Derbyshire Festival of Business Evaluation Report

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(On behalf of the UoD evaluation team)

27th July 2022

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1. Executive Summary

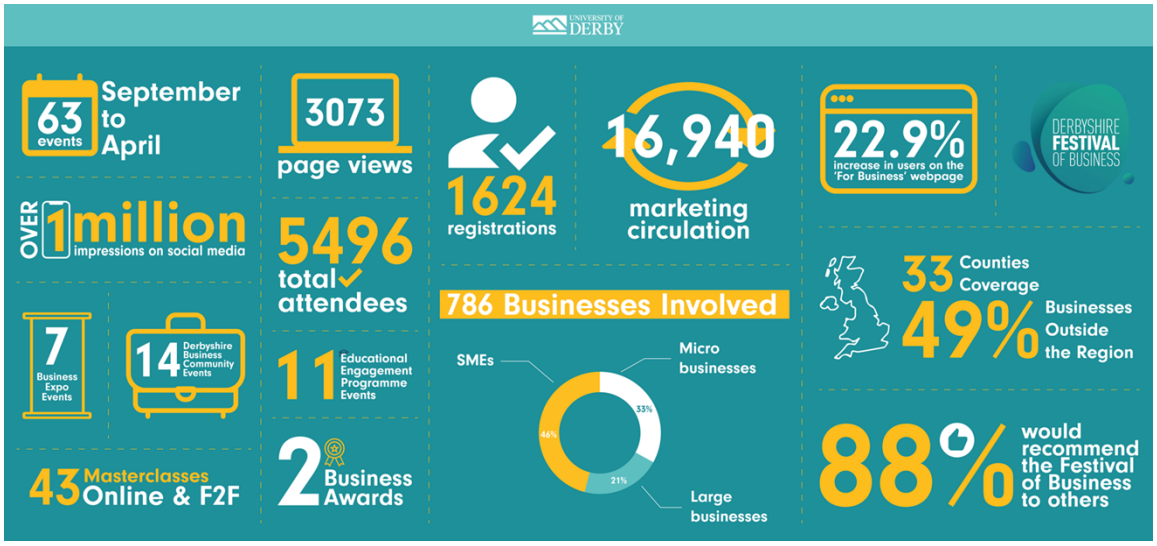
This report presents the evaluation of the Derbyshire Festival of Business (DFoB) on behalf of the University of Derby (UoD) project team and includes a performance evaluation and recommendations for the future.

The report shows the various methods undertaken for the evaluation. It presents the key findings of the outcomes of the Festival, as well as suggestions for future DFoBs.

The key information that has been used to devise this report includes:

- data about the attendees and businesses they represented obtained from event booking and registration forms
- data on the businesses and organizations collected from publicly available sources including the FAME database and GOV.UK Companies House website
- feedback data from attendees collected from post-event questionnaires
- Marketing and social media performance data collected by the marketing team for the Festival
- focus groups interviews conducted with event organisers, attendees and student participants, together with a case study from a representative business.

Evidence shows that the DFoB proved to be a very successful platform for business networking, knowledge sharing, business showcasing and recruitment and in so doing it supported the economic development of the county. Some key statistical highlights are shown below.



In terms of the KPIs set by Vision Derbyshire when the £43k of funding was allocated to the DFoB the outputs are as follows:

Table 1. DFoB Performance Against Target Outputs

KPI	Target	Delivered
Number of locally/regionally based organisations coming together to deliver the DFoB	10+	17
Number of businesses engaged	1000+	786*
Number of individual events delivered as part of the DFoB	50+	63
Cumulative number of attendees at events	2000+	5496*

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**These both are under-estimates given shortcomings in the data collection process. Indeed, the number of businesses engaged data comes from just 12 events (refer to table 5).*

As shown in table 1, DFoB have met most of the KPIs set by Vision Derbyshire, except for the number of businesses engaged. However, the number 786 is underestimated and is calculated based on only 34 events in which we have the information. A lot of events (29 out of the 63 events) organized either did not collect such information or the organizer did not share the data with the evaluation team. Table 5 lists the availability of such information from event organizers. Another reason that could explain the failure to deliver against this target could be the circumstance of Covid. During the period of DFoB when all Covid restrictions have lifted, businesses have seen an increase in workload to reduce the backlog of work, which has been prioritised over attendance in DFoB events.

2. Introduction

This report is prepared for the evaluation of the Derbyshire Festival of Business (Festival) on behalf of the University of Derby (UoD) team for the performance evaluation of the Festival.

The aims of this report are to:

- Document the key activities of the DFoB;
- Help the funders and other stakeholders to understand the key achievements of the DFoB;
- Help the project team to reflect on the event programme and make necessary adjustments for the future.

3. Methodology

Data used in this evaluation report has been collected from event booking and registration information, a post-event survey, marketing and social media performance data, qualitative feedback from focus group interviews and case study interviews. Additional data on the businesses and organizations has been collected from publicly available sources including the FAME database and the GOV.UK Companies House. The data has been aggregated, compiled and analysed following the key expectation of the funders and stakeholders. Pie-charts, frequency tables, cross-tabulations and various other analytical procedures have been conducted to gain a better understanding of the performance of the DFoB.

The handling and processing of the data strictly followed the ethics and confidentiality standards and code of conduct of UoD. All personal information has been anonymized before processing. No sensitive information apart from those directly related to the project evaluation has been processed or analysed. Ethical approval was acquired from the University and the secure storage of data has been ensured following the University's Data Governance policies.

4. DFoB 2022

4.1 Types of Events

The Festival delivered a wide range of events that businesses, school/college and university students from the region and beyond could take part in. Table 2 summarizes key types of activities offered throughout the Festival. The list of events that took place for each component can be found in Appendix **A1**. Those activities were intended to give businesses the support and opportunities needed to develop, as well as showcase Derbyshire's extensive business capability to future clients, customers, partners, investors and employees.

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Table 2. Types of Events in the Festival

Component	Aim of the events	No. Events
Showcasing Derbyshire's Business Community	To profile Derbyshire's businesses to potential customers/clients and future employees.	**14**
Educational Engagement Programme	To bridge the gap between Derbyshire's businesses and the next generation of employees. To inspire school/college and university students to consider Derbyshire based employment opportunities.	**11**
Masterclasses	To raise the profile of Derbyshire with numerous thought leaders within the UK business community and so raise the county's profile as a place with knowledge.	**43**
Derbyshire Business Awards	To showcase the business and enterprise talent within Derbyshire and help raise aspirations to succeed.	**2**
The Derbyshire Business Expo	To showcase Derbyshire's businesses to existing and future clients.	**7**
Total		**77***

The actual number of delivered events was 63, however 9 had more than one component e.g. "Made in Chesterfield" was organized both to showcase Derbyshire's business community and to inspire the next generation of employees. The list of events that took place for each component can be found in Appendix Table **A1.*

4.2 Number of Events

Table 3. Number of Events Organized

Organization	Number of the events
Events hosted by UoD	34
Events hosted by other organizations	29
Total	63

From the 22nd of September 2021 to the close of the Festival on the 6th of April 2022, the Festival delivered a total of 63 events, among those, 34 events were delivered by the University of Derby, and 29 events were delivered by other organizations (e.g., Department for International Trade, Destination Chesterfield, D2N2 LEP - Futures for Business, East Midlands Chamber, and Marketing Peak District & Derbyshire). In particular, UoD's College of Business Law and Social Sciences (BLSS) hosted a quarter of the events (15 out of 63). East Midlands Chamber organized most events for the Festival among all the other organizations. Table 4 shows the details.

