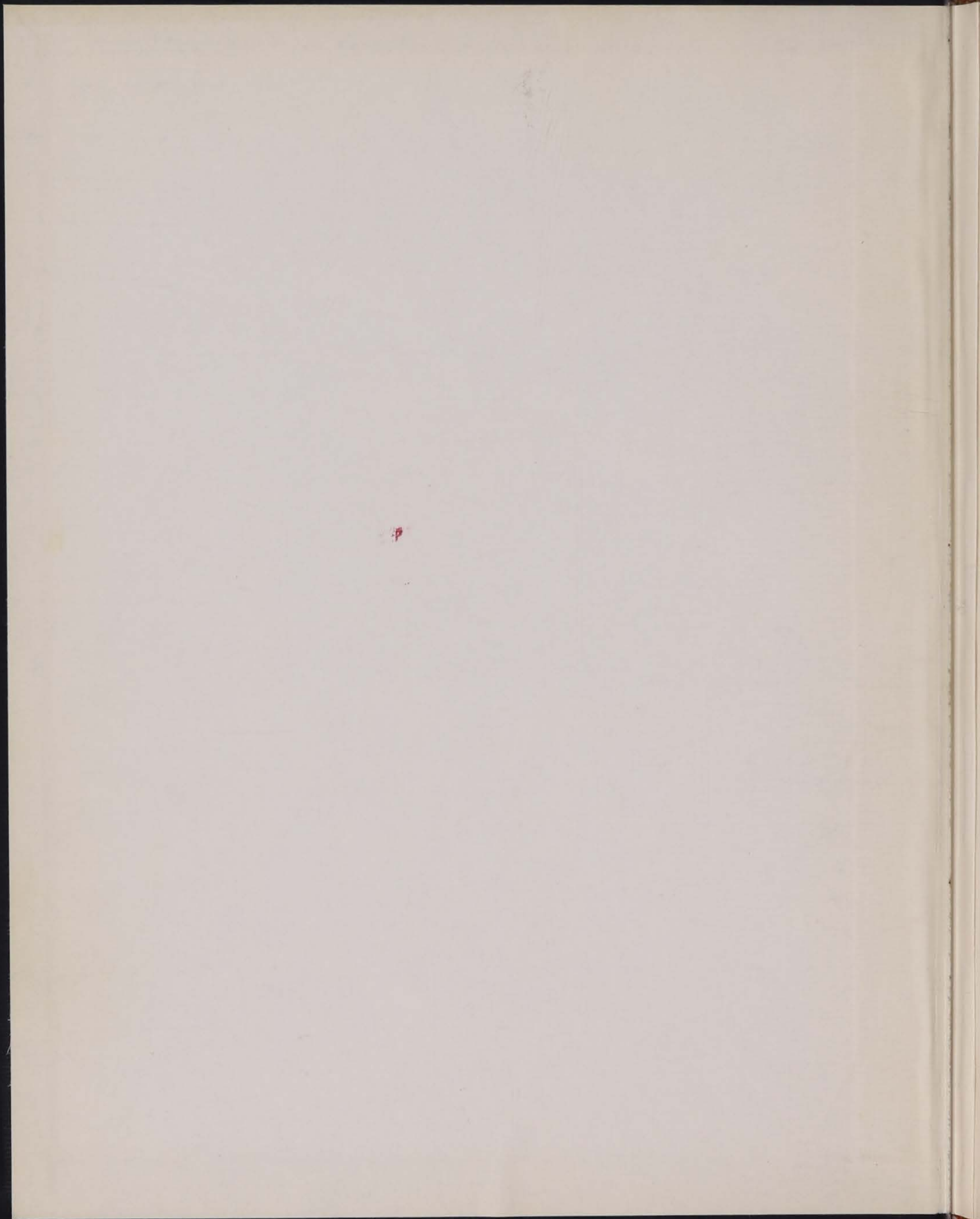


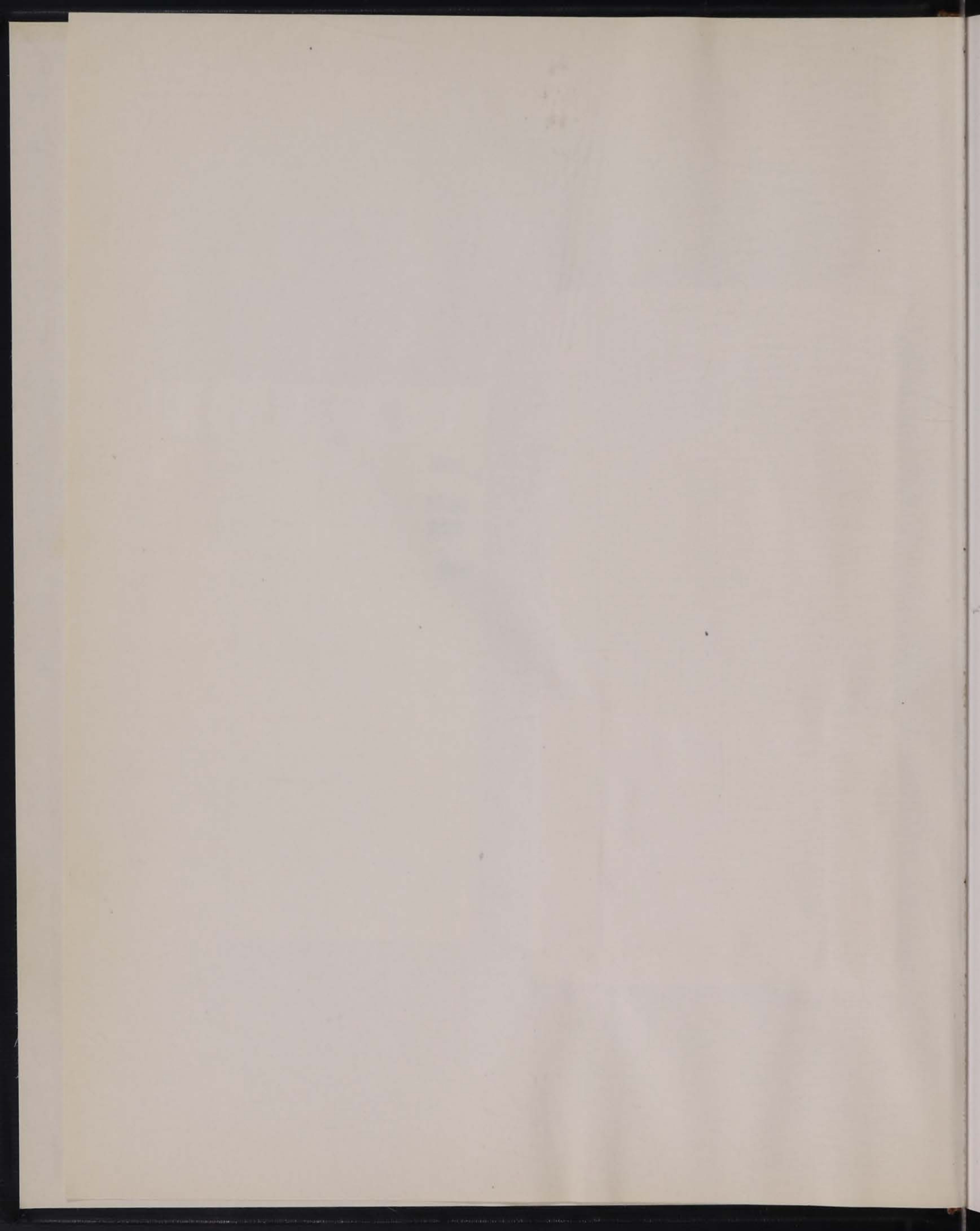
**ATTITUDES AND OPINIONS OF EASTERN  
INDUSTRIALISTS TOWARD THE STATE OF IOWA**

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**FRANK MAGID ASSOCIATES, LTD.**







ATTITUDES AND OPINIONS OF EASTERN INDUSTRIALISTS  
TOWARD THE STATE OF IOWA

PREPARED FOR

THE IOWA DEVELOPMENT COMMISSION

BY

FRANK MAGID ASSOCIATES, LTD.

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1-7-64 Iowa Development Commission Gift

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## Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

### I STATEMENT OF THE PROBLEM

This report concerns an analysis of the opinions and attitudes held by business and industry located in the New York and Boston complex areas toward the State of Iowa. Specifically the following questions served as a basis for this research:

1. What imagery is associated with the State of Iowa among business and industry located in the New York or Boston complex areas?
2. What does business and industry really look for in the area cities?
3. Where and in what manner does business and industry obtain their "information" about probable locations?
4. How are decisions about new locations formed?
5. What are the final factors in the decision making process leading to plant location?
6. How important are personalities in location selection?
7. How important is attitude and opinion based on image factors in the selection of a location?

The purpose of this research was to go beyond the quantitative measurement of opinion concerning the topics detailed above and, through a detailed analysis of verbatim responses, determine current opinions of the State of Iowa. The results were analyzed in terms of basic theories and principles which can be turned to practical use by the client to gain a more favorable advantage from investments in advertising and promotion.

### II THE SAMPLE

The geographic distribution of the sample included the Boston area complex and the New York area complex. The Boston area complex includes Massachusetts, with concentration on Middlesex, Worcester, Essex and Hampden counties; Rhode Island, with concentration on Providence and

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

Bristol counties; and Connecticut with concentration on Hartford, New Haven and Fairfield counties. The New York area included, among other industrial counties, Erie and Monroe and the industrial counties of New Jersey.

The sample was drawn from lists of industries who, by their structure, would constitute prospects for industrial location in the State of Iowa. Firms chosen for inclusion in this sample had histories of plant locations in at least two other communities outside of the main offices in the Boston and New York complex areas. In each case interviews were undertaken with key executives in each firm and, in most cases, those who would have a major responsibility in plant location.

The sample was drawn in accordance with specifications of a sample design which insured random selection of industries in both areas. Contingencies such as replacements were covered explicitly to aid the interviewer in the field. Each interviewer's quota of respondents was filled in the specific areas assigned to him and a record of all refusals or failures to grant the complete interview was kept to reveal any biases that might exist.

The design of the questionnaire was primarily open-ended. That is, the respondents were given an opportunity to answer questions in their own manner and at length. Open-ended questions were used to provide a meaningful insight into the actions and attitudes of the respondents. The interviewer asked additional neutral questions, that is, questions which did not direct the respondent to answer in a given manner or if answers were not clear or where additional information was desired. This was a "depth interview" in which the respondent was encouraged to talk freely about a series of topics of concern to the investigator. The respondents freely volunteered ideas, beliefs and feelings with a minimum of direct questioning by the interviewer. The method allowed the respondent to discuss matters significant to him and those attitudes responsible for his particular ideas and beliefs. The researcher was provided with material volunteered willingly and not artificially channeled by the stringent question or answer procedure.

## Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

### III INTERVIEW SCHEDULE AND INTERVIEWERS

A sixteen page interview schedule containing thirty-five questions was used in this study. The respondent did not see or handle the interview schedule. Neither the interviewer nor the person being interviewed knew for whom the study was being made. Approximately one hour and fifteen minutes was the average time needed to complete the full schedule. Seventeen interviewers were used to collect the data for this study. All interviewers underwent several days of intensive instruction in the use of the schedule and on the proper means of selecting respondents in their areas. All interviewers were observed in the field and checked for honesty and dependability. Collection of the data in the field was completed in a period of five weeks.

### IV PROCESSING THE DATA

All interview schedules were checked for completeness and accuracy upon return to the offices of this organization. The collected data was then transferred to IBM cards. Codes for transferring the information to IBM cards were designed by four experienced staff members and were tested on one-quarter of the interviews prior to adoption. Two sets of IBM cards containing the data were prepared to insure accuracy.

Electronic equipment was used in the analysis of the data. Standard statistical techniques and formulae were appropriately used throughout the analysis.

The interpretation of the responses to the questions asked in the interview have been based, to a large degree, on qualitative data. The data gathered was complex and informative and the skill of social scientists was required for accurate analysis. The staff of people responsible for preparation of this report represents the field of psychology, sociology and economics.

## Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

Had the questionnaire employed in this study been designed to elicit opinions and attitudes towards the State of Iowa alone, respondents would 1) be aware of its sponsorship and 2) tend to structure their responses in a fashion which would be a distortion of their real opinion of the state. In order to both minimize the bias which might arise from these conditions and facilitate a more workable design which would function in terms of comparisons between states, the questionnaire, where it asked specifically about Iowa, also inquired of five other states. These states, Wisconsin, Missouri, Kansas, Nebraska and Minnesota were selected because of their proximity to Iowa and for other attributes, climatic and otherwise, which would provide for meaningful comparison.

