

Science Vale UK and the enterprise zones marketing plan **2017/18**

Background

Science Vale UK is home to two enterprise zones amounting to a total of 216 hectares (ha). This was achieved through two successful Oxfordshire bids to the Government's first round (2012) and second round (2016) enterprise zone programmes.

Science Vale Oxford (EZ1) comprises a single site of 93 ha on the Harwell Campus and nine separate development sites at Milton Park amounting to 21 ha (originally 28 ha¹). The Didcot Growth Accelerator (EZ2) consists of seven brown & green field sites around Didcot and a green field site at the A34 Milton Interchange. The Didcot Growth Accelerator totals 102 ha of developable land including the extensions.

Following the successful submission of the Didcot Growth Accelerator MOU to government we are now tasked with growing the net retained business rates by 2031 to £119 million. This is in addition to the £136 million for EZ1, Science Vale Oxford. This will be achieved through attracting new companies to the region, growing jobs and increasing housing supply.

The Councils do not own the designated sites within either the Science Vale Oxford Enterprise Zone, or the Didcot Growth Accelerator Enterprise Zone. Success will be achieved by the Council officers working with the owners, developers and representatives to influence & encourage the development, marketing and occupancy strategies which are supportive of the aims and objectives of both enterprise zone programmes.

The hub for Science Vale UK is Didcot². Its Garden Town status, awarded in December 2015, is set to deliver 15,000 new homes and 20,000 new jobs across the region. The retained business rate from the enterprise zone is required to help fund the key infrastructure to support this growth.

The marketing plan has been designed to project Science Vale's strengths and build on these in the future, indicating what is being done to make Science Vale an even better location (i.e. address any weaknesses, take advantage of opportunities and overcome possible threats).

By analysing current strengths, weaknesses, threats and opportunities, a number of key marketing objectives can be identified for the marketing plan. These marketing objectives provide clear guidance for the resulting marketing strategy, the tactics that subsequently need to be employed to implement the strategy, the resources that need to be allocated and the means by which performance will be evaluated to indicate whether the desired objectives are achieved.

¹ From April 2016 a further six sites within Milton Park became designated as enterprise zone extensions. These sites replaced seven hectares removed from Science Vale Oxford deemed to be undevelopable due to the presence of a scheduled ancient monument.

² Identifies in Oxfordshire Strategic Economic Plan (SEP)

S.W.O.T Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Corporate PR team press experience, contacts and influence. • Local SME business marketing training and advice through economic development team. • Inward investment and existing company investment partner knowledge and assistance with enquiries². • Links and business relationships with partners in the Science Vale UK region have created the most innovative LEP in the UK making Science Vale UK very attractive. to inward investment and start-ups³ • Part of the successful science innovation arc. It's very attractive to new businesses looking for easy access to the local knowledge base⁴. • Second enterprise zone focusing on supply chain development and downstream commercialisation of the R&D in Science Vale. • In-house experience of social media for towns and tourism business being built. • High speed broadband available, offering quick connections worldwide. 	<ul style="list-style-type: none"> • Historically ambiguous attitude to growth has led to some external perceptions of Oxfordshire being less positive than it should be⁴. • Private ownership of all development sites doesn't facilitate a joined up marketing and promotional approach for the Science Vale UK region as a whole. • Science Vale UK advertising/visibility is limited to government department websites. • Very little marketing to potential inward investment businesses outside of the Oxfordshire area. • Historically there has been a lack of sharing of inward investment leads between enterprise zone partners. • A CRM database deployment strategy has not been effectively designed or implemented for inward investment marketing purposes. • Confusion between the brands of Science Vale Oxford and Science Vale UK • Low awareness and brand identity for Science Vale UK and Didcot has resulted in minimal national coverage. • No effective delivery of an integrated marketing and promotions plan. • Nationally developed business support scheme offers are overcomplicated for effective communication⁵.

² Partners for inward and existing investment are: Invest in Oxfordshire, DiT, ISIS Innovation, Innovate UK, Satellite Application Catapult, Growth Accelerator, Oxford Innovation, Science & Technology Facilities Council, Science Vale EZ, Oxfordshire Skills Board and Network Navigators

³ Enterprise Research Centre report: Benchmarking Local Innovations 2013, the innovation geography of the UK

⁴ The Oxfordshire Innovation Engine – Realising the Growth Potential - October 2013

⁵ Invest in Oxfordshire Sector Profiles – January 2016

Opportunities	Threats
<ul style="list-style-type: none"> • Integrate new science and technology from the area within the Didcot Garden Town delivery strategy once DCLG have approved the delivery plan. • Change external people’s perceptions of Didcot area. • Promote the lifestyle benefits gained by moving businesses and staff to live in the area. • Encourage and support employment growth from small/start-up businesses that complement current high tech sectors (Life Science, Space Technology, Electronic & Sensors, Motorsports)⁵ in the Didcot Growth Accelerator Enterprise Zone. • Exploit Science Vale UK business links with the UTC and STEM KS4 providers. • Develop the marketing CRM system to capture and report on inward investment enquiries from all partner sources. • Refresh and simplify the brand by creating an umbrella brand approach. • Raise awareness through collaborative marketing to rebuild the brand across the region. • Create impactful digitally driven marketing campaigns to businesses and consumers through the new website. • Generate innovative, branded joint marketing initiatives with partners and cluster groups. • Drive awareness, creating interest and ultimately generate investment to the region. 	<ul style="list-style-type: none"> • No action plan is agreed specifically for the Science Vale UK region. • No effective delivery of an integrated communications and marketing strategy is achieved. • The quality of new businesses and job opportunities remains as low value logistics. • No vibrant new investment is attracted to the area helping to deliver jobs and homes growth. • The mix between the higher job value/lower business rate generation and the lower-medium value job value/higher business rate generation activities is not achieved. • New “planned for” infrastructure based on growing business rates will be delayed further or cancelled.

