

## *Sparking Action*

Marketing community involvement  
to medium-sized businesses

**A REPORT BY THE  
BUSINESS IN THE COMMUNITY  
MARKETING TARGET TEAM**

## ACKNOWLEDGEMENTS

In 1988 I was asked to chair a Business in the Community Target Team to develop a marketing campaign which would engage medium-sized businesses in community initiatives. That campaign is virtually complete and the results have been gratifying and positive.

Over 900 companies, many with no previous community involvement, will be active in a wide variety of areas ranging from skills training to environmental improvements to advice for start-up ventures. Many of these companies have undergone a 'conversion' and are active in more than one initiative, working to develop a longer term relationship with their local community. The results of the campaign will be of considerable interest to all organisations interested in securing business involvement, and particularly to Business in the Community.

The methodology described in this report is well developed and has been used to roll the campaign forward into new regions within the UK. More importantly, the skills developed in each regional office of Business in the Community as a result of the campaign are retained there and can be put to further use.

This campaign has only been possible because of the generosity of the following organisations who have supported the campaign.

Barclays Bank PLC\*  
BT PLC  
Central Independent TV PLC\*  
Dragon International\*  
Grand Metropolitan PLC  
Department of Trade and industry  
Reed International PLC  
Rowntree PLC\*  
Unilever PLC\*  
Yorkshire Bank PLC  
Young & Rubicam Ltd\*

*Pilot Test Stage*

Ogilvy & Mather Direct Ltd  
Yorkshire Television Ltd  
Young & Rubicam Ltd  
Unilever PLC  
Barclays Bank PLC  
Brand New Product  
Development  
Central Independent TV  
PLC

\* Target Team Members

The results are also a tribute to John Banks, Simon Fortescue, Michael Green, Bill Hay, Dorothy Mackenzie and Trevor Thomas, who all gave generously of their time and experience, as well as Ros Merfield and Sibylla Tindale, who in turn led the project with the enthusiastic support of the BITC team and the professional assistance of many others, particularly Jonathan Wilson and Helen Hemingway.

**Mike Heron**  
**Chairman, Marketing Target Team and Chairman, The Post Office**

**CONTENTS**

<b>FOREWORD</b>	<b>4</b>
<b>EXECUTIVE SUMMARY</b>	<b>5</b>
<b>THE CHALLENGE</b>	<b>13</b>
Background	
The Brief	
Objectives	
<b>DEVELOPING THE CAMPAIGN</b>	<b>15</b>
Target Audience Research	
The Creative Concept	
Achieving Cost-Effectiveness	
Selection of Marketing Media	
<b>THE PILOT TEST</b>	<b>19</b>
Results	
<b>REFINING THE MARKETING TECHNIQUE</b>	<b>21</b>
Enhancing the business response	
Securing commitment	
<b>NATIONAL CAMPAIGN</b>	<b>24</b>
Strategy	
Roll-out	
<b>RESULTS</b>	<b>26</b>
<b>APPENDICES</b>	<b>39</b>
1 Direct Response Press Advertisement (Pilot Test)	
2 Direct Mail Pack Materials (Pilot Test)	
3 Revised Direct Mail Pack Materials (Main Campaign)	
4 Results by Region	
5 Summary of Results	

## **FOREWORD**

Business in the Community is committed to involving employees from all types of businesses with their local communities. In 1988 we set up a Marketing Target Team, chaired by Mike Heron, to develop cost-effective marketing techniques for spreading the community involvement message to a significantly wider audience of medium and small-sized businesses.

The resulting in-depth research and development work has enabled us to involve nearly 1,000 medium-sized businesses with their communities. This is a tremendous achievement and we are indebted to the Target Team members, as well as their companies, for helping us broaden the scope of corporate community involvement.

Business in the Community is also committed to sharing its knowledge with its partners in the community and we have learned an enormous amount throughout the unfolding of the campaign. We hope the experience will be helpful to those wishing to engage the private sector, including Training and Enterprise Councils, Education Business Partnerships, Local Enterprise Agencies and the voluntary sector. Our hope is that *Sparking Action* will help both to enrich the quality of all partnerships between communities and their local businesses and achieve greater results.

**Julia Cleverdon**  
**Chief Executive, Business in the Community**

## EXECUTIVE SUMMARY

As part of its mission to promote the quality and extent of corporate community involvement, Business in the Community (BITC) invests considerable effort in attracting new businesses to the community involvement movement. Although BITC members are traditionally drawn from larger companies in the *Times Top 1000*, it is clear that firms of all sizes have a role to play in their local communities.

Historically BITC has sought to influence major companies through one-to-one contacts. However, marketing community involvement to a large target audience of medium-sized businesses would necessarily require the development of alternative, less resource-intensive, communication techniques.

### DEVELOPING THE COMMUNITY INVOLVEMENT CAMPAIGN

In 1988, Business in the Community (BITC) asked Michael Heron, then of Unilever, to form and chair a Marketing Target Team whose goal was to involve medium-sized companies in locally-based economic and social activities in their local communities.

The key question was whether conventional marketing techniques, supplemented by BITC staff providing links to local voluntary organisations, could persuade a large number of businesses to become involved with their communities without requiring a significant increase in staffing levels.

The national objectives were:

- to reach and persuade 1,000 medium-sized companies to become actively involved with their communities within two to three years;
- to involve those companies in economic and social regeneration activities in their local communities;
- to ensure the developed methodology could be passed on and used by BITC staff in each of its regions.

A pilot test conducted in Yorkshire indicated that direct mail to businesses in a small geographical area, with BITC staff responding rapidly to link up respondees with local voluntary organisations, would be the most effective technique to get companies 'plugged in' to community activities.

## WHAT WAS ACHIEVED

The resulting Community Involvement Campaign rolled out in nine BITC regions covering approximately 60 per cent of the UK, activating some 920 companies out of an initial mailing to some 45,000 businesses. The overall quality of business involvement was rated as 'medium' to 'high' in terms of its value to the final beneficiary.

Response rates were better than those of other direct mail operations, with approximately 3 per cent of the total number mailed replying through either a response card or by telephone. The proportion of businesses which became active in the community after follow-up contact with BITC and voluntary organisation partners was approximately 2 per cent of the original number mailed.

Businesses became involved with a wide range of initiatives, particularly those involving support for education and small business development.



*Business donations of vital equipment and support for curriculum development help pupils achieve more at school.*

In Northern Ireland, for example, the campaign resulted in the establishment of a **Newry Education Team**, linking five companies (Felix O'Hare & Co, Nicholas O'Dwyer & Partners, Shriver & Co, Haldane Fisher Ltd and SCA Packaging) with five secondary schools in the Newry and Mourne area. Initial meetings between schools and business representatives led to development of a career skills training package, managed by a Marks & Spencer secondee; organisations of an art competition to produce the Education Team's Mission Statement in an attractive background; and agreement of guidelines to help companies and schools deliver effective work experience placements for pupils.

Following a BITC West Midlands meeting with the chairman of GKN Axles, the **Witton Business Group**, representing 260 local companies, was launched to take action on local environmental concerns, economic regeneration and school links. The group attracted support from Birmingham Training and Enterprise Council and the City Council and a project worker was employed to support the initial phase of development. A formal committee was elected and a newsletter has also been published to help the Group develop a clear identity.

#### **WHY THE COMMUNITY INVOLVEMENT CAMPAIGN IS IMPORTANT**

Beyond building links between nearly a thousand companies and their local communities, the Community Involvement Campaign broke new ground for BITC in a number of important ways:

- It was the **first campaign aimed to extend the involvement of medium-sized businesses** with their communities.
- It was the **first community involvement campaign to apply mass marketing techniques**.
- It was the **first attempt to quantify the cost of securing active business involvement** with the community.
- It was the **first attempt to correlate the level of campaign investment with the resulting quality** of business involvement.
- It was the **first systematic investigation of the motives underlying business involvement in the community**, focusing on both those who become active as well as those who do not.

## WHAT WAS LEARNED

During the course of the campaign, much was learned about connecting with businesses, securing their commitment and producing effective action in the community. Critical success factors were identified, encapsulated in the acronym **SPARK**:

## **SELECT** audiences and techniques carefully.

### REACHING THE TARGET AUDIENCE

To achieve the best possible response from the business community, the target audience needed to be precisely defined. While a variety of mailing lists were available, these had to be assessed carefully to ensure the mail-out reached a maximum number of individually named chief executives of medium-sized businesses (those employing 20 to 1000 staff). These decision-makers would determine whether the company would be involved with the community.

Larger and "newer" non-manufacturing companies were more likely to respond, suggesting that larger companies might have more resources or that newer companies are more innovative in developing community relationships.

### DEVELOPING A COST-EFFECTIVE TECHNIQUE

Considerable effort was spent in determining the most cost-effective method for securing active business involvement in the community, given a large target audience.

The campaign demonstrated that direct mail can be a powerful, cost-effective method for engaging smaller companies through their chief executives. Compared with press advertising and television, direct mail was most effective in reaching the target and communicating a complex message. It also enabled respondents to obtain more information without creating pressure for further action.

The mail pack was specially developed to appeal to the target business audience. It needed to appeal to them personally, persuade them *why* business should be involved in the community and provide examples of *how* to become involved with community initiatives.

Direct mail also proved effective in raising BITC's profile and proved a strong vehicle for promoting key BITC initiatives, such as Employees in the Community and Business in the Environment.

The cost of achieving active community involvement was, on average, £500 per business. At one end of the scale, a direct mail campaign with telephone follow-up and limited action targets cost approximately £300 per business. At the other end, a full-scale effort involving resource-intensive BITC follow-up with "Seeing is Believing" project visits and formation of Business Leadership Teams cost approximately £700 per business but generated a significantly higher quality and level of response.

To increase the response level further, follow-up mailings to non-responders were conducted in several regions. While they doubled the response rate, such mailings were more likely to produce offers of one-off assistance, rather than longer-term involvement.

### **PERSONALIZE approaches to business.**

Although direct mail is a mass market medium, the process of making a commitment to the community is highly personal. Preparing appropriate promotional materials therefore required in-depth local knowledge of the target audience. Qualitative research indicated that to secure commitment from the chief executives of medium-sized businesses, it was essential to:

**Appeal simultaneously to the heart and the head.** While it was important to highlight business benefits of community involvement, it was equally important to "tug at the heartstrings" of chief executives to tap their natural desire to play a positive role in their local communities.

**Demonstrate how to get involved.** The brochure was seen by recipients as particularly helpful in outlining the range of activities in which business could become involved. BITC staff played a critical role in matching businesses with specific community initiatives.

**Prove businesses can make a difference locally.** Chief executives of medium-sized businesses needed to be persuaded that they could make a real difference to their local communities by working in partnership with public and voluntary sector organisations. Community involvement was often perceived as the province of big companies, voluntary organisations or charities. Telephone interviews with individuals who did not respond to the first mailing revealed that they believed the content was not relevant to their business, their company was too small or they had too little time to get involved.

**Make personal contact.** The mail pack was personalized by including an individually addressed letter, signed by a recognised local business person, accompanied by a response card bearing photographs of other local business personalities who were already involved.

### **AIM** for precise geographical areas and time periods.

The quality of BITC follow-up and the ensuing links between business and voluntary organisations were better in small areas which could be covered quickly and where BITC managers' knowledge of local initiatives was most accurate.

To ensure that the response could be managed effectively, the national campaign was rolled out region by region. Each region was further divided into three or four areas which were mailed consecutively, allowing the respondents in each area to be linked up with the local voluntary network before the next area was mailed.

Businesses located in smaller, more discrete communities were more responsive than those in and around major cities. These businesses may have shared a stronger sense of community responsibility and perceived better opportunities to achieve greater local profile with customers, suppliers and recruits in a smaller, closer-knit community.

Timing of mailings was also important in securing maximum attention from business people. Three key periods to be avoided were Christmas (from end-November until after New Year), summer school holidays (mid-July to end-August) and the Easter period.

