

Place Marketing Strategy

Exeter Economy

2012 – 2016

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1 Executive Summary

- 1.1 The purpose of the Place Marketing Strategy is to help underpin the continued growth of the Exeter economy, the development to the east of the M5 and developments in the pipeline within Teignbridge and Mid Devon. The city is central to the future economic health of the whole economy, broadly covered by Exeter, East Devon, Teignbridge, and Mid Devon, known locally as the Exeter and Heart of Devon Economic (EHOD) sub-region.
- 1.2 Cities act as the 'shop window' on the economic performance and attractiveness of a locality. A city projects impressions, images, and messages about itself and its hinterland that can have an important impact on the perceptions of influencers and investors. The promotion and marketing of the local economy – EHOD – will benefit from a direct association around a consistent powerful and effectively delivered set of messages portraying the area as part of the Exeter economy.
- 1.3 The strategic aim 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.*
- 1.4 To reinforce the strong market position of the Exeter economy, this Place Marketing Strategy has four objectives, to:
- *secure commercial and public sector investment to reinforce Exeter's position as one of the main "power houses" of the South West economy*
 - *attract new employers and particularly more knowledge-based businesses and entrepreneurs into the city's economy*
 - *reinforce the area's reputation for having a leading combination of retail, heritage and cultural experiences in an outstanding environment*
 - *attract and retain skilled workers and graduates*
- 1.5 Exeter is the principal economy west of Bristol and has in the last decade outperformed most locations across the UK for job creation, featuring in the top 2% for employment growth.
- 1.6 The city is a large magnet for employment. It has the 10th highest level of jobs density across all of the UK's local authority areas providing a large concentration of jobs for its hinterland. Between 2008 and 2010, Exeter was in the top 10 nationally for job creation; all achieved whilst 76% of all locations throughout Great Britain saw job losses.
- 1.7 The UK Competitiveness Index confirmed that Exeter has seen the greatest

improvement in competitiveness against all other UK locations. With further significant economic developments planned and the increased availability of employment land, the Exeter economy is in a strong position to grow further.

- 1.8 Research undertaken by Experian supports this belief. It 'looked at evidence for growth between 2010 and 2012 in every local authority area in England'. The research shows that 'Exeter in particular performs well in the region and is within the top 10 local authority districts in England' possessing businesses with high growth potential.
- 1.9 Exeter has a strong regional offer – its commercial, administrative, and retail strengths as a regional capital are complemented by the presence of the:
 - world class University of Exeter and its research strengths
 - Met Office's focus on climate change
 - major economic development underway in the Exeter and East Devon area providing high value employment opportunities and expanding provision of low carbon infrastructure.
- 1.10 This offer together with the area's reputation for outstanding quality of life, positions the Exeter economy as one of **the** locations for attracting knowledge based businesses.
- 1.11 Whatever is said and promoted about the Exeter economy should be credible and mark it out as **the** place to be. It will not be just about sharing and using as far as possible the same logo and a range of strap lines. It will involve as many key local players as possible working together in a common direction in developing and promoting the Exeter economy. By agreeing and sharing common messages the area will maximise the opportunity for visibility.
- 1.12 As the Strategy is implemented collaboration between the Exeter Marketing Alliance and local industry groups should bring the following dividends, securing:
 - new and additional investment in employment sites, accommodation and professional services
 - the occupation of Exeter Science Park and SkyPark and other key employment sites across Exeter and the Heart of Devon
 - investment in low carbon infrastructure which will assist businesses to reduce their operating costs
 - new entrepreneurs and business start-ups
 - relocation, expansion or consolidation of employers providing new employment, investment into the local economy and provide opportunities for local firms to supply products and services
 - the attraction of additional skilled workers and potentially increase the retention of graduates
 - additional retail provision and an increase in the volume and expenditure

of visitors and shoppers.

- 1.13 In terms of the city's characteristics, Exeter has an array of assets that mark out the city's distinctive offer. However, some appear to be largely 'hidden' beneath people's general perception. Misconceptions need to be countered. The qualities and strengths of the Exeter economy need to be promoted.
- 1.14 Of primary consideration for investors, businesses and skilled workers is their desire for certainty and confidence regarding the strength of the local economy, its credibility as a profitable location and its ability as a good place for attracting and retaining skilled workers and developing careers. It is the role of those implementing the Strategy to aim to engender that confidence and certainty.
- 1.15 The marketing programme straddles three broad categories of activity aimed at raising awareness of the offer through promotional activity, targeting sectors to help grow the economy and challenging misconceptions.
- 1.16 Implementation of the Strategy will establish a range of 'vehicles' to raise awareness of the Exeter economy. These include:
 - establishing an effective promotion and marketing website
 - producing 'Vodcasts' to promote the knowledge base of local businesses
 - producing an investment prospectus
 - securing widespread adoption of key messages and facts
 - reaching London based audience via local radio networks
 - PR and relationship building with journalists
 - providing or attracting national and/or international conferences reflecting Exeter economy's strengths and/or aspirations.
- 1.17 The professional services, science and technology, retail and construction sectors offer the best opportunities to help local businesses prosper, create jobs and grow the Exeter economy.
- 1.18 Complementing these will be opportunities to promote the area's emerging UK lead in low carbon infrastructure provision and encourage the growth of, and enhance the region's recognition as a location for, low carbon businesses.
- 1.19 The implementation of the Strategy will draw upon the market intelligence and networks nationally and internationally available from the ongoing activities of local businesses. This should result in a steady flow of warm leads to follow up. It is the intention of this Strategy to:
 - work much more closely with commercial agents on the promotion of property and sites
 - deliver bespoke seminars to invited sector audiences
 - work with local industry groups enabling them to promote investment,

expansions and relocations that benefit their sector.

- 1.20 To influence perceptions and challenge misconceptions about the Exeter economy, the Strategy will seek use and build upon the connections of existing business networks and develop new working and social media relationships.
- 1.21 Exeter City Council's Economic Development Service will co-ordinate the implementation of the Place Marketing Strategy in concert with local industry groups, support the activities of the Exeter Marketing Alliance, establish the proposed performance indicators to measure success and continue to handle enquiries through its established business relocation and investment handling service.

