

# Business Characteristics Survey Management Capabilities Module 2015-16

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Australian Business Number

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any errors  
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## Purpose of Collection

This survey provides information on the characteristics and management capabilities of Australian businesses. The Management Capabilities Module will produce data on management practices for topics such as supply chain, sustainability and digital business. It examines the impact of management on firm performance indicators. The results will be used by analysts and in the development of government policy.

## Collection Authority

The information asked for is collected under the authority of the *Census and Statistics Act 1905*. Your cooperation is sought in completing and returning this form by the due date. The Act provides me with the power, if needed, to direct you to provide the information sought.

## Confidentiality

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Australian Bureau of Statistics

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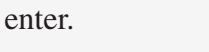
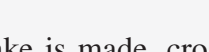
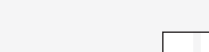
Sydney NSW 2000

Australian Statistician

Person we should contact if any queries arise regarding this form

Name			
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Email			

# Please read this first

- **Important:** This form will be read using electronic equipment.
  - Use **only black ball point pen** when completing this form.
  - Keep each number, letter or tick within the data entry boxes provided, for example  

  - Leave answer boxes blank where you have no response or data to enter.
  - Do not use 'nil', 'n/a' or draw a line in the data entry boxes.
  - If a mistake is made, cross out the incorrect answer and either write the answer in the remaining boxes, for example  
 Income ... .. \$   
 or if not enough space is left, write next to the relevant item, for example  
 Income 
  - Show a loss/deficit with a negative sign, for example  


Income ... .. \$ 73, ~~86~~,000

or if not enough space is left, write next to the relevant item, for example

Income 3 1 4 2 \$ ~~3,642~~,000

\$ - , 3 1 4 , 0 0 0

## Part 1 – Basic financial and business structure information

**1 Period covered by financial data on this form**

### Note

- This form is for the financial year ended 30 June 2016.
- If this business has a different financial year, please report for a 12 month period which ends between 1 October 2015 and 30 September 2016 (e.g. a financial year ending 31 December 2015).

Tick one box

1 July 2015 - 30 June 2016 ... .. ☐1 January 2015 - 31 December 2015 ... .. 

Other (please specify) . . . . .

From

To

If the period covered by this form is not 12 months, please explain below.

--

**2 Please describe the activity from which this business derives its main income**

- Road freight transport
- Footwear retailing
- House building
- Real estate property management

(Please use BLOCK letters)

Only 1000

- For the purposes of this survey, estimates of financial items are acceptable. You **do not** need to seek exact figures from your accountant.
- Do not report profit/loss.
- Report net of discounts given.
- Report all items **exclusive of Goods and Services Tax (GST)**.

\$ \_\_\_\_\_,000

\$ \_\_\_\_\_,000

\$ \_\_\_\_\_,000

- For the purposes of this survey, estimates of financial items are acceptable. You **do not** need to seek exact figures from your accountant.
- Report all items **exclusive of Goods and Services Tax (GST)** where this is recoverable as an input tax credit.

- Cost of sales

\$ \_\_\_\_\_ .000

\$ \_\_\_\_\_,000

**Part 1 – Basic financial and business structure information – (continued)**

**5** As at 30 June 2016, how many years had this business been in operation:

(a) **under current ownership?**

Less than 1 year ☐ **or** Number of years

(b) **regardless of changes in ownership?**

Less than 1 year ☐ **or** Number of years

**6** Was this business involved in a franchising agreement during the year ended 30 June 2016?

Tick all that apply

- (a) No franchising agreement ..... ☐
- (b) Yes, franchisee (i.e. operated a franchise) ..... ☐
- (c) Yes, franchisor (i.e. controlled a franchise system) ..... ☐

**7** What was the percentage of foreign ownership of this business as at 30 June 2016?

Tick one box

- (a) 0% ..... ☐
- (b) Greater than 0% and less than 10% ..... ☐
- (c) Greater than or equal to 10% and less than or equal to 50% ..... ☐
- (d) Greater than 50% ..... ☐

## Part 2 – Employment

### 8 Number of persons working for this business during the last pay period ending in June 2016

#### Including

- Persons paid a retainer, wage or salary
- Full-time and part-time employees
- Permanent, temporary and casual employees
- Managerial and executive employees
- Employees absent on paid or prepaid leave
- Employees on workers compensation who continue to be paid through the payroll
- Contract minors paid through the payroll

#### Excluding

- Employees paid under the Australian Government's Paid Parental Leave Scheme
- Contractors paid on invoice
- Persons paid by commission only (i.e. a retainer/wage/salary is **not** paid)
- Non-salaried directors
- Self-employed persons such as consultants and contractors who are not employees, working proprietors or partners of this business
- Volunteers

Number

(a) Working proprietors and partners if this is an unincorporated business (e.g. sole trader, partnership or joint venture) .....

