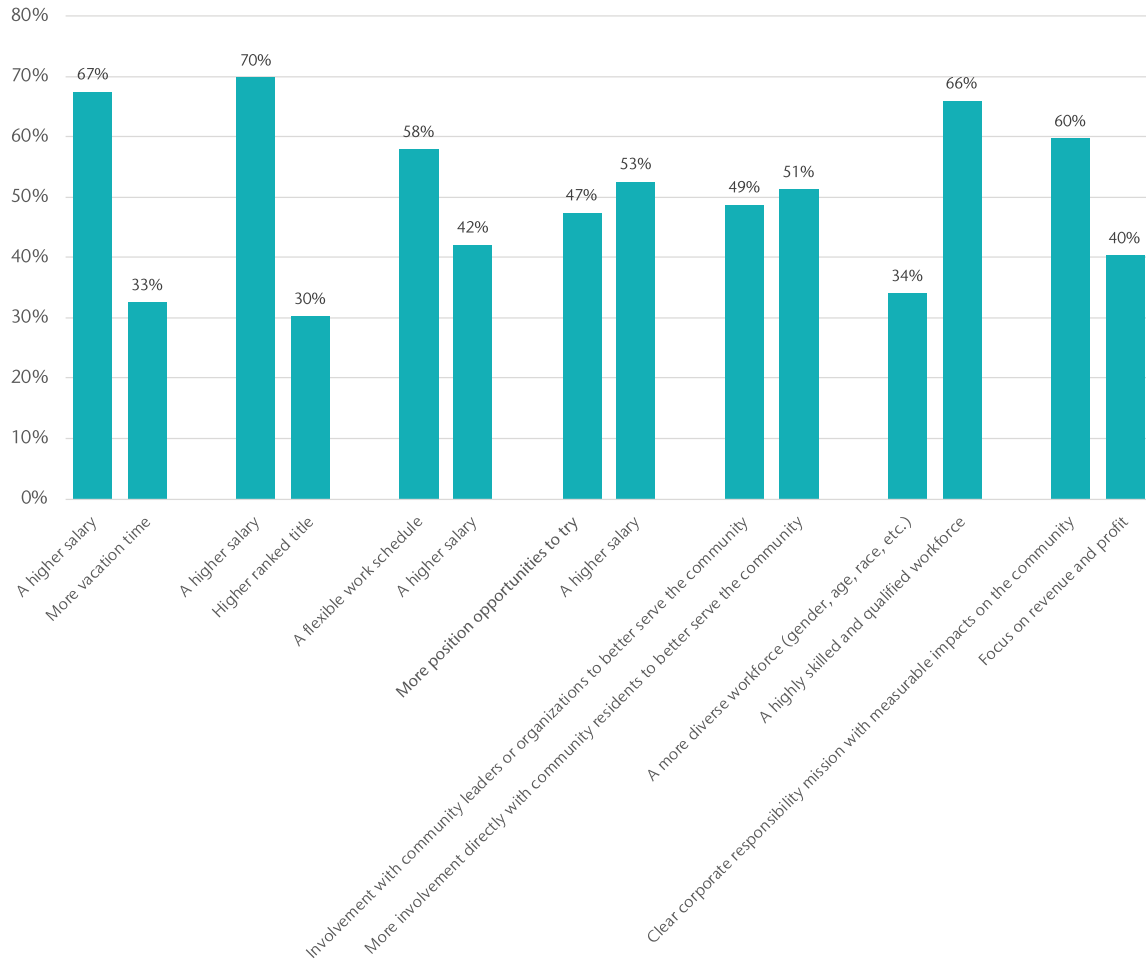
What are some of the reasons you prefer in-state candidates?





