

# New Jersey Business and Organization COVID-19 Recovery/Technical Assistance Survey

## Final Topline

**Survey conducted by the Heldrich Center for Workforce Development, Rutgers University**

**Sponsored by the New Jersey Small Business Development Center (NJSBDC) with funds provided by the U.S. Cares Act from the U.S. Small Business Administration (SBA)**

- Field Dates: November 4 – December 1, 2020
- Over 4,000 survey attempts; 2,700 responses (includes valid terminations, partial responses less than 20%, partial responses 20%–99%, and 100% completes).
- 2,070 valid responses (owners/decision-makers, minimum 51% based in New Jersey, completed and partial; all others were terminated or filtered out).
- 1,434 “submitted/completed” surveys (in Qualtrics, respondent hit “submit” button).
- 1,451 respondents reached Q71 (last question of the survey/some did refuse certain questions).
- Each question is based on either the total sample that **saw the question (which includes refusals) or answered the question (excludes refusals), unless otherwise noted.**
- Percentages may not total 100% due to rounding.
- Value of (\*) indicates response of less than 1%.
- “Refused” responses indicate the respondent refused to answer the question. Responses to questions were not forced to encourage the respondent to complete as many questions as possible.
- Check all that apply questions do not total 100%.
- In most cases, “Not applicable” or “None/not needed” responses were single responses only; multiple responses were allowed for all other choices.

**ASK ALL**

1. Do you own a business or nonprofit entity that has some operations in New Jersey?

N=2,070

Yes	100%
<b>Total</b>	<b>100%</b>

**ASK IF OWNER (Q1=1)**

2. Are you a primary decision maker for operational decisions about the business/organization, including finances and staffing?

N=2,070

Yes	100%
<b>Total</b>	<b>100%</b>

**ASK ALL**

3. Approximately how many full- and part-time employees does your business/organization have?

N= 2,067

1-4	57%
5-9	20%
10-19	12%
20-49	7%
50 or more	4%
<b>Total</b>	<b>100%</b>

**ASK ALL**

4. Is your business/organization **mainly based (minimum 51%)** in New Jersey?

N=2,070

Yes, based in New Jersey	100%
<b>Total</b>	<b>100%</b>

**ASK ALL**

5. In which region do most of your New Jersey-based operations take place? Select one response.

N=2,066

Northern New Jersey	44%
Central New Jersey	33%
Southern New Jersey	24%
<b>Total</b>	<b>101%</b>

**ASK ALL**

6. What industry is your organization in?

N=2,068

Arts and entertainment, recreation	12%
Banking/finance	1%
Construction	4%
Manufacturing	2%
Healthcare	8%
Retail and wholesale	12%
Grocery, convenience store	1%
Personal services (such as hair salons)	13%
Professional and business services	14%
Real estate	2%
Restaurant/bar/catering	10%
Tourism/lodging/hospitality/leisure	3%
Trade, transportation, utilities	3%
Education or childcare	5%
Technology	2%
Warehousing and distribution	1%
Nonprofit organization	3%
Other, specify:	3%
<b>Total</b>	<b>99%</b>

**ASK ALL**

7.

a. Is your business/organization any of the following? Check all that apply.

N=2,070

Not mutually exclusive	Reporting "Yes"	N
Woman-owned	34%	702
Minority-owned	20%	412
Veteran-owned or Disabled Veteran-Owned (VOB or DVOB)	2%	49

b. Are **you registered with the state** as any of the following? Check all that apply.

N=2,070

Not mutually exclusive	Reporting "Yes"	N
Small Business Enterprise (SBE)	27%	551
Minority/Woman-owned Business Enterprise (MWBE)	8%	175
Veteran-Owned or Disabled Veteran-Owned (VOB or DVOB)	1%	18

**ASK ALL**

8. How long has your business/organization been in operation?

N=2,068

Less than 1 year	2%
1 to less than 2 years	6%
2 to less than 5 years	16%
5 to less than 10 years	18%
10 years or more	59%
<b>Total</b>	<b>101%</b>

**ASK ALL**

9. What percentage of your New Jersey-based workforce operate in...

a. Customer-facing environments (employees interact with the public on a regular basis, including frequent visitors such as delivery workers)?

N=1,981

0%	9%
1%–25%	15%
26%–49%	6%
50%–74%	13%
75%–100%	57%
<b>Total</b>	<b>100%</b>

b. Office environments (not including remote workers)?

N=1,734

0%	32%
1%–25%	31%
26%–49%	8%
50%–74%	7%
75%–100%	22%
<b>Total</b>	<b>100%</b>

c. Industrial/distribution environments (employees that rarely interact with the public)?

