COURIERS GO GREEN

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Pilot Study Report

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List of abbreviations

Abbreviation	Definition
CGG	Couriers Go Green
WP	Work Package
NEW STRATEGY	Methodology to set up a new green strategy
UPDATE STRATEGY	Methodology to update an existing green strategy

1. Introduction

INTRODUCTION TO THE CGG PROJECT

This document is the third output of the second work package under the Couriers Go Green project. The aim of the project is to support courier and transport companies to green their activities.

INTRODUCTION TO THE WP2

The specific objectives of the current work package are to:
a. Provide the Courier/Postal/Transport companies with all the required tools and methods to draw up a Green Strategy,
b. Develop a methodology to support target group into decreasing emissions and increasing efficiency,
c. Enhance decision-makers (executives, managers, directors) skills for being capable of strategically planning a Green Shift into their operations.

CGG partnership developed a strategic planning framework through which white collars personnel (executives: CEO, Managers, Directors, Environmental Officers, Operations Managers) will be able to plan, organize time and activities, gather resources and finally draw a map with the green destination that its company wants to reach. The Strategic Planning Green Framework serves as a road map to help an organization or business discover how to get where it wants to go. The Framework includes examining strengths, weaknesses, opportunities, and threats, and then planning future operations in a prioritized and realistic manner.

INTRODUCTION TO THE PILOT STUDY

Activity 3 of work package 2 is the creation of a Pilot Study Report. The Green Strategic Planning Framework created by the consortium was implemented (desk-based) in two courier companies and this Pilot Study Report was created to help the consortium analyse the effectiveness, efficiency, practicality and understandability and improve the Green Strategic Planning Framework document if necessary.

2. Pilot Study Strategy Analysis

Pilot study is a small-scale research project conducted before Framework's finalisation to test the efficiency, feasibility, effectiveness, user-friendliness, usefulness and quality of the Green Framework. A pilot study can help to identify and resolve potential problems or challenges that may arise in the main methodology. A pilot study can also provide valuable feedback and insights from testers that can improve the quality of the Framework.

To organise and conduct the pilot testing procedure, our approach was to follow the following steps as pillars:

2.1. Objectives and scope, duration and expected outcomes

First, the aim and objectives of the pilot study were set. As defined by the proposal:

Aim:

"The Strategic Planning Green Framework will be implemented (desk-based) in two Courier/ Postal companies. This activity will verify and optimize the efficiency, feasibility, effectiveness, user-friendliness, usefulness and quality of the Green Framework to meet the specific needs of the target group".

Specific objectives and KPI's:

- Two (2) Postal or Courier companies to be "**identified**, **trained** (including i**mplementation of learning activities**, and finally conduct the pilot study of the Strategic Planning Green Framework".
- 14 Partners' researchers to participate (2 from every partner organisation) / **10 employees** from 2 Courier/ Postal Companies to be trained and implement the Strategic Planning Green Framework Pilot into their companies.
- CGG responsible partners to support Pilot testers on implementation of the Framework, collect feedback from the results of Pilot Study and draft a Pilot Study Report.
- Positive feedback from pilot study testers of the overall function of WP2 (Strategic Planning Green Framework): **minimum 80%**
- All Partners will review this Pilot Study Report for finalisation.

Duration:

The procedure was completed using the time allocated. The pilot study time schedule included the following steps in the following order:

a) Pilot Study Strategy Design,
b) Pilot Tester Companies Identification,
c) Pilot Tester Training and Pilot Study of the Strategic Planning Green Framework,
d) Support Pilot Testers and Feedback collection.

Expected outcomes:

This Pilot Study Report generated to help consortium analyse the effectiveness, efficiency, practicability and comprehensibility and fine tune if needed the Strategic Planning Green Framework Document.

2.2. Selection of an appropriate design and definition of research questions

The selection and development of an appropriate design for the pilot study depends directly on the steps involved. A key issue at this point was the selection and use of the appropriate methods for each stage in order for the pilot study to be successfully completed by the pilot testers. The stages of the pilot study and the methods of implementation are as follows:

I. Pilot Testers Identification (see step 3, **Recruit and select participants)**

II. Pilot Testers Training (including i**mplementation of learning activities)**

This stage consists of two components:

a. Training

For the training of the pilot testers, it was considered necessary and agreed to convert the methodological framework into a modern, appropriate and suitable format for the profile of the participating companies. Therefore, the draft (Word file) of the methodological framework, which will then be finalized based on the testers' comments and published on the project's online platform, was converted into an asynchronous e-learning course. This choice was made because this learning method is convenient for the target groups, as it has the advantage of asynchronous training at the convenience of each tester. The proposed framework, therefore, was converted into a PPT file with links within the file with the aim that the individual tester can easily navigate to each section within the methodology.

b. Implementation of learning activities

After completing the eLearning and being trained in the methodology, the pilot testers were asked to pilot and rate it based on their own experience. The final step was to conduct the pilot study by completing the pilot study surveys by using Microsoft Forms platform.

III. Pilot Testers Support

Throughout the process, the pilot testers were supported by Couriers Go Green partners in terms of questions or further clarifications. Support was available at every stage of the process mainly via email through the official project account (http://www.green-courier.eu/index.php/contact/) as well as directly through the project partners' corporate accounts. Also, supportive communications were also carried out through telephone calls.

As defined by the proposal, this activity's main scope is "to verify and optimize the efficiency, feasibility, effectiveness, user-friendliness, usefulness and quality of the Green Framework to meet the specific needs of the target group". Therefore, the design of the pilot study was based on the above objective and specifically the following research questions were used. The questions are organized into three thematic pillars: **usability, utility, and satisfaction**. The

proposed methodology is divided into 2 main parts, the methodology that refers to companies that want to create a new green strategy methodology and companies that want to revise the existing green strategy methodology they are following. Finally, it was also considered useful for the examiners to evaluate the available content - material that will be included in the toolbox. Thus, the questions are divided into those answered to evaluate the two green strategy methodologies and those to evaluate toolbox material.

Questions to Assess the Methodology to develop a NEW strategy and the Methodology to UPDATE an existing strategy:

- Usability:
  - How clear and concise is the language and presentation of the above strategy?
  - How user-friendly and accessible is the above strategy?
  - How adaptable and flexible is the above strategy to changing circumstances and emerging needs? (Question for assessing the Methodology to UPDATE an existing strategy only)
- Utility:
  - How well does the above strategy align with your organization's vision, mission, values and goals?
  - How feasible and realistic are the objectives, strategies and actions proposed in the above strategy?
  - How effectively does the above strategy communicate the benefits and challenges of adopting a green approach to planning?
  - How efficiently does the above strategy utilize the available resources and identify potential opportunities and risks?
  - How well does the above strategy incorporate feedback and lessons learned from previous project activities?
  - How comprehensive and inclusive is the above strategy in addressing the environmental, social, economic and cultural aspects of planning?
  - How measurable and evaluable are the outcomes and impacts of the above strategy?
- Satisfaction:
  - How satisfied are you with the implementation of the strategy?
  - What could be improved about this strategy?
  - How likely are you to recommend the strategy to others?

Questions to Assess the ToolBox's Material:

- Usability:
  - How easy is it to access and use the TOOLBOX material?
  - How useful are the tools and resources provided for facilitating and supporting the strategic planning activities?
  - How clear and understandable are the instructions and guidance provided for each tool and resource?
  - What are the strengths and weaknesses of the TOOLBOX material in terms of its usability and applicability?
- Utility:
  - How well does the material align with the goals and objectives of the strategic Planning Green Framework Document?
  - What are some suggestions for improving or enhancing the TOOLBOX material to better meet your needs and expectations?

- Satisfaction:
  - How satisfied are you with the quality and relevance of the output generated by the TOOLBOX material?

The evaluation process of the proposed methodology utilized the Microsoft Forms platform for its formatting and the methodical collection of results.