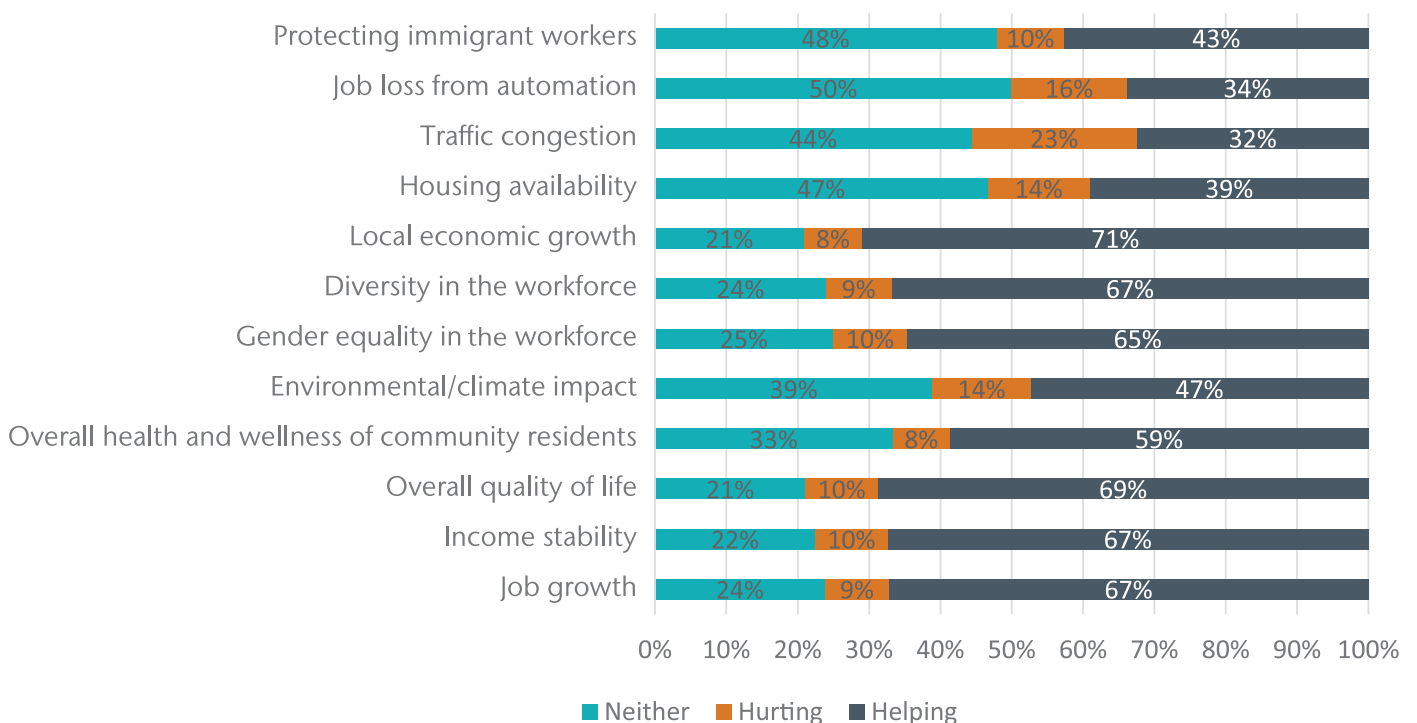
### QUESTION 10

Which do you feel your employees want more of at your company?



### QUESTION 11

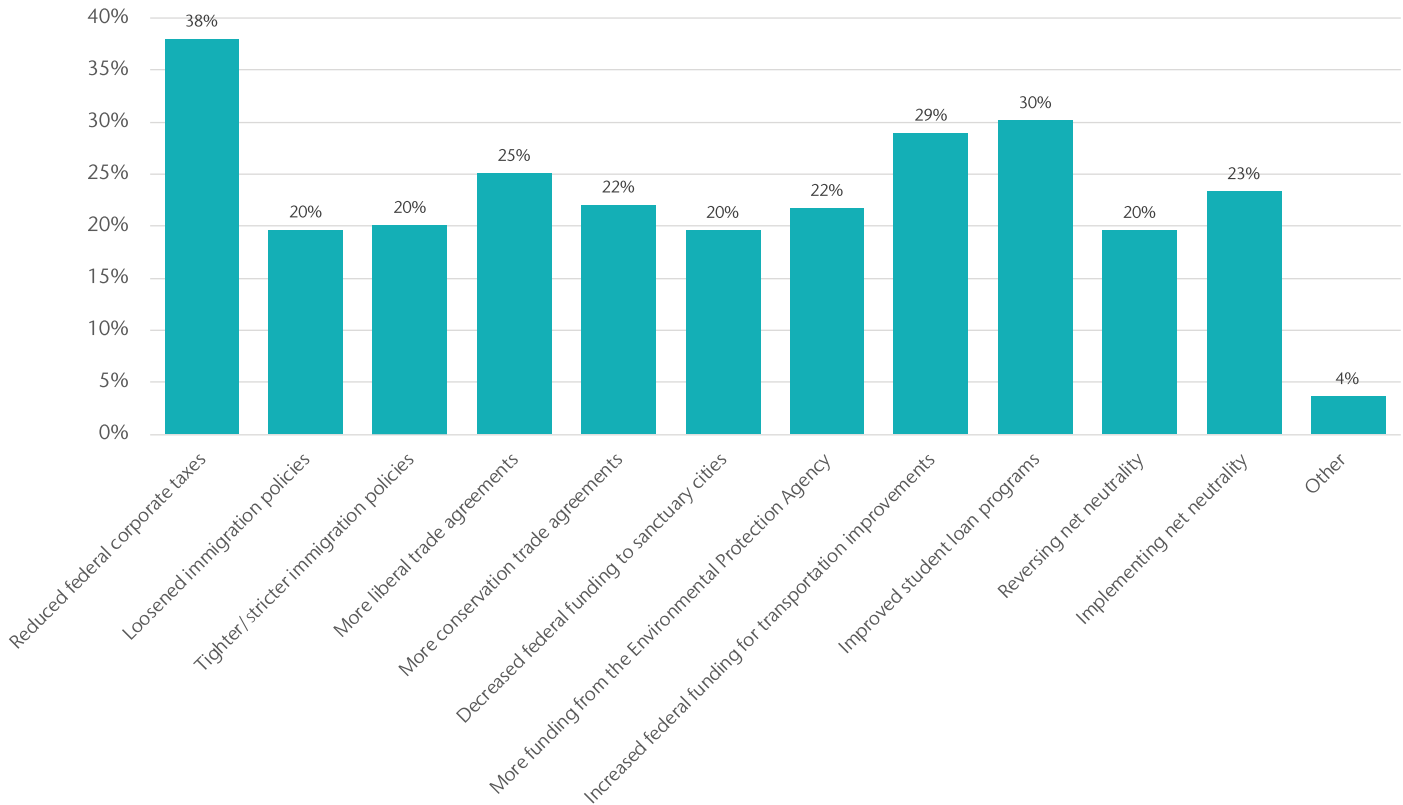
Do you feel that your company is helping or hurting the following in your company?



