



Tees Valley

Engineering Partnership

Marketing Strategy 2007

Our Core Brand Values

- Networking
- Partnerships
- Prospecting
- Promotions

A focused way forward...

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1.Executive Summary

The following plan was commissioned to define and concentrate TVEP's marketing activities over the forthcoming year (2007-08). The new marketing focus made explicit in this plan encompasses TVEP's core objectives to provide a strategic way forward, established within the operational objectives.

Analysis has led to the segmentation of TVEP's target markets and are categorised as; The next generation; Public sector providers; Members/partnerships; External Investors. From here specific services for each group are clearly allocated

To gain further insight into the needs of TVEP's core market (engineering companies) a member research project was conducted (Feb 07). Research results have provided the basis for TVEP's selling point and defined member specific services and benefits; Networking; Collective promotion; Lead generation; CV sharing; Skills development; Regional development information. With the skills agenda arising as the most prevalent issue for TVEP to address.

With a satisfaction rating average of 7 the research has identified areas that require improvement and development to which are incorporated into the marketing strategy.

The marketing strategy provides a detailed analysis of the tools that will be used in meeting the partnerships operational objectives and member needs. The strategy identifies word-of-mouth referrals to be the most effective medium of attaining new members. The production of welcome packs and generic sales literature are also outlined as key communications activities.

The plan has refined TVEP's marketing focus and services. The effective implementation of the strategy will provide TVEP's fundamental marketing driver.

2. TVEP Core Objectives

1. To provide a strategy that has clear direction, energy and leadership
2. To collaborate closely with public sector partners in order to complement existing local and regional economic plans
3. To highlight the supply-chain infrastructure (collective capability) that exists in the region
4. To provide tangible evidence of our successes that will influence future economic plans and ensure further funding
5. To have a membership of 60 engineering companies represented on the website and 40 companies contributing to the activities of TVEP by Aug 07
6. To actively increase the profile of Teesside's engineering capability locally, nationally and internationally
7. To have an effective communications policy that markets the vision and the brand within the marketing strategy

3. Operational Objectives

1. To concentrate upon 5 Main Functions as requested by Members –
 - Networking
 - Providing Market Leads
 - Access to CV's
 - Collective Promotions outside of Tees Valley
 - Provide Inward Investment Updates
2. To market the collective capacity of the member engineering companies
3. To create awareness and promote Engineering Training & Skills Development to the educational market
4. To develop a communications strategy using a variety of tools such as: **Welcome Packs, Generic Sales Literature, Regular Newsletters, Monthly Member Opportunities, Internal Networking events, External Collective Trade Shows, Conferences, and networking Events, Public Relations & News Releases, Web Site Development / Optimisation.**
5. Increase new membership base by 20% Feb 08, encouraged by current member's Word of Mouth Referrals
6. Maintain regular contact & provide Marketing Intelligence updates to RDA's & TVEP Directors.
7. Increase membership involvement

8. Maintain Links with National & International Industry, Governmental agencies about future/potential market opportunities.

4. Contractual outcomes

- £2.5 million additional revenue into the sector as a result of the effectiveness of the TVEP website by August 07
- £0.5 million additional revenue into the sector as a result of technology projects
- To have a portfolio of 60 engineering companies represented on the website and contributing to the activities of TVEP by Aug 07
- To have 40 companies contributing to the activities of TVEP by Aug 07
- To have a marketing strategy that incorporates the activities of all the project groups, currently technology, energy, education and marketing.

5. TVEP Target Markets & Specific Services

Market	Services
<p><i>The Next Generation</i> – Education</p> <p>14 – 19 Agenda</p>	<p>Engineers in schools – role models, IAG, teacher support, after school clubs Yr 9 engagement Enhanced work experience Bring students, trainers and employees together New diplomas – providing employer perspective</p>
<p><i>Public Sector Providers</i></p> <p>Tees Valley Partnership One North East SEMTA</p>	<p>Designing and implementing sector specific strategy Regular performance updates Providing marketing intelligence Capacity and capability information Demand-led perspective to local/regional decision making process</p>
<p><i>Members/Partnerships</i></p> <p>a) Engineering companies b) Associations i.e. NEPIC, NOFenergy c) Educational training providers i.e. NETA d) Back up service providers i.e. PR, Recruitment agencies. Print Suppliers etc.</p>	<p>Networking Assistance in lead generation Collective representation and promotion Sector specific groups (marketing, energy, technology education & skills) CV sharing PR</p>
<p><i>External Investment</i></p> <p>a) Governmental Bodies b) Trade associations c) National & International Industry d) External Investment Bodies</p>	<p>Collective representation & promotion Promotion of supply chain infrastructure</p>

6. Member Research

In order to concentrate TVEP's activities, a member research project was conducted in February 2007. There were 15 respondents. The key findings have resulted in the formulation of the core benefits that follow the data.