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Table 4. Number of Events by Organizations

Organization	Number of the events
UoD	7
UoD - BLSS	15
UoD - BLSS - Enscite	4
UoD - Careers	3
UoD - MHPP	2
UoD - STEM	2
UoD - Banks Mill	1
Academy of Ideas	1
Business Peak District & EMC	1
Community Chesterfield	1
D2N2 LEP - Futures for Business	1
Department for International Trade	4
Derby City Council	1
Destination Chesterfield	3
East Midlands Chamber (Derbyshire, Nottinghamshire, Leicestershire)	7
Essential Print Services	1
Innovate 4 Rail/DE-Carbonise	1
Innovate UK	1
Marketing Peak District & Derbyshire	3
National Stone Centre	1
RSM UK	1
TecQuipment	1
The Institute for Aerospace Technology (IAT)	1
Total	63

4.3 Attendees

Out of the 63 events, the evaluation team obtained the data on either registration or attendees for 54 events (events without further data were largely organized by non-UoD organizations). Out of these 54 events, there were 5,496 attendees from 786 businesses/organizations. The East Midlands Chamber's events collectively attracted 1047 attendees, the Banks Mill Open Studios event attracted 959 attendees and the UoD-Career event attracted 957 attendees. The 3 Destination Chesterfield events collectively attracted representatives of 166 businesses/ organizations. Table 5 shows the detailed statistics by event organizers.

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Table 5. Attendees by Event Organizations

Event Organization	No. of Attendees	No. of Businesses/ Organizations involved
Academy of Ideas	297	NA
Business Peak District & EMC	100	NA
D2N2 IEP	144	82
Department for International Trade *(4 events in total)*	301	NA
Destination Chesterfield *(3 events in total)*	575	166
East Midlands Chamber *(7 events in total)*	1047	14[1]
Essential Print Services	37	15
Innovate 4 Rail/DE-Carbonise	12	7
Innovate UK & KTN	185	NA
Marketing Peak District & Derbyshire *(2 events in total)*	106	75
National Stone Centre	24	NA
TecQuipment	33	NA
UoD *(6 events in total)*	330	144
UoD - Banks Mill	959	48
UoD - BLSS *(12 events in total)*	166	92
UoD - BLSS - Enscite *(4 events in total)*	79	NA
UoD – Careers *(3 events in total)*	957	40
UoD – MHPP *(2 events in total)*	139	98
UoD - STEM	5	5
Total	5496	786

4.4 Registrations versus Attendance

There are 24 events for which both the number of registrations and attendees were obtained, such that the turn-up rate for those events can be worked out (see Table 6). The average attendee turn-up rate is 57.1%, whilst the "Workplace Wellness" organized by UoD-BLSS had the highest turn-up rate of 111.1%.

Table 6. Number of Registrations and Attendees by Event Organizations

Event	Organization	No. of Registrations	No. of Attendees	Turn-up Rate
Chesterfield Investment Summit	Destination Chesterfield	150	130	86.7%
Derby's Climate Change Commission	East Midlands Chamber	33	16	48.5%
Digital Marketing Conference & Exhibition	East Midlands Chamber	245	116	47.3%

[1] This number is based on only 1 of the events (Derby's Climate Change Commission on 25/11/2021), which provided the information on businesses attended.

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Manufacturing & Engineering Conference 2022	East Midlands Chamber	164	134	81.7%
Small Business Saturday	Essential Print Services	61	37	60.7%
Circular Economy – What is it and why it is important	Innovate 4 Rail/DE-Carbonise	22	12	54.5%
Peak District & Derbyshire Hospitality Charter launch	Marketing Peak District & Derbyshire	124	81	65.3%
Festival of Business launch	UoD	130	81	62.3%
Logistics and Supply Chain Conference	UoD	192	45	23.4%
Social marketing for small enterprises	UoD	12	3	25.0%
Planning for growth - Innovation Day	UoD	95	51	53.7%
Cash and Working Capital Management	UoD - BLSS	12	2	16.7%
How can industrial digitalisation help drive us to net-zero manufacturing?	UoD - BLSS	33	21	63.6%
Critical path analysis	UoD - BLSS	10	6	60.0%
Addressing global challenges through digital and resilient supply chains	UoD - BLSS	48	41	85.4%
Workplace wellness: quick wins for your business	UoD - BLSS	9	10	111.1%
Discover the new opportunities for collaboration offered by the pandemic	UoD - BLSS	12	7	58.3%
High street decline or evolution?	UoD - BLSS	22	18	81.8%
Preparing for Funding and Investment	UoD - BLSS - Enscite	10	3	30.0%
Getting the most out of your accountant and accounting software	UoD - BLSS - Enscite	8	5	62.5%
Growing tomorrow's leaders	UoD - BLSS - Enscite	86	31	36.0%
Leading people positively	UoD - BLSS - Enscite	81	40	49.4%
Mental Health & Productivity - the business recovery catalyst	UoD - MHPP	7	4	57.1%
Getting to Grips with Data	UoD - STEM	2	2	100.0%
Total		1568	896	57.1%

4.5 Level of Repeat Attendances

Due to different booking systems that UoD and other organizations used, the evaluation team could only obtain data on the detailed registration/attendance list for the 17 UoD organized events (out of the total 63). Therefore, the following analysis are based on the attendees' information from those 17 events only.

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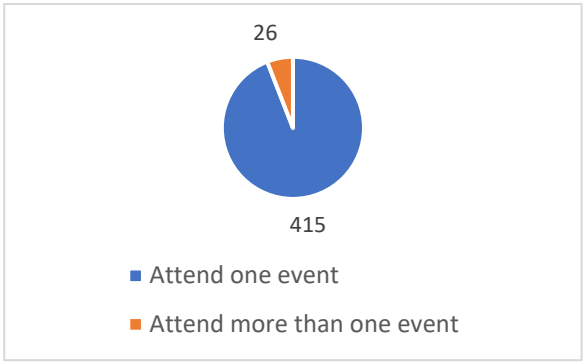
Firstly, the information for 441 attendees from those 17 events were collected. 415 individuals attended only one event, and 26 individuals had attended more than one events during the Festival (see Figure 1).

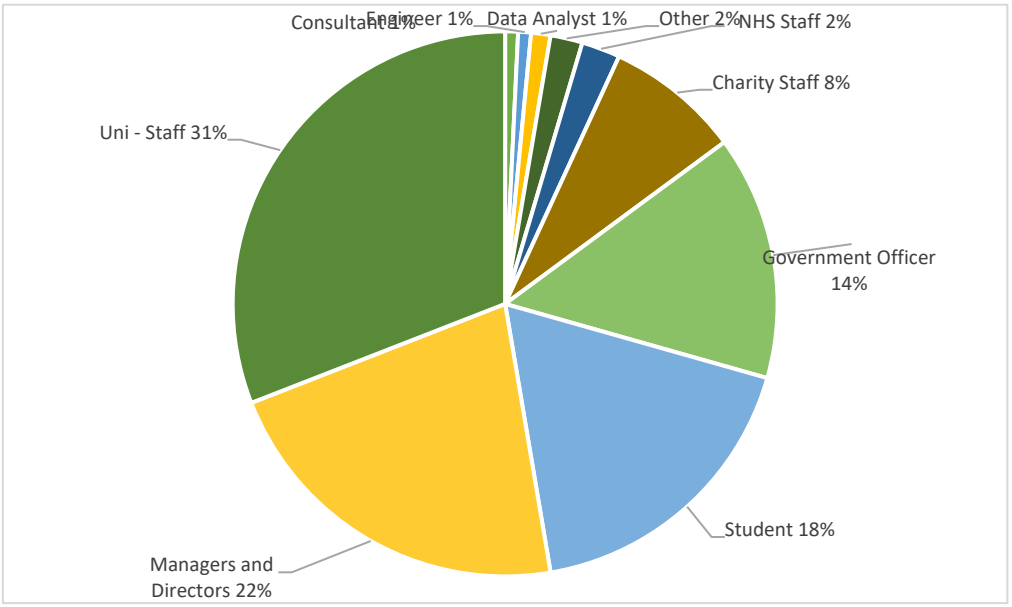
Figure 1. Engagement of the Attendees



4.6 Categories of Attendees

Secondly, the job title of 262 attendees out of the 441 attendees were obtained. Based on the areas of their positions in the business/organization they represented, 10 job categories can be identified. Figure 2 shows the distribution of attendees across those job categories.

