



# Business Operations Survey 2009

## For Help and Information:

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Are the address details above correct? If not, use the boxes below to correct any errors.

Legal name	<input type="text"/>	A0001	
Building / Level / Unit	<input type="text"/>	A0002	
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Suburb	<input type="text"/>	A0004	
Town / City	<input type="text"/>	Postcode <input type="text"/>	A0005
Attention	<input type="text"/>	A0006	

Please complete, sign and return this questionnaire in the envelope supplied.

**Return date:**

### Purpose of this survey

The purpose of this survey is to collect information on the business operations of New Zealand businesses. The data collected by this survey is needed to quantify business behaviour, capacity and performance across a wide selection of industries. The information will help government and other organisations in developing a better understanding of enterprise capacity and performance in New Zealand.

### Compulsory requirement

The taking of this survey has been approved by the Minister of Statistics and the return of this questionnaire, duly filled in and signed, is a compulsory requirement under the Statistics Act 1975.

### Confidentiality of information supplied

Only people authorised by the Statistics Act 1975 are allowed to see your individual information, and they must use it only for statistical purposes. Your information will be combined with similar information to prepare summary statistics.

As Government Statistician I thank you for completing this survey. Your information contributes to statistics available for business decision-making. To find out how Statistics New Zealand can help your business grow, contact our information centre on 0508 525 525.



Geoff Bascand  
Government Statistician

# Section A: Business Operations

## 1 How to answer

- This form will be scanned and recognised by electronic equipment. Therefore please:
  - mark answers like this
  - print answers in **CAPITAL** letters and
  - keep each letter or number **within** the spaces provided
  - for example **J 0 N E S L T D** or **1 2 3**
- Please use a blue or black pen.
- Where actual figures are not available, please give careful estimates.
- Where there is no response, leave blank unless instructed to write **0**.
- Supply whole dollar values only.

## 2 Only include information for the business named on the front page. Do not provide consolidated data.

- Don't include:**
- subsidiary or associated businesses
  - accounting divisions that operate entirely outside New Zealand (NZ)

## 3 Please keep a record of the time it takes you to complete this questionnaire. You are asked to record this at the end of the questionnaire.

- Include:**
- the time spent reading the instructions, working on the questions and obtaining information
  - the time spent by all employees in collecting and providing this information

## Reporting information

### 4 These questions should be completed by the General Manager. Some answers may need to be confirmed with support people in specific areas.

### 5 Please provide information relating to the most recent financial year for which this business has results available.

- Note:**
- if your balance date is between 1 Jan - 30 Sep, report for the year ending 2009
  - if your balance date is between 1 Oct - 31 Dec, report for the year ending 2008

What is the balance date of the financial year which you will use for this questionnaire?

Day	Month	Year							

This is the reference point for the questions that follow.



## 6 If possible, please supply GST exclusive amounts. The amounts given in this questionnaire:

- exclude GST
- include GST

Please mark ovals like this

## Sales of goods and services

### 7 For the last financial year, estimate the proportion of this business's sales of goods and services that came from exports:

%

### 8 For the last financial year, estimate the proportion of this business's sales that came from tourism:

- Include:**
- sales of goods and services **indirectly** related to tourism but purchased by tourists eg retail sales of food, alcohol, clothing
  - sales of goods and services **directly** related to tourism eg accommodation, transport, and recreation services

- 1 zero
- 2 25% or less
- 3 50% or less
- 4 75% or less
- 5 76% - 100%
- 6 don't know

## New investment

### 9 For the last financial year, did this business invest in its expansion?

- Include:**
- purchase of one or more businesses or assets (eg land, buildings, equipment)
  - development or introduction of new or significantly improved goods, services or processes
  - entry into new markets

- Don't include:**
- increases in turnover for existing business
  - ongoing operational expenses

- 1 yes
- 2 no
- 3 don't know



## Research and development

### 10 For the last financial year, did this business undertake or fund any research and development (R&D) activities?

- Include:**
- any activity characterised by originality: it should have investigation as its primary objective, and an outcome of gaining new knowledge, new or improved materials, products, services or processes
  - the buying abroad of technical knowledge or information

- Don't include:**
- market research
  - efficiency studies
  - style changes to existing products

- 1 yes → go to 11
- 2 no → go to 13
- 3 don't know → go to 13

### 11 For the last financial year, how much did this business spend on R&D activities?

\$

### 12 Estimate the percentage of R&D expenditure from question 11 that relates to in-house R&D activities.

- Include** subcontractors working in-house.  
**Don't include** R&D funded by this business but carried out by other organisations.
- %

## International presence

### 13 As at the end of the last financial year, did any individual or business located overseas hold an ownership interest or shareholding in this business?

