

APPENDIX A

DRAFT LANCASHIRE EZ MARKETING STRATEGY

Lancashire EZ Cluster Marketing Objectives

- To develop and implement a refreshed marketing plan for Lancashire's EZ Cluster to drive awareness of their benefits to target audiences, generate new potential leads, and (ultimately) attract new investment
- Ensure any new EZ marketing collateral and communications activity is aligned/complementary to the wider Lancashire inward investment proposition
- Ensure any new EZ marketing plan and activity is flexible and agile, and can be refined in order to respond to shifting market conditions and changing commercial demand as required
- Ensure any new EZ marketing activity can be monitored and measured against agreed KPIs

Initial EZ Cluster Strategic Action Plan – Target Audiences

There are a wide range of target audiences we need to engage with to fulfil the EZ's marketing objectives, but in effect they break down into three core groups; internal/partner, intermediary/third party, direct investor.

Top-line Audience Mapping:

Internal/Partner	Intermediary/Third Party	Investor Direct
<ul style="list-style-type: none">• Local Authorities (including relevant programme leads e.g. Innovate Lancashire)• Marketing Lancashire• LEP + LEP networks (e.g. NZ NW, NP11, LEP network)• Skills & Employment Hub• Growth Hub/Boost• Chambers of Commerce• Existing EZ businesses• Government departments (BEIS, DIT, DLUGC)• Government Catapults• Relevant Strategic/Innovation bodies (e.g. Innovate	<ul style="list-style-type: none">• Commercial Property Agents• Investment Funds• Professional & Advisory Services (e.g. corporate legal, & accounting firms, relocation specialists)• Regional and local trade organisations (e.g. NWAA, NAA, Electech Innovation Cluster, Lancashire Cyber Alliance)• Local business networks (e.g. Downtown In Lancashire, Lancashire Digital Talks)• Regional and national media (e.g.	<ul style="list-style-type: none">• National Corporates within target markets• International Corporates within target markets (FDI)• Entrepreneurs and Scale Ups within target markets• Supply chain of existing key EZ businesses and core EZ sector strengths (e.g. BAE, Victex)• Supply chain of emerging sectors being targeted by EZ activity• University spin-outs

<p>UK, NW Space Cluster)</p> <ul style="list-style-type: none"> • Lancashire MPs • Universities/University R&D hubs/ 	<p>Place North West, Insider, LBV, national broadsheets, B2B websites and publications)</p> <p>National trade media (sector and subsector specific)</p>	
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Outline Lancashire EZ Strategic Marketing Proposals/Recommendations

1. Review and refresh of the overarching EZ Cluster proposition aligned to changing investment landscape (regionally and sector-led)
2. Development of new, flexible and responsive EZ marketing collateral (for use across face-to-face, print and digital channels)
3. Redesign/re-skinning of EZ Cluster website with new EZ investment narrative, new sector-led (and cross-cutting) investment propositions, wider Lancashire investment benefits, quality of life messaging etc.
4. Outreach and sharing of reinvigorated EZ messaging/collateral to partners and intermediaries to develop more partnership marketing initiatives, and ensure ‘the EZ opportunity’ message is embedded into the wider Lancashire investment piece

Initial EZ Cluster Strategic Action Plan

Activity	Action	Output	When
Redefining and reframing the EZ Cluster offer	Commission external consultant (or develop in-house) to research and draft a refreshed and updated EZ Cluster proposition and create core supporting collateral to articulate the 'new' positioning.	<p>A new, positive and compelling investment narrative for the EZs which is aligned to market-led needs, emerging sector opportunities, and the wider Lancashire investment proposition.</p> <p>A suite of new investor-facing collateral and content which can also be easily shared and amplified by partners and intermediaries.</p>	January -April 2023
Re-engineer EZ website	Redesign EZ web architecture as per EZ Working Group proposal (<i>Website Structure Review</i> , May 2022)	A much clearer, navigable and helpful online 'shop window' for the EZ Cluster and individual EZ sites	January -April 2023
Raising Awareness Via Local /Regional/ National Advocacy and Engagement	<p>Launch 'hearts and minds' engagement campaign to educate/remind/enthuse the Lancashire business community, EZ partners and policymakers about the potential and benefits of the EZ offer</p> <p>Distribution of new EZ narrative, content and messaging to partners with call to action to support/promote the EZ brand (including DIT, BEIS, DLUHC)</p> <p>Face-to-face visits, site-tours, group meetings (physical and virtual) + attendance of networking</p>	<p>Updated contact lists of key local, regional and national partners, stakeholders and influencers</p> <p>Key stakeholders and partners educated and enthused about EZ offer.</p> <p>Key stakeholders and partners cascading EZ messaging through their own comms channels + advocacy through their own networks</p>	May-June 2023

