

REPORT TO: Executive Board Sub Committee
DATE: 29th March 2012
REPORTING OFFICER: Strategic Director, Children and Enterprise
PORTFOLIO: Children, Young People and Families
SUBJECT: The Enterprise Game
WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

To seek agreement for the implementation and delivery of The Enterprise Game Business Plan April 2012 – April 2015, as recommended by The Enterprise Game Business Group. An Executive summary of the Business Plan is set out in Appendix 1

2.0 RECOMMENDATION:

- 1) To approve the implementation and delivery of the Enterprise Game Business Plan April 2012-April 2015; and**
- 2) To advise on next steps for approval to Executive Board Sub Committee or Executive Board.**

3.0 SUPPORTING INFORMATION

- 3.1 The Enterprise Game is a learning resource that assists education professionals in the teaching and training of employability, business, and enterprise. The Enterprise Game also supports and enriches a number of other areas of the national curriculum such as literacy and numeracy
- 3.2 In 2005 Halton Borough Council purchased all rights and trademarks associated with The Enterprise Game and protected its intellectual property rights across Europe.
- 3.3 To date, the council has sold close to 5000 games. Income from game sales has met production and distribution costs. Income has also been reinvested into the development of the Game.
- 3.4 The Halton Education Business Partnership (HEBP) has managed The Enterprise Game since 2005. Following a restructure of HEBP The Enterprise Game Business Group was established to manage the future strategic direction of the Game.

Membership to the Enterprise Game Group is as follows:

- Wesley Rourke, Operational Director, Employment, Enterprise & Property
- Lorraine Cox, Head of Procurement
- Rob Barnet, Group Solicitor
- Sue Houghton, Finance officer
- Simon Clough, Divisional Manager, Post 16 (14-19 Entitlement)
- Emma Mellor, Manager, Halton Education Business Partnership

3.5 Once established, The Enterprise Game Business Group was tasked with:

1. investigating the future commercial viability of the Enterprise Game;
2. exploring future development options for the legal entity of Enterprise Game business; and
3. Planning how the Enterprise Game could secure £25,000 net savings for the Council in 2012-2013.

3.6 Recommendations from The Enterprise Game Business Group led to the development of The Enterprise Game Business Plan 2012-2015.

The Business Plan sets out the business case to continue to sell The Enterprise Game in the UK, as a valuable education resource that promotes Halton and contributes towards the Councils planned efficiency savings.

The Business Plan also sets out plans to investigate the long term development of The Enterprise Game. Investigation will include research into the commercial viability of the product in the international market and consideration of the various options for the future legal entity of the product.

3.7 Below are sales and associated financial projections that have been calculated using full cost recovery as agreed with HBC Financial Services:

Year 1 (April 2012-2013)

Projected games sales	2000
Surplus income over expenditure	£28,000

Year 2 (April 2013-2014)

Projected game sales	3300
Surplus income over expenditure	£40,000

Year 3 (April 2014-2015)

Projected game sales	4650
Surplus income over expenditure	£58,000

A more detailed income & expenditure profile is set out in The Executive Summary of the business plan (Appendix 1)

3.8 Sales projections detailed in the Enterprise Game business Plan are informed by:

- a gaps analysis exercise mapping where previous sales have been made and identification of areas with no sales made;
- an analysis of cost and competitors costings;
- The Enterprise Game being an established and successful product;
- positive feedback from existing customers;
- the number of returning customers;
- existing demand and orders pending for the product;
- previous sales figures showing schools as the game's leading customer;
- increased autonomy for schools in delivery and budgeting around enterprise & employability learning; and
- the added value of the Enterprise Game relating to the curriculum as a whole and relating learner activities & resources.

Increased sales projections in years two (2013-2014) and three (2014-2015) of the business plan are anticipated as a result of:

- increased investment in Independent Sales Representatives (ISRs);
- increased investment in the development of the product and better value for cost; and
- Increased numbers of returning customers.

