**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