



LEP – Committee

LEP – Enterprise Zone Governance Committee

Private and Confidential: NO

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Enterprise Zone Marketing Strategy

(Appendix 'A' refers) (as part of this document)

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Executive Summary

This report provides the LEP's Enterprise Zone Governance Committee with an update on the development plan to produce an Enterprise Zone Marketing Strategy.

Recommendation

The Enterprise Zone Governance Committee is asked to approve the Development Plan for a comprehensive marketing strategy and plan, with a clear focus on website development as a priority.

Background and Advice

1.0 Background and Advice

There are four Enterprise Zone sites in Lancashire, all at various stages of development and occupation, with varying propositions and opportunities identified. It has previously been determined by the Committee that an overarching Marketing Strategy is required which promotes a compelling and differentiated proposition for each of the Enterprise Zones, within a unifying approach to branding. Colliers are appointed, under a framework agreement to provide the Marketing Strategy and work with Partners to develop a Marketing Plan, although the specific scope of works is not yet under instruction.

Following a review last year of the effectiveness of the brand in generating a strong pipeline, the Governance Committee approved immediate design changes to the brand, in order to respond quickly, to changing market dynamics and interest. This included for example, the Samlesbury Aerospace Enterprise Zone name change to the Samlesbury Enterprise Zone to reflect the broadening "market place" of the project and a step away from the "LAMEC" branding.



In particular, a further concern was raised with regards to the effectiveness of the websites. It was requested that a management and maintenance plan of the websites and the marketing collateral for the four locations be provided to the committee at the next, or subsequent, meeting, utilising Marketing Lancashire and other partners, as required.

The key enabling element to this work is to complete and deliver a Marketing Strategy which drives high value strategic investment pipeline development and maximises the strategic opportunities presented by each location. Appropriate content and marketing collateral, including the updates to EZ websites are tools to deliver the Marketing Strategy and will be developed as part of the implementation of the strategy.

The Committee is requested to note that there is no requirement for additional resources at this juncture – the capacity and capability to produce the Marketing Strategy is provided by the partner organisations directly involved, working with Colliers and within existing approved budgets. However, if implementation of the Strategy itself may require further resources from the LEP and partners, this will be identified and reported in due course, (in addition to those resources provided via the Collier's contract).

2.0 Progress Report

2.1 Task and Finish Group

A Task and Finish Group has been formed comprised of membership from the LEP, Marketing Lancashire, Lancashire County Council, Blackpool Council and Colliers.

This group convenes, via workshop style formats and aims to achieve the following objective:

- To develop and implement a refreshed Enterprise Zone Marketing Strategy, effective in attracting new and strategic investment

In consideration of the need to refresh the Marketing Strategy, the following issues are identified:

- There is currently no overarching strategy but local approaches are in play, generally *development led* approaches, but less so, *sector - led* propositions
- There has been minimal strategic targeting (hunting) for new opportunities, mainly due to the various stages of development of the enterprise zone sites and lack of clear propositions
- Strongest enquiries are generated through a small number of other channels
- Premium locations could be more clearly differentiated for specific markets
- Supply side is understood much better than demand-side markets



- A number of economic events – Brexit/Covid are re-shaping investment decisions and the way they're made
- New technologies and sectors are emerging, creating new propositions and pointing towards new markets - this should be promoted in concert with site designation and planning status
- Current approach is not pioneering and innovative enough to attract niche/specialist markets
- Key infrastructure investment has now reached a pivotal stage in the development cycle; a commercial development framework is in place at Samlesbury and surety of programme to prospective occupiers
- Some element of prioritisation of efforts is likely required
- Marketing proposals should be built on the back of a clear and agreed Marketing Strategy

2.2 Brand

Consideration of the brand has already been made and concluded:

- The brand "LAMEC" – (Lancashire Advanced Manufacturing and Energy Cluster) established in 2016 following a widespread consultation process is arguably uninspiring and not generating strategic interest
- The term Advanced Manufacturing limits the true potential of all the locations – it acts as a filter of interest rather than as a gravitational pull
- The opportunity is greater than manufacturing, clean energy, polymers and chemicals
- One size doesn't fit all
- Radical redesign of brand unlikely to make a huge difference
- Design work could be retained whilst the Marketing Strategy seeks to differentiate markets and propositions more clearly

In response to these conclusions, changes to the design have already been agreed by the EZGC.

