

The Business School

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BA (Hons) Marketing Management

Module: Live Project

Guidelines for writing the Live Project Brief

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• Author •

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**Procedure for writing and agreeing the Brief**

**1**

This is the Brief that you will write at the beginning and then agree with the Module Leader or Live Project Co-ordinator.

The Live Project Brief contains a number of sections. It is sufficiently simple and short (around a page to two pages, usually just over a page) for the Organisation Contact (you) and Module Leader (by email from the UK) to be able to agree it shortly before you start. But it contains the essential information to make sure that the basic Project and what the Organisation can expect are agreed from the start.

The Organisation Contact writes the Brief according to these Guidelines. You should email it to John Revuelta, the Module Leader. Sometimes we will direct you instead to a colleague or to the Live Project Co-ordinator in HK, Dr Paul Ng. They will examine it to make sure it is do-able by a student Team. The students are on the third year of a four year Marketing degree and should provide actionable and sometimes very insightful Recommendations but they are not a team of experienced and already-qualified consultants, so you should frame your expectations accordingly. See “Who are the students who would be working on your Project?” in the Guide for Organisation Contacts.

The **Live Project Brief Proforma** is included as Section 4 of this Guide. It will be sent to you as a Word file for you to use. You should leave it in Word so the Module Leader, Live Project Co-ordinator and SCOPE Administrators can edit it or add in information eg student names. Any editing will be agreed with the Organisation Contact (you) prior to finalisation. Your final brief will be an agreed brief.

It will then be used as the core document for the Live Project.

The sections are:

* **Rationale for the Project/ Background.**
* The Rationale is the reason why the Organisation wants to undertake the Project – the justification for the Project.
* The Background provides some of the Background to the Project, but most of this will be provided at the Initial Briefing (where the Organisation Contact briefs the student Team), verbally and with reference to other materials (see 2. “What can be left to the Initial Briefing” below).
* **Project Aim/ Task.**
* This specifies what the Organisation specifically wants to get out of the Project. It is usually phrased as a specific Task for the student Team to undertake. It often becomes the title of the Project.
* **Objectives**.
* These tell the student Team what they have to do – the Objectives put the Aim in more detail. At least one of each will ask the student Team to:
  + - Review and evaluate one or more of the current product and service offering/ *or the* market/ *or the* competitive situation/ *or the* situation relevant to the Project. Reviewing the problem or problem area is usually an important part of the Project.
    - Research and discover, describe, explore or evaluate an area relevant to the Project.
    - Make Recommendations which enable the student Team to fulfil the Aim.
    - There may be others – the Organisation may well have an objective which none of the above cover. It can be put here, or before the Recommendations objective.
* **Notes**
* The Notes will specify any further requirements.
* If there is a requirement to review initial findings and then decide to evaluate one in more detail, or develop it for implementation, this will be noted here, with timescale.
  + - This will normally be done at the mid-Project meeting, which could be moved slightly to accommodate it if necessary. We call this a Two-stage Project.
    - Most Organisations just use a traditional one-stage Project, which is less complicated.

**Getting it right – making the Brief final**

In order to be fair to the student Team, and to give them the best possible chance of producing a good Report and Presentation for your organisation, we ask that when you issue the Brief, it is final.

* It shouldn’t be changed. Don’t have a great idea half way through and try and change it. It is unlikely the students will be able to cope with the change.
* Furthermore, If you ask them to do too much (eg research the market in HK and also in mainland China) they won’t be able to do all that work. Similarly, if you want costings, stick to the costing of marketing activity, not a full operational plan.
* Don’t ask them to act as temporary employees. They are not there to ring up invitees for your product launch or to man a customer care hotline. They can be asked to recommend how to do such things, but not to do them.
* Further explanation of things to avoid in your Brief, including Projects with too wide a scope, are included in “What sort of Project…” in the Guide for Organisational Contacts.

We will try and make sure that Briefs are achievable as well as useful as we evaluate them prior to issue. If we think the objectives need to be clarified, we will give you an alternative and we can discuss it.

