

Sustainability Consultancy Group

SC- Group

How did you select your last gift?



To what extent is sustainability taken into account in selecting relationship gifts and gadgets by parties within the organizational structure of WUR?

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Abstract

In this project, commissioned by Green Office Wageningen, an assessment on sustainability in the selection procedure of WUR relationship gifts and gadgets (RG&G) has been performed. In order to perform this assessment interviews with the NetWURk of Secretaries, Corporate Communication & Marketing (CM), the Procurement department (PD), the WUR shop and representatives of the Sustainability Panel (SP) of WUR have been conducted. These interviews provided insights in the organisational structure of WUR in regard to the selection procedure. Furthermore an electronic questionnaire was distributed amongst secretaries, study associations and other parties ordering RG&G. The outcome of this questionnaire was used to test to what extent WUR instructions on RG&G selection were implemented during RG&G ordering procedure. Based on our findings it can be concluded that the electronic ordering programme ProQme is not efficiently used by WUR employees for selecting relationship gifts. The parties that select and purchase WUR relationship gifts and gadgets have their own unofficial rules in how to choose products. Furthermore Student associations, secretaries and other parties selecting RG&G hold different criteria on sustainability in value. The extent to which these values are maintained during the selection process however can differ from their perceived importance.

The PD is in charge of ProQme and selects new suppliers based on strict criteria whereas CM department works on a website (web shop) with all sustainable products and wants to incorporate this in a way in ProQme. In a sense parties like these work on improving sustainability of RG&G separately from each other. However if external communication between these parties is improved this process might be more efficient and yield better results in the future. Finally this report will address recommendations for further future improvements.

Dutch version:

In dit onderzoek, uitgevoerd in opdracht van Green Office Wageningen, is de selectieprocedure van WUR relatiegeschenken en gadgets beoordeeld op het gebied van duurzaamheid. Om de organisatorische structuur van WUR omtrent de selectieprocedure in kaart te brengen zijn interviews afgenomen met het NetWURk van secretaresses, de afdeling Communicatie & Marketing, de afdeling Inkoop, de WUR shop en als laatste met de vertegenwoordigers van het duurzaamheidspanel. Daarnaast is er een elektronische enquête afgenomen onder de secretariaten, de studieverenigingen en andere partijen die zich bezig houden met het selecteren en bestellen van relatiegeschenken en gadgets. De uitkomsten van deze enquête zijn gebruikt voor het beoordelen van in hoeverre WUR instructies met betrekking tot het bestellen van relatiegeschenken, daadwerkelijk worden toegepast tijdens het selecteren van de producten.

Op basis van de bevindingen van deze onderzoeksmethoden is te concluderen dat het elektronisch bestelsysteem ProQme niet effectief gebruikt wordt door WUR werknemers tijdens het selecteren van relatiegeschenken en gadgets. Betrokken partijen die relatiegeschenken en gadgets selecteren en kopen maken hierbij voornamelijk gebruik van eigen onofficiële regels. Studieverenigingen, secretariaten en andere partijen die relatiegeschenken en gadgets selecteren, bestempelen verschillende duurzaamheidscriteria als belangrijk. De mate waarin deze criteria daadwerkelijk worden toegepast gedurende het selectieproces verschillen echter vaak met de mate waarin deze belangrijk geacht worden.

De afdeling Inkoop is verantwoordelijk voor ProQme en selecteert nieuwe leveranciers op basis van strikte criteria. De afdeling Communicatie & Marketing werkt op het moment aan een web shop met duurzame producten en zou deze producten aan ProQme willen toevoegen. In zekere zin wordt er gewerkt aan duurzaamheid door verscheidene afdelingen binnen WUR. Echter is er wel ruimte voor verbetering in communicatie tussen deze partijen, mocht dit gerealiseerd kunnen worden zou dit verduurzamingsproces efficiënter verlopen en betere resultaten opleveren in de toekomst. Tot slot zal aan het einde van dit rapport aandacht worden besteedt aan verschillende aanbevelingen voor verdere verbeteringen in het verduurzamen van WUR relatiegeschenken en gadgets selectiebeleid.

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This two months ACT project was intense but also full of pleasure with team building lunches and group breaks together.

Overall, helps from all aspects increased our motivation and pleasure during the whole project.

Wageningen, 27th of May, 2016

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Executive summary

Sustainability is becoming more and more important in our life (Environmental Science. org, 2016). For Wageningen University and Research (WUR) this importance is reflected in its mission; "To explore the potential of nature to improve quality of life" (Wageningen UR, 2016a). SC Group is contacted as consultancy group by Green Office Wageningen (GOW) to map the general organizational structure concerning the selection of relationship gifts and gadgets and to investigate to what extent sustainability plays a role in the selecting process. Furthermore GOW requested suggestions on how to improve the sustainability of WUR relationship gifts and gadgets in the future. This request is based on the fact that GOW is a sustainability-oriented organization that provides knowledge for sustainable development and helps students and employees to raise awareness of sustainability related aspects at the university. The main mission of GOW, is taking lead steps towards more sustainable development of WUR. The goal of this project is WUR offering sustainable relationship gifts and gadgets in the future.

This study has been conducted within a period of eight weeks from 14th of March until the 3rd May 2016. Sustainable Consultancy Group performed this study as versatile group with different backgrounds in Economics, Biology, Plant science, Consumer behaviour and Marketing. An interesting, diverse outcome with views from multiple angles is the result of this study.

Data has been collected during interviews conducted amongst five representative stakeholders selected out of a stakeholder analysis. These interviews provided insights in the organisational structure of WUR in regard to the selection procedure. The Procurement Department (PD) is in charge of the electronic ordering system ProQme and selects new suppliers based on strict criteria whereas Communication & Marketing department works on a website (web shop) containing sustainable products and wants to incorporate this in a way in ProQme. In a sense parties like these work on improving sustainability of relationship gifts and gadgets separately from each other. However if external communication between these parties would be improved; this process might be more efficient and yield better results in the future. Furthermore literature research is done to clarify the concept "sustainability" and compare several stimulation theories. Furthermore questionnaires were distributed among all people who are in charge of selecting WUR relationship gifts and gadgets, student associations, secretaries and other parties selecting relationship gifts and gadgets. Outcomes of this questionnaire were used to test what criteria were taken into account during the selection procedure, how these parties valued sustainability and whether they took sustainability into consideration during the selection process. It was also used to test to what extent WUR instructions on relationship gifts and gadgets selection were implemented during the ordering procedure.

Based on data obtained from the conducted interviews and questionnaires the following topics will be assessed; who are selecting the products, the interaction between these selecting people, the selection procedure and the criteria that are taken into account during selecting, the importance of sustainability and how the perception of sustainability is reflected in the selection procedure. This study concludes that the people in charge of selecting relationship gifts and gadgets are not efficiently using ProQme during for selection of relationship gifts and gadgets. Another point that has come across is that there is no clear guideline with instructions related to: who has to select relationship gifts and gadgets, how these products should be selected and what criteria are of importance to take in mind during this process. Every department has its own unofficial guidelines, criteria and level of importance of sustainability during their selecting procedure. Per department it differs to what extent these criteria and value of sustainability are taken into account.

To improve the level sustainability of relationship gifts and gadgets several solutions to achieve this are elaborated in this report. Some of these solutions are minimizing the use of relationship gifts and gadgets by taking a look at the necessity of giving a gift. Another recommendation is to make one person per department responsible for selecting the products. This person will attend a few meetings concerning the guidelines and regulations about the procedures of selecting relationship gifts and gadgets. Another important recommendation is related to contracting new suppliers. Before contracting, a Life Cycle Analysis of the products offered by potential suppliers is recommended. In this way a regulation of the level of sustainability of the selected products can be created in an early stage.

The relationship gifts and gadgets WUR is offering are can be seen as business card towards the world for it's 'brand image'. As WUR is profiling itself as one of the leading universities in the field of sustainability it is very important to improve in this field, especially if this reputation has to be retained.

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1. Introduction

1.1 Motive

Sustainability is becoming more and more important in our life (Environmental Science. org, 2016). For Wageningen University and Research (WUR) this importance is reflected in its mission; "To explore the potential of nature to improve quality of life" (Wageningen UR, 2016a).

GOW is a sustainability and university oriented organization which was launched in October 2012 as the second Green Office in the Netherlands (Green Office Wageningen, 2016a). GOW has held various activities (Green Office Wageningen, 2016a). Firstly, GOW provides knowledge for sustainable development within WUR and it helps students and employees to raise the awareness of sustainability related aspects at the university. Moreover, in order to increase environmental engagement on the campus, GOW holds several events and projects.

The main mission of GOW, is taking the lead steps towards more sustainable development of WUR with as goal that WUR offers sustainable relationship gifts and gadgets. We as SC Group are contacted by Green Office Wageningen (Green Office Wageningen) to conduct a research and investigate which parties are involved in selecting WUR relationship gifts and gadgets and to investigate whether these relationship gifts and gadgets are sustainable. Hence, the purpose of our ACT project is to map the general organizational structure concerning selection of relationship gifts and gadgets and to investigate to what extent sustainability plays a role in the selecting process. In the end recommendations with suggestions about how to improve the sustainability of WUR relationship gifts and gadgets in the future are written.

This project is conducted within 8 weeks; we started at the 14th of March and ended the 6th of May.

1.2 Background

Sustainability is a concept that often comes across. It is accepted as a guiding principle in strategies (Finkbeiner et al., 2010). As Edwards et al.(2009) stated, it is an unclear and complex concept. Commonly recognized is that "all products of commerce should contribute to preserving the quality of the social and ecological environment for future generations" (Fiksel et al., 1998, p.2). Sustainable consumption is a key word in this process; hereby the consumer shows a high level of social responsibility focused on the future generations (Verbeke et al., 2007). Many companies are integrating sustainability into their management by improving aspects of saving energy, developing green products, retaining and motivating employees, which all helps companies to improve processes, pursue growth and add value to their companies rather than focusing on their reputation alone. It has been shown that sustainability programs have a positive contribution to a company's short- and long-term value (Bonini and Görner, 2011). By integrating sustainability, consumer product design for sustainability is an important aspect to take into account for companies, manufactures, consumers and relevant stakeholders. Traditional product design and manufacturing methods focus on a range of product characteristics such as functionality, performance, costs and time-to-market. However, product design and manufacture in the 21st century will require a greater integration of lifecycle data, sustainable product/process designs and their implementation in the manufacture of innovative-engineered products (Jawahir et al., 2006). To integrate sustainability, attention to an effective strategic plan on implementation for personnel is also of high importance as Zook and Allen showed in their book Profit from the Core (2010). To achieve excellent performances, a good stimulation of the personnel in a company is of great importance.

A big challenge organizations face remains in the actual implementation of sustainability (Finkbeiner et al., 2010). Wageningen University and Research centre (WUR) is profiling itself as one of the leading universities in the field of sustainability with the mission "To explore the potential of nature to improve quality of life" (WUR, 2016a). As research institute, WUR has a lot of relations with other parties to whom relationship gifts are given, offered by different departments within the WUR. Green Office Wageningen (GOW) is a department within the WUR that coordinates sustainability related initiatives at the WUR (GOW, 2016a). Related to sustainability, GOW wants to know how WUR faces the implementation of sustainability in selecting relationship gifts and gadgets they offer, and whether these products are sustainable or not.

In this process many different stakeholders are involved, but how they are interacting with each other in the field of WUR relationship gifts and gadgets is not clear yet. An overview of these stakeholders is provided in appendix 1.

Another factor influencing relationship gifts and gadgets selection are guidelines provided by the Dutch government. In the Netherlands the Dutch government in collaboration with regional and

local parties are the one who sets guidelines for sustainability enforcement. The Dutch government is constantly developing in this field and stimulates the use of sustainable products on the market. To do this the Dutch government has the Green Public Procurement (GPP), in here guidelines are processed about environmental criteria with relevant aspects to take into account by the procurement of products. Next to this, the Dutch government is developing Sustainable Procurement (ISO) guidelines, which focus on the organization and conduction of socially responsible, purchasing processes (Rijksoverheid, 2016). WUR pursues their mission by translating their knowledge into practices worldwide (WUR, 2016b). To fulfil their mission WUR should be aware of what is going on related to WUR relationship gifts and gadgets. At this moment WUR has no good overview about the kind of products offered and whether these are improving the quality of life. Since WUR is not aware of the products they offer, and if the norms and values to fulfil their mission are not maintained the mission of WUR can possibly be affected. Next to this, this ignorance can have negative influence on the status of WUR, since they are known as one of the leading universities and organizations on sustainable developments.

1.3 Problem identification

GOW wants to know how sustainable WUR relationship gifts and gadgets are. Before this can be researched, detailed mapping had to be done towards who is involved in choosing the products, how are the involved parties interacting with each other, how do the parties involved select the products, what products are selected and how are perceptions the product selectors on sustainability in selecting procedures? To answer these questions, SC Group contributed in examining the current state around the relationship gifts and gadgets. Next to this a plan is created how to continue the research and how to improve the situation. Possible opportunities are viewed and compared and next to that there is studied how to stimulate the parties involved to buy sustainable products. Therefore, the objective of this project is to answer the question: "To what extent is sustainability taken into account in selecting relationship gifts and gadgets by parties within the organizational structure of WUR?"

1.4 Purpose

The overall goal of GOW is to know how sustainable WUR relationship gifts and gadgets are. This research will contribute to this goal. Firstly a map including the general organizational structure concerning the selection of WUR relationship gifts and gadgets was made. Secondly, an investigation to what extent sustainability plays a role in the selecting process is done. Lastly, suggestions for further research and ideas for improvement on enhancing sustainability of relationship gifts and gadgets are given. For this research the following questions are used:

Main Research Question (MRQ):

"To what extent is sustainability taken into account in selecting relationship gifts and gadgets by parties within the organizational structure of WUR?"

Sub Research Questions (SRQ):

- 1) What is the general organizational structure concerning selecting relationship gifts and gadgets?
 - Who are the parties within WUR that are selecting relationship gifts and gadgets?
 - To what extent is there interaction between the parties involved?
- 2) How are relationship gifts and gadgets selected?
 - What is the general selection procedure of the relationship gifts and gadget?
 - What is the importance of sustainability in selecting of the relationship gifts and gadgets?
 - Is this perception of importance of sustainability reflected in the selection procedure?
 - What are the most common categories of the products selected? (wine, VVV vouchers)
 - In which way can WUR stimulate the involved parties to buy more sustainable products?

1.5 Phases

The study started with transforming the initial research question given by GOW into a more feasible and clear question that was achievable within the period of the project. After clarifying the assignment from GOW a stakeholder analysis is made and a literature study is conducted to create a better view about the topic and possibilities to measures within this study. With this knowledge the guidelines for the questionnaire and interviews are created and afterwards conducted. After gathering all information needed, the findings, conclusions and recommendations were created.

2. Methods

In this section, the study methods can be found. Firstly activities methods that include literature research and questionnaire will be introduced. Secondly the method of interview will be shown. Finally, time schedule will be introduced in this section.

2.1 Activities

Activities carried out for this study are: literature research, questionnaires conducted by the secretaries within the WUR and interviews with five different parties who are involved in selecting WUR relationship gifts and gadgets.

2.1.1 Literature research

Literature research is used to gain more knowledge about several important aspects that came across in this study. Literature research is done for sustainability and the stimulation of employees by implementing a strategic plan. Sustainability was studied in general and more in-depth on the three aspects of which it consists: economic development, environmental protection and social development (Edwards, 2009). Besides these three aspects, mutually reinforced components of sustainable development were included in the research. By searching for the literature only articles that are of interest for the selection procedure of WUR relationship gifts and gadgets were selected to use. There is searched for scientific articles dated from the beginning of sustainability and recent articles to see developments over the years to give a reliable overview of what sustainability exactly includes and to what criteria it is commonly related. Next to this were the sites of the government included in the research; how they take sustainability into account and implement it in their regulations about import of products.

2.1.2 Questionnaires

The questionnaires were used to get insight in how the secretaries select WUR relationship gifts and gadgets, what they take into account while selecting a product and if they are instructed by others to do so. It addressed the perception of importance of sustainability of the stakeholders. How the perception of importance of sustainability is implemented in the selecting of relationship gifts and gadgets and which other factors play a major role in the selecting procedure. The secretaries are formally tasked with the selection of relationship gifts and gadgets for their department; this makes them a main actor involved in this study, their opinion is of high importance.

An electronic questionnaire, based on the literature of Emans (2002), was made due to the relative large amount of departments within the WUR. This questionnaire was sent to all people who have access to ProQme. This list includes the secretaries of all departments within WUR, but also people that are not in charge of ordering WUR relationship gifts and gadgets, but use ProQme for other purposes. Respondents for whom this applied were asked in the first question if they are in charge of selecting WUR relationship gifts and gadgets, if they answered 'no', the questionnaire ended. Finally, study associations (Aktief Slip, Alchemica, Biologica, Codon, Di-Et-Tri, Genius Loci, Heeren XVII, Ipso Facto, Mercurius, Nicolas Appert, Nitocra, Pyrus, Semper Florens, Veetelers and W.S.B.V. Sylvatica) were contacted through questionnaires in a similar way as the users of ProQme. This assessment has been done since study associations are strongly represented within the WUR amongst students. Interviewing secretaries from the different departments and study associations gave bottom-up insights in the organizational/management aspect of relationship gift and gadget selection within WUR. This bottom-up approach gave an indication to what extent sustainability is considered while selecting relationship gifts and gadgets. Comparison between bottom-up and top-down approach has shown whether there is a mismatch between the perception of importance of sustainability between management and the people who have to implement this. In case secretaries did not respond, four days after the distribution of the questionnaire, a reminder email was sent in which secretaries were politely asked to take time to fill out the questionnaire. Permission from WUR ICT department was needed before sending questionnaires in order to prevent spam-related problems. In the end when all the permissions for sending the questionnaire to all ProQme users the service desk of the procurement department sent the questionnaire to all secretaries as they did not want SC Group to do it. Before the questionnaire was sent, 9 respondents filled it out to check if the questions were clear, no grammar mistakes were made and everything worked in a proper way.

The questionnaire contained of 27 questions in total, but it differed per respondent how many questions they ultimately had to answer. In some cases questions were skipped, if they gave specific answers and no further information about that topic was needed. The beginning of the questionnaire included more general questions and by using a funnel technique the questionnaire became more specific to the end. In this funnel the following aspects were assessed: responsibility towards the selection procedure, guidelines, communication, criteria used during the selection procedure and as last knowledge of sustainability and how this is implemented.

In order to get as many respondents as possible, members attended an exhibition for WUR secretaries -- Secretary Day on 21st April 2016 to collect printed questionnaires. The answers of these printed questionnaires were put in result system of online questionnaire the next day. The questionnaire was closed on 25th April 2016.

To analyse the outcomes of the electronic questionnaires the statistical program IBM Statistics SPSS version 22™ was used. First all respondents were filtered as not everyone with access to ProQme was in charge of selecting WUR relationship gifts and gadgets. Based on this an overview with the ratio access to ProQme versus access to ProQme and in charge of selection products was made. People ordering relationship gifts and gadgets were divided into three groups; 1) secretaries, 2) study associations and 3) other people ordering relationship gifts and gadgets. Tests Shapiro-Wilk tests were performed to test for normal distribution of the answers obtained from the questionnaire for each group. Chi-square tests were performed on outcomes of 'yes/no' questions; as for these questions data did not show normal distribution. Questions with multiple answer possibilities greater than two were analysed using Kruskal Wallis test. Data on e.g. willingness to spend more effort and money for ordering sustainable products was tested using independent sample t-tests.

Sample size

The sample in this study consists of the 14 student associations connected to WUR, and all people who have access to ProQme, not all of them are relevant in this study since they are not all in charge of ordering relationship gifts and/or gadgets. In total around 800 people have access to ProQme out of which around 300 secretaries. Expected is that mostly the secretaries are in charge of ordering relationship gifts and/or gadgets but it may be that also other people are involved in selecting these products. In total 313 people respond to the questionnaire, out of which 233 people stopped after the first questions since they are not in charge of selecting relationship gifts and/or gadgets. So, 80 people completely filled out the questionnaire out of which 8 student associations, a response of 57% related to student associations and 16.3% out of the secretaries. For other people it's difficult to count the percentage of valid respondents, since it's unknown to us the total number of people in charge of relationship gifts and gadgets from other parties besides a student association or secretary. A overview of this is shown in appendix 2, figure 5.

2.1.3 Interview

By mapping the stakeholders a distinction was made of the importance and the impact of these parties on the selection procedure. The stakeholders who were identified are: WUR Corporate Communications & Marketing department, the Secretary of the Secretary NetWURk, the Procurement department of WUR facility department, within this department the Sustainability platform and the WUR shop. The complete stakeholder analysis can be found in appendix 1. Five in-depth personal interviews were conducted to obtain qualitative information to answer our research questions. The interviews with these five parties gave a top-bottom insight in the organizational aspect of the WUR relationship gifts and gadgets selecting procedure. This approach also gave insight about how the WUR management perceives the way sustainability is taken into consideration in regard to the relationship gift and gadget selection. These interviews are created based on the literature of Emans (2002). After conducting the interviews they were analysed within the analyse scheme, this scheme was created based on the categories within the interview with a separate part for as well relationship gifts as gadgets this scheme can be find in appendix 6.

The interviews were semi-structured and were conducted within the WUR buildings. One respondent, two reporters and one person who made the minutes attended them. The interview was recorded if agreed by the interviewee. The interview guideline differed per respondent since all departments have different tasks and responsibilities, however all questions were based on the same basic structure. Firstly a part about the tasks of the interviewee related to the selection procedure was conducted, the second part went more in-depth into the guidelines, and the third part was about the internal and external communication and the final part was about used criteria and sustainability in selecting relationship gifts and gadgets. Based on the department the questions within these categories were modified. The guidelines of the various interviews can be found in appendix 4. In the end all interviews took between 40 and 60 minutes. Before the interviews were conducted for every modified guideline a test interview was held to revise and get feedback on the questions and order.

In this report the following references will be used for the different departments:

- Corporate Communication & Marketing department → CM department
- Secretary NetWURk → SN
- Procurement department → PD
- Sustainability Platform → SP
- WUR shop

2.2 Time schedule

This study is conducted in a time span of eight weeks, started at the 14th of March and ended at the 6th of May. The first week was scheduled to clarify the exact question the commissioner asked to research. The following 3 weeks were mainly focussed on literature research, creating the electronic questionnaire and interviews. The questionnaires were sent out in week 5 and finished halfway week 6, three of the interviews were held in week 5 and the last one in week 6. The second half of week 6 and week 7 were used to analyse the findings and came up with conclusions and useful recommendations. In week 8 the final report was presented to the commissioner, experts, coach and several other invited people who were of importance during the study or interested to attend the presentation.

3. Findings

Below the findings of literature review can be found. In this chapter the concept "sustainability" is illustrated by the different elements and categories of which sustainability consists. Next to this is the definition "stimulation" and its importance displayed in this section.

3.1 Findings of literature review

3.1.1 Sustainability

In the introduction the original definition of sustainability has been given, however it has been shown that the precise definition of sustainability is complex. Definitions given by different parties usually contain three key aspects, namely economic, environmental and social (Fiksel et al., 1998 and Kuhlman et al., 2010). According to the United Nations, to reinforce development of sustainability, components of sustainability are classified as economic development, social development and environmental protection (Agenda, 1997, p.26). The Lowell center framework (Edwards, 2009) is a framework to evaluate sustainable products. It contains 5 elements derived from the three key aspects: health for consumers, safety for workers, environmentally friendly, beneficial to local communities and economically viable.

According to product life cycle, sustainability can be divided in product design sustainability, production sustainability and consumption sustainability (Edwards, 2009). In addition, business sustainability is a newly defined area concerning the criteria to be social friendly. Since WUR relationship gifts and gadgets are procured from suppliers but not designed and produced in WUR, the area related with sustainability is sustainable consumption and business sustainability. Sustainable consumption is defined as: "The use of goods and services that respond to basic needs and bring a better quality of life, whilst minimizing the use of natural resources, toxic materials and emissions of waste and pollutants over the life cycle, so as not to jeopardize the needs of future generations" (IISD/United Nations Department of Economic and Social Affairs, 1999, p.1). The social dimension of well-being and the need for risk-averse based change also draws attention to approaches to strong sustainable consumption. According to Pojasek (2007), "Business sustainability seeks to create long-term shareholder value by embracing the opportunities and managing the risks that result from an organization's economic, environmental, and social responsibilities" (Pojasek, 2007, p.81). Wide categories of diverse fields are connected with business sustainability, such as operations management, organizational behaviour, business strategy, finance, economics, accounting, ethics, social psychology, environmental science, and so force. Obviously, economic, environmental and social are the commonly used key factors for sustainability, which were used in this research.

3.1.2 Stimulation

"Strategic planning determines where your organization is heading and paints a clear picture of the target for all employees to aim for" (Below et al. 2001).

Implementation is a fundamental element in the strategic planning process, it is the process that turns strategic plans into actions and is even more important than the strategy itself. The development of a strategic plan differs per organization, but every organization should take a process to implement the strategic plan into account to make a strategic plan successful (Lorette, 2016).

The strategic plan includes the "what" and "why" questions whereas the implementation includes "who", "where", "when" and "how" questions. One cannot occur without the other, they are both important and even critical to success. The implementation is the phase in the process from the creation to the activating of the plan. To do this 5 components should be included: people, resources, structure, systems and culture (Sage, 2015).

The majority of the organizations fail implementing the strategic plan due to many reasons. In the article of Sage (2015) the most common reasons why a plan can fail are illustrated. Focusing on the case of WUR it is good to research some of these reasons. Given the complexity of such a plan, the goals are too numerous leading to employees not knowing where to begin. This can result in them failing to make the right choices in the field of sustainable relationship gifts and gadgets. Lack of good communication is also a point that can be addressed. Is there enough communication towards the employees and do they know how to contribute to the mission of WUR? Do these employees know enough / are they well informed about the possibilities to buy sustainable relationship gifts and gadgets?

Important aspects to address of before starting the implementation of a strategic plan are:

- How to motivate the employees to buy more sustainable products?
- How to communicate the plan to the employees?
- To what extents are the different WUR departments committed to implement the strategic plan and motivated to move the WUR forwards and to come closer to their mission?

Therefore a key aspect in implementing a strategic plan is the motivation of your employees, they are needed in this process, and without them it cannot be executed. In the WUR case this would be the motivation of employees to buy sustainable gifts and gadgets. When consulting literature many definitions for motivation can be found. In this research as well motivation arising from the outside as inside will be combined (Stroh, 2001). On the one hand, motivation exists within the individual (inside), you get motivated by yourself and on the other hand it arises from outside, when someone get you motivated to do something. For the inside aspect a combination of the two definitions will be used: Motivation is "getting somebody to do something because they want to do it" (Denny, 1992) and "Motivation is the driving force in any individual which moves him (or her) to act in a certain way. Practically spoken: it is what drives your employees to give their best for your business" (Franken, 1994). In this research the following definition within the individual (inside) will be used: Motivation is what drives your employees to give their best for your business by doing something they want to do. The definition that will be used during this research for motivation arising from outside is as follows: "Motivation is the process by which managers stimulate employee behaviour and direct it toward achieving desired personal and organizational goals" (Megginson 1981:293).

3.2 Findings of interview

Below the findings of the interviews can be found. The findings are organized based on the sub-questions and corresponding sub-sub questions. In this study four interviews are conducted based on the stakeholder analysis. The following persons were interviewed during this study:

Department	Interviewee
1. Secretary NetWURk (SN) –	Petra van Boetzelaer
2. Corporate Communications & Marketing Department (CM) –	Arda Beckers
3. Sustainability Platform (SP) –	Leo van der Heijden
4. Procurement Department (PD) –	Rene Hartgers
5. WUR shop –	Ronald Esman

3.2.1 What is the general organizational structure concerning selecting relationship gifts and gadgets?

3.2.1.1 Who are the parties within WUR that are selecting relationship gifts and gadgets?

Within the SN, van Boetzelaer told that secretaries from different departments mostly choose relationship gifts together with their managers, based on the person for whom the gift is given. She does only order them once in a while. Beckers told that she is working on WUR web shop and she is responsible for the products which can be bought on that website. It depends on the person and their projects who will select the relationship gifts. An example Beckers gave was: her colleague Kiki, who is in charge of offering brochures. Hartgers mentioned that it is not the PD who is selecting the products; they only supply the secretaries with the ability to order at specific firms by ProQme. At ProQme, all people with access can select and purchase products. The SP is not in charge of ordering relationship gifts and gadgets. The WUR shop is a shop related to the university, the products they offer are provided by Unigear. The CM department and Unigear determine together which products are offered in the WUR shop.

3.2.1.2 To what is there interaction between the parties involved?

Beckers told in the interview that there is interaction within their organisation related to the relationship gifts and gadgets. Within the CM department it depends on the purpose of the gifts and to whom it is offered, and they always discuss with their supervisor before making a decision to choose relationship gifts and gadgets. About the intern communication within the department Beckers is positive, it is clear and on regular basis. In Becker's opinion the communication between the departments could be more clear and organized, since now the departments do their own things, with their own reasons. There are some people who are already started working on this, an

option could be a central point, but what Beckers mentioned is that for this a corporate decision has to be made before. About the web shop there is not a lot of interaction among involved parties in selecting WUR relationship gifts and gadgets at this moment. Seen from the CM department Beckers believes that other secretaries do not know a lot about the web shop where the "Unigear" products are sold. Improving this is one of the main key points of this year. Before they will work on this they want to implement Greengear. A new WUR logo is coming so they will start working with this logo on the products. In September they expect to start promoting the web shop and create awareness for it.

Van Boetzelaer told that within their department the interaction is good, but they do not have a lot of contact with other departments about relationship gifts and gadgets.

