

NOTRE DAME DE NAMUR UNIVERSITY AND SAMCEDA  
PRESENT

# San Mateo County

Economic Development Survey 2008

# San Mateo County Economic Development Survey

The students of the School of Business and Management, Notre Dame de Namur University, conducted a survey as part of the course titled Business Analysis Using Spreadsheets. Besides enhancing student learning of data analysis, it gave them an opportunity to work in collaboration with SAMCEDA. Data from thirty-eight businesses in San Mateo County was collected by SAMCEDA and was analyzed by the students. The resulting insights on business dynamics in the San Mateo County are presented in this report. The students would like to thank SAMCEDA and the businesses of San Mateo County for their time and support.

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## Table of Contents

I. Introduction	5
II. Survey Results	
1. How many employees do you have at your San Mateo County company location?	6
2. What percentage of your employees lives within San Mateo County?	9
3. Will Your Company Hire in 2008?	12
4. How Many Years Have You Been In Business?	14
5. What does your company make in yearly sales?	17
6. Name your company's primary: industry, service, product	20
7. Who are your target customers?	24
8. Does your Company have an established Community Outreach Program?	28
9: How is your business structured?	31
10. What percentage of your company's top executives are female?	33
11. Reasons for Locating In San Mateo?	36
12. What Incentives (state, local, or otherwise), if any, did you take advantage of when locating your business to San Mateo County?	42
13. What challenges did your company overcome in the first 3 years?	44
14. What obstacles or challenges are you	

faced with today? 47

15. What practices is your company making  
toward becoming green? 52

16: Do you plan to stay in San Mateo County  
in the future? 56

## I. Introduction

The technology boom of Silicon Valley brought rapid growth not only to San Jose, but the entire San Francisco Bay Area. San Mateo's prime location between San Jose and San Francisco is ideal for many reasons including location of resources such as major highways and airports. Some of the largest companies in world operate or have offices in San Mateo County including: Google, Oracle, Accenture, and HP. According to the 2000 census, over 68,000 business entities were reported in San Mateo County.

San Mateo County is comprised of 20 cities including: Atherton, Belmont, Brisbane, Burlingame, Colma, Daly City, East Palo Alto, Foster City, Half Moon Bay, Hillsborough, Menlo Park, Millbrae, Pacifica, Portola Valley, Redwood City, San Bruno, San Carlos, San Mateo, South San Francisco and Woodside. At over 531 square miles, San Mateo County reaches from the Pacific Ocean to the San Francisco Bay.

The focus of this study is on the economic development and business climate within the county. The business community is an important part of the health of the community and provides jobs, goods and services for that community. The survey consisted of 16 questions that hit a variety of topics such as company's industry and challenges faced. In order to understand economic development it is necessary to have a clear understanding of the company's surveyed. The first half of the study addresses the profile of each of the 38 organizations surveyed. The organization's profile consisted of measuring the number of employees, annual sales and business structure. Other questions include company's industry, product and service as well as the length of time the company has been in business. Profiling each organization can help assess survey answers and provide a platform for comparison with other organizations. Another important question is whether or not the company is hiring in 2008. Hiring status will help us understand the development and growth of certain business sectors and organizations.

The second half of the survey addressed the challenges, benefits and incentives the companies face while conducting business in San Mateo County. In addition, the survey asked whether or not the company will continue to operate in San Mateo County. The challenges and obstacles organizations face can hinder economic development. Understanding these challenges will make it easier to remedy them. In

addition, benefits and incentives help retain current businesses and draw new businesses to the area.

One of the questions asked focused on the use or implementation of environmentally friendly policies. Green policies are an important aspect in today's world. As population increases and business grows, resources fade and alternative uses of energy are necessary. The country and specifically the Bay Area have focused on promoting sustainability. Lawmakers have pushed communities to conserve resources, prevent pollution, and minimize waste. The benefits of these policies are long term. For businesses, conserving resources reduces costs.

San Mateo County is entering a new era; one filled with changes in the environment and the economy. These changes will greatly affect the business community as new technologies are developed and new regulations are implemented. Understanding what factors affect businesses and organizations today will help improve the economic development of the future.

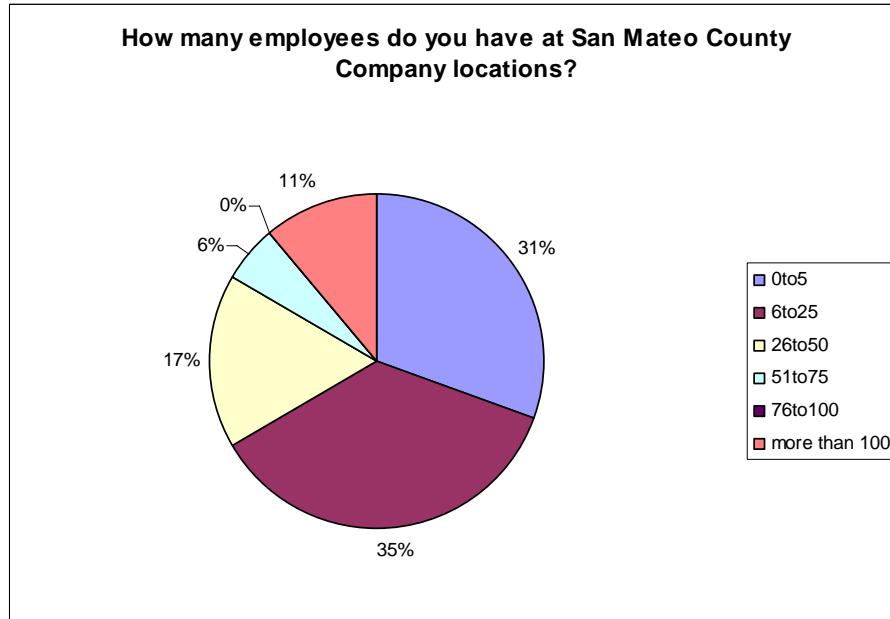
## **II. SURVEY RESULTS**

### **1. How many employees do you have at your San Mateo County company location?**

#### **Why is it relevant?**

Since we are researching and finding out how economic growth of San Mateo County can be improved, the number of employees is very relevant. It helps us see the number of employees that are in the small and big companies in San Mateo.

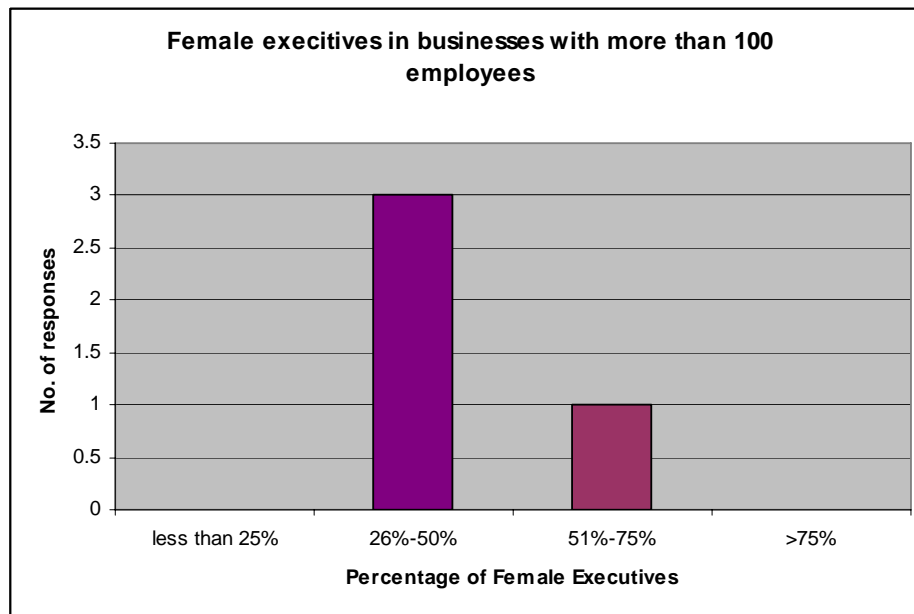
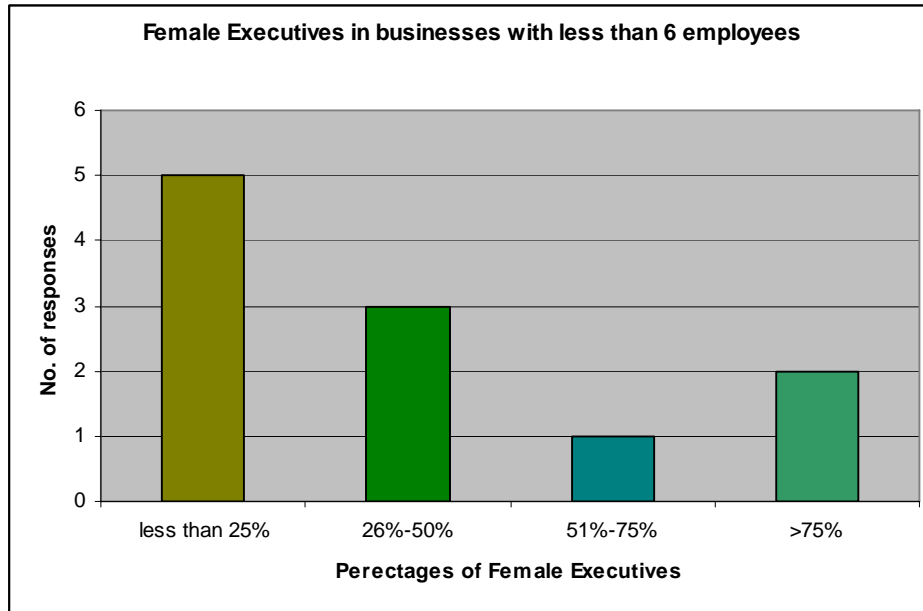
#### **Survey Results**



The above graph shows the distribution of employees in thirty-eight businesses surveyed. The number of employees was put into six ranges from 0 to 5 all the way to more than 100. The range of 6 to 25 has the most employees with 35%. Next, is the range from 0 to 5 with the percentage of employees at 31%. This shows that 66% of the businesses surveyed had less than 25 employees in their San Mateo location. On the other hand, 11% companies out of the 38 surveyed had more than a hundred employees.

### **The correlation between the numbers of employees and top female executives within San Mateo businesses**

In this survey, the numbers of employees was correlated to the top female executives within the businesses who responded to our survey. For small firms (defined as those with less than 6 employees), we find a majority of male executives at the top. Only 3 small firms answered that they have a majority of women executives at the top.



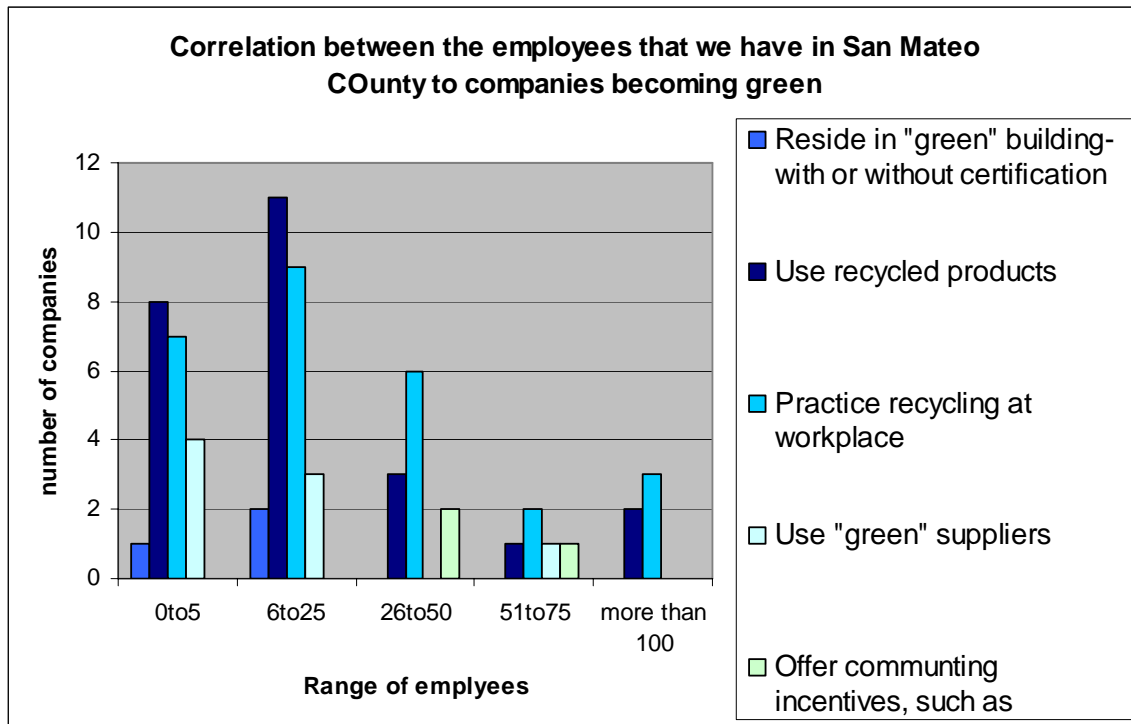
Even for companies that have more than 100 employees, the trend is the same as the small companies. As shown in the survey above there are three firms that are dominated by male executives in the category of more than 100 employees. There is only one firm that is dominated by female executives.

### **Correlation between number of employees to the number of companies in San Mateo that are going green**

In this correlation, the number of employees was correlated to the number of companies that are going green. Five major categories of "green" practices



were defined; Reside in green building with or without certification, use recycled products, practice recycling at workplace, use green suppliers, and if they offer commuting incentives. From the graph given below, we can infer that small companies follow green practices more than bigger companies. These small companies in terms of number of employees are going green by using recycled products, practicing recycling in the workplace and using green suppliers. They also reside in the "green" buildings.



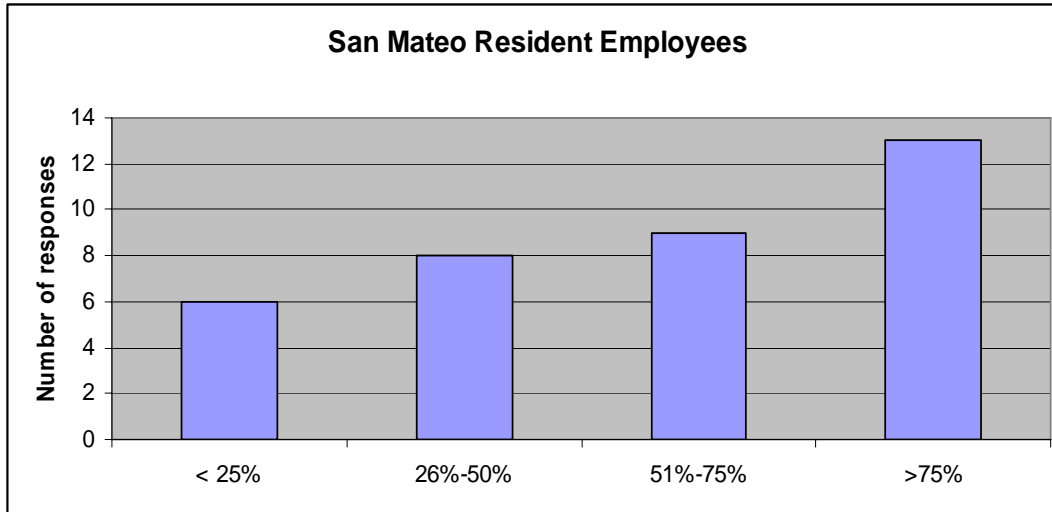
## 2. What Percentage of your Employees lives Within San Mateo County?

### Why is this Relevant?

This is relevant because the companies might want to know how far their employees have to commute in order to get to work. This can be helpful because they can determine how long it takes for their employees to get to work in order to be on time. Some of the problems that residents face are the cost of

housing. Living in the Bay Area is very expensive. Most people can not afford to live out here so this causes them to have to commute into San Mateo. In order to solve these problems, companies can set up some type of car pool program which will help keep pollution down.

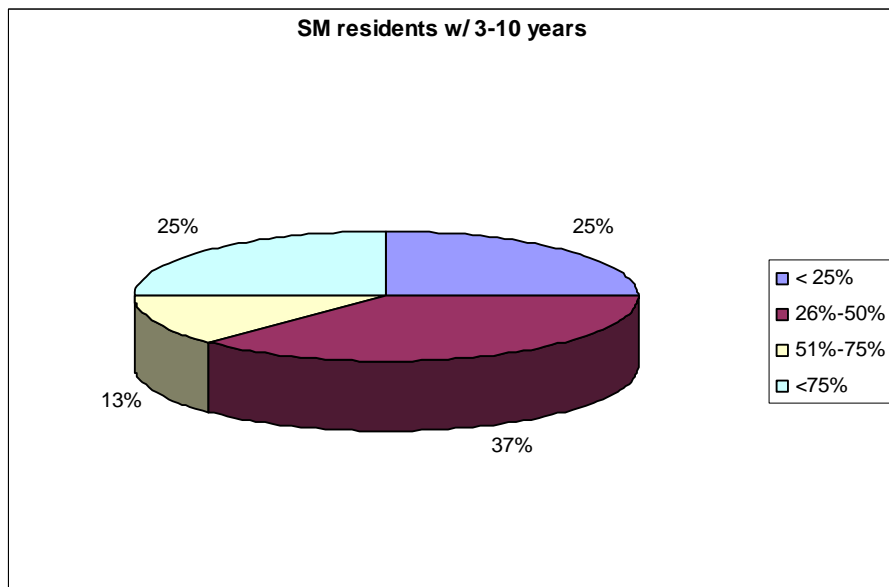
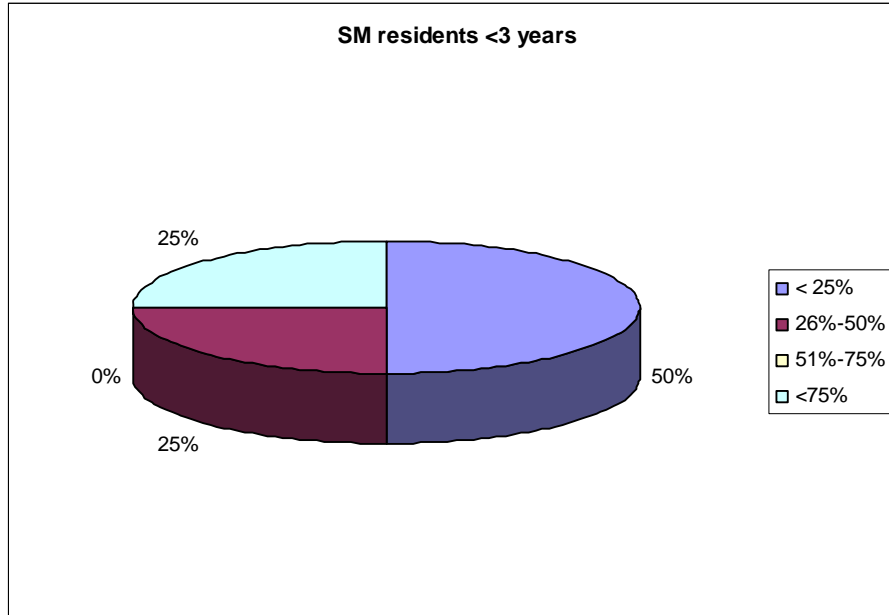
## Survey Results



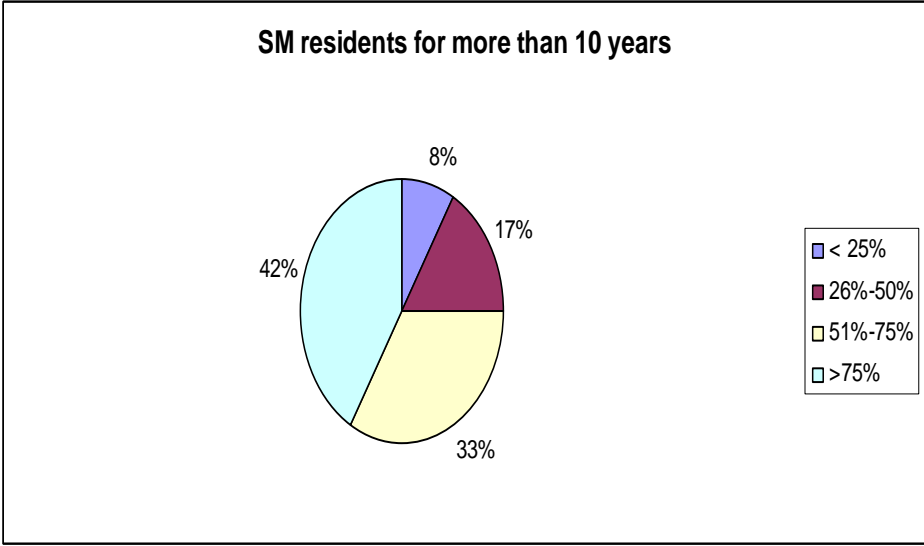
After reviewing the information, there were only 6 businesses with less than 25% of their employees living in San Mateo. In the 25%-50% range, there were 8 businesses. In regards to the 51%-75% range, there were 9 businesses, but the maximum number of respondents answered that more than 75% of their employees were residents of San Mateo.

## San Mateo Residents correlated with Years in Business

The next graph is very interesting because it shows that almost 50% of companies that have been in business for less than three years answered that less than 25% of their employees lived in San Mateo; this could be because these are still considered start up companies since they have only been in San Mateo for a few years.