Key Issues

1. Rebuild the brand of Science Vale UK nationally and internationally due to the lack of marketing support over the last four years.
2. Generate inward investment enquiries from companies and their agents to relocate here.
3. Build relationships with the private developers of the enterprise zones to enable a cohesive vision of the region.
4. Attract the right quality of inward investment company to deliver the required business rate growth.
5. Encourage more families to live and work in Science Vale to help deliver housing and job growth targets.

Marketing objectives

1. To support the new implementation plan for the Science Vale UK enterprise zones – Science Vale Oxford (EZ1) and Didcot Growth Accelerator (EZ2) - to grow net retained business rates to £119 million by 2031 in addition to the £136 million from EZ1.
2. Achieve this growth through attracting new businesses, their staff and families and helping to grow companies and industries already based in the region by:
 - a. generating a pipeline of business relocation enquiries through raised awareness of the Science Vale UK region's benefits and enterprise zones to target business sector prospects
 - b. grow current enterprise zone business and industry investment in the area through successful marketing communications to all 161* current enterprise zone companies to generate ongoing business and statistical information
3. Achieve forecast direct and indirect key performance indicators (KPIs), and monitor these on a quarterly basis to determine whether future activity can be refined to improve effectiveness and achieve even greater value for money.

* As identified within the Science Vale UK implementation plan February 2017

Marketing Strategy

1. Build brand awareness of Science Vale UK as an umbrella brand within which the sub brands Science Vale Oxford Enterprise Zone and the Didcot Growth Accelerator Enterprise Zone sit. Achieve this through creating and delivering a series of creative marketing campaigns.
2. Using the key growth sectors as detailed in the Enterprise Zone Implementation Plan deploy digital media and social media in an effective low cost manner to;
 - a. relaunch the Science Vale UK website www.sciencevale.com as a hub for all campaign activity. Use it to promote the region's business and lifestyle opportunities for companies and people
 - b. use the "BE in Science Vale" campaigns to raise brand awareness of Science Vale UK to a national and international investor audience highlighting the region's sectors in

- Space Technologies, Life Sciences, Electronic Sensors and Instruments and the Automotive sectors
- c. highlight where and when appropriate the region's specialisms in Autonomous Vehicles, Space-led Data Applications, Digital Health and the Technologies underpinning Quantum Computing (Big Data) to drive the marketing and communications collateral to encourage relocation to Science Vale UK
 3. Develop partnership marketing initiatives with site owners/developers and cluster groups (e.g. ESA, OBN, Cryogenics cluster) to drive brand awareness, lead generation and prospect conversion.
 4. Consistently communicate clear messages that promote the Didcot Growth Accelerator Enterprise Zone as the testing, prototyping, production & commercial hub for eco/green technologies and applications (prior to trial market deployment into Didcot Garden Town or elsewhere).
 5. Monitor performance on a regular basis using as much objectively verifiable data as possible.

The detailed actions associated with implementing this strategy are set out in the following Strategic Action Plan (see Table 1).

Table 1: Strategic Action Plan

Strategic Activities	Actions	Who by	Outcomes
1. Raising awareness	BE in Science Vale campaigns <ul style="list-style-type: none"> - use the branding across the region to raise awareness locally - promote the benefits of living and working in the region to UK and international businesses and their staff - support activity with branded, printed and digital/on-line posters and leaflets - use augmented reality video to authenticate the region’s innovative business and lifestyle offerings - use testimonials (written and film) to authenticate and humanise campaigns 	Marketing officer	<ul style="list-style-type: none"> - track all activity with unique codes - use results to adapt and build on future activity - create individual web landing pages for specific sectorial activity to drive enquiries to the main website
	Events – off-line <ul style="list-style-type: none"> - have a presence at MIPIM via partners stand - have a presence at all major Didcot Garden Town events focused on science and technology - support partners attending relevant inward investment events with branded literature (digital and printed) and videos 	Science Vale team	<ul style="list-style-type: none"> - produce a place-making “Hero” film of the Science Vale area showcasing the lifestyle and business benefits with science innovations - produce digital information collateral for all inward investment enquiries
2. Media/ Social media	Website development <ul style="list-style-type: none"> - design and launch a new website - after launch, maintain and manage data on the site to keep it relevant to users - produce micro- site pages for specific campaign work - integrate the website/marketing/enquiry /business rate application process for greater customer service efficiency 	Marketing officer	<ul style="list-style-type: none"> - download principal application forms into the county-wide inward investment system for action, analysis and storage - improve accuracy of quarterly government reporting - promote all events and activities on the website - create three individual web pages for sector specific and lifestyle promotional activity

