



CANNON/INITIAL MERGER INQUIRY

Research conducted on behalf of: Competition and
Markets Authority

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1 Introduction and objectives

1.1 Background

1. CMA is conducting a phase 2 merger inquiry into the completed acquisition by Rentokil Initial (Rentokil) of Cannon Hygiene (Cannon) in January 2018. Rentokil is a multinational provider of business services, including pest control, washroom services, mat solutions and healthcare waste management services. In the UK it provides washroom services as Initial Washroom Hygiene. Cannon was a multinational subsidiary of OCS Group, a provider of facilities management services. Cannon provides washroom services in the UK. Hereafter we refer to Initial and Cannon as the “Parties”.
2. Washroom service suppliers provide a range of products and services to customers who need to maintain washrooms for employees, customers or the general public. Suppliers will install a range of washroom equipment on their first visit to a customer’s washroom and provide services related to that equipment on subsequent visits.
3. Washroom services include:
 - a) Hand washing: installation of soap dispensers and supply of soap refills;
 - b) Hand drying: installation of electric hand driers, roller towel dispensers or paper towel dispensers, replacement of roller towels and supply of paper towel refills;
 - c) Hand sanitisers: installation of hand sanitiser dispensers and supply of refills;
 - d) Odour remediation: installation of air fresheners and air sanitisers, and regular servicing and replenishment of fragrance cartridges;
 - e) Toilet tissue: installation of toilet tissue dispensers and supply of toilet tissue;
 - f) Other toilet cubicle hygiene: installation of urinal/toilet sanitisers and toilet seat sanitisers, and regular servicing of these to replenish sanitiser fluid;
 - g) Waste disposal: supply/installation of nappy bins and sanitary bins, and regular service which may involve either collecting the bin and replacing with a clean unit, or collecting the waste, cleaning the bin and replacing the liner; and
 - h) Vending & other: installation of vending machines, with or without servicing including stock management, plus other niche washroom accessories.
4. The research was commissioned to understand how closely the parties compete in the washroom services market and what alternative competitors can customers choose from. The two main objectives were to establish:
 - how closely the parties compete for customers, and
 - to what extent they are constrained by other competitors.
5. A survey was commissioned of both parties’ customers. It was decided that the most practical and effective methodology would be a telephone survey. A full technical summary is in the Appendix of this document. In summary, parties supplied lists of customers on their databases, and we conducted a 15-minute telephone interview with “decision-makers” within those organisations.

1.2 Summary of the survey methodology

6. The parties supplied lists of customers on their databases. The sample covered customers who bought “directly” from the parties, so it excluded facilities management companies and those who bought via a framework. These customer lists were then stratified by the following variables:
 - party
 - whether a new or longstanding customer (new customer defined as an organisation that first started using the parties’ services in 2016 or later)
 - and whether the party supplied services to the organisation at a single site or across multiple sites within the organisation

7. Initially, the sample was drawn probability proportional to spend (PPS) to ensure that larger spend customers had a greater chance of being included within the sample, and to oversample new and multi-site customers as these were groups of particular interest. However, we could not undertake PPS sampling for new single-site Cannon customers as there were insufficient contacts in this strata, and therefore all customers of this type were included within the sample.
8. However, due to the difficulties encountered in converting sample contacts to interviews (discussed later), it became necessary to draw more sample during the fieldwork period. This extra sample was also drawn PPS, except that in the following strata there were insufficient contacts to do this and we had to include all customers in the sample for interviewing:
 - Initial new customers, multi-site,
 - Cannon new customers, both single and multi-site
9. Because of the different relative sizes of the sample strata, customers in the smaller strata were over-sampled, to give enough cases to look at separately. A combination of this and the variable response rate between sample types, meant that the achieved sample over-represents new customers, and multi-site customers. As explained below, post-stratification weighting was not conducted to correct for this, but the impact on the data of these imbalances is overall low, as there were few cases where the weighting would have had a noticeable impact on the results.
10. Other details of the survey were:
 - A questionnaire was drawn up between CMA and GfK, tested in a small pilot
 - A total of 369 telephone interviews were conducted (155 Cannon and 214 Initial), representing an effective response rate of 7%
 - Interviewers were personally briefed by an Executive prior to fieldwork start to ensure strict adherence to interviewing instructions, and interviewers continued to be monitored by an Executive (as well as the normal supervisory checking) during the first phase of fieldwork
 - Revenue weighting has been applied for the diversion questions, but because of the impact on effective sample size, and limited impact on the results, no weighting was carried out on the other questions to correct for the over-sampling of smaller strata.

1.3 Reporting

11. The report is split into two parts. The first covers all of the main survey findings presented to the CMA on 5 September 2018, including commentary (with the inclusion of a few additional charts that were appended in the presentation but discussed and shown during the presentation). The second part includes charts showing the remaining survey findings and a detailed technical report.
12. In reading this report the following should be noted:
 - Some percentages may add to more or less than 100% because of rounding.
 - Any results based on cells containing fewer than 100 interviews should be treated with caution
 - Very small base sizes have been suppressed.
 - The focus of the main part of the interview was on either “sanitary waste disposal” or “washroom services”, depending upon which services the customers used and how they looked to buy these services. Those organisations who purchased multiple washroom services and who looked for a package of these services from just one provider based on the price of the package were asked to consider washroom services. Sanitary waste disposal was assessed by those who only used sanitary waste disposal from the party, or those who used multiple services including sanitary waste disposal but looked for the best provider for each service individually or who based their assessment of the package on the price of individual services. We have used the term “the service” to describe whichever of sanitary waste disposal or washroom services applies, where relevant.

- Results have been split (where relevant) between single and multi-site customers. By this we mean those customers identified in the sample as having services supplied by the party at a single site/multiple site.
- Results have also been shown separately (where relevant) for new and long-standing customers. New customers are those who started being supplied by the party from 2016 onwards.
- Because of the small sample size (only 56 cases) those customers present in more than one region have not been reported on separately.
- Diversion: This section reports respondent's choices in the hypothetical event of: 1) an increase of 5-10% in the price they pay for the service (price diversion) and; 2) a scenario where the party was not available as a supplier (forced diversion). Results in this section have been revenue weighted.

2 Main findings

2.1 Overall summary

13. Nearly all organisations used sanitary waste disposal services (96% of Cannon and 93% of Initial customers). Other services used by more than half of each party's customers were hand drying and hand washing services, toilet tissue and odour remediation. The proportion buying different types of washroom services (from any provider) was similar across the parties. However, Initial customers were more likely to buy multiple services from the party (57%) than Cannon customers (37%).
14. Looking at results from those who buy multiple services from the party, just over half bought their services as part of a package and looked for a provider on that basis (same for each party). Just under one in four looked for the best provider for each service individually, while one in seven looked for a single provider but looked at price on an individual service basis.
15. In most multi-site supplied organisations a sanitary waste disposal service was provided only by the party, but other washroom services in these organisations were as likely to be supplied by another provider as by the party.
16. Cannon customers overwhelmingly used bin exchange: 85% did so, with only 10% using an on-site service (the remainder were not sure). Initial customers were also more likely to use bin exchange, but by a much smaller margin (62% used bin exchange and 36% on-site). One in four customers who currently use bin exchange said they would be likely to consider switching to an on-site service if they were renewing their contract, though only one in ten said they would be very likely. Twice as many – half the total – said they would be unlikely to consider switching, and this included one in three who said it would be very unlikely.
17. Price, service reliability/previous good experience and brand reputation were the key reasons (mentioned spontaneously) for choice of washroom service provider. The most common mention was simply price, or the offer of a discount, with just under half of customers saying this. Next most common was reliability, and this was mentioned more often by multi-site supplied customers than single-site customers (33% and 23%). Just one in ten mentioned spontaneously the ability to provide all or most of the washroom services they required as a reason for choice, and only a small minority (1-2%) the ability to supply most or all of their sites.
18. Only a minority of new customers had previously been supplied by another provider, for over half (56%) the service was a new requirement for them at that time. Also, only half of these new customers (45%) said they had asked another provider to quote before they appointed the party. It is indicative of the low salience of the topic to customers that even in the case of new customers that had invited other suppliers to quote, nearly half did not know the name of any tenderers other than the winning supplier. PHS was by far the most frequently named other tenderer, by one in four, with Cathedral Hygiene mentioned by one in ten. Only 7% of Cannon customers named Initial as another tenderer, and only 3% of Initial customers named Cannon.
19. Respondents were asked what they would do if the party raised its prices for the service by between 5% and 10% and everything else remained the same (price diversion). Most customers said they would use another provider instead, with only 18% of Cannon spend and 21% of Initial spend remaining with the party. Nearly all the diverting spend would go to another provider, very little would go to a self-supply option (just 2% of Initial spend and none of the Cannon spend). However, when asked which other provider they would use instead, many did not know so nearly half of each parties' spend would divert to another provider but not one that could be named. Just 6% of Cannon spend would divert to the merger party and 2% of Initial spend, whilst of the third party named providers PHS was the most likely destination (12% of Cannon spend and 7% of Initial spend going there).
20. Looking at the forced diversion scenario (what they would do if their contract with the party was coming to an end and the party was not available as a supplier), the same pattern emerged in that very little spend would divert to self-supply, and a large proportion would go to another provider, but many respondents could not name a specific alternative provider they would use instead. 11%

of Cannon spend would divert to the merger party, and 5% of Initial spend. PHS attracted most of the forced diversion if another third party provider was named (accounting for 13% of the total Cannon spend and 8% of the total Initial spend).

21. Forced diversion ratios have been calculated using the standard formulae, allocating those who said they would “divert to another provider but not sure where” pro-rata to the diversion of spend to named alternative providers. Using this ratio calculation, 34% of Cannon spend would divert to the merger party and 24% of Initial spend. Most of the rest would divert to PHS, with 39% of Cannon spend going there and 41% of Initial spend. On a ratio calculated basis, spend from organisations with multiple washroom service requirements was more likely to go to PHS, whereas spend from single-site supplied organisations was more likely to go to another third party (not PHS).
22. About a third of organisations using the party for multiple services said they would be likely to appoint multiple providers instead of a single provider to supply washroom services if the party was no longer available.
23. Just a minority were aware that Initial had acquired Cannon: 27% of Cannon and 17% of Initial customers. The majority of all those interviewed said they expected the acquisition to have a neutral impact on them as a customer (about three in four of those who expressed a view).

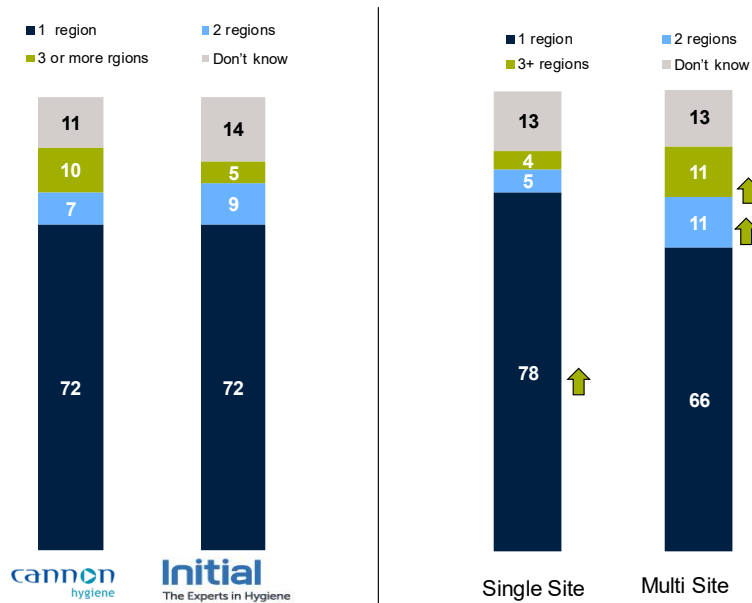
2.2 Customer Profile

24. In the following section the terms single and multi-site are used to describe customers who receive services supplied by the merger party at one site only, or at more than one site. The terms single region and multi-region are used to describe customers who require washroom services in one region or more than one region, regardless of whether they are supplied by the merger party or not. Thus a customer operating in several regions, but receiving washroom services from the merger party at only one of their sites can be both single-site and multi-region.

25. Nearly three quarters of both Cannon and Initial customers were based in one region only.

26. Two thirds (66%) of multi site customers had sites within one region and only 1 in 10 had sites in more than two regions.

Chart 1: Use of Washroom services - number of sites and geographic regions



Base: All customers (Cannon: 155, Initial: 214;
Single: 189, Multi: 180)

Single/Multi-site defined as use party's service across
single/multiple sites

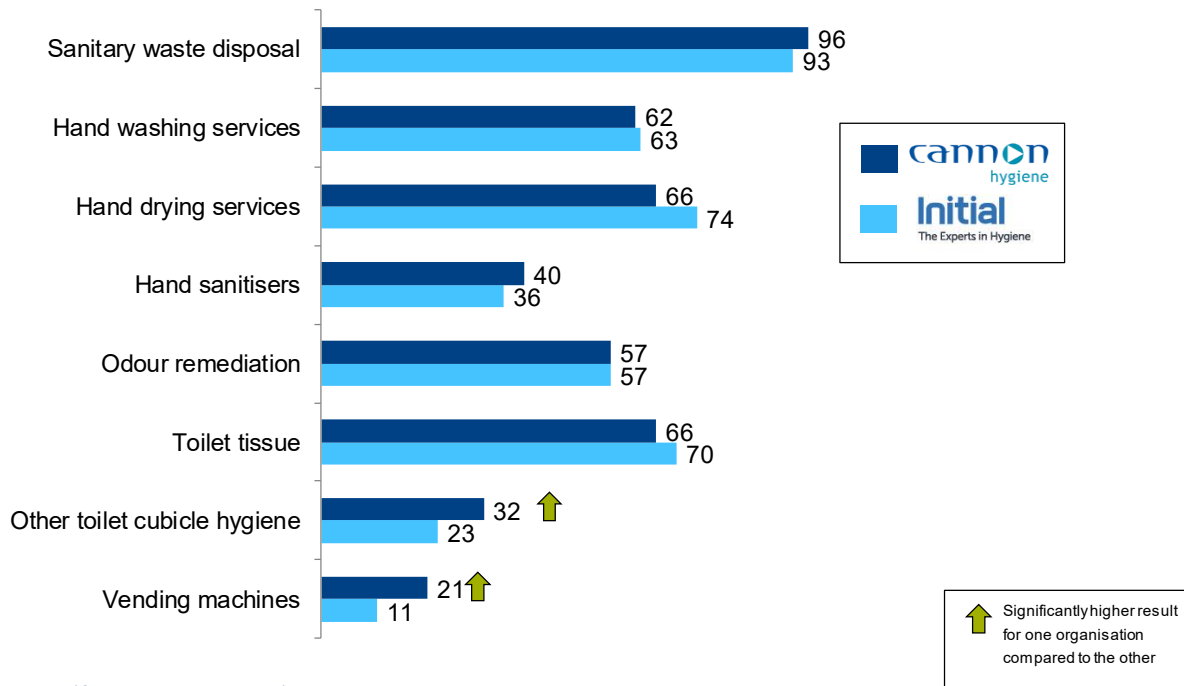
Sample defined A01. How many sites does your organisation have in the UK that require sanitary waste disposal? A02b. How many sites are covered by your contract with Initial/Cannon for sanitary waste disposal?

2.3 Purchase of washroom services

27. Sanitary waste disposal was by far the most common service used, with more than nine in ten of each party's customers using this. Other services used by more than half of each party's customers were hand drying and hand washing services, toilet tissue and odour remediation. Hand sanitisers were used by around one in three customers.

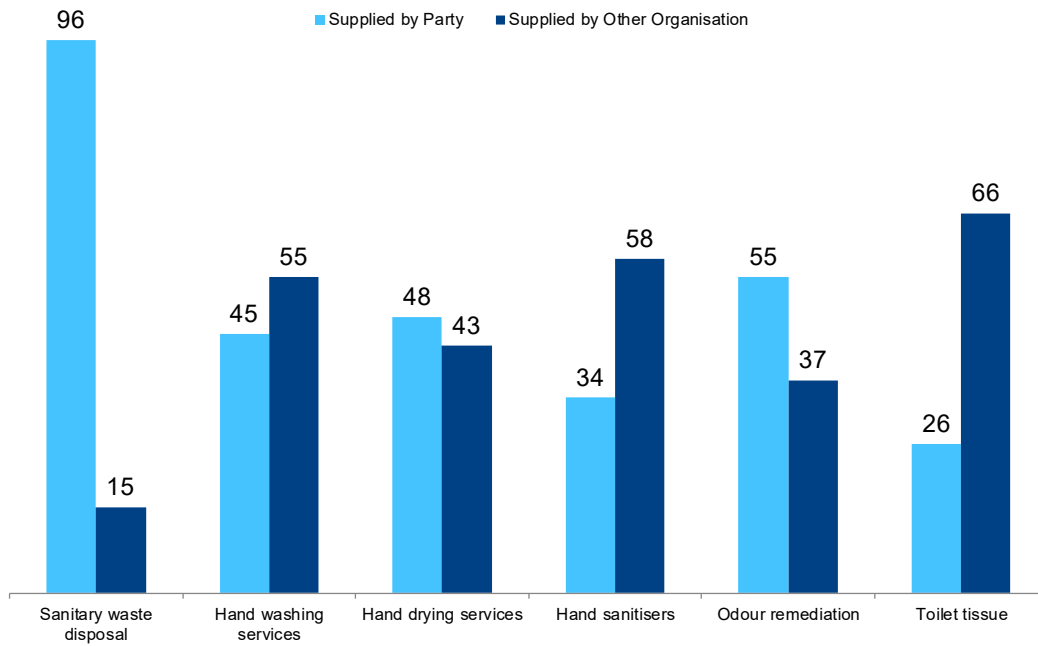
28. For all of the above there were no significant differences between Cannon and Initial customers, but there were differences for some of the less commonly-used services. Cannon customers were more likely to use toilet cleaning services and vending machines.

Chart 2: Washroom services used



29. For each washroom service that they used, customers were asked if this service was part of their contract with the party, and whether they used other suppliers as well/instead for that particular service. The chart below shows results from those customers where the party supplied washroom services across multiple sites. Sanitary services stood out from all other services, with 96% saying they used the party, and only 15% that they used other suppliers (the fact that this adds to more than 100% indicates that a few customers used more than one provider for sanitary waste disposal). For odour remediation customers were more likely to use the party than other suppliers (55% v 37%); for hand drying/hand washing services they were roughly equally likely to use the party and another supplier (55% v 45% and 48% v 43% respectively); while hand sanitisers and toilet tissue were less likely to be part of their contract with the party and more likely to be from another supplier (34% v 58% and 26% v 66% respectively).

Chart 3: Washroom services supplied – customers where party supplies across multiple sites

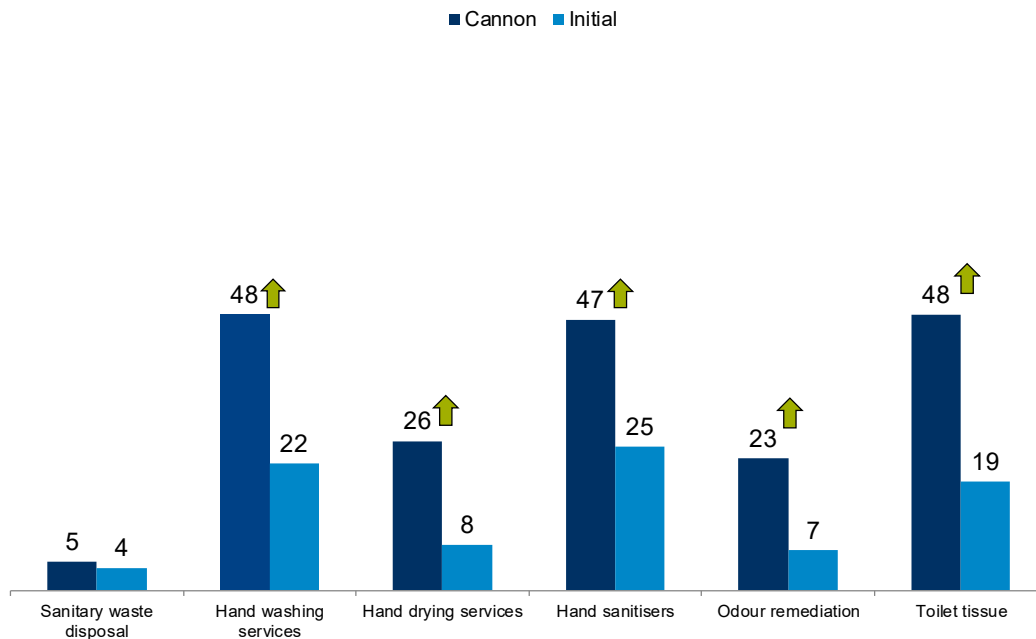


Base: All using service (Sanitary waste disposal: 172, Hand washing services: 114; Hand drying services: 129; Hand sanitisers: 73*; Odour remediation: 114; Toilet tissue: 120) * caution low base size

A00A. Which, if any, of the following washroom services or products are used by organisation? A00B. Which of these washroom services are provided as part of your contract with {Initial/Cannon}? A00C. Which other washroom service providers, or alternatives to washroom service providers, if any do you use for?