2.3. Selection and recruitment of participants

The procedure adopted the following criteria:

- There are several **types** of courier and postal operators, each with their own unique features and services. Standard postal services, standard and express courier services, and transportation/logistic services are some examples of main postal and courier services available.
- Regularly, postal services are government-managed (**public sector**) and primarily used for non-urgent communication, while courier services are provided by **private** companies and facilitate shipping of parcels and important documents. Courier services offer faster and more reliable services but with additional costs, while postal services have longer delivery times and more affordable shipping rates.
- The **size** and location of courier and postal companies in Europe vary greatly depending on the specific company and its target market. There are large, multinational companies operating throughout Europe, such as DHL, UPS, and FedEx, as well as smaller, local companies that serve more specific regions.
- In terms of **location**, many courier and postal companies have a presence in major cities and transportation hubs throughout Europe. This allows them to efficiently transport and distribute packages and letters across the continent. Some companies also have extensive networks of drop-off locations and pickup points, making it easier for customers to send and receive packages

Recruitment of participants: selection and agreements with participants:

Figure 1: Process flow chart of recruitment of participants

A. Select Participants

Easy Mail, a well established courier company based in Greece and Posta Romana, the national Post Operator of Romania have been chosen to be the pilot testers for our Framework. These organisations fully meet the selection criteria mentioned above. The objectivity of the procedure was ensured by specific mechanisms, which are explained below.

Figure 2: Selection criteria of 1st Pilot tester organisation.

Figure 3: Selection criteria of 2nd Pilot tester organisation.

B. Send out Invitation

As a first step, an invitation email was sent to the coordinators of each organisation responsible for the pilot study by the CGG consortium. This invitation clearly defined the objective of the process, the selection criteria and a summary of the stages of the pilot study. The company coordinators were asked to identify stakeholders interested in the pilot study and finally define the pilot testers. To ensure the objectivity and quality of the results of the pilot test, and to differentiate it from the internal test, a pre-requisite was set to identify 5 employees per company who were not involved in the project activities. Finally, the timeline including all the above actions was communicated.

C. Signature informed consent

After the lists of pilot testers in each organisation had been defined, a new communication followed in which the pilot testers were asked to fill in a registration/acceptance form to participate in the pilot study of the methodological framework (ANNEX II).

D. Send out information and call

As a final step before the pilot test, the pilot testers received an informative e-mail about the overall purpose, objectives and timeline of the pilot test and call to conduct the pilot study. In addition, they received the following materials:

- **Pilot Study Guidelines**, detailed instructions on the purpose, steps, and schedule of the pilot study,
- **Privacy Notice for Pilot Study Participants**, an information privacy notice on the collection and management of your personal data (ANNEX I), and finally,
- **CGG_Pilot Study of Green Strategy Process Model_eCourse,** which is the training material for introducing and assessing the methodology.

2.4. Data collection and data analysis

For Pilot Testing surveys Microsoft Forms platform was used. Microsoft Forms is a web-based application that allows you to create and share online surveys, quizzes, polls, and forms. It's a tool designed to collect feedback, measure satisfaction, test knowledge, and more.

Key features included:

- **Designing your forms**: You can easily design your forms with various question types, themes, and branching logic.
- **Analyzing your results**: This application provides built-in charts and reports for analyzing your results. You can also export them to Excel for further analysis.
- **Visualizing response data**: You can instantly visualize response data and perform advanced analysis.

This application was used for data collection and the first phase of data analysis. After the responses were submitted, they were automatically collected in EXCEL format. At the same time, the platform provided automatic viewing and basic analysis of the data through charts and graphs to illustrate trends and knowledge (ANNEX III, IV & V). Based on this data, extensive analysis and drawing of conclusions then followed.

2.5. Results and outcomes evaluation

Results from the Methodology to develop a NEW strategy assessment and the Methodology to UPDATE an existing strategy:

- **Usability:**
  - **How clear and concise is the language and presentation of the above strategy?**

    <u>Methodology to develop a NEW strategy:</u>

    The data show that testers in the pilot study generally gave high marks for the clarity and conciseness of the language and presentation of Methodology to develop a NEW strategy. The average rating was 4.4 out of 5 stars (88%), with no

ratings below 4 stars. This suggests that the pilot testers felt that the methodology was easy to understand and follow and that the strategy was well organised and formatted.

Methodology to UPDATE an existing strategy:

The data from the pilot test of the Methodology to UPDATE an existing strategy shows that all testers rated the language and presentation of the strategy as 4 or 5 stars, indicating a high level of clarity and conciseness. The average rating for this question was 4.3 stars (86%), which is above the midpoint of the scale. This suggests that the methodology is well-written and easy to understand for the target audience.

- **How user-friendly and accessible is the above strategy?**

NEW strategy:

Data from the pilot tests show that the Methodology to develop a NEW strategy is generally well received by users, who rate it highly in terms of user-friendliness and accessibility. The average rating for this question is 4.2 out of 5 stars (84%), indicating a high level of satisfaction and approval. However, there is some variation in ratings, with some users giving 3 stars, which could indicate room for further improvement and refinement.

UPDATE strategy:

The data show that the Methodology to UPDATE an existing strategy was well received by most of the pilot testers, who rated it highly in terms of user-friendliness and accessibility. The average rating was 4.2 out of 5 stars (84%), indicating a high level of satisfaction with the strategy. The majority of testers (9 out of 10) scored 4 or 5 stars, suggesting that they found the strategy easy to use and understand. Only one tester rated 3 stars. No testers gave a score below 3 stars, suggesting that none of them had a negative experience with the strategy.

- **How adaptable and flexible is the above strategy to changing circumstances and emerging needs?** (Question for assessing the Methodology to UPDATE an existing strategy only)

UPDATE strategy:

The data from the pilot test show that the green strategy is highly adaptable and flexible to changing conditions and emerging needs. The majority of pilot testers (90%) rated the strategy with 4 or 5 stars, indicating that they were very satisfied with its ability to adapt to different situations and demands. Only one rated 3 stars, indicating that they were somewhat satisfied or neutral about the adaptability and flexibility of the strategy. No pilot testers rated the strategy with 2 or 1 star, suggesting that none of them were dissatisfied or very dissatisfied with its performance in this aspect.

- **Utility:**

  - **How well does the above strategy align with your organization's vision, mission, values and goals?**

    NEW strategy:

    The data shows that the pilot testers rated the methodology very highly in terms of alignment with their organization's vision, mission, values and goals. The average rating was 4.6 out of 5 stars (92%), which indicates a strong agreement with the strategy. No one rated the strategy below 4 stars, which implies that there were no major concerns or objections to the strategy.

    UPDATE strategy:

    The pilot test of the methodology to update the green strategy showed a high level of alignment with the vision, mission, values and objectives of the organisation. The average rating for this question was 4.4 out of 5 stars (88%), suggesting that most of the pilot testers felt that the strategy was consistent and in line with their organizational culture and goals.

  - **How feasible and realistic are the objectives, strategies and actions proposed in the above strategy?**

    NEW strategy:

    Data from pilot tests show that most of the pilot testers (7 out of 10) gave a rating of 4 or 5 stars to the question of how feasible and realistic are the objectives, strategies and actions proposed in the green strategy, with an average rating of 4.2 out of 5 stars (80%). This indicates that the pilot testers generally agreed that the green strategy was well-designed and achievable. However, there were also

    some pilot testers (3 out of 10) who gave a rating of 3 stars, which suggests that they had some reservations or doubts about the feasibility and realism of the green strategy.

    UPDATE strategy:

    The data show that pilot testers generally rated the feasibility and realism of the objectives, strategies and actions proposed in the methodology as high, with an average rating of 4.2 out of 5 stars. This suggests that the Methodology to revise the Green Strategy is well designed and aligned with the needs and expectations of the majority of the target audience.

  - **How effectively does the above strategy communicate the benefits and challenges of adopting a green approach to planning?**

NEW strategy:

The data show that most of the testers rated the strategy highly on how effectively it communicates the benefits and challenges of adopting a green approach to planning. Out of 10 testers, 6 gave the strategy a 5-star rating, indicating that they were very satisfied with the communication. Three testers gave the strategy a 4-star rating, suggesting that they were somewhat satisfied but had some room for improvement. Average rating 4.5 out of 5 stars (90%).

UPDATE strategy:

The data from the pilot tests shows that the green strategy is well received by most of the participants. The average rating for the question is 4.6 out of 5 (92%), which indicates a high level of satisfaction and agreement with the strategy.

- **How efficiently does the above strategy utilize the available resources and identify potential opportunities and risks?**

NEW strategy:

The majority of the testers gave a positive rating to the question of how efficiently the strategy utilizes the available resources and identifies potential opportunities and risks. The average rating was 4.4 out of 5 stars (88%), indicating a high level of satisfaction and confidence in the strategy. The data also shows that there was no significant variation in the ratings among the testers, suggesting a consistent and reliable evaluation.

