



HARVARD BUSINESS SCHOOL SURVEY ON U.S. COMPETITIVENESS (2012): METHODOLOGY

INTRODUCTION

The 2012 Harvard Business School Survey on U.S. Competitiveness was designed and conducted by HBS faculty and researchers in conjunction with Abt SRBI, a leading survey research firm. This report is designed to document the methods used to conduct the survey. We begin by providing a brief overview of the survey. Core sections discuss the survey questionnaire, the sample design, field protocols, weights, precision of estimates, and final sample dispositions and outcome rates. The report also details the methodology of the same survey administered to the general public in the U.S. by GfK Custom Research North America. The survey questionnaire is appended at the end of the document.

I. OVERVIEW OF SURVEY

The 2012 U.S. Competitiveness Survey is part of Harvard Business School's larger research-led effort to understand and improve the competitiveness of the United States — that is, the ability of firms operating in the U.S. to compete successfully in the global economy while supporting high and rising living standards for Americans.

The first survey was administered to HBS alumni in October 2011. This methodology report pertains to the second survey in the series, administered to HBS alumni between August 29, 2012 and September 27, 2012.

The U.S. Competitiveness Survey is a survey of all HBS alumni with email addresses. The definition of alumni includes holders of HBS degrees (e.g., MBA, DBA) as well as those who have completed executive education courses (e.g., Advanced Management Program, Program for Leadership Development). The 2012 survey asked questions about the state and trajectory of competitiveness of the United States, attitudes to policies that may increase U.S. competitiveness, and strategies that firms use or may use in the future to improve national competitiveness. The 2012 HBS alumni survey used web and paper modes. The decision to

HBS requests that if you use the survey instrument, in whole or in part, please ensure that you cite HBS' original work as with any academic publication. We would also very much appreciate your sharing your survey's progress and data so that we may research cross-country comparisons and optimize the learning for the whole community. For all queries please contact mrman@hbs.edu.



exclude interviewer-administered telephone interviews, used for a “core” sample in 2011, was taken based on an analysis of nonresponse which found no substantive differences between respondents to the 2011 “core sample” and those who did not receive telephone interviews or a paper pre-notification letter. Paper questionnaires were primarily available for respondent download on demand through Abt SRBI’s web survey platform.

In 2012, parts of the survey were also administered to a generalizable sample of U.S. adults age 25 or older. This was done in order to compare HBS alumni responses with the perceptions of the general public in the United States. The general public survey was administered in the United States between September 13, 2012 and September 21, 2012 by GfK Custom Research North America, one of the world’s leading market research companies. GfK employed its proprietary KnowledgePanel® to conduct the survey. The panel is based on probability sampling (random digit dialing through 2009 and address-based sampling from 2009 onwards) and covers households with and without Internet access.

The general population survey was fielded to a sample of 1,777 eligible members of the panel with 1,025 completions for a completion rate of 57.7 percent. The KnowledgePanel recruitment rate for this study was 14.6 percent, the profile rate was 65.9 percent, and the household retention rate was 36.9 percent, yielding a cumulative response rate of 2.1 percent.

II. SURVEY QUESTIONNAIRE

The U.S. Competitiveness survey instrument was developed by drawing upon the unique strengths of the HBS faculty leading the project as well as the expertise of survey methodologists. The survey instrument was evaluated by a panel of HBS faculty with expertise in different substantive specialties. The instrument is found in Appendix A.

The first section of the 2012 survey replicated the initial battery of questions about the U.S. business environment that were posed to HBS alumni in 2011. This was done in order to track how HBS alumni perceive changes in the state and trajectory of U.S. competitiveness during the intervening year. The 2012 survey also included questions in two new areas.

The first set of questions gauged support for, or opposition to, a range of 12 federal policies that could affect U.S. competitiveness. Out of the list of 12 federal policies, eight emerged from research by faculty leading the project as well as their private conversations with leaders in policy, business, labor, academia and within the HBS faculty team. Two policy proposals that were deemed to be distinctively liberal, and two policy proposals that were distinctively conservative, were added to the list. This was done to discern the likely political leanings of each respondent. The online survey presented the 12 proposals to each respondent in a random order so as to remove any bias that might arise from the sequencing of proposals. During the development of the survey instrument, researchers and methodologists sought neutral ways to phrase each proposal.



The second new set of questions in the 2012 survey asked working HBS alumni about steps that firms might take to improve U.S. competitiveness. The 2012 survey also asked respondents to select from a list of 11 business actions that may enhance competitiveness, all that their business was already doing or had an appetite to do more. This list of 11 actions was developed through earlier HBS faculty research on U.S. competitiveness.

In order to ensure that the survey was understood by respondents as intended by the researchers, Abt SRBI conducted cognitive testing interviews via telephone. In particular, every effort was made to ensure that respondents interpreted the federal policy proposals and the business actions as intended.

III. SAMPLE DESIGN

The U.S. Competitiveness Survey was designed to include all living HBS alumni with email addresses. Its design excludes all alumni without email addresses. HBS defines alumni as graduates of its degree-awarding programs, as well as its executive education programs.¹ All living alumni with an email address were considered to be eligible for the survey, regardless of their retirement status, field of employment, or whether they were located in the U.S. or overseas.

Abt SRBI staff began with an updated alumni database provided by HBS ($N=78,930$).¹ Alumni without an email address were excluded ($N=20,730$; remaining population of 58,200). Alumni with an HBS database flag of “no contact overall” were excluded ($N=34$; remaining population $N=58,166$). Next, alumni with an HBS database flag of “no contact email” were excluded ($N=109$; remaining population $N=58,057$). Alumni who had been invited to respond to the HBS and Harvard Medical School Survey of Executive Sentiment in Healthcare, which ran in parallel to the 2012 Survey of U.S. Competitiveness, were excluded ($N=101$; remaining population $N=57,956$). Finally, alumni with hard refusals to the 2011 survey were excluded ($N=43$; remaining population $N=57,913$). The resulting population consisted of $N=57,913$ alumni.

¹ Degrees: Doctor of Business Administration (DBA); Doctor of Commercial Science (DCS; no longer offered); Doctor of Philosophy (Ph.D.); Master of Business Administration (MBA). Programs: Advanced Management Program (AMP); Central and Eastern European Teachers’ Program (ETP; no longer offered); General Management Program (GMP); Industrial Administrator (IA; no longer offered); International Teachers’ Program (ITP; no longer offered); Middle-Management Program (MMP; no longer offered); Mid-Officer Certificate (MOC; no longer offered); Naval Supply Corps School (NSC); Owner/President Management Program (OPM); Presidents’ Program in Leadership (PPL); Program for Global Leadership (PGL; no longer offered); Programs for Health Systems Management (PHSM; no longer offered); Program for Leadership Development (PLDA); Program for Management Development (PMD; no longer offered); Senior Executive Program for Africa (SEPSA; no longer offered); Senior Executive Program for the Middle East (SEPME; no longer offered); Senior Managers Program (SMP); Strategic Human Resources Program (HRP); The General Manager Program (TGMP; no longer offered); Veterans’ Certificate (VC); Visitor for Individual Studies (VIS).



