



Crossing the Line: Eurospectives (CtL)

Marketing Report

September 2011

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1.0 EXECUTIVE SUMMARY

The aim of the Crossing the Line: Eurospectives (CtL) project was to develop and adapt an innovative product 'Crossing the Line' developed in the UK to other European countries to highlight the issues affecting young people. CtL comprises of a DVD product and accompanying workbooks which will provide innovative tools to increase the competencies of trainers in vocational education and training (VET) working with young people.

The basis of this report is to present an overall marketing assessment of the CtL product portfolio. In identifying the market environment, analyzing the products created, present research undertaken by partners and define the marketing strategy, the partnership is making key steps to ensure the sustainability of the CtL project after it ends in September 2011.

The report highlights that there is a need for a competency raising tool within current VET systems. To ensure successful integration into systems, CtL's use of a variety of methods and instruments to disseminate the project has been a key way to ensure CtL is well placed with the VET Sector and youth sector.

Currently CtL has a large portfolio of main and supplementary products that are proven versatile and can be marketed widely. However the pestle and swat analysis shows that economic factors, limited resources and capacity, mixed with a highly competitive market provides the partnership with a challenging environment to effectively market CtL.

Through a committed strategy and regularly carrying out monitoring activities to be aware of how effective the different marketing tools and products are amongst the audience of VET and key stakeholders, the partnership can ensure CtL will make an impact and inform other projects and organisations within the VET sector on youth issues and innovative methods to support VET trainers working with young people.

2.0 PROJECT OVERVIEW

The aim of the Crossing the Line: Eurospectives (CtL) project was to develop and adapt an innovative product 'Crossing the Line' developed in the UK to other European countries to highlight the issues affecting young people, providing a European perspective on youth culture, disengagement and engagement. The new product is called 'Crossing the Line: Eurospectives' (CtL) and comprises of a DVD product and accompanying workbooks. The CtL product provides innovative tools to increase the competencies of trainers in vocational education and training (VET) working with young people. Importantly, the project will engage at risk young people in a positive activity to address issues of community cohesion and to build better understanding between different groups, specifically ethnic and faith groups. This will provide a European perspective on Youth Culture, disengagement and engagement.

2.1 LEONARDO DA VINCI TRANSFER OF INNOVATION

CtL is funded by the Leonardo Da Vinci Transfer of Innovation strand of the European Commission's Lifelong Learning Programme.

The Leonardo programme, aims to build a skilled workforce across Europe. The programme is open to every organisation involved in vocational education and training. All projects involve working with European partners and it enables European partnership working, exchange of best practice, to increase expertise of staff and develop the skills of learners.

The Transfer of Innovation strand of the Lifelong Learning Programme funds multilateral co-operation projects between European partners to transfer and adapt innovative vocational education and training materials and methods across Europe.

2.2 THE CTL PARTNERSHIP

Partners in the project cover a range of organisations e.g. private, NGO, voluntary sector and education & training institutions and have proven track record of successful partnership working. Each partner worked with the target group of VET trainers and young people in their country and lead on specific areas of work according to experience.

Five countries make up the European Partnership (two from the United Kingdom) and consist of the following organisations:

- **Merseyside Expanding Horizons (MEH), United Kingdom**

MEH is a voluntary sector led organisation, registered in 1999 as an Industrial and Provident Society and acknowledged as a specialist agency with skills in the direct delivery and commissioning of services for people facing social exclusion. MEH is based in Liverpool and works across Merseyside and Europe. MEH has extensive experience in the implementation, management and delivery of EU projects under the Lifelong Learning Programme including Grundtvig Multilateral, KA3 and KA4, Leonardo Transfer of Innovation, and has a strong network of EU partners. MEH operates both as an infrastructure organisation but present at both strategic and community level. MEH has expert experience in various fields such as; non-formal/ informal learning, transnational working, EU financial management, projects targeting “hard to reach” communities.