- 1 yes → please give the total percentage    %
- 2 no
- 3 don't know

### 14 As at the end of the last financial year, did this business hold any ownership interest or shareholding in an overseas located business (including its own branch, subsidiary or sales office)?

- 1 yes → go to 15
- 2 no → go to 16
- 3 don't know → go to 16

### 15 Mark all that apply. Through which of the following methods did this business gain those overseas ownership interests or shareholdings?

- joint ventures
- acquisitions of existing overseas businesses
- greenfields (ie establishment of new overseas businesses)
- other methods



## Employment

### 16 Over the last financial year, what percentage of staff (working proprietors and employees) worked for this business on the following basis?

- Include:**
- those temporarily absent from work (eg sick, on leave, strike or temporary lay-off)
  - casual staff
  - all managerial and executive staff (eg Chief Executive)

- Don't include**
- contractors (for example, temporary staff paid by employment agencies)
  - working proprietors not actively engaged in the operation of this business

full-time (working 30 hours or more per week)    %

part-time (working less than 30 hours per week)    %

**TOTAL staff**     %

### 17 As at the end of the last financial year, what percentage of staff (working proprietors and employees) were working in the following occupational groups?

**Note:** assign staff to an occupational group according to the tasks or duties they spent the majority of their time performing

If any answers are 'zero' please write **0**

#### Managers and professionals

- Managers** lead organisations, departments or divisions and determine the policy of the organisation or department (eg General Manager, Finance Manager).
- Professionals** perform analytical, conceptual or creative tasks with skills equivalent to a bachelor degree or higher (eg accountant, engineer, journalist, computer programmer).

%

#### Technicians and associate professionals

**Technicians and associate professionals** perform complex technical or administrative tasks, often in support of professionals or managers (eg technical officer, building inspector, legal executive).

%

#### Tradespersons and related workers (including apprentices)

**Tradespersons and related workers** perform tasks requiring trade specific technical knowledge. Include all apprentices and trade supervisors (eg electrician, mechanic, hairdresser, baker).

%

#### All other occupations

- Include:**
- Clerical, sales and service workers** who perform administrative, organisational, liaison, sales and clerical tasks and may provide support services in the fields of finance etc (eg secretary, receptionist, sales representative, waiter).
  - Production and transport workers** who operate vehicles or complex equipment (eg bulldozer operator, bus driver, storeperson).
  - Labourers and related workers** who perform routine tasks, either manually or using equipment (eg cleaner, factory hand, trades assistant).
  - All other occupations.**

%

**TOTAL STAFF**     %



**18** Mark one oval for each item listed. Over the last financial year, to what extent did this business experience difficulty in recruiting new staff for any of the following occupational groups? Please mark ovals like this

	no difficulty	moderate difficulty	severe difficulty	don't know	not applicable	
managers and professionals	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	A1801
technicians and associate professionals	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	A1802
tradespersons and related workers (including apprentices)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	A1803
all other occupations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	A1804

**19** As at the end of the last financial year, what percentage of this business's employees were covered by a collective employment agreement? A1900

1 zero

2 10% or less

3 50% or less

4 90% or less

5 91% - 100%

6 don't know

## Business performance

**20** Mark one oval for each item listed. How do you think this business compares to its major competitors on each of the following? A2001

	lower than competitors	on a par with competitors	higher than competitors	don't know	
profitability	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2001
productivity	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2002

**21** Mark one oval for each item listed. Over the last financial year, did the following items decrease, stay the same or increase for this business? A2101

	decrease	stay the same	increase	don't know	
total sales of goods and services	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2101
profitability	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2102
productivity	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2103
market share	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2104



**22** Over the last financial year, what percentage of goods or services from this business were provided to customers on time and to requirements? A2200

1 50% or less

2 80% or less

3 90% or less

4 95% or less

5 96% - 100%

6 don't know

**23** Mark one oval for each item listed. How do you think this business compares to its major competitors on each of the following? A2301

	lower than competitors	on a par with competitors	higher than competitors	don't know	
costs	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2301
time taken to provide customers with goods or services	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2302
quality	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2303
flexibility / ability to make changes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2304
customer satisfaction	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2305
employee satisfaction	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A2306

**24** In the last financial year, did this business develop or introduce any new or significantly improved: A2400

- goods or services
- operational processes
- organisational / managerial processes
- marketing methods?