N=1,648

0%	63%
1%–25%	19%
26%–49%	5%
50%–74%	4%
75%–100%	9%
<b>Total</b>	<b>100%</b>

**ASK ALL**

10. Which of the following best describes your business/organization?

N=2,070

Closed at some point due to the pandemic and now open and operating to some extent	60%
Closed at some point due to the pandemic and currently closed	11%
Never closed; we are open and operating to some extent and have been since the beginning of the pandemic	30%
<b>Total</b>	<b>101%</b>

**ASK IF CURRENTLY CLOSED (Q10=2)**

11. Do you think it is likely you will reopen in the next 3 to 6 months?

N=218

Yes, will reopen	30%
No, will not reopen – <b>TERMINATE</b>	14%
Unsure	56%
<b>Total</b>	<b>100%</b>

**ASK ALL**

12. Thinking about the impact of COVID-19 on your business or organization...Check all that apply.

a. How has your business/organization **been affected to date**?

N=2,040/not applicable skipped to the next question (1%)

	Reporting "Yes"
Permanently laid off	18%
Temporarily laid off	42%
Lost significant revenue (or funding) /contracts	92%
Gained significant revenue (or funding)/contracts	2%
Experienced increased operational costs	44%
Suffered supply chain disruptions	40%
Been less productive because employees are working remotely	14%
Been less productive because employees are not available to work	26%
Decreased worker hours	51%
Hired new employees	13%

b. How will your business/organization **be affected in the next 3 to 6 months?** If you are closed, please think about if/when you reopen.

N=2,040

	Reporting "Yes"
May need to temporarily close a location	24%
May need to permanently close a location	14%
May need to permanently close my business/organization	32%
Will open a closed location	2%
Will permanently lay off employees	14%
Will temporarily lay off employees	25%
Will lose significant revenue (or funding)/contracts	83%
Will gain significant revenue (or funding)/contracts	3%
Will experience increased operational costs	42%
Will suffer supply chain disruptions	30%
Will be less productive because employees are working remotely	13%
Will be less productive because employees are not available to work	24%
Will decrease worker hours	40%
Will hire new employees	8%

**ASK IF LAID OFF EMPLOYEES PERMANENTLY OR TEMPORARILY (Q12a=5,6)**

13. Because of the impact of COVID-19, what percentage of employees have you laid off or furloughed:

a. Permanently?

N=1,022

0%	25%
1%–10%	18%
11%–25%	10%
26%–49%	7%
50%–74%	10%
75%–100%	7%
Refused/NA	24%
<b>Total</b>	<b>101%</b>

b. Temporarily (furloughed)?

N=1,022

0%	7%
1%–10%	14%
11%–25%	11%
26%–49%	12%
50%–74%	16%
75%–100%	28%
Refused/NA	11%
<b>Total</b>	<b>99%</b>

**ASK OPEN BUSINESSES (Q10=1 OR 3)**

14. How would you describe your business or organization's current operating capacity compared to one year ago? (Operating capacity is the maximum amount of activity your business/organization could conduct under realistic operating conditions.)

N=1,836

Increased 50% or more?	1%
Increased less than 50%?	3%
Decreased 50% or more?	55%
Decreased less than 50%?	29%
Or has there been no change in your operating capacity?	11%
Refused	1%
<b>Total</b>	<b>100%</b>

**ASK ALL**

15. To what degree are your business or organization's operations affected by the following?

	<b>A Lot</b>	<b>A Little</b>	<b>Not at All</b>	<b>Total</b>	<b>Total Answering (excludes "not applicable/refused")</b>
a. Ability to rehire furloughed or laid-off employees and/or hire new employees	46%	38%	16%	<b>100%</b>	1,188
b. Availability of employees to work	38%	46%	15%	<b>99%</b>	1,402
c. Ability of employees to work remotely	27%	37%	35%	<b>99%</b>	789
d. Availability of the things you need (supplies) to provide your goods and/or services	37%	49%	14%	<b>100%</b>	1,529
e. Changes in customer demand	74%	22%	4%	<b>100%</b>	1,739

**ASK IF EMPLOYEES NOT AVAILABLE TO WORK (Q15b=1,2)**

16. Which of the following explains why your employees are not or may not be available to work? Check all that apply.

Based on total sample; N=2,070

	<b>Yes</b>
Taking care of children/loved ones	25%
Concerns about health/safety	41%
Transportation issues	6%
Other	20%

N=1,181 (based on received question)

	<b>Yes</b>
Taking care of children/loved ones	44%
Concerns about health/safety	73%
Transportation issues	11%
Other	36%

**ASK ALL**

17. What percentage of annual revenue (or funding) has your business/organization lost as a result of the COVID-19 pandemic?

