

Massachusetts Regional Competitiveness Councils

Survey Results for

Berkshire, Pioneer Valley, and Central Regions

**Institute for Strategy and Competitiveness
Harvard Business School**

**Prepared for the
RCC Meetings
October 10, 2003**

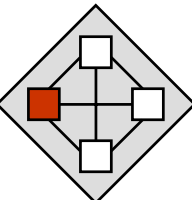
This presentation draws on ideas from Professor Porter's articles and books, in particular, The Competitive Advantage of Nations (The Free Press, 1990), "The Microeconomic Foundations of Economic Development," in The Global Competitiveness Report 2001, (World Economic Forum, 2001), "Clusters and the New Competitive Agenda for Companies and Governments" in On Competition (Harvard Business School Press, 1998), and the *Clusters of Innovation Initiative*, a joint effort of the Council on Competitiveness, Monitor Group, and Professor Porter. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means - electronic, mechanical, photocopying, recording, or otherwise - without the permission of Michael E. Porter.

Additional information may be found at the website of the Institute for Strategy and Competitiveness, www.isc.hbs.edu

Results presented here reflect 651 valid surveys received through Monday, October 6, 2003.

| Region | Surveys | Percent of Total |
|------------------|----------------|-------------------------|
| Berkshire | 85 | 13.1% |
| Pioneer Valley | 74 | 11.4% |
| Central | 61 | 9.4% |
| Northeast | 107 | 16.4% |
| Greater Boston | 122 | 18.7% |
| Southeast | 118 | 18.1% |
| Cape and Islands | 84 | 12.9% |
| TOTAL | 651 | |

Berkshire

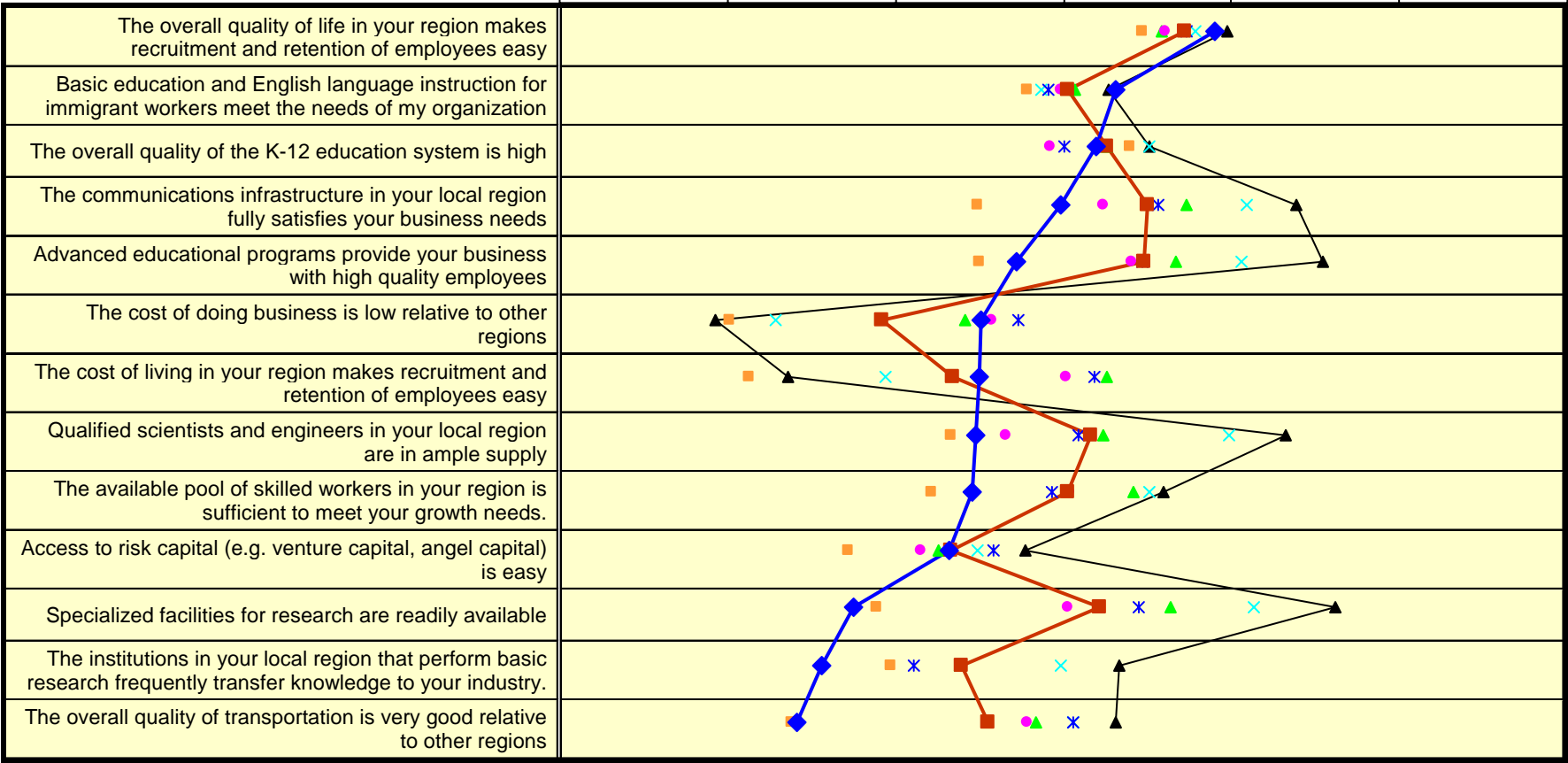


Regional Comparisons

Availability of Inputs

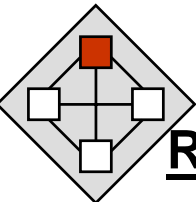
Strongly Disagree Mean Agreement Strongly Agree

1 2 3 4 5 6 7



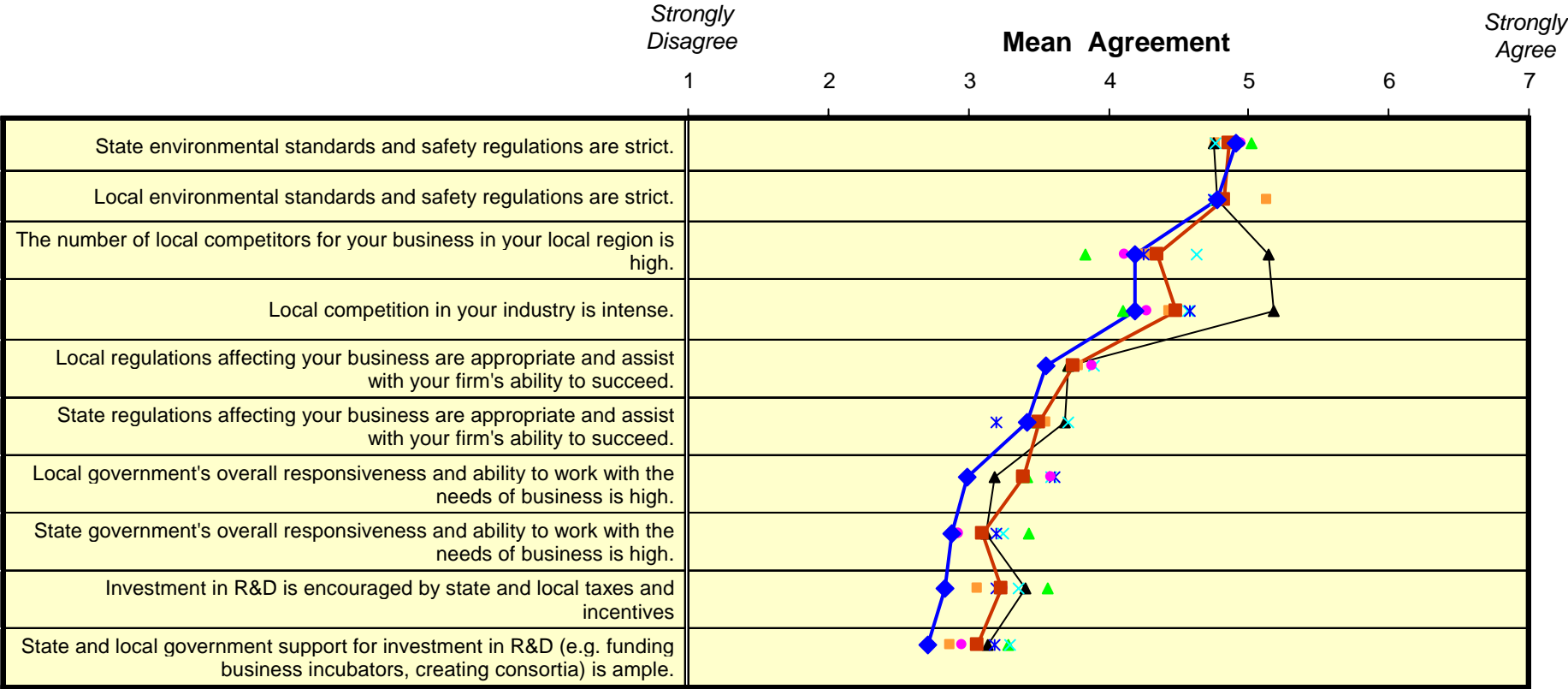
- ◆ Berkshire
- Cape and Islands
- ▲ Central
- ▲ Greater Boston
- × Northeast
- × Pioneer Valley
- Southeast
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group



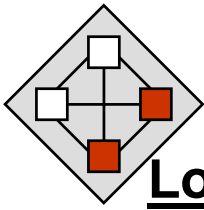
Regional Comparisons

Rules and Incentives Governing Investment and Competition



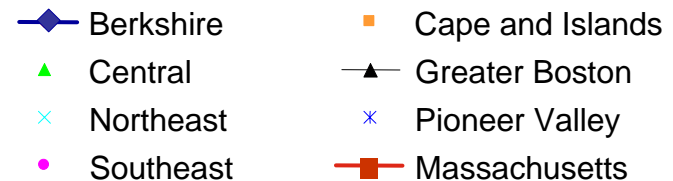
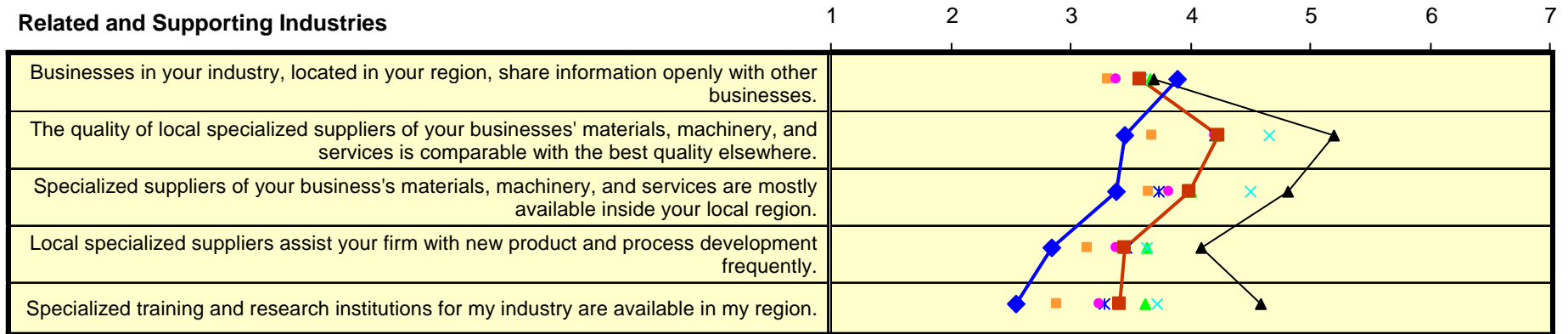
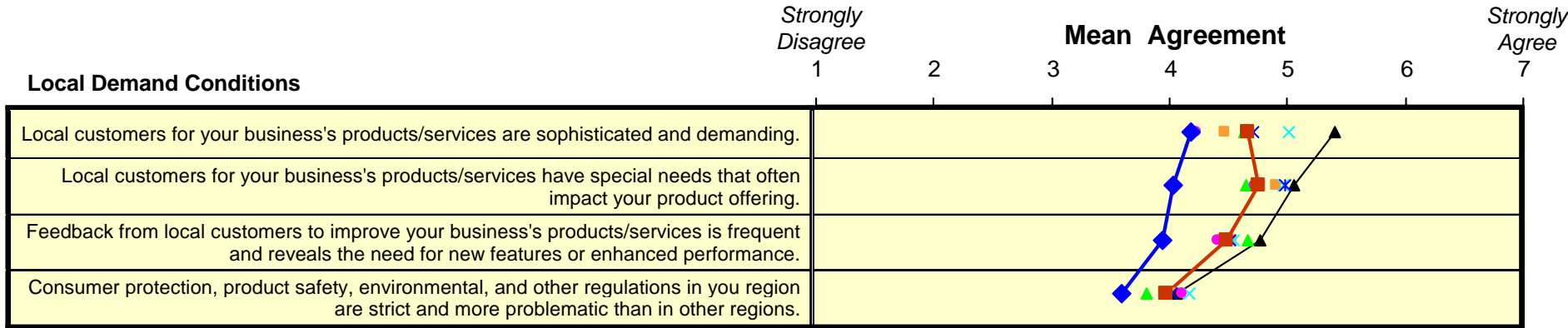
- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- × Pioneer Valley
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group



Regional Comparisons

Local Demand Conditions & Related and Supporting Industries

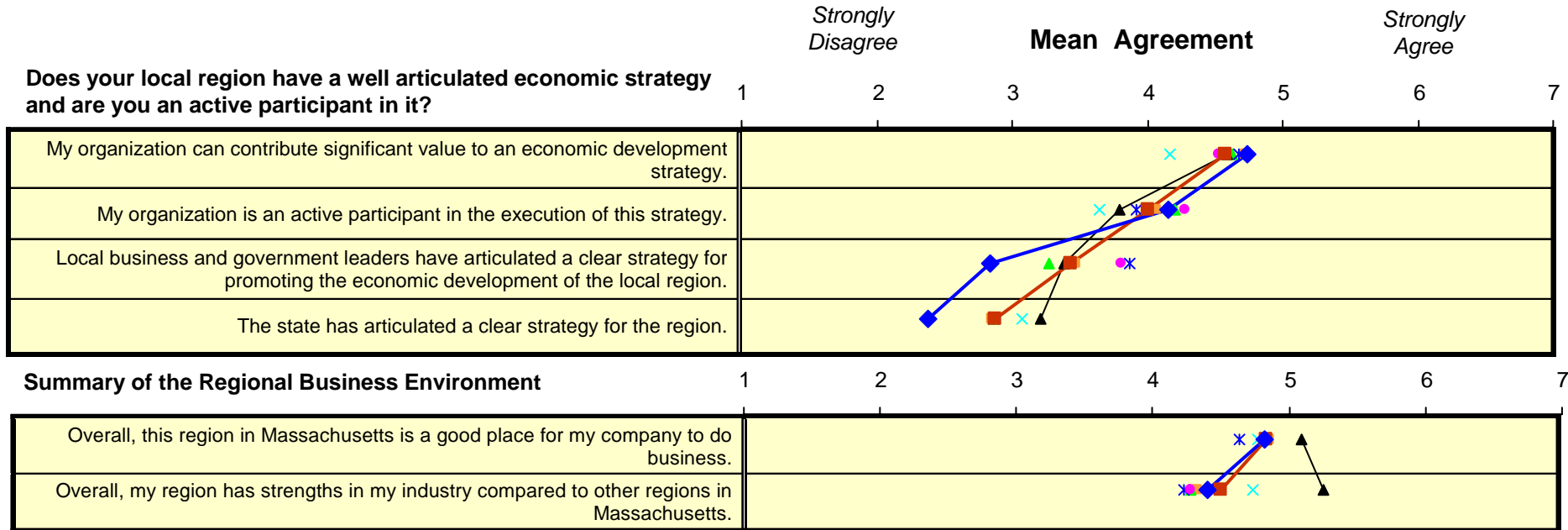


Source: Professor Michael E. Porter and Monitor Group

RCC West Regions. Surveys – KC RB2

Regional Comparisons

Regional Strategy & Summary of the Regional Business Environment

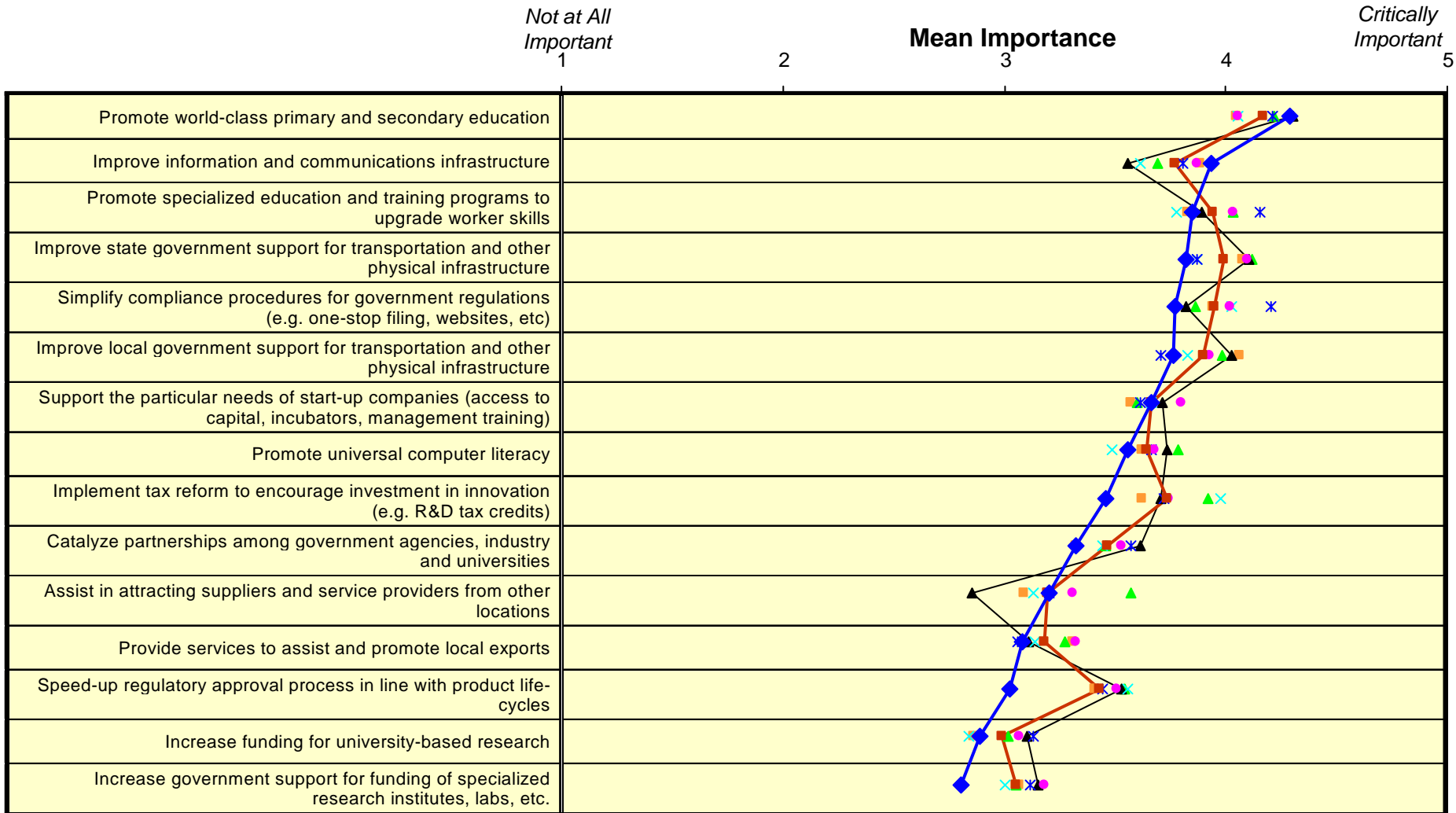


- ◆ Berkshire
- Cape and Islands
- ▲ Central
- ▲ Greater Boston
- × Northeast
- × Pioneer Valley
- Southeast
- Massachusetts