UPDATE strategy:

This Methodology is generally well received by testers, who gave it an average rating of 4.2 out of 5 stars. Some testers scored a 3, indicating that they were merely satisfied but not impressed with the strategy.

- **How well does the above strategy incorporate feedback and lessons learned from previous project activities?**

NEW strategy:

According to the pilot test results, the green strategy has generally been well received by the testers, who rated it mainly with 4 or 5 stars on the question of how well it incorporates lessons learned from previous project activities. The average rating for this question is 4.1 stars (82%), indicating a high level of satisfaction and endorsement.

UPDATE strategy:

From the data, the methodology to update the green strategy received somewhat positive ratings from the pilot testers, with an average of 3.7 stars out of 5 (74%). This implies that the methodology for the green strategy review was considered

good in terms of incorporating feedback and lessons learned from previous project activities for several of the pilot testers, but not for all testers.

- **How comprehensive and inclusive is the above strategy in addressing the environmental, social, economic and cultural aspects of planning?**

  NEW strategy:

  Pilot testing data show that the methodology is highly rated by the majority of testers. The average rating for the question is 4.6 out of 5 (92%), indicating strong agreement that the strategy is comprehensive and inclusive in addressing the environmental, social, economic and cultural aspects of planning.

  UPDATE strategy:

  The data from the pilot test show that the methodology to update the Green Strategy received a mostly positive response from the participants. The average rating for the question was 4.0 out of 5 (80%), indicating a high level of satisfaction with the comprehensiveness of the strategy. However, there were some lower scores (3 out of 5) from four participants, suggesting that there may be room for clarification of the strategy.

- **How measurable and evaluable are the outcomes and impacts of the above strategy?**

  NEW strategy:

  Most of the pilot testers (9 out of 10) rated the results and impacts of the methodology with 4 or 5 stars, indicating that they were very measurable. The average rating for this question was 4.5 stars (90%), which is above the average of 3 stars, suggesting that testers were generally satisfied with the performance of the green strategy.

  UPDATE strategy:

  The pilot tests of the methodology to update the Green Strategy showed that most of the testers felt that the results and impacts of the strategy are measurable and evaluable. The average rating for this question was 4.2 out of 5 stars (84%).

- **Satisfaction:**

  - **How satisfied are you with the implementation of the strategy?**

    NEW strategy:

    The pilot tests showed a high level of satisfaction with the implementation of the methodology among the participants. The average rating was 4.5 out of 5 stars (90%), indicating positive feedback. Most of the participants (7 out of 10) gave the

highest rating of 5 stars, suggesting that they were very satisfied with the strategy. Only one participant gave a rating below 4 stars.

UPDATE strategy:

The pilot tests showed a high level of satisfaction among participants. The average score for the question "How satisfied are you with the implementation of the strategy?" was 4.5 out of 5 stars (90%), indicating positive feedback.

- **What could be improved about this strategy?**

NEW strategy:

The pilot testing of the methodology for the creation of a new green strategy received a mixed response from the participants. Of the 10 pilot testers, only four provided answers to the question of what could be improved in the strategy.

The four responses given varied in terms of the level of satisfaction and criticism. One response praised the strategy as perfect, while another suggested that the strategy should include more specific metrics and actions. The other two responses expressed concerns about collaboration and coordination among the various stakeholders and resources involved in the strategy.

UPDATE strategy:

There were no responses. It is not possible to draw any conclusions about what could be improved about this strategy.

- **How likely are you to recommend the strategy to others?**

NEW strategy:

The responses showed a high level of satisfaction and willingness to recommend it to others. Out of 10 pilot testers, 8 rated the strategy as very likely to recommend, and 2 rated it as somewhat likely to recommend, which indicates a strong positive feedback. If very likely is 5 and somewhat likely is 4, the average rating is 4.8 out of 5 stars (96%).

UPDATE strategy:

Most of the participants rated it very highly on the question of how likely they would be to recommend it to others. Of the 10 participants, 9 rated the strategy as very likely to recommend it and 1 as somewhat likely to recommend it, suggesting strong positive feedback. This suggests that the methodology to update the Green Strategy is well received and has great potential for adoption and diffusion. If very likely is 5 and somewhat likely is 4, the average rating is 4.9 out of 5 stars (98%).

Results from the ToolBox's Material Assessment:

- **Usability:**

  - **How easy is it to access and use the TOOLBOX material?**

    The TOOLBOX material is a set of resources and tools that aim to help pilot testers implement a green strategy in their organizations. The pilot testers were asked to rate how easy it was to access and use the TOOLBOX material on a scale of 1 to 5 stars, where 1 means very difficult and 5 means very easy.

    The results show that half of the pilot testers (50%) gave a positive rating of 4 or 5 stars, indicating that they found the TOOLBOX material easy to access and use. The average rating was 3.6 stars (72%), which is above the midpoint of the scale. However, there was also some variation in the ratings, as 20% of the pilot testers gave a low rating of 2 stars, suggesting that they faced some challenges or difficulties with the TOOLBOX material. The remaining 30% gave a neutral rating of 3 stars, implying that they had a mixed or average experience with the TOOLBOX material.

  - **How useful are the tools and resources provided for facilitating and supporting the strategic planning activities?**

    The tools and resources provided by the Green Framework were generally well received by the pilot testers, with an average rating of 3.7 out of 5 stars (74%). Most of the testers (6 out of 10) gave a rating of 4 or higher, indicating that they found the tools and resources useful in facilitating and supporting strategic planning activities. However, there was also some variation in scores, with one tester giving a low 2-star rating and three testers giving a moderate 3-star rating. This suggests that there is room for improvement in the relevance or accessibility of tools and resources.

  - **How clear and understandable are the instructions and guidance provided for each tool and resource?**

    The data shows that the pilot testers had different opinions on the clarity and understandability of the instructions and guidance provided for each tool and resource. The average rating was 3.7 stars (74%), which indicates a moderate level of satisfaction. However, the ratings ranged from 2 to 5 stars, which suggests that some pilot testers found the instructions and guidance more clear and understandable than others.

  - **What are the strengths and weaknesses of the TOOLBOX material in terms of its usability and applicability?**

    Based on the data from the pilot tests, it is not possible to draw conclusions about the strengths and weaknesses of the TOOLBOX material in terms of usability and applicability because there were no responses.

- **Utility:**

  - **How well does the material align with the goals and objectives of the strategic Planning Green Framework Document?**

    The material provided by the Toolbox was generally well received by the pilot testers, who appreciated its alignment with the aims and objectives of the Green

    Planning Framework strategy document. The average score was 4.1 out of 5 stars (82%).

  - **What are some suggestions for improving or enhancing the TOOLBOX material to better meet your needs and expectations?**

    Only two pilot testers out of ten provided suggestions for improving or enhancing the TOOLBOX material. The two suggestions that were given are:

    1. To evaluate the steps taken so far under the existing Strategy, measure the impact and make decisions on the next steps.
    2. To provide a more light approach or a subcategory toolbox material regarding each type of area (technical, transport, environment, financial, human resources, etc.).

- **Satisfaction:**

  - **How satisfied are you with the quality and relevance of the output generated by the TOOLBOX material?**

    The results show that the majority of the pilot testers (7 out of 10) were satisfied or very satisfied with the quality and relevance of the results produced by the TOOLBOX material. The mean score was 4.0 out of 5 (80%), indicating a high level of satisfaction. However, there were also some pilot testers who were less satisfied (3 out of 10) and one gave a low score of 2 out of 5. This suggests that there may be room for improvement of the TOOLBOX material or that some pilot testers have different expectations or preferences.

