PR19 Engagement Sub Group

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Paper No: 3

Agenda No: 3

Title: **Triangulation**

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What is this paper about:	SEW's approach to triangulation
What is the context of this paper:	On 6th October 2017 SEW circulated to the Research Sub-Group a discussion paper that outlined our initial thinking/approach to triangulation. This would occur in two stages: Stage 1 would define the data/insight that gets triangulated (the what); while Stage 2 would determine the methodology/weighting of that data/insight (the how).
	SEW has since held an internal workshop on Stage 1 of the process to determine the engagement touchpoints/findings ("the what") that should be triangulated. This is captured in the excel spreadsheet (Stage 1 Triangulation Workshop outputs 131117)
	It has also begun to develop with Accent its initial thinking on the methodology ("the how") for Stage 2 of the process. In doing so, SEW asked Accent to undertake a first piece of triangulation to test some of those methodological principles.
	The report has been updated to reflect the outputs of this work and activity along with initial feedback from the Chair.
What is the relevance of this paper:	As above
Action needed from the CCG:	We are seeking the Sub-Group's views on: • the output of the Stage 1 triangulation process (the what) • the high level principles we intend to follow for the Stage 2 triangulation process (the how) – with a

	specific request for Research Sub-Group input as to how we may we define the scales, criteria and weighting that should be applied for Stage 2
	• to note the results of the initial triangulation work undertaken by Accent which compares SEW's segmentation research with CCWater's typology research.

south east water

Triangulation

Discussion paper - updated

v2 15 November 2017

Pure know h₂ow

1.   Introduction

Water companies have been encouraged to utilise multiple sources of information to help them deliver their services to customers.

This concept is also one of Ofwat's engagement principles for the process to set prices for 2020-2025, and forms a key element of Ofwat's customer engagement policy statement and expectations - as the following graphic shows:
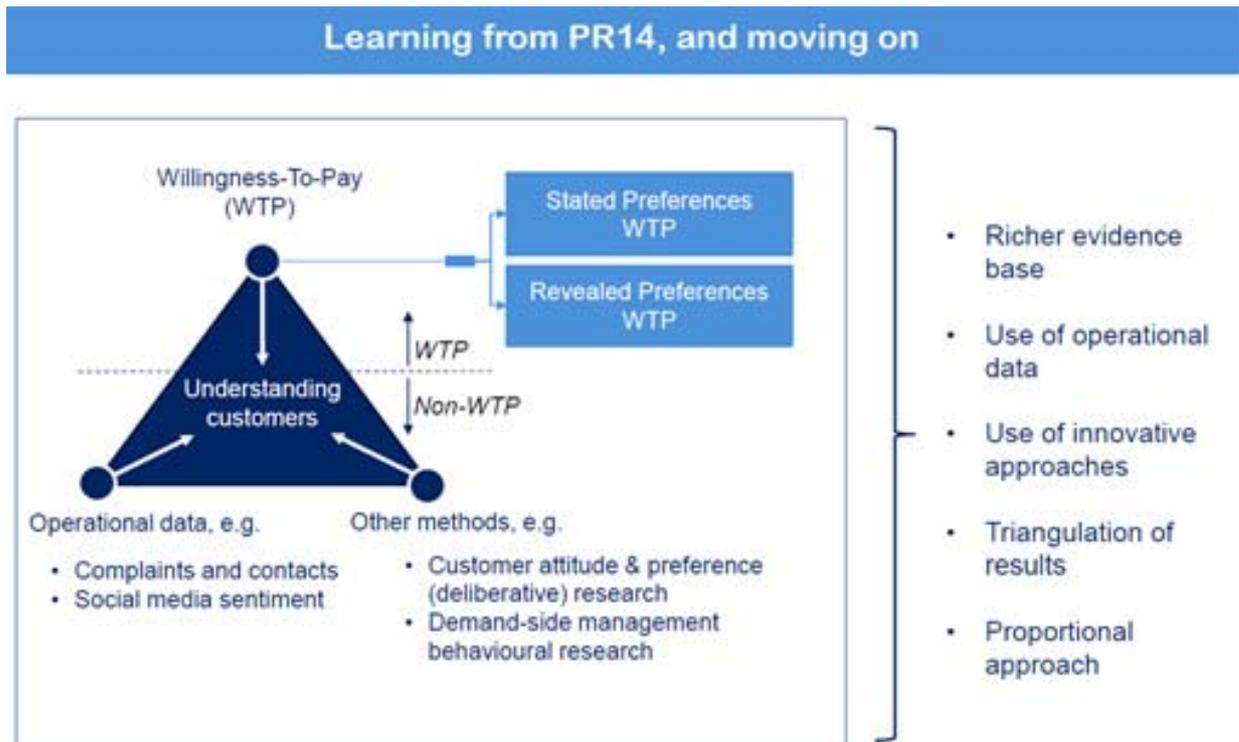
The process itself is called triangulation, and involves analysing the information and data we receive from multiple channels of customer engagement – whether that be from the insights we learnt at the last price review, customer research, business as usual (BAU) transactions and conversations, and relevant third party research/data sources.

Triangulation in its broadest sense will need to:

- document every relevant insight and our learnings from them

- identify where our insights and learnings potentially conflict with (or complement) insights and learnings from elsewhere

- demonstrate how we intend to resolve any conflicts in research findings eg by addressing sample sizes or undertaking further analysis

- are using those insights and learnings to change the way we work - whether it's via our processes, performance or behaviour

- in practical terms, triangulation might be delivered via a more 'mechanistic' process but will also involve a degree of subjective judgment.

