

# WMEP 2017 MANUFACTURING INDUSTRY ORGANIZATIONAL PRIORITIES SURVEY



**WISCONSIN MANUFACTURING**  
EXTENSION PARTNERSHIP

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# From the desk of Tim Wiora

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Dear Wisconsin Manufacturer,

On behalf of the Wisconsin Manufacturing Extension Partnership (WMEP), I would like to thank you for your participation in our 2017 Manufacturing Industry Organizational Priorities Survey. The WMEP is a non-profit consulting group that helps Wisconsin Manufacturers expand their capabilities to grow, be innovative, and achieve operational success.

We cast a wide net reaching out to thousands of manufacturers from every major industry and region in the state. The survey response was strong, and we are happy to report that we have exceeded our participation target for maximizing our scholarship contribution. As a result, we will be donating \$2,000 to scholarships for students pursuing careers in manufacturing.

We conducted this survey to better understand Wisconsin Manufacturers' priorities and challenges, and to assure our efforts are in alignment with manufacturers' greatest needs.

The survey results align well with what we have learned in the field working directly with manufacturers. Here are a few highlights from our analysis:

The biggest challenges named by manufacturers open ended responses include: addressing human capital needs (78% of respondents), and achieving growth/sales objectives (22% of respondents).

The areas of highest importance include: having a clear company vision and plan (4.57/5.00), having a culture of continuous improvement (4.55/5.00), and having a plan to follow for revenue growth (4.50/5.00).

The largest overall opportunities (gap between importance and effectiveness rating) include: having a defined human capital plan (1.19), having a culture of continuous improvement (1.17), having a plan to eliminate waste and reduce undesirable variation (1.12), and having a plan to follow for revenue growth (1.03).

We are pleased to share this summary report with you, and are confident that we can provide proven solutions to the challenges and opportunities described in this report.

We welcome the opportunity to discuss your organization's unique priorities and how we might be of assistance.

Best Regards,

Tim Wiora

WMEP CEO/Executive Director

# Survey Overview and Methodology

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WMEP took the following steps to develop and launch the WMEP 2017 Manufacturing Operational Priorities Survey:

- ❖ Engaged a third party (Connolly Clarke, LLC) to design, administer and analyze the survey.
- ❖ Customized the survey to address issues that are relevant to Wisconsin manufacturers.
- ❖ The survey evaluated the Importance and Effectiveness of several service areas and identified the top challenges facing Wisconsin manufacturers.
- ❖ The survey was sent to thousands of individuals working in Wisconsin manufacturing.
- ❖ Respondents were given the option to share their individual responses with the WMEP.
- ❖ Respondents were also given the option to be contacted by the WMEP to receive a copy of the survey Summary Report.
- ❖ The following pages represent the Summary Report/Charts and presents key data of relevance to survey respondents.

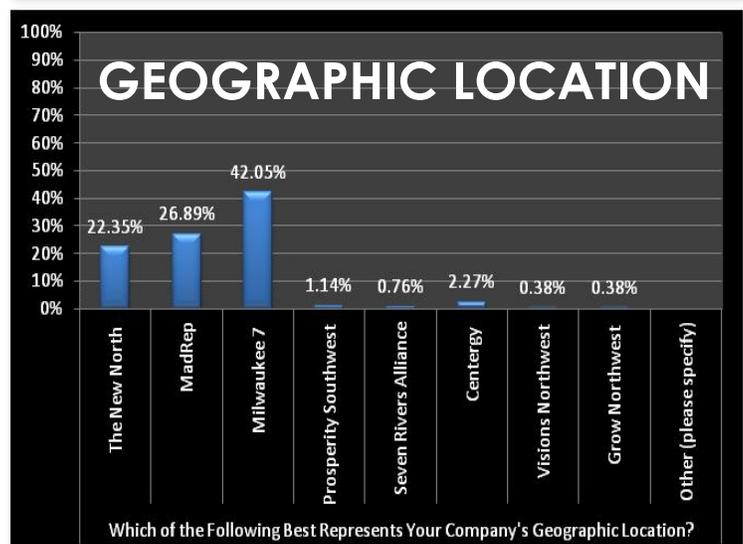
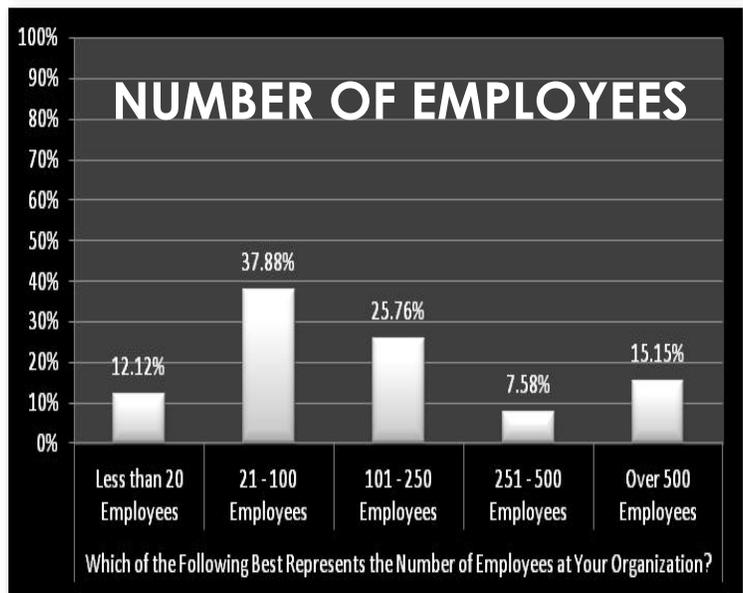
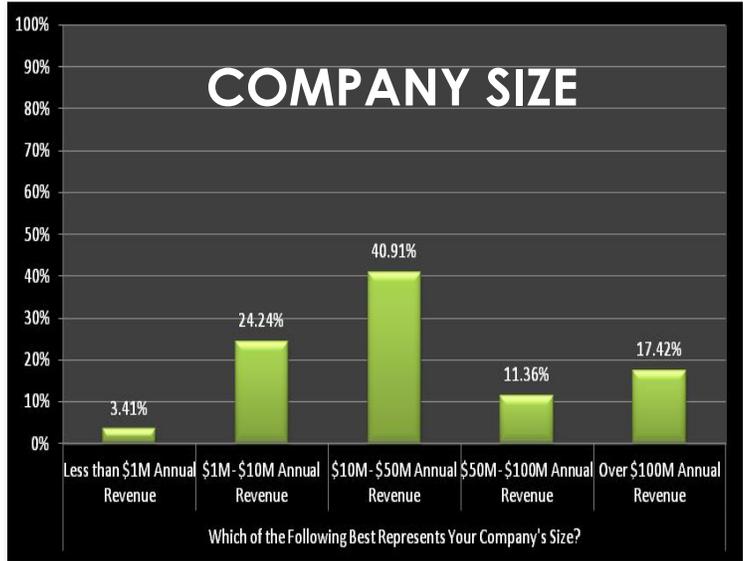
# Survey Demographics

## DEMOGRAPHIC SNAPSHOT:

Survey responses were predominantly from small- to medium-size manufacturers with 65% coming from companies with \$1 million to \$50 million in annual revenue. An additional 29% of respondents were from companies with over \$50 million in annual revenue.

