



# **City of Southampton Brand Strategy**

## **Marketing & Action Plan**

**Final version**

**2006/7 – 2011/12**

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## **EXECUTIVE SUMMARY**

1. This is the Marketing and Action Plan for the Southampton City Brand Strategy. It summarises the chosen brand strategy which focuses on the city as a magnet and stimulus for innovation, sets out a marketing strategy for the city's offer of products and services, a communications plan to promote the city brand and an action plan for the management and implementation of the brand strategy over the period 2006/7 to 2011/12.
2. The chosen focus of the brand strategy on innovation was arrived at by the Brand Partners after discussion of the key qualities that they wished to be reflected in the brand of the city. These were ambition, opportunity, creativity, innovation and talent development. The Partners concluded that the quality they already had in some depth and the one that they felt could be most beneficially developed was innovation. This focus would require the stimulation of greater creativity within the city's residents, workers and employers, would require the development of their talents and would help to create opportunities for cultural, social and educational development, business development, job generation and the creation of new facilities and services for citizens and visitors, resulting in a city of significant ambition.
3. The plan identifies
  - a number of "On-Brand" products and services which are already taking place or budgeted for in the programmes of the Brand Partners,
  - proposals for a range of new investments to be made in the city's offer of products and services to develop its focus as a magnet for innovation
  - a comprehensive programme of communications to celebrate the innovation taking place within the city and to promote the products and services that will support it in the future. A number of the proposals will be of benefit to the region surrounding the city and a number re-inforce the importance of its relationship with the sea.
4. Where proposals for investment in products and services and communications have been agreed by one or more of the Brand Partners their sponsors are given where known. Otherwise, all proposals remain to be worked-up and costed in detail by the Brand Leadership Team which has overall responsibility for setting the priorities within this plan. Business Southampton is commissioned to deliver the plan in conjunction with other Brand Partners (e.g SCC and the two Universities).
5. Responsibility for the long-term development of the brand strategy for the city rests with the Southampton Partnership.

# MARKETING AND ACTION PLAN

## 1. CITY BRAND STRATEGY - A SUMMARY

### 1.1 Brand expression

Southampton will be an innovative city - a magnet and stimulus for innovation, in business – in the development of products and services, in the provision of sports, leisure, entertainment and retail services, in the arts and culture, in the development and retention of the city's talent through learning and training, and in the development and delivery of public services, and in the design and management of the built environment, open spaces and the public realm.

### Brand positioning

Southampton's innovation will develop around the two universities and their institutes, the training hospital, the further education colleges, the future cultural quarter and of course the advanced companies (e.g. ABP, Ordnance Survey, Carnival, Skandia) of the city. The innovation of the city is based on the talent of its people and the creativity of its businesses and institutions.

### Brand identity

Southampton is a city with a heritage of innovation, e.g. the Spitfire, Hovercraft, fibre optics, CD, and the flying boat services. It's a city that values opportunity and talent development for all. It has ambition to be an internationally recognised centre for logistics, business and education, and the major city in South-central England for retail, culture and entertainment.

### Brand personality

Southampton is a stimulating place; it has an urban buzz, dynamic businesses, a rich cultural offer and an active and ethnically diverse population reflective of its cosmopolitan character.

### The source of innovation

1.2 The "magnetic energy" for the development of the city as a place of innovation is currently derived principally from

- the activities of its two major universities, the University of Southampton and Southampton Solent University
- the local, regional, national and international companies that the universities work with to commercialise their research and development activities, their innovations in the design of products and services
- those companies in the city already known for their innovation, such as Ordnance Survey and ABP,
- and public institutions such as the city's two Health Trusts.

This magnetic energy will progressively serve to align other companies, organisations and institutions within the city to the potential of innovation, many of which will become "magnetised" themselves, and this will help to attract the additional resources of innovative people and companies that the city will require to realise its brand strategy of being a magnet for innovation.

1.3 The organisation *Explore Innovation* states that "Innovation is typically thought of as putting creative ideas to work. In the world of business, it

connotes a new product or service or process by which an enterprise can make money or save money. In the world of science, innovators are often seen as those scientists and researchers who can convert a new substance or a new finding into a commercially viable product. Innovation has always been one of the key engines of growth for commerce and industry". Innovations are, in this sense, often associated with major scientific breakthroughs, or new processes, for example new drugs or treatments in the health sector. But innovation can also be found in small but important incremental improvements to how things are made or services provided. Innovations can be found in hairdressing, office cleaning, waste collection, road maintenance, public transport, City Council services, in retail facilities and take-away food stores, as much as it can be seen in scientific laboratories or product development and research establishments. In fact, it is quite hard to imagine where innovation could not be found.

