

MARKET RESEARCH REPORT

BIZ MANAGEMENT SERVICES

PREPARED FOR

MINISTRY OF ECONOMIC DEVELOPMENT

BY THE

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A. INTRODUCTION AND BACKGROUND

Two separate surveys, each of 800 respondents nationwide, have been carried out as part of the year 2000 evaluation of the government's programme of assistance to small and medium sized firms. This survey interviews business people who have taken part in a training, mentoring or networking aspect of the assistance programme. The other survey covers SME's at large to determine awareness, understanding and usage of the programme. These measures have both taken place some 14 months after the programme's launch. An earlier measure was taken three months after launch.

The programme consists of two components:

- a. **BIZinfo:** Providing an information and referral service. This is delivered via an 0800 number, as well as from individually listed numbers for most provincial centres. The service is also accessible by personal visit at the 'shop fronts', and for some purposes, via an internet site.
- b. **BIZ:** This aspect of the programme delivers free assessments, training, mentoring, and networking services through appointed contractors who have expertise in a variety of fields.

This component of the evaluation gives the ability to determine whether SME's have heard of it, have contacted it, and have used it. While a small base of users will also be picked up, the evaluation of the users' experience of the service is available from a separate survey for which the sample was based on BIZ service users.

The survey reported on here, provides a large sample of users of the latter service(s) from which the evaluators could determine how business people had come to the programme, the service topics they had used, their satisfaction with the service, and what benefits they perceived they had obtained.

B. OBJECTIVES

The objectives incorporated into the questionnaire as being potentially helpful to understanding the impact of BIZ services on SME's are described below. Since it would be complex and unrealistic to determine the singular effects of BIZ participation on the firms' trading results in a literal sense, the ratings and perceptions of the business people provide some proxy for such a measure. The achievable objectives included the following:

1. To determine the route by which business people came to take part in a BIZ service.
2. Whether the intended design element of BIZ - an assessment of the firm's particular needs - had taken place in matching the person to a service.
3. The form of service used, viz. seminar, course, mentoring or networking.
4. The topic(s) covered in the person's use of BIZ.
5. The effort given, knowledge level available, and relevance delivered by the service provider.
6. Business people's perceptions of the impact of using the BIZ service upon a range of business skills.
7. Whether the BIZ programme was initial, additional, or replacement training/advice in relation to previous inputs they may have been obtaining.
8. Future intentions with regard to the use of further courses, seminars or mentoring under the BIZ programme.
9. Exploration of the relationship between perceived current business status and use of the programme.

C. SURVEY SPECIFICATIONS

The survey was nationwide, carried out among participants in BIZ training, mentoring and networking services, as delivered by approved providers. The specification was as follows:

1. Sample Frame

- The 46 approved providers were each advised by the Ministry of the survey and its purpose, and asked to forward full listings of participants' names to the NRB, as the independent research company.
- NRB carried out successive reminders and follow-ups. Lists were obtained from 42 of the 46 providers, or 91% by number. This yielded a total of 17,807 names.

2. Sampling

- A simple random sample, drawn on the basis of every xth name in the listings, was implemented. In practice, this was every 6th name, until a gross sample of 3,178 was drawn.
- The purpose of oversampling 3,178 to yield an eventual net sample of 800 was to allow for ageing of the list, changes in phone numbers leading to non-contact, and similar list management outcomes. It also enabled us to boost sample for Maori from the random subset, should this prove necessary.
- Note that the BIZ programme is targeted to deliver to women, Maori and Pacific Island people in proportions greater than pro rata to population. The representation of these groups is thus principally achieved in the service activity.

3. Interviewing

- Telephone interviewing was used.
- Interviewers made an initial call, plus up to four further calls, to attempt to locate the named person, or to fulfil an appointment given during an earlier attempt.
- As preparation for the survey, interviewers took part in face-to-face briefings with their NRB area supervisors. Briefings were supported with written instructions and sampling directions specific to this survey.
- Response rates of varying kind can be calculated from the following outcomes:

Successful interviews	800
Refusals	71
Not available	86
Unable to phone contact/disconnected	377
Quota full	450
Not eligible	393
Duplicate numbers	41
Other	11
Unused names	949
	<hr/>
	3,178

The response rate, based on known eligibility, is:

$$\frac{800}{800 + 71 + 86} = 83\%$$

Depending on the interpretation we put on the non-contactables, the response rate would be lower - in the region of 70%.

The 393 non eligible names refer to people who said, when contacted, that they had made a contact but had not taken part in any course or service. It may be that some providers' databases are unable to separate enquirers from users.

4. Questionnaire and Pilot

- A first draft questionnaire was circulated for critique among the members of the evaluation team. It was then modified to incorporate suggested changes.
- There followed a pilot among 10 SME business people who had attended or used a service to determine whether they understood what was being asked and could answer the questions.
- A final round of changes were made to produce the questionnaire enclosed at the end of the report.

5. Data Treatment

- Questions allowing narrative answers were inspected for recurring themes. These were identified and given a code to enable them to be captured electronically along with the pre-coded answers.
- The data was entered into electronic form through a software edit which checked for range and logic of the code.
- Preliminary tables were prepared to determine whether there were any important data splits emerging that should become part of the final table set.
- Percentaged tables were prepared to show the answers given by each important target group (women, Maori, Pacific Island people), by area, by firm size, and by the sample overall.
- Figures in the tables have been rounded, so columns may add to 100% or 99%.
- Included in the sample are a group of 50 respondents who are classified as "not in business". These people were either about to set up a business, had just recently closed down a business, or were "students". We have not included this group in the tabulations.

D. EXECUTIVE SUMMARY AND CONCLUSIONS

The structure of this section is to present the key question areas the work was to address and provide conclusions with brief supporting rationale. A comprehensive section of tables and supporting data follows the summary and conclusions.

1. Observations about the sample

Comments:

- Four BIZ providers were unable, or perhaps unwilling, to provide information on the identity of their clients, and this was after persistence on the part of the researchers in the form of a number of reminders and personal contacts.
- We are not able to establish that the provider client lists we drew our sample from are complete. The 42 providers supplied a database of 17,807 names and our sampling was randomly conducted within this database.
- Fifty respondents fell outside of the BIZ client specification and were either “about to set up in business”, “students”, or “had just closed down a business”.
- There were a large number of people (377) who were not contactable by the researchers despite the fact that up to four attempts were made.
- There were a large number (393) of people included in the provider lists who indicated that they had made contact with BIZ but had not taken part in any course or service. Either BIZ results are being over reported by providers, or providers and clients have differing views on what it means to use the service on offer.

- There is a very high proportion of businesses that have at least one woman as an owner or key decision-maker (656/800 or 82%). This means that the total or overall responses to any item are almost certain to be indistinguishable from the “female” responses.
- A quarter of the responding businesses (217/800) have at least one owner or key decision-maker that is Maori.

This research is based on a survey of the users of training, mentoring, networking or other service offered by BIZ providers. The respondents were randomly drawn from the records kept by 42 of the 46 BIZ providers. While 3,178 names were selected from the lists provided, a number of these were not needed in order to meet the survey specification for 800 successful phone interviews. The following table provides a breakdown of the 1,727 contacts actually made by the research team.

Classification of those contacted by the researchers

	Number	Percent of contacts ¹
Successful interviews	800	46%
Refusals	71	4%
Not available	86	5%
Not eligible	393	23%
Unable to phone/ phone disconnected	377	22%
Total contacted by the researchers	1727	
1. This is not the same as the response rate. Response rate is discussed separately in section C.		

The high number not able to be contacted by phone is worrying. There are several possible explanations. The contact information may have been incorrectly recorded and, if this were the case, better recording systems would improve this statistic. It is possible that some information is falsified and, while we cannot comment on the extent of this, some form of independent auditing of the client databases could be considered. It is also likely that business dynamics account for a significant proportion of this result, in that a number of businesses may have ceased to exist or changed their form since the contact with BIZ was made. In a highly fluid economic environment, the accuracy of contact information is likely to deteriorate quickly.

There are 656 enterprises that have at least one owner or decision-maker that identifies themselves as female. This number is 217 for Maori and 59 for Pacific Island people.

2. What is the route by which business people come to take part in a BIZ service?

Conclusions:

- Seeing or hearing an advertisement is the most common route by which business people come to take part in a BIZ service.
- Just 11% of actual clients came through BIZinfo.
- Maori and Pacific Islanders are less likely to respond to direct advertising, but more likely to use BIZ services when referred to the service or marketed directly by a business educator.
- Very small businesses (less than 5 staff) are more likely to see or hear an advertisement, whereas those employing 6 or more staff are more responsive to direct marketing by a business educator.
- As business age increases, seeing or hearing an advertisement becomes less effective, but direct marketing by a business educator becomes more effective.

BIZ services – how did you come to take part in them?

	Overall	Maori
Heard or saw it advertised	48%	36%
Business educator marketed it directly	22%	27%
Referred to the service by BIZinfo	11%	16%
Other	19%	21%

BIZinfo has been set up to act as a first point of contact which then provides a referral service to BIZ providers. With this in mind, 11% of actual referrals seems to be quite low. One possibility is that BIZinfo is not working effectively, in which case it could be redesigned or even disbanded. Another possibility is that retaining BIZinfo might allow for multiple points of access to the BIZ network, however the cost of providing BIZinfo needs to be considered.

Maori and Pacific Islanderers seem to respond better to direct approaches and this could indicate a preference to more personal contact.

Business age and employment size is likely to be at least partly correlated. The trend away from advertising towards direct marketing by business educators is probably more business age related. Indeed, the older an enterprise is, the more likely that its contact information is known to business educators who can then directly promote their services.

3. Does an assessment of the firm’s particular needs take place in matching the person to the service?

Conclusions:

- A needs assessment is completed for just over half (56%). However, it should be noted that no assessment is completed for 44% of participating firms.
- According to clients, BIZ providers complete an assessment for 1 in 5 (22%) of those who use services.
- BIZinfo, while only considered a referral service, completes a needs assessment for 1 in 6 (16%) of those they refer to BIZ providers.

- A significant proportion of BIZ clients (14%) perform their own needs assessment either because the BIZ network does not do it or because they already know what it is they need.
- Business owners may not be aware that an assessment is being undertaken resulting in under reporting.
- Maori and Pacific Islanders are more likely to have an assessment completed by a BIZ provider and are less likely to perform an assessment themselves.
- Very young businesses (1-3 years) are most likely to have a needs assessment performed by either BIZinfo or a BIZ provider; 47% had a BIZ network needs assessment.

Who performs a needs assessment?

	Overall	Maori
No assessment is completed	44%	43%
BIZ provider does an assessment	22%	26%
BIZinfo does an assessment	16%	18%
The business owner does an assessment	14%	10%
Other	4%	3%

BIZinfo and BIZ providers together provide needs assessments for 38% of BIZ service users. Considering the actual needs of a potential client should improve the usefulness of the service they receive, so it seems reasonable to suggest that this proportion should be much higher; that a needs assessment should be the usual means through which clients are matched to services.