Regional Comparisons

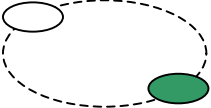
Priorities for Government



- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- × Pioneer Valley
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group

RCC West Regions. Surveys – KC RB2



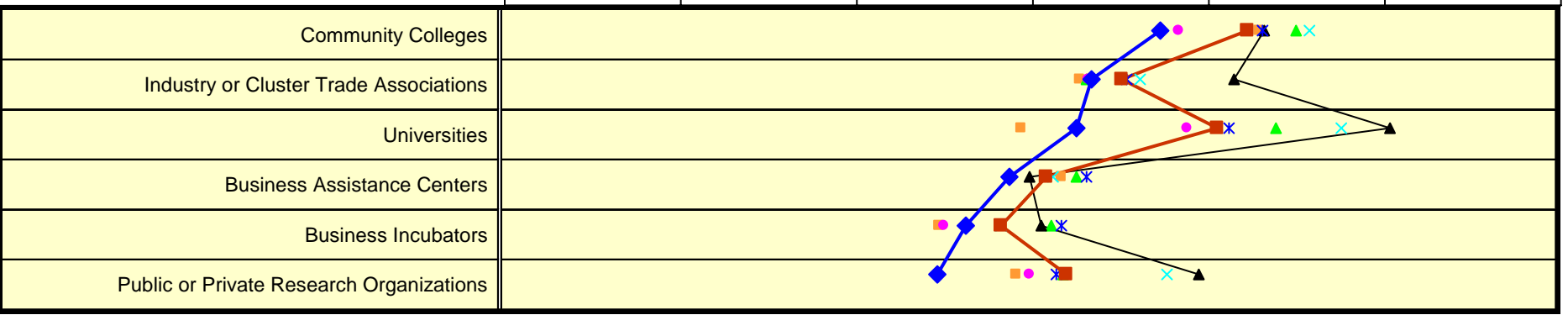
Regional Comparisons

Institutions & Education

How satisfied are you with the impact of the following institutions, in your region, on your company?

Strongly Disagree **Mean Agreement** *Strongly Agree*

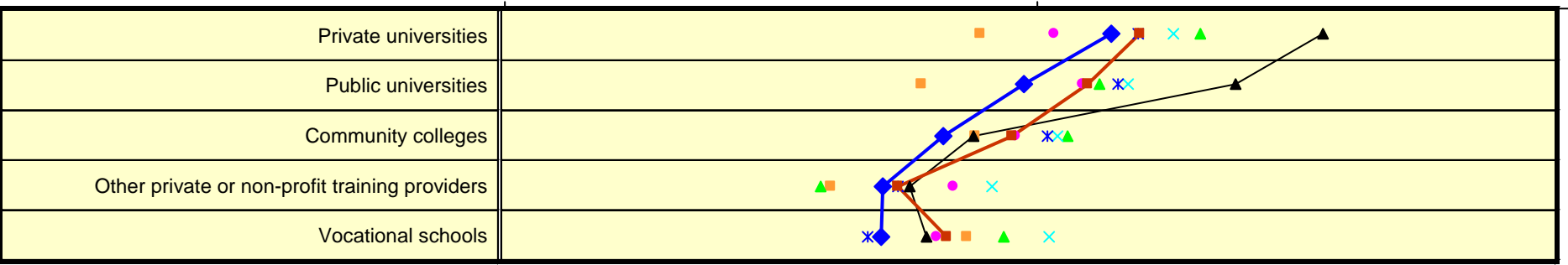
1 2 3 4 5 6 7



How would you best describe the quality of new workers from these sources?

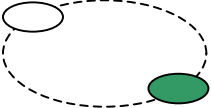
Inadequate **Mean Rating** *Superior*

3 2 1



- ◆ Berkshire
- Cape and Islands
- ▲ Central
- ▲ Greater Boston
- × Northeast
- × Pioneer Valley
- Southeast
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group



Regional Comparisons

Institutions & Education (Cont.)

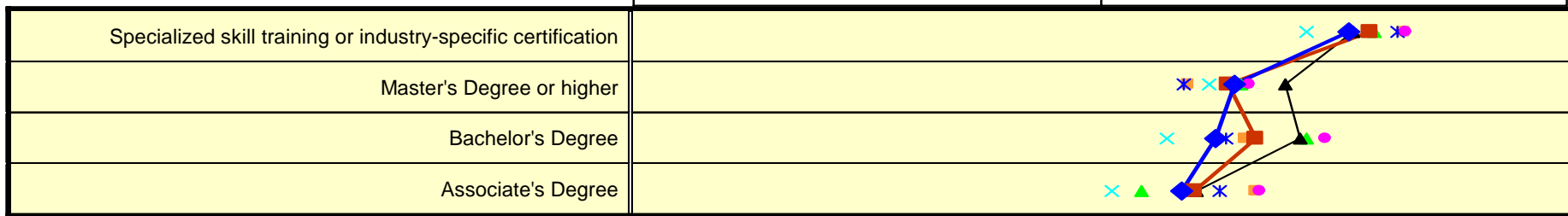
Over the next five years, I expect the needs of my organization, with respect to the following levels of education and/or training, to:

Decrease
3

Mean Expectation

2

Increase
1



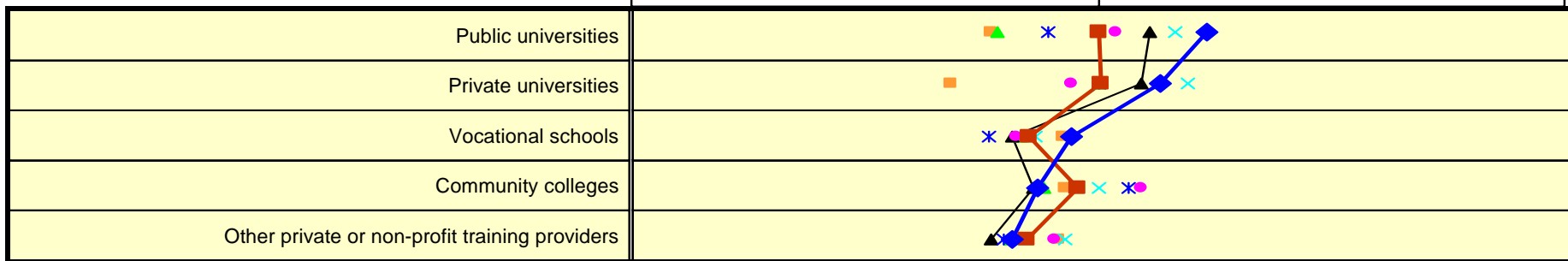
If your organization met or worked with any of these entities on workforce issues, to what extent did your contact meet your expectations?

Did not Meet my Expectations
3

Mean Rating

2

Exceeded my Expectations
1



- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- × Pioneer Valley
- Massachusetts

Regional Comparisons

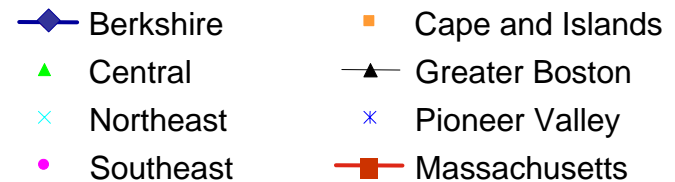
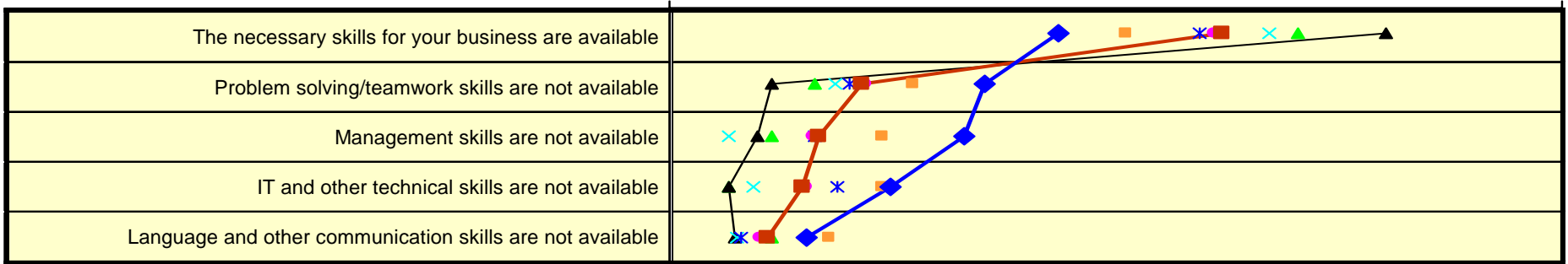
Employee Skills

Overall, are employees with the necessary skills for your business available in the region?

0%

Percent of Respondents

100%

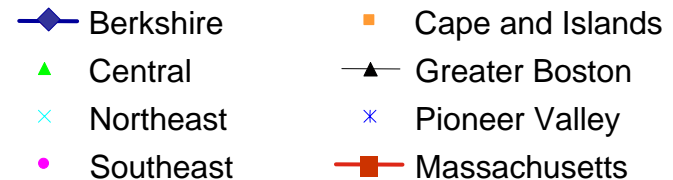
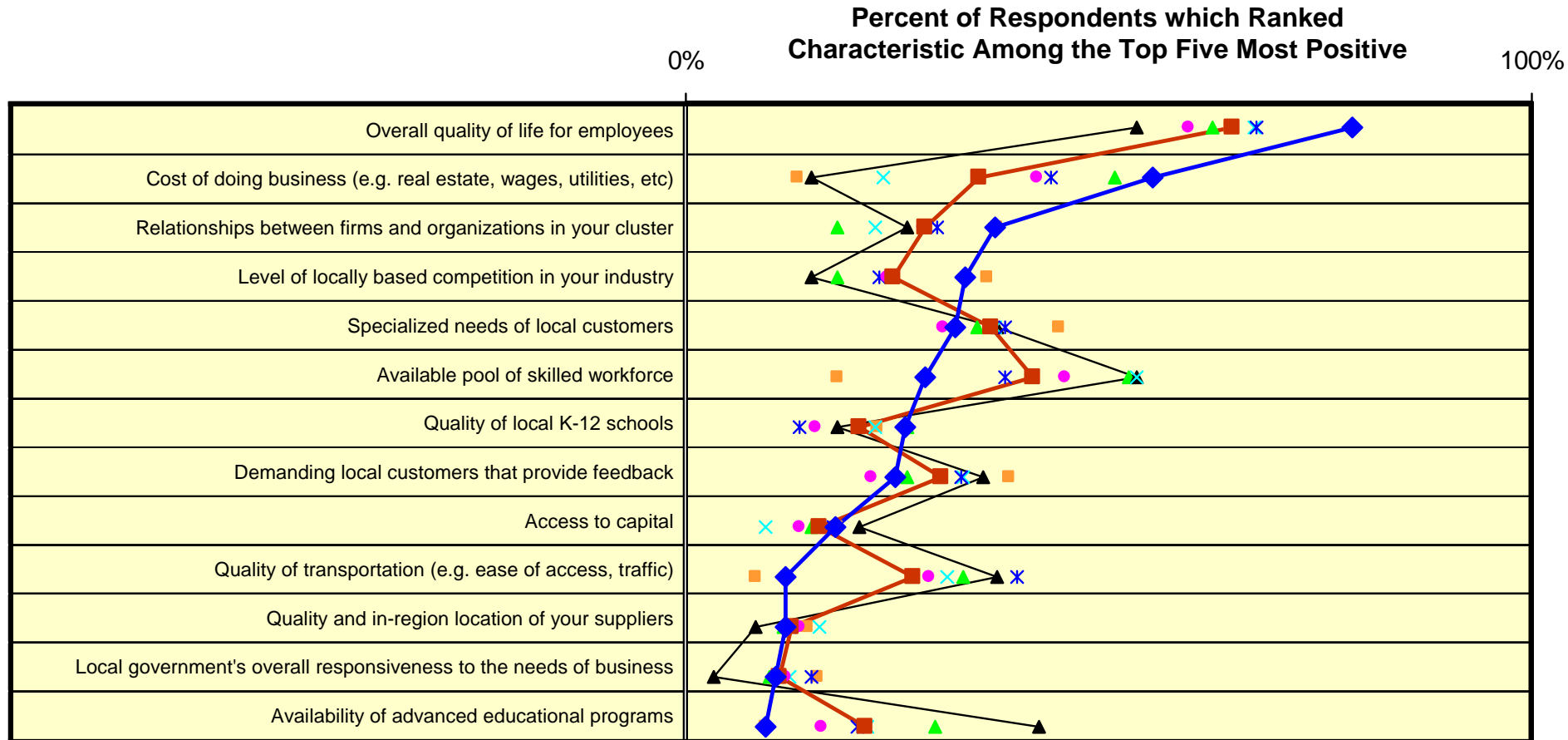


Source: Professor Michael E. Porter and Monitor Group

RCC West Regions. Surveys – KC RB2

Regional Comparisons

Positive Impact on the Local Business Environment

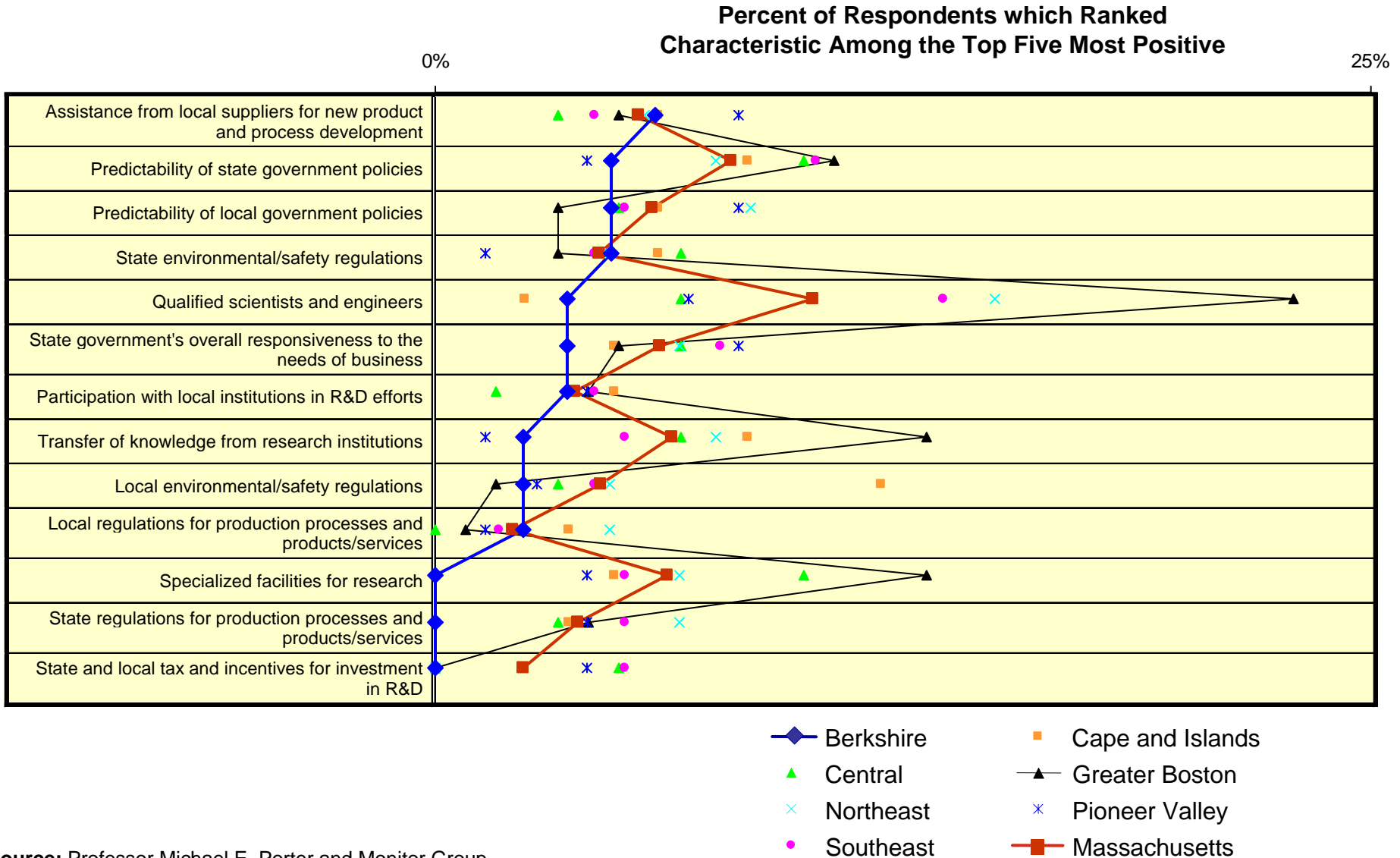


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RCC West Regions. Surveys - KC RB2