We anticipate triangulation will need to occur in two stages as follows:

- Stage 1: What data/research/evidence/insight should we triangulate?

- Stage 2: How can the results of triangulation continually inform the service we deliver to customers; and shape our future performance commitments and Outcome Delivery Incentives by which that service will be measured?

This updated document focuses both stages of the triangulation process.

1.1   What should be triangulated? (stage 1)

As well as customer research (ours and that commissioned by third parties) there are our daily BAU transactions and conversations which can be considered for triangulation. Examples are:

- Annual tracker surveys

- SIM surveys

- five out of five surveys

- technician feedback cards

- water use surveys

- customer metering programme surveys

- customer contacts and complaints

- press and media coverage, including social media sentiment

- stakeholder engagement and contacts - from MPs, councils etc.

- other/previous customer research

- staff surveys

- community engagement (for example water efficiency trailers or school talks).

However, for triangulation to work effectively it requires agreed processes and methodologies to determine the "what" ie the data to `triangulate' in the first place; and then the "how" ie the method we will use to help us make judgments and decisions around the service we deliver to customers.

1.2   Why triangulation processes are needed

The framework for the "what" triangulation process - and the eventual data we will choose to rely upon - is essential to provide:

- an agreed approach by which we can triangulate all our evidence and insight eg research findings, BAU data/insights/relevant third party research

- an appropriate and manageable scope of work against which to develop an IT -based `insight hub' to constantly triangulate what we learn - so that it becomes an embedded, business as usual process (see page 73 of CCG report).

Furthermore, the framework will provide greater clarity and demarcation between what is triangulated data, what we learn from it and how we use it; and the insights we learn from our wider contextual conversations and transactions with customers. Indeed, it is many of these wider contextual conversations and transactions that have shaped our `Engagement Dashboard' concept - example below (see also page 85 of CCG report):

1.3   External influences that have shaped our triangulation process

In 2017, the Consumer Council for Water (CCW) commissioned a study to help water companies identify how they could use triangulation to deliver broader, more in-depth customer evidence which their business, and strategic plans, could be grounded in.

This was prompted by the lack of current guidance that describes the approach water companies could take on triangulation; while it was also recognised there is uncertainty over how triangulation will be evaluated specifically for their 2020-2025 business plans.

The study sought to create a triangulation framework which met the specific needs and context of the water sector. This framework follows seven principles:

1. Specify high level research objectives and existing hypotheses/questions – what information does the business need? Does it have this information already? What questions will give it the missing answers?

2. Identify other possible data sources and research methods – what willingness to pay and/or other types of research are possible and appropriate?

3. Identify key findings from analysis of each evidence source – for each piece of evidence does it confirm or contradict existing findings? Does it support new findings?

4. Weigh-up evidence, compare and contrast findings – compare the reliability/robustness of each piece of evidence and rank its relevance (according to robustness and reliability)

5. Assess existing and new hypotheses – qualitatively assess to establish the extent to which evidence supports them

6. Communicate and test findings – with CCGs, customers, independent experts and internal company stakeholders

7. Co-ordinate with business planning – feed conclusions into business plan and ongoing strategic aims of business.

1.4   How we have developed our triangulation approach

The CCW study has provided a helpful basis on which to develop our triangulation process.

In practical terms some of these principles occur before research is undertaken ie as companies develop their engagement objectives for the price review process; and determine the research approaches that will meet those objectives.

Nevertheless, we have taken CCW's sound principles as a starting point to develop our ideas to determines the "what" ie the data/evidence that should be considered for triangulation - before we move onto the "how" process. We are proposing the following for this first stage:

Stage 1: Proposed triangulation process:

Define
- what SEW activity/data is **defined** as engagement? What external data/research is also available/relevant to define as engagement?

Quality
- Is it **quality** data ie it's cognitivelty validated, quantified (research) regulatory driven (SIM) audited (complaints)

Robustness
- Is the data **robust?** For example, what is the sample size stastically valid? Or is further interrogation/refinement required to make it robust?

Representation
- Is the insight **representative** of the wider SEW customer base?

Usability
- Does it **influence** process/performance/behaviour change?

Triangulated

Stage 2: This is the data that will be triangulated for decision-making.

Engagement that drops out of each `sieve' of the QRRU process becomes insight data (with potential to include in engagement dashboard; or identify/address shortfalls so it meets process threshold).

1.5　Stage 1 triangulation process

Essentially, as each process step occurs a new `sieve' is applied to try and determine a minimum threshold of quality, robustness, representation and usability.

For engagement data that successfully passes through each `sieve', we will use this for triangulation ie we are confident that we have quality, robust, representative and usable data to triangulate. We can then see if there are:

- any common themes emerging; and
- if there is any data (in)consistency from the triangulation process.

For engagement that drops out of each `sieve' stage, we will determine if it can remain/become `insight' for capturing in the future Engagement Dashboard; or if we need to address shortcomings in how the engagement is collected/tested/validated etc to ensure it meets the minimum threshold around quality, robustness, representation and usability.

We recognise that, in practical terms, triangulation may be 'process led' but will have to involve a degree of subjective judgment when it comes to making decisions, particularly where the evidence has a degree of inconsistency. Nevertheless, in the absence of guidance, we believe this is a robust start to determining what evidence we will use to inform the service we deliver to our customers, and how that shapes our business and strategic plans.

NB: This type of approach is not dissimilar to the screening process that is used in the options appraisal process for a water resources management plan; each demand management and water supply option goes through a series of multi-criteria analysis `sieves' to determine what should be included in the company's plan.