- 1.4 However, to be truly innovative the city must be able to demonstrate how it is becoming more innovative in clear and tangible ways that make an improvement to people's lives and their experience of the city. And, to succeed as a city focussed on innovation Southampton needs to demonstrate it has got a commitment to strategy, creativity and effective and inspirational leadership, all three recognised as requirements in commercial innovation processes.
- 1.5 To have these desired impacts this city brand requires a clear and strategic focus, a commitment to creativity which underpins innovation, and effective, strategic and shared leadership to make a reality of it.
- 1.6 A **strategic focus on innovation** requires:
  - A dual emphasis on *step-change* innovation and *incremental* innovation to create a critical mass of beneficial activity that will exemplify the city's brand.
  - The development of opportunities for local people to be involved in innovation of many kinds and to understand and benefit from the impact this can have on their experience of the city.
  - Innovation in the design, management and delivery of all kinds of services in the city, where residents get personally treated, with integrated and tailored services for specific sectors, target companies and institutions, so that their experience of the city is positive and valuable.
  - Willingness by the universities and businesses to share and promote knowledge of their innovative activity and support services.
  - Employers and organisations to increase their focus on innovation, for example by bringing design and implementation of products and services together and increasing the involvement of their customers in the design and delivery of their offer.
  - The attraction of people to the city who demonstrate the desired behaviours of innovation – a willingness to take risk, an ability to identify opportunities for innovation and an ability to effectively and profitably innovate.
  - The attraction of companies, organisations and institutions to the city who will benefit from the innovation activities of the universities and existing companies who are leaders in innovation.
  - Strategic investments to "infect" the city with the virus of innovation and to kick-start additional innovation activity.

- 1.7 **A focus on creativity** requires:
- A recognition that talent is key to being innovative and that nurturing and encouraging creativity in human talent underpins successful innovation
  - The support of, the nurturing of and the application of creativity, among the residents and workers of the city, by employers, organisations and institutions.
  - Freedom for employees and businesses to experiment and take risk.
  - Support for creative activity and behaviour – the provision of financial, organisational and human resources.
- 1.8 **A focus on leadership** requires:
- Agreement that the city has decided to operate differently – being innovative and creative in the way it is developed and managed.
  - City leadership, governance and partnerships with the authority to support, stimulate and lead on innovation and creativity.
  - A strong partnership culture of networking and collaboration between businesses, between the private sector and the universities and between the public and private sector, to exchange knowledge on and to promote and demonstrate innovation.
  - A city culture that rewards, celebrates and promotes innovation in all aspects of its operation and development.
  - A city that links its innovation activities to the wider city region and creates benefits for it.
  - The Southampton Partnership, through the Brand Leadership Team, to encourage creativity and innovation across the city.
  - Business Southampton to similarly approach the implementation of the strategy, bring coherence to the communications for the whole city and to secure the targets for investment in the city
- 1.9 **A focus on effective delivery** is required in order to convince the world that the city is a place of innovation in how it operates and in what it offers. It can do this through a combination of:
- A range of everyday innovations.
  - Step-change innovations.
- 1.10 The subsequent sections of this plan detail (i) the Marketing Plan, (ii) the proposals for action to make Southampton a magnet for innovation, (iii) the proposals for communications and (iv) the structure for delivery.

## **2. MARKETING PLAN**

### **2.1 Overall Marketing Strategy**

2.1.1 The marketing strategy is divided into three clear themes which will form the basis of the both the marketing and communications plan.

#### **Promote and celebrate**

2.1.2 The city needs to identify, promote and celebrate the history of innovation in the city, as well as the innovation currently taking place in the city and communicate and promote this to residents, workers, employers, visitors and potential investors. A comprehensive audit is required to establish the extent to which innovation is (i) taking place within the city, within the universities, within companies, organisations and institutions, in all sectors (manufacturing, services, arts and culture and the provision of public services) and (ii) being supported and promoted and in what ways and by whom. This then needs to be comprehensively promoted to people, businesses, organisations and institutions in the target markets. In parallel, information needs to be collected about the history of innovation within the city, and how it benefited local people and businesses, and turned into an interactive resource for educational and tourist purposes.

#### **Develop and discover**

2.1.3 The city needs to stimulate and develop innovation in the city and use this to create positive perceptions of the city in the minds of target audiences. Initially this can be done by harnessing, developing and coordinating the existing services and facilities of the universities dedicated to research and development, enterprise, entrepreneurship, innovation and creativity. In the medium to longer term these facilities will need to be complemented by the development, attraction and discovery of new services which expand the offer of support for innovation within the city.

2.1.4 The city also needs to increase awareness among target groups of what the city has to offer by way of support for innovation and innovative services and facilities and make it easy for them to find them, access them and put them to beneficial use.

2.1.5 If the city is to become a magnet for innovation then it needs to attract innovators to discover what the city has to offer. The include people, businesses, organisations and institutions, and investors and developers to help them work in the city, to establish their operations in the city, or to create facilities for others to do so. To achieve this it will have to develop and enhance its facilities which support innovation – consultancy, research and development, technical assistance, development and prototyping facilities and access to venture capital.

