

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

1. Company Information:

| County | # of Interviews |
|--------------|-----------------|
| Centre | 15 |
| Lycoming | 15 |
| Clinton | 30 |
| Total | 60 |

| County | Industry | # of Interviews and % |
|-----------------|----------------------|-----------------------|
| Centre | Healthcare | 2 or 13% |
| | Lumber/Wood Products | 3 or 20% |
| | Manufacturing | 10 or 67% |
| Lycoming | Healthcare | 1 or 7% |
| | Lumber/Wood Products | 2 or 13% |
| | Manufacturing | 12 or 80% |
| Clinton | Healthcare | 4 or 13% |
| | Lumber/Wood Products | 8 or 27% |
| | Manufacturing | 18 or 60% |

| Industry | Number | % Percentage of Total |
|---------------------------|-----------|-----------------------|
| Healthcare | 7 | 12% |
| Lumber/Wood Products | 13 | 22% |
| Diversified Manufacturing | 40 | 66% |
| Total | 60 | 100% |

2. Contact Information:

3. General Information:

4. Year Established:

| Healthcare | |
|-------------------|----------------|
| Year Established | # of Companies |
| 1800's | 1 |
| 1900-1949 | 2 |
| 1950-1999 | 4 |
| 2000-present | 0 |
| Total | 7 |

| Lumber/Wood Products | |
|-----------------------------|----------------|
| Year Established | # of Companies |
| 1800's | 0 |
| 1900-1949 | 0 |
| 1950-1999 | 13 |
| 2000-present | 0 |
| Total | 13 |

| Diversified Manufacturing | |
|----------------------------------|----------------|
| Year Established | # of Companies |
| 1800's | 4 |
| 1900-1949 | 5 |
| 1950-1999 | 30 |
| 2000-present | 1 |
| Total | 40 |

5. # employees: 9,315 full-time 1,471 part-time

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Averages out to approximately 155 full time employees and 24 part time employees per company interviewed.

| Industry Cluster | Full Time | Part Time |
|----------------------|--------------|--------------|
| Healthcare | 3,564 | 1,212 |
| Lumber/Wood Products | 436 | 16 |
| Manufacturing | 5,315 | 243 |
| Total | 9,315 | 1,471 |

6. Major SIC or NAICS code: See attachment B for SIC/NAICS listing.

7. Does your company Export? Yes or No

Import? Yes or No

| Healthcare | | |
|--------------|----------|--------------|
| Export | Number | Percentage % |
| Yes | 0 | 0% |
| No | 7 | 100% |
| Total | 7 | 100% |

| Healthcare | | |
|--------------|----------|--------------|
| Import | Number | Percentage % |
| Yes | 0 | 0% |
| No | 7 | 100% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|----------------------|-----------|--------------|
| Export | Number | Percentage % |
| Yes | 6 | 46% |
| No | 7 | 54% |
| Total | 13 | 100% |

| Lumber/Wood Products | | |
|----------------------|-----------|--------------|
| Import | Number | Percentage % |
| Yes | 2 | 15% |
| No | 11 | 85% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|---------------------------|-----------|--------------|
| Export | Number | Percentage % |
| Yes | 21 | 53% |
| No | 19 | 47% |
| Total | 40 | 100% |

| Diversified Manufacturing | | |
|---------------------------|-----------|--------------|
| Import | Number | Percentage % |
| Yes | 13 | 32% |
| No | 27 | 68% |
| Total | 40 | 100% |

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Summary of Interview Responses by Cluster

8. Minority Owned: Yes or No

| Healthcare | | |
|----------------|--------|--------------|
| Minority Owned | Number | Percentage % |
| Yes | 0 | 0% |
| No | 7 | 100% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|----------------------|--------|--------------|
| Minority Owned | Number | Percentage % |
| Yes | 0 | 0% |
| No | 13 | 100% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|---------------------------|--------|--------------|
| Minority Owned | Number | Percentage % |
| Yes | 2 | 5% |
| No | 38 | 95% |
| Total | 40 | 100% |

Woman Owned: Yes or No

| Healthcare | | |
|-------------|--------|--------------|
| Woman Owned | Number | Percentage % |
| Yes | 0 | 0% |
| No | 7 | 100% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|----------------------|--------|--------------|
| Woman Owned | Number | Percentage % |
| Yes | 1 | 8% |
| No | 12 | 92% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|---------------------------|--------|--------------|
| Woman Owned | Number | Percentage % |
| Yes | 2 | 5% |
| No | 38 | 95% |
| Total | 40 | 100% |

9. Government Sales: Prime? Yes or No

| Healthcare | | |
|-------------------|--------|--------------|
| Gov't Sales Prime | Number | Percentage % |
| Yes | 0 | 0% |
| No | 7 | 100% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|----------------------|--------|--------------|
| Gov't Sales Prime | Number | Percentage % |
| Yes | 2 | 15% |
| No | 11 | 85% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|---------------------------|--------|--------------|
| Gov't Sales Prime | Number | Percentage % |
| Yes | 8 | 20% |
| No | 32 | 80% |
| Total | 40 | 100% |

Subcontract? Yes or No

| Healthcare | | |
|-----------------|--------|--------------|
| Gov't Sales Sub | Number | Percentage % |
| Yes | 1 | 14% |
| No | 6 | 86% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|----------------------|--------|--------------|
| Gov't Sales Sub | Number | Percentage % |
| Yes | 2 | 15% |
| No | 11 | 85% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|---------------------------|--------|--------------|
| Gov't Sales Sub | Number | Percentage % |
| Yes | 15 | 37% |
| No | 25 | 63% |
| Total | 40 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

10. What part of your firm(s) is/are located in the region?

| Healthcare | | |
|------------------------|-------------------|------------|
| | Number (out of 7) | Percentage |
| Manufacturing | 0 | 0% |
| Headquarters | 5 | 71% |
| Research & Development | 0 | 0% |
| Other | 3 | 43% |

| Lumber/Wood Products | | |
|-----------------------------|--------------------|------------|
| | Number (out of 13) | Percentage |
| Manufacturing | 11 | 85% |
| Headquarters | 12 | 92% |
| Research & Development | 2 | 15% |
| Other | 0 | 0% |

| Diversified Manufacturing | | |
|----------------------------------|--------------------|------------|
| | Number (out of 40) | Percentage |
| Manufacturing | 38 | 95% |
| Headquarters | 25 | 63% |
| Research & Development | 18 | 45% |
| Other | 2 | 5% |

**More than 1 answer could be selected for this question.

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

Industry Cluster Information:

11. Industry clusters are comprised of companies that co-locate in close proximity because of shared linkages such as similar technologies, related products, shared customers, buyer-supplier relationships or a common labor pool, that present the opportunity for competitive advantage. You have been selected to participate in this interview because a partnership of regional workforce, economic development, and educational entities have classified your industry as part of four (4) major industry clusters in Central Pennsylvania. Given this definition:

a.) Were you aware that your industry might be classified as a cluster?