In order to make a more accurate assessment of the image that the respondents in this survey have of various states, the first question in the interview schedule asked the respondent to mention whatever came to his mind as the name of each state was mentioned. The immediacy here precluded contamination, bias or later adjustment of opinion as more specific aspects of various states were discussed. In addition, the unstructured form of the question provided an opportunity to determine not only the image profile of each state but the depth of this image measured in terms of the number of concepts mentioned in regard to each state. Concerning the latter of these measures, the data indicates that, of the six states in question, Kansas and Nebraska seem least well known. Here 22 and 13% of the respondents, respectively, were not able to come up with even one word which might be the basis for their image of these states. Again, with reference to the depth of each state's image measured in terms of the number of concepts mentioned, every state under consideration with the exception of Iowa had at least five factors mentioned by a minimum of 10% of the respondents. Of the three responses which garnered 10% of the mentions in the development of the image of Iowa, only two concepts were implied: 1) more an agricultural or farm state, 2) backward in industry and business. In addition, no other state under consideration in this study received as many mentions relative to backwardness in industry and business as the State of Iowa. Then too, those factors which enter into the development of an image of any of the states were not in any way as strong as the two consuming characteris-



## Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

tics felt to describe the state. In total, of the respondents, 88% mentioned either corn or agriculture in their description of the state.

Also of importance in framing the image of a particular state are the negative concepts which an individual associates with that state. A single negative aspect may, in some cases, offset a number of positive attributes of any one state. By far the fewest proportion of individuals (20%) recalled negative associations concerning Minnesota, with Iowa ranking fourth in this respect. On the other hand, Tables I - VI were analyzed by the number of determinable statements which would be favorable to relocation of industry in any of these midwestern states. Once again, Iowa rated fourth, far behind Minnesota, Wisconsin and Missouri. This can be interpreted to indicate that businessmen do not form any immediate associations to Iowa as a positive business location.

Of more than passing interest is the importance accorded major cities in the structure of a state's image. For all states, with the exception of Iowa, a large metropolitan area was identified by a substantial number of individuals. In the case of both Kansas and Nebraska, the association of Kansas City (although erroneous in some instances) and Omaha may serve to negate some of the associations of these states as being predominantly rural and agricultural. Unfortunately, no single city serves this purpose in the case of Iowa.

These tables would, also, seem to cast a somewhat pessimistic shadow on the promotion of Iowa as a tourist attraction. Not only does it receive no mention concerning recreational facilities, but would undoubtedly always take a back seat to its two northern neighbors, Minnesota and Wisconsin, in this regard.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE I

UNSTRUCTURED IMAGE OF MISSOURI

Truman	38.2%
St. Louis	36.8%
Has plant or representative there	22.4%
Specific company mentioned	17.1%
Farm or agricultural state	15.8%
Kansas City	13.2%
Missouri or Mississippi river	9.2%
Personal association	7.9%
Progressive in business or industry	7.9%
Backward in business or industry	7.9%
Poor climate	7.9%
Mules	7.9%
Central United States	6.6%
Flat prairie land	5.3%
Professional football or baseball team	5.3%
Unfavorable comments on labor situation	5.3%
Universities mentioned	2.6%
Good climate	2.6%
Sparse population	2.6%
Saying or slogan	2.6%
Other	31.6%
Other unfavorable comments	2.6%
Don't know	5.3%
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE II

UNSTRUCTURED IMAGE OF WISCONSIN

Dairy state	42.1%
Cheese	30.3%
Resort or vacation land	27.6%
Milwaukee	19.7%
Lakes	19.7%
Cold weather	15.8%
Beer	14.4%
Specific company mentioned	13.2%
Professional sports team mentioned	11.8%
Has plant or representative there	10.5%
University mentioned	10.5%
Timber and paper products	7.9%
High industrialization	6.6%
Agriculture - corn, wheat, etc.	5.3%
Near Chicago	5.3%
Poor labor situation	5.3%
Progressive state	3.9%
Good labor situation	3.9%
Low industrialization	2.6%
Has personal association there	1.3%
Other	15.8%
Other unfavorable comments	7.9%
Don't know	3.9%
No answer	1.3%
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE III

UNSTRUCTURED IMAGE OF IOWA

Corn	47.4%
Agricultural or farm state	40.8%
Backward in industry and business	11.8%
Specific company mentioned	9.2%
Flat, prairie, plains	7.9%
Universities mentioned	7.9%
Wheat and grain	6.6%
Hogs, pigs, livestock	6.6%
Des Moines	5.3%
Bad weather	5.3%
Music Man	5.3%
High industrialization	5.3%
Sparsely populated	3.9%
Has plant or representative there	2.6%
Has personal association there	2.6%
Good labor	2.6%
Transportation or highway problems	2.6%
Central, center of U.S., Midwest	1.3%
Dry state (liquor)	1.3%
Other	15.8%
Other unfavorable comments	2.6%
Don't know	9.2%
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE IV

UNSTRUCTURED IMAGE OF NEBRASKA

Flat lands and plains	23.7%
Agricultural or farm state	22.4%
Corn	17.1%
Omaha	13.2%
Beef and cattle mentioned	10.5%
Backward in business	9.2%
Poor climate	7.9%
SAC	7.9%
Sparsely populated	6.6%
Football team	6.6%
Poor transportation facilities	6.6%
Railroads	6.6%
Wheat or grain	5.3%
Has plant or representative there	3.9%
Mention of university	2.6%
Center of U. S., midwest	2.6%
Low taxes	1.3%
Personal association	1.3%
Specific company mentioned	1.3%
Favorable comments on labor	1.3%
Unfavorable comments on labor	1.3%
Other	13.2%
Other unfavorable comments	9.2%
Don't know	<u>13.2%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE V

UNSTRUCTURED IMAGE OF MINNESOTA

Twin Cities	28.9%
Lakes	25.0%
Fishing, hunting, outdoor recreation	21.0%
Iron or other minerals, mining	18.4%
Progressive, industrial development	15.8%
Cold weather	13.2%
Agriculture and farming	9.2%
Professional ball teams	9.2%
Scandinavians, Swedes	7.9%
Flour mills	7.9%
Minnesota Mining and Manufacturing	6.6%
Timber, lumber, forestry	5.3%
Mesabi Range	3.9%
Specific company mentioned	3.9%
Has plant or representative there	3.9%
University mentioned	3.9%
Sparsely populated	2.6%
"Gophers"	1.3%
Has personal association there	1.3%
Good labor situation	1.3%
Poor labor situation	1.3%
Other	23.7%
Other unfavorable comments	2.6%
Don't know	2.6%
No answer	5.3%
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE VI

UNSTRUCTURED IMAGE OF KANSAS

Agriculture and farming	32.9%
Plains, prairies, flat	18.4%
Kansas City	18.4%
Corn	11.8%
Wheat and grain	11.8%
Poor climate	11.8%
Aircraft and defense plants	5.3%
Has personal association there	5.3%
Central location, midwest	3.9%
Sparsely populated	2.6%
Alf Landon	2.6%
Professional sports team	2.6%
Has plant or representative there	2.6%
Right-to-work law	1.3%
Machine politics	1.3%
Universities mentioned	1.3%
Specific company mentioned	1.3%
Poor labor situation	1.3%
Backward in industry and business	1.3%
Other	17.1%
Other unfavorable comments	10.5%
Don't know	5.3%
No answer	<u>17.1%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

When asked to name some well known companies whose headquarters were in each of the six states or at least have large manufacturing facilities there, Iowa was ranked fourth in terms of the number of firms recalled. More specifically, 56% of the respondents could not name one manufacturer in the state and among those who did specify, less than 8% mentioned any specific firm. Maytag seemed to be most well recognized by the respondents but here too only slightly under 8% made mention of this concern. Large firms such as Lennox, Fisher Governor, etc. received no mentions whatsoever. Of the six states under consideration in this report, Iowa and Kansas were ranked second to last in terms of degree of industrialization. On a four point scale where one is equal to little industrialization, two some industrialization, three industrialized and four highly industrialized, Iowa's average rank was 1.9. More specifically, almost one-third of the respondents felt that Iowa has little industrialization and an additional 53% felt it had some industrialization. Although Iowa and Kansas both had average rankings of 1.9 and thus tied for ranking second to the bottom, Kansas' rank was determined with the inclusion of 11.8% who could give no answer about Kansas because of a lack of knowledge. Under these conditions it seems quite clear that at least among those who are making some statements with respect to each of the six states, Iowa dropped closer to the bottom ranking. This is made more clear under the situation where persons were asked to rate the states on the degree of industrial expansion. Here, Nebraska received the lowest ranking followed again by Iowa with a rank of 2.0 where one was equal to expanding only very little or none at all, two if expanding a little, three if expanding moderately and four if expanding rapidly. Again, more specifically, almost 63% felt that the degree of industrial expansion was little, very little or none at all.



Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE VII

COMPANIES RECALLED AS BEING LOCATED IN IOWA

Maytag	7.9%
Rath Packing	6.6%
John Deere	5.3%
Amana	3.9%
Meredith Publishing	3.9%
Armstrong Rubber	2.6%
National Gypsum	2.6%
Staley	2.6%
Corn Products	2.6%
American Home Products	1.3%
Corn States Products	1.3%
DeKalb	1.3%
Cowles Publishing	1.3%
Iowa Manufacturing	1.3%
Dubuque Packing	1.3%
Sheaffer Pen	1.3%
Penick & Ford	1.3%
Procter & Gamble	1.3%
Solar Aircraft	1.3%
Other	25.0%
Don't know	52.2%
No answer	<u>3.9%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

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TABLE VIII

COMPANIES RECALLED AS BEING LOCATED IN WISCONSIN

Schlitz	13.2%
Allis Chalmers	13.2%
Kohler	13.2%
American Motors	7.9%
Kimberly Clark	6.6%
Johnson Wax	6.6%
Pabst	5.3%
Millers	3.9%
Blatz	2.6%
Briggs & Stratton	2.6%
Kraft	2.6%
Cooper Underwear	2.6%
Wassau	2.6%
Chain-Belt	1.3%
Allen Bradley	1.3%
St. Regis Paper	1.3%
Oscar Mayer	1.3%
Oshkosh Company	1.3%
Fairbanks & Morse	1.3%
Other	51.3%
Don't know	25.0%
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE IX

COMPANIES RECALLED AS BEING LOCATED IN MISSOURI

Anheuser Busch, Inc.	13.2%
Monsanto Chemical	9.2%
McDonald Aircraft	6.6%
Other shoe manufacturers	5.3%
Brown Shoes	3.9%
Emerson Electric	2.6%
Ralston-Purina	2.6%
Hallmark	2.6%
Pet Milk	2.6%
Avon Products	1.3%
Granite City Steel	1.3%
Folgers	1.3%
Olin-Mathieson	1.3%
RCA Whirlpool	1.3%
Royal McBee	1.3%
National Distillers	1.3%
Mallinckrodt Chemical Works	1.3%
Other	50.0%
Don't know	31.6%
No answer	2.6%
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE X

COMPANIES RECALLED AS BEING LOCATED IN KANSAS

Boeing	5.3%
Armour Packing	3.9%
Cessna	3.9%
Beechcraft	3.9%
Swift Packing	2.6%
T. W. A.	2.6%
Hallmark	2.6%
Lockheed Aircraft	1.3%
Chanute Broom Company	1.3%
Jensen-Salsbery Laboratories	1.3%
Ford Motor Company	1.3%
Other	23.7%
Don't know	53.9%
No answer	<u>15.8%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XI

COMPANIES RECALLED AS BEING LOCATED IN MINNESOTA

Minnesota Mining & Manufacturing	40.8%
Honeywell	13.2%
General Mills	9.2%
Pillsbury	6.6%
Hamms	3.9%
Bethlehem Ore	2.6%
Hormel Packing	2.6%
Jones-Laughlin Steel	2.6%
International Harvester	2.6%
Minnesota-Ontario Paper Company	2.6%
American Sugar	1.3%
Chung King	1.3%
Green Giant	1.3%
General Foods	1.3%
IBM	1.3%
International Paper	1.3%
Toro	1.3%
Weyerhaeuser	1.3%
Tappen	1.3%
U. S. Steel	1.3%
Other	36.8%
Don't know	23.7%
No answer	<u>2.6%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XII

COMPANIES RECALLED AS BEING LOCATED IN NEBRASKA

Mutual of Omaha	6.6%
Swanson Foods	2.6%
Lincoln National Life	1.3%
Funks	1.3%
Vickers	1.3%
Monroe Business Forms	1.3%
Smith, Kline & French	1.3%
Morton Foods	1.3%
Other	9.2%
Don't know	76.3%
No answer	<u>3.9%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XIII

