



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

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Developing a Strategic Marketing Proposition for Lancashire

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Executive Summary

This report updates the Board on the development of a marketing strategy for the Lancashire Enterprise Partnership (LEP).

Recommendation

The LEP Board is asked to:

- (i) Note and comment on the contents of this report;
- (ii) Approve the proposed approach to continuing to develop a strategic marketing proposition for Lancashire, as set out in this report; and
- (iii) Note that the Chief Executive of Marketing Lancashire, as the LEP's Media Communications and PR lead, continues to provide regular updates to the LEP Board on the strategic marketing outputs.

Background and Advice

1. Context

The delivery of strategic marketing for the LEP continues with outputs from media and communications, branding, events planning and delivery and the development of the Lancashire narrative. This report outlines progress being made on each area.

2. Activity update - Developing the Lancashire Economic Narrative

The Lancashire narrative launch was to be held at Burnley Football Club on 18th October but due to Andrew Percy MP, the Northern Powerhouse (NPH) Minister's visit to Lancashire on 9th November it was agreed that combining the event into the Minister's schedule would create more positive media coverage. The event will be hosted by Burnley born broadcaster, Tony Livesey.



The schedule for the event will be; brief launch of the Lancashire narrative showcasing sectoral strengths, overview of the LEP's achievements and vision, NPH Minister progress and plans and an interview with the Chair of the LEP and the Chair of Shadow Lancashire Combined Authority followed by a Question and Answer session. Prior to the event there will be a media opportunity for the Chair of the LEP and the NPH Minister to sign the LEP's agreement as an NPH partner. The Lancashire LEP will be the first LEP in the North to do so.

The Minister will then formally open the Innovation Drive site in Burnley, travel to Blackpool Airport for the signing of the Memorandum of Understanding (MOU) for both Blackpool Airport and Hillhouse Enterprise Zones. The Minister will also be involved in a "turf cutting" ceremony at the new Engineering and Innovation Centre at UCLan before travelling back to County Hall, Preston which is the host venue for the next NPH LEP Chairs Conference - an ad hoc series of meetings convened by the NPH Minister.

A "save the date" for the rescheduled 9th November launch date has already been sent to the LEP Board and all those who took part in the narrative consultation will receive an invitation to the launch with the aim to have approximately 200 local business leaders at the event.

3. Media and Communications

3.1 Activity Overview

Following on from the high-profile exposure enjoyed by the Aerospace Lancashire initiative, which was launched at Farnborough International Airshow, the LEP's next major communications objective was to maximise its presence at MIPIM UK, the international property investment exhibition hosted in London in mid-October.

The LEP together with Marketing Lancashire, Lancashire County Council, 9 local authorities, Eric Wright and Carillion exhibited at MIPIM with a collective "We are Lancashire – the place for growth" proposition. Lancashire's debut at MIPIM was a first for the county, and the 'We Are Lancashire' partnership represented a major step forward in working collectively to promote a credible inward investment message.

Marketing Lancashire led on pulling together all the elements of MIPIM including communications, content, collateral and event activity. The external messaging and positioning had to be clear and it was agreed with SKV that Lancashire should initially focus on a set of three key messages to underpin the MIPIM trade mission by the LEP:

- 1) Lancashire's first ever MIPIM attendance, and first time that Lancashire had marketed itself as a collective investment destination.
- 2) The first reveal of the new 'Lancashire Advanced Manufacturing and Energy Cluster' brand.



- 3) A genuine private/public partnership with Carillion and Eric Wright as commercial sponsors and the lead partners on Lancashire County Council's Lancashire Regeneration Property Partnership initiative.

These messages were complemented by additionally reinforcing the capital investment programmes already underway (via City Deal and Growth Deal), and details of the Powerhouse Progress panel event on the opening day of MIPIM which was hosted by Frank McKenna with representatives from the LEP, County Council, Colliers International and the Eric Wright Group.