| Healthcare | | |
|---|---------------|------------------------------|
| Pre-Survey Industry Cluster Question | Number | % Percentage of Total |
| No | 5 | 71% |
| Yes | 2 | 29% |
| Maybe | 0 | 0% |
| Total | 7 | 100% |

| Healthcare | | |
|--|---------------|------------------------------|
| Post-Survey Industry Cluster Question | Number | % Percentage of Total |
| Yes | 4 | 57% |
| No | 3 | 43% |
| Maybe | 0 | |
| Not sure | 0 | |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|---|---------------|------------------------------|
| Pre-Survey Industry Cluster Question | Number | % Percentage of Total |
| No | 7 | 54% |
| Yes | 6 | 46% |
| Maybe | 0 | 0% |
| Total | 13 | 100% |

| Lumber/Wood Products | | |
|--|---------------|------------------------------|
| Post-Survey Industry Cluster Question | Number | % Percentage of Total |
| Yes | 8 | 61% |
| No | 4 | 31% |
| Maybe | 1 | 8% |
| Not sure | 0 | 0% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|---|---------------|------------------------------|
| Pre-Survey Industry Cluster Question | Number | % Percentage of Total |
| No | 30 | 75% |
| Yes | 9 | 23% |
| Maybe | 1 | 2% |
| Total | 40 | 100% |

| Diversified Manufacturing | | |
|--|---------------|------------------------------|
| Post-Survey Industry Cluster Question | Number | % Percentage of Total |
| Yes | 22 | 55% |
| No | 13 | 33% |
| Maybe | 3 | 7% |
| Not sure | 2 | 5% |
| Total | 40 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

Social Capital:

12. Name up to three individuals or organizations with which you have **COLLABORATED** in the recent past (for example, to bid on contracts together, attend trade show together, help fill an order, share equipment or services, or participate in an industry education partnership), and the type of cooperation. *Interviewer Note: Collaboration is defined as being beneficial to both parties.*

| Healthcare (top answers) | |
|--|-------------------|
| Category | Collaboration |
| Competitors (7 responses) | Share equipment |
| | Share information |
| | Share services |
| Industry Related Organizations (3 responses) | Share information |

| Lumber/Wood Products (top answers) | |
|--|--------------------------|
| Category | Collaboration |
| Competitors (7 responses) | Bid on projects together |
| | Share equipment |
| | Share business resources |
| None (5 responses) | |

| Diversified Manufacturing (top answers) | |
|---|--------------------------|
| Category | Collaboration |
| None (16 responses) | |
| Competitors (10 responses) | Share business resources |
| | Share ideas |
| | Job responsibilities |
| | Joint bidding |
| Industry Related Organizations (4 responses) | Share business resources |
| | Share information |

13. Name up to three individuals or organizations (this may be, for example, a technical school, competitor, customer, supplier, or consultant) that have helped you recently in some way. (such as gave advice, shared information, or loaned equipment) and form of help (advice, production, loan). *Interviewer Note: Please have them indicate whether it was fee based or free.*

| Healthcare | | |
|---|----------------|--------------|
| Organizations That Have Helped You | | |
| Category | # of responses | % Percentage |
| Local College | 5 | 41% |
| None | 2 | 17% |
| Local Organization | 2 | 17% |
| Company | 2 | 17% |
| Government | 1 | 8% |
| Total | 12 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Fee Based or Free | | |
|-------------------|-----------|--------------|
| | # Number | % Percentage |
| Fee based | 1 | 8% |
| Free | 8 | 67% |
| N/A | 2 | 17% |
| Both | 1 | 8% |
| Total | 12 | 100% |

| Lumber/Wood Products | | |
|------------------------------------|----------------|--------------|
| Organizations That Have Helped You | | |
| Category | # of responses | % Percentage |
| None | 5 | 25% |
| Local Company | 5 | 25% |
| Local Organization | 4 | 20% |
| Local Competitor | 3 | 15% |
| Company | 1 | 5% |
| College | 1 | 5% |
| Local College | 1 | 5% |
| Total | 20 | 100% |

| Fee Based or Free | | |
|-------------------|-----------|--------------|
| | # Number | % Percentage |
| Fee based | 10 | 50% |
| Free | 4 | 20% |
| N/A | 5 | 25% |
| Both | 1 | 5% |
| Total | 20 | 100% |

| Diversified Manufacturing | | |
|------------------------------------|----------------|--------------|
| Organizations That Have Helped You | | |
| Category | # of responses | % Percentage |
| Local School | 4 | 6% |
| None | 11 | 18% |
| Local College | 10 | 17% |
| Local Company | 10 | 17% |
| Company | 11 | 18% |
| Customers | 1 | 2% |
| Local Organizations | 7 | 12% |
| Local Competitors | 3 | 5% |
| Economic Development | 2 | 3% |
| Competitors | 1 | 2% |
| Total | 60 | 100% |

| Fee Based or Free | | |
|-------------------|-----------|--------------|
| | # Number | % Percentage |
| Fee based | 22 | 37% |
| Free | 17 | 28% |
| N/A | 11 | 18% |
| Both | 10 | 17% |
| Total | 60 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

14. Name up to three organizations and their locations, which YOU have recently helped out in some way (such as gave advice, shared information, or loaned equipment) and form of help (advice, production, loan).

| Healthcare | | |
|---|----------------|--------------|
| Organizations YOU have Recently Helped | | |
| Category | # of responses | % Percentage |
| None | 2 | 15% |
| Local Competitor | 7 | 54% |
| Competitor | 1 | 8% |
| Local Organization | 1 | 8% |
| Local College | 2 | 15% |
| Total | 13 | 100% |

| Form of Help |
|---|
| Share information and equipment |
| Teach classes |
| Share information and equipment resources |
| Share supplies |

| Lumber/Wood Products | | |
|---|----------------|--------------|
| Organizations YOU have Recently Helped | | |
| Category | # of responses | % Percentage |
| Competitors | 5 | 36% |
| Customers | 1 | 7% |
| Local Companies | 3 | 21% |
| None | 5 | 36% |
| Total | 14 | 100% |

| Form of Help |
|---|
| Loan Equipment and resources |
| Share info with them |
| Offered strategic marketing ideas, contacts |
| Help other companies in the area by helping to buy lumber |
| Assist customers with various advice, etc. |
| Help with production |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Diversified Manufacturing | | |
|---|----------------|--------------|
| Organizations YOU have Recently Helped | | |
| Category | # of responses | % Percentage |
| Customers | 2 | 4% |
| Local Schools | 3 | 6% |
| Local Colleges | 4 | 8% |
| None | 10 | 19% |
| N/A | 4 | 8% |
| Local Companies | 2 | 4% |
| Local Competitors | 11 | 20% |
| Competitors | 4 | 8% |
| Local Organizations | 8 | 15% |
| Themselves | 3 | 6% |
| State Government | 1 | 2% |
| Total | 52 | 100 |

| Form of Help |
|--|
| Share technical advice with schools |
| Share equipment and advice |
| Loan equipment |
| Serve on boards of local organizations |
| Share space |
| Send free parts to see if company can use them |

15. Who do you consider to be leaders or innovators in your industry? (Probe for at least 3.)

| Healthcare | | |
|---|----------------|--------------|
| Leaders Or Innovators In Your Industry | | |
| Category | # of responses | % Percentage |
| Local Competitors | 10 | 72% |
| Competitors | 2 | 14% |
| Themselves | 2 | 14% |
| Total | 14 | 100% |

| Lumber/Wood Products | | |
|---|----------------|--------------|
| Leaders Or Innovators In Your Industry | | |
| Category | # of responses | % Percentage |
| Local Competitors | 9 | 38% |
| Competitors | 10 | 42% |
| Themselves | 2 | 8% |
| Sister Company | 1 | 4% |
| None | 2 | 8% |
| Total | 24 | 100% |

| Diversified Manufacturing | | |
|---|----------------|--------------|
| Leaders Or Innovators In Your Industry | | |
| Category | # of responses | % Percentage |
| Local Competitors | 7 | 9% |
| Competitors | 50 | 61% |
| Themselves | 23 | 28% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | | |
|-------------------------------|-----------|-------------|
| Industry Related Organization | 1 | 1% |
| Not Sure | 1 | 1% |
| Total | 82 | 100% |

