

Wisconsin Next Generation Manufacturing Survey Data Report

Prepared by the Manufacturing Performance Institute

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Introduction

The Wisconsin Next Generation Manufacturing Survey was developed in order to identify and measure key performance and best practice strategies among Wisconsin's manufacturers. Wisconsin's manufacturing base –and its supporting firms and infrastructure – must change dramatically to remain competitive in a global marketplace. The Wisconsin Next Generation Manufacturing Survey provides a framework for understanding Next Generation Manufacturing (NGM) by identifying the competitive performances and best management practices required to achieve world-class manufacturing status in the 21st Century.

The Wisconsin Next Generation Manufacturing Survey was conducted by The Manufacturing Performance Institute, an independent national research firm, for the Wisconsin Manufacturing Extension Partnership (WMEP) and its partners: Milwaukee 7, the Wisconsin Department of Commerce, and Wisconsin Manufacturing & Commerce.

This *Wisconsin Next Generation Manufacturing Survey Data Report* presents the overall findings from the survey as well as cross-tabulations of the survey data by:

- Annual sales
- Number of full-time employees (FTEs).

Data generally appears in the same sequence as questions were presented to survey respondents. Questions proceed through eight categories:

- Profile
- Customer-Focused Innovation
- Engaged People/Human Capital Acquisition, Development and Retention
- Superior Processes/Improvement Focus
- Supply-Chain Management and Collaboration
- Green/Sustainability
- Global Engagement
- Going Forward.

Questions and answer categories generally are presented in the same wording and format as they appeared on the survey questionnaire. Responses to survey questions presented in this report consist of two types: Directive single-answer questions for which respondents were asked to “check one” answer category and open-ended questions for which respondents were asked to report a numeric answer. For each of the six functional categories (e.g., Customer-Focused Innovation), respondents were also asked to briefly write in answers regarding best practices; those write-in responses do not appear in this report.

The tables in this report for directive questions are presented in the same format as on the survey. Data for directive questions list the frequency (N) and percentage for each answer category (see *Glossary* for definitions of percentage and other terms). Answer categories that were not selected by any respondents have been incorporated into the tables as having a frequency of 0. The tables for open-ended questions are presented with frequency (N), median, average, 75th percentile and 25th percentile statistics. The Manufacturing Performance Institute believes it is best to focus on and report the *median* figure (or median with average). Unlike arithmetical averages or means,

the median is the “typical response” and is not distorted by a few unusually high or low values that may exist in the sample due to special circumstances.

Reading the Tables

Data should be read down the columns. For example for the table below, of the 168 Wisconsin firms with 26 to 75 full-time employees that answered this particular question, 25% have less than 1% of their workforce dedicated to new product development, 51.2% have 1-5% dedicated, 13.1% have 6-10% dedicated, and 10.7% have more than 10% dedicated.

What percentage of your workforce is dedicated to new product development/R&D?	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150
(N)	113	168	98	142
>1%	24.8%	25.0%	23.5%	16.0%
1-5%	29.2%	51.2%	56.1%	55.6%
6-10%	15.9%	13.1%	12.2%	22.2%
More than 10%	30.1%	10.7%	8.2%	6.3%

Methodology

The *Wisconsin Next Generation Manufacturing Survey* was conducted using an online questionnaire. Respondents also had access to a PDF version of the survey that they could complete and mail back as a hard copy. There were 531 total respondents, with surveys received September and October 2008. Responses were received by the Manufacturing Performance Institute (MPI), and then entered into a database, edited, and cleansed to ensure answers were plausible, where necessary.

All respondent answers to the survey are confidential. As incentives, respondents who provided contact information along with their specific responses (354 respondents) were offered a copy of a NGM Performance Report, similar to this Data Report, which shows their responses next to answer categories comparable to their own profile. Respondents who wished to remain anonymous could provide contact at a separate website and, as their incentive, they receive a Data Report.

Glossary

Frequency (N): Frequency is the number or count of responses for a question.

Average: The average or mean value for answers to open-ended questions (sum of values divided by the number of responses).

Median: The midpoint value for open-ended questions — the value above which and below which half the answers fall; equivalent to the 50th percentile. The median is frequently the most reliable statistic upon which to base comparisons.

Percentage: The percentage of responses for a specific answer category based on all responses for that particular question. (*Note: This is not based on the total number of respondents for the survey*). For cross-tabulated data, the percentage is based on those that responded to *both* the question being analyzed and the cross-tabulation question.

Percentiles: The 25th percentile is the value below which 25% of answers fall. The 75th percentile is the value below which 75% of answers fall.

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

PROFILE

Which of the following describes your organization?

(N)	527	202	239	55
Company	85.6%	95.1%	85.4%	58.2%
Division/unit of a larger company	14.4%	5.0%	14.6%	41.8%

Driver Industries

(N)	531	205	240	55
3115 - Dairy Product Manufacturing	2.6%	1.5%	2.1%	7.3%
321 - Wood Product Manufacturing (Complete)	4.3%	4.9%	3.3%	5.5%
322 - Paper Manufacturing (Complete)	2.8%	2.0%	2.5%	9.1%
3256 - Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.9%	1.0%	1.3%	0.0%
3315 - Foundries	2.8%	1.0%	4.6%	3.6%
332 - Fabricated Metal Products (Partial)	16.8%	20.0%	17.5%	7.3%
333 - Machinery Manufacturer (Partial)	23.4%	24.4%	22.9%	23.6%
3353 - Electrical Equipment Manufacturing	1.1%	0.5%	2.1%	0.0%
3359 - Other Electrical Equipment and Component Manufacturing	1.1%	2.0%	0.8%	0.0%
Other Industries	44.1%	42.9%	42.9%	43.6%

Regions

(N)	531	205	240	55
Central	5.3%	4.9%	5.4%	1.8%
East Central	14.9%	10.7%	17.9%	14.6%
North	1.3%	1.0%	2.1%	0.0%
South	18.5%	21.5%	15.4%	20.0%
Southeast	53.9%	57.1%	53.8%	50.9%
West Central I	3.2%	3.9%	1.7%	9.1%
West Central II	1.7%	0.5%	2.5%	1.8%
No Region	1.3%	0.5%	1.2%	1.8%

How many years has your organization been in operation?

(N)	531	205	240	55
Median	37	25	44	55
Average	44	32	50	61
75th Percentile	62	45	68	94
25th Percentile	20	12	25	30

What are your approximate annual revenues?

(N)	500	205	240	55
Median	\$14,000,000	\$3,600,000	\$25,000,000	\$200,000,000
Average	\$105,800,946	\$3,948,649	\$33,137,500	\$802,509,091
75th Percentile	\$40,000,000	\$6,000,000	\$42,000,000	\$425,000,000
25th Percentile	\$4,800,000	\$1,575,000	\$15,000,000	\$140,000,000

How many full-time employees (and equivalents)?

(N)	527	205	240	55
Median	68	24	110	575
Average	415	28	147	3,061
75th Percentile	170	40	190	1,800
25th Percentile	29	12	70	300

What is the age of your organization's chief executive?

(N)	528	204	239	55
< 30	0.2%	0.0%	0.0%	0.0%
31-40	6.4%	5.9%	6.7%	7.3%
41-50	34.7%	36.3%	33.5%	30.9%
51-60	39.0%	34.8%	41.8%	43.6%
>60	19.7%	23.0%	18.0%	18.2%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

Do you anticipate a planned succession of leadership in the next

five years?

(N)	529	204	240	55
Yes	22.5%	20.1%	22.5%	32.7%
Maybe	30.8%	31.9%	29.6%	30.9%
No	46.7%	48.0%	47.9%	36.4%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	527	204	239	55
1=Not important	1.3%	1.5%	1.7%	0.0%
2	2.7%	3.4%	1.7%	5.5%
3	10.3%	13.2%	10.0%	3.6%
4	31.3%	35.3%	26.8%	32.7%
5=Highly important	54.5%	46.6%	59.8%	58.2%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	528	204	239	55
1=No progress	3.4%	5.4%	2.9%	0.0%
2	16.5%	20.1%	14.6%	9.1%
3	36.9%	39.2%	39.8%	29.1%
4	33.7%	28.9%	33.1%	49.1%
5=World-class	9.5%	6.4%	9.6%	12.7%

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	525	202	239	54
<1%	22.1%	25.7%	20.9%	11.1%
1-5%	48.4%	41.6%	54.0%	51.9%
6-10%	16.4%	13.9%	16.7%	25.9%
>10%	13.1%	18.8%	8.4%	11.1%

What percentage of sales is invested into new-product development/R&D?

(N)	525	202	239	55
<1%	25.5%	29.2%	26.4%	10.9%
1-5%	47.8%	42.1%	51.9%	52.7%
6-10%	15.1%	13.9%	13.8%	20.0%
>10%	11.6%	14.9%	8.0%	16.4%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	527	205	238	55
No measurement system per se or reviews	31.7%	46.3%	26.5%	5.5%
Ad hoc monitoring of basic measures and ad hoc reviews	30.7%	27.3%	34.0%	38.2%
Company-specific metrics monitored regularly by operations staff	9.9%	7.8%	11.3%	9.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.0%	11.7%	18.9%	30.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.7%	6.8%	9.2%	16.4%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	520	199	237	55
<5%	56.5%	63.8%	51.1%	50.9%
5-10%	27.1%	20.1%	33.8%	30.9%
11-20%	11.4%	9.6%	11.8%	18.2%
>20%	5.0%	6.5%	3.4%	0.0%

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	524	200	239	55
<5%	26.3%	32.5%	21.3%	23.6%
5-25%	47.0%	39.5%	53.1%	50.9%
26-50%	19.3%	20.0%	18.8%	21.8%
>50%	7.4%	8.0%	6.7%	3.6%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	530	205	240	55
1=Not important	1.3%	2.0%	0.8%	0.0%
2	3.2%	4.9%	1.7%	1.8%
3	14.0%	17.1%	12.9%	14.6%
4	32.1%	32.2%	33.3%	29.1%
5=Highly important	49.4%	43.9%	51.3%	54.6%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	526	204	237	55
1=No progress	7.8%	12.8%	5.9%	0.0%
2	23.2%	27.5%	19.8%	20.0%
3	40.1%	34.3%	47.3%	32.7%
4	23.8%	22.1%	22.4%	38.2%
5=World-class	5.1%	3.4%	4.6%	9.1%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	529	204	240	55
<25%	39.9%	38.2%	39.6%	38.2%
25-50%	30.3%	31.4%	30.8%	23.6%
51-75%	14.9%	13.2%	13.8%	29.1%
76-90%	9.6%	9.8%	11.3%	5.5%
>90%	5.3%	7.4%	4.6%	3.6%

How many formal training hours are devoted annually to each employee?

(N)	528	204	239	55
8 or fewer	29.0%	37.3%	23.4%	21.8%
9-20	43.0%	38.2%	48.5%	34.6%
21-40	18.4%	13.2%	19.3%	34.6%
>40	9.7%	11.3%	8.8%	9.1%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	528	204	240	54
<1%	27.8%	28.9%	26.7%	31.5%
1-5%	49.4%	46.6%	51.7%	50.0%
6-10%	14.4%	12.8%	16.7%	13.0%
>10%	8.3%	11.8%	5.0%	5.6%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	527	205	238	55
No measurement system per se or reviews	28.3%	37.6%	25.2%	7.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.7%	34.2%	35.3%	45.5%
Company-specific metrics monitored regularly by operations staff	13.5%	12.2%	12.6%	21.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.2%	12.2%	22.7%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	4.4%	3.9%	4.2%	5.5%

Output Measures

What is your value-added per employee ((sales – cost of materials) ÷ number of employees)?

(N)	508	201	233	53
< \$75,000	32.3%	41.3%	26.2%	22.6%
\$75,000-\$125,000	39.4%	39.8%	42.5%	26.4%
\$125,001-\$175,000	18.1%	14.9%	20.6%	18.9%
> \$175,000	10.2%	4.0%	10.7%	32.1%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	520	202	236	53
0%	5.2%	11.9%	0.4%	0.0%
0.1-1%	17.9%	25.3%	12.7%	9.4%
1.1-5%	32.9%	24.8%	39.4%	37.7%
5.1-10%	28.1%	23.3%	31.8%	34.0%
>10%	16.0%	14.9%	15.7%	18.9%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	530	205	240	55
1=Not important	0.8%	1.5%	0.4%	0.0%
2	1.9%	2.9%	1.3%	0.0%
3	9.8%	11.7%	8.8%	9.1%
4	26.4%	25.9%	26.3%	25.5%
5=Highly important	61.1%	58.1%	63.3%	65.5%

Rate your organization's progress toward world-class processes and process improvement:

(N)	528	204	240	54
1=No progress	3.6%	6.9%	2.1%	0.0%
2	16.9%	22.1%	13.3%	9.3%
3	37.7%	35.8%	45.4%	22.2%
4	34.5%	28.9%	34.2%	53.7%
5=World-class	7.4%	6.4%	5.0%	14.8%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	527	204	239	55
<26%	32.6%	35.3%	29.7%	30.9%
26-50%	22.8%	22.1%	25.1%	14.6%
51-75%	18.0%	18.6%	15.9%	18.2%
76-99%	17.7%	12.3%	21.3%	29.1%
100%	8.9%	11.8%	8.0%	7.3%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	526	205	239	54
<1%	7.6%	11.7%	4.6%	3.7%
1-5%	51.5%	40.0%	57.3%	64.8%
6-10%	25.7%	26.8%	26.8%	20.4%
>10%	15.2%	21.5%	11.3%	11.1%

What best describes your measurement system for reviewing return from process improvements?

(N)	524	202	239	54
No measurement system per se or reviews	15.3%	26.7%	8.4%	1.9%
Ad hoc monitoring of basic measures and ad hoc reviews	28.2%	30.2%	29.7%	16.7%
Company-specific metrics monitored regularly by operations staff	21.4%	15.4%	24.7%	27.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	22.7%	20.3%	22.2%	33.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	12.4%	7.4%	15.1%	20.4%

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	525	204	237	54
<80%	8.6%	7.8%	9.3%	7.4%
80-90%	16.0%	18.6%	15.6%	13.0%
91-95%	23.6%	24.0%	25.3%	16.7%
96-98%	26.5%	23.0%	26.6%	33.3%
>98%	25.3%	26.5%	23.2%	29.6%

Describe your customers' satisfaction with your overall performance?

(N)	524	205	236	53
Threatens to pull business because we don't match the competition	1.7%	1.5%	1.7%	1.9%
Indifferent to buying our product or competitors	5.2%	7.8%	3.0%	5.7%
Preference for our products by virtue of price, quality, and delivery performance	47.1%	42.0%	51.3%	49.1%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	46.0%	48.8%	44.1%	43.4%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	518	203	235	54
<25%	48.1%	52.2%	46.8%	46.3%
26-50	33.0%	28.1%	34.9%	37.0%
51-75%	12.9%	12.8%	12.8%	13.0%
76-99%	5.0%	6.4%	4.3%	1.9%
>100%	1.0%	0.5%	1.3%	1.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	527	204	240	54
1=Not important	4.7%	6.9%	2.9%	5.6%
2	8.5%	12.8%	6.7%	3.7%
3	19.9%	17.7%	22.5%	13.0%
4	31.3%	29.9%	32.5%	35.2%
5=Highly important	35.5%	32.8%	35.4%	42.6%

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	524	202	239	54
1=No progress	9.4%	13.4%	7.1%	5.6%
2	25.6%	26.2%	27.6%	16.7%
3	40.3%	38.6%	42.7%	35.2%
4	21.8%	19.3%	20.9%	37.0%
5=World-class	3.1%	2.5%	1.7%	5.6%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	523	202	238	55
<1%	26.2%	29.7%	24.4%	20.0%
1-5%	51.8%	43.1%	58.0%	61.8%
6-10%	15.5%	15.8%	15.1%	12.7%
>10%	6.5%	11.4%	2.5%	5.5%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	528	204	240	55
<1%	30.7%	32.4%	30.8%	18.2%
1-5%	49.4%	47.1%	50.4%	61.8%
6-10%	13.1%	12.8%	12.5%	14.6%
>10%	6.8%	7.8%	6.3%	5.5%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	525	204	237	55
No measurement system per se or reviews	28.6%	44.1%	21.5%	5.5%
Ad hoc monitoring of basic measures and ad hoc reviews	32.8%	30.4%	37.6%	29.1%
Company-specific metrics monitored regularly by operations staff	18.3%	9.8%	21.1%	30.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff	14.7%	12.8%	13.5%	21.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.7%	2.9%	6.3%	12.7%

Output Measures

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	517	200	237	54
<10%	58.6%	60.5%	60.8%	48.2%
10-25%	30.0%	29.0%	27.0%	40.7%
26-50%	9.5%	8.5%	10.1%	9.3%
>50%	1.9%	2.0%	2.1%	1.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	508	193	232	55
Suppliers regularly measured on cost, quality, and delivery performance	35.8%	38.9%	39.2%	12.7%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	10.4%	10.4%	10.8%	10.9%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.5%	30.1%	30.6%	45.5%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.5%	16.1%	15.5%	25.5%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	4.7%	4.7%	3.9%	5.5%

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	528	205	240	54
1=Not important	15.7%	18.1%	15.8%	7.4%
2	21.6%	23.9%	20.0%	22.2%
3	29.9%	31.7%	30.0%	25.9%
4	21.2%	16.6%	23.8%	24.1%
5=Highly important	11.6%	9.8%	10.4%	20.4%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	526	203	240	54
1=No progress	21.7%	29.6%	19.6%	5.6%
2	33.7%	30.1%	38.8%	29.6%
3	27.6%	26.6%	26.7%	31.5%
4	14.8%	12.3%	14.2%	22.2%
5=World-class	2.3%	1.5%	0.8%	11.1%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	522	202	237	54
<1%	49.4%	43.1%	55.3%	50.0%
1-5%	35.3%	37.6%	33.3%	37.0%
6-10%	7.5%	9.9%	5.9%	7.4%
>10%	7.9%	9.4%	5.5%	5.6%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	521	203	238	52
<1%	58.9%	52.7%	64.7%	57.7%
1-5%	28.4%	32.5%	25.2%	25.0%
6-10%	6.0%	6.4%	5.5%	7.7%
>10%	6.7%	8.4%	4.6%	9.6%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	525	204	238	54
No measurement system per se or reviews	61.3%	66.2%	64.3%	38.9%
Ad hoc monitoring of basic measures and ad hoc reviews	20.0%	18.6%	21.0%	20.4%
Company-specific metrics monitored regularly by operations staff	7.8%	4.9%	7.1%	14.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.8%	7.8%	5.9%	24.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.1%	2.5%	1.7%	1.9%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	515	204	230	54
<10%	84.7%	84.8%	84.4%	85.2%
10-25%	13.8%	13.2%	13.9%	14.8%
26-50%	1.4%	1.5%	1.7%	0.0%
>50%	0.2%	0.5%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	514	201	232	54
<10%	80.0%	81.1%	81.5%	70.4%
10-25%	16.0%	14.4%	14.2%	25.9%
26-50%	3.1%	3.5%	3.5%	1.9%
>50%	1.0%	1.0%	0.9%	1.9%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	512	204	229	54
<50%	55.7%	52.9%	55.9%	61.1%
51-75%	10.7%	11.8%	9.6%	13.0%
76-89%	8.2%	8.8%	8.7%	5.6%
90-99%	16.6%	20.1%	15.3%	7.4%
100%	8.8%	6.4%	10.5%	13.0%

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	526	202	239	55
1=Not important	19.6%	25.7%	18.0%	5.5%
2	20.9%	24.3%	20.5%	10.9%
3	20.2%	22.8%	18.0%	21.8%
4	18.3%	13.9%	19.3%	23.6%
5=Highly important	21.1%	13.4%	24.3%	38.2%

Rate your organization's progress toward becoming a world-class global player:

(N)	524	201	239	54
1=No progress	29.0%	39.8%	25.1%	9.3%
2	31.3%	31.3%	34.3%	18.5%
3	18.5%	15.9%	18.8%	20.4%
4	16.8%	11.4%	18.8%	33.3%
5=World-class	4.4%	1.5%	2.9%	18.5%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Annual Sales		
	Less than \$10 million	\$10 million to \$100 million	More than \$100 million

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	528	203	240	55
0%	58.3%	75.9%	51.7%	18.2%
1-25%	36.0%	21.7%	42.9%	63.6%
26-50%	3.6%	2.0%	4.2%	9.1%
>50%	2.1%	0.5%	1.3%	9.1%

What best describes your measurement system for reviewing return from global engagement?