(Please see index)

7. Member Benefits

Based on the previous research TVEP have identified the following as the core member specific benefits:

1. Networking with Tees Valley Engineering Community
2. Collective Promotions for inward investment & external opportunities
3. Provide information for Internal & External Lead Generation
4. Sector Specific CV sharing
3. Skills Development Activities
4. Awareness of Regional Developments and Activities

8. Marketing Strategy

The main activity focus between March 2007 to February 2008 will include:

Word of Mouth Referrals

Taken from member research conducted February 2007, the main drivers for membership were: -

1. Networking with Tees Valley Engineering Community
2. Collective Promotions for inward investment & external opportunities
3. Provide information for Internal & External Lead Generation
4. Sector Specific CV sharing
5. Skills Development Promotions

It is intended to develop activities, which concentrate upon the above member requirements.

To receive a referral from a current client, is an easier route to market, and therefore it is proposed to develop ideas to encourage WOM new member referrals. If most members would enjoy specific awareness of their company, promoted throughout the group, then there should be a mode of helping to promote them and reward their commitment to helping TVEP develop, suggested ideas include: -

Monthly PR for internal & external recognition.
Newsletter & Website recognition
Possible annual awards for contribution to TVEP development
Other ideas could be identified via TVEP's marketing group

Welcome Packs

In order to officially confirm new membership, and to provide some added value and communications to all new members, it is proposed that TVEP introduce a welcome pack, which would be provided to each new member upon paperwork completion.

The pack should be TVEP & Client branded and it is proposed to include;

- TVEP's key contact details
- Summary of Membership Benefits.
- Membership Certificate
- Description of Segmented Members & services provided.
- Specific Focus group's functions & key contacts
- Diary of events for next 6 – 12 months
- Instructions on how to apply to complimentary PR & how to feedback details of business achieved via TVEP



- A TVEP branded 'gift' (possibly a USB storage drive – to be discussed and agreed)

Generic Sales Literature

It is TVEP's intention to develop a generic sales piece which will help in the general promotion, and provide specific information on TVEP's activities and membership data. The target audience for this sales tool will include inward investment industry & corporate prospects, government bodies and prospective members. It is intended that the content should include:

- Introduction to TVEP
- Membership Benefits
- Details of membership segmentation & services.
- Tees Valley Engineering Market Intelligence & Data.

It is intended that this piece be completed by April / May 2007

Regular Newsletters

One of TVEP's main aims is to not only create new membership, but also encourage current members to remain as active as possible within membership projects, networking and communications.

As the separate working groups work autonomously, and various activities that occur throughout the months and achievements are not currently communicated, it is TVEP's intention to create a quarterly or bi-annual newsletter for the members.

In order to minimise cost, and adhere to the corporate & social responsibilities, it is intended that the newsletter be produced electronically.

It is seen that the newsletter could be an effective method of communications, summing up activities, TVEP & member achievements to date, perhaps a personal profile of a specific or their organisation, a diary of events, plus some fun content such as competitions etc.

Monthly Member Opportunities

Resulting from recent member research, one of the main drivers in becoming a TVEP member is to develop networking opportunities.

One of TVEP's main criteria for success, is to prove its effectiveness specifically in identifying facts relative to networking i.e. business generated. It is proposed that TVEP provide a platform for leads / data sharing, and it be co-ordinated via TVEP to help retain factual anonymity.

E.g. a member i.e. A Tees Electrical Engineering Company receives an enquiry from a prospective buyer for Fabrication Engineering, but as it is not their field, they cannot help. This member then informs TVEP of all the prospective buyer details i.e. sector, location and requirements (not specific contact details. TVEP will then email all members of the general details – encouraging the newly informed members to reply to TVEP if they could help the prospective buyer with their services.

This monthly or perhaps weekly lead sharing service would add a deeper level of service to the current networking activities.

Internal Networking events

Guest speakers are already one of the main draws for the TVEP members, and it is intended to maintain the momentum with this, along with the specific focus groups, and the regular networking platforms.

In addition, there are plans to look into more internal networking events ideas being:

- Annual awards – for contributions and efforts / achievements within the Engineering Sector.
- Site Visits – where members could be invited as a TVEP collective to Client / prospect sites, for data provision, education of skills deficits, prospective business opportunities.
- Trade Missions. Concentrating upon feedback from marketing group as to developing geographical or technological markets. Sourcing possible funding from governmental bodies, to aid in business development.

External Collective Trade Shows, Conferences, and Networking Events

It is intended that TVEP consult with members, their decision makers and the marketing group to identify services and sector specific key exhibitions and conferences i.e. Offshore Europe, Healthcare Estates, HazardEx, Maintec, Military (at Excel, London) etc.

Once the key events have been agreed upon, that TVEP take a collective group booth, not only providing a promotional platform for each of the member companies who buy into the project, but also promoting the Tees Valley and the Engineering Partnership.

TVEP would coordinate all of the logistics, PR, marketing and build of the booth, then divide the total cost between the participating organisations – without a margin mark up.

As with all buying groups, with a number of clients participating, the official events organisers could look upon the group in a favourable manner, therefore TVEP could have good bargaining power to extend the TVEP member's awareness, by gaining speaking opportunities within the conferences.

TVEP would again look into the possibility of governmental funding to help the TVEP members exhibit.

Public Relations & News Releases

TVEP currently have a deal of x 4 news / press releases per calendar month via RecognitionPR (Darlington). This equates to two full days of work allocated to the partnership each month at a cost of £1,200.