N=1,932

0%/None	2%
1%–10%	3%
11%–25%	11%
26%–49%	26%
50%–74%	32%
75%–100%	23%
Unsure	3%
<b>Total</b>	<b>100%</b>

**ASK ALL**

18. In what ways will you adjust for lost revenue (or funding) in the next 3 to 6 months? Check all that apply.

N=1,908

Layoffs or furloughs	28%
Reduction in workers' hours	44%
Cutting employee compensation and/or benefits	21%
Selling assets	19%
Increase borrowing	46%
Use personal savings	61%
Solicit donations or engage in fundraising	10%
Cut expenses	68%
Other	17%
No adjustments necessary/not experiencing lost revenue or funding/may not reopen	3%

**ASK IF CUTTING EMPLOYEE COMPENSATION AND/OR BENEFITS (Q18=3)**

19. In what ways, if any, are you planning to reduce employee compensation and/or benefits? Check all that apply.

N=392

Reduce healthcare benefits	23%
Freeze pay increases and/or bonus payments	64%
Cut vacation and/or personal leave time	30%
Cut pay for some employees	41%
Cut pay for all employees	34%
Other, specify	9%
Unsure	11%
None	2%



**ASK IF LAID OFF EMPLOYEES PERMANENTLY OR TEMPORARILY (Q12a=4,5) and OPEN (Q10=1 OR 3)**

20. Have you brought furloughed or temporarily laid-off employees back to work?

N=921

Yes	62%
No	38%
<b>Total</b>	<b>100%</b>

**ASK ALL**

21. Please indicate if your business or organization has applied for and/or received financial assistance from any of the following sources.

Based on answered question

	Applied for and Waiting for Response	Received	Denied	Did Not Apply/Did Not Use	Total	Total Answering
Loan payment forbearance, refinancing, or other assistance from your primary financial institution or bank	9%	18%	8%	65%	100%	1,710
SBA's Paycheck Protection Program (PPP funding)	3%	67%	7%	23%	100%	1,805
A New Jersey Economic Development Authority grant or loan	19%	47%	11%	23%	100%	1,791
Main Street Lending Program	2%	1%	5%	91%	99%	1,639
Economic Injury Disaster loans or grants (EIDL)	7%	47%	10%	36%	100%	1,756
SBA Loan Forgiveness	22%	9%	5%	63%	99%	1,676
A Community Development Financial Institution (CDFI)	1%	1%	3%	95%	100%	1,644
The New Jersey Redevelopment Authority	4%	1%	4%	91%	100%	1,647
The New Jersey Housing and Mortgage Finance Agency	1%	*	3%	96%	100%	1,652
Another county- or city-based grant or loan program	7%	12%	4%	78%	101%	1,663

**ASK ALL**

22. Thinking about your business or organization's current operations, **how long do you estimate it will take for your business/organization to generate revenues** (get back to business as it was) similar to before the COVID-19 pandemic?

N=1,845

Less than a month	1%
1 to less than 3 months	2%
3 to less than 6 months	8%
6 to less than 12 months	29%
12 or more months	53%
Never	5%
Not applicable/not necessary	3%
<b>Total</b>	<b>101%</b>

**ASK ALL**

23. What do you need in order to return to pre-COVID-19 revenues? Check all that apply.

N=1,832

Access to credit/funding	50%
Growth in walk-in customers	48%
Growth in online customers/development of online sales or websites	28%
A new or improved business plan/strategy	24%
To open closed locations	7%
To reopen my business/organization	14%
Other, specify:	30%
Will never return to pre-COVID-19 operations	5%
None needed	2%

**ASK ALL**

24. Thinking about the impact of the pandemic on your operations or as you reopen...are the following factors a major challenge, a minor challenge, or not a challenge for your business or organization?

Based on total answering

	<b>Major Challenge</b>	<b>Minor Challenge</b>	<b>Not a Challenge</b>	<b>Total</b>	<b>Total Answering</b>
Employees feeling confident enough to return to work	32%	42%	26%	<b>100%</b>	1,465
Customers feeling confident enough to come to your business/organization	60%	28%	13%	<b>101%</b>	1,575
Having sufficient personal protective equipment, cleaning, and screening resources to keep employees and customers/visitors safe	17%	40%	43%	<b>100%</b>	1,543
Complying with new safety regulations, such as social distancing requirements	33%	34%	33%	<b>100%</b>	1,636
Complying with federal and state labor mandates	23%	28%	48%	<b>99%</b>	1,500
Childcare for employees	29%	31%	40%	<b>100%</b>	868
Potential liability concerns	34%	42%	24%	<b>100%</b>	1,450
Finding workers for job vacancies	34%	33%	33%	<b>100%</b>	1,187
Uncertainty about the future/what will happen as the pandemic continues	88%	10%	2%	<b>100%</b>	1,723

**ASK IF MORE THAN ONE IS MAJOR CHALLENGE (Q24a-i=1)**

25. Which is the **BIGGEST** challenge for your business or organization?

N=1,286

Employees feeling confident enough to return to work	1%
Customers feeling confident enough to come to your business/organization	29%
Having sufficient personal protective equipment, cleaning, and screening resources to keep employees and customers/visitors safe	2%
Complying with new safety regulations, such as social distancing requirements	5%
Complying with federal and state labor mandates	2%
Childcare for employees	1%
Potential liability concerns	2%
Finding workers for job vacancies	4%
Uncertainty about the future/what will happen as the pandemic continues	54%
<b>Total</b>	<b>100%</b>

**ASK ALL**

26. Are the following **FINANCIAL** factors a major challenge, a minor challenge, or not a challenge for your business or organization?