- **URBEATZ, United Kingdom**

URBEATZ is an urban music, media and youth culture company undertaking music and event management, youth projects, film and design solutions and consultancy. URBEATZ are heavily involved in Alternative Education programmes having created an OCN-accredited song-writing course and Music Careers workshops that are rolled out in schools and youth clubs throughout the

Merseyside region. URBEATZ has facilitated various youth conferences and delivered specialised workshops with many schools, youth groups, colleges, universities and museums focusing on topics such as career and life achievement, personal development and anti-social behaviour. In regards to education and lifelong learning URBEATZ are focused upon empowering and educating young people on how to achieve, not just in work, but in life.

- **EURO-Training, Bulgaria**

EURO-Training is a not-for-profit non-governmental training provider based in the city of Stara Zagora. The members have experience participating in many E.U. programs and initiatives, such as Leonardo, Joint Actions, Socrates and Tempus. The main activities and fields of experience include professional guidance, consulting and training programs and social activities for disadvantaged groups including young people and adults at risk, development of vocational training, intercultural communication for young people, social, educational and labour integration and motivation for disabled people.

- **ROC Midden Nederlands, the Netherlands**

ROC Midden Nederlands is one of the biggest providers of adult and vocational education and training in the Netherlands with over 25,000 students and 2200 staff. It offers more than 350 different vocational qualifications in all sectors except agriculture. To its young students mainly from 16 - 22 there is the opportunity to achieve a vocational qualification either through a full-time course with 30% work practice or through an apprenticeship. The college also offers adult education mainly basic adult education and Dutch as a second language. For young students that have no secondary school diploma, disadvantaged or have problems deciding which profession to learn, the college also offers orientation courses or second chance education. This is also done for the

different municipalities in the province of Utrecht for young people that have dropped out of education or have been in trouble with the police.

- **Association for Education and Sustainable Development (AESD), Romania**

AESD is an educational centre and main activities are implementation courses of formal and informal lifelong education. AESD's goal is to promote the lifelong learning in society in order to facilitate the development of an active citizenship, social cohesion and employment. AESD aims to analyse the needs of the region and make network of local centres of distance learning (education) easily accessed in disadvantaged areas. AESD tries to be complementary to the educational network that already exists and offers more flexibility for the lifelong learning of adults. AESD aims to give marginalized adults access to lifelong learning and current job experience in order to be able to obtain (fixed) employment in the long term. Calarasi is one of the most insufficient development regions in Romania and one of its biggest social problems is growing unemployment and economic stagnation.

- **CESIE - Centro Studi ed Iniziative Europeo, Italy**

CESIE was established in 2001 on the inspiration of the leading Italian sociologist Danilo Dolci. It is engaged in the promotion of cultural, formative, scientific and economic development at both local and international levels, with a special focus on the Euro-Mediterranean region and Latin America. CESIE is organised into 5 operative offices and coordinates a federation which is composed of 30 organisations active throughout the world who share the same goals. CESIE works with various stakeholders including youth from different backgrounds and works to promote social inclusion through empowerment projects. CESIE is actively engaged in promoting and participating in sociological research and to cultural initiatives at both local and international levels, realising projects with a variety of stake-holders and developing

partnerships between countries through collaboration with individuals, associations, universities, research institutes, local authorities, national governments and intergovernmental institutions.

3.0 MARKET ENVIRONMENT

3.1 THE VET SECTOR

Vocational education and training (VET) enables people to acquire knowledge, know-how, skills and/or competences needed for particular jobs, a broader range of occupations or more broadly on the labour market.

VET is independent of venue, age or other characteristics of participants and previous level of qualifications. It takes a variety of forms in different countries and also within a given country. It takes place at different levels of education, from secondary to higher education and training. Bridging learning in educational and workplace environments, it helps to make pathways more flexible and facilitates responsiveness to labour market needs.

VET is a key element of lifelong learning strategies. It is also important for personal development beyond the workplace supporting other aspects of people's lives and active citizenship. VET contributes to enterprise performance, competitiveness, research and innovation and is central to employment and social policy.