The Enterprise Game sales strategy can be found in Appendix 2

4.0 POLICY IMPLICATIONS

The Enterprise Game supports the Government's *Opening Doors, Breaking Barriers: A Strategy for Social Mobility April 2011*

The planned removal of the KS4 entitlement to work related learning will change the way schools teach about employability, business and enterprise. There is an opportunity for this to increase The Enterprise Games potential customer base as schools identify alternative methods for teaching these subjects.

5.0 OTHER IMPLICATIONS

- 5.1 Income projections demonstrate that income from sales of The Enterprise Game will contribute to Council efficiency savings over the life of the Business Plan.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The Enterprise Game will enhance the quality of service provided to Children and young people in Halton.

6.2 Employment, Learning and Skills in Halton

The Enterprise Game will contribute to preparing Halton's children and young people for their adult working lives and will encourage a culture of enterprise in the future Halton workforce.

6.3 A Healthy Halton

6.4 A Safer Halton

6.5 Halton's Urban Renewal

6.6 Corporate Effectiveness and Business Efficiency

The implementation of The Enterprise Game Business Plan will contribute to the Council's additional priority by enhancing business efficiency.

7.0 RISK ANALYSIS

7.1 Financial Risks

- 7.2 If the Council fails to achieve any sales the financial cost of stock and other resources will be £15,000 in the first year (April 2012- April 2013). The £15,000 risk to the Council takes into account:

Sales Officer time	£6200
200 stock of Enterprise Games	£1600
Storage costs for games	£1000
Training for sales staff	£500
Laptop & IT	£700
Travel costs	£1000
Hotel & accommodation costs	£2000
Marketing & exhibition costs	£2000

£15,000

This risk is judged to be acceptable set against the projected benefits to the Council

7.3 Staff Risks

- 7.4 The Enterprise Game Business Plan sets out a sales strategy that is dependent on recruiting Independent Sales Reps (ISRs) that are specialists in the education marketing and sales sector. There is a risk associated with being unable to recruit a suitable Independent Sales Rep.
- 7.5 A greater focus will be applied to alternative methods of marketing as outlined in the marketing strategy, and Halton Education Business Partnership staff will fulfil the ISR role whilst recruitment for a suitable candidate continues.

The Enterprise Game marketing strategy can be found in Appendix 3

7.6 Procurement Risks

- 7.7 There is an opportunity to identify new suppliers to The Enterprise Game with the support of the HBC Procurement Division. This could also pose a risk to the Enterprise Game if new suppliers cannot be found.
- 7.8 Although there are currently no contractual arrangements with previous suppliers to The Enterprise Game, the suppliers are still available to meet supply requirements.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 The Enterprise Game is available to a wide age range of learners and is suitable for mixed ability learners. The Enterprise Game therefore promotes equality and diversity, in particular by educating learners from low socio economic backgrounds about employability, business and enterprise.

9.0 REASON(S) FOR DECISION

- 9.1 This report seeks to gain approval of Executive Board to implement the Enterprise Game Business Plan which provides the opportunity to gain an income stream through game sales to contribute to Council Savings.

10.0 ALTERNATIVE OPTIONS CONSIDERED

- 10.1 Options to cease production or franchise the Enterprise Game have been considered and rejected at this stage in favour of implementation of business plan. This will enable the Enterprise Game Group to test

the market and identify the true value of the product whilst giving further consideration to future potential for securing a profitable return on the product.

11.0 IMPLEMENTATION DATE

11.1 April 2012

12.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

	Document	Place of inspection	Contact Officer
12.1	The Enterprise Game Business Plan	Halton Education Business Partnership	Emma Mellor
12.2	Opening Doors, Breaking Barriers	Halton Education Business Partnership http://www.dpm.cabinetoffice.gov.uk/sites/default/files_dpm/resources/opening-doors-breaking-barriers.pdf	Emma Mellor
12.3	Corporate Charging Policy	Procurement Division	Lorraine Cox

APPENDIX 1

Executive Summary

The Enterprise Game Business Plan 2012-2015

1.0 The Purpose of The Enterprise Game Business Plan

To set out the business case to continue to sell the Enterprise Game as a valuable educational resource that promotes Halton, and provides an income stream as set out in the full business plan 2012 -2015.