#### **Enjoy and experience**

2.1.6 The city needs to engage its citizens in the development of its innovative activities and increase their take-up of its innovative offer. Citizens need to see real benefits to them in their lives as a result of the emphasis on innovation, benefits in terms of improved education, training and job prospects, benefits in terms of improved community, housing, health and welfare services, improved transportation and a better and wider range of arts, culture, entertainment, leisure, recreation and sports facilities and services.

### **The offer - products and service delivery**

- 2.1.7 The city needs to identify and harness existing products and services that support innovation and which are innovative. Southampton can then develop a comprehensive offer of existing and new products and services that stimulate innovation in companies, organisations, and institutions, which will attract investors from target markets, and attract innovative people, businesses, organisations and institutions to it. The basis for the city's initial offer on innovation is the innovation, research and development services of its two universities and those of private companies and training organisations. They need to explore how they can expand and deepen their innovation activities and find new markets for these services. Networks need to be created of companies who are leading innovators, who are willing to work with others, and the universities, to develop new products and services. The city needs to create and cost an initial catalogue of the products services (that are listed below in the Marketing Plan) that will stimulate, support and boost innovation (e.g. consultancy, design support, employee development, marketing and financial services) in the operation of the city's institutions and services and the development of the products of its companies. These need to be competitively priced and of a high quality.
- 2.1.8 To bring the brand alive and to ensure that it is deeply embedded in the way that the city operates, in particular in the way that its services are offered and its facilities run, employers – companies, organisations and institutions - need to invest in the development of their staff to enable them to contribute to the development and design of more innovative ways of delivering their services.

### **Southampton's competition**

- 2.1.9 In order to truly understand and develop the brand of the city as an innovation magnet the Brand Leadership Team needs to define *the offer* of the city in comparison to the offers of its most likely competitors. These are the South Coast Cities of Brighton, Portsmouth, Bournemouth and Poole), the Thames Valley, the Thames Gateway, English regional centres including Bristol, Leeds, Manchester, Newcastle upon Tyne, and Nottingham, and UK and European port, university and cultural cities such as Amsterdam, Rotterdam, Bremen, Hamburg, Hull, Antwerp, Lille, Bordeaux, Aarhus, Liverpool, Gothenburg, Malmo and La Corunia. The identification and creation of this offer starts with the preparation of this Marketing and Action Plan, which will be updated (quarterly) by the BLT as new elements are added to the mix in the offer. This quarterly update will ensure Southampton monitors its own successes and the offer of its competitors especially in the area of innovation, creativity and talent development.

## **2.2 The city's offer – current and proposed products and services**

- 2.2.1 The products and services listed below reflect the city's current offer of support and stimulation on innovation and include proposals for new ones that would enable it to exemplify a place that was a really effective magnet for innovation. They are categorised under the headings of celebrate and promote, enjoy and experience and develop and discover. In each category there are proposals for new products or services that will enhance the city as a magnet for innovation and shows the existing ones that contribute to this purpose, a number of which need to be better coordinated and promoted. A number of the proposals could be implemented in the short-term (2006/7-2007/8) but many will need to be

developed in more detail and could only be delivered in the medium term (2008/9-2011/12).

**Promote and celebrate: To identify, celebrate and promote awareness of the historic and current innovation within the city – the achievements of people, businesses, organisations institutions and the city as a whole:**

**(i) New proposals**

**The Southampton Showcase Programme**

2.2.2 The world will not learn about how innovative Southampton is if the city does not make it aware of what is going on. In the short-term a new annual programme is to be implemented , designed to showcase all aspects of the city's innovation, building on a number of existing initiatives in the arts and education, leisure and recreation and education and business. These include:

- The Free Market – A new annual two day event on the Common, the opening event of the Southampton Cultural Season, enabling arts and culture groups to showcase their talents – choirs, bands, theatre groups, and enabling the general public to take part in music, dance, art, games and to sell their own creations.
- The Cultural Season – A new annual four months (September to December) programme of arts and cultural events put on by professional and amateur organisations and visiting artistic companies, with an emphasis on innovation in the design and delivery of their offer.
- The Arts Innovation Expo – A programme to bring together the network of existing and new arts and cultural facilities permanently showcasing innovation in the arts encompassing Art at The Arches, Art in The Park, Art in The Vaults, Perfect Citizen, the Jazz Festival, Southampton Live and the proposed Southampton New Arts Complex at Above bar in the new Cultural Quarter.
- Talent Spotters – The creation of a new network of people trained to spot creative talent and promote it, to put it in touch with support and development services in the city.
- Sea City Southampton – The new annual festival celebrating the city's relationship with the sea (commenced in 2006), focussing on innovative ways to experience that relationship through education, sports, leisure and recreational activities.
- "Discover the Port" Programme – A proposal, linked to the emerging Southampton Port City Futures initiative, which could be sponsored by Associated British Ports (building on its recently introduced port bus tours of the port), to showcase its historic development, its current work, the innovations it has made in cargo handling, and to increase understanding of the economic importance of the port to the city and its economy.
- Innovation Trail - A virtual (on the Southampton Portal) and live trail that guides people around the city to see where major innovation takes place and the places where major innovations were developed in the past.
- Annual Innovation and Design Awards - A new initiative to recognise and celebrate different forms of innovation – by people, companies, organisations and institutions. These could be hosted by the proposed Southampton Science Centre (paragraph 2.2.4) and sponsored by the universities, private sector companies and government departments and agencies such as the DTI, SEEDA and Business Link. The awards

