



HIGH SPEED 2
PASSENGER PANEL
2015

RESEARCH PROPOSAL

Prepared for:



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Prepared in compliance with the international quality
standard covering market research, ISO 20252 by:

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INTRODUCTION

The team at Illuminas is delighted to submit our thoughts on how to develop the Passenger Panel to ensure that it continues to provide consumers' views on what they need and want from HS2 and is genuinely useful to the HS2 and Passenger Focus teams.

We feel that the first year has worked well, with incredibly high contributions from a very enthusiastic panel.

We can now agree how we shape the panel for the second year, by understanding the outputs needed by HS2, and the role that the panel should play, e.g.

- What do the internal HS2 teams want to learn / gain from the panel?
- Should this be a forum for asking lots of wide ranging questions, both strategic and tactical?
- Is the monthly / quarterly output useful?
- Should the panel cover more strategic issues, with greater analysis on key themes and core needs?
- Is there a need to cover some topics in more depth?
- Should we recruit some 'super groups' of consumers to the panel (e.g. very frequent business travellers, those who travel to and from London to the North on a very regular basis)

In answering these questions, we can determine:

- The make-up of the panellists, and whether we refresh the majority of the panel to include some new 'super groups', or whether we try and retain as many of the current panellists as possible
- The type and frequency of questions and tasks posed to them
- The type of analysis and output required
- How we should provide this to HS2 - in which format/ forums

For this proposal, we have detailed two options, providing alternative approaches for the above elements

We concur with the direction for the second year in putting greater emphasis on bringing the insight to life within HS2. We have included suggestions on how we best achieve this.

We suggest that we hold a review session in early 2015, to pull together the overall findings from Year 1 of the panel. At this session, we can discuss these issues and agree the direction for the second year.

John Connaughton and Patricia Rubio

November 2014

1.1 Illuminas Capability

1.1.1 OUR EXPERIENCE

TRAIN AND TRAVEL:

We have previously worked with a broad range of travel brands including British Airways, EasyJet, BAA, Thomas Cook and Eurostar. We also have conducted many projects concerning rail travel covering a broad range of issues, both strategic and tactical, amongst all types of rail travellers.

RUNNING PANELS

We have a wealth of experience in running panels, across a range of sectors including the financial services, technology, FMCG, retail and education sectors. We have run the HS2 Passenger Panel since March 2014. Our experience covers both long and shorter term panels including online communities, dedicated social media groups, blogs and consumer panels. This experience means we understand both the advantages and disadvantages of the different approaches and know how to put measures in place to ensure the most effective method is administered to achieve the objectives.

FUTURE THINKING

We have significant experience in projects that involve thinking into the future, in industries such as telecoms and the energy sector on projects such as smart meters, electric cars and homes of the future.

STAKEHOLDER MANAGEMENT

Illuminas has extensive experience in managing projects which involve a wide range of diverse stakeholders. We have found that there are four key approaches to ensure buy-in to the findings, and harmonious working:

