Enterprise segmentation & development

08212
April 2009

Confidentiality

Research conducted by 2CV

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Background, objectives, methodology and sample

Summary of approach and method

- The overall business objective for this study is to **increase Enterprise pledge signings for the 'A New Way to Work' scheme and to maintain high retention rates**. The results of the research will be used to inform Enterprise activity for the coming year.

- The research program undertook an iterative three phased approach:

Stage 1
Qualitative
Exploring Language

Stage 2
Quantitative
Developing a Segmentation, Measuring Appeal and Identifying Targets

Stage 3
Qualitative
Exploring Segmentation and Opportunities

N=8 in-depth interviews, in-situ with key decision makers in business

N=212 online survey interviews with key decision makers in business

n=18 in-depth interviews with key business decision makers

- Research was conducted between January – March 2009. The project team was Jane Goldthorpe, Kat Jennings, Lee-Ann Rowan, Richard Pickering, Felicity Carlin, Hannah Beech and Tim Blandford

Background

- 'A New Way to Work' is the umbrella name for the initiatives developed and managed by the Workplace Travel Planning Team. This research project specifically concerns the work of the **Enterprise support package that focuses on small-medium organizations** (SMEs) with between 20-250 employees. Launched in May 2007 Enterprise provides tailored advice to SMEs on how to **improve workplace travel and practices to promote more sustainable travel**.

- Signing up to the package means that organisations receive **professional support** throughout the travel planning process, are envisaged to become part of a support network, which will continue to **grow in it's offerings in future** (potentially such as regular networking, events, awards, competitions) and receive **targeted support** to further encourage modal change.

- To date the Enterprise initiative is **performing successfully** and has signed up 100+ companies to the A New Way to Work plan. However, as the Enterprise plan enters its third year of activity, there is a need to **re-examine and validate the segmentation and strategy for the plan** in order to drive growth and success of the initiatives in 2009 and beyond.

Business objectives

- The overall business objective for this study is to **increase Enterprise pledge signings for the 'A New Way to Work' scheme and to maintain high retention rates**. The results of the research will be used to inform Enterprise activity for the coming year.

- The aim is to improve the Workplace Travel Planning team's engagement with their target audiences so that the voluntary Enterprise offering;

  1. Is considered relevant as it understands the restrictions upon, and the opportunities held, by it's target market
  2. Adds value to The Workplace Travel Planning team's clients
  3. Promotes, enables and measures travel behaviour change.

- The outcomes of the research will build on the existing approach and need to feed into a **simple and actionable business strategy** that can be implemented across all areas of the business.

Core research objectives

- *Explore and quantify a segmentation of SME businesses that can be used by the Workplace Travel Plan team to optimise approach*

- *Identify and profile the key targets for the Workplace Travel Plan team*

- *Develop an actionable marketing strategy for the segments that will optimise participation levels and retention as well as deliver actual modal change*

Detailed objectives…

Understanding the Business

- Respondent role
- Business remit and activities
  - Size
- Performance and ambitions

Attitudes / Psychology

- Attitude to the business
- Desires / aspirations
- Motivations and barriers
- Concerns / issues

Media / Networking Habits

- Level of engagement currently
- Which events attended / what grabs attention
- Which media sources consume

Current Travel Behaviours

- Typical journeys by staff
- Protocols for travel
- Motivations and barriers for change in organisation

Response to The Concept

- Level of engagement with idea
- Elements of greatest value
- Role within their business
- Likelihood to drive modal shifts

Ideas for Developments

- How to recruit
- Long term commitment and progression ideas
- Improvements / marketing strategies
- Involvement in other programs
- How changes are implemented

The research process

Stage 1
Qualitative
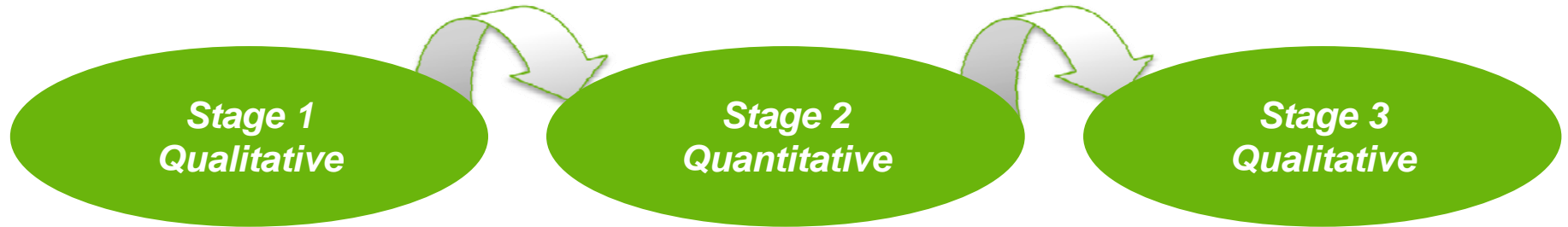
Understanding the segments and developing the right language and proposition for the quantitative research

Stage 2
Quantitative

Validating, measuring and profiling the segmentation solution. Identifying key targets and strategies for development

Stage 3
Qualitative

Understanding the segments and developing marketing initiatives to optimise engagement, action and retention

Stage 1:
Qualitative methodology and sample

Methodology

- 8 in-depth interviews with small and medium sized business (20-250 employees on site) owners/decision makers with a maximum of three office locations based in/around London aged 18+.

- Mix of age, gender, location, business size, industry, and inner vs outer London represented within the sample

- Recruited to broadly represent the hypothesised segments: Inner, Outer and Security Driven

- Interviews 1 hour in duration and conducted in-situ at business site

Stage 2:
Quantitative methodology and sample

Online interviews were conducted amongst 212 business owners / decision makers

- The SMEs were limited to those with 20 – 249 employees, with a maximum of three office locations based in/around London

- The questionnaire was 15 minutes in length and was administered via self-completion online

- We interviewed those aged 18+ with quotas set for age and gender as well as by business size, industry, and inner vs. outer London

- All data shown is weighted to according to the profile of London SME businesses as reflected in the VAT VERR SME statistics which were provided by TfL

- The online survey was completed between 13th of February and 2nd March 2009

Stage 3:
Qualitative methodology and sample

Methodology

- 18 in-depth interviews with small and medium sized business (20-250 employees on site) owners/decision makers with a maximum of three office locations based in/around London aged 18+.

- Sample recruited to quantitative survey segment profiles:
  - 8 Outer Driven
  - 5 Inner Driven
  - 5 Security Focused

- Mix of age, gender, location, business size, industry, and inner vs outer London represented within the sample

- Interviews 1 hour in duration and conducted in-situ at business site

Exec summary and recommendations

Executive summary and recommendations

- Most companies do not currently have formalised travel policies and there is a good level of interest in the TfL Enterprise offer (45% interested, 38% would implement)
  - Highest level of interest from larger companies (68% would implement) who can see the benefits being applicable for their staff and find the logistics / investment required less concerning
  - ***Enterprise would benefit from targeting larger companies first and foremost***

- Some key hooks drive interest in Enterprise - cost savings, employee well-being, optional accreditation and company reputation
  - ***These benefits should be the primary focus of promotions along with succinct supporting evidence and targeted case studies***

- Research confirmed and developed the business segmentation: Outer Directed Idealists (26%), Inner Directed Pragmatists (31%), Security Driven Traditionalists (43%)
  - ***Two main targets identified for Enterprise – Outer Directed and Security Driven.***
  - ***Inner Directed, seem a harder sell in the current climate and interest in Enterprise should be driven by generating employee demand rather than chasing stakeholders***

Engaging the segments, a summary

Outer Directed Idealists 26%

Profile:

Confident, innovative and future focussed businesses

Interest in Enterprise: High

Motivations to leverage:

Cost savings and staff wellbeing

Image, accreditation and 'competitive' benefits

Barriers to overcome:

Need to see benefit in formalised scheme → Offer accreditation / logo & emphasise role of the representative

Security Driven Traditionalists 43%

Profile:

Traditional, hierarchical, conservative businesses

Interest in Enterprise: High

Motivations to leverage:

Cost savings and a 'free' benefit to offer staff

Set savings target and design action plan for target

Barriers to overcome:

Can be critical of 'soft' benefits - need to prove the benefits *(tangible evidence / case studies)* and ensure the program meets expectations

Inner Directed Pragmatists 31%

Profile:

Focussed on day-to-day management of business

Interest in Enterprise: Low

Motivations to leverage:

Meeting staff demand, ease of implementation and dedicated support from representative

Barriers to overcome:

May not believe staff need / want Enterprise – access companies where staff demand exists or engage with staff before business leader

The business segmentation

How will the segmentation be used?

- The Enterprise segmentation aims to address two key objectives:

  - To identify which segments will be most suitable for short-term targeting / initiatives as well as in the longer term

  - To develop strategies for communicating with London business decision makers in order to encourage consideration of the Enterprise scheme and attitudinal and behavioural (modal) change towards sustainable travel through specific segment trigger points

Why segment London business decision makers?

- A segmentation aims to identify **groups** within a population that possess **similar characteristics**

- The most common and effective characteristics on which to segment a population are on **attitudes** as these are **stable and enduring** qualities which can often act as predictors of **choices and behaviour**

- Using attitudes to segment a market is more effective than relying on demographic or firmographic distinctions as this allows us to take into account **a complex range of factors in decision making** and how they interact to form a holistic picture

- By identifying mutually exclusive groups within London business decision makers you can create profiles or 'types' in terms of their **demographics, firmographics, typical behaviours and media consumption**

- This ultimately allows you to **target specific groups more effectively and develop tailored communications strategies for encouraging uptake of the Enterprise scheme**

Segmentation methodology

- The segments are grouped on the basis of their pattern of answers to the following questions:
  - Company outlook (QB1)
  - Attitudes to business (QC1)
  - Personality at work (QC2)
- All data was standardised to ensure that the attitudinal measures were more reliable and meaningful
- In order to determine the optimum number of segments a hierarchical cluster analysis was run, this enabled us to identify there was between 3 and 4 segments in the data
- We then conducted a K-means cluster analysis which enabled us to arrive at the final 3 segment solution.
- We decided this was the most useful solution on the basis of the following criteria:
  - Robust base – with a small sample size it was important to identify groups that were large enough to profile with confidence yet also small enough to represent a distinct group in the market
  - Replicability – the same 3 segments were identified when looking at a random half of the sample, which validates their existence
  - Intuitive sense – the segments seemed to fit with the original segmentation and findings from the initial qualitative phase and profiles of their behaviour matched their characteristic attitudes

How are differences between the segments identified?

- When looking at the segments we are **pulling out differences** between the groups in order to communicate the characteristics of the segments clearly.

- We calculate these differences by **creating an index** to see whether a segment's response is **more or less than the average** response

- For example:

  Segment score = 40%
  Total sample score = 50%
  Index = 40/50 x 100 = 80
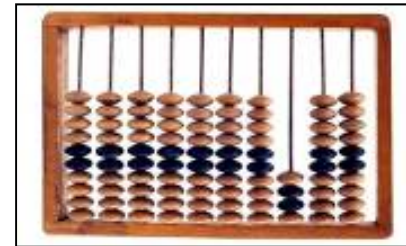
- This helps us to generate **more meaningful interpretations of the segments**

- Throughout the remainder of this report when not talking about the segments, we will focus on majority figures in order to present a landscape view

Three London business decision maker segments were identified

Outer Directed Idealists 26%

"I have a vision for my business and am willing to take financial risks in order to make it happen"

THE BIG IDEA

(Small thinking Big)

Security Driven Traditionalists 43%

"A business works best with hierarchy, structure and prudent spending"

IMPROVING THE PROCESS

(Big thinking Big)

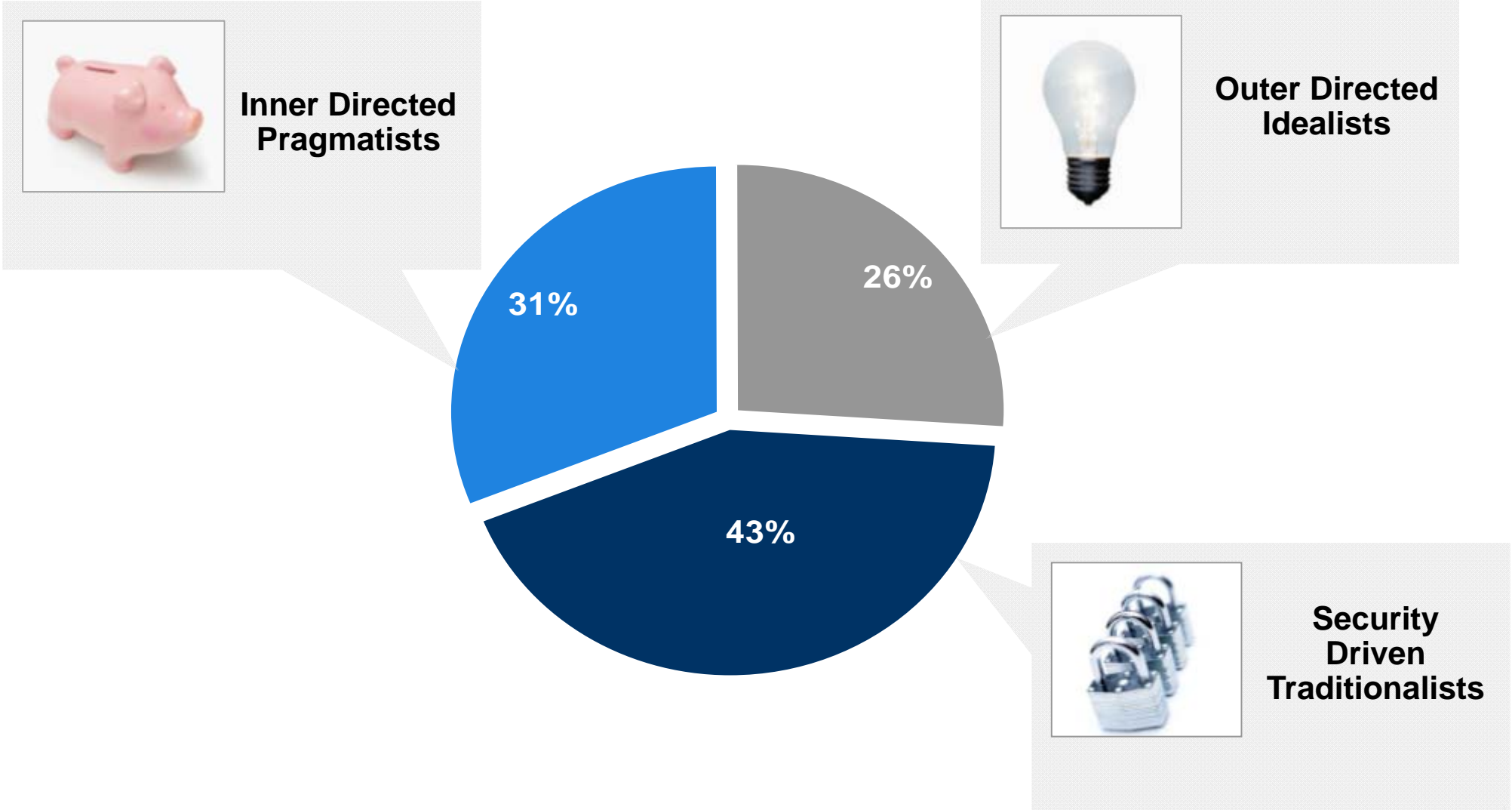## Inner Directed Pragmatists 31%

"I concentrate on managing my team and applying practical business sense day to day - I don't make ambitious plans for the future"

DAY TO DAY MANAGEMENT

(Small thinking Small)

Sizing the segments

Inner Directed Pragmatists

Outer Directed Idealists

Security Driven Traditionalists

31%

26%

43%

Profile: Outer Directed

Company profile

Event Co-ordination Company

Inner London, 25 employees

Market leader / Outshone competition

Fast trajectory of company growth

Company Ethos

Branding and future vision for company is strong

Heavily promote the 'brand'

Image of company is the biggest asset (all smoke and mirrors!)

Manager Profile

Ambitious go-getter

Never misses a trick – innovative and creative
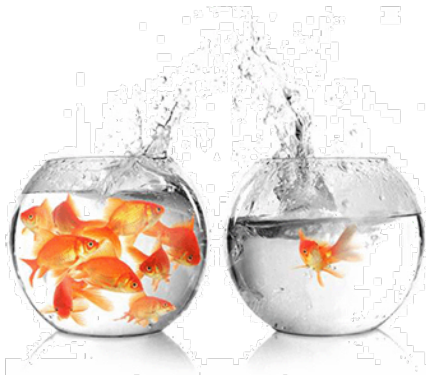
Dynamic and modern approach to business

Management Approach

Led by core senior team, but has dynamic and interesting staff

Staff also self-starters free to follow new leads or their instincts

However, people are less important than the overall business brand and vision

Used to there always being a new face

'You can always find good people to fill the roles, we are a company people want to work for'

'We have a brand book we like to give to clients to talk about our brand values'

Outer Directed Idealists 26%

84% Male
16% Female

Average age 44

88% Senior team*
12% Main decision maker

67% 20-49 employees
24% 50-99 employees
9% 100-249 employees

35% drive to work

80% Inner London*

- This group are the **least financially cautious** of all groups even in the current economic climate.

- They feel that they would **take risks others wouldn't** in order to make opportunities for their business and are **motivated by more than financial benefit** when making business decisions.

- They describe themselves as **visionary** with **strong marketing acumen**, this group have big ideas for where they want their businesses to go and don't tend to focus on the details. They tend to use networking, PR and press as vehicles to promote their company.

- This group consider themselves to be **caring** leaders and they are **extremely focused on the well-being of their employees**. They disagree that some staff benefits can be an unnecessary luxury and expense and would not describe themselves as strict, private or ruthless authority figures.

Outer Directed attitudes and business approach

Business Leader Attitude

- Innovative and creative
- Entrepreneurial spirit
- Competitive and ambitious
- Actively seeking opportunities
- Risk taking
- Excellent business acumen

Company Ethos

- Strong branding and vision for the company
- Want to be seen and heard
- Company vision clearly communicated to staff and clients
- Innovation rewarded
- Potentially cut-throat / will do what is right for the business rather than staff if it comes down to it

Relationship with staff

- Social and engaging environment
- Modern style of management
- Close and open relationship with staff
- Fosters innovation
- But free-flowing environment means employees can come and go quite easily

Confident, innovative and ambitious businesses

Profile: Inner Directed

Company profile

Printing Company, Inner London

Established for 20 years

Little competition or growth

Recently reduced from 80 → 40 staff

Company Ethos

Have a niche specialism that secures a minimum level of business

Low margins work, have to work hard for average profit

Manager Profile

Typically just getting by, happy with the status quo

Detail / day to day logistics key focus

Dislikes disruption or change

Struggling in current climate - can't see the wood for the trees

Management Approach

Claim to have an open door policy but prefer to be left alone

Will respond to staff when enough noise is made but don't like to anticipate company need

'These are challenging times, we have been having to make a lot of changes which takes a lot of time and work'

'It is frustrating when staff leave as recruitment is very time consuming and you can never be certain of your choices'

27

Inner Directed Pragmatists 31%

* Overindex

88% Male*
12% Female

Average age 45

75% Senior team
25% Main decision maker

72% 20-49 employees*
16% 50-99 employees
12% 100-249 employees

68% drive to work*

43% Outer London
57% Inner London

- This group are flexible, collaborative, **hands on managers**. Their companies **lack structure and hierarchy** and this is how they like it, all **employees have the opportunity to voice their opinion**.

- They are **caring** leaders but they are less focused on their employees than the other segments, they feel that some **staff benefits can be an unnecessary expense** and being **conservative with company spending** is their main priority at present under the **current economic climate.**

- These individuals are more **willing to take risks** than the Security Driven segment, they **are open to listening to new ideas** for ways to improve their business but the **day to day running of their company** and the happiness of their employees is their first priority.