These news releases cannot only be used to promote the activities and benefits of TVEP, but also individual member's newsworthy achievements. It is the member's responsibility to inform TVEP on a monthly basis of news stories.

The articles are released to the local press (Gazette, Northern Echo) plus activity to national trade press, such as 'Platform' and 'Engineering Talk'. This assists the partnership to increase their presence within the community, and also added to the TVEP site. The articles benefit members by providing free publicity and are an incentive to join.

It will be reviewed quarterly as to the effectiveness of these awareness campaigns, and amended accordingly.

TVEP also occasionally participate in promotion via industry literature, for instance the partnership have purchased a full-page article in the North East Vision Magazine March 07.

TVEP have a number of resident engineers who act as 'role models' to the New Generation market, to present the benefits of opting for Engineering skills training.

Web Site Development / Optimisation

TVEP have implemented Google analytics, which provides daily intelligence for web site activity. It is intended that a monthly report be produced, which analyses inbound activity, pages views, geographical locations, key search words, search engine entries, IP Services providers, exit pages and numbers of visitors.

It is intended to regularly review this data and provide additional content to the web site where required to maintain Optimisation.



Advertising

To build brand awareness and drive traffic to www.tvep.co.uk via online display advertising (tyle) sited within the right hand column of the Business Channel within gazzettelive.co.uk

TVEP's geographical target area stretches from Hartlepool in the North and East, in the west stretching from Darlington over to Redcar and Cleveland in the South. Within this geographical territory, the major media publishers are NCJ Media producers of the online publication Gazzettelive and Newsquest with thenorthernecho.co.uk. These are the two publishers and lead titles which TVEP will concentrate upon.

Because 90% percent of TVEP's key audience are based in the Tees Valley. TVEP have identified Gazzettelive as the key online publication to inform and create awareness to this audience. Gazzettelive dominate the Tees Valley readership with an average of 452,00 visitor's p/m based in the region (100,000 in total). Northernecho.co.uk cover the whole of the North East, with local news from the Darlington area, this produces a less targeted audience.

Gazzettelive are the market leader within the Tees valley, yet also have a 29% international readership contributing to the TVEP objective of attracting outside inward investment.

As TVEP are a not for profit organisation, it is policy to try and achieve regular awareness by the mode of news and press releases, with business and consumer community interest. In order to keep marketing spend at a minimum TVEP has secured a deal with Gazzettelive costing £900, which includes a static online display advertisement, which can be altered to coincide with forthcoming promotions at TVEP instruction. Performance monitoring is also included, a monthly report is produced outlining the number of page impressions, unique visitors and click through's the site has received allowing TVEP to track online performance.

The fundamental aim of the advertisement is to drive traffic to the TVEP site, as this is the main communications platform. If successful this will provide members with greater exposure and generated business. As media advertising is expensive, it is planned to restrict budget spend n this mode, but a regular review of advertising activity will be conducted throughout the next 12 months, in line with partnership demands and activities.

Audience specific promotions

In general all TVEP promotions are targeted toward/on-behalf of the membership audience (3) due to the partnership being fundamentally based around an



industrial perspective, therefore promotions are predominantly in relation to meeting the needs of this audience.

However, there are circumstances where promotions are specifically targeted, for instance the recent Christmas lectures event held for school children involved promotion targeted specifically to schools, although all TVEP were also informed via email. When promoting to educational institutions TVEP regularly use the training provider (NETA/SETPOINT), which the project is in conjunction with to organise promotional material due to closer relationships with the schools. Future educational promotions will include the second programme of Yr 9 activity days (NETA), and the forecasted engineering clubs. This is anticipated to benefit members by encouraging more young people to choose engineering as a career pathway through practical experience.

Future segmentation of communications is projected in relation to technology group project 'The Pitch', as TVEP aim to encourage the concept of technology transfer to SME's as opposed to the larger member companies (e.g. Corus) who readily have the resources available to adopt such technologies. The aim is to help the smaller companies adopt the concept of embracing new innovative ways of working to help them remain competitive.

The members form specific focus groups

- Technology,
- Energy,
- Education
- Marketing

There are currently specific marketing communications for each of these groups. This will be maintained, with a view to providing a general newsletter summarising all focus group's activities for all members.

Competitor analysis

As TVEP are a public funded entity and not a profitable organisation competitive analysis is not heavily concentrated on within the partnerships strategy.

However, competitive threat could derive from TVEP and a comparable organisation such as NEPIC pioneering a similar initiative, therefore diluting the others effectiveness. Consequently duplication of this nature is avoided due to continuous communication with associate bodies.

Electronic Communications

Contact via email marketing is TVEP's preferred and most utilised mode of audience communication. TVEP operate on a limited budget making the continual distribution of literature to a +50 member database near impossible and very inefficient, email provides a cost effective source of delivering the partnerships information. Timing also is a factor, TVEP may have an influx of information that requires a speedy distribution and response such as a last

minute event or copy deadlines. Email gives a high-speed method of communication.

The length of time it takes for a member to receive a message is also an imperative factor as the majority of TVEP's audience are managing directors or in similar senior positions and therefore have very demanding work schedules. The nature of member's working lives make email the most appropriate medium as contact by phone and mail lengthen the delivery time and reduce the probability of exchange.