(b) Salaried directors if this is an incorporated business (e.g. Pty Ltd) .....

(c) All other employees .....

(d) **Total number of persons** (sum of Questions 8(a) to 8(c)) .....

### 9 Of the persons reported in Question 8, please estimate how many were managers at this business for the last pay period ending 30 June 2016

#### Note

- Managers are defined as someone who has employees directly reporting to them, and with whom they meet on a regular basis, and whose pay and promotion they may be involved with.

.....

## Part 3 – Key Performance Indicators

### Notes for Questions 10–17

- The next 8 questions ask about if and how the business measures its own performance. Performance measures are used by businesses to define and measure progress.
- For ease of understanding, the questions use the common business performance measurement term of Key Performance Indicator.
- Key Performance Indicators can cover a range of subjects, for example, financial measures such as income and expense levels, production targets, inventory amounts, delivery time, energy consumption and quality measures.
- When you answer these questions, please only include Key Performance Indicators that were used by the business during the financial year of 1 July 2015 to 30 June 2016.

### 10 During the year ended 30 June 2016, how many Key Performance Indicators were monitored by this business?

Tick one box

- (a) 1 or 2 ..... ☐
- (b) 3 to 5 ..... ☐
- (c) 6 to 9 ..... ☐
- (d) 10 or more ..... ☐
- (e) Don't know ..... ☐
- (f) No Key Performance Indicators monitored..... ☐

Go to Question 16

### 11 What were the topics of focus for the Key Performance Indicators monitored by this business?

Tick all that apply

- (a) Financial measures (e.g. profit, sales, market share, return on investment) ..... ☐
- (b) Operational measures (e.g. asset utilisation, on-time delivery).... ☐
- (c) Quality measures (e.g. customer satisfaction, defect rates) ... ☐
- (d) Innovation measures (e.g. new processes, new value added products) ... ☐
- (e) Human resource measures (e.g. job satisfaction, skills development) ... ☐
- (f) Environmental measures (e.g. recycling program, energy efficiency) ... ☐
- (g) Social measures (e.g. social license to operate, community engagement) ... ☐
- (h) Health and safety measures (e.g. hazard analysis) ... ☐
- (i) None of the above ..... ☐

### Part 3 – Key Performance Indicators – (continued)

#### 12 What best describes the period of time covered by Key Performance Indicators set by management at this business?

Tick one box

- (a) Short-term (up to one year) Key Performance Indicators ... .. ☐
- (b) Long-term (more than one year) Key Performance Indicators ... .. ☐
- (c) Combination of short-term and long-term Key Performance Indicators ... .. ☐
- (d) None of the above ... .. ☐

#### 13 How frequently were the Key Performance Indicators monitored by managers and non-managers of this business?

Tick all that apply

Non-managers

Managers

- (a) Annually ... .. ☐ ☐
- (b) Biannually ... .. ☐ ☐
- (c) Quarterly ... .. ☐ ☐
- (d) Monthly ... .. ☐ ☐
- (e) Weekly ... .. ☐ ☐
- (f) Daily ... .. ☐ ☐
- (g) Hourly or more frequently ... .. ☐ ☐
- (h) Other review period(s) ... .. ☐ ☐
- (i) Never ... .. ☐ ☐

#### 14 What were the performance bonuses of managers and non-managers based on?

Tick all that apply

Non-managers

Managers

- (a) No performance bonus system ... .. ☐ ☐
- (b) Their own performance as measured by Key Performance Indicators ... .. ☐ ☐
- (c) Their team or shift performance as measured by the Key Performance Indicators ... .. ☐ ☐
- (d) The business's performance as measured by Key Performance Indicators ... .. ☐ ☐
- (e) Other (please specify) ... .. ☐ ☐

Go to Question 16

### Part 3 – Key Performance Indicators – (continued)

**15 When Key Performance Indicators were met, what percentage of non-managers and managers at this business received performance bonuses?**