1 yes

2 no

3 don't know

**25** Over the last financial year, did this business enter any new export markets? A2500

1 yes

2 no

3 don't know

**26** Over the last financial year, to what degree did this business's technology change? A2600

1 not at all

2 to a minor degree

3 to a major degree

4 completely

5 don't know



**27** How does this business's core equipment (that is used in the production of this business's main goods or services) compare with the best commonly available technology? A2700

1 fully up to date

2 up to 4 years behind

3 up to 10 years behind

4 more than 10 years behind

5 don't know

## Other business factors

**28** Regardless of changes in ownership, what calendar year did this business commence operations? A2801

year

**29** How would you describe this business's competition? A2900

1 captive market / no effective competition

2 no more than one or two competitors

3 many competitors, several dominant

4 many competitors, none dominant

5 don't know

**30** Mark one oval for each item listed. When thinking about the city, town or district in which this business operates, how would you rate the following factors? A3001

*Note: if this business has more than one location, please answer in relation to the location where the largest share of the business's activities occur.*

	bad	neither bad nor good	good	don't know	
transport infrastructure	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A3001
information and communications technology infrastructure (eg broadband availability, mobile phone coverage)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A3002
water and waste infrastructure	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A3003
local body planning and regulatory processes (eg building consents, Resource Management Act approvals)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A3004
skilled labour market	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A3005
unskilled labour market	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A3006
business networks (eg local business associations)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	A3007



**31** Over the last financial year, did this business merge with or acquire a shareholding in any other New Zealand or overseas business? A3100

1 yes

2 no

3 don't know

**32** Over the last financial year, did this business request any new or additional debt or equity finance? A3200

**Debt finance** is any finance that the business must repay (eg overdrafts, credit cards, convertible debt)

**Equity finance** is any finance which is provided in exchange for a share in the ownership of this business

*Include* requests that were fully approved, partly approved, withdrawn or declined.

1 yes → go to **33**

2 no → go to the start of **Section B** on page 10

3 don't know → go to the start of **Section B** on page 10

**33** Mark all that apply. When requesting new or additional **debt** finance over the last financial year, were funds: A3301

available on acceptable terms A3301

available, **but not** on acceptable terms A3302

not available A3303

don't know A3304

did not request debt finance A3305

**34** Mark all that apply. When requesting new or additional **equity** finance over the last financial year, were funds: A3401

available on acceptable terms A3401

available, **but not** on acceptable terms A3402

not available A3403

don't know A3404

did not request equity finance A3405



# Section B: Innovation


**1** Section B should be completed by the General Manager.

**2** For the purpose of this survey innovation is broadly defined. It includes the development or introduction of any new or significantly improved activity for this business. This includes products, processes and methods that this business was the first to develop and those that have been adopted from other organisations.

## New goods or services

**3** During the last 2 financial years, did this business introduce onto the market any new or significantly improved goods or services? B0300

*Don't include* the selling of new goods or services wholly produced and developed by other businesses.

Please mark ovals like this 

<sub>1</sub> yes → go to **4**

<sub>2</sub> no → go to **7**

**4** Mark all that apply. Were any of those new or significantly improved goods or services:

developed by this business B0401

developed by this business in partnership with others B0402

obtained from others and significant improvements were made by this business B0403

obtained from others and no significant improvements were made by this business B0404

**5** Mark one oval for each item listed. Were any of those new or significantly improved goods or services:

	yes	no	don't know	
new to NZ	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	B0501
new to the world	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	B0502

**6** For the last financial year, please estimate the percentage of sales for this business that came from those new or significantly improved goods or services. B0600

- <sub>1</sub> zero
- <sub>2</sub> 10% or less
- <sub>3</sub> 20% or less
- <sub>4</sub> 30% or less
- <sub>5</sub> 40% or less
- <sub>6</sub> 41% - 100%
- <sub>7</sub> don't know



## New operational processes

**7** During the last 2 financial years, did this business implement any new or significantly improved operational processes (ie methods of producing or distributing goods or services)?

B0700

<sub>1</sub> yes → go to **8**

<sub>2</sub> no → go to **10**

**8** Mark all that apply. Were any of those new or significantly improved operational processes:

developed by this business

B0801

developed by this business in partnership with others

B0802

obtained from others and significant improvements were made by this business

B0803

obtained from others and no significant improvements were made by this business

B0804

**9** Were any of those new or significantly improved operational processes required because of the introduction of new goods or services?