Table 1 Aggregated rating table of Methodology to develop a NEW green strategy

Framework Part	Category of features	Expected methodology features	Rating	Total category Rating
Assess the Methodology to develop a NEW strategy	Usability	Clear and concise language and presentation	4.4 out of 5 stars (88%)	86%
		User-friendliness and accessibility	4.2 out of 5 stars (84%)	
	Utility	Alignment with tester organization's vision, mission, values and goals	4.6 out of 5 stars (92%)	88%
		Feasibility and realism of the objectives, strategies and actions	4.2 out of 5 stars (80%)	
		Effective communication of benefits and challenges of adopting a green approach to planning	4.5 out of 5 stars (90%).	
		Effective use of available resources and identification of potential opportunities and risks	4.4 out of 5 stars (88%),	
		Incorporate feedback and lessons learned from previous project activities	4.1 out of 5 stars (82%)	
		Comprehensive and inclusive in addressing the environmental, social, economic and cultural aspects of planning	4.6 out of 5 stars (92%)	
		The results and impact of the above strategy are measurable and evaluable	4.5 out of 5 stars (90%)	
	Satisfaction	How satisfied are you with the implementation of the strategy?	4.5 out of 5 stars (90%)	93%
		What could be improved about this strategy?	See pg. 14 (rating cannot be extracted)	
		How likely are you to recommend the strategy to others?	4.8 out of 5 stars (96%)	
			Sum Total:	**89% Total Rating**

Table 2 Aggregated rating table of Methodology to UPDATE an existing green strategy

Framework Part	Category of features	Expected methodology features	Rating	Total category Rating
Assess the Methodology to UPDATE an existing green strategy	Usability	Clear and concise language and presentation	4.3 out of 5 stars (86%)	86%
		User-friendliness and accessibility	4.2 out of 5 stars (84%)	
		Adaptability and flexibility to changing circumstances and emerging needs	4.3 out of 5 stars (86%)	
	Utility	Alignment with tester organization's vision, mission, values and goals	4.4 out of 5 stars (88%)	84%
		Feasibility and realism of the objectives, strategies and actions	4.2 out of 5 stars (84%)	
		Effective communication of benefits and challenges of adopting a green approach to planning	4.6 out of 5 stars (92%)	
		Effective use of available resources and identification of potential opportunities and risks	4.2 out of 5 stars (84%)	
		Incorporate feedback and lessons learned from previous project activities	3.7 stars out of 5 (74%)	
		Comprehensive and inclusive in addressing the environmental, social, economic and cultural aspects of planning	4.0 out of 5 stars (80%)	
		The results and impact of the above strategy are measurable and evaluable	4.2 out of 5 stars (84%)	
	Satisfaction	How satisfied are you with the implementation of the strategy?	4.5 out of 5 stars (90%)	94%
		What could be improved about this strategy?	See pg. 14 (rating cannot be extracted)	
		How likely are you to recommend the strategy to others?	4.9 out of 5 stars (98%)	
			Sum Total:	**88% Total Rating**

Table 3 Aggregated rating table of Toolbox's material

Framework Part	Category of features	Expected methodology features	Rating	Total category Rating
Assess the ToolBox's Material	Usability	Accessibility	3.6 out of 5 stars (72%)	73%
		Usefulness of tools and resources	3.7 out of 5 stars (74%)	
		How clear and understandable are the instructions and guidance provided for each tool and resource	3.7 out of 5 stars (74%)	
		Strengths and weaknesses of the TOOLBOX material	No responses	
	Utility	Alignment of material with the goals and objectives of the strategic Planning Green Framework Document	4.1 out of 5 stars (82%)	82%
		Suggestions for improving or enhancing the TOOLBOX material	See pg. 16 (rating cannot be extracted)	
	Satisfaction	Satisfaction with the quality and relevance of the output generated by the TOOLBOX material	4.0 out of 5 (80%)	80%
			Sum Total:	**78% Total Rating**

2.6. Feedback and recommendations

2.6.1. Feedback from the assessment of Methodology to set up a NEW green strategy

- The methodology to develop a new green strategy has a strong appeal and potential for adoption among the target audience.
- The language and presentation of the methodology are effective and appropriate for communicating the goals and benefits of the green initiative.
- Data from the pilot tests show that the methodology to develop a new green strategy generally well received by users, who rate it highly in terms of user-friendliness and accessibility.
- The methodology is well-designed and well-communicated to match the expectations and needs of the pilot testers' organizations.
- The pilot testers are likely to adopt and implement this methodology in their organizations in long term, as they perceive it as beneficial and compatible with their existing goals and values.
- The methodology has a high potential to succeed and scale up, as it has received a unanimous endorsement from the pilot testers.
- The methodology has a high level of acceptance and support among pilot testers, but may also face some challenges in terms of clarification or support regarding its objectives, methods and results. This is evidenced by those who rated it low and may be less convinced about its objectives, strategies and actions.
- The methodology to develop a new green strategy has a clear and quantifiable impact on the environment and the society, and the testers were able to assess its effectiveness and benefits.
- Testers were generally satisfied with the performance of the strategy.
- The methodology has a high potential to spread by word-of-mouth, as most pilot testers are very likely to recommend it to others.

2.6.2. Feedback from the assessment of Methodology to UPDATE an existing green strategy

- The methodology to update an existing green strategy has a strong appeal and credibility based on its language and presentation.
- Revisions or improvements are not required in terms of its clarity and conciseness.
- The methodology is effective in meeting the needs and expectations of the target users. The methodology has a high level of acceptance and approval among the pilot testers, who represent a sample of the potential users and beneficiaries of the strategy.
- The methodology is well designed and implemented, with clear instructions and guidance.
- The methodology to update an existing green is likely to have a positive impact on the environment and the users' behavior.
- The methodology has a strong potential to be adopted and implemented in long term by the organizations, as it reflects its vision, mission, values and goals.
- The methodology is feasible and realistic according to most of the pilot testers.
- The methodology is effective in communicating the benefits and challenges of adopting a green approach to planning, as most participants rated it highly.
- The implementation of the strategy was smooth and successful, with minimal issues or difficulties encountered by the pilot testers.

2.6.3. Feedback from the Assessment of Toolbox Material

- The TOOLBOX material is generally well-designed, as most of the pilot testers were able to access and use it without major problems.
- The green strategy toolbox is effective in providing material that supports the strategic Planning Green Framework Document and its goals and objectives.
- The pilot testers was fairly content in terms of the quality and relevance of the material and found it useful for their planning process.

2.6.4. Issues to be resolved and recommendations

Main issues to be resolved:

- The TOOLBOX material needs some improvement or customization to suit the needs and preferences of different pilot testers, as some of them reported low satisfaction or ease of use. The suggestions of pilot testers indicate that the testers want more clarity, feedback, and customization in the TOOLBOX material. They also imply that the material may be too complex, generic, or broad for their specific needs and expectations.

Pilot testers recommendations:

- The methodology to develop a new green strategy should foster a culture of collaboration and trust among the internal and external experts, as well as the company leadership team, to ensure a smooth and successful implementation.
- The methodology to update an existing green strategy should be communicated and promoted effectively to the organization, highlighting its benefits and alignment with the organizational culture and objectives.
- The methodology to update an existing green strategy should be monitored and evaluated regularly to ensure that it is achieving its objectives and delivering its expected outcomes.
- Provide a lighter approach or a subset of toolkit materials relevant to each type of sector (technical, transport, environmental, financial, human resources, etc.).

3. Conclusion

The pilot test was successful in gathering useful data and feedback from the pilot testers, as it showed a range of opinions and ratings on the Green Strategy Process Model Document.

The overall rating given by the pilot testers on the content of the methodological framework exceeds the expected level set in the project proposal (**at least 80% positive feedback from pilot testers**). The main issues for improvement were related to the accessibility of the toolbox. However, this is not a concern because the sample toolbox evaluated was a draft and the final version will be high user-friendly oriented.

Finally, the Green Strategy Process Model could be more widely adopted and implemented by communicating its results and advantages to other potential users or partners, using the positive ratings and testimonials from the testers as evidence.

4. Discussion

A new green strategy requires a culture of collaboration and trust among internal and external experts, as well as the company's leadership team, to ensure smooth and successful implementation. This should be embedded in the methodology as a guide to effective use of the tool and strategy.

The methodology for creating a new strategy and the methodology for revising an existing green strategy should be well communicated and promoted within the organisation, emphasising its benefits and its alignment with the organisational culture and objectives.

The methodology for revising an existing green strategy should be regularly monitored and evaluated to ensure that it is meeting its objectives and delivering the expected results. Suitable indicators for monitoring performance by theme could be suggested in the methodology. This material could also be used as part of the training course. Alternatively, the entire toolkit implementation could be part of the training, as a practical open access application.

A simpler approach or a subset of the toolkit material relevant to each type of sector (technical, transport, environmental, economic, human resources, etc.) is also recommended. This would address some of the "Main issues to be resolved" mentioned earlier.

