

EXETER CITY COUNCIL**SCRUTINY COMMITTEE – ECONOMY
6 SEPTEMBER 2012****PLACE MARKETING STRATEGY – EXETER ECONOMY 2012 – 2016****1.0 PURPOSE OF REPORT**

- 1.1 To brief Members on the outcome of consultation for the draft Place Marketing Strategy and to provide an opportunity to comment on the final proposed document.

2.0 BACKGROUND

- 2.1 Prior to external consultation the draft Place Marketing Strategy was presented to the May Scrutiny Committee. Members were informed that cities and their surroundings are competing to attract investment and business. Without proactive and collective effort by a range of partners that it will be difficult for Exeter to stand out.
- 2.2 A copy of the proposed final Strategy is attached to this report setting out its aims and objectives and the activities for a three year marketing programme. The following sections summarise the outcome of the consultation, the process of subsequent activities initiated to define a brand statement/strapline and also a summary of the proposed first year of actions of the marketing programme.

3.0 CONSULTATION

- 3.1 During June/July an extensive range of consultation has been conducted. Consultation involved:
- publishing the draft Strategy on the Council's website
 - electronically circulating the Strategy and a questionnaire to a range of stakeholders
 - presentations as requested from business and/or partnership groups.
- 3.2 The Strategy has been amended to reflect relevant comments received. Overall, consultation feedback supports the direction and approach of the Strategy. In summary, consultation responses recommend:
- that additional 'market' and sector strengths and service provision for businesses should be given sufficient recognition and feature in promotional activity
 - additional marketing opportunities not considered in the first draft
 - creating a 'soft landing' package that provides a seamless offer of support from the local public and private sector that could for example, assist a potential investor in site and familiarisation visits, accommodation and access to the area's professional, business and hospitality services
 - securing the growth & expansion and relocation of more companies that are involved in: quality manufacturing, IT, technology, data analysis, creative design and marketing

- improving infrastructure for broadband, the A303 and park and ride
 - targeting and attracting businesses into the area that complement the strengths of the supply chain within the Exeter economy
 - more emphasis on PR activity to raise awareness and get messages across
 - that training is required of all involved to achieve a 'one voice' approach
 - a streamlining of current groups is required to improve co-ordination and the securing of individuals to champion delivery of key activities of the marketing programme.
- 3.3 A number of consultation respondents indicated they would be prepared to offer 'resources' to assist in the implementation of the Strategy. Officers will need to explore how the offers of support can be used to best effect.

Brand Statement

- 3.4 Perhaps unsurprisingly, one aspect of the Strategy where widespread agreement has yet to be secured relates to the brand statement/strapline.
- 3.5 In an effort to identify a main strapline, the Exeter and Heart of Devon Growth Board, following consultation on the draft Strategy, established a Task and Finish Group. Membership of the Group includes Board members from Exeter, East Devon, Teignbridge, the Growth Point Team, and an officer from the Council's Economic Development Service.
- 3.6 The main goal of the Group is to use information gathered in an effort to distil an overarching brand statement/strapline that captures the essence of the distinctive offer arising from the Exeter economy and which, it is intended, will be used by many businesses and stakeholders.
- 3.7 The Task and Finish group have to date reviewed the:
- characteristics and attributes of the Exeter economy
 - specific 'wants' of the target group of people the Strategy aims to attract
 - straplines used by a diverse range of local employers or assets such as the Royal Albert Memorial Museum
- 3.8 The EHOD Growth Board will consider the work and findings of the Task and Finish Group at its October meeting.
- 3.9 Until and unless agreed otherwise, as no other suitable strapline has emerged in the process so far, the intention is to use an already adopted and accepted strapline, namely, placing the following words after Exeter or Exeter and the Heart of Devon:
- “ A better climate for business”**
- 3.10 This statement in essence reflects by and large the implicit views arising from consultation, the array of straplines used by many local employers and the economic track record of the Exeter economy. Where appropriate the words “regional capital” will also be included and others will be encouraged to use them.

3.11 Core Messages

A limited set of regularly used core messages are very important to underpin and reinforce the promotion of the key assets and strengths of the city's economy. The core messages to be used arising from the work undertaken in the preparation of the draft Strategy, consultation and the Task and Finish Group are that the Exeter economy:

- is resilient and has the appetite and ample space for growth – housing and employment land is available or in the pipeline for development
- is business and development friendly – evidenced by strong local business networks, the growth agenda and hub of professional services
- is well connected nationally and internationally through its business networks and road, rail and air infrastructure
- has a track record in delivering major developments and a workforce to make them a success
- is a place full of opportunities for businesses and employment
- is living the future with a successful growing economy amidst a renowned green natural environment
- is at the leading edge nationally in low carbon sustainable development and should be seen as a destination for sustainable low carbon businesses
- is innovative and successful – demonstrated by its economic track record, the presence of the University of Exeter and the location of leading existing and new science and technology based businesses

3.12 Each of these points will be underpinned by specific facts and examples to ensure they are clear, credible, and up to date.

