

Annex 2B

BLACKPOOL AIRPORT ENTERPRISE ZONE MARKETING STRATEGY

OVERVIEW

1. Submission of the Delivery plan to MHCLG is to be accompanied by a brief marketing strategy proposal identifying how the Enterprise Zone is to be promoted.
2. Marketing and promotional activity for the Enterprise Zone will be undertaken by the Accountable body, Blackpool Council, working in partnership with Marketing Lancashire, who on behalf of Lancashire LEP will be undertaking international marketing of Lancashire's four Enterprise Zones under the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC) branding, which encompasses Blackpool's sister EZ at Hillhouse Technology EZ and the two British Aerospace /Lancashire County EZ's at Samlesbury and Warton.
3. LAMEC branding and it's common logo style will be adopted for the Blackpool Airport Enterprise Zone – utilising a tangerine accent colour for all marketing and promotional material to maintain a common thread in promoting opportunities to a predominantly international audience where there would likely be little recognition for any of the four locations –although Blackpool would have a slightly greater international resonance given its association with its international tourism offer.
4. All international marketing and promotion, including attendance at international events such as MIPIM, Farnborough and Paris Airshow's will be undertaken under the LAMEC banner as part of the Invest in Lancashire initiative run by Marketing Lancashire working in close collaboration with the Department of International Trade (DIT).
5. LAMEC activity will encompass the overarching host LAMEC web site, providing extensive background on the broader Lancashire /North West England offer, as well as providing direct links to individual sites for the four individual Enterprise Zones, and a centralised enquiry receiving service.
6. Marketing Lancashire will employ an international practice of commercial property agents (awaiting appointment) to assist in overseas promotion of the locations, to secure and negotiate occupier leads.
7. Marketing Lancashire will also work closely with Lancashire County Council to respond to Inward Investment enquiries presented via DIT and UK embassy staff overseas, articulating the Lancashire offer and directing enquiries to the most suitable of the four EZ locations.
8. The bulk of the marketing activity will be managed at a local level within the Blackpool Council Growth and Prosperity Team, with a dedicated marketing officer working to support the Marketing of Blackpool Airport and Hillhouse Enterprise Zones and providing the day to day liaison with Marketing Lancashire.
9. A critical early task is taking the commercial proposition and refining the EZ offer to suit target sectors and occupiers, creating a set of unique selling propositions around which the marketing strategy will be further developed (recognising that the initial offer in terms of accommodation choice is limited).
10. Building on existing activities the marketing strategy will:
 - set out clear marketing objectives linked to target outcomes
 - define key messages and benefits to target occupiers with particular emphasis on bottom line cost and profitability advantages for locating at Blackpool Airport EZ

- establish the appropriate marketing channels, mechanisms and materials (web site, brochures, direct marketing, events and networks etc.) which will be utilised to generate leads and enquiries.
11. It is accepted that as part of this process, Blackpool Council and key stakeholders will need to determine their specific roles in marketing and communications, particularly the relationship between place marketing at a local authority/LEP level and interaction/engagement with Department for International Trade and other strategic marketing partners - including retained commercial agents and intermediaries such as sector/employer organisations and potential ambassadors for the EZ.

PROPOSED EZ MARKETING PROGRAMME

12. This action relates to the delivery of the agreed marketing and communications plan, recognising that existing arrangements with Blackpool Council handling enquiries will remain in place. Key actions (that require further in depth strategic planning) will include:

13. Media Relations

- Identifying topical and tactical opportunities for the local press, regional business media and national property press to promote good news stories within the EZ including planning milestones and key developments within the site. Individual case studies and feature articles will also be placed where appropriate, and where the relevant opportunities arise, in target sector journals and publications communicating good news stories from occupiers on the site e.g. industry awards, expansion plans, new facilities, job creation etc.
- Trade media publications will be key in delivering a targeted messages relating to the needs and requirements of each specific industry and helping to identify and target priority key audiences. Using agreed key messages, these will be tailored to suit each specific audience.
- Protocol will be agreed between brands and marketing facilities for PR related activities to ensure no duplication or contradiction occurs and messages are clear and defined from all departments.
- Developing stock phrases and stakeholder soundbites to be used across all marketing literature and platforms.
- A comprehensive resource library for each target sector would be highly beneficial to help identify business leads in specific industries that may require new sites, locations or design & build opportunities.

