GUIDE: Making the business case

Purpose of this guide

This guide identifies the process of building your business case for cultural diversity. Use the following steps to start building a business case. To successfully engage with culturally diverse groups, organisations and departments need the support of their leaders.

Define the need → Who is your audience → Gather data → Present your data → Build support → Take action

Define the need

Take time to understand why your organisation should engage with culturally diverse communities and build your arguments accordingly:

- what is your current market share?
- do your staff and service reflect the local community?
- do you access diversity of thought and creativity of your staff?
- can you improve the talent pipeline for the future of your business?

Who is your audience?

When building support for a cultural diversity initiative your approach will change depending on your target audience. Identify the needs of your target audience:

- what are the benefits and risks that apply to them?
- how can these points be addressed?
- what resources are needed to support your argument?

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Target audience	Benefits and risks	Resources and information
Finance	- Profitability - Financial viability - Market share	- Key statistics - Community demographics - Cost-benefit analysis
HR	- Less conflict between staff - Less stress - Better achievement of quotas targets and pipeline - Diversity in workplace - Happier, more inclusive, engaged, diverse workforce - Better skilled, capable staff means happier clients	- Hiring, including advertising, shortlisting and interviewing - Management reporting - Troubleshooting - Supporting others in conflict - Negotiating - Reasonable adjustment / flexible work practices - Role-modelling best practice - Training / workforce capability
Managers	- Lower stress and fear of the unknown - Raise staff motivation, engagement and capability – therefore lower your workload - Lower conflict through applying better inclusive management - Raise inclusion and team cohesion	- Inclusive management strategies and resources - Community networks and contacts

	• Manage open communication	
Staff	• Better management of workload • Reduced stress • Greater support and understanding form management • Access to relevant resources • Training and support	• Culturally specific information in relation to client communities • Training and capability development • Support networks

Gather data

Support arguments with relevant and reliable data

Data can be sourced from:

- a demographic breakdown of the community from the local council for local level data
- Multicultural NSW for the bigger picture
- find a quote from a recognised industry leader emphasising the importance of supporting cultural diversity to future-proof your business
- provide examples of other organisations / service providers and how they engage with culturally diverse communities
- provide a summary of local non-English speaking communities and the language services available to better engage with them.

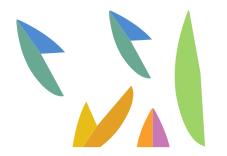If IT data collection and analysis is required, refer to the Collecting data on cultural diversity Tools in the **Planning** section of the toolkit.

Present your data

Craft the message clearly and accurately

Things to keep in mind include:

- keep it simple
- structure information in logical order
- use visuals rather than numbers as they are more powerful influencing tools

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- use quotes from recognised community and business leaders
- prepare real-life examples to demonstrate key points
- use the right forum to present, pick a time when people can focus.

Build support

Have a group of supporters to help

Places to look for support include:

- discuss ideas with managers
- network with other providers
- share the load
- set up a working group with the support of management.

Take action

Think about the measurable achievements

- define what success looks like
- set targets and a timeline
- make time for regular scheduled check-ins
- get expert support and advice when required
- celebrate your successes.