



Acknowledgement

Regional Development Victoria (RDV), a division of the Department of Jobs, Precincts and Regions (DJPR) is responsible for the development of economic and community development policy in non-metropolitan areas of Victoria, and for the delivery of the Victorian Government's regional development agenda.

This report has been funded by RDV.

The purpose of the document is to assist in the review and evaluation of a marketing campaign aimed at attracting new residents and skills to the Grampians region identified by the four partnering municipalities of Ararat Rural City, Horsham Rural City, Northern Grampians Shire and Southern Grampians Shire Council.

Accessibility

The report is free of restrictions on circulation to other local councils across Victoria.

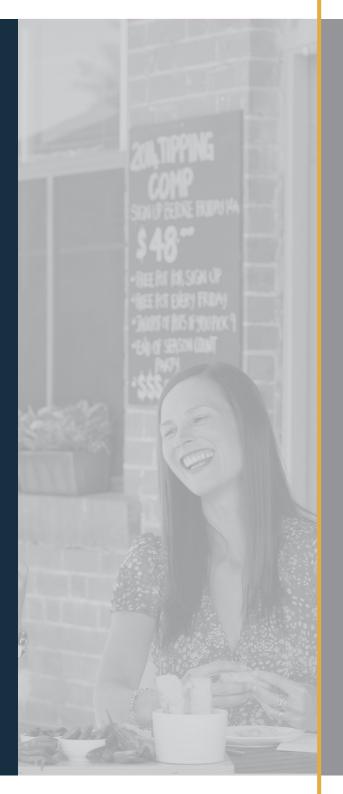
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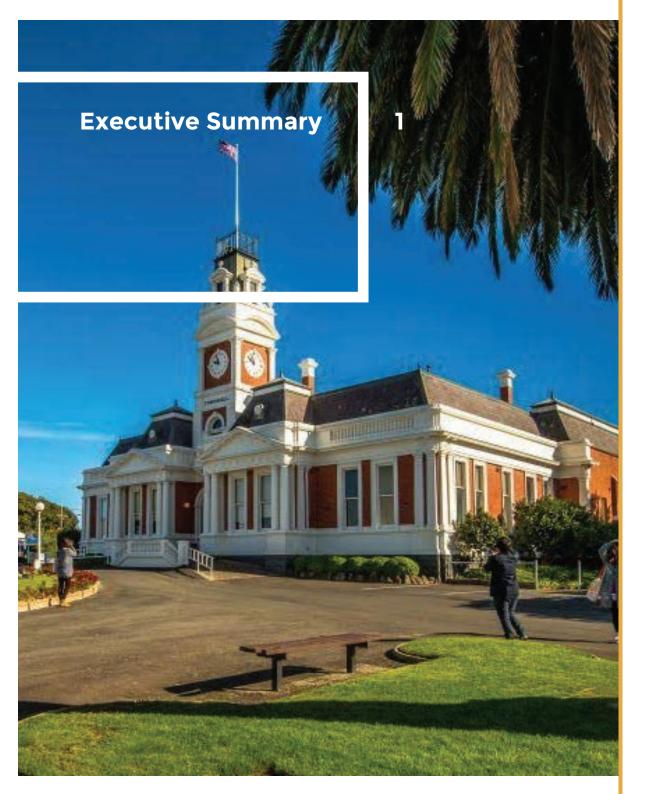
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Version 15th May 2021

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Executive Summary

The New Resident and Skills Attraction project was initiated by the realisation that the four Councils of the Grampians region were facing a significant economic and social challenge: the poor retention and lack of growth in new residents and workers.

Grampians Tourism, Ararat Rural City, Horsham Rural City, Northern Grampians Shire and Southern Grampians Shire Councils decided to partner to address this challenge.

In January 2020, Regional Development Victoria (RDV), in partnership with the four Councils and Grampians Tourism. commissioned Pepper Brand Managers to develop a marketing plan aimed at attracting new residents and building the workforce.

The eventual marketing campaign was launched in December 2020.

By the end of April, 2021, the following achievements were recorded.

- 24,386 people had visited the campaign website grampianslife.com.au
- 83% (20,213) of all users were attracted to the site by digital advertising.
- 63% (15,375) were from Melbourne.
- 514 people expressed their interest in moving to the Grampians region, by submitting a form which fed into the newly developed 'Shift Regional' digital platform.
- 444 of these individuals also included their 'primary skill" or the type of employment they were seeking.
- A small sample of the types of skills the respondents offered include Administrators/IT/Managers (89), Engineers (36), Chefs/Cooks (34), Accountants/Finance Mgrs (32), Allied Health & Admin Support (28), Nurses (13), Medical Professionals (12), Carpenters/Cabinet Makers (10), Electricians (6), Welders (4) and Drivers (11).

- 46% of registered candidates were single, 31% were part of a couple, and the remaining 23% indicated that the number of people interested in shifting would be 3 or more (likely families). The total number of people represented as being potential 'shifters' was 964.
- 74% of those who registered to learn more about moving to the Grampians region live in Melbourne.
- 79% of all candidates indicated they would be willing to move either immediately or within 6 months.
- The overwhelming majority 90% were most interested in learning more about employment opportunities in the Grampians region.
- There were 487 job vacancies listed on the purpose built grampiansjobs.com.au website by 47 employers based in the region between December and April.
- 1,543 people had visited the grampiansjobs site, mainly clicking through from the grampianslife site. The average time spent on the jobs site was nearly 2 minutes.
- At this early stage (of a relocator journey), the number of candidates who have applied for jobs in the region is unknown.

