

Survey into the Nature and Performance of Businesses within Gold Coast City's Pacific Innovation Corridor

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The Competitive Option

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Survey into the Nature and Performance of Businesses Within Gold Coast City's Pacific Innovation Corridor

Executive Summary

A telephone survey of 500 Gold Coast City businesses was conducted in December 2003 to develop a performance profile of those businesses operating within Gold Coast City's Pacific Innovation Corridor (PIC). Data from the 10 PIC centres (Beenleigh, Yatala, Coomera Oxenford, Southport, Surfers Paradise, Nerang, Robina, Burleigh and Coolangatta) were analysed. Of particular interest was the uptake of broadband internet usage by businesses within the PIC and the management practices selected by those businesses that had adopted broadband.

Surveys were directed at the owner/manager of the business. Approximately ninety three percent (92.9%) of respondents fitted that description. The remainder were administrators in non-managerial roles or another position. Of the 62.3% of respondents who were owners of their business, 51.3% had founded the business, 46.4% had purchased it and 1.6% had inherited their business. Two owners reported becoming owners by other means. A total of 62.5% of respondents were males; 37.5% were females. Of those who were owners, 30.4% were female and 14.4% of those were sole owners.

The average age of businesses was 13.5 years. Businesses in *Cultural and recreational services* and *Health and community services* were significantly older than businesses in other industries, whilst businesses in the *Communications* and *Accommodation, cafes and restaurants* industries were significantly younger. Businesses in Yatala and Coolangatta were older and in Robina they were younger than the mean business age.

Eighty three percent of businesses were headquartered in Gold Coast City, 7.2% were headquartered elsewhere in Queensland, 8.0% were based interstate and 1.6% had their head office overseas. Most (48%) were private companies, whilst 2.2% were public companies and 4.8% were subsidiaries of a national or multinational company. One in fifteen operated under a franchise agreement. Approximately 84.0% of businesses employed fewer than 10 full-time employees and 68.9% had annual revenues below \$1 million in 2002-2003. Almost one in five operated from a residential address most of the time, up from one in ten in 2002.

Just over a third (36.2%) of all businesses reported that more than 50% of their revenue was generated from outside Gold Coast City, but from within Australia; up from 25% in 2002. Significantly above that, and consistent with 2002, was the PIC centre of Yatala, where 73.8% of businesses (77.1% in 2002) reported that more than 50% of their revenue had been derived from outside Gold Coast City in 2002-2003. Those businesses in *Agriculture, Manufacturing* and *Wholesaling* derived above average proportions of their revenue from elsewhere in Australia, whereas those in *Education* and *Property and business services* earned below average proportions from that source.

On the other hand, 57.6% (60% in 2002) of all business inputs were sourced from within Gold Coast City, although businesses in the *Finance and insurance, Property and business services* and *Education* industries sourced significantly less of their business inputs from within the City than did businesses in other industries.

Almost one in six businesses (17.5%) reported exporting in 2002-2003; but only 4.5% of all businesses (24.9% of exporters) reported earning more than 20% of their revenue from exports. The main export destination was New Zealand and the Pacific Islands Region. This differed from the 2002 finding in that, at that time, Asia was the main export destination and the New Zealand and Pacific Islands Region was the second most important destination.

Approximately a sixth (17.1%) of all businesses predicted revenue increases over 2002-2003 for 2003-2004 whilst key predicted areas of investment were staff training, where a third predicted spending more or much more in 2003-2004, and for computer technology, where 34% predicted significant spending increases. For 2002-2003, 31% of businesses reported investing

in Research and Development (R&D), up 14.2% on the prior year. Businesses from Surfers Paradise (Surfers) and Southport, and in the industries of *Property and business services*, *Manufacturing and Finance* and *insurance services*, were the most likely to invest in R&D.

Most businesses surveyed (76.8%) reported using email, not significantly different to the 78.7% that used email in 2002; and 59.2% reported doing internet banking, up from 51.8% in 2002. Approximately three out of five businesses (61.8%) either had a website, or planned to have one in the near future: a significantly lower proportion than in 2002. With respect to broadband, 30.8% of businesses surveyed reported having a broadband internet connection, up 4.1% from 2002, and a further 26.7% reported planning for such a connection. Businesses from Southport, Surfers, Robina and Coolangatta reported the highest levels of broadband use. However, there were decreases in broadband usage in Burleigh, Surfers and Beenleigh.

The proportion of businesses buying and selling online was 9.4% and 25.8% respectively, although for most, the volume of trade was low. However, 19.2% of businesses reported generating more than 20% of their revenue online and 6.8% generated more than 50% of their revenue that way. The pattern was similar for online purchases; with 17.3% of businesses having bought more than 20% of their purchases online and 7.1% having acquired more than 50% of their purchases that way.

Consistent with the previous survey and with other studies (Blackman, 2003)¹, the most important enterprise objective was *business stability*, with 93.4% reporting it to be very or extremely important. Other objectives of importance were achieving *high productivity* (89.2%) and *business growth* (79.3%). Least important were *creating job opportunities* (37.1%) and *contributing to community development* (47.6%).

Those businesses that used broadband were significantly larger than non-users in terms of employment size. They were also significantly more likely to invest in staff training, computer operations, market research and other marketing and were more likely to invest in R&D and in larger amounts, to have a documented business plan and to employ Planning, People focussed and Marketing management practices.

Management practices that predicted overall satisfaction with business performance included the use of People focussed management practices. The practices that predicted revenue included the use of People focussed and Planning practice components, as well as the individual practices *emphasising productivity* and *emphasising employee rewards*.

¹ Blackman, A J (2003), Preliminary findings of an unpublished doctoral dissertation: *Entrepreneurs: Interrelationships between their characteristics, values, management practices and SME performance*, Marketing & Management, Griffith University.

2003 Findings

Methodology

A survey Gold Coast business was administered by telephone during December 2003. A sample frame of businesses extracted for 10 geographical centres in Gold Coast City was generated. Only those businesses with street addresses within the specific centres identified by Gold Coast City Council as being within PIC centres were included in the sample. Non-commercial and government entities were also excluded. Sampling continued until a total of 50 businesses were surveyed from each of the 10 geographic confines described. Table 1 shows sample frames, usable surveys, and response rates for each area. Response rates ranging between 67.6% in Robina and Coolangatta to 83.3% in Southport. Overall 500 businesses were analysed: an effective response rate of 71.9%. That response rate compares favourably to those achieved by earlier studies in Gold Coast City and to that achieved for industry based business surveys in Australia by other researchers.² The comparatively high number of uncontactable businesses appears to reflect the influence of the holiday season.

Table 1: A comparison of response rates for Gold Coast City businesses across ten PIC centres.

	Total Sample	Unable to contact	Contactable businesses	Would not participate	Responses	Response rate
Beenleigh	129	60	69	19	50	72.5%
Burleigh Heads	251	178	73	23	50	68.5%
Coolangatta	216	142	74	24	50	67.6%
Coomera	120	49	71	21	50	70.4%
Nerang	126	57	69	19	50	72.5%
Oxenford	127	52	75	25	50	66.7%
Robina	132	58	74	24	50	67.6%
Southport	142	82	60	10	50	83.3%
Surfers Paradise	142	73	69	19	50	72.5%
Yatala	117	56	61	11	50	82.0%
Overall	1502	807	695	195	500	71.9%

Demographics

Industries and Sectors of Gold Coast City Businesses

and Figure 1. Type of industries by ANZSIC category for Gold Coast City businesses.

Table 2 depict the breakdown of Gold Coast industries by ANZSIC code. *Retail* industry (15.8%), *Personal services* (15.8%), and *Construction* (11.9%) were the most represented

² For example: Kotey, B. and Meredith, G. G. (1997); "Relationships among Owner/Manager Personal Values, Business Strategies, and Enterprise Performance"; *Journal of Small Business Management*, April 1997, pp37-64 and Souter, G. N. and Still, L. V. (2000); "Reasons for Small to Medium Enterprise Startups: A Correspondence Analysis", in "Entrepreneurial SMEs-Engines for Growth in the Millenium" proceedings of the ICSB World Conference 2000, 7-10 June; Brisbane.

industries in Gold Coast City. Table 2 also shows differences between centres. Yatala had relatively higher numbers of *Manufacturing, Construction, Wholesaling, and Transport* businesses. Surfers, Coolangatta and Burleigh had the highest frequency of *Accommodation cafes and restaurants*. Higher numbers of both *Retail* and *Personal services* were surveyed in Beenleigh, Southport and Oxenford. Nerang had the highest number of *Construction* businesses, and Robina the highest number of *Health and community services* businesses.

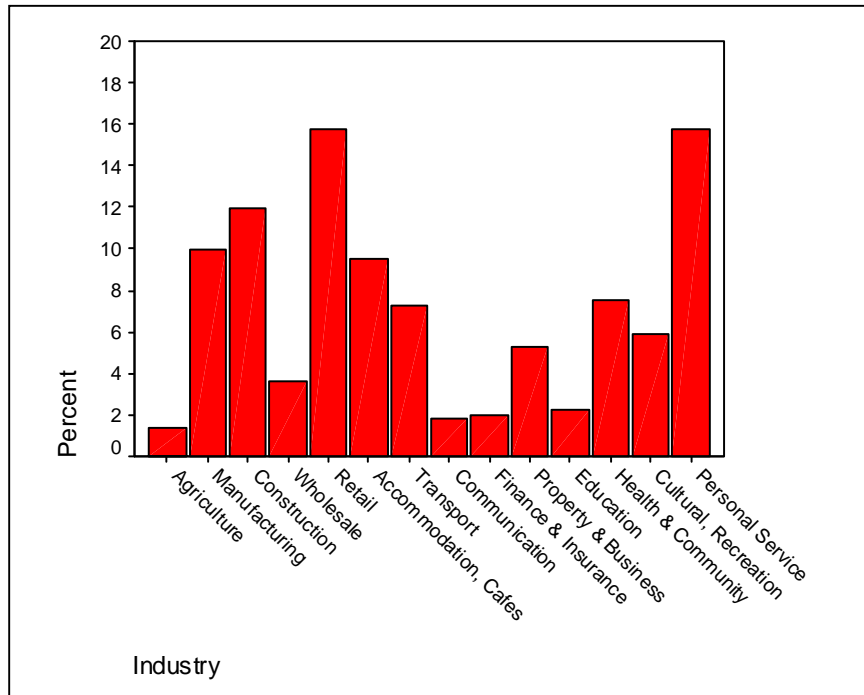


Figure 1. Type of industries by ANZSIC category for Gold Coast City businesses.

Table 2. Differences between Gold Coast City PIC centres by industry category.

	<u>Been</u>	<u>Yata</u>	<u>Coom</u>	<u>Nera</u>	<u>Sout</u>	<u>Oxen</u>	<u>Surf</u>	<u>Robi</u>	<u>Cool</u>	<u>Burl</u>	<u>Total</u>
Agriculture	2.0%	4.0%	4.0%	0.0%	0.0%	2.0%	0.0%	0.0%	2.0%	0.0%	1.4%
Manufacturing	12.0%	24.0%	18.0%	10.0%	2.0%	6.1%	4.3%	4.2%	2.0%	16.0%	9.9%
Construction	6.0%	20.0%	14.0%	22.0%	10.0%	14.3%	10.6%	6.3%	4.0%	12.0%	11.9%
Wholesale	2.0%	14.0%	4.0%	4.0%	6.0%	2.0%	0.0%	0.0%	0.0%	4.0%	3.6%
Retail	20.0%	10.0%	14.0%	24.0%	20.0%	22.4%	12.8%	16.7%	12.0%	6.0%	15.8%
Accommodation, Cafes ...	4.0%	0.0%	4.0%	2.0%	6.0%	4.1%	21.3%	8.3%	24.0%	22.0%	9.5%
Transport	2.0%	20.0%	6.0%	14.0%	6.0%	4.1%	4.3%	2.1%	4.0%	10.0%	7.3%
Communication	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	4.2%	2.0%	6.0%	1.8%
Finance & insurance	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	4.3%	8.3%	0.0%	0.0%	2.0%
Property & business	6.0%	0.0%	4.0%	4.0%	6.0%	4.1%	6.4%	8.3%	10.0%	4.0%	5.3%
Education	2.0%	0.0%	4.0%	0.0%	4.0%	2.0%	0.0%	4.2%	6.0%	0.0%	2.2%
Health & Community Services	8.0%	0.0%	8.0%	4.0%	12.0%	4.1%	4.3%	14.6%	14.0%	6.0%	7.5%
Culture & Recreational Services	10.0%	4.0%	10.0%	0.0%	.60%	2.0%	12.8%	8.3%	4.0%	2.0%	5.9%
Personal services	22.0%	4.0%	10.0%	14.0%	20.0%	30.6%	14.9%	14.6%	16.0%	12.0%	15.8%

Head Office Location

A total of 415 of the 500 businesses surveyed (83.0%) had their head office located in Gold Coast City, whilst 15.2% of businesses had their head office located elsewhere in Queensland (7.2%) or interstate (8.0%). Eight businesses (1.6%) were headquartered overseas.

Figure 2 shows that Southport, Beenleigh, and Burleigh had a proportionally higher number of businesses with a head office located elsewhere in Queensland. Higher representations of businesses with interstate head offices were found in Coolangatta and Yatala. Oxenford and Coomera had the highest proportion of businesses with the head office in Gold Coast City. In total, 19.7% of businesses reported that the main business activity of the business was conducted at a residential address most of the time.³

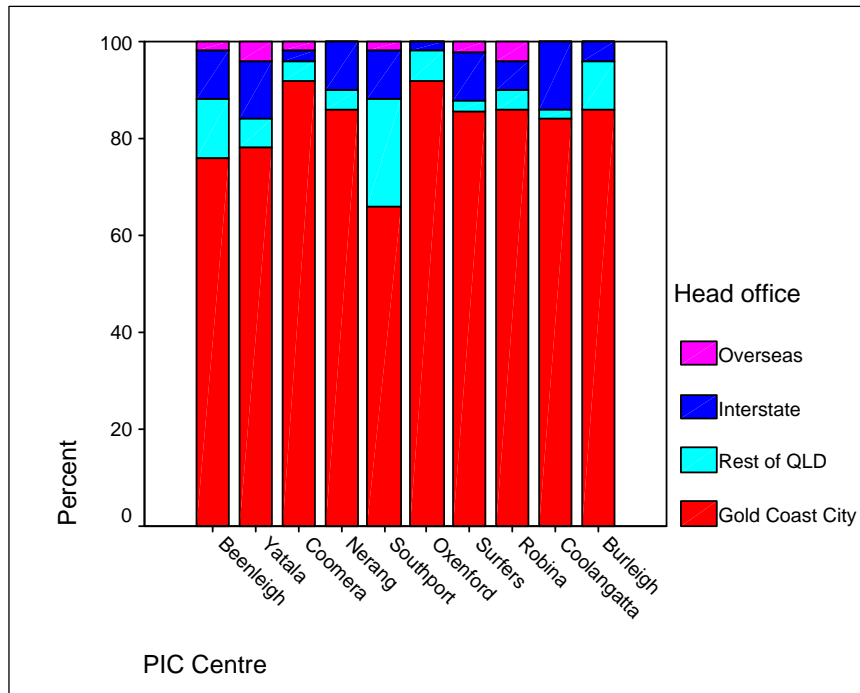


Figure 2. Head office location of Gold Coast City businesses by PIC centre.

Gender of Those Interviewed

Gender was not recorded for 17 businesses (3.4%). Of the remaining 483 people interviewed, 62.5% were male and 37.5% were female.

Roles of Those Interviewed

Almost two thirds (62.3%) of those interviewed were an owner of the business for which they were responding. Of that, 38.0% were co-owners and 24.3% were the sole owner of their business. The majority of the 37.8% non-owners classified themselves as managers of the respondent business.

Table 3 shows that most of those interviewed were either managers (40.3%) or directors (31.4%) of the business.

³ Responses from two of the interviewing staff were excluded from the analysis, due to a potential difference to other interviewers in the administration of this question.

Table 3. Position of respondents in the business.

Position	Percent of respondents
Director	31.4%
Partner	11.3%
Manager	40.3%
Sole trader	7.7%
Other	2.6%
Owners	2.2%
Administration/ Assistants	4.5%
Total	100%

Business Age

Businesses in Gold Coast City had a mean age of 13.52 years ($SD= 12.75$), and a median age of 11 years. The oldest was 110 years old, while the youngest started 2 months prior to the survey. Over a quarter of businesses were five or less years old and 6.2% of businesses had started within the last year. There were a large proportion of well-established businesses with 54.5% ten or more years old, 36% fifteen or more years old and 21.2% twenty or more years old. Table 4 shows that centres with a higher proportion of older businesses include Coolangatta, Burleigh, Southport and Yatala, while younger businesses of 5 years or less were more likely to be found in Coomera, Robina, Oxenford, and Coolangatta.⁴

Table 4: A comparison of the ages of businesses by PIC centre.

AGE	5 Years or Less		6-14 Years		15 or more years	
	Row%	Column%	Row%	Column%	Row%	Column%
Beenleigh	9.2%	26.1%	10.0%	39.1%	9.1%	34.8%
Yatala	9.2%	24.5%	8.9%	32.7%	12.0%	42.9%
Coomera	13.7%	36.0%	9.4%	34.0%	8.6%	30.0%
Nerang	5.3%	14.9%	12.2%	46.8%	10.3%	38.3%
Southport	6.9%	18.0%	10.6%	38.0%	12.6%	44.0%
Oxenford	12.2%	32.0%	13.9%	50.0%	5.1%	18.0%
Surfers Paradise	9.9%	26.5%	10.6%	38.8%	9.7%	34.7%
Robina	12.2%	34.0%	12.2%	46.8%	5.1%	19.1%
Coolangatta	11.5%	31.3%	5.0%	18.8%	13.7%	50.0%
Burleigh	9.9%	26.0%	7.2%	26.0%	13.7%	48.0%
OVERALL	27.0%		37.0%		36.0%	

⁴ The data by PIC centre is based on current location of the business, and does not take into account possible relocation of businesses since starting.

By industry, *Cultural and recreational services*, and *Health and community service* industries had older businesses by mean age. Approximately 50% of the businesses in these industries were more than 15 years old. The youngest businesses by mean age were in *Communications* and *Accommodation, cafes, and restaurant services*. For communication businesses, 55.6% of businesses had been established for less than 5 years, and for *Accommodation, cafes, and restaurants* 51.1% of businesses had been established for less than 5 years (see Figure 3 and Table 5).

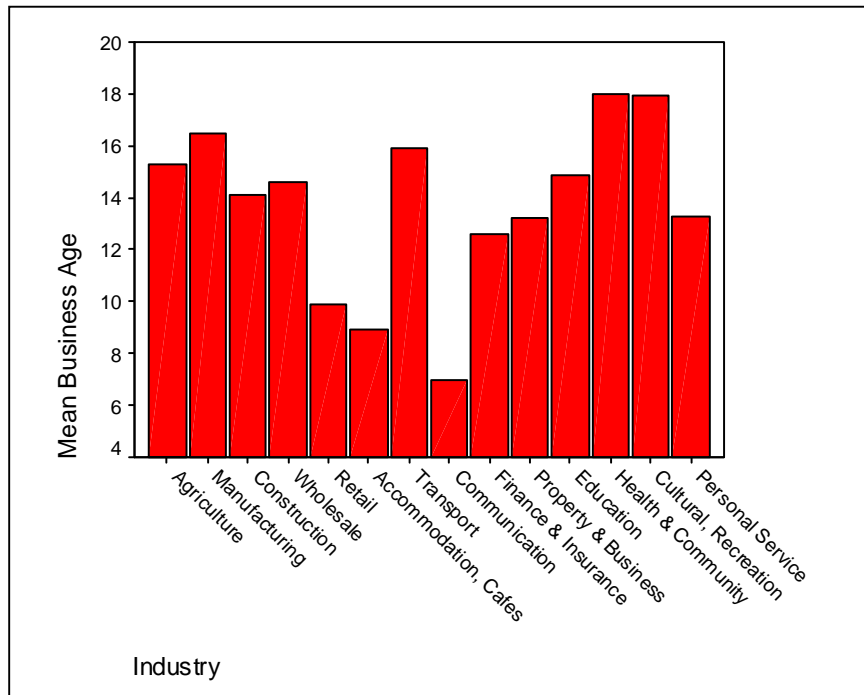


Figure 3: Mean business age of respondent businesses by industry sector.

Table 5: Summary of business age group by industry.

AGE	5 Years or Less		6-14 Years		15 or more years	
	Row%	Column%	Row%	Column%	Row%	Column%
Industry						
Agriculture	0.8%	14.3%	1.7%	42.9%	1.7%	42.9%
Manufacturing	7.7%	21.3%	9.0%	34.0%	12.1%	44.7%
Construction	8.5%	18.6%	13.6%	40.7%	13.9%	40.7%
Wholesale	2.3%	16.7%	4.0%	38.9%	4.6%	44.4%
Retail	20.8%	36.0%	17.5%	41.3%	9.8%	22.7%
Accommodation, Cafes	17.7%	51.1%	7.3%	28.9%	5.2%	20.0%
Transport	3.1%	11.4%	11.9%	60.0%	5.8%	28.6%
Communication	3.8%	55.6%	1.7%	33.3%	0.6%	11.1%
Finance & Insurance	0.8%	10.0%	2.8%	50.0%	2.3%	40.0%
Property & Business	6.9%	36.0%	3.4%	24.0%	5.8%	40.0%
Education	1.5%	20.0%	1.7%	30.0%	2.9%	50.0%
Health & Community	5.4%	20.0%	7.3%	37.1%	8.7%	42.9%
Cultural & Recreational	5.4%	24.1%	4.0%	24.1%	8.7%	51.7%
Personal Service	15.4%	26.3%	14.1%	32.9%	17.9%	40.8%
OVERALL		27.0%		37.0%		36.0%

Path to Ownership

Of the 62.3% who were owners, 51.3% had founded their business, 46.4% had purchased it, and 1.6% had inherited it. Two (0.6%) reported having been recruited as an owner from another business.

Business Structure

The bulk (48.0%) of Gold Coast businesses were private companies. Approximately one in five (20.5%) operated as a partnership, 15.5% were sole traders, and 6.8% operated as a trust. A further 9.2% were either public companies (2.2%) or subsidiaries of a national or multinational company (4.8%), or non-profit businesses such as churches, community groups and schools (2.2%) [Figure 4]. Thirty-three Gold Coast City businesses surveyed (6.6%) operated under a franchise arrangement.

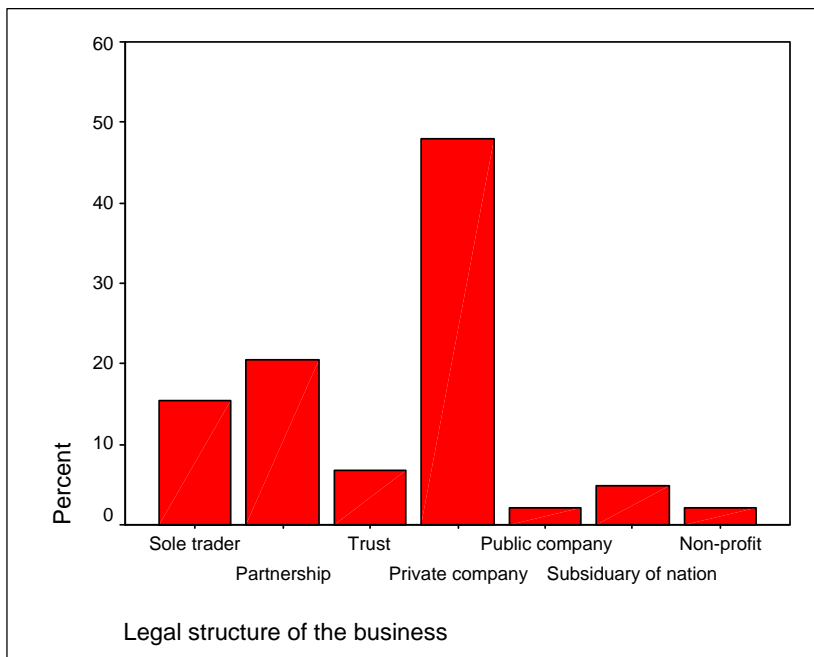


Figure 4. Legal structure of businesses in Gold Coast City.