(N)	520	201	235	55
No measurement system per se or reviews	59.8%	74.1%	55.3%	27.3%
Ad hoc monitoring of basic measures and ad hoc reviews	16.5%	14.9%	17.9%	20.0%
Company-specific metrics monitored regularly by operations staff	7.9%	5.5%	8.5%	12.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff	13.1%	4.0%	15.7%	34.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.7%	1.5%	2.6%	5.5%

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	518	202	234	55
<25%	77.0%	85.2%	72.2%	67.3%
26-50%	15.8%	9.9%	20.1%	21.8%
51-100%	4.1%	2.5%	4.3%	5.5%
>100%	3.1%	2.5%	3.4%	5.5%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	520	201	235	55
0	67.3%	80.1%	64.7%	29.1%
1-5	23.9%	15.4%	27.7%	41.8%
6-10	3.7%	2.5%	3.0%	10.9%
>10	5.2%	2.0%	4.7%	18.2%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	520	201	235	55
0	62.9%	80.1%	57.9%	25.5%
1-5	23.7%	15.4%	28.1%	32.7%
6-10	4.8%	3.0%	5.1%	9.1%
>10	8.7%	1.5%	8.9%	32.7%

GOING FORWARD

To what extent does your geographic region in Wisconsin have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	526	203	238	55
1=No support	10.3%	12.3%	10.5%	3.6%
2	20.9%	22.7%	20.2%	21.8%
3	32.7%	29.1%	34.0%	34.6%
4	26.1%	25.6%	26.9%	29.1%
5=Full support	10.1%	10.3%	8.4%	10.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

	Annual Sales			
	All Firms	Less than \$10 million	\$10 million to \$100 million	More than \$100 million
Engaged people/Human-capital acquisition, development and retention				
(N)	524	202	238	55
1=No support	6.5%	7.4%	6.7%	1.8%
2	23.5%	23.3%	23.5%	16.4%
3	31.7%	30.7%	33.2%	32.7%
4	29.4%	28.2%	29.8%	40.0%
5=Full support	9.0%	10.4%	6.7%	9.1%
Superior processes/Improvement focus				
(N)	522	200	238	55
1=No support	6.7%	9.5%	6.3%	1.8%
2	17.2%	21.0%	14.7%	12.7%
3	28.9%	26.5%	31.5%	23.6%
4	33.3%	30.0%	34.0%	47.3%
5=Full support	13.8%	13.0%	13.5%	14.6%
Supply-chain management and collaboration				
(N)	523	201	238	55
1=No support	8.0%	9.5%	8.0%	1.8%
2	23.1%	23.9%	22.7%	23.6%
3	34.4%	31.8%	35.7%	34.6%
4	27.0%	25.9%	27.7%	32.7%
5=Full support	7.5%	9.0%	5.9%	7.3%
Green/Sustainability				
(N)	522	202	236	55
1=No support	16.5%	19.3%	17.0%	5.5%
2	29.1%	28.7%	30.5%	29.1%
3	33.0%	27.7%	33.5%	43.6%
4	14.8%	15.8%	13.6%	14.6%
5=Full support	6.7%	8.4%	5.5%	7.3%
Global engagement				
(N)	517	200	235	54
1=No support	20.7%	24.0%	21.3%	9.3%
2	31.9%	31.5%	29.8%	33.3%
3	30.4%	26.0%	33.6%	37.0%
4	11.6%	12.0%	11.1%	13.0%
5=Full support	5.4%	6.5%	4.3%	7.4%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

PROFILE

Which of the following describes your organization?

(N)	527	115	168	97	143
Company	85.6%	93.9%	89.9%	83.5%	75.5%
Division/unit of a larger company	14.4%	6.1%	10.1%	16.5%	24.5%

Driver Industries

(N)	531	117	169	98	143
3115 - Dairy Product Manufacturing	2.6%	2.6%	4.1%	2.0%	1.4%
321 - Wood Product Manufacturing (Complete)	4.3%	4.3%	4.1%	2.0%	6.3%
322 - Paper Manufacturing (Complete)	2.8%	0.9%	1.8%	4.1%	4.9%
3256 - Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.9%	1.7%	0.0%	2.0%	0.7%
3315 - Foundries	2.8%	0.9%	0.6%	4.1%	6.3%
332 - Fabricated Metal Products (Partial)	16.8%	15.4%	22.5%	17.4%	11.2%
333 - Machinery Manufacturer (Partial)	23.4%	25.6%	24.3%	23.5%	18.9%
3353 - Electrical Equipment Manufacturing	1.1%	0.0%	1.2%	3.1%	0.7%
3359 - Other Electrical Equipment and Component Manufacturing	1.1%	2.6%	0.6%	1.0%	0.7%
Other Industries	44.1%	46.2%	40.8%	40.8%	49.0%

Regions

(N)	531	117	169	98	143
Central	5.3%	4.3%	3.6%	7.1%	7.0%
East Central	14.9%	7.7%	13.6%	19.4%	17.5%
North	1.3%	1.7%	1.2%	1.0%	1.4%
South	18.5%	29.1%	17.2%	9.2%	18.2%
Southeast	53.9%	51.3%	59.2%	58.2%	47.6%
West Central I	3.2%	4.3%	3.0%	2.0%	3.5%
West Central II	1.7%	0.0%	0.6%	2.0%	4.2%
No Region	1.3%	1.7%	1.8%	1.0%	0.7%

How many years has your organization been in operation?

(N)	531	117	169	98	143
Median	37	21	28	43	53
Average	44	30	38	48	61
75th Percentile	62	45	52	66	90
25th Percentile	20	11	16	28	32

What are your approximate annual revenues?

(N)	500	110	163	95	132
Median	\$14,000,000	\$2,000,000	\$8,000,000	\$21,000,000	\$80,000,000
Average	\$105,800,946	\$2,862,482	\$13,354,601	\$30,392,632	\$360,011,364
75th Percentile	\$40,000,000	\$3,500,000	\$13,000,000	\$34,000,000	\$173,750,000
25th Percentile	\$4,800,000	\$1,000,000	\$5,000,000	\$15,000,000	\$40,000,000

How many full-time employees (and equivalents)?

(N)	527	117	169	98	143
Median	68	12	46	105	300
Average	415	13	47	109	1,387
75th Percentile	170	18	60	125	600
25th Percentile	29	8	34	95	200

What is the age of your organization's chief executive?

(N)	528	117	168	97	143
< 30	0.2%	0.0%	0.0%	0.0%	0.0%
31-40	6.4%	6.0%	5.4%	7.2%	7.7%
41-50	34.7%	35.9%	36.3%	35.1%	30.8%
51-60	39.0%	35.9%	38.1%	36.1%	45.5%
>60	19.7%	22.2%	20.2%	21.7%	16.1%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

Do you anticipate a planned succession of leadership in the next

five years?

(N)	529	115	169	98	143
Yes	22.5%	19.1%	19.5%	31.6%	22.4%
Maybe	30.8%	28.7%	34.9%	26.5%	30.8%
No	46.7%	52.2%	45.6%	41.8%	46.9%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	527	115	168	97	143
1=Not important	1.3%	0.9%	2.4%	2.1%	0.0%
2	2.7%	6.1%	1.2%	1.0%	2.8%
3	10.3%	15.7%	8.9%	8.3%	9.1%
4	31.3%	25.2%	35.7%	24.7%	34.3%
5=Highly important	54.5%	52.2%	51.8%	63.9%	53.9%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	528	116	167	98	143
1=No progress	3.4%	6.0%	5.4%	2.0%	0.0%
2	16.5%	19.8%	16.8%	16.3%	13.3%
3	36.9%	30.2%	40.7%	38.8%	37.1%
4	33.7%	33.6%	30.5%	33.7%	38.5%
5=World-class	9.5%	10.3%	6.6%	9.2%	11.2%

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	525	113	168	98	142
<1%	22.1%	24.8%	25.0%	23.5%	15.5%
1-5%	48.4%	29.2%	51.2%	56.1%	55.6%
6-10%	16.4%	15.9%	13.1%	12.2%	22.5%
>10%	13.1%	30.1%	10.7%	8.2%	6.3%

What percentage of sales is invested into new-product development/R&D?

(N)	525	114	167	98	142
<1%	25.5%	29.0%	29.9%	26.5%	16.9%
1-5%	47.8%	35.1%	46.1%	51.0%	57.8%
6-10%	15.1%	17.5%	13.2%	14.3%	15.5%
>10%	11.6%	18.4%	10.8%	8.2%	9.9%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	527	116	169	96	143
No measurement system per se or reviews	31.7%	49.1%	34.3%	22.9%	19.6%
Ad hoc monitoring of basic measures and ad hoc reviews	30.7%	25.9%	29.6%	36.5%	32.9%
Company-specific metrics monitored regularly by operations staff	9.9%	8.6%	9.5%	11.5%	10.5%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.0%	10.3%	17.2%	16.7%	26.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.7%	6.0%	9.5%	12.5%	10.5%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	520	115	164	96	142
<5%	56.5%	62.6%	59.8%	55.2%	48.6%
5-10%	27.1%	20.0%	26.2%	31.3%	31.7%
11-20%	11.4%	8.7%	11.0%	9.4%	15.5%
>20%	5.0%	8.7%	3.1%	4.2%	4.2%

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	524	113	167	97	143
<5%	26.3%	34.5%	28.7%	25.8%	17.5%
5-25%	47.0%	35.4%	44.3%	48.5%	58.0%
26-50%	19.3%	19.5%	21.6%	20.6%	16.1%
>50%	7.4%	10.6%	5.4%	5.2%	8.4%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	530	116	169	98	143
1=Not important	1.3%	4.3%	0.6%	0.0%	0.7%
2	3.2%	6.0%	4.1%	0.0%	2.1%
3	14.0%	18.1%	13.0%	16.3%	10.5%
4	32.1%	31.0%	31.4%	31.6%	35.0%
5=Highly important	49.4%	40.5%	50.9%	52.0%	51.8%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	526	115	167	97	143
1=No progress	7.8%	15.7%	8.4%	5.2%	2.8%
2	23.2%	27.0%	24.6%	26.8%	16.8%
3	40.1%	31.3%	40.1%	38.1%	48.3%
4	23.8%	20.9%	22.2%	25.8%	26.6%
5=World-class	5.1%	5.2%	4.8%	4.1%	5.6%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	529	116	168	98	143
<25%	39.9%	36.2%	42.3%	41.8%	39.2%
25-50%	30.3%	27.6%	28.6%	29.6%	34.3%
51-75%	14.9%	13.8%	14.9%	15.3%	15.4%
76-90%	9.6%	13.8%	8.3%	11.2%	7.0%
>90%	5.3%	8.6%	6.0%	2.0%	4.2%

How many formal training hours are devoted annually to each employee?

(N)	528	115	168	98	143
8 or fewer	29.0%	39.1%	30.4%	22.5%	23.8%
9-20	43.0%	37.4%	40.5%	58.2%	39.9%
21-40	18.4%	11.3%	18.5%	15.3%	25.9%
>40	9.7%	12.2%	10.7%	4.1%	10.5%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	528	115	169	98	142
<1%	27.8%	32.2%	24.9%	20.4%	33.1%
1-5%	49.4%	40.9%	49.1%	59.2%	50.0%
6-10%	14.4%	9.6%	17.8%	16.3%	13.4%
>10%	8.3%	17.4%	8.3%	4.1%	3.5%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	527	116	169	96	143
No measurement system per se or reviews	28.3%	47.4%	24.9%	21.9%	20.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.7%	31.9%	34.3%	34.4%	42.0%
Company-specific metrics monitored regularly by operations staff	13.5%	7.8%	12.4%	19.8%	15.4%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.2%	10.3%	22.5%	18.8%	19.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	4.4%	2.6%	5.9%	5.2%	2.8%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	508	114	159	96	136
< \$75,000	32.3%	39.5%	31.5%	31.3%	27.9%
\$75,000-\$125,000	39.4%	38.6%	42.8%	39.6%	36.0%
\$125,001-\$175,000	18.1%	14.9%	20.8%	17.7%	18.4%
> \$175,000	10.2%	7.0%	5.0%	11.5%	17.7%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	520	116	164	97	140
0%	5.2%	21.6%	1.2%	0.0%	0.0%
0.1-1%	17.9%	29.3%	22.0%	6.2%	10.7%
1.1-5%	32.9%	18.1%	36.6%	44.3%	32.9%
5.1-10%	28.1%	21.6%	24.4%	36.1%	32.9%
>10%	16.0%	9.5%	15.9%	13.4%	23.6%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	530	116	169	98	143
1=Not important	0.8%	2.6%	0.6%	0.0%	0.0%
2	1.9%	6.0%	0.6%	1.0%	0.7%
3	9.8%	15.5%	10.1%	4.1%	9.1%
4	26.4%	25.0%	26.6%	25.5%	28.7%
5=Highly important	61.1%	50.9%	62.1%	69.4%	61.5%

Rate your organization's progress toward world-class processes and process improvement:

(N)	528	115	169	98	142
1=No progress	3.6%	12.2%	2.4%	0.0%	0.7%
2	16.9%	17.4%	20.7%	14.3%	13.4%
3	37.7%	31.3%	42.0%	41.8%	35.9%
4	34.5%	28.7%	29.0%	38.8%	42.3%
5=World-class	7.4%	10.4%	5.9%	5.1%	7.8%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	527	116	167	98	143
<26%	32.6%	39.7%	28.1%	31.6%	32.9%
26-50%	22.8%	19.8%	22.8%	24.5%	23.8%
51-75%	18.0%	16.4%	19.2%	18.4%	17.5%
76-99%	17.7%	10.3%	18.6%	21.4%	20.3%
100%	8.9%	13.8%	11.4%	4.1%	5.6%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	526	116	168	97	142
<1%	7.6%	14.7%	6.6%	4.1%	5.6%
1-5%	51.5%	42.2%	48.8%	59.8%	55.6%
6-10%	25.7%	25.0%	24.4%	23.7%	29.6%
>10%	15.2%	18.1%	20.2%	12.4%	9.2%

What best describes your measurement system for reviewing return from process improvements?

(N)	524	115	167	97	142
No measurement system per se or reviews	15.3%	37.4%	13.2%	8.3%	4.2%
Ad hoc monitoring of basic measures and ad hoc reviews	28.2%	26.1%	32.9%	27.8%	25.4%
Company-specific metrics monitored regularly by operations staff	21.4%	12.2%	17.4%	25.8%	31.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	22.7%	20.0%	22.8%	24.7%	23.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	12.4%	4.4%	13.8%	13.4%	15.5%

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	525	115	168	96	142
<80%	8.6%	7.0%	9.5%	10.4%	7.0%
80-90%	16.0%	12.2%	19.1%	20.8%	12.7%
91-95%	23.6%	26.1%	23.2%	18.8%	26.1%
96-98%	26.5%	25.2%	23.2%	28.1%	29.6%
>98%	25.3%	29.6%	25.0%	21.9%	24.7%

Describe your customers' satisfaction with your overall performance?

(N)	524	116	167	98	139
Threatens to pull business because we don't match the competition	1.7%	0.9%	1.2%	3.1%	2.2%
Indifferent to buying our product or competitors	5.2%	6.0%	7.2%	4.1%	2.9%
Preference for our products by virtue of price, quality, and delivery performance	47.1%	37.1%	41.3%	55.1%	55.4%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	46.0%	56.0%	50.3%	37.8%	39.6%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	518	113	166	97	139
<25%	48.1%	47.8%	47.6%	44.3%	51.1%
26-50	33.0%	31.0%	31.9%	35.1%	34.5%
51-75%	12.9%	13.3%	15.1%	13.4%	10.1%
76-99%	5.0%	7.1%	4.2%	5.2%	4.3%
>100%	1.0%	0.9%	1.2%	2.1%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	527	116	168	98	142
1=Not important	4.7%	7.8%	4.2%	3.1%	4.2%
2	8.5%	14.7%	8.9%	6.1%	4.9%
3	19.9%	14.7%	25.6%	19.4%	17.6%
4	31.3%	28.5%	28.6%	36.7%	33.1%
5=Highly important	35.5%	34.5%	32.7%	34.7%	40.1%

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	524	115	167	97	142
1=No progress	9.4%	17.4%	8.4%	6.2%	5.6%
2	25.6%	23.5%	31.1%	26.8%	20.4%
3	40.3%	33.0%	38.9%	45.4%	43.7%
4	21.8%	20.0%	20.4%	21.7%	25.4%
5=World-class	3.1%	6.1%	1.2%	0.0%	4.9%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	523	116	163	98	143
<1%	26.2%	27.6%	26.4%	24.5%	25.2%
1-5%	51.8%	34.5%	55.8%	56.1%	58.7%
6-10%	15.5%	19.8%	14.1%	16.3%	13.3%
>10%	6.5%	18.1%	3.7%	3.1%	2.8%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	528	116	168	98	143
<1%	30.7%	34.5%	32.7%	22.5%	30.1%
1-5%	49.4%	41.4%	50.0%	55.1%	51.8%
6-10%	13.1%	15.5%	9.5%	14.3%	14.7%
>10%	6.8%	8.6%	7.7%	8.2%	3.5%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	525	116	167	98	141
No measurement system per se or reviews	28.6%	51.7%	31.1%	19.4%	12.8%
Ad hoc monitoring of basic measures and ad hoc reviews	32.8%	28.5%	30.5%	33.7%	39.0%
Company-specific metrics monitored regularly by operations staff	18.3%	6.0%	15.6%	26.5%	24.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	14.7%	11.2%	16.8%	13.3%	16.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.7%	2.6%	6.0%	7.1%	7.1%

Output Measures

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	517	113	165	95	141
<10%	58.6%	64.6%	60.0%	55.8%	53.9%
10-25%	30.0%	24.8%	28.5%	29.5%	36.2%
26-50%	9.5%	8.9%	9.7%	11.6%	8.5%
>50%	1.9%	1.8%	1.8%	3.2%	1.4%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	508	110	160	94	141
Suppliers regularly measured on cost, quality, and delivery performance	35.8%	35.5%	38.1%	44.7%	27.0%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	10.4%	10.0%	8.8%	13.8%	10.6%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.5%	30.9%	31.3%	22.3%	38.3%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.5%	17.3%	16.9%	13.8%	21.3%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	4.7%	6.4%	5.0%	5.3%	2.8%

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	528	116	169	98	142
1=Not important	15.7%	24.1%	19.5%	10.2%	8.5%
2	21.6%	22.4%	24.3%	21.4%	17.6%
3	29.9%	31.0%	24.9%	35.7%	31.0%
4	21.2%	12.9%	21.3%	20.4%	28.2%
5=Highly important	11.6%	9.5%	10.1%	12.2%	14.8%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	526	115	168	98	142
1=No progress	21.7%	33.9%	26.8%	14.3%	11.3%
2	33.7%	27.0%	33.3%	34.7%	38.0%
3	27.6%	27.0%	25.6%	34.7%	25.4%
4	14.8%	11.3%	11.9%	15.3%	21.1%
5=World-class	2.3%	0.9%	2.4%	1.0%	4.2%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	522	115	166	97	141
<1%	49.4%	48.7%	42.8%	51.6%	56.0%
1-5%	35.3%	30.4%	39.8%	37.1%	32.6%
6-10%	7.5%	8.7%	9.0%	6.2%	5.7%
>10%	7.9%	12.2%	8.4%	5.2%	5.7%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	521	115	166	97	140
<1%	58.9%	53.9%	56.0%	62.9%	63.6%
1-5%	28.4%	24.4%	32.5%	29.9%	25.7%
6-10%	6.0%	9.6%	6.0%	4.1%	4.3%
>10%	6.7%	12.2%	5.4%	3.1%	6.4%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	525	116	167	97	142
No measurement system per se or reviews	61.3%	69.8%	65.3%	56.7%	52.8%
Ad hoc monitoring of basic measures and ad hoc reviews	20.0%	13.8%	18.6%	26.8%	21.8%
Company-specific metrics monitored regularly by operations staff	7.8%	4.3%	5.4%	10.3%	12.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.8%	10.3%	9.0%	4.1%	10.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.1%	1.7%	1.8%	2.1%	2.8%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	515	116	165	92	139
<10%	84.7%	86.2%	83.6%	80.4%	87.1%
10-25%	13.8%	11.2%	14.6%	19.6%	11.5%
26-50%	1.4%	1.7%	1.8%	0.0%	1.4%
>50%	0.2%	0.9%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	514	114	165	93	139
<10%	80.0%	84.2%	78.2%	80.7%	78.4%
10-25%	16.0%	11.4%	16.4%	17.2%	18.0%
26-50%	3.1%	3.5%	4.2%	2.2%	2.2%
>50%	1.0%	0.9%	1.2%	0.0%	1.4%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	512	115	165	93	136
<50%	55.7%	53.0%	52.7%	58.1%	59.6%
51-75%	10.7%	11.3%	9.7%	15.1%	8.8%
76-89%	8.2%	9.6%	8.5%	6.5%	8.1%
90-99%	16.6%	20.0%	21.2%	10.8%	11.8%
100%	8.8%	6.1%	7.9%	9.7%	11.8%

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	526	114	168	97	143
1=Not important	19.6%	27.2%	21.4%	21.7%	9.8%
2	20.9%	22.8%	25.6%	18.6%	16.1%
3	20.2%	22.8%	20.2%	18.6%	19.6%
4	18.3%	10.5%	16.1%	22.7%	23.1%
5=Highly important	21.1%	16.7%	16.7%	18.6%	31.5%

Rate your organization's progress toward becoming a world-class global player:

(N)	524	113	168	97	142
1=No progress	29.0%	39.8%	33.3%	28.9%	15.5%
2	31.3%	31.9%	32.1%	30.9%	31.0%
3	18.5%	15.0%	16.7%	23.7%	19.7%
4	16.8%	9.7%	16.1%	14.4%	24.7%
5=World-class	4.4%	3.5%	1.8%	2.1%	9.2%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Number of FTEs			
	1 to 25	26 to 75	76 to 150	More than 150

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	528	115	168	98	143
0%	58.3%	75.7%	67.3%	55.1%	37.1%
1-25%	36.0%	20.9%	30.4%	41.8%	50.4%
26-50%	3.6%	2.6%	1.8%	2.0%	7.7%
>50%	2.1%	0.9%	0.6%	1.0%	4.9%

What best describes your measurement system for reviewing return from global engagement?