- Involvement of all stakeholders

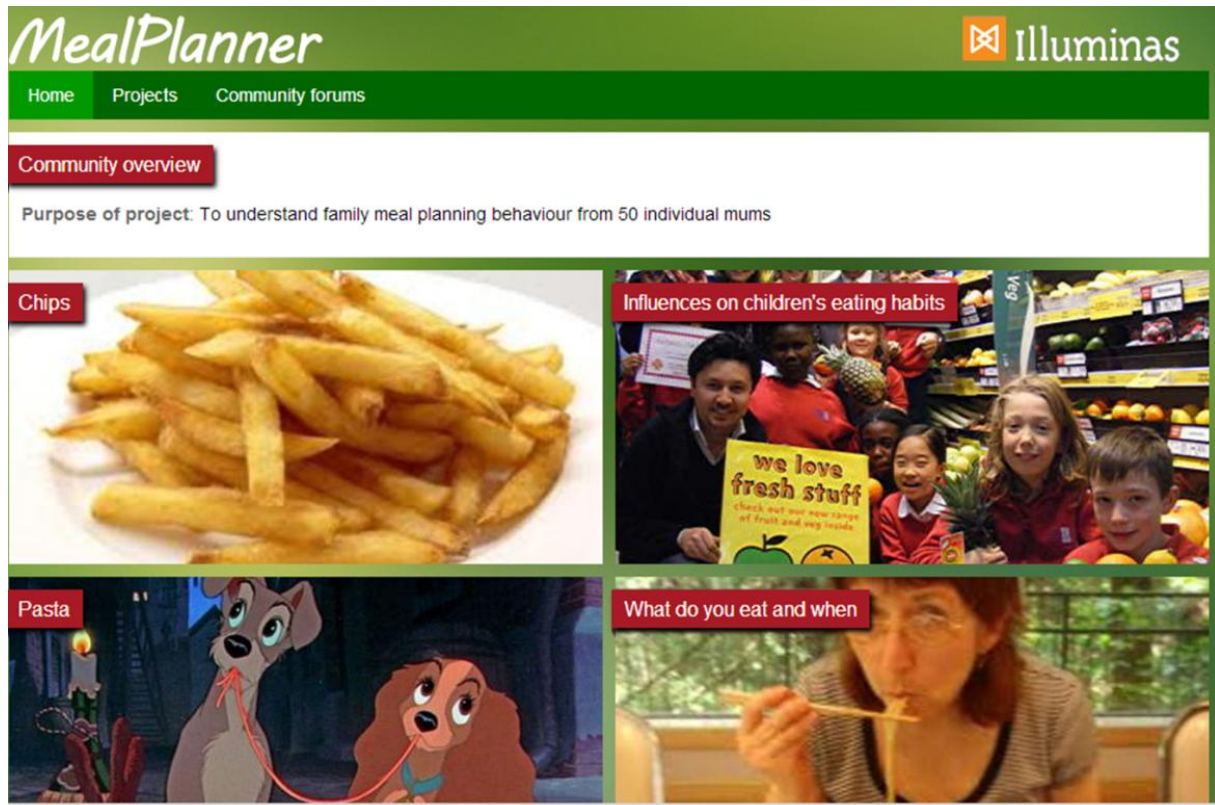
- Focused on the consumer
- Joint activities between all stakeholders to galvanise the team
- Proactive, open communication

We feel that the teamwork between HS2, Passenger Focus and Illuminas has worked well in the 2014 Passenger Panel.