To re-enforce the LEPs presence a PR piece featuring high quality Computer Generated Images of the Lancashire stand were sourced. These highlighted the “We Are Lancashire – the place for growth” message and showcased participating partners.

The LEP hosted a dinner at the President's Dining Room at the Royal Institute of Chartered Surveyors on Wednesday 19th October. The dinner followed the first day of MIPIM and was attended by the Transport Minister, Andrew Jones MP, the Chair of the LEP, the Chair of the Shadow Combined Authority, LEP Board Directors David Taylor and Graham Cowley, the Chair and Chief Executive of Marketing Lancashire, the Director of Economic Development at the County Council and senior business leaders from Maple Grove Development/EWG, Carillion and Slater and Gordon.

Positive pre-MIPIM coverage was secured with Place North West, North West Insider, Lancashire Business View, Downtown In Business and The Blackpool Gazette. Due to the historic ‘unified’ Lancashire element to the story, SKV also pitched to the Lancashire Evening Post news desk with the piece as a news item, rather than a business story, resulting in a prominent print article in the news pages of the paper. SKV also pitched the piece to local papers which covered the areas served by the respective MIPIM local authority partners.

SKV had access to the media registration list for MIPIM UK and individually pitched to over 50 national and trade media about Lancashire's presence at MIPIM. This exercise provided a very useful ‘watch this space’ marker with a number of key national property, business and investment media including Estates Gazette who subsequently visited the Lancashire stand.

The Lancashire stand received visits from two Ministers: The Ministers for International Trade and Northern Powerhouse. SKV also facilitated journalist visits from Estates Gazette, Place North West and Move Commercial magazine, as well as liaising with LEP board members and local authority partners in attendance. SKV worked closely with Marketing Lancashire's PR executive to capture images of the Lancashire stand ‘in action’ and pictures of the Powerhouse Progress panel in session. These pictures were subsequently used to support post-event PR activity.

SKV also supported the Lancashire presence at MIPIM alongside Marketing Lancashire through social media engagement. This included tweeting images of Ministers visiting the Lancashire stand and other shots of the exhibition



space, tweets linking to MIPIM media coverage, and re-tweets of positive partner messages linked to the MIPIM event. The #MIPIMLancs had a reach of over 500,000 throughout the event with MIPIM organisers confirming that over 3,000 delegates attended the exhibition.

A 'MIPIM debut success' PR piece was drafted and issued by SKV at the end of the MIPIM event highlighting in particular the engagement with three Ministers (Greg Hands and Andrew Percy who visited the stand and Transport Minister Andrew Jones who attended the LEP Dinner). This story was accompanied by images of Ministers meeting Lancashire delegates, the Powerhouse Progress event and the Lancashire stand 'in action'.

However to temper the upbeat 'great success message' in the headlines, and to manage media and partner expectations regarding the return on investment generated as a result of the MIPIM mission, a quote from the Chair of the LEP was drafted which referred to the highly competitive inward investment environment in which Lancashire is operating, and that MIPIM UK was about kick-starting a process and building momentum about the Lancashire offer. The real hard work will be in converting awareness and interest into real investment opportunities.

Positive post-MIPIM UK coverage secured to date includes The Business Desk, North West Insider, Move Commercial, Commercial Property Monthly and The Blackpool Gazette. Further post-event MIPIM coverage is anticipated in the next issue of Lancashire Business View.

A meeting with all partners who attended MIPIM will take place mid/end November to assess contacts made, any leads/enquiries generated, what worked well and what lessons could be learned for 2017.

3.2 The LEP as the credible, expert voice for the Lancashire economy

The LEP's increasingly authoritative role within the county as the voice of business, growth and investment is reflected in the growing number of requests for LEP comment on major Lancashire economic issues.

Recently approaches have been made by two different freelance business correspondents, both commissioned by Lancashire Business View, for separate expert comment on Lancashire's construction sector and residential property market respectively.