Where a needs assessment is conducted informally, the client may not be aware that a deliberate matching process is being followed. Measures of client satisfaction provide some evidence about their assessment of the service received and, regardless of whether a formal matching process was followed, can be taken as their post-course view of service quality.

Businesses more recently established are the most likely to have a needs assessment performed by either BIZinfo or a BIZ provider. A total of 47% of these businesses have had an assessment performed, whereas just 33% of businesses 4 years or older in age had a needs assessment performed by the BIZ network. One possibility is that the owners of very young enterprises are less sure of their needs and expect to be matched to appropriate services.

4. What is the form of service used by BIZ clients? [seminar, course, mentoring or networking]

Conclusions:

- Two-thirds of BIZ clients (68%) attend seminars or block courses
- Almost half (45%) participate in multi session courses held over a number of days
- Networking is used by 28% of BIZ clients
- Maori are less likely to attend seminars but, with Pacific Islanders, are more likely to use networking or participate in multi-session courses held over a longer period of time.
- Owners of larger enterprises, employing 10 or more staff, are more much more likely to attend seminars or block courses (76%).
- Mentoring is much more likely to be used by younger enterprises (41%) with usage declining over time; only 23% of enterprises 10 years or older use mentoring.

Types of BIZ services received

	Overall ¹	Maori
Seminars or block courses	68%	61%
Courses with separate sessions over a number of days	45%	52%
Mentoring	33%	33%
Networking	28%	35%
Other	11%	11%
1. These percentages add up to more than 100 because respondents could indicate more than one option.		

This information reports the client’s views of what they received. It would be useful to compare these proportions with those reported by the BIZ providers themselves. This information provides insight into service uptake, but does not relate this back to the costs of provision or measures of impact on post service management practice.

The divergence of Maori service uptake may reflect a preference for ongoing personal contact and repeated interaction. What is not included here is the proportion of services actually offered to Maori by providers; if more networking and courses are offered to Maori, then these uptake figures simply reflect the nature of services supplied.

Again there is likely to be an employment size and business age interaction. The usage of seminars is greater for both older businesses and larger businesses. It is probable that this reflects business age more than employment size, as there is a related trend away from mentoring as business age increases.

5. What are the topics covered when business people use the BIZ service?

Conclusions:

- Marketing, at 77%, is most likely to be covered by a BIZ service.
- More than half (59%) of the clients reported covering finance topics when using a BIZ service.
- BIZ providers, through their services, also commonly cover human resources, taxation, information technology, legislation, and operations subjects.
- Maori and Pacific Islanders report higher coverage of all of the main topics with the exception of marketing.
- As number of staff increases, business owners choose more human resources, legal, time management, and operations topics, along with less marketing, finance, and taxation.
- Owners of recently established businesses (1-3 years old) are more likely to choose finance and tax subjects, but this declines as the age of the business increases.

Topics covered

	Overall ¹	Maori	10 FTEs or more	Established for 10+ yrs
Marketing/advertising/client building/PR	77%	76%	68%	74%
Business finance/budgeting	59%	71%	47%	51%
Human resources/personnel	42%	49%	54%	46%
Taxation/GST	37%	51%	20%	21%
Information technology/computing	34%	41%	32%	35%
Legislation/compliance	33%	43%	43%	32%
Production methods/quality control	32%	44%	40%	35%
Business planning/goal setting	8%	10%	8%	8%
Equipment/machinery/technology uptake	7%	9%	4%	3%
Starting a business/running a business	4%	5%	4%	2%
Strategies in business	3%	4%	7%	4%
Time management	3%	4%	10%	5%
Other	9%	12%	11%	10%

1. These percentages add up to more than 100 because respondents could indicate more than one option.

Marketing (77%) and finance (59%) are the most likely areas to be covered by BIZ services.

Maori and Pacific Islanders report more coverage of most business subjects with the exception of marketing.

There does appear to be an employment size correlation in the data. Businesses with more staff tend to choose topics that will help them to manage people; topics such as human resources and time management. The greater complexity of business management is reflected in a greater desire for legal and compliance information. There is also less emphasis on finance subjects and taxation, and this may be because those skills are more likely to be needed by a staff member (such as the company accountant) rather than by the owner themselves.

There appears to be a relationship between the age of the business and the types of BIZ topics chosen. To begin with, the owner of the new enterprise shows a greater desire for marketing, finance and taxation subjects. As the business ages, the owner becomes more competent with basic business management skills. However, we believe that to some extent the trends are a reflection of employment size increases. This is supported by the greater desire for more human resources subjects.

6. *What, from the client's point of view, is delivered by the BIZ provider in terms of effort given, knowledge level available, and relevance?*

Conclusions:

- Client satisfaction levels with service delivery are high, with “very good” being the comment of at least three-quarters of the respondents.
- A small but significant group of clients remained neutral about the responsiveness or relevance aspect of service delivery.
- Maori are more likely to take advantage of the networking opportunities provided.
- Networking is more likely to occur with recently established businesses than it is for older businesses.
- About one third of those participating in the BIZ programme want to extend their networks but were unable to do so.

Client Evaluation of Service Delivery

	Very Good	Not Good But Not Bad	Not Good	Don't Know
Responsiveness or relevance to the size and needs of my firm	75%	20%	4%	1%
Knowledge of the topics that are being dealt with	84%	13%	1%	1%
Enthusiasm and effort	83%	14%	2%	1%

Each delivery area received high ratings and very little negative comments. “Knowledge of topics”, and “enthusiasm and effort” have the highest satisfaction ratings. Responsiveness and relevance, while still very high, received nearly 50% more neutral comments than the other two areas, with 1 in 5 stating that this area was “not very good, but not bad either”.

Proportion who made use of BIZ networking opportunities

	Overall	Maori	1-3 yrs old	10 or more years old
I made or extended useful networking relationships.	39%	48%	42%	35%
I wished to make useful networking relationships and did so.	35%	46%	39%	29%
I did not make useful networking relationships even though I wanted to.	32%	27%	33%	29%

Maori made better use of the networking opportunity offered by BIZ providers. This may, again, reflect a greater emphasis on people and personal relationships.

Networking appears to be more important in the early years of a business and declines as the business ages. Even for the older businesses, more than one third make useful networking relationships as a consequence of participating in the BIZ programme.

Almost one-third (32%) of BIZ clients wished to extend their networks and relationships but were unable to do so through the programme. In fact around two thirds (67%) were seeking to make or extend their networks through BIZ, but just half (35%) were able to do so. This suggests that there is a desire for better networking opportunities than is currently provided.

7. What is the impact on a range of business skills of using the BIZ service?

Conclusions:

- The main impact of BIZ participation is that it helps business owners to have a better-planned path for going forward (75%).
- BIZ participation has a moderate or significant impact on marketing, staff skills, finance, efficiency, information and networking, and product or service quality for at least half of the participants.
- Maori and Pacific Islanders are more likely to report a “significant impact” from participation in the BIZ programme.
- Owners of recently established enterprises are more likely to report a “significant impact” from participation in the BIZ programme.
- As company age increases, the participant is less likely to report a “significant impact” and a greater likelihood of “only slight” or “no impact”.
- Mentoring is the delivery method most likely to produce a good result for the client firm.
- There is a desire for more mentoring than is currently being provided by the BIZ programme.

Impact of BIZ participation

	Significant or moderate	Only slight or no impact	Doesn't apply ¹
Having a better planned path for going forward	75%	21%	5%
A better understanding of who the customer could be and how to approach them	60%	30%	10%
Better business skills in one or more of my staff	58%	26%	15%
Being more knowledgeable in handling the financial side of my firm	51%	38%	12%
Reducing wasted time, effort or materials	50%	38%	14%
Ability to get help or ideas from other companies or a network	50%	39%	11%
The quality of my product or service	50%	38%	12%
Selecting, managing, or motivating staff	38%	36%	26%
Being more confident in using technology	36%	46%	18%
1. Numbers may not add to 100 because of rounding.			

Confidence and direction seem to be the major impact of participation in the BIZ programme, with three quarters of the respondents indicating that there was a significant or moderate impact on “having a better planned path for going forward”.

That aside, participation in the programme has a moderate to significant impact for at least half of the participants on customers, staff skills, finance, efficiency, information and networking and product or service quality.

Significant or moderate ratings were less likely to be given for human resources (38%) and technology (36%). Of course, many of the very small firms have just one employee, the owner, so the 26% who indicated this doesn't apply are not surprising. Equally, the use of technology is not relevant to all businesses.

Maori and Pacific Islanders are more likely to report a “significant impact” in each of these areas. There are several possible explanations for this. It may be that Maori and Pacific Islanders are more generous in their ratings of the services, although there is no evidence to support or refute this. It is possible that Maori and Pacific Islanders receive better services from the providers, such as through smaller course sizes and longer course durations; if this is the case, then higher ratings would be expected. A further possibility is that Maori and Pacific Islanders have less base knowledge about these subjects and find the courses more beneficial as a consequence. One final possibility is that Maori participating in the BIZ programme are running young businesses rather than older businesses.

There is a greater tendency to report a “significant impact” where the owner is running a recently established business, and this reduces with business age. Owners of older businesses have an increased likelihood that they will conclude that BIZ programme has had “only slight” or “no impact” on them or their firm. The only exceptions are when considering “better business skills in one or more of my staff” and “selecting, managing or motivating staff” where there is no change in the ratings by business age.

Relative Effectiveness of Various Methods of Service Delivery

	This method is likely to produce a good result for my firm	This method is one I used	Change
Mentoring	37%	33%	+4%
Seminars	34%	68%	-34%
Courses	22%	45%	-23%
Networking	16%	28%	-12%
Other	2%	11%	-9%

Mentoring is the method of service delivery that most clients believe will produce a good result for their firm. This method is followed by seminars, courses and networking.

These responses are compared to the actual use of these methods (see the column marked “change” above). Mentoring is the only method that cannot be used by all of the clients who believe that it is likely to produce a good result for their firm. Only 33% have used mentoring, but 37% believe it is an appropriate method for achieving good results. There seems to be a clear preference for more mentoring than is currently available and this may reflect the desire for one-to-one or customised services. Of course, the relative costs of providing services through each method have not been considered.

8. To what extent is the BIZ programme providing initial, additional or replacement training and advice?

Conclusions:

- More than half (56%) of BIZ assistance is completely new or additional to what can be obtained from other sources.
- Just over one third (38%) of the clients see BIZ as partly additional and partly substituting.
- One in twenty (5%) believe that BIZ completely replaces courses they used to buy from other sources.
- Maori are less likely to see BIZ as completely new or additional and are more likely to comment that BIZ programmes are partly additional and partly substituting.
- Owners of businesses 10 or more years old are less likely to say that BIZ services are completely new or additional and are more likely to say that the services are partly additional and partly substituting.
- Business owners in the South Island are more likely to say that the courses are partly additional and partly substituting.
- Mentoring is most likely to be completely new or additional to non-BIZ services used by the client firms.
- Networking is more likely to be partly substituting, but is still completely new or additional for half of BIZ clients.