RATING OF MIDWESTERN STATES  
ON DEGREE OF INDUSTRIALIZATION

	Nebraska	Minnesota	Iowa
Has little industrialization	63.2%	2.6%	28.9%
Has some industrialization	27.6%	48.7%	52.6%
Industrialized	5.3%	30.3%	11.8%
Highly industrialized	.0%	14.4%	2.6%
Don't know	3.9%	3.9%	3.9%
No answer	.0%	.0%	.0%
Totals	100.0%	99.9%	99.8%
Average Rating	1.4	2.6	1.9
	Missouri	Wisconsin	Kansas
Has little industrialization	9.2%	5.3%	28.9%
Has some industrialization	30.3%	30.3%	38.2%
Industrialized	40.8%	44.7%	14.4%
Highly industrialized	18.4%	18.4%	2.6%
Don't know	1.3%	1.3%	3.9%
No answer	.0%	.0%	11.8%
Totals	100.0%	100.0%	99.8%
Average Rating	2.7	2.8	1.9

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

Both the general image that these persons had of each of the states and their conception of the degree of industrialization within each state are based on a series of more specific factors. In an effort to determine the degree to which these factors enter into the overall conception of the state, specific items were mentioned which, in turn, were to be assessed in terms of the degree to which they existed in each of the mentioned states. That is to say, each state under consideration was ranked in terms of such characteristics as high standard of living, good transportation facilities, etc. The ten characteristics are listed below and were developed as a result of conferences with the client and other secondary source material which indicated that these factors represented, in great part, the main considerations in plant location. Because of space limitations only five states were included here with Kansas dropped from the list. Among the five states, Iowa was ranked fourth in terms of standard of living, aggressiveness in business, good transportation facilities, good recreational facilities, good educational facilities, good cultural outlets and availability of labor. Iowa was ranked second in terms of climate and favorable tax structure, and third in efficiency of state government.

That these state rankings do not merely represent a "halo effect" (whereby an individual rates all states similarly on all factors from a knowledge of only one or two factors) is indicated by the shift in the ranking of Missouri in Tables XV through XXIV. Whereas this state is ranked first with regard to availability of labor (Table XXII), it is ranked last on both efficiency of state government and favorability of tax structure.



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TABLE XV

AVERAGE RANKING OF MIDWESTERN STATES  
IN STANDARD OF LIVING

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	23.7%	2.6%	42.1%	3.9%	23.7%
Second	34.2%	7.9%	27.6%	14.4%	17.1%
Third	17.1%	9.2%	15.8%	22.4%	27.6%
Fourth	13.2%	22.4%	7.9%	30.3%	13.2%
Fifth	5.3%	46.0%	2.6%	19.7%	13.2%
Other	1.3%	2.6%	1.3%	1.3%	1.3%
Don't know	<u>5.2%</u>	<u>9.2%</u>	<u>2.6%</u>	<u>7.9%</u>	<u>3.9%</u>
Totals	100.0%	99.9%	99.9%	99.9%	100.0%
Average Rank	2.4	4.1	2.0	3.5	2.7

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TABLE XVI

AVERAGE RANKING OF MIDWESTERN STATES  
ON PROGRESSIVENESS IN BUSINESS

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	23.7%	3.9%	38.2%	5.3%	23.7%
Second	31.6%	6.6%	18.4%	6.6%	25.0%
Third	15.8%	7.9%	17.1%	22.4%	21.0%
Fourth	6.6%	28.9%	14.4%	25.0%	7.9%
Fifth	7.9%	34.2%	1.3%	22.4%	11.8%
Other	3.9%	5.3%	3.9%	3.9%	3.9%
Don't know	9.2%	11.8%	5.3%	13.1%	5.3%
No answer	<u>1.3%</u>	<u>1.3%</u>	<u>1.3%</u>	<u>1.3%</u>	<u>1.3%</u>
Totals	100.0%	99.9%	99.9%	100.0%	99.9%
Average Rank	2.2	4.0	2.1	3.6	2.6

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TABLE XVII

AVERAGE RANKING OF MIDWESTERN STATES  
ON TRANSPORTATION FACILITIES

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	6.6%	.0%	23.7%	3.9%	48.7%
Second	26.3%	3.9%	26.3%	14.4%	11.8%
Third	18.4%	19.7%	13.2%	17.1%	7.9%
Fourth	13.2%	15.8%	10.5%	22.4%	9.2%
Fifth	11.8%	31.6%	3.9%	15.8%	3.9%
Other	7.9%	7.9%	7.9%	6.6%	5.3%
Don't know	15.8%	19.7%	13.2%	18.4%	13.2%
No answer	<u>.0%</u>	<u>1.3%</u>	<u>1.3%</u>	<u>1.3%</u>	<u>.0%</u>
Totals	100.0%	99.9%	100.0%	99.9%	100.0%
Average Rank	3.0	4.1	2.3	3.4	1.9

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TABLE XVIII

AVERAGE RANKING OF MIDWESTERN STATES ON CLIMATE

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	11.8%	2.6%	35.5%	14.4%	26.3%
Second	15.8%	10.5%	18.4%	25.0%	15.8%
Third	10.5%	22.4%	9.2%	27.6%	15.8%
Fourth	15.8%	28.9%	19.7%	7.9%	10.5%
Fifth	32.9%	15.8%	5.3%	7.9%	17.1%
Other	5.3%	5.3%	5.3%	5.3%	5.3%
Don't know	7.9%	13.2%	5.3%	10.5%	7.9%
No answer	<u>.0%</u>	<u>1.3%</u>	<u>1.3%</u>	<u>1.3%</u>	<u>1.3%</u>
Totals	100.0%	100.0%	100.0%	99.9%	100.0%
Average Rank	3.5	3.6	2.3	2.6	2.7

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TABLE XIX

AVERAGE RANKING OF MIDWESTERN STATES  
ON RECREATIONAL FACILITIES

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	31.6%	.0%	50.0%	.0%	3.9%
Second	43.4%	.0%	27.6%	3.9%	7.9%
Third	2.6%	15.8%	3.9%	10.5%	32.9%
Fourth	3.9%	23.7%	.0%	31.6%	9.2%
Fifth	.0%	26.3%	1.3%	18.4%	15.8%
Other	2.6%	2.6%	2.6%	2.6%	2.6%
Don't know	14.4%	26.3%	14.4%	27.6%	23.7%
No answer	<u>1.3%</u>	<u>5.3%</u>	<u>.0%</u>	<u>5.3%</u>	<u>3.9%</u>
Totals	99.8%	100.0%	99.8%	99.9%	99.9%
Average Rank	1.7	4.2	1.5	4.0	3.4

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XX

AVERAGE RANKING OF MIDWESTERN STATES  
ON EDUCATIONAL FACILITIES

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	15.8%	.0%	28.9%	6.6%	21.0%
Second	23.7%	2.6%	22.4%	6.6%	9.2%
Third	11.8%	10.5%	11.8%	15.8%	13.2%
Fourth	7.9%	15.8%	1.3%	22.4%	9.2%
Fifth	2.6%	28.9%	2.6%	9.2%	13.2%
Other	3.9%	3.9%	3.9%	3.9%	3.9%
Don't know	30.3%	34.2%	25.0%	31.6%	26.3%
No answer	<u>3.9%</u>	<u>3.9%</u>	<u>3.9%</u>	<u>3.9%</u>	<u>3.9%</u>
Totals	99.9%	99.9%	99.8%	100.0%	99.9%
Average Rank	2.3	4.2	1.9	3.3	2.8

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XXI

AVERAGE RANKING OF MIDWESTERN STATES  
ON CULTURAL FACILITIES

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	17.1%	.0%	22.4%	2.6%	40.8%
Second	21.0%	2.6%	30.3%	2.6%	14.4%
Third	23.7%	5.3%	15.8%	11.8%	9.2%
Fourth	5.3%	21.0%	.0%	31.6%	3.9%
Fifth	1.3%	31.6%	2.6%	13.2%	7.9%
Other	2.6%	2.6%	1.3%	2.6%	2.6%
Don't know	25.0%	28.9%	21.0%	28.9%	15.8%
No answer	<u>3.9%</u>	<u>7.9%</u>	<u>6.6%</u>	<u>6.6%</u>	<u>5.3%</u>
Totals	99.9%	99.9%	100.0%	99.9%	99.9%
Average Rank	2.3	4.3	2.0	3.8	2.0

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TABLE XXII

AVERAGE RANKING OF MIDWESTERN STATES  
ON AVAILABILITY OF LABOR

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	11.8%	6.6%	18.4%	5.3%	32.9%
Second	18.4%	3.9%	30.3%	10.5%	10.5%
Third	19.7%	6.6%	7.9%	15.8%	15.8%
Fourth	10.5%	17.1%	9.2%	18.4%	6.6%
Fifth	5.3%	28.9%	2.6%	17.1%	5.3%
Other	5.3%	6.6%	6.6%	6.6%	5.3%
Don't know	26.3%	26.3%	23.7%	23.7%	21.0%
No answer	<u>2.6%</u>	<u>3.9%</u>	<u>1.3%</u>	<u>2.6%</u>	<u>2.6%</u>
Totals	99.9%	99.9%	100.0%	100.0%	100.0%
Average Rank	2.7	3.9	2.2	3.5	2.2



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TABLE XXIII

AVERAGE RANKING OF MIDWESTERN STATES  
ON EFFICIENCY OF STATE GOVERNMENT

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	14.4%	3.9%	18.4%	6.6%	2.6%
Second	11.8%	10.5%	11.8%	9.2%	5.3%
Third	7.9%	11.8%	2.6%	13.2%	9.2%
Fourth	3.9%	7.9%	9.2%	9.2%	6.6%
Fifth	5.3%	5.3%	2.6%	5.3%	19.7%
Other	5.3%	5.3%	5.3%	5.3%	5.3%
Don't know	48.7%	50.0%	47.4%	47.4%	48.7%
No answer	<u>2.6%</u>	<u>5.3%</u>	<u>2.6%</u>	<u>3.8%</u>	<u>2.6%</u>
Totals	99.9%	100.0%	99.9%	100.0%	100.0%
Average Rank	2.4	3.0	2.2	2.9	3.8

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TABLE XXIV

AVERAGE RANKING OF MIDWESTERN STATES  
ON FAVORABILITY OF TAX STRUCTURE

	Minnesota	Nebraska	Wisconsin	Iowa	Missouri
First	2.6%	10.5%	1.3%	7.9%	5.3%
Second	2.6%	5.3%	3.9%	6.6%	3.9%
Third	7.9%	2.6%	5.3%	2.6%	3.9%
Fourth	5.3%	2.6%	7.9%	2.6%	2.6%
Fifth	3.9%	.0%	2.6%	3.9%	11.8%
Other	3.9%	3.9%	3.9%	3.9%	3.9%
Don't know	67.1%	67.1%	68.4%	65.8%	63.2%
No answer	<u>6.6%</u>	<u>7.9%</u>	<u>6.6%</u>	<u>6.6%</u>	<u>5.3%</u>
Totals	99.9%	99.9%	99.9%	99.9%	99.9%
Average Rank	3.2	1.9	3.3	2.5	3.4

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

Almost all of the persons interviewed in this study (87%) have noticed advertising on the behalf of various states concerned with industrial location. The southern Atlantic states, as a group, were mentioned as being seen most often in various magazines, with Florida mentioned by almost 28% of the respondents. Among all states, Iowa was mentioned by only 1.3% of the individuals, ranking behind Wisconsin, Minnesota, Kansas and Nebraska. This may, in fact, be due to the media where advertising has been placed. Interestingly enough, two-thirds of the respondents recalled the magazine or periodical in which they had seen development advertising. This finding, in the light of a number of other studies conducted by this organization and other research firms, is rather significant. That is to say that, although advertising is very often recalled as being seen, the exact location of its notice and to even a greater extent the advertising message itself are usually not recalled to any significant extent. This, therefore, represents somewhat of a departure and perhaps more than passing interest upon the part of those who were interviewed. As expected, the New York Times and the Wall Street Journal were the only two newspapers mentioned as having been the source of particular advertising that had been recalled by the respondent. Among the periodicals mentioned Business Week, followed by Time and Fortune, were among the most mentioned in this classification. Transportation, favorable labor situation, tax structure and climate each received more than 10% of the mentions corresponding to the details of the advertising that had been recalled.