- When it comes to promoting their business, this group feel they have good business sense but lack marketing acumen, they do not feel **competitive, visionary or experimental.**

- They are the most likely group to use **family & friend contacts** in order to promote their business.

Inner Directed attitudes and business approach

Business Leader Attitude

- Feel strong in industry but out of depth beyond their specialism

- Keep on top of the day to day management

- Quite process driven to help manage their business

- Little marketing knowledge or interest

- Fear change – either growth or decline

Company Ethos

- On a steady trajectory, not to be swayed off course by business leaders or employees

- Less likely to have brand or mission statement / mantra

- Process driven

- More 'jobbing' approach to business

- Culture of staff socialising but management can sometimes be a bit distant

Relationship with staff

- Like to think of themselves as staff focussed

- However, in reality they tend not to proactively seek feedback from staff
  - Wait for staff to come to them

Day-to-day approach to business is more challenging in current climate

Profile: Security Driven

Company profile

Food manufacturer

Small office in inner London (12 staff), production site in Enfield (55-65 staff)

Strong player in market but conservative in approach – cutting back rather than seeking growth in current climate

Manager Profile

Traditional businessman

Confident but reserved

Many years of experience rather than a maverick

Ambitious but bottom line driven

Company Ethos

Strong and successful product, good branding but not 'outstanding'

Cautious approach to growth – consolidating and credit-checking current accounts

Management Approach

Division between management team and other employees

Parent-child style of management

Perks for office based staff but not for manufacturing

High turnover in manufacturing staff

'We are reducing credit limits for even our larger clients at the moment, we are taking a sensible approach'

'There is high turnover at the factories, giving benefits would be a nightmare logistically so we don't'

Security Driven Traditionalists 43%

80% Male
20% Female*

Average age 43

73% Senior team
27% Main decision maker*

54% 20-49 employees
25% 50-99 employees
21% 100-249 employees*

50% drive to work

45% Outer London*
55% Inner London

- This group are distinctly **risk averse** when it comes to **financial business decisions**, they prefer to make changes that **consolidate the security of their business**.

- The future focus of their company is to **manage budgets and reduce unnecessary costs,** they would only consider making changes to their company if they could see a **financial benefit** in doing so. They are by nature, **competitive, detail focussed and prudent**.

- They are strong advocates of **a strong hierarchy and structure within their company**, and as such they believe they can be **private / solitary, strict and ruthless leaders.**

- Although this group feel it is important to focus on the well-being of employees, they are less likely than average to call themselves caring and they agree that **some staff benefits can seem like a luxury and an unnecessary expense.**

Security Driven attitudes and business approach

Business Leader Attitude	Company Ethos	Relationship with staff
▪ Competitive yet conservative ▪ Financially and margin driven ▪ Risk averse	▪ Use marketing / branding to promote business but not as an ethos of the company ▪ Quite structured in approach / standardise systems for ease of administration	▪ Parent – child style of management ▪ Less social / engaged than other segments ▪ Like a stable workforce to avoid logistics of having to re-recruit

Traditional and conservative approach to business

Current business context

Profile of London Small & Medium Enterprises

A representative spread of industries*

11% Hotels/Catering
10% Production/Manufacturing
10% IT/Computer/
Electronic equipment/Software
9% Wholesale
9% Property/Bus. services
8% Publishing/Printing/Media

6% Banking/Mortgage/Finance
5% Insurance/Legal services
5% Construction
5% Advertising/Marketing
5% Retail
5% Transport
9% other (< 5% by category)

*63% Inner London
37% Outer London

61% one site
31% two sites
9% three sites

* 63% 20 – 49 employees
22% 50 – 99 employees
15% 100 – 249 employees

Profile of business executives

23% Main decision-maker
77% Senior decision-maker

25% 18-35 years
30% 36-45 years
32% 46-55 years
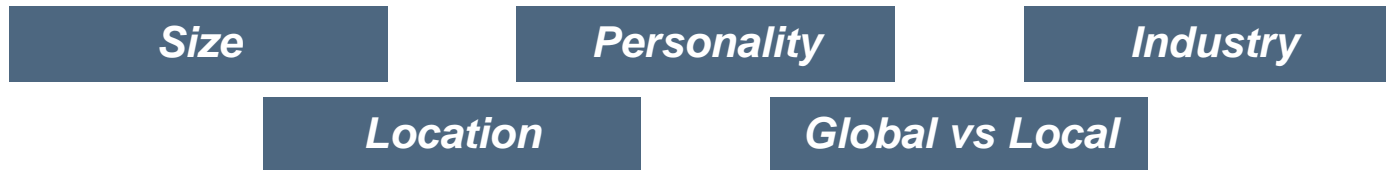10% 56-65 years
3% 66+ years

16% Female
84% Male

*Figures shown are weighted to reflect VAT VERR SME statistics

SMEs are attitudinally and demographically diverse

- A number of dimensions upon which companies differ even within segmentation parameters:

Size	**Personality**	**Industry**
	Location	**Global vs Local**

- SME businesses do not associate themselves as a homogenous group or indeed as 'enterprises' distinct from companies with more than 250 employees. Companies associate more closely with their industry or business network (clients and competitors) than as London SMEs

"We're in a unique position in the industry due to our client base, a lot of big printers have gone under but we do something slightly different with our clients"
Security Driven
Printers, 20-25 employees, Inner London

"We are a global law firm, and are very selective in which clients we service"
Security Driven, Corporate Law firm, ~250 employees, Inner London

"We have administrative staff on site, about 50 operational staff who work nights and a small office in Covent Garden for a small part of the business"
Security Driven, Food Manufacturer, 55 employees at Outer London site

- When discussing benefits or presenting case studies, appearing understanding of their industry and company profile, over and above segmentation will increase receptiveness and empathy

Targeting each businesses needs, culture and make-up is more appropriate than positioning Enterprise for 'small to medium sized companies' (SMEs)

The current economic climate is a hot topic of discussion

- The dominant media and business discourse at the moment centres on the credit crunch

- Most business managers express concern and uncertainty and many have had to adapt business practices:

"It's very unclear what the next year will hold for the economy and we need to be cautious about decisions we make and any risks we take"

Security Driven

"At this stage we seem to be as busy as ever, but you can't be complacent and other bigger companies have made redundancies and you can't assume you'll be safe"

Outer Directed

"We have reduced the office space to one floor and have had to make redundancies, it is a tough time for small businesses"

Inner Directed

- As such, close attention is paid to media coverage of the economic crisis

Whilst some companies are certainly more financially cautious than others, there is an overall cautiousness towards financial forecasting, outlay and risks

These trends reflected in magazine readership and subscription

- 9-in-10 companies are regular readers/subscribers to magazines focused on business
- Industry-specific most popular

Genre	%
Industry specific or trade	54%
Economy	40%
Business news	39%
Management	31%
Investment	24%
Employee benefits or HR	19%
Innovation & Ideas	13%
Entrepreneur	13%
Environment	11%
Corporate Social Responsibility	8%
Other	4%
None of these	14%
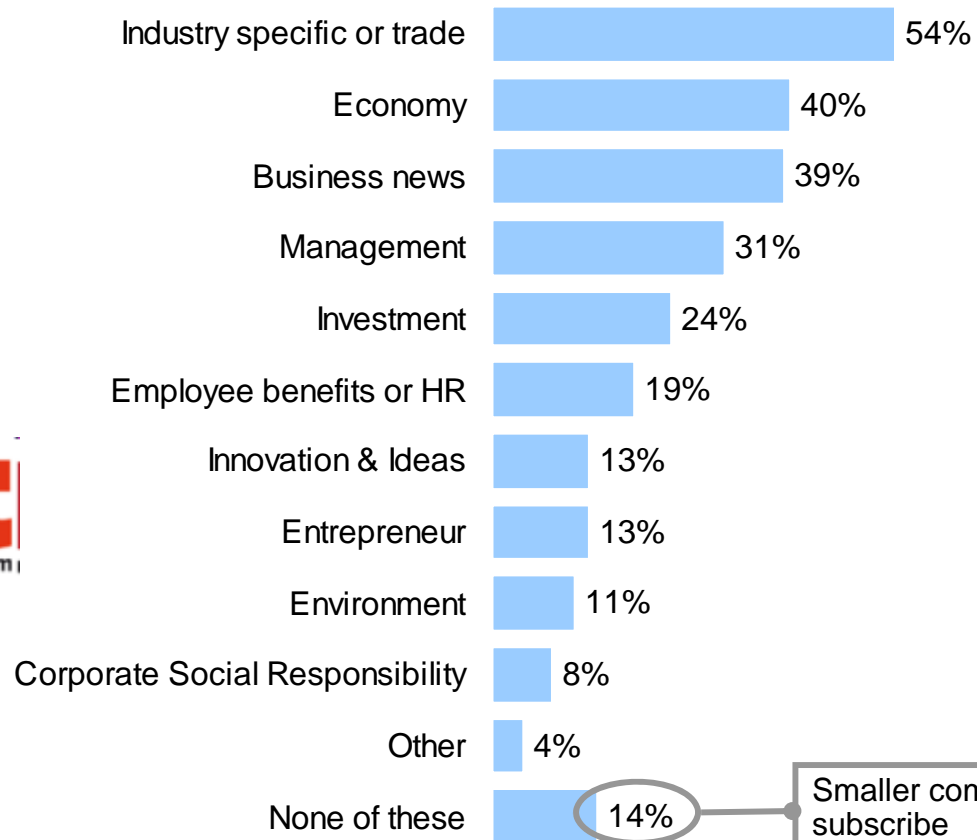
Smaller companies less likely to subscribe

This context frames many business decisions

Conservative spending is seen to be important in the current economic climate

- Half would only make changes in their company if they could see a financial benefit

Yet having a competitive edge is extremely important to businesses

- Particularly in today's competitive economic climate
- Keeping informed and being focused on innovation are just some ways SMEs try to stay competitive

Schemes/initiatives that can aid companies in improving their competitive edge while producing financial benefits would resonate well with SMEs, although they can be cautious and there is a need for confidence in 'proven' benefits

However, whilst interest is high, decision makers can be cautious

Financial Savings

- SMEs are looking for opportunities to streamline costs and increase efficiency

- Evidence of cut backs:
  - Reduced office space
  - Changing suppliers / challenging current contracts
  - Reducing staff benefits – e.g. Company cars

Competitive Edge

- Developing points of difference within the market
  - To attract new business and protect current clients
  - To keep and attract the best talent

- Watching out for market trends / competitor activity and adapting business style accordingly

Stakeholders are often sceptical and cautious when it comes to making change, as need a good level of confidence before committing

Proven credibility of Enterprise's benefits are critical to success

Business management style

Business management encompasses a number of elements

Company Brand / Identity

Clients / New Business

Logistics

Finances

People
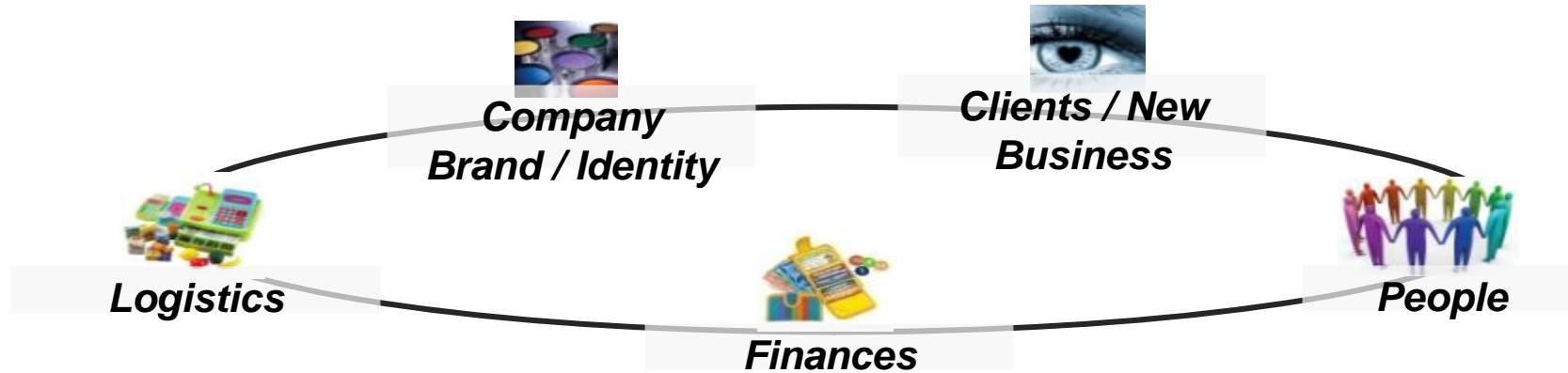
Day to Day

Future

- Pragmatic approach to business

- Every day decisions

- Winning business contracts and servicing customers

- Company vision and strategy

- Consolidating current status or projecting future growth

- Cultivating desired business culture

(Inner Directed)   (Security Driven)   (Outer Directed)

The core considerations for businesses, although mindset of business stakeholders varies – as illustrated by the segmentation

Whilst employee well-being is seen to be extremely important there is a need to highlight value and benefits

It is important to focus on employee well-being if a business is to be productive and successful

93%

88%
I am extremely focused on the well-being of my employees

Top 2 box Agree / Strongly Agree

Some staff benefits can be an unnecessary luxury and expense

59%

A 'new' style of management

- Business style and culture is broadly led and defined by the core management team. Companies vary in terms of their overall approach on a number of levels:

  - Hierarchy, structure, level of control vs autonomy

- However, there is an overall trend towards a more 'modern' approach to staff management, even amongst Inner Directed and Security Driven segments:

  - Flexibility to meet employee needs

  - Focus on professional and social development

  - Working to support both business and staff needs

  - Developing approaches where innovation and staff motivation thrives

  - More flexible time keeping (staff work when suits them as long as they work hard)

Perceived to be a positive move where staff and companies thrive, but also conversely, results in longer hours and an overall feeling of less structure and 'time-poor' business

The modern structure of business is also reflected in the quantitative data
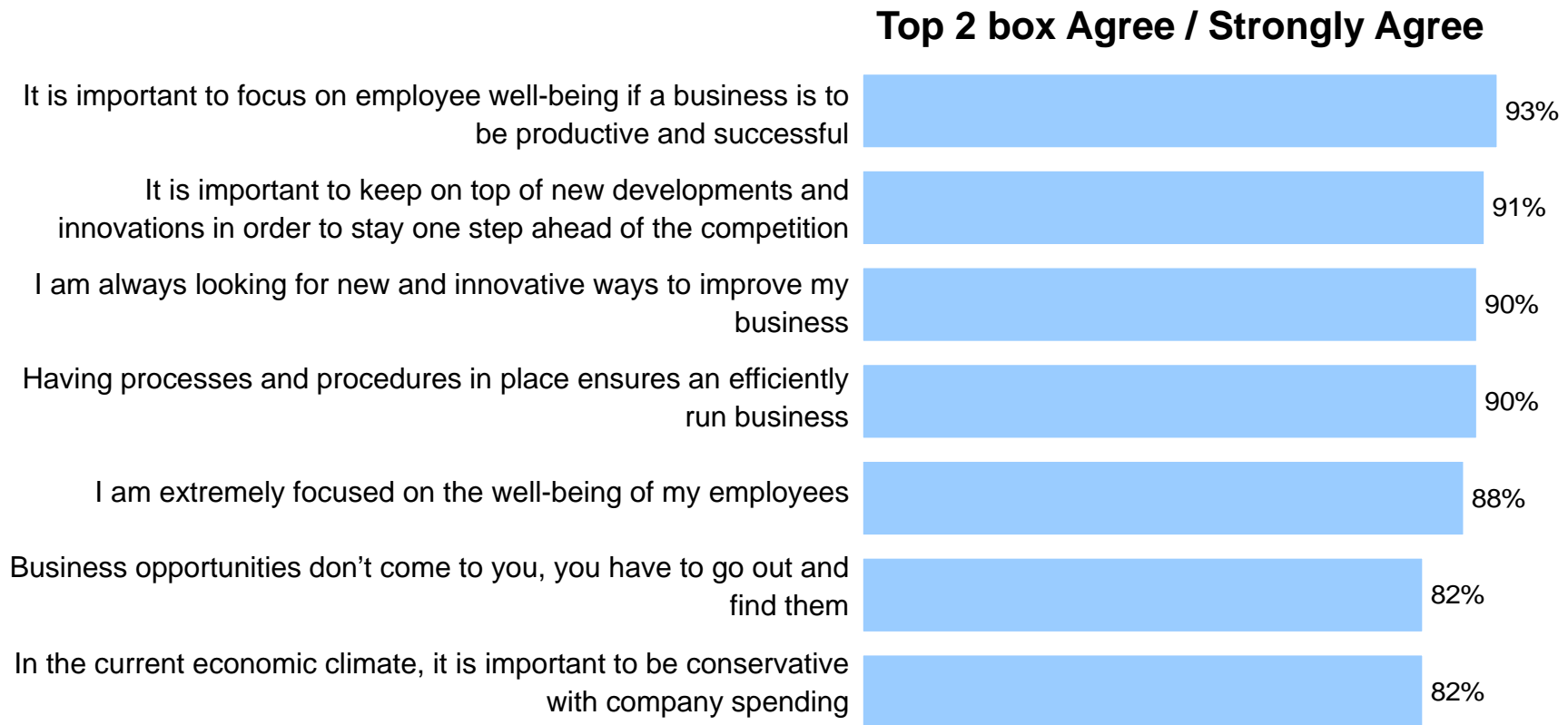
- *Almost 7-in-10 SMEs believe their company is non-hierarchical and feel their staff can voice their opinions*
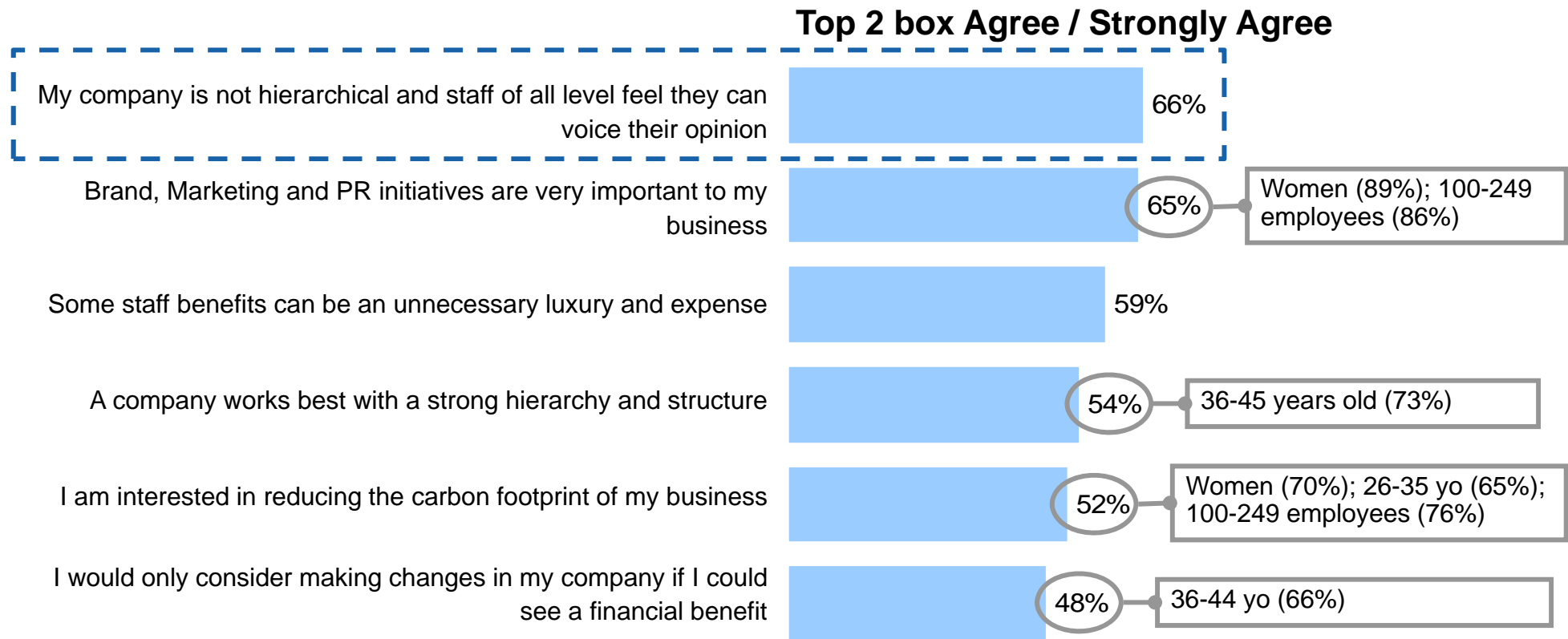
Top 2 box Agree / Strongly Agree

Statement	Value	Callout
My company is not hierarchical and staff of all level feel they can voice their opinion	66%	
Brand, Marketing and PR initiatives are very important to my business	65%	Women (89%); 100-249 employees (86%)
Some staff benefits can be an unnecessary luxury and expense	59%	
A company works best with a strong hierarchy and structure	54%	36-45 years old (73%)
I am interested in reducing the carbon footprint of my business	52%	Women (70%); 26-35 yo (65%); 100-249 employees (76%)
I would only consider making changes in my company if I could see a financial benefit	48%	36-44 yo (66%)

What are decision makers' attitudes towards business management?