BIZ and other training

	Percent	Maori	10 or more years	South Island
Completely new or additional training	56%	51%	48%	50%
Partly additional and partly substituting	38%	43%	46%	45%
Completely replaced courses used to buy in	5%	5%	5%	4%
Other	1%	-	1%	1%

Since business assistance is available from other sources, it should not be surprising that more than one third of the respondents (38%) believe that BIZ is partly additional and partly substituting. More than half, however, (56%) believe that BIZ provides a unique service that they do not receive from any other source.

Type of BIZ service and other training

	Completely new or additional	Partly additional and partly substituting
Mentoring	60%	31%
Courses	57%	36%
Seminars	53%	41%
Networking	50%	42%
Overall	56%	38%

Mentoring is least likely to partly substitute for non-BIZ services and is most likely to be completely new or additional. This finding should be considered in conjunction with the previous section that determined there is a latent demand for mentoring. Networking, while most likely to be partly substituting, is still completely new or additional for half of the clients surveyed.

9. Do the clients intend to use further BIZ courses, seminars or mentoring in the future?

Conclusions:

- Seven out of ten firms intend to use BIZ services in the future.
- The main reason for future use is to improve business skills and gain knowledge.
- The fact that the services are free is important to just 6% of the clients.
- One in five clients does not intend to use BIZ services in the future.
- Some reasons for no intention to use BIZ in the future are BIZ related and therefore can be addressed. These include 3% who indicated that the services are badly run or not helpful and 2% who claimed the courses are not relevant. Other reasons are firm related and outside the scope of a BIZ response.
- Suggestions for improvement to the programme highlight the desire for more personal and customised services.

Reasons for future use of BIZ

	Percent ¹
To improve my business skills and gain knowledge	21%
I found them useful and worthwhile	16%
To access courses appropriate to my needs	7%
It is a free service and there is no charge	6%
To access their expertise and experience	6%
To keep up to date	4%
To improve marketing	4%
To gain access to mentoring	4%

1. These percentages are based on the full sample of 800 rather than the 560 who indicated that they intend to use BIZ services in the future.

The high proportion of BIZ clients who wish to use the service in the future suggests a strong demand for ongoing assistance. Much of the current reporting focuses on new clients, which allows MED to monitor the reach of the programme. This finding suggests that BIZ clients are also looking for depth in the assistance provided and that ongoing provision of services to existing clients should be given greater emphasis.

Improving BIZ – Suggestions from clients

	Percent ¹
Provide better information and notification about courses	7%
Improve mentoring service	6%
Make courses and seminars available at a more suitable time	4%
Provide more one-on-one help and personal contact	4%
Provide specific or customised services, courses and information	4%
More advertising and publicity would be helpful	3%
Make more courses available	3%
1. These percentages are based on the full sample of 800 rather than the 49% who answered this section	

The theme to many of these suggestions is the desire for more personalisation of programmes and customisation of services. The needs of businesses are clearly not homogeneous, but rather diverse. The clients seem to be saying more mentoring, more one-on-one, more personal contact, more availability options, more specific rather than generic services, courses and information.

10. What is the relationship between use of the programme and current business status?

Conclusions:

- Increases in business turnover have been experienced by nearly half (46%) of BIZ clients in the last year.
- Business profit is definitely higher than it was a year ago for 39%.
- Compared to a year ago, market share is definitely higher for one in three (32%).
- Number of employees is definitely higher for one in five (21%) compared to twelve months ago.
- Level of debt has decreased for one quarter (27%) compared to a year ago.

Performance of BIZ clients

Compare your current business performance in the following areas to 12 months ago	Definitely Higher ¹	About the same	Definitely Lower
Business turnover	46%	28%	7%
Business profit	39%	29%	9%
Market Share	32%	31%	5%
Number of employees	21%	49%	7%
Level of debt	11%	31%	27%
1. These percentages will not add to 100 as the “don’t know” and “doesn’t apply” categories are not provided.			

This section provides some evidence for performance improvements of BIZ clients. The results are encouraging in that all of the indicators change in the direction expected. Of course, this data reflects the perceptions of the owner or key decision-maker and may not reflect the reality.

We cannot claim that use of BIZ services has caused these changes. Rather there is an association between BIZ usage and improvements in performance. This distinction is important, as there are lots of factors that influence business results. It is possible, for example, that businesses undergoing the sort of growth in evidence in the BIZ clients would be motivated to seek out BIZ services as their organisations grow and change.

A further consideration is the degree to which all business report similar changes in the last year. The section on performance in the Business Awareness Survey could provide some data for comparison if it is required.

Performance of BIZ clients by employment size

Compare your current business performance in the following areas to 12 months ago	0 to 5 staff	6 to 9 staff	10 or more staff
Business turnover is definitely higher	47%	47%	58%
Business profit is definitely higher	40%	46%	42%
Market Share is definitely higher	33%	37%	38%
Number of employees is definitely higher	15%	39%	47%
Level of debt is definitely lower	29%	40%	17%

Businesses with more than 10 employees are more likely to have higher turnover, market share, and employees, compared to 12 months ago, and are less likely to report a reduction in debt.

Those businesses employing 6-9 staff are more likely to report higher profit, market share, and employees. They are also more likely to report a reduction in debt.

Indeed it appears that the 6-9 employee size firms have better financial performance, while many of the firms employing 10 or more staff have recently experienced growth which is yet to translate into better financial performance.

E. FINDINGS

1. ACCESS ROUTE TO BIZ SERVICES

- Business owners were asked to describe how they or their firm had come to take part in BIZ courses, sessions and monitoring.
- The majority (48%) heard or saw BIZ services advertised, and approached them directly.

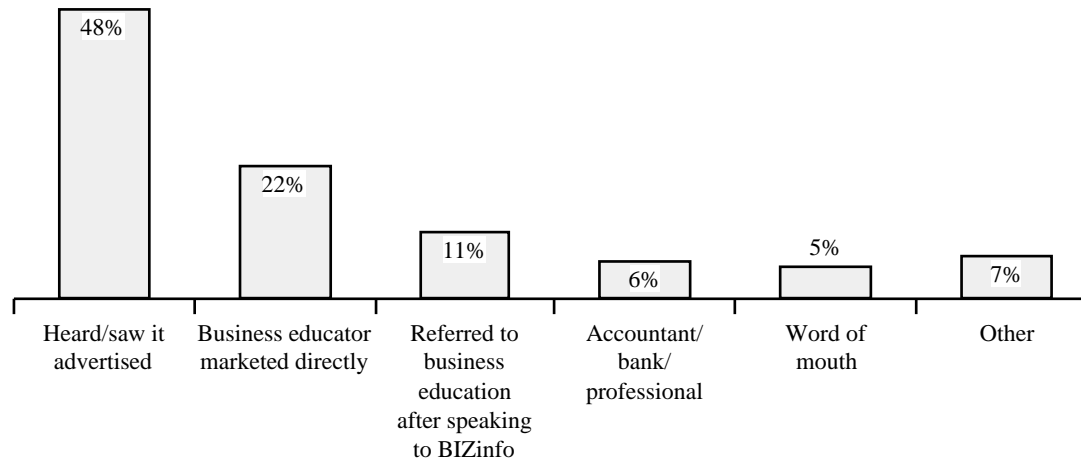
This tended to be slightly higher than average for smaller (up to 5 employees) businesses and those more recently established (1-3 years).

Those less likely to reach the services in this way were firms with Maori and Pacific Island owners or decision makers.

- In total, 22% had heard of the BIZ services because a business educator or firm had marketed their service directly to the business owner.
- 11% were referred to a firm or person providing business education as a result of speaking to the BIZinfo service.
- Accountants, banks and other professionals; and word of mouth, accounted for 6% and 5% respectively of the access to BIZ services.

Other ways of access (total 7%) were through SWAP, WISE, Chamber of Commerce, and other local and government departments.

- Little variation was noticed across area, for any form of access to BIZ services.

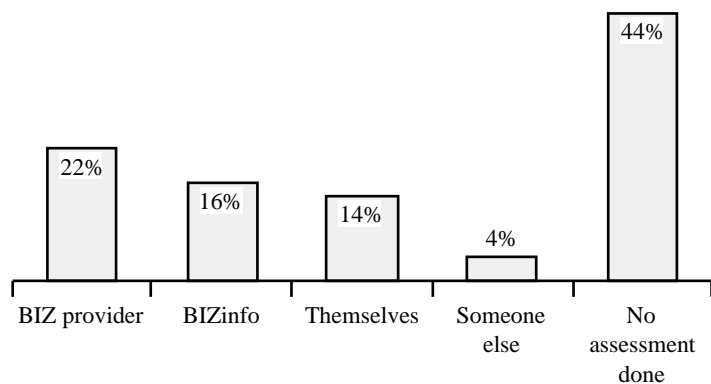


Q1 How they came to take part in BIZ courses, sessions or mentoring

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Heard/saw it advertised	48	48	36	39	52	37	43	52	50	44	48	49	49
Business educator marketed directly to them	22	22	27	32	18	32	31	18	23	26	23	23	21
Referred to a firm or person	11	11	16	19	11	14	10	12	10	11	10	6	16
Accountant/bank put them onto BIZ service	6	6	7	7	5	10	7	5	7	6	6	7	4
Others/Don't know/can't recall	6	5	6	3	7	2	5	6	5	7	6	7	5
Word of mouth	5	5	7	0	6	2	3	6	4	4	6	6	4
Through SWAP	2	2	1	0	2	3	2	2	2	2	1	2	2
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

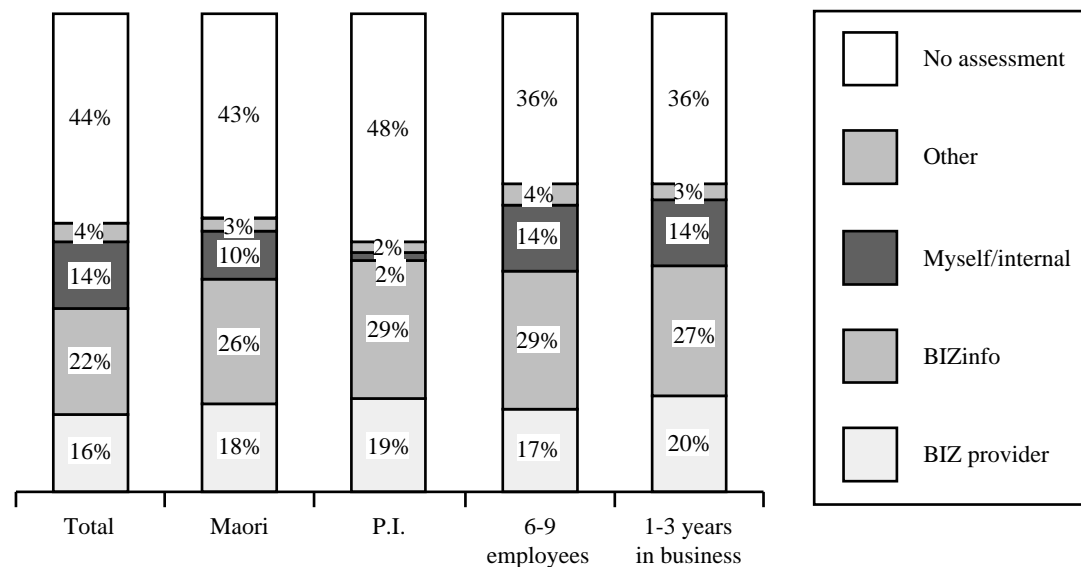
2. ASSESSMENT OF NEEDS

- Respondents were asked whether a conscious assessment was made of their particular needs, either before or early in the use of BIZ services; and if an assessment was made, whether it was made by BIZinfo or a BIZ provider.
- Just over half (56%) had had an assessment of their needs made. For 22% of firms, this was done by a BIZ provider, 16% by BIZinfo, 14% had done it themselves or internally in their firm, while 4% had the assessment from some other source.