14. Branding

- Implementing the LAMEC and MHCLG Enterprise Zone branding maintaining a cohesive, strong brand across all literature.
- All local marketing will be co-ordinated and provide a complement to the national and international branding and messages of the Department for International Trade and Marketing Lancashire.

15. Investment Market Research

- Marketing research has been commissioned from Mickledore into the business perceptions of Blackpool as a place to invest, the current investment offer, perceived barriers to investment and identification of priorities and recommendations for the development of an in depth marketing strategy for the Enterprise Zones and supporting regional development. Mickledore are due to present their full findings and recommendations in June 2018 which will be used to shape the more detailed marketing strategy.

16. Photography & Audio Visual Media Library

- Commissioning photography to portray a high quality and professional image for the zone and exploring the opportunities surrounding videos, time-lapse footage and aerial footage of the site. A comprehensive library of visual aids will be built and maintained to use across multi-media platforms over the lifespan of the development.
- Where opportunities arise, photocall opportunities will be arranged for the local media on site to promote key development stages of the site for example steelwork being erected on new development plots, ground breaking ceremonies, new occupiers on site, occupier news, open days, property agent networking events and launches etc.

17. New EZ Website (blackpoolez.com)

- A new website went live on 11th May 2018, with incremental upgrades in the process of being added. The new website is fully branded with the LAMEC theme and will reinforce the strength of the brand throughout the site.
- Development plans for the website will be to position it as the central hub for all information relating to the EZ. It is proposed that the website will host an owner/occupier directory on the site and will have an interactive, property search and easy to use visual map of all property and land availability, linked to downloadable brochures, EZ information and joint agency details where necessary. Enquiry contact points and a dedicated freephone telephone number will be easily found and accessed throughout the site, enabling quick replies to customer enquiries.
- The website will be updated regularly through a live news feed and links to a dedicated EZ Twitter account content and Linked IN Company web page, to ensure updated dynamic content which will help to push up the website through the Google search ranks and improve the EZ's SEO ratings.
- The website will also provide links to LAMEC and DIT and other supporting partner websites.

18. Social Media

- Utilising social media platforms will enable a daily, informal, news feed and provide an invaluable way to connect, chat and communicate developments with various EZ stakeholders including the general public, business leaders and key business influencers, the commercial property network and various networking groups. Each account created will be fully branded and in line with the LAMEC and Enterprise Zone brands.

- Each platform has its own individual merits and will be considered in more depth, for example:
 - Twitter encourages open dialogue and small digestible newsbytes
 - LinkedIn provides a platform that is tailored to making professional connections
 - Facebook is a platform that can work as an extension of a public consultation and is a vehicle for people to voice opinions, ideas and promote feedback from the general public.

19. 3rd party property forums

- Where appropriate and after consideration of costs, other third party forums, property databases and blog posts will be considered to add value to the promotion of the EZs for example Zoopla Pro, Rightmove Commercial, Costar, Novaloca and EGi. However, joint commercial property agents will already advertise their properties on several of these third party websites and it will be the EZ marketing officer's job to make sure the marketing particulars are in line with the LAMEC brands and have all the correct financial benefits information and contact details included.

20. Field Study of the Enterprise Zone & Database of Occupiers

- Surveying the Blackpool EZ site, identifying existing occupiers and creating a database of owner/occupiers. This will be updated regularly and will be used to build relationships with the EZ existing users and providing an open dialogue and opportunities to disseminate future EZ marketing literature such as e-newsletters or project updates. Once implemented this can be managed through liaison with the appointed third party estate management team for Blackpool Enterprise Zone.

21. Survey of Current Vacancies

- Similarly to identifying existing occupiers, a full survey of the site would be undertaken to identify property voids and land availability within the site, identify commercial property agents marketing each empty unit, and feed this information back through the website. This will become a central point of reference for all availability for property and land within the site.

22. Evolutive CRM – Enquiry Database Management

- Developing a comprehensive, regularly updated enquiry database, exploring existing leads and tracking live property requirements, will be key to the future development of the EZ sites. This will be done by utilising fully the existing Evolutive CRM system which will feed the EZ property database through to the new website so that enquirers can access the information, download the brochures and access agent's contact details to arrange viewings etc.

23. Appointment of national /local joint commercial property agents

- Commercial property agencies will be appointed to market all vacant space and available plots of land to the local, regional, national and international markets. The joint agents and other key development partners will help to identify potential owner/occupiers and to speed the development of the zone/make available design and build packages.