TVEP operate a policy that has no commercial gain, therefore the emails dispatched are for the complete benefit of the recipient. TVEP adopt a policy of only sending emails when absolutely necessary in order to communicate essential member information and it is not TVEP policy to mass email, as this may inconvenience some members.

Key Accounts

TVEP view all members as equal and place the same value on each member's contribution. In order to provide all TVEP members with equal time, attention and opportunities for contact with TVEP, there has been a policy decided upon a level playing field, where no key accounts will be identified.

Market research

In order to concentrate TVEP's activities, a member research project was conducted in February 2007. There were 15 respondents. The key findings have resulted in the formulation of the core benefits as listed earlier. Further evaluation of progress will be collected through member testimonial collection April 07.

Sponsorship

Sponsorship is a sporadically used marketing tool, consideration to sponsorship comes as and when the opportunity arises. The partnership sponsors the prize in the young engineer of the year annually, in order to give further significance to the award and create a presence amongst the young target audience. Sponsorship of engineering clubs for engineering GCSE pupils is also proposed, this will allow pupils to reinforce their learning through practical application therefore increase the probability of pursuing engineering further.

TVEP also participated in sponsoring a table at the Institute of Mechanical Engineers dinner, this is a very prestigious event to which some of the most influential engineering personnel are in attendance. TVEP did this in attempt to raise the partnership profile and therefore attain more members. Raising profile and awareness are a key partnership objective and a presence at such an event offers the ideal environment to gain some targeted exposure.

Sales Activities

1. Literature

In order to provide a source of consistent, tangible information a generic piece of literature outlining TVEP membership benefits and services is to be produced by April 2007. In addition four audience specific items are to be published based on the actions of the individual TVEP groups.

2. Inbound leads

An initial explanation of partnership aims, benefits and services are to be provided to the prospect, followed by a corresponding email and distribution (mailing) of TVEP generic information document. A diarised follow up call will then be made. The main aim of an inbound lead is to achieve a face-to-face meeting.

3. Membership methodology

Upon membership agreement, TVEP's marketing assistant will send out and process application (pro-forma), database the audience specific information and dispatch thank you/welcome email. The information will be then be entered for segmented marketing communications.

4. Cold leads

TVEP continuously aim to grow the membership/associates of the partnership. TVEP actively encourage word of mouth referrals via current members. A prospect database of +300 companies within the Tees Valley is currently being cleansed, and generic promotional pieces will be sent to the specific decision makers.

5. CRM strategy (customer relationship management)

Currently TVEP communicate with members predominantly by email and occasional telephone contact. Quarterly open-forum meetings provide an opportunity for all TVEP members to be updated on current TVEP projects. There are also 2 hourly meetings per month allocated to each of the four groups.

By improved CRM TVEP would hope to enhance two-way communication and maintain/improve existing informative relationships. TVEP are aiming for increased involvement and interest from current members and an overall more positive open relationship.

By achieving this TVEP would have more input from a larger number of members and therefore a stronger more committed partnership, this would strengthen TVEP influence with public sector bodies hence, lobbying power. The partnership would also have improved collaboration between members resulting in a stronger

local supply chain by more work being retained in the area. The partnership would also hope to achieve higher retention rates of new and existing members by maintaining a higher level of involvement and preventing loss of interest.

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1. Background

The TVEP is an alliance of Directors and senior managers from engineering companies and public bodies throughout the Tees Valley. The partnership has a **single aim**

- **To provide strategic direction ensuring the sustainability of the engineering sector.**

Established in 2001, to provide the sector with a forum through which they could exert influence and instigate positive change, it has been a project that demonstrates that the industry, working together, can achieve more than the individual parts.

The Partnership has one full-time Manager, a full time marketing assistant and a decision-making Board of around 20 senior people who give their time to the project. They are divided between an executive committee (6 industrialists plus chair), which acts as the central decision making unit, a marketing, energy, technology and education group. The current Chair is John Hornby, Head of Construction and Completion at Aker Kvaerner in Stockton. The host organisation is SEMTA, who provide accommodation and financial management.

TVEP is a public funded not for profit organisation, funding is provided by the Tees Valley Partnership, One North East source this finance. The project has received funding until 2008, when further review will be made around future funding.

The TVEP have four main target audiences that include;

- **The Next Generation** - i.e. Education, the partnership initiates numerous projects within schools and FE/HE in order to develop young people's awareness of the sector, and encourage them to take engineering as a career pathway. The current manpower and skills deficit within engineering make this work essential.
- **The Public Sector** -Providing demand-led opinion, regular performance updates, market intelligence. It is vital for TVEP to retain a positive relationship with this group to retain strategic influence.
- **Members** - Engineering companies within the Tees Valley. These are the partnership's fundamental audience, TVEP acts solely to benefit this group. Providing networking, partnerships, prospecting and promotional opportunities.
- **The External Investors.** The partnership promotes the collective capability in the Tees Valley to attract inward investment.



The whole motivation behind the project is to support and strengthen the engineering sector in the Tees Valley to ensure a sustainable future.

TVEP operate within the Tees Valley, which covers Hartlepool in the North East over to Darlington in the West and Redcar and Cleveland in the South.

