Sustainable Prosperity – Current situation and recommendations for the future

Produced for Sustainable Prosperity
Produced by UEA MBA general 2010
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Contents

Executive summary

In this report we identify the main sustainable needs of Norfolks business community, their awareness and opinions of the services offered and the levels of service provider cover.

We go on to make recommendations where opportunities for improvement are identified.

Face to face and self completion online surveys have been used to gather data. Sample calculation tools supported by literature have been used to set response targets.

The local business population has been defined and stratified by business activity, size and location. We actively targeted businesses that fall into each of the strata ensuring that our sample is as representative as our resources allow.

We received 104 responses enabling us to be 95% certain that our data represents the views of our population +/- 9.7%. As the results are consistent and strongly polarised we consider them to be representative.

We found that the majority of Norfolks business community are not aware of the publicly funded assistance they qualify for. Most have never used a sustainability service provider, but those that have report it easy to do and say that the service was either satisfactory or good. The services defined as of interest are all well catered for by both publicly funded and commercial service providers. It is noted that the difference between free at point of use and chargeable service providers is not as significant from the users point of view as we first thought.

We found that Sustainable Prosperity is not as well known as other service providers and recommend resources be directed towards networking, word of mouth and internet marketing to increase profile.

Norfolks businesses particularly want support with energy, waste and carbon management. They would like sustainability service providers to be more accessible and say they should increase their profiles to do this. They also suggest that a more centralised service would be easier to use. We recommend a way that publicly funded service providers can collaborate to achieve this and increase Sustainable Prosperities profile at the same time. We do acknowledge that because of the culture in some public sector organisations this might be difficult to fully implement.

1. Background and introduction

Shaping Norfolks Future is a partnership of businesses and organisations that span the private, public and voluntary sectors in Norfolk who have a shared vision of making Norfolk a successful economy which is characterised by innovative, dynamic and sustainable businesses.

They focus their activities on seven key business sectors to help stimulate Norfolk's economic growth namely energy, food processing, agriculture, engineering, the financial Industry, health and life Sciences, creative industries and tourism.

The Sustainable Prosperity Group was formed in June 2008, to achieve Strategic Goal Four, to make Norfolk an example of environmentally sustainable prosperity. The main role of the Sustainable Prosperity Group is to provide businesses with clear and concise signposting to information and advice on environmental issues and the low carbon agenda.

It is important to Sustainable Prosperity that they continue to provide a useful and valid service. The deliverables of this project are intended to assist with this.

2. Objectives

This projects primary objective is to help Shaping Norfolk Future to improve its services in line with the needs of Norfolks business community. It was agreed that the following deliverables would be produced;

1. A multilayer, interactive document that shows services type against service providers. Identifies gaps in service cover and provides detailed information regarding service providers when drilled into.

2. A report detailing how Sustainable Prosperity can improve service in line with Norfolk based businesses requirements.

3. A report detailing the levels of awareness that exists in Norfolk's business community regarding the tax payer funded sustainability services.

4. A report detailing levels of satisfaction prevalent amongst Norfolk businesses regarding the quality and scope of information currently available to them from the locally based agencies.

5. A report detailing commercial companies that offer sustainability advice to Norfolks businesses on a fee earning basis.

6. A report showing how tax payer funded agencies might cooperate to provide a better service to business.

3. Methodology

A twelve stage approach has been designed to meet the objectives of this project. It is described as follows. Figure 3.1 details the headings.

Stage	Process
Stage 1	Initial meeting
Stage 2	Generating proposal
Stage 3	Proposal approval by clients
Stage 4	Designing data collecting tools and research businesses online and face to face
Stage 5	Seek approval for questionnaires
Stage 6	Research service providers
Stage 7	Research business users online and face to face
Stage 8	Analysis of data
Stage 9	Report generation
Stage 10	Produce multilayer document
Stage 11	Make recommendations for service providers collaboration
Stage 12	Produce final documents and presentation

Figure 3.1

Stage 1: Initial meeting

The first meeting took place on 03/03/10. During the meeting understanding of requirements, responsibilities and deliverables was developed and clarified. It was agreed that a proposal would be generated and delivered on or around 17/03/10.

Stage 2: Generating proposal

A proposal detailing deliverables, methods, special clarifications and timescales was produced.

Stage 3: Proposal approved by the client

The proposal was reviewed by the client and approval to proceed granted. This was an opportunity to adjust the requirements and clarify as necessary. Some variation from the original brief was agreed.

Stage 4: Designing data collection tools

Primary data collection questionnaires were to be used online and face to face. These were designed specially for this project and piloted internally by the MBA cohort before use.

Stage 5: Seek approval for questionnaires

The designed questionnaires were presented to the client for approval. Once approved, they were put into use.

Stage 6: Research service providers

We consulted with the UEA Environmental Science team and used desk research to identify and locate sustainability service providers that serve Norfolk. We used the internet for general searching, yell.com, government directories and other sustainability directories to identify sustainability service providers.

A narrow initial approach was followed by broader and broader searches. The team allocated ten working days to this task and concluded that organisations that could not be located by us in this time would also not be found by Norfolks businesses and so are not of interest.

We attempted to contact all by e-mail and telephone to confirm details of their services and to seek ideas about cooperation with other service providers.

Stage 7: Research Norfolk based business online and Face to Face

In order to gather the information required to generate the deliverables, it was necessary to research Norfolk based companies that form the customer group of Sustainable Prosperity and other sustainability service providers.

Online sample calculation tools were used in conjunction with literature to determine the sample size necessary to provide useful information. The need for accuracy was offset against the resources, time and response data available.

A confidence level of 95% was set against an interval of 5% to 10%. This means that in the worst case we can be 95% certain that our results represent the population within a range of +/- 10%.

The population represents the number of businesses trading in Norfolk that are of interest to us. Figure 3.2 shows the quantity of businesses present in terms of employee numbers.

	1-9	**10-49**	**50-99**	**100-249**	**250+**	**Total**
VAT and/or PAYE Registered[1]	30085	5065	615	270	130	36165
Companies House Data[2]	13943	1165	426	355	816	16705

[1]*Source: UK Business: Activity, Size and Location 2009*

[2] *Source: Bureau Van Dijke's FAME Database*

Figure 3.2 Businesses present in Norfolk/employee numbers

We chose to use the number of VAT/PAYE registered companies as opposed to those that are registered at Companies House. This population includes limited companies, partnerships and sole traders with a turnover sufficient to justify VAT registration. Whereas the Companies House database includes dormant businesses and businesses registered to “hold” trading names, those with VAT or PAYE registration are more likely to be active.

To be 95% certain +/- 5% that our response is representative of a population of 36165, calculations show a sample size of 380 companies was required To be 95% certain +/- 10% that our response is representative of a population of 36165, calculations show a sample size of 96 companies was required. Figure 3.3 shows the calculation applied by the system used. (Alvin Burns, Ronald Bush, 2006)

As long as the response data is consistent and strongly polarised the lower sample size will be accepted.

$$n = {}^{N x}/_{((N\text{-}1)E^2 + x)}$$

Figure 3.3.Calculation used to determine sample size and confidence interval

We considered the introduction of incentives to boost response numbers, but dismissed this strategy as empirical evidence shows that incentives can bias results by encouraging a response from those that value that particular incentive.

Also, evidence shows that a relatively expensive incentive is necessary to motivate business managers as oppose to private individuals. An IPod or memory stick will motivate a student population, but a much more valuable item is required to motivate a business manager. For these reasons it was decided that incentives were not appropriate in this case. (Edith De Leeuw, Don A Dillman, 2008, p. 275)

The population was stratified in terms of main business activity. Size and location were also considered. Representative companies were targeted in an effort to limit skewed results and capture a reasonable picture of the views present in Norfolks business population as a whole.

We also provided email text and a link to the survey to Sustainable Prosperity who in turn sent it to the Norfolk Network and Federation of Small Businesses. This was in an attempt to increase response, enabling us to provide even more reliable results.

Having received a very low initial response we contacted the networking organisations (The Chamber of Commerce was added to the list) and asked them to actively promote our survey. The Federation of Small Businesses did this by sending out an email especially for us.

Two local networking events were attended where face to face interviews took place. These included Sustainability 2010 and ABC Norwich. As Sustainability 2010 is clearly aimed at those with an interest in sustainability, a second event with a general business focus was also attended. This again was an attempt to limit skew.