Hence the brief-writing process is a dialogue and can be a bit of a negotiation.

If, despite all our efforts, you or the Tutor feel part way through that the Brief does need to be changed, then we ask you to do this with the agreement of both Tutor, students and either the Live Project Co-ordinator or Module Leader. The **amendment** of the Brief is normally handled by the Project Tutor and the reissuing of the new Brief by the admin staff. The students are asked to give the original or amended Brief in the Report, so all the markers mark to the correct Aim and Objectives (one of the assessment criteria is about achievement of Objectives).

**What can be left to the initial Briefing – the First Project Meeting**

**2**

* The Initial Briefing could be up to 3 hours long, including a tour of the premises. But it might not be, depending on how much information you wish to give and how many questions the students have – it could be one and a half to two hours. (In the last two years, the average was 1.5 hours).
* At the Initial Briefing the Organisation Contact gives more detail on the background to the Project.
* He or she also gives any other information, which could include product, market, industry or internal information, which the Organisation already has and which could be useful to the students.
* Much of this will be given verbally, although it is useful if backed up in writing.
* Some of it might be accomplished by directing the students to an information source, such as a website.
* Some of it might be accomplished by giving hard or soft copy of written material. Written items provided at the initial briefing could be external or internal material, as noted above, which illustrate the problem which the Organisation would like recommendations to solve.
* Such material/s may be adapted by the Organisation Contact or a colleague for reasons of length, clarity or confidentiality.
* Normally, to save time we would not expect the Organisation Contact/s to write new briefing materials for the students – re-use existing materials instead. However, for various reasons including confidentiality you may prefer to do so.
* Bear in mind that the students will be signing a Confidentiality Agreement. You could explain to them at the Briefing what needs to be confidential, if you wish, and you could have them sign your own organisations’s confidentiality agreement, eg an NDA, instead.

More on the initial Briefing…

* At this first Project meeting you should:
* Introduce anyone else at your Organisation who may also help the Student Team. We have informed them in their Study Guide that there may be more than one Organisation Contact. This is to enable you to spread the workload and allow for absence due to business trips.
* Give a tour of the premises. This may be very brief or not significant, if you have small premises, but may be significant – it will help the students understand your Organisation and its business. For undergraduate students, this is often the most difficult thing.
* The students will come to this Initial Briefing having studied the Live Project Brief and will be prepared to ask questions. They will think of more questions during the meeting. The Tutor may even need to prompt them, if they are shy. However, they will no doubt think of yet more questions over the days immediately following the meeting, so you are quite likely to find that they need to put these to you by email within a week of the first meeting.

**Contact Details**

**3**

**Module Leader and Programme Leader, Edinburgh Napier University:**

**John Revuelta**

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**Live Project Brief Proforma**

**4**

A version of this Brief in Word for you to use as a template has been sent along with this document.

**Brief for Live Project Spring 2014/ Summer 2014\***

**TSM09907 Live Project (Hong Kong)**

**Project Brief:**

**Participating Organisation:**

**Organisation Contact:**

**Position:**

**Address:**

**Telephone:**

**Mobile (if available):**

**Fax:**

## email:

**Web URL:**

**University**

**Module Leader:** John Revuelta

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**Project Tutor:**  SCOPE to allocate

**email**:

**Student Team:** Student 1 (students TBA)

Student 2

Student 3

Student 4

**Aim:**

**Background/rationale**

**Objectives:**



**Notes:**

1.

2.

3.

**Appendix 1: Examples of previous Live Project Briefs**

Please find below examples of previous Live Project Briefs used in the UK (numbers 1 and 2) and in Hong Kong in 2012 (numbers 3 and 4). Please note that the UK examples selected are all related to the Tourism sector because Edinburgh Napier’s Tourism degrees make this a compulsory module. Other sectors will usually feature in Hong Kong.