3.2 AN OVERVIEW OF THE MARKET ENVIRONMENT

As part of the research and needs analysis activities, each partner country i.e. UK, Bulgaria, the Netherlands Romania and Italy carried out secondary research on youth issues, youth policy and legislation in their own country impacting on young people and the youth sector.

There are many initiatives that indicate Governments within the partner countries recognise the need for youth issues to be high on the local and national agenda.

Research into the situation of young people in the partner countries suggest there are particular issues to be overcome around employment, education and training, social integration, community cohesion. A question that needs to be asked is whether at national level, are policies working too much in isolation from one another and therefore are they making enough impact?

Social Integration

In the UK, legislation such as 'Every Child Matters' and Government initiatives such as 'Aim Higher' provide a way of tackling youth issues in relation to educational inequalities amongst the hardest to reach. UK research identifies that at EU level, the UK recognises the plan set out by the Youth Sector of the Council of Europe which states "Youth employment, participation in education and training and the social integration of young people should remain key objectives of the economic and social strategies, and Member States should focus on concrete measures in order to tackle these challenges" and delivers initiatives to help meet these objectives, although more could be done from top level.

Bulgaria's Government has been active in setting up policies that target youth and issues surrounding youth such as The Ministry of Education, Youth and Science new National Strategy for Youth (2009-2018) but from the research it is evident that NGO's play a much more significant role in carrying out the work that will benefit youth however NGO's have limited capacity and resources to carry out this work as effectively as possible.

Romania has currently in place all the necessary tools for supporting youth development and dealing with their specific problems. Their research study pointed out their existing legal framework, institutional framework, strategies development and implementation. Evidently there are existing approaches and school structures. All these seem to form a very coherent and inclusive structure, geared towards addressing the existing youth needs and supporting the development of youth capital.

In Italy various structures such as the Department of Youth Policies and Sports Activities and the National Agency for Youth (ANG) in order to support the protagonism of youth, creating perspectives, generating interests and passions.

Safety and Comfort in the Neighbourhoods

For the UK, not only was removing barriers to education for those facing hardship high on the previous Government political agenda but youth conflict was another major issue in UK cities and much work has been done at local and national level to tackle gun and knife crime for example 'Beyond Gangs and Guns' programme developed by 'The Youth Charter' Even with the change of Government, this is still high on the political agenda, for example this is a continuous process of organisations such as The Youth Charter who provide a link between grass-root community organisations and Government.

The Netherlands have an extensive range of youth policies and initiatives and specifically ones that tackle school drop-out – a big issue identified within this research. Government policy recognises the need for the family to protect children and provide a safe environment or them to flourish and progress. This should be supported by the educational system which will help to support children with low skills and poor attainment levels to continue on with their education and increase participation.

Discrimination

In the Netherlands there are many issues around young pupils from migrant communities and Islam and radicalization. Youth initiatives and as a result the Ministry of Internal Affairs together with other ministries involved have launched an action plan against radicalisation. Although the plan is not exclusively aimed at young people, young people will be hugely affected by these measures.

Culture and Identity

The research into the situation of youth in Italy and specifically in Sicily where Italian partner CESIE works helps us to understand why young people arrive late to build their stable life, in social and personal fields: they often change job, they get marry late, with the consequence of feeling frustrated. In the south of Italy, where the index of unemployment is higher, this situation seems to worsen. Palermo, as all the south of Sicily, is one of the most affected cities regarding unemployment, and this is the main reason for which young people leave and look for a job abroad or in the north of Italy. There are a lot of local and national initiatives and projects which help to tackle the issues of youth in the South of Italy from moving abroad or to the north to find better jobs. Through projects such as 'Progetto Giovani', National Agency for Youth and Committee for Youth Policy, young people are encouraged to become active citizens and they allow the involvement and democratic participation of young people which helps to tackle the issues of disengagement and social exclusion amongst youth.