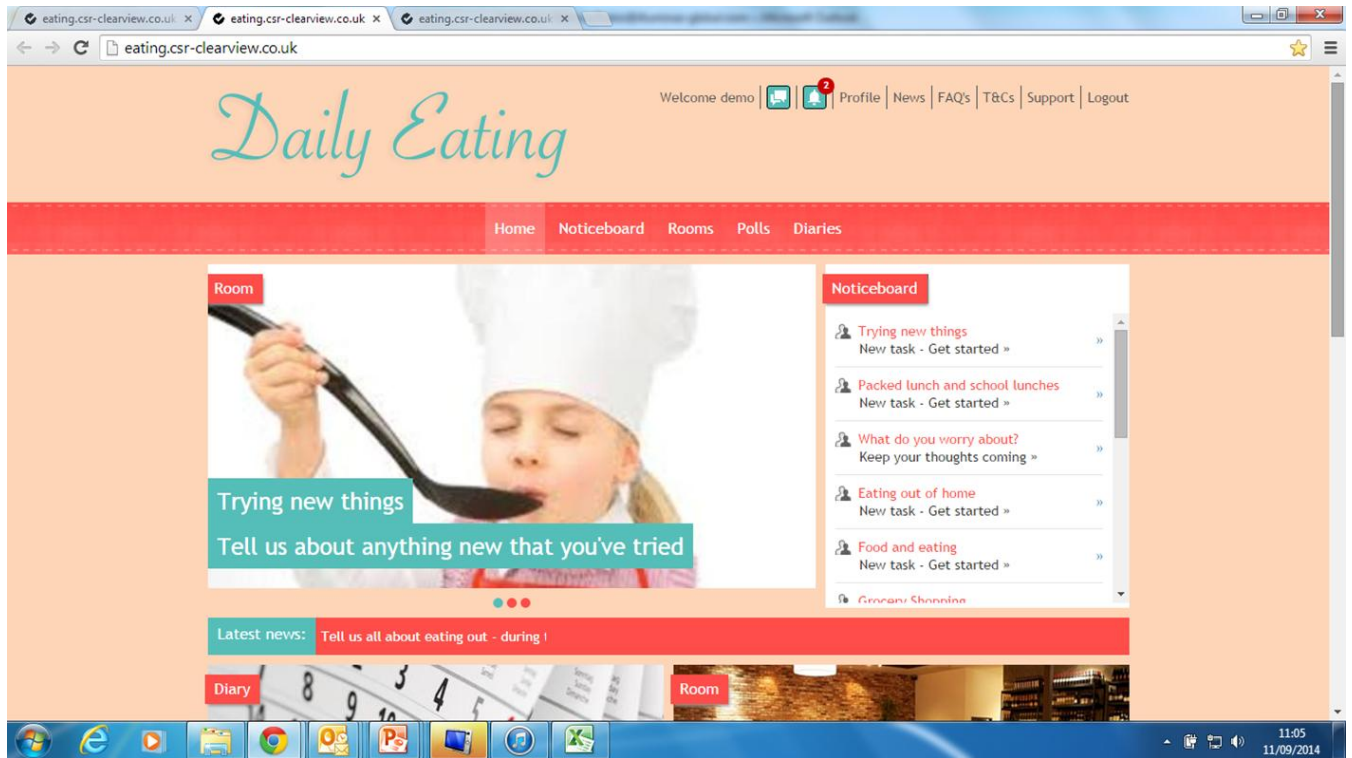
1.2 Case Studies

In addition to setting up and managing the HS2 Passenger Panel, we have run several online communities in 2014 for some well-known grocery brands, to help them understand key strategic issues:

McCain - Online community amongst mums to understand the perception and role of chips, and how they fit into modern eating repertoires in order to help guide brand positioning, key messaging and new product development.



Hovis - Online community amongst bread and baked goods consumers in order to gain core insights to help brand rejuvenation and new product development.





Case Study: Rail Retail Review



CONTEXT

- ATOC wanted to understand how customers found the experience of buying tickets
- Specific focus on customer awareness, understanding and satisfaction with the full marketing mix offered - i.e. information, channels, fares, products, staff, service and stations
- This was key to validate key hypotheses for future development, with a particular emphasis on understanding the role of technology

METHOD

- Extensive programme of qualitative research amongst commuters / business and leisure rail customers

OUTPUT

- Clear identification of the customer issues across the customer experience, emphasising the stages which cause most frustration
- Recommendation on areas for strategic development based on reactions to the client hypotheses



INTERNAL

Case study: Strategy development

AIM

This project was conducted on behalf of a major overseas train operator, who wanted to base their strategic decisions on insight gained from key individuals in the UK market. The objective was to understand the main strategic issues facing the industry, opportunities in the market, strengths and weaknesses of the various operators in order to determine the key requirements for development in the UK market

APPROACH

The study involved a series of in-depth discussions with a range of audiences:

- Industry experts (specialist editors, journalists and academics)
- Members of the Transport Select Committee
- Heads of key PTE's
- Potential partners - senior executives in key TOC's

RESEARCH OUTPUTS

The insight generated was applied in their strategic planning process to scope their market development plans

1.3 Referees

The following clients have agreed to act as referees for us:

Caroline Canty
Senior Research Manager
Shop Direct Group

Ellen Porter
Head of Insight
Royal Mail

2 KEY PERSONNEL

We believe that the team selected to work on this research project combines senior level experience with sufficient supporting resource to ensure excellent thinking, advanced analysis and engaging outputs.

