

Evaluation of the Entrepreneurs Campaign

If We Can You Can

Report for

One North East



in partnership with



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1 Introduction

The north east's economy underperforms compared to the UK average in terms of:

- business start-ups
- productivity
- size of business base

Since the first Regional Economic Strategy (RES) was launched in 1999, significant improvements have been made. However, ten years on, there is still a gap between the north east and other, more prosperous regions.

Enterprise is critical to closing this gap, and to achieving the region's ambitions for a vibrant and growing economy. This is particularly true in the current challenging economic conditions. Enterprise creates the possibility of breaking out of a cycle of reliance on the same, small base of companies for economic growth. By creating opportunities for people to become entrepreneurs, One North East and its partners will help to grow the business base. As these new companies grow, they will provide genuinely new job opportunities for local people. This cycle of business birth and growth not only strengthens the economy immediately; it fosters a culture of opportunity, entrepreneurship and confidence that strengthens the economy for the long term.

Whilst the north east needs more entrepreneurs, and for more of them to grow their businesses, the region is not starting from a zero-base. There is a thriving community of entrepreneurs in the region across a wide range of sectors, from the leading edge to the ordinary. The Entrepreneurs Forum brings them together to share their expertise and experiences and to encourage others to see the excitement and opportunity in starting, running and growing their own businesses. Given One North East's ambitions to create around 20,000 new businesses in the region, the Agency commissioned the Entrepreneurs Forum in 2007 to develop and run a creative campaign that would raise awareness of and appetite for self-employment and entrepreneurship as a credible career option.

The If We Can You Can campaign aims to harness the stories of real people in the north east – from the high profile to the 'ordinary' who have succeeded as entrepreneurs, to:

- accelerate the would-be entrepreneur's enterprise journey, so they gain the inspiration and confidence to take the plunge
- raise ambition amongst existing business owners, so they see and seize the possibilities for growth
- create a climate where entrepreneurship is encouraged and celebrated by everyone, thus making it easier to take risks, start businesses and grow businesses

It is a multi-layered campaign that includes:

- newspaper and radio editorial coverage
- advertising
- competitions
- website and online community (including access to mentoring)
- downloadable resources, also available in booklet and DVD format
- involvement of entrepreneur role models at events and in campaign activities

The ethos of the campaign is to demonstrate, through entrepreneur's real stories, that anyone can start a business and succeed: If We Can You Can.

One North East commissioned a partnership of Brightpurpose Consulting and Frontline Consultants to evaluate If We Can You Can, as it approached the end of its initial funding period.

The aims of the evaluation were to:

- understand what difference the campaign has made and continues to make
- identify the characteristics of the beneficiary segments (who are 'doing', who are 'thinking' and who are just curious or networking?)
- identify what has worked well and what hasn't, and understand why this is the case
- examine the representativeness of the campaign
- examine the extent to which the campaign is integrating with other enterprise provision
- understand the potential sustainability of the campaign in the longer term
- provide recommendations on future focus of the campaign
- support One North East in deciding what should be funded in future and how the impact of this should be measured

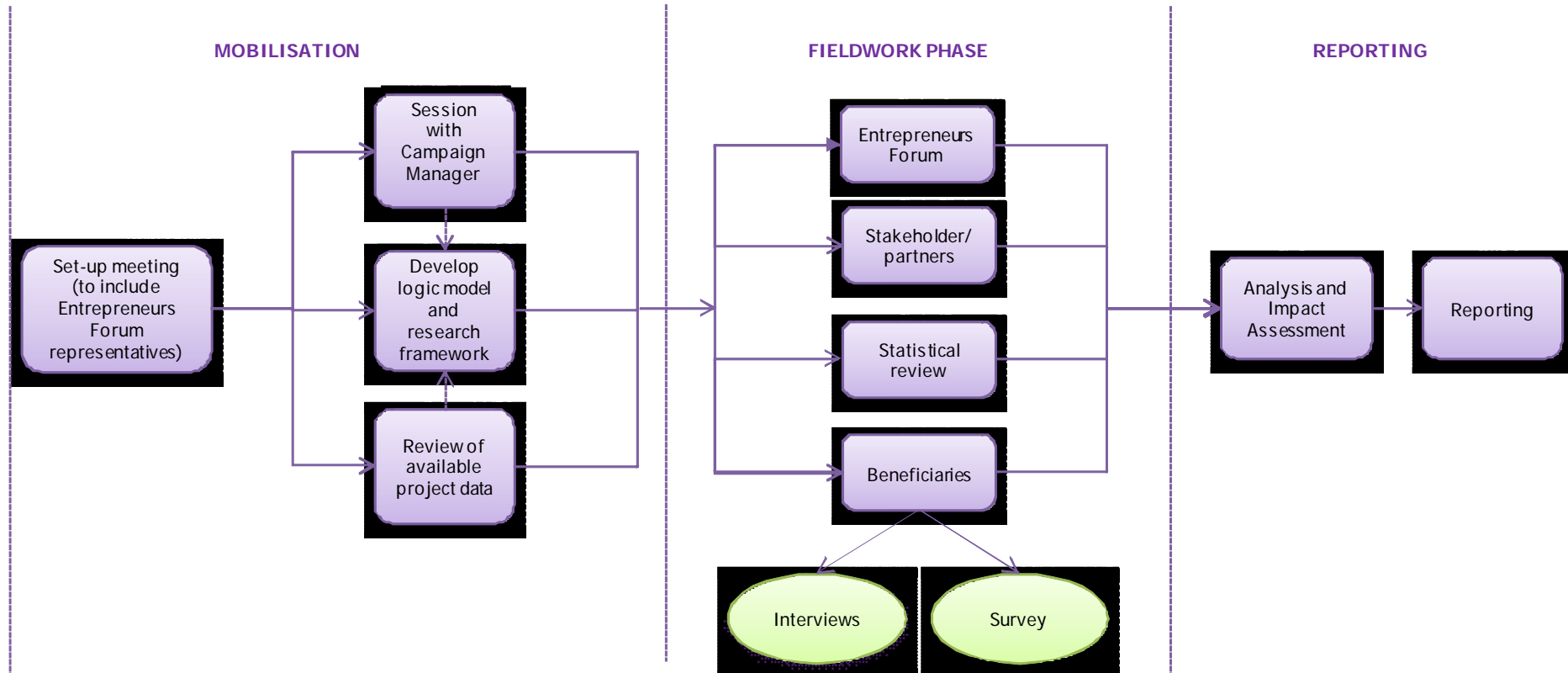
The enterprise team in One North East specified that the evaluation should:

- be forward looking, whilst highlighting what has worked well to date
- provide evidence-based advice, supplemented by knowledge gained through previous campaign evaluations, on how to move forward with the campaign
- offer advice on how to join up the campaign, so that it is intrinsically linked to Enterprise 2010 and local provision

The following report highlights our findings and recommendations.

2 Our Approach

Our approach to the evaluation is shown in the diagram below. Key elements are described in more detail overleaf.



2.1 Development of logic model

We developed a draft logic model at the start of the evaluation; this informed the design of the question frames for the fieldwork. This was refined when the data collection and analysis was complete and is shown at Section 3.

2.2 Fieldwork phase

Our fieldwork phase included consultation with the following groups:

Group	Descriptor	Methods used
Entrepreneurs Forum	Chief Executive	Interviews
	Sample of board members (in addition to a day spent with the campaign manager during the mobilisation stage)	
Stakeholders/ Partners	Provider organisations	Interviews
	Funding partners	
	LEGI managers	
	Organisations involved in enterprise in the north east	
Statistical review	Examination of VAT registration data and GEM data	Web searches Analysis of data supplied by GEM UK <i>This review yielded nothing useful due to the very recent nature of the campaign and the long lead times for these data sets.</i>
Beneficiaries	Direct beneficiaries of If We Can You Can (members of the campaign community and website users)	Survey Telephone interviews
	Participants in enterprise agency programmes ¹	Focus groups
	Enterprise Journey project beneficiaries ²	
	Business Link sign-ups during the period of the campaign ³	

¹ To establish the wider reach of the campaign

² ditto

³ ditto

2.3 Impact assessment

The campaign did not have targets for 'hard' impacts such as GVA and jobs, and it should be viewed as a facilitator and influencer. Nevertheless, we attempted an estimation of economic impact using an Impact Evaluation Framework (IEF) compliant methodology. This is described in Section 6.

3 Findings – Progress against objectives

The If We Can You Can campaign was launched in 2007. The strategic rationale for the campaign is set out in section 1 of this report. The aims of the campaign were:

- unlocking the entrepreneurial potential amongst people in the region using successful entrepreneurs in a high profile multi-layered marketing and advertising campaign
- raising awareness of setting up a business as a viable career option and of the opportunities and support available, through real life examples from successful entrepreneurs
- supporting the agency's objective of creating 18,500 – 22,000 new businesses and creating a more entrepreneurial culture in the north east

The key objective of the campaign is to increase the awareness of entrepreneurship and propensity to start a business among the campaign audience. There were specific objectives and targets set out as follows:

- reach 1,000,000 people in the north east of England in a three year period, of whom 95% would be indifferent about starting a business; 30% of the indifferent segment (285,000) will be affected by the campaign and inspired to a point where they consider self-employment and starting a business as a credible option
- generate £240,000 of private sector leverage (partner contributions and in kind contribution of entrepreneurs' time)
- build linkages with LEGI programmes, Business Link and other delivery or funding organisations

The campaign was planned on a four phase approach, aimed at different target audiences:

Target audiences
1. Post-16 to graduate students
2. Start-up businesses
3. Nascent entrepreneurs
4. 4-5 year old businesses

Phased approach
Preliminary scoping and research
Stage 1 delivery – audiences 1 and 2
Stage 2 delivery – audiences 1, 2 and 3
Stage 3 delivery – audiences 1-4

Underneath these objectives was a detailed workplan, which led to launch of the PR, marketing and website in March 2008. An updated website was launched in November 2008.

In developing the evaluation, we produced a logic model which informed the detailed design of our research framework. This model was refined based on the findings of the evaluation. A high level logic model is presented below. A more detailed logic model, setting out the flows and feedback loops between different stages in the model, is shown at Appendix 1.

'If We Can You Can' Logic Model

Strategic Rationale:

- NE currently underperforms in relation to GVA in comparison to national average
- NE has low business base and start up rate
- RES identifies the region's key challenge as improving GVA to 90% of the national average by 2016, achieving this by –
 - Stimulating between 18,500 – 22,000 new businesses
 - Sustaining and growing existing businesses

Impacts

- Increased GVA
- Increased job opportunities – new and growing businesses

Theory of change

The 'If We Can You Can campaign' is an innovative and creative approach to inspiring people to 'take the next step' on their enterprise journey and encourage those with an existing business to think about the opportunities to grow. The campaign does this by harnessing the stories of real people in the north east who have succeeded as entrepreneurs, to:

- accelerate the would-be entrepreneur's enterprise journey, so they gain the inspiration and confidence to take the plunge
- raise ambition amongst existing business owners, so they see and seize the possibilities for growth
- create a climate where entrepreneurship is encouraged and celebrated by everyone, thus making it easier to take risks, start businesses and grow businesses

Inputs/ resources

- Funding
- Contractors – expertise
- Entrepreneur forum members
- Campaign manager and supporting staff
- IWCYC website community

Activities

- Development of brand and campaign materials
- Awareness raising and engagement
- Development of website
- Mentoring
- Consultation with partners

Outputs

- Relationships with the media
- Number of individuals and businesses reached
- No. Of businesses and individuals accessing the website
- Collaboration/ Synergies with campaign and wider enterprise support in the region

Outcomes

- Short term
- Increased awareness and motivation
 - Shifts in attitude – business start up and growing businesses
 - Individuals and businesses becoming members on IWCYC website
 - Signposting to support organisations

Medium Term

- Increased entrepreneurial community
- Increased no. of mentors
- Increasing skills and knowledge base

Long Term

- Increased entrepreneurial culture
- Increased peer support
- More business starts
- More growing businesses
- Increased uptake of available support

Strategic Added Value:

- Strategic and Catalytic activity –influencing individuals' awareness and attitude towards self employment
- Increasing co-ordination, alignment and partnership – aligned with the activities of the entrepreneurs forum and a limited number of partnerships developed/formed between the campaign and the wider enterprise arena
- Improving intelligence, influencing and awareness raising – raising awareness of enterprise amongst direct beneficiaries, and reaching over 1 million people with its messages

The following sections discuss the progress against the campaign's objectives.