**Example Live Project Brief 1, Spring 2010**

**Project Brief**

**Business:** Heritage Portfolio Ltd

**Address:** Hopetoun House

South Queensferry

West Lothian

EH30 9SL

**Contact:** A. Name

**Position:** Executive Director

**Telephone:** 0131 319 2929 (Hopetoun)

0131 555 2229 (North Fort St Office)

**Fax:** 0131 319 2910

**email:** email@email.co.uk

**PA**: Name, email address

**Web site:** www.heritageportfolio.co.uk

**University**

**Module Leader:** Jennifer J Graham

School of Marketing, Tourism and Languages

Edinburgh Napier University Business School

Craiglockhart Campus, Edinburgh EH14 1DJ

**Telephone:** 0131 455 4392 Fax : 0131 455 4540

**email:** j.graham@napier.ac.uk

**Project Tutor:** Name

**Email:**  email address

**Student Team:** Student 1

Student 2

Student 3

Student 4

**Oral Presentation date:** 20th or 21st April 2010 late pm

**Aim**

To make conceptual and hospitality recommendations to Heritage Portfolio and Edinburgh International Book Festival (EIBF) teams for new initiative “RAW” (working title) to be launched at the 2010 Festival.

**Background / Rationale**

Heritage Portfolio (HPL) have been working with the EIBF for the last 8 festivals. Their current service covers the day time and evening provision for the Writers Tent and the Spiegeltent. These areas during the day and early evening offer a wide range of soft drinks, hot drinks light snacks and a full range of alcoholic beverages.

In addition corporate hospitality is undertaken in a variety of locations both on site and in adjacent premises in Charlotte Square.

The site is at capacity in terms of space therefore a more radical thought process has been undertaken with a view to launching a new initiative “Raw” – an arts festival within a festival has been devised, 100% aimed and targeted at the very specific generation Y and underground non mainstream art lover or art curious audience member to take part in a nightly event under the headline banner that is the “Edinburgh International Book Festival”

This nightly event will take place in the Spiegeltent and will run from 9.00pm until late. (Most likely until 1.00am due to licensing restrictions of the site)

We will have access to authors and publicists via the EIBF programme and would actively seek to include them in the programme.

**Project brief**

Identify the market size and needs of generation Y non mainstream and the art curious audience in the UK by using examples of current / planned festivals around the world that attract a new audience demographic.

Devise an ideal evening programme that would attract this market and identify all the key components that should be included in terms of entertainment, concept design, marketing collateral, sales activity and sponsorship / product placement opportunities.

**Objectives**

* Research and understand current EIBF demographic, current offer and “RAW” concept.
* Research market demographic and identify current trends in arts for the generation Y and youth arts lover and arts curious audience.
* Research and evaluate current competitors during the International and Fringe Festival.
* Analyse and benchmark key findings.
* Discuss findings mid-project highlighting key learning or key areas that need additional work or resource.
* Make recommendations for inclusion in “RAW” programme that will help meet target audience numbers and satisfaction ratings.

**Notes**

1. Means of communication and dates for future business meetings should be decided at the first meeting.

2. The interim findings and a range of options should be presented and discussed with the Business Contact at an agreed date mid-project and selected areas agreed for development.

**Example Live Project Brief 2**

**Business:** The Cadies and Witchery Tours

**Address:** 84 West Bow

Edinburgh EH1 2HH

**Contact:** A. Name B. Name

**Position:** Manager Director

**Telephone:** 0131 225 6745

**Fax:** 0131 220 2086

**email:** lyal@witcherytours.demon.co.uk

**Web site:** www.witcherytours.com

www.adamlyal.com

**University**

**Module Leader:** Jennifer J Graham

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**Telephone No:** 0131 455 4392

**Fax No:** 0131 455 4540

**email:** [j.graham@napier.ac.uk](mailto:j.graham@napier.ac.uk)

**Project Tutor:** John Revuelta room: 4/22

**email:** [j.revuelta@napier.ac.uk](mailto:j.revuelta@napier.ac.uk)

**Student Team:** 1

2

3

4

**Oral Presentation date:** 12/13 0r 14th May 2009 4.30 – 6.30pm

**Aim**

Proposals on how The Edinburgh Evening Courant newspaper edition could be profitably marketed by C & W Tours.