	<ul style="list-style-type: none"> - create walled (private) content for inward investment and media specialist users 		<ul style="list-style-type: none"> - regular testing of site and review of Google Analytics to maximise website traffic
	<p>E-marketing</p> <ul style="list-style-type: none"> - launch a branded e-newsletter showcasing place-making developments, news, successes - create, maintain and develop e-lists - use e-mail direct mail campaigns primarily and review their success - run welcome to the enterprise zone campaigns to new businesses to encourage application for rate discount 	Marketing officer and Enterprise Zone officer	<ul style="list-style-type: none"> - use MailChimp for all e-flyers - achieve an opening rate of a minimum 18% and click through rate of 2% from email newsletters - integrate email lists with the Oxfordshire wide inward investment CRM system - run promotions at start of each quarter to sign up people and businesses to the email newsletter service - increase applications for business rate discount - use metrics to review individual campaigns and refine for the future
	<p>Twitter, Facebook and LinkedIn</p> <ul style="list-style-type: none"> - set up and develop a Science Vale UK Twitter account, with emphasis on business achievements and the region's lifestyle - set up and develop a Science Vale UK LinkedIn account - set up and develop a Science Vale UK Facebook page - run marketing campaigns primarily via social networking, to keep costs down - increase traffic to the Science Vale website through widening the reach 	Marketing officer and Communications officer	<ul style="list-style-type: none"> - regular updates of Twitter, LinkedIn and Facebook - promote planned Science Vale UK announcements, campaigns, events, news stories - respond to any social media query or comment within 24 hours - use analytics to refine postings and develop new content
	<p>Advertising</p> <ul style="list-style-type: none"> - use the BE in Science Vale campaign to promote the region to target audiences - create a series of posters for use on-line and off-line - use film to authenticate the place-making element of 	Marketing officer	<ul style="list-style-type: none"> - use campaign specific codes to enable monitoring - adapt and develop activity based on response rates - achieve 10,000 website visitors over a 12

	<p>BE campaign advertising</p> <ul style="list-style-type: none"> - develop joint advertising initiatives with partners through sciencevale.com and other media 		<p>month period</p> <ul style="list-style-type: none"> - generate up to 50 prospect business enquiries by the end of 2018
	<p>PR</p> <ul style="list-style-type: none"> - feature all PR on the website news pages and within the media hub (walled section) - Provide more in-depth background information for the media hub - support all releases with social media postings and links to the website - work with developer and enterprise zone businesses to produce place-making press releases 	<p>Marketing officer and Communications officer</p>	<ul style="list-style-type: none"> - use google analytics and other on-line programmes to monitor activity success - monitor media accounts volumes and activity levels - use the themes from successful campaign and advertising to refine future activity
<p>3. Partnership marketing</p>	<p>Developers and sector cluster groups</p> <ul style="list-style-type: none"> - create a joint marketing promotions plan with individual partners - encourage all partners to use the Science Vale UK branding on all of their marketing collateral - get all partners to reference Science Vale UK in outward facing activity e.g. press releases, websites, literature 	<p>Enterprise zone team</p>	<ul style="list-style-type: none"> - deliver a joint promotion with a partner - get each partner to buy into promoting Science Vale initiatives through their networks - Science Vale UK branding on partners' marketing collateral - monitor click through rates from partner sites to sciencevale.com
	<p>Enterprise zone businesses</p> <ul style="list-style-type: none"> - identify all businesses within the zone and gain their full contact details - create a communications plan to help promote relevant businesses and their stories 	<p>Marketing officer and Communications officer</p>	<ul style="list-style-type: none"> - welcome letter to all new EZ landings - e-newsletter containing business news, new landings, events, hot topics etc. - mentions of Science Vale UK within partners' marketing
	<p>Government bodies</p> <ul style="list-style-type: none"> - raise awareness of all enterprise zone activity with DCLG and DiT - raise awareness of all enterprise zone activity with UK and local Chamber of Commerce 	<p>Marketing officer and enterprise zone team</p>	<ul style="list-style-type: none"> - circulate all PR to them in advance of activity for their own promotional use - regular meeting with government bodies - quarterly update of enquiries and landings reports
<p>4. Consistent</p>	<ul style="list-style-type: none"> - promote the Didcot Growth Accelerator Enterprise 	<p>Marketing officer</p>	<ul style="list-style-type: none"> - website

<p>Communication</p>	<p>Zone</p> <ul style="list-style-type: none"> - reflect the lifestyle and business benefits of the area and its ability to change and enrich people’s lives and businesses - this message to be at the heart of all the communications - with our audiences, partners and government funders - reflect it in printed material, the on-line presence and all written correspondence 	<p>and Communications officer</p>	<ul style="list-style-type: none"> - brochures / printed material - press releases - posters - e-flyers - letters - emails - in-house displays - external projects - conference/meeting presence - correspondence with customers, companies, funders, schools, universities
<p>5. Monitoring, evaluation and review</p>	<ul style="list-style-type: none"> - performance targets set for each campaign, and reviewed as the campaign progresses - events and exhibition stand visitor numbers and prospect enquiry targets to be set - develop on-line surveys for website and campaign audience feedback - marketing planning and review meeting for individual campaign projects and ongoing activity - “contact us” form on the website for feedback - enquiry form on the website to collect more detailed needs from interested relocating businesses 	<p>Marketing officer and enterprise zone team</p>	<ul style="list-style-type: none"> - performance targets set for each initiative - review meetings after each major promotional initiative with statistical analysis of activity - feedback forms on-line - monthly meetings with enterprise zone team and corporate communications - main marketing review annually - quarterly report on success rates to South & Vale cabinets

Audience

The marketing and communications plan will inform different groups with distinct messaging using the “BE in Science Vale UK” campaign. The first 2 groups are the core targets.