3.1 Reach

3.1.1 Harnessing the stories of successful entrepreneurs

The focus of the campaign was to harness to the significant marketing capital of the region's most successful entrepreneurs, and to do so in a way that would be relevant and appealing to all sections of the population. The campaign has successfully engaged with a range of successful entrepreneurs in the region, several of whom are high profile and well known. These role models' stories are featured on the website and the campaign is able to provide role models to attend events and programmes to speak about their experiences. This has been facilitated by the campaign being run by the Entrepreneurs Forum; they had the contacts and goodwill to draw upon, without which it may have been considerably more difficult to secure the same level of buy-in from the region's entrepreneurs.

The campaign builds on these entrepreneurs' experiences and successes, using the slogan 'If We Can You Can' to encourage others to believe that they too can succeed as entrepreneurs. This is a memorable and inspiring message.

3.1.2 Co-ordinated media campaign

A key outcome in realising the campaign objectives was to successfully secure the buy-in from the region's media, including local press and radio. This has been achieved, with the campaign securing commitment and support from the four main local newspapers and the region's biggest radio station (Metro and its sister station T4). It is rare to be able to convince media organisations to work together on a co-ordinated campaign, as they are ultimately in competition with each other. Therefore, despite the organisations being paid for advertising space for the campaign and benefiting from editorial content pre-prepared by the campaign, the achievement of mobilising the region's media in support of a common goal should not be underestimated.

3.1.3 Reaching the million

Taking readership numbers for the press and radio listener figures, then this suggests that the campaign has successfully reached the target of 1 million people⁴. Of course, there are obvious questions around whether people that read the newspaper read every article and see every advert. Likewise radio listeners do not necessarily hear every item; many have the radio on for background 'company' rather than listening intently.

However, in our discussions with newspaper editors involved with the campaign, they reported that the editorial content and advertising supplied by the campaign was well-tailored to suit their readership and contained information that would be relevant and of interest. This suggests that the campaign has done everything it can in its press activity to make the material accessible and engaging.

It must also be recognised that a campaign of this nature is a long game and not one that is designed or destined to deliver 'quick wins'. If the campaign can sustain a high media profile, there is the potential for increasing familiarity with the messages, greater reach and increased influence in future.

Whilst readership and listener figures are a useful indicator of the reach of the message, they do not provide insight into whether the messages have been read or heard – whether they have 'landed' with the target audiences. This level of information can only really come from a large scale survey that is repeated over time. Therefore it would be helpful to measure changing attitudes and perceptions via the regional household survey.

⁴ Aggregate newspaper reader figures (across 4 papers) = 1.8 million, Metro and T4 radio listeners reached = 770,000. These figures do not allow for duplication (readers/listeners who take more than one paper and also listen to the radio), however it does appear likely that the 1 million target reach has been achieved.

3.1.4 Influencing people's choices

The campaign expects to influence 30% of the people reached, to the point where they would consider self-employment or starting a business as a credible option. As well as the information presented in the Findings – Beneficiaries section, we have two ways of assessing progress towards this objective:

- website statistics
- competition entries

We discuss the website statistics in further detail below. However, in broad terms the website has had almost 30,000 unique visitors since its launch (taking into account both the old and new website). This suggests that around 30,000 people have been inspired to take a closer look at the option of self-employment or business start-up. Some of these people may have visited the site on the recommendation of another enterprise organisation such as an enterprise agency, but our interviews suggest that these would not account for very large numbers.

Of those who visited the website, 651 are now members of the online community.

The total number of competition entrants, including the separate competition run by Metro Radio, was 339. It is likely that these individuals are also a subset of the overall website visitors. The campaign manager reports that all the competition finalists and winners have either started a business or are progressing towards starting a business. Inevitably some would have done so anyway, but survey and telephone interview responses suggest that the competition, and the support received by finalists and winners, did make an additional contribution towards the individuals' progressing their business ideas.

These figures for website visitors and competition entrants are not yet approaching the projected 285,000 (30% of those reached that were previously indifferent). The influence and conversion rates, based on these figures, are as follows:

- 3% of those reached visiting the website
- 2% of those visiting the website signing up for the online community
- 0.03% of those reached entering a competition or challenge

Despite these conversion rates being low, they do demonstrate progress in inspiring local people, from a standing start. In later sections we discuss ways in which this influence rate can be increased.

3.1.5 Campaign website

The website was created to support the development of an online community of would-be entrepreneurs influenced by the campaign and established entrepreneurs. In addition it was designed to be a resource for enterprise agencies and others in the enterprise arena to refer clients to, in order to access additional support and guidance.

The website usage statistics produced by the campaign are summarised below (as at 23/11/2009):

	Old Site (10.3.08 – 13.11.08)	New site (13.11.08 – 23.11.09)
All visits	18,587	29,967
Unique visits	11,383	17,339
Average unique visits per day	45	46
Pages per visit	6.02	6.92
Bounce rate	34.02%	40.47%
Average time on site	4 mins 48 secs	5 mins 38 secs
% new visits	60.88%	56.10%

There are pronounced spikes in website activity during periods of intense campaign activity such as

competitions. During these times the number of unique visitors averaged of 96 per day compared to the 'normal' average of 46.

Our evaluation included a review of the website statistics by a web specialist. This review concluded that the statistics were extremely positive in terms of:

- length of stay
- proportion of unique visitors
- number of pages visited
- bounce rate (the percentage of visitors who 'bounce' out of the site immediately after arriving)

The website is the base for a community of would-be and active entrepreneurs, where members can create their own profile and draw on other members' knowledge and experience to support them. To date the community has over 650 members, though it is not clear how many are 'active' members and how many have created a profile but no longer visit the site. The extent to which the support offered through the community has helped those in starting their own business is discussed later in this report in the beneficiary findings section.

Whilst the site includes a partners section, which is currently under development, at present it does not communicate a strong sense of the campaign being integrated within the enterprise community. It contains links to some partners, but does not provide signposting to the full range of high quality provision currently available in the north east, such as the providers of Enterprise Journey projects funded by One North East. As the partners' section develops, it will allow each of the campaign partners to have their own page on the website where they can give details of their organisation, what they offer, how to access them etc. The rationale for this is to enable website visitors to make an informed choice about which support to access, rather than being directed to a particular organisation.

3.2 Leverage from private sector

The If We Can You Can campaign was expected to lever in additional resource/support from the private sector to a value of £240,000. This was expected to be in the form of in kind support from entrepreneurs and contributions from partners.

In terms of in kind support from entrepreneurs, the campaign placed a notional value on entrepreneurs' time to allow them to calculate in kind support. Different hourly rates were applied dependent on the entrepreneur's seniority and/or scale of business. Based on these rates, the Entrepreneurs Forum estimates that £444,904 worth of in kind support has been provided by the region's entrepreneurs. This support has varied in type, including:

- speaking at events
- giving advice and guidance to competition participants
- being interviewed for radio and press campaigns
- being interviewed for profiles on the website
- preparing their own profiles for the website

Our assessment of this in kind support suggests that the notional values placed on entrepreneurs' time may be over optimistic. The lowest hourly rate applied is £150 and the highest is £1200. The vast majority fall between £150 and £500, which would equate to salaries of between £241,500 and £805,000. Whilst we recognise that some of the entrepreneurs run extremely successful businesses, these rates appear very high indeed. On exploring these figures with the campaign manager, he explained that to provide one hour of input to an event may take up to three hours of an entrepreneur's time, taking account of travel time. Likewise, involvement in a judging panel may only be logged as one hour, but may also include travel time and preparation. We acknowledge that this is the case, however not all entrepreneurs' contributions have been at events or judging panels. It would be more appropriate to calculate a more realistic hourly rate per entrepreneur, and then apply

it accurately: eg, when an entrepreneur has given three hours in prep, travel and participation at an event, log it as three hours. This would provide a more accurate basis on which to calculate leverage.

Media Partners also made a contribution in terms of discounted advertising space/time. These discounted rates resulted in savings of over £360,000 for the campaign.

In addition to this, the editorial content that ran over several pages in the various newspapers did not cost the campaign anything in terms of financial expenditure, but the campaign manager states that this levered an Advertising Equivalent Value (AEV) of around £6 million.

3.3 Partnership

Whilst there is reasonably high awareness of the campaign amongst enterprise agencies, LEGIs, Business Link and other providers, our stakeholder interviews suggest that effective partnership has not yet been achieved (see Section 4.2).

The campaign manager has spent time promoting the campaign and its activity amongst the enterprise community, and encouraging provider organisations to refer clients to the campaign. However, it appears that there has not yet been an in-depth dialogue about how the campaign can support, supplement or complement the activity of provider organisations.

Two things need to be considered here. Firstly, not all enterprise provider organisations are as receptive to the campaign and to working in partnership. Secondly, the campaign has very limited resource in terms of the time that can be spent fostering links and developing partnership working. Consequently the campaign manager has spent his time developing relationships with those who have been most receptive. For example, the campaign has a very productive partnership with Princes Trust, and this is seen as beneficial for both organisations.

Whilst partnership working is not yet fully developed, we heard many examples of enterprise agencies and others making use of the resources made available by the campaign, such as:

- ambassadors attending client sessions
- learning resources being used
- clients being signposted to the campaign website

As discussed previously, the campaign is now developing a partners section for the website and this should also assist in developing reciprocal partnership working.

It is also worth reiterating at this point that partnership working with the media has been very successful, with all the regional press and radio bought in to the campaign and giving their full support.

4 Findings – Stakeholders

The following sections discuss the findings from our stakeholder consultation. A full list of stakeholders engaged through this process can be found at Appendix 2.

4.1 Understanding of aims and objectives

All stakeholders had a very clear and consistent opinion of what the campaign was trying to achieve. They see the campaign goal as trying to raise awareness of starting a business as a viable career option, and to increase propensity to start a business.

However, they were uncertain about the extent to which the campaign is achieving its goal. This is mainly due to the fact that they do not know how to measure the success of a campaign, compounded by provider organisations reporting that they do not hear their clients refer to the campaign.

Despite this, many stakeholders stated that they thought the campaign *must* be contributing to a change in awareness and perception of business start up, though it is very hard for them to gauge the extent of this.

4.2 Collaboration

The campaign has great potential to link with and align to other enterprise activity in the region. However, provider organisations and LEGIs feel that they are on the periphery of the campaign, and that they do not feel fully engaged or involved with it.