At European level, the exchange of experience is vital. Transfer of innovation and best practices, completed by the local knowledge and specificity, greatly contributes towards the development of a modern national and local youth education and support system. Although, policies and initiatives affecting youth are set up by Government, youth organisations play a key role in carrying out the aims and objectives of these plans, policies and legislation through actively engaging with youth and finding new and innovative ways to tackle the youth issues identified within the partner countries.

4.0 PRODUCTS AND SERVICES

The Crossing the Line: Eurospectives product provides VET trainers with innovative material to offer a different approach to enable their young learners to develop a range of transferable skills and key competencies. Importantly the CtL products can support trainers to understand the situation of young people in the partner countries and also identify and develop "innovative approaches to youth worker training".

During the project, the partnership undertook primary research in each country to identify the issues that affect young people consulting with VET Trainers and young people. The partnership clustered the issues affecting young people's relationship with the state, services and relationships with other young people and identified the commonalities between the different European Countries. This resulted in four overall main themes presented in the DVD and workbooks.

- Security and Comfort in the Neighbourhood
- Social Integration
- Culture & Identity
- Discrimination

4.1.1 DVD

The CtL DVD is a 6-film DVD Box Set which features 5 individual films and a summary documentary film. 5 films were produced across the 5 countries which made up the European partnership. These films showed informal activities, art based performances, interviews and group discussions with young people, VET trainers, community representatives and the Police and footage of the local areas the films were based on. The summary documentary film provides an overview of the different themes explored in the main CtL DVD by bringing together footage from all five partner films. The documentary is also used as an "e-Lecture" to promote the project at various local, national and European e-platforms and networks introducing the project to VET

Trainers, educators and organisations. The DVD is fully subtitled in all 5 partner languages, English, Bulgarian, Dutch, Romanian and Italian.

4.1.2 WORKBOOKS

Workbook One will highlight learning outcomes to provide competencies and a European perspective on Youth Culture, disengagement and engagement which will provide hope and clarity to the issues that individual countries and communities are facing and explored in the CtL DVD. **Workbook Two** will be a collection of online learning materials on the project website providing a further resource for VET Trainers. VET trainers will also be to use the workbooks alongside the DVD to explore a range of issues with the young people they work with.

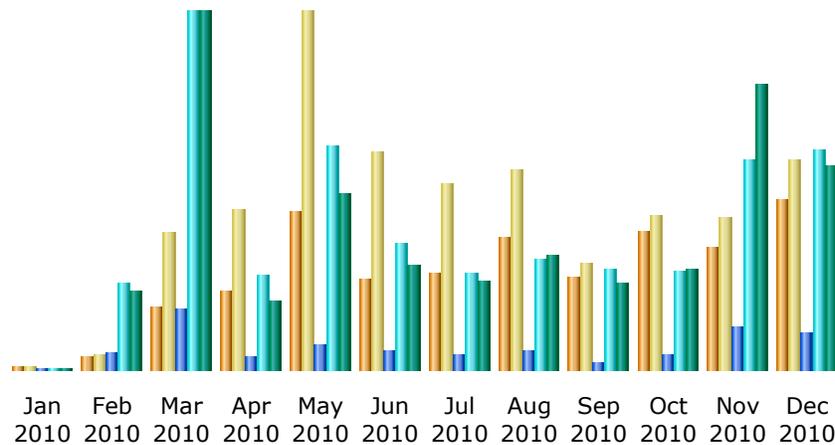
4.1.3 SUPPLEMENTARY PRODUCTS AND SERVICES

Project Website

The project website features information about the project and the partnership and holds the wide range of products produced for the project. The project website is fully translated into each partner language i.e. English, Bulgarian, Dutch, Romanian and Italian. The website also has direct links to the social media – CtL facebook, CtL twitter and the official CtL youth blog.

