

Market Research Report:
Cogent Sector Skills Council
Chemicals and
Pharmaceutical Industries in
the North West

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1 PROJECT SCOPE & APPROACH

We were asked by Cogent to undertake a survey of companies representing the chemicals and pharmaceuticals industries in the North West of the UK and help it achieve the following objectives:

- Grow its existing database by 25% by the end of 2007 with new contacts
- Demonstrate an increased awareness of Cogent by at least 20% and a willingness to engage with Cogent
- Identify the potential for increased membership and services.

Initially the project scope was to cover the whole of the UK by surveying representative samples from the database of nearly 7,000 contacts.

The scope of the project changed to a regional pilot targeting around 300 contacts in the North West in the chemical and pharmaceutical sectors.

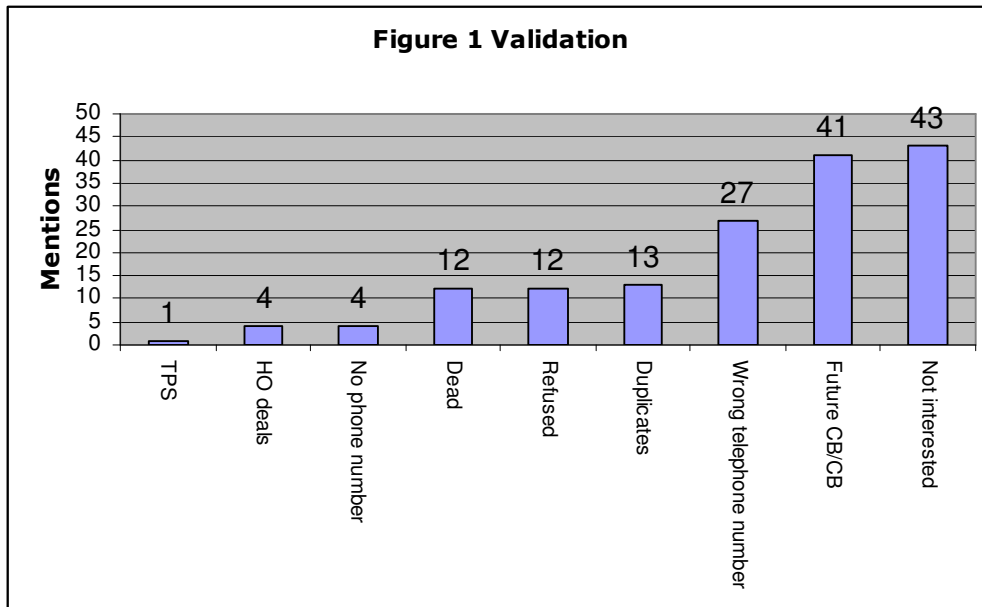
Cogent passed to Opening Doors its database from which we extracted the North West companies in these sectors. In total we were able to derive a population of 592 companies with a total of 701 contacts from the database.

We proceeded by validating the database producing a revised population as follows:

- From the 592 companies and 701 contacts we validated and increased the number of contacts to 939 or a 34% increase.
- The validation found that there were 150 contacts that were not relevant to the project as they did not deal with training
- 197 contacts were added into the database as new relevant contacts.

The validation also produced an up to date email list of personal business email addresses representing 87% of the contacts.

The reason why 100% email addresses was not achieved was due to either the companies did not have an email address or their company policy would not allow them to divulge it.



We assisted with the development of the questionnaire as originally designed by Cogent. We also designed a script for the validation.

An e mail HTML was designed with appropriate copy to send out to the sample. A letter was also written supporting the e mail and advising the recipient that they may be approached by Opening Doors on behalf of Cogent.

The email was broadcast to the target sample with the letter being despatched by Cogent at around the same time.

We undertook a mini pilot and after the first 20 interviews reported the headline issues/findings back to Cogent.

From a validated sample size of 437 companies 537 emails and 617 letters were sent out (as some did not have nor would not give an email address).

We assisted with the development of the questionnaire as originally designed by Cogent. We also designed a script for the validation.

We proceeded to call the 437 companies some 3 days after the emails and letters were despatched.

Over a period of about 4 weeks we undertook 1,511 phone calls and achieved 100 completed interviews from a sample size of 437 companies.

The key reason for respondents not being able to complete the telephone based questionnaire was as follows:

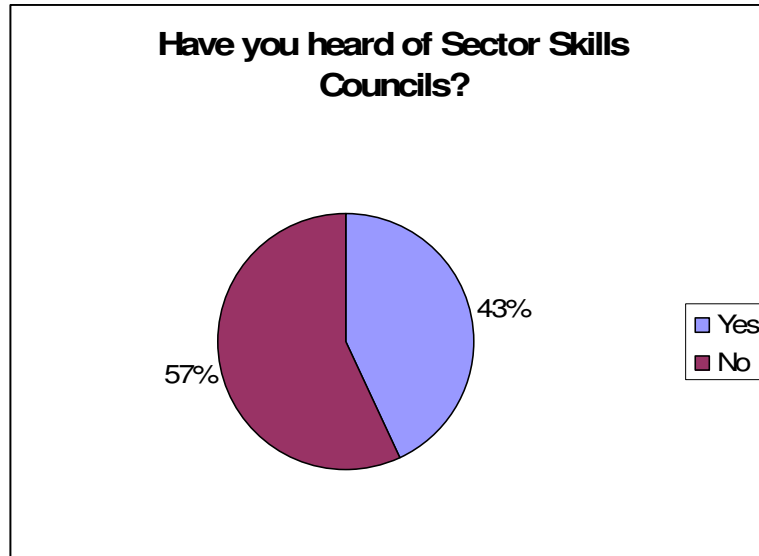
- 174 refused mainly because they were too busy
- Company policy not to take part in any surveys
- 133 people who we were not able to speak to despite up to 7 call back attempts. This we believe is due to them being away from office or in meetings
- 8 had a head office that was not in the North West therefore was not relevant
- 16 we were instructed by Cogent not to ring or they opted out through the email broadcast
- 2 companies had closed/were no longer in business
- 1 Duplicate
- 1 Wrong number.

Therefore we actually spoke to 297 companies and achieved 100 completed interviews or 34%.

2 RESEARCH FINDINGS

Question 1 - Have you heard of Sector Skills Councils?

Figure 2



Of the 100 companies interviewed, results show that only 43 had heard of Sector Skills Councils. This would indicate that the Sector Skills Council's and particularly Cogent still has some way to go in raising their profile and communicating their existence. However this has to be considered against the fact that some 20 months ago Cogent had no database nor any effective marketing programmes in place.

As one respondent stated, who could be considered to be an authoritative person:

"Cogent still has a long way to go, the CIA still provide much of what Cogent offers. They need to advertise Cogent a lot more and better than what they are doing at the present time. The CIA has pulled back from supply and this is a great opportunity for Cogent to become a big supplier of services within the industry. (Phil Bather, Kemira Grow How)

Question 2 – Could you tell me in priority order the most important issues a Sector Skills Council should be addressing?

Of those that had an opinion there were 36 instances or comments. The majority of these comments related to addressing the skills needs or skills gaps within their industry.

One question raised could be whether there is more of a need in the chemicals industry than the pharmaceuticals industry. However, we cannot infer this from the sample as the sample is skewed significantly towards the chemical industry (see chart for question 6). In order to make such an inference, we would need to conduct separate research on chemicals and pharmaceuticals then compare results.