1.6 Stage 1 workshop

SEW and Accent held the Stage 1 workshop to determine if the process works as a principle and can clarify what engagement data is available for **triangulating** and what engagement data provides **insight** – this will be key as we begin to embed triangulation into our business as an everyday activity

The outputs of the Stage 1 workshop also have the potential to:

- help populate and develop the Engagement Dashboard with the CCG and wider business
- define what future interventions we may want/need to make to improve the amount of engagement available for triangulation
- define an appropriate and manageable scope of work against which to develop an IT-based `insight hub' that embeds triangulation into our business.

1.6.1 Output of stage 1 workshop

SEW has produced an excel spreadsheet (Stage 1 Triangulation Workshop outputs 131117) which captures the outputs of the stage 1 process. This has been provided under separate cover.

The spreadsheet consists of five sheets under the following headers:

- PR19 research
- Third party research
- BAU transactions
- BAU conversations
- BAU sentiment

These headers replicate what SEW has already included in its CCG Report May 2017 (Our journey towards a customer-centric business) and the Engagement Dashboard.

Each of these sheets is then populated with a range of engagement touchpoints/activities. For each touchpoint/activity, we have applied:

- a weighted score 1 – 3 (1 low, 2 medium, 3 high) for each filter stage (quality, robust, representation and usability) the engagement touchpoint/activity goes through; and
- an explanation as to the rationale of that score.

We have set a minimum score threshold of 8 points to determine if the engagement touchpoint/activity goes forward for Stage 2 triangulation, or is deemed to provide insight.

1.6.2   Results

The following engagement touchpoints/activities will go through to stage 2 triangulation.

- Segmentation research
- Priorities and satisfaction research
- Levels of service/WRMP research
- Bespoke services research
- Willingness to Pay research
- Bespoke support research
- Acceptability of plan research
- Vulnerable customer research
- Future priorities research
- NHH research
- CCW Water Matters – research findings
- CCW Attitudes to tap water and using water wisely – research findings
- SIM surveys
- Customer satisfaction surveys
- 5 out of 5 surveys
- Campaign surveys
- Stakeholder surveys
- Stakeholder workshop findings

1.7   Stage 2 triangulation process

The Stage 2 process is focussed on the "how" ie the methodology we will use to make judgments and decisions around how we deliver our services and develop our strategic plans.

The Stage 2 process has been developed with Accent using the guidelines produced by ICF (the consultancy that produced the triangulation guidelines for CCWater). These are:

- Generate Contributory Evidence
  - What kind of information is revealed by the source about water customers?
  - Does revealed information confirm or contradict existing knowledge?
- Establish Methodological Soundness
  - How/to what extent have applied methodology been tested?
  - What evidence of good practice is available?
- Conduct Rigorous Data Gathering
  - Was data gathering in line with best practice for applied methods?
  - Does the research include independent review of evidence?

- Credible Interpretation
  - Identify sources of bias
  - Conduct sensitivity tests

As with Stage 1, Accent will look to "systematise" the stage 2 triangulation by using a pro-forma approach with defined scales and criteria, but using these principled guidelines around how to weight the evidence; in essence stage 2 triangulation will focus on assimilating evidence from different quantitative sources, with qualitative and BAU data playing a supporting role in deepening understanding.

1.7.1 Testing the Stage 2 triangulation methodology

Accent has recently taken the ICF guidelines and applied these to an initial piece of triangulation activity.

It was asked to compare the findings of SEW's segmentation research with research carried out by CCWater to define customer typologies and/or by attitudes. This is particularly relevant to SEW as it wants to understand if there is any comparison with the market segmentation work the company has undertaken and the `attitudinal segments' that have been identified.

Accent transferred the CCWater customer typologies onto the SEW segmentation grid to enable detailed comparisons to be drawn. The CCWater typologies are indicated in green, whilst the SEW/Accent segmentation is shown in lilac:

SEW segmentation and CCWater typologies
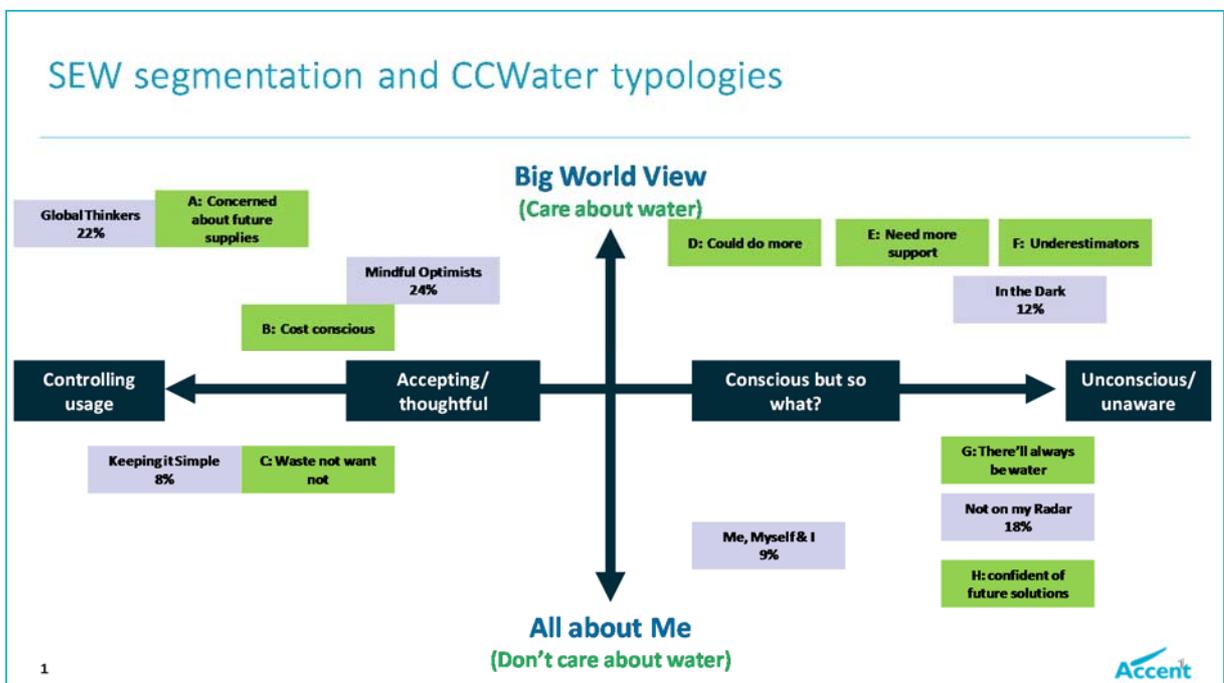
Accent then compared and drilled down into the findings from each of the customer groupings (SEW's segmentation and CCWater's typology) to identify any similarities or differences.

