



# ENGAGEMENT BETWEEN BUSINESS AND COMMUNITY ORGANISATIONS

- A summary of research into businesses' current practices, needs, motivations and experience around supporting community organisations.
- Practical steps and approaches for community organisations to build strategic relationships that maximise the benefit to the charity, business and community.

Produced by Inspiring Communities,  
with the support of Department of Internal Affairs – Charities  
and Creative New Zealand



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## EXECUTIVE SUMMARY

This report is the result of nationwide research on current business practices, needs, motivations and experiences around supporting and interacting with community organisations.

The report focuses on business engagement with community organisations and does not currently include the community context of engaging with business. The report and recommendations, although primarily written for community organisations, contains relevant information for businesses and other organisations.

The research was undertaken by Inspiring Communities, commissioned by The Department of Internal Affairs – Charities, and Creative New Zealand. The on-line survey was managed by Horizon Research Ltd.

The survey was distributed to a wide variety of businesses and business people across New Zealand via the following networks:

- Auckland Chamber of Commerce
- BNI (Business Network International)
- Canterbury Employers' Chamber of Commerce
- Employers and Manufacturers' Association Northern (EMA)
- Employer's Chamber of Commerce Central
- Hawke's Bay Chamber of Commerce
- Otago-Southland Employers' Association
- Otago Chamber of Commerce
- Shape NZ database
- Southland Chamber of Commerce
- Sustainable Business Council
- Sustainable Business Network
- Taranaki Chamber of Commerce
- Venture Southland; and
- Venture Taranaki

A total of 1,006 businesses have completed the survey. 500 of these were selected through the Shape NZ managed database to provide a representative cross section of businesses in New Zealand.

The remaining businesses came from the various business networks, and were mainly Small and Medium Enterprises (SMEs). A total of 978 businesses had completed the survey at the time of analysis by Horizon Research.

To discuss the survey results and provide added insight, two workshops were held, one in Auckland and one in Wellington, with representatives from businesses and community organisations participating.

The intent of the research was to build a greater understanding of current business community investment and motivations for engagement with community organisations to:

- Improve the effectiveness of business/community organisation collaboration and partnership
- Encourage improved mutual value and benefit.

This report has been written utilising the research findings, the workshop feedback and recently completed research “The Social Role of Business” produced by the Sustainable Business Council, “Giving is Good” by BNI, information from Business in the Community UK and the London Benchmarking Group 2012 Report.

The intent of this report is to provide resource material that will improve the effectiveness of business and community organisations partnerships and maximise the benefits to both parties. The report has five sections covering the following:

### **1. INTRODUCTION**

Background and context.

### **2. SUMMARY OF THE FINDINGS**

This section draws primarily on the research findings and workshop discussions to give a view of businesses’ current practices, needs, motivations and experience around supporting community organisations.

### **3. CHALLENGES AND OPPORTUNITIES FOR COMMUNITY ORGANISATIONS**

This section provides guidance and suggestions for improving the frequency and efficacy of relationships between businesses and community organisations.

### **4. RESOURCES AND HELPFUL TIPS**

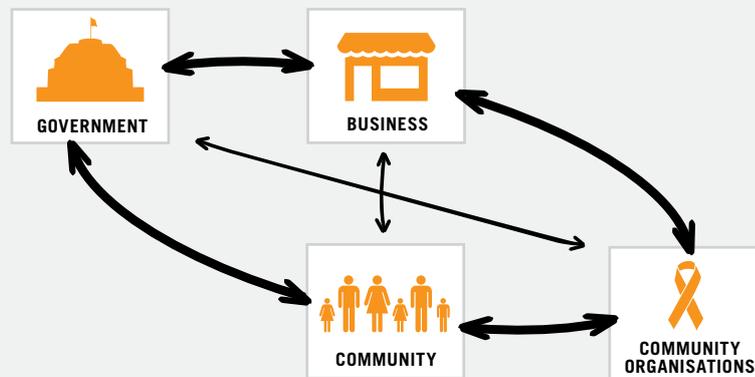
This section includes practical resources created from the research to support business and community partnerships.

### **5. INSPIRING COMMUNITIES’ RECOMMENDATIONS**

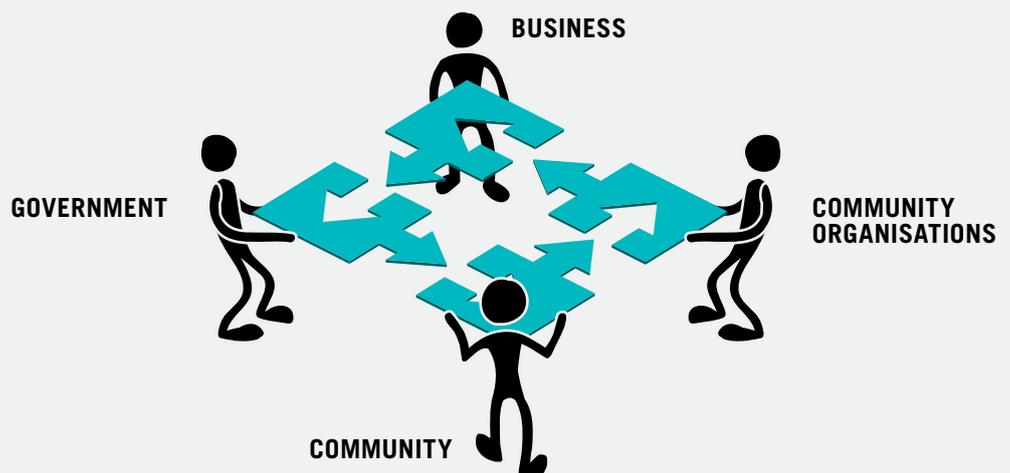
This section sets out Inspiring Communities’ recommendations from the workshops and research findings, on how to contribute to optimising the collaboration and partnership between business and community organisations.

The research found that most businesses engaged with community organisations and consider that “It’s the right thing to do.” This traditional approach provides limited benefit to both the charity and business. Businesses are active and interested in supporting community organisations, and are seeking opportunities that work for them.

Businesses have been supporting community organisations and their communities throughout the decades. But with little perceived business benefit, this support is often limited to donations and gifts in kind. Community organisations have perceived businesses primarily as philanthropists to support their organisation and achieve their goals. Government, in turn, has relied on business for revenue (taxes) and community organisations to support societal and environmental outcomes. Despite this inter-connectivity, traditionally each party has operated in silos, with limited relationships, as depicted in the diagram below.



As we recognise the complexity of challenges facing society and the environment it has become obvious that no one party can solve the challenges in isolation. Each party is needed to collectively address the economic, societal and environmental challenges for their mutual and wider benefit. Increasingly governments, community organisations and businesses are recognising and moving to a collaborative strategic approach, represented by the diagram below. Each party has a piece of the jigsaw and only when all the parties work together is the jigsaw complete and all parties maximise their individual goals locally, regionally and nationally.



Best practice business/charity partnerships have shown that it is through strategic relationships between businesses and community organisations that both organisations and the wider community maximise benefit. A strategic relationship occurs through the marrying of values of both organisations (business and community) and collectively working towards a common outcome or cause. Each party brings its own strengths to the relationship and both parties receive benefits.

<sup>1</sup> Copyright Ian Leader

The Community Investment Continuum<sup>1</sup> below illustrates a range of activities and their motivations for inter- and intra-sector engagement. Motivation for purely philanthropic giving is because the donor believes in the cause or organisation and has no expectation of return. For strategic investment, the activity has been well thought through, has been incorporated into business strategy and practices, and is intended to provide a benefit to all concerned. Good community investment varies from organisation to organisation, situation to situation and is a blend of activities from across the continuum. The key point is that all parties are aware of their motivations for engagement and are willing to clearly communicate these ideally before the relationship begins.



The research has identified that most business/community relationships occur at the philanthropic end of the continuum than the strategic. Without wanting to downplay the validity and value of purely philanthropic relationships, strategic relationships can create more sustainable benefits for both the charity and business as demonstrated in the case study.

**CASE STUDY:****INNER CITY HOMELESSNESS, AUT UNIVERSITY AND LIFEWISE**

In the early 2000s, AUT's security team were concerned with people sleeping rough on the university's inner city campus, and leaving their belongings on campus during the day. Although not big issues in themselves, both provided health and safety risks for the university and for the rough sleepers themselves. As communication between the university and the rough sleepers was difficult and sometimes strained, AUT approached Lifewise (then called the Methodist Mission Northern), to explore a solution that would be amenable to all involved.

The solution was to pool Lifewise and AUT expertise and resources and create a training programme for security staff to better understand homelessness and rough sleepers. Security staff were provided with a range of interpersonal and third party options for each of the situations they had to address. In addition to the training, Lifewise used their relationship with the street community to advise that while people were welcome on campus, they needed to respect AUT property and staff. To complement this, AUT security staff worked on building relationships with the rough sleepers and were able to direct them to Lifewise, the Night Shelter or other services instead of just asking them to leave. As a result of this work, the issues experienced by the university were never repeated.

On hearing of the programme, Auckland City's Inner City Safety Coordinator contracted AUT and Lifewise for two successive years to run the training programme for frontline Council staff - a new piece of revenue generating business for both.

AUT and Lifewise have maintained their relationship, now nearly a decade old, which has broadened to include the establishment of a national forum on corporate citizenship, staff and student placements, research, and more recently, AUT hosting "The Big Sleepout" on their city centre campus – an annual event which raises both awareness of the issue of homelessness and significant funds to tackle the issue.

## OVERVIEW

The purpose of this section is to report on businesses current practices, needs, motivations and experience around supporting community organisations. The research was especially successful in getting responses from small to medium (SME) organisations from across the country. A summary of the research was presented at workshops in Auckland and Wellington for representatives from businesses and charities to further discuss the findings and recommend how best the information could be practically applied. Subsequent to this Creative New Zealand has provided a profile of regional support from the data. In reviewing this, we observed little difference between business community engagement experience and activity based on location.

<sup>2</sup> Sustainable Business Council "Social Role of Business" Report ; London Benchmarking Group (LBG) Benchmarking Report 2011; Business in the Community Report – Building relationships between the third sector and the private sector; Colmar Brunton 2011 Better Business; Better World survey

The research findings and workshop discussions provide the basis for this section with additional insights provided by other similar publications and research on business /community organisations' relationships<sup>2</sup>.

## WHY BUSINESSES SUPPORT COMMUNITY ORGANISATIONS

Businesses overwhelmingly view their support and relationship with community organisations as 'the right thing to do', rather than a strategic opportunity to further their business objectives through their support of the community.

88% of businesses currently support community organisations for the following reasons:

- Right thing to do **66%**
- Fulfilled wishes of directors or shareholders **39%**
- Fulfilled organisational goals or strategies **30%**
- Improved staff moral and/or productivity **27%**

**NOTE:** In some instances, respondents answered more than one option. This can change the overall total percentage.

Less than a third of respondents state business drivers as a reason for supporting a charity, rather they do it for more philanthropic reasons.

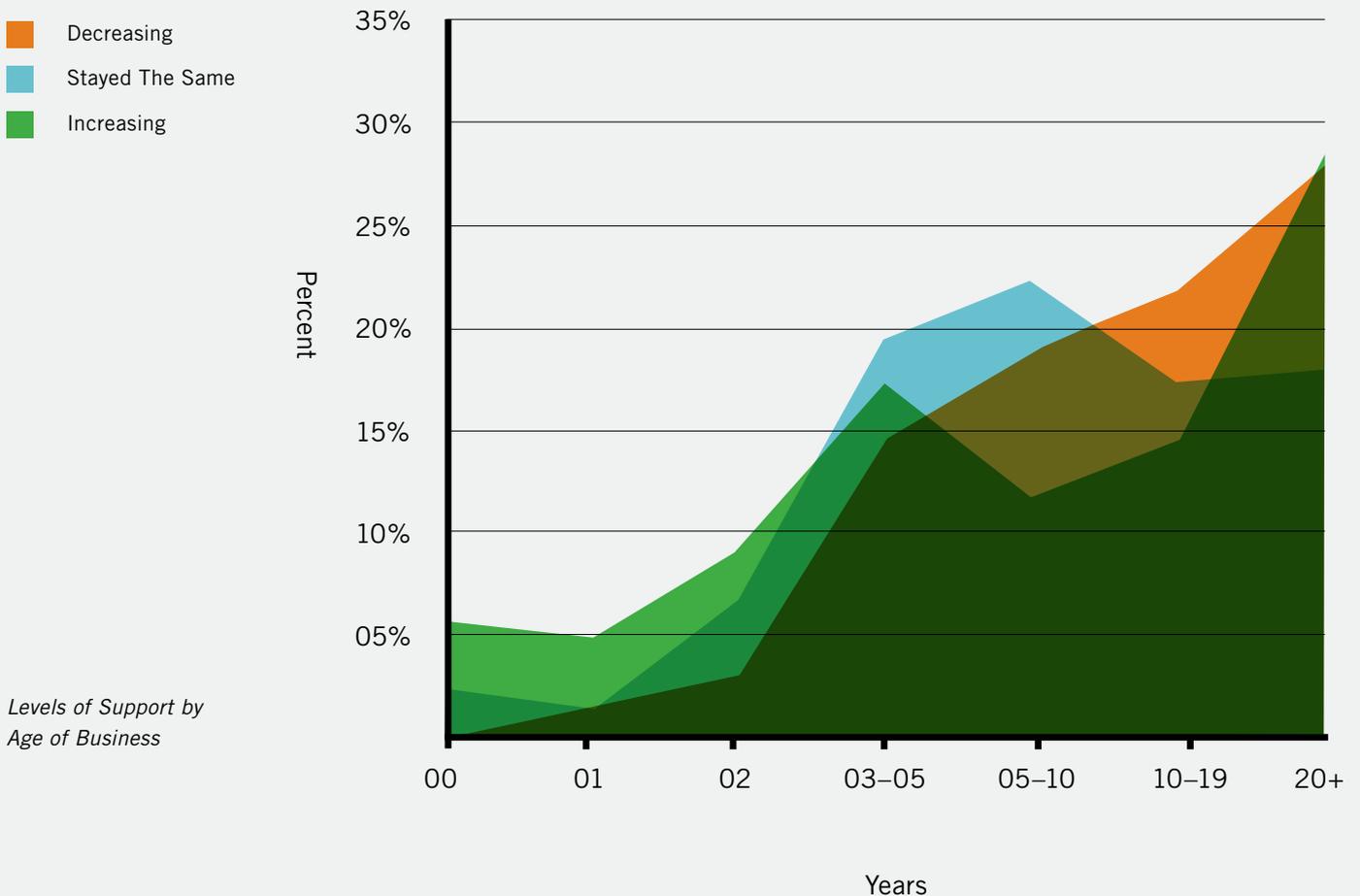
Businesses, when asked why they did not support community organisations, stated they either did not have the time, money or resources to spare or that involvement with community organisations had no value for their organisation.