will be for the design of new products or improvements to existing ones, for improvements in the design and delivery of services, in the private, civic and public sectors. This initiative could be organised by the proposed Virtual Design College (paragraph 2.2.21), these will be for local artists and designers whose work has influenced and been used in the design of new products.

#### **Audit of Innovation**

- 2.2.3 A comprehensive audit to establish the extent to which innovation is (i) taking place within the city, within the universities, within companies, organisations and institutions, in all sectors (manufacturing, services, arts and culture and the provision of public services) and (ii) is being supported and promoted and in what ways and by whom. This then needs to be comprehensively promoted to people, businesses, organisations and institutions in the target markets.

**Develop and discover To stimulate more innovation in the city and use this to create positive perceptions of the city in the mind's of target audiences to help them discover the potential of the city., and to increase awareness among target groups of what the city has to offer by way of support for innovation and innovative services and facilities.**

- 2.2.4 Southampton has a number of organisations which support innovation including the universities, the city council, Creative Partnerships, City College, SEEDA and those organisations set up to develop creative and innovation such as Solent Synergy. There is potential for them to work together as an innovation network, to coordinate their provision for the benefit of businesses in the city and its surrounding region, and to residents, and to jointly offer a programme of new innovation support services.

#### **(i) New proposals**

##### **Ideas Generation Programme**

- 2.2.5 In the short-term we will consider the creation of a city-wide Ideas Generation Programme to boost the level of innovation in the city and attract interest to the process of innovation. It could be sponsored by the two university's centres for innovation, enterprise and inventors, the city's Enterprise hub and link in with Creative Partnerships This would be a new programme for individuals thinking about how to innovate in the design, development or improvement of products and services and for people who are thinking about the employment option of setting up their own businesses. It would introduce them to idea generation techniques and how they can support the creation of new business ideas and realise market opportunities. The programme would enable participants to recognise and break through their barriers to creativity (bad habits, negative attitudes, lack of confidence, discouragement by others) and show them how to address these (by being open-minded, being unsatisfied, not worrying about others opinions, being positive in their thinking and attitudes).

##### **The Southampton Technology Innovation Programme**

- 2.2.6 In the medium-term the creation of a Technology Innovation Programme is proposed which could be sponsored by the two universities and SEEDA. The objective is to improve support and stimulate innovation in the design and development of a range of technologies, for example in the marine

sector and in medical engineering. It would be composed of the following elements:

- A network of very innovative/interactive companies in key sectors demonstrating the way forward in design of products.
- Annual local and regional awards for technological innovation and invention.
- A finance for innovation scheme run by a network of banks and venture capital institutions.
- A Technology Innovation Ideas Generation Programme.
- Consultancy support.
- Access to testing and prototyping facilities.

#### **The Southampton Virtual Design College**

- 2.2.7 In the medium-term we will consider the creation of a *virtual* college for the development of industrial and commercial design skills, product design and prototyping, for application in industry, the arts and culture, sports and leisure, health and welfare and community development. It could be sponsored by the two universities, other higher education institutions, SEEDA and the Design Council. It would be "based" in Southampton, possibly hosted by one of the universities, offering a curriculum created by a network of the world's leading design centres, such as the Helen Hamlyn Research Centre at the Royal College of Art in London (which investigates the design implications of such key social developments as population ageing, patterns of work and mobility, and the social integration of disabled people, in order to create fresh insights and innovative design proposals), design bodies such as the Design and Technology Association, Central St. Martins in London and Winchester College of Art, and commercial design centres such as IBM's Design centres for On-Demand Business. Although primarily targeted at designers working in and from the city and its surrounding region, this centre could accommodate students and designers from around the world who would undertake its programmes on-line. It could also offer design consultancy services to companies in the city and elsewhere.