B0900

<sub>1</sub> yes

<sub>2</sub> no

## New organisational / managerial processes

**10** During the last 2 financial years, did this business implement any new or significantly improved organisational / managerial processes (ie significant changes in this business's strategies, structures or routines)?

B1000

<sub>1</sub> yes → go to **11**

<sub>2</sub> no → go to **12**

**11** Mark all that apply. Were any of those new or significantly improved organisational / managerial processes:

developed by this business

B1101

developed by this business in partnership with others

B1102

obtained from others and significant improvements were made by this business

B1103

obtained from others and no significant improvements were made by this business

B1104

## New marketing methods

**12** During the last 2 financial years, did this business implement any new or significantly improved sales or marketing methods which were intended:

- to increase the appeal of goods or services for specific market segments
- to gain entry to new markets

B1200

<sub>1</sub> yes → go to **13**

<sub>2</sub> no → go to **14**



**13** Mark all that apply. Were any of those new or significantly improved sales or marketing methods:

- developed by this business B1301
- developed by this business in partnership with others B1302
- obtained from others and significant improvements were made by this business B1303
- obtained from others and no significant improvements were made by this business B1304

## Activities to support innovation

**14** Mark all that apply for each item listed. During the last 2 financial years, did this business do any of the following?

**Note:**

- To innovate means to develop or introduce new or significantly improved: goods or services; operational processes; organisational / managerial processes or marketing methods.
- It is acceptable to mark both 'done to support innovation' and 'done, though not to support innovation', if applicable

	done to support innovation	done, though not to support innovation	not done	don't know
acquisition of machinery and equipment	<input type="radio"/> B1401	<input type="radio"/> B1402	<input type="radio"/> B1403	<input type="radio"/> B1404
acquisition of computer hardware and software	<input type="radio"/> B1411	<input type="radio"/> B1412	<input type="radio"/> B1413	<input type="radio"/> B1414
acquisition of other knowledge (eg licences, patents or other intellectual property)	<input type="radio"/> B1421	<input type="radio"/> B1422	<input type="radio"/> B1423	<input type="radio"/> B1424
implementing new business strategies or management techniques	<input type="radio"/> B1431	<input type="radio"/> B1432	<input type="radio"/> B1433	<input type="radio"/> B1434
organisational restructuring	<input type="radio"/> B1441	<input type="radio"/> B1442	<input type="radio"/> B1443	<input type="radio"/> B1444
design (eg industrial, graphic or fashion design)	<input type="radio"/> B1451	<input type="radio"/> B1452	<input type="radio"/> B1453	<input type="radio"/> B1454
marketing the introduction of new goods or services	<input type="radio"/> B1461	<input type="radio"/> B1462	<input type="radio"/> B1463	<input type="radio"/> B1464
market research	<input type="radio"/> B1471	<input type="radio"/> B1472	<input type="radio"/> B1473	<input type="radio"/> B1474
significant changes to marketing strategies	<input type="radio"/> B1481	<input type="radio"/> B1482	<input type="radio"/> B1483	<input type="radio"/> B1484
employee training	<input type="radio"/> B1491	<input type="radio"/> B1492	<input type="radio"/> B1493	<input type="radio"/> B1494

**15** For the last financial year, please estimate this business's combined expenditure on product development and related activities:

If any answers are 'zero' please write **0**

research & development (copy any answer from question <b>11</b> in Section A)	\$ <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/>	B1501
design	\$ <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/>	B1502
marketing and market research	\$ <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/>	B1503
other (eg prototyping, trials, commercialisation)	\$ <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/>	B1504
<b>TOTAL</b> product development and related activities	\$ <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/>	B1505



## Abandoned or not yet completed activities

**16** Mark one oval for each item listed. During the last 2 financial years, did this business abandon any activity that was intended to result in the development or introduction of new or significantly improved:

	yes	no	don't know	
goods or services	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1601
operational processes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1602
organisational / managerial processes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1603
marketing methods	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1604

**17** Mark one oval for each item listed. During the last 2 financial years, did this business start but not yet complete any activities to develop or introduce any new or significantly improved:

	yes	no	don't know	
goods or services	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1701
operational processes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1702
organisational / managerial processes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1703
marketing methods	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1704