- When looking at the size of the business and the length of time the business has been established, we note that those with 6-9 employees, and those in business 1-3 years, were more likely than other groups to seek the assistance of either BIZinfo or a BIZ provider, to make these needs assessments.

Maori and Pacific Island owners or decision makers were also more likely than average to use BIZ providers, and less likely to do their own assessments.



- It may be worth considering whether a person is necessarily conscious that a set of questions or probes about them and their business constitutes an "assessment" by the provider.

Q2+Q3 Who made the assessment of their particular needs

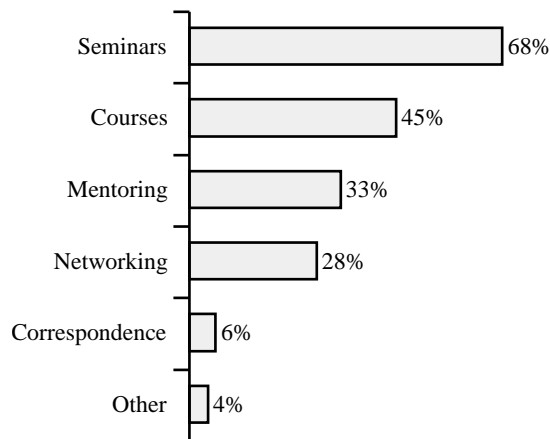
	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
BIZinfo	16	17	18	19	17	17	16	20	16	13	15	17	18
The BIZ Provider	22	22	26	29	21	29	22	27	17	20	24	18	25
Myself/ourselves/done internally	14	14	10	2	14	14	22	14	13	18	19	14	14
Someone else as specified	4	4	3	2	4	4	0	3	5	3	4	4	4
No (Q2)	37	37	37	42	37	32	34	30	42	38	32	42	32
Don't know/couldn't say (Q2)	5	5	4	5	5	3	4	4	5	6	5	5	5
Doesn't apply/didn't want (Q2)	2	1	1	0	1	0	2	1	0	2	1	1	1
Don't know/can't recall	1	0	0	2	1	0	0	1	1	0	1	0	0
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

3. FORM AND TOPIC OF SERVICES RECEIVED

- Business owners were asked which form of management education they had received within the BIZ programme. In addition, which topics were covered in the programme.
- The most common form of management education received was via seminars or block courses held over half or full days or similar. 68% of the respondents had attended seminars or block courses.

Courses, defined as a series of separate sessions over a number of days, were taken by 45%, mentoring by 33% and networking by 28%.

One other form of education mentioned was correspondence course (6%), with 4% mentioning some "other".

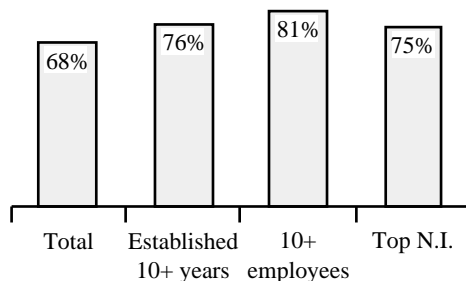


- Larger businesses (10+ employees), those in business 10 or more years, and Top North Island businesses were slightly more likely than average to have attended seminars.

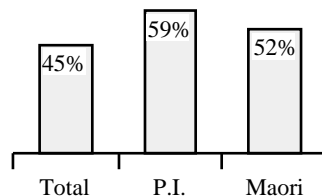
Ongoing courses were more popular than average, with Pacific Island and Maori business owners.

Mentoring was most used by those in the early stages of business ownership (1-3 years).

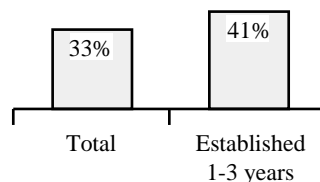
Seminars



Courses



Mentoring



- Topics reported to be most commonly covered in BIZ programmes were:

- Marketing/advertising/client building/PR	77%
- Business finance budgeting	59%
- Human resources/personnel	42%
- Taxation/GST	37%
- Information technology/computing	34%
- Legislation compliance	33%
- Production methods/quality control	32%

- For practically all topics, the percentage of Maori and Pacific Island business owners who reported the topic was higher than the total figures.

- Human resources were more of an issue for larger companies, while these same larger, more established companies, were less likely to attend the Taxation/GST topics.

Q4 The forms of management education they have received, specifically within the BIZ programme

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Seminars, or block courses	68	66	61	73	67	68	81	69	61	76	75	63	71
Courses	45	47	52	59	44	43	46	45	47	42	41	47	44
Mentoring	33	34	33	34	34	37	28	41	35	23	33	33	33
Networking	28	29	35	39	27	23	31	33	25	23	23	23	32
Correspondence course	6	6	8	2	7	2	4	4	9	4	3	6	6
Anything else as specified	5	5	3	2	5	6	4	6	5	4	6	4	5
Can't remember which form	0	0	0	0	0	0	1	0	0	0	0	0	0
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q5 Topics that they covered in the BIZ programme

	Total	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female	Maori	P.I.	Up to 5	6-9	10+	1-3 yrs	4-9 yrs	10+ yrs	Top half N.I.	Bottom half N.I.	S.I.
	%	%	%	%	%	%	%	%	%	%	%	%	%
Marketing/advertising/client building/PR	77	79	76	73	79	77	68	80	75	74	82	73	75
Business finance/budgeting etc.	59	60	71	71	60	55	47	62	59	51	55	59	58
Human resources/personnel etc.	42	43	49	49	39	49	54	37	44	46	47	42	41
Taxation, GST	37	38	51	47	39	31	20	45	39	21	33	32	39
Information technology/computing	34	34	41	41	35	32	32	32	38	35	36	28	41
Legislation compliance	33	34	43	41	31	31	43	32	35	32	32	31	35
Production methods, quality control etc.	32	34	44	49	30	37	40	29	33	35	41	26	33
Business planning/goal setting	8	9	10	7	8	6	8	7	8	8	9	6	7
Equipment/machinery etc./technology uptake	7	7	9	10	8	6	4	8	9	3	10	6	7
Starting a business/running a business	4	4	5	3	3	3	4	3	4	2	1	3	3
Strategies in business	3	3	4	0	3	2	7	2	3	4	4	3	3
Time management	3	3	4	2	2	3	10	3	2	5	2	3	4
Anything other than these as specified	9	9	12	7	8	9	11	7	9	10	12	7	8
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

4. EVALUATION OF THE DELIVERY PROCESS

- The business owners were asked to rate the service they had received from the BIZ providers on:
 - being responsive and relevant to the size and needs of the firm,
 - showing a good knowledge of the topics being dealt with,
 - for putting in enthusiasm and a good effort.
- On each aspect, the BIZ providers were rated "very good" by approximately 8 out of 10 of the business owners. The remainder tended to rate neutrally rather than negatively.

	Responsive and relevant to size and needs of firm %	Good knowledge of topics %	Enthusiasm and good effort %
Very good	75	84	83
Not very good, but not bad either	20	13	14
Not good	4	1	2
No opinion	1	1	1

- There were no differences shown across the sample target groups.
- In the evaluation process, respondents were also asked whether they or their firm had made or extended useful networks as a result of taking part in the BIZ programme.

Four out of ten claimed they had made or extended networks. This networking was particularly useful to those in the South Island and amongst Maori and Pacific Island business owners/managers.

- The sample was split approximately equally on whether they had or had not achieved their aim of networking as a result of the BIZ programme:
 - wished to extend networks and did 35%
 - wished to, but did not 32%

The balance had not wished to network.

Q6a Rating the service received from the BIZ provider(s) “For being responsive or relevant to the size and needs of your firm”	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Very good	75	77	80	81	75	76	74	79	73	72	80	74	74
Not very good, but not bad either	20	18	17	19	20	16	24	18	22	22	18	21	22
Not good	4	4	3	0	4	8	2	3	5	6	2	6	4
No opinion/don't know	1	1	0	0	1	0	0	1	0	0	0	0	0
Q6b Rating the service received from the BIZ provider(s) “For showing a good knowledge of the topics that were being dealt with”													
Very good	84	86	85	86	83	84	88	84	83	85	88	83	83
Not very good, but not bad either	13	11	14	12	14	15	12	14	15	13	12	14	14
Not good	1	2	0	0	1	1	1	1	2	2	0	2	1
No opinion/don't know	1	1	0	2	1	0	0	2	0	0	0	0	2
Q6c Rating the service received from the BIZ provider(s) “For putting in enthusiasm and a good effort”													
Very good	83	84	85	80	83	82	82	87	78	81	87	79	82
Not very good, but not bad either	14	13	13	20	14	15	16	11	17	15	12	15	15
Not good	2	2	1	0	2	3	2	1	4	3	1	4	2
No opinion/don't know	1	1	0	0	2	0	0	1	1	1	1	1	1
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q7 Whether they or their firm either made or extended useful networking relationships as a result of taking part in the BIZ programme in some way

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Yes	39	40	48	47	39	37	37	42	37	35	36	30	48
No	61	60	52	53	61	63	63	58	63	65	64	70	52
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q7+Q8 Whether they or their firm made or extended useful networking relationships as a result of taking part in the BIZ programme in some way or wished to do so..

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Wished to and did	35	36	46	46	34	31	37	39	34	29	31	27	43
Not wished to but did	4	4	2	2	5	5	0	4	3	6	5	3	5
Wished to but did not	32	31	27	34	32	32	33	33	35	29	33	37	26
Didn't wish to and didn't	30	29	24	19	29	31	31	25	28	36	31	33	26
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

5. PERCEIVED IMPACT OF BIZ PARTICIPATION

- The respondents were asked to say whether participation in the BIZ management programme had any degree of impact on their firm. Nine aspects were measured on the scale.