	<b>Major Challenge</b>	<b>Minor Challenge</b>	<b>Not a Challenge</b>	<b>Total</b>	<b>Total Answering</b>
Ability to pay rent/mortgage/lease expenses/utilities	64%	27%	9%	<b>100%</b>	1,643
Ability to pay employees	59%	31%	10%	<b>100%</b>	1,502
Ability to make debt payments	58%	30%	12%	<b>100%</b>	1,543
Ability to pay taxes	53%	34%	13%	<b>100%</b>	1,615
Accessing financial credit	48%	36%	16%	<b>100%</b>	1,496
Potential supply chain disruptions	32%	48%	20%	<b>100%</b>	1,369
Ability to implement/pay for safety or social distancing requirements	24%	47%	29%	<b>100%</b>	1,546

**ASK IF MORE THAN ONE IS MAJOR CHALLENGE (Q26a-g=1)**

27. Which challenge is the **BIGGEST** for your business or organization?

N= 1,181

Potential supply chain disruptions	5%
Accessing financial credit	12%
Ability to pay employees	19%
Ability to make debt payments	9%
Ability to pay rent/mortgage/lease expenses/utilities	45%
Ability to pay taxes	7%
Ability to implement/pay for safety or social distancing requirements	4%
<b>Total</b>	<b>101%</b>

**ASK OPEN BUSINESSES (Q10=1 OR 3)**

28. Which of the following things has your business/organization implemented due to the pandemic? Check all that apply.

N=1,564

Reconfiguring work sites, the workplace, and/or customer areas to promote physical distancing	67%
Changing shifts and/or alternating crews to reduce exposure	36%
Used new tools to support workforce location tracking and contact tracing	20%
Provided hazard pay for on-site workers in high-risk positions	7%
Offered additional benefits for on-site workers in high-risk positions	6%
Closed some physical locations	10%
Replaced workers with automation or other technology	5%
None/NA	25%

**ASK OPEN BUSINESSES (Q10=1 OR 3)**

29. Please check off which of the following safety measures you are using in your business or organization. Check all that apply.

N=1,581

Physical distancing of six feet while in the workplace or place of business	82%
Limiting in-person meetings/increasing video conferencing	57%
Requiring employees wear masks	82%
Requiring customers and/or visitors wear masks	83%
Providing employees with masks	74%
Providing customers and/or visitors with masks	54%
Limiting the number of individuals inside the place of business at one time, including employees, customers, and visitors	75%
Arranging frequent cleaning and sanitizing	78%
Using a symptom screening questionnaire for employees	44%
Using a symptom screening questionnaire for customers or visitors	36%
Engaging in contact tracing	19%
Using temperature screening/checks	54%
Testing employees for COVID-19	16%

**BASED ON USING SAFETY MEASURES IN Q29 (CHECKED OFF MORE THAN ONE IN Q29)**

30. Which safety measure has had the biggest impact on the operations of your business/organization?

N=1,439

Physical distancing of six feet while in the workplace or place of business	18%
Limiting in-person meetings/increasing video conferencing	15%
Requiring employees wear masks	8%
Requiring customers and/or visitors wear masks	11%
Providing employees with masks	1%
Providing customers and/or visitors with masks	1%
Limiting the number of individuals inside the place of business at one time, including employees, customers, and visitors	37%
Arranging frequent cleaning and sanitizing	6%
Using a symptom screening questionnaire for employees	*
Using a symptom screening questionnaire for customers or visitors	*
Engaging in contact tracing	*
Using temperature screening/checks	1%
Testing employees for COVID-19	2%
<b>Total</b>	<b>100%</b>

**ASK ALL**

31. Thinking in general about your business or organization...how big of a challenge are each of the following to you?

N=1,718

	<b>Major Challenge</b>	<b>Minor Challenge</b>	<b>Not a Challenge/ Not Applicable</b>	<b>Total</b>
Planning for your business or organization's future	79%	16%	5%	<b>100%</b>
Finding ways to be more efficient or save money	59%	33%	8%	<b>100%</b>
Planning to adapt your operations if there is a high infection rate in your area	69%	20%	11%	<b>100%</b>
Planning to adapt your operations because of weather or other seasonal changes	27%	34%	38%	<b>99%</b>

**ASK ALL**

32. How confident are you in your business or organization's ability to do the following?

N=1,704

	<b>Very Confident</b>	<b>Somewhat Confident</b>	<b>Not too Confident</b>	<b>Not at all Confident</b>	<b>Total</b>	<b>N</b>
Planning for your business or organization's future	21%	46%	25%	9%	<b>101%</b>	1,667
Finding ways to be more efficient or save money	18%	49%	25%	8%	<b>100%</b>	1,668
Planning to adapt your operations if there is a high infection rate in your area	19%	34%	29%	18%	<b>100%</b>	1,666
Planning to adapt your operations because of weather or other seasonal changes	35%	38%	15%	12%	<b>100%</b>	1,660