30. Respondents with multiple sites were then asked a slightly different question, about whether or not they used other providers apart from the sampled party to deliver washroom services at their sites, and here Cannon customers were much more likely than Initial customers to be using alternative providers

Chart 4: Washroom services supplied – proportion using other alternative providers



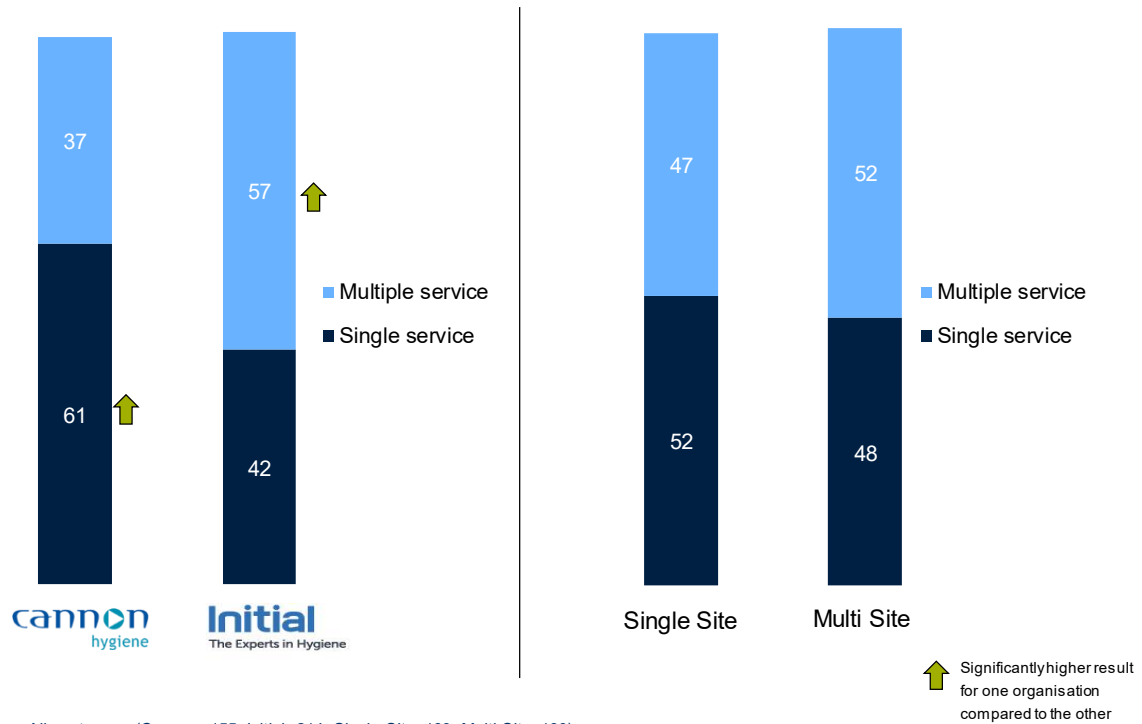
Base: All using service (Sanitary waste disposal - Cannon: 149, Initial: 199; Hand washing services – Cannon: 96*, Initial: 134; Hand drying services - Cannon: 102, Initial: 159; Hand sanitisers – Cannon: 62*, Initial: 76*; Odour remediation – Cannon: 89*, Initial: 121; Toilet tissue: Cannon:103, Initial: 150)
 * caution low base size

A00A. Which, if any, of the following washroom services or products are used by organisation? A00B. Which of these washroom services are provided as part of your contract with (Initial/Cannon)? A00C. Which other washroom service providers, or alternatives to washroom service providers, if any do you use for?

31. Initial customers were significantly more likely to buy more than one washroom service from Initial than were Cannon customers to buy more than one service from Cannon (57% v 37%).

32. There was, however, no significant difference between those who bought services for a single site and those who bought for multiple sites in terms of whether they bought one service or more than one from the relevant party, with half in each case buying a single service and half buying more than one.

Chart 5: Whether buy single or multiple services from the party

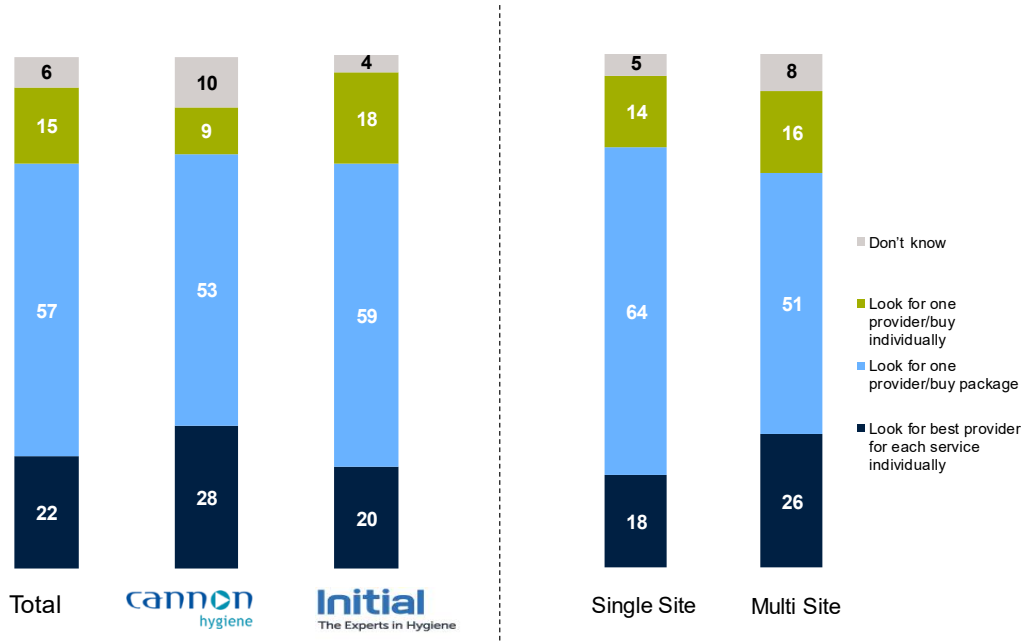


Base: All customers (Cannon: 155, Initial: 214; Single Site: 189; Multi Site: 180)
 A00B Which of these washroom services are provided as part of your contract with {Initial/Cannon}?

33. Looking at results from those who buy multiple services from the party, just over half of customers of each party bought their services from the party as part of a package, and looked for a provider on that basis. Just under one in four looked for the best provider for each service individually, while one in ten looked for a single provider, but looked at price on an individual service basis.

34. There was no significant difference between single site and multi-site customers.

Chart 6: How buy services from party (multiple services users)



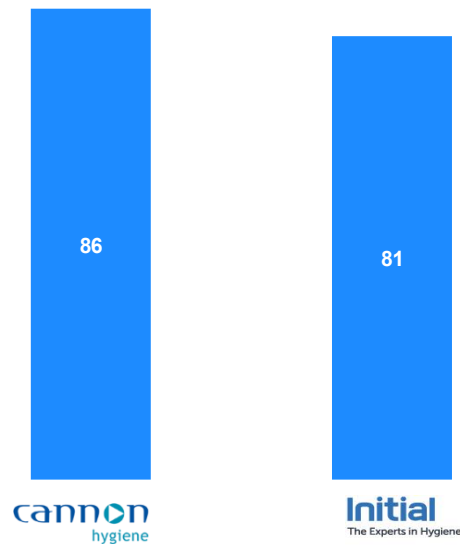
Base: Multiple service users (Total: 181, Cannon: 58*, Initial: 123; Single Site: 88*, Multi Site: 93*) * caution low base size

A00D Which of the following best describes how you think about looking for a provider of the washroom services you buy from (SAMPLE PROVIDER)? A00E Do you think about the price they offer for the package of services, or do you think about the price they offer for each service individually?

35. All customers with more than one site requiring washroom services were asked if their contract with the party covered all of their sites, or only some of them. The great majority (86% of Cannon and 81% of Initial customers) indicated that their contract covered all their sites. However, as indicated before, whilst most customers only used the party for sanitary waste disposal many customers were buying other washroom services from other providers. So, it is reasonable to assume that it is the sanitary waste disposal part of the contract that is being provided across the majority of all sites.

Chart 7: Site coverage by contract party

% with all sites covered



Base: Those organisations requiring washroom services across multiple sites (Cannon customers: 77*, Initial customers: 90*) * caution low base size

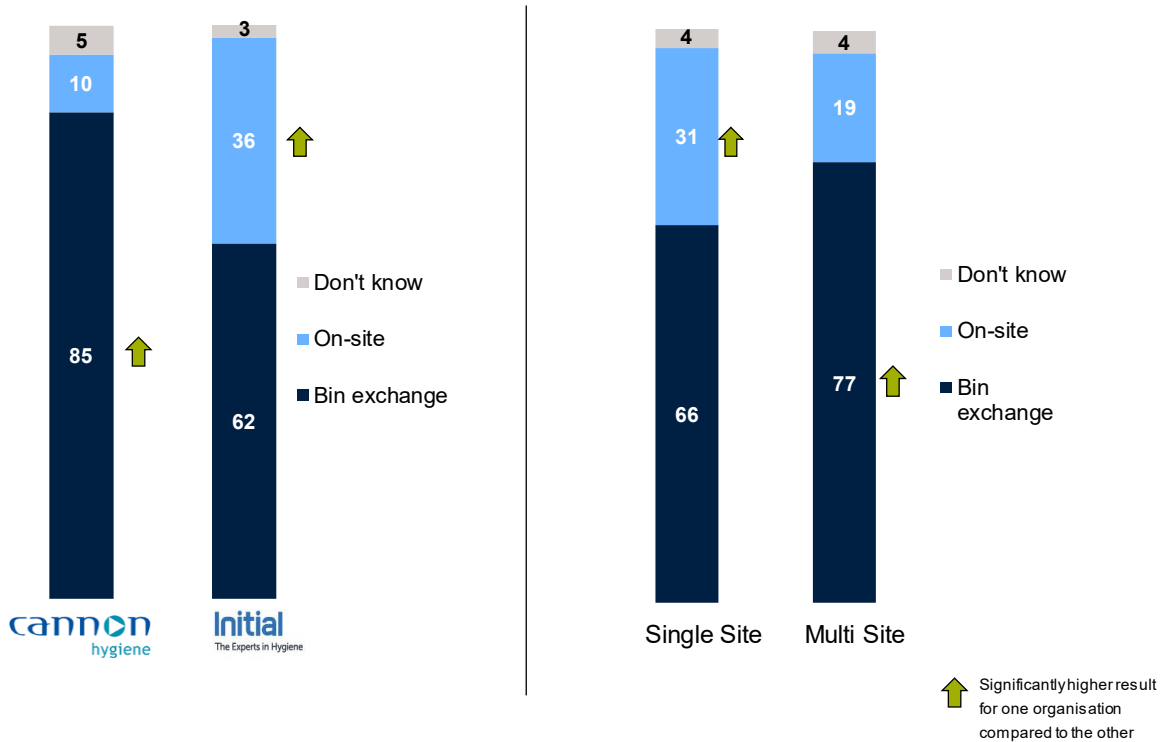
A01. How many sites does your organisation have in the UK that require sanitary waste disposal? A02a. Are all your sites within the UK that require sanitary waste disposal/washroom suppliers covered by your contract with {Initial/Cannon}, or not? A02b. How many sites are covered by your contract with {Initial/Cannon} for sanitary waste disposal/washroom services?

36. Those who used sanitary waste disposal were asked whether they used bins exchange, with clean bins provided and the existing bins removed for cleaning by the supplier; or an on-site service, with the bins remaining on site and plastic bin liners taken away.

37. Cannon customers overwhelmingly used bin exchange: 85% did so, with only 10% using an on-site service (the remainder were not sure). Initial customers were also more likely to use bin exchange, but by a much smaller margin (62% used bin exchange and 36% on-site).

38. Customers supplied across multiple sites were more likely to use bin exchange.

Chart 8: Type of sanitary waste disposal service used



Base: All using sanitary waste disposal (Cannon: 137, Initial: 188; Single site: 166, Multi site: 159)

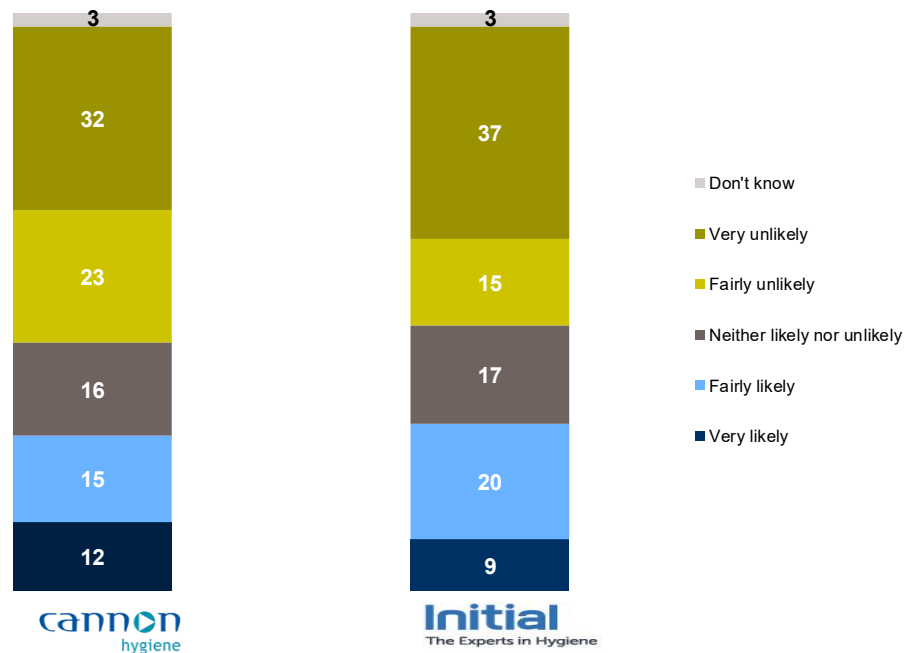
A00F. Which of these types of sanitary waste disposal service do you currently use?

39. Those customers who use a bin exchange service were asked how likely they would be to consider switching to an on-site service if they were renewing their contract or finding a new supplier.

40. One in four customers said they were likely to consider switching to an on-site service, though only one in ten said they were very likely. Twice as many – half the total – said they would be unlikely to consider switching, and this included one in three who said it was very unlikely.

41. There were no significant differences between the parties on this question.

Chart 9: Likelihood of using on-site sanitary waste disposal service (those currently using bins exchange)



Base: All using bins exchange sanitary waste disposal (Cannon: 116, Initial: 116)

A00H. Suppose you are renewing your current contract or finding a new supplier of sanitary waste disposal. How likely is it that you would consider using an on-site service for sanitary waste disposal? Would you say ..

2.4 The tendering process

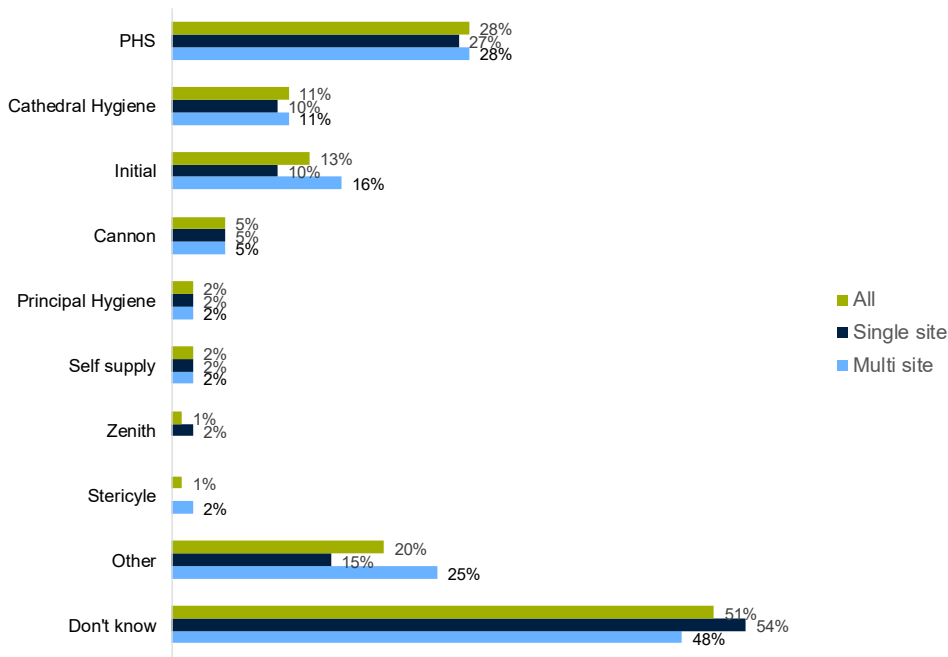
42. New customers were asked a series of questions about the tendering process they went through before appointing the party as their provider for the service. By way of context it should be noted that only a minority of new customers had previously been supplied by another provider, for over half (56%) the service was a new requirement for them at that time. Also, only about half of these new customers (45%) said they had asked other another provider to quote before they appointed the party. (see Section 3.8 below)

43. It is perhaps indicative of the low salience of the topic to customers that even in the case of new customers that had invited other suppliers to quote, nearly half did not know the name of any tenderers other than the winning supplier.

44. One in three respondents, and thus two in three of those who could name another tenderer, gave a supplier name that was not on the list.

45. PHS was by far the most frequently named other tenderer, by one in four, with Cathedral Hygiene mentioned by one in ten. .

Chart 10: Other providers invited to quote

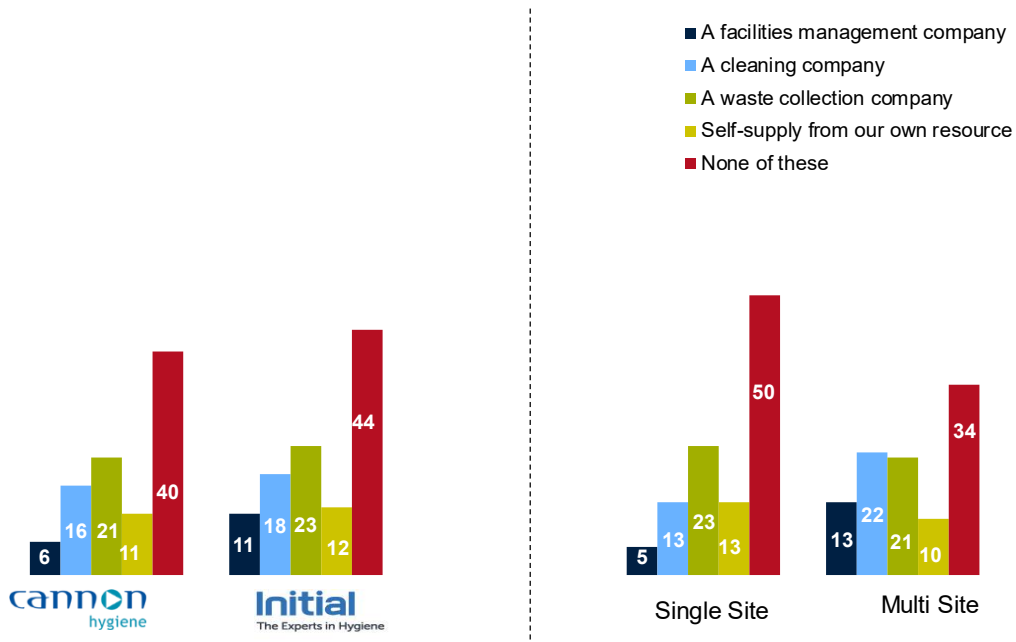


Base: All new customers who asked other providers to tender/ quote (Total: 120; Single: 59*, Multi: 61*) * caution low base size

Q12. Which other providers did you invite to tender or ask for a quote?

46. All customers (new and longstanding) were asked whether they had considered any of the following before appointing the party for the service: a facilities management company, a cleaning company, a waste collection company, or self-supply. Only a minority had considered any of these individually, while two in five had not considered any of these options. Multi-site organisations were more likely to have considered at least one of these options (66% had done so).

Chart 11: Other types of provider considered when appointed party



Base: All (Cannon: 139, Initial: 189; Single site: 168, Multi site: 160)

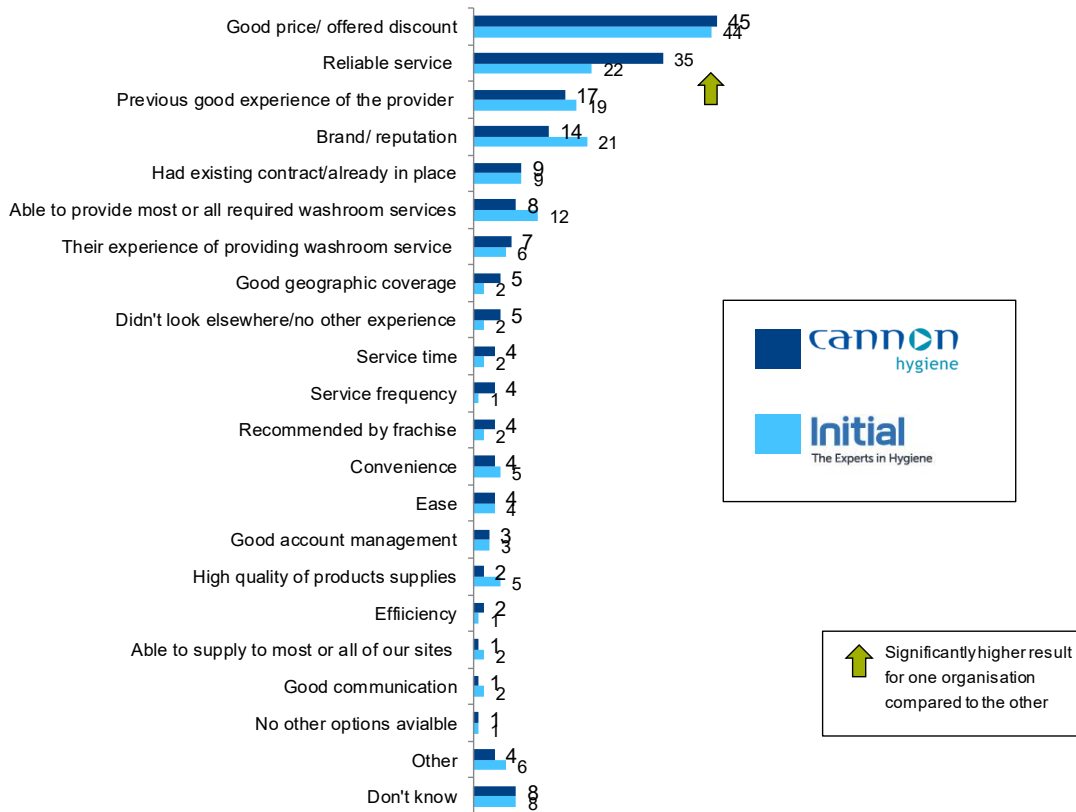
Q23. Which if any, of these types of organisations did you consider when you appointed (Cannon/Initial) to provide sanitary waste disposal/washroom services?