2. Summary of Achievements to Date

Further actual achievements will be implemented subsequent to member testimonial collection April 07.

1. Education

Raising profile to academia

- Xmas lectures - a series of four presentations aimed at 11-13 yr olds took place at Teesside University, December 06, a total of 650 attendees, 13 schools participated. The aim was to excite and stimulate the pupils before choosing their GCSE options.
- Engineers in residence – currently 16 engineers based in 8 schools around the Tees Valley.
- Site visits – 5 visits have taken place to reinforce GCSE engineering learning companies to participate include: ARRK, Wilton Engineering, Aker Kvaerner, Conoco Phillips
- Young persons Health and safety passports – Aimed at fostering employee engagement by providing health and safety training therefore reducing risk for the employer. Design and development finalised. First school (Newlands) completed Jan 07.
- Yr 9 activity days – Day of engineering activities incorporating the design and production of an end product and site visit. 114 pupils participated in June 06, 60+ scheduled for January to June 07.
- TVEP as a link between education and industry – TVEP are present on the board of the Middlesbrough 14-19 diploma development board, providing an employer perspective.

2. Public Sector

The partnership has been very successful to date and has achieved all objectives set by One North East within the allocated time frame. These include:

- *Energy Hub report published by September 06*, the report was effectively completed by Ian Click (energy consultant) in September 06.
- *Foresight visioning exercise update from September 06*, TVEP are currently in the process of producing an updated document (March, 07).
- *Stakeholder conferences*, TVEP have hosted two events: June 06, Business Breakfast Middlesbrough Riverside Stadium, 70+ attendees.

February 07, The TVEP Project Preview event, 13th February at the Darlington football arena, the event generated an attendance of over 80+ guests

- *45 companies on the TVEP directory April 07, (March 07) TVEP have a total of 51 members on record.*

Member Specific

- Case studies - In development
- Strategic case for engineering by April 07 - In development
- Positive PR – Four articles are produced each month reflecting the work of the TVEP and promoting the achievements of members
- X3 Recruitment & Skills Development Deals
- X2 Inward investment / Company Expansion projects
- X 2 Ongoing Sales Lead Developments

5. Members

- 51 members recruited by February 2007
- Open- forum meeting every quarter – 4 open-forums to date
- 2 hour per month specific group meetings
- Networking events – 70 attendees at business breakfast June 06, 80+ attendees at 'The Project Preview Event' February 07
- Information updates – Continuous and on-going events info dates, times etc.
- Free PR - Providing newsworthy members with complimentary news releases.

3. Time Frame Activity Plan

Month	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Audience									
Education									
Yr 9	•	•	•	•					
E.I.S	•	•	•	•			•	•	•
Work Exp	•	•	•	•					
Xmas Lectures								•	•
Public Sector									
Survey	•	•							
Strategy		•	•	•	•				
SEMTA			•	•					
NOF		•	•	•					
Future matters	•	•							
Members									
Open-forum	•		•		•		•		•

4. Pricing

TVEP does not charge membership fees. However there is a requirement to explore how to raise income in response to activities initiated by the Partnership.