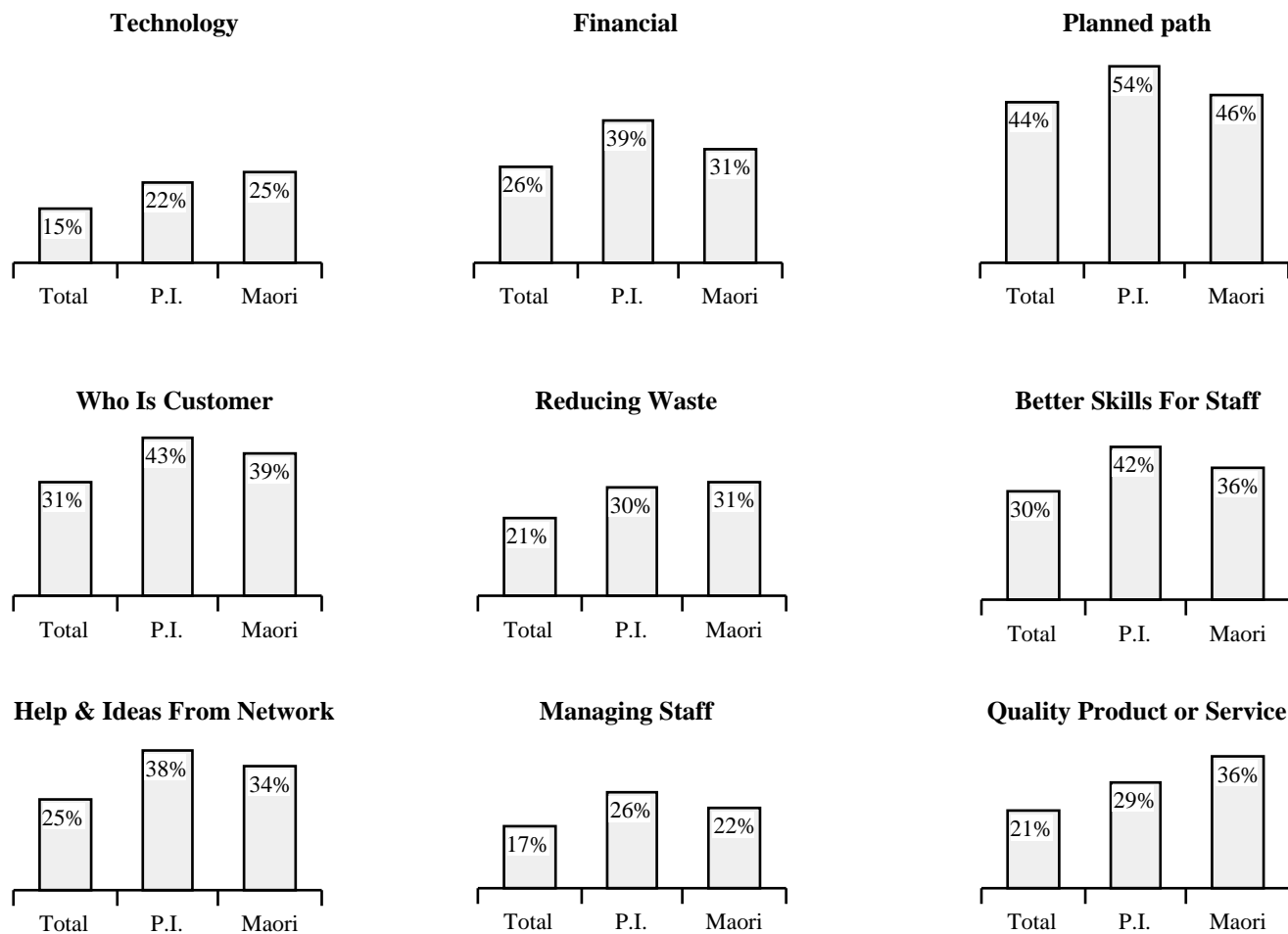
	Significant %	Moderate %	Only slight %	No impact %	Doesn't apply %
Being more confident in using technology	15	21	11	35	18
Being more knowledgeable in handling the financial side of your firm	26	25	12	26	12
Having a better planned path for going forward	44	31	10	11	5
A better understanding of who your customer could be and how you approach them	31	29	12	18	10
Reducing wasted time, effort, or materials	21	29	12	26	14
Better business skills in one or more of your staff	30	28	7	19	15
Your ability to get help or ideas from other companies or a network	25	25	13	26	11
Selecting, managing or motivating staff	17	21	8	28	26
The quality of your product or service	21	29	12	26	12

- The summary table above shows the aspect which made most significant impact was "having a better **planned** path for going forward".

"Better business skills" and "better understanding of who the customer could be" rated next best.

Of least significance was "being more confident in using technology" and "selecting, managing or motivating staff".

- The mini charts show the "significant impact" figure for Maori and Pacific Island owned/managed businesses, compared with the totals, on all nine aspects measured.



- On all aspects, Maori owned, and to a lesser degree Pacific Island owned businesses, rated higher in the "significant impact" category, than that shown for the total sample.
- As might be expected, those who were in larger businesses or who had been established longer, were more likely to say the BIZ programmes had "only slight" or "no impact" on their company.

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for a) “Being more confident in using technology”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	15	15	22	25	15	13	13	17	16	10	14	12	16
Moderate	21	21	25	29	20	23	23	18	26	20	26	19	19
Only slight	11	11	13	7	11	10	14	11	9	15	16	9	11
No impact	35	34	23	29	36	37	32	34	37	35	27	40	37
Doesn't apply	18	19	17	10	18	18	18	20	11	20	17	20	16
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for b) “Being more knowledgeable in handling the financial side of your firm”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	26	28	39	31	26	23	13	31	23	17	26	19	26
Moderate	25	25	26	31	26	18	24	27	28	19	26	26	24
Only slight	12	11	11	5	12	18	9	12	10	15	12	12	12
No impact	26	24	13	20	25	27	38	21	27	32	25	31	25
Doesn't apply	12	12	11	14	11	14	17	9	12	16	10	12	13
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for c) “Having a better planned path for going forward”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	44	47	54	46	43	43	34	48	43	34	45	36	44
Moderate	31	29	25	37	32	33	30	31	32	32	33	31	32
Only slight	10	8	8	7	9	9	16	8	10	14	9	14	8
No impact	11	11	9	10	11	11	14	8	14	14	9	13	13
Doesn't apply	5	4	4	0	4	4	6	5	2	7	3	6	4
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for d) “A better understanding of who your customer could be and how you approach them”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	31	33	43	39	29	37	30	37	27	25	26	29	31
Moderate	29	29	23	29	30	26	29	26	35	27	34	26	30
Only slight	12	11	11	7	12	11	13	11	12	13	15	11	11
No impact	18	18	15	19	20	16	18	16	20	22	15	22	19
Doesn't apply	10	10	9	7	9	11	10	10	5	13	9	11	9
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for e) “Reducing wasted time, effort, or materials”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	21	23	30	31	18	25	23	21	20	19	21	14	23
Moderate	29	28	27	36	30	27	26	32	30	23	26	29	31
Only slight	12	11	13	7	12	11	18	9	11	17	18	13	9
No impact	26	24	18	17	27	29	21	24	29	27	25	28	26
Doesn't apply	14	14	12	10	14	9	12	13	10	15	9	16	11
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for f) “Better business skills in one or more of your staff”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	30	32	42	36	27	37	39	31	29	29	28	27	34
Moderate	28	27	24	29	28	30	28	28	30	27	28	30	26
Only slight	7	7	6	8	8	5	9	6	6	11	9	9	6
No impact	19	18	13	17	21	20	14	17	23	20	18	22	19
Doesn't apply	15	16	13	10	17	8	10	18	12	13	17	13	15
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for g) “Your ability to get help or ideas from other companies or a network”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	25	27	38	34	25	29	17	28	24	21	20	20	31
Moderate	25	25	24	24	27	18	20	27	25	22	26	21	27
Only slight	13	12	11	15	12	11	18	12	13	14	16	15	10
No impact	26	25	19	22	25	29	34	23	28	31	28	29	24
Doesn't apply	11	11	8	5	10	13	11	10	10	12	11	14	8
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for h) “Selecting, managing or motivating staff”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	17	18	26	22	16	17	18	17	15	17	14	15	19
Moderate	21	23	25	29	18	33	31	20	24	23	21	20	23
Only slight	8	8	8	7	8	2	13	7	10	8	8	9	8
No impact	28	24	20	22	27	33	30	25	31	30	28	29	28
Doesn't apply	26	27	21	20	31	14	9	31	21	22	28	27	22
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q9 Amount of impact participating in the BIZ management programme had on them or their firm for i) “The quality of your product or service”

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Significant	21	22	29	36	20	19	23	25	18	17	18	18	22
Moderate	29	30	30	34	30	30	28	29	33	27	25	26	35
Only slight	12	11	13	10	12	14	11	10	13	14	12	14	10
No impact	26	25	17	17	26	27	31	24	26	31	28	29	24
Doesn't apply	12	12	10	3	12	10	8	12	10	11	16	11	8
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

In addition to rating the nine specific aspects, respondents were given the opportunity to spontaneously mention any other positive or negative effects experienced in taking part in a BIZ programme.

Four out of ten business owners were able to mention some other positive effect they had experienced. However, the percentage shown for any one effect was not large.

Most often mentioned was "more informed"/"increased knowledge" at 9%, "generally positive, enjoyable experience" 8%, and "gained more confidence/business confidence" 7%.