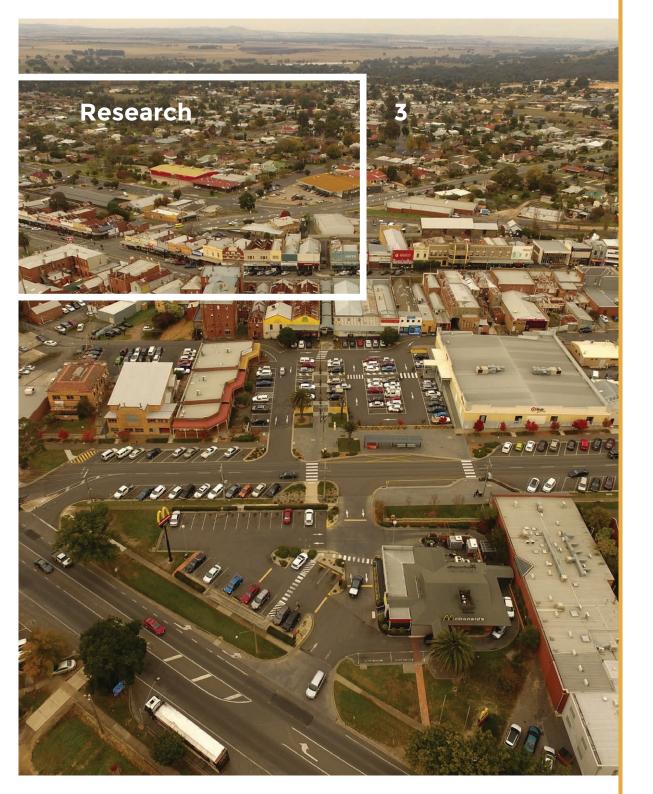


Budget

The project's total budget was established as \$280,835.

At the completion of the research and strategy development stages the following allocations were made and endorsed by the Steering Committee.

STAGE 1	Research	\$18,000
STAGE 2	Strategy & Project Management	\$50,000
STAGE 3	Response Capacity	\$55,000
STAGE 4	Implementation	\$157,800
	Media \$113,000	
	Production \$30,000	
	Campaign Mgt \$14,800	
		\$280,835



At the beginning of this project, primary and secondary research was undertaken across the Grampians region.

It was established that along with the lack of population growth, there was also a labour shortage which was only being intensified with key projects developing in the area.

25 major employers were surveyed by the research team in February 2020.

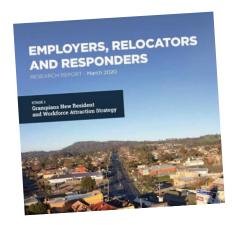
Just a few of the participants comments revealed an insight into the challenges of industry attracting and retaining skilled workers.

"We cannot find the right employees - most common issue mentioned by employers here in Horsham"

"We lost a mining engineer - he explained to us that Stawell doesn't have facilities such as quality restaurants and he could not catch a train to Melbourne"

"We lost a young doctor because there were no "all day breakfasts in Horsham!"

"We have zero rental vacancies - we need land to be rezoned and released." (Stawell)



Research Conclusions

Drawing on the findings from both the primary surveys/ interviews and the secondary reports, the following conclusions were noted.

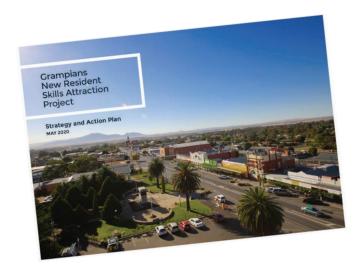
- The employer surveys revealed an enthusiastic, positive attitude within the industry toward the idea of developing a regionalised approach to the marketing of jobs, organisations and the communities to external markets.
- The successful implementation of a marketing exercise required a strong, on-going partnership between industry and councils.
- There was and still is an ample and varied supply of job vacancies in the Grampians region.
- To achieve both population and economic growth objectives, the proposed marketing strategy had to aim to attract the skills identified as shortfalls within the region.
- There was a sufficient bank of lifestyle attractions that could be promoted to sell the 'Grampians Life' package.
- It was accepted that the availability of rental properties was a major issue in at least two of the partnering LGAs.
- The approach of the eventual marketing campaign had to be on a basis of:
 - "Let's test the market gauge the immediate response levels, track and record the types of enquiries received as well as the level of industry participation".

- If the supply of housing impacted the rate of conversion, then strategies and direction of messaging needed to be re-evaluated.
- There was a need to develop a more systemised and sophisticated approach to capturing, responding, tracking and reporting on enquiries from potential new residents within the councils' organisational frameworks and resources.
- There was a need to build linkages to industry to ensure the currency of job vacancies and the identification of skills in demand at the time of the campaign.
- A short term marketing burst would not provide the 'silver bullet' solution to the workforce and population growth needs.
- Evidence showed that the time from initial thought of consideration of moving away from a capital city to a regional area to actual relocation can take anywhere between 3 months to 3 years. (Evocities data)
- The challenge would be to keep the 'Look This Way' message in front of the target audiences for a minimum of 12 months.



The development of the strategy commenced in April 2020 following the Research stage.

The COVID-19 crisis was taken into consideration when creating the strategy, assessing the potential scenarios presented by the pandemic, the negative and positive consequences and how they may have affected the implementation of the strategy.



Key Recommendations

The key recommendations of the strategy were:

- 1 The research completed in Stage One of this strategy development resulted in the identification of five broad markets a marketing campaign should be aimed at. These markets remain valid post-Corona.
 - 1 Metropolitan Residents
 - 2 Regional Victoria Residents (selected locations)
 - 3 Tourists
 - 4 Migrants
 - 5 Creators (business owners)
- 2 Extend the existing tourism branding 'The Grampians Way - to the Live, Work and Invest' - messaging.
- 3 Invest in the design and construction of an integrated response platform that captures every enquiry, responds, connects jobs, property, education, lifestyle needs and facilitates a concierge service that moves the enquiry through to the final conversion stage.

- 4 Develop partnerships with industry, in particular employers, real estate agents and property developers, that will create opportunities to build a self-sustaining business model for ongoing marketing of the region.
- 5 Launch an advertising campaign into the nominated target markets as soon as possible to ensure Live the Grampians Way is 'first to market' in the post-COVID-19 world.
- 6 Allocate funds to a digital media plan that allows the campaign to remain in the market for twelve months.
- 7 Pursue the core elements of the 'Live and Work the Grampians Way' concepts as presented in this report, with the objective of refining and working up to the final market-ready stage when the campaign moves to the production/implementation stage.
- 8 Endorse the media plan presented with due references to the channels and budgets allocated. The mediums recommended were digital, radio, PR. direct and events.

The Relocator Journey

It was essential for the strategy behind this campaign to be a longer-term approach rather than a short burst.