## QUESTION 12

Which of the following federal policy changes would benefit your company the most?

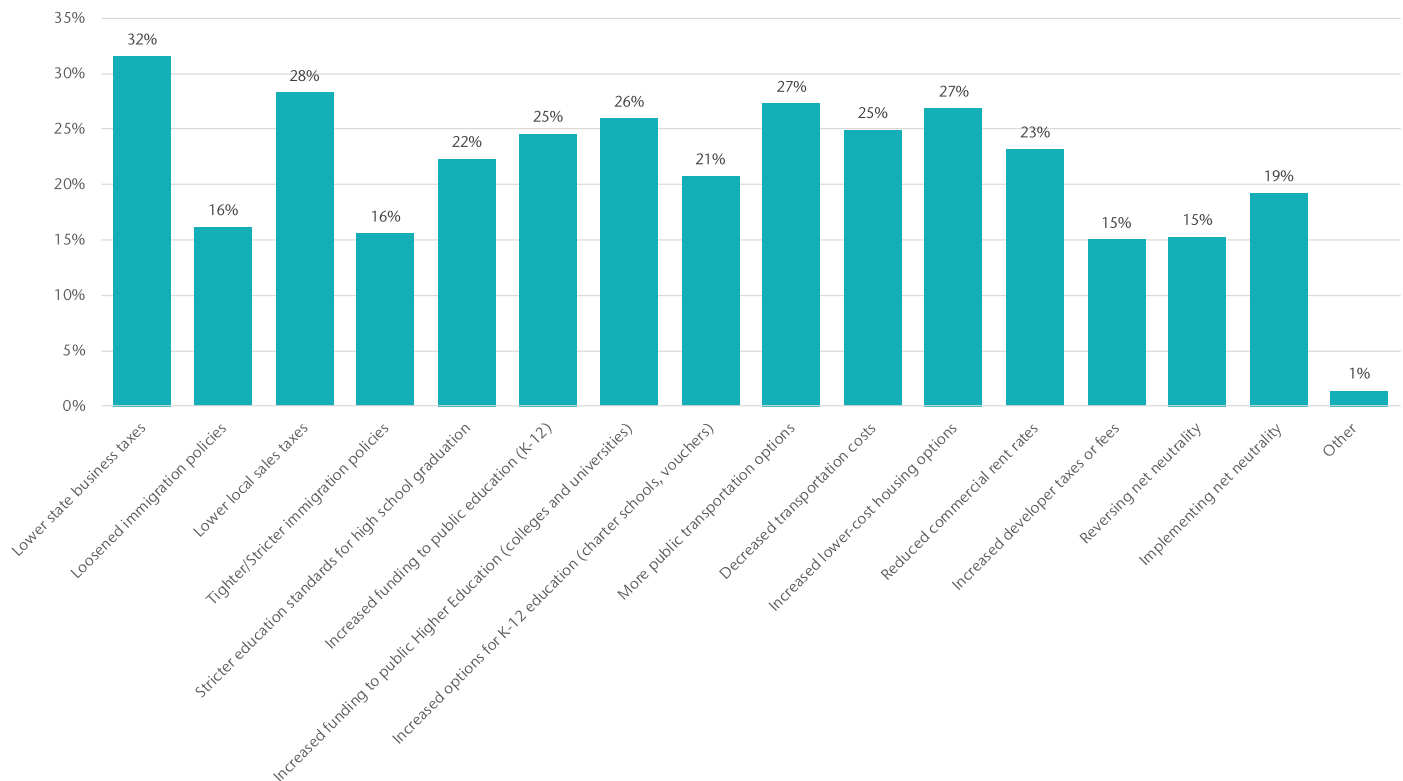
(Respondents were allowed to select more than one option)



## QUESTION 12A

Which of the following local/state policy changes would benefit your company the most?