A total of 2000 businesses were approached. The combination of face to face interviews and online self completed surveys was intended to provide both quantitative and qualitative information.

Stage 8: Analysis of data

After gathering information data was converted to a graphical format and analysed. The results were used to produce the deliverables.

Stage 9: Report generation

The required reports were generated.

Stage 10: Produce multilayer service provider document

A multilayer document was developed containing dynamic drill down information as requested.

Stage 11: Recommendations for service providers collaboration

After collecting data from service providers and identifying gaps, the information gathered was used to recommend how the various publicly funded agencies may be able to collaborate and provide a better business service.

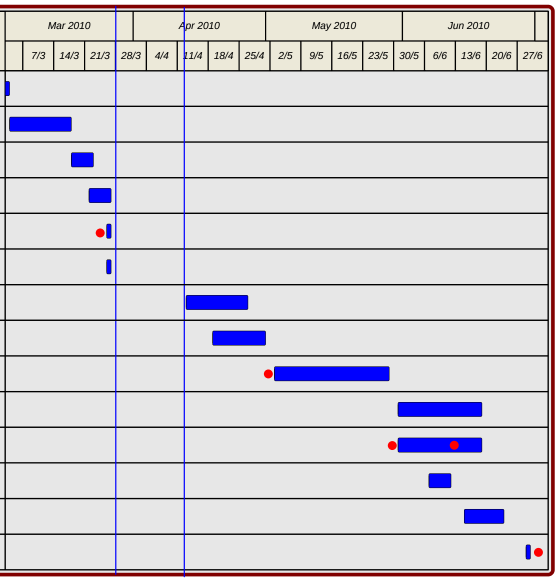
Stage 12: Produce final report and give presentation to the client

Finally, the group prepare a report and presentation based on the findings.

Methodology timeline

The methodology was executed in accordance with the schedule shown by figure 3.4. Not all of the meetings were considered necessary.

ID	Task Name	Start	Finish	Duration
1	Task 1 – Initial meeting	03/03/2010	03/03/2010	1d
2	Task 2 – Generate proposal	04/03/2010	17/03/2010	2w
3	Task 3 – Proposal approval	18/03/2010	22/03/2010	3d
4	Task 4 – Design data collection tools	22/03/2010	26/03/2010	1w
5	Task 5 – Seek approval for tools	26/03/2010	26/03/2010	1d
6	Task 6 – Issue online questionnaire	26/03/2010	26/03/2010	1d
7	Task 7 – Research service providers	13/04/2010	26/04/2010	2w
8	Task 8 – Research SMEs face to face	19/04/2010	30/04/2010	2w
9	Task 9 – Analyse response data	03/05/2010	28/05/2010	4w
10	Task 10 – Report generation	31/05/2010	18/06/2010	3w
11	Task 11 – Produce multi-layer document	31/05/2010	18/06/2010	3w
12	Task 12 – Make collaboration recommendations	07/06/2010	11/06/2010	1w
13	Task 13 – Produce final report/ presentation	15/06/2010	23/06/2010	1w 2d
14	Task 14 – Deliver presentation	29/06/2010	29/06/2010	1d



Client meeting request ●

Figure 3.4

4. Business survey results

We received 104 completed surveys which forms our sample.

This enables us to reduce our confidence interval from 10% to 9.7% and enables us to be 95% certain that our response data represents the views of our 36165 business population +/- 9.7%.

As previously mentioned, confidence interval closer to 5% would have been preferable but, as the answers provided by the respondents are consistent and usually strongly polarised towards positive or negative, it is reasonable to assume our data is representative of the population. Please see the appendix (p.32) for an explanation of this.

Data collected during face to face interviews and by self completion online survey has been combined as the sources corroborate each other. Minor differences were noticed and details of these have been included in the appendix (p.32). We speculate that these minor differences are linked to the fact that some face to face qualitative data was collected at a sustainability event. These minor differences do not affect the findings or conclusions drawn from the results.

Figure 4.1 shows the correlation between business size by employee number in the population and business size by employee in our sample. While we are not suggesting that our results accurately represent the business sizes of interest, there is a correlation between the population make up and the businesses represented in our sample.

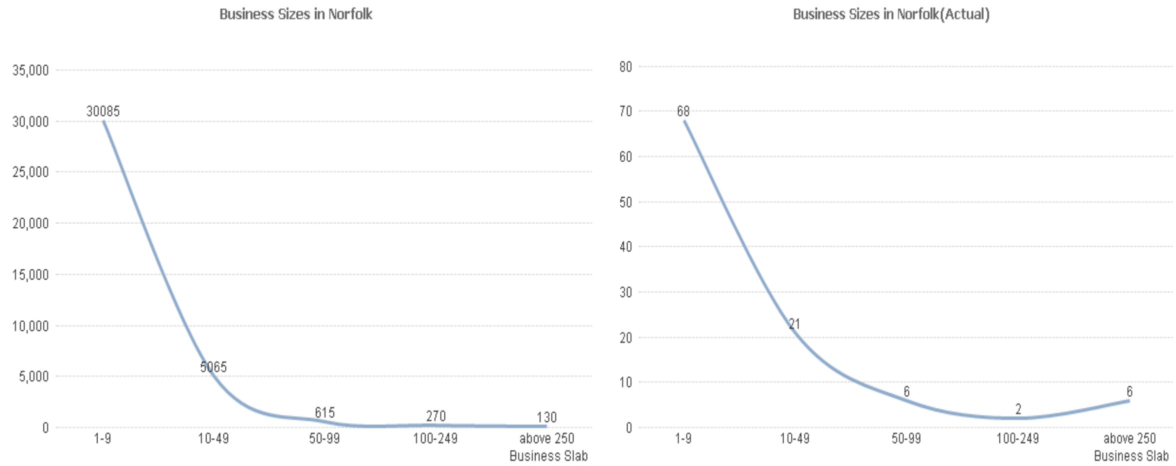
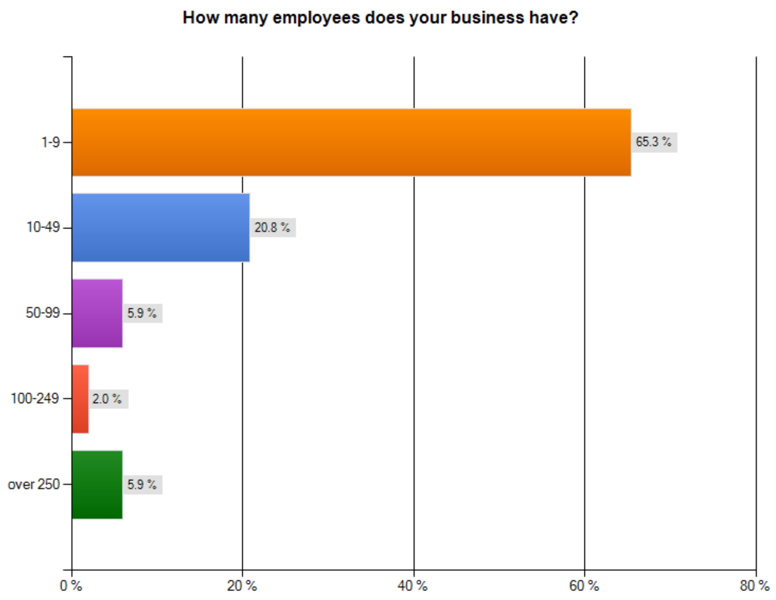


