***NHH (Business) Customers In-depth Interview Script***

This script provides a guide for the research and wherever possible the moderator will seek to keep questions in order. However, feedback from the audience may require him to adjust the nature of the questions and the sequence of questioning.

**Section 1 Introduction 5 mins**

* Who I am and Qa
* Explain nature of research:
  + Confidential
  + No right or wrong answers
  + Recording the session – any objections?
  + Purpose – impact of Covid-19 pandemic on YW business customers
  + Last up to 40 mins
  + Format – direct and open questions, and activities
* **Could you start by saying a little about you & your organisation / business?**
  + Your role
  + Name of organisation
  + What is the nature of your business i.e. the main sector you operate in
  + What is your role / position within the organisation
  + Length of time located in the Yorkshire Water region
  + Do you operate from a single site or multiple sites
    - If multisite, how many of these are within the Yorkshire Water region
  + Number of employees

**How is business at the moment?**

* What are your main challenges?

**How does your organisation use water?**

* Where does it fit in your organisation?

**How crucial is water supply / disposal to your operations?**

* Why is this?

**Section 2 Retailer & Yorkshire Water 5 mins**

**Who currently bills you for your water and sewage services?**

* Why & how did you sign up this retailer
* Was it by default or choice?

**Overall, how satisfied are you with the water and sewage services you receive from Yorkshire Water?**

* Why do you say this?
* How about during the pandemic?

**Section 3 Covid impact 15 mins**

**Thinking about your business, when you see or hear the words Covid-19 pandemic what comes to mind?**

* Why do you say this?

**What words would you use that sum up your organisation’s experience of the Covid-19 pandemic?**

* It can be anything at all, just things that quickly come to mind?
* Why these words?
* What do they say about your experiences?

**What has been the most positive aspects about the pandemic for your organisation?**

**Were there any negative aspects about the pandemic for your organisation?**

**Did you change the way you operated your organisation?**

* Which ways?
  + Did you have to adapt to home-working?
  + Introduction of new products or services?
  + Diversified or pivoted?
* Were these changes successful?
* **Have these changes stayed?**

**In what ways did the pandemic effect your customers?**

* Negative or positive?

**What about the impacts on your employees?**

* How did you deal with these?
* Any longer term impact?

**Did your organisation access any govt. schemes to help you cope?**

* Local authority grants?
* Bounce back loans?
* Where they useful?
* What role did they play in getting you through?
* Any longer term issues i.e. debt?
* If not, why not?

**Section 4 Water usage 5 mins**

Thinking about water specifically, during the pandemic did your organisation …

**Use more, less or the same volume of water than before March 2020?**

* What type of usage changed?
* Did you adopt any new or different needs to use water – what are they, why?

And thinking about the future….

**Do you think your organisation’s usage is likely to increase/decrease or stay the same going forwards?**

* How long is this likely to continue for?
* How is that affecting your water use?

**Section 5 Change factors and future 15 mins**

**How do you feel about your organisations’ future in general?**

* Optimistic / positive
* Pessimistic / negative / concerned
* Mixed
* Why?

**What are the positive things short or long term you see in the future for your organisation?**

* How do you feel about these opportunities?

**What challenges do you see ahead for your organisation?**

**How concerned are you about these (very, somewhat, not on my radar)?**

1. Covid -19
2. Future pandemics
3. Climate change
4. Current cost of living crisis
5. War in Ukraine
6. Government performance
7. Pending global recession
8. Supply shortages (cooking oil, petrol etc)
9. Increasing customer expectations (incl. Increased need to digitise)
10. Population growth
11. Increased operating costs (incl. Energy)
12. Technology advancements
13. More stringent Environmental legislation
14. Changing political landscape
15. Focus on reducing environmental impact (e.g. net zero)
16. Employment skill gaps

Is there anything missing from this list that could be a potential challenge for you in the future?

Probe for which will have the most impact in the **short term**, which will have the least – how, why?

To what extent will these factors impact in the **long term** – how/why?

**How far away is the impact of these challenges?**

* Very distant (6 years and beyond)?
* Medium term (3 to 5 years)
* Or near future next year or two)?

**What has led you to, or is making you, feel this this way?**

* Why do you think you feel this way?

**Section 7 Final 1 min**

We’re nearly at the end of the session. Just to wrap up…

**What’s the one thing from the last couple of years that will have a lasting positive change on your organisation and why?**

Thinking about all we have talked about today, looking to the future…

**Do you have any hopes or expectations about what Yorkshire Water deliver for you?**

**Is there anything else that you would like to mention that you feel we haven’t covered?**

**Section 8 Vox pop 2 mins**

EXPLAIN NEED FOR VOX POPS AS PART OF THE PROJECT AND GAUGE INTEREST AND WILLINGNESS TO PARTICIPATE. IF SO THEN….

Thanks for agreeing to take part in the vox pop.

When you’re ready I’m going to ask you three questions . They are…

1) Following the Covid-19 Pandemic what is the main thing that has impacted your business most and why?

2) How do you feel about the future and why?

3) What words spring to mind when you think of Yorkshire Water and what hopes or expectations do you have about what Yorkshire Water delivers for your business?

Are you happy for Qa to share this vox pop with Yorkshire Water as part of the report?

*Thanks for taking part!*