1. Current businesses already located within the enterprise zone areas
 - Developers & site owners for EZ1 and separately EZ2 to encourage them to provide us with ongoing business contact information and knowledge
 - Current EZ1 and EZ2 tenants in receipt of business rate rebate
 - New EZ tenants for EZ1 and EZ2 eligible for BRD
 - New EZ tenants who are not eligible for BRD
2. Relocation companies servicing large UK and international businesses looking to relocate within the UK
 - Accountants, Auditors, Solicitors (top 5 UK and international firms)
 - International trade bodies (DIT)
 - Chambers of Commerce (British, Thames Valley)
 - Overseas Investment advisers. Core target countries are in order:
 - USA
 - China
 - India
 - Singapore
 - Australasia
 - Funding sources (Private Equity, Sovereign Wealth Funds, Pension Funds)
3. Internal stakeholders e.g. communications, planning, economic development, cabinet
4. Oxfordshire County Council organisations e.g. OxLep, Invest in Oxfordshire
5. Science Vale board members e.g. STFC, Diamond Light Source, OxLEP
6. Science Vale workers and residents

Target audience	Tactics	Outcomes
Current EZ companies	<ul style="list-style-type: none"> - incentive to encourage non EZ qualifying business to do quarterly reporting e.g. media help 	<ul style="list-style-type: none"> - increase applications to the BRD scheme - Improve accuracy of job and investment reporting to government
	<ul style="list-style-type: none"> - opt in agreement to receive and participate in the newsletter updates 	<ul style="list-style-type: none"> - sharing news from the EZ area (e.g. events, networking, training, speakers, awards received by businesses)
	<ul style="list-style-type: none"> - offer an extension to businesses marketing departments for relevant stories 	<ul style="list-style-type: none"> - generate copy for Science Vale communications and promotions - provide success news authentication to government
	<ul style="list-style-type: none"> - advertising campaign on-line and off-line 	<ul style="list-style-type: none"> - drive visitors to the website and social media accounts - raise awareness of the importance of the area in the UK
	<ul style="list-style-type: none"> - email campaigns 	<ul style="list-style-type: none"> - increase knowledge of the Science Vale UK region - encourage information sharing with their audiences
Relocation specialist	<ul style="list-style-type: none"> - Hero and testimonial stories (printed and film) with enterprise zone people and businesses 	<ul style="list-style-type: none"> - increase awareness of the zones and reasons to be here - authenticate Science Vale UK communications - encourage dissemination to their audiences
	<ul style="list-style-type: none"> - sign up to the walled website database of relocation information 	<ul style="list-style-type: none"> - ease of access to key information to get the enterprise zone on the client shortlist - continually adjust information to increase relevance - opportunity to communicate new information and drive website visits
	<ul style="list-style-type: none"> - email and social media Augmented Reality campaign 	<ul style="list-style-type: none"> - raise awareness of the region as an innovative region - drive visitors to the new website and social media accounts - encourage further dissemination to their audiences
	<ul style="list-style-type: none"> - advertising campaign on-line and off-line 	<ul style="list-style-type: none"> - raise awareness of Science Vale UK region - raise awareness of the lifestyle and sector specialism found in the region - drive visitors to the new website and social media accounts
Internal	<ul style="list-style-type: none"> - position posters/banners in 	<ul style="list-style-type: none"> - raise awareness of the Science

stakeholders	<ul style="list-style-type: none"> - the council offices - social media and website article and events regularly to staff via corporate communications 	<ul style="list-style-type: none"> - Vale UK region with all staff - raise awareness of the sector specialism found in the region - drive visitors to the new website and social media accounts
Oxford County Council organisations	<ul style="list-style-type: none"> - social media, website article - events literature - Hero film and testimonial stories - email campaigns 	<ul style="list-style-type: none"> - highlight success of the enterprise zone - encourage information sharing with their audiences - drive visitors to the new website and social media accounts
Science Vale UK board members	<ul style="list-style-type: none"> - social media, website article and events - Hero film and testimonial stories - email campaigns 	<ul style="list-style-type: none"> - highlight successes of the enterprise zone - drive visitors to the new website and social media accounts - encourage further dissemination of information to their audience
Science Vale UK workers and residents	<ul style="list-style-type: none"> - social media, website articles and events - Hero film and testimonial stories 	<ul style="list-style-type: none"> - raise awareness of the Science Vale UK region - raise awareness of the job and housing opportunities in the region - drive visitors to the new website and social media accounts - encourage further dissemination of information to their audience