4.2.1 LEGI programmes

LEGIs feel that the campaign has not done enough to engage them and look at possible ways of working together. They also concede that they have not approached the campaign either, and recognise that they probably should have done. Given the level of investment in LEGI areas to encourage more people to start a business, the lack of collaboration between the campaign and the LEGIs represents a missed opportunity to leverage each other's investment, expertise and resources to raise awareness and in the process maximise reach, value and impact. There is a clear willingness to work together, from both the campaign and the LEGIs, and this should be harnessed to develop greater collaboration between the two.

4.2.2 Providers

Although providers (such as enterprise agencies) do not feel fully engaged with the campaign they do report positive attitudes towards the campaign, and they clearly value the resources that have been produced by the campaign. They also, where they feel it is appropriate for clients, signpost individuals to the campaign website to access the resources and support available there. Some of the provider organisations have accessed and used the campaign role models, though there still remains the perception amongst some that the role models used by the campaign 'will not be relevant for our client group'. This relates to a perception that the campaign is targeted at potential high growth businesses and would-be business owners rather than, for example, self-employed tradespeople.

Providers also perceive that the traffic between them and the campaign is largely 'one way', with providers being asked to refer clients to the campaign (and doing so), but not seeing clients being referred to them via the campaign.

It should be noted however, that we did hear examples of good reciprocal partnership working between the campaign and a couple of providers. We would also stress that the campaign is working with a limited human resource and, up to now, the campaign manager has perhaps naturally concentrated his time on working with those that are most receptive to the campaign.

4.2.3 Regional Image Strategy

Whilst the campaign manager keeps in touch with the One North East Regional Image Strategy (RIS) team and updates them on planned activities and events, this is often at quite short notice. They report a lack of two-way dialogue about how to align these activities and events so that they complement the activity of the RIS team. Again this represents a missed opportunity to leverage maximum exposure and benefit.

4.2.4 Business Link

The campaign manager has engaged with Business Link, and it is highlighted quite prominently on the website. However, some stakeholders perceive that the campaign is duplicating Business Link's function and potentially diverting clients away from Business Link. The campaign is complementary to Business Link: it raises people's awareness and aspiration, and Business Link helps these people get their business started. Therefore they should be part of a seamless pipeline of support, which also includes the enterprise agencies and other providers. At present some stakeholders see the campaign as a blockage in the pipeline.

It is important to balance this feedback with an acknowledgement that the campaign manager did collect data on referrals from the campaign to Business Link. In the first few months of the campaign, around 150 referrals were made to Business Link, and the campaign manager also forwarded a spreadsheet of this information to Business Link directly. Following a lack of feedback from Business Link over a period of months, the campaign manager states that he ceased collecting the data.

4.2.5 Media

The vast majority of stakeholders acknowledge and applaud the campaign's success in engagement and collaboration with the region's media. They note the joined up approach across the region and the difficulty in achieving this. They also report that the editorial coverage was interesting and well-tailored to the interests of the readership.

4.2.6 Contractor partners

The partners who support the Entrepreneurs Forum to deliver the campaign (eg PR, IT, creative and branding companies) report excellent partnership working. In their day to day business, some of these companies will compete against each other for other assignments. Despite this, the campaign manager and partners have successfully created a collaborative working relationship, with a shared goal of the campaign's success.

4.3 Targeting and Format

Stakeholders all recognised that the campaign goal was to reach as wide a cross section of the population as possible. However, because of the format and style of the campaign materials, many stakeholders believe that the some target groups might be excluded by default. We explore this below.

4.3.1 Look and feel

There are concerns that the website and marketing materials are very 'glossy' and have a very corporate look and feel. Many stakeholders are concerned that this:

- suggests that the campaign is aimed at would-be business owners rather than the self-employed, and at high growth businesses
- communicates 'exclusivity' that may deter many potential beneficiaries

This presents several conundrums.

- any design is going to appeal to some and not to others, so any website will include and exclude groups according to their preferences
- the professional look and feel of the site and publications sends a message that the enterprise agenda is being taken seriously and is important to the region; in fact, provider

- whilst a lot of enterprise activity is underway in the north east, one of the gaps is high growth businesses, therefore perhaps a campaign that appeals to this group is appropriate

In summary, the campaign and materials cannot be all things to all people. Some of the frustrations expressed by stakeholders cannot be resolved without potentially excluding other groups or damaging the message. We explore this further in the Conclusions section.

4.3.2 Web-centric

There are also concerns that the campaign is too web-centric and that this approach does not appeal to all (nor is it accessible to all). For example, the one-to-many approach is less effective for 'hard to reach' groups. Realistically, web-based resources will only engage certain segments of the population. However the campaign also uses media coverage and there are other types of provision out there for other groups; the trick will be to integrate more closely with other provision, so that the message can reach into communities and client groups that do not use the internet, read newspapers or listen to the radio, and those that don't believe that messages about starting a business are 'for them'.

4.4 Attitudes to the campaign

Provider organisations could best be described as cautiously positive about the campaign. They can see how it can support what they do in terms of promoting and supporting business start up in the region. However they cite concerns about:

- lack of partnership working
- need for greater reciprocity (two way referrals)
- perceptions about the campaign not really being interested in their client groups

Providers have not yet seen the full potential of the campaign, but they do recognise that it takes time to get something like this off the ground. They expressed a desire to work more closely with the campaign.

As already discussed, many stakeholders don't understand how they will know whether the campaign has been a success or not. They welcomed the evaluation in helping them understand this. They also reported that it would feel more successful from their perspective if there was strengthened partnership and collaboration, leading to more two way referrals.

4.5 Reach

As discussed above, many stakeholders believe that the campaign focuses on:

- would-be business owners rather than the self-employed⁵
- potential high growth business starts

They believe this excludes many of their clients, and fails to recognise that today's self-employed cleaner could be tomorrow's Molly Maid. However this must be balanced by the feedback received from the region's media, who felt that they had worked closely enough with the campaign to ensure that the editorial content and marketing provided to them was:

- tailored and relevant to the reader/listener base
- something that their audiences could identify with and relate to

This suggests that the activity in the press was tailored to suit the demographic within each of the regions in the north east.

⁵ eg tradespeople setting up on their own for salary replacement purposes

4.5.1 Making the role models real

Role models used by the campaign often have inspirational stories of overcoming hardship and succeeding in the face of adversity. However, there is sense amongst some stakeholders that their image in the campaign is too polished and successful, making it hard for the 'average Joe' on the street to identify with them. They may seem more real and relevant to people in an informal setting, such as attending an enterprise agency programme in their jeans and chatting over coffee.

4.5.2 Bringing it to ground level

Stakeholders believe that the large-scale campaigning needs to be followed up at a community level if it is to truly reach all groups of the population and bring it down to 'ground level'. This would require a greater degree of collaboration between the campaign, provider organisations and LEGIs.

4.5.3 Client awareness

Although the media partners can provide us with readership and listener figures for their own circulations, which gives the suggested or potential reach of the campaign, provider organisations report that there is a distinct lack of feedback from any of their beneficiaries. They do not experience clients coming to them and stating that they were influenced by any of the campaign activities. One stakeholder said "in fact, it's notable by its absence" – expressing surprise that his client group had not been aware of, or influenced by, the campaign.

4.6 Alignment

There is recognition amongst stakeholders that the campaign manager has been working hard to form partnerships with the regional media, get quick wins and get the campaign moving. They state that the campaign now needs to work more closely with the provider organisations and LEGIs to further build this momentum.

Stakeholders report that there has been no liaison and collaboration to ensure that If We Can You Can campaigns are well aligned with other campaigns in the region, and that on some occasions this has led to multiple campaigns running at once. They are concerned that this may be confusing for the public, and that it does not represent good value for money.

Enterprise agencies state that the campaign has yet to demonstrate how it can contribute to their agenda and that at present it feels peripheral to what they are doing. Again this creates missed opportunities and reduces the potential for improving value for money in a constrained budgetary environment. However, it is important to note that this is a two way street, and stakeholders recognise that both the campaign and themselves have responsibility for working together.

The resources produced by the campaign are well-liked by provider organisations; they are of very high quality and are useful for some of their clients. The extent of their use varies from provider to provider, depending on how relevant they see the resources for their own client groups.

Business Link sees the resources as a duplication of what they already do, particularly the 'If We Can Do (eg finance)..... So Can You'. However, our review of these resources reveals that they are not 'how to guides' so much as inspirational stories, hints and tips. There may be a need for closer working with Business Link on the materials, but they do appear to be different and complementary to the detailed business advice and information available from the Business Link website and their workshops.

4.7 Call to action

The campaign is centred around the If We Can You Can website and the campaign activity all points towards the website as the immediate 'next step' for people. This raised concern amongst stakeholders that:

- not all visitors to the site will be ready to take the next step with only the support of the online community
- the website does not offer explicit advice on where to go to get additional help

Stakeholders are concerned that the campaign assumes that the If We Can You Can community and mentors will be enough in terms of providing necessary support and guidance. For some this will be the case and for many they will be happier with a different form of support, the type of which cannot be provided by an online community.

The campaign is beginning to develop its 'partners' section of the website, which will allow all of the campaign partners to have their own page on the website and provide details of what they offer, how to access them, etc. This should go some way towards raising awareness of support available and enabling people to make an informed choice about what is most appropriate for them.

5 Findings – Beneficiaries

We carried out consultations with two types of beneficiaries who may have been affected by the campaign:

- direct beneficiaries – individuals who had signed up with the If We Can You Can community, to find out their experiences of the campaign and its level of influence upon them
- indirect beneficiaries – individuals who had sought other business start-up or business growth support from organisations such as enterprise agencies and Business Link; the purpose of consulting with this group was to assess their awareness of the campaign and whether it influenced them to start or grow their business

We used the following methods to engage with each group:

Direct beneficiaries

- electronic survey – sent to 795, generating 130 responses (16% response rate)
- follow-up interviews – with 30 respondents

Indirect beneficiaries

- electronic survey of individuals registering with Business Link during the period of the campaign – sent to 5624, generating 182 full responses (3.2% response rate) and a further 10 short responses
- telephone interviews with 18 Business Link survey respondents who reported having been aware of the campaign
- informal focus groups with individuals participating in enterprise agency programmes (non Enterprise Journey) – with 25 people
- questions relating to the campaign included in an ongoing electronic survey of Enterprise Journey project beneficiaries – 131 responses received during the period of this evaluation
- questions relating to the campaign included in telephone interviews with Enterprise Journey project beneficiaries – with 82 people

DIRECT BENEFICIARIES

This group of individuals are members of the If We Can You Can Community, therefore have some direct experience of the campaign and at some point chose to sign up to the online community.

Demographic profile

The ratio of males to female respondents was approximately:

- 59% male
- 41% female

GEM UK 2008 figures put female entrepreneurship at around 49% of male entrepreneurship, whereas these response rates place female responses at 69% of male responses.

We asked respondents where in the region they came from, and compared the response rates from each subregion with the percentage of the north east's employment base in each subregion:

Subregion	% respondents	% of employment base located in this subregion
Northumberland	14.3%	14%
Tyne and Wear	46.8%	48%
County Durham	24.6%	17%
Tees Valley	14.3%	21%

Finally we asked respondents their age group. The distribution was as follows:

- under 25 – 6.2%
- 25-30 – 20.2%
- 30-40 – 30.2%
- 40-50 – 27.1%
- over 50 – 16.3%

Firstly, as an initial screening process, we asked respondents whether they had heard of the campaign or not. Given that this group was identified as having engaged with the campaign by accessing the website and or becoming a member of the community, we would expect all to have some awareness. Whilst awareness was very high at 92.2%, 10 people stated that they had not heard of the campaign.