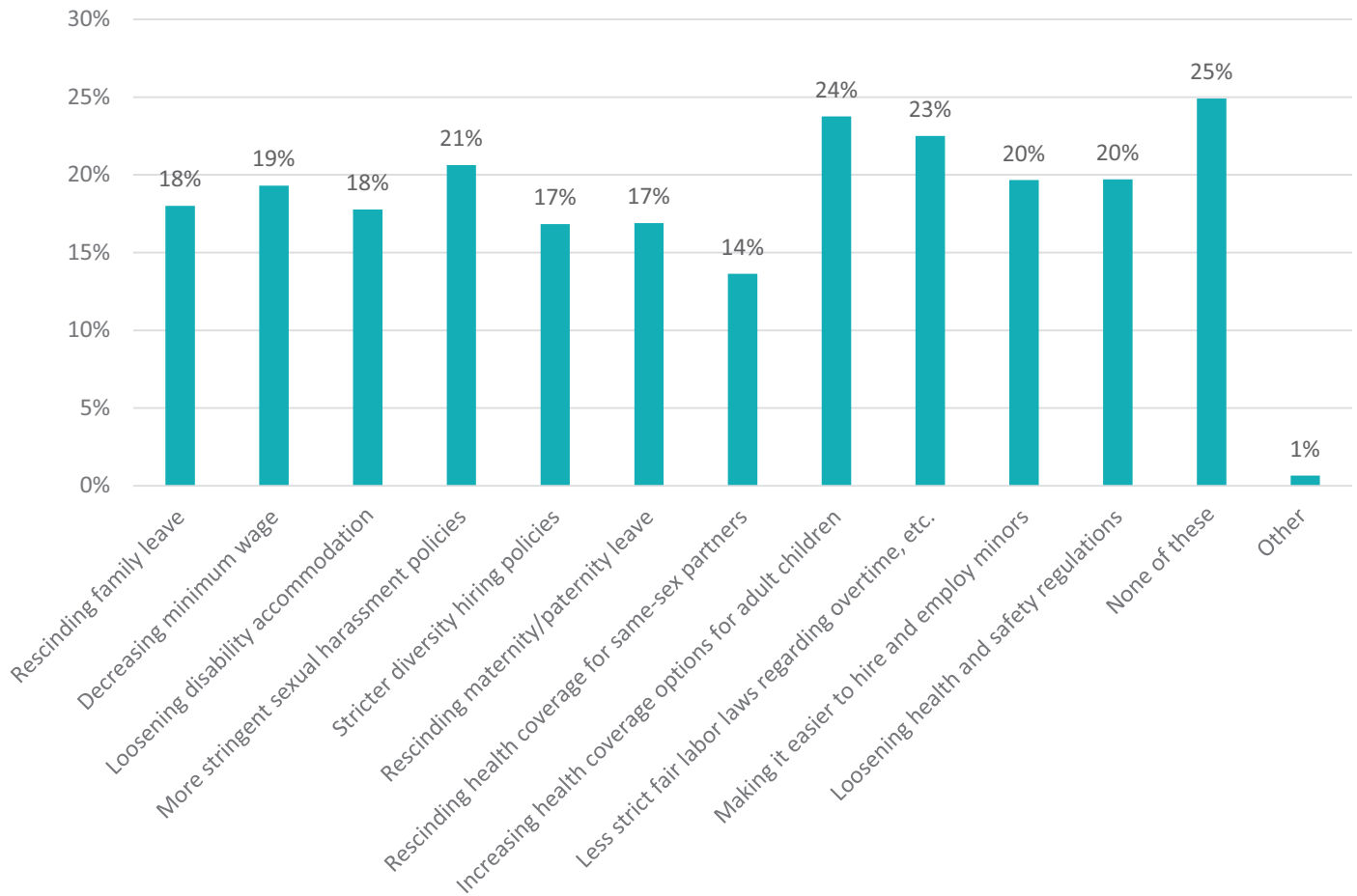
(Respondents were allowed to select more than one option)



### QUESTION 12B

Which of the following employee policy changes would benefit your company the most?

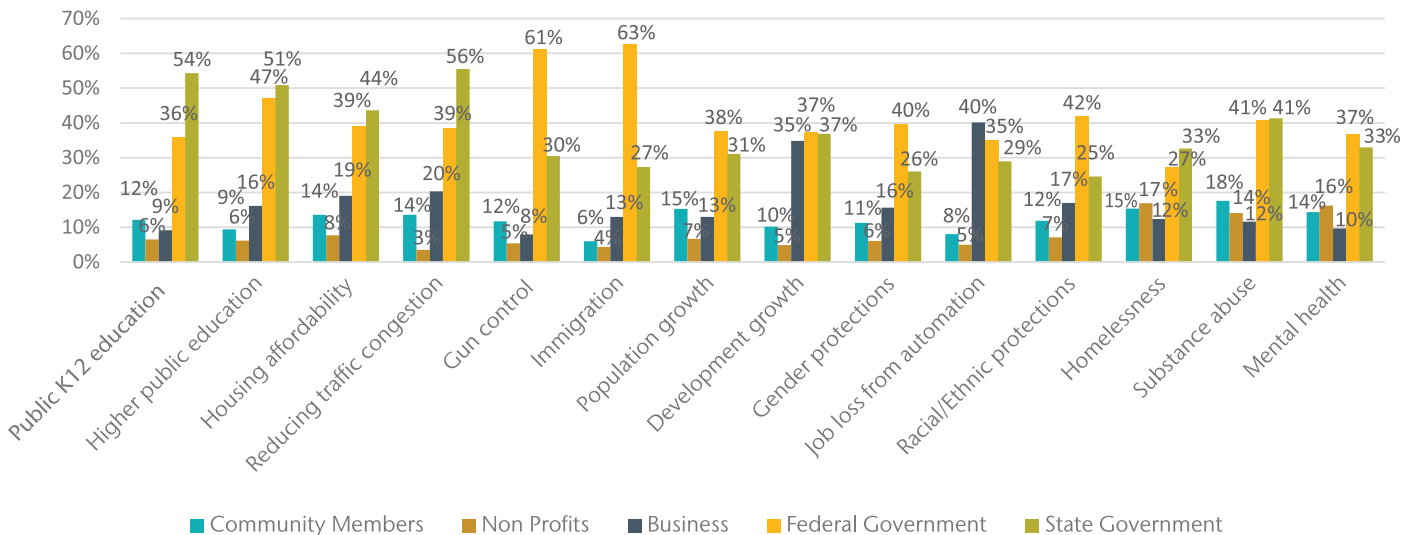
(Respondents were allowed to select more than one option)



### QUESTION 13

Who should be responsible for solving the following community issues?