In essence, the two pieces of work are very comparable and focus on similar structural frameworks to define different customer types and/or attitudes. The main difference is that SEW's research programme takes its segmentation process further through robust quantification and sizing of the segments.

That said, Accent has concluded that the CCWater research reinforces that SEW's approach to attitudinal segmentation (and away from the notion of an average customer) is a sound one. The full triangulation report – and the synergies between the customer groupings – are explained in more detail at Appendix A.

1.8   Next steps

We are seeking the CCGs views and input on:

- the output of the Stage 1 triangulation process ("the what")

- the high level principles we intend to follow for the Stage 2 triangulation process ("the how") – with a specific request for Research Sub-Group input as to how we may we define the scales, criteria and weighting that should be applied for Stage 2

- to note the results of the initial triangulation work undertaken by Accent which compares SEW's segmentation research with CCWater's typology research.

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A   Triangulation of CCWater typologies and SEW segmentation

A.1.1   Introduction

As part of their PR19 customer engagement programme South East Water (SEW) is undertaking a number of bespoke research projects.

An essential overlay of this programme comprises triangulation ie ensuring that any third party information and research is compared with the insights that have been derived internally. Additionally, internal research sources will also need to be compared where appropriate through this same triangulation process.

Community Research has recently undertaken research for CCWater designed to identify a number of consumer typologies in the water sector. This is particularly relevant to SEW as it wants to understand if there is any comparison with the market segmentation work the company has undertaken and the `attitudinal segments' that have been identified.

This document provides a comparison of the two approaches to defining customer typologies and/or by attitudes.

It should be noted that direct quotes from the CCWater report are shown in italics.

A.1.2   Context for the research

The objectives of the CCWater research were primarily focused on resilience with a view to testing potential communication messages for water saving.

The SEW/Accent work was concerned with developing a segment structure that could be used throughout the commercial activity of the company.

A.1.3   Research approaches

The CCWater methodology was primarily qualitative, comprising an all day workshop approach across four different locations – London, York, Neath and Norwich:

- Rapid literature review – 37 reports
- Four day long deliberative workshops

No quantitative measurement was undertaken to verify the size or importance of the customer typologies that were identified. This presents a key difference between the two approaches.

By comparison, SEW/Accent undertook a broader programme of research comprising both qualitative and quantitative elements:

A.1.4   Scope of participants

CCWater included four water service provider regions.

Location	Water company	Water stressed	Location specific points of difference
London	Thames Water	Yes	Universal metering in parts
York	Yorkshire Water	No	Area hit by flooding
Neath	Welsh Water	No	Not for profit water company
Norwich	Anglian Water	Yes	Agricultural area

So, for CCWater's research there was no representation of SEW customers.

The context for the research was documented in the report.

From the Community Research report:
"During the fieldwork period, some events and / or media stories took place which may have impacted on participants' views:

- *All workshops were conducted during an extended heatwave with temperatures much higher than usual.*
- *In Norwich there were also some bursts of heavy rain (these took place at almost exactly the same time as the discussions about extreme weather conditions!)*
- *Thames Water's fine for missing its leakage target was announced after the London workshop had already taken place, but prior to the three other sessions.*

> ▪ *There were forest fires in Portugal during the second week of fieldwork (in Neath and Norwich.)"*

The SEW/Accent segmentation was focused purely on customers within the SEW supply area. The data was weighted to ensure robust representation of the profile of that area in terms of age, gender and social status and included a mix of metered and non-metered customers.

At the time of research, there were no extreme weather conditions or flooding issues and no potentially influential media stories.

A.1.5   Findings overview

Both approaches show very similar defining factors for their consumer groups. This is demonstrated by the axes defining the quadrants that the segments/typologies fall into.