16. What are the most important business groups, affiliations, and/or professional organizations that your company belongs to? Why are they important to you? (Probe for at least 3)

| Healthcare | |
|--|--|
| Business Groups/ Affiliations | Why? |
| Industry Related Organizations (11 responses) | Legislative Assistance |
| | Provide updates on rules and regulations |
| | Provide education |
| Local Economic Development Organizations (3 responses) | Keep local involvement |
| | Part of the community |

| Lumber/Wood Products | |
|--|---|
| Business Groups/ Affiliations | Why? |
| Industry related organizations (21 responses) | Political clout; Legislative assistance |
| | Familiar with Industry |
| | Offer advice |
| | Provide Information on the industry |
| | Networking |
| Local Economic Development Organizations (2 responses) | Provide guidance |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Diversified Manufacturing | |
|---|--|
| Business Groups/ Affiliations | Why? |
| Industry Related Organizations (60 responses) | Offer communication on updates in the industry/industry trends |
| | Provide legislative and political support |
| | They are the voices of the industry |
| | Provide a unified voice on legislative issues |
| Local Economic Development Organizations (15 responses) | Offer business development assistance |
| | Provide community support |
| | Local involvement in the community |

17. What are the most important advisory committees and/or boards that your company is involved in?

| Healthcare | |
|----------------------------------|--|
| Advisory Committee/Boards | |
| Rank | Type |
| 1 | Industry Related Organizations (7 responses) |
| 2 | None or N/A (6 responses) |

| Lumber/Wood Products | |
|----------------------------------|--|
| Advisory Committee/Boards | |
| Rank | Type |
| 1 | Industry Related Organizations (5 responses) |
| 2 | Local Economic Development Organizations (3 responses) |

| Diversified Manufacturing | |
|----------------------------------|--|
| Advisory Committee/Boards | |
| Rank | Type |
| 1 | Industry Related Organization (19 responses) |
| 2 | None, N/A, Not sure (14 responses) |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

18. Do you think it would be important for your company to participate in more local/regional networking opportunities? If yes, please describe.

| Healthcare | | |
|-----------------------------------|----------|-----------------------|
| Regional Networking Opportunities | Number | % Percentage of Total |
| No | 3 | 43% |
| Yes | 4 | 57% |
| Maybe | 0 | |
| Not sure | 0 | |
| No comment | 0 | |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------------|-----------|-----------------------|
| Regional Networking Opportunities | Number | % Percentage of Total |
| No | 7 | 54% |
| Yes | 6 | 46% |
| Maybe | 0 | |
| Not sure | 0 | |
| No comment | 0 | |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|-----------------------------------|-----------|-----------------------|
| Regional Networking Opportunities | Number | % Percentage of Total |
| No | 16 | 40% |
| Yes | 14 | 35% |
| Maybe | 4 | 10% |
| Not sure | 3 | 7% |
| No comment | 3 | 7% |
| Total | 40 | 100% |

Marketing & Sales:

19. What are your annual sales?

| Healthcare | | |
|---------------------|--------|-----------------------|
| Annual Sales | Number | % Percentage of Total |
| Confidential | 3 | 43% |
| < \$250,000 | 0 | |
| \$250,000-\$500,000 | 0 | |
| \$500,001-\$999,999 | 0 | |
| \$1 MM-\$5 MM | 0 | |
| \$5.1 MM- \$10 MM | 1 | 14% |
| \$10.1 MM-\$15 MM | 0 | |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | | |
|--------------|----------|-------------|
| > \$15 MM | 3 | 43% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|-----------|-----------------------|
| Annual Sales | Number | % Percentage of Total |
| Confidential | 1 | 8% |
| < \$250,000 | 0 | |
| \$250,000-\$500,000 | 1 | 8% |
| \$500,001-\$999,999 | 5 | 38% |
| \$1 MM-\$5 MM | 3 | 23% |
| \$5.1 MM- \$10 MM | 2 | 15% |
| \$10.1 MM-\$15 MM | 0 | |
| > \$15 MM | 1 | 8% |
| Total | 13 | 100 |

| Diversified Manufacturing | | |
|----------------------------------|-----------|-----------------------|
| Annual Sales | Number | % Percentage of Total |
| Confidential | 5 | 12% |
| < \$250,000 | 1 | 3% |
| \$250,000-\$500,000 | 2 | 5% |
| \$500,001-\$999,999 | 2 | 5% |
| \$1 MM-\$5 MM | 12 | 30% |
| \$5.1 MM- \$10 MM | 3 | 7% |
| \$10.1 MM-\$15 MM | 1 | 3% |
| > \$15 MM | 14 | 35% |
| Total | 40 | 100% |

20. Do you expect your sales to decline, grow, or remain status quo over the next 12 months?

| Healthcare | | |
|------------------------|----------|-----------------------|
| Sales (over 12 months) | Number | % Percentage of Total |
| Growth | 3 | 43% |
| Status Quo/No Growth | 4 | 57% |
| Decline | 0 | 0% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|-----------|-----------------------|
| Sales (over 12 months) | Number | % Percentage of Total |
| Growth | 9 | 69% |
| Status Quo/No Growth | 4 | 31% |
| Decline | 0 | 0% |
| Total | 13 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Diversified Manufacturing | | |
|----------------------------------|-----------|-----------------------|
| Sales (over 12 months) | Number | % Percentage of Total |
| Growth | 29 | 72% |
| Status Quo/No Growth | 10 | 25% |
| Decline | 1 | 3% |
| Total | 40 | 100% |

21. Do you have an Internet connection? If yes, which option best describes your connection?

| Healthcare | | |
|-----------------------------------|----------|-----------------------|
| Internet Connection | Number | % Percentage of Total |
| High Speed (DSL, Cable, Wireless) | 2 | 29% |
| T1 or higher | 4 | 57% |
| Dial Up | 1 | 14% |
| None | 0 | 0% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------------|-----------|-----------------------|
| Internet Connection | Number | % Percentage of Total |
| High Speed (DSL, Cable, Wireless) | 8 | 62% |
| T1 or higher | 1 | 8% |
| Dial Up | 2 | 15% |
| None | 2 | 15% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|-----------------------------------|-----------|-----------------------|
| Internet Connection | Number | % Percentage of Total |
| High Speed (DSL, Cable, Wireless) | 24 | 60% |
| T1 or higher | 14 | 35% |
| Dial Up | 2 | 5% |
| None | 0 | 0% |
| Total | 40 | 100% |

22. What is your current level of Internet connectivity?

| Healthcare | | |
|----------------------|----------|-----------------------|
| | Number | % Percentage of Total |
| Adequate/appropriate | 5 | 71% |
| Need more | 2 | 29% |
| N/A | 0 | 0% |
| Total | 7 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Lumber/Wood Products | | |
|-----------------------------|-----------|-----------------------|
| | Number | % Percentage of Total |
| Adequate/appropriate | 10 | 77% |
| Need more | 1 | 8% |
| N/A | 2 | 15% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|----------------------------------|-----------|-----------------------|
| | Number | % Percentage of Total |
| Adequate/appropriate | 34 | 85% |
| Need more | 6 | 15% |
| N/A | 0 | 0% |
| Total | 40 | 100% |

*One company (Avery Polymers, Manufacturing) that indicated they had T1 or higher, feels they need more broadband.

