

Manufacturing Business Practices Survey 1997

81 A limited number of respondents will be visited by the Ministry of Commerce for an in-depth study. Businesses who have been involved in such studies have found this more detailed analysis has been extremely valuable.

If you are selected to be part of this study, would you be prepared to take part?

yes..... 1 **Go to 82**
no..... 2 **Go to 83**

82 To make the follow-up study useful, the Ministry of Commerce will need the information given in this questionnaire, as well as the name and address of the business. But Statistics New Zealand can only pass on that information in a form that would allow your business to be identified, if you give your consent.

If you ARE prepared to do that, please sign the consent.

If you do NOT sign this consent:

- the name and address of the business will NOT be passed on to the Ministry of Commerce
- the information from this questionnaire will NOT be passed on in a form that would allow the Ministry of Commerce to identify your business, and
- the business will NOT be visited for the in-depth study.

I consent to this business's name and address together with the information given in this questionnaire being passed on to the Ministry of Commerce, to be used in the follow-up study.

Signature

Date

Name (please print)

83 Details of the person completing this questionnaire

Name (please print) Mr / Ms / Mrs / Miss	Position (e.g. owner, manager etc)
Telephone / mobile phone number	Fax number
Area code ()	Area code ()
Signature	Date

Thank you for your time and effort

Purpose

The purpose of this survey is to collect information on the business practices of manufacturing businesses in New Zealand. The data collected by this survey is needed to quantify business behaviour, capability and performance in the manufacturing industry. The information will help government and other organisations in developing a better understanding of enterprise capability and performance in New Zealand.

Confidentiality of Information Supplied

The information supplied will be used by Statistics New Zealand for the purposes given above. Any release of information will only be in accordance with the Statistics Act 1975. Only persons authorised by the Act will have access to the individual information.

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.

Len Cook

Government Statistician

Return Date

Please return the completed questionnaire, in the reply paid envelope enclosed, **WITHIN 14 DAYS** of receiving it.

Help and Advice

Mail	Phone	Fax
Survey Help Desk Statistics New Zealand Freepost 10007 Private Bag 92003 AUCKLAND	Survey Help Desk from Auckland 357 2141 from areas outside Auckland 0800 809 464	Auckland 09 357 2195

Direction Setting

1 Does this business have a mission statement?
 yes 1 no 2

2 Does this business have a formal planning process (e.g. periodic meetings and/or written documents) which sets *short-term* goals?
 yes 1 no 2

3 Does this business have a formal planning process (e.g. periodic meetings and/or written documents) which sets *long-term* goals?
 yes 1 no 2

4 When future goals are being set for this business, how many of its employees are consulted?
 no employees 1 a few employees 2 many employees 3 all employees 4 don't know 5

5 Tick one box for each item. In developing goals, how often does this business incorporate the requirements of:
 - its customers never 1 some-times 2 frequently 3 always 4
 - its suppliers never 1 some-times 2 frequently 3 always 4

6 Is it part of the regular work of one or more people to assess whether the business is achieving its goals?
 yes 1 no 2

7 Does this business have a human resource development policy?
 yes..... 1 Go to question 8
 no..... 2 Go to question 9

8 To what degree does that policy support the achievement of the stated business goals?
 not at all 1 to some degree 2 totally 3 don't know 4

9 Does this business have a policy for managing the use of technology at this site?
 yes..... 1 Go to question 10
 no..... 2 Go to question 11

10 To what degree does that policy support the achievement of the stated business goals?
 not at all 1 to some degree 2 totally 3 don't know 4

75 Does this site have ISO9000 (quality management systems certification)?
 yes..... 1 Go to question 77
 no..... 2 Go to question 76

76 Is the site implementing or planning to implement systems to gain ISO9000 (quality management systems certification)?
 yes 1 no 2

77 What are the 3 products that are manufactured in greatest volume (in units) at this site?
Please specify.
 1.
 2.
 3.

78 Did this business export in the LAST 12 MONTHS?
 yes..... 1 Go to question 79
 no..... 2 Go to question 81

79 What proportion of sales (in \$) were exports?
 less than 10% 1 less than 30% 2 less than 50% 3 50% or higher 4

80 Which 3 of the following areas were the 3 main markets (by volume of sales in NZ\$) for the business in that period?
 - New Zealand 1
 - Australia 2
 - Japan 3
 - other Asian Countries 4
 - America (North, Central and South) 5
 - Europe (including UK) 6
 - other countries (*please specify*) 7