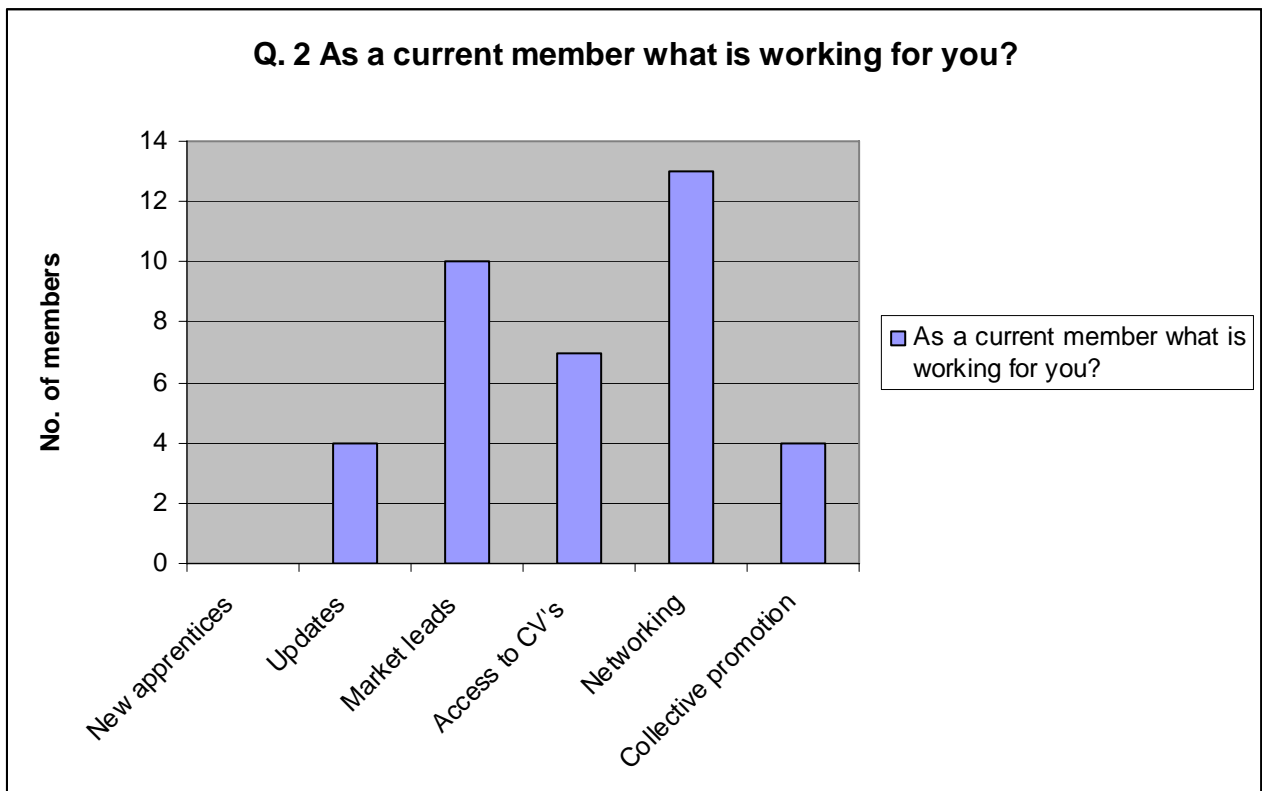
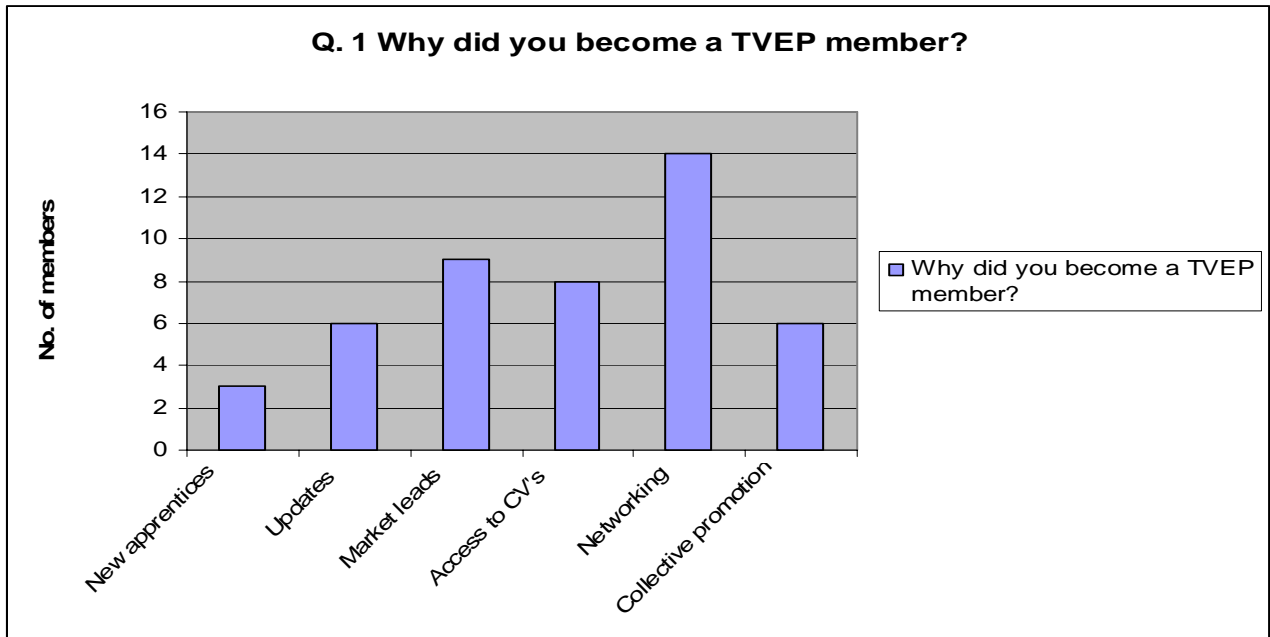
This can be in the form of sponsorship for events or in the charging of fees for inclusion in TVEP activities or to access TVEP reports or other information