**18** Where to next?

	yes	no
Did you answer 'yes' to <b>3</b> ?	<input type="radio"/>	<input type="radio"/>
Did you answer 'yes' to <b>7</b> ?	<input type="radio"/>	<input type="radio"/>
Did you answer 'yes' to <b>10</b> ?	<input type="radio"/>	<input type="radio"/>
Did you answer 'yes' to <b>12</b> ?	<input type="radio"/>	<input type="radio"/>
Did you answer 'done to support innovation' to any part of <b>14</b> ?	<input type="radio"/>	<input type="radio"/>
Did you answer 'yes' to any part of <b>16</b> or <b>17</b> ?	<input type="radio"/>	<input type="radio"/>

If you answered 'no' to all of the questions above, go to question **26** on page 17.  
Otherwise continue to the next page (page 14).



## Reasons

**19** Mark one oval for each item listed. During the last 2 financial years, what were the reasons that this business tried to innovate?

**Note:** to innovate means to develop or introduce new or significantly improved: goods or services; operational processes; organisational / managerial processes or marketing methods.

	yes	no	don't know	
to improve productivity	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1901
to increase revenue	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1902
to reduce costs	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1903
to increase responsiveness to customers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1904
to increase market share	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1905
to establish / exploit new market opportunities	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1906
to improve work safety standards	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1907
to reduce energy consumption	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1908
to reduce environmental impact	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1909
to replace goods or services being phased out	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B1910

## Sources of ideas or information

**20** Mark one oval for each item listed. During the last 2 financial years, did this business find any of the following important as a source of ideas or information for innovation?

**Note:** to innovate means to develop or introduce new or significantly improved: goods or services; operational processes; organisational / managerial processes or marketing methods.

	yes	no	don't know	
new staff (those appointed in the last 2 years)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2001
existing staff	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2002
other businesses within the business group (eg subsidiaries or parent companies)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2003
customers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2004
suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2005
competitors and other businesses from the same industry	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2006
businesses from other industries (not including customers or suppliers)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2007
professional advisors, consultants, banks or accountants	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2008
books, journals, patent disclosures or Internet	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2009
conferences, trade shows or exhibitions	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2010
industry or employer organisations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2011
universities or polytechnics	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2012
Crown Research Institutes, other research institutes, or research associations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2013
government agencies	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	B2014





# Co-operative arrangements

**21** In the following questions **co-operative arrangements** mean actively participating with another organisation or individual, in activities for the purpose of **innovation**.

**Note:**

- this includes collaborative arrangements for the purpose of innovation
- each party should bring its own knowledge or expertise to the co-operation
- partners do not necessarily derive immediate commercial benefit from the co-operation

**Don't include:** any arrangement where development work is contracted out without this business taking any active part in it.

**22** During the last 2 financial years, did this business have any co-operative arrangements for the purpose of innovation?

B2200

**Note:** to innovate means to develop or introduce new or significantly improved: goods or services; operational processes; organisational / managerial processes or marketing methods.

<sub>1</sub> yes → go to **23**

<sub>2</sub> no → go to **26**

**23** Mark all that apply for each item listed. During the last 2 financial years, with what types of businesses or institutions did this business have those co-operative arrangements?

	NZ	overseas	no co-operation
customers	<input type="radio"/> B2301	<input type="radio"/> B2302	<input type="radio"/> B2303
suppliers	<input type="radio"/> B2311	<input type="radio"/> B2312	<input type="radio"/> B2313
businesses from other industries (not including customers or suppliers)	<input type="radio"/> B2321	<input type="radio"/> B2322	<input type="radio"/> B2323
competitors and other businesses from the same industry	<input type="radio"/> B2331	<input type="radio"/> B2332	<input type="radio"/> B2333
other businesses within the business group (eg subsidiaries or parent companies)	<input type="radio"/> B2341	<input type="radio"/> B2342	<input type="radio"/> B2343
universities or polytechnics	<input type="radio"/> B2351	<input type="radio"/> B2352	<input type="radio"/> B2353
Crown Research Institutes, other research institutes, or research associations	<input type="radio"/> B2361	<input type="radio"/> B2362	<input type="radio"/> B2363

**24** Mark all that apply. During the last 2 financial years, in which **activities** did this business engage in co-operative arrangements, as defined in question **21** to **23**?

- joint marketing or distribution B2401
- joint production B2402
- joint R&D B2403
- joint prototype development B2404
- joint training B2405
- other B2406



**25** Mark all that apply. During the last 2 financial years, for what reasons did this business engage in co-operative arrangements, as defined in question **21** to **23**?