2 Introduction

- 2.1 Exeter is the principal economy west of Bristol (see Appendix 1 for more information). In the last decade Exeter has outperformed most locations across the UK for job creation, featuring in the top 2% for employment growth. Growth statistics show that Exeter's job creation outperformed all other cities in the South West and achieved comparable job growth on par with Cardiff, Edinburgh, and Belfast.
- 2.2 The Exeter economy has seen significant investment over the past decade and a pipeline of further investment, over £1bn, is underway. Exeter itself is a strong city, with GDP running at around £3.6bn per annum.
- 2.3 The UK Competitiveness Index 2010, the latest available, confirmed that Exeter has seen the greatest improvement in competitiveness against all other UK locations. The city's local economy continues to attract investment, create new businesses, support and grow existing businesses and draw in high calibre employees. With significant planned economic and retail developments and increased availability of employment and housing land, the Exeter economy is in a strong position to grow further.
- 2.4 Research undertaken by Experian entitled, 'BBC Local Growth Research' (February 2012) supports this premise. The research 'looked at evidence for growth between 2010 and 2012 in every local authority area in England', demonstrating that Exeter and the Heart of Devon saw above average business growth in these 2 years. 'Exeter in particular performs well in the region and is within the top 10 local authority districts in England' possessing businesses with high growth potential. Such businesses are defined as 'young, small but rapidly expanding growing firms with...entrepreneurial skills, [with an] appetite for business risk and [an] international outlook'.
- 2.5 The Exeter economy is made up of sub-regional and interdependent local economies broadly covered by Exeter, East Devon, Teignbridge, and Mid Devon, known locally as the Exeter and Heart of Devon Economic (EHOD) sub-region.
- 2.6 The Place Marketing Strategy's purpose is to help underpin the continued growth of the Exeter economy and attract and retain investment, new businesses, and skilled workers. All of which, much like the attraction of visitors to the area benefits local businesses across the city, coast, and rural hinterland of the sub-region. Income will be generated for local businesses through construction activity, trading and staff expenditure in the local economy.
- 2.7 Cities act as the 'shop window' on the economic performance and attractiveness of a locality. References to the Exeter economy in the Strategy should be taken as being synonymous with the area's characteristics and attributes that make up EHOD. Exeter as a place name

provides an identifiable location and a platform to recognise the collective offer of the local economy.

3 Strategic Aim

3.1 The aim of the Place Marketing Strategy 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.

4 Strategic Objectives

4.1 The following four objectives, which also define the success criteria upon which the performance of the Strategy and that of the Exeter economy can be assessed are to:

- *secure commercial and public sector investment to reinforce Exeter's position as one of the main "power houses" of the South West economy*
- *attract new employers and particularly more knowledge-based businesses and entrepreneurs into the city's economy*
- *reinforce the area's reputation for having a leading combination of retail, heritage and cultural experiences in an outstanding environment*
- *attract and retain skilled workers and graduates.*

5 Strategic Collaboration

5.1 There is a need now more than ever for collaboration and commitment to joint approaches to promotion and marketing. A number of organisations and local authorities including the Heart of the South West Local Enterprise Partnership (LEP) have a vested interest in the Exeter economy having a high profile, and a strong and positive image.

5.2 In order to maximise the opportunities to influence and change perceptions of key decision makers and influencers, the Strategy will encourage the local industry groups and local employers to promote and market the area on a collective and individual basis 'speaking with 'one voice.'

5.3 The ideal position will be when the Exeter economy is effectively promoted and marketed and where both those here in the city and its hinterland and beyond the local economy share comparable positive perceptions of it.

5.4 The Exeter Marketing Alliance (collaborating private and public sector employers) was formed to help shape the Place Marketing Strategy, deliver activities, and influence change in internal (within the area) and external perceptions. It was the first step along a journey that is now securing strategic collaboration across a wider range of participants from across the

public and private sector.

5.5 Collaborative activity will require a range of participants representing sectors and interest groups to:

- sign up to the Place Marketing Strategy's aims and objectives
- actively pull in the same direction
- adopt and adapt key messages to suit their market sector and customer base
- contribute staff and financial resources to successfully implement the Strategy.

5.6 Collaboration on the implementation in this Strategy should bring the following dividends, securing:

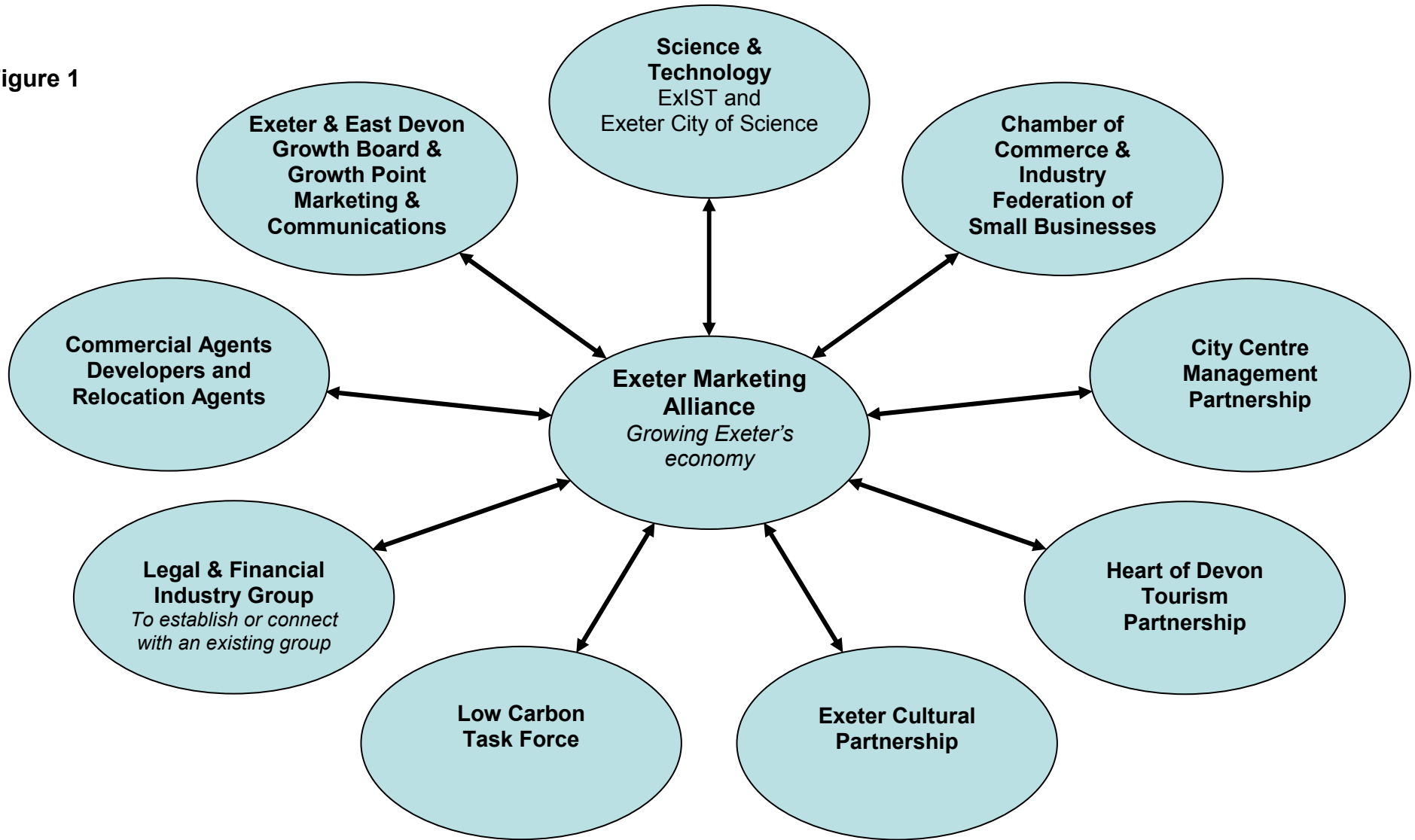
- new and additional investment in employment sites, accommodation and professional services
- the occupation of Exeter Science Park and SkyPark and other key employment sites across Exeter and the Heart of Devon
- investment in low carbon infrastructure which will assist businesses to reduce their operating costs
- new entrepreneurs and business start-ups
- relocation, expansion or consolidation of employers providing new employment, investment into the local economy and provide opportunities for local firms to supply products and services
- the attraction of additional skilled workers and potentially increase the retention of graduates
- additional retail provision and an increase in the volume and expenditure of visitors and shoppers.