Regional Comparisons

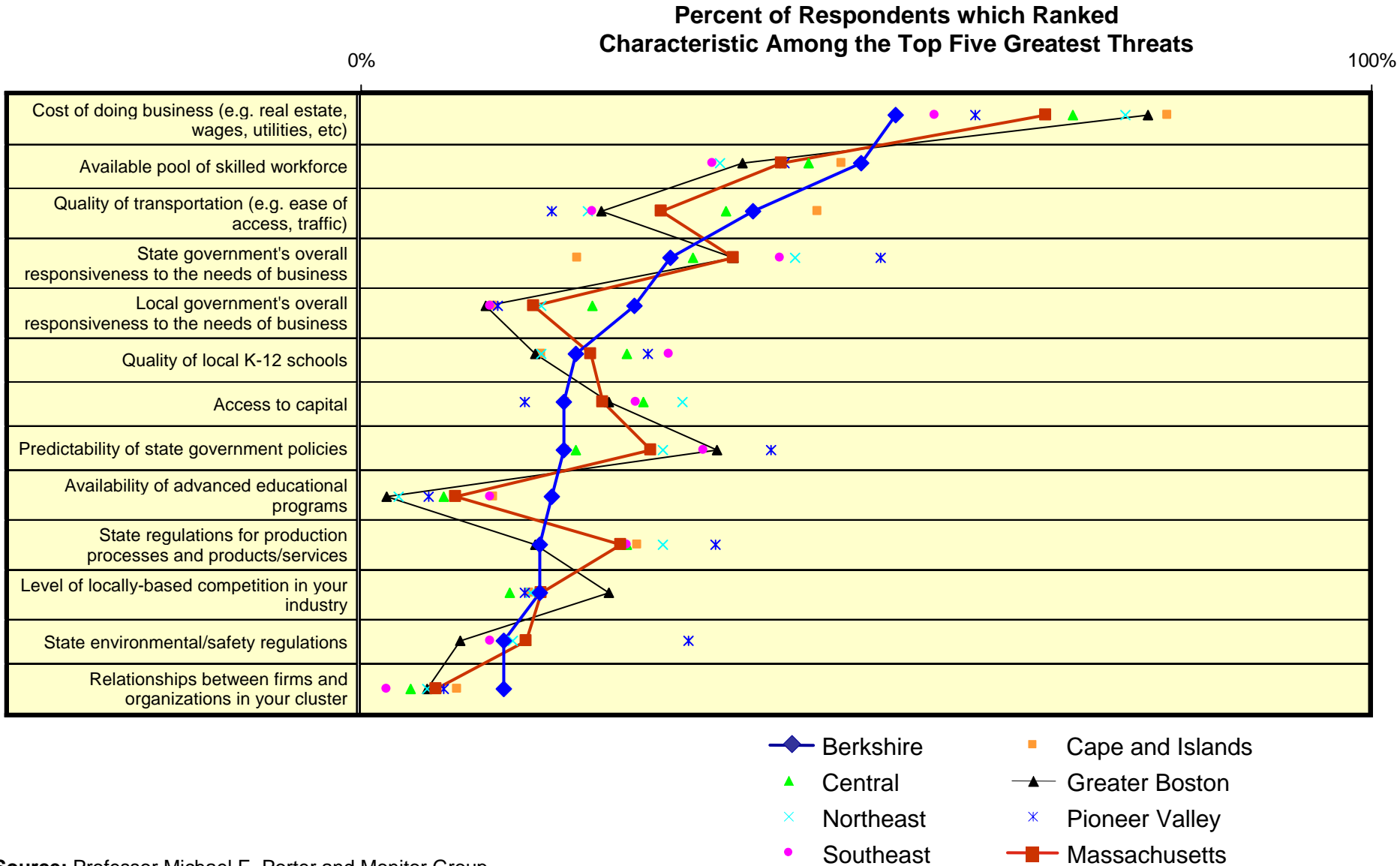
Positive Impact on the Local Business Environment (Cont.)



Source: Professor Michael E. Porter and Monitor Group

Regional Comparisons

Future Threats in the Local Business Environment



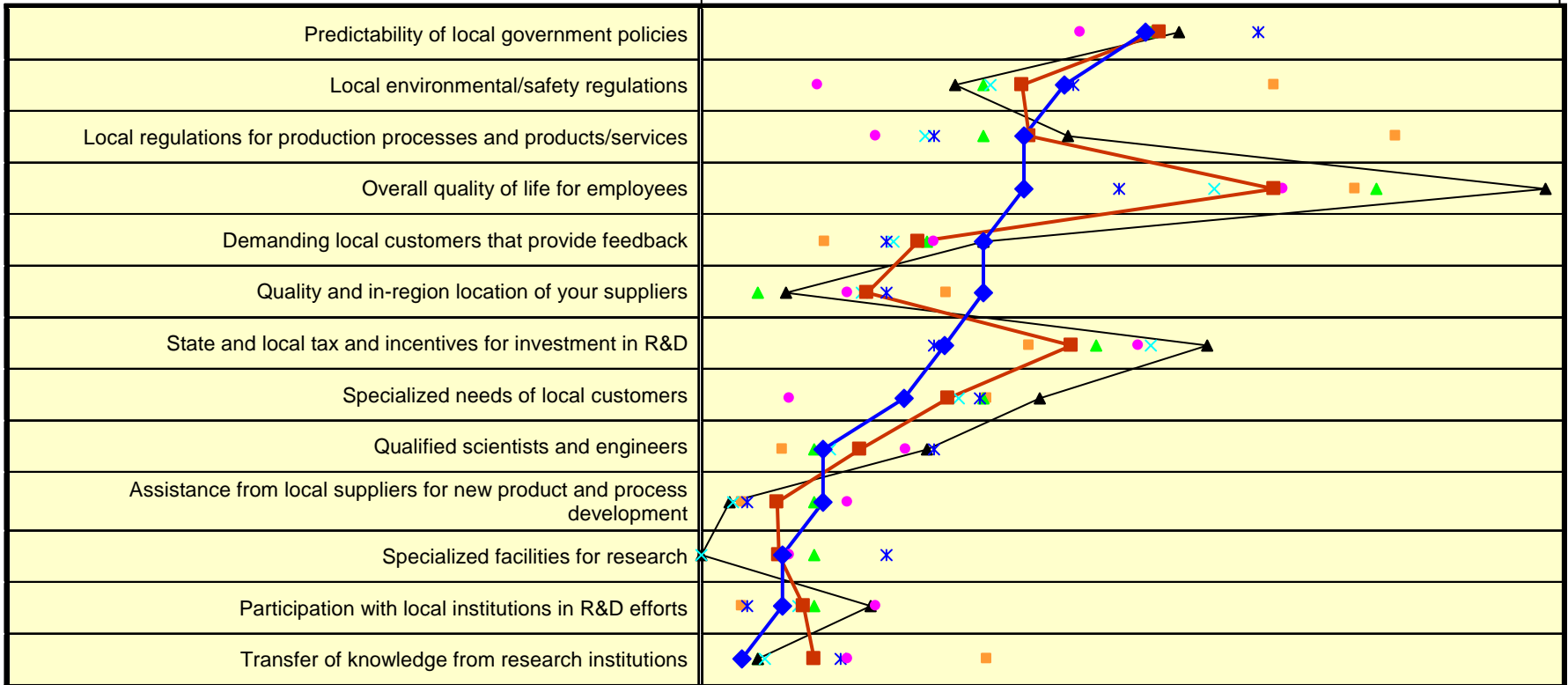
Regional Comparisons

Future Threats in the Local Business Environment (Cont.)

Percent of Respondents which Ranked Characteristic Among the Top Five Greatest Threats

0%

25%

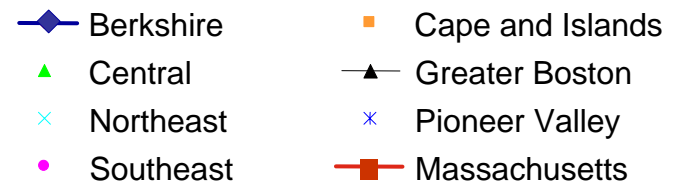
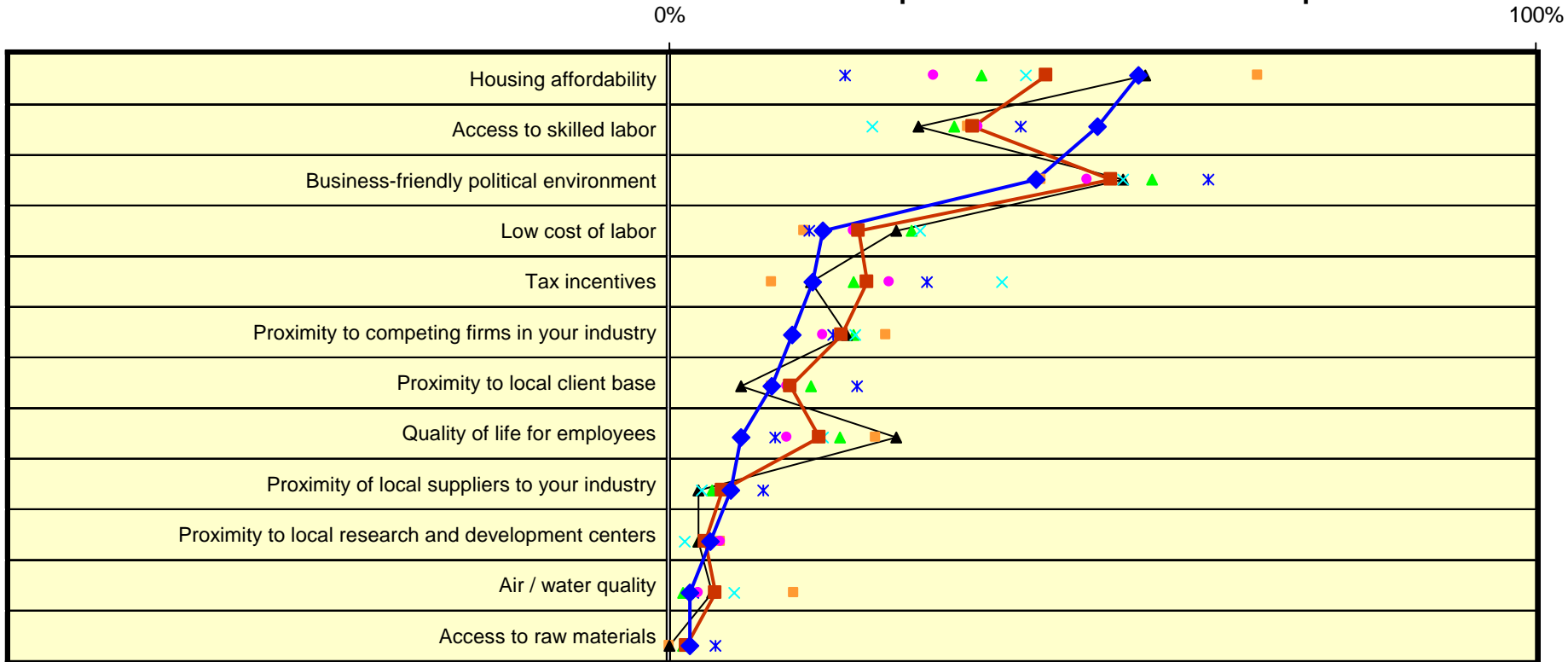


- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- × Pioneer Valley
- Massachusetts

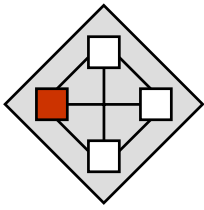
Regional Comparisons

Barriers to Expansion in the Next Five Years

Percent of Respondents which Ranked Characteristic Among the Top Three Greatest Barriers to Expansion

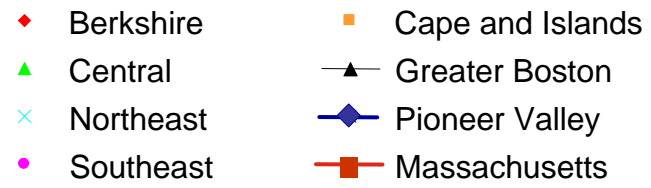
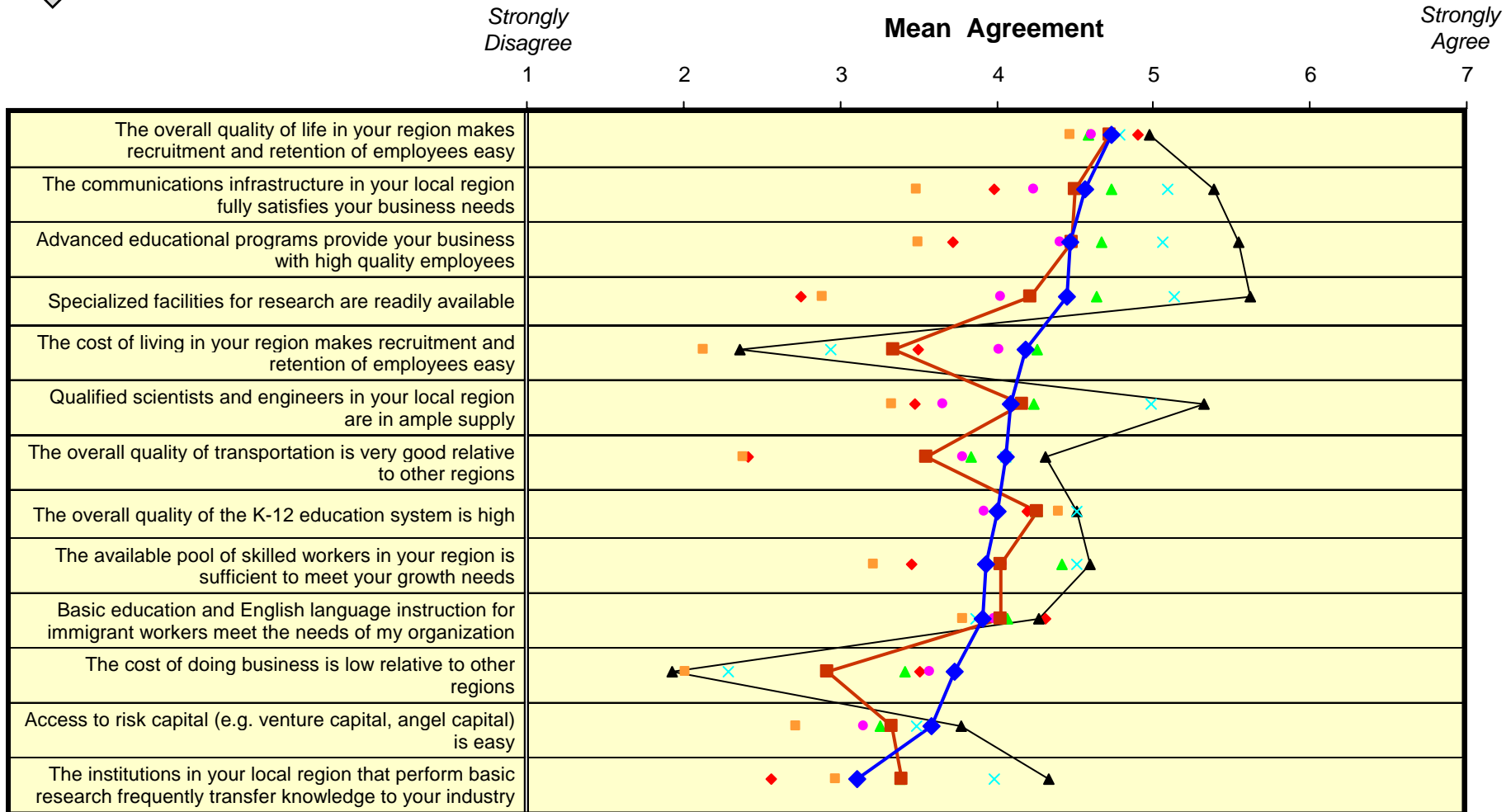