There was a need for all stakeholders to recognise:

- The economic value of a new resident (particularly a skilled worker) demands a genuine appreciation of every single enquiry that arrives from an individual considering relocating to their nominated Grampians city, town or village.
- Moving to a new region, particularly from a capital city, is a major decision that will involve several touchpoints of influence before the shift actually occurs.
- The time period from initial awareness (of the Grampians region) to serious consideration stage through to the final move can span several years.
- Creating an advertising concept that allows modular solutions to the marketing of the different "push/ pull' factors (identified in Stage one of this project) underpinned the creative development.
- The proposed concept also allowed for customisation of sub-sets of the campaign that allowed for partnerships to be developed with industry.

Push

Capital City triggers

Grampians appeal

Employment

Family

Look this way →



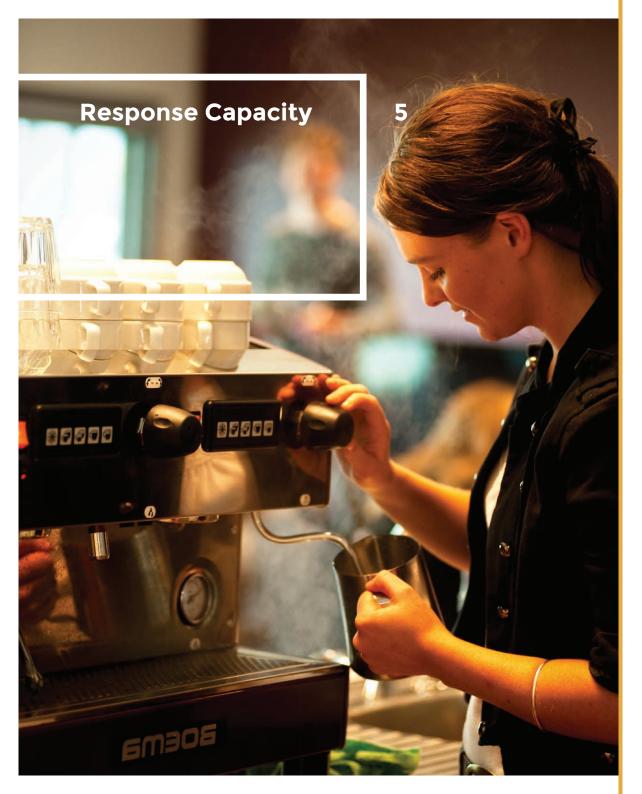
The Relocator Journey



Market to attact attention/curiosity.

Motivate to consider a move. Encourage to register interest in moving. Manage communications.
Facilitate local connections.
Convert to new residents.

Report. Analyse. Evaluate.



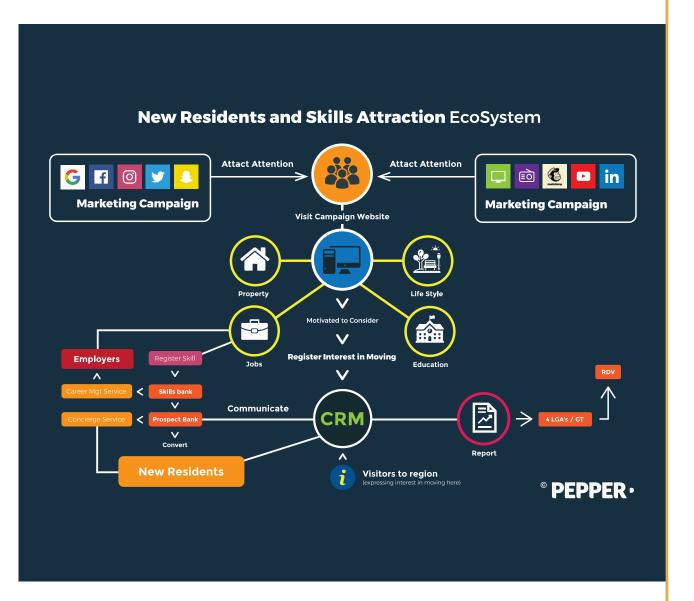
The Grampians government partners had the opportunity to create a best practice solution to attracting new residents and workers.

Each stage of the relocator journey needed to be considered when building the system in order to maximise the chances of converting initial interest to the final new resident stage.

It was understood that regional local governments are limited in resources to fund effective marketing campaigns in a crowded metropolitan market.

The objective was to automate the processes involved with each stage of the journey.

The following chart illustrates the different components that work together to deliver the attraction, conversion and retention solutions.



Digital Platforms

The strategy recommended the building of three cornerstones of a digital infrastructure that would underpin the campaign.

Campaign Website - the primary call to action for all marketing activity. A site where prospective new residents could learn more about the lifestyle, housing and education facilities of each local government area.

Grampians Jobs - a new website that showcased current job vacancies encouraging respondents to the campaign to take the next step toward relocation by searching for employment opportunities.

Shift Regional - the Grampians councils were the first Victorian councils to adopt this CRM platform that had been specifically developed for Australian regional councils.



Affordable homes. Great jobs. Relaxed lifestyle.

The Grampians region encompasses the major townships of **Ararat**, **Hamilton**, **Horsham and Stawell**. With thriving local economies, a range of diverse employment opportunities exist for prospective new residents.

Register your skill at **grampianslife.com.au** and take the first step toward your new life in this stunning area of Victoria.

LIVE
THE
Grampians
Way











Implementation

6

6.1 Media Plan

The development of the advertising campaign included an overarching strategy of being in the market 24/7 through digital channels, with additional mass media support through a burst of radio advertising in Melbourne and a print feature opportunity that was presented during the course of the campaign period.

The initial plan was revised in February 2021, with the eventual outcomes represented in the following chart.