5.7 Figure 1 provides an outline of the local 'industry' groups of participants that will help to build collaborative activity under the umbrella of the Exeter Marketing Alliance. Tourism development and promotion would remain with the successful Heart of Devon Tourism Partnership.

5.8 The role of each group is defined by their own 'industry sector'. However, each group will be expected to work autonomously to promote growth in their area of activity and where relevant work with others to target and attract businesses to relocate and or expand within the Exeter economy.

5.9 The Exeter and Heart of Devon Growth Board is the focal point to help secure and drive on-going commitment and collaboration to the Strategy at the highest level.

Figure 1



6 Place Marketing the Exeter Economy

The significance of a 'sense of place'

- 6.1 Cities project images and messages about the locality and the hinterland. A city's sense of place is engendered principally by – the nature and quality of the physical and natural environment, the layers of history that are its story, the diversity and character of its population, its interdependence with the towns and villages that surround it, and the presence of well-known people and renowned organisations, products or services.
- 6.2 The Exeter economy has a range of characteristics and assets that define how it is perceived and how it compares with other places by those that live, work, study and visit here.
- 6.3 However, in an increasingly complex and competitive world, many people, and businesses are digitally or otherwise connected and simultaneously overloaded with information. They have little time to pay attention to the array of information assailing them. It is difficult for a place to stand out without proactive effort across a range of media.
- 6.4 Increasingly cities and their surroundings use their quality of life assets when competing for investment, business, visitors, and students. The Exeter economy must continue to pay attention to those aspects that are the foundations of its character and continue to improve the use of space and its natural assets.
- 6.5 For example, the City Council report, 'A City Centre Vision for a Green Capital' (June 2011) defines a long-term strategic and physical vision for the centre of the city. The paper sets out a framework for taking forward the Exeter Vision, which has defined overarching themes and aspirations for the city. Visions generally precede development. The ingredients within the green capital vision may take some 10 – 20 years or more to achieve. And yet, by providing a clear physical definition for the use of Exeter's space and places, as with the Exeter and East Devon Growth Point, it will help investors, businesses, and skilled workers, to know the direction of future development and provide them with confidence if they choose to invest in the city.
- 6.6 Whatever is said and promoted about the city and its surroundings should be credible. Overall, the messages will form the picture, the basis of the Exeter economy's story and contain its character and the offer to be conveyed to prospective customers that the area wants and needs to attract.
- 6.7 Such characteristics help to provide the area with a 'sense of place'. The Exeter economy is a place where people and businesses want to be. Of fundamental importance is that people and businesses that may want to be here too, also talk positively about the area. It will be essential to secure proactive 'chatter' within and across social media networks such as Facebook and Twitter which people now increasingly use to communicate.

Market Position

- 6.8 In 2012 Exeter's retail offer was ranked 31st within Great Britain. John Lewis opens a new store in the city in 2012. Exeter aspires to be positioned as the 25th largest retail catchment following the completion of the mixed use redevelopment of the Exeter Bus and Coach Station.
- 6.9 Compared to other notable locations, Bristol, Plymouth, Swindon, Cambridge, Oxford, and Warwick, Exeter has the highest percentage of businesses with £1m+ turnover and also the highest percentage of businesses trading for 10+ years. Importantly, as a place for knowledge based businesses, Exeter has a particular concentration of employment across professional, legal, scientific, engineering, and technical activities and as a hub for professional services in the region offers comparable quality to London competitors but at greater value for money.
- 6.10 The University of Exeter, recognised as being in the top 1% across the world for international research is going from strength to strength. It is a member of the Russell Group of Universities. The University's investments since 2007 have positioned it in the top 100 fastest growing organisations in Europe and in the top 25 within the UK. In fact the University's trajectory anticipates that by 2013 they will be contributing over £480M of additional economic benefit to the economy.
- 6.11 The multi-million pound public and private sector investment partnership which is working well together within the Exeter and East Devon Growth Board, a 20 year major economic development programme, is indicative of the economic strength and the confidence in the area (see map of the development in Appendix 2).
- 6.12 In terms of sector led growth, research undertaken by Experian anticipates growth over the short and medium term within the financial and business service sector. This is particularly good news for the Exeter economy which has many strengths within these activities.
- 6.13 Experian define activities and services making up this sector as including:
- media activities
 - computing and information services
 - finance, insurance and pensions
 - real estate
 - professional services
 - administration and supportive service activities.
- 6.14 In pursuing a growth agenda it is important to assess the particular strengths of Exeter's economy as it will help local partners decide where they need to devote time and energy to make best use of finite resources.
- 6.15 In terms of the area's strengths and weakness, as portrayed by **examples in the table over leaf**, the Exeter economy has an array of brand and

cultural assets that potentially mark out the area's distinctive offer as a place to be.

6.16 However, a number of assets may well be beneath the radar of many beyond the local area. Making them more visible would reinforce Exeter economy's reputation. Developing a nationally recognised iconic symbol or project that grabs and holds national and international attention would place the Exeter economy at the forefront of people's minds.

Strengths		Weaknesses
<p>Visible Brand Assets</p> <ul style="list-style-type: none"> - University of Exeter - The Met Office and Hadley Centre for Climate Change - Pennon Group, EDF Energy, Flybe, Supercat, Goodridge, Graphic Plc, ATASS, Heathcoat Fabrics, Centrax, Thomson Reuters, Peninsula College of Medicine and Dentistry, Centek Industries, S.R.A. Developments, Fantasy Shopper, Harrier LLC, Amulet Hotkey, Kaba Ltd, Hepco Slide Systems, Princesshay and the City's expanding retail offer - Devon's quality of life image - Exeter International Airport - Exeter and East Devon Growth Point - Exeter's centrality within the South West and its connectivity to transport routes - Low carbon infrastructure 	<p>Visible Cultural Assets</p> <ul style="list-style-type: none"> - Exeter Cathedral, Exeter Quay, Exe Estuary, Exeter Underground Passages - Exeter Royal Albert Memorial Museum - City's heritage - Film location for German TV series - Proximity to – Dartmoor and Exmoor National Parks, Sea and Jurassic Coastline, RSPB Reserves, AONB's - Exeter Rugby and Football Clubs, Exeter Racecourse and other sporting facilities - Exeter Phoenix, Northcott Theatre, Corn Exchange, Barnfield Theatre & Spacex and other venues 	<p>Brand and Cultural Assets</p> <ul style="list-style-type: none"> - Other than the Brand Assets mentioned, there are no readily identifiable iconic or internationally known buildings, products or services
Opportunities		Threats
<p>Promote Hidden Brand Assets (beneath people's radar) e.g.</p> <ul style="list-style-type: none"> - University of Exeter's Science Strategy - Exeter City of Science initiative - Chamber EXIST initiative - Exeter's job creation track record & capability - Hub of professional and knowledge-based services - New high growth potential scientific and technology companies - Exeter College - Home to start ups and major employers that are leaders in internet based service delivery and use of social media 	<p>Promote Hidden Cultural Assets</p> <ul style="list-style-type: none"> - Develop Exeter as a hub for theatre or performing arts or live music in the region. <p>Iconic Projects</p> <ul style="list-style-type: none"> - identify and develop an iconic project located in the Exeter economy 	<ul style="list-style-type: none"> - Promotion by other agencies may overshadow or mask the real offer and strengths of Exeter and its surroundings by promoting a generic offer or messages covering the wider county or peninsular that fail to recognise Exeter as a strong place for investment, business growth and employment.