Figure 4.1 Business/employee size present against business/employee respondents

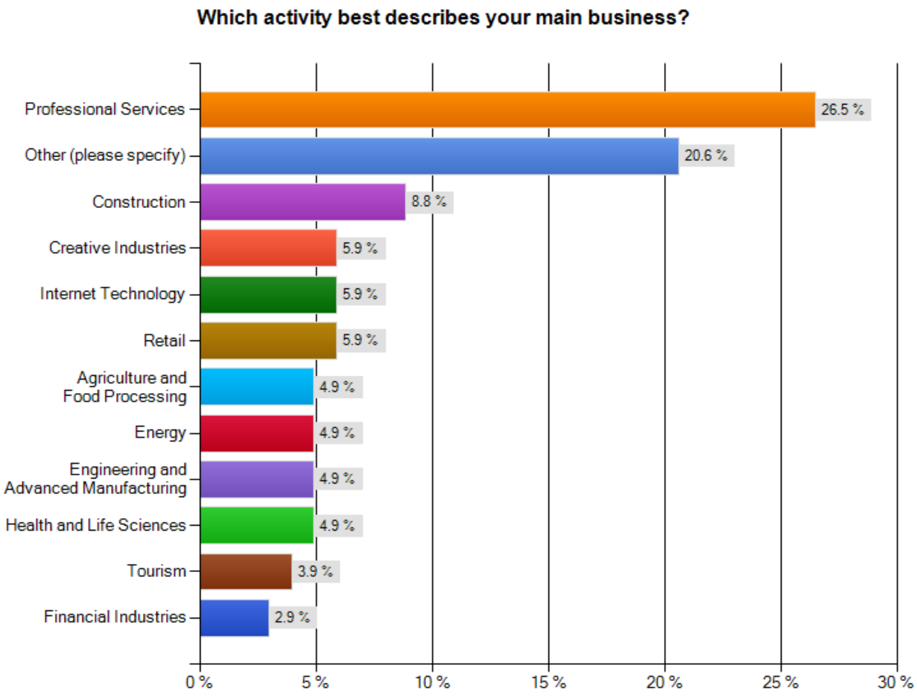
5. Business user survey responses

The following graphs illustrate the answers given by the business respondents to our survey.