### **RESPOND** quickly and appropriately to those who show interest.

Rapid, in-depth follow-up after the direct mail shot proved to be a critical variable, with the level of investment in the follow-up procedure correlating with the quality of resulting business action. Face-to-face contact and the presentation of tangible options for action were crucial in persuading businesses to get involved. The follow-up procedures included:

- inviting a business to a talk or dinner, followed by "Seeing is Believing" visits to community projects, signing of a community involvement charter and establishment of local Business Leadership Teams (e.g. Northern Ireland); and
- targeting a small number of business around a small, well-defined community, followed by a telephone call to arrange a meeting and an invitation to get involved with a local Training and Enterprise Council, Development Agency initiative or set up a local Business Leadership Team (e.g. West Midlands) or Business Action Group (e.g. Wales).

BITC managers played a critical role in maintaining the respondent's interest, providing information and advice on local initiatives and introducing the business person to potential partner organisations in the community. In regions where the BITC team worked to sustain relationships with local business and voluntary sector partners, higher-quality initiatives resulted (including Business Leadership Teams, Business Action Groups and Task Forces).



*Education Business Partnerships enable busy executives and pupils to learn more about the worlds of education and work.*

BITC was most effective playing a supportive, rather than a directive, role. Evidence indicated that groups of willing companies could make an effective team on their own, given a certain amount of guidance from BITC.

Education and training, particularly work experience were of greatest interest for companies wishing to get involved with the community, followed by support for small businesses and the environment.

**KNOW** your local partners and their abilities.

Businesses needed guidance in choosing among the many initiatives and organisations with which they could become involved. Focusing business involvement on a few key areas enabled BITC to develop quality relationships with both businesses and voluntary organisations and add value to existing local activities.

Rapid follow-up by voluntary sector organisations was a critical success factor in securing active business involvement with a community initiative. BITC staff needed to ascertain in advance that partner organisations would be capable of responding quickly and comprehensively to business people wishing to become active with their local communities.

**HOW TO 'SPARK' COMMUNITY INVOLVEMENT**

**S**SELECT AUDIENCES AND TECHNIQUES CAREFULLY.

**P**PERSONALIZE APPROACHES TO BUSINESS.

**A**AIM FOR PRECISE GEOGRAPHICAL AREAS AND TIME PERIODS.

**R**RESPOND QUICKLY AND APPROPRIATELY TO THOSE WHO  
SHOW INTEREST.

**K**NOW YOUR LOCAL PARTNERS AND THEIR ABILITIES.

## THE CHALLENGE

### BACKGROUND

As part of its mission to promote the quality and extent of corporate community involvement, Business in the Community (BITC) invests considerable effort in attracting new businesses to the community involvement movement. Although BITC members are traditionally drawn from larger companies in the *Times Top 1000*, it is clear that firms of all sizes have a role to play in their local communities.

Historically BITC has sought to influence major companies through one-to-one contacts. However, mobilising a large number of smaller businesses would necessarily require the development of alternative, less resource-intensive, communication techniques.

### THE BRIEF

In 1988, Business in the Community (BITC) asked Michael Heron, then of Unilever, to form and chair a Marketing Target Team. The challenge was to involve medium-sized companies (subsequently defined as those employing between 20 and 1000 staff) in community-based activities.

The primary aim was to determine whether conventional marketing techniques, supplemented by BITC staff providing links to local voluntary organisations, could engage a large number of businesses with their communities without requiring a significant increase in staffing levels.

### OBJECTIVES

The national campaign objectives were:

- to reach and persuade 1000 medium-sized companies to become actively involved with their communities within two to three years;
- to involve those companies in economic and social regeneration activities in their local communities;
- to ensure the developed methodology could be passed on and used by BITC staff in each of its regions.

Conventional marketing techniques would be used to reach a wide, but selected, target audience. The objectives were:

- 1) to interest business people in learning more about community involvement through a one-to-one meeting with a Business in the Community representative and subsequently,
- 2) to persuade the respondees to become actively involved with a local community initiative.

## DEVELOPING THE CAMPAIGN

In developing the campaign, market research was necessary to understand how best to reach and persuade busy business people to become involved with their communities.

### TARGET AUDIENCE RESEARCH

Qualitative market research was conducted by Young & Rubicam with chairmen, managing directors and chief executives of medium sized companies (50 to 1000 employees) in Chester, Norwich and Carlisle. The research objectives were to:

- determine awareness of the 'corporate social responsibility' concept as a means of revitalising economic life in local communities;
- evaluate subjects' attitudes to corporate social responsibility at a personal, as well as professional, level;
- determine why subjects have/have not responded previously to pressure in this area; and, most importantly,
- explore which lines of argument might persuade the subject to become involved, particularly comparing the effectiveness of 'emotional' versus 'rational' appeals.

The research revealed a number of important points.

- While all the subjects interviewed were to some degree sympathetic to the concept of 'corporate social responsibility', **perceptions varied as to how corporate responsibility should translate into specific business activities.** This variance appeared to depend on the company's nature (e.g. privately-owned or satellite of national company), prominence within the community, attitudes of the prime decision maker and company's sense of confidence.
- Those respondents already involved in community activities said **these activities were initiated to meet staff development needs**, such as building motivation or providing training for potential employees. Examples included staff-led initiatives (fund-raising, charitable events, sports and social events), education-business links, collaboration with Government Bodies and Charitable Trusts and ad hoc projects resulting from community requests.
- **Current community involvement was motivated primarily by 'enlightened self-interest'.** While business leaders were responsive

to community requests for help, they were proactive largely on issues which were seen to impact directly on the business and its staff morale. As with any business activity, the investment of key resources such as executive time needed to be controllable.

- These **chief executives defined "social responsibility" in narrow terms** - e.g. supporting charities, hospitals and people with disabilities - and not the more "macro" activities such as urban renewal, helping the unemployed, business start-ups, which were seen to be the province of experts in local and central government.

Companies offered a number of reasons for not having previously been involved with the community:

- They were **too busy or short of time** to be of use to charities;
- They **did not have the specialist skills** needed to help charities or the community;
- **Only big business had the resources and expertise** required to help the community.

As a result of the research, it was decided that the best way to persuade business people to respond to the appeal from BITC was to recognise

- that they were very busy people, short of time;
- that their business skills were valuable to community organisations and initiatives;
- people needed to know how to become involved, once they had responded.

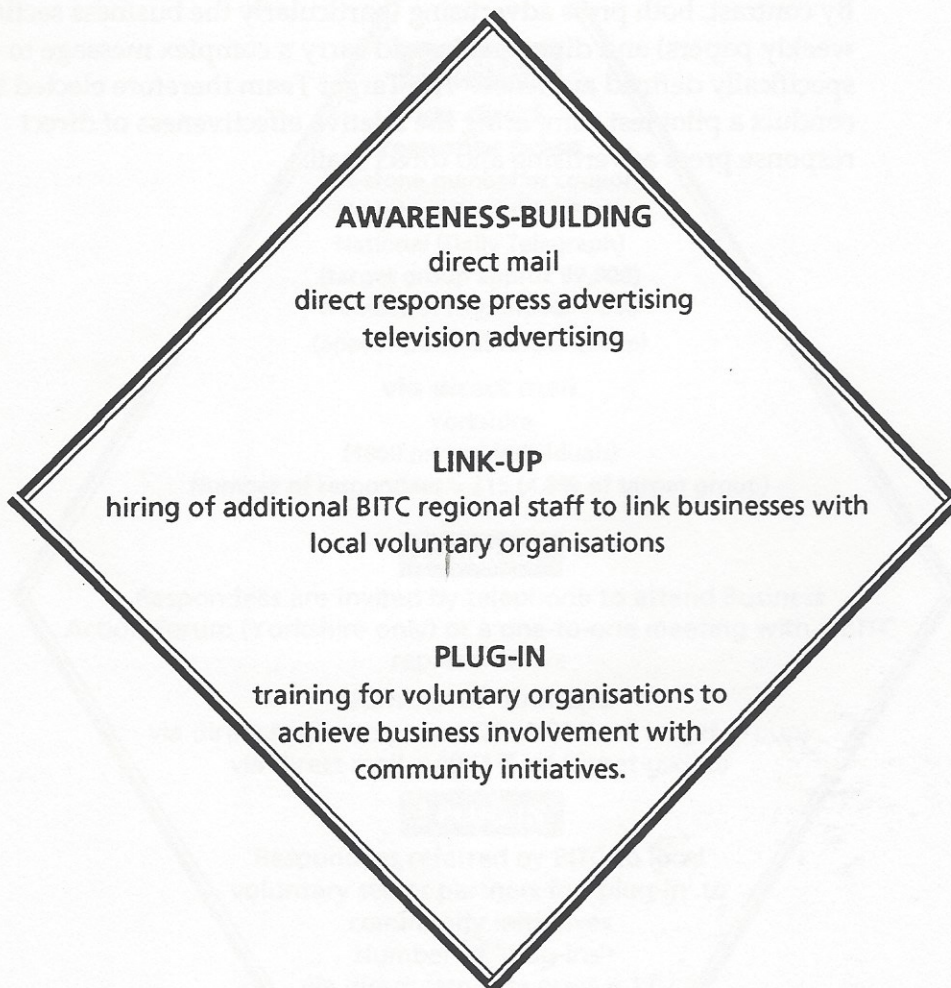
### **THE CREATIVE CONCEPT**

The creative concept developed addressed these concerns by:

- challenging chief executives to stop to read the ad/ mailing even though it was recognised that they might be too pressed for time to do so; and
- challenging them to respond because the community needed the very skills which had made their businesses successful.

## ACHIEVING COST-EFFECTIVENESS

Considerable effort was spent in determining how best to invest campaign resources most cost-effectively to secure active business involvement in the community, given a large target audience. The areas considered for investment included:



The Target Team decided to focus its resources initially on building awareness through use of appropriate marketing media.

## SELECTION OF MARKETING MEDIA

Unlike the marketing of tangible products and services, the "selling" of community involvement to medium-sized businesses requires transmission of a highly complex message. Television advertising was seen as an unsuitable medium as it was expensive, transmission time (up to 60 seconds) was too short to carry a complex message, and targeting a narrowly-defined audience would be virtually impossible.

By contrast, both press advertising (particularly the business sections of weekly papers) and direct mail could carry a complex message to a specifically defined audience. The Target Team therefore elected to conduct a pilot test comparing the relative effectiveness of direct response press advertising and direct mail.

## THE PILOT TEST

In spring 1989, a pilot test was conducted in the Yorkshire region, which was seen as having a strong business base with a clearly defined advertising catchment area. The process was divided into three stages:

### 1 CONTACT

#### via direct response press

(freephone number or coupon)  
Yorkshire (Yorkshire Post)  
National (Daily Telegraph)  
(target group approx 89,000)  
Number of respondees = 210  
(approx 0.2% of target group)

#### via direct mail

Yorkshire  
(4800 named individuals)  
Number of respondees = 215 (4.8% of target group)

### 2 LINK-UP

Respondees are invited by telephone to attend Business Action Forum (Yorkshire only) or a one-to-one meeting with a BITC representative

#### Number of 'link-ups'

via direct response press = 29 (0.03% of target group)  
via direct mail = 49 (1% of target group)

### 3 PLUG-IN

Respondees referred by BITC to local voluntary sector partners for 'plug-in' to community initiatives

#### Number of 'plug-ins'

via direct response press = 17  
(0.02% of target group)  
via direct mail = 44  
(0.9% of target group)

## RESULTS

A press advertisement and a mail pack were specially developed to assess the efficiency of both methods in reaching the target business audience (see Appendix 1).

Analysis of the pilot test results indicated that direct mail was more effective than direct response press advertising in mobilizing business support, producing more than 20 times the proportion of respondents elicited through press advertising. The direct mail material offered two distinct advantages over press advertising: it communicated a complex message more efficiently and it enabled the recipients to retain the information, mull over the offer and respond in their own time.