2.5 Reasons for choosing party

47. All customers were asked why they choose to use the party rather than another provider, with answers captured spontaneously. This question was deliberately focused on current reasons for choice (rather than reasons for choice of party when appointed) as not all those interviewed were employed within the organisation when the most recent party appointment decision was made. Where necessary interviewers prompted with the question: What is it about {Initial/Cannon} that makes you choose them rather than another provider? to help tease out the reasons for choice.

48. As is often the case with “why?” questions, there was a wide range of answers given, but the most often mentioned were price, or some combination of reliable service, previous good experience and brand reputation. The most common mention was simply price, or the offer of a discount, with just under half of both single site and multi-site customers saying this. In second place for each was reliability, though this was mentioned more often by multi-site customers than single site ones (35% and 22%). Just one in ten spontaneously mentioned the ability to provide all or most of the washroom services they require, and only a small minority (1-2%) the ability to supply most or all of their sites.

Chart 12: Reasons for choosing party



Base: All who use washroom services (Cannon: 137, Initial: 186)

Q26. Why do you choose to use [Initial/ Cannon] for sanitary waste disposal rather than another provider?

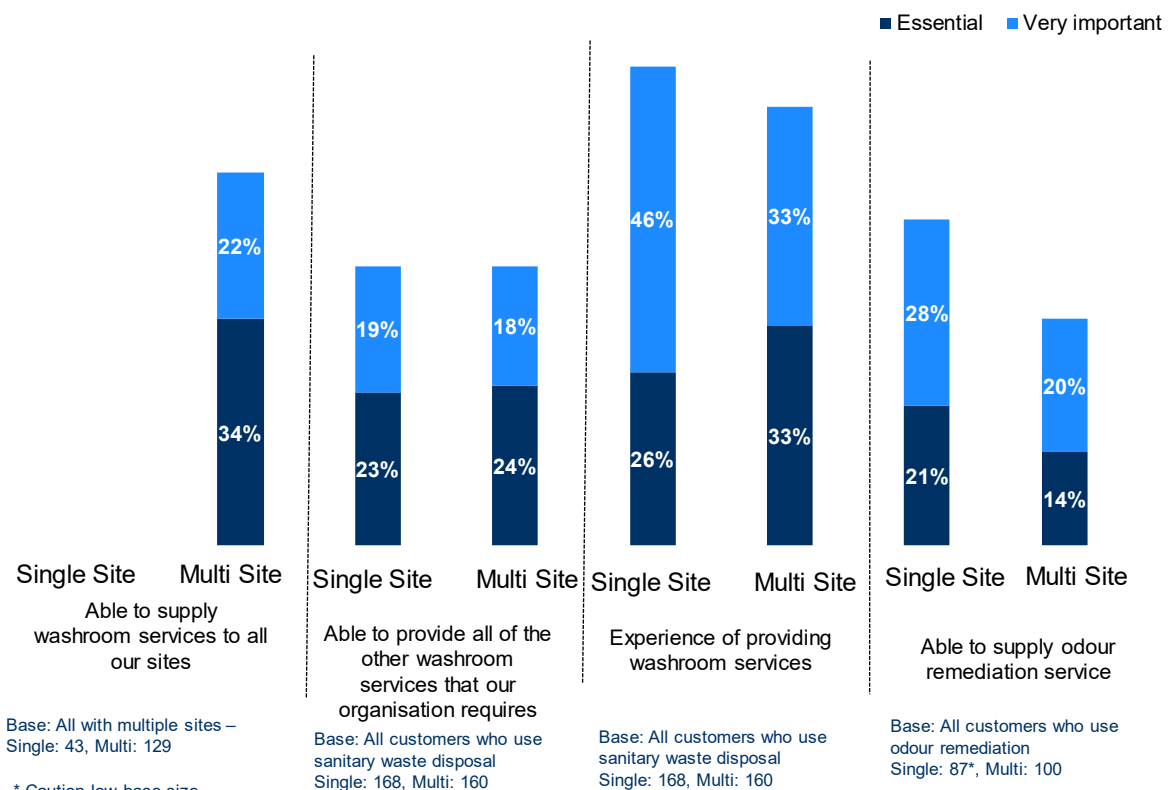
49. To investigate reasons for choice in more detail, respondents were asked to say how important it is that their provider offers specific features, using a four point “Essential/Very Important/Fairly Important/Not Important” scale.

50. For multi-site customers just over half (56%) said it was essential or very important that the chosen provider was able to supply all of their sites, and one in three said it was essential.

51. Respondents who use sanitary waste disposal services were asked how important it was that the provider could provide all the other washroom services they required, and that the provider had experience of providing washroom services. The latter was considerably more important, with two-thirds of respondents (72% of single-site and 66% of multi-site supplied customers) saying it was essential or very important. Being able to supply all the washroom services required was rated as essential or very important by less than half (with the same proportion for single as multi-site supplied customers (42%)).

52. Those customers using an odour remediation were asked how important it was that their provider could offer this service. This was less important than some other features with less than half saying it was essential or very important (49% of single-site and 34% of multi-site supplied customers).

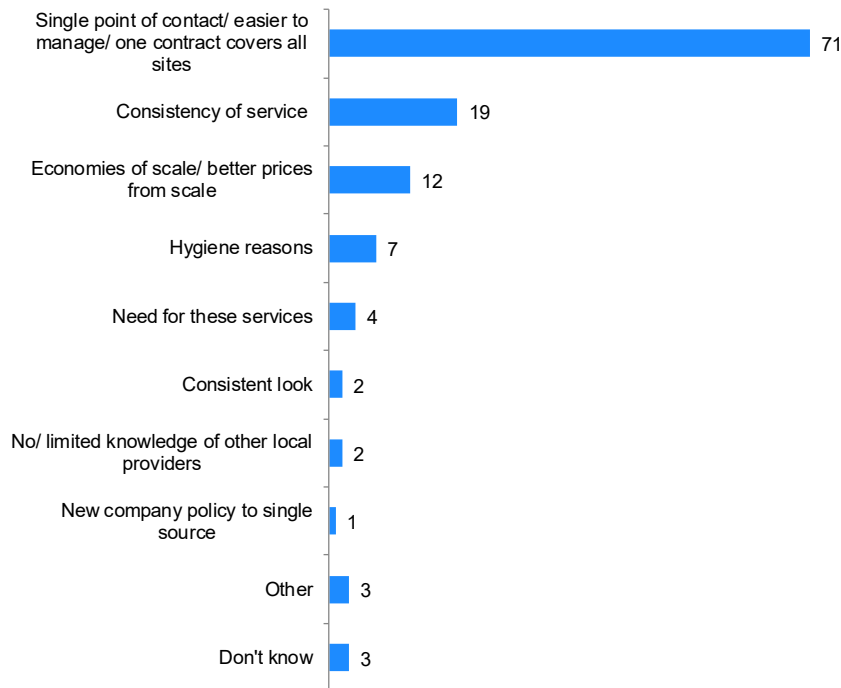
Chart 13: Importance of service features



Q27. I am now going to read out a list of features. For each one I'd like you to tell me how important it is to your organisation that your sanitary waste disposal provider offers this feature. Please use one of the phrases on the following scale to describe your answer: 'Essential', 'very important', 'fairly important' or 'not important'

53. Finally, those multi-site customers who said it was essential or very important that the provider was able to supply the service to all their sites were asked why they thought this, with responses captured spontaneously. Respondents could give more than one answer, but by far the most important was that it was seen as more convenient to have a single point of contact or a single contract to manage. The only other factors mentioned to any notable extent were the consistency of service and being able to get a better price.

Chart 14: Reasons why ability to provide service to multiple sites considered important



Base: All who considered ability to supply washroom services to all sites as essential or either very or fairly important (126)

Q28. You said that the ability to provide washroom services to multiple sites is important to your organisation. Why is that?

2.6 Diversion

54. The results in this section have been revenue weighted so that diversion can be measured in terms of customer spend with the parties. Some care should be taken with the interpretation of these results as: a) the effective base sizes are relatively low (responses from higher spend customers being influential on the findings) and; b) many customers indicated that they would divert their spend but did not know to which provider (discussed later).

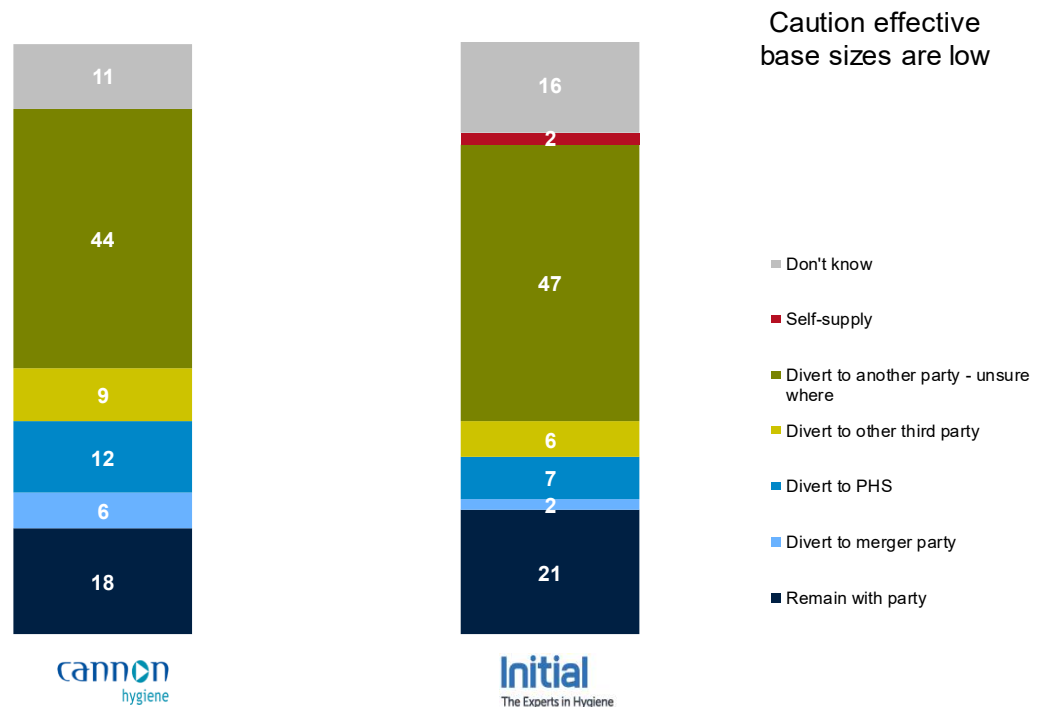
55. It should be noted that we deliberately allowed respondents to mention more than one when saying which other provider or providers they would use instead (if they said they would divert elsewhere). However, the great majority mentioned only one other provider as an alternative and in the small number of cases where they mentioned more than one provider we have split the diverted spend equally between them.

56. Weighting by spend can lead to low effective sample sizes as there can be a large range between the lowest and highest spender. This was the case here and therefore we decided to cap the spend of the top 5% of spenders at £10,000 to mitigate excessive weighting.

Price Diversion

57. First respondents were asked what they would do if the party raised its prices for the service by between 5% and 10% and everything else remained the same. Most customers said they would use another provider instead, with only 18% of Cannon spend and 21% of Initial spend remaining with the party. Nearly all the rest of the spend would divert to another provider, very little would switch to a self-supply option. However, when asked which other provider they would use instead, many did not know with nearly half of the party spend diverting to another party but not sure where. Just 6% of Cannon spend would divert to the merger party, and 2% of Initial spend, whilst of the other named providers PHS was the most likely spend destination (12% of Cannon spend and 7% of Initial spend going there).

Chart 15: Price Diversion by supplier

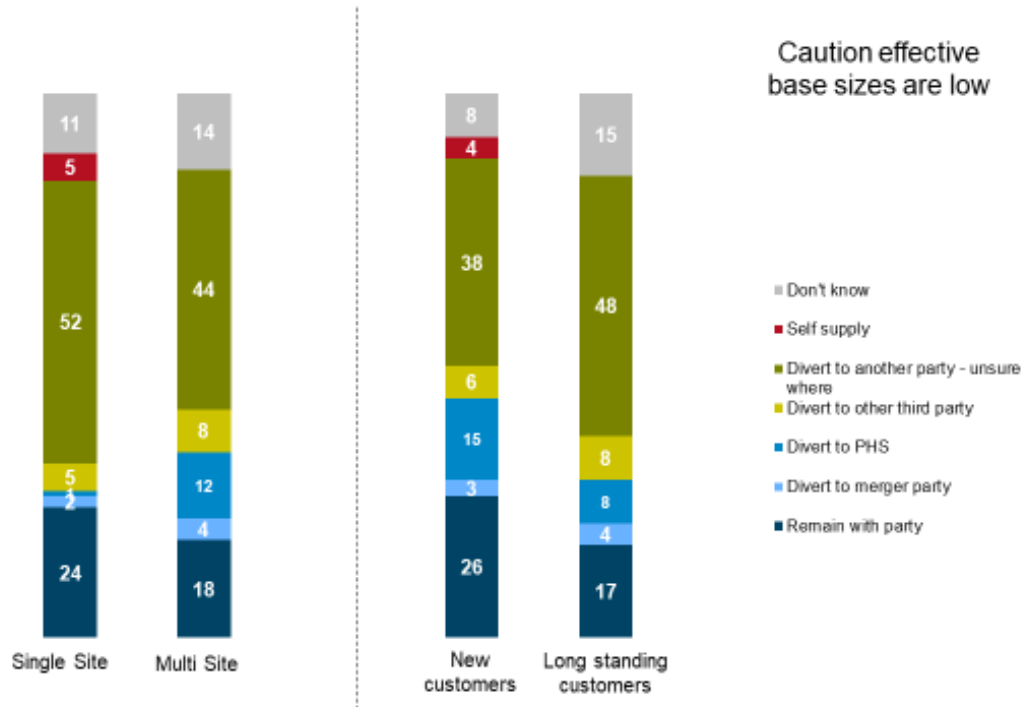


Base: All customers asked (Cannon: 139, Initial: 189)

Q29. Suppose your contract with [Initial/ Cannon] was coming to an end, and [Initial/ Cannon] raised its price for sanitary waste disposal by between 5% and 10% and everything else remained the same? Would you...? Q30 Which provider or providers would you use instead?

58. As for the different customer types, multi-site customers were more likely than single site ones to divert to PHS, while new customers were more likely than long-standing ones to remain with the current supplier, and also more likely to divert to PHS. Note that these results are not statistically significant and given the low effective base sizes, should be treated with caution.

Chart 16: Price Diversion by customer type

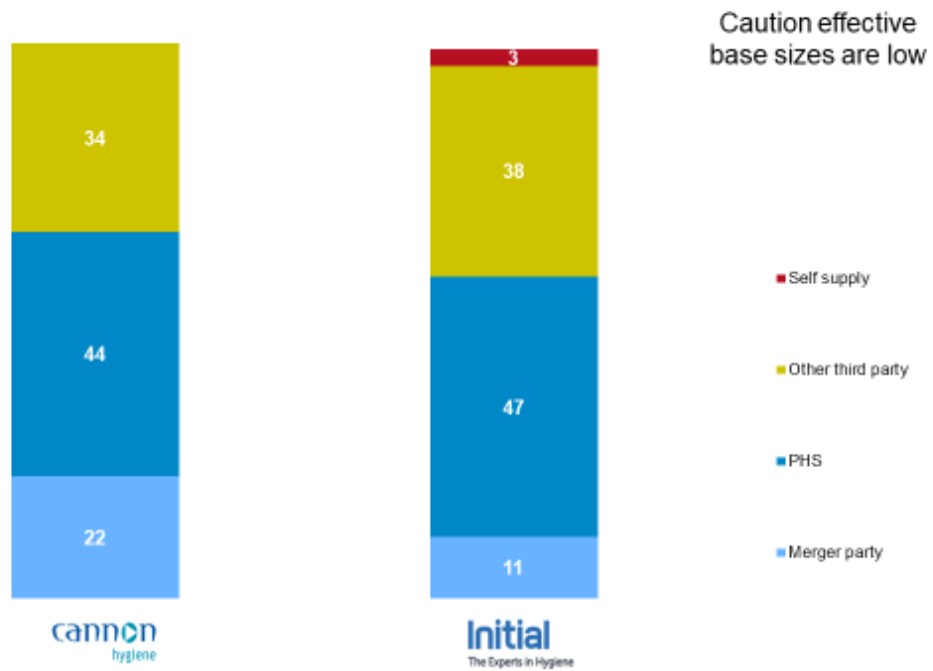


Base: All customers asked (Single site: 168, Multi site: 160; New customers: 148, Long standing customers: 190)

Q29. Suppose your contract with [Initial/ Cannon] was coming to an end, and [Initial/ Cannon] raised its price for sanitary waste disposal by between 5% and 10% and everything else remained the same? Would you...? Q30 Which provider or providers would you use instead?

59. Collapsing the various options into four for the price diversion ratio shows the most common outcomes being diversion to PHS or diversion to another third party, with no significant difference between the two merger suppliers.

Chart 17: Price Diversion ratio by supplier

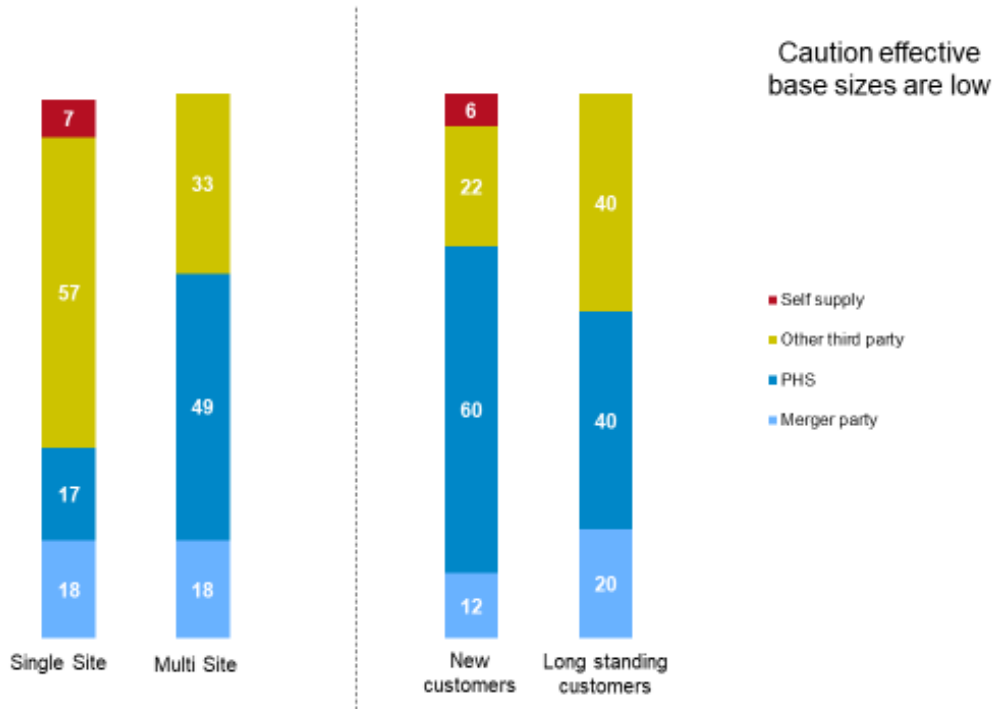


Base: All price marginal customers (Initial: 114, Cannon: 95*) * caution low base

Q29. Suppose your contract with [Initial/ Cannon] was coming to an end, and [Initial/ Cannon] raised its price for sanitary waste disposal by between 5% and 10% and everything else remained the same? Would you...? Q30 Which provider or providers would you use instead?

60. The small effective sample sizes again mean that the differences are not significant and the results should be treated with caution, but multi-site customers were more likely to divert to PHS and less likely to divert to another third party, and the same was true of new customers.

Chart 18: Price Diversion ratio by customer type

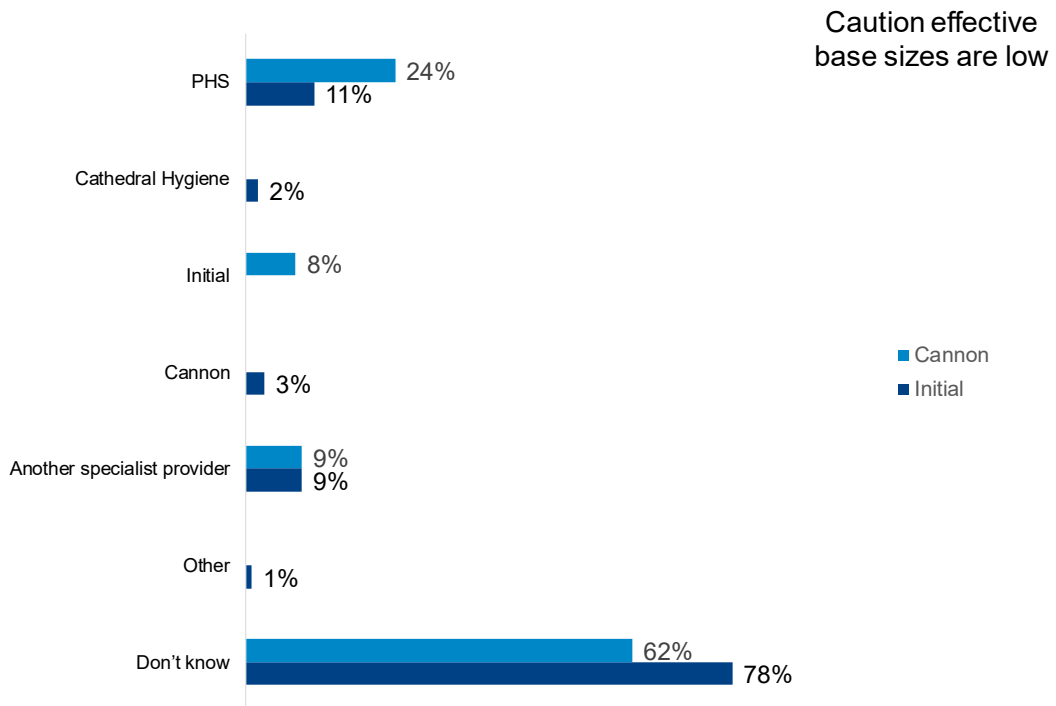


Base: All price marginal customers (Single site: 104, Multi site: 105; New customers: 92*, Long standing customers: 117) * caution low base

Q29. Suppose your contract with [Initial/ Cannon] was coming to an end, and [Initial/ Cannon] raised its price for sanitary waste disposal by between 5% and 10% and everything else remained the same? Would you...? Q30 Which provider or providers would you use instead?