2.1 Core Team

John Connaughton, Chief Executive Officer

- John Connaughton is the global CEO of Illuminas and leads the senior management team at Illuminas worldwide. In addition to these management responsibilities, he continues to play an active role in project delivery, including design, analysis and presentation.
ROLE: John will attend key meetings such as the passenger workshops, and advise on key strategic issues.

Patricia Rubio, Business Consultancy Director

- **ROLE:** Patricia will lead the project on behalf of Illuminas and take overall responsibility for meeting the agreed objectives. She will be involved across all stages of the project and will develop key materials, conduct fieldwork and drive the analysis process. Patricia will lead the development and facilitation of the workshops. She will attend any face to face meeting.

Sarah Little & Adam Blower, Research Managers

- **ROLE:** Adam and Sarah will be the day to day contacts, supporting Patricia with the set up and running of the panel on a daily basis. They will help set up and run the workshops, organise any ad hoc fieldwork as well as assist in the analysis process. They will be responsible for monthly reporting, and the organisation of quarterly updates.

3 RESEARCH CONTEXT

3.1 Background

HS2, Passenger Focus and Illuminas have been working together on the Passenger Panel since March 2014.

After a successful kick-off session at the Space Centre in Leicester, the 40 panellists started contributing to the online community with great enthusiasm.

In April 2014, Illuminas hosted a workshop to debrief the findings from the kick-off workshop, which identified that consumers have 4 core needs in relation to their expectations from HS2:

- Pride
- Designed for the customer
- Value for money
- Door to door

These themes underpin the wide range of ideas which the panel have provided throughout the year.

The panel have answered a huge range of questions on a weekly basis, including:

- Ideas on optimal navigation of the station
- Technical innovations which would enhance your journey
- Stress points in your journey

In addition, eight individuals have completed holiday diaries, bringing to life their journey experiences, allowing us to learn from different modes of transport and countries.

Monthly reports are sent to Passenger Focus and HS2, summarising the key findings from the month. Every two months, the findings are presented in a meeting with

the key stakeholders. At these sessions, and on an ad hoc basis, further questions to pose to the panel are discussed and agreed upon.

4 THE RESEARCH REQUIREMENTS

Passenger Focus is looking to extend the current panel research for another 12 months starting from April 2015. The research will continue to determine passengers' needs and requirements from the High Speed 2 Rail Network when it is operational.

4.1 Research Objectives

In order to be able to meet this overarching research requirement, the following specific research objectives need to be achieved:

- 1) To manage the HS2 passenger panel over a 12 month period

The benefits of continuing with a consumer panel are:

- Having access to a group of hand-picked consumers to answer questions throughout the year
- Being able to work with different types of respondents from a spread of locations who already have a base level of knowledge of HS2
- Being able to gain feedback in a time-effective manner. This is crucial to a project of this nature where ideas are being developed, either big or small, which need sense checking with respondents before being developed further
- Respondent feedback can be obtained using a variety of different tools (i.e. surveys, images, diaries, discussions, blogs, polls etc.) as and when necessary which can be on a daily, weekly or monthly basis
- Having flexibility to recruit more or different panellists, depending on their contribution, opinions, or subject matter
- Being able to cover both smaller, more tactical questions as well as bigger-picture, broader concepts
- Being able to use the panel to participate in ad-hoc activities which may emerge as the project develops. Participants are already aware that they

may be asked to participate in additional pieces of research outside of their panel commitments. Since its launch in March 2014 we have undertaken face-to-face workshops and travel diary activities with participants

- 2) To be able to recruit experts/key stakeholders to provide greater insight or generate ideas where relevant

Given the future-focussed nature of this project, it may be the case that we will need to draw on a wealth of expert resources to help translate passenger needs into concepts. Additionally, these people are often able to generate insights alongside passengers.

- 3) To be able to undertake bespoke research to meet the project objectives outside the panel if necessary

As with the previous objective, it is important to acknowledge that in order to meet the objectives a bespoke research need may emerge, which is best treated as a discreet project within the broader research programme. Specific requirements may emerge that are best served with fresh respondents who don't have prior knowledge or a vested interest in the study. Whilst a panel approach does offer many advantages, it does also bring limitations which emphasise the need to have a flexible approach in terms of respondents.