Figure 2. Attendees Occupation



Among all the attendees, university staff (31%), students (18%) and managers and directors (22%) account for 71% the attendees in total. In term of university staffs and students, there are not only attendees from UoD, but also attendees from other universities. Detailed breakdown is shown in Table 7 below.

Table 7. Attendees from Universities

	Other organizations	**UoD**	**Total**
Student	4	43	47
Uni Staff	46	35	81
Total	50	78	128

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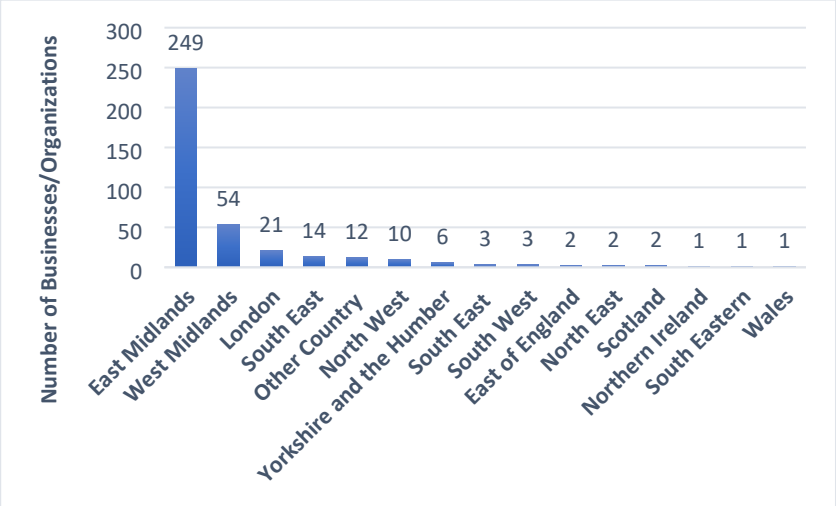
4.7 Number of Businesses Represented

In terms of the number of businesses, complete data for 20 events (out of the total of 63 events) was obtained on the name of the business/organizations where the attendees are from. This includes 15 events organized by UoD, and 5 events organized by D2N2 LEP, East Midlands Chamber, Essential Print Services, Innovate 4 Rail and Marketing Peak District & Derbyshire. Particularly, there were 386 business organizations and institutions reached in these 20 events.

Figure 3 shows the distribution of counties of the Businesses/Organizations represented by the attendees, where East Midlands is the main area where attendees came from. However, there were also attendees from West Midlands, London and other regions. Apart from the businesses and organizations in the UK, the Festival also managed to reach 12 institutions from other countries, such as Italy, Malaysia and China.

Figure 3. Distribution of the Region of the Businesses/Organizations (based on data from 20 of 63 DFoB events)



As for the businesses and organizations reached within the UK, for these 20 events with at least the name of the businesses/institutions, the 3 digits of their address postcode were obtained either from the registration forms, or via the FAME database or the GOV.UK Companies House website. Figure 4 shows the distribution of the counties where those businesses and organizations are located, which shows that the Festival was able to attract attendees from 33 counties. Although most of the businesses are from Derbyshire (194 businesses), there are also many businesses and organizations from Nottinghamshire (31), London (24), Staffordshire (22), Warwickshire (21), and Leicestershire (12).

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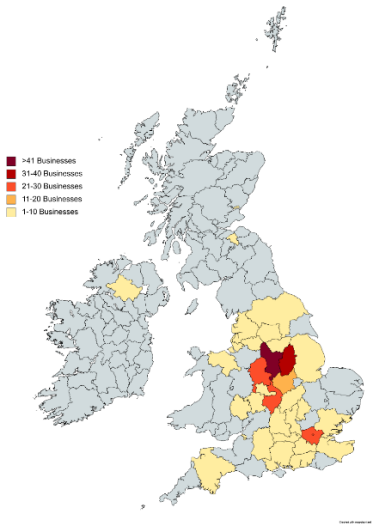
Figure 4. Distribution of the Counties of the Businesses/Organizations (based on data from 20 of 63 DFoB events)



Based on the names of the businesses and organizations, their sector information (Primary UK SIC 2007 code) was further collected from either the FAME database or the GOV.UK Companies House website. In total, the information for 382 businesses in the sample were obtained. Figure 5 shows the distribution of the sectors for the businesses/organizations covered by the Festival, which shows a broad range of sectors. Specifically, about 20% of business and organizations (77 out of 382) are in Education, 15% (56 out of 382) are in Professional, Scientific and Technical Activities, and 10% (38 out of 382) are in Accommodation, Food and Beverage Service sectors. There are also 33 government organizations including the local councils, government agencies and departments, and 6 NHS institutions.

Figure 5. The Distribution of the Business/Organization Sectors (based on data from 20 of 63 DFoB events)

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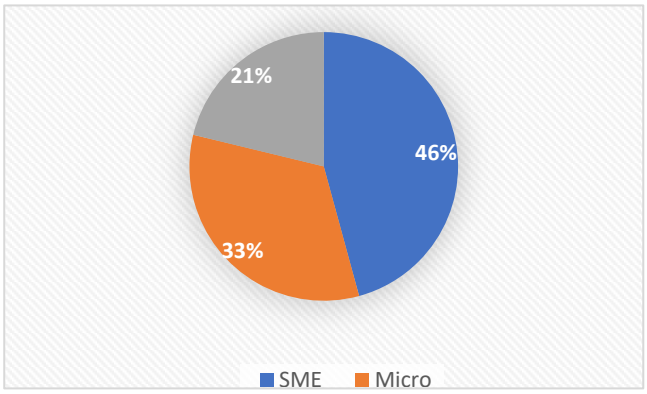
4.8 Size of Businesses

Apart from the sector information collected from either the FAME database or the GOV.UK Companies House website, the data on the size of the businesses were also analysed. In particular, the operation revenue (turnover) and the number of employees in 2020 or in the last available year were collected for 330 businesses. The evaluation team followed the UK government definition of SMEs, which encompasses micro (less than 10 employees and an annual turnover under €2 million), small (less than 50 employees and an annual turnover under €10 million) and medium-sized (less than 250 employees and an annual turnover under €50 million) businesses.

Figure 6 shows the distribution of the size for the businesses covered by the Festival. It indicates a relatively balanced coverage of different types of businesses in terms of business size. Particularly, there are 109 Micro, 151 SMEs and 70 Large firms that participated in the Festival.

Figure 6. Size of the Businesses (based on data from 20 of 63 DFoB events)



5. Impact of the Festival

5.1 Reach of Events to the Public

The Derbyshire Festival of Business marketing team developed several tools to promote the Festival to the public such as, official webpage, newsletters, and social media. In terms of social media, a LinkedIn group—"Derbyshire Festival of Business"—was created; a Twitter account—@DerbyUniBis—was managed; the marketing team also worked with @DerbyUniPress to share news and events surrounding the Festival. This includes regular organic social posts on Twitter and LinkedIn and paid or promoted posts on LinkedIn, Facebook and Google. In total, the number of people the Festival reached using the social media Campaign was 1,114,127[2] from September 2021 to April 2022. Table 8 shows the statistics on the public reach through social media by various platforms. Additionally, there is also a Youtube video promoting the launch event of the Festival posted through the UoD account, reaching 261 views up to date, as well as an online archive of video footage of some of the key events.

[2] Please note that this number does not mean the number of unique viewers. It is a simple sum of the reaches from all the posts.