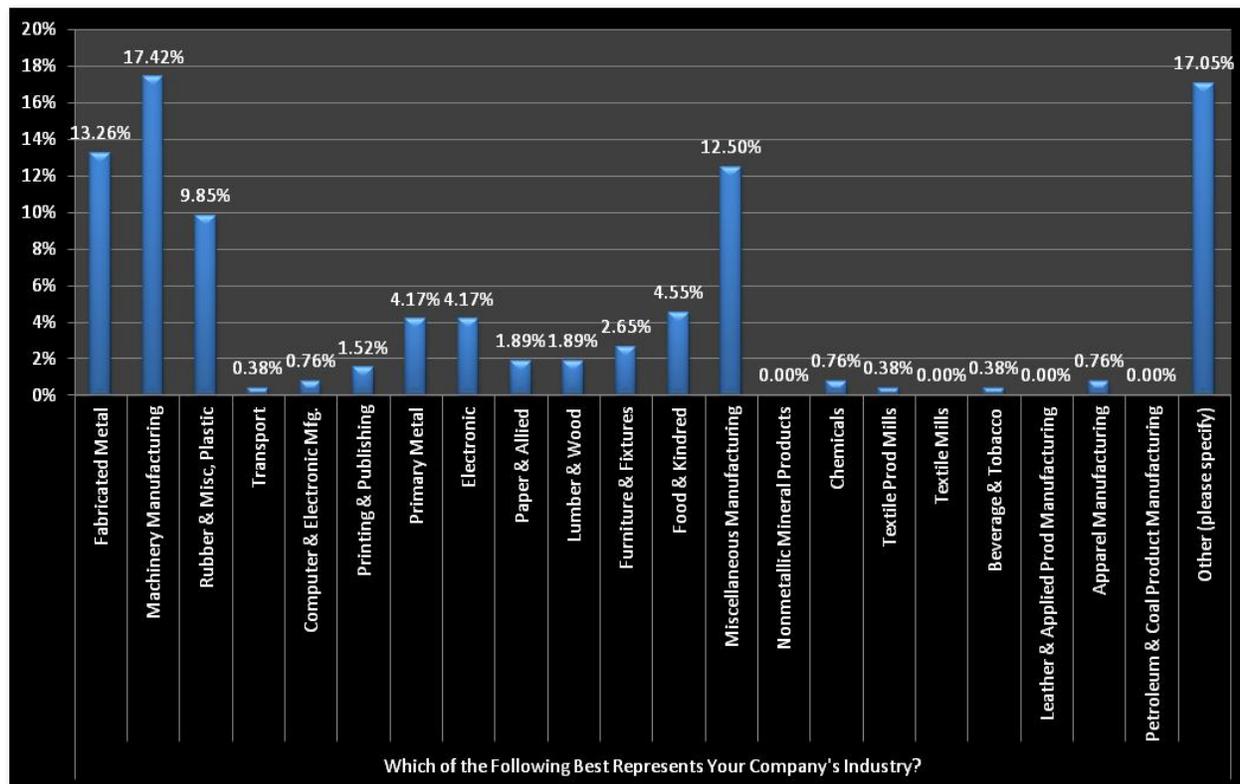
Nearly 38% of respondents were from companies with between 21-100 employees, with an additional 26% coming from companies with 101-250 employees.

The counties comprising the Milwaukee 7 Region is home to 42% of the responding companies, while MadREP area companies accounted for 27%, and New North 22%.



# Survey Demographics (cont'd)

## COMPANY INDUSTRY



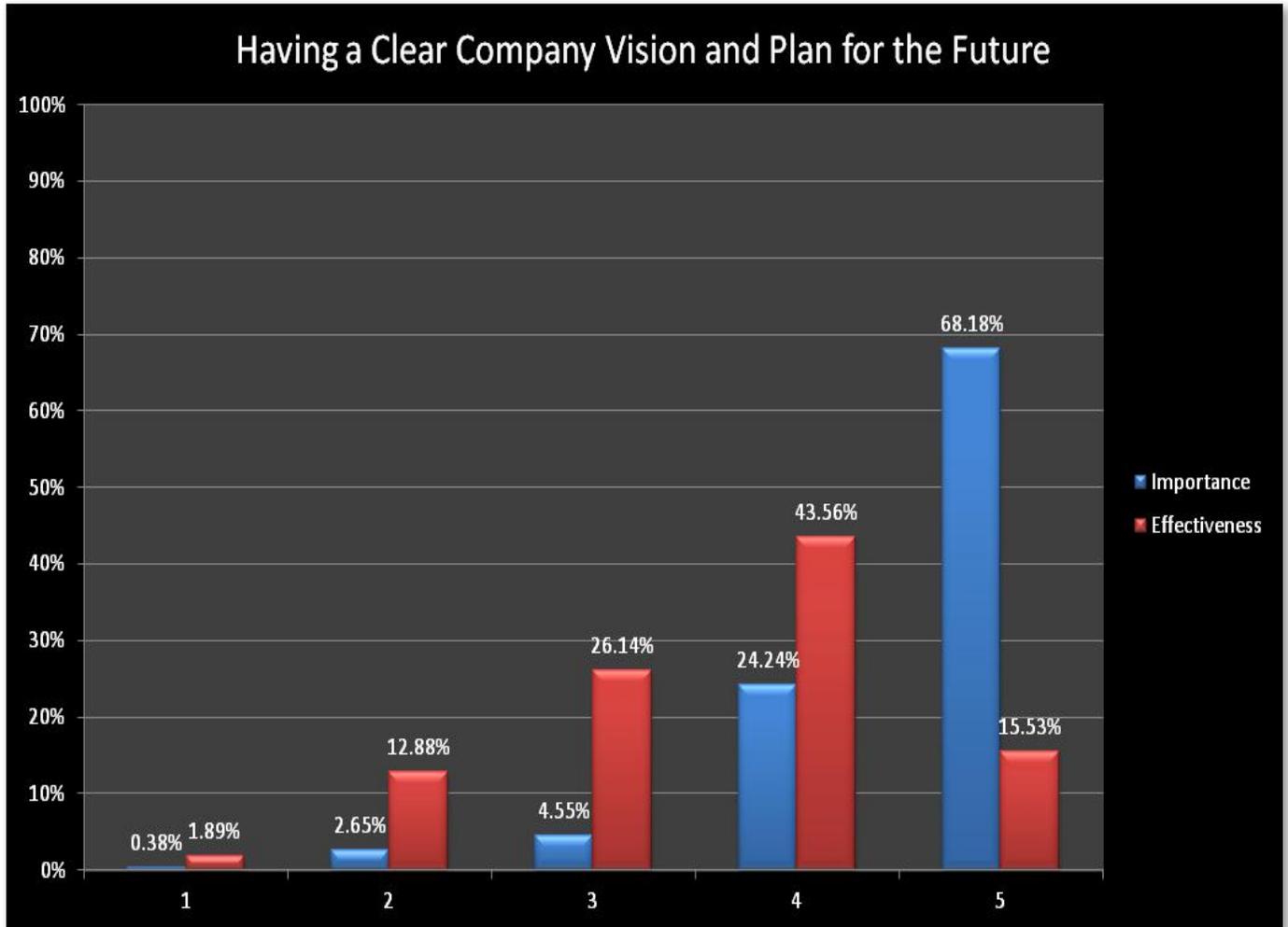
### Company Industry

As the state with the second highest concentration of manufacturers in the country, Wisconsin manufacturing covers a wide breadth of industries.