#### **The Southampton Risk Capital Fund**

- 2.2.8 In the medium-term the creation of a city risk capital fund will be explored in order to support innovation and invention. Experience in other cities that have prioritised support for innovation as part of their offer, such as Boston in the USA, has demonstrated the need for and value of local sources of venture and risk capital dedicated to the development of innovative local businesses and the development of innovations in products and services. Such a fund might could be created by bringing together a number of risk capital funds from the City of London, with the backing of SEEDA and the DTI, and a joint venture fund could be established to focus specifically on the innovations and inventions being generated by the two universities and the innovative companies that they are creating or working closely with. In the short term some developmental work will be undertaken to identify opportunities and appropriate projects.

#### **Investment Magnet Programme and Team**

- 2.2.9 If Southampton is to become a magnet for innovation it needs to attract investment into the city to encourage people and businesses to locate and operate in and from the city. To enable this to happen we will consider the development of an investment magnet programme.

2.2.10 In the medium term we will explore the establishment of the Investment Magnet Programme to attract innovative businesses and institutions to the city. In Southampton the responsibility for attracting and securing inward investment is held by the Economic Development Department of the City Council which is tasked with attracting real estate developers and businesses. At present it does not actively seek out specific investors that will strengthen and demonstrate the brand of the city as a magnet for talent. An Investment Magnet Programme would strengthen their ability to attract external investment that is aligned to and reinforces the city's brand. The programme would identify those investments and investors that are 'on brand', help shape an environment conducive to such investors, develop an offer that is attractive to them and actively recruit them as investors. The programme would be a very valuable element in a city brand strategy as it would realise the brand through relevant investments, be they equity stakes, mergers and acquisitions, greenfield or brownfield developments, cultural development or research and development investments. It would be composed of six steps, as follows:

**Step 1: Profiling 'on brand' Investments** - The purpose of defining investments that are 'on brand' is (1) to realise the brand of the place and (2) to leverage-off of the brand of the city as it develops. Simply put, the right investments and investors will demonstrate to the world what the city is about and these investments will start to attract similar or related investments. For example, in order to attract and retain innovative industries for a city it is often necessary to ensure that the place has a specific innovation support and research and development offer (and Southampton does have the basis for one). Therefore, investment in the development of such infrastructure precedes the attraction of investments in innovative industries. Southampton also has to profile the kinds of infrastructure, commerce, culture, education, leisure, entertainment, etc, that will realise the brand of the city as a magnet for talent. In doing so, it needs to define the needs of these investors and develop effective enticements for them. These schemes will usually cover such traditional issues as taxation, regulation, planning, relocation services and land, access and buildings, but may also include less common matters such as entrepreneurship and workforce development, networking events, marketing support, partnership development, and specific employee amenities.

**Step 2: Organising the Investment Team** - The team responsible for investment attraction must, in expertise and responsibilities, span the requirements of the chosen enticement schemes. It is only possible to attract the right kinds of investments and investors to the place if comprehensive offers can be developed for the companies, institutions, and funds the city wishes to attract. The way the team is organised depends on its remit. However, one organisation in the city must be made responsible for attracting and securing investment. This is either an existing organisation, such as the Economic Development Department, or a new organisation whose composition and raison d'être would have to be agreed by the Brand Leadership Team and the City Council

**Step 3: Creating an 'on brand' Investment Environment** - One objective of creating a city brand strategy is to generate an environment that is attractive to investors. The investment team would also need to undertake actions to establish such an environment for the specific kinds of investors and investments that they seek to entice. Part of the action planning and implementation of the city brand must, therefore, be

delegated to the investment team together with the necessary funding and means.

**Step 4: Targeting Investors** - A key difference between the Investment Magnet and traditional investment attraction programmes is that the multi-disciplinary investment team would be tasked to actively find and attract key 'on brand' investors. This means that the team must conduct extensive research into the targets for 'on brand' investments in the city to clearly identify potential investors.

**Step 5: Approaching Investors** - For each key potential investor, an individual enticement plan needs to be drawn up based on the investor profile and the available knowledge about their needs. The plan consists of an offer to the potential investor, namely a simple description of the city brand strategy (e.g. the brand book), its benefits to and fit with the investor, what the investor can contribute to the city brand strategy, a description of the 'on brand' investment environment and an enticement offer to the investor.

**Step 6: Securing and Retaining Investments** - The team must be empowered to do what it takes to attract certain key 'on brand' investments. This means being able to negotiate on issues such as land and buildings, workforce skills training, infrastructure and services and access to local suppliers and clients. Once investments have been made, the team does not abandon the investors but actively supports them in making the investments a success.

### **Virtual Southampton**

2.2.11 To promote the city and its brand the creation, in the short-term, of a virtual presentation about the city will be developed. The objectives of this presentation are (1) to bring Southampton into the minds of the people, companies, organisations and institutions that the city wants to attract and (2) to open doors in the city for potential investors to meet the key people who can persuade them to come to the city and to help them secure the local support they require. It consists of the following elements:

- An exhibition space that can be in a public space where people can experience the sights and sounds, spaces and facilities of the city and "meet" its Ambassadors and people like them who are already here.
- A focussed sales team, led by an Ambassador, which demonstrates to prospects what it is like to operate in the city and the depth of the welcome, support and back-up which is available.
- A virtual on-line tour of the city (accessible through the Southampton Portal), which can be customised to meet the information needs of prospects.
- A menu of events and performances about the city, held in the exhibition space, both live and virtual (recorded or transmitted live) that showcase the city.