- sharing costs B2501
- spreading risk B2502
- access to R&D B2503
- access to production processes B2504
- access to management skills B2505
- access to new distribution channels B2506
- access to work practices B2507
- access to financial resources B2508
- access to new markets B2509
- access to new suppliers B2510
- other B2511



## Other factors

**26** Mark all that apply. Which of the following does this business or the parent company use to protect intellectual property?

**Note:** intellectual property refers to the ownership of ideas and control over the use of those ideas.

- patents B2601
- copyrights B2602
- trademarks B2603
- registration of design B2604
- secrecy B2605
- confidentiality agreement B2606
- reaching the market first B2607
- goods, services or processes too complex to copy B2608
- none of the above B2609

**27** Mark one oval for each item listed. During the last 2 financial years, to what degree did the following factors hamper this business's ability to innovate?

**Note:** to innovate means to develop or introduce new or significantly improved: goods or services; operational processes; organisational / managerial processes or marketing methods.

	hampered innovation to a:				
	high degree	medium degree	low degree	did not hamper	
costs to develop or introduce	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	B2701
lack of information	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	B2702
lack of marketing expertise	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	B2703
lack of co-operation with other businesses	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	B2704
access to intellectual property rights (eg licensing of patents or copyrights)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	B2705
lack of appropriate personnel	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	B2706
lack of management resources (eg time)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	B2707
government regulation	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	B2708




# Section C: Business Practices

**1** Section B should be completed by the General Manager.

## Strategy, goals and planning

**2** Mark one oval for each item listed. How important are the following to the strategies of this business?

Please mark ovals like this 

	not at all important	a little important	moderately important	very important	don't know	
pricing of goods and services sold by this business	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0201
quality of goods and services produced by this business	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0202
flexibility / ability to make changes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0203
delivery of goods and services to customers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0204
innovation (improvements to goods, services and processes)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0205

**3** Mark one oval for each item listed. During the last 2 financial years, to what extent did this business focus on the following?

	not at all	a little amount	a moderate amount	a great deal	don't know	
existing domestic markets	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0301
existing export markets	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0302
new domestic markets	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0303
new export markets	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0304

**4** Thinking about the goals set for this business, how far ahead does this business plan?

- 1 up to 6 months
- 2 up to a year
- 3 up to 2 years
- 4 more than 2 years
- 5 don't know
- 6 no goals set for this business → go to **7**

**5** Are those goals mainly developed through:

- formal processes C0501
- informal processes C0502



**6** Mark one oval for each item listed. In developing goals, how often does this business incorporate the requirements of:

	never	sometimes	frequently	always	don't know	
customers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0601
suppliers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0602
employees	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C0603

**7** Does this business have a clear vision or mission for the future (eg a vision statement)?

- 1 yes
- 2 no

**8** To what extent does this business promote a set of company values to its employees?

- 1 not at all
- 2 a little amount
- 3 a moderate amount
- 4 a great deal
- 5 don't know

**9** Mark one oval for each item listed. Are employees in this business regularly communicated with regarding:

	yes	no	don't know	not applicable	
plans	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	C0901
goals	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	C0902
major changes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	C0903
potential improvements	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	C0904

## Customers

**10** Does this business have set procedures (consistent methods that staff know and adhere to) for dealing with customer complaints?

- 1 yes
- 2 no



**11** To what extent do staff, other than sales and marketing staff, have contact with major customers?

- 1 not at all
- 2 a little amount
- 3 a moderate amount
- 4 a great deal
- 5 don't know

**12** How often does this business systematically measure customer satisfaction?

- 1 not at all
- 2 less often than once a year
- 3 once a year
- 4 twice a year
- 5 more often than twice a year
- 6 don't know

**13** How closely does this business work with customers to develop or improve products or services?

- 1 not at all
- 2 not closely
- 3 quite closely
- 4 very closely
- 5 don't know

## Suppliers

**14** For how many suppliers does this business have systems in place for measuring the quality of materials, goods or services?

- 1 no suppliers
- 2 some suppliers
- 3 most suppliers
- 4 all suppliers
- 5 don't know

**15** How closely does this business work with suppliers to improve each other's processes?

- 1 not at all
- 2 not closely
- 3 quite closely
- 4 very closely
- 5 don't know



**16** To what extent do non-managerial staff have contact with this business's major suppliers?

- 1 not at all
- 2 a little amount
- 3 a moderate amount
- 4 a great deal
- 5 don't know

**17** When supply problems arise, do this business's non-managerial staff have the authority to contact external suppliers?