Top sectors responding to the survey include:

- Machinery Manufacturing (17%)
- Fabricated Metal (13%)
- Rubber & Plastic (10%)
- Food & Kindred (5%)
- Primary Metal (4%)
- Electronics (4%)

# Importance vs. Effectiveness



## Having a Clear Company Vision and Plan

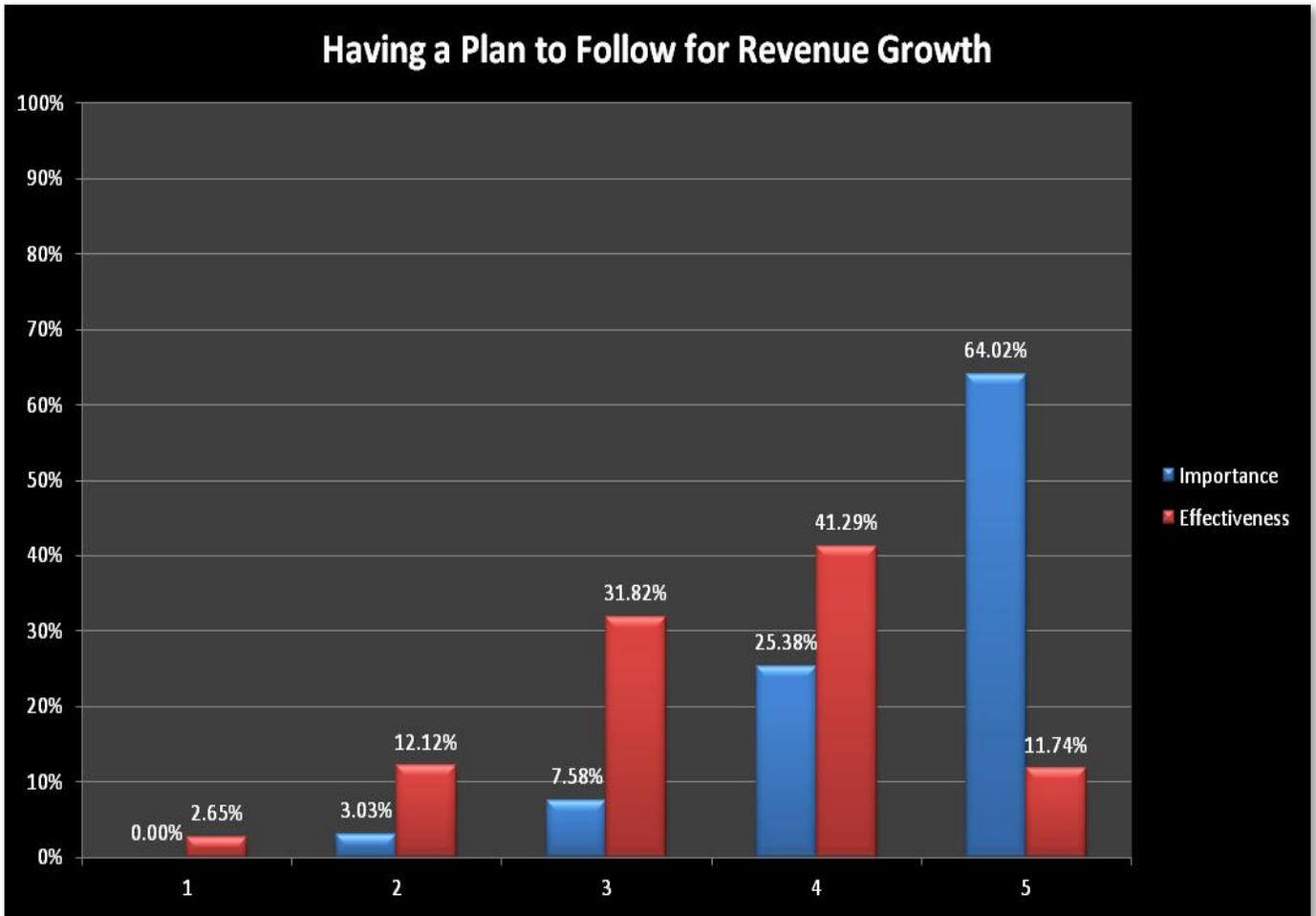
**Importance:** 92% of respondents indicated a high level of importance for this category.

**Effectiveness:** 59% of respondents indicated that their company was very effective in this category.

**Relative to other categories:** Overall this category received the highest average score for importance of any of the categories surveyed (8 categories surveyed).

**Opportunity:** 41% of respondents felt they were moderately or less effective in this category.

# Importance vs. Effectiveness



## Having a Plan to Follow for Revenue Growth

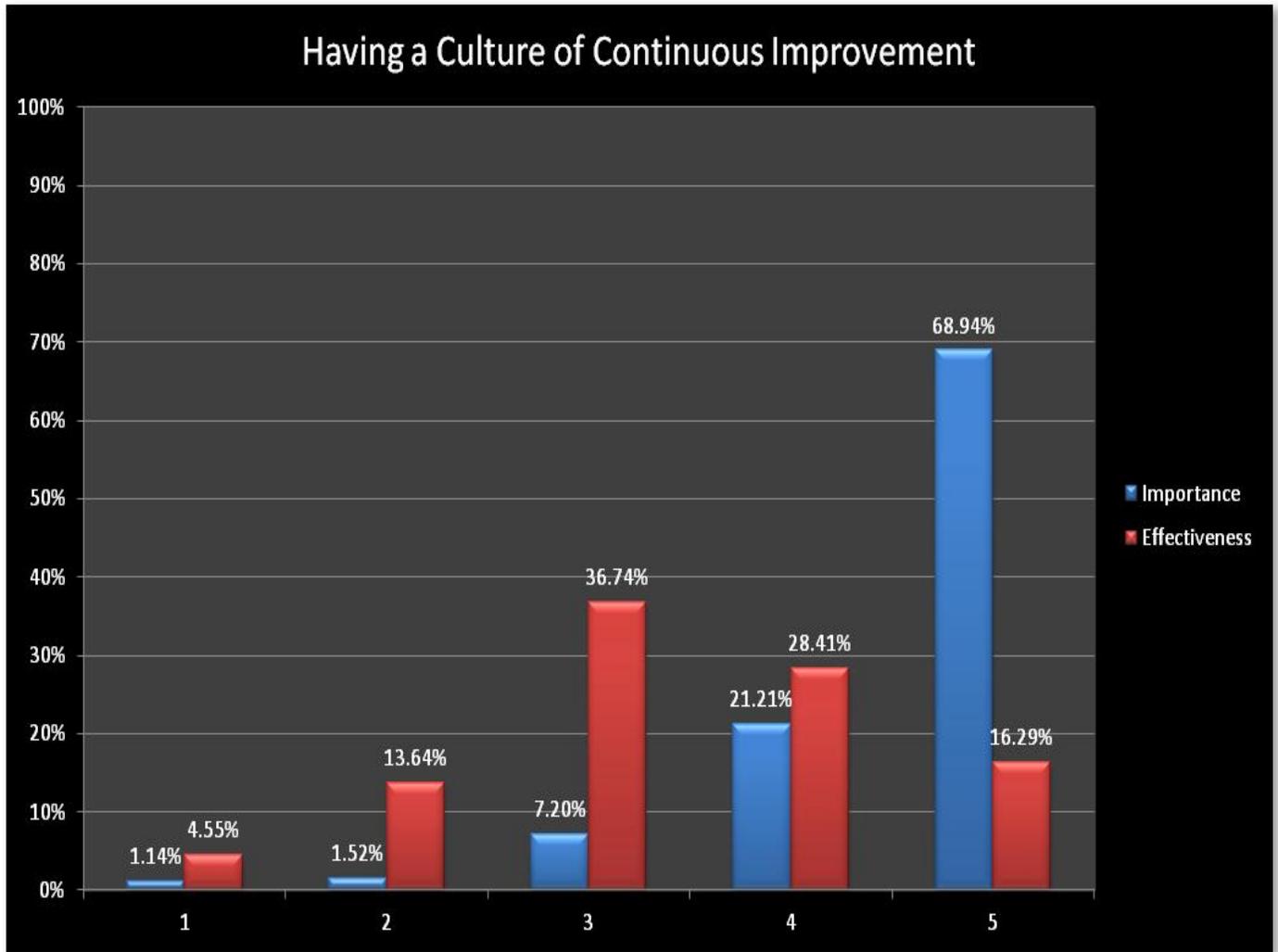
**Importance:** 89% of respondents indicated a high level of importance for this category.