**Out of 5 companies with dial-up, 3 companies (1 lumber, 1 healthcare, and 1 manufacturing) need more and 2 (1 lumber and 1 manufacturing) think it's adequate

***Among those with high-speed access, only 5 (all manufacturing) felt they needed more.

23. Do you know of any other connection options that may be available in your area with comparable or better service than your present provider?

| Healthcare | | |
|-------------------|----------|-------------|
| | Number | Percentage |
| No | 4 | 57% |
| Yes | 3 | 43% |
| No Comment | 0 | 0% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|-----------|-------------|
| | Number | Percentage |
| No | 9 | 69% |
| Yes | 3 | 23% |
| No Comment | 1 | 8% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|----------------------------------|-----------|-------------|
| | Number | Percentage |
| No | 31 | 78% |
| Yes | 9 | 22% |
| No Comment | 0 | 0% |
| Total | 40 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

24. Did the availability of broadband factor into your company's decision to locate/expand into this area or will it be a factor when you decide to expand in the future?

| Healthcare | | |
|-------------------|----------|-------------|
| | Number | Percentage |
| No | 5 | 71% |
| N/A | 0 | 0% |
| Yes | 2 | 29% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|-----------|-------------|
| | Number | Percentage |
| No | 8 | 62% |
| N/A | 5 | 38% |
| Yes | 0 | 0% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|----------------------------------|-----------|-------------|
| | Number | Percentage |
| No | 30 | 75 |
| N/A | 7 | 17 |
| Yes | 3 | 8 |
| Total | 40 | 100% |

25. Do you conduct any business online? If yes, which form of e-commerce do you use?

| Healthcare | | |
|---------------------------------------|----------------------|-----------------|
| Online Business | Number (out of 7) | % Percentage |
| Electronic correspondence (Email) | 5 | 71% |
| Website/online directories | 4 | 57% |
| Online transactional based selling | 0 | 0% |
| Online transactional based purchasing | 1 | 14% |
| Other | 2 | 29% |
| None | 1 | 14% |
| Online banking | 3 | 43% |
| N/A | 1 | 14% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Lumber/Wood Products | | |
|---------------------------------------|-----------------------|-----------------|
| Online Business | Number (out of 13) | % Percentage |
| Electronic correspondence (Email) | 9 | 69% |
| Website/online directories | 7 | 54% |
| Online transactional based selling | 4 | 31% |
| Online transactional based purchasing | 1 | 8% |
| Other | 1 | 8% |
| None | 2 | 15% |
| Online banking | 0 | 0% |
| N/A | 2 | 15% |

| Diversified Manufacturing | | |
|---------------------------------------|-----------------------|-----------------|
| Online Business | Number (out of 40) | % Percentage |
| Electronic correspondence (Email) | 37 | 93% |
| Website/online directories | 30 | 75% |
| Online transactional based selling | 13 | 33% |
| Online transactional based purchasing | 11 | 28% |
| Other | 4 | 10% |
| None | 3 | 8% |
| Online banking | 2 | 5% |
| N/A | 0 | 0% |

26. What other channels do you use to market your product/services?

| Healthcare | | |
|--------------------------|----------------------|-----------------|
| Other Marketing Channels | Number (out of 7) | % Percentage |
| Trade shows | 1 | 14% |
| Direct sales | 1 | 14% |
| Trade magazines | 2 | 29% |
| Other* | 6 | 86% |
| Direct mail | 2 | 29% |
| Radio | 4 | 57% |
| Television | 3 | 43% |

*Other includes: newspaper, billboards, and word of mouth

| Lumber/Wood Products | | |
|-----------------------------|-----------------------|-----------------|
| Other Marketing Channels | Number (out of 13) | % Percentage |
| Trade shows | 7 | 54% |
| Direct sales | 3 | 23% |
| Trade magazines | 7 | 54% |
| Other* | 4 | 31% |
| Direct mail | 3 | 23% |
| Radio | 3 | 23% |
| Television | 1 | 8% |

*Other includes: newspapers and word of mouth.

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Diversified Manufacturing | | |
|----------------------------------|---------------------------|---------------------|
| Other Marketing Channels | Number (out of 40) | % Percentage |
| Trade shows | 23 | 58% |
| Direct sales | 26 | 65% |
| Trade magazines | 13 | 33% |
| Other | 11 | 28% |
| Direct mail | 10 | 25% |
| Radio | 4 | 10% |
| Television | 2 | 5% |

*Other includes: directories, internet, word of mouth, newspapers, trade catalogs, distributors, and repeat customers

**27. Specifically, who are the most important customers of this firm's products/services?
(More than one answer can be given for this question.)**

| Healthcare | | | |
|-------------------|-----------------|-------------------------------|---|
| Customers | Products | Location (City, State) | Why do they buy from you? (Ranked 1-3) |
| Local residents | Health services | Local | #1 Quality of care (2x) |
| | | | #2 Service (1x) tie |
| | | | #2 Location (1x) tie |

| Lumber/Wood Products | | | |
|-----------------------------|----------------------|--|---|
| Customers | Products | Location (City, State) (Ranked 1-3) (out of 34 responses) | Why do they buy from you? (Ranked 1-3) (out of 34 responses) |
| various | Wood furniture (11x) | #1 Pennsylvania (17 responses) | #1 Price/cost (21 responses) |
| | Wood/lumber (9x) | #2 Not sure (5 responses) | #2 Quality/Craftsmanship (20 responses) |
| | | #3 New York (4 responses) | #3 Location (7x) |

| Diversified Manufacturing | | | |
|----------------------------------|-----------------|--|---|
| Customers | Products | Location (City, State) (Ranked 1-3) | Why do they buy from you? (Ranked 1-5) |
| various | various | #1 Pennsylvania (34 responses) | #1 Quality (54 responses) |
| | | #2 New York (6 responses) | #2 Price (42 responses) |
| | | #3 Maryland (5 responses) | #3 Service (18 responses) |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

**Most of the companies surveyed had multiple answers for this question. The reason the customer buys from them was counted to determine the ranking. (example: “quality” was mentioned a total of 20 times for the reason their customers buy from them.)

28. How does local demand for your products/services within Central Pennsylvania compare to the demand for your products/services overall?

| Healthcare | | |
|----------------------|----------|-----------------------|
| Local Demand | Number | % Percentage of Total |
| About the same | 1 | 14% |
| N/A | 4 | 57% |
| Growing slower | 0 | 0% |
| Growing more rapidly | 2 | 29% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|-----------|-----------------------|
| Local Demand | Number | % Percentage of Total |
| About the same | 4 | 31% |
| N/A | 0 | 0% |
| Growing slower | 4 | 31% |
| Growing more rapidly | 5 | 38% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|----------------------------------|-----------|-----------------------|
| Local Demand | Number | % Percentage of Total |
| About the same | 13 | 33% |
| N/A | 13 | 33% |
| Growing slower | 11 | 27% |
| Growing more rapidly | 3 | 7% |
| Total | 40 | 100% |

29. Specifically, who are the most important suppliers for your firm?

| Healthcare | | | |
|-----------------------|------------------------------|---------------------------|---------------------------------------|
| (out of 19 responses) | | | |
| Suppliers | | | |
| Suppliers | Products | Location (City, State) | Why do you buy from them? |
| Various | Hospital and office supplies | 1- PA (9 responses) | 1- Price/cost (13 responses) |
| | Various | Various | 2- Quality (8 responses) |
| | | | 3- Service/availability (6 responses) |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Lumber/Wood Products | | | |
|-----------------------------|--------------------------------------|---------------------------|---|
| (out of 27 responses) | | | |
| Suppliers | | | |
| Suppliers | Products | Location (City, State) | Why do you buy from them? |
| Various | Lumber/wood/timber (11 responses) | 1- PA (17 responses) | 1- Price/cost (14 responses) |
| | Various | Various | 2- Quality (11 responses) |
| | | | 3- Service (4 responses) 3- Location (4 responses) |

| Diversified Manufacturing | | | |
|----------------------------------|----------------------|---------------------------|------------------------------|
| (Out of 98 responses) | | | |
| Suppliers | | | |
| Suppliers | Products | Location (City, State) | Why do you buy from them? |
| Various | Steel (12 responses) | 1- PA (43 responses) | 1- Price/cost (48 responses) |
| | various | 2- NY (11 responses) | 2- Quality (31 responses) |
| | | | 3- Service (19 responses) |

**Most of the companies surveyed had multiple answers for this question. The reason they buy from a supplier was counted to determine the ranking. (example: “price/cost” was mentioned a total of 48 times for the reason they buy from a supplier.)