Activity	Action	Output	When
	events/securing of speaker slots etc.		
Reinvigorated Digital Engagement & new Web content	<p>Populate 'new' EZ website with refreshed content/downloads and messaging and proposition (sector-led and pan-regional). Build in clear call to action and data capture/response mechanism.</p> <p>Research, set-up and launch Lancashire EZ twitter feed and LinkedIn account specifically for EZ Cluster + proactively engage with target audiences, partners and influencers.</p> <p>Option to develop EZ e-newsletters/e-bulletins.</p>	<p>Creation of a refreshed central hub for all EZ digital content, news, assets and resources which can act as shopwindow for the EZ offer.</p> <p>Development of new, 'owned' communication channels which can be used strategically to build awareness and 'insert' EZ brand and messaging into the inward investment + business ecosystem conversation (geographically and by sector).</p> <p>Creation of several data capture/lead generation channels to support follow-up and outbound engagement.</p>	May/June 2023
PR, Advertising & Sponsorship	<p>Research of relevant media channels (regional, national and trade/sector) to promote the EZ message to different target audiences.</p> <p>Plan a blended media campaign of paid-for activity (e.g. sponsored content and/or advertising) + proactive PR content development and story pitching (news stories, thought leadership pieces, case studies, trends research).</p>	<p>Amplification and endorsement of overarching key EZ messaging via authoritative and influential media coverage via proactive PR campaign.</p> <p>Promotion of more specific sector, investor and market-led benefits, through targeted advertising and paid-for content.</p>	<p>January-February: research & recommendations</p> <p>Activation: July onwards</p>
Events	Research of relevant trade events, exhibitions and conferences	A 6-12 months targeted events calendar with indicative budgets.	January-February:

Activity	Action	Output	When
	<p>(regional, national, international), both generic investor-led and sector-specific.</p> <p>Evaluate potential ROI of event investment on a case-by-case basis (e.g. exhibition stand costs vs anticipated footfall/delegate demographics)</p>	<p>Attendance/exhibiting at target events to drive data capture/lead generation activities.</p>	<p>Research & recommendations</p> <p>Activation: July onwards</p>

Initial EZ Cluster Strategic Action Plan – More Detailed Indicative Timetable

January-March:

- Briefing, commissioning, development and drafting of foundation marketing collateral (EZ prospectus, sales-deck and elevator pitch etc.) either in-house (if resource and skillset is available) or via external consultant.
- Research and recommendations re: forthcoming events and exhibitions which are most closely aligned to agreed EZ positioning and EZ sales pitch.
- Research and recommendations re: potential advertising schedule and target media which are most closely aligned to agreed EZ positioning and EZ sales pitch.
- Research and recommendations re: potential PR stories, news angles, case studies and relevant target media which reinforce agreed EZ positioning and EZ sales pitch.
- Collation and/or commissioning of new photography/video to support above activity.
- Undertaken EZ website rebuild as outlined in attached Working Group paper

April-May:

- Circulation/walkthrough of draft foundation collateral (and rationale behind it)
- Feedback and amendment process
- Refined collateral circulated for sign-off
- Development and planning re: new EZ social media tactics and channels (Twitter, LinkedIn etc.) based on agreed collateral and new messaging
- Development and planning re: potential digital assets, ad copy, printed materials etc aligned based on agreed collateral and new messaging/positioning
- Recommended and costed schedule of potential events/advertising/PR opportunities – based on agreed collateral and new messaging/positioning circulated

June:

- Distribution of approved foundation collateral to inform refreshed EZ website, partner websites + other online ‘front doors’
- ‘Hearts and Minds’ engagement programme commences
- Collateral also shared with third parties and intermediaries (DIT, agents), partner communications and PR teams (e.g. Marketing Lancashire, Growth Hub, LEP, LCC) - and other advocates – to incorporate into wider Lancashire investment narrative and promotional activity

July

- Launch of new website and social media channels
- Trade event programme commences
- PR campaign/advertising campaign commences
- Monitoring & reporting on progress commences

August onwards

- Learnings from campaign roll-out used on an ongoing basis to inform changes to the strategy, activities and tactics as required
- Continuation of marketing via owned channels (social, website, meetings, PR)
- Continuation of marketing activity via paid-for channels (events, advertising)
- Regular monitoring & reporting ongoing

Initial EZ Cluster Strategic Action Plan – Workflow at a Glance

Activity	Jan	Feb	March	April	May	June	July	August-December
new collateral developed								
Website re-build								
marketing channels research and costed								
new collateral signed-off								
social media channels developed								
programme of events + advertising opps circulated								
digital and print assets developed								
hearts & minds engagement programme								
website content developed/uploaded								
new content shared with partners and stakeholder								
launch of new website/social channels								
Events programme starts								
PR/advertising campaign starts								
monitoring, review and refining of activity								
ongoing marketing activity								

Measurement

Methods of monitoring and measurement, and subsequent reporting, will be dependent on what levels of different marketing activity are undertaken.

However, a standard suite of marketing/CRM metrics would usually include:

Digital Engagement:

- Number of website visits
- Website bounce rate
- Website downloads (e.g. online EZ brochure)

- Twitter engagement levels (including followers, likes and shares)
- LinkedIn engagement levels (including followers, likes and shares)
- Number of video views (if using film collateral)
- Number of registrations for future EZ information/EZ events

Press & PR Engagement:

- Number of articles placed by EZ (news stories, case studies, thought leadership etc.)
- Number of EZ references in third-party press pieces
- Readership reach of placed press articles (overall volume, and by sector/job role if available)
- Readership reach of paid-for content/adverts (overall volume, and by sector/job role if available)

Face to Face & Virtual Personal Engagement

- Number of EZ-specific meetings arranged directly with target audiences (physical and virtual)
- Number of EZ-specific 'hearts and minds' conversations/exchanges of information (email, telephone, LinkedIn messages)
- Number of 'free' speaking opportunities fulfilled by EZ representative (and size/type of audience being addressed)
- Number of third party events attended by EZ representatives (and number of contacts made)
- Number delegate engagements via any tradeshows/exhibitions EZ has a paid-for presence at