67 Does this site have documented manufacturing operating procedures?

yes.....1 Go to question 68

no.....2 Go to question 69

don't know.....3 Go to question 69

68 How many parts of the manufacturing operation do they cover?

a few of them 1

most of them 2

all of them 3

69 Does this site have written procedures in place for disaster recovery (e.g. total plant failure)?

yes 1 no 2

70 Have measures to reduce the environmental impact of this site been introduced over the LAST 3 YEARS?

yes.....1 Go to question 71

no.....2 Go to question 72

71 What was the reason(s) for the introduction of those measures?

if yes ✓

- regulatory pressure 1
- community pressure 2
- perceived cost savings 3
- perceived market opportunities 4
- voluntary initiatives 5
- other (please specify below)..... 6

} Go to question 73

72 What is the reason(s) such measures have not been introduced?

if yes ✓

- no negative environmental impacts 1
- no benefit to the business in such measures 2
- no pressure from outside to do so 3
- other (please specify below)..... 4

73 Does this site have ISO14000 (environmental certification)?

yes.....1 Go to question 75

no.....2 Go to question 74

74 Is the site implementing or planning to implement systems to gain ISO14000 (environmental certification)?

yes 1 no 2

11 Does this business have an environmental management policy?

yes.....1 Go to question 12

no.....2 Go to question 13

not applicable.... 3 Go to question 13

12 To what degree does that policy support the achievement of the stated business goals?

not at all 1 to some degree 2 totally 3 don't know 4

13 Over the last 3 years has this site's manufacturing technology changed?

- not at all..... 1 Go to question 15

- to a minor degree..... 2

- to a major degree..... 3

- completely..... 4

- don't know..... 5 Go to question 15

14 Has this technology come from:

if yes ✓

- developing new technology within the site 1
- further refining a technology developed by others 2
- using technology developed by others 3
- improving own existing technology..... 4

15 Tick one box for each item. Over the last 3 years, to what extent has this site improved:

	not at all	a little	moderate amount ^a	a great deal	don't know
- its production costs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- the quality of its products	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- the flexibility of its production processes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- delivery on time to its customers	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- the design of its products	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- the branding of its products	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- the service it offers	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- the marketing of its products	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- product or service innovation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- the price of its products	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

16 Tick one box for each item. Over the last 3 years, how much positive contribution has each of the following made to this site's attempts to improve its competitive position?

	none at all	a little	a moderate amount	a great deal	don't know
- leadership	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- planning	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- management skills	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- ability to innovate	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- ability to adopt technology	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- employee relations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- customer relations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- supplier relations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- marketing capability	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- operations management	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

17 Tick one box for each item. Over the last 3 years, to what extent has this site introduced:

	not at all	to a minor degree	to a major degree	completely	don't know
- new products	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- new processes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- improved products	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- improved processes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

18 Over the NEXT 3 YEARS, does this site intend to introduce:

	if yes ✓
- new products.....	1 <input type="checkbox"/>
- new processes.....	2 <input type="checkbox"/>
- improved products.....	3 <input type="checkbox"/>
- improved processes.....	4 <input type="checkbox"/>
- none of these	5 <input type="checkbox"/>

19 Over the next 3 years, does this site intend to change its manufacturing technology?

	not at all	to a minor degree	to a major degree	completely	don't know /undecided
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

20 Over the next 3 years, which of these markets does this site plan to focus its efforts on?

if yes ✓

- existing domestic markets.....	1 <input type="checkbox"/>
- existing export markets.....	2 <input type="checkbox"/>
- new domestic markets.....	3 <input type="checkbox"/>
- new export markets.....	4 <input type="checkbox"/>

64 Tick one box for each item. What sort of effect has each of the following factors had on this site's operations over the LAST 3 YEARS?

	very negative	negative	neutral or no effect	positive	very positive	don't know	not applicable
automation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
"just-in-time" (materials delivered shortly before use)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
machine set-up time reduction	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
warehousing and materials management	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
production planning and control	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
statistical process control	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
preventative maintenance	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
production work teams	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>

65 Over the last 3 years has this site's performance been compared in a systematic way with:

if yes ✓

- the performance of companies in the same industry?.....	1 <input type="checkbox"/>
- the performance of companies in a different industry?.....	2 <input type="checkbox"/>
- the performance of companies located domestically?.....	3 <input type="checkbox"/>
- the performance of companies located overseas?.....	4 <input type="checkbox"/>
- none of the above.....	5 <input type="checkbox"/>
- don't know.....	6 <input type="checkbox"/>

▶ Go to question 67

66 In which of the following areas have performance comparisons been made?

if yes ✓

- return on investment.....	1 <input type="checkbox"/>
- relative profitability.....	2 <input type="checkbox"/>
- relative cost position.....	3 <input type="checkbox"/>
- operating processes.....	4 <input type="checkbox"/>
- technology.....	5 <input type="checkbox"/>
- quality procedures.....	6 <input type="checkbox"/>
- customer service.....	7 <input type="checkbox"/>
- human resource procedures.....	8 <input type="checkbox"/>
- other (please specify below).....	9 <input type="checkbox"/>