Tick **one** box per column only

Non-managers      Managers

- |   |     |                          |     |                          |
|---|-----|--------------------------|-----|--------------------------|
| (a) No performance bonus paid                   | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (b) 1-33% (up to one third)                     | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (c) 34-66% (up to two thirds)                   | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (d) 67-99% (more than two thirds to almost all) | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (e) 100% (all)                                  | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |

**16 What were the primary ways managers and non-managers were promoted at this business?**

Tick **one** box per column only

Non-managers      Managers

- |  |     |                          |     |                          |
|--|-----|--------------------------|-----|--------------------------|
| (a) Promotions were based solely on performance and ability  | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (b) Promotions were based partly on performance and ability and partly on other factors (e.g. tenure/time-in-business) | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (c) Promotions were based mainly on factors other than performance and ability (e.g. tenure/time-in-business)          | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (d) Staff were not promoted  | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |

**17 When under-performance was identified, were managers or non-managers demoted or dismissed?**

Tick **one** box per column only

Non-managers      Managers

- |  |     |                          |     |                          |
|--|-----|--------------------------|-----|--------------------------|
| (a) Yes, demoted or dismissed within 6 months of identifying under-performance | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (b) Yes, demoted or dismissed after 6 months of identifying under-performance  | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (c) No, not demoted or dismissed   | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |
| (d) No under-performance identified  | ... | <input type="checkbox"/> | ... | <input type="checkbox"/> |



## Part 4 – Use of data in decision making

### Notes for Questions 18–22

- The next 5 questions ask about if businesses use data in their decision making, the types of data used and the frequency of its use during the year ended 30 June 2016.
- Data can be in both qualitative and quantitative forms.
- Data can come from a range of different sources, for example, Intellectual Property (IP), sales figures, customer feedback surveys and demographics.

**18 During the year ended 30 June 2016, who or what determined the type of data to collect in decision making at this business?**

Tick all that apply

- (a) Managers at this business
- (b) Managers at another business/entity owned by the same company
- (c) Employees/non-managers
- (d) Customers
- (e) Government regulation
- (f) Other (please specify)
- (g) None of the above

**19** How frequently were each of the following sources of data used in decision making at this business?

### Note

- Examples of Performance data from production technology or instruments include stock/inventory figures, telephone metrics and sales figures.
- Examples of Information from external sources include suppliers, customers and outside data providers.

Tick all that apply

[illegible]

## Part 4 – Use of data in decision making – (continued)

### 20 How frequently were each of the following activities influenced by data analysis at this business?

#### Note

- Examples of Demand forecasting include market research and expectation surveys.
- Examples of Supply chain management include management of logistics, distribution, sourcing, production processes, purchasing and supply.

Tick all that apply

	Not at all	Daily	Weekly	Monthly	Quarterly	Annually	Ad hoc
(a) Design of new goods or services ... ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Demand forecasting ... ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Supply chain management ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Environmental management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 21 How frequently does this business rely on predictive analysis?

#### Definition

- Predictive analysis is the use of statistical models that provide forecasts in areas such as demand, production or human resources.

Tick all that apply

(a) Daily .....	<input type="checkbox"/>
(b) Weekly .....	<input type="checkbox"/>
(c) Monthly .....	<input type="checkbox"/>
(d) Quarterly .....	<input type="checkbox"/>
(e) Annually .....	<input type="checkbox"/>
(f) Ad hoc .....	<input type="checkbox"/>
(g) Never .....	<input type="checkbox"/>

## Part 4 – Use of data in decision making – (continued)

### 22 Did the managers at this business learn about management practices from any of the following sources?

Tick all that apply

- (a) From this business or another business owned by the same company  
(e.g. in-house or on-the-job-training) ..... ☐
- (b) Clients, customers or buyers ..... ☐
- (c) Suppliers ..... ☐
- (d) Competitors ..... ☐
- (e) Consultants ..... ☐
- (f) New employees ..... ☐
- (g) Universities or other higher education institutions ..... ☐
- (h) Government agencies ..... ☐
- (i) Private non-profit research institutions ..... ☐
- (j) Commercial laboratories or research and development enterprises ..... ☐
- (k) Websites, journals, research papers or publications ..... ☐
- (l) Professional conferences, seminars, meetings or trade shows ..... ☐
- (m) Industry associations ..... ☐
- (n) Masters of Business Administration (MBA) or other education ..... ☐
- (o) None of the above ..... ☐

## Part 5 – New goods, services, processes or methods

### 23 During the year ended 30 June 2016, did this business introduce any new or significantly improved goods or services?