2.0 The Enterprise Game Business Plan

2.1 Halton Borough Councils Education Business Partnership and The Enterprise Game Business Group have developed the business plan.

Membership to the Enterprise Game Business Group is as follows:

- Wesley Rourke, Operational Director, Employment, Enterprise & Property
- Lorraine Cox, Head of Procurement
- Rob Barnet, Group Solicitor
- Sue Houghton, Finance officer
- Simon Clough, Divisional Manager, Post 16 (14-19 Entitlement)
- Emma Mellor, Manager, Halton Education Business Partnership

2.2 The Enterprise Game business plan consists of 22 sections that review and define the future direction of the Enterprise Game project.

1. The Business name
2. The Enterprise Game business & service
3. The background to the Enterprise Game
4. Playing The Enterprise Game
5. Teaching The Enterprise Game - the resource package
6. The benefits of The Enterprise Game
7. The unique selling point of the Enterprise Game
8. The selling price of The Enterprise Game
9. The Enterprise Game sales history & customers

10. Customer Information
11. Suppliers to The Enterprise Game
12. The lifecycle of The Enterprise Game
13. Legal matters
14. Competitors to The Enterprise Game
15. Strengths & opportunities to The Enterprise Game
16. Weaknesses & threats to The Enterprise Game
17. The Enterprise Game business aims & objectives
18. The product development of The Enterprise Game
19. The Enterprise Game staff team
20. Sales strategy for The Enterprise Game
21. Marketing strategy for The Enterprise Game
22. Procurement requirements
23. Financial projections 2012-2015

3.0 The Enterprise Game

- 3.1 The Enterprise Game is a teaching resource that assists education professionals and training providers in the teaching and learning of employability, business, and enterprise as well as supporting and enriching the whole of the national curriculum
- 3.2 The Enterprise Game resource includes a board game and website that provides a library of additional teaching aids, instruction, and teacher/ trainer resources.
- 3.3 There are primary and secondary versions of The Enterprise Game making the product suitable for a diverse range of learners from key stage 2 to MBA students at university. The product is also suitable for lifelong learning and training purposes

4.0 The Background to the Enterprise Game

- 4.1 The Enterprise Game is a longstanding educational product that dates back to 1987. The game was available through 'Training Packages LTD' and was sponsored by shell
- 4.2 Halton Borough Council purchased all rights and trademark of The Enterprise game in 2005.
- 4.3 The Halton Education Business Partnership updated and modified the game as well as developing the website and library of resources in 2006

5.0 Sales History

- 5.1 The selling price of the Enterprise Game is £80 per unit. This provides the customer with a board game and website password that gives access to the Enterprise Game website. All additional teaching and training resources can be accessed via the website. These include a variety of lesson plans and teaching activities such as balance sheet lesson plans for KS3 & 4, and Enterprising Cupcake activities for KS2 etc.
- 5.2 To date, the council has sold close to 5000 games. Income from game sales has met production and distribution costs. Income has also been reinvested into the development of the Game.

The sales breakdown of the Enterprise Game is detailed below:

- Schools 61%
- Private companies 27%
- Education business organisations 9%
- Local authorities 3%

6.0 Sales Projections

- 6.1 Ambitious game sales of approximately 10,000 are projected in the Enterprise Game business plan 2012-2015. Details of surplus income that will provide an income stream for HEBP and HBC are detailed below:

- Year 1 (April 2012-April 2013) surplus income over expenditure of £28,000
- Year 2 (April 2013-April 2014) surplus income over expenditure of £40,000
- Year 3 (April 2014- April 2015) surplus income over expenditure off £58,000