**Background/rationale**

The project is related to The Edinburgh Evening Courant newspaper which we launched in January this year.

**Press Release**

An Edinburgh walking tour company, The Cadies & Witchery Tours has announced the release of a unique historical artefact: a replica 19th-century newspaper recording the trial of the infamous 'body-snatchers' William BURKE and William HARE. The newspaper, The Edinburgh Evening Courant, took the unusual step in December 1828 of dedicating two of its four pages to an account of this infamous trial.

To coincide with the 180th anniversary of William BURKE'S execution, the launch will take place at The Lothian and Borders Police Information Centre, 188 High Street, Edinburgh on Wednesday 28th January 2009 at 10:30am.

The Witchery Tours manager Cameron Pirie said, "We are continually being asked about Burke and Hare on our walking tours, so we came up with this novel idea of reproducing the actual newspaper of the day".

The trial of the 'body-snatchers' is one of the darkest yet most important episodes in Edinburgh's history. William Burke had been luring the poor and the destitute to their deaths, with collusion from his wife Helen McDougal and from William Hare, with the intention of selling their bodies to Dr Robert Knox at Surgeon's Square.

William Hare turned King's Evidence and was freed. William Burke was convicted and was hanged in Edinburgh's Royal Mile on the 28th January 1829 in front of a crowd of 25,000 people. He was then dissected like most of his victims.

The Cadies and Witchery Tours' archivist, historian Kevin O'Donnell said, "The account of the trial is horrifying yet truly fascinating, and this replica newspaper is a unique item. There is no better day to launch the newspaper. It's the anniversary of William Burke's execution, exactly 180 years to the day."

Retailing at £9.99, the replica Edinburgh Evening Courant will be distributed by Lomond Books and is currently on sale at selected outlets including the Cadies & Witchery Tours shop at 86 West Bow, Edinburgh, The Lothian and Borders Police Information Centre in Edinburgh's High Street and online at [www.witcherytours.com](file:///C:/Documents%20and%20Settings/la60/Local%20Settings/Temporary%20Internet%20Files/Content.Outlook/28TUCSS6/www.witcherytours.com)

For more details contact: Contact Name (0131) 225 6745

*Background notes for the Editor.*

* The Cadies & Witchery Tours have been conducting walking tours in Edinburgh since 1984.
* In 1989 the Cadies purchased a business card holder made from William Burke's skin. This artefact can be seen in Edinburgh today, at The Lothian & Borders Police Information Centre, 188 High Street, Edinburgh.
* The Edinburgh Evening Courant was the precursor of the Edinburgh Evening News. Published from December 1718 until 1873, the Courant was a thrice-weekly publication that recorded many important events in what was a formative period for Scotland. Adverts appear for tobacco and sugar, along with lists of ships leaving for the New World, adverts for missing slaves and accounts of Walter Scott and James Hogg. The Courant was a four-page broadsheet of roughly A2 size.
* The Cadies have recently produced an online archive, which can be seen at [www.edinburgheveningcourant.co.uk](file:///C:/Documents%20and%20Settings/la60/Local%20Settings/Temporary%20Internet%20Files/Content.Outlook/28TUCSS6/www.edinburgheveningcourant.co.uk). The website includes more on Burke and Hare and accounts of the opening of the Edinburgh and Glasgow railway from the Courant of 1842.
* Distributing the newspaper is Lomond Books Ltd, 14 Freskyn Place, East Mains Industrial Estate, Broxburn, EH52 5NF. Tel: 01506 855955 Fax 01506 855965 orders@lomondbooks.co.uk