***“It is a challenge to be strategic but the key is providing outcomes that meet the businesses and charitable organisations’ drivers.”***

*Survey respondent*

The research revealed that there is a correlation between the age of a business and whether their support of community organisations was increasing, decreasing or remaining unchanged.

Businesses aged up to five years are more likely to be increasing their support for community organisations. Businesses between five and twenty years are likely to keep their levels of support unchanged, and businesses aged twenty years and older are either increasing or decreasing their levels of support. Although outside the scope of this report, this cycle of increasing, stabilising and then either increasing or decreasing support could be a reflection of current management and business citizenship practices and philosophies.



Workshop participants felt the connection between age of the business and support of community organisations may be linked to a business' growth life cycle:

- 0-5 years** start with energy and exploring new opportunities, new management practices, or seeking to increase exposure to the market
- 5-10 years** tired, more introverted as the business matures
- 10-15 years** new energy and/or change of strategy, maturing/giving something back

Businesses surveyed had been supporting community organisations for an average of 11.8 years.

## DECISION-MAKERS

The decision to support a charity and which charity to support, usually, rests with the Director (72%) or CEO (56%).

The most considered factors are:

- 52% consider whether the charity has a compelling cause
- 40% say that it is important that they trust the people who run the charity
- 35% say that a key factor is that the cause aligns with their organisation's capabilities or goals

This reinforces complementary research that suggests many charity support decisions are based on the decision maker's personal experiences, interests and values, rather than business centric factors.

***“All charitable organisations donated to, are the ones which specifically relate to staff and management – this is the right thing to do.”***

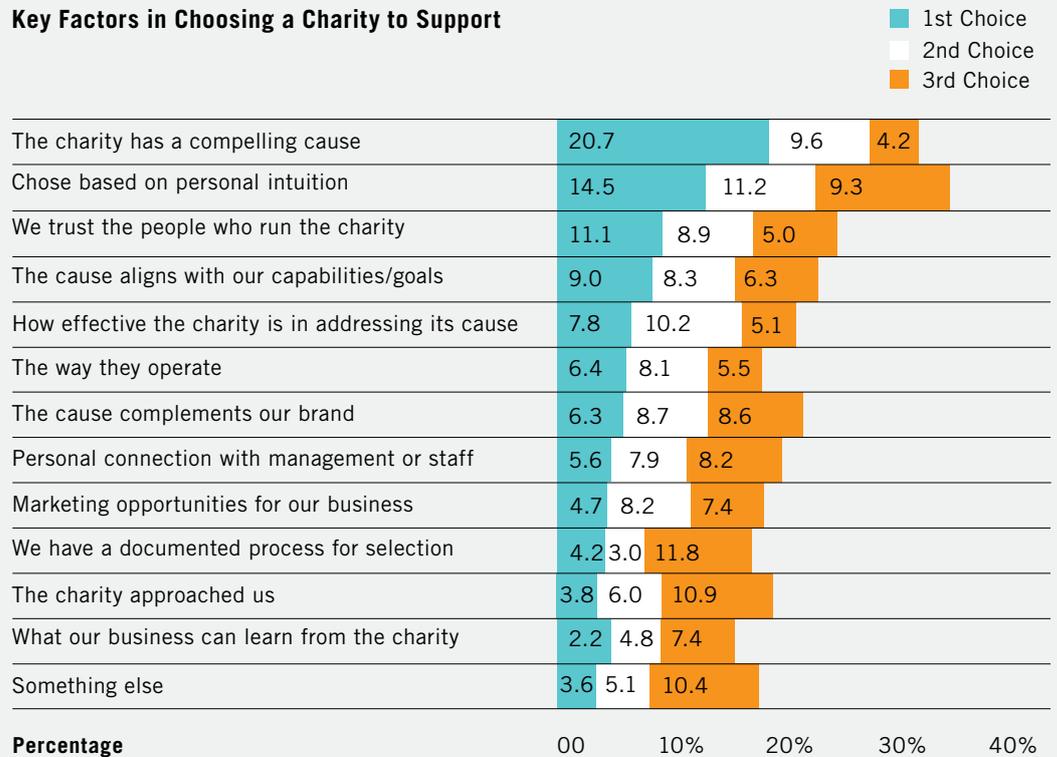
*Survey respondent*

***“We, the partners care about animal welfare, and the suffering of the underprivileged in other countries.”***

*Survey respondent*

Businesses, on average, used three factors when choosing a charity to support. The diagram below represents which factors were the strongest first, second and third choices.

### Key Factors in Choosing a Charity to Support



Workshop participants suggested that the age of staff and the age of decision-makers in a business impacted how involved a business will become with a charity:

- Under 30's expect their employer or business to engage with the community as a matter of course
- Over 50's demand community engagement as they are generally grandparents, nearing retirement and are more worldly
- Between 30 and 50 employers and business owners have other focuses and life priorities such as paying a mortgage, raising children and consider themselves to be time poor.

The key information businesses sought when approached by community organisations included:

- The credentials of the charity
- Where the money would be spent and how much would go to administration
- Details of their Charities registration
- The benefits to the donating organisation.

## THE LEVEL AND TYPE OF SUPPORT

In the twelve months preceding the survey, business support for community organisations was predominately through providing cash, then gifts in kind (e.g. donations of product, stock, equipment, access to facilities) and finally knowledge and skills (e.g. the service they provide such as legal advice or accountancy).

- Cash **70%**
- Gifts in Kind **35%**
- Knowledge/Skills **27%**

## CASH SUPPORT

92% of all businesses that supported community organisations in the previous twelve months provided cash donations. 73% of those businesses donated less than \$5,000 per annum with the most frequent amount ranging between \$250 and \$999. Nearly 3% of respondents said that their organisations donated \$500,000 or more in cash donations in the last twelve months.

Key attributes of businesses that provided cash donations in excess of \$25,000 were that they have a turnover greater than \$1million, are likely to have overseas ownership and be publicly listed.

## GIFTS IN KIND

65% of all businesses that supported community organisations in the previous twelve months donated less than \$5,000 worth of gifts in kind in the past 12 months. Only 1.5% of organisations were said to donate \$500,000 or more in kind in the last twelve months.

## VOLUNTEERING

Just under a quarter (23.1%) of businesses provided employee time for community projects in the twelve months prior to the survey. Of the businesses that provided some form of volunteering support, most gave 1-49 hours of skilled and unskilled volunteer time.

Businesses that provided significantly higher than average levels of volunteer time were:

- those with a turnover of \$5m or more
- overseas-owned organisations
- those that have been operating for 20 years or more
- those with 80 or more employees
- organisations operating outside Auckland.

## VALUE OF SUPPORT

Only 17.5% of businesses involved with a charity measured the value it gained from the relationship. A majority of respondents, 60%, reported that there was **“No need (to measure the value), we do it because we want to”**. Typical comments also included:

***“We don’t measure it - we just believe in it.”***

*Survey respondent*

***“The opportunity to build relationships with the other people involved. It is also something good to talk to clients about and I believe they respect that I volunteer and what I am involved with.”***

*Survey respondent*

Overall, organisations with a turnover of greater than \$5 million are more likely to measure the value they get from supporting community organisations, although 74% still do not formally measure it.

Businesses that are engaged in long term partnership with community organisations on a project of mutual value are likely to measure the value they receive.

## HOW TO INCREASE BUSINESS INVOLVEMENT WITH COMMUNITY ORGANISATIONS

47% of businesses felt that nothing would help increase their organisation's involvement with community organisations; that they are **"happy with things the way they are"**. However some felt the following may increase their organisation's involvement:

- 50% said that "offering things that will help their business" would make a difference
- 27% said that a "better understanding between businesses and community organisations" would help
- 25% said that asking the business "for something the business could do would" make a difference (e.g. provide skills or gifts in kind, rather than money).

## OVERALL EXPERIENCE WITH COMMUNITY ORGANISATIONS

Responses suggest that the overall experience of being involved with community organisations is generally more positive than negative. However some of the comments made by businesses exemplify the business/charity challenge:

Positive

***"Generally positive. Although we do not request it, most charitable organisations have shown themselves willing to give their sponsors word of mouth advertising, which we believe helps us, although we do not measure it."***

*Survey respondent*

Mixed

***"Mixed - with some organisations there is a really positive on-going relationship of mutual benefit, where money, goods and services are provided or exchanged. In other cases it has been really negative where there has been a sense of entitlement or even blame where we have been unable to continue a financial relationship and we have suffered from a backlash with negative impacts on how we are perceived as an organisation. These experiences make it untenable to continue the relationship and makes us a little more wary when engaging in others looking forward."***

*Survey respondent*

## Mixed

***“It has always been pretty good however last year we had some very disappointing experiences with charitable organisations placing paid work with our competitors which in itself was okay but the lack of foresight and respect to talk to us about it prior was heart-breaking for our team of 3. It made us rethink our approach and pull back somewhat.”***

*Survey respondent*

## Negative

***“No real buy in. Often someone just calls from out of the blue and wants cash to support an event. No feedback as to how successful (or unsuccessful) the event was, after the event. Often our professional expertise would actually be more helpful to them than a cheque. No thought is given to attract a compatible organisation to form some sort of alliance beneficial to both parties.”***

*Survey respondent*

<sup>3</sup> Sustainable Business Council Social Role of Business Project Report ; London Benchmarking Group (LBG) Benchmarking Report 2011; Business in the Community Report – Building relationships between the third sector and the private sector; Colmar Brunton 2011 Better Business; Better World survey

## OVERVIEW

This section provides guidance on how businesses and community organisations can increase the frequency and efficacy of their relationships. It includes developing a more strategic relationship approach, which maximises the value and benefits for both partners and the community. This section has been informed by the Horizon Research, Inspiring Communities workshops and other similar publications and research on business/charity relationships<sup>3</sup>.

## THE CHALLENGE

The predominantly philanthropic approach for relationships between business and community organisations has meant that in most cases the real opportunity for maximising the positive outcomes for both is not realised and leaves both parties unsatisfied with the result. This approach can also reinforce stereotypes and miss the opportunity to explore opportunities in the wider social, cultural, environmental and economic contexts.

***“Hugely variable [experience with charitable organisation]. Many do not bother to put themselves in the shoes of those they seek assistance from but rather expect that they will be supported. Also an often unrealistic impression of businesses’ ability to give.”***

*Survey respondent*

It was felt in the workshops that some community organisations have ***“the wrong perception that business is out to exploit community”***, which is clearly not the case with so many businesses stating that the main reason they supported community organisations was to “do the right thing.”

The workshops also reinforced that ***“the paradigm has to be broken down to move forward – why is valuing money and providing jobs not good for a community?”***

With 47% of business feeling that nothing would help increase their organisation’s involvement with community organisations and that they are ***“happy with things the way they are”***, there is plenty of opportunity for community organisations to initiate a change in mind-set.

## THE OPPORTUNITY

There is an opportunity to foster more strategic relationships between business and community organisations that maximise social, environmental and economic outcomes, based on local needs and priorities. This is a more sustainable model that has the potential to ensure continued and growing support from business for community organisations and vice versa.

***“It’s not that businesses aren’t giving, it’s how and what the charitable organisations are asking for and how the businesses are giving.”***  
Survey respondent

The traditional model, based solely on the philanthropic decision of the director, neither provides a reliable source of support for the charity nor necessarily returns the greatest benefit to the business and wider community. However, a model whereby both the business and charity simultaneously support the other to achieve its objectives creates a robust and more sustainable relationship.

Businesses are open to new ideas and to building relationships with community organisations that add value to the business – financially, as an employer and as a participant in their community.

Some businesses are moving to a strategic approach and are looking for a social return on investment for its support of community organisations. It is primarily the larger businesses who have dedicated community managers that are adopting the strategic approach. Community organisations need to adapt to the changing needs of these businesses to maintain and grow the level of support they receive from business.

***“We are currently reviewing our policy in this area to move from donations based to volunteering plus donations. This will change our responses to this survey significantly for next financial year.”***

Survey respondent

To unlock the potential of business/ charity partnerships, the ***“key is in building relationships between charitable organisations and business.”*** These relationships would build understanding, remove misconceptions and assist the charity and business understand how they can mutually achieve their goals for the benefit of the community.