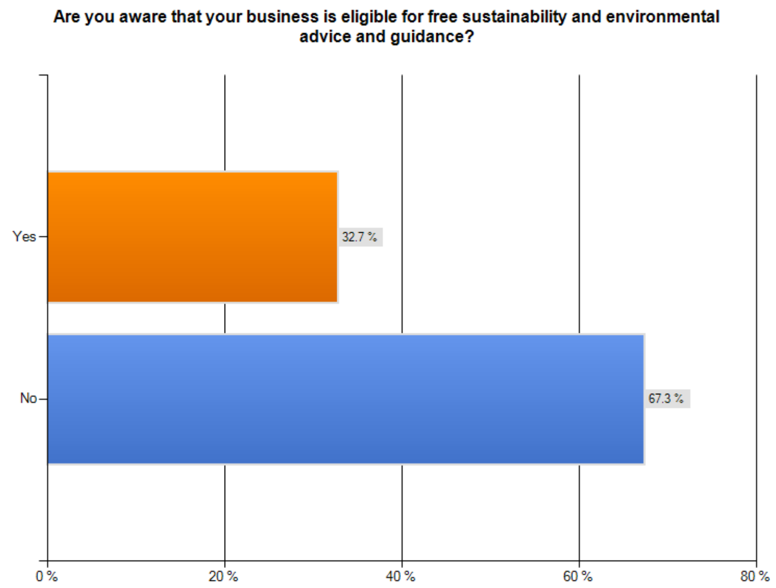
Question 1



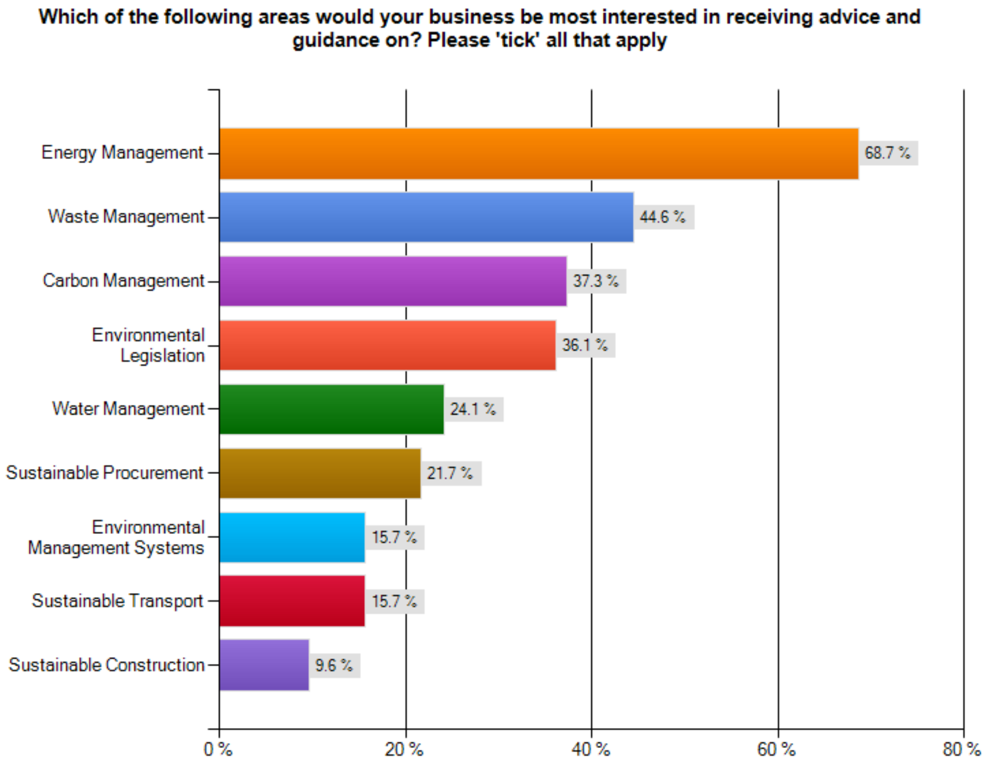
Question 2



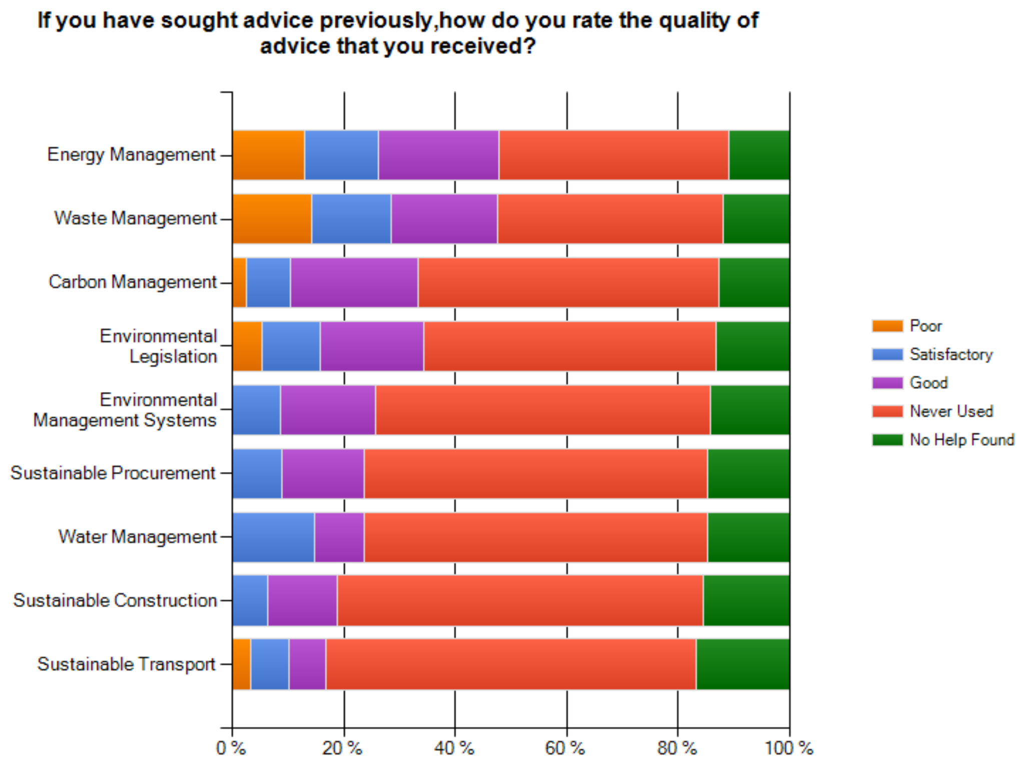
Question 3



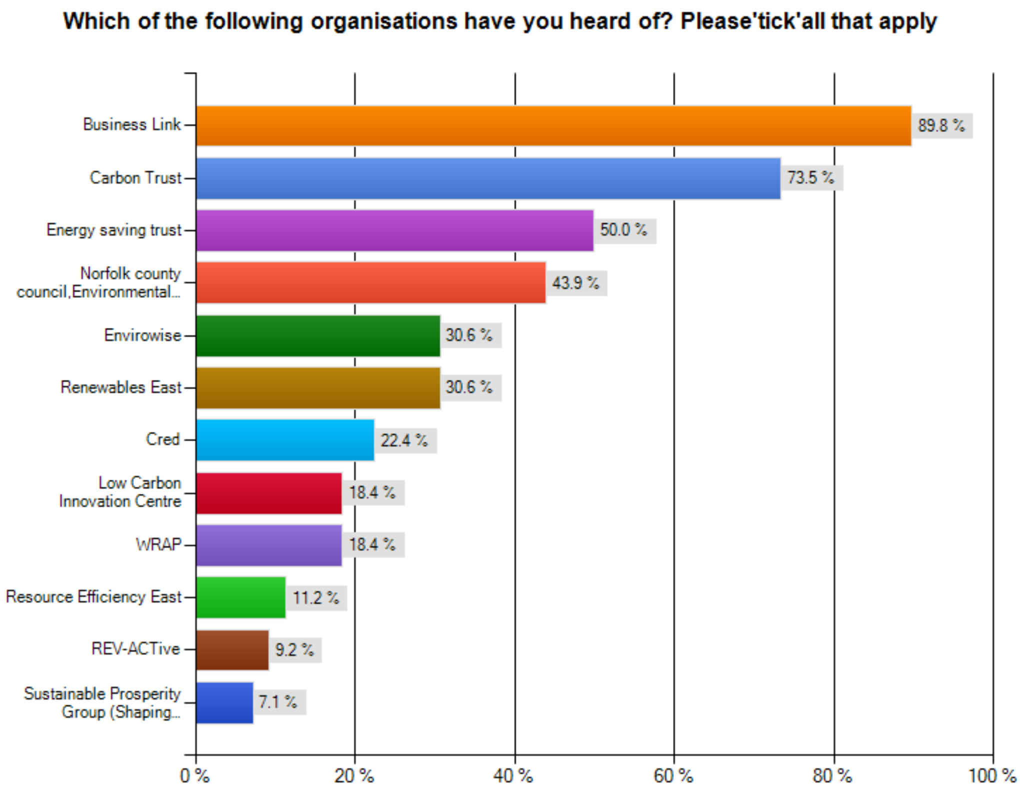
Question 4



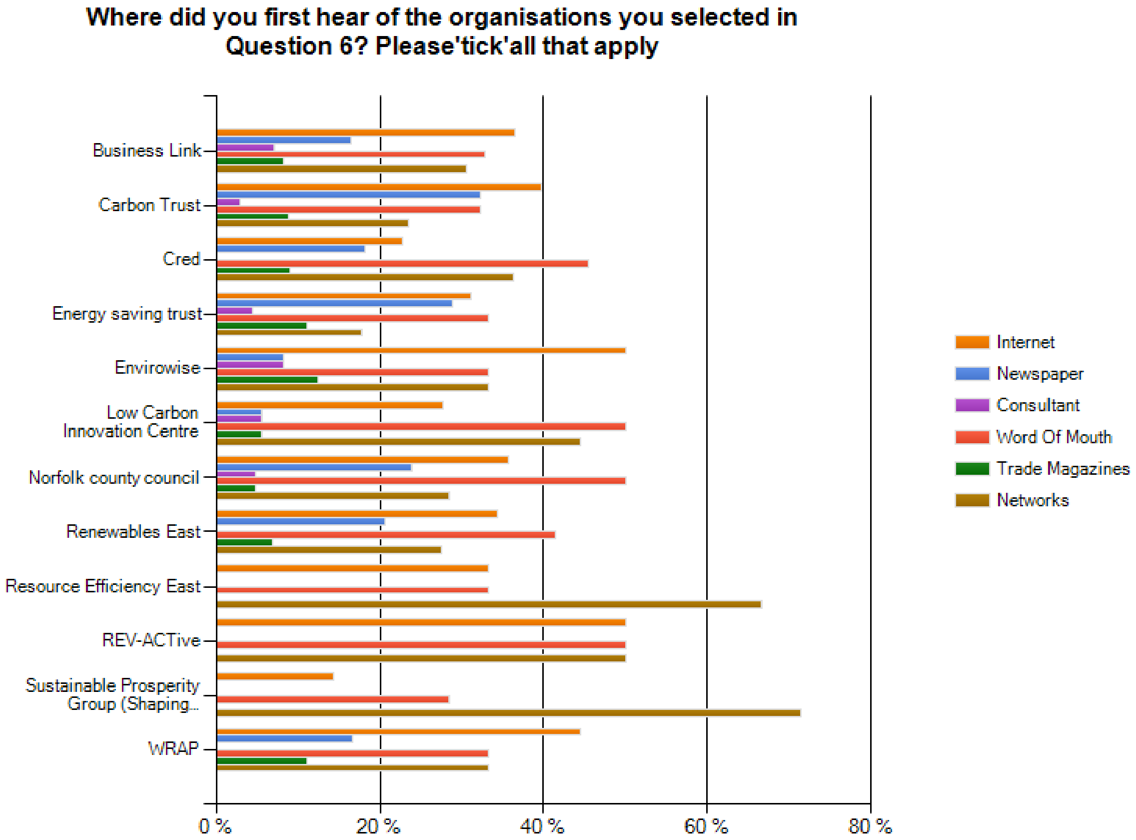
Question 5



Question 6

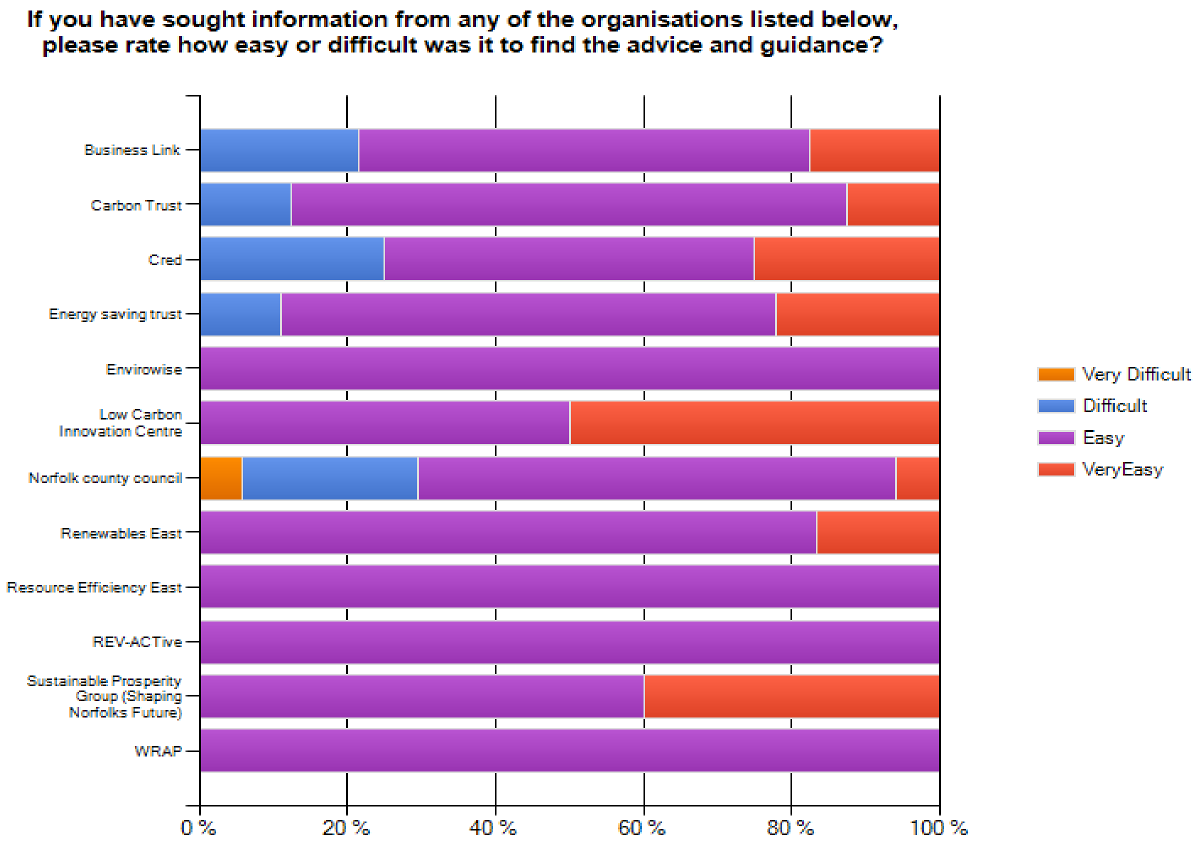


Question 7

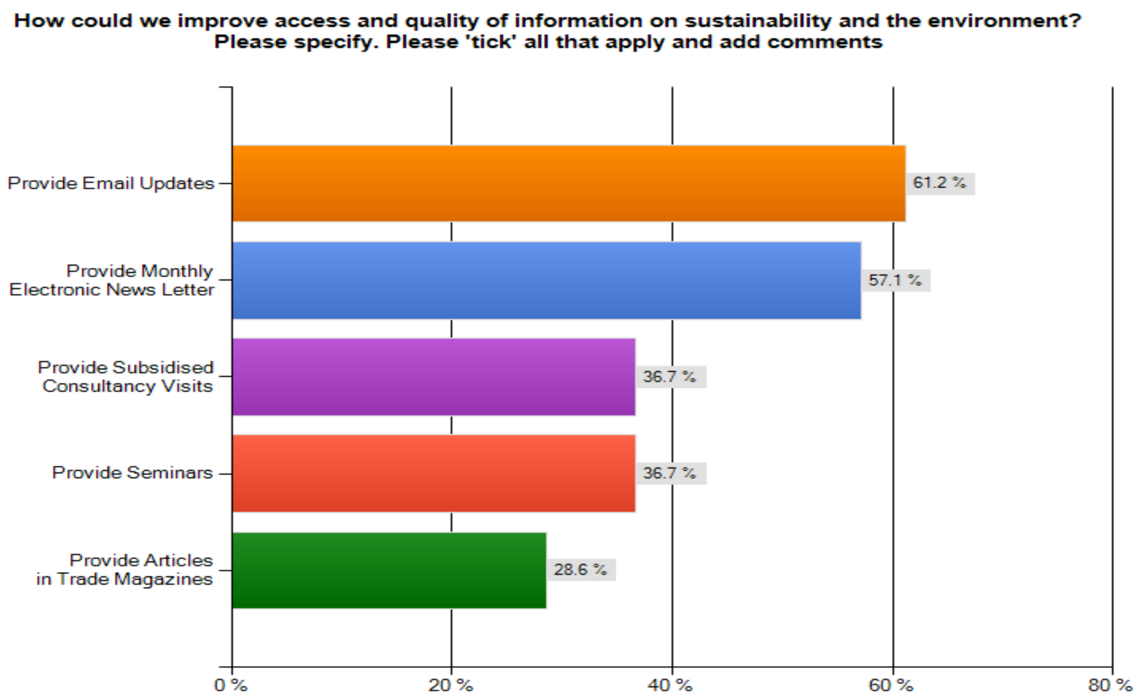


Question 8

Question 9



Question 10



Question 11

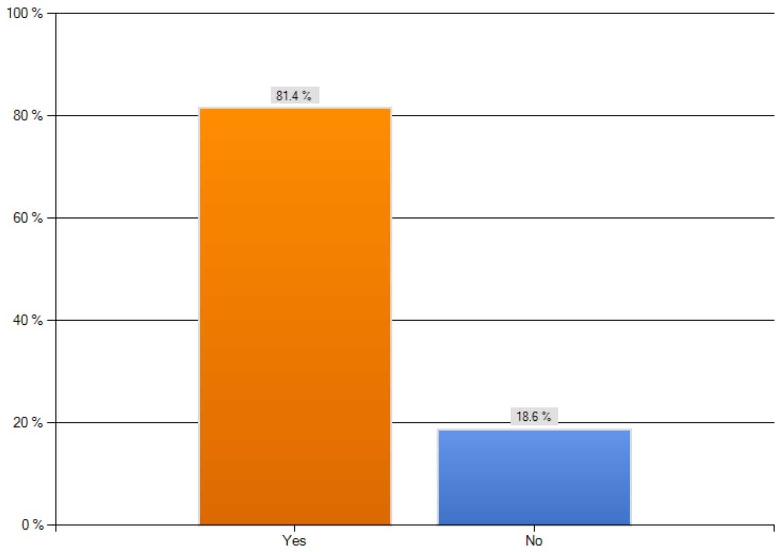
Please comment on how sustainability services providers could improve access to and quality of the services they provide.

Advice given needs to be more aware of commercial and technical considerations
None
I'd need to research the topic a bit more before answering!
Increase profile
Maybe attend networking events as a speaker if you don’t already?
Blog articles online.
Central website resource for micro and small businesses
In marketing, you generally have to have five different impacts, on the customer, to achieve action.
Survival is the name of the game, sustainability is a big company/public sector game we can't afford to play.
