**Product / Service:** Marketing Services (including Advertising, Promotions & Publicity, Market Research Services)

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| --- | --- | --- | --- |
|  | **Negative Impacts / Risks** |  | **Positive Opportunities** |
| **Environmental** | * Waste from perceived ‘junk’ mail
* Production of printed materials involves use of paper – deforestation & water use in production (scarce resources / impacts biodiversity)
* Production of printed materials involves use of ink – may include hazardous substances & non-renewable oils (also used in production process)
* Distribution vehicle fuel & emissions (carbon impact)
* Travel impact of supplier staff – transport fuel & emissions (carbon impact)
 | * Potential to reduce printed materials by alternative communication methods (e.g. email)
* Paper with increased recycled content (ideally at least 50%) & chlorine free processing
* Vegetable based ink
* Consolidated distribution (or shared contracts) reduce vehicle fuel & emissions
* Alternatives to physically attending the site e.g. video conferencing, Skype
* Use of public transport or a car pool, rather than driving to the site
 |
| **Social** | * Working conditions of supplier staff (unsocial hours)
* Risks of external professional on site (health & safety, exposure to confidential materials)
 | * Professional resources – good wages / good development opportunities
* Apprenticeship opportunities
* Fresh approach to internal challenges – business (and potentially sustainability) impact
 |
| **Economic** | * Cost of external expertise can be significant (short-term resource expensive)
* Cost control issues – scope creep
 | * Skills & knowledge transfer to staff – benefits local economy / job market
* Opportunities for local professional services companies / small & medium enterprises
* Raises profile of the University
 |

**RELATED PROC HE:** RA / RL / RS