In both cases the quotes drafted by SKV continue to push the integration and alignment message, linking these issues to the wider skills, jobs and capital investment programmes already underway.

As a result of this, one journalist enthusiastically and gratefully commented "This is terrific stuff from Edwin!", while another extended his deadline by 24 hours (and left a 200-word space in his feature) specifically in order to accommodate a contribution from the LEP.



The LEP has also recently been asked to comment on the findings of a new report, published by HS2, on the impact of the HS2 programme in the regions.

3.3 Recent communications highlights

Business Engagement and Support

An invite for the LEP Chair to speak at Insider's December Northern Powerhouse conference has been secured and a speaker slot for Dr Michele Lawty-Jones to speak at a Business Cloud magazine round table debate on the key technology issues facing Lancashire (coverage yet to appear).

Graham Cowley is due to speak at the Boost Business Conference in Preston on 22nd November on behalf of the LEP.

Discussions are currently underway with the organisers of the first Industry 4.0 Summit. This is an expo event about the future of manufacturing and the digital revolution referred to as 'Factories of the Future' which is taking place in Manchester next year.

The LEP is also negotiating with the organisers of next March's Northern Powerhouse Conference in Manchester to secure a high-profile presence linked to the Advanced Manufacturing agenda.

Skills and Education

Substantial media coverage was achieved in key local and regional media for the openings/launches of three major training facilities supported by the LEPs Growth Deal. The opening events provided the opportunity to position important strategic messages about the LEP's skills strategy, and its ongoing significant investment in new facilities to support skills and vocational pathways.

There were eight pieces of coverage for the opening of Edge Hill University's new Cave 3D virtual environment. This is the most advanced in the country. The coverage included features in the education press, regional business press (Prolific North, The Business Desk, Business Cloud, B Daily) plus regional and local press including the Lancashire Evening Post. A specially-recorded film featuring an interview with Graham Cowley was also played to guests at the launch event.

There was also excellent coverage for the opening of the new Advanced Manufacturing and Automation Centre in Blackburn, which received £1m of LEP Growth Deal Investment. The Chair of the LEP was guest of honour at the event and coverage was featured in six publications including the Lancashire Telegraph, Lancashire Business View, Business Quarter and Bdaily, all of which featured LEP quotes prominently.

A photo-shoot to mark the LEP Chair's visit to Runhew College's new Science Engineering and Innovation Centre (SEIC) which has funded in part by Growth Deal Investment also earned favourable coverage in the Lancashire Evening



Post, which included both a highly positive headline 'Stunning centre is new hope for the future', and two news stories in different editions. The opening was also covered in Lancashire Business View and other local press.

The launch and roll out of the Enterprise Advisers scheme, which is the subject of a more detailed presentation elsewhere on the Board's agenda, also secured positive coverage in the Lancashire Evening Post, Lancashire Business View, Burnley Express and Business Quarter.

3.4 Digital Communications

Over the last eight editions of the Lancashire Business Brief (LBB), the number of subscribers has grown to 970, with around a third of subscribers opening the email. The LBB continues to be the county's best source of positive economic stories and business news on a weekly basis.

The LEP website has seen increases in sessions, users and page views of 55%, 66% and 10% respectively over the last two months compared to the same period last year.

The LEP twitter account's (@lancslep) number of impressions continue to rise, reaching almost 50,000. Our top tweet received over 5,000 impressions, substantially more than ever before. The LEP twitter account currently has 953 followers, having added over 80 followers in two months. Regular tweets promoting positive LEP news, links to key stories and retweeting partner news are taking place daily.

The www.lancashirelep.co.uk news pages have been kept up to date with strategically important stories delivering key messages on behalf of the LEP and partners. A 'bumper' post-MIPIM edition of the Lancashire Link newsletter is also being drafted with a view to incorporating the NPH Minister visit.

3.5 Other PR activity

The LEP also continues to be included and/or cited positively in many partner press releases and articles.