III. FIELD PROTOCOLS

An invitation email was sent to $N=57,659$ alumni beginning on the afternoon of August 29, 2012. A small pilot survey was sent to 500 respondents to the 2011 survey and 500 alumni who had not completed the 2011 survey. The remainder of the sample was emailed on the morning of August 30, 2012.

The invitation email was sent under the signature of Dean Nitin Nohria from HBS mail servers. Alumni received one of two versions of the invitation: one for respondents to the 2011 survey and one for those who did not respond to the 2011 survey. The email contained an embedded unique URL link that allowed alumni to go directly to the survey.

The first email reminder was sent under the signature of Professor Michael Porter to all non-respondent alumni on September 7, 2012 ($N=55,811$). Respondents who refused to participate in the survey in communications with Abt SRBI or HBS were excluded from the sample. Taking advantage of its close connections with alumni and the tight interconnections between alumni, HBS's director of external relations reached out to alumni ambassadors to send reminders to alumni they knew on September 12, 2012. The second email reminder was sent to all non-respondent alumni, on September 13, 2012 under the signature of Professor Jan Rivkin. A third email reminder was sent to all non-respondent alumni on September 21, 2012. This email was sent under Professor Porter's signature.

The survey closed on September 27, 2012. The field period for the survey was August 29-September 27, 2012.

IV. WEIGHTING

Data were cell-weighted to age x location x sex parameters for the population. Cell weights were calculated as the population size of a given age x location x cell divided by the size of the sample (i.e., completed surveys) in the same age x location x sex cell. This scales the weights so that cells with lower proportions of the population responding receive greater weights, adjusting for the cell's under-representation. Cells with higher proportions of the population responding receive lower weights, adjusting for the cell's over-representation. The weights were then rescaled to sum to the sample size instead of the population size. Calculations and weights are shown in **Table 1**, below.



Table 1. Weighting Calculations

Age	Female		Male	
	International	U.S.	International	U.S.
<i>Population</i>				
25-39	883	2,903	1,826	4,832
40-49	563	2,016	2,559	5,136
50-59	330	1,793	2,996	6,225
60-69	138	834	2,615	6,186
70+	20	253	1,857	7,785
Missing	344	359	3,274	2,180
<i>Completed Surveys</i>				
25-39	80	242	259	680
40-49	50	155	294	541
50-59	40	216	331	828
60-69	19	85	307	885
70+	2	15	203	830
Missing	43	31	462	238
<i>Weight</i>				
25-39	11.038	11.996	7.050	7.106
40-49	11.260	13.006	8.704	9.494
50-59	8.250	8.301	9.051	7.518
60-69	7.263	9.812	8.518	6.990
70+	10.000	16.867	9.148	9.380
Missing	8.000	11.581	7.087	9.160
<i>Weight Adjusted to Sum to n</i>				
25-39	1.303	1.416	.832	.839
40-49	1.329	1.535	1.028	1.121
50-59	.974	.980	1.069	.888
60-69	.857	1.158	1.006	.825
70+	1.181	1.991	1.080	1.107
Missing	.944	1.367	.837	1.081

Note: Display of weights truncated at three decimal places.



V. PRECISION OF ESTIMATES

The 2012 Competitiveness Survey was a census, in that it attempted to contact virtually all HBS alumni with an email address. Although the census fell short of full response (see Final Dispositions and Outcome Rates), the resulting observations do not form a random sample drawn from a specified population. As such, sampling error (the extent to which responses to a survey may be expected to differ from those of the population from which the survey sample was drawn due to the sampling process) does not apply. The weights described previously adjust for systematic (i.e., non-sampling) errors between the population of HBS alumni and the respondents to the survey on known characteristics (age and location).

VI. FINAL DISPOSITIONS AND OUTCOME RATES

Final dispositions and outcome rates are calculated according to standards developed by the American Association for Public Opinion Research (2011) as shown in **Table 2**, below. The column “All Alumni” shows dispositions including cases that were ineligible: alumni that requested not to be contacted by any means, alumni that requested not to be contacted via email, alumni that refused the 2011 HBS Survey of U.S. Competitiveness, alumni without email addresses, and those that were ineligible because they were included in the sample for the 2012 HBS/Survey of Executive Sentiment on Healthcare. The column eligible alumni excluded these cases. American Association for Public Opinion Research outcome rates are calculated for this column. Overall, a response rate of 11.8% was achieved with 6836 completions.



Table 2. Final Dispositions and Outcome Rates Including Alumni Without Contact Information

		All Alumni	Eligible Alumni
1.0	Interview	8,359	8,359
1.1	<i>Completed interview</i>	<u>6,836</u>	<u>6,836</u>
1.2	<i>Partial interview</i>	<u>1,523</u>	<u>1,523</u>
2.0	Eligible non-interview	1,118	932
2.10	<i>Refusal and break-off</i>	<u>1,118</u>	<u>932</u>
2.11	<i>Refusal</i>	208	22
2.111	Alumni list: no contact all	34	-
2.112	Alumni list: no contact email	109	-
2.113	Refusal (2011)	43	-
2.114	Refusal (2012)	22	22
2.12	<i>Break-off</i>	910	910
2.121	Implicit: logged on to survey, did not complete any items	910	910
3.0	Unknown eligibility, non-interview	69,453	48,622
3.10	<i>Nothing known about respondent/contact information</i>	<u>69,453</u>	<u>48,622</u>
3.11	<i>No invitation sent</i>	20,831	0
3.111	No email address	20,730	-
3.112	Health survey	101	-
3.19	<i>Nothing ever returned</i>	48,622	48,622
	Total All Cases	<u>78,930</u>	<u>57,913</u>
	Response Rate 1		0.118
	Cooperation Rate 1		0.736
	Refusal Rate 1		0.016
	Contact Rate 1		0.160





APPENDIX A: SURVEY INSTRUMENT

Harvard Business School U.S. Competitiveness Survey

Instrument

Welcome Page

Thank you for taking Harvard Business School's 2012 U.S. Competitiveness Survey. The survey focuses on understanding the ability of firms operating in the United States to compete in the global marketplace. The findings will contribute to assessing and improving U.S. competitiveness.

The survey is being conducted by Abt SRBI, a leading business research firm. It will take approximately 10 minutes and consist of four or five sections, depending on your answers. Many people find the questions very interesting.

HBS has invited **all** alumni to complete the survey. We are grateful to everyone who volunteers to participate: working or retired, based inside or outside the U.S., employed in a for-profit, nonprofit, or government organization, and from all industries. Your responses are confidential, and participation is entirely voluntary.

You can leave the survey at any time and return to a partially completed survey. All your responses will be saved up to the point at which you last pressed the continue button. You can return to where you left off by clicking the survey link in the email you received or going to www.opinionport.com/hbs2 and entering your ID number when prompted.

If you have any questions about this study, please contact:

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HBS requests that if you use the survey instrument, in whole or in part, please ensure that you cite HBS' original work as with any academic publication. We would also very much appreciate your sharing your survey's progress and data so that we may research cross-country comparisons and optimize the learning for the whole community. For all queries please contact mraman@hbs.edu.



Paper vs. Web Choice

- B1 Press 'continue' without selecting the checkbox to begin the web survey. If you prefer a paper copy of the survey, select the checkbox and press continue.