Normally recall of advertising and even the exceptional recall of advertising content and placement are not necessarily equated with favorable impression. However, eight out of ten persons involved in this survey or slightly more than 80% indicated that they were, indeed, impressed by some state's advertising, with the south Atlantic states again mentioned as having the most impressive advertising. This advertising pointed to as being impressive was, however, not due to total print advertising in terms of magazines or newspapers. As a point of fact, less than half of these impressions were accorded to promotion of this type. Such things as direct contact by representatives of the state or industrial development group and direct mail constituted the other seemingly impression-

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able proportion of the promotion. Here, material dealing with the labor market and those materials which include industrial areas, tax structure and specific plant sites seem to be the materials which are most remembered by these persons. Climate, also, received a substantial proportion of mentions in this respect.

TABLE XXV

NOTICE OF STATES ADVERTISING IN MAGAZINES

Noticed states' advertising	86.8%
Did not notice states' advertising	<u>13.2%</u>
Total	100.0%

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TABLE XXVI

STATES NOTICED AS ADVERTISING IN MAGAZINES

Florida	27.6%
Pennsylvania	19.7%
Georgia	15.8%
New York	14.4%
North Carolina	14.4%
Wisconsin	11.8%
Texas	10.5%
Mississippi	9.2%
Arkansas	9.2%
South Carolina	7.9%
California	7.9%
New Jersey	5.3%
Louisiana	5.3%
Tennessee	3.9%
Virginia	3.9%
Minnesota	3.9%
Kentucky	2.6%
Kansas	2.6%
Nebraska	2.6%
West Virginia	1.3%
Iowa	1.3%
Other	25.0%
All states	7.9%
Don't know	14.4%
No answer	<u>14.4%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXVII

MAGAZINES IN WHICH STATES' ADVERTISING WAS NOTICED

Wall Street Journal	32.9%
Business Periodicals	32.9%
Business Week	27.6%
New York Times	25.0%
Fortune	19.7%
Time	19.7%
Brochures	11.8%
U. S. News & World Report	6.6%
Newsweek	2.6%
Other	13.2%
Don't remember	27.6%
No answer	<u>17.1%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXVIII

DETAILS OF STATES' MAGAZINE ADVERTISING NOTICED

Transportation available	18.4%
Favorable labor situation	17.1%
Favorable tax structure	17.1%
Climate	11.8%
Power and water supply	9.2%
Favorable industrial climate	6.6%
Leasing arrangements	5.3%
Population and employment statistics	5.3%
Proximity to markets	3.9%
Availability of raw materials	3.9%
Growth and development of state	3.9%
Good place to live	3.9%
Population center	3.9%
Low costs	3.9%
Made it sound attractive - general	3.9%
Recreational facilities	2.6%
Educational facilities	2.6%
Message from governor	2.6%
Contacts to make	2.6%
Building incentives	1.3%
Industries already located in state	1.3%
Cooperation of officials	1.3%
Availability of sights	1.3%
Other	2.6%
Don't know	9.2%
No answer	<u>31.6%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXIX

IMPRESSION OF STATES' ADVERTISING

Impressed by states' advertising	81.6%
Not impressed by states' advertising	<u>18.4%</u>
Total	100.0%



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TABLE XXX

STATE MENTIONED AS HAVING IMPRESSIVE ADVERTISING

Carolinas	26.3%
Florida	18.4%
Arkansas	13.2%
Georgia	10.5%
California	7.9%
Missouri	6.6%
Virginia	6.6%
Texas	6.6%
Connecticut	6.6%
Tennessee	5.3%
Pennsylvania	5.3%
Kansas	3.9%
Oklahoma	3.9%
New York	3.9%
Iowa	2.6%
Alabama	2.6%
Mississippi	2.6%
West Virginia	2.6%
Minnesota	1.3%
Wisconsin	1.3%
Other	11.8%
Don't know	2.6%
No answer	<u>14.4%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXXI

METHOD OF ADVERTISING USED BY STATES

Brochure or direct mail	39.5%
Direct contact by representatives	25.0%
Magazine ad - general	25.0%
Industrial development group	11.8%
Wall Street Journal	7.9%
Trade magazine ad	7.9%
Personal letter	5.3%
Newspaper ad	3.9%
Chamber of Commerce	1.3%
Other	11.8%
No answer	<u>21.0%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXXII

CONTENT OF ADVERTISING USED BY STATES

Labor market	22.4%
Shows industrial areas and plant sites	14.4%
Tax structure	13.2%
Climate	10.5%
Business climate of state	10.5%
Natural resources	5.3%
Power, water and fuel	5.3%
Low rate of loans	5.3%
Standard of living	5.3%
Transportation facilities	3.9%
Proximity to market	3.9%
Recreational facilities	2.6%
Locate employees for industry	1.3%
Other	13.2%
All the same	6.6%
All information necessary	31.6%
No answer	<u>35.5%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXXIII

PERIODICALS OR MAGAZINES READ REGULARLY

Time	53.9%
Business Week	38.2%
Life	30.3%
Newsweek	27.6%
Wall Street Journal	26.3%
Fortune	26.3%
Saturday Evening Post	25.0%
U. S. News & World Report	18.4%
Readers' Digest	17.1%
Forbes	11.8%
New York Times	6.6%
New Yorker	5.3%
Dunns Review	3.9%
Harvard Business Review	3.9%
Barrons	2.6%
Sports Illustrated	2.6%
Harpers	1.3%
Atlantic Monthly	1.3%
Other business and trade magazines	72.4%
Other magazines - general	42.1%
No answer	<u>1.3%</u>
Total	*

\*Multiple mentions will not total 100%.

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Near the end of the interview respondents were asked for their recommendations for enhancing the image of the State of Iowa, along with three adjacent states. In the case of Iowa, over one-third of the individuals suggested a toning down of the agricultural image. That this would constitute a major undertaking is heightened by the fact that this is by far the predominant aspect of the state's image. Concomitant with this suggestion was the recommendation that industrial development within the state be stressed. Although the diminution of the agricultural image was also prominently mentioned with respect to heightening Kansas' image, this suggestion is not merely a generalization for all midwestern states, as it was infrequently mentioned for both Missouri and Minnesota. One recommendation which could be generalized, and thus regarded as important in enhancing the image of any state for the businessman, would be to stress the availability of labor within the state.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

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TABLE XXXIV

CHANGES NEEDED TO DEVELOP

A MORE INVITING IMAGE OF IOWA

Breakdown agricultural image	34.2%
Stress industrial development	26.3%
Stress availability of labor	13.2%
Institute more vigorous advertising	9.2%
Stress transportation facilities	7.9%
Stress tax structure	7.9%
Play down weather	7.9%
Stress standard of living	3.9%
Stress industrial training programs	3.9%
Stress favorable unionization picture	2.6%
Stress raw materials source	2.6%
Show how other businesses have succeeded	2.6%
Stress low financing	1.3%
Stress availability of industrial property	1.3%
Stress availability of qualified technicians	1.3%
Stress central location	1.3%
Stress educational facilities	1.3%
Get liquor by the drink	1.3%
Other	3.9%
Already have favorable image of the state	2.6%
Don't know	13.2%
No answer	<u>3.9%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXXV

CHANGES NEEDED TO DEVELOP  
A MORE INVITING IMAGE OF KANSAS

Breakdown agricultural image	25.0%
Stress industrial development	21.0%
Stress availability of labor	13.2%
Stress transportation facilities	13.2%
Stress tax structure	9.2%
Play down the weather	7.9%
Stress standard of living	5.3%
Institute more vigorous advertising	5.3%
Stress raw materials source	3.9%
Stress low financing	3.9%
Stress industrial training program	2.6%
Show how other businesses have succeeded	2.6%
Stress availability of industrial property	1.3%
Stress central location	1.3%
Get liquor by the drink	1.3%
Other	2.6%
Already have favorable image of the state	2.6%
Don't know	13.2%
No answer	<u>14.4%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXXVI

CHANGES NEEDED TO DEVELOP  
A MORE INVITING IMAGE OF MISSOURI

Stress industrial development	18.4%
Stress availability of labor	11.8%
Stress transportation	10.5%
Institute more vigorous advertising	9.2%
Play down weather	7.9%
Breakdown agricultural image	7.9%
Stress standard of living	6.6%
Stress tax structure	6.6%
Clean up political image	5.3%
Show how other businesses have succeeded	3.9%
Stress central location	2.6%
Stress raw materials source	2.6%
Stress low financing	1.3%
Stress industrial training program	1.3%
Stress favorable unionization picture	1.3%
Stress accessibility to major markets	1.3%
Stress educational facilities	1.3%
Other	3.9%
Already have favorable image of state	9.2%
Don't know	17.1%
No answer	<u>3.9%</u>
Total	*

\*Multiple mentions will not total 100%.



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TABLE XXXVII

CHANGES NEEDED TO DEVELOP

A MORE INVITING IMAGE OF MINNESOTA

Stress transportation facilities	17.1%
Stress industrial development	14.4%
Play down the weather	14.4%
Stress availability of labor	10.5%
Breakdown agricultural image	7.9%
Institute more vigorous advertising	6.6%
Stress tax structure	5.3%
Stress recreational facilities	5.3%
Show how other businesses have succeeded	3.9%
Stress industrial training program	2.6%
Stress central location	2.6%
Stress educational facilities	2.6%
Stress climate	1.3%
Stress standard of living	1.3%
Stress low financing	1.3%
Stress availability of qualified technicians	1.3%
Stress favorable unionization picture	1.3%
Other	2.6%
Already have favorable image of state	11.8%
Don't know	18.4%
No answer	<u>3.9%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXXVIII

STATES IN WHICH PRIDE OF BUSINESS LOCATION IS RECALLED

New York	13.2%
Texas	13.2%
Minnesota	9.2%
California	9.2%
Wisconsin	6.6%
Missouri	5.3%
Iowa	2.6%
Illinois	2.6%
Other	48.7%
Don't know	21.0%
No answer	<u>5.3%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XXXIX

REASONS FOR PRIDE IN BUSINESS LOCATION

Local pride (city or state)	17.1%
Pride is inbred, way of life	15.8%
Co-operation of public officials	14.4%
Good place to live	7.9%
Good tax picture	5.3%
Small town	3.9%
Plant founded in that locale	3.9%
Transportation excellent	3.9%
Highly industrialized	3.9%
Cultural advantages	3.9%
Excellent climate	3.9%
Good labor supply	2.6%
Easy access to materials	2.6%
High standard of living	2.6%
Housing available	1.3%
Worker benefits	1.3%
Good recreational facilities	1.3%
Rapid growth of area	1.3%
Other	6.6%
No pride in locale	6.6%
Don't know	5.3%
No answer	<u>15.8%</u>
Total	*

\*Multiple mentions will not total 100%.

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When an industrial leader is asked "What are the factors . . . which should be considered in establishing a new facility?" at least two problems result in analyzing his responses. One of these is the fact that his responses tend to overlap one another to such a degree that it is difficult to classify them. Thus, many of these industrial leaders said that it is important to them, when considering the establishment of a new facility, that an adequate amount of labor be available. Others specified that what is important to them is the availability of skilled labor. Still others talked about a favorable wage structure. Now, in one sense, all three of these responses are different. Yet, in another sense, they all are the same: viz., they show a concern with the general problem of labor. If all of these comments about labor are totaled, approximately three out of four of those individuals interviewed mentioned the general problem of labor as one of the three factors important to them when considering the establishment of a new facility in a location other than their present one. Similarly when responses pertaining to transportation-location are clustered, approximately four out of five of the respondents are seen mentioning this factor. In other words, these two factors of labor and transportation, are quite generally accepted as being very important in establishing a new facility. A third factor which might be characterized as a concern with the political-governmental aspect of the situation is also important but, evidently, is not as primary as the two factors already mentioned (about one-half of the respondents mention this factor as being one of the three most important factors here).

In addition to asking the respondents to list what factors are the three most important ones for their company in considering problems of relocation, they were also asked to single out the one most important factor. Whereas with the three-choice question the general factor of transportation seemed somewhat more important, with the one-choice question the fact of labor now seems somewhat more important (29.2% to 23.7% for the fact of labor and transportation respectively). In other words, since one factor seems to be more important on the basis of one measure, while the other seems to be more important on the basis of the second measure, the indications are that both of these factors are about equal in importance.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

As it did in the first measure, the factor related to the political-governmental situation ranks third in importance here. It should not be discounted, then, but should be thought of as important only after the other two factors have been considered. All other factors mentioned by some of the respondents (e. g., favorable climate, good recreational facilities, good schools and the like) are, when compared to the three factors already cited, of secondary importance. In effect, they form the background rather than the foreground of decisions.