Top 2 box Agree / Strongly Agree

Statement	
It is important to focus on employee well-being if a business is to be productive and successful	93%
It is important to keep on top of new developments and innovations in order to stay one step ahead of the competition	91%
I am always looking for new and innovative ways to improve my business	90%
Having processes and procedures in place ensures an efficiently run business	90%
I am extremely focused on the well-being of my employees	88%
Business opportunities don't come to you, you have to go out and find them	82%
In the current economic climate, it is important to be conservative with company spending	82%

Attitudes towards CSR/corporate schemes

Policies and procedures are a necessary element of management

- Businesses managers have a mix of positive and negative viewpoints on structured policies and procedures within the business

Positive	Frustrations
Cost savings	Time consuming
Control / structure	Restrictive of staff
Efficiency	General negative perceptions
Guidelines	Red tape / bureaucracy / documentation
Business necessity	A 'must do' rather than 'want to do'

- Businesses are hesitant therefore to implement procedures unless necessary:
  - Where there is a clear benefit or need
  - Where compliance demands
  - Where there is strong employee demand / advocacy

It is important that Enterprise emphasises the positives when talking to business leaders and reassures on the potential frustrations of implementing a formalised travel plan

CSR schemes are often perceived to be the domain of big business

- For many respondents there is a belief that *'CSR'* is the domain of big business:

  - A formalised and documented approach / commitment

  - Requires investment on behalf of the company / reinvesting profits back to society

- SMEs prefer to take a less formal approach to good business practice:

  - Cautious not to over-commit

  - Environmental/charitable initiatives common to most SMEs but often driven by a single or small number of champions

"We have recycling bins and use Ecover products & an environmental policy, the office manager is very green so she sets the example and agenda" Outer Directed

"We donate to a local charity and have discounted rates for our services for charitable causes" Security Driven

"We are going to apply for ISO14000 as I feel it is a valuable and meaningful accreditation" Security Driven

"I don't think we have the resources for formalised CSR in the way Banks or large corporations do" Inner Directed

Enterprise should promote specific 'benefits' of Enterprise to business rather than formalised 'CSR' program

Corporate schemes are not widely endorsed by SMEs

Little consistency in which schemes SMEs participate in

- Just under half participate in these types of schemes
- Smaller SMEs more likely to be involved with one
  - A widely-recognised affiliation may provide them with a formal sense of establishment to potential clients/customers?

There are some positive associations with CSR

- Seen to project a positive image of businesses which can encourage loyalty and differentiate businesses above competitors
- Yet 3-in-10 believe they add unnecessary costs and don't believe these types of schemes make a difference

Enterprise should associate with the positives of reputation and enabling better business practices and reassure on real benefits and level of support to business

Little consistency in participation in corporate schemes

- Less than half of SMEs are currently involved in some type of corporate scheme
  - Smaller SMEs are more likely to be involved
    - Those with 20-99 employees - particularly the smallest ones
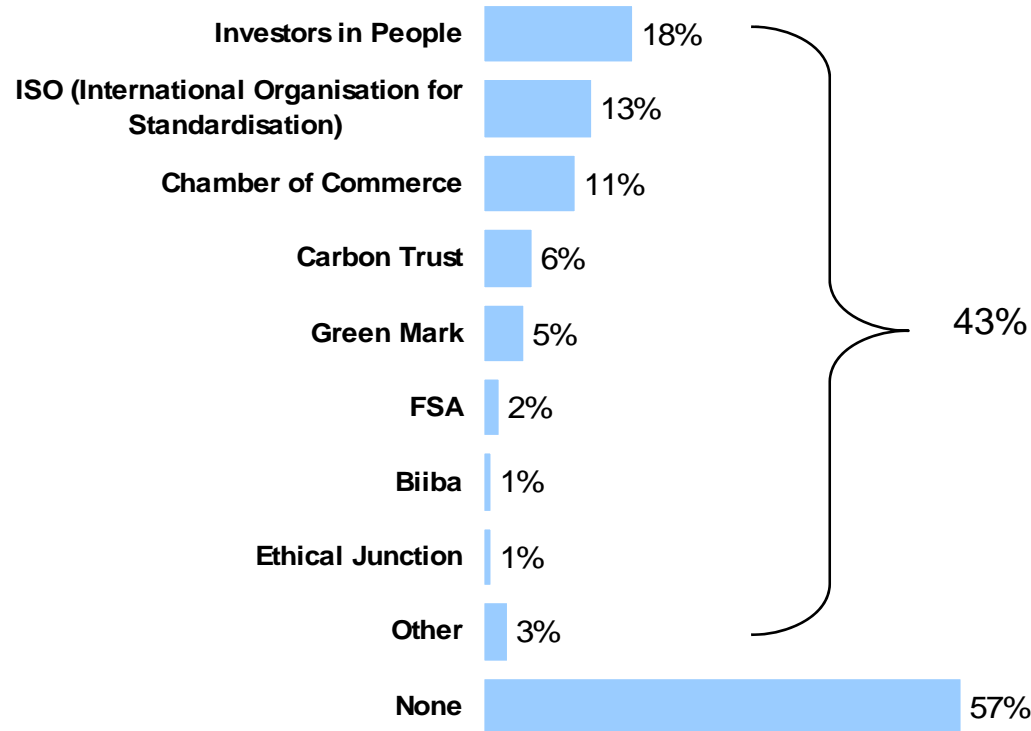
Scheme	%
Investors in People	18%
ISO (International Organisation for Standardisation)	13%
Chamber of Commerce	11%
Carbon Trust	6%
Green Mark	5%
FSA	2%
Biiba	1%
Ethical Junction	1%
Other	3%
None	57%

43%

What are decision makers' attitudes towards CSR/corporate schemes?

- 3-in-10 feel these CSR schemes don't make a difference
- The schemes are seen to project a positive image of businesses which can encourage loyalty and differentiate businesses above competitors

Top 2 box Agree / Strongly Agree

Statement	%
Demonstrating responsible business practices would encourage loyalty amongst my current customers / clients	62%
Taking on corporate responsibility actions can help to differentiate my business above my competitors	58%
Engaging in corporate social responsibility plans would project a positive image of my company for PR and marketing purposes	54%
Corporate social responsibility schemes fit well with my company vision and ethos	50%
Reducing the carbon footprint of my business would reduce our costs in the long run	43%

Barriers

Statement	%
Corporate social responsibility schemes involve unnecessary costs	34%
I don't believe my employees would be interested in a corporate social responsibility scheme	30%
I don't believe corporate social responsibility schemes make a difference	30%

Larger SMEs more strongly agree

Outer London is less likely to believe this (41%)

ISO 14000 Standardization

Who is targeted?

Pitched at 'visionary' decision makers who want to go beyond compliance with legislation.

ISO 14000 is marketed as the antithesis of a business cost

Dual benefits

1. Promotes images of business as socially responsible

2. Provides ROI

Appeals to the ego and ambition of managerial staff:

"The manager who is "too busy managing the business" to listen to good sense about environmental management could actually be costing the business, instead of achieving benefits like those above."

Key words

1. Proactive management
2. Vision
3. Understanding
4. Strategic approach

Investors in People

Who is targeted?

Sold as an inclusive standard with a low barrier to entry which is suitable for almost all organisations

The website repeatedly points out that the standard is non prescriptive & simple to comply with

Benefits

Investors in People provides a flexible framework, which any organisation can adapt for its own requirements

It mirrors the business planning cycle (Plan, Do, Review), making it clear for organisations to follow and implement in their own planning cycle.

Appeals to the ego and ambition of managerial staff:

"Investors in People recognises that organisations use different means to achieve success through their people. It does not prescribe any one method but provides a framework to help you find the most suitable means for achieving success through your people."

Key words

1. **Making a difference**
2. **Achieving success**
3. **Relevant, accessible and attractive**
4. **Knowledge, skills, motivation**

What can Enterprise learn from IIP and ISO?

There are some common principles between ISO14000 and IIP despite differences in how they are marketed

Both focus on how the standard ensures more effective ways of working, either in terms of cost, time or both:

IIP
"...the Standard helps organisations to improve performance and realise objectives through the management and development of their people."

ISO 14000
"IS0 14000 is designed for those with the vision to understand that implementing a strategic approach can bring return on investment in environment-related measures."

Businesses can use their compliance to the standards as evidence of their investment in staff or improved

The standards both act as validation of a specific commitment to responsible business practice.

Investment in employee welfare and training and dedication to sustainability and improved environmental performance respectively.

In addition to the reputation benefits both standards align themselves with more pragmatic and tangible reasons for adoption

The focus with both remains on potential ROI, efficiencies and cost savings.

Networking & business relationships

Networking opportunities
are generally industry specific

- Networking is perceived as immensely useful for many businesses

  - Focus on *industry specific events (39%)*

  - About *keeping up to date* and *competitive edge*

  - *New approaches* and methods in the sector

  - Desire to get in on *trends* / spying on the competition

  - *Social* aspects also enjoyed – peers, current and potential clients

  - International and national events

- However, networking can be quite time intensive and does not have direct profit associations

  - Not all businesses use or attend networking events for this reason – 27% don't attend any events

Opportunity to target specific industry events of high potential industries may exist although much networking seems to be informal

Conference and event participation

- 7-in-10 decision makers attend conferences and events
- Larger companies more likely to participate
- Industry-specific most popular
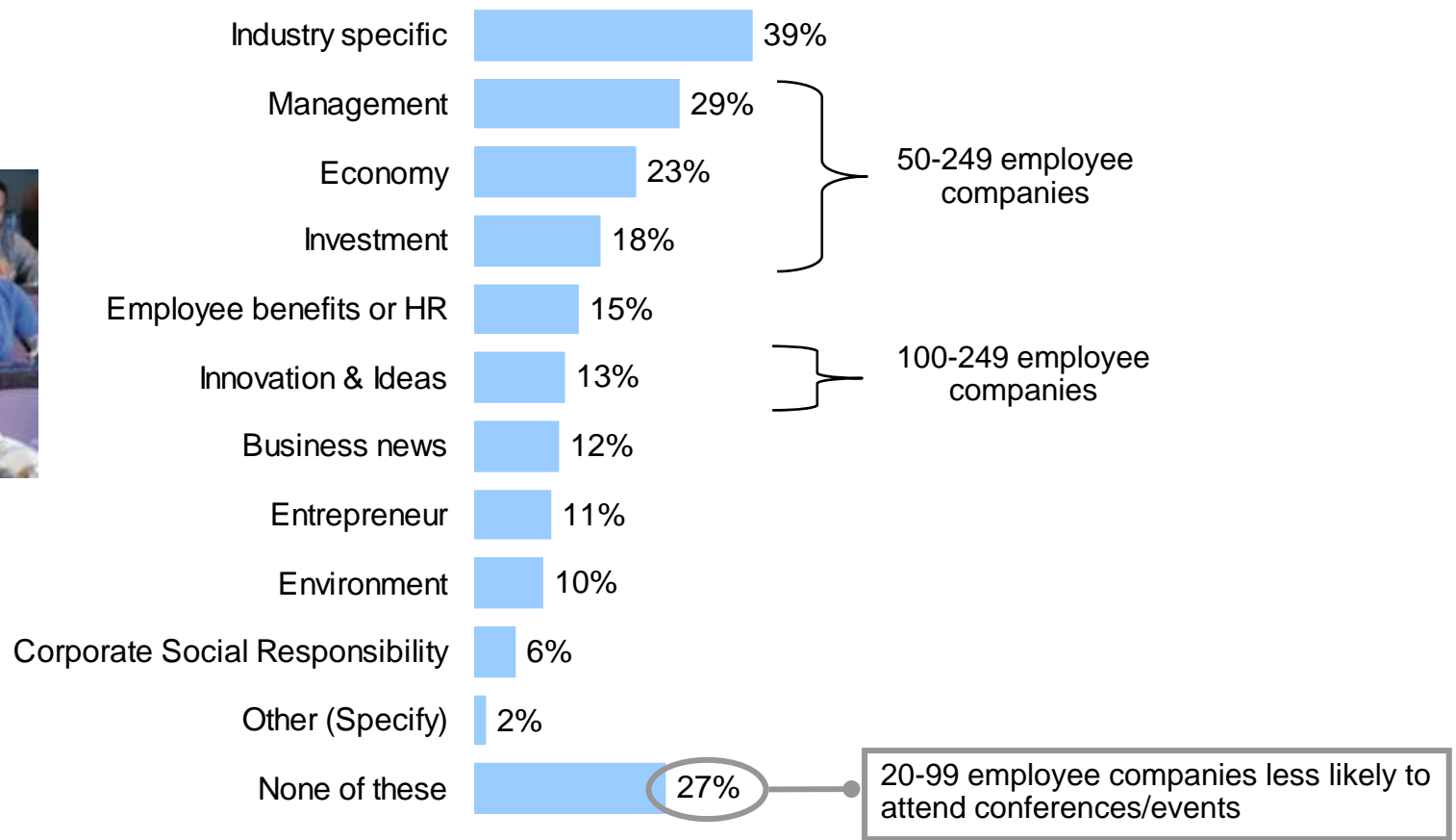
Category	Value
Industry specific	39%
Management	29%
Economy	23%
Investment	18%
Employee benefits or HR	15%
Innovation & Ideas	13%
Business news	12%
Entrepreneur	11%
Environment	10%
Corporate Social Responsibility	6%
Other (Specify)	2%
None of these	27%

50-249 employee companies

100-249 employee companies

20-99 employee companies less likely to attend conferences/events

Base: All respondents (n = 212)

Promotion is valued and used by some companies

- Promoting company to drive growth (or secure current business) is part of a standard business approach for many
  - Particularly Outer Directed business leaders

- Traditional methods of networking / advertising / newsletters / media / self-promotion are still dominant

- Interestingly some of the smaller / more innovative companies are starting to use interactive media platforms to promote their business:
  - Email newsletters
  - LinkedIn/Facebook/ Twitter

Helping businesses promote their involvement in Enterprise alongside other PR will potentially generate awareness and interest amongst other businesses

Marketing tactics

- Larger SMEs more likely to employ more marketing tactics

Top 2 box Agree / Strongly Agree

Tactic	Percentage
Networking	64%
Personal networking	62%
Public relations and press	44%
Advertising	39%
Utilise family and friend contacts	34%
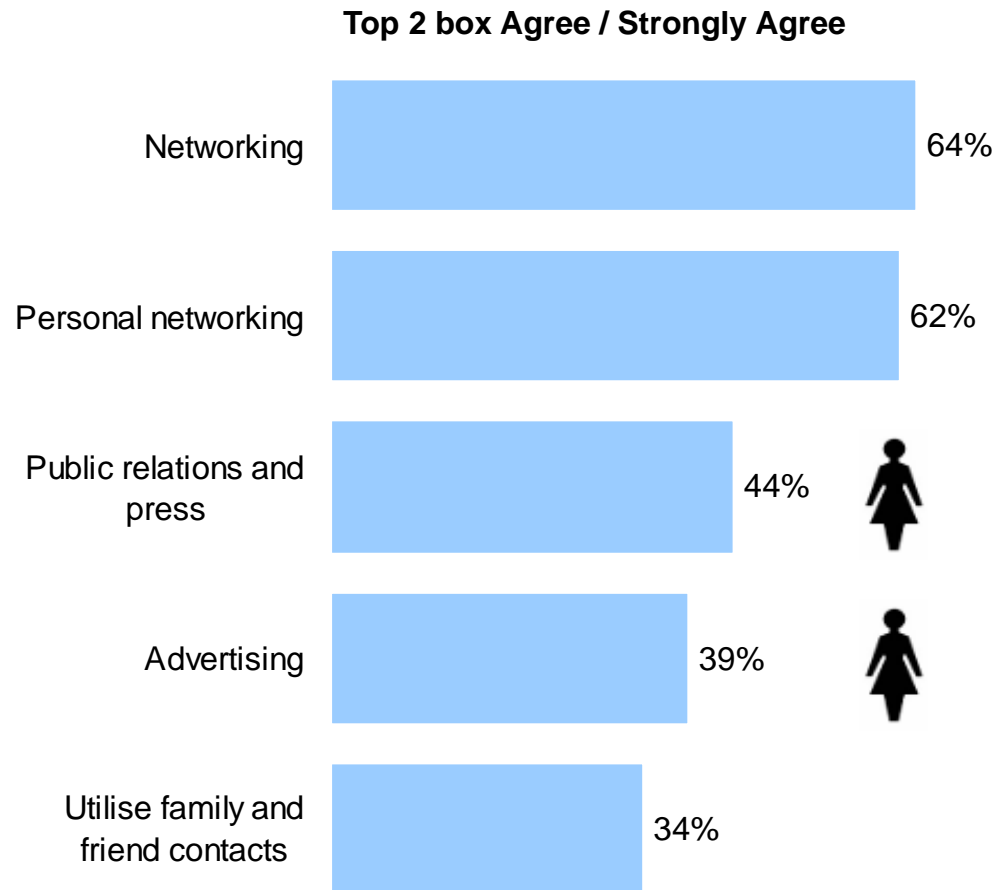
Source: QD3 How often would you say you use oeach of the following marketing tactics to promote your business?

Base: All respondents (n = 212)

SME travel behaviours

Travel in London

- Londoners pride themselves on knowing their travel options

- The excellent infrastructure is acknowledged and many area already making the most of this

  - Occasional gripes are made by businesses in London feeling 'penalised' for just doing their jobs

  - *'I don't understand why we don't get a residents permit and have to pay congestion charge every day for the van when we're located in Holborn'*

- On the whole, it is felt that Londoners travel fairly sustainably already.

Employees already commute relatively sustainably

On average only half of decision-makers use sustainable travel for commuting – half drive to work

- Their employees however are much more likely to use other, more sustainable, forms of transport
  - 7-in-10 employees use sustainable forms of transport compared to only 5-in-10 DMs

All SMEs provide facilities for their employees for commuting

- The types of facilities provided are broad
- The two most popular are car parking and shower facilities amongst half of SMEs
- Larger SMEs are much more likely to have these types of facilities in place already for their employees

And much of the 'infrastructure' required for sustainable travel is already in place

How do you / your employees get to work?