- Only two out of ten were able to give a negative effect from taking part in a BIZ programme. No one comment attracted more than 2%. Some negative comments made:
 - *course too short*
 - *course wrong for me*
 - *course too basic*
 - *scheduled time of course not suitable*
 - *difficult to get time away from work*
 - *topics too general*

Q10a+Q10b Other positive effects they experienced

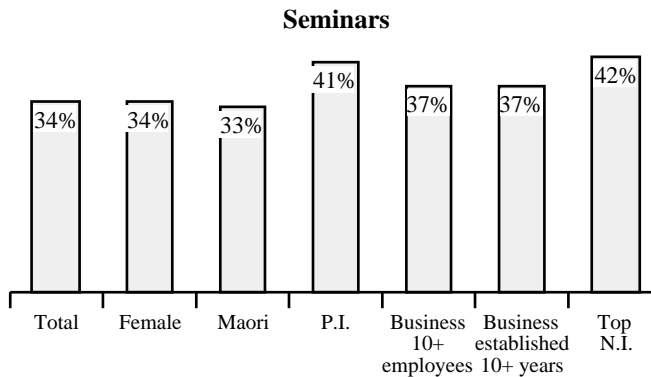
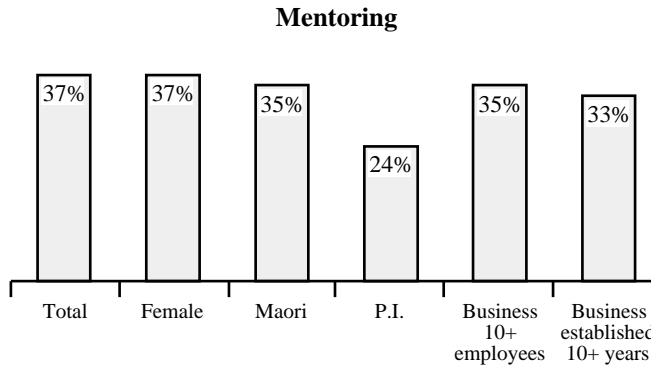
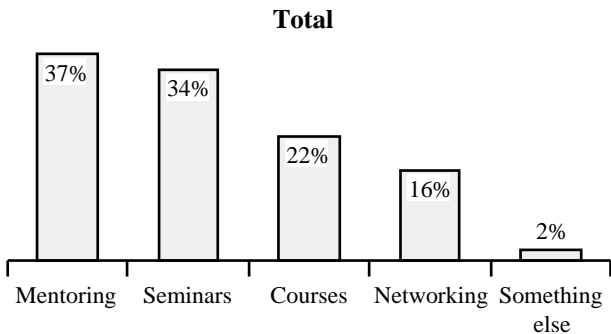
	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
More informed/increased knowledge	9	9	13	8	9	10	6	10	9	7	10	6	9
Generally positive, enjoyable experience	8	8	11	10	8	9	8	7	10	8	9	6	9
Gained more confidence/business confidence	7	8	7	5	7	8	3	9	5	4	7	6	5
Become motivated/more enthusiastic/positive	6	7	6	7	7	6	4	7	6	5	6	6	6
Availability of help/support/follow-up	5	5	4	2	5	8	1	6	5	2	4	6	4
Reassured on the right track	4	4	2	7	4	2	5	3	4	6	4	5	4
Gave new ideas/another level of thinking	3	3	3	5	4	2	2	3	4	3	4	3	3
Mentoring very good/useful	3	3	3	2	3	3	3	5	2	2	2	4	3
Brought me up to date on business trends	2	2	0	0	2	1	0	1	2	3	2	2	1
Other	6	5	6	5	5	6	6	6	5	4	6	3	7
No/can't think of any (Q10a)	60	59	58	59	60	57	70	54	62	70	61	62	61
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q11a+Q11b Negative effects/drawbacks to taking part in the BIZ programme or any of its services

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Course too basic/need something more advanced	2	2	3	2	2	5	1	2	1	3	1	4	2
Courses/sessions too short	2	2	4	0	2	1	1	3	2	1	1	3	2
Time to do the courses/time away from work	2	2	2	2	2	5	1	1	3	3	1	3	2
Dissatisfied with performance of tutor	2	2	2	0	2	1	2	2	1	1	1	2	2
Scheduled time of courses not suitable	2	2	2	0	2	2	1	2	2	2	1	0	4
Poor response to approaches for assistance	2	2	0	2	2	1	0	1	2	1	1	1	2
Course was wrong for me	2	1	1	0	2	2	1	1	1	3	1	1	3
Topics/examples taught are too general	2	2	3	2	1	1	3	1	2	2	2	0	3
Other	10	10	12	12	12	5	7	7	15	9	8	9	12
No/can't think of any (Q11a)	80	80	78	81	78	83	87	82	76	81	86	80	77
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

6. FORMS OF SERVICE SEEN TO GIVE RESULTS

- Business owners were asked to say what forms of management help they thought most likely to produce a good result for their firm.
- Mentoring at 37% was overall the most popular choice of management help, followed by seminars, mentioned by 34% of respondents. Courses were thought most helpful by 22%, and networking by 16%. However, looking at different target groups of respondents, these two sources of help were reversed in order of choice for Pacific Island owners, larger businesses, businesses who had been established more than 10 years, and those in the top of the North Island.



- This question was cross-tabulated by the actual management education that the firms had received. For those who had attended seminars, seminars were still their first choice as being seen to produce good results for their firm.
- Those firms who had been involved in networking also gave seminars as their first choice for management help.
- Those firms who had undergone mentoring, attended courses or correspondence courses, thought that mentoring offered the best management help.

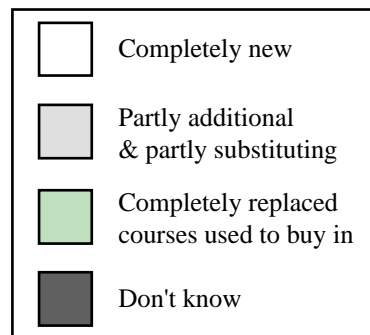
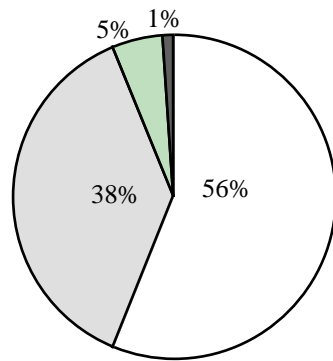
Q12 The forms of management help they think would be the most likely to produce a good result for their firm

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Seminars	34	34	33	41	35	27	37	30	37	37	42	34	32
Courses	22	21	24	27	19	27	24	22	19	22	19	20	22
Mentoring	37	37	35	24	38	37	35	38	40	33	36	37	37
Networking	16	16	20	15	17	17	12	19	15	12	17	12	18
Something else	3	2	2	3	3	2	2	3	2	2	2	3	2
None/Don't know	0	0	0	0	1	0	0	0	0	1	0	1	0
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

	Total %	Q4 Forms of management education have received specifically within the BIZ programme									
		Seminars %	Courses %	Mentoring %	Networking %	Corres- spondence %	Regional Newsletter %	Website 5	Follow-up calls %	Expert help %	Other %
Seminars	34	39	30	28	34	27	10	50	50	40	100
Courses	22	20	29	19	21	25	30	0	30	33	50
Mentoring	37	35	34	51	32	39	40	50	60	60	0
Networking	16	16	17	12	21	27	10	0	30	20	0
Something else	3	2	2	3	3	11	10	0	0	0	0
None/Don't know	0	1	0	0	0	0	0	0	0	0	0
Unweighted Base	800	543	361	267	221	44	10	2	10	15	2

7. WHETHER BIZ ADDS TO, OR SUBSTITUTES FOR, OTHER TRAINING

- The question was asked whether participation in the BIZ programme was completely new, replaced courses business owners used to buy in, or were partly additional and partly substituting.
- In total, 56% claimed the BIZ programme was completely new or additional to any courses or mentoring previously paid for.



- Most of the target groups followed this pattern. The two exceptions were the businesses with 6-9 employees and those in business over 10 years - both these groups were more likely than average to be using the BIZ programme as "partly additional and partly substituting".

Q13 Description of their taking part in the BIZ programme

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Completely new, or additional	56	57	51	53	57	48	53	57	59	48	56	60	50
Completely replaced courses used to buy in	5	5	5	8	4	4	7	4	5	5	6	5	4
Partly additional and partly substituting	38	37	43	39	37	47	40	38	34	46	36	34	45
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Not applicable/Don't know/No reply	1	1	0	0	2	0	0	0	3	1	2	1	1
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

	Total %	Q4 Forms of management education have received specifically within the BIZ programme									
		Seminars %	Courses %	Mentoring %	Networking %	Corres- pondence %	Regional Newsletter %	Website 5	Follow-up calls %	Expert help %	Other %
Completely new, or additional	56	53	57	60	50	57	40	50	70	73	0
Completely replaced courses used to buy in	5	5	6	7	7	0	0	0	0	0	0
Partly additional & partly substituting	38	41	36	31	42	41	50	50	30	27	100
Other	0	0	0	0	0	0	0	0	0	0	0
Not applicable/Don't know/No reply	1	1	1	1	0	2	10	0	0	0	0
Unweighted Base	800	543	361	267	221	44	10	2	10	15	2

8. INTENTIONS FOR FUTURE USE OF BIZ

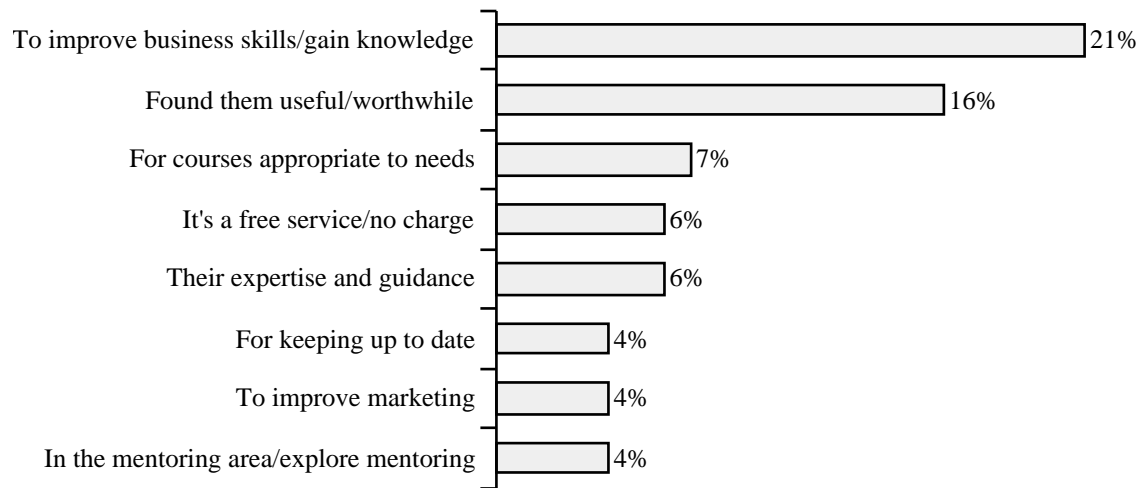
- Respondents were asked whether they or their company intended to seek out further courses, seminars or mentoring under the BIZ programme. Whether they answered in the affirmative or negative, they were asked to elaborate further.
- Seven out of ten firms claim they will seek out further courses. The main reasons given (21% of reasons) was that they improved the business skills and knowledge level. 16% said they found the courses useful and worthwhile. A further 7% said they would seek out courses which were appropriate for their needs.

There were approximately twenty other comments given, none of which exceeded more than 3%.

- The only difference across the target groups was among Pacific Island owners, who were more likely than average (31%) to say their business knowledge and skills would be improved by further courses.
- Reasons given for **not** actively seeking out further courses were few at 20% in total. No one comment attracted more than 3% of responses.

Some comments:

- *using other avenues/own scheme* 3%
- *not impressed/badly run/not helpful* 3%
- *lack of time - too busy* 2%
- *circumstances changed* 2%
- *courses not relevant/suited to us* 2%



Q14+Q15 Comments on WHY/WHY NOT intend to actively seek out further courses..