5. Annexes

Annex I - Privacy Notice for Pilot Study Participants

At Couriers GO Green, we are committed to protecting your privacy and ensuring the security of your personal data. This Privacy Notice is intended to inform you about how we will collect, use, and protect your personal information in the context of our pilot study.

1. Data Controller

The data controller for this pilot study is Couriers Go Green consortium.

2. Data Collected

We will collect the following personal information for the purpose of conducting our pilot study:

Full Name; Organisation; Position; Email; Signature

3. Purpose of Data Collection

Your personal data will be collected and processed solely for the following purposes:

To assess the applicability of the framework being developed in the Couriers GO Green project.

To contact you regarding the pilot study and project updates.

4. Legal Basis

The legal basis for processing your personal data is based on your consent, which you provide by voluntarily participating in the pilot study.

5. Data Retention

Your personal data will be retained only for as long as necessary to fulfill the purposes for which it was collected. After the pilot study is concluded, your data will be securely deleted.

6. Data Security

We are committed to protecting your personal information. We have implemented appropriate technical and organizational measures to ensure the security and confidentiality of your data.

7. Data Sharing

Your personal data will not be shared with any third parties without your explicit consent unless required by law.

8. Your Rights

You have the following rights regarding your personal data:

- Right to access: You can request access to the personal data we hold about you.
- Right to rectification: You can request the correction of inaccurate or incomplete data.
- Right to erasure: You can request the deletion of your data.
- Right to data portability: You can request the transfer of your data to another organization.
- Right to object: You can object to the processing of your data for specific purposes.
- Right to withdraw consent: You can withdraw your consent at any time, without affecting the lawfulness of processing based on consent before its withdrawal.

9. Contact Information

If you have any questions, concerns, or requests regarding your personal data, please contact us at info@green-courier.eu.

By participating in the Couriers GO Green pilot study, you acknowledge that you have read and understood this Privacy Notice and consent to the processing of your personal data for the purposes outlined above.

The Couriers Go Green Consortium.

Annex II - Registration/acceptance form

COURIERS GO GREEN

Insert your Logo here.

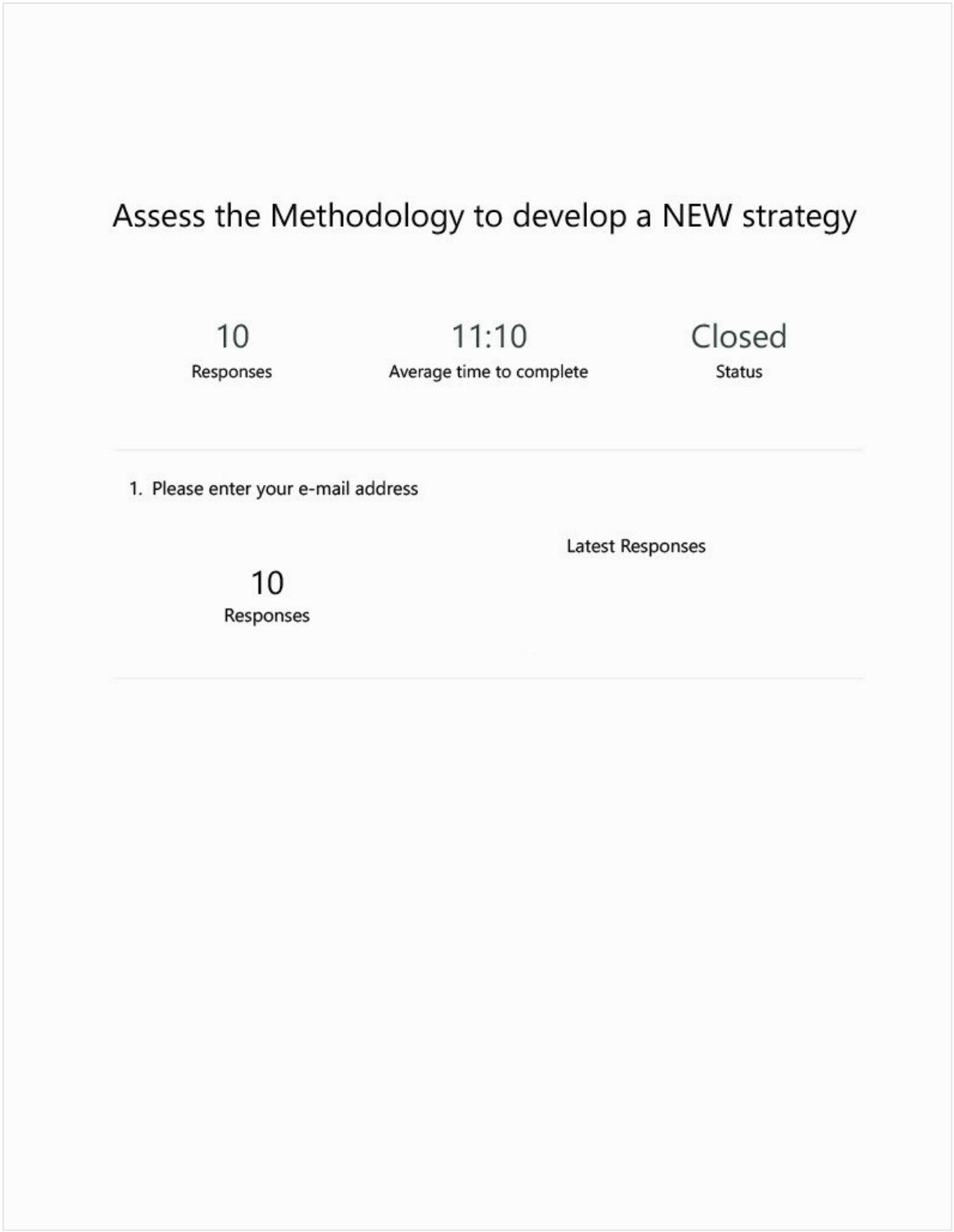
PILOT TESTING REGISTRATION FORM	
Project	Underpin Courier and Transportation Companies to Green their Operations - Couriers Go Green! 2022-1-EL01-KA220-VET-000087645
Title of Activity	2.3 Pilot Study of Green Strategy Process Model
Date	<add date>

	Name of Tester	Name of organisation or enterprise	Position	e-mail address	Signature
1	<add your full name>	<add your organisation>	<add your position>	<add your e-mail>	<add your signature>
2	<add your full name>	<add your organisation>	<add your position>	<add your e-mail>	<add your signature>
3	<add your full name>	<add your organisation>	<add your position>	<add your e-mail>	<add your signature>
4	<add your full name>	<add your organisation>	<add your position>	<add your e-mail>	<add your signature>
5	<add your full name>	<add your organisation>	<add your position>	<add your e-mail>	<add your signature>

Co-funded by the Erasmus+ Programme of the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

Annex III - Assess the Methodology to develop a NEW strategy



Assess the Methodology to develop a NEW strategy

10	11:10	Closed
Responses	Average time to complete	Status

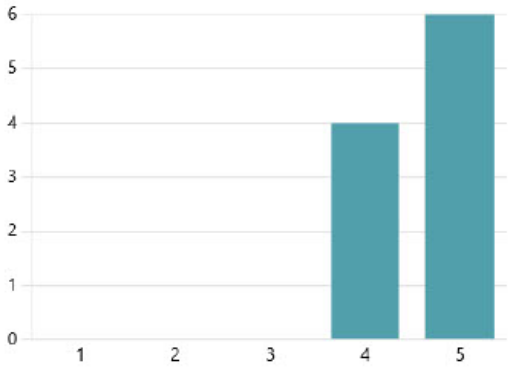
1. Please enter your e-mail address

Latest Responses

10
Responses

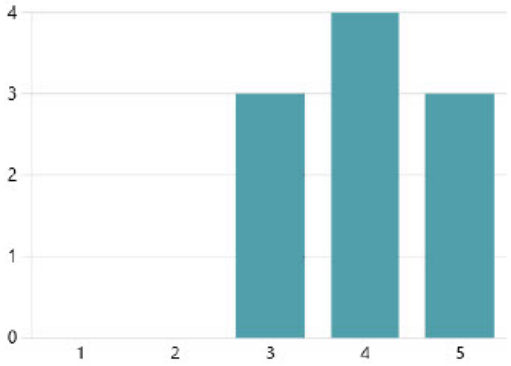
2. How well does the above strategy align with your organization's vision, mission, values and goals?