- SME decision makers are less likely to use sustainable means of transportation to get to work

Significantly higher
Significantly lower

Drive to work
- SME decision makers: 52%
- SME employees: 31%

Unsurprisingly, this is more prevalent among outer London respondents (75%)

Take public transport to work
- SME decision makers: 43%
- SME employees: 55%

Cycle to work
- SME decision makers: 3%
- SME employees: 8%

Walk to work
- SME decision makers: 3%
- SME employees: 6%

■ SME decision makers ■ SME employees

Sustainable travel (net)
- SME decision makers: 48%
- SME employees: 69%

Not sustainable travel (net)
- SME decision makers: 52%
- SME employees: 31%

63

Many facilities provided, but not necessarily actively promoted

- All provide some facilities to aid employees in their daily commute
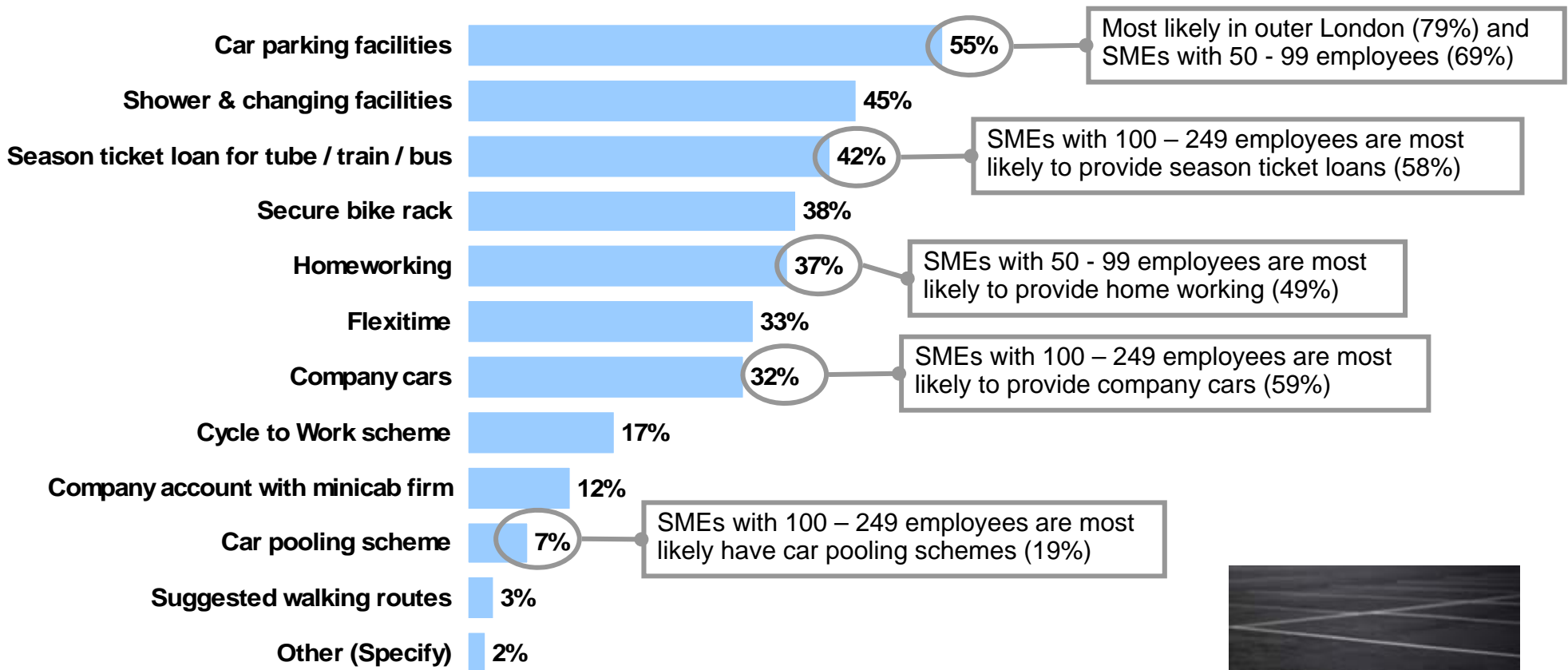
Facility	%
Car parking facilities	55%
Shower & changing facilities	45%
Season ticket loan for tube / train / bus	42%
Secure bike rack	38%
Homeworking	37%
Flexitime	33%
Company cars	32%
Cycle to Work scheme	17%
Company account with minicab firm	12%
Car pooling scheme	7%
Suggested walking routes	3%
Other (Specify)	2%

Most likely in outer London (79%) and SMEs with 50 - 99 employees (69%)

SMEs with 100 – 249 employees are most likely to provide season ticket loans (58%)

SMEs with 50 - 99 employees are most likely to provide home working (49%)

SMEs with 100 – 249 employees are most likely to provide company cars (59%)

SMEs with 100 – 249 employees are most likely have car pooling schemes (19%)

Which Enterprise initiatives are already in place?

- Larger SMEs are more likely to have already implemented Enterprise-like initiatives

Significantly higher
Significantly lower

Top 10 Enterprise Initiatives **Already Implemented**		Company size		
		20-49	50-99	100-249
Shower and changing facilities	39%	40%	32%	48%
Interest free loan schemes for annual travel passes	31%	26%	30%	52%
Smarter working package	30%	27%	31%	38%
Public transport information circulation	26%	23%	22%	44%
Bike rack / stands schemes	24%	25%	18%	31%
Tax break bicycle leasing schemes	16%	15%	10%	25%
Pool oyster card information	12%	9%	8%	32%
Free Registration on Liftshare website to encourage carsharing	12%	5%	14%	35%
Walking maps	11%	8%	7%	30%
Cycle to work day	11%	10%	5%	21%

Sustainable travel not the norm for work-related journeys (outside of commuting)

Majority of SMEs do not have a policy in place for sustainable work-related travel

- Average travel expenditure for SMEs is £85,500

- Only ¼ have such a policy in place

  - And they are usually found amongst larger SMEs (100-249 employees)
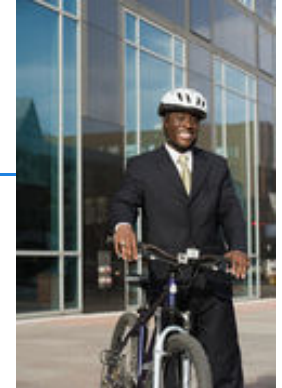
There is interest in encouraging change but the benefits must be motivating enough to justify the effort

- A majority would encourage some form of sustainable travel change and feel it would fit with their company image and ethos

  - However, 6-in-10 do not believe sustainable travel is a practical option for their employees

There is a real opportunity to promote Enterprise by encouraging sustainable travel for work-related journeys (outside commuting)

Companies outlay significant capital each year on travel

81%

of businesses require employees to travel for work purposes

Within this…

Short distance (within London)	**97%**
Medium distance (within UK)	**95%**
Long distance (outside UK)	**86%**

SMEs annual travel expenditure

£85,500

Does your business have sustainable travel policies in place?

- Most SMEs do not have sustainable travel policies in place
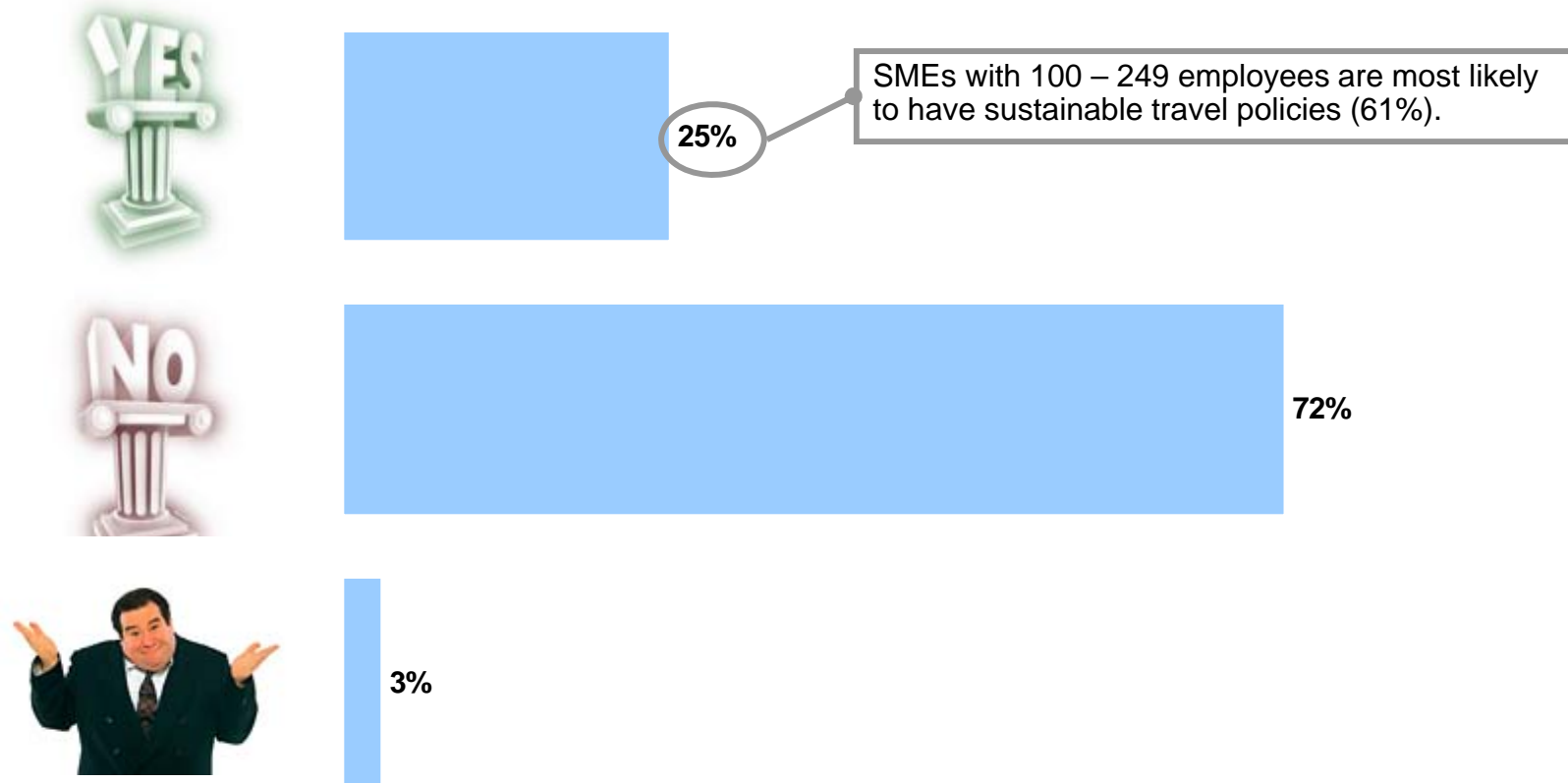
25%

SMEs with 100 – 249 employees are most likely to have sustainable travel policies (61%).

72%

3%

Travel not always a key area of focus in business management currently

- Commute is not considered part of the work day remit
  - Many managers not aware of/interested in how their staff get to work

- Work travel considered part of the cost of running a business
  - In some jobs providing 'executive' travel is considered a necessary perk to keep staff happy

- Therefore, few businesses interviewed historically had 'formalised' travel guidelines for work travel or employees commute (the numbers show Security most likely to have formalised plan)
  - A common-sense and cost-saving approach was generally taken
  - Inner London businesses had greater informal promotion of sustainable travel options due to ease and time saving benefits over cars

- However, in the current economic climate where many businesses are looking for greater efficiency, cost-savings and margin improvements travel is increasingly becoming an important consideration
  - Many companies reviewing and refreshing their policy/approach

Travel measures in place already tend to have been developed ad hoc and many are not actively promoted

Cycle to Work Scheme

Often implemented due to demand from one employee

Little active promotion or support for the scheme however

Travel Card Loans

Historically these have been implemented as part of staff packages and positioned as a company perk

Corporate Accounts / Taxi Reimbursement

For companies where travel is required for work

Can project the impression of seniority of staff / prestigious impression of company

9 in 10 SMEs are open to encouraging more sustainable travel

- More than 9-in-10 SMEs would encourage more sustainable forms of transport amongst their employees
    - Public transport is the most popular choice
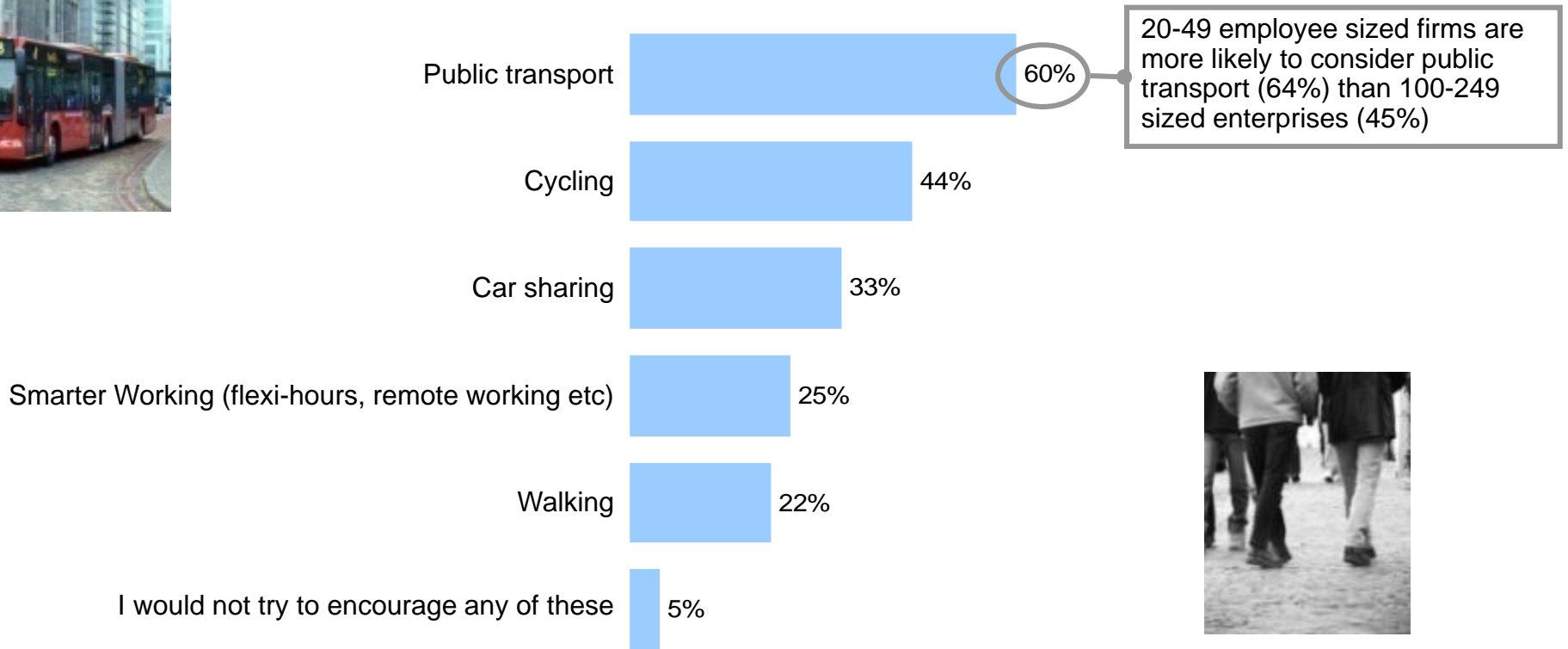
Category	Value
Public transport	60%
Cycling	44%
Car sharing	33%
Smarter Working (flexi-hours, remote working etc)	25%
Walking	22%
I would not try to encourage any of these	5%

20-49 employee sized firms are more likely to consider public transport (64%) than 100-249 sized enterprises (45%)

Interest in modes varies on profile of business and engagement in Enterprise

Inner vs. Outer London

- **Inner London boroughs** more likely to select
  - Walking packages
- **Outer London boroughs** more likely to select
  - Car sharing
  - Cycling

Engaged vs. Unengaged*

- **Those likely to implement** more likely to select
  - Public transport
  - Car sharing
- **Those not likely to implement** more likely to select
  - Cycling*
  - Smarter working hours*

Tailoring packages for inner and outer London seems intuitive

What do SMEs think about sustainable travel as a CSR scheme?

- Interestingly, 7-in-10 SMEs would like their company to be accredited for its contribution if they were to take part
  - Recognition seen as an additional benefit to Enterprise

Top 2 box Agree / Strongly Agree
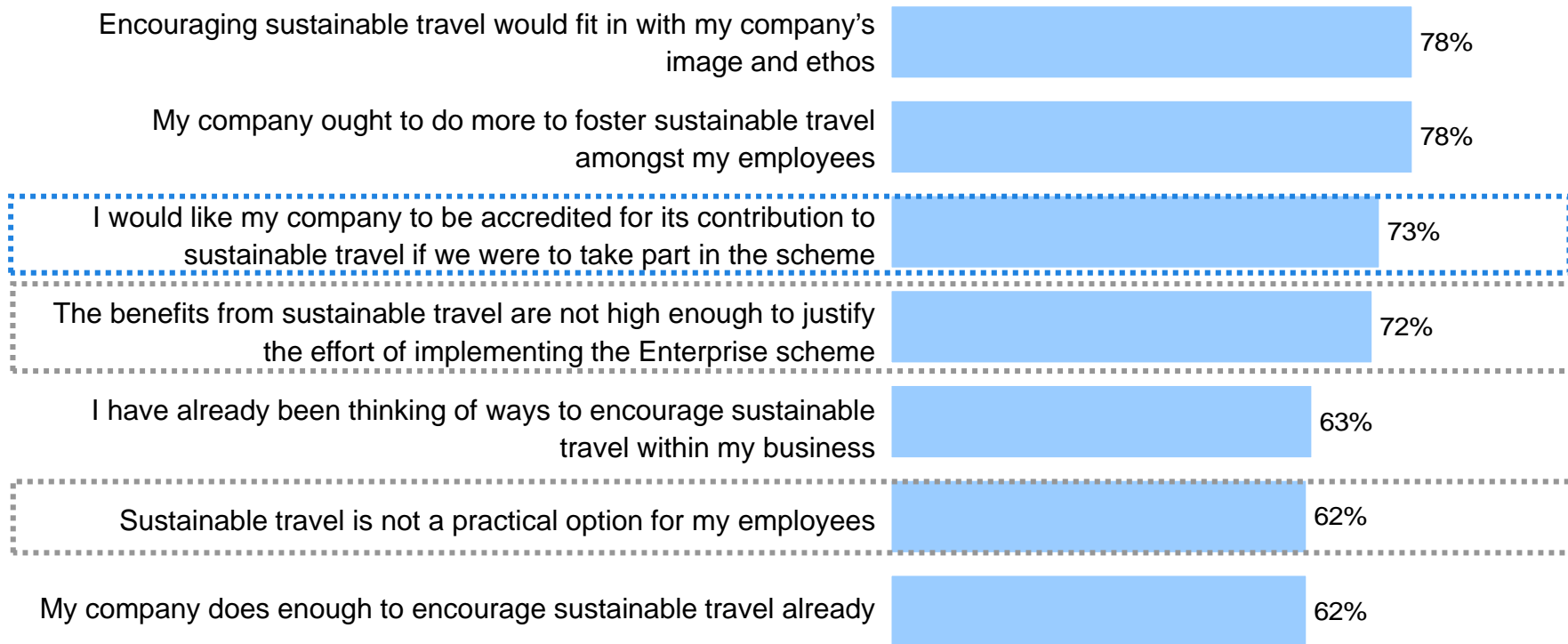
Statement	%
Encouraging sustainable travel would fit in with my company's image and ethos	78%
My company ought to do more to foster sustainable travel amongst my employees	78%
I would like my company to be accredited for its contribution to sustainable travel if we were to take part in the scheme	73%
The benefits from sustainable travel are not high enough to justify the effort of implementing the Enterprise scheme	72%
I have already been thinking of ways to encourage sustainable travel within my business	63%
Sustainable travel is not a practical option for my employees	62%
My company does enough to encourage sustainable travel already	62%

There are perceived barriers
to active promotion of sustainable travel

? *Time investment*

? *Financial outlay*

? *Administration required / red tape*

? *Tax restrictions (can't give staff free travel)*

? *Commute is not remit of business*

? *Travel planning – need time to plan*

? *Lack of enough facilities*

? *Sweaty staff turning up to meetings*

? *Change of clothes*

Some companies had positive experiences with sustainable travel practices

- Some case study examples:

Cycling:
Company introduced cycle to work scheme and found a gradual groundswell of uptake, employees feel this is a real benefit and increases longevity of staff contracts

Cars:
in a recent move to deliver cost savings a company had decided to remove company cars. Staff have started to use PT and found increased efficiency and client visits per day

Buses:
Manufacturing site considering re-introduction of bus to ferry employees from set pick up and drop off points increases attendance, punctuality and staff satisfaction as well as reducing car use

These businesses seem primed to consider more opportunities for sustainable travel options which in turn increases potential interest in Enterprise

Segments current travel practices
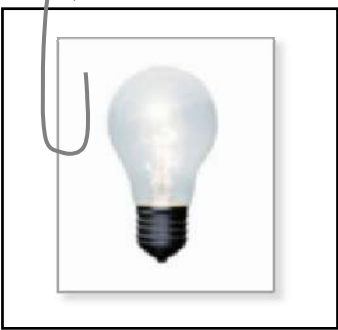
Outer Directed
Current Travel Behaviours

- This group are the **least likely to drive to work** themselves and have the least number of employees that drive to work

- They are much more likely than the other segments to have **employees take public transport to work or cycle**

- When it comes to facilities they provide, they are the **least likely to have a car park**, and the most likely companies to **offer flexitime** as a way of working

- Most of the business related journeys that their employees make are within London, yet this group **spend significantly more on annual travel expenditure** than the other segments (approximately £121k).

