



WELCOME!

We're so glad you're taking the time to tell us about your company as part of MoldMaking Technology's annual Leadtime Leader Awards program! This form includes questions about your company, operations, business performance, strategies, workforce, and customers.

We encourage you to also submit supplemental information (videos, photos, links, etc.) about your shop that does not lend to the online survey format. Please email it directly to Christina Fuges, cfuges@gardnerweb.com. Thank you!

1. Please provide the following contact information.

Your Name	<input type="text"/>
Company Name	<input type="text"/>
Company Address	<input type="text"/>
Company Address 2	<input type="text"/>
City/Town	<input type="text"/>
State/Province	<input type="text" value="-- select state --"/>
ZIP/Postal Code	<input type="text"/>
Country	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

Company Profile Section

As you complete this section and the rest of the survey, please consider your entire company, including all locations and buildings.

2. How many different locations does your company operate?

3. What is the total square footage of all your company's locations combined?

4. What is the total number of all employees in all roles/functions across all buildings/facilities that are active with molds (e.g. designed, built, maintained, repaired)?

5. What is the total number of employees across all buildings/facilities who are directly associated with molds activity (e.g. designed, built, maintained, repaired)?

6. Which processes are used by your company? *Select ALL that apply.*

- | | |
|---|--|
| <input type="checkbox"/> Additive manufacturing | <input type="checkbox"/> Tool maintenance & repair |
| <input type="checkbox"/> CAD/CAM | <input type="checkbox"/> Mold finishing |
| <input type="checkbox"/> Grinding | <input type="checkbox"/> Injection molding |
| <input type="checkbox"/> Milling | <input type="checkbox"/> Other |
| <input type="checkbox"/> EDM | |

7. Which industries does your company serve? *Select ALL that apply.*

- Automotive/transportation
- Consumer products
- Packaging
- Medical
- Electronics/Computers
- Other

8. What percentage of your company's unit work in 2020 is represented by each type of work listed below?

Please enter a percentage between 0 and 100 for each type of work. Your 4 percentages should total 100%.

Original work for your company

Rework of your company's original work

Rework of another company's original work

Other type of work

Tip: Text boxes can be expanded by clicking and dragging the bottom right corner.

9. Please list the types of molds your company built in 2020. Please be specific, including the number of cavities.

10. Please list the types and brands of equipment your company owns.

11. Please provide a brief history of your company. Please be specific, including how it started in the moldmaking business, when; owners/executives/backgrounds, etc.

Operations Section

12. What was your company's **first-pass quality yield** in 2020, defined as the percentage of product that passed inspection on first attempt; i.e. no rework was required. The only sign/symbol you need to enter is a decimal, as needed.

Example: If 8 of 10 of batches required no re-work after they were first produced, you would enter 80.

13. How did your company's 2020 **first pass quality yield** compare to 2019?

- Higher than 2019
- About the same as 2019
- Lower than 2019

14. What was your company's **on-time delivery rate** in 2020, defined as the percentage of goods delivered on the timing committed. The only sign/symbol you need to enter is a decimal, as needed.

Example: If 9 of 10 orders were delivered on time, you would enter 90.

15. How did your company's 2020 **on-time delivery rate** compare to 2019?

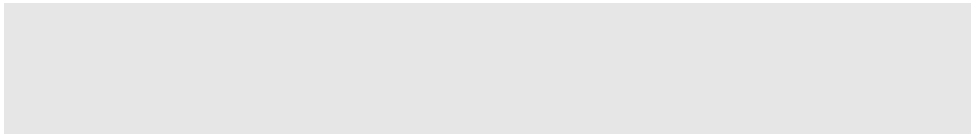
- Higher than 2019
- About the same as 2019
- Lower than 2019

16. What was your company's **average order lead time** in 2020, defined as the average number of **weeks** from receipt of an order to delivery to customer. The only sign/symbol you need to enter is a decimal, as needed.

17. How did your company's 2020 **average order lead time** compare to 2019?

- Shorter than 2019
- About the same as 2019
- Longer than 2019

18. For what reasons was your company's 2020 average order lead time different than 2019?

A large, solid grey rectangular area that has been redacted, obscuring the response to the question above.

Business Section

19. What was your company's average time, in days, from quote to purchase order in 2020? You only need to enter a whole number; no decimals, signs or symbols.

20. What was your company's percentage of quoted dollar volume converted into sales in 2020? You only need to enter a whole number; no decimals, signs or symbols.

Example: If you quoted jobs totaling \$250K and received orders for jobs totaling \$225K, you would enter 90.

21. What was your company's percent change in annual sales from 2019 to 2020? Please use the following formula, rounding to the nearest whole number, using a minus sign as applies

Formula = $[(2020 \text{ gross sales} - 2019 \text{ gross sales}) / 2019 \text{ gross sales}] * 100$

Example: If your 2020 sales were \$50K and your 2019 sales were \$40K, you would enter 25.

22. How does your company's current 2020 order backlog compare to expectations? *Select ONE only.*

- Higher than expected
- About as expected
- Lower than expected

23. How does your company's 2020 profit margin compare to your profit margin goal? *Select ONE only.*

- Higher than goal
- On track with goal
- Lower than goal

24. What **one** feature or characteristic sets your company apart from other mold manufacturers the most? *Please be specific.*

25. Which statement best describes your company's performance during the COVID-19 pandemic? *Select ONE only.*

- Better than average considering other companies
- About the same as other companies
- Lower than average considering other companies

26. To what do you attribute your company's better-than-average performance during the COVID-19 pandemic? *Please be specific.*

27. Which of the following best describes to what you attribute your company's better-than-average performance during the COVID-19 pandemic? *Select ONE Only.*

- Plans and practices your company had in place before the pandemic
- Plans and practices your company put in place during the pandemic
- It's a mystery to me...