(N)	520	115	165	94	143
No measurement system per se or reviews	59.8%	75.7%	64.2%	59.6%	42.7%
Ad hoc monitoring of basic measures and ad hoc reviews	16.5%	11.3%	18.2%	20.2%	16.8%
Company-specific metrics monitored regularly by operations staff	7.9%	6.1%	6.7%	6.4%	11.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff	13.1%	6.1%	7.9%	12.8%	23.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.7%	0.9%	3.0%	1.1%	4.9%

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	518	114	166	95	140
<25%	77.0%	82.5%	78.9%	75.8%	70.7%
26-50%	15.8%	10.5%	15.7%	19.0%	18.6%
51-100%	4.1%	2.6%	3.0%	4.2%	6.4%
>100%	3.1%	4.4%	2.4%	1.1%	4.3%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	520	115	166	94	142
0	67.3%	80.9%	72.9%	66.0%	50.7%
1-5	23.9%	14.8%	21.1%	26.6%	33.1%
6-10	3.7%	1.7%	3.6%	2.1%	6.3%
>10	5.2%	2.6%	2.4%	5.3%	9.9%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	520	114	166	94	143
0	62.9%	76.3%	72.3%	60.6%	43.4%
1-5	23.7%	19.3%	18.7%	26.6%	30.1%
6-10	4.8%	3.5%	3.6%	6.4%	6.3%
>10	8.7%	0.9%	5.4%	6.4%	20.3%

GOING FORWARD

To what extent does your geographic region in Wisconsin have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	526	116	166	97	143
1=No support	10.3%	15.5%	12.1%	7.2%	6.3%
2	20.9%	25.0%	21.7%	19.6%	18.2%
3	32.7%	29.3%	29.5%	37.1%	36.4%
4	26.1%	21.6%	25.9%	27.8%	28.7%
5=Full support	10.1%	8.6%	10.8%	8.3%	10.5%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

	Number of FTEs				
	All Firms	1 to 25	26 to 75	76 to 150	More than 150
Engaged people/Human-capital acquisition, development and retention					
(N)	524	115	166	97	143
1=No support	6.5%	10.4%	7.8%	4.1%	3.5%
2	23.5%	27.0%	22.3%	24.7%	21.0%
3	31.7%	27.0%	35.5%	36.1%	28.7%
4	29.4%	27.0%	22.9%	28.9%	39.2%
5=Full support	9.0%	8.7%	11.5%	6.2%	7.7%
Superior processes/Improvement focus					
(N)	522	115	164	97	143
1=No support	6.7%	13.9%	5.5%	5.2%	3.5%
2	17.2%	20.9%	20.1%	14.4%	13.3%
3	28.9%	31.3%	26.8%	33.0%	26.6%
4	33.3%	23.5%	32.3%	37.1%	39.9%
5=Full support	13.8%	10.4%	15.2%	10.3%	16.8%
Supply-chain management and collaboration					
(N)	523	115	165	97	143
1=No support	8.0%	13.9%	8.5%	5.2%	4.9%
2	23.1%	23.5%	24.9%	25.8%	18.9%
3	34.4%	34.8%	30.9%	43.3%	31.5%
4	27.0%	20.9%	26.7%	20.6%	37.1%
5=Full support	7.5%	7.0%	9.1%	5.2%	7.7%
Green/Sustainability					
(N)	522	115	166	95	143
1=No support	16.5%	25.2%	15.1%	20.0%	9.1%
2	29.1%	24.4%	30.1%	31.6%	30.1%
3	33.0%	27.8%	33.1%	31.6%	37.1%
4	14.8%	16.5%	13.3%	12.6%	16.8%
5=Full support	6.7%	6.1%	8.4%	4.2%	7.0%
Global engagement					
(N)	517	115	164	94	141
1=No support	20.7%	32.2%	18.3%	17.0%	16.3%
2	31.9%	27.8%	33.5%	36.2%	31.2%
3	30.4%	26.1%	29.3%	34.0%	32.6%
4	11.6%	8.7%	12.8%	12.8%	11.4%
5=Full support	5.4%	5.2%	6.1%	0.0%	8.5%

Wisconsin Next Generation Manufacturing Survey Data Report

Regions and Driver Industries

Prepared by the Manufacturing Performance Institute

November 2008

Introduction

The Wisconsin Next Generation Manufacturing Survey was developed in order to identify and measure key performance and best practice strategies among Wisconsin's manufacturers. Wisconsin's manufacturing base –and its supporting firms and infrastructure – must change dramatically to remain competitive in a global marketplace. The Wisconsin Next Generation Manufacturing Survey provides a framework for understanding Next Generation Manufacturing (NGM) by identifying the competitive performances and best management practices required to achieve world-class manufacturing status in the 21st Century.

The Wisconsin Next Generation Manufacturing Survey was conducted by The Manufacturing Performance Institute, an independent national research firm, for the Wisconsin Manufacturing Extension Partnership (WMEP) and its partners: Milwaukee 7, the Wisconsin Department of Commerce, and Wisconsin Manufacturing & Commerce.

This *Wisconsin Next Generation Manufacturing Survey Data Report — Regions and Driver Industries* presents the overall findings from the survey as well as cross-tabulations of the survey data by:

- Wisconsin's seven regions:
 - *Central*: Adams, Clark, Langlade, Lincoln, Marathon, Portage, Taylor, Waushara, and Wood counties;
 - *East*: Central: Brown, Calumet, Door, Kewaunee, Marinette, Menominee, Oconto, Outagamie, Shawano, Waupaca, and Winnebago counties;
 - *North*: Ashland, Bayfield, Burnett, Douglas, Florence, Forest, Iron, Oneida, Price, Rusk, Sawyer, Vilas, and Washburn counties;
 - *South*: Columbia, Crawford, Dane, Grant, Green, Iowa, Juneau, Lafayette, Marquette, Richland, Rock, and Sauk counties;
 - *Southeast*: Dodge, Fond du Lac, Green Lake, Jefferson, Kenosha, Manitowoc, Milwaukee, Ozaukee, Racine, Sheboygan, Walworth, Washington, and Waukesha counties;
 - *West Central I*: Barron, Buffalo, Chippewa, Dunn, Eau Claire, Pepin, Pierce, Polk, and St. Croix counties; and
 - *West Central II*: Jackson, La Crosse, Monroe, Trempealeau, and Vernon counties.
- Driver industries (as determined by the 2005 Wisconsin Manufacturing Study) listed with North American Industry Classification System (NAICS) codes.

Data generally appears in the same sequence as questions were presented to survey respondents. Questions proceed through eight categories:

- Profile
- Customer-Focused Innovation
- Engaged People/Human Capital Acquisition, Development and Retention
- Superior Processes/Improvement Focus
- Supply-Chain Management and Collaboration
- Green/Sustainability
- Global Engagement
- Going Forward.

Questions and answer categories generally are presented in the same wording and format as they appeared on the survey questionnaire. Responses to survey questions presented in this report consist of two types: Directive single-answer questions for which respondents were asked to “check one” answer category and open-ended questions for which respondents were asked to report a numeric answer. For each of the six functional categories (e.g., Customer-Focused Innovation), respondents were also asked to briefly write in answers regarding best practices; those write-in responses do not appear in this report.

The tables in this report for directive questions are presented in the same format as on the survey. Data for directive questions list the frequency (*N*) and percentage for each answer category (see *Glossary* for definitions of percentage and other terms). Answer categories that were not selected by any respondents have been incorporated into the tables as having a frequency of 0. The tables for open-ended questions are presented with frequency (*N*), median, average, 75th percentile and 25th percentile statistics. Asterisks (*) indicate insufficient data.

The Manufacturing Performance Institute believes it is best to focus on and report the *median* figure (or median with average). Unlike arithmetical averages or means, the median is the “typical response” and is not distorted by a few unusually high or low values that may exist in the sample due to special circumstances.

Reading the Tables

Data should be read down the columns. For example for the table below, of the 283 Wisconsin firms in the Southeast regions that answered this particular question, 22.3% have less than 1% of their workforce dedicated to new product development, 45.6% have 1-5% dedicated, 17.7% have 6-10% dedicated, and 14.5% have more than 10% dedicated.

What percentage of your workforce is dedicated to new product development/R&D?	Regions							
	Central	East Central	North	South	South-east	West Central I	West Central II	No region
(<i>N</i>)	28	79	7	96	283	17	9	6
>1%	21.4%	21.5%	28.6%	20.8%	22.3%	23.5%	33.3%	16.7%
1-5%	46.4%	53.2%	28.6%	53.1%	45.6%	52.9%	55.6%	50.0%
6-10%	17.9%	17.7%	14.3%	11.5%	17.7%	17.7%	11.1%	16.7%
More than 10%	14.3%	7.6%	28.6%	14.6%	14.5%	5.9%	0.0%	16.7%

Important: Many cross-tabulation tables in this report contain small samples sizes. While such cross-tabulations can be helpful for benchmarking purposes, small samples greatly reduce the statistical significance of the table.

Methodology

The Wisconsin Next Generation Manufacturing Survey was conducted using an online questionnaire. Respondents also had access to a PDF version of the survey that they could complete and mail back as a hard copy. There were 531 total respondents, with surveys received September and October 2008. Responses were received by the Manufacturing Performance Institute (MPI), and then entered into a database, edited, and cleansed to ensure answers were plausible, where necessary.

All respondent answers to the survey are confidential. As incentives, respondents who provided contact information along with their specific responses (354 respondents) were offered a copy of a NGM Performance Report, similar to this Data Report, which shows their responses next to answer categories comparable to their own profile. Respondents who wished to remain anonymous could provide contact at a separate website and, as their incentive, they receive a Data Report.

Glossary

Frequency (N): Frequency is the number or count of responses for a question.

Average: The average or mean value for answers to open-ended questions (sum of values divided by the number of responses).

Median: The midpoint value for open-ended questions — the value above which and below which half the answers fall; equivalent to the 50th percentile. The median is frequently the most reliable statistic upon which to base comparisons.

Percentage: The percentage of responses for a specific answer category based on all responses for that particular question. (*Note: This is not based on the total number of respondents for the survey*). For cross-tabulated data, the percentage is based on those that responded to *both* the question being analyzed and the cross-tabulation question.

Percentiles: The 25th percentile is the value below which 25% of answers fall. The 75th percentile is the value below which 75% of answers fall.

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

PROFILE

Which of the following describes your organization?

(N)	527	13	22	15	5
Company	85.6%	69.2%	90.9%	66.7%	80.0%
Division/unit of a larger company	14.4%	30.8%	9.1%	33.3%	20.0%

Driver Industries

(N)	531	14	23	15	5
3115 - Dairy Product Manufacturing	2.6%	100.0%	0.0%	0.0%	0.0%
321 - Wood Product Manufacturing (Complete)	4.3%	0.0%	100.0%	0.0%	0.0%
322 - Paper Manufacturing (Complete)	2.8%	0.0%	0.0%	100.0%	0.0%
3256 - Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.9%	0.0%	0.0%	0.0%	100.0%
3315 - Foundries	2.8%	0.0%	0.0%	0.0%	0.0%
332 - Fabricated Metal Products (Partial)	16.8%	0.0%	0.0%	0.0%	0.0%
333 - Machinery Manufacturer (Partial)	23.4%	0.0%	0.0%	0.0%	0.0%
3353 - Electrical Equipment Manufacturing	1.1%	0.0%	0.0%	0.0%	0.0%
3359 - Other Electrical Equipment and Component Manufacturing	1.1%	0.0%	0.0%	0.0%	0.0%
Other Industries	44.1%	0.0%	0.0%	0.0%	0.0%

Regions

(N)	531	14	23	15	5
Central	5.3%	7.1%	17.4%	13.3%	0.0%
East Central	14.9%	28.6%	17.4%	26.7%	20.0%
North	1.3%	0.0%	8.7%	0.0%	0.0%
South	18.5%	35.7%	21.7%	13.3%	20.0%
Southeast	53.9%	14.3%	34.8%	46.7%	60.0%
West Central I	3.2%	14.3%	0.0%	0.0%	0.0%
West Central II	1.7%	0.0%	0.0%	0.0%	0.0%
No Region	1.3%	0.0%	0.0%	0.0%	0.0%

How many years has your organization been in operation?

(N)	531	14	23	15	5
Median	37	70	27	40	40
Average	44	70	40	44	39
75th Percentile	62	101	63	60	*
25th Percentile	20	22	15	27	*

What are your approximate annual revenues?

(N)	500	12	21	15	5
Median	\$14,000,000	\$63,500,000	\$11,000,000	\$50,000,000	\$45,000,000
Average	\$105,800,946	\$110,595,833	\$43,847,619	\$92,933,333	\$44,480,000
75th Percentile	\$40,000,000	\$185,000,000	\$37,500,000	\$144,000,000	*
25th Percentile	\$4,800,000	\$9,125,000	\$3,500,000	\$7,500,000	*

How many full-time employees (and equivalents)?

(N)	527	14	23	15	5
Median	68	64	60	150	130
Average	415	129	899	408	120
75th Percentile	170	142	250	425	*
25th Percentile	29	24	25	65	*

What is the age of your organization's chief executive?

(N)	528	14	23	15	5
< 30	0.2%	0.0%	0.0%	0.0%	0.0%
31-40	6.4%	7.1%	8.7%	0.0%	0.0%
41-50	34.7%	35.7%	21.7%	60.0%	20.0%
51-60	39.0%	57.1%	43.5%	26.7%	40.0%
>60	19.7%	0.0%	26.1%	13.3%	40.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

Do you anticipate a planned succession of leadership in the next

five years?

(N)	529	14	23	15	5
Yes	22.5%	7.1%	17.4%	26.7%	20.0%
Maybe	30.8%	28.6%	34.8%	40.0%	20.0%
No	46.7%	64.3%	47.8%	33.3%	60.0%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	527	14	23	15	5
1=Not important	1.3%	0.0%	4.4%	0.0%	0.0%
2	2.7%	7.1%	4.4%	0.0%	20.0%
3	10.3%	0.0%	0.0%	6.7%	0.0%
4	31.3%	21.4%	34.8%	13.3%	20.0%
5=Highly important	54.5%	71.4%	56.5%	80.0%	60.0%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	528	14	23	15	5
1=No progress	3.4%	0.0%	4.4%	0.0%	0.0%
2	16.5%	7.1%	26.1%	0.0%	20.0%
3	36.9%	42.9%	43.5%	26.7%	20.0%
4	33.7%	50.0%	4.4%	53.3%	60.0%
5=World-class	9.5%	0.0%	21.7%	20.0%	0.0%

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	525	14	23	15	5
<1%	22.1%	7.1%	39.1%	20.0%	20.0%
1-5%	48.4%	64.3%	47.8%	60.0%	40.0%
6-10%	16.4%	14.3%	8.7%	20.0%	20.0%
>10%	13.1%	14.3%	4.4%	0.0%	20.0%

What percentage of sales is invested into new-product development/R&D?

(N)	525	14	23	15	5
<1%	25.5%	21.4%	39.1%	20.0%	20.0%
1-5%	47.8%	42.9%	43.5%	46.7%	60.0%
6-10%	15.1%	21.4%	4.4%	33.3%	20.0%
>10%	11.6%	14.3%	13.0%	0.0%	0.0%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	527	14	23	15	5
No measurement system per se or reviews	31.7%	21.4%	43.5%	6.7%	20.0%
Ad hoc monitoring of basic measures and ad hoc reviews	30.7%	21.4%	34.8%	40.0%	40.0%
Company-specific metrics monitored regularly by operations staff	9.9%	7.1%	8.7%	13.3%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.0%	35.7%	8.7%	20.0%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.7%	14.3%	4.4%	20.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	520	14	23	15	5
<5%	56.5%	57.1%	65.2%	40.0%	20.0%
5-10%	27.1%	21.4%	21.7%	33.3%	60.0%
11-20%	11.4%	21.4%	8.7%	20.0%	20.0%
>20%	5.0%	0.0%	4.4%	6.7%	0.0%

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	524	14	21	15	5
<5%	26.3%	35.7%	33.3%	20.0%	20.0%
5-25%	47.0%	50.0%	42.9%	46.7%	40.0%
26-50%	19.3%	14.3%	9.5%	33.3%	0.0%
>50%	7.4%	0.0%	14.3%	0.0%	40.0%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	530	14	23	15	5
1=Not important	1.3%	0.0%	0.0%	0.0%	20.0%
2	3.2%	14.3%	13.0%	0.0%	0.0%
3	14.0%	0.0%	8.7%	6.7%	20.0%
4	32.1%	21.4%	39.1%	33.3%	40.0%
5=Highly important	49.4%	64.3%	39.1%	60.0%	20.0%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	526	14	22	15	5
1=No progress	7.8%	0.0%	9.1%	0.0%	20.0%
2	23.2%	42.9%	31.8%	13.3%	0.0%
3	40.1%	14.3%	27.3%	33.3%	80.0%
4	23.8%	35.7%	27.3%	40.0%	0.0%
5=World-class	5.1%	7.1%	4.6%	13.3%	0.0%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	529	14	23	15	5
<25%	39.9%	42.9%	34.8%	40.0%	20.0%
25-50%	30.3%	35.7%	43.5%	6.7%	40.0%
51-75%	14.9%	14.3%	13.0%	13.3%	40.0%
76-90%	9.6%	0.0%	8.7%	33.3%	0.0%
>90%	5.3%	7.1%	0.0%	6.7%	0.0%

How many formal training hours are devoted annually to each employee?