**Objectives**

* Review the current range of products and services offered by the Cadies and Witchery Tours
* Research marketing ideas to enhance and develop the product. (This could include ideas to develop our Edinburgh Courant website [www.edinburgheveningcourant.co.uk](file:///C:/Documents%20and%20Settings/la60/Local%20Settings/Temporary%20Internet%20Files/Content.Outlook/28TUCSS6/www.edinburgheveningcourant.co.uk) and other ideas to promote the newspaper using short film adverts on youtube etc.)
* Research and identify a range of sales ideas including suggestions where this newspaper could be sold. Liaise with Lomond Books, the main distributor of this product.
* Research and make original suggestions for product development (eg how the information in the newspaper could be used elsewhere - for instance a scanned copy of the article could be easily made into posters or postcards, printed on t-shirts, mugs, or even tea-towels).
* Make cost effective recommendations to develop and market The Edinburgh Evening Courant newspaper.

N**otes**

1. Means of communication and dates for future business meetings should be agreed at the first site meeting.

2. Contact with current suppliers and distributors must be agreed in advance with The Cadies & Witchery Tours

(Note: for this Project the Business Contact used a Press Release as part of the Background and then gave additional Notes This was unusual but appropriate for this Project).

**Example Live Project Brief 3**

**Live Project Brief Proforma**

**TSM09907 Live Project (Hong Kong)**

**Project Brief: Marketing Plan for Charitable Choice**

**Host Organisation: Charitable Choice**

**Organisation Contact: Cheryl Wilson**

**Position:** Founder

**Address:** 601 Hutchison House, 10 Harcourt Road, Central, Hong Kong

**Telephone:** 2500 1015

**Mobile (if available):** YYYY XXXX

**email:** Cheryl@charitablechoice.org.hk

**Web URL:** www.charitablechoice.org.hk

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**Telephone:** 0131 455 4384

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**email:** [j.revuelta@napier.ac.uk](mailto:j.revuelta@napier.ac.uk)

**Project Tutor:**  SCOPE to allocate

**email**:

**Student Team:** Student 1 (students TBA)

Student 2

Student 3

Student 4

**Oral Presentation date: TBA in week commencing 28 May 2012**

**Aim: To review the current marketing of Charitable Choice and to propose a Marketing Plan for the next year**

**Background/rationale**

Charitable Choice has only been in operation since October 2011 and is Hong Kong’s first charity gift card. Donors may choose the amount they donate as a gift on the recipient’s behalf. The recipient chooses the charity which receives the donation via a list of charities in Charitable Choice’s website. Net income is 5% of the donation for processing and running Charitable Choice; any credit card fees, if the card is purchased by credit card, are also deducted from the donation.

Charitable Choice has done relatively little marketing and does not have a marketing plan or marketing communications plan. It is envisaged that the marketing plan will concentrate particularly on marketing communications activity, but should consider the marketing of the operation in general.

An introduction to Charitable Choice, the press release at launch, found under News on the website, is included as an appendix. More information on the operation can also be found on the website, particularly in the FAQ section.

**Objectives:**

* To review Charitable Choice’s marketing, positioning and marketing communications to date.
* To identify and research suitable target markets for Charitable Choice, ascertain their composition, the messages which would appeal to them and their reaction to Charitable Choice’s messages and method of operation.
* To produce a marketing plan for Charitable Choice for the period until Lunar New Year 2013, with strategic elements for the longer term beyond that.
  + This should include proposals for marketing communications and, as appropriate, the rest of the marketing mix.
  + An outline costing for the plan should be included. It should take into account that Charitable Choice is a non-profit charitable organisation with limited funding.

**Notes:**

1. The target markets should be identified from within the two following categories:

* Individuals, who would be likely to give gifts for birthdays, anniversaries, Christmas, etc
* Companies, who would be likely to give gifts to staff and clients to commemorate special occasions

2. Focus for the Marketing Plan should be discussed in the initial Briefing. If a further focus is required, this should be identified at mid-Project Review.