- 1 never
- 2 sometimes
- 3 always
- 4 don't know

## Information and benchmarking

**18** Does this business have a formal system in place to manage the storing and retrieval of information?

- 1 yes
- 2 no

**19** Is it part of the regular work of one or more people (either staff or outside contractors) to assess whether this business is achieving its goals?

- 1 yes
- 2 no
- 3 not applicable

**20** Mark one oval for each item listed. During the last 2 financial years, to what extent did this business focus on the following when assessing performance?

	not at all	a little amount	a moderate amount	a great deal	don't know	
financial measures (eg profits, returns on investment, sales growth)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2001
cost measures (eg on budget, cost per unit of output, inventory cost)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2002
operational measures (eg asset utilisation, on-time delivery)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2003
quality measures (eg defect rates, customer complaints)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2004
innovation measures (eg process innovations, new value added services)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2005
human resources (eg job satisfaction, skills development)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2006



**21** Mark all that apply. During the last 2 financial years, has the performance or processes of this business been compared in a systematic way with:

businesses in New Zealand and in the same industry C2101

businesses outside New Zealand and in the same industry C2102

businesses in New Zealand and in a different industry C2103

businesses outside New Zealand and in a different industry C2104

none of the above C2105

**22** How closely does this business monitor competitors' goods or services? C2200

1 not at all

2 not closely

3 quite closely

4 very closely

5 don't know

**23** Mark one oval for each item listed. To what extent does this business attempt to identify risks or opportunities arising from changes in:

	not at all	a little amount	a moderate amount	a great deal	don't know	
technology	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2301
market conditions	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2302
skill availability	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2303
competitors	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2304
regulations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	C2305

### Employee practices

**24** Note: for the following questions, employees includes managerial and executive staff and full-time, part-time or casual employees. C2400

**Don't include:**

- contractors
- working proprietors

**25** Over the last financial year, what percentage of employees in this business had their job satisfaction formally assessed? C2500

1 zero

2 15% or less

3 30% or less

4 50% or less

5 51% - 99%

6 100%

7 don't know

**26** Over the last financial year, what percentage of employees in this business had formal performance reviews (consistent methods that are recognised and regularly used)? C2600

1 zero

2 15% or less

3 30% or less

4 50% or less

5 51% - 99%

6 100%

7 don't know



**27** What percentage of employees in this business are on "pay for performance" schemes (eg productivity based incentives, profit sharing, bonuses, etc)? C2700

1 zero

2 15% or less

3 30% or less

4 50% or less

5 51% - 99%

6 100%

7 don't know

**28** Over the last financial year, please estimate the percentage of employees in this business who participated in training. C2800

1 zero → go to 30

2 25% or less

3 50% or less

4 75% or less

5 76% - 100%

6 don't know

**29** Mark one oval for each item listed. Over the last financial year, please estimate the percentage of employees in this business who participated in the following types of training. C2900

	zero	25% or less	50% or less	75% or less	76% - 100%	don't know	
professional / technical skills	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	C2901
trade related skills	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	C2902
management / supervisory skills	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	C2903
customer service / sales skills	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	C2904
computer skills	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	C2905
other job related skills	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	C2906

**30** Does this business undertake systematic assessments of the skill gaps and training needs of its individual employees? C3000

1 yes

2 no

**31** Does this business have processes in place to manage health and safety (eg inspections, provision of information to staff)? C3100

1 yes

2 no



### Quality and process

**32** To what extent does this business assess the quality of goods or services before they are delivered to customers? C3200

1 not at all

2 a little amount

3 a moderate amount

4 a great deal

5 don't know

**33** Are non-managerial staff actively encouraged to identify problems in goods, services or processes? C3300

1 not at all

2 a little amount

3 a moderate amount

4 a great deal

5 don't know

**34** Are non-managerial staff actively encouraged to suggest improvements to goods, services or processes? C3400

1 not at all

2 a little amount

3 a moderate amount

4 a great deal

5 don't know

**35** Does this business have quality management systems certification (eg industry accreditation, Baldrige quality programme, ISO9000)? C3500

1 yes

2 no

**36** Does this business document its operating processes / systems? C3600

1 yes

2 no

3 don't know

**37** Does this business have measures in place to reduce the environmental impact of this business (eg recycling, triple bottom line reporting, environmental certification, ISO14000)? C3700