Sourcing income streams is a priority for year 3 and beyond

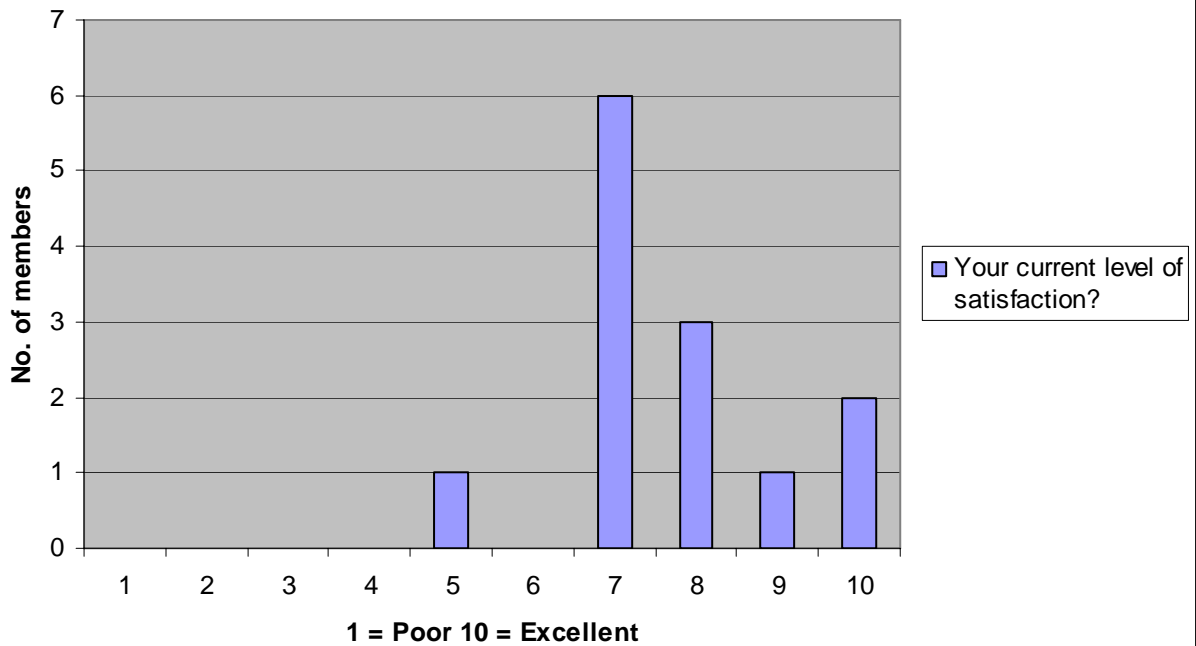
5. Member Research

In order to concentrate TVEP's activities, a member research project was conducted in February 2007. There were 15 respondents. The key findings have resulted in the formulation of the core benefits that follow the data.

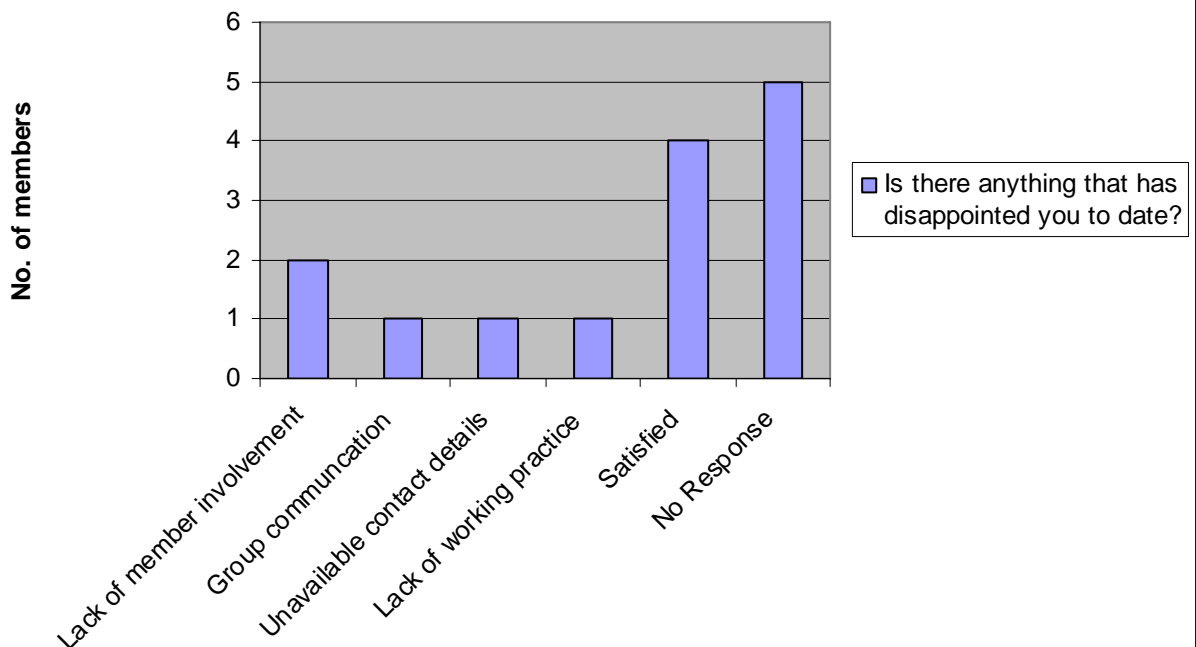
TVEP Performance Review Results(Fifteen respondents)



