



Donahue Institute

A Detailed Review of BTech Survey Findings

***Profiles and Perspectives
of the People and Businesses Aligned with BTech***

Revised: February 2002

**University of Massachusetts Donahue Institute
Research and Evaluation & Economic Research and Analysis Units**



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Key Findings

This report presents the findings of a survey of individuals and organizations identified as "aligned" with BTech, a Berkshire County organization committed to fostering communication and teamwork among individuals and companies for whom utilizing modern technology is a key component of success. This research is one component of a broader research project initiated and supported by the Massachusetts Technology Collaborative, an independent enterprise chartered by the Commonwealth to be the catalyst for growing the state's innovation economy.

In November 2001, 64 of 233 possible respondents (27.5%) completed a confidential survey that was designed, administered, and analyzed by the University of Massachusetts Donahue Institute. This survey explored respondents' personal characteristics, the characteristics of the organization for which they work, and their perspectives on BTech's current and future program direction. Following are the key findings of that survey, with greater detail and sources presented in the main body of this report.

About the People ...

1. They are relatively young, very well educated, and frequently have a combination of management, technical, and creative skills.

The largest proportion of respondents is between the age of 35 and 45, a population group that is in decline in Berkshire County. They are college-educated, and most have studied liberal arts, business management or social sciences. Relatively few have formal education in a technical field. Most work for, or own, a private company and have significant management responsibilities. In addition to management, many indicate that their work activities include technical, creative/design, or administrative responsibilities.

2. Many are fairly new to the Berkshires, having relocated from a metropolitan area. They were attracted by the quality of life and are likely to remain in the Berkshires.

Nearly half of all respondents have lived in Berkshire County for fewer than ten years, although many are native to the area. Nearly equal proportions reside in each of the county's three sub-regions. Many respondents have previously worked in a metropolitan area, such as New York, Boston, or San Francisco, among others. A small number have lived and worked outside the United States.

Three-fourths of all respondents chose to live in the Berkshires for the quality of life, and virtually all respondents believe it is somewhat or very likely that they will remain in the Berkshires for at least the next five years.

About the Companies ...

3. Many have been established within the past five years and have only a handful of employees. Company business activities cluster into four identifiable groups.

Over half of the companies surveyed were founded within the past five years and most were founded inside Berkshire County. Initially, most were exclusively self-financed, although some had access to venture capital or loans from local banks. Most of these companies are small, with fewer than 50 employees, and nearly half employ fewer than five workers.

Nearly equal proportions of companies project annual sales of less than \$250,000 and greater than \$1M.

Surveyed companies generally engage in at least one of the following types of business activity: software and system design, design and art, content and publishing, and IT business consulting. A handful of companies provide educational or financial services.

4. The economic impact of companies associated with BTech is substantial. They have a positive business outlook and most are very likely to remain in Berkshire County.

In total, survey respondents report projected current year revenues of approximately \$36 M, with over 60% of these revenues derived from outside the Commonwealth.¹ Nearly all of the companies surveyed are expected to remain in the Berkshires for the next five years.

Employment levels of surveyed companies remained stable in the past year, while over half of the companies experienced an increase in revenues. Three fourths are expected to experience increased revenues over the next three years.

About BTech ...

5. Past participants report that networking events resulted in an increased awareness of their peer community, and have created new social and business opportunities.

Nearly all company owners and most other respondents have attended at least one BTech networking event. Almost all participants from each group cite increased awareness of the local professional and technical community as a benefit of BTech networking events.

Company owners also frequently report new social contacts, increased professional collaboration, and the identification of new strategic partners or clients as benefits of BTech networking events. Other respondents most commonly reported new social contacts, increased awareness of local career opportunities, increased professional collaboration, and the identification of new strategic partners as benefits.

6. Most respondents value networking events and express moderate or high interest in other program ideas. Guest speaker events may be the right place to start.

Most respondents consider BTech networking events at least somewhat important to the community they serve, and many consider these events to be very important. Those who offered further comment most frequently remarked upon the importance of the networking and community building aspects of these events, but several also urged that BTech more fully develop as an organization.

When asked what priority they would assign to a specific set of program initiatives, just over half of all respondents rated guest speaker events as a high priority activity, while just under half of respondents considered workforce development and business advocacy high priority activities.

7. Interest in formal membership is limited, but a majority of both company owners and other respondents would be interested if BTech's program were expanded.

Among respondents, fewer than half would be interested in formal BTech membership if its program were limited to networking events. Nearly two-thirds would be interested in membership if BTech's program expanded to include those activities reported to be a moderate or high priority. A similar pattern emerged among the responses of company owners to corporate membership opportunities, although interest levels were slightly lower for both current and expanded programs.

Data suggest that BTech could charge an annual fee of up to \$50 for an individual membership, and up to \$100 for a corporate membership. However, there is some concern that the introduction of fees would create an unwanted barrier to participation.

¹ Surveyed companies represent only a sample of a larger technology enterprise cluster and may not be wholly representative of that cluster. An inclusive account of revenues attributable to this cluster appears in the companion to this report *Technology Enterprise in Berkshire County: Economic Analysis*.

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I. INTRODUCTION AND METHODOLOGY

Project Description

In April of 2001, Pat Larkin of the Massachusetts Technology Collaborative (MTC) and William Ennen of the UMass Donahue Institute (the Institute) met with members of the Institute's Research & Evaluation and Economic Research & Analysis units. This meeting was initiated by the MTC because of its interest in promoting technology-driven innovation in the most remote regions of the Commonwealth's economy. In response, a research plan was designed to help to clarify, understand, and support an emerging cluster of economic activity within Berkshire County. At the heart of this cluster is BTech; an association striving to foster communication and teamwork among individuals and companies for whom utilizing modern technology is a key component of success.

The BTech research project began in August 2001 with a round of key informant interviews. These informants included members of the BTech leadership group, as well as representatives of selected business and economic development organizations active within the county. Through these initial interviews, a base of knowledge was developed, which enabled 1) the development and administration of a survey of individuals and companies associated with BTech, and 2) broader economic research focused both on this local cluster of economic activity and on similar clusters in other locations.

The Purpose and Organization of this Report

This report, *A Detailed Review of BTech Survey Findings*, presents knowledge acquired through a survey of individuals and organizations identified by the BTech leadership group as "aligned" with BTech. In the context of BTech, which has no formal membership, the term "aligned" refers to a presumed commonality in business activity, work skills, or even socio-cultural perspective.

The *BTech Survey* was designed to collect a range of personal and business profile data, explore the relative performance as well as permanence or impermanence of this cluster, and gain feedback regarding BTech's future programmatic and organizational development. This report is organized accordingly, with specific sections devoted to the Characteristics of Individuals Aligned with BTech, the Characteristics of Companies Aligned with BTech, and Perspectives on the BTech Program. Each section contains a brief introduction, a summary of key findings, and a series of charts and tables that display the responses to all survey questions.

Survey Methodology

The BTech Survey was targeted to individuals and organizations aligned with BTech. In practical terms, this meant that anyone who appeared on BTech's program mailing list would receive the survey. This list includes past participants of BTech social networking events, as well as individuals or businesses that BTech is interested in attracting to the organization.

Among the members of BTech's program mailing list are both top executives and rank and file workers, new economy start-ups, traditional businesses, and non-profit and educational institutions. In terms of geography, the list mirrored the distribution of the leadership group itself, with nearly equal proportions of its members residing in northern, central, and southern Berkshire County.

The BTech Survey was administered by mail in early November 2001 and was completed by 27.5% (64 of 233) of the individuals on the program mailing list. Among these individuals were representatives of 43 different private businesses, 5 educational institutions and museums, and 2 foundations. Among the respondents representing a private business, 28 (65%) identified themselves as the owner of the company.

II. CHARACTERISTICS OF INDIVIDUALS ALIGNED WITH BTech

BTech was conceived as a resource not only to technologically driven businesses, but also to the individuals with the technical, creative or business expertise to make those businesses viable. In fact, BTech is often described as a cluster of skilled professionals, rather than as a traditional industry cluster.

In Berkshire County, the development, attraction, and retention of highly skilled workers is of great concern to both businesses and economic development officials. From 1990 and 2000, the county experienced a dramatic 14.2% decline in the population between the ages of 25 and 44.² While the specific types of expertise lost among these working age people are not known, the data suggest a disturbing trend that may adversely affect economic development in the region. This is a trend that BTech leaders feel they can play a role in reversing.

Following are insights into the age and education, places of residence, and employment and work skills of survey respondents. These insights are gleaned from the responses of the 64 individuals who completed a BTech survey.

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² Source: U.S. Bureau of the Census, 1990 and 2000 Population Census.

