

## Summary of findings

### **General**

We had a total response of 46, which was higher than initial goal of 35. Based on this number of responses, we can draw statistically reliable conclusions from the aggregate data. Although I made an effort to cross-tabulate responses based on industry sector, we should be cautious when drawing any conclusions from individual sectors for two reasons:

- There were not enough responses in any individual sector to draw statistically reliable conclusions. When dealing with small numbers, differences of a single response can significantly change percentages and rank orders.
- Some companies operate in multiple SIC categories, and the category given as their primary SIC may not be the most appropriate. For example, Columbus Show Case is listed as primarily a marketing services firm, but does manufacture products and may be more appropriately classified as a manufacturing firm.

It is interesting that different individuals from the same organization had vastly different responses to the survey. We received multiple responses from Honda, Grove City Christian Child Care Center, and Corna/Kokosing.

### **Aggregates**

The top responses closely match our core expertise. Grouping the individual topics into general areas, the top areas of interest are:

- Leadership (leadership, coaching, supervision)
- Employee development (develop employees, improve employee performance, time management, increase productivity)
- Customer service and customer satisfaction
- Communication skills (written and verbal)

The lowest areas of interest appear to be:

- Language and diversity (ESL, diversity, cultural awareness, foreign language)
- Quality and ISO
- Some personal/professional skills (math, work/life balance, computer, financial/accounting)

## ***Manufacturing***

Again, these numbers are too low to be certain of conclusions, but a few topics do appear to diverge from the aggregate numbers:

- Improve product/service quality: 27% higher response than aggregate
- Implement/improve work teams: 21% higher than aggregate
- Improve cultural awareness: 16% more than aggregate, but especially noteworthy because this is high relative to the other language/diversity areas, which ranked low overall.

## ***Services***

Most of the responses stayed close to aggregates. The biggest outliers were:

- Improve employee morale/satisfaction: 14% higher than aggregate
- Improve product/service quality: 17% lower than aggregate

## ***Recommendations and next steps***

- Use these findings to guide sales strategies and anticipate customer interest
- Structure future workshops/showcases around the top areas of interest
- Continue to develop/update programs in the areas of Leadership, Employee Development, Customer Service, and Communications
- Use focus groups to supplement these findings and “drill down” to glean more insight into these topics. What are companies looking for in leadership or customer service training? What types of programs do they respond to?
- Investigate unexpected findings. Why is there such a low interest in language/diversity? Why are manufacturers not pursuing quality/ISO?
- Find other ways to research needs in the potentially high-growth areas of transportation and FIRE, since there were low survey responses from both
- Consider surveying the remainder of service area to obtain statistically significant numbers for manufacturing and services.
- Consider exit strategies from areas of low interest

**Team West survey cross-tabulations** **last updated 10/6/03**

Topic	Manufac- turing	Services	FIRE	Transportati on and Utils	Trade, wholesale and retail	Mining and construction	Government	Totals
Improve customer service	3 21%	5 31%	1	1	2	2 33%	1	15 33%
Increase customer loyalty	1 7%	1 6%	1	0	0	2 33%	0	5 11%
Improve product/ service quality	8 57%	2 13%	2	0	1	1 17%	0	14 30%
Increase customer satisfaction	5 36%	4 25%	1	1	1	1 17%	0	13 28%
Adapt to/manage change more effectively	4 29%	2 13%	3	0	0	2 33%	0	11 24%
Improve written communications skills	4 29%	4 25%	1	1	0	1 17%	2	13 28%
Improve verbal communication skills	4 29%	5 31%	0	0	1	17%	1	12 26%
Improve project management skills	3 21%	3 19%	0	0	1	3 50%	0	10 22%
Improve mathematical skills	1 7%	0	0	0	0	0	0	1 2%
Improve financial/accounting skills	2 14%	1 6%	0	1	0	1 17%	0	5 11%
Develop employees	6 43%	4 25%	2	0	1	0	3	16 35%

Topic	Manufac- turing	Services	FIRE	Transportati on and Utils	Trade, wholesale and retail	Mining and construction	Government	Totals
Improve work/ life balance	1 7%	1 6%	0	0	0	0	0	2 4%
Reduce turnover	4 29%	4 25%	1	0	1	0	1	11 24%
Improve selection and hiring process	1 7%	2 13%	0	0	1	0	0	4 9%
Improve employee morale/ satisfaction	2 14%	5 31%	1	0	0	0	0	8 17%
Improve professionalism	1 7%	1 6%	0	0	0	0	0	2 4%
Manage time more effectively	1 7%	4 25%	0	1	0	2 33%	1	9 20%
Increase productivity	3 21%	3 19%	1	0	0	4 67%	0	11 24%
Improve employee performance	5 36%	4 25%	0	0	1	0	0	10 22%
Reduce absenteeism/ tardiness	4 29%	2 13%	0	0	0	0	0	6 13%
Improve processes	2 14%	3 19%	2	0	0	1 17%	1	9 20%
Implement quality initiative	1 7%	3 19%	0	0	0	1 17%	0	5 11%
Restructure workgroups	0	0	0	0	0	0	0	0
Decrease turnaround time	0	1 6%	0	0	0	0	1	2 4%
Reduce waste	0	1	0	0	0	0	0	1