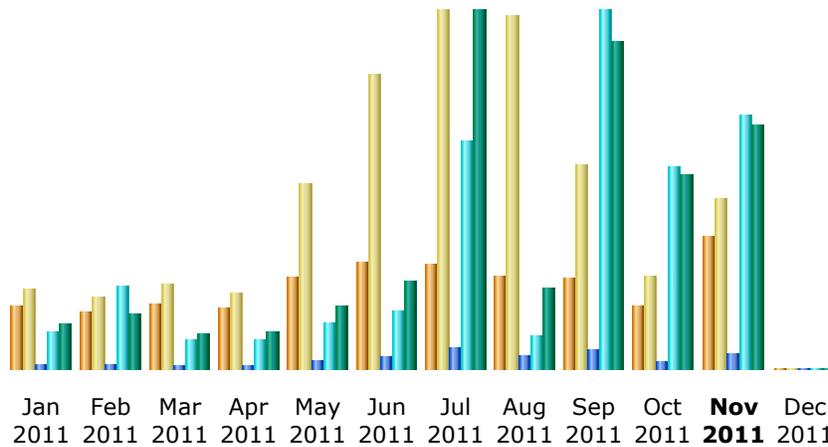
The project website was set up in December 2009 and has been the main project dissemination platform for the project. The website provides detailed project summary, information about the partnership and holds the products produced for the project including a youth blog, resources and further supporting material for VET Trainers who will be using CtL products. The project website is fully translated in 5 languages of the partnership i.e. English, Bulgarian, Dutch, Romanian and Italian. The website also has direct links to social media tools – facebook, twitter and youth blog

Website Activity - Year 1



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2010	1	1	1	1	495 Bytes
Feb 2010	6	7	244	1,266	6.61 MB
Mar 2010	30	65	868	5,187	30.13 MB
Apr 2010	38	77	192	1,379	5.82 MB
May 2010	76	172	374	3,251	14.87 MB
Jun 2010	43	105	266	1,839	8.87 MB
Jul 2010	46	89	220	1,389	7.51 MB
Aug 2010	64	96	288	1,586	9.58 MB
Sep 2010	44	51	115	1,467	7.24 MB
Oct 2010	66	74	207	1,426	8.43 MB
Nov 2010	59	73	626	3,048	24.01 MB
Dec 2010	82	101	533	3,189	17.19 MB
Total	555	911	3,934	25,028	140.25 MB

Website Activity - Year 2



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2011	59	76	210	1,654	8.88 MB
Feb 2011	53	68	258	3,794	11.14 MB
Mar 2011	61	78	149	1,286	6.83 MB
Apr 2011	56	72	162	1,338	7.30 MB
May 2011	87	174	423	2,108	12.71 MB
Jun 2011	100	275	626	2,663	17.73 MB
Jul 2011	97	334	939	10,373	71.73 MB
Aug 2011	86	330	633	1,482	16.20 MB
Sep 2011	84	190	855	16,360	65.37 MB
Oct 2011	59	87	359	9,242	38.78 MB
Nov 2011	123	159	659	11,543	49.01 MB
Dec 2011	0	0	0	0	0
Total	865	1,843	5,273	61,843	305.69 MB

Country Factsheets for the Each Partner Film

To accompany the CtL DVD, each partner country produced factsheets (5 in total) giving background information on the locality of their film and the issues affecting youth including employment, economy and education.

Newsletters

4 project e-Newsletters have been produced for the project and circulated across the partnerships network to over 267 key stakeholders.

Research Report on Youth Policy in Europe

Each partner country carried out secondary research between December 2009 and January 2010 on youth issues, youth policy and legislation in their own country impacting on young people and the youth sector. 5 reports were produced and one main report which summarised the key points from the individual reports.

Music Songs and Videos

Young artists from the UK who participated in the UK film wrote and produced songs and music videos as part of the CtL project. These songs also feature in the UK film.