CCWater Customer Typologies Overview

Eight consumer typologies were identified which were arranged across a grid with attitudes to water on the vertical axis and behaviour in relation to water across the horizontal axis as shown below:
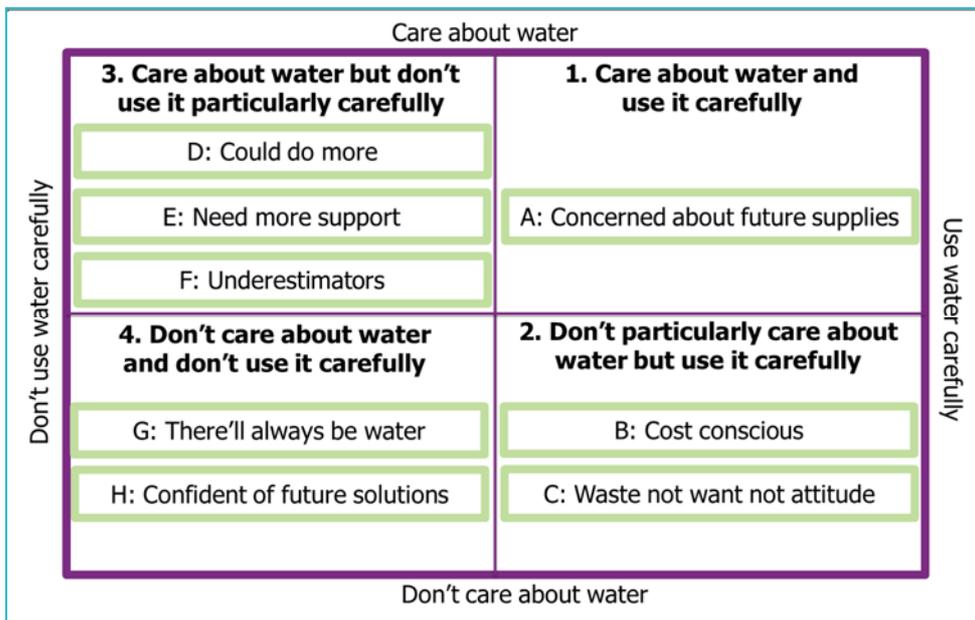
SEW/Accent Segmentation Overview

SEW/Accent derived six segments which were distributed across a grid with attitudes to the environment/big world perspective as the vertical axis and water use on the horizontal axis.
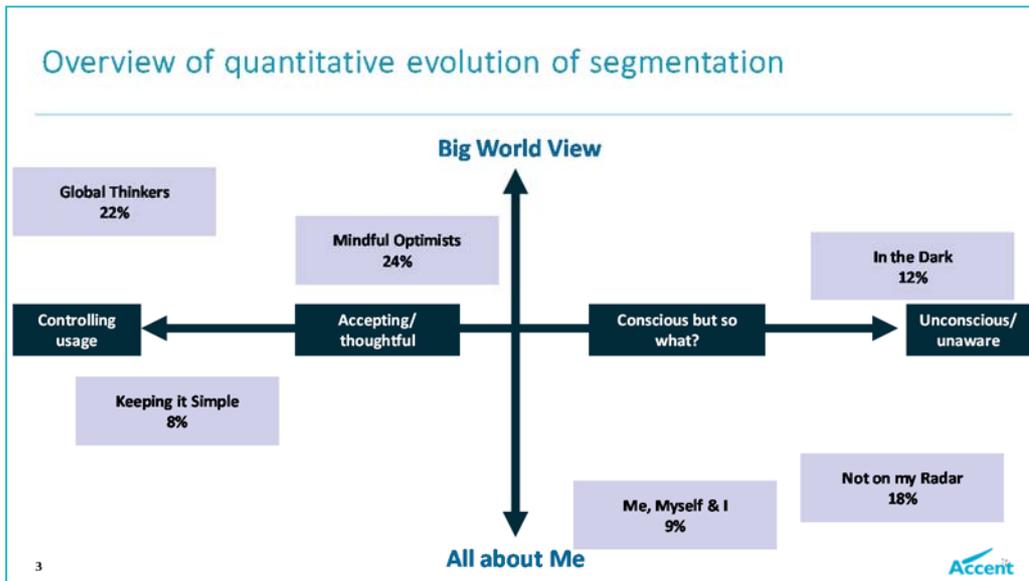
A.1.6   Mapping comparison

CCWater has developed a scale of 'Care about Water' to 'Don't Care about Water' on the vertical axis. This is closely aligned with the SEW/Accent finding that consumers fall along a spectrum of 'Big World View' to 'All About Me'.

The SEW/Accent scaling is broader in that it takes into account more environmental concerns than just water. So, whilst the two are similar they are not a perfect match.

The horizontal axis for both approaches is of controlling/careful water use through to being unconscious/unaware/not careful of water consumption.

A.1.7   Comparing individual typologies/segments

Accent has transferred the CCWater customer typologies onto the SEW/Accent grid to enable detailed comparisons to be drawn.

The CCWater typologies are indicated in green, whilst the SEW/Accent segmentation is shown in lilac.