4.60
Average Rating



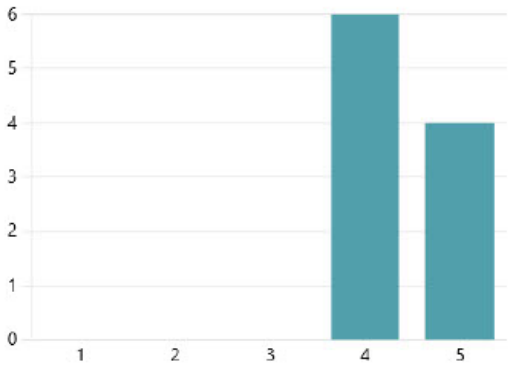
3. How feasible and realistic are the objectives, strategies and actions proposed in the above strategy?

4.00
Average Rating



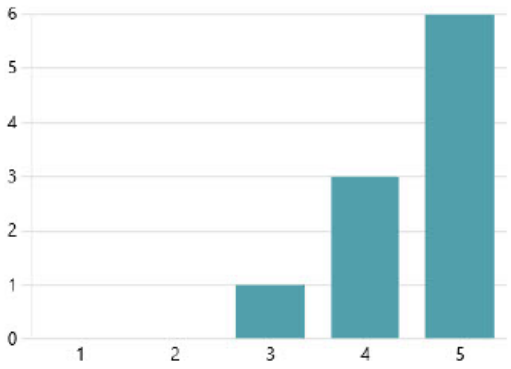
4. How clear and concise is the language and presentation of the above strategy?

4.40
Average Rating



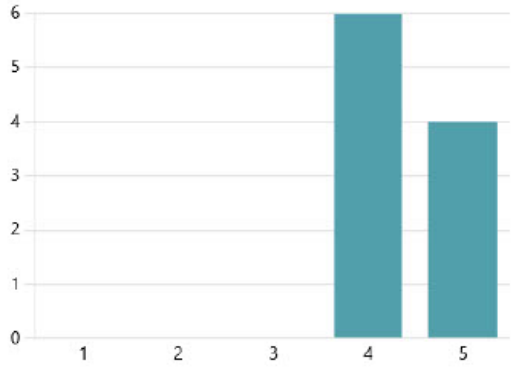
5. How effectively does the above strategy communicate the benefits and challenges of adopting a green approach to planning?

4.50
Average Rating



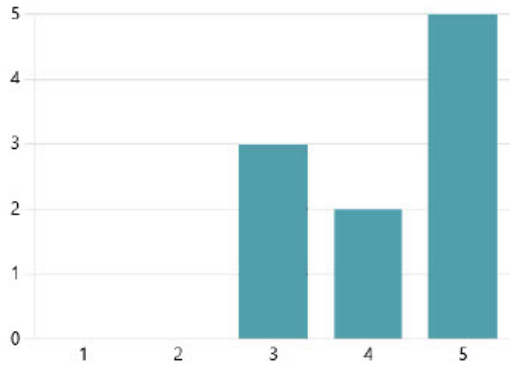
6. How efficiently does the above strategy utilize the available resources and identify potential opportunities and risks?

4.40
Average Rating



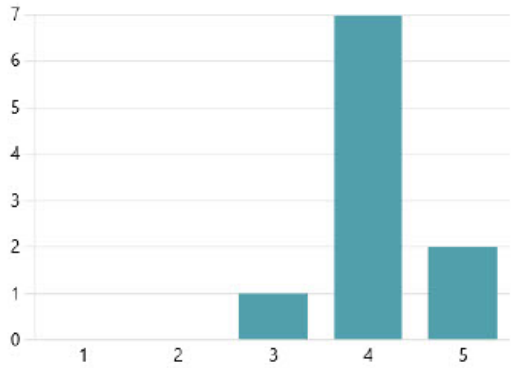
7. How user-friendly and accessible is the above strategy?

4.20
Average Rating



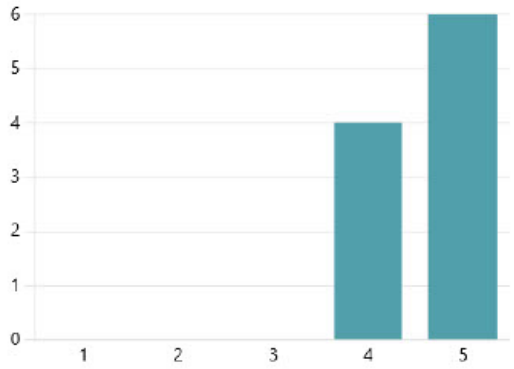
8. How well does the above strategy incorporate feedback and lessons learned from previous project activities?

4.10
Average Rating



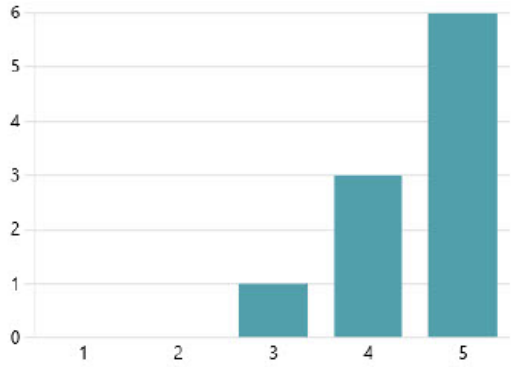
9. How comprehensive and inclusive is the above strategy in addressing the environmental, social, economic and cultural aspects of planning?

4.60
Average Rating



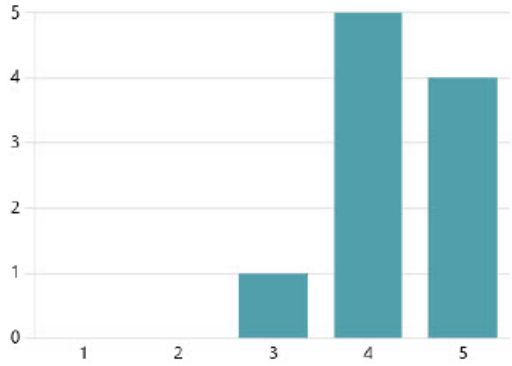
10. How measurable and evaluable are the outcomes and impacts of the above strategy?

4.50
Average Rating



11. How satisfied are you with the implementation of the strategy?

4.30
Average Rating

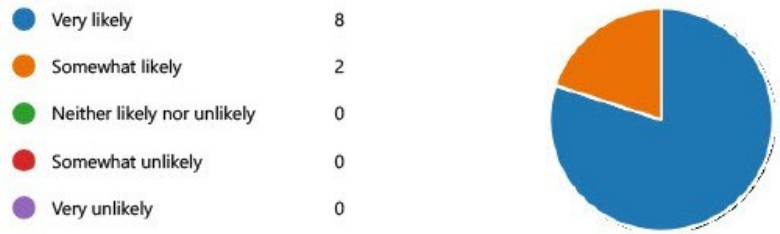


12. What could be improved about this strategy?

4 Responses

ID ↑	Name	Responses	Language
1	anonymous	during the next stages we may incorporate actual measurement & actions	English (United States)
2	anonymous	nothing, everything is perfect	English (United States)
3	anonymous	My only concern about accomplishing 100% the phases implemented by the strategy above is the good colaboration between internal and external experts - from environmental and sustainability, members from oprational and logistics, technology experts and company leadership team.	Română
4	anonymous	It seems a bit hard trying to allign and coordonate the necesary resources and people involved	English (United States)

13. How likely are you to recommend the strategy to others?



Annex IV - Assess the Methodology to UPDATE an existing strategy

Assess the Methodology to UPDATE an existing strategy

10	18:05	Closed
Responses	Average time to complete	Status

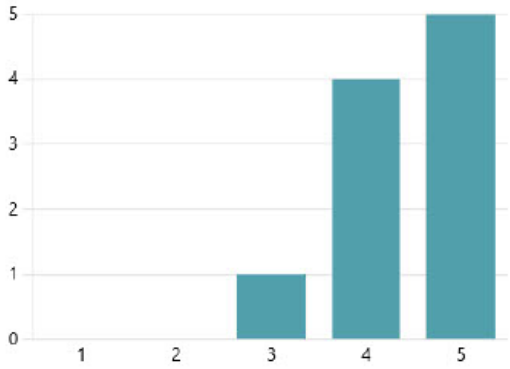
1. Please enter your e-mail address

Latest Responses

10
Responses

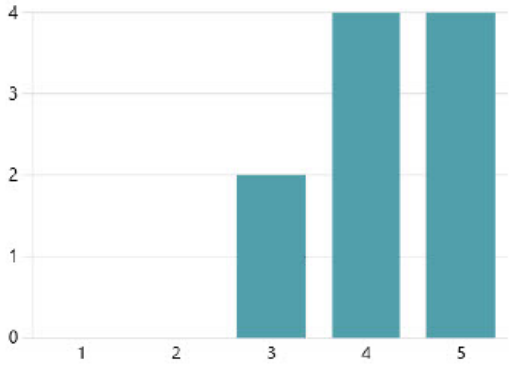
2. How well does the above strategy align with your organization's vision, mission, values and goals?