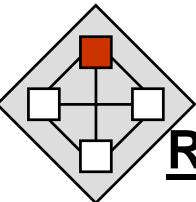
Pioneer Valley



Regional Comparisons

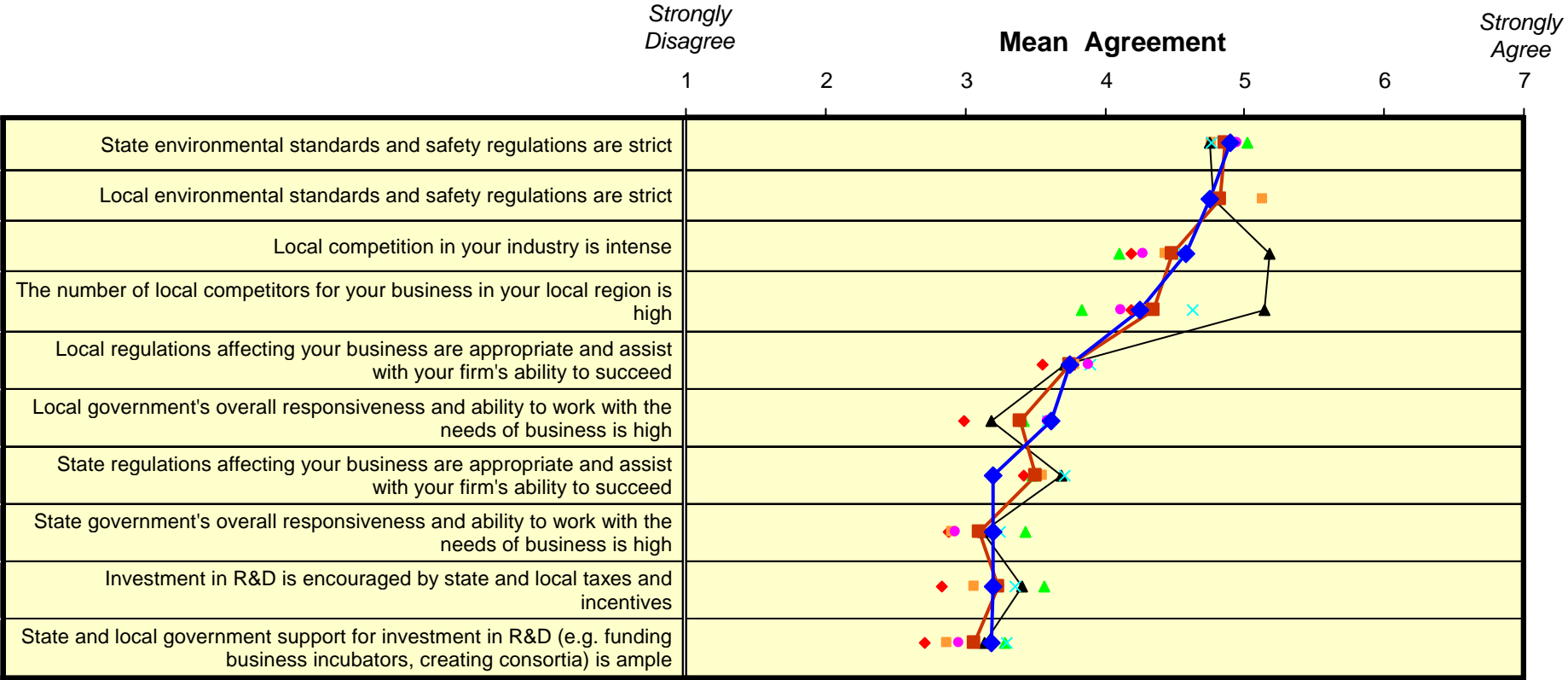
Availability of Inputs





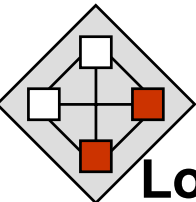
Regional Comparisons

Rules and Incentives Governing Investment and Competition



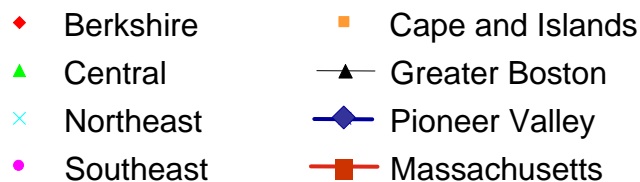
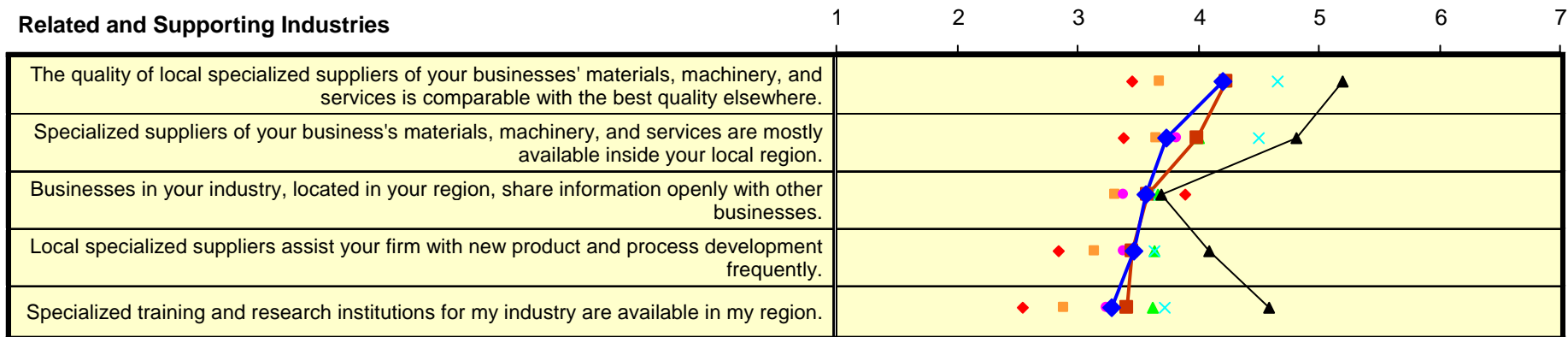
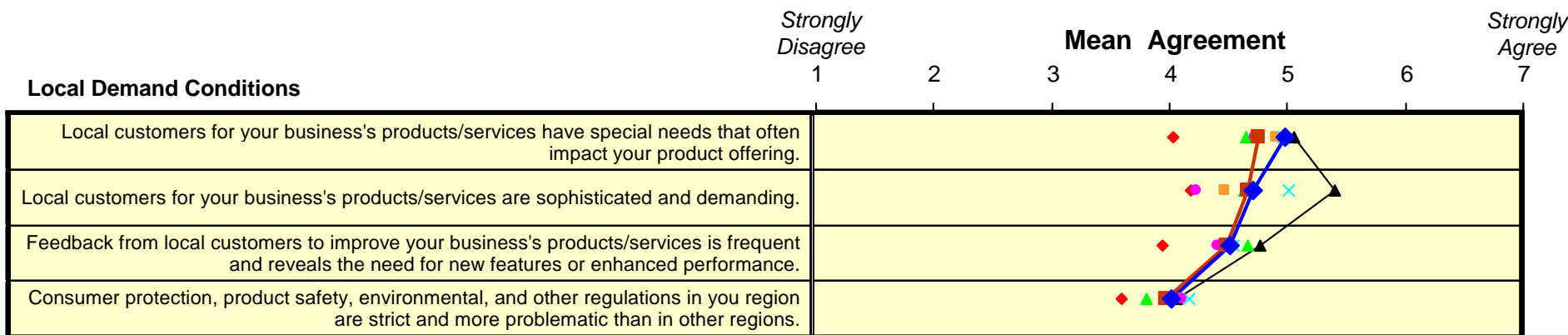
- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- ◆ Pioneer Valley
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group



Regional Comparisons

Local Demand Conditions & Related and Supporting Industries

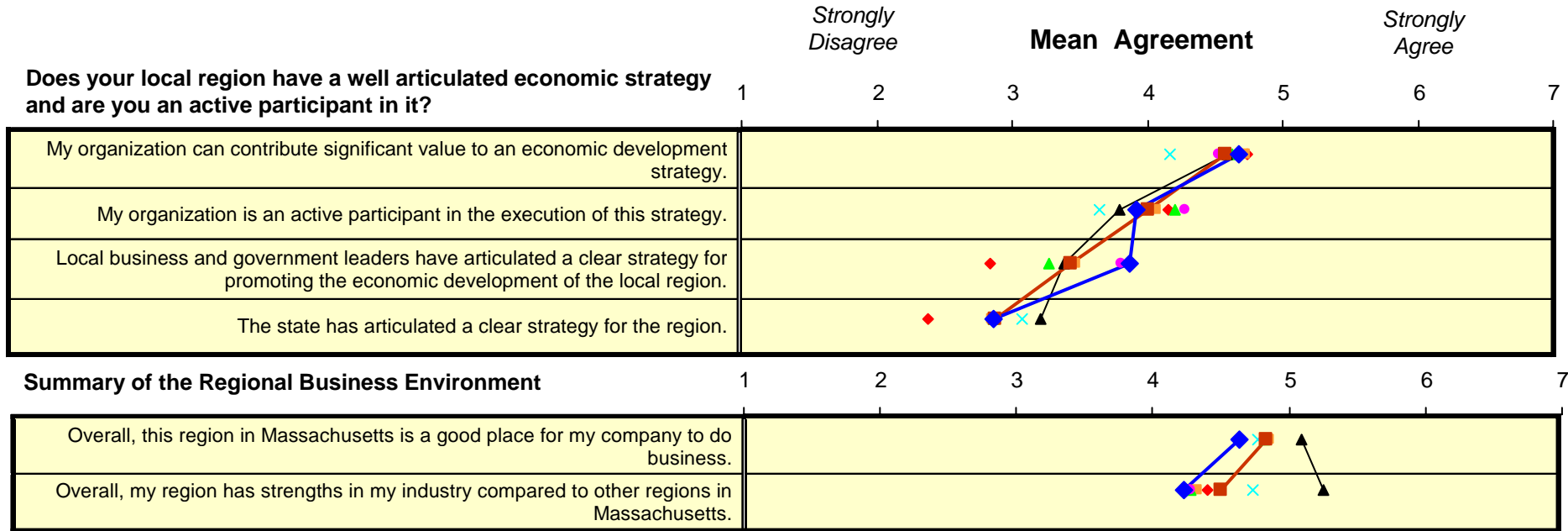


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RCC West Regions. Surveys – KC RB2

Regional Comparisons

Regional Strategy & Summary of the Regional Business Environment

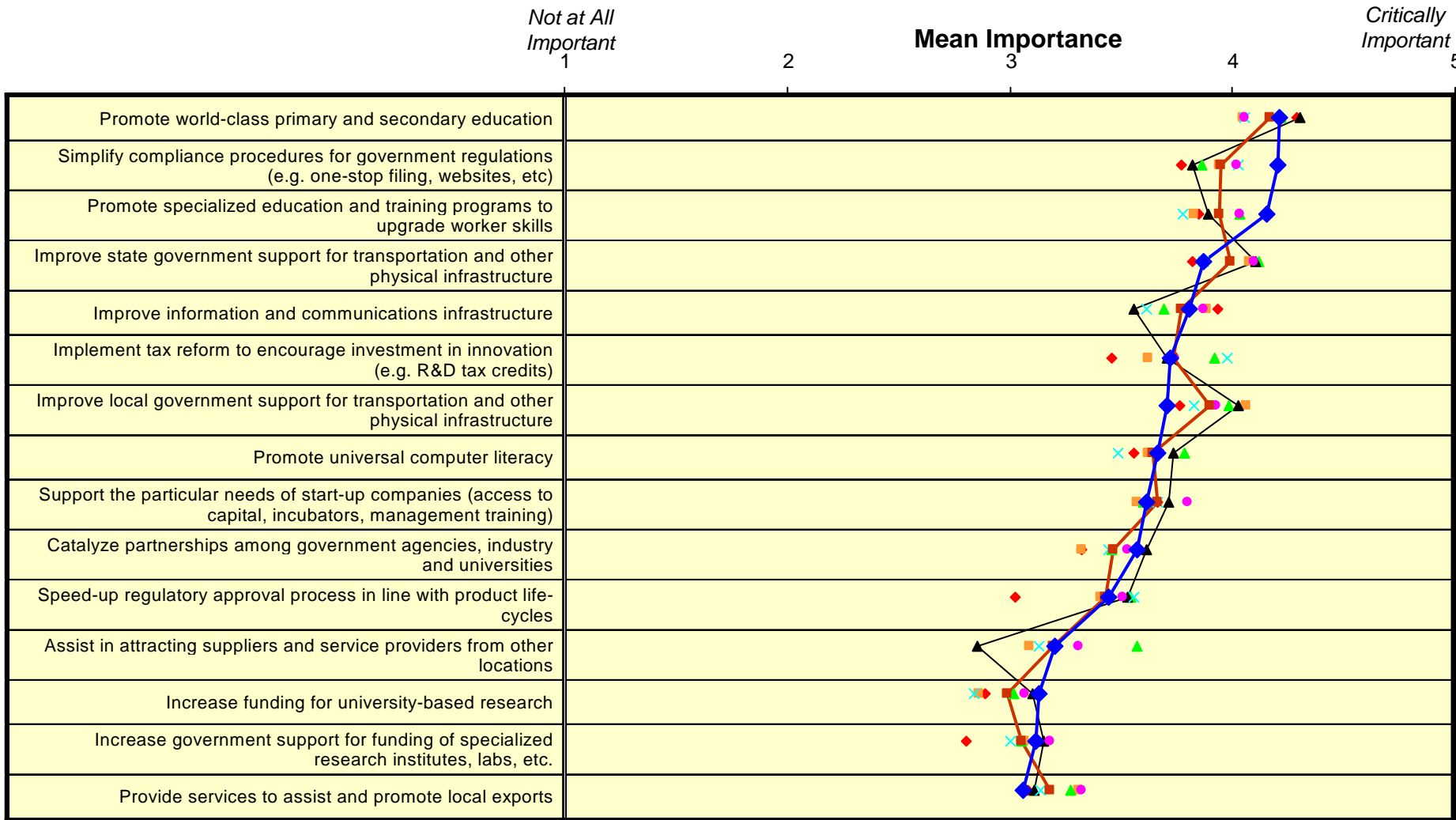


- ◆ Berkshire
- Cape and Islands
- ▲ Central
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- ◆ Pioneer Valley
- Southeast
- Massachusetts



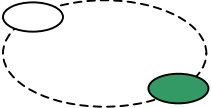
Regional Comparisons

Priorities for Government



- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- ◆ Pioneer Valley
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group

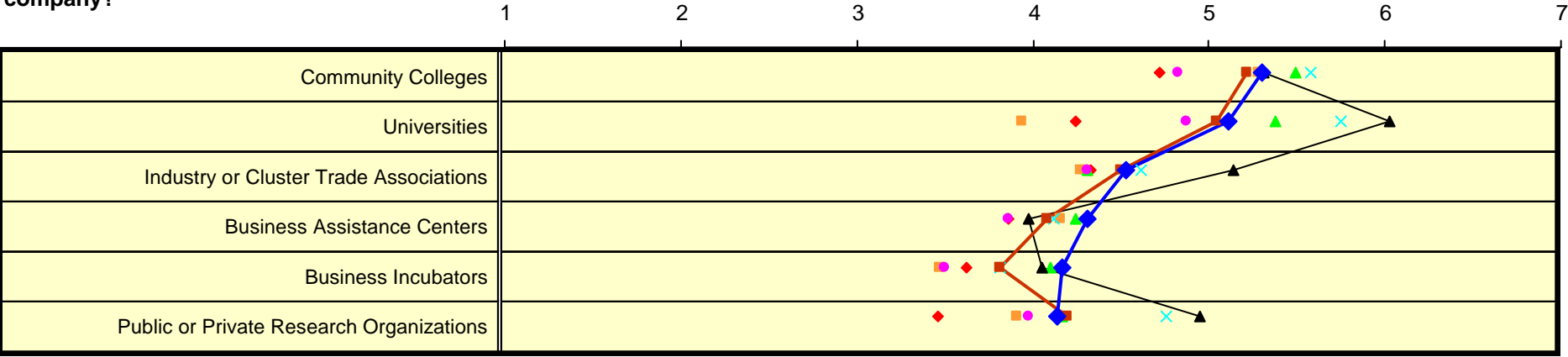


Regional Comparisons

Institutions & Education

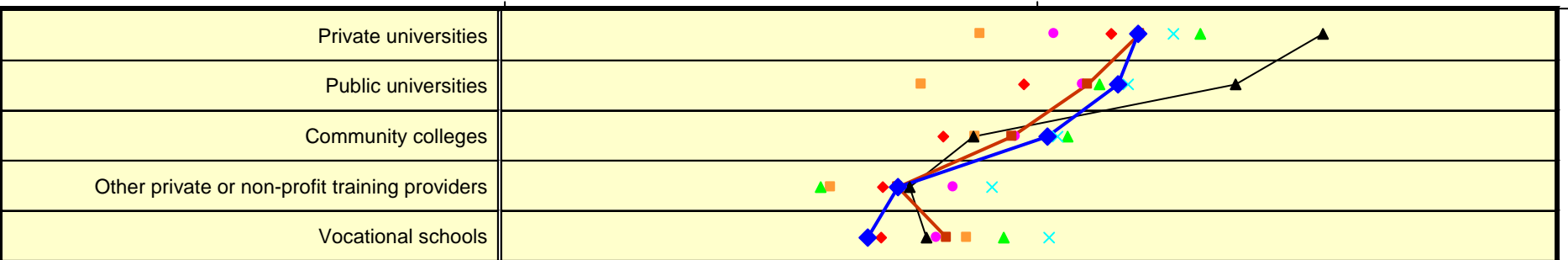
How satisfied are you with the impact of the following institutions, in your region, on your company?

Strongly Disagree Mean Agreement Strongly Agree



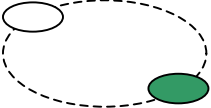
How would you best describe the quality of new workers from these sources?

Inadequate Mean Rating Superior



- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- ◆ Pioneer Valley
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group



Regional Comparisons

Institutions & Education (Cont.)