NB: This has been undertaken purely as a qualitative exercise with no quantitative data or detailed understanding of the CCWater research. Any comparisons made should be seen as indicative rather than robust or statistically reliable.
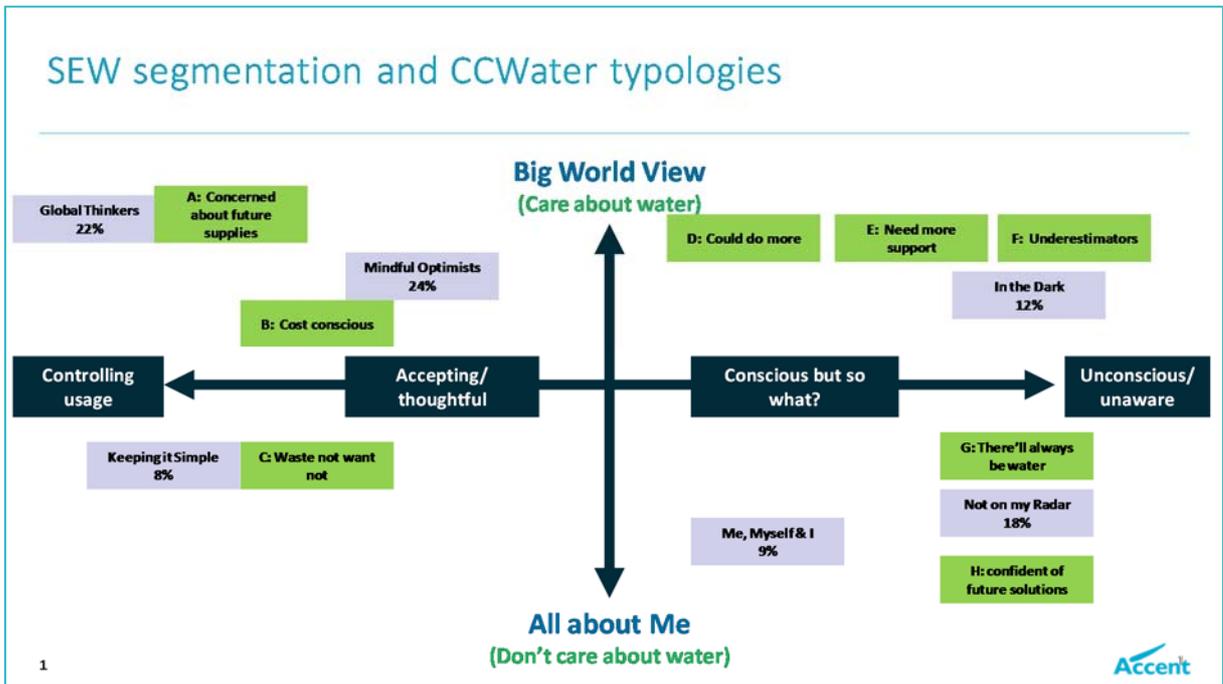
Comparing between the groups there are some synergies amongst those groups that are careful in their use of water ie on the left hand side of the grid.

Big World view and controlling usage quadrant

Global thinkers and (A) Concerned about future supplies

*Typology Group **A Concerned about future supplies** – "The people who fell into this type tended to be those who had concerns about the impact of their water use on the environment or because they were concerned about water running out / there not being enough water for future generations. As a result, they tried not to waste it. Although some people had a solid understanding of why future water supplies might be an issue, others had only a vague sense that they were supposed to use it carefully but were not always clear as to what the bigger picture issues were (e.g. climate change, population growth)."*

The water conscience of Typology Group A bears a similarity with **Global Thinkers** who demonstrate a strong water conscience – they are careful in their use so as not to waste water. Furthermore, they exhibit a high level of water saving behaviour and water efficiency. However, their mindset extends further than the definition of Group A as Global Thinkers are defined by their high social conscience, consideration for and awareness of the world they live in beyond just water.

Mindful Optimists and (B) Cost Conscious

Typology Group B Cost conscious - "Cost was the main driver of careful water usage for these people – they were mostly on a water meter and so tried to use water sparingly in order to keep costs down (there were also some people in this group who were not on water meters but used it carefully when it was linked to their energy consumption e.g. showers, washing machines etc.)."

This group exhibit similar traits to **Mindful Optimists** who are mindful of money and look for savings/shop around. Yet this group also is conscious of the big world around them and consider others in their decisions. They are water conscious, driven more out of a need to keep the costs down rather than as a result of their conscience. They exhibit some water saving behaviours, but this could well be driven by their older profile – being of the generation that avoid all forms of waste.

All about me and controlling usage quadrant

Keeping it simple and (C) Waste not want not

*Typology Group **C Waste not want not** – "These people did not like to be inefficient with resources at a general level, and this applies to water as well. They did things like have cloth washes rather than showers if they weren't feeling particularly dirty, and made the most of grey water and water butts in their gardens. They did not necessarily do this out of concern about water supplies, but simply because they dislike waste."*

This group are most similar to **Keeping it Simple** who are also mindful of the pennies, but are not as engaged in the market place as Mindful Optimists. They have an outward looking focus on the environment and the world around them. Thus they have a high water conscience and demonstrate high levels of water saving behaviour.

Big World view but unaware of usage quadrant

Moving to the right hand side of the grid and those groups that are less careful in their consumption of water.

In the Dark and (D) Could do more, (E) Need more support and (F) Underestimators

*Typology **D: Could do more** – "This group were (sometimes only vaguely) aware that they ought to be more careful with their water consumption, but for various reasons were not, or felt that they could not. Time pressures, small children and a general lack of motivation meant that they just didn't feel able to prioritise this in their*

lives. They sometimes admitted to feeling some guilt about this, but it was not an overriding concern."

*Typology **E: Need more support** – "Despite being concerned about water, some people were not using it as carefully as they could as they were not always sure what to do. For example, they were washing up by hand rather than using the dishwasher."*

*Typology **F: Under-estimators** – "The final group in this quadrant comprised people who thought they were using water carefully (particularly when they compared themselves with others) but from discussions it became clear that this was not always the case. For example, they would initially say that they couldn't reduce their water consumption any more, for it to emerge via discussion that they showered multiple times a day or ran numerous loads of laundry. This illustrates the highly personal nature of water use, and the different tolerances which people have around what is essential for them."*

All three of these customers types exhibit similarities with **In the Dark.** This group are living a comfortable lifestyle, focused on their own needs. . They recognise the outside world and consider it in their decisions but in the context of also considering what is best for themselves. They have no awareness of their water consumption and exhibit no significant water saving behaviour. As a result they have higher levels of consumption than most.

It is likely that there are elements of all three D, E and F typologies within the SEW In the Dark segment.