The second problem alluded to at the beginning of this section of the report has to do with normative responses. There is the possibility that, when opinions and attitudes on any matter are being measured, the interviewee will give as reasons ones that are socially acceptable rather than ones which really reflect his own views. In order to minimize the possibility of reporting data which reflects this sort and other sorts of biases, a device which can be, and was, used in this study was to ask several questions which cover roughly the same problem. For example, it was noted that the respondents were given a three-choice and a one-choice option concerned with the question of the most important factor in plant relocation. In addition, in order to get at how important each of the above mentioned factors related to plant relocation are, the respondents were asked to evaluate the importance of some selected quotations. These quotations were supposedly spoken by executives in discussions pertaining to their relocation problems. After each quotation was read to the respondent, he was asked to rate the importance of the statements i. e., 1 (as being of no importance); 2 (of some importance); 3 (important); 4 (quite important) or 5 (vitaly important) to his relocation problem. One such statement was "There is a wealth of labor there." In response to this question, 47% of those interviewed rated it "vitaly important." Another 34.2% rated this question "quite important." In all, the respondents were given eleven quotations to rate. Of these eleven, four of them receive "vitaly important" and "quite important" ratings from more than three out of four of the respondents. The first one of the four has already been mentioned. The second quotation, receiving actually 77.6% (51.3% rated it "vitaly important" and 26.3% rated it "quite important"), was "with their transportation set-up we'd save sub-

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stantially on freight costs." The third quotation was "We'd be within several hundred miles of most of the major markets" (50% of the respondents rate this "vitaly important" while 36.8% rate this "quite important") whereas the fourth was "It would be hard to find a more favorable tax base" (34.2% rate this "vitaly important" and 44.6% rate this "quite important"). These quotations, it will be noted, very well substantiate the conclusions drawn previously that there are three major factors in considering plant relocation. A quotation, for example, which had to do with a cost of living (i. e. "The cost of living is relatively low and besides there are excellent clothing and department stores there) gained a total of 21.1% "vitaly important" and "quite important" ratings. Another statement ("The outdoor activities in that state are limitless and the weather is ideal for all kinds of sports") received only 11.8% "vitaly important" and "quite important" ratings. The conclusions arrived at earlier, then, to the effect that the general factors of transportation and labor are most important while the factor of government (which includes matters pertaining to taxes) is also important are doubly confirmed.

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TABLE XL

FACTORS CONSIDERED TO BE MOST IMPORTANT  
IN ESTABLISHING A NEW FACILITY

Availability of labor	63.2%
Good transportation facilities	40.8%
Favorable tax structure	30.3%
Proximity to markets	22.4%
Close proximity to source of materials	17.1%
Progressively minded in business	13.2%
Good educational facilities	10.5%
Efficient state government	10.5%
Availability of skilled labor	7.9%
High standard of living	5.3%
Favorable attitude by state government	5.3%
Favorable climate	3.9%
Availability of power	3.9%
Favorable wage structure	3.9%
Degree of unionization	3.9%
Favorable business climate	3.9%
Good recreational facilities	2.6%
Good cultural outlets	2.6%
Available housing	2.6%
Other	5.3%
No answer	<u>13.2%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE XLI

MOST IMPORTANT FACTOR IN ESTABLISHMENT OF NEW FACILITY

Availability of labor	25.0%
Good transportation facilities	7.9%
Close proximity to source of materials	7.9%
Proximity to markets	7.9%
Progressively minded in business	6.6%
Favorable tax structure	6.6%
Efficient state government	5.3%
Good educational facilities	3.9%
Availability of skilled labor	2.6%
Favorable wage structure	2.6%
Favorable business climate	2.6%
High standard of living	1.3%
Other	6.6%
No answer	<u>13.2%</u>
Total	100.0%



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TABLE XLII

PERCEIVED IMPORTANCE OF EXECUTIVE STATEMENTS

	1	2	3	4	5	6
First	1.3%	5.3%	23.7%	1.3%	9.2%	3.9%
Second	2.6%	11.8%	39.5%	3.9%	35.5%	2.6%
Third	14.4%	40.8%	22.4%	17.1%	34.2%	5.3%
Fourth	34.2%	30.3%	7.9%	26.3%	13.2%	36.8%
Fifth	47.4%	10.5%	3.9%	51.3%	5.3%	50.0%
No answer	.0%	1.3%	2.6%	.0%	2.6%	1.3%
Totals	99.9%	100.0%	100.0%	99.9%	100.0%	99.9%
Average Rank	4.2	3.3	2.3	4.2	2.7	4.3

1. "There's a wealth of labor there."
2. "The state has an excellent school system; everything you could ask for in public education."
3. "The outdoor activities in that state are limitless and the weather is ideal for all kinds of sports."
4. "With their transportation set-up we'd save substantially on freight costs."
5. "It seems like an excellent place to raise the kids."
6. "We'd be within several hundred miles of most of the major markets."

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

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TABLE XLII - continued

	7	8	9	10	11
First	11.8%	14.4%	1.3%	22.4%	6.6%
Second	5.3%	11.8%	6.6%	27.6%	23.7%
Third	17.1%	13.2%	13.2%	35.5%	48.7%
Fourth	36.8%	34.2%	44.7%	7.9%	13.2%
Fifth	26.3%	23.7%	34.2%	3.9%	7.8%
No answer	<u>2.6%</u>	<u>2.6%</u>	<u>.0%</u>	<u>2.6%</u>	<u>.0%</u>
Totals	99.9%	99.9%	100.0%	99.9%	100.0%
Average Rank	3.6	3.4	4.0	2.4	2.9

7. "The political climate is favorable. These state and local officials are really willing to help new industry."
8. "The natural resources are right there within two hundred miles."
9. "It would be hard to find a more favorable tax base."
10. "You'd be surprised, but it's no cultural desert there. The state university is only ten miles away and they get all the symphonies, plays and that sort of thing."
11. "The cost of living is relatively low and besides, there are excellent clothing and department stores there."

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In seeking to understand the aspects of location, a factor related to that of transportation, the respondents were asked how they would go about choosing a location. Would they think first of some city or state or would they think of their problem in broader terms and consider a region of the country first? Of all the respondents, 6.6% said that they think first of some specific city when they are dealing with a problem of relocation, while 7.9% stated they think of a state first. In contrast, 60.5% mentioned some region in the United States. In short, since the orientation of those who have the power to make a decision in industry is toward a region - not to a state or a city - the problem of bringing more industry and business into the State of Iowa is seen to be a broader one than that of the state as such. Still another way of making the same point is to say that if Iowa hopes to gain more industry for the state it will, in all likelihood, have to work closely with some of the neighboring states in order to get the job done. That much work needs to be done in this connection can be seen from the relatively small number of executives interviewed who cite the Central Plains as the area they think of when they are considering relocating their business or industry.

Apart from the regional factors which might prevent industries from moving into Iowa, Iowa seems to have its own share of problems which tend to prevent industrial movement to that state. One of the questions in the interview schedule that substantiated this asked what factors would eliminate such states as Iowa, Nebraska, Wisconsin, Minnesota, Kansas and Missouri as possible sites of plant relocation. Aside from Nebraska the main objection to Iowa as a possible site is the location. More than might be supposed, Iowa is thought of as not being centrally located. One would think from many of the comments made by the respondents that Iowa is located at least 500 miles from any major metropolitan area. There seems, then, to be a major misconception or, perhaps, no clear conception, as to exactly where Iowa is located relative to many of the major markets.

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TABLE XLIII

TYPE OF AREA FIRST CONSIDERED IN RELOCATION

General region mentioned first	60.5%
Base decision on other factors	9.2%
State mentioned first	7.9%
City mentioned first	6.6%
No preference	2.6%
No answer	<u>13.2%</u>
Total	100.0%

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XLIV

PROBABLE GEOGRAPHIC AREAS CONSIDERED IN RELOCATION

Great Lakes	15.8%
Mid-Atlantic	13.2%
Mid-South	10.5%
Central Plains	9.2%
Pacific coast	6.6%
Deep south	5.3%
New England	1.3%
No answer	<u>38.1%</u>
Total	100.0%

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XLV

STATES MOST PROMINENTLY MENTIONED

IN POSSIBLE RELOCATION

Ohio	10.5%
Illinois	9.2%
South Carolina	7.9%
Indiana	6.6%
New Jersey	6.6%
North Carolina	6.6%
Georgia	5.3%
California	5.3%
Pennsylvania	3.9%
Alabama	3.9%
Minnesota	3.9%
Kentucky	2.6%
Mississippi	2.6%
Arkansas	2.6%
Iowa	2.6%
Missouri	2.6%
Tennessee	1.3%
Virginia	1.3%
Kansas	1.3%
Nebraska	1.3%
Other	9.2%
Don't know, none	1.3%
No answer	<u>38.2%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XLVI

REASONS FOR CONSIDERING CERTAIN STATES

IN POSSIBLE RELOCATION

Nearness to markets	27.6%
Good transportation	15.8%
Abundant labor supply	14.4%
Availability of supplies and raw materials	13.2%
Located near other plants	9.2%
Lower labor rates	6.6%
Low taxes	6.6%
Proximity to metropolitan areas	5.3%
Favorable wage structure	3.9%
Growth and development in area	3.9%
Lower shipping costs	3.9%
Low degree of unionization	2.6%
Right-to-work law	2.6%
High population density	2.6%
Good location	2.6%
Low operating costs	2.6%
Good educational facilities	2.6%
Climate	1.3%
Recreational facilities	1.3%
Other	13.2%
No answer	<u>10.5%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XLVII

STATES BEST SUITED FOR RESPONDENT'S TYPE OF BUSINESS

California	31.6%
Illinois	25.0%
Ohio	21.0%
Indiana	18.4%
Missouri	15.8%
New Jersey	15.8%
North Carolina	14.4%
Pennsylvania	11.8%
South Carolina	11.8%
Georgia	11.8%
Texas	10.5%
Florida	7.9%
Virginia	6.6%
Massachusetts	6.6%
Tennessee	5.3%
Alabama	5.3%
Arkansas	5.3%
Michigan	5.3%
Wisconsin	3.9%
Iowa	3.9%
Minnesota	2.6%
Nebraska	2.6%
Other	34.2%
Don't know	2.6%
No answer	<u>2.6%</u>
Total	*

\*Multiple mentions will not total 100%.



Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XLVIII

ADVANTAGES OF STATES BEST SUITED FOR  
RESPONDENT'S TYPE OF BUSINESS

Nearness to markets	50.0%
Availability of supplies and raw materials	28.9%
Abundant labor supply	28.9%
Good transportation	27.6%
Growth and development in area	13.2%
Located near other plants	11.8%
Good location	9.2%
Climate	9.2%
High population density	7.9%
Lower shipping costs	7.9%
Low taxes	6.6%
Low degree of unionization	5.3%
Favorable wage structure	3.9%
Proximity to metropolitan areas	3.9%
Low labor costs	2.6%
Good educational facilities	2.6%
Right-to-work law	1.3%
Low operating costs	1.3%
Recreational facilities	1.3%
Other	13.2%
No answer	<u>5.3%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE XLIX

STATES LEAST SUITED FOR RESPONDENT'S TYPE OF BUSINESS

Montana	32.9%
Utah	21.0%
North Dakota	19.7%
Wyoming	18.4%
Maine	11.8%
Nevada	9.2%
Arizona	7.9%
Idaho	7.9%
Mississippi	6.6%
New Mexico	6.6%
Florida	5.3%
Alabama	3.9%
South Dakota	3.9%
Texas	3.9%
Oregon	3.9%
Rhode Island	2.6%
Michigan	2.6%
Kansas	1.3%
Nebraska	1.3%
Other	17.1%
Don't know	3.9%
No answer	<u>3.9%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE L

UNAPPEALING FACTORS OF STATES LEAST SUITED FOR  
RESPONDENT'S TYPE OF BUSINESS

Distance from markets	42.1%
Wrong or poor location	35.5%
Climate	30.3%
Lack of labor	27.6%
Small population	27.6%
Remoteness from supplies and materials	26.3%
Lack of industry and business	14.4%
Limited transportation facilities	13.2%
Lack of skilled labor	10.5%
High labor rate and workman's compensation	7.9%
High degree of unionization	6.6%
Limited market	6.6%
Distance from other industry	5.3%
High shipping costs	5.3%
Poor fiscal policy	2.6%
Racial problems	2.6%
Poor educational level	2.6%
Poor tax structure	1.3%
Low income	1.3%
Other	2.6%
No answer	<u>5.3%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE LI