***“We are always interested to meet and learn about what charitable organisations do, so share notes and learnings. This is the best foundation of partnership relationships. However, being approached as a potential funder (a pot of money), rather than a potential relationship, downplays the expertise that may exist in companies’ CSR functions and isn’t a great way to build networks. The best commercial partnerships grow out of relationships built on common goals and understanding, which can then develop a commercial element.”***

Survey respondent

Although relationships will vary from business to business, a breakdown of the types of support by industry sector nationally shows that Communications and Retail businesses are engaged in the widest range of activities. These are followed closely by businesses from the Manufacturing, Government Administration and Defence, and Finance and Insurance industry sectors. Travel or Tourism related businesses are active in the narrowest range of support types.

From a regional perspective, it is difficult to draw conclusions about types of support by industry due to low numbers of responses outside of Auckland, Wellington and Canterbury. However, it is encouraging to see that businesses from all industries and all regions are engaged with the community in some way.

## HOW TO BUILD A STRATEGIC RELATIONSHIP WITH BUSINESS

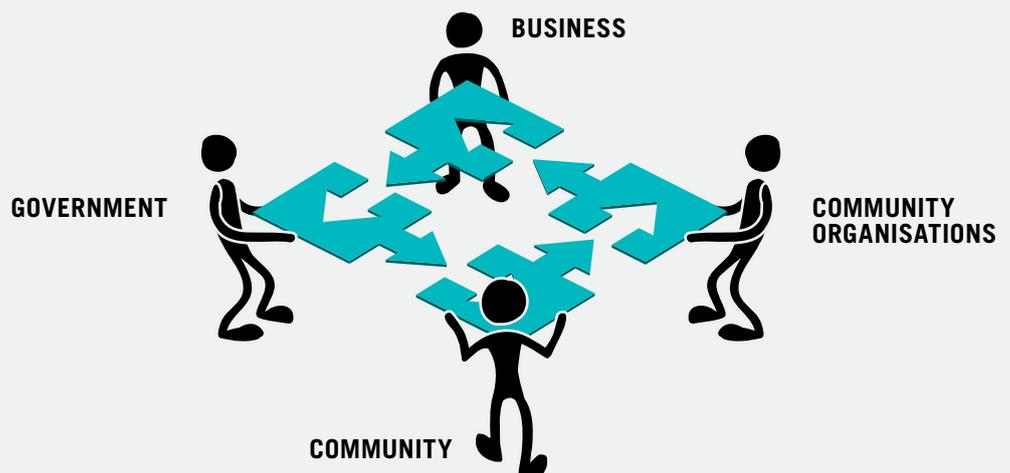
### 1. Understand Your Community Organisation

Before a relationship can begin, community organisations need to understand themselves and what they bring to a relationship.

*“Charitable organisations often suffer from a self-inferiority complex.”  
Workshop participant*

**Values:** Stating your goals and values is important so you know what you are aiming for and how you act. It is also important that you partner with businesses that share your values.

**Achieving your goals:** Who are the people, organisations, businesses who can impact (positively and negatively) on your ability to achieve your goals? Using the jigsaw puzzle analogy to achieve your goals, identify who has the other pieces to the puzzle.



**Networks:** Note all the networks your organisation connects with, these include suppliers, organisations you partner with, government organisations you work with, board members networks, CEO networks, clients etc. Finding common networks with the businesses you wish to partner with helps to create the initial meeting and develop the strategic relationship. Also identify which networks may be of benefit to your business partner(s), with the network's permission of course.

**Strengths:** One strength of many community organisations is that their brand and endorsement is trusted. For instance, the SPCA uses its brand to support products that are cruelty free. This in turn, supports businesses that are doing the right thing, communicates the SPCA message and promotes SPCA to all New Zealanders. Another key strength is your cause/purpose and passion:

***“I enjoy being involved in something that is bigger than the small bubble of my business. The opportunity to work with a team of volunteers and hopefully affect someone else's life, even if you never see the results. The reward is in giving my time and being involved in something I believe has value.”***

*Survey respondent*

Your brand and specialist knowledge might also be of value in a more lateral application. For example both DHL and Surf Lifesaving NZ have specialist knowledge and skills in 'getting to people quickly'. As well as aligned values and audience, sharing know-how to help each other's organisations innovate and improve practices can be of great mutual benefit.

As this example illustrates, it is important to identify your organisation's unique difference in a 'crowded charity marketplace' and how that and the organisation's services or activities will complement a potential business partner's goals, product or brand.

Other strengths may be the communities you work with, your achievements, newsletters, promotions, vehicles which are regularly seen around the community. List your other strengths.

**Weaknesses:** What are the areas you are weak in, e.g. marketing, HR, strategy? Your weaknesses may be your partners' strengths. Perhaps they can assist, allowing them to provide non-financial assistance.

**Cost Areas:** Identify your cost areas, e.g. accounting, promotion, legal fees, rent. Like weaknesses, sometimes a business partner may be able to offer support by removing one of these cost areas.

***“We prefer to support through intangible services or added value to any communication and/or marketing project. So if instead of coming to us asking for just money or just a quote and expecting a discount, it will be a LOT more productive if charity will be prepared to see us as business partners, explained what they are trying to achieve and where they need help. There are many areas our (and other businesses) can help not necessarily with cash, instead of charity already paying money for. That way, charity will have an opportunity to re-structure their budget and likely gain a lot more.”***

*Survey respondent*

Once you understand your organisation it is time to move onto understanding your potential partner and how they can help you achieve the goals of your organisation.

## 2. Understand the Business

Businesses want to do the right thing and they are focussed on the success of their business. Community organisations that can support the businesses' success and enable the business to do the right thing will create a strategic mutually beneficial partnership.

***“It’s a myth that businesses don’t need / want to help. They are made up of people, who are usually quick to respond.”***

*Workshop participant*

***“It’s felt when I’ve given money or time that it’s appreciated but in the end there’s no real return for my company. It might have helped in terms or awareness or perception but I don’t have (and the charity does) the research to back that up. In the end given these tough times I need my cash register to ring.”***

*Survey respondent*

## WHAT MAKES A BUSINESS SUCCESSFUL?

There are many factors that contribute to the success of a business. The basic areas are:

- Good revenue derived from customers through:
  - brand reputation
  - promotion and advertising
  - quality product or service
- Engaged and motivated staff
- Finally the company must manage its expenses to ensure there is profit. The purpose of the expenditure is to support the business to earn revenue.

In business there is a formula that is used when making a decision on the value of a project or service:  $\text{Value} = \text{Benefit} - \text{Cost}$ .

When supporting a community organisation, using this formula, a business may value the investment in the community organisation by the benefit it received less the cost to the business.

Cost could be a combination of cash donations, gifts in kind, staff time, forgone rent on space provided, etc.

For a business the cost of a cash donation can be higher than providing skills, expertise or goods in kind. To provide cash donations they first have to have earned the money and paid for the costs incurred, before they can then provide it to community organisations as a donation.

The benefits for a business in a relationship with a charity can be:

- Revenue – if the business supplies a product or service you require you can purchase it from them. Remember, this is a two-way street – a community organisation has as much responsibility for the health and well-being of a business as the business does for the charity and community
- Promotion of the business and its products or service
- Build the business's reputation through endorsement by a trusted charity
- Build business relationships with other supporting businesses
- Enhance employee engagement

- Develop specific skills and experience
- Positive stories and or measurements about what their support has achieved. (These could be used on their website or to enhance staff pride and engagement in the business.)
- Increase their understanding of and connection with the local community and its issues.

***“88% of consumers want to buy from environmentally and socially responsible businesses.”***  
Colmar Brunton

***“The major groups we sponsor come to big company annual gatherings to speak about how our contribution has contributed – great for staff morale.”***  
Survey respondent

***“There’s always a chance to gain a job or two through the people you meet.”***  
Survey respondent

Businesses are much more than just cash, and support for charities can include:

- Strategic and professional advice
- Mentoring and training
- Facilities and equipment
- Issue specific partnerships and programmes
- Access to your target audience
- Access to other businesses.

***“Two in three Kiwis say: It’s important for me to work for a company that’s environmentally and socially responsible – and I won’t work for one that isn’t.”***  
Colmar Brunton

***“Often someone just calls from out of the blue and wants cash to support an event. No feedback as to how successful (or unsuccessful) the event was, after the event. Often our professional expertise would actually be more helpful to them than a cheque.”***  
Survey respondent

When approaching a business for an in-kind relationship, consider how their involvement will benefit the business, participating employees, customers or suppliers, as well as the goals and objectives of the charity and the wider community.

## THE DIFFERENCE BETWEEN CORPORATIONS AND SMES

### Corporate

Publicly listed companies are likely to provide higher levels of cash donations \$25,000 to \$500,000 compared with the average of between \$250 and \$999. They are also more likely to provide higher levels of volunteer time.

They are more likely to be interested in partnering with organisations that have a national network or be the 'type' of cause they support. Corporates are also more likely to be actively looking for strategic partnerships. They are also regularly approached by community organisations and have processes and systems in place for assessing causes.

### SME

New Zealand is a country made up of small and medium sized businesses. 97% of New Zealand businesses employ fewer than 19 staff and 90% of businesses employ fewer than 5 staff. These businesses are embedded in every community throughout New Zealand providing employment, goods and services for the community and supporting locally raised initiatives.

These businesses are more likely to be willing to support and engage with local initiatives to improve the local community in which they operate.

SMEs are more likely to be interested in supporting community organisations through things they can do or provide rather than a cash donation as illustrated by the following comments from survey respondents.

***“Don't ask for money, we do not have any. Ask for our help with skills that we have, or networks that we have, and we will be pleased to help”***

***“We provide lots of in-kind such as use of offices, borrowing of equipment, support for community projects much of it at the initiative of individual staff members rather than officially sanctioned by management.”***

***“As I'm a self employed small business I don't have the resources to donate financially so it would be better being able to donate time... this is not usually offered.”***

### 3. Develop a Business Engagement Plan

This step combines the first two steps. From your understanding of your organisation and business develop a business engagement plan. “Integrate business engagement into your strategic plan rather than a bolt-on.”

The plan should cover:

- Your goals and objectives as an organisation
- Your market place – who are the key players (business, other charity organisations, government and community)
- Your strengths, weaknesses, opportunities, threats
- How business engagement will support your organisation achieve its objectives
- How the business will benefit from working with your organisation
- Describe the type, location, size, growth stage, its values, market and skills of the business you want to approach.

Once you have your plan, research businesses and develop a short list of businesses that would be good strategic partners for your organisation. Consider things like stage of business’ development, their interests, goals, awareness, operating area and brand.

A resource to assist you in this process is provided on page 30.

### 4. Network

The Director or CEO of a business is most likely the person that makes the decision on which charity to support and how they will support it. This decision is often made on personal values, experience or connection with the cause.

Networking in business forums allows a charity to further their understanding of businesses and which ones would make good partners. In addition it allows the charity to start forming an initial relationship with potential partners.

***“Networking and connections is important to have time/exposure to find key decision-makers in the business.”***

*Workshop participant*

Just as community organisations have their own networks so do businesses. Identify the business network in your area and become involved with it. This could be the local Rotary Club or Business Membership organisations such as the Sustainable Business Council, a local Business Network International Chapter, Chamber of Commerce of Sustainable Business Network. Some businesses such as the Bank of New Zealand, provide network evenings.

Remember, use the networking events to build and initiate relationships rather than to pitch for donations or support. It is important for both parties that their interests and goals align. Like any relationship, it is important to spend time getting to know each other.

### 5. Engage the Business

At the beginning of the engagement with business start with a strategic conversation that explores the common values, how the organisations are linked, similar challenges and issues and potential mutual benefit in resolving the issues and creating opportunities.

In your proposal to business, ***“Think business case as well as community case”***, and ***“start from the company’s agenda and work from there.”***

In your proposal include the following things businesses said they were looking for:

- The credentials of the charity.
- Where the money would be spent and how much would go to administration.
- Details of your charity’s registration.
- The benefits to the donating organisation.

Business representatives in the workshops felt that a maximum of two pages should suffice.

Once the business is engaged it is important to recruit and work with champions for your cause within the business. These people will be the ones that communicate the success stories, recruit and inspire others to be more involved, and think of new ways the organisations can work together.

***“Large businesses are their own communities”***

*Workshop participant*

## 6. Say “Thank you” and grow together

The final and most important part of the relationship is regular communication on progress and communication of success. Like any partnership, it is important to not only think about yourself and the other person, but the relationship itself as something that needs attention. Providing regular updates and communication provides a number of benefits:

- Keeps businesses engaged and feeling like they are making a difference through their contribution
- Businesses can use the updates to engender a sense of pride in their staff
- The updates provides material for the businesses own measurement and reporting processes
- It is a way of saying thank you.

***“Great experience, we get monthly updates and can see how effective they are in helping the people they are dealing with.”***

*Survey respondent*

Business and community organisations are constantly changing, and it's important that you stay connected with each other's needs as they shift over time.

### INTRODUCTION

These resources have been designed, based on the results of the research and other reports. They provide guidelines to support valuable engagement for both community organisations and businesses.

The “**Social Issues and Your Business**” and “**Businesses Working with Charities**” research snapshots are designed to be used both as background information to support community organisations approaching businesses, and to provide context for businesses interested in supporting community organisations.

These resources are also available as independent documents.

For more information see: "How to build a strategic relationship with business", and "Key factors in choosing a charity to support" in 2012 Research "Business and Charities", by Inspiring Communities, commissioned by the Charities Commission and Creative New Zealand.

## IS YOUR COMMUNITY ORGANISATION READY TO ENGAGE WITH BUSINESS?

The following checklist is designed to help you ensure your organisation 'hits the ground running' when approaching a potential business partnership. It is based on findings from the 2012 Poll of over 1000 businesses in New Zealand rating the factors used when choosing a community organisation to support.