Spell out in simple terms what each of these organisations can provide and the resultant quantified benefits .Outline any costs involved, and make the communication process simple. Are so many organisations (no doubt publicly funded) necessary much of the advice / help they provide duplicated?
T V advertising
Make more prominent proactive advertisements
Improve profile,
Single source via direct contact
More coverage in local media
Easier to find
Conference
More advertising and marketing
Advertising
Web based documentation
Increased visibility
Communicate more with more specific advice
Publicity
More visits to businesses
Very good already
Raise awareness of expert advice available and benefits to taking advantage of it
Increase profile. suggested a link from government website
Energy advisory / collaboration & holistic approach
E-mail newsletter
The range of organisations makes this confusing to know who to contact
Why do you need so many inefficient organizations doing the same thing? You need one portal for advice

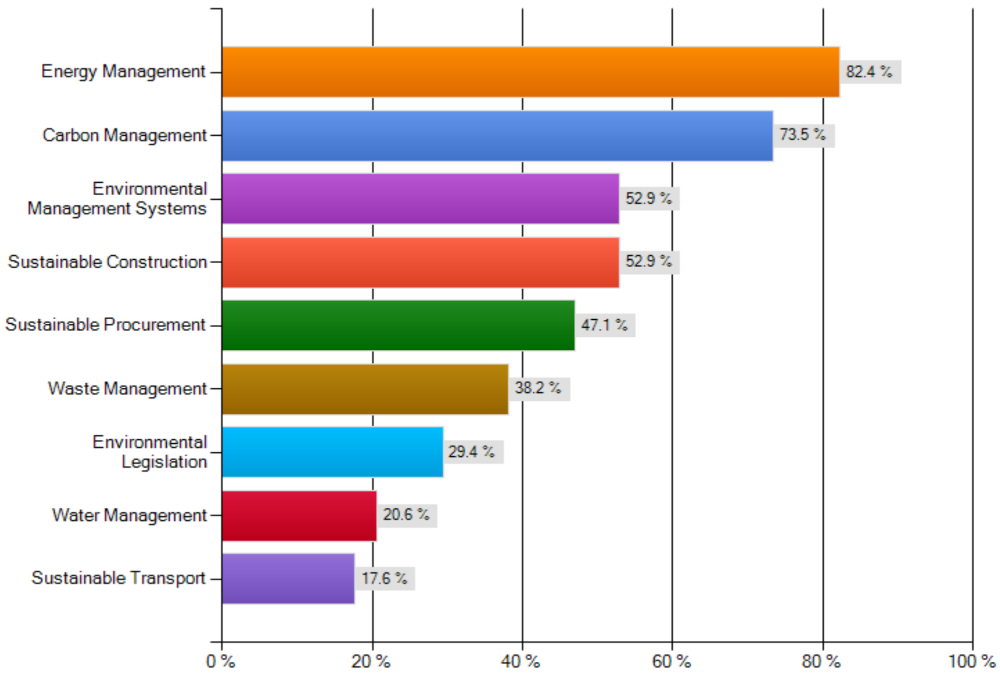
6. Sustainability service provider responses

The following graphs illustrate the survey responses received from sustainability providers.