4.2 Panel Sample

For the first year of the panel, we recruited respondents from a broad geographic and demographic spread, across traveller types.

For next year, there are two options:

Option 1: We retain as many of the existing panel as possible; we have assumed in this scenario that 30 of the original 40 would remain the same

This is a low cost option, as it would reduce the recruitment and sign on costs.

However, there are some issues with this:

- The existing panel have worked very hard this year, and we feel quite a few are 'spent', as they have answered a wide range of questions across each stage of the customer experience
- We do not know how many panellists would be willing to contribute for another year; and whether those who are willing are the ones we would ideally like to retain

We have therefore included in a lower cost option for this scenario, but feel that this approach may not be realistic, nor will it result in the best output.

Option 2: We refresh the majority of the panel, whilst doing our best to keep 10 key contributors:

- 3 highly articulate respondents, who are able to explain their needs well
- 5 imaginative respondents, who tend to generate the most different / interesting ideas
- 2 respondents with disabilities, both of whom are able to explain their specific needs well, and are very enthusiastic about contributing to the panel

As we cannot be certain that these specific panellists will be happy to continue next year, we have taken a prudent approach in this scenario and budgeted to recruit 35 in total

In this scenario, we have the opportunity to up-weight certain groups / characteristics of customers, for example more panellists who:

- Are highly creative (more so than our current panel)
- Travel to / from specific locations (e.g. London to Manchester or Glasgow)
- Travel overseas frequently, including high speed rail overseas (to share their experiences of different countries)
- Have previously lived overseas / are from other countries
- Have disabilities
- Travel with children regularly
- Prefer to travel in their cars for long journeys rather than by train (for reasons other than cost) - these respondents would help identify ways to 'convert' car travellers to rail
- Travel using internal flights on a regular basis - these respondents would help identify ways to 'convert' air travellers to rail

Other key recruitment criteria could be consistent with the first year, i.e.

- All respondents must be future thinkers with good forward vision
- All to be open to using technology and have access to the internet in order to enable them to participate in the online community
- All to be open to the development of HS2 - HS2 complainants and those very dissatisfied with the railway at present should be screened out
- We would look to exclude those who have any type of professional interest in HS2 - e.g. architects, engineers, anyone involved in the rail industry

The full details of the screening criteria have been developed in the initial screening document

We can agree the specific screening criteria together, when we determine exactly what we would like to achieve from the panel next year.

Double Screening

As in the first year, we will telephone screen the shortlist. Once we have a shortlist of panel candidates, we will undertake a short telephone interview, so that we can ask some questions, and listen to their responses to get a 'feel' for them. This ensures we recruit high quality respondents.

Once recruited, we would send out an electronic information pack to respondents, in order to secure their buy-in and explain what that is required from them.

Requirement to refresh panellists

In the first year, we expected there to be the need to ‘refresh’ 15 panellists over the year, as participation rates can dwindle over time. This refresh rate is realistic.

However, we have provided two cost options:

Option 1: Refreshes 5 respondents throughout the year

Option 2: Refreshes 15 respondents throughout the year

We monitor the panel regularly and have set review points. We have a database to record responses to each task and we review to ensure that all participants are completing tasks to a sufficient standard. If we believe a respondent is not contributing in the way we expect, we speak to them to understand the reasons for this. Most respondents are honest and do care about not letting HS2 and their fellow panellists down. If they can no longer contribute sufficiently, we agree with them that they will be replaced.

When we need to replace respondents, either due to natural drop out or poor participation, we need bring the new respondents up to speed on the project in terms of background and what has been carried out so far on the panel. We have a telephone briefing session with the new participants and have developed a detailed and visually engaging briefing document. We ask them to complete some exercises, such as providing context on their travelling behaviour and attitudes.

4.3 Ongoing Management

The online panel needs ongoing management in order to motivate the panellists and ensure long term engagement.