7 Sector Strengths

7.1 Exeter has relatively higher proportions of employment than other areas across England and Wales in the following broad industrial sectors:

- Construction
- Health
- Motor Trades
- Professional, Scientific and Technical Services
- Property
- Public Administration and Defence
- Utilities.

7.2 The majority of Britain's economic growth comes from knowledge based services (KBS)...ideas, knowledge and people's skills...and the businesses service sector has quietly driven the growth of the UK economy. This sector – which includes lawyers, engineering, science and technical activities, IT specialists, and consultants – has thrived because it creates value by providing the ideas and the knowledge that the British economy needs in order to grow¹.

7.3 Exeter has the second highest concentration of knowledge based services (KBS) within the South West, slightly behind and second only to Bristol. Within Devon, EHOD accounts for 55 per cent of employment in KBS; the city alone accounts for over 31 per cent of such employment in the county.

7.4 Exeter's particular concentration of KBS employment in comparison to Bristol, Plymouth, Swindon, Cambridge, Oxford and Warwick and England and Wales, is in:

- legal activities
- engineering activities and related technical consultancy
- other professional, scientific and technical activities.

7.5 Overall, net employment across EHOD grew by some 7,600 between 2008 and 2010, with Exeter accounting for 4,500, placing Exeter in the top 10 for employment growth across Great Britain. Whilst some sectors lost jobs, most notably the public sector, growth in the Exeter economy was largely down to the following sectors:

- Construction
- Accommodation and food services
- Wholesale and retail trade and repair of motor vehicles
- Professional, scientific and technical
- Education
- Transportation and storage.

¹ The Work Foundation (2011) 'Britain's Quiet Success Story - Business Services in the knowledge Economy'

7.6 Research undertaken on behalf of the EHOD Employment and Skills Board forecast net employment growth as a result of the developments in the Exeter and East Devon Growth Point to be over 26,000 jobs spanning a 20 year period primarily within the following sectors:

Sectors	Forecast employment growth
Business and Professional Services	11,000+
Retail and Hospitality	3,500+
Transportation and Logistics	3,000+
Food and Drink	1,000+
Construction and Building Services	900+
Advanced Engineering	1,000+
Bioscience and Health	1,000+
Low Carbon & Environmental Goods & Services	1,000+

8 Target Sector Opportunities

8.1 The intention is to focus on the following sectors for achievement of the Strategy's objectives:

Professional Services, Science and Technology

- Promotes the area's reputation as a regional hub for professional knowledge based services which supports local businesses, relocating employers and also provides services to investors seeking to procure services outside of London or from overseas
- Source of potential occupiers and new businesses within the local economy including on Exeter Science Park and SkyPark
- Contributes to an increase in knowledge based employment
- Source of knowledge based entrepreneurs
- An emerging leader in the UK's low carbon agenda

Retail

- Significant contributor to the area's regional reputation
- Draws in visitors and contributes to the development of additional hospitality employment and offers potential to generate trade with local suppliers

Government Departments and Quangos

- Continues to contribute to the area's regional reputation for public administration and supports an increase in knowledge based employment
- Potential source of opportunities for collaborative or commissioned research with the University of Exeter and as a source of business for local suppliers

8.2 Appendix 3 explores these sectors in more depth.

Attracting entrepreneurs and skilled workers

8.3 The University of Exeter and the local FE colleges reinforce the position of Exeter as a place to live, work, study in, and visit. Continuing to attract students and retain their knowledge and expertise also adds to the mix of cultural activities generated by them. Moreover, they are a source of potential graduates to recruit or start up their own businesses.

8.4 Often skilled, creative, and/or young people are crucial for helping to drive growth in a local economy. Such individuals are highly mobile and discerning in choosing their locations. It is critical they are attracted to the area to study, secure employment, or start up their own business to help spur growth.

8.5 Their decision making is shaped by the quality of place; they will have particular interest in the cultural landscape, the ambience, and buzz of life in the city and the diversity and distinctiveness of the surrounding locality.

8.6 To attract them to the Exeter economy, there is a need to:

- promote the range of career opportunities to create the perception of the area as a place where graduates/skilled employees can readily stay and progress their career
- promote the lifestyle of studying, living and working here including the breadth of the arts, culture, leisure, sporting, outdoor activities and adventure and easy access to natural environments.

8.7 ***Entrance Points***

In addition, attention should be given to how entrance points into the area are developed, managed, maintained, and promoted. They play an important role in how the area is perceived and experienced. Examples of entrance points include websites, social media platforms, car parks (public and private), bus and railway stations, the airport, hotels, conference centres, business seminars and signage.

9 Core Messages

9.1 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”

9.2 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.

- 9.3 A limited set of regularly used core messages will be very important in underpinning and reinforcing the promotion of the key assets and strengths of the city’s economy.

The Exeter economy can claim it:

- 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.

- 9.4 Each of these points will be underpinned by specific facts and examples to ensure they are clear, credible, and up to date. Promotional material will need to convey and reinforce the core messages regularly and proactively. This section is expanded in Appendix 3 as a guide to how the area is promoted and marketed in conjunction with the Marketing Programme covered in Section 10 below.

10 Marketing Programme

- 10.1 Members of the Marketing Alliance and local businesses have offered to provide some staff time and other resources towards the implementation of the Strategy. Reaching agreement on the best use of their resources forms an integral part of the implementation process.

- 10.2 Activities to promote the Exeter economy are set out within the marketing programme. Three broad categories of activities are proposed as listed below.

Promotional – raising awareness of the Exeter economy

- 10.3 It is intended to establish a range of ‘vehicles’ to raise awareness of the Exeter economy as summarised below:
- establish a dedicated but extensively linked and regularly refreshed and updated promotion and marketing website incorporating the successful “fly-through” approach
 - prepare an investment prospectus to be available electronically and in hard copy
 - produce ‘Vodcasts’ to promote core messages and give real live examples of success
 - PR and relationship building with journalists to encourage awareness and a positive appreciation of the Exeter economy
 - seek to provide or attract national and/or international conferences that reflect the Exeter economy’s strengths and/or aspirations.

Targeted Marketing – to help grow the local economy

- 10.4 The intention is to use the market intelligence and networks nationally and internationally available from the diverse range of local businesses within the Exeter economy. The successful implementation of this Strategy is predicated on the active involvement and support of key players, local businesses, and industry sectors. Some are already members of the Exeter Marketing Alliance. The activities proposed are summarised below:
- generating warm leads from local businesses and key employers identifying potential firms/employers to approach
 - working with prominent local public sector employers to approach key government departments and contacts and generate opportunities to secure site visits for ministerial, VIP and senior civil servants
 - supporting property and site promotion by commercial agents
 - delivering dedicated seminars to invited sector audiences to invest, relocate or expand in the Exeter economy
 - working with local industry groups to promote investment, expansions and relocations and the securing of skilled workers into their sectors.