3. A schedule for future meetings should be arranged at initial Briefing.

**Appendix**

*This included the Press Release from the company launch.*

**Example Live Project Brief 4**

**Live Project Brief Proforma**

**TSM09907 Live Project (Hong Kong)**

**Project Brief:** Hong Kong Low Carbon Community Campaign (HKLCCC)

**Host Organisation:** The Climate Group (Hong Kong) Limited (TCG)

**Organisation Contact:** Miranda Cheung

**Position:** Head of Program Development

**Address:** Unit 21B, CNT Tower, 338 Hennessy Road, Wanchai, HK

**Telephone:** (852) 2836 5718

**Mobile (if available):** (852) XXXX YYYY

**Fax:** (852) 2836 5707

**email:** mcheung@theclimategroup.org

**Web URL:** www.theclimategroup.org

**University**

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**Project Tutor:**  SCOPE to allocate

**email**:

**Student Team:** Student 1 (students TBA)

Student 2

Student 3

Student 4

**Oral Presentation date: TBA in week commencing 28 May 2012**

**Aim:**

To prepare the communication plan for the 1-year Hong Kong Low Carbon Community Campaign (HKLCCC), to be launched in May 2012.

**Background/rationale**

HKLCCC aims to catalyze the development of a low carbon community to combat climate change through enrichment of climate change knowledge and collective efforts among the public.

Key campaign elements include:

1. General public education through an interactive e-learning platform, i.e. the campaign website (active throughout the campaign period, from May 2012 to April 2013)
2. Low Carbon Living Bloggers Contest with public voting
3. Public engagement activities including tours/seminars/workshops/dialogues

***Note to readers:*** *The HKLCC project has been reshaped in the last couple of months but the missions/objectives remain unchanged. (November 2012).*

**Objectives:**

1. Review current situation in HK:
   1. Identify cases of climate change educational campaigns conducted by green groups in the past few years. Suggested campaigns include but not limited to:
      * + Hong Kong Carbon Reduction Campaign by TCG (website closed upon project completion; see attached extracts from the campaign summary report)
        + Climateers by WWF ([www.climateers.org](http://www.climateers.org))
        + Combating Climate Change Campaign by the Environment and Conservation Fund of the HKSAR Government ([www.eccclimate.org.hk](http://www.eccclimate.org.hk))
   2. Analyse the target audience of various campaigns and evaluate the impacts of these programs; identify the key success factors and areas of improvements
2. Research for the HKLCCC:
   1. Define the target audience (primary and secondary, if applicable) with clear profiles
   2. Identify the current perception and understanding towards climate change issues of our targets; derive the cut-through messages of a climate change educational campaign
   3. Understand the media habits of our targets, including traditional and social media
3. Produce a communication plan for the HKLCCC with the following objectives:
4. Define the key communicable messages for the campaign in order to create attention and arouse interest among the target audience
5. Identify the most effective and cost-efficient media (traditional + social) in reaching our targets
6. Drive traffic to the campaign website – sustain interests of the audience and encourage repeated visits throughout the campaign
7. Recruit participants for the Bloggers Contest and other public engagement activities

**Remarks**: The communication plan is the core deliverable of the project and should take at least 50% of the final report. The communication strategies should be derived from and well supported by the learnings through the review and research processes.

**Notes:**

1. Full details of the HKLCCC will be presented during the Initial Briefing
2. As the campaign will be launched in May 2012, interim sharing of the work is needed before the Oral Presentation, probably in early to mid-April. Schedule of the sharing and the format will be discussed and agreed upon beforehand. It should be in good enough shape for the TCG to use in preparing and booking its campaign. The final version of the report should be submitted in Week 14 as normal

**About The Climate Group (**[**www.theclimategroup.org**](http://www.theclimategroup.org)**)**

The Climate Group is an independent, not-for-profit organization, which brings together a global coalition of the world’s most powerful governments, brands and public figures across Asia, Europe and North America. Since 2004, The Climate Group has been working with governments, business leaders and the world’s most influential individuals – to push for the policies, technologies and investment needed to make the Clean Revolution commercially viable. Together, The Climate Group has the power to create a smarter, better, more prosperous future for all.