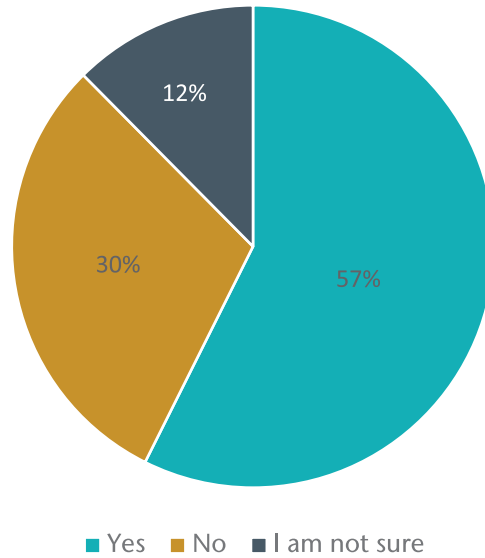
(Respondents were allowed to select more than one option)





### QUESTION 13A

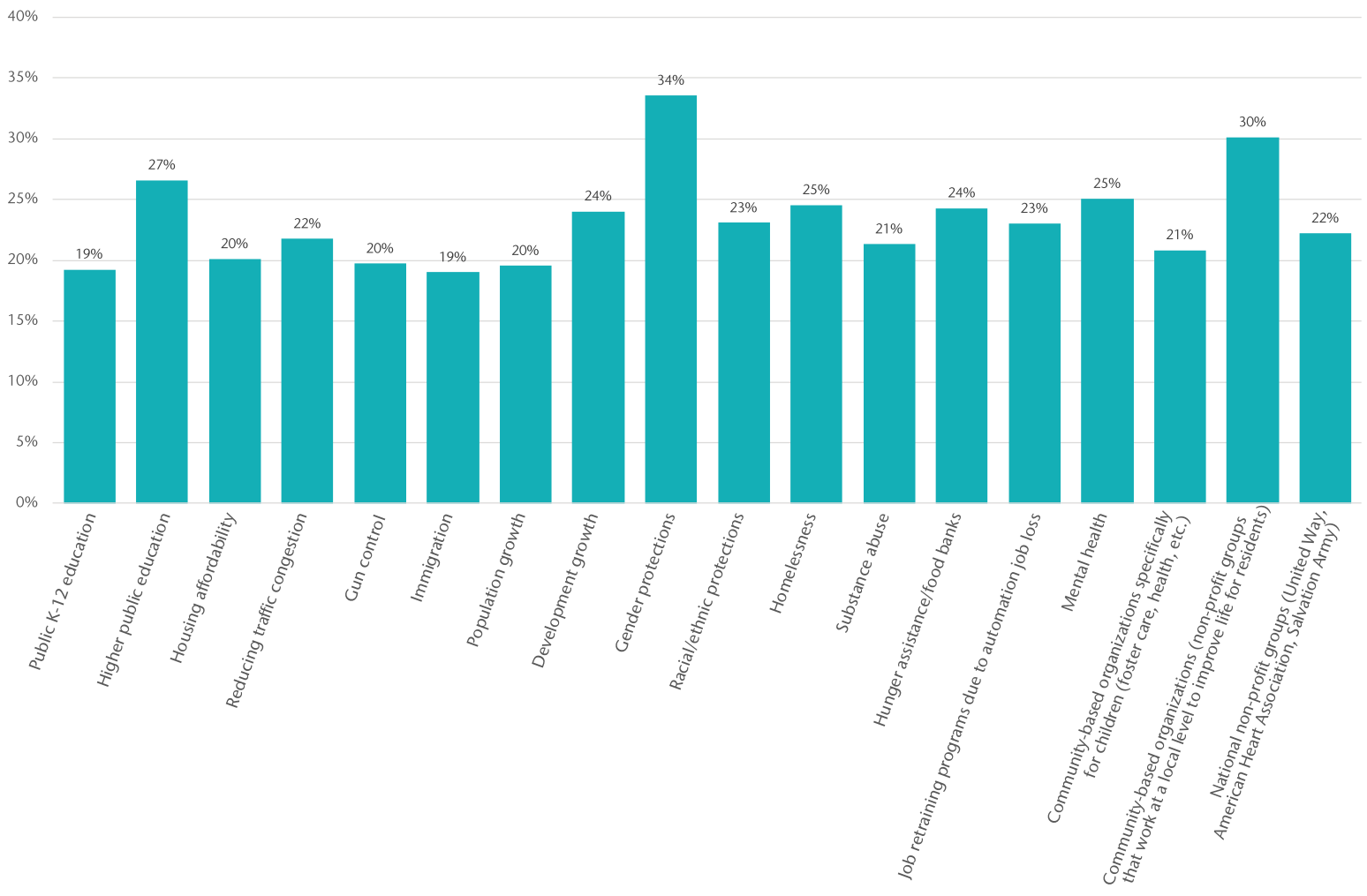
Does your company follow or have a CSR (corporate social responsibility) program?