Staffing

Business Size By Number Of Employees

Table 6 shows the size of Gold Coast business by number of employees, including working owners: 42.4% employed only 1 (18.1%) or 2 (24.3%) full-time staff; 84.3% employed fewer than 10 and 93.4% employed fewer than 20. Almost four in ten (38%) businesses employed staff on a part-time basis, with the majority employing only 1 or 2 part-time staff members. Approximately three in ten businesses employed casual staff. A relatively small number of businesses employed contractors (10.6%) or trainees (7.8%).

Table 6. Distribution of Gold Coast City businesses by number of employees.

Employment Type	Distribution of Businesses By Number of Employees						
	0	1	2	3	4	5-9	10+
Full-time (<i>M</i> =6.39, <i>SD</i> =11.72)	4.4%	18.1%	24.3%	10.2%	9.0%	18.3%	15.7%
Part-time (<i>M</i> =1.36, <i>SD</i> =3.66)	62.0%	17.0%	7.8%	3.0%	3.0%	4.2%	3.0%
Casual (<i>M</i> =2.18, <i>SD</i> =10.71)	69.8%	9.8%	6.8%	3.8%	1.6%	3.4%	4.8%
Trainees (<i>M</i> =0.15, <i>SD</i> =0.85)	92.2%	5.6%	1.0%	0.6%	0.0%	0.2%	0.4%
Contractors (<i>M</i> =0.68, <i>SD</i> =4.10)	89.4%	2.4%	2.8%	1.0%	1.4%	1.2%	1.8%

Gender

Of those who were owners, 30.4% were female and 14.4% of those were sole owners. For the 69.6% of male owners 29.6% were sole owners.

The mean number of males per business was 5.76 (*SD*=10.1) and the mean number of females was 4.17 (*SD*=10.5). These figures were skewed somewhat by several large employing businesses. The medians of 3 males and 2 females give a more realistic estimate.

There was a large amount of variability in employment numbers. A third of businesses employed 1 or fewer males and 14.1% employed 10 or more males. For females 46.8% employed 1 or fewer females and 9.8% employed 10 or more females. About one in six businesses (15.1%) employed male staff only, whilst 8.1% employed female staff only.

Source Of Business Inputs

Ninety-one percent (456) of the 500 businesses reported the percentage of business inputs that were sourced from within the Gold Coast area. A mean of 57.6% of business inputs were sourced from within Gold Coast City. There was, however, a large amount of variability (*SD*=38.9). Inputs ranged from zero to 100% with 9.2% reporting that no business inputs were from Gold Coast City and 20.0% reporting that 100% of inputs were sourced locally. Consequently, the median of 70% of business inputs may give a more accurate estimate.

There were some differences between PIC centres in the proportions of business inputs sourced from within Gold Coast City (Figure 5). Nerang, Robina and Surfers had the highest proportion of business inputs sourced from within the City, while Yatala, Beenleigh and, to a lesser extent Oxenford, had the lowest. The lower values could be due to their close proximity to Brisbane.

Differences were also found when different industries were compared (

Figure 6). *Wholesale, Agriculture and Manufacturing* industries had the highest proportion of business inputs sourced from within Gold Coast City. The lowest proportions were found for *Finance and insurance, Property and business services, and Education*.

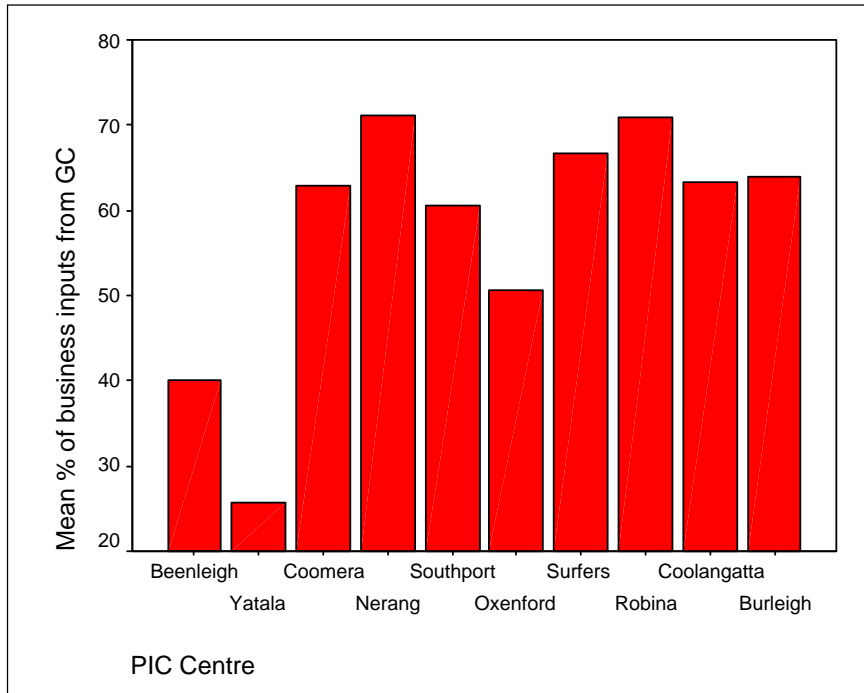


Figure 5. Comparison of PIC centres by the proportion of business inputs sourced from within Gold Coast City.

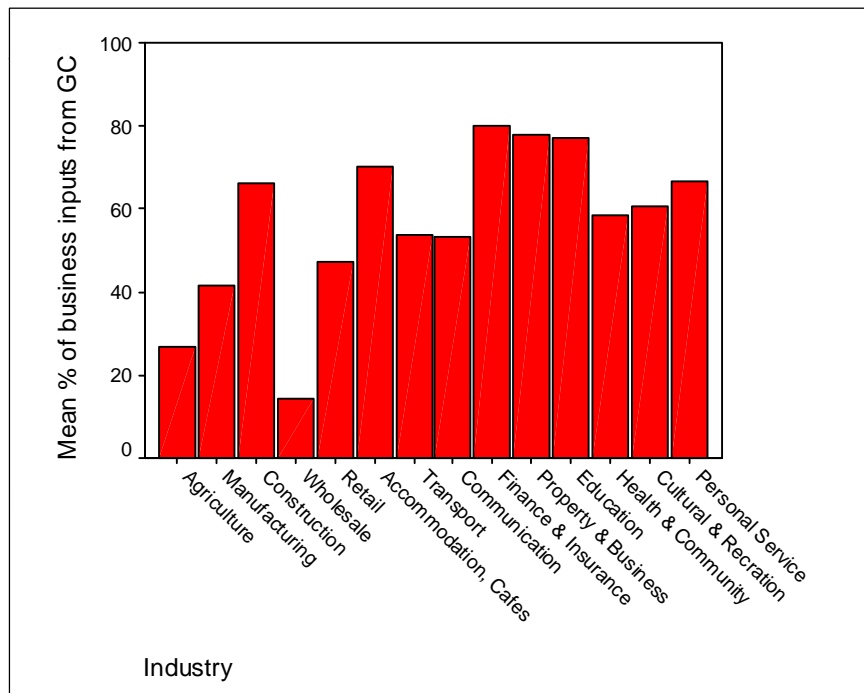


Figure 6. Comparison of industries by the proportion of business inputs

Trading Revenue

Over a third of all businesses (36.2%) had a trading revenue for 2002-2003 of less than \$250,000, whilst 27.3% had revenues in excess of \$1,000,000. Only five businesses (1.4%) predicted a drop in revenue and 81.4% predicted being in the same revenue category. However, the large category widths may have hidden predicted changes of \$100,000 or less.

A further 17.1% of businesses predicted an increase in revenue. This resulted in a predicted drop in the proportion of businesses with revenues of less than \$1,000,000 and increases or no change in the proportion with revenues from \$1,000,000 and above. (Figure 7 & Table 7).

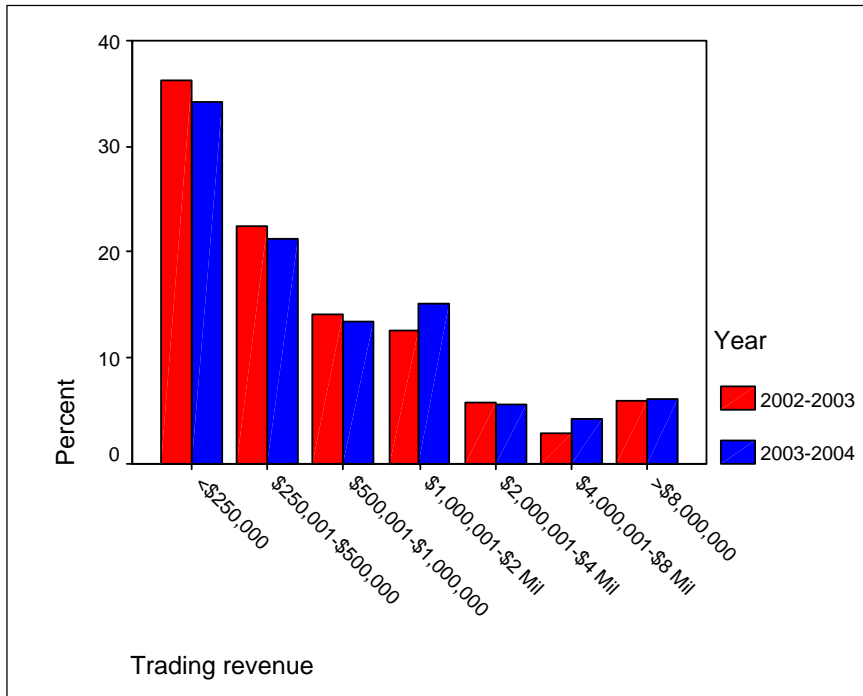


Figure 7. Comparisons of trading revenue for 2002/2003 and anticipated trading revenue for 2003/2004 for Gold Coast City businesses.

Table 7. Gold Coast City business trading revenue for 2002/2003 and anticipated trading revenue for 2003/2004.

Trading Revenue.	Percent of businesses 2002-2003 Recorded	Percent of businesses 2003-2004 Predicted
Less than \$250,000	36.2%	34.2%
\$250,001 - \$500,000	22.4%	21.3%
\$500,001 - \$1,000,000	14.1%	13.4%
\$1,000,001 - \$2,000,000	12.6%	15.1%
\$2,000,001 - \$4,000,000	5.7%	5.6%
\$4,000,001 - \$8,000,000	2.9%	4.2%
Greater than \$8,000,000	6.0%	6.2%
Total	100%	100%
Did not disclose	19.2%	18.8%

Revenue from outside Gold Coast City (but from within Australia)

Approximately seven in ten businesses (72.9%) reported that they had derived trading revenue from outside the Gold Coast City, but from within Australia. The mean proportion of revenue derived from outside the City was 32.34% (Median =15). Again there was a large amount of variability ($SD=35.01%$) with the proportion of revenue ranging from zero to 100%. Just over a third (36.2%) of businesses reported that 50% or more of their revenue was derived from elsewhere in Australia. Excluding the 27.1% of businesses that did not derive revenue from outside the Gold Coast, the mean proportion of revenue derived from outside Gold Coast City was 44.38%.

There were significant differences between PIC Centres in revenue sources, with Yatala having a significantly higher proportion of revenue derived from elsewhere in Australia. Overall, 73.8% of businesses reported that more than 50% of their revenue was derived from elsewhere in Australia ($M=63.81%$, median=70%) (Figure 8). Whilst not statistically significant, there was a trend showing lower than average levels of revenue from outside the Gold Coast for Robina, Nerang, and Southport.

Figure 9 shows that when comparing industries, *Agriculturalists*, *Manufacturers* and *Wholesalers* derived higher proportions of their revenue from elsewhere in Australia, while those in *Education* and *Property and business services* derived lower proportions of revenue from elsewhere in Australia.

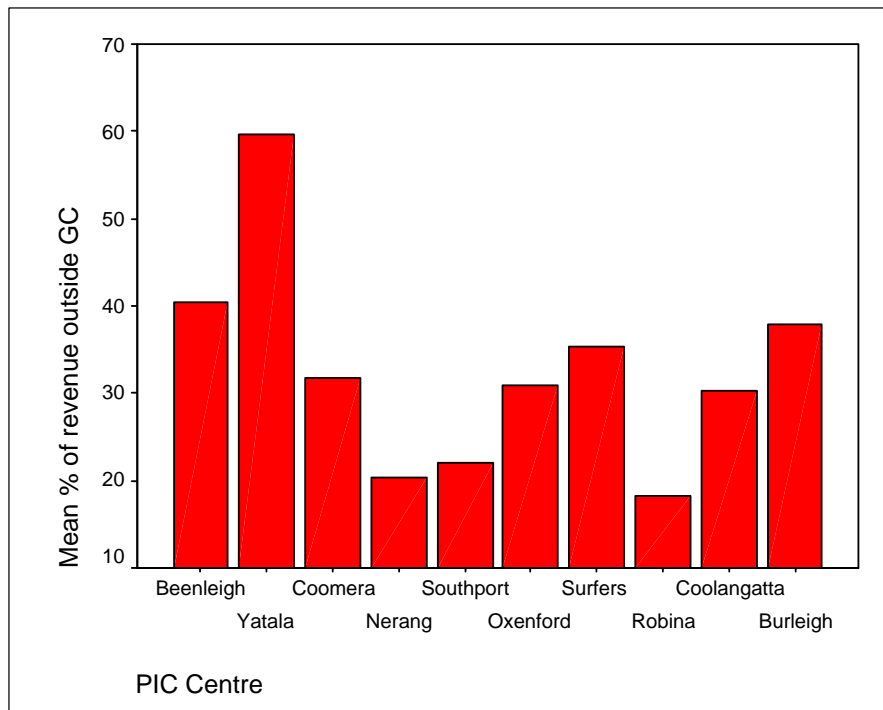


Figure 8. Comparison of PIC centres by business revenue derived from outside Gold Coast City but from within Australia.

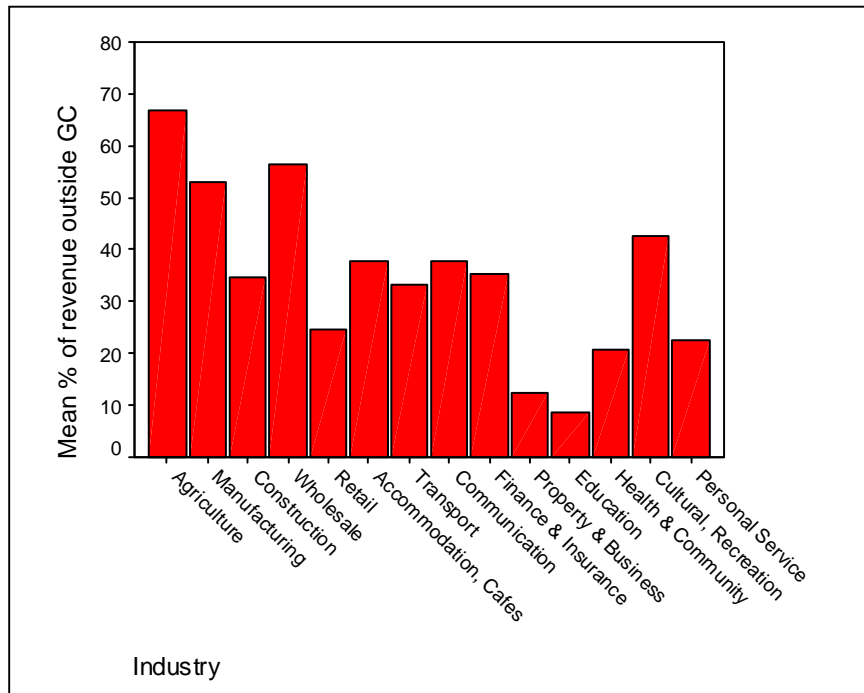


Figure 9. Comparison of industries in business revenue derived from outside Gold Coast City but within Australia.

Exports

Slightly less than one in five (17.5%) Gold Coast businesses reported exporting in 2002-2003. Businesses reported a mean of 3.72% ($SD=13.32$) of trading revenue was derived from outside Australia. Including exporting businesses only, a mean of 21.34% ($SD=25.43$) and median of 10.0% of trading revenue was derived from outside Australia. Over a third (37.6%) of exporting businesses (6.6% of all businesses) reported that more than 10% of their revenue was derived from outside Australia. Some exporters did derive a significant proportion of their revenue from exports, with 24.9% of exporting businesses (4.5% of all businesses) reporting that revenue from exports exceeded 20% of their total revenue. Table 8 shows the location of exports for businesses from within PIC. The main export destination was New Zealand and the Pacific Islands, with almost half of exporting businesses trading there. This was closely followed by Asia, with 40.9% of exporting businesses trading there. Only 30 businesses (6%) reported that they planned to export to other countries in 2004. Of those the majority were planned for Asia (53.3% of those planning).

Table 8. Distribution of current and future exports for Gold Coast businesses.

Export region	Number of businesses currently exporting	Percent of all businesses	Percent of businesses currently exporting (as % of exporters)*	Number of businesses planning to export	Percent of all businesses	Percent of businesses planning to export. (as % of exporters)*
Exporting	88	17.6%		30	6.0%	
NZ / Pacific	45	9.0%	51.1%	6	1.2%	20.0%
Asia	36	7.2%	40.9%	16	3.2%	53.3%
Europe	21	4.2%	23.9%	9	1.8%	30.0%
North America	15	3.0%	17.1%	4	0.8%	13.3%
Other	10	2.0%	11.4%	6	1.2%	20.0%
Non exporting	412*	82.4%		470	94.0%	

Percentages were of the 88 businesses (17.6%) that reported currently exporting and 30 businesses (6.0%) planning exports in the next 12 months. Adds up to more than 100% as businesses export to more than 1 region.

Capital and Operating Expenditure

Whilst the majority of businesses predicted no change in their intended spending for 2003-2004, all areas of spending showed an increase (Table 9 & Figure 10). Highest predicted increases in spending were for staff training, with 34.3% planning to spend more or much more in this area; and for computer technology, with 34.0% planning to spend more or much more in that area.

Table 9. Expected change in expenditure in 2003/2004 compared to 2002/2003.

	Much Less	Less	Same	More	Much More
Computer technology	2.7%	14.1%	49.3%	26.5%	7.5%
Motor vehicles	2.7%	12.6%	62.1%	16.8%	5.8%
Other capital equipment	1.7%	11.0%	60.5%	22.4%	4.6%
Market research	2.5%	7.9%	71.3%	16.2%	2.1%
Other marketing	1.5%	5.8%	67.8%	23.2%	1.7%
Product development	1.7%	5.1%	74.7%	15.4%	3.2%
Staff training	0.4%	2.9%	62.3%	31.4%	2.9%

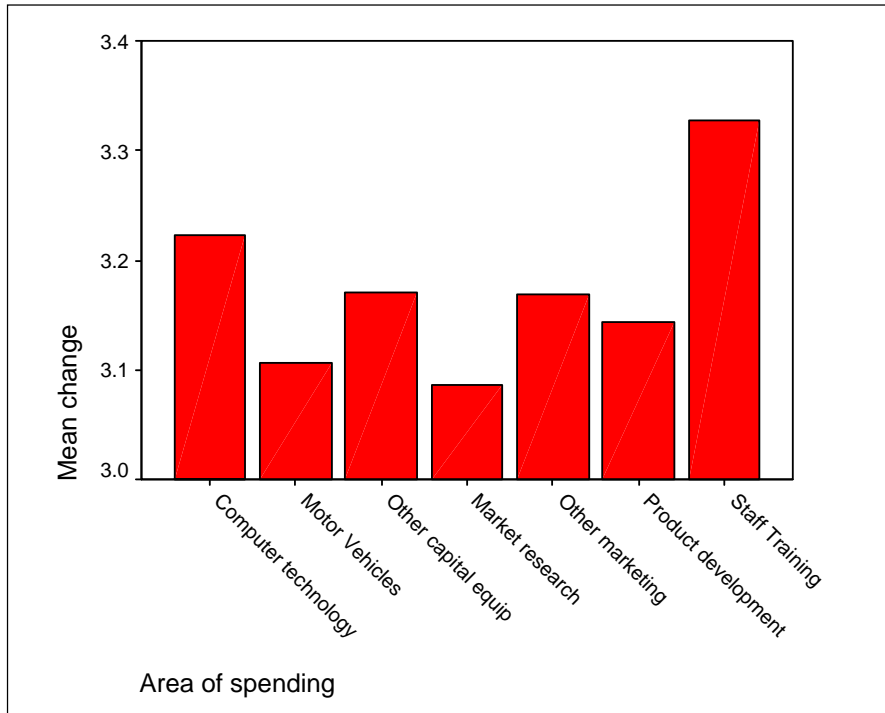


Figure 10. Expected change in spending in 2003/2004 compared to 2002/2003.
 (Means on scale where 1=Much less, 2=Less, 3=Same, 4= More, 5=Much more)

Research And Development

Figure 11 shows the level of business Research and Development (R&D) investment within PIC centres in 2002/2003. Three in ten (31.0%) businesses reported spending on R&D last year. Most of those (87.6%; 27.3% of all businesses) spent between \$1 and \$50,000. Sixteen businesses (3.3%), reported spending between \$50,000 and \$500,000, one business (0.2%) reported spending more than \$500,000, and one business (0.2%) reported spending more than \$1,000,000.

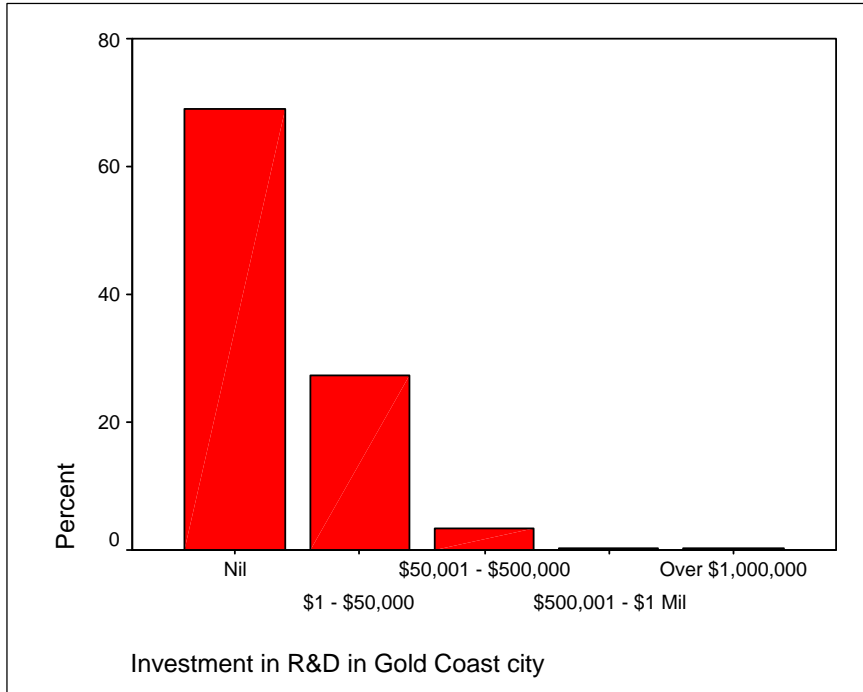


Figure 11. R&D spending in 2002/2003 for Gold Coast businesses.