If you can answer YES to all of the following questions then you're prepared to answer some of the key questions businesses have when getting to know a community organisation.

YES  NO

➤ Can you describe what difference you are making to your community, why it is needed, and what positive outcomes you create as a result of your work?

YES  NO

➤ Can you discuss your unique strengths (e.g. networks, experience, brand, intellectual property, communications)?

YES  NO

➤ Will you introduce the trusted team behind your work?

YES  NO

➤ Can you outline what systems and processes you have to make sure you deliver impact?

YES  NO

➤ Are you ready to share your current challenges and how this particular business might be able to support them?

YES  NO

➤ Have you researched what the goals, vision, values or key messages of the business are? What do they do? What is their brand?

YES  NO

➤ Can you show how your cause relates to the business? How is the difference you are making in your community relevant to the business you're approaching? How do your organisations align?

YES  NO

➤ Do you know the owner, manager or Chief Executive of the business? How do you get along with them? Are they good to deal with? Have you spent time getting to know them to make sure your Charity is the best fit for their business?

YES  NO

➤ Do you know what stage the business is at in terms of its life cycle? Is it a new business wanting to find trustworthy allies, a mature business caring for its staff or a cash-strapped business looking for new networks and opportunities? How does this align with where your organisation is? Does this lead to any opportunities?

YES  NO

➤ Do you know who are the business's customers? Have you got any examples, ideas or suggestions as to how the business could learn from or share in what you do to care for them better? Does this align with your organisation?

YES  NO

➤ Can you show how will you report outcomes to the business and manage the relationship over time?

## MAKING THE 'RIGHT' CHOICES FOR YOUR BUSINESS

Resource adapted from The Social Role of Business, "Business guide: Engaging in Corporate Social Responsibility", Sustainable Business Council, 2010

There is a wide range of New Zealand businesses and opportunities for engagement in our communities. There is no "right" way for engagement decisions to be made – rather choices are made on a "business-by-business" approach.

### The Business-Value Case

Nearly 2.4m New Zealanders think more highly of companies that support charities or worthy causes. They are part of a growing global trend that is seeing consumers taking an increasing interest in how companies are behaving socially, environmentally and culturally. These "Consumers who Care" form an attractive and challenging marketing proposition as they are bound together by a common behaviour; they have a strong preference to actively support companies that are making a positive difference in society.

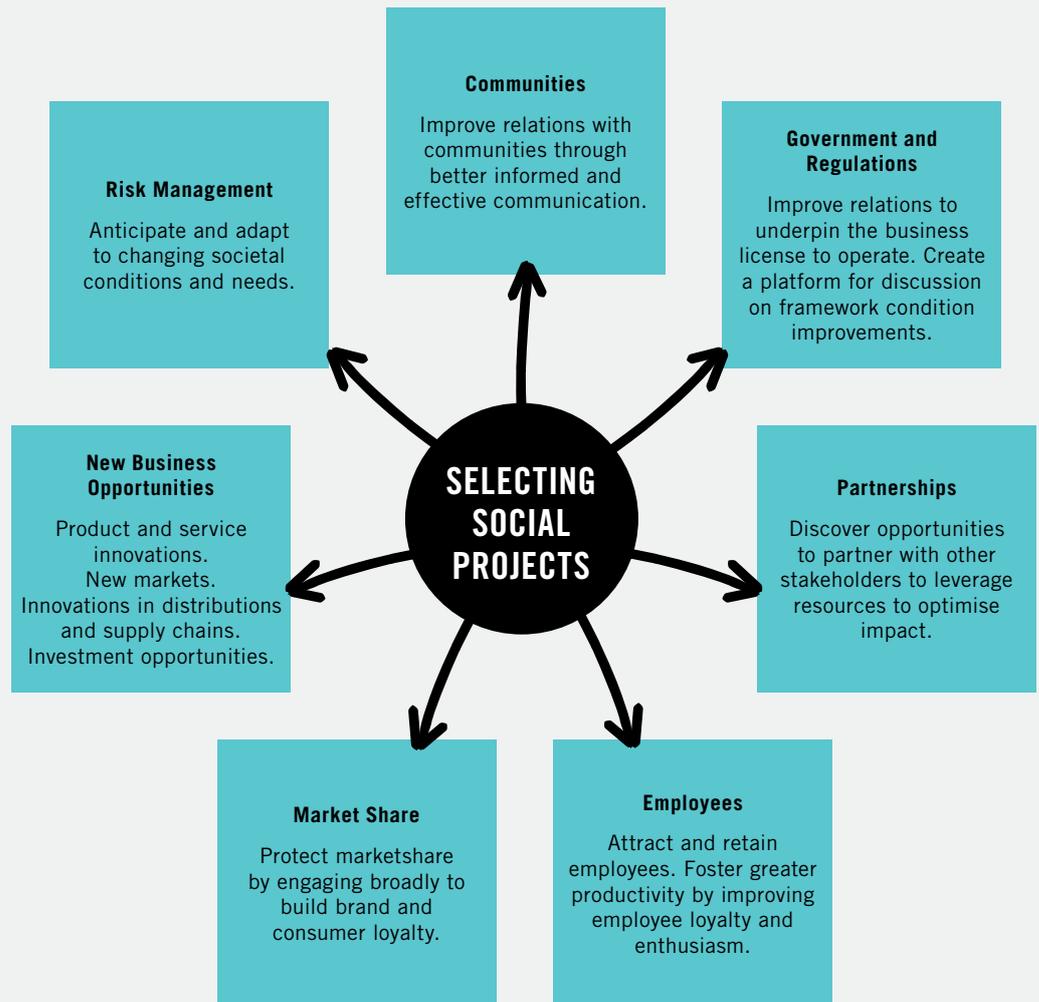
These consumers see supporting charities and worthy causes as part of a company's responsibility. The returns for the company include customer loyalty and sales. Key findings\*:

- 67% of the population (2.4m people) agree they think more highly of companies that support charities and other worthy causes;
- 54% of the population (1.93m people) agree they feel more loyal to a company that aligns itself with a charity or worthy cause;
- 50% of the population (1.8m people) agree that when buying a product or service from a particular company, it is very important to them that the company shows a high level of social and/or environmental responsibility;
- 36% of the population (1.29m people) agree that large companies don't really care about the long term social and environmental impact of their actions;
- 51% of the population (1.83m people) agree they would like companies to tell them more about how they are making a positive difference to society or the environment so they can support them;
- 53% of the population (1.9m people) agree that buying products from a company that supports a charity or worthy cause helps them to feel they are making a difference to society or the environment;
- 33% of the population (1.2m people) agree they would like companies to support charities or worthy causes because they personally don't have the time or resources to do it.

\*Based on all people 10 years and over and sourced from Nielsen Media Research Panorama Jan-Dec 2007/ Nick Jones & Associates Ltd.

There is no single or universal determinant for businesses selecting how to support their community. Selecting the best way to improve community outcomes and how business can best add value is generally addressed across a range of levels, including new business opportunities, employee interests and risk management.

The following diagram offers some prompts to consider when thinking strategically about community partnerships.



Developing a strong business case which defines the potential competitive advantage and enhances the value-add proposition of community initiatives is a smart move for SMEs and essential for whole of business buy-in in larger organisations.

For SMEs a strong business case can ensure a more valuable, strategic, long-term relationship that benefits both the community organisation and the SME.

## Initial steps in engagement

Many NZ businesses support community organisations through in-house activities (e.g. gifts in kind or sharing skills or networks) before picking up further external elements such as sponsorship, pro bono services and partnerships. Businesses often adopt a portfolio approach to engagement in the community and routinely review and align this portfolio with their strategic plan. This might, for example, be a mix of skills exchange, volunteering, gifts in kind and providing donations.

### Key questions for businesses thinking about supporting community organisations

1. What are the challenges in my community that impact my business, staff and/or my customers which I would like to change?
2. Who is already working in the community to solve these challenges and how could we work together?
3. What are the resources I can afford to commit to the community (time, knowledge, skills, networks)?
4. How can we make this happen and set it up for success?
5. What is the value of this engagement/relationship to my business and are there ways my customers and employees could be involved?

***Did you know? You can find charities in your local area by searching on the Charities Register: [www.charities.govt.nz](http://www.charities.govt.nz)***

***Simply click on “advanced search”, and select the things that you’re most interested in learning – for example charities that work with a particular cause, and in a particular area.***

# SOCIAL ISSUES & YOUR BUSINESS

New Zealand faces some significant challenges that directly or indirectly affect your business. What are some of these issues, and what can be done?

## EMPLOYMENT AND GENERAL WELLBEING

The unemployment rate in New Zealand sits at 6.7% as of March 2012.

Commentary from the New Zealand Institute summarises the issues of unemployment well:

Unemployment can be a source of problems throughout society. Individuals, households, and the overall economy are affected immediately and there are future consequences as well. For individuals, unemployment is associated with serious problems including reduced self-esteem, higher rates of depression, more risk of illness, a greater likelihood of committing crime and higher risk of suicide.

The 2010 General Social Survey from Statistics New Zealand shows that 33.3% of people who are employed are 'Very Satisfied' with their life, compared to 12.9% who are unemployed. Further

social issues associated with unemployment are highlighted below.

Similarly, under-employment is associated with negative social outcomes. US-based market research organisation Gallup estimated that in 2010, 54% of under-employed workers were struggling, compared to 42% of fully employed workers.



**As a business, you touch many in your community. Whether or not you currently have paid work to offer, might there be work experience opportunities or skills you could share?**

## HEALTH & PRODUCTIVITY

At present a profile of adult New Zealanders, including those in the workforce, shows that:



24% of men and 22% of women currently smoke



More than half of all NZ adults are overweight or obese



Half of all adults do not do the recommended minimum of 30 minutes of exercise a day on at least 5 days a week

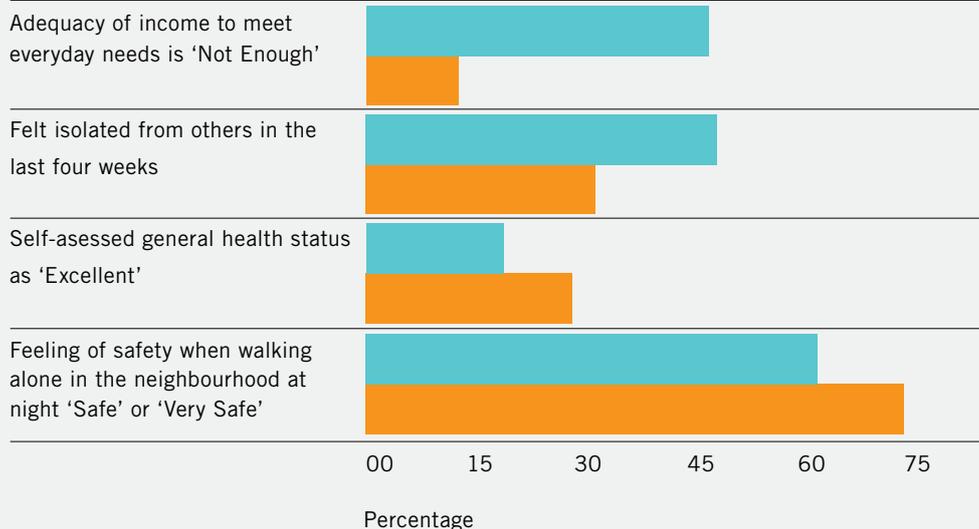


1 in 5 of all adults over 45 years of age reported that they had been diagnosed with heart disease

\*According to the Auckland Regional Public Health Service

### EMPLOYMENT STATUS AND SOCIAL ISSUES Selected Variables, General Social Survey 2010

■ Unemployed  
■ Employed



**A healthy workforce is good for business. Well-designed workplace health promotion programmes can improve worker health, save money and increase productivity. Why not implement such a programme in your workplace?**

# CRIME & ITS COSTS TO YOUR BUSINESS

The cost of crime in New Zealand society is estimated to be 6.5% of GDP.

This is larger than many of our key industries:

**5.3%** Agriculture, Forestry and Fishing

**4.7%** Retail

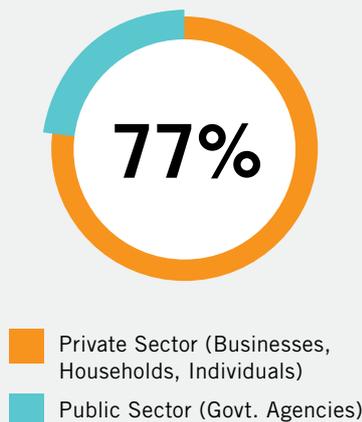
**5.7%** Construction

Even if your business hasn't directly experienced crime, it's likely that your staff, customers and fellow businesses have. And it's also not the government that bears the financial brunt of crime.

The Treasury estimated in 2003/04 that the cost of crime was \$9.1 billion. Of this, \$7 billion was borne by the private sector (businesses, households and individuals). This includes \$985 million in lost worker output. Over 50% is from violence.

**RESEARCH ALSO SHOWS THAT THE COST OF VANDALISM ON SME BUSINESSES IS 13.5% OF NET PROFIT.**

## WHO BEARS THE COST OF CRIME?



**Partnering with community organisations to reduce the risk of crime could save your business money, time and energy.**

**What organisations are there in your region that support healthy, safe communities?**

## WHERE TO FROM HERE?

One way is to partner with a charity to work to solve these challenges.

By partnering with a charity, your business has the opportunity to make a difference to your staff, customers and your short and long term profit margins.

Partnering with a charity is not about just making an open-handed donation, it's about sharing resources, skills and ideas. Both partners give and receive. It can also be great for your brand, open opportunities with new customers, and increase your connection with existing customers. Nielsen Research shows that 66% of kiwis are more likely to buy from a company that supports a worthy cause.