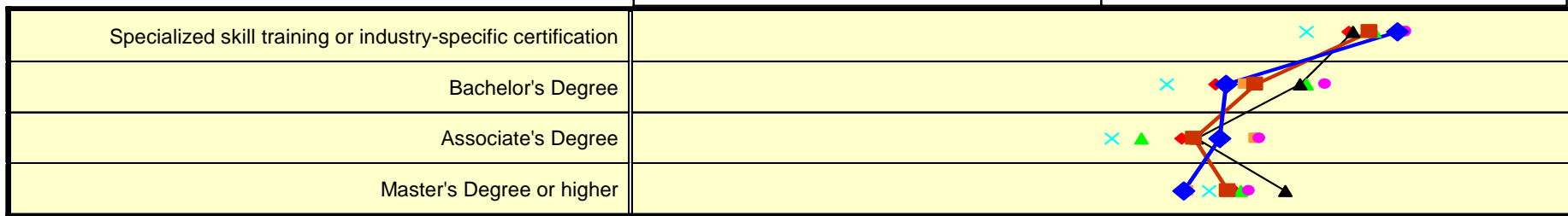
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Decrease
3

Mean Expectation

2

Increase
1



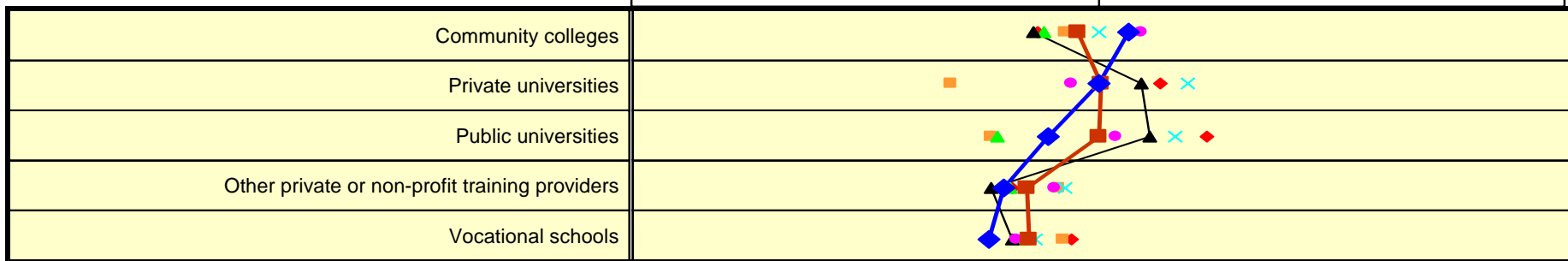
If your organization met or worked with any of these entities on workforce issues, to what extent did your contact meet your expectations?

Did not Meet my Expectations
3

Mean Rating

2

Exceeded my Expectations
1



- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
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- Massachusetts

Regional Comparisons

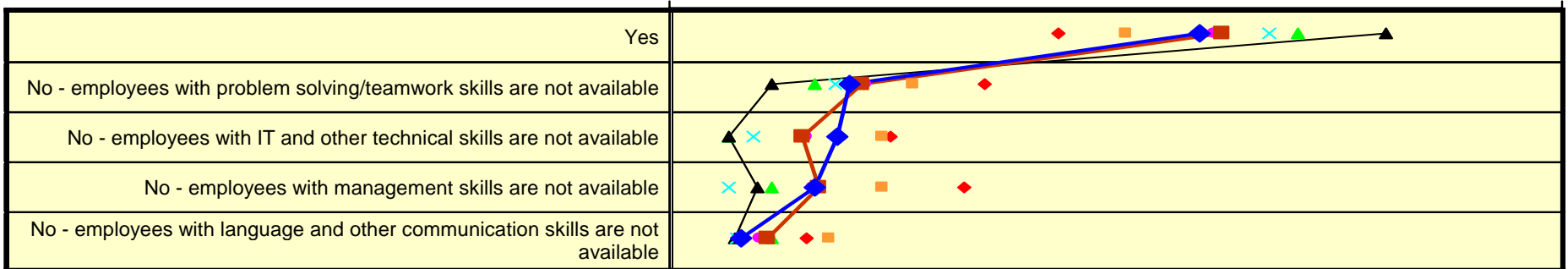
Employee Skills

Overall, are employees with the necessary skills for your business available in the region?

0%

Percent of Respondents

100%



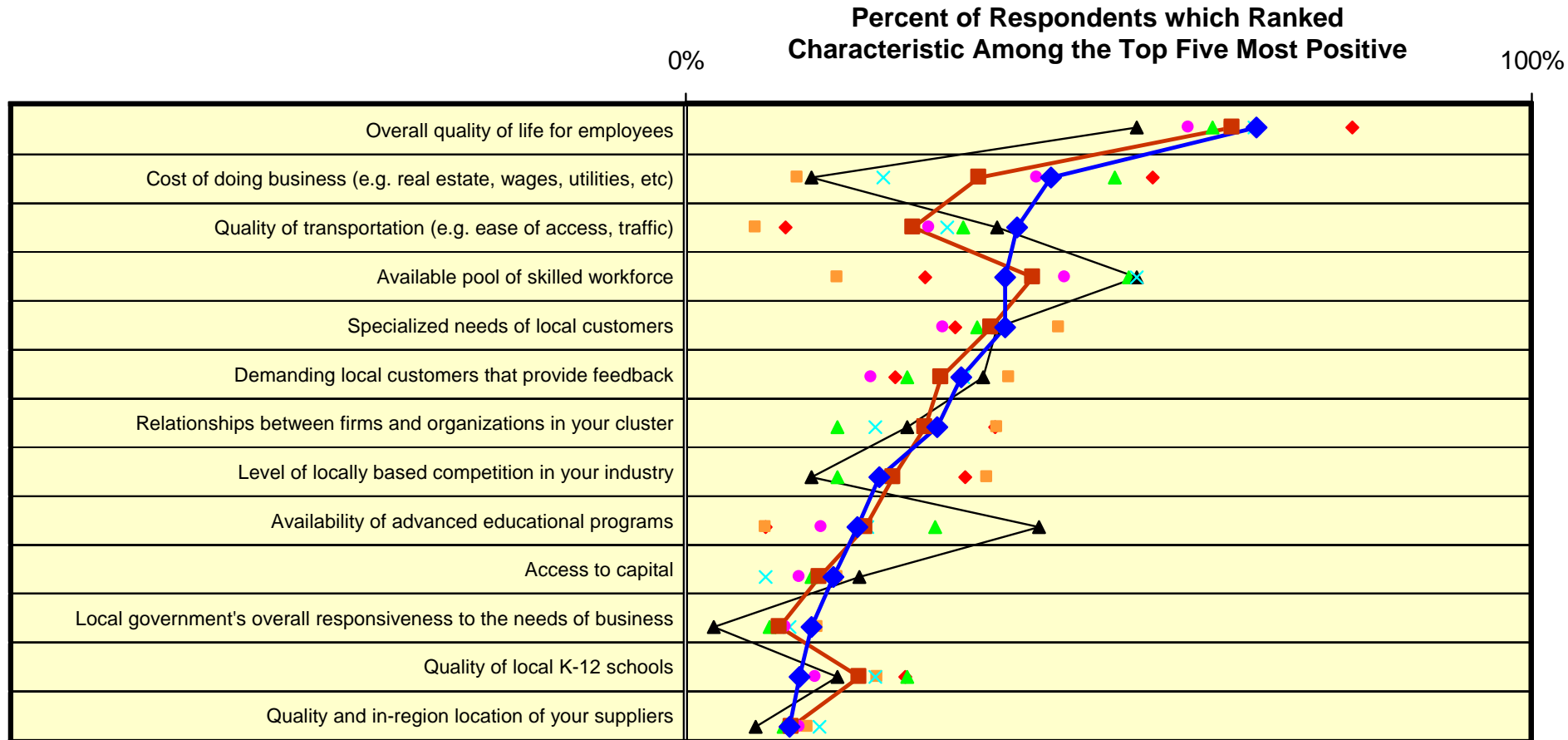
- ◆ Berkshire
- ▲ Greater Boston
- ◆ Northeast
- ◆ Pioneer Valley
- ◆ Southeast
- ◆ Massachusetts
- Cape and Islands

Source: Professor Michael E. Porter and Monitor Group

RCC West Regions. Surveys - KC RB2

Regional Comparisons

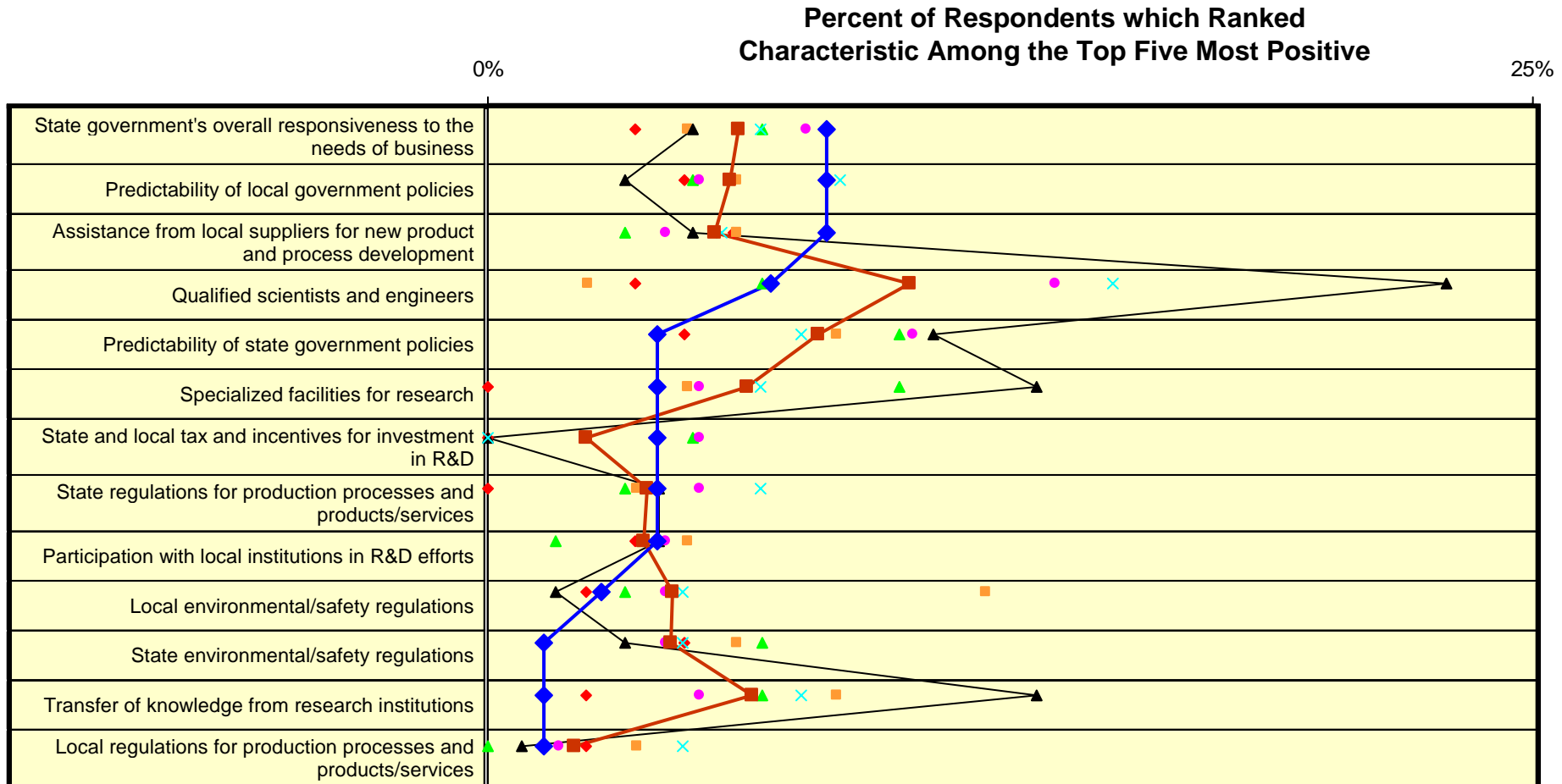
Positive Impact on the Local Business Environment



- ◆ Berkshire
▲ Central
× Northeast
● Southeast
- Cape and Islands
▲ Greater Boston
◆ Pioneer Valley
■ Massachusetts

Regional Comparisons

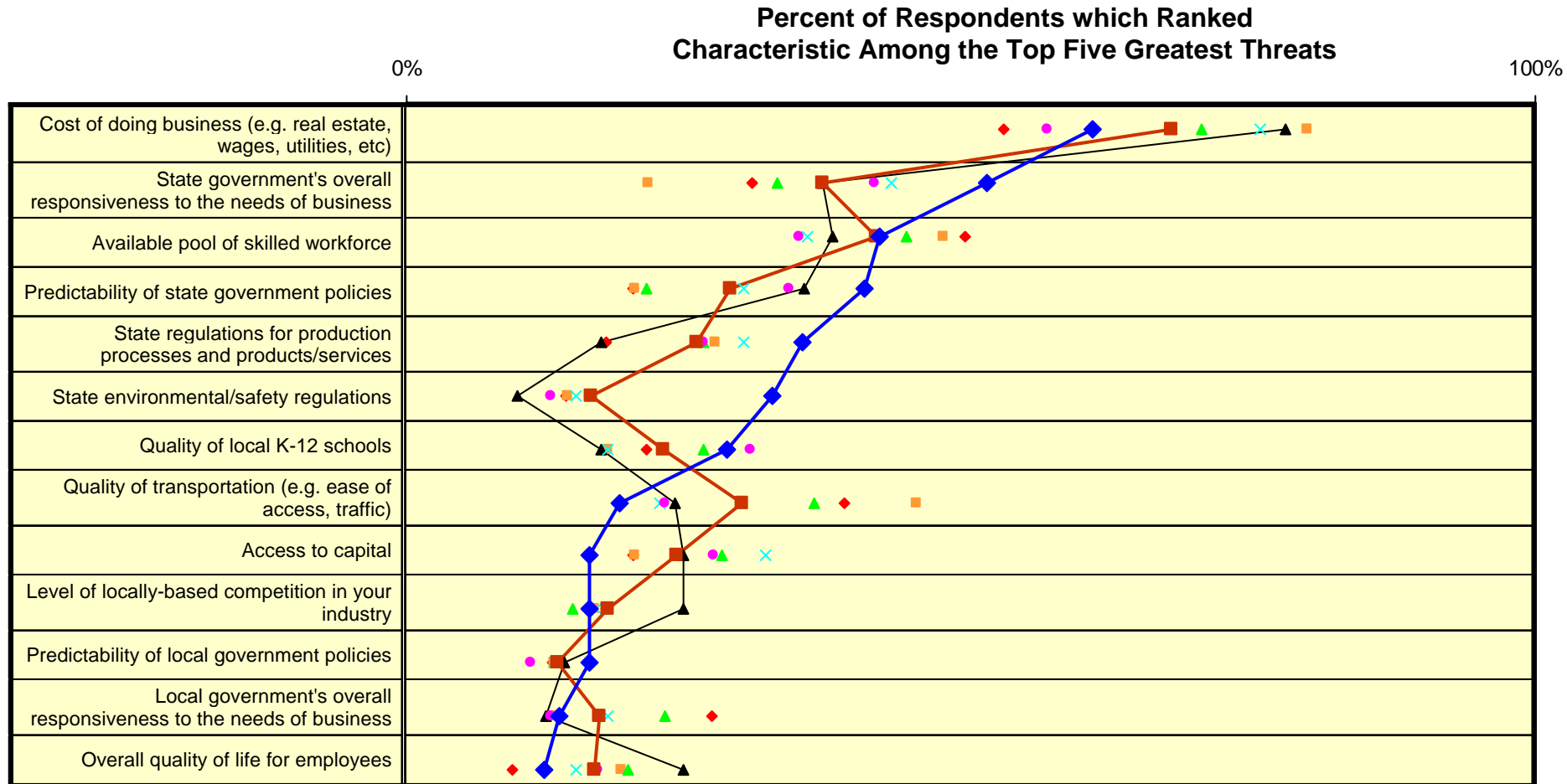
Positive Impact on the Local Business Environment (Cont.)



- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- ◆ Pioneer Valley
- Massachusetts

Regional Comparisons

Future Threats in the Local Business Environment



- ◆ Berkshire
- Cape and Islands
- ▲ Central
- ▲ Greater Boston
- × Northeast
- ◆ Pioneer Valley
- Southeast
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group

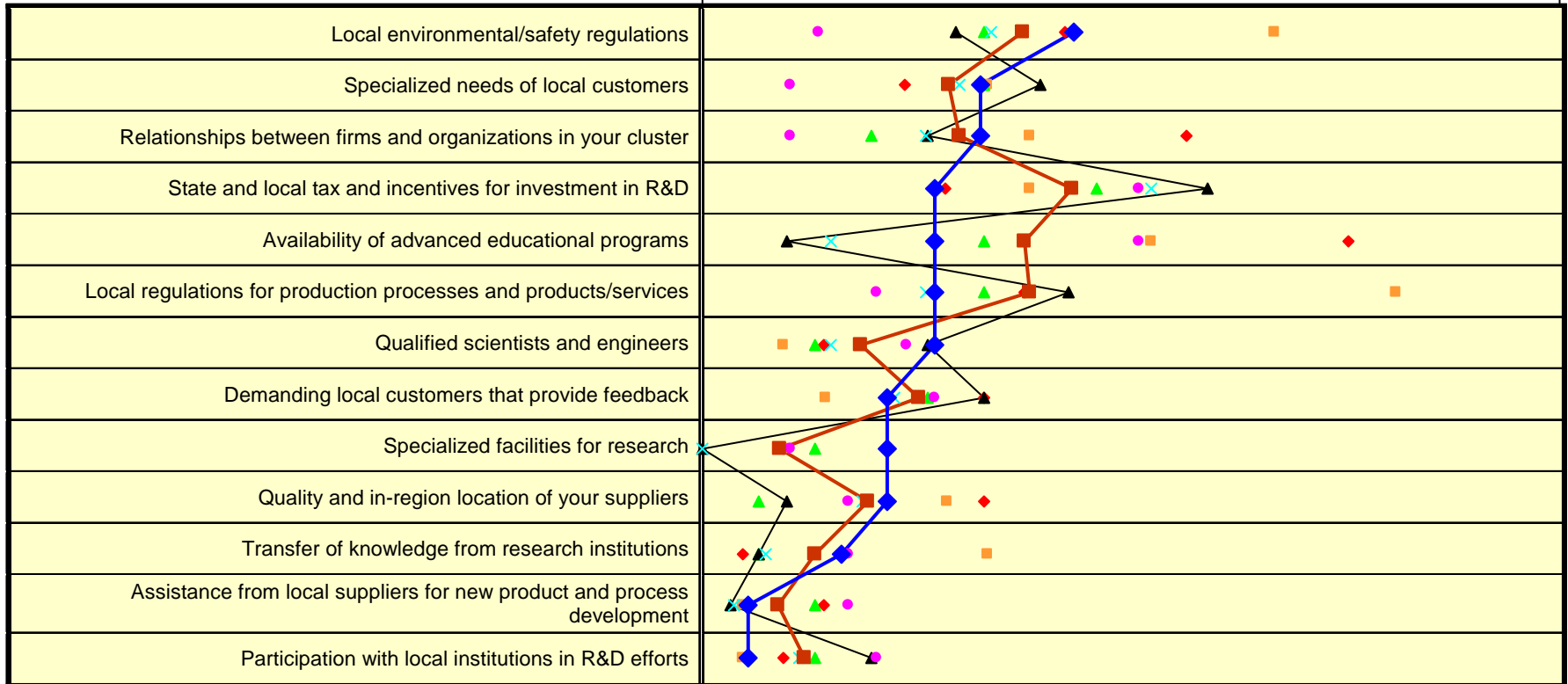
Regional Comparisons

Future Threats in the Local Business Environment (Cont.)