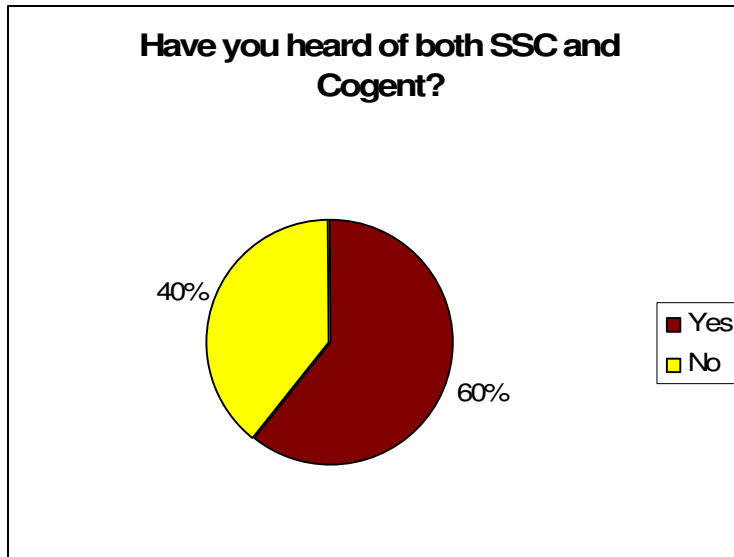
The key trend amongst the comments was help from the Sector Skills Council in identifying and addressing the skills needed by making skills training available, providing communication, encouragement and support. Other issues mentioned included making jobs available, known, and encouraging links to schools and universities.

Typical verbatims included:

Make it easy, help and encouragement with the skills needed there is a lack of skills in every sector
Technical ability for skills and skills for highly trained chemist's technicians
Lack of skills in the workforce, shortage of skills at all levels
They should be creating a link between education in schools and the skills gap needs of the industry
Make sure skills needed are available
Getting sufficient quality and quantity of graduate level of skills

Question 3 - Have you heard of Cogent?

Figure 3



Of the 43 companies who had heard of Sector Skills Councils, 26 of these (60%) had heard of Cogent SSC. Of the total 100 companies therefore, 26% had heard of Cogent. This is greater than Cogent's own target for 2007 of 20% however there is still scope for improvement by Cogent in raising its profile and clearly communicating its message to the market.

Question 3 – Qualitative analysis

There were 16 verbatims out of 26 respondents associated with this question. Of those that held a view in the respondent's mind that Cogent represented or stood for there were 5 mentions regarding skills and training and representing the needs of the chemical industry

Verbatims included:

- Deals with chemical and nuclear industries
- Training for the chemical industry
- Ensure that there is sufficient capacity for skills development and management in the chemicals sector
- Represent the chemical industry
- They represent the chemicals and polymers industry

Examples of where respondents were unsure included:

I have heard of it but not sure what they do (3)

The represent the wholesale and manufacturing side more than retail, don't they?

They train people don't they?

No idea what it stands for, just another government bureaucracy

It implies that there is still room for further work in clearly marketing what Cogent stands for.

Question 4 – Which services are you aware of that Cogent offer? (unprompted)

There were 21 responses to this question with 10 relating to training/recruitment/apprenticeships, 4 to skills and 4 being 'don't know' or not aware of any services that came to mind (unprompted).

Typical verbatims included:

Don't know that much about Cogent, can't say/Not sure

Training and recruitment in the chemical industry

Meetings for the industry, NVQ - links and training

Support companies financially, look at sponsorships, University links, skills shortages

Identifying skills needs

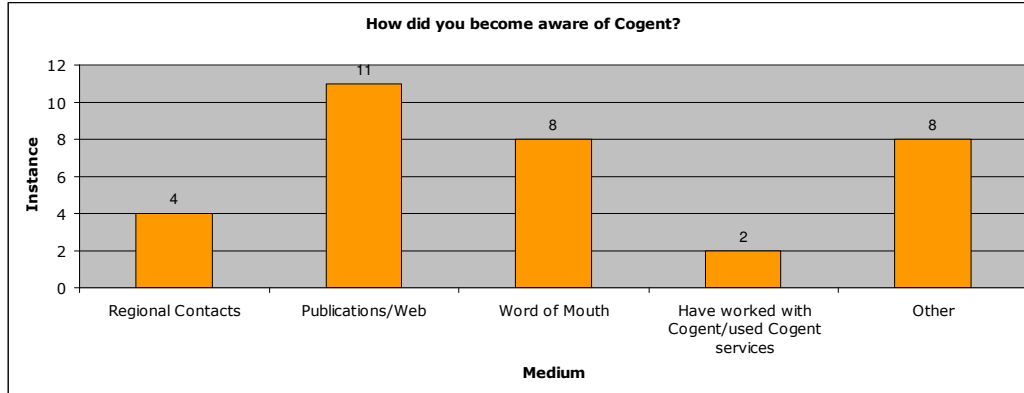
Frames NVQ, apprenticeships, process industry development, skills reviews, gold standard

Advice on apprenticeships, skilled training, Gold standard, benchmarking, training and development projects

As with the previous question there is scope for improvement, as there is uncertainty as to what Cogent actually provides.

Question 5 - How did you become aware of Cogent?

Figure 4

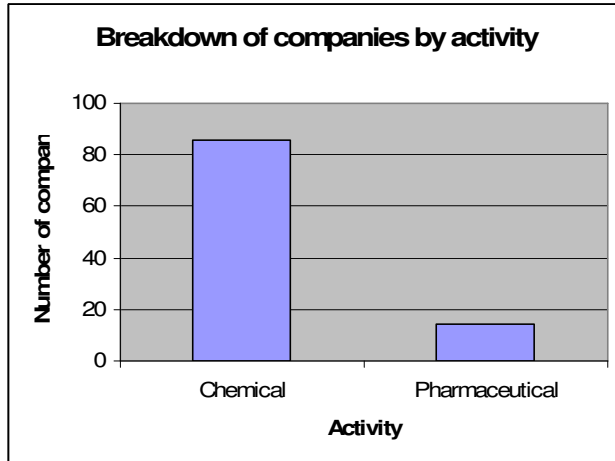


Of the 26 companies who had heard of Cogent, the research suggests that the primary sources of awareness of Cogent SSC are through marketing communications mediums such as publications, and websites. In addition, word of mouth forms a large proportion of answers. 11 out of 26 referred to the web site or publications. Cogent’s web site has recently improved its appearance and navigation, however, arguably it does portray on first site that Cogent is a training company rather than a pathway or gateway to acquiring skills. The message and content being used in its marketing would appear to need reviewing. Driving audiences to the web site and the use of a range of marketing methods should be considered.

We understand that Cogent has industry consultants or specialists whose role is to interface with the market place. The research shows that only 4 companies out of 100 interviewed had been approached or knew of Cogent through an industry consultant. This would indicate that the consultants are not spending enough time in communicating with the industry. Cogent should consider introducing performance measures to ensure that the industry facing staff from Cogent, proactively engage with the market.

Question 6 - Breakdown by main business activity:

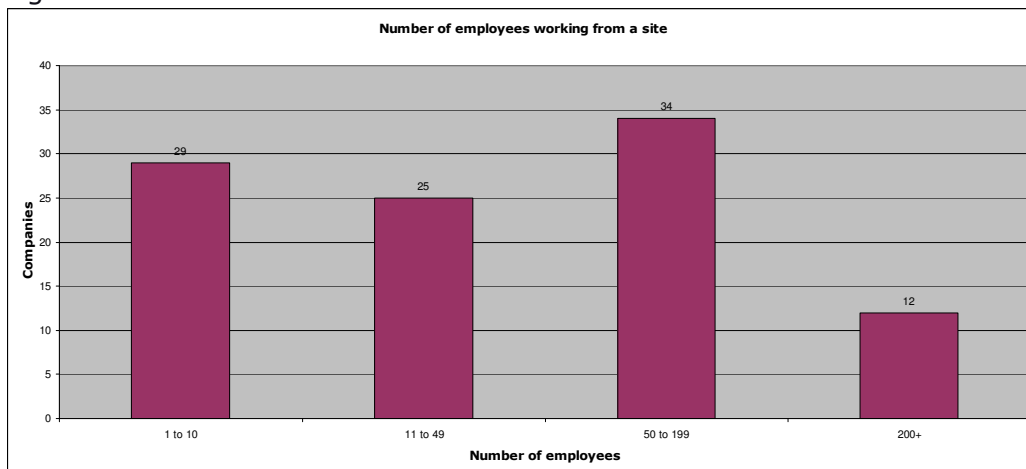
Figure 5



Research illustrates that the overwhelming majority of companies interviewed viewed chemicals as their primary business activity. This is **not** to say that pharmaceutical companies do not have skills issues; rather, it is a result of the database used and the companies that were available for interview. Nevertheless, results in this survey may be more representative of chemical companies than pharmaceutical companies.