Hartgers considers that the communication within the PD is good and he told that they have regular meetings. The communication with other departments who are involved in ordering products is quite well in Hartgers' opinion. Every 6 weeks the PD informs all people who have access to ProQme by sending a newsletter with information about (new) suppliers, changes and developments, so all about what is going on in ProQme. The PD also receives feedback from the departments, mostly about when firms are delivering bad work or products. In most cases this information is sent through the service desk facilities, the common email address for all WUR internal messages. It may also happen that a manager contact Hartgers directly by sending an email.

Within the SP it differs per year and project how regular the contact is. Everyone who is interested in this topic and who wants to be involved may join this platform. At this moment the selection of the WUR relationship gifts and gadgets is not discussed within the SP. This year a tendering procedure to choose suppliers on ProQme is started and inhere the SP will be incorporated. They will be asked if they have suggestions and ideas in this field. So when there is a project everyone in the platform can be involved by giving his or her opinions and inputs. The chair of the SP is from the CM department and next to him the platform consists of many different people with other backgrounds and rationale, but if they also represent other departments is not clear for van der Heijden. Whether the SP finish a project it has to be agreed by the sustainability workgroup and afterwards by the directors and the board before a new plan can be implemented. An example given by van der Heijden is a project with several steps to implement in the corporate tendering procedure. This project is just accepted and includes also the use of the SP and advices from GOW. So as he mentioned they communicate with other parties before introducing a new method how to select in this field.

Esman mentioned that the contact of WUR shop with Unigear and the CM department is good. Although the communication is not regular based, the shop can contact CM Department and Unigear on request and they are available on a daily basis. And they do take WUR shop's feedback seriously. When students have suggestions, WUR shop will ask them if they can implement. For example when students have a requirement to have different products, they can ask that to Unigear and they really change things according to what they wants. Two years ago, students required fair trade sweaters, in the end Unigear provided fair trade sweaters with the same price of before.

3.2.2 How are relationship gifts and gadgets selected?

3.2.2.1 What is the general selection procedure of the relationship gifts and gadgets?

Van Boetzelaer mentioned that there is no official guideline regarding the relationship gifts and gadgets selection procedure. Within the SN they sometimes get some attention points to keep in mind during selecting from their manager but in an informal way. So they do not have to enforce them. According to Beckers, there was no instruction provided by WUR, but within their department they have some unwritten rules they keep in mind during selecting products. They look, for example, to the duration and usage of a product. Hartgers mentioned that they are providing ProQme, but not with clear instructions how to use. So the PD does not set up rules how to select products, but they contracting suppliers for ProQme based on some criteria, so in this way they have rules how to select. Van der Heijden mentioned he did not think there is a guideline for selecting relationship gifts.

The SN is aware of the existence of ProQme but as van Boetzelaer mentioned they are not really using this program to select products. They face some disadvantages of ProQme: in their opinion it is a very small list for relation gifts and gadgets; the list is about suppliers not about products that makes it difficult to look for the products; the pictures of the products are not shown in ProQme and you can not see/touch the products in real. Van Boetzelaer suggested that the PD should provide as many choices for relationship gifts and gadgets as possible and they should tell everyone in WUR about the new products from ProQme. Then she thought the secretaries would

use it possibly more often in the future. As Beckers said is that the CM department keeps in mind that they want something sustainable, or at least they have the purpose to choose products that are as sustainable as possible. They keep in mind that it should be something people can really use and do not throw in the corner right after receiving it. Next to this they try to look to the origin of a product, for example products produced around Wageningen if possible within the selection system of Unigear. Since they are developing Unigear, the web shop with WUR related products, relationship gifts and gadgets they want people to select from their site in the future after finishing the Greengear site. All products are tested and selected in a critical way, whether they are sustainable or not. Unigear will be linked to ProQme and from September on they will inform employees with guidelines and instructions how to use it. Hartgers mentioned that his department is not selecting the relationship gifts and gadgets; they only add contracted suppliers to ProQme. By sending a newsletter about what the possibilities within ProQme are, the PD spread instructions for this. To make this program easier the PD is developing an App in which people can easier search for a product. By typing for example "ball pen", a contracted supplier will show up. Hartgers thought that most of the secretaries are using ProQme to choose their products for educational and research necessities, and since the PD has influence in this they can navigate the choices in some way. There are different criteria on selection of relationship gifts for different purposes according to van Boetzelaer. Van Boetzelaer took an example for large amount of relationship gifts. For example, 120 relationship gifts given on Secretary Day, they took small, cheap, daily useful, original, package and decoration as the criteria in mind. When giving relationship gifts for one person, van Boetzelaer would consider the occasion, where the receiver was from and why to give the relationship gifts. She thought that a too expensive or too cheap gift would embarrass the receiver. She tried to think what the receiver likes and what would be suitable as relationship gift. Van Boetzelaer gave us a ranking of the criteria that she mentioned. The first criterion is the receiver. The relationship gifts should be suitable for the receiver. The second is the occasion about why you gave the relationship gift. The third is the price. The fourth is outward expression that means what the product looked like. The fifth is convenient and close to buy. The last one is emotion. Beckers provided some of her criteria on selecting relationship gifts. The relationship gifts should last for a long time and would not generate trash. The relationship gifts should be useful and should be fair trade products, such as the WUR hooded sweater and T-shirts from the web shop. As example she mentioned that for the opening of the Orion building they offered all invited people a tray in which they could get drinks, a lot of people took it and it was used a lot. Another example was that at an open day they only offer one folder, no bags with a lot of advertisements and useless stuff. Van der Heijden told us that other than sustainability, price, quality, nice and cuteness level should be considered when selecting the relationship gifts. PD provided several criteria for selecting/contracting suppliers. Hartgers mentioned they used several criteria for selecting suppliers, like FIRA, PIANOo and RVO. They mainly went with PIANO and RVO as criteria, because they were on top. FIRA was one of the certificates that they could use. He would not like to rank these criteria. Because he thought they had to see what they were going to do and when they went to PIANOo or RVO, they would see the criteria that they had. For the WUR shop it is different, they follow the guidelines Unigear and the CM department offer by selling their products. And Unigear and CM Department determine what the shop sells and provide the goods to them.

3.2.2.2 What is the importance of sustainability in selecting of relationship gifts and gadgets?

According to Boetzelaer, the main focus lays on environmental sustainability. This is mainly due to the reason that this aspect of sustainability was mostly talked about in general. Furthermore most jobs and projects conducted at the university has a link with environmental sustainability, thus environmental sustainability is a topic that comes up at a daily basis. When she had to rank the five points of sustainability she gave the following ranking: 1) Environmental friendly; 2) Economically viable; 3) Healthy for consumer; 4) Safe for workers; 5) Beneficial to local. Becker has a main focus on fair trade, environmental and economic sustainability. She had another ranking of the five points of sustainability, her ranking was as follows: 1) Economically viable; 2) Environmentally friendly; 3) Safe for workers; 4) Healthy for consumer; 5) Beneficial for local communities.

Van der Heijden mentioned that the awareness of sustainability differs per product. In his opinion environmental sustainability usually has a main focus, but social sustainability is also taken into account. The SP is mostly used for its active knowledge and was not asked to deeply investigate products and/or services the PD is assessing. Due to the usage of active knowledge of around a 100 people, differences in perception of sustainability might arise.

Hartgers mentioned that the PD will take sustainability more into account in the future. PD is now looking for new suppliers and in this selecting procedure for contracting new suppliers they

sustainability into account. One of the things they look at is the CSR that contains sustainability. This task is within the work scope of sustainability workgroup.

Emans mentioned the WUR shop has the main focus on fair trade products, they can ask Unigear for more sustainable products but do not choose themselves.

3.2.2.3 Is this perception of importance of sustainability reflected in the selection procedure?

According to Boetzelaer, some products which were chosen by the secretary were already sustainable in a certain way. For example; by only selecting products that did not contain plastic due to their 'cheap' appearance, environmental sustainability was achieved due to a different reason. The same goes for e.g. flowers; these are usually bought at local stores to ensure freshness, which in turns stimulates local economy. However, when selecting for e.g. wine, this is not the case, here quality was more important than e.g. locally produced products, and bottles produced in foreign countries are selected as Dutch wines are perceived as having lower quality. Furthermore the level in which sustainability is selected differs per project leader, per secretary, per department.

According to Beckers, everyone within the CM department keeps in mind that some forms of sustainability should be included in the products that they select. As mentioned above economic affordability is one of the most important criteria, however if a product scores high on sustainability aspects and is too expensive to afford, other products are selected. Most products were selected by having high durability and usefulness, e.g. soup bowls handed out as Christmas gifts. Next to that reduction of waste is reflected well in the products offered by this department. Plastic bags that were handed out during information days were only handed out on personal request of receivers to lower waste by reducing stimulus for other parties to produce large amount of folders, brochures and wasteful gadgets produced by other parties to be put into these bags. Another way the sustainability is reflected in the selection procedure is that at the moment a separate 'Greengear' section/version of the regular Unigear web shop is going to be launched. This Greengear web shop version will contain only products with high levels of sustainability. Another aim that is realised for some products is that the packaging is produced with sustainable materials and provides information, and therefor awareness at consumer level about the sustainability of the product.

Even though 'local sustainability' is important according to Beckers, it is not always possible to achieve this criterion due to bureaucratic steps in the web shop cash flow process that can make selecting local products too costly and time consuming. Furthermore more research will be conducted on various aspects of sustainability. So far fair trade products were thought by Beckers to include work safety for producers and environmental sustainability; however it is unclear to what extent these aspects are represented within fair trade products. Therefor more in-depth research about the various aspects of sustainability by this department will be conducted.

According to van der Heijden, the way the importance of sustainability is reflected differs per product. For example electronics such as USB sticks. The problem with electronics is that are usually produced in low wage countries. A occurring problem in most of these countries is that the International Labour organization criteria are not always respected. Amongst these criteria are the rights to organize yourself in a union, earning of decent wages, non-discrimination of sex, religion etc. These international social conditions considered of high importance by the PD and are incorporated as check-up steps within the newly developed tendering procedure. By making it an important negations condition in the tendering process, a higher score for corporate responsibility can be achieved.

Furthermore a point worth of notice is that the SP is not often consulted due to the extra workload it creates for the PD during their work process (e.g. 4-8h extra in the tendering process). As the output of the SP usually only consists of a relative small amount of workable ideas (around 1% according to van der Heijden), it is not always consulted due to the relative large amount of time it adds to the process.

According to Hartgers, the 'gunnen op waarde' principle is used during all tenders. In this principle quality of products is taken into account in addition to the product price. Sustainability is represented in the quality aspect of this principle. By using this 'gunnen op waarde' principle product worth is evaluated based on quality and sustainability, therefore allowing selection of sustainable products for a fair price.

Furthermore an assessment is made of possible suppliers by assessing a so-called evaluation price. This evaluation price is based on the subscription price of the supplier compared to guidelines.

After this additional value is ascribed to suppliers based on the quality (e.g. social, environmental and economic sustainability) of their offered products. By doing so suppliers are contracted with the best quality-price trade-off evaluation, which can lead to not selecting only the cheapest option and allowing room for sustainable products.

For the WUR shop sustainability is taken into account when the price will not become too high. It has to have a good price in a way people continue buying these products. So sometimes WUR shop asks the prices from Unigear how the prices are when they would get the same type of products but then sustainable. Based on the price a decision is made.

3.2.2.4 What are the most common categories of the products selected?

Van Boetzelaer mentioned that SN does not have a list of products available. In the interview she came up with examples as a bottle of wine, flowers, thee/coffee, or something from the WUR shop. Beckers made a list with gadgets they shared last year and if to which extent these products are sustainable. Examples of products are: nylon backpacks on trial days, Doppers and program flyers at the open day. The complete list is attached in appendix 5.

Hartgers thought about gifts for colleagues, who leave WUR about wine, a voucher and, for gadgets he thought about "a pen, a bag, a notebook, a block note, a mug with something on it or a Doppertje". Moreover, people who visit a congress sometimes receive an umbrella or a pen.

To select these products Van Boetzelaer did not use ProQme "because I want to see what I buy, to see what it is, what it looks like, what it feels like. In the ordering system you cannot see it." Becker selects the products on the web shop Unigear. Hartgers supports ProQme and people may ask him questions about that. He thinks that many people use this system.

3.2.2.5 In which way can WUR stimulate the involved parties to buy more sustainable products?

According to van Boetzelaer, WUR can stimulate its employees to use ProQme more often by adding more choices and promoting the system better. Beckers mentioned that there is not one single person responsible for relationship gifts and gadgets. She thinks the use of ProQme could be improved when one person per department would get the responsibility/leading for the selecting of relationship gifts and gadgets.

Looking at the different departments as being WUR together, how do these stimulate to buy more sustainable products?

Beckers mentioned that one of the main focus points of the CM department this year is to create awareness by the secretaries for the Greengear and the web shop. "Unigear (web shop) is now working on Greengear, these products will be sustainable. At the end of the year we want to compare our requirements with those of Unigear and implement a 'sustainable' section to conform the criteria of Greengear and us. By doing so we hope to make it easier for e.g. secretaries to order sustainable products. Unigear uses the program ProQme." Hartgers mentioned that his department can only stimulate people to buy using ProQme. He mentioned that there was a large difference between an university and a business: "if you got a real firm, then your manager will say we will only buy here and that will be here". The PD sends every 6 weeks a newsletter; however this information does not always supports to buy more sustainable products. Hartgers takes sustainability into account by the selecting of new suppliers; he looks at CSR for example. The reason he mentioned is that WUR wants to do something on sustainability. Van der Heijden mentioned that it costs too much time to ask the SP about all tenders. Therefore they do not often use that in the PD. However, last year the department "just finished an one year project of a new way of improving corporate social responsibility in the tendering process." So they are, as Hartgers mentioned earlier, more focussing on CSR in the PD. Van der Heijden mentioned that there is a system in which they test how much the tenders score on CSR, this is a stimulus for the WUR to focus more on CSR. In 2015 WUR scored 100 of the 1000 points that could be scored on CSR. Actually it is for the university to get a view on how they are performing in the field of sustainability, but they can also compare themselves with other universities. This again can be an enormous stimulus.

3.3 Findings of questionnaire

In this section, the findings of questionnaire can be found. The findings are organized based on the sub-questions and corresponding sub-sub questions. The respondents are from WUR secretaries, WUR student councils and others who also work in WUR.

Party _____

- | | |
|--------------------------|--------|
| 1. Study Associations | (SA) |
| 2. Secretaries | (Sec.) |
| 3. Other users of ProQme | (Oth.) |

3.3.1 What is the general organizational structure concerning selecting relationship gifts and gadgets?

3.3.1.1 Who are the parties within WUR that are selecting relationship gifts and gadgets?

Looking to if other people are ordering relationship gifts and/or gadgets aside from themselves, for SA, 71.4% of the respondents presented that other people were ordering relationship gifts and/or gadgets aside themselves and the 28.5% of the respondents presented that other people were not ordering aside from themselves. However due to the relative small amount of SA no significant difference between the two answers was found ($\chi^2 = 1.286$, $df=1$, $P=0.257$)(see appendix 2, figure 4). For Sec., the 46.2% of the respondents indicated the other people were ordering relationship gifts and/or gadgets aside from themselves, the difference in answering 'Yes' or 'No' was not significant ($\chi^2 = 0.231$, $df=1$, $P=0.631$) (see appendix 2, figure 5). For the Oth., 68% respondents indicated that other people aside from them were ordering relationship gifts and/or gadgets, as with SA and Sec., no significant difference in choice for 'Yes' or 'No' was found ($\chi^2 = 2.579$, $df=1$, $P=0.108$) (see appendix 2, figure 5).

3.3.1.2 To what extent is there interaction between the parties involved?

SA indicated that communication on selecting relationship gifts and/or gadgets is occurring. Of the SA respondents 29% answered that the frequency of communication was taking place more than once a week and 29% of the answered this to be less than once a year. The respondents for once a week, once a month and once half a year accounted for 14% of the answers respectively. For Sec., the frequency of communication on selecting relationship gifts and/or gadgets for once a month, once a half year, once a year and less than once a year were 5.1%, 17.9%, 12.8% and 12.8% respectively. The majority (51.3%) however indicated that no communication within their department about this topic occurred at all. There was also a communication for others on selecting relationship gifts and/or gadgets. 15.8%, 21.1%, 21.1% and 5.3% of the respondents answered this to be more than once a week, once a month, once a half year and less than once a year respectively. For this group the majority (36.8%) indicated that communication occurred once a year.

Graphic depictions of these findings can be found in appendix 2, figures 15-17.

During selection procedure from Sec, 38.7% of the respondents got the advice from other people on selecting relationship gifts and gadgets, whereas 61.3% of the respondents from Sec. did not. However, there was no significant difference in response found ($\chi^2 = 1.581$, $df=1$, $P=0.209$). And 11.1%, 3.2% and 7.9% of the respondents from Sec responded that they bought relationship gifts and/or gadgets stimulated by head of the department, secretaries from other departments and colleagues respectively. The majority of Sec. respondents (77.8%) indicated that they were stimulated by other parties than the three mentioned above. For SA, 42.9% of the respondents responded that they got the advice from other people and 57.1% responded that they did not get the advice from other people. Here no significant difference in answering behaviour was found ($\chi^2 = 0.143$, $df=1$, $P=0.705$). And 33.3% of the respondents from SA were stimulated by their colleagues, 33.3% by other members of the board, and 33.3% answered 'it is just policy'. For Oth., 73% of the respondents did not get the advice from other people and 27% of the respondents got the advice from other people. As with Sec. and SA no significant difference in answering behaviour was found ($\chi^2 = 3.267$, $df=1$, $P=0.071$). And 60% of the respondents from Oth indicated to be advised by head of their department. The percentage of the respondents stimulated by colleagues and others was all 20% for both.

Graphic depictions of these findings can be found in appendix 2, figures 24-26.

Furthermore, the respondents were asked to select the categories that other people advise them to select. For the Sec., 13.7% of the respondents indicated that they selected books that other people advised they to select. 11.8%, 11.8%, 9.8%. 7.8%, 7.8%, 5.9%, 2.0% and 2.0% of the respondents responded that they selected flowers, alcoholic beverages, clothes and bags, writing

materials and office suppliers, electronics, umbrellas, gift cards and vouchers, and jewellery respectively that other people advised they to select. The majority (27.4%) of the respondents provided an incomprehensible or unrelated answer. For AS, the percentage of the respondents got advice on alcoholic beverages, flowers, pluche and food products (all 16.7%). The majority (33.2%) of the respondents indicated to select from different (non related) categories. For Oth., the indicated to get advice on alcoholic beverages, flowers, books and umbrella's (13%). Other categories which this group got advice on were clothes, writing materials, USB devices, food products and 'other' (all 6%). The majority (19%) of the respondents of this group got advice by other people on vouchers.

Graphic depictions of these findings can be found in appendix 2, figures 30-31.

3.3.2 How are relationship gifts and gadgets selected?

3.3.2.1 What is the general selection procedure of the relationship gifts and gadgets?

The people who responded to the question on satisfaction level of instructions provided by WUR differed in opinion about these instructions. For the SA, 20% of the respondents were dissatisfied with the instructions provided, 20% were neutral and 60% of the respondents were satisfied with the instructions. For Sec., "strongly dissatisfied", "dissatisfied" and "neutral" are all 16.7% and 50% of the secretaries are satisfied. For Oth., 14.3% was unsatisfied, 28.6% was satisfied and 57.1% was neutral in this field.

From all people who were aware of the instructions offered by WUR most people do not use these instructions. From the Sec. and Oth. 80% ($\chi^2 = 5.400$, $df=1$, $P=0.020$) and 71% ($\chi^2 = 1.286$, $df=1$, $P=0.257$) respectively indicated that they did not use the instructions. SA's indicated not to be using WUR guidelines at all (0%).

Graphic depictions of these findings can be found in appendix 2, figure 10-11.

Outcomes of questions on where their relationship gifts and/or gadgets were acquired and what criteria were used differed per department. The SA mainly bought their products in the supermarket (36%), online (27%) and in retail shops (27%). They never bought products in organic shop or in the WURshop. When ordering their products several criteria were taken into account; price of the product (26%), practical use of the product (22%), quality and the sustainability of a product (both 15%). SA's rarely took design, style and locally produced into consideration during their decisions. Sec. indicated to order mostly online (36,4%) and in the WURshop (30,3%). Other sources for relationship gifts and products were retail shops (18,2%) and supermarket (12,1). They rarely bought products in an organic shop (3,0%). By selecting their relationship gift and/or gadget they mainly looked to the price (23,8%), the quality and the practical use (both 19,5%) of the products. They kept less attention to locally products and organic products (both 2,6%). Oth. bought their products mostly in a retail shop and in the WURshop, respectively 41% and 40%. They did not buy products in the supermarket or in an organic group, and rarely got them online or other sources (both 9%). By selecting their products they took the same ranking of criteria into account as Sec. The Price (23,8%), practical use (19%) and quality (17%) were most taken into account. As Sec. they also did rarely ordered locally produced and organic products (both 2%).

Although relationship gifts and gadgets were obtained from different sources by different parties, all parties obtained products online. The Oth. took receivers into account most among the three parties. In general all parties mainly took the criteria price, practical use and quality into account when selecting a product. Next to this all take sustainability into consideration during selecting in their own way. Surprising is that the SA, in comparison to the other two parties, put more value to the criteria "sustainability", the same applies for the category "organic products" with 11% against around 2% of the other parties.

Graphic depictions of these findings can be found in appendix 2, figures 35-37.

The respondents were asked to divide 100 points of importance over the given criteria. However a few exceptions were observed; The SA ranked the criteria "sustainability" with only 6 out of 100, while when selecting the products they took it into account for 15%. They also ranked the practical use lower than compared to the ranking of importance. On the other hand they ranked "receivers" with 21 points opposed to the 11% in ranking of importance earlier.

The Sec. ranked "price" and "quality" as most important, this reflects their outcome while ranking of importance of these criteria earlier. However design and style scored higher, whereas locally produced products scored lower, with respectively 4.3% and 6.2%.

The division of 100 points reflected the ranking of criteria by Oth. well albeit some small differences. Oth. ranked "practical use" with 10 points as opposed to 19% earlier. Graphic depictions of these findings can be found in appendix 2 figures 38-40.

3.3.2.2 What is the importance of sustainability in selection of the relationship gifts and gadgets?

In the questionnaire SA, Sec. and Oth. had to rank the five aspects of sustainability. In this ranking '1' represented aspects of sustainability of highest importance and '5' aspects of lowest importance. Using this ranking average ranking of each group was calculated and shown. The Sec. ranked the aspects 'Healthy for consumer' and 'Safe work circumstances for producers' most important, however other aspects did not get a strongly lower score. Lowest in ranking by secretaries was the aspect 'Beneficial to local communities'. SA ranked 'Economically affordable' highest, followed by 'Healthy for consumer'. Lowest ranked by this group was the 'Environmentally friendly' aspect. Oth. ranked 'Beneficial to local communities' highest, followed by 'Healthy for consumer' and 'Economically affordable'. For this group 'Environmental friendly' was ranked lowest. Graphic depictions of these findings can be found in appendix 2, figures 24-26.

When asked about the relative amount people were willing to pay more for sustainable relationship gifts and gadgets, Sec. indicated to be willing to pay 30.2% more ($t=10.156$, $df=44$, $P<0.001$). The average amount SA were willing to pay more was 26.3% more ($t=2.626$, $df=6$, $P=0.0195$). Oth. were willing to pay 25.1% more on average ($t=3.990$, $df=13$, $P=0.001$). In short, all questioned target groups were willing to pay more for sustainable products. Graphic depictions of these findings can be found in appendix 2, page 56.

Another question was how much effort people want to put in the selection of a sustainable relationship gift and/or gadget. The outcomes of this question showed that Sec. want to put 37.6% more effort ($t=10.156$, $df=44$, $P<0.001$), SA 22.6% more effort ($t=2.626$, $df=6$, $P=0.0195$) and Oth. 27.6% more effort ($t=3.990$, $df=13$, $P=0.001$) to get a sustainable product. The relative amount which these groups were willing to pay more however differed not significantly between groups ($\chi^2 = 3.222$, $df=2$, $P=0.200$). Graphic depictions of these findings can be found in appendix 2, page 56.

3.3.2.3 Is this perception of importance of sustainability reflected in the selection procedure?

Sec. found sustainability important for 4.3% compared with all other criteria. For SA this was 15% and for Oth. this was 6%. In one of the questions the three groups were asked to give a score of importance to every element of sustainability separately, from 1 which was not important to 5 which was very important. In another question was asked to rank the five elements of sustainability in order of importance, 1 was most important and 5 was least important. For each group averages were calculated. In this way SA ranked 'economically affordable' as most important and they gave for each element separately the highest average score to 'safe working circumstances for producer' and 'economically affordable'. Sec. ranked 'healthy for consumer' and 'safe working circumstances for producer' as most important and they gave for each element separately the highest average score to 'economically affordable'. Oth. ranked 'environmental friendly' as most important and they gave for each element separately the highest average score to 'environmental friendly' and 'economically affordable'.

Average ranking 1-5	SA	Sec.	Oth.
Healthy for consumer	2.7 (2)	3.8 (1)	3.1 (2)
Safe working circumstances for producer	3.1 (3)	3.7 (1)	3.5 (4)
Environmental friendly	3.0 (4)	3.8 (5)	3.6 (1)
Beneficial to local communities	2.1 (5)	3.8 (3)	3.1 (5)
Economically affordable	3.1 (1)	3.9 (4)	3.6 (2)

Table 1 Ranking elements of sustainability

3.3.2.4 common categories

The mainly and least selected relationship gifts and gadgets differed among the different selecting parties. For SA, their favourite gifts to give away were alcoholic beverages (22%), and food products (17%) and bags (13%) were the 2nd and 3rd most choices. Books, jewellery and pluche (all three with 0%) were not taken into consideration in their list of gifts. Secretaries preferred to choose dinnerware's most (26.2% out of all product types), flowers were the 2nd favorite choice (10.2% out of all product types) which was chosen around half less than dinnerware. The least chosen gifts are pluche (0.5%), umbrella (1.1%) and jewellery (1.1%). Oth. leaned their most interest in alcoholic beverages (17%), including USB devices (15%) and flowers (13%). However they seldom sent jewellery (0%), clothes (0%) and plucher (3%) as gifts.

The last three gifts and gadgets bought were different among the different parties. As an open question, respondents wrote down the last three gifts. We classified all answers. Therefore the name of written categories may be different. Student associations bought alcoholic beverages as 33.3% of all gifts. Food products (19.0%) and dinnerware/mugs (14.3%) were also normal gifts chosen by SA. However, SA showed less interest in vouchers, clothing and some other categories as relationship gifts (4.8% respectively). For Sec., flowers/seeds, gift cards & vouchers, and writing materials/office supplies were equally important in their eyes to give as relationship gifts (all with 14%). Plastic bags (3%), books and booklets (3%), dinnerware (4%), and food products (4%) were given away as a gift least by Sec.. For Oth., the difference of percentage of gift types were not large: 19% of gifts chosen were alcohol; 12% were chocolate and candy; office supplies, gift cards/vouchers, and electronic devices took up 10% respectively; books and dinnerware took up 7% respectively; and 14% were other type of gifts not mentioned above.

4. Conclusion

In this section, the conclusions of interview and questionnaire can be found. The conclusion is conducted based on our sub-questions and corresponding sub-sub- questions.

4.1 Conclusion interviews

4.1.1 What is the general organizational structure concerning selecting relationship gifts and gadgets?

For every department, it can be concluded that there is not only one person who is in charge of selecting WUR relationship gifts and gadgets. The SP is not selecting anyway and the PD is a party who has influence in the process before ordering, so they are not ordering themselves. They select and contract suppliers from which the other departments can choose. For the WUR shop, Unigear and the CM choose which products can be sold. It can be concluded that within all departments interviewed, overall a good internal communication is occurring. However, the frequency at which this communication occurs differs between departments. All departments are making decisions on WUR relationship gifts and/or gadgets together with their management and look at the purpose for which products are purchased. The CM has more strict guidelines related to what they may buy, based on the values of WUR. The external communication is not on the same level within all departments. It was found that the SN is not really communicating with other departments, except from the PD, about choices they make related to WUR relationship gifts and gadgets. The CM has more contact with other departments, they communicate on regular basis within their own department. According to Esman they have good communication with the WUR shop about the products being sold. The CM wants to see a better overall communication between the departments and started working on this. This desire is not seen at the SN, they choose all products personally based. PD informs all people with access to ProQme every 6 weeks with updates and news about their department and they are open for feedback how to improve in this field. The newsletter is in their opinion a very important aspect to make everyone aware of the options they have in ProQme and why specific suppliers are selected. The sustainability workgroup differs in this field since they mainly do research for the suppliers and tenders. For these decisions they first have a strong internal communication and afterwards they discuss it with external parties like the directors and the board.

Moreover it can be concluded that all departments have a different view on importance towards interaction within and among departments. All parties apply it in some way but on a different level except for SN. SN might improve this communication where possible in the field of WUR relationship gifts and gadgets, but are not enthusiastic about this. The PD, in charge of ProQme, is selecting new suppliers based on strict criteria. SP can be consulted as one of the steps of the corporate tendering procedure by the PD. The CM works on a website with all sustainable products and wants to incorporate this concept in ProQme. In short, all these parties work on improving the products separately, indicating room for improvement of external communication between these parties.