Several additional points emerged:

- **Respondees tended to offer short-term support** - usually gifts or other 'one-off' offers of time or expertise - rather than the longer-term commitment to community work sought by the team and BITC. This was not surprising inasmuch as neither the direct mail material nor the press ad overtly solicited long-term support from the reader.
- **A quicker response was needed from BITC** to persuade businesses to become involved on a longer-term basis. Because the response process was spread across two stages, a BITC representative needed to achieve rapid one-to-one contact with respondents following their telephone/coupon reply to maintain their enthusiasm.
- **BITC needed to improve its knowledge of community initiatives** active in the respondent's region if it was to match offers of support with community need effectively.
- **Smaller geographical areas needed to be targeted** to ensure that BITC staff could respond swiftly and provide accurate knowledge of local initiatives.

## REFINING THE MARKETING TECHNIQUE

In light of the pilot test results, it was agreed in September 1989 to roll-out the campaign nationally using direct mail as the medium, adjusting the methodology used in the pilot test to enhance the business response, ensure a rapid and appropriate link-up with BITC and secure active business involvement with local community initiatives.

## ENHANCING THE BUSINESS RESPONSE

The direct mail pack was substantially revised. A copy of the revised direct mail pack appears in Appendix 2.

- To capture the attention of chief executives more effectively, **approaches to business people were personalised**. Each individual in the target group was addressed by name on the envelope. The quality of database names and addresses was critical and the marketing team had to choose from several databases targeting chief executives of medium-sized businesses.
- The **quality of information was improved**. A brochure was designed to cover three key areas: 1) business benefits of community involvement; 2) examples of how businesses could become involved; and 3) examples of how other companies had already contributed to their communities.
- **The recruitment process was streamlined** by including a response device in the mail pack to ensure more rapid one-to-one link-ups with BITC staff.
- **The regional flavour of the mailing was enhanced** to reassure small and medium-sized businesses that the campaign was locally based and not produced by 'big brother' (London-based multi-national corporations), sometimes perceived as talking down to them.
  - A personally addressed letter was signed by a local business personality on behalf of BITC.
  - The response device featured photographs of three business people who were already active in the recipient's community.
  - The brochure was customised even further for audiences in Wales and Northern Ireland.

- **Peer group pressure was increased** in the brochure and letter by featuring examples of how local business leaders in the respondents' region were already involved and contributing to the community.
- **The personal involvement of the BITC President (HRH The Prince of Wales) was emphasised** to encourage more businesses to respond.

As an experiment to increase the response rate even further, a follow-up letter was sent to non-responders shortly after the initial mail-out in the West Midlands, North East, Wales and Yorkshire & Humberside regions. The letter reminded the recipients that they had recently received a mail pack with a brochure and enclosing a further response device. This technique was designed, not only as a reminder to those who had intended to respond to the initial mailing, but also to place subtle pressure on those who were interested but not planning to become active in the community.

While such mailings increased the response rate markedly (from 3 per cent to 5-6 per cent), the quality of offers of support was much lower.

### **SECURING COMMITMENT**

**BITC Regional Directors became more actively involved** to ensure that they 'owned' the campaign in their regions and that there would be rapid and knowledgeable contact with responding companies. Additional personnel were also provided to support the campaign, namely:

a **Regional Co-ordinator**, supporting the Regional Director and working with a personal assistant/secretary, who would be responsible for:

- understanding the local region's community and business needs;
- evaluating potential partner organisations in the voluntary sector;
- establishing a menu of areas/regional initiatives;
- providing a rapid, sustained link between business and the voluntary sector;
- auditing the quality of 'link-ups' and 'plug-ins' achieved;

and a roving **Campaign Co-ordinator** to ensure the transfer of learning from one BITC roll-out region to the next.

The **quantity of businesses targeted in a single mailing was reduced** to ensure that the volume of respondees could be properly managed. This meant the campaign was rolled out one region at a time and each region was further subdivided into three to four areas which were mailed in sequence. This enabled the respondents in each area to be linked up with the local voluntary network before the next area was mailed.

To create strong links between business and local initiatives, BITC needed to ascertain in advance the range of programmes on offer. In addition, BITC had to determine the partner organisation would be capable of responding quickly and comprehensively to business people wishing to become active with their local communities.

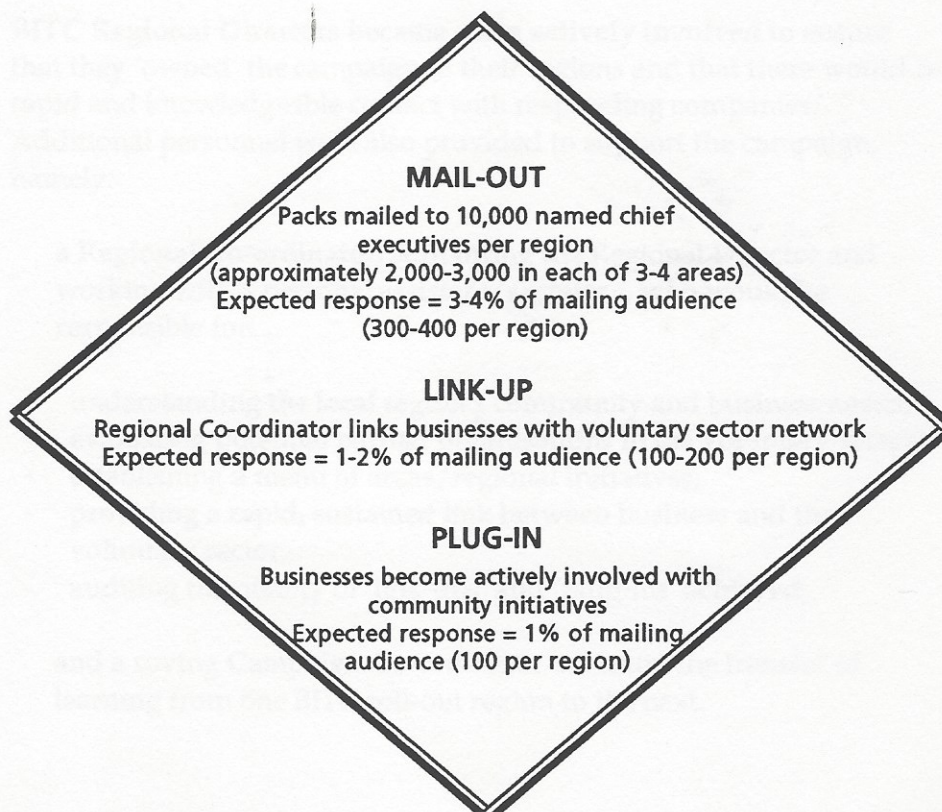
## NATIONAL CAMPAIGN

### STRATEGY

The national campaign had planned to target approximately 100,000 chief executives of medium-sized businesses (employing 20 - 1000 staff) with a goal of securing the active involvement of approximately 1000 companies (1% of the mail-out) in their local communities.

With estimated overall campaign costs of £460,000 across ten regions (including personnel, mailing, printing, market research, purchase of database of business names and the names of their chief executives and direct mail agency management fees), the projected cost of securing the active involvement was approximately £500 per business.

To ensure that the response could be managed effectively, the campaign was rolled out one region at a time and each region was further subdivided into three to four areas which were mailed in sequence. This enabled the respondents in each area to be linked up with the local voluntary network before the next area was mailed.



**ROLL-OUT**

The campaign stages and response rates were expected to be as follows:

REGION	CAMPAIGN PERIOD
North West	March 1990 - February 1991
West Midlands	November 1990 - March 1992
North East	April 1991 - March 1992
Wales (Phase 1)	September 1991 - December 1992
Northern Ireland	January 1992 - December 1992
Yorkshire and Humberside	January 1992 - May 1993
Sandwell	September 1992 - June 1993
East Midlands/Leicestershire	June 1993 - November 1993
Wales (Phase II)	January 1993 - June 1993

The campaign was to roll-out according to the following timetable: At the time of publication, data were available for all roll-outs up to and including Yorkshire and Humberside (see Appendices 4(a-f) and 5 for results). As the response rate averaged 2 per cent across all regions (approximately double the expected level) the target of 1000 actively involved businesses was virtually achieved following mail-outs to some 45,000 businesses, less than half the number originally anticipated.

In some regions, modification of the recruitment strategy secured more and better business commitment. In the link-up and plug-in stages following the mail-out, increased BITC staff involvement produced significantly greater 'plug-in' rates in Northern Ireland (17%), Sandwell (8%) and in the second Wales roll-out (50%). BITC staff encouraged businesses to form local Business Action Groups or regional Business Leadership Teams to address specific problems of common interest.



*Secondees can enhance the work of community organisations by providing specialist expertise as well as broadening their own skills and experience.*

## RESULTS

### NORTH WEST

The mailing in the three North West areas yielded excellent results, suggesting that the revision of the brochure and the rapid response from the Regional Co-ordinator encouraged businesses to look to longer-term involvement and to consider more imaginative schemes than those which emerged in the pilot test.

- The 'plug-in' rate was over 2 per cent, twice the rate expected following the pilot test.
- Follow-up mailing increased the response rate by a further 1%.
- The length of time which businesses were prepared to commit was, on average, well above one year.
- Nearly three-quarters of the companies which linked up with a BITC representative (110 of 150 respondees) became actively involved with a community initiative.

### EVALUATION

To investigate the initial impact, effectiveness of the pack in communicating key messages and its ability to elicit a response, further market research was conducted via 100 telephone interviews six weeks after the Bolton/Oldham area mailing in July 1990. Subjects included both those who had responded (28) and those who had not responded (72) to the initial mailing.

The results indicated that the mail pack created impact, was well-liked and perceived as informative and motivating - so much so, in fact, that nearly 50% of respondents had retained the brochure for future reference. What needed to be emphasized more was BITC's understanding of local community conditions and needs and the business benefits of community involvement.

The quality of business involvement which resulted from the campaign was evaluated according to its **value to the final beneficiary** and the **longevity of the offer**. Below are examples from the various categories.

The time commitment on offer was also evaluated as short-term (immediate to six-months), medium-term (six months to one year) or long-term (more than one year).

Scale	Low (1-3)	Med (4-7)	High (8-10)
Education	One-off business advice	School links	Curriculum involvement or equipment
Skills training		Bus start-up advice	Skills program
Environment	Litter bins	Plant trees	Site enhancement
Secondment			Second to voluntary organisation
Equal opportunities			Creche set-up or job share
Partnership sourcing		Buy locally	
Workspace/equipment		Small office or workspace	Large office or industrial unit

The quality of support offered by business was judged to be in the high-to-medium range (average 6.2 on 10-point scale), a significant improvement over the pilot test results.

	Numerical (actual no companies involved)	Weighted (taking multiple initiatives into account)	Pilot test audit
High (8-10)	40%	56%	40%
Medium (4-7)	40%	39%	32%
Low (1-3)	20%	5%	28%

Types of involvement offered were distributed as follows:

	Number of initiatives	%
Work experience or training	52	33
Education links	28	18
Supply of equipment, expertise or space	14	9
Environmental measures	18	12
Community care/CVS/elderly/creche	26	17
Start-up enterprise support	18	11
<b>Total</b>	<b>156</b>	<b>100</b>

**SNAPSHOT: DAWN PROCESSING**

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Dawn Processing operates two sites in Shaw and Bradford. Working with the Bradford City Challenge Hope Centre, Rathbone Training and Rochdale Training and Enterprise Council, the company developed a customised training programme to create employment opportunities for the Asian community, who were more inclined to seek jobs through word-of-mouth contacts than to visit job centres or read classified ads in newspapers.

A number of local people completed the company's MAPS (Machine and Processing Skills) scheme leading to a City and Guilds Certificate. In addition, an administrative assistant and an office assistant were employed through Rochdale TEC.

**SNAPSHOT: WARRINGTON BUSINESS VENTURE**

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In 1990 the community of Warrington (Cheshire) was bracing for the impending redundancy of 250 civilians employed by the U.S. Army base at Burtonwood. Through the campaign, BITC introduced U.S. Army personnel to **Warrington Business Venture**, who provided their employees with advice in the following areas:

- Starting up new businesses
- Applying for enterprise support
- Marketing
- Finance, accounts and cash flow
- Business plan preparation (e.g. for presentation to banks)

Peter Robinson of Warrington Business Venture praised the way in which the U.S. Army, particularly Tom Stevens, John Collins and Roy Weston, were handling the closure, noting that "if every employer set about an outplacement programme as the U.S. Army have done, there would be a lot less to worry about".