			Media Plan									
							то	nitorea	l, revis	ed mt	ly	
Market	Mix	Media	Network	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jui
			DIGITAL									
Melbourne/Reg Vic/Adelaide	Advertising	Digital	Search / Display									
		Digital	Social - FB/Instagram									
		Digital	Youtube									
		Digital	LinkedIn									
		Digital	Remarketing									
		Digital	Jobs Board/s (Seek)									
		Digital	EDM									
			ABOVE THE LINE									
Melbourne / Geelong	Advertising	Radio	3AW									
Melbourne	PR	All										
Melbourne	Advertising	Direct	Moving to Regional Vic Magazine									
Tourists	Advertising	Digital	Web Banner - Visit Grampians									
Tourists	Advertising	Direct	Accommodation houses - Printing of Brochures									
Tourists	PR/Direct	Events	Pull up Banners for regional events									
Production & Managemer	nt											
Production - Digital advertiseme	ents, direct mail p	iece, web b	anners, radio ads, collateral									
Media Negotiations, Bookings												
Digital Campaign set up - geo t	argets, bidding st	rategies, ac	cts									
Campaign Management, Repor	ting											
Review and Evaluation												

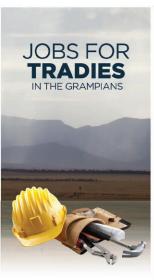
6.2 Creative

The strategy identified the intention to lead the messaging with "jobs" - which, in turn, was aligned with the need to address the skills gaps in the region.

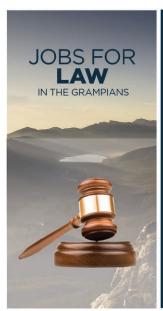
This strategy was to be supported by positive associations with, and high awareness of, the Grampians National Park. The Park is the emotional hook that suggests 'adventure, freedom and space' feelings that epitomise regional living.

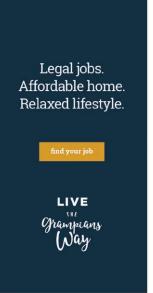
The execution of this strategy is illustrated by the following sample of digital display and social media advertisements that were promoted over the 5 month period between December 2020 and April 2021.











Mass Media

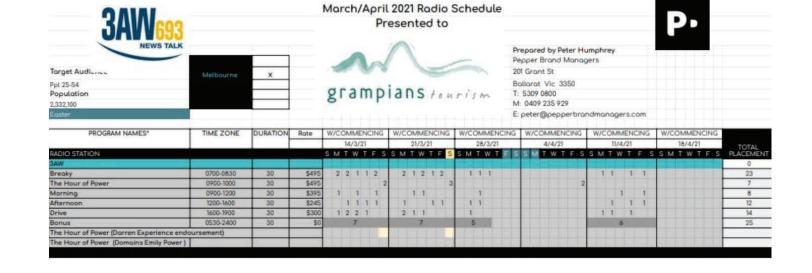
A double page featured in the Regional Living magazine was inserted in the Herald Sun and Geelong News on Wednesday March 10th. The media networks suggested a readership of 900,000.

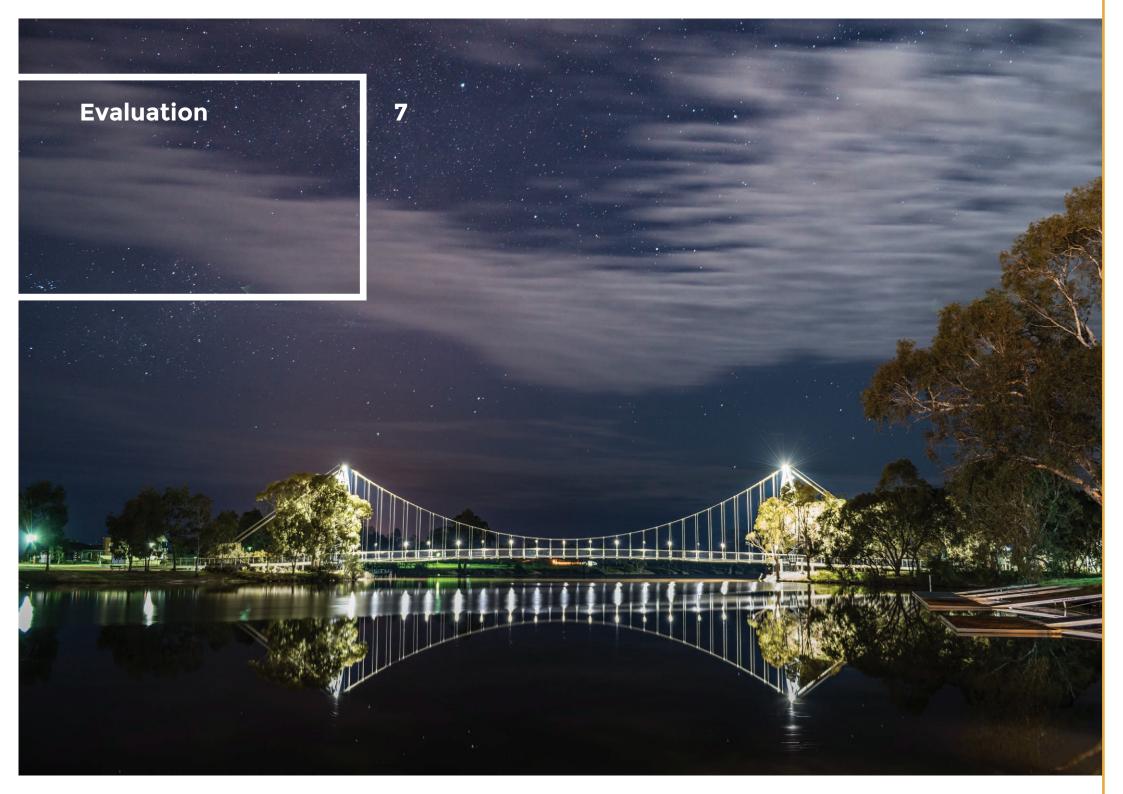
The radio campaign was booked from Monday 15th March through to Friday 15th April.

Darren James also dedicated an HOUR to the 'Live the Grampians Way' message on Saturday 27th April - completing a live interview with selected LGA reps from each of our partnering councils.

This "added value" was considered to exceed \$50,000.







7.1 - Website Statistics

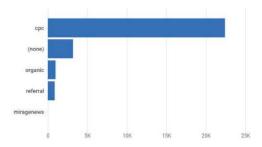
The primary call to action for the marketing campaign was the newly constructed Grampians Life website.

The advertising campaign commenced in December 2020.

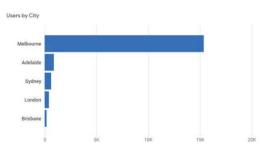
Since the launch to the end of April 2021, 24,386 people had visited the grampianslife.com.au site.