Implementation

1. Use the “BE in Science Vale UK” themes to promote the benefits of living and working in the region. Develop further themes following campaign analysis and feedback.
 - Be home in time for bedtime
 - Be closer to nature
 - Be closer to the cutting edge
 - Be prepared for Lift Off
 - Be well connected

2. Create and distribute relevant and targeted, themed social media content adapted to suit different media needs (see budget section below and appendix 2 for costs and timings).
 - Up to 20 pieces of themed social media marketing content up to March 2018
 - 8 pieces through to September 2017
 - 6 pieces October to December 2017
 - 6 pieces January to March 2018

- branded Science Vale UK newsletters sent to a subscribers database using the social media content plus showcase developments, business news, events, awards, success stories
 - follow on social media the organisations and influencers in each sector
3. Support activity with the following marketing collateral (see budget section below and appendix 2 for timings):
- a promotional Augmented Reality (AR) film of the region connecting the science parks to Didcot and the surrounding countryside, housing areas and communities
 - branded Google glasses to view the AR film to support event and promotional campaigns
 - one Hero film (2 – 3 minutes long) showcasing the natural landscape, housing, science, innovation and people in Science Vale
 - a series of filmed testimonial stories (and edited into shorter variations) from Science Vale to authenticate what it's like living and working in Science Vale UK
 - 3 themed responsive micro-sites that connect with our target audiences and encourage click through to the main website to drive relocation enquiries
 - printed and digital posters using the Be in Science Vale campaign artwork
 - branded “Be in Science Vale UK” digital brochure highlighting the lifestyle and business reasons to relocate. The digital brochures will contain embedded rich media content within it
 - display posters and banners to use at small events, exhibitions, talks and within the council offices (reception, meeting rooms etc.)
 - digital and document templates to ensure branding consistency (e.g. email signatures, desktop wallpaper, letterheads, PowerPoint presentation)
 - branded, responsive MailChimp email template optimised for mobile viewing
4. Support activity with the following advertising from July 2017 to March 2018 (see appendix 2 for costs and timings):
- up to 10 social media advertising campaigns using Twitter, Facebook and LinkedIn to specific targeted groups (e.g. CEO's, of life, physical and social science business, living in or recently visiting an area within 80km of Didcot, aged 35 to 65)
 - use relevant adverts and the themed social media content for each specific audience identified
 - travel points digital advertising in the London region in and around MIPIM in October (underground escalators, mainline termini)
 - On-board train advertising in and around MIPIM in October
 - train station printed and digital advertising at key “home” commuter stations at select South East stations e.g. Reading, Swindon, Bristol Parkway and Temple Meads
 - rich on-line digital magazine advertising in New Scientist potentially using some of the filmed content

5. All enquiries generated through the marketing activity will be passed onto the Enterprise Zone Manager and private development companies to action.

Budget

Marketing collateral and media production costs			
Activity Type	Summer activity costs	Autumn/Winter costs	Total costs
Grow Science Vale marketing database	£1,334	£2,666	£4,000
Newsletter content creation - Summer x 8	£7,840	£0	£7,840
Newsletter content creation - Autumn x 6	£0	£5,880	£5,880
Newsletter content creation - Winter x 6	£0	£5,880	£5,880
Email newsletter creation x 10	£1,920	£2,880	£4,800
Email newsletter broadcast	£152	£303	£455
Social media advertising - create / manage / report x 10	£1,440	£3,360	£4,800
Campaign set up x 3 social media platforms	£180	£0	£180
Media, presentation and promotional material	£1,800	£1,800	£3,600
Digital brochure	£4,800	£0	£4,800
Be In Science Vale UK Hero film	£12,000	£0	£12,000
Stories from Science Vale UK	£4,000	£8,000	£12,000
Themed micro websites x 3	£4,800	£9,600	£14,400
Virtual Reality photography / film - FREE	£0	£0	£0
Marketing support / campaign development (15 days)	£2,400	£4,800	£7,200
Production costs	£42,666	£45,169	£87,835

The proposed media campaign is designed to maximise value for money, minimise different types of collateral and focus on digital media. This limits the channels that can be used as not all locations have digital display capabilities. This also means we had to rule out expensive channels such as Heathrow and Gatwick Airport at this stage.

Media Placement and external costs			
Placement Type	Summer activity costs	Autumn/Winter costs	Total costs
Social media advertising budget	£2,667	£5,333	£8,000
Media, presentation and promotional material print production	£596	£597	£1,193
High profile presenter fees for Be in Science Vale UK Hero film, e.g. Kevin McCloud	£0	£10,000	£10,000
Train stations advertising - (Home stations) / 48 - sheet billboards x 5 (2 weeks) - Bristol Temple Meads, Bristol Parkway, Swindon, Reading and Oxford*	£0	£7,500	£7,500

Home station smaller panel displays advertising*	£0	£4,500	£4,500
Train stations advertising in London Paddington and Euston - billboards x 2 (2 weeks) *	£0	£5,000	£5,000
Digital Escalator Panel advertising (London Euston train station) *	£0	£10,000	£10,000
Digital Escalator Panel advertising (King's Cross train station) *	£0	£10,000	£10,000
Underground 6 seat panel advertising - 4 Locations - one direction (Victoria, Paddington, Euston, King's Cross) *	£0	£6,000	£6,000
Digital magazine advertising- New Scientist - 100k impressions*	£0	£6,900	£6,900
On board train advertising (4 weeks) to coincide with October London MIPIM*	£0	£8,000	£8,000
Promotions, giveaways (Google AR glasses), ambient staff at London train stations around MIPIM	£0.	£8,000	£8,000
Ad hoc media opportunities (e.g. Insight Digital magazine)*	£0.00	£10,000.00	£10,000.00
Media placement costs	£3,263	£91,830	£95,093

* Please note advertising costs are list price (un-negotiated). Thus assuming a minimum of 10% discount following a tender for the advertising placement, costs would fall to £61,110 from £67,900 enabling additional space or time to be booked as appropriate.