Work has been undertaken with Pendle Council on media relations to mark the start of work on the Brierfield Mill/Northlight project, highlighting the LEP's Growth Deal Investment.

This story received an impressive range of coverage including That's Lancashire TV, Burnley Express, Lancashire Business View, Two Boroughs' Radio and local press. Graham Cowley was also interviewed by BBC Radio Lancashire on behalf of the LEP.

Additional stories featuring LEP messaging, quotes and/or positive references:

- Announcement of the construction partner for UCLan's Engineering Innovation Centre



- The completion of the first section of the M65 GrowthCorridor
- The start of work on the £3.35m Bamber Bridge 'super scheme'
- Progress of the development of Blackpool Winter Gardens
- End of roadworks on the A582 at the Tank Roundabout
- Boost support for Burnley firm Evolving Edge
- LEP-facilitated meeting between Minister for Employment Damian Hinds and local businesses
- AccRoss Risual Academy Launch, supported by LEP funding
- Social media support for the Export Hub visit to Lancashire

4. City Deal

- 4.1 The Chief Executive of Marketing Lancashire has been working with the City Deal Communications Programme Director to agree those elements of the marketing and communications strategy which promote the benefits, progress and scale of the project on a regional and national level.
- 4.2 The City Deal pages on the LEP's website are a key resource for many stakeholders including partners and media. There are now refreshed City Deal key messages and a new positioning piece uploaded to the City Deal pages within the LEP website. City Deal also played a key part of the messaging at MIPIM.
- 4.3 Marketing Lancashire is currently in talks with property and investment publisher Place North West about a City Deal focused event which has now been confirmed for 7th February 2017. This event will also incorporate the launch of new inward investment prospectus to cover the City Deal footprint.

5. Forthcoming PR Opportunities and Milestones

2016

- Northern Powerhouse Minister's visit and Lancashire narrative launch (Burnley/Preston/Blackpool) - 9th November
- New LEP business plan and achievements - w/c 14th November
- Boost Growth Summit Conference, Guild Hall Preston - 22nd November
- Chancellor's Autumn Statement – 23rd November
- Lancashire Day Food and Drink event London – 17th November

2017

- Place North West City Deal event (Preston) – 7th February 2017
- Northern Powerhouse Conference (Manchester) - 21st / 22nd February 2017
- MIPIM (Cannes) – 14th to the 17th March 2017
- Insider's Business of Lancashire Conference date to be advised



6. Positioning and Promotion of Lancashire's Enterprise Zone Programme

- 6.1 At the special Enterprise Zone Governance Committee (EZGC) meeting in September 2016, proposed concepts and brand identities for the Lancashire EZs overarching name and individual site names were presented. It was agreed that Lancashire Advanced Manufacturing and Energy Cluster would be the "parent" name and the individual site names would be Samlesbury Aerospace Enterprise Zone, Warton Aviation Enterprise Zone, Hillhouse Technology Enterprise Zone and Blackpool Airport Enterprise Zone.
- 6.2 Brand guidelines will now be issued to all local authority, landowner, commercial agent partners and key stakeholders who took part in the consultation workshop and survey. Marketing Lancashire will act as brand guardians and all collateral will be signed off through Marketing Lancashire to ensure that the marketing and communications of the EZs is consistent. A separate 12 month marketing and communications plan will be developed to support the new EZ identity. It is anticipated that MIPIM Cannes will provide the opportunity to launch a more comprehensive offer to support Lancashire's new EZ Zone cluster approach.
- 6.3 A meeting has already taken place with Colliers International to discuss signage and collateral material for the Samlesbury site. This will incorporate the new branding and follow up meetings will take place to ensure all parties are informed of and engaged with the Colliers' work. Colliers also attended MIPIM to support the launch of the Lancashire Advanced Manufacturing and Energy Cluster.
- 6.4 A further meeting will take place with stakeholders to discuss and agree EZ marketing and promotional activity, enquiry generation and handling, regular communication to monitor progress and to feedback challenges and opportunities.