Tom Stevens, in turn, commented that "Peter Robinson and Warrington Business Venture have helped to restore people's confidence in themselves, boosted their egos and made them realise that life goes on and there are still opportunities out there".

## WEST MIDLANDS

The West Midlands roll-out targeted three principal areas: Coventry/ Hereford/Worcester; South Birmingham and North Birmingham. Response rates averaged 2.5 per cent and plug-ins at 1.3 per cent. The campaign opened a number of doors, providing useful insights into the vision and ambitions of local business people.

While the campaign was aimed primarily at smaller businesses, the responses of larger companies also proved interesting.

### **SNAPSHOT: WITTON BUSINESS GROUP**

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One follow-up link which led in a totally unexpected direction was a meeting with Keith Burke, Managing Director of the Salisbury division of GKN Axles.

Keith shared with BITC staff his vision of a business group, representing the commercial community centred on Witton (Birmingham), to take action on local environmental concerns, economic regeneration and school links. Following a further meeting with BITC Regional Director Vince Brennan, GKN Axles hosted a meeting at which Witton's 260 local businesses were invited to form a working group.

The group attracted support from Birmingham Training and Enterprise Council and the City Council and a project worker was employed to support the initial phase of development. A formal committee was elected and the **Witton Business Group** was officially launched in late 1992. A newsletter has also been published to help the group develop a clear identity.

### **SNAPSHOT: BIRMINGHAM ONE STOP SHOP**

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The local businesses recruited for Witton were subsequently able to make significant contributions to the **Birmingham One Stop Shop**. This was established as part of a national programme launched by the Department of Trade and Industry. One Stop Shops have been designed to consolidate a range of local business support services to promote long-term industrial and economic growth.

Birmingham One Stop Shop is working with employer groups (such as the Witton Business Group and Aston Science Park group) as well as Birmingham Training and Enterprise Council, the City Council and the City Action Team to reach target customers for its services.

#### **NORTH EAST**

The North East roll-out covered Newcastle/North Tyneside/Northumberland as well as South Tyneside and County Durham. The response rate was high (2.5 per cent) and link-ups averaged 3.5 per cent.

A key outcome of the campaign was the establishment of a Community Involvement Award category as part of the **Northern Business Awards**. The award, which developed from discussions involving the BITC North East Team, Tyne Tees Television and Barclays Bank, has helped raise the profile, and therefore the level, of business involvement with local communities. The winner, **Sunderland AFC**, and **Sotherans Printers**, one of the runners-up, had both responded to the Community Involvement Campaign.

#### **SNAPSHOT: SOTHERANS PRINTERS**

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**Sotherans Printers**, based in Langbaugh-on-Tees, is a small family firm specialising in products such as commercial stationery and private publications. Despite employing fewer than 20 people, the firm has played a large role in improving the quality of life of their local community.

Established in the early 1930s, Sotherans has been active through fund-raising, work experience and special project links with local schools and a town twinning scheme with Troisdorf, Germany. Sotherans note that although business benefits are difficult to quantify, their community activities have enhanced their reputation and broadened the skills of their employees. The costs of such involvement have been relatively small (about £3,500 out of a gross turnover of £450,000 in 1991-92).

**SNAPSHOT: SUNDERLAND AFC**

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Sunderland AFC had already been voted Community Club of the Year in the Football League for their involvement with schools, youth clubs, senior citizens groups, hospitals and social centres. The club managed a wide range of youth development programmes, including a Soccer Safety Scheme in conjunction with Northumbria Police and Barclays Bank, a Soccer Classroom Scheme in which pupils were invited to Roker Park for a full day of instruction, and Roker Rookies, a junior supporters club.

As the club was anxious to extend its range of youth activities even further, BITC helped create a link with Meadowell Housing Estate in North Shields.

Meadowell Estate is a centre of extreme deprivation situated approximately eight miles east of Newcastle. Unemployment has doubled since 1980 to 85% as local shipbuilding, fishing and coal mining industries have declined. Training schemes are not always available and 16-to-17-year-olds without jobs or places in schemes receive no income.

After the Estate's social disturbances were highlighted on national television, Sunderland AFC invited 500 youth residents to attend a home game free of charge. Spectators were collected by coach and enjoyed a tour of Roker Park and a complimentary lunch before the game.



*Businesses strengthen links with the local community through senior citizens groups as well as youth clubs, hospitals and social centres.*

## **WALES**

The initial phase of the campaign roll-out in Wales focused on three areas: Cardiff/Newport/South Powys; North Wales (Gwynedd/Clwyd) and Dyfed/Powys/Glamorgan. Responses averaged 3.5 per cent and plug-ins 2.4 per cent. Most of the businesses which became active through the campaign supported Education Business Partnerships and small business development through Local Enterprise Agencies.

### **SNAPSHOT: REDILEADS ANGLESEY**

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Prior to being contacted by BITC, Redileads Anglesey was already involved with local schools and colleges, frequently through work experience links, and intended to maintain their existing level of support.

However, the follow-up meeting revealed that Redileads' resistance to further involvement stemmed from their concern regarding compulsory use of the Welsh language by education authorities and Targed (the local Training and Enterprise Council). In response, BITC helped establish communication links for Redileads with the Education Business Partnership Manager, Director of Education and Targed's Business Development Mmanager.

As a result of these contacts, Redileads joined the EBP Action Group for Anglesey and Targed added Redileads to their Contract Shop operation, a computer database of local goods and services. The Director of Education added the Redileads Managing Director to a list circulated among schools of persons willing to act as school governors.

### **SNAPSHOT: PORTON SPEYWOOD**

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Porton Speywood, when contacted by BITC, indicated an interest in environmental projects. The company is involved in the manufacture of biological products and wishes to be seen as behaving responsibly in the environmental arena.

BITC helped create a link with the Groundwork Trust, enabling Porton Speywood to make a contribution to the local environment. Through the company's Sports and Social Club, employees would be encouraged to participate in a specific activity which the company would support by purchasing required materials, plants, equipment on behalf of the

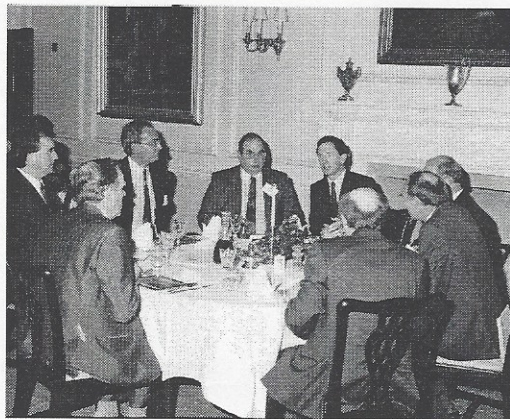
Groundwork Trust. The clean-up of a pond on an adjacent site recently purchased by Porton Speywood was deemed a likely project. The Trust, which would be commissioned to manage the work, would publicise the project's achievements with local media upon its completion.

## NORTHERN IRELAND

In Northern Ireland, the strategy for involving businesses was altered dramatically. While the number of companies was dramatically reduced (565 versus 5118 for the previous roll-out in Wales), more resources were invested in the follow-up 'link-up' and 'plug-in' stages of the campaign.

Business people were invited to:

- attend a talk or dinner at which opportunities for community involvement would be promoted;
- visit local community projects to better understand key social issues as part of BITC's "Seeing is Believing" programme;
- sign a BITC Community Involvement Charter; and
- join a local Business Leadership Team taking direct action in the community.



*Business leadership teams, such as this one in Northern Ireland, bring local leaders together to take direct action on important community issues.*

The increased emphasis on achieving face-to-face contact and networking yielded dramatically different results. In the five regions where the campaign was rolled out (Craigavon, Laganside, Derry, Baronscourt/Dungannon/Ennis/Omagh and Newry), response rates

(measured in numbers attendance at talks and dinners) leapt to 36% and the proportion of plug-ins (those joining a Business Leadership Team) rose to 17%, more than eight times the average recorded for the campaign.

Business Leadership Teams were the key vehicles in promoting business action.

#### ***SNAPSHOT: ULSTER CARPET MILLS***

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As a major employer in Portadown, **Ulster Carpets** recognised that the company had a significant role to play in the community. Its activities have included:

- Joining the Drumcree Co-operative, a neighbourhood group which is promoting the economic and social regeneration of the Drumcree area, and developing a scheme to acquire and refurbish an empty factory as a community centre;
- Selling the Co-operative waste yarn at reduced prices and assisting them with marketing rugs which they will produce on a commercial basis;
- Co-developing customised training schemes with the Government Training Centre and the Training & Employment Agency to prepare local young people to fill future vacancies at Ulster Carpets.

As a result of its involvement Ulster Carpets has built considerable goodwill, not only with the local community but also with government agencies, potential recruits and its customers.

#### ***SNAPSHOT: NEWRY EDUCATION TEAM***

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The **Newry Education Team** has linked five companies (Felix O'Hare & Co, Nicholas O'Dwyer & Partners, Shriver & Co, Haldane Fisher Ltd and SCA Packaging) with five secondary schools in the Newry and Mourne area. Initial meetings between school and business representatives led to:

- development of a career skills training package, managed by a Marks & Spencer secondee;

- organisation of an art competition to produce the Education Team's Mission Statement in an attractive background; and
- agreement of guidelines to help companies and schools deliver effective work experience placements for pupils.

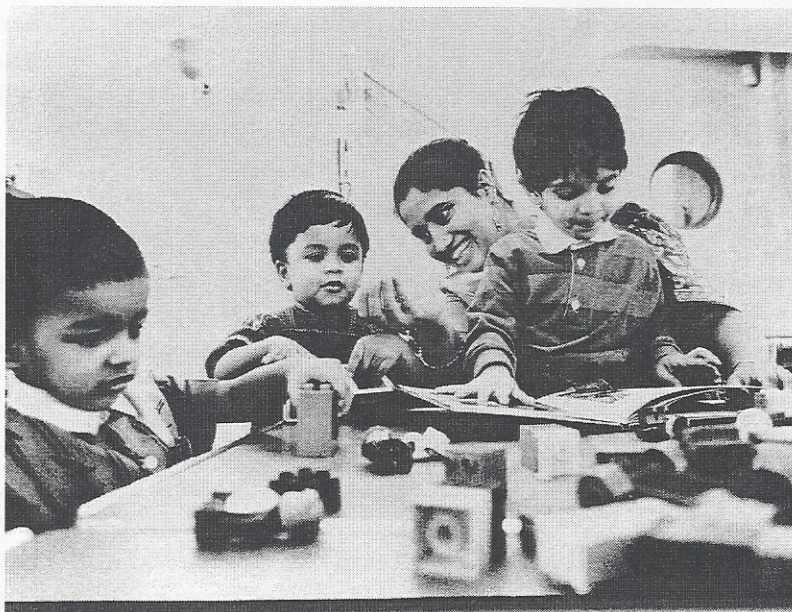
### **SNAPSHOT: WOMEN'S CENTRE**

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The Women's Centre was established to further the needs and development of women in Derry by providing training and supporting other women's groups. Two organisations with large female workforces are supporting the work of the Centre.

The Western Health and Social Services Board is providing places for the Centre's members on the Board's in-house management training courses and the Board's Human Resources Director is assisting the Centre with a funding application.

Desmond & Son, a large textile manufacturer, is supporting the Centre by buying in training for their own workforce. The company is also helping to prepare a business plan to expand the Centre's Craft Group operations as well as providing the Group with off-cuts and end-of-line material.



*Communities can enable women to play a greater economic role in their communities by establishing creches and adopting flexible working practices.*

***SNAPSHOT: CRAIGAVON TRANSPORTATION TEAM***

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The Craigavon Transportation Team, which includes Rusch Manufacturing, Johnson Associates, W D Irwin & Sons and Ulster Carpet Mills, is working with Brownlow Residents Forum to improve transport to work for Brownlow area residents. Two surveys have been produced, one by and for residents, the other by the companies for local employers. The objective, given sufficient need, would be to create a community transport business to provide a flexible service to meet the needs of both residents and employers.