54 Over the LAST THREE YEARS, has the business's market share:

decreased	stayed the same	increased	don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

55 Over the last three years, has this site's profitability:

decreased	stayed the same	increased	don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

56 Over the LAST 12 MONTHS, has this site's net cash flow been:

negative	neutral	positive	don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

57 Over the last 12 months, has the site's sales volume (in \$):

decreased	stayed the same	increased	don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

58 Please estimate the proportion of the sales from this site in the last 12 months that have been:

- completely new products introduced in the last 3 years..... %
- products significantly improved in the last 3 years..... %
- long established products (including minor changes)..... %
- other (please specify below) %

100%

59 Would you say that this site's cost of quality (ie. error, scrap, rework and inspection) as a percentage of total sales was:

less than 1%	less than 5%	less than 10%	less than 15%	15% or higher
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

60 Approximately how many employees at this site are primarily responsible for quality (e.g. Quality Control Inspectors etc)?

number of such employees

61 Approximately how many production operators are there at this site?

number of production operators

62 What proportion of products from this site are delivered in full, on time, to specification to customers?

less than 50%	less than 80%	less than 90%	less than 95%	95% or higher
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

63 What proportion of production operators at this site are currently involved in teams who meet to work out how to do things better?

none	less than 5%	less than 25%	less than 50%	50% or higher	don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>

21 Is it part of the regular work of one or more people to identify the business risks or business opportunities arising from changes in:

if yes ✓

- technology1
- competitors2
- government policy.....3
- market conditions.....4
- law and regulations.....5
- human resources6
- none of these7

Internal Structure

22 What scope do non-managerial staff at this site have to innovate in their work?

- little or none (must follow instructions).....1
- some (suggestions welcomed).....2
- a reasonable amount (discretion to make small changes).....3
- a lot (expected to make changes).....4

23 How many reporting levels exist at this site?

number of levels

24 Are production employees actively encouraged to identify problems?

never	sometimes	always	don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

25 When problems arise, do this site's production employees have the authority to contact external suppliers?

yes	no
1 <input type="checkbox"/>	2 <input type="checkbox"/>

26 How many production employees have authority to take immediate action (e.g. stopping the line, stopping delivery) if they identify a significant quality problem?

no employees	a few employees	many employees	all employees	don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

27 How many employees treat the next employee down the line as though they were a customer?

no employees do	a few employees do	many employees do	all employees do	don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

28 How often is employee satisfaction assessed at this site?

- every 6 months or more often 1

- every year or more often 2

- every 2 years or more often 3

- less often than every 2 years 4

- never 5

- different frequency for different employees 6

29 Are formal employee performance review systems used:

- at no levels at this site 1

- at some levels at this site 2

- at all levels at this site 3

30 At this site, how many production employees are on "pay for performance" schemes (e.g. productivity based incentives)?

no employees 1

a few employees 2

many employees 3

all employees 4

don't know 5

31 How many employees are able to do more than one job at this site?

no employees 1

a few employees 2

many employees 3

all employees 4

don't know 5

32 On average, how often are production employees moved to a different job at this site (i.e. job rotation)?

- every 6 months or more often 1

- every year or more often 2

- every 2 years or more often 3

- less often than every 2 years 4

- as required 5

- never 6

33 Does this business have formal training and development programs for:

- none of the employees 1

- a few employees 2

- many employees 3

- all employees 4

▶ Go to question 35

50 Is it part of the regular work of one or more people to manage the relationship of this site with people/groups in the community who have a stake in the site's business or an interest in what it does?

yes 1

no 2

51 In the LAST 12 MONTHS has this business put any money into sponsorship of, or donations to, any community activities?

yes 1

no 2

Practices

52 Tick one box for each item. Over the LAST 3 YEARS, how much weight have senior managers put on each of these measures when assessing this site's performance?

	none at all / not used	a little	quite a lot	a great deal	don't know
- financial measures (e.g. profits, return on investment, return on assets, sales growth)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- cost measures (e.g. on budget, costs per unit of output, inventory costs, overtime costs)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- operational measures (e.g. asset utilisation, throughput time, on time delivery)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- quality measures (e.g. first past yield, defect rates, customer returns)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- innovation measures (e.g. process innovation, speed of new product development, new value added services)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- human resources (e.g. job satisfaction, skills development)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