1 yes

2 no



### Recent financing arrangements

**38** Mark all that apply. As at the end of the last financial year, which of the following types of outstanding debt did this business have? C3800

bank overdrafts C3801

loans with terms of less than one year (including lines of credit) C3802

trade creditors or suppliers C3803

capital / financing leases and hire purchase agreements C3804

credit cards C3805

mortgage loans C3806

loans with terms of more than one year C3807

shareholders' current account C3808

other C3809

**39** Mark one oval for each item listed. As at the end of the last financial year did this business have any of the following being used as collateral for financing? C3900

Note: collateral is property (eg buildings, equipment) used to secure the repayment of a loan

	yes	no	
business assets	<input type="radio"/> 1	<input type="radio"/> 2	C3901
personal assets	<input type="radio"/> 1	<input type="radio"/> 2	C3902

**40** Mark one oval for each item listed. Over the last financial year, how have this business's existing credit facilities changed? C4000

	decreased	stayed the same	increased	
overdraft / credit limits	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	C4001
interest rates / fees	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	C4002
security / collateral requirements	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	C4003

**41** Mark one oval. Over the last financial year, did this business request any new or additional finance? C4100

• **Debt finance** is any finance which the business must repay (eg overdrafts, credit cards, convertible debt)

• **Equity finance** is any finance which is provided in exchange for a share in the ownership of this business

**Include** requests that were fully approved, partly approved, withdrawn or declined.

1 neither debt nor equity finance → go to 42

2 equity finance only → go to 42

3 both debt and equity finance → go to 43

4 debt finance only → go to 44



- 42** Mark all that apply. Why has this business not requested **debt** finance? C4201
- the owner(s) felt the request would be turned down C4201
  - applying for debt finance is too difficult and time consuming C4202
  - the cost of debt financing is too high C4203
  - this business is already approaching / breaching borrowing limits C4204
  - this business or its owners don't like to be in debt C4205
  - new or additional debt financing was not needed C4206
  - other C4207

If no debt finance was requested, go to question **47** on page 28.

### Debt financing experiences

- 43** Mark one oval. Where both debt and equity finance were requested, which request was made first? C4300
- Note:* only answer this question if you indicated in question **41** that both debt and equity finance were requested.
- <sub>1</sub> debt finance request
  - <sub>2</sub> equity finance request
  - <sub>3</sub> both were requested around the same time

- 44** Mark one oval. For this business's most recent **debt** request, was any finance received? C4400
- <sub>1</sub> all of the requested amount was received → go to **47**
  - <sub>2</sub> some of the requested amount was received → go to **45**
  - <sub>3</sub> none of the requested amount was received

- 45** Mark all that apply. What were the reasons given for not receiving the full amount of **debt** finance requested? C4501
- insufficient income or cashflow to service financing C4501
  - insufficient collateral or security C4502
  - poor credit experience or history C4503
  - insufficient business or management experience C4504
  - no business plan, or the business plan was not acceptable C4505
  - no one was willing to personally guarantee the financing C4506
  - the business chose to withdraw the request C4507
  - the request is still under review C4508
  - other reasons C4509
  - no reasons were given C4510



- 46** Mark all that apply. How has not receiving the full amount of debt finance requested affected this business? C4601
- availability of finance has not affected this business C4601
  - expansion or investment plans put on hold C4602
  - no longer able to pay all bills C4603
  - laying off staff C4604
  - reducing working hours C4605
  - hiring freeze C4606
  - reducing output C4607
  - owners' personal assets (eg house) need to be sold C4608
  - business assets need to be sold C4609
  - planning to sell business C4610
  - planning to close business C4611
  - other effects C4612



### Other details

- 47** How long did it take to complete this questionnaire? C4701
- Include:*
- The time spent reading the instructions, working on questions and obtaining information
  - The time spent by all employees in collecting and providing this information
- hrs  mins

- 48** Please make any comments that would help Statistics New Zealand interpret the information that you have given. C4800
- 

- 49** Who should we contact if we have any queries about the information you have given? If necessary, please correct errors or provide details in the white boxes below each item. C4901
- Name  C4901
- Position  C4902
- Email  C4903
- Phone  →  C4904
- Fax  →  C4905
- Cellphone  →  C4906
- I declare that this questionnaire has been completed to the best of my knowledge.
- Signature  Date    C4907
- Day      Month      Year

Thank you for your time and effort.

The main results of all our surveys are available at [www.stats.govt.nz](http://www.stats.govt.nz)