### QUESTION 13B

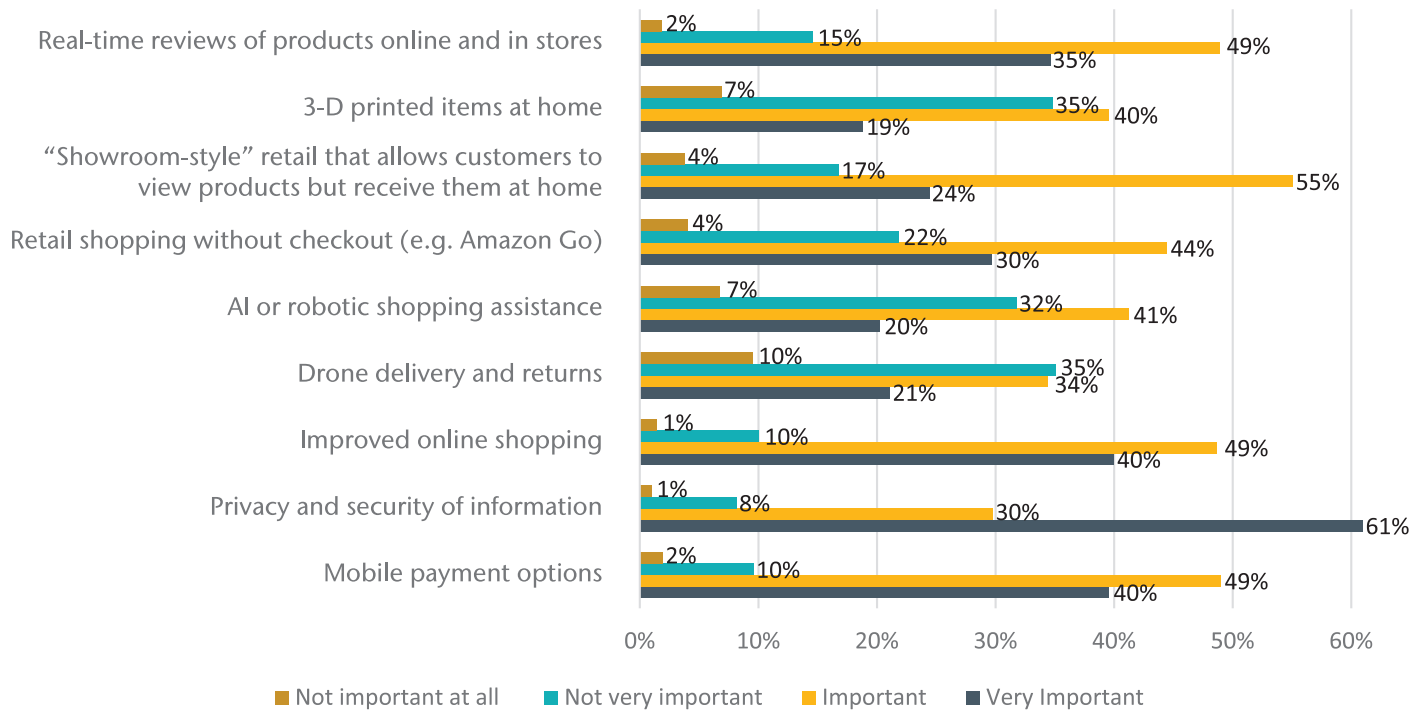
What issues or community organizations does your company support currently?

(Respondents were allowed to select more than one option)



### QUESTION 14

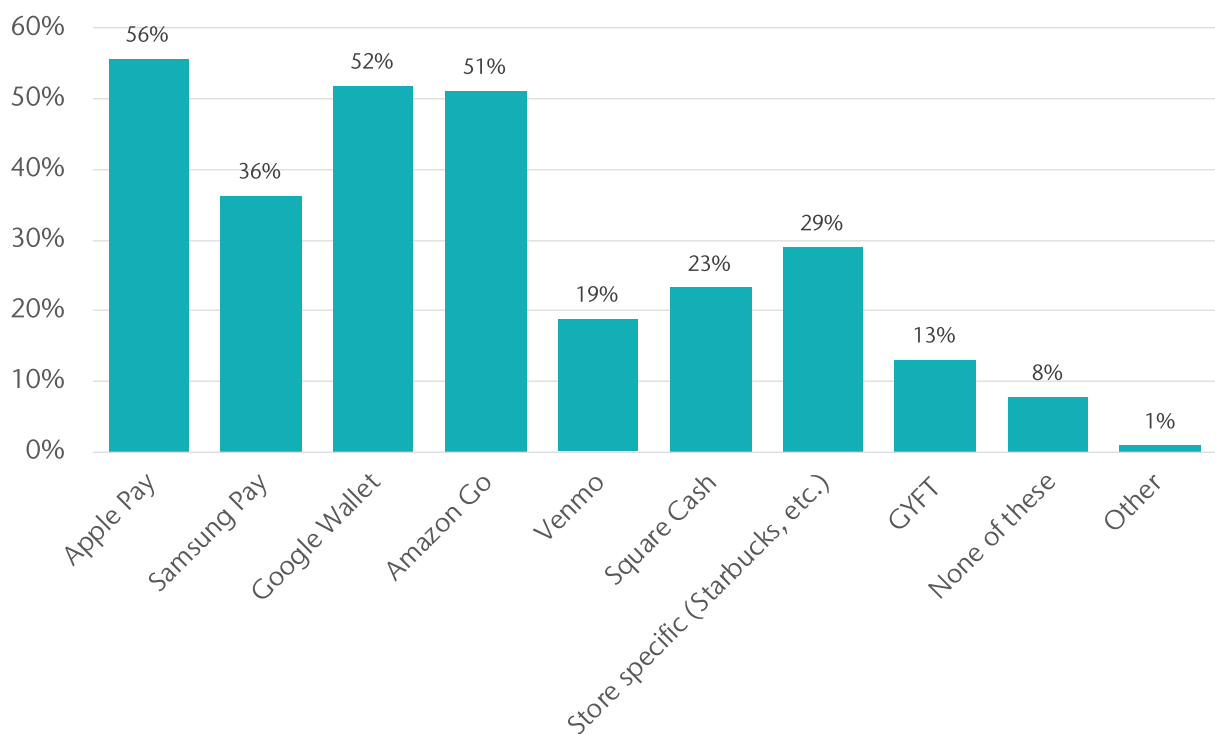
Which of the following retail trends do you think will be very important to consumers in the next three years?