[Single check box for "I prefer a paper copy of the survey"]

HBS requests that if you use the survey instrument, in whole or in part, please ensure that you cite HBS' original work as with any academic publication. We would also very much appreciate your sharing your survey's progress and data so that we may research cross-country comparisons and optimize the learning for the whole community. For all queries please contact mraman@hbs.edu.

[SKIP TO S1 IF BOX NOT SELECTED]

- B3 To determine which version of the survey to prepare for you, we need to ask a few questions about yourself and the firm at which you work, if you are currently working.

Are you currently employed?

An answer to this question is required.

- 1 Yes [SKIP TO B2]
- 2 No [CONTINUE]

- B3a Are you retired?

This survey is intended for **all** HBS alumni. This question is being asked in order to identify retirees and avoid asking questions regarding their current employer.

- 1 Yes
- 2 No

[SKIP TO NB20]

- B2 You are listed in the HBS alumni database as a [PIPE IN JOB TITLE] at [PIPE IN COMPANY NAME] in [LOCATION]. Is this information up-to-date and correct?

If you would like to update any information select "no" below, and click continue.

An answer to this question is required.

- 1 Yes [SKIP TO B10]
- 2 No, the information should be updated [CONTINUE]

- B4 What is your current job title?



B5 At what company do you currently work?

B6 Are you located in the U.S.?

An answer to this question is required.

- 1 Yes
- 2 No [SKIP TO B8]

B7 In which state are you located?

[DROP DOWN LIST]

- 1 Alabama
- 2 Alaska
- 3 Arizona
- 4 Arkansas
- 5 California
- 6 Colorado
- 7 Connecticut
- 8 Delaware
- 9 District of Columbia
- 10 Florida
- 11 Georgia
- 12 Hawaii
- 13 Idaho
- 14 Illinois
- 15 Indiana
- 16 Iowa
- 17 Kansas
- 18 Kentucky
- 19 Louisiana
- 20 Maine
- 21 Maryland
- 22 Massachusetts
- 23 Michigan
- 24 Minnesota
- 25 Mississippi
- 26 Missouri
- 27 Montana
- 28 Nebraska
- 29 Nevada
- 30 New Hampshire
- 31 New Jersey
- 32 New Mexico
- 33 New York



- 34 North Carolina
- 35 North Dakota
- 36 Ohio
- 37 Oklahoma
- 38 Oregon
- 39 Pennsylvania
- 40 Rhode Island
- 41 South Carolina
- 42 South Dakota
- 43 Tennessee
- 44 Texas
- 45 Utah
- 46 Vermont
- 47 Virginia
- 48 Washington
- 49 West Virginia
- 50 Wisconsin
- 51 Wyoming

[SKIP TO B9]

B8 In which country are you located?

[DROP DOWN LIST]

- 1 Afghanistan
- 2 Albania
- 3 Algeria
- 4 Andorra
- 5 Angola
- 6 Antigua & Barbuda
- 7 Argentina
- 8 Armenia
- 9 Australia
- 10 Aus. Overseas Ter.
- 11 Austria
- 12 Azerbaijan
- 13 Bahamas
- 14 Bahrain
- 15 Bangladesh
- 16 Barbados
- 17 Belarus
- 18 Belgium
- 19 Belize
- 20 Benin
- 21 Bhutan
- 22 Bolivia



23	Bosnia & Herzegovina
24	Botswana
25	Brazil
26	Brunei
27	Bulgaria
28	Burkina Faso
29	Burundi
30	Cambodia
31	Cameroon
32	Canada
33	Cape Verde
34	Central African Rep.
35	Chad
36	Chile
37	China
38	Colombia
39	Comoros
40	Congo, Dem. Rep.
41	Congo, Rep. of
42	Cook Islands
43	Costa Rica
44	Cote d'Ivoire
45	Croatia
46	Cuba
47	Cyprus
48	Czech Rep.
49	Denmark
50	Dan. Overseas Ter.
51	Djibouti
52	Dominica
53	Dominican Rep.
54	East Timor
55	Ecuador
56	Egypt
57	El Salvador
58	Equatorial Guinea
59	Eritrea
60	Estonia
61	Ethiopia
62	Fiji
63	Finland
64	France
65	Fr. Overseas Ter.
66	Gabon
67	Gambia
68	Georgia
69	Germany



70	Ghana
71	Greece
72	Grenada
73	Guatemala
74	Guinea
75	Guinea-Bissau
76	Guyana
77	Haiti
78	Honduras
79	Hong Kong
80	Hungary
81	Iceland
82	India
83	Indonesia
84	Iran
85	Iraq
86	Ireland
87	Israel
88	Italy
89	Jamaica
90	Japan
91	Jordan
92	Kazakhstan
93	Kenya
94	Kiribati
95	Korea, DPRK
96	Korea, Rep. of
97	Kuwait
98	Kyrgyzstan
99	Laos
100	Latvia
101	Lebanon
102	Lesotho
103	Liberia
104	Libya
105	Liechtenstein
106	Lithuania
107	Luxembourg
108	Macao
109	Macedonia
110	Madagascar
111	Malawi
112	Malaysia
113	Maldives
114	Mali
115	Malta
116	Marshall Is.



117	Mauritania
118	Mauritius
119	Mexico
120	Micronesia
121	Moldova
122	Monaco
123	Mongolia
124	Montenegro
125	Morocco
126	Mozambique
127	Myanmar
128	Namibia
129	Nauru
130	Nepal
131	Netherlands
132	Neth. Overseas Ter.
133	New Zealand
134	N.Z. Overseas Ter.
135	Nicaragua
136	Niger
137	Nigeria
138	Niue
139	Norway
140	Oman
141	Pakistan
142	Palau
143	Palestinian Ter.
144	Panama
145	Papua New Guinea
146	Paraguay
147	Peru
148	Philippines
149	Poland
150	Portugal
151	Puerto Rico
152	Qatar
153	Romania
154	Russia
155	Rwanda
156	St. Kitts and Nevis
157	St. Lucia
158	St. Vincent & Gren.
159	Samoa
160	San Marino
161	Sao Tome & Principe
162	Saudi Arabia
163	Senegal



164	Serbia
165	Seychelles
166	Sierra Leone
167	Singapore
168	Slovak Republic
169	Slovenia
170	Solomon Islands
171	Somalia
172	South Africa
173	South Sudan
174	Spain
175	Sri Lanka
176	Sudan
177	Suriname
178	Swaziland
179	Sweden
180	Switzerland
181	Syria
182	Taiwan
183	Tajikistan
184	Tanzania
185	Thailand
186	Togo
187	Tonga
188	Trinidad & Tobago
189	Tunisia
190	Turkey
191	Turkmenistan
192	Tuvalu
193	Uganda
194	Ukraine
195	United Arab Emirates
196	United Kingdom
197	U.K. Overseas Territories
198	United States
199	U.S. Minor Outlying Is.
200	Uruguay
201	Uzbekistan
202	Vanuatu
203	Venezuela
204	Vietnam
205	Western Sahara
206	Yemen
207	Zambia
208	Zimbabwe



B9 HBS would like to update your information in the alumni database. May we send your updated information to HBS External Relations?

