



## STREET LEAGUE CASE STUDY: KNOWLEDGE TRANSFER PARTNERSHIPS (KTPS)

**STREET LEAGUE IS A CHARITY WHICH DELIVERS SPORT AND EDUCATION PROGRAMMES TO DISADVANTAGED YOUNG PEOPLE ACROSS THE UK. A STRUCTURED FOOTBALL AND EDUCATION PROGRAMME HELPS CHARITY PARTICIPANTS TO BUILD CONFIDENCE, IMPROVE HEALTH, EXTEND SOCIAL NETWORKS AND DEVELOP SKILLS TOWARDS LONG-TERM EDUCATION, EMPLOYMENT AND INDEPENDENCE.**

The company has vast experience of using sport to engage and motivate the most hard-to-reach people in society, moving them towards positive lifestyles and long-term career opportunities. To remain attractive to potential service users and communicate Street League's message and success to stakeholders including funders, employees and the media, the development and implementation of a cohesive communications and marketing strategy was key to attaining the organisation's future growth aspirations.

Through a two-year Knowledge Transfer Partnership (KTP) project between Glasgow Caledonian University (GCU) and Street League, the KTP Associate was tasked with the design, development and implementation of a range of internal and external communications and marketing initiatives to suit the charity's diverse audiences, by integrating user centred design with new technologies.

Knowledge Transfer Partnerships (KTPs) involve the forming of a partnership between a

company and an academic institution, enabling the company to access skills and expertise to help it develop. Each partnership employs a high calibre Associate, a recent graduate, to facilitate this transfer of skills and expertise. The Associate works within the company and is jointly supervised by company personnel and a senior academic.

GCU's Centre for Creative industries, based within the School of Engineering and Built Environment, regularly engages with industry on a number of initiatives, focusing on creativity applied to business and economic development and in particular to support companies through the exploitation of new technology and the adaptation of best practice. The KTP was supervised by Professor Bruce Wood and Dr Mary Maclachlan, who aim to provide practical solutions for industry, based on applied research and knowledge transfer using expertise in design.

New technology and a greater understanding of user-centred design has facilitated the growth and adoption of innovative communication applications. By communicating with clients in new ways including the use of social media, Street League aimed to sustain relationships with their young beneficiary for a duration long enough to make a difference to their lifestyles

and social behaviour. The charity also required the development and alignment of brand identity nationally. Design and brand guidelines were subsequently developed to ensure a consistent execution of brand messaging and experience throughout Street League operations. Additionally, a suite of marketing materials was developed in conjunction with a bespoke staff training programme which would embed the new knowledge within the organisation.

David Haddow, the KTP Associate for the Street League project, is a GCU graduate with a background in design, multimedia technologies and marketing. Haddow says: "I didn't really know anything about KTPs before my involvement with Street League, but the more I heard about the project, the more it seemed like a fantastic opportunity. It turned out to be the case - the additional training, qualifications and experience I gained as a result of the KTP has put me on a new level career wise. The supervision from my academic supervisors at GCU was essential in providing a wealth of knowledge, experience as well as access to their professional networks."

Following a period of organisational research and analysis, David developed and implemented a new communications and marketing strategy at Street League. Outputs included the design and build of a new website and corresponding

content management system, a social media strategy and a suite of marketing materials and design templates and a staff training programme to embed the new strategy and improve the charity's use of design. Haddow says: "Prior to the KTP, Street League had no internal resource to effectively manage this work area. The project was successful because activity was closely aligned with wider organisational objectives for growth throughout the UK."

During the project, Street League was selected by staff at the Prime Minister's Office as a 'Volunteer Partner' as part of its plans to help build a stronger culture of giving time and money to support charities and voluntary organisations. Downing Street staff ran mock job interviews and hosted Street League events with footballers including Cesc Fabregas. Haddow says: "These key partnerships gave us a lot of leverage and presented a number of opportunities to implement new strategic initiatives including a PR, events and media plan."

GCU's KTP with Street League has now been independently assessed and awarded a Grade A (outstanding). KTPs provide resources and expertise to thriving organisations that wish to innovate, expand or improve their performance. The Street League KTP achieved a number of positive business performance benefits.

# SCHOOL OF ENGINEERING AND BUILT ENVIRONMENT CREATIVE INDUSTRIES

The KTP helped Street League diversify its income, assisting the charity to move away from a dependency on grant funding towards contractual work or commissioned income. Over the two-year project period the charity saw a 300% increase in the level of commissioned income generated.

The KTP also helped contribute to improvements in the number of young people completing Street League programmes and in the percentage of young people moving from charity services into employment, education or training (89% and 72% respectively). Street League has also pointed to improvements in fundraising capability, staff satisfaction and operational capacity, quality of services and marketing capability.

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**At Glasgow Caledonian University, we work with industry and public sector partners to ensure our expertise responds to the need for real-world innovation. GCU's strategic business development and knowledge transfer teams work with academic experts in our schools, commercial centres and Research Institutes to support businesses with a problem-solving approach.**

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