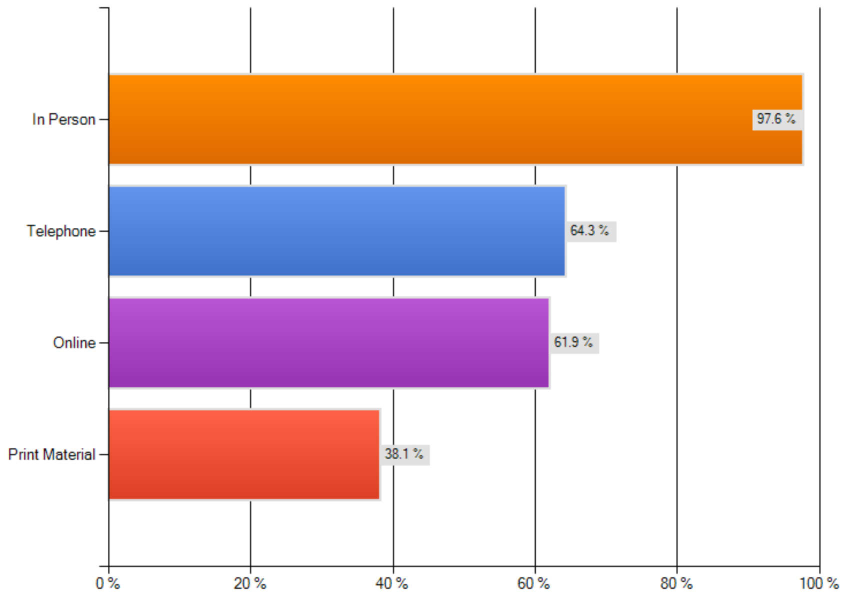
Q1. Do you have offices in Norfolk?



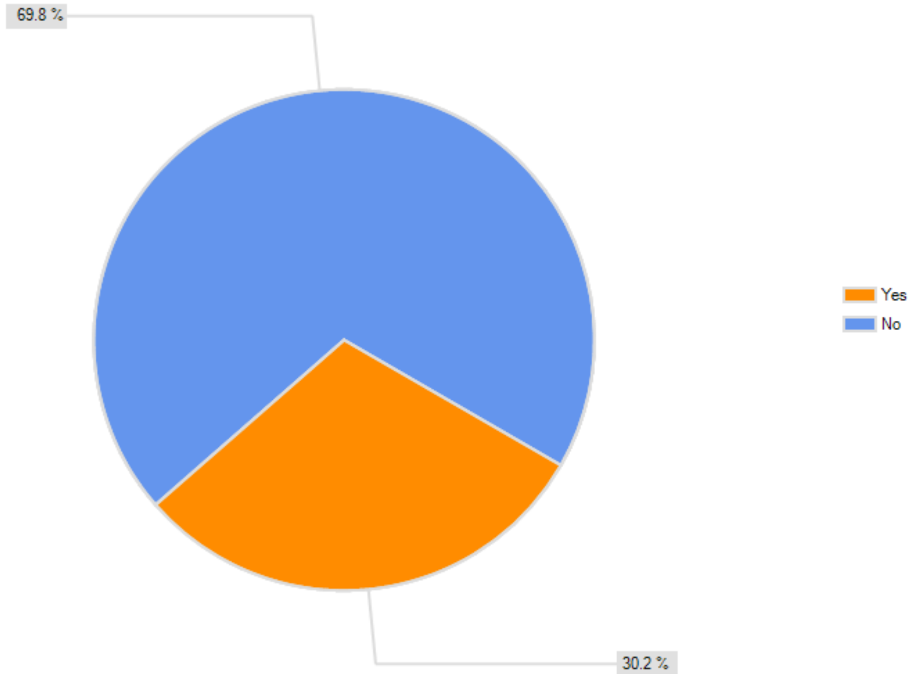
Q2. What are the key services that you offer to business in Norfolk?



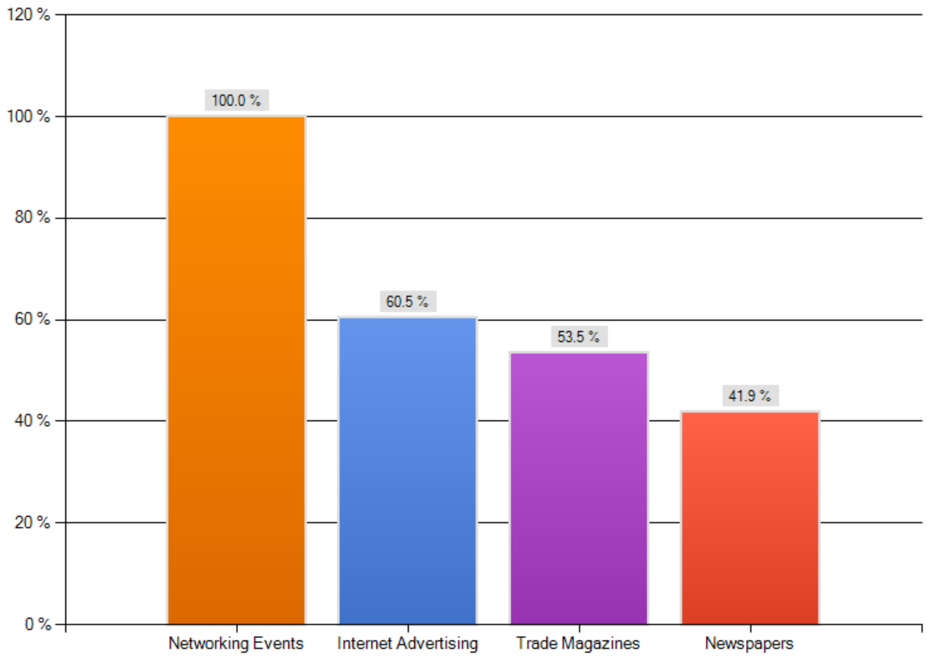
Q3. How do you deliver your services?



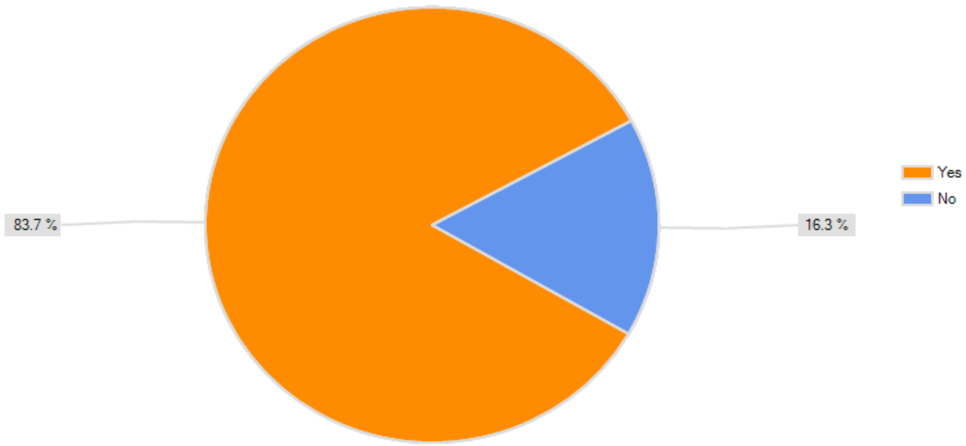
Q4. Are your services provided Free of Charge?



Q5. How do you promote awareness of your organisation?



Q6. Do you collaborate with other organisations that are similar to your own?



Q7. If you collaborate with others, how do you collaborate?

We hold events in partnership with other like minded companies. Work with local government to reduce fuel poverty
We work with a number of BSO's and Local Authorities. For further details please go to www.wrap.org.uk
Working on joint projects, events, networking etc
Sharing Information
Partnership projects, trading alliances and speculative pro-bono work
We collaborate with all other councils in Norfolk as part of the Norfolk Climate Change Taskforce. Any business enquiries we will refer to REV Active or the Carbon Trust as we do not have the expertise or resources to deal with it in house
partnership working
Networking, partnership arrangements, local and regional forums
We work in partnership with a number of other organisations such as WRAP, Natural England, etc, and contribute to the production of guidance and regulations by government.
PARTNERSHIPS
N/A
Collaboration with Indigo Swan Energy Broker
Local Authority and housing associations (eastern cry)
Find partners to fill gaps.
Carbon Aqua
We partner with Milliken, Senator and Mitsubishi.
We have13,partners used combined expertise
Suffolk chamber of commerce
Membership services
Through Recommendation
By using Sub contractors.
Information Sharing, provide training
Strategic Partnerships
Formal Partnerships, Networking Events, joint initiatives
We are unique however we are the 'go to' organisation for energy so they collaborate with us
We want More Partnerships with training companies
Working with Carbon trust
We partner EEDA, Norse wind, Down wind, EEEGR, OEMs
Business Partners Trade
On a project with the client
By forming alliances
Marketing Management
Dedicated engines, True cost and Carbon life.
Promote sustainable approaches; discuss alternative ways to do business more sustainable in our supply chain.