A more detailed income and expenditure profile is set out in Appendix A

7.0 Risk Analysis

- 7.1 If the council fails to achieve any sales the financial cost of stock and other resources will be £15,000 in the first year (April 2012- April 2013)

To break even in year one a games sales total of 1500 will be required resulting in an income of £127,700 and expenditure of £126, 000

A more detailed breakeven profile is set out in Appendix B

8.0 The Manufacture of the Enterprise Game

- 8.1 There are no suppliers that are currently contracted to The Enterprise Game; there is an opportunity to source new suppliers with the support of HBC Procurement division and Chest system.

9.0 Legal Matters

- 9.1 The Councils intellectual property rights (IPR) associated with The Enterprise Game are protected across Europe
- 9.2 Investigation into the longer term development of The Enterprise Game and options for the legal entity of the business will be considered during the period of the business plan 2012- 2015

10.0 The Enterprise Game staff team

- 10.1 Operational day to day management of The Enterprise Game business plan will remain with The Halton Education Business Partnership. Additional strategic support and direction will be provided by The Enterprise Game Business group.

A structure chart showing The Enterprise Game staff team can be found in Appendix C

11.0 Next Steps

- 11.1 Approval by the Executive Board Sub Committee
- 11.2 Implementation of The Enterprise Game business Plan commencing April 2012

APPENDIX A

Year 1 at 10% of North West England, the Midlands and Wales						
Income						
Sales Income	Number of Schools	Games per School	Price per Game (£)	Games Sold	Total (£)	Total (£)
Secondary Schools	52	20	80.00	1040	83500	83200
Primary Schools	234	4	80.00	936	75000	74880
Special Schools	7	4	80.00	28	2500	2240
			Total	2004	161000	160320
				Total Income (£)	161000	160320
Expenditure						
Game Production & Delivery	Note		Cost per Game (£)	Games Ordered	Total (£)	Total (£)
Production & Delivery of Secondary Games	Ordered in batches of 100		7.99	1100	9000	8789
Production & Delivery of Primary Games	Ordered in batches of 100		8.39	1000	8500	8390
Production & Delivery of Special Games	Ordered in batches of 100		8.39	100	1000	839
Storage of Secondary Games	Fixed cost annually				1000	1000
Storage of Primary Games	Fixed cost annually				1000	1000
Storage of Special Games	Fixed cost annually				1000	1000
Packing for Secondary Games	£1.69 per packing box		0.17		500	176
Packing for Primary Games	£1.69 per packing box		0.42		500	395
Packing for Special Games	£1.69 per packing box		0.42		500	12
Distribution of Secondary Games	£13.19 per dispatch		1.32		1500	1372
Distribution of Primary Games	£13.19 per dispatch		3.30		3500	3086
Distribution of Special Games	£13.19 per dispatch		3.30		500	92
			Total	2200	28500	26152
Staff					Total (£)	Total (£)
Sales Officer (Agency)					25000	25000
20% EBP manager costs					9000	8790
5% DM costs					4000	3856
Car user allowance					1000	1000
Laptop & IT					1000	745
Travel Costs					6000	6000
Hotel & Accommodation Costs					12000	12000
General Expenses					4000	4000
Training & Development					3000	3000
Development Costs					20000	20000
Admin Costs					15000	15000
Procurement					0	0
IPR, patent licence					0	0
				Total (£)	100000	99391
Marketing Materials					Total (£)	Total (£)
Marketing Materials and Exhibition costs					5000	5000
				Total (£)	5000	5000
				Total Expenditure (£)	133500	130543
Total Income (£)		161000				
Total Expenditure (£)		133500				
Projected Profit (£)		27500				

Year 2 at 6.5% of North West England, the Midlands and Wales and 10% of Northern Ireland, Scotland and the North of England