***YORKSHIRE AND HUMBERSIDE***

The Yorkshire and Humberside roll-out, still in progress at the time of this report's publication, had covered five areas: Huddersfield/Halifax/Wakefield, Bradford, Leeds, Sheffield and North Yorkshire/Humberside. The average response rate was 3.3% and the plug-in rates averaged 1.7%. The campaign has also been planned to run with partners in the Barnsley/Doncaster/Rotherham area.

***SNAPSHOT: KIRKLEES BUSINESS LINK***

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A significant number of campaign respondents in the Kirklees District expressed an interest in acting as mentors to new entrepreneurs, sharing their experiences of starting, running and managing change in small businesses. As a result, the director of Kirklees & Wakefield Venture Trust (the Local Enterprise Agency) engaged a consultant to investigate the feasibility of involving these individuals in a **Kirklees Business Link** scheme, to be managed by the Agency.

The consultant's resulting proposal is now under consideration with the local Training and Enterprise Council and the Local Enterprise Agency, which are seeking financial support to set up and manage the scheme. One informal link has already been made to help a company develop a new machine and license its overseas production.

***SNAPSHOT: BRADFORD CITY CHALLENGE***

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The **Bradford City Challenge** team had been based in the city's South East sector about three months when the Community Involvement Campaign reached the local area. A key objective was to interest local businesses in joining the City Challenge Economic Development Sub-Committee.

BITC established links between the City Challenge director and the managing directors of three Bradford companies, one of which was the largest manufacturer in the area. These directors have now attended several breakfast seminars and meetings with a view to serving on City Challenge committees and boards.

### **SNAPSHOT: AIREDALE SPRINGS**

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**Airedale Springs**, based in a rural area outside Bradford, is a small family firm employing 72 people in the manufacture of springs. The company's chairman, Michael Parkinson, plays a key role in virtually all the company's involvement with the community, spending some 20 hours per week on 'extra-curriculars'. Among his various activities he serves as Deputy Chair of Bradford & District Training and Enterprise Council and on the Craven Area Advisory Board of North Yorkshire TEC, chairs a local employers' training association and is a member with the Keighley Business Forum. Staff members promote local economic development through their work as volunteers.



*Employers enhance their local communities by working as volunteers on environmental project teams.*

Michael Parkinson believes such activities improve atmosphere within the company, benefits employees and improves the company's reputation with the local community.

As a result of being contacted by BITC, Airedale Springs has made a slice of redundant land adjoining the company's site available for community use.

## **SANDWELL**

The West Midlands community of Sandwell is a highly fragmented grouping of industrialised towns - West Bromwich, Tipton, Oldbury, Smethwick and Warley. With high levels of unemployment, Sandwell was considered an ideal target area for the Community Involvement Campaign.

Sandwell Training and Enterprise Council and Black Country Development Corporation (BCDC) were secured as partner organisations to ensure that enduring links were forged between local businesses and ongoing community initiatives.

The campaign's objective was to reach approximately 600 businesses over a nine-month period. To enhance the level and quality of business commitment some 20 to 30 businesses were mailed weekly and followed up by telephone.

This resource-intensive follow-up produced a response rate of 13 per cent, nearly four times the campaign average of 3.6 per cent, while maintaining a satisfactory quality level. The cost of activating each business is estimated at approximately £300.

## **WALES (SECOND PHASE)**

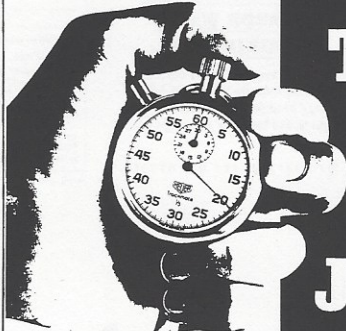
The second phase of the campaign roll-out in Wales was designed to persuade businesses to form Business Action Groups (BAGs), focusing on highly localized geographical areas. The purpose of BAGs is to develop solutions to economic and social problems in partnership with local voluntary agencies such as Training and Enterprise Councils, who would supply partner funding.

Although the programme had only recently been launched at the time of publication, already 19 businesses had formed a Business Action Group in Anglesey.

Appendix 1 Direct Response Press Advertisement (Pilot Test)

You may well be at the helm of the company you started. So giving up any time to things that do not directly involve your company's growth and profitability gets scant attention.

Recognise yourself so far? If you have, Business in the Community (BiC for short) would like to suggest you carry on reading. It could be time well spent.



**20 SECONDS.**

Your community should be important to you.

After all it's where you live, where you work, where most of your employees probably live and work.

Neglect of a community not only imposes a high cost on the people who live and work in it.

But it's not so good for your business either.

Now, you might well feel that you're already 'doing your bit' for the community.

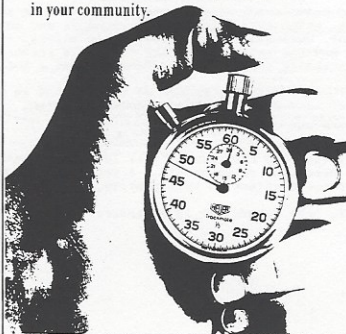
After all you're paying local taxes and local rates. You employ many local people. You try to help school leavers. Isn't this enough?

The short answer is, no.

**45 SECONDS.**

What is needed from you is your flair and your skills.

Those very qualities that have made your business a success could be put to further use in your community.



**IF YOU  
HAVEN'T  
GOT THE  
TIME  
TO READ  
THIS,  
YOU'RE  
JUST THE  
PERSON  
WE'RE  
LOOKING  
FOR.**

company morale and improving staff relations.

In other words, the happier your company, the happier people will be to work there.

**1 MINUTE, 40 SECONDS.**

So, how easy is it to get involved? Basically, it's as easy as you want to make it. You may already have ideas of what you can do.

Things like trading with your local suppliers, for instance.

You might get involved in job training schemes, possibly forge links with local schools. Even offer work-space to the self-employed.

Those are the sort of initiatives your company can make without too much effort.

Other ideas might include lending some of your staff to help advise small businesses on start-ups.

Or, on a broader scale, you might



get involved in the regeneration of run-down neighbourhoods.

No matter how much you help, every little helps.

**2 MINUTES, 5 SECONDS.**

So far, we've taken very little of your time.

The next step will take a little more because it involves filling in the coupon and sending it to BiC.

We will then get in touch with you to answer any further questions you might have, and to discuss with you exactly how you can help your community.

You'd be surprised how much you can put in. And how much you can get out.

You wouldn't be alone, either.

There are scores of businessmen like yourself whom BiC is bringing together in a partnership that can make an extremely powerful force.

A force that can work with the local authorities, and voluntary organisations across the community.

A force that can help things happen.

**1 MINUTE, 5 SECONDS.**

By now, if you're half the businessman we think you are, you'll want the answer to one simple question: "What's in it for me?"

Clearly, an improvement in your local community can only do you good. A thriving, prosperous area, where the streets are safe, will do your business no harm at all.

It creates opportunities for start-ups, which may well become your future customers or suppliers. And who knows how big they might become?

Naturally, the more you help, the more people will notice your help. And there's nothing like a good piece of PR for boosting

Please send me more information about how my business can get involved in my local community.  
Return to: Business in the Community, Freepost BS 3333 BSI 6GZ.

NAME \_\_\_\_\_  
 COMPANY \_\_\_\_\_  
 POSTBOX \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 DISTRICT \_\_\_\_\_  
 NATURE OF BUSINESS \_\_\_\_\_  
 NUMBER OF EMPLOYEES \_\_\_\_\_  
 TELEPHONE \_\_\_\_\_

**BUSINESS IN THE COMMUNITY**

SPACE DONATED BY GRAND METROPOLITAN - STILL A SMALL COMPANY AT HEART.

Appendix 2 Direct Mail Pack Materials (Pilot Test)

First-stage brochure, mailing envelope and cover letter

**IF YOU  
HAVEN'T  
GOT  
THE TIME  
TO READ  
THIS...**

**B**USINESS **I**N THE **C**OMMUNITY

**CALL THIS NUMBER**

To discover more about BiC and how you could get involved, just pick up the phone now and make a free call on:

**0800 500 236.**

**OR FILL IN  
THE CARD**

We'll send details about BiC and how people like you have put their flair and skills to use in the local community.

**AND LET US  
TELL YOU WHY  
YOU'RE JUST THE  
PERSON WE'RE  
LOOKING FOR.**

Once we hear from you we can start talking about the way you can help. You'd be surprised how much you can put in. And how much you can get out.

**B**USINESS **I**N THE **C**OMMUNITY

I would like to send you our concise booklet on the part a business like yours can play in the community. Post this card (or call 0800 500 236). If you use this card, please answer the questions below to give us a better understanding of your company.

*Mike Heron*

Mike Heron  
Chairman, Unilever UK Holdings Ltd.  
(on behalf of Business in the Community)

Mr A B Sample  
1 The High Street  
Anytown  
Any County  
AA1 2BB

Please amend any incorrect details above.

Nature of your business \_\_\_\_\_

Approximate annual turnover £ \_\_\_\_\_

Number of staff \_\_\_\_\_

Is your company currently directly involved in community work?  
Yes  No

Other involvement \_\_\_\_\_

Thank you for your time. Please return this card in the envelope provided. No stamp is needed.

000128 0001

1 POSTAGE PAID  
PHQ 461

**IF YOU HAVEN'T GOT  
TIME TO READ  
THIS, YOU'RE JUST  
THE PERSON  
WE'RE LOOKING FOR.**



**B**USINESS **I**N THE **C**OMMUNITY

Business in the Community, 227A City Road, London EC1Y 1LX. President: HRH The Prince of Wales. Chief Executive: Stephen O'Brien

Mr A B Sample  
1 The High Street  
Anytown  
Any County  
AA1 2BB

Dear Mr Sample,

You probably work far too hard, for far too many hours already. It's probably taken all the time you have to build your company into what it is today.

So what would persuade you to give up a little of your precious time or your company's resources?

Before you answer, please take just two minutes more to read this letter: because you're about to hear something very important that needs your time now. Ultimately it will benefit you, your company and the community at large.

Let me explain. I am writing on behalf of an organisation called Business in the Community (or BiC for short).

BiC is an association of more than 300 of the UK's biggest companies, which brings together government and local government, business and commerce, trade unions, enterprise agencies and the voluntary sector - all the resources and people necessary to act for the community at a local level.

Our President is HRH The Prince of Wales. And we have the support of many prominent businessmen and women.

Thinking ahead for a moment

Your business, and the community it is located in have a mutually dependent relationship. A relationship which can have a profound effect on your profits.

After all, "the community" is no abstract idea. It's the  
please read on ...

Registered Charity No. 297216. Limited Company Registered at Cardiff No. 1619253. Registered Office as above.

0001028 0001

Second-stage brochure

**WE KNOW YOU DON'T HAVE TIME.  
SO PLEASE, MAKE TIME.**

**WE KNOW YOU DON'T HAVE TIME.  
SO PLEASE, MAKE TIME.**

We know that you are pressed for time, and that your first concern must be the continuing prosperity of your own company. Our research has taught us that you are almost certainly an active subscriber to numerous good causes, locally and nationally. We're betting that your sense of what's right counts for more than a quiet life.

We (that's Business in the Community) are not asking that you join anything, or send us money. We want you to think about the town and the local community in which you operate and how you could help its long-term economic prospects, with minimal disruption and inconvenience to your own business. We want to convince you that your influence on major social issues - whether it is the skills shortages caused by rapid growth, or urban decline and unemployment - is critical to economic prosperity on the national level. This leaflet attempts to provide some ideas that fit into the day-to-day running of your business and require quite limited change - and others on a more ambitious scale.



**WHY ME AND MY BUSINESS?**

Every community needs people like you - lively, successful, professionally respected - whose achievements inspire others to follow suit. We suspect you share our belief that, having made a success of your company, you have a hunch or two about what ought to be done. You probably hold extremely forthright views and make no secret of them. You are keen on seeing a good return on any investment you make, whether it's your business, your personal faith, or your time. We agree wholeheartedly. In fact, it is because you so clearly understand the value of time and commitment that we are especially pleased that you are thinking about involving yourself.