Innovation & Technology Section

28. Companies innovate in many ways and areas. Please rate each area below for how well it describes an area in which your company innovates.

	Does not describe at all				Describes very well
	1	2	3	4	5
New technologies, processes, capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes to current technologies, processes, capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Craftsmanship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce development/training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales & marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee compensation, benefits, 'perks'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each area that describes your company's innovation 'very well,' please provide at least one specific example of innovation in that area.

29. New technologies, processes, capabilities

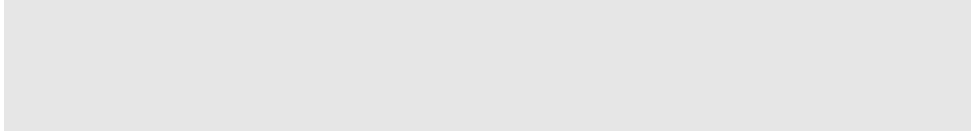
30. Changes to current technologies, processes, capabilities

31. Craftsmanship

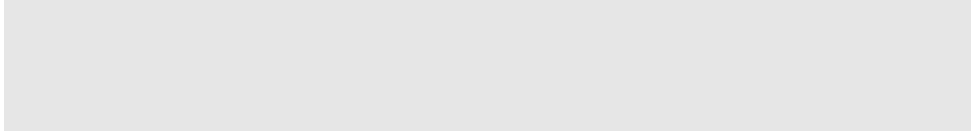
32. Workforce development/training

33. Service

34. Sales & marketing



35. Employee compensation, benefits, 'perks'



36. What percentage of 2020 sales were invested in technology related to each area? *Please enter each percentage between 0 and 100 as a whole number.*

Design & Engineer

Build

Maintenance &
Repair

Molding

Tip: Text boxes can be expanded by clicking and dragging the bottom right corner.

37. Which specific technology that your company invested in during 2020 has had the most impact on your operation? *Please be specific in describing the technology and impact.*

Workforce Section

For the next series of questions, you just need to enter whole numbers between 0 and 100 - no need to bother with signs or symbols.

38. What percentage of your 2020 shop floor personnel is under age 25?

Example: If 5 shop floor employees were under age 25 and your usual shop floor staff totaled 30, you would enter 17.

39. What percentage of your 2020 employees were employees in 2017?

Example: If you had 20 employees in 2020 who were also employees in 2017, and on average a total of 60 employees in 2020, you would enter 33.

40. What was your company's ratio of apprentices to journeymen moldmakers in 2020?

Example: If, on average, you employed 2 apprentices and 8 journeymen, you would enter 25.

41. What is your company's regretted turnover rate in 2020, that is, what percentage of your total employees left the company despite having satisfactory performance?

Example: If 6 satisfactory performers left your company in 2020, and your usual total number of staff was 30, you would enter 20.

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42. How did your company's actual hiring, in terms of number of new employees, compare to target in 2020? *Select ONE only.*

- Above target
- At target
- Below target

43. What is your company's single most effective strategy for recruiting new employees? *Please be specific.*

44. What is your company's single most effective strategy for retaining new employees? *Please be specific.*

Customers Section

45. What percentage of your company's 2020 customers are **new customers**, that is, the percentage of 2020 customers who were not customers in 2019?

Example: If you had 5 customers in 2020 who were not customers in 2019 or prior, and a total of 40 customers in 2020, you would enter 12.5.

46. What percentage of your company's 2020 revenue represents **increased business** from customers you supplied before 2020?

Example: If your 2020 revenue was \$500K, and \$60K came from customers you also supplied in 2019 who contributed \$50K revenue in 2019, you would enter 2. $(60K - 50K) / 500K = 2\%$

47. As best as you can say, about what percentage of your company's new customer base in 2020 was **referred by other customers**?

Example: If you had 40 customers in 2020, and 2 of them were referred to your shop by other customers, you would enter 5%

48. What are your company's service hours, in terms of days of the week and hours per day, when someone is typically available to address issues customers may be having? *Please be specific.*

49. How does your company assess customer satisfaction? *Please be specific.*

50. In which **ONE** area is a customer **most likely** to experience trade-offs when working with your company? This is an area where a trade-off may or may not occur, but the likelihood is highest. *Select ONE only.*

- Delivery timing
- Service
- Price
- Quality
- Other (please specify)
- Flexibility
- Relationship
- Proximity

51. What are your reasons for choosing the area you did at the previous question as the one in which a customer is **most likely** to experience a trade-off working with your company? *Please be specific.*

Strategies Section

Please be specific in describing your company's strategies for building and/or staying on top of each area listed.

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52. The organization (e.g. training; school connections)

53. The company brand (e.g. community citizenship, sales & marketing)

54. Competitive advantage (e.g. innovation, continuous improvement)

55. Industry involvement (e.g. leading; informing; networking)

56. Technology developments (e.g. investment plans, research)



This is the final page of the form. Once you click 'Submit Responses' your answers will be locked and submitted and you will be taken to the MoldMaking Technology website.

If you have additional materials that you would like considered as part of your MMT Leadtime Leader Awards submission, please email them separately to: Christina Fuges, CFuges@gardnerweb.com, before the deadline.