Inner Directed
Current Travel Behaviours

- **Over two thirds of this group drive to work** and they believe **over a third of their employees drive to work** and **under half take public transport**.

- In terms of facilities they provide, this group are the **most likely of all segments to provide a car park, but also a secure bike rack**

- They are the **least likely segment to already have a sustainable travel policy in place** for business related journeys yet spend approximately **£93k** on business travel expenses annually
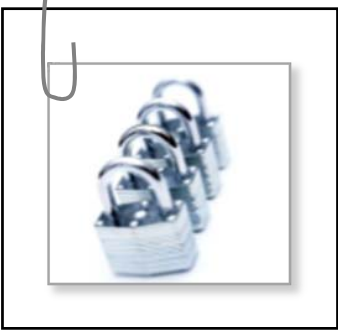
Security Driven
Current Travel Behaviours

- Half of this group drive to work themselves, yet approx. **a third of their employees drive to work**.

- They estimate that **half of their employees currently take public transport** to work.

- In terms of facilities they provide, this group are the **most likely of all segments to supply their employees with company cars,** the majority also provide a car park

- This group are **the most likely to already have a sustainable travel policy in place** for business related journeys and also have the **lowest annual expenditure** on travel of all segments (approx £59k)

Appeal of the Enterprise scheme

How Enterprise was evaluated

- *A number of pieces of stimulus were presented in the qualitative and quantitative research to communicate and explore the Enterprise concept. The stimulus package included:*

  1. *Outline of concept and implementation plan*
  2. *Benefits of the scheme*
  3. *Specific examples of initiatives and packages*

Overall there is a positive response to the Enterprise concept

"Our staff have been asking for more bike facilities, this would encompass this" Inner Directed

"I think it's a brilliant idea, there is nothing wrong with it and there are probably opportunities for every company to improve their practices" Outer Directed

"Driving in London is a nightmare, we stopped our reps using cars and their productivity increased" Security Driven

"It makes intuitive sense, it has benefits in terms of healthier and happier work force" Outer Directed

"It seems like a formalised and tailored plan that is free, there seems no harm in giving it a go" Outer Directed

"I don't really understand what it would offer that we couldn't do ourselves" Outer Directed

"I do wonder how much work it would entail for us? We don't have many spare resources" Inner Directed

"The benefits are clear, and the cost savings would be great, we'd be interested in hearing more about this" Security Driven

A good level of interest and engagement with the overall concept

Enterprise is motivating for SMEs particularly with the backing of TfL

Enterprise has greater appeal when positioned as offered by TfL

- This is particularly true for smaller SMEs (20-49 employees)
- Offering Enterprise through TfL gives legitimacy to the scheme

> *"TfL have a good knowledge and resources at their fingertips, they'd also be able to offer proper support"*

Only 1-in-3 SMEs find Enterprise unappealing and are unlikely to implement

- Smaller SMEs are least likely to consider implementing Enterprise
- Once people show interest in the scheme, there is an 87% conversion rate to willingness to implement → pursuing those interested is likely to have a high success rate

Promoting Enterprise as an offer from TfL is a motivating way to sell the scheme in to SMEs

Level of appeal in Enterprise concept

- 2/3 of SMEs would not reject the Enterprise programme
- Revealing TfL as the name behind the initiative **significantly** increases appeal
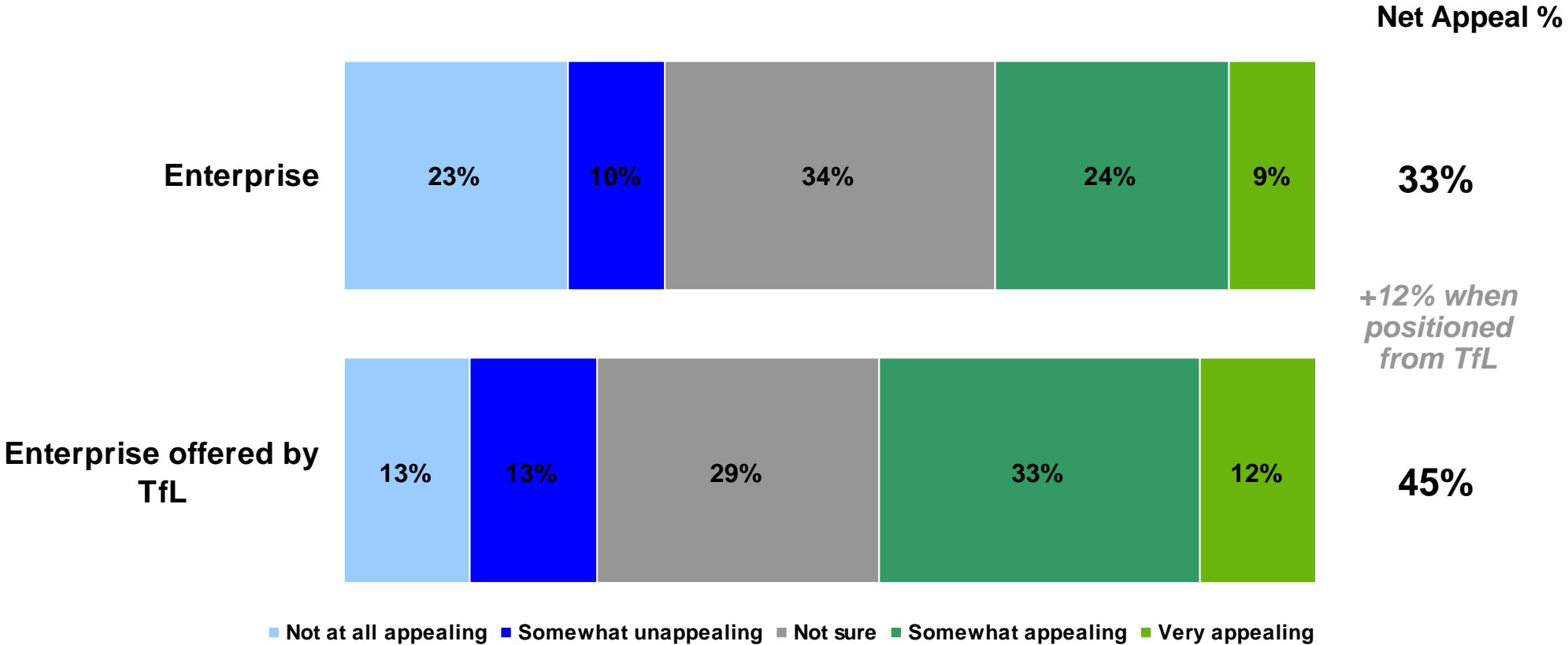
Net Appeal %

Enterprise
| 23% | 10% | 34% | 24% | 9% |

33%

+12% when positioned from TfL

Enterprise offered by TfL
| 13% | 13% | 29% | 33% | 12% |

45%

■ Not at all appealing ■ Somewhat unappealing ■ Not sure ■ Somewhat appealing ■ Very appealing

84

87% of those <u>interested</u> in Enterprise would consider implementing in the future

- Consideration for implementation is divided
  - Though 4-in-10 SMEs are very/somewhat likely to implement

Very Likely 9%

Somewhat Likely 29%

Likely (top 2 box): 38%

100-249 employee sized firms are more likely to consider implementing Enterprise (68%)

Not sure 29%

Somewhat Unlikely 19%

Not at all Likely 14%

Not likely (net): 33%

Smaller SMEs (20-49 employees)
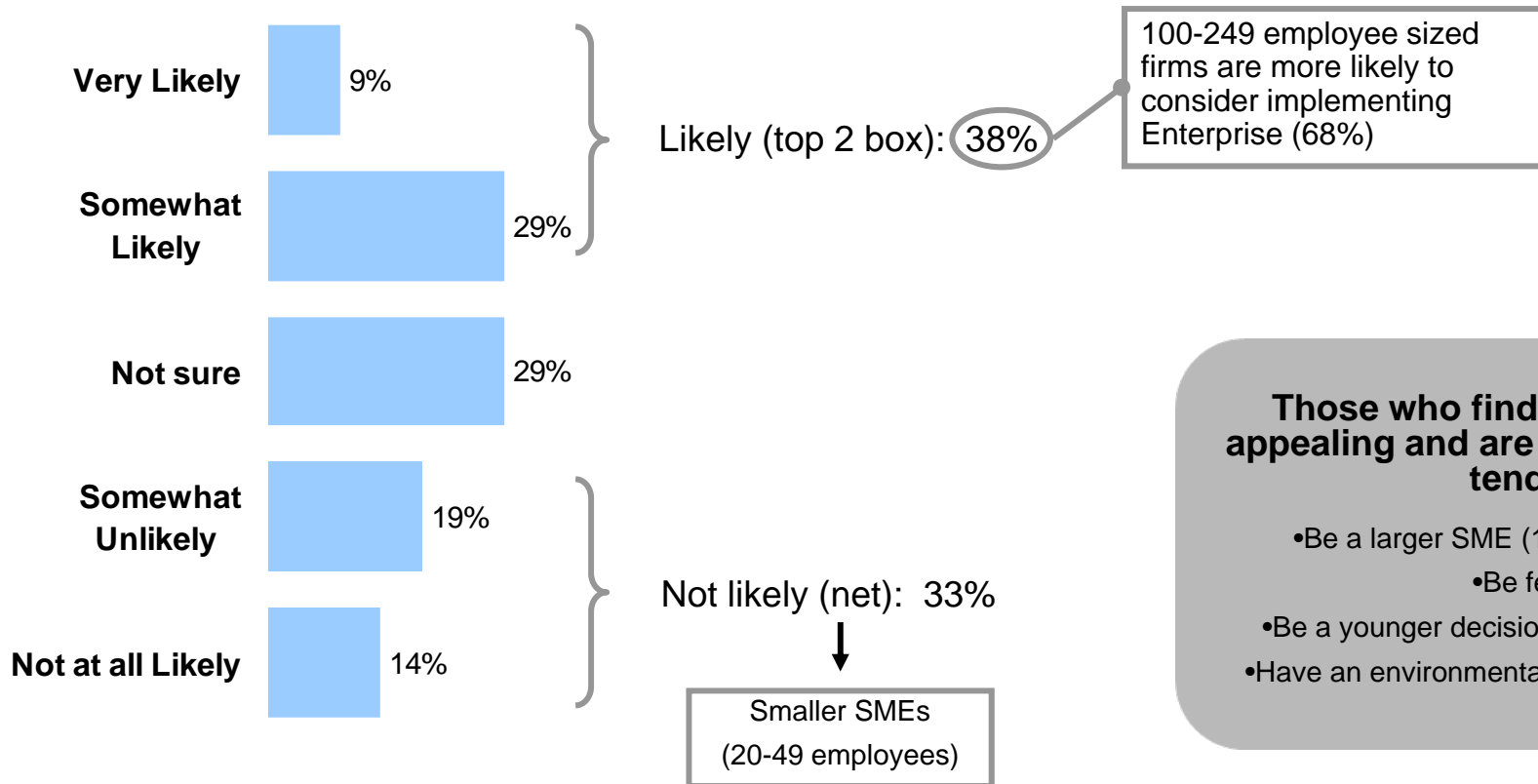
Those who find Enterprise most appealing and are likely to implement tend to…

- Be a larger SME (100-249 employees)
- Be female
- Be a younger decision-maker (26-35 years)
- Have an environmental policy already in place

Decision-makers mode of commute does not have an effect on likelihood to implement Enterprise

- Interestingly, a decision-makers mode of commuter transport appears to have an effect on appeal scores
- However, their personal transport choice has no effect on likelihood to implement the Enterprise scheme

Significantly higher

Significantly lower

Decision-makers

	Sustainable transport Top 2 box %	Not sustainable Top 2 box %
Appeal of Enterprise (TfL offer)	53%	37%
Consideration to implement	39%	37%

Company size has a significant effect on likelihood to increase uptake and implementation

- Larger SMEs are significantly more likely to find Enterprise appealing and implement the scheme in future with highest conversion ratios
  - Higher likelihood of staff uptake and administrative support both drive this

- For the smallest SMEs, Enterprise offered by TfL significantly increases appeal of the scheme
  - Adds credibility and accessibility benefits to the scheme

Significantly higher
Significantly lower

Company size

	20-49 employees	50-99 employees	100-249 employees
Appeal of Enterprise	26%	32%	63%
Appeal of Enterprise (TfL offer)	41%	39%	69%
Difference	**+15**	**+7**	**6+**
Consideration to implement	34%	30%	68%
Conversion rate (Appeal → Implementation)	**83%**	**77%**	**99%**

For some smaller companies a more flexible and less formalised approach may be useful

- Whilst many companies could see the benefit in a formalised and structured travel plan, some smaller companies have logistical concerns:

  - All staff would want different packages

  - Not enough staff to maximise benefit

  - A lot of time and effort on the part of a business

- For these companies there may be benefit in offering more informal travel advice and resources with the potential to formalise the offer if they grow:

  - Consultancy and ad hoc services to engage in sustainable travel practices from an early age of the company

  - Potentially a more cost-effective option for Enterprise with regard to smaller companies (~30 employees or less)

- However, even some smaller companies prefer a more formalised approach so this option would be best offered but not stipulated

Segment feelings towards Enterprise: Outer and Security most engaged

Outer Directed

Interest: 46%
Implement: 36% — *78% conversion*

Reputation benefits:

- Most likely to acknowledge the **reputation benefits** and feel that taking part in would **encourage loyalty amongst their current customers / clients**

- Feel **corporate schemes fit well with their company ethos and values** and **project a positive image of their company for PR and marketing** purposes

Security Driven

Interest: 51%
Implement: 46% — *90% conversion*

Cost Savings:

- M**ost likely to have been thinking about ways to encourage sustainable travel** within their business already

- Are interested in **cost saving benefits**

- **Fostering sustainable travel fits with company image**, although they acknowledge it may not be appropriate for all employees
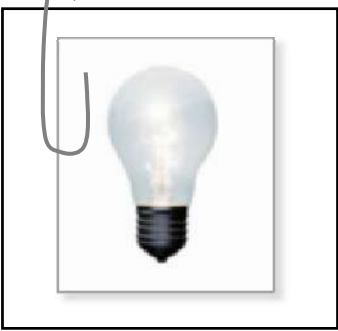
Inner Directed

Interest: 37%
Implement: 29% — *78% conversion*

Fear change / low demand:

- Concerned that **sustainable travel not a practical option for employees** and **not sure that benefits are high enough** to justify Enterprise

- **Reducing their carbon footprint is not a priority for this group**,

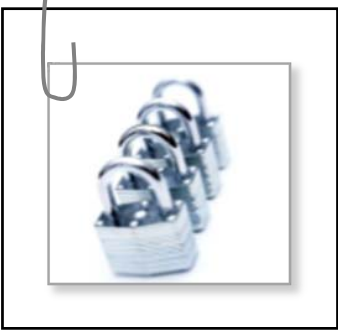- They are wary of **unnecessary costs** in schemes such as these

Outer Directed
Feelings towards Enterprise

enterprise
Better travel choices

46% rate the scheme as appealing

36% are likely to implement it

- This group feel positively about the scheme particularly after they learn that Enterprise is offered by TfL

- They feel that **reducing their carbon emissions would reduce their costs** in the long run

- They are the most likely group to acknowledge the **reputation benefits** of taking part in the Enterprise scheme and feel that taking part in responsible business practices would **encourage loyalty amongst their current customers / clients**

- Outer directed individuals feel **corporate schemes fit well with their company ethos and values** and **project a positive image of their company for PR and marketing** purposes

Security Driven
Feelings towards Enterprise

enterprise
Better travel choices

51% rate the scheme as appealing

46% are likely to implement it

- This group feel **very positively** about the scheme particularly after they learn that Enterprise is offered by TfL

- These individuals are also the **most likely to have been thinking about ways to encourage sustainable travel** within their business already.