### QUESTION 15

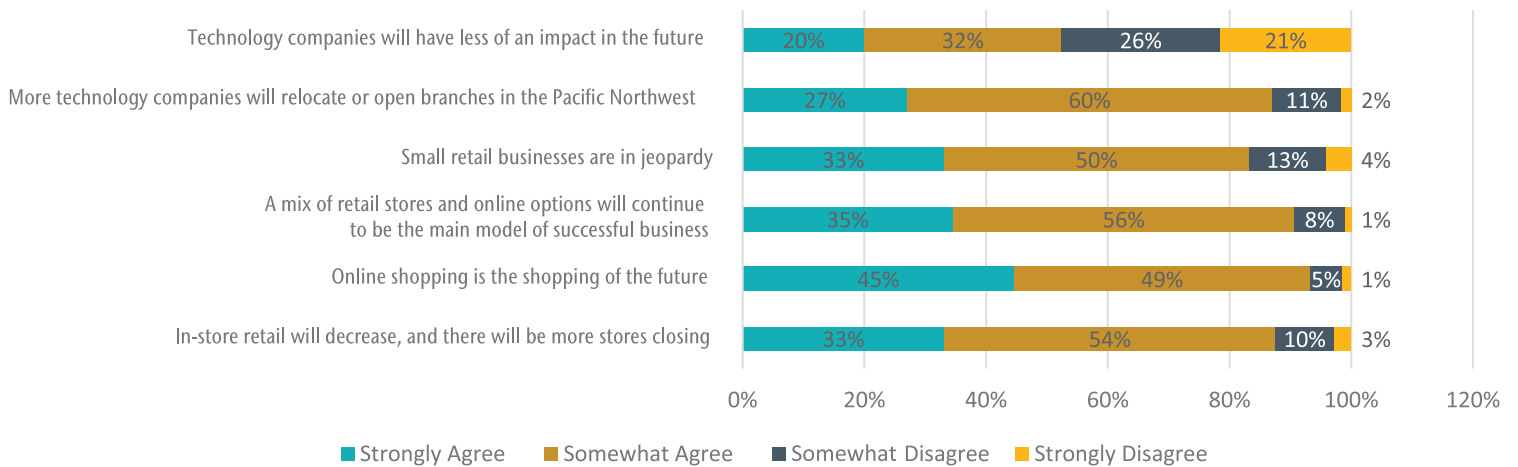
Which of the following mobile payment applications or options do you think consumers are most likely to use in the next two years?

(Respondents were allowed to select more than one option)



## QUESTION 16

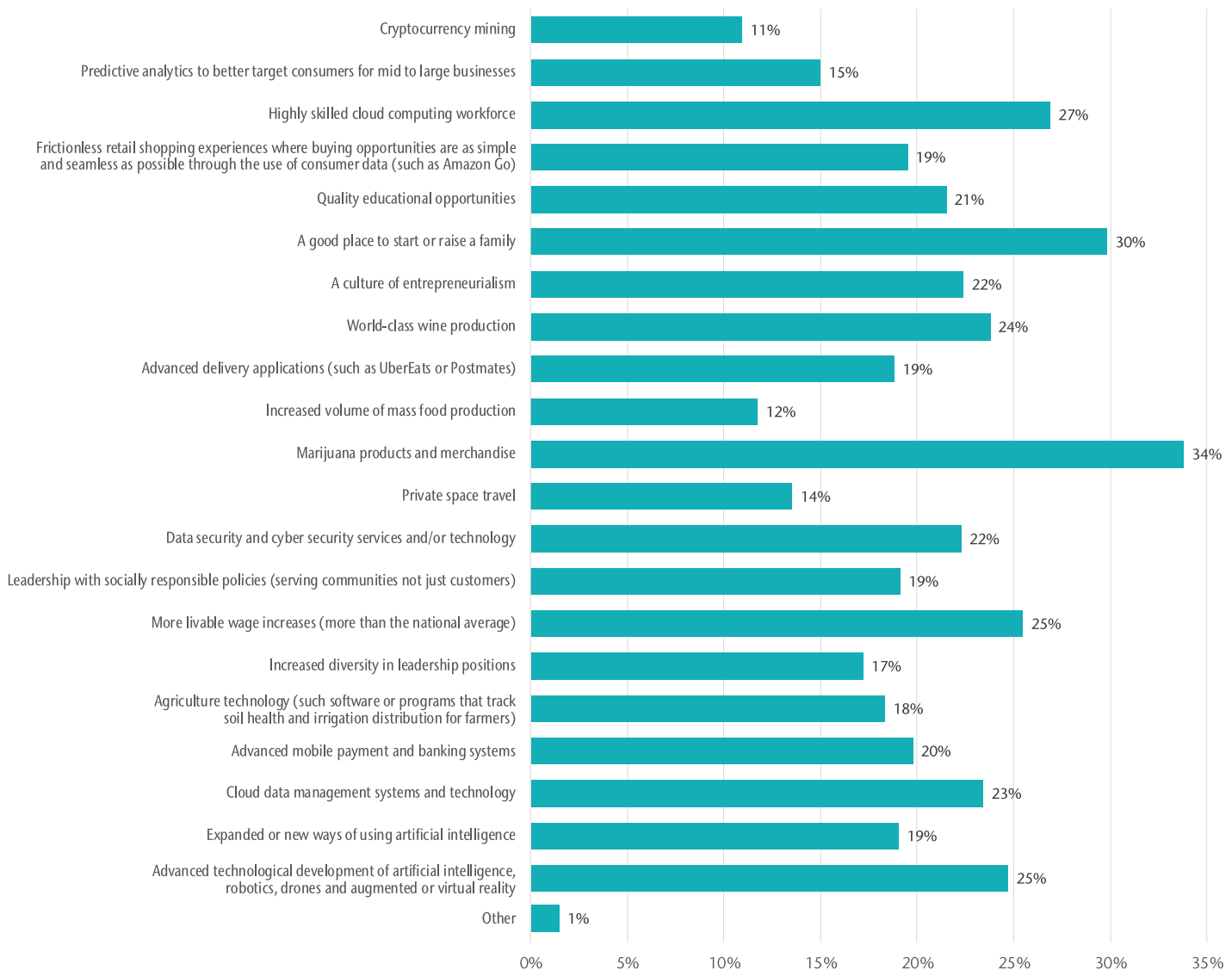
How much do you agree with the following statement about the future of business and commerce?