FACTORS WHICH WOULD ELIMINATE IOWA  
AS SITE OF PLANT RELOCATION

Long distance from major markets	31.6%
Poor labor supply	19.7%
Distance from suppliers	17.1%
Wouldn't rule out that state	15.8%
Poor location	11.8%
Poor transportation	9.2%
Poor climate	7.9%
Limited or lack of industrialization	6.6%
Too near existing plant	3.9%
Sparse population	2.6%
Poor political situation	2.6%
High degree of unionization	1.3%
High wage rates	1.3%
High shipping costs	1.3%
Unfavorable tax structure	1.3%
Little cooperation from local government	1.3%
State not suitable for respondent's type of product	1.3%
Other	7.9%
Don't know	13.2%
No answer	<u>2.6%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE LII

FACTORS WHICH WOULD ELIMINATE NEBRASKA

AS SITE OF PLANT RELOCATION

Long distance from major markets	36.8%
Poor labor supply	19.7%
Poor location	15.8%
Distance from suppliers	15.8%
Wouldn't rule out that state	10.5%
Poor transportation	9.2%
Poor climate	7.9%
Limited or lack of industrialization	5.3%
Sparse population	3.9%
Too close to existing plant	1.3%
High shipping costs	1.3%
Unfavorable tax structure	1.3%
Little cooperation from local government	1.3%
Poor political situation	1.3%
State not suited for respondent's type of business	1.3%
Other	9.2%
Don't know	11.8%
No answer	<u>2.6%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE LIII

FACTORS WHICH WOULD ELIMINATE WISCONSIN

AS SITE OF PLANT RELOCATION

Wouldn't rule out that state	27.6%
Long distance from major market	18.4%
Poor climate	17.1%
Poor labor supply	11.8%
Distance from suppliers	11.8%
Poor location	9.2%
Poor transportation	9.2%
Too close to existing plant	5.3%
Unfavorable tax structure	2.6%
High degree of unionization	1.3%
High shipping costs	1.3%
Limited or lack of industrialization	1.3%
Already heavily industrialized	1.3%
Poor political situation	1.3%
State not suitable for respondent's type of product	1.3%
Other	5.3%
Don't know	7.9%
No answer	3.9%
Total	*

\*Multiple mentions will not total 100%.

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TABLE LIV

FACTORS WHICH WOULD ELIMINATE MINNESOTA  
AS SITE OF PLANT RELOCATION

Wouldn't rule out that state	23.7%
Long distance from major markets	22.4%
Poor climate	19.7%
Distance from suppliers	14.4%
Poor labor supply	13.2%
Poor location	11.8%
Poor transportation	11.8%
Too close to existing plant	3.9%
Limited or lack of industrialization	2.6%
Poor political situation	2.6%
State not suitable to respondent's type of product	2.6%
High shipping costs	1.3%
Sparse population	1.3%
Little cooperation from local government	1.3%
Other	3.9%
Don't know	10.5%
No answer	<u>2.6%</u>
Total	*

\*Multiple mentions will not total 100%.

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TABLE LV

FACTORS WHICH WOULD ELIMINATE KANSAS

AS SITE OF PLANT RELOCATION

Long distance from markets	21.0%
Wouldn't rule out that state	19.7%
Distance from suppliers	15.8%
Poor labor supply	11.8%
Limited or lack of industrialization	9.2%
Poor transportation	7.9%
Poor location	5.3%
Sparse population	5.3%
Poor climate	2.6%
State not suited for respondent's type of product	2.6%
High degree of unionization	1.3%
High wage rates	1.3%
High shipping costs	1.3%
Poor recreational facilities	1.3%
Little cooperation from local government	1.3%
Poor political situation	1.3%
Already have plant there	1.3%
Too close to existing plant	1.3%
Other	3.9%
Don't know	10.5%
No answer	<u>14.4%</u>
Total	*

\*Multiple mentions will not total 100%.



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TABLE LVI

FACTORS WHICH WOULD ELIMINATE MISSOURI  
AS SITE OF PLANT RELOCATION

Wouldn't rule out that state	35.5%
Long distance from major markets	15.8%
Poor labor supply	11.8%
Distance from suppliers	10.5%
Poor climate	6.6%
Poor location	5.3%
Poor transportation	5.3%
Already have plant there	3.9%
Limited or lack of industrialization	2.6%
Poor political situation	2.6%
State not suited for respondent's type of product	2.6%
Too close to existing plant	2.6%
High degree of unionization	1.3%
High wage rates	1.3%
High shipping costs	1.3%
Sparse population	1.3%
Already heavily industrialized	1.3%
Poor recreational facilities	1.3%
Unfavorable tax structure	1.3%
Little cooperation from local government	1.3%
Other	3.9%
Don't know	10.5%
No answer	<u>2.6%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

An important clue as to how Iowa might help encourage industry to move into the state can be derived from a question which asked the respondents: "Imagine that you are contemplating relocating or expanding your business. Imagine also that you wanted to talk to some people from each of these areas where you would like to locate. Would you specify the one on this list you would want to see most; second most; third and fourth?" The list included the following:

1. A representative from the economic development commission
2. The governor of the state in question
3. The mayor of the city in question
4. A leading industrialist from the state in question
5. A senator from the state legislature
6. A senator from the state in the national congress
7. A leading banker from the state

One might expect here that the first choice of the respondents would be some representative of the economic development commission. After all, this individual would presumably have as much if not more information as anyone about the state in question. To be sure, a representative from the economic development commission of a state is a person that industrial leaders would want to see if they were contemplating relocation. Still, the respondents as a possible first choice for a person they would want to see in this connection is a "leading industrialist from the state" in question. The reasons the respondents give for choosing a leading industrialist here are interesting in as much as they are different from those they give for choosing a development commission representative. The latter individual is preferred by many because he has information about a state such as Iowa which, perhaps, no one else had. In contrast, the leading industrialist is preferred because of his experience and his common interests with those who are contemplating relocation. In short, a representative from a development commission satisfies certain needs which an industrialist contemplating relocation has. However, there are certain needs which such a representative can not satisfy. In a very real sense, a development commission representative can not understand and be in sympathy with an industrialist's prob-

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

lem. Only another industrialist can have this understanding and sympathy. It is important, therefore, for the State of Iowa not to feel that it can be successful in attracting industry to Iowa by merely increasing the activities of its development commission representatives. To be sure, such an increase in activity might be followed by some success. However, since there are other individuals who industrial leaders want to see even more than these representatives from the development commission, it would be wise for the State of Iowa to encourage, more than it has in the past, its own industrial leaders to take a more active part in bringing industry to the state.

Other individuals who the data show can be of use to the state in bringing industry into Iowa are bankers, the mayor of the city that an industry might be interested in and even the governor. The point is that each individual helps satisfy a different need and thereby serves to perform an important function for the state in bringing in industry (e.g., the governor most likely gives the industrialist "status" and a feeling that he is important).

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TABLE LVII

PEOPLE CONSIDERED MOST HELPFUL IN PLANT RELOCATION

	First Mention	Second Mention	Third Mention
Representative of economic development commission	36.8%	22.4%	25.0%
Governor of state in question	.0%	6.6%	7.9%
Mayor of city in question	3.9%	9.2%	15.8%
Leading industrialist from state	47.4%	27.6%	7.9%
Senator from the state legislature	.0%	2.6%	3.9%
Senator from state in congress	.0%	1.3%	1.3%
Leading banker from the state	9.2%	27.6%	27.6%
Other	1.3%	.0%	2.6%
Don't know	1.3%	.0%	.0%
No answer	<u>.0%</u>	<u>2.6%</u>	<u>7.9%</u>
Totals	99.9%	99.9%	99.9%

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TABLE LVIII

REASONS FOR CONSIDERING PERSONS MOST HELPFUL  
IN PLANT RELOCATION

Has experience useful to our company	35.5%
Has more detailed information	30.3%
Unbiased - objective	27.6%
Has more information on tax structure	25.0%
Has more facts regarding labor	23.7%
Better informed on financial conditions	22.4%
Has common interests	22.4%
Better informed on the area	19.7%
Knows the business climate	19.7%
Can help with financing	14.4%
Can best answer our questions	11.8%
Looks at problems from a business standpoint	10.5%
Important to establish relations with local people	6.6%
Has more information on transportation	5.3%
Knows attitudes of the people and community	5.3%
Knows land values or construction costs	3.9%
Has more influence	3.9%
Respects confidence	2.6%
Knows the right people to see	2.6%
Company has policy of dealing with local people	1.3%
Other	7.9%
No answer	1.3%
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LIX - code

1. A representative from the economic development commission
2. A leading industrialist from the state in question
3. A leading banker from the state

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LIX

REASONS FOR CONSIDERING SPECIFIC INDIVIDUALS

MOST HELPFUL IN PLANT RELOCATION

	1	2	3
Has more detailed information	28.9%	.0%	.0%
Has more facts regarding labor	10.5%	10.5%	.0%
More information on transportation	1.3%	1.3%	.0%
More information on tax structure	7.9%	5.3%	2.6%
Better informed on financial conditions	5.3%	2.6%	14.5%
Can help with financing	1.3%	.0%	13.2%
Better informed on the area	10.5%	2.6%	1.3%
Knows the business climate	2.6%	13.2%	2.6%
Knows attitudes of people and community	1.3%	2.6%	1.3%
Knows land values or construction costs	.0%	1.3%	1.3%
Unbiased - objective	3.9%	18.4%	5.3%
Has more influence	.0%	.0%	1.3%
Has common interests	.0%	22.4%	.0%
Has experience useful to our company	.0%	34.2%	1.3%
Looks at problems from business standpoint	1.3%	6.6%	2.6%
Respects confidence	1.3%	.0%	.0%
Can best answer our questions	5.3%	1.3%	2.6%
Knows the right people to see	1.3%	.0%	.0%
Company policy of dealing with local people	.0%	.0%	1.3%
Important to establish relations with people	.0%	.0%	2.6%
Other	2.6%	2.6%	.0%
No answer	<u>32.9%</u>	<u>25.0%</u>	<u>19.7%</u>
Totals	*	*	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

The following data was obtained from a miscellaneous set of questions included in the interview schedule:

1. The president of a company more than even any combination of other officials of a company is the one who makes decisions pertaining to plant relocation.
2. High tax structure (30.2%), distance from markets (18.4%), union pressure (15.8%), high labor costs (11.8%) and local government problems (11.8%) are the main discontents among industrialists relative to their present location.
3. By and large the southern states seem to be more active in their attempts to draw industry to the state than any other cluster of states.
4. Only about 15% of those interviewed reported that they had been contacted personally by some representative from a state in connection with relocating a plant. Most of those interviewed, in fact, reported that they had not been contacted in any way.



Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LX

INDIVIDUALS CONSIDERED IMPORTANT IN  
DECISIONS REGARDING PLANT RELOCATION

President	52.6%
Vice President	21.0%
Board of Directors	17.1%
All officers	15.8%
Division Manager	14.4%
General manager of manufacturing	13.2%
Vice President in charge of sales	10.5%
Manager - engineering	10.5%
Treasurer	9.2%
Other	6.6%
No answer	<u>1.3%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXI

APPEALING ASPECTS OF PRESENT BUSINESS LOCATION

Availability of labor	39.5%
Proximity to market	35.5%
Well established	30.3%
Availability of equipment and materials	26.3%
Good transportation	26.3%
Good water and power supply	9.2%
Close to financial scene	9.2%
Cultural facilities	7.9%
Skilled labor available	7.9%
Large industrial area	6.6%
Good political climate	5.3%
Good educational facilities	5.3%
Climate	5.3%
Community and official support	3.9%
Educated personnel available	3.9%
Low cost transportation	2.6%
Minimal unionization	2.6%
Favorable tax structure	2.6%
Low costs	2.6%
High standard of living	2.6%
Recreational facilities	2.6%
Able to expand facilities	2.6%
Other	5.3%
None	1.3%
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXII

DRAWBACKS OF PRESENT BUSINESS LOCATION

High tax structure	30.3%
Distance from markets	18.4%
Union pressure	15.8%
High labor costs	11.8%
Local government problems	11.8%
High costs	9.2%
Unfavorable transportation	7.9%
Congestion	6.6%
Present building facilities inadequate	6.6%
Shift in market	5.3%
Poor climate	5.3%
Lack of skilled labor	5.3%
Inadequate labor supply	3.9%
Poor workman's compensation	3.9%
Distance from suppliers	2.6%
Corruption	2.6%
High living costs	1.3%
Other	6.6%
None	<u>17.1%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXIII

CONTACTED BY STATES ON BUSINESS DEVELOPMENT

Have been contacted by states	72.4%
Have not been contacted by states	<u>27.6%</u>
Total	100.0%