PIC centre and industry differences were found in the level of business investment in Research and Development in 2002/2003 (Figure 12 & Figure 13). Areas most likely to spend on R&D included Surfers (41.7% spending) and Southport (38.0% spending). The PIC centre least likely to spend on R&D was Nerang (22.4% spending).

Figure 13 shows that *Property and business services* (57.7% spending), *Manufacturing* (53.2% spending), and *Finance and insurance services* (44.4% spending) were the industries most likely to invest in R&D.

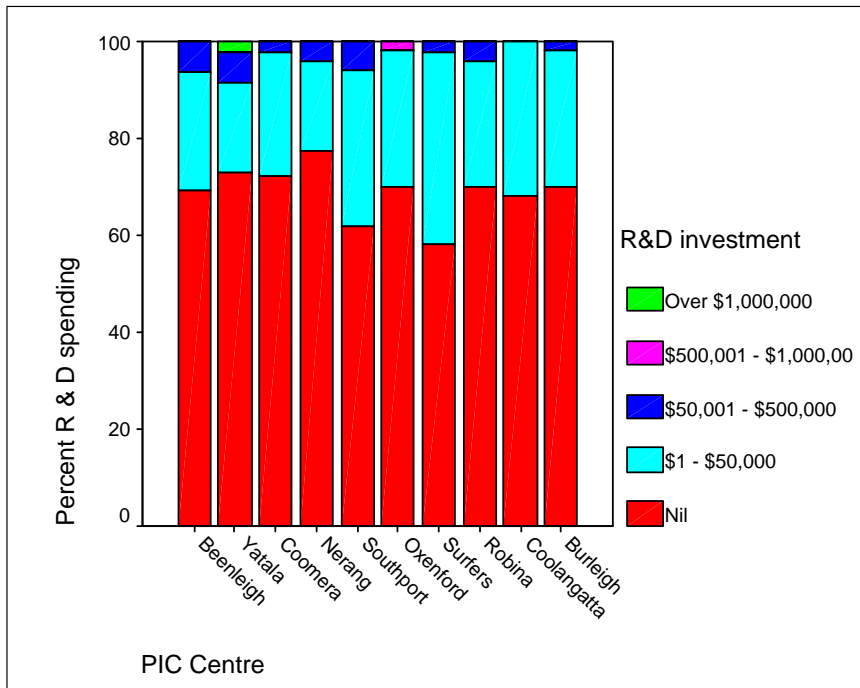


Figure 12. Comparison of business R&D spending in 2002/2003 by PIC centre.

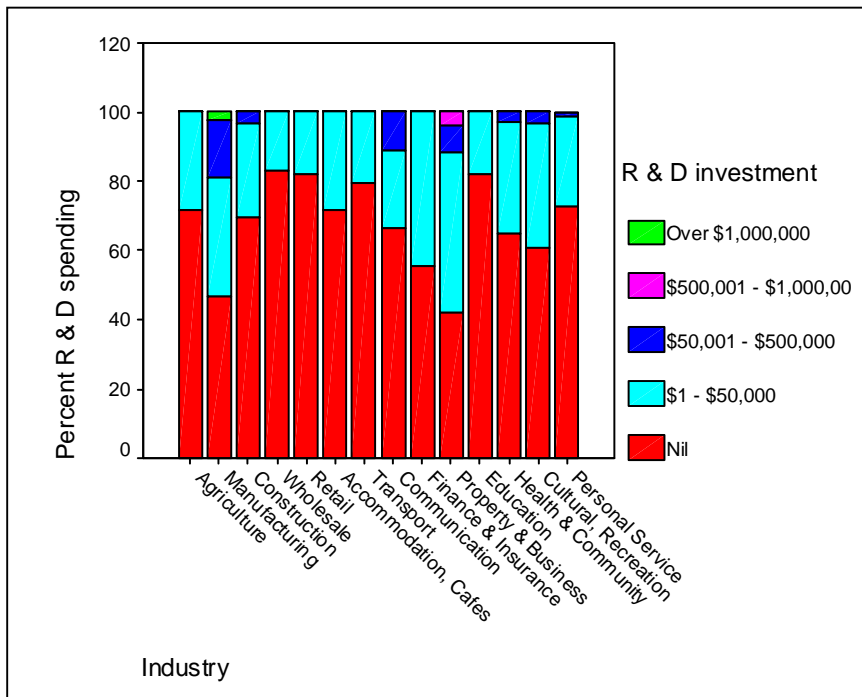


Figure 13. Comparison of R&D spending in 2002-2003 by industry.

Staff Training Activity

Three in ten (31.6%) businesses did not undertake staff training in 2002-2003, whilst 9.4% undertook training in all of the staff areas listed in Figure 14. The highest rates of training were for product knowledge (56.8% of businesses training) and computer operations (44.0% of businesses training). Lower, but still significant, levels of training were undertaken in business management (28.6%), financial management (25.8%), and marketing (21.8%) (Figure 14).

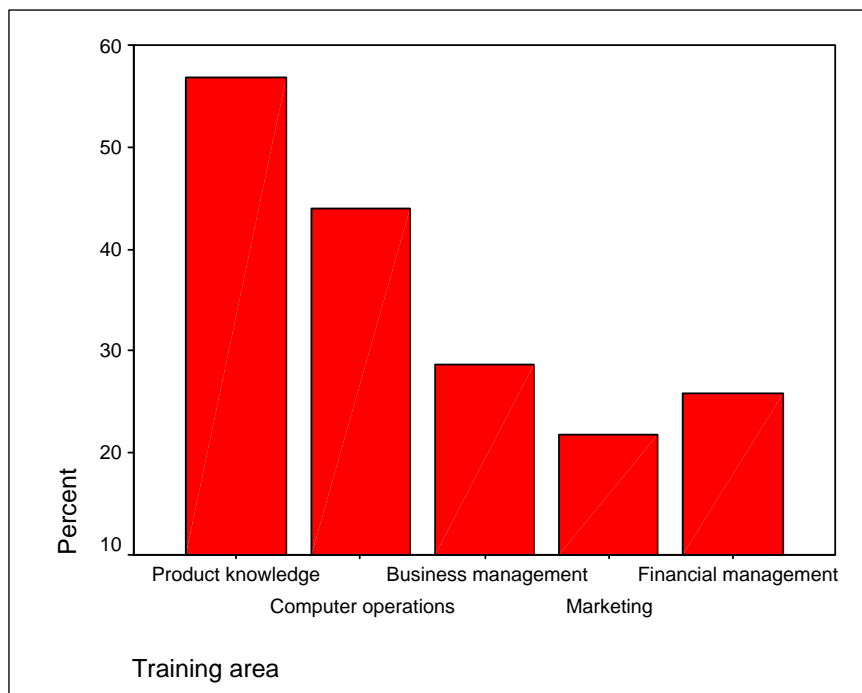


Figure 14. Rates of staff training for 2002-2003.

Use Of E-Commerce Services

Use of e-commerce by businesses within PIC centres was relatively high for email, web sites, and online banking (Table 10 & Figure 15). Most (80.6%) businesses surveyed reported using, or planning to use, email and approximately two thirds (66.4%) are using (59.2%) or planning to use (7.2%) on-line banking. Just under half of all businesses within PIC centres currently have a website and approximately a quarter of those without a website are planning to get one. If businesses that indicated that they plan to use a web site actually do, six in ten (61.8%) Gold Coast businesses in the geographic area surveyed will have a web site in the near future.

Table 10. Current use and plan for use of e-commerce services.

	Presently use %	Plan to use %	Plan to use (as % of those not currently using)
E-mail	76.8%	3.8%	16.4%
Web site	47.8%	14.0%	26.8%
Online banking	59.2%	7.2%	17.6%
Video conferencing	1.6%	5.4%	5.5%
Marketing on line	19.0%	7.2%	8.9%
Selling to businesses online	9.4%	6.2%	6.8%
Selling to customers online	13.2%	7.0%	8.1%
Buying from businesses online	25.8%	6.2%	8.4%
Dealing with intermediaries online	14.0%	2.6%	3.0%

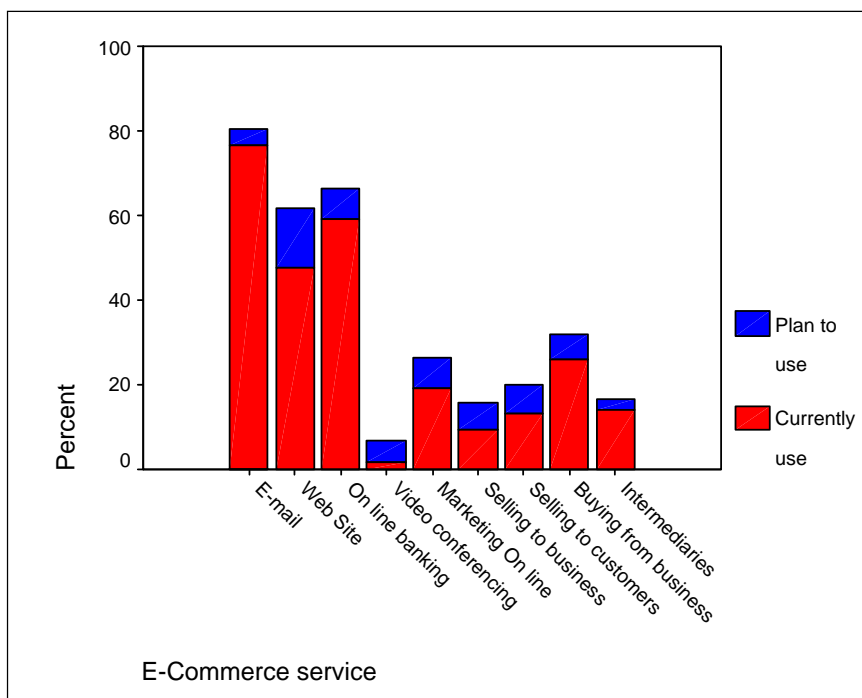


Figure 15. Current use and plan for use of e-commerce services.

Computer and Internet Use

Almost all Gold Coast City businesses surveyed reported having at least one computer, although 37 businesses (7.4%) reported that they did not use a computer. The mean number of computers used by each business was 4.79 ($SD=8.3$, median=2). Excluding businesses that did not use a computer, approximately half of businesses (49.0%) had one (26.2%) or two (22.8%) computers. One in ten businesses (10.8%) had ten or more computers.

Over three quarters (76.8%) of businesses with 2 or more computers (52.4% of all businesses) had them networked, with 23.0% using an intranet and 9.5% using an extranet. The majority of businesses (83.4%) reported being connected to the Internet, with 24.4% of those not connected (4% of all businesses) planning to do so. Just under two thirds (63%) of those connected (52.5% of all businesses) used a modem (Figure 16).

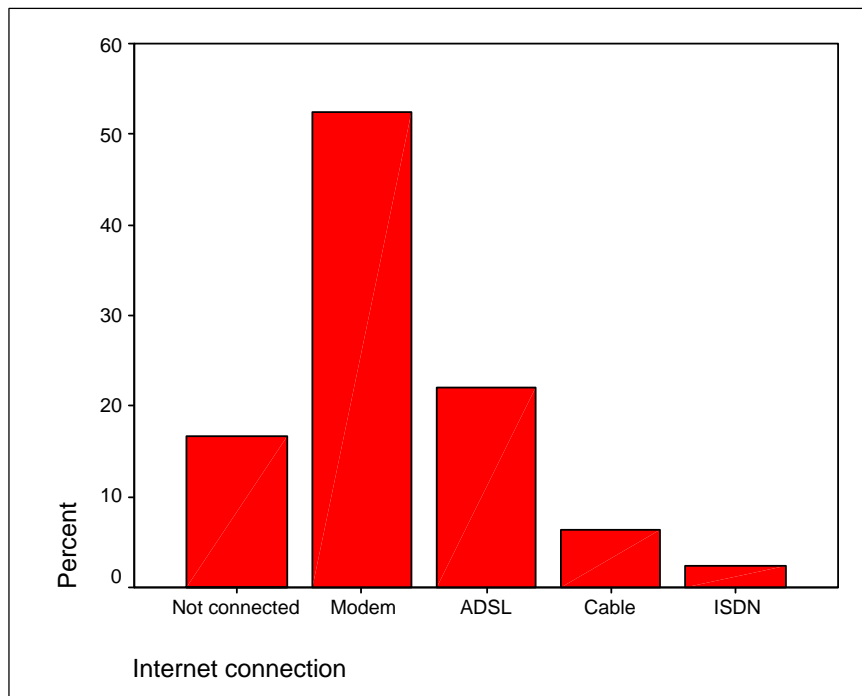


Figure 16. Internet connection for Gold Coast City businesses

Broadband Use

Three in ten businesses surveyed (30.8%) reported having a broadband Internet connection for their business, while 26.7% of businesses not currently using broadband (18.4% of all businesses) reported that they were planning to do so. The most common broadband connection was ADSL (71.4% of broadband users), followed by Cable (20.8%), and ISDN (7.8%).

Differences were found across PIC centres (Figure 17) and industries (Figure 18). Southport, Surfers, Robina and Coolangatta reported the highest levels of current broadband use. Beenleigh, Yatala, Coomera and Oxenford had lowest levels of use, although this was reported in the additional comments for the survey to be because broadband was thought to be unavailable for many parts of those regions. When broadband becomes more available, Yatala and Oxenford will be among the highest users.

Comparison of industries also showed differences; however, the small number of businesses in some industry categories limits the making significant conclusions. Highest levels of use were for *Communication, Finance and insurance, Property and business services, and Education*.

Rates of broadband use were lower for home connections with 13.9% using and 15.2% planning to use. If those planning to use broadband in the next year do so, 29.2% of business owners or managers will have broadband at home.

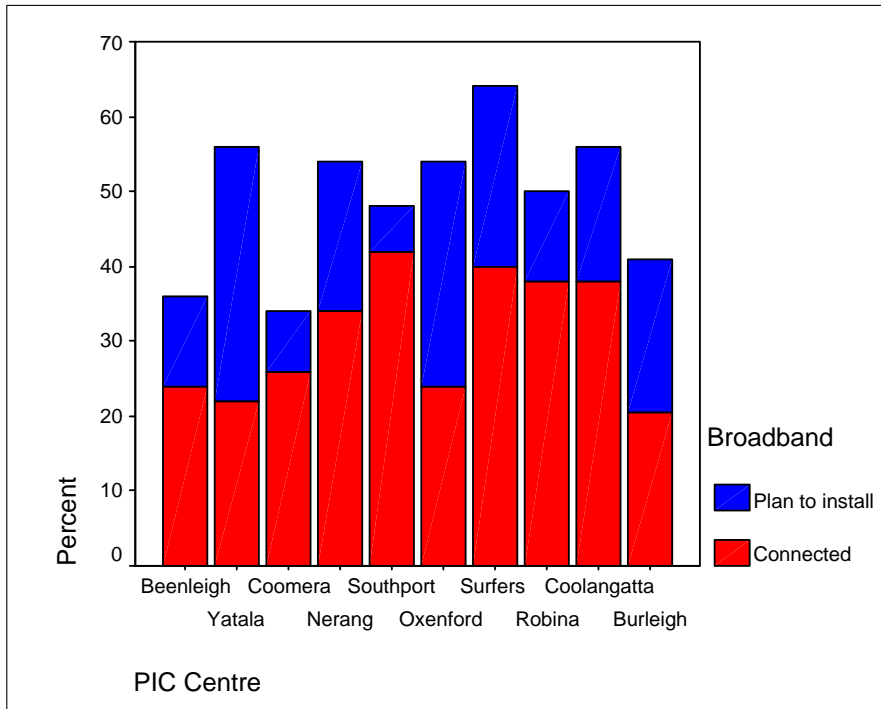


Figure 17. Comparison of PIC centres in rates of use and planned use of broadband services.

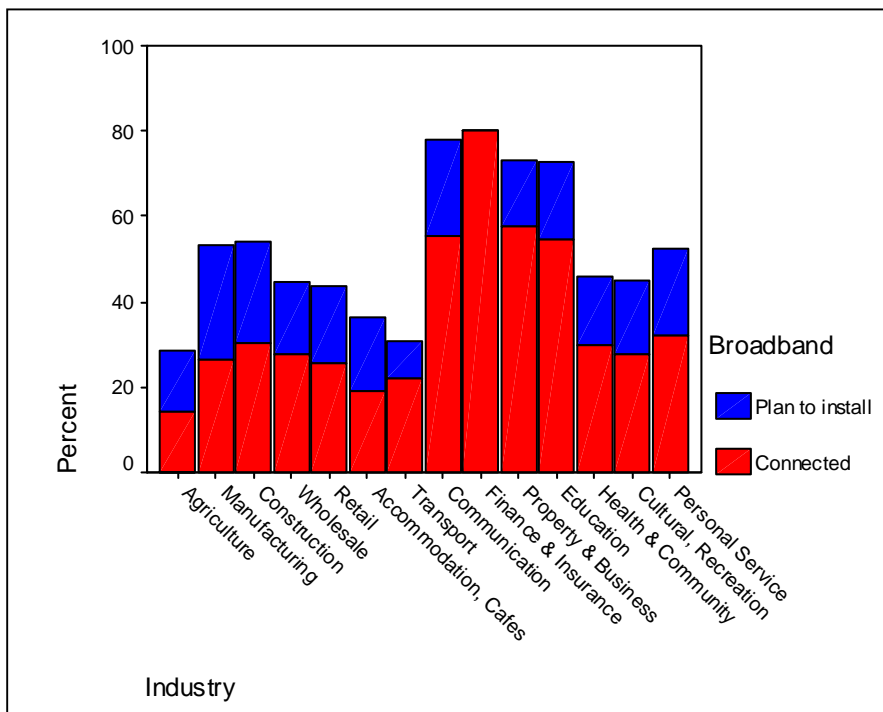


Figure 18. Comparison of industries in rates of use and planned use of broadband services.

Online Sales and Purchases

While Table 10 & Figure 15 show that the proportions of businesses buying and selling online were 9.4% to 25.8% respectively, the volume of trade was relatively low. Table 11 shows that the mean revenue from online sales, as a proportion of all revenue, was 17.5% ($SD=19.6$). Approximately one in five (19.2%) businesses generated more than 20% of their revenue from online sales and 6.8% generated more than 50% of their revenue that way.

Online purchases were more frequent than online sales, with a quarter (25.5%) of all businesses making some online purchases. Volume of purchasing ($M=15.76%$, $SD=22.4$) [Table 11], however, followed a similar pattern to sales, in that 17.3% of businesses made more than 20% of their total purchases online and 7.1% of businesses made 50% or more of their purchases online.

Table 11. Online sales and purchases for Gold Coast City businesses.

	Online Sales	Online Purchases
Mean	17.48%	15.76%
Median	10.0%	5.0%
Standard Deviation	19.62%	22.40%
Range	1-100%	1-100%

** Means based only on businesses making online sales or purchases*

Management Practices

Table 12 and Figure 19 show ratings of importance for key enterprise objectives by business operators within PIC centres. The objective of highest importance was business stability, with 93.4% of businesses reporting it to be either very (17.5%) or extremely (75.9%) important. This was followed by high productivity (89.2% very or extremely important), and business growth (79.3% very or extremely important). Objectives that were least important to businesses were creating job opportunities (37.1% very or extremely important), and contributing to community development (47.6% very or extremely important).

Table 12. Importance of enterprise objectives.

Objectives	Not important	Slightly important	Moderately important	Very important	Extremely important	Total	N/A
High productivity	1.8%	1.4%	7.6%	19.3%	69.9%	100%	1.8%
Industry leadership	6.7%	7.8%	21.4%	23.3%	40.8%	100%	1.6%
Creating job opportunities	14.9%	15.1%	32.5%	18.4%	19.0%	100%	3.0%
Business stability	0.6%	0.6%	5.4%	17.5%	75.9%	100%	0.2%
High profit rates	2.2%	1.4%	14.2%	22.7%	59.4%	100%	0.8%
Lower costs of production	4.0%	2.0%	16.6%	26.5%	51.0%	100%	8.8%
Contribution to community development	7.7%	11.0%	33.7%	24.2%	23.4%	100%	2.8%
Business growth	3.2%	3.4%	14.1%	26.2%	53.1%	100%	0.2%

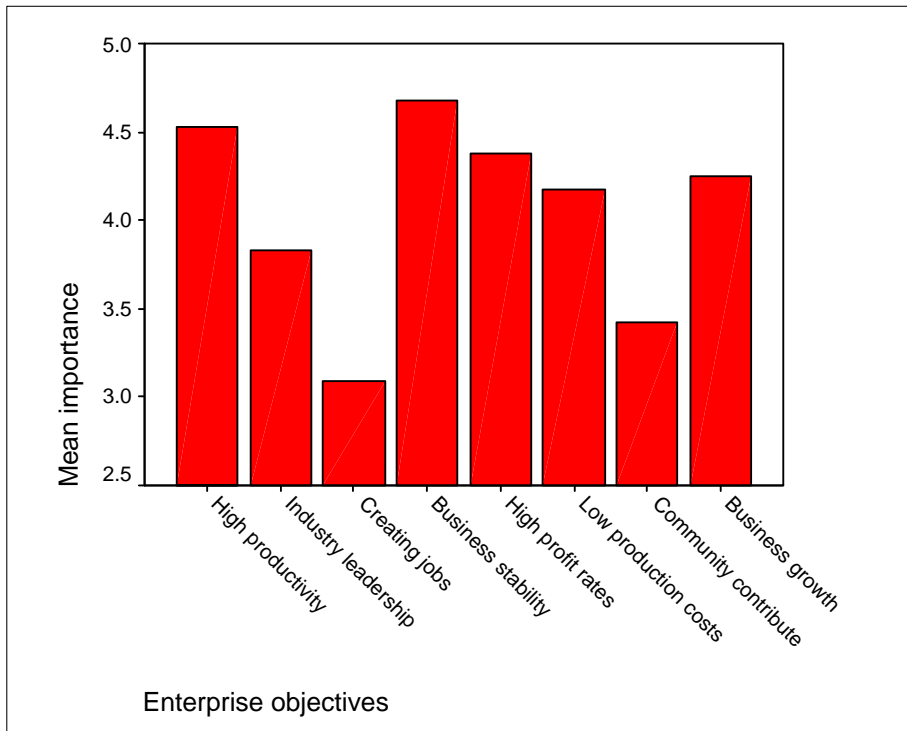


Figure 19. Comparison of enterprise objectives in ratings of importance.

(Means on scale where 1= Not important, 2= Slightly important, 3= Moderately important, 4= Very important, 5= Extremely important; N/A removed from mean calculations)

Figure 20 and Table 13 show that the overall mean satisfaction rating by business owners and managers of their business was quite high, with 67.1% of businesses reporting general satisfaction levels to be very (46.0%) or extremely (21.1%) high. Satisfaction levels for specific achievements were highest for stability (74.3% very or extremely satisfied), business growth (59.7%), and high productivity (58.9%).

Table 13: Satisfaction with business achievements.