### **Discover the city**

2.2.12 Linked to the proposal for the creation of a Southampton Experience centre (2.2.30), this short-term proposal is designed to enable residents and visitors to discover its many assets and places of interest and what's going on at any point in time. It will consist of a virtual tour of the city available on-line through the Southampton Portal, complete with an on-line booking facility to access events or performances and to book for accommodation, plus live tours of different aspects of what the city has to

offer, and sampler events to showcase the live arts, culture and entertainment offer. This could be focussed on a discovery centre situated on or near the waterside, possibly with a viewing platform to observe the movements of ships on the Solent. The emerging port visitor centre redevelopment will enhance this proposal

**(ii) Existing Products and Services**

2.2.13 As noted above, Southampton has a number of centres and initiatives already supporting innovation in a variety of ways, a number of which are marine and port-related. Most also offer their services to and benefit the wider city region area and South Hampshire as a whole, while some offer their services to an international market-place. The Brand Leadership Team identifies this as an opportunity to bring together these organisations as a network, and to promote effectively the work which is being undertaken, and the outputs to help other organisations, businesses and people to discover the innovation within the city.

**Legible City**

2.2.14 The objective of this initiative, which is being managed and funded by Southampton City Council, is to improve the design and clarity of the signage into and within the city and to improve the quality of design and utility of street furniture within the city and in its public spaces.

**University of Southampton EEE Building**

2.2.15 A new multimillion pound development on Highfield Campus, the triple E building – Education, Engineering and Entrance – will house two Schools, visitor reception and parking and state-of-the-art security centre. The building will be environmentally conscious, energy efficient, and will have an innovative design with many major architectural features.

**University of Southampton Professional Campus**

2.2.16 In the medium-term the University of Southampton plans to develop the UK's first wholly integrated 'professional campus' in line with its strategy to drive innovation in the economy through its world-class research. The plans would see the transformation of its Boldrewood campus, which is situated on the corner of Bassett Avenue and Burgess Road, into a flagship site, comprising a school of management and a building to accommodate the Marine operations of the internationally-renowned Lloyd's Register Group. The Lloyd's Register Group, whose UK base is currently in the City of London, is an independent risk management organisation which has a history of collaboration and a natural synergy with the University. Working for the public good and with its shared fields of study with the University, it will not only enhance what the University can offer in terms of integrated educational programmes, but will also establish Southampton as a world-leading centre for a broad range of marine related research and the education of maritime professionals. The plans propose that the outdated biomedical science building at Boldrewood would be replaced and the site redeveloped with smaller, higher-quality buildings set in landscaped parkland which is sympathetic to the nearby Common and residential homes. The site would take full advantage of its location at the main northern entrance to the city, by providing a distinctive landmark and visually appealing 'gateway' to the city. The "professional campus" concept - versions of which work very successfully for other universities in Europe - would enable the University to benefit from closer alliances with professional organisations, initially the Lloyd's Register Group, which support our mission in education, research and innovation. The University

plans to develop the capabilities of professional executives, providing cutting-edge knowledge to help create the visionaries and leaders of the future. Bespoke courses, such as coastal environmental management and maritime logistics, would ensure the campus becomes an international destination." The Southampton Partnership is committed to supporting this flagship programme which exemplifies innovation in action.

#### **Marine Innovation Centre**

- 2.2.17 This medium-term proposal by the University of Southampton is a 'science park' concept for marine-focused industries as part of the regeneration of the dockside and would be physically connected to the National Oceanography Centre in its Waterside Campus in the docks.

#### **The National Oceanography Centre Southampton (NOCS)**

- 2.2.18 Located in the University of Southampton's Waterside campus in the docks, NOCS is a purpose-built centre for some 450 research scientists, lecturing and support staff as well over 600 undergraduate and postgraduate students. The Centre is the national focus for oceanography in the UK with a remit to achieve scientific excellence in its own right as one of the world's top five oceanographic research institutions. It delivers a diverse mission spanning the National Environmental Research Council (NERC) and the University, which ranges from managing the national research vessel fleet and other major facilities, to a programme of strategic research for NERC as well as academic research and education in ocean and earth sciences in support of the University's mission. Its mission also encompasses major ocean technology development; sustaining long-term observations; managing international science programmes; promoting enterprise, knowledge transfer; providing advice to Government, business and charities, and the engagement between science and society. The Centre is also specifically charged with working with the wider science community, in an inclusive way, to provide strategic leadership, coordination and facilitation for the whole of the UK marine and related earth sciences. Scientists and engineers at the Centre have a wide range of expertise working for industry both in the UK and overseas. Their projects range from short-term consultancy, providing expert scientific or technological advice through to the planning, design and implementation of full ocean surveys.