4.1.2 What is the selection procedure

In general related to the overall guidelines provided by WUR it can be concluded that there is no clear guideline with instructions provided by WUR on how to select and buy WUR relationship gifts and gadgets. Or at least, the departments do not know exactly who is working on these guidelines. The parties that select and purchase WUR relationship gifts and gadgets have their own unofficial rules in how to choose products ranging from 'what does the receiver likes' to, 'what is the duration of the product'. However, before making the end decision they all discuss it with their managers or have meetings within their departments. For the WUR shop it is different, the representative mentioned that they follow the guidelines of Unigear and the CM department by selling products which are chosen by Unigear and the CM department. The PD does not select relationship gifts and gadgets, however it provides information the ordering system ProQme to the secretaries and employees of WUR for selecting amongst others, relationship gifts and gadgets. For SP, they knew the PD provided the ProQme, but they did not know who choose the relationship gifts. For the SN, they knew that they can choose products on ProQme, but they did not like to buy the relationship gifts on ProQme. In their opinion the list with relationship gifts was small and they could not physically assess the products from ProQme. The CM department does not use ProQme, they are used to buy the relationship gifts outside or on their own web shop. However, they want to link the web shop to ProQme in the future. Concluded can be that ProQme is not efficiently used by the secretaries and employees for selecting relationship gifts in WUR. As shown, in these selections the different departments rarely used ProQme, but when changes will be made most of them will take

use of this into consideration in the future. So the assumption of the PD, that most secretaries use ProQme at this moment, is wrong. As PD has the influence on selection procedure through instructions on usage of ProQme, they can influence this. For the CM department a requirement is that the web shop Unigear is included in ProQme to make the selection procedure easier. According to the SN it has to include more kind of products and the system should be easier to use. To reach this, the instructions in the newsletter have to be very clear and everybody should be aware of the changes. The app developed will contribute also in this process when it is clear and usable for everyone. In the end everyone has to be satisfied, they all want the quickest and easiest way to order their products.

Different department had different selection criteria. For PD of WUR facility department, they used several criteria for selecting the suppliers. For SP, they advise PD to look at sustainability, price, quality, nice as the criteria for selecting relationship gifts. For SN, when they selected large amount of relationship gifts, they took small, cheap, daily useful, original, package and decoration as criteria. When giving relationship gifts for one person, SN considered the occasion, where the receiver was from and then choose the relationship gifts. The WUR shop has the main focus on fair trade products. For CM relationship gifts should be used for a long time and would not generate trash; the relationship gifts had to be useful and should be fair trade products. For the selection criteria, it is difficult to say which one is better.

It differs per department if they focused on sustainability or not in the selection of relationship gifts and gadgets. When looking at sustainability, SN had the main focus on environmental sustainability while CM had the focus on economic sustainability. They did rank the five points of sustainability in a different way. Van der Heijden mentioned that the SP is not used often; this might show it is not that important in the tenders. Hartgers mentioned that the PD takes sustainability more into account by the selection and contracting of new suppliers but he did not do this until now. Esman mentioned that for WUR shop sustainability is taken into account by Unigear, they trust on CM that they select sustainable products from there.

When the WUR shop wants a product to be more sustainable they can tell Unigear about that and they will look if the product can be changed. When it is economically affordable they choose the more sustainable options. So at the one hand the interviewees think a bit differently on sustainability, but they want to use it more often. Therefore we see that sustainability becomes more important in WUR, however at this moment it does not have the main focus in the selecting procedure according to our interviewees. If the perception of sustainability is taken into account depends on the project leader, the secretary, the department, Unigear and if it is economically affordable. All parties are aware of the wants of WUR in this field and try to take them to some extent into account, for example by using some criteria by ordering gifts. A sustainable product can for example look nicer, is more fresh when it comes from a local shop, can be reused, however not always the product seems better. At this moment several departments started working on their own to improve sustainability already. The PD is working on contracting new suppliers in which they also look at sustainability as one criterion; they also take this into account in creating new tenders. To improve in this field the CM department is creating Greengear, a label for products on the web shop, these products are critically selected on sustainability. CM has the goal to create more awareness around secretaries about Greengear and the web shop, and want them to buy their products on that site. To improve the incorporation of sustainability the SP could be used more often. For every tender, sustainability should be taken into account as a quality during selecting/contracting new suppliers. In CM's opinion it is better if one person would be responsible for the relationship gifts and gadgets per secretary. The secretaries will use ProQme more if they included more options and when they are more stimulated to use this system. Out of the score WUR got on CSR, 100 out of 1000 points, can be concluded that there is much room for improvement. One of the criteria for CSR is sustainability, so it is good they already started on this but it could be more. Overall can be concluded that WUR has to support their employees to buy more sustainable products, by making them aware of the possibilities within WUR like ProQme, Greengear and the use of the departments they already have, such as the SP. Next to this, it should really help when they make specific persons per secretary responsible in this field so that they keep the overview and take place in an overall panel that will regulate this.

4.2 Conclusion questionnaires

4.2.1 What is the general organizational structure concerning selecting relationship gifts and gadgets?

Concluded can be that it really differs per group whether they were stimulated in the selection of a relationship gift or gadget. None of them made decisions without any form of advice, but it really differed per group if they took these advices into consideration during the selection. Sec. took fewer advices into consideration; they only took some advices given by external people in consideration. Oth. did made their decisions based on a few discussions within their department

and with the management, but overall can be concluded that they mainly select what they want themselves. The SA differed in this; they discussed the selection with high frequency and in the end more than half of the advices were taken into consideration. So, in the end can be concluded, when there were more discussions about selecting the outcomes were taken into consideration more often than when it was discussed less.

4.2.2 How are relationship gifts and gadgets selected?

The general selection of products differed per party and receiver. The largest part of the respondents was satisfied with the instructions offered by WUR about the selection of relationship gifts and gadgets. However, they did not use these instructions. The different parties had no clear selection procedure and looked per situation what to select, based on some of their own criteria. Most criteria taken into account were price, quality and practical use. The only surprising outlier was that SA paid more attention to the criteria 'sustainability' and 'organic products' than the other parties. So one could think that SA selected relationship gifts and gadgets more according to the mission of WUR. However, when looking at two other questions about sustainability there can be drawn a different conclusion. In the ranking of the five elements of sustainability, SA put 'economically affordable' on the first place while the other parties were ranking other elements of sustainability higher. In the other question about levelling of importance per element it can be concluded that for every party 'economic affordable' determines the decision very much.

Looking at the mission of WUR, the levelling of importance the parties gave is not in line with what WUR with their mission want to achieve, WUR mainly focuses on the 'environmental' element of sustainability. The parties can improve in this field by changing their level of importance to more environmental based instead of economic affordable since they all are working in name of WUR. They answered that they wanted to pay more money and effort to sustainable products, so they have to align their choices with this opinion.

It can be concluded that SA selected mostly daily used products; Sec. selected mostly ornamental and high quality products and Oth. had a focus on all of these aspects. The places where these products were bought are not the same around the three parties. However, organic shops are by far least popular among the three parties, and except from the SA the WUR shop is a popular place to buy products. Everyone bought some of the products online or in a retail shop. However, there cannot be said that there were one or two most popular places to buy products. So it really differs per party that place they to buy their products.

Overall can be concluded that people who select relationship gifts and gadgets are satisfied with the instructions which they unfortunately do not use. They use their own criteria which differ per situation. The answers for the last three products chosen differ with the mainly selected products. Sustainability is an important criterion but it is not the most important one in the selection of relationship gifts and gadgets. SA mostly choose daily used products while secretaries choose for products with a better quality.

4.3 Overall conclusion

In this project, commissioned by GOW, an assessment on sustainability in the selection procedure of relationship gifts and gadgets has been performed. In order to perform this assessment interviews with the NetWURk of Secretaries, Corporate Communication & Marketing, the Procurement department, representatives of the Sustainability Panel of WUR and the WUR shop have been conducted. These interviews have provided insights in the organisational structure of WUR in regard to the selection procedure. Sec. who are formally charged with ordering relationship gifts and gadgets, have been questioned on the selection of these products. Furthermore SA and Oth. have been questioned in a similar way. Based on our findings it can be concluded that ProQme is not efficiently used by WUR employees for selecting relationship gifts. The parties that select WUR relationship gifts and gadgets use their own unofficial rules in how to choose products. All questioned parties selecting relationship gifts and gadgets hold different criteria on environmental, social and economic sustainability in value. The extent to which these values are maintained during the selection process however can differ from their perceived importance. One prominent finding is that the PD is in charge of ProQme and selects new suppliers based on strict criteria whereas CM department works on a website (web shop) with all sustainable products and wants to incorporate this in ProQme. In a sense parties like these work on improving sustainability of relationship gifts and gadgets separately from each other. However if external communication between these parties would be improved this process might be more efficient and yield better results in the future. Improving communication between departments and other remarks for future improvement based on our findings have been elaborated in more detail in the 'Recommendations' section (page 28) of this report.

5. Discussion

5.1 Limitations

5.1.1 Literature

The initial overall question of GOW was to answer how sustainable the WUR relationship gifts and gadgets are. Testing sustainability is a complex and immense process. Since the resources needed for that kind of research were not available within the time available within ACT a distinction of importance regarding sustainability was made. The 5 aspects of sustainability were related to literature, hence there are many different authors writing in a different way about this topic, therefore it could be that there are also other important aspects that could have been taken into account in this study.

5.1.2 Questionnaire

Firstly, the secretaries of the WUR departments filled out the questionnaires but since the questions were asked in English it might be the case that they did not understand the questions in a correct way and answered insufficiently. This threat is minimized by the clarification of some definitions at the beginning of the questionnaire and formulating the questions as easy as possible. By formulating the questions as easy as possible most concrete words were used, still the possibility remains that the respondents misunderstood the questions and answered by their own thoughts. Anyhow it was not possible to prevent this risk totally since the SC Group consisted of international students and the secretaries are Dutch and not all the secretaries are in the possession of an academic level of English. Secondly, a period of 1,5 week was expected to conduct the questionnaire, and however there was sent a reminder still many people did not answer the questionnaire. This could be due to several reasons, it could be that they had no time to fill out the questionnaire; another option is that they were not interested to fill out the questionnaire and at last it could be that they forgot to fill out the questionnaire. In order to prevent the first reason we mentioned in the introduction that it only should take 5 till 10 minutes, the third reason was taken into account by sending a reminder a few days after sending the first email to trigger them again to fill out the questionnaire. The second reason was thought about to prevent by raffling a present at the end, but there is chosen to not do that. Thirdly, the questionnaire was sent to everyone with access to ProQme, since there is told that the secretaries are in charge of ordering the WUR relationship gifts and gadgets and all have access to this program. The possibility was that there are also people in charge of ordering WUR relationship gifts and gadgets but have no access to ProQme. These people were not contacted to fill out the questionnaire since they are not known. Fourthly, people tended to answer in a socially appreciated way. This could influence the outcomes of the study, this threat was prevented by asking to answer as thoroughly as possible and by using a sample which covered this. Fifth and lastly, there was a problem with skip logic for questionnaire. We designed the skip logic for Q2 and we tested several times before distributed. But when we started to collect the data, we found the skip logic did not work well and two questions did not display to the respondents, which led to miss the answers from two questions.

5.1.3 Interview

During the interviews it might happen that the respondents gave socially appreciated answers. When this really happened it possibly could have influence on the validity of this study. This threat was minimized by clearly asking the interviewee at the start of the interview to answer as thoroughly as possible and not by answering with socially appreciated answers. Another manner to minimize this threat was by telling the respondent that the information could be answered anonymous and should not be shared to parties who were not involved in this study.

Another limitation that came across was the communication between the different departments regarding the interview contacts. By contacting the involved departments they almost all pointed to another person to contact to interview. This resulted in a miscommunication during one interview. After talking for a while the interviewee asked if he was the right person to ask that kind of questions, since he was not a member of that specific department what was told he was by one of his colleagues. In the end it still resulted in a good interview since he was a member of another important department for this study. Thirdly, it could be a limitation that only two group members had more experience in conducting an interview, the other three members had few experience in this field so they were still developing their techniques. To avoid a superficial interview with only the questions from the interview guideline and no further in-depth questions the interviews were tested on forehand and some consecutive questions were created in advance. Fourthly, the interview guide was created in a funnel, from the broader perspective funnelled to sustainability. Since all stakeholders wanted to know where the interview was about and why it was conducted they knew on forehand that it was a research for GOW and that it was about sustainability. So they

were more or less biased to answer questions based on this information. In this way the funnel structure could not always be maintained. Fifthly, we found some interviewees were responsible for two or three departments, but they only answered us once for one department. In this way, we got less or not all information about the other department that they were also responsible for. Sixthly, we used different words for the same question. The question was "Did WUR provide a guideline/instruction on selecting relationship gifts and gadgets?" For the interviews we used 'guideline', but we used 'instruction' for the questionnaire. Because all the interviewees answered that WUR did not provide a guideline. But some interviewees mentioned ProQme provided an instruction on selecting relationship and gadgets. So we changed 'guideline' into 'instruction' in the questionnaire, which could cause some different ideas about it.

5.1.4 Stakeholder inquiry

Since WUR is a big organization a distinction about who to interview and contact was made. This was done on importance and impact of the departments on the selection procedure of the WUR relationship gifts and gadgets. In this way most departments were filtered out in the selecting for the interviews. A threat in this was that it could be that important players in this field were filtered out but actually had to be approached. For example student council parties were not contacted for interviews due to time limitations in the scope of this project.

6. Recommendation

6.1 Make one person responsible

From the findings it is concluded that most departments did not have a responsible person in charge of selecting relationship gifts and gadgets. To regulate this we recommend appointing one person per department who is responsible for selecting the relationship gifts and gadgets for that one specific department. This person could be someone from the secretary. By appointing one person it is easier to find the right person to create awareness of sustainability and regulate to whether extend the selected products are sustainable or not. To achieve that these persons are motivated and stimulated to select more sustainable products they should attend a few meetings. In the meeting, they can discuss something such as if they need to make a common guideline about selecting relationship gifts and gadgets, where they can select the sustainable products and how to select the sustainable products and so on. These one persons can easier spread this knowledge in their own department, but also discuss with other responsible persons from other department. To stimulate the responsible persons, the SA, PD, WUR shop and GWO can make some methods to stimulate them to buy sustainable products. They can implement a scorecard that has implemented in Rotterdam (Van Sambeek and Kampers, 2004). WUR shop can send the scorecard to the responsible persons per department. The cardholders can earn sustainable points when the persons buy the sustainable products. The sustainable point can be redeemed by discount on buy sustainable products. In addition, it is easy for the responsible persons to make financial report on sustainable products. Because in the Netherlands, it is by law that corporate sustainability reporting is legally obliged, mostly linked to annual financial reports (Van Oorschot et al., 2014). It can be used as a contribution to sustainable evaluation, reward, plan making and so on.

6.2 Less freedom in choosing

At the moment relationship gifts and gadgets are obtained by multitude of different sources. Often these shops, may not provide sustainable products or offer such products for a relative high price. By centralizing the ordering of relationship gifts and gadgets to a single point e.g. an easy accessible web shop, a better offer of sustainable products can be achieved. By offering a central platform for ordering, multiple sustainable products can be offered together with clear and relevant information on the extent to which these are sustainable. Furthermore, by having a centralized ordering point prices of sustainable products might get lower due to product purchases in large quantities leading to comparable prices as conventional products. At the moment Beckers from CM is creating a new label called 'Greengear' which will be linked to the products on the web shop. If the variety of offered sustainable products is large enough, this web shop might prove to be a good platform to order relationship gifts and gadgets for Sec., SA and Oth.. At the moment products which the respondents indicated to select often such as dinnerware are not included in the web shop. Therefore expanding the amount of products offered in order to meet requirements and expectations of people ordering relationship gifts and gadgets will be key to making this project successful. By allowing for broader selection possibilities in one centralized platform using this platform will be more alluring to selecting parties and limit ordering of relationship gifts and gadgets from (uncontrolled) different sources.

6.3 Use LCA more

We suggest PD to conduct LCA on products of the mainly chosen categories of relationship gifts and gadgets by different parties. Since the results of our study was with product categories, we advise to conduct an in-depth LCA investigation, including specific product names for each product, origin, material, supplier, price, how the products were normally used, and waste/recycle. Afterwards, selecting the products with best sustainability quality and providing them to WUR gifts and gadgets buyers with detailed purchasing information and advantages of these products in terms of sustainability. These products can also be suggested to put in the WUR web shop linked with Unigear as best choices for sustainable relationship gifts and gadgets. In addition, we advise PD to take SP more into account to gain ideas from people who are more keen on sustainability in their daily life, about things such as important aspects of sustainability in their opinion, and their daily application to enhance sustainability in their own life, during LCA and other projects, which will be done by Sustainability workgroup.

6.4 Reduce amount of gifts

The most sustainable way would be to stop giving of relationship gifts and gadgets. Of course to some occasions it is naturally to give a present. Our recommendation is therefore to consider how necessary a relationship gift or gadget is to the person who would receive it. In some way it can be reduced to fewer events in which WUR will offer relationship gifts and/or gadgets. An example is the reduction on giving plastic bags on open days. We would recommend stimulating people to

reduce the quantity of relationship gifts and gadgets. WUR can do this by making regulations for which occasions it is allowed to give a present and communicate this clear to the representative people.

6.5 Improve CSR score

We recommend the PD to focus more on CSR, more than they do already. The score they had in 2015 on CSR was 100 of 1000; this can be really improved. This can be included in the selecting procedure of selecting new suppliers. To do this we recommend assigning the sustainability work group to test in more tenders the level of CSR and especially sustainability since this is one part of CSR.

An overview of the recommendations is shown in figure 60 in the appendix.

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Appendices

1. Stakeholder Analysis

All key main stakeholders (our commissioner GOW, WUR Corporate Communications & Marketing department, Procurement department of WUR facility department and the Sustainability platform within this department, the Secretary of the Secretary NetWURk and the representative of the WUR shop) were contacted through their contact person for a private interview.

All other stakeholders such as Secretaries of WUR departments and student parties will be interviewed by electronic questionnaire in order to assess the procedures of relationship gift and gadget selection and to what extent sustainability is taken into account in this selection procedure.

Green Office Wageningen (GOW)

GOW acts as a critical knowledge platform for sustainability oriented developments within WUR and it helps students and employees to involve in sustainability related issues at the University. (Green Office Wageningen, 2016b)

As a knowledge platform for sustainability oriented developments within WUR, GOW can voice its concerns and opinions towards the relationship gifts and gadgets of WUR. The outcomes of this project can support future voice in future about sustainability regarding the gifts and gadgets. Furthermore this project will help GOW to formulate a well-constructed request for assessment of relationship gadgets at WUR

Sustainability Platform (also called Sustainability Panel by some interviewees)

It is a platform where members can give input of information, ideas, suggestions related to sustainability. The Sustainability platform consists of around 100 people: students, secretaries, professors and cleaners. Everyone who is interested in this topic and who wants to be involved may join this platform. Within the department it differs per year and per project how regular the contact is. At this moment the selection of the WUR relationship gifts and gadgets is not discussed within the Sustainability platform. This year a tendering procedure to choose suppliers on ProQme is started and inhere the SP will be incorporated. They will be asked if they have suggestions and ideas in this field. So when there is a project everyone in the platform can be involved by giving their opinions and inputs. One of interviewee, van der Heijden, is also a member of this Sustainability Platform.

Workgroup Sustainable Relationship gifts and gadgets

Sustainability workgroup is also affiliated with Procurement Department which is in charge of Sustainability related issues during e.g. tender processes while choosing new suppliers for ProQme. René Hartgers from Procurement department and Francis Vos from Corporate Communications & Management are members of this workgroup now.

WUR Corporate Communications & Marketing department

Corporate Communications & Marketing develops, implements, monitors and evaluates policy and agreements in the areas of external communication, organization profile & brands, reputation & issue management, press contact, marketing communication, student recruitment and information for pre-university pupils, alumni policy and fund raising (Wageningen UR, 2016c).

As this department is involved in recruitment of new students and has major input in profiling WUR towards external parties. Outcomes of this project will therefore be able to give a good indication to what extent there is room for relationship gifts and gadgets used by this department.

Secretary NetWURk

The Secretary NetWURk is an organizational structure within WUR in which all secretaries of WUR departments are represented. Secretaries have access to the electronic ordering program ProQme from which relationship gifts and gadgets can be selected. At this moment it is not known to what extent sustainability is taken into account while selecting and ordering relationship gifts and gadgets and our ACT group will investigate this problem in Secretary NetWURk department. As secretaries are formally tasked with purchases of these products, they have a large impact on a practical point of view.

Procurement department of WUR facility department

The Procurement department is in charge of contacting suppliers, tendering and providing service as ProQme for different department of WUR. The Procurement department can inform suppliers on which product categories groups are covered by framework contracts with preferred suppliers. The

Procurement Purchasing department uses various methods to monitor the quality of contracted suppliers, including management discussions and audits. The mission of this department is to give independent and transparent advices for internal clients of WUR towards high quality products and services. This department aims at sustainable purchases according to the criteria of RVO (Board of Dutch venture) (Wageningen UR, 2016d).

As this department has a major impact on the purchasing behaviour of products and services by WUR, it is an important stakeholder to include in the scope of this project. Furthermore this department contains a Sustainability Platform, which assesses sustainability of WUR projects and services on request. So far relationship gifts and gadgets have not been assessed by this platform as no request for assessment of this product category has been filed. Outcomes of this project therefore might form a supporting guideline or base for other parties, such as GOW, to contact this Sustainability Platform for further elaborate assessment of WUR relationship gifts and gadgets.

WUR shop

WUR shop is an independent shop of WUR. They provide products with WUR logo such as clothing's, gifts and promotional items. It is located at Studystore in Forum building or can be reached through WUR webshop. All products are bought in from Unigear, and determined by Corporate Communication & Marketing Department.

Student parties

WUR student parties are associations within WUR educational programs. These associations organize recreational and study related events and provide study related information to their members. Most from these associations change on a yearly basis. As events organized by these associations can include external parties such as guest speakers, relationship gifts are often used to thank these parties for their participation. Furthermore most student parties are represented on WUR educational and student recruitment fairs, at which gadgets are used for PR purposes. So far no clear information about sustainability of these products is known, to what extent this is a priority in the selection procedure and to what extent the demand for sustainable products is present amongst these parties.

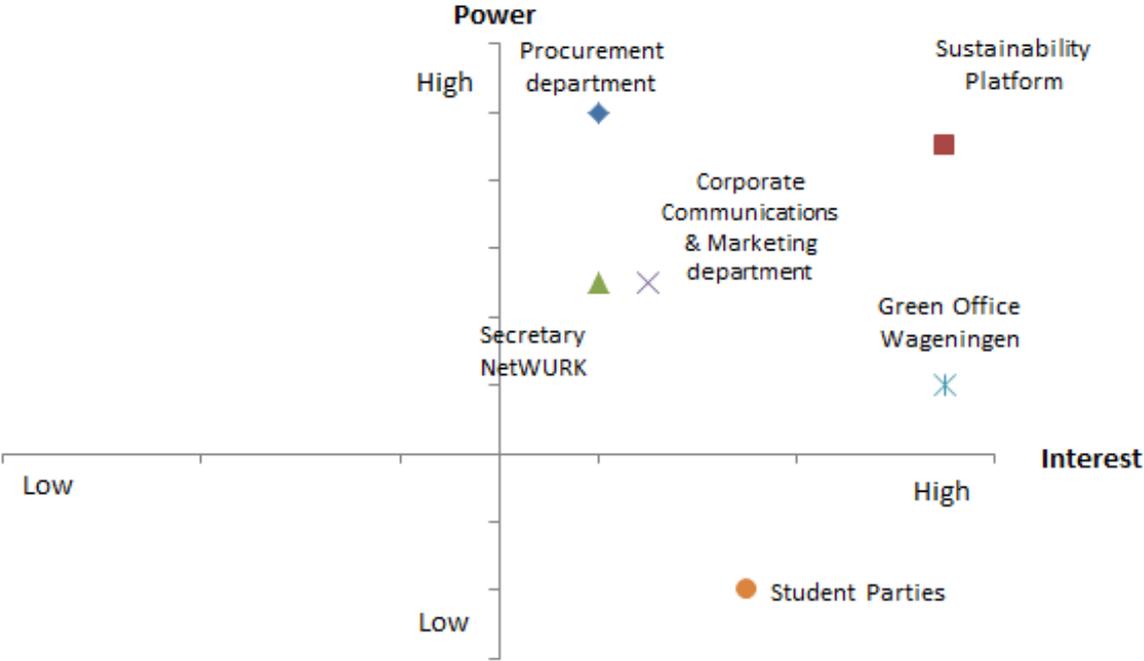


Figure 1. Power chart of stakeholders involved in this project. X-axis depicting interest towards sustainability of stakeholders, Y-axis depicting the power of influence within WUR.

1.1 Organogram

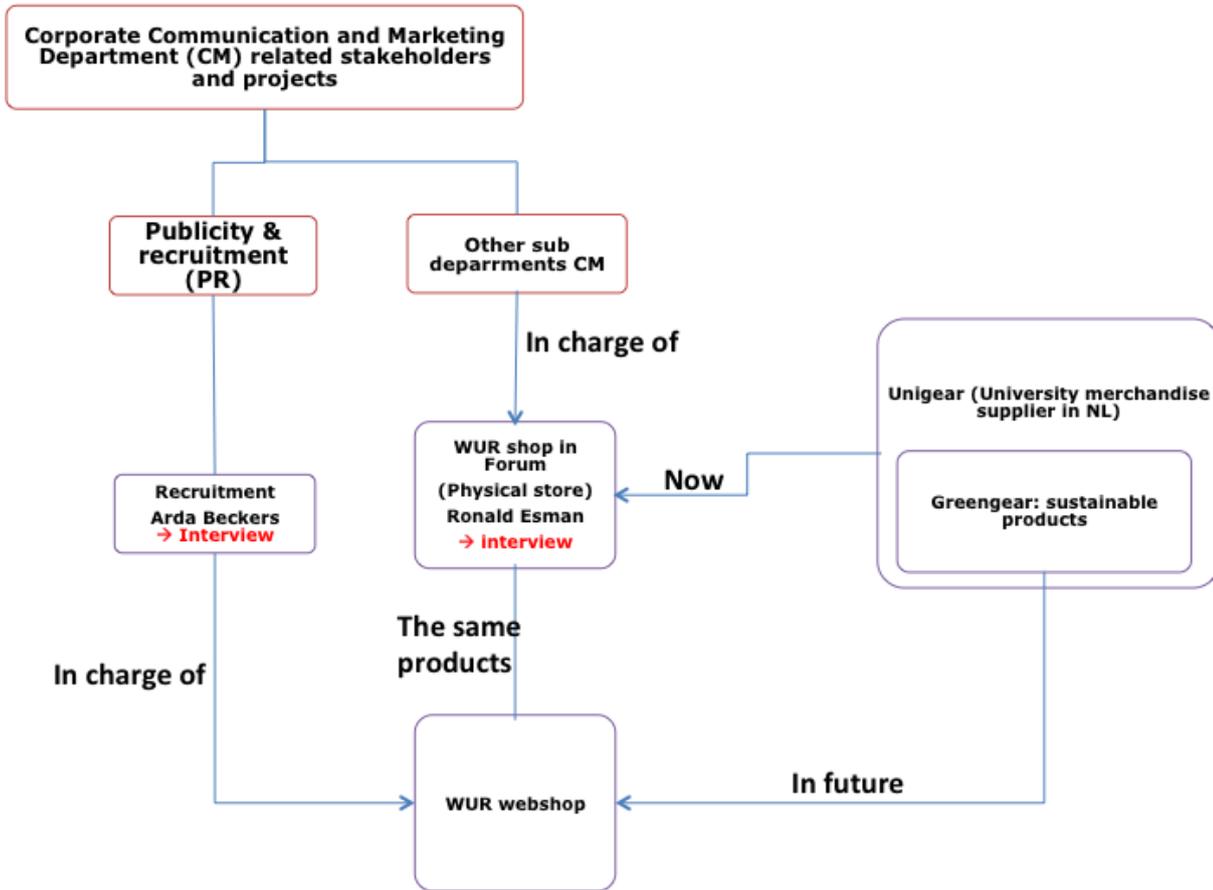


Figure 2. CM related stakeholders and projects.