Achievements	Not satisfied	Slightly satisfied	Moderately satisfied	Very satisfied	Extremely satisfied	Total
High productivity	1.9%	4.6%	34.7%	37.4%	21.5%	100%
Industry leadership	3.6%	9.6%	32.3%	35.2%	19.3%	100%
Creating job opportunities	13.6%	17.1%	31.4%	23.2%	14.7%	100%
Business stability	2.1%	2.3%	21.4%	38.4%	35.9%	100%
High profit rates	3.4%	11.7%	32.7%	33.3%	18.9%	100%
Lower costs of production	4.3%	11.8%	38.5%	30.2%	15.2%	100%
Contribution to community development	9.8%	14.9%	34.5%	24.9%	15.8%	100%
Business growth	4.2%	7.9%	28.2%	35.9%	23.8%	100%
OVERALL SATISFACTION	3.1%	3.9%	25.9%	46.0%	21.1%	100%

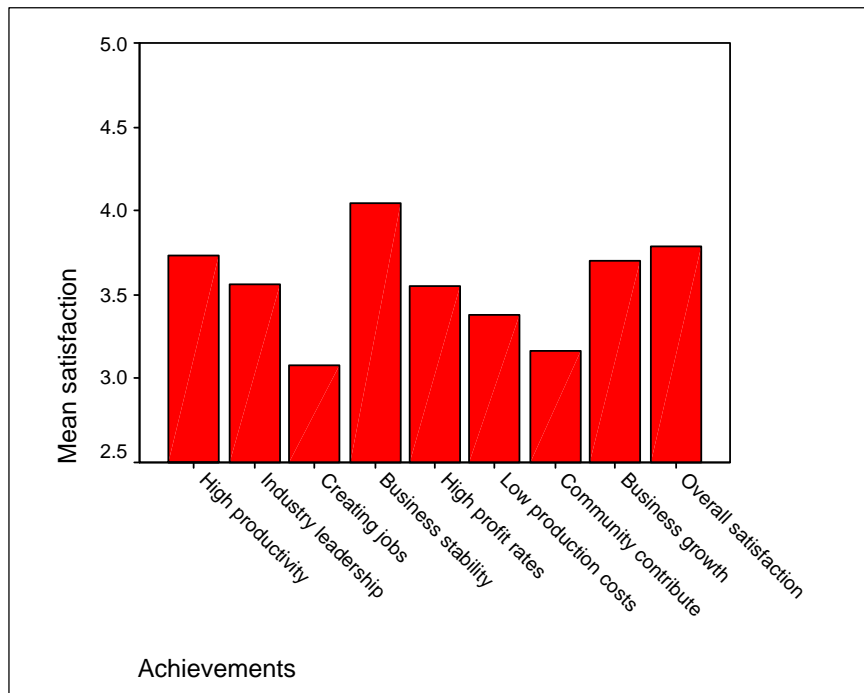


Figure 20. Comparison of enterprise achievements in ratings of satisfaction.

(Means on scale where 1= Not satisfied, 2= Slightly satisfied, 3= Moderately satisfied, 4= Very satisfied, 5= Extremely satisfied; N/A removed from mean calculations)

Table 14, Table 15 and Figure 21 show levels of use of a broad range of management practices. The most used management practice was emphasising product quality; 89.4% claimed to use this practice extensively (28.4%) or very extensively (61.0%). The least used management practice was emphasising quantity over quality; 56.1% of businesses reported not using this at all and only 5.0% reported using it more often than moderately.

Table 15 shows two management practices with a mean use above 4 (extensively used): 'emphasising product quality' and 'selling direct to end-users'. Other practices with high mean use were 'emphasising productivity', 'assessing employee performance', 'emphasising building a brand', and 'assessing employee job satisfaction'.

Table 14. Use of management practices in past year.

Practices	Not	Sparingly	Moderately	Extensively	Very Extensive
Emphasise building a brand name	14.9%	9.7%	19.8%	24.6%	31.0%
Advertised your products	16.2%	14.6%	26.4%	22.2%	20.6%
Used advertising that differentiated your products from those of competitors	29.8%	17.1%	24.6%	16.4%	12.1%
Priced your products higher than your competitors	42.3%	14.8%	24.6%	10.2%	8.1%
Priced your products lower than your competitors	32.5%	9.8%	28.3%	15.7%	13.7%
Emphasised product quality	1.5%	1.7%	7.5%	28.4%	61.0%
Sold direct to end users	9.4%	2.1%	9.1%	20.4%	58.9%
Sold to a defined customer group	18.1%	8.9%	19.6%	22.1%	31.3%
Emphasised quantity more than quality	56.1%	23.1%	15.7%	1.7%	3.3%
Changed methods of marketing products/services	42.4%	12.5%	22.9%	15.7%	6.6%
Assessed employee job satisfaction	14.2%	6.5%	22.2%	34.2%	22.9%
Assessed employee performance	12.8%	3.4%	20.1%	33.8%	30.0%
Emphasised productivity	4.7%	4.5%	24.0%	34.3%	32.4%
Emphasised employee amenities	14.8%	8.7%	31.7%	26.0%	18.7%
Emphasised employee rewards	16.7%	10.4%	21.2%	31.4%	20.3%
Employed consultative decision-making	25.2%	8.6%	19.2%	26.9%	20.0%
Produced formal statements of business objectives	33.3%	13.0%	22.3%	17.0%	14.4%
Set performance goals for the business	20.3%	8.5%	19.5%	26.8%	24.9%
Prepared budgets/forecasts for your business	22.5%	8.8%	15.8%	24.6%	28.4%
Developed plans for your business	18.2%	7.2%	20.5%	28.1%	26.0%
Documented all detailed aspects of your plans	28.9%	16.2%	18.6%	18.8%	17.5%

Practices (cont.)	Not	Sparingly	Moderately	Extensively	Very Extensive
Reviewed process of activities to determine there consistency with plans/budgets/forecasts	24.2%	14.4%	21.4%	23.5%	16.5%
Made efforts to correct differences from plans/budgets	24.8%	11.7%	24.2%	24.4%	14.9%
Took part in activities related to trade or industry associates	27.4%	12.9%	20.9%	23.6%	15.2%
Attended trade exhibitions	35.2%	10.8%	20.8%	16.3%	16.9%

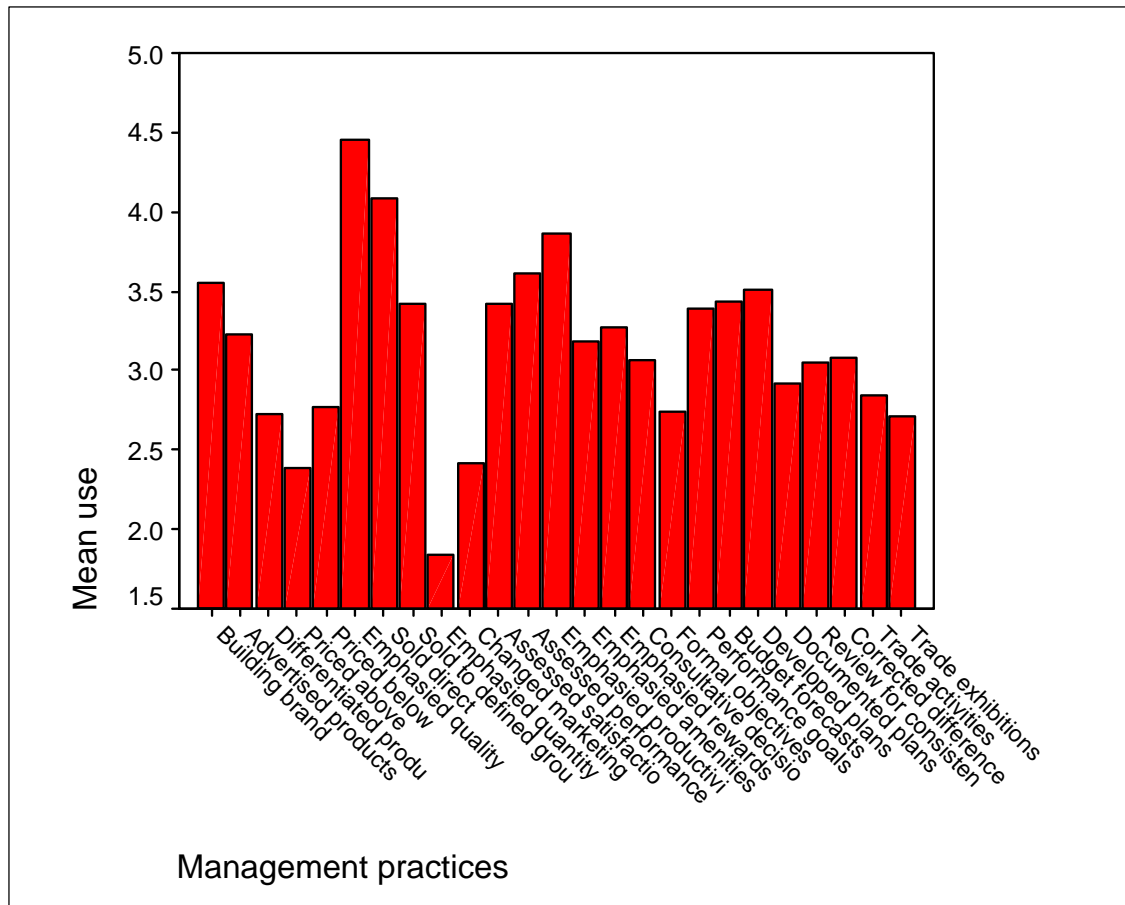


Figure 21. Comparison of management practices in use over the past year.

(Means on scale where 1= Not used, 2= Sparingly used, 3= Moderately used, 4= Extensively used, 5= Very extensively used. N/A removed from mean calculations)

Table 15. Comparison of management practices in mean use over the past year (in order of level of use)

Practices	Mean	Std Deviation
Emphasised product quality	4.46	0.82
Sold direct to end users	4.17	1.26
Emphasised productivity	3.85	1.07
Assessed employee performance	3.65	1.29
Emphasise building a brand name	3.47	1.40
Assessed employee job satisfaction	3.45	1.30
Sold to a defined customer group	3.40	1.46
Developed plans for your business	3.37	1.41
Emphasised employee rewards	3.28	1.35
Set performance goals for the business	3.28	1.45
Prepared budgets/forecasts for your business	3.28	1.52
Emphasised employee amenities	3.25	1.28
Advertised your products	3.16	1.35
Employed consultative decision-making	3.08	1.47
Reviewed process of activities to determine there consistency with plans/budgets/forecasts	2.94	1.42
Made efforts to correct differences from plans/budgets	2.93	1.40
Took part in activities related to trade or industry associations	2.86	1.43
Documented all detailed aspects of your plans	2.80	1.47
Attended trade exhibitions	2.69	1.51
Priced your products lower than your competitors	2.68	1.42
Produced formal statements of business objectives	2.66	1.45
Used advertising that differentiated your products from those of competitors	2.64	1.37
Changed methods of marketing products/services	2.32	1.33
Priced your products higher than your competitors	2.27	1.32
Emphasised quantity more than quality	1.73	1.01

Principal Components Analysis Of Management Practices.

Based on a scale developed by Slevin & Covin (1987)⁵ and modified by Kotey & Meredith (1997)⁶ and Blackman (2003)⁷, 25 management practices questions were factor analysed to determine whether practices could be separated into a small number of components.

Principal components analysis with varimax rotation produced three conceptually meaningful components, which accounted for 51.8% of variability. Factor loadings higher than 0.4 were used to determine significant loadings. The items and factor loadings are listed in Table 16. Three factors were identified: management practices related to planning included 7 items; management practices related to people included 6 items; and management practices related to marketing included 6 items.

Table 16. Rotated component loadings for management practices scales.

Component Label	Item	Component loading		
		1	2	3
MP3: Marketing	Building brand			0.656
	Advertised products			0.719
	Differentiated product			0.758
	Changed marketing			0.548
	Sold to defined group			0.437
	Priced above			0.557
MP2: People	Assessed satisfaction		0.867	
	Assessed performance		0.843	
	Emphasised productivity		0.608	
	Emphasised amenities		0.807	
	Emphasised rewards		0.806	
	Consultative decisions		0.613	
MP1: Planning	Formal objectives	0.740		
	Performance goals	0.766		
	Budget forecasts	0.827		
	Developed plans	0.870		
	Documented plans	0.884		
	Review for consistency	0.880		
	Corrected differences	0.827		

Three variables were created by calculating the mean of items loading on each factor. Reliability of the new variables using Cronbach's Alpha was: Planning = 0.94, People = 0.88, and Marketing = 0.71. Reliability was therefore acceptable for Marketing and excellent for both People and Planning.

⁵ Slevin, D. P. and J. G. Covin (1987). The Competitive Tactics Of Entrepreneurial Firms In High and Low Technology Industries. Frontiers of Entrepreneurial Research, Wellesley, MA, Babson College.

⁶ Kotey, B. and Meredith, G. G. (1997); "Relationships among Owner/Manager Personal Values, Business Strategies, and Enterprise Performance"; *Journal of Small Business Management*, April 1997, pp37-64

⁷ Blackman, A J (2003), Preliminary findings of an unpublished doctoral dissertation: The Impact of the characteristics and values of SME Owner-operators on the performance of their businesses, Marketing & Management, Griffith University.

Comparison of Businesses With and Without Broadband

The 30.8% of businesses that had broadband access and the 69.2% of businesses that did not have broadband access could be differentiated on a variety of key variables listed below. Where appropriate, a number of statistical tests, including t-tests, Chi-square analysis, correlations and ANOVAs were used.

Businesses with broadband installed were higher than non-broadband businesses in full-time employee size overall, ($t(169.6) = 4.19, p < 0.001$) and for both males ($t(177.2) = 2.98, p < 0.01$) and females ($t(160.6) = 2.18, p < 0.05$) (Table 17). Broadband businesses owned significantly more computers per business ($t(161.2) = 6.15, p < 0.0001$), with a mean of 9.35 computers ($SD=13.07$) compared to 2.76 computers ($SD=3.41$) for non-broadband firms. There was no difference between broadband users and non-users in business age.

Table 17. Comparison of broadband and non-broadband users in staff numbers.

Staff type	Broadband businesses		Non-broadband businesses	
	Mean	Standard deviation	Mean	Standard deviation
Total employees (F/T)	10.74	18.16	4.44	6.28
Male	8.38	14.61	4.63	7.05
Female	6.35	17.08	3.23	5.55

There were also differences between broadband users and non-users in changes to spending for the financial year 2003-04 from the previous year (Figure 23). Differences were significant for computer technology ($t(262.66) = 3.07, p < 0.01$), market research ($t(255.59) = 2.29, p < 0.05$), other marketing ($t(259.39) = 2.33, p < 0.05$), and staff training ($t(260.96) = 3.93, p < 0.001$).

Figure 22 shows that significant differences were found between broadband and non-broadband businesses in their likelihood to undertake staff training in product knowledge ($\chi^2(1) = 5.08, p < 0.01$), computer operations ($\chi^2(1) = 30.37, p < 0.001$), business management ($\chi^2(1) = 28.62, p < 0.001$), marketing ($\chi^2(1) = 22.97, p < 0.001$), and financial management ($\chi^2(1) = 26.54, p < 0.001$). In all cases, broadband businesses were more likely to undertake these training activities.

There were also differences between broadband users and non-users in changes to spending for the financial year 2003-2004 from the previous year (Figure 23). Differences were significant for computer technology ($t(262.66) = 3.07, p < 0.01$), market research ($t(255.59) = 2.29, p < 0.05$), other marketing ($t(259.39) = 2.33, p < 0.05$), and staff training ($t(260.96) = 3.93, p < 0.001$).

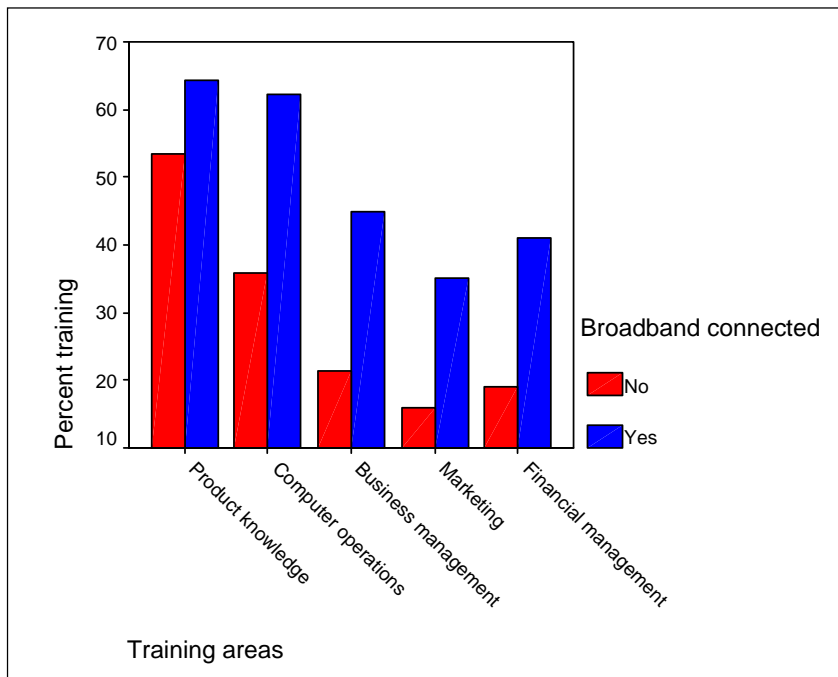


Figure 22. Comparison of broadband and non-broadband businesses by levels of training.

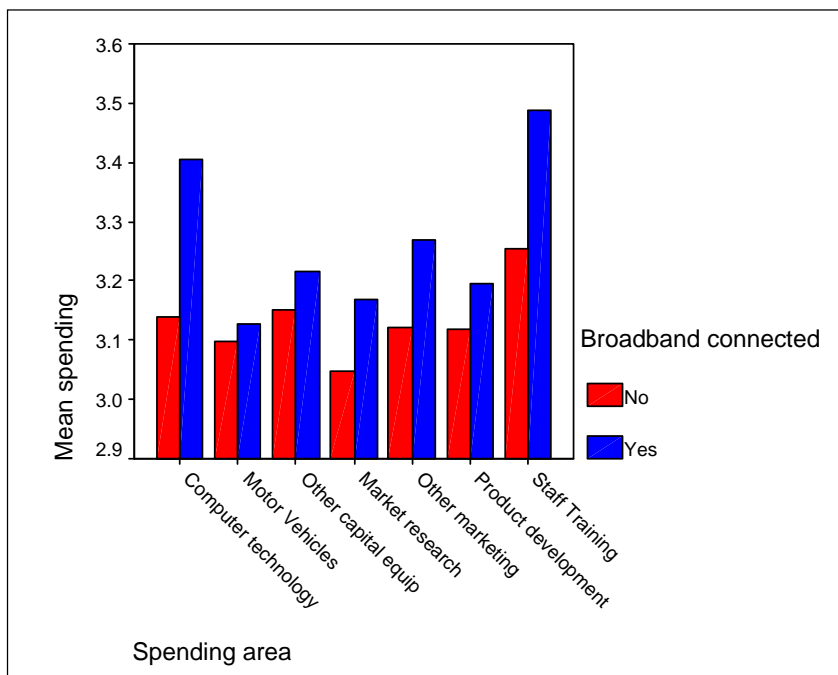


Figure 23. Comparison of broadband and non-broadband businesses by expected change in spending in 2003/2004 compared to 2002/2003.
(Means on scale where 1=Much less, 2=Less, 3=Same, 4= More, 5=Much more)

Broadband businesses were also significantly more likely to invest, and in larger amounts, in R&D (Figure 24) than were non-broadband businesses ($\chi^2(4) = 24.99, p < 0.001$): 9.3% of broadband businesses, compared to 1.2% of non-broadband businesses, invested more than \$50,000 in R&D.

For training, spending in key areas, and R&D, it would be expected that business size most likely explains differences in likelihood to use broadband.

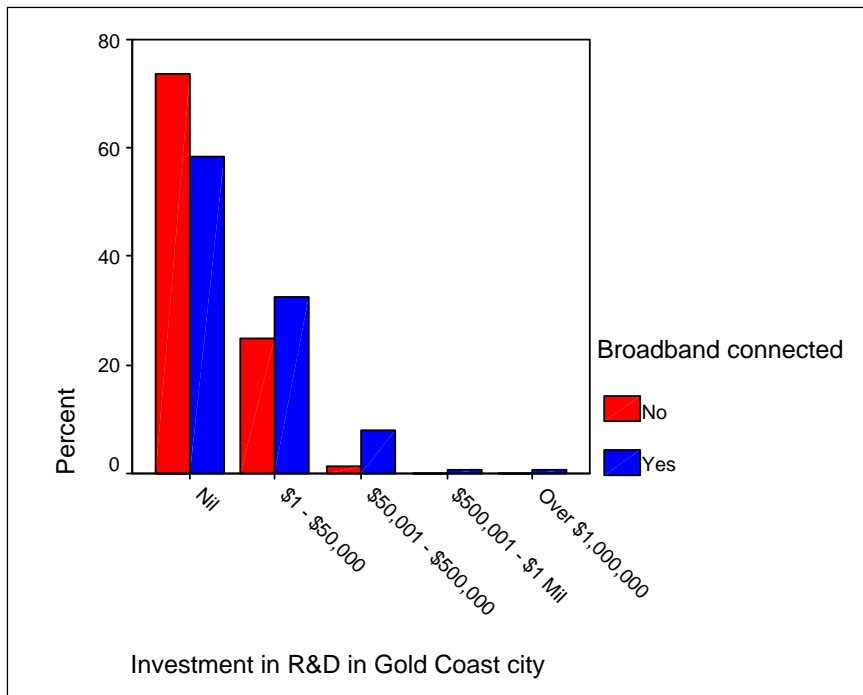


Figure 24. Comparison of broadband and non-broadband businesses by investment in R&D.

There was no significant difference between broadband businesses and non-broadband businesses in whether or not they export or were planning to export in the future.

Businesses with broadband were more likely to document a business plan (54.5%) compared to businesses without broadband (40.5%; $\chi^2(1) = 8.45, p < 0.01$).

Only one of the enterprise objectives variables separated broadband and non-broadband users: the importance given to industry leadership ($\chi^2(4) = 15.37, p < 0.05$). Just over half of businesses with broadband (52.0%) thought that achieving industry leadership was extremely important, compared to just over a third (35.8%) of non-broadband businesses. There were no satisfaction with achievements variables that significantly separated broadband businesses from non-broadband businesses.

A comparison of broadband and non-broadband businesses was undertaken for the 3 management practices subscales. That analysis showed that broadband users were significantly more likely than non-broadband users to be Planners ($t(475) = 2.74, p < 0.01$), to use People focussed management practices ($t(329.8) = 2.53, p < 0.05$), and to use Marketing practices ($t(298) = 2.39, p < 0.01$).

Trading revenue for 2002-2003 and anticipated trading revenue for 2003-2004 was significantly higher for broadband businesses (2002-2003: $\chi^2(6) = 27.22, p < 0.001$) (Figure 25); 2003-2004 : $\chi^2(6) = 28.73, p < 0.001$) (Figure 26) than non-broadband businesses. Broadband businesses were almost twice as likely to have revenue for 2002-2003 in excess of \$1,000,000 (37.0%), compared to non-broadband businesses (22.9%). For 2003-2004, 44.0% of broadband businesses, compared to 25.4% of non-broadband businesses, predicted revenues in excess of \$1,000,000. Figures 25 and 26 also show that compared to broadband businesses, non-broadband businesses had almost double the proportion of businesses with an annual revenue under \$250,000.