(N)	528	14	23	15	5
8 or fewer	29.0%	14.3%	30.4%	13.3%	40.0%
9-20	43.0%	57.1%	39.1%	40.0%	40.0%
21-40	18.4%	14.3%	21.7%	33.3%	20.0%
>40	9.7%	14.3%	8.7%	13.3%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	528	14	22	15	5
<1%	27.8%	35.7%	45.5%	13.3%	40.0%
1-5%	49.4%	35.7%	40.9%	66.7%	40.0%
6-10%	14.4%	14.3%	9.1%	20.0%	20.0%
>10%	8.3%	14.3%	4.6%	0.0%	0.0%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	527	14	23	15	5
No measurement system per se or reviews	28.3%	42.9%	21.7%	13.3%	40.0%
Ad hoc monitoring of basic measures and ad hoc reviews	35.7%	14.3%	47.8%	33.3%	40.0%
Company-specific metrics monitored regularly by operations staff	13.5%	21.4%	13.0%	33.3%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.2%	21.4%	8.7%	13.3%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	4.4%	0.0%	8.7%	6.7%	0.0%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	508	12	21	15	5
< \$75,000	32.3%	41.7%	66.7%	26.7%	20.0%
\$75,000-\$125,000	39.4%	8.3%	23.8%	46.7%	40.0%
\$125,001-\$175,000	18.1%	25.0%	4.8%	13.3%	20.0%
> \$175,000	10.2%	25.0%	4.8%	13.3%	20.0%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	520	14	23	15	5
0%	5.2%	0.0%	4.4%	0.0%	20.0%
0.1-1%	17.9%	7.1%	8.7%	20.0%	0.0%
1.1-5%	32.9%	42.9%	30.4%	46.7%	20.0%
5.1-10%	28.1%	28.6%	39.1%	26.7%	20.0%
>10%	16.0%	21.4%	17.4%	6.7%	40.0%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	530	14	23	15	5
1=Not important	0.8%	0.0%	0.0%	0.0%	20.0%
2	1.9%	7.1%	13.0%	0.0%	0.0%
3	9.8%	21.4%	13.0%	6.7%	20.0%
4	26.4%	21.4%	21.7%	33.3%	20.0%
5=Highly important	61.1%	50.0%	52.2%	60.0%	40.0%

Rate your organization's progress toward world-class processes and process improvement:

(N)	528	14	22	15	5
1=No progress	3.6%	0.0%	9.1%	0.0%	20.0%
2	16.9%	14.3%	36.4%	0.0%	20.0%
3	37.7%	50.0%	22.7%	60.0%	20.0%
4	34.5%	28.6%	18.2%	33.3%	40.0%
5=World-class	7.4%	7.1%	13.6%	6.7%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	527	14	23	15	5
<26%	32.6%	42.9%	47.8%	20.0%	40.0%
26-50%	22.8%	21.4%	8.7%	40.0%	20.0%
51-75%	18.0%	14.3%	17.4%	6.7%	20.0%
76-99%	17.7%	14.3%	13.0%	13.3%	20.0%
100%	8.9%	7.1%	13.0%	20.0%	0.0%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	526	13	23	15	5
<1%	7.6%	0.0%	4.4%	0.0%	20.0%
1-5%	51.5%	76.9%	56.5%	66.7%	80.0%
6-10%	25.7%	0.0%	34.8%	13.3%	0.0%
>10%	15.2%	23.1%	4.4%	20.0%	0.0%

What best describes your measurement system for reviewing return from process improvements?

(N)	524	14	23	15	5
No measurement system per se or reviews	15.3%	21.4%	4.4%	13.3%	0.0%
Ad hoc monitoring of basic measures and ad hoc reviews	28.2%	35.7%	43.5%	13.3%	40.0%
Company-specific metrics monitored regularly by operations staff	21.4%	7.1%	17.4%	26.7%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	22.7%	21.4%	21.7%	40.0%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	12.4%	14.3%	13.0%	6.7%	20.0%

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	525	14	23	15	5
<80%	8.6%	0.0%	4.4%	0.0%	0.0%
80-90%	16.0%	0.0%	34.8%	0.0%	20.0%
91-95%	23.6%	14.3%	34.8%	26.7%	20.0%
96-98%	26.5%	50.0%	13.0%	46.7%	40.0%
>98%	25.3%	35.7%	13.0%	26.7%	20.0%

Describe your customers' satisfaction with your overall performance?

(N)	524	14	23	15	5
Threatens to pull business because we don't match the competition	1.7%	7.1%	0.0%	0.0%	0.0%
Indifferent to buying our product or competitors	5.2%	0.0%	0.0%	6.7%	0.0%
Preference for our products by virtue of price, quality, and delivery performance	47.1%	21.4%	56.5%	33.3%	60.0%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	46.0%	71.4%	43.5%	60.0%	40.0%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	518	13	23	15	5
<25%	48.1%	61.5%	60.9%	40.0%	40.0%
26-50	33.0%	23.1%	26.1%	46.7%	40.0%
51-75%	12.9%	7.7%	8.7%	6.7%	20.0%
76-99%	5.0%	0.0%	4.4%	6.7%	0.0%
>100%	1.0%	7.7%	0.0%	0.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	527	14	23	14	5
1=Not important	4.7%	7.1%	8.7%	7.1%	20.0%
2	8.5%	14.3%	4.4%	7.1%	0.0%
3	19.9%	7.1%	21.7%	21.4%	20.0%
4	31.3%	35.7%	26.1%	21.4%	60.0%
5=Highly important	35.5%	35.7%	39.1%	42.9%	0.0%

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	524	14	22	14	5
1=No progress	9.4%	7.1%	18.2%	0.0%	20.0%
2	25.6%	28.6%	22.7%	7.1%	0.0%
3	40.3%	28.6%	36.4%	50.0%	60.0%
4	21.8%	28.6%	18.2%	42.9%	20.0%
5=World-class	3.1%	7.1%	4.6%	0.0%	0.0%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	523	13	23	15	5
<1%	26.2%	23.1%	39.1%	26.7%	20.0%
1-5%	51.8%	38.5%	52.2%	66.7%	40.0%
6-10%	15.5%	38.5%	8.7%	0.0%	20.0%
>10%	6.5%	0.0%	0.0%	6.7%	20.0%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	528	14	23	15	5
<1%	30.7%	35.7%	52.2%	20.0%	60.0%
1-5%	49.4%	50.0%	26.1%	46.7%	40.0%
6-10%	13.1%	14.3%	17.4%	13.3%	0.0%
>10%	6.8%	0.0%	4.4%	20.0%	0.0%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	525	14	23	15	5
No measurement system per se or reviews	28.6%	28.6%	17.4%	20.0%	20.0%
Ad hoc monitoring of basic measures and ad hoc reviews	32.8%	42.9%	47.8%	33.3%	40.0%
Company-specific metrics monitored regularly by operations staff	18.3%	7.1%	21.7%	26.7%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	14.7%	14.3%	8.7%	20.0%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.7%	7.1%	4.4%	0.0%	0.0%

Output Measures

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	517	13	23	15	5
<10%	58.6%	76.9%	43.5%	46.7%	80.0%
10-25%	30.0%	15.4%	47.8%	40.0%	0.0%
26-50%	9.5%	0.0%	8.7%	6.7%	20.0%
>50%	1.9%	7.7%	0.0%	6.7%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	508	14	22	15	5
Suppliers regularly measured on cost, quality, and delivery performance	35.8%	7.1%	31.8%	20.0%	40.0%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	10.4%	7.1%	13.6%	6.7%	0.0%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.5%	50.0%	27.3%	33.3%	20.0%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.5%	21.4%	22.7%	33.3%	40.0%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	4.7%	14.3%	4.6%	6.7%	0.0%

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	528	14	23	15	5
1=Not important	15.7%	21.4%	13.0%	0.0%	20.0%
2	21.6%	14.3%	8.7%	0.0%	0.0%
3	29.9%	0.0%	21.7%	20.0%	60.0%
4	21.2%	50.0%	26.1%	46.7%	20.0%
5=Highly important	11.6%	14.3%	30.4%	33.3%	0.0%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	526	14	23	15	5
1=No progress	21.7%	21.4%	8.7%	0.0%	20.0%
2	33.7%	14.3%	21.7%	6.7%	0.0%
3	27.6%	42.9%	34.8%	40.0%	80.0%
4	14.8%	14.3%	26.1%	40.0%	0.0%
5=World-class	2.3%	7.1%	8.7%	13.3%	0.0%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	522	14	23	15	5
<1%	49.4%	28.6%	43.5%	20.0%	80.0%
1-5%	35.3%	35.7%	34.8%	46.7%	20.0%
6-10%	7.5%	0.0%	13.0%	20.0%	0.0%
>10%	7.9%	35.7%	8.7%	13.3%	0.0%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	521	13	23	15	5
<1%	58.9%	46.2%	34.8%	20.0%	40.0%
1-5%	28.4%	38.5%	47.8%	46.7%	60.0%
6-10%	6.0%	0.0%	8.7%	6.7%	0.0%
>10%	6.7%	15.4%	8.7%	26.7%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	525	14	23	15	5
No measurement system per se or reviews	61.3%	57.1%	39.1%	33.3%	60.0%
Ad hoc monitoring of basic measures and ad hoc reviews	20.0%	14.3%	39.1%	13.3%	20.0%
Company-specific metrics monitored regularly by operations staff	7.8%	7.1%	17.4%	26.7%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.8%	21.4%	0.0%	20.0%	20.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.1%	0.0%	4.4%	6.7%	0.0%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	515	13	23	15	5
<10%	84.7%	84.6%	82.6%	73.3%	100.0%
10-25%	13.8%	15.4%	8.7%	20.0%	0.0%
26-50%	1.4%	0.0%	4.4%	6.7%	0.0%
>50%	0.2%	0.0%	4.4%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	514	13	23	15	5
<10%	80.0%	76.9%	78.3%	73.3%	100.0%
10-25%	16.0%	15.4%	21.7%	13.3%	0.0%
26-50%	3.1%	7.7%	0.0%	13.3%	0.0%
>50%	1.0%	0.0%	0.0%	0.0%	0.0%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	512	12	23	15	5
<50%	55.7%	66.7%	56.5%	33.3%	80.0%
51-75%	10.7%	8.3%	8.7%	13.3%	20.0%
76-89%	8.2%	0.0%	0.0%	0.0%	0.0%
90-99%	16.6%	8.3%	26.1%	33.3%	0.0%
100%	8.8%	16.7%	8.7%	20.0%	0.0%

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	526	14	23	15	5
1=Not important	19.6%	21.4%	21.7%	13.3%	20.0%
2	20.9%	42.9%	17.4%	20.0%	0.0%
3	20.2%	21.4%	21.7%	46.7%	0.0%
4	18.3%	14.3%	21.7%	13.3%	60.0%
5=Highly important	21.1%	0.0%	17.4%	6.7%	20.0%

Rate your organization's progress toward becoming a world-class global player:

(N)	524	14	23	15	5
1=No progress	29.0%	14.3%	30.4%	13.3%	20.0%
2	31.3%	64.3%	26.1%	20.0%	20.0%
3	18.5%	7.1%	17.4%	46.7%	40.0%
4	16.8%	14.3%	17.4%	20.0%	20.0%
5=World-class	4.4%	0.0%	8.7%	0.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Driver Industries (NAICS)			
	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	528	14	23	15	5
0%	58.3%	50.0%	52.2%	66.7%	20.0%
1-25%	36.0%	50.0%	47.8%	33.3%	80.0%
26-50%	3.6%	0.0%	0.0%	0.0%	0.0%
>50%	2.1%	0.0%	0.0%	0.0%	0.0%

What best describes your measurement system for reviewing return from global engagement?

(N)	520	14	23	15	5
No measurement system per se or reviews	59.8%	71.4%	52.2%	60.0%	20.0%
Ad hoc monitoring of basic measures and ad hoc reviews	16.5%	21.4%	30.4%	26.7%	40.0%
Company-specific metrics monitored regularly by operations staff	7.9%	0.0%	4.4%	0.0%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	13.1%	7.1%	8.7%	13.3%	40.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.7%	0.0%	4.4%	0.0%	0.0%

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	518	14	21	15	5
<25%	77.0%	78.6%	71.4%	100.0%	60.0%
26-50%	15.8%	21.4%	19.1%	0.0%	40.0%
51-100%	4.1%	0.0%	4.8%	0.0%	0.0%
>100%	3.1%	0.0%	4.8%	0.0%	0.0%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	520	14	22	15	5
0	67.3%	64.3%	63.6%	66.7%	40.0%
1-5	23.9%	35.7%	31.8%	20.0%	20.0%
6-10	3.7%	0.0%	4.6%	6.7%	20.0%
>10	5.2%	0.0%	0.0%	6.7%	20.0%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	520	14	22	15	5
0	62.9%	71.4%	63.6%	53.3%	40.0%
1-5	23.7%	28.6%	31.8%	26.7%	0.0%
6-10	4.8%	0.0%	0.0%	13.3%	20.0%
>10	8.7%	0.0%	4.6%	6.7%	40.0%

GOING FORWARD

To what extent does your geographic region in Wisconsin have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	526	14	23	15	5
1=No support	10.3%	14.3%	4.4%	6.7%	20.0%
2	20.9%	28.6%	26.1%	0.0%	40.0%
3	32.7%	28.6%	47.8%	40.0%	20.0%
4	26.1%	14.3%	21.7%	33.3%	20.0%
5=Full support	10.1%	14.3%	0.0%	20.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

	Driver Industries (NAICS)				
	All Firms	(3115) Dairy Products	(321) Wood Products (Complete)	(322) Paper	(3256) Soap, Cleaning Compound and Toilet Prep.
Engaged people/Human-capital acquisition, development and retention					
(N)	524	14	23	15	5
1=No support	6.5%	0.0%	8.7%	0.0%	20.0%
2	23.5%	28.6%	39.1%	6.7%	40.0%
3	31.7%	42.9%	34.8%	6.7%	40.0%
4	29.4%	7.1%	17.4%	60.0%	0.0%
5=Full support	9.0%	21.4%	0.0%	26.7%	0.0%
Superior processes/Improvement focus					
(N)	522	14	23	15	5
1=No support	6.7%	7.1%	4.4%	0.0%	20.0%
2	17.2%	14.3%	34.8%	0.0%	0.0%
3	28.9%	35.7%	34.8%	13.3%	20.0%
4	33.3%	21.4%	21.7%	60.0%	60.0%
5=Full support	13.8%	21.4%	4.4%	26.7%	0.0%
Supply-chain management and collaboration					
(N)	523	14	23	15	5
1=No support	8.0%	14.3%	8.7%	0.0%	20.0%
2	23.1%	28.6%	26.1%	6.7%	0.0%
3	34.4%	21.4%	52.2%	20.0%	40.0%
4	27.0%	21.4%	13.0%	46.7%	40.0%
5=Full support	7.5%	14.3%	0.0%	26.7%	0.0%
Green/Sustainability					
(N)	522	14	23	15	5
1=No support	16.5%	14.3%	4.4%	0.0%	40.0%
2	29.1%	21.4%	47.8%	13.3%	0.0%
3	33.0%	35.7%	30.4%	33.3%	40.0%
4	14.8%	7.1%	17.4%	26.7%	20.0%
5=Full support	6.7%	21.4%	0.0%	26.7%	0.0%
Global engagement					
(N)	517	14	23	15	5
1=No support	20.7%	21.4%	26.1%	13.3%	20.0%
2	31.9%	42.9%	26.1%	13.3%	20.0%
3	30.4%	28.6%	30.4%	46.7%	40.0%
4	11.6%	7.1%	13.0%	13.3%	20.0%
5=Full support	5.4%	0.0%	4.4%	13.3%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

PROFILE

Which of the following describes your organization?

(N)	527	15	88	124
Company	85.6%	93.3%	90.9%	87.1%
Division/unit of a larger company	14.4%	6.7%	9.1%	12.9%

Driver Industries

(N)	531	15	89	124
3115 - Dairy Product Manufacturing	2.6%	0.0%	0.0%	0.0%
321 - Wood Product Manufacturing (Complete)	4.3%	0.0%	0.0%	0.0%
322 - Paper Manufacturing (Complete)	2.8%	0.0%	0.0%	0.0%
3256 - Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.9%	0.0%	0.0%	0.0%
3315 - Foundries	2.8%	100.0%	0.0%	0.0%
332 - Fabricated Metal Products (Partial)	16.8%	0.0%	100.0%	0.0%
333 - Machinery Manufacturer (Partial)	23.4%	0.0%	0.0%	100.0%
3353 - Electrical Equipment Manufacturing	1.1%	0.0%	0.0%	0.0%
3359 - Other Electrical Equipment and Component Manufacturing	1.1%	0.0%	0.0%	0.0%
Other Industries	44.1%	0.0%	0.0%	0.0%

Regions

(N)	531	15	89	124
Central	5.3%	0.0%	2.3%	4.0%
East Central	14.9%	33.3%	13.5%	12.9%
North	1.3%	0.0%	0.0%	2.4%
South	18.5%	6.7%	12.4%	19.4%
Southeast	53.9%	60.0%	66.3%	54.8%
West Central I	3.2%	0.0%	1.1%	2.4%
West Central II	1.7%	0.0%	2.3%	2.4%
No Region	1.3%	0.0%	2.3%	1.6%

How many years has your organization been in operation?

(N)	531	15	89	124
Median	37	71	37	40
Average	44	79	40	46
75th Percentile	62	100	60	59
25th Percentile	20	60	17	22

What are your approximate annual revenues?

(N)	500	15	87	118
Median	\$14,000,000	\$24,000,000	\$11,000,000	\$12,000,000
Average	\$105,800,946	\$45,400,000	\$24,724,046	\$107,972,297
75th Percentile	\$40,000,000	\$70,000,000	\$28,000,000	\$40,000,000
25th Percentile	\$4,800,000	\$12,000,000	\$4,000,000	\$4,000,000

How many full-time employees (and equivalents)?

(N)	527	15	89	121
Median	68	175	52	55
Average	415	199	103	419
75th Percentile	170	325	125	123
25th Percentile	29	80	30	25

What is the age of your organization's chief executive?

(N)	528	15	88	122
< 30	0.2%	0.0%	0.0%	0.8%
31-40	6.4%	6.7%	5.7%	10.7%
41-50	34.7%	46.7%	28.4%	34.4%
51-60	39.0%	26.7%	36.4%	36.1%
>60	19.7%	20.0%	29.6%	18.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

Do you anticipate a planned succession of leadership in the next

five years?

(N)	529	15	89	123
Yes	22.5%	26.7%	24.7%	23.6%
Maybe	30.8%	46.7%	24.7%	30.9%
No	46.7%	26.7%	50.6%	45.5%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	527	15	89	123
1=Not important	1.3%	0.0%	2.3%	0.0%
2	2.7%	20.0%	2.3%	2.4%
3	10.3%	20.0%	10.1%	13.8%
4	31.3%	20.0%	40.5%	26.0%
5=Highly important	54.5%	40.0%	44.9%	57.7%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	528	15	89	124
1=No progress	3.4%	6.7%	1.1%	2.4%
2	16.5%	20.0%	15.7%	19.4%
3	36.9%	46.7%	38.2%	37.9%
4	33.7%	26.7%	34.8%	30.7%
5=World-class	9.5%	0.0%	10.1%	9.7%

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	525	15	89	122
<1%	22.1%	26.7%	16.9%	21.3%
1-5%	48.4%	60.0%	52.8%	45.9%
6-10%	16.4%	13.3%	19.1%	18.0%
>10%	13.1%	0.0%	11.2%	14.8%

What percentage of sales is invested into new-product development/R&D?