II A. Overview of Individual Characteristics

Age and Education

Among Respondents ...

- 69% are between the age of 25 and 45, with 44% age 36 to 45. In northern Berkshire County, 61% are between 25 and 35, compared to 22% of those from central and 5% from southern Berkshire County.
- 95% have earned at least a bachelor's degree from college. This includes 27% who report they hold a master's degree and 6% who hold a doctoral degree.
- 48% describe their area of study as liberal arts, 23% business administration & management, and 20% social sciences. Only 13% report computer science as an area of study.

Places of Residence

Among Respondents ...

- 34% have resided in Berkshire County for five or fewer years. However, 52% have lived in the Berkshires for over ten years, including 22% who are native to the area.
- 42% have worked in metropolitan New York, 28% in Boston and 14% in San Francisco. 23% have worked in other metropolitan areas, both within the United States and abroad.
- 75% cite quality of life as a factor that attracted them to the Berkshires. 39% were attracted to the region by a job opportunity and 24% by the cost of living.
- 37% work in southern Berkshire County, compared to 32% who work in both the northern and central regions of the county.
- Overall, 96% report they are either very (76%) or somewhat (20%) likely to remain in the Berkshires for at least the next five years.

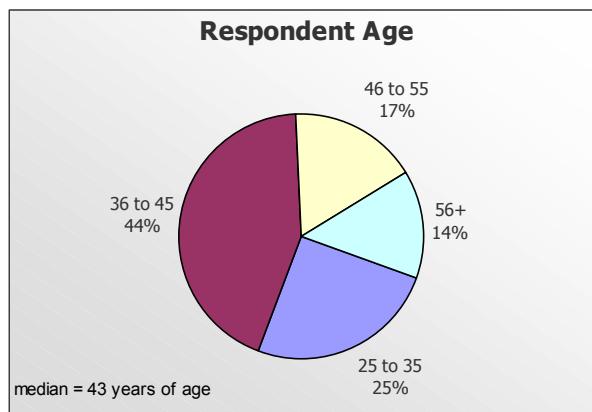
Employment and Work Skills

Among Respondents ...

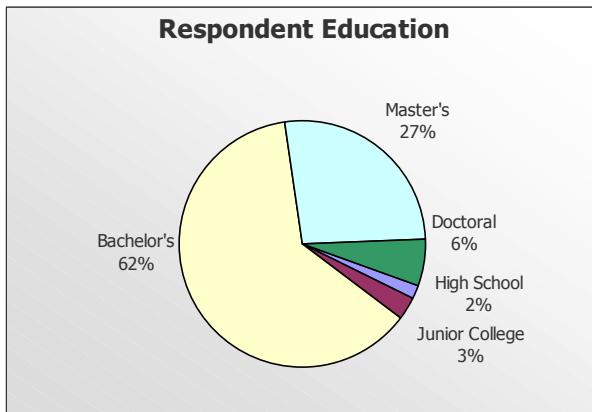
- 72% report that their work activities include management, while 42% report technical and 31% report creative/design. 53% perform multiple work activities. 85% of those who perform technical work also perform creative/design work.
- 41% of those whose work is technical are involved in software development, 30% in web development/user interface design, and 19% in MIS.
- 25% of those whose work is creative/design are involved in digital art/animation, 20% in creative direction and 15% in web content, web design, and software design.

II B. Age and Education

“What is your age?”



“What is your level of educational attainment?”

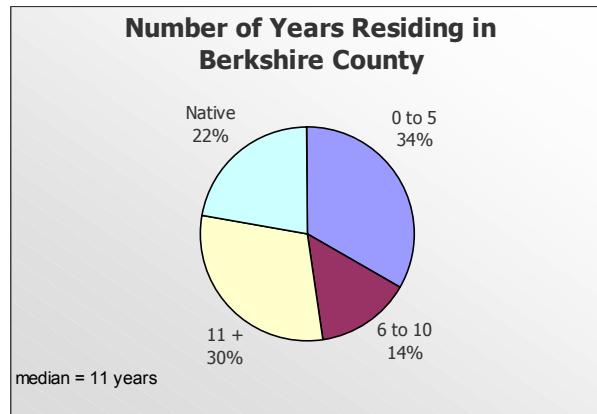


“What was your area(s) of study [in college]?”

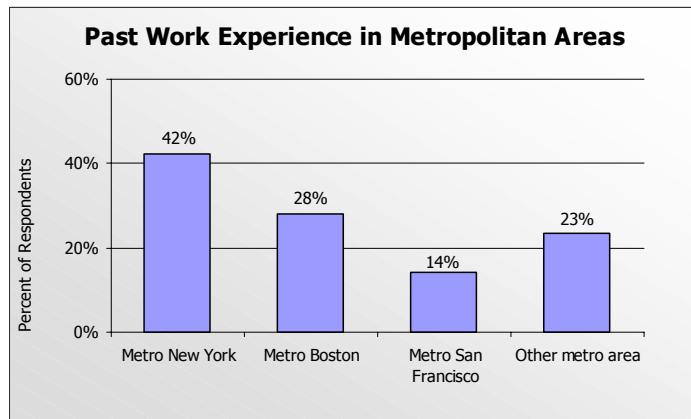
Area of Study (N= 61)	Frequency	Proportion
Liberal Arts	29	48%
Business Administration & Management	14	23%
Social Sciences	12	20%
Computer Science	8	13%
Engineering	6	10%
Education	4	7%
Natural Sciences	3	5%
Mathematics	2	3%

II C. Places of Residence

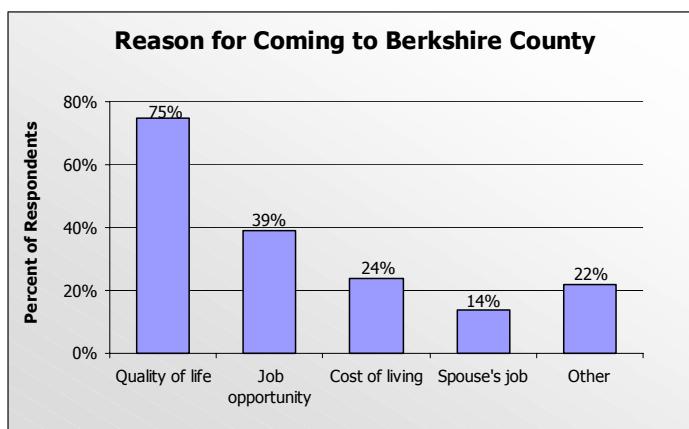
Number of years residing in Berkshire County³



“In which, if any, of the following metropolitan areas have you worked?”

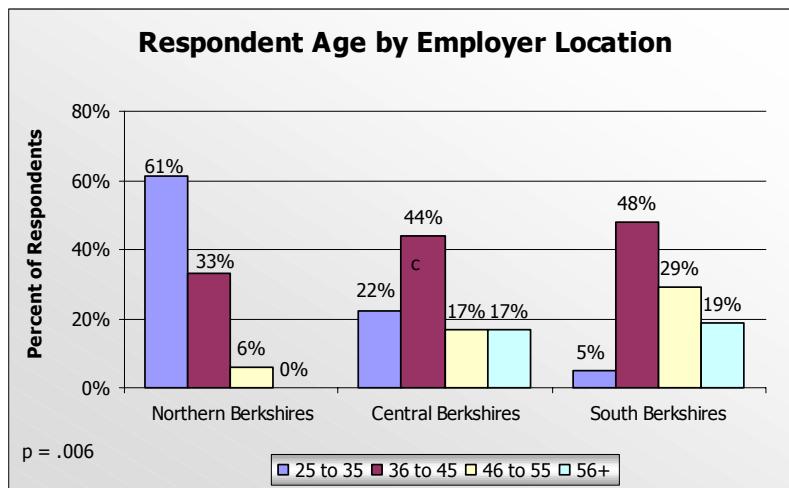
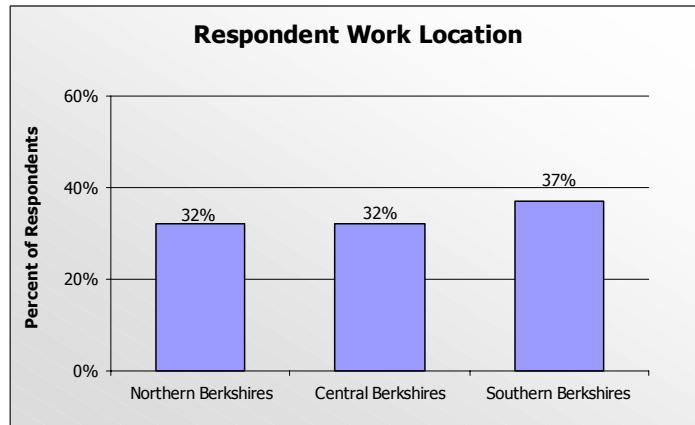


“What attracted you to the Berkshires?”