All about me and unaware of usage quadrant

Not on my radar and Me, myself and I and typologies (G): There'll always be water and (H): Confident of future solutions all fall into the same quadrant demonstrating similar attitudes:

*Typology **G: There'll always be water** – "Across all workshops there were people who did not believe that there was any danger of water shortages in the future. They felt that because the water system was cyclical, there would always be enough water and so there was no reason to conserve water. People who were sceptical that climate change was happening often (but not always) fell into this type."*

*Typology **H: confident of future solutions** – "These people may have believed that issues such as climate change and population growth were having an effect on water supplies, but they were confident that such issues would be solved before things got too bad – technology or those in charge of the water industry would find better ways to capture or store water, and therefore there was no real need to conserve water now."*

Not on my Radar - This group are careful with money as they are early in their lifestage and have not yet learnt to shop around. They have a low social conscience, low environmental concerns, and are focused on their own needs**.** They are unaware of their water use, and demonstrate little water saving behaviour.

Me, Myself and I - This group are retired/empty nesters who are living a comfortable lifestyle, who are `looking after number 1'. They have a low social conscience and low environmental concerns. They don't know how much water they use but are conscious/careful driven by their innate focus on their own needs rather than a concern for society at large – but not to the extent that they are undertaking any water saving behaviour.

A.1.8   Conclusions

The two pieces of work are very comparable and focus on similar structural frameworks to define different customer types and/or attitudes.

As a result, we conclude that the CCWater research reinforces that SEW's approach to attitudinal segmentation (and away from the notion of an average customer) is a sound one.

The main difference is that SEW's research programme takes the segmentation process further through robust quantification and sizing of the segments.

		Quality filter			Robust filter			Representative filter			Usability filter			Score	Next steps
PR19 Research	Engagement?	Quality data?	Quality weighting - H/M/L	Quality Assessment criteria	Robust evidence?	Robust weighting - H/M/L	Robust assessment criteria	Representative?	Representative weighting - H/M/L	Representative assessment criteria	Usability?	Usability weighting - H/M/L	Usability assessment criteria	Total weighting	Stage 2 triangulation (min score 8) or Insight (below 8)
Segmentation	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - qual and quant phases	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	12	Stage 2
Priorities and satisfaction	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	No	2	Methodology-driven approach compliant with Market Research Society ISO 20252 - but qual phase only	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - and segmented	Yes	2	Methodology-driven approach compliant with Market Research Society ISO 20252	11	Stage 2
Levels of Service/WRMP	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - qual and quant phases	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - and segmented	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	12	Stage 2
Bespoke services	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	No	2	Methodology-driven approach compliant with Market Research Society ISO 20252 - but qual phase only	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - and segmented	Yes	2	Methodology-driven approach compliant with Market Research Society ISO 20252	10	Stage 2
Willingness to Pay	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - using earlier qual findings to test quantitatively	Yes	3	Methodology-driven approach using latest best practice market research techniques - and segmented	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	12	Stage 2
Bespoke support	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	No	2	Methodology-driven approach compliant with Market Research Society ISO 20252 - but qual phase only	Yes	3	Methodology-driven approach using latest best practice market research techniques - and segmented	Yes	2	Methodology-driven approach compliant with Market Research Society ISO 20252	10	Stage 2
Setting ODIs	No - separate Frontier project and based on earlier WtP	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Acceptability of Plan	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - using earlier qual findings to test quantitatively	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - and segmented	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	12	Stage 2
Vulnerable customers	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	No	2	Methodology-driven approach using latest best practice market research techniques - but qual phase only	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - and segmented	Yes	2	Methodology-driven approach compliant with Market Research Society ISO 20252	10	Stage 2
Future priorities	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	No	2	Methodology-driven approach using latest best practice market research techniques - but qual phase only	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - and segmented	Yes	2	Methodology-driven approach compliant with Market Research Society ISO 20252	10	Stage 2
NHH Research	Yes	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - qual and quant phases	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252 - and segmented	Yes	3	Methodology-driven approach compliant with Market Research Society ISO 20252	12	Stage 2

Weighting	
High	3
Medium	2
Low	1

Max score	12
Min score	4

3rd party research	Engagement?	Quality filter			Robust filter			Representative filter			Usability filter			Score	Next steps
		Quality data?	Quality weighting - H/M/L	Quality assessment criteria	Robust evidence?	Robust weighting - H/M/L	Robust assessment criteria	Representative?	Representative weighting - H/M/L	Representative assessment criteria	Usability?	Usability weighting - H/M/L	Usability assessment criteria	Total weighting	Stage 2 triangulation (min score 8) or Insight (below 8)
CCW Water Matters Report[1]	Yes	Yes	3	Assume research compliant with Market Research Society ISO 20252	Yes	2	Assume research compliant with Market Research Society ISO 20252 - but limited no. of customers and traditional segmentation approach?	Yes	3	Assume research compliant with Market Research Society ISO 20252 - and that sample adequate/unsized...	Yes	2	Score reflective of limitations around sample size and make-up (using traditional segmentation)	10	Stage 2
CCW Attitudes to tap water and using water wisely[2]	Yes	Yes	3	Assume research compliant with Market Research Society ISO 20252	Yes	3	Assume research compliant with Market Research Society ISO 20252 - also national survey	No	1	National survey limits further segmentation of SEW customers and only on water usage?	Yes	1	Score reflective of limitations around sample size and make-up (using traditional segmentation)	8	Stage 2
CCW Saving Water: Helping customers to see the big picture[3]	Yes	No	1	No SEW customer representation	No	1	No - qual only, small sample size and no SEW customer representation	No	1	No - location specific and no SEW customer representation	No	1	Score reflective of limitations around method, sample size and representation	4	Insight

1. Telephone interviews of HH bill payers, 5,420 respondents – 150 minimum no. customers for WoC but can choose to upsize; gender, age and SEG segmentation.
2. Online panels, 4,169 respondents – weighted using population profile, segmented into heavy/medium/light water users; uses MaxDiff approach.
3. Four one-day deliberative workshops with 93 HH customers across UK (London, Neath, Norwich and York).