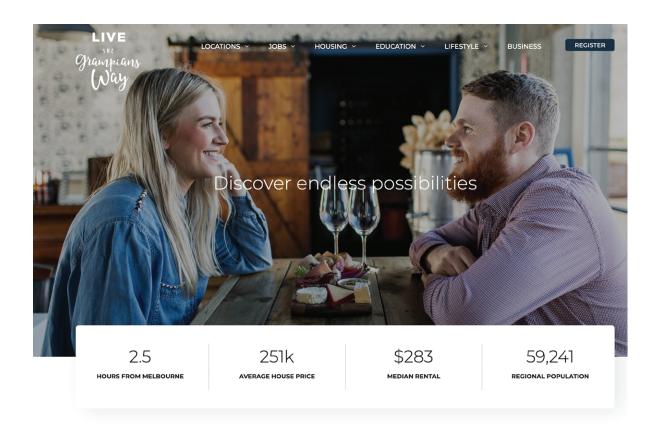


83% (20,213) of all users were attracted to the site by digital advertising.



63% (15,375) were from Melbourne.





Discover your new home among the gum trees, where panoramic views are accompanied by a spirit of adventure and a rich sense of community.

Whether you're looking for a change in pace or searching for exciting avenues to advance your career, the Grampians region provides you and your loved ones with a lifestyle that is laid-back, plentiful and ever-enlightening.

7.2 - Digital Advertising

Facebook / Instagram

Facebook / Instagram advertising generated a total of 15,730 'link-click-throughs' at an average 'cost-per-click' of \$0.46c. 'Click-through-rate' was 1.47%.

Ads reached a total of 332,371 Facebook / Instagram users and generated 1,073,400 impressions (ad views) at a frequency of 3.23 per user.

Total number of 'clicks' on ads (seperate to 'clickthroughs) was 36,75 at a 'cost-per-click' of \$0.19c. With a 'click-through-rate' of 3.42% (number of clicks that the ad receives divided by the number of times that the ad is shown).

Post engagement received 98,159 actions on ads (clicks, comments, likes) at a cost of \$0.07c per engagement.

The cost of Facebook / Instagram was very effective at just \$0.46c per 'click-through' to the website and an overall 'cost-per-click' of \$0.19c (average for employment and job training industry is \$2.72 - Wordstream).

Engagement levels were also seen to be very high, with a 'click-through-rate' of 3.42% (average for employment and job training industry is 0.47%) indicating the ad targeting was effective and the creative was well received by users.



Campaign	Amount spent	Clicks	Impr.	Reach	Frequency	CTR	CPC	Page engagement
Grampians Life	\$7,384.15	37,333	1,102,900	340,439	3.24	3.38%	\$0.20	98,526
	\$7,384.15	37,333	1,102,900	340,439	3.24	3.38%	\$0.20	98,526



Discover your new home among the gum trees, where panoramic views are accompanied by a spirit of adventure and a rich sense of community.

Whether you're looking for a change in pace or searching for exciting avenues to advance your career, the Grampians region provides you and your loved ones with a lifestyle that is laid-back, plentiful and ever-enlightening.

Live The Grampians Way https://bit.ly/3nUnDJK







Seeking job opportunities in Business/Accounting/Finance?

...See More





SUBSCRIBE



LinkedIn

LinkedIn advertising generated a total of 233 'click' at an average 'cost-per-click' of \$8.66c. 'Click-through-rate' was 0.75%.

Ads reached a total of 23.188 LinkedIn users and generated 30,667 impressions (ad views).

The cost of LinkedIn is high when compared to other forms of social media advertising. However, the channel is seen to be more targeted towards business minded individuals, which was used to target specific industry skills.



Campaign	Clicks	Cost	CPC	СРМ	Impr.	Reach	Video views	CTR
Grampians Jobs	332	\$2,529.10	\$7.62	\$59.19	42,731	32,761	16,511	0.78%
	332	\$2,529.10	\$7.62	\$59.19	42,731	32,761	16,511	0.78%



Google Search

Google Search advertising generated a total of 8,863 'click-throughs' at an average 'cost-per-click' of \$0.68cc. 'Click-through-rate' was 0.89%.

Ads were 'served-up' a total of 997,480 times.

The cost of Google Search was very cost effective at just \$0.55c per 'click-through' to the website (average across all industries is \$2.69). Although the 'click-through-rate' was lower than all industries average - 3.17%, indicating that some keywords could have been too broad.



Campaign	Cost	Clicks	Impr.	CTR	Avg. CPC	Conv.	Avg. CPM
Grampians Jobs - Search	\$4,810.60	8,698	981,367	0.89%	\$0.55	95	\$4.90
Grampian Jobs - Test tCPA	\$163.05	165	16,206	1.02%	\$0.99	4	\$10.06
	\$4,973.65	8,863	997,573	0.89%	\$0.56	99	\$4.99

Job Opportunities Available | Live and Work in The Grampians | Register your Interest Now

grampianslife.com.au/register-here

Job Employment Openings in The Grampians and Surrounding Towns. Register Interest Online. Lower Costs of Living & Beautiful Scenery. Click Here for more Reasons to Make the Move.

Job Seekers | Live The Grampians Way | Search Regional Jobs grampianslife.com.au/jobseekers

A change in pace or searching for exciting avenues to advance your career? Search for job opportunities across a variety of industries within the Grampians region.

Google Display

Google Display advertising generated a total of 6,026 'click-throughs' at an average 'cost-per-click' of \$1. 'Clickthrough-rate' was 0.44%.

Ads were 'served-up' a total of 3,573,876 times.

The cost of Google Display was ok at just \$1 per 'clickthrough' to the website.