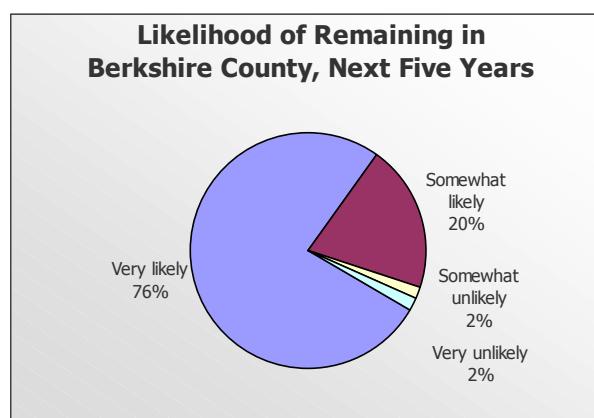


³ Data based upon the comparison of each respondent's current age to the age at which the respondent moved to the Berkshires.

“What is the zip code of [your employer’s] primary Berkshire County location?”⁴



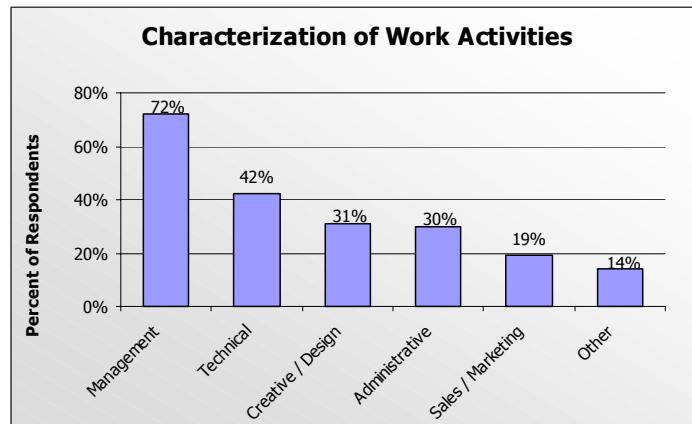
“How likely are you to remain in the Berkshires for the next five years?”



⁴ Zip codes mapped to established geographic sub-regions of Berkshire County.

II D. Employment and Work Skills

“Which of the following best describe your work activities?”



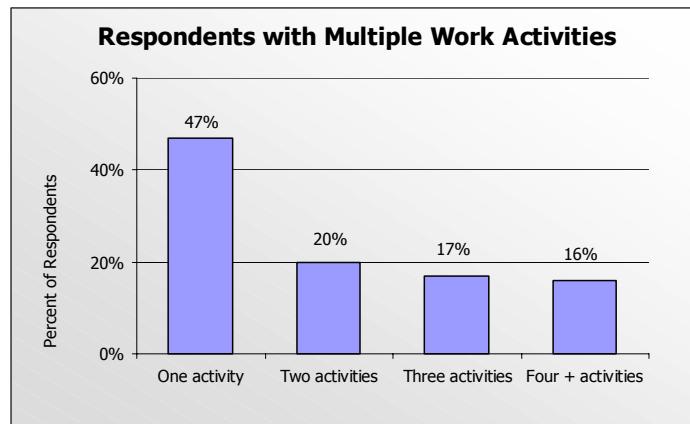
“If you selected ‘technical,’ please describe your job function.”

Job Function (N = 27)	Frequency	Proportion
Software Development	11	41%
Web Development / User Interface Design	8	30%
Management of Information Systems	5	19%
Technical Management	4	15%
Systems Administration	3	11%
Production of Digital media	3	11%
Training / Education	1	4%
Technical Writing	1	4%
Consultant	1	4%

“If you selected ‘creative/design,’ please describe your job function.”

Job Function (N = 20)	Frequency	Proportion
Digital Art/Animation	5	25%
Creative Director	4	20%
Web Content Development	3	15%
Web Design	3	15%
Software Design	3	15%
Print Media Design	2	10%
Other	4	20%

Continued analysis of "Which of the following best describe your work activities?"



- The 72% of respondents with "management" responsibilities most frequently indicated a broad range of additional work activities. Among them: 83% also selected "sales or marketing"; 80% selected "creative/design"; 74% selected "administrative"; and 70% selected "technical."
- Over 85% of respondents who described their work activities as "technical" also described their activities as "creative/design."

III. CHARACTERISTICS OF COMPANIES ALIGNED WITH BTech

Personal interviews revealed that while BTech has focused on addressing the needs of individual workers in the technology community, its leadership and other stakeholders are also greatly concerned with the needs of technology-related businesses. This is due in part to the fact that nearly all members of the BTech Leadership Group are chief executives or owners of the organization for which they work. It is also driven by the critical interdependence between skilled labor and appropriate job opportunities in the Berkshires.

Following are insights into the business history and characteristics, business activities, and business performance and expectations of private companies for which a completed BTech survey was received. In many instances we received multiple surveys from staff of a single company. In those cases, a determination was made as to which survey record was most reliable. Reliability was determined based upon the respondent's job title and the completeness of the survey data.

Overall, staff of 50 different organizations completed a survey. Except where otherwise noted, this section focuses on the 43 of these organizations that are private companies. Twenty-eight of these respondents (65%) identified themselves as their company's owner.

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III A. Overview of Company Characteristics

Business History and Characteristics

Among the Private Companies that Responded ...

- 40% are located in central Berkshire County, while 37% are located in the southern region and 23% in the northern region of the county.
- 53% were established in the past five years and 24% in the last six to ten years. 24% are over ten years old.
- 76% were founded in Berkshire County.
- 76% are not an affiliate, partner or subsidiary of a company outside Berkshire County.
- 63% were exclusively self-financed at start-up and 79% were at least partly self-financed. 24% made use of venture capital and 16% received funding through local banks.

Business Activities

Among the Private Companies that Responded ...

- 45% (19) identify *software and system design* as a key business activity. Within this group, 79% perform software development and 37% perform computer integrated system design.
- 36% (15) identify *design and art* as a key business activity. Within this group, 79% perform web site design and 64% perform graphic design.
- 33% (14) identify *content and publishing* as a key business activity. Within this group, 100% develop content, 57% publish and 29% do freelance writing.
- 26% (11) identify *IT business consulting* as a key business activity. Within this group, 64% are on-line marketing or advertising specialists and 46% are management consultants.
- 14% (6) identify *education services* and 10% identify *finance* as key business activities.

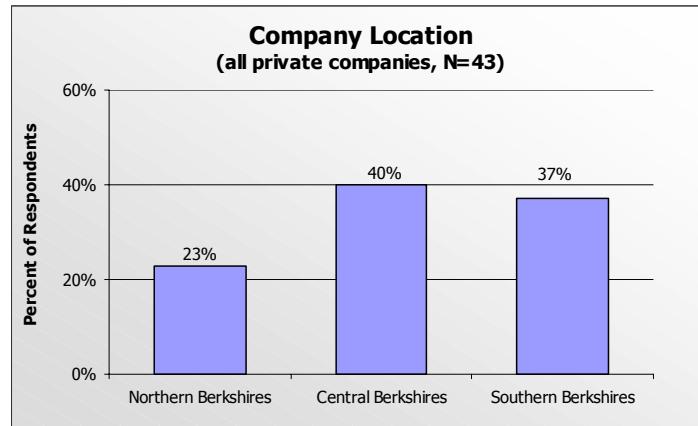
Business Performance and Expectations

Among the Private Companies that Responded ...