Income						
Sales Income	Number of Schools	Games per School	Price per Game (£)	Games Sold	Total (£)	Total (£)
Secondary Schools	100	18	80.00	1800	144000	144000
Primary Schools	464	3	80.00	1392	111500	111360
Special Schools	12	3	80.00	36	3000	2880
			Total	3228	258500	258240
				Total Income (£)	258500	258240
Expenditure						
Game Production & Delivery	Note		Cost per Game (£)	Games Ordered	Total (£)	Total (£)
Production & Delivery of Secondary Games	Ordered in batches of 100		7.99	1800	14500	14382
Production & Delivery of Primary Games	Ordered in batches of 100		8.39	1400	12000	11746
Production & Delivery of Special Games	Ordered in batches of 100		8.39	100	1000	839
Storage of Secondary Games	Fixed cost annually				1000	1000
Storage of Primary Games	Fixed cost annually				1000	1000
Storage of Special Games	Fixed cost annually				1000	1000
Packing for Secondary Games	£1.69 per packing box		0.19		500	338
Packing for Primary Games	£1.69 per packing box		0.56		1000	784
Packing for Special Games	£1.69 per packing box		0.56		500	20
Distribution of Secondary Games	£13.19 per dispatch		1.47		3000	2638
Distribution of Primary Games	£13.19 per dispatch		4.40		6500	6120
Distribution of Special Games	£13.19 per dispatch		4.40		500	158
			Total	3300	42500	40026
Staff					Total (£)	Total (£)
Sales Officer (Agency)					60000	60000
20% EBP manager costs					12000	12000
5% DM costs					4000	3856
Car user allowance					2000	2000
Laptop & IT					1000	745
Travel Costs					9000	9000
Hotel & Accommodation Costs					12000	12000
General Expenses					8000	8000
Training & Development					3000	3000
Development Costs					30000	30000
Admin Costs					15000	15000
Procurement					0	0
IPR, patent licence					5000	5000
				Total (£)	161000	160601
Marketing Materials					Total (£)	Total (£)
Marketing Materials and Exhibition costs					15000	15000
				Total (£)	15000	15000
				Total Expenditure (£)	218500	215627
Total Income (£)					258500	
Total Expenditure (£)					218500	
Projected Profit (£)					40000	

Year 3 at 1% of North West England, the Midlands and Wales and 6.5% of Northern Ireland, Scotland and the North of England and 10% of East Anglia, South West and South East England

Income						
Sales Income	Number of Schools	Games per School	Price per Game (£)	Games Sold	Total (£)	Total (£)
Secondary Schools	155	18	80.00	2790	223500	223200
Primary Schools	618	3	80.00	1854	148500	148320
Special Schools	1	3	80.00	3	500	240
		Total		4647	372500	371760
				Total Income (£)	372500	371760
Expenditure						
Game Production & Delivery	Note		Cost per Game (£)	Games Ordered	Total (£)	Total (£)
Production & Delivery of Secondary Games	Ordered in batches of 100		7.99	2800	22500	22372
Production & Delivery of Primary Games	Ordered in batches of 100		8.39	1900	16000	15941
Production & Delivery of Special Games	Ordered in batches of 100		8.39	100	1000	839
Storage of Secondary Games	Fixed cost annually				1000	1000
Storage of Primary Games	Fixed cost annually				1000	1000
Storage of Special Games	Fixed cost annually				1000	1000
Packing for Secondary Games	£1.69 per packing box		0.19		1000	524
Packing for Primary Games	£1.69 per packing box		0.56		1500	1044
Packing for Special Games	£1.69 per packing box		0.56		500	2
Distribution of Secondary Games	£13.19 per dispatch		1.47		4500	4089
Distribution of Primary Games	£13.19 per dispatch		4.40		8500	8151
Distribution of Special Games	£13.19 per dispatch		4.40		500	13
		Total		4800	59000	55976
Staff					Total (£)	Total (£)
Sales Officer (Agency)					85000	85000
30% EBP manager costs					12000	12000
40% EBP Team Support					10400	10400
5% DM costs					4000	3856
Car user allowance					3000	2600
Laptop & IT					1000	745
Travel Costs					12000	11700
Hotel & Accommodation Costs					12000	12000
General Expenses					18000	18000
Training & Development					3000	3000
Development Costs					30000	30000
Admin Costs					15000	15000
Procurement					20000	20000
IPR, patent licence					5000	5000
				Total (£)	230400	229301
Marketing Materials					Total (£)	Total (£)
Marketing Materials and Exhibition costs					25000	25000
				Total (£)	25000	25000
				Total Expenditure (£)	314400	310277
Total Income (£)					372500	
Total Expenditure (£)					314400	
Projected Profit (£)					58100	