**WHO ELSE IS INVOLVED?**

A good business-like question: Obviously one person, one company can't tackle everything. Best assured that you are not alone. Around Britain, hundreds of companies - quite small firms as well as multinationals - are working together with national and local government, enterprise agencies and community groups to implement changes that create opportunities for whole areas.

**WHAT CAN I DO?**

Every business can do something to improve life for its community and large numbers already do their bit, perhaps unwittingly. If done on a national scale, many useful changes require only an executive decision and prompt implementation. Among the initiatives already underway on a fairly widespread basis are:

- Stimulating local business by purchasing goods and services from small firms nearby wherever possible
  - Forming links with local schools and colleges so staff and students develop an interest in the business and learn about its products
  - Hiring people who live nearby and training them to your standards
  - Encouraging employees to participate in community activities and building involvement with money, time or facilities or goods and services
  - Helping start-up ventures with space or workshop facilities, or by giving an undertaking to use their services as and when it is appropriate to both companies
  - Thinking about the local environment and trying to ensure that streets are clean, residential areas are well lit at night and industrial sites are safe
- Assess your business assets and resources. Buildings and equipment that are surplus to current requirements could be loaned to your community. Often, the space to house enterprise agencies, managed workshops and skill training centres is the most urgent problem. And generally, the actual square footage and location are unimportant: a small office available after business hours may be as useful as a full workshop. Donate your surplus business equipment, whether it's an electric typewriter that's been gathering dust since the word processing system was installed, or engineering tools that could be used by a new business or for skills training. Most of all, we need people. Not necessarily for long - perhaps only one afternoon a week, sometimes a few weeks, occasionally a couple of months. Even for short periods.

In North London's Finchley Park, King & Co and E.C. Harris & Partners, valuers and quantity surveyors, respectively, have volunteered their professional services in order to the feasibility of turning a derelict large hall into a much needed community centre.

Over 70 professional groups from different firms in Black Burnley have formed the Engineering Reserve. Members have offered their professional assistance to local firms in the process of starting their own businesses.



Many people have invested money and gadgets, if only in their dreams, but it is not for each product to become commercially successful. In Manchester, parent groups Mark & Clark have joined forces with Northcotes enterprise agencies and other corporate sponsors to offer 'mini-funds' for investment in 'micro-enterprises'. Current applicants are assessed by a three-person team of parent representatives and marketing experts, and given an indication of the likelihood of success. Although no following is provided, if work ideas are needed out early, much business and equipment can be avoided.

secondment is a proven method of broadening a promising executive's experience and contacts while enhancing their skills to the benefit of the individual and your business. Alternatively, it can smooth the transition to retirement for older employees. If these suggestions don't apply, what about your professional know-how? Consulting newly married entrepreneurs with advice about planning and finance? Steering them through the legal intricacies? Explaining the ins and outs of marketing strategy? Introducing them to better production methods or more efficient distribution techniques? 'Self' investments are equally valuable in regeneration programmes. It might mean clearing and planting over a derelict site to provide safe play space for local children. Nevertheless is a powerful deterrent to community pride, creating a breeding atmosphere which invites crime and results in high insurance bills, not to mention the discouraging effects on potential employees or new business.

**WHY SHOULD I HELP?**

It is important to recognise that help is valuable all over the UK. Depending on where you are based, needs will vary with prosperous communities often facing problems as complex and urgent as inner-cities. Among the qualities that are in short supply in any declining town or neighbourhood are hope, pride and motivation. In other places, small businesses may find attracting and retaining trained staff difficult because of high demand for their skills. Kick-starting the rebuilding process demands your smartest ideas and the same quality of thought you put into your own business plan. Every business, regardless of size, has a contribution to make that makes the time, effort and resources people are willing to commit. As mentioned earlier there is no need to join an established programme on the other hand, almost every business in Britain is located within 10 miles of an enterprise agency, or a community organisation, or a school industry project, and any of these can provide a starting point or continuing support and guidance. From an administrative viewpoint, maintaining links with a group enables us to ensure that efforts receive the recognition and acknowledgement that is merited.

**YOUR RETURN ON INVESTMENT**

- Community involvement, sooner or later, leads down to enlightened self interest. While personal satisfaction is the most immediate reward, longer term results become more tangible and quantifiable. The benefits listed below are fairly typical.
- Economic development, social stability and spending power improve, to the benefit of business and local residents
- Recruitment gets easier and staff turnover declines
- Flexibility creates opportunities for other businesses, the virtuous circle replaces the vicious circle, and extends to enterprise progress
- Involvement builds positive awareness of your business within your community and among other BIC members
- Confidence and self-esteem develops among participating staff which boosts work-force morale generally and creates a positive attitude to the employer
- Skilled staff develop invaluable relationships and contacts in a favourable environment
- Today's start-up enterprises become tomorrow's maintainers and taxpayers
- Sponsorship of local events generates community goodwill even in a limited publicity budget

WHAT IS BUSINESS IN THE COMMUNITY?

Business in the Community, often called BiC, promotes co-ordinated action by government, local government, business and commerce, trades unions and enterprise agencies to encourage job creation. Our President is HRH The Prince of Wales and we have attracted the support of many prominent business executives and political leaders, few of whom could be described as anything other than hardheaded. BiC's expertise lies primarily in enabling people and businesses to develop, implement and manage community policies that are appropriate to the time and resources available and the local need - large or small.

We think you'll agree that the economic wellbeing of your community is paramount to your company's continued prosperity. If we have convinced you that you should make time to be part of the BiC initiative, just complete and return the enclosed reply card. And thank you.



*The message that small businesses really do make a difference has been heard loud and clear in Calderdale. Brief mentions to Volax for agreeing to provide a manager on the Calderdale Volunteer Bureau; to John Crossland & Sons for donating timber to local causes; to Interface and Allan Holdsworth Joiners for their joint donation of £7,000 to turn a valley used for fly tipping into a public park; and to every one of the 24 companies which contributed in cash or kind to the prizes in the Ideas Into Action Enterprise Competition. Samuel Webster and Wilson, brewers of a famous Yorkshire bitter, cleaned up a local eyesore on a suburban housing estate.*

Business in the Community wishes to thank Reed International P.L.C. for covering the cost of printing this brochure.



REED INTERNATIONAL

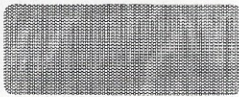


BUSINESS IN THE COMMUNITY

Designed and written by Brand New Product Development Limited  
Printed by Litho Tech colour printers.

Appendix 3 Revised Direct Mail Pack Materials (Main Campaign)

Mailing Envelope and covering letter



Thanks to you,  
it's still a wonderful life.



BUSINESS in the COMMUNITY

Peter B Firth  
Partner  
Firth & Payne  
Firth St  
Leeds  
W Yorkshire  
LS1 6DB

Dear Mr Firth,  
I know how busy you are running your company but please spare a few moments to consider carefully this letter.

I have no doubt that many companies have done and are still doing a great deal to help their local communities and you may be one of them. However, your business experience will have taught you that however well you think you are doing, a fresh approach can yield surprisingly good results.

This is not a plea for money. It's a request from Business in the Community asking you to help your local community. Ultimately you and your company will benefit.

**Why should you help?**

Because it makes sound business sense. Economic prosperity flows from a community with confidence and pride. Your company and the local community have a mutually dependent relationship which can stimulate and develop these qualities. Involvement with your community creates an upward spiral of prosperity.

**What is Business in the Community?**

Briefly, it is an association of businessmen and women who are committed to encouraging the private sector to contribute to the social and economic well-being of local communities throughout Britain. Our president is HRH The Prince of Wales and we have the active support of 475 leading companies.

**It's already started in Yorkshire and Humberside**

Many companies, large and small, are already involved across the region in partnerships such as Training and Enterprise Councils, Local Enterprise Agencies and Business Partnerships.

In Calderdale, I have seen what can be achieved by a group of entrepreneurs committed to helping their local community. For example, Barwick, a two million pound interactive museum for young children, was attracted to the area.

We launched, with Kirklees, the country's first Training and

Founded 1989 by Prince of Wales  
274 City Road, London EC2Y 5LS. Telephone 071-251 9746. Facsimile 071-251 1286  
Charitable Incorporated Organisation. Registered Charity No 1037721  
Registered office in Leeds. (Incorporated companies No 310121)

02170942



KENSINGTON PALACE

As President of Business in the Community, I have been able to see at first-hand many companies working to the benefit of their local areas.


On recent visits to various companies in Manchester Moss Side, Halifax and Blackburn, I have been struck by the enthusiasm, professionalism and creative flair shown by Business in the Community and participating business people.

I continue to be impressed by the variety of ideas that companies have developed to improve both the social and business aspects of their communities.

The results, after eight years in operation, are already contributing significantly to the well-being of our society. In years to come I have no doubt that local business people will play an increasingly important role in revitalising our economy.

I am enormously grateful to all those companies who are already supporting local initiatives, and hope that you will also do something to help your local community.

*Charles*




HRH The Prince of Wales is President of Business in the Community. The President's Committee advises The Prince and government on new thinking in business community involvement.

Business in the Community was formed in 1981 by pioneering companies already committed to the idea of business involvement in the representation of communities.

Members include more than 400 of the country's leading companies together with representatives from governments, local authorities, the voluntary sector and trade unions.


Business in the Community is politically non-aligned and a not-for-profit charity. It is primarily funded by voluntary contributions from its corporate members, and also by special project finance from both private and public sector sources.



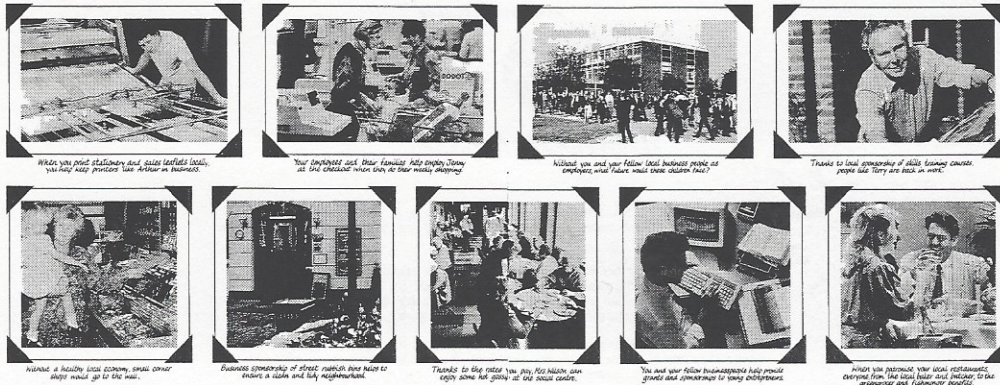
**BUSINESS in the COMMUNITY**

Business in the Community would like to thank the following companies for their support and generous financial help to this campaign:

British Telecom • DTI • Chard Metropolitan • Reed International  
Revenue Makintosh • Unilever



With your help,  
life could be even better.



Wishes you great customers and sales (staffed local), you may help provide the Arthur in business.

Your employees and their families will enjoy them at the Christmas time they are their weekly shopping.

Wishes you and your fellow local business people, if employees, what future would their children face?

Thanks to local members of the Business in the Community, people like Terry are back on work.

Wishes a healthy local economy, small owner shops would go to the wall.

Business sponsorship of street markets are made to ensure a clean and tidy neighbourhood.

Thanks to the retail you pay for, the health care enjoy some hot going at the social centre.

You and your fellow businessmen help provide grants and sponsorship to young entrepreneurs.

Wishes you promote your local restaurants, enjoyed from the local help and industry to the entrepreneur and (community) benefit.

## You don't just employ people, you also give hope and pride to the whole community.

The film, "It's A Wonderful Life," starring Jimmy Stewart, showed just how important one small business can be to a community.

Set in the depression, it depicted the manager of a small-town loans company who tried to commit suicide when investors withdrew their money.