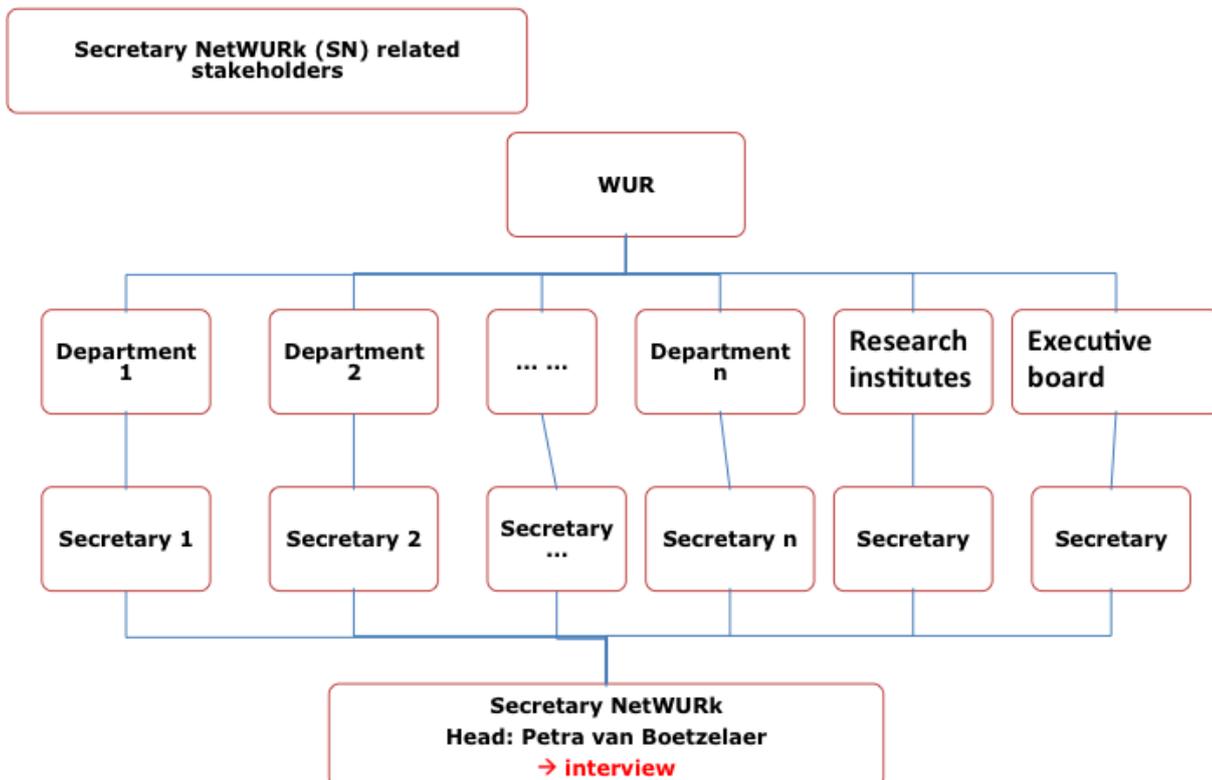


Figure 3. SN related stakeholders

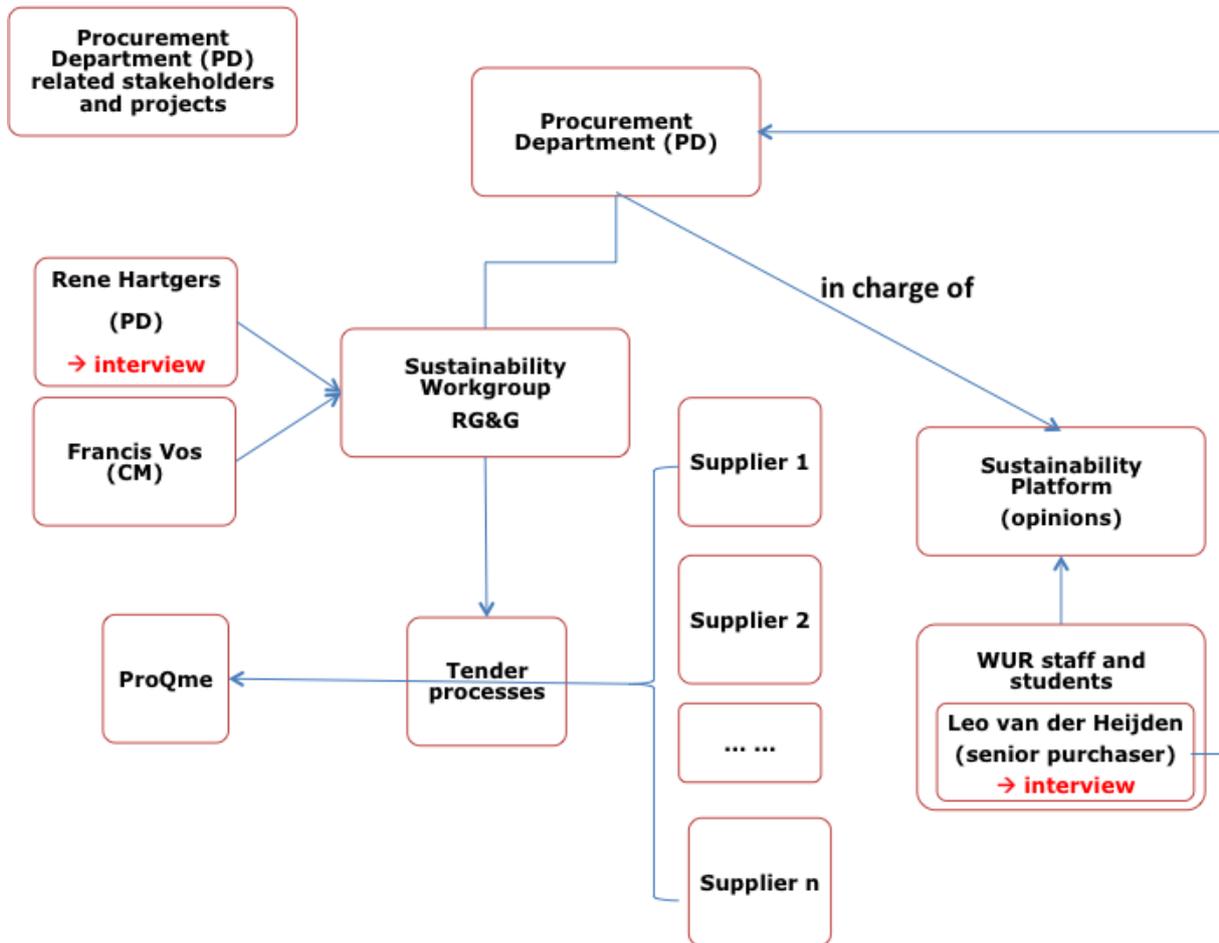


Figure 4. Procurement Department (PD) related stakeholders and projects.

2. Data

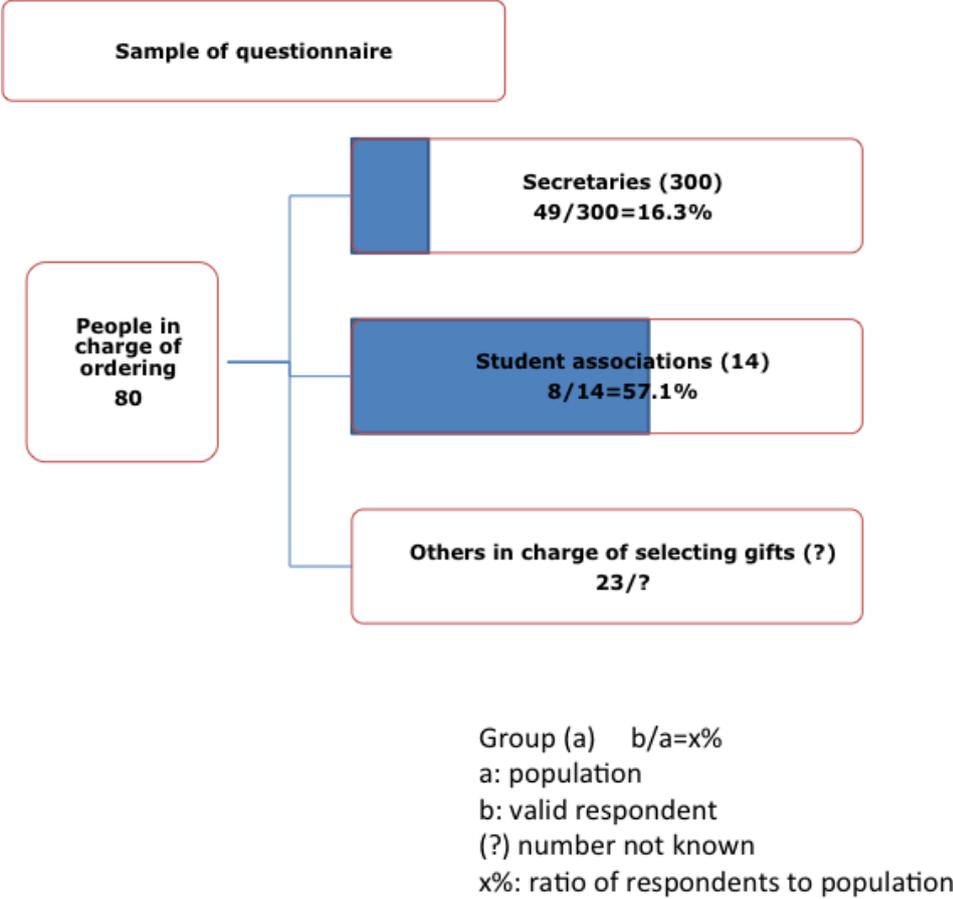


Figure 5. Percentage of valid respondents to population

Below the results of the questionnaire can be found:

Who is the main person in charge of ordering relationship gifts and gadgets?

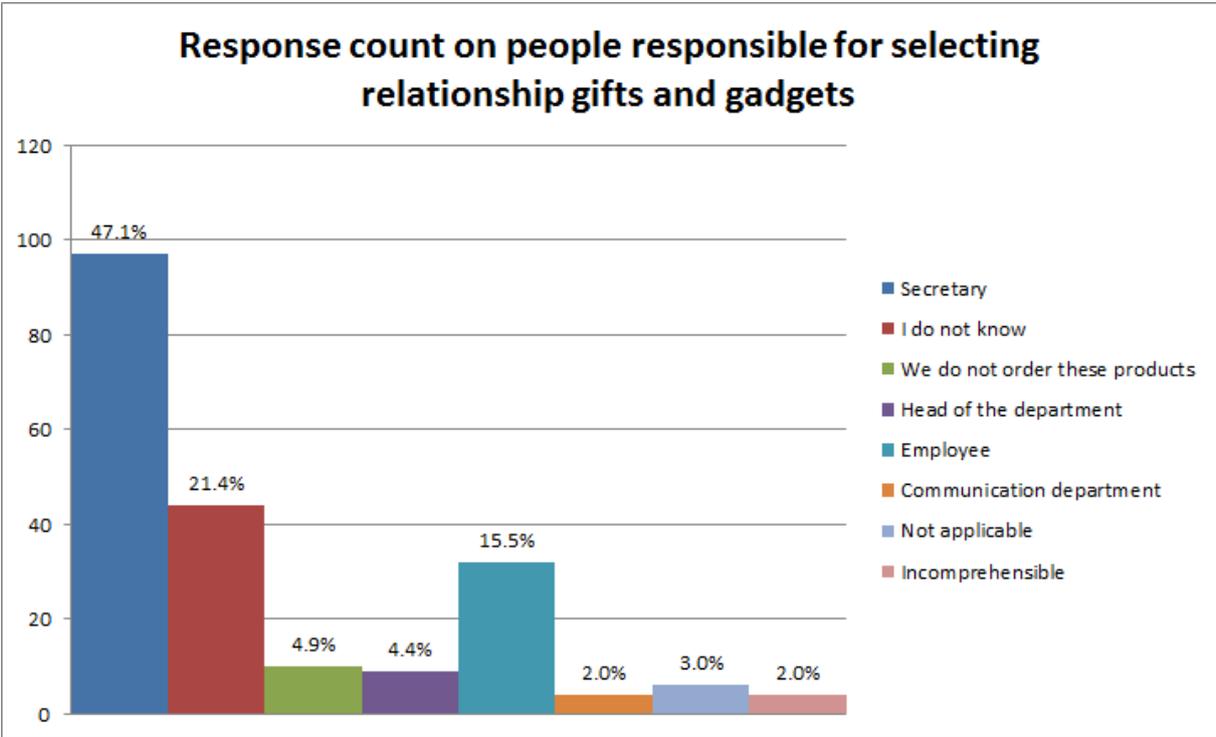


Figure 6. Response count on people responsible for selecting relationship gifts and gadgets

Does WUR provide instruction for selecting relationship gifts and/or gadgets?

Due to an error in the output of Qualtrix, the electronic programme we used to conduct the questionnaire, we could not use the results from this question. However people which were not in charge of relationship gifts/and gadgets have have not been presented with further questions and have therefor not been included in outcomes of questions for the first 3 groups.

To what degree are you satisfied with the instruction for the relationship gifts WUR is providing?

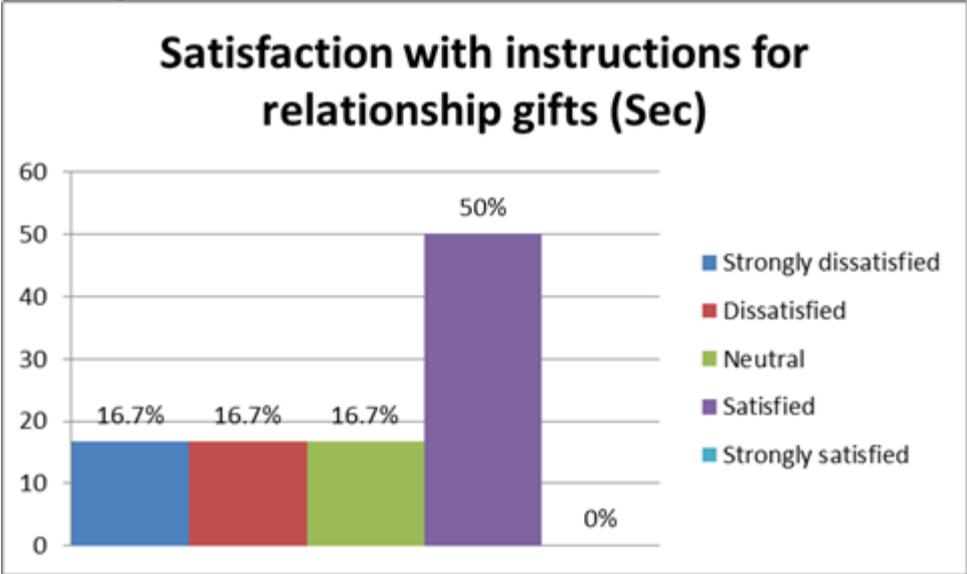


Figure 7. Satisfaction with instruction for relationship gifts (Sec)

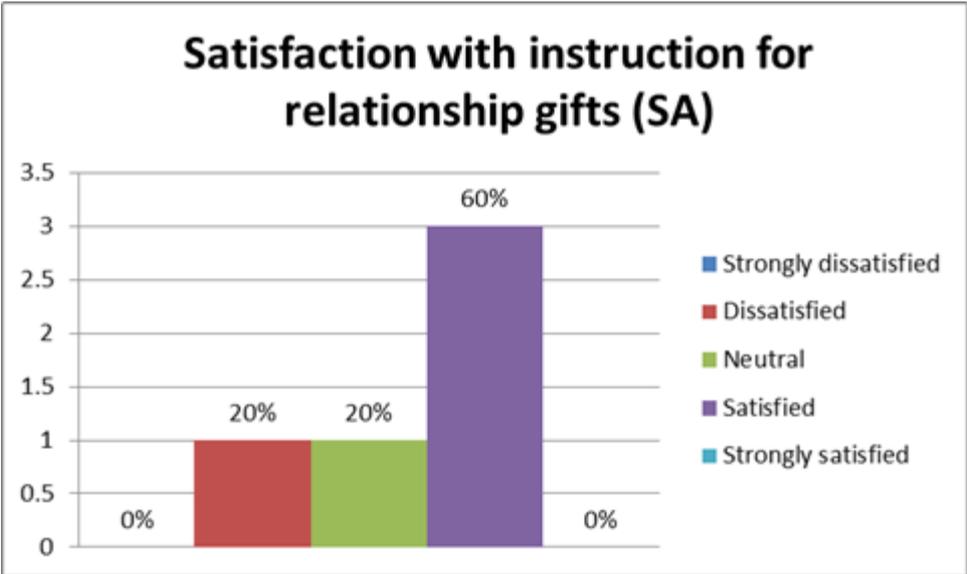


Figure 8. Satisfaction with instruction for relationship gifts (SA)

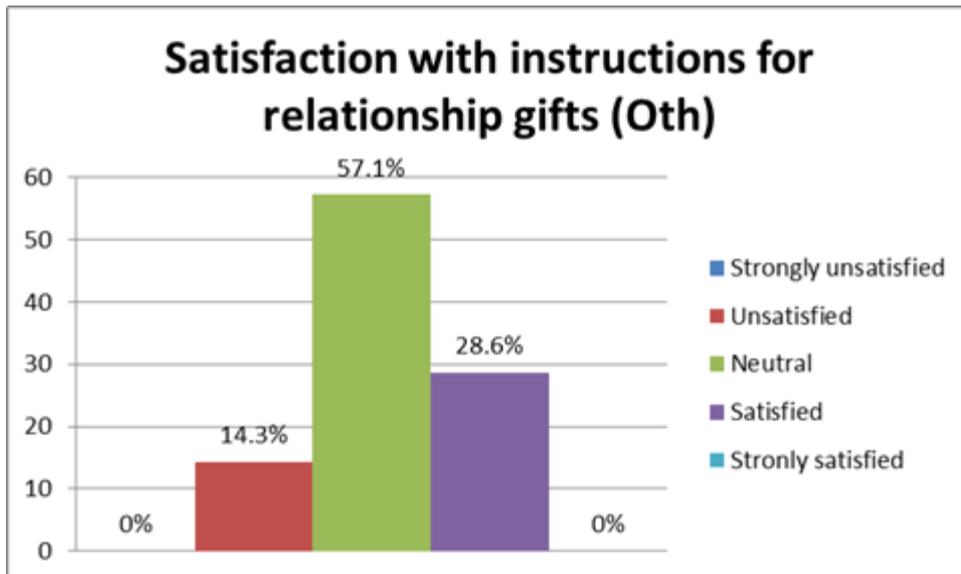


Figure 9. Satisfaction with instruction for relationship gifts (Oth)

For the SA, 20% of the respondents were dissatisfied, 20% were Neutral and 60% were satisfied, which indicated most people were neutral with the instruction for relationship and gadgets provided by WUR. For SEC, "strongly dissatisfied", "dissatisfied" and "neutral" were all 16.7 and the respondents of 50% were satisfied, which indicated that most people were satisfied with the instruction. For Oth, 14.3% and 28.6% of the respondents were unsatisfied and satisfied respectively, and the 57.1% were neutral, which indicated most people were neutral with the instruction.

Do you use the instruction for WUR relationship gifts and gadgets?

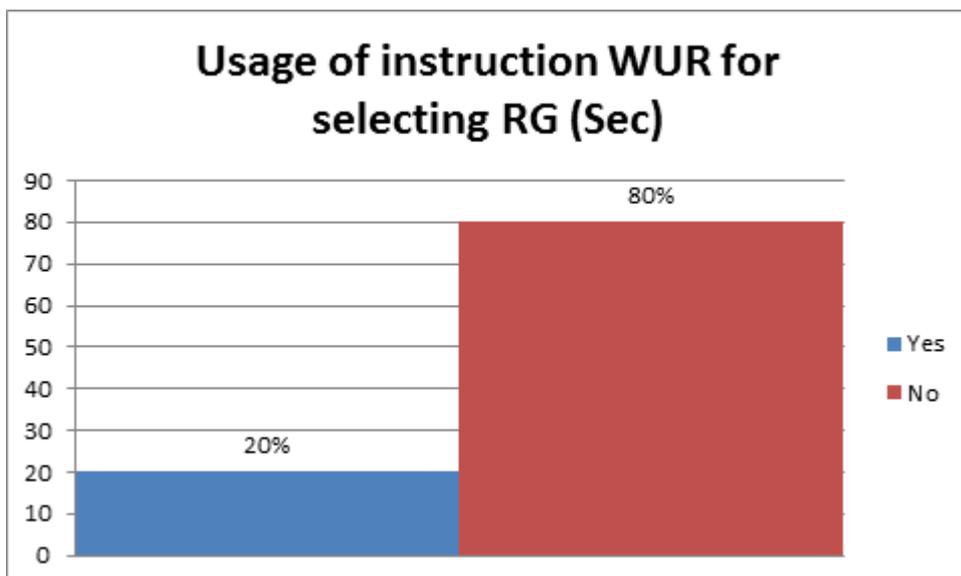


Figure 10. Usage of instruction WUR for selecting RG (Sec) ($\chi^2 = 5.400$, $df=1$, $P=0.020$)= significant difference

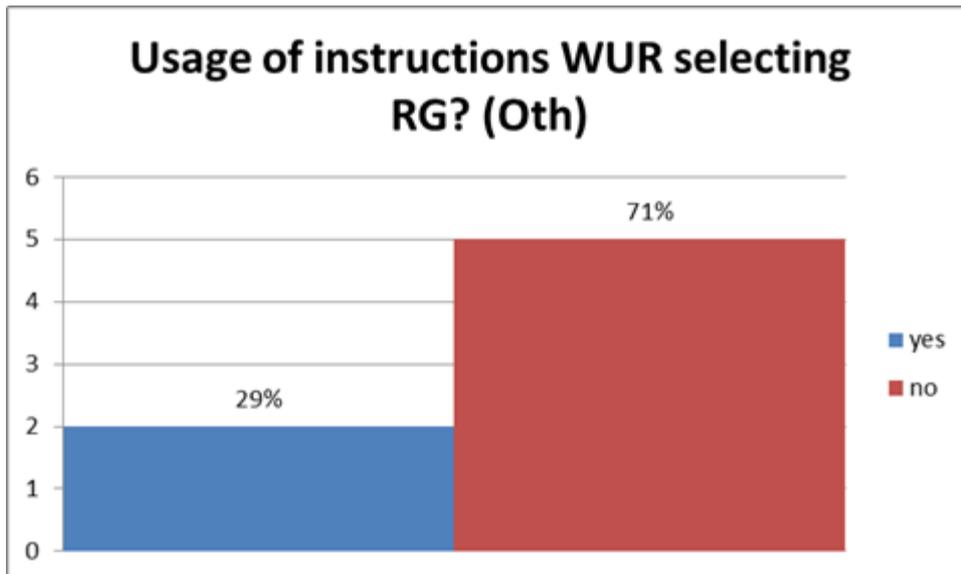


Figure 11. Usage of instruction WUR for selecting RG (Oth) ($\chi^2 = 1.286$, $df=1$, $P=0.257$)
 = no significant difference

Aside from me, other people are ordering relationship gifts and/or gadgets for my department/study association.

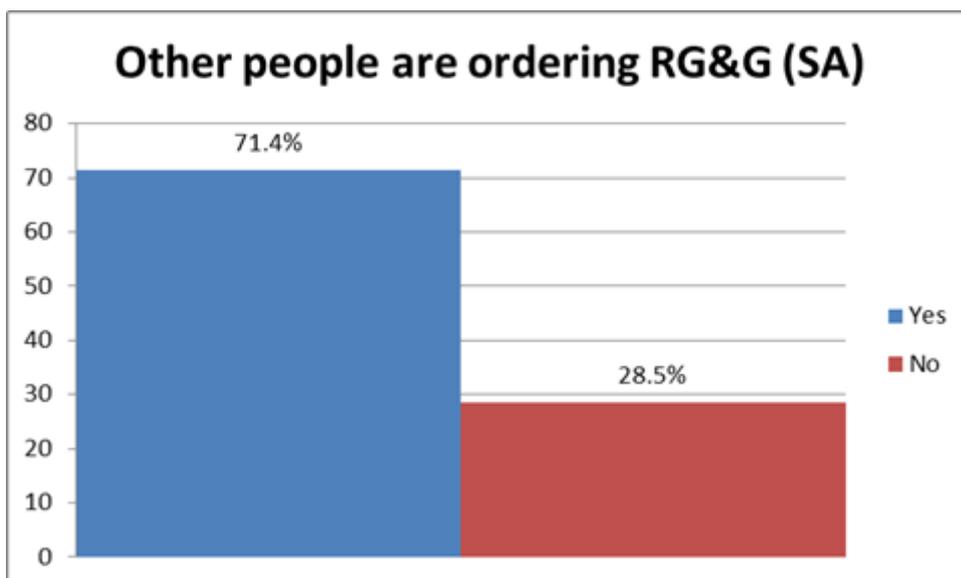


Figure 12. Other people are ordering RG&G (SA) ($\chi^2 = 1.286$, $df=1$, $P=0.257$)
 = no significant difference

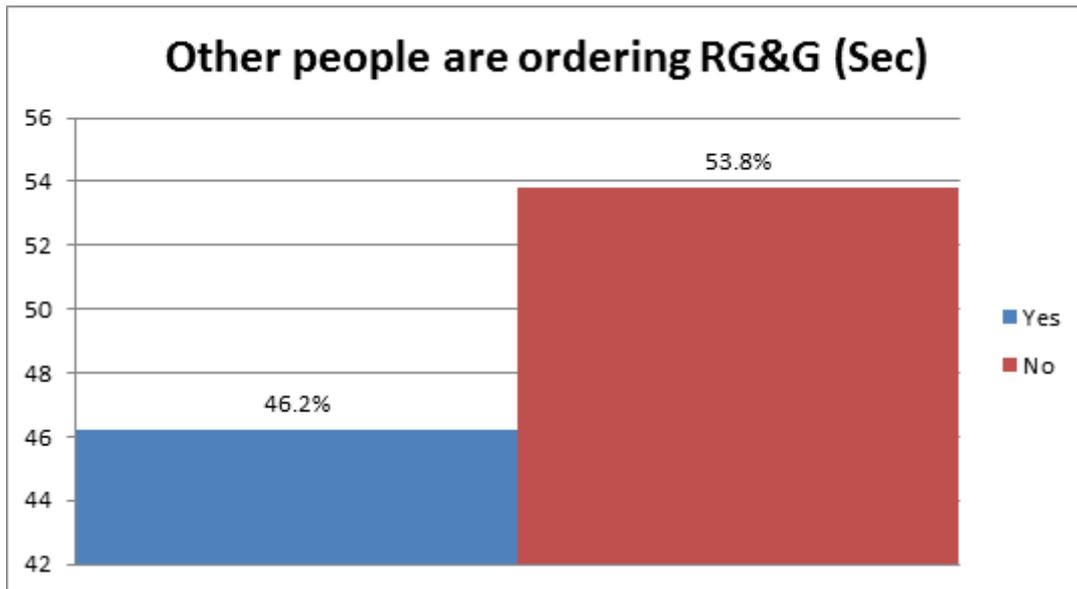


Figure 13. Other people are ordering RG&G (Sec) ($\chi^2 = 0.231$, $df=1$, $P=0.631$)
No significant difference

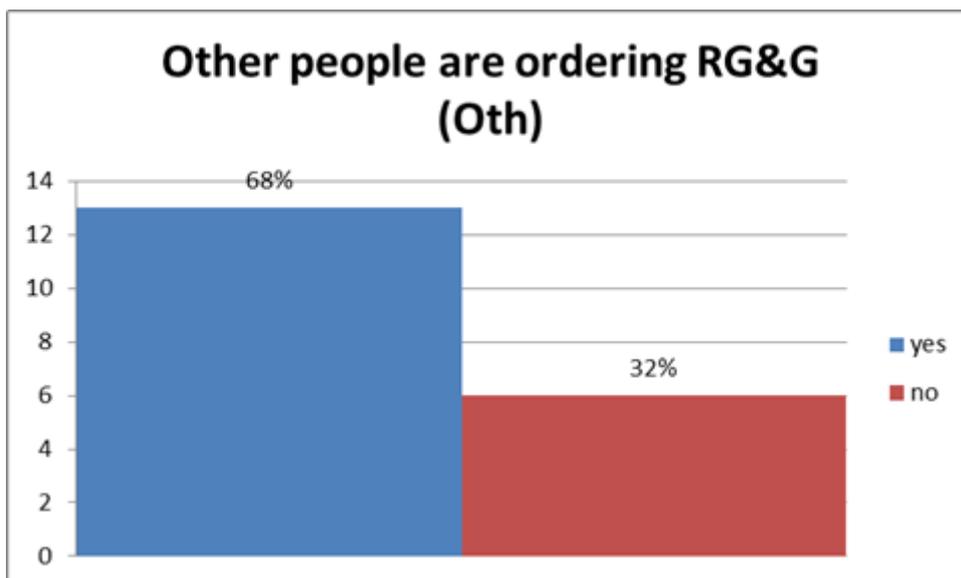


Figure 14. Other people are ordering RG&G (Oth) ($\chi^2 = 2.579$, $df=1$, $P=0.108$)
= no significant difference

Is there communication within your department/study association on selecting of relationship gifts and/or gadgets?