#### Definition

- A **new good or service** means any **good or service** or combination of these which is **new to this business**. Its characteristics or intended uses differ significantly from those previously produced/offered by this business.

Tick all that apply

- (a) Goods ..... ☐
- (b) Services ..... ☐
- (c) None of the above ..... ☐

### 24 During the year ended 30 June 2016, did this business introduce any new or significantly improved operational processes?

#### Definition

- A **new operational process** is a significant change for this business in its methods of producing or delivering goods or services.

Tick all that apply

- (a) Methods of manufacturing or producing goods or services ..... ☐
- (b) Logistics, delivery or distribution methods for goods or services ..... ☐
- (c) Supporting activities for business operations, such as maintenance systems or processes for purchasing, accounting or computing ..... ☐
- (d) Other operational processes (please specify) ..... ☐
- 
- (e) None of the above ..... ☐

## Part 5 – New goods, services, processes or methods – (continued)

### 25 During the year ended 30 June 2016, did this business introduce any new or significantly improved organisational/managerial processes?

#### Definition

- A **new organisational/managerial process** is a significant change in this business's strategies, structures or routines which aim to improve the performance of this business.

Tick all that apply

- (a) Knowledge management processes to better use or exchange information, knowledge and skills within this business ... ☐
- (b) New business practices for organising procedures (e.g. supply chain management, business re-engineering, quality management) ... ☐
- (c) New methods of organising work responsibilities and decision making (e.g. first use of a new system of employee responsibilities, teamwork, decentralisation, integration or de-integration of departments, education/training systems) ... ☐
- (d) New methods of organising external relations with other businesses or public institutions (e.g. first use of alliances, partnerships, outsourcing or subcontracting) ... ☐
- (e) Other organisational/managerial processes (please specify) ... ☐
- 
- (f) None of the above ... ☐

### 26 During the year ended 30 June 2016, did this business introduce any new or significantly improved marketing methods?

#### Definition

- A **new marketing method** is a significant change in a design, packaging, placement, pricing promotion or sales method aimed to increase the appeal of this business's goods or services or to enter new markets.

Tick all that apply

- (a) Significant changes to the aesthetic design or packaging of goods or services ... ☐
- (b) New media or techniques for product promotion (e.g. the first time use of a new advertising media, a new brand image, introduction of loyalty cards, use of social networking sites) ... ☐
- (c) New methods of product placement or sales channels (e.g. first time use of franchising or distribution licences, direct selling, exclusive retailing, new concepts for product presentation) ... ☐
- (d) New methods of pricing goods or services (e.g. first time use of variable pricing by demand, discount systems) ... ☐
- (e) Other marketing method (please specify) ... ☐
- 
- (f) None of the above ... ☐

**Part 5 – New goods, services, processes or methods – (continued)**

**27** During the year ended 30 June 2016, did this business abandon (during development or introduction) any new or significantly improved:

Tick all that apply

- (a) Goods or services? ..... ☐
- (b) Operational processes? ..... ☐
- (c) Organisational/managerial processes? ..... ☐
- (d) Marketing methods? ..... ☐
- (e) None of the above ..... ☐

**28** As at 30 June 2016, was this business still in the process of developing or introducing (i.e. introduction was yet to occur) any new or significantly improved:

Tick all that apply

- (a) Goods or services? ..... ☐
- (b) Operational processes? ..... ☐
- (c) Organisational/managerial processes? ..... ☐
- (d) Marketing methods? ..... ☐
- (e) None of the above ..... ☐

## Part 6 – Strategic plans

### 29 During the year ended 30 June 2016, did this business have a strategic plan or policy?

#### Definition

- A strategic plan or policy is the plan implemented by a business to achieve its goals. It may include specific goals and decision-making on investment, allocation of resources and revenue generation.