Those that were aware of the campaign were then asked about where they were on their 'enterprise journey'. 116 people responded to this question and the results show that:

- 79 (68.1%) had started their own business
- 7 (6%) were in the process of starting their own business
- 6 (5.2%) were interested in starting a business but not right now
- 24 (20.7%) were interested in growing an existing business

5.1 Start-ups and nascent entrepreneurs

In these sections we examine the findings from the first three groups listed above:

- people that had started their own business
- people that were in the process of starting their own business
- people that were interested in starting a business but not right now

5.1.1 Appeal of the campaign

We asked how respondents had become aware of the campaign and whether there was a particular aspect that caught their attention. The three main ways in which participants had found out about the campaign were:

- word of mouth (30.1%)
- articles in the local papers (21.7%)
- website or websearch (21.7%)

The proportion of people attracted through the local papers confirms the usefulness of this method of attracting people to the campaign. We discuss the effectiveness of the press and media support for the campaign in later chapters.

Other methods were less successful:

- adverts in the press and on the radio
- flyers/leaflets
- competition
- events/dinners

All attracted between 7% and 10% of participants which, for methods that hit mass audiences (adverts and flyers), is a respectable figure. However the effectiveness of the competition (7.2%) is lower than might be expected; although some of the awareness generated through the articles in local papers could have been related to the competition and may therefore skew these results. Finally, 11 people (13.2%) were directed towards the campaign by the Entrepreneurs Forum.

57 (68.7%) reported that there was an aspect of the campaign that really caught their interest. Commonly cited examples included:

- opportunity to network with like minded people
- inspiring stories that really make you believe that you can do it
- concept of a community
- real people telling real stories
- social, friendly and modern outlook

This suggests that the entrepreneurs' stories really capture people's interest, as well as the sense of community and the potential support that this can offer.

5.1.2 If We Can You Can website

As the website is the main conduit for people affected by the campaign to seek further information, we explored respondents' experience of the website.

97.6% reported they had accessed the website. Over half provided examples of what they found to be particularly useful about the website, and the majority reported the following:

- access to networks
- access to mentors
- support and information

Essentially, the community aspect of the site was seen as most helpful and powerful. Interestingly, although a high proportion of the respondents suggested that mentoring was one of the most helpful aspects of the website, only 10 (12.2%) stated that they had received mentoring. However, this is not necessarily a negative finding – it is possible that the value of mentoring is in 'knowing it is there', for the future if not for now. The availability of mentoring also offers the credibility and authenticity that comes from real entrepreneurs offering their time; this was also seen as valuable.

Of those that had accessed the website, 72 (87.8%) went on to become a member, by creating their own profile on the website and joining the community.

5.1.3 Influence of the campaign

We explored whether people's awareness and perception of self-employment has been affected by the campaign.

- 44 respondents (53%) said that the campaign has changed their awareness of self-employment and the opportunities it presents
- 45 (54.2%) stated that it had changed their perceptions of starting their own business

Whilst this is encouraging, it only reflects the experience of those who decided to sign up, rather than the wider population. However, it does suggest that many of those who actively engage with the campaign are influenced to think differently about the possibility of becoming an entrepreneur.

Our telephone interviews explored this further. Most interviewees reported that these changes were due to a confidence boost that enabled them to overcome their risk aversion. This, on the whole, came from a relaxed and, more importantly, supportive community that showed:

- that it can be done
- how it can be done

5.1.4 Support outside of the campaign

Awareness

One of the main aims of the campaign was to raise awareness of the support available to entrepreneurs and potential entrepreneurs in the north east. 57 respondents (68.7%) said that, *as a direct result of the campaign*, they are now more aware of support available to those wanting to start up their own business. This is a reasonably high proportion of the respondents and suggests that the campaign is successfully making community members more aware of the support available to them.

Access

We asked beneficiaries if they had accessed start up support outside of the campaign since becoming aware of the campaign. 47 respondents (56%) stated that they had accessed some form of business start up support. However, only 10 of these (22.7%) said that they had found out about the available support through the campaign and only 9 (20.9%) said that their access to support was as a direct result of the campaign. This correlates with the response to another question in the survey, where that 37 (84.1%) of respondents that had sought support stated that they would have done so anyway even if they had not engaged with the campaign.

38 respondents provided details of who they had accessed further support – all cited Business Link.

5.1.5 Impact of support received

Confidence

Both sets of respondents, those that accessed outside support and those who only received support via the campaign, reported positive shifts in confidence as a result of the support received. However the shifts were more pronounced in those that sought outside support. This could be because they needed more support and advice than was available from the campaign and website, in order to build their confidence.

Motivation to start a business

We also asked respondents how their motivation to start a business has changed since they accessed support, either from outside the campaign or solely via the campaign. The shifts in motivation were positive but less pronounced than those for confidence. They were about the same for those accessing outside support and those receiving support via the campaign. The figures suggest that those who sought support, from whatever source, were already fairly motivated to start a business.

Perceived skill levels

We explored the extent to which the support received by respondents led to improved skill levels. Those who had accessed support from outside the campaign reported improved skill levels, whilst those that received support solely via the campaign did not report noticeable changes in skills. Given that the campaign is not a business support organisation, it is probably appropriate that it does not make a significant impact on beneficiaries' skill levels.

Available support

We asked respondents whether there had been any change to the level and type of support that they felt they could draw on since receiving support either outside of campaign or via the campaign website.

Those that had accessed support outside the campaign reported noticeable shifts in the support they could draw on prior to and since receiving the support. Prior to receiving support 20 (46%) of respondents rated the level of support they could draw on as being 7 or above, whereas since receiving support 34 (79%) rated levels of support that they could draw on as 7 or above.

The results for respondents who accessed support solely via the campaign were very similar. Prior to receiving support 13 (48%) of respondents rated the level of support they could draw on as being 7 or above, whereas since receiving support 20 (74%) rated levels of support that they could draw on as 7 or above.

Optimism

All respondents who accessed support (outside or via the campaign) reported positive shifts in their optimism for their business idea. Those who received support solely via the campaign started from a higher base of optimism than those who sought outside support, which correlates with our findings about confidence – those who were less confident and less optimistic sought help from outside the campaign, because they needed more support than a website alone could provide to progress along their enterprise journey.

Attribution

We asked respondents to rate the extent to which these positive changes could be attributed to the support they received. We asked them to rate on a scale of 1 to 10 where 1 represented no attribution and 10 was 100% attribution. The results were as follows:

Dimension of enterprise readiness	% rating attribution at 7 or above in the group that accessed support from outside the campaign	% rating attribution at 7 or above in the group that accessed support solely via the website
Confidence	54%	14%
Motivation	50%	19%
Skill levels	50%	19%
Support they can draw on	50%	24%
Optimism	60%	19%

Although there is a noticeable difference in the level of attribution from the two groups, we must not dismiss the proportion of people giving a rating of 7 or above the additionality of the support received through the website. These figures demonstrate that for a reasonable proportion of beneficiaries the support has contributed significantly to their enterprise readiness. However, this needs to be balanced with the feedback received during follow up telephone interviews and feedback from stakeholders, suggesting that these differences may be explained by the higher baseline levels of motivation, proactivity and resourcefulness of those accessing support via the campaign only.

5.1.6 Stage in their journey

We asked respondents whether they felt closer to or further from becoming self employed as a result of the campaign. Our findings show that:

- 60 (78%) of respondents had already started in business
- 5 (6.6%) were much closer to becoming self employed
- 5 (6.6%) were slightly closer to becoming self employed
- 5 (6.6%) stated no difference
- 1 (1.3%) were much further from entering self employment

We asked those that had reported no difference or being further from entering self employment why this was the case. Responses included:

- "I wasted a lot of time filling in forms and applying for mentors but got no feedback whatsoever"
- "The website provided nothing for me – I had two people e-mail me to say my planning was no good and I should start again. This to me is not mentoring"
- "Don't think that I have used the community to its fullest potential"

Although it is a very small minority that have had a poor experience of the support offered through the website, negative word of mouth could have implications as the campaign moves forward.

5.1.7 Business starts

Those who had started a business were asked to provide some details around the nature of their business. The findings demonstrate the sheer range and variety of businesses started, including:

- Nanny agency
- Chocolate retailer
- Takeaway food
- Social enterprise
- Jewellery making
- Architect
- PA services

This suggests that the campaign is engaging a wide variety of business types from across many different sectors.

We also asked if those who had started a business continue to hold another job as well. Whilst 6 (11.1%) were also in full time employment and 8 (14.8%) had a part time job, the majority 40 (74.1%) stated they had no other jobs.

We also asked them to estimate their turnover for the current financial year and project their turnover for 2011-2012. Our findings show that:

- 23 (43%) respondents estimate a turnover greater than £50,000 in the current financial year
- 39 (74%) respondents estimate a turnover greater than £50,000 in the financial year 2011-2012

5.2 Growing Businesses

Of the 116 respondents that were aware of the campaign, 24 (20.7%) were individuals that were interested in growing an existing business. This is a very small sample size, therefore we must be cautious about our conclusions relating to this group of beneficiaries. However, the following sections discuss our findings in relation to their experience of the campaign.

5.2.1 Appeal of the campaign

We asked how respondents had become aware of the campaign and whether there was a particular aspect that caught their attention. The three main ways in which participants had found out about the campaign were:

- website or websearch (22.7%)
- word of mouth (18.2%)
- advert in the press (18.2%)

Interestingly, word of mouth featured less highly for this group than the start-ups and nascent entrepreneurs. Many established business-owners have good networks, so we might have assumed that they would hear about a campaign of this nature through their interaction with clients and contacts. However, established business-owners are often also incredibly busy, and this can negatively impact on the time available to network. This group were more attracted to adverts in the press, as opposed to articles (which appealed more to start-ups and nascent entrepreneurs). This may be because the articles were designed to appeal to the would-be entrepreneur than the existing business owner.

12 (54.5%) of respondents reported that there was an aspect of the campaign that really caught their interest. The most common examples were:

- Real people that business owners could identify with, talking about real business issues
- Networking
- Mentoring and support

This shows again the power of the entrepreneurs' stories, along with the opportunity to network with and access support from likeminded people.

5.2.2 Influence of the campaign

We explored whether respondents perception and attitude towards growing their business had changed as a result of the campaign, and whether the campaign had influenced them to find out more about growing their business.

- 11 respondents (50%) said that the campaign has changed their perception of and attitude towards growing their business
- 9 (40.9%) stated that it had influenced them to find out more about growing their own business

For those that had been influenced by the campaign to find out more about growing their business we asked them what it was about the campaign that had influenced them. Respondents cited the following reasons:

- “knowing that it can be done and that there are people there to help you”
- “exposure to people in the same boat – hearing their ideas and experiences”
- “the enthusiasm and support of the people involved”
- “made me realise that there is a lot of young talent out there and I need to keep one step ahead”

This suggests that the campaign played an important role in:

- overcoming negative perceptions and confidence issues about whether business growth was possible
- providing access to experienced know-how

5.2.3 If We Can You Can website

As the website is the main conduit for people affected by the campaign to seek further information, we explored respondents' experience of the website. 20 (87%) reported they had accessed the website. Just over half (11) provided examples of what they found to be particularly useful about the website, with commonly cited examples including:

- reading others' stories
- overall presentation is useful and informative
- accessing member profiles

The ability to read the stories of other business people was seen as the most helpful aspect of the website. This correlates with the earlier finding which showed that 'knowing it can be done' and 'hearing ideas and experiences' is what motivates respondents to find out more about growing their business.