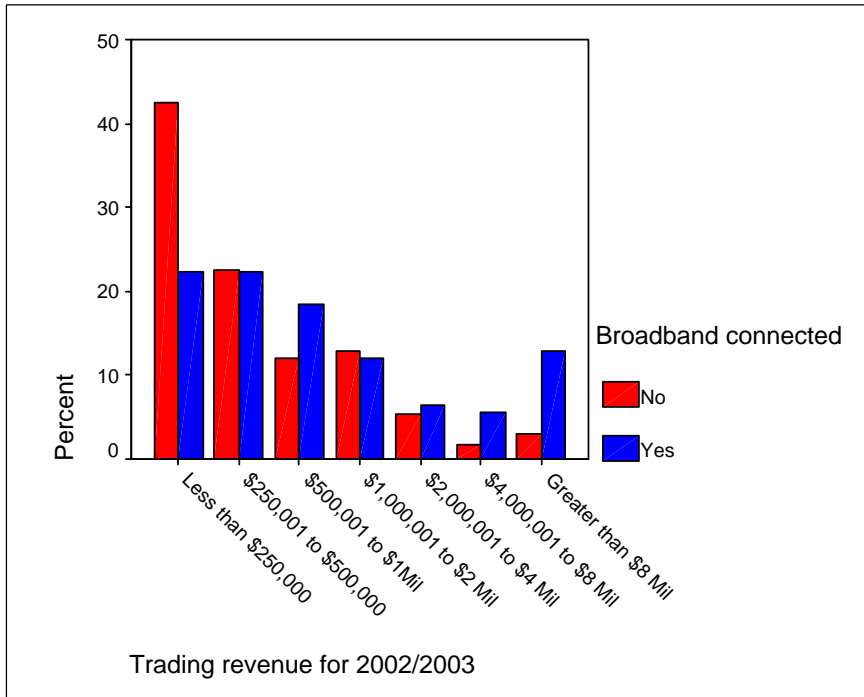


Figure 25. Comparison of broadband and non-broadband businesses by trading revenue for 2002-2003.

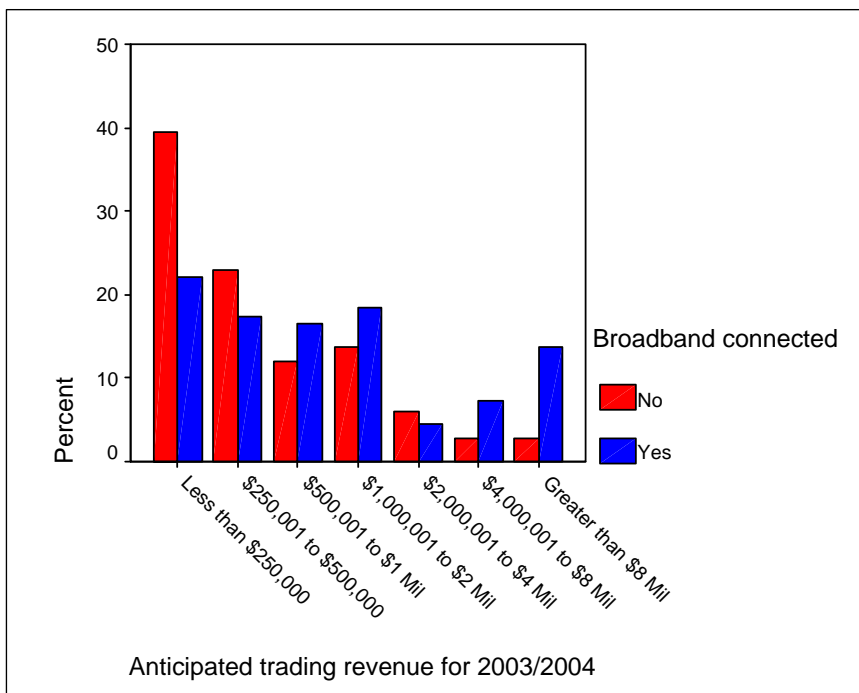


Figure 26. Comparison of broadband and non-broadband businesses by anticipated trading revenue for 2003-2004.

Predictors of Overall Satisfaction With Business Achievements and Revenue

A series of multiple regressions was conducted to determine if management practice factors predicted overall satisfaction with business achievements and or trading revenue.

The management practices variables significantly predicted overall satisfaction with business achievements, ($F(1,458)= 17.1, p<0.001$), together predicting 10% of the variance in satisfaction. However, the People focussed management practices component was the only significant predictor of overall satisfaction. In other words, those business owners and managers with higher usage of People focused management practises were more satisfied with the overall performance of their business.

The Management practices variables also significantly predicted revenue ($F(3,329)= 18.36, p<0.001$). Both People practices and Planning practices significantly predicted revenue on their own. Combined, the Management practices variables accounted for 14.3% of the variability in revenue.

Four individual management practices significantly predicted satisfaction with high profit rates ($F(2,416) = 26.65, p<.001$). Approximately 12% of the variability in satisfaction was accounted for. 'Emphasising productivity' was a relatively strong predictor ($p<.001$; 6.7% unique variance predicted), while 'Emphasising employee rewards' was a weak, but significant predictor, ($p<.05$; 1% unique variance predicted).

Comparisons between 2002 and 2003 findings

Demographics

Industries and Sectors of Gold Coast City Businesses

The distribution of Gold Coast City industries by ANZSIC code was somewhat consistent from 2002 to 2003 (Figure 27). From the previous year's research, there was a lower number of *Retail* and *Property and business services* in the sample and a higher number of businesses in *Personal services*.

Table 18 shows some industry differences across PIC centres, but most of these reflect overall industry differences. Most of the differences would reflect sampling variation, especially due to the small numbers of businesses in many of the categories below.

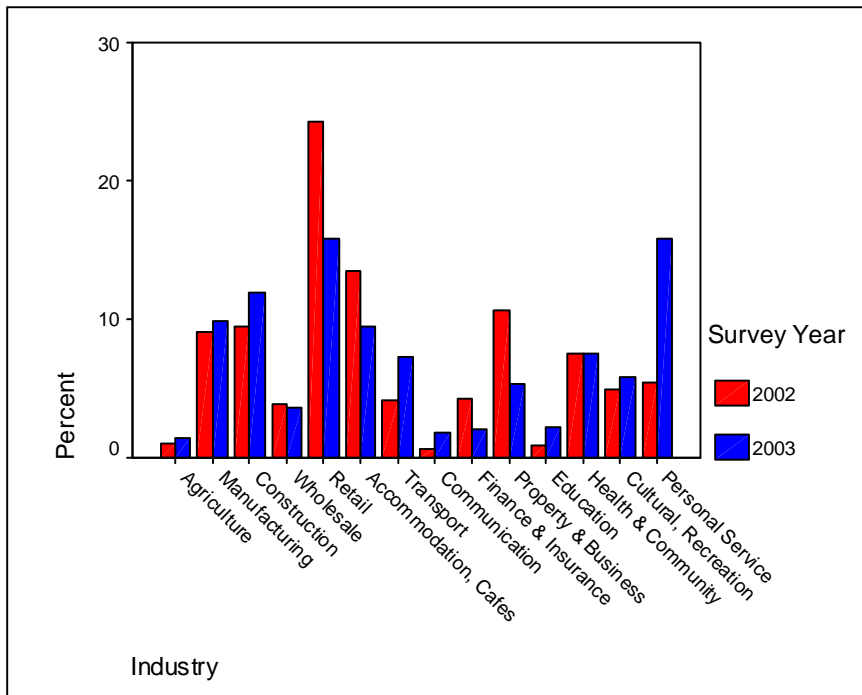


Figure 27. Type of industries by ANZSIC code for Gold Coast City businesses.

Table 18. Differences between Gold Coast City PIC centres by industry category.

Industry	Year	Been	Yat	Coom	Ner	Sou	Ox	Surf	Rob	Cool	Burl	Total
Agriculture	2002	2.0%	4.0%	4.0%	0.0%	0.0%	2.0%	0.0%	0.0%	2.0%	0.0%	1.4%
	2003	0.0%	4.0%	5.6%	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%
Manufacturing	2002	12.0%	24.0%	18.0%	10.0%	2.0%	6.1%	4.3%	4.2%	2.0%	16.0%	9.9%
	2003	8.0%	32.0%	8.3%	6.0%	4.0%	8.0%	2.0%	0.0%	7.3%	13.6%	9.1%
Construction	2002	6.0%	20.0%	14.0%	22.0%	10.0%	14.3%	10.6%	6.3%	4.0%	12.0%	11.9%
	2003	6.0%	18.0%	5.6%	20.0%	12.0%	6.0%	8.0%	7.5%	4.9%	4.5%	9.5%
Wholesale	2002	2.0%	14.0%	4.0%	4.0%	6.0%	2.0%	0.0%	0.0%	0.0%	4.0%	3.6%

	2003	6.0%	6.0%	5.6%	6.0%	4.0%	4.0%	0.0%	0.0%	0.0%	6.8%	3.9%
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Industry	Year	Been	Yat	Coom	Ner	Sou	Ox	Surf	Rob	Cool	Burl	Total
Retail	2002	20.0 %	10.0 %	14.0 %	24.0 %	20.0 %	22.4 %	12.8 %	16.7 %	12.0 %	6.0 %	15.8 %
	2003	36.0 %	8.0 %	5.6 %	32.0 %	28.0 %	38.0 %	10.0 %	37.5 %	19.5 %	25.0 %	24.3 %
Accommodation, Cafes ...	2002	4.0 %	0.0 %	4.0 %	2.0 %	6.0 %	4.1 %	21.3 %	8.3 %	24.0 %	22.0 %	9.5 %
	2003	4.0 %	6.0 %	16.7 %	4.0 %	10.0 %	8.0 %	40.0 %	17.5 %	24.4 %	6.8 %	13.4 %
Transport	2002	2.0 %	20.0 %	6.0 %	14.0 %	6.0 %	4.1 %	4.3 %	2.1 %	4.0 %	10.0 %	7.3 %
	2003	0.0 %	6.0 %	27.8 %	2.0 %	2.0 %	4.0 %	4.0 %	0.0 %	0.0 %	0.0 %	4.1 %
Communication	2002	2.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	4.3 %	4.2 %	2.0 %	6.0 %	1.8 %
	2003	0.0 %	0.0 %	8.3 %	2.0 %	0.0 %	2.0 %	0.0 %	2.5 %	0.0 %	0.0 %	0.7 %
Finance & insurance	2002	2.0 %	0.0 %	0.0 %	2.0 %	2.0 %	2.0 %	4.3 %	8.3 %	0.0 %	0.0 %	2.0 %
	2003	6.0 %	2.0 %	0.0 %	6.0 %	10.0 %	0.0 %	8.0 %	7.5 %	0.0 %	2.3 %	4.3 %
Property & business	2002	6.0 %	0.0 %	4.0 %	4.0 %	6.0 %	4.1 %	6.4 %	8.3 %	10.0 %	4.0 %	5.3 %
	2003	8.0 %	6.0 %	8.3 %	8.0 %	8.0 %	18.0 %	12.0 %	7.5 %	22.0 %	9.1 %	10.6 %
Education	2002	2.0 %	0.0 %	4.0 %	0.0 %	4.0 %	2.0 %	0.0 %	4.2 %	6.0 %	0.0 %	2.2 %
	2003	0.0 %	0.0 %	0.0 %	0.0 %	2.0 %	2.0 %	0.0 %	2.5 %	0.0 %	2.3 %	0.9 %
Health & community services	2002	8.0 %	0.0 %	8.0 %	4.0 %	12.0 %	4.1 %	4.3 %	14.6 %	14.0 %	6.0 %	7.5 %
	2003	12.0 %	2.0 %	8.3 %	6.0 %	10.0 %	6.0 %	2.0 %	7.5 %	14.6 %	9.1 %	7.6 %
Culture & recreational services	2002	10.0 %	4.0 %	10.0 %	0.0 %	.60 %	2.0 %	12.8 %	8.3 %	4.0 %	2.0 %	5.9 %
	2003	2.0 %	4.0 %	5.6 %	2.0 %	4.0 %	4.0 %	8.0 %	5.0 %	0.0 %	15.9 %	5.0 %
Personal services	2002	22.0 %	4.0 %	10.0 %	14.0 %	20.0 %	30.6 %	14.9 %	14.6 %	16.0 %	12.0 %	15.8 %
	2003	12.0 %	6.0 %	2.8 %	6.0 %	4.0 %	0.0 %	6.0 %	5.0 %	7.3 %	4.5 %	5.4 %

Head Office Location

There were no significant changes to head office location for Gold Coast City businesses (Figure 28), and no significant differences between PIC centres in this distribution. However, there was a significant increase from 2002 to 2003 in the number of businesses reporting that the main business activity of the business was conducted at a residential address most of the time. This year's proportion of 19.7% was significantly higher than the 10.4% of 2002. It was reported previously that the figure of 10.4% was low and may reflect sampling issues during the Christmas period. If this is the case, the 2003 proportion of 19.7% may be more accurate due to some of the sampling occurring in January when more home based businesses were back at work.

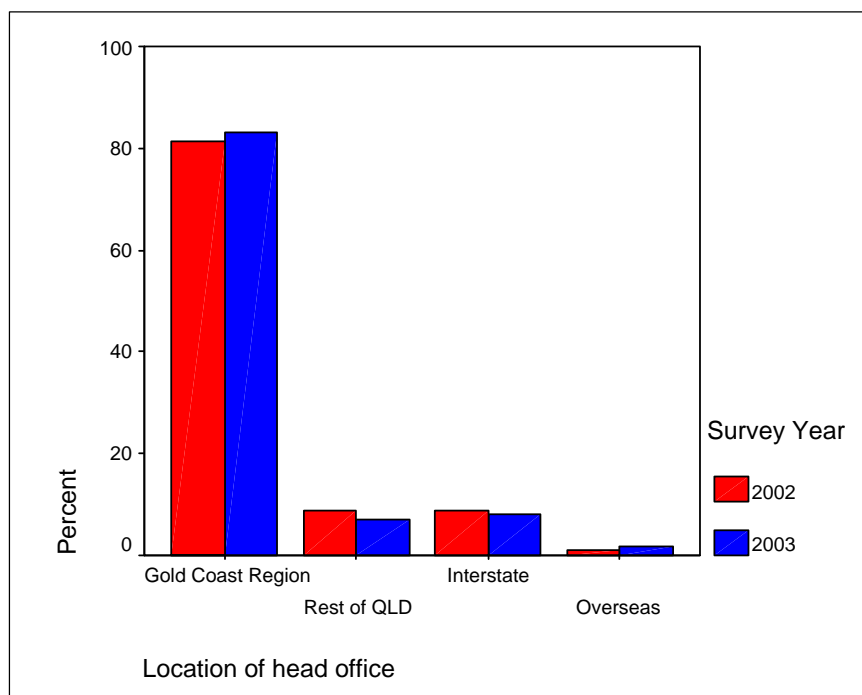


Figure 28. Head office location of Gold Coast City businesses.

Gender of Those Interviewed

Gender remained very stable with the proportion of males changing from 61.5% to 62.5% and females from 38.5% to 37.5%.

Roles of Those Interviewed

There were significant differences between the two surveys in the position of those interviewed (Table 19). In 2003 there were significantly more directors and partners, and significantly fewer owners. "Owners" was not a specifically stated category in either survey instrument, but in the 2002 survey many of the respondents described themselves as "other" and listed the other as owner. Consequently there were enough of those to code 'Owner' separately to 'Other'. In 2003 the interviewers had encouraged people to fit into one of the existing categories, rather than settle with 'Other'.

Table 19. Position of respondents in the business.

Position	Percent of respondents	
	2002	2003
Director	19.6%	31.4%
Partner	5.0%	11.3%
Manager	35.4%	40.3%
Sole trader	1.1%	7.7%
Other	0.9%	2.6%
Owners	27.8%	2.2%
Administration/ Assistants	10.2%	4.5%
Total	100%	100%

Business Age

Differences between business age in Gold Coast City were very stable, and give strong evidence of the reliability of the survey instrument. The mean age for 2002 was 12.49 years. The mean age for the 2003 survey, a year later, was 13.52 years.

There were some small changes across years in mean age by PIC centre (Figure 29). Mean age of businesses in Yatala and Coolangatta were higher in 2003, and mean ages in Robina were lower. This may represent some change to businesses closing or opening, or the possible relocation of businesses. Differences in the other PIC centres are assumed to be sampling variation.

Figure 29 shows some changes to business age across different industry sectors. Some caution should be shown in interpreting those changes as anything other than sampling variation, due to the small number of businesses in a number of categories.

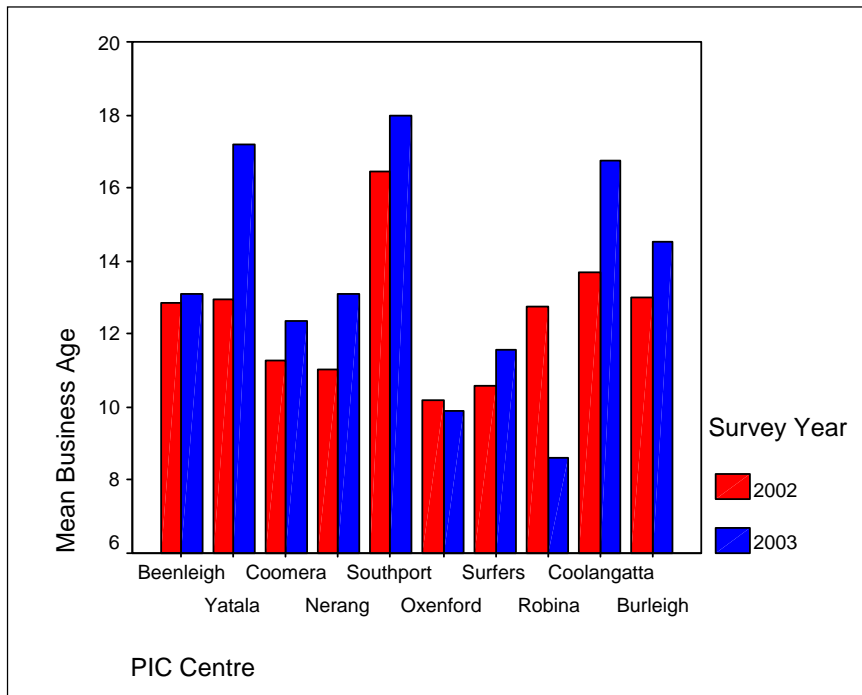


Figure 29. A comparison of the ages of businesses by PIC centre.

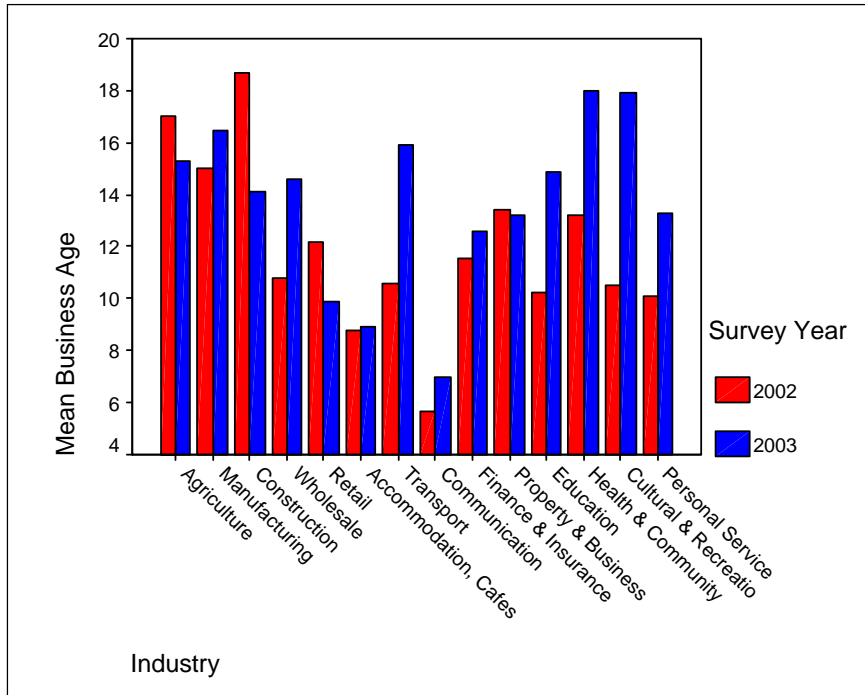


Figure 30: A comparison of the ages of businesses by industry sector.

Path to Ownership

The proportion of owners in the sample remained very stable at 62.3% (2002=62.5%). The path to ownership was also stable: 51.3% had founded their business (2002=53.8%); 46.4% had purchased it (2002=41.0%); and 1.6% had inherited it (2002=4.1%).

Business Structure

Again, evidence for the reliability of the survey was provided by consistency in business structure from 2002 to 2003 (Figure 31). The only change from 2002 was a new category being made at the data entry stage for non-profit businesses such as churches, community groups and schools. The proportion of businesses operating under a franchise agreement in 2003 of 6.6% was down slightly on the 2002 figure of 9.1%.

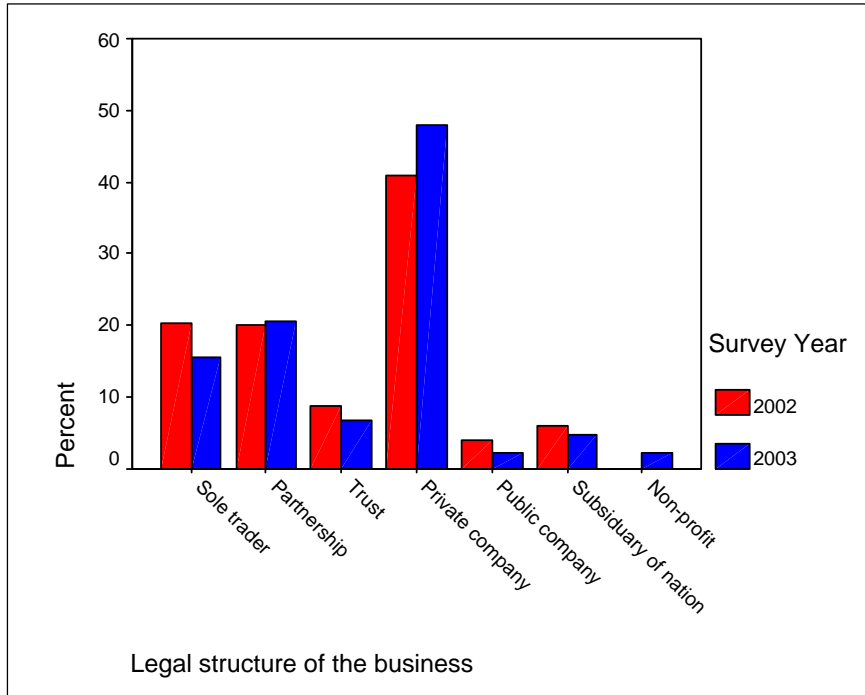


Figure 31. Legal structure of businesses in Gold Coast City.

Staffing

Business Size by Number of Employees

Figure 32 shows that the size of Gold Coast businesses by number of employees did not change substantially from 2002 to 2003. The only significant difference was the higher number of males and females per business. This is mainly explained by a number of large employee businesses in the 2002 survey not stating the breakdown of males and females. For example a business of 100 people said “I have no idea how many males and females make up the 100”. Because they were predominantly big businesses, the 2002 male and female means were lower.