### KEY QUESTIONS TO ASK YOURSELF WHEN APPROACHING THIS OPPORTUNITY:

1. What are the challenges in my community that impact my business, staff and/or my customers which I would like to change?
2. Who is already working in the community to solve these challenges and how could we work together?
3. What are the resources I can afford to commit to the community (time, knowledge, skills, networks)?
4. How can we make this happen and set it up for success?
5. What is the value of this engagement/relationship to my business and are there ways my customers and employees could be involved?

**If you're looking for assistance in addressing these questions, please email:**

**[Peter.Dixon@dia.govt.nz](mailto:Peter.Dixon@dia.govt.nz)**

### REFERENCES

1. Treasury (2006). Estimating the Costs of Crime in New Zealand in 2003/04. Wellington, New Zealand; Bressler, M.S. (2009)
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3. Unemployment rate: [http://www.stats.govt.nz/browse\\_for\\_stats/income-and-work/employment\\_and\\_unemployment/HouseholdLabourForceSurvey\\_HOTPMar12qtr.aspx](http://www.stats.govt.nz/browse_for_stats/income-and-work/employment_and_unemployment/HouseholdLabourForceSurvey_HOTPMar12qtr.aspx)
4. General Social Survey [http://www.stats.govt.nz/browse\\_for\\_stats/people\\_and\\_communities/Households/nzgss\\_HOTP2010.aspx](http://www.stats.govt.nz/browse_for_stats/people_and_communities/Households/nzgss_HOTP2010.aspx)
5. Underemployment <http://www.gallup.com/poll/126518/emotional-cost-underemployment.aspx>
6. Health and Productivity <http://www.arphs.govt.nz/health-information/promoting-health-wellbeing/workplace-health/benefits-of-an-employee-programme>. Nielsen Research: CMI Survey Jan-Dec 2011 database.

# BUSINESSES WORKING WITH CHARITIES

**NEW ZEALAND FACES SOME SIGNIFICANT CHALLENGES THAT DIRECTLY OR INDIRECTLY AFFECT YOUR BUSINESS.**

What challenges do you face in your community?

What do you consider to be the effects on your business of:

- Crime and vandalism
- Poor achievement in education for some young people in your community
- Social disconnection of older people in your community

## WHAT CAN YOU DO ABOUT THIS THROUGH YOUR BUSINESS?

Businesses form one of the cornerstones of life in New Zealand, providing jobs and creating value in our economy.

Businesses partner with the community in so many ways. From the design business that gives pro-bono creative work, to the business that supports their staff to be on a board, or finish early to volunteer their time.

By partnering with a charity, your business has the opportunity to make a difference in our communities. This isn't about just making an open-handed donation, it's about sharing resources, skills and ideas. Both partners give and receive.

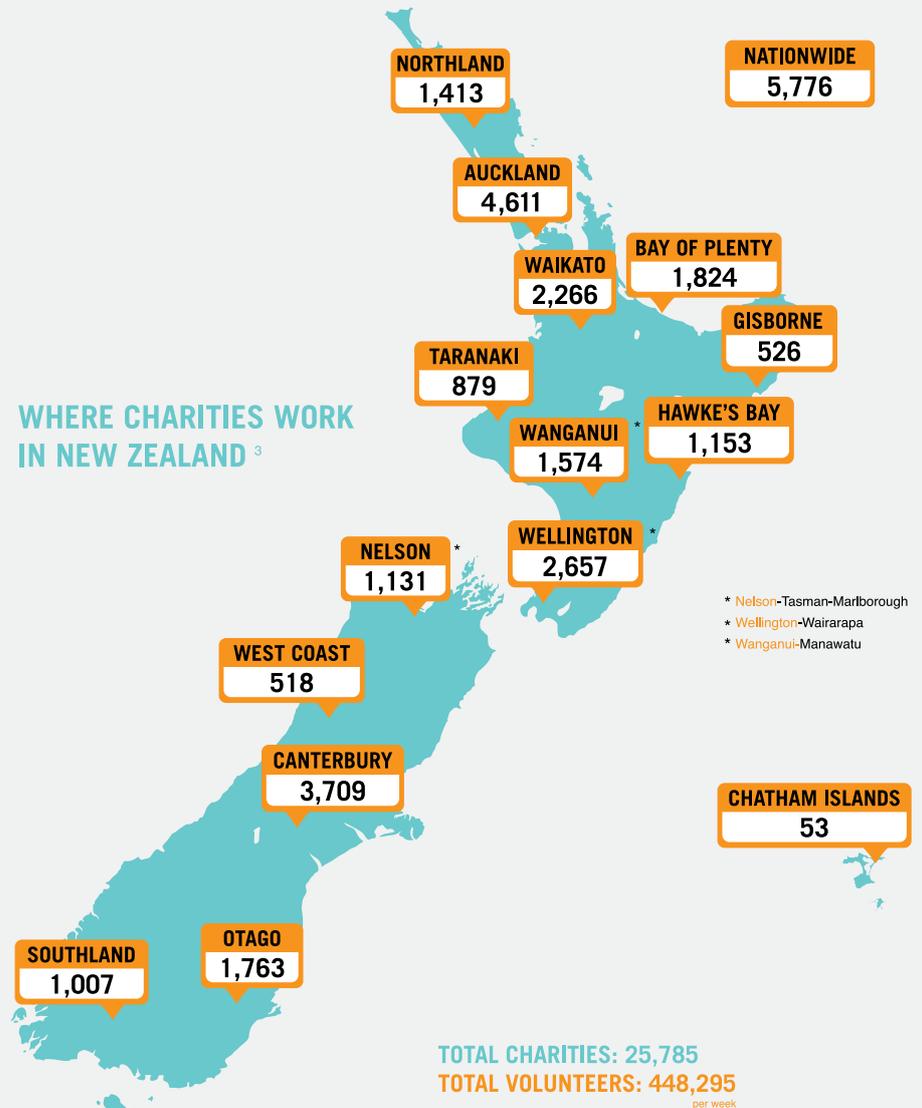
## GOOD FOR YOUR BUSINESS. GOOD FOR YOUR COMMUNITY.

 You will have more **engaged staff**, which will flow in to productivity gains

 You will increase your **visible presence** in your community

 You will be helping to **solve some of the most challenging issues** New Zealand faces today

## WHERE CHARITIES WORK IN NEW ZEALAND <sup>3</sup>



**66%** of kiwis are more likely to buy from a company that supports a worthy cause. <sup>2</sup>

## CHARITABLE SECTOR <sup>3</sup>

The charitable sector is large, diverse, and keen to partner with you.



**PROTECTION OF ANIMALS**  
172 CHARITIES  
1,631 VOLUNTEERS



**COMMUNITY DEVELOPMENT**  
1,481 CHARITIES  
11,013 VOLUNTEERS



**ACCOMMODATION / HOUSING**  
433 CHARITIES  
1,518 VOLUNTEERS



**EDUCATION / RESEARCH**  
5,292 CHARITIES  
36,095 VOLUNTEERS



**EMERGENCY / DISASTER RELIEF**  
593 CHARITIES  
12,141 VOLUNTEERS



**ARTS, CULTURE & HERITAGE**  
2,108 CHARITIES  
12,063 VOLUNTEERS



**ENVIRONMENT / CONSERVATION**  
651 CHARITIES  
8,545 VOLUNTEERS



**FUNDRAISING**  
837 CHARITIES  
4,634 VOLUNTEERS



**ECONOMIC DEVELOPMENT**  
109 CHARITIES  
467 VOLUNTEERS



**INTERNATIONAL ACTIVITIES**  
49 CHARITIES  
2,716 VOLUNTEERS



**MARAE**  
213 CHARITIES  
670 VOLUNTEERS



**EMPLOYMENT**  
50 CHARITIES  
218 VOLUNTEERS



**PEOPLE WITH DISABILITIES**  
805 CHARITIES  
14,465 VOLUNTEERS



**PROMOTION OF VOLUNTEERING**  
56 CHARITIES  
448 VOLUNTEERS



**HEALTH**  
1,823 CHARITIES  
110,762 VOLUNTEERS



**SOCIAL SERVICES**  
1,871 CHARITIES  
22,311 VOLUNTEERS



**SPORT & RECREATION**  
1,469 CHARITIES  
16,949 VOLUNTEERS

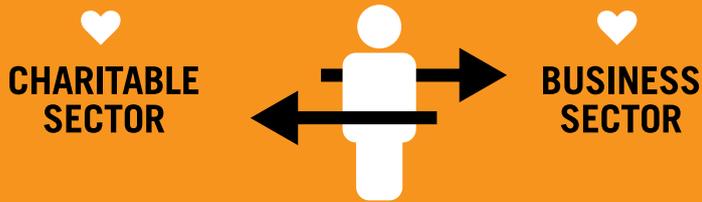


**OTHER**  
3709 CHARITIES  
82,246 VOLUNTEERS



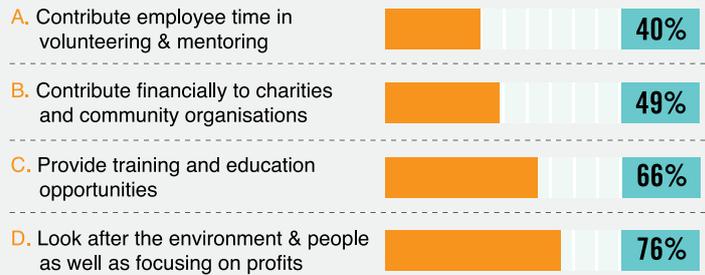
**RELIGIOUS ACTIVITIES**  
4,064 CHARITIES  
109,403 VOLUNTEERS

**55%** of kiwis are loyal to companies that support a charity or local community.<sup>2</sup>



**CHARITY SUPPORTERS ARE YOUR CUSTOMERS.**

**WHAT COMMUNITY OR SOCIAL ACTIVITIES ARE BUSINESSES INVOLVED IN?** Snapshot Survey 2010 Results



**SHARED VALUE**

Research from Nielsen\* shows people who shopped in certain types of stores in the last week were more likely to support a particular type of worthy cause. Here are the strong relationships.

<b>MEN'S FASHION</b> Sports Clubs, Business Associations, Political Orgs	<b>OLDER WOMEN'S</b> Preschool, Social Services, Animal Welfare
<b>WOMEN'S FASHION</b> Tertiary Education, Marae, Animal Welfare	<b>LIQUOR STORES</b> Sports Clubs, Tertiary Education, Business Assocs
<b>JEWELLRY STORES</b> Marae, Animal Welfare, Business Associations	<b>SPORTS STORES</b> Marae, Sports Clubs, Business Associations
<b>CHILDREN'S WEAR</b> Tertiary Education, Preschool, Marae	<b>SHOES + BAGS</b> Marae, Tertiary Education, Environmental
<b>GARDEN STORES</b> Community Clubs, Political Orgs, Business Assocs	<b>OTHER STORES</b> Political Orgs, International Activities, Arts & Culture
<b>HOMEWARE STORE</b> Arts & Culture, Social Services, Environmental	

\*Nielsen asks respondents which stores they've visited in the past week and which charities/worthy causes they've supported in the past year. This information is then compiled into a correlation index. The relationships with the highest index results are highlighted above.

**WHERE TO NEXT?**

Top five questions to ask when you are thinking about supporting a charity.

If you're looking for assistance in addressing these questions, please email: [Peter.Dixon@dia.govt.nz](mailto:Peter.Dixon@dia.govt.nz)

1. What are the challenges in my community that impact my business, staff and/or my customers which I would like to change?
2. Who is already working in the community to solve these challenges and how could we work together?
3. What are the resources I can afford to commit to the community (time, knowledge, skills, networks)?
4. How can we make this happen and set it up for success?
5. What is the value of this engagement/relationship to my business and are there ways my customers and employees could be involved?

**References**

<sup>1</sup> Snapshot 2010, Stories of business engagement in the social space "Business can't succeed in societies that fail". New Zealand Business Council for Sustainable Development, December 2010 [http://www.nzbcscd.org.nz/\\_attachments/NZBCSD\\_Snapshot\\_2010\\_LR.pdf](http://www.nzbcscd.org.nz/_attachments/NZBCSD_Snapshot_2010_LR.pdf)

<sup>2</sup> Nielsen Media Research 'Consumer Cares' module. Consumer Media Insights Survey Q4 2010 - Q4 2011 database.

<sup>3</sup> A snapshot of New Zealand's charitable sector: A profile of registered charities as at 28 February 2011 Charities Commission, 2011 <http://www.charities.govt.nz/assets/docs/key-statistics/2011/sector.pdf>

**Brought to you by**

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**Design:** Nandini Nair ([www.nanz.prosite.com](http://www.nanz.prosite.com))

**Original Concept:** Peter Dixon

**Icons sourced from:** The Noun Project ([thenounproject.com](http://thenounproject.com))

This section of the report sets out Inspiring Communities' recommendations from the workshops and research findings, on how to contribute to optimising the collaboration and partnership between business and community organisations.

The recommendations are divided into the following themes:

- Communication of current research findings
- Support and tools
- Further research.

### **COMMUNICATION OF CURRENT RESEARCH FINDINGS**

- Distribute this report through the business networks that supported the research
- Make this report and supporting information available through the [www.charities.govt.nz](http://www.charities.govt.nz), [www.inspiringcommunities.org.nz](http://www.inspiringcommunities.org.nz), [www.creativenz.govt.nz](http://www.creativenz.govt.nz) and other relevant community and business websites
- Utilising the research and the report, run workshops for community organisations on Creating Strategic Relationships with Business
- Business networks and organisations adapt the research to create a model for their members, region or the wider business community.