**Effectiveness:** 53% of respondents indicated that their company was very effective in this category.

**Relative to other categories:** Overall this category received the third highest average score for importance of any of the categories surveyed.

**Opportunity:** 47% of respondents felt they were moderately or less effective in this category.

# Importance vs. Effectiveness



## Having a Culture of Continuous Improvement

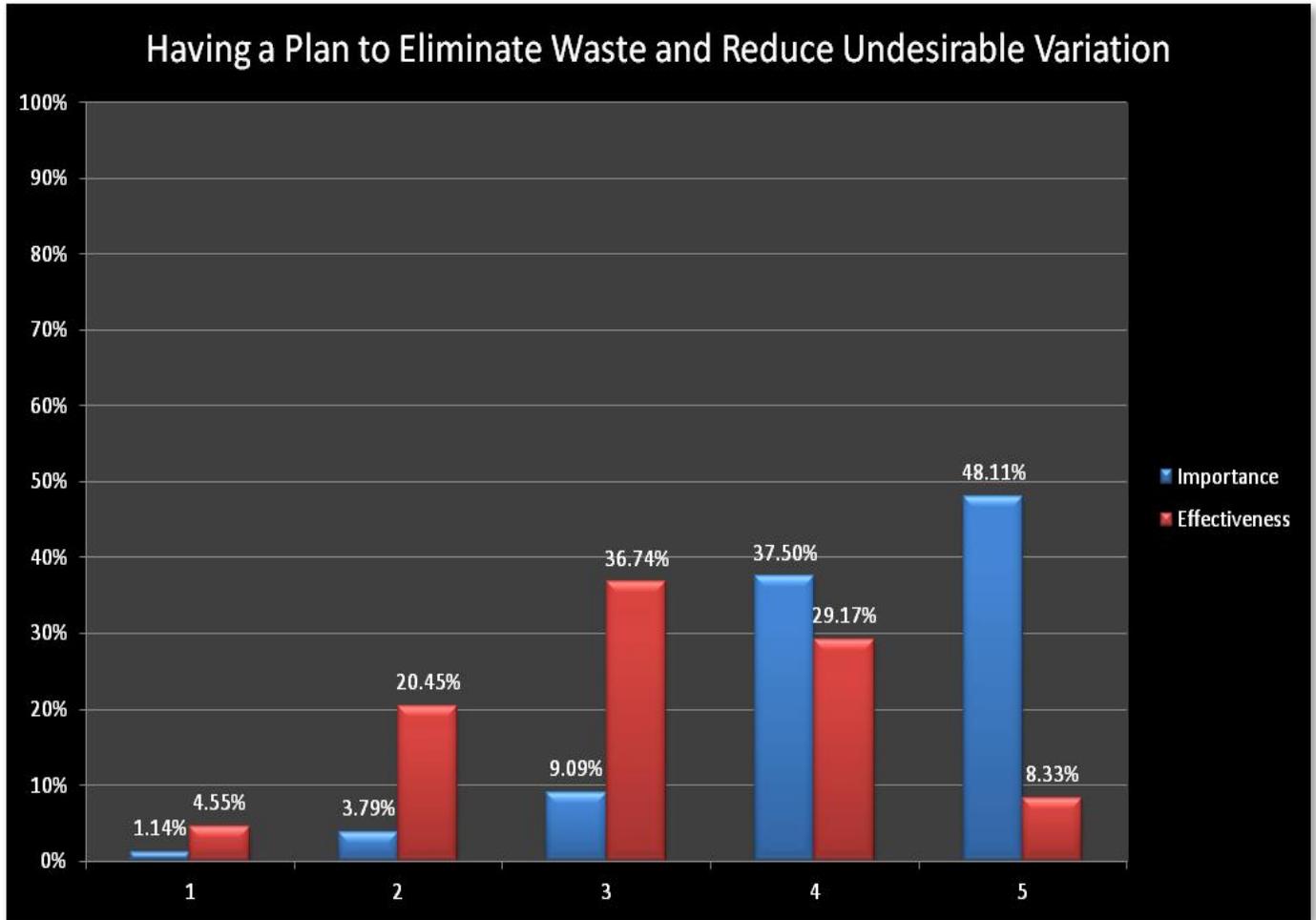
**Importance:** 90% of respondents indicated a high level of importance for this category.

**Effectiveness:** 45% of respondents indicated that their company was very effective in this category.

**Relative to other categories:** Overall this category received the second highest average score for importance of any of the categories surveyed.

**Opportunity:** 55% of respondents felt they were moderately or less effective in this category.

# Importance vs. Effectiveness



## Having a Plan to Eliminate Waste and Reduce Undesirable Variation

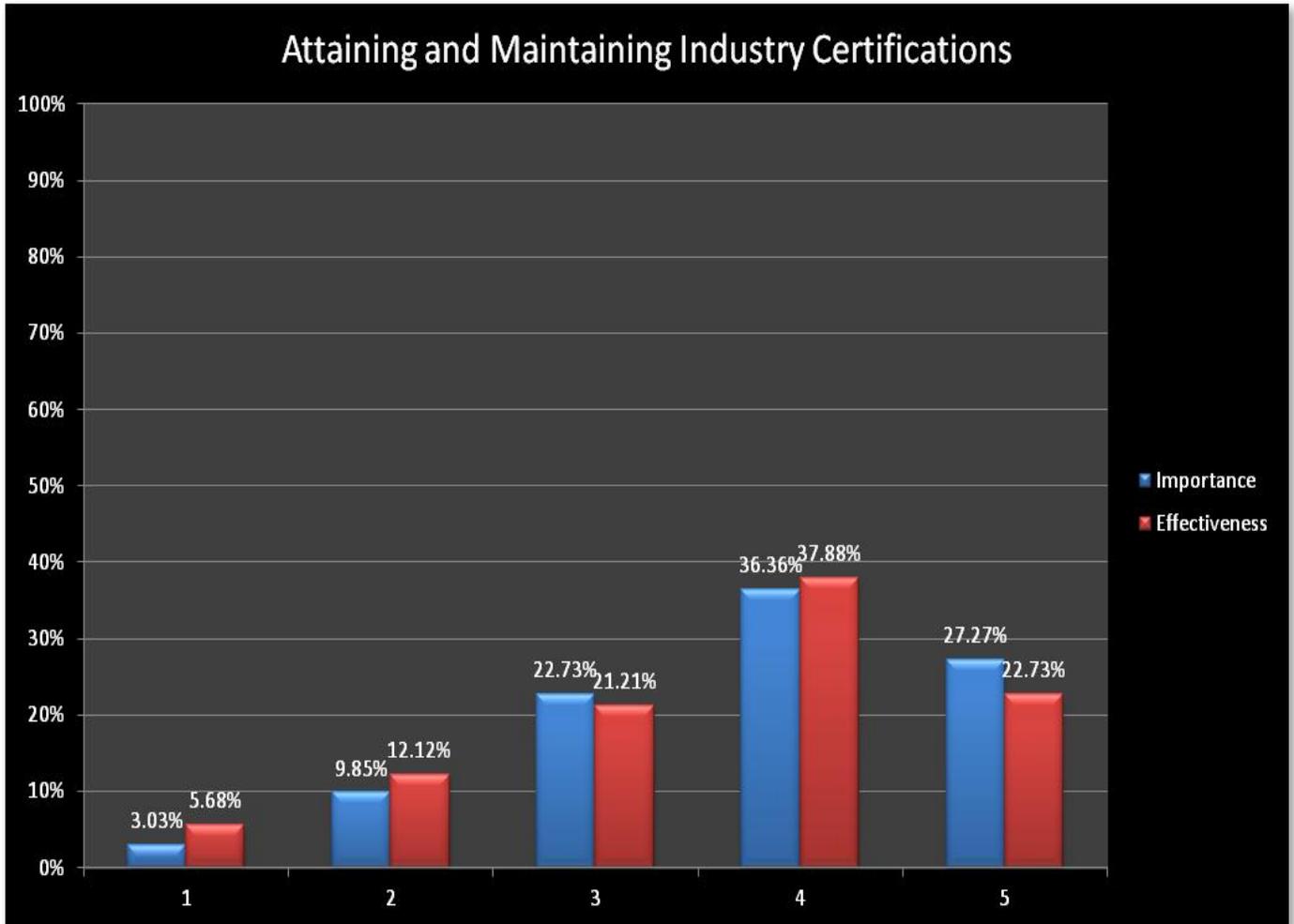
**Importance:** 86% of respondents indicated a high level of importance for this category.