- 1 Yes (send my updated information to HBS)
- 2 No (do not send my updated information to HBS)

[IF B6=1 SKIP TO B11]

B10 Does your firm have any business activities in the U.S.?

An answer to this question is required.

- 1 Yes
- 2 No

[IF (B2=2 AND B6=2) OR (B2=1 AND B10=2) SKIP TO B12]

[IF B2=1 AND B10=1 CONTINUE]

B11 Does your firm have any business activities outside the U.S.?

- 1 Yes
- 2 No

B12 Is your firm exposed to international competition?

- 1 Yes
- 2 No

B25 Are you employed by a...

- 1 Private sector, for-profit organization
- 2 Nonprofit organization
- 3 Public sector or government organization

NB13 In what sector do you work?

- 1 Insurance
- 2 Financial Services
- 3 Accounting
- 4 Professional Services
- 5 Scientific Services
- 6 Technical Services
- 7 Media: Broadcast, Film, and Multimedia
- 8 Media: Print and Publishing
- 9 Telecommunications
- 10 Data Processing
- 11 Construction



- 12 Real Estate
- 13 Wholesale and Retail Trade
- 14 Manufacturing: Food and Beverage
- 15 Manufacturing: Textile and Apparel
- 16 Manufacturing: Wood, Paper, and Printing
- 17 Manufacturing: Petroleum, Chemicals, and Plastics
- 18 Manufacturing: Metal and Machinery
- 19 Manufacturing: Computer, Electrical, and Appliance
- 20 Other Manufacturing
- 21 Accommodation and Food Services
- 22 Health Care and Social Assistance
- 23 Arts, Entertainment, and Recreation
- 24 Transportation and Logistics
- 25 Mining and Oil & Gas Extraction
- 26 Utilities
- 27 Agriculture, Forestry, and Fishing
- 28 Educational Services
- 29 Other Services
- 30 Public Administration

[SKIP TO DOWNLOADABLE PAPER INSTRUMENT]

NB20 In what sector did you work?

- 1 Insurance
- 2 Financial Services
- 3 Accounting
- 4 Professional Services
- 5 Scientific Services
- 6 Technical Services
- 7 Media: Broadcast, Film, and Multimedia
- 8 Media: Print and Publishing
- 9 Telecommunications
- 10 Data Processing
- 11 Construction
- 12 Real Estate
- 13 Wholesale and Retail Trade
- 14 Manufacturing: Food and Beverage
- 15 Manufacturing: Textile and Apparel
- 16 Manufacturing: Wood, Paper, and Printing
- 17 Manufacturing: Petroleum, Chemicals, and Plastics
- 18 Manufacturing: Metal and Machinery
- 19 Manufacturing: Computer, Electrical, and Appliance
- 20 Other Manufacturing
- 21 Accommodation and Food Services
- 22 Health Care and Social Assistance
- 23 Arts, Entertainment, and Recreation



- 24 Transportation and Logistics
- 25 Mining and Oil & Gas Extraction
- 26 Utilities
- 27 Agriculture, Forestry, and Fishing
- 28 Educational Services
- 29 Other Services
- 30 Public Administration

IF BALLOT=1 AND ((B3=1 AND (B2=2 AND B6=2 AND B10=2) OR (B2=1 AND B10=2)) OR B3=2) SHOW VERSION 1a

IF BALLOT=2 AND ((B3=1 AND (B2=2 AND B6=2 AND B10=2) OR (B2=1 AND B10=2)) OR B3=2) SHOW VERSION 1b

IF BALLOT=1 AND B2=2 AND ((B3=1 AND (B6=1 OR (B6=2 AND B10=1))) SHOW VERSION 2a

IF BALLOT=1 AND B2=1 AND (B3=1 AND B10=1) SHOW VERSION 2a

IF BALLOT=2 AND B2=2 AND ((B3=1 AND (B6=1 OR (B6=2 AND B10=1))) SHOW VERSION 2b

IF BALLOT=2 AND B2=1 AND (B3=1 AND B10=1) SHOW VERSION 2a

DOWNLOADABLE SURVEYS INCLUDE/EXCLUDE THE FOLLOWING SECTIONS:

Version	Q1-Q8	Q9	NQ1-NQ8	NQ9	P1-P2	F1-F2
1a	Yes	-	-	-	Yes	-
1b	-	-	Yes	-	Yes	-
2a	Yes	Yes	-	-	Yes	Yes
2b	-	-	Yes	Yes	Yes	Yes

About You

[DISPLAY SECTION-LEVEL PROGRESS BAR]

S2 This section asks a brief series of questions about you so that we can examine whether individuals with different backgrounds and experiences have different perspectives on the questions that follow.

Are you currently employed?

An answer to this question is required.

- 1 Yes [SKIP TO S1]
- 2 No [CONTINUE]



S2a Are you retired?

This survey is intended for **all** HBS alumni. This question is being asked in order to identify retirees and avoid asking questions regarding their current employer.

- 1 Yes
- 2 No

[SKIP TO NS19]

S1 You are listed in the HBS alumni database as a [PIPE IN JOB TITLE] at [PIPE IN COMPANY NAME] in [OFFICE LOCATION]. Is this information up-to-date and correct?

If you would like to update any information select “no” below, and click continue.

An answer to this question is required.

- 1 Yes [SKIP TO S9]
- 2 No, the information should be updated [CONTINUE]

S3 What is your current job title?

S4 At what company do you currently work?

S5 Are you located in the U.S.?

An answer to this question is required.

- 1 Yes
- 2 No [SKIP TO S7]

S6 In which state are you located?

[DROP DOWN LIST]

- 1 Alabama
- 2 Alaska
- 3 Arizona
- 4 Arkansas
- 5 California
- 6 Colorado
- 7 Connecticut
- 8 Delaware



- 9 District of Columbia
- 10 Florida
- 11 Georgia
- 12 Hawaii
- 13 Idaho
- 14 Illinois
- 15 Indiana
- 16 Iowa
- 17 Kansas
- 18 Kentucky
- 19 Louisiana
- 20 Maine
- 21 Maryland
- 22 Massachusetts
- 23 Michigan
- 24 Minnesota
- 25 Mississippi
- 26 Missouri
- 27 Montana
- 28 Nebraska
- 29 Nevada
- 30 New Hampshire
- 31 New Jersey
- 32 New Mexico
- 33 New York
- 34 North Carolina
- 35 North Dakota
- 36 Ohio
- 37 Oklahoma
- 38 Oregon
- 39 Pennsylvania
- 40 Rhode Island
- 41 South Carolina
- 42 South Dakota
- 43 Tennessee
- 44 Texas
- 45 Utah
- 46 Vermont
- 47 Virginia
- 48 Washington
- 49 West Virginia
- 50 Wisconsin
- 51 Wyoming

[SKIP TO S8]



S7 In which country are you located?