Methods of ensuring strong engagement of the panel

Launch workshop

The initial launch workshop was very successful in conveying the vision of HS2, enthusing the panellists, and demonstrating why they are being asked to be involved. A strong benefit is that the panellists get to see the HS2, Passenger Focus and Illuminas teams and meet each other, which has proved to be valuable in developing bonds and generating enthusiasm for contributing to the panel.

Regular engagement

Keeping in regular contact with participants is a key way of maintaining interest. The Illuminas team will run and manage the panel, so participants will see regular communication from us on the online forum, building on their responses, prompting discussion from others, thanking for good responses etc.

Feedback from HS2

We would like to find a way to provide feedback to the respondents from HS2 on a more regular basis.

Knowing that their contributions are valuable and are being incorporated into the development and design of HS2 is motivating for the panellists. We can achieve this by several different approaches:

- Ad hoc updates / news - by a range of formats, e.g. an email, PowerPoint deck, video message
- Live chat sessions - e.g. a half hour 'Ask The Professor', feedback on new train design with Tom, help us decide on a station outline with Laura
- Quarterly updates - newsletter or email
- Update meetings - an expensive but highly effective way of motivating the panel

Building some of these activities into plans for the year should be given consideration.

Incentivisation

In terms of incentivising participants it is important that the incentive is staggered. The incentive varied would depend on the number of activities respondents ended up doing per month. However, the following acts as an illustration in terms of how the incentive would be paid:

- Proportion when they sign up
- Proportion for attending the launch workshop
- Proportion per month
- Proportion on completion of the panel

Upon signing up the incentive process would be clearly communicated to participants.

Topics and exercises

What we do with the panel depends on the role that we want it to play within HS2. We can agree this at a review session early in 2015.

In year one, we will have undertaken the following:

- Asked 32+ broad topics, on a weekly basis, from high level questions such as understanding the role of technological innovation in rail travel experience, to quite tactical questions such as what are the most annoying things you experience on a train
- Completed exercises at the workshops:
- March 2014
 - The ideal booking process
 - The ideal train
 - The ideal station
- November 2014
 - Carriage design - a challenge, starting with the ideal, and then adding in more seats

Diaries

- 8 holiday diaries

Evolving the panel

Depending on the objectives / role of the panel agreed for year two, it may be that we want to ask fewer questions. There are several alternatives:

- Delve deeper into key topics - e.g. station design, starting from first principles, understanding priorities, exploring specific designs, feeding back on options. This would require greater regular engagement from HS2
- Looking at broader themes, such as brand development, and understanding how to develop a branded customer experience, ensuring each touchpoint delivers against HS2 brand identity

We can discuss the possibilities for each of these (or a combination of all of them) when we meet for a review session in early 2015.

Additional exercises

In addition to the questions we pose on the panel, there are other approaches that we can take, with the whole panel, specific groups or individuals. This targeted / segmented approach could be particularly interesting especially if we recruit some 'super groups' to the panel.

Examples of additional exercises we could develop for the panel:

- Projective techniques such as a 'Dear John' letter - explaining to the [existing TOCs or HS2] why you're leaving them, what wasn't working and why you chose a better alternative!

- Design exercises, asking respondents to sketch out and annotate existing drawings or ideas from HS2
 - This technique could be applied to the development of the HS2 brand itself, asking respondents to draw / sketch / scribble their description of the HS2 brand, whether it be a railway, car, person, animal
- Deprivation exercises - asking the respondent to go without something they are used to, so that we gain an in-depth understanding of their needs, and how these are best met
- Adventures - asking the respondent to do something new, to provide an in-depth understanding of how that new experience feels
- Dragons Den exercises - when competing ideas from HS2 can be presented to the panel for their feedback. This could be an interesting input for the internal HS2 teams when developing their plans
- Ethnography accompanying the respondent on a new / existing journey to observe the functional actions, and understand their emotional responses
- Remote ethnography - using mobile / video ethnography, whereby the respondent uploads their experiences themselves

4.4 Actionable and Engaging Output

The output which we have provided in the first year has been in the form of:

- Workshop summary, identifying the core needs throughout the customer experience, following in-depth analysis
- Monthly updates, outlining the key themes for each topic raised, illustrated with examples, quotes
- Bi-monthly update meetings, summarising the output from the previous two months