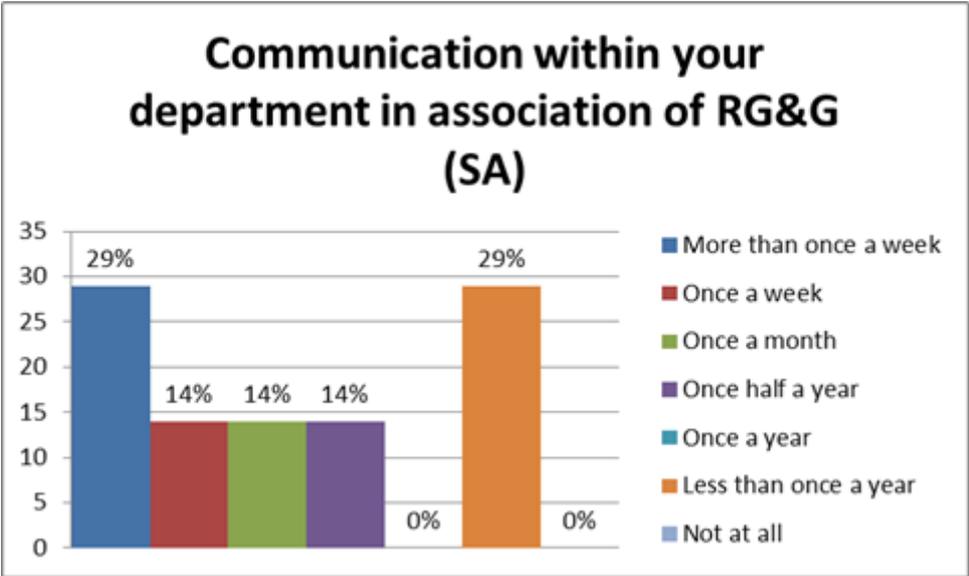


Figure 15. Communication within your department in association of RG&G (SA)

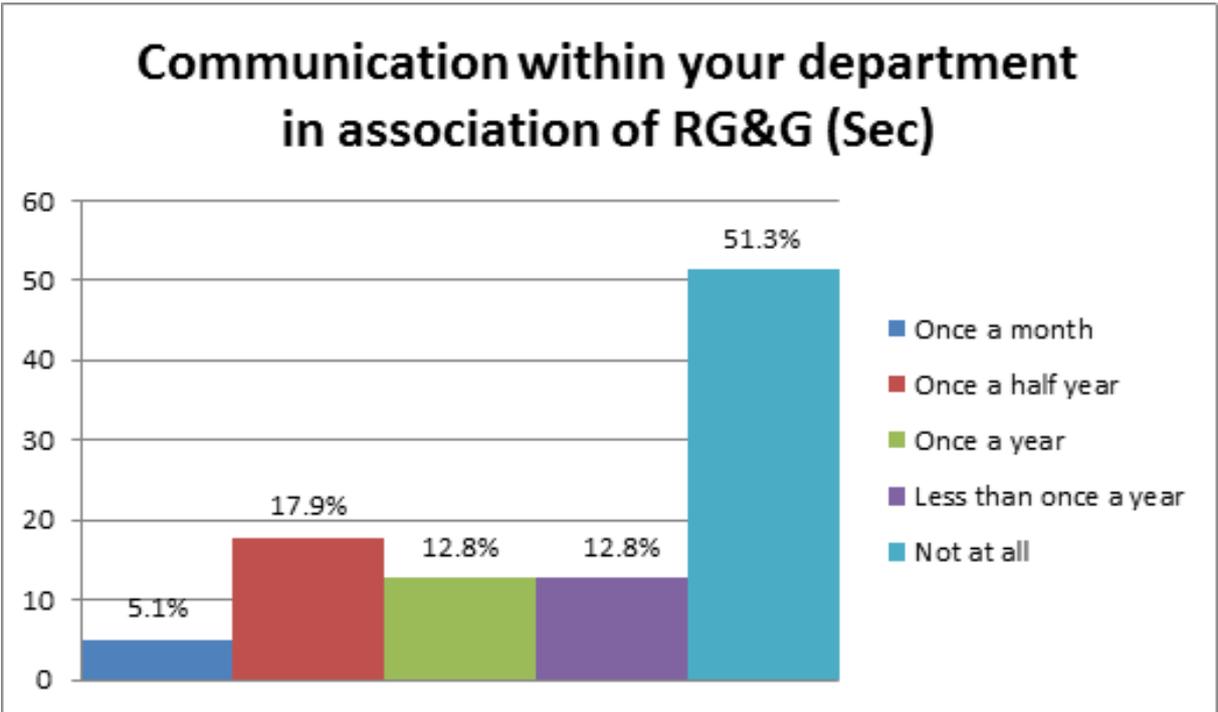


Figure 16. Communication within your department in association of RG&G (Sec)

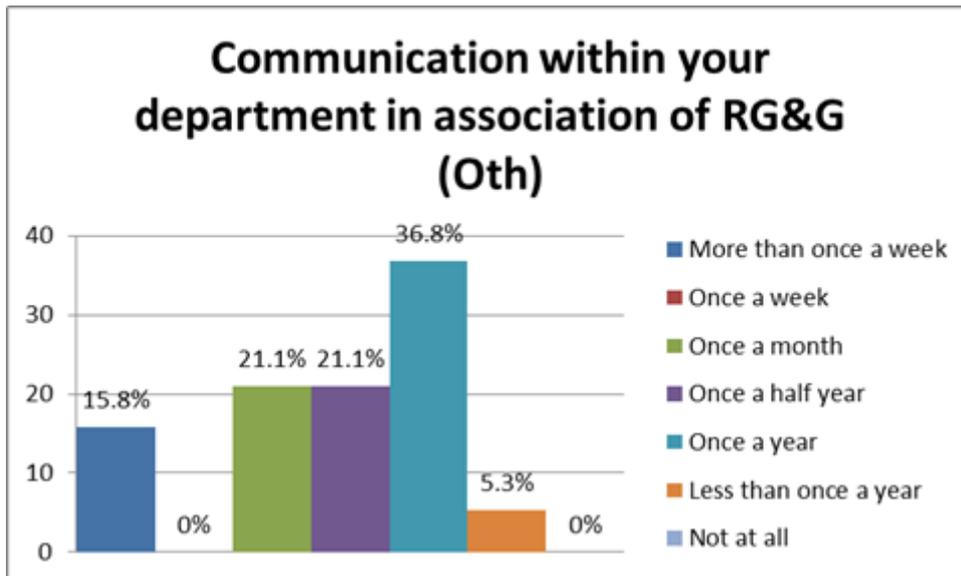


Figure 17. Communication within your department in association of RG&G (Oth)

What were the last relationship gifts you bought?

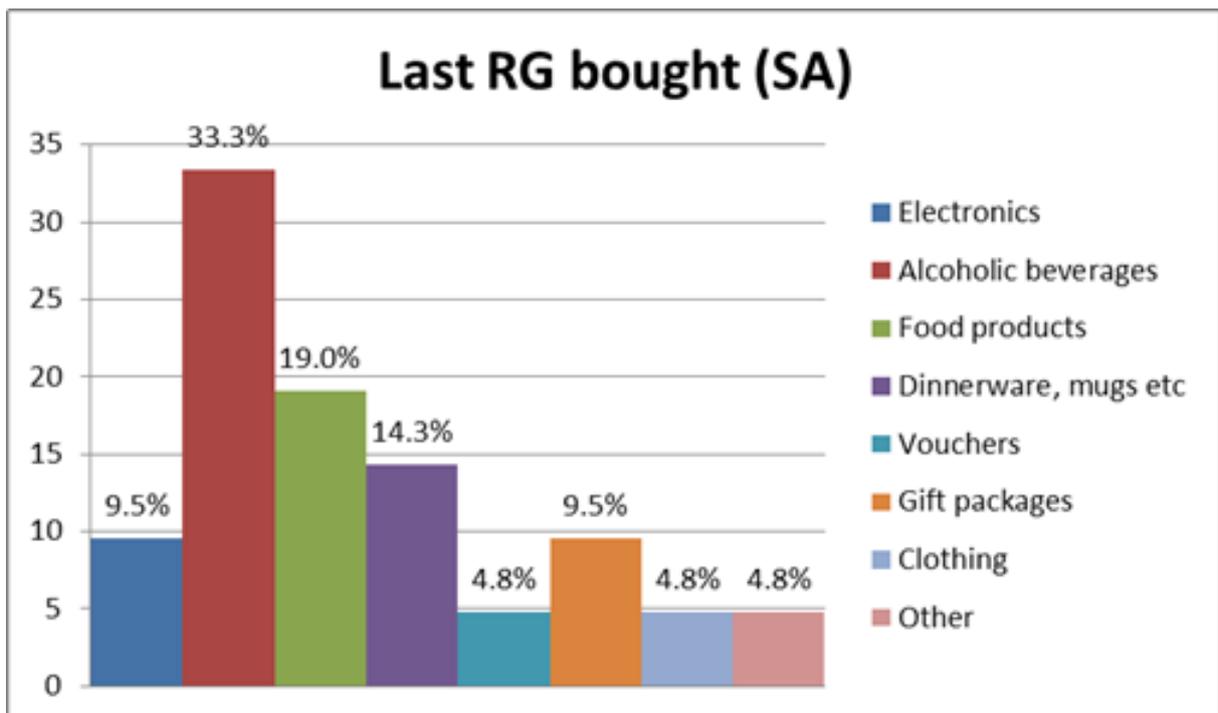


Figure 18. Last RG bought (SA)



Figure 19. Last RG bought (Sec)

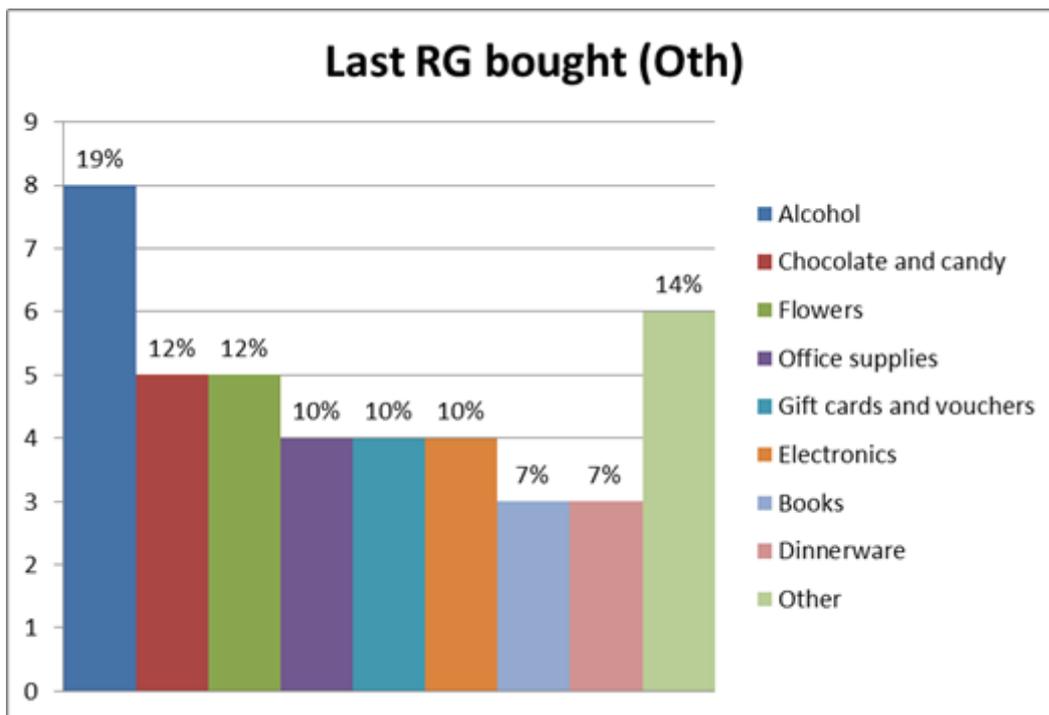


Figure 20. Last RG bought (Oth)

Where did you buy these products?

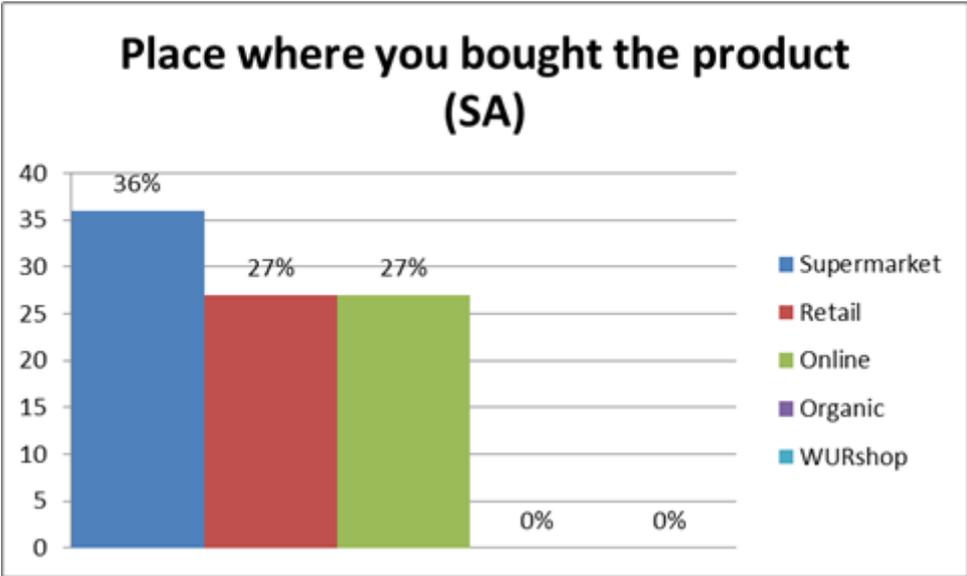


Figure 21.Place where you bought the product (SA)

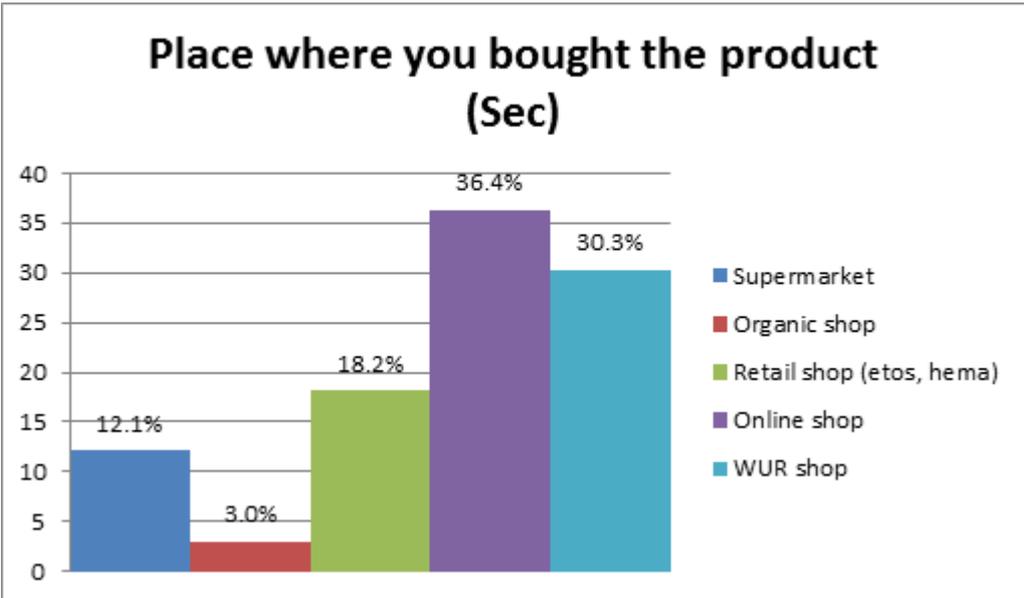


Figure 22.Place where you bought the product (Sec)

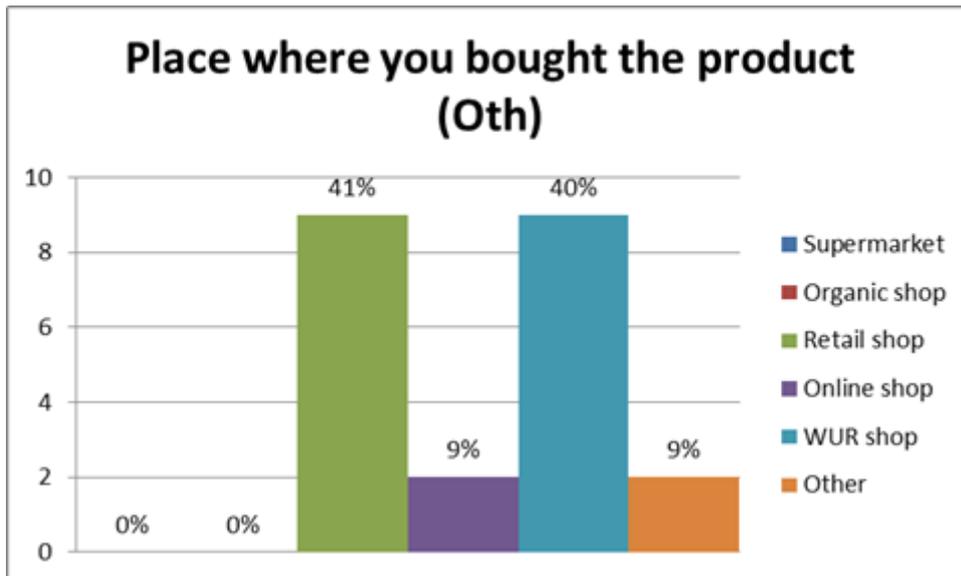


Figure 23. Place where you bought the product (Oth)

Did you get advice from other people on selecting relationship gifts and/or gadgets?

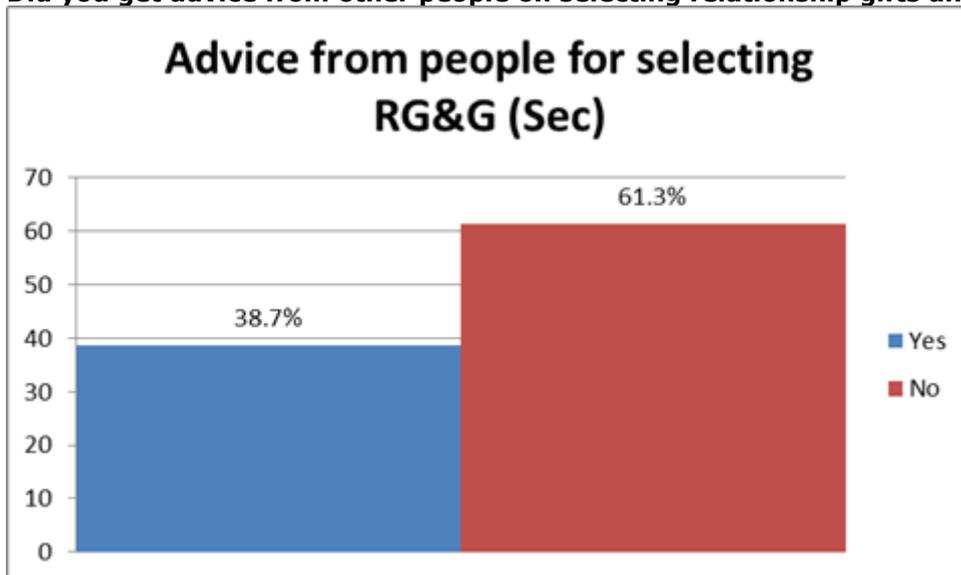


Figure 24. Advice from people for selecting RG&G (Sec) ($\chi^2 = 1.581$, $df=1$, $P=0.209$)
No statistical significant difference

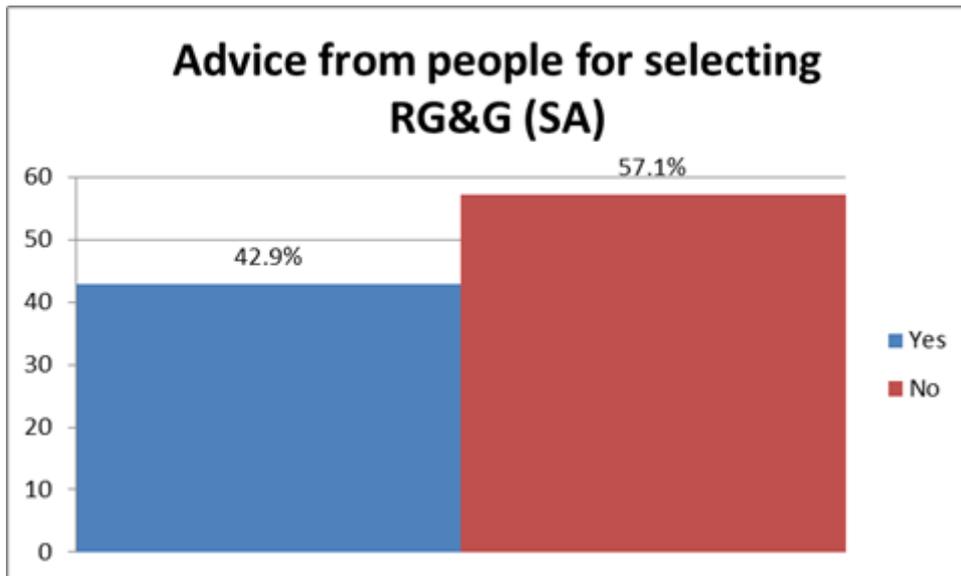


Figure 25. Advice from people for selecting RG&G (SA) ($\chi^2 = 0.143$, $df=1$, $P=0.705$)
= no significant difference

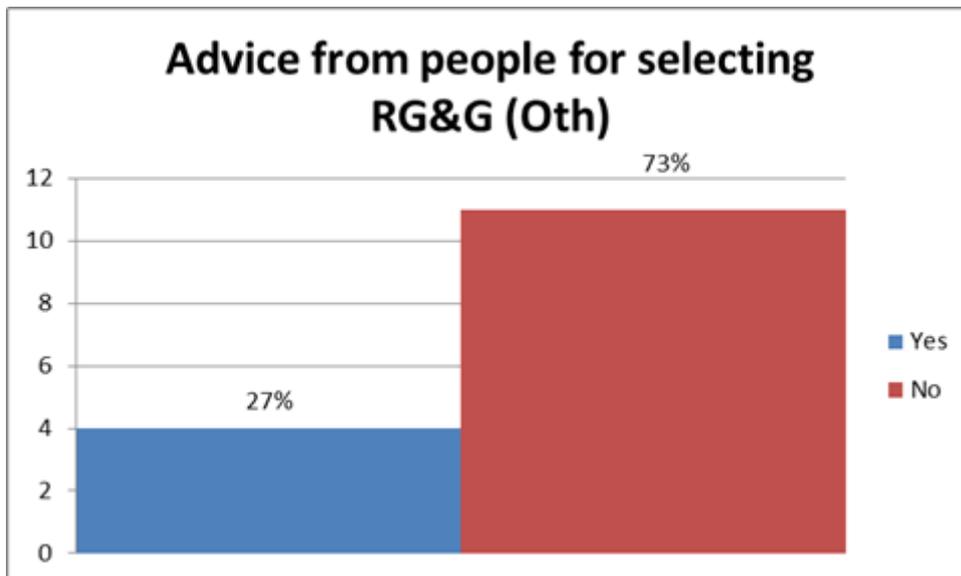


Figure 26. Advice from people for selecting RG&G (Oth) ($\chi^2 = 3.267$, $df=1$, $P=0.071$)
= no significant difference

By whom are you stimulated to buy relationship gifts and/or gadgets from specific categories?

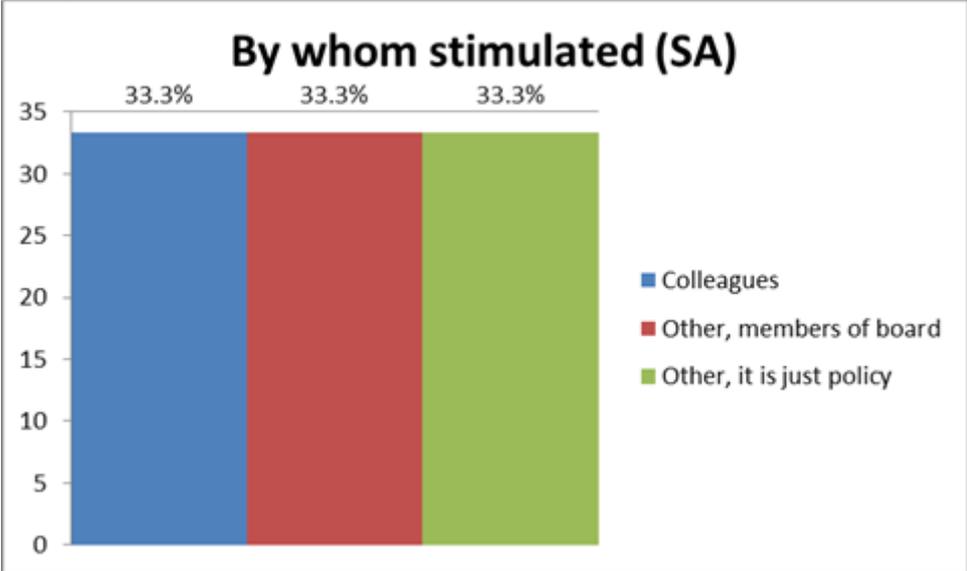


Figure 27. By whom stimulated (SA)

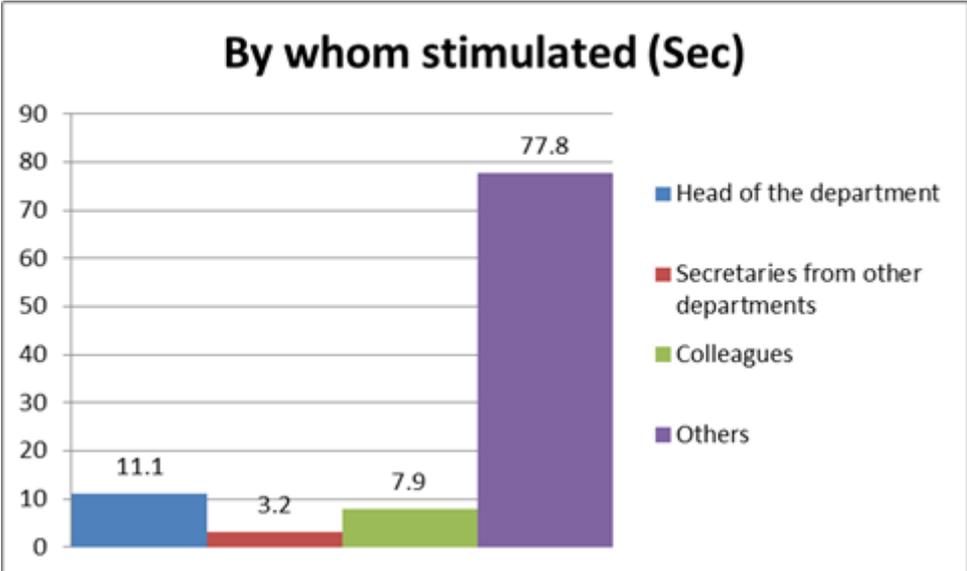


Figure 28. By whom stimulated (Sec)

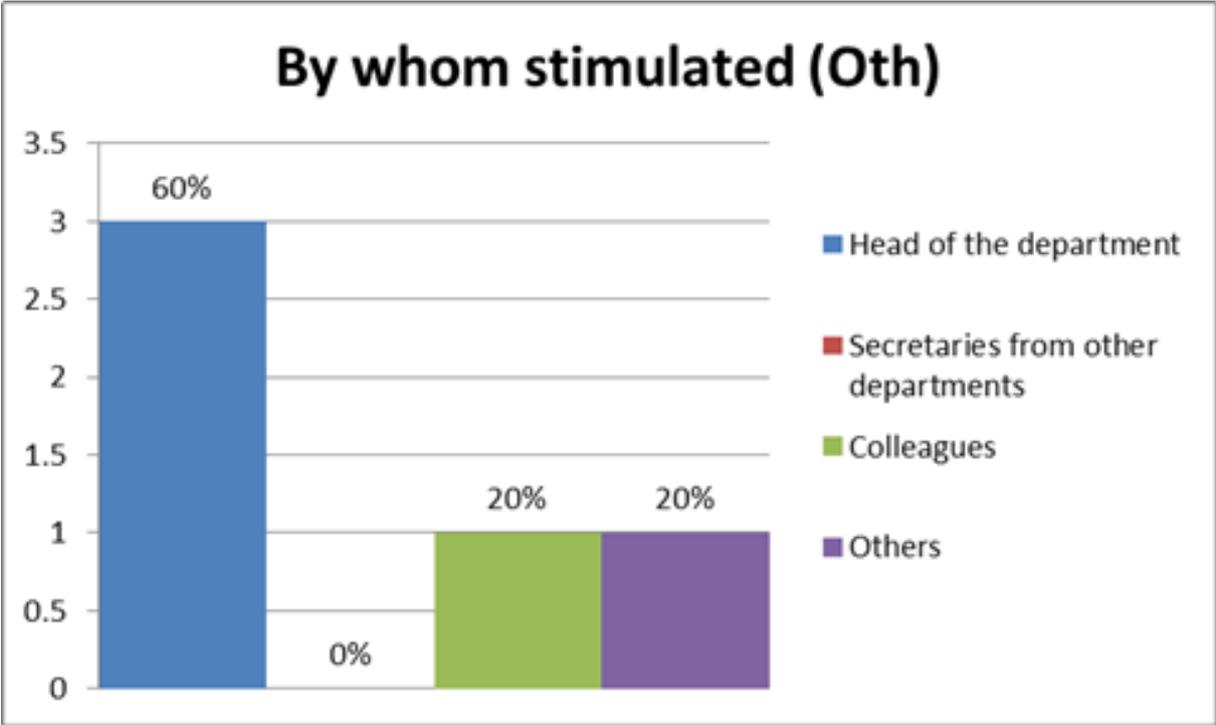


Figure 29. By whom stimulated (Oth)

Please select the categories which other people advise you to select from.

- Only one out of seven student responding associations filled out this question; other members of the board.

