# How does a business behave and how do we measure that behaviour – some challenges, approaches and findings

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Iris Inspiration

# Introduction

- What do we mean by behaviour in a business context?

- What are the challenges in measuring it?

- What approaches and techniques can be used to measure business behaviour?

# Background

o The Waste and Resources Action Programme (WRAP) works with businesses and individuals to help them reduce waste, develop sustainable products and use resources in an efficient way

o 2008-2011 Business Plan marked a shift towards setting explicit goals around changing behaviour

# Objectives

o Develop mechanism to measure business behaviour change target in business plan

o Establish baseline for each audience

o Identify opportunities for WRAP to influence business behaviour

# Defining behaviour in a business context

o Behaviour that WRAP is trying to influence

- Behaviour is undertaken by individuals not organisations

- Behaviour is active and current

- Behaviour can be undertaken to a greater or lesser extent

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# Methodological approach

o Telephone survey

o Sampling business people rather than organisations

o Behavioural questions asked on a scale

o Relevant to:
- Sector
- Responsibilities / job role

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# Methodological approach

o Incorporating questions to validate people's claims about their behaviour

o Open questions

o Responses categorised as:
- Supported
- Questionable
- Not supported

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# Methodological approach

o   Analysis to segment WRAP's audiences into six
    groups dependent on their environmental behaviour

o   Calculated a cumulative score based on performance
    against each behaviour depending on:

  o   Extent of implementation

  o   Frequency of implementation

  o   Plans to implement behaviour

  o   Awareness of behaviour

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# Methodological approach
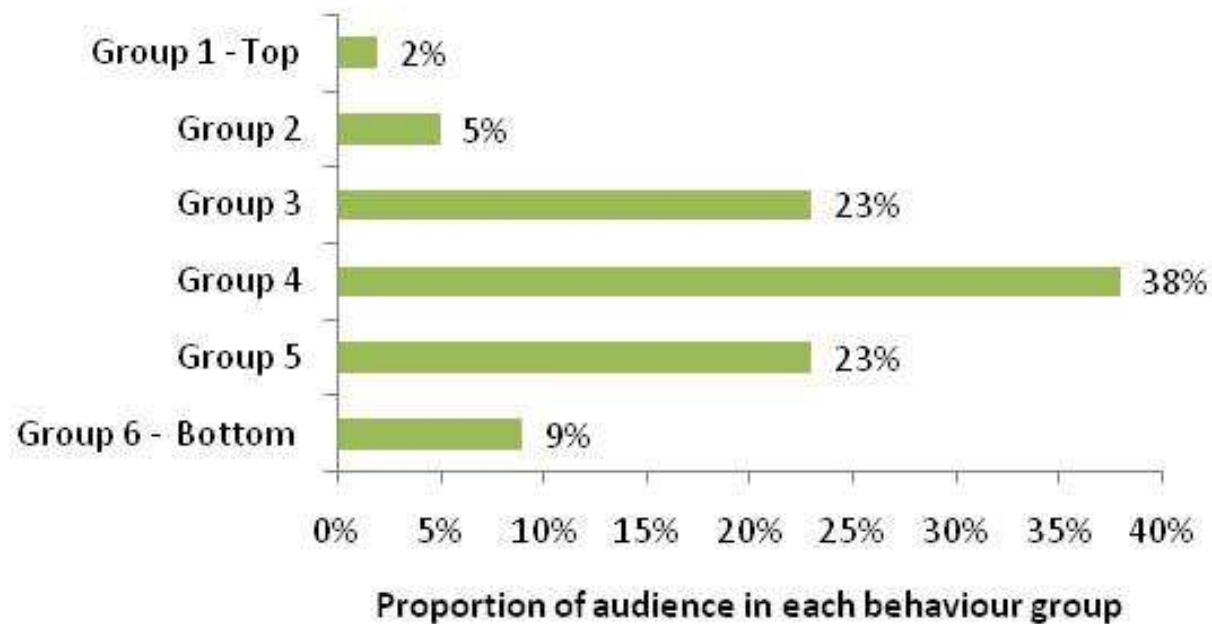


**Figure 1:** Behaviour metric for an example audience (2008) (sample=100; Population = 1,000)

# Methodological approach

o Gathered insight through:

- Open questions to explore obstacles and drivers
- Demographic questions

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# Key findings

o Business behaviour can be measured

- Data collection practical
- Indicators can be developed
- Generates useful insight

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# Key findings

o Most audiences / roles have started on the journey

o But few are doing all they can

o Behaviour with regards to resource efficiency is not integrated throughout organisations

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# Key findings

o Key drivers for behaviour are reputation, cost and making genuine environmental impacts

o Key obstacles are a perception that there is not an opportunity to implement the behaviour or that it will have a negative impact on the quality of the product or service

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# Conclusions

o  Research techniques to measure business behaviour should:

- Capture behaviour at all levels of the business
- Take account of the fact that behaviour is active, current and scalable
- Reflect a firm understanding of what behaviour is being measured

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