Figure 6.1 shows that both free of charge and chargeable cover is available for all sustainability services of interest to Sustainable Prosperity.

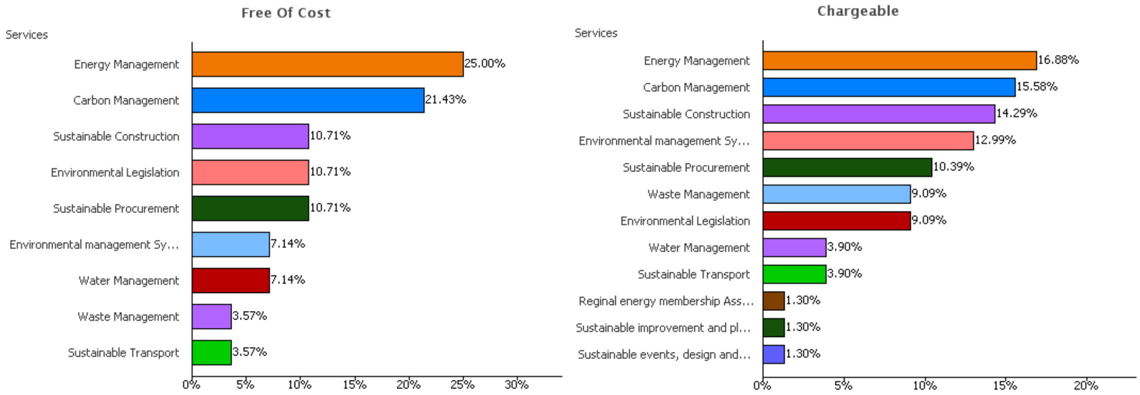


Figure 6.1

It should be noted that the difference between what the free of charge publicly funded organisations offer and what the commercial organisations will include as part of the pre sales process is often not great. This statement is expanded in the deliverables section.

7. Observations

This section is intended to summarise the observations drawn from the answers respondent provided.

7.1 Business respondents

The answers provided by business respondents indicate the following;

- Two thirds of respondents (67.3%) are not aware that free of charge sustainability advice is available to them.
- Respondents most require help with Energy Management (68.3%), followed by Waste Management (44.6%), followed by Carbon Management (37.3%).
- Most respondents have never sought help or advice with sustainability.
- The majority that have used a sustainability service provider found the service level either good or satisfactory.
- Respondents reported their awareness of service providers came from word of mouth, followed by networking, followed by internet searches.
- The most well known service provider is Business link (88.8%), followed by Carbon Trust (73.5%), followed by Energy Saving Trust (50%). Sustainable Prosperity is the least well know service provider with 7.1% of respondent reporting prior knowledge of the organisation.
- The most used service provider is Business Link (71.2%), followed by Norfolk County Council (32.1%), followed by the Carbon Trust (28.8%). Sustainable Prosperity was reported to be amongst the least used service provider with 5% of respondents indicating that they had used their service.
- The majority of respondents found it easy or very easy to find the service provider they had used.
- When asked how access and quality of information could be improved respondents indicated they would most favour email updates (61.2%), followed by electronic monthly newsletters (57.1%), followed jointly by seminars and subsidised consultancy (36.7%), followed by written articles (26.6%).
- The majority of respondents that commented in writing on how access and quality of information could be improved indicated that service providers should raise their profiles by increased advertising.

7.2 Sustainability service providers

The answers provided by sustainability service providers indicate the following;

- Over two thirds of service providers we surveyed have offices in Norfolk (81.4%).
- All services identified as of interest have cover. Supply broadly matches the demand identified by business respondents. Energy management, Carbon management and Waste management are the most in demand services and they are all well represented.
- Almost all service providers (97.6%) reported delivering service in person at customers' premises. This activity is supported by services provided over the telephone, online and with printed material.
- Two thirds (69.8%) of the service providers charge for some element of their service. Initial pre sales consultation was free of charge. It should be noted that there is often little to distinguish publicly funded service providers and commercial service providers as both often offer similar services on a no cost basis.
- All service providers (100%) report using networking events to promote their organisations. Two thirds (60.5%) report using the internet for promotion, half (53.5%) use trade papers and a minority (41.9%) use newspapers.
- The majority of service providers (83.7%) report that they do collaborate with other organisations to improve service level and capabilities. Collaboration takes the form of partnerships and joint ventures with other complementary organisations.
- All sustainability services are covered well by both free at point of use, and commercial organisations.

8. Deliverables

Six main deliverables were identified during the initial consultancy period. These summarise our most important findings and form the basis of recommendations;

1. A multilayer interactive document showing service against service providers showing detailed information has been generated and is available in digital format.

2. How can Sustainable Prosperity improve in line with Norfolk based business requirements?

   Survey response data shows that Sustainable Prosperity is currently the least well known sustainability service provider. As Sustainable Prosperity is primarily a signposting service, a high profile is fundamental to purpose.

   Respondents indicate that they primarily learn of service providers by hearing about them from others in business, by encountering them at networking events and by searching on the internet. This indicates that in order to raise Sustainable Prosperities' profile, resources should be directed at these activities.

   Those that have used Sustainability Prosperities service report that it was very easy (40%) or easy (60%) to use. Respondents also indicate that the quality of service they received was at least satisfactory and often good. From this we conclude that currently Sustainable Prosperity is executing its operation well.

   As business respondents indicate that they primarily require advice and support with Energy management, Waste management and Carbon management, it is suggested that Sustainable Prosperity ensure they signpost these service providers especially clearly.

   Also, we recommend that the business requirement continue to be monitored to ensure that Sustainable Prosperities signposting remains relevant.

3. What are the levels of awareness that exist in Norfolks business community regarding publicly funded sustainability service providers?

   Figure 8.1 shows publicly funded service providers that offer advice and support free at point of use to Norfolks businesses. It identifies the service provider and shows the percentage of respondents that indicated previous knowledge of that organisation.

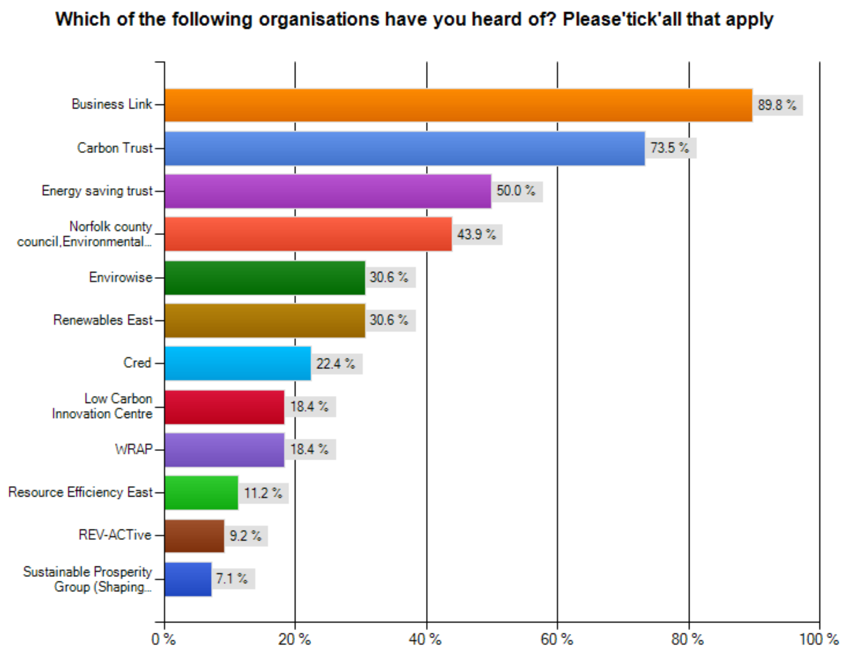


Figure 8.1

4. How satisfied are Norfolk based businesses with the quality and scope of information available from service providers?

   Figure 8.2 shows that the majority of respondents (55.7% averaged) have not tried to seek sustainability information. The majority (80.1%) of those that have looked for sustainability information found the information to be of good or satisfactory quality.

   A small percentage (12.6% averaged) of respondents indicated that they did not find the advice they were looking for.