[DROP DOWN LIST]

- 1 Afghanistan
- 2 Albania
- 3 Algeria
- 4 Andorra
- 5 Angola
- 6 Antigua & Barbuda
- 7 Argentina
- 8 Armenia
- 9 Australia
- 10 Aus. Overseas Ter.
- 11 Austria
- 12 Azerbaijan
- 13 Bahamas
- 14 Bahrain
- 15 Bangladesh
- 16 Barbados
- 17 Belarus
- 18 Belgium
- 19 Belize
- 20 Benin
- 21 Bhutan
- 22 Bolivia
- 23 Bosnia & Herzegovina
- 24 Botswana
- 25 Brazil
- 26 Brunei
- 27 Bulgaria
- 28 Burkina Faso
- 29 Burundi
- 30 Cambodia
- 31 Cameroon
- 32 Canada
- 33 Cape Verde
- 34 Central African Rep.
- 35 Chad
- 36 Chile
- 37 China
- 38 Colombia
- 39 Comoros
- 40 Congo, Dem. Rep.
- 41 Congo, Rep. of
- 42 Cook Islands
- 43 Costa Rica



44	Cote d'Ivoire
45	Croatia
46	Cuba
47	Cyprus
48	Czech Rep.
49	Denmark
50	Dan. Overseas Ter.
51	Djibouti
52	Dominica
53	Dominican Rep.
54	East Timor
55	Ecuador
56	Egypt
57	El Salvador
58	Equatorial Guinea
59	Eritrea
60	Estonia
61	Ethiopia
62	Fiji
63	Finland
64	France
65	Fr. Overseas Ter.
66	Gabon
67	Gambia
68	Georgia
69	Germany
70	Ghana
71	Greece
72	Grenada
73	Guatemala
74	Guinea
75	Guinea-Bissau
76	Guyana
77	Haiti
78	Honduras
79	Hong Kong
80	Hungary
81	Iceland
82	India
83	Indonesia
84	Iran
85	Iraq
86	Ireland
87	Israel
88	Italy
89	Jamaica
90	Japan



91	Jordan
92	Kazakhstan
93	Kenya
94	Kiribati
95	Korea, DPRK
96	Korea, Rep. of
97	Kuwait
98	Kyrgyzstan
99	Laos
100	Latvia
101	Lebanon
102	Lesotho
103	Liberia
104	Libya
105	Liechtenstein
106	Lithuania
107	Luxembourg
108	Macao
109	Macedonia
110	Madagascar
111	Malawi
112	Malaysia
113	Maldives
114	Mali
115	Malta
116	Marshall Is.
117	Mauritania
118	Mauritius
119	Mexico
120	Micronesia
121	Moldova
122	Monaco
123	Mongolia
124	Montenegro
125	Morocco
126	Mozambique
127	Myanmar
128	Namibia
129	Nauru
130	Nepal
131	Netherlands
132	Neth. Overseas Ter.
133	New Zealand
134	N.Z. Overseas Ter.
135	Nicaragua
136	Niger
137	Nigeria



138	Niue
139	Norway
140	Oman
141	Pakistan
142	Palau
143	Palestinian Ter.
144	Panama
145	Papua New Guinea
146	Paraguay
147	Peru
148	Philippines
149	Poland
150	Portugal
151	Puerto Rico
152	Qatar
153	Romania
154	Russia
155	Rwanda
156	St. Kitts and Nevis
157	St. Lucia
158	St. Vincent & Gren.
159	Samoa
160	San Marino
161	Sao Tome & Principe
162	Saudi Arabia
163	Senegal
164	Serbia
165	Seychelles
166	Sierra Leone
167	Singapore
168	Slovak Republic
169	Slovenia
170	Solomon Islands
171	Somalia
172	South Africa
173	South Sudan
174	Spain
175	Sri Lanka
176	Sudan
177	Suriname
178	Swaziland
179	Sweden
180	Switzerland
181	Syria
182	Taiwan
183	Tajikistan
184	Tanzania



- 185 Thailand
- 186 Togo
- 187 Tonga
- 188 Trinidad & Tobago
- 189 Tunisia
- 190 Turkey
- 191 Turkmenistan
- 192 Tuvalu
- 193 Uganda
- 194 Ukraine
- 195 United Arab Emirates
- 196 United Kingdom
- 197 U.K. Overseas Territories
- 198 United States
- 199 U.S. Minor Outlying Is.
- 200 Uruguay
- 201 Uzbekistan
- 202 Vanuatu
- 203 Venezuela
- 204 Vietnam
- 205 Western Sahara
- 206 Yemen
- 207 Zambia
- 208 Zimbabwe

S8 HBS would like to update your information in the alumni database. May we send your updated information to HBS External Relations?

- 1 Yes (send my updated information to HBS)
- 2 No (do not send my updated information to HBS)

[IF S5=1 SKIP TO S10]

S9 Does your firm have any business activities in the U.S.?

An answer to this question is required.

- 1 Yes
- 2 No

[IF S5=2 SKIP TO S11]

S10 Does your firm have any business activities outside the U.S.?

- 1 Yes
- 2 No



S11 Is your firm exposed to international competition?

- 1 Yes
- 2 No

S20 Are you employed by a...

- 1 Private sector, for-profit organization
- 2 Nonprofit organization
- 3 Public sector or government organization

NS12 In what sector do you work?

- 1 Insurance
- 2 Financial Services
- 3 Accounting
- 4 Professional Services
- 5 Scientific Services
- 6 Technical Services
- 7 Media: Broadcast, Film, and Multimedia
- 8 Media: Print and Publishing
- 9 Telecommunications
- 10 Data Processing
- 11 Construction
- 12 Real Estate
- 13 Wholesale and Retail Trade
- 14 Manufacturing: Food and Beverage
- 15 Manufacturing: Textile and Apparel
- 16 Manufacturing: Wood, Paper, and Printing
- 17 Manufacturing: Petroleum, Chemicals, and Plastics
- 18 Manufacturing: Metal and Machinery
- 19 Manufacturing: Computer, Electrical, and Appliance
- 20 Other Manufacturing
- 21 Accommodation and Food Services
- 22 Health Care and Social Assistance
- 23 Arts, Entertainment, and Recreation
- 24 Transportation and Logistics
- 25 Mining and Oil & Gas Extraction
- 26 Utilities
- 27 Agriculture, Forestry, and Fishing
- 28 Educational Services
- 29 Other Services
- 30 Public Administration

[SKIP TO Q1]



NS19 In what sector did you work?

- 1 Insurance
- 2 Financial Services
- 3 Accounting
- 4 Professional Services
- 5 Scientific Services
- 6 Technical Services
- 7 Media: Broadcast, Film, and Multimedia
- 8 Media: Print and Publishing
- 9 Telecommunications
- 10 Data Processing
- 11 Construction
- 12 Real Estate
- 13 Wholesale and Retail Trade
- 14 Manufacturing: Food and Beverage
- 15 Manufacturing: Textile and Apparel
- 16 Manufacturing: Wood, Paper, and Printing
- 17 Manufacturing: Petroleum, Chemicals, and Plastics
- 18 Manufacturing: Metal and Machinery
- 19 Manufacturing: Computer, Electrical, and Appliance
- 20 Other Manufacturing
- 21 Accommodation and Food Services
- 22 Health Care and Social Assistance
- 23 Arts, Entertainment, and Recreation
- 24 Transportation and Logistics
- 25 Mining and Oil & Gas Extraction
- 26 Utilities
- 27 Agriculture, Forestry, and Fishing
- 28 Educational Services
- 29 Other Services
- 30 Public Administration

U.S. Competitiveness

[DISPLAY SECTION LEVEL PROGRESS INDICATOR]

This section focuses on the competitiveness of the United States and the state of the U.S. business environment.