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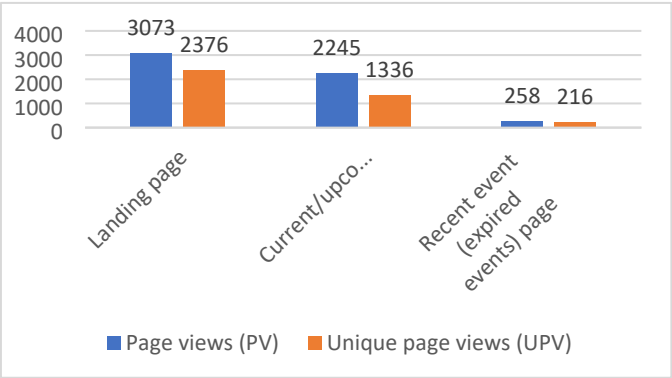
Table 8. Stats on Social Media Campaign

Social media Campaign	*Statistics*
Organic Twitter Posts	Posts: 363 Likes: 554 Retweets/Shares: 252 Link Clicks: 179 Profile Clicks: 70 People Reached: 63,581
Organic LinkedIn Posts	Posts: 11 Shares: 39 Link Clicks: 1,178 People Reached: 27,764
Paid Facebook advertisements	Clicks: 9,202 People Reached: 956,628 Cost: £3,336.60
Paid LinkedIn advertisements	Clicks: 240 People Reached: 63,263 Cost: £2,237.33
Google PPC	Clicks: 187 People Reached: 2,891 Cost: £382.40

An official webpage was also created to promote and showcase the events during the Festival. Figure 7 shows the web traffic data for the Festival up to 22nd of April 2022. Specifically, the DFoB landing page reached 3,073 page views from 2,376 unique views.

Figure 7. Web Traffic for the DFoB Webpages



Additionally, weekly emails with ***University of Derby For Business Newsletter*** were also sent to the newsletter subscribers to advertise the Festival and upcoming events (an example of the email that was sent out on 19th November 2021 can be found here, and an example of the newsletter being circulated on 9th December 2021 can be found here). Figure 8 shows that 16,940 Festival related emails were issued in total for the period of the Festival, where 32.54% (5,512) were opened by the recipients.

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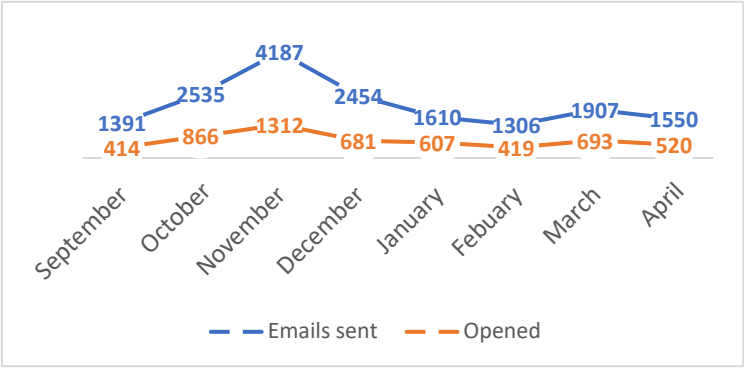
Figure 8. Email Stats Promoting DFoB Events



5.2 Feedback from the Events

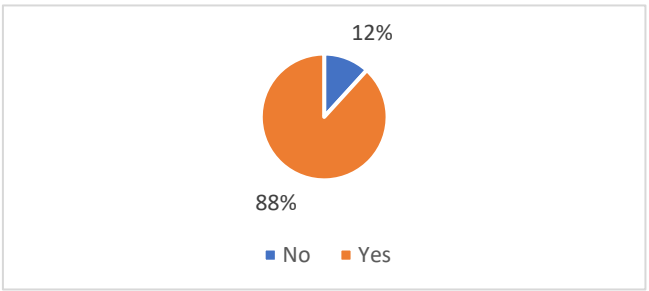
For some events organized by UoD-BLSS, a post event evaluation survey was developed and delivered to event attendees after each event. A copy of the survey can be found here and in Appendix **A2**. In total, 18 responses were received from attendees of 8 events. On average, the attendee rates 3.89 out of 5 for the event attended, indicating 77.8% satisfaction rate. Attendees are also 82.2% (4.11 out of 5) likely to attend other events of the Festival having attended the event.

Table 9. Overall satisfaction and intention to attend next event (based on 18 survey responses from attendees of 8 DFoB events)

	Average Rate
How would you rate this event overall? *Rate from 1-5 where 1 is poor and 5 is excellent*	**3.89**
Having attended this event, how likely are you to attend other Derbyshire Festival of Business events? *Rate from 1-5 where 1 is extremely unlikely and 5 is extremely likely*	**4.11**

In the survey, the attendees were also asked whether they would recommend to others that they attend future Derbyshire Festival of Business events. Figure 9 summarized the responses, and it shows that 88% of the attendees would recommend the events to others.

Figure 9. Would you recommend to others that they attend future Derbyshire Festival of Business events? (based on 18 survey responses from attendees of 8 DFoB events)



In addition, the open questions were used to get further feedback and comments for improvement in the future. Most of the 18 attendees to 8 UoD/BLSS organised events found the discussion and reflection in the workshop very valuable. A few mentioned the networking and the

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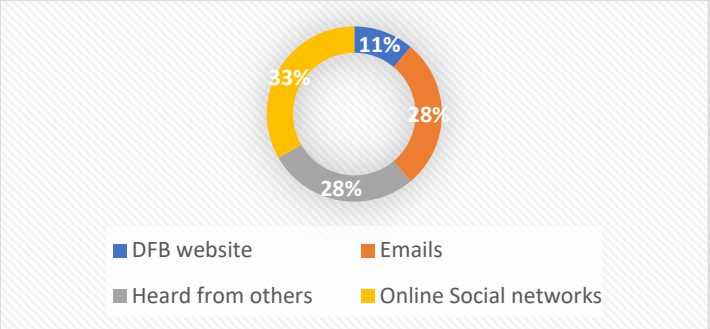
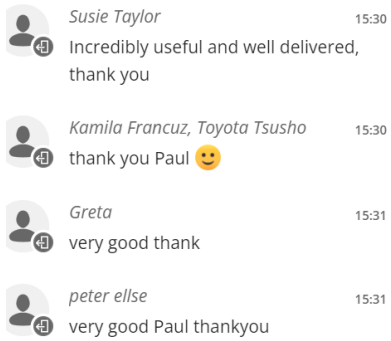
very engaging speaker and examples from local businesses to be of most value. Regarding future improvements, some suggested that the event organisers could work on the promotion and publicity to attract and ensure better attendance, and the workshop could introduce more real-world business examples or case studies to better explain the context. There were also a few comments on the delivery of the events, including difficulties of joining meetings online, preference for face-to-face events, having longer time slots and more speakers.

Figure 10 shows that online social networks are the main channels that participants heard about the events. This will help to better understand how to attract more participants in the future.

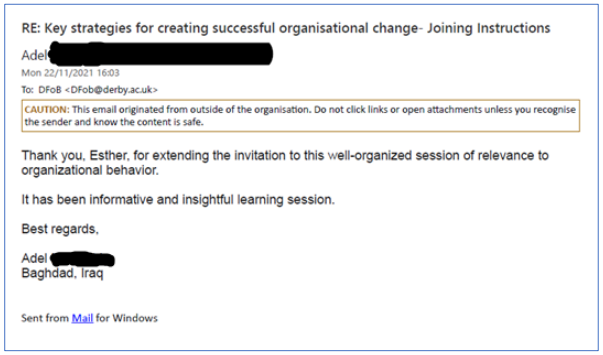
Figure 10. Where did you hear about this event?



Apart from the feedback collected from the survey, some qualitative feedback was also received. For example, after a Masterclass (Critical Path Analysis) which was delivered online, attendees left very positive comments before leaving the session. Below is the screenshot from the chat.