- They tend to agree that **fostering sustainable travel fits within their company's image** and ethos and that they **ought to do more to encourage sustainable travel** amongst their employees

- However, they do tend to acknowledge that **sustainable travel may not be a practical option** for at least some of their employees

Inner Directed
Feelings towards Enterprise

enterprise
Better travel choices

37% rate the scheme as appealing

29% are likely to implement it

- This group are the **least positive** about the scheme of all segments but appeal is **significantly increased** after they learn that **Enterprise is offered by TfL**

- They are concerned that **sustainable travel may not be a practical option for their employees** and are **not sure that the benefits of sustainable travel are high enough** to justify implementing the scheme

- **Reducing their carbon footprint is not a priority for this group**, if they were to take part they would want some kind of **accreditation** for their efforts

- They feel that corporate schemes of this nature would not be of interest to their employees and **do not fit well with their company vision or ethos**

- They are wary of **unnecessary costs** in schemes such as these

Segment consideration for Enterprise

- ***Outer – positive attitude but will they just take the idea and run with it?***
  - *Need to make the Enterprise social kudos, representative and accreditation invaluable so they need to be part of the scheme rather than implement their own iteration*

- ***Security – see the appeal in the idea but need to see <u>proven</u> benefits to the business***
  - *Specify significance of cost benefits and simplicity of implementation and target larger security driven businesses particularly*

- ***Inner – appreciate idea but need to see staff demand to implement***
  - *Need to drive staff demand or identify companies where staff demand already exists and reassure on support and ease of implementation*

Triggers and barriers to Enterprise

Cost savings and employee well-being are the most motivating factors

Cost is top of mind for SMEs particularly at this current time

- Cost-saving propositions will always be popular and by the same token, cost concerns will always prevail
  - Resource and associated costs are even more of a concern for smaller SMEs
- However, supporting employees well-being is also a strong motivator - one that can't be quantified
  - This is a unique benefit that can be leveraged as a key selling point

Added benefit of caring for environment is recognised but not deemed particularly important or motivating for most

- Though not a key selling point, environmental benefits do have their place particularly for motivating those SMEs least likely to implement the Enterprise scheme

By promoting benefits of employee well-being and cost savings, Enterprise is able to appeal to both tangible and intangible ROI

Tangible and intangible benefits are important to Enterprise

Greater productivity

10%

Happier workforce

16%

Responsible business practice

8%

Reducing congestion

7%

Cost savings

New business advantage

2%

Healthier workforce

14%

25%

(Match funding also motivating cost benefit)

Protecting the environment

8%

Reputation benefits

7%

Match funding is a big hook

- All companies find the match funding highly appealing can see the benefit in infrastructural changes or investment in events

- Funding seen to impress commitment of TfL to the scheme and an investment in the company's future
  - Differentiates the scheme from other 'CSR' schemes which can be demanding of companies time and financial resources

- However, there is fear of making the wrong decision or not making the most of the money on offer. Companies would prefer a more flexible approach to the funding:
  - Ability to use on a number of different initiatives

Benefits directly related to business

- Businesses find the offer appealing primarily due to the benefits it offers to their businesses:

  - Reduced expenditure on business travel

  - Improved efficiency and productivity of staff

  - Happier and more stable employee base

- Secondary benefits lie in the ability to offer staff a benefit at relatively low cost

  - Can be part of the staff 'benefits' package offered to staff at low investment to employer

  - Allows companies to 'badge' themselves as being part of the scheme and make themselves an attractive employer

  - Offers social benefits in the form of some activities / social events

Unlike many CSR schemes Enterprise is seen to have tangible benefits for businesses

Focussing on business travel as well as staff commute makes the benefits more tangible

Triggers for consideration per segment

Outer Directed Idealists

Security Driven Traditionalists

Responsible business practices

Greater Productivity

A healthier & happier workforce

Reputation benefits

Advantage over competition

Cost saving

Protecting the environment

(a benefit of Enterprise but not a driver to trial)

Inner Directed Pragmatists
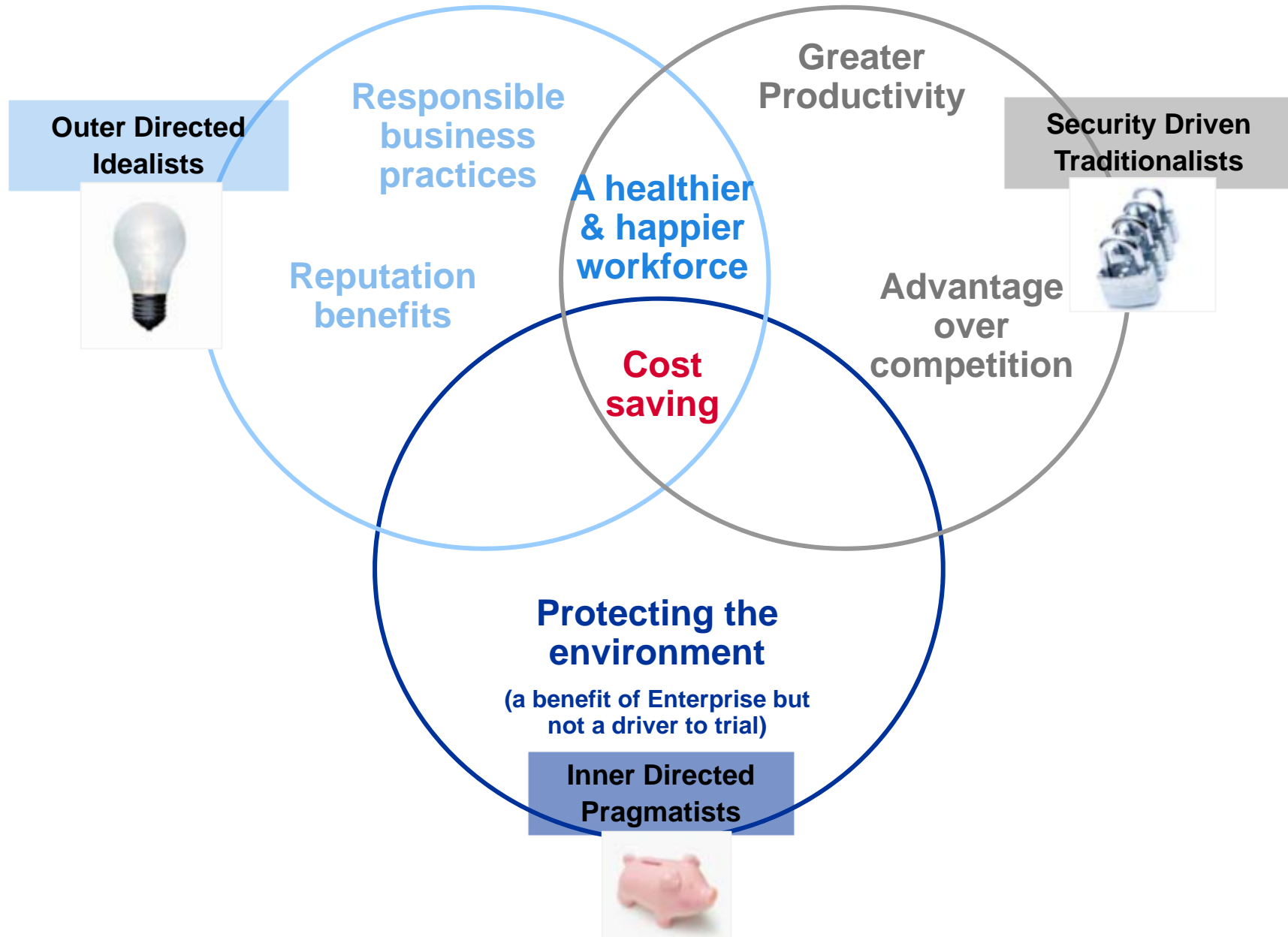
What are the potential benefits of the Enterprise scheme?

Most motivating potential benefits	
Cost saving	25%
A happier workforce	16%
A healthier workforce	14%
Greater productivity	10%
Responsible business practice	8%
Protecting the environment	8%
Reducing congestion	7%
Reputation benefits with employees, customers & clients	7%
Advantage over competition for new business	2%
Other	3%

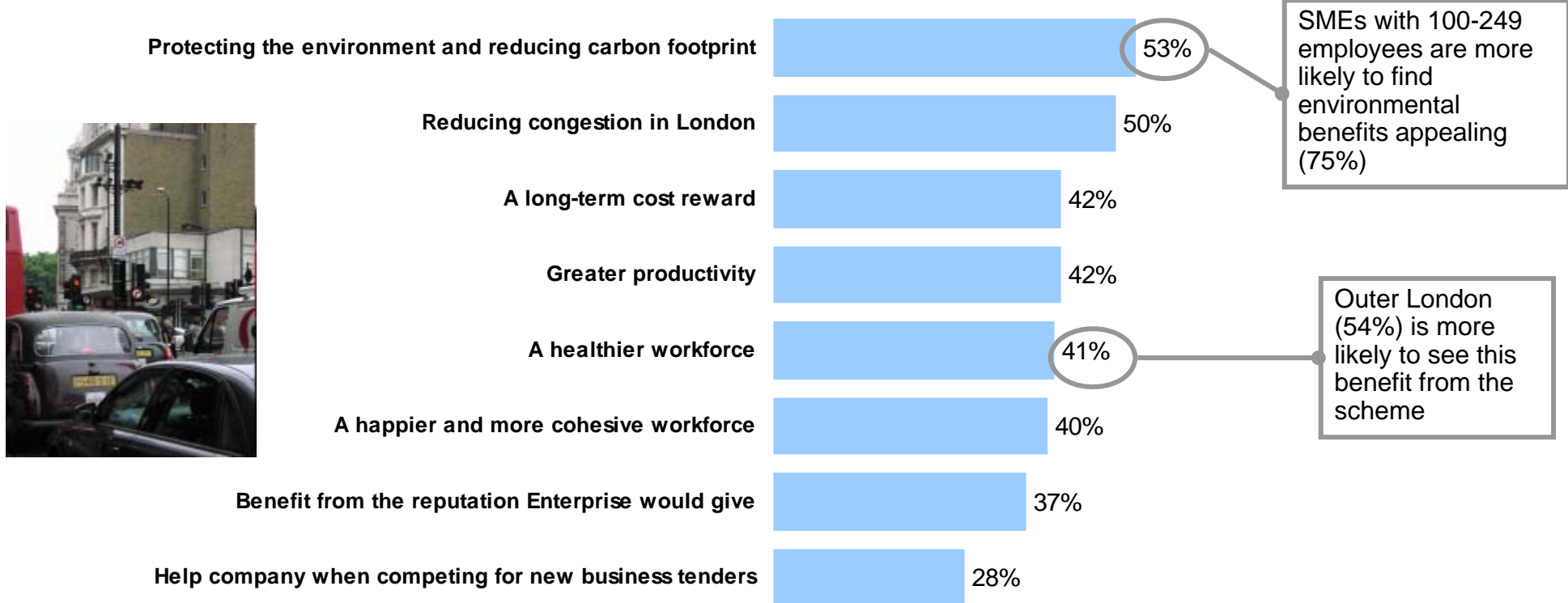26-35 yo (35%) and Inner London (22%) are more likely to see this as a motivating factor

Outer London (15%) is more likely to see this as a motivating factor

100

What are the potential benefits of the Enterprise scheme?

- For those least likely to consider implementing the Enterprise scheme, environmental benefits are very motivating
  - As well as those in Outer London
- Interestingly, reputation is less motivating to those least likely to implement

Significantly higher
Significantly lower

Most motivating potential benefits	Implement	Not sure	Not implement	Total
Cost saving	22%	32%	22%	25%
A happier workforce	19%	12%	17%	16%
A healthier workforce	19%	15%	7%	14%
Greater productivity	15%	13%	3%	10%
Responsible business practice	6%	7%	10%	8%
Protecting the environment	4%	5%	16%	8%
Reducing congestion	3%	5%	13%	7%
Reputation benefits with employees, customers & clients	9%	10%	1%	7%
Advantage over competition for new business	5%	0%	1%	2%
Other	0%	2%	9%	3%

Environment and congestion benefits are most credible, but not necessarily motivating

- Again, protecting the environment is seen as an added benefit by half of SMEs
  - Not a key selling point for all but one that is still seen as valuable

Top 2 box Agree / Strongly Agree

Benefit	%
Protecting the environment and reducing carbon footprint	53%
Reducing congestion in London	50%
A long-term cost reward	42%
Greater productivity	42%
A healthier workforce	41%
A happier and more cohesive workforce	40%
Benefit from the reputation Enterprise would give	37%
Help company when competing for new business tenders	28%

SMEs with 100-249 employees are more likely to find environmental benefits appealing (75%)

Outer London (54%) is more likely to see this benefit from the scheme

The benefits are very appealing but support needed as credibility can be questioned

> *Maybe staff would be less happy because you took away their company cars?*

> *How can they prove less sick days?*

- Tangibility of both tangible and softer benefits can come into question without data to support claims

- Decision makers ask for evidence and elaboration to be reassured on benefits to them, their staff and their business

  - Case studies and succinct supporting evidence will be useful here

  - Examples that relate benefits to their particular business will strengthen the argument:

    – Location, industry, size, personality, global versus local companies

- Security Driven and Inner Directed particularly cautious without evidence for benefits

  - Current economic climate presents a real opportunity for Enterprise to demonstrate meaningful and tangible benefits through case studies and evidence

Reputation benefits require support

- Reputation is a key driver to interest in the Enterprise scheme

  - Companies envision this program to demonstrate good practice and have credibility benefits in travel management

  - Particularly for Outer Directed

- However, for this benefit to be credible, Enterprise would benefit from a reputation or accreditation program

  - Where companies can promote membership and benefits

  - Keen to include information/logo on company website and newsletters

- However, with this benefit can come red tape and whilst accreditation is a potentially valuable asset of Enterprise additional administration/logistical investment is unlikely to be supported
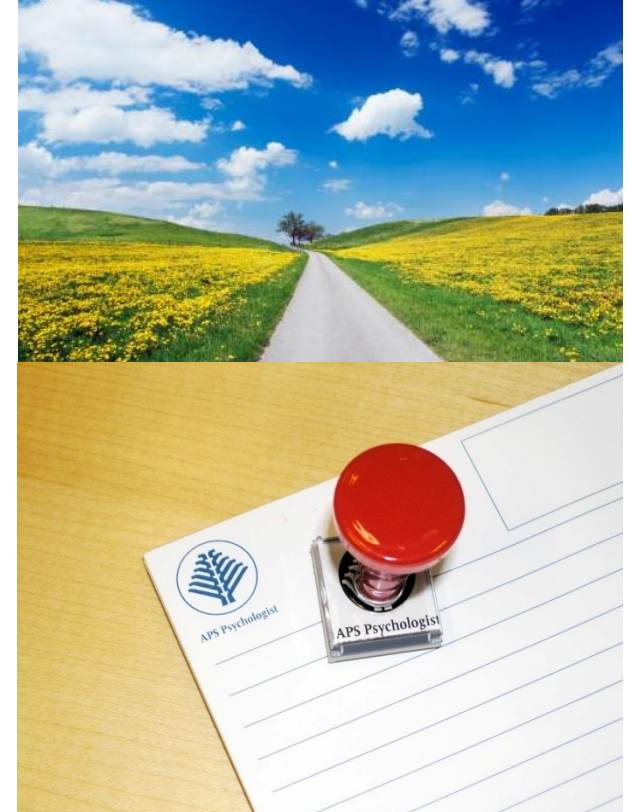
Barriers to Enterprise

Low staff uptake

38%

Unnecessary change

32%

Staffing requirements

29%

Cost involvement

36%

Commitment required

32%

Logistical considerations

29%

Barriers to Enterprise

- Smaller SMEs are more concerned with the financial and resource strains Enterprise may place on their businesses

Barriers	
Low staff uptake	38%
Cost involvement	36%
Level of commitment involved	32%
An unnecessary change	32%
Logistical considerations	29%
Additional staff resources required	24%
Public transport services making money	7%
Other	3%

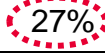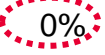Larger SMEs with 100-249 employees are least likely to be concerned (23%)

Larger SMEs with 100-249 employees are least likely to be concerned (17%)

Larger SMEs with 100-249 employees are more likely to be concerned (20%)

What are the potential barriers to the Enterprise scheme?

- Those most interested in implementing Enterprise are less concerned with staff uptake
  - Most likely to be larger SMEs with a larger workforce
  - Believe that staff would want the package
- Those unsure as to whether they would consider implementing Enterprise in the future are most concerned with associated costs
- Those least likely to implement are mainly focused on implementing an unnecessary change
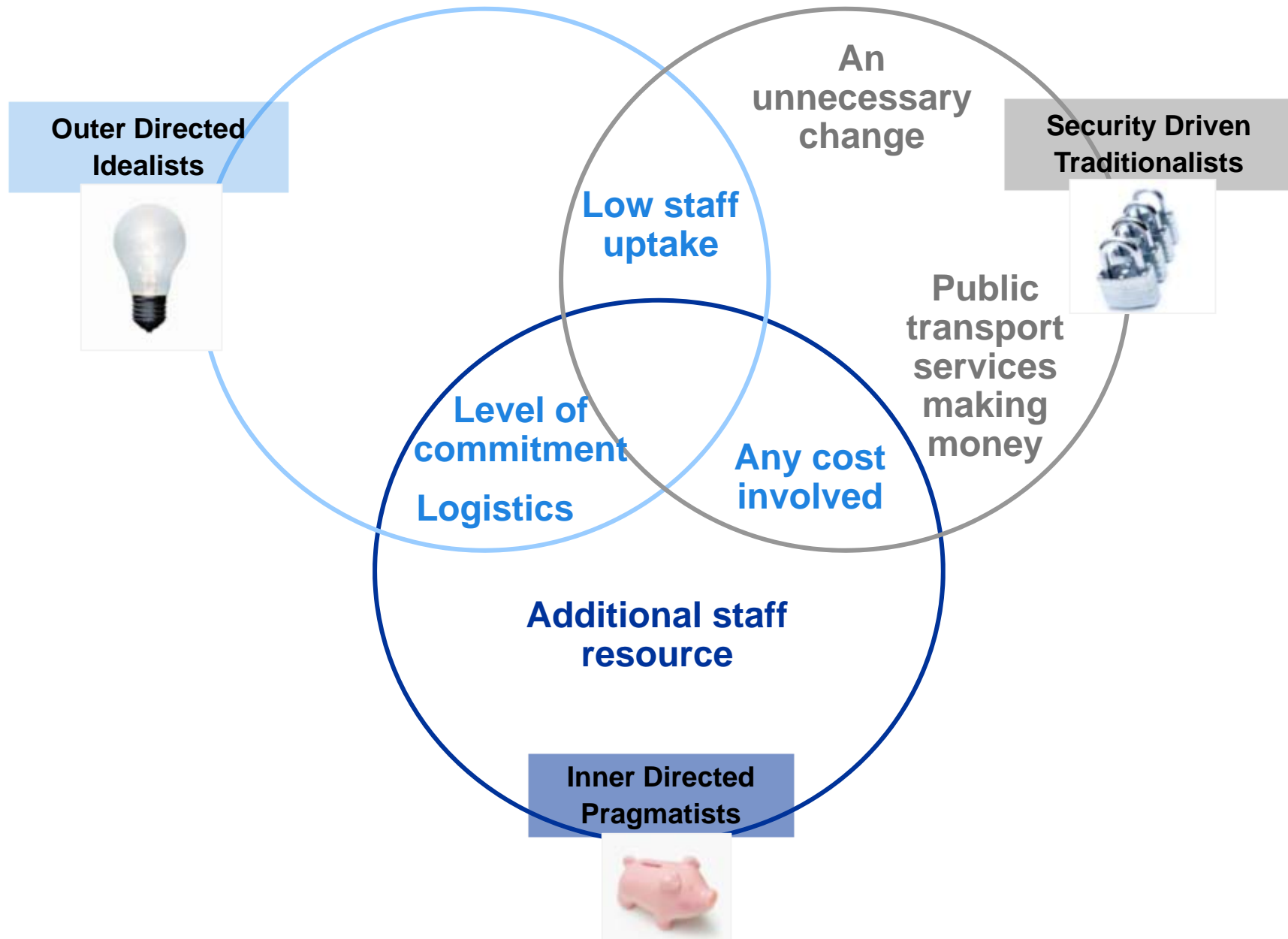
Barriers	Implement	Not sure	Not implement	Total
Low staff uptake	26%	48%	43%	38%
Cost involvement	37%	44%	27%	36%
Level of commitment involved	33%	28%	35%	32%
An unnecessary change	20%	25%	53%	32%
Logistical considerations	30%	23%	31%	29%
Additional staff resources required	24%	22%	24%	24%
Public transport services making money	12%	7%	0%	7%
Other	1%	0%	9%	3%

Source: QF4. And which of the potential considerations of the scheme are concerning for you? Please select as many as you wish.
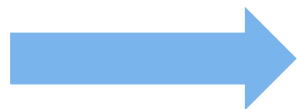*Base: All respondents (n = 212)*

Barriers to consideration per segment

Outer Directed Idealists

Security Driven Traditionalists

An unnecessary change

Low staff uptake

Public transport services making money

Level of commitment

Logistics

Any cost involved

Additional staff resource

Inner Directed Pragmatists

Resolving barriers with motivators

Barrier	Resolution

- Drain on resources → *Support from personal representative*

- Cost to employer → *Focus on cost benefits and match funding of the scheme, iterate it need not cost the employer*

- Low staff demand / uptake → *Demonstrate staff demand*
  - *Inner Directed – ensure there is some in company demand before engaging*

- Duration of support → *Reassure that it is an ongoing relationship that will be reviewed in full after 5 years*

Some concerns can be addressed through language used to describe the scheme

- Some language (particularly used in the first stage of qualitative research) can make businesses more wary of involvement and should be avoided:

  - Process words not well received as they infer effort on the part of the business: audit, survey, assessment

  - Marketing speak words can be ambiguous and can prompt some cynicism – merchandise, marketing tools, 'pal' schemes, 'Enterprise' or 'SME'

- Words that focus on benefits of the scheme can provide reassurance:

  - Support, advice tailored to business needs, business practice analysis, promotional tools and support, innovative recommendations, London business travel package

Focus on benefits and outcomes for business rather than effort and logistics of the scheme

A long-term relationship can be both an asset and a draw-back

The representative is seen to offer flexible, personal and tailor made support:

- *Expert advice on travel and business practices*
- *Regular updates on local activities / initiatives*
- *Review of progress and fine-tuning of travel plan*

- On the one hand a 5 year commitment is arguably too short:
  - Travel is an ongoing cost, commitment and consideration for a business
  - There may be some concern over support ending at 5 years

- On the other, 5 years feels too long:
  - For some businesses, 5 years feels like an unreasonably long commitment
  - A 1-3 year review, implementation and support plan seems more intuitive for a short term plan

An ongoing relationship is beneficial but emphasis should be on specialist review offering tailored advice and ongoing support with less emphasis on 5 year commitment /cut-off point

Enterprise initiatives in detail

An overview of the program

- Initiatives are on the whole well received by respondents

  - Higher level of appeal than for the package overall

  - Clear and simple steps towards improving travel practices

  - Match funding is a significant hook for appeal

- However, many of the initiatives are felt to be already in place and the point of difference may need to be in the whole package / image of Enterprise

- The package can seem overly prescriptive

  - Businesses require a degree of choice – want to pick and choose rather than buy into a specific 'modal package'

  - Businesses want the matched funding – iterating Enterprise will do everything you can to help them benefit will be well received

  - Reassure on high level of support on offer and low effort / investment from companies

Which Enterprise package appeals most?