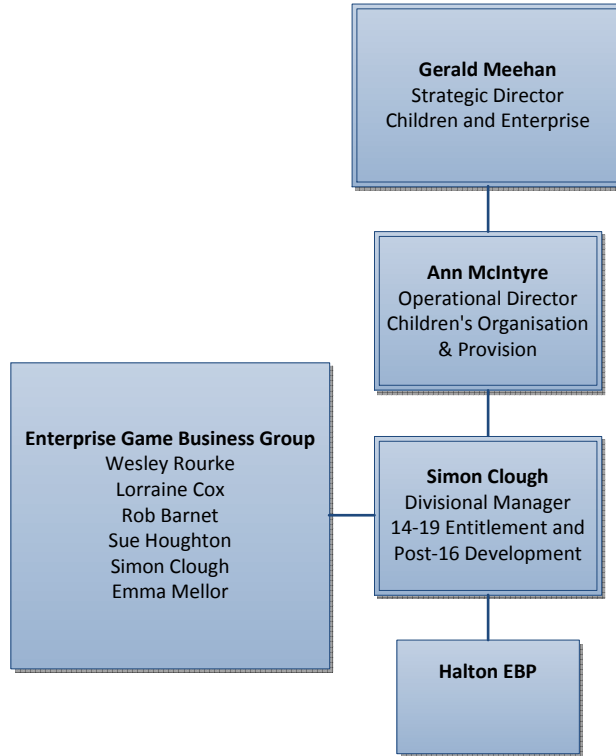
APPENDIX B

Breakeven Analysis

Year 1 at 7.9% of North West England, the Midlands and Wales					
Income					
Sales Income	Number of Schools	Games per School	Price per Game (£)	Games Sold	Total (£)
Secondary Schools	41	20	80.00	820	65600
Primary Schools	185	4	80.00	740	59200
Special Schools	6	4	80.00	24	1920
			Total	1584	126720
				Total Income (£)	126720
Expenditure					
Game Production & Delivery	Note		Cost per Game (£)	Games Ordered	Total (£)
Production & Delivery of Secondary Games	Ordered in batches of 100		7.99	900	7191
Production & Delivery of Primary Games	Ordered in batches of 100		8.39	800	6712
Production & Delivery of Special Games	Ordered in batches of 100		8.39	100	839
Storage of Secondary Games	Fixed cost annually				1000
Storage of Primary Games	Fixed cost annually				1000
Storage of Special Games	Fixed cost annually				1000
Packing for Secondary Games	£1.69 per packing box		0.17		139
Packing for Primary Games	£1.69 per packing box		0.42		313
Packing for Special Games	£1.69 per packing box		0.42		10
Distribution of Secondary Games	£13.19 per dispatch		1.32		1082
Distribution of Primary Games	£13.19 per dispatch		3.30		2440
Distribution of Special Games	£13.19 per dispatch		3.30		79
				Total (£)	21804
Staff					
					Total (£)
Sales Officer (Agency)					25000
20% EBP manager costs					8790
5% DM costs					3856
Car user allowance					1000
Laptop & IT					745
Travel Costs					6000
Hotel & Accommodation Costs					12000
General Expenses					4000
Training & Development					3000
Development Costs					20000
Admin Costs					15000
				Total (£)	99391
Marketing Materials					
					Total (£)
Marketing Materials and Exhibition costs					5000
				Total (£)	5000
				Total Expenditure (£)	126195
Total Income (£)					126720
Total Expenditure (£)					126195
Projected Profit (£)					525

APPENDIX C

Structure Chart



APPENDIX 2

The HBC Matrix system will be used to recruit agency sales officers to sell the Enterprise Game to special, primary and secondary schools.