61. Price marginal customers were asked which supplier they would use instead, but the great majority did not know, with PHS being the only competitor named by more than one in ten.

Chart 19: Price Diversion: other provider



Base: All price marginal customers (Initial: 106, Cannon: 94*) * caution low base size

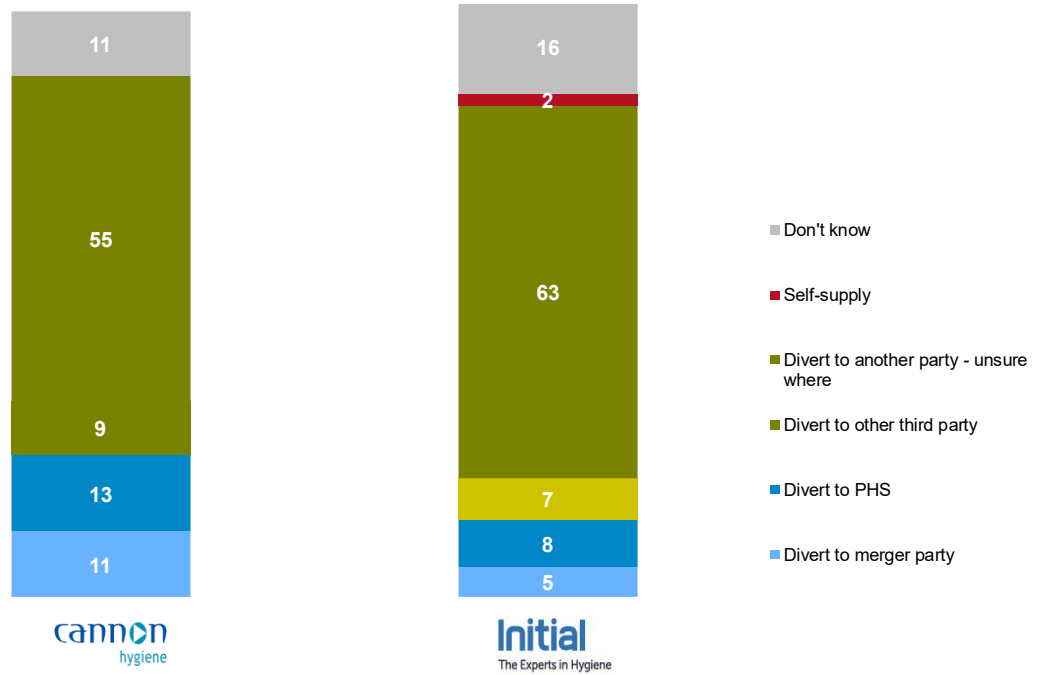
Q30. Which provider or providers would you use instead?

Forced Diversion

62. Next, respondents were asked what they would do if their contract with the party was coming to an end and the party was not available as a supplier. (This question was not asked of price marginal customers as it was assumed that their diversion behaviour in the forced diversion scenario would be the same as in the price diversion scenario – although their responses have been included in the analysis below which is based on all customers).

63. The same pattern emerged (as with price diversion) in that very little spend would divert to self-supply, and a large proportion would go to another provider, but in many cases the respondent could not name a specific alternative provider they would use instead. 11% of Cannon spend would divert to the merger party, and 5% of Initial spend. PHS attracted most of the diverted spend where another provider was named (13% of Cannon spend and 8% of Initial spend).

Chart 20: Forced Diversion by supplier

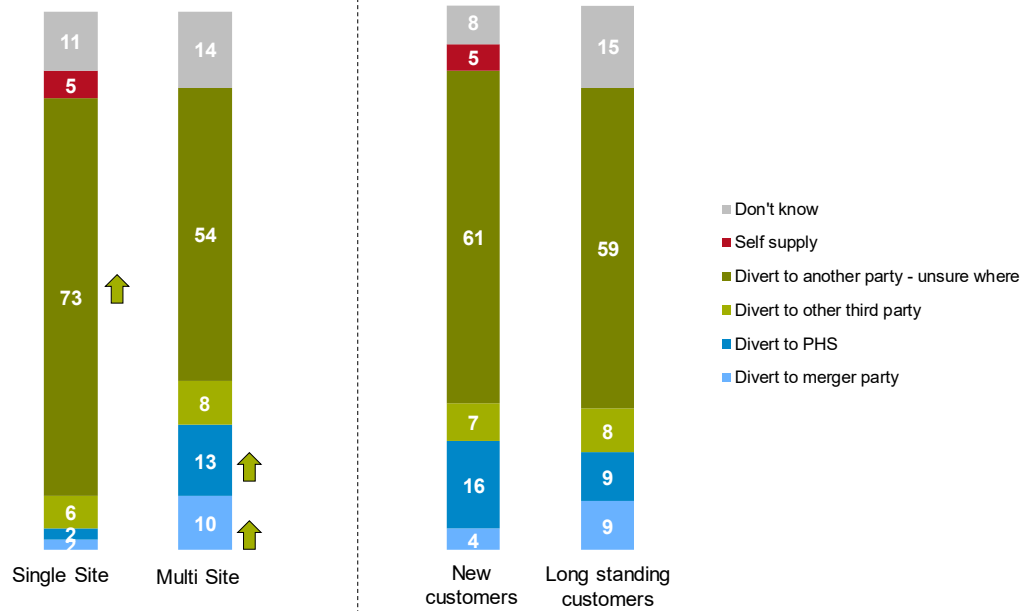


Base: All (Cannon: 139, Initial: 189)

Q31. And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... ?
 Q32 Which provider or providers would you use instead?

64. Forced diversion by customer type showed some clear differences, with single site customers more likely to say they would divert to a third party but weren't sure which one, and multi-site customers more likely to say they would divert to the merger party and to PHS. There were no differences between new and long-standing customers.

Chart 21: Forced Diversion by customer type

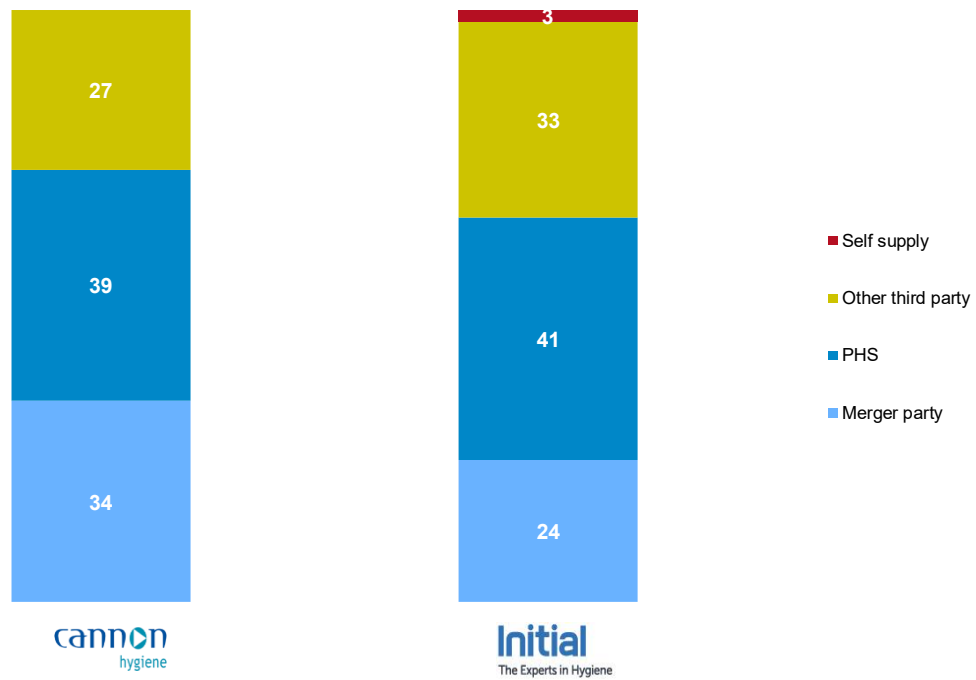


Base: All (Single site: 168, Multi site: 160; New customers: 148, Long standing customers: 180)

Q31. And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... ?
 Q32 Which provider or providers would you use instead?

65. Forced diversion ratios have been calculated using the standard formulae, allocating those who said they would “divert to another provider but not sure where” pro-rata to the diversion of spend to named alternative providers. 34% of Cannon spend would divert to the merger party and 24% of Initial spend. Most of the rest would divert to PHS, with 39% of Cannon spend going there and 41% of Initial spend.

Chart 22: Forced Diversion Ratio



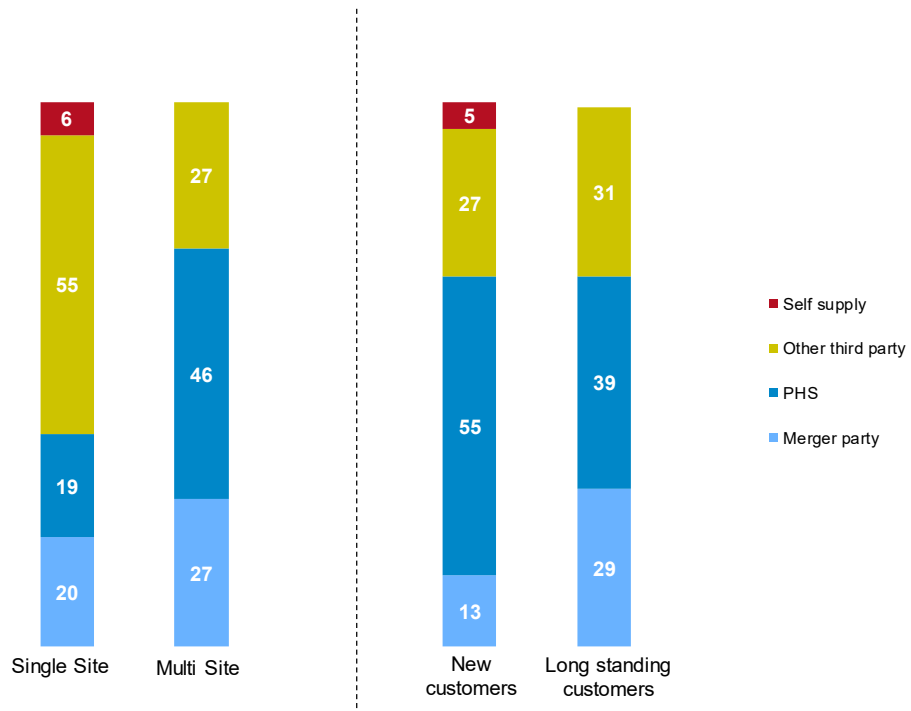
Base: All excluding those who don't know (Cannon: 121, Initial: 166)

Q31 And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... ?

Q32 Which provider or providers would you use instead?

66. There was some difference in the diversion pattern between customer types. Diversion of spend to PHS was more prevalent among multi-site supplied organisations and new customers, whilst single-site supplied customers were more likely to divert their spend to another third party (not PHS).

Chart 23: Forced Diversion ratio by customer type



Base: All excluding those who don't know (Single site: 147, Multi site: 140; New customers: 132, Long standing customers: 155)

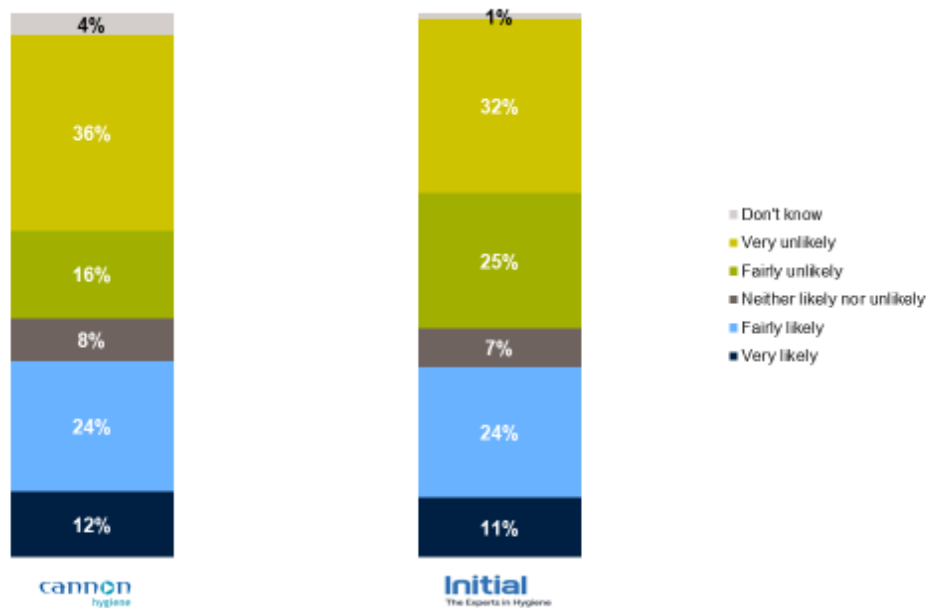
Q31. And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... ?

2.7 Likelihood of using multiple providers

67. Those respondents who said the party provided them with other washroom services in addition to sanitary waste disposal were asked how likely it is that they would appoint multiple providers instead of a single provider, if the party was no longer available.

68. More customers thought it unlikely than likely, and only about one in ten thought it very likely (8% of Cannon and 12% of Initial customers).

Chart 24: Likelihood of appointing multiple providers if party not available (Users of multiple services from party)

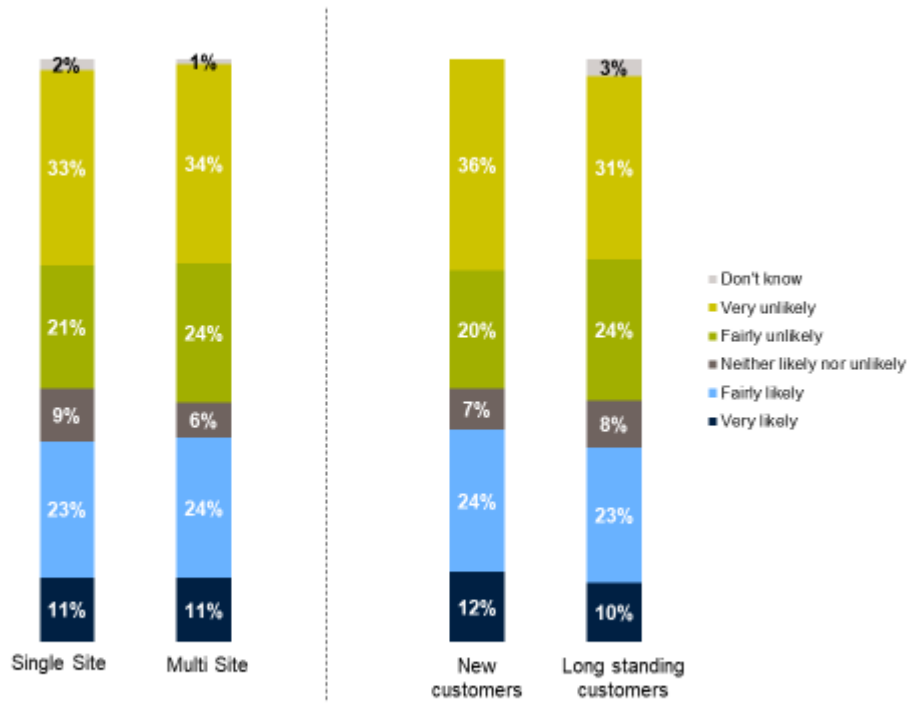


Base: Those using party for multiple services (Cannon: 50*, Initial: 114) * caution low base size

Q34. You said earlier that you have a contract with {Initial/Cannon} that includes other washroom services as well as sanitary waste disposal. Suppose that {Initial/Cannon} was no longer available, how likely is it that you would appoint multiple providers instead of a single provider to supply different washroom services? Would you say ...?

69. The likelihood of using multiple providers as an alternative to the party was reasonably consistent across the different customer types (single/multi-site supplied; new and longstanding).

Chart 25: Likelihood of appointing multiple providers if party not available (Users of multiple services from party)



Base: Those using party for multiple services (Single site: 81*, Multiple site: 83*; New customers: 74*, Long standing customers: 90*) * caution low base size

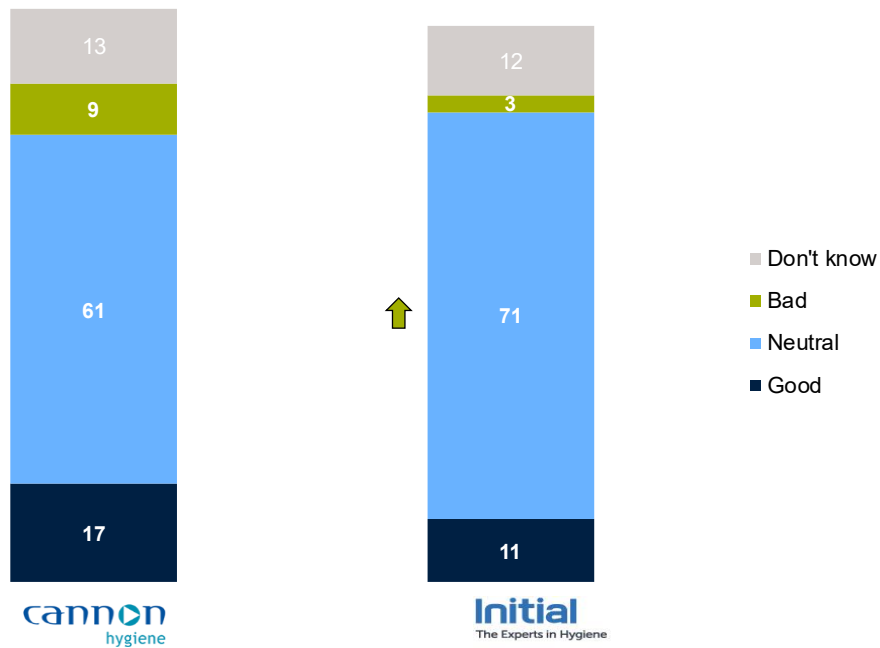
Q34. You said earlier that you have a contract with (Initial/Cannon) that includes other washroom services as well as sanitary waste disposal. Suppose that (Initial/Cannon) was no longer available, how likely is it that you would appoint multiple providers instead of a single provider to supply different washroom services? Would you say ...?

2.8 Awareness and views of acquisition

70. Just a minority were aware that Initial had acquired Cannon: 27% of Cannon and 17% of Initial customers.

71. Everyone was asked for their views about the acquisition (regardless of whether they already knew about it or not); if they would expect it to have a good, bad or neutral impact on them as a customer. The majority said it would have a neutral impact, or did not know.

Chart 26: Perceived impact of acquisition



Base: All (Cannon: 155, Initial: 214)

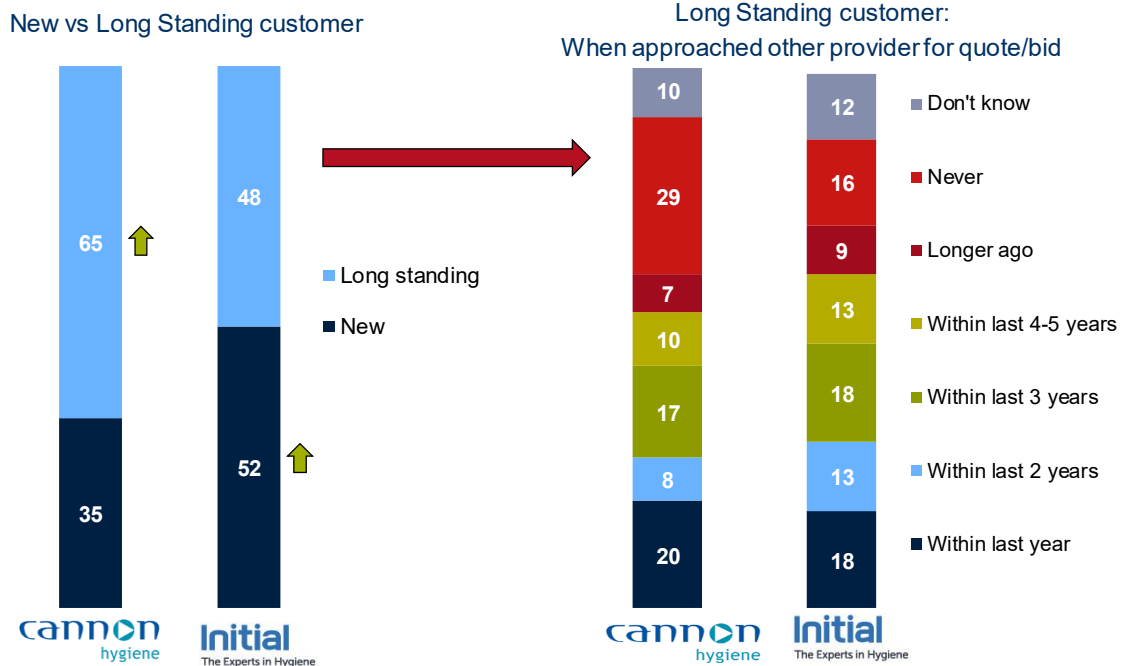
Q37. Would you expect this acquisition to have a good, bad or neutral impact on you as a customer?

3 Other Findings

72. In this section we have included all the other charts that were appended to the presentation deck but not shown or discussed. These provide supplementary information to the main body of the report but for brevity of reading the findings have not been described or commented upon.