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
WHY comments	70	71	72	71	71	70	71	78	69	64	74	67	71
Have found them useful/worthwhile	16	16	14	5	17	14	17	19	17	15	19	18	15
It's a free service/no charge	6	6	6	3	6	5	6	6	6	6	9	4	5
To improve my business/gain knowledge/skills	21	21	22	31	22	16	20	25	17	20	25	18	22
For courses appropriate to our needs	7	6	4	8	7	8	9	5	9	8	9	8	6
For keeping up to date	4	5	6	7	5	3	3	4	4	6	4	4	5
Their expertise/guidance	6	6	7	2	6	5	10	8	4	8	7	5	7
Will attend at some stage/when time allows	3	4	3	3	4	3	1	3	5	2	2	3	3
In the mentoring area/explore mentoring	4	4	3	5	3	4	3	4	3	4	3	3	3
To improve marketing	4	4	3	2	5	1	1	5	5	1	6	4	3
For staff training/upskilling staff	3	3	5	10	3	6	7	3	3	5	3	3	5
Financial assistance/information	3	3	5	3	3	5	3	5	3	1	2	4	3
Others (WHY comments)	27	28	31	29	27	28	29	32	26	23	31	24	28
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q14+Q15 Comments on WHY/WHY NOT intend to actively seek out further courses..

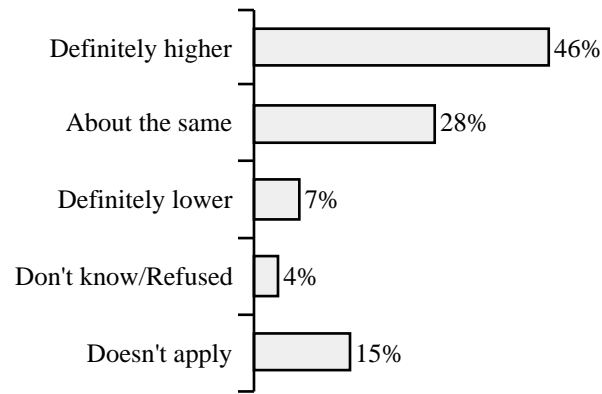
	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
WHY NOT comments	19	18	17	7	18	24	13	14	19	23	12	26	16
Lack of time/too busy	2	2	1	3	2	1	2	2	3	1	1	4	1
Not needed at the moment	2	2	3	0	2	3	2	2	2	3	3	3	1
Circumstances have changed	2	2	1	2	2	1	1	2	1	2	1	2	2
Need more sophisticated/advanced courses	1	1	2	0	1	3	3	1	1	2	1	2	1
Using other avenues/own scheme now	3	3	3	2	3	2	2	2	4	3	2	3	3
Not now/will use in the future	1	2	2	0	1	2	2	1	0	2	1	2	1
Not impressed/badly run/not helpful	3	2	2	0	2	4	4	1	3	4	0	3	3
Only if specific course offered	1	1	0	0	1	3	1	1	1	2	1	3	1
Don't know what is available	1	1	0	0	1	1	1	2	1	0	1	1	1
Courses not suited/relevant to us	2	2	2	2	2	3	3	1	3	2	2	2	3
Got the info we needed from it	1	1	1	0	1	0	0	1	0	1	2	0	1
Others (WHY NOT)	3	3	1	0	3	2	0	2	4	3	1	5	2
No comment/Don't know/depends (Q14)	12	11	11	22	11	6	15	9	13	13	15	8	13
No comment	0	0	0	0	0	0	0	0	0	0	0	0	1
Don't know/depends (Q14)	11	11	11	22	11	6	15	8	12	13	15	8	12
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

9. CURRENT PERFORMANCE SELF ASSESSMENTS

- Comparing with 12 months ago, business owners were asked whether various aspects of their business performance were lower, about the same, or higher.

- Business Turnover**

46% of respondents reported that "business turnover, sales or revenue" was definitely higher compared with 12 months ago, with a further 28% claiming they were the same.



There was little variation across the main target groups. However, 58% of larger firms (10+ employees) claimed higher business turnover, compared with the 46% total.

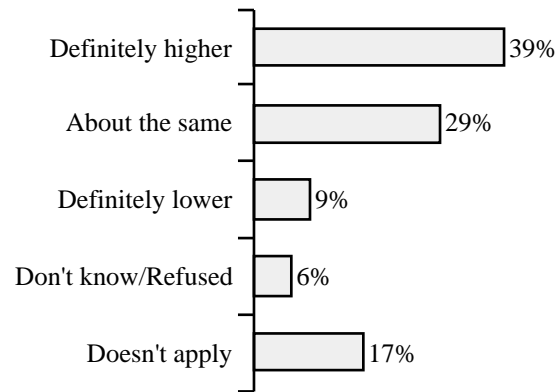
Q16 Compared with 12 months ago, whether their a. "Business turnover, sales or revenue" is definitely lower, about the same, or definitely higher..

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Definitely lower	7	6	5	7	7	9	7	4	8	9	7	7	6
About the same	28	28	27	27	31	34	20	27	35	27	28	28	32
Definitely higher	46	47	47	42	47	47	58	46	49	50	47	49	47
Don't know/refused/no reply	4	4	3	7	4	2	9	5	1	6	7	5	3
Doesn't apply	15	15	18	17	12	8	7	17	6	8	10	11	13
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

• **Business Profit**

Four out of ten (39%) of firms claim their business profit is definitely higher, while a further 29% say their profit is about the same as 12 months ago.

No variations were seen across target groups.



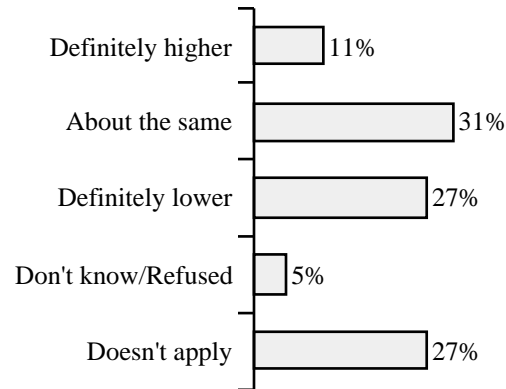
Q16 Compared with 12 months ago, whether their b. “Business profit” is definitely lower, about the same, or definitely higher..

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Definitely lower	9	8	7	7	8	14	12	8	10	11	9	11	8
About the same	29	31	24	29	33	23	27	27	36	30	33	29	30
Definitely higher	39	37	41	37	40	46	42	40	42	40	37	40	41
DK/refused/no reply	6	6	6	3	5	6	9	6	4	8	12	5	4
Doesn't apply	17	18	23	24	13	11	11	19	8	11	10	14	16
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

- **Level of Debt**

For six out of ten firms, the level of debt is either lower or the same as it was 12 months ago. 11% report that their debt level is definitely higher.

The group which reports the "best" figure for lower debt are the firms with 6-9 employees, where 40% say debt is lower, compared with 27% in total.



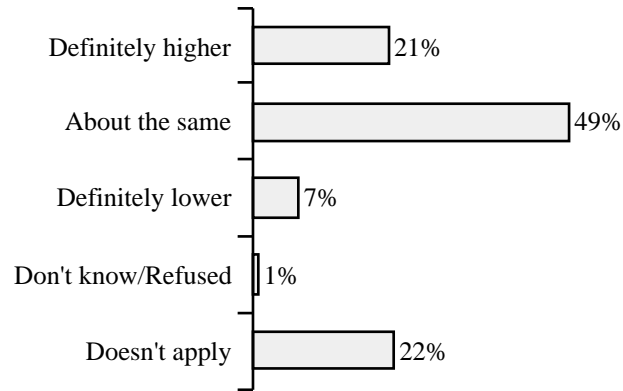
Q16 Compared with 12 months ago, whether their c. "Level of debt" is definitely lower, about the same, or definitely higher..

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Definitely lower	27	27	25	24	29	40	17	25	35	26	27	29	28
About the same	31	30	24	31	32	25	38	29	31	35	34	31	31
Definitely higher	11	12	12	8	10	16	15	10	14	12	13	10	11
Don't know/refused/no reply	5	5	5	8	3	5	13	4	3	7	6	6	4
Doesn't apply	27	26	34	29	26	14	16	32	16	19	21	24	26
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

• **Number of Employees**

In total, half of the firms report that their number of employees is the same as 12 months ago, with a further 21% saying the number is definitely higher.

Smaller companies (those with 5 or less employees) have a slightly higher than average figure reporting their staff levels are the same, while the larger companies' staff levels are more likely to be higher than average.



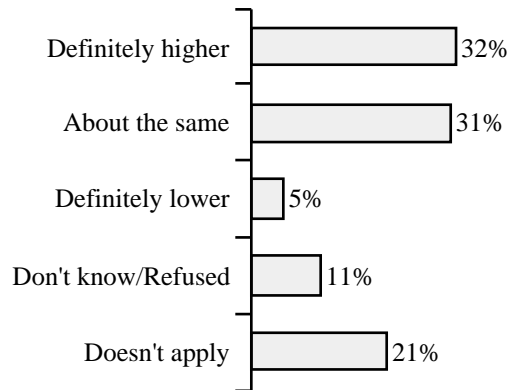
Q16 Compared with 12 months ago, whether their d. “Number of employees” is definitely lower, about the same, or definitely higher..

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Definitely lower	7	7	6	12	5	14	14	6	8	8	11	9	5
About the same	49	48	44	37	56	41	29	44	58	51	44	55	48
Definitely higher	21	21	26	25	15	39	47	19	23	27	29	15	25
Don't know/refused/no reply	1	1	2	2	1	1	3	1	0	3	1	2	1
Doesn't apply	22	23	22	24	22	5	7	29	11	11	15	19	20
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

• **Market Share**

About 3 out of 10 of the total sample said their market share was definitely higher, and similarly, 3 out of 10 that their firm's market share had stayed the same, compared with 12 months ago.

No major variations were seen across the target groups.



Q16 Compared with 12 months ago, whether their e. “Market share” is definitely lower, about the same, or definitely higher..

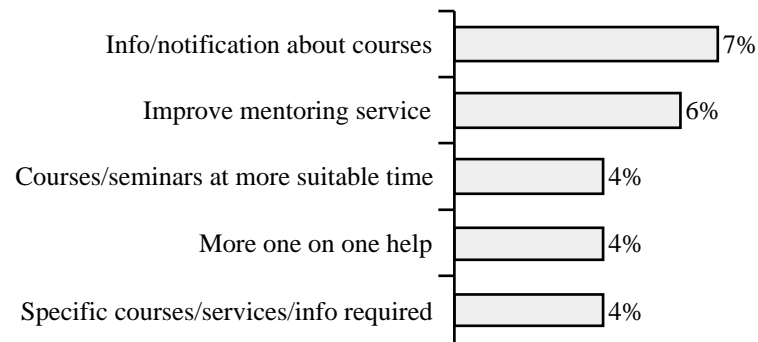
	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Definitely lower	5	5	5	2	6	2	5	5	5	6	4	6	5
About the same	31	30	25	24	33	32	24	26	37	35	37	31	30
Definitely higher	32	31	31	24	33	37	38	34	38	29	31	38	31
Don't know/refused/no reply	11	11	11	12	10	14	14	11	9	13	12	13	9
Doesn't apply	21	23	29	39	18	15	18	24	11	17	16	13	24
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

10. SUGGESTIONS FOR CHANGE OR EXPANSION OF BIZ

- The business owners were asked if there were any suggestions they would like to make for changing or expanding the BIZ services, to be more accessible to their firm.
- Only 50% of respondents chose to answer the questions. Of those who did respond, the highest percentage for any one comment was 7%, who said they wanted information and notification about courses and seminars.