Of those that had accessed the website, 17 (85%) went on to become a member, by creating their own profile on the website and joining the community. 1 respondent has accessed mentoring support through the website and 4 have provided mentoring support to others. Together with our findings from start-ups and nascent entrepreneurs, this suggests that *availability* of mentoring is important, even when members don't have an immediate need to access it.

We also asked respondents how the information, advice and support that they received through the campaign website had helped them to grow their business. Responses included:

- helped create a greater focus on the medium to long term development of the business
- allowed me to access events and useful contacts
- brought us into contact with potential clients
- improved our profile
- increased my confidence
- created awareness of my business

This demonstrates that for some businesses, the support provided through the campaign website is directly influencing and contributing to their business development.

5.2.4 Support outside of the campaign

Awareness

One of the main aims of the campaign was to raise awareness of the support available to existing businesses that had an interest in growing. 14 respondents (63.6%) said that, *as a direct result of the campaign*, they are now more aware of support available to those wanting to grow their business. This is very encouraging and suggests that when business owners access the campaign website, it succeeds in making them more aware of the support available to them.

Access

We asked beneficiaries if they had accessed business support outside of the campaign since becoming aware of the campaign. 6 respondents (26.1%) stated that they had accessed some form of business growth support outside of the campaign. 1 of these respondents stated that their decision to do so was influenced by the campaign. This could suggest that, although respondents have become more aware of the support available to them, they may not feel that it is something they need or want.

Of the 6 respondents who had accessed business growth support outside of the campaign 5 had accessed Business Link and 1 had accessed the Entrepreneurs Forum. All 6 respondents stated that they did not find out about this support through the campaign, and that they would have accessed the support at some point anyway regardless of whether they had seen the campaign. This suggests that they are being made aware of available support, but possibly not all the support that is available. Alternatively, it may be a reflection of the already high profiles that Business Link and the Entrepreneurs Forum enjoy, with business owners already being aware of both organisations.

5.2.5 Impact of support received

We asked beneficiaries whether the business growth support they had received, both through the website and outside the campaign, had contributed to their company developing any new products or services or making any changes to become more productive. 8 (38.1%) stated that it had, whilst 9 (42.9%) did not know at this stage. Of those that were developing new products, services or making changes, the following details were provided:

- expanding our offer
- refine our current range of products and develop additional ones
- collaboration with others has widened our customer base
- operating in a wider field and using associates to help with this

In addition, several of the respondents predicted increased staffing levels in the next two years and the majority predicted increases in turnover.

Given that the campaign helped crystallise some respondents' belief that growing their business was possible, these findings suggest that the campaign has contributed to the benefits generated by these businesses' development and growth.

INDIRECT BENEFICIARIES

To gauge the wider reach of the campaign, we engaged with people who were not registered with the campaign but were accessing start-up or business growth support from elsewhere. The findings are shown below.

5.3 Enterprise Agency programme participants (non Enterprise Journey)

We ran three informal focus groups with participants on Enterprise Agency programmes in Northumberland and County Durham. 25 people attended. Of them only one was aware of the campaign. Whilst this is very low, this group are at the very start of their enterprise journey and therefore may be less receptive to messages about entrepreneurship than, say, those already registered with Business Link.

Several others were interested in knowing more as a result of hearing about the campaign during the focus group.

5.4 Enterprise Journey programme participants

Our team is currently undertaking the evaluation of the Enterprise Journey projects on behalf of One North East. Although the evaluation of the Enterprise Journey projects is ongoing and will not conclude until spring 2010, we were able to add questions about the campaign to the electronic survey.

During the period of the evaluation of the campaign, we received 131 survey responses. These came largely from the Flexible Funding project, so represent a diverse range of respondents. 32 (24%) said they were aware of the campaign and 9 had used the website.

During telephone interviews with a further 82 project beneficiaries drawn from across all Enterprise Journey projects, 18 (22%) said they were aware of the campaign and 8 had used the website. 6 of the website users stated that the campaign had made a positive impact on encouraging them to consider starting their own business. Whilst the absolute numbers are small, this shows that a substantial proportion of those that fully connected with the campaign were influenced by it.

5.5 Business Link sign-ups

We also issued an electronic survey to 5624 people who had signed up with Business Link during the lifetime of the campaign. We received 182 full survey responses and a further 10 short responses by email giving a total of 192 responses.

Of these respondents, 37 (19.3%) reported that they were aware of the campaign.

The following analysis is based on the full survey responses (n=182).

Demographic Profile

The ratio of male to female respondents was broadly similar to that for direct beneficiaries, although with slightly fewer females at approximately:

- 62% male
- 38% female

We asked respondents where in the region they came from, and compared the response rates from each subregion with the percentage of the north east's employment base in each subregion:

Subregion	% respondents	% of employment base located in this subregion
Northumberland	16.2%	14%
Tyne and Wear	43.2%	48%
County Durham	13.5%	17%
Tees Valley	27.0%	21%

This shows a different pattern to that of direct beneficiaries, with significantly greater reach into Northumberland and Tees Valley than the campaign and much lower penetration in County Durham.

The age demographic for the Business Link respondents differs from that of direct campaign beneficiaries, as shown in the table below:

Age group	Direct beneficiaries	Indirect beneficiaries
	%	%
under 25	6.2	5.1
25-30	20.2	9.0
30-40	30.2	27.5
40-50	27.1	29.2
over 50	16.3	29.2

This suggests that the campaign may be more successful in engaging the younger age groups (under 30s) than Business Link, but is less appealing to the over-50 market.

As an initial screening, respondents were asked whether they were aware of the campaign. Those that were aware were then asked about where they were on their 'enterprise journey' prior to being asked a series of other questions. 37 people responded to this and the results show that:

- 26 (70%) had started their own business
- 2 (5.4%) were in the process of starting their own business
- 1 (2.7%) were interested in starting a business but not right now
- 8 (21.6%) were interested in growing an existing business

The number of individuals who were aware of the campaign was relatively small at 37, therefore the sample size for these follow-up questions makes it difficult to draw accurate and meaningful conclusions from them. However, the following are the main highlights from the responses:

Appeal of the campaign

Over 75% of the respondents had become aware of the campaign by either an article, advert or flyer. Unlike direct beneficiaries, this group had rarely heard about the campaign through word of mouth. The aspects of the campaign that attracted most of them to the campaign were: the If We Can You Can Challenge (2009); and the stories of real, local successes.

Website

Use of the website was relatively low. 11 (30%) of the respondents had visited the website, and 5 had signed up as members. 1 respondent had received mentoring.

Influence

This group reported limited influence of the campaign on their perceptions and attitudes:

- 14% said that the campaign had changed their awareness of self-employment and the opportunities it presents
- 21% said it had changed their perceptions of starting their own business

However, when questioned during telephone follow-up interviews, the majority of respondents explained that they were already involved in enterprise and knew about the potential for self-employment. Whilst the campaign did not change their views, in many cases they stated that the campaign reinforced their views on self employment. Therefore the campaign provided a helpful reinforcement and encourager to them.

Impact of Support Received

We asked respondents about the campaign's influence on:

- confidence
- motivation
- skills
- optimism
- perceptions of available support

We asked respondents to rate on a scale of 1 to 10 (where 1 is very low and 10 is very high) the campaign's impact on each of these dimensions.

At this point the participants were filtered according to whether they had accessed support other than the If We Can You Can campaign⁶, however both groups were asked the same questions.

Those accessing additional external support (n=22) reported a positive shift in all dimensions. The biggest changes were in confidence and perceived skill levels. Dimensions with the lowest benefit were optimism and motivation. However, during telephone follow-ups it became apparent that this was because optimism and motivation were already high and so could not change as much. When asked about attribution, around 25% of this group rated these impacts as being largely attributable to the campaign⁷.

The results for those that had accessed only the campaign as means of support (n=15) showed small negative shifts across all five dimensions. When discussed during telephone interviews, two issues appeared:

- difficulties associated with getting funding, which is an external factor beyond the remit of the campaign
- disparity between their personal reality of the difficulty of setting up a business, compared with the success stories described by the campaign

Importantly, these negative impacts were also rated as largely non-attributable to the campaign by the majority (86%)⁸.

It is essential to note that these findings come from a very small sample.

⁶ Whilst this group were registered with Business Link, this does not necessarily mean that they accessed additional support from Business Link – they may have only registered or had an initial conversation with a relationship manager

⁷ Respondents rating attribution at 7 or above on a scale of 1 to 10 (where 1 is no attribution and 10 is complete attribution)

⁸ ditto

6 Findings – Economic Impact and Strategic Added Value

In this section we set out our estimates for the quantitative impact of the campaign to date, expressed in net additional gross value added (GVA) and jobs.

6.1 Introduction

Estimating the quantitative economic impact from this campaign is challenging. The campaign aims to stimulate and inspire people to begin or progress their journey towards self employment. It is but one of many factors which may contribute to someone ultimately starting up in business. It may have deeply influenced some people while hardly touching others. Its influence on start ups and the GVA and employment they support is indirect and difficult to assess; it was not conceived as an intervention to directly generate GVA. It is important to bear this in mind when considering the following 'quantitative' impact assessment.

6.2 Method

We have built our estimates up from survey evidence using the following method. We focus on those campaign website users and survey respondents who stated that they have started up a business in 2008 or 2009, the years in which they could have been influenced by the campaign.

Of the 132 survey responses received from the survey 'population' of around 650 campaign website users, 27 (20%) had started up in these years. Our impact estimation focuses on information provided from these people:

- turnover this year (2009/10)
- employment this year (2009/10) and full-time/ part-time
- sector
- campaign additionality (extent to which the campaign influenced start up)

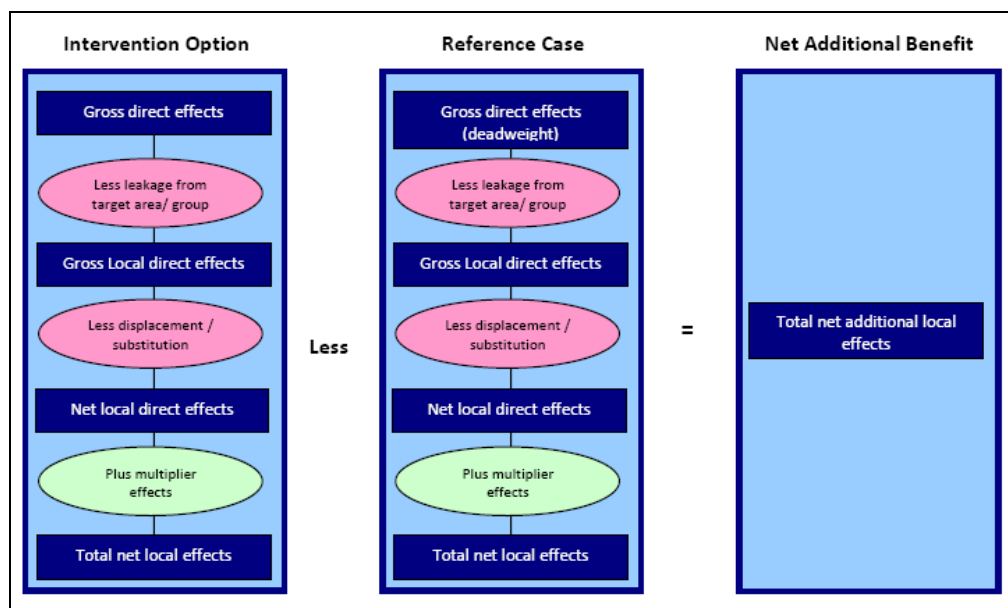
In line with Impact Evaluation Framework (IEF) guidance we applied assumptions on the following to this data using the method illustrated in the figure below:

- sectoral GVA: turnover ratios to translate turnover into GVA
- full-time: part-time ratios to turn jobs into FTE jobs
- sectoral GVA and employment multipliers, leakage, displacement and substitution

We model potential impact for the 'intervention option' (the campaign) and the 'reference case' (no campaign or the deadweight option – what might have happened anyway in the absence of the campaign as assumed through survey responses). We apply gross to net effects (leakage, displacement, substitution and multipliers) to gross GVA (converted from turnover provided by respondents) and jobs to arrive at an estimate of the net additional GVA and jobs which may have been generated by the campaign. We then apply a 'grossing up' ratio to this impact from the sample of businesses surveyed to arrive at an estimate of what might have been the impact across the 'population' of campaign users.