4.40
Average Rating



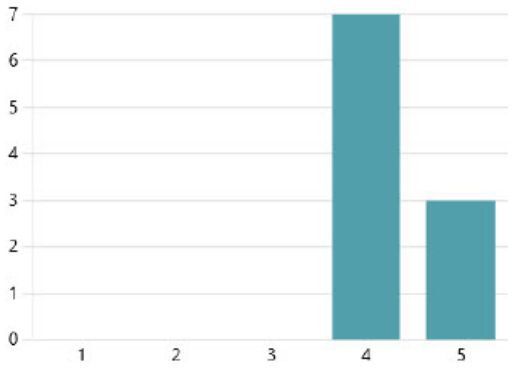
3. How feasible and realistic are the objectives, strategies and actions proposed in the above strategy?

4.20
Average Rating



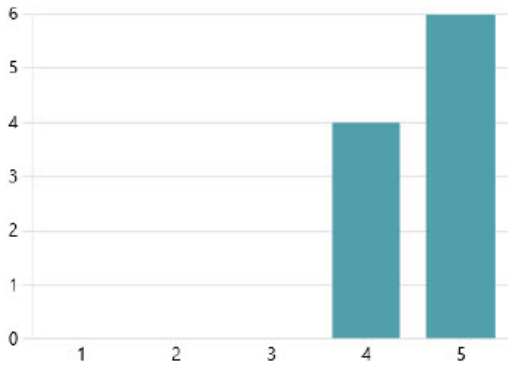
4. How clear and concise is the language and presentation of the above strategy?

4.30
Average Rating



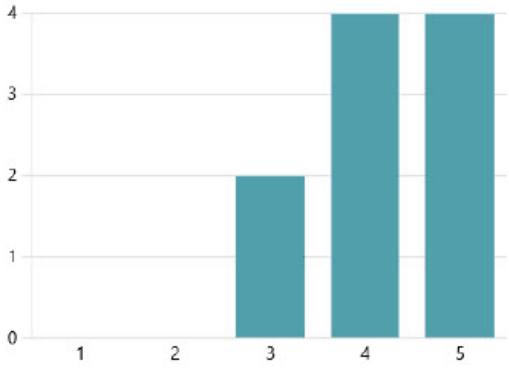
5. How effectively does the above strategy communicate the benefits and challenges of adopting a green approach to planning?

4.60
Average Rating



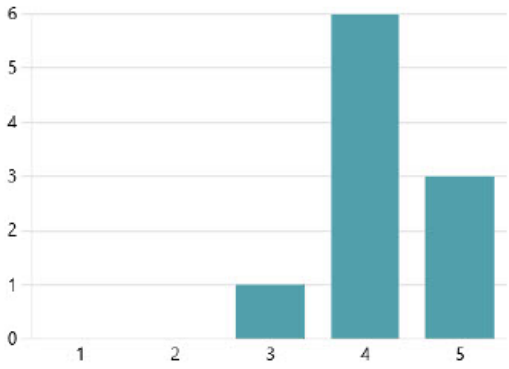
6. How efficiently does the above strategy utilize the available resources and identify potential opportunities and risks?

4.20
Average Rating



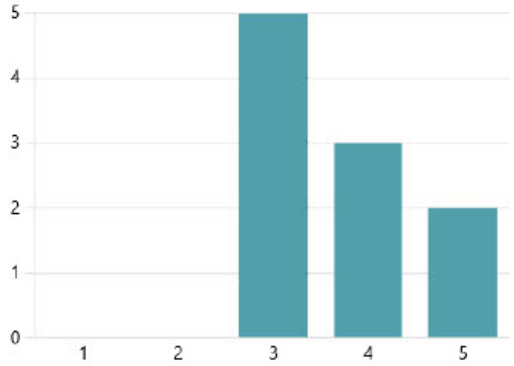
7. How user-friendly and accessible is the above strategy?

4.20
Average Rating



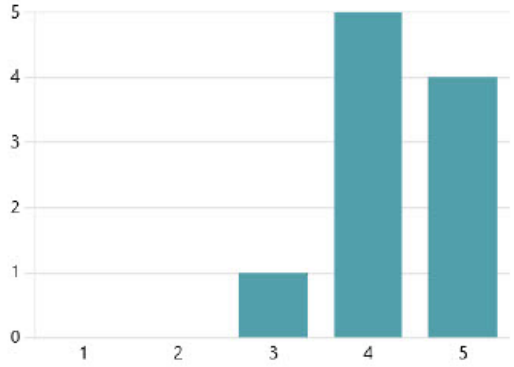
8. How well does the above strategy incorporate feedback and suggestions from previous consultations and reviews?

3.70
Average Rating



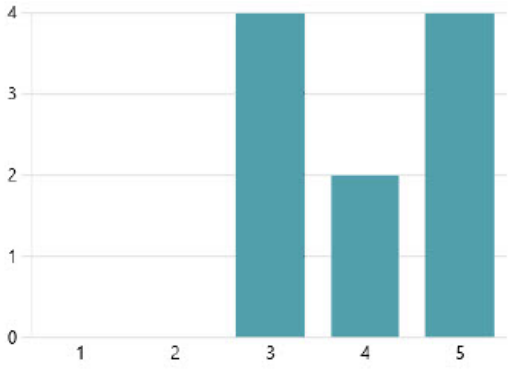
9. How adaptable and flexible is the above strategy to changing circumstances and emerging needs?

4.30
Average Rating



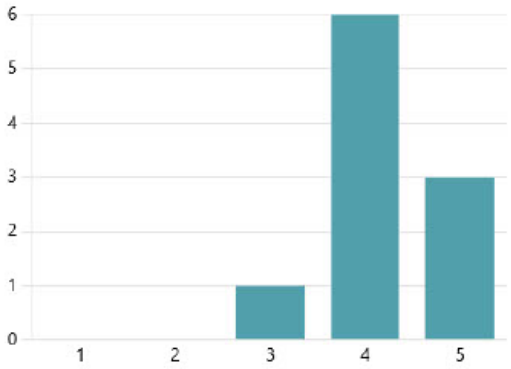
10. How comprehensive and inclusive is the above strategy in addressing the environmental, social, economic and cultural aspects of planning?

4.00
Average Rating



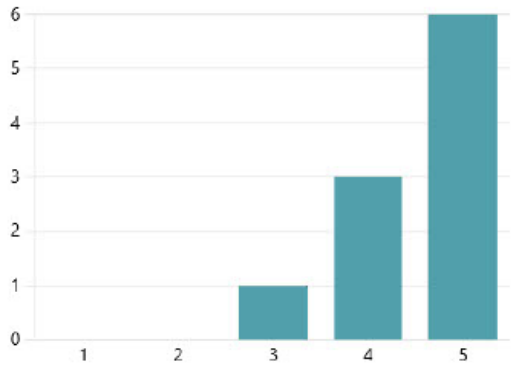
11. How measurable and evaluable are the outcomes and impacts of the above strategy?