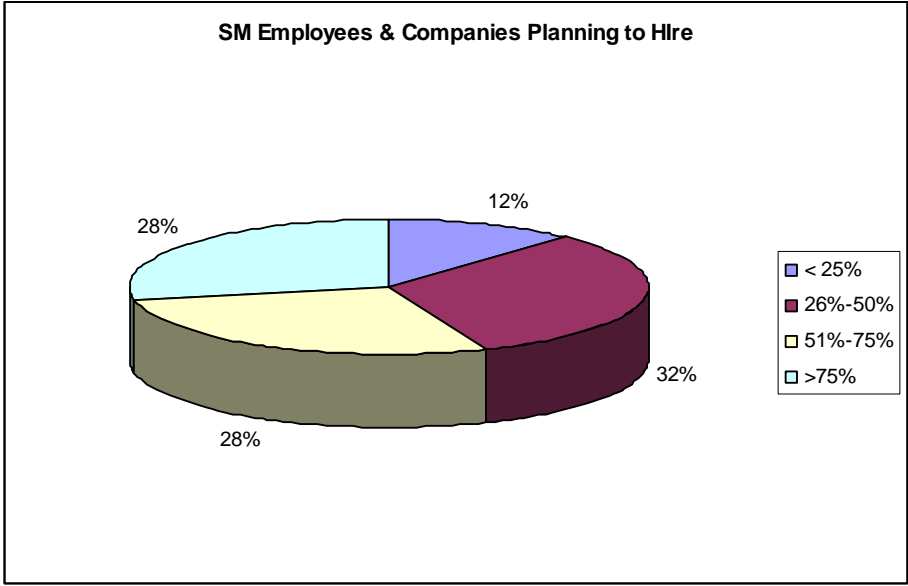


In the above graph, since the businesses have been in San Mateo longer, it seems as though more employees reside in San Mateo. Unlike the first graph with half of the companies with less than 25% resident employees, now there are 25% in that category along with 37% businesses in the 26%-50% range.



We can see in the above graph that for businesses over 10 years old, 42% of its employees are San Mateo residents. As a whole, most of the people who work for a company in San Mateo also live in San Mateo. It is interesting to look at this because the longer the company has been operating in San Mateo, the more likely their employees reside in the same city.

**San Mateo Residents and Hiring in 2008**



After studying this graph, it seems as though all companies are planning to hire are those with majority of employees already reside in San Mateo. There are a little over half of the pie chart taking up by the 50%-100% groups. Not far behind are the other 2 remaining with 26%-50% taking up a little more than a

quarter and the <25% taking up just over one-tenth. It will be interesting to see how many people the companies actually hire who live in San Mateo.

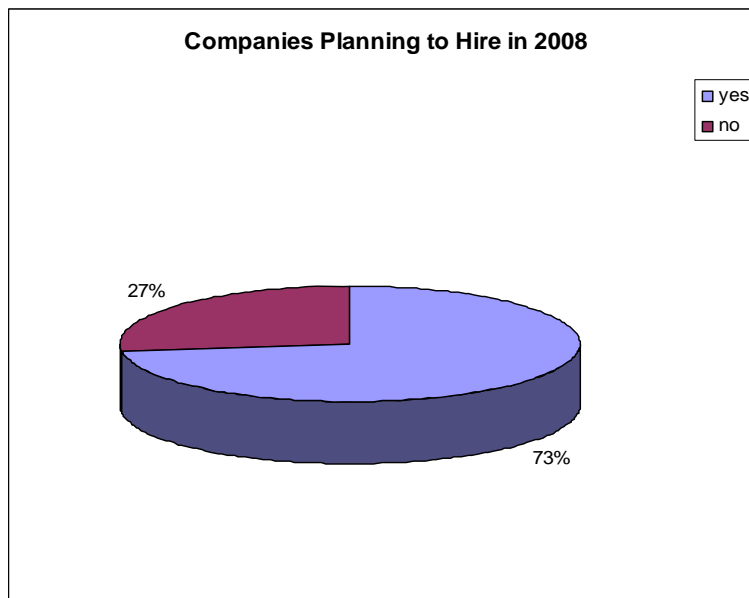
Thus from our research we can conclude that more people who work here also live in San Mateo. For companies who have been here longer, seem to have more employees who live in San Mateo. We all know that commuting through the bay area can be a pain. Another reason why people chose to live in San Mateo can be the fact that gas prices have been flirting with 4 dollars, so it gets expensive to have to commute from anywhere across the bay. Not only gas prices have been increasing, but also toll fees to cross a lot of the bridges have also increased. Even though most increased one dollar, but when you have to cross them 5 times a week will eventually had up through out the year. If companies can construct some type of car pool program will help everybody out, including our environment.

### 3. Will Your Company Hire in 2008?

#### Why is this Relevant?

In recent years the economy in the United States has been rather unstable. In these times it is important for an individual to have a place to earn a living and to support and provide for their family. Many times the start up companies will be hiring more than the established companies simply because they need more manpower and experience in the company.

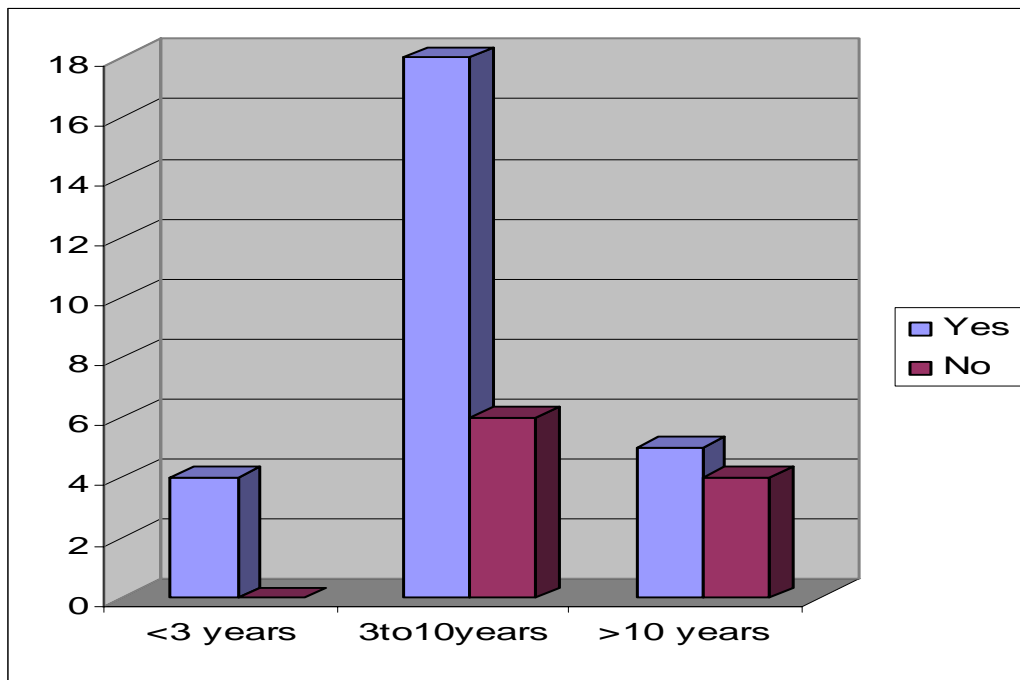
#### Survey Results



The above graph shows the percentage of the polled companies that were going to hire in 2008. Around  $\frac{3}{4}$  of the companies are going to hire in 2008 making it seem as though San Mateo business climate is pretty good.

## Correlation between the Willingness to Hire in 2008 and the Number of Years in Business

In the correlation between hiring in 2008 and the number of years in business we found that while the companies will hire the most in the first 10 years. Once a company has been in business for a while they tend to stop hiring as much. When a company has reached the 10 year mark the companies become split about hiring. This is because by that time the company already knows what they are looking for and are a bit more picky about who they choose to bring into the company. The start up companies are more interested in taking a chance on a new employees and they are expanding.

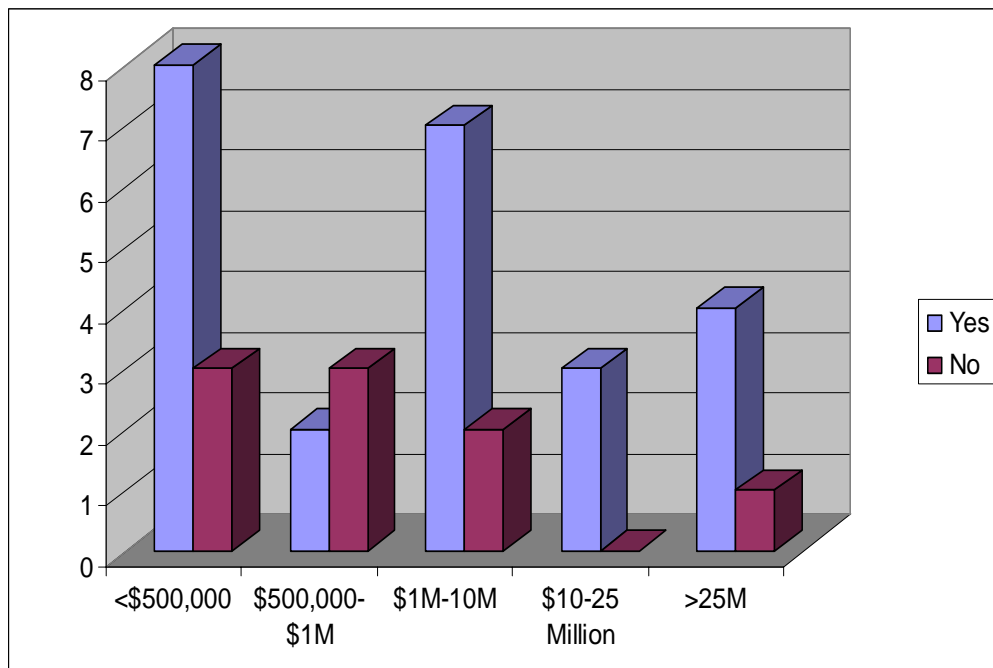


## Correlation between the Willingness to Hire in 2008 and Yearly Sales

In this correlation we used the company's willingness to hire in 2008 with the companies yearly sales total. According to the next graph, the companies

are more likely to hire when the company is making less than \$500,000. When the sales are from \$500,000 to \$1 million the companies are less likely to hire. This is because the company is having success and wants to stay there with the team they have already assembled. Then in the \$1 million to \$10 million range the company is very willing to hire again. This may be caused by the fact the company is expanding and has the chance to offer more jobs to people. Once a company reached the \$10 million mark they are very likely to not hire again in 2008 unless something drastic happens.

It seems that the companies are looking for good employees who can be counted on and provide quality work. The Bay Area is always a good place to seek employment along with the Silicon Valley area, which always seems to be expanding. If an individual can get in the right company and provide valuable knowledge then that will be a stable job for many years.

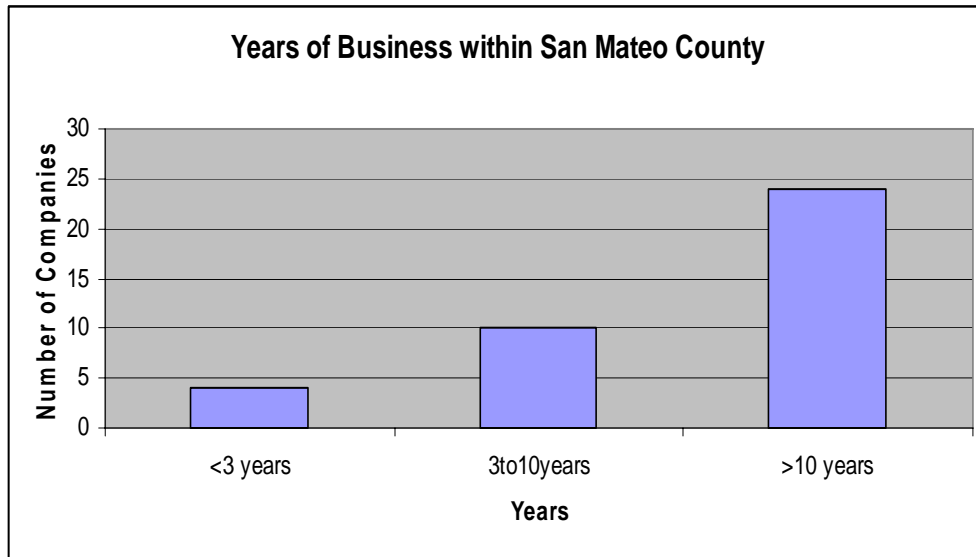


#### 4. How Many Years Have You Been In Business?

##### Why Is It Relevant?

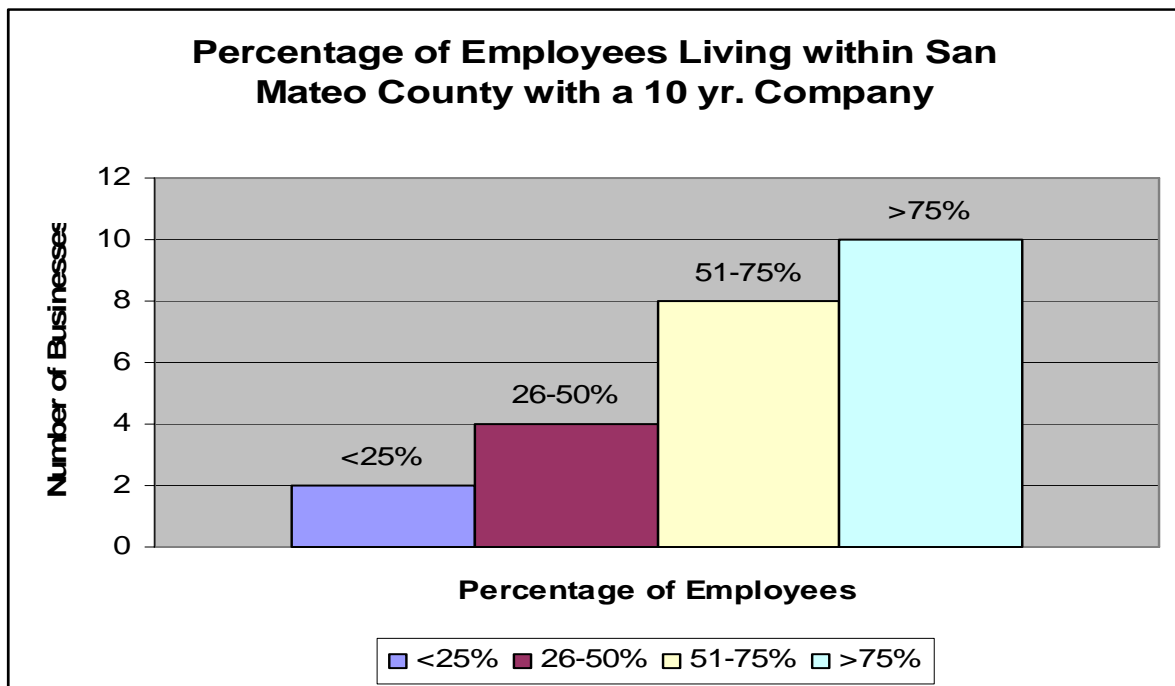
By knowing how many years each company has been doing business it helps us better understand the growth of companies in San Mateo. It allows us to see the characteristics behind start-up companies as well as companies that have been around for over 10 yrs.

## Survey Results



As we can see from the above graph, out of the thirty eight companies surveyed twenty four companies had been in business for more than 10 years, ten companies were between 3 to 10 years old and there were four start-up companies.

**How many employees live within San Mateo County with a company that has been around for at least 10 years?**

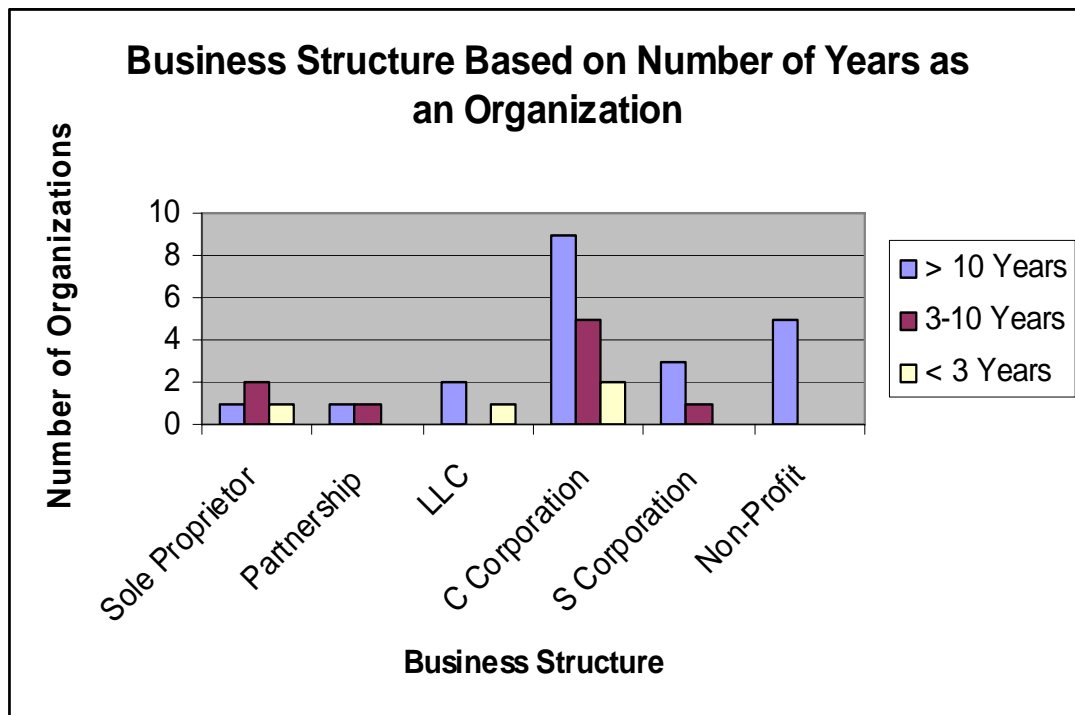




According to the graph most of the employees who work for companies that have been around for at least 10 years live within San Mateo County. 18 out of 24 companies reported having at least 50% of their employees living within San Mateo County and 10 of those 18 reported at least 75% of their employees lived here. This is good for San Mateo County because the organizations here are employing local citizens, which means the money they make is most likely being spent within the community, which helps economic growth in this area.

## How do the business structures differ between the newer organizations in San Mateo County and the older ones?

According to the data, San Mateo County Organizations tend to have corporations as their business structure. Whether it is C or S most organizations in this area are structured in the form of a corporation. All of the Non-Profit organizations who participated in the survey have been here in San Mateo County for at least 10 years. It's interesting to see that there weren't any start up non-profits organizations. We expected to see more non-profits that were only a couple years old due to there being many new issues and awareness type programs that have developed over the past 10 years concerning the war and health issues.



## 5. What does your company make in yearly sales?

### Why is this relevant?

A company's yearly sales is relevant because it tends to be a company's primary revenue source. In addition, it provides a glimpse at how the company performed during the year. A company's yearly sales can be used to gauge a company's potential future performance.

### Survey Results

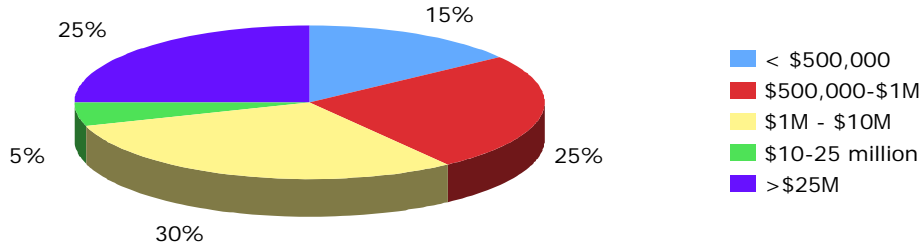
The survey conducted was designed to collect a diversified range of data from the thirty-eight organizations in San Mateo County. According to the data collected in the survey, 37% of the organizations make less than \$500,000, 15% of the organizations make between \$500,000 and \$1 million, 24% makes between \$1 million and \$10 million, 9% make between \$10 million and \$25 million, and 15% makes less than \$25 million in yearly sales. The overall results indicate that 52% of the organizations surveyed make less than \$1 million dollars in yearly sales and 48% of the organizations surveyed make over \$1 million in yearly sales. In total, seventeen of the organizations make less than \$1 million dollars in yearly sales and sixteen of the organizations make more than \$1 million dollars in yearly sales. The column chart below displays this information visually.



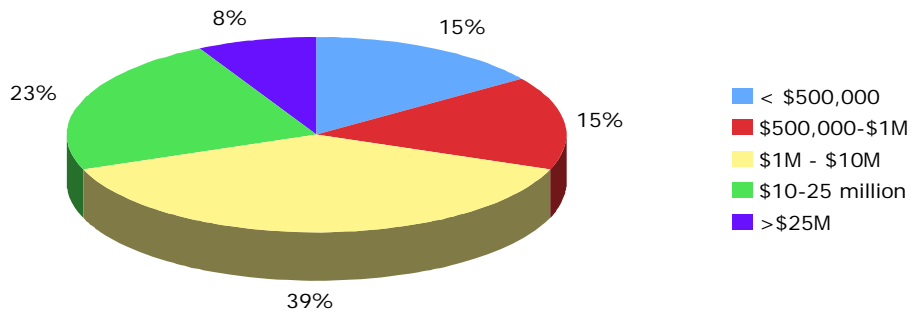
## Yearly Sales Correlated to Companies in Business for More Than Ten Years

The correlation between yearly sales and organizations that have been in business in San Mateo County is most recognizable in the organizations that have been in business for more than ten years. 40% of the organizations make less than \$1 million, 30% of the organizations make between \$1 million and \$10 million, and 30% make between \$10 million and \$25 million in yearly sales. The pie chart below displays this information. The overall results indicate, in comparison to what companies earn in overall yearly sales, companies that have been in business for more than ten years earn more than those companies currently establishing their position in San Mateo County. In terms of overall yearly sales, 52% earn under \$1 million dollars in annual sales. However, in terms of companies that have been in business for more than ten years, 60% of the organizations earn over \$1 million dollars in annual sales and only 40% earn under \$1 million dollars in yearly sales.