- Cycling and public transport are most appealing Enterprise packages at an overall level

| **Cycling** | **Public transport** | **Walking** | **Car share** | **Smarter working** |
| 70% | 69% | 49% | 41% | 39% |

Less appealing to SMEs with 100-249 employees (50%)

Particularly appeals to SMEs with 50-99 employees (81%)

Particularly appeals to SMEs with 50-99 employees (71%)

Top 10 Initiatives

1. Pool oyster card information

2. Public transport information circulation

3. Tax break bicycle leasing schemes

4. Interest free loan schemes for annual travel passes

5. Cycle maps

6. Walking maps

7. Cycling related merchandise

8. Cycle training, bike maintenance workshops

9. Free company registration on Liftshare website to encourage carsharing

=10. Public transport related merchandise

=10. Smarter working package

Most appealing are relatively easy to implement and information or employee benefit based

Tailoring the package to suit segments

Outer – like the idea of new and innovative travel ideas

- *Presenting ideas as ahead of the curve and innovative approaches to travel management for businesses in London*

Security – want high reward, low cost investments

- *Most interested in initiatives that require less effort and investment from the business*

Inner – interested in packages that deliver to staff need and improve business practices

- *Understand the initiatives demanded by staff and offer logistical advice on the day-to-day efficient running of the package*

Which Enterprise initiatives appeal to you?

- No significant differences between the segments on types of initiatives that appeal according to mode of transport or commitment level

- However, Outer Directed seem to be less in favour of car sharing (likely due to inner London skew and lower car usage) and the Security Driven prefer lower commitment changes

Initiative Types	Outer Directed Idealists	Security Driven Traditionalists	Inner Directed Pragmatists
Cycling Initiatives	77%	66%	68%
Public Transport Initiatives	69%	74%	62%
Smarter working Initiatives	28%	24%	30%
Walking Initiatives	49%	53%	44%
Car Share Initiatives	30%	41%	48%

Rank of Commitment Levels			
Low Commitment	68%	82%	69%
Medium Commitment	81%	81%	71%
High Commitment	51%	40%	48%

Source: QF9. Here is an example list of the kind of changes or initiatives that are on offer through the Enterprise scheme. Which of these appeal to you? Please select as many as you wish.

Base: All respondents (n = 212)

Which Enterprise initiatives are most appealing?

- Large SMEs find these schemes less appealing
  - However, importantly, this is because they tend to already have many of these initiatives in place

Significantly higher
Significantly lower

Top 10 **Most Appealing** Enterprise Initiatives		Company size		
		20-49	50-99	100-249
Pool oyster card information	52%	53%	58%	40%
Interest free loan schemes for annual travel passes	46%	47%	54%	27%
Public transport information circulation	44%	45%	49%	35%
Tax break bicycle leasing schemes	42%	42%	56%	22%
Cycle maps	40%	38%	52%	31%
Smarter working package	39%	41%	34%	34%
Walking maps	37%	34%	51%	28%
Bike rack / stands schemes	35%	33%	54%	18%
Free Registration on Liftshare website to encourage carsharing	34%	34%	37%	34%
Cycling related merchandise	34%	34%	42%	20%

Pool Oyster cards have high appeal

- The promotion of pool Oyster cards holds real appeal for most companies

  - Seen as a new and different offer from TfL exclusive to businesses

  - Company account would be easier to administrate and supports staff

  - Would increase ease with which employees can use public transport

- Pooling of information has benefits and drawbacks:

  - Easy to manage company expenditure and travel behaviours

  - Can seem big-brother like in it's use:

    - '*You'd be able to see what time they arrived and left their sales call and see which staff were being most efficient*'

Cycling initiatives are welcomed

- Seen to be a common employee demand as many companies are already being asked for these resources / options for employees

  - However, active promotion of cycling within companies is rare

- Cycling schemes combine benefits of salary 'perks', information and wellbeing / happiness of employees.

- But there are often barriers to 'cycling' at work:

  - Not enough facilities – parking particularly

  - Concern over safety – 'if someone got injured you'd have to stop the scheme'

  - Turning up to meetings sweaty!

- Teaming up with boroughs to provide local cycle facilities rather than local gyms is seen as the most beneficial way to encourage cycling

- Pool bikes seems appealing and of interest to many companies as it facilitates employees to be 'part time' cyclists and can be seen as a free perk

Public Transport initiatives
are keenly received

- Companies very interested in travel loans as they are seen to offer a staff perk and encourage sustainable travel behaviours

- Information has multiple purposes and is also keenly received by most
  - Travel information for employees and clients
  - Links on websites

- Some are already aware of information that is out there (Outer Directed particularly) and therefore less interested in 'basic' offers but feel that the package could put businesses in touch with TfL for new and improved information as it develops

Walking initiatives can engage business with local area

- Social and health benefits of walking are engaging for most employers

- However, there is currently low promotion of walking
  - Logistically it can be hard to imagine staff commuting
  - For meetings concerns over time prevail

- There is potential to promote, particularly for work day meetings
  - Maps in office and education on time taken for short distances would be helpful

- Information on walking is low cost, easy to disseminate and motivating
  - On website (links e.g. Walkit.com)
  - On walls (interesting maps concentric on the office – Legible London)
  - Encourage staff social and health activities at lunch time
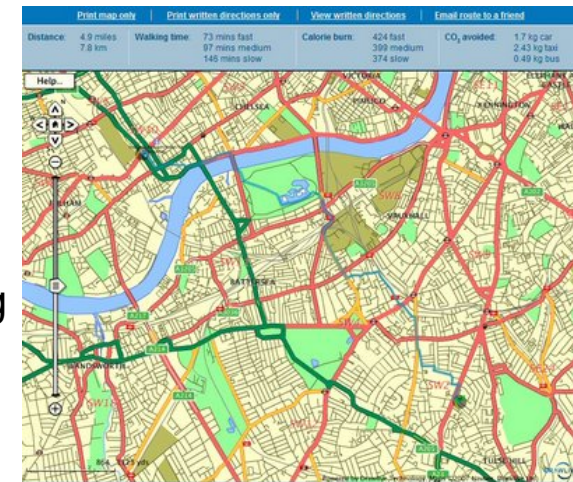
Flexible working in line with current trends

- In line with trend towards current management style of more flexible working

- Companies divide into two groups:
  - Those who can employ flexible working tactics – and already do
  - Companies who require staff for certain shifts / office hours and therefore cannot encourage home working or flexible hours

- Whilst it seems important that Enterprise representatives are aware of this element of the package it will not be a core area for promotion
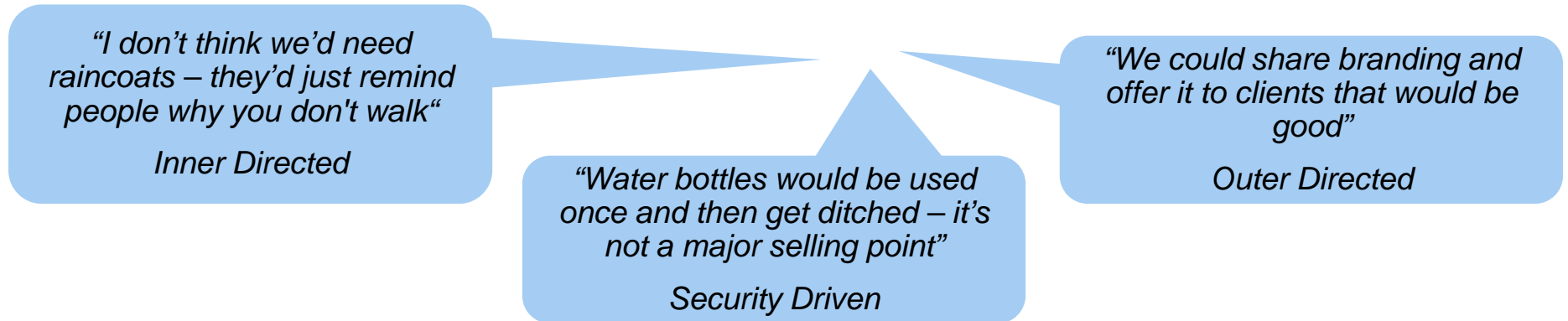

Overall Network
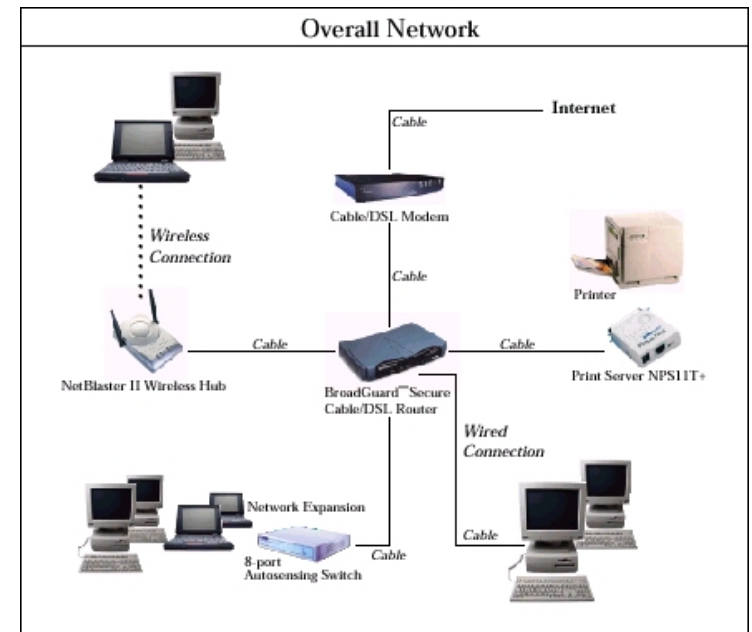
Ideas of 'shared travel' not popular

- Ideas referencing car sharing / walking pal / cycling pal etc not well received
  - Commuting is appreciated for it's down time – to wake up or switch off
  - Busy and stressful at the best of times it is not an experience people desire to share
  - Employers claim staff who live near each other will already be doing this if they want to
  - Feels too 'meddling' in staff business (particularly for Inner Directed)

- Car sharing can have some initial benefits in terms of convenience and cost saving but also throws up some barriers on further contemplation
  - Will people really leave / start at the same time / may be inconvenient for the driver

- However, these schemes are seen to have **safety** benefits
  - Particularly in outer London businesses this can be a barrier to sustainable travel
  - Representatives positioning these ideas for safety benefits when raised as a barrier would be useful

Some resistance to merchandise

"I don't think we'd need raincoats – they'd just remind people why you don't walk"

Inner Directed

"Water bottles would be used once and then get ditched – it's not a major selling point"

Security Driven

"We could share branding and offer it to clients that would be good"

Outer Directed

- There seems to be lower interest overall in merchandise

  - Backlash against too many 'freebies' from suppliers

  - Seen to just clutter office and is potentially not very useful

- However, free travel tools can useful and engaging for staff

  - e.g. maps, good quality golf umbrellas, pedometers / cycle computers for competitions, mobile apps, GPS

  - Shared branding also appealing for some businesses (particularly Outer Directed)

Which Enterprise initiatives are least appealing?

- Smaller SMEs (20-49 employees) more likely to find these initiatives unappealing
- Initiatives with social-focused elements and merchandise are least appealing

Significantly higher
Significantly lower

Top 10 Enterprise Initiatives That Do Not Appeal		Company size		
		20-49	50-99	100-249
Pedal pal schemes	75%	77%	78%	61%
Walking events	70%	75%	68%	52%
Walking pal schemes	70%	75%	68%	49%
Pooled bike discounts (shared company bikes)	67%	71%	64%	53%
Bicycle user group	66%	73%	57%	48%
Carsharing Merchandise	65%	69%	70%	43%
Walking related merchandise	62%	67%	55%	50%
Public transport pal scheme	61%	62%	61%	56%
Cycle training, bike maintenance workshops	61%	66%	61%	40%
Cycling related merchandise	60%	64%	50%	58%

Which Enterprise initiatives are least appealing among those interested in taking up the scheme?

- Pairing up schemes and social events have the least appeal

Top 10 Enterprise Initiatives That Do Not Appeal	%
Pedal pal schemes	65
Walking pal schemes	57
Bicycle user group	57
Walking events	53
Pooled bike discounts (shared company bikes)	52
Car-sharing Merchandise	48
Cycle to work day	47
Cycling related merchandise	44
Cycle training, bike maintenance workshops	44
Public transport pal scheme	44

Source: QF9. Here is an example list of the kind of changes or initiatives that are on offer through the Enterprise scheme. Which of these do not appeal to you? Please select as many as you wish.
Base: All respondents keen to implement (n = 81)

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Tailoring initiatives across modes would promote broader appeal of Enterprise amongst SMEs and increase uptake by employees

Cost savings / discount	Information	Merchandise
70%	68%	55%

Facilities	Events / workshops	Sharing / social
52%	52%	40%

Initiative areas in detail

Cost savings / discount
70%

- Tax break bicycle leasing schemes (e.g. interest free loans for bike purchase, discounted bike accessories)
- Interest free loan schemes for annual travel passes
- Pool oyster card information (central database for all oystercard journeys made by employees for work purposes to save money on travelcards)

Information
68%

- Walking maps (e.g. available on website or on server etc)
- Cycle maps (e.g. on website or server)
- Public transport information circulation (e.g. intranet or website info, noticeboard, leaflets, Journey Planner link on website)
- Free Registration on Liftshare website for your company to encourage carsharing
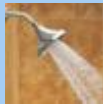
Merchandise
55%

- Walking related merchandise (e.g. raincoats, pedometer, rucksacks, umbrellas)
- Cycling related merchandise (e.g. puncture repair kits, rucksacks, towels)
- Public transport related merchandise (e.g. oyster card holders, water bottles)
- Carsharing Merchandise (cd pouches, tax discs, key rings, maglites…)

Facilities
52%

- Bike rack / stands schemes (e.g. discounts)
- Pooled bike discounts (shared company bikes)
- Shower and changing facilities
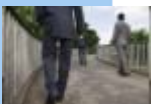
Events / workshops
52%

- Walking events (e.g. walk to work day)
- Bicycle user group (series of meetings & events for cyclists)
- Cycle to work day
- Cycle training, bike maintenance workshops

Sharing / social
40%

- Walking pal schemes (e.g. pairing up employees who live near each other to walk to work together)
- Pedal pal schemes (e.g. pairing up employees who live near each other to cycle in to work together)
- Public transport pal scheme (e.g. pairing up employees who live near each other to travel in to work by public transport together)

Understanding initiative areas

Cost savings / discount
70%

- Biggest motivator yet biggest concern for businesses – will they have to make outlays?
- Proving ROI important for enterprise
- Match funding should be strongly promoted
- Interest free loan schemes for annual travel passes, Tax break bicycle leasing schemes are most appealing
- Draw attention to annual expenditure on travel

Information
68%

- High appeal
- Less resource/cost heavy
- Easy to implement
- Pool Oyster, public transport information and cycle and walking maps are seen to be most useful
- Information for people visiting offices can also be promoted
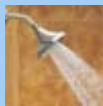
Merchandise
55%

- Less motivating
- Relevant items such as cycling gear would be more appropriate
- Co-branded items could also be motivating – advertising and recognition benefits

Facilities
52%

- Disruption to business / time and investment required
- Infrastructure / facilities would be more useful in their local area than in office much of the time
- Small, less costly items that can easily be moved to other locations are more appealing e.g. bike racks/stands
- Infrastructure concerns - 7-in-10 SMEs rent their offices

Events / workshops
52%

- Not as motivating
- Some concern that these will be time drains on the business and require support
- Similar to sharing/social feel that these may be counter to the culture of the business
- More positive amongst Outer Directed segment
- Can be built into the offer moving forward once a relationship has been built and as an ongoing motivator for the initiative

Sharing / social
40%
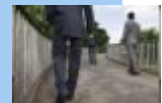
- Travel is often a solitary behaviour and there is resistance to engaging in more social activities
- May be appropriate for businesses where staff attendance or safety is of concern

Appeal of initiatives in line with segment attitudes

Outer Directed Idealists

Events / Workshops

Merchandise

Security Driven Traditionalists

Smarter working

Savings & Discounts

Sharing / Social

Facilities

Information sharing

Inner Directed Pragmatists
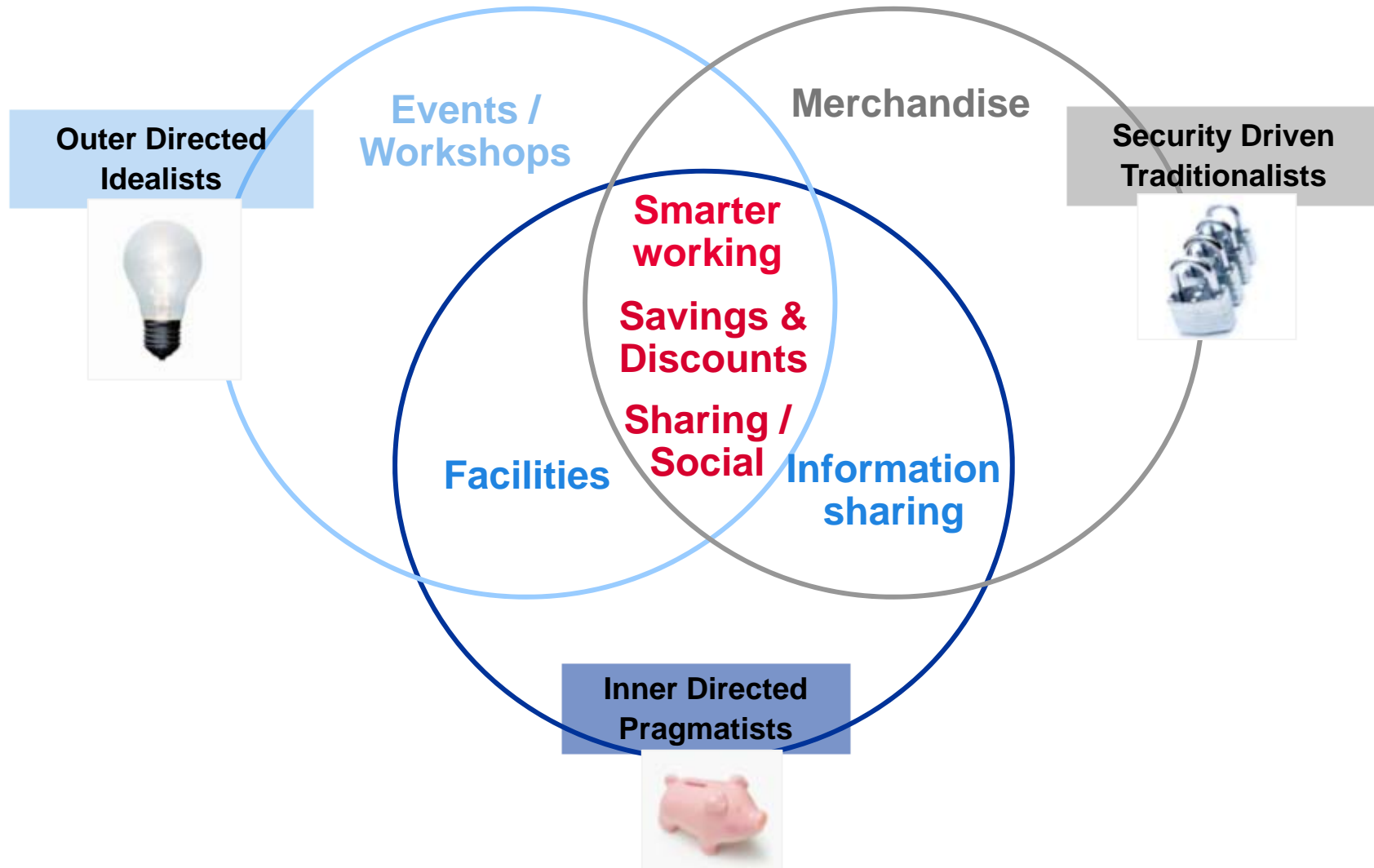
Which Enterprise initiatives appeal to you?