4.20
Average Rating



12. How satisfied are you with the implementation of the strategy?

4.50
Average Rating



13. What could be improved about this strategy?

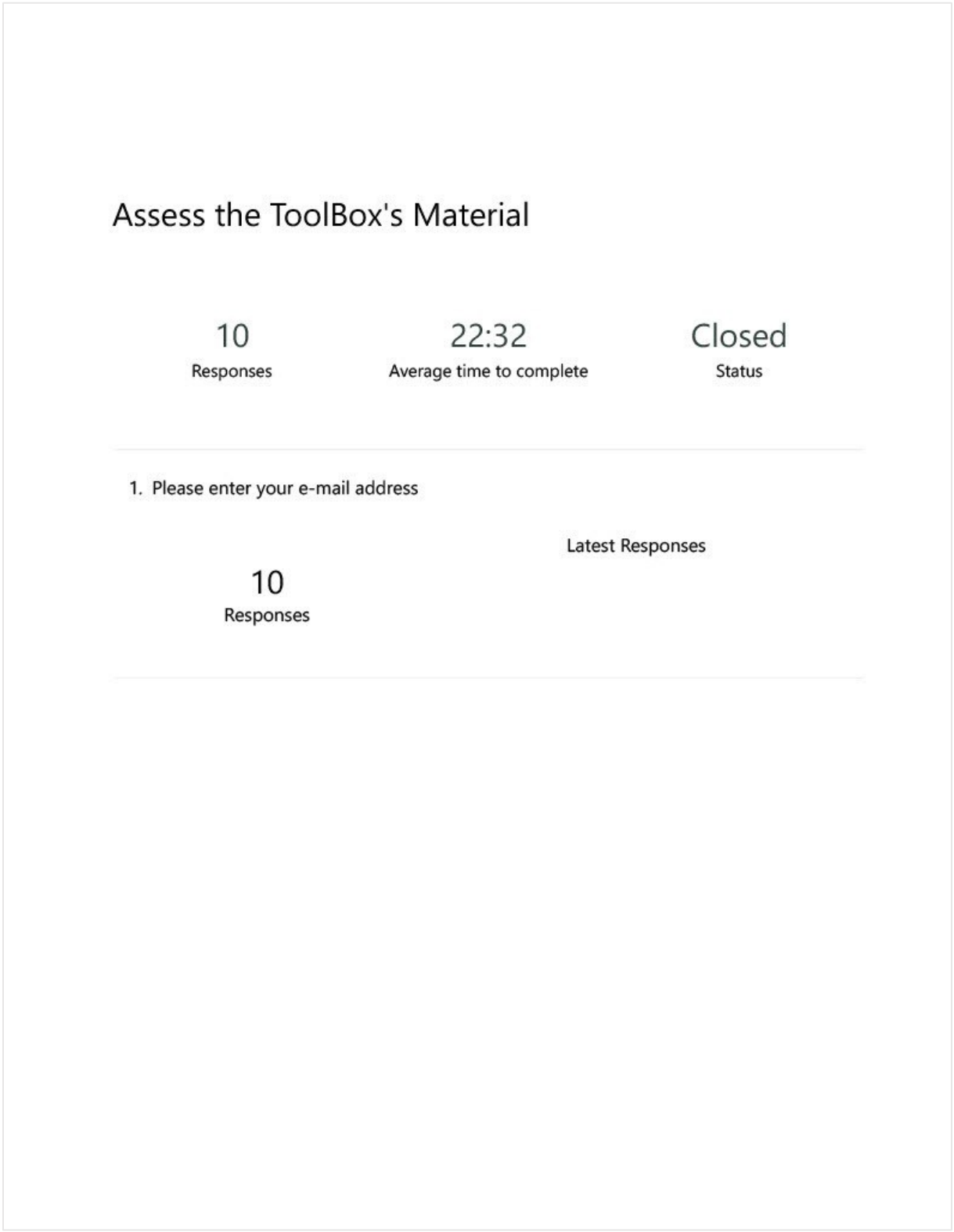
0
Responses

Latest Responses

14. How likely are you to recommend the strategy to others?

Very likely	9
Somewhat likely	1
Neither likely nor unlikely	0
Somewhat unlikely	0
Very unlikely	0

Annex V - Assess the ToolBox's Material



Assess the ToolBox's Material

10
Responses

22:32
Average time to complete

Closed
Status

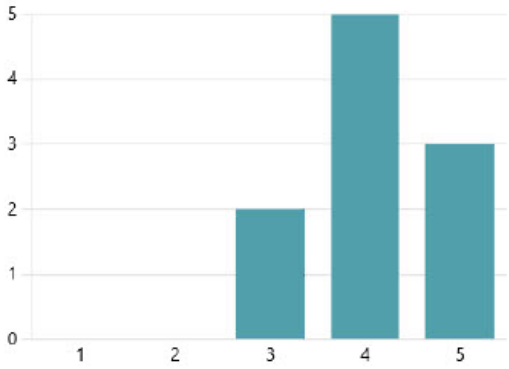
1. Please enter your e-mail address

Latest Responses

10
Responses

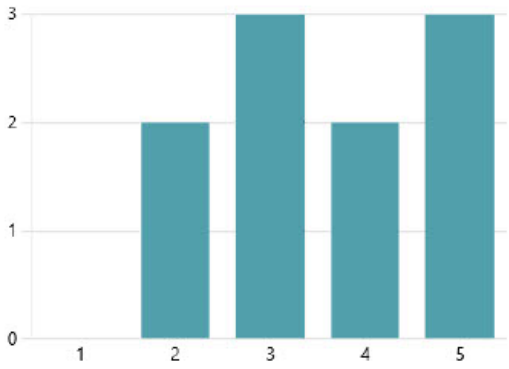
2. How well does the material align with the goals and objectives of the strategic Planning Green Framework Document?

4.10
Average Rating



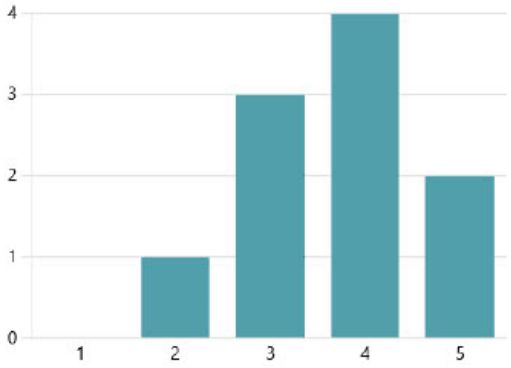
3. How easy is it to access and use the TOOLBOX material?

3.60
Average Rating



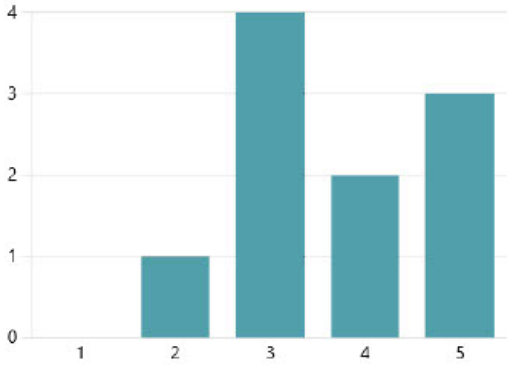
4. How useful are the tools and resources provided for facilitating and supporting the strategic planning activities?

3.70
Average Rating



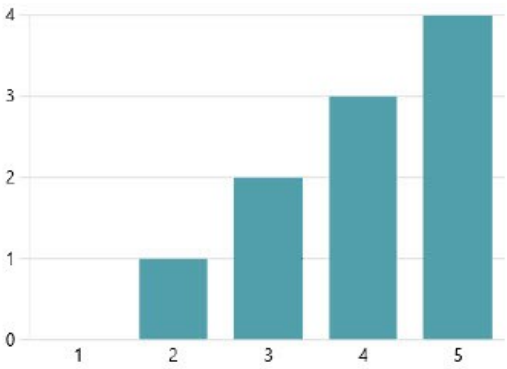
5. How clear and understandable are the instructions and guidance provided for each tool and resource?

3.70
Average Rating



6. How satisfied are you with the quality and relevance of the output generated by the TOOLBOX material?

4.00
Average Rating



7. What are the strengths and weaknesses of the TOOLBOX material in terms of its usability and applicability?

0
Responses

Latest Responses

8. What are some suggestions for improving or enhancing the TOOLBOX material to better meet your needs and expectations?

2 Responses

ID ↑	Name	Responses	Language
1	anonymous	we need to evaluate the steps taken so far under the existing Strategy , measure the impact and make decisions on the next steps	English (United States)
2	anonymous	From my point of view, i'll appreciate a more light approach or a subcategory toolbox material regarding each type of area (tehnic, transport, environment, financial, HU and so on).	Română