Topic	Manufacturing	Services	FIRE	Transportation and Utils	Trade, wholesale and retail	Mining and construction	Government	Totals
		6%						2%
Improve safety	2 14%	3 19%	0	1	1	1 17%	0	8 17%
Reduce cost of operation	2 14%	4 25%	0	0	0	2 33%	0	8 17%
Improve operational efficiency	4 29%	2 13%	0	0	0	2 33%	0	8 17%
Implement ISO 9000/2000/QS process	0	1 6%	0	0	1	0	0	2 4%
Improve cultural awareness	4 29%	2 13%	0	0	0	0	0	6 13%
Improve diversity	2 14%	0	0	0	0	0	0	2 4%
Improve cross-generational communication	1 7%	2 13%	0	0	0	0	0	3 7%
Foreign language	1 7%	0	0	1	0	1 17%	0	3 7%
ESL (English as a second language)	2 14%	0	0	0	0	0	0	2 4%
Improve leadership skills (general)	9 64%	6 38%	1	0	1	3 50%	3	23 50%
Implement strategic planning process	3 21%	3 19%	2	0	0	2 33%	0	10 22%
Implement succession planning initiative	1 7%	1 6%	1	0	0	1 17%	2	6 13%

Topic	Manufacturing	Services	FIRE	Transportation and Utils	Trade, wholesale and retail	Mining and construction	Government	Totals
Improve/develop coaching skills	6 43%	5 31%	0	0	1	2 33%	1	15 33%
Improve/develop supervisory skills	5 36%	3 19%	1	0	0	3 50%	1	13 28%
Implement/Improve work teams	5 36%	1 6%	0	0	0	1 17%	0	7 15%
Improve computer skills (software/hardware)	1 7%	4 25%	0	0	1	1 17%	0	7 15%
Improve electrical/mechanical skills	2 14%	2 13%	0	0	0	1 17%	0	5 11%
Improve CAD/Drafting/Blueprint Reading	2 14%	1 6%	0	0	1	0	1	5 11%
<b>Total respondents</b>	<b>14</b> <b>30% of total</b>	<b>16</b> <b>35% of total</b>	<b>3</b> <b>7% of total</b>	<b>1</b> <b>2% of total</b>	<b>3</b> <b>7% of total</b>	<b>6</b> <b>13% of total</b>	<b>3</b> <b>7% of total</b>	<b>46</b>

## Aggregate responses

Topic	Responses	Percentage
Improve leadership skills (general)	23	50%
Develop employees	16	35%
Improve customer service	15	33%
Improve/develop coaching skills	15	33%
Improve product/ service quality	14	30%
Increase customer satisfaction	13	28%
Improve written communications skills	13	28%
Improve/develop supervisory skills	13	28%
Improve verbal communication skills	12	26%
Adapt to/manage change more effectively	11	24%
Reduce turnover	11	24%
Increase productivity	11	24%
Improve project management skills	10	22%
Improve employee performance	10	22%
Implement strategic planning process	10	22%
Manage time more effectively	9	20%
Improve processes	9	20%
Improve employee morale/ satisfaction	8	17%
Improve safety	8	17%
Reduce cost of operation	8	17%
Improve operational efficiency	8	17%
Implement/Improve work teams	7	15%
Improve computer skills (software/hardware)	7	15%
Reduce absenteeism/ tardiness	6	13%
Improve cultural awareness	6	13%
Implement succession planning initiative	6	13%
Increase customer loyalty	5	11%
Improve financial/accounting skills	5	11%
Implement quality initiative	5	11%
Improve electrical/ mechanical skills	5	11%
Improve CAD/Drafting/ Blueprint Reading	5	11%
Improve selection and hiring process	4	9%
Improve cross-generational communication	3	7%
Foreign language	3	7%
Improve work/ life balance	2	4%

<b>Topic</b>	<b>Responses</b>	<b>Percentage</b>
Improve professionalism	2	4%
Decrease turnaround time	2	4%
Implement ISO 9000/2000/QS process	2	4%
Improve diversity	2	4%
ESL (English as a second language)	2	4%
Improve mathematical skills	1	2%
Reduce waste	1	2%
Restructure workgroups	0	0%
<b>Total respondents</b>	<b>46</b>	