Percent of Respondents which Ranked Characteristic Among the Top Five Greatest Threats

0%

25%

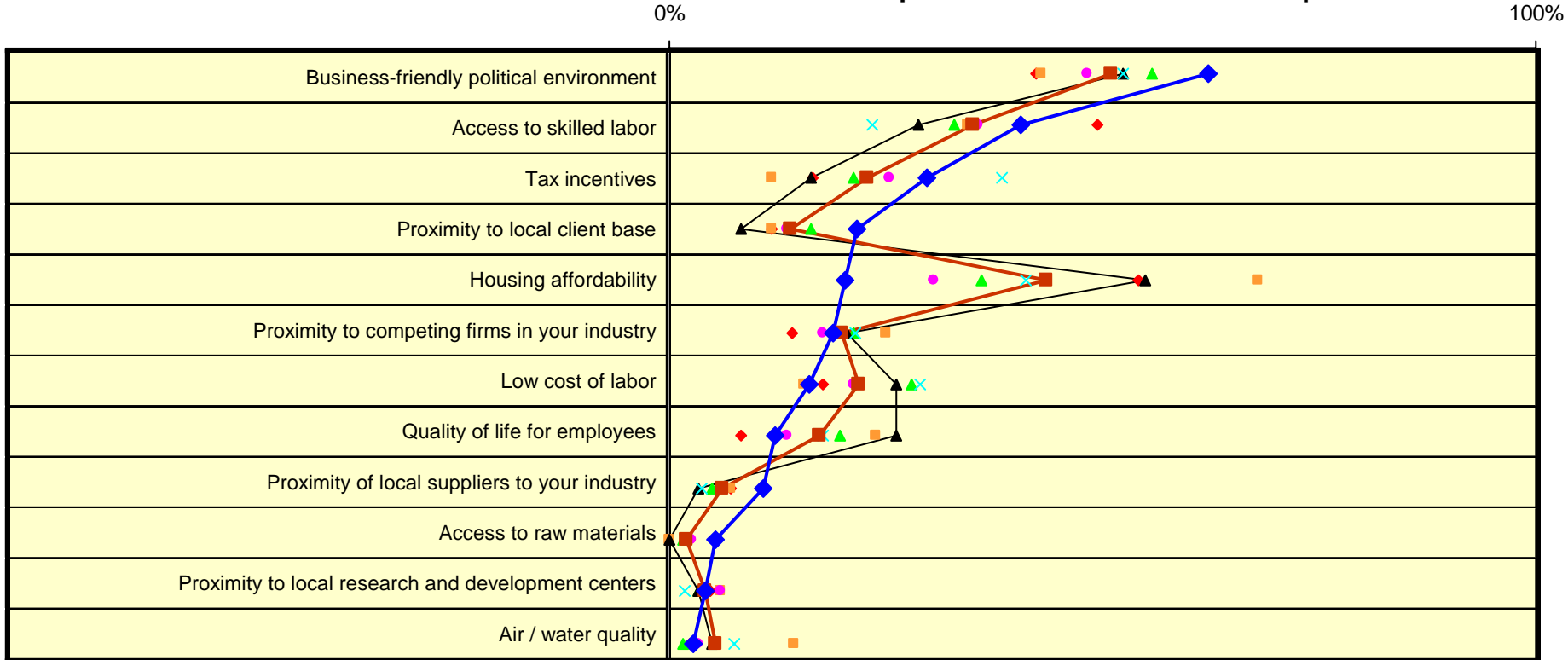


- ◆ Berkshire
- Cape and Islands
- ▲ Central
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- Southeast
- Massachusetts

Regional Comparisons

Barriers to Expansion in the Next Five Years

Percent of Respondents which Ranked Characteristic Among the Top Three Greatest Barriers to Expansion

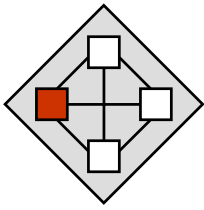


- ◆ Berkshire
- ▲ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- ◆ Pioneer Valley
- Massachusetts

Central

Regional Comparisons

Availability of Inputs

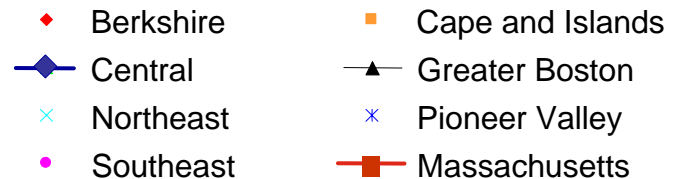
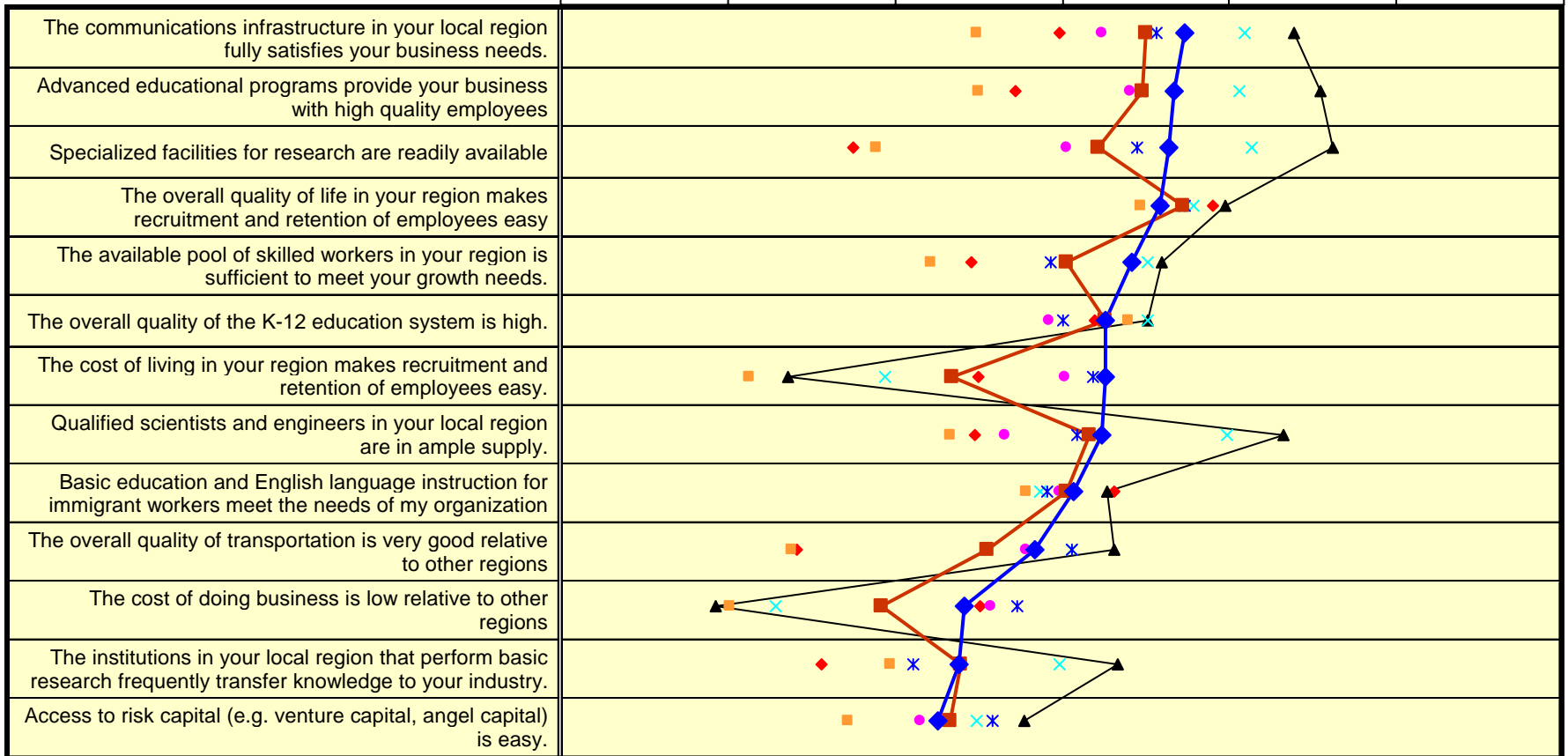


Strongly Disagree

Mean Agreement

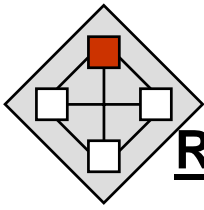
Strongly Agree

1 2 3 4 5 6 7



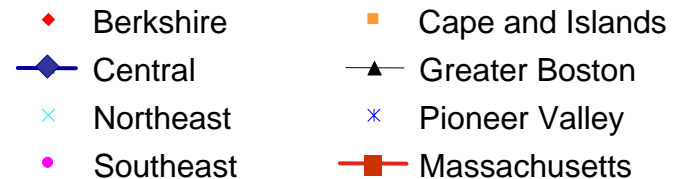
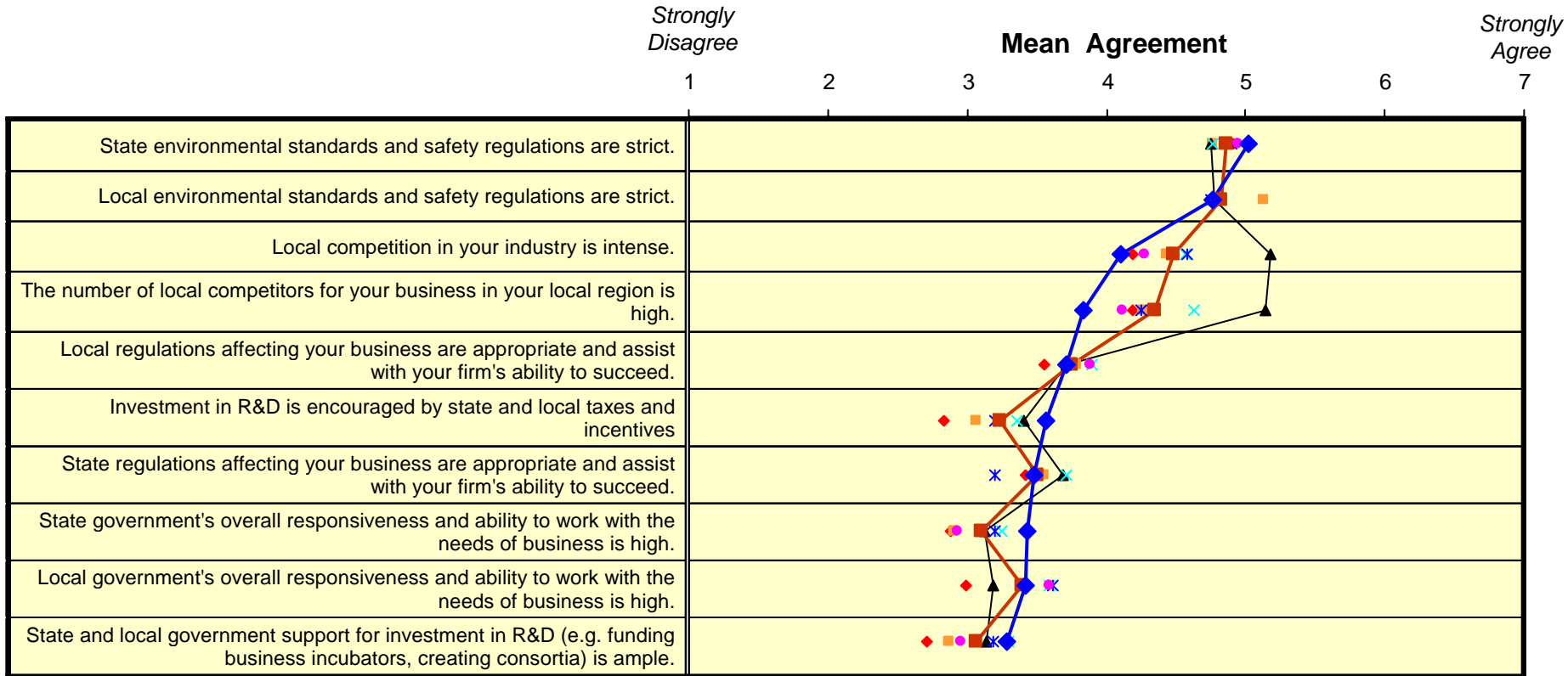
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RCC West Regions. Surveys - KC RB2



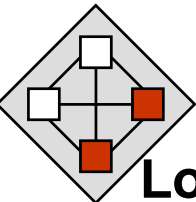
Regional Comparisons

Rules and Incentives Governing Investment and Competition



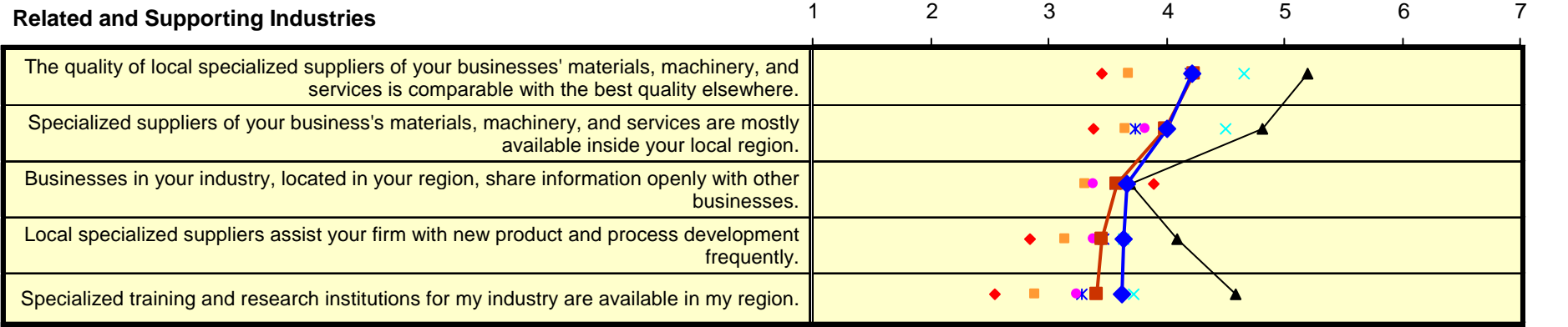
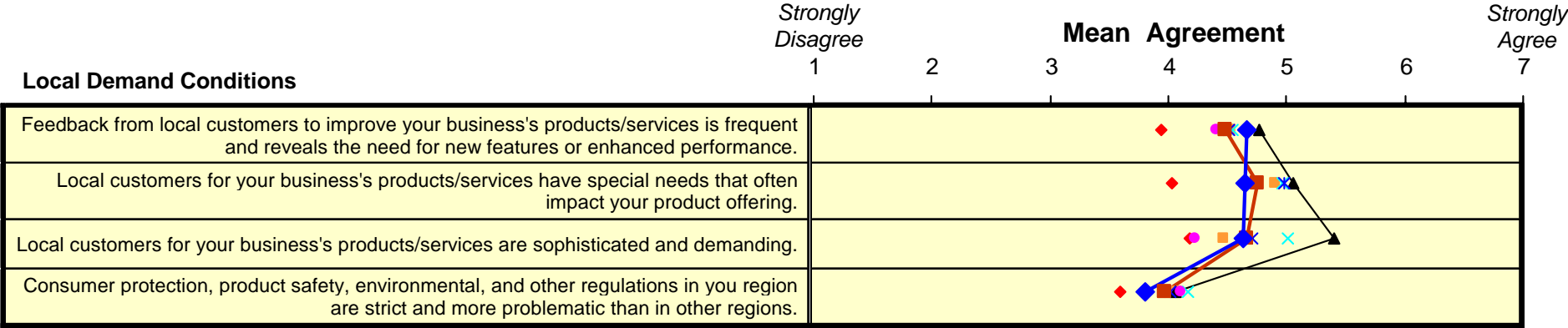
Source: Professor Michael E. Porter and Monitor Group