Perception Altering – challenging misconceptions

- 10.5 The intention is to use and build upon the connections in existing business relationships and also develop new working relationships to influence perceptions and challenge misconceptions about the Exeter economy. This will be achieved by:
- 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
- use of social media – Exeter Economy You Tube Channel, Exeter Economy Facebook Page, Exeter Economy Twitter Page to secure proactive ‘chatter’ within and across the networks about the Exeter economy (all interlinked with the new promotion and marketing website)
- hosting city and site visits which are effective measures to change perceptions and persuade a business to invest, expand or move
- work with the University of Exeter to capitalise on opportunities to create positive impressions of the Exeter economy throughout the year with target audiences
- promoting the skills, supply chain and career opportunities in the wider Exeter economy
- parallel promotional activity by visitor and cultural marketing to demonstrate the quality of life and lifestyle on offer.

Generating leads for targeted marketing

10.6 In order to ensure a steady and increasing stream of prospects, the following sources need to be harnessed to generate potential leads:

- enquiries received by the City Council’s EHOD on-line commercial property register
- the management of key business parks and employment sites
- foreign direct enquiries arising through the UKTI and LEP
- the market intelligence of the Marketing Alliance
- local business groups
- local commercial agents and their syndicated network of offices across the UK and overseas
- relocation and commercial agents/consultants in Bristol, Birmingham and London.

Lead management

10.7 Exeter City Council’s Economic Development Service will act as the conduit for lead management. The Service has an established system to handle business relocation and investment enquiries for EHOD that supports the partnership with East Devon, Teignbridge, and Mid Devon district councils. In addition, the Development Service works with the Heart of the South West LEP and the UKTI in responding to and handling foreign direct investment enquiries.

10.8 The implementation of the Strategy should:

- establish an inward investment group of public and private representatives that have the capacity to work together on co-ordinated and proactive promotion of the area
- look to encourage small, mixed disciplined 'teams' within each of the local industry groups in Figure 1, based on the model of working coordinated by ExIST, to work together on how they can and will 'sell the area' to their contacts and others that may consider investing or moving into the area on the basis of their 'business and joint working activities'

10.9 It will be necessary from time to time to draw on the support of the Marketing Alliance to meet, greet, and also introduce new arrivals into the business community to make sure their setting up is as trouble free as possible. As and when appropriate it will be important to make aftercare visits to companies.

11 Performance indicators

11.1 The following indicators will be established to track progress, measure success and evaluate the effectiveness of the approaches.

Activity:

- type and number of employers targeted
- the number of investment and business relocation enquiries arising from collaborative activity

Outputs:

- the conversion rate from enquiry to: expansion, relocation, consolidation or start - up
- number and types of jobs created by local and inward investing firms (if available)
- change in Exeter's position in Great Britain's retail hierarchy
- the number of visitors to the Exeter economy encouraged by the activities implemented through the Heart of Devon Visitor Strategy activities

Outcomes:

- the amount of commercial and public sector investment secured
- the type and number of new employers, and particularly more knowledge-based businesses and entrepreneurs secured into the economy
- through the Chamber of Commerce and Industry, survey the trends in the number of skilled workers and recent graduates employed and the ease of attracting and retaining them
- value, amount and type of media coverage to assess perceptions of area's reputation for having a leading combination of retail, heritage and cultural experiences in an outstanding environment

Exeter Economy Marketing Programme Action Plan

Activity	Timescale	Responsibility	Budget	Outcomes/Outputs
Promotional – raising awareness of the Exeter economy				
<p>1</p> <p>Establish an effective website to promote the Exeter economy, its strengths, and opportunities for investment, start up, business relocations and skilled workers.</p> <p>Links with activities 2-4, 6, 8-11, 14-19</p>	Year 1	<p>Exeter City Council, partner local authorities in EHOD Exeter Marketing Alliance Growth Point Team</p>	£15,000	<ul style="list-style-type: none"> • Is viewed as the central contact for information and support for investors, businesses and skilled workers and use by media • Links with other local websites, 3D Flythrough, Exeter Economy Facebook Page, Exeter Economy You Tube Channel and Exeter Economy Twitter account to provide added credibility to key messages • Provision of digital maps showing a range of assets and key companies in the area, the commercial & industrial parks and the land banks (both housing and employment land available/in the pipeline) • Demonstrates support available through site visits, planning stages and aftercare • Enables the tracking of enquiries resulting from promotional and targeted marketing activity • Enables the Exeter Marketing Alliance to secure easy access to key data, to share information with key contacts and also market intelligence with the City Council's Economic Development Service for follow up coordination of targeted marketing activity

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	Activity	Timescale	Responsibility	Budget	Outcomes/Outputs
2	Produce 'Vodcasts' to promote core messages and give real live examples of success	Year 1	Exeter City Council	£8,000	Demonstrates the leading edge thinking and knowledge base available to potential investors into the Exeter economy
3	Establish an effective means of managing interaction and updating of social media activity generated by the Marketing Programme	Year 1	Exeter City Council	£6,000 p.a.	Up to date information and constant stream of effective messages are generated to stimulate interest from investors, businesses and skilled workers
4	Produce an area investment prospectus including setting out: - <ul style="list-style-type: none"> what is happening now, the planned activities for the next 5 years and the opportunities presented by the key strategic development and investment opportunities around the city details of support available and how it is coordinated locally to help 'businesses' move to the area 	Year 1	EHOD local authorities, Growth Point Team and local commercial agents and developers	£5,000	<ul style="list-style-type: none"> Integrated into website and provides investors and business with information to stimulate their interest in the Exeter economy; Encourages investment, start ups, expansions, and relocations into the Exeter economy Provides easily accessible information in one place of the local partnership and soft landing support available; promotes confidence in the area's ability to assist major moves into the Exeter economy Provides new business start ups with vision of emerging opportunities in the Exeter economy
5	Drawing on the PR support offered by members of the Exeter Marketing Alliance: <ul style="list-style-type: none"> prepare and produce joint editorial for professional and trade sector websites, magazines and national features in the 'broadsheets' use local radio with its London base to reach principally, skilled workers and develop and promote family friendly messages about the Exeter Economy 	Year 1	Exeter Marketing Alliance Growth Point Team	£20,000 p.a.	Promotes awareness of the strengths and attractions of the Exeter economy and raises profile to key decision makers and influencers; secures press coverage regionally and nationally