3.1 Customer profile

Type of customer (1)



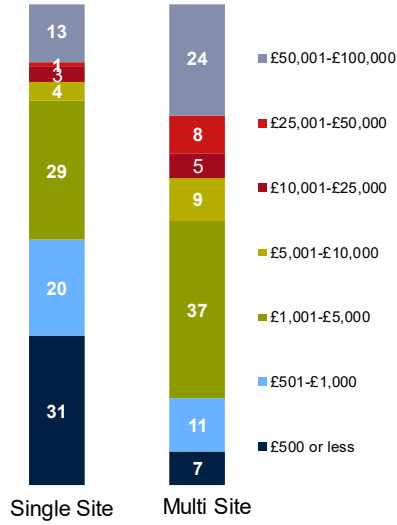
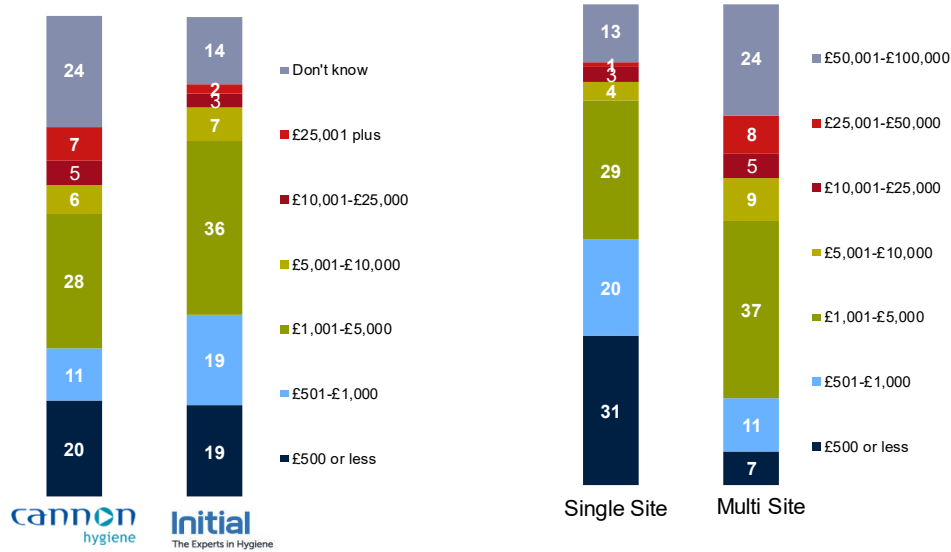
Base: All customers (Cannon: 214, Initial: 155)

Sample defined

Base: All long standing customers (Cannon: 90, Initial: 89)
* caution low base

Q10a When was the last time you approached any other providers of sanitary waste disposal/washroom services for quotes or bids?

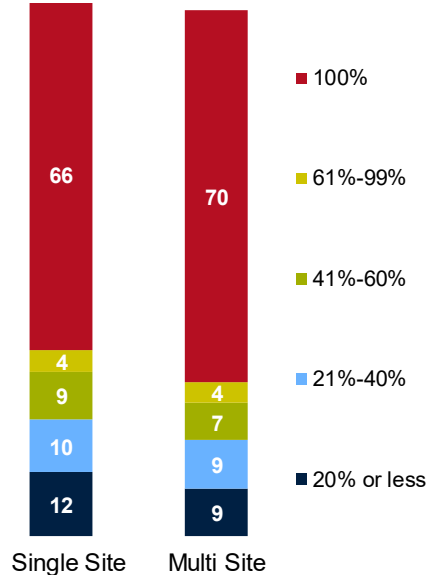
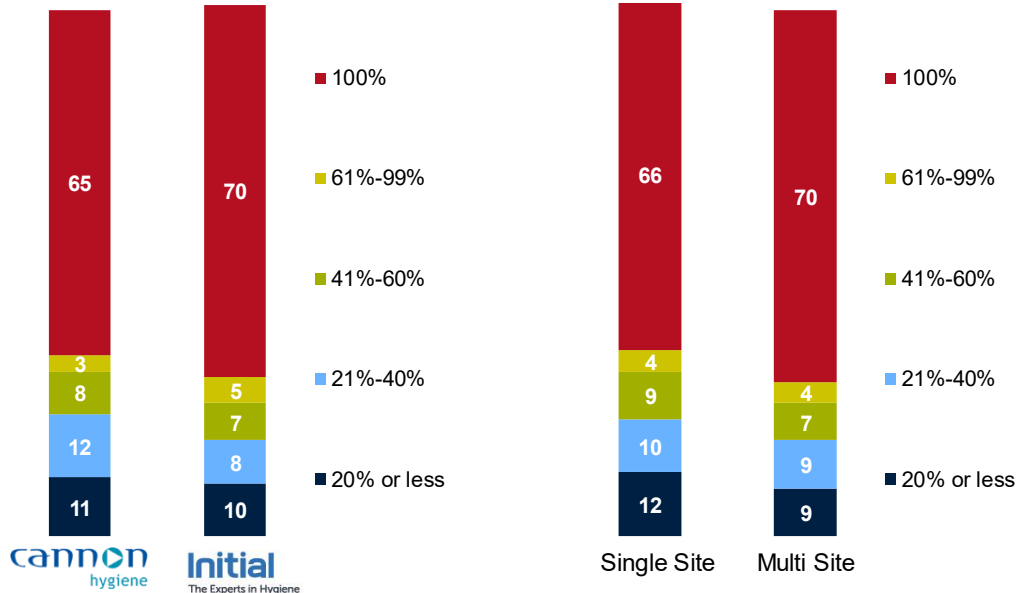
Total spend on washroom services



Base: All customers (Cannon: 155, Initial: 214; Single: 189, Multi: 180)

Sample defined and Q35 From our records, we understand that you spent {PULL IN £ AMOUNT FROM SAMPLE} on washroom services with {Initial/Cannon} in 2017. Approximately how much did your organisation spend on washroom services in the UK in 2017, including your spend with {Initial/Cannon}?

% spend with party



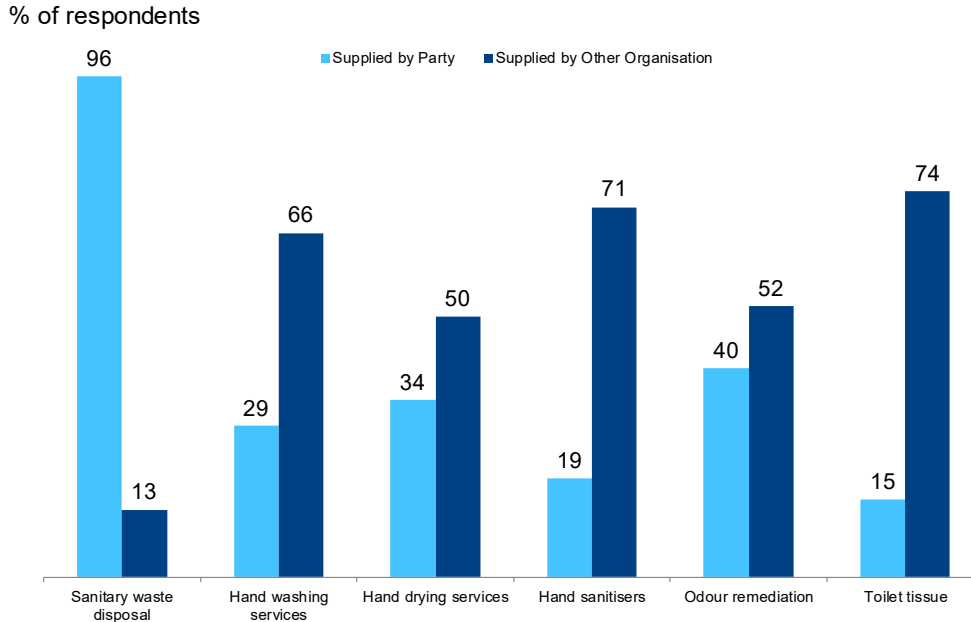
Base: All customers (Cannon: 115, Initial: 173)

Base: All customers (Single site: 161; Multi: 127)

Sample defined and Q35 From our records, we understand that you spent {PULL IN £ AMOUNT FROM SAMPLE} on washroom services with {Initial/Cannon} in 2017. Approximately how much did your organisation spend on washroom services in the UK in 2017, including your spend with {Initial/Cannon}?

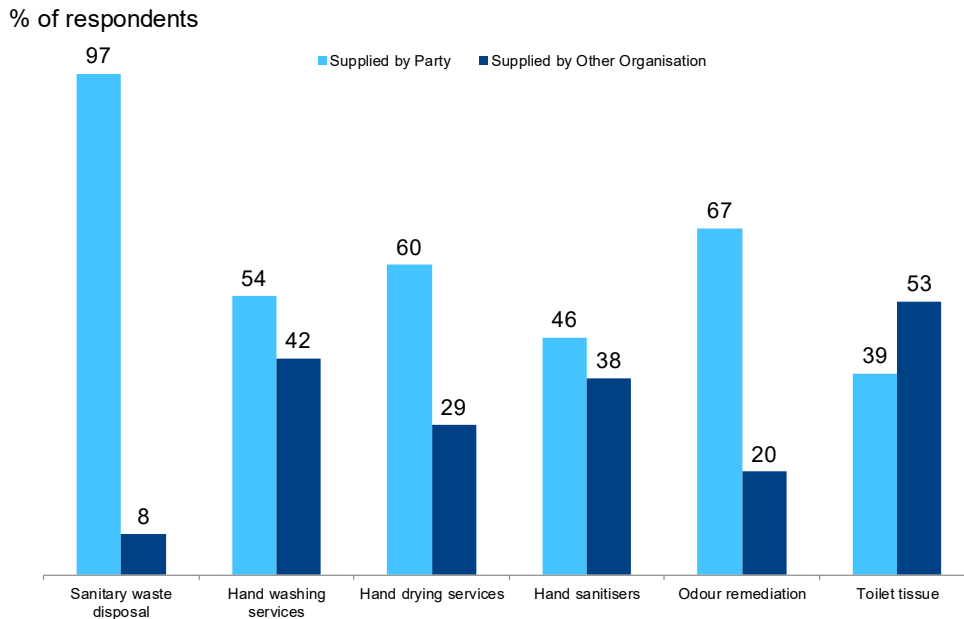
3.2 Purchase of washroom services

Washroom services used – Cannon Customers



Base: All using service (Sanitary waste disposal: 149, Hand washing services: 96*; Hand drying services: 102; Hand sanitisers 82*; Odour remediation: 89*; Toilet tissue: 103) * caution low base size
 A00A. Which, if any, of the following washroom services or products are used by organisation? A00B. Which of these washroom services are provided as part of your contract with {Initial/Cannon}? A00C. Which other washroom service providers, or alternatives to washroom service providers, if any do you use for?

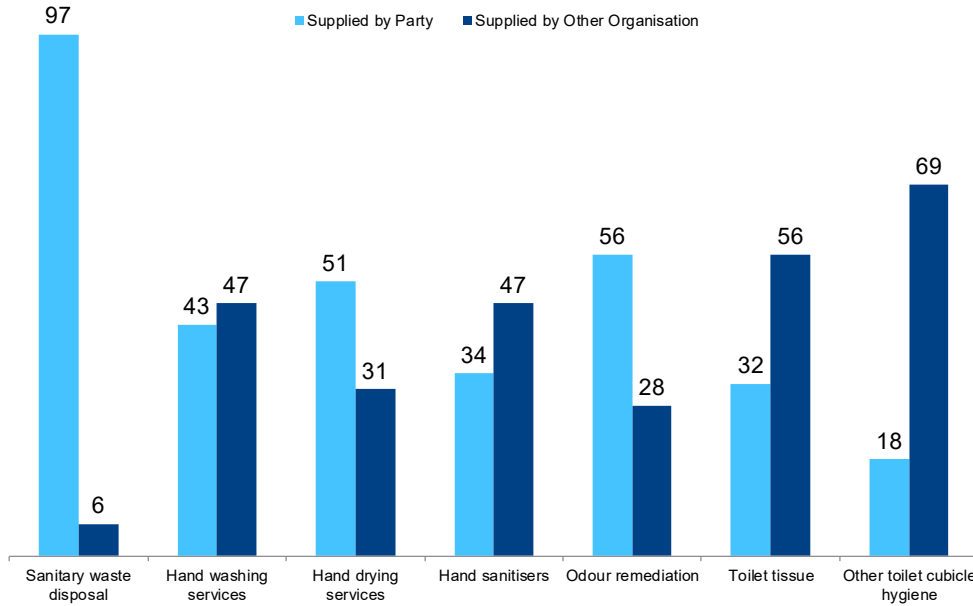
Washroom services supplied – Initial



Base: All using service (Sanitary waste disposal: 199, Hand washing services: 134; Hand drying services: 159; Hand sanitisers: 76*; Odour remediation: 121; Toilet tissue: 150) * caution low base size
 A00A. Which, if any, of the following washroom services or products are used by organisation? A00B. Which of these washroom services are provided as part of your contract with {Initial/Cannon}? A00C. Which other washroom service providers, or alternatives to washroom service providers, if any do you use for?

Washroom services supplied – customers where party supplies single site

% of respondents

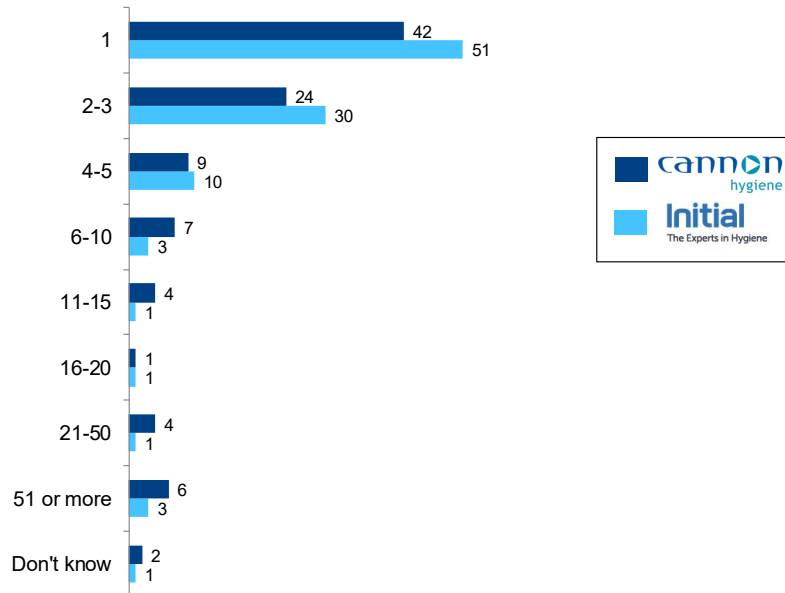


Base: All using service (Sanitary waste disposal: 176; Hand washing services: 116; Hand drying services: 132; Hand sanitisers: 65* Odour remediation: 96*; Toilet tissue: 133; Other toilet cubicle hygiene: 51*) * caution low base size

A00A. Which, if any, of the following washroom services or products are used by organisation? A00B. Which of these washroom services are provided as part of your contract with (Initial/Cannon)? A00C. Which other washroom service providers, or alternatives to washroom service providers, if any do you use for?

3.3 Sourcing behaviour across sites

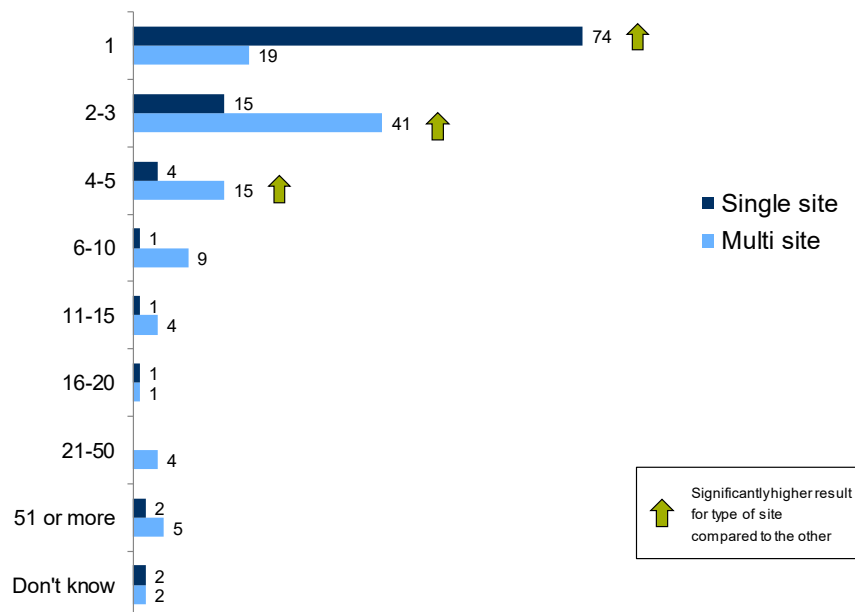
Number of sites which require service
- by party customers



Base: All customers who use services (Cannon: 139, Initial: 189)

A01. How many sites does your organisation have in the UK that require sanitary waste disposal/washroom services?

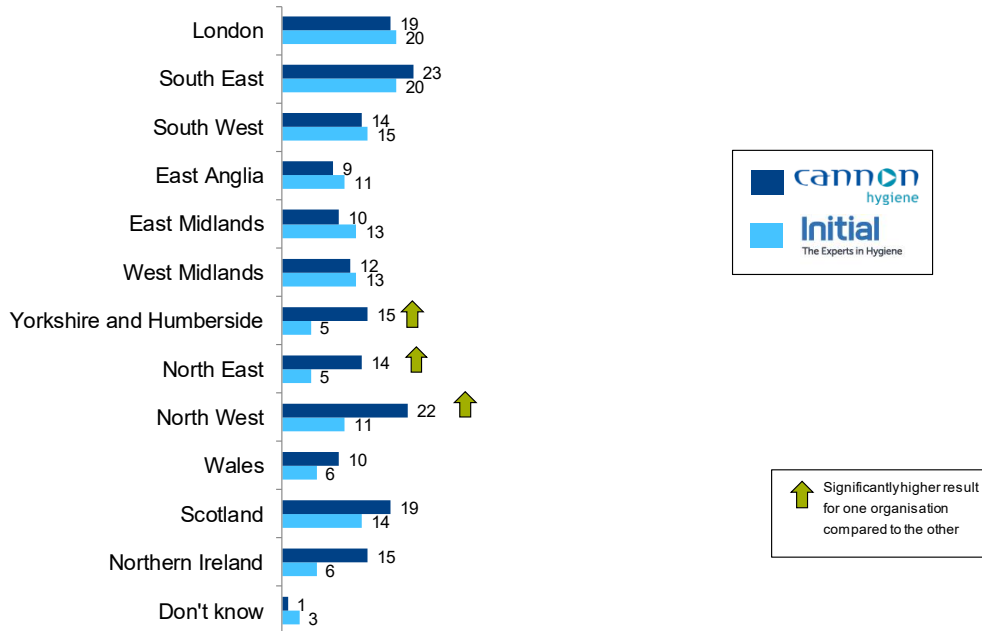
Number of sites which require service
- by whether party supplies across single/multiple sites



Base: All customers asked (Single site: 168, Multi site: 160)

A01. How many sites does your organisation have in the UK that require sanitary waste disposal/washroom services?

Location of sites which require washroom services



Base: All customers asked (Cannon: 139, Initial: 189)
 Q2 In which geographic region(s) is this site/are these sites located?

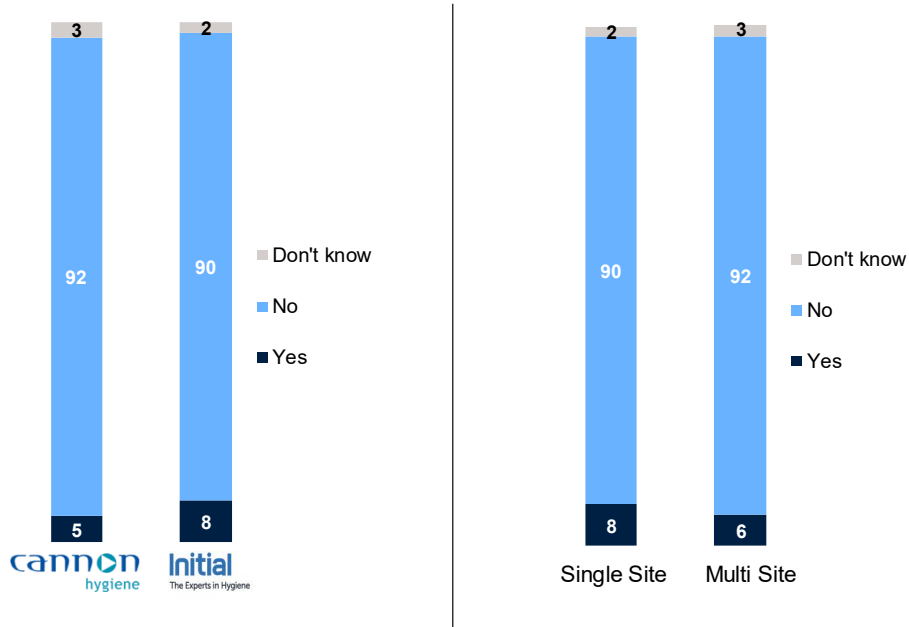
Location of sites which require service under contract



Base: All who knew how many sites are covered by contract with Cannon/Initial (Cannon: 133, Initial: 180)
 Q1b In which geographic region(s) is this site/are these sites located? Q2 In which geographic region(s) is this site/are these sites located?

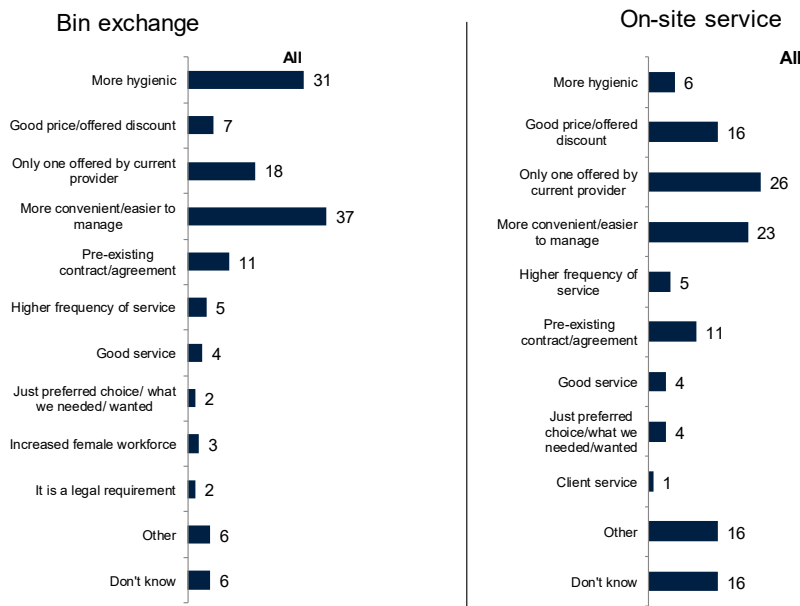
3.4 Sanitary waste sourcing model

Whether self-supply sanitary waste disposal



Base: All using sanitary waste disposal (Cannon: 139, Initial: 189; Single: 168, Multi: 160)
 A03a. Can I just check, do you self-supply sanitary waste disposal at any of your sites?