Question 7 - Number of employees per site:

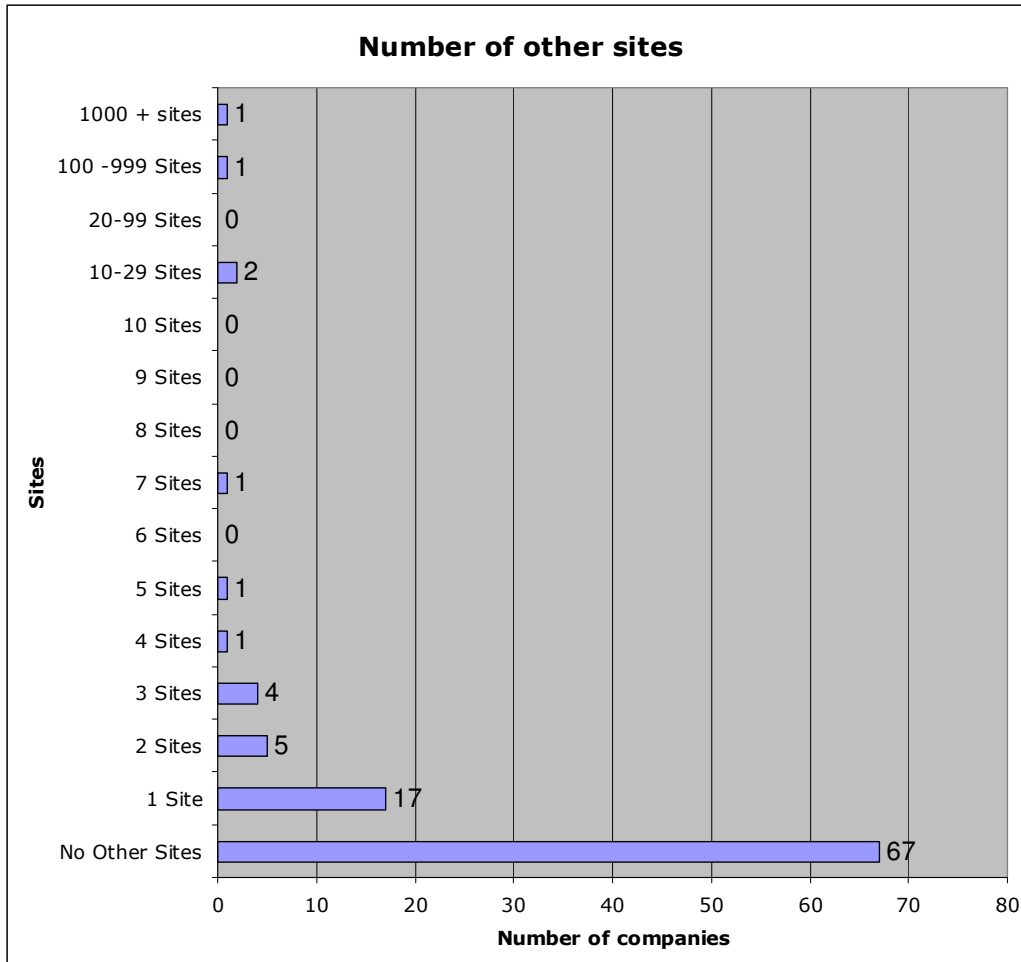
Figure 6



Only 12% had more than 200 employees.

Question 7.1 - Number of sites

Figure 7



67% had only 1 site. Please note that the survey covered UK sites only and specifically excluded from the data capture other sites or operations that a company may have overseas.

Question 8 -Do the level of skills your staff have need improving?

Figure 8



Of the 100 companies interviewed, 67% said they felt that the skills levels of their employees needed improving.

Using a 95% confidence interval, we will attempt to find whether this majority figure can be estimated for the total population of chemical and pharmaceutical companies in the North West.

Confidence Interval = 0.59 - 0.75

At a confidence interval of 95%, we can say that the population proportion lies between 59% and 75%. Therefore, with a margin of error of 8%, of the whole population of North West companies (437), we can infer that, **even at the lower range (59%) over half feel that their employees' skills need updating.**

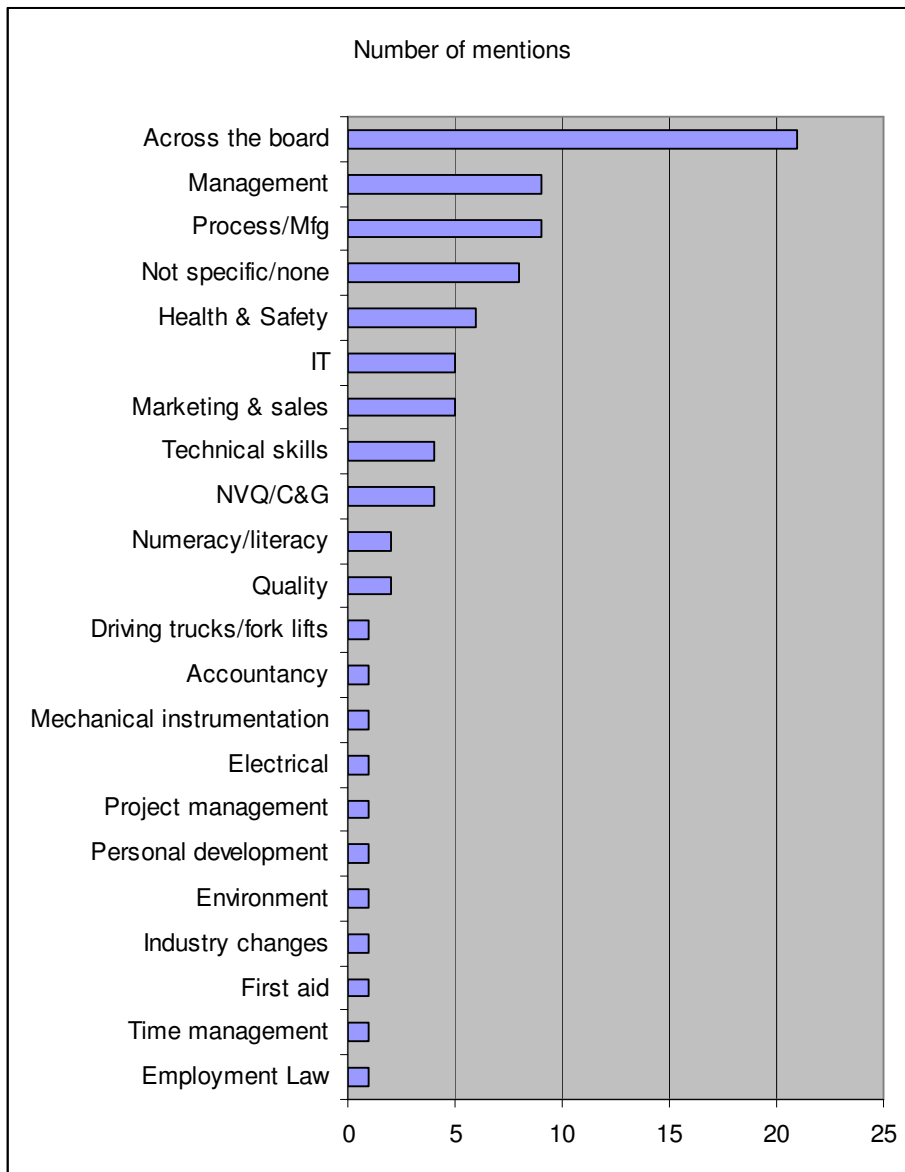
To put it another way, we can be 95% sure that the proportion of companies in the northwest who require their skills updating is between 59% and 75%. Significantly, as the lower limit of the confidence interval is above 50%, this indicates that over half of the companies in the northwest identified in the database have employees with **insufficient skills to appropriately undertake their jobs.**