## QUESTION 17

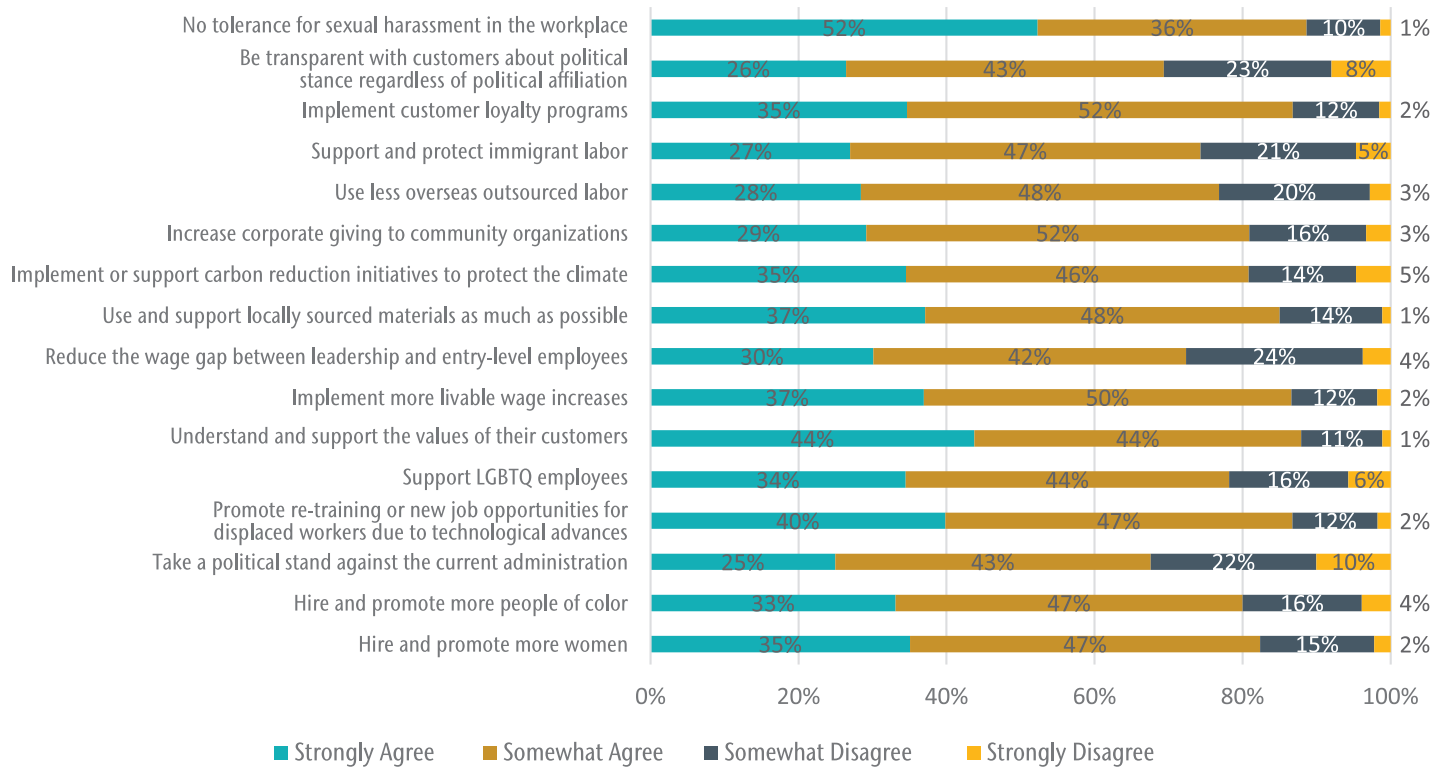
What do you think will be the “next big thing” that the Pacific Northwest will be known for?

(Respondents were allowed to select more than one option)



## QUESTION 18

How much do you agree that the following actions will be important for companies to consider in the next two years to maintain their reputation?







# Carson College of Business

WASHINGTON STATE UNIVERSITY