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6	Build relationships with journalists and facilitate annual briefing sessions, site visits and easy access to information via dedicated website	Year 1	EHOD LAs. Press Communication Teams; Exeter and East Devon Growth Point	£2,000 p.a.	An effective means of changing perceptions; secures press coverage regionally and nationally; promotes positive messages about the Exeter economy; encourages an increase in start up, business and relocation enquiries
7	Work towards establishing an international conference in Exeter for key sector businesses, multi-nationals and governments which addresses a significant global issue of which the city has world class strengths and advertise a call for papers and speakers	Year 3	Leading key employers, University of Exeter	£40,000	Potential to put the Exeter economy on the radar of investors and businesses and could be promoted as a proxy iconic project; encourages an increase in start up, business and relocation enquiries; secures press coverage nationally and potentially internationally.
Targeted Marketing – to help grow the local economy					
8	Generate regular flow of warm potential leads from range of business and commercial agent networks	Year 1	Exeter Marketing Alliance	£0.00	Increased opportunities to nurture direct interest in expanding, relocating and or consolidating in the Exeter economy; secures investment, expansion and relocations
9	Delivering investment and relocation Exeter seminars once a year to an invited sector audience in part identified by the business networks of the Exeter Marketing Alliance and hosted in Birmingham or London via Institute of Directors premises	Year 1	Exeter Marketing Alliance	£5,000 p.a.	Opportunities to secures investment, expansion and relocations and also secure investment and growth of local professional and business services
10	Establish and/or work with existing industry groups linked to the Exeter Marketing Alliance to promote the collective offer from each group for investors, expanding and relocating businesses and skilled workers	Year 1	Exeter City Council working with local industry sector groups	£0.00	Secure investment and business relocations and expansions that assist local industry sector growth and the creation of local jobs; encourages skilled workers to see the Exeter economy as a place to work (links to the Exeter Facebook page)

Exeter Economy Marketing Programme Action Plan

Activity		Timescale	Responsibility	Budget	Outcomes/Outputs
11	Work with local commercial agents and developers to update promotional information on key sites and premises and assist them in bringing high profile investors and employers into the area	Year 1	Exeter City Council, EHOD Las, Exeter Marketing Alliance	£0.00	Ensures coherency of key messages about the Exeter economy; secures expansion and relocations.
12	Work with prominent local public sector employers to approach key government departments and contacts and generate opportunities to secure site visits for ministerial, VIP and senior civil servants	Year 2	EHOD local authorities, Exeter Marketing Alliance , EHOD Growth Board, Heart of the South West LEP	£5,000	Secures consolidation and/or relocations of public sector employers
Perception Altering – challenging misconceptions					
13	'Recruit' additional high profile business ambassadors prepared to champion and talk about the strengths of Exeter through their national and international range of business connections	Year 1	Private Sector Partners in the Exeter Marketing Alliance	£0.00	Increase in capability to reach key decision makers and influencers; added credibility of messages received from trusted businesses; encourages investment, expansion and relocations
14	Produce and update as necessary a concise one page information sheet including the overarching strapline that is easy for business leaders to digest, remember and repeat	Year 1	Exeter City Council	£0.00	Encourages key messages, facts and figures to be absorbed and promoted
15	Influence London and Bristol based and other agents representing major retailers to visit/revisit Exeter and provide them with information to put the city on the required location list for retailers	Year 1	Exeter City Centre Partnership supported by the Exeter Marketing Alliance	£0.00	An effective means of changing perceptions; persuading some to consider the Exeter economy as a place to commit their client's resources; secures new and additional retail investment

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Activity	Timescale	Responsibility	Budget	Outcomes/Outputs	
16	Establish an Exeter Economy You Tube Channel containing an array of 90 second video case studies of local businesses and key stakeholders produced by local creative media students	Year 1	Exeter College supported by Teignbridge District Council's film unit	£5,000	Showcase for local businesses; promotes awareness of business benefits of operating in Exeter economy; encourages an increase in start up, business and relocation enquiries
17	Establish an Exeter Economy Facebook page targeted at attracting and influencing young skilled workers and entrepreneurs to study, stay and work or start a business in the Exeter economy and <ul style="list-style-type: none"> • promote the range of career opportunities in the Exeter economy • promote lifestyle through linking into information on the arts, culture, leisure, sporting, outdoor activities and adventure and the access to natural environments 	Year 1	University of Exeter, Exeter College, Innovation Centre, Young High Growth Companies, State and Private Schools Heart of Devon Tourism Partnership	£3,000	Encourages young people and graduates to stay and work/start a business here; encourages a source of skilled and knowledge based labour to work for local employers; encourages interest from entrepreneurs to start up/expand/relocate to the Exeter economy
18	Promote the wider economy's skills and supply chain capability and capacity to support the current and growth needs of new and expanding businesses, particularly those in the science and technology sectors	Year 1	Exeter City Council Local Industry Sector Groups Chamber of Commerce & Industry, ExIST, EHOD Employment and Skills Board, Innovation Centre	£0.00	Provides necessary comfort and confidence to invest resources here; encourages start ups, expansions and relocations into the Exeter economy; provides information to feed into the Exeter Economy Facebook page
19	Secure widespread adoption of key messages and capitalise on opportunities to promote them at a range of entrance points to generate positive perceptions of the Exeter economy: partner websites, social media platforms, car parks (public and private), bus and railway stations, the airport, hotels, conference centres and signage, business seminars	Year 1	Local and Highway Authorities and Local businesses, EHOD Growth Board; Exeter Marketing Alliance	£10,000	Provides additional outlets to promote information; encourages start ups, expansions and relocations into the Exeter economy

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Activity		Timescale	Responsibility	Budget	Outcomes/Outputs
20	Work with leading local and influential representatives and leading business people to secure speaking opportunities for them at key regional, national and international conferences, events, tradeshows and at locally delivered business seminars	Year 2	Exeter Marketing Alliance High Level Exeter Marketing Alliance Business Ambassadors	£0.00	Likely to be attended by key decision makers and influencers in target industry sectors; added credibility of messages received from trusted people and businesses; persuading some to consider the Exeter economy as a place to commit resources, expand and relocate
21	Arrange site visits with key decision makers and influencers from target sectors showing an interest in investing, expanding and relocating to the Exeter Economy	Year 2	Exeter Marketing Alliance High Level Exeter Marketing Alliance Business Ambassadors	£5,000 p.a.	An effective means of changing perceptions and also of persuading an organisation to move; secures decision to invest, expand or relocate into the local economy
22	Work with the University of Exeter to capitalise on opportunities to create positive impressions of the Exeter economy at regular 'touch points' throughout the year with specific groups: students, post-graduates, alumni and also from key decision makers and influencers that may form a proportion of visiting families on graduation days	Year 2	University of Exeter, Exeter City Council,	£2,000 p.a.	Secures new and additional investment into the Exeter economy; encourages graduates to stay and work/start a business here; encourages a source of skilled and knowledge based labour to work for local employers; encourages expansion and relocation of businesses here

Appendices

APPENDIX 1

Key points about the Exeter Economy

Did you know the Exeter economy ...