**Yearly Sales Correlated to Companies in Business for More Than 10 Years**

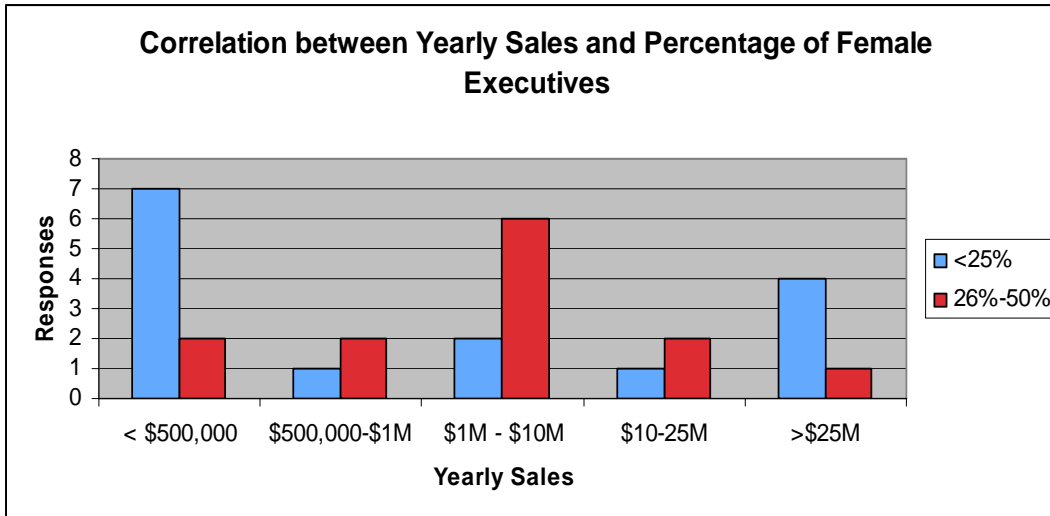


**Yearly Sales Correlated to C Corporations**



**Yearly Sales Correlated to C Corporations**

According to the data collected in the survey, the highest correlation between yearly sales and firm structure was with C Corporations in San Mateo County. 23% make between \$10 million and \$25 million, 39% make between \$1 million and \$ 10 million, 15% make between \$500,000 and \$1 million, 15% make less than \$500,000, and 8% make more than \$25 million. The overall results indicate that 30% of the C Corporations make less than \$1 million dollars in yearly sales and 70% of the C Corporations earn more than \$1 million in yearly sales.



## Yearly Sales Correlated to The Number of Top Female Executives

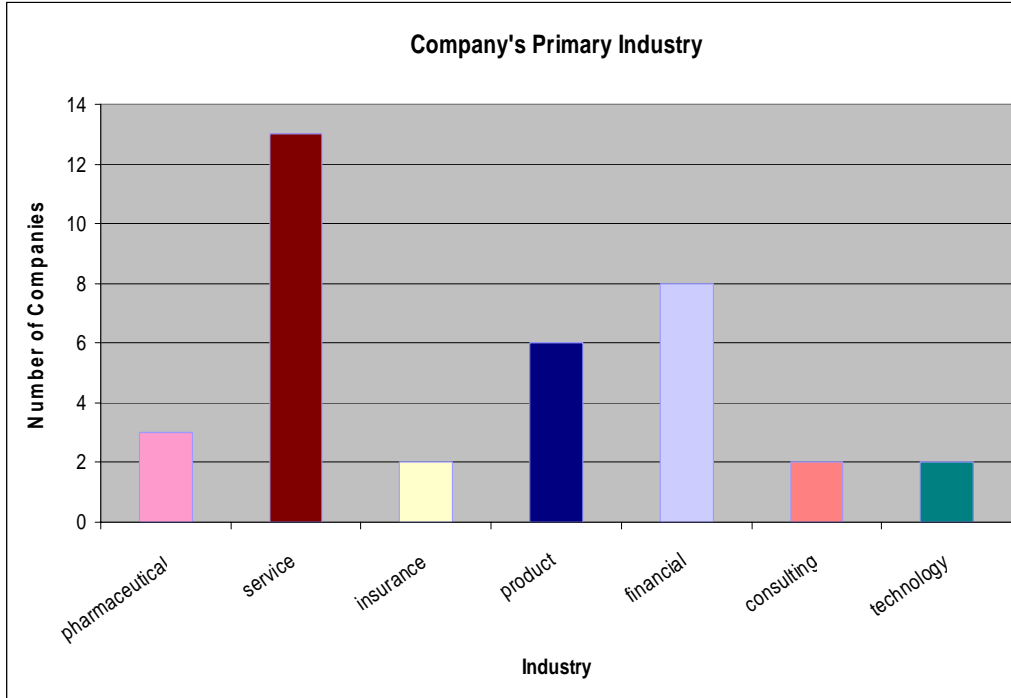
According to the data collected in the survey, the highest correlation between yearly sales and the number of female executives in a organization were in the categories; less than 25% and between 26% and 50%. The overall results indicate the correlation is that organizations that earn between \$1 million and \$10 million have between 26% and 50% of female executives. The overall results indicate the correlation between yearly sales and female executives is that organizations earning less than \$500,000 have a tendency to employ less female executives in San Mateo County.

## 6. Name Your Company's Primary: Industry, Service, Product

### Why is this relevant?

This data is relevant because it displays which industries are the most prevalent in San Mateo County, thus allowing us to reach conclusions based upon a companies industry. This data is extremely important when examining the challenges a company faces, total sales, and whether or not a specific industry is hiring.

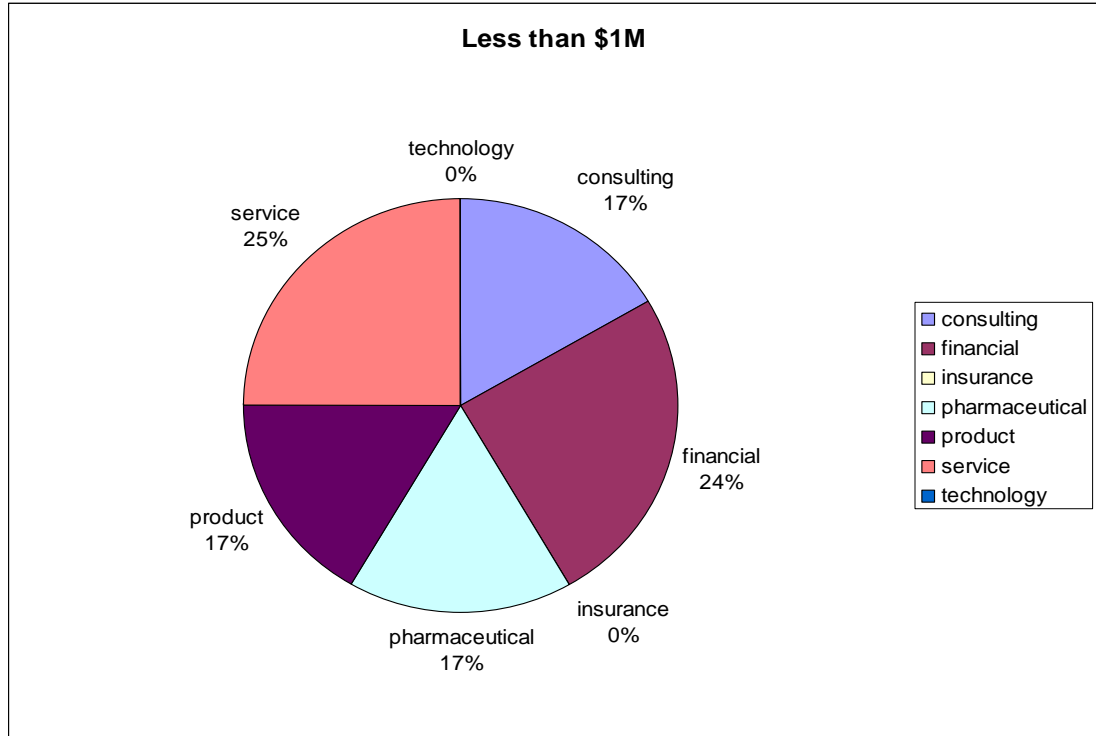
### Survey Results



The data was categorized based upon the companies industry. The industries fell into seven main categories: pharmaceutical, service, insurance, product, financial, consulting, and technology. Based upon the data provided, service is the main industry in San Mateo County, followed by financial and product industries.

### Correlation between Primary Product and Sales

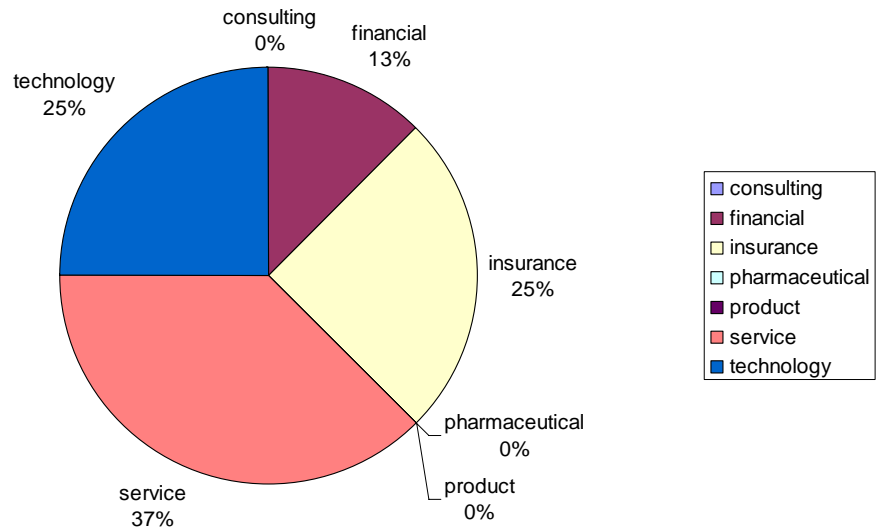
The correlation between a company's primary product and sales is also important when analyzing whether or not a particular industry is doing well financially. In order to conduct this correlation, the companies were divided into three categories, companies that made less than \$1 million, companies that made between \$1-\$10 million, and companies that made greater than \$10 million. In the \$1 million category, the service industry is producing the most in sales, at 24%. The financial industry is the next highest at 24%, followed by pharmaceutical, product and consulting industry all tied at 17%. Technology is the lowest in this category at zero percent. Despite technology being the lowest in this category, one may see a jump in sales in the \$1 million to \$10 million category.



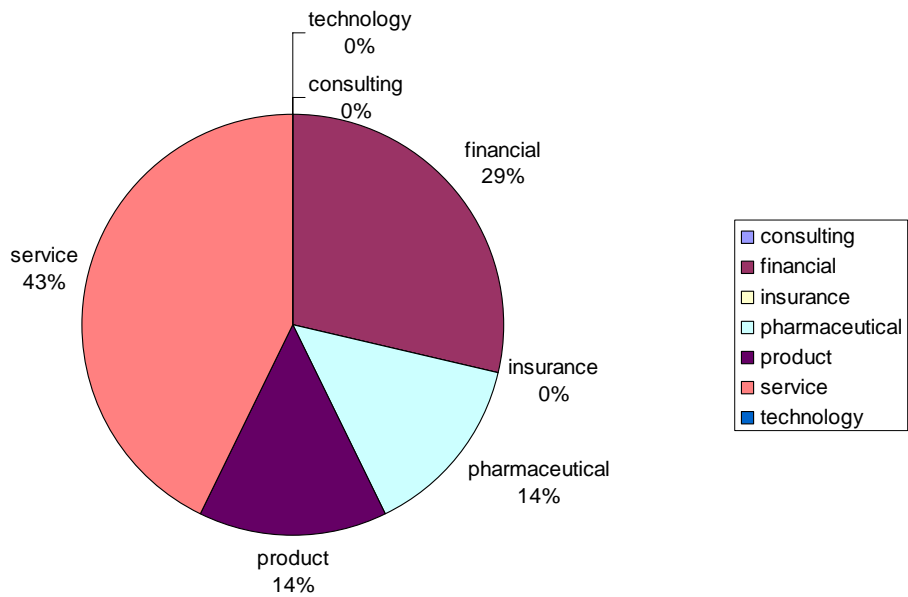
In the \$1 million to \$10 million dollar category, a few trends may also be identified at this point. See graph below. Service is still the highest in this category at 37%, followed by technology and insurance at 25%. The next highest would be the financial industry at 13%. The lowest in this category is pharmaceutical, product, and consulting industries all at 0%. Although the pharmaceutical and consulting industry's are at zero percent, both have an increase in sales in the greater than \$10 million category.

In the greater than \$10 million category, a difference in the top categories occurs. Service is still at the top with a greater market share of 43%. The financial industry is the next highest at 29% followed by the product and pharmaceutical industry tied at 14%. Technology, consulting, and insurance are all at zero percent in this category. One may see after the categories become greater in numbers, certain industries maintain a higher number in sales, while other industries decrease in sales. Overall, the service industry was the highest in all three categories.

### \$1M - \$10M



### Greater than \$10M

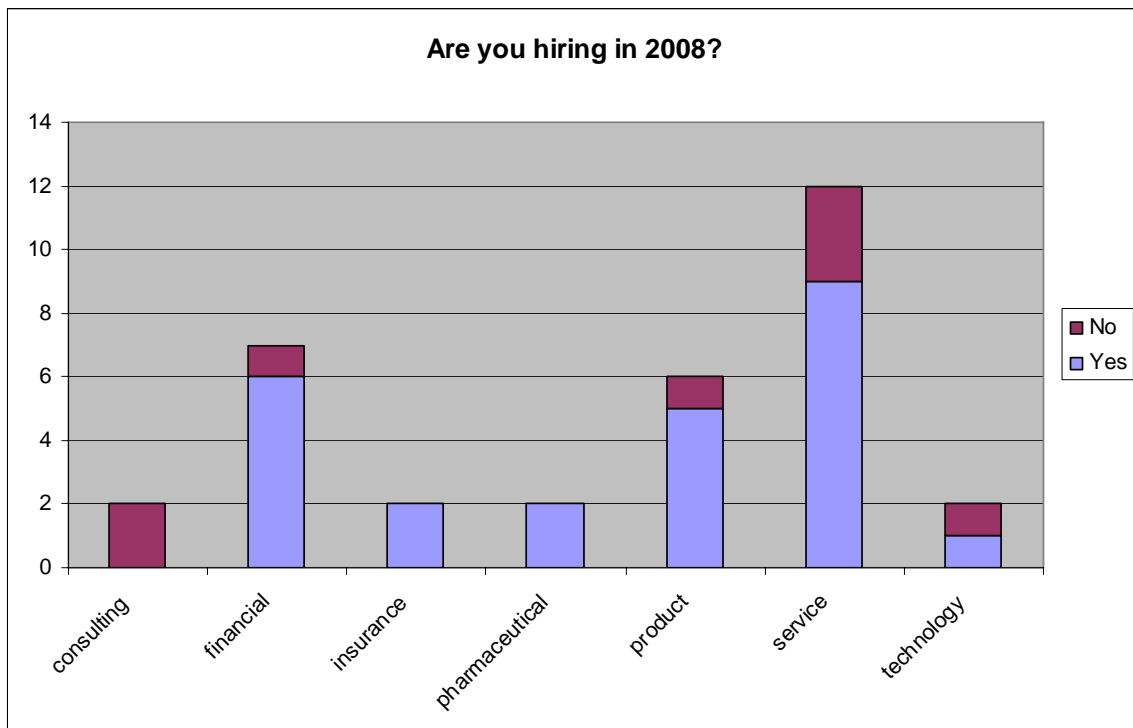




## Correlation between Industry and Companies Hiring

Companies hiring in San Mateo was also an important correlation for this study. One may see that the service industry is currently the highest in terms of hiring. The next highest is the financial industry, followed by the product industry. Insurance and pharmaceutical are hiring at the same rate, followed by technology.

In terms of companies who are not hiring, the highest is the service industry with the most "no" responses, followed by the consulting industry who is currently not hiring at all. Technology, financial, and product all had an equal number of "no" responses. Insurance and pharmaceutical only answered with "yes" responses. The following information will be useful to many graduating students searching for jobs in the San Mateo job market. One may see that while the service industry is the highest in terms of companies which are hiring, they are also the highest in companies not hiring. Therefore, it depends on the company's preference of whether or not to hire new employees at this time.



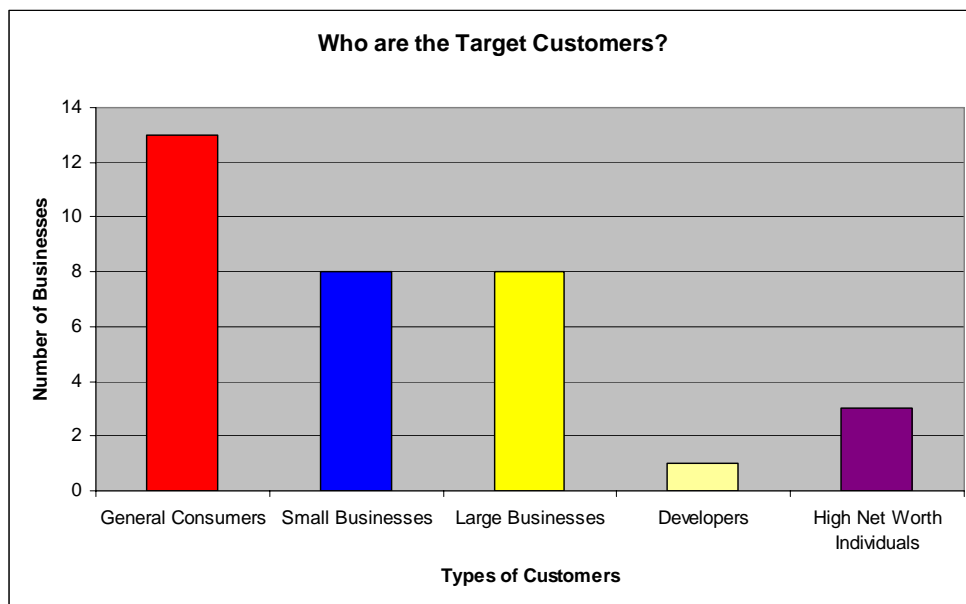
## 7. Who are your target customers?

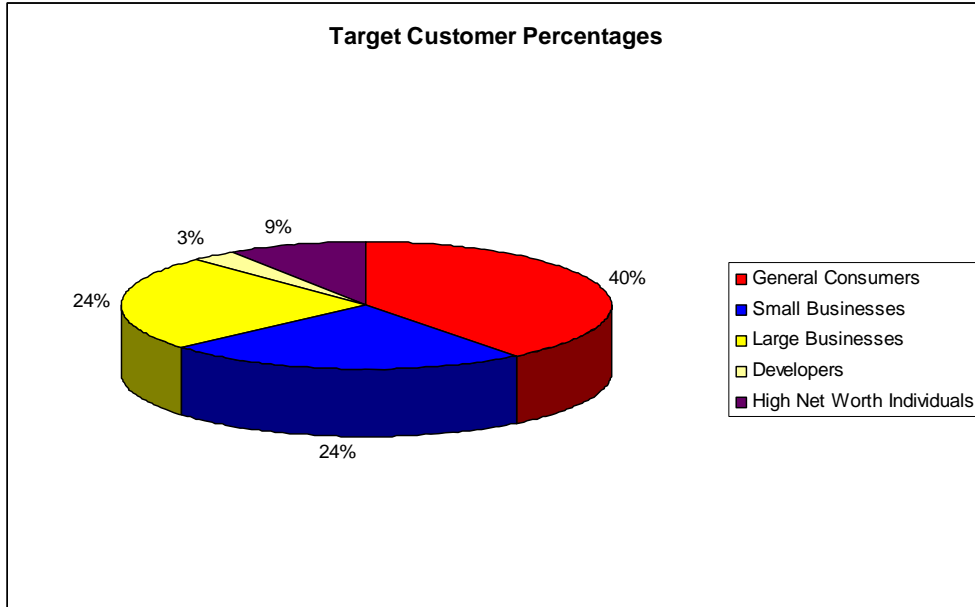
### Why is it relevant?

The importance of being aware of your target customers is a common aspect of successful businesses throughout the world. Knowing who or what your product or service appeals to can save a lot of time and money. This question is relevant because it gives information on what type of customers are being targeted the most in San Mateo County.