30. Is your firm purchasing significant services, products, and/or raw materials from outside of Central Pennsylvania? If so, what prevents them from being purchased in Central Pennsylvania?

| Healthcare | | |
|--|----------------------|-----------------|
| Purchasing Outside PA? | Number (out of 7) | Percentage % |
| Lack of suppliers | 5 | 71% |
| N/A | 2 | 29% |
| Other | 0 | 0% |
| High cost | 0 | 0% |
| Established relationships with current suppliers | 0 | 0% |
| Low quality | 0 | 0% |

| Lumber/Wood Products | | |
|--------------------------------|-----------------------|-----------------|
| Purchasing Outside PA? | Number (out of 13) | Percentage % |
| Lack of suppliers | 4 | 31% |
| N/A | 8 | 62% |
| Other | 2 | 15% |
| High cost | 0 | 0% |
| Established relationships with | 0 | 0% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | | |
|-------------------|---|----|
| current suppliers | | |
| Low quality | 0 | 0% |

| Diversified Manufacturing | | |
|--|-----------------------|-----------------|
| Purchasing Outside PA? | Number (out of 40) | Percentage % |
| Lack of suppliers | 32 | 80% |
| N/A | 6 | 15% |
| Other | 3 | 8% |
| High cost | 3 | 8% |
| Established relationships with current suppliers | 2 | 5% |
| Low quality | 1 | 3% |

*Of the 5 companies that answered “Other”, 2 companies indicated that they thought their company was “so specialized” and a “niche market.”

**8 companies selected more than 1 answer to this question.

*** 16 companies answered N/A to this question. Those companies were counted as not purchasing significant services, products, raw materials from outside of Central PA.

31. Do you think this region could benefit from the development of a regional brand or identity?

| Healthcare | | |
|-------------------|----------|--------------------------|
| | Number | % Percentage of Total |
| Yes | 7 | 100% |
| No | 0 | |
| Not Sure | 0 | |
| Maybe | 0 | |
| No Comment | 0 | |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|-----------|--------------------------|
| | Number | % Percentage of Total |
| Yes | 10 | 77% |
| No | 0 | |
| Not Sure | 1 | 8% |
| Maybe | 2 | 15% |
| No Comment | 0 | |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|----------------------------------|-----------|--------------------------|
| | Number | % Percentage of Total |
| Yes | 20 | 50% |
| No | 10 | 25% |
| Not Sure | 7 | 18% |
| Maybe | 2 | 5% |
| No Comment | 1 | 2% |
| Total | 40 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

Comments:

“Susquehanna Valley? Already have one.”

“Yes. Only as it relates to Penn State University.”

“This region has a local brand "Happy Valley" and Penn State. It would be hard to surpass either.”

“Yes, promoting PA Hardwoods.”

32. Currently, the 10-County region is referred to by some groups as *Pennsylvania’s Heartland*. Please indicate how accurate a description of the 10-County region you think this is and, secondly, how enticing this description is for those who hear it.

| Healthcare | | |
|--|----------|--------------------------|
| “Pennsylvania’s Heartland” Accuracy | Number | % Percentage of Total |
| Very accurate | 1 | 14% |
| Somewhat accurate | 3 | 43% |
| Not very accurate | 2 | 29% |
| Not at all accurate | 1 | 14% |
| No opinion | 0 | 0% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|--|-----------|--------------------------|
| “Pennsylvania’s Heartland” Accuracy | Number | % Percentage of Total |
| Very accurate | 1 | 8% |
| Somewhat accurate | 9 | 69% |
| Not very accurate | 2 | 15% |
| Not at all accurate | 0 | 0% |
| No opinion | 1 | 8% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|--|-----------|--------------------------|
| “Pennsylvania’s Heartland” Accuracy | Number | % Percentage of Total |
| Very accurate | 3 | 8% |
| Somewhat accurate | 23 | 57% |
| Not very accurate | 8 | 20% |
| Not at all accurate | 5 | 12% |
| No opinion | 1 | 3% |
| Total | 40 | 100% |

| Healthcare | | |
|--|----------|--------------------------|
| “Pennsylvania’s Heartland” Enticement | Number | % Percentage of Total |
| Very enticing description | 1 | 14% |
| Somewhat enticing description | 2 | 29% |
| Not very enticing description | 3 | 43% |
| Not at all enticing description | 1 | 14% |
| No opinion | 0 | 0% |
| Total | 7 | 100% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Lumber/Wood Products | | |
|--|-----------|--------------------------|
| “Pennsylvania’s Heartland” Enticement | Number | % Percentage of Total |
| Very enticing description | 0 | 0% |
| Somewhat enticing description | 9 | 69% |
| Not very enticing description | 3 | 23% |
| Not at all enticing description | 0 | 0% |
| No opinion | 1 | 8% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|--|-----------|--------------------------|
| “Pennsylvania’s Heartland” Enticement | Number | % Percentage of Total |
| Very enticing description | 1 | 3% |
| Somewhat enticing description | 21 | 52% |
| Not very enticing description | 10 | 25% |
| Not at all enticing description | 7 | 17% |
| No opinion | 1 | 3% |
| Total | 40 | 100% |

33. If properly and fully developed, could you see referring to this region as Pennsylvania’s Heartland in your company’s marketing efforts?

| Healthcare | | |
|-------------------------------------|----------|--------------------------|
| “Pennsylvania’s Heartland” Usage | Number | % Percentage of Total |
| Yes | 4 | 57% |
| Maybe | 0 | 0% |
| No | 3 | 43% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-------------------------------------|-----------|--------------------------|
| “Pennsylvania’s Heartland” Usage | Number | % Percentage of Total |
| Yes | 5 | 38% |
| Maybe | 3 | 24% |
| No | 5 | 38% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|-------------------------------------|-----------|--------------------------|
| “Pennsylvania’s Heartland” Usage | Number | % Percentage of Total |
| Yes | 12 | 30% |
| Maybe | 5 | 13% |
| No | 23 | 57% |
| Total | 40 | 100% |

Some of the comments from those surveyed include:

"Yes. His label says produced in PA's Heartland."

"Thinks of Harrisburg/Lancaster. Likes "Big Woods Country" moniker"

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

"No, think of the Midwest"

"Yes, probably if you capture an image"

"no, name isn't high tech enough, think of amish rather than technology"

"no. reminds me of Iowa and cornfields. Boring. Doesn't reflect high tech image"

"not really, could be convinced if showed results"

"if was a description of the Heartland, why is the heartland good? Heartland in middle of nowhere?"