In the costs, we have outlined two options for reporting:

Option 1: Lower levels of analysis & reporting than this year

- Quarterly updates, 2 hours long
- Shorter monthly updates than existing ones
- Top line analysis of findings from kick off workshop, incorporated into a quarterly update

Option 2: Same level of analysis & reporting as this year

- Bi-monthly updates, 2 hours long
- Monthly updates as this year
- Cost included for the in-depth analysis of the workshop output, as provided this year

Internal workshops

We will bring the panel feedback to life in two internal workshops in January 2015, summarising the core insights from the panel, showing vox pops of the panellists, distributing cards identifying the core needs, giving out 'Little Customers' and running an exercise with the attendees to put them in the shoes of consumers

We understand there is a greater focus on internal workshops in the second year of the panel. We suggest that we run the two workshops in January, and review whether these should be rolled out further into the organisation and whether the format worked in bringing customers to life and enthusing the HS2 teams.

In the costs, we have assumed two internal workshops, and provided a separate cost for each additional workshop

5 QUALITY

Illuminas have several measures in place to guarantee quality and ensure we are above industry standards with regards to data protection and security.

Illuminas operates a formal Quality Management System (QMS) and also an Information Security Management System (ISMS). All of our research projects are performed in accordance with industry regulations and Illuminas abides by The Market Research Society and ICC/ESOMAR Codes of Conduct.

Illuminas' QMS is accredited to ISO20252, the international quality standard for market research. Illuminas is therefore independently certified and regularly externally audited in its efforts to recruit and retain the best researchers, conduct innovative and appropriate research methodologies, and to deliver optimal solutions to client business and research problems. We are a registered Data Controller for Market Research Purposes (no. Z9566964).

Illuminas' ISMS is accredited to ISO27001, the international standard on data security. Illuminas takes data security seriously as client and respondent confidentiality are core values.

Illuminas is not tied to an in-house data provider so we can select the best channel (online/telephone/other) and supplier for client business issues. We do not subcontract. We do use a small panel of approved research suppliers. In order to become approved for use in client projects, suppliers must be risk assessed and sign an appropriate contract to comply with our own ISO27001 certified requirements. Additionally, an approved supplier must matriculate against our ISO20252 certified quality procedures for suppliers, which ensures formal field specification and DP specs are issued and data files are formally approved prior to use.

All qualitative recruitment is handled internally via our own in house field management team who deal directly with recruiters (including Saros Recruitment, who recruit for this project). The team recruit, train and monitor our qualitative recruiters directly.

Illuminas is an MRS company partner, so all staff have compliance with MRS code of conduct and ethics embedded in their employment contracts. In addition, Illuminas senior staff hold roles on MRS judges panels and management boards to support the industry body.



Whilst carrying out the research Illuminas would be considerate to protocol with regard this type of recruitment and research. We have noted the requirements stated in the brief in terms of providing fieldwork details in advance, contacting relevant rail parties etc.

6 CORE DELIVERABLES

We would deliver the following as the core element of this activity:

- Screeners, briefing documents, discussion guides, panel tasks, polls etc. for your approval
- Regular updates on panel progress
- Bi-monthly/quarterly panel performance reviews and summaries
- One face-to-face workshop with panel members and HS2 / Passenger Focus teams
- A face-to-face debrief (submitted to Passenger Focus at least two days prior to the presentation date) covering all workshop analysis
- Two face-to-face internal workshops with HS2 staff

- Output from panel activity would be provided agreed at a review session in early 2015

7 PROJECT PLANNING

Activity	Date	Responsibility
Proposal submitted	24/11/14	Illuminas
Contract commences	April 15	All
Review meeting	February 15	All