**See appendix for detailed statistical calculations*

Question 8 - Qualitative analysis

There were 86 answers to this question with 21 different training needs identified. These are graphed as follows:

Figure 9

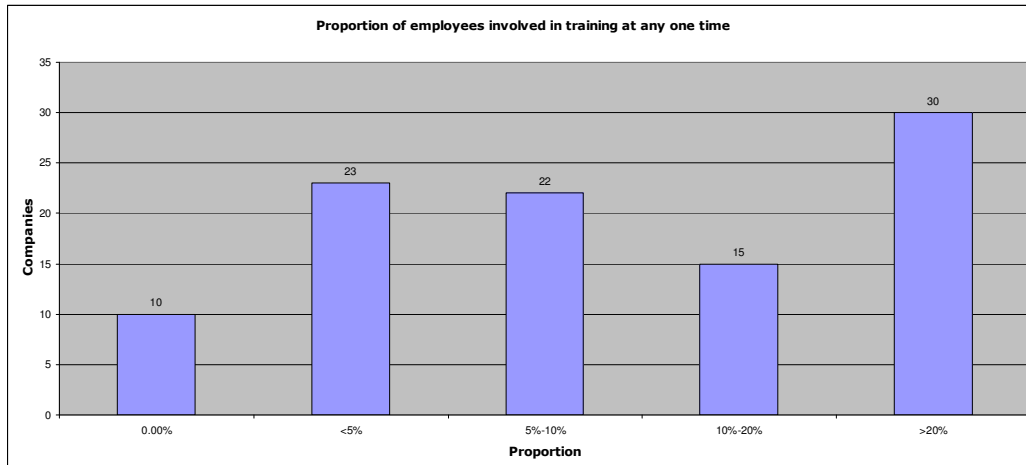


It is encouraging to see that the majority of respondents see on going training as a necessary investment and in numerous cases understand where the skills gaps are. The question is if this survey was repeated in 6 months time would there be any change?

In other words recognising the need is one thing, taking proactive steps to address it is another. Compare this to the findings in question 9.

Question 9 - Proportion of employees involved in work based training at any one time

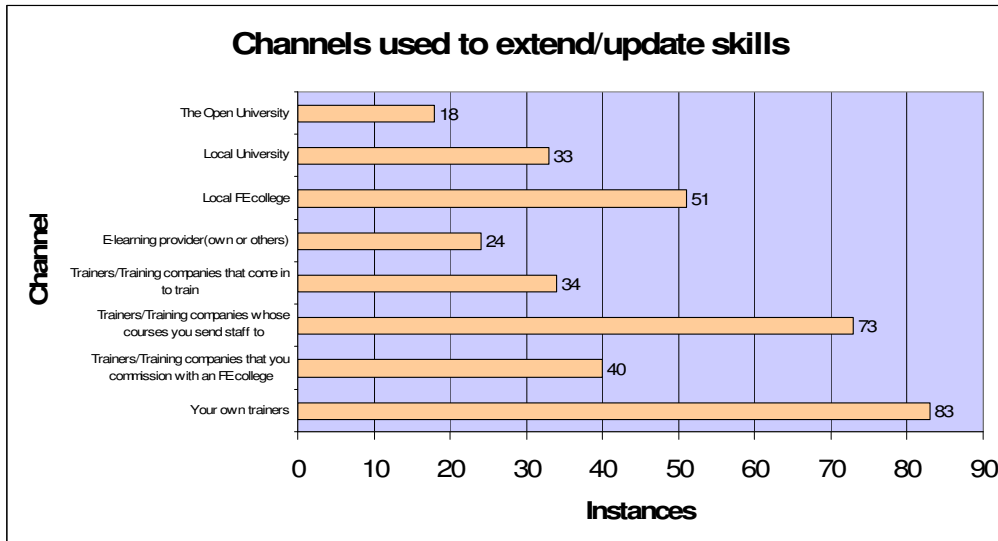
Figure 10



30 of the 100 companies interviewed claimed to have over 20% of their workforce involved in work based training at any one time. Conversely, 70% of the companies interviewed had less than 20% of their workforce involved in work based training, with the majority of those either less than 5% or between 5-10%. The implication here is that although skills gaps are recognised by the majority of respondents, there is arguably a low percentage of staff involved in training at any one time. This may be due to the fact that employers find it difficult to take people out of productive work during the working day or that training is manual and on the job. Alternatives to 'in job' training could be considered, however this question needs comparing to question 11 regarding Internet training.

Question 10a - Which of the following if any, does your company currently use to extend and update your staffs' skills?

Figure 11



Respondents often gave multiple answers to the above question, for example stating that they used a variety of in house training, combined with external training providers. This has resulted in a total of 356 instances.

From the answers given, the method that appears to be used with the greatest frequency is that of in house training ($83/356 = 23\%$), which 83% (83/100) companies attest to using. This is closely followed by the method of sending staff to specialist training companies ($73/356 = 20.5\%$), utilized by 73% (73/100) of companies. Furthermore, whether in isolation or in conjunction with other methods, it seems that over half of the companies interviewed used Local Further Education Colleges (51%). The remaining methods, whilst diminished in comparison, are still used by companies interviewed indicating that, of the companies interviewed, there are some pro active attempts being made to improve training of staff.

However, this must be put into perspective. Indeed, as was previously mentioned, whilst companies may be using a range of training mediums, the majority of companies interviewed had less than 20% of their staff involved in training at any one time.

Question 10b - If respondent answered 'no' for local FE College, Local University, or the Open House University. Would you consider using the following in the future?

Figure 12a

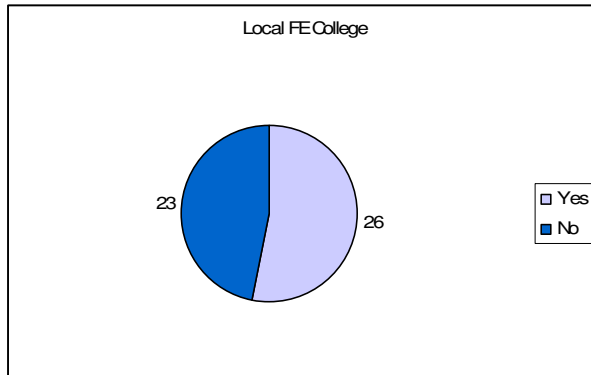


Figure 12b

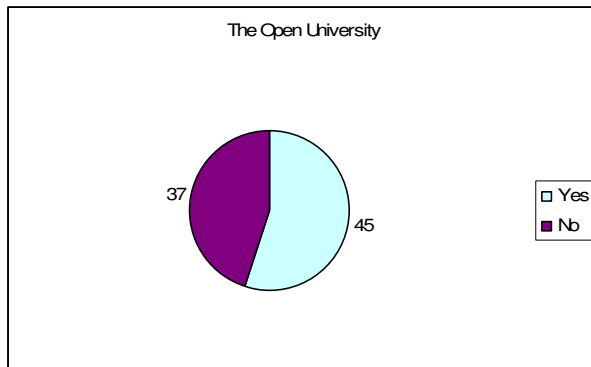
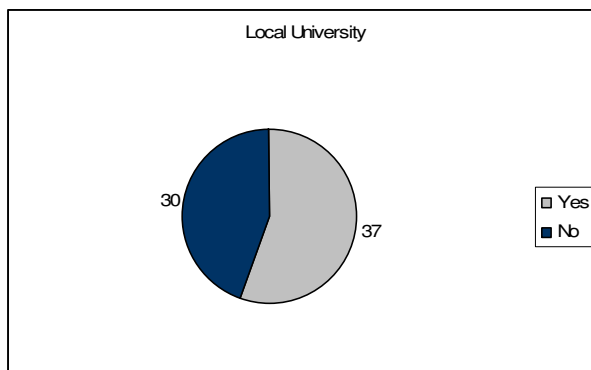