Reason for using this type of waste disposal service



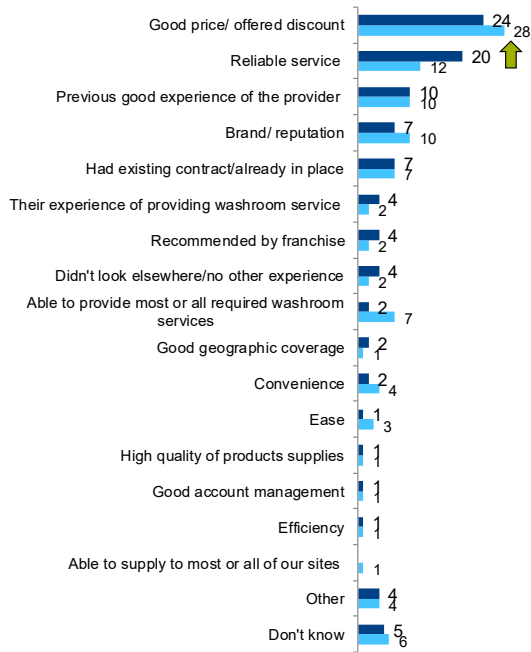
Base: All who used bin exchange (232)

Base: All who used on site service (81*) * caution low base

A00G. Why do you use this type of sanitary waste disposal service? DO NOT READ OUT. PROMPT: Why else?

3.5 Reasons for choosing party

Reasons why choose party for service – First reason

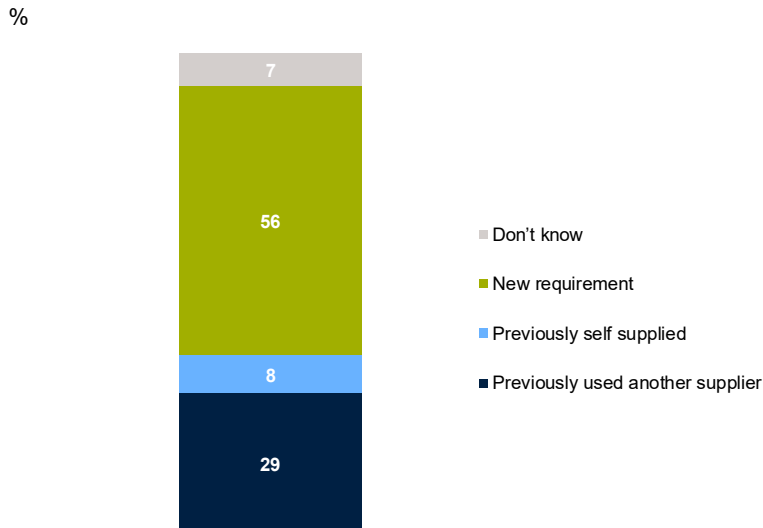


↑ Significantly higher result for one organisation compared to the other

Base: All who use washroom services (Cannon: 137, Initial: 186)
Q26. Why do you choose to use [Initial/ Cannon] for sanitary waste disposal rather than another provider?

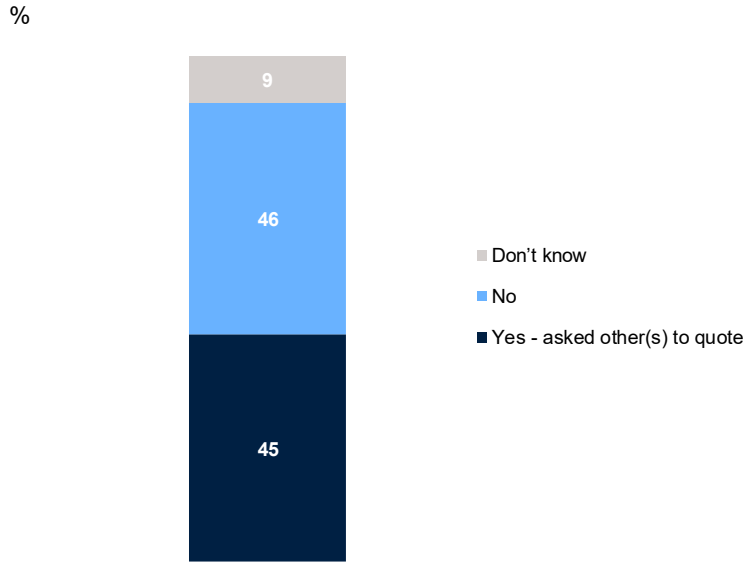
3.6 Tendering behavior (new customers)

How service supplied prior to using party - combined



Base: All new customers (149)
Q07. Had you previously used another provider for sanitary waste disposal, or self-supplied, or was this a new requirement for your organisation at that time?

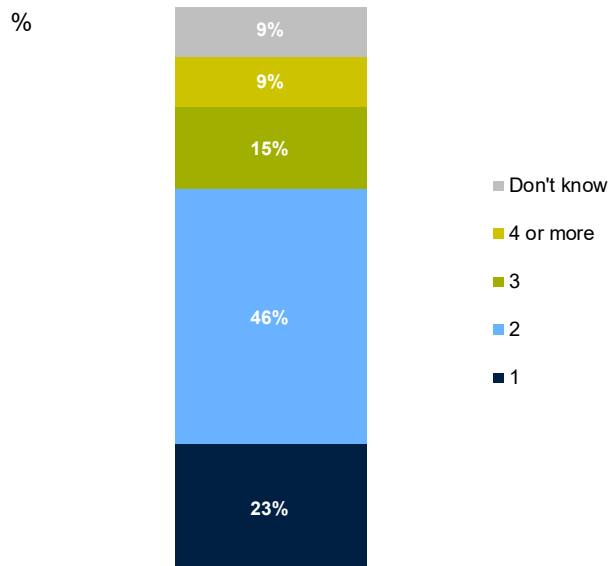
% new customers who asked other providers to tender or quote - combined



Base: All new customers (149)

Q09. Did you ask any other sanitary waste disposal providers apart from [Initial/ Cannon] to tender or quote at that time?

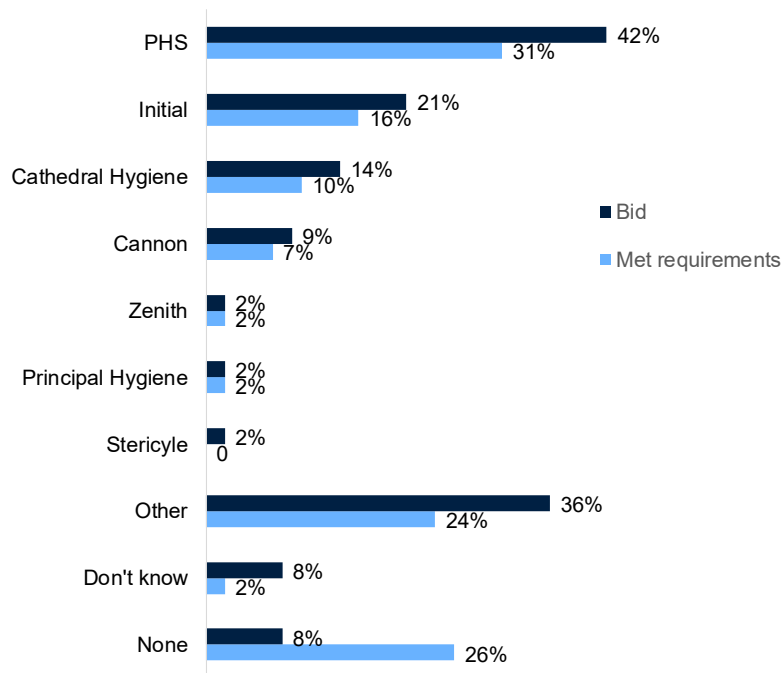
Number of other providers invited to tender/ quote



Base: All new customers who asked other providers to tender/ quote and long standing customers who approached another provider in the last 2 years (120)

Q11. How many other providers did you invite to tender or ask for a quote, apart from [Initial/ Cannon]?

Names of other providers who bid/met requirements

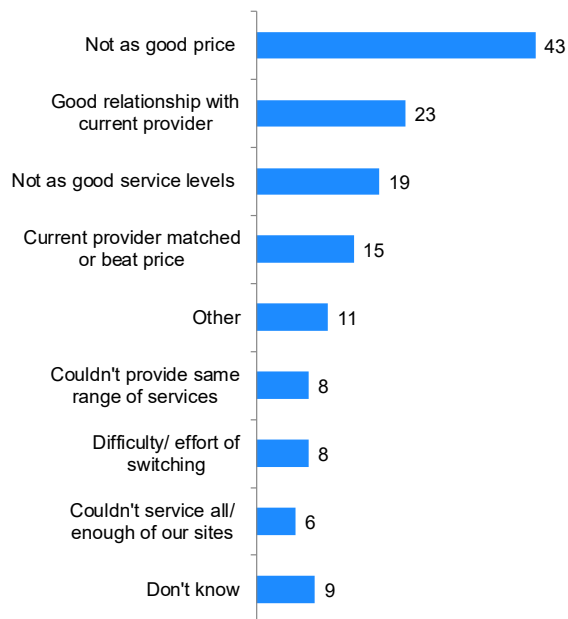


Base: All new customers who asked other providers to tender/ quote and knew who they had asked to quote (66)/ All who received quotes (58)
 Q13. Which of these other providers did you get bids or quotes back from. Q14. Which of these other providers met your requirements to the extent that you could have awarded them the contract?

3.7 Switching

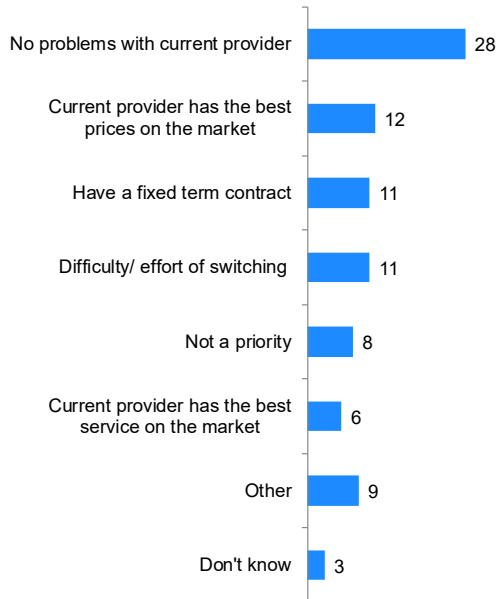
Reasons for not switching

- Longstanding customers who approached others for a quote/bid



Base: All longstanding customers who had approached other providers for a quote in the last 2 years (53*) * caution low base size
 Q16. Why did you not switch to this provider/ one of these providers?

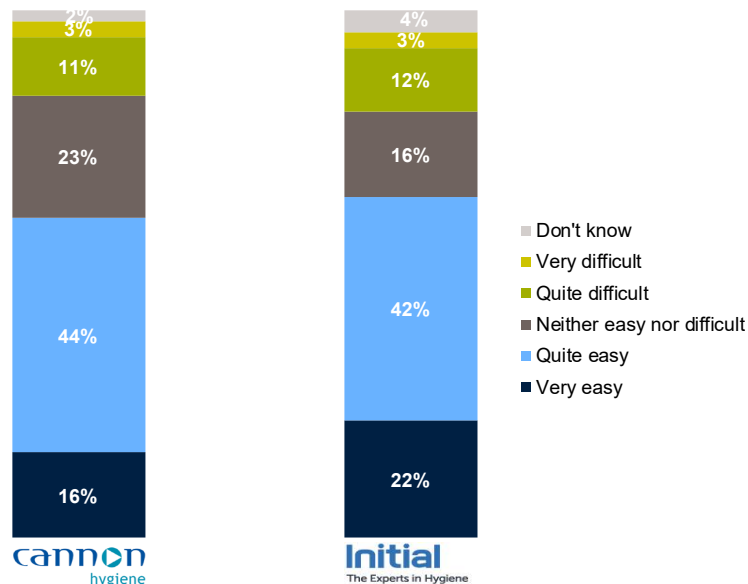
Reasons for not approaching any other providers for bids or quotes in the last two years – Longstanding customers



Base: All longstanding customers (106)

Q20. Why have you not approached any other providers of sanitary waste disposal for bids or quotes in the last two years?

Perception of how easy it would be to switch provider – Longstanding customers



Base: All longstanding customers (Cannon: 90*, Initial: 89*) * caution low base size

Q21. How easy or difficult do you think it would be to switch to another provider of sanitary waste disposal?

3.8 Diversion (revenue weighted)

Diversion ratio - calculation

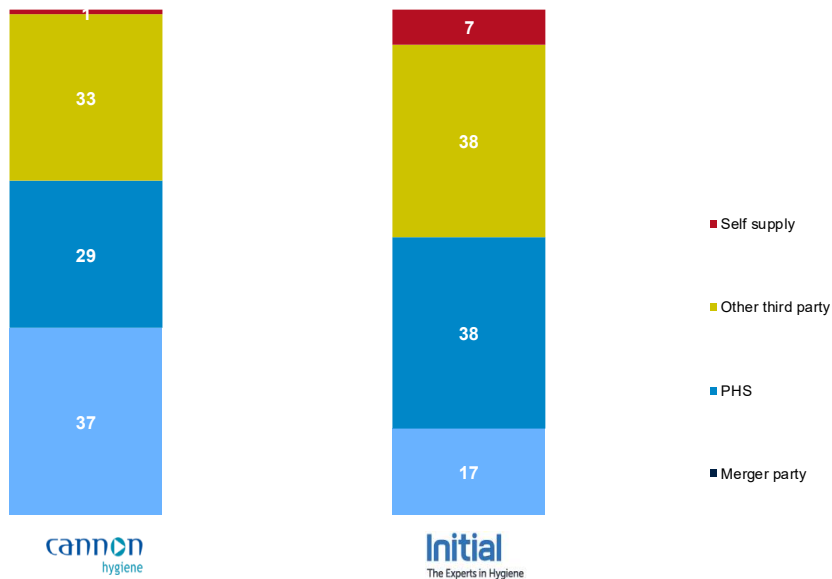
The diversion ratio is calculated as....

Merger party	$(M+[D*(M/M+T)])/M+T+D+O$
Third party	$(T+[D*(T/M+T)])/M+T+D+O$
Self-supply	$O/M+T+D+O$
PHS	$(P+[D*(P/M+T)])/M+T+D+O$
Other third party	$(R+[D*(R/M+T)])/M+T+D+O$

- M = Merger Party
- T = Named Third party
- D = Switched, but DK where
- O = Self-supply
- P = PHS
- R = Other third party

3.9 Diversion (unweighted)

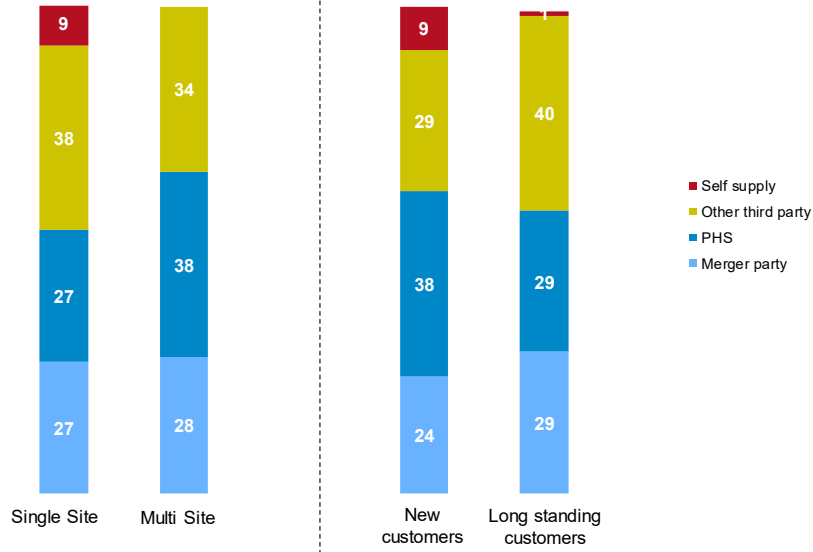
Price diversion ratio



Base: All price marginal customers (Initial: 151, Cannon: 104)

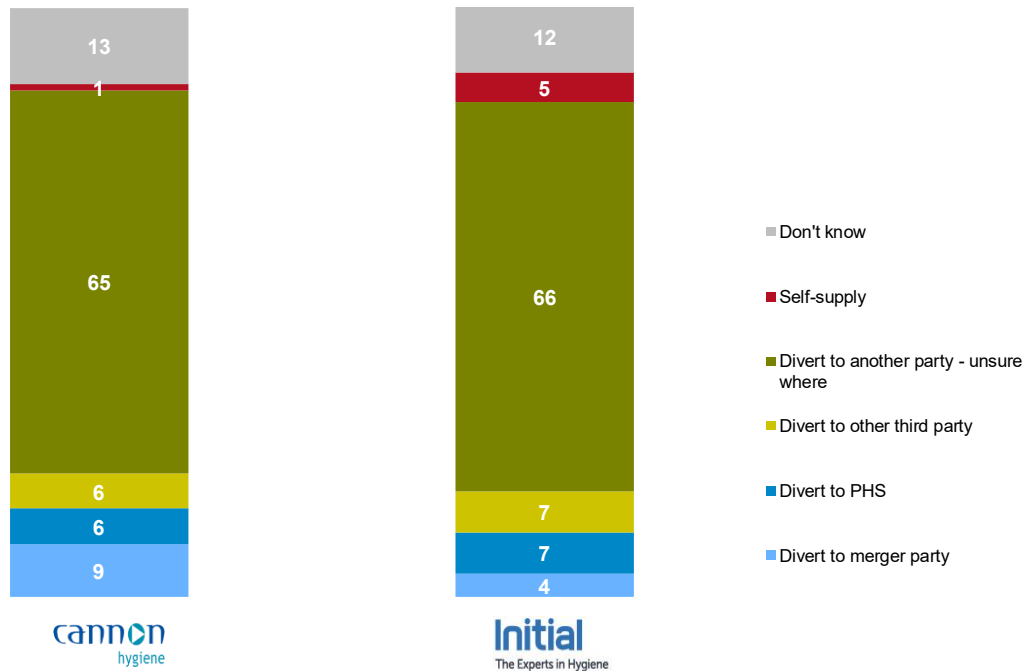
Q29. Suppose your contract with [Initial/ Cannon] was coming to an end, and [Initial/ Cannon] raised its price for sanitary waste disposal by between 5% and 10% and everything else remained the same? Would you...? Q30 Which provider or providers would you use instead?

Price diversion ratio



Base: All price marginal customers (Single site: 104, Multi site: 105; New customers: 92*, Long standing customers: 117) * caution low base size
 Q29. Suppose your contract with [Initial/ Cannon] was coming to an end, and [Initial/ Cannon] raised its price for sanitary waste disposal by between 5% and 10% and everything else remained the same? Would you...? Q30 Which provider or providers would you use instead?

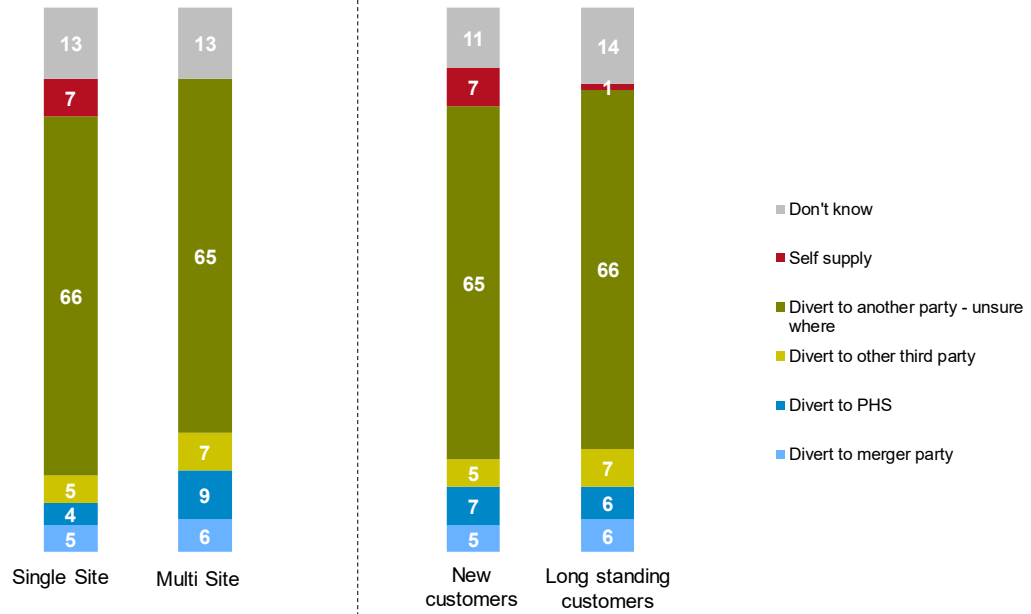
Forced diversion



Base: All (Initial: 139, Cannon: 189)

Q31. And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... ?
 Q32 Which provider or providers would you use instead?