Positive feedback was also received in the form of emails from business participants following some other Masterclasses. Below are the screenshots of some of the emails.


RE: Key strategies for creating successful organisational change- Joining Instructions

Adel [redacted]

Mon 22/11/2021 16:03

To: DFoB <DFob@derby.ac.uk>

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Thank you, Esther, for extending the invitation to this well-organized session of relevance to organizational behavior.

It has been informative and insightful learning session.

Best regards,

Adel [redacted]
Baghdad, Iraq

Sent from Mail for Windows

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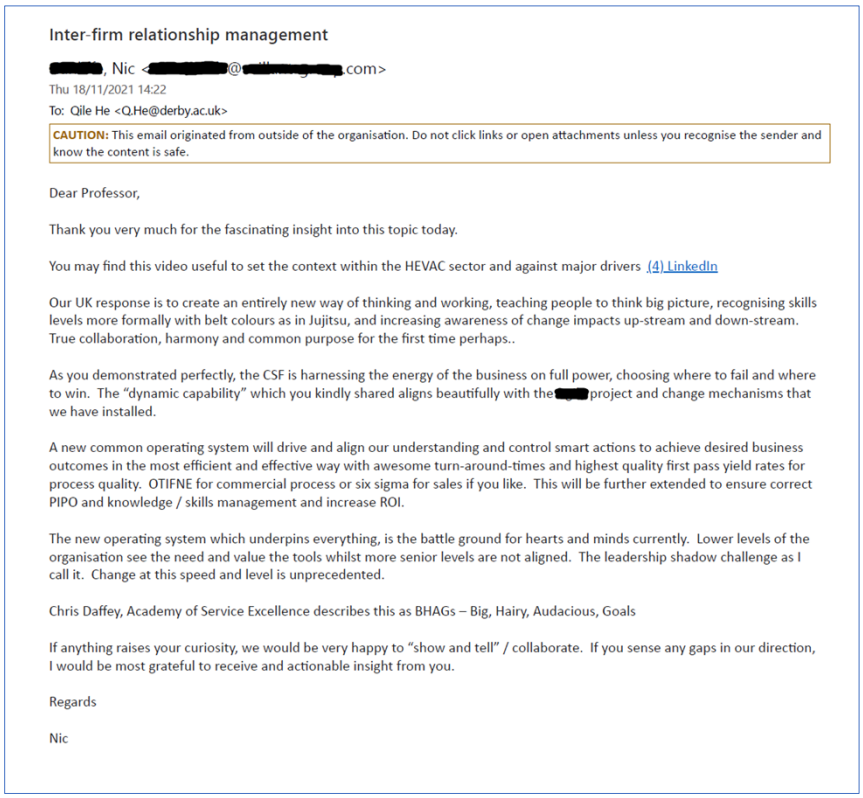

Inter-firm relationship management

[redacted], Nic <[redacted]@[redacted].com>
Thu 18/11/2021 14:22
To: Qile He <Q.He@derby.ac.uk>

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dear Professor,

Thank you very much for the fascinating insight into this topic today.

You may find this video useful to set the context within the HEVAC sector and against major drivers (4) LinkedIn

Our UK response is to create an entirely new way of thinking and working, teaching people to think big picture, recognising skills levels more formally with belt colours as in Jujitsu, and increasing awareness of change impacts up-stream and down-stream. True collaboration, harmony and common purpose for the first time perhaps..

As you demonstrated perfectly, the CSF is harnessing the energy of the business on full power, choosing where to fail and where to win. The "dynamic capability" which you kindly shared aligns beautifully with the [redacted] project and change mechanisms that we have installed.

A new common operating system will drive and align our understanding and control smart actions to achieve desired business outcomes in the most efficient and effective way with awesome turn-around-times and highest quality first pass yield rates for process quality. OTIFNE for commercial process or six sigma for sales if you like. This will be further extended to ensure correct PIPO and knowledge / skills management and increase ROI.

The new operating system which underpins everything, is the battle ground for hearts and minds currently. Lower levels of the organisation see the need and value the tools whilst more senior levels are not aligned. The leadership shadow challenge as I call it. Change at this speed and level is unprecedented.

Chris Daffey, Academy of Service Excellence describes this as BHAGs – Big, Hairy, Audacious, Goals

If anything raises your curiosity, we would be very happy to "show and tell" / collaborate. If you sense any gaps in our direction, I would be most grateful to receive and actionable insight from you.

Regards

Nic

5.3 Expo Feedback

To support local businesses and showcase Derbyshire's business capability and opportunities to local communities, clients, customers, partners and investors, 7 Expo events were organized, in which the performance data are the key for the understanding of the impact of the Expos and the whole Festival. The DFoB evaluation team designed data collection guidance for the Expo organizers to capture the performance data. Based on the guidance, 3 Expo events organized by East Midlands Chamber (the Digital Marketing Conference & Exhibition, the Manufacturing & Engineering Conference 2022 and the D2N2 Business Support Showcase) collected feedback from both delegates and exhibitors. Overall, there were 50 responses from delegates and 23 from exhibitors. In the following sections, the evaluation team analysed the feedback from delegates and exhibitors separately.

5.3.1 Feedback from Delegates

Table 10 shows the overall feedback from 50 delegates, which reveals a high level of satisfaction with the venues, the support provided by the events team and booking process, presentations, agenda and the overall quality of the event.

Table 10. Feedback from 50 Delegates

	Average Rate
Venue	**4.42**
Events team and booking process	**4.74**
Presentations in the Expo	**4.47**
Conference agenda	**4.40**
Overall quality of the Event	**4.46**

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In addition, open questions were also used to get further feedback and comments for future improvements. Most attendees found the keynote talks/presentations to be inspirational, informative and engaging, with participants receiving plenty of useful and practical advice and tools to explore. Some advised that the more examples could have been provided so as to better illustrate the key concepts being covered in the masterclasses. In terms of the conference agenda, most of the delegates were happy with the range of topics covered, while some would have welcomed more time for Q&A and networking. A few delegates also suggested that speakers should have included members of the local small business community. As for the general feedback and comments, most of the delegates spoke highly of the overall quality but would have welcomed more opportunities for networking and visiting trade stands. A few also mentioned that an additional session could have been included to showcase different support opportunities available for local businesses.

5.3.2 Feedback from Exhibitors

There were similarly positive responses from the 23 event exhibitors in respect of the venues, the event teams and booking process, whilst they provided positive feedback in respect of the agenda and overall quality of the events. East Midlands Chamber also collected feedback and comments on the exhibition set up process, stand location, exhibition area layout/floorplan and footfall. Table 11 reveals lower levels of satisfaction with exhibition stand locations, area layout/floorplan and footfall. Additional comments provided on the exhibition stand location and area layout shows that some exhibitors were disadvantaged as their stand's location were set too far from the main conference room and food and refreshment tables, which gave attendees less incentive to pass by. This resulted in little footfall and limited opportunity for networking. Most of the exhibitors also shared the concern that there was not enough time for people to walk around the stands.

Table 11. Feedback from 23 Exhibitors

	Average Rate
Venue	**4.30**
Events team and booking process	**4.87**
Exhibition set up process	**4.43**
Exhibition stand location	**3.52**
Exhibition area layout/floorplan	**3.43**
Exhibition area footfall	**2.83**
Conference agenda	**4.22**
Relevance of the event to your business	**4.06**
Overall quality of the Event	**4.46**

5.3.3 Lesson Learned from Expos

Considering the feedback from both the delegates and exhibitors, the Expos seem to have been very well organized but with room for future improvement. Some common suggestions are:

- Encourage more opportunities for networking and communication between speakers, delegates and exhibitors;

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- Effectively design area layout/floorplan could give exhibitor better/fair opportunity for natural footfall;
- Invite more SME representatives from local business community for talks;
- Get local business community on board when planning the event to serve the need of business community better;
- Effectively promote the event and set the aim and objectives clearly.