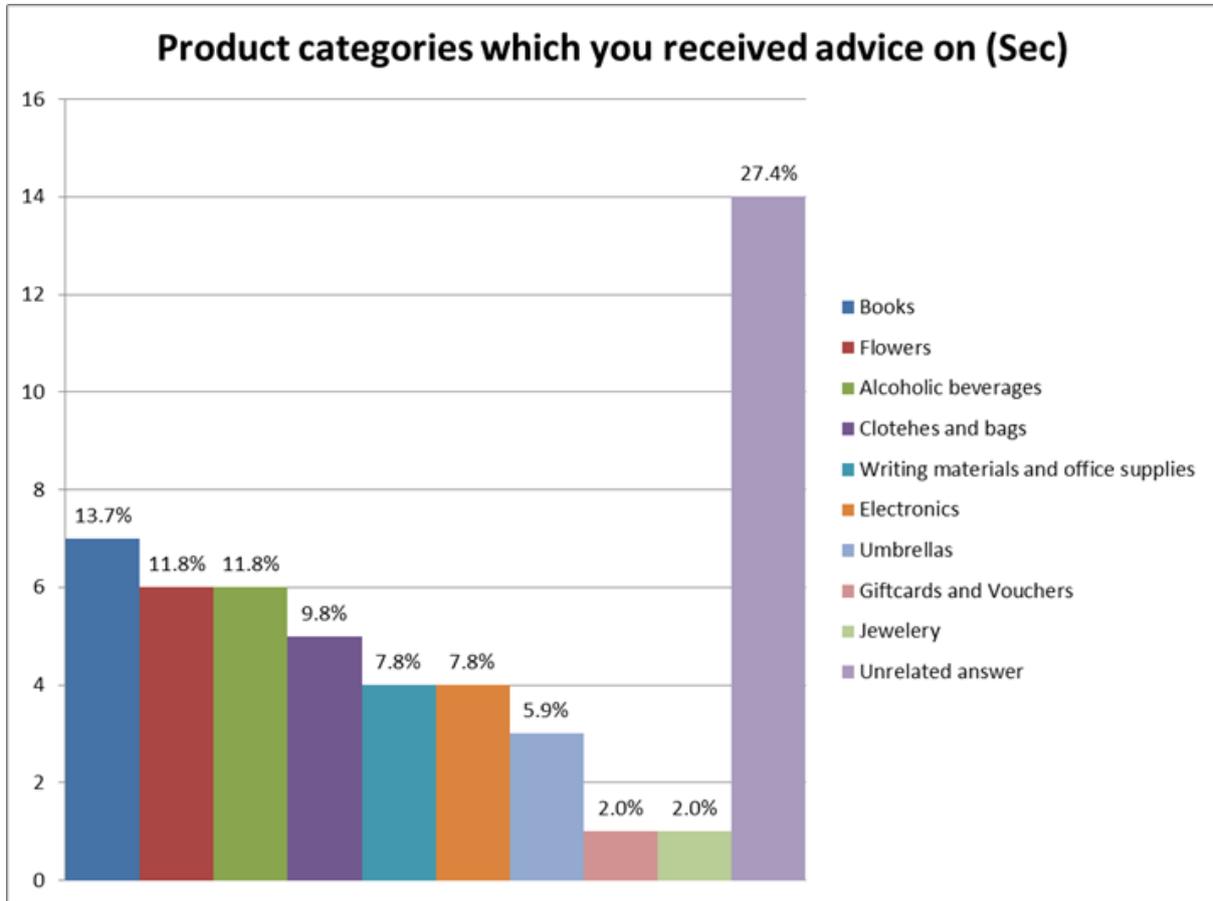


Figure 30.Product categories which you received advice on (Sec)

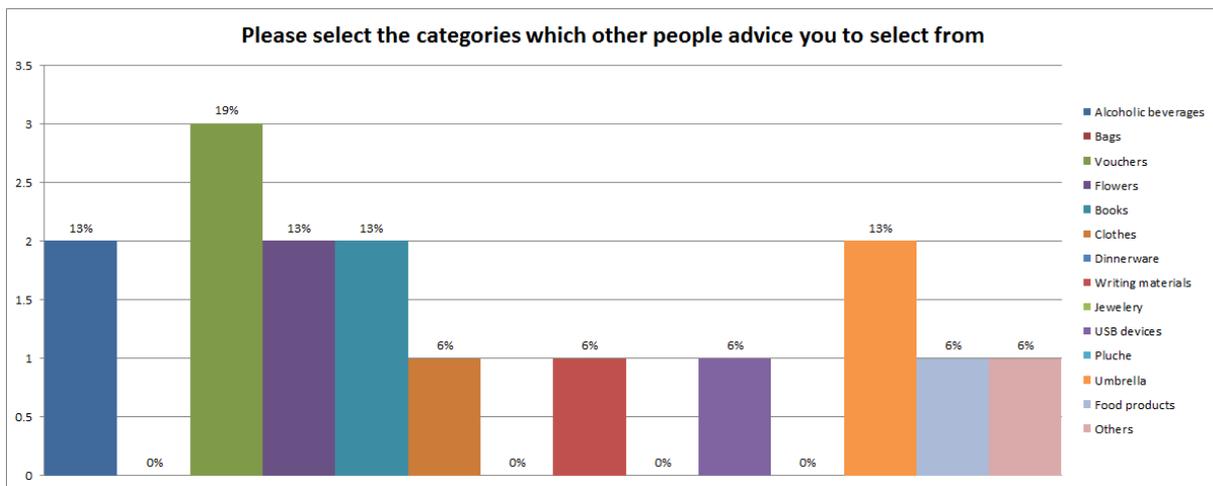


Figure 31.Please select the categories which other people advise you to select from

Which types of products do you mainly select relationship gifts and gadgets?

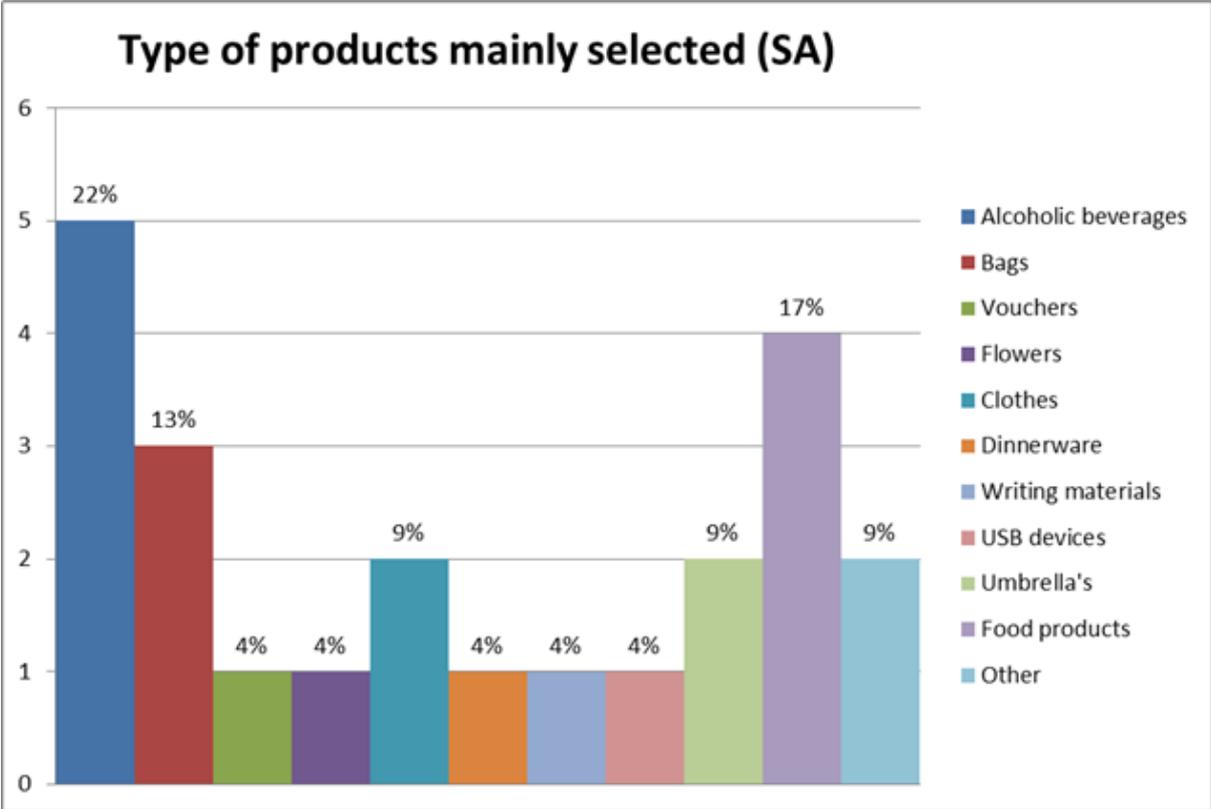


Figure 32. Type of products mainly selected (SA)

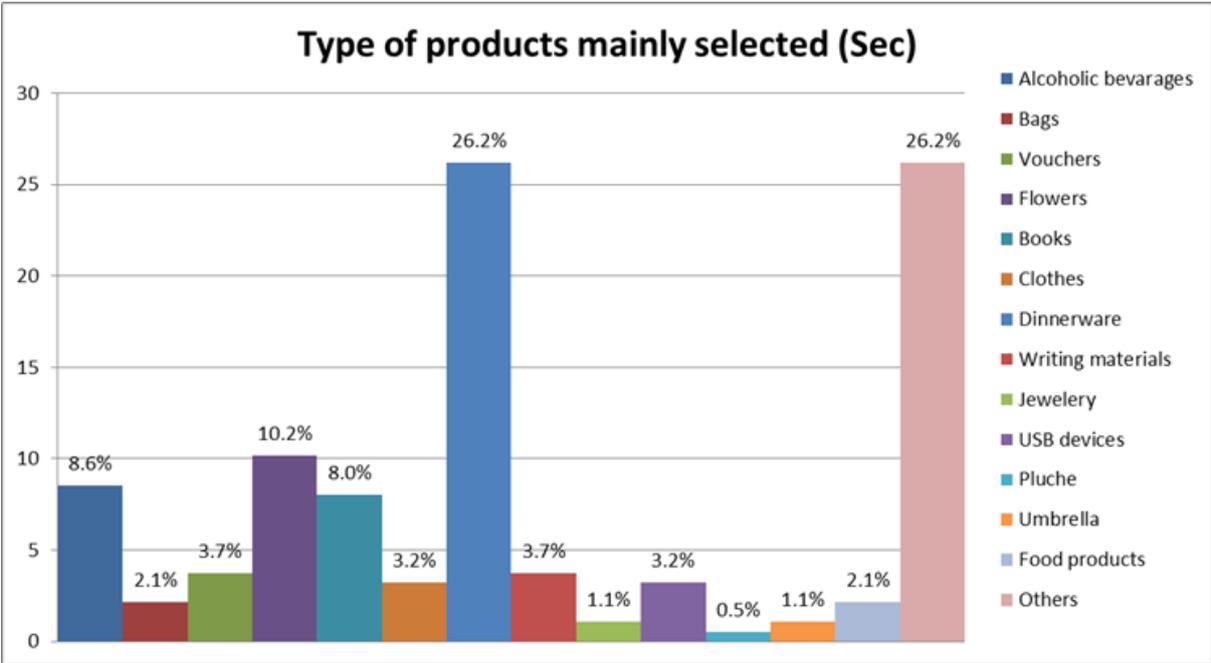


Figure 33. Type of products mainly selected (Sec)

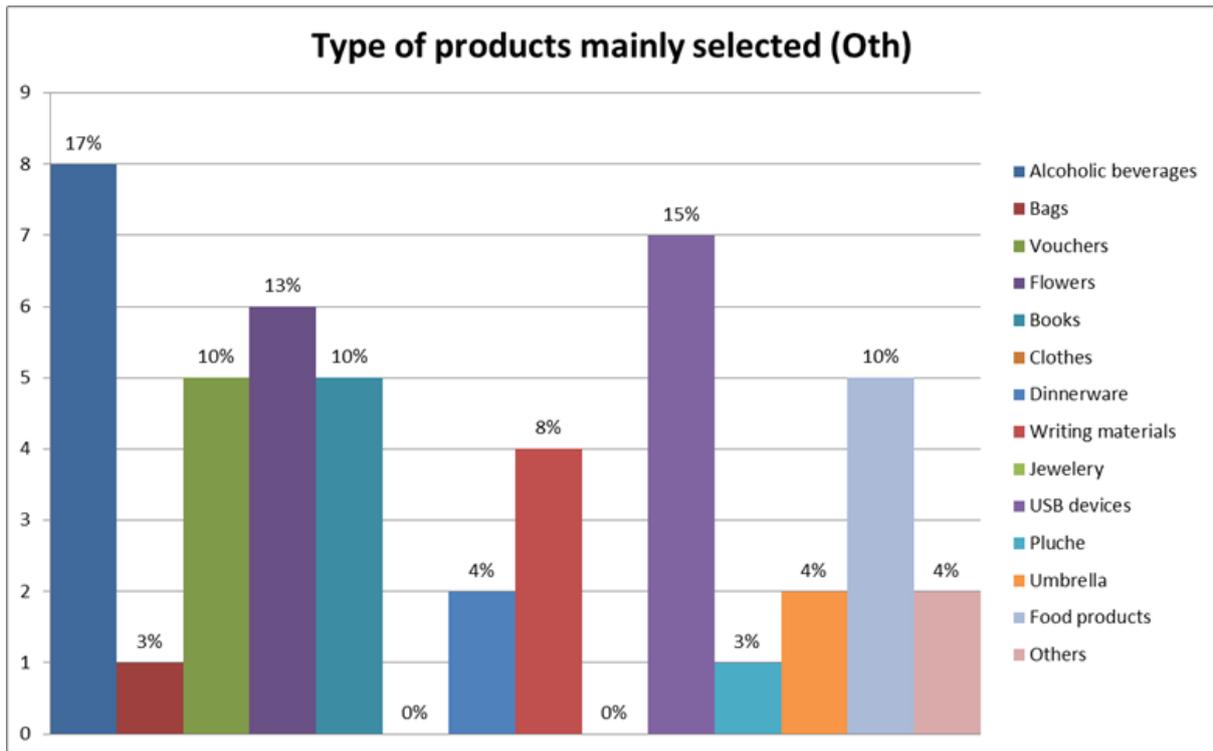


Figure 34. Type of products mainly selected (Oth)

What criteria did you use during the selection of the last three products?

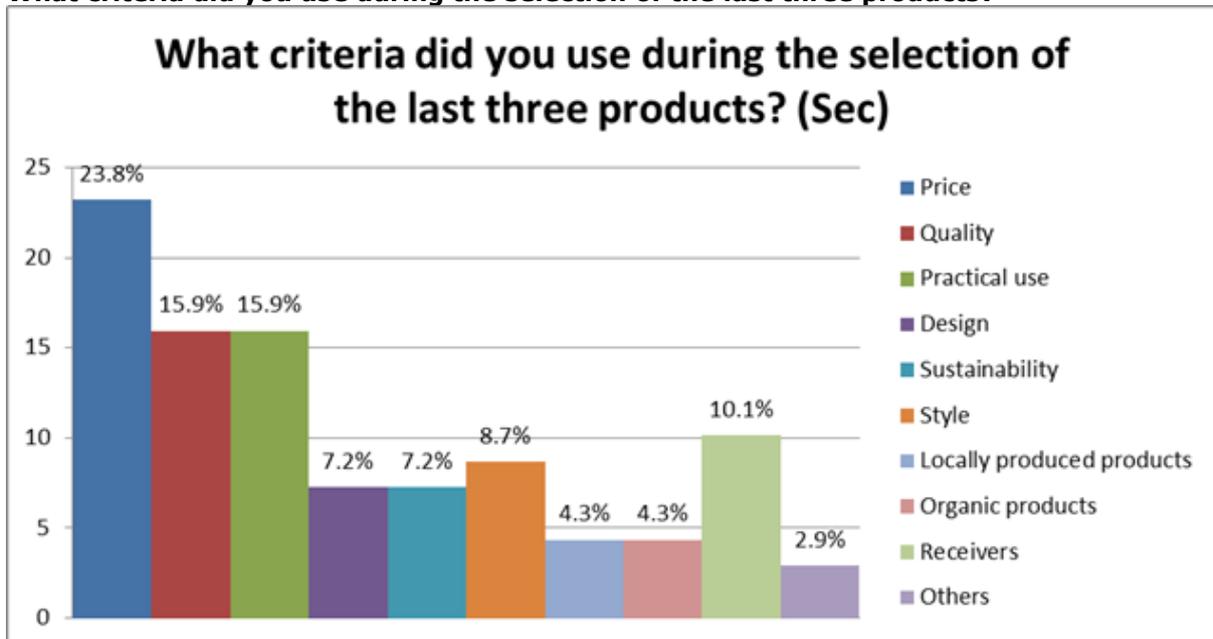


Figure 35. what criteria did you use during the selection of the last three products (Sec)

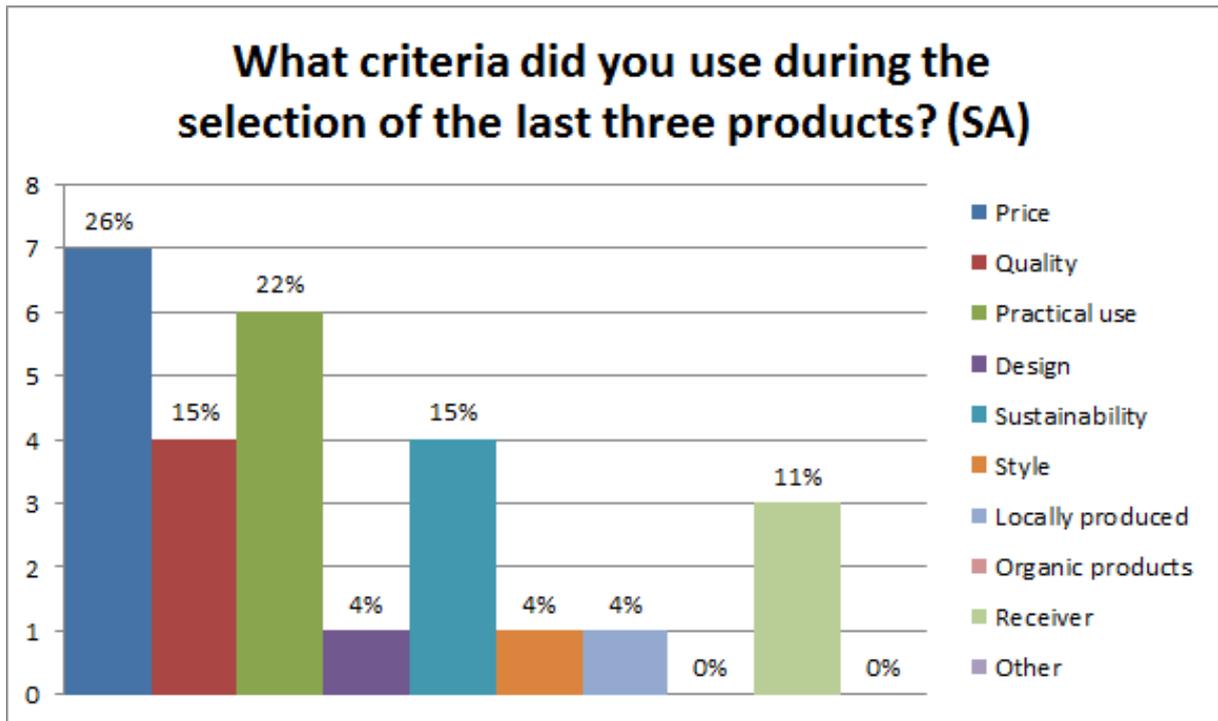


Figure 36. what criteria did you use during the selection of the last three products (SA)

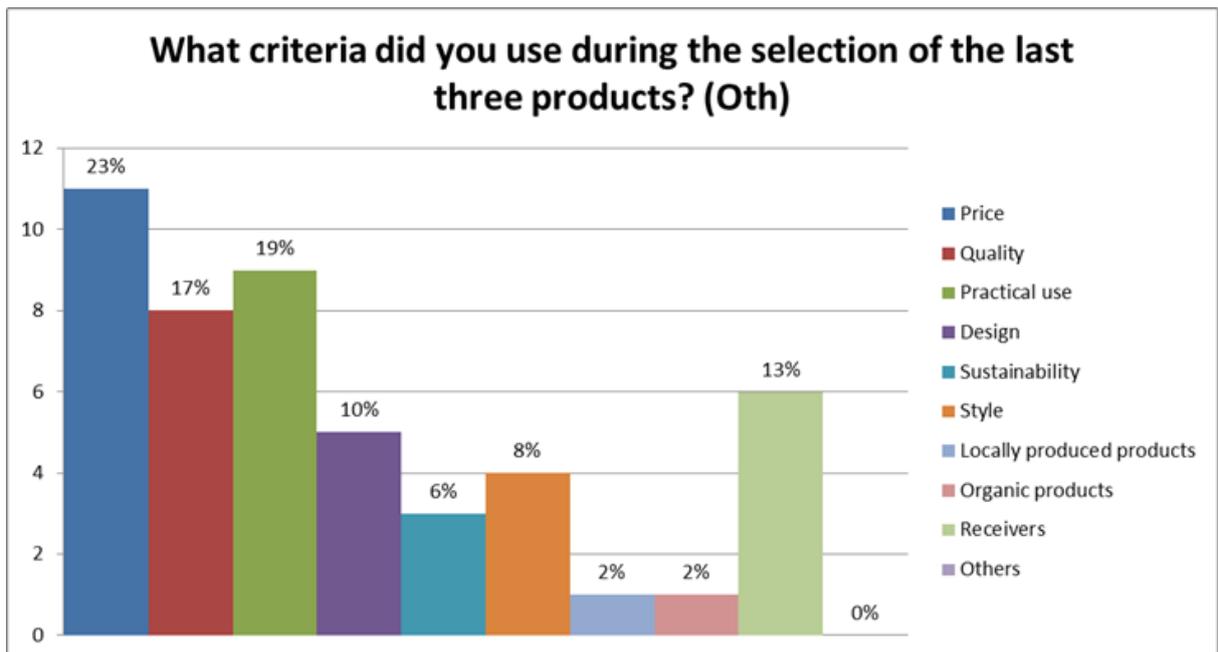


Figure 37. what criteria did you use during the selection of the last three products (Oth)

Divide 100 points of importance over the criteria.

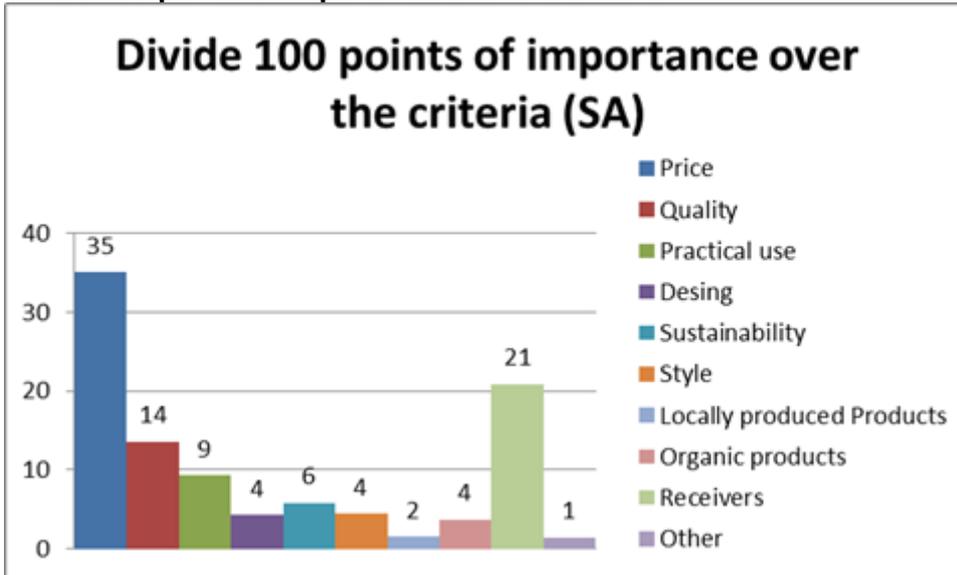


Figure 38.Divide 100 points of importance over the criteria (SA)

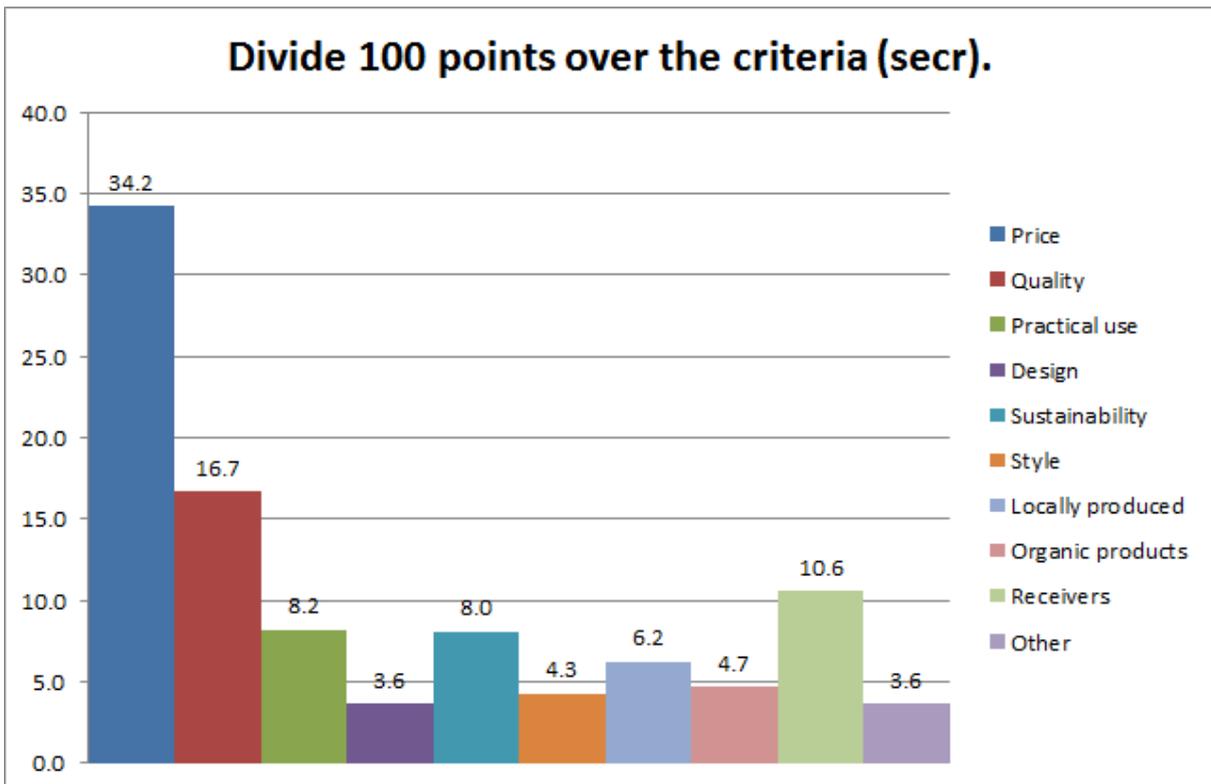


Figure 39.Divide 100 points of importance over the criteria (Sec)

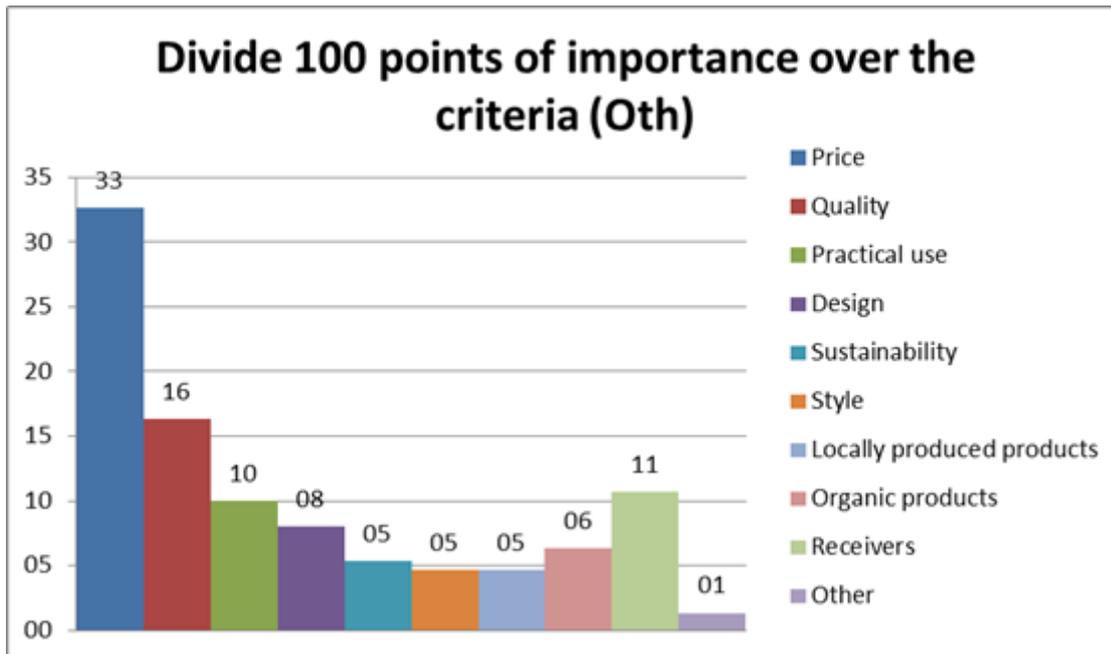


Figure 40. Divide 100 points of importance over the criteria (Oth)

Ranking of sustainability aspects

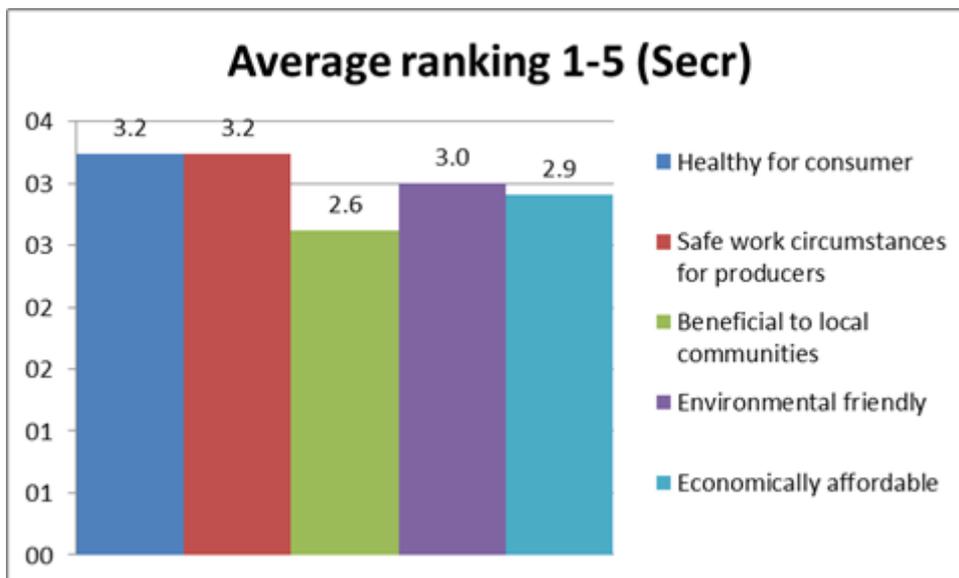


Figure 41. Average ranking 1-5 (Secr)

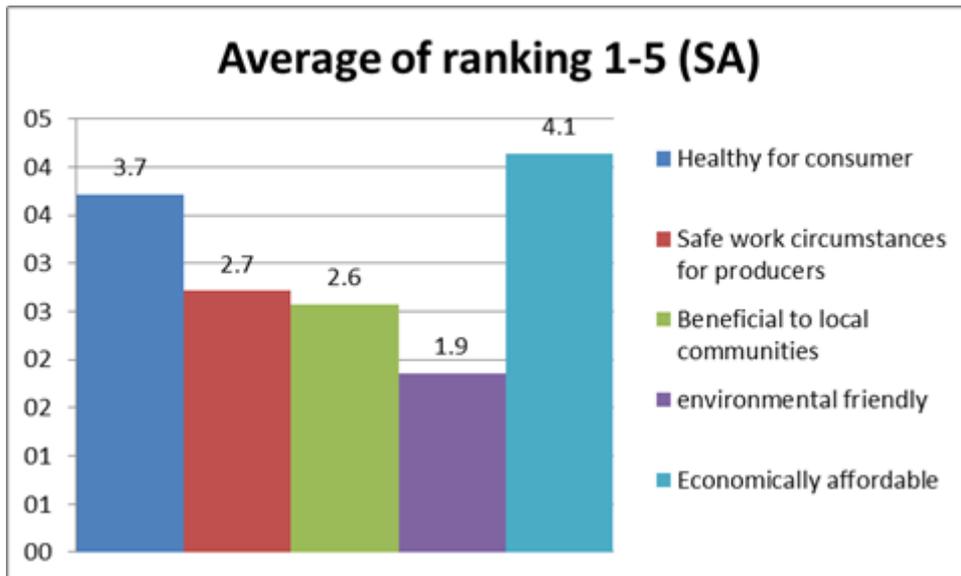


Figure 42. Average ranking 1-5 (SA)

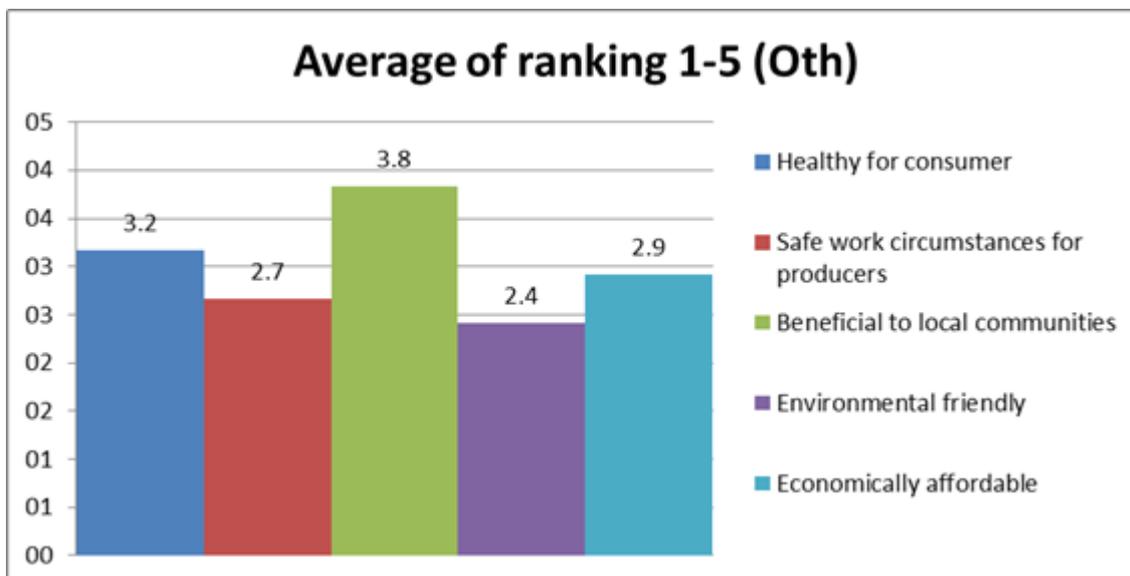


Figure 43. Average ranking 1-5 (Oth)

How much are you relatively willing to pay more for sustainable relationship gifts and/or gadgets?