(N)	525	15	88	123
<1%	25.5%	6.7%	20.5%	27.6%
1-5%	47.8%	73.3%	50.0%	48.8%
6-10%	15.1%	0.0%	17.1%	13.0%
>10%	11.6%	20.0%	12.5%	10.6%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	527	15	89	121
No measurement system per se or reviews	31.7%	33.3%	39.3%	34.7%
Ad hoc monitoring of basic measures and ad hoc reviews	30.7%	26.7%	19.1%	31.4%
Company-specific metrics monitored regularly by operations staff	9.9%	13.3%	13.5%	9.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.0%	6.7%	19.1%	15.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.7%	20.0%	9.0%	8.3%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	520	15	87	119
<5%	56.5%	40.0%	60.9%	57.1%
5-10%	27.1%	53.3%	28.7%	25.2%
11-20%	11.4%	6.7%	6.9%	12.6%
>20%	5.0%	0.0%	3.5%	5.0%

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	524	15	88	122
<5%	26.3%	33.3%	33.0%	22.1%
5-25%	47.0%	46.7%	43.2%	45.1%
26-50%	19.3%	20.0%	17.1%	22.1%
>50%	7.4%	0.0%	6.8%	10.7%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	530	15	89	124
1=Not important	1.3%	0.0%	0.0%	0.8%
2	3.2%	0.0%	0.0%	4.0%
3	14.0%	26.7%	12.4%	16.9%
4	32.1%	33.3%	33.7%	27.4%
5=Highly important	49.4%	40.0%	53.9%	50.8%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	526	15	89	123
1=No progress	7.8%	0.0%	6.7%	8.1%
2	23.2%	26.7%	14.6%	26.8%
3	40.1%	40.0%	46.1%	39.8%
4	23.8%	33.3%	24.7%	19.5%
5=World-class	5.1%	0.0%	7.9%	5.7%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	529	15	88	124
<25%	39.9%	66.7%	43.2%	36.3%
25-50%	30.3%	26.7%	28.4%	33.9%
51-75%	14.9%	0.0%	14.8%	16.9%
76-90%	9.6%	6.7%	10.2%	7.3%
>90%	5.3%	0.0%	3.4%	5.7%

How many formal training hours are devoted annually to each employee?

(N)	528	15	88	124
8 or fewer	29.0%	20.0%	28.4%	33.9%
9-20	43.0%	60.0%	46.6%	36.3%
21-40	18.4%	13.3%	17.1%	16.9%
>40	9.7%	6.7%	8.0%	12.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	528	15	89	124
<1%	27.8%	13.3%	21.4%	30.7%
1-5%	49.4%	73.3%	51.7%	45.2%
6-10%	14.4%	13.3%	15.7%	16.9%
>10%	8.3%	0.0%	11.2%	7.3%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	527	15	88	123
No measurement system per se or reviews	28.3%	33.3%	25.0%	33.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.7%	26.7%	34.1%	35.0%
Company-specific metrics monitored regularly by operations staff	13.5%	26.7%	10.2%	8.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.2%	6.7%	27.3%	17.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	4.4%	6.7%	3.4%	6.5%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	508	15	86	121
< \$75,000	32.3%	33.3%	29.1%	28.1%
\$75,000-\$125,000	39.4%	33.3%	45.4%	41.3%
\$125,001-\$175,000	18.1%	20.0%	17.4%	19.0%
> \$175,000	10.2%	13.3%	8.1%	11.6%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	520	15	86	122
0%	5.2%	6.7%	7.0%	4.9%
0.1-1%	17.9%	13.3%	17.4%	25.4%
1.1-5%	32.9%	20.0%	30.2%	34.4%
5.1-10%	28.1%	40.0%	30.2%	23.8%
>10%	16.0%	20.0%	15.1%	11.5%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	530	15	89	124
1=Not important	0.8%	0.0%	0.0%	0.8%
2	1.9%	6.7%	0.0%	1.6%
3	9.8%	13.3%	6.7%	10.5%
4	26.4%	26.7%	27.0%	24.2%
5=Highly important	61.1%	53.3%	66.3%	62.9%

Rate your organization's progress toward world-class processes and process improvement:

(N)	528	15	89	124
1=No progress	3.6%	0.0%	1.1%	5.7%
2	16.9%	13.3%	12.4%	19.4%
3	37.7%	46.7%	36.0%	35.5%
4	34.5%	40.0%	39.3%	34.7%
5=World-class	7.4%	0.0%	11.2%	4.8%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	527	15	89	122
<26%	32.6%	53.3%	30.3%	32.8%
26-50%	22.8%	20.0%	25.8%	19.7%
51-75%	18.0%	13.3%	12.4%	19.7%
76-99%	17.7%	13.3%	27.0%	17.2%
100%	8.9%	0.0%	4.5%	10.7%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	526	15	89	123
<1%	7.6%	6.7%	6.7%	7.3%
1-5%	51.5%	46.7%	37.1%	59.4%
6-10%	25.7%	40.0%	34.8%	24.4%
>10%	15.2%	6.7%	21.4%	8.9%

What best describes your measurement system for reviewing return from process improvements?

(N)	524	15	88	122
No measurement system per se or reviews	15.3%	6.7%	14.8%	18.9%
Ad hoc monitoring of basic measures and ad hoc reviews	28.2%	6.7%	25.0%	34.4%
Company-specific metrics monitored regularly by operations staff	21.4%	60.0%	15.9%	16.4%
Regular monitoring and review of company-specific metrics by CEO and senior staff	22.7%	6.7%	29.6%	18.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	12.4%	20.0%	14.8%	12.3%

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	525	15	88	122
<80%	8.6%	13.3%	9.1%	14.8%
80-90%	16.0%	26.7%	13.6%	19.7%
91-95%	23.6%	20.0%	29.6%	23.0%
96-98%	26.5%	20.0%	29.6%	16.4%
>98%	25.3%	20.0%	18.2%	26.2%

Describe your customers' satisfaction with your overall performance?

(N)	524	15	88	120
Threatens to pull business because we don't match the competition	1.7%	0.0%	1.1%	0.8%
Indifferent to buying our product or competitors	5.2%	6.7%	4.6%	10.0%
Preference for our products by virtue of price, quality, and delivery performance	47.1%	66.7%	54.6%	43.3%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	46.0%	26.7%	39.8%	45.8%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	518	15	85	120
<25%	48.1%	46.7%	40.0%	50.0%
26-50	33.0%	26.7%	40.0%	25.0%
51-75%	12.9%	20.0%	11.8%	19.2%
76-99%	5.0%	6.7%	7.1%	5.0%
>100%	1.0%	0.0%	1.2%	0.8%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	527	15	89	123
1=Not important	4.7%	0.0%	2.3%	4.9%
2	8.5%	20.0%	6.7%	12.2%
3	19.9%	46.7%	18.0%	22.0%
4	31.3%	20.0%	32.6%	36.6%
5=Highly important	35.5%	13.3%	40.5%	24.4%

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	524	15	88	123
1=No progress	9.4%	6.7%	4.6%	13.0%
2	25.6%	33.3%	31.8%	28.5%
3	40.3%	60.0%	36.4%	39.8%
4	21.8%	0.0%	25.0%	17.9%
5=World-class	3.1%	0.0%	2.3%	0.8%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	523	14	88	123
<1%	26.2%	35.7%	23.9%	31.7%
1-5%	51.8%	57.1%	54.6%	50.4%
6-10%	15.5%	7.1%	18.2%	12.2%
>10%	6.5%	0.0%	3.4%	5.7%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	528	15	89	123
<1%	30.7%	26.7%	24.7%	33.3%
1-5%	49.4%	60.0%	51.7%	51.2%
6-10%	13.1%	13.3%	13.5%	12.2%
>10%	6.8%	0.0%	10.1%	3.3%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	525	14	88	122
No measurement system per se or reviews	28.6%	7.1%	27.3%	36.1%
Ad hoc monitoring of basic measures and ad hoc reviews	32.8%	35.7%	28.4%	31.2%
Company-specific metrics monitored regularly by operations staff	18.3%	35.7%	15.9%	18.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	14.7%	7.1%	21.6%	9.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.7%	14.3%	6.8%	4.9%

Output Measures

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	517	14	88	118
<10%	58.6%	50.0%	52.3%	67.0%
10-25%	30.0%	35.7%	36.4%	25.4%
26-50%	9.5%	7.1%	9.1%	7.6%
>50%	1.9%	7.1%	2.3%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	508	15	89	113
Suppliers regularly measured on cost, quality, and delivery performance	35.8%	33.3%	37.1%	36.3%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	10.4%	13.3%	11.2%	12.4%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.5%	33.3%	39.3%	34.5%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.5%	20.0%	11.2%	14.2%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	4.7%	0.0%	1.1%	2.7%

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	528	15	89	123
1=Not important	15.7%	6.7%	18.0%	22.8%
2	21.6%	20.0%	20.2%	26.0%
3	29.9%	46.7%	37.1%	29.3%
4	21.2%	20.0%	15.7%	15.5%
5=Highly important	11.6%	6.7%	9.0%	6.5%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	526	15	88	123
1=No progress	21.7%	13.3%	22.7%	32.5%
2	33.7%	33.3%	43.2%	33.3%
3	27.6%	40.0%	22.7%	26.0%
4	14.8%	6.7%	11.4%	7.3%
5=World-class	2.3%	6.7%	0.0%	0.8%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	522	15	88	121
<1%	49.4%	40.0%	53.4%	62.8%
1-5%	35.3%	60.0%	29.6%	29.8%
6-10%	7.5%	0.0%	6.8%	5.0%
>10%	7.9%	0.0%	10.2%	2.5%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	521	15	88	121
<1%	58.9%	73.3%	60.2%	71.1%
1-5%	28.4%	20.0%	27.3%	20.7%
6-10%	6.0%	6.7%	8.0%	5.0%
>10%	6.7%	0.0%	4.6%	3.3%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	525	15	88	122
No measurement system per se or reviews	61.3%	60.0%	63.6%	71.3%
Ad hoc monitoring of basic measures and ad hoc reviews	20.0%	26.7%	22.7%	14.8%
Company-specific metrics monitored regularly by operations staff	7.8%	6.7%	3.4%	6.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.8%	6.7%	9.1%	7.4%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.1%	0.0%	1.1%	0.0%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	515	15	87	119
<10%	84.7%	73.3%	83.9%	92.4%
10-25%	13.8%	26.7%	16.1%	6.7%
26-50%	1.4%	0.0%	0.0%	0.8%
>50%	0.2%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	514	15	87	119
<10%	80.0%	80.0%	70.1%	87.4%
10-25%	16.0%	13.3%	27.6%	10.9%
26-50%	3.1%	0.0%	2.3%	1.7%
>50%	1.0%	6.7%	0.0%	0.0%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	512	15	87	116
<50%	55.7%	0.0%	52.9%	62.1%
51-75%	10.7%	6.7%	11.5%	9.5%
76-89%	8.2%	26.7%	6.9%	11.2%
90-99%	16.6%	26.7%	19.5%	14.7%
100%	8.8%	40.0%	9.2%	2.6%

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	526	15	89	122
1=Not important	19.6%	6.7%	23.6%	14.8%
2	20.9%	46.7%	19.1%	23.0%
3	20.2%	13.3%	22.5%	19.7%
4	18.3%	20.0%	13.5%	14.8%
5=Highly important	21.1%	13.3%	21.4%	27.9%

Rate your organization's progress toward becoming a world-class global player:

(N)	524	15	88	122
1=No progress	29.0%	20.0%	31.8%	32.0%
2	31.3%	53.3%	29.6%	27.9%
3	18.5%	13.3%	18.2%	14.8%
4	16.8%	13.3%	13.6%	20.5%
5=World-class	4.4%	0.0%	6.8%	4.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	528	15	89	124
0%	58.3%	53.3%	62.9%	54.8%
1-25%	36.0%	46.7%	33.7%	33.1%
26-50%	3.6%	0.0%	2.3%	7.3%
>50%	2.1%	0.0%	1.1%	4.8%

What best describes your measurement system for reviewing return from global engagement?

(N)	520	15	87	118
No measurement system per se or reviews	59.8%	73.3%	69.0%	60.2%
Ad hoc monitoring of basic measures and ad hoc reviews	16.5%	6.7%	12.6%	14.4%
Company-specific metrics monitored regularly by operations staff	7.9%	13.3%	5.8%	7.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff	13.1%	6.7%	9.2%	15.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.7%	0.0%	3.5%	2.5%

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	518	15	87	121
<25%	77.0%	86.7%	77.0%	76.0%
26-50%	15.8%	13.3%	17.2%	16.5%
51-100%	4.1%	0.0%	4.6%	4.1%
>100%	3.1%	0.0%	1.2%	3.3%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	520	15	88	121
0	67.3%	60.0%	77.3%	65.3%
1-5	23.9%	40.0%	17.1%	16.5%
6-10	3.7%	0.0%	3.4%	7.4%
>10	5.2%	0.0%	2.3%	10.7%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	520	15	88	120
0	62.9%	73.3%	69.3%	58.3%
1-5	23.7%	20.0%	27.3%	19.2%
6-10	4.8%	0.0%	2.3%	9.2%
>10	8.7%	6.7%	1.1%	13.3%

GOING FORWARD

To what extent does your geographic region in Wisconsin have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	526	15	88	123
1=No support	10.3%	13.3%	9.1%	13.0%
2	20.9%	20.0%	19.3%	22.0%
3	32.7%	33.3%	35.2%	30.9%
4	26.1%	26.7%	22.7%	26.0%
5=Full support	10.1%	6.7%	13.6%	8.1%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

	Industry (NAICS)			
	All Firms	(3315) Foundries	(332) Fabricated Metal Products	(333) Machinery
Engaged people/Human-capital acquisition, development and retention				
(N)	524	15	88	122
1=No support	6.5%	6.7%	4.6%	8.2%
2	23.5%	40.0%	15.9%	21.3%
3	31.7%	26.7%	40.9%	35.3%
4	29.4%	26.7%	27.3%	30.3%
5=Full support	9.0%	0.0%	11.4%	4.9%
Superior processes/Improvement focus				
(N)	522	15	87	122
1=No support	6.7%	13.3%	6.9%	6.6%
2	17.2%	26.7%	8.1%	19.7%
3	28.9%	40.0%	35.6%	29.5%
4	33.3%	0.0%	33.3%	33.6%
5=Full support	13.8%	20.0%	16.1%	10.7%
Supply-chain management and collaboration				
(N)	523	15	88	121
1=No support	8.0%	0.0%	6.8%	10.7%
2	23.1%	46.7%	21.6%	22.3%
3	34.4%	20.0%	36.4%	33.1%
4	27.0%	33.3%	27.3%	28.9%
5=Full support	7.5%	0.0%	8.0%	5.0%
Green/Sustainability				
(N)	522	15	88	120
1=No support	16.5%	26.7%	12.5%	20.8%
2	29.1%	33.3%	31.8%	27.5%
3	33.0%	26.7%	37.5%	33.3%
4	14.8%	13.3%	9.1%	15.0%
5=Full support	6.7%	0.0%	9.1%	3.3%
Global engagement				
(N)	517	15	85	119
1=No support	20.7%	40.0%	16.5%	18.5%
2	31.9%	33.3%	29.4%	34.5%
3	30.4%	20.0%	30.6%	31.1%
4	11.6%	6.7%	14.1%	12.6%
5=Full support	5.4%	0.0%	9.4%	3.4%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

PROFILE

Which of the following describes your organization?

(N)	527	6	6	233
Company	85.6%	66.7%	100.0%	84.1%
Division/unit of a larger company	14.4%	33.3%	0.0%	15.9%

Driver Industries

(N)	531	6	6	234
3115 - Dairy Product Manufacturing	2.6%	0.0%	0.0%	0.0%
321 - Wood Product Manufacturing (Complete)	4.3%	0.0%	0.0%	0.0%
322 - Paper Manufacturing (Complete)	2.8%	0.0%	0.0%	0.0%
3256 - Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.9%	0.0%	0.0%	0.0%
3315 - Foundries	2.8%	0.0%	0.0%	0.0%
332 - Fabricated Metal Products (Partial)	16.8%	0.0%	0.0%	0.0%
333 - Machinery Manufacturer (Partial)	23.4%	0.0%	0.0%	0.0%
3353 - Electrical Equipment Manufacturing	1.1%	100.0%	0.0%	0.0%
3359 - Other Electrical Equipment and Component Manufacturing	1.1%	0.0%	100.0%	0.0%
Other Industries	44.1%	0.0%	0.0%	100.0%

Regions

(N)	531	6	6	234
Central	5.3%	16.7%	16.7%	5.1%
East Central	14.9%	0.0%	0.0%	14.1%
North	1.3%	0.0%	0.0%	0.9%
South	18.5%	16.7%	33.3%	19.7%
Southeast	53.9%	66.7%	50.0%	52.6%
West Central I	3.2%	0.0%	0.0%	4.7%
West Central II	1.7%	0.0%	0.0%	1.7%
No Region	1.3%	0.0%	0.0%	1.3%

How many years has your organization been in operation?

(N)	531	6	6	234
Median	37	57	17	32
Average	44	58	38	42
75th Percentile	62	*	*	56
25th Percentile	20	*	*	18

What are your approximate annual revenues?

(N)	500	6	6	215
Median	\$14,000,000	\$15,250,000	\$3,500,000	\$14,000,000
Average	\$105,800,946	\$21,283,333	\$8,041,667	\$154,825,349
75th Percentile	\$40,000,000	*	*	\$40,000,000
25th Percentile	\$4,800,000	*	*	\$4,000,000

How many full-time employees (and equivalents)?

(N)	527	6	6	233
Median	68	105	37	70
Average	415	100	76	538
75th Percentile	170	*	*	198
25th Percentile	29	*	*	25

What is the age of your organization's chief executive?

(N)	528	6	6	234
< 30	0.2%	0.0%	0.0%	0.0%
31-40	6.4%	0.0%	0.0%	5.1%
41-50	34.7%	33.3%	16.7%	36.8%
51-60	39.0%	33.3%	50.0%	41.5%
>60	19.7%	33.3%	33.3%	16.7%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

Do you anticipate a planned succession of leadership in the next

five years?

(N)	529	6	6	233
Yes	22.5%	0.0%	16.7%	22.8%
Maybe	30.8%	16.7%	33.3%	31.8%
No	46.7%	83.3%	50.0%	45.5%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	527	6	6	231
1=Not important	1.3%	0.0%	0.0%	1.7%
2	2.7%	0.0%	0.0%	1.3%
3	10.3%	0.0%	16.7%	10.0%
4	31.3%	33.3%	33.3%	32.9%
5=Highly important	54.5%	66.7%	50.0%	54.1%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	528	6	6	231
1=No progress	3.4%	16.7%	0.0%	4.8%
2	16.5%	16.7%	0.0%	16.0%
3	36.9%	16.7%	0.0%	36.8%
4	33.7%	50.0%	100.0%	33.3%
5=World-class	9.5%	0.0%	0.0%	9.1%

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	525	6	6	230
<1%	22.1%	33.3%	33.3%	23.0%
1-5%	48.4%	66.7%	50.0%	45.2%
6-10%	16.4%	0.0%	16.7%	15.7%
>10%	13.1%	0.0%	0.0%	16.1%

What percentage of sales is invested into new-product development/R&D?

(N)	525	6	6	230
<1%	25.5%	33.3%	16.7%	27.0%
1-5%	47.8%	66.7%	66.7%	44.4%
6-10%	15.1%	0.0%	16.7%	16.1%
>10%	11.6%	0.0%	0.0%	12.6%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	527	6	6	233
No measurement system per se or reviews	31.7%	50.0%	16.7%	28.3%
Ad hoc monitoring of basic measures and ad hoc reviews	30.7%	33.3%	50.0%	33.9%
Company-specific metrics monitored regularly by operations staff	9.9%	0.0%	0.0%	8.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.0%	0.0%	16.7%	19.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.7%	16.7%	16.7%	9.4%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	520	5	6	231
<5%	56.5%	40.0%	100.0%	55.8%
5-10%	27.1%	40.0%	0.0%	26.0%
11-20%	11.4%	20.0%	0.0%	11.7%
>20%	5.0%	0.0%	0.0%	6.5%

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	524	6	6	232
<5%	26.3%	0.0%	33.3%	25.4%
5-25%	47.0%	66.7%	66.7%	48.7%
26-50%	19.3%	33.3%	0.0%	19.4%
>50%	7.4%	0.0%	0.0%	6.5%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	530	6	6	233
1=Not important	1.3%	0.0%	0.0%	2.2%
2	3.2%	0.0%	0.0%	3.0%
3	14.0%	33.3%	0.0%	13.7%
4	32.1%	33.3%	66.7%	32.6%
5=Highly important	49.4%	33.3%	33.3%	48.5%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	526	6	6	231
1=No progress	7.8%	0.0%	0.0%	9.5%
2	23.2%	50.0%	0.0%	23.4%
3	40.1%	33.3%	33.3%	40.7%
4	23.8%	16.7%	66.7%	22.5%
5=World-class	5.1%	0.0%	0.0%	3.9%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	529	6	6	233
<25%	39.9%	16.7%	50.0%	39.9%
25-50%	30.3%	50.0%	16.7%	28.8%
51-75%	14.9%	16.7%	0.0%	15.0%
76-90%	9.6%	16.7%	16.7%	9.9%
>90%	5.3%	0.0%	16.7%	6.4%

How many formal training hours are devoted annually to each employee?