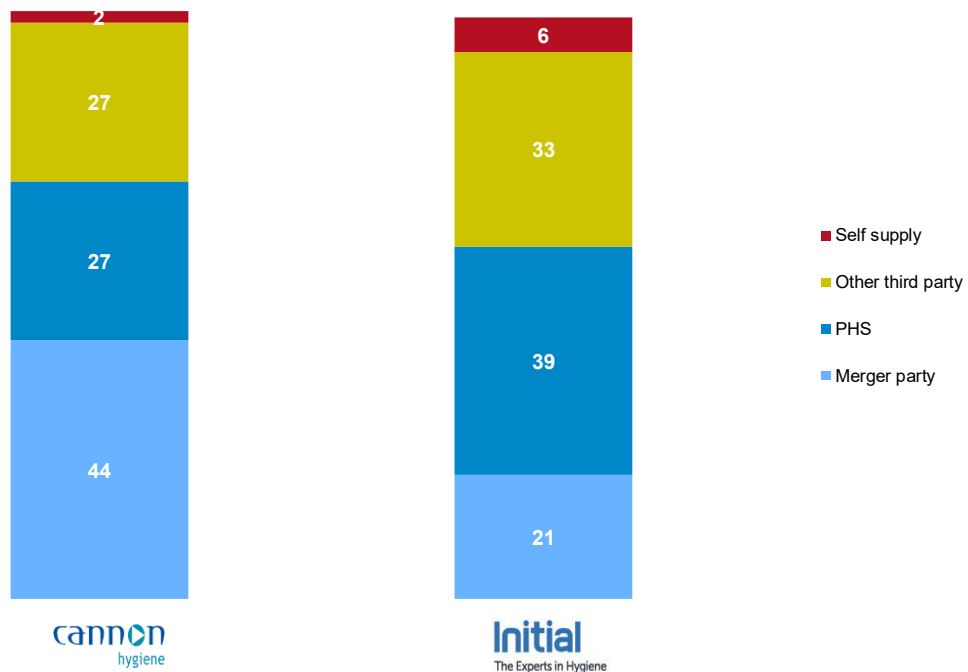
Forced diversion



Base: All (Single site: 168, Multi site: 160; New customers: 148, Long standing customers: 180)

Q31. And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... ?
 Q32 Which provider or providers would you use instead?

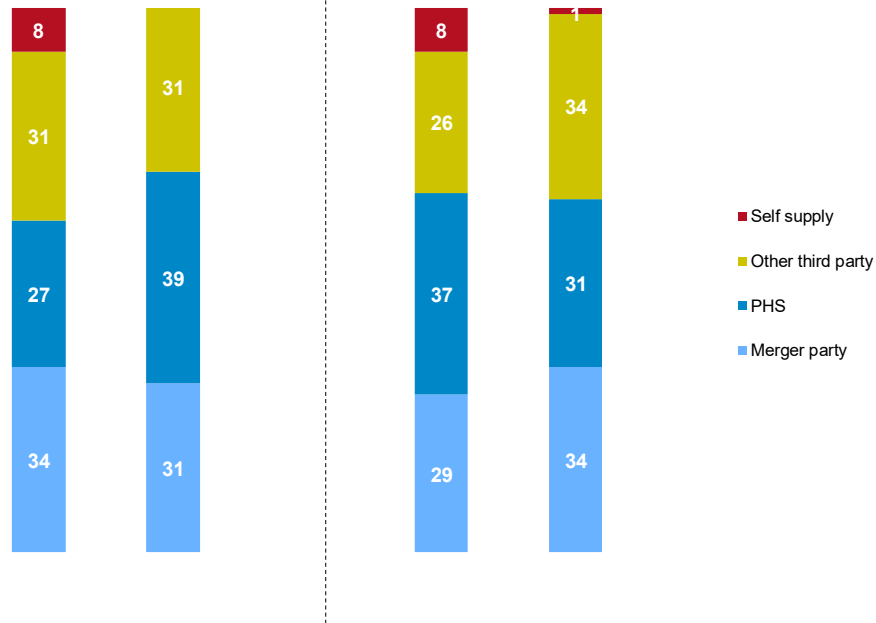
Forced diversion ratio



Base: All excluding those who don't know (Cannon: 121, Initial: 166)

Q31. And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... ?
 Q32 Which provider or providers would you use instead?

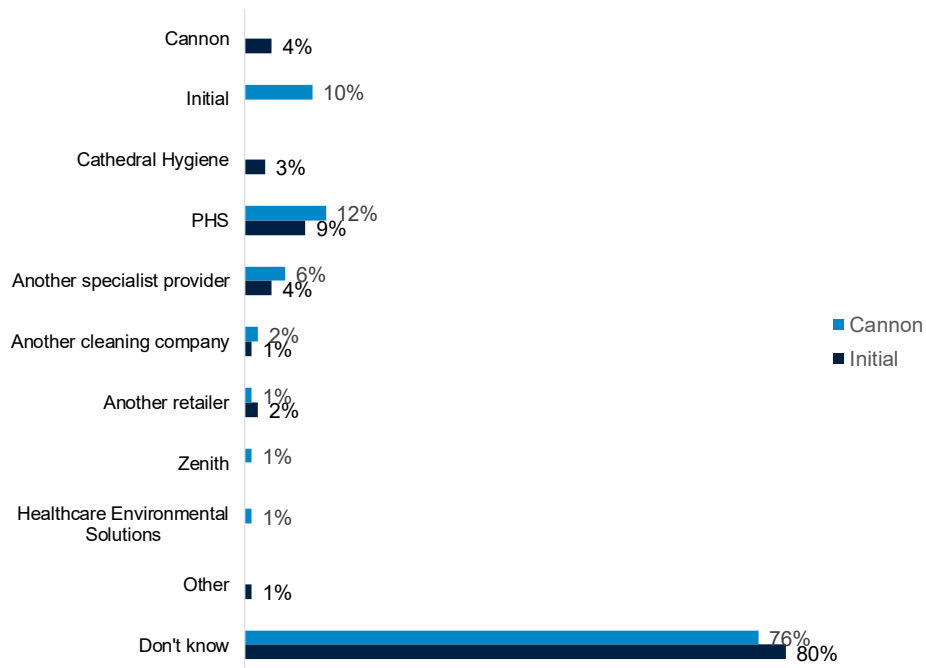
Forced diversion ratio



Base: All excluding those who don't know (Single site: 147, Multi site: 140; New customers: 132, Long standing customers: 155)

Q31. And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... ?
 Q32 Which provider or providers would you use instead?

Forced diversion – other provider would use

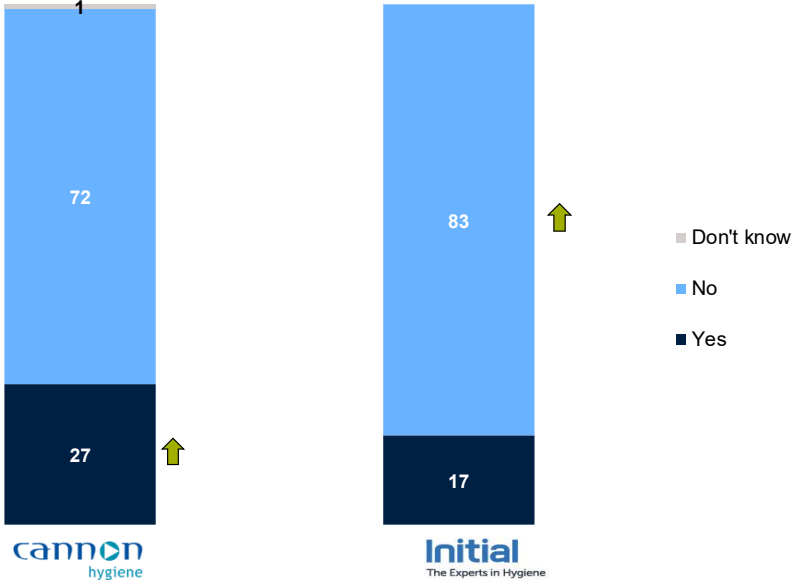


Base: All who would use a different provider (Cannon: 119, Initial: 156)

Q32. Which provider or providers would you use instead?

3.10 Awareness of acquisition

Awareness of acquisition



Base: All (Cannon: 155, Initial: 214)
 Q36. Were you aware that Initial has acquired Cannon?

4 Appendix

4.1 Technical note

4.1.1 Sampling

73. The parties supplied lists of all customers on their databases. The universe sizes were:

- 20071 Initial customers
- 12097 Cannon customers

74. By agreement with the CMA the parties excluded the following companies from their lists: Initial Medical services, Rentokil Pest Control, facilities management companies, framework customers, and customers sent a CMA questionnaire.

75. Deduplication was carried out to ensure customers of both Initial and Cannon were not contacted. However, duplicates were not found between parties. A deduplication process was carried out within party to try to identify duplicate entries – organisation name and contact telephone number were used in this process.

76. The lists of customers were then stratified by party, whether a new customer or not, and whether they were a single or multi-site organisation, with the following target numbers of interviews in each cell:

Table 4.1: Sample/stratification

Type	Type of site	Total universe	Target interviews
Initial			
New customers	Single	2293	100
	Multi	260	50
Long standing customers	Single	14400	30
	Multi	3748	120
Total Initial		20071	300
Cannon			
New customers	Single	745	100
	Multi	177	50
Long standing customers	Single	9060	30
	Multi	2114	120
Total Cannon		12097	300
Total		32168	600

77. With each stratum customers were sorted by spend with the parties before the sample was drawn.
78. Some customers had more than one contact name in the database, and up to three of these were loaded into the sample, so that if the first named person no longer worked there the interviewer would have a ready-made alternative contact.
79. Because of the small number of new single-site Cannon customers all were included in the sample. The other customer types were sampled with a probability proportionate to spend in all other strata. However, because of various problems with the sample, and with gaining interviews (see 4.1.3 below) extra sample had to be drawn, and the practice of selecting all customers was extended to include Initial new customers multi-site, and Cannon new customers both single and multi-sites.
80. All selected sample members where email addresses were available were sent an advance email explaining the purpose of the survey and requesting their cooperation.
81. Named contacts were screened at the recruitment stage to ensure that all those interviewed were decision-makers i.e. the person responsible for deciding which suppliers of washroom services the organisation used, and that they had a contract for washroom services with the party.

4.1.2 Questionnaire Development

82. Starting from a list of information topics needed by the investigation a draft of the questionnaire was drawn up via a meeting of CMA staff and GfK researchers, and a series of subsequent emails and telephone calls.
83. Once agreed the questionnaire was tested in a small pilot exercise. Interviewers were briefed by the research team, and three interviews were conducted in total. Recordings of all pilot interviews were listened to by the research team.
84. Following the pilot, recommendations were made for amendments, and a final questionnaire produced following a further round of discussions with the CMA.
85. The average interview length was 15 minutes.

4.1.3 Interviewing

86. Interviewing was conducted by telephone, using experienced interviewers at Ronin's telephone centre in London. Interviewing commenced on 1 August, and continued until 29 August, 2018. Interviewers were briefed by a GfK researcher before starting work. Some interviews were monitored by the CMA after the briefing, and as well as the standard GfK process of a sample of interviews being monitored by a team leader, GfK researchers also listened to recordings of some of the early interviews. Some additional general instructions were given to all interviewers, as well as personal additional briefing of some interviewers on particular questionnaire points.
87. After fieldwork had been running for a week it became apparent that there were a number of problems, some concerning the sample and some more to do with respondent cooperation. Although the sample was nominally up to date, there were many cases where the individual contact details had not been updated for some time, and the named contact had left some years previously. There were also many cases where the named contact said that decisions about commissioning washroom services were made by a different department, or at head office rather than at local establishments. In most of these cases they were unable to give any name or telephone number of someone it would be appropriate to talk to.
88. The fact that the timing of the inquiry meant that the research had to be carried out during the peak summer holiday period made it more difficult than usual to make contact with people.

89. Finally, it became clear that the salience of the washroom services contract was very low for many of the people in the sample – it was a low cost service, and one with low engagement by customers. This meant not only that refusal rates were somewhat higher than on comparable surveys, but also that when the named contact proved not to be the person the interview needed to speak to, they were not motivated to help find an alternative.

90. Because of these problems, and even after the addition of extra sample as described in 4.1.1 above, it was not possible to achieve the target of 600 interviews. In fact the final total number of interviews was 369. This represents an effective response rate of 7%

91. Full details of response are shown below.

Table 4.2: Response breakdown

Sample issued	8097
Ineligible – closed down, wrong number, duplicate cases	2428
Out of quota	598
Eligible sample	5071
Refusals	1861
No reply after multiple attempts	1471
Other non-response	1370
Interviews	369
Response rate	7%

4.1.4 Analysis

92. Because some of the smaller strata were over-sampled to produce suitable numbers for analysis the intention was for stratification weighting to be carried out to correct for this, as well as revenue weighting so that the results reflected market size.

93. However, the lower than hoped for response rate discussed in 4.1.3 above was accompanied by a considerable variable in achieved response by stratum, as the table below shows.

Table 4.3: Response by stratum

Type	Type of site	Total universe	Selected sample	Quota	Achieved
Initial					
New customers	Single	2293	1443	100	100
	Multi	260	260	50	17
Long standing customers	Single	14400	498	30	21
	Multi	3748	2445	120	76
Total Initial		20071	4646	300	214
Cannon					
New customers	Single	745	708	100	46
	Multi	177	177	50	10
Long standing customers	Single	9060	475	30	22
	Multi	2114	2091	120	77
Total Cannon		12097	3451	300	155
Total		32168	8097	600	369

94. However, the impact of this combination of stratification and post-stratification weighting was to reduce the effective sample size to only 19% of the actual one. With a relatively small absolute sample size this meant that differences between parties, or between customer types, would have to be huge to be significant at the 95% confidence level, and the decision was taken not to weight other than revenue weighting. The impact on the data of this decision is overall low, as there were few cases where the weighting would have had a noticeable impact on the results.

95. A specification was agreed with the CMA for a set of standard crossbreaks, and all survey variables were analysed by these crossbreaks. Derived variables were produced, mainly for diversion calculations, and these too were agreed with the CMA before tables were produced.

4.2 The Questionnaire

CMA Washroom Services

FINAL VERSION

Main fieldwork start: /1st August

End fieldwork: 21st August

III. INTRODUCTION

Interviewer: Ask for the named contact

INTRODUCTION

IF MOBILE NUMBER

Hello, I think I may have called you on your mobile number? Before I go any further can I just check that you are not driving a vehicle or operating machinery and that it's okay to speak to you now?

INTERVIEWER: If they indicate that they are driving or operating machinery, you need to politely but quickly terminate the call by saying:-

In that case I'll call back a little later. Goodbye.

INTERVIEWER: Do not try to arrange a specific call back time with the participant at this point but re-appoint the piece of sample for a later time/date and add suitable comments but only if necessary. This is the case even if the participant is using a handsfree kit or bluetooth.

Good afternoon. My name is ... from Ronin.

Please may I speak to

We have been commissioned by GfK to carry out a survey about washroom services on behalf of the Competition and Markets Authority, the CMA.

We would like to discuss the decisions made when your organisation appointed Cannon to provide sanitary waste disposal and other washroom services.

MUST BE READ OUT FOR GDPR COMPLIANCE

Your personal information will always be handled confidentially; we will not make your personal information available to anyone without your knowledge and consent, no sales call will result from this interview, it will be used solely for the purposes of the research and quality control. For further information about your legal rights and how to exercise these I can give you the details of our website. Would you like this? <https://www.surveys.com/PI>

This work is being conducted in accordance with the Market Research Society Code of Conduct.

Is it OK to continue?

RECORDING PERMISSION - CODE RESPONSE ABOVE

This call may be recorded for quality and training purposes. Is that okay?

ADD IF NECESSARY

You should have received an email about this survey recently READ OUT EMAIL ADDRESS FOR REASSURANCE IF NECESSARY

Cannon provided the CMA with your details to allow us to carry out this research

The CMA is a government body

You can contact GfK on (email address) or the CMA Customer Team on (eg. phone, email, postal)

If you have any concerns about the validity of this research you can contact the Market Research Society on Freephone 0800 975 9596

IF YES, CONTINUE OR ARRANGE TIME TO CALL BACK

IF NO, THANK & CLOSE

Yes – Continue

No – THANK AND CLOSE

IV. SCREENER

Base: all respondents

QA [S]

Can I just check whether you are the person responsible for deciding which suppliers of washroom services your organisation uses?

1. Yes – Continue
2. No – Ask for Referral

Base: all respondents

QB [S]

And can I just check whether you have a contract with {Initial/Cannon} for washroom services?

1. Yes – Continue
2. No – THANK AND CLOSE

SCRIPTER IF CODE 2 AT QB THEN CLOSE INTERVIEW. OTHERWISE CONTINUE

V. MAIN QUESTIONNAIRE

A GENERAL INFORMATION

Base: all respondents

QA00A [M]

Which if any of the following washroom services or products are used by your organisation?

Please think about all the washroom services or products used by your organisation not just those supplied to your organisation by {Cannon/Initial.}

READ AND CODE ALL THAT APPLY

1. Sanitary waste disposal – the supply or installation of nappy and feminine hygiene sanitary bins and the disposal of this waste
2. Hand washing services - soap dispensers and soap refills
3. Hand drying services - electric hand driers, roller towel or paper towel dispensers
4. Hand sanitisers
5. Odour remediation – air fresheners and air sanitisers
6. Toilet tissue
7. Other toilet cubicle hygiene e.g. toilet seat cleaners, toilet protectors and sanitisers
8. Vending machines in washrooms
9. None of these

Base: all respondents

QA00B [M]

Which of these washroom services are provided as part of your contract with {Initial/Cannon}? READ OUT SERVICES USED AT QA00A. CODE ALL THAT APPLY

1. Sanitary waste disposal
2. Hand washing services
3. Hand drying services
4. Hand sanitisers
5. Odour remediation
6. Toilet tissue
7. Other toilet cubicle hygiene
8. Vending machines in washrooms

[NOTE TO SCRIPTWRITER – ONLY SCRIPT THE FIRST PART OF THE SERVICE DESCRIPTION]

Base: all respondents

QA00C [M]

Which other washroom service providers, or alternatives to washroom service providers, if any do you use for? READ OUT SERVICES USED AT QA00A [NOTE TO SCRIPTWRITER, ONLY USE FIRST PART OF SERVICE DESCRIPTION]. DO NOT READ OUT COMPANY NAMES. CODE ALL THAT APPLY

SAME CODE FRAME AS Q4A, EXCEPT ADD FOR THIS QUESTION ONLY:

- Another Facilities management company
- Another Cleaning company
- Another Waste Management company
- Another specialist provider of {SERVICE AT QA00A}
- Cash and Carry
- Supermarket
- None, no other providers/alternatives used

REPEAT QA00C FOR ALL SERVICES USED AT QA00A

Base: ALL USING MORE THAN ONE SERVICE FROM SAMPLE PROVIDER AT QA00B

QA00D [S]

Which of the following best describes how you think about looking for a provider of the washroom services you buy from {SAMPLE PROVIDER}? READ OUT

- I look for one provider that offers all the washroom services I need
- I look for the best provider for each service individually
- Don't know [DO NOT READ OUT]

Base: all who would look for one provider (Code 1 at QA00D)

QA00E [S]

Do you think about the price they offer for the package of services, or do you think about the price they offer for each service individually? IF THINK ABOUT BOTH, ASK: Do you think **mainly** about the package price or the individual service price? CODE ONE ONLY

- Price for package of services
- Price of each service individually
- Don't know

NOTE TO SCRIPTWRITER, CHECK RESPONSES TO QA00D/E:

- IF LOOK FOR BEST PROVIDER (CODE 2 AT QA00D), AND RESPONDENT USES SANITARY WASTE DISPOSAL FROM SAMPLE PROVIDER (CODE 1 AT QA00B), GO TO QA00F
- IF LOOK FOR BEST PROVIDER (CODE 2 AT QA00D), AND RESPONDENT DOES NOT USE SANITARY WASTE DISPOSAL FROM SAMPLE PROVIDER (NOT CODE 1 AT QA00B), GO TO Q35 (CLASSIFICATION)
- IF LOOK FOR ONE PROVIDER (CODE 1 AT QA00D), AND WOULD THINK ABOUT PACKAGE PRICE (CODE 1 AT QA00E), USE THE TERM “WASHROOM SERVICES” INSTEAD OF “SANITARY WASTE DISPOSAL” WHERE INDICATED IN THE SCRIPT (marked in green in script), AND GO TO INSTR BEFORE QA00F
- IF LOOK FOR ONE PROVIDER (CODE 1 AT QA00D)), AND WOULD THINK ABOUT PRICE OF EACH INDIVIDUAL SERVICE (CODE 2 AT QA00E), AND RESPONDENT USES SANITARY WASTE DISPOSAL FROM SAMPLE PROVIDER (CODE 1 AT QA00B), GO TO QA00F.
- IF LOOK FOR ONE PROVIDER (CODE 1 AT QA00D)), AND WOULD THINK ABOUT PRICE OF EACH INDIVIDUAL SERVICE (CODE 2 AT QA00E), AND RESPONDENT DOES NOT USE SANITARY WASTE DISPOSAL FROM SAMPLE PROVIDER (NOT CODE 1 AT QA00B), GO TO Q35 (CLASSIFICATION).

REST GO TO Q35 (I.E. OF DON'T KNOW AT EITHER QA00D/E)

NOTE TO SCRIPTWRITER, IF ONLY USE ONE SERVICE FROM SAMPLE PROVIDER AT QA00B:

- IF RESPONDENT USES SANITARY WASTE DISPOSAL FROM SAMPLE PROVIDER (CODE 1 ONLY AT QA00B), GO TO QA00F
- IF RESPONDENT USES ANOTHER SERVICE (I.E. NOT SANITARY WASTE DISPOSAL) FROM SAMPLE PROVIDER. GO TO Q35 (CLASSIFICATION)

Base: All those using sanitary waste disposal service (Code 1 at QA00B) or (Any code at QA00C apart from none of these)

QA00F (S)

Which of these types of sanitary waste disposal service do you currently use? READ OUT BOTH CODES AND THEN CODE THE ONE THAT APPLIES. IF USE BOTH ASK: Which do you use for the majority of your sanitary waste disposal?