This is the estimate of the impact on the north east economy to date from the campaign which is additional to what might have happened anyway in its absence. It needs to be considered within the context of the assumptions and data sources used and the challenges of assessing impact meaningfully from an awareness raising campaign.

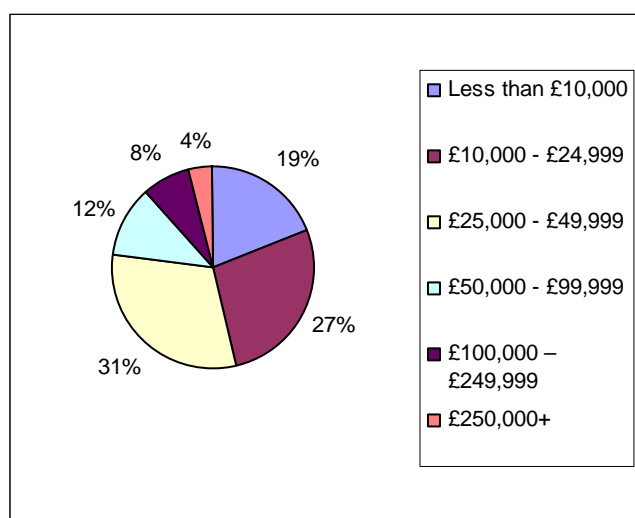
Net additional impact estimation method



6.3 Data and assumptions

Across respondents, 14 started up in 2009 and 13 in 2008. Our starting point is the current annual turnover provided by those who have started up. We asked for turnover ranges and specific turnover values (most respondents provided only the range value). These were as follows, with 77% recording turnover of less than £50,000. We took the midpoint of these ranges to arrive at a gross turnover across the 26 respondents of £1.52 million in 2009. Half of these also existed in 2008, so to account for their turnover in 2008, we have increased this total by 25% (incorporating an assumption that turnover would have been lower in their first year. This takes the gross turnover to date estimate to £1.9m.

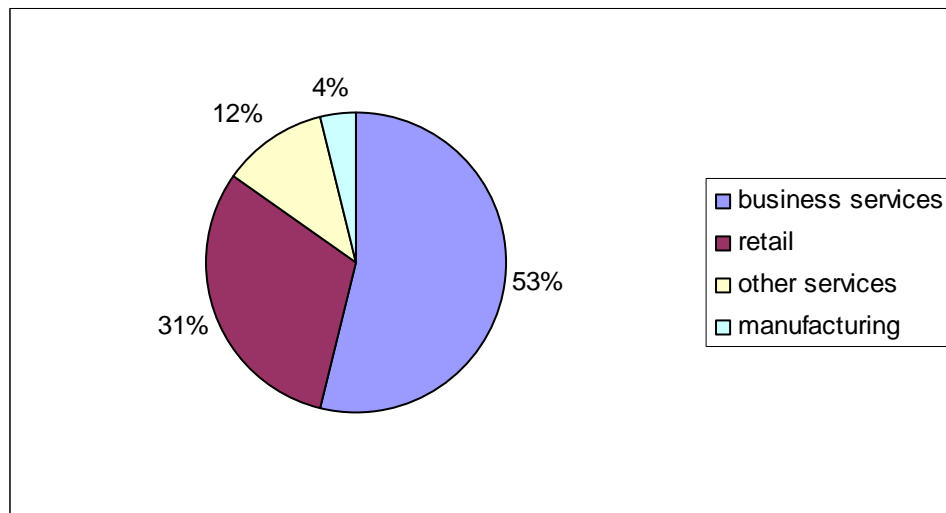
Current revenue across start ups in 2008-09



n=26

The businesses that were started were predominantly business and other service providers (84%). To convert turnover to GVA we applied a ratio of 34%⁹ for the service sector, resulting in a gross GVA to date estimate of £646k.

Broad sector of start ups in 2008-09



n=26

To establish the intervention and reference case options, we used respondent data on the question: 'on a scale of 1-10, where 1 is to no extent at all and 10 is to a great extent, please rate the following statement: my awareness of/ involvement in the 'If We Can You Can' campaign influenced me to become self employed/ start my own business. 13 respondents (48%) scored this 1 or 2 (almost no extent) and 8 (30%) scored it 8-10 (to a great extent). The average score was 4.5. We have used this to approximate deadweight in this estimate – i.e. 45% of GVA impact would have happened anyway in the absence of the campaign. This suggests 'medium' deadweight according to the ready reckoners produced by English Partnerships (EP)¹⁰.

We then applied a low leakage assumption of 5%. EP guidance defines low leakage at 10% where 'the majority of benefits go to the target area/ target group'. With these predominantly micro starts, it is unlikely that much benefit will 'leak' out of the region; the people running them are likely to live in the region.

We then applied a displacement factor of 75% - 'a high level of displacement is likely to arise' in the words of EP guidance. We assume this on the basis of the businesses being started up which appear to be servicing a principally north east regional market and which are providing services which are not unique (others in the region are providing them, albeit it appears that several of the start ups may be providing these in innovative, web-based ways. It is likely, therefore, that these start ups, particularly in recessionary rather than growing markets, will be taking market share from local competitors to a significant extent.

⁹ Scottish Annual Business Inquiry data 2006, Scottish Government, average ratio for services sector businesses – the most up to date regional data available in the UK

¹⁰ Additionality Guide, Second Edition, English Partnerships, 2004

We applied an assumption for substitution of 0% because this effect does not appear relevant to this intervention. We then applied a composite 'Type II' (combined supplier and income) multiplier for GVA of 1.73¹¹.

These gave us estimates for net GVA for the intervention and reference case options, and subtracting the second from the first gave us our estimate for net additional GVA. We then 'grossed up' this impact from our sample of 132 to the user population of 650 using this ratio of 4.9 (650/132). This assumption implies that the impact would be the same across those campaign users not surveyed as those surveyed.

We estimated employment impact using the same method. 20 of the 26 respondents (77%) stated that they only employ 1 or 2 staff (including themselves), and in total, employment was 49. Nine respondents (33%) ran their businesses while holding down a job, while for 18 (67%), their business was their job. Using an estimate of 1 part-time job = 0.6 full-time jobs, we translated the 49 jobs into 42.5 gross FTE jobs. We then applied the same assumptions on gross to net effects, except for using an employment multiplier derived on the same basis from the same source of 1.52, to give us net additional FTE employment.

This is a summary of the assumptions we used:

Summary of assumptions

Assumption	Value
GVA: turnover ratio	34%
part-time: full-time ratio	60%
leakage	5%
displacement	75%
substitution	0%
GVA multiplier	1.73
employment multiplier	1.52
deadweight	45%

¹¹ composite multiplier estimated for footwear manufacture, retail, computing services, other business services and other services (sectors approximating the start up businesses) from Scottish Type II multipliers (2004 data), Scottish Government – the most up to date regional multipliers available in the UK

6.4 Estimates

Applying the method and assumptions described above gives us the following impact estimates:

Quantitative impact estimates

	GVA (£)	FTE jobs
	2008-09	2009
Intervention Option		
Gross Impact	646,425	42.5
Leakage	5%	5%
Displacement	75%	75%
Substitution	0%	0%
Multiplier	1.73	1.52
Net impact	265,600	15.3
Reference Case		
Deadweight	45%	45%
Gross impact	290,891	19
Leakage	5%	5%
Displacement	75%	75%
Substitution	0%	0%
Multiplier	1.73	1.52
Net impact	119,520	6.9
Net additional impact (survey)	146,080	8.4
gross up ratio	4.9	4.9
Net additional impact (population)	715,792	37.9

These suggest that net GVA associated with the start ups captured in our survey over 2008 and 2009 could have been £266k, but that £120k of this may have occurred anyway. This leaves a net additional GVA impact across the survey sample of 132 of £146k. Grossing this impact up across the population of 650 website users suggests a net additional GVA 'return' to date which could be of the order of £716k.

GVA attributable to the campaign will be recorded each year, so further impact could be expected in future years in firms which have started up. We do not believe that there is much value in attempting an estimate of such future impact since it would introduce further subjectivity into the estimation process (for example in assuming growth and survival rates for these businesses which have only recently started).

On employment our estimates suggest that net FTE employment associated with the start ups captured in our survey over 2008 and 2009 could have been 15 FTE jobs, but that 7 of these may have occurred anyway. This leaves a net additional employment impact across the survey sample of 132 of 8 FTE jobs. Grossing this impact up across the population of 650 website users suggests a net additional FTE job 'return' to date which could be of the order of 38 FTE jobs.

6.5 Future start ups

There will be further impact attributable to the campaign to the extent that it influences people to start businesses in the future – both where they were not planning to start but the campaign ‘switches them on’ to self employment and where they were planning to start, but the campaign speeds up this process. Quantifying this sort of impact from a campaign is a more subjective process than that applied for people who have started up already, since it requires people to project turnover and employment for businesses they haven't yet started.

15 respondents (11% of survey respondents) stated that they were in the process of starting up (8) or thinking of starting up in the future (7). Of the 8 who stated when they expected to start, 6 said within a year, 1 between 1-2 years, and 1 in 3 years or more. On average, they thought they would employ 2 people (including themselves) in their first year of business. Of those who answered, 4 thought they would record first year turnover of £50k or under, 2 between £50k and £100k, and 1 >£250k.

In two thirds of cases (6 out of 9 responses), people said the campaign had helped them move nearer towards self employment. This suggests reasonable ‘additionality’ for the campaign in influencing people towards self employment.

The dataset is too small to allow us to estimate with confidence GVA or employment for firms which may start up in the future from the population of people who have engaged with the campaign.

6.6 Growing businesses

There are also people who have engaged with the campaign who are interested in growing an existing business (25 respondents or 18% of the survey). If the campaign influenced them to seek out and access support to help them grow, and they subsequently achieved growth, there will be some GVA impact attributable to the campaign.

52% of these people suggested the campaign had changed their attitude to growing their business and 44% were influenced to find out more about growing their business. 86% had become members of the website, 10% had received mentoring support and 29%, other business growth support, principally through Business Link. As a result of business support received, 41% state that they will make changes to become more productive or introduce new products or services. All but one of these (86%) would have accessed this support anyway in the absence of the campaign. This suggests that the campaign has had some effect in encouraging people to access support for growth, but that any growth impact attributable to the campaign will ultimately be low, since most people would have accessed this support anyway.