Timings

Please refer to appendix 2 for proposed activity time frames

Key Performance Indicators (KPI's) and Evaluation

1. The ultimate aim of the marketing campaign is to generate a minimum of 50 inward investment prospects within a 12-month period and secure a minimum of 5 investment projects within a 2 year time frame. The investment project timing is longer, since it can take 2 to 3 years to fully realise an investment project, in terms of occupied premises and new job creation.
2. In the absence of a “direct sales force” our ability to realise this number of investment projects is heavily dependent on our ability to generate a sufficiently large number of partly qualified, website enquiries and then to convert these enquiries into actual investment projects.
3. The targeted nature of our promotional campaign and the strength of our message will ensure that as many as possible website enquiries will already be motivated to consider Science Vale as an investment location, before they connect to our website.

4. The number of visitors to the website and number of business relocation enquiries will be monitored during the first phase of the website (June to September 2017) to establish the base line. Thereafter, KPIs will be monitored on a quarterly basis, against this baseline.
5. The relationship between creating awareness and interest as a result of the promotional campaign, and securing investment projects, is shown in the diagram below.

Awareness	Interest	Enquiries	Prospects	Lead	Proposal	Win
						
Social media engagement rates, campaign generated click through to website home page/landing pages	Which pages visited, for how long and how often? Which documents downloaded?	Proactive contact with us seeking information via email, phone and website forms	Qualified, needs established	Passed to developers or responded to by the EZ team	Written by the EZ team or Written by developer(s)	Securing an investment project
target numbers	target numbers	target numbers	target numbers	target numbers	target numbers	target numbers
22,500	To be set after analysis of Q1 google analytics info	225 (1%)	50 (23%)	50 (23%)	30 (60%)	6 (20%)

6. The individual elements of the marketing campaign have the following marketing KPI's:

Email newsletters:

- Achieve a minimum 18% email opening rate and a click through rate from the email of 2%
- Achieve 1,000 website visits from this activity over 10 months

Social Media Advertising:

- Set KPI's after testing different advertising campaigns to establish best social platform(s) and target audience profiles for the greatest ROI
- Achieve 50% more website hits through the autumn period than during the summer test phase

Hero film:

- Achieve 10,000 views on YouTube over a 12-month period from launch

Stories from Science Vale UK:

- Achieve 15,000 aggregated views on YouTube over a 12-month period

Micro websites:

- Achieve 15,000 website visits over a 12-month period for the 3 micro websites

Travel and digital magazine media advertising

- Achieve 2,480 website visits through the period of the media advertising

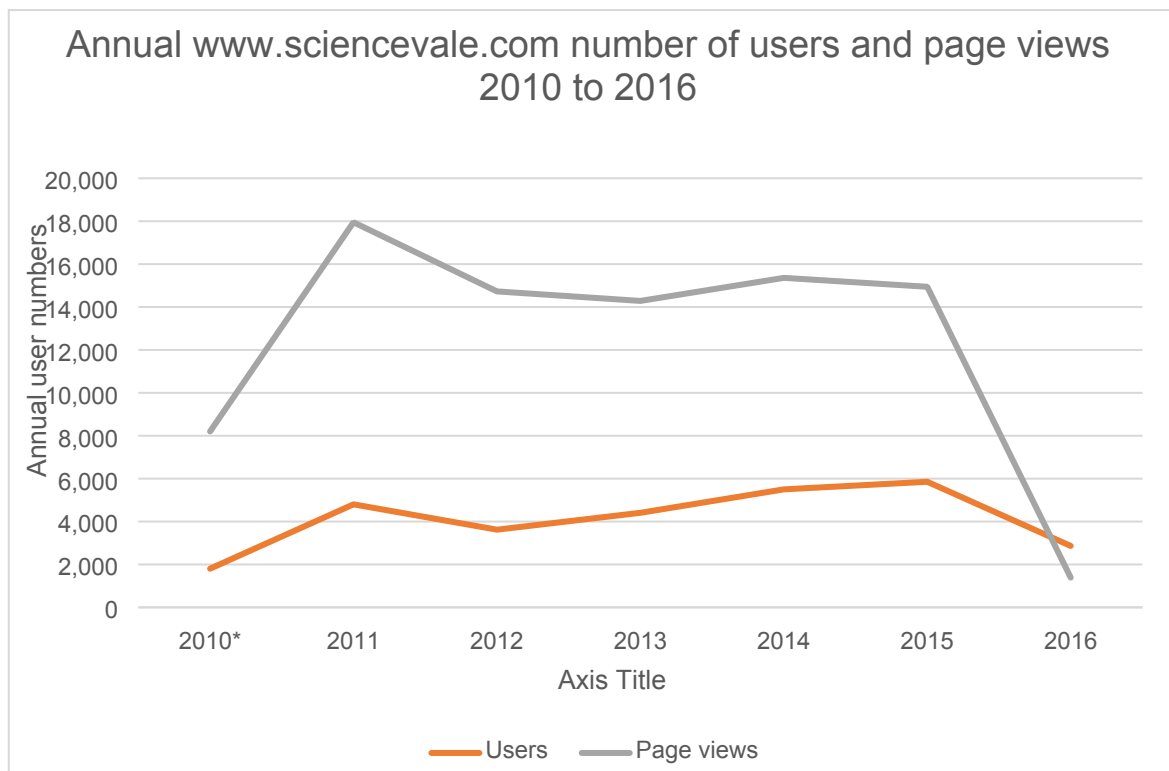
7. The metrics at the end of each campaign cycle, will analyse the activities success and be used to amend future plans. Metrics will be sourced from the following:
 - Twitter engagement metrics
 - LinkedIn metrics
 - Facebook metrics
 - Website metrics
8. All activity (as far as possible) will be measurable to enable success to be benchmarked and built upon in the future.
9. We will be using the lower level summer activity to establish a base figure for the social media activity to enable meaningful targets to be set for campaign activity from October 2017 going forward and, where appropriate, to enhance future communications activity.