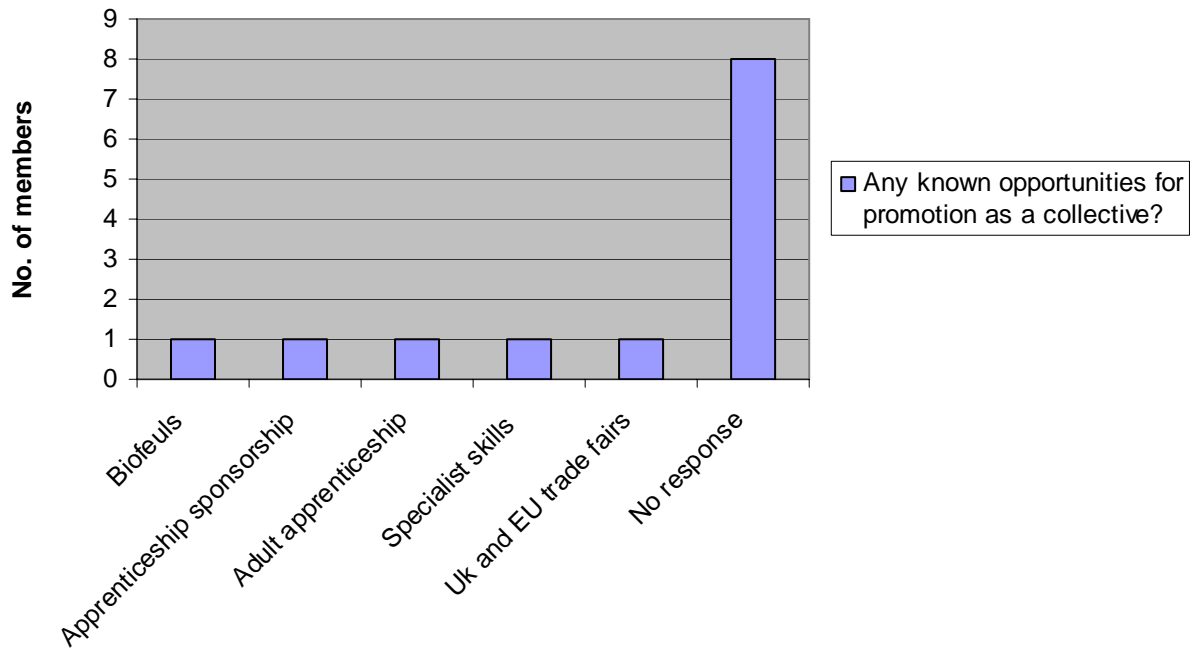
Q. 3 Your current level of satisfaction?



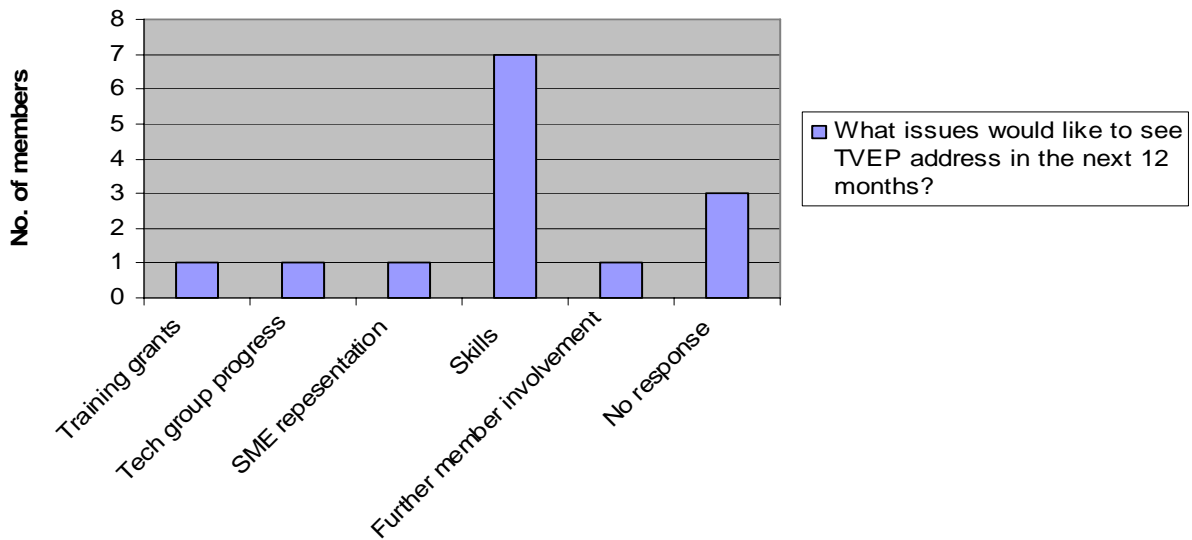
Q. 4 Is there anything that has disappointed you to date?



Q. 5. Any known opportunities for promotion as a collective?



Q. 6 What issues would like to see TVEP address in the next 12 months?



Q. 7) As a result of your association with TVEP can you indicate any business developments or new contracts your company has achieved?

R Blckett Charlton

“Opened new workshop in Middlesbrough as a result of activity level in Teesside”

TTE

“Yes in the skills area”

BBM

“Contact with MOD for recruitment”

Fabricom

“Recruited new staff from MOD”

Wolviston Management Services

“Acquisition of company YOH UK staffing solutions” (Day & Zim)

Cordell

“Contact with Balfour Beatty Management”

DUUK

“Working more closely with TVEP members”

Q. 8) Any further comments about TVEP?

“Incorporate into a legal entity” *Keith Hunter, TTE*

“I am pleased with the progress so far” *Lynne Mitchell, Cordell*

“The partnership has made some significant steps within a complex landscape”

Darren Race, SEMTA

“Continue with regular meetings particularly the breakfast open forums”

Dave Howarth, IDEC

“I remain interested in supporting and improving the aims of the partnership”

John Bignall, Bignall Lubritec LTD

“More self promotion” Malcolm Oliver, R Blackett Charlton

“More recognition for breakfast seminars” *Ian Basford, BBM*