**ASK CUSTOMER FACING (Q9A=2-5)**

33. Thinking about your customers...how big of a challenge are each of the following to your business or organization?

N=1,482

	Major Challenge	Minor Challenge	Not a Challenge Right Now/ Not Applicable	Total
Bringing customers back to your business/organization	70%	22%	8%	100%
Satisfying customers with your product or service	22%	36%	42%	100%
Assessing customer demand	35%	39%	26%	100%

**ASK CUSTOMER FACING (Q9A=2-5)**

34. How confident are you in your business or organization's ability to do the following?

N=1,475

	Very Confident	Somewhat Confident	Not too Confident	Not at all Confident	Total	N
Bringing customers back to your business/organization	23%	48%	22%	6%	99%	1,451
Satisfying customers with your product or service	65%	27%	5%	2%	99%	1,450
Assessing customer demand	31%	46%	17%	5%	99%	1,445

**ASK ALL**

35. Thinking about your employees...How big of a challenge are each of the following to your business or organization?

N=1,666

	Major Challenge	Minor Challenge	Not a Challenge Right Now/ Not Applicable	Total
Providing a safe working environment	18%	43%	39%	100%
Retaining critical employees	27%	34%	39%	100%
Managing employee well-being and morale	28%	37%	35%	100%
Helping employees manage work and family issues	25%	36%	39%	100%
Managing remote or telecommuting employees	9%	18%	73%	100%

**ASK ALL**

36. And thinking about your employees...How confident are you in your business or organization's ability to do the following?

N=1,645

	Very Confident	Somewhat Confident	Not too Confident	Not at all Confident	Total	N
Providing a safe working environment	64%	28%	4%	3%	99%	1,608
Retaining critical employees	37%	43%	12%	8%	100%	1,592
Managing employee well-being and morale	36%	47%	11%	7%	101%	1,591
Helping employees manage work and family issues	32%	44%	13%	11%	100%	1,584
Managing remote or telecommuting employees	29%	26%	7%	38%	99%	1,557

**DISPLAY TO ALL:**

Please think about the ways your business or organization has responded to the challenges brought on by the pandemic...

**ASK ALL**

37. How many changes have you made to the ways in which your business or organization operates?

N= 1,611

Many changes	65%
A few changes	28%
Hardly any changes or no changes	4%
Not applicable; no changes necessary	3%
<b>Total</b>	<b>100%</b>

**ASK ALL**

38. And thinking **specifically about the digital tools and other technology** your business uses, such as online services, the use of apps, and other Internet-based tools...how many changes have you made?

N=1,622

Many changes	32%
A few changes	35%
Hardly any changes or no changes	16%
Not applicable; no changes necessary or we don't use digital tools or other technology for our work	17%
<b>Total</b>	<b>100%</b>

**ASK IF HARDLY ANY CHANGES TO DIGITAL TOOLS/TECHNOLOGY (Q38=3)**

39. Why haven't you made many changes to the ways that your business/organization uses digital tools and other technology? Check all that apply.

N=252

Don't need to	69%
Don't want to	3%
Can't afford to	25%
Still waiting to see what happens	20%
Not sure where to start	12%
My business/organization is closed	5%

**ASK ALL**

40. Since the beginning of the pandemic (in or around March 2020), has there been an increase in your business or organization's use of online platforms to offer goods or services?

N=1,608

Yes, increased	39%
No, my use of online platforms has stayed the same	24%
No, my business/organization does not use or cannot use online platforms to offer goods or services	31%
Not applicable; my business/organization is currently closed	6%
<b>Total</b>	<b>100%</b>

**ASK ALL**

41. In what ways has your business or organization changed your business plan, model, or strategy because of the pandemic? Check all that apply.

N=1,592

Created online content, services, or products	31%
Increased online content, services, or products	31%
Moved to an online sales platform	9%
Implemented or increased online marketing	27%
Changed hours of operation	45%
Altered in-person services offered, such as curbside pickup or delivery	28%
Altered in-person products offered	21%
Changed pricing strategies	30%
Identified new supply chain options	17%
Identified new hires or employees	13%
None/not applicable (single response only)	22%

**ASK ALL**

42. Thinking about your business and what you have needed to operate digitally/virtually because of the pandemic. **Which of the following has your business or organization done?** Check all that apply.

N=1,560

Purchased equipment or services, such as laptop computers	33%
Addressed other technology needs, such as Internet access	31%
Used new technologies, digital services, or apps for payment, billing, and/or online sales processing	33%
Used new technologies, digital services, or apps for administrative tasks, such as timekeeping and appointment scheduling	19%
Located remote vendors or dealt with virtual supply chain management issues	11%
Implemented cybersecurity for workforce	5%
Used new technologies, digital services, or apps for online marketing	25%
None/not applicable (single response only)	42%

**ASK IF IMPLEMENTED OR INCREASED ONLINE MARKETING (Q41=4 OR Q42=7)**

a. In what ways have you implemented or increased online marketing?

OPEN END/505 responses



**ASK ALL**

43. Have you received assistance in any of the following areas since the beginning of the pandemic (in or around March 2020)? Check all that apply.