### Survey Results

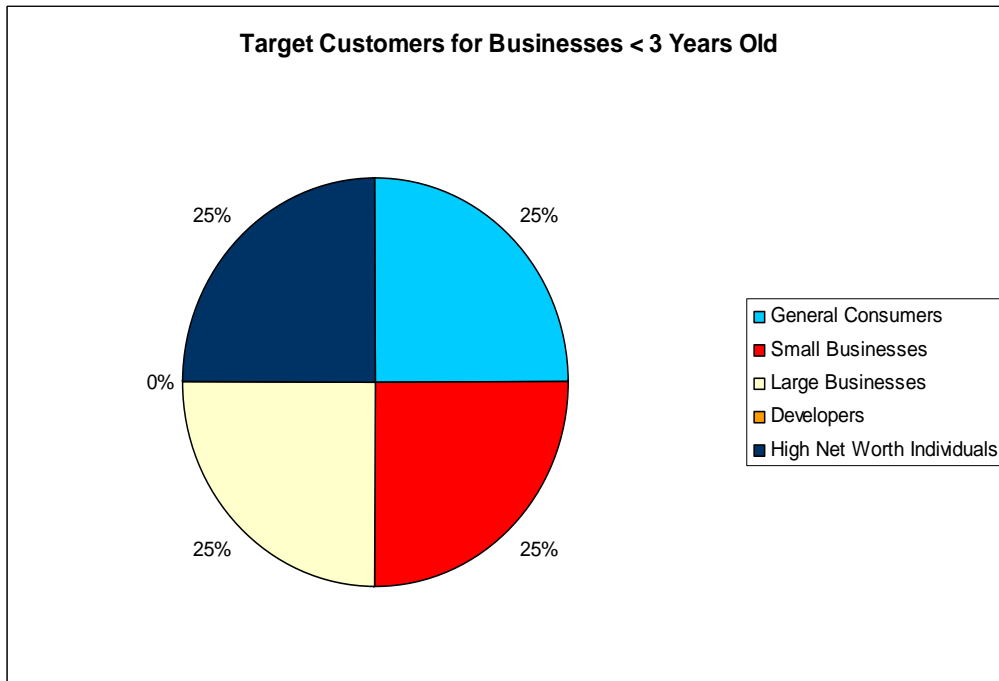
These graphs are from the compiled data from our survey of thirty eight businesses in San Mateo County. When businesses were asked who their target customers where, the following graphs show how they responded. The column graph shows that, in San Mateo County, general consumers are the most targeted group of customers according to the businesses that responded to the survey. As you can see in the pie chart, the majority of the businesses, approximately 40% of them, answered that they target general consumers. However, nearly half (48%) of the businesses that participated in the survey answered this by saying they target other businesses, both large and small. Other answers that were received included real estate developers, high net worth individuals, and nine businesses left the question blank.





## Correlation between Target Customers and Total Number of Years in Business

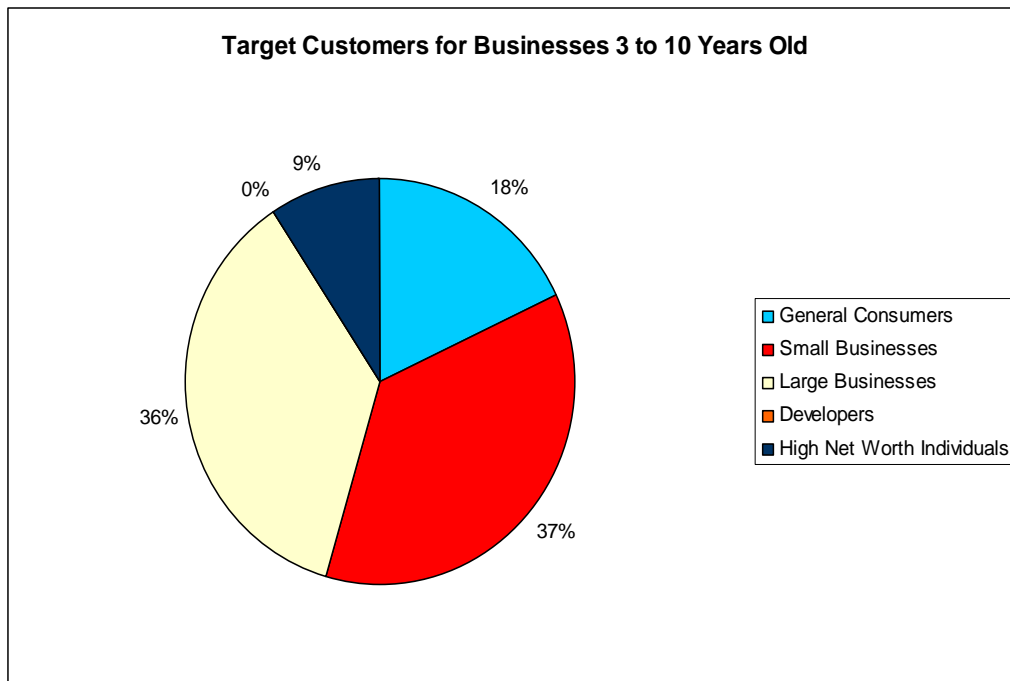
When correlating the businesses' target customers with the total number of years that they have been in business, we get some interesting results.

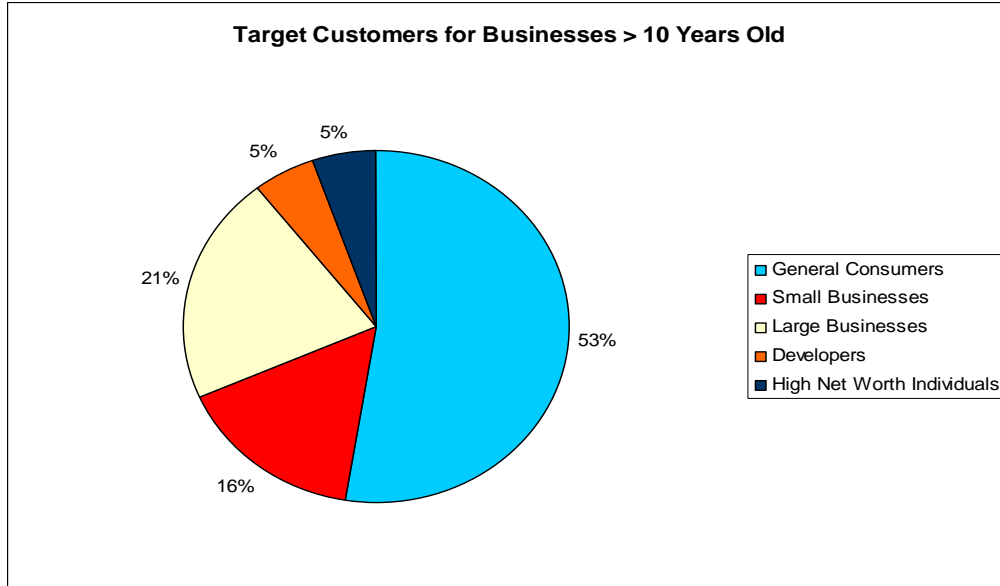


The above graph was made from correlating target customers for all the businesses that are less than three years old. This graph shows that one group of

customers does not dominate the attention of businesses in San Mateo County. The amount of businesses in each of the target markets is equal. However, we only had four survey respondents in this group. If you compare this pie chart to the two below it shows a change in trends of target customers for newer businesses.

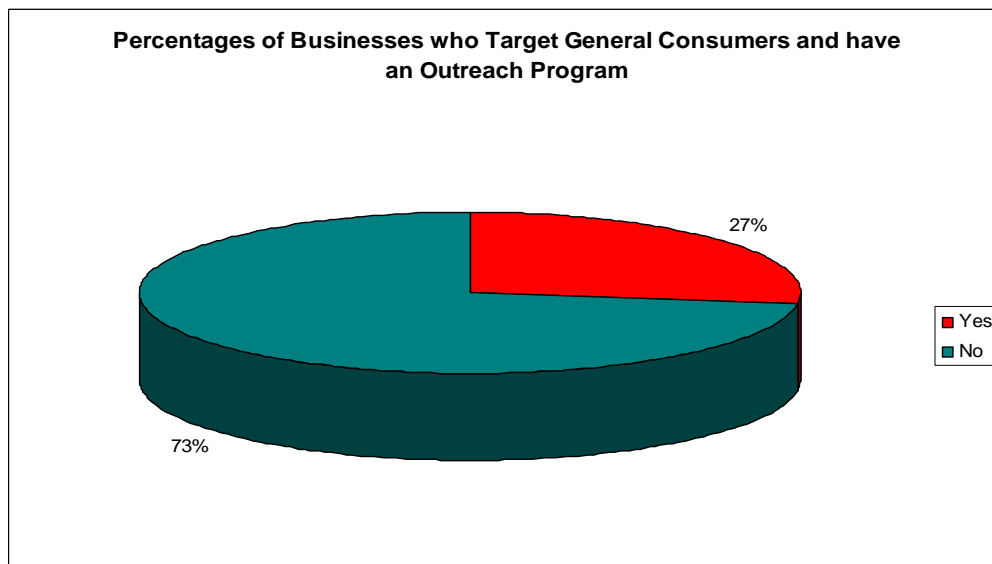
For businesses that are three to ten years old, the main customers that are targeted are businesses. The data collected projects 73% of businesses in San Mateo County established between 1998 and 2005 conduct business to business transactions. This provides that trends of businesses' target markets could be changing. This could be due to the already established businesses that make up the business to business market.





The pie chart above is for businesses in San Mateo County that are older than ten years. For businesses started before 1998, 53% of them target general consumers. This shows that San Mateo County, in the past ten years, has increased the amount of businesses that target other businesses as their primary customers. The huge difference between the target groups with respect to business ages is surprising. The types of businesses that have been started in the past years slowly evolved from those that target general consumer to those who target other businesses and now it seems to be changing again.

### **Correlation between Businesses Targeting General Consumers and have a Community Outreach Programs**



In this particular correlation information is given about businesses whose target customers are general consumers. As businesses that target general consumers, one would expect them to be community conscious and appeal to the communities surrounding them. Surprisingly, in the chart above it shows that 73% of businesses who target general consumers do not have a community outreach program. This means that only 27% of businesses in San Mateo County who target general consumers as their main purchasers have a program in place to reach the communities around them.

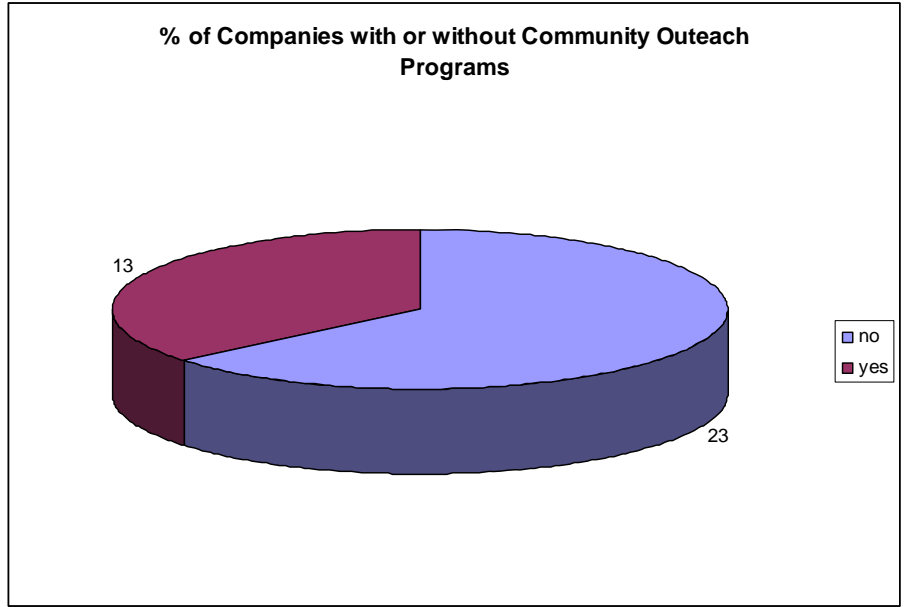
## **8. Does your Company have an established Community Outreach Program?**

### **Why is this relevant?**

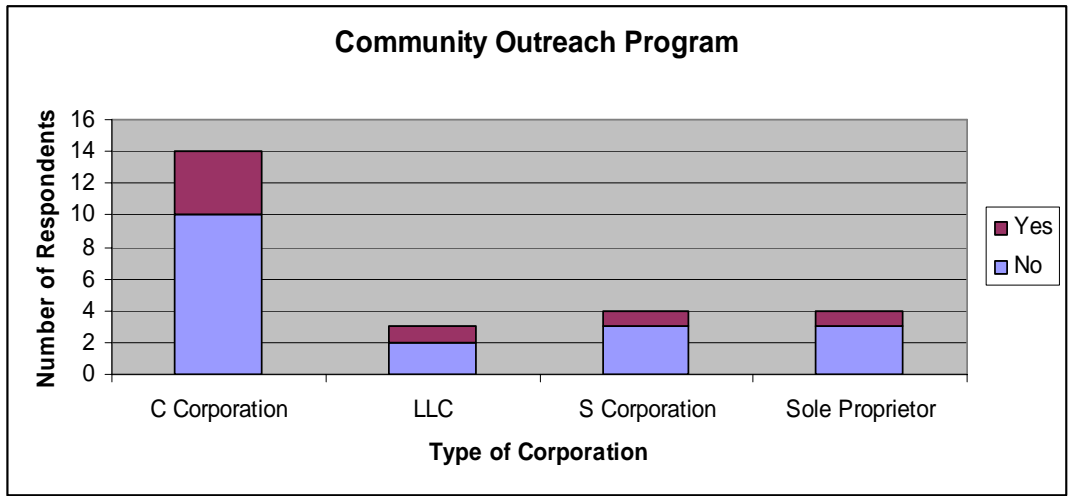
This question is very important because community outreach programs make it possible for local businesses to become involved with the community and become part of the peoples' lives in the Community. It gives the companies a chance to give back to the communities that contributed to their success. We will compare the results of the questionnaire to analyze what companies have community outreach programs in place to other factors including: yearly sales, years in business, and business structure.

### **Survey Results**

The following pie chart shows us the amount of Businesses with Community Outreach Programs, and also how many businesses do not have them. We see that a total of 13 companies responded "yes" to having community outreach programs, while 23 said "no".

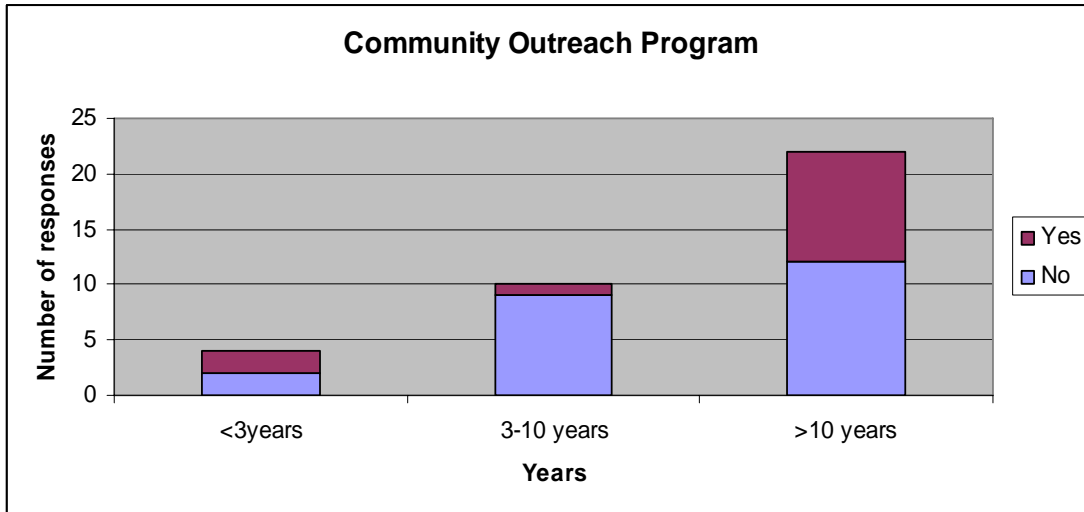


### Community Outreach Program & Business Structure



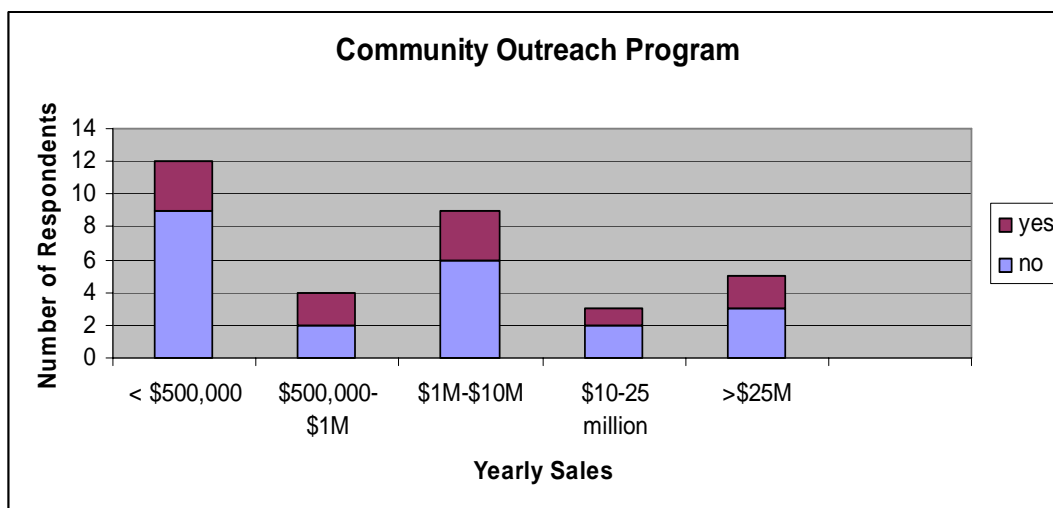
This preceding column chart shows us what different kinds of organizations have Community Outreach Programs in place. We see four different types of companies; C Corporations, LLC's, S Corporations, and Sole Proprietorships. We can quickly observe that C Corporations in San Mateo had the highest percentage of Community Outreach Programs in place compared to the other companies. They have 58% of the Community Outreach Programs. LLC's, S Corporations, and Sole Proprietorships each held an even 14% of the programs in San Mateo.

### Community Outreach Program & Years in Business



This column chart shows us the correlation between which businesses have established Community Outreach Programs, and how long those companies have been in business. There are three categories for the time value (<3yrs, 3-10yrs,>10yrs). We can conclude that more established businesses that have been running for 10+ years are much more likely to have a community outreach program in place. This makes sense, because it would be much easier for an experienced company to establish a program like this because they have the experience and resources available to set up a program, whereas a startup company will not likely have a lot of time and money to be spending on this type of program.

### Community Outreach Program & Yearly Sales



The above chart compares different companies' yearly sales to the amount that responded "yes" or "no" to having a Community Outreach



Program in place. It is very surprising to see that companies with the most community outreach programs in place are those that have less than \$500,000 in yearly sales. One would expect that the companies with the highest sales would have more money to start up a community outreach program but in fact it is the opposite. There were three companies with less than \$500,000 in yearly sales, while there was only one company with a community outreach program that had yearly sales of \$10-25 million. This tells us that many smaller sized companies are making it a priority to become involved with the community and interact with them, while larger, more profitable companies are doing their own thing and staying to themselves.

All of this information combined gives us a pretty good feel for what kind of companies take part in community outreach programs. C Corporations who have been in business for more than ten years and have yearly sales less than \$500,000 are the most likely to have a community outreach program in place in San Mateo County. Young companies that have huge sales such as technology startup companies are much less likely to have these programs in place. We can attribute this trend to the fact that newer large companies are mainly focused on expanding their business and being profitable, while the smaller “mom & pop” stores that are established are more inclined to give back to the community that has supported their business. These smaller businesses appear to be more grateful towards what they have, and willing to give some of their success back to others.

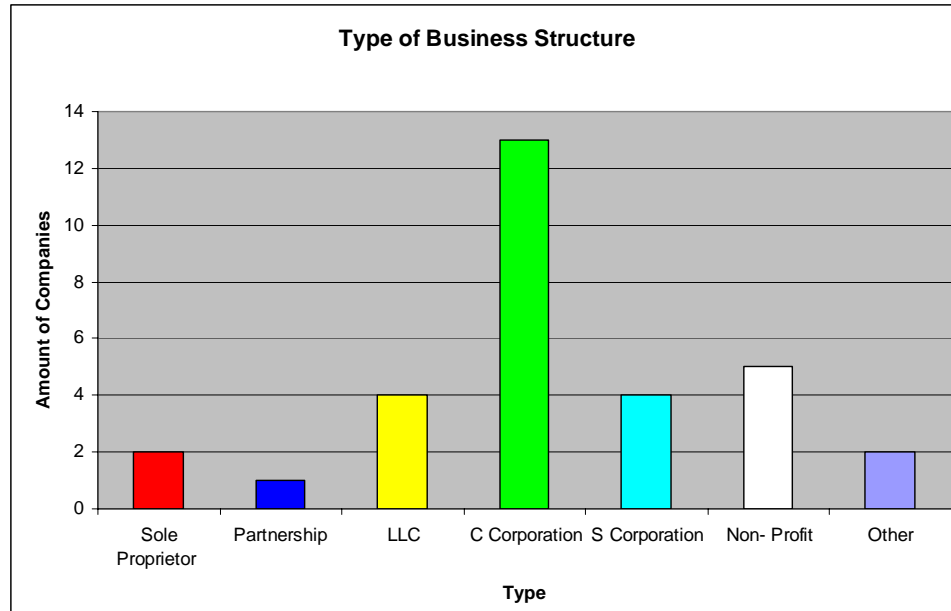
## **9: How is your business structured?**

### **Why is it Relevant?**

Question 9 of the survey asked how the business was structured. It is important for one to know what type of structure a business is because it categorizes the organization. This allows information to be grouped together easier based on category. For the most part everyone had a specific category they were able to fit under. However, there were three surveys that had no response. This was probably due to a difference in business type.