5.4 Focus Group Interviews

The evaluation team also organized three focus groups to collect feedback and comments from event organizers, business representatives and students. A total of 17 participants who either organized events for the Festival or attended the Festival events, or who were involved in both roles, were invited to the first and second focus groups. The third focus group involved 4 student participants. The interactive conversation from the focus group interviews helped the evaluation team to capture the overall performance of the Festival, as well as its impact.

A copy of the focus group guidance and questions can be found in Appendix A3, with the key findings being presented below:

5.4.1 Awareness of the Festival & Promotion of the Events

Most of the organizers and attendees learned about the Festival through personal connections, while students learned about the Festival through posters on campus. There were mixed outcomes in terms of the attendance numbers, where some events had good turn-up rate, while some had rather poor attendance. Although this might be due to the circumstance of COVID, more work needs to be done in the future in terms of event promotion and awareness raising.

Suggestions: Social media promotion worked well in terms of exposure of the Festival and the events, and it may be good to produce film clips to show what the potential benefit for people attending the events. Creating hashtag on social media platform would also be good to raise awareness of the Festival. Some advised that in the event promotion materials, the aim, purpose and potential outcomes from attending the events should be stated more clearly.

5.4.2 Communication and Event Management

There was mixed experience in terms of the communication with the DFoB team, partially due to the resignation of the first project manager.

Suggestions: Having one point of contact and frequent, consistent engagement with the DFoB are essential for the event organizers and participants.

5.4.3 Expectations

Attendees of the events, both business representatives and students shared that the event had met their expectations. Organizers, however, had mixed experiences in terms of meeting expectations, which was partly due to the multiple contact points in the project team as discussed above.

Suggestions: The aim, target of the Festival and potential outcome from organizing or attending the specific event should be set up clearly when planning the event, and stated clearly in the event promotion. Organizers should get a clearer description of the focus and target of the Festival, so it is possible for them to design the event in a more focused way. Additionally, the project team should also make it clearer about what to expect from the organizers, for example, constructive data collection guidance should be provided up front.

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5.4.4 Impact

Most of the participants shared examples of how the DFoB had made some positive impact on their businesses or study. For example, business representatives mentioned that involvement in the DFoB had helped them to build new business connections, enhanced their knowledge of the certain concept, whilst they had benefited from information on the support opportunities in the local community to help them grow and level up. A few said that the DFoB may change their business practice in the future. As for the student group, they shared that attending the event helped with their study programmes. They gained new knowledge and information and built connections with people from the local business community. One student also shared that she was able to build connections with a local company, which could well lead to an employment opportunity.

Suggestions: Almost all the participants in the focus group suggested that the DFoB should provide even more opportunities for networking and building a supportive and collaborative community.

5.5 Post Festival Case Study

In order to further investigate the impact of the Festival on the local businesses, a case study was conducted with a representative local business, MiniApertur Photography. It is a micro company based in Derby that provides B2B photographic services for businesses. The founder attended the "Small Business Saturday" on 4th December.

Generally, the founder stated that attending the event has made a great impact on her business in terms of business networking, revenue growth, personal development, and knowledge enhancement. She is also keen to attend more events as part of future Derbyshire Festivals of Business, which she believes will help in supporting the development and growth of the local business community. The key findings from the discussion with the founder of MiniApertur Photography are presented below.

5.5.1 Business Networking

The DFoB presented a great opportunity to talk to other local businesses in person and build business connections to promote the service the company provides. The event was such a success that it has exceeded expectation, which is evidenced by lots of new LinkedIn contacts.

5.5.2 Revenue Growth

Among all the new business connections, the founder managed to get a new client with a contract that is "worth quite a few months' earnings". Such new revenue generated has made a great impact on her business operation.

5.5.3 Personal Development

Apart from the monetary value generated from attending the event, the founder also talked about the positive impact on her personal development. She said that having a start-up business, she lacked confidence when talking to other people and promoting her business services. However, having attended the event with the welcoming atmosphere, appropriate size and supporting environment, she was encouraged to speak up and had built a lot of self-confidence. This has further positively affected her business practice.

5.5.4 Knowledge enhancement

In addition to providing opportunity for business networking in the local region, the event also had online streaming activity, which showcased other SMEs at a national level. The founder of MiniApertur Photography said that this provided a great learning opportunity to enhance her

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knowledge of the sector at local and national levels, as well as business best practices of other SMEs.

6. DFoB Budget Allocation & Spend

As indicated in Table 12, there was a significant underspend in respect of the Project Manager post, which arose as a consequence of challenges in recruiting a suitable candidate into the position, at a time when many organisations were experiencing similar labour market challenges i.e. as the economy emerged from the pandemic. The solution came in December when a University of Derby member of staff was seconded into the role, however the lack of consistent PM support between August and December meant that some important work, notably in respect of the evaluation mechanisms, did not take place early enough. This meant that when compiling the evaluation report there were gaps in available data that could not be retrospectively addressed.

The budget breakdown also indicates an overspend on marketing and promotional activities linked to the expos and this can be attributed to the work needed to encourage attendance at face-to-face events in the aftermath of pandemic related lockdowns.

However, as far as value for money is concerned, the DFoB should be considered a significant success in that the paid staff time was leveraged against over 650 hours of University of Derby staff time, together with time allocated by key partners such as East Midlands Chamber and Destination Chesterfield.

Table 122. Budget versus Actual Expenditure

	Budget	Actual Expenditure
Project Manager 1.0 FTE fixed term over 6 months (including on costs) to coordinate the various activities linked to the DFoB	£18,000	£8,655.36
Marketing/promotional work needed to build demand for the expos	£15,000	£21,270.89
Brand development & broader social media campaign to promote the Festival	£5,000	£7,573.80
Impact assessment/evaluation of the Festival	£5,000	£5,000
Total	£43,000 + VAT	£42,500.05 + VAT

7. Conclusion

The evaluation team concludes that the DFoB was successfully implemented, with recorded date serving to show that 3 of the 4 performance metrics were exceeded, whilst recorded data shows that 786 businesses were engaged by just 12 of the 63 events. Shortcomings in the data recording tools meant that other data was not collected, however it is safe to assume that the 4th KPI was delivered with well over 1000 businesses being engaged by the Festival. Participant and organiser feedback was in the main very positive, with the Festival proving to be a very successful platform for business networking, knowledge sharing, business showcasing and recruitment. All this will support business growth across Derbyshire.

However, given that this is the first Derbyshire Festival of Business, there are also lessons to be learned. Some suggestions for future DFoB can be found below:

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- **Theme focused**: Rather than having broad aims and objectives, it might be better to have a particular theme for the Festival, which will show the purpose of the festival clearer. For example, considering the struggles and challenges faced by businesses post Covid-19, the theme could be “Level-up” or “Growth”.
- **Time range**: There were concerns that the Festival lagged a bit too long across almost 6 months, which might not fit the idea of a “Festival” and diluted the interests from the participants. Suggestion is that the Festival could be a just for a month or a few weeks, which would make the “Festival” more focused and special. Another alternative is that the Festival could run every couple of years, if each Festival is to last longer than a few months, to make it more ceremonial and celebrative.
- **Build bridge between academics and business community**: Although most of participants valued and benefitted from the presentations and talks from the academics, some mentioned a closer connection between the theoretical concepts and business practices should be developed. Participants would also welcome more opportunities for people from different institutions to network and work together and to create a closer supportive local community.
- **Linkage between different events and components**: When planning and designing the events for the Festival, there should be some links between different events organized rather than just putting all the events together (e.g., through focused themes). There could also be opportunities to get event organizers all together at the early planning stage to share ideas and work together. Such discussion among the team and event organizers could be organized before the Festival launch, during the Festival and after the closing of the Festival.
- **Consistent communication and support from the DFoB team**: The communication between the event organizers and DFoB team could be more transparent and consistent. It might be better to include representatives from organizers, attendees and students to form Festival committees when planning future DFoBs, which would ensure better communication and consistent planning effort. There could also be clearer guidance for individual event organizers. The support team should also make sure there are consistent communications from the start till the end, and then follow up in the post-event period.
- **Systematic approach to data collection and analysis**: In order to effectively evaluate the performance and impact of DFoB, a coherent data collection and analysis tool mshould be developed and communicated to all would-be event organisers. The data collection and analysis process could also be monitored and managed alongside the delivery of the Festival in a more systematic fashion.
- **Event promotion**: Social media served as an effective vehicle for event promotion, but more tools could be developed and used to promote the Festival, such as alternative social media platforms, video clips, working with other local community/institutions. The aim and purposes of the Festival and potential outcomes from attending the specific event should be stated more clearly in the event promotion.