Schools targeted will be in local authority areas that are identified as having very few or no previous sales made to their area. The areas targeted have been identified by analysing previous sales and customer data.

Sales Strategy – April 2012 – April 2013

A sales officer will target:

- 2 local authority areas in The North West
- 6 local authority areas in the Midlands
- 15 local authority areas in Wales

Sales will be secured to 10% of schools in the above area (see Appendix 13).

2004 total Game sales will be made in 2012-2013.

Sales Strategy – April 2012 – April 2014

Investment in sales officers will increase by 60% to allow for a wider area to be targeted

Sales officers will continue to target the local authority areas in The North West, The Midlands and Wales's securing sales to a further 6.5 % of schools

In addition to this sales officers will target:

- 5 local authority areas in Northern Ireland
- 13 local authority areas in Scotland
- 11 local authority areas in the North of England

Sales will be secured to 10% of schools in the above areas.

Together this will result in combined total Game sales of 3228 in 2013-2014

Sales Strategy- April 2013- April 2014

Investment in sales officers will increase by a further 65% to allow for a wider area to be covered

Sales officer will continue to target local authority areas in the North West, the Midlands, and Wales securing sales to a further 1% of schools

Sales officers will continue to target local authority areas in Northern Ireland, Scotland, and the North of England securing sales to a further 6.5% of schools

In addition to this sales officers will target:

- 4 local authority areas in East Anglia
- 10 local authority areas in South West England
- 14 local authority areas in South East England

Sales will be secured to 10 % of schools in the above areas

Together this will result in combined total Game sales of 4647 in 2014-2015

APPENDIX 3

Marketing Strategy

The Council's Education Business Partnership will work alongside HBC Communications & Marketing and HBC Procurement services to develop a marketing strategy for the Enterprise Game.

The Enterprise Game marketing strategy will incorporate:

- **The recruitment of an Independent Sales Rep (ISR)**

Halton EBP will work with HBC Procurement services to recruit an ISR who specialises in education marketing and sales. Recruitment costs are included in the financial projections that can be found on page 31.

- **The development of a group of key leads**

Key leads will be identified from new and existing networks that will assist in an area specific marketing of the Enterprise Game.

Key leads from existing networks will include:

- IEBE (Institute for Education Business Excellence) members
- Regional & national education business partnership partners
- Previous customers and supporters of the Enterprise Game
- Education professionals from other local authorities

Halton EBP will also work with HBC procurement services to procure support from specialist marketing organisations when necessary. Specialist organisations will assist with the identification of key leads. Costs associated with this service are incorporated into the marketing and development costs that are detailed in financial projections shown on page 31. Once identified the area specific key leads will introduce the ISR to potential customers in their area

- **E mail & post marketing & mailshots**

Halton Education business Partnership will work with HBC Communications & Marketing team to market the Enterprise Game via email and mailshots.

Halton EBP will also work with HBC procurement services to purchase a database from an education marketing organisation if required. The cost of the database will be covered with the marketing and development cost projections as detailed on page 31.

- **Internet marketing**

Halton Education Business Partnership will work with HBC Communications & Marketing team to market the Enterprise Game by use of the internet.

- **Social media marketing**

Halton Education Business Partnership will work with HBC Communications & Marketing team to market the Enterprise Game by use of social media.

- **Trade show & exhibit marketing**

Once recruited the ISR will market the Enterprise Game at education shows and events. Exhibiting costs are included in the marketing and development financial projections on page 31.