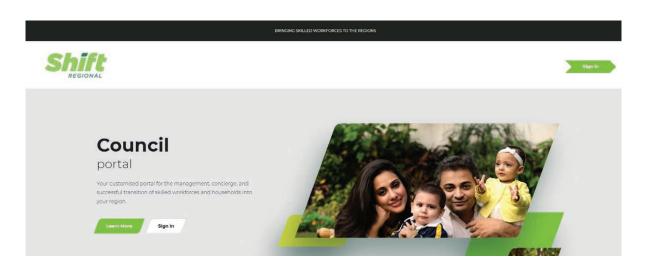
Campaign	Cost	Clicks	Impr.	CTR	Avg. CPC	Conv.	Avg. CPM
Grampians Life - Display	\$4,371.24	5,434	3,015,903	0.18%	\$0.80	6	\$1.45
Grampians Life - General Display	\$721.23	592	558,319	0.11%	\$1.22	1	\$1.29
	\$5,092.47	6,026	3,574,222	0.17%	\$0.85	7	\$1.42

Conversions

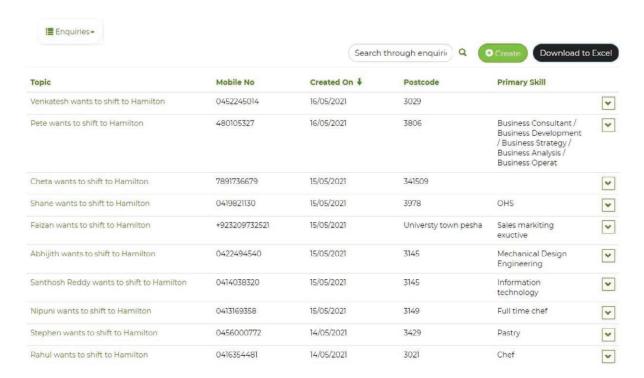
Social media (Facebook / Instagram) generated 41% (139) of form submissions leads through the website. Google search generated 31% (107) Google display generated 2.3 % (8)







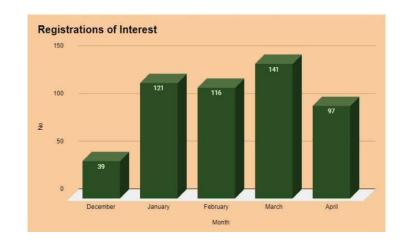
Enquiries



7.3 - Registrations of interest

The Grampians Life website included a form that invited users to register their interest in moving to the Grampians Region. This form included the option to list their primary skill or type of employment they would be seeking. The data captured fed into the Shift Regional digital platform, which in turn displayed each Enquiry in the respective Council's own portal.

Over the 5 month period of the campaign, 514 people expressed their interest in moving to the Grampians region.



7.3.1 - Locations

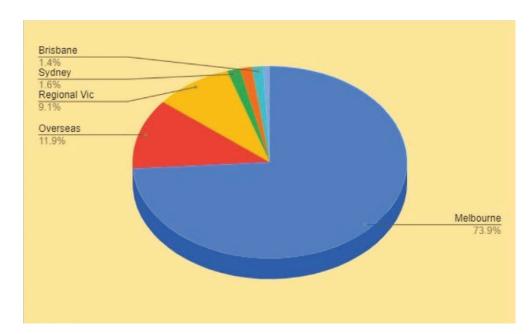
74% of those who registered their interest in moving lived in Melbourne.

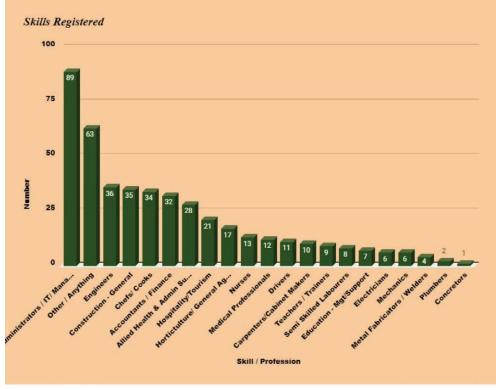
7.3.2 - Skills

444 individuals (86%) answered the question:

"What is your primary skill or type of employment you are seeking?"

Skill / Profession	Number
Administrators / IT/ Managers	89
Other / Anything	63
Engineers	36
Construction - General	35
Chefs/ Cooks	34
Accountants / Finance	32
Allied Health & Admin Support	28
Hospitality/Tourism	21
Hortictulture/ General Agriculture	17
Nurses	13
Medical Professionals	12
Drivers	11
Carpenters/Cabinet Makers	10
Teachers / Trainers	9
Semi Skilled Labourers	8
Education - Mgt/Support	7
Electricians	6
Mechanics	6
Metal Fabricators / Welders	4
Plumbers	2
Concretors	1
	444





Industries

Skills registered have been categorised into relevant industries.

7.3.3 - Households

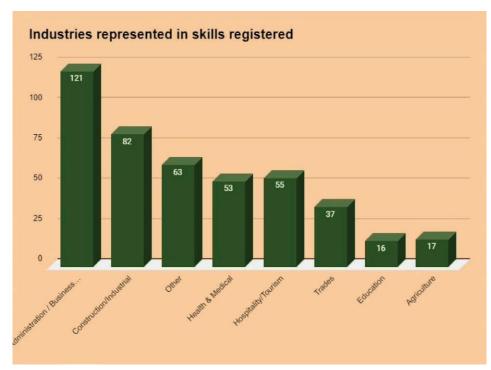
478 people responded to the question:

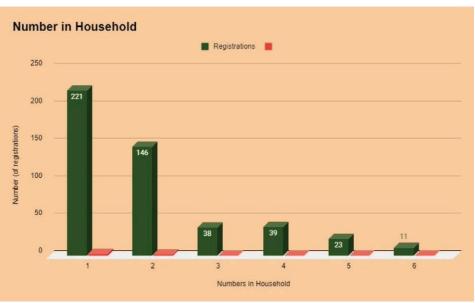
"How many of you are planning to make the shift?".

Based upon the answers the following has been assumed for profiling purposes.