#### **Solent Marine Community**

- 2.2.19 This existing initiative, locally sponsored by Southampton City Council (Economic Development) and owned by a steering group comprising the City Council, Portsmouth City Council, Business Link Wessex, Marine SE, and Yellowfin, and funded through the Southampton AIF and the South East Hampshire AIF, is designed to sustain and increase the competitiveness of the marine sector in the Solent area through the development of a number of micro-clusters based upon marine sub-sectors. It is designed to help the companies in the sector to develop new projects and markets. It has introduced the concept of clusters to marine sector business as a new way of working through collaboration to increase their competitiveness. Its beneficiaries are marine businesses, their employees, and the research and teaching institutions involved in the sector. The benefits include safeguarding jobs, business expansion, new product development and new market creation

### **The Knowledge Economy Strategy**

2.2.20 Sponsored by Southampton City Council (Economic Development) this initiative is designed to increase the contribution that the knowledge economy makes towards the Southampton economy, to increase the scale of business investment in knowledge economy enterprises, with consequent benefits for entrepreneurs, employees, higher education, and inward investors. This initiative contributes to the wider Solent Synergy programme which benefits businesses in the city.

### **Solent Synergy**

2.2.21 This organisation is a not-for-profit limited company which has been formed to enhance the productivity of the key economic sectors, such as marine, already serving the knowledge economy of South Hampshire. The inspiration for Solent Synergy came from a SEEDA initiative to discover how San Diego's globally-recognised CONNECT project has assisted more than 800 companies to achieve 'explosive growth of the region's vibrant high-tech and life sciences community'. South Hampshire already has in place many of the basic elements of a knowledge economy and this initiative recognises that opportunities exist to stimulate and promote the knowledge economy further. The initiative is characterised by joined-up thinking among the providers of services and the readiness of local authorities and academia to forego local boundary competition for the benefit of the wider sub-region. Its aims are to:

- Leverage more economic value from South Hampshire's universities in terms of the research base and the graduate labour pool.
- Support business start-ups and encourage growth in existing and newly developed businesses.
- Raise aspirations in local communities, including in young people.
- Tackle the traditionally low business start-up rate across South Hampshire in comparison with the rest of the South East.
- Create and apply new knowledge for the benefit of the business community.
- Attract knowledge workers to South Hampshire, and in particular develop new growth clusters.
- Establish effective knowledge economy support networks, focusing on private sector professional support for financing, IPR etc.
- Support knowledge business' role as the key driver for economic growth in South Hampshire.
- Ensure that businesses participate fully in the growth agenda for South Hampshire, with consequential influence on economic development.

The initiative:

- Identifies and champions the needs of business
- Articulates these needs to the higher education sector, and other research and development establishments, and facilitating appropriate responses.
- Raises awareness about the services provided by the universities and providing a brokerage service between businesses and each institute of higher education.
- Influences institutes of higher education on future service development, relevant to the needs of regional business, and facilitating lucrative collaboration for both business and education.
- Encourages the establishment of new enterprises from R&D spin-outs, including playing an equity financing role

**Southampton Solent University Centre for Professional Development in Broadcasting and Multi Media production**

2.2.22 Officially opened in March 2006, this Centre will be a major resource for creativity and innovation for independent film and programme makers, broadcast technologies and training, video production and consultancy, with a particular focus on broadband content.

**Southampton Solent University Inventors Academy**

2.2.23 With the endorsement of Trevor Baylis, inventor of the renowned Baygen 'Clockwork Radio', Mandy Haberman, inventor of the 'Anyway up Cup', Wessex Business Link and the Wessex Round Table of Inventors (WRTI), the University has developed the Inventors Academy. The aim of the Academy is to meet inventors' objectives and aspirations and to help stem the escape of the nation's innovative ideas to other countries. The Academy provides support to help inventors realise their unique and valuable ideas. It provides a place and resources for people to pursue their inventions and innovations in a secure and welcoming environment. It offers like-minded individuals and companies the freedom of thought without the ridicule often directed at "inventors", facilities and a supportive environment to encourage and develop a creative thinking culture. The Academy has various specialised workshops available for basic prototype builds. These include a general wood and plastic workshop, and a general engineering workshop, both situated within the University's Christopher Cockerell building.

**University of Southampton Institute for Entrepreneurship**

2.2.24 Located in the University's School of Management, the Institute for Entrepreneurship, is a new venture funded by a start-up award from the Office of Science and Technology Science Enterprise Challenge Fund. It has four key aims:

- To simulate an entrepreneurial experience in the teaching of entrepreneurship, innovation and small business.
- To reach out to practitioners and to involve them in the development and delivery of knowledge about and for entrepreneurship
- To expand its horizons of knowledge about and for entrepreneurship through research (both theoretical and applied) and consultancy,
- To advise external bodies through policy and practice-based work.