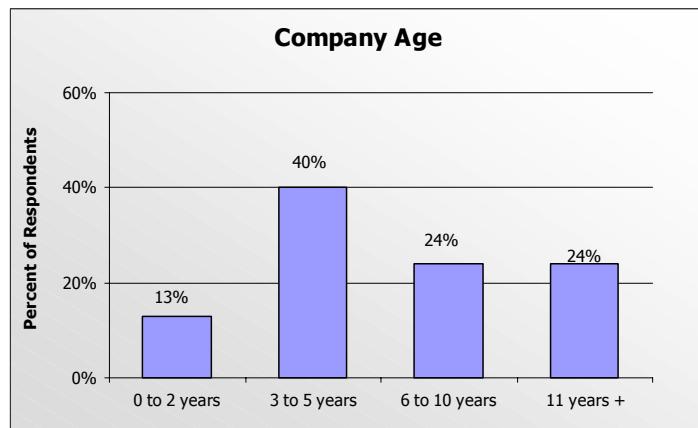
- 88% employ fewer than 50 full time equivalents (FTE), and 46% employ fewer than 5.
- 42% report no change in employment levels in the past year. Smaller proportions reported increased (30%) and decreased (28%) employment.
- 39% project annual sales of less than \$250,000 this year, with an equal proportion reporting sales of greater than \$1,000,000.
- Revenue estimates indicate that \$22.6 M (62%) of the \$36.15 M in projected revenues reported by these companies is to markets outside Massachusetts. Eleven percent (\$4.15 M) of estimated revenues are international exports.
- 53% report an increase in revenues in the past year. Smaller proportions report that revenues decreased (25%) or remained the same (22%).
- 80% expect revenues to grow in the next three years. 5% expect little or no change in revenues and 15% are uncertain. No company expects revenues to decline.
- 76% are very likely to remain in the Berkshires in the next five years and an additional 20% are somewhat likely to do so. No company was reported to be very unlikely to remain in the Berkshires.

III B. Business History and Characteristics⁵

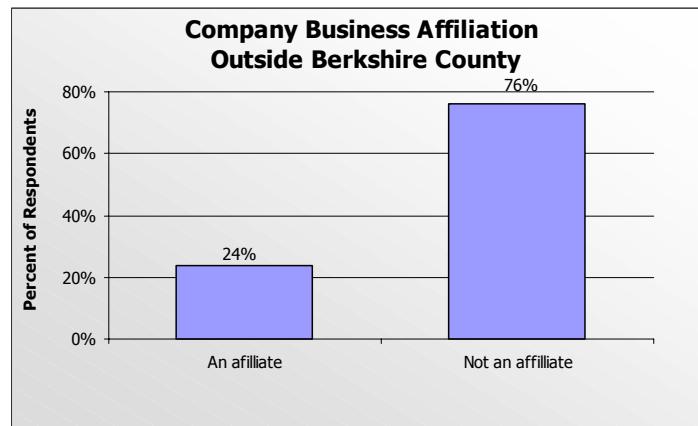
“What is the zip code of this company’s primary Berkshire County location?”



“What is the approximate age of this company?”

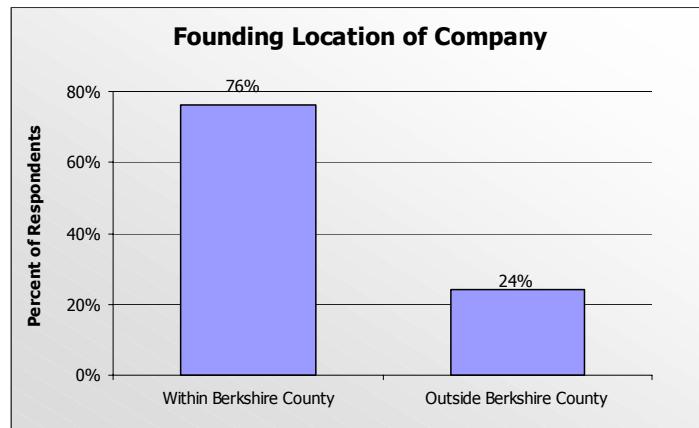


“Is this company an affiliate, partner or subsidiary of a company outside of Berkshire County?”

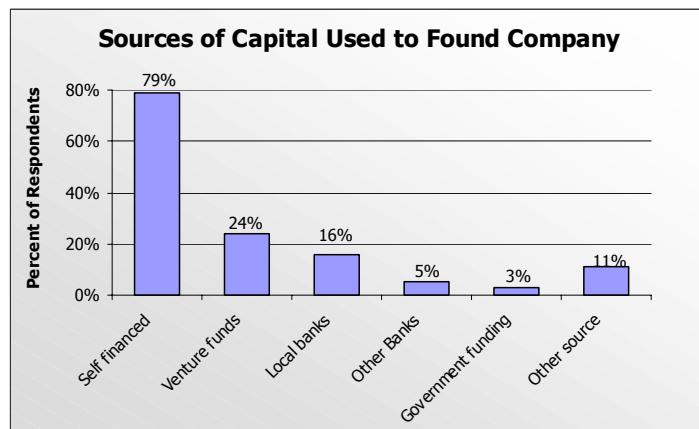


⁵ Company employment and revenue data are presented in section *III D. Business Performance and Expectations*.

“Was this company founded in Berkshire County?”



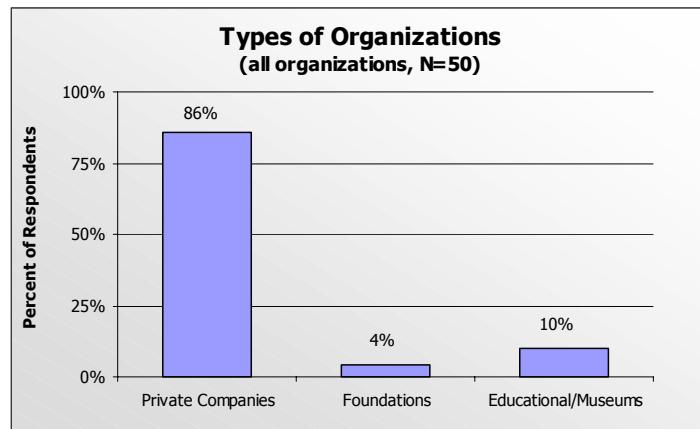
“What sources of capital were used in the initial financing of this company?”



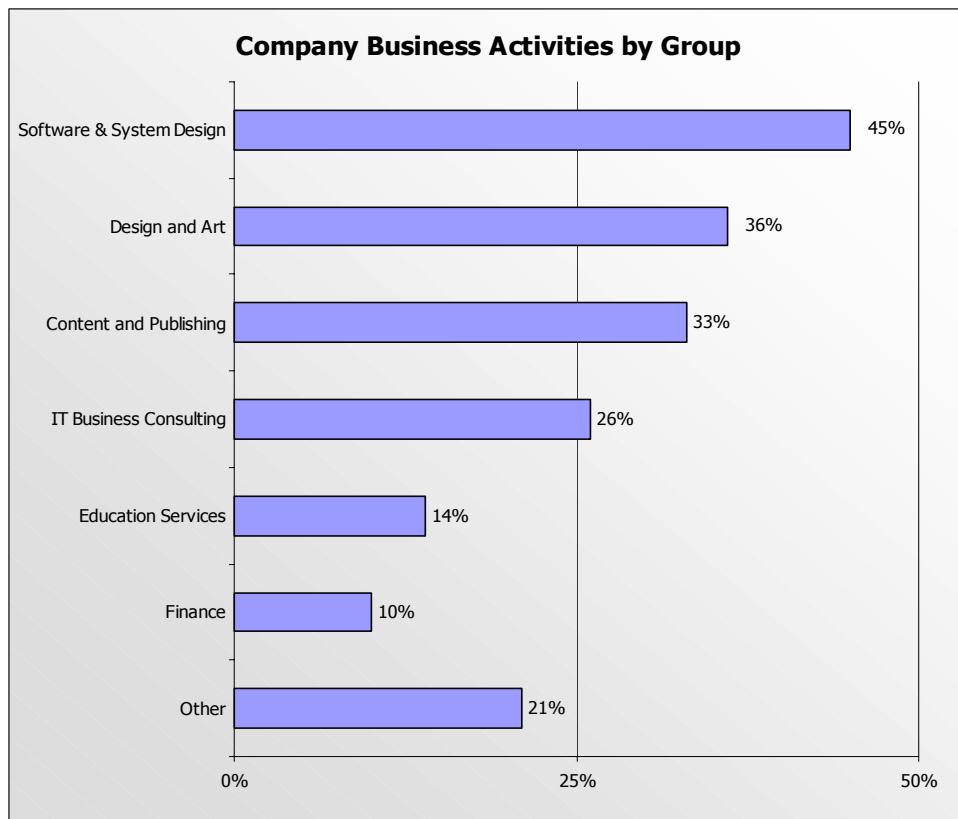
- 19 of 30 companies (63%) were exclusively “self-financed” at start-up.