2.3 Elements of the Marketing Strategy

The key elements of the Marketing Strategy are likely to include:

- SWOT analysis of each location
- Common elements of the enterprise zone propositions
- Articulation of the demand/supply side equation
- Identification of current/future requirements
- Benefits defined and key markets by sector/location determined



- Sector and Place Propositions articulated
- Existing propositions reviewed and refreshed
- Emerging Sectors – route-maps to delivery defined including role of EZs
- Channels of promotion identified - Websites, conferences/events, publications, DiT etc
- Development of the marketing collateral
- Plan of Activity
 - Year 1 (2022/23) detailed
 - Year 2/3 (2023/25) high level
- Resources required for delivery
- Management of enquiries/relationships/customer specific propositions
- Review, monitoring and evaluation

2.4 Critical Issues

Alignment with broader strategic intentions

It will be critical to success, that in the development of the Marketing Strategy, the lead delivery authorities, and where appropriate the landholders and developers, are directly involved in its production and implementation and that the Strategy and all its elements, aligns wholly with the strategic intentions with those lead authorities and landowners.

Future development of Enterprise Zones

In addition, the lead authorities will themselves be supported to identify future "product development" to meet emerging opportunities and via the implementation of the Strategy – be informed of market threats and opportunities and therefore, better able to respond more competitively.

Pipeline development

The investment "demand" needs to be understood to build an effective marketing strategy and therefore we need to:

- understand emerging sectors and technologies and have a strategy which encompasses development of the "product" to respond to emerging and future opportunities
- understand how the benefits deliver value and to whom that value has significance
- understand the international deal flow for the target sectors
- produce a clear set of propositions which set out compelling solutions to potential investors
- understand what drives contrary decisions – we presently receive little feedback from intermediary partners
- agree the most effective distribution channels for each target market and how to promote within those channels

Content

The key elements of activity will not only review the effectiveness and efficiency of website architecture, but also requires significant new content to be written. This



content is presently available at various stages of development, but the intention is to begin to load the content as soon as the website architecture, site maps and site design are complete, rather than wait until all substantive elements are available.

Resources

Resources for successful *implementation*, rather than *development* of the Marketing Strategy, may be required and key stakeholders will be invited to offer resources wherever appropriate. To some extent, this will fall within the approved budget envelope of Task group organisations and this Strategy will also identify what in addition, may be required over and above the current resource capacity and capability for implementation. At this juncture there is no request for additional resources to continue to develop the Marketing Strategy.

Website architecture

A number of websites are currently in operation to support the marketing of the enterprise zones, four of which are wholly dedicated to the EZs, plus a number of other organisational websites, which contain relevant pages which act as key gateways of information:

Invest in Lancashire
Lancashire County Council
Colliers
Lancashire LEP

There are a number of other organisational websites which direct market interest towards the sites mentioned above. For each of these websites, the content will be updated and the architecture redesigned where necessary, to ensure that "*no door is a wrong door*" and any potential interest is satisfied in no more than two clicks.

The content will be broadly grouped under three categories and developed by lead organisations within the Task group:

Technical property-specific details – lead authorities, developers, Colliers
Sector-led propositions - LEP
Place and Quality of Life offer – Marketing Lancashire

Links to other sites have also been identified as being valuable sources of information – Skills and Employment Hub and BOOST, for example.

3.0 Development Plan

The Development Plan for the EZ Marketing Strategy is presented to the Enterprise Zone Governance Committee to provide scrutiny and constructive challenge and note progress made to-date.

This is a "live" and evolving document which will be updated as workstreams progress and subject to support of lead delivery partners, the LEP and key organisations.



Lancashire
Enterprise Partnership

Table below shows the Timeline for Marketing Strategy and Plan Completion.