Table 20 shows some small differences between years in employment type and group. There were no significant differences between years in the proportion of businesses employing full-time staff, trainees, or contractors. The number of businesses employing part-time staff increased significantly from 28% in 2002 to 38% in 2003. The number of businesses employing casual staff dropped from approximately 35% in 2002 to 30% in 2003.

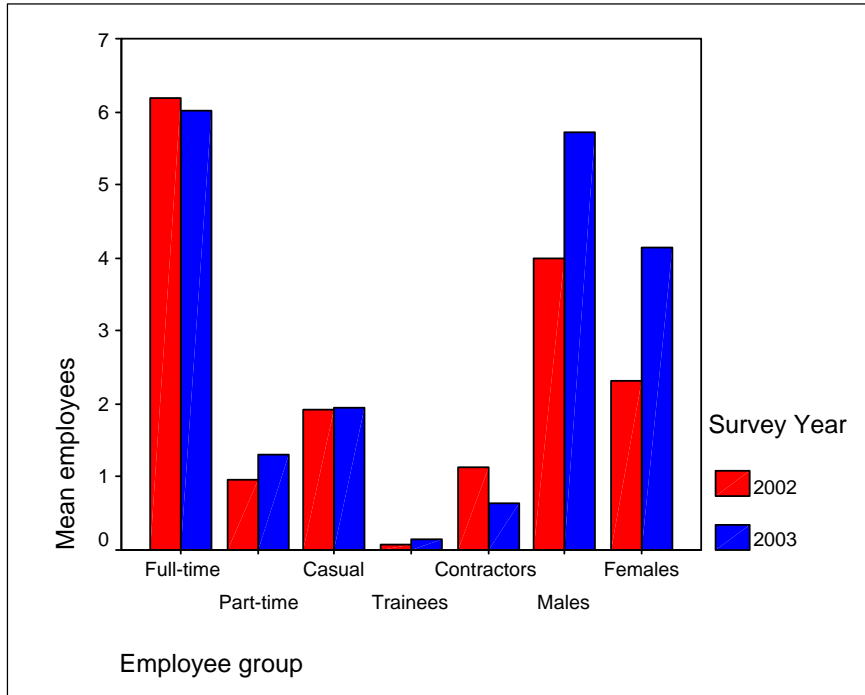


Figure 32. Comparison of years by mean number of employees.

Table 20. Distribution of Gold Coast City businesses by number of employees.

		Distribution of Businesses By Number of Employees						
YEAR	Employment Type	0	1	2	3	4	5-9	10+
2002	Full-time (<i>M</i> =8.13, <i>SD</i> =25.44)	2.8%	17.4%	21.5%	12.0%	7.8%	21.9%	16.5%
2003	Full-time (<i>M</i> =6.39, <i>SD</i> =11.72)	4.4%	18.1%	24.3%	10.2%	9.0%	18.3%	15.7%
2002	Part-time (<i>M</i> =1.13, <i>SD</i> =4.03)	72.0%	10.4%	7.6%	1.7%	2.2%	3.6%	2.6%
2003	Part-time (<i>M</i> =1.36, <i>SD</i> =3.66)	62.0%	17.0%	7.8%	3.0%	3.0%	4.2%	3.0%
2002	Casual (<i>M</i> =2.15, <i>SD</i> =7.45)	65.1%	11.1%	5.2%	4.8%	2.4%	5.0%	5.2%
2003	Casual (<i>M</i> =2.18, <i>SD</i> =10.71)	69.8%	9.8%	6.8%	3.8%	1.6%	3.4%	4.8%
2002	Trainees (<i>M</i> =0.07, <i>SD</i> =0.37)	94.8%	3.9%	0.7%	0.4%	0.2%	0.0%	0.0%
2003	Trainees (<i>M</i> =0.15, <i>SD</i> =0.85)	92.2%	5.6%	1.0%	0.6%	0.0%	0.2%	0.4%
2002	Contractors (<i>M</i> =1.14, <i>SD</i> =7.68)	90.9%	1.1%	1.3%	0.9%	1.3%	1.8%	2.8%
2003	Contractors (<i>M</i> =0.68, <i>SD</i> =4.10)	89.4%	2.4%	2.8%	1.0%	1.4%	1.2%	1.8%

Gender

There were no significant changes in gender ratios for owners. In 2003, the mean number of males per business was 5.76 ($SD=10.1$) and the mean number of females was 4.17 ($SD= 10.5$). This had increased from 3.98 ($SD=7.1$) for males in 2002 and the 2.32 ($SD= 3.39$) for females.

About one in six businesses (15.1%) employed male staff only, which was almost 9% down from the 2002 figure of 23.7%. Businesses employing female staff only were also down approximately 6%; from 13.9% in 2002 to 8.1% in 2003. It appears that there has been a decrease in single gender businesses, with more businesses employing both males and females.

Source of Business Inputs

The mean percentage of business inputs that were sourced from within the Gold Coast increased by 5% in 2003 to 57.6% from 51.95% in 2002. Although means can vary somewhat, the differences were confirmed by the median increase of 10%, from 60% in 2002 to 70% in 2003. There was a decrease of 6% in the number of businesses reporting that no business inputs were from the Gold Coast, with 9.2% reporting that no business inputs were from Gold Coast City in 2003, compared to 15.3% in 2002.

Changes to business inputs sourced from within Gold Coast City were apparent when broken down by PIC centres (Figure 33). Increases were found in Nerang, Robina and Burleigh. There was a decrease against the trend in Surfers.

Differences were also found for industry between the two surveys in the proportion of inputs sourced from within Gold Coast City (Figure 34). The most significant change was in the *Communication* sector, where mean inputs sourced from within the Gold Coast increased from 6.77% in 2002 to 53.22% in 2003. Again some caution should be made in interpretation due to small sample sizes.

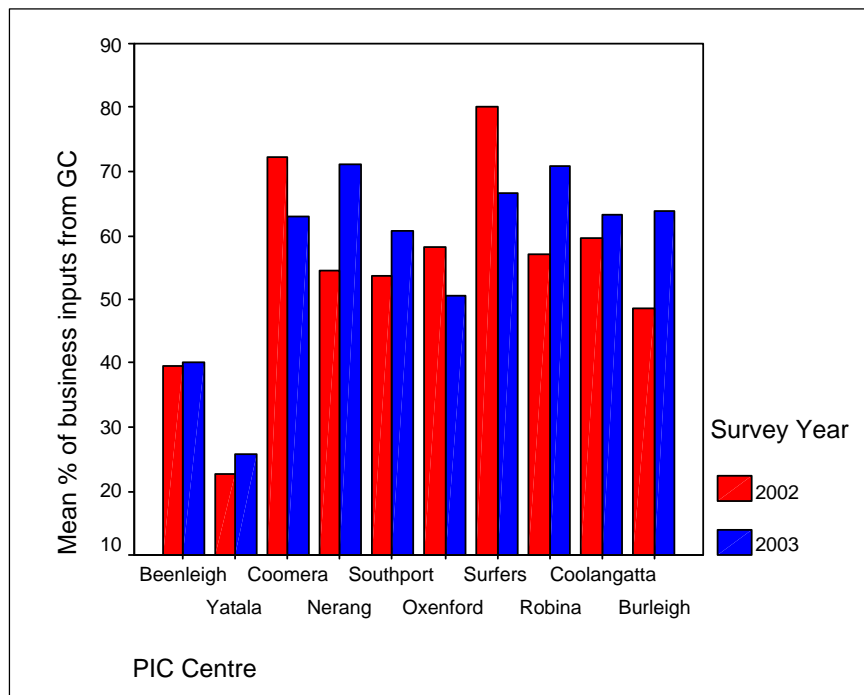


Figure 33. Comparison of PIC centres by the proportion of business inputs sourced from within Gold Coast City.

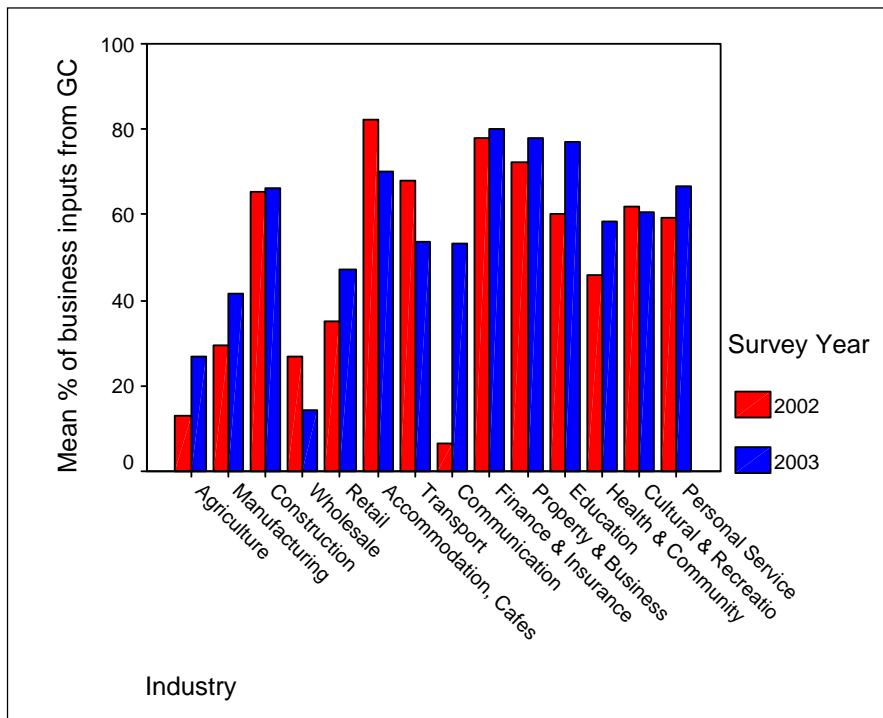


Figure 34. Comparison of industries by the proportion of business inputs sourced from within Gold Coast City.

Revenue

Trading Revenue

The percentage of businesses with trading revenue less than \$250,000 increased slightly from 33.4% in 2001-2002 to 36.2% in 2002-2003, while the percentage of businesses with revenues in excess of \$1,000,000 dropped slightly from 30.2% in 2001-2002 to 27.3% in 2002-2003 (Figure 35 & Table 21).

Figure 35 & Table 21 also show that there were some small differences between predicted and actual revenues. In both 2002 and 2003 very few businesses predicted a decrease in revenue. The 2.2% of businesses predicting a decrease in 2002 had dropped to 1.4% in 2003. Despite this, the number of business predicting an increase in revenue in 2003 dropped by 4% to 17.1% from 21.3% in 2002. The figures are explained in that despite a drop in businesses predicting a decrease, compared to 2002 there were more businesses in 2003 predicting no change to income (76.6% and 81.4% respectively).

Of note in Figure 35 & Table 21 is the comparison between predicted revenue for 2002-2003 in the 2002 survey, and actual 2002-2003 revenue in the 2003 survey. The data shows that the anticipated increase in revenue might not have eventuated. Instead, there appears to have been a slight decrease. However, it should be noted that the same businesses may not have been surveyed in each year and therefore the apparent trend should be interpreted with caution.

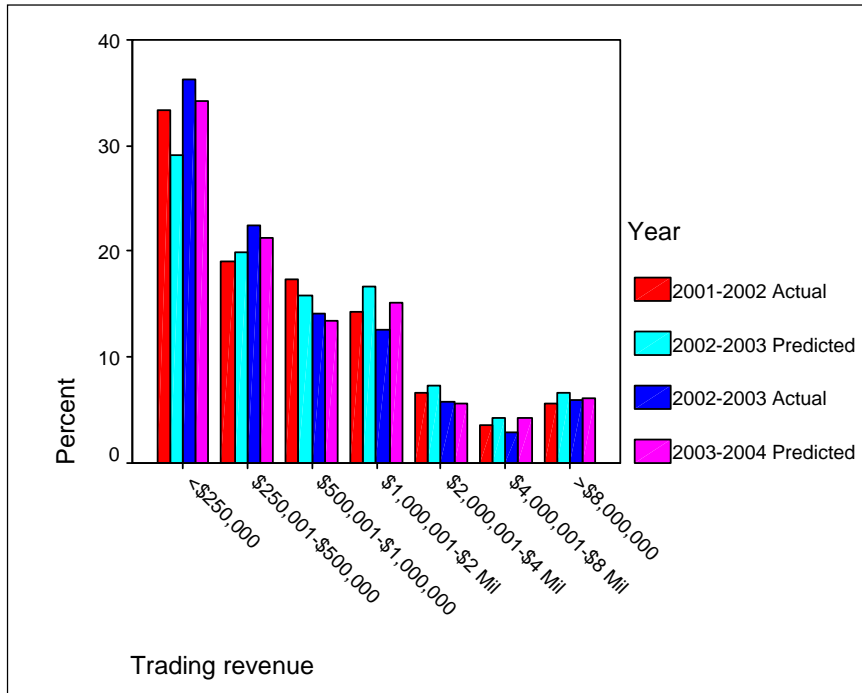


Figure 35. Comparisons of trading revenue for 2001/2002 & 2002/2003 and anticipated trading revenue for 2002/2003 and 2003/2004 for Gold Coast City businesses.

Table 21. Gold Coast City business trading revenue for 2001/2002 & 2002/2003 and anticipated trading revenue for 2002/2003 and 2003/2004.

Trading Revenue.	Percent of businesses			
	2001-2002 Recorded	2002-2003 Predicted	2002-2003 Recorded	2003-2004 Predicted
Less than \$250,000	33.4%	29.1%	36.2%	34.2%
\$250,001 - \$500,000	19.1%	19.9%	22.4%	21.3%
\$500,001 - \$1,000,000	17.3%	15.9%	14.1%	13.4%
\$1,000,001 - \$2,000,000	14.3%	16.7%	12.6%	15.1%
\$2,000,001 - \$4,000,000	6.7%	7.3%	5.7%	5.6%
\$4,000,001 - \$8,000,000	3.5%	4.3%	2.9%	4.2%
Greater than \$8,000,000	5.7%	6.7%	6.0%	6.2%
Total	100%	100%	100%	100%
Did not disclose	18.2%	18.2%	19.2%	18.8%

Revenue from Outside Gold Coast City (but from within Australia)

Revenue from outside the Gold Coast, but from within Australia, increased in 2003 both in frequency and volume. The number of businesses reporting that they had derived trading revenue from outside the Gold Coast, but from within Australia, increased by 6% from 66.9% in 2002 to 72.9% in 2003. The mean proportion of revenue derived from outside Gold Coast City increased by 3% from 29.13% in 2002 to 32.34% in 2003. Median revenue increased by 5%, from 10% in 2002 to 15% in 2003.

The number of businesses reporting that they had derived 50% or more trading revenue from outside the Gold Coast increased by 11%, from 25% in 2002 to 36.2% in 2003.

Sources of the revenue change were found when comparing PIC centres (Figure 36). The overall increase in revenue was found in Beenleigh, Oxenford, Coolangatta, and Burleigh. It is worth noting that Yatala, which clearly had the highest percentage of revenue from elsewhere in Australia, decreased in 2003 by approximately 10%.

Figure 37 shows that when comparing industries, there were many categories with small increases making up the overall increase rather than one or two industries in particular.

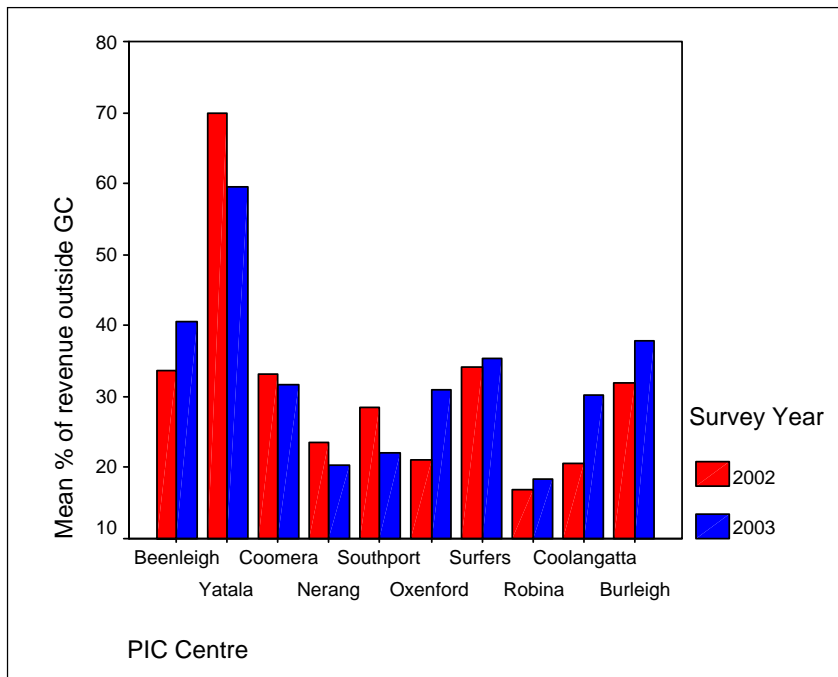


Figure 36. Comparison of PIC centres by business revenue derived from outside Gold Coast City but from within Australia.

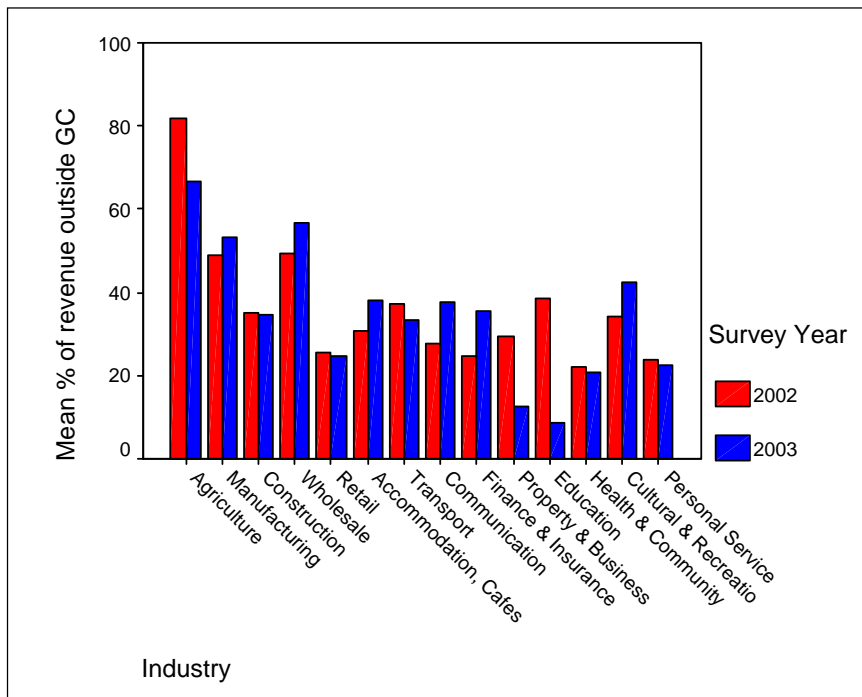


Figure 37. Comparison of industries in business revenue derived from outside Gold Coast City but within Australia.

Exports

There was no significant change in the proportion of businesses that reported exporting (2002-2003=17.5%; 2001-2002=18.1%). The small amount of mean revenue derived from exports across all businesses was also constant (2002-2003=3.72%; 2001-2002=3.76%).

Including only exporting businesses, there was a decrease of approximately 9% from 30.87% in 2002 to a mean of 21.34% in 2003 in the proportion of total revenue earned from exports. However, at 10%, the median proportion of revenue earned from exports remained the same in 2002-2003 as it had been in 2001-2002.

There were some changes in the past year in the destination of exports from businesses from within PIC centres (Table 22). The main export destination in 2002 was Asia, with 44.6% of exporting businesses exporting there. That was followed by the New Zealand and Pacific Island Region at 32.5%. In 2003, with an increase of 19.6% to 51.1% of exporting businesses, the major export destination was New Zealand and the Pacific Island Region. Asia had decreased slightly as an export destination, by 4% to 40.9% of exporting businesses. The proportion of businesses exporting to Europe and North America did not change significantly between the two years.

Table 22 also shows that whilst small, there was an increase from 3.9% to 6% in the proportion of businesses planning to export to other destinations. However, because of the very small number of businesses, the differences between those regions are not meaningful.

Table 22. Distribution of current and future exports for Gold Coast businesses.

Export Region	Percent of all businesses		Percent of businesses currently exporting (as % of exporters)*		Percent of all businesses		Percent of businesses currently exporting (as % of exporters)*	
	Current export				Planning to Export			
	2002	2003	2002	2003	2002	2003	2002	2003
Exporting	18.1%	17.6%			3.9%	6.0%		
New Zealand / Pacific	5.9%	9.0%	32.5%	51.1%	0.2%	1.2%	5.6%	20.0%
Asia	8.0%	7.2%	44.6%	40.9%	2.3%	3.2%	55.6%	53.3%
Europe	4.6%	4.2%	25.3%	23.9%	0.0%	1.8%	0.0%	30.0%
North America	3.7%	3.0%	20.5%	17.1%	0.2%	0.8%	5.6%	13.3%
Other	0.9%	2.0%	4.8%	11.4%	0.9%	1.2%	22.2%	20.0%
Non exporting	81.9%	82.4%			96.1%	94.0%		

Capital and Operating Expenditure

There were no significant changes in mean spending on capital equipment and operations from 2002 to 2003 (Figure 38), although there were some very small differences in some expense areas (Table 23). For example, there was an increase of 4% in 2003, from 18.5% in 2002 to 22.6% in 2003, in the number of businesses that were planning to spend more or much more on motor vehicles. There was also to be an expected overall increase in spending on computer technology of 3% between the two years.

Table 23. Comparison of 2002 and 2003 surveys in expected change in spending on capital and operations.