4.0 YEAR 1 ACTIONS

4.1 Listed below is a summary of the first 12 months of actions. The Council's Economy Service will co-ordinate the implementation of the Place Marketing Strategy and work with partners to manage, respond and track the progress of enquiries.

Summary of Year 1 Actions

Promotional – raising awareness of the Exeter economy

- launch an effective promotional website
- produce an area investment prospectus
- produce 'Vodcasts' to promote core messages and give real live examples of success
- secure widespread adoption of key messages and facts
- reach London based audience via local radio networks
- PR and relationship building with journalists to encourage awareness and positive appreciation of the Exeter economy

Targeted Marketing

- generate 'warm leads' from the network of local industry groups
- establish local 'meet & greet' teams to support site visits made by interested developers and businesses
- hold an investment seminar in London or Birmingham to target and attract science & technology business
- work with local commercial agents and developers to update promotional information and assist them in bringing employers/investment to the area

Perception Altering – Challenging Misconceptions

- influence commercial agents primarily in London & Bristol to see Exeter as a prime location for investment
- secure high profile business ambassadors to 'soft promote' through their own networks
- establish an Exeter Economy You Tube Business Channel
- establish an Exeter Economy Facebook page to attract young skilled workers to move to the area
- promote skills and supply chain capability to provide comfort to employers considering a move to the area

5.0 FINANCIAL IMPLICATIONS

5.1 The proposed budget for the 3-year marketing programme is £204,000. This is profiled over the 3 years as follows:

- Year 1 - £79,000
- Year 2 - £45,000
- Year 3 - £80,000

5.2 For year 1, it is proposed that the Council contributes the Marketing budget of the Economy Service, £40,150. Partners within the Growth Board and Marketing Alliance will be invited to co-finance the remaining £39,000 and provide staff resources to support the implementation of the Strategy.

5.3 Commitments to Year 2 and 3 will be dependent on the success of activities in Year 1 of the Strategy, the active commitment from interested local parties, and sufficient co-financing being available from partners.

6.0 RECOMMENDATION that:

6.1 Members support the final proposed Place Marketing Strategy

6.2 Members support the commitment of the Marketing Budget to support the implementation of the Place Marketing Strategy

RICHARD BALL ASSISTANT DIRECTOR ECONOMY

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

1. 'Place Marketing Strategy – Exeter Economy 2012 – 2016', Scrutiny Committee – Economy, 31 May 2012

APPENDIX 1

Copy of questionnaire used for consultation

**CONSULTATION: DRAFT PLACE MARKETING STRATEGY
EXETER ECONOMY 2012 – 2016**

Introduction

We would very much welcome your views on the draft Strategy.

The City Council is working with the private and public sector in the Exeter Marketing Alliance and with the Exeter and Heart of Devon Growth Board to produce and implement a marketing strategy for the Exeter economy.

The City Council is seeking views:

- on the content, proposed approach and action plan of the draft Strategy
- to help refine our understanding of how the wider Exeter economy can best be promoted
- on the specific strengths and characteristics of the local economy's knowledge based sectors, particularly those related to science & technology, legal & financial and also retail, where the potential for further growth is seen as worthy of particular attention
- whether there are other aspects of the economy that should be given a focus.

Background before questions

Exeter is the principal economy at the core of the Exeter and Heart of Devon Economic (EHOD) sub-region, which is broadly covered by the district councils of Exeter, East Devon, Teignbridge, and Mid Devon.

The aim of the Strategy in helping to underpin growth in the Exeter economy is "To establish and reinforce Exeter's reputation as the regional capital and principal economy south west of Bristol for attracting investment, successful businesses, and skilled workers".