(N)	528	6	6	232
8 or fewer	29.0%	16.7%	16.7%	29.3%
9-20	43.0%	66.7%	83.3%	42.2%
21-40	18.4%	16.7%	0.0%	19.4%
>40	9.7%	0.0%	0.0%	9.1%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	528	6	6	232
<1%	27.8%	33.3%	0.0%	28.9%
1-5%	49.4%	66.7%	83.3%	48.7%
6-10%	14.4%	0.0%	16.7%	12.9%
>10%	8.3%	0.0%	0.0%	9.5%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	527	6	6	232
No measurement system per se or reviews	28.3%	50.0%	0.0%	27.2%
Ad hoc monitoring of basic measures and ad hoc reviews	35.7%	50.0%	50.0%	36.6%
Company-specific metrics monitored regularly by operations staff	13.5%	0.0%	16.7%	15.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.2%	0.0%	16.7%	18.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	4.4%	0.0%	16.7%	3.0%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	508	6	6	221
< \$75,000	32.3%	50.0%	33.3%	32.1%
\$75,000-\$125,000	39.4%	16.7%	66.7%	38.9%
\$125,001-\$175,000	18.1%	16.7%	0.0%	19.5%
> \$175,000	10.2%	16.7%	0.0%	9.5%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	520	6	6	228
0%	5.2%	0.0%	0.0%	5.3%
0.1-1%	17.9%	0.0%	16.7%	16.7%
1.1-5%	32.9%	66.7%	33.3%	32.0%
5.1-10%	28.1%	33.3%	16.7%	28.1%
>10%	16.0%	0.0%	33.3%	18.0%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	530	6	6	232
1=Not important	0.8%	0.0%	0.0%	0.9%
2	1.9%	0.0%	0.0%	1.3%
3	9.8%	0.0%	16.7%	9.4%
4	26.4%	16.7%	33.3%	27.9%
5=Highly important	61.1%	83.3%	50.0%	60.5%

Rate your organization's progress toward world-class processes and process improvement:

(N)	528	6	6	232
1=No progress	3.6%	0.0%	0.0%	3.5%
2	16.9%	16.7%	16.7%	16.8%
3	37.7%	33.3%	50.0%	38.4%
4	34.5%	16.7%	33.3%	34.5%
5=World-class	7.4%	33.3%	0.0%	6.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	527	6	6	232
<26%	32.6%	0.0%	0.0%	32.3%
26-50%	22.8%	50.0%	33.3%	22.8%
51-75%	18.0%	16.7%	16.7%	20.7%
76-99%	17.7%	33.3%	33.3%	14.7%
100%	8.9%	0.0%	16.7%	9.5%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	526	6	6	231
<1%	7.6%	0.0%	16.7%	9.1%
1-5%	51.5%	83.3%	66.7%	48.5%
6-10%	25.7%	16.7%	0.0%	24.7%
>10%	15.2%	0.0%	16.7%	17.8%

What best describes your measurement system for reviewing return from process improvements?

(N)	524	6	6	230
No measurement system per se or reviews	15.3%	33.3%	0.0%	15.2%
Ad hoc monitoring of basic measures and ad hoc reviews	28.2%	16.7%	50.0%	26.1%
Company-specific metrics monitored regularly by operations staff	21.4%	33.3%	0.0%	24.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	22.7%	0.0%	50.0%	22.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	12.4%	16.7%	0.0%	11.3%

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	525	6	6	231
<80%	8.6%	33.3%	33.3%	5.2%
80-90%	16.0%	16.7%	0.0%	14.7%
91-95%	23.6%	0.0%	16.7%	22.1%
96-98%	26.5%	16.7%	33.3%	29.4%
>98%	25.3%	33.3%	16.7%	28.6%

Describe your customers' satisfaction with your overall performance?

(N)	524	6	6	232
Threatens to pull business because we don't match the competition	1.7%	0.0%	0.0%	2.6%
Indifferent to buying our product or competitors	5.2%	16.7%	0.0%	3.5%
Preference for our products by virtue of price, quality, and delivery performance	47.1%	33.3%	50.0%	46.6%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	46.0%	50.0%	50.0%	47.4%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	518	6	6	230
<25%	48.1%	0.0%	83.3%	49.1%
26-50	33.0%	66.7%	16.7%	34.8%
51-75%	12.9%	33.3%	0.0%	10.4%
76-99%	5.0%	0.0%	0.0%	4.8%
>100%	1.0%	0.0%	0.0%	0.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	527	6	6	232
1=Not important	4.7%	0.0%	0.0%	5.2%
2	8.5%	0.0%	16.7%	6.9%
3	19.9%	33.3%	0.0%	18.5%
4	31.3%	16.7%	33.3%	29.3%
5=Highly important	35.5%	50.0%	50.0%	40.1%

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	524	6	6	231
1=No progress	9.4%	0.0%	0.0%	9.5%
2	25.6%	33.3%	16.7%	22.9%
3	40.3%	33.3%	50.0%	40.7%
4	21.8%	33.3%	33.3%	22.1%
5=World-class	3.1%	0.0%	0.0%	4.8%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	523	6	6	230
<1%	26.2%	50.0%	0.0%	22.6%
1-5%	51.8%	50.0%	50.0%	51.3%
6-10%	15.5%	0.0%	33.3%	17.0%
>10%	6.5%	0.0%	16.7%	9.1%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	528	6	6	232
<1%	30.7%	16.7%	16.7%	30.2%
1-5%	49.4%	83.3%	16.7%	49.6%
6-10%	13.1%	0.0%	33.3%	12.9%
>10%	6.8%	0.0%	33.3%	7.3%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	525	6	6	232
No measurement system per se or reviews	28.6%	66.7%	0.0%	28.0%
Ad hoc monitoring of basic measures and ad hoc reviews	32.8%	16.7%	33.3%	33.2%
Company-specific metrics monitored regularly by operations staff	18.3%	16.7%	16.7%	18.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	14.7%	0.0%	50.0%	14.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.7%	0.0%	0.0%	6.0%

Output Measures

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	517	6	6	229
<10%	58.6%	50.0%	66.7%	58.1%
10-25%	30.0%	33.3%	33.3%	28.4%
26-50%	9.5%	16.7%	0.0%	11.4%
>50%	1.9%	0.0%	0.0%	2.2%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	508	5	5	225
Suppliers regularly measured on cost, quality, and delivery performance	35.8%	60.0%	20.0%	38.2%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	10.4%	0.0%	40.0%	8.9%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.5%	20.0%	40.0%	26.2%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.5%	20.0%	0.0%	19.6%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	4.7%	0.0%	0.0%	7.1%

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	528	6	6	232
1=Not important	15.7%	16.7%	0.0%	12.9%
2	21.6%	33.3%	16.7%	23.3%
3	29.9%	16.7%	50.0%	28.9%
4	21.2%	16.7%	16.7%	22.8%
5=Highly important	11.6%	16.7%	16.7%	12.1%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	526	6	6	231
1=No progress	21.7%	33.3%	0.0%	19.1%
2	33.7%	33.3%	33.3%	35.1%
3	27.6%	16.7%	66.7%	25.1%
4	14.8%	16.7%	0.0%	18.6%
5=World-class	2.3%	0.0%	0.0%	2.2%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	522	6	6	229
<1%	49.4%	100.0%	16.7%	44.1%
1-5%	35.3%	0.0%	50.0%	38.9%
6-10%	7.5%	0.0%	16.7%	8.7%
>10%	7.9%	0.0%	16.7%	8.3%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	521	6	6	229
<1%	58.9%	83.3%	66.7%	56.3%
1-5%	28.4%	16.7%	0.0%	30.1%
6-10%	6.0%	0.0%	16.7%	5.7%
>10%	6.7%	0.0%	16.7%	7.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	525	6	6	231
No measurement system per se or reviews	61.3%	83.3%	50.0%	59.3%
Ad hoc monitoring of basic measures and ad hoc reviews	20.0%	16.7%	50.0%	19.5%
Company-specific metrics monitored regularly by operations staff	7.8%	0.0%	0.0%	8.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.8%	0.0%	0.0%	9.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.1%	0.0%	0.0%	3.5%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	515	5	6	227
<10%	84.7%	60.0%	100.0%	82.4%
10-25%	13.8%	40.0%	0.0%	15.9%
26-50%	1.4%	0.0%	0.0%	1.8%
>50%	0.2%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	514	5	6	226
<10%	80.0%	100.0%	100.0%	79.2%
10-25%	16.0%	0.0%	0.0%	15.0%
26-50%	3.1%	0.0%	0.0%	4.0%
>50%	1.0%	0.0%	0.0%	1.8%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	512	5	6	228
<50%	55.7%	60.0%	66.7%	57.0%
51-75%	10.7%	0.0%	33.3%	11.0%
76-89%	8.2%	40.0%	0.0%	7.5%
90-99%	16.6%	0.0%	0.0%	15.4%
100%	8.8%	0.0%	0.0%	9.2%

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	526	6	6	231
1=Not important	19.6%	16.7%	16.7%	21.7%
2	20.9%	33.3%	16.7%	18.2%
3	20.2%	16.7%	16.7%	18.6%
4	18.3%	33.3%	16.7%	20.8%
5=Highly important	21.1%	0.0%	33.3%	20.8%

Rate your organization's progress toward becoming a world-class global player:

(N)	524	6	6	230
1=No progress	29.0%	33.3%	16.7%	29.1%
2	31.3%	16.7%	16.7%	32.6%
3	18.5%	33.3%	16.7%	19.1%
4	16.8%	16.7%	50.0%	15.2%
5=World-class	4.4%	0.0%	0.0%	3.9%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Industry (NAICS)		
	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	528	6	6	231
0%	58.3%	50.0%	33.3%	61.0%
1-25%	36.0%	50.0%	66.7%	33.8%
26-50%	3.6%	0.0%	0.0%	3.5%
>50%	2.1%	0.0%	0.0%	1.7%

What best describes your measurement system for reviewing return from global engagement?

(N)	520	6	6	231
No measurement system per se or reviews	59.8%	83.3%	16.7%	56.7%
Ad hoc monitoring of basic measures and ad hoc reviews	16.5%	16.7%	33.3%	16.5%
Company-specific metrics monitored regularly by operations staff	7.9%	0.0%	33.3%	9.5%
Regular monitoring and review of company-specific metrics by CEO and senior staff	13.1%	0.0%	16.7%	14.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.7%	0.0%	0.0%	3.0%

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	518	5	6	229
<25%	77.0%	60.0%	83.3%	76.4%
26-50%	15.8%	40.0%	0.0%	14.9%
51-100%	4.1%	0.0%	0.0%	4.8%
>100%	3.1%	0.0%	16.7%	3.9%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	520	5	6	229
0	67.3%	40.0%	50.0%	67.3%
1-5	23.9%	40.0%	33.3%	27.5%
6-10	3.7%	0.0%	0.0%	1.8%
>10	5.2%	20.0%	16.7%	3.5%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	520	5	6	230
0	62.9%	40.0%	66.7%	63.0%
1-5	23.7%	60.0%	16.7%	23.5%
6-10	4.8%	0.0%	0.0%	3.9%
>10	8.7%	0.0%	16.7%	9.6%

GOING FORWARD

To what extent does your geographic region in Wisconsin have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	526	6	6	231
1=No support	10.3%	0.0%	0.0%	10.0%
2	20.9%	16.7%	16.7%	21.2%
3	32.7%	16.7%	66.7%	30.7%
4	26.1%	50.0%	16.7%	27.7%
5=Full support	10.1%	16.7%	0.0%	10.4%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

	Industry (NAICS)			
	All Firms	(3353) Electrical Equipment	(3359) Other Electrical Equipment and Components	Other Industries
Engaged people/Human-capital acquisition, development and retention				
(N)	524	6	6	230
1=No support	6.5%	0.0%	0.0%	7.0%
2	23.5%	16.7%	16.7%	25.7%
3	31.7%	16.7%	66.7%	26.5%
4	29.4%	66.7%	16.7%	30.4%
5=Full support	9.0%	0.0%	0.0%	10.4%
Superior processes/Improvement focus				
(N)	522	6	6	229
1=No support	6.7%	0.0%	0.0%	7.0%
2	17.2%	16.7%	16.7%	18.8%
3	28.9%	16.7%	66.7%	24.9%
4	33.3%	50.0%	16.7%	34.9%
5=Full support	13.8%	16.7%	0.0%	14.4%
Supply-chain management and collaboration				
(N)	523	6	6	230
1=No support	8.0%	0.0%	0.0%	7.8%
2	23.1%	33.3%	0.0%	23.9%
3	34.4%	33.3%	66.7%	34.4%
4	27.0%	33.3%	33.3%	25.2%
5=Full support	7.5%	0.0%	0.0%	8.7%
Green/Sustainability				
(N)	522	6	6	230
1=No support	16.5%	16.7%	33.3%	16.5%
2	29.1%	66.7%	0.0%	28.7%
3	33.0%	16.7%	66.7%	30.9%
4	14.8%	0.0%	0.0%	17.0%
5=Full support	6.7%	0.0%	0.0%	7.0%
Global engagement				
(N)	517	6	6	229
1=No support	20.7%	0.0%	16.7%	22.7%
2	31.9%	66.7%	16.7%	32.3%
3	30.4%	33.3%	66.7%	28.4%
4	11.6%	0.0%	0.0%	10.9%
5=Full support	5.4%	0.0%	0.0%	5.7%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

PROFILE

Which of the following describes your organization?

(N)	527	28	79	7	97
Company	85.6%	82.1%	86.1%	100.0%	82.5%
Division/unit of a larger company	14.4%	17.9%	13.9%	0.0%	17.5%

Driver Industries

(N)	531	28	79	7	98
3115 - Dairy Product Manufacturing	2.6%	3.6%	5.1%	0.0%	5.1%
321 - Wood Product Manufacturing (Complete)	4.3%	14.3%	5.1%	28.6%	5.1%
322 - Paper Manufacturing (Complete)	2.8%	7.1%	5.1%	0.0%	2.0%
3256 - Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.9%	0.0%	1.3%	0.0%	1.0%
3315 - Foundries	2.8%	0.0%	6.3%	0.0%	1.0%
332 - Fabricated Metal Products (Partial)	16.8%	7.1%	15.2%	0.0%	11.2%
333 - Machinery Manufacturer (Partial)	23.4%	17.9%	20.3%	42.9%	24.5%
3353 - Electrical Equipment Manufacturing	1.1%	3.6%	0.0%	0.0%	1.0%
3359 - Other Electrical Equipment and Component Manufacturing	1.1%	3.6%	0.0%	0.0%	2.0%
Other Industries	44.1%	42.9%	41.8%	28.6%	46.9%

Regions

(N)	531	28	79	7	98
Central	5.3%	100.0%	0.0%	0.0%	0.0%
East Central	14.9%	0.0%	100.0%	0.0%	0.0%
North	1.3%	0.0%	0.0%	100.0%	0.0%
South	18.5%	0.0%	0.0%	0.0%	100.0%
Southeast	53.9%	0.0%	0.0%	0.0%	0.0%
West Central I	3.2%	0.0%	0.0%	0.0%	0.0%
West Central II	1.7%	0.0%	0.0%	0.0%	0.0%
No Region	1.3%	0.0%	0.0%	0.0%	0.0%

How many years has your organization been in operation?

(N)	531	28	79	7	98
Median	37	34	30	45	30
Average	44	38	43	54	38
75th Percentile	62	50	70	104	50
25th Percentile	20	24	13	16	18

What are your approximate annual revenues?

(N)	500	24	73	7	92
Median	\$14,000,000	\$14,500,000	\$20,000,000	\$10,000,000	\$10,000,000
Average	\$105,800,946	\$27,360,417	\$48,106,164	\$24,385,714	\$63,030,348
75th Percentile	\$40,000,000	\$37,250,000	\$45,000,000	\$55,000,000	\$37,500,000
25th Percentile	\$4,800,000	\$3,075,000	\$8,000,000	\$3,000,000	\$2,700,000

How many full-time employees (and equivalents)?

(N)	527	28	76	7	98
Median	68	115	92	60	50
Average	415	196	182	132	325
75th Percentile	170	207	200	260	165
25th Percentile	29	28	44	15	18

What is the age of your organization's chief executive?

(N)	528	28	78	7	98
< 30	0.2%	0.0%	0.0%	0.0%	0.0%
31-40	6.4%	7.1%	6.4%	14.3%	7.1%
41-50	34.7%	32.1%	44.9%	57.1%	36.7%
51-60	39.0%	53.6%	37.2%	0.0%	38.8%
>60	19.7%	7.1%	11.5%	28.6%	17.4%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

Do you anticipate a planned succession of leadership in the next

five years?

(N)	529	28	79	7	97
Yes	22.5%	10.7%	24.1%	28.6%	14.4%
Maybe	30.8%	28.6%	32.9%	28.6%	29.9%
No	46.7%	60.7%	43.0%	42.9%	55.7%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	527	28	79	7	98
1=Not important	1.3%	0.0%	1.3%	0.0%	1.0%
2	2.7%	3.6%	3.8%	0.0%	4.1%
3	10.3%	3.6%	15.2%	14.3%	11.2%
4	31.3%	25.0%	22.8%	42.9%	26.5%
5=Highly important	54.5%	67.9%	57.0%	42.9%	57.1%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	528	28	79	7	97
1=No progress	3.4%	0.0%	2.5%	0.0%	7.2%
2	16.5%	14.3%	22.8%	14.3%	8.3%
3	36.9%	32.1%	30.4%	28.6%	38.1%
4	33.7%	39.3%	30.4%	42.9%	34.0%
5=World-class	9.5%	14.3%	13.9%	14.3%	12.4%

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	525	28	79	7	96
<1%	22.1%	21.4%	21.5%	28.6%	20.8%
1-5%	48.4%	46.4%	53.2%	28.6%	53.1%
6-10%	16.4%	17.9%	17.7%	14.3%	11.5%
>10%	13.1%	14.3%	7.6%	28.6%	14.6%

What percentage of sales is invested into new-product development/R&D?