53 Tick one box for each item. Please make an estimate of how large each of the following has been at this site over the LAST TWELVE MONTHS:

	zero	less than 1%	less than 3%	less than 5%	5% or more	not applicable	don't know
- defects as a percentage of production volume	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
- warranty claims as a percentage of total sales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
- research and development as a percentage of total sales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>
- employee education and training expenditure as a percentage of pre-tax average payroll	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>

48 Tick one box for each item. In the last 12 months, which of the following have been valuable sources of external advice or assistance to this site?

if yes ✓

- parent or related companies01
- other international or overseas firms02
- other New Zealand firms03
- industry or employers associations04
- banks05
- accountants06
- universities or business schools07
- management consultants08
- Business Development Boards09
- New Zealand Trade Development Board (Tradenz)10
- Crown Research Institutes / research associations11
- participation in quality awards12
- government departments13
- other (please specify below)14

49 Tick one box for each item. How would you say this site compares to its major domestic competitors on each of the following?

higher than competitors
on a par with competitors
lower than competitors
we don't compare this activity

- labour cost per unit of product is: 1 2 3 4
- material costs per unit of product are: 1 2 3 4
- cost of marketing, distribution and administration per unit of production is: 1 2 3 4
- new product introduction lead time is: 1 2 3 4
- order to delivery time is: 1 2 3 4
- time lost to industrial disputes is: 1 2 3 4
- overhead costs per unit of product are: 1 2 3 4
- lost time due to accidents per year per employee is: 1 2 3 4
- finished product defect rate is: 1 2 3 4
- return on net assets is: 1 2 3 4
- gross profit (sales less cost of sales) is: 1 2 3 4
- stock turnover (ratio of annual sales to average total stock) is: 1 2 3 4

34 Do the programs for training and development of employees focus on:

if yes ✓

- giving them new skills1
- improving their existing skills2
- giving them new tasks3
- other (please specify below)4

35 Tick one box for each item. How often are non-managerial employees at this site consulted about:

never
monthly or more often
6 monthly or more often
less often than annually
different frequency for different employees

- changes in the business environment 1 2 3 4 5 6
- competitive strategy 1 2 3 4 5 6
- business performance 1 2 3 4 5 6
- community involvement (e.g. sponsorship, or plant visits) 1 2 3 4 5 6
- technological change 1 2 3 4 5 6

36 Tick one box for each item. How many employees at this site are:

none are
a few are
many are
all are

- consulted about new technology acquisition 1 2 3 4
- trained to make sure that the implementation of new technology is effective 1 2 3 4
- organised to make sure technology is used efficiently 1 2 3 4

External Structure

37 Is customer feedback used in the business to initiate improvements in current products or services?

never
some-times
often
always

- 1 2 3 4

38 Does this business have set procedures for dealing with customer complaints?

yes
no

- 1 2

39 How often does this business systematically measure final customer satisfaction?

- every 6 months or more often 1
- every year or more often 2
- every 2 years or more often 3
- less often than every 2 years 4
- not at all 5
- don't know 6

40 Do any of this site's most senior manager(s) ever visit customers?

yes 1 **Go to question 41**

no 2 **Go to question 42**

don't know 3 **Go to question 42**

41 How often do they visit the most frequently visited customers?

- once a month or more often 1
- every 3 months or more often 2
- every 6 months or more often 3
- once a year or more often 4
- less than once a year 5
- don't know 6

42 Tick one box for each item. How much does this business work with each of the following on product development?

- customers	not at all	a little	quite closely	very closely
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
- suppliers	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

43 Does this site have systems for measuring the quality of materials sent by:

- all suppliers 1
- most suppliers 2
- some suppliers 3
- very few suppliers 4
- no suppliers 5

44 How much does this site work with suppliers to improve each other's processes?

not at all	a little	quite closely	very closely
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

45 Tick one box for each item. Is this business involved with any other business(es) (in New Zealand or overseas) in sharing any of the following activities?

	with a New Zealand business	NOT within your group*	with an overseas-based business	NOT within your group*	none
- information	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- product research and development	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- manufacturing processes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- marketing/branding	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- distribution	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- quality improvements	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- safety	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
- other activity (please specify below)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

* group is defined as a number of businesses related through their ownership structure

46 In relation to the activities in question 45, has this business ever:

- decided to stop sharing such activities 1
- considered sharing such activities but decided against it 2
- neither 3 **Go to question 48**
- don't know 4 **Go to question 48**

47 Was that decision or decisions based on concern about:

- loss of control 1
- disclosing commercial secrets 2
- financial costs 3
- administrative/legal burden 4
- additional time commitments 5
- personality difficulties 6
- lack of trust 7
- other (please specify below) 8

if yes ✓