RCC West Regions. Surveys – KC RB2



Regional Comparisons

Local Demand Conditions & Related and Supporting Industries

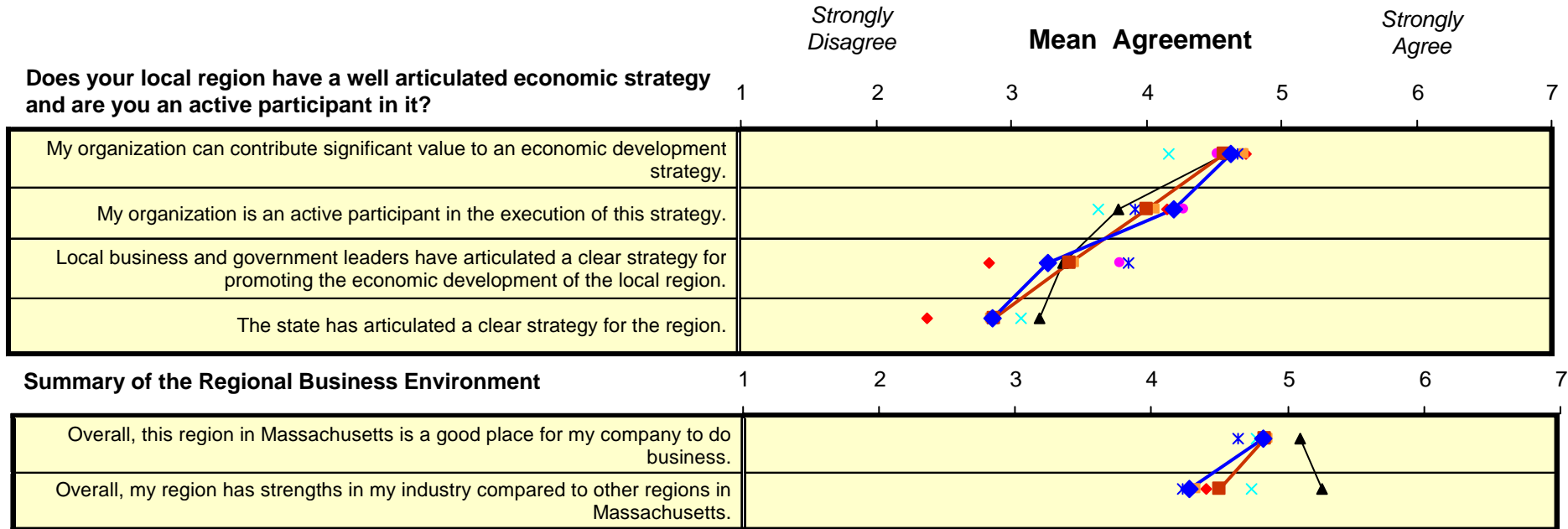


- ◆ Berkshire
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Regional Comparisons

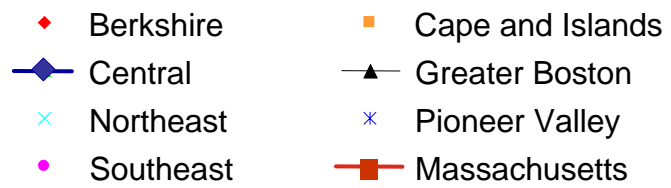
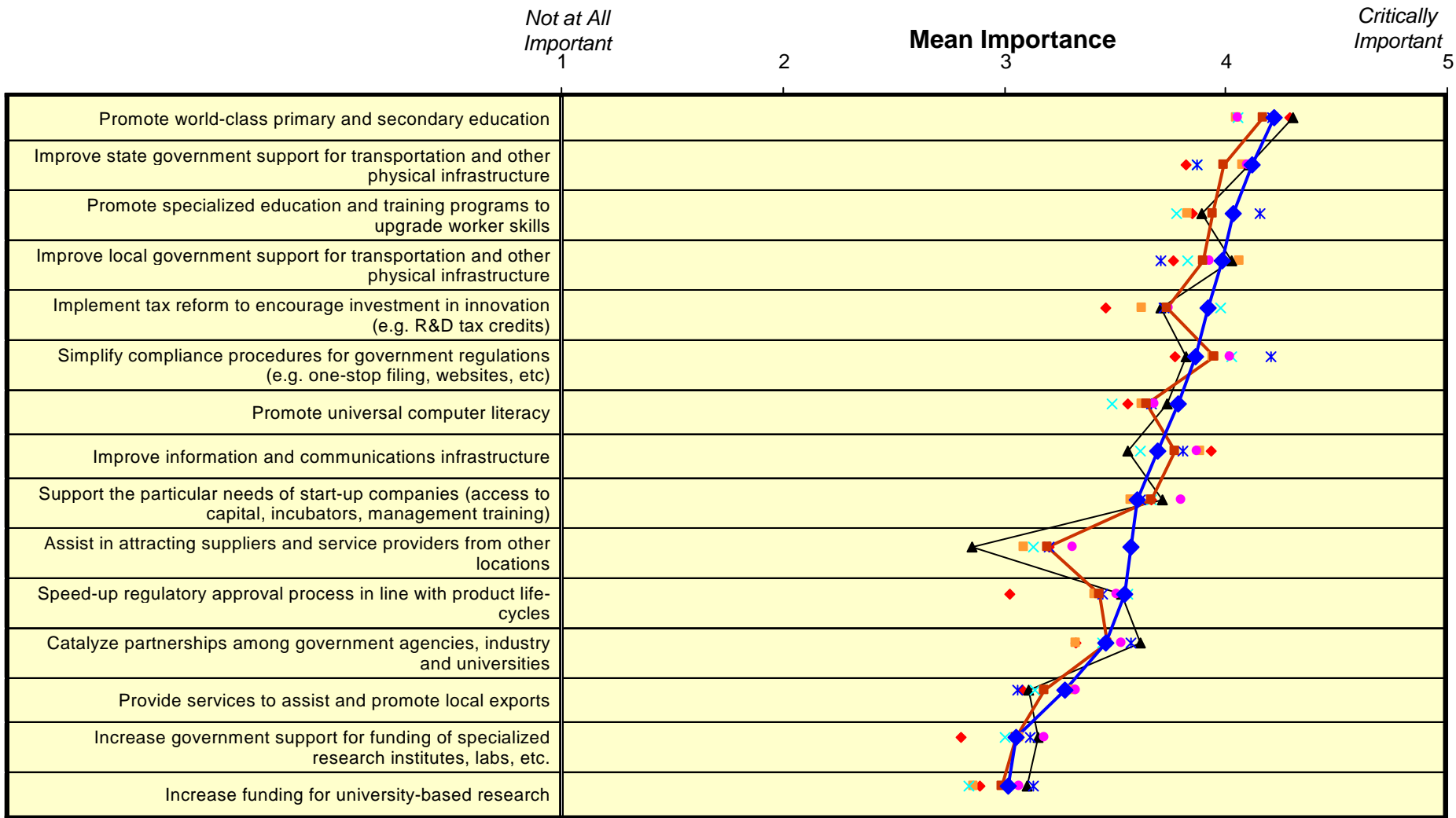
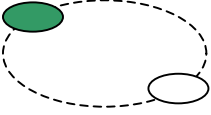
Regional Strategy & Summary of the Regional Business Environment



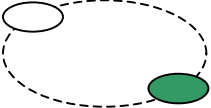
- ◆ Berkshire
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- × Northeast
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- Southeast
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Regional Comparisons

Priorities for Government



Source: Professor Michael E. Porter and Monitor Group

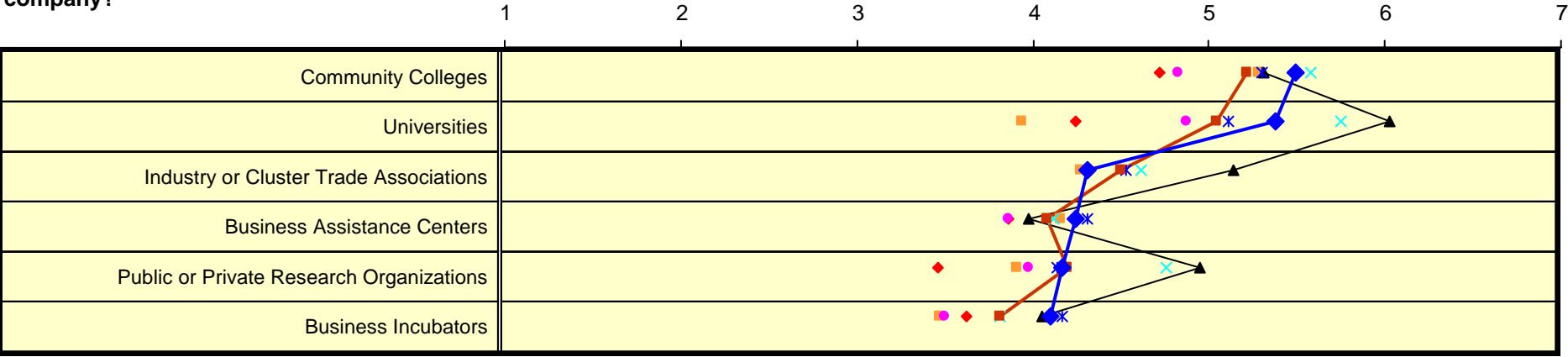


Regional Comparisons

Institutions & Education

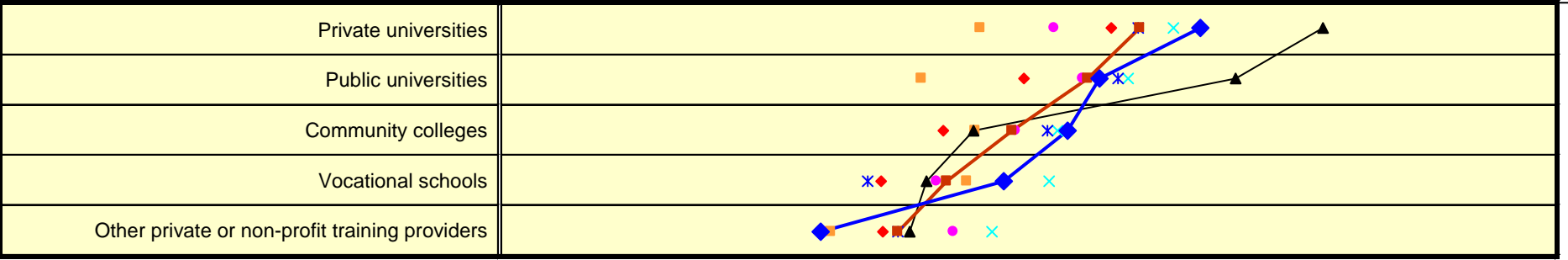
How satisfied are you with the impact of the following institutions, in your region, on your company?

Strongly Disagree Mean Agreement Strongly Agree

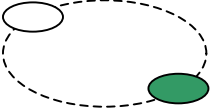


How would you best describe the quality of new workers from these sources?

Inadequate Mean Rating Superior



- ◆ Berkshire
- ◆ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- × Pioneer Valley
- Massachusetts



Regional Comparisons

Institutions & Education (Cont.)

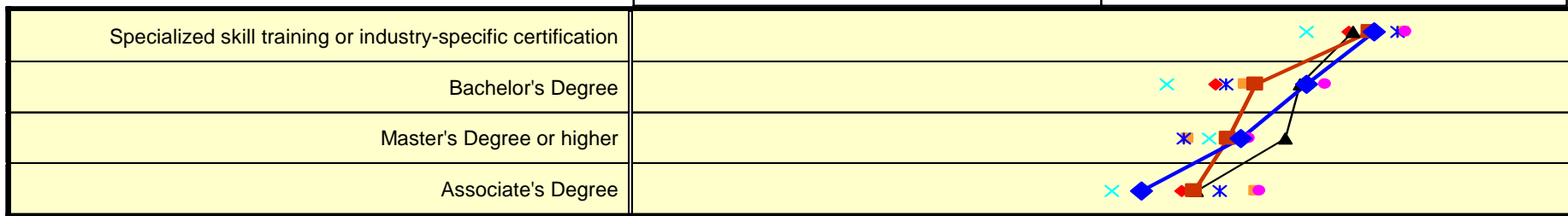
Over the next five years, I expect the needs of my organization, with respect to the following levels of education and/or training, to:

Decrease
3

Mean Expectation

2

Increase
1



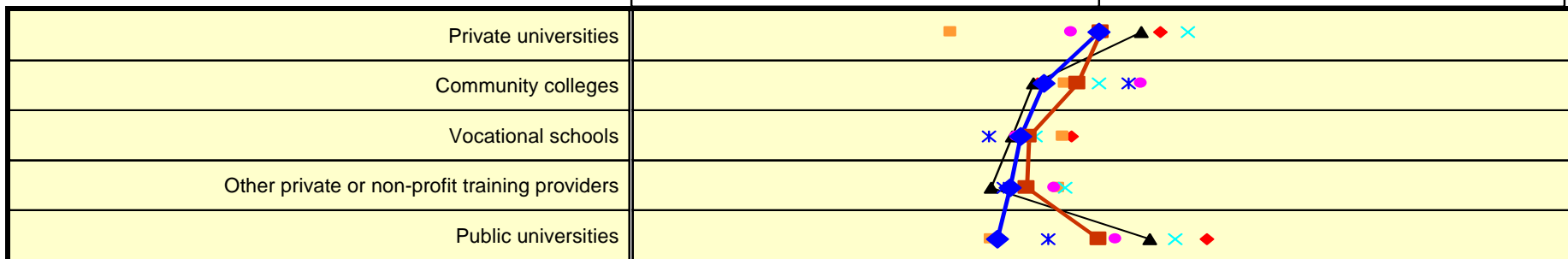
If your organization met or worked with any of these entities on workforce issues, to what extent did your contact meet your expectations?

Did not Meet my
Expectations
3

Mean Rating

2

Exceeded my
Expectations
1



- ◆ Berkshire
- ◆ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- × Pioneer Valley
- Massachusetts

Regional Comparisons

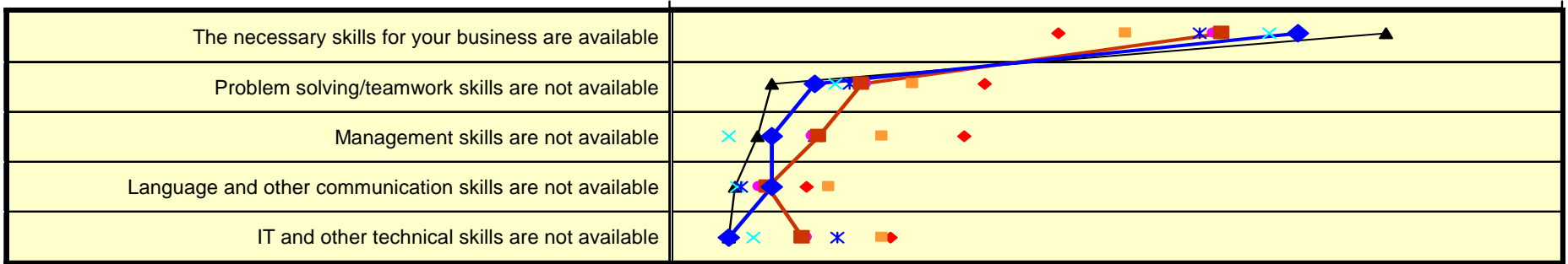
Employee Skills

Overall, are employees with the necessary skills for your business available in the region?

0%

Percent of Respondents

100%



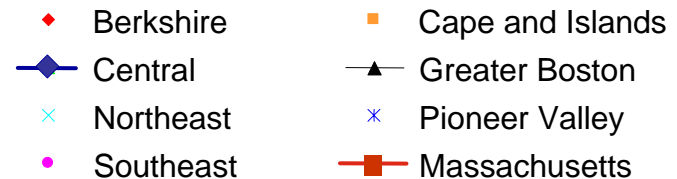
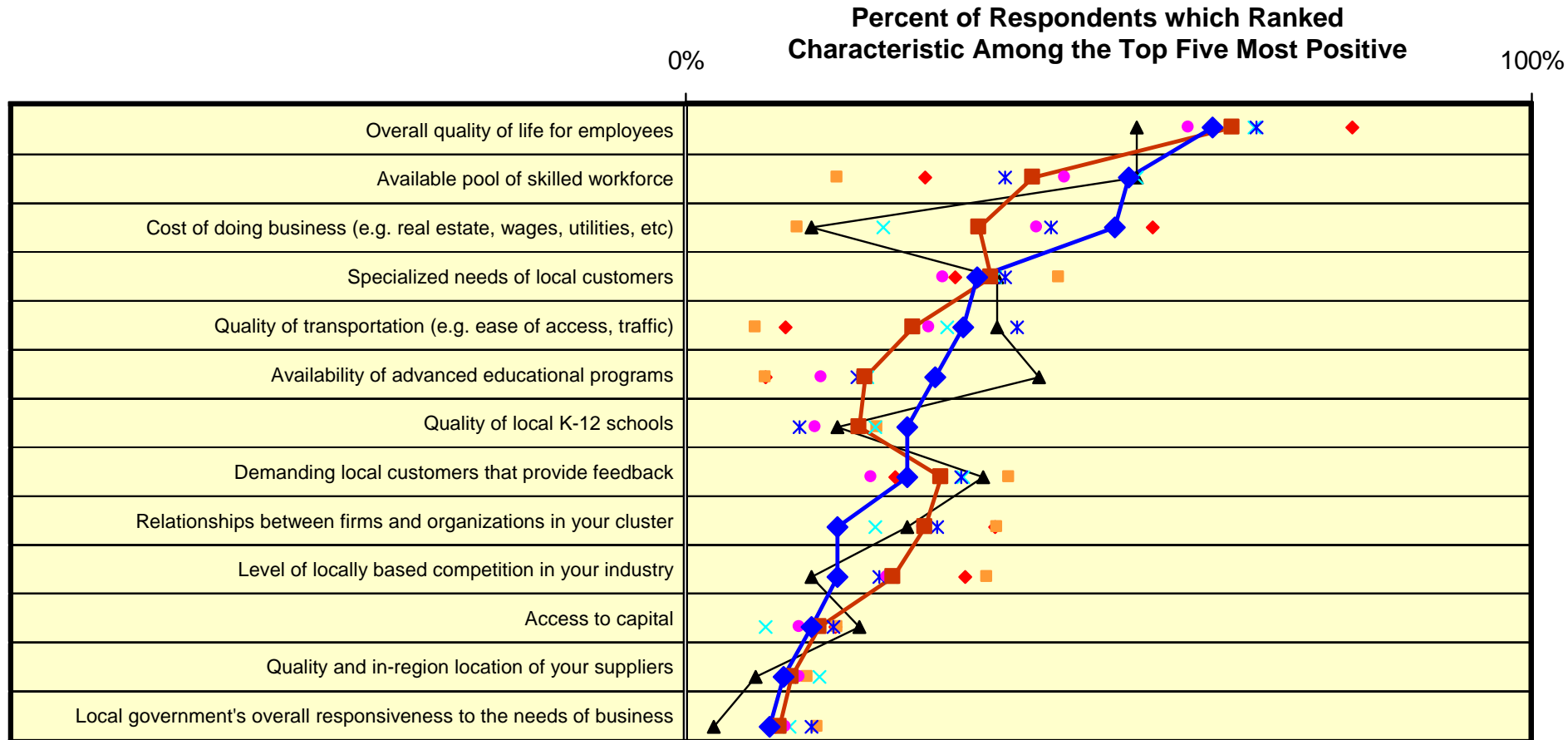
- ◆ Berkshire
- ◆ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- × Pioneer Valley
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group