	ELEMENT OF MARKETING STRATEGY	TASK	REF Docs (set out/ guide the development of the Marketing Strategy)	LEAD	DUE DATE	NEXT STEPS
1	Brand	Review effectiveness of brand <ul style="list-style-type: none"> ▪ Design revision and approval ✓ 	Brand Review Feb 21	Task Group	Mar 22	<ul style="list-style-type: none"> • Review again when Marketing Strategy complete
2	SWOT analysis of each location	Articulation of strengths, weaknesses, opportunities for each site	Brand Review Feb 21	Task Group	Mar 22	<ul style="list-style-type: none"> • Fresh Review of SWOTS
3	Common elements of the enterprise zone propositions	Articulation of elements common to all sites Core property offer defined by Colliers	Brand Review Feb 21	Task Group	Feb 21 Mar 22	<ul style="list-style-type: none"> • Feed into content messages • Fresh review
4 4a	Articulation of the demand/ supply side equation	Identification of Current requirements ✓ Future requirements Pipeline Review	Innovation Plan - LEP Sector Plans -LEP Internationalisation Strategy -LEP Infrastructure Plans - LA Defence/cybersecurity/space strategies – LEP/Uni Lancashire 2025 – LA Skills & Employment Framework	Task Group	Mar 22	<ul style="list-style-type: none"> • Horizon scanning • Emerging Requirements • Government strategic plans • Map emerging sectors and opportunities to identify highest priority sectors/propositions



4b		Benefits defined and key markets by sector/location determined	Internationalisation Strategy- LEP Sector Plans – LEP Lancashire 2025 - LA		July 22	• Identify the specific EZ opportunity
5 5a	Sector and Place Propositions articulated	Existing propositions Prioritisation: Energy and Low Carbon Advanced Manufacturing Chemicals and Polymers	Innovation Plan Sector Plans Internationalisation Strategy Infrastructure Plans Skills & Employment F/Work	Task Group	Nov 21 Mar 22 Jul 22 Apr 22	• Visit to Blackpool EZ ✓ • Visit to Hillhouses • Identify EZ link in strategies and plans • Refresh the investment proposition
5b		Emerging Propositions <ul style="list-style-type: none"> ▪ Digital ▪ Cybersecurity ▪ Advanced Mobility ▪ Health Innovation ▪ Space ▪ Agritech 	Emerging Sectors Sector Plans Natl Cyber Strategy Green Revolution Space Strategy NW Innovation Plan (refresh) LIS (Growth Plan)	LEP	Jan 22 – July 22	• Write the investment proposition for each • Establish High Value Propositions with DiT
6	Channels of promotion	Website <ul style="list-style-type: none"> ▪ objectives/structure/functionality/content ▪ Govt website redundancy 	Website architecture Site Maps	ML LEP Colliers	Feb 22	Review of current architecture ✓ Site map definition – content and flow Alignment with other websites

		Specification of requirements		Task Group	Feb 22	
		Review of exemplar EZ websites		ML Colliers	Feb 22	
		Events & Conferences		Colliers Task Group	Mar 22	Colliers refreshed proposal
		Publications		Task Group	Mar 22	Identify current commitments
		Development of Collateral Sectors – LEP Quality of Life – ML Property – Colliers/LA		Colliers/LCC/ Blackpool MBC ML LEP	Jan - July	Identify formats required
		Intermediaries – DiT, Location Consultants, Property agents		Task Group		Feedback from intermediaries on offer Agree engagement mechanism, relationship mgt
7	Plan of Activity	Year 1 (2022/23) detailed	Marketing Plan 2019-22	Task Group	Apr 22	Engage with current commitments



7a						Identify possible new Refresh Plan
7b		Year 2/3 (2023/25) high level		Task Group	Apr 22	
8	Management of enquiries/ relationships/ customer specific propositions	Current pipeline of activity <ul style="list-style-type: none"> ▪ Ongoing known commitments ▪ Near-term potential (EZ shortlisted) ▪ Strategic engagement 	Regular reporting to EZGC	Developers Agents LEP Partners & stakeholders		Feedback from DiT
9	Resources required for delivery	Development of Marketing Strategy Colliers – Scope of works Partner – scope of works Website development	EZ Marketing Strategy	Task Group Chris D / Nicole Billington LEP ML	Mar 22 Apr 22	<ul style="list-style-type: none"> • Scope of work for Colliers to be agreed • Instruction to Colliers
		Delivery of Marketing Strategy Additional resources for delivery e.g., events, publications		Task Group	July – Mar 24	



List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.



Appendix 'A'

Diagram: Visual Flow of Links to existing websites

Existing websites and the entrance/exit **downward flow** to the EZs:

- Sectorled
- Lifestyled
- Propertyled