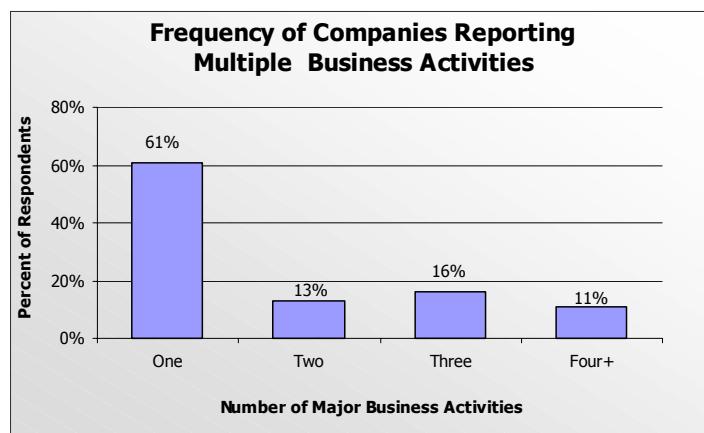
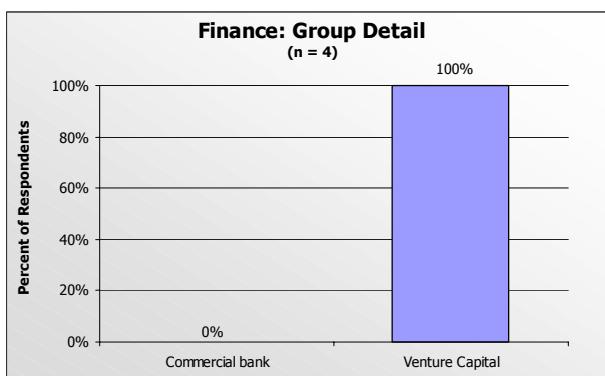
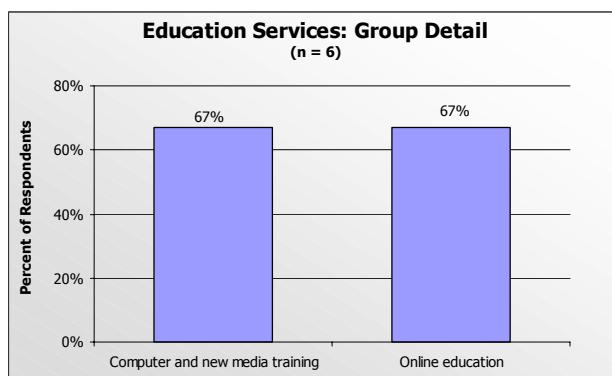
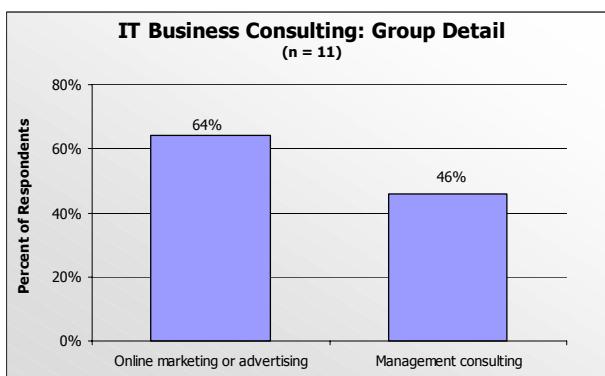
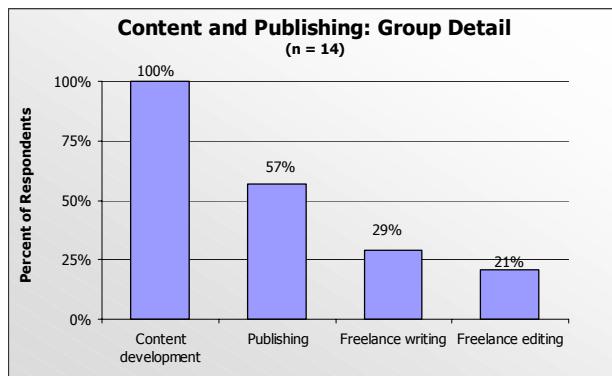
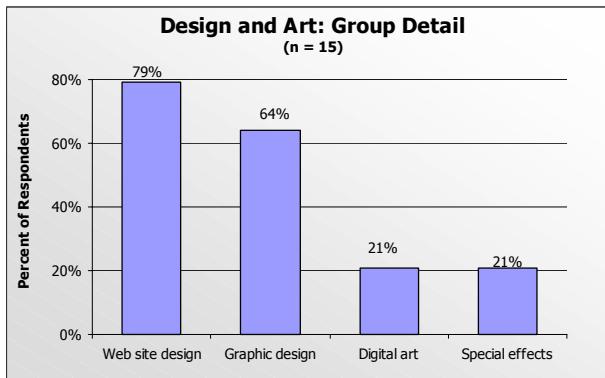
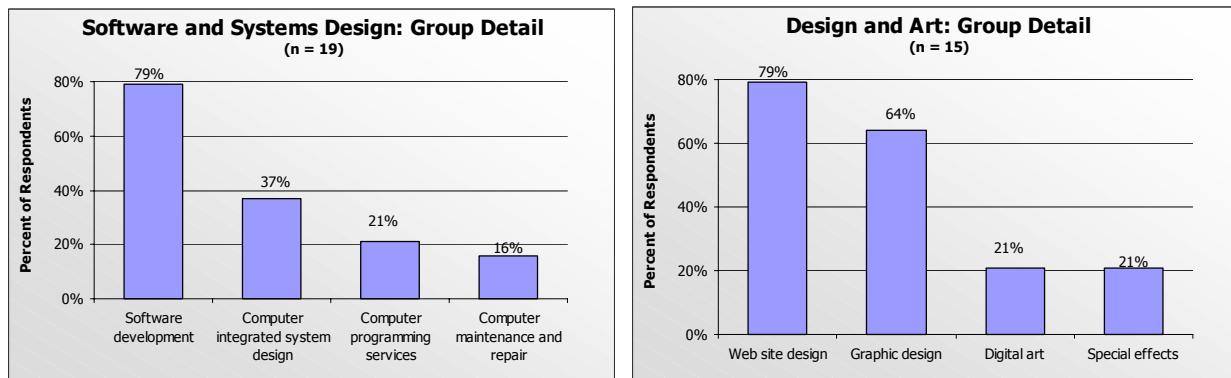
III C. Business Activities

A review of data found the following distribution of organization types.



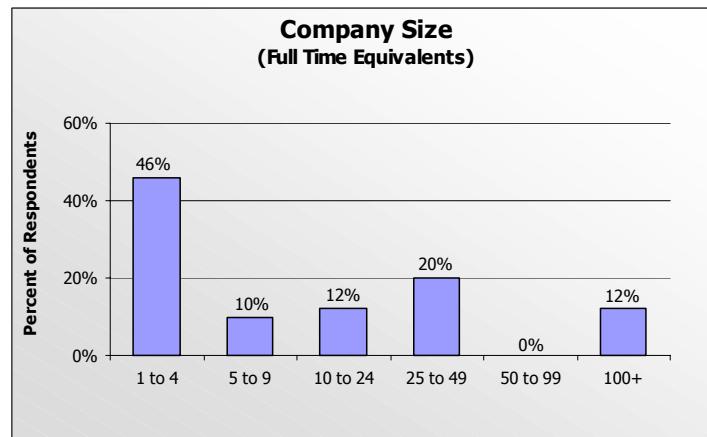
“Please review the following list of business activities and choose those that most accurately reflect the central business activities of your company.”



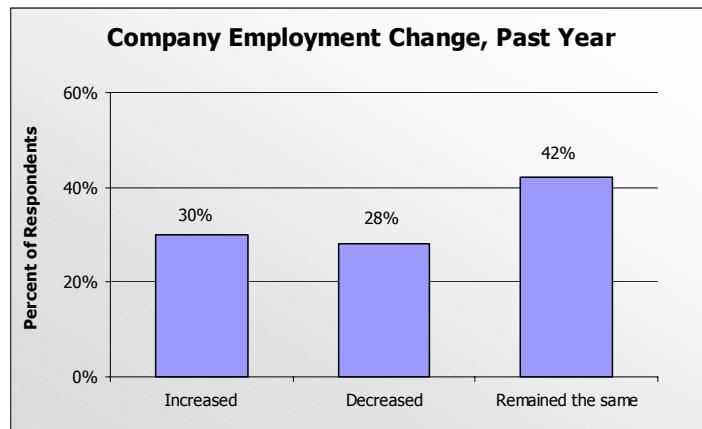


III D. Business Performance and Expectations

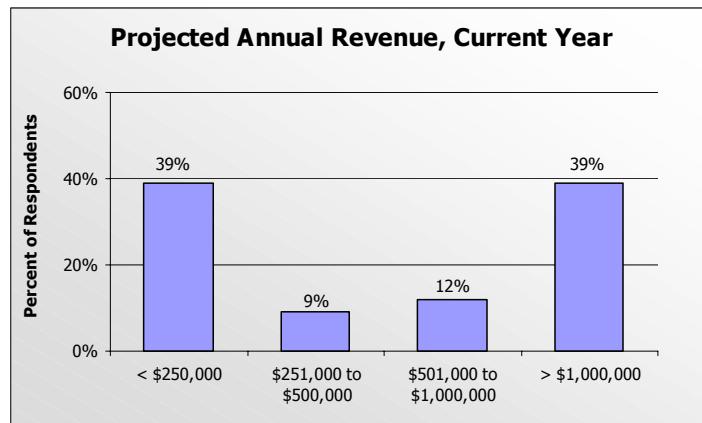
“How many people does this company currently employ? (Full time equivalents)”



“In the past year, has employment [increased, decreased, remained the same]?”