- *CTL-E Theme*

Artists: Future, Sunny, Joey Seary, Jess, Esco Williams and Stylee

- *Circle*

Artists: Jay Norton, Esco Williams, Sunny and Future

PROMOTIONAL MATERIALS

A number of promotional materials have been produced by the different partner organisations branded with CtL project name, logo and EU LLP logo

- Pens
- USBs
- Gift Bags

4.2 PESTLE ANALYSIS

- Political: The project spans diverse political environments (varying governments), which means that the challenges facing young people will be addressed and perceived differently in each locality.
- Economic: Europe is in the midst of an economic downturn, with high levels of youth unemployment a common trend across the continent. Unemployment amongst young people is increasing as financial difficulties increase
- Social: Youth at risk through being disadvantaged
- Technological: Increase in the use of relatively new social mediums such as twitter have changed the way people particularly the younger generation and organisations communicate, placing a strong emphasis on the need for communications channels to be open 24/7
- Legal: Operating across European borders requires attention to procedures within each locality. For e.g. what may be common or legal practice in the United Kingdom may not be in Romania. IPR agreement set up for the partnership.
- Environmental: Necessity to use online tools and electronic products in order to reduce the environmental impact

4.3 SWOT ANALYSIS

Strengths

- Experienced Project Staff
- Knowledge of European youth issues
- Pan European approach rather than one model e.g. UK fits all
- Commitment to best practice methodologies
- Strong partnership
- Access to end users

Weaknesses

- Limited resources i.e. financial, capacity of partner organisations to take forward marketing strategy
- Language barriers
- Conflicting national agendas

Opportunities

- Youth disengagement is high on the political agenda
- European funding programmes
- Using media, new media and open educational resources to engage with core audience
- EU commitment to developing Europe as a knowledge economy, increasing and recognising key competencies for VET trainers and VET systems

Threats

- Competition from other products and tools on the market
- No 'buy in' from key stakeholders
- Changes in political agenda and government initiatives
- Changes to EU funding priorities

5.0 MARKET GOALS

5.1 MARKETING OBJECTIVES

- Implementation of CTL training tools within VET Institutions and other agencies working with young people by December 2012.
- Increase accessibility of CTL training tools, using established communications channels by December 2012
- Raise awareness of CTL Euro amongst local, regional and transnational audiences by December 2012
- Identify new opportunities to utilise existing products by December 2012

We have calculated the numbers below based on feedback from partners who have carried out the testing phase with a total of 60 VET trainers within different countries and dissemination activities with the target group and a wide range of stakeholders and young people across the different partner countries.

UK

- VET Teachers 30
- Students in non profit, voluntary, local community NGO - 250
- Vocational Education Centre 200
- Youth workers 250
- Youth in different neighborhoods 100
- Local and national Government 12
- Police 15
- Early school leaver project/alternative educational programme 30

- Those who expressed interest in the products including TV stations, people attending youth training courses delivered by P0 and P1 and other UK partners, plus some of those previously involved will use the products and will share them and multiplier the exposure of CtL

Bulgaria

- 40 students in the faculty of Education in local University, specialty Social work and Special pedagogy.
- 40 VET trainers in Stara Zagora region
- They expressed direct interest and the project results will be implemented, as well they will share these with their colleagues, so will be effect of multiplication.

The Netherlands

VET Teachers 30

Students in Vocational Education Centre 400

Youth workers 10

Youth in different neighborhoods 100

Local Government 10

Police 5

Early school leaver project/programme coordinators national 25

Romania

- Professionals in VET field – 60 (Each of the 15 people initially trained will share the information with other 3 colleagues).
- - Vocational trainees – 750 (50% of the VET trainers above will use the DVD and the workbooks in classes, having an average of 25 students)

Italy

Professionals – $160 \times 10 = 1600$ – we are presuming that newly interested people plus some of those previously involved will use the products and will share them with 10 of their colleagues / contacts (cascading effect) thus reaching a total of 1600

Trainees – $800 \times 10 = 8000$ – we are presuming that out of half of the professionals who learn about the products will apply them in their work and thus reach at least 10 trainees each

6.0 MARKET RESEARCH AND STRATEGY

Research was carried out to identify the proposed marketing strategy which investigated interested organisations and marketing tools, therefore assessing the marketing and the viability of the products.