(N)	525	28	78	7	98
<1%	25.5%	25.0%	21.8%	28.6%	31.6%
1-5%	47.8%	50.0%	56.4%	42.9%	38.8%
6-10%	15.1%	21.4%	12.8%	0.0%	18.4%
>10%	11.6%	3.6%	9.0%	28.6%	11.2%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	527	28	78	7	98
No measurement system per se or reviews	31.7%	46.4%	34.6%	42.9%	32.7%
Ad hoc monitoring of basic measures and ad hoc reviews	30.7%	25.0%	24.4%	28.6%	28.6%
Company-specific metrics monitored regularly by operations staff	9.9%	7.1%	10.3%	0.0%	13.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.0%	10.7%	21.8%	0.0%	21.4%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.7%	10.7%	9.0%	28.6%	4.1%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	520	27	77	7	97
<5%	56.5%	51.9%	54.6%	57.1%	56.7%
5-10%	27.1%	25.9%	27.3%	28.6%	22.7%
11-20%	11.4%	11.1%	14.3%	0.0%	15.5%
>20%	5.0%	11.1%	3.9%	14.3%	5.2%

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	524	28	77	7	98
<5%	26.3%	28.6%	26.0%	14.3%	18.4%
5-25%	47.0%	32.1%	41.6%	57.1%	56.1%
26-50%	19.3%	32.1%	20.8%	28.6%	16.3%
>50%	7.4%	7.1%	11.7%	0.0%	9.2%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	530	28	79	7	98
1=Not important	1.3%	0.0%	0.0%	0.0%	2.0%
2	3.2%	7.1%	2.5%	0.0%	6.1%
3	14.0%	10.7%	8.9%	28.6%	12.2%
4	32.1%	28.6%	26.6%	28.6%	37.8%
5=Highly important	49.4%	53.6%	62.0%	42.9%	41.8%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	526	28	79	7	98
1=No progress	7.8%	7.1%	2.5%	0.0%	12.2%
2	23.2%	25.0%	24.1%	42.9%	20.4%
3	40.1%	46.4%	34.2%	42.9%	37.8%
4	23.8%	14.3%	32.9%	14.3%	23.5%
5=World-class	5.1%	7.1%	6.3%	0.0%	6.1%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	529	28	79	7	98
<25%	39.9%	46.4%	34.2%	14.3%	37.8%
25-50%	30.3%	35.7%	31.7%	57.1%	30.6%
51-75%	14.9%	0.0%	17.7%	0.0%	18.4%
76-90%	9.6%	10.7%	11.4%	14.3%	11.2%
>90%	5.3%	7.1%	5.1%	14.3%	2.0%

How many formal training hours are devoted annually to each employee?

(N)	528	28	79	7	97
8 or fewer	29.0%	32.1%	22.8%	14.3%	35.1%
9-20	43.0%	46.4%	41.8%	42.9%	35.1%
21-40	18.4%	17.9%	20.3%	14.3%	18.6%
>40	9.7%	3.6%	15.2%	28.6%	11.3%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	528	28	79	7	98
<1%	27.8%	32.1%	27.9%	42.9%	25.5%
1-5%	49.4%	60.7%	46.8%	28.6%	50.0%
6-10%	14.4%	3.6%	20.3%	14.3%	13.3%
>10%	8.3%	3.6%	5.1%	14.3%	11.2%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	527	28	76	7	98
No measurement system per se or reviews	28.3%	46.4%	25.0%	28.6%	28.6%
Ad hoc monitoring of basic measures and ad hoc reviews	35.7%	25.0%	32.9%	42.9%	36.7%
Company-specific metrics monitored regularly by operations staff	13.5%	17.9%	10.5%	0.0%	15.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.2%	7.1%	25.0%	0.0%	15.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	4.4%	3.6%	6.6%	28.6%	4.1%

Output Measures

What is your value-added per employee ((sales – cost of materials) ÷ number of employees)?

(N)	508	26	75	6	94
< \$75,000	32.3%	50.0%	34.7%	16.7%	35.1%
\$75,000-\$125,000	39.4%	30.8%	36.0%	50.0%	39.4%
\$125,001-\$175,000	18.1%	7.7%	20.0%	16.7%	13.8%
> \$175,000	10.2%	11.5%	9.3%	16.7%	11.7%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	520	28	76	6	96
0%	5.2%	3.6%	0.0%	0.0%	10.4%
0.1-1%	17.9%	14.3%	10.5%	50.0%	16.7%
1.1-5%	32.9%	28.6%	38.2%	16.7%	33.3%
5.1-10%	28.1%	35.7%	34.2%	33.3%	25.0%
>10%	16.0%	17.9%	17.1%	0.0%	14.6%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	530	28	79	7	98
1=Not important	0.8%	0.0%	0.0%	0.0%	2.0%
2	1.9%	7.1%	1.3%	0.0%	4.1%
3	9.8%	3.6%	5.1%	0.0%	9.2%
4	26.4%	25.0%	38.0%	28.6%	28.6%
5=Highly important	61.1%	64.3%	55.7%	71.4%	56.1%

Rate your organization's progress toward world-class processes and process improvement:

(N)	528	28	79	7	98
1=No progress	3.6%	3.6%	0.0%	0.0%	7.1%
2	16.9%	17.9%	21.5%	0.0%	11.2%
3	37.7%	32.1%	39.2%	42.9%	43.9%
4	34.5%	39.3%	32.9%	57.1%	30.6%
5=World-class	7.4%	7.1%	6.3%	0.0%	7.1%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	527	28	78	7	97
<26%	32.6%	46.4%	23.1%	42.9%	34.0%
26-50%	22.8%	14.3%	32.1%	14.3%	24.7%
51-75%	18.0%	14.3%	24.4%	14.3%	17.5%
76-99%	17.7%	17.9%	12.8%	14.3%	18.6%
100%	8.9%	7.1%	7.7%	14.3%	5.2%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	526	28	78	7	98
<1%	7.6%	7.1%	2.6%	0.0%	9.2%
1-5%	51.5%	42.9%	52.6%	57.1%	46.9%
6-10%	25.7%	28.6%	28.2%	28.6%	28.6%
>10%	15.2%	21.4%	16.7%	14.3%	15.3%

What best describes your measurement system for reviewing return from process improvements?

(N)	524	27	77	7	98
No measurement system per se or reviews	15.3%	29.6%	5.2%	0.0%	16.3%
Ad hoc monitoring of basic measures and ad hoc reviews	28.2%	25.9%	31.2%	57.1%	28.6%
Company-specific metrics monitored regularly by operations staff	21.4%	18.5%	28.6%	14.3%	23.5%
Regular monitoring and review of company-specific metrics by CEO and senior staff	22.7%	18.5%	22.1%	14.3%	22.5%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	12.4%	7.4%	13.0%	14.3%	9.2%

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	525	26	78	7	98
<80%	8.6%	3.9%	10.3%	0.0%	8.2%
80-90%	16.0%	23.1%	23.1%	28.6%	10.2%
91-95%	23.6%	30.8%	24.4%	14.3%	21.4%
96-98%	26.5%	23.1%	24.4%	42.9%	27.6%
>98%	25.3%	19.2%	18.0%	14.3%	32.7%

Describe your customers' satisfaction with your overall performance?

(N)	524	28	79	7	97
Threatens to pull business because we don't match the competition	1.7%	0.0%	2.5%	0.0%	2.1%
Indifferent to buying our product or competitors	5.2%	3.6%	1.3%	0.0%	6.2%
Preference for our products by virtue of price, quality, and delivery performance	47.1%	42.9%	50.6%	57.1%	40.2%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	46.0%	53.6%	45.6%	42.9%	51.6%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	518	28	75	7	97
<25%	48.1%	53.6%	48.0%	57.1%	41.2%
26-50	33.0%	32.1%	36.0%	0.0%	39.2%
51-75%	12.9%	3.6%	12.0%	42.9%	15.5%
76-99%	5.0%	7.1%	2.7%	0.0%	4.1%
>100%	1.0%	3.6%	1.3%	0.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	527	27	77	7	98
1=Not important	4.7%	3.7%	0.0%	0.0%	7.1%
2	8.5%	0.0%	10.4%	0.0%	5.1%
3	19.9%	14.8%	24.7%	57.1%	22.5%
4	31.3%	29.6%	29.9%	14.3%	27.6%
5=Highly important	35.5%	51.9%	35.1%	28.6%	37.8%

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	524	27	77	7	98
1=No progress	9.4%	7.4%	3.9%	14.3%	14.3%
2	25.6%	22.2%	27.3%	28.6%	16.3%
3	40.3%	37.0%	42.9%	42.9%	43.9%
4	21.8%	29.6%	24.7%	14.3%	20.4%
5=World-class	3.1%	3.7%	1.3%	0.0%	5.1%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	523	27	76	7	98
<1%	26.2%	29.6%	23.7%	28.6%	25.5%
1-5%	51.8%	48.2%	54.0%	71.4%	42.9%
6-10%	15.5%	11.1%	17.1%	0.0%	23.5%
>10%	6.5%	11.1%	5.3%	0.0%	8.2%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	528	28	78	7	98
<1%	30.7%	35.7%	25.6%	28.6%	32.7%
1-5%	49.4%	32.1%	48.7%	57.1%	49.0%
6-10%	13.1%	21.4%	18.0%	14.3%	16.3%
>10%	6.8%	10.7%	7.7%	0.0%	2.0%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	525	28	78	7	97
No measurement system per se or reviews	28.6%	42.9%	18.0%	42.9%	29.9%
Ad hoc monitoring of basic measures and ad hoc reviews	32.8%	21.4%	37.2%	42.9%	30.9%
Company-specific metrics monitored regularly by operations staff	18.3%	17.9%	19.2%	0.0%	18.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff	14.7%	14.3%	15.4%	0.0%	17.5%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.7%	3.6%	10.3%	14.3%	3.1%

Output Measures

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	517	26	75	7	98
<10%	58.6%	50.0%	52.0%	71.4%	56.1%
10-25%	30.0%	42.3%	41.3%	28.6%	27.6%
26-50%	9.5%	3.9%	5.3%	0.0%	15.3%
>50%	1.9%	3.9%	1.3%	0.0%	1.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	508	25	76	7	95
Suppliers regularly measured on cost, quality, and delivery performance	35.8%	32.0%	29.0%	57.1%	34.7%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	10.4%	4.0%	9.2%	14.3%	13.7%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.5%	36.0%	35.5%	0.0%	35.8%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.5%	24.0%	21.1%	28.6%	12.6%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	4.7%	4.0%	5.3%	0.0%	3.2%

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	528	28	78	7	98
1=Not important	15.7%	10.7%	9.0%	0.0%	14.3%
2	21.6%	32.1%	19.2%	0.0%	16.3%
3	29.9%	21.4%	38.5%	57.1%	32.7%
4	21.2%	25.0%	21.8%	28.6%	21.4%
5=Highly important	11.6%	10.7%	11.5%	14.3%	15.3%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	526	28	78	7	97
1=No progress	21.7%	21.4%	14.1%	14.3%	18.6%
2	33.7%	28.6%	34.6%	0.0%	30.9%
3	27.6%	32.1%	32.1%	57.1%	32.0%
4	14.8%	14.3%	16.7%	28.6%	15.5%
5=World-class	2.3%	3.6%	2.6%	0.0%	3.1%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	522	28	78	7	98
<1%	49.4%	50.0%	47.4%	57.1%	41.8%
1-5%	35.3%	28.6%	38.5%	28.6%	38.8%
6-10%	7.5%	7.1%	9.0%	14.3%	6.1%
>10%	7.9%	14.3%	5.1%	0.0%	13.3%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	521	28	76	7	98
<1%	58.9%	53.6%	61.8%	57.1%	48.0%
1-5%	28.4%	28.6%	29.0%	42.9%	32.7%
6-10%	6.0%	10.7%	1.3%	0.0%	8.2%
>10%	6.7%	7.1%	7.9%	0.0%	11.2%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	525	28	77	7	98
No measurement system per se or reviews	61.3%	64.3%	55.8%	71.4%	60.2%
Ad hoc monitoring of basic measures and ad hoc reviews	20.0%	21.4%	22.1%	28.6%	14.3%
Company-specific metrics monitored regularly by operations staff	7.8%	10.7%	7.8%	0.0%	10.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.8%	0.0%	11.7%	0.0%	12.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.1%	3.6%	2.6%	0.0%	3.1%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	515	25	75	7	97
<10%	84.7%	92.0%	93.3%	100.0%	80.4%
10-25%	13.8%	4.0%	6.7%	0.0%	18.6%
26-50%	1.4%	4.0%	0.0%	0.0%	0.0%
>50%	0.2%	0.0%	0.0%	0.0%	1.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	514	26	74	7	97
<10%	80.0%	84.6%	78.4%	71.4%	80.4%
10-25%	16.0%	3.9%	17.6%	28.6%	15.5%
26-50%	3.1%	11.5%	4.1%	0.0%	4.1%
>50%	1.0%	0.0%	0.0%	0.0%	0.0%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	512	26	74	7	96
<50%	55.7%	61.5%	52.7%	57.1%	46.9%
51-75%	10.7%	11.5%	8.1%	0.0%	15.6%
76-89%	8.2%	7.7%	8.1%	28.6%	9.4%
90-99%	16.6%	11.5%	16.2%	14.3%	24.0%
100%	8.8%	7.7%	14.9%	0.0%	4.2%

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	526	28	79	7	97
1=Not important	19.6%	25.0%	19.0%	28.6%	28.9%
2	20.9%	32.1%	16.5%	14.3%	17.5%
3	20.2%	17.9%	24.1%	0.0%	18.6%
4	18.3%	10.7%	20.3%	28.6%	17.5%
5=Highly important	21.1%	14.3%	20.3%	28.6%	17.5%

Rate your organization's progress toward becoming a world-class global player:

(N)	524	28	79	7	95
1=No progress	29.0%	42.9%	29.1%	28.6%	35.8%
2	31.3%	25.0%	32.9%	28.6%	29.5%
3	18.5%	14.3%	19.0%	14.3%	15.8%
4	16.8%	14.3%	17.7%	28.6%	14.7%
5=World-class	4.4%	3.6%	1.3%	0.0%	4.2%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Central	East Central	North	South

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	528	28	79	7	97
0%	58.3%	71.4%	51.9%	28.6%	66.0%
1-25%	36.0%	28.6%	41.8%	57.1%	28.9%
26-50%	3.6%	0.0%	3.8%	14.3%	3.1%
>50%	2.1%	0.0%	2.5%	0.0%	2.1%

What best describes your measurement system for reviewing return from global engagement?

(N)	520	28	77	7	96
No measurement system per se or reviews	59.8%	71.4%	53.3%	57.1%	60.4%
Ad hoc monitoring of basic measures and ad hoc reviews	16.5%	14.3%	19.5%	28.6%	12.5%
Company-specific metrics monitored regularly by operations staff	7.9%	14.3%	9.1%	0.0%	9.4%
Regular monitoring and review of company-specific metrics by CEO and senior staff	13.1%	0.0%	16.9%	0.0%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.7%	0.0%	1.3%	14.3%	1.0%

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	518	26	74	7	95
<25%	77.0%	84.6%	85.1%	71.4%	73.7%
26-50%	15.8%	7.7%	12.2%	28.6%	15.8%
51-100%	4.1%	3.9%	0.0%	0.0%	5.3%
>100%	3.1%	3.9%	2.7%	0.0%	5.3%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	520	26	77	7	97
0	67.3%	73.1%	72.7%	85.7%	68.0%
1-5	23.9%	23.1%	20.8%	14.3%	21.7%
6-10	3.7%	0.0%	2.6%	0.0%	4.1%
>10	5.2%	3.9%	3.9%	0.0%	6.2%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	520	25	78	7	97
0	62.9%	80.0%	69.2%	28.6%	65.0%
1-5	23.7%	16.0%	21.8%	57.1%	21.7%
6-10	4.8%	0.0%	3.9%	0.0%	6.2%
>10	8.7%	4.0%	5.1%	14.3%	7.2%

GOING FORWARD

To what extent does your geographic region in Wisconsin have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	526	27	78	7	97
1=No support	10.3%	7.4%	7.7%	57.1%	7.2%
2	20.9%	22.2%	19.2%	28.6%	19.6%
3	32.7%	40.7%	39.7%	14.3%	34.0%
4	26.1%	22.2%	29.5%	0.0%	27.8%
5=Full support	10.1%	7.4%	3.9%	0.0%	11.3%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

	Region				
	All Firms	Central	East Central	North	South
Engaged people/Human-capital acquisition, development and retention					
(N)	524	27	77	7	97
1=No support	6.5%	7.4%	5.2%	42.9%	7.2%
2	23.5%	29.6%	23.4%	28.6%	20.6%
3	31.7%	25.9%	35.1%	14.3%	29.9%
4	29.4%	25.9%	31.2%	14.3%	35.1%
5=Full support	9.0%	11.1%	5.2%	0.0%	7.2%
Superior processes/Improvement focus					
(N)	522	27	76	7	97
1=No support	6.7%	7.4%	2.6%	28.6%	7.2%
2	17.2%	25.9%	26.3%	42.9%	18.6%
3	28.9%	33.3%	21.1%	28.6%	30.9%
4	33.3%	25.9%	36.8%	0.0%	30.9%
5=Full support	13.8%	7.4%	13.2%	0.0%	12.4%
Supply-chain management and collaboration					
(N)	523	27	76	7	97
1=No support	8.0%	7.4%	6.6%	28.6%	8.3%
2	23.1%	29.6%	23.7%	57.1%	21.7%
3	34.4%	40.7%	36.8%	14.3%	34.0%
4	27.0%	14.8%	29.0%	0.0%	26.8%
5=Full support	7.5%	7.4%	4.0%	0.0%	9.3%
Green/Sustainability					
(N)	522	27	77	7	97
1=No support	16.5%	18.5%	18.2%	14.3%	13.4%
2	29.1%	48.2%	32.5%	57.1%	24.7%
3	33.0%	18.5%	29.9%	14.3%	28.9%
4	14.8%	11.1%	13.0%	14.3%	23.7%
5=Full support	6.7%	3.7%	6.5%	0.0%	9.3%
Global engagement					
(N)	517	27	75	7	97
1=No support	20.7%	25.9%	13.3%	71.4%	22.7%
2	31.9%	55.6%	36.0%	14.3%	33.0%
3	30.4%	11.1%	29.3%	14.3%	28.9%
4	11.6%	7.4%	16.0%	0.0%	9.3%
5=Full support	5.4%	0.0%	5.3%	0.0%	6.2%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

PROFILE

Which of the following describes your organization?

(N)	527	284	16	9	7
Company	85.6%	87.0%	75.0%	88.9%	85.7%
Division/unit of a larger company	14.4%	13.0%	25.0%	11.1%	14.3%

Driver Industries

(N)	531	286	17	9	7
3115 - Dairy Product Manufacturing	2.6%	0.7%	11.8%	0.0%	0.0%
321 - Wood Product Manufacturing (Complete)	4.3%	2.8%	0.0%	0.0%	0.0%
322 - Paper Manufacturing (Complete)	2.8%	2.5%	0.0%	0.0%	0.0%
3256 - Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.9%	1.1%	0.0%	0.0%	0.0%
3315 - Foundries	2.8%	3.2%	0.0%	0.0%	0.0%
332 - Fabricated Metal Products (Partial)	16.8%	20.6%	5.9%	22.2%	28.6%
333 - Machinery Manufacturer (Partial)	23.4%	23.8%	17.7%	33.3%	28.6%
3353 - Electrical Equipment Manufacturing	1.1%	1.4%	0.0%	0.0%	0.0%
3359 - Other Electrical Equipment and Component Manufacturing	1.1%	1.1%	0.0%	0.0%	0.0%
Other Industries	44.1%	43.0%	64.7%	44.4%	42.9%

Regions

(N)	531	286	17	9	7
Central	5.3%	0.0%	0.0%	0.0%	0.0%
East Central	14.9%	0.0%	0.0%	0.0%	0.0%
North	1.3%	0.0%	0.0%	0.0%	0.0%
South	18.5%	0.0%	0.0%	0.0%	0.0%
Southeast	53.9%	100.0%	0.0%	0.0%	0.0%
West Central I	3.2%	0.0%	100.0%	0.0%	0.0%
West Central II	1.7%	0.0%	0.0%	100.0%	0.0%
No Region	1.3%	0.0%	0.0%	0.0%	100.0%

How many years has your organization been in operation?

(N)	531	286	17	9	7
Median	37	40	27	43	26
Average	44	48	36	52	28
75th Percentile	62	66	43	87	50
25th Percentile	20	23	16	22	13

What are your approximate annual revenues?

(N)	500	274	17	8	5
Median	\$14,000,000	\$12,000,000	\$10,000,000	\$34,000,000	\$30,000,000
Average	\$105,800,946	\$119,805,040	\$549,588,235	\$48,125,000	\$41,600,000
75th Percentile	\$40,000,000	\$40,000,000	\$157,500,000	\$70,500,000	*
25th Percentile	\$4,800,000	\$5,000,000	\$4,500,000	\$18,250,000	*

How many full-time employees (and equivalents)?

(N)	527	285	17	9	7
Median	68	64	62	175	75
Average	415	476	1,579	336	144
75th Percentile	170	150	210	340	124
25th Percentile	29	30	16	128	9

What is the age of your organization's chief executive?