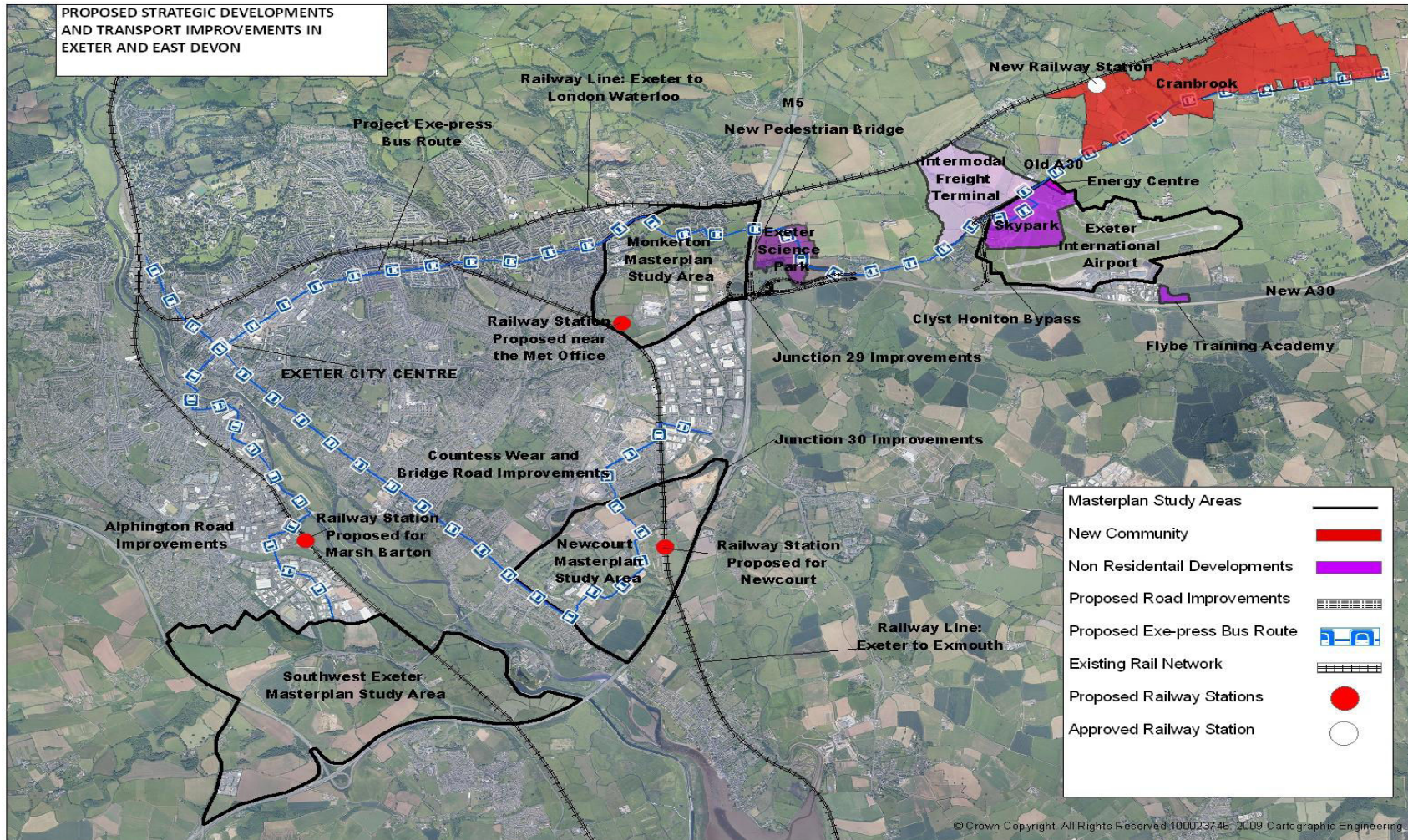
- is the principal economy west of Bristol
- attracts between 700 and 1,000 enquiries every year from businesses looking to expand or relocate into its economy
- has a retail offer ranked as 31st in Great Britain in 2011/12
- aspires to be ranked 25th largest retail catchments across Great Britain following the completion of the mixed use redevelopment of the Exeter Bus and Coach Station.
- has above England and Wales average concentrations of employment in:
 - construction
 - utilities
 - motor trades
 - property
 - professional, scientific and technical activities – legal services, other professional, scientific and technical activities, research and experimental development in social sciences, engineering activities and related technical consultancy and public administration and defence
- is a hub for professional services in the region offering comparable quality to London competitors but at greater value for money
- is home to a University which is ranked in the world's top 1% and is the only Russell Group University west of Bristol. The University has an annual research budget of c£70m and actively works with industry and innovative businesses. It supports

innovation in the City through its Innovation Centre and is developing a Science Park to the East of the City. The University turns over nearly £300m annually and was recently listed as the 25th fastest growing business in the UK.

- is an easy place to make business connections
- is a large magnet for employment, being ranked in 10th position overall across all of the local authority areas within the UK for providing a large concentration of jobs for its hinterland
- from 2000 to 2009 was the 7th fastest growing city in the UK for job creation, which together with its economic area created over 34,000 jobs, outperforming cities like Edinburgh, Cardiff, Belfast, Sheffield and Manchester
- continued to increase net employment by 7,600 between 2008 and 2010, placing it in the top 10 nationally; all achieved whilst 76% of all locations throughout Great Britain saw job losses
- research undertaken by Experian entitled, 'BBC Local Growth Research' (February 2012) shows that 'Exeter in particular performs well in the region and is within the top 10 local authority districts in England' possessing businesses with high growth potential
- will see a net increase of 26,000 jobs arising from the development of the Exeter and East Devon Growth Point. These are forecast to be in:
 - Business and Professional Services – 11,000+ new jobs
 - Retail and Hospitality – 3,500+ new jobs
 - Transportation and Logistics – 3,000+ new jobs
 - Food and Drink – 1,000+ new jobs
 - Construction and Building Services – 900+ new jobs
 - Advanced Engineering – 1,000+ new jobs
 - Bioscience and Health – 1,000+ new jobs
 - Low Carbon & Environmental Goods & Services – 1,000+ new jobs

- has over a billion pounds worth of private and public sector investment planned within the Growth Point to develop two regionally important employment sites, including Exeter Science Park and a new low-carbon energy supplied market town – Cranbrook
- is an accessible city at the centre of the South West, is eight miles across, 2 hours from London by train, has two main railway lines to London, the Midlands and the North, and is only 10 minutes drive time to Exeter’s International Airport
- is renowned for a high quality of life with easy access to an outstanding natural environment – the Exe Estuary, two moors – Dartmoor and Exmoor, rolling countryside, designated Areas of Outstanding National Beauty and internationally recognised coastlines
- has a clear vision to further enhance its credentials by transforming its offer to be the green capital of the South West
- has a ‘can do’ attitude and a workforce that is recognised as being loyal, hardworking, stable and versatile
- is `emerging as a UK leader in the low carbon agenda through the development of large scale combined heat and power (CHP) supplies to towns and business parks and generating opportunities for local businesses to retrofit low carbon technology to reduce their ‘bottom line costs’
- provides a base for start ups to major employers that are leaders in internet based service delivery and use of social media.

Exeter and East Devon Growth Point Map



Target sector opportunities

1 Professional Services, Science and Technology Sectors

- 1.1 Businesses and investors in science and technology away from Exeter may well be unaware of the:
- acclaimed research strengths and the connections and support for industry available from the University of Exeter
 - range of support provided through the Innovation Centre under the umbrella of Exeter Business Support for start ups and young high growth businesses
 - breadth and depth of skills, knowledge, and technology available locally promoted by the recently founded Exeter Initiative for Science and Technology (ExIST)
 - area emerging as a UK Leader in the low carbon agenda.
- 1.2 Like Bristol, Exeter needs to be seen as a hub for professional services in the region offering comparable quality to London and South East competitors but at greater value for money.
- 1.3 It is essential to show clearly how well connected Exeter is through its communications and business networks and the realisable bottom line profit and loss benefits of operating here.
- 1.4 To secure growth the Exeter economy needs to attract:
- companies and start-ups with high proportion of investment in intellectual property
 - hi tech industries, research and development focused and precision manufacturing
 - information technology based companies with significant bias towards development and/or use of hardware, software including cloud-based computing for the provision of services for their clients, e.g. smartphone and wireless apps., for business and individual consumers
 - low carbon technology and green based businesses
 - regional offices/headquarters of large multi-national firms to enhance Exeter's regional capital profile and also to use their presence and connections to facilitate access to overseas markets and provide opportunities for local businesses to provide their goods and services

- the interest of sophisticated global investors such as Blackstone, New Enterprise Associates (NEA), Accel and Hansberger
- firms starting up or specialising in –
 - biosciences and food security
 - medicine and healthcare
 - climate change adaptation and the environment
 - data management and statistical predictive analysis
 - new functional materials and photonics
- marine-related employers (Exeter has above average regional levels of employment in this sector).

