

# Cabinet Report



Report of Head of Housing and Development

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To: CABINET

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## Science Vale and Enterprise Zone Marketing Plan

### Recommendations

(a) To agree spend £91,500 for the Enterprise Zone 2017/18 marketing campaign production and advertising placement, from the previously approved DCLG grant funds budget, to implement the attached marketing plan.

(b) To submit the attached Enterprise Zone Marketing Plan to OxLEP and DCLG, in accordance with the Enterprise Zone Implementation Plan previously agreed by all EZ partners.

### Purpose of Report

1. This report makes the case for spending £183,000 on a social media and advertising campaign targeted at specific audiences, for the purpose of driving traffic to the new [www.sciencevale.com](http://www.sciencevale.com) website, generating relocation enquiries and securing inward investment projects.
2. As part of the condition of the Didcot Growth Accelerator Enterprise Zone award, a marketing plan needs to be submitted to the Secretary for State within six months of entering into the Didcot Growth Accelerator Enterprise Zone Memorandum of Understanding (MOU).

## Corporate Objectives

3. Accepting the recommendations in this paper will contribute to the following corporate priorities:

Corporate Priority	Contributes to (Yes/No)
• Housing and infrastructure	Yes
• Sustainable communities and wellbeing	Yes
• Building an even stronger economy	Yes
• Running an efficient council	No

## Background

4. The attached marketing plan and budget, brings together the lifestyle website ([www.sciencevale.com](http://www.sciencevale.com)) and the campaign activity. These activities will be used to build awareness and drive our target audiences to visit the website. This will ultimately turn awareness and website page visits into enterprise zone business landings.
5. Awareness and interest will be generated through the marketing campaign activity resulting in website visits and enquiries (see table below). The quality of enquiries leading to the number of prospects, will be determined by how effectively the marketing campaign has reached our audience. The relationship between website visits and secured investment projects is shown in the table below - where the number of website visits is based on industry standard % conversion rates. This is applied to the forecast impressions rate/opportunities to view for the proposed advertising campaign (estimated to be 12.4 million plus).

### Enquiry Conversion Process and Associated KPIs

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
<b>target numbers</b>	<b>target numbers</b>	<b>target numbers</b>	<b>target numbers</b>	<b>target numbers</b>	<b>target numbers</b>	<b>target numbers</b>
22,500	To be set after analysis of Q1 google analytics info	225 (1%)	50 (23%)	50 (23%)	30 (60%)	6 (20%)

6. Work related to the prospect, lead and proposal elements of the above enquiry conversion process, will be undertaken by council officers in Development and Housing. This will be in partnership with EZ development partners (OxLEP, DCLG and

commercial property developers), since investment projects can normally only be secured through effective partnership working.

7. The marketing plan will increase awareness of the Science Vale UK brand and the two enterprise zone sub brands (Science Vale Oxford and Didcot Growth Accelerator) after a four year gap in awareness raising, promotional activity. This, in turn, will help to deliver a projected 20,000 new jobs and 15,000 new homes by 2031, by showcasing the areas opportunities for businesses and families to locate in Science Vale UK and Didcot Garden Town.
8. The associated 2017/18 promotional campaign has been specifically designed to increase awareness of Science Vale and drive traffic to the website through the use of digital media advertising (on-line and off-line), alongside a social media campaign to keep costs down and enable monitoring of the marketing activity.
9. The campaign will use a series of strong messages using the “BE campaign” branding. These will be targeted at key audiences (business influencers and commuters in and out of the Science Vale UK region). It will be delivered via film, advertising, email newsletters, events, the website, a digital brochure and PR.
10. The “BE campaign” messages were tested on key audiences earlier this year and were successfully received, with 84.21% of respondents feeling positive about the campaign after looking at the creative images and messages. 87.4% agreed that Science Vale UK was an innovative and exciting place to do business (a 43% increase compared to the number of people who agreed before seeing the creative images and messages).
11. The advertising campaign is planned to coincide with MIPIM UK, the largest property event in the UK. It attracts UK and international relocation professionals. OxLEP has a stand at this event.
12. Due to the costs of advertising and the focus on MIPIM UK, advertising will be primarily digital at high passenger volume travel points. The costs of Heathrow and Gatwick advertising (starting at approximately £20,000 per digital site per two week slot) were felt to be outside the scope of the current budget.
13. All inward investment enquiries/prospects will be passed to the Enterprise Zone Manager and business site developers for them to contact, discuss the requirements in detail and deliver the business landings target.
14. The metrics to assess the impact of the campaign work will be Google website analytics, social media accounts analytics and Evolutive metrics which is the Oxfordshire wide councils CRM business database.
15. The marketing metrics that result from monitoring will be used to improve the effectiveness of the next campaign, ensuring as far as possible, best value for the council. The Science Vale enterprise zone quarterly reporting will include the marketing metrics outlined in point 5.