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Appendix

A1 Derbyshire Festival of Business – List of Events Organized

Table A1 Types of Events in the Festival

Component	Aim of the events	List of Events organized
Showcasing Derbyshire's Business Community	To profile Derbyshire's businesses to potential customers/clients and future employees	**14 Events organized to address this component:** Made in Chesterfield (Various throughout November) Chesterfield Investment Summit on 24th Nov Banks Mill Open Studios on 26th-28th Nov Small Business Saturday on 4th Dec Culture Derby – Transforming the city through Culture and the Visitor Economy on 11th Jan Peak District & Derbyshire Hospitality Charter launch on 8th Feb National Apprenticeship Week 2022 on 7th-13th Feb Planning for growth - Innovation Day (Open Day for Business Services and launch of Observatory) on 16th Feb Peak District & Derbyshire Towns and Business Forum at Thornbridge on 9th Mar Derby Talent Fair 2022 on 10th Mar BPD Annual Conference & Derbyshire Accelerator Showcase on 29th Mar Going Green Market Place on 30th Mar Derby Impact, Collaboration and Engagement (DICE) network launch event on 31st Mar D2N2 Business Support Showcase on 6th April
Educational Engagement Programme	To showcase Derbyshire's businesses to the next generation of employees. To inspire school/college and university students to consider Derbyshire based employment opportunities.	**11 Events organized to address this component:** Help us Build a Strong Stone Centre on 1st Oct Buxton Battle of Ideas Festival - Academy of Ideas on 30th Oct Made in Chesterfield (Various throughout November) South Derbyshire Careers Hub Launch event on 30th Nov KTP National Practitioners Conference on 3rd Dec-4th Dec National Apprenticeship Week 2022 on 7th-13th Feb Get on board with Apprenticeships! on 8th Feb Planning for growth - Innovation Day (Open Day for Business Services and launch of Observatory) on 16th Feb Derby Talent Fair 2022 on 10th Mar Space Technology Live: 1 Engineering Jobs in Space and Tech Spotlight on 16th Mar Higher education ESG roundtable on 23rd Mar
Masterclasses	To raise the profile of Derbyshire as a thought	**43 Events organized to address this component:** Export Live - DIT on 10th Sep-29th Oct Growing Tomorrow's Leaders on 14th Sep-2nd Nov

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leader within the UK business community and so raise the county's profile as a place to do business	Leading people positively on 21st Sep-26th Oct Using Digital Tools to Attract Future Employees on 24th Sep Cash and Working Capital Management on 27th Sep Bridge the Gap, Start a Chat on 28th Sep Export Academy on 4th Oct- 3rd Nov Aerospace UP Sustainable Supply Chains Workshop on 12th Oct-13th Nov How can industrial digitalisation help drive us to net-zero manufacturing? on 20th Oct Procurement and the Race to Zero Carbon on 21st Oct Preparing for Funding and Investment on 1st Nov Critical Path Analysis on 1st Nov Addressing global challenges through digital and resilient supply chains on 3rd Nov Workplace wellness: quick wins for your business on 4th Nov Understanding the Benefits and Barriers of Export on 16th -17th Nov Discover the new opportunities for collaboration offered by the pandemic on 18th Nov Key strategies for creating successful organisational change on 22nd Nov Derby's Climate Change Commission – Industry and Business Roundtable on 25th Nov Introducing the SME Pathway to Zero Carbon on 1st Dec Getting the most out of your accountant and accounting software on 6th Dec Mock Tribunal on 9th Dec How to become an influencer on 10th Dec STEM Workshop on 10th Dec Innovate Local on 15th Dec Help to Grow: Management Programme on 16th Dec – 22nd Mar Culture Derby – Transforming the city through Culture and the Visitor Economy on 11th Jan How can small business make a big impact in the race to Net-Zero? on 13th Jan The Student Legal Advice Centre: support for small businesses and entrepreneurs on 19th Jan High street decline or evolution? Creating a sense of place through community-based retail experiences on 25th Jan The visitor economy in a post Brexit, post pandemic era on 27th Jan Peak District & Derbyshire Hospitality Charter launch on 8th Feb Get on board with Apprenticeships! on 8th Feb Circular Economy – What is it and why it is important on 10th Feb Evaluation - what, why, how and when? Q & A Session and Planning Workshop on 15th Feb

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		Planning for growth - Innovation Day (Open Day for Business Services and launch of Observatory) on 16th Feb Becoming more sustainable as a business on 9th Mar Can we trust our data on 18th Mar Social marketing for small enterprises on 22nd Mar Higher education ESG roundtable on 23rd Mar Mental Health & Productivity - the business recovery catalyst on 23rd Mar BPD Annual Conference & Derbyshire Accelerator Showcase on 29th Mar Derby Impact, Collaboration and Engagement (DICE) network launch event on 31st Mar D2N2 Business Support Showcase on 6th April
Derbyshire Business Awards	To showcase the business and enterprise talent within Derbyshire and help raise aspirations to succeed	**2 Events organized to address this component:** Love Chesterfield Awards on 20th Oct Derbyshire Business Awards on 12th Nov
The Derbyshire Business Expo	To showcase Derbyshire's businesses to existing and future clients	**7 Events organized to address this component:** Peak District & Derbyshire Towns and Business Forum at Thornbridge on 9th Mar Digital Marketing Conference & Exhibition on 9th Mar Manufacturing & Engineering Conference 2022 on 16th Mar Derbyshire Festival of Business at Celebrate Chesterfield on 23rd Mar Logistics and Supply Chain Week 2022 on 28th Mar-1st April Logistics and Supply Chain Conference on 31st Mar

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A2 Derbyshire Festival of Business – Feedback form

Derbyshire Festival of Business - feedback form

Thank you for attending this event. To help us to optimise the quality of future events we would like you to provide responses to the following questions. The data collected from this survey will be used to build improvements into future events and it will be referenced within an evaluation report for the Festival. Please refer to the privacy notice at the end of the survey about how we will handle your response data.

Name and date of event attended

How would you rate this event overall? Please rate from 1-5 where 1 is poor and 5 is excellent

Select an Option

Which part of the event did you find most useful and valuable?

What could have been done to have improved the event?

Having attended this event, how likely are you to attend other Derbyshire Festival of Business events? Please rate from 1-5 where 1 is extremely unlikely and 5 is extremely likely

Select an Option

Have you attended previous events of Derbyshire Festival of Business?

Select an Option

Would you recommend to others that they attend future Derbyshire Festival of Business events?

Select an Option

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If you wouldn't recommend the Derbyshire Festival of Business Events why not?

Where did you hear about this event?

What is your job title in your company?

This survey is anonymous, but if you would like to be identified and acknowledged, please leave your name and/or company name here:

Any other comments?

Unique Identifier Number (last 4 digits of your mobile phone) to withdraw

Privacy Notice

The information that you supply on this form will be held and processed in line with the Data Protection Act 2018, GDPR and subsequent legislation.

Information will be used by the University of Derby (as Data Controller) to make contact regarding your enquiry.