We would appreciate it if you could spare some time to provide your answers to the questions posed. If you are short on time, you may wish to review the following sections within the draft Strategy before completing the questionnaire:

Section	Pages
Executive Summary	3-6
Section 6 – Place Marketing the Exeter Economy	11-13
Section 9 – What are the Exeter economy's selling points?	19-22
Section 10 – Marketing Programme)	22-24
Action Plan	26-31
Appendix 5	39-40

Please provide a contact name:	
Company Name	Business Sector
Tel Number	Email

1.	What characteristics or strengths <u>does the Exeter economy have</u> to attract and retain investment, businesses, graduates, and skilled workers?
2.	What characteristics or strengths <u>does the Exeter economy need to have generally</u> to attract and retain investment, businesses, graduates, and skilled workers?
3.	What characteristics or strengths <u>does your business and/or business sector have</u> to attract and retain investment, businesses, graduates, and skilled workers?
4.	Are there any particular industries, companies, or organisations that the Exeter economy needs to attract to help grow your business sector? If so, are you able to specify them?
4.a	How does the Exeter economy and/or your business/sector best meet their needs?
4.b	What do you think are the main barriers to them investing relocating/expanding or starting up in Exeter's economy?
4.c	What realistically can be done locally to overcome the barriers you have indicated?
5.	Thinking of the decision makers and influencers in these industries, companies, or organisations, what key messages or offer should be promoted that you think would persuade them to find out more and also spare the time to make a fact finding visit to our area or specific sites, such as Exeter Science Park or Skypark?
6.	What would you suggest are the best ways to reach/approach the decision makers and influencers in these industries, companies, or organisations?
7.	<p>The following brand statement is proposed in the Strategy as the main promise of value to promote the city's economy as attractive for investment, businesses, and skilled workers (Section 9).</p> <p>The promotional statement draws on for example, the local economy's success, its forward looking research activity from the University of Exeter and the work of the Met Office, the growth point developments, the green capital vision and the presence of innovative businesses.</p> <p style="text-align: center;">'Exeter – successful, forward thinking, innovative.'</p> <p>In addition, a range of strapline messages have been proposed in Appendix 5 of the Strategy. These underscore different aspects of Exeter economy's offer. They are set alongside existing imagery associated with 'Exeter it's a capital city' and also for 'Exeter and the Heart of Devon'.</p> <ul style="list-style-type: none"> • Do you consider the proposed brand statement captures the essence of Exeter to attract its target audience? If not, what alternative you suggest? • What alternative strap lines would you suggest from those in Appendix 5?
8.	In order to maximise the opportunities to influence and change perceptions of key decision makers and influencers, there is a need to promote and market the Exeter economy on the principle of 'all' seeking to 'speak with one voice.' What actions would you suggest would help to achieve a one voice approach?

9.	<p>May we have your overall views on the marketing programme? In addition, are there any specific actions that you consider are a priority? Conversely, do you think some actions should be adapted or not pursued? Please specify which and why?</p>
10.	<p>The Strategy proposes an approach towards the generation of leads for targeted marketing activity (section 10.6).</p> <p>Would your organisation be prepared to provide potential contacts that assists in the development of prospects you know or believe may consider the Exeter economy as a place for their investment, business, and employment needs?</p> <p>If yes or maybe, we will be in touch with you to discuss further.</p> <p><input type="checkbox"/> YES <input type="checkbox"/> MAYBE <input type="checkbox"/> NO (Please delete as appropriate)</p>
11.	<p>Would your organisation be prepared to promote key messages about Exeter's economy and progress on economic development through your website and whatever means you use to communicate with your customers? If yes or maybe, we will be in touch with you to discuss further.</p> <p><input type="checkbox"/> YES <input type="checkbox"/> MAYBE <input type="checkbox"/> NO (Please delete as appropriate)</p>
12.	<p>Exeter City Council is setting aside a contribution towards the marketing budget to help deliver the Strategy.</p> <p>If other public or private sector employers provided staff time and/or finances to assist in the implementation of the Strategy, the impact of activity could be more effective.</p> <p>Do you wish to contribute staff time and/or finances, please indicate here? If yes or maybe, we will be in touch with you to discuss further.</p> <p><input type="checkbox"/> YES <input type="checkbox"/> MAYBE <input type="checkbox"/> NO (Please delete as appropriate)</p>
13.	<p>Please provide any further comments you may wish to make.</p>

APPENDIX 2**List of stakeholders consulted**

Assistant Directors within Exeter City Council
Commercial Agents and Developers
Department of Bis
Devon County Council
East Devon District Council
EHOD Employment and Skills Board
EHOD Growth Board and Growth Point Team
Exeter Chamber of Commerce and Industry
Exeter City Centre Partnership
Exeter Cultural Partnership
Exeter Federation of Small Businesses
Exeter Marketing Alliance
ExIST – science & technology arm of the Exeter Chamber
Heart of Devon Tourism Partnership
Low carbon Task Force
Main Legal and Finance Sector
Mid Devon District Council
Some major employers
Teignbridge District Council
Telecommunication companies
The Heart of the South West Local Enterprise Partnership
UKTI – responsible for foreign direct investment