### **Survey Results**

Taking a look at this first graph shows the dominance in C type corporations around this area. Non-profit type businesses are second in quantity, followed by LLC and S corporation types. Sole proprietor and other categories have the smaller quantities which are followed by partnership type businesses. Since C corporations are dominant in the numbers, one can assume that they are the most successful in this area as well.

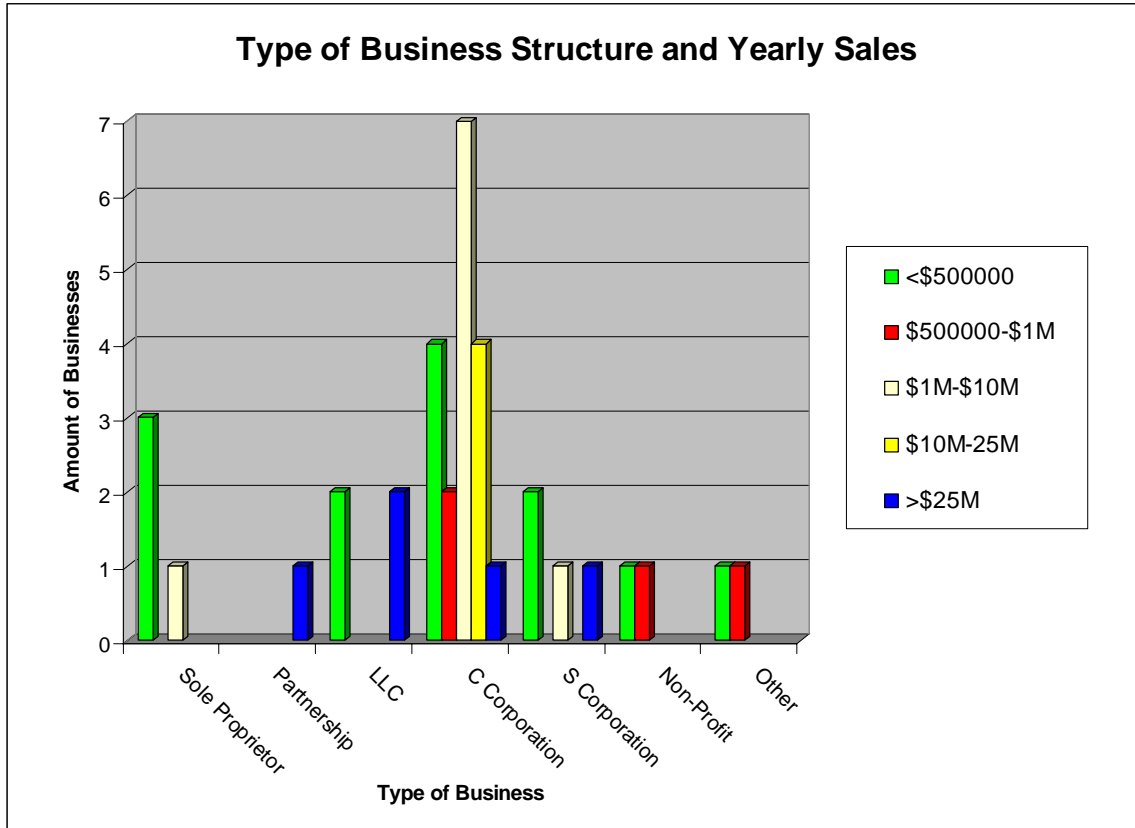


## Correlation between Type of Business Structure and Yearly Sales

Analyzing yearly sales is a good way of interpreting a businesses success. As examined in the first graph, C corporations were dominant by quantity. The question is now whether they are successful or not.

## Survey Results

This graph shows that not only are C type corporations dominant in quantity, but they are also financially dominant as well. There are 7 C type corporations within the 1 to 10 million yearly sales categories. There are also 4 C type corporations that are in the 10 to 25 million bracket and another 4 that were in the 500000 or less bracket. This chart also shows the yearly sales of other business structures. For the most part there are not many businesses that yield over 25 million in sales. The significant amount of sales is 500,000 dollars or less.

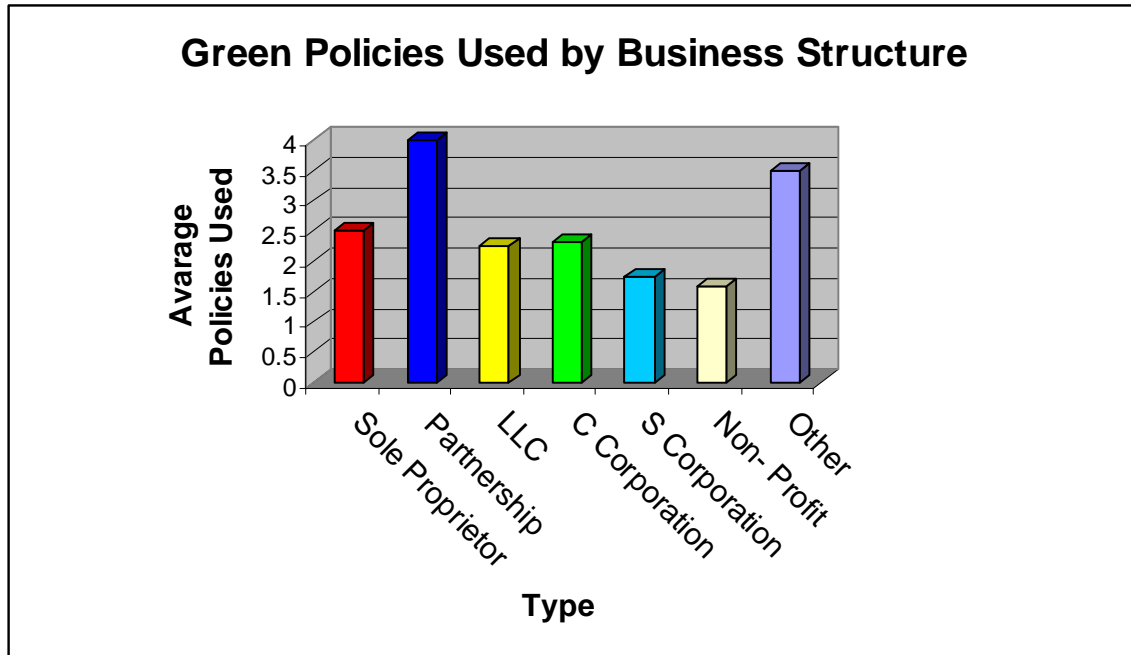


## Correlation between Type of Business and Adoption of “Green” Policies

In today’s society large quantities of waste are created. New efforts around the world have helped establish a cleaner more efficient way of using and creating resources. The green policies that were placed on the survey were just a few of the many ways a business can help improve the stability of the environment.

## Survey Results

This graph shows the correlation between the type of business structure and the average amount of green policies used according to our survey. At the top of the list is the partnership type business, however, this can be somewhat biased since there was only one partnership type structure within our survey pool. Sole proprietors, LLC and C corporations are just above a 2 policy average while S corporations and Non-profits are around a 1.5 average. This is a good start for many companies seeing as how this is an average and those who do not use any green policies are also incorporated within the study. Green policies are beginning to show a trend in competition and more businesses are pushing to increase their “green” efficiency.

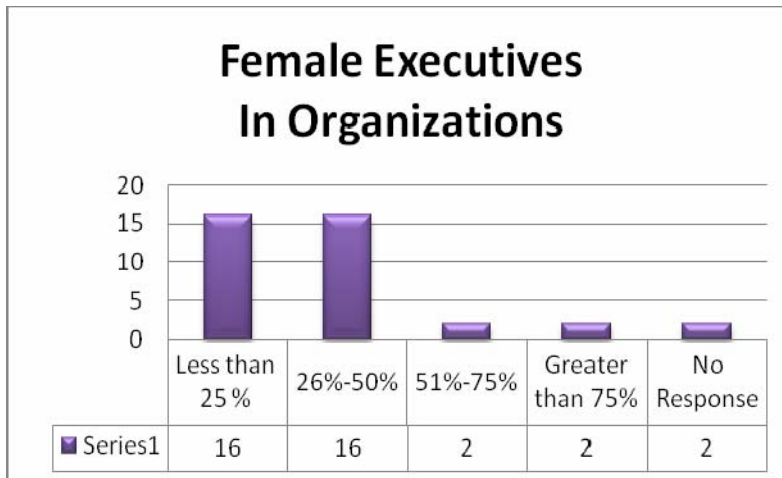


**10. What percentage of your company's top executives are female?**

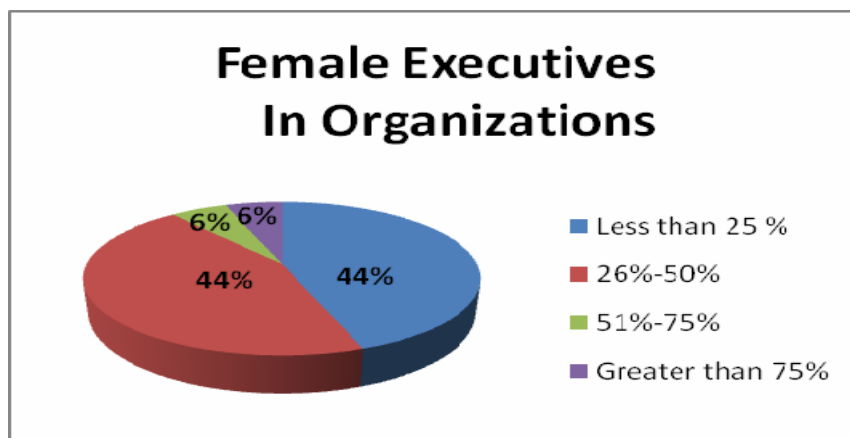
**Why is this relevant?**

To this day the glass ceiling is very present in the Silicon Valley. Only 9% of companies in the Santa Clara County have promoted a woman to an executive position. Only 7% of corporate boards include one woman. In the organizations in San Mateo County it is important to know how many female executives are present and their correlation to the years a business has been in operation, and the community outreach programs that are present in the organizations.

**Survey Results**



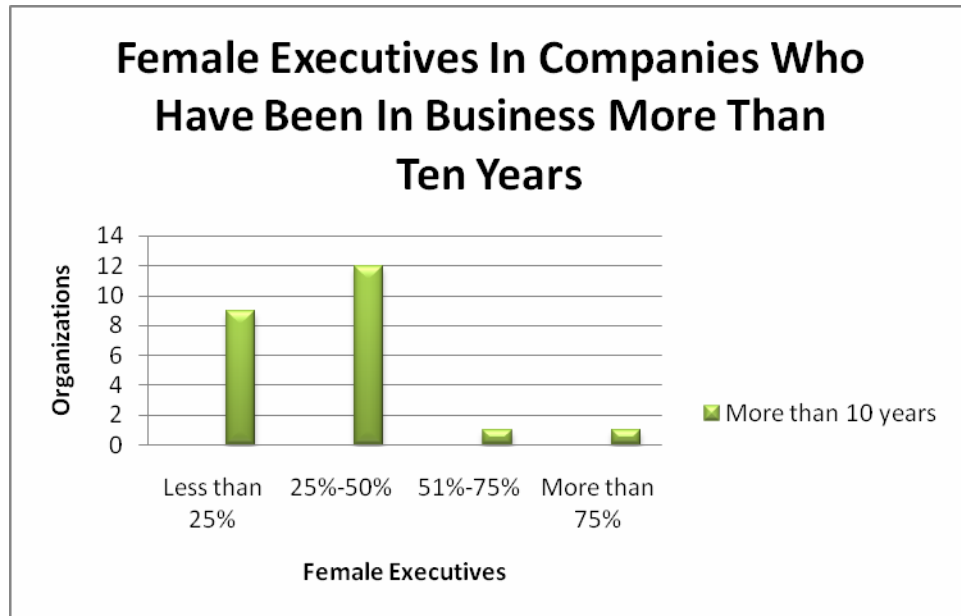
The survey conducted was designed to collect a wide range of detailed data from thirty-eight organizations. The data indicates that of the top executives, less than 25% are female in 16 organizations, 26%-50% female executives are present in 16 organizations, 51%-75% female executives are present in 2 organizations, greater than 75% female executives are present in 2 organizations, and 2 organizations did not respond to the survey. The overall results indicate the number of top female executives in organizations is low in San Mateo County but are also similar nationwide. The two graphs displayed show this information.



### Female Executives in Companies Who Have Been in Business More Than Ten Years

The correlation between female executives to the years a business has been in operation concludes that there are more female executives in businesses that have been in existence more than ten years. The survey conducted shows that out of thirty-eight organizations a total of twenty-three organizations that have been in business more than ten years. Nine organizations have less than 25% female executives, twelve organizations

have 25%-50% of female executives, one organization has 51%-75% female executives, and one organization has more than 75% female executives. It is very unfortunate that to this day large numbers of female executives are not present in organizations. However, it is clear that in organizations that have been in existence more than ten years are incorporating 25%-50% female executives. The graph below displays this information.



## Female Executives in Relation to Community Outreach Programs

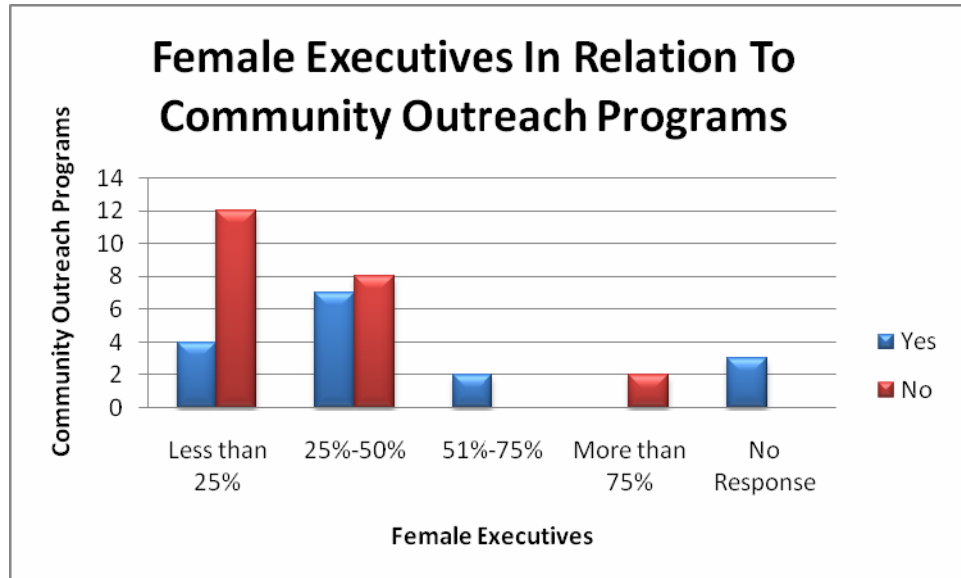
The correlation between female executives and the organizations with community outreach programs indicate that seven organizations that have 25%-50% female executives have the highest amount of community outreach programs.

Four organizations that have less than 25% female executives said they did have community outreach programs. Twelve organizations with less than 25% female executives said they did not have community outreach programs.

Seven organizations with 25%-50% female executives said they did have community outreach programs. Eight organizations with 25%-50% female executives said they did not have community outreach programs.

Two organizations with 51%-75% female executives said they did have community outreach programs. Two organizations with more than 75% female executives said they did not have community outreach

programs, and two organizations did not respond. The graph below displays this information.

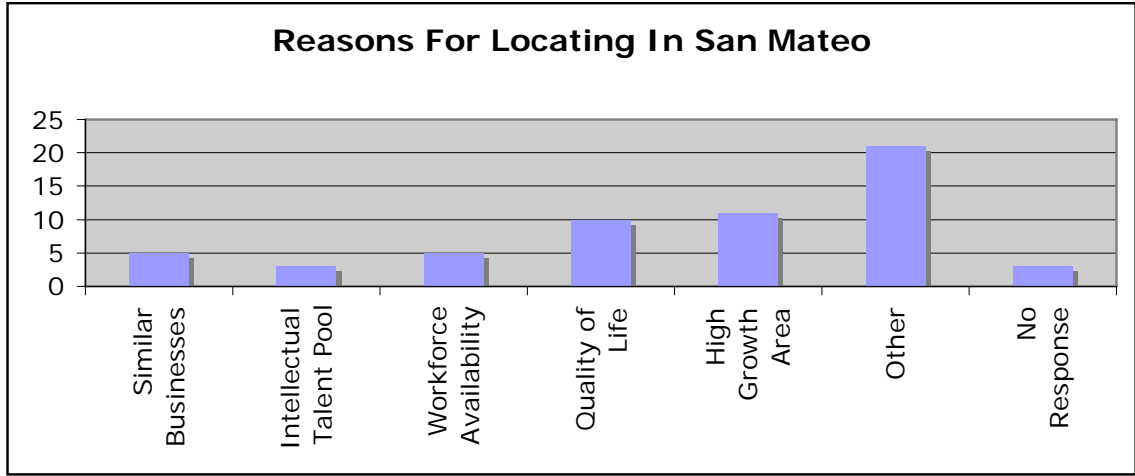


## 11. Reasons for Locating In San Mateo?

### Why is this relevant?

Knowing why a business has decided to move to San Mateo County is important because it helps to distinguish the trends of area. It also helps to know why the businesses and organizations have decided to pick a certain area helps because it sheds light on the possible future of the area. These reasons help to determine which type of organizations might be attracted to this area and what businesses might decide to open up here in the future.

### Survey Results

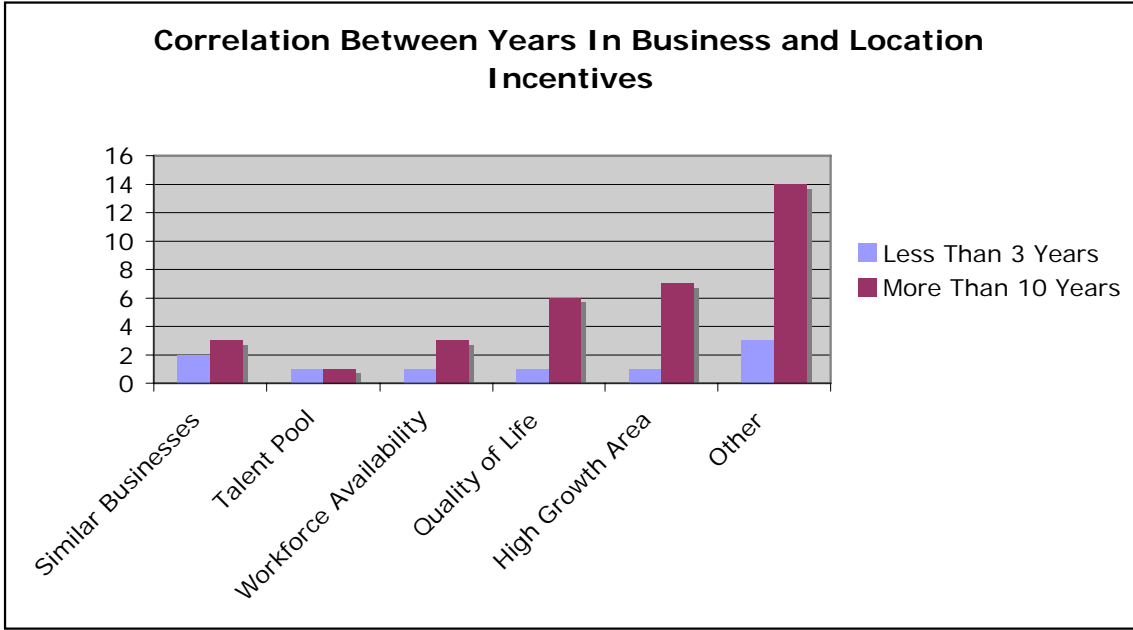


The survey was designed to understand why businesses have decided to establish themselves in San Mateo County. Based on the graph listed above, most of the businesses checked “other” as the reason in which they have moved to San Mateo. The reasons classified as “other” refers to reasons like family life, living area, and resources are not listed on the survey. On the other hand, we see that the High Growth Area is the second highest with around 11 responses. Then we see that the lowest option besides No Response would be the Intellectual Talent Pool with around 3 responses. The information above shows that most of the companies did not decide to move to San Mateo based on the Intellectual Talent Pool in the area. In addition, the total amount choices selected in the survey surpassed the amount of companies that were surveyed. This is because the companies were allowed to check more than one option in this question.