Figure 12c

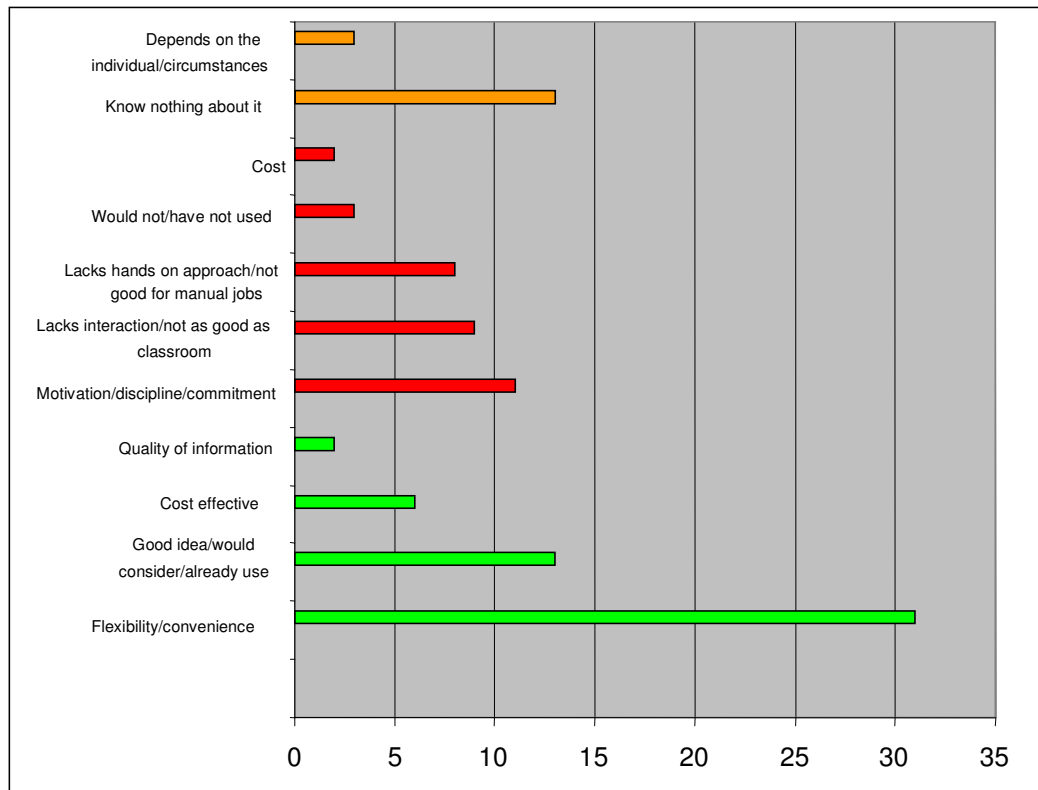


There is no clear preference the results are similar. It depends on company needs versus the offering from the educational establishment.

Question 11 – We are interested in knowing what you think about on line or Internet based training and development? (unprompted)

There were 58 responses to this question, split, 42 being positive, 33 negative and 16 being indifferent.

Figure 13

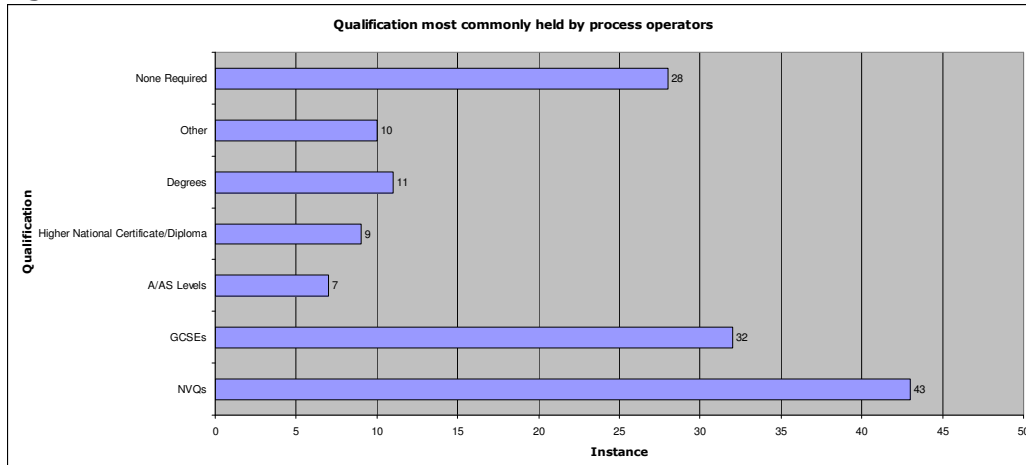


Legend: green = positive comments, red = negative and amber = indifferent.

Overall there were more positive comments than negative with the main positive benefits being flexibility and cost effectiveness. There were many instances of comments being both positive and negative stating advantages and disadvantages. The major disadvantages were seen as lacking practical hands on training, not as good as classroom based face to face training and having problems relating to motivation/discipline and commitment.

Question 12 - Qualifications most commonly held by recruited process operators

Figure 14



Research indicates that the majority of process operators in the companies interviewed hold either NVQ's, GCSE's, both, or do not require qualifications. Only a small proportion hold higher education qualifications such as HND or degree.

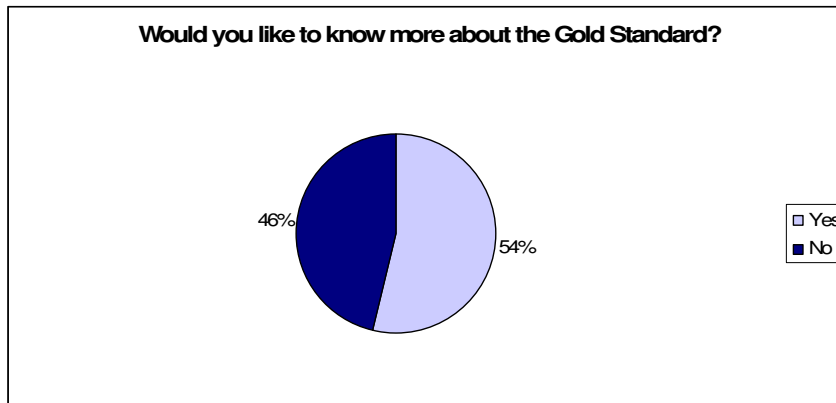
On the one hand, this may indicate that one cause of the skills gap within these companies is the lack of higher level qualifications held by employees. On the other hand, the fact that the survey returned a relatively high number of instances where process operators require no formal qualifications to carry out their job activities could indicate that any skills gap is due primarily to **a lack of adequate and sufficient training.**

For future research purposes it would be beneficial to identify the age profile of process operators and the existence of planned in company training courses.

Question 13 - Would you like to know more about the Gold Standard?

Of the 100 companies interviewed, over half (54%) stated they would like to know more about the Gold Standard.

Figure 15



Can it be inferred from the above that the majority of the population of companies in the North West would like to know more about the Gold Standard?