Weighting	
High	3
Medium	2
Low	1

Max score	12
Min score	4

BAU transactions	Engagement?	Quality filter			Robust filter			Representative filter			Usability filter			Score	Next steps
		Quality data?	Quality weighting - H/M/L	Quality assessment criteria	Robust evidence?	Robust weighting - H/M/L	Robust assessment criteria	Representative?	Representative weighting - H/M/L	Representative assessment criteria	Usability?	Usability weighting - H/M/L	Usability assessment criteria	Total weighting	Stage 2 triangulation (min score 8) or Insight (below 8)
SIM surveys	Yes	Yes	3	Methodology-driven approach using latest best practice market research techniques	Yes	2	Score based on limited no. of SEW customers and traditional segmentation approach (SEG etc)	No	1	HH only - no NHH representation	Yes	2	Score reflective of limitations around sample size and HH only using traditional segmentation	8	Stage 2
Customer complaints	Yes	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	4	Insight
Escalated complaints	Yes	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	4	Insight
My Account sign ups	Yes	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	4	Insight
My Water Use sign ups	Yes	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	4	Insight
WaterSure sign ups	Yes	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	4	Insight
Social tariff sign ups	Yes	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	4	Insight
Priority services register sign ups	Yes	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	4	Insight
Customer Care interactions	Yes	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	No	1	Low volume and/or self-selecting (HH only)	4	Insight
Contacts	Yes	No	1	Sufficient volume but HH only	Yes	2	Sufficient volume but HH only	No	2	Higher volume of total contacts across all channels - but HH only	No	1	Sufficient volume but HH only	6	Insight
Unwanted	Yes	No	1	Low volume and/or self-selecting (HH only)	Yes	1	Lower volume than total no. of contacts (HH only)	No	1	Lower volume across all channels and HH only	No	1	Low volume and/or self-selecting (HH only)	4	Insight

Weighting	
High	3
Medium	2
Low	1

Max score	12
Min score	4

		Quality filter			Robust filter			Representative filter			Usability filter			Score	Next steps
BAU conversations	Engagement?	Quality data?	Quality weighting - H/M/L	Quality assessment criteria	Robust evidence?	Robust weighting - H/M/L	Robust assessment criteria	Representative?	Representative weighting - H/M/L	Representative assessment criteria	Usability?	Usability weighting - H/M/L	Usability assessment criteria	Total weighting	Stage 2 triangulation (min score 8) or Insight (below 8)
Customer satisfaction surveys	Yes	Yes	3	Survey compliant with Market Research Society ISO 20252	Yes	3	Survey compliant with Market Research Society ISO 20252	Yes	3	Survey compliant with Market Research Society ISO 20252	Yes	3	Survey compliant with Market Research Society ISO 20252	12	Stage 2
5 out of 5 surveys	Yes	Yes	2	Score based on potential low volume	Yes	2	Score based on potential low volume	No	2	Survey among contactors only	Yes	2	Provides important insight to processes/performance	8	Stage 2
Live web chat	Yes	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	4	Insight
Website page views	No	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	4	Insight
Campaign surveys	Yes	Yes	3	Survey compliant with Market Research Society ISO 20252	Yes	3	Survey compliant with Market Research Society ISO 20252	Yes	2	In part - score reflects only area covered by campaign surveyed	Yes	2	In part - score reflects only area covered by campaign surveyed	10	Stage 2
Stakeholder Surveys	Yes	Yes	3	Views captured at point of discussion	No	2	In part- score based on potential low numbers engaged	No	2	In part - score based on potential low numbers engaged from certain sectors	Yes	2	Valid insight from shapers and influencers - even if limited	9	Stage 2
Stakeholder workshops	Yes	Yes	3	Views captured at point of discussion	No	2	Qualitative only	No	1	Score based on not being fully representative (ref.stakeholder mapping exercise)	Yes	2	Valid insight from shapers and influencers - even if limited	8	Stage 2
In your area sign ups	Yes	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	4	Insight
Source	Yes	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	4	Insight
CMP	Yes	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	Yes	2	Score based on insight to CMP programme	5	Insight

Weighting	
High	3
Medium	2
Low	1

Max score	12
Min score	4

BAU sentiment	Engagement?	Quality filter			Robust filter			Representative filter			Usability filter			Score	Next steps
		Quality data?	Quality weighting - H/M/L	Quality assessment criteria	Robust evidence?	Robust weighting - H/M/L	Robust assessment criteria	Representative?	Representative weighting - H/M/L	Representative assessment criteria	Usability?	Usability weighting - H/M/L	Usability assessment criteria	Total weighting	Stage 2 triangulation (min score 8) or Insight (below 8)
Twitter (No. daily interactions)	Yes	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	Yes	2	Influences performance/processes	5	Insight
Twitter (sentiment expressed)	Yes	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	Yes	2	Influences performance/processes	5	Insight
Facebook (daily interactions)	Yes	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	Yes	2	Influences performance/processes	5	Insight
Facebook (sentiment expressed)	Yes	No	1	Low volume/self selecting	No	1	Low volume/self selecting	No	1	Low volume/self selecting	Yes	2	Influences performance/processes	5	Insight
Media coverage (sentiment expressed)	No	No	1	Low volume/subjective	No	1	Low volume/subjective	No	1	Low volume/subjective	No	1	Low volume/subjective	5	Insight

Weighting	
High	3
Medium	2
Low	1

Max score	12
Min score	4