We retain this data for up to 2 years, after such time it will be securely destroyed.

Our lawful basis for processing this data is consent.

As a data subject you can request withdrawal of consent at any time by contacting gdpr@derby.ac.uk (mailto:gdpr@derby.ac.uk).

The DPO for the University can be contacted via gdpr@derby.ac.uk (mailto:gdpr@derby.ac.uk). Further information on how we handle your information and details of our DPO can be found in our privacy policy (https://www.derby.ac.uk/services/its/data-governance/privacy-notices/).

I give my explicit consent for my responses to be used as stipulated

- ◯ Yes
- ◯ No

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A3 Derbyshire Festival of Business – Focus group Guidance

Focus group 1 --- Organizers

Opening --- Isabela & Weiwei (10-15 Minutes)

Isabela:

- At the beginning of the meeting, welcome everyone and thank them for their participation.
- Introduce the evaluation team, main facilitator --- Weiwei, Co-facilitator --- Horace, and note keeper --- Huan.
- Make everyone aware that the meeting will be recorded but the recording won't be shared publicly, it is only used by the evaluation team for research purposes and will be destroyed after the use for the research.
- Start the recording.

Weiwei:

- Briefly introduce the purpose of this meeting
- Ask all the participants have a quick round of intro (their names, organizations they are from, which event/s they organised in the Festival).

Run the session **---** Weiwei & Horace (60 – 75 Minutes)

*Be aware, if some participants dominate the discussion, try to make sure every participant get chance to express their views.

Questions (If running out of time, the main focus should be on the highlighted ones):

1. How did you come to learn about the DFoB?

2. Was the event you were involved in organising and/or delivering scheduled to happen **irrespective** of the Festival, or was the event devised **specifically** with the Festival in mind?

   2.a If the event was to happen **irrespective** of the Festival, then ask
   "Why do you want the event to be included? What were the key outcomes from the event, and did they deliver against the objectives that you had in mind when planning the event?"

   2.b If the event was **specifically** organised for the Festival, then ask
   "What were the key outcomes from the event, and did they deliver against the objectives that you had in mind when planning the event?"

3. What was your experience of **engaging with the DFoB team**? Were they proactive in their engagement with you and what are your views on the process for getting an event included as part of the Festival?

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4. Do you believe that the event was effectively **promoted** by the DFoB team? Please explain the reasons for your response.

5. Did the level of demand for the event meet or even exceed your **expectations**? Please explain the reasons for your response.

6. Do you see the **continuation** of the Festival as important? Would you still be supportive of a DFoB next year by organizing/delivering an event?

   6a. If YES, why and what lessons can be learnt from this year's event?

   6b. If NOT, why and what holds you back of organizing/delivering the event?

7. What could be improved, or any new/different features should be included in any future DFoB? Or any other suggestions?

Close the session --- Weiwei

Conclude the meeting, thank for everybody's time and contribution. We will share our evaluation report once it is completed.

Follow up after the meeting --- Isabela

- Email all the participants to thank for their time and contribution.
- Attach the focus questions in case they have some additional thoughts/insights to add.

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Focus group 2 --- Prominent business representatives from across Derbyshire:

Opening --- Isabela (TBC) & Weiwei (10-15 Minutes)

Isabela:

- At the beginning of the meeting, welcome everyone and thank them for their participation.
- Introduce the evaluation team, main facilitator --- Weiwei, Co-facilitator --- Horace, and note keeper --- Huan.
- Make everyone aware that the meeting will be recorded but the recording won't be shared publicly, it is only used by the evaluation team for research purposes and will be destroyed after the use for the research.
- Start the recording.

Weiwei:

- Briefly introduce the purpose of this meeting
- Ask all the participants have a quick round of intro (their names, organizations they are from, which event/s they attended in the Festival).

Note: the participants for focus group 2 should have attended at least one event that was part of DFoB.

Run the session **---** Weiwei & Horace (60 – 75 Minutes)

*Be aware, if some participants dominate the discussion, try to make sure every participant get chance to express their views.

Questions (If running out of time, the main focus should be on the highlighted ones):

1. Were you **aware** of the DFoB and if so when and how were you made aware of the Festival?
2. What do you believe the **aims** of Festival of Business ought to be and if you have knowledge or experience of the DFoB, do you believe it fulfilled such aims?
3. What is your **general experience** of the event/s? (i.e. event promotion, registration and attending the event)
4. In your view, what are the **main benefits** you expect to gain from the event/s? Did the event meet your expectations? Please explain the reasons for your response.
5. From attending/organizing the event(s), did you build any **new business connection**?
   6a. If YES, could you give us some examples please?

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6b. If NOT, what do you think might be the reason?

6. Did attending the event(s) help you **enhance knowledge** of certain area or get **new information** (for example, business management, practice etc.)? If so, could you give us some examples please?

7. Did attending the event(s) **change your business practice, process or strategy**?
   7a. If YES, did you observe benefit from such change or do you expect positive growth of your business due to such change? Any examples?

8. Do you see the **continuation** of the Festival as important? Would you be interested in engaging with the Festival in the future (either in organising one or more events, promoting one or more events, or attending one or more events)? Please explain the reasons for your response.

9. What could be improved in any future DFoB? Or what new/different features should be included in any future DFoB?

Close the session --- Weiwei

Conclude the meeting, thank for everybody's time and contribution. We will share our evaluation report once it is completed.

Follow up after the meeting --- Isabela

- Email all the participants to thank for their time and contribution.
- Attach the focus questions in case they have some additional thoughts/insights to add.

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Focus group 3 --- Students:

(Students are selected from two events: Digital Marketing Conference & Manufacturing and Engineering Conference)

Opening --- Isabela (TBC) & Weiwei (10-15 Minutes)

Isabela:

- At the beginning of the meeting, welcome everyone and thank them for their participation.
- Introduce the evaluation team, main facilitator --- Weiwei, Co-facilitator --- Horace, and note keeper --- Huan.
- Make everyone aware that the meeting will be recorded but the recording won't be shared publicly, it is only used by the evaluation team for research purposes and will be destroyed after the use for the research.
- Start the recording.

Weiwei:

- Briefly introduce the purpose of this meeting
- Ask all the participants have a quick round of intro (their names, Year & Programme studying).

Note: the participants for focus group 2 should have attended at least one event that was part of DFoB.

Run the session **---** Weiwei & Horace (60 – 75 Minutes)

*Be aware, if some participants dominate the discussion, try to make sure every participant get chance to express their views.

Questions (If running out of time, the main focus should be on the highlighted ones):

1. Were you **aware** of the DFoB and if so when and how were you made aware of the Festival?
2. What is your **general experience** of the event/s? (i.e. event promotion, registration and attending the event)
3. What are the **main benefits you expect to gain** from the event/s? Did the event meet your expectations? Please explain the reasons for your response.
4. Did attending the event(s) help you **enhance knowledge** about the digital marketing/ Manufacturing and Engineering or get **new information** (for example, future challenges and

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opportunities in the sector etc.)? Or does this help you study? If so, could you give us some examples please?

5. From attending the event(s), would you consider **Derbyshire based employment opportunities** in the future?
   5a. If YES, why and could you give us some examples please?
   6b. If NOT, why?

6. From attending the event(s), did you manage to build any **connections** with people from the local businesses (potential future employees)?
   6a. If YES, could you give us some examples please?
   6b. If NOT, what do you think might be the reason?

7. Did attending the event(s) **change your future view of the industry/sector**? Could you elaborate please?

8. Would you be interested in attending such events in the future? Please explain the reasons for your response.

Close the session --- Weiwei

Conclude the meeting, thank for everybody's time and contribution. We will share our evaluation report once it is completed.

Follow up after the meeting --- Isabela

- Email all the participants to thank for their time and contribution.
- Attach the focus questions in case they have some additional thoughts/insights to add.

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