[IF BALLOT=1 CONTINUE]

[IF BALLOT=2 GO TO NQ1]

The next set of questions asks about various elements of the U.S. business environment, elements that affect how well firms in the United States can compete in the global marketplace.



For each element, please rate the U.S. *compared to other advanced economies like Western Europe, Japan, and Canada.*

[VERTICAL ORIENTATION OF COLUMN HEADERS IS FOR WORD PROCESSOR FORMATTING ONLY. WILL BE HORIZONTAL ON WEB.]

		Much worse than average	Somewhat worse than average	About average	Somewhat better than average	Much better than average
Q1_1	Logistics infrastructure High-quality highways, railroads, ports, and air transport	1	2	3	4	5
Q1_2	Communications infrastructure High-quality and widely available telephony, Internet and data access	1	2	3	4	5
Q1_4	Complexity of the national tax code	1	2	3	4	5
Q1_5	Education system through high school Universal access to high-quality education; curricula that prepare students for productive work	1	2	3	4	5
Q1_6	High quality universities with strong linkages to the private sector	1	2	3	4	5
Q1_7	Context for entrepreneurship Availability of capital for high-quality ideas; ease of setting up new businesses; lack of stigma for failure	1	2	3	4	5
Q1_8	Availability of skilled labor	1	2	3	4	5
Q1_17	Flexibility in hiring and firing of workers	1	2	3	4	5
Q1_9	Innovation infrastructure High-quality scientific research institutions; availability of scientists and engineers	1	2	3	4	5
Q1_10	Regulation Effective and predictable regulations without unnecessary burden on firms	1	2	3	4	5
Q1_11	Strength of clusters: Geographic	1	2	3	4	5



		Much worse than average	Somewhat worse than average	About average	Somewhat better than average	Much better than average
	concentrations of related firms, suppliers, service providers, and supporting institutions with effective collaboration					
Q1_12	Quality of capital markets Ease of firm access to appropriate capital; capital allocated to most profitable investments	1	2	3	4	5
Q1_13	Macroeconomic policy Soundness of government budgetary, interest rate, and monetary policies	1	2	3	4	5
Q1_3	Effectiveness of the political system Ability of the government to pass effective laws	1	2	3	4	5
Q1_14	Protection of physical and intellectual property rights and lack of corruption	1	2	3	4	5
Q1_15	Efficiency of legal framework Modest legal costs; swift adjudication	1	2	3	4	5
Q1_16	Sophistication of firm management and operations Use of sophisticated strategies, operating practices, management structures, and analytical techniques	1	2	3	4	5

Q2 Compared to other advanced economies, would you say that the U.S. business environment, overall, is...

- 1 Much worse than average
- 2 Somewhat worse than average
- 3 About average
- 4 Somewhat better than average
- 5 Much better than average



Over time, is each element of the U.S. business environment falling behind, keeping pace with, or pulling ahead of the same element in other advanced economies?

		Falling behind	Keeping pace	Pulling ahead
Q3_1	Logistics infrastructure High-quality highways, railroads, ports, and air transport	1	2	3
Q3_2	Communications infrastructure High-quality and widely available telephony, Internet and data access	1	2	3
Q3_4	Complexity of the national tax code	1	2	3
Q3_5	Education system through high school Universal access to high-quality education; curricula that prepare students for productive work	1	2	3
Q3_6	High quality universities with strong linkages to the private sector	1	2	3
Q3_7	Context for entrepreneurship Availability of capital for high-quality ideas; ease of setting up new businesses; lack of stigma for failure	1	2	3
Q3_8	Availability of skilled labor	1	2	3
Q3_17	Flexibility in hiring and firing of workers	1	2	3
Q3_9	Innovation infrastructure High-quality scientific research institutions; availability of scientists and engineers	1	2	3
Q3_10	Regulation Effective and predictable regulations without unnecessary burden on firms	1	2	3
Q3_11	Strength of clusters: Geographic concentrations of related firms, suppliers, service providers, and supporting institutions with effective collaboration	1	2	3
Q3_12	Quality of capital markets Ease of firm access to appropriate capital; capital allocated to most profitable investments	1	2	3
Q3_13	Macroeconomic policy Soundness of government budgetary, interest rate, and monetary policies	1	2	3
Q3_3	Effectiveness of the political system Ability of the government to pass	1	2	3



		Falling behind	Keeping pace	Pulling ahead
	effective laws			
Q3_14	Protection of physical and intellectual property rights and lack of corruption	1	2	3
Q3_15	Efficiency of legal framework Modest legal costs; swift adjudication	1	2	3
Q3_16	Sophistication of firm management and operations Use of sophisticated strategies, operating practices, management structures, and analytical techniques	1	2	3

Overall, over time is the U.S. business environment falling behind, keeping pace with, or pulling ahead of the business environments in...

		Falling behind	Keeping pace	Pulling ahead
Q4_1	Other advanced economies like Western Europe, Japan, and Canada	1	2	3
Q4_2	Emerging economies like Brazil, India, China, and Eastern Europe	1	2	3

Q5 Please think about firms operating in the United States – **whether or not they are U.S.-owned**. Overall, how successful are these firms at competing in the global marketplace against firms operating in other advanced economies?

- 1 Not at all successful
- 2 Not very successful
- 3 Somewhat successful
- 4 Very successful
- 5 Extremely successful

Q6 Three years from now, do you expect the ability of firms operating in the United States to compete successfully in the global marketplace to be...

- 1 Much worse than today
- 2 Somewhat worse
- 3 The same
- 4 Somewhat better
- 5 Much better than today



Q7 Three years from now, do you expect firms operating in the U.S. to be...

- 1 Much less able to support high wages and benefits
- 2 Somewhat less able
- 3 Neither less nor more able
- 4 Somewhat more able
- 5 Much more able to support high wages and benefits

[SKIP TO P1 IF RESPONDENT NOT WORKING OR COMPANY HAS NO U.S. OPERATIONS - Q9 to be asked if: S5=1 or S9=1]

Q9 Can **your firm's** U.S. operations compete successfully in the global marketplace **and** maintain current employment levels...

- 1 While supporting **rising** wages and benefits for an average employee
- 2 While supporting **stable** wages and benefits
- 3 Only with **declining** wages and benefits for an average employee
- 4 Your firm does not compete in the global marketplace

[CONTINUE TO P1]

The next set of questions asks about various elements of the U.S. business environment, elements that affect how well firms in the United States can compete in the global marketplace. For each element, please rate the U.S. *compared to other advanced economies like Western Europe, Japan, and Canada.*

[VERTICAL ORIENTATION OF COLUMN HEADERS IS FOR WORD PROCESSOR FORMATTING ONLY. WILL BE HORIZONTAL ON WEB.]