- When grouping initiatives under type, Savings & Discounts and Sharing & Social initiatives are equally appealing to all

- Security Driven Traditionalists were keener on Information Sharing and Merchandise whilst Outer Directed Idealists were more driven by Facilities and Events & Workshop Initiatives

Initiative Types	Outer Directed Idealists	Security Driven Traditionalists	Inner Directed Pragmatists
Information Sharing Initiatives	63%	73%	65%
Sharing / Social Initiatives	40%	42%	34%
Merchandise Initiatives	51%	59%	55%
Facilities Initiatives	59%	47%	55%
Savings & Discount Initiatives	69%	73%	67%
Event & Workshop Initiatives	62%	50%	47%
Smarter working Initiatives	36%	38%	40%

Overview summary and recommendations

Overview:
Summary and recommendations

- Most companies do not currently have formalised travel policies but there is a good level of interest in Enterprise overall, heightened when endorsed by TfL (45% interested, 38% would implement)

  - Highest level of interest from larger companies who can see the benefits being applicable across a much higher proportion of staff and find the logistics / investment required less off-putting

  - *Enterprise would benefit from targeting larger companies first and foremost*

- Some key hooks drive interest - cost savings, employee well-being, optional accreditation and company reputation

  - *These benefits should be heavily promoted along with succinct supporting evidence and targeted case studies*

- Research confirmed and developed the business segmentation: Outer Directed Idealists (26%), Inner Directed Pragmatists (31%), Security Driven Traditionalists (43%)

  - *Two main targets for Enterprise – Outer Directed and Security Driven.*

  - *Inner Directed, seem a harder sell in the current climate and would respond to employee demand rather than seek out the scheme themselves*

Engaging the segments, a summary

Outer Directed Idealists 26%

Profile:

Confident, innovative and future focussed businesses

Interest in Enterprise: High

Motivations to leverage:

Cost savings and staff wellbeing

Image, accreditation and 'competitive' benefits

Barriers to overcome:

Need to see benefit in formalised scheme → Offer accreditation / logo & emphasise role of the representative

Security Driven Traditionalists 43%

Profile:

Traditional, hierarchical, conservative businesses

Interest in Enterprise: High

Motivations to leverage:

Cost savings and a 'free' benefit to offer staff

Set savings target and design action plan for target

Barriers to overcome:

Can be critical of 'soft' benefits - need to prove the benefits *(tangible evidence / case studies)* and ensure the program meets expectations

Inner Directed Pragmatists 31%

Profile:

Focussed on day-to-day management of business

Interest in Enterprise: Low

Motivations to leverage:

Meeting staff demand, ease of implementation and dedicated support from representative

Barriers to overcome:

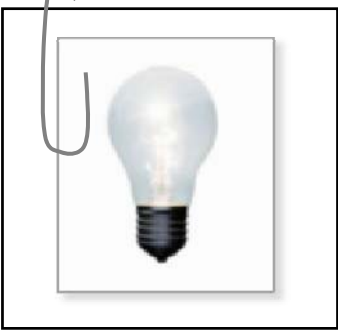May not believe staff need / want Enterprise – access companies where staff demand exists or engage with staff before business leader

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Taking the Segmentation Forward

Recommended targeting approach

	Target	Opportunity	Challenge

enterprise
Better travel choices

→

Outer Directed Idealists

Security Driven Traditionalists

Inner Directed Pragmatists

Outer Directed Communications strategy
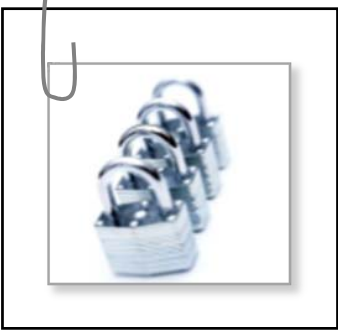
Where to find them

- They are more likely than average to work in **Advertising & Marketing, Publishing, Printing & Media, and Insurance / Legal services**

- These companies will be actively promoting their brand and appearing in industry press

How to speak to them - triggers

- Focus on their brand and vision for the company is paramount – stroking egos will be beneficial

- Reputation benefits should be communicated

  This group are also motivated by a happy workforce.

- However, the key decision maker in the business will be most critical to get buy in

What issues to address – barriers

- Promotion of reputation & competitive benefits will help overcome concerns about **level of commitment involved, low staff uptake and logistical considerations.**

Security Driven Communications strategy

Where to find them	How to speak to them - triggers	What issues to address – barriers
- They are likely to work in **Construction, Transport, Banking / Mortgage / Finance and Publishing / Printing & Media**	- Motivating benefits for this group include **cost saving, a healthy & happy workforce and greater productivity**.	- This group are particularly concerned about **any cost that may be involved** in the scheme, **low staff uptake** and an **unnecessary change**
- 20% have 100+ employees	- Talking numbers and the bottom line will be engaging	
- This group are the **most likely to subscribe to business related magazines and attend conferences**	- They are the **least likely group to be motivated by responsible business practice**	- They will need the Enterprise team to demonstrate that the benefits gained from involvement with the scheme are **enough to justify the effort** involved in implemention

Inner Directed Communications strategy

Where to find them

- They are likely to work in **Property & business services, IT / Computer or electronic equipment / software, and Insurance / Legal services**

- This group tend to be quite introverted and not actively seeking connections beyond their immediate business world

How to speak to them – triggers

- They are most likely to act once they can see a staff need and benefit, but do not believe this exists

- At present, therefore this group are almost exclusively motivated by **cost saving**

- Other benefits they could recognise but are **not motivating** were **protecting the environment** and a healthier work force

What issues to address – barriers

- As key decision makers are not overly motivated Inner Directed companies should be approached via employees rather than management

- This group are particularly concerned about the **level of commitment involved, any cost, and additional staff resource** required in implementation of this scheme – reassurance from the representative and

Developing the Enterprise Package

Summary and recommendations
Developing the program

- Response to the package and initiatives was on the whole quite positive
  - The initiatives particularly had high demand and overall interest was increased when offered by TfL
  - The package was seen to directly link back to benefits for the company meaning whilst social benefits are credible benefits of the package, the initiative need not be positioned as a CSR scheme but rather as a company support package
  - The package was seen to offer many benefits, particularly cost savings and employee satisfaction / well-being benefits and these should be promoted to encourage uptake

- There was a good level of interest in many of the different initiatives (particularly cost saving and information elements). However, it was felt that a tailor made approach was most appropriate over and above modal specific packages:
  - Travel can be quite idiosyncratic and personally motivated and it feels most appropriate that businesses can tailor their approach to meet many different staff and business needs
  - Whilst employee commute is still an important part of the package, the findings would suggest that there is benefit in focussing on work-related day-time travel within London also to offer cost saving benefits to businesses

- Accreditation seems to be a potential hook for the program – adding weight and credibility to the scheme and may offer PR opportunities for Enterprise
  - However, for some businesses (particularly smaller) a more flexible and informal approach should be made available

Summary and recommendations
The role of the representative

- The personalised representative support was seen as a benefit of the scheme:
  - An expert who can keep the business up to date with latest developments and approaches to business travel management
  - A constant and ongoing relationship - understands the business needs and challenges
  - A friendly person to chat through new ideas / challenges along the way

- Clearly, this support can be leveraged to instil longevity to the relationship between businesses and Enterprise:
  - Sharing new and interesting information and trends
  - Reviewing implementation of travel initiatives and recommending optimisation / when to start new initiatives
  - Providing reassurance and recognition for participation

- Links with local boroughs were perceived to be very important in the implementation of travel plans, particularly with regard to facilities and increasing the sense of modal shift:
  - Enterprise can play a key role in encouraging sustainable travel infrastructure in local boroughs and linking businesses to councils and other third parties

Summary and recommendations
Enterprise can support company PR

- Reputation and competitive advantage can been seen as key benefits to the Enterprise scheme
  - Outer Directed companies and larger companies particularly keen on the PR benefit of the scheme
  - Communicating participation in the scheme through newsletters, websites and even at networking should be encouraged and supported by Enterprise representatives

- Enterprise's awareness and visual identity can be leveraged through companies who chose to participate
  - Whilst there was some cynicism towards the value of branded merchandise, companies are very keen on information and promoting their membership
  - This opportunity should be leveraged and there may be potential to develop a set of tools to link Enterprise / TfL on company web information (e.g. http://www.gold.ac.uk/cycling)

- This type of promotion may also be useful in generating new contacts and links through existing participating companies and their broader network of peers / suppliers / fellow companies

Summary and recommendations
Gaining access

- Accessing SMEs and gaining face time is not easy feat – current financial climes make this even more true
  - Many CSR programs have low awareness / involvement (including Enterprise)
  - Companies can be inherently sceptical of new contacts

- However, there is a key opportunity to leverage existing contacts and grow the network through snowballing:
  - Introduction evenings for friends / suppliers / networks of existing participants
  - A competition for existing participants in the scheme to introduce the most new business to Enterprise

- Some *'cold calling'* may also be beneficial
  - Looking for companies with high profiles (Outer Directed) in industry press
  - Targeting the larger SMEs in London and making them aware of corporate members

- Promotion of the scheme through media channels may also generate awareness and receptiveness – although a personal contact is most likely to engage businesses to commit to the program

Summary and recommendations
Talking to Businesses

- SMEs do not see themselves as unique or distinct from larger 'corporate' companies in London, elements such as attitude to business, personality of business, location, industry and global vs local presence all play a significant role in company identity:

  - The positioning of Enterprise for SMEs versus a separate corporate offer seems artificial and may potentially disengage companies

  - It is however, important to iterate Enterprise's business credentials and experience working with a whole host of businesses

- When promoting the scheme to businesses it is important to communicate clearly and succinctly:

  - For all segments they want to know quickly and easily the nature of the scheme and its benefits, its relevance to them and what they need to do to participate

What is Investors in People? Click here

What are the benefits? Click here

How can I become an Investor in People? Click here

Summary and recommendations
Keeping initiatives fresh and up to date

- For long-term satisfaction keeping the initiatives fresh and creative will be helpful....

- Respondents suggested a few:

  - Facilities
    - Help with conference calling facilities
    - Support with bus service for employees for more outer London location
    - Mobile apps such as GPS

  - Internal Communications
    - Company progress / blog on intranet e.g. in combination with pedometers for competitions
    - Facilitate company specific social ideas – e.g. Walking Competition - Treasure hunt

  - Internal logistics
    - Company to give driver small cash incentive to liftshare with other employees – get people to work on time and motivated by incentive
    - Support companies in structuring cycle / walking mileage

  - Events / Support / PR
    - Match finding for charity/fun initiatives could work – e.g. like sponsoring red nose day. TfL half or full match Enterprise memebers.
    - Sign up online to events – role should be for TfL to keep the events in the 'public' eye,and making sure the events are fun and raise company profile
    - Competitions in boroughs / industries for the best company – e.g. Cycling / reduction in car usage

Summary and recommendations
Keeping up to date with international trends

Full-service bike station for commuting cyclists

We've written about urban bikes stations before, and are happy to see the concept popping up in other parts of the world. Spotted in Brisbane: Cycle2City, which claims to be the first full-service facility for bicycle commuters in Australia. Brisbane City Council and Queensland Transport teamed up to fund construction of the facility, which gives cyclists a place to store their bikes and change into business attire.

Since opening last June, Cycle2City has signed up 400 members who have access to secure bike parking, air-conditioned locker rooms, showers, laundry service and free bike maintenance classes at the in-house maintenance and repair workshop. Members are encouraged to commit to using the facilities five days a week (at AUD 120.00 for one month or AUD 660.00 for six months), but three-day-per-week 'permanent casual' memberships and daily use options are also available.

Cycle2City is just one element of Brisbane's commitment to encouraging citizens to replace driving with cycling—the city's mayor has also announced that AUD 100 million will be spent on new bikeways over the next four years. As the number of cycling commuters grows around the world, so will the need for products and services that help make a smooth transition from four wheels to two. Bike-loving entrepreneurs—get going!

Website: www.cycle2city.com.au
Contact: administration@cycle2city.com.au

Appendix
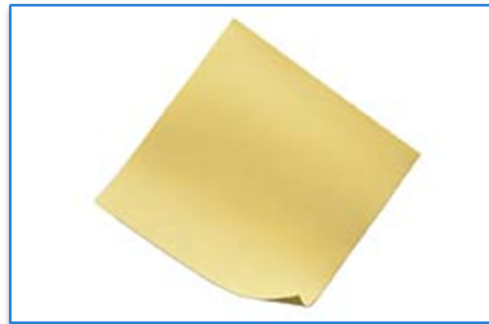
Business leader profiles

Decision-maker personality

- Almost all SME DMs claim to be open to new ideas and 9-in-10 claim to have good business sense
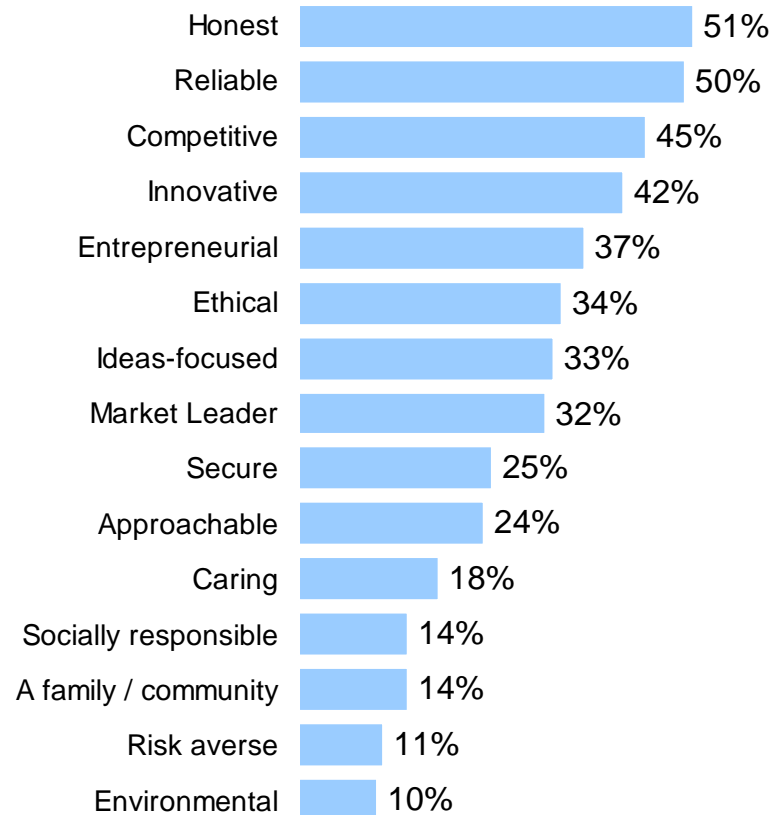 - A good starting place for Enterprise!

	Top 2 box %		Top 2 box %
Open to new ideas	96	Outgoing	78
Positive	94	Detail focused	74
Approachable	91	Prudent	74
Good business sense	91	Visionary	66
A leader	86	Strong marketing acumen	61
Ambitious	85	Experimental	58
A good listener	84	Private	57
Entrepreneurial	84	Strict	49
Competitive	84	Solitary	35
Innovative	83	Ruthless	21
Caring	82		

Company values / ethos

- Honesty, reliability along with competitiveness are the most popular words SMEs associate with their company values/ethos

Value	Percentage
Honest	51%
Reliable	50%
Competitive	45%
Innovative	42%
Entrepreneurial	37%
Ethical	34%
Ideas-focused	33%
Market Leader	32%
Secure	25%
Approachable	24%
Caring	18%
Socially responsible	14%
A family / community	14%
Risk averse	11%
Environmental	10%

Decision-making style of individual

- Employees satisfaction/well-being plays a large part in half of SMEs decision-making
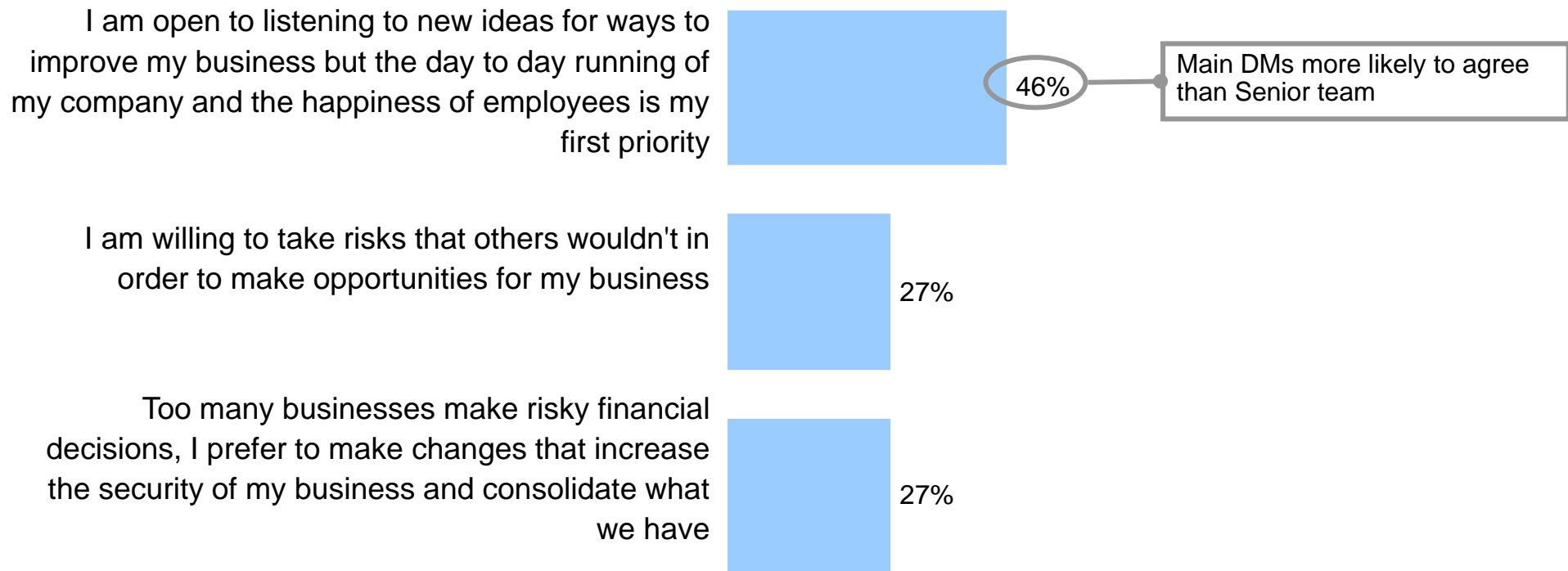
I am open to listening to new ideas for ways to improve my business but the day to day running of my company and the happiness of employees is my first priority — **46%**

Main DMs more likely to agree than Senior team

I am willing to take risks that others wouldn't in order to make opportunities for my business — **27%**

Too many businesses make risky financial decisions, I prefer to make changes that increase the security of my business and consolidate what we have — **27%**

Company focus

Top 2 box Agree / Strongly Agree

My company is always looking for new ways to grow and expand
89%

The future focus of my company involves managing budgets and reducing unnecessary costs
87%

My company has a clear vision for the future
86%