## Options

16. Do Nothing: Failing to actively promote Science Vale and its business and lifestyle opportunities could lead to a situation where future new businesses and job opportunities are dominated by low value logistics. This would have a potentially

adverse impact on the value of new investment into the area, income levels and both domestic and non-domestic rates generation. Science Vale would not be visible as a high quality living and working environment where highly skilled jobs and high value-added commercial activities are prevalent, leading to a possible erosion in the areas' competitive positioning within the UK (in relation to both labour and investment). This will make it more difficult to grow business rates income that can help deliver new, planned infrastructure.

17. Initiate a promotional campaign different from the one proposed: The proposed campaign delivers strong messages to targeted audiences in an extremely cost effective manner. The messages have been tested on the target audiences and scored very high in terms of their impact. No other equally cost effective campaign is apparent.
18. Initiate the proposed campaign but at a lower or higher cost (i.e. by undertaking more or less advertising or using different media channels i.e. a different promotional mix): The proposed campaign has been developed based on advice from external marketing consultants. The promotional mix has been chosen to target our key audiences and fit with available media delivery channels, i.e. mainly digital, in as cost effective manner as possible. Feedback metrics will be used to evaluate the impact of this mix and can be used to change the mix for subsequent campaigns if necessary. However, the proposed mix is regarded as the best possible initial mix.
19. Initiate the proposed campaign as proposed: For the reasons touched on above, the proposed campaign represents a professional, well balanced and cost effective campaign. Its' digital focus reduces production costs and means that the material can be equally well distributed through a variety of digital platforms, from digital posters to social media channels.

## **Financial Implications**

20. Funding for the campaign will come from DCLG grant funds that have previously been allocated for this purpose i.e. Science Vale marketing, including Enterprise Zones and Garden Town marketing as part of a previous cabinet decision.

## **Legal Implications**

21. There are no legal implications other than those pertaining to the use of copyright images and compliance with advertising code of practice standards. These issues have been taken into account when producing the proposed promotional material

## **Risks**

22. That the marketing plan and associated promotional campaign does not have the desired impact and fails to generate a significant amount of additional website traffic.
23. That the marketing plan and associated promotional campaign generates significant additional website traffic that is not converted into real investment enquiries/projects.
24. That the marketing plan and associated promotional campaign creates a substantial increase in website traffic and in new investment enquiries/projects, to the point where

we do not have the capacity to respond to enquiries in a timely and constructive manner.

25. That new investment projects are not of a high quality in terms of the number and type of jobs being created or the amount of business rates generated – in which case the ability to deliver new “planned for” infrastructure, based on growing business rates, could be jeopardised.

## **Other implications**

26. None apparent

## **Conclusion**

27. The proposed marketing plan represents a balanced, logical and pragmatic approach to marketing Science Vale and our Enterprise Zones, which aims to achieve maximum impact at minimal cost.
28. Cabinet are therefore asked to support the proposed marketing plan and approve the associated expenditure required to implement it.

## **Background Papers**

None

## **Appendices**

Appendix 1: Science Vale UK and the Enterprise Zone Marketing Plan 2017/18.