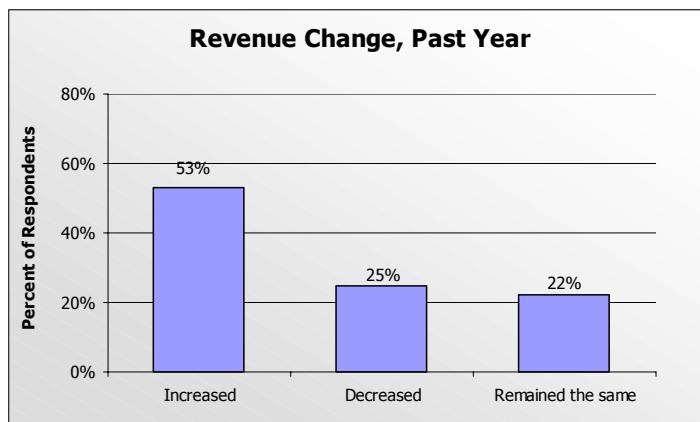


“What is this company’s projected annual revenue for this current year?”

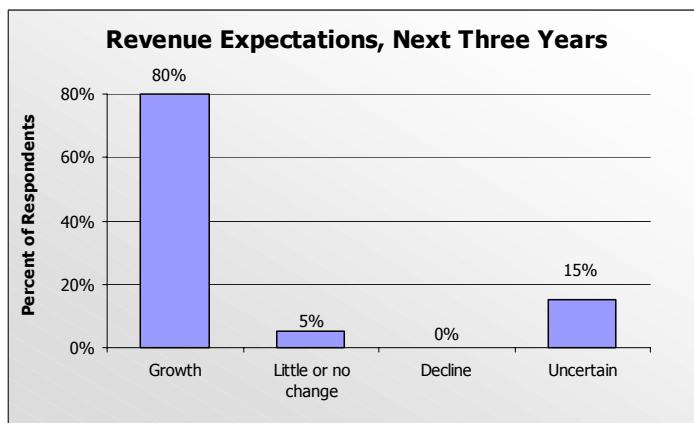


Revenue Estimates: Surveyed Companies ⁶	Total	Proportion
Berkshire County	\$8,352,500	23%
Massachusetts	\$2,846,250	8%
United States	\$18,421,250	51%
International	\$4,155,000	11%
Unspecified	\$2,375,000	7%
Total Estimated Revenues	\$36,150,000	100%

“In the past year, have revenues [increased, decreased, remained the same]?”

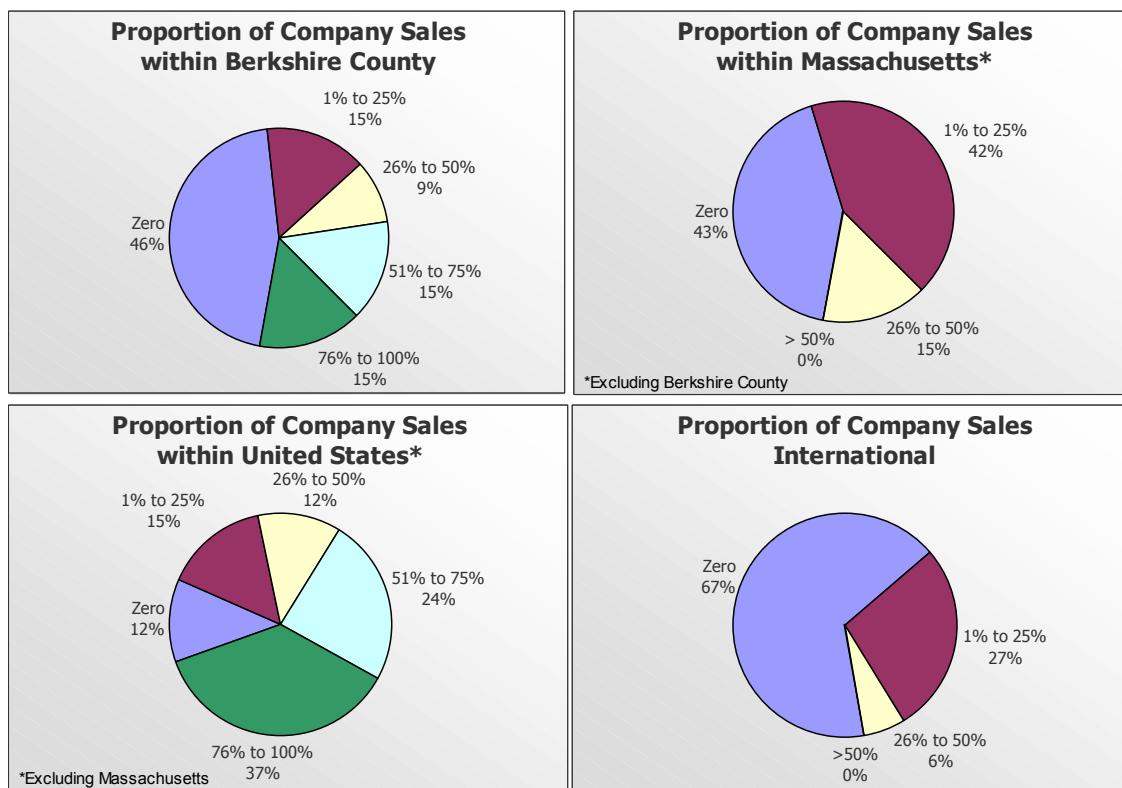
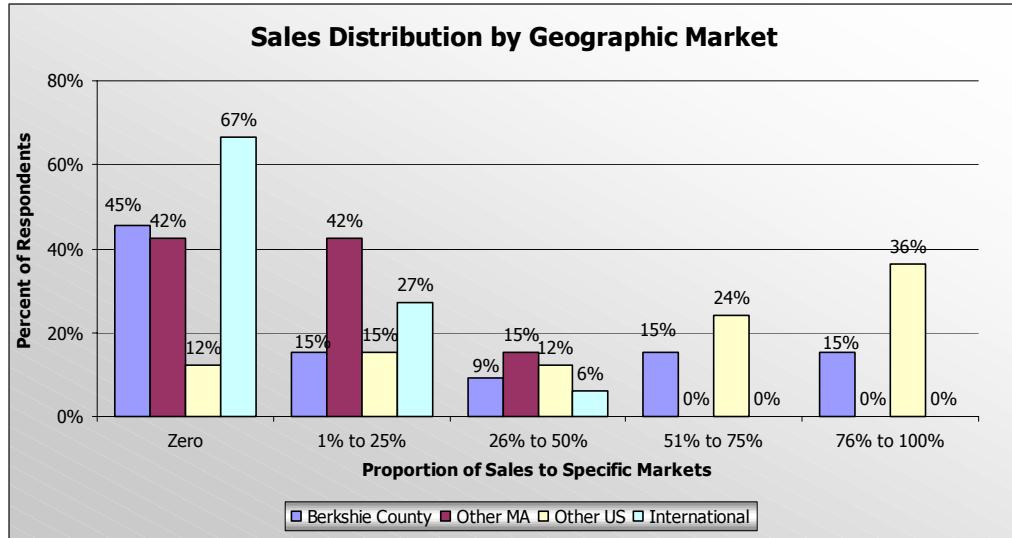


“Overall, in the next three years, do you expect this company to experience [growth in revenues; decline in revenues; little or no change in revenues; uncertain]?”