**Effectiveness:** 38% of respondents indicated that their company was very effective in this category.

**Relative to other categories:** Overall this category received the third lowest average score for effectiveness of any of the categories surveyed.

**Opportunity:** 62% of respondents felt they were moderately or less effective in this category.

# Importance vs. Effectiveness



## Attaining and Maintaining Industry Certifications

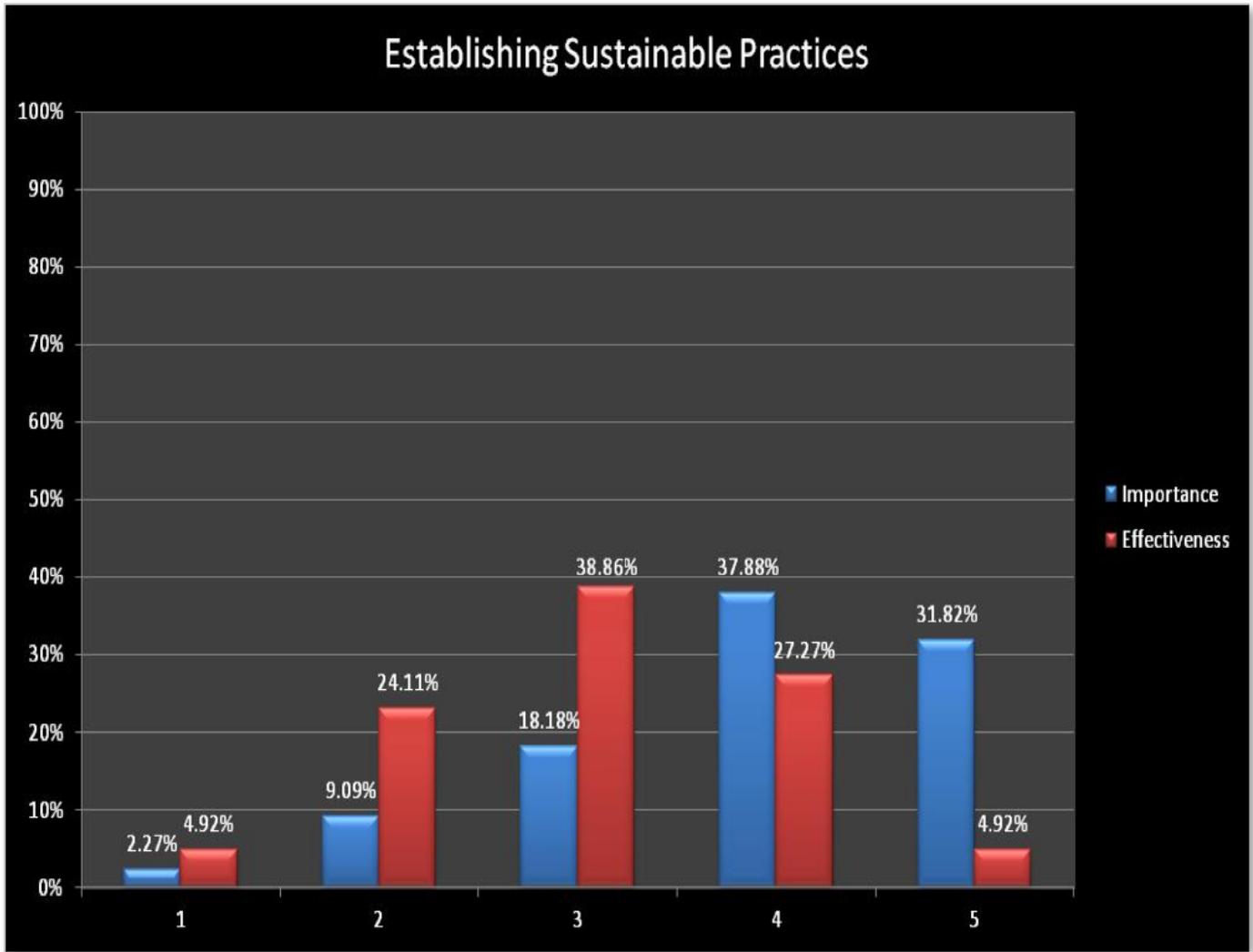
**Importance:** 64% of respondents indicated a high level of importance for this category.

**Effectiveness:** 61% of respondents indicated that their company was very effective in this category.

**Relative to other categories:** This category had the lowest average importance score of all of the categories.

**Opportunity:** 38% of respondents felt they were moderately or less effective in this category.

# Importance vs. Effectiveness



## Establishing Sustainable Practices

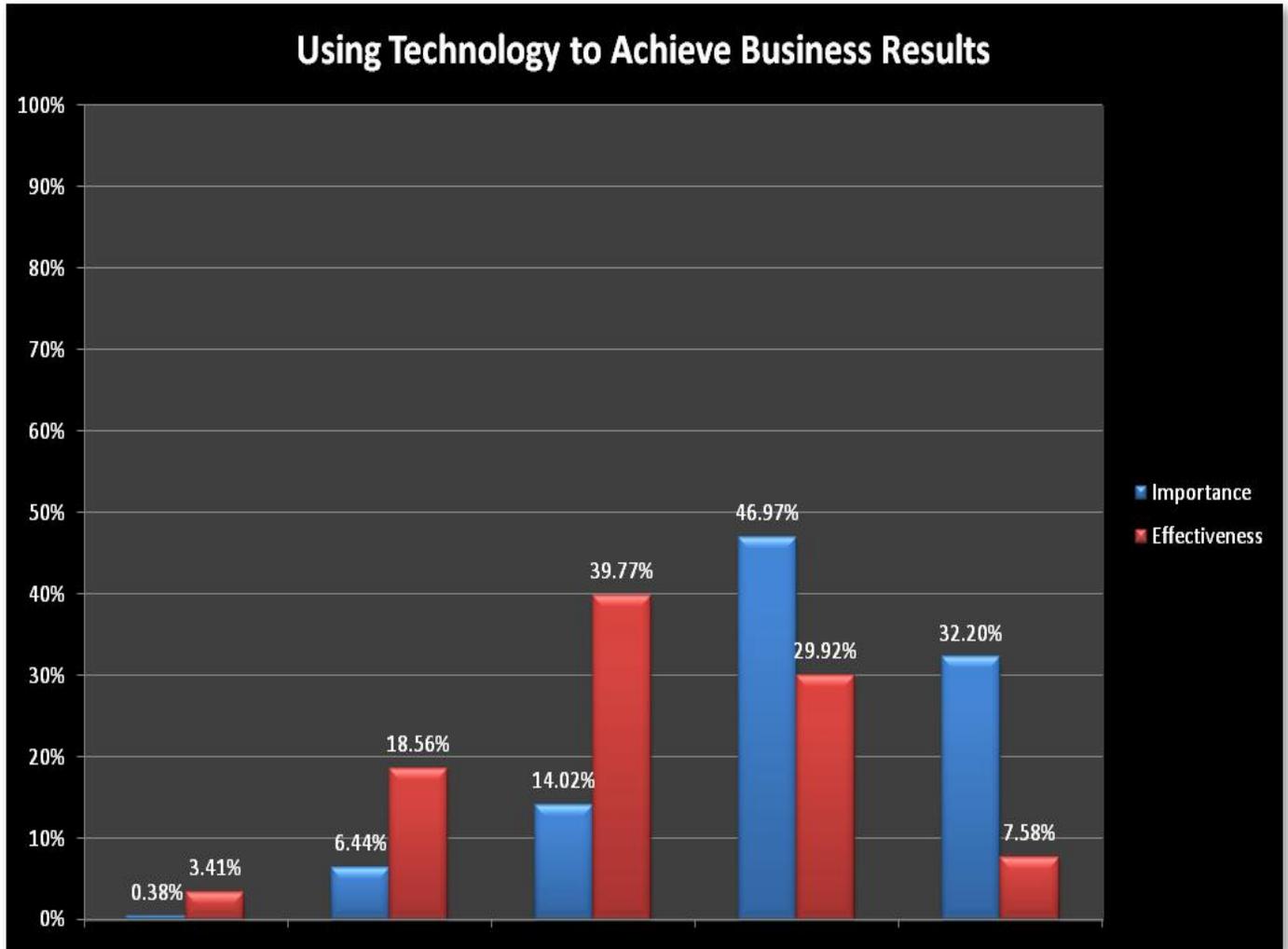
**Importance:** 70% of respondents indicated a high level of importance for this category.