Findings below;

6.1 Which elements of the CTL products/results will be most important?

- DVD – solutions, best practice, engaging young people
- Workbook – exercises, research information (relevant subcultures)
- Workbooks
- Workbook – showcasing methodologies and case studies

- DVD
- The Performance by young people
- Workbook short introduction - what's on the DVD. Subjects - where to find the page with the relevant information.

6.2 The Audience - Who will be interested in the CtL products/results?

- Youth workers
- VET Trainers
- Teachers
- Centre's offering alternative education projects e.g. Toxteth TV UK
- Vocational colleges
- Schools
- Youth centres
- Youth organisations
- Social Workers
- Specialists, professionals
- NGO's
- VET Trainers
- Families/Relatives
- Centre's, associations
- LEA's (Local Education Authorities)
- Local Authorities/municipals
- Youth Probation services

- Training organisations e.g. Local Solutions UK
- Education (P.S.E/citizenship)
- Training (Personal Development)
- Youth services (Youth Inclusion)
- Connexions/advice
- The Police
- Housing Associations
- Voluntary and community sector

6.3 Marketing Actions

- Personal contacts
- Email then telephone
- Relevant and similar seminar and conferences
- Approach - depends on organisations, central contact and local engagement
- Email
- Board meetings/steering group
- Telephone
- Recommendation
- Direct meeting
- Meetings to offer DVD and workbook
- Newsletter

6.4 What information/methods instruments do you need to disseminate CtL products?

- Narrative – clear description
- Flyer with link to CtL website
- Products to share – DVD and workbook (in accessible format)
- Personal contacts
- Media
- Conferences
- Sustainability
- Personal (together with student approach)
- Social media i.e. Twitter, facebook, youth blog
- Website, reviews/reports, press pack, images, leaflets, promotional material
- Screen shots/viral marketing
- Leaflet
- Website
- Links to other social media
- Updated information on USB and impact of the product/ material
- DVD and workbook general information and summary documentary/ e-Lecture/trailer

6.5 Are these instruments available or is the development of new instruments required?

- Instruments available
- Messages on twitter
- Photo mat
- New instruments required are flyer, products, narrative – marketing speak when sending documents
- Yes but need specific press/introduction blurb and summary documentary online
- Available
- Summary Documentary (E-Lecture)

6.6 Possible e-Platforms

- CtL website www.crossingtheline.eu
- Partner websites – MEH, Urbeatz, ET, ROC Midden, AESD and CESIE
- National Agency website, newsletter and social media
- EVE/Adam online databases
- EU Youth organisations
- Salto Youth website – online toolbox www.salto-youth.net
- Geoff Thompson Youth Charter website which has international coverage www.youthcharter.co.uk
- Criminal Justice System - Youth
- Government national youth website
- Toolbox used in Netherlands

- Association of learning providers
- Enter (European Network for Transfer and Exploitation of EU Project Results)
www.enter-network.eu

7.0 FINANCIAL AND HUMAN RESOURCES

During the project cycle, a total of 197 staff days have been allocated to activities relating to valorisation (dissemination and exploitation) at a cost of €39,584. In addition, €18,854 has been allocated to other valorisation activities e.g. website, Moodle CMS, testing the products, translation, publicity and conference.

The total for valorisation activities is €58438 or 15.83% of the total budget.

8.0 CONTROLS

- Monitor website effectiveness through reviewing website user statistics
- Monitor consumer feedback
- Monitor social media and youth blog participation
- Review and monitor summary documentary/ e-Lecture usability
- Monitor press coverage
- Review and monitor newsletter circulation and readership levels
- Ensure momentum of CtL project through delivery of focus groups and consultation activities
- Regular financial review meeting to ensure resources are managed correctly

ANNEX

1. CtL Marketing Pack
2. Secondary Research Summary Report