### Correlation of Years in Business and Reasons for Locating in San Mateo

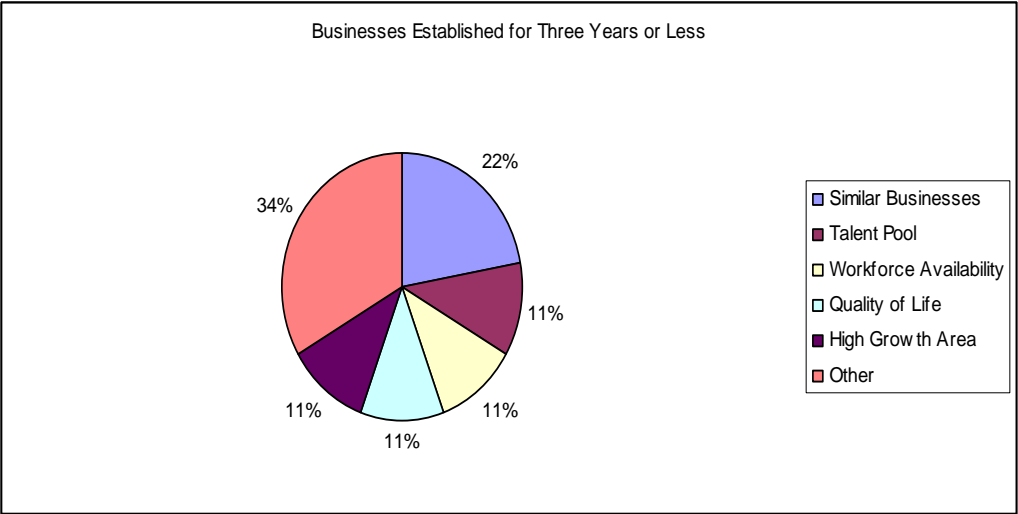
The column graph shown below is a correlation between the years that the companies have been in business and the reasons for deciding to locate business in San Mateo. The graph is based on the maximum and minimum amount of years that the businesses have been established. The lowest option available in terms of the years that the companies were in business was three years or less. The maximum option available was based on ten years or more. The graph represents the reasons that the businesses have decided to move to San Mateo and the years they have been in business. The lowest rated option based on both the minimum and maximum amount of years is the Intellectual Talent Pool. However, the highest rated options for both extremes are High Growth Area and Quality of Life.



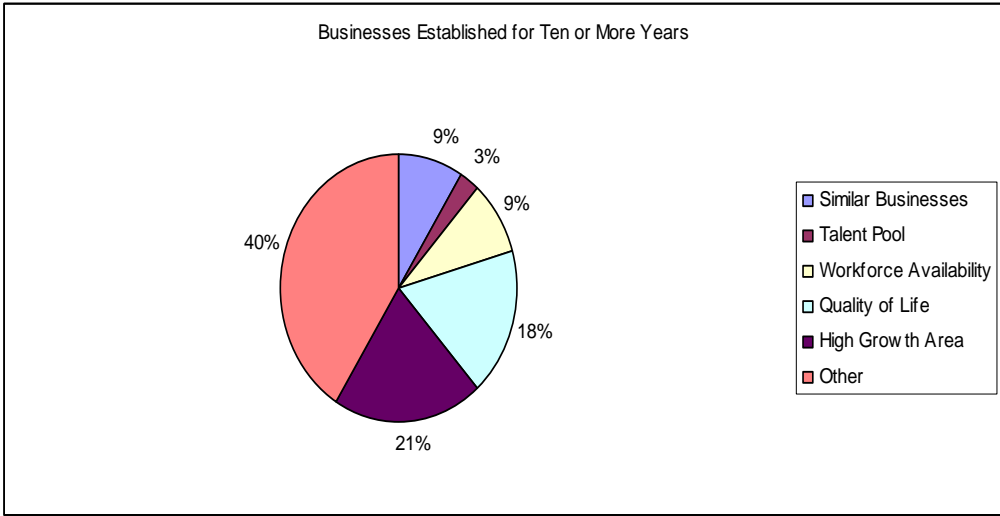


## Correlation of Three Years or Less and Reasons for Being in San Mateo

The following graph discusses the results of the businesses that have been established for the past three years or less. 34% of the businesses have chosen Other as the reason for choosing San Mateo as their business headquarters. The companies also feel that Similar Businesses are a key factor in deciding whether or not to move to San Mateo at 22%. Work force availability, high growth area, talent pool and quality of life options of the survey end up on the same percentage at 11%.



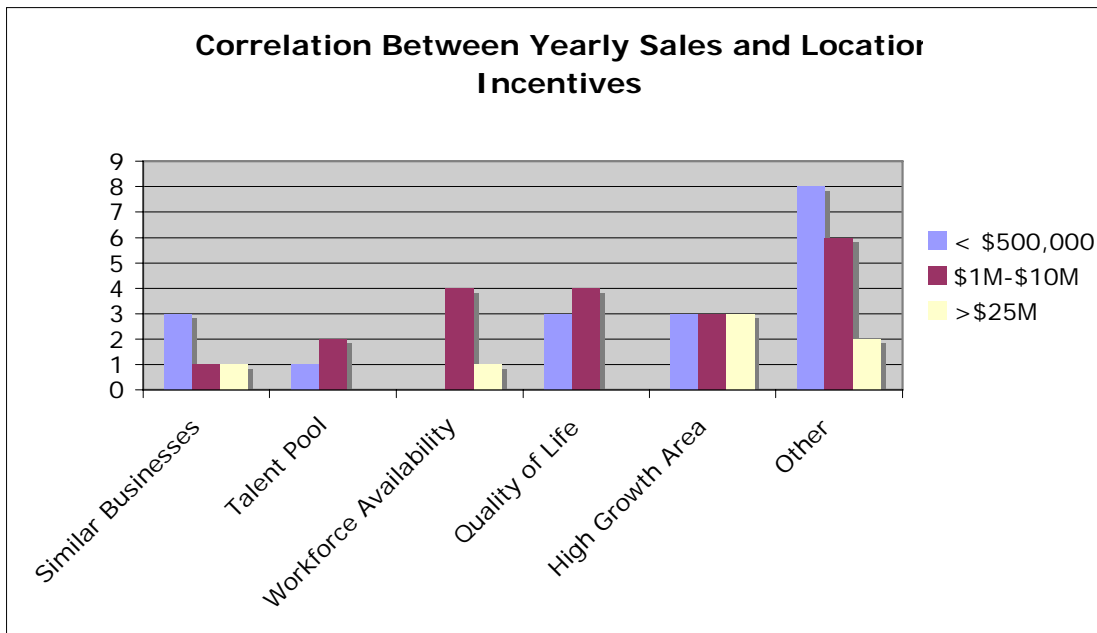
### Correlation of Ten Years or More and Reasons for Being in San Mateo



The above graph is an illustration of businesses that have been established for ten years or more. As we have seen in following graphs, the option labeled other is rated the highest amongst these businesses at 40%. High Growth Area is a choice that has not been viewed in the past graphs as one that has had a high impact on a companies' reason for location. This is 21% for High Growth Area is followed with 18% by Quality of Life. The idea of Quality of Life refers to the fact that the businesses feel that the area is a good place in which family life and various lifestyles flourish. Both Workforce Availability and Similar Businesses come in at 9%. Finally, we have the Intellectual Talent Pool coming in 3%.

## Correlation of the Yearly Sales and Reasons for Being in San Mateo County

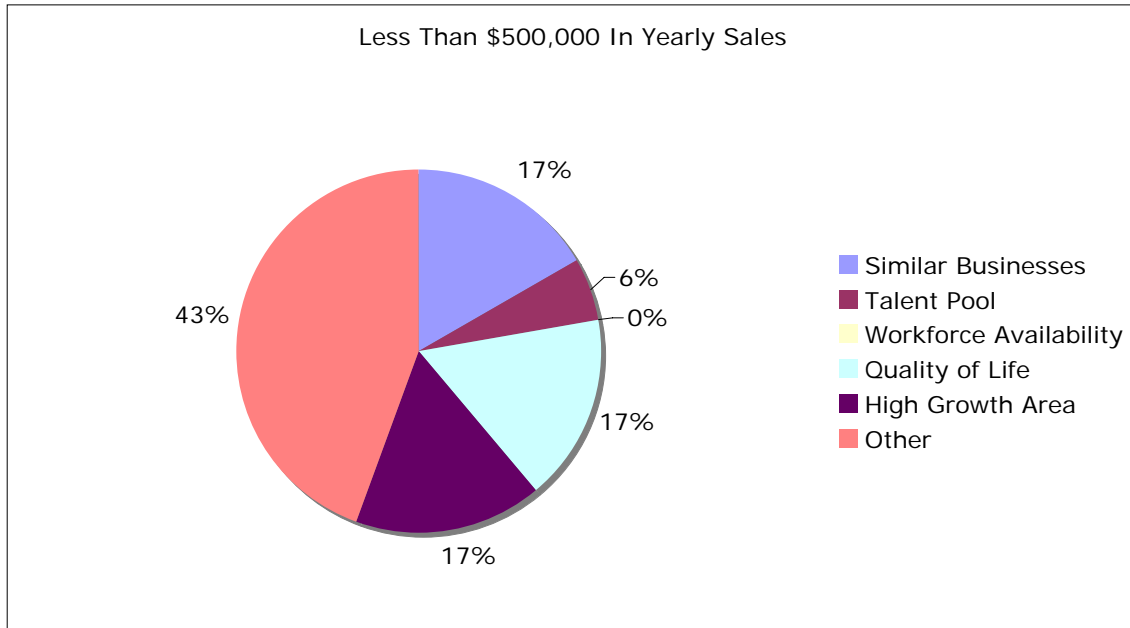
The correlation chart of Reasons for Being in San Mateo and Yearly Sales is shown below. The chart demonstrates the amount a company makes in yearly sales in reference to the reasons why they chose San Mateo as the area to conduct business. This graph is based on three different degrees of the various company earnings. The range varies in levels from \$500,000 or less, \$1 Million through \$10 Million dollars, and \$25 Million dollars or more a year. The graph shows that the companies with annual sales of \$1 through \$10 Million chose Workforce Availability and Quality of Life as their reasons in which they feel San Mateo was the best place to conduct business. Based on the highest earning companies, High Growth Area played a major part in deciding whether or not to do business in San Mateo. This is probably because most of the businesses with \$25 Million or more have been established for 10 or more years.



### Less Than \$500,000 in Yearly Sales

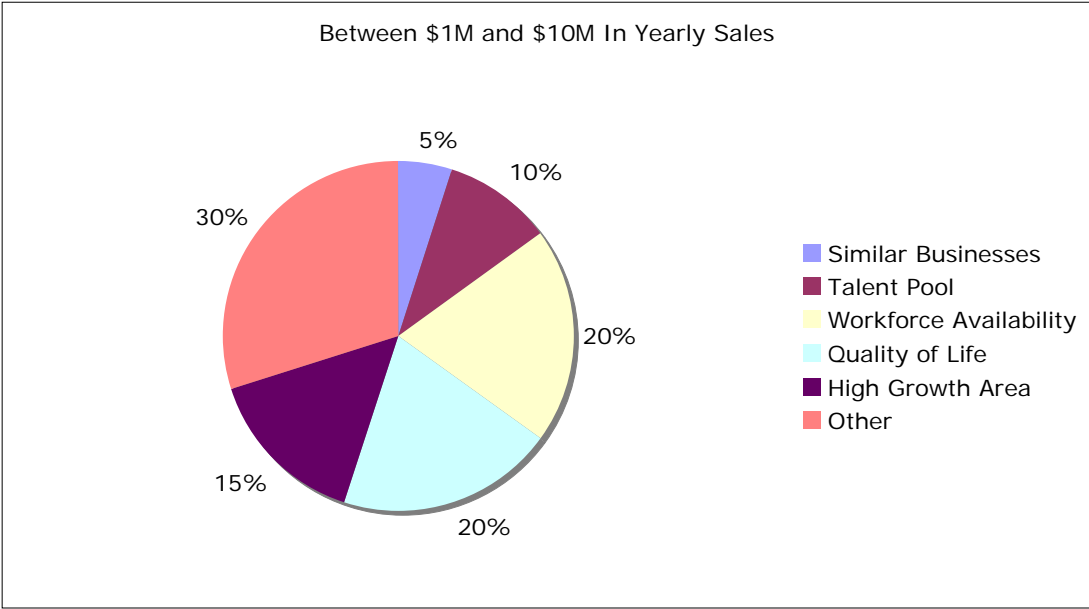
The pie chart below shows that most of the companies that make an annual profit of \$500,000 or less have decided that Other is the main reason for moving to San Mateo. With the Other option occupying 43% of the pie chart,

very little room is left for the other options. Similar Businesses, High Growth Area, and Quality of Life take up an even 17% of the chart. Finally, we have Intellectual Talent Pool and Workforce Availability taking up the least amount of space on the chart at 6% and 0%.



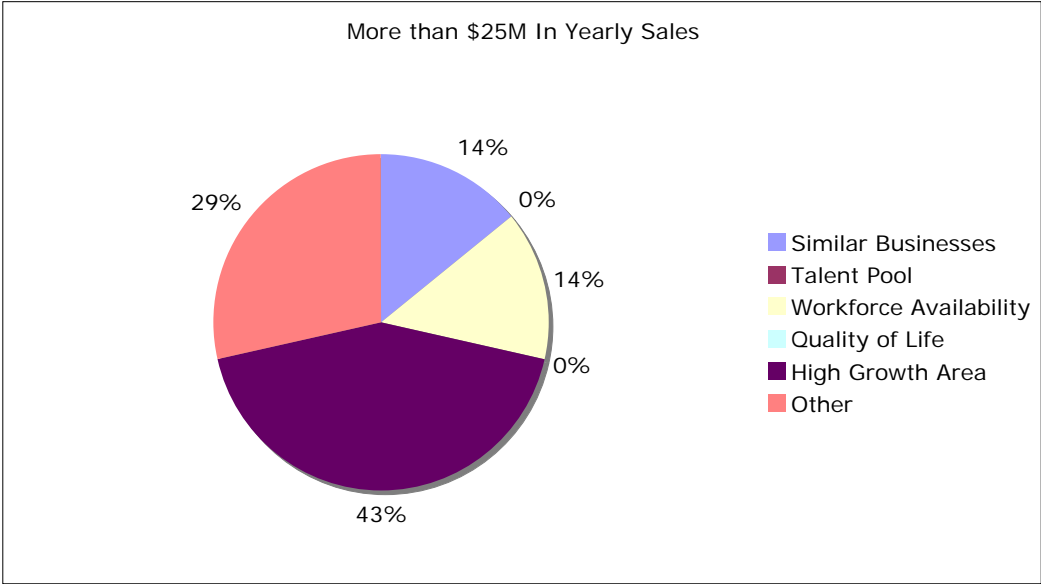
### Between \$1 Million and \$10 Million in Yearly Sales

This pie chart is meant to illustrate the correlation between yearly sales of \$1M through \$10M and reasons for being in San Mateo. It is visible that this is probably one of the more evenly spread out graphs that we've come across. This is most likely because the highest rated option, being other, stands at a mere 30%. This 30% is followed by the responses for Quality of Life and Workforce Availability at 20%. Then we have High Growth with 15% and Intellectual Talent Pool at 10%. The last 5% of the chart belongs to Similar Businesses in the area. This graph is probably spread out so evenly because of these businesses are a little more established and have taken the time to explore different aspects of business.



**\$25 Million and Up In Yearly Sales**

The pie chart given below represents the maximum amount of yearly sales in relation to the reasons for choosing San Mateo. This graph is very different from the others because of the fact that the highest rated option is High Growth Area at 43%. This is the first graph in which we see that another response has surpassed the Other option by 14%. In addition, we have Similar Businesses and Workforce Availability at an even 14% while Quality of Life stands at 0% along with the Intellectual Talent Pool.

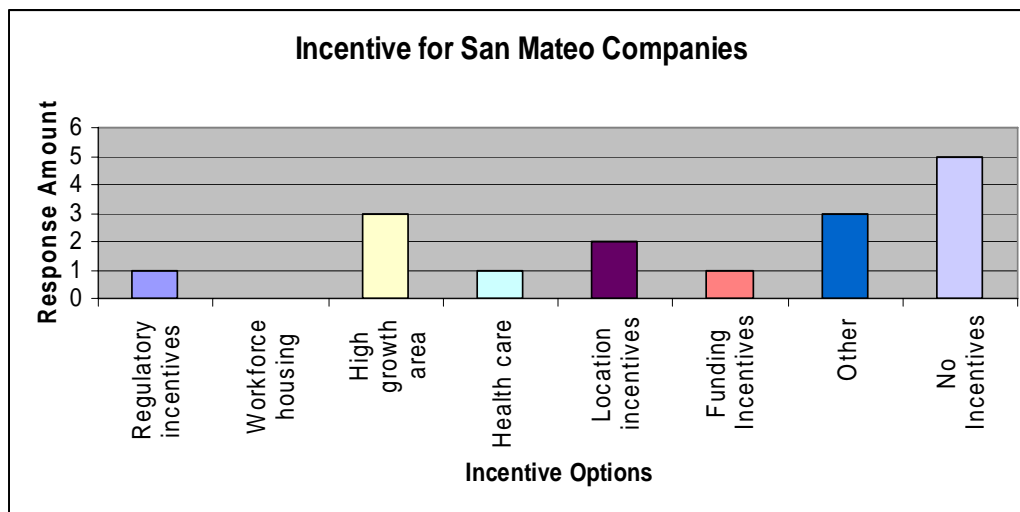


## 12. What Incentives (state, local, or otherwise), if any, did you take advantage of when locating your business to San Mateo County?

### Why is this relevant?

The incentives for the locating in San Mateo County are important for understanding what the future holds for the area. Incentives are a determining factor as to if companies will be attracted to this area and which type of organizations those will be. For example, high growth is an influential incentive for locating in a certain area because businesses project higher demand.

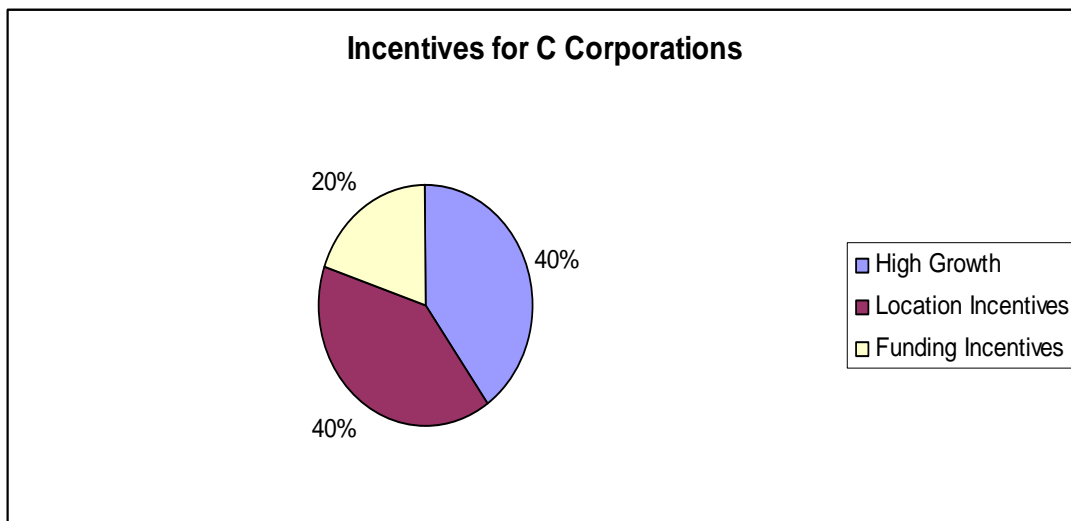
### Survey Results



The survey was conducted to understand the variety of incentives for San Mateo County organizations. Companies responded as to taking advantage of the high growth area and the location incentives. Workforce housing is not necessarily a benefit of establishing in this area. San Mateo County benefits from being located within the Bay Area because it attracts residents due to the thriving opportunity and diversity. Similarly, location incentives include a short commute to the larger cities and easy access to a wide variety of other organizations. The incentives categorized as "other" are owners who previously lived in area and that the organization had long been established in the area. However, the largest response for the San Mateo companies was no incentives. The reasoning behind this response may be because they are not glaringly obvious to the company. The company may be come accustomed to their location and do not realize the opportunity and convenience of being located in the Bay Area compared to other less thriving areas.

## Correlation of C Corporations to Incentives for Locating in San Mateo County

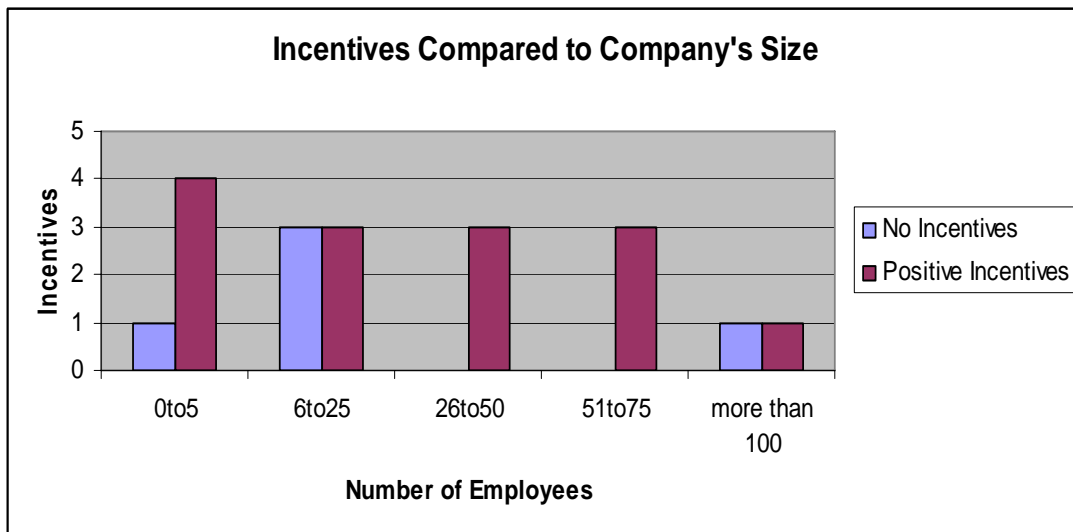
The pie chart correlates the type of business structure and its incentives. The majority of companies surveyed were classified as C-Corporations responded to take advantage of three major incentives. The incentives are high growth, location incentives, and funding incentives. The location advantages include the Cal Train and Bart Station for transportation and a short freeway distance from San Francisco and the Silicon Valley. High growth incentives match location incentives at 40%; this means the population and potential growth statistics are in favor of businesses located in San Mateo County. Funding incentives were also recognized at 20% for C-Corporations meaning these organizations can take advantage of local venture capitalists. Publicly traded companies rely on the income and the growth surroundings residents as well as the addition of new businesses in the area which improves the county's financial stability. Locating in this area allows the business to experience synergy and be on the cutting edge of technology. The future is optimistic for C-Corporations in San Mateo County as long as the growth rate continues to increase because funding and location are a direct correlation when the surrounding areas are thriving.