- 46% were single
- 31% were couples
- 23% were likely families (3 or more)

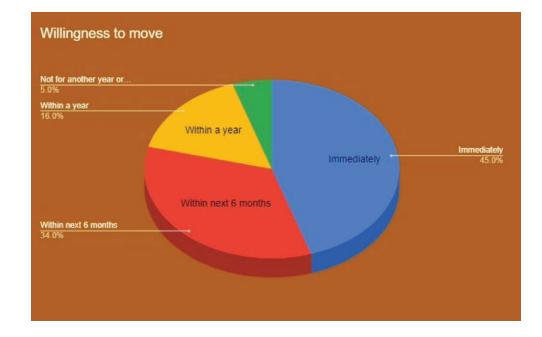
The total number in all households that registered their interest in moving was 964





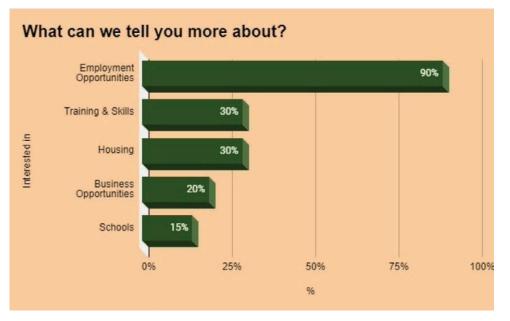
7.3.4 - Willingness to move

79% of respondents indicated they were willing to move to the Grampians region either immediately or within 6 months.



7.3.5 Interested in

The overwhelming majority (90%) of respondents were most interested in learning about 'Employment Opportunities'.

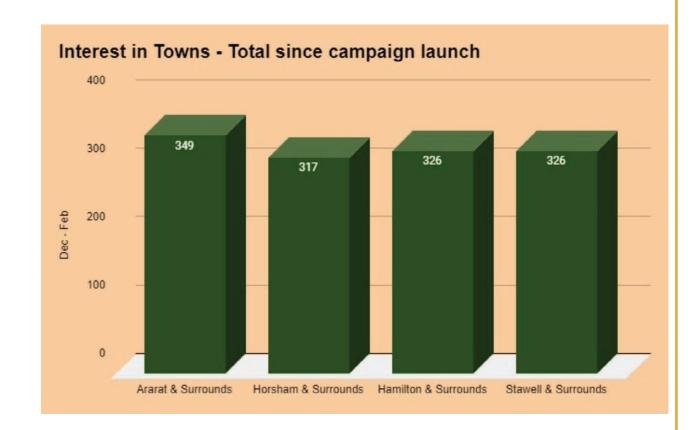


7.3.6 **Towns Selected**

Respondents could nominate which areas of the Grampians they wanted to learn more about.

They could nominate more than one.

The selection was relatively evenly spread.



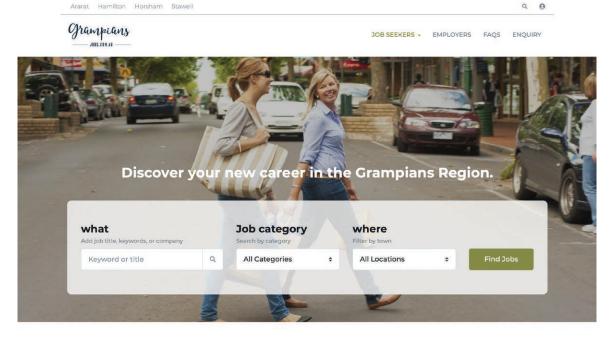
7.4 **Grampians Jobs**

In addition to the campaign website (grampianslife. com.au) an online jobs board was specifically set up to support the marketing campaign. This website grampiansjobs.com.au - was designed to create a seamless process for potential new residents to move from the grampianslife site to viewing current job vacancies in the Grampians region.

Visitation to the site was primarily driven from "click throughs" from the main website.

There was no direct promotion of the jobs site to external markets.

Hence the assumption is that respondents who were attracted to the grampianslife site (from advertising) and then chose to click through to view current job vacancies were genuinely interested in moving to the region and were willing to take the next step of searching for employment.



Discover your new career







Health Professionals	Trades	Hospitality
Find jobs in Healthcare across a range of fields including nursing, aged care, physiotherapy, general practitioners, dentistry, psychology, counselling and many more.	Are you a qualified tradie or an apprentice looking for work? There are plenty of job opportunities available in the Grampians region.	From pubs and cafes to restaurants and hotels, there are plenty of hospitality jobs
Learn more >	Learn more >	Learn more >

Website Metrics

1,543 people visited grampiansjobs.com.au over the 5 month period, Dec 2020 to April 2021.

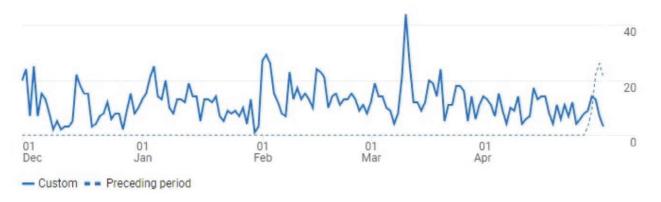
The average time spent on the site was a very healthy 1m 56 secs.

73% of users were from Melbourne.

Users ▼ by City

CITY	USERS
Melbourne	1.1K
Adelaide	53
Sydney	51
Ballarat	25
Horsham	23
Brisbane	17
Geelong	14

Users	New users	Average engagement time	Total revenue 🕥
1.5K	1.4K	1m 56s	\$0.00
† 2,449.1%	† 2,415.8%	↓ 79.1%	



Dec 1, 2020 - Apr 30, 2021 ▼

60

There were 487 job vacancies posted on grampiansjobs. com.au over the Dec-April period.

47 employers from the Grampians region have registered on the Grampians Jobs website, enabling them to list job vacancies free of charge.

90% of the jobs listed over the 5 month period had been 'scraped' from the major employers' own career websites and re-published on grampiansjobs.com.au.

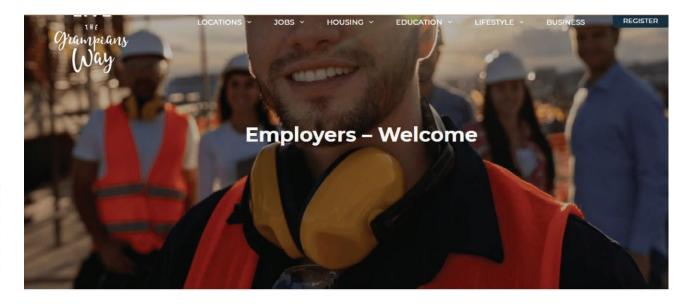


7.5 **Skills Needs**

In addition to the facility to post job vacancies, employers in the region were encouraged (by Council staff) to register their businesses to nominate the skills that they find most difficult to fill from the local population.