N=1,512  
Answering "Yes"

Using social media to promote business/organization	25%
Implementing E-commerce or online sales	7%
Succession planning/strategizing	5%
Marketing or sales training for employees	7%
Adding alternative modes of business operations such as curbside pickup and virtual services	12%
Human resources issues, such as leave, liability, or managing	9%
Keeping employees, customers, and/or visitors safe in the workplace	25%
Using technology in the business, such as implementing remote working	12%
Financial management or credit restructuring	13%
None/not applicable (single response only)	54%

**ASK ALL**

44.

a. Have you heard of the following business tools or services from the following providers?

	<b>New Jersey Economic Development Authority's (NJEDA's) E-Commerce Technical Assistance Program</b>	<b>Grow with Google or Google for Small Business</b>	<b>Yelp for Business</b>	<b>Apple at Work</b>	<b>eBay's Small Business Central</b>	<b>New Jersey Business Action Center (NJBAC)</b>
Yes	42%	34%	56%	14%	13%	16%
No	58%	66%	44%	86%	87%	84%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
N	1,549	1,526	1,514	1,503	1,498	1,514

**ASK IF HEARD OF DIGITAL TOOLS IN Q44A(Q44aa-e=1)**

b. In what ways, if any, have you used the following tools or services to help your business or organization? Check all that apply.

#/count: using or completed services (N)

	<b>Using No-cost Services Now</b>	<b>Using Purchased Services Now</b>	<b>Completed No-cost Services</b>	<b>Completed Purchased Services</b>	<b>Total</b>
New Jersey Economic Development Authority's (NJEDA's) E-Commerce Technical Assistance Program	58	11	27	4	<b>100</b>
Grow with Google or Google for Small Business	102	53	40	17	<b>212</b>
Yelp for Business	148	30	66	36	<b>280</b>
Apple at Work	10	4	4	2	<b>20</b>
eBay's Small Business Central	14	7	8	4	<b>33</b>
New Jersey Business Action Center (NJBAC)	21	3	9	3	<b>36</b>
<b>Total</b>	<b>353</b>	<b>108</b>	<b>154</b>	<b>66</b>	<b>681</b>

**ASK IF GOT ASSISTANCE IN SOME WAY (any Q43=1)**

45. Please specify other tools/services you've used or providers that helped you adapt your business operations because of the pandemic.

OPEN END; N=475

**ASK OPEN BUSINESSES (Q10=1 OR 3)**

46. Thinking about your employees...which of the following things has your business or organization implemented due to the pandemic? Check all that apply.

N=1,415

<b>Allowed</b> employees to work remotely/telecommute or made it an option	24%
<b>Encouraged</b> employees to work remotely/telecommute	12%
<b>Required</b> employees to work remotely/telecommute	12%
Allowed for schedule flexibility	48%
Provided unpaid leave	15%
Provided paid leave	19%
Assisted employees with childcare arrangements	9%
Assisted employees with transportation issues	9%
Conducted surveys of employees about their opinions or needs	16%
Implemented training in online marketing or sales	7%

**ASK OPEN BUSINESSES (Q10=1 OR 3)**

47. What percentage of your operations are currently being done by employees working remotely or telecommuting?

N=1,390

0%/None of my employees are currently working remotely or telecommuting	62%
1%–10%	12%
11%–25%	6%
26%–49%	4%
50%–74%	4%
75%–99%	4%
100%	7%
<b>Total</b>	<b>99%</b>

**ASK IF EMPLOYEES NOT CURRENTLY WORKING REMOTELY (Q47=1)**

48. Why are your employees not working remotely or telecommuting? Check all that apply.

N=864

The service or product we offer doesn't allow for remote work	85%
My business/organization cannot make remote work available for technical or financial reasons	7%
Remote work/telecommuting is not effective or productive for my business	20%

**ASK IF EMPLOYEES ARE CURRENTLY WORKING REMOTELY OR TELECOMMUTING (Q47=2-7)**

49. Thinking about remote work...which of the following describe your business or organization? Check all that apply.

N=522

At least some of my employees or myself worked remotely or telecommuted <b>before</b> the pandemic	37%
Our business implemented remote work or telecommuting options for at least some of my employees <b>because</b> of the pandemic	51%
<b>My entire workforce</b> is currently working remotely or telecommuting	19%
Some of the services or products we offer don't allow for remote work or telecommuting	43%

**ASK IF EMPLOYEES ARE CURRENTLY WORKING REMOTELY OR TELECOMMUTING (Q47=2-7)**

50. Thinking **specifically about how your business or organization uses remote work and telecommuting**...have you made many changes, a few changes, or hardly any changes because of the pandemic?