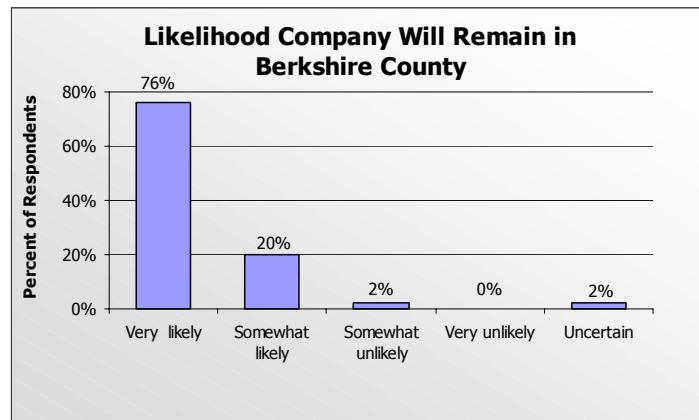


⁶ Estimates utilize the mid-point of each company's current year, projected revenues. No mid-point could be established for companies that reported sales of “more than \$1,000,000.” In these instances, revenue figures available through the iMarket data service were substituted, where those data were available and consistent with the company's reported revenue projections. In all other cases, companies with “more than \$1,000,000” in revenues were assigned a revenue value of \$1M. It should be noted that iMarket revenue figures are unverified data and for that reason must be considered approximations.

“What is the distribution of this company’s sales?”



“What is the likelihood that this company will remain in the Berkshires?”



IV. PERSPECTIVES ON THE BTech PROGRAM

To date, BTech programming has consisted exclusively of social- and business-networking events intended to increase mutual awareness within the technology and creative community. Through these events, BTech aims to foster collaboration and to ease the sense of professional and social isolation that can sometimes develop within a rural context such as Berkshire County.

While interviews with BTech's leadership group and other Berkshire County business advocates demonstrated an appreciation of the value of social- and business-networking events, they also revealed a strong interest in a more robust program. Upon conclusion of the interview process, the question left to the leadership group was "What more can BTech do to support this community of professionals?"

BTech leaders are currently working to craft a clear and achievable programmatic vision. To assist in that process, the BTech survey elicited program feedback, and suggestions for future programmatic and organizational development. Responses to these questions appear in this section, with comparisons between the responses of all respondents and those of company owners also presented, wherever significant differences were found.

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IV A. Overview of Perspectives on the BTech Program

Benefits of Past Events

Among Respondents ...

- 76% have attended at least one BTech event. 93% of the company owners have done so, compared to 63% of other respondents. 48% of owners have attended three or more events.
- Among company owners, the most frequently cited benefits of networking events included:
 - Increased awareness of the “BTech” community (92%);
 - New social contacts (58%);
 - Increased professional collaboration (50%);
 - Identification of new strategic partners (27%); and
 - Identification of new clients (19%).
- Among other respondents, the most frequently cited benefits of networking events included:
 - Increased awareness of the “BTech” community (89%);
 - New social contacts (67%);
 - Increased awareness of career opportunities in the Berkshires (33%);
 - Increased professional collaboration (22%); and,
 - Identification of new strategic partners (17%).

Program Priorities

Among Respondents ...

- 84% consider BTech networking events to be somewhat (46%) or very (38%) important.
- Several expressed an appreciation of the networking and community-building aspects of networking events, but several also urged that BTech be further developed and improved.
- As BTech considers an expansion of its program, similar proportions of respondents consider guest speaker events (55%), workforce development (46%), and business advocacy (46%) to be high priority activities.
- No potential activity identified on the survey was considered a low priority by more than 18% of respondents. No additional “priority activities” emerged as popular ideas.

Interest in Membership

Among All Respondents ...

- At the current level of programming, 45% would be interested in BTech membership, if available. By comparison, 63% would be interested if programming were expanded to include what they rated as medium or high priority activities.
- The mean suggested price of BTech membership at current program levels is \$46. The mean price suggested for an expanded program is \$62.

Interest in Membership (*continued*)

Among Responding Company Owners ...

- At the current level of programming, 38% would be interested in BTech membership, if available. By comparison, 52% would be interested if programming were expanded to include what they rated as medium or high priority activities.
- The mean suggested price of BTech membership at current program levels is \$195. The mean price suggested for an expanded program is \$225. The median suggested price for both the current and the expanded program is \$100.

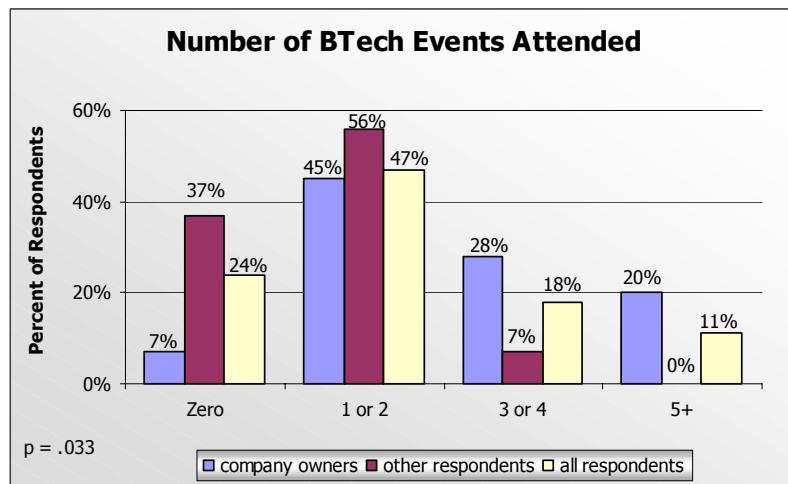
Comments and Suggestions

Among Respondents ...

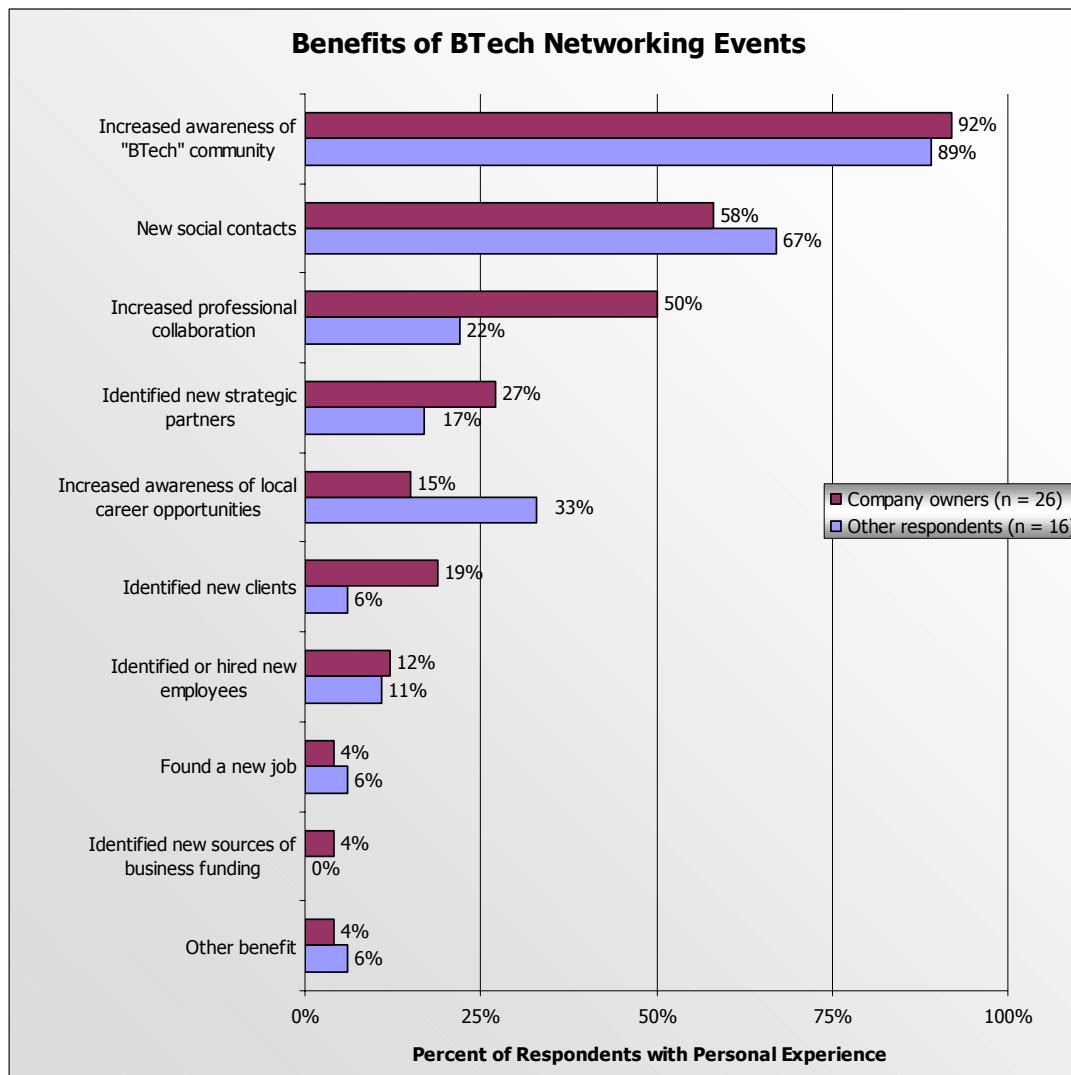
- Four made comments pertaining to membership fees, including: tying membership price to program scope and effectiveness; offering different fee schedules for different size companies; and keeping BTech free and open, with no barriers to participation.
- Three made program suggestions, including: the development of events with a specific content focus; holding events in locations other than bars; creating more affordable housing in southern Berkshire County.
- Two made suggestions pertaining to communication, including using the web as a vehicle for sharing information and building community, and creating a program brochure.
- Two made suggestions that BTech membership be offered to a wider population, including traditional “old economy” businesses, as well as musicians and studios.