**Effectiveness:** 32% of respondents indicated that their company was very effective in this category.

**Relative to other categories:** Overall this category had the second lowest average importance score of all of the categories surveyed, and the second lowest effectiveness rating.

**Opportunity:** A majority (68%) of respondents felt they were moderately or less effective in this category.

# Importance vs. Effectiveness



## Using Technology to Achieve Business Results

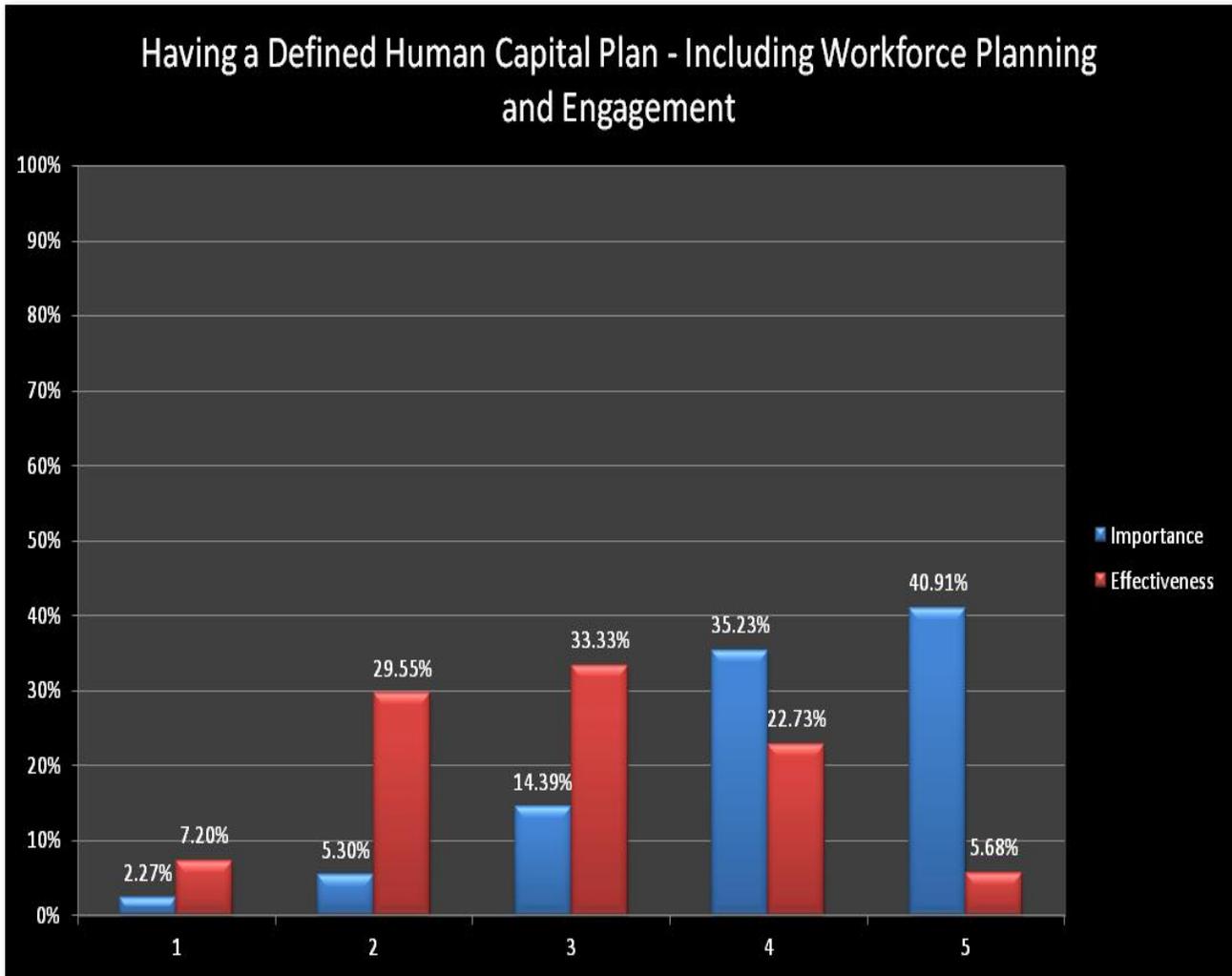
**Importance:** 79% of respondents indicated a high level of importance

**Effectiveness:** 38% of respondents indicated that their company was very effective at it.

**Relative to other categories:** Overall this category had the third lowest average importance score of all of the categories surveyed, and the third lowest effectiveness rating.