## Manufacturing responses

Topic	Responses	Percentage	Diff. from aggreg.
Improve leadership skills (general)	9	64%	+14%
Improve product/ service quality	8	57%	<b>+27%</b>
Develop employees	6	43%	+8%
Improve/develop coaching skills	6	43%	+10%
Increase customer satisfaction	5	36%	+8%
Improve employee performance	5	36%	+14%
Improve/develop supervisory skills	5	36%	+8%
Implement/Improve work teams	5	36%	<b>+21%</b>
Adapt to/manage change more effectively	4	29%	+5%
Improve written communications skills	4	29%	+1%
Improve verbal communication skills	4	29%	+3%
Reduce turnover	4	29%	+5%
Reduce absenteeism/ tardiness	4	29%	+16%
Improve operational efficiency	4	29%	+12%
Improve cultural awareness	4	29%	+16%
Improve customer service	3	21%	-12%
Improve project management skills	3	21%	-1%
Increase productivity	3	21%	+1%
Implement strategic planning process	3	21%	-1%
Improve financial/accounting skills	2	14%	+3%
Improve employee morale/ satisfaction	2	14%	-3%
Improve processes	2	14%	-6%
Improve safety	2	14%	-3%
Reduce cost of operation	2	14%	-3%
Improve diversity	2	14%	+10%
ESL (English as a second language)	2	14%	+10%
Improve electrical/ mechanical skills	2	14%	+3%
Improve CAD/Drafting/ Blueprint Reading	2	14%	+3%
Increase customer loyalty	1	7%	-4%
Improve mathematical skills	1	7%	+5%
Improve work/ life balance	1	7%	+3%
Improve selection and hiring process	1	7%	-2%
Improve professionalism	1	7%	+3%
Manage time more effectively	1	7%	-13%
Implement quality initiative	1	7%	-4%

<b>Topic</b>	<b>Responses</b>	<b>Percentage</b>	<b>Diff. from aggreg.</b>
Improve cross-generational communication	1	7%	0%
Foreign language	1	7%	0%
Implement succession planning initiative	1	7%	-6%
Improve computer skills (software/hardware)	1	7%	-8%
Restructure workgroups	0		0%
Decrease turnaround time	0		-4%
Reduce waste	0		-2%
Implement ISO 9000/2000/QS process	0		-4%
<b>Total respondents</b>	<b>14</b>		

## Services responses

Topic	Responses	Percentage	Diff. from aggreg.
Improve leadership skills (general)	6	38%	-12%
Improve customer service	5	31%	-2%
Improve verbal communication skills	5	31%	+5%
Improve employee morale/ satisfaction	5	31%	<b>+14%</b>
Improve/develop coaching skills	5	31%	-2%
Increase customer satisfaction	4	25%	-3%
Improve written communications skills	4	25%	-3%
Develop employees	4	25%	-10%
Reduce turnover	4	25%	+1%
Manage time more effectively	4	25%	+5%
Improve employee performance	4	25%	+3%
Reduce cost of operation	4	25%	+8%
Improve computer skills (software/hardware)	4	25%	+10%
Improve project management skills	3	19%	+3%
Increase productivity	3	19%	-5%
Improve processes	3	19%	-1%
Implement quality initiative	3	19%	+8%
Improve safety	3	19%	+2%
Implement strategic planning process	3	19%	-3%
Improve/develop supervisory skills	3	19%	-9%
Improve product/ service quality	2	13%	<b>-17%</b>
Adapt to/manage change more effectively	2	13%	-11%
Improve selection and hiring process	2	13%	+4%
Reduce absenteeism/ tardiness	2	13%	0%
Improve operational efficiency	2	13%	-4%
Improve cultural awareness	2	13%	0%
Improve cross-generational communication	2	13%	+6%
Improve electrical/ mechanical skills	2	13%	+2%
Increase customer loyalty	1	6%	-5%
Improve financial/accounting skills	1	6%	-5%
Improve work/ life balance	1	6%	+2%
Improve professionalism	1	6%	+2%
Decrease turnaround time	1	6%	+2%
Reduce waste	1	6%	+4%

<b>Topic</b>	<b>Responses</b>	<b>Percentage</b>	<b>Diff. from aggreg.</b>
Implement ISO 9000/2000/QS process	1	6%	+2%
Implement succession planning initiative	1	6%	-7%
Implement/Improve work teams	1	6%	-9%
Improve CAD/Drafting/ Blueprint Reading	1	6%	-5%
Improve mathematical skills	0		-2%
Restructure workgroups	0		0%
Improve diversity	0		-4%
Foreign language	0		-7%
ESL (English as a second language)	0		-4%
<b>Total respondents</b>	<b>16</b>		