Retail Sector

- 1.5 The High Street retail offer across the UK is exposed to the vagaries of consumer shopping habits and the growth in on-line shopping. However, Exeter's position in the national retail hierarchy is significant. It contributes to the city's reputation as a regional capital, as a location for successful investment in retail related businesses and as a place offering a high quality of life. With a retail catchment of over 1 million people, Exeter's potential to expand its offer is a genuine and realistic opportunity.
- 1.6 As a result of delivering planned developments in the city, more people will choose the city as a shopping destination. The physical size of the retail offer will increase over the next 5 years, widening employment opportunity, and creating more local career pathways for employees.
- 1.7 Other aspects of Exeter and the surrounding area provide real opportunities for the retail sector and attract visitors, residents, and businesses into the Exeter economy and helps create a sense of place. These are accommodation and food services and the range of art and culture available. The latter plays a particularly important role in helping to shape the distinctiveness of the area's offer, offering opportunities for people to join in, to socialise, to create and engage in community life.
- 1.8 To secure growth and expansion in the retail sector, there is a need to:
- demonstrate long term sustainable planning for growth in the local, regional and visitor markets, with measurable targets against which progress can be assessed

- set out within the new City Centre Strategy what is happening now, the planned activities for the next 5 years including what will be done to help the sector grow and improve customer service and the opportunities that will bring
- influence London and Bristol based and other agents representing major retailers to visit/revisit Exeter and provide them with information to put the city on the required location list for retailers
- support the development and promotion of the tourism, arts and cultural sectors.

Public Sector

- 1.9 Government departments and quangos have hitherto been on the direct marketing activities of the local authorities co-ordinated by the City Council within EHOD. There have been some successes, most notably, the public and private sector partnership that secured the relocation of the Met Office.
- 1.10 With the forecast loss of some 750,000 jobs nationally across the public sector, it might not be considered that this is an appropriate target to pursue actively.
- 1.11 However, with the public sector's drive on cost control there may well be opportunities to secure those that seek to achieve consolidation of operating efficiencies by their deployment around the country. The question of further relocations of public sector organisations out of the South East to save on long term costs to the public purse have been raised more frequently in recent months.
- 1.12 Whilst relocation activity has been quiet of late, previous research undertaken on behalf of the then Labour Government, the Lyons Review suggested that Exeter is in a strong position to attract further and/or replacement public sector employment.
- 1.13 To be in a position to seize opportunities to secure growth, relocation and/or consolidations in the public sector, the Exeter economy needs to:
- demonstrate the quality and accessibility of specific sites and buildings and the tangible cost and low carbon benefits of being here and the range of career paths available across the sector within the Exeter economy
 - work with prominent local public sector employers to approach key government departments and contacts and seek to secure a steady flow of Government VIPs and Civil Servants for Exeter economy site visits.

2 Outline guidance on promotion

2.1 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 Exeter economy can claim it:

- 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.

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

Promotional material will need to reinforce the core messages regularly and proactively.

2.3 Promotional material will need to convey Exeter economy's:

- track record of success, creating employment
- prominent/outstanding organisations and achievements
- clarity of purpose – local policies and visions
- future growth and employment creation prospects
- commercial and low carbon sustainable outlook
- location and its connectivity to London and overseas

2.4 Detailed messages quoting facts and real examples need to convey:

- its strength and success as a commercial business location – open for business
 - possessing world class innovative 'know how' in science, technology and expert knowledge
 - is attractive to those businesses seeking to be part of the local cluster
 - is a place that provides rewarding careers for skilled workers
 - has a top flight retail offer attractive to new retail investment
- busy 'forward thinking' location that is
 - accessible and connected
 - delivering on its growth agenda – its commercial outlook is excellent providing confidence in the local economy
 - forward thinking green capital vision
 - emerging as a UK leader in the low carbon agenda through the development of large scale combined heat and power (CHP) supplies to towns and business parks and generating opportunities for local businesses to retrofit low carbon technology to reduce their 'bottom line costs'
- the size and quality of the workforce and the pool of labour
- quality of life and the extent of the area's lifestyle offer –
 - as a good place for graduates and entrepreneurs
 - making it easier to recruit and retain key staff;

- which provides employment opportunities for partners and members of the family.

Background information – supporting the offer

2.5

There will be a need to provide supporting information that promotes:

- the central and accessible location in the region including rail and road links to London, and the Midlands and hub international airports (door to door times)
- the area's competitive operational costs: e.g. rents and rates for premium office accommodation and lower median workplace salaries
- quality, availability and accessibility of sites and premises
- Exeter's performance against other cities – employment and business growth, sector specialisms, presence of foreign owned companies
- the area as a hub for professional services in the region offering comparable quality to e.g., London and South East competitors but at greater value for money
- the area as a premier quality location for major and brand-led retailers
- the capacity of local supply chains to meet the needs of the target sectors
- quality of HE and FE sector, state and private schools
- natural environment, culture and nightlife and 'things to do'
- hotels, bars and restaurants
- housing and eclectic mix of urban, rural and coastal settings
- opportunities the area provides to –
 - implement management and organisational change
 - project new image and identity
 - enhance intra communication and that with external business networks
 - improve work environment and performance of staff.

Defining a Brand

2.6 In order to confirm or develop a brand for the Exeter economy, like any other branded product or service, it is necessary to consider how its brand characteristics and assets relate to hard commercial considerations or sometimes, human emotional needs that drive decision making and influence how people might perceive it as a place to be.

2.7 The most significant considerations of decision makers and influencers have been identified.

For investors and businesses, their:

- primary considerations are for a strong local economy, the competitiveness of the location in terms of cost (including access to low carbon energy and technology), site availability, accessibility and the pool of available skills
- secondary considerations are for a place with a reputation for local support, networking and friendliness, the quality of its environment and green credentials

For skilled workers and graduates their :

- primary considerations are for vitality and potential as a new place to work, employment and career opportunities and location in the country
- secondary considerations are strength of the local economy

2.8 The Exeter economy has a lot to offer. The area's best market position should see it focusing on promoting and marketing its brand on its track record as a regional capital, its assets and future growth plans as a city and sub-regional economy that offers certainty, confidence and credibility. The quality of life and lifestyle on offer within EHOD helps to round off the brand of Exeter's economy, confirming the area's sense of place, which is so important to raising and stimulating interest to locate and invest here.

2.9 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”

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.

- 2.10 It will be important to underpin each strapline and key messages with a series of narratives that tells part of a story about the Exeter economy to attract interest from the Strategy’s target audiences.