## Correlation of the Incentives in San Mateo County to Number of Employees

The correlation chart of Incentives is compared to the Company size as shown in the graph below. The chart demonstrates that the Number of

Employees 0 to 5 experiences the most positive incentives, while the organizations exceeding 100 or more employees report to take less advantage of incentives. These larger companies may not need to rely on incentives as much as the smaller companies because they may have more resources and revenue. Many of the organizations with 0 to 5 employees may be start up companies who heavily depend on the resources that San Mateo County has to offer. According to the graph the majority of the companies report that they experience more positive incentives then no incentives at all. The amount of positive incentives decreases as the number of employees increase. This means when there are hundreds of employees they do not have to rely on the outside factors; instead the employees can manufacture incentives from within the company such as financially buying their advantages. Overall the chart shows that there is more positive incentive as compared to no incentives for locating in San Mateo County.



### 13. What challenges did your company overcome in the first 3 years?

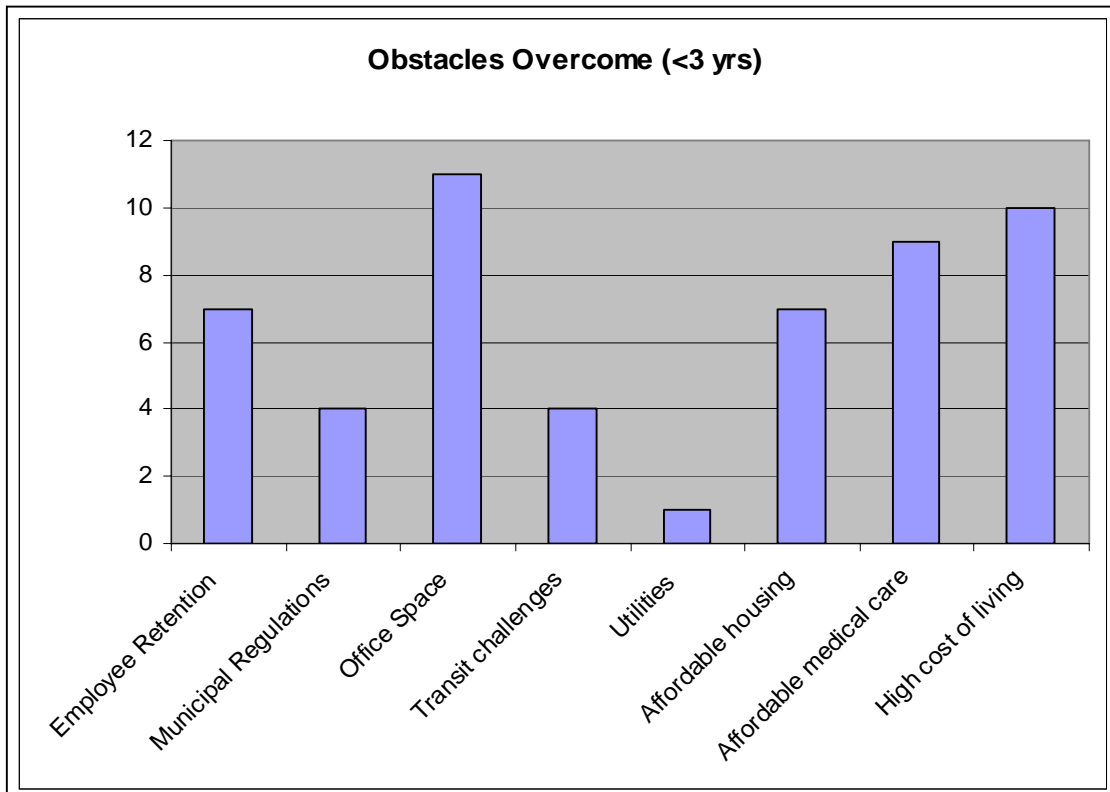
#### Why is it Relevant?

The participants were given eight options for challenges their company had to overcome in the first three years of its startup. This question gave a perspective of the immediate obstacles that are going to be faced when starting a organization in the San Mateo County.

#### Survey Results

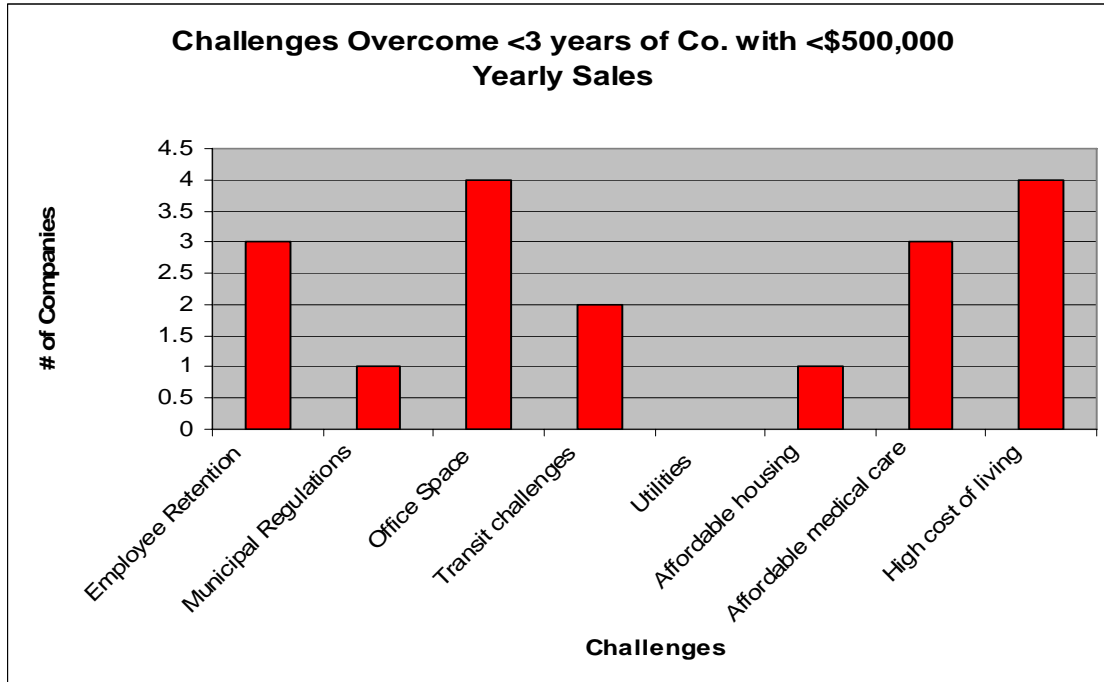


The most popular responses gave the impression that San Mateo is a county with high cost of living. The biggest challenges are finding affordable medical care, office space and housing. A start up organization will need adequate funding to be able to overcome the financial obstacles that it will face by starting a business in San Mateo.



### Challenges Overcome in the First Three Years by Companies with less than \$500,000 in Yearly Sales

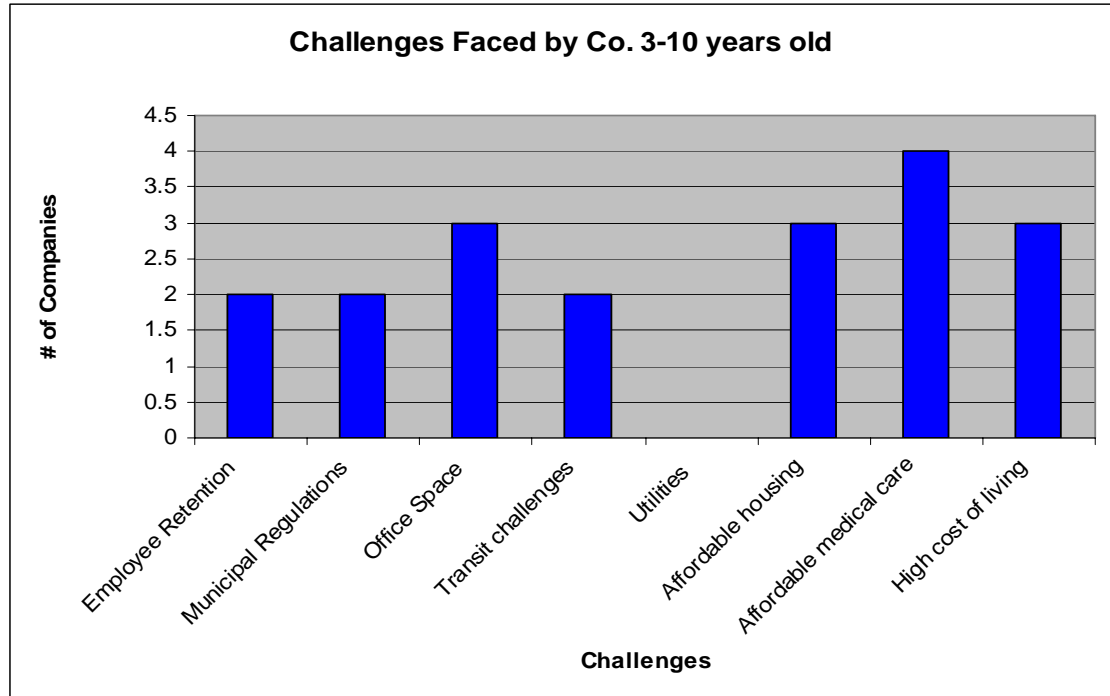
To get a better idea of how the high cost of living can impact a start up, we compared the challenges that were faced in the first three years with how much money the company makes in yearly sales. Well funded or high profitable companies probably would not face the same challenges as a company with less funding and profitability. We created a graph that shows the obstacles overcome in the first three years by companies with less than \$500,000 in yearly sales.



The two biggest challenges are the high cost of living and office space. The next two significant challenges are employee retention and affordable medical care. These four are what we expected to be the most considerable for organizations that do not have a lot of funding or profitability

### **Challenges Faced by Companies between Year Three & Year Ten**

We also wanted to compare the difference between the challenges that are overcome in the first three years vs. the challenges faced by companies that are between three to ten years old.



It was interesting that the most prominent challenges for the first three years are very similar to the challenges for the next seven years. This shows that the high cost of living, office space, affordable medical care and housing are sustainable challenges that are not just experienced near the beginning. An organization that is thinking of becoming a start up in the San Mateo County needs to be prepared to deal with challenges that are created from San Mateo being one of the most elite areas in the Bay Area.

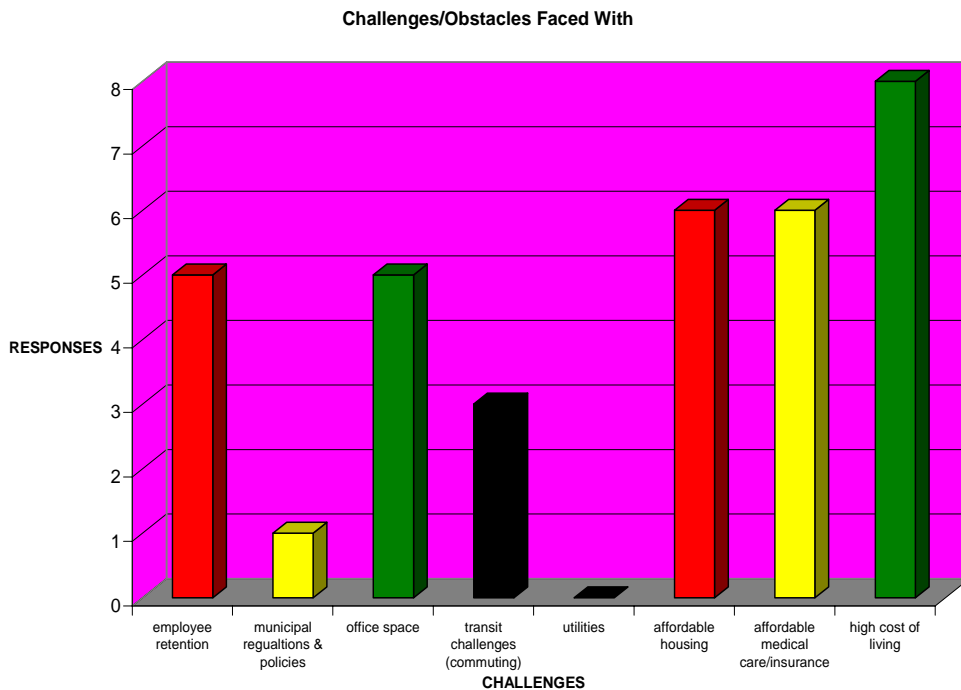
## 14. What obstacles or challenges are you faced with today?

### Why is this relevant?

Knowing what obstacles and challenges that these companies are faced with today is relevant to the survey because we can analyze how the company is affected by these challenges and how it reflects on the company's success.

### Survey results

This chart shows us the number of responses for each obstacle or challenge that the companies who answered the survey are facing. The number of responses is the x-axis and the obstacles or challenges are on the y-axis. The number of responses does not equal the amount of companies that took the survey because each company faced different obstacles or challenges. 7 companies out of 38 surveyed did not answer the question. The high cost of living is the highest challenge which should not be a surprise because San Mateo County is expensive. Affordable medical care or insurance and affordable housing had the same amount of responses

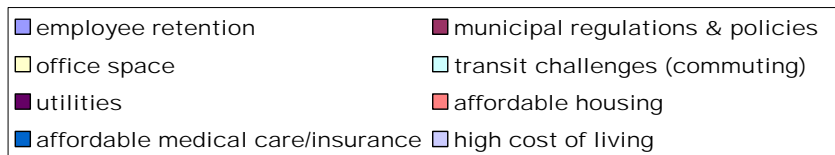
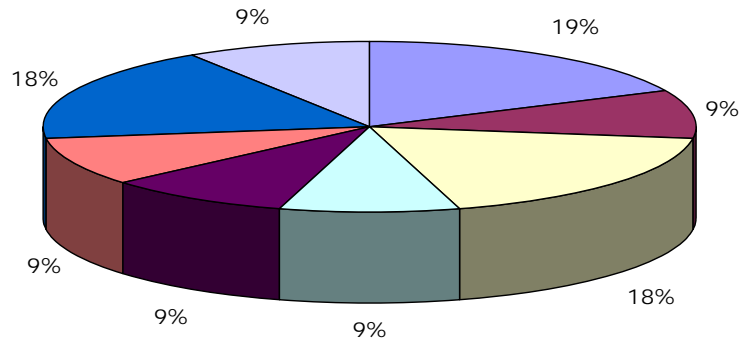


## Correlation between the numbers of years in business and challenges faced

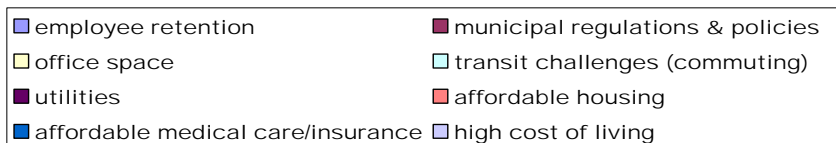
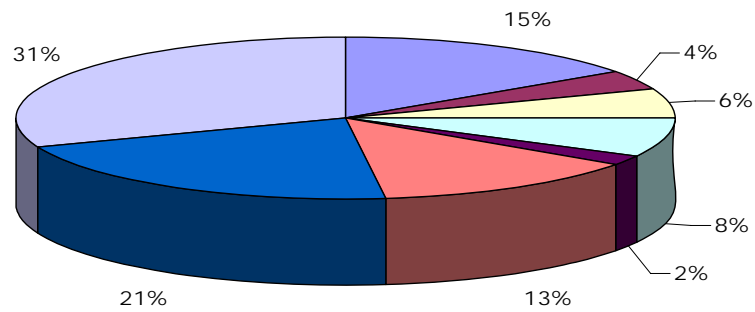
The next pie chart tells us the challenges that companies who were only open for less than three years. The colors represent the obstacle or challenge and the number next to the color represents the percentage of that specific obstacle or challenge. The top three obstacles or challenges are employee retention, office space, and affordable medical care or insurance. For a start up company, these are common challenges that they face. High cost of living, affordable housing, municipal regulations and policies, commuting, and utilities have the same amount of percentages. All of these challenges are relevant to a small business. Some employees may have trouble with adjusting with the location if they

live far and since San Mateo County is an expensive area to live in, commuting will be an issue.

### Challenges for Businesses <3 Years Face

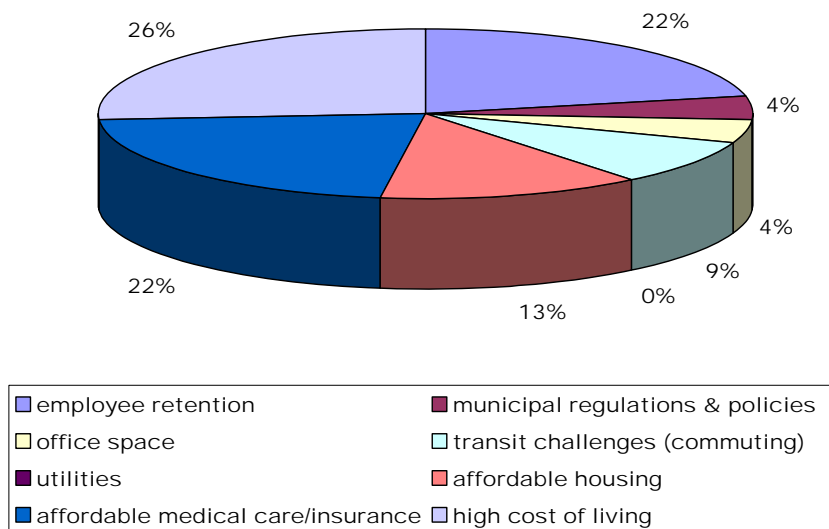


### Challenges for Businesses 3-10 Years Face



The above pie graph represents the challenged that the businesses that have been opened between 3 to 10 years. Most of the businesses who answered this question main challenges or obstacles were high cost of living, affordable medical care or insurance and employee retention. 3 to 10 years seem like a long time but they are still experiencing the same challenges or obstacles as the businesses that were opened for 3 years or less. Utilities and municipal regulations and policies seem to be the least ones that are causing obstacles or challenges for these businesses that have been open between 3 to 10 years. The least amount of challenges that these businesses are experiencing are utilities and municipal regulations and policies.

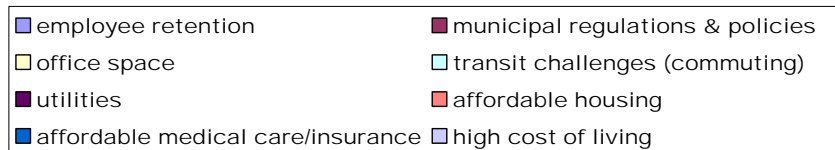
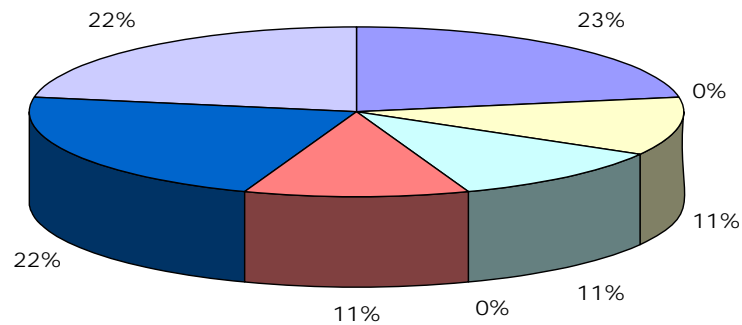
**Challenges Businesses >10 Years Face**



The above pie chart shows us the challenges or obstacles that businesses that have been open for 10 or more years. These businesses have about the same challenges in employee retention, affordable medical care and insurance and high cost of living. When reading this chart as well as the other two charts of the amount of years those businesses who took the survey, they all seem to have similar challenges. In conclusion, it does not matter how long you have been in business you will have about the same challenges and obstacles. Employee retention seems to be the most important challenge.