IV B. Benefits of Past Events

“How many BTech social/networking events have you attended?”

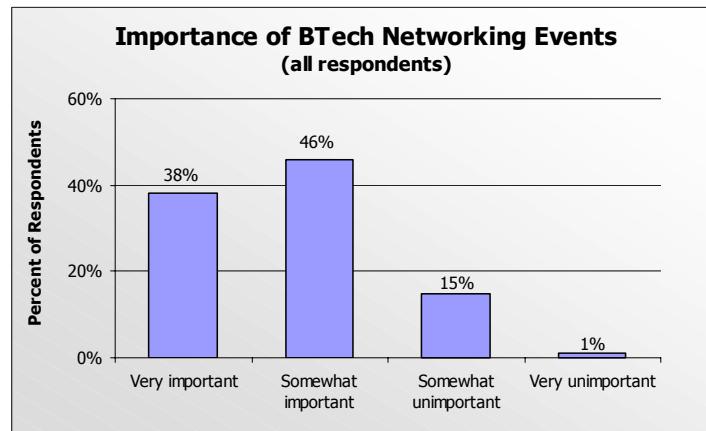


“Which of the following have you personally found to be benefits of attending BTech social/networking events?”



IV C. Program Priorities

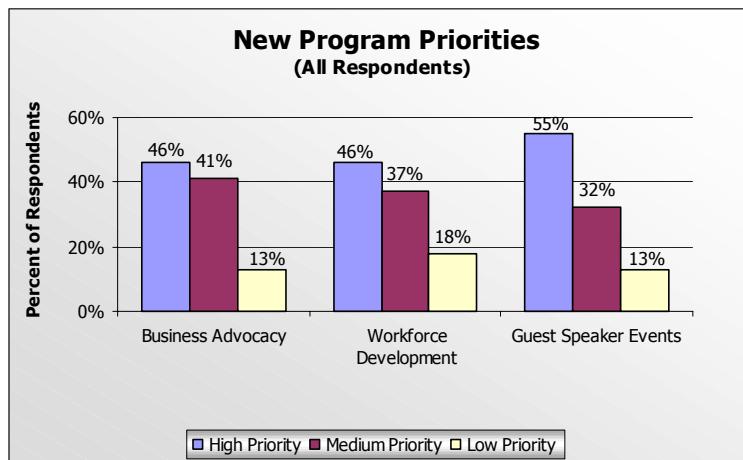
“Overall, how important do you feel BTech social/networking events are to the professional community in the Berkshires?”



Please explain:

Salient Themes	Frequency
BTech provides good networking opportunities	5
BTech needs further development and improvement	5
BTech provides sense of community	4
BTech events are not very useful	3
Insufficient knowledge of BTech	2

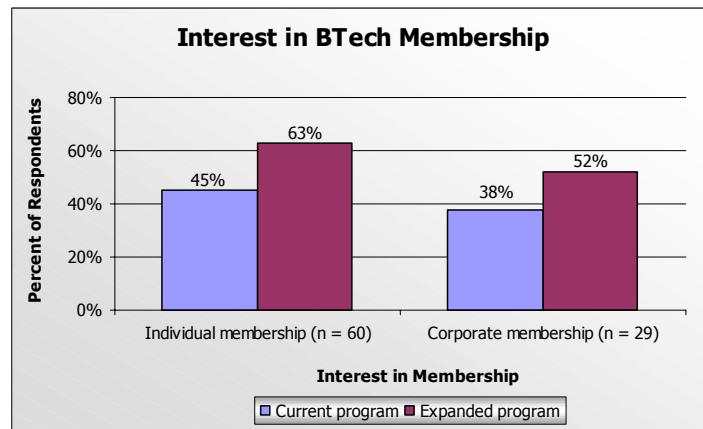
“BTech is currently considering an expansion of its activities beyond social/networking events. What priority would you assign to each of the following potential activities?”



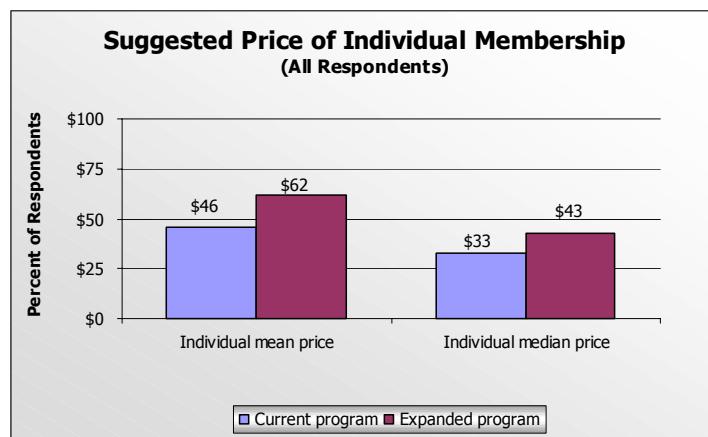
IV D. Interest in Membership

Responses to two parallel questions displayed comparatively:

- 1) "BTech is not presently a 'membership' organization. If BTech were to limit its programming to social/networking events, would you be interested in formal membership?"
- 2) "If BTech were to undertake the activities that you described as medium or high priorities, would you be interested in formal membership?"



"If BTech were to impose a fee for this membership, what would you consider to be a reasonable fee?"



IV E. Comments and Suggestions

“Please offer any additional comments or suggestions that you would like BTech to consider.”

Comment	Theme
• Tie [membership] fee to business budget	Membership Fee
• The membership fee would really depend on the # of events, speakers, etc. I am guessing \$250/yr. to start.	Membership Fee
• The fees are difficult to specify. If the effectiveness of the business advocacy were high and the speakers were valuable, I might consider \$1,000 or maybe more. If the advocacy & speakers were marginally valuable I would prefer BTech stay social and not attempt this transformation.	Membership Fee
• I think that it is important to let individuals attend for free -- "no barriers"	Membership Fee
• Still interested in BTech supporting initiatives to make it more affordable to live and work in the Berkshires, such as the development of a community/neighborhood at fairgrounds in Great Barrington	Program
• Social events seem worthwhile but I would like to see some events with more content. This might foster new connections. Social events tend to strengthen old ones.	Program
• Would attend more frequently if not in a bar!	Program
• Use the web as the primary vehicle for disseminating information, creating a sense of "membership community," providing a connection between professionals seeking technical positions and companies offering technical positions, event schedules, news, etc.	Communication
• Make a brochure that explains what BTech is for and specifically what it's doing and what its goals are.	Communication
• Include more musicians/studios	Expand Target Population
• Most companies need tech people & tech ideas, please open the sphere to old economy companies as well as the new.	Expand Target Population
• The south county gatherings are really great, I meet a lot of nice interesting people	Positive Feedback

APPENDIX

Featured in this Section:

[BTech Survey Advance Memorandum](#)

[BTech Survey](#)

October 31, 2001

Dear Friend of BTech:

The University of Massachusetts Donahue Institute, on behalf of the BTech leadership group and the Massachusetts Technology Collaborative, requests that you take ten minutes to complete the enclosed survey. This confidential survey will help us to more accurately describe the companies and professionals who comprise the BTech constituency and to quantify the value of these assets to Berkshire County. Further, this survey offers you the opportunity to shape future BTech programs and services.

We want to assure you that your responses to this survey are completely confidential. All survey findings will be reported as aggregate results only. This means that your personal and business information will not be revealed to anyone outside of the Donahue Institute research team. All individual surveys will be destroyed following completion of the project.

Your response is vital. Please help BTech to better understand and describe this generally under-acknowledged component of Berkshire County's economy. Please feel to contact Steven Ellis (413) 587-2405 or sellis@donahue.umassp.edu if you have questions or concerns.

Thank you in advance for helping to make this possible.

Sincerely,

Steven Ellis and Rebecca Loveland
Project Consultants
University of Massachusetts Donahue Institute