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXIV

STATES HAVING CONTACTED RESPONDENT'S COMPANY  
ON BUSINESS DEVELOPMENT

Mississippi	13.2%
Texas	13.2%
Pennsylvania	10.5%
South Carolina	9.2%
Georgia	9.2%
North Carolina	7.9%
Florida	6.6%
Tennessee	5.3%
Virginia	5.3%
Arkansas	5.3%
Illinois	5.3%
Wisconsin	5.3%
Missouri	5.3%
Nebraska	5.3%
Oklahoma	5.3%
Alabama	3.9%
West Virginia	2.6%
Iowa	2.6%
California	2.6%
Minnesota	1.3%
Kansas	1.3%
Other southern states	1.3%
Other	30.3%
Many or all states	11.8%
Don't know	5.3%
No answer	<u>30.3%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXV

TYPES OF APPEALS USED BY STATES CONTACTING RESPONDENT

Brochures	21.0%
Personal contact	14.4%
Direct mail	11.8%
Economic development commissions	5.3%
Chamber of Commerce	3.9%
Letters	3.9%
Other	1.3%
Don't know	1.3%
No answer	<u>56.6%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXVI

CONTENT OF APPEALS USED BY STATES

CONTACTING RESPONDENT'S COMPANY

Favorable labor market	36.8%
Favorable tax structure	26.3%
Climate	18.4%
Good transportation facilities	14.4%
Availability of building sites	11.8%
Availability of raw materials and natural resources	9.2%
Water and power	9.2%
Incentives to build	6.6%
Financial aid	3.9%
Educational facilities	3.9%
Cultural outlets	3.9%
Recreational facilities	2.6%
Low salary structure	1.3%
Cooperation of public officials	1.3%
Other	1.3%
Don't know	5.3%
No answer	<u>44.7%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXVII

REACTION TO APPEALS USED BY STATES  
IN CONTACTING RESPONDENT

Favorable impression	26.3%
No interest	22.4%
Worth considering	7.9%
No need	5.3%
Keep on file	3.9%
Glanced through	3.9%
Other	10.5%
No answer	<u>35.5%</u>
Total	*

\*Multiple mentions will not total 100%.



Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXVIII

RESPONDENTS' IMPRESSIONS OF PLANT-LOCATION FIRMS

No impression	82.9%
Favorable impression	6.6%
Fair impression	2.6%
Unfavorable impression	2.6%
Both favorable and unfavorable	2.6%
Other	1.3%
Don't know	<u>1.3%</u>
Total	99.9%

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXIX

EXISTENCE OF INDIVIDUALS ENGAGED SOLELY IN  
PLANT LOCATION SCREENING

Have individuals engaged solely in plant location screening	17.1%
Do not have individuals engaged solely in plant location screening	81.6%
Other	<u>1.3%</u>
Total	100.0%

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXX

MATERIALS IMPORTANT TO INDIVIDUALS ENGAGED IN  
PLANT LOCATION SCREENING

Good transportation facilities	6.6%
Availability of labor	6.6%
Favorable tax structure	6.6%
Proximity to markets	5.3%
Good educational facilities	1.3%
Close proximity to source of materials	1.3%
Available housing	1.3%
Availability of skilled labor	1.3%
Favorable wage structure	1.3%
Favorable business climate	1.3%
Other	5.3%
Don't know	1.3%
No answer	<u>2.6%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

Nearly 83% of the respondents commented that they had substantial markets located in the six midwestern states under consideration, with the largest proportion (70%) naming Missouri as a substantial market area. Iowa ranked fourth in this regard, receiving over one-half the mentions. Fewer businessmen (42%) stated that they had prime suppliers in any of these states, with 9% mentioning Iowa. That the impressions and attitudes outlined in this study are truly based on first-hand experience with these states is evidenced by the fact that at least 43% of the individuals have visited each state under consideration, with the principal reason for visiting any state being that of business.

TABLE LXXI

BUSINESSES HAVING SUBSTANTIAL MARKETS  
IN MIDWESTERN STATES

Have markets	82.9%
Do not have markets	15.8%
Other	<u>1.3%</u>
Total	100.0%

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXII

MIDWESTERN STATES

IN WHICH SUBSTANTIAL MARKETS ARE LOCATED

Missouri	69.7%
Wisconsin	65.8%
Minnesota	59.2%
Iowa	52.6%
Kansas	44.7%
Nebraska	44.7%
No answer	<u>15.8%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXIII

BUSINESSES HAVING SUPPLIERS IN MIDWESTERN STATES

Has suppliers	42.1%
Does not have suppliers	53.9%
Other	1.3%
Don't know	1.3%
No answer	<u>1.3%</u>
Total	99.9%

TABLE LXXIV

MIDWESTERN STATES IN WHICH SUPPLIERS ARE LOCATED

Wisconsin	18.4%
Minnesota	13.2%
Missouri	10.5%
Iowa	9.2%
Kansas	5.3%
Nebraska	1.3%
Other	6.6%
No answer	<u>55.3%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXV

MIDWESTERN STATES VISITED

Missouri	75.0%
Wisconsin	68.4%
Minnesota	61.8%
Iowa	51.3%
Nebraska	48.7%
Kansas	43.4%
None	<u>7.9%</u>
	*
Total	

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXVI

REASONS FOR VISITING SPECIFIC MIDWESTERN STATES

	Iowa	Kansas	Minnesota
Business	59.0%	60.6%	57.4%
Pleasure	5.1%	9.1%	12.8%
Business and pleasure	5.1%	3.0%	6.4%
Personal	7.7%	3.0%	8.5%
In armed services	7.7%	9.1%	.0%
Transient	15.4%	15.2%	12.8%
No answer	<u>.0%</u>	<u>.0%</u>	<u>2.1%</u>
Totals	100.0%	100.0%	100.0%

	Missouri	Nebraska	Wisconsin
Business	63.2%	59.5%	55.8%
Pleasure	1.8%	5.4%	11.5%
Business and pleasure	8.8%	5.4%	11.5%
Personal	5.3%	2.7%	5.8%
In armed services	3.5%	2.7%	3.8%
Transient	17.4%	24.3%	11.5%
No answer	<u>.0%</u>	<u>.0%</u>	<u>.0%</u>
Totals	100.0%	100.0%	99.9%



Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXVII

AREA IN WHICH RESPONDENT HAS SPENT MOST OF LIFE

New York	50.0%
New England	17.1%
Other Atlantic coast states	14.4%
Great Lakes	7.9%
Central plains	5.3%
Pacific coast	2.6%
Southwest	1.3%
Outside United States	<u>1.3%</u>
Total	99.9%

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXVIII

PRESENT BRANCH LOCATIONS OF RESPONDENT'S BUSINESS

Mid-Atlantic	52.6%
New England	35.5%
Great Lakes	32.9%
Pacific coast	31.6%
Deep south	28.9%
Mid-south	25.0%
Central plains	15.8%
Southwest	9.2%
Rocky mountains	6.6%
Other	6.6%
Foreign	17.1%
All of United States	<u>2.6%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXIX

MAJOR MARKETS SERVED BY RESPONDENT'S BUSINESS

Mid-Atlantic	21.0%
Great Lakes	15.8%
New England	13.2%
Central plains	6.6%
Pacific coast	6.6%
Mid-south	5.3%
Southwest	2.6%
Deep south	1.3%
Other	1.3%
Foreign	19.7%
The entire United States	<u>59.2%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXX

MAJOR MARKETS SERVING AS SOURCE OF SUPPLIES  
FOR RESPONDENT'S BUSINESS

Mid-Atlantic	32.9%
New England	25.0%
Mid-south	25.0%
Great Lakes	21.0%
Deep south	13.2%
Central plains	3.9%
Southwest	2.6%
Other	30.3%
Foreign	9.2%
Entire United States	11.8%
No answer	<u>5.3%</u>
Total	*

\*Multiple mentions will not total 100%.

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

TABLE LXXXI

LAST RELOCATION OF RESPONDENT'S BUSINESS

Prior to 1923	3.9%
1923 - 1942	5.3%
1943 - 1952	3.9%
1953 - 1957	13.2%
1958	6.6%
1959	2.6%
1960	14.4%
1961	7.9%
1962	25.0%
Other	1.3%
Never	9.2%
Don't know	1.3%
No answer	<u>5.3%</u>
Total	99.9%

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

V SUMMARY AND CONCLUSIONS

In order to ascertain whether the eastern businessman's image of Iowa is merely a reflection of his attitudes and opinions regarding the entire midwest, the respondents were not only asked certain questions about Iowa but also identical questions about five neighboring states. Viewed in the context of other midwestern states, Iowa is regarded as more similar to both Nebraska and Kansas than to Wisconsin, Minnesota and Missouri. The primary associations to Iowa generally revolve around agriculture and a concomitant lack of industrialization. Responses such as "corn" and "farm state" constitute the major share of Iowa's image, whereas with other states the associations are much more varied and less strongly held. In addition, no metropolitan areas are associated with the State of Iowa, a situation which only intensifies the rural, agricultural aspects of the state's image. With this in mind, it might be worthwhile to vigorously promote the industrialization of one or more major cities.

Further proof of the low degree of industrialization associated with the State of Iowa is the inability of respondents to recall specific companies whose headquarters are located within the state. Only Maytag was mentioned to any degree, and that company by less than one-tenth of the individuals. An ideal situation in this respect is that in which the state and company names are similar; e.g., Minnesota Mining & Manufacturing. An attempt should be made not to promote too intensely existing companies whose principal concern is with farm machinery or products. In support of this data indicating that Iowa receives little consideration as an industrialized state are the ratings of the midwestern states on both degree of industrialization and amount of industrial expansion. On both of these measures Iowa ranks far below Wisconsin, Minnesota, and Missouri. In addition, Iowa generally ranks behind these fore-mentioned states on such factors important in plant relocation as transportation facilities, progressiveness in business, etc.

From the extensive recall of advertising content and placement these businessmen appear to be attuned to the promotional campaigns of var-

Attitudes and Opinions of Eastern Industrialists Toward the State of Iowa

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ious states. Particularly prominent in recall were the promotions of the South Atlantic states; e.g., the Carolinas, Georgia, and Florida. None of the midwestern states being considered were recalled with any frequency, with the exception of Wisconsin. Iowa's promotions it seems, have not yet impressed these eastern businessmen. The outstanding aspects of this advertising centered around the themes of transportation, labor and tax structure.

Although periodicals and newspapers were frequently mentioned as the sources in which this advertising was noticed, direct mail advertising and personal calls by representatives of the state are perhaps more important in creating a favorable opinion of that state's promotion. In the selection of newspapers and periodicals in which advertising might be placed, some consideration should be made of the extent of promotional material already to be found in any given piece. For example, more attention is liable to be paid to state advertising in U.S. News and World Report than in a newspaper such as the Wall Street Journal, whose pages are often filled with such promotions. In this regard, one should take into consideration the magazines read by these businessmen.

It should be noted that the businessmen themselves feel that Iowa should diminish those aspects of its image pertaining to agriculture as a means of enhancing their image with respect to industrial relocation. Of importance, also, is the necessity of stressing the availability of labor.

One of the other aspects of the industrial and business relocation problem investigated in this report pertains to the factors which are most important to industrialists and businessmen if they are to relocate. The results show that such factors as good climate, good school systems, a friendly populace, good department stores are only of secondary importance here. What is more important to the industrialist is a factor such as the labor situation (i.e., labor costs, unions, availability of labor, etc.). Another general factor which is apparently of equal importance is location-transportation. A third factor, the political, is also important but not to the degree that the other two already mentioned are. In short, the respondents can be seen as being "tough-minded" about their

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decisions. They want to know, for example, whether a state like Iowa could provide them with a labor force to deal with their needs were they to move into Iowa. In this connection the "image" these people have of Iowa as a farm state is of no help at all. Such an "image" implicitly infers that Iowa is "under populated" and thus hardly the state to which they would want to go if a relatively large number of employees would be needed to operate a plant. What has happened, in effect, here is that Iowa has been overly successful in projecting an image as a farm state to those who live in the east. What it must do to counteract their "farm image" are such things as:

1. Refrain from sending stereotype "farm state" representatives to solicit industry from the east.
2. Advertise industry presently established here of a nonagrarian type (e.g., Amana Refrigeration, Collins Radio, Link-Belt Speeder, etc.).
3. Refrain from depicting farm scenes in advertising both graphically and verbally. Portray better known industry such as the aforementioned.
4. In as much as rural life is the dominant image play up urban development - paying particular attention to modern buildings.
5. Somewhat akin to the previous suggestion emphasize large construction projects throughout the state.
6. Publicize one or more large cities in the state.

If the State of Iowa is to be successful in its program of bringing new industry and business into the state:

1. It must also convince eastern industrialists and businessmen that Iowa's location near large industrial areas is a favorable one. Too many of these people feel that Iowa is not near any large metropolitan areas.