"no. b/c not technical enough. Thinks agricultural."

Business Climate:

34. Why did you locate to this area? Please rank up to your top 3 options. 1 being the most important 3 being less important.

| Healthcare | |
|---|---|
| <small>(out of 7)</small> | |
| Why did you locate to this area? | |
| Rank | |
| 1 | Workforce/work ethic, no opinion, Proximity to markets (1x) |
| 2 | None (4x) |
| 3 | None (5x) |

| Lumber/Wood Products | |
|---|---------------------------|
| <small>(out of 13)</small> | |
| Why did you locate to this area? | |
| Rank | |
| 1 | Family Owned (6x) |
| 2 | Location (4x) |
| 3 | Proximity to markets (4x) |

| Diversified Manufacturing | |
|---|----------------|
| <small>(out of 40)</small> | |
| Why did you locate to this area? | |
| Rank | |
| 1 | Location (9x) |
| 2 | Workforce (9x) |
| 3 | None (9x) |

**example: (13x) indicates how many times that option was selected under that ranking.

35. What are the top issues facing your business at this location? Please rank up to your top 3 options. 1 being the most difficult 3 being less difficult.

| Healthcare | |
|--|---|
| <small>(out of 7)</small> | |
| Top Issues Facing Your Business | |
| Rank | |
| 1 | Workforce (2x) |
| 2 | Competition, Economy, Cost of healthcare, Building Improvements, Workforce (1x) |
| 3 | Workforce (2x) |
| 3 | Competition (2x) |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Lumber/Wood Products | |
|--|-------------------------|
| <small>(out of 13)</small> | |
| Top Issues Facing Your Business | |
| Rank | |
| 1 | Cost of healthcare (3x) |
| 2 | Cost of healthcare (5x) |
| 3 | Economy (5x) |

| Diversified Manufacturing | |
|--|--------------------------|
| <small>(out of 40)</small> | |
| Top Issues Facing Your Business | |
| Rank | |
| 1 | Competition (9x) |
| 2 | Cost of healthcare (14x) |
| 3 | None (9x) |

**example: (5x) indicates how many times that option was selected under that ranking.

36. Who are your main competitors? Where are they located?

| Healthcare | |
|--------------------------------------|-------------------------------|
| <small>(out of 12 responses)</small> | |
| Competitors | |
| Competitors | Location (City, State) |
| various | 1- PA (12x) |

| Lumber/Wood Products | |
|--------------------------------------|-------------------------------|
| <small>(out of 33 responses)</small> | |
| Competitors | |
| Competitors | Location (City, State) |
| various | 1- PA (19x) |

| Diversified Manufacturing | |
|--------------------------------------|-------------------------------|
| <small>(out of 89 responses)</small> | |
| Competitors | |
| Competitors | Location (City, State) |
| various | 1- PA (30x) |
| | 2- Germany (6x) |
| | 3- CA (tie) (4x) |
| | 3- NJ (tie) (4x) |

Workforce:

37. Do you expect your employment to decline, grow, or remain status quo over the next 12 months?

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Healthcare | | |
|--------------------------|---------------|------------------------------|
| Employment Growth | Number | % Percentage of Total |
| Decline | 0 | 0% |
| Growth | 2 | 29% |
| Status Quo | 5 | 71% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|---------------|------------------------------|
| Employment Growth | Number | % Percentage of Total |
| Decline | 0 | 0% |
| Growth | 6 | 46% |
| Status Quo | 7 | 54% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|----------------------------------|---------------|------------------------------|
| Employment Growth | Number | % Percentage of Total |
| Decline | 2 | 5% |
| Growth | 20 | 50% |
| Status Quo | 18 | 45% |
| Total | 40 | 100% |

Healthcare Employment decline total = 0
Healthcare Employment growth total = 35

Lumber/Wood Products Employment decline total = 0
Lumber/Wood Products Employment growth total = 31

Diversified Manufacturing Employment decline total = 125
Diversified Manufacturing Employment growth total = 234

38. Which job categories do you expect to fill in the next 12 months?
More than 1 option could be selected for this question.

| Healthcare |
|--|
| Top 3 job categories expected to be filled in the next 12 months: |
| #1 Healthcare (4 responses) |
| #2 Management (tie) (2 responses) |
| #2 None (tie) (2 responses) |

| Lumber/Wood Products |
|--|
| Top 3 job categories expected to be filled in the next 12 months: |
| #1 Production (6 responses) |
| #2 None (5 responses) |
| #2 Construction (2 responses) |

| Diversified Manufacturing |
|----------------------------------|
|----------------------------------|

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Top 3 job categories expected to be filled in the next 12 months: |
|---|
| #1 Production (16 responses) |
| #2 None (10 responses) |
| #2 Management (8 responses) |

39. Which job categories do you find the most difficult to fill or retain? Please indicate (F) for fill and (R) for retain. Please rank up to your top 3 options. 1 being the most difficult 3 being less difficult.

| Healthcare |
|---|
| Top job most difficult to fill or retain: |
| #1 Healthcare (6 responses) |
| #2 None (3 responses) |
| #3 None (4 responses) |

| Lumber/Wood Products |
|--|
| Top job most difficult to fill or retain: |
| #1 Production (5 responses) (tied with none) |
| #2 None (9 responses) |
| #3 None (10 responses) |

| Diversified Manufacturing |
|---|
| Top job most difficult to fill or retain: |
| #1 None (11 responses) |
| #2 None (22 responses) |
| #3 None (24 responses) |

**example: (16x) indicates how many times that option was selected under that ranking.

40. What job categories are crucial to the success of your firm?

| Healthcare (out of 7) |
|--|
| Top 3 job categories crucial to success of firm: |
| #1 Healthcare (6 responses) |
| #2 Management (5 responses) |
| #3 Information Technology (3 responses) |

| Lumber/Wood Products (out of 13) |
|--|
| Top 3 job categories crucial to success of firm: |
| #1 Production (8 responses) |
| #2 Management (4 responses) |
| #3 None (4 responses) |

| Diversified Manufacturing |
|----------------------------------|
|----------------------------------|

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| (out of 40) | |
|--|---------------------------|
| Top 3 job categories crucial to success of firm: | |
| #1 | Management (17 responses) |
| #2 | Production (10 responses) |
| #3 | None (8 responses) |

**example: (17x) indicates how many times that option was selected under that ranking.

41. Which skills are most lacking in this region?

| Healthcare | |
|---|--------------------|
| (out of 7) | |
| Skills most lacking in region- Ranked 1-3 | |
| #1 | None (3 responses) |
| #2 | None (3 responses) |
| #3 | None (3 responses) |

| Lumber/Wood Products | |
|---|--------------------|
| (out of 13) | |
| Skills most lacking in region- Ranked 1-3 | |
| #1 | None (6 responses) |
| #2 | None (8 responses) |
| #3 | None (9 responses) |

| Diversified Manufacturing | |
|---|---------------------|
| (out of 40) | |
| Skills most lacking in region- Ranked 1-3 | |
| #1 | None (14 responses) |
| #2 | None (19 responses) |
| #3 | None (21 responses) |