Secretaries; Willing to pay 30.2% more (t=7.974, df=44, P<0.001)
 Student associations; Willing to pay 26.3% more (t=3.021, df=6, P=0.0115)
 Other; Willing to pay 25.1% more (t=3.447, df=13, P=0.002)

Kruskall-Wallis Test; ($\chi^2 = 0.947$, df=2, P=0.614)

Conclusion; no significant difference in amount the 3 groups want to pay more, however all parties are willing to pay 25.1-30.2% more for sustainable relationship gifts and gadgets

How much more effort are you willing to put in the selecting of a sustainable relationship gift and/or gadget?

Secretaries; Willing to spend 37.6% more effort (t=10.156, df=44, P<0.001)
 Student associations; Willing to spend 22.6% more effort (t=2.626, df=6, P=0.0195)
 Other; Willing to spend 27.6% more effort (t=3.990, df=13 P=0.001)

Kruskall Wallis Test; ($\chi^2 = 3.222$, df=2, P=0.200)

Conclusion; No significant difference in amount of time the groups want to spend more, however all parties are willing to spend 22.6-37.6% more time for sustainable relationship gifts and gadgets.

The following questions are about which aspects of sustainability are important in selecting the WUR relationship gifts and/or gadgets.

Ranking;

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

Average scores;

	Healthy for consumers	Safe work circumstances for producers	Environmentally friendly	Beneficial to local community	Economically viable
Secretaries	3.8	3.7	3.8	3.8	3.9
Student associations	2.7	3.1	3.0	2.1	3.1
Other	3.1	3.5	3.6	3.1	3.6

Table 2.

Kruskall Wallis test;

Test Statistics ^{a,b}					
	Healthy	Safework	Environment	Local	Economic
Chi-Square	5,682	1,176	1,793	12,241	2,265
df	2	2	2	2	2
Asymp. Sig.	,058	,555	,408	,002	,322
a. Kruskal Wallis Test					
b. Grouping Variable. Party					

Table 2.

Statistical difference between all groups (Secretaries, Student Associations and others in 'Benefits local communities'

$$(\chi^2 = 12.241, df=2, P=0.002)$$

Rest no statistical difference between all groups (Secretary, Student Association and others)

Healthy for consumer;

$$(\chi^2 = 5.682, df=2, P=0.058)$$

Safe work conditions for producers

$$(\chi^2 = 1.176, df=2, P=0.555)$$

Environmentally friendly

$$(\chi^2 = 1.793, df=2, P=0.408)$$

Economic viable

$$(\chi^2 = 2.265, df=2, P=0.322)$$

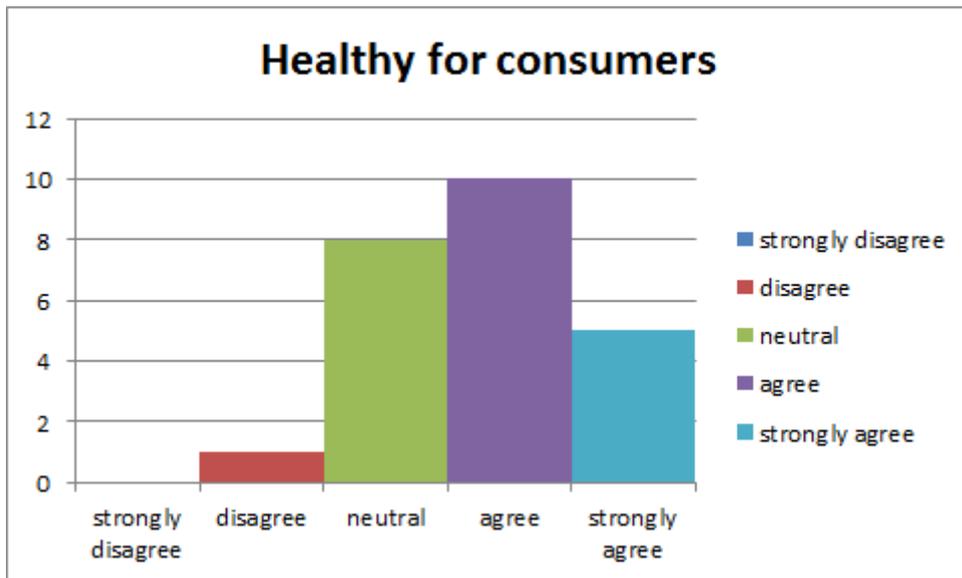


Figure 44. Healthy for consumer Conclusion; Agree (Average = 3.8)

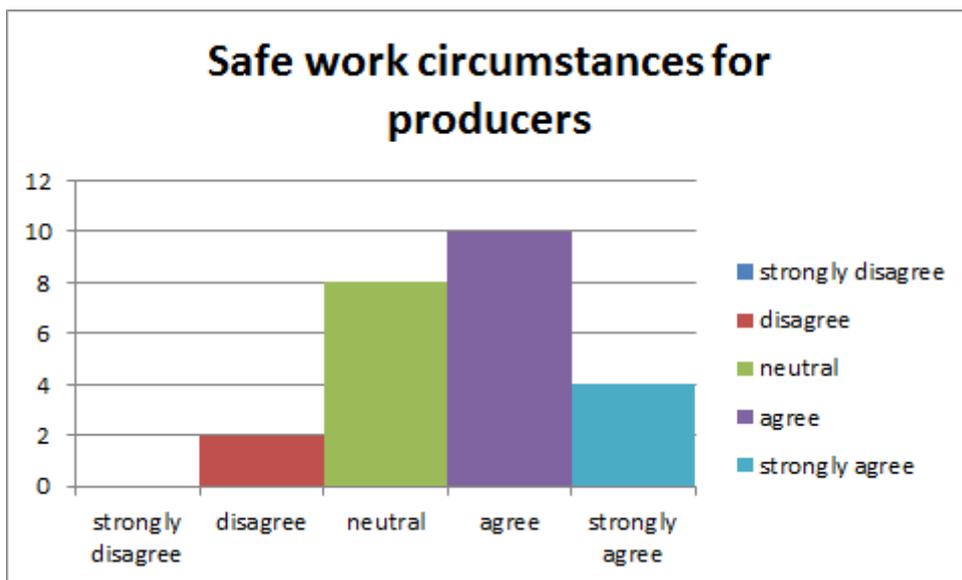


Figure 45. Safe work circumstance for producers. Conclusion. Agree (Average = 3.7)

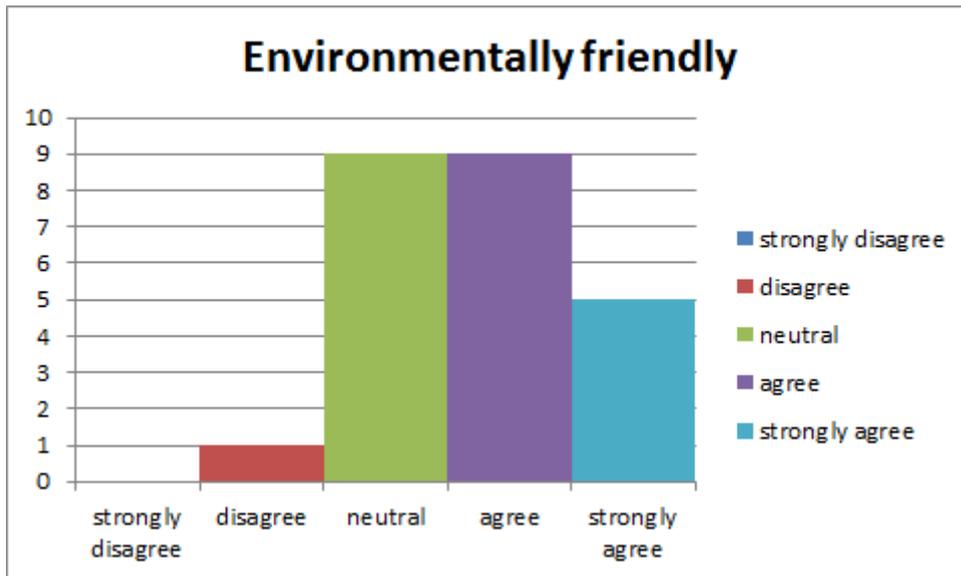


Figure 46.Environmentally friendly. Conclusion. Agree (Average =3.7)

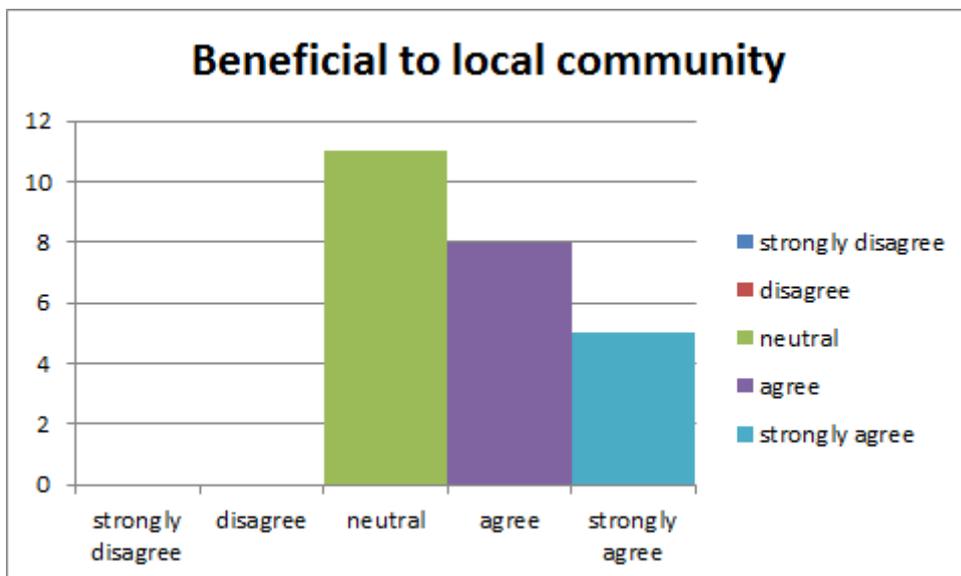


Figure 47.Beneficial to local community. Conclusion. Agree (Average =3.7)

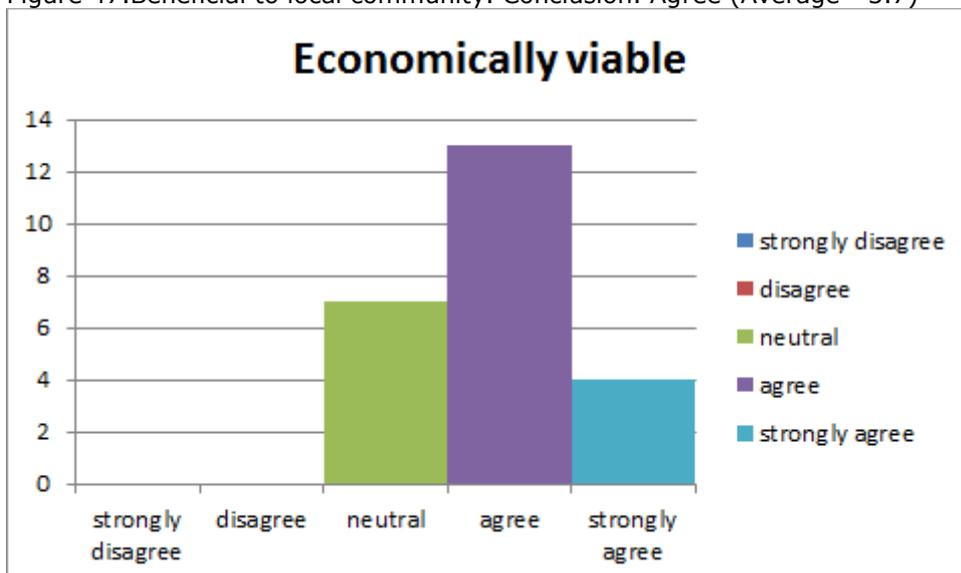


Figure 48.Economically viable. Conclusion. Agree (Average =3.9)

Student associations

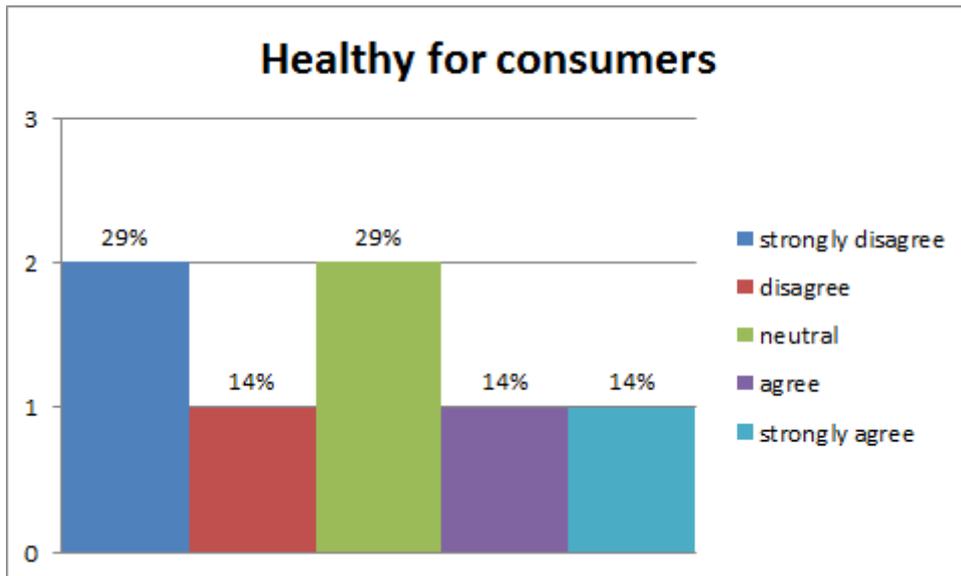


Figure 49. Healthy for consumers. Neutral (Average = 2.7)

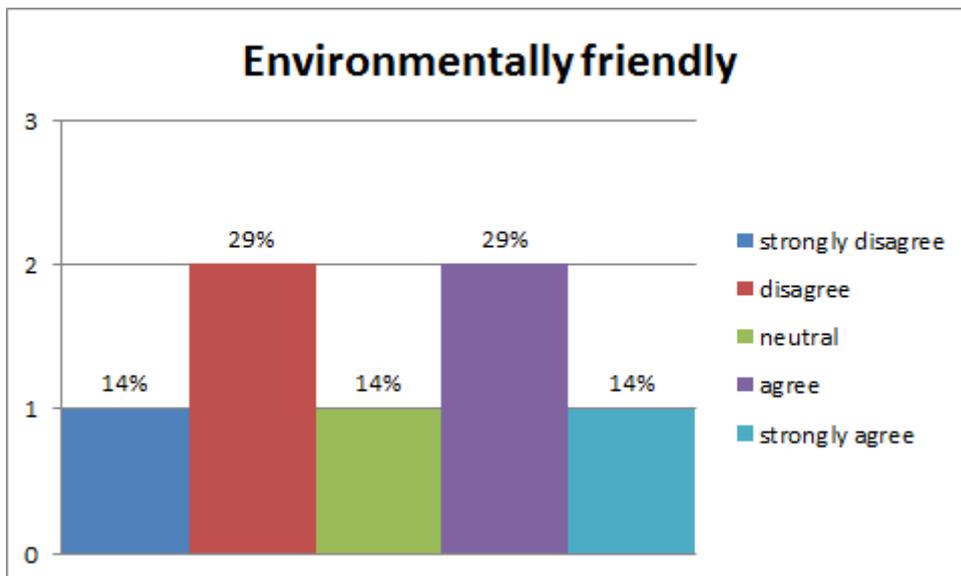


Figure 50. Environmentally friendly. Neutral (Average = 3.0)

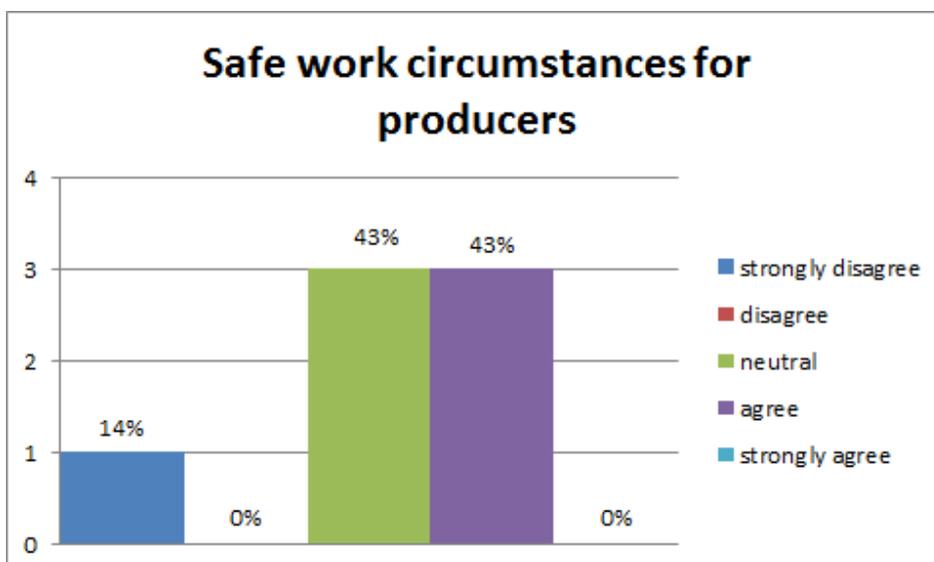


Figure 51.Safe work circumstances for producers. Conclusion; Neutral (Average = 3.1)

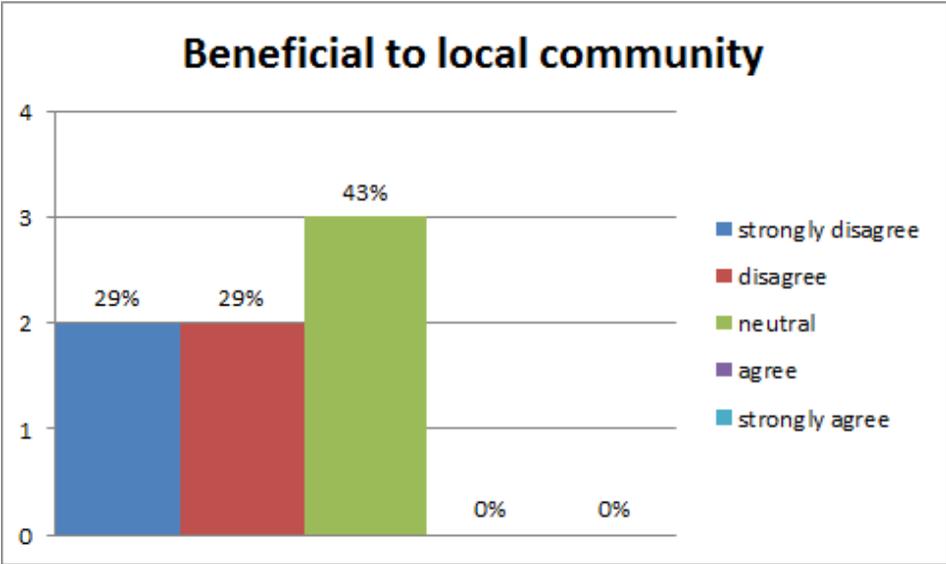


Figure 52.Beneficial to local community. Disagree (Average =2.1)

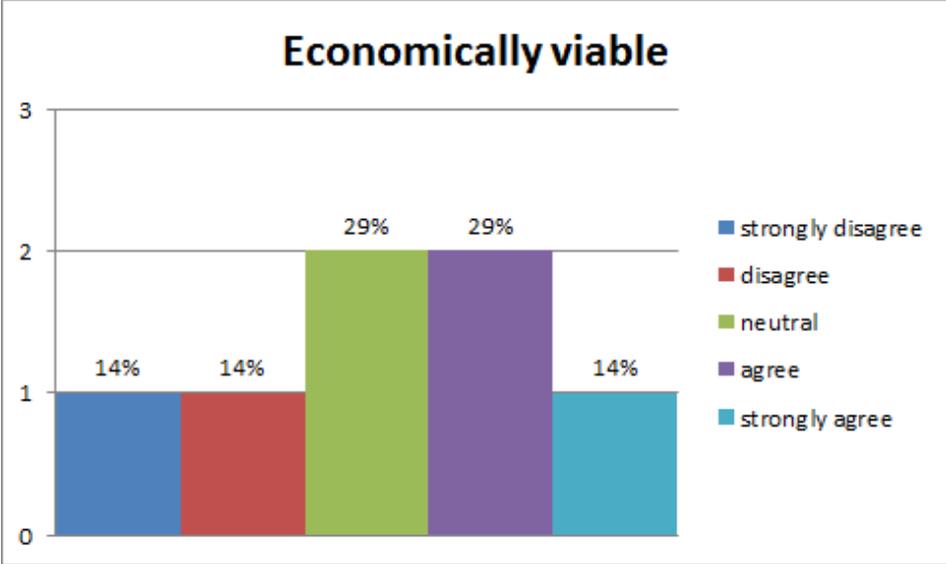


Figure 53. Economically viable. Conclusion; Neutral (Average = 3.1)

Other

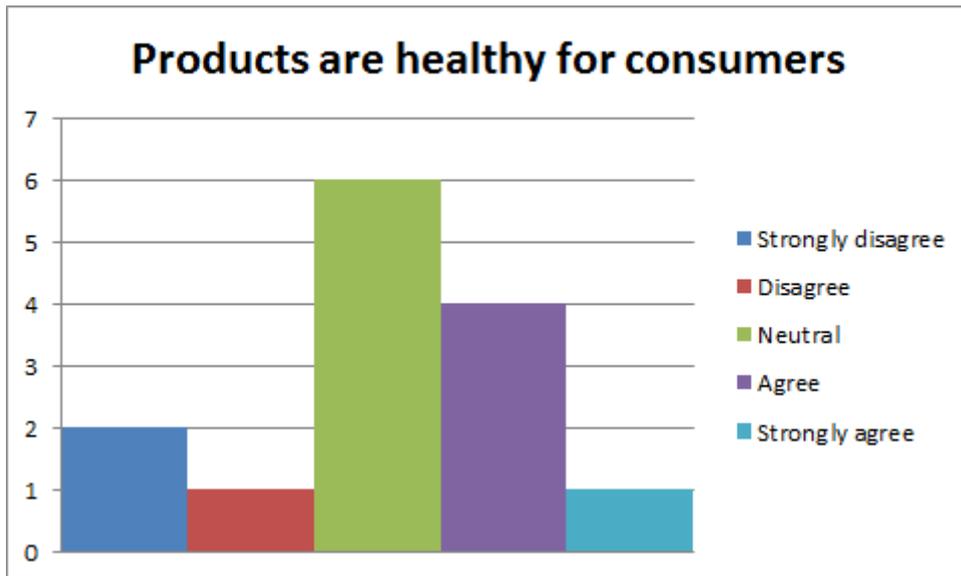


Figure 55. Products are healthy for consumers. Conclusion; Neutral (Average = 3.1)

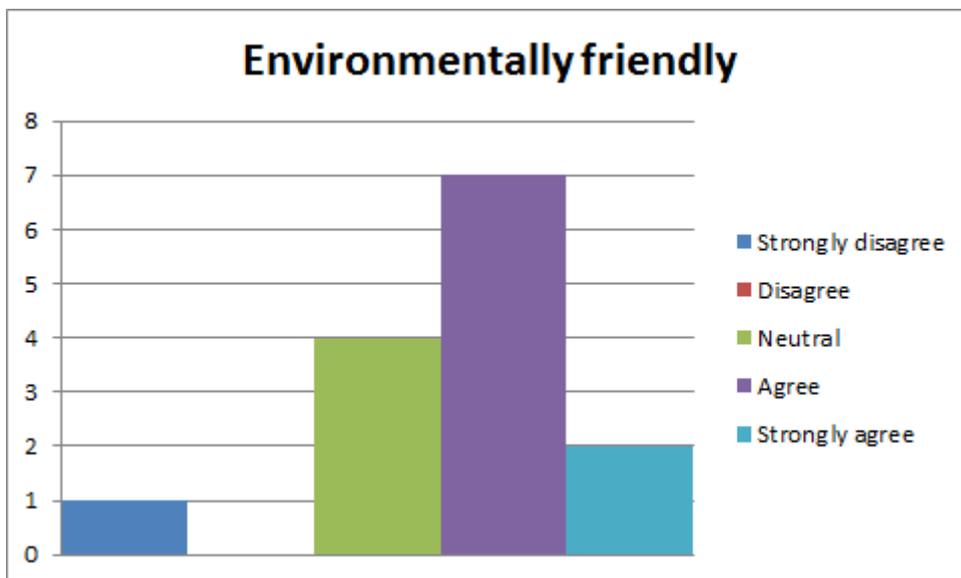


Figure 56. Environmentally friendly. Conclusion; Strongly agree (average =3.6)



Figure 57. Products have safe work circumstance for producers. Conclusion; Agree (Average = 3.5)

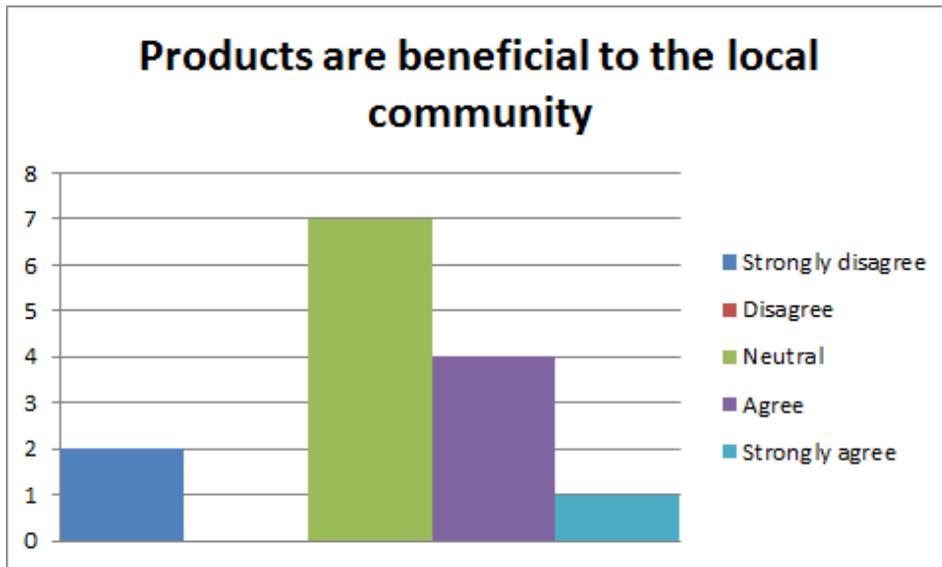


Figure 58: Products are beneficial to the local community. Conclusion; Neutral (Average = 3.1)

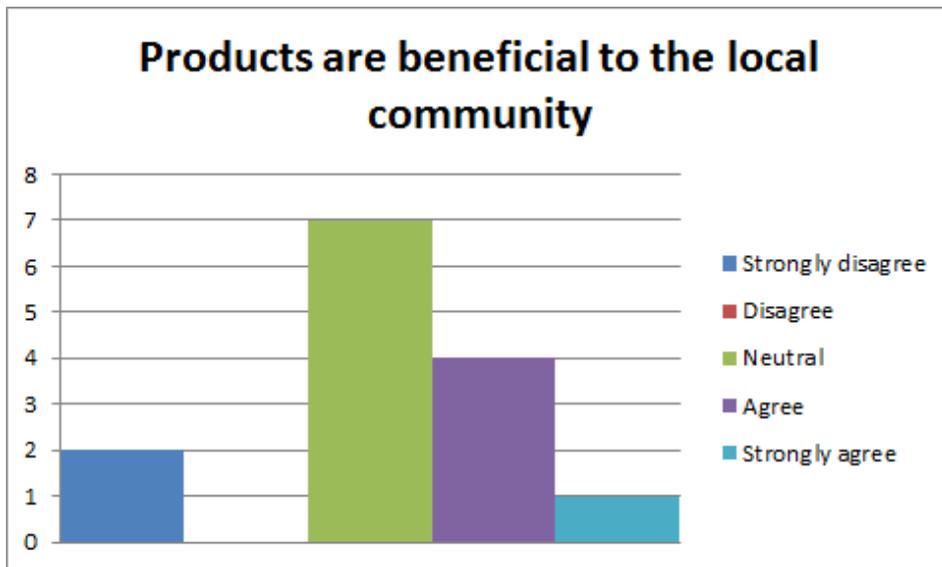


Figure 59: Products are beneficial to the local community. Conclusion; Agree (average = 3.6)

3. Questions of questionnaire

Q01: I am

1. A secretary of a department, namely.....
2. A student association, namely
3. Others, namely

Q02: Are you in charge of ordering the relationship gifts and/or gadgets?