	YEAR	Much Less	Less	Same	More	Much More
Computer technology	2002	6.1%	12.8%	49.8%	22.4%	8.9%
	2003	2.7%	14.1%	49.3%	26.5%	7.5%
Motor vehicles	2002	3.3%	7.8%	70.4%	13.9%	4.6%
	2003	2.7%	12.6%	62.1%	16.8%	5.8%
Other capital equipment	2002	4.6%	10.0%	59.3%	21.1%	5.0%
	2003	1.7%	11.0%	60.5%	22.4%	4.6%
Market research	2002	0.7%	5.7%	77.6%	14.1%	2.0%
	2003	2.5%	7.9%	71.3%	16.2%	2.1%
Other marketing	2002	0.4%	5.0%	68.9%	22.6%	3.0%
	2003	1.5%	5.8%	67.8%	23.2%	1.7%
Product development	2002	0.7%	2.0%	77.2%	17.4%	2.8%
	2003	1.7%	5.1%	74.7%	15.4%	3.2%
Staff training	2002	0.9%	2.0%	64.1%	28.0%	5.0%
	2003	0.4%	2.9%	62.3%	31.4%	2.9%

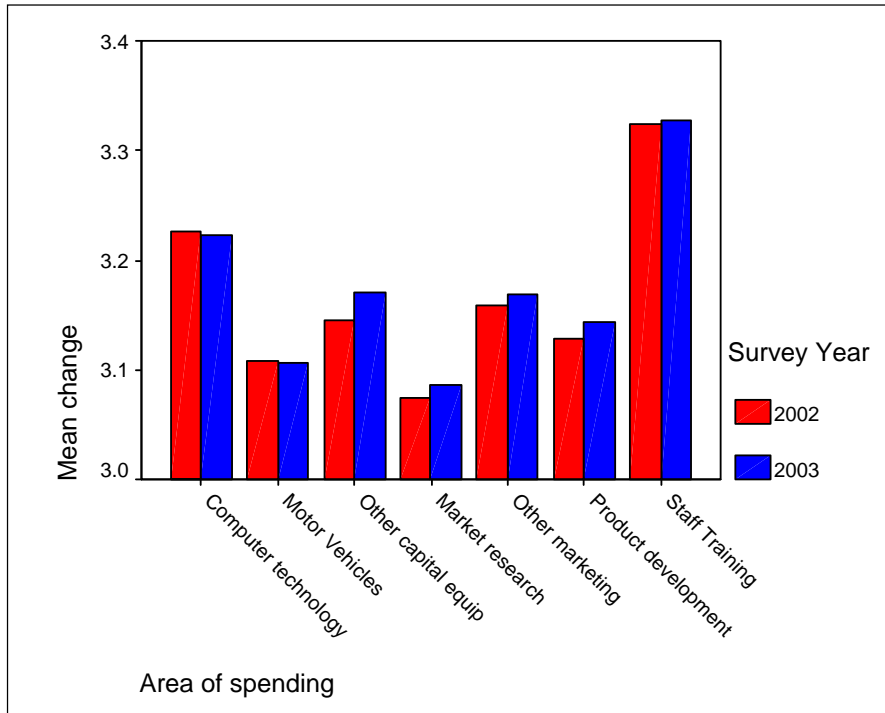


Figure 38. Comparison of 2002 and 2003 surveys in expected change in spending on capital and operations

(Means on scale where 1=Much less, 2=Less, 3=Same, 4= More, 5=Much more)

Research And Development

There was a significant increase in 2002-2003 in the level of business investment in R&D by businesses within PIC centres (Figure 39), with the proportion of businesses investing in R & D increasing by 14.2% in 2002-2003 to 31%, up from 16.8% in 2001-2002. Most of the increase was in the \$1 to \$50,000 investment range.

The increase in the level of business investment in R & D was dependant on PIC centre. Figure 40 shows the percentage of businesses investing R & D by PIC centre. Although the proportions for most PIC centres increased, the most significant increases were for Surfers, Southport, Oxenford, and Coolangatta.

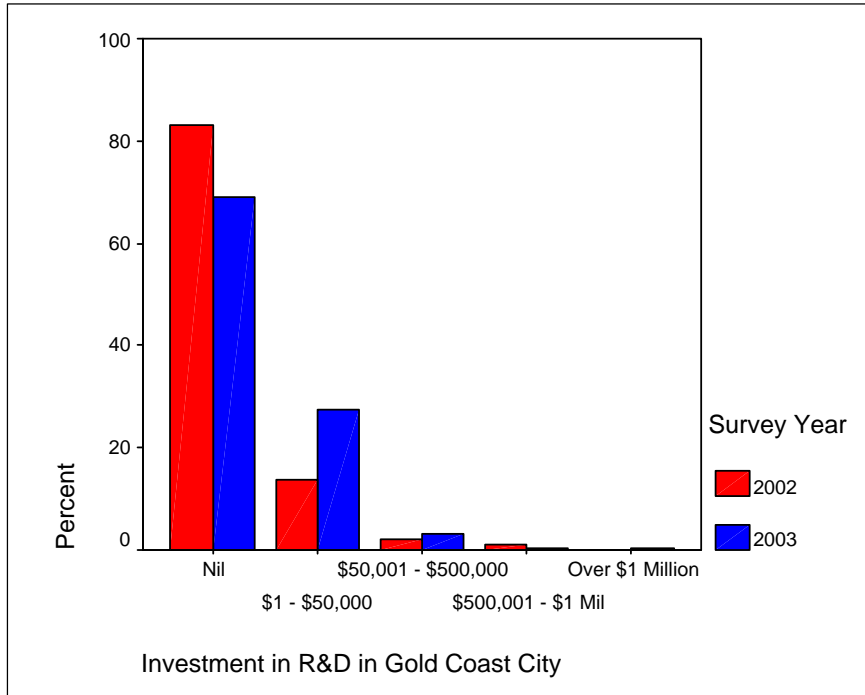


Figure 39. The proportion of Gold Coast City (PIC centre) businesses investing in R & D in 2001-2002 and 2002-2003 by the amount invested.

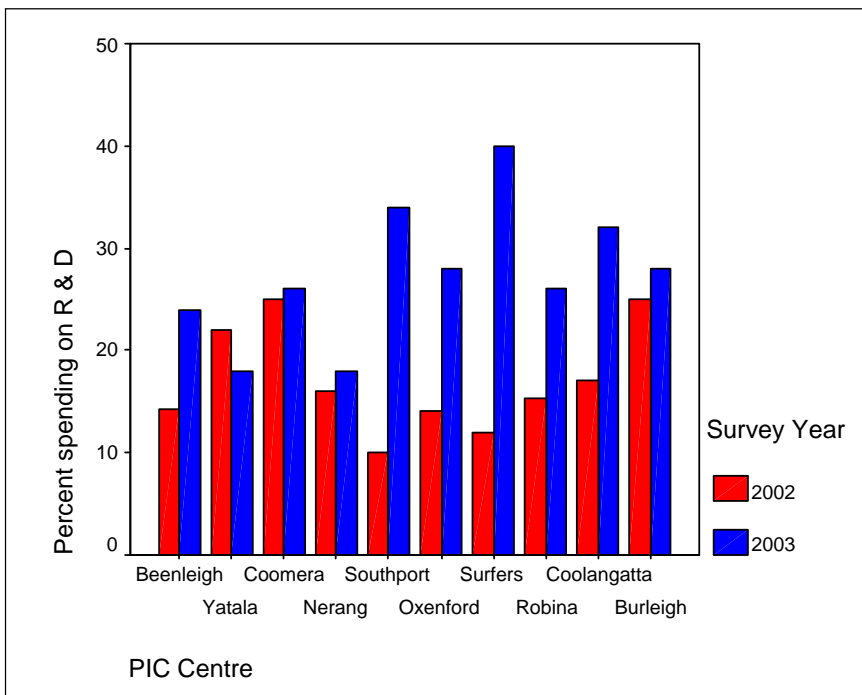


Figure 40. Comparison by PIC centre of the proportion of businesses investing in R & D.

Staff Training Activity

There were no significant changes in 2002-2003 in the levels of staff training (Figure 41).

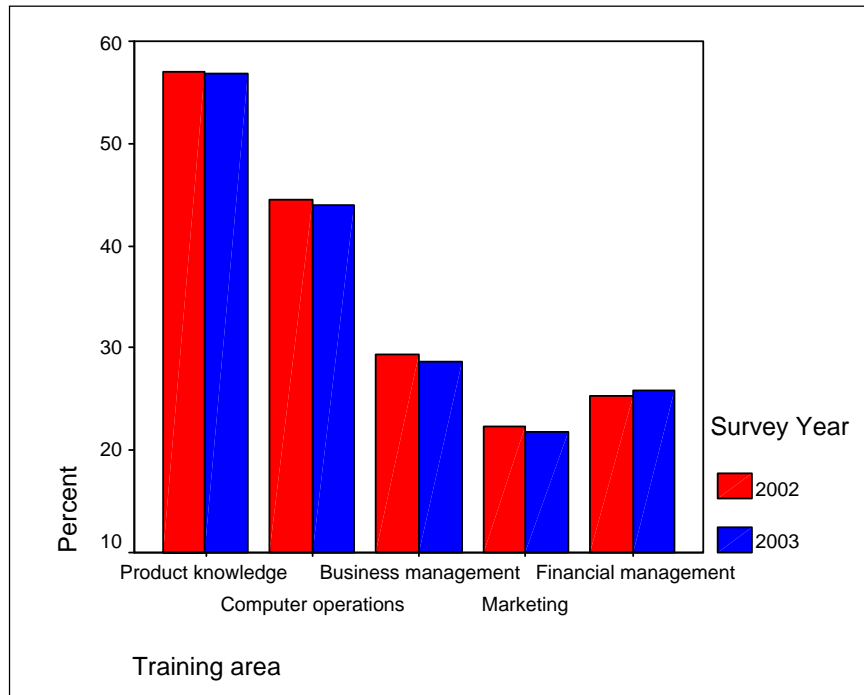


Figure 41. Rates of staff training for 2001-2002 and 2002-2003.

Use Of E-Commerce Services

Reported planned use of e-commerce by businesses within PIC centres in the 2002 survey suggested that all e-commerce services would see significant increases in 2003. This was not the case (Table 24 & Figure 42). E-mail use in 2003 was actually slightly less than in 2002, despite the reported use in 2002 of 78.7% and additional planned use of 7.4%. Similarly website use was predicted to reach over 70% in 2003, but was 5% lower in 2003 than in 2002. It is difficult to ascertain reasons for this, but the planned third follow up survey 2004, and subsequent trend analysis, may provide the answer.

There were some e-commerce services with significant increases that matched planned use. The largest increase was in buying from businesses online, which increased by approximately 11%, from 15.2% in 2002 to 25.8% in 2003. Also, online banking use increased by 7% in 2003, and dealing with intermediaries online increased by 4%.

Table 24. Current use and plan for use of e-commerce services.

E-commerce service	YEAR	Presently use %	Plan to use %	Plan to use (as % of those not currently using)
E-mail	2002	78.7%	7.4%	34.7%
	2003	76.8%	3.8%	16.4%
Web site	2002	53.1%	19.5%	41.6%
	2003	47.8%	14.0%	26.8%
Online banking	2002	51.8%	10.0%	20.7%
	2003	59.2%	7.2%	17.6%
Video conferencing	2002	3.0%	8.2%	8.5%
	2003	1.6%	5.4%	5.5%
Marketing on line	2002	21.3%	8.5%	10.8%
	2003	19.0%	7.2%	8.9%
Selling to businesses online	2002	13.0%	6.5%	7.5%
	2003	9.4%	6.2%	6.8%
Selling to customers online	2002	16.5%	6.3%	7.5%
	2003	13.2%	7.0%	8.1%
Buying from businesses online	2002	15.2%	7.6%	9.0%
	2003	25.8%	6.2%	8.4%
Dealing with intermediaries online	2002	9.8%	1.3%	1.4%
	2003	14.0%	2.6%	3.0%

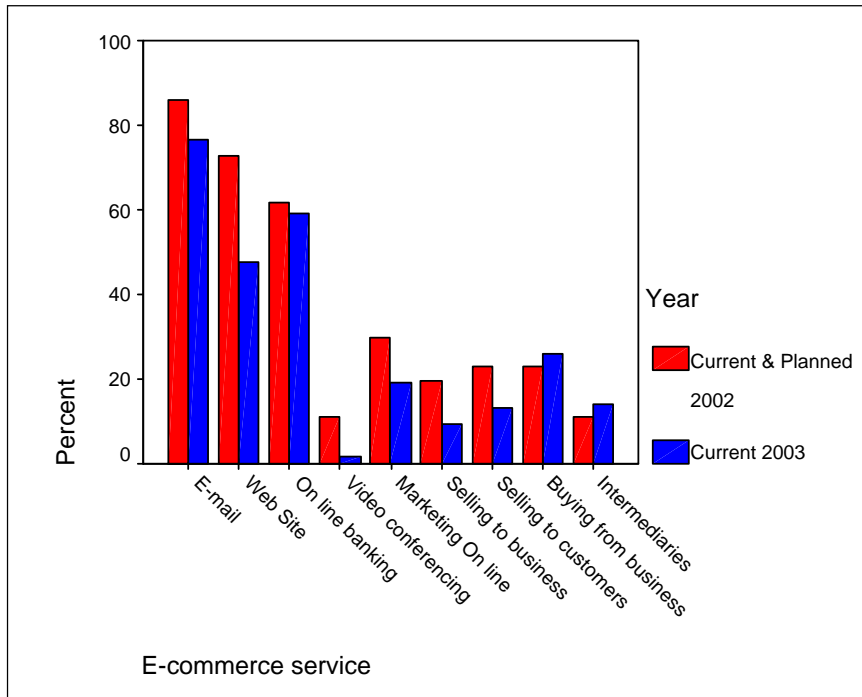


Figure 42. Comparison of current and planned use of e-commerce services in 2002 and current use in 2003.

Computer and Internet Use

Data was not collected in this category for 2002.

Broadband Use

Overall, the proportion of businesses with broadband Internet connection increased by approximately 4% from 2002 (26.9%) to 2003 (31.0%) and the planned use of broadband changed from 29.6% of those not currently using (22.8% of all businesses) in 2002 to 22.5% (18.4% of all businesses) in 2003.

Significant increases in broadband usage were found in a number of PIC centres (Table 25); namely: Coomera (up 20.4%), Coolangatta (up 18.5%), Nerang (up 18%), and Robina (up 15.5%). Surprisingly, there were significant decreases in Burleigh (down 18.9%), Surfers (down 8%), and Beenleigh (down 6%), despite planned use for 2002 having been relatively high for those centres.

Table 25. Comparison of PIC centres in rates of use and planned use of broadband services.

PIC Centre	Percent of all businesses			
	2002 Use	2003 Use	2002 Planned Use	2003 Planned Use
Beenleigh	30.0	24.0	14.3	12.0
Yatala	16.0	22.0	28.6	34.0
Coomera	5.6	26.0	38.2	8.0
Nerang	16.0	34.0	26.2	20.0
Southport	40.0	42.0	10.0	6.0
Oxenford	24.0	24.0	13.2	30.0
Surfers	48.0	40.0	34.6	24.0
Robina	22.5	38.0	19.4	12.0
Coolangatta	19.5	38.0	12.1	18.0
Burleigh	40.9	22.0	34.6	20.0
Total	26.9%	31.0%	22.8%	18.4%

Online Sales and Purchases

Mean revenue from online sales as a proportion of all revenue increased slightly in 2003, from 13.8% in 2002 to 17.5% (Median increase of 4.5%)[Table 26]. The proportion of businesses generating more than 20% of their revenue from online sales did not differ (2002=20.6%; 2003=19.6%), but 2003 had more businesses that generated more than 50% of their revenue that way (2002=2.9%; 2003=6.8%).

Table 26 shows that mean online purchases increased by 5.15% although the median proportion purchased online remained the same. The means were higher because more businesses in 2003 (2002=9.2%; 2003=17.3%) made either more than 20% of their total purchases online, or 50% or more of their purchases online (2002=1.5%; 2003=7.1%).

Table 26. Online sales and purchases for Gold Coast City businesses.

	Online Sales		Online Purchases	
	2002	2003	2002	2002
Mean	13.8%	17.48%	10.61%	15.76%
Median	5.5%	10.0%	5.0%	5.0%
Std Deviation	18.0%	19.62%	13.32%	22.40%
Range	0-100%	1-100%	0-60%	1-100%

* Means based only on businesses making online sales or purchases

Management Practices

There were no significant changes from 2002 to 2003 in ratings of importance for key enterprise objectives (Figure 43), although there were small possible downward trends in the importance placed on creating job opportunities and achieving business growth.

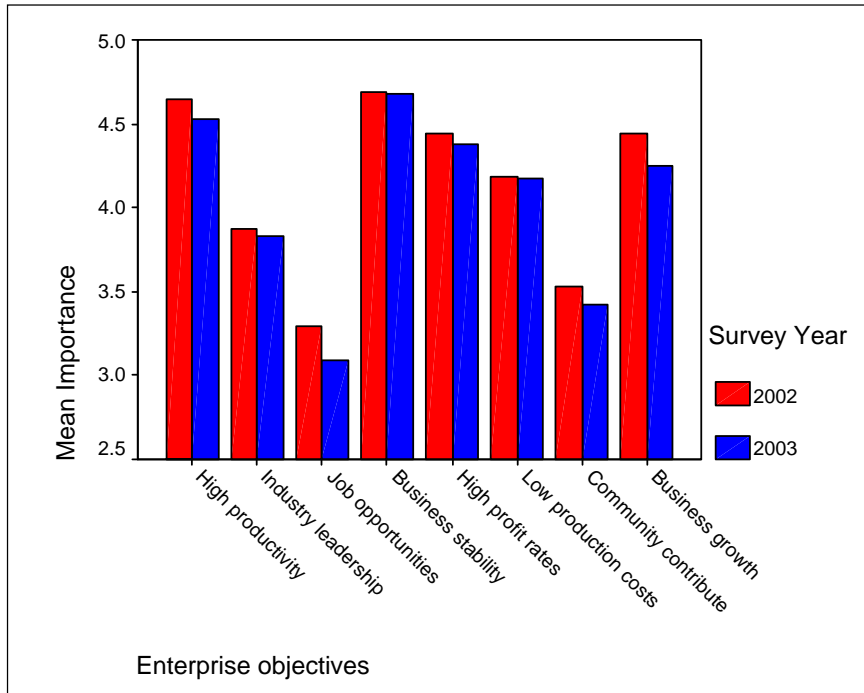


Figure 43. Comparison of enterprise objectives by rating of importance.

(Means on scale where 1= Not important, 2= Slightly important, 3= Moderately important, 4= Very important, 5= Extremely important; N/A removed from mean calculations)

Satisfaction with business achievements also showed no significant changes from 2002 to 2003; with the exception of business stability, for which satisfaction increased significantly (Figure 44): 74.3% of businesses in 2003 were very or extremely satisfied with business stability (67.7% in 2002), and only 4.4% less than moderately satisfied (10.2% in 2002). There was a near significant trend showing a decrease in satisfaction with the creating of job opportunities.

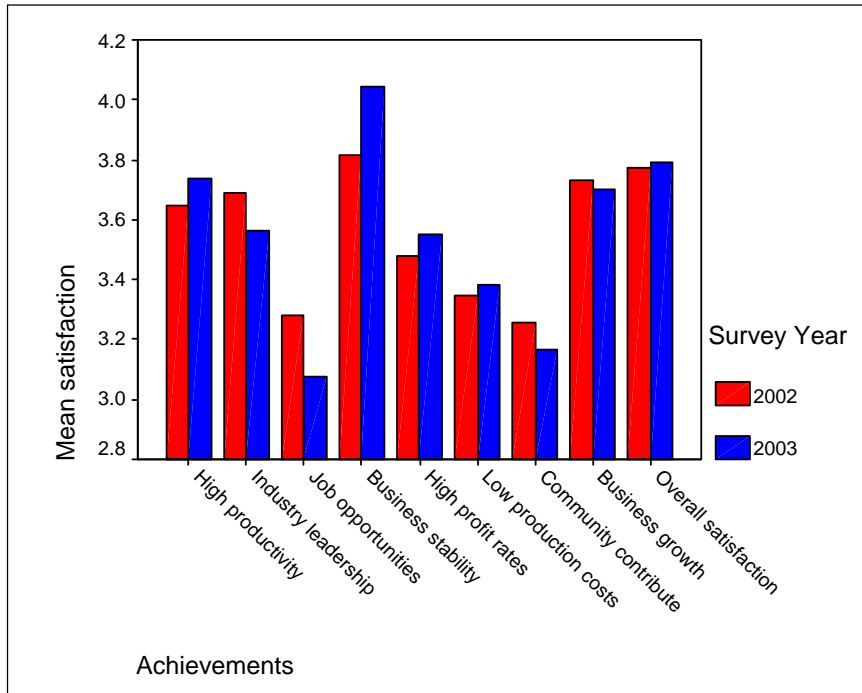


Figure 44. Comparison of enterprise achievements in ratings of satisfaction.

(Means on scale where 1= Not satisfied, 2= Slightly satisfied, 3= Moderately satisfied, 4= Very satisfied, 5= Extremely satisfied; N/A removed from mean calculations)

Table 27 and Figure 45 compare 2002 and 2003 surveys in the use of a broad range of management practices. There was a trend showing increases in the use of the management practices in all practice categories, although the overall order of frequency of use in 2003 followed a similar pattern to 2002 (Table 27).

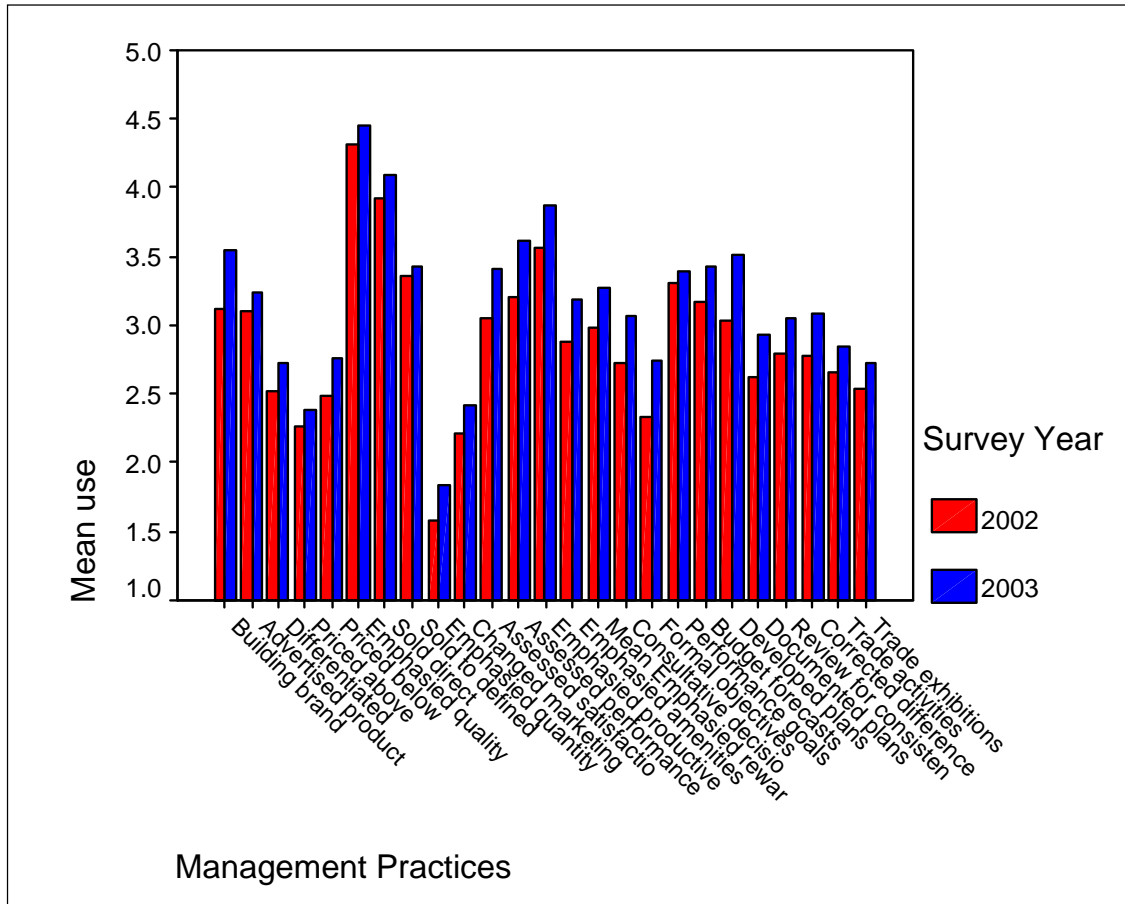


Figure 45. Comparison of management practices in use over the past year.