Tick one box

- (a) No ..... ☐  Go to Question 33
- (b) Yes, and described in a written document ..... ☐
- (c) Yes, but not a written plan or policy ..... ☐

### 30 Who contributed to developing the content in this business's strategic plan or policy?

Tick all that apply

- (a) Principal manager (e.g. business owner, CEO, managing director) ..... ☐
- (b) Commercial manager ..... ☐
- (c) Chief financial officer ..... ☐
- (d) Production/operations manager ..... ☐
- (e) Research and development manager ..... ☐
- (f) Sales/marketing manager ..... ☐
- (g) Committee, team or board of directors ..... ☐
- (h) Other person(s) within the business ..... ☐
- (i) External consultant ..... ☐

## Part 6 – Strategic plans – (continued)

### 31 What areas were covered in this business's strategic plan or policy?

Tick all that apply

- (a) Revenue ..... ☐
- (b) Key Performance Indicators ..... ☐
- (c) Marketing, advertising and promotion ..... ☐
- (d) Business continuity/contingency ..... ☐
- (e) Supply chain (e.g. logistics, distribution, purchasing) ..... ☐
- (f) Innovation (e.g. new goods and services) ..... ☐
- (g) Information and communication technology (e.g. digital capability) ..... ☐
- (h) Environmental (e.g. management of emissions) ..... ☐
- (i) Workforce (e.g. recruitment, training) ..... ☐
- (j) Customer relations ..... ☐
- (k) Social (e.g. social license to operate, community engagement, corporate social responsibility) ..... ☐
- (l) Health and safety ..... ☐
- (m) Government regulation and compliance ..... ☐
- (n) None of the above ..... ☐

### 32 Who was responsible for managing the areas outlined in this business's strategic plan or policy?

Tick all that apply

- (a) Principal manager (e.g. business owner, CEO, managing director) ..... ☐
- (b) Commercial manager ..... ☐
- (c) Chief financial officer ..... ☐
- (d) Production/operations manager ..... ☐
- (e) Research and development manager ..... ☐
- (f) Sales/marketing manager ..... ☐
- (g) Committee, team or board of directors ..... ☐
- (h) Other person within the business ..... ☐



## Part 6 – Strategic plans – (continued)

### 33 Please indicate which of the following organisational structures best reflects this business

Tick one box

- (a) Stand-alone business (one operating entity) ... ☐ Go to Question **35**
- (b) Subsidiary or part of a larger group of businesses (multiple operating entities) ... ☐ Go to Question **34**

### 34 Which business or entity made the following management decisions for this business?

Tick one box per row

	This business only	Another related business/entity only	Both this business and a related business/entity
(a) Hiring permanent full-time employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Pay increases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Purchase of fixed capital assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) New goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) New operational processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(f) Goods and/or services pricing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(g) Marketing, advertising or promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(h) Customer relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 35 Who prioritised or allocated projects in this business?

#### Definition

- A **project** is an individual or collaborative piece of work or activity that is carefully planned to achieve a particular aim.

Tick one box

- (a) Principal manager only (e.g. business owner, CEO, managing director) ... ☐
- (b) Only managers ... ☐
- (c) Mostly managers ... ☐
- (d) Managers and non-managers jointly ... ☐
- (e) Mostly non-managers ... ☐
- (f) Committee, team or board of directors ... ☐
- (g) Other (please specify) ... ☐

**36 To what extent do you agree or disagree with the following statements about entrepreneurial orientation and culture within this business?**

[illegible]

## Part 7 – Skills

**37** During the year ended 30 June 2016, were any of the following types of skills used by this business in undertaking its core business activities?

Tick all that apply

- (a) Engineering ..... ☐
- (b) Scientific and research ..... ☐
- (c) IT professionals ..... ☐
- (d) IT technical support ..... ☐
- (e) Trades ..... ☐
- (f) Transport, plant and machinery operation ..... ☐
- (g) Marketing ..... ☒
- (h) Project management ..... ☐
- (i) Business management ..... ☐
- (j) Supply chain management ..... ☐
- (k) Environmental management ..... ☐
- (l) Financial ..... ☐
- (m) None of the above ..... ☐

## Part 7 – Skills – (continued)

**38** Was there a shortage or deficiency in any of the following types of skills used or needed by this business in undertaking its core business activities?

### Definition

- A skills shortage occurs when there is an insufficient supply of appropriately qualified workers available or willing to work under existing market conditions.