N=522

Many changes	47%
A few changes	31%
Hardly any changes	11%
Not applicable; no changes were necessary	10%
<b>Total</b>	<b>99%</b>

**ASK IF EMPLOYEES ARE CURRENTLY WORKING REMOTELY OR TELECOMMUTING (Q47=2-7)**

51. Is the percentage of your workforce that has worked remotely or telecommuted during the pandemic:

N=519

More than the percentage that worked remotely before the pandemic	66%
Less than the percentage that worked remotely before the pandemic	7%
Or no different?	27%
<b>Total</b>	<b>100%</b>

**ASK IF WORKFORCE WORKING REMOTELY MORE DURING PANDEMIC (Q51=1)**

52. In the next 3 to 6 months, will you continue to utilize a remote workforce more than you previously had?

N=344

Yes	68%
No	5%
Depends	26%
<b>Total</b>	<b>99%</b>

**ASK IF EMPLOYEES ARE CURRENTLY WORKING REMOTELY DUE TO PANDEMIC (Q49=2)**

53. Because of the pandemic, in what ways has your business or organization implemented remote work or telecommuting?

OPEN END (N=204)

**ASK IF CURRENTLY REMOTE WORKING OR CAN'T MAKE REMOTE WORK AVAILABLE FOR TECHNICAL OR FINANCIAL OR PRODUCTIVITY (Q47=2-7 OR Q48=2,3)**

54. Thinking about the following challenges associated with remote work, is this a major challenge, a minor challenge, or not a challenge for your business/organization and remote operations?

	Major Challenge	Minor Challenge	Not a Challenge	Not Applicable	Total	N
Technology limitations, such as computers and other equipment	20%	31%	28%	20%	99%	676
Accessibility limitations, including Internet access	14%	29%	35%	22%	100%	674
Productivity/accountability concerns	25%	29%	23%	23%	100%	668
Communication concerns with employees during the workday	15%	30%	28%	26%	99%	669
Security/privacy concerns	16%	28%	32%	24%	100%	670
Employee engagement or onboarding concerns	12%	28%	27%	32%	99%	668
Concerns about regulations	17%	24%	31%	28%	100%	670

**ASK IF SOME PORTION OF WORKERS ARE WORKING REMOTELY (Q47=2-7)**

55.

a. What does your business/organization need to continue to utilize a remote workforce in the future?

OPEN END (N=369)

**ASK IF CAN'T MAKE REMOTE WORK AVAILABLE FOR TECHNICAL/FINANCIAL REASONS OR DUE TO PRODUCTIVITY ISSUES (Q48=2,3)**

b. What does your business/organization need to utilize a remote workforce in the future?

OPEN END (N=152)

**ASK ALL**

56. In the next 3 to 6 months, do you **NEED TO** make changes to how your business or organization uses digital tools or technology?

N=1,500

Yes, need to make many changes	14%
Yes, need to make a few changes	27%
No, do not need to make any changes	40%
Don't know	19%
<b>Total</b>	<b>100%</b>

**ASK IF NEED TO MAKE CHANGES (Q56=1,2)**

57. In order to make those changes, do you need:

N=604

Assistance with determining how to change business operations	9%
Assistance with financing changes in business operations	28%
Both	45%
Neither	18%
<b>Total</b>	<b>100%</b>

**ASK ALL**

58. In the next 3 to 6 months...Will you apply for financial assistance or look for additional capital?

N=1,507

Yes	54%
No	6%
Depends/Unsure	40%
<b>Total</b>	<b>100%</b>

**ASK ALL**

59. In what ways will your business or organization change your business plan, model, or strategy to operate in the next 3 to 6 months? Check all that apply.

N=1,477

Create online content, services, or products	25%
Increase online content, services, or products	33%
Move to an online sales platform	8%
Implement or increase online marketing	32%
Change hours of operation	30%
Alter in-person services offered, such as curbside pickup or delivery	18%
Alter in-person products offered	14%
Change pricing strategies	29%
Identify new supply chain options	18%
Identify new hires or employees	18%
None/Not applicable (single response only)	27%

**ASK ALL**

60. And thinking about what you might need to operate digitally/virtually in the next 3 to 6 months. Would the following help your business/organization a lot, a little, or not at all?

N=1,493

	Help a Lot	Help a Little	Not Help at All	Total	N
Purchasing equipment or services, such as laptop computers	23%	25%	52%	100%	1,410
Addressing other technology needs, such as Internet access	20%	23%	57%	100%	1,398
Using new technologies, digital services, or apps for payment, billing, and/or online sales processing	20%	24%	55%	99%	1,409
Using new technologies, digital services, or apps for administrative tasks, such as timekeeping and appointment scheduling	16%	23%	61%	100%	1,398
Locating remote vendors or dealing with virtual supply chain management issues	10%	19%	71%	100%	1,388
Implementing cybersecurity for workforce	11%	16%	73%	100%	1,382
Using new technologies, digital services, or apps for online marketing	25%	26%	49%	100%	1,389

**ASK ALL**

61. Thinking about what you might need to operate digitally/virtually in the next 3 to 6 months...in what ways will your business or organization need assistance? Check all that apply.