RCC West Regions. Surveys – KC RB2

Regional Comparisons

Positive Impact on the Local Business Environment

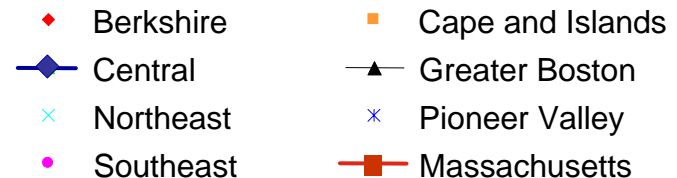
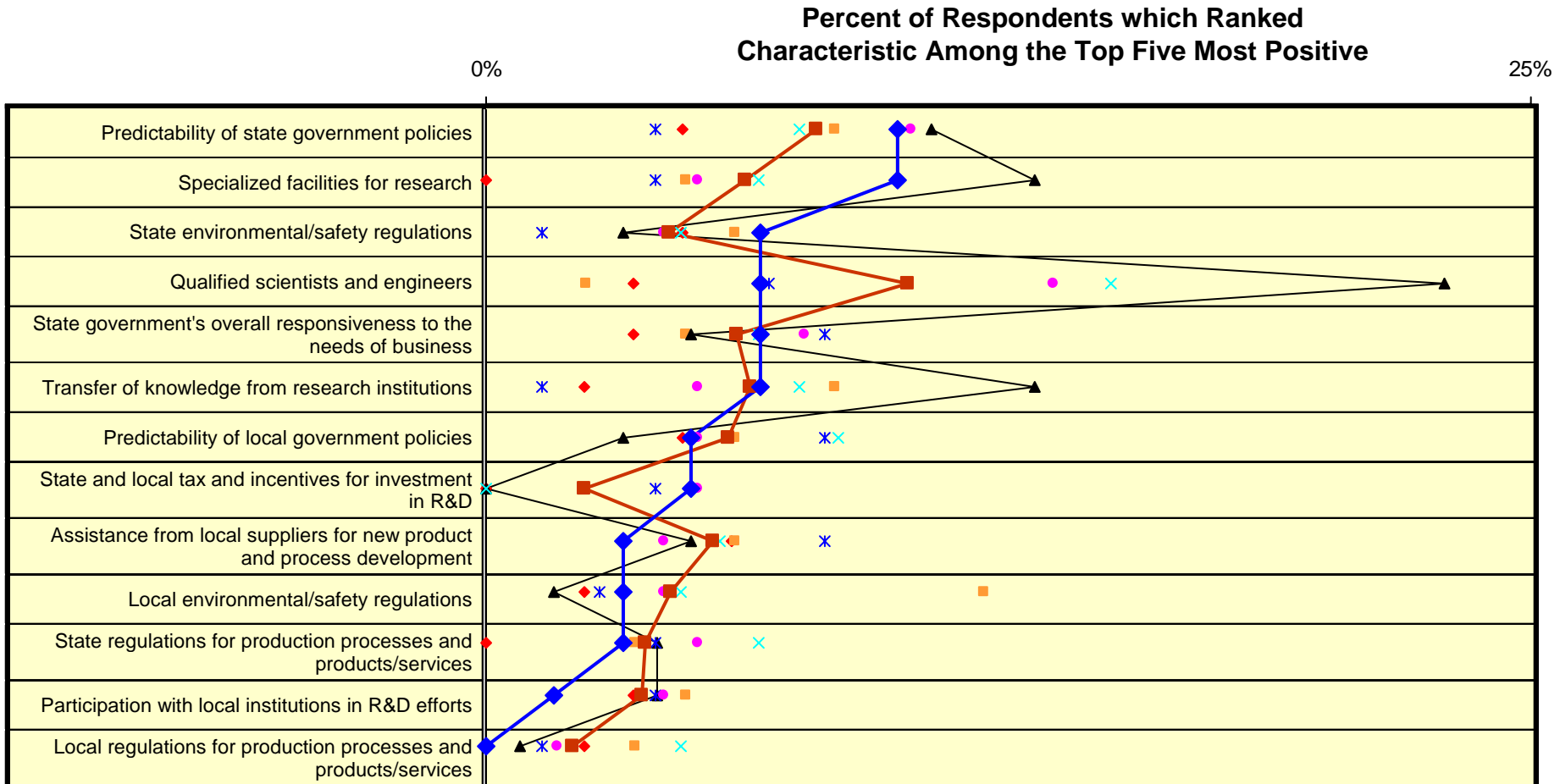


Source: Professor Michael E. Porter and Monitor Group

RCC West Regions. Surveys – KC RB2

Regional Comparisons

Positive Impact on the Local Business Environment (Cont.)

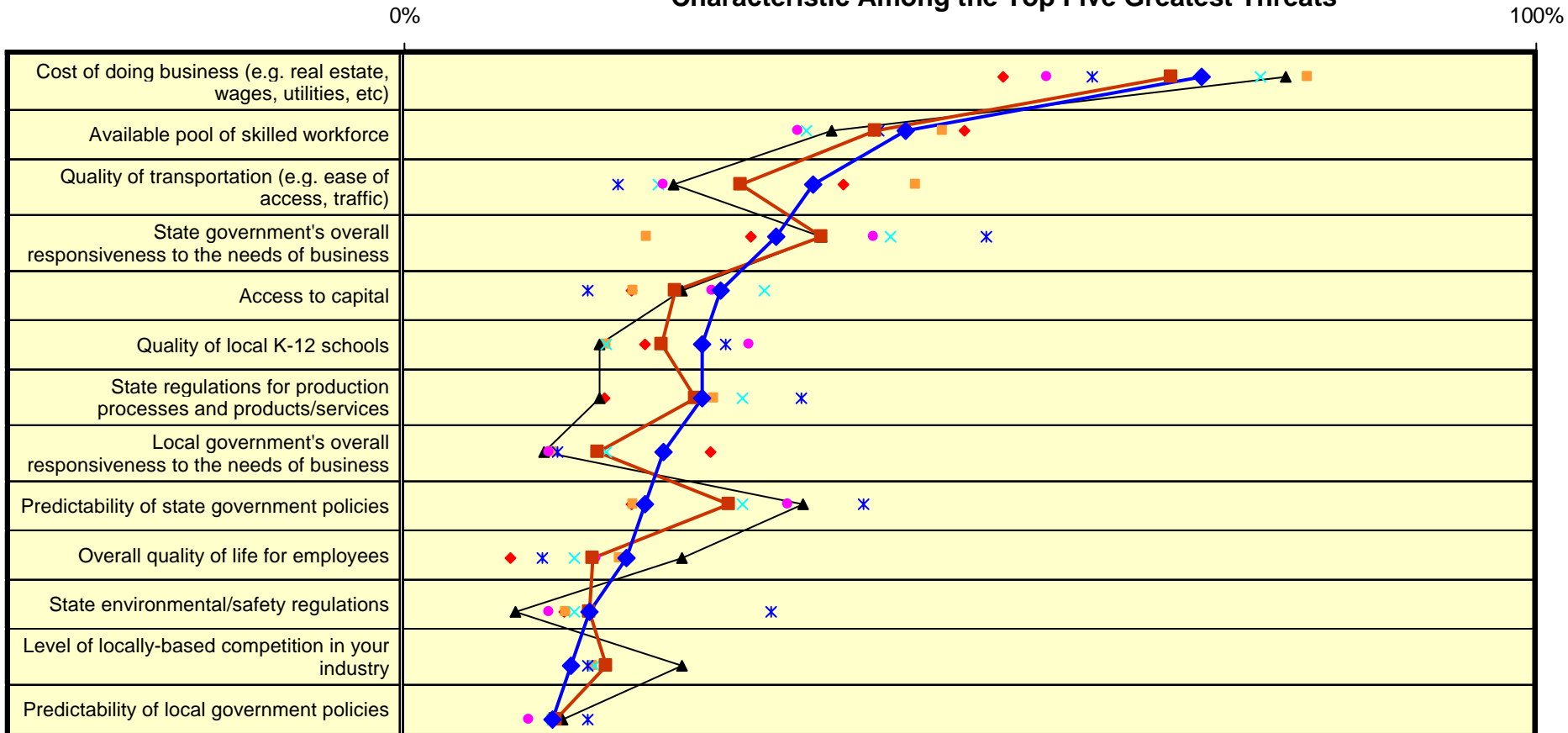


Source: Professor Michael E. Porter and Monitor Group

Regional Comparisons

Future Threats in the Local Business Environment

Percent of Respondents which Ranked
Characteristic Among the Top Five Greatest Threats



- ◆ Berkshire
- Cape and Islands
- ◆ Central
- ▲ Greater Boston
- × Northeast
- × Pioneer Valley
- Southeast
- Massachusetts

Source: Professor Michael E. Porter and Monitor Group

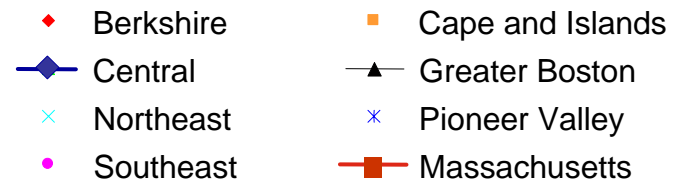
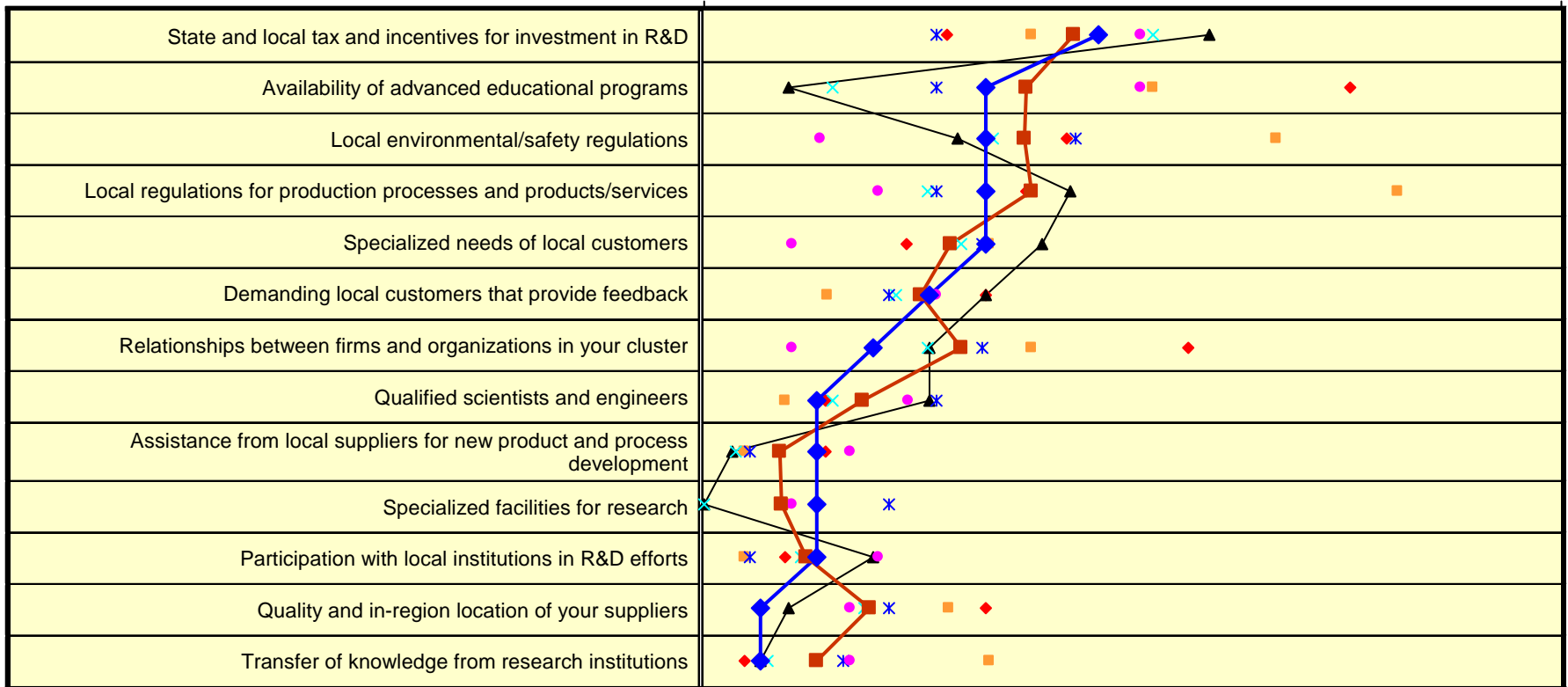
Regional Comparisons

Future Threats in the Local Business Environment (Cont.)

Percent of Respondents which Ranked Characteristic Among the Top Five Greatest Threats

0%

25%



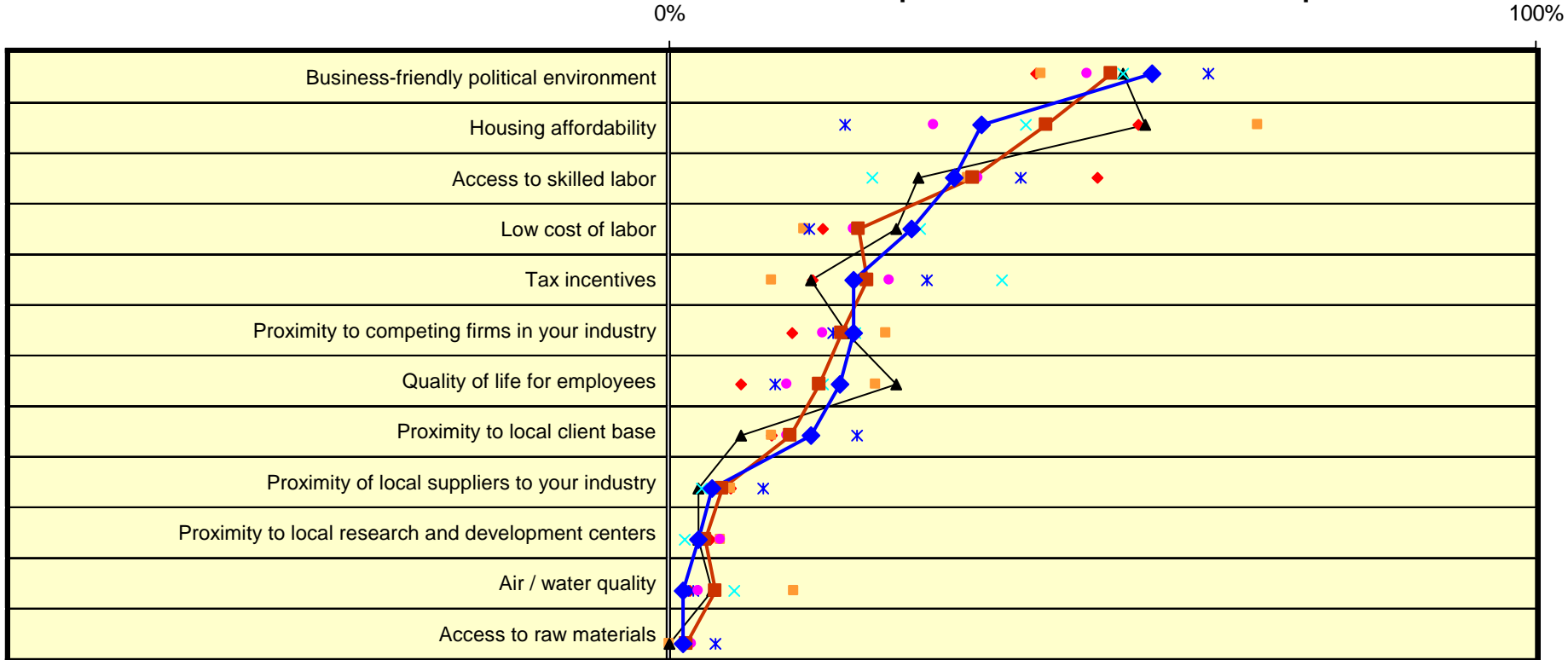
Source: Professor Michael E. Porter and Monitor Group

RCC West Regions. Surveys – KC RB2

Regional Comparisons

Barriers to Expansion in the Next Five Years

Percent of Respondents which Ranked Characteristic Among the Top Three Greatest Barriers to Expansion



- ◆ Berkshire
- ◆ Central
- × Northeast
- Southeast
- Cape and Islands
- ▲ Greater Boston
- × Pioneer Valley
- Massachusetts