Using a 95% confidence interval, we will attempt to find whether this figure can be estimated for the total population of chemical and pharmaceutical companies in the North West.

At a confidence interval of 95%, the population proportion lies between 45% and 63%. We can therefore infer that, with a margin of error of 8.6%, of the whole population of North West companies (437), **at the lower range (45%) less than half are interested in learning more about the gold standard.**

Hypothesis test

H_0 : Population proportion interested in gold standard less than or equal to 50%

H_1 : Population proportion interested in gold standard greater than 50%

One tailed test, sign of inequality points to the right.

Right hand area of curve = 0.5000.

Significance level = 0.05

$0.5000 - 0.05 = 0.4500$

Critical value of z at 0.4500 = 1.65

Therefore, reject null if $Z > 1.65$

Test of hypothesis, one proportion: $Z = \frac{p - \pi}{\sqrt{\pi(1 - \pi)/n}}$

$$\begin{aligned}\pi &= 0.5 \\ p &= 0.54 \\ n &= 100\end{aligned}$$

$$= \frac{0.54 - 0.5}{\sqrt{0.5(1 - 0.5)/100}}$$

$$0.04 / \sqrt{0.0025} = 0.8$$

$$Z = 0.8$$

P value

$$Z = 0.8 = 0.2881 = 0.2119$$

$P = 0.2119$ (probability of observing a value more extreme than null)

P is greater than the significance level and relatively large. Therefore, likelihood is that null hypothesis is true, the proportion of companies in the northwest interested in the Gold Standard has **not been shown to exceed 50%**.

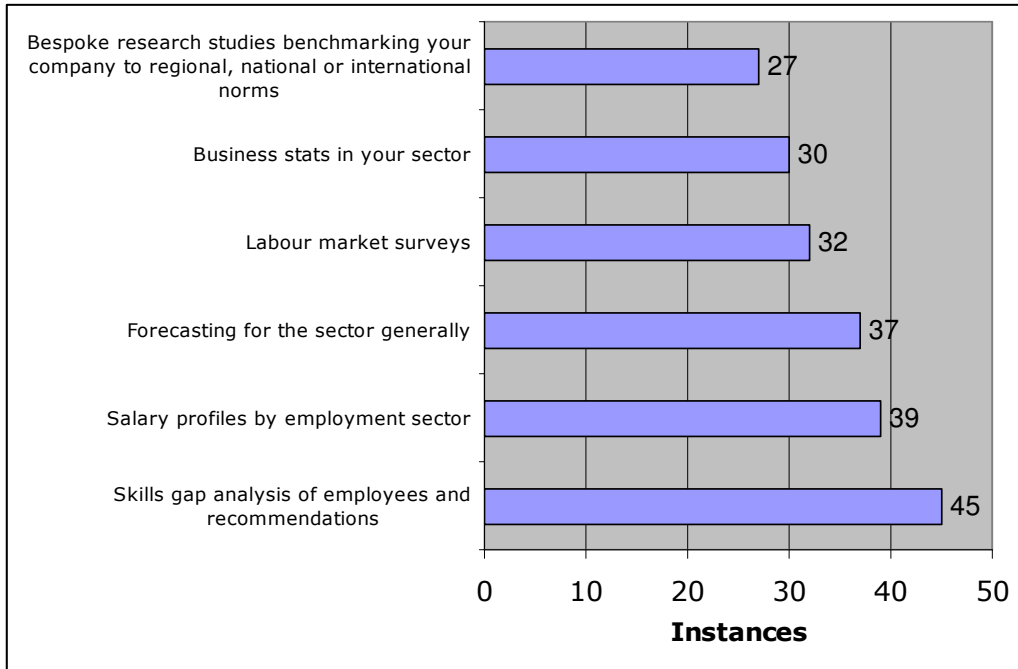
The sample of 54% is most likely due to variation in sampling.

In other words, the evidence does not support the assertion that the majority of companies in the northwest would be interested in the Gold Standard, supporting the confidence interval where, at the lower limit, only 45% was returned.

Nevertheless, even if less than half of companies are interested in the Gold Standard, there is still a significant proportion interested in it, warranting further action regarding those who were interested.

Question 14 - Which Cogent services do you believe your company would benefit from?

Figure 16



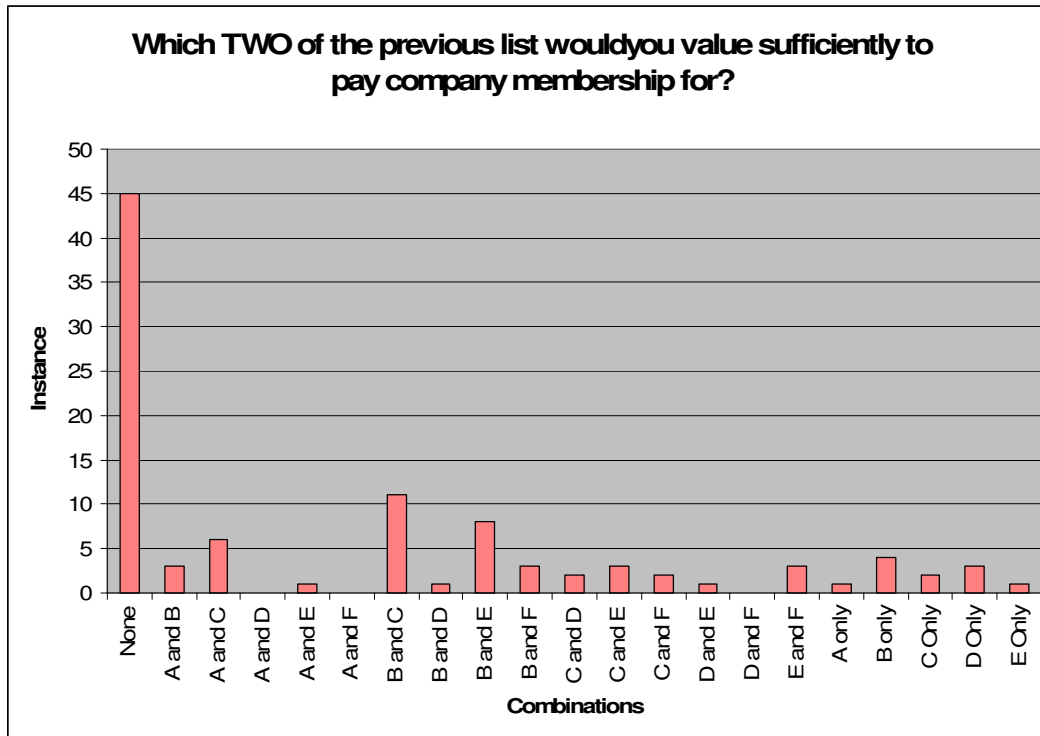
Given that different companies have different needs, and value services according to those needs, there is little to be gleaned from prioritising services based on the results. Furthermore, the difference between services is not large indicating no consensus on the most valued service. Nevertheless, it is clear from the chart that the most frequently cited answer/most valued service was that of:

- Skills gap analysis; being cited 45 times by the 100 companies (45%)
- followed closely by salary profiles by employment sector (37 instances out of 100)
- the remaining services experiencing a diminishing rate of perceived benefit.

There were 8 instances where a respondent stated "none" to this question, with the main reason (5 answers) being that their company operates in a niche market or was too specialised for Cogent services to be of any use.

Question 15 - "Which two services would you be prepared to pay a modest company membership for?"

Figure 17



The results of this question indicate that whilst companies may value services, 45 (45%) of those interviewed would not be prepared to pay a membership fee to receive. Of the remaining 55 (55%) who were prepared to pay, results were not significantly skewed towards a particular combination of services. However, the combination of services B (skills gap analysis) and C (Salary profiles by employment sector) received the largest proportion of responses: 11/55 or 20%.