A guardian angel prevented him from doing so by showing him what the town would have been like had he not existed: most of the townspeople were deep in debt, all were leading miserable, unhappy lives.

On returning to reality, the whole community, from the milkman to the mayor threw him a party and returned their savings.

Although the film is fictional, it does illustrate the profound effect each business has on its community.

Your community needs you perhaps more than you realise because everyone benefits from a successful business, not just your employees, shareholders, suppliers and all their dependants.

Other people in the community also benefit: teachers, local solicitors, bakers, shop assistants, plumbers, jewellers and so on.

**Thanks to you, for some it's still a wonderful life.**

In spite of economic problems and unemployment, many people throughout Britain still enjoy a fairly high standard of living.

Thanks to you and your fellow businesspeople they have jobs, go on holidays, go to pubs and restaurants, eat well and live in relative comfort.

The general standard of living would amaze our Victorian forebears.

However, all is not sweetness and light. Not everyone in our society lives a full and happy life. Many communities have been hit not only by unemployment, but by loss of self-esteem.

You can help put the spirit back into your community.

**Wish your help life can be better for more people.**

Every business can do something to improve life for its community. Many hundreds of companies around Britain are already doing their bit.

In the following pages, we have outlined some of the ways in which they have done so. But before consulting, perhaps we should answer one fundamental question.

**Why should you help your local community?**

Your company and the community in

which it is located have a mutually dependent relationship: a relationship which can have a profound effect upon productivity and ultimately your profits.

If the community is well-served and cared for, your local employees are less likely to move away.

Staff recruitment becomes easier, not only for you, but for suppliers too.

It's an upward spiral of prosperity. That's why it makes good business sense to get even more involved in your community.

**What is the return on your investment?**

Here are some of the more tangible benefits to your company:

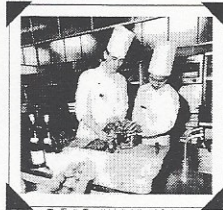
- Economic development, social stability and spending power improve.
- Recruitment becomes easier and staff

turnover declines.

- Involvement builds positive awareness of your business and goodwill within your community and among other businesses.
- Education links enhance the quality of future employees and benefit your business.
- Re-education creates opportunities for other businesses, the virtuous circle replaces the vicious circle, and attitudes to enterprise improve.
- Confidence and self-esteem develops among participating staff which boosts employee morale and productivity generally and creates a positive attitude towards the employer.
- Today's start-up ventures become tomorrow's customers, suppliers and taxpayers.



Help The Trust of Public Accounting progress with Public Trust Real Estate School, Birmingham



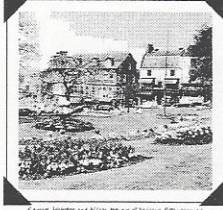
The Trustee Trust Hotel (Catherine) that runs a kitchen with a kitchen staff of 100, established from the North West-South East of 1980



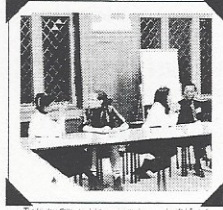
Curry's Asset Management is funding the costs of printing and small workshops under the Stamps Act



The Freddy Community Music Program is available to all children in the Birmingham area, including the City of Birmingham



Simon Bennett and Nicky Harvey of 'Theatre Arts' created a full theatre in a former school building



The North Midlands and North East groups for adult and young business people have been successful



Local Centre funds the provision of community projects through the National Endowment for the Arts



Local Centre and St. James' School (Birmingham) have been successful in securing funding for a new music community centre

## How other businesspeople are doing their bit.

Every business can do more to improve life for the local community and reap the rewards.

As a starting point, get in touch with us and we will provide you with contacts and further information.

To give you some other ideas on what you can do, here are a few examples of what other businesspeople are doing in their local areas.

**Marks & Clerk - Manchester**

Many people have inventive games and gadgets of their own design, but it is rare for such products to become

commercially successful. In Manchester, patent agents Marks & Clerk have joined forces with north-western enterprise agencies and corporate sponsors to offer "ideas" for innovation to advise on the viability of these ideas. Under the name 'Inventors' clients inventors are assisted by a three-person team of patent agents, accountants and marketing experts, and given an indication of the likelihood of success.

Although no follow-up is provided, if well ideas are worked out early, much frustration and expense can be avoided.

**ERAC Engineering Co - Bishop Auckland**

ERAC, manufacturers of air-conditioning and cooling equipment, initially decided to help their local enterprise agency by renting out spare factory space as a nominal rent.

Their initiative has proved to be so successful that it has become the Auckland New Business Centre.

One of their leading entrepreneurs, manufacturing buttons, was voted North East Businessman of the Year.

**The Stamping Alliance - Birmingham**

Like many other long-established companies in heavy engineering, the Stamping Alliance has an ageing workforce. In order to attract new blood, the company linked up with the Birmingham Heartlands Education Compact.

The Alliance now works closely with Duddleson Manor School on specific projects. Working with a multi-agency, pupils help analyse and solve problems on drop forgings and

have made formal presentations of their solutions to the management board.

The company has managed to attract a number of pupils who would not otherwise have considered engineering as a career. Both the Stamping Alliance and the school have benefited from this association.

To help get you started, please send off the enclosed form.

We think you'll agree that the economic and social well being of your community is paramount to your company's continued prosperity. If you

feel that you should make time to be part of the Business in the Community initiative, please complete and return the enclosed form.

A local representative of Business in the Community will then get in touch with you to discuss local needs, ways in which you can contribute and how to get involved.

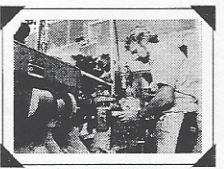
You can then look forward to putting your ideas into action and can take some personal satisfaction in helping to make this "Wonderful Life" by every nice people in your local community.



Could you make any comment on your agency's other advice to community projects?



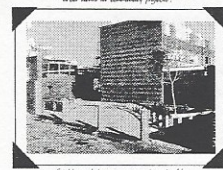
Could you offer a few ideas for one of your business initiatives?



Could you provide more ideas and services from your local area?



Could you get more involved with your local area?



Could you help increase security and safety in your community with better lighting and fire detection in public areas?



Could you discuss any ideas for how to help improve the environment in your area?



Could you encourage your employees to participate in community projects?



Could you take on and train more local people?

## You're already doing your bit. But could you do more?

You're already doing more than most people, simply by running a successful business.

The continued well-being of your company enables you to compete and expand to the benefit of everyone from shareholders and employees to suppliers and the community at large.

However, as we have already mentioned, in the long term it is your own interest to get more involved in your local community.

So what can you do?

However large or small your business is, there are limits to what you can do.

As a first step, it makes sense to examine what particular skills and abilities you have in your company to make a positive contribution.

Of course it's important that your business gains as well as the community. So, the next step is to match what you can offer with your

business needs.

Shown above are a number of ways in which you could help your local community.

You are not alone. A number of businesspeople in your vicinity are already involved and realize that working with local communities has enormous benefits to business.

Working either together or with central guidance, you and your fellow local entrepreneurs could transform your local area.

To help you do this, we suggest you contact us as Business in the Community.

**What is Business in the Community?**

Business in the Community is the leading authority on business involvement in the community.

Supported by a membership of over 400 of the UK's major companies,

as well as representatives of government, trade unions and the voluntary sector, it is a politically recognized and a recognized charity.

It communicates the message and benefits of business involvement in the community, promotes free initiatives, develops training on issues, and helps business leaders and their companies plan successful action.

Business in the Community is funded by subscriptions from its corporate members and by special project finance from private and public sector sources.

**We don't want your money, but your help, expertise and leadership**

There are various agencies such as The Training Agency, the Local Enterprise Agency network and the enterprise local training and Enterprise Councils, as well as many voluntary groups, which are already receiving a great deal of

effort in revivifying local economies.

As a successful businessperson you can add an extra dimension to their activities.

Take for example the area of skills training. What so many people lack is adequate training to equip them for the jobs available.

You have the ability to enhance or direct skills training. Perhaps you could outsource a scheme locally, or guarantee jobs for successful trainees - all to the ultimate benefit of your business.

The level and form of involvement is up to you.

You don't have to give money. You don't have to devote many hours of your valuable time.

**Other ways you can help**

- Stimulate local business by purchasing goods and services from local firms.
- Promote local arts and cultural activities.

- Support voluntary organisations.
  - Make it policy to hire and train local people.
  - Help start-up ventures by working with Local Enterprise Agencies providing free advice on finance, taxation and marketing.
  - Second employees to voluntary groups.
  - Provide your employees on clear and safe a drink size to provide a safe play area for local children.
  - Help to ensure that the streets are both well-lit and clean.
  - Form links with local schools and colleges so that both staff and students develop an understanding of how business works.
  - Help set up a child-care centre or centre for working mothers.
- You may have other ideas which

would better suit your local community.

If so, Business in the Community would like to hear about them as they may also be applicable to other similar communities around the country.

In the meantime, we can offer you practical advice and assistance on ways which you can help in your local area.

We have full-time representatives in every region throughout Britain, who are in touch with all governmental agencies and other interested bodies. They will ensure that your contribution is not duplicated and that you identify real needs in your community.

**Remember the benefits**

Involvement in your community is good for your business.

It creates positive awareness of your company with all the benefits of improved customer loyalty, productivity, staff turnover and recruitment.

Response Card

Mrs Pam Lee  
Business in the Community  
FREEPOST HF 2244  
Woollendale  
Cop Royd  
Gynn Lane  
Holley  
Huddersfield  
HD7 2LH

NO  
STAMP  
REQUIRED



Pictured left to right are: Mrs Jill Wilson, Managing Director, Manor Properties Ltd (Concept Group of Companies); Mr David Stone, Managing Director, United Engineering Steels Ltd; Mr John S Tysoe, Chairman (elect), Yorkshire Electricity Group plc.

Join your fellow  
businessmen and women  
in helping your  
local community.

These are just three of the many businesspeople in your part of the country who are doing something to help their local areas. You are invited to join them. To enable us at Business in the Community to give you practical advice on how you can contribute and to help you identify the areas in which you think you can assist, please complete and return this form.

And remember, this does not place you under any obligation whatsoever.

**BUSINESS in the COMMUNITY**

MOISTEN ALONG THIS EDGE

<p><b>Peter B Firth</b> Partner Firth &amp; Payne Fish St Leeds W Yorkshire LS1 6DB</p> <p style="text-align: right;">0517700430</p> <p><b>1 PLEASE AMEND ANY INCORRECT DETAILS</b></p> <p>NAME <input type="text"/></p> <p>POSITION <input type="text"/></p> <p>COMPANY NAME <input type="text"/></p> <p>COMPANY ADDRESS <input type="text"/></p> <p>TELEPHONE <input type="text"/></p> <p><b>2 PERSON WE SHOULD CONTACT</b></p> <p>NAME <input type="text"/></p> <p>TELEPHONE <input type="text"/></p> <p><b>3 NATURE OF BUSINESS</b></p> <p><input type="text"/></p>	<p><b>4 Is your company already involved in community work?</b></p> <p><input type="checkbox"/> YES    <input type="checkbox"/> NO (If no please go on to section 5)</p> <p>If yes, please tick the specific areas you are involved in.</p> <p><input type="checkbox"/> SUPPORT FOR EDUCATION, SCHOOLS AND COLLEGES</p> <p><input type="checkbox"/> SKILLS TRAINING AND WORK EXPERIENCE</p> <p><input type="checkbox"/> ADVICE FOR START-UP VENTURES</p> <p><input type="checkbox"/> SECONDMENT OF EMPLOYEES TO COMMUNITY GROUPS OR ENTERPRISE AGENCIES</p> <p><input type="checkbox"/> ENVIRONMENTAL PROJECTS (CLEAN-UP, SAFETY, LAND AND BUILDING RE-USE)</p> <p><input type="checkbox"/> PURCHASE MORE GOODS AND SERVICES LOCALLY</p> <p><b>5 If your company would like to be involved (or further involved) in community work, which of the following areas is of interest? Just tick one or more of the boxes below. You'll find more information in the accompanying brochure.</b></p> <p><input type="checkbox"/> SUPPORT FOR EDUCATION, SCHOOLS AND COLLEGES</p> <p><input type="checkbox"/> SKILLS TRAINING AND WORK EXPERIENCE</p> <p><input type="checkbox"/> ADVICE FOR START-UP VENTURES</p> <p><input type="checkbox"/> SECONDMENT OF EMPLOYEES TO COMMUNITY GROUPS OR ENTERPRISE AGENCIES</p> <p><input type="checkbox"/> ENVIRONMENTAL PROJECTS (CLEAN-UP, SAFETY, LAND AND BUILDING RE-USE)</p> <p><input type="checkbox"/> PURCHASE MORE GOODS AND SERVICES LOCALLY</p> <p>If you have any other ideas please outline briefly.</p> <p><input type="text"/></p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Thank you for your time

*Pam Lee*  
Pam Lee, Regional Director, Business in the Community

**Please return this card to me and I will get in touch with you**

We never make your name and address available to commercial organisations solely for their own private gain, but if they wish to support our work we will allow carefully screened companies to contact you, with your permission. We may from time to time allow other non-profit organisations to write to you. If you would prefer not to receive these communications, please tick this box

DO NOT WRITE ON THIS EDGE

DO NOT WRITE ON THIS EDGE

MOISTEN ALONG THIS EDGE

Appendix 4a.