**example: (23x) indicates how many times that option was selected under that ranking.

42. What are the educational requirements for the majority of entry-level workers within your facility? (Multiple answers are acceptable)

| Healthcare | |
|--|---------------------------------|
| Educational Requirements for Entry Level Workers | |
| Rank | |
| 1 | High School Equivalent (4x) |
| 2 | Post High School (Tech) (3x) |
| 3 | Post High School (College) (2x) |

| Lumber/Wood Products | |
|--|--|
| Educational Requirements for Entry Level Workers | |
| Rank | |
| 1 | High School Equivalent (5x) |
| 2 | Experience in the field, Previous Work |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | |
|----------|--|
| | Experience, Post High School Tech (1x) |
| 3 | |

| Diversified Manufacturing | |
|---|---------------------------------|
| Educational Requirements for Entry Level Workers | |
| Rank | |
| 1 | High school or equivalent (25x) |
| 2 | Experience in the field (5x) |
| 3 | Post High School (tech) (4x) |

43. Name up to three organizations you have used (or your employees have used) for education or training in the past year (e.g. basic skills, IT, management, or vendor) and type of training. Are local educational and training institutions fulfilling your firm's workforce development needs? What are their strengths? What are their shortcomings?

| Healthcare | | | |
|--|-------------------------|---------------------------|----------------------|
| (out of 17 responses) | | | |
| Educational and Training Institutions | | | |
| Name of Institution (ranking) | Type of Training | Strength (ranking) | Shortcoming |
| #1 Pennsylvania College of Technology | #1 Nursing | #1 Programs/courses (5x) | #1 None or N/A (10x) |
| #2 Penn State University | | #2 Instructors (4x) | |
| | | | |

| Lumber/Wood Products | | | |
|--|------------------------------|---------------------------|----------------------------|
| (out of 22 responses) | | | |
| Educational and Training Institutions | | | |
| Name of Institution (ranking) | Type of Training | Strength (ranking) | Shortcoming |
| #1 None (4x) | #1 Woodworking training (7x) | various | #1 None (8x) |
| #2 Penn College (3x) | #2 Computer Training (4x) | | #2 Not enough classes (2x) |
| #3 Keystone Central (2x) | | | |

| Diversified Manufacturing | | | |
|--|-------------------------|-----------------------------------|--------------------|
| (out of 60 responses) | | | |
| Educational and Training Institutions | | | |
| Name of Institution (ranking) | Type of Training | Strength (ranking) | Shortcoming |
| #1 Pennsylvania College of Tech (16x) | #1 Computers | #1 Courses/Programs/Classes (18x) | #1 None (40x) |
| #2 Penn State University (tied) (6x) #2 West Branch (tied) (6x) | #2 Safety | #2 Instructors (8x) | |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | | |
|---------------------|--|------------------------------|
| #3 South Hills (4x) | | #3 Local/close proximity(7x) |
|---------------------|--|------------------------------|

**example: (23x) indicates how many times that option was answered under that category.

Economic Development Resources:

44. Please indicate the regional economic development service providers you are aware of and used in the region.

Technology:

| Healthcare | | | |
|----------------------------------|---------------------------|-------------------------------|----------------------|
| Technology Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Ben Franklin Technology Partners | 0% | 14% | 86% |
| PennTAP | 0% | 14% | 86% |
| Industrial Modernization Center | 14% | 0% | 86% |
| Other | 0% | 0% | 0% |

| Lumber/Wood Products | | | |
|----------------------------------|------------------------------|-------------------------------|----------------------|
| Technology Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Ben Franklin Technology Partners | 23% | 23% | 54% |
| PennTAP | 15% | 15% | 69% |
| Industrial Modernization Center | 15% | 23% | 62% |
| Other | PA Future Connect, PA Wednet | 0% | 0% |

| Diversified Manufacturing | | | |
|----------------------------------|---------------------------|-------------------------------|----------------------|
| Technology Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Ben Franklin Technology Partners | 25% | 38% | 38% |
| PennTAP | 5% | 42% | 52% |
| Industrial Modernization Center | 25% | 40% | 35% |
| Other | 0% | 0% | 0% |

Financing:

| Healthcare | | | |
|----------------------------|---------------------------|---------------------------|----------------------|
| Financing Resources | Aware and used (%) | Aware and not used | Not aware (%) |
| | | | |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | | (%) | |
|---|-----|-----|-----|
| Industrial Development Corporations (IDC) | 14% | 57% | 29% |
| Chamber of Commerce | 14% | 86% | 0% |
| Ben Franklin Technology Partners | 0% | 14% | 86% |
| Clinton County Revolving Loan Fund (RLF) | 0% | 29% | 71% |
| SEDA-Council of Governments | 0% | 71% | 29% |
| Lock Haven Enterprise Zone | 0% | 29% | 71% |
| Williamsport Enterprise Zone | 14% | 0% | 86% |
| Other | 0% | 0% | 0% |

| Lumber/Wood Products | | | |
|---|--------------------|------------------------|---------------|
| Financing Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Industrial Development Corporations (IDC) | 31% | 46% | 23% |
| Chamber of Commerce | 46% | 38% | 15% |
| Ben Franklin Technology Partners | 8% | 31% | 62% |
| Clinton County Revolving Loan Fund (RLF) | 38% | 23% | 38% |
| SEDA-Council of Governments | 38% | 38% | 23% |
| Lock Haven Enterprise Zone | 0% | 23% | 77% |
| Williamsport Enterprise Zone | 0% | 15% | 85% |
| Other | 0% | 0% | 0% |

| Diversified Manufacturing | | | |
|---|--------------------|------------------------|---------------|
| Financing Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Industrial Development Corporations (IDC) | 38% | 50% | 12% |
| Chamber of Commerce | 40% | 50% | 10% |
| Ben Franklin Technology Partners | 15% | 42% | 42% |
| Clinton County Revolving Loan Fund (RLF) | 20% | 32% | 48% |
| SEDA-Council of Governments | 45% | 48% | 7% |
| Lock Haven Enterprise Zone | 5% | 25% | 70% |
| Williamsport Enterprise Zone | 0% | 18% | 82% |
| Other | 0% | 0% | 0% |

Marketing: (includes exporting and procurement activities)

| Healthcare | | | |
|---------------------|--------------------|------------------------|---------------|
| Marketing Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Chamber of Commerce | 29% | 43% | 29% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | | | |
|-----------------------------------|----|-----|-----|
| Small Business Development Center | 0% | 57% | 43% |
| SEDA-Council of Governments | 0% | 57% | 43% |
| Other | 0% | 0% | 0% |

| Lumber/Wood Products | | | |
|-----------------------------------|--------------------|------------------------|---------------|
| Marketing Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Chamber of Commerce | 23% | 38% | 38% |
| Small Business Development Center | 0% | 46% | 54% |
| SEDA-Council of Governments | 0% | 77% | 23% |
| Other | 0% | 0% | 0% |

| Diversified Manufacturing | | | |
|-----------------------------------|--------------------|------------------------|---------------|
| Marketing Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Chamber of Commerce | 20% | 62% | 18% |
| Small Business Development Center | 12% | 60% | 28% |
| SEDA-Council of Governments | 35% | 55% | 10% |
| Other | 0% | 0% | 0% |

Manufacturing:

| Healthcare | | | |
|---------------------------------------|--------------------|------------------------|---------------|
| Manufacturing Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Industrial Modernization Center | 0% | 14% | 86% |
| West Branch Manufacturers Association | 0% | 43% | 57% |
| Small Business Development Center | 0% | 43% | 57% |
| PennTAP | 0% | 14% | 86% |
| Other | 0% | 0% | 0% |

| Lumber/Wood Products | | | |
|---------------------------------------|--------------------|------------------------|---------------|
| Manufacturing Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Industrial Modernization Center | 15% | 23% | 62% |
| West Branch Manufacturers Association | 23% | 0% | 77% |
| Small Business Development Center | 8% | 38% | 54% |
| PennTAP | 15% | 23% | 62% |
| Other | 0% | 0% | 0% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Diversified Manufacturing | | | |
|---------------------------------------|--------------------|------------------------|---------------|
| Manufacturing Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Industrial Modernization Center | 25% | 45% | 30% |
| West Branch Manufacturers Association | 38% | 32% | 30% |
| Small Business Development Center | 5% | 60% | 35% |
| PennTAP | 3% | 42% | 55% |
| Other | 0% | 0% | 0% |