Tick all that apply

- (a) Engineering ..... ☐
- (b) Scientific and research ..... ☐
- (c) IT Professionals ..... ☐
- (d) IT technical support ..... ☐
- (e) Trades ..... ☐
- (f) Transport, plant and machinery operation ..... ☒
- (g) Marketing ..... ☐
- (h) Project management ..... ☐
- (i) Business management ..... ☐
- (j) Supply chain management ..... ☐
- (k) Environmental management ..... ☐
- (l) Financial ..... ☐
- (m) Other skill types ..... ☐
- (n) No skills shortages or deficiencies ..... ☐ **Go to Question 41**

## Part 7 – Skills – (continued)

### 39 Were any of the shortages or deficiencies due to any of the following factors?

Tick all that apply

- (a) Specialist skills knowledge required ... ☐
- (b) Geographic location of business ... ☐
- (c) Wages or salary costs too high for the business ... ☐
- (d) Lack of availability or adequate training ... ☐
- (e) Unsure of long term demand for goods or services ... ☐
- (f) Recruitment too slow ... ☐
- (g) Rapid and large market changes ... ☒
- (h) Digital/technological changes ... ☐
- (i) Other (please specify) ... ☐

### 40 How did management at this business address skill shortages or deficiencies?

Tick all that apply

- (a) More use of external training of staff ... ☐
- (b) More use of on-the-job or internal training of staff ... ☐
- (c) Existing workforce worked longer hours (e.g. overtime, weekend work) ... ☐
- (d) Subcontracted or outsourced work to other businesses ... ☐
- (e) Employed staff on short-term contract basis ... ☐
- (f) Wages/salaries and/or conditions increased (e.g. bonus payments) ... ☐
- (g) Sponsored skilled migrants ... ☐
- (h) Reduced outputs or production ... ☐
- (i) Other (please specify) ... ☐

- (j) Did not/could not address skill shortage(s) ... ☐

## Part 8 – Supply chain

### Notes for Questions 41–43

- The next 3 questions ask about this business's supply chain participation, factors affecting it, and how it is managed.
- Supply chain refers to business processes involved in getting a good or service from the supplier to the customer. Within a supply chain there are flows of money, labour, information and materials between a supplier and customers.
- Examples of terms used to describe processes within the supply chain include: logistics, distribution, sourcing, production processes, purchasing and supply.

### 41 During the year ended 30 June 2016, what best describes the type of goods or services this business provides?

Tick all that apply

- (a) Supply of raw materials... ☐
- (b) Manufacture of intermediate goods or components... ☐
- (c) Manufacture/assembly of final goods... ☐
- (d) Wholesaling or retailing of final goods... ☐
- (e) Provision of engineering and technical services... ☐
- (f) Provision of information and communication technology services... ☐
- (g) Provision of financial services... ☐
- (h) Provision of training services... ☐
- (i) Provision of other consultancy services... ☐
- (j) Provision of logistics and transport services... ☐
- (k) Provision of exports (including goods or services)... ☐
- (l) Provision of imports (including goods or services)... ☐
- (m) Other (please specify) ☐
- 
- (n) None of the above... ☐

## Part 8 – Supply chain – (continued)

**42 Did any of the following factors affect this business's own supply chain (e.g. its suppliers and customers)?**

Tick all that apply

- (a) Change in customer demand ..... ☐
- (b) Exchange rate volatility ..... ☐
- (c) Other economic conditions ..... ☐
- (d) Transport and logistics disruption ..... ☐
- (e) Takeovers, mergers or acquisitions ..... ☐
- (f) Environmental factors (e.g. natural disasters, compliance with water restrictions) ..... ☐
- (g) Health and safety incidents ..... ☐
- (h) Infrastructure failure (e.g. public utilities) ..... ☐
- (i) Product quality changes ..... ☐
- (j) Product supply shortages ..... ☐
- (k) Product pricing changes ..... ☐
- (l) Government regulations and compliance ..... ☐
- (m) Industry standards ..... ☐
- (n) Loss of business expertise ..... ☐
- (o) Industrial dispute ..... ☐
- (p) Technological changes ..... ☐
- (q) None of the above ..... ☐