## SUPPORT AND TOOLS

- In conjunction with business networks and community networks, facilitate cross-sector workshops, forums and events focused on collectively addressing local challenges and building stronger connections between local businesses, communities and community organisations
- Create or support the establishment of an online collection of resources to advise, inform and inspire greater business/community interaction. This could also include on line matching based on values and interests
- Produce a video championing charities that the charitable organisations can show business
- Create Business Community Awards/Recognition if businesses achieve a certain standard of support – gold/silver/bronze.

## FURTHER RESEARCH

- Conduct a survey of businesses on an annual basis to measure and track change in business/community relationships
- Conduct a complementary survey of community and community organisations to ascertain their experience of working with businesses, and assist businesses in developing their community support.

## APPENDIX 1.

# ABOUT INSPIRING COMMUNITIES AND COMMUNITY-LED DEVELOPMENT



### INSPIRING COMMUNITIES

**Our Vision:** Connected positive communities with healthy economies.

**Our Mission:** Growing uptake of effective community-led development (CLD) to make Aotearoa New Zealand, a better place to live.

To help achieve our vision and mission, Inspiring Communities focuses its efforts in three key areas:

- **Learning:** more about CLD, what creates change and how – and then sharing this with others
- **Promoting:** the understanding and practice of CLD and the difference it makes
- **Connecting:** people, projects and places to share CLD ideas, knowledge and experience

### COMMUNITY-LED DEVELOPMENT

Community Led Development is about working together in place to achieve locally determined visions and goals. Through actively involving residents, community organisations, businesses, local and central government, CLD is critical to addressing the social and economic situations currently impacting on local communities.

For more information:

visit [www.inspiringcommunities.org.nz](http://www.inspiringcommunities.org.nz) or

email [exchange@inspiringcommunities.org.nz](mailto:exchange@inspiringcommunities.org.nz)

## APPENDIX 2.

## SUMMARY OF SURVEY RESULTS

The online survey was open in the period from 27 March to 11 April 2012. The total of eligible responses received was n = **1,006** and their regional distribution, including responses from businesses that operate nationwide (n= 136), was as follows:

Northland	2.49%
Auckland	22.27%
Waikato/Coromandel	4.17%
Bay of Plenty/Central Plateau	5.07%
Gisborne/ East Cape	0.40%
Hawke's Bay / Wairarapa	3.98%
Taranaki	1.99%
Manawatu / Whanganui	2.98%
Wellington	11.63%
Tasman	0.80%
Nelson	1.19%
Marlborough	1.09%
West Coast	0.10%
Canterbury	7.55%
Otago	3.68%
Southland	1.99%
<b>Nationwide</b>	<b>13.52%</b>
North Island	13.62%
South Island	1.49%

Operating in two  
to three regions:

The distribution of all responses across industry sectors was as follows:

Accommodation, café or restaurant	3.3%
Agriculture, forestry or fishing	2.4%
Arts, culture and heritage	2.0%
Communication services	6.9%
Construction	7.4%
Education	7.1%
Finance or insurance	13.2%
Government administration or defence	6.6%
Health and community services	6.3%
Manufacturing	5.7%
Personal and other services	4.9%
Property or business services	16.9%
Recreation service	1.4%
Retail trade	6.7%
Transport or storage	3.2%
Travel or tourism	3.7%
Wholesale trade	2.5%

## SUPPORT FOR CHARITIES

88% of businesses in these studies had provided some support for charities in the last 12 months

- On average, organisations provided support in 2.3 different ways
- The two most common methods are “donating money” and “providing goods / services in kind”
- Providing knowledge and specific skills was slightly more common among respondents in the Business Organisations study, and occurred in 31.1% of organisations overall
- Organisations with turnovers of \$5M or more are more likely than smaller organisations to support charities and do so in more ways.

## DECISIONS ABOUT SUPPORT FOR CHARITIES

- Directors and/or the Chief Executive of organisations have the major influence on decisions about support for charities
- Directors are involved in over 72% of decisions
- Chief Executives are involved in around 56% of decisions
- In 37% of cases, marketing departments were said to have no influence.

## LEVEL OF SUPPORT

- 47% of respondents in the combined surveys said that their organisation's level of support for charities had stayed the same over the past 5 years
- 37% said that their organisation's level of support had increased over the past 5 years. The contributions of these organisations tend to be higher, on average
- Only 12% said that their organisation's level of support had decreased over the past 5 years
- On average, businesses in the combined surveys who are involved with charities have been providing support for 11.8 years
- A higher proportion of organisations (70%) provided cash donations than provided gifts in kind (45%).

## SELECTING CHARITIES

- On average, organisations in the combined surveys consider 3.2 factors in making a choice
- 52% consider whether the charity has a compelling cause
- 40% say that it is important that they trust the people who run the charity
- 35% say that a key factor is that the cause aligns with their organisation's capabilities or goals.

## REASONS FOR WORKING WITH CHARITIES, RESULTING VALUE AND MEASUREMENT

- 66% of respondents said that their organisations work with charities “Because it is the right thing to do”
- The value from working with charities largely mirrors the reasons for doing so. Value appears to be largely qualitative
- Only 17% of respondents said that their organisations measure the value they get from working with charities
- Improvement to brand and specific marketing opportunities were much more important to respondents in the Business Organisations survey than to respondents in the HorizonPoll survey.

## REASONS FOR NOT BEING INVOLVED WITH CHARITIES

- The major reason for non-involvement was that organisations did not have the time, money or resources to spare
- The secondary reason was that involvement with charities had no value for their organisation.

## INCREASING INVOLVEMENT WITH CHARITIES

- 47% of respondents in the combined surveys say that nothing will help to increase their organisation’s involvement with charities; that they are “happy with things the way they are”
- 50% say that things that will help their business would make a difference
- 27% say that better understanding between businesses and charities would help
- 25% said that asking the business for something the business could do would make a difference.

## INFORMATION FROM CHARITIES

Information sought was clustered around:

- The credentials of the charity
- Where the money would be spent and how much would go to administration
- Details of their Charities registration
- The benefits to the donating organisation.

## OVERALL EXPERIENCE WITH CHARITIES

- Responses suggest that the overall experience of being involved with charities is generally more positive than negative.

## APPENDIX 3.

# TRENDS CATEGORISED BY BUSINESS TURNOVER, NUMBER OF EMPLOYEES AND OWNERSHIP STRUCTURE

## COMMUNITY INVESTMENT TRENDS BY NUMBER OF EMPLOYEES

### Employee Volunteering

- Businesses gave slightly more skilled rather than unskilled time (a difference of approx. 2%)
- The majority of businesses gave up to 49 hours of skilled in the last twelve months
- The larger the business, the more skilled and unskilled volunteer hours they are likely to give.

### Cash Donations

- Most businesses (25.4%) reported giving between \$250 and \$999 in the last twelve months
- The size of donation increases according to the number of employees
- The majority of cash donations for businesses with 150 or more employees ranged between \$25,000 and \$500,000 or more. However, this is only 13% of respondents and so in the minority.

### Gifts in Kind

- The value of most (58.2%) gifts in kind for all businesses ranges between \$1 and \$49,999
- Within this, 15.9% of gifts in kind is valued between \$250 and \$999 followed by \$2000 - \$4999 (9.9%), then \$1000 - \$1999 (9.0%), then \$5000 - \$9999 (8.7%)
- The value of gifts in kind increases according to the number of employees.

## COMMUNITY INVESTMENT TRENDS BY TURNOVER

### Employee Volunteering

- The majority of all businesses gave 1-49 hours of skilled and unskilled volunteer time in the last twelve months
- Skilled and unskilled volunteer time remains fairly constant across all businesses
- Businesses with a turnover in excess of \$1 million are likely to give more skilled than unskilled volunteer time.

### Cash donations

- The majority (68.7%) of all businesses gave between \$250 - \$24,999 in the last twelve months with most (25.4%) giving \$250 - \$999
- Businesses with a turnover in excess of \$1 million are more likely to make larger donations.

### Gifts in Kind

- 21.9% of businesses do not make gifts in kind donations
- Just over half (55.2%) of all businesses gave between \$250 - \$24,999 in the last twelve months, with most (15.9%) valuing their GIK donation at \$250 - \$999
- The value of GIK donations increases with turnover.

## COMMUNITY INVESTMENT TRENDS BY OWNERSHIP

### Employee Volunteering

- Skilled employee volunteering is Not applicable for 29% of respondents
- Owner/operators gave between 1 and 999 hours of skilled time in the last twelve months, with most (22.9%) giving between 1 and 49 hours
- Unskilled volunteering is not applicable for 47.9% of respondents
- Overseas owned and publicly listed companies are more likely to give more skilled and unskilled hours.

### Cash Donations

- The majority of all businesses (73.5%) gave between \$1 and \$99,999 in the last twelve months, with most (25.4%) giving \$25 - \$999
- Owner operators are more likely to donate less than \$1000
- New Zealand owned businesses are more likely to donate up to \$2000
- Overseas owned businesses are more likely to make larger donations
- Publicly listed companies are most likely to make large donations - \$25,000 - \$49,999 (20%) and \$500,000 or more (20%).

### Gifts in kind

The majority (58.4%) of GIK values ranged between \$1 and \$49,999 the most popular (15.9%) value being \$250 - \$999

The value of most GIK donations made by owner operators and New Zealand owned businesses was valued at less than \$10,000 (45.5% and 32% respectively)

Publicly listed companies are more likely to make larger GIK donations.

## APPENDIX 4. PROFILES OF REGIONAL SUPPORT

### CROSS-REGIONAL / NATIONAL

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Accommodation, café or restaurant	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Providing training and/or professional development</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Offering discounts through bulk purchasing</li> </ul>	\$5m or more
Agriculture, forestry or fishing	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Employee time for community projects</li> <li>Use of facilities</li> <li>Engaged in long-term partnership project of mutual value</li> </ul>	\$1m to \$5m or more
Communication services	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Providing training and / or professional development</li> <li>Employee time for community projects</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Offering discounts through bulk purchasing</li> <li>Use of facilities</li> <li>Engaged in long-term partnership project of mutual value</li> </ul>	Less than \$100,000 to \$5m or more
Construction	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Providing training and / or professional development</li> <li>Employee time for community projects</li> <li>Offering discounts through bulk purchasing</li> </ul>	\$1m to \$5m or more

Education	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Use of facilities</p> <p>Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 to \$5m or more
Finance or insurance	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Engaged in long-term partnership project of mutual value</p>	\$100,000 to \$5m or more
Government administration or defence	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Use of facilities</p>	\$5m or more
Health and community services	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p>	\$100,000 to \$5m or more
Manufacturing	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Use of facilities</p> <p>Engaged in long-term partnership project of mutual value</p> <p>Also: youth mentoring</p>	\$1m to \$5m or more
Personal and other services	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Also: youth mentoring</p>	Less than \$100,000 to \$5m or more

Property or business services	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Use of facilities</p> <p>Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 to \$5m or more
Recreation service	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Use of facilities</p>	Less than \$100,000 to \$500,000
Retail trade	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Offering discounts through bulk purchasing</p> <p>Use of facilities</p> <p>Engaged in long-term partnership project of mutual value</p>	\$5m or more
Transport or storage	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Employee time for community projects</p> <p>Offering discounts through bulk purchasing</p> <p>Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 to \$5m or more
Travel or tourism	<p>Donating money</p> <p>Providing training and / or professional development</p> <p>Offering discounts through bulk purchasing</p> <p>Engaged in long-term partnership project of mutual value</p>	\$5m or more
Wholesale trade	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Offering discounts through bulk purchasing</p> <p>Engaged in long-term partnership project of mutual value</p>	\$500,000 to \$5m

## NORTHLAND

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Accommodation, café or restaurant	Donating money Providing goods/services in kind	Less than \$100,000
Agriculture, forestry or fishing	Donating money	Less than \$100,000
Construction	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects	Ranging from less than \$100,000 to \$1m - \$5m
Education	Donating money Providing goods/services in kind Providing knowledge and specific skills Referrals and recommendations to business-related networks and contacts Use of facilities	Ranging from less than \$100,000 to \$1m - \$5m
Finance or insurance	Donating money Providing goods/services in kind Providing knowledge and specific skills Referrals and recommendations to business-related networks and contacts	\$500,000 - \$1m
Health and community services	Donating money Providing goods/services in kind Providing knowledge and specific skills Referrals and recommendations to business-related networks and contacts	\$100,000 to \$500,000
Manufacturing	Donating money Providing goods/services in kind Referrals and recommendations to business-related networks and contacts Offering discounts through bulk purchasing	\$1m - \$5m
Property or business services	Providing goods/services in kind Employee time for community projects Referrals and recommendations to business-related networks and contacts Offering discounts through bulk purchasing	\$100,000 to \$500,000

## NORTHLAND

Retail trade	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Employee time for community projects</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Offering discounts through bulk purchasing</li> </ul>	Ranging from \$100,000 to \$5m
Transport or storage	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing knowledge and specific skills</li> <li>Providing training and/or professional development</li> </ul>	\$5m or more
Travel or tourism	Use of facilities	\$100,000 to \$500,000

## AUCKLAND

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Accommodation, café or restaurant	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Employee time for community projects</li> <li>Use of facilities</li> <li>Engaged in long-term partnership project of mutual value</li> </ul>	Less than \$100,000 to \$5m or more
Arts, Culture and Heritage	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Providing training and / or professional development</li> <li>Employee time for community projects</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Use of facilities</li> <li>Engaged in long-term partnership project of mutual value</li> </ul>	Less than \$100,000 to \$5m or more