1. Bins exchange, with clean bins provided and the existing bins removed for cleaning by the supplier
2. On-site service, with bins remaining on site and plastic bin liners taken away
3. Don't know

Base: All those who named a disposal service type (A00F code 1 or 2)

QA00G [M]

Why do you use this type of sanitary waste disposal service? DO NOT READ OUT. PROMPT: Why else? CODE ALL THAT APPLY

By type of sanitary waste disposal we mean (take code from A00F)

1. More hygienic
2. Good price/offered discount
3. Only one offered by current provider/just use their service
4. More convenient/easier to manage
5. Higher frequency of service
6. More providers available
7. Other (Write in)
8. Don't know

Base: All those using bins exchange (Code 1 at QA00F)

Q A00H Suppose you are renewing your current contract or finding a new supplier of sanitary waste disposal. How likely is it that you would consider using an on-site service for sanitary waste disposal? Would you say .. READ OUT

Interviewer respondent unsure as to on-site service: On-site service, with bins remaining on site and plastic bin liners taken away/exchanged

Very likely

Quite likely

Neither likely nor unlikely

Fairly unlikely

Very unlikely

Don't know

Base: all respondents

A01 [S]

How many sites does your organisation have in the UK that require **sanitary waste disposal**?
TYPE IN OR PROMPT TO RANGES IF NOT SURE

1. 1
2. 2-3
3. 4 -5
4. 6-10
5. 11-15
6. 16-20
7. 21 – 50
8. 51- 100
9. More than 100
10. Don't know

Base: all respondents

A02 [M]

Q1b In which geographic region(s) is this site/are these sites located? PROBE TO PRECODES IF NECESSARY. PROMPT IF MULTI-SITE: Which other regions?

SCRIPTER: IF CODE 1 AT A01 THEN SINGLE CODE THIS QUESTISON. IF CODES 2 TO 11 ALLOW MULTICODE

1. London
2. South East
3. South West
4. East Anglia
5. East Midlands
6. West Midlands
7. Yorkshire and Humberside
8. North East
9. North West
10. Wales
11. Scotland
12. Northern Ireland
13. Don't know

SCRIPTER: ASK Q2A IF HAVE MORE THAN ONE SITE THAT REQUIRES SANITARY WASTE DISPOSAL IE CODES 2 TO 9 AT A01 ASK A02A. REST GO TO Q03A

Base: everyone who have more than one site that requires waste disposal ie codes 2 to 9 at A01

A02a [S]

Are all your sites within the UK that require **sanitary waste disposal** covered by your contract with {Initial/Cannon}, or not?

1. Yes
2. No
3. Don't know

SCRIPTER: IF CODE 1 GO TO A02B. IF CODES 3 & 4 GO TO Q3A

Base: all who have sites that are not covered by the contract ie code 2 at Q02a

A02b [S]

How many sites are covered by your contract with {Initial/Cannon} for **sanitary waste disposal**? TYPE IN OR PROMPT TO RANGES IF NOT SURE

1. 1
2. 2-3
3. 4 -5
4. 6-10
5. 11-15
6. 16-20
7. 21 – 50
8. 51- 100
9. More than 100
10. Don't know

Base: all who have sites that are not covered by the contract ie code 2 at Q02a

A02C [M]

In which geographic regions are the sites covered by your contract with {Initial/Cannon} for **sanitary waste disposal** located? PROBE TO PRECODES AS NECESSARY. PROMPT: Which other regions?

SCRIPTER: IF CODE 1 AT A02B THEN SINGLE CODE THIS QUESTISON. IF CODES 2 TO 11 AT A02B ALLOW MULTICODE

1. London
2. South East
3. South West
4. East Anglia
5. East Midlands
6. West Midlands
7. Yorkshire and Humberside
8. North East
9. North West
10. Wales
11. Scotland
12. Northern Ireland
13. Don't know

Base: all respondents

Q03a [S]

Can I just check, do you self-supply **sanitary waste disposal** at any of your sites? ADD IF NECESSARY: By self-supply I mean managing the disposal process yourselves using your own internal resources?

1. Yes
2. No
3. Don't know

Base: all who have a contract with other organisations (Any code for another organisation at QA00C for either sanitary waste disposal or any other washroom services))

Q04b [S]

{How many sites are covered by your contract with {INSERT PROVIDER FROM Q4A} for **sanitary waste disposal**? TYPE IN OR PROMPT TO RANGES IF NOT SURE

1. 1
2. 2-3
3. 4 -5
4. 6-10
5. 11-15
6. 16-20
7. 21 – 50
8. 51- 100
9. More than 100
10. Don't know

REPEAT Q4B FOR ALL SANITARY WASTE DISPOSAL PROVIDERS USED AT Q4A

SCRIPTER: IF NEW CUSTOMER (JOIN YEAR IN SAMPLE IS 2016-2018) ASK Q6A. OTHERWISE GO TO Q10

PROVIDER CONSIDERATION/CHOICE ATTRIBUTES

Base: all new customers – take from sample – join date 2 years or less

Q6a [S]

From our records you first became a customer of {Initial/Cannon} for **sanitary waste disposal** in {Month/Year}. Is that correct?

1. Yes
2. No
3. Don't know

SCRIPTER: IF NO ASK Q6B. OTHERWISE GO TO Q7

Base: all who said the date they first became a customer is incorrect

Q6b

When did you first become a customer of {Initial/Cannon} for **sanitary waste disposal**?

MONTH

YEAR

Don't know

SCRIPTER: IF BECAME A CUSTOMER IN 2015 OR EARLIER, TREAT AS A LONGSTANDING CUSTOMER AND GO TO Q10. OTHERWISE GO TO Q7

Base: all new customers

Q7 [S]

Had you previously used another provider for **sanitary waste disposal**, or self-supplied, or was this a new requirement for your organisation at that time?

1. Previously used another provider
2. Previously self-supplied
3. New requirement
4. Don't know

SCRIPTER: IF CODE 1 ASK Q8. OTHERWISE GO TO Q9

Base: all who have used another provider

Q8 [M]

Which **sanitary waste disposal** provider or providers had you used just before switching to {Initial/Cannon} ?

MultiCode

Do not read out

SAME CODE FRAME AS Q4A

Don't know

Base: all new customers – from sample – anyone joined 2 years or less

Q9 [S]

Did you ask any other **sanitary waste disposal** providers apart from {Initial/Cannon} to tender or quote at that time?

1. Yes
2. No
3. Don't know

Base: all long standing customers (anyone who became a customer in 2015 in earlier – sample)

Q10 [S]

When was the last time that you approached any other providers of **sanitary waste disposal** for quotes or bids?

1. Within last year
2. Within last 2 years
3. Within last three years
4. Within last 4-5 years
5. Longer ago
6. Never
7. Don't know

SCRIPTER: IF Q9 IS CODE 1 OR Q10 IS A CODE 1 TO 2 ASK Q11. OTHERWISE GO TO INSTRUCTION AT Q17.

Base: all new customers who asked other providers to tender/quote – code 1 at q9 or all longstanding customers who last approached another provider in the last 2 years – code 1 or 2 at Q10

Q11

How many other providers did you invite to tender or ask for a quote, apart from {Initial/Cannon}? TYPE IN NUMBER

INTERVIEWER: IF RESPONDENT IS UNSURE ASK FOR AN ESTIMATE

Don't know

Base: all new customers who asked other providers to tender/quote – code 1 at q9 or all longstanding customers who last approached another provider in the last 2 years – code 1 or 2 at Q10

Q12 [M]

Which other providers did you invite to tender or ask for a quote? DO NOT READ OUT PROMPT: Which others?

SAME CODE FRAME AS Q4A

Base: all new customers who asked other providers to tender/quote – code 1 at q9 or all longstanding customers who last approached another provider in the last 2 years – code 1 or 2 at Q10

Q13 [M]

Which of these other providers did you get bids or quotes back from? DO NOT READ OUT
PROMPT: Which others?

SAME CODE FRAME AS Q4A – ONLY SHOW THOSE MENTIONED AT Q12
Add a None to the list

Base: all new customers who asked other providers to tender/quote – code 1 at q9 or all longstanding customers who last approached another provider in the last 2 years – code 1 or 2 at Q10

Q14 [M]

Which of these other providers met your requirements to the extent that you could have awarded them the contract? DO NOT READ OUT. PROMPT: Which others?

SAME CODE FRAME AS Q4A – ONLY SHOW THOSE MENTIONED AT Q13
Add a None to the list

*SCRIPTER: IF MORE THAN ONE PROVIDER CODED AT Q14 THEN ASK Q15.
OTHERWISE GO TO INSTRUCTION BEFORE Q16*

Base: all who named more than one provider at Q14

Q15 [M]

Which provider or providers would you have chosen if you had not appointed {Initial/Cannon}?

SAME CODE FRAME AS Q4 – ONLY SHOW THOSE MENTIONED AT Q14
Add a None to the list

SCRIPTER: IF LONG STANDING CUSTOMER (I.E. CUSTOMER FOR 2 YEARS OR MORE – TAKE FROM SAMPLE) AND Q10 A CODE 1 OR 2 ASK Q16. OTHERWISE GO TO INSTRUCTION BEFORE Q17

Base: all long standing customers who had approached other providers for a quote in the last 2 years (ie length of time as a customer 2015 or earlier from sample and Q10 a code 1 or 2)

Q16 [M]

Why did you not switch to this provider/one of these providers? PROMPT: Why else? DO NOT

READ OUT BUT PROBE TO PRECODES.

1. Not as good price
2. Not as good service levels
3. Couldn't service all/enough of our sites
4. Couldn't provide same range of services
5. Difficulty/effort of switching
6. Current provider matched or beat price
7. Good relationship with current provider
8. Other, specify
9. Don't know

SCRIPTER: IF NEW CUSTOMER (BECAME CUSTOMER 2016-2018 IN SAMPLE) OR AND SWITCHED PROVIDER (q7/1) THEN ASK Q17. OTHERWISE GO TO INTSTRUCTION BEFORE Q20

Base: all new customers (became customer 2016-2018 either from sample of Q6b) who switched provider (Q7 is code 1)

Q17 [M]

Why did you decide to switch to {Initial/Cannon}?

PROMPT: Why else? DO NOT READ OUT

MULTI

1. Approached directly by {Initial/Cannon}
2. Needed services on a new/additional site
3. Not happy with previous provider
4. Better price
5. To have all sites served by the same provider
6. To have different providers across different sites
7. To have all washroom services supplied by same provider
8. To access a new washroom service
9. Recommended by someone else
10. Other SPECIFY
11. Don't know

Base: all new customers (became customer 2016-2018 either from sample of Q6b) who switched provider (Q7 is code 1)

Q18 [S]

How easy or difficult did you find it to switch provider? Was it READ OUT

1. Very easy
2. Quite easy
3. Neither easy nor difficult
4. Quite difficult
5. Very difficult
6. Don't know

SCRIPTER: IF CODES 4 OR 5 AT Q18 ASK Q19. OTHERWISE TO INSTRUCTION BEFORE Q20

Base: all who said it was easy to switch provider – codes 1 or 2 at Q18

Q19 [M]

Why did you find it difficult? PROMPT: Why else? DO NOT READ OUT, BUT PROBE TO PRECODES.

1. Exit clauses/penalties from previous supplier
2. Cost of changing equipment
3. Set-up fees with new provider
4. New procedures to get used to
5. Have to manage multiple contracts
6. Finding new supplier/ negotiating new contract
7. Other (WRITE IN)
8. Don't know

SCRIPTER: LONG STANDING CUSTOMERS (I.E. THOSE WHO HAVE BEEN CUSTOMERS FOR MORE THAN 2 YEARS – TAKE FROM SAMPLE) OR Q6B IS 2015 OR EARLIER AND Q10 IS CODES 3 TO 6 THEN ASK Q20. OTHERWISE GO TO INSTRUCTION BEFORE Q21.

Base: all long standing customers (been customers from 2015 or earlier – sample or Q6B is 2015 or earlier) who have not approached another provider in the last 2 years

Q20 [M]

Why have you not approached any other providers of **sanitary waste disposal** for bids or quotes in the last two years? PROMPT: Why else? DO NOT READ OUT

1. Difficulty/effort of switching
2. No problems with current provider
3. Good relationship/happy with current provider
4. Current provider has the best prices on the market
5. Current provider has the best service on the market
6. Have a fixed term contract
7. Other, specify
8. Don't know

SCRIPTER: LONG STANDING CUSTOMERS (I.E. THOSE WHO HAVE BEEN CUSTOMERS SINCE 2015 OR EARLIER – TAKE FROM SAMPLE) OR Q6B IS 2015 OR EARLIER ASK Q21. OTHERWISE GO TO Q23

Base: all long standing customers (been customers for more than 2 years – take from sample or Q6B is 2015 or earlier)

Q21 [S]

How easy or difficult do you think it would be to switch to another provider of **sanitary waste disposal**? Do you think it would beREAD OUT

1. Very easy
2. Quite easy
3. Neither easy nor difficult
4. Quite difficult
5. Very difficult
6. Don't know

SCRIPTER: IF THINK IT WILL BE DIFFICULT TO SWITCH TO ANOTHER PROVIDER (IE CODES 4 OR 5 AT Q21) ASK Q22. OTHERWISE GO TO Q23

Base: all who think it will be difficult to switch to another provider – ie codes 4 or 5 at Q21

Q22 [M]

Why do you think it would be difficult? DO NOT READ OUT PROMPT: Why else?

1. Exit clauses/penalties from previous supplier
2. Cost of changing equipment
3. Set-up fees with new provider
4. New procedures to get used to
5. Have to manage multiple contracts
6. Finding new supplier/ negotiating new contract
7. Other (WRITE IN)
8. Don't know

Base: all

Q23 [S]

Which if any of these types of organisation did you consider when you appointed {SAMPLE PROVIDER} to provide **sanitary waste disposal**? READ OUT ONE AT A TIME AND CODE ALL THAT APPLY.

ROTATE

- A facilities management company
- A cleaning company
- A waste collection company
- Self-supply from our own resources
- None of these

Base: all

Q26 [M]

Why do you choose to use {Initial/Cannon} for **sanitary waste disposal** rather than another provider? DO NOT READ OUT PROMPT: Why else? PROMPT TO NEGATIVE
 INTERVIEWER NOTE: IF RESPONDENT SAYS "BECAUSE WE HAVE A CONTRACT/ALWAYS USED THEM" ASK: What is it about {Initial/Cannon} that makes you choose them rather than another provider?

Multi-code

Capture first response separately on one screen and all other mentions on another screen

1	Reliable service			
2	Good price/offered discount			
3	High quality of products supplied			
4	Good geographic coverage			
5	Able to supply to most or all of our sites			
6	Able to provide most or all required washroom services			
7	Previous good experience of the provider			
8	Their experience of providing washroom services			
9	Brand/reputation			
10	Service time			
11	Service frequency			
	Good account management			
	Recommended by franchise			
80	Other	SPECIFY		
85	Don't know	Exclusive		

Base: all

Q27 [S]

I am now going to read out a list of features. For each one I'd like you to tell me how important it is to your organisation that your **sanitary waste disposal** provider offers this feature. Please use one of the phrases on the following scale to describe your answer: 'Essential', 'very important', 'fairly important' or 'not important'.

So, first of all... *Read out. ROTATE LIST OF STATEMENTS TO BE ASKED ABOUT IN TURN*

Read out scale again for up to the first three statements as necessary.

Single; grid; randomise

1	Essential			
2	Very important			
3	Fairly important			
4	Not important			
5	Don't know			

1	Able to supply washroom services to <u>all</u> of our sites (DO NOT SHOW IF A01=1)			
2	Able to provide <u>all</u> of the other washroom services that our organisation requires			
3	Experience of providing washroom services			
4	Able to supply odour remediation service (IF USE ODOUR REMEDIATION – Q00B)			

SCRIPTER: ASK Q28 OF ALL RESPONDENTS WHO CONSIDERED ABILITY TO SUPPLY MULTIPLE SITES ESSENTIAL OR VERY OR FAIRLY IMPORTANT (Q27/1,2 OR 3 FOR CODE 1 IN THE GRID). OTHERWISE GO TO Q28

Base: all who considered ability to supply washroom services to all sites as essential or either very or fairly important (so statement 1 is a code 1, 2 or 3)

Q28 [M]

You said that the ability to provide washroom services to multiple sites is important to your organisation. Why is that? DO NOT READ OUT BUT CODE TO PRECODES. PROMPT: Why else?

1. Single point of contact/easier to manage/one contract covers all sites
2. Consistency of service
3. Consistent look
4. Economies of scale/Better prices from scale
5. New company policy to single source
6. No/limited knowledge of other local providers
7. Other SPECIFY
8. Don't know

DIVERSION

Base: all

Q29 [S]

Suppose your contract with {Initial/Cannon} was coming to an end, and {Initial/Cannon} raised its price for **sanitary waste disposal** by between 5% and 10%, and everything else remained the same? Would you? READ OUT AND SINGLE CODE

1. Continue to use them
2. Use a different provider or providers
3. Self-supply
4. Don't know (DO NOT READ OUT)

SCRIPTER: IF USE A DIFFERENT PROVIDER I.E. CODE 2 AT Q29 ASK Q30. OTHERWISE GO TO INSTRUCTION BEFORE Q3.

Base: all who would use a different provider (code 2 at Q29)

Q30 [M]

Which provider or providers would you use instead? DO NOT READ OUT. MULTI CODING ALLOWED
SAME CODE FRAME AS Q4A
Don't know

SCRIPTER: ALL RESPONDENTS ANSWERING THIS QUESTION SHOULD GO TO INSTRUCTION BEFORE Q33

Base: all who would continue to use the same provider (code 1 at Q29)

Q31 [S]

And suppose your contract with {Initial/Cannon} was coming to an end and {Initial/Cannon} was not available as a supplier, would you ... READ OUT AND SINGLE CODE?

1. Use a different provider or providers
2. Self-supply
3. Don't know (DO NOT READ OUT)

SCRIPTER: IF USE A DIFFERENT PROVIDER I.E. CODE 1 AT Q31 ASK Q32. OTHERWISE GO TO INSTRUCTION BEFORE Q33

Base: all who would use a different provider if {Initial/Canon} was not available (code 1 at Q31)

Q32 [M]

Which provider or providers would you use instead? DO NOT READ OUT. MULTI CODING ALLOWED
SAME CODE FRAME AS Q4A
Don't know

VIEWS ON WASHROOM PROVIDERS

SCRIPTER: ALL WHO ARE COVERED BY {INITIAL/CANNON} AND DO NOT USE ANY OTHER PROVIDERS I.E. A02B CODES 2 TO 9 AND Q03B CODE 2 ASK Q33. OTHERWISE GO TO INSTRUCTION BEFORE Q34.

Base: all who sites are covered by contract with {Initial/Cannon} and do not use any other providers i.e. A02b codes 2 to 9 AND none to all appropriate iterations at A00c

Q33 [S]

You said earlier that you have a contract with {Initial/Cannon} for **sanitary waste disposal** at {pull in number of sites from Q1a/Q2b} sites. Suppose that {Initial/Cannon} was not available as a provider, how likely is it that you would appoint multiple **sanitary waste disposal** providers instead of a single provider to cover different sites? Would you say READ OUT.

1. Very likely
2. Fairly likely
3. Neither likely nor unlikely
4. Fairly unlikely
5. Very unlikely
6. Don't know

SCRIPTER: IF USE SAMPLE PROVIDER FOR OTHER WAHSROOM SERVICES ASK Q34. OTHERWISE GO TO Q35

Base: all who use provider for other washroom services ie A00B/1 and A00B/2-8

Q34

You said earlier that you have a contract with {Initial/Cannon} that includes other washroom services as well as sanitary waste disposal. Suppose that {Initial/Cannon} was no longer available, how likely is it that you would appoint multiple providers instead of a single provider to supply different washroom services? Would you say READ OUT.

Single

Very likely
Fairly likely
Neither likely nor unlikely
Fairly unlikely
Very unlikely
Don't know

CLASSIFICATIONS

Base: Those who use any other organization(s) for washroom services (Any other organisation coded at A00C)

Q35 [S]

From our records, we understand that you spent {PULL IN £ AMOUNT FROM SAMPLE} on washroom services with {Initial/Cannon} in 2017. Aproximately how much did your organisation spend on washroom services in the UK in 2017, including your spend with {Initial/Cannon}? PROBE TO PRECODES

1. £500 or less
2. £501 - £1,000
3. £1001 - £5,000
4. £5,001 - £10,000
5. £10,001 - £25,000
6. £25,001 - £50,000
7. £50,001 - £100,000
8. £100,001 - £250,000
9. £250,001 - £500,000
10. £500,001 - £1m
11. More than £1m
12. Don't know

Base: all

Q36 [S]

Were you aware that Initial has acquired Cannon?

Single

1	Yes
2	No
3	Don't know

Base: all

Q37 [S]

Would you expect this acquisition to have a good, bad or neutral impact on you as a customer?

Single

1	Good
2	Neutral
3	Bad
4	Don't know

SCRIPTER: IF SAID GOOD OR BAD AT Q37 THEN ASK Q38. OTHERS TO Q39

Base: all who said acquisition would have a good or bad impact - codes 1 OR 3 at q37

Q38 [O]

Why do you say that?

Open

Don't know

Base: all

Q39 [S]

This survey has been conducted on behalf of the Competition and Markets Authority.

If necessary, would you be willing to be contacted by the research organisations in relation to this specific research project should any questions arise?

If you give your permission now, you can change your mind later. After 6 months your contact details will be deleted and you will not be contacted again as a result of this survey.

Yes

No

Thank & CI

END OF QUESTIONNAIRE

4.3 Crossbreak definitions

Cross-breaks	Cell	Question No./Definition
Party	Initial	From sample
	Cannon	From sample
Customer Type	Longstanding	From sample (or New but corrected at Q6b (2015 or before))
	New customers	From sample (and not corrected at Q6a/b)
	Single-site	From sample
	Multi-site	From sample
	Longstanding single-site	A/C cells combined
	Longstanding multi-site	A/D cells combined
	New single-site	B/C cells combined
	New multi-site	B/D cells combined

Services Used	Sanitary waste only Sanitary waste + other Other only	QA00A - code 1 only QA00A - code 1 + 2-8 QA00A -not code 1 + 2-8
Survey Service	Sanitary Waste Washroom services	Defined from the routing after QA00E Defined from the routing after QA00E
Providers Used	Party only Party + Other	Defined from QA00C ("None of these" for all services used) Use at least one provider (at QA00C) for at least one other service