Go to Question **44**

## Part 8 – Supply chain – (continued)

### 43 What were the management actions undertaken by the business to respond to the factors affecting the supply chain?

Tick all that apply

- (a) Assessed and recorded changes associated with the supply chain... ☐
- (b) Implemented a contingency plan to address risks to the supply chain ... ☐
- (c) Carried out quality assurance testing of supplier's products ... ☐
- (d) Carried out an environmental assessment or accreditation ... ☐
- (e) Carried out quality assurance testing of this business's products ... ☐
- (f) Introduced a tender process to review suppliers ... ☐
- (g) Increased/decreased inventories/stock ... ☒
- (h) Trained suppliers in the business's supply chain products ... ☐
- (i) Trained staff in the business's supply chain practices ... ☐
- (j) Introduced a new market testing process to seek customer/buyer feedback ... ☐
- (k) Introduced new training for staff in customer engagement/assurance ... ☐
- (l) Introduced new KPIs on supply chain performance ... ☐
- (m) Other (please specify) ... ☐
- 
- (n) None of the above ... ☐



## Part 9 – Environmental management

### Notes for Questions 44–46

- The following 3 questions ask about the factors within the natural physical and ecological environment that affect this business, and also this business's environmental management activities.
- Environmental management activities are the processes undertaken by businesses in the management of the interaction and impact businesses have on the natural environment. Examples of these activities include recycling programs and waste audits.

#### 44 During the year ended 30 June 2016, did any of the following environmental factors significantly affect this business?

Tick all that apply

- (a) Natural disasters (e.g. fire, floods) ..... ☐
- (b) High or increased environmental pollution costs (e.g. waste levies, taxes or charges)..... ☐
- (c) High or increased resource costs (e.g. material, water, energy) ..... ☐
- (d) Uncertain supply of raw resources (e.g. material, water, energy) ..... ☐
- (e) High market demand for environmentally friendly goods and/or services ... ☐
- (f) Intense market competition for environmentally friendly goods and services ..... ☐
- (g) Declining reputation with respect to the business's environmental impacts ... ☐
- (h) New environmental regulations or compliance requirements ..... ☐
- (i) None of the above ..... ☐

#### 45 Did any of the following internal factors related to environmental management significantly affect this business?

Tick all that apply

- (a) No environmental plan, policy or system in place ..... ☐
- (b) No or limited planning or risk-minimisation processes ..... ☐
- (c) No or limited environmental accounting or management systems ..... ☐
- (d) Lack of skills required to manage environmental impact ..... ☐
- (e) Management or staff not committed to reducing environmental impacts ... ☐
- (f) High or increased pollution or emissions from this business ..... ☐
- (g) High or increased waste of raw resources (e.g. water, energy) ..... ☐
- (h) None of the above ..... ☐

## Part 9 – Environmental management – (continued)

### 46 Did this business undertake any of the following environmental management activities?

Tick all that apply

- (a) Measures to reduce material resource inputs and/or improve material resource efficiency ... ☐
- (b) Measures to reduce energy consumption and/or improve energy efficiency ... ☐
- (c) Measures to reduce water consumption and/or improve water efficiency ... ☐
- (d) Reduced the business's environmental footprint through:
- (i) research and development... ☐
- (ii) any new or improved good, service, operational process or management practice ... ☒
- (e) Measures to encourage environmental sustainability in customers and/or consumers... ☐
- (f) Recycling or reuse of materials ... ☐
- (g) Environmental or 'green' purchasing activities ... ☐
- (h) Environmental education and training of staff ... ☐
- (i) Environmental impact assessment/risk assessment ... ☐
- (j) Waste audit ... ☐
- (k) Measures to reduce pollution of soil, water and waterways... ☐
- (l) Life cycle assessment, management or product stewardship ... ☐
- (m) Product design or reformulation to reduce environmental impacts ... ☐
- (n) Implemented or improved an environmental policy, plan or system ... ☐
- (o) Employment of staff with explicit responsibility for environmental management ... ☐
- (p) Measures to reduce air pollution including greenhouse gas emissions ... ☐
- (q) None of the above ... ☐

## Part 10 – Digital business

**47** During the year ended 30 June 2016, to what extent were the following digital technologies important to the business?

Tick **one** box per row

	Not at all	A small extent	A moderate extent	A major extent
(a) Mobile internet (e.g. smartphones, m-commerce)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Access to high speed broadband	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Cloud technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) E-commerce capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(f) Data analytics (e.g. big data or geospatial technology)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(g) Intelligent software systems (e.g. Enterprise Resource Planning systems)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(h) Internet of things (e.g. smart metering, digitally-networked physical devices or assets)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(i) Radio frequency identification devices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(j) Cybersecurity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(k) Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Part 10 – Digital business – (continued)

**48** Did any of the following factors significantly change the way this business used information and communication technologies and/or the internet?