Workforce:

| Healthcare | | | |
|--|--------------------|------------------------|---------------|
| Workforce Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Central Pennsylvania Workforce Development Corporation | 29% | 14% | 57% |
| Career Link | 57% | 29% | 14% |
| Pennsylvania College of Technology | 57% | 29% | 14% |
| Other | 0% | 0% | 0% |

| Lumber/Wood Products | | | |
|--|--------------------|------------------------|---------------|
| Workforce Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Central Pennsylvania Workforce Development Corporation | 0% | 15% | 85% |
| Career Link | 38% | 46% | 15% |
| Pennsylvania College of Technology | 46% | 46% | 23% |
| Other | 0% | 0% | 0% |

| Diversified Manufacturing | | | |
|--|--------------------|------------------------|---------------|
| Workforce Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Central Pennsylvania Workforce Development Corporation | 7% | 23% | 70% |
| Career Link | 55% | 30% | 15% |
| Pennsylvania College of Technology | 50% | 40% | 10% |
| Other | 0% | 0% | 0% |

Business Development:

| Healthcare | | | |
|----------------------|-----------|-----------|-----------|
| Business Development | Aware and | Aware and | Not aware |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| Resources | used (%) | not used (%) | (%) |
|--------------------------------------|----------|--------------|-----|
| Small Business Development Centers | 0% | 86% | 14% |
| SEDA-Council of Governments | 0% | 71% | 29% |
| Ben Franklin Technology Partners | 0% | 29% | 71% |
| Industrial Modernization Center | 0% | 14% | 86% |
| Industrial Development Corporation | 14% | 29% | 57% |
| Chamber of Commerce | 29% | 57% | 14% |
| City of Lock Haven Enterprise Zone | 0% | 29% | 71% |
| City of Williamsport Enterprise Zone | 0% | 14% | 86% |
| Other | 0% | 0% | 0% |

| Lumber/Wood Products | | | |
|--------------------------------------|--------------------|------------------------|---------------|
| Business Development Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Small Business Development Centers | 15% | 38% | 46% |
| SEDA-Council of Governments | 23% | 54% | 23% |
| Ben Franklin Technology Partners | 15% | 31% | 54% |
| Industrial Modernization Center | 15% | 31% | 54% |
| Industrial Development Corporation | 15% | 46% | 38% |
| Chamber of Commerce | 23% | 46% | 31% |
| City of Lock Haven Enterprise Zone | 0% | 31% | 69% |
| City of Williamsport Enterprise Zone | 0% | 8% | 92% |
| Other | 0% | 0% | 0% |

| Diversified Manufacturing | | | |
|--------------------------------------|--------------------|------------------------|---------------|
| Business Development Resources | Aware and used (%) | Aware and not used (%) | Not aware (%) |
| Small Business Development Centers | 25% | 42% | 32% |
| SEDA-Council of Governments | 25% | 60% | 15% |
| Ben Franklin Technology Partners | 12% | 45% | 42% |
| Industrial Modernization Center | 18% | 50% | 32% |
| Industrial Development Corporation | 18% | 65% | 18% |
| Chamber of Commerce | 25% | 68% | 7% |
| City of Lock Haven Enterprise Zone | 0% | 38% | 62% |
| City of Williamsport Enterprise Zone | 0% | 18% | 82% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | | | |
|-------|----|----|----|
| Other | 0% | 0% | 0% |
|-------|----|----|----|

45. Having completed this survey, would you say that your company is part of an industry cluster?

| Healthcare | | |
|--------------------------------------|----------|-----------------------|
| Pre-Survey Industry Cluster Question | Number | % Percentage of Total |
| No | 5 | 71% |
| Yes | 2 | 29% |
| Maybe | 0 | 0% |
| Total | 7 | 100% |

| Healthcare | | |
|---------------------------------------|----------|-----------------------|
| Post-Survey Industry Cluster Question | Number | % Percentage of Total |
| Yes | 4 | 57% |
| No | 3 | 43% |
| Maybe | 0 | |
| Not sure | 0 | |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|--------------------------------------|-----------|-----------------------|
| Pre-Survey Industry Cluster Question | Number | % Percentage of Total |
| No | 7 | 54% |
| Yes | 6 | 46% |
| Maybe | 0 | 0% |
| Total | 13 | 100% |

| Lumber/Wood Products | | |
|---------------------------------------|-----------|-----------------------|
| Post-Survey Industry Cluster Question | Number | % Percentage of Total |
| Yes | 8 | 61% |
| No | 4 | 31% |
| Maybe | 1 | 8% |
| Not sure | 0 | 0% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|--------------------------------------|-----------|-----------------------|
| Pre-Survey Industry Cluster Question | Number | % Percentage of Total |
| No | 30 | 75% |
| Yes | 9 | 23% |
| Maybe | 1 | 2% |
| Total | 40 | 100% |

| Diversified Manufacturing | | |
|---------------------------------------|-----------|-----------------------|
| Post-Survey Industry Cluster Question | Number | % Percentage of Total |
| Yes | 22 | 55% |
| No | 13 | 33% |
| Maybe | 3 | 7% |
| Not sure | 2 | 5% |
| Total | 40 | 100% |

46. Whether or not your company is an industry cluster, do you perceive being part of an industry cluster as beneficial to your company?

| Healthcare | | |
|-----------------------------|----------|-----------------------|
| Industry Cluster Perception | Number | % Percentage of Total |
| No | 2 | 29% |
| Yes | 4 | 57% |
| Maybe | 1 | 14% |
| Not sure | 0 | 0% |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|--------|-----------------------|
| Industry Cluster Perception | Number | % Percentage of Total |
| No | 3 | 23% |
| Yes | 8 | 62% |

Industry Cluster Interview Questions

Summary of Interview Responses by Cluster

| | | |
|--------------|-----------|-------------|
| Maybe | 0 | 0% |
| Not sure | 2 | 15% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|----------------------------------|-----------|-----------------------|
| Industry Cluster Perception | Number | % Percentage of Total |
| No | 8 | 20% |
| Yes | 25 | 63% |
| Maybe | 3 | 7% |
| Not sure | 4 | 10% |
| Total | 40 | 100% |

47. Would you be willing to provide more detailed information on how your company functions as part of a regional industry cluster?

| Healthcare | | |
|--------------------|----------|-----------------------|
| Provide More Info? | Number | % Percentage of Total |
| Yes | 6 | 86 |
| No | 1 | 14 |
| Maybe | 0 | 0 |
| Total | 7 | 100% |

| Lumber/Wood Products | | |
|-----------------------------|-----------|-----------------------|
| Provide More Info? | Number | % Percentage of Total |
| Yes | 8 | 62% |
| No | 3 | 23% |
| Maybe | 2 | 15% |
| Total | 13 | 100% |

| Diversified Manufacturing | | |
|----------------------------------|----------|-----------------------|
| Provide More Info? | Number | % Percentage of Total |
| Yes | 23 | 58% |
| No | 13 | 32% |
| Maybe | 4 | 10% |
| Total | 0 | 100% |