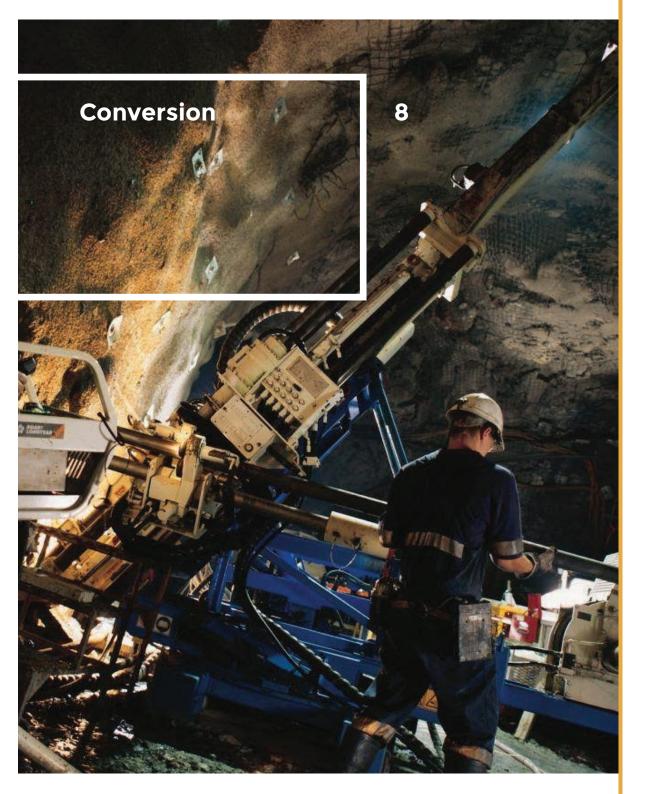
14 companies registered.

Company	Skills Needs			
Highlight Homes	Carpenters			
Sertori & Co	Accountants			
Ararat Kitchens and Joinery	Cabinet Makers			
Ararat Meat Exports Pty Ltd	Butchers/Slaughterers			
AME Systems	Factory / Process Workers			
Wimmera Health Care Group	Nurses, Medical Professionals			
Paper Scissors Rock Brew Co	Chefs			
Barry Francis	Mechanic			
Stawell Regional Health	Nurses, Medical Professionals			
McDonalds	Customer Service, Kitchen staff			
O'Connors	Diesel Mechanics, Sales			
Russ Studios	Production Assistant			
St Arnaud Physiotherapy Centre	Physiotherapist			
Grampians Insurance	Senior Insurance Brokers			



Regional Development Victoria (RDV) and the four councils of Ararat, Horsham, Northern Grampians and Southern Grampians have partnered with Shift Regional, an agency specialising in helping to attract people to move from metropolitan areas to regional areas in need of skilled workers.





The contact details of 514 people who have expressed their interest in moving to the Grampians region have been captured.

Both the Councils and the project managers (Pepper), in partnership with Shift Regional, have been following up these registrations of interest. Pepper/Shift have been emailing on a daily basis requesting resumes so that more detailed profiles may be created.

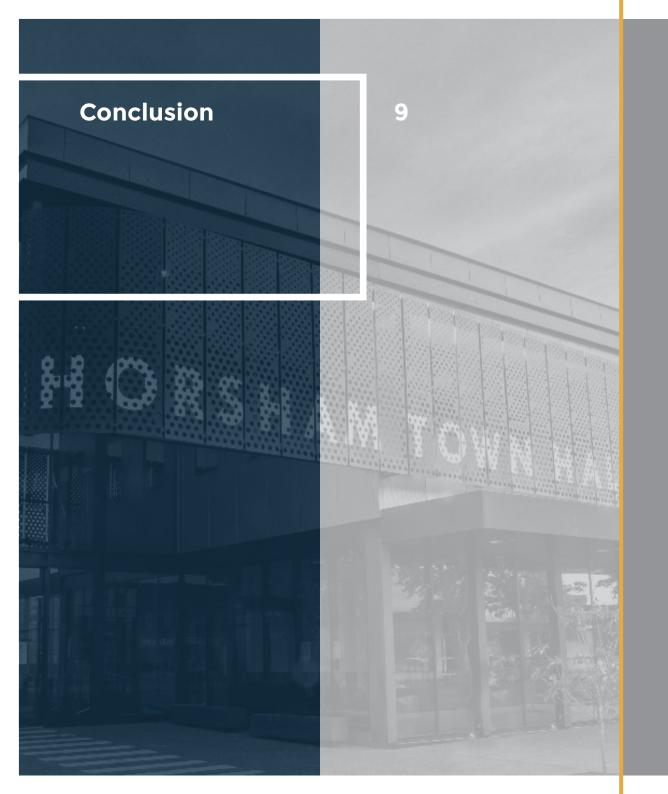
There has been a Master Database of all Candidates and their Skills established.

At this early stage (of a relocator journey), the number of candidates who have applied for jobs in the region is unknown.

Over time, as communications with the registered enquiries continue, learnings will evolve.

In March, after a follow up email to a registered Enquiry, the candidate advised Pepper that she had applied for a job that had been posted on Grampians Jobs by Stawell Regional Health, and that she had just been advised she had been successful. She is now moving from Melbourne to take up her new position in Stawell.

Shift Regional has also been engaged by several employers in the region to help them to match registered candidates with their open vacancies. This process is continuing.



The heightened interest in regional living by capital city residents, caused by Covid-19, has been well vindicated by the results of the Grampians New Residents and Skills Attraction marketing campaign.

The campaign managed to attract the attention of capital city (predominantly) residents who were triggered to respond to employment driven messages, which in turn exposed them to the appeal of living in the Grampians region.

It is evident that a large percentage of potential new residents are migrants currently residing in Melbourne. Some are seeking employer sponsorship, many are not.

The initial 5 month period of pushing the 'Live the Grampians Way' message into the major population areas of Victoria represents the first, early stage of attracting skilled workers to the region.

The next stage will include active "mining" of the registered skills database, in an effort to match candidates with employers.

The continuation of the marketing efforts to further build on this database is encouraged.

A stakeholder quote encapsulates the current status of the project:

"It would be a shame to lose the momentum that this exciting project has generated"