		Much worse than average	Somewhat worse than average	About average	Somewhat better than average	Much better than average	Don't know
NQ1_1	Logistics infrastructure High-quality highways, railroads, ports, and air transport	1	2	3	4	5	9
NQ1_2	Communications infrastructure	1	2	3	4	5	9



		Much worse than average	Somewhat worse than average	About average	Somewhat better than average	Much better than average	Don't know
	High-quality and widely available telephony, Internet and data access						
NQ1_4	Complexity of the national tax code	1	2	3	4	5	9
NQ1_5	Education system through high school Universal access to high-quality education; curricula that prepare students for productive work	1	2	3	4	5	9
NQ1_6	High quality universities with strong linkages to the private sector	1	2	3	4	5	9
NQ1_7	Context for entrepreneurship Availability of capital for high-quality ideas; ease of setting up new businesses; lack of stigma for failure	1	2	3	4	5	9
NQ1_8	Availability of skilled labor	1	2	3	4	5	9
NQ1_17	Flexibility in hiring and firing of workers	1	2	3	4	5	9
NQ1_9	Innovation infrastructure High-quality scientific research institutions; availability of scientists and engineers	1	2	3	4	5	9
NQ1_10	Regulation Effective and predictable regulations without unnecessary burden on firms	1	2	3	4	5	9
NQ1_11	Strength of clusters: Geographic concentrations of related firms, suppliers, service providers, and supporting institutions with effective collaboration	1	2	3	4	5	9
NQ1_12	Quality of capital markets Ease of firm access to appropriate capital; capital allocated to most profitable investments	1	2	3	4	5	9
NQ1_13	Macroeconomic policy Soundness of government budgetary, interest rate, and monetary policies	1	2	3	4	5	9
NQ1_3	Effectiveness of the political system	1	2	3	4	5	9



		Much worse than average	Somewhat worse than average	About average	Somewhat better than average	Much better than average	Don't know
	Ability of the government to pass effective laws						
NQ1_14	Protection of physical and intellectual property rights and lack of corruption	1	2	3	4	5	9
NQ1_15	Efficiency of legal framework Modest legal costs; swift adjudication	1	2	3	4	5	9
NQ1_16	Sophistication of firm management and operations Use of sophisticated strategies, operating practices, management structures, and analytical techniques	1	2	3	4	5	9

NQ2 Compared to other advanced economies, would you say that the U.S. business environment, overall, is...

- 1 Much worse than average
- 2 Somewhat worse than average
- 3 About average
- 4 Somewhat better than average
- 5 Much better than average
- 9 Don't know

Over time, is each element of the U.S. business environment falling behind, keeping pace with, or pulling ahead of the same element in other advanced economies?

		Falling behind	Keeping pace	Pulling ahead	Don't know
NQ3_1	Logistics infrastructure High-quality highways, railroads, ports, and air transport	1	2	3	9



		Falling behind	Keeping pace	Pulling ahead	Don't know
NQ3_2	Communications infrastructure High-quality and widely available telephony, Internet and data access	1	2	3	9
NQ3_4	Complexity of the national tax code	1	2	3	9
NQ3_5	Education system through high school Universal access to high-quality education; curricula that prepare students for productive work	1	2	3	9
NQ3_6	High quality universities with strong linkages to the private sector	1	2	3	9
NQ3_7	Context for entrepreneurship Availability of capital for high-quality ideas; ease of setting up new businesses; lack of stigma for failure	1	2	3	9
NQ3_8	Availability of skilled labor	1	2	3	9
NQ3_17	Flexibility in hiring and firing of workers	1	2	3	9
NQ3_9	Innovation infrastructure High-quality scientific research institutions; availability of scientists and engineers	1	2	3	9
NQ3_10	Regulation Effective and predictable regulations without unnecessary burden on firms	1	2	3	9
NQ3_11	Strength of clusters: Geographic concentrations of related firms, suppliers, service providers, and supporting institutions with effective collaboration	1	2	3	9
NQ3_12	Quality of capital markets Ease of firm access to appropriate capital; capital allocated to most profitable investments	1	2	3	9
NQ3_13	Macroeconomic policy Soundness of government budgetary, interest rate, and monetary policies	1	2	3	9
NQ3_3	Effectiveness of the political system Ability of the government to pass effective laws	1	2	3	9
NQ3_14	Protection of physical and intellectual	1	2	3	9



		Falling behind	Keeping pace	Pulling ahead	Don't know
	property rights and lack of corruption				
NQ3_15	Efficiency of legal framework Modest legal costs; swift adjudication	1	2	3	9
NQ3_16	Sophistication of firm management and operations Use of sophisticated strategies, operating practices, management structures, and analytical techniques	1	2	3	9

Overall, over time is the U.S. business environment falling behind, keeping pace with, or pulling ahead of the business environments in...

		Falling behind	Keeping pace	Pulling ahead	Don't know
NQ4_1	Other advanced economies like Western Europe, Japan, and Canada	1	2	3	9
NQ4_2	Emerging economies like Brazil, India, China, and Eastern Europe	1	2	3	9

NQ5 Please think about firms operating in the United States—**whether or not they are U.S.-owned**. Overall, how successful are these firms at competing in the global marketplace against firms operating in other advanced economies?

- 1 Not at all successful
- 2 Not very successful
- 3 Somewhat successful
- 4 Very successful
- 5 Extremely successful
- 9 Don't know

NQ6 Three years from now, do you expect the ability of firms operating in the United States to compete successfully in the global marketplace to be...

- 1 Much worse than today
- 2 Somewhat worse
- 3 The same
- 4 Somewhat better
- 5 Much better than today
- 9 Don't know



NQ7 Three years from now, do you expect firms operating in the U.S. to be...

- 1 Much less able to support high wages and benefits
- 2 Somewhat less able
- 3 Neither less nor more able
- 4 Somewhat more able
- 5 Much more able to support high wages and benefits
- 9 Don't know

[SKIP TO P1 IF RESPONDENT NOT WORKING OR COMPANY HAS NO U.S. OPERATIONS - NQ9 to be asked if: S5=1 or S9=1]

NQ9 Can **your firm's** U.S. operations compete successfully in the global marketplace **and** maintain current employment levels...

- 1 While supporting **rising** wages and benefits for an average employee
- 2 While supporting **stable** wages and benefits
- 3 Only with **declining** wages and benefits for an average employee
- 4 Your firm does not compete in the global marketplace
- 9 Don't know

Federal Government Policy

[DISPLAY SECTION-LEVEL PROGRESS BAR]

This section addresses policies of the U.S. federal government. We are interested in the perspectives of all informed respondents, including those who are not based in the United States. If you feel you do not have enough information to offer an informed opinion on an item, please select "don't know."

A number of federal policies have been proposed that may affect U.S. competitiveness. Please indicate the extent to which you agree or disagree with the following policies the U.S. government could adopt.