1. Yes, I order relationship gifts
2. Yes, I order gadgets
3. Yes, I order both
4. I do not order relationship gifts and gadgets

Q03. Who is the main person in charge of ordering relationship gifts and gadgets?

.....

Q04: Does WUR provide instruction for selecting relationship gifts and/or gadgets?

1. Yes, for both
2. Yes, only for relationship gifts
3. Yes, only for gadgets
4. No
5. I don't know

Q05: To what degree are you satisfied with the instruction for the relationship gifts WUR is providing?

Q06: Do you use the instruction for WUR relationship gifts?

1. Yes
2. No

Q07: To what degree are you satisfied with the instruction for gadgets WUR is providing?

Q08: Do you use the instruction for the gadgets WUR is providing?

1. Yes
2. No

Q09: Aside from me, other people are ordering relationship gifts and/or gadgets for my department/study association:

1. Yes, namely
2. No

Q10: Is there communication within your department/study association on selecting of relationship gifts and/or gadgets?

1. More than once a week
2. Once a week
3. Once a month
4. Once a half year
5. Once a year
6. Less than once a year
7. Not at all

Q11: What were the last relationship gifts and/or gadgets you have bought for your department?

1. Relationship gift/gadget 1
2. Relationship gift/gadget 2
3. Relationship gift/gadget 3

Q12: Where did you buy these products?

1. Supermarket
2. Organic shop
3. Retail shop (Etos, Hema)
4. Online shop
5. WUR shop

safe work circumstances for producers —,
beneficial to local communities —,
Environmental friendly —,
Economically affordable —.

Q20: How much are you relatively willing to pay more for sustainable relationship gifts and/or gadgets? (%) 0, 10, 20, 30, 40, 50, 60, 70, 80, 90, 100

Q21: How much more effort are you willing to put in the selecting of a sustainable relationship gift and/or gadget? (%) 0, 10, 20, 30, 40, 50, 60, 70, 80, 90, 100

Q22: The following questions are about which aspects of sustainability are important in selecting the WUR relationship gifts and/or gadgets.

Q23: Do you want to receive the results of our research in the end

1. Yes, I want to receive your results at the following email

.....

2. No thanks

Thank you for your time!

4. Interview guideline

What we see as relationship gifts are presents which WUR provides to people who did something for them, for example a guest lecture. It can also be provided for people who worked for the university and leave WUR.

What we see as gadgets are promotional products. "Promotional products are items that display a company name, logo and/or contact information and are given away or used to create brand awareness."

4.1 Questions for Secretary of Secretary NetWURk

Can you describe in 1 minute what the Secretary NetWURk is doing, and what your task is within this NetWURK?

1. Are you in charge in ordering of RG (relationship gifts) and/or G (gadgets)?
2. Do you know if there are guidelines on selecting RG&G?
3. Who makes the guidelines?
4. Who selects the RG&G?
5. Do the parties selecting RG&G use the guidelines?
6. Are these parties supported by other people?
 - If so, who are these people?
 - How much input do they have
7. Do the secretaries have influence on the guidelines? (are changes possible, is there communication between the makers and the implementers)
 - If so, in what way do they have influence on the guidelines
8. Do you discuss the selecting of the RG&G within the secretary NetWURK?
 - Meetings, email, intraweb
 - One or two-direction communication
9. Does the selection of RG&G differ between different receivers? (When you have to select a product for a guest lecturer do you look at different aspects than choosing the product for a colleague who is leaving?)
 - If so, why are they different?
10. Do you have a list of all products which were selected last year?
11. What do you think are the criteria which are used when selecting a product?
12. Can you give us a ranking of the importance of the different criteria you gave?
 - Why are these criteria important?
13. Do you use sustainability as a criterion while selecting a product?
 - If so, in which way do you use it? Give example
 - If so, is sustainability also included in the guideline?
14. If there is a list, are you willing to use it?

4.2 Questions for WUR Corporate Communication & Marketing department

Can you describe in one minute what the communication and marketing department is about and your function within this department.

1. General information

1. Is it correct that you are mainly focussed on the student recruitment?
2. What is offered at information markets and sessions and open days of the university?
3. What products are mostly used when recruiting new students?

2. Selecting & instruction

4. Who is the person within your department that selects the RG&G?
5. Is there an instruction provided for the selection procedure? (hard copy)
 - By who is this instruction provided? What do they include?
 - If there is an instruction, do you think this is really implemented by selecting the RG&G?
 - If there is an instruction, is this one updated over the last years?
 - What are the disadvantage of the instruction?
 - Do you have some suggestion about improving the instruction?
6. Do you have a list of all products selected last year? (ask to send it after interview)

3. Communication

7. Is there communication within the C&M department about choosing the RG&G? F.E. An evaluation about the selecting procedure?
 - Which people are involved in the communication concerning RG&G?

8. Do you get recommendations about RG&G from other departments about what products to select, (in your case focussed on for student recruitment)?
 - Which departments are these?
9. Are you satisfied with the communication, or do you think improvement is needed?

4. Criteria

10. Are there specific criteria by which you select products? (e.g. organic, locally produced, price, environment)
 - What are these criteria and how are they used?
 - Why are these criteria important by choosing a product?
11. Can you give us a ranking of importance of the different criteria you gave? (possibility to show the paper with cards)
12. Do you use sustainability as a criterion while selecting a product?
 - If so, in which way do you use it? Give example
 - If so, is sustainability also included in the instruction?
13. If there is a good and useful instruction, are you willing to use it?
14. Do you have further questions?

15. Do you want to get the results of the research in the end?

4.3 Questions for Procurement Department of WUR facility department

Can you describe in one minute what the **Sustainability Platform** is about and your function within this department.

1. Are you in charge of ordering of RG and /or G?
2. Do you know if there are guidelines on selecting RG&G?
3. Who makes the guidelines?
4. Who selects the RG&G?
5. Does the sustainability platform has influence on the guidelines? (are changes possible, is there communication between the makers and the implementers)
 - If so, in what way do they have influence on the guidelines

-
1. Do you discuss the selecting of the RG&G within the sustainability platform?
 - Meetings, email, intraweb
 1. Do you have a list of all products which were selected last year?
 1. What do you think are the criteria which are used when selecting a product?
 1. Can you give us a ranking of the importance of the different criteria you gave?
 - Why are these criteria important?
 1. As sustainability platform, what criteria do you use for sustainability?
 1. Since you are part of the sustainability platform, do you really use sustainability criteria by choosing a RG and/or G?
 - How do you use them?

We heard that you started a research to the sustainability of the RG&G is this correct?

1. Which products are you going to assess?
1. How are going to assess the RG&G?
1. Is there a difference between the approach of RG and G?
1. Which aspect of sustainability will have your main focus (environmental, social or economic)?

Next to this we heard that the Sustainability Platform assessed the end of the year gifts, is this correct?

- /guiding, binding etc.) to WUR/the procurement department?

You are also member of the **Procurement Department**, do you mind if we ask some questions about that?

Can you describe in one minute what the Procurement Department is about and your function within this department.

1. Can you give us a main overview about how this is going on in the procurement department?
2. What kind of products are the main relationship gifts and gadgets?
3. We heard the procurement department is creating the ProQme system and is the one who decides what is in there or not.

- How did the Procurement Department choose the products which are in ProQme? (sustainability)
 - Do you navigate secretaries to choose in a specific way or specific products?
 - Do you stimulate the secretaries to use this ProQme system?
 - How are these guidelines followed up in your opinion?
 - Do you get feedback from the secretaries on ProQme?
-

1. If there is a list with good and useful guidelines, are you willing to use it?
2. Do you have further questions?
3. Are you interested in receiving the results?

Thank you & chocolate :)

Questions for Sustainability platform within department

5. Product overview Corporate Communication and marketing department

Gadgets V&W 2016

Items	Aantal uit te geven (ongeveer)	Bewuste duurzame keuze? Ja / Nee en Waarom?
STW visitekaartjes	250	Nee
STW postcards	1000	Nee
Vul de Campus mok	onbekend, gehele voorraad	Nee
Flyers ouders	10	Ja
Hooded sweater WU (Maaike)	10	Ja, Fairtrade, organic cotton en kartonnen verpakking
Doppers wur	200	Ja, (deels) gemaakt van hergebruikt plastic, klimaat neutraal, herbruikbaar materiaal en draagt bij aan het water project in Simavi.
Visitekaartjes keuzecoaches	300	Onbekend
Plastic tasjes	500 per jaar ongeveer	Ja, afbreekbaar. Worden sinds 2015 niet meer per persoon uitgedeeld.
Nylon rugtas		
groepsmeeloopdagen	2000	Duurzaam in langdurig gebruik
Programma's 4x Open Dag	ong. 20.000 per jaar	Geprint ipv drukwerk
Food for students cook book	Verkoop aantal per jaar wisselend	ja, FSC gecertificeerd, 100% recycled (uit ingezameld afvalpapier) offset papier

Webshop items*	Aantal uit te geven (ongeveer)	Bewuste duurzame keuze? Ja / Nee en Waarom?
Hooded sweater WU	Verkoop aantal per jaar wisselend	Ja, Fairtrade, organic cotton en kartonnen verpakking
T-Shirt WU	Verkoop aantal per jaar wisselend	Ja, Fairtrade en organic cotton
Tanktop ladies WU	Verkoop aantal per jaar wisselend	Ja, Fairtrade en organic cotton
Sweatpants WU	Verkoop aantal per jaar wisselend	Nee
Softshell jacket WU	Verkoop aantal per jaar	Nee

	wisselend	
Hooded sweaters kids WU	Verkoop aantal per jaar wisselend	Ja, Fairtrade en organic cotton
Slabbetje WU	Verkoop aantal per jaar wisselend	Nee
Baby bodysuit WU	Verkoop aantal per jaar wisselend	Nee
T-shirt kids WU	Verkoop aantal per jaar wisselend	Ja, Fairtrade en organic cotton
Cap WU	Verkoop aantal per jaar wisselend	Nee
Laptop sleeve WU	Verkoop aantal per jaar wisselend	Nee
Tablet cover WU	Verkoop aantal per jaar wisselend	Nee
Postmanbag WU	Verkoop aantal per jaar wisselend	Nee
Collegebag WU	Verkoop aantal per jaar wisselend	Nee
Portfolio WU	Verkoop aantal per jaar wisselend	Nee
Writingset WU	Verkoop aantal per jaar wisselend	Nee
Bloknote WU	Verkoop aantal per jaar wisselend	Ja, FSC en verantwoord geproduceerd
Pennenset WU	Verkoop aantal per jaar wisselend	Nee
Balpen WU	Verkoop aantal per jaar wisselend	Nee
Badgehouder WU	Verkoop aantal per jaar wisselend	Nee
Lanyard WU	Verkoop aantal per jaar wisselend	Ja, recycled PET

Paraplu WU	Verkoop aantal per jaar wisselend		Nee
USB twist metaal WU	Verkoop aantal per jaar wisselend	Nee, wel ingewisseld voor nieuwe versie (besproken in interview)	
Mug WU	Verkoop aantal per jaar wisselend		Nee
Teddy bear graduation WU	Verkoop aantal per jaar wisselend		Nee
USB stick hout WU	Verkoop aantal per jaar wisselend	Nee, wel ingewisseld voor nieuwe versie (besproken in interview)	
Soepkom WU	Verkoop aantal per jaar wisselend		Nee
Teddy bear brown WU	Verkoop aantal per jaar wisselend		Nee
Dopper WU	Verkoop aantal per jaar wisselend	Ja, (deels) gemaakt van hergebruikt plastic, klimaat neutraal, herbruikbaar materiaal en draagt bij aan het water project in Simavi.	
Insecten kookboek	Verkoop aantal per jaar wisselend		Onbekend
Food for students cook book	Verkoop aantal per jaar wisselend		Onbekend
WURwolf travel mug	Verkoop aantal per jaar wisselend	Wordt momenteel naar gekeken, is in ontwikkelfase	
WURwolf USB stick PVC	Verkoop aantal per jaar wisselend	Ja, wel bewust dit materiaal, hoewel niet het meest duurzaam. Beweeg redenen zijn besproken in interview	
WURwolf knuffel zittend	Verkoop aantal per jaar wisselend	Wordt momenteel naar gekeken, is in ontwikkelfase	
USB stick twist hout (WUR logo)	Verkoop aantal per jaar wisselend	Wordt momenteel naar gekeken, is in ontwikkelfase	
Hartendoosje relatiegeschenk	Verkoop aantal per jaar wisselend	Ja, natuurlijke materialen en verpakking	
Backpack WU	Verkoop aantal per jaar wisselend		Nee

Korte sportbroek WU	Verkoop aantal per jaar wisselend	Wordt momenteel naar gekeken, is in ontwikkelfase
Linnen tas	Verkoop aantal per jaar wisselend	Ja

6. Analyse scheme interviews

		Secretary of secretary NetWURk	WUR Corporate Communications & Marketing department	Sustainability platform within department	Procurement Department of WUR facility department
1	General information				
1.1	Information about respondents & departments	Interviewee: Petra van Boetzelaer Time: 13.00 on 12 April 2016 Position: one of the two initiators of Secretary NetWURk She only represents herself not for Secretary NetWURk, and not for other secretaries. Secretary Day: 21st April, 15.00, Gaya, 25 suppliers, 120 secretaries attend. We are welcome.	Interviewee: Arda Beckers Time: 14.00 on 14 April 2016 Position: Coordinator of Recruitment		Interviewee: Rene Hartgers Time: 13:30 on 13 April 2016 Position: buyer in procurement department. He has to start a traject to find new suppliers in this process he wants to look at CSR.
1.2	Want to receive results	yes	yes		yes
1.3	Want to join final presentation	no	yes		
1.4	Agree his/her name be used in our project	yes	yes		yes
	RELATIONSHIP GIFTS				

2	Responsibility respondent towards the selection procedure				
2.1	Who selects	"usually the secretaries" "I order the gifts once in a while"	For the web shop from which products are chosen I am		[not the procurement department]
2.2	Supports for selecting		It depends everyone has their own project		
3	Guidelines relationship gifts	"There are choices in ProQme which you can kick suppliers out who are really bad to the environment, and you can choose only the suppliers who are good in this aspect. That is a matter of selecting right suppliers. That is one way to make sure that all the orders made for relationship gift are from sustainable suppliers and using sustainable methods in their sources and materials and products."	There is no instruction provided by WUR, but we all keep in mind that we want something that is sustainable, or at least has purpose		
3.1	Awareness	"There are no official guidelines, definitely not" the following guidelines she refers to is ProQme in the whole conversation.			

3.2	Who creates them	Procurement department			
3.3	Clear instructions of usage				
3.4	Usage of guidelines	"I don't use the official ordering system (ProQme) unfortunately."			
3.5	Influence of secretaries	Not in choosing relationship gifts and gadgets. but we give suggestions to project like "Skype business telephone system" and "IT training programmes"			
3.6	Disadvantages of instruction	ProQme. 1. "it's a very small list" for gifts and Gadgets 2. List organized by suppliers but not products, "that makes it difficult to looking for the products." 3. Not pictures of products. "In the ordering system (ProQme) you cannot see it (products)."			
3.7	Suggestions on instruction	"You have to give as many choices as possible in the system (ProQme) then you have to tell everybody about it. Then I think people will	I noticed last year that nobody really knows who is responsible for specific relationship gifts. It is not enough work to make it a full time job, so it is something which is		

		use it more."	picked up by different people within departments. My advice would be to steer it into one central place to organize these things.		
4	Communication				
4.1	Internal within own department	"They choose always together with the manager, to look at the guest as well."	Within the department the communication is good		
4.2	External with other departments	no	I think that communication between departments could be clearer, or at least someone should have a good overview which you could contact. I know that people are working on this, but it is still work in process. But first a decision should be made about where this overview should be. Now the various departments have their own reason why they do their own thing, often these are good reasons. So if you decide that there should be a central point, what's that person's role going to be and they part of a department? I think that		

			is a corporate decision which has to be made before how to implement a person for that.		
			I believe the secretaries do not know a lot about the web shop, improving this is one of our key points of this year. But first we would like to implement Green gear and create awareness for the web shop. Even though there is not a lot of awareness amongst the secretaries, I believe they will be willing to use it. But still if products need to be bought on short notice I think local shops will be used for acquiring relationship gifts.		
5	Criteria				
5.1	Criteria used for selecting	For large amount of gifts. For example 120 gifts on Secretary Day: small, cheap, daily useful, original. For goody bags, colour of printing, cost of printing. For one person gifts. "Depending on the occasion and where the person is coming from. A too expensive and too	Things that last for a long time and do not generate trash, it has to be useful. Fair trade product; for example the Wageningen UR hooded sweaters and T-shirts from the web shop.		

		cheap gift will embarrass the receiver. " Try to think what they look like, what would be suitable depend on what who you want to give it to .depend on the occasion, why the gifts to?			
5.2	Ranking of criteria	1. Receiver, suitable for the receiver 2. Occasion that why you buy a gift for 3. Price 4. Outward expression, what does it look like 5. Convenience to get/close to buy 6. Emotion (WUR shop products, Wageningen produced) 7. others	she will make a list and send it to us		
6	Sustainability				
6.1	Awareness of what is sustainability	Yes, more on environmentally friendly, and economically affordable. The two points are "more talked about than the others, and you work in WUR which is for	Fair trade, environmental, economic sustainability		

		the environment. You hear about almost daily. "			
6.2	Usage of sustainability in selecting	<p>Sometimes when the chosen products from other criteria are already somehow sustainable. For example, she doesn't choose plastic. "Plastic looks kind of cheap. Flowers you get from local anyway. Bottles of wine come from France (not local), but I just buy good wine."</p> <p>"We don't really look at the origin of the products, where is it made."</p> <p>Whether sustainability is taken into account, "It depends on who the project leader is"</p>	<p>Not all of the ones above. I have not done research on e.g. safe for workers. I assumed that fair trade already contained safety for workers and that it is ecological sustainable. I will do some more research about this. Local sustainability is something we want. E.g. wine and flowers in the web shop, but cash flows make this difficult. As we do not work directly with the local shops and producers we have to pay Unigear, which has to pay the local shop. We try but due to the difficulties with the cash flow it costs extra time and money. Furthermore we want to use products from which we know as much as possible.</p>		
6.3	Ranking of items	<ol style="list-style-type: none"> 1. Environmental friendly 2. Economically viable 3. Healthy for consumer 4. Safe for workers 5. Beneficial to local 	<ol style="list-style-type: none"> 1 Economically viable 2. Environmentally friendly 3. Safe for workers 4. Healthy for consumer 5. Beneficial for local communities 		

		communities			
7	Other				
7.1	List of products available	on ProQme, and a list from my own department	she will make a list together with her other colleagues and send it to us		So when a colleague is leaving you can give away a bottle of wine. Mostly the reception has a bottle of wine or some other department has something on stock in a carpet. And you have a bottle someone is leaving or we have a voucher, that kind of things. Uh, you know the VVV bonnen. [These things come not from his department.]

7.2	Using the current list of products	No. "Because I want to see what I buy, to see what it is, what it looks like, what it feels like. In the ordering system you cannot see it. I want to check the size and colour." "The ProQme don't have many gifts in it." because too few products contained, categorised by company not by products, cannot see the products.	products from the web shop Unigear		[this is part of purchase job]Operationeel purchase, we have ProQme (he pronounced this as procurso) as a software package to place our orders in. I, ik ondersteun dat, I support it, so I am also someone you can ask questions and. We see the orders, we take a look at it, if it is good it goes, if it is not good it goes. That is what we do. Yeah. Yeah, operationeel.
7.3	Willing to use the list of products in future (ProQme)	Yes, I might when there are more choices of products.			
7.4	Selection of relationship gifts is different for different receivers	Yes, by cultural and other backgrounds, which determined what they like; gender, position, function and so on. The gifts should be suitable.			
	GADGETS				
8	Responsibility respondent towards the selection procedure				

8.1	Who selects				[secretaries get they the products from him] No they order that themselves. We only supply them the ability to order at a firm, through our procurement system, ProQme. We have a list with all our contracted suppliers. So people can find do we have a contract for any kind of what I need, is there a supplier, so yes we can buy there.
8.2	Supports for selecting				[is the list used often] Uhm yes, I think yes, but it is a list of only the supplier. So we have a supplier for relation gifts, we have a supplier for computers, uh for office supplies etc. We can only stimulate them
9	Guidelines gadgets				

9.1	Awareness				<p>[secretaries know about system] They get informed; we have a purchase newsletter, inkoopnieuwsbrief. So every 6 weeks we send that to all the buyers in the system, the people who have right to buy. They get an email with this is new, this has happened etc. We are now taking care of intranet, it is restyled. Uhm, there is an app going to be developed, where people can type in a word ball pen and they find our supplier</p>
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9.2	Who creates them				<p>[all suppliers in proqme selected by the procurement department] No, a small amount is chosen by us, because of the process we followed, to get a supplier for something. For a product of a service. But next to that there are a lot of orders for which you need once. Mostly chemicals, lab ware. They just fill it in as a free order. They can choose in the system in the catalogue, but they can also fill in a free order, they can type.</p>
9.3	Clear instructions of usage				<p>[Is it easy to use for secretary] Yes, it is easy to use. You don't see all 16000. Haha. We are a big company and it is growing like that because of the past. And people every day find that our contract suppliers do not have, every day they find something I needed, we don't know them, I buy it and ja, so it grows and grows. [they also send every 6 weeks a newsletter]</p>
9.4	Usage of guidelines				<p>[he thinks most of them</p>

					use it]
9.5	Influence of secretaries				by procurement by the awareness of proqme
10	Communication				
10.1	Internal within own department				
10.2	External with other departments				

11	Criteria				
11.1	Criteria used for selecting				PIANO, RVO, FIRA
11.2	Ranking of criteria				
12	Sustainability				

12.1	Awareness of sustainability				<p>[themselves] We are going to do that [take sustainability into account]. Because we are, the focus goes more and more on sustainability, because Wageningen University and Research wants to do something on sustainability so we use it. We ask our suppliers on responsibility, the social CSR. [others] Most people don't even know it. Someone don't care, some say it has to be sustainable. But that is, we cannot see that. We cannot know that. Because through our system go 2,3,4 hundred orders a day so you can never tell what the person who wants it has in mind.</p>
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12.2	Usage of sustainability in selecting			
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12.3	Ranking of items				
13	Other				

13.1	List of products available				<p>What we are going to take care about is the relation gift, meaning a pen, a bag a notebook, a block note uh a mug with something on it, a Doppoer.</p> <p>Receivers: Mostly on the congress that is organised, uhm visitors who are coming. So you can give them an umbrella, a pen, that things.</p>
13.2	Willing to use the list of products (ProQme)				<p>Yes I think they do. [on the thing if he wanted to make this list he said no because the project is limited in money]</p>
13.3	Selection of gadgets is different for different receivers				

7. Recommendations

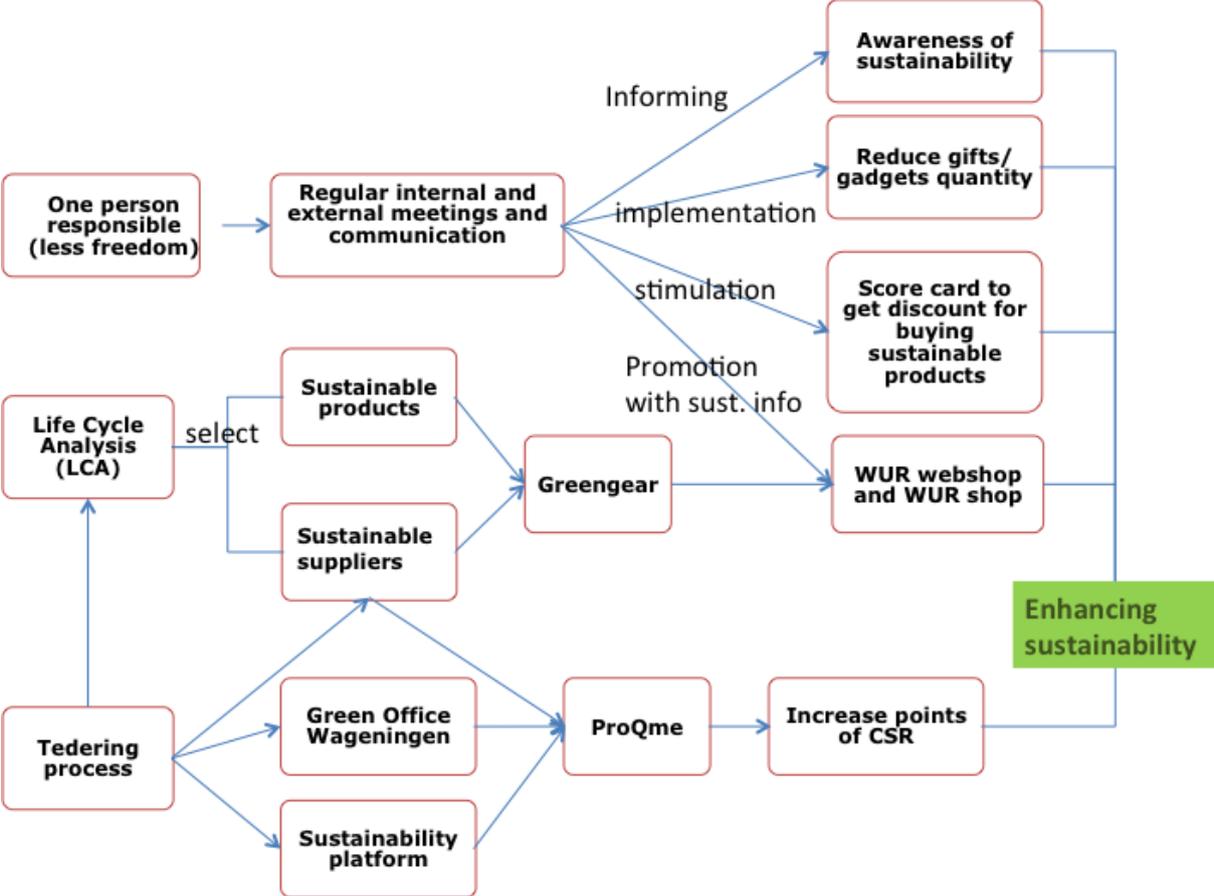


Figure 60. Overview of recommendations and its results