**NORTH WEST REGION RESULTS**

STAGE	AREA 1 Warrington/Wigan	AREA 2 Bolton/Oldham	AREA 3 Blackpool/Burnley/ Preston	AREA 4 Stockport/Manchester	TOTAL (% of mail-out)
<b>MAIL-OUT</b>	2050	1600	2500	1760	7910
No of respondees	67 (3.3% of mail-out)	49 (3.1% of mail-out)	59 (2.4% of mail-out)	29 (1.6% of mail-out)	204 (2.8%)
<b>LINK-UP</b>					
No of link-ups	43 (64% of respondees, 2% of mail-out)	37 (75% of respondees, 2.3% of mail-out)	45 (76% of respondees, 1.8% of mail-out)	19 (65% of respondees, 1.1% of mail-out)	155 (2.0%)
<b>PLUG-IN</b>					
No of plug-ins	43 (2% of mail-out)	37 (2.3% of mail-out)	45E (1.8% of mail-out)	19E (1.1% of mail-out)	110E (1.4%)
<b>'Gone aways'</b>	1.5%	3.2%	2.7%	3.1%	
Quality of involvement	High/Medium	High/Medium	Medium*	Medium/High	

\* Due to other competing activities  
E Estimated

## Appendix 4b.

## WEST MIDLANDS REGION RESULTS

STAGE	AREA 1 Coventry/Hereford/ Worcester	AREA 2 Birmingham (inc follow-up)	AREA 3 B'ham S/Black Country/Bromsgrove	AREA 4 Walsall/W'hamptn/ Dudley/Telford	TOTAL
MAIL-OUT	2372	4890	3015	3418	13,695
No of responses	78 (3.3% of mail-out)	119* (2.4% of mail-out)	65 (2.1% of mail-out)	82 (2.4% of mail-out)	344 (2.5% of mail-out)
LINK-UP					
No of link-ups	57 (73% of respondees, 2.4% of mail-out)	68 (57% of respondees, 1.4% of mail-out)	26 (40% of respondees, 0.9% of mail-out)	33 (40% of respondees, 0.9% of mail-out)	184 (53% of respondees, 1.3% of mail-out)
PLUG-INS					
No of plug-ins	34 (1.4% of mail-out)	51 (1.7% of mail-out)	24** (0.8% of mail-out)	30E (0.9% of mail-out)	179E (1.3% of mail-out)
'Gone aways'	2.3%	5.2%	N/A	N/A	
Remarks on quality of link-up	Medium (Areas 1 & 2 audit)		Witton Group formed; more initiatives possible	BITC involves Brit Coal, GEC, B'ham Midshire Bldg Soc	Directions for the 90s conference on 12 May 1992 with follow-up

\* 20 already involved but more possible

\*\* Does not include additional recruits to Business Leadership Teams

E Estimated

## Appendix 4c.

## NORTH EAST REGION RESULTS

STAGE	AREA 1 Newcastle/N Tyneside/ Northumberland	AREA 1 (Follow-up) Mail/phone (56 selected)	AREA 2 (Follow-up) S Tyneside/Co Durham	AREA 3 Teeside/ S Durham	TOTAL
MAIL-OUT	1042	56	1268	1438	3748
No of responses	51 (4.9% of mail-out)	13 (1.2% of mail-out)	52 (4.1% of mail-out)	82 (5.7% of mail-out)	198 (5.3% of mail-out)
LINK-UP					
No of link-ups	62 (97% of respondees, 6.0% of mail-out)		34 (65% of respondees, 2.7% of mail-out)	35 (42% of respondees, 2.4% of mail-out)	131 (66% of respondees, 3.5% of mail-out)
PLUG-IN					
No of plug-ins	26 (2.4% of mail-out)		19 (1.5% of mail-out)	15 (1% of mail-out)	60 (1.6% of mail-out)
'Gone aways'	3.2%		N/A	N/A	
Quality of involvement	Mainly education-business links, others interested in community initiatives. Many (approx 75%) already involved, but will extend involvement in some cases.				
Audit	Actual 'plug-ins' lower than expected because CVS and Local Enterprise Agency contacts were poor at follow up. One Training and Enterprise Council lost forms. All being followed up. Additional eight companies to start Professional Firms Group. Also a North Allerton business group to be formed.				

## Appendix 4d.

## WALES REGION RESULTS

STAGE	AREA 1 Cardiff/Newport/ S Powys	AREA 2 (Follow-up) Gwynedd/Clwyd (North Wales)	AREA 3 (S Wales II) Dyfed/Powys/ Glamorgan	TOTAL
<b>MAIL-OUT</b>	2286	1232	1600	5118
No of respondees	74 (3.2% of mail-out)	51 (4.1% of mail-out)	56 (3.5% of mail-out)	181 (3.5% of mail-out)
<b>NETWORK LINK-UP</b>				
No of link-ups	69 (90% of respondees, 3% of mail-out)	46	53 (95% of respondees, 3.3% of mail-out)	168 (93% of respondees, 3.3% of mail-out)
<b>PLUG-IN</b>				
No of plug-ins	40 (est) (58% of respondees, 1.7% of mail-out)	46 (90% of respondees, 3.7% of mail-out)	35 (est) (62% of respondees, 2.2% of mail-out)	121 (67% of respondees, 2.4% of mail-out)
<b>'Gone aways'</b>	n/a	22 (1.8% of mail-out)	34 (2.1% of mail-out)	
Quality of involvement	Mostly Education Business Partnerships; poor Local Enterprise Agency links. Employee volunteering offers from some companies. Major benefit was to increase awareness of BITC and create links/habits for future.			
Audit	Not to be done but Business Action Groups to be formed in second phase of Wales roll-out in 1993.			

## Appendix 4e.

## NORTHERN IRELAND REGION RESULTS

STAGE	AREA 1 Craigavon	AREA 2 Laganside	AREA 3 Derry	AREA 4 Baronscourt/ Dungannon/ Ennis/Omagh	AREA 5 Newry	TOTAL
MAIL-OUT	95	120	130	180	40	565
<b>FOLLOW-UP</b>						
Attendance at follow-up event	30 (31% of mail-out)	40 (33% of mail-out)	60 (46% of mail-out)	55 (30.5% of mail-out)	16 (40% of mail-out)	201 (36% of mail-out)
Attendance at 'Seeing is Believing' events	20 (21% of mail-out)	30 (25% of mail-out)	19 (15% of mail-out)	37 (20% of mail-out)	12 (30% of mail-out)	118 (21% of mail-out)
<b>PLUG-IN</b>						
Joined Business Leadership Team	16 (16% of mail-out)	17 (14.1% of mail-out)	20 (15.3% of mail-out)	34 (19% of mail-out)	12 (30% of mail-out)	99 (17.5% of mail-out)
Quality of involvement	High	Medium-High	Medium-High	Medium-High	Medium-High	Medium-High
No of initiatives	8	8	7	12	5	40

## Appendix 4f.

## YORKSHIRE AND HUMBERSIDE REGION RESULTS

STAGE	AREA 1 Huddersfield/ Halifax	Follow-up (Mail/phone)	AREA 2 Bradford	AREA 3 Leeds	AREA A Sheffield Central	AREA C N Yorks/ H'side	TOTAL
MAIL-OUT	1812	1689	1040	1666	1130	2386	8034
No of responses	50 (2.8% of mail-out)	58 (3.1% of mail-out)	23 (2.2% of mail-out)	33 (2% of mail-out)	13 (1.2% of mail-out)	90 (3.8% of mail-out)	267 (3.3% of mail-out)
LINK-UP							
No of link-ups	47 (94% of respondees, 2.6% of mail-out)	56 (96% of respondees, 3.3% of mail-out)	18 (78% of respondees, 1.7% of mail-out)	35	24	87	267E
PLUG-IN							
No of plug-ins	36 (2% of mail-out)		12E (1% of mail-out)	17E (1% of mail-out)	10E (1% of mail out)	60E (2.5% of mail-out)	135E (1.7% of mail-out)
'Gone aways'	2.1%		3.4%	4.3%	1.3%	0.5%	
Comments	Sheffield/Area A: Poor response. Too close to December? Inner city effect? Sheffield Council business rates cost could affect response? N Yorks/H'side Area C: Excellent response. Close-knit communities, less inner city, use of Graham Miller, MD of Nestle Rowntree to sign letter - well known, good timing of mailing. 20 replies from firms already heavily involved, good BITC contacts.						
Quality	Good - e.g. Ripon computer firm interested in employee volunteering, supporting small business and offers of work experience.						

## Appendix 5.

## SUMMARY OF RESULTS

REGION	NO MAILED	RESPONSES (% of mail-out)	LINKS (% of mail-out)	PLUG-INS (% of mail-out)
North West	7910	204 (2.7%)	155 (2.0%)	110 (1.4%)
West Midlands	13,695	344 (2.5%)	184 (1.3%)	178 (1.3%)
North East	3748	198 (5.3%)	131 (3.5%)	100E (2.7%)
Wales (Phase 1)	5118	181 (3.5%)	168 (3.3%)	121 (2.4%)
Yorkshire & Humberside	8034	267 (3.3%)	267E (3.3%)	135E (1.6%)
East Midlands	3800E	114E (3%)	76E (2%)	60E (1.5%)
<b>REGIONS WITH ADDITIONALLY RESOURCED ROLL-OUTS</b>				
Northern Ireland*	565	201 (36%)	118 (21%)	99 (17%)
Sandwell (W Mids)**	600E	70E (11%)	---	50E (8%)
Wales (Part II)**	100E	80E (80%)	---	50E (50%)
<b>TOTAL</b>	<b>45,266E</b>	<b>1646 (3.6%)</b>		<b>920E (2%)</b>

E Estimated numbers as campaign roll-out was in progress at time of publication

\* Follow-up includes "Seeing is Believing" visits/signing of Community Involvement Charter, formation of Business Leadership Teams

\*\* Direct mail to small, selected groups, with follow-up by telephone and subsequent formation of Business Leadership Teams or Business Action Groups.



## *BUSINESS in the COMMUNITY*

Business in the Community (BITC) is the leading authority on the promotion of corporate community involvement. Our mission is to make community involvement a natural part of successful business practice and to increase the quality and extent of business involvement in the community.

BITC is an independent organisation, financed by contributions from over 400 member companies with special project funding from both the public and private sectors. Supported by a network of eleven regional offices, BITC's personnel work closely with member companies to:

- ◆ Promote business partnerships with local and central government, the voluntary sector and trade unions;
- ◆ collect and share examples of good practice;
- ◆ provide expert advice on developing and communicating community involvement programmes;
- ◆ achieve practical action by matching business resources with community needs;
- ◆ conduct a year-round programme of events to stimulate debate and develop new approaches in addressing community involvement issues.