As such, it may be advisable given the results to design a subscription based product around the three services which are, ostensibly, most valued by companies in the northwest – Skills gap analysis, Salary profiling, and forecasting in the sector. Alternatively/concurrently it may be worthwhile offering the services individually at separate prices or a discount structure to encourage take up.

Question 15 – Qualitative analysis

Where respondents stated they would be unprepared to pay a modest company membership, reasons were as follows:

Would not pay/not prepared to pay/not worth it (8)
No perceived benefit/already get this service (8)

Question 16 – Would you be prepared to take part in another survey in the future?

100 responses were given to this question split 59 answering No and 41 answering YES.

The main reason given for the NO's was that they were too busy and did not have the time to answer surveys.

We believe this is due to the wording of this question. Specifically the phrase "more detailed consultation" invokes in the mind of the respondent that they would have to give more time to a repeat survey or even a face to face visit. For any other surveys the question should be re phrased as either:

"Would you be interested in sharing the findings of this survey and participating in a repeat telephone based survey in say 6-12 months time?"

Or

"Would you be interested in participating in a repeat telephone based survey in say 6-12 months time?"

Where there was a comment by the YES's then the survey was seen as having a benefit in keeping up to date and also helping people in their jobs in HR/training.

3 CONCLUSIONS

Although Cogent has made progress over the last 18-20 months by acquiring a database and beginning to target its market, it is apparent that its awareness in the market is still relatively low (as is that of SSC's in general) and there are clear indications of a level of 'vagueness' regarding what Cogent stands for. Cogent needs to present a clear, unambiguous statement as to why it exists.

There is also no clear understanding amongst respondents as to what services Cogent offer.

The study is not representative of the pharmaceuticals industry and is heavily weighted in favour of the chemical industry.

The research showed that there is willingness, and a need, on behalf of those interviewed to engage with a body such as Cogent.

Over half of the survey who responded regarding their company's skills believe that the skills of their employees need updating. From this sample, it can be *estimated* that over half of the companies in the North West database as a whole (437 companies) believe they have employees with insufficient skills to appropriately undertake their jobs.

The majority of those who responded see on going training as a necessary investment and in numerous cases understand where the skills gaps are in their company.

There are indications that what industry wants is encouragement, help and support in identifying skills gaps and helping close them.

Arguably there is a low percentage of staff in training in this sector at any one time. This may possibly be due to the pressure of business.

Companies predominantly use in house training, closely followed by utilising specialist training companies. Over half make use of local Colleges of Further Education, whilst the remaining channels see a diminishing rate of use.

The use of Internet based training is a potential area or medium for growth and promotion except in manual based work.

Only a small proportion of process operators hold higher education qualifications, with the majority holding NVQ, GCSE or no qualifications. On the one hand, skills gaps amongst process operators could be due to them being recruited with a lack of higher education qualifications. On the other hand, the fact that a significant proportion of companies recruited process operators regardless of qualifications may indicate that educational qualifications are not necessary for the job; rather it requires

practical on the job training. In this case, the skills gap could be due to a lack of such training. It needs to be understood whether the position of Process Operator requires formal qualifications or not and if this is stipulated at the recruitment stage.

Whilst estimates show that less than half of North West companies would want to learn more about The Gold Standard, the returned figure was still significant and thus the Standard should be promoted more.

There would be little use in prioritising the services based on those which received the highest results, as companies place value on the services they need in particular circumstances. In other words, although some services received less instances of perceived benefit, this does not make them any less important – it all depends on the company. However, for the sake of analysis, the top 2 services in terms of value provided were *skills gap analysis and salary profiles*.

Although respondents did value the services being offered there was a reluctance to pay a membership fee for them. It may be advisable to devise a discount structure or service 'bundling' to encourage uptake.

The Cogent database needs validating with immediate effect and updating on a regular basis. It also requires a structured mechanism to drive automatic updates to its contacts. The fact that the research found 197 new contacts alone in the North West whose positions were relevant to skills and training that Cogent were unaware of and 150 that were in the database that were not relevant should be of major concern to Cogent.

Simply put, the company is wasting resources and effort communicating with contacts to which the messages sent are of no interest and ultimately may not be or are not relevant.

4 RECOMMENDATIONS

- 4.1 Review the marketing plan for 2008, especially in the light of the message and positioning statement that Cogent needs to make. Most importantly, Cogent's offering needs to be simple, clear and to the point.
 - **Ensure that every single member of Cogent staff is a part time marketer. In other words, they know exactly what Cogent is from the customer's point of view and always convey the same message time and again.**
- 4.2 Promote the Gold standard more, encourage or find an industry 'champion' to undertake and implement it with before and after review.
- 4.3 Devise a pricing policy that reflects the product mix and is in respect to what the market wants. Having to pay a continuous membership fee for services that a customer may need today, but not tomorrow might not be desired. Rather, it is suggested that the price for services is on an ad hoc basis/pick and mix basis.
- 4.4 Undertake a study of the pharmaceutical industry that is more representative.
- 4.5 Write a letter of thank you to all of those who took part in the research, informing them that their views and opinions have been listened to and that changes as required will be implemented. This latter point is vitally important to do as research without any action will potentially jeopardise Cogent's credibility and undermine any future repetition of this project.
- 4.6 Consider producing a management executive summary of the survey for publication in a newsletter.

Appendices

Appendix 1 – Statistical analysis

Question 8 - Do the levels of skills your staff have need improving?

Confidence Interval for a proportion

Sample = n

Sample Proportion (p)

$$67/100 = .67$$

Standard error (σ_p) of the sample proportion =

$$\begin{aligned} \sigma_p &= \sqrt{p(1-p)/n} \\ \sigma_p &= \sqrt{.67(1-.67)/100} \\ &= \sqrt{.67(.33)/100} \\ &= \sqrt{.2211/100} = \sqrt{0.002211} \\ &= 0.047 \end{aligned}$$

Because we have a finite population of companies in the northwest (437 companies), we apply the Finite-Population correction factor: $(\sqrt{N-n/N-1})$

$$\begin{aligned} \sigma_p &= \sqrt{p(1-p)/n}(\sqrt{N-n/N-1}) \\ &= \sqrt{0.002211}(\sqrt{437-100/437-1}) \\ &= \sqrt{0.002211}(\sqrt{337/436}) \\ &= 0.047(0.88) \\ &= 0.041 \end{aligned}$$

Confidence interval 95%. Therefore $z = 1.96$

$$\begin{aligned} p \pm z\sqrt{p(1-p)/n}(\sqrt{N-n/N-1}) \\ &= .67 \pm 1.96 \times 0.041 \\ &= .67 \pm 0.08 \end{aligned}$$

Range = 0.59-0.75

Question 13 - Would you like to know more about the Gold Standard?