**Opportunity:** A majority (62%) of respondents felt they were moderately or less effective in this category.

# Importance vs. Effectiveness



## Having a Defined Human Capital Plan - Including Workforce Planning and Engagement

**Importance:** 76% of respondents indicated a high level of importance

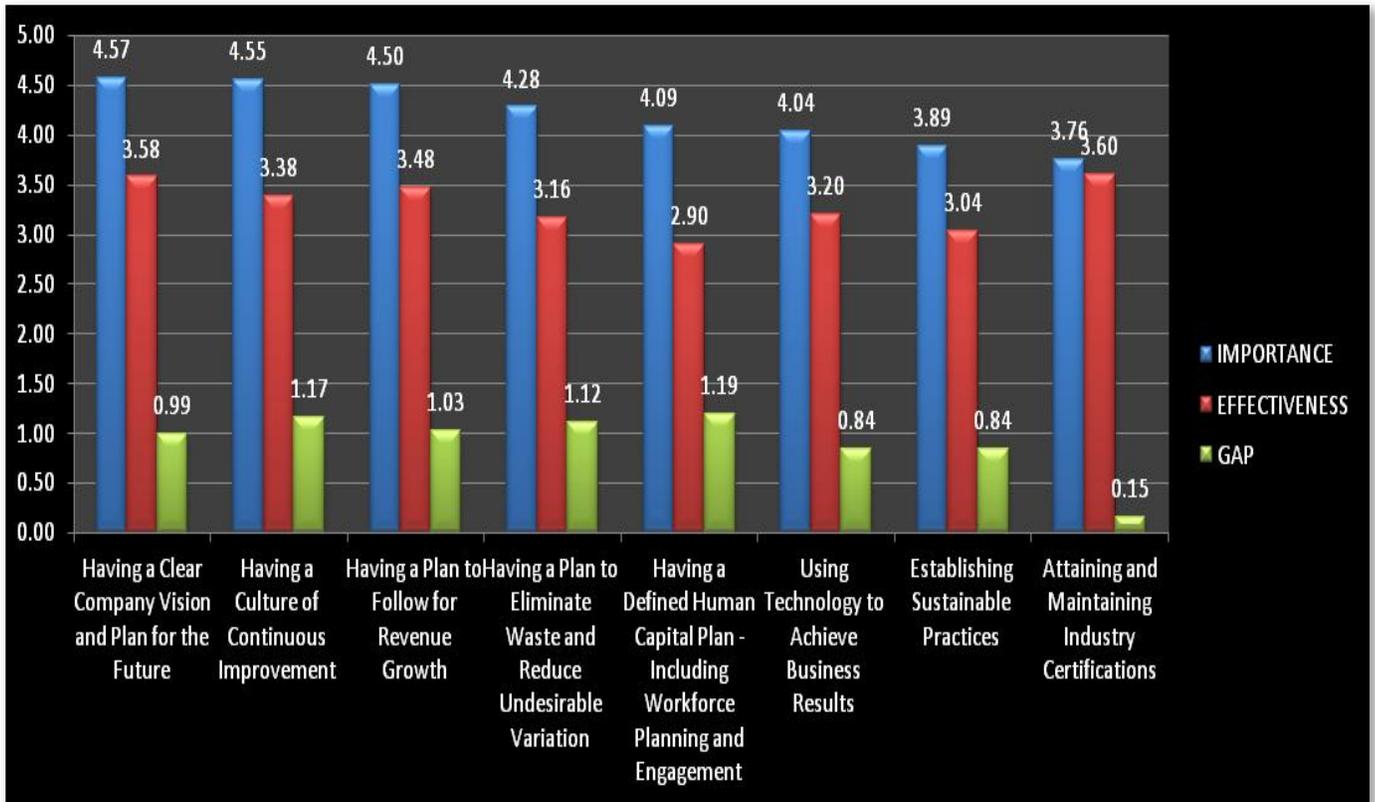
**Effectiveness:** 28% of respondents indicated that their company was very effective at it.

**Relative to other categories:** This category had the largest gap between Importance and Effectiveness of any of the categories surveyed.

**Opportunity:** A majority (70%) of respondents felt they were moderately or less effective in this category.

# Importance vs. Effectiveness Gap Assessment

[Average Importance Score less Average Effectiveness Rating]



### The three largest gaps between Importance and Effectiveness were:

- Having a Defined Human Capital Plan – including Workforce Planning and Engagement (1.19)
- Having a Culture of Continuous Improvement (1.17)
- Having a Plan to Eliminate Waste and Reduce Variation (1.12)

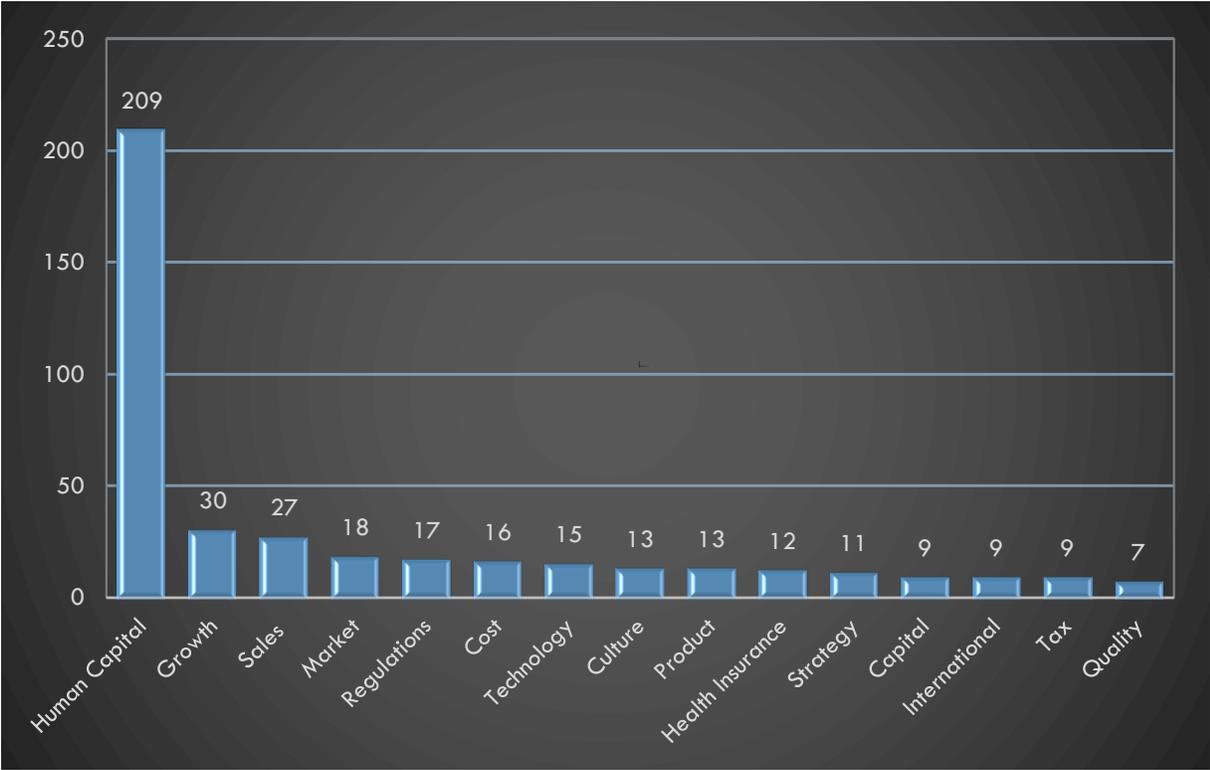
### The three highest average category importance ratings were:

- Having a Clear Company Vision and Plan for the Future (4.57)
- Having a Culture of Continuous Improvement (4.55)
- Having a Plan to Follow for Revenue Growth (4.50)

### The three highest average effectiveness ratings were:

- Attaining and Maintaining Industry Certifications (3.60)
- Having a Clear Company Vision and Plan for the Future (3.58)
- Having a Plan to Follow for Revenue Growth (3.48)