Communication services	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Use of facilities</p> <p>Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 to \$5m or more
Construction	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 up to \$5m
Education	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Use of facilities</p> <p>Engaged in long-term partnership project of mutual value</p> <p>Also: research services</p>	Less than \$100,000 to \$5m or more
Finance or insurance	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Use of facilities</p>	Less than \$100,000 to \$5m or more
Government administration or defence	<p>Employee time for community projects</p> <p>Use of facilities</p>	\$5m or more

Health and community services	<p>Donating money          Providing goods/services in kind          Providing knowledge and specific skills          Providing training and / or professional development          Employee time for community projects          Referrals and recommendations to business-related networks and contacts          Use of facilities          Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 to \$5m or more
Manufacturing	<p>Donating money          Providing goods/services in kind          Employee time for community projects          Referrals and recommendations to business-related networks and contacts</p>	Less than \$100,000 to \$5m or more
Personal and other services	<p>Donating money          Providing goods/services in kind          Providing knowledge and specific skills          Providing training and / or professional development          Employee time for community projects          Use of facilities          Also: mentoring for social entrepreneurs, Business Mentors NZ, youth mentoring</p>	Less than \$100,000 to \$5m or more
Property or business services	<p>Donating money          Providing goods/services in kind          Providing knowledge and specific skills          Providing training and / or professional development          Employee time for community projects          Referrals and recommendations to business-related networks and contacts          Use of facilities          Providing goods/services in kind          Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 to \$5m or more
Recreation service	<p>Donating money          Providing goods/services in kind          Referrals and recommendations to business-related networks and contacts          Use of facilities</p>	\$100,000 to \$1m
Retail trade	<p>Donating money          Providing goods/services in kind          Providing knowledge and specific skills          Employee time for community projects</p>	Less than \$100,000 to \$5m or more

## WAIKATO / COROMANDEL

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Accommodation, café or restaurant	Donating money Providing goods/services in kind Employee time for community projects	Less than \$100,000 to \$500,000
Communication services	Donating money Providing goods/services in kind Providing knowledge and specific skills Referrals and recommendations to business-related networks and contacts	Less than \$100,000 up to \$5m
Construction	Donating money Providing goods/services in kind Providing knowledge and specific skills Referrals and recommendations to business-related networks and contacts	Less than \$100,000 up to \$1m
Education	Donating money Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development Employee time for community projects Referrals and recommendations to business-related networks and contacts Use of facilities	\$500,000 to \$5m or more
Finance or insurance	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects	Less than \$100,000 up to \$500,000
Government administration or defence	Use of facilities	\$5m or more
Health and community services	Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development Employee time for community projects Use of facilities	Less than \$100,000 to \$5m or more

Personal and other services	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Employee time for community projects</li> </ul>	Less than \$100,000 to \$5m or more
Property or business services	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Use of facilities</li> </ul>	\$100,000 up to \$5m
Retail trade	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Providing training and / or professional development</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Use of facilities</li> </ul>	Less than \$100,000 to \$5m or more
Transport or storage	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Providing training and / or professional development</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Offering discounts through bulk purchasing</li> </ul>	Less than \$100,000 to \$5m or more
Travel or tourism	<ul style="list-style-type: none"> <li>Donating money</li> <li>Engaged in long-term partnership project of mutual value</li> </ul>	\$100,000 to \$500,000

## BAY OF PLENTY / CENTRAL PLATEAU

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Accommodation, café or restaurant	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Employee time for community projects</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Offering discounts through bulk purchasing</li> <li>Use of facilities</li> </ul>	\$1m up to \$5m
Agriculture, forestry or fishing	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Use of facilities</li> </ul>	Less than \$100,000 to \$5m or more
Construction	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Offering discounts through bulk purchasing</li> </ul>	Less than \$100,000 to \$5m or more
Education	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Providing training and / or professional development</li> <li>Providing training and / or professional development</li> </ul>	\$100,000 to \$5m or more
Finance or insurance	<ul style="list-style-type: none"> <li>Donating money</li> <li>Referrals and recommendations to business-related networks and contacts</li> </ul>	\$100,000 up to \$5m
Government administration or defence	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Providing training and / or professional development</li> <li>Employee time for community projects</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Offering discounts through bulk purchasing</li> <li>Use of facilities</li> </ul>	\$5m or more

Health and community services	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Offering discounts through bulk purchasing</li> </ul>	\$500,000 up to \$1m
Manufacturing	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> </ul>	\$100,000 up to \$5m
Personal and other services	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Employee time for community projects</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Engaged in long-term partnership project of mutual value</li> </ul>	Less than \$100,000 up to \$1m
Property or business services	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing knowledge and specific skills</li> <li>Employee time for community projects</li> <li>Use of facilities</li> </ul>	Less than \$100,000 to \$5m or more
Recreation service	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Employee time for community projects</li> <li>Use of facilities</li> </ul>	\$100,000 up to \$500,000
Retail trade	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Providing training and / or professional development</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Use of facilities</li> </ul>	\$100,000 to \$5m or more
Travel or tourism	<ul style="list-style-type: none"> <li>Donating money</li> <li>Providing goods/services in kind</li> <li>Employee time for community projects</li> <li>Referrals and recommendations to business-related networks and contacts</li> <li>Use of facilities</li> <li>Engaged in long-term partnership project of mutual value</li> </ul>	Less than \$100,000 up to \$1m
Wholesale trade	<ul style="list-style-type: none"> <li>Providing goods/services in kind</li> </ul>	Less than \$100,000

## GISBORNE / EAST CAPE

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Arts, Culture and Heritage	Donating money Providing knowledge and specific skills	\$100,000 up to \$5m
Construction	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Use of facilities	\$1m up to \$5m
Education	Donating money Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development Use of facilities	\$500,000 to 1m
Health and community services	Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Referrals and recommendations to business-related networks and contacts Offering discounts through bulk purchasing Use of facilities Engaged in long-term partnership project of mutual value	Less than \$100,000

## HAWKE'S BAY / WAIRARAPA

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Accommodation, café or restaurant	Donating money Employee time for community projects	Less than \$100,000
Agriculture, forestry or fishing	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Use of facilities	\$5m or more
Communication services	Donating money Providing goods/services in kind Providing knowledge and specific skills	Less than \$100,000 to \$5m or more
Construction	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Offering discounts through bulk purchasing Use of facilities	Less than \$100,000 up to \$5m
Education	Donating money Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development	Less than \$100,000 up to \$500,000
Finance or insurance	Donating money Providing goods/services in kind Providing knowledge and specific skills Referrals and recommendations to business-related networks and contacts	Less than \$100,000 up to \$1m
Government administration or defence	Donating money Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development Employee time for community projects Referrals and recommendations to business-related networks and contacts Engaged in long-term partnership project of mutual value	Less than \$100,000 to \$5m or more

Health and community services	Donating money Providing goods/services in kind	\$100,000 up to \$500,000
Manufacturing	Providing goods/services in kind Employee time for community projects Referrals and recommendations to business-related networks and contacts	Less than \$100,000 up to \$5m
Personal and other services	Donating money Providing goods/services in kind	Less than \$100,000
Property or business services	Donating money Providing goods/services in kind Providing knowledge and specific skills Referrals and recommendations to business-related networks and contacts	Less than \$100,000 up to \$1m
Retail trade	Donating money Providing goods/services in kind Employee time for community projects Referrals and recommendations to business-related networks and contacts	\$100,000 up to \$5m
Travel or tourism	Donating money Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development Employee time for community projects	Less than \$100,000 to \$5m or more

## WELLINGTON

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Accommodation, café or restaurant	Donating money Providing goods/services in kind Use of facilities Engaged in long-term partnership project of mutual value	Less than \$100,000 to \$5m or more
Arts, Culture and Heritage	Donating money Providing goods/services in kind	Less than \$100,000 up to \$500,000
Communication services	Donating money Providing goods/services in kind Providing knowledge and specific skills Engaged in long-term partnership project of mutual value	Less than \$100,000 up to \$500,000
Construction	Donating money Providing goods/services in kind Employee time for community projects Referrals and recommendations to business-related networks and contacts Use of facilities	Less than \$100,000 up to \$1m
Education	Donating money Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development Employee time for community projects Use of facilities Engaged in long-term partnership project of mutual value	\$100,000 up to \$1m
Finance or insurance	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Referrals and recommendations to business-related networks and contacts	Less than \$100,000 to \$5m or more

Government administration or defence	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Use of facilities</p> <p>Engaged in long-term partnership project of mutual value</p>	\$5m or more
Health and community services	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Offering discounts through bulk purchasing</p>	Less than \$100,000 to \$5m or more
Manufacturing	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Offering discounts through bulk purchasing</p> <p>Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 up to \$5m
Personal and other services	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p>	Less than \$100,000 to \$1m
Property or business services	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Employee time for community projects</p>	Less than \$100,000 up to \$1m
Retail trade	<p>Donating money</p> <p>Providing goods/services in kind</p> <p>Providing knowledge and specific skills</p> <p>Providing training and / or professional development</p> <p>Referrals and recommendations to business-related networks and contacts</p> <p>Engaged in long-term partnership project of mutual value</p>	Less than \$100,000 to \$5m or more

Transport or storage	Donating money	Less than \$100,000 up to \$5m
Travel or tourism	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Referrals and recommendations to business-related networks and contacts	\$1m up to \$5m

## CANTERBURY

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Arts, Culture and Heritage	Donating money Providing knowledge and specific skills	\$100,000 up to \$5m
Construction	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Use of facilities	\$1m up to \$5m
Education	Donating money Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development Use of facilities	\$500,000 to 1m
Health and community services	Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Referrals and recommendations to business-related networks and contacts Offering discounts through bulk purchasing Use of facilities Engaged in long-term partnership project of mutual value	Less than \$100,000

## WELLINGTON

INDUSTRY SECTOR	TYPES OF SUPPORT	ANNUAL TURNOVER OF ORGANISATIONS
Accommodation, café or restaurant	Donating money Providing goods/services in kind Use of facilities	\$5m or more
Agriculture, forestry or fishing	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects	Less than \$100,000 to \$5m or more
Construction	Providing goods/services in kind Providing knowledge and specific skills Providing training and / or professional development Use of facilities	\$1m up to \$5m or more
Government administration or defence	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Referrals and recommendations to business-related networks and contacts	\$5m or more
Health and community services	Donating money Referrals and recommendations to business-related networks and contacts Use of facilities	Less than \$100,000 to \$5m
Property or business services	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Referrals and recommendations to business-related networks and contacts Use of facilities	\$500,000 to \$1m
Travel or tourism	Donating money Providing goods/services in kind Providing knowledge and specific skills Employee time for community projects Referrals and recommendations to business-related networks and contacts	\$1m up to \$5m
Wholesale	Providing goods/services in kind	\$100,000 to \$500,000

### INTRODUCTION

This survey is designed to help charities understand what businesses and organisations are looking for when they invest or donate resources to their communities.

Better understandings between business and charities will result in easier, stronger partnerships which will, in turn, better serve both parties, as well as wider society.

All individual information will remain totally confidential, and all answers will be presented anonymously as aggregated information.

This survey has only 11 mainly multi-choice questions, should take only 10 to 15 minutes, and is best completed by the person who makes these decisions for your organisation.

The answers will be collated, analysed and shared with both the business and charity sectors through participating business networks, the Charities Commission, Inspiring Communities and other national organisations and regional business networks.

We appreciate and value your input.

## ABOUT YOUR ORGANISATION

Firstly tell us a little about you and your organisation ...

### Number of employees

1 – 9	10 - 29	30 – 49	50 – 79	80 – 149	150 +
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### Annual turnover

Less than \$100,000	\$100,000–\$499,000	\$500,000–\$999,999
\$1million–\$4, 999,999	\$5million +	I'm not sure

### Region

Northland	Auckland	Waikato / Coromandel	Bay of Plenty / Central Plateau
Gisborne / East Cape	Hawke's Bay / Wairarapa	Taranaki	Manawatu- Whanganui
Tasman	Nelson	Marlborough	Wellington
West Coast	Southland	Canterbury	Otago

### Business/organisation Ownership (please select all that apply)

Owner/operator	<input type="radio"/> YES	<input type="radio"/> NO
New Zealand owned	<input type="radio"/> YES	<input type="radio"/> NO
Overseas ownership	<input type="radio"/> YES	<input type="radio"/> NO
Publically listed	<input type="radio"/> YES	<input type="radio"/> NO
Other	<input type="text"/>	

### How long has your business been operating for?

0 – 1 yrs	1 – 5 yrs	5 – 10 yrs	10 – 20 yrs	20 + yrs
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### Which of the following best describes your business' industry sector

Accommodation, cafe or restaurant	Agriculture, forestry or fishing	Arts, culture and heritage
Communication services	Construction	Education
Finance or insurance	Government administration/defence	Health and community services
Manufacturing	Personal and other services	Property or business services
Recreation service	Retail trade	Transport or storage
Travel or tourism	Wholesale trade	Other (please tell us what that is)

### Of which of these organisations is your business a member? (Please select all that apply)

- |                                                               |                                                                                  |
|---------------------------------------------------------------|----------------------------------------------------------------------------------|
| <input type="checkbox"/> Southland Chamber of Commerce        | <input type="checkbox"/> Employers and Manufacturers' Association Northern (EMA) |
| <input type="checkbox"/> Venture Southland                    | <input type="checkbox"/> Auckland Chamber of Commerce                            |
| <input type="checkbox"/> Otago Chamber of Commerce            | <input type="checkbox"/> Employers Chamber of Commerce Central                   |
| <input type="checkbox"/> Hawkes Bay Chamber of Commerce       | <input type="checkbox"/> Canterbury Employers' Chamber of Commerce               |
| <input type="checkbox"/> Taranaki Chamber of Commerce         | <input type="checkbox"/> Otago-Southland Employers' association                  |
| <input type="checkbox"/> Venture Taranaki                     | <input type="checkbox"/> Major Companies Group                                   |
| <input type="checkbox"/> Taranaki Institute of Directors      | <input type="checkbox"/> Does not apply                                          |
| <input type="checkbox"/> Sustainable Business Network         | <input type="checkbox"/> I'm really not sure                                     |
| <input type="checkbox"/> BNI (Business Network International) |                                                                                  |
| <input type="checkbox"/> Sustainable Business Council         |                                                                                  |