Appendix 1 – Past traffic on previous website

The first chart below shows the annualised visitor and session numbers from the launch of the previous website. No monthly figures were collected for the site until 2015.

The second chart shows the user numbers over the past 2 years by month. Page views decreased in 2016 due to the old website being taken down and all visitors landing on a single page hosted on the council website.

Chart 1



* The previous website was launched in April 2010

Chart 2

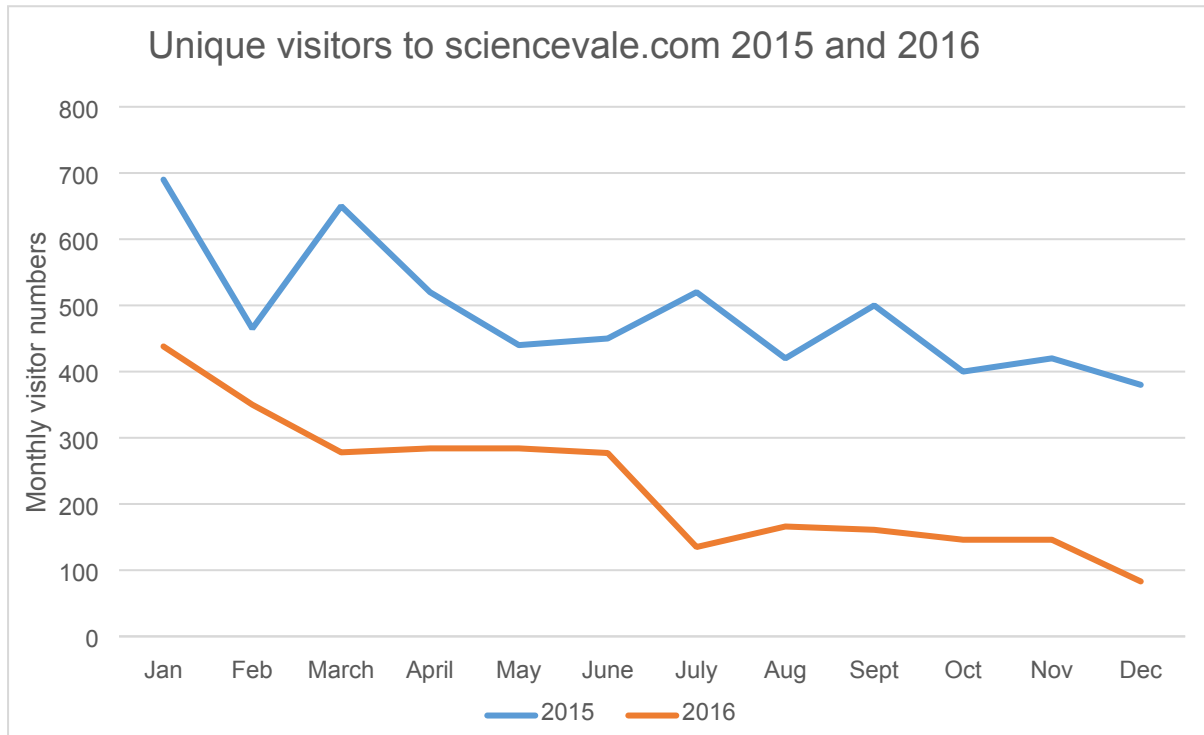


Table 1

The number of Science Vale Oxford Enterprise Zone companies successfully claiming business rate relief by financial year.

Year (AR approved date)	Actual Investors claiming rebate
2012-13	12
2013-14	31*
2014-15	14
2015-16	10
2016-17	10

* Assumption: the website user and page view uplift shown in Chart 1 in 2011 helped to achieve an uplift in relocations during 2013/14. Business relocations can take 2 to 3 years to come to fruition.