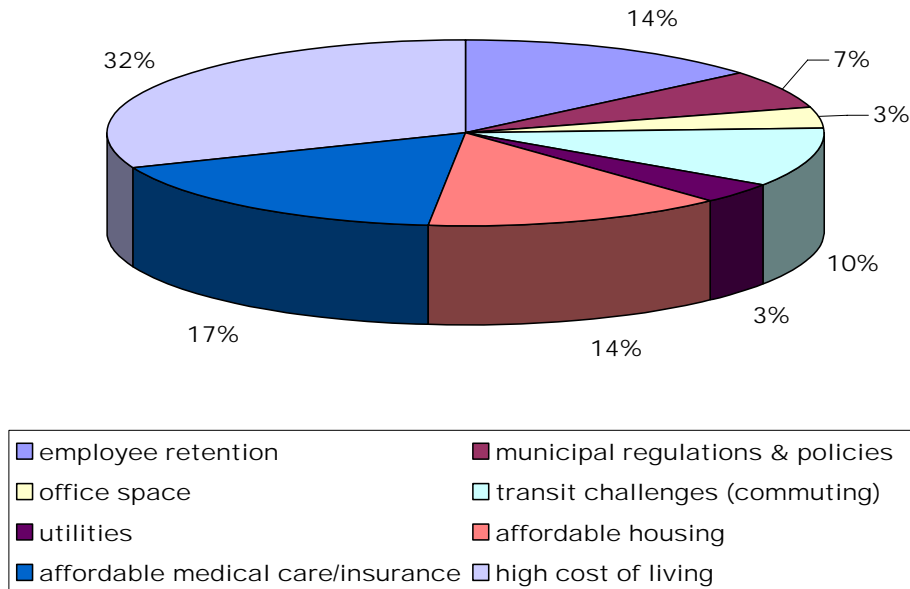
## Correlation between the percentage of employees living in San Mateo County and challenges faced

**25% Employees Live in San Mateo County**



This pie chart represents the percentage of employees that live in San Mateo County and the challenges that their businesses may face. These are businesses that responded to Less than 25% of their employees live in the San Mateo County. After analyzing this pie chart and the challenges that they are faced with, employee retention, affordable medical care, and high cost of living are the main issues. As we seen with the analysis with the number of years that businesses have been opened and the challenges, employee retention and affordable medical care are still the top two challenges. The number of employees that live in the San Mateo County has nothing to do with the challenges that they are facing. It is interesting to note that in this pie chart is the percentage of transit challenges, getting to work especially if you live in the same county should not be a challenge, but since the price of public transportation and gas prices are raising, it will be an issue for even these employees.

### 75% Employees Live in San Mateo County



This pie chart represents the percentage of employees that live in San Mateo County and the challenges that their businesses may face. These are businesses that responded to 75% of their employees live in the San Mateo County. About a third of the pie chart is filled with the high cost of living. Since the number of employees increased, so does the high cost of living percentage. San Mateo County is an expensive area to live in and so these businesses with about a third of their company living in San Mateo County, their main challenge will be the high cost of living.

### 15. What practices is your company making toward becoming green?

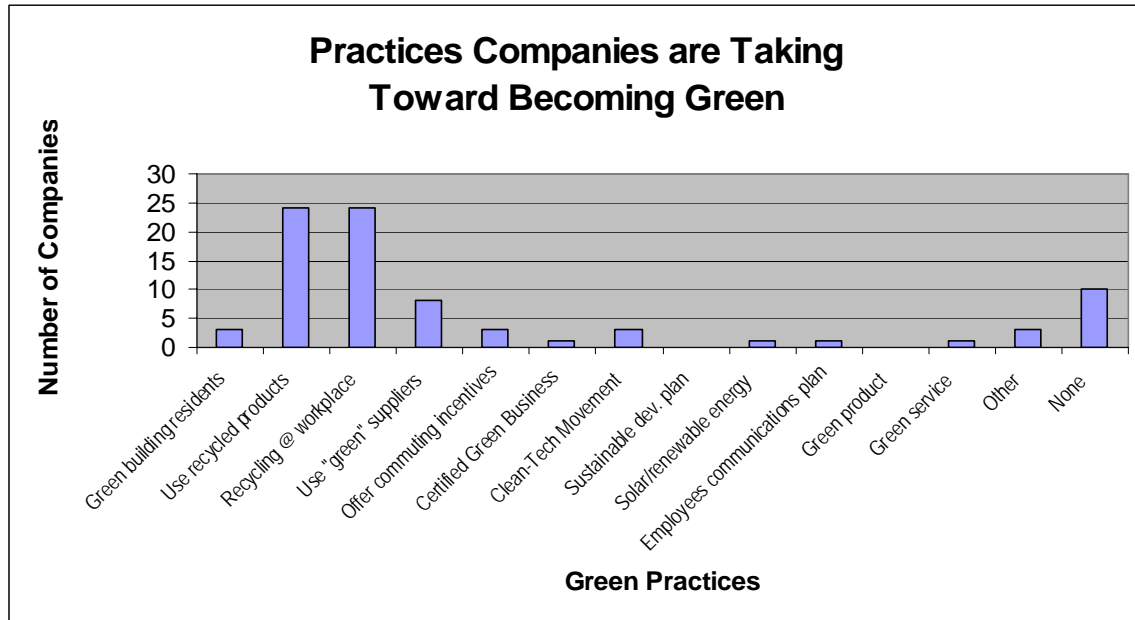
#### Why this is relevant?

It is interesting to know where businesses stand as far as "going green." The world we are living in today has been making many moves toward becoming green. People are thinking twice about certain products that they use on a daily basis and the ways they can help protect the earth. Different companies implement "green" policies show that they care about their surrounding environment. This data is important to our study



because it allows us to learn about what types of businesses are in San Mateo community. It also helps to understand what types of businesses are “going green” in comparison to their years in business, community outreach participation, and their type of business structure.

## Survey Results

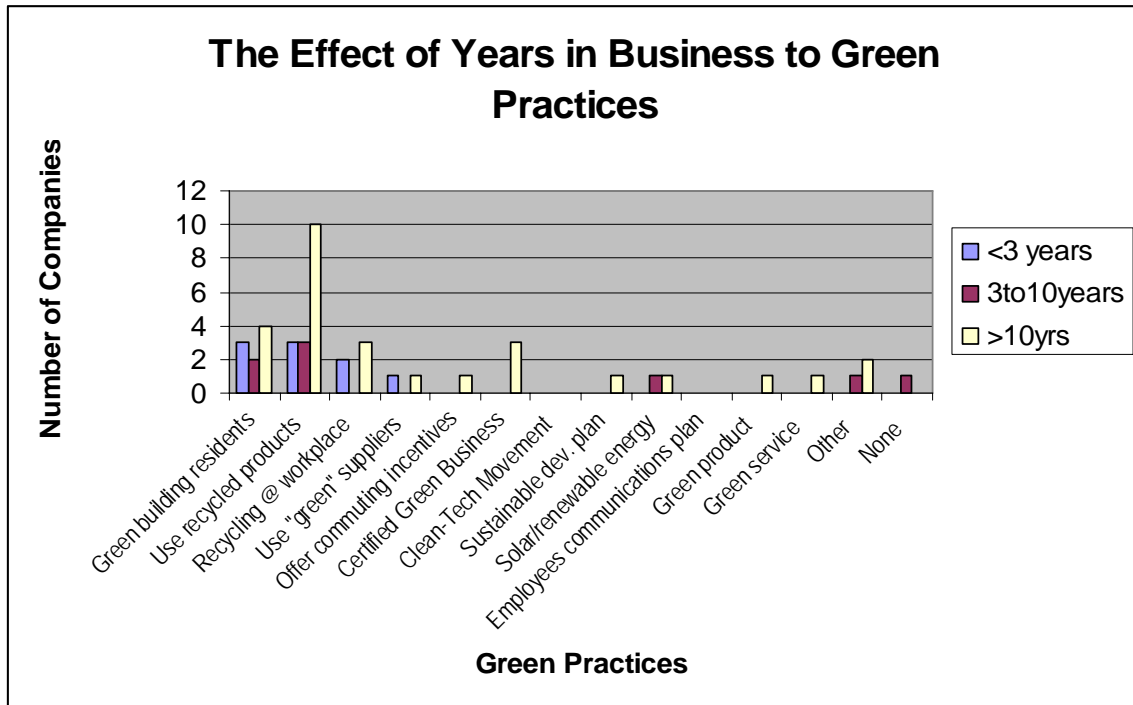


According to the data provided and the graph, there are companies who are making an effort to take part in some sort of green practice. Out of the 38 businesses surveyed, more than 20 companies answered that they recycle and re-use recycled products. There are more than five companies using “green” suppliers and just fewer than five who reside in a green building, offer commuting incentives, are certified, part of Clean-Tech, and others. The overall data shows some business involvement in becoming green in a variety of different areas. Also note that only 10 businesses said they are not participating in any green practices.

## Number of Companies Becoming Green in Comparison With Their Years in Business

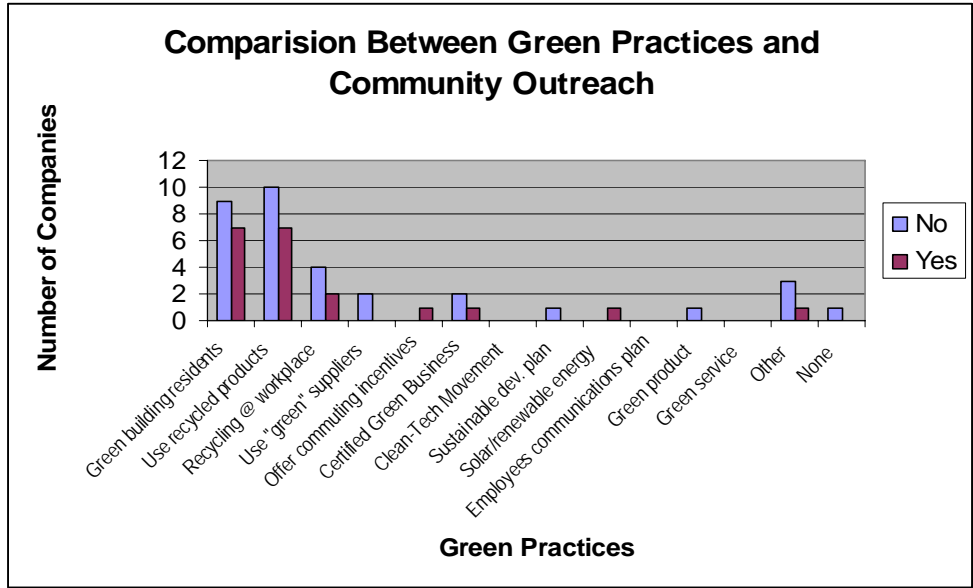
The correlation between the practices that a company is taking towards becoming green and the company’s number of years in business is very significant. Based on the results, companies who have been in business longer have taken more action in becoming green. The companies with the greenest practices have been in business for more than 10 years. There are also some companies who have taken on a few green practices, and they have been in business for 3 to 10 years. Finally, the few companies that have been in business for less than 3 years are taking part in only a

couple of green practices. However, there were only four companies who have been in business for less than 3 years.



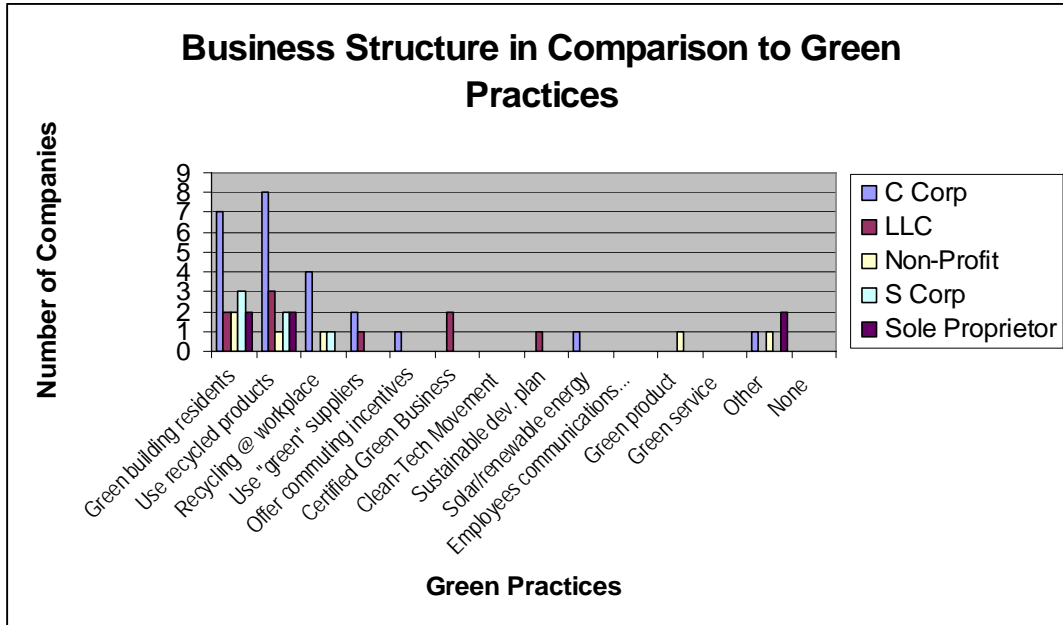
## Businesses Becoming Green in Comparison to Community Outreach

The correlation between companies with green practices and their community outreach shows that more companies are not involved with the community even though they are taking part in some green practices. The results show that more companies do not partake in community outreach. This is interesting information because "going green" is a communal type action. Becoming green saves time and energy for the sake of the environment. You would think the opposite of the results. The more green practices you are involved with should make you look out for the community and the society; furthermore also being involved with community outreach.



### A Businesses Green Practice in Relation to Their Business Structure:

Most of the businesses today are within the C Corporation business structure. This data shows that these types of business are partaking in more green practices. The Limited Liability Corporation (LLC) structure is taking part in the second most green practices. Then, the Non-Profit organizations, S Corporations, and Sole Proprietors are involved in a couple of green activities. It seems the larger the business structure, the more effort toward becoming green the company is making. This graph also shows that all five types of business structures are involved in both residing in a green building and using recycled products. This is a good start for these companies, but they should continue to build off these and work toward more green practices.



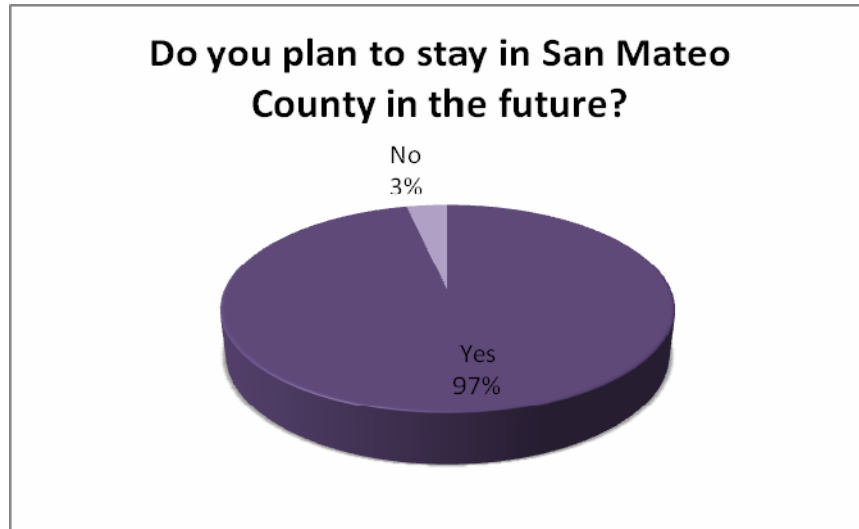
## 16: Do you plan to stay in San Mateo County in the future?

### Why is this relevant?

San Mateo County is located in one of the most opportune locations for a business to bloom. It is conveniently located right between San Francisco and the Silicon Valley. It is important to realize why individuals choose a particular location for their business, both in origination and permanent location, to further help develop the growing business community.

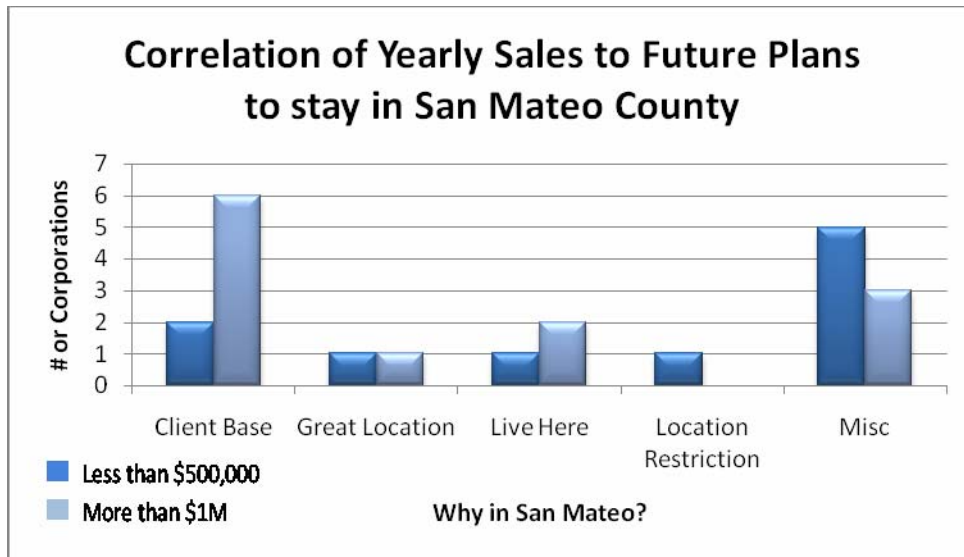
### Survey Results

According to the data that was collected for this survey, only 3 percent of the companies said that they would not keep their business in San Mateo County permanently. Looking at the data, it shows that San Mateo County is a favorable and attractive location for business owners.



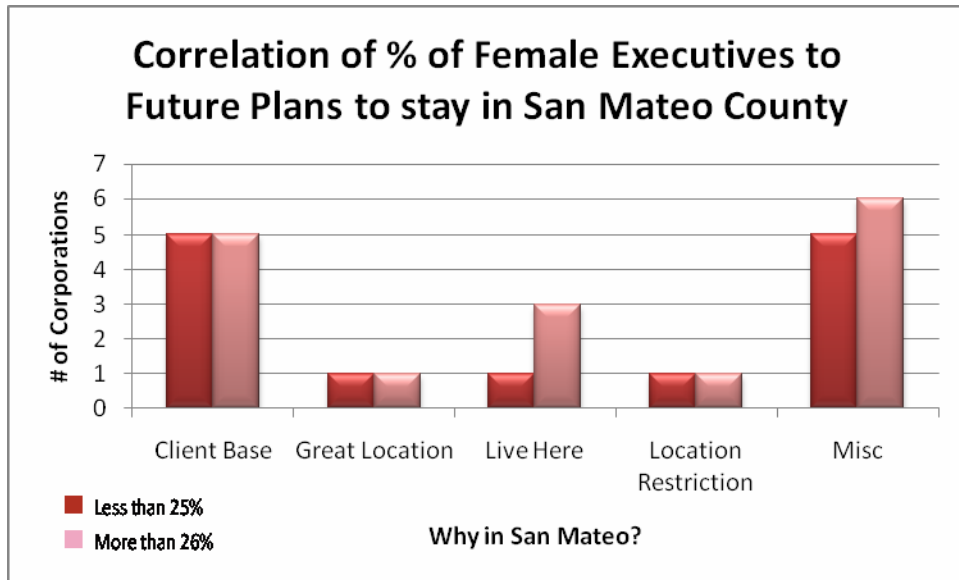
### **Correlation of Yearly Sales to Future Plans to stay in San Mateo County**

The graph given below shows the correlation between why people keep their business in San Mateo County and the company's yearly sales. The graph illustrates companies that have less than \$500,000 in yearly sales and those with more than \$1 million in yearly sales. Companies with less than \$500,000 in yearly sales are in San Mateo County predominately for miscellaneous reasons. Unlike the companies with less than \$500,000 in yearly sales, companies that ended the year with at least \$1 million in sales were here mainly because this is where their clientele is along with the fact that this is their personal place of residence. Only two companies said they are in San Mateo County as a result of a location restriction and that their franchise cannot be relocated. It is interesting to see that only one company in each of the sales brackets is in San Mateo County because of its location. The graph below illustrates this information.



### Correlation of Percentage of Female Executives to Future Plans to stay in San Mateo County

The correlation between the percent of female executives to a company's future plans about staying in San Mateo County is actually quite similar for the two different percentage groups. There was an equal amount of companies, at five a piece, that have female executives and are staying because of their client base. Companies that have females compile at least 26% of their executive staff are tripled in amount when looking at personal residence as the reason to stay. Surprisingly once again, only a total of two companies with female executives are staying in San Mateo County because of its location. The category that dominates in female executives is that of miscellaneous reasons that could not be classified under the other four. Once again there are five companies with less than 25% and an overwhelming six companies with at least 26% of female executives. The graph below illustrates this information.



## Correlation of San Mateo Resident Employees to Future Plans to stay in San Mateo County

The correlation between the amount of employees that are San Mateo residents and a company's plans to stay in San Mateo County surprisingly does not have overwhelming results in either category. There were five companies in each percentage group, above and below 75% of employees being San Mateo residents, when it comes to clientele being the anchor that is keeping the company in San Mateo County. Looking at the chart, there were no drastic results that would convey that companies will stay in the bay because that is where a majority of their workforce resides. There were only two companies that would stay in San Mateo County because of their residence in correlation to the employee residence. The residence of employees seems to have little actual value to where a company will remain to operate.