24. Creative Literature and promotional materials

- All promotional literature will be made as flexible as possible so that it can be used across multi-media platforms. All literature and promotional material will include all the relevant branding and key messages. Promotional literature could include:
- Print brochures, i-brochures, e-newsletters and bulletins, posters, fact sheets for Enhanced Capital Allowances and Business Rates Relief, exhibition banners and portable roller stands etc.
- One page fact sheets providing information on Business Rates Relief and Enhanced Capital Allowances would be accessible as downloadable documents from the website for public consumption and can also be used as direct marketing information and supporting literature at conferences, events and exhibitions.
- I-brochures and infographic-led marketing material would be used to communicate and promote the wider benefits surrounding the Enterprise Zone e.g. investment in housing and infrastructure, creation of new highways to increase accessibility to the site, investment in education, creation of new, landscaped public spaces, i.e. complex infrastructure development presented visually and simply.
- Explore PR opportunities through case studies and human interest stories with existing businesses on site to promote the wider benefits of conducting business from this location. This could be part of a changing, flexible, designed marketing tool that can be adapted to suit different sectors.

25. Marketing Boards

- Marketing boards to stand at key routes, the entrance to the site and at other strategic points have already been commissioned and are awaiting approval. The boards should be clearly branded and include the website address and a telephone number for all enquiries. They will also carry Council branding logos of any joint agent appointed on the marketing of the site. Planning approval for the boards has been granted and they will be in situ from late June 2018.
- Further down the line, consideration could be given to internal signage i.e. 'way finder' signs within the zone to direct interested parties to new developments and areas of interest.

26. Direct Marketing

- The internal EZ enquiry database would be used to contact matched applicants with new property and land availability. Direct marketing i-brochures, marketing particulars and e-flyers would also be issued to the commercial property agent network both regionally and nationally, both internally and through joint commercial property agent partnerships.
- To target specific sectors or postcodes, third parties such as mailing houses would be approached to buy in targeted lists based on sector, postcode, number of employees, turnover etc depending on criteria of the activity planned.

27. Advertising

- Advertising would be considered on a case to case basis. It can be costly with not much value added return on investment and each opportunity would be considered on its own merits. We will give consideration to other local council initiatives e.g. Illuminations, conference & business tourism initiatives and the local Blackpool ambassador programme, where a business audience could be targeted.

28. Sponsorship Opportunities

- Sponsorship opportunities will be considered on a case by case basis as events arise, as with advertising, these opportunities can be costly with little return. Events to consider may include regional business delegation or sponsorship of a conference, tradeshow or event within a priority target industry. The suitability and relevance of the audience will be taken into consideration alongside overall exposure of the brand and against the cost of the activity.

29. Aero.com URL

- The Aero.com is a domain name exclusively reserved for the aviation industry. The url has been purchase on an initial 12 month contract to help promote the Blackpool Airport Enterprise Zone within the aviation sectors and to exploit any database information and existing relationships within the industry in order to generate more business leads for the airport site.

30. Connections with Local Educational Facilities

- Local marketing would focus on relationship building with Blackpool & Fylde College, specifically with Lancashire Energy HQ (on the Enterprise Zone) and other local educational institutions to build a catalogue of case studies to use to promote the site and the local investment in a future skilled workforce. This will in turn help to generate interest in the Fylde Coast as a place to do business in the future due to a skilled, highly trained, local workforce.

31. Business to Business Networking

- Establish contacts with specialist business developers and relocations experts to generate leads for expansion and relocations requirements to the Fylde coast.
- Identify and explore business lead opportunities through networking with CIPR (Chartered Institute of Public Relations) and other local marketing and business networking events such as Blackpool Business Leadership Group and Wyred Up and established business groups such as the Chamber of Commerce.
- Opportunities surrounding the Business Tourism and the Blackpool Business Ambassador Programme run by Visit Blackpool at Blackpool Council will also be explored.

32. Conclusion

All the activities discussed in the above marketing strategy will be subject to further scrutiny depending on the relevance of each activity, perceived added value and the cost of each activity considered against budgetary restraints.

Each activity delivered will aim to:

- promote the Enterprise Zones and support the Economic Prosperity Board
- raise the profile and awareness of the economic opportunities at the Enterprise Zones
- attract new and sustainable long terms business to the Fylde coasts
- support new development and diversity of businesses on the Fylde coast
- advance vocational training and skills for the future local workforce