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[RANDOMIZE ORDER]



		Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Don't know
P1_1	Ease the immigration of highly skilled individuals , starting with – but not restricted to – international graduates of U.S. universities	1	2	3	4	5	9
P1_2	Rewrite the corporate tax code to eliminate loopholes and lower statutory rates	1	2	3	4	5	9
P1_3	Reform the tax code for U.S. firms with international operations so that profits they earn abroad are not taxed by the U.S., even when brought back to the U.S.	1	2	3	4	5	9
P1_4	Aggressively use established international institutions to address distortions of the international trading system that disadvantage the United States, such as trade barriers, subsidies, and lack of intellectual property protection	1	2	3	4	5	9
P1_5	Streamline regulations affecting business by focusing on outcomes rather than reporting and compliance, shortening delays, and reducing business-government litigation	1	2	3	4	5	9
P1_6	Enact a multiyear program to improve logistics and communications infrastructure , prioritizing projects that most increase U.S. efficiency and technological progress Logistics infrastructure: High-quality highways, railroads, ports, and air transport. Communication infrastructure: High-quality and widely available telephony, Internet and data access.	1	2	3	4	5	9
P1_7	Create a sustainable federal budget through a combination of greater revenue (including reducing deductions) and less spending (through efficiencies in entitlement programs and revised priorities), embodying a compromise such as Simpson-Bowles or Rivlin-Domenici	1	2	3	4	5	9



		Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Don't know
P1_8	Agree on a federal regulatory and reporting framework to guide the development of newly accessible American gas and oil reserves that balances economic and environmental considerations	1	2	3	4	5	9
P1_9	Change the federal personal income tax code so that no household making more than \$1 million each year pays less than 30% in taxes	1	2	3	4	5	9
P1_10	Create tax incentives and subsidies for clean energy manufacturers in the U.S. to invest and develop new technologies	1	2	3	4	5	9
P1_13	Enact national legislation so that no one is required to join or pay a union as a condition of employment	1	2	3	4	5	9
P1_14	Lower the marginal personal income tax rates at all income levels, offset by reductions in government spending	1	2	3	4	5	9

[DISPLAY P2 IMMEDIATELY BELOW P1, NOT ON FOLLOWING PAGE]

P2 What other policies, if any, do you think the federal government should adopt to improve national competitiveness?

[IF S1=2 and (S2=1 AND S5=2 AND S9=2) OR S2=2, SKIP TO R1

IF S1=2 and (S2=1 AND (S5=1 OR (S5=2 AND S9=1))), CONTINUE

IF S1=1 and ((S2=1 and S9=2) or S2=2), SKIP to R1

IF S1=1 and (S2=1 and S9=1), CONTINUE]



Business Actions

[DISPLAY SECTION-LEVEL PROGRESS BAR]

This section of the survey focuses on actions firms are taking or might take in the future in their U.S. operations that may affect the U.S. business environment.

To the best of your knowledge, does your company or organization currently take any of the following actions in its U.S. operations?

		Yes	No	Not Applic able	Don't know
Bolstering Regional Strength					
F1_10	Participate in initiatives to improve the competitiveness of regional clusters in which your firm operates Clusters are geographic concentrations of related firms, suppliers, service providers, and supporting institutions with effective collaboration	1	2	8	9
F1_11	Participate in initiatives to improve the general business environment in your firm's region	1	2	8	9
Improving Skills					
F1_2	Conduct internal training programs for current or prospective employees to upgrade their skills and productivity	1	2	8	9
F1_1	Offer a formal apprenticeship program that trains workers to be more employable by your company and others	1	2	8	9
F1_3	Partner with a community college, technical school, or university to offer programs aligned with the needs of your business, and commit your firm to hire a number of its graduates	1	2	8	9
Upgrading Supporting Industries					
F1_4	Actively strive to identify and increase sourcing from local suppliers	1	2	8	9
F1_5	Mentor local suppliers to upgrade their capabilities and make them more attractive partners	1	2	8	9
Supporting Innovation and Entrepreneurship					
F1_7	Participate in research collaboratives in your firm's field that build technologies	1	2	8	9



		Yes	No	Not Applicable	Don't know
F1_8	Invest in or incubate promising startups related to your business and products of the future	1	2	8	9

Locating in the U.S.

F1_9	Move to the U.S. a business activity that is currently performed elsewhere and can be performed productively in the U.S.	1	2	8	9
------	--	---	---	---	---

Changing the Business-Government Relationship

F1_12	Advocate for laws and rules that benefit business as a whole rather than lobby for the special interests of your firm or industry	1	2	8	9
-------	---	---	---	---	---

[IF (F1_1≠2 & F1_2≠2 & F1_3≠2 & F1_4≠2 & F1_5≠2 & F1_7≠2 & F1_8≠2 & F1_9≠2 & F1_10≠2 & F1_11≠2 & F12_1≠2) THEN SKIP TO R1.]

[IF (F1_1=2 | F1_2=2 | F1_3=2 | F1_4=2 | F1_5=2 | F1_1=7 | F1_1=8 | F1_1=9 | F1_10=2 | F1_11=2 | F1_12=2) THEN CONTINUE.]

Among the actions your company does not currently take, would your company be interested in undertaking each of the following in its U.S. operations?

[DISPLAY ONLY STRATEGIES IN F1_1-F1_12 WHERE RESPONSE IS NO]

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		Definitely not interested	Probably not interested	May or may not be interested	Probably interested	Definitely interested	Not applicable	Don't know
F2_10	Join or establish initiatives to improve the competitiveness of regional clusters in which your firm operates	1	2	3	4	5	8	9



		Definitely not interested	Probably not interested	May or may not be interested	Probably interested	Definitely interested	Not applicable	Don't know
	Clusters are geographic concentrations of related firms, suppliers, service providers, and supporting institutions with effective collaboration							
F2_11	Join or establish initiatives to improve the general business environment in your firm's region	1	2	3	4	5	8	9
F2_2	Establish an internal program for current or prospective employees to upgrade their skills and productivity	1	2	3	4	5	8	9
F2_1	Create an apprenticeship program that trains U.S. workers to be more employable by your company and others	1	2	3	4	5	8	9
F2_3	Enter into a partnership with a community college, technical school, or university to offer programs aligned with the needs of your business, and commit your firm to hire a number of its graduates	1	2	3	4	5	8	9
F2_4	Identify and increase sourcing from local	1	2	3	4	5	8	9



		Definitely not interested	Probably not interested	May or may not be interested	Probably interested	Definitely interested	Not applicable	Don't know
	suppliers							
F2_5	Mentor local suppliers to upgrade their capabilities and make them more attractive partners	1	2	3	4	5	8	9
F2_7	Join or establish research collaboratives in your firm's field that build technologies and products of the future	1	2	3	4	5	8	9
F2_8	Invest in or incubate promising startups related to your business	1	2	3	4	5	8	9
F2_9	Move to the U.S. a business activity that is currently performed elsewhere and can be performed productively in the U.S.	1	2	3	4	5	8	9
F2_12	Advocate for laws and rules that benefit business as a whole rather than lobby for the special interests of your firm or industry	1	2	3	4	5	8	9

Contacting You

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R1 HBS faculty members may wish to follow up with some alumni to discuss the views or the School's U.S. Competitiveness Project further. May we contact you for this purpose?

- 1 Yes
- 2 No



To complete the survey and submit your responses, please press the Submit button below. To review or change earlier responses, please press the Go Back button below – please **do not** press your browser’s back button.

Termination

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Your responses have been recorded. Thank you very much for participating in this important survey. Faculty members will share the survey findings by email, via the U.S. Competitiveness Project’s website www.hbs.edu/competitiveness, and in publications.