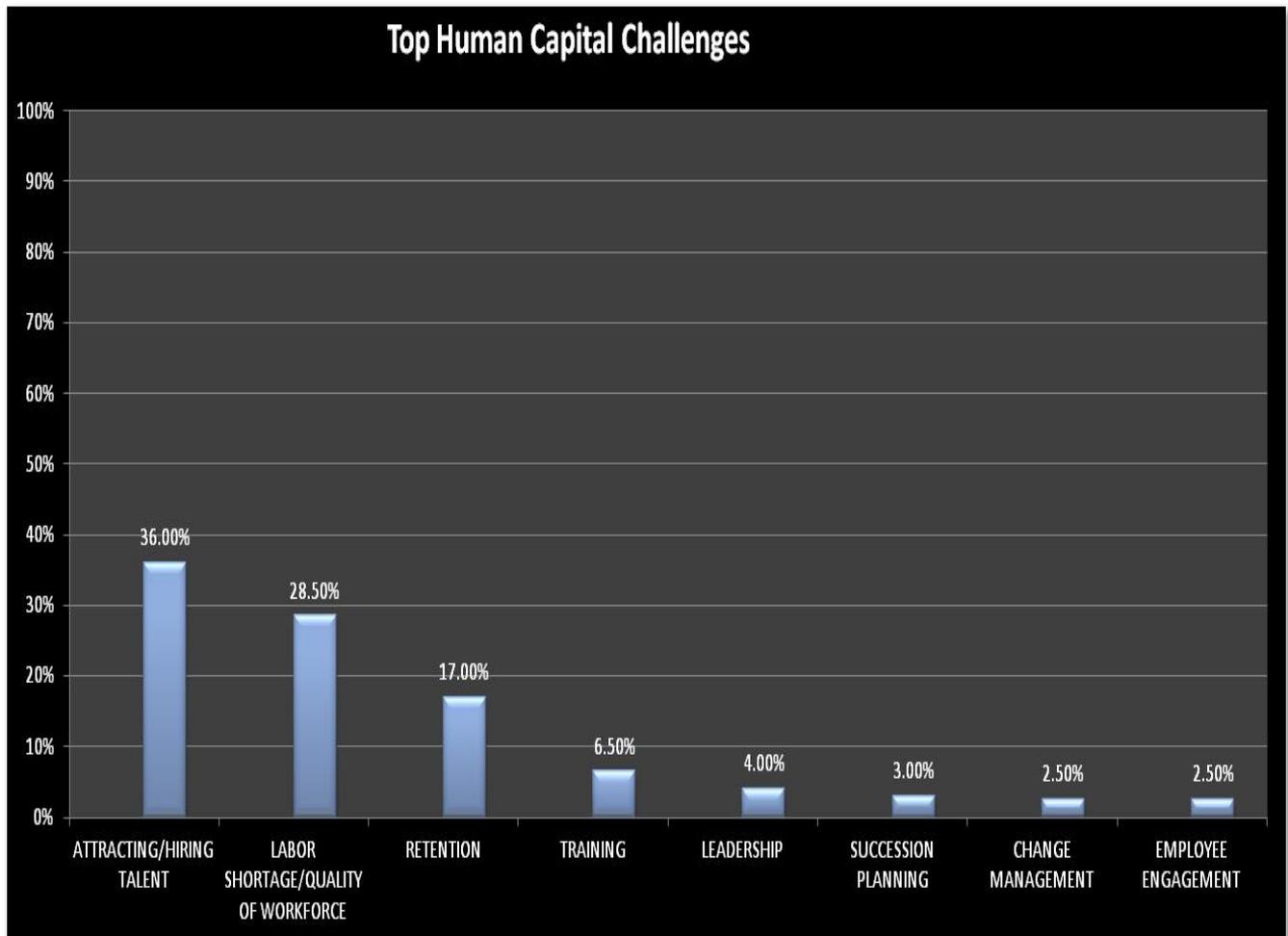
# Top Challenges Facing Wisconsin Manufacturers: Open Ended – [Number of responses per derived category]



### Top Challenges:

- Human Capital (209 responses) was the most frequently identified challenge.
- Growth & Sales combined accounted for 57 mentions.
- A variety of other challenges concerned manufacturers

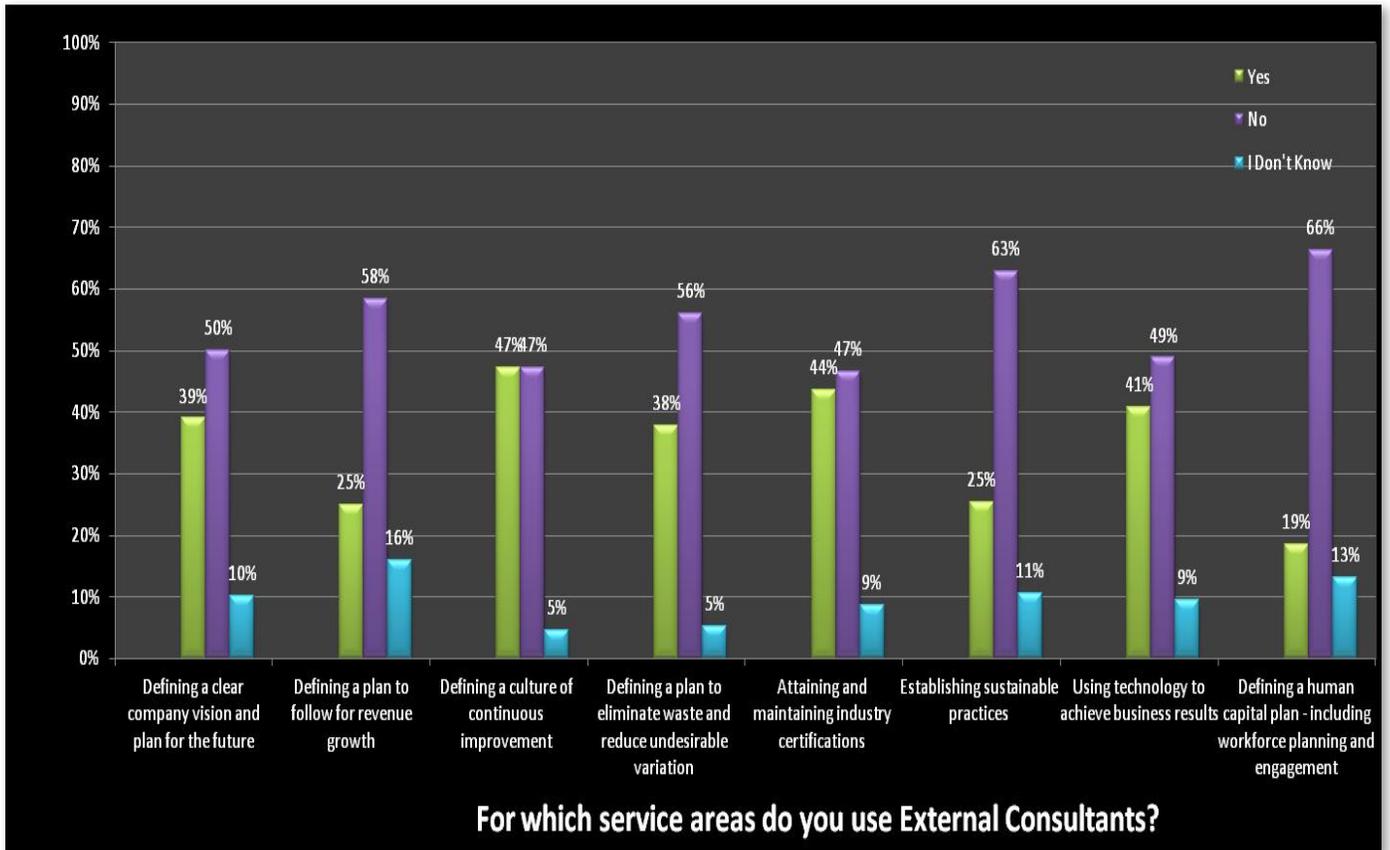
# Top Challenges Facing Wisconsin Manufacturers: Human Capital



**A further analysis of the Human Capital challenges was conducted. The Three Top Human Capital Challenges Categories Were:**

- Attracting/Hiring Talent (36%)
- Labor Shortage/Quality of the Workforce (28.5%)
- Employee Retention (17%)

# Use of External Consultants



## The Three Top Service Areas for Which Respondents Use External Consultants include:

- Defining a Culture of Continuous Improvement (47%)
- Attaining and Maintaining Industry Certifications (44%)
- Using Technology to Achieve Business Results (41%)

# Thank You!

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We greatly appreciate your participating in our 2017  
Manufacturing Industry Organizational Priorities Survey!

If you have any questions about the survey or the report please  
contact John Stampen at [stampen@wmep.org](mailto:stampen@wmep.org) or at 608.729.4012.

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