## Questions

### Q1. How has your organisation supported charities in the past 12 months? (select all that apply)

- |                                                                                                  |                                                                                                 |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Donating money                                                          | <input type="checkbox"/> Offering discounts through bulk purchasing                             |
| <input type="checkbox"/> Providing goods/services in kind                                        | <input type="checkbox"/> Use of facilities                                                      |
| <input type="checkbox"/> Providing knowledge and specific skills                                 | <input type="checkbox"/> Engaged in long term partnership on project of mutual value            |
| <input type="checkbox"/> Providing training and/or professional development                      | <input type="checkbox"/> Other _____                                                            |
| <input type="checkbox"/> Employee time for community projects                                    | <input type="checkbox"/> Our organisation has not supported any charities in the past 12 months |
| <input type="checkbox"/> Referrals and recommendations to business-related networks and contacts | <input type="checkbox"/> Our organisation does not support charities                            |

*(If “does not support charities” has been selected, survey will skip to Question 8)*

### Of these, which has been your organisation’s main form of support in the past 12 months? (Check one)

- |                                                                                                  |                                                                                      |
|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <input type="checkbox"/> Donating money                                                          | <input type="checkbox"/> Offering discounts through bulk purchasing                  |
| <input type="checkbox"/> Providing goods/services in kind                                        | <input type="checkbox"/> Use of facilities                                           |
| <input type="checkbox"/> Providing knowledge and specific skills                                 | <input type="checkbox"/> Engaged in long term partnership on project of mutual value |
| <input type="checkbox"/> Providing training and/or professional development                      | <input type="checkbox"/> Other _____                                                 |
| <input type="checkbox"/> Employee time for community projects                                    |                                                                                      |
| <input type="checkbox"/> Referrals and recommendations to business-related networks and contacts |                                                                                      |

**Who makes decisions about providing support for community organisations? (Please select all that apply)**

	Final decision	Sole decision	Joint decision	Some influence	No influence	Don't know
Board chair						
Directors						
Chief Executive						
Divisional manager						
Marketing department						
Special committee						
Staff						
Other _____						

**Q2. How long has your organisation been supporting charities?**

- Less than 1 year
- 1 year
- 2 years
- 3-5 years
- 5-10 years
- 10-19 years
- 20+ years
- I really don't know

**Q3. Which of the following choices best represents your organisation's level of support over the past five years?**

- Increasing
- Decreasing
- Stayed the same
- Other \_\_\_\_\_

**Q4. We are interested in the approximate value of your organisation's donations each year.**

**How much skilled volunteer time (people using their specialist individual skills to help) do you donate each year?**

- |                                         |                                                                  |
|-----------------------------------------|------------------------------------------------------------------|
| <input type="checkbox"/> Not Applicable | <input type="checkbox"/> 1000-1499 hours                         |
| <input type="checkbox"/> 1-49 hours     | <input type="checkbox"/> 1500-1999 hours                         |
| <input type="checkbox"/> 50-99 hours    | <input type="checkbox"/> 2000-2999 hours                         |
| <input type="checkbox"/> 100-149 hours  | <input type="checkbox"/> 3000 hours or more                      |
| <input type="checkbox"/> 150-199 hours  | <input type="checkbox"/> The business does not collect this data |
| <input type="checkbox"/> 200-249 hours  | <input type="checkbox"/> I'm not sure                            |
| <input type="checkbox"/> 250-499 hours  |                                                                  |
| <input type="checkbox"/> 500-999 hours  |                                                                  |

**How much unskilled volunteer time (people helping out with more general skills – painting, street appeals) do you donate each year?**

- |                                         |                                                                  |
|-----------------------------------------|------------------------------------------------------------------|
| <input type="checkbox"/> Not Applicable | <input type="checkbox"/> 1000-1499 hours                         |
| <input type="checkbox"/> 1-49 hours     | <input type="checkbox"/> 1500-1999 hours                         |
| <input type="checkbox"/> 50-99 hours    | <input type="checkbox"/> 2000-2999 hours                         |
| <input type="checkbox"/> 100-149 hours  | <input type="checkbox"/> 3000 hours or more                      |
| <input type="checkbox"/> 150-199 hours  | <input type="checkbox"/> The business does not collect this data |
| <input type="checkbox"/> 200-249 hours  | <input type="checkbox"/> I'm not sure                            |
| <input type="checkbox"/> 250-499 hours  |                                                                  |
| <input type="checkbox"/> 500-999 hours  |                                                                  |

**What is the approximate value of your organisation's donations in the past twelve months?**

- |                                              |                                                                  |
|----------------------------------------------|------------------------------------------------------------------|
| <input type="checkbox"/> Not Applicable      | <input type="checkbox"/> \$50,000 - \$99,999                     |
| <input type="checkbox"/> \$1- \$249          | <input type="checkbox"/> \$100,000 - \$199,999                   |
| <input type="checkbox"/> \$250 - \$999       | <input type="checkbox"/> \$200,000 - \$499,999                   |
| <input type="checkbox"/> \$1,000- \$1999     | <input type="checkbox"/> \$500,000+                              |
| <input type="checkbox"/> \$2,000- \$4,999    | <input type="checkbox"/> The business does not collect this data |
| <input type="checkbox"/> \$5,000- \$9,999    | <input type="checkbox"/> I really don't know                     |
| <input type="checkbox"/> \$10,000 - \$24,999 |                                                                  |
| <input type="checkbox"/> \$25,000 - \$49,999 |                                                                  |

**What is the approximate value of your organisation's donation of gifts in kind (like products and services and access to facilities) in the past twelve months?**

- |                                              |                                                                  |
|----------------------------------------------|------------------------------------------------------------------|
| <input type="checkbox"/> Not Applicable      | <input type="checkbox"/> \$50,000 - \$99,999                     |
| <input type="checkbox"/> \$1- \$249          | <input type="checkbox"/> \$100,000 - \$199,999                   |
| <input type="checkbox"/> \$250 - \$999       | <input type="checkbox"/> \$200,000 - \$499,999                   |
| <input type="checkbox"/> \$1,000- \$1999     | <input type="checkbox"/> \$500,000+                              |
| <input type="checkbox"/> \$2,000- \$4,999    | <input type="checkbox"/> The business does not collect this data |
| <input type="checkbox"/> \$5,000- \$9,999    | <input type="checkbox"/> I really don't know                     |
| <input type="checkbox"/> \$10,000 - \$24,999 |                                                                  |
| <input type="checkbox"/> \$25,000 - \$49,999 |                                                                  |

**Do you have any comment on the extent or value of your organisation's donations each year?**

**Q5. What does your organisation look for when choosing a charity to support? (Please select all that apply)**

- The charity approached us
- The charity has a compelling cause
- The cause complements our brand
- Marketing opportunities for our business
- The cause aligns with our capabilities/goals
- How effective the charity is in addressing the cause
- The way they operate
- We trust the people who run the charity
- What our business can learn from the charity
- Personal connection with management, staff or directors
- We have a documented process for selection
- Choose based on personal intuition
- Something else (Please tell us what it is) \_\_\_\_\_

**Q6. Which of these are the most important when choosing a charity to support? (please rank your top three choices in order of priority)**

	1st	2nd	3rd
The charity approached us			
The charity has a compelling cause			
The cause complements our brand			
Marketing opportunities for our business			
The cause aligns with our capabilities/goals			
How effective the charity is in addressing the cause			
The way they operate			
We trust the people who run the charity			
What our business can learn from the charity			
Personal connection with management, staff or directors			
We have a documented process for selection			
Choose based on personal intuition			
Other _____			

**Q7. Why does your organisation choose to work with charities?  
(check all that apply)**

- Improves our brand
- Specific marketing opportunities
- Improves staff moral and/or productivity
- Attracts/retains staff
- Increases staff skills and experience
- Provides customer insight
- Helps us be innovative
- Fulfils organisational goals or strategy
- Fulfils the wishes of owners/shareholders
- Ensures the sustainability of our organisation
- Because it's the right thing to do
- I'm not sure

**Are there any other reasons why your organisation chooses to work with charities?**

**Q8. What value does your organisation gain from working with charities?  
(select all that apply)**

- Improves our brand
- Specific marketing opportunities
- Improves staff moral and/or productivity
- Attracts/retains staff
- Customer insight
- Helps us be innovative
- Fulfils organisational goals or strategy
- Fulfils the wishes of owners/shareholders
- Ensures the sustainability of our organisation
- Because it's the right thing to do
- I'm not sure

**Is there any other value your organisation gains from working with charities?**

**Does your organisation measure the value it gains from supporting charities in some way?**

- Yes
- No

**If yes, how do you measure this value?**

**If no, what are the barriers to your organisation measuring this value?**

- We do not collect this information
- We do not have a system or process to measure this
- I don't know how
- The charity doesn't give me any information
- The charity doesn't give me appropriate information
- No need, we do it because we want to

**Q9. Why is your organisation not involved with charities?  
(Please select all that apply)**

- It has no value for our organisation
- We don't have the time/money/resources to spare
- We don't know how or where to start
- We don't know which charity to choose
- We've had a bad experience in the past
- Other \_\_\_\_\_

*(survey progresses to Q9e if respondents had a bad experience)*

**What is the main reason for your organisation not being involved with charities? (check one)**

- It has no value for our organisation
- We don't have the time/money/resources to spare
- We don't know how or where to start
- We don't know which charity to choose
- We've had a bad experience in the past
- Other \_\_\_\_\_

**Q9(e). Which of the following best describes this experience (check one)**

- We didn't have the time to invest in getting to know the charity and weren't
- The right fit
- The charity did something unexpected with my donation
- The charity did not tell me what happened to my investment
- The experience was badly organised
- The charity was demanding and gave nothing in return
- My staff did not enjoy volunteering with the organisation
- Other \_\_\_\_\_

**Q10. What would help increase your organisation's involvement with charities? (check all that apply)**

- |                                                                                                           |                                                                                             |
|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <input type="checkbox"/> If it was easy to find a charity the business liked                              | <input type="checkbox"/> If there was more in it for the business                           |
| <input type="checkbox"/> If the charity asked for something the business could do                         | <input type="checkbox"/> If the business knew more about what it was paying for/ supporting |
| <input type="checkbox"/> If the business knew how to choose one over another                              | <input type="checkbox"/> If there was greater demand from employees/customers               |
| <input type="checkbox"/> If the charity understood our business and used terms that are easily understood | <input type="checkbox"/> If it improved the business's bottom line                          |
| <input type="checkbox"/> If the charity could show me how it could help the business's brand              | <input type="checkbox"/> Nothing, we're happy with the way things are                       |
| <input type="checkbox"/> If the business understood them and what they were trying to achieve better      | <input type="checkbox"/> Something else (please tell us what it is)<br>-----                |

**Which option would make the greatest difference? (check one)**

- |                                                                                                           |                                                                                             |
|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <input type="checkbox"/> If it was easy to find a charity the business liked                              | <input type="checkbox"/> If there was more in it for the business                           |
| <input type="checkbox"/> If the charity asked for something the business could do                         | <input type="checkbox"/> If the business knew more about what it was paying for/ supporting |
| <input type="checkbox"/> If the business knew how to choose one over another                              | <input type="checkbox"/> If there was greater demand from employees/customers               |
| <input type="checkbox"/> If the charity understood our business and used terms that are easily understood | <input type="checkbox"/> If it improved the business's bottom line                          |
| <input type="checkbox"/> If the charity could show me how it could help the business's brand              | <input type="checkbox"/> Nothing, we're happy with the way things are                       |
| <input type="checkbox"/> If the business understood them and what they were trying to achieve better      | <input type="checkbox"/> Something else (please tell us what it is)<br>-----                |

**Q11.** If you were approached by a charity seeking support, what information should they provide that would help you make a decision about their proposal?

**Q12.** In your words, how would you describe your organisations overall experience in supporting/working with charities?

**Q13.** The Charities Commission would like to provide you with information on the results of this survey and any follow-up actions which might be taken in your area on how businesses and charities might better work together. Would you like to receive results and hear from the commission on this?

Yes

No

**If Yes, To what address would you like us to e-mail results information?**

First name (not mandatory)

Surname (not mandatory)

E-mail (required)

the 1990s, the number of people in the UK who are aged 65 and over has increased from 10.5 million to 13.5 million (1990-2000) (ONS 2001).

There is a growing awareness of the need to address the health care needs of the elderly population. The Department of Health (2000) has set out a strategy for the NHS to meet the needs of the elderly population. This strategy is based on the following principles:

- To ensure that the NHS is able to meet the needs of the elderly population.
- To ensure that the NHS is able to provide a high quality of care for the elderly population.
- To ensure that the NHS is able to provide a range of services to meet the needs of the elderly population.

The NHS is committed to providing a high quality of care for the elderly population. This commitment is reflected in the following objectives:

- To ensure that the NHS is able to provide a high quality of care for the elderly population.
- To ensure that the NHS is able to provide a range of services to meet the needs of the elderly population.
- To ensure that the NHS is able to provide a high quality of care for the elderly population.

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