(Means on scale where 1= Not used, 2= Sparingly used, 3= Moderately used, 4= Extensively used, 5= Very extensively used. N/A removed from mean calculations)

Table 27. Comparison of management practices in mean use over the past year (in order of level of use)

Practices	2002		2003		
	Mean	SD	Mean	SD	
Emphasised product quality	4.31	1.08	4.46	0.82	Emphasised product quality
Sold direct to end users	3.92	1.58	4.17	1.26	Sold direct to end users
Emphasised productivity	3.54	1.32	3.85	1.07	Emphasised productivity
Sold to a defined customer group	3.33	1.64	3.65	1.29	Assessed employee performance
Set performance goals for the business	3.30	1.46	3.47	1.40	Emphasise building a brand name
Assessed employee performance	3.20	1.44	3.45	1.30	Assessed employee job satisfaction
Prepared budgets/forecasts for your business	3.14	1.56	3.40	1.46	Sold to a defined customer group
Advertised your products	3.12	1.36	3.37	1.41	Developed plans for your business

2002 (cont.)			2003 (cont.)		
Practices	Mean	SD	Mean	SD	
Emphasise building a brand name	3.10	1.64	3.28	1.35	Emphasised employee rewards
Assessed employee job satisfaction	3.05	1.45	3.28	1.45	Set performance goals for the business
Developed plans for your business	3.02	1.53	3.28	1.52	Prepared budgets/forecasts for your business
Emphasised employee rewards	2.97	1.53	3.25	1.28	Emphasised employee amenities
Emphasised employee amenities	2.86	1.47	3.16	1.35	Advertised your products
Reviewed process of activities to determine there consistency with plans/budgets/forecasts	2.77	1.47	3.08	1.47	Employed consultative decision-making
Made efforts to correct differences from plans/budgets	2.77	1.51	2.94	1.42	Reviewed process of activities to determine there consistency with plans/budgets/forecasts
Employed consultative decision-making	2.71	1.53	2.93	1.40	Made efforts to correct differences from plans/budgets
Took part in activities related to trade or industry associations	2.64	1.46	2.86	1.43	Took part in activities related to trade or industry associations
Documented all detailed aspects of your plans	2.58	1.52	2.80	1.47	Documented all detailed aspects of your plans
Used advertising that differentiated your products from those of competitors	2.52	1.47	2.69	1.51	Attended trade exhibitions
Attended trade exhibitions	2.52	1.50	2.68	1.42	Priced your products lower than your competitors
Priced your products lower than your competitors	2.48	1.43	2.66	1.45	Produced formal statements of business objectives
Produced formal statements of business objectives	2.32	1.49	2.64	1.37	Used advertising that differentiated your products from those of competitors
Priced your products higher than your competitors	2.27	1.32	2.32	1.33	Changed methods of marketing products/services
Changed methods of marketing products/services	2.20	1.39	2.27	1.32	Priced your products higher than your competitors
Emphasised quantity more than quality	1.60	1.07	1.73	1.01	Emphasised quantity more than quality

Principal Components Analysis Of Management Practices

Based on a scale developed by Slevin & Covin (1987)⁸ and modified by Kotey & Meredith (1997)⁹ and Blackman (2003)¹⁰, 25 management practices questions were subjected to principal components analysis to determine whether practices could be separated into a small number of groups.

Results of the analysis were similar in 2003 to 2002, providing strong support for the reliability and validity of the management practices scales. Variance accounted for by the three factors was 51.8% in 2003 compared to 51.6% in 2002. The only change was in the number of items loading on factors. Two additional items loaded on the marketing management practices variable: 'selling to a defined group'; and 'pricing higher than competitors'. One additional item ('employing consultative decision-making) loaded significantly on the People management practice variable. Reliability of the new variables using Cronbach Alpha was also consistent in 2003 with 2002: Planning = 0.94 (2002=0.94), People = 0.88 (2002=0.89), and Marketing =0.71 (2002=0.73). However, the mean usage of all three derived management practice variables was significantly higher in 2003 than in 2002.

Comparison of Businesses With Broadband and Without Broadband.

The pattern of differences between broadband and non-broadband users in 2003 was similar to the 2002 study. In 2002, those businesses with broadband installed were larger by the number of full-time employees, both male and female. That finding was supported in 2003. However, the difference in 2002 between broadband and non-broadband users in the mean age of the business was not found in 2003, although there was a trend in the same direction that was not significant. Analysis in future years will determine whether this reflected a consistent difference, or that it was a one-off event.

Differences between broadband users and non-users in changes to capital and operations investment for the financial year were found in the 2003 study, but not in the previous study. Differences were significant for increased spending on computer technology, market research, other marketing, and on staff training.

As in 2002, there were differences in 2003 between broadband and non-broadband businesses in the likelihood to undertake staff training in a number of areas. In both 2002 and 2003, broadband businesses were more likely to undertake training activities in product knowledge, computer operations, business management, marketing, and financial management. Consistent findings from 2002 and 2003 were also found for R&D expenditure in that broadband businesses were significantly more likely than non-broadband businesses to invest, and in larger amounts, in R&D.

The 2002 finding that there was no significant difference between broadband businesses and non-broadband businesses in whether or not they export was also found in 2003. However, unlike 2002, in 2003 it was found that there was no significant difference between broadband businesses and non-broadband businesses in whether or not they were planning to export in future. In both 2002 and 2003, businesses with broadband were more likely to document a business plan compared to businesses without broadband.

⁸ Slevin, D. P. and J. G. Covin (1987). The Competitive Tactics Of Entrepreneurial Firms In High and Low Technology Industries. Frontiers of Entrepreneurial Research, Wellesley, MA, Babson College.

⁹ Kotey, B. and Meredith, G. G. (1997); "Relationships among Owner/Manager Personal Values, Business Strategies, and Enterprise Performance"; Journal of Small Business Management, April 1997, pp37-64

¹⁰ Blackman, A J (2003), Preliminary findings of an unpublished doctoral dissertation: The Impact of the characteristics and values of SME Owner-operators on the performance of their businesses, Marketing & Management, Griffith University.

In 2002 none of the 'importance of enterprise objectives' variables or 'satisfaction with enterprise achievements' variables significantly separated broadband and non-broadband users. This was also so for 2003, with the exception of one of the importance of enterprise objectives variables (importance of achieving industry leadership), although the difference was not strong.

Differences between broadband and non-broadband businesses for the three derived management practice components were slightly stronger in 2003 than 2002. The analysis in 2003 showed that broadband users were significantly more likely than non-broadband users to be Planners, to use People focussed management practices, and to use Marketing practices. In 2002 the differences were significant for only two of the three management practices: Planners and People focussed owner-managers.

The finding in 2002 that trading revenue and anticipated trading revenue were significantly higher for broadband businesses than non-broadband businesses was confirmed in 2003.

Predictors of Overall Satisfaction With Business Achievements and Revenue.

Multiple regressions used to determine if management practice factors predicted overall satisfaction with business achievements, and trading revenue, were almost identical from 2002 to 2003.

The management practices variables combined significantly predicted 10% of the variance in overall satisfaction with business achievements in 2003 compared to 12.7% in 2002. In both 2002 and 2003, the People focussed management practice component was the only significant predictor of overall satisfaction. Businesses with higher usage of people focused management practises were associated with greater satisfaction. The management practices variables also significantly predicted revenue in both 2002 and 2003. Both People focussed practices and Planning practices significantly predicted revenue on their own.

Annotated Survey

This survey is being undertaken by The Competitive Option for the Gold Coast City Council to gather information on the nature and performance of businesses located in the Gold Coast's Pacific Innovation Corridor so that Council can develop programs to assist local businesses to grow and prosper.

PLEASE NOTE : The data from your business will be aggregated and analysed with those of other businesses. It is only in this composite form that data will be disseminated. Data of individual businesses will be held in strict confidence.

Interview to record respondent's Sex	Male Female	62.5% 37.5%			
1. What is your position in this business?	Director Manager Other Admin/Secretary	31.4% 40.3% 2.6% 4.5%	Partner Sole trader Owner	11.3% 7.7% 2.2%	
2. Are you an owner of the business?	Yes No	38.0% 37.8%	The sole owner	24.3%	
3. In which year was this business formed?	Median 1993. Mean Business age = 13.52 years (s=12.75). Range 1894 –2003.				
4. How did you become an owner or manager of this business? <i>(Please tick one box only)</i>	Purchased it Started it Inherited it Recruited from another business Promoted from within this business Other	46.4% 51.3% 1.6% 0.6% 0.0% 0.0%	* Includes data only from owners surveyed (excludes 37.8% non-owners)		
5. Including those owners engaged in its day-to-day activities, how many employees were employed by this business at the end of December 2003?		Full-time*	Part-time	Casual	Trainees Contractors
	Median	3	0	0	0
	Mean	6.39	1.36	2.18	0.15
	SD	11.72	3.66	10.71	0.85
	Range	0-125	0-30	0-200	0-12
		(*35 or more hours per week)			
6. Of the total employees, how many were male and how many female		Males	Females		
	Median	3	2		
	Mean	5.76	4.17		
	SD	10.08	10.54		
	Range	0 - 80	0 - 180		
7. In the calendar year 2003, in which industry did this business mostly operate: <i>(Refer to industry list)</i>	Agriculture Manufacturing Construction Wholesale Retail Accommodation, Cafes... Transport Communication Finance & insurance Property & business Education Health & Community Cultural & recreational services Personal Services	1.4% 9.9% 11.9% 3.6% 15.8% 9.5% 7.3% 1.8% 2.0% 5.3% 2.2% 7.5% 5.9% 15.8%			

8. In calendar year 2003, did your business operate in any of the following industry sectors:				
Creative (Film & Multimedia)	Yes	2.8%		
Information Technology?	Yes	2.6%		
Education?	Yes	1.8%		
Environmental?	Yes	3.2%		
Food production and or distribution?	Yes	8.0%		
Health & medical?	Yes	5.8%		
Marine (manufacturing and related)?	Yes	3.6%		
Sport?	Yes	2.8%		
9. How much did you invest/spend in the financial year 2002-2003 in Research & Development in the Gold Coast region? Please include any money received through grants for R&D.				
	Nil	69.0%		
	\$1 - \$50,000	27.3%		
	\$50,001 - \$500,000	3.3%		
	\$500,001 - \$1,000,000	0.2%		
	Over \$1,000,000	0.2%		
10. Which one of the following best describes the legal structure of this business?				
	Sole trader	15.5%		
	Partnership	20.5%		
	Trust	6.8%		
	Private Company	48.0%		
	Public Company	2.2%		
	Subsidiary of a national or multinational company	4.8%		
	Non- profit organization	2.2%		
11. Does your business operate under a franchise arrangement?				
	Yes	6.6%		
	No	93.4%		
12. Where is your Head Office located?				
	Gold Coast Region	83.2%		
	Rest of QLD	7.2%		
	Interstate	8.0%		
	Overseas	1.6%		
13. Is the main business activity of this business conducted at a residential address most of the time?				
	Yes	46.4%		
	No	53.6%		
14. In 2002/2003, approximately what percentage of your business inputs was sourced from within the Gold Coast?				
	Median	Mean	SD	Range %
	70	57.58	38.87	0-100 %
15. Approximately, what percentage of your 2002/2003 trading revenue was derived from:				
	Median	Mean	SD	Range %
	Outside the Gold Coast region, but within Australia?			
	15	32.34	35.01	0-100 %
	Outside Australia			
	0	3.72	13.32	0-100 %
16. If trading revenue was derived from outside Australia, to which countries do you export?				
	New Zealand/Pacific islands	8.8%		
	Asia	7.0%		
	Europe	4.0%		
	North America	2.8%		
	Other (Africa/Sth America/All)	2.0%		
	<i>No countries stated</i>	2.6%		
	(17.5% businesses reported exporting)			

<p>17. In 2004 are there any countries that you plan to target for future exports?</p> <p>If Yes, which countries?</p> <p>New Zealand/Pacific islands 1.2%</p> <p>Asia 3.2%</p> <p>Europe 1.8%</p> <p>North America 0.8%</p> <p>Other (Africa/South America) 1.2%</p>	<p>Yes 6.0%</p> <p>No 94.0%</p>																																																						
<p>18. Compared to 2002-03, how much do you expect to spend in 2003-04 on:</p> <table border="1"> <thead> <tr> <th></th> <th colspan="2"><u>Much</u></th> <th colspan="2"><u>Much</u></th> <th></th> </tr> <tr> <th></th> <th><u>Less</u></th> <th><u>Less</u></th> <th><u>Same</u></th> <th><u>More</u></th> <th><u>More</u></th> </tr> </thead> <tbody> <tr> <td>Computer technology</td> <td>2.7%</td> <td>14.1%</td> <td>49.3%</td> <td>26.5%</td> <td>7.5%</td> </tr> <tr> <td>Motor vehicles</td> <td>2.7%</td> <td>12.6%</td> <td>62.1%</td> <td>16.8%</td> <td>5.8%</td> </tr> <tr> <td>Other capital equipment</td> <td>1.7%</td> <td>11.0%</td> <td>60.5%</td> <td>22.4%</td> <td>4.6%</td> </tr> <tr> <td>Market research</td> <td>2.5%</td> <td>7.9%</td> <td>71.3%</td> <td>16.2%</td> <td>2.1%</td> </tr> <tr> <td>Other marketing</td> <td>1.5%</td> <td>5.8%</td> <td>67.8%</td> <td>23.2%</td> <td>1.7%</td> </tr> <tr> <td>Product development</td> <td>1.7%</td> <td>5.1%</td> <td>74.7%</td> <td>15.4%</td> <td>3.2%</td> </tr> <tr> <td>Staff Training</td> <td>0.4%</td> <td>2.9%</td> <td>62.3%</td> <td>31.4%</td> <td>2.9%</td> </tr> </tbody> </table>		<u>Much</u>		<u>Much</u>				<u>Less</u>	<u>Less</u>	<u>Same</u>	<u>More</u>	<u>More</u>	Computer technology	2.7%	14.1%	49.3%	26.5%	7.5%	Motor vehicles	2.7%	12.6%	62.1%	16.8%	5.8%	Other capital equipment	1.7%	11.0%	60.5%	22.4%	4.6%	Market research	2.5%	7.9%	71.3%	16.2%	2.1%	Other marketing	1.5%	5.8%	67.8%	23.2%	1.7%	Product development	1.7%	5.1%	74.7%	15.4%	3.2%	Staff Training	0.4%	2.9%	62.3%	31.4%	2.9%	
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<p>19. In the financial year 2002/2003, did you or your staff undertake training in any one or more of the following areas:</p> <p style="text-align: right;"><u>Yes</u></p> <p>Product knowledge? 56.8%</p> <p>Computer operations? 44.0%</p> <p>Business management? 28.6%</p> <p>Marketing? 21.8%</p> <p>Financial management? 25.8%</p>																																																							
<p>20A. How many computers does your business have?</p>	<table border="1"> <thead> <tr> <th>Median</th> <th>Mean</th> <th>SD</th> <th>Range</th> </tr> </thead> <tbody> <tr> <td>2.0</td> <td>4.79</td> <td>8.3</td> <td>0-90</td> </tr> </tbody> </table>	Median	Mean	SD	Range	2.0	4.79	8.3	0-90																																														
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<p>20B. Are some or all of those computers networked?</p>	<p>Yes 76.8%</p> <p>(* Excludes businesses with no or one computer)</p>																																																						
<p>20C. Does the business have an Intranet? (an internal website for your staff)</p>	<p>Yes 23.0%</p> <p>(* Excludes businesses with no computers)</p>																																																						
<p>20D. Does the business have an Extranet? (an Intranet with access for chosen suppliers)</p>	<p>Yes 9.5%</p> <p>(* Excludes businesses with no computers)</p>																																																						
<p>21. How is your business connected to the Internet?</p>	<table border="1"> <tbody> <tr> <td>Not connected</td> <td>16.6%</td> </tr> <tr> <td>Modem</td> <td>52.5%</td> </tr> <tr> <td>ADSL</td> <td>22.0%</td> </tr> <tr> <td>Cable?</td> <td>6.4%</td> </tr> <tr> <td>ISDN?</td> <td>2.4%</td> </tr> <tr> <td>Other?</td> <td>0.0%</td> </tr> <tr> <td colspan="2"><i>Please describe: _____</i></td> </tr> </tbody> </table>	Not connected	16.6%	Modem	52.5%	ADSL	22.0%	Cable?	6.4%	ISDN?	2.4%	Other?	0.0%	<i>Please describe: _____</i>																																									
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<p>22A. In 2004, do you plan to install a Internet connection at your business</p>	<p>Yes 24.4%</p> <p>(* Excludes businesses connected)</p>																																																						
<p>22B. In 2004, do you plan to install a Broadband Internet connection at your business</p>	<p>Yes 26.7%</p> <p>(* Excludes businesses with broadband)</p>																																																						
<p>23. Do you currently have a Broadband Internet connection at your home?</p>	<p>Yes 13.9%</p>																																																						
<p>23A. In 2004, do you plan to install a Broadband Internet connection at your home</p>	<p>Yes 15.2%</p> <p>(* Excludes people with broadband at home)</p>																																																						

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<p>I am going to go through a list of e-commerce services, and could you please tell me which one's your business currently uses and which one's your business plans to use in the future.</p> <p>24. What e-commerce services does your company use presently?</p> <p>24A. What e-commerce services does your company plan to use in the future.</p>	Service	Presently	Plan			
	E-mail	76.8%	3.8%			
	Web Site	47.8%	14.0%			
	On line Banking	59.2%	7.2%			
	Video Conferencing	1.6%	5.4%			
	Marketing On Line	19.0%	7.2%			
	Selling to Businesses On Line	9.4%	6.2%			
	Selling to Customers On Line	13.2%	7.0%			
Buying from Businesses On Line	25.8%	6.2%				
Dealing with Intermediaries On Line	14.0%	2.6%				
24B. In 2002/2003, approximately what proportion of this business's revenue was from online sales?	Median	Mean	SD	Range%		
	10.0	17.5	19.6	1-100%		
25. In 2002/2003, approximately what proportion of this business's purchases was online?	Median	Mean	SD	Range%		
	5.0	15.76	22.4	1-100%		
26. For the last financial year, did you have a documented business plan for this business?	Yes	44.9%				
26A. If you had a business plan for the last year, to what degree did you follow that plan?	Completely	21.6%				
	Mostly	68.3%				
	Rarely	9.6%				
	Not at all	0.5%				
27. To what extent do you consider the following enterprise objectives to be important to your business?						
Objectives	Importance					
	Not	Slightly	Moderately	Very	Extremely	N/A
High Productivity	1.8%	1.4%	7.6%	19.3%	69.9%	1.8%
Industry Leadership	6.7%	7.8%	21.4%	23.3%	40.8%	1.6%
Creating job opportunities	14.9%	15.1%	32.5%	18.4%	19.0%	3.0%
Business stability	0.6%	0.6%	5.4%	17.5%	75.9%	0.2%
High profit rates	2.2%	1.4%	14.2%	22.7%	59.4%	0.8%
Lower costs of production	4.0%	2.0%	16.6%	26.5%	51.0%	8.8%
Contribution to community development	7.7%	11.0%	33.7%	24.2%	23.4%	2.8%
Business growth	3.2%	3.4%	14.1%	26.2%	53.1%	0.2%

28. To what extent are you satisfied with your business's achievements in the following enterprise areas.

Achievements	Importance					
	Not	Slightly	Moderately	Very	Extremely	N/A
High Productivity	1.9%	4.6%	34.7%	37.4%	21.5%	2.0%
Industry Leadership	3.6%	9.6%	32.3%	35.2%	19.3%	3.6%
Creating job opportunities	13.6%	17.1%	31.4%	23.2%	14.7%	5.6%
Business stability	2.1%	2.3%	21.4%	38.4%	35.9%	1.0%
High profit rates	3.4%	11.7%	32.7%	33.3%	18.9%	2.2%
Lower costs of production	4.3%	11.8%	38.5%	30.2%	15.2%	9.4%
Contribution to community development	9.8%	14.9%	34.5%	24.9%	15.8%	3.6%
Business growth	4.2%	7.9%	28.2%	35.9%	23.8%	1.8%
Overall satisfaction	3.1%	3.9%	25.9%	46.0%	21.1%	0.4%

29. To what extent were the following management practices/strategies used in your business in the past year?

Management Practices Used in the past Year

Practices	Not	Slightly	Moderately	Very	Extremely	N/A
Emphasise building a brand name	14.9%	9.7%	19.8%	24.6%	31.0%	5.6%
Advertised your products	16.2%	14.6%	26.4%	22.2%	20.6%	2.6%
Used advertising that differentiated your products from those of competitors	29.8%	17.1%	24.6%	16.4%	12.1%	6.0%
Priced your products higher than your competitors	42.3%	14.8%	24.6%	10.2%	8.1%	6.2%
Priced your products lower than your competitors	32.5%	9.8%	28.3%	15.7%	13.7%	6.4%
Emphasised product quality	1.5%	1.7%	7.5%	28.4%	61.0%	2.2%
Sold direct to end users	9.4%	2.1%	9.1%	20.4%	58.9%	4.2%
Sold to a defined customer group	18.1%	8.9%	19.6%	22.1%	31.3%	4.2%
Emphasised quantity more than quality	56.1%	23.1%	15.7%	1.7%	3.3%	6.4%
Changed methods of marketing products/services	42.4%	12.5%	22.9%	15.7%	6.6%	3.2%
Assessed employee job satisfaction	14.2%	6.5%	22.2%	34.2%	22.9%	9.4%
Assessed employee performance	12.8%	3.4%	20.1%	33.8%	30.0%	9.2%
Emphasised productivity	4.7%	4.5%	24.0%	34.3%	32.4%	5.2%
Emphasised employee amenities	14.8%	8.7%	31.7%	26.0%	18.7%	11.0%
Emphasised employee rewards	16.7%	10.4%	21.2%	31.4%	20.3%	9.6%
Employed consultative decision-making	25.2%	8.6%	19.2%	26.9%	20.0%	4.8%

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Practices	Not	Slightly	Moderately	Very	Extremely	N/A
Produced formal statements of business objectives	33.3%	13.0%	22.3%	17.0%	14.4%	3.2%
Set performance goals for the business	20.3%	8.5%	19.5%	26.8%	24.9%	2.8%
Prepared budgets/forecasts for your business	22.5%	8.8%	15.8%	24.6%	28.4%	2.6%
Developed plans for your business	18.2%	7.2%	20.5%	28.1%	26.0%	2.6%
Documented all detailed aspects of your plans	28.9%	16.2%	18.6%	18.8%	17.5%	2.6%
Reviewed process of activities to determine there consistency with plans/budgets/forecasts	24.2%	14.4%	21.4%	23.5%	16.5%	3.0%
Made efforts to correct differences from plans/budgets	24.8%	11.7%	24.2%	24.4%	14.9%	3.2%
Took part in activities related to trade or industry associations	27.4%	12.9%	20.9%	23.6%	15.2%	3.0%
Attended trade exhibitions	35.2%	10.8%	20.8%	16.3%	16.9%	3.4%
30. What was the approximate trading revenue achieved by your business in 2002/2003?	Less than \$250,000				36.2%	
	From \$250,001 to \$500,000				22.4%	
	From \$500,001 to \$1,000,000				14.1%	
	From \$1,000,001 to \$2,000,000				12.6%	
	From \$2,000,001 to \$4,000,000				5.7%	
	From \$4,000,001 to \$8,000,000				2.9%	
	Greater than \$8,000,000				6.0%	
31. What is your anticipated trading revenue for the calendar year 2003/2004?	Less than \$250,000				34.2%	
	From \$250,001 to \$500,000				21.3%	
	From \$500,001 to \$1,000,000				13.4%	
	From \$1,000,001 to \$2,000,000				15.1%	
	From \$2,000,001 to \$4,000,000				5.6%	
	From \$4,000,001 to \$8,000,000				4.2%	
	Greater than \$8,000,000				6.2%	