Also, as with the potential start ups, there is too small a dataset of respondents on which to estimate with confidence any GVA attributable to the role of the campaign.

6.7 Strategic Added Value

The business case for the campaign sets out how the campaign will deliver strategic added value (SAV), as follows:

- Strategic and catalytic activity – using a high impact campaign with leading entrepreneurs, to stimulate and inspire businesses and graduates
- Increasing co-ordination, alignment and partnership – linking to and benefiting from an events programme to enhance and embed its message
- Improving intelligence, influencing and awareness raising – raising awareness of the enterprise agenda; developing an evidence base for the impact of a campaign approach

Some progress has been made against all of these, as follows:

Strategic and catalytic activity

Many direct beneficiaries report that the campaign has influenced their awareness and attitudes towards self employment. However, the level of influence in the wider population has been more limited.

Increasing co-ordination, alignment and partnership

The campaign has aligned with the Entrepreneurs Forum activities and events. This was a natural fit as the Entrepreneurs Forum also runs the campaign. There have been some successes in building partnerships with, for example, the County Durham enterprise advocate and the Princes Trust. Further work is needed on integrating and aligning with the enterprise community at large.

Improving intelligence, influencing and awareness raising

The campaign has raised awareness of enterprise amongst its direct beneficiaries, and has reached over 1 million people with its messages. However, it is not clear whether these messages have been absorbed by those in the wider population.

Areas for improvement

Our findings suggest that further work is needed on:

- 'Landing' the campaign message, to ensure that more people are reached, inspired and stimulated
- improving alignment beyond the Entrepreneurs Forum events programme, to embrace provider organisations, LEGIs, Business Link and the Regional Image Strategy thus generating greater alignment co-ordination and synergy
- developing a series of measures that demonstrate impact

7 Conclusions and recommendations

The goal of If We Can You Can is an ambitious one. Changing a region's language, culture and attitudes takes time. The campaign has been running since 2007, so has had time to develop its messaging and delivery models. However, it is still relatively early days for a project of this kind. Our overarching conclusion from the evaluation is that If We Can You Can is a work in progress, with much to build on. It has a powerful asset base from which to build future impact, including:

- support and goodwill from the region's media
- a growing cadre of entrepreneurs who are willing to help others
- willingness on the part of the campaign team and provider organisations to work together in future towards common goals

In the following sections we draw more detailed conclusions.

7.1 Performance against objectives

7.1.1 Reach

It appears likely that the campaign has achieved its target of reaching 1 million people in the north east of England to raise awareness of starting a business as a credible career option. The more difficult question to answer is whether its messages have been absorbed. It is not possible, without a regularly repeated large-scale survey, to know whether the campaign is reaching and influencing the wider public. However, the feedback we received from members of the target audiences and from stakeholders suggests that the campaign messages are not 'landing' with the wider public to the desired extent.

Based on the available evidence, the campaign is still a very long way from the levels of inspiration that it wants to achieve (target of: 30% of those reached are inspired to the point of considering starting a business as a credible option).

At present, awareness of the campaign outside the If We Can You Can community is between 4% and 30% amongst those who are actively involved in starting or growing a business, or thinking about doing so. It might be reasonable to assume that awareness of the campaign amongst people who are currently indifferent to starting a business will be lower. However, a regional large-scale survey would provide a more robust assessment.

Recommendation

One North East should commission questions in the regional household survey, to establish the reach and influence of the campaign; these questions would need to be repeated on an annual basis to track progress

If the campaign were to integrate more closely with the enterprise community then it may be possible to improve its level of influence. However, 285,000 does seem a very ambitious target, and it may be appropriate to revise this down.

There are clearly concerns in the stakeholder community about the extent to which the campaign resonates with ordinary people. The role models used, combined with the look and feel of the campaign, communicate a glossy, successful image that may deter those who lack confidence. This presents the risk of the campaign being seen as an exclusive 'club' rather than something for everyone.

The beneficiary survey suggests that the campaign is being most successful in targeting audiences 2 (start up businesses) and 3 (nascent entrepreneurs), with some progress on audience 4 (4-5 year old businesses). Less progress has been made with the post-16 to graduate student audience. This age group is disproportionately affected by the economic downturn, with fewer job opportunities than ever before. They also fit well with One North East's enterprise journey Snowboarders market segment, so are ripe for inspiration about enterprise. One North East and its partners have delivered

successful enterprise projects for young people in recent years, and the campaign could build on this by targeting this audience more intensively now.

7.1.2 Leverage

Our assessment suggests that the campaign has exceeded its leverage target. It has leveraged substantial goodwill from the region's entrepreneurs. We would question whether the financial value ascribed to their in kind support is realistic, as the notional hourly rates used to calculate their contribution appear excessive. Without knowing the salaries of the individuals involved, it is not possible to accurately calculate the value of the in kind support, but would suggest that the campaign's estimated in kind support calculations should be reduced by at least 50%. However this should not detract from the wider value of the goodwill leveraged, and the credibility and authenticity these individuals have lent to the campaign.

In addition to in kind support from entrepreneurs, the campaign has secured press advertising discounts amounting to £360,000. It has also leveraged a concerted effort from competitor publications – not an easy task.

7.1.3 Partnership

The campaign has had mixed success in developing deep reciprocal partnerships with other organisations in the enterprise community. We acknowledge and applaud the breadth and extent of the campaign manager's networking and relationship building since the campaign began; the focus now needs to be on developing depth of relationships with key partners, such as Business Link, enterprise agencies, LEGIs and other members of the enterprise provider community. There needs to be a shift from providers seeing the campaign as peripheral to them seeing the campaign as central and core to creating a more enterprise region. There have been some notable successes, such the partnership with Princes Trust and the involvement of role models by the County Durham enterprise advocate; these have been built on mutual benefit and willingness to work together. This needs to be replicated with others, to ensure that the campaign can maximise its reach and support the region's enterprise journey. We discuss this theme further in the Looking Ahead section below.

We note that the 'partners' section of the website is under development, and that this will help generate traffic to provider organisations and in turn encourage partnership working. This development should be prioritised.

Recommendation

The development and population of the 'partners' section of the website is very important and should be accelerated. To ensure this development is successful, the campaign manager should engage with provider organisations to identify the best format for presenting partner information; we understand this has already commenced with some partners and would encourage the campaign to engage a wide range of partners.

7.2 Level of influence

It is unlikely that a campaign alone would influence someone to start or grow their business. The campaign is a facilitator which might:

- plant the seed of an idea
- encourage an individual to see themselves as an entrepreneur
- enable an individual to learn from someone more experienced and overcome their fears about starting or growing a business

Our findings suggest that many of the people engaged with the If We Can You Can community were already feeling positive towards the idea of starting or growing a business. Attribution levels are modest, but the campaign appears to have made a contribution to the successful start-up and growth of some member businesses.

Only one indirect beneficiary cited the campaign as raising their awareness of self employment as an option, and a very small number reported that the campaign had encouraged them. Therefore, amongst the wider public and nascent entrepreneur community, the campaign does not appear to be having a major influence on attitudes towards entrepreneurship. Again, a large-scale survey would answer this question more conclusively.

We address the issues of influence and reach, and how to resolve them, in the Looking Ahead section below.

7.3 Successes to date

The campaign has had some notable successes in its first two years of operation:

- mobilising the region's press and media in pursuit of a common message – this is a major achievement
- website statistics – independent review of the campaign website reveals impressive length of stay, pages viewed and bounce rates; when people come to the website, they stay, look around and obviously find something that holds their attention
- resources – the resources available from the campaign (such as If We Can Do.... booklets, What Makes an Entrepreneur?, If These Women Can, Could You Be An Entrepreneur) are well-regarded by provider organisations, who find them a high quality resource that complements their provision
- contractor team – the various specialist contractors work well together as a partnership, in pursuit of a shared goal

We would also highlight the enthusiasm of the enterprise agencies, not as a success *per se*, but as a positive aspect that can be built upon in the future. Whilst we note their concerns about the depth and reciprocity of partnership working, they have consistently communicated an enthusiasm for working with the campaign in future.

7.4 Accepting limitations

We note stakeholders' concerns about whether the web-centric nature of the campaign, and the look and feel of its materials, may deter some groups from the campaign and online community. We agree that the image presented is a glossy, corporate one that exudes success, and that this can be intimidating to many people. We also agree that the web does not work for certain groups in society.

It does appear that the campaign is more appealing to those with ambition and motivation to start a successful business, and that the indifferent member of the public or the self-employed tradesperson might not identify with it.

However, realistically, no campaign can be all things to all people – any design, style or channel will appeal to some and deter others. There is a risk that if the campaign were to try to appeal to every segment of the market it would either:

- become so bland as to be pointless, or
- appeal to different segments and, in so doing, deter those that had previously been engaged

A policy decision is required from One North East about whether the campaign's current appeal, to relatively motivated would-be business owners and those with growth ambitions, is appropriate. The wide integration of the campaign (discussed below) is essential, as today's one-man-band plumber could – with support and encouragement – become a significant employer in future. By integrating the campaign with stronger partnership links, everyone who aspires to be *any* kind of entrepreneur can locate the support they need via the campaign, even if they only pass through on their way to an enterprise agency; after all, they may come back later when their aspirations have changed.

Recommendation

One North East should make a decision about whether the campaign's current appeal is appropriate and communicate the campaign's role and place to all partners in the enterprise community.

7.5 Looking ahead

The enterprise landscape in the north east has changed since the campaign was initiated. One North East has a much more co-ordinated and strategic approach to enterprise animation than it did previously, and Business and Enterprise North East has become established as the provider of Business Link in the region. At the same time, budgetary constraints are increasing and there is greater pressure from government for One North East to demonstrate value for money and impact.

It is against this backdrop that we make recommendations for future improvement of the campaign.

7.5.1 Integration

The campaign manager has worked hard on building relationships across the region, however there needs to be much greater integration of If We Can You Can within the enterprise community.

The only way to achieve maximum value for money for One North East's investment in enterprise is to ensure that all parts of the enterprise journey are fully joined up and working together. Having a campaign like If We Can You Can supporting and woven through enterprise provision in the region represents a fantastic opportunity to strengthen enterprise provision in the north east. At present, this opportunity for collaboration and synergy is being missed.

We recognise that this is not all down to the campaign – other parts of the enterprise community are not necessarily integrating as well as they should either, and are not always receptive to partnership working. However, the campaign is a critical link in the enterprise journey and needs to be running through the heart of all enterprise activity – like the words in a stick of rock.

Given the campaign's limited human resource, greater integration would help the campaign achieve its goals more effectively; working smarter, not harder. If providers and the campaign were working in greater partnership, they could each support and contribute to each other's objectives and potentially create a much higher profile for enterprise in the region. This would also generate greater Strategic Added Value. One North East is in a unique position, as funder of the majority of enterprise provision in the region, to facilitate the integration process; creating the conditions in which organisations will be willing and able to collaborate.