8 COSTS

These pros and cons of each recruitment option is detailed in Section 4.2

	All costs are in £ and inc VAT		
Activity	OPTION 1 - RETAIN 30 OF THE EXISTING PANEL	OPTION 2 - ASSUME RECRUIT 35 NEW PANELLISTS	Specific elements
Set up, liaison & recruitment	£4,825	£12,000	Recruitment £80 per panellist Signing up fee £25 per panellist Completion fee £50 per panellist Panel refresh (Option 1 = 5; Option 2 = 15) Illuminas recruitment management
Panel management	£39,400	£39,400	Community platform charge Illuminas management of panel
Incentives	£14,250	£14,250	£75 per panellist per quarter
Introductory workshop	£21,600	£21,600	Including incentive of £125 per panellist Travel & hotels Hire of venue & catering Planning and moderation of workshop
In depth analysis of findings from workshop		£3,000	See section 4.4 for details on the two options for debriefing of the workshop and reporting
Reporting and update meetings	£17,925	£24,000	
2 internal workshops	£2,000	£2,000	Assumes majority of time taken to develop these takes place in December 2014, for the first two workshops
Agency Fee Total	£100,000	£116,250	Including PF management fee of £12K per annum
TOTAL	£112,000	£128,250	

Ad-Hoc Research Menu (costs assume this would be research with the panel)	Indicative Costs inc VAT
Internal HS2 Workshop(s) Assumes 2 hour workshops If rolling out material which has already been developed If preparation of new material is required, with half a day preparation In both cases, two of the Illuminas team attending, one of whom is a Director. Excludes venue	£1000 per workshop £1500 per workshop
Additional panellist & HS2 / PF workshop Includes all venue hire, incentives, travel, refreshments & moderation Additional analysis of findings of this (with these findings presented into either bi-monthly meeting or quarterly workshop)	£21,600 £3,000
Additional recruitment per panellist – recruitment cost, incentives and management time to screen and incorporate into panel	£500
2 mini-groups face-to-face (4 people per group) (include set up, recruitment, incentives, and moderation)	£2,580
2 mini-groups online (4 people per group) (include set up, recruitment, incentives, and moderation)	£2,760
2 focus groups face-to-face (8 people per group) (include set up, recruitment, incentives, and moderation)	£3,060
2 focus groups online (8 people per group) (include set up, recruitment, incentives, and moderation)	£3,300
10 telephone depths (up to 20 mins) (include set up, recruitment, incentives, and moderation)	£2,100
10 online depths (up to 20 mins) (include set up, recruitment, incentives, and moderation)	£2,280
10 face-to-face depths (up to 20 mins) (include set up, recruitment, incentives, and moderation)	£2,700
Viewing facility for 2 groups on same evening	£1,200
5 more/fewer depths (20 min int, incl set up, recruitment, incentives, and moderation) Telephone Face-face Online	£810 £900 £960
Recruit experts to participate in workshop/depths 1/3/5 experts	£1800 per day per expert

Any additional costs which may be required for the use of Mobile ethnography apps, or other technology / software costs, such as online focus group software would be quoted separately, if and when it was required, and charged at cost.

Reporting Menu for ad-hoc/bespoke research	Indicative Costs (Inc VAT)
Summary of key findings (in Word/PowerPoint or suitable format)	£900
Presentation of findings (include costs of face-to-face de-brief)	£1,800
Annual summary of key findings	£6,000
Vox-pops	£900 per day of video editing
Transcripts (one 2 hour group)	£360
Any other	n/a

8 RISK ASSESSMENT

It is unlikely that a project would fail due to an unforeseen circumstance, and in the 23 years of Illuminas conducting research, we have yet to encounter a significant issue that has not been solved and resulted in us being unable to complete the project. However, we have summarised below some issues that may cause disruption to the research and how we would go about solving them.

Senior team fall ill - we have included both JC and PR to ensure we are not overly dependent on one senior director

Some Panellists do not contribute / contributions are not sufficiently valuable - we have assumed that this will happen and proposed that we over-recruit to allow for this

Funding runs out part way through the project - each stage is fully documented and does not rely on further stages being commissioned

Should IT systems fail or become corrupted, we have a back-up system in place. A mirrored site is in place that backs up files every hour. This is covered in our business continuity plan following the guidelines set out by ISO270001.