6% suggested improving the mentoring course.

In excess of twenty other comments were made, but none more than 3%.



Q17 Suggestions made for changing or expanding the BIZ services to be more accessible to their firm

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Info/notification about courses/seminars	7	6	6	14	6	12	7	6	6	9	7	7	7
Improve mentoring service	6	6	6	3	8	4	4	8	8	4	7	6	6
Courses/seminars at more suitable times	4	4	4	2	4	8	5	4	5	4	5	4	4
Specific services/courses/info required	4	4	3	5	4	2	9	2	4	8	5	4	5
More one on one help/personal contact	4	4	5	2	5	4	0	4	4	3	4	5	3
More advertising/publicity needed	3	3	2	7	3	4	5	4	3	3	3	3	4
Have more courses available	3	3	2	3	3	1	4	3	1	4	2	3	3
Others	31	31	32	36	31	31	32	33	28	31	24	29	34
No/nothing	51	51	53	49	51	48	50	48	53	52	55	52	49
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

11. PROFILE OF USERS

The profile of the sample is shown below:

Length of time been in business

	Total %
1-3 years	38
4-9 years	28
10-15 years	13
16+ years	15
Not in business	6

Q18a Length of time this business has been in operation

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
1 to 3 years	39	38	43	42	47	30	20	100	0	0	33	39	46
4 to 9 years	28	28	23	29	31	32	16	0	100	0	26	32	29
10 to 15 years	13	13	12	15	10	23	21	0	0	44	12	14	14
16 to 20 years	5	5	3	2	5	2	11	0	0	18	10	6	3
Over 20 years	11	10	10	3	7	13	32	0	0	38	20	10	9
Not in business	6	6	8	8	0	0	0	0	0	0	0	0	0
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Q18a+Q18b What they do since they're not a business

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
In process of setting up a business	1	1	2	2	0	0	0	0	0	0	0	0	0
Business is inactive/closed down/sold	1	1	1	2	0	0	0	0	0	0	0	0	0
Working in a salaried position	1	1	1	3	0	0	0	0	0	0	0	0	0
Currently a student	1	1	0	0	0	0	0	0	0	0	0	0	0
Now retired	1	1	1	0	0	0	0	0	0	0	0	0	0
Individual Maori/part of a Marae group	1	1	2	0	0	0	0	0	0	0	0	0	0
Planning a business	1	1	0	2	0	0	0	0	0	0	0	0	0
Other	1	1	1	5	0	0	0	0	0	0	0	0	0
Been in operation 1+ years (Q18a)	94	94	92	92	100	100	100	100	100	100	100	100	100
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Number of full-time equivalent people in firm

	Total
	%
Up to 5	69
6 to 9	12
10 plus	12
Not in business/ no full-time equivalent people	7

Q19 Number of full time equivalent people working currently in their firm

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Up to 5	69	70	59	56	100	0	0	84	78	54	70	75	71
6 to 9	12	11	15	12	0	100	0	9	14	15	13	14	11
10 to 14	5	5	6	10	0	0	40	4	4	10	6	6	5
15 to 20	3	2	4	2	0	0	20	1	1	6	4	2	4
Over 20	5	5	6	10	0	0	39	2	3	13	8	3	7
Not in business	6	6	8	8	0	0	0	0	0	0	0	0	0
No full time equivalent people	1	1	2	2	0	0	0	0	0	1	0	0	2
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Whether owners or key decision makers are women

	Total %
Yes	82
No	18

Q21a Whether any of the owners or key decision makers are women

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Yes	82	100	87	86	83	81	75	81	84	81	73	85	83
No	18	0	13	14	17	19	25	19	16	19	27	15	17
Don't know	0	0	0	0	0	0	0	0	0	0	0	0	0
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Gender of respondent

	Total %
Male	42
Female	58

Q21b Gender

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Male	42	31	37	39	38	56	55	40	42	47	53	45	37
Female	59	69	63	61	62	44	45	60	58	53	47	55	63
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Whether owners or key decision makers are Maori

	Total %
Yes	27
No	72
Don't know/Refused	1

Q22 Whether any of the owners or key decision makers are Maori

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Yes	27	29	100	37	23	34	34	31	23	25	20	18	36
No	72	70	0	63	76	62	65	69	77	73	79	82	63
Don't know/refused	1	1	0	0	0	3	1	0	0	2	1	0	2
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Whether owners or key decision makers are of Pacific Island descent

	Total %
Yes	7
No	92
Don't know/Refused	1

Q23 Whether any of the owners or key decision makers of Pacific Island descent

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Yes	7	8	10	100	6	8	13	8	8	5	4	3	11
No	91	91	87	0	93	88	85	92	92	91	94	97	86
Don't know/refused	1	2	3	0	1	4	3	0	0	4	1	0	3
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Area

	Total %
Top North Island	
Northland	4
Auckland	26
Bay of Plenty	12
Waikato	6
Bottom North Island	
Gisborne	3
Hawkes Bay	5
Taranaki	4
Wanganui-Manawatu	6
Wellington	7
South Island	
Tasman	1
Nelson	3
Marlborough	3
West Coast	2
Canterbury	10
Otago	5
Southland	3

Area

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Top half North Island	48	48	56	68	48	48	40	50	49	42	42	41	53
Northland	4	4	6	2	4	6	3	3	6	4	5	2	5
Auckland	26	25	26	58	27	24	26	29	26	22	21	21	31
Bay of Plenty	12	12	18	5	11	14	8	10	11	11	13	9	11
Waikato	6	7	6	3	7	4	4	7	5	6	3	9	5
Bottom half North Island	25	25	29	25	25	22	31	23	28	27	31	27	22
Gisborne	3	3	5	2	3	2	1	2	4	3	4	3	2
Hawkes Bay	5	5	6	3	5	8	6	4	7	8	8	6	4
Taranaki	4	4	5	0	5	2	7	4	5	4	6	6	3
Wanganui-Manawatu	6	6	7	7	5	6	12	6	5	8	7	7	6
Wellington	7	7	7	14	7	3	6	9	6	4	6	4	8
South Island	27	27	15	7	27	30	29	27	23	31	26	32	25
Tasman	1	1	0	0	1	1	0	1	1	1	2	0	0
Nelson	3	3	1	0	4	2	0	3	4	2	2	3	4
Marlborough	3	3	1	0	3	2	2	4	1	2	1	3	3
West Coast	2	2	1	0	2	1	2	1	2	3	2	2	2
Canterbury	11	11	4	3	11	14	8	11	10	11	12	11	10
Otago	5	5	5	3	4	4	14	4	3	8	2	9	4
Southland	3	3	2	0	3	5	3	3	2	4	4	3	2
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Area

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Main urbans	44	43	37	75	45	41	39	49	42	36	40	37	50
Auckland	26	25	26	58	27	24	26	29	26	22	21	21	31
Wellington	7	7	7	14	7	3	6	9	6	4	6	4	8
Christchurch	11	11	4	3	11	14	8	11	10	11	12	11	10
Provincials	56	57	63	25	55	59	61	51	58	64	60	63	50
Northland	4	4	6	2	4	6	3	3	6	4	5	2	5
Bay of Plenty	12	12	18	5	11	14	8	10	11	11	13	9	11
Waikato	6	7	6	3	7	4	4	7	5	6	3	9	5
Gisborne	3	3	5	2	3	2	1	2	4	3	4	3	2
Hawkes Bay	5	5	6	3	5	8	6	4	7	8	8	6	4
Taranaki	4	4	5	0	5	2	7	4	5	4	6	6	3
Wanganui-Manawatu	6	6	7	7	5	6	12	6	5	8	7	7	6
Tasman	1	1	0	0	1	1	0	1	1	1	2	0	0
Nelson	3	3	1	0	4	2	0	3	4	2	2	3	4
Marlborough	3	3	1	0	3	2	2	4	1	2	1	3	3
West Coast	2	2	1	0	2	1	2	1	2	3	2	2	2
Otago	5	5	5	3	4	4	14	4	3	8	2	9	4
Southland	3	3	2	0	3	5	3	3	2	4	4	3	2
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

Firm Classification

	Total %
Retail trade	14
Manufacturing	12
Property & business services	13
Agriculture, forestry, fishing	8
Health and community services	9
Accommodation/café and restaurant	6
Education	6
Cultural and recreation	6
Personal and other services	6
Not in business	6
Construction	3
Wholesale trade	3
Communication services	2
Finance and insurance	2
Transport and storage	2
Electricity, gas and water	1
Government admin. and defence	1

Firm Classification

	Total %	An owner/decision maker is...			No. of full time equiv. employees			Established for...			Area		
		Female %	Maori %	P.I. %	Up to 5 %	6-9 %	10+ %	1-3 yrs %	4-9 yrs %	10+ yrs %	Top half N.I. %	Bottom half N.I. %	S.I. %
Agriculture, forestry & fishing	8	8	8	2	9	9	4	7	7	12	39	0	0
Manufacturing	12	9	6	8	10	14	21	10	11	17	56	0	0
Electricity, gas and water supply	1	1	0	2	1	0	2	1	1	2	5	0	0
Construction	3	2	2	2	3	5	4	2	5	3	0	10	0
Wholesale trade	3	3	1	2	3	6	2	4	4	3	0	11	0
Retail trade	15	16	8	5	16	15	13	14	16	17	0	50	0
Accommodation, cafés and restaurants	6	7	5	2	7	9	5	7	6	5	0	21	0
Transport and storage	2	2	3	2	3	1	0	2	3	2	0	8	0
Communication services	2	2	1	3	3	2	1	4	1	0	0	0	5
Finance and insurance	2	2	2	2	2	2	3	3	3	1	0	0	6
Property and business services	13	13	11	14	17	6	9	19	11	10	0	0	34
Government administration and defence	1	0	1	0	0	0	3	0	0	1	0	0	1
Education	6	6	10	12	5	10	9	5	9	5	0	0	14
Health and community services	9	10	16	17	7	11	15	6	13	10	0	0	23
Cultural and recreational services	6	6	10	12	6	6	8	8	4	7	0	0	16
Personal and other services	6	6	6	8	7	3	2	7	6	4	0	0	0
Not in business	6	6	8	8	0	0	0	0	0	0	0	0	0
Unweighted Base	800	656	217	59	553	93	104	308	220	226	163	235	311

F. QUESTIONNAIRE