Recommendation

The campaign needs to integrate more closely with other parts of the enterprise community in the region. In practical terms, integration should take the following forms:

- Improved dialogue between the campaign and Business Link, including:
 - collaborative approaches to events, activities and materials
 - agreement to track referrals in both directions
- Improved dialogue between the campaign and the Regional Image Strategy team, including collaborative approaches to events, activities and materials
- Improved dialogue between the campaign and LEGI programmes, including:
 - collaborative approaches to events, activities and materials
 - agreement to track referrals in both directions
- Development of working partnerships with provider organisations, including:
 - two-way referral pathways
 - agreement to track referrals in both directions
 - involvement of appropriate role models in informal settings at programme events
 - piloting of community-based collaborative campaigns (see below)
 - partnership ventures

Recommendation

One North East should facilitate this integration, working with all partners in the enterprise community to ensure they integrate fully.

This integrated approach between the campaign and enterprise providers will require greater flexibility from the campaign team, to tailor and package their messages, role models and resources to suit provider organisations' different client groups. However, the campaign has been proved more than capable of doing so with its local press campaigns; editors told us that the campaign manager was very successful in tailoring messages and role models to different publications' reader bases.

It will also require the campaign manager to target and concentrate his relationship building on provider organisations.

7.5.2 Community based collaborative campaigns – increasing reach and influence

As already discussed, the campaign is only one element of the support that might move someone from indifferent to entrepreneur. It is about awareness raising and peer-to-peer support. Other organisations and programmes provide other practical support to help people set up a business. Our findings show that those who are near the start of their enterprise journey are often not aware of and influenced by the campaign. Stakeholders suggest this may be because the campaign feels too remote and corporate. Our findings also show that the campaign, combined with other support, does make a difference to people starting and growing their businesses *when they choose to engage*. Therefore the question is this: how to reach more nascent entrepreneurs, and encourage them to engage, so that they can benefit from the range of support including the campaign? Our findings from the stakeholder consultation suggest that part of the answer is to make the campaign feel more 'real' to them.

We know from this evaluation, and others that we have done across the UK, that individuals identify with and feel inspired by role models that are very like themselves. We also know that one to one and small group support is more appealing to those who lack confidence and are just dipping their toe into the idea of starting a business.

We also believe there are useful lessons from the Go For It campaign in Northern Ireland – a campaign to encourage more people to start a business. The campaign is somewhat less polished and attractive than the If We Can You Can campaign, but it has very high visibility and has penetrated deep into communities. As well as press and media coverage similar to If We Can You Can, there is a mass poster campaign. The posters appear to be everywhere – buses, taxis, billboards; it's even the last poster that passengers see before going through to departures at the airport.

We recommend the development of pilot community-based campaigns that bring together all the enterprise players in a community to deliver an intensive enterprise 'blitz':

- tailored campaigning by If We Can You Can, using local press and community channels, to promote both the If We Can You Can community and local activities run by the provider organisations and LEGIs and
- involvement of local and regional role models in informal settings, to enable them to share their inspiring stories, warts and all
- LEGI and provider organisations delivering programme activities that link to the campaign messages and utilise campaign materials

These pilots should be evaluated to determine whether this approach should become part of the If We Can You Can model.

Recommendation

The campaign should work with providers in two local communities to pilot an intensive community-based enterprise 'blitz'. The campaign and community partners should agree and implement an evaluation approach that measures impact and allows them to determine whether this should become part of the core If We Can You Can model.

7.5.3 Where next?

Many people who access the campaign website will need additional support and advice, beyond that which is available from the If We Can You Can community. The website needs to:

- have a more explicit call to action – encouraging visitors to take a next step
- make it easy for visitors to see where they can go for additional help

Business Link is already well-profiled as are some provider organisations, but the site needs to have a comprehensive, user-friendly section that helps people make an informed decision about where to get support. We believe the 'partners' section of the website will support this; another reason we recommend that this development is treated as a priority.

However, we recognise that – when faced with a myriad of different providers – website visitors could feel overwhelmed and confused. Therefore the presentation of the partners section will need to be thoughtfully designed. It may be useful to have some sort of diagnostic, where people provide basic information, such as location, age, type of help they are looking for¹². This would allow the website to then present the most relevant support options to the individual.

Recommendation

The campaign website needs to include a more explicit call to action, and provide more comprehensive information and signposting for those who might need more support. The 'partners' section of the website is the appropriate vehicle for this (see above).

7.5.4 Work with young people

Young people are the potential entrepreneurs of the future. They are also disproportionately affected by the economic downturn, and would benefit from more information about alternatives to employment. The campaign has always had a target audience of post-16 to graduate students (target audience 1), but has not yet worked extensively with them. It is now timely to increase the focus on young people. However, it is important to recognise that there are many organisations and individuals working with the post-16 student population on enterprise and entrepreneurship activities. The campaign's role should be to provide tailored access to role models and resources for schools, colleges and universities, working through EBLOs, LEGI programmes and educationalists to support activities underway in schools, colleges and universities. This should follow a similar pattern to the recommended approach to integration with other parts of the enterprise community.

Recommendation

If We Can You Can should increase its support for organisations and educationalists working with target audience 1 (post-16 to graduate students), working in partnership with them to enable access to meaningful role models and resources to support existing programmes of delivery. This support should be tailored to individual schools', colleges' and universities needs.

The campaign should also provide young people with access to enterprising@ - the young people's arm of the Entrepreneurs Forum currently under development, to give them access to mentoring and peer support.

¹² For example a cut down version of the Hanlon enterprise diagnostic

7.6 Measurement

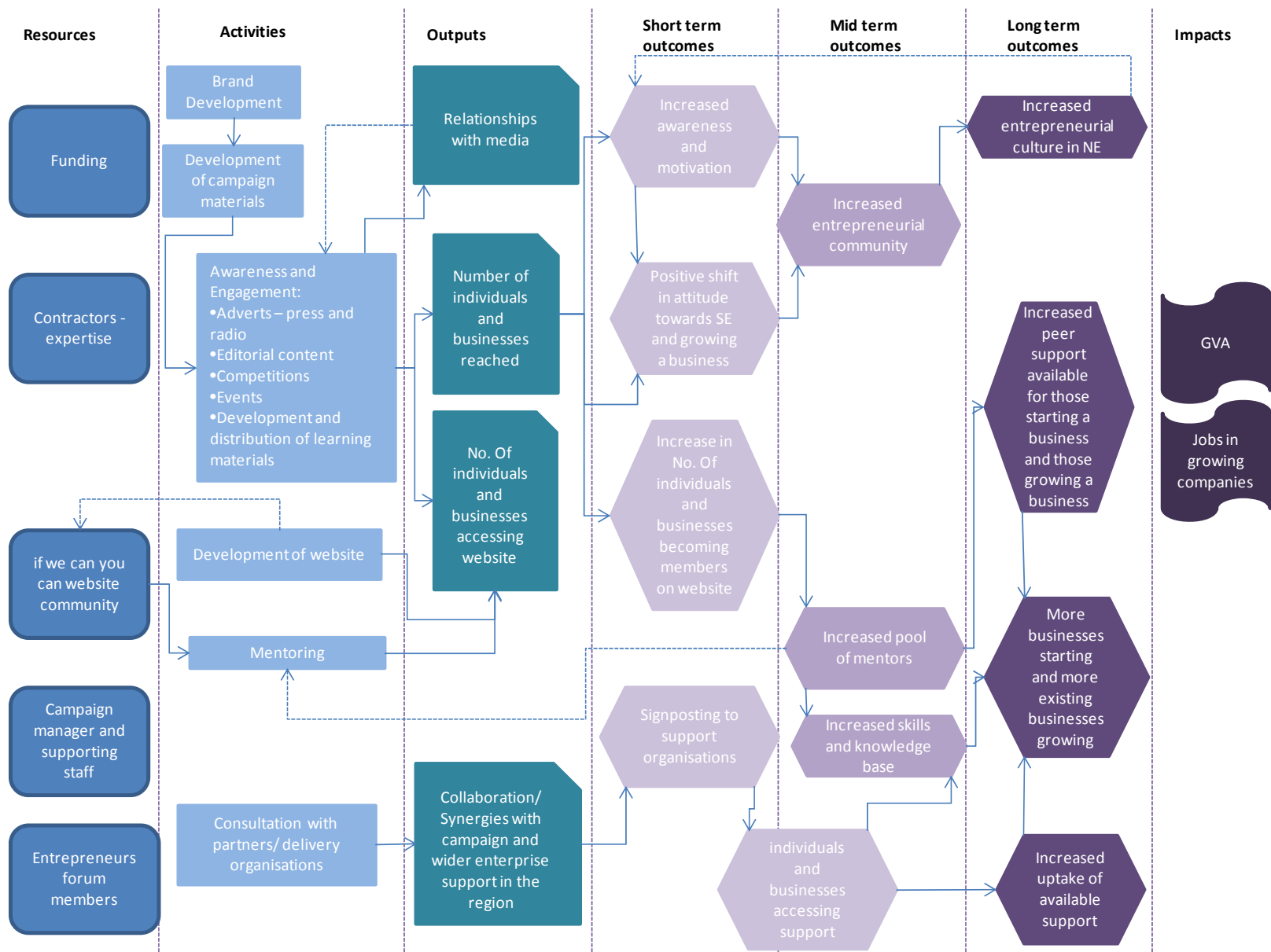
One of the main challenges that the campaign faces is how to measure and demonstrate success. A marketing campaign is different to an enterprise programme, where beneficiary numbers and business start-ups can be measured. Whilst the campaign has generated some economic impact, its role as a facilitator rather than a deliverer means that it should not really be assessed on traditional enterprise programme measures. However, One North East must demonstrate value for money and impact, and therefore needs some clear measures that it can apply to the campaign. The measures need to cover more than just activity, and they must attempt to capture the quality of the campaign's reach rather than just the quantity.

Recommendation

One North East should use the following measures for campaign in future. Each of these measures should have an agreed target attached:

- web statistics (monthly)
 - number of visitors
 - number of unique visitors
 - length of stay
 - average pages viewed
 - most frequently viewed pages
 - bounce rate
 - number of community sign-ups
- household survey questions
 - awareness and influence of campaign
 - general perceptions of enterprise
 - repeated annually
- 2-way referral tracking
 - between campaign and providers
 - between campaign and business link
- number and type of partner activities supported
 - aiming for more involvement of role models in provider organisations' programmes
- number and type of partnership ventures with provider organisations

Appendix 1
Detailed logic model



Appendix 2
Stakeholder interview list

The following stakeholders were consulted during the evaluation:

Name	Organisation
Carole Beverley	Entrepreneurs Forum
Jonathan Lamb	Business Enterprise North East
Paul McEldon	Business Innovation Centre
Sue Parkinson	CDC (and chair of NEEAL)
Graeme Oram	Five Lamps
Sylvia Grainger	Northumberland Business Services Ltd
Iain Scott	Enterprise Island
Meryl Dodd	Actif
Karen Kenmare	In Biz
David Beavis	Princes Trust
Martin Townshend	Wansbeck LEGI (Northumberland County Council)
E Patterson	East Durham LEGI (Durham County Council)
John Scott	South Tyneside Council
Gareth Trainer	Newcastle University
Tim Pain	One North East
Mike Hawkins	One North East
Tania Robinson	One North East
Ian Williams	One North East
Paul Callaghan	Entrepreneurs Forum Board member
Julie Drummond	Entrepreneurs Forum Board member
Helen Stark	Stark, Hartley Atkinson
Robin Cordy	TH_NK
Peter Allcroft	Robson Brown
Rob Lawson (editor)	North East Press (incl Echo)
Phil Jackson (special projects)	NCJ Media (incl Journal)
Darren Thwaites	Middlesborough Evening Gazette
Kim Miljus	Metro Radio