N=1,414

Using social media to promote business/organization	49%
Implementing E-commerce or online sales	20%
Succession planning/strategizing	18%
Marketing or sales training for employees	17%
Adding alternative modes of business operations such as curbside pickup and virtual Services	15%
Human resources issues, such as leave, liability, or managing employees	13%
Keeping employees, customers, and/or visitors safe	33%
Using technology in the business, such as implementing remote work	12%
Financial management or credit restructuring	30%
None/Not applicable (single response only)	29%

**ASK ALL**

62. In the next 3 to 6 months...how likely are you to use business tools and services from the following providers?

	Very Likely	Somewh at Likely	Not too Likely	Not at all Likely	Total	N
New Jersey Economic Development Authority's (NJEDA's) E-Commerce Technical Assistance Program	29%	32%	17%	21%	99%	1,012
Grow with Google or Google for Small Business	21%	28%	23%	29%	101%	985
Yelp for Business	10%	17%	25%	48%	100%	1,049
Apple at Work	7%	17%	26%	51%	101%	843
eBay's Small Business Central	7%	13%	25%	54%	99%	832

**ASK ALL**

63. In the next 3 to 6 months...how likely are you to use the following providers or organizations to help you access digital tools, technology, and other services for your business/organization?

	Very Likely	Somewh at Likely	Not too Likely	Not at all Likely	Total	N
New Jersey Small Business Development Center (NJSBDC)	25%	34%	16%	25%	100%	951
State government	24%	27%	19%	30%	100%	1,006
City or local government	20%	24%	21%	35%	100%	1,019
County government	19%	25%	21%	35%	100%	993
New Jersey Chamber of Commerce	16%	26%	23%	34%	99%	968
New Jersey Economic Development Authority (NJEDA)	33%	33%	12%	21%	99%	1,036
New Jersey Business Action Center (NJBAC)	20%	28%	21%	31%	100%	872

**ASK ALL**

64. What other providers or organizations will you use to help you adapt your business operations in the next 3 to 6 months?

OPEN END; N=279

**ASK ALL**

65. To what extent do you agree or disagree with the following statement? **Once conditions improve, I'm confident that my business/organization will be able to recover from the losses caused by the pandemic.**

N=1,412

Agree a lot	30%
Agree a little	43%
Disagree a little	13%
Disagree a lot	14%
<b>Total</b>	<b>100%</b>

**DISPLAY TO ALL:**

Just a few additional questions about your business/organization...

**ASK ALL**

66. What was your organization's revenue in 2019?

N=1,449

Less than \$249,999	43%
\$250,000–\$499,999	19%
\$500,000–\$999,999	16%
\$1 million–\$1.9 million	10%
\$2 million–\$2.9 million	4%
\$3 million–\$3.9 million	2%
\$4 million–\$4.9 million	1%
\$5 million–\$9.9 million	2%
\$10 million–\$14.9 million	1%
\$15 million–\$19.9 million	*
More than \$20 million	1%
<b>Total</b>	<b>99%</b>

**ASK ALL**

67. How many of the following types of employees did your business/organization employ in New Jersey before the COVID-19 crisis?

N=1,464

	<b>Full Time</b>	<b>Part Time</b>	<b>Contract or 1099</b>	<b>Seasonal</b>
0	11%	23%	33%	45%
1	23%	13%	10%	3%
2–4	30%	20%	14%	5%
5–9	13%	10%	5%	2%
10–19	7%	7%	2%	1%
20–49	4%	3%	1%	*
50–99	1%	*	*	*
100–249	1%	1%	*	*
250 or more	1%	1%	*	*
NA/Refused	8%	22%	34%	43%
<b>Total</b>	<b>99%</b>	<b>100%</b>	<b>99%</b>	<b>99%</b>

**ASK ALL**

68. How many commercial locations does your organization have in New Jersey?

N=1,458

1	85%
2–5	10%
6–10	*
More than 10	1%
Refused	4%
<b>Total</b>	<b>100%</b>



**ASK ALL**

69. Which regions in New Jersey do you have locations? Check all that apply.

N=1,458

Northern New Jersey	44%
Central New Jersey	34%
Southern New Jersey	26%

**ASK ALL**

70. What is the zip code of your headquarters or location where most of your New Jersey-based operations take place?

5-digit OPEN END

	<b>N</b>
Northern New Jersey	743
Central New Jersey	362
Southern New Jersey	317

**Northern:** Bergen, Essex, Hudson, Hunterdon, Morris, Passaic, Somerset, Sussex, Union, Warren

**Central:** Mercer, Middlesex, Monmouth, Ocean

**Southern:** Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Salem

**ASK ALL**

71. Where did you hear about this survey?

N=1,453

Via social media	4%
Via the New Jersey Economic Development Authority (NJEDA)	50%
Via Choose New Jersey	1%
Via the New Jersey Business Action Center (NJBAC)	2%
Via business.nj.gov	5%
Via the COVID-19 Business Information Hub	13%
Via another New Jersey state government department	3%
Via a business or trade organization, specify:	4%
Via a community-based organization, specify:	1%
Other, specify (includes NJ SBDC):	15%
Refused	2%
<b>Total</b>	<b>100%</b>

**DISPLAY TO ALL:**

Thank you very much for taking the time to complete this survey. Your responses have been recorded.