(N)	528	284	17	9	7
< 30	0.2%	0.4%	0.0%	0.0%	0.0%
31-40	6.4%	6.0%	5.9%	11.1%	0.0%
41-50	34.7%	31.0%	29.4%	33.3%	42.9%
51-60	39.0%	37.7%	58.8%	44.4%	42.9%
>60	19.7%	25.0%	5.9%	11.1%	14.3%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

Do you anticipate a planned succession of leadership in the next

five years?

(N)	529	286	17	9	6
Yes	22.5%	25.5%	35.3%	0.0%	33.3%
Maybe	30.8%	30.8%	17.7%	66.7%	16.7%
No	46.7%	43.7%	47.1%	33.3%	50.0%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	527	283	17	9	6
1=Not important	1.3%	1.1%	0.0%	11.1%	16.7%
2	2.7%	1.8%	5.9%	0.0%	0.0%
3	10.3%	9.5%	5.9%	11.1%	0.0%
4	31.3%	35.0%	47.1%	11.1%	50.0%
5=Highly important	54.5%	52.7%	41.2%	66.7%	33.3%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	528	285	17	9	6
1=No progress	3.4%	2.5%	0.0%	11.1%	16.7%
2	16.5%	17.5%	11.8%	44.4%	0.0%
3	36.9%	39.0%	47.1%	22.2%	33.3%
4	33.7%	34.0%	35.3%	11.1%	50.0%
5=World-class	9.5%	7.0%	5.9%	11.1%	0.0%

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	525	283	17	9	6
<1%	22.1%	22.3%	23.5%	33.3%	16.7%
1-5%	48.4%	45.6%	52.9%	55.6%	50.0%
6-10%	16.4%	17.7%	17.7%	11.1%	16.7%
>10%	13.1%	14.5%	5.9%	0.0%	16.7%

What percentage of sales is invested into new-product development/R&D?

(N)	525	282	17	9	6
<1%	25.5%	23.4%	29.4%	55.6%	16.7%
1-5%	47.8%	48.2%	52.9%	33.3%	66.7%
6-10%	15.1%	14.5%	17.7%	11.1%	0.0%
>10%	11.6%	13.8%	0.0%	0.0%	16.7%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	527	284	17	9	6
No measurement system per se or reviews	31.7%	28.5%	41.2%	33.3%	16.7%
Ad hoc monitoring of basic measures and ad hoc reviews	30.7%	32.4%	29.4%	66.7%	50.0%
Company-specific metrics monitored regularly by operations staff	9.9%	8.8%	11.8%	0.0%	33.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.0%	18.7%	5.9%	0.0%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.7%	11.6%	11.8%	0.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	520	280	17	9	6
<5%	56.5%	57.5%	58.8%	44.4%	66.7%
5-10%	27.1%	28.2%	35.3%	33.3%	16.7%
11-20%	11.4%	10.7%	0.0%	0.0%	0.0%
>20%	5.0%	3.6%	5.9%	22.2%	16.7%

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	524	282	17	9	6
<5%	26.3%	29.8%	23.5%	22.2%	16.7%
5-25%	47.0%	46.8%	47.1%	44.4%	33.3%
26-50%	19.3%	18.4%	17.7%	11.1%	33.3%
>50%	7.4%	5.0%	11.8%	22.2%	16.7%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	530	286	17	9	6
1=Not important	1.3%	1.8%	0.0%	0.0%	0.0%
2	3.2%	1.8%	5.9%	0.0%	16.7%
3	14.0%	16.1%	17.7%	11.1%	0.0%
4	32.1%	31.1%	29.4%	33.3%	83.3%
5=Highly important	49.4%	49.3%	47.1%	55.6%	0.0%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	526	282	17	9	6
1=No progress	7.8%	7.5%	0.0%	33.3%	16.7%
2	23.2%	24.1%	11.8%	22.2%	16.7%
3	40.1%	41.5%	52.9%	33.3%	33.3%
4	23.8%	22.3%	29.4%	11.1%	33.3%
5=World-class	5.1%	4.6%	5.9%	0.0%	0.0%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	529	285	17	9	6
<25%	39.9%	41.1%	35.3%	77.8%	50.0%
25-50%	30.3%	29.1%	29.4%	22.2%	16.7%
51-75%	14.9%	14.7%	23.5%	0.0%	16.7%
76-90%	9.6%	8.8%	5.9%	0.0%	16.7%
>90%	5.3%	6.3%	5.9%	0.0%	0.0%

How many formal training hours are devoted annually to each employee?

(N)	528	285	17	9	6
8 or fewer	29.0%	28.1%	17.7%	55.6%	50.0%
9-20	43.0%	46.3%	52.9%	22.2%	16.7%
21-40	18.4%	17.5%	23.5%	22.2%	16.7%
>40	9.7%	8.1%	5.9%	0.0%	16.7%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	528	284	17	9	6
<1%	27.8%	26.4%	47.1%	55.6%	0.0%
1-5%	49.4%	49.7%	41.2%	44.4%	66.7%
6-10%	14.4%	15.1%	5.9%	0.0%	16.7%
>10%	8.3%	8.8%	5.9%	0.0%	16.7%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	527	286	17	9	6
No measurement system per se or reviews	28.3%	26.9%	35.3%	44.4%	0.0%
Ad hoc monitoring of basic measures and ad hoc reviews	35.7%	37.8%	17.7%	44.4%	33.3%
Company-specific metrics monitored regularly by operations staff	13.5%	12.2%	35.3%	0.0%	33.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff	18.2%	19.6%	5.9%	11.1%	33.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	4.4%	3.5%	5.9%	0.0%	0.0%

Output Measures

What is your value-added per employee ((sales – cost of materials) ÷ number of employees)?

(N)	508	276	17	8	6
< \$75,000	32.3%	29.0%	41.2%	37.5%	16.7%
\$75,000-\$125,000	39.4%	40.2%	29.4%	62.5%	66.7%
\$125,001-\$175,000	18.1%	20.7%	17.7%	0.0%	16.7%
> \$175,000	10.2%	10.1%	11.8%	0.0%	0.0%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	520	282	17	9	6
0%	5.2%	5.3%	5.9%	0.0%	0.0%
0.1-1%	17.9%	19.2%	29.4%	11.1%	33.3%
1.1-5%	32.9%	33.0%	17.7%	33.3%	33.3%
5.1-10%	28.1%	27.0%	23.5%	22.2%	33.3%
>10%	16.0%	15.6%	23.5%	33.3%	0.0%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	530	286	17	9	6
1=Not important	0.8%	0.7%	0.0%	0.0%	0.0%
2	1.9%	0.7%	0.0%	0.0%	16.7%
3	9.8%	12.2%	17.7%	0.0%	0.0%
4	26.4%	23.1%	17.7%	11.1%	50.0%
5=Highly important	61.1%	63.3%	64.7%	88.9%	33.3%

Rate your organization's progress toward world-class processes and process improvement:

(N)	528	285	16	9	6
1=No progress	3.6%	3.2%	0.0%	11.1%	16.7%
2	16.9%	17.2%	18.8%	33.3%	16.7%
3	37.7%	35.8%	43.8%	33.3%	16.7%
4	34.5%	36.5%	18.8%	11.1%	50.0%
5=World-class	7.4%	7.4%	18.8%	11.1%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	527	285	17	9	6
<26%	32.6%	31.6%	41.2%	66.7%	33.3%
26-50%	22.8%	21.8%	23.5%	0.0%	0.0%
51-75%	18.0%	16.5%	23.5%	22.2%	16.7%
76-99%	17.7%	19.3%	0.0%	11.1%	50.0%
100%	8.9%	10.9%	11.8%	0.0%	0.0%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	526	283	17	9	6
<1%	7.6%	9.2%	0.0%	11.1%	0.0%
1-5%	51.5%	53.0%	52.9%	55.6%	66.7%
6-10%	25.7%	24.0%	29.4%	22.2%	0.0%
>10%	15.2%	13.8%	17.7%	11.1%	33.3%

What best describes your measurement system for reviewing return from process improvements?

(N)	524	283	17	9	6
No measurement system per se or reviews	15.3%	16.3%	29.4%	0.0%	16.7%
Ad hoc monitoring of basic measures and ad hoc reviews	28.2%	25.1%	29.4%	77.8%	33.3%
Company-specific metrics monitored regularly by operations staff	21.4%	20.5%	17.7%	0.0%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	22.7%	23.7%	11.8%	22.2%	50.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	12.4%	14.5%	11.8%	0.0%	0.0%

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	525	284	17	9	6
<80%	8.6%	8.8%	5.9%	22.2%	0.0%
80-90%	16.0%	14.4%	17.7%	11.1%	50.0%
91-95%	23.6%	25.0%	11.8%	22.2%	0.0%
96-98%	26.5%	25.7%	23.5%	44.4%	50.0%
>98%	25.3%	26.1%	41.2%	0.0%	0.0%

Describe your customers' satisfaction with your overall performance?

(N)	524	281	17	9	6
Threatens to pull business because we don't match the competition	1.7%	1.8%	0.0%	0.0%	0.0%
Indifferent to buying our product or competitors	5.2%	6.1%	0.0%	11.1%	16.7%
Preference for our products by virtue of price, quality, and delivery performance	47.1%	48.0%	52.9%	55.6%	50.0%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	46.0%	44.1%	47.1%	33.3%	33.3%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	518	279	17	9	6
<25%	48.1%	48.0%	58.8%	66.7%	66.7%
26-50	33.0%	33.0%	23.5%	11.1%	0.0%
51-75%	12.9%	12.9%	11.8%	11.1%	0.0%
76-99%	5.0%	5.4%	0.0%	11.1%	33.3%
>100%	1.0%	0.7%	5.9%	0.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	527	286	17	9	6
1=Not important	4.7%	5.2%	11.8%	0.0%	0.0%
2	8.5%	10.5%	11.8%	0.0%	0.0%
3	19.9%	17.5%	17.7%	22.2%	16.7%
4	31.3%	33.9%	5.9%	44.4%	66.7%
5=Highly important	35.5%	32.9%	52.9%	33.3%	16.7%

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	524	283	17	9	6
1=No progress	9.4%	9.2%	11.8%	11.1%	0.0%
2	25.6%	27.6%	29.4%	44.4%	33.3%
3	40.3%	39.6%	29.4%	22.2%	50.0%
4	21.8%	20.9%	23.5%	22.2%	16.7%
5=World-class	3.1%	2.8%	5.9%	0.0%	0.0%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	523	283	17	9	6
<1%	26.2%	25.4%	23.5%	55.6%	50.0%
1-5%	51.8%	54.8%	64.7%	33.3%	16.7%
6-10%	15.5%	13.8%	5.9%	0.0%	33.3%
>10%	6.5%	6.0%	5.9%	11.1%	0.0%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	528	285	17	9	6
<1%	30.7%	30.5%	17.7%	66.7%	33.3%
1-5%	49.4%	51.6%	64.7%	22.2%	33.3%
6-10%	13.1%	10.2%	11.8%	11.1%	0.0%
>10%	6.8%	7.7%	5.9%	0.0%	33.3%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	525	283	17	9	6
No measurement system per se or reviews	28.6%	29.0%	52.9%	0.0%	16.7%
Ad hoc monitoring of basic measures and ad hoc reviews	32.8%	32.9%	11.8%	77.8%	33.3%
Company-specific metrics monitored regularly by operations staff	18.3%	19.4%	5.9%	11.1%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff	14.7%	13.1%	23.5%	11.1%	33.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.7%	5.7%	5.9%	0.0%	0.0%

Output Measures

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	517	280	17	8	6
<10%	58.6%	60.4%	70.6%	62.5%	83.3%
10-25%	30.0%	27.9%	23.5%	25.0%	0.0%
26-50%	9.5%	9.3%	5.9%	12.5%	16.7%
>50%	1.9%	2.5%	0.0%	0.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	508	273	17	9	6
Suppliers regularly measured on cost, quality, and delivery performance	35.8%	37.0%	35.3%	55.6%	50.0%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	10.4%	9.9%	17.7%	11.1%	0.0%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.5%	31.9%	5.9%	0.0%	33.3%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.5%	16.9%	17.7%	33.3%	16.7%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	4.7%	4.4%	23.5%	0.0%	0.0%

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	528	285	17	9	6
1=Not important	15.7%	17.9%	17.7%	11.1%	66.7%
2	21.6%	24.2%	23.5%	11.1%	0.0%
3	29.9%	27.4%	17.7%	33.3%	33.3%
4	21.2%	20.0%	23.5%	44.4%	0.0%
5=Highly important	11.6%	10.5%	17.7%	0.0%	0.0%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	526	284	17	9	6
1=No progress	21.7%	24.3%	17.7%	22.2%	66.7%
2	33.7%	35.2%	35.3%	55.6%	16.7%
3	27.6%	24.3%	29.4%	11.1%	16.7%
4	14.8%	14.1%	17.7%	11.1%	0.0%
5=World-class	2.3%	2.1%	0.0%	0.0%	0.0%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	522	279	17	9	6
<1%	49.4%	50.9%	41.2%	88.9%	83.3%
1-5%	35.3%	36.2%	23.5%	11.1%	0.0%
6-10%	7.5%	6.8%	17.7%	0.0%	16.7%
>10%	7.9%	6.1%	17.7%	0.0%	0.0%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	521	280	17	9	6
<1%	58.9%	61.1%	52.9%	88.9%	100.0%
1-5%	28.4%	27.9%	23.5%	11.1%	0.0%
6-10%	6.0%	6.1%	11.8%	0.0%	0.0%
>10%	6.7%	5.0%	11.8%	0.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	525	284	16	9	6
No measurement system per se or reviews	61.3%	63.4%	43.8%	66.7%	66.7%
Ad hoc monitoring of basic measures and ad hoc reviews	20.0%	20.4%	25.0%	22.2%	33.3%
Company-specific metrics monitored regularly by operations staff	7.8%	7.0%	6.3%	11.1%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.8%	8.1%	12.5%	0.0%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.1%	1.1%	12.5%	0.0%	0.0%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	515	279	17	9	6
<10%	84.7%	82.1%	94.1%	88.9%	83.3%
10-25%	13.8%	15.8%	5.9%	11.1%	16.7%
26-50%	1.4%	2.2%	0.0%	0.0%	0.0%
>50%	0.2%	0.0%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	514	278	17	9	6
<10%	80.0%	79.9%	82.4%	88.9%	66.7%
10-25%	16.0%	16.2%	17.7%	11.1%	33.3%
26-50%	3.1%	2.2%	0.0%	0.0%	0.0%
>50%	1.0%	1.8%	0.0%	0.0%	0.0%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	512	278	16	9	6
<50%	55.7%	57.2%	68.8%	77.8%	66.7%
51-75%	10.7%	9.7%	18.8%	0.0%	16.7%
76-89%	8.2%	7.9%	0.0%	11.1%	0.0%
90-99%	16.6%	15.1%	12.5%	11.1%	16.7%
100%	8.8%	10.1%	0.0%	0.0%	0.0%

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	526	283	17	9	6
1=Not important	19.6%	17.0%	5.9%	11.1%	16.7%
2	20.9%	22.3%	23.5%	22.2%	16.7%
3	20.2%	20.1%	17.7%	22.2%	33.3%
4	18.3%	17.7%	29.4%	11.1%	33.3%
5=Highly important	21.1%	23.0%	23.5%	33.3%	0.0%

Rate your organization's progress toward becoming a world-class global player:

(N)	524	283	17	9	6
1=No progress	29.0%	26.9%	5.9%	33.3%	16.7%
2	31.3%	31.5%	41.2%	22.2%	50.0%
3	18.5%	18.7%	29.4%	22.2%	33.3%
4	16.8%	18.0%	11.8%	11.1%	0.0%
5=World-class	4.4%	5.0%	11.8%	11.1%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	528	285	17	9	6
0%	58.3%	57.2%	41.2%	77.8%	66.7%
1-25%	36.0%	36.8%	47.1%	22.2%	33.3%
26-50%	3.6%	3.9%	5.9%	0.0%	0.0%
>50%	2.1%	2.1%	5.9%	0.0%	0.0%

What best describes your measurement system for reviewing return from global engagement?

(N)	520	280	17	9	6
No measurement system per se or reviews	59.8%	61.1%	41.2%	66.7%	66.7%
Ad hoc monitoring of basic measures and ad hoc reviews	16.5%	16.8%	11.8%	22.2%	33.3%
Company-specific metrics monitored regularly by operations staff	7.9%	6.8%	11.8%	0.0%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	13.1%	11.8%	29.4%	11.1%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	2.7%	3.6%	5.9%	0.0%	0.0%

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	518	284	17	9	6
<25%	77.0%	75.4%	82.4%	55.6%	100.0%
26-50%	15.8%	17.3%	17.7%	22.2%	0.0%
51-100%	4.1%	4.9%	0.0%	11.1%	0.0%
>100%	3.1%	2.5%	0.0%	11.1%	0.0%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	520	282	16	9	6
0	67.3%	65.6%	56.3%	66.7%	50.0%
1-5	23.9%	24.1%	43.8%	33.3%	33.3%
6-10	3.7%	4.3%	0.0%	0.0%	16.7%
>10	5.2%	6.0%	0.0%	0.0%	0.0%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	520	281	17	9	6
0	62.9%	60.9%	52.9%	66.7%	33.3%
1-5	23.7%	24.2%	29.4%	11.1%	50.0%
6-10	4.8%	5.3%	5.9%	0.0%	0.0%
>10	8.7%	9.6%	11.8%	22.2%	16.7%

GOING FORWARD

To what extent does your geographic region in Wisconsin have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	526	285	17	9	6
1=No support	10.3%	8.8%	29.4%	33.3%	33.3%
2	20.9%	21.1%	29.4%	22.2%	16.7%
3	32.7%	31.6%	17.7%	33.3%	0.0%
4	26.1%	26.0%	17.7%	11.1%	50.0%
5=Full support	10.1%	12.6%	5.9%	0.0%	0.0%

2008 WISCONSIN NEXT GENERATION MANUFACTURING STUDY

All Firms	Region			
	Southeast	West Central 1	West Central 2	No Region

Engaged people/Human-capital acquisition, development and retention

(N)	524	284	17	9	6
1=No support	6.5%	5.6%	0.0%	0.0%	33.3%
2	23.5%	22.2%	47.1%	44.4%	0.0%
3	31.7%	32.8%	29.4%	33.3%	16.7%
4	29.4%	28.5%	11.8%	22.2%	50.0%
5=Full support	9.0%	10.9%	11.8%	0.0%	0.0%

Superior processes/Improvement focus

(N)	522	283	17	9	6
1=No support	6.7%	6.4%	11.8%	11.1%	16.7%
2	17.2%	12.4%	23.5%	33.3%	0.0%
3	28.9%	29.0%	29.4%	44.4%	50.0%
4	33.3%	35.7%	29.4%	11.1%	33.3%
5=Full support	13.8%	16.6%	5.9%	0.0%	0.0%

Supply-chain management and collaboration

(N)	523	284	17	9	6
1=No support	8.0%	7.0%	17.7%	0.0%	33.3%
2	23.1%	20.4%	29.4%	77.8%	0.0%
3	34.4%	34.2%	35.3%	22.2%	33.3%
4	27.0%	29.6%	17.7%	0.0%	33.3%
5=Full support	7.5%	8.8%	0.0%	0.0%	0.0%

Green/Sustainability

(N)	522	282	17	9	6
1=No support	16.5%	15.6%	23.5%	33.3%	33.3%
2	29.1%	26.6%	29.4%	44.4%	33.3%
3	33.0%	37.9%	23.5%	22.2%	33.3%
4	14.8%	13.1%	17.7%	0.0%	0.0%
5=Full support	6.7%	6.7%	5.9%	0.0%	0.0%

Global engagement

(N)	517	279	17	9	6
1=No support	20.7%	19.7%	17.7%	33.3%	33.3%
2	31.9%	28.3%	47.1%	33.3%	0.0%
3	30.4%	33.3%	23.5%	22.2%	66.7%
4	11.6%	12.5%	5.9%	11.1%	0.0%
5=Full support	5.4%	6.1%	5.9%	0.0%	0.0%