   Please see appendix for an explanation of the percentage figures given.

Figure 8.2 Quality and scope of service

5. The fifth requirement is for a report detailing commercial companies that offer sustainability advice to Norfolks businesses.

   Both commercial companies and free at point of use organisations are detailed in the interactive document. The organisations are identified, services are listed and they are shown as free of cost or chargeable.

   This seems like an appropriate place to mention an unexpected finding regarding publicly funded and commercial sustainability organisations. The distinction between free of cost and chargeable service providers is not as clear cut as we first thought.

   Both organisation types will audit an operation and make recommendations for improvement on a free of cost basis. Commercial companies usually start charging when the focal organisation places an order for product or service.

   The focal business needs to be aware that commercial companies are more likely to offer biased advice which favours implementation of their own products and services. But by treating the implementation of sustainability improvements in the same way as other capital purchases, companies will detect efforts to over specify or “up sell”.

As publicly funded organisations limit their input to consultation, a commercial company will usually be required to implement practical improvements where they are identified as necessary.

We speculate that free at point of use organisations are most useful to businesses as they first approach sustainability. As these businesses become more aware it is likely they will form direct relationships with commercial companies that implement improvements. The involvement of publicly funded organisations will reduce as this relationship develops.

6. How might tax payer funded sustainability organisations cooperate to provide a better service to business?

   It is acknowledged that sustainability providers do collaborate already by forming joint ventures, partnerships and staging seminars and networking events together.

   The majority of business respondent expressed an interest in email updates (61.2%) and monthly electronic news letters (57.1%). It is suggested that publicly funded organisations collaborate in the production and distribution of these information sources.

   Each organisation could contribute useful content. The organisations databases could be combined for wider distribution.

   This combined approach could increase useful content, increase distribution and reduce cost by aggregating it across contributors.

   Respondents commented that service providers should increase their profiles. Some suggested that the number of different service providers confused them.

   Sustainable Prosperity is intended as a signpost to service providers. It is suggested that this be formally acknowledged by the publicly funded organisations. Collaboration could take place by pooling resources to promote Sustainable Prosperities profile.

   This would promote a single point of contact simplifying the search environment. The combined approach would afford a greater profile by spreading cost amongst those involved. It is acknowledged that this would require a level of selfless collaboration that is often lacking in the politics of the public sector environment.

9. Summary

Norfolks' business community are still largely not aware that free at point of use sustainability advice is available to them. The majority have never attempted to find external sustainability support, but those that have report it easy to find and of a satisfactory or good standard.

The sustainability services (defined as of interest) are all well covered in Norfolk. We found that supply broadly matches demand. The service providers are well represented in Norfolk with over 80% maintaining a local presence.

The difference between what publicly funded service providers offer, and what commercial service providers will do for free, is not as great as we first thought. All the services of interest are well covered by both publicly funded organisations and by commercial organisations.

Norfolks business community most requires support with energy management, waste management and carbon management. They would like service providers to increase their profiles and would prefer a more centralised service. This could be achieved through collaboration amongst publicly funded service providers.

Sustainable Prosperity is not currently as well known as other service providers. As business respondents report learning of service providers through word of mouth, networking and via the internet, it would seem sensible to direct resources to these in order to increase Sustainable Prosperities profile. It might be possible to share the cost of this with others if our second recommendation in deliverable six can be implemented.

10. Supporting case study

To support our recommendations and provide further food for thought we have included this case study to show how another organisation approached similar engagement and collaboration issues. We did look for other studies and found them surprisingly thin on the ground.

Organisation	Shropshire County Council
Case study title	Partnership Working
Dated	08/2005
Source	IDeA Knowledge website http://www.idea.gov.uk/idk/aio/973341
Author	Angie Turner

Extract

The purpose of this project was to reduce carbon emissions in the County of Shropshire. They determined that the way to do this efficiently was to form partnerships enabling resources to be combined, engage with user groups and individuals Some of the groups selected were not obvious choices and may not be appropriate for Sustainable Prosperity but the methodology could probably be applied.

The author wrote; "A partnership approach has proved invaluable in creating the spark to challenge the old ways of doing things, both internally and externally. No single body has all of the answers to climate change, and working in partnership is the key to working effectively.

"On a strategic level, vital new partnerships - not just at the local scale, but regionally, nationally and internationally - have been facilitated through project work and cooperation. This has led to the inclusion of sustainable energy objectives into the regional planning guidance and Shropshire's integrated community strategy."

"The methodology of working in partnership must vary, depending on whom you are trying to engage. For larger organisations used to formal structures and systems, a formal approach works very well.

However, if this approach is brought down to the local community level, it does not engage ordinary people. In order to create real behavioural change, a person-to-person approach is required, with a large element of hand-holding, particularly where technologies or billing issues are being discussed. This approach is very time consuming, but also very successful. The key to engaging people seems to be in giving them the responsibility for both understanding the situation, and being able to do something about it for themselves."

Reported Outcomes

"The level of engagement generated by individual, focused projects, appears to be very high. This is because they are designed around specific interest groups – housing associations, WI members, geographical village communities etc. Many of our projects are in the early stages, but indicate the huge potential that this type of approach can unlock. The feasibility reports indicate savings in the region of 96,000 tonnes CO2 for the Congregations project as it is implemented over the next two years. Similar savings are expected from the WI project if the feasibility study is successful." (Turner, 2005)

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Appendix

1. Online/face to face (quantitative/qualitative) data differences

Two main differences were noticed. A smaller percentage of business users that responded online knew they could benefit from free sustainability services. This being 25% as appose to 32.7% which was our combined result.

The Carbon Trust was better known by those interviewed face to face. 86.4% had heard of them as appose to our combined result of 73.4%

2. Confidence level/interval explanation

The following explanation is taken from Creative Research Systems web site and is their explanation of confidence intervals and confidence levels. We used this sample size calculator and one other in our research.

"The **confidence interval** (also called margin of error) is the plus-or-minus figure usually reported in newspaper or television opinion poll results. For example, if you use a confidence interval of 4% and 47% percent of your sample picks an answer you can be "sure" that if you had asked the question of the entire relevant population between 43% (47-4) and 51% (47+4) would have picked that answer.

Your accuracy also depends on the percentage of your sample that picks a particular answer. If 99% of your sample said "Yes" and 1% said "No," the chances of error are remote, irrespective of sample size. However, if the percentages are 51% and 49% the chances of error are much greater. It is easier to be sure of extreme answers than of middle-of-the-road ones.

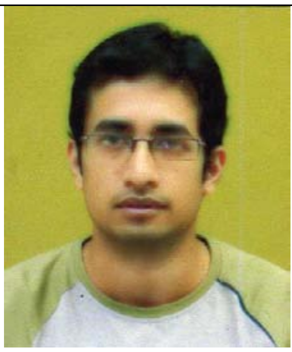
The **confidence level** tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means you can be 95% certain; the 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level." (Creative Research Systems, 2010)

Please see our previous reference for a supporting explanation.

3. Explanation of percentages given deliverable 4 Page 26

The percentage figures used are based on the number of respondents that have actually used services. So 80.1% of those that have experience of seeking services found them to be satisfactory or good.

Consultants profiles

	*Maryam Emadiallahyari* started working as a sales and marketing manager in a major constructional company eight years ago while studying at Tehran Azad University. She continued working for this company full-time after graduation where she rose through the ranks to the position of National Sales and Marketing Manager.
	*Peter Lascelles* started his data communications company ten years ago. The company serves clients like The British Medical Association, East Anglian Ambulance, South East Coast Ambulance, Norfolk Police, Volvo Construction, large high schools and a wide range of commercial businesses. Peters role was to develop sales, manage the business and to project manage. He recently successfully sold his shares to his business partner.
	*Neeraj Kharpate* is a qualified Mechanical Engineer. Prior to pursuing his MBA, Neeraj worked as a Technical Consultant. He has worked with clients from diverse sectors and was responsible for managing the entire Qlikview BI implementation. Neeraj brings with him a unique blend of sales, project management, and exemplary customer support skills and will add to your firms' value by ensuring that project supports strategic mission and objectives within scope and schedule.
	*Wu Pei-Fang* who likes to be known as *Angela*, worked as an administrator in the financial industry. Later, she moved on to an international trading company where she was in charge of international sales. Her main role was to deal with key client accounts.