Tick all that apply

- (a) Loss/reduction of digital skills or capability ..... ☐
- (b) Enhanced digital skills or capability ..... ☐
- (c) Cyber attacks ..... ☐
- (d) Spam ..... ☐
- (e) Lack of access to digital infrastructure (e.g. Broadband) ..... ☐
- (f) Improved access to digital infrastructure (e.g. Broadband) ..... ☐
- (g) Increased cost of digital technology or services ..... ☒
- (h) Decreased cost of digital technology or services ..... ☐
- (i) Competition from new market entrants ..... ☐
- (j) Access to global markets ..... ☐
- (k) Creation of new markets from online communities ..... ☐
- (l) Other (please specify) ..... ☐
- (m) None of the above ..... ☐

## Part 10 – Digital business – (continued)

**49** Were any of the following management practices for the use of information and communication technologies and/or the internet implemented?

Tick all that apply

- (a) Introduced or changed a digital business strategy ... ☐
- (b) Approved the investment in new digital technologies or infrastructure for this business ... ☐
- (c) Introduced new training programs to upskill staff ... ☐
- (d) Reviewed staff performance against digital skills targets ... ☐
- (e) Rewarded individuals or teams involved in the successful introduction of digital technologies or processes ... ☐
- (f) Contracted external IT consultants ... ☐
- (g) Measured the contribution of digital activities to overall business performance ... ☐
- (h) Joint buying of digital technology or services ... ☐
- (i) Upgraded cybersecurity software, standards or protocols ... ☐
- (j) Other (please specify) ... ☐
- (k) None of the above ... ☐

## Part 11 – Principal Manager

### Notes for Questions 50–54

- The next 5 questions aim to identify and define attributes of the Principal Manager at this business for the year ending 30 June 2016. The Principal Manager is the most senior person who is responsible for making decisions related to the strategic direction of the business.
- Examples include, but are not limited to, the following: Chief Executive Officer (CEO), business owner, principal shareholder, Chief Operating Officer (COO), executive chairperson, company principal and president.
- When you answer these questions, please do so noting that they refer to the financial year of 1 July 2015 to 30 June 2016.

### 50 What was the age of the Principal Manager at this business?

Tick one box

- (a) Less than 30 years old ..... ☐
- (b) 30 to 39 years old ..... ☐
- (c) 40 to 49 years old ..... ☐
- (d) 50 to 59 years old ..... ☐
- (e) 60 or more years old... .. ☐

### 51 What was the sex of the Principal Manager at this business?

Male ☐

Female ☐

Year

### 52 In what year did the Principal Manager start working at this business?

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### 53 What is the highest level of school or tertiary education that the Principal Manager has completed?

Tick one box

- (a) Bachelor degree or higher ..... ☐
- (b) Advanced diploma or diploma ..... ☐
- (c) Certificate III or IV (including trade certificate) ..... ☐
- (d) Year 12 or equivalent ..... ☐
- (e) Year 11 or below ..... ☐
- (f) Did not go to school ..... ☐

**Part 11 – Principal Manager – (continued)**

**54** In addition to any formal qualification, what are the specialist skills of the Principal Manager?

Tick all that apply

- (a) Management/business ..... ☐
- (b) Information communication technology ..... ☐
- (c) Technical or engineering ..... ☐
- (d) Scientific or research ..... ☐
- (e) Sales or marketing ..... ☐
- (f) Finance/accounting ..... ☐
- (g) Law ..... ☐
- (h) Humanities, arts and social sciences ..... ☐
- (i) Other (please specify) ..... ☐
- 
- (j) No specialisation ..... ☐

## Part 12 – Comments and time taken

### 55 Please provide comments

- on any information you have supplied on this form (e.g. related to unusual movements or other factors)  
(Please use BLOCK letters)

<div></div>
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- on any difficulties you had in providing the requested information, or suggested improvements to this form  
(Please use BLOCK letters)

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### 56 Please provide an estimate of the time taken to complete this form

**Including**

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

hrs

mins

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### 57 Before returning this form please check that you have:

- ☐ corrected any errors on the address label (on the front of this form)
- ☐ completed contact details (on the front of this form)
- ☐ recorded the time taken to complete this form (Question 56)
- ☐ photocopied the completed form to retain for your own records

**Thank you for completing this form**