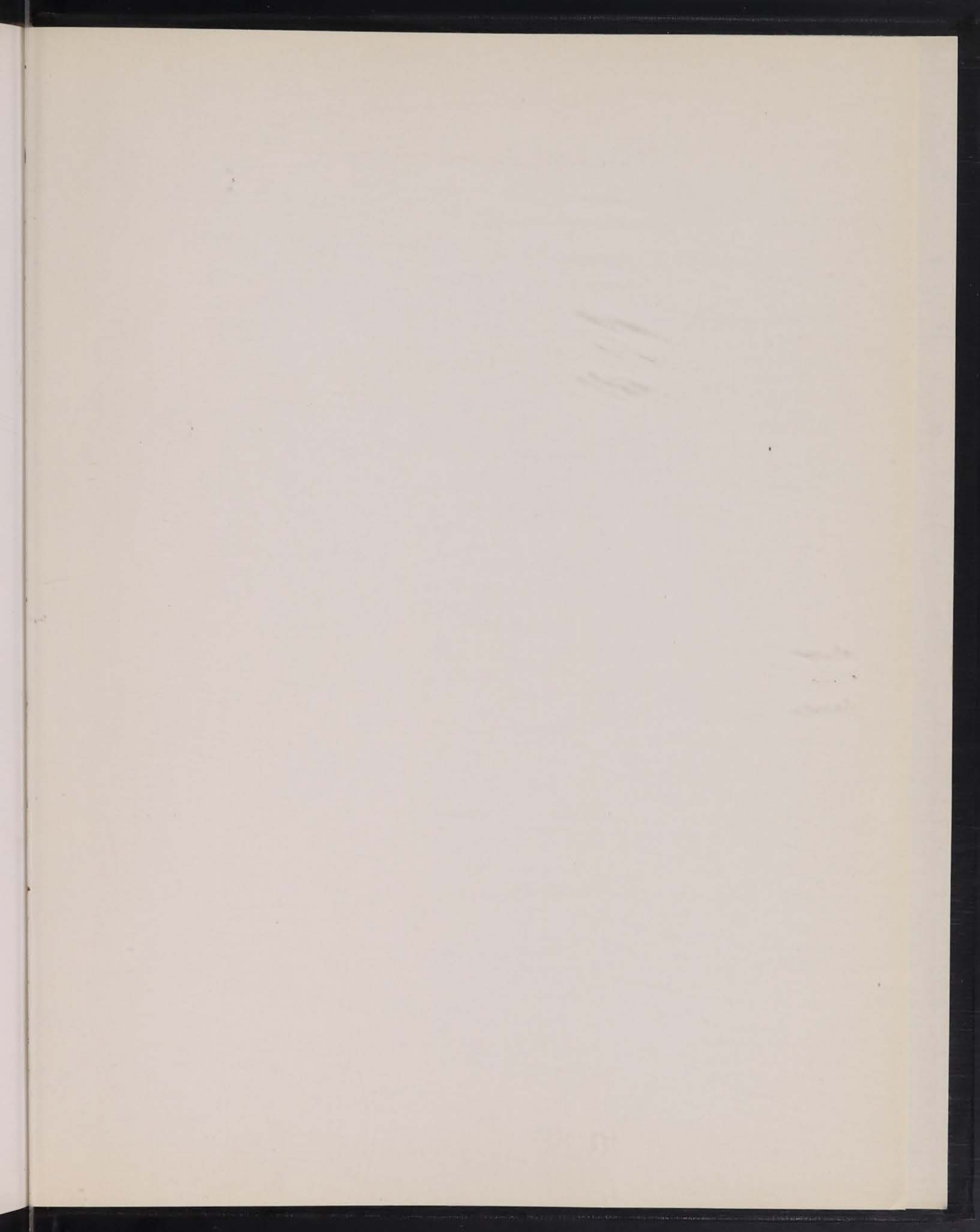


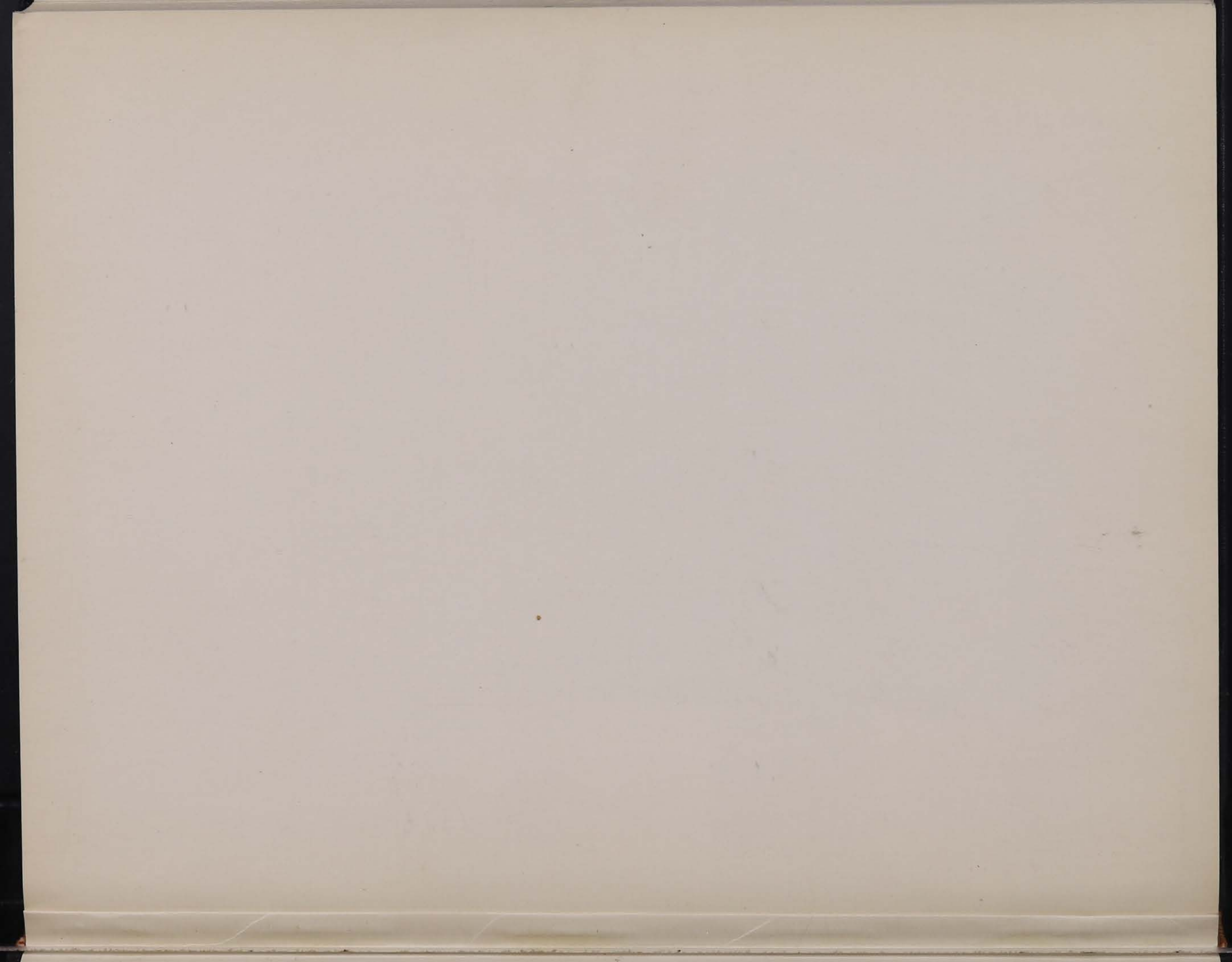
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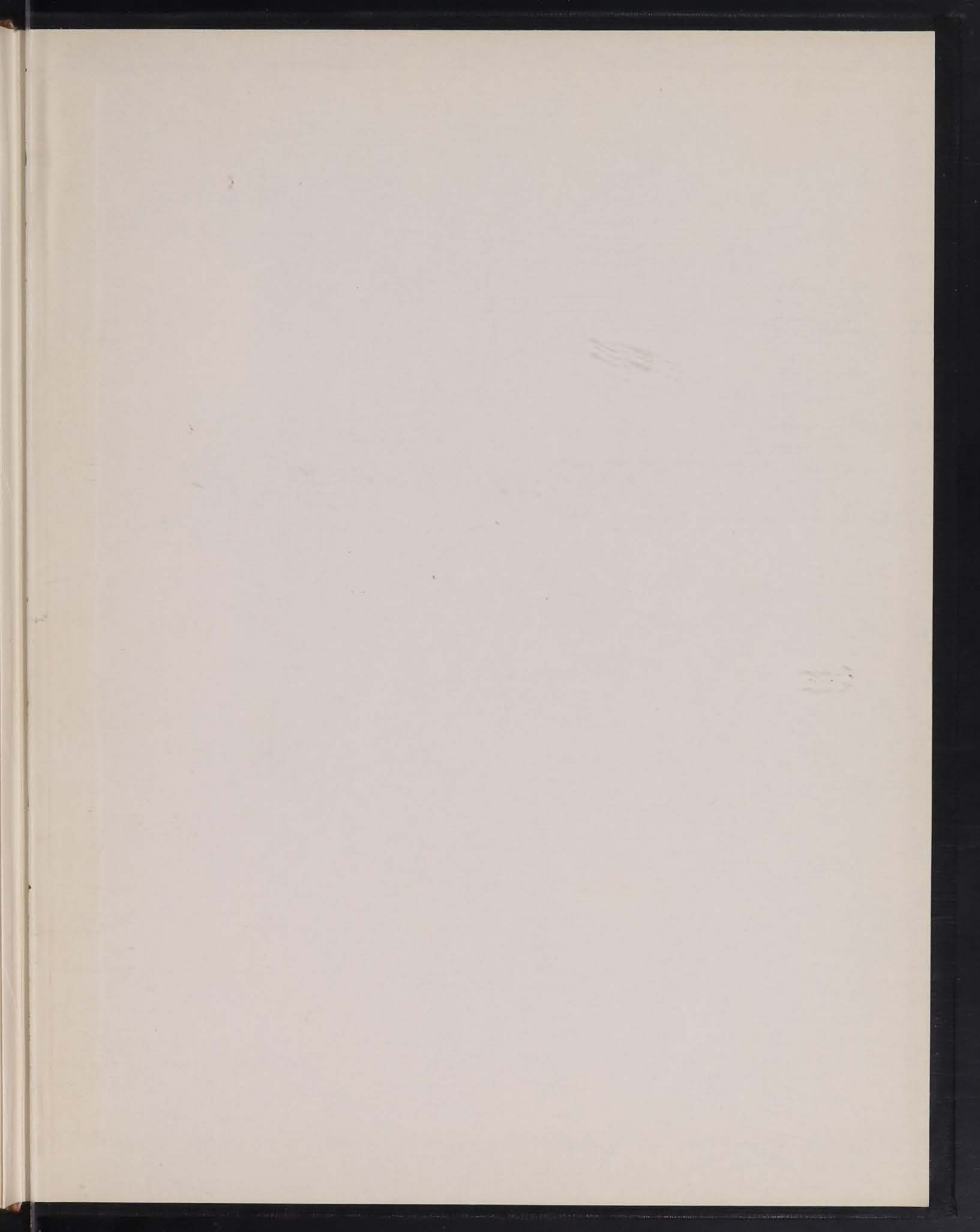
2. Iowa must realize that decisions related to relocating are made not primarily by a concern with a particular city or state but, rather, a region. Whenever possible, then, the Development Commission should work with the neighboring states (particularly Wisconsin, Illinois, Minnesota and Missouri) in order to help the whole region.
3. The Development Commission should also see to it that industrial, banking and other business representatives from Iowa are used in "selling" Iowa to industries who are contemplating relocation some where. Industrialists are interested in being contacted by representatives from a Development Commission. However, they also want to become acquainted with industrial and business leaders from the state where they are contemplating a move. These sorts of contacts are actually more important to the industrialist than are the contacts made by the Development Commission representatives themselves. Apart from who is sent by the state to represent it, it is important that personal contact be emphasized. Although advertising is also important, personal contacts are, by and large, the more persuasive method.

Of necessity, the fore-mentioned results represent a general picture of the attitudes of eastern businessmen toward 1) the midwest in general, 2) the State of Iowa and 3) factors important in plant relocation. Only a cursory examination was made of those factors initiating action resulting in relocation. In addition, advertising was covered only superficially and further research is advised to determine the specific content and format which would most effectively appeal to these industrialists. Specific steps for implementing the conclusions reached in this report will be included in a letter under separate cover.









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