Appendix 2 - Planned activity schedule

Overview of the marketing campaign plans. Summer is focused on production of the collateral (leaflets, posters, film etc.) and some testing of adverts prior to the autumn campaign work.

Summer 2017 – Marketing Collateral and Content Production Schedule

Work schedule																	
Activity Type	05/06/17	12/06/17	19/06/17	26/06/17	03/07/17	10/07/17	17/07/17	24/07/17	31/07/17	07/08/17	14/08/17	21/08/17	28/08/17	04/09/17	11/09/17	18/09/17	25/09/17
Create Themed Content	Yellow		Yellow		Yellow		Yellow			Yellow		Yellow		Yellow		Yellow	
Media, presentation and promotional material (production of it)	Purple	Purple	Purple	Purple	Purple	Purple											
Digital / printed brochure (production of it)					Blue	Blue	Blue	Blue	Blue	Blue							
Be In Science Vale Hero film						Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	
Google VR photography / film														Purple	Purple	Purple	Purple
Stories from Science Vale film studio							Grey										
Themed micro websites x 3						Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

Summer 2017 – Marketing Activity Schedule

Work schedule																	
Activity Type	June				July				August				September				
Activity Type	05/06/17	12/06/17	19/06/17	26/06/17	03/07/17	10/07/17	17/07/17	24/07/17	31/07/17	07/08/17	14/08/17	21/08/17	28/08/17	04/09/17	11/09/17	18/09/17	25/09/17
Create Email Newsletter				Green					Green				Green				Green
Broadcast Email Newsletter					Red					Red				Red			
Stories from Science Vale film											Grey						
Themed micro websites																	
Be In Science Vale Hero film																	
Events																	
Social media Advertising							Brown					Brown				Brown	

Autumn 2017 - Marketing Collateral and Content Production Schedule

	October				November				December				
	Work schedule												
Activity Type	02/10/17	09/10/17	16/10/17	23/10/17	30/10/17	06/11/17	13/11/17	20/11/17	27/11/17	04/12/17	11/12/17	18/12/17	25/12/17
Create Themed Content	Yellow		Yellow			Yellow		Yellow		Yellow		Yellow	
Media, presentation and promotional material (production of it)													
Digital / printed brochure (production of it)													
Be In Science Vale Hero film													
Google VR photography / film	Purple	Purple											
Stories from Science Vale film studio		Grey											
Themed micro websites x 3													

Autumn 2017 - Marketing Activity Schedule

	October				November				December				
	Work schedule												
Activity Type	02/10/17	09/10/17	16/10/17	23/10/17	30/10/17	06/11/17	13/11/17	20/11/17	27/11/17	04/12/17	11/12/17	18/12/17	25/12/17
Create Email Newsletter					Green				Green			Green	
Broadcast Email Newsletter	Red					Red				Red			
Stories from Science Vale film							Grey						
Themed micro websites													
Be In Science Vale Hero film													
Events			Yellow										
Social media Advertising	Brown				Brown			Brown		Brown		Brown	
Train stations - (Home stations) / 48 - sheet billboards x 5 (2 weeks) - Bristol Temple Meads, Bristol Parkway, Swindon, Reading and Oxford		Orange	Orange	Orange	Orange								
Home station smaller panel displays		Green	Green	Green	Green								
Train stations in London Paddington and Euston / billboards x 2 (2 weeks)				Yellow	Yellow	Yellow	Yellow						
Digital Escalator Panels (London Euston train station)			Blue	Blue									
Digital Escalator Panels (King's Cross train station)			Yellow	Yellow									
Underground 6 seat panels - 4 Locations/ one direction (Victoria, Paddington,					Purple								
Digital - New Scientist - 100k impressions						Blue							
On board Train advertising (4 weeks) to coincide with London MIPIM	Purple	Purple	Purple	Purple									
Media opportunities (ie. Insight Digital magazine) - ad hoc													
Promotions, giveaways, ambient staff at London train stations			Dark Blue	Dark Blue									

Winter 2017/18 – Marketing Collateral and Content Production Schedule

Workschedule														
Activity Type	01/01/18	08/01/18	15/01/18	22/01/18	29/01/18	05/02/18	12/02/18	19/02/18	26/02/18	05/03/18	12/03/18	19/03/18	26/03/18	02/04/2018
Create Themed Content	Yellow		Yellow			Yellow		Yellow		Yellow		Yellow		
Media, presentation and promotional material (production of it)														
Digital / printed brochure (production of it)														
Be In Science Vale Hero film														
Google VR photography / film														
Stories from Science Vale film studio			Grey											
Themed micro websites x 3														

Winter 2017/18 - Marketing Activity Schedule

	Jan-18				Feb-18				Mar-18					
Workschedule														
Activity Type	01/01/18	08/01/18	15/01/18	22/01/18	29/01/18	05/02/18	12/02/18	19/02/18	26/02/18	05/03/18	12/03/18	19/03/18	26/03/18	02/04/2018
Create Email Newsletter					Green				Green				Green	
Broadcast Email Newsletter	Red					Red				Red				Red
Stories from Science Vale film							Grey							
Themed micro websites														
Be In Science Vale Hero film														
Events														
Social media Advertising				Brown				Brown						