Confidence Interval for a proportion

Sample = n

Sample Proportion (p)

$$54/100 = 0.54$$

Standard error (σ_p) of the sample proportion =

$$\begin{aligned} \sigma_p &= \sqrt{p(1-p)/n} \\ \sigma_p &= \sqrt{0.54(1-0.54)/100} \\ &= \sqrt{0.54(0.46)/100} \\ &= \sqrt{.2484/100} = \sqrt{0.002484} \\ &= 0.0498 \end{aligned}$$

Because we have a finite population of companies in the northwest (437 companies), we apply the Finite-Population Correction Factor: $(\sqrt{N-n/N-1})$

$$\begin{aligned} \sigma_p &= \sqrt{p(1-p)/n}(\sqrt{N-n/N-1}) \\ &= \sqrt{0.002484}(\sqrt{437-100/437-1}) \\ &= \sqrt{0.002484}(\sqrt{337/436}) \\ &= 0.0498(0.88) \\ &= 0.044 \end{aligned}$$

Confidence Interval set at 95%. Therefore $z = 1.96$

$$\begin{aligned} p \pm z\sqrt{p(1-p)/n}(\sqrt{N-n/N-1}) \\ &= 0.54 \pm 1.96 \times 0.044 \\ &= 0.54 \pm 0.086 \end{aligned}$$

Range = 0.45-.0.63

Appendix 2 – Respondents

COGENT SECTOR SKILLS COUNCIL MARKET RESEARCH

COMPANY NAME	CONTACT NAME	POSITION
Enviroplas Ltd	Jeanette Warke	Administration Manager
Liquid Plastics Ltd	Ms Sarah Lowe	HR Manager
P R S S Solutions Ltd (UK)	Elaxi Chauhan	Sales Manager
Reaxa Ltd	Angie Morris	Chief Operation Manager
B & M Longworth (Edgworth) Ltd	Mr Alan Reid	Engineering Manager
T.J.S. Jenkinson Ltd	Mr Nigel Hall	Managing Director
Peckforton Pharmaceutical Ltd	Sally Fowler	Accounts Assistant
Plastic Parts Centre	Mr Steven Hughes	Branch Manager
Innospec Ltd	Mr Paul Henderson	Training Manager
Feralco (UK) Ltd	Ms Sue Grundy	Administration Accountant
William Blythe Ltd	Mrs Tracy Chester	Training & Development Manager
European Turf Technology Ltd	Mrs Jill Jones	HR Manager
Penn-White Ltd	Mr John Whitehead	Managing Director
Phoenix Chemicals Limited	Ms Christine McDevitt	HR Manager
Libra Chemicals Ltd	Mr Neil Plested	Managing Director
Lakeland Labs Ltd	Mr Philip Clark	Managing Director
Ineos Fluor Ltd	Mr Brian Lawton	Training Manager
Ineos Fluor Ltd	Mrs Julie Barlow	HR Manager
Ackros Chemicals	Mr Gary Walton	HR Director
Kemira Grow How	Mr Phil Bather	Training Manager
E O C (UK) Ltd	Joanne Hewison	Sales Administrator
AGC Chemicals Europe Ltd	Melanie Jennings	HR Officer
Fortis Technologies Ltd	Mr Ken Butchart	Company Director
Sleeve it	Mr Glynn Budden	Director
CK Plastics	Chris Kitchen	Managing Director
Harris Hart & Co Ltd	Mr B Young	Managing Director
Venchem Ltd	Mr Jeremy Ashworth	Managing Director
Contract Chemicals (Knowsley) Ltd	Tony Bastock	Managing Director
AAH Ltd (Lloyds Pharmacy)	Surita Subbu	Support Staff Program Manager for Training
Castrol (UK) Ltd	Mr Steve Hyde	Operations Manager
Britannia Paints Ltd	Mr David Johnstobe	Managing Director
A B F Ltd	Mrs Bradley	Director
EC Chemicals Productions Ltd	Mr Reid	HR Manager
Ashaiglass Fluoropolymers (UK)	Mr Ian Broughton	HR Manager
Chesapeake Plastics	Beverley Ideson	HR Manager
Brunner Mond (UK) Ltd	Vickey Hallion	Training & Development Manager
Nampak Plastics	Mr Gary Foster	HR Manager

COGENT SECTOR SKILLS COUNCIL MARKET RESEARCH

COMPANY NAME	CONTACT NAME	POSITION
Gemini Dispersions Ltd	Susan Sharatt	HR Manager
Sterling Lloyd Group	Mr David Lloyd	Managing Director
Stepan UK Ltd	Mr Colin Jones	HR Manager
Iggesund Paperboard	Amanda Birbeck	HR Manager
Teva Runcorn	Mrs Shiela Redmon	HR Manager
J1 Technologies Ltd	Mr Burgess	Director
Evans Vanodine International PLC	Miss Mandy Garrett	Office Supervisor
Innovia Films Ltd	Mr Richard Morris	Learning & Development Manager
Lonsdale Health Products Ltd	Mr Dennis Batty	Managing Director
Howarth Airtech	Ms Tracey Wallace	HR Manager
Celanese Emulsions Ltd	Pamela Hadrell	HR Administrator
HMG Paints	Irene Barwin	HR Manager
Sigmatex (UK) Ltd	Diane	HR Manager
Polartech Ltd	Mrs Fiona Mitchell	HR Manager
Whitaker Technical Plastics Ltd	Mr Granville Whitaker	Managing Director
Firestop Chemicals	Mr Peter Flanagan	Commercial Manager
Hitex	Mrs Melissa Lloyd	Office Manager
Roften Galvanising Ltd	Ms Gillian Stockton	HR Manager
P Z Cussons	Rachel Tyler	HR Manager
Nagor Ltd	Ms Gail Yeoull	HR Manager
P P A Ltd	Mr Adrian Morris	HR Director
Stirling Moulded Composites Ltd	Mr David Taylor	Managing Director
Standel Dawhan Ltd	Mrs Barns	Senior Administrator
Britplas	Mr Martin Finnegan	HR Manager
Tilemaster Adhesive	Mark Kelly	Partner
Avocado Research Chemicals	Lynda Riding	HR Manager
Amber Compounds	Linda Brady	Office Manager
Avecia Ltd	Mr Mike Redmond	HR Manager
A S Plastics	Mr A Finch	Managing Director
Chemtura Ltd	Mr Steve James	Site Manager
Central Pharmacy	Mr Tim Dadswell	Manager
Concept Chemicals & Coating Ltd	Cheryl Rowlinson	HR Manager
Cinpres Gas Injection Ltd	Ms Jenny Collis	HR Manager
Star Uretech Ltd	Mr T Hughes	Managing Director
Novartis	Ms Jacki Hayes	Employment Development Manager
Aztec Adhesives Ltd	Mr H Wilson	Managing Director
Alfred H Knight International	Julie Mousdell	PA to Managing Director

Ltd		
A C C S Ltd	Mr Peter Thompson	Managing Director
Mason's Products	Mr Carmichael	Partner
Air-Serv	Mr Ross Irvine	Managing Director
Baker Petrolite Ltd	Miss Kate Webster	Senior Training & Dev Representative
G Bulman	Mr Daniel Lund	Contracts Manager
Univar Solvents Ltd	Mr Robin Smith	Training Manager
Ken Moore Construction Group	No Name	Training Manager
JBR Plastics Ltd	Mr Daniel Howarth	Works Manager
Lehuoss UK Ltd	Mr Ivan Pennington	Managing Director
Ciba Speciality Chemicals PLC	Susan Morrison	Training Assistant
Fujifilm Imaging Colourants	Debbie Lumby	HR Manager
Nupham Manufacturing	Mr David Bythway	Director
Blagden Speciality Ltd	Mr Steve Brown	Manager
Pentagon Chemical Specialties	Mr Dave Carrudhers	HR Manager
Image Chemical Products Ltd	Mr Terry Butterfield	Managing Director
Houghton Plc	Ms Angelina Egan	HR Manager
Statestrong Ltd	Mr Brian Lewis	HR Manager
Nutriculture	Mr John Yates	HR Manager
Powder Systems Ltd	Mr Bob Jones	Training Manager
Bristol Myers Squibb	Mrs Marsden	HR Manager
Pyroglass Ltd	Mr Nigel Hind	Director
Flurocarbon Co Ltd	Mr Bob Hammond	Training Manager
Saffi Ltd	Ms Pauline Lightfoot	HR Manager
Uniquema	Mrs Sally Reed	Employee Development Manager
Vita Liquid Polymers Ltd	Mr Jim Murphy	Managing Director
Sangers Ltd	Mrs Debbie Evans	Manager

79 Management
 13 Training/Development/Employment Manager/Assistant
 8 Sales/Office/Accounts/HR Administration

92% management level
 13% in HR or responsible for training