The Institute addresses the academic elements of the University's "enterprise strategy", which covers:

- Seeding of new business development from the university's science base Consultancy
- Development of entrepreneurial capability and competence in the individual
- Innovation and business venturing.

The Institute links in with other enterprise activities that go on in the university, in particular, the generic skills training carried out through its Careers Advisory Service and the support for business spin-out from the Centre for Enterprise and Innovation. The Institute is building relations with Schools across the University to enable students to sample entrepreneurship within their degree course whether that is an undergraduate or a postgraduate study. It also brings together practitioners and academics in order to develop a common language and

understanding of the issues that govern entrepreneurship theory and practice. Enterprise Fellows and Associates add to the reputation of the Institute and facilitate the knowledge exchange process that is fundamental to higher education and personal and professional development.

#### **University of Southampton Centre for Enterprise and Innovation**

2.2.25 Formed in 2000, the Centre is the focus for knowledge transfer and entrepreneurship at the University. It works with businesses, investors and staff of the University to:

- Support entrepreneurial activity
- Encourage collaboration between business and the University
- Secure intellectual property and its management
- Create and Support spin-out companies
- The centre is a point of access for businesses into the university to access research facilities, to undertake joint research, to create joint ventures and identify investment opportunities, to incubate business propositions, to recruit graduates and to organise student project placements of benefit to businesses. The Centre is a member of the SET Squared partnership, with the universities of bath, Bristol and Surrey, which has developed a number of Business Acceleration Centres which provide businesses and spin-outs with access to expertise, mentors and early stage funding.

#### **The Southampton Enterprise Hub**

2.2.26 This existing, SEEDA funded, hub is located at and managed by the University of Southampton Science Park and is supported by Network Brokers, with a team of experts who can advise small businesses on innovation, product design, business finance, IT & E-commerce. It is focussed on clusters of photonics, electronics, telecommunications, computing, marine technologies and media and creative industries.

#### **The Southampton Telemedicine Project**

2.2.27 Sponsored by the city's Primary Care Health Trust, and working in partnership with a consortium lead by the city of Eindhoven in the Netherlands, as part of an EU-funded (€1 million) project involving partners from a number of European cities (e.g. Eindhoven, Barcelona, Bologna) this existing project is exploring the potential for utilising telemedicine to enhance health provision and develop opportunities for independent living through more effective spatial planning. It provides an opportunity for the modernisation and redesign of health services and related local authority provision (e.g. housing) in order to improve the health and social wellbeing of Southampton residents. It is strengthening the links between health and social care commissioners, service providers and the academic sector; integrated workforce development opportunities; developing imaginative links with other sectors to maximise potential for enabling more people to live more independently in their own homes even when confronted by infirmity or disability; and, it is harnessing technology to develop new ways of working and service redesign.

#### **2.2.28 The Southampton Enterprise Gateway**

Part funded by AIF this SEEDA initiative based at Southampton Solent University is designed to support new and emerging businesses.

**Enjoy and experience: To engage the citizens and employers of the city in the development of its innovative activities and to increase their take-up of its innovative offer.**

**(i) New proposals**

2.2.29 In order to engage the citizens and employers of the city in its development as a magnet for talent we aim to develop a number of programmes that can be developed by combinations of existing providers of products and services, such as the universities, the further education colleges and private companies. They are summarised below.

**The Southampton Experience**

2.2.30 The Southampton Experience is a multi-faceted facility which aims, in the medium-term to bring alive, in innovative ways, the heritage of the city, how it operates today and its ambition for the future. This could be based on the current proposal for a "Story of Southampton" heritage centre on council-owned land in Lower High Street, conceived of presently as a visitor destination, a learning and fun cultural experience, developed as a key element of the city's Cultural Strategy – "World Within The City". The council's proposal incorporates the existing maritime museum, a major exhibition about the Titanic, exhibitions of the city's art collections and specially curated features. We propose that this concept be extended to cover other Southampton experiences and include what it would have been like to sail on the Mayflower, to pilot a Supermarine Spitfire, to travel across the world, to travel across the Solent on a hovercraft. It could also incorporate what it would have been like to be a trader in wine and wool in medieval times; be a place to experience what it was like to work in the docks and what it was like during the Second World War as a major military port. In addition to the focus on the city's heritage we propose that it should also bring alive the innovation of the city today; in the docks, in marine engineering, in medical and bio-sciences, in the arts, culture, entertainment and sports. It would use new technology, virtual reality and interaction to help people experience the essence of the city and its ambition for the future. It would be an experience which could encompass the whole of the city and lead people literally through the city's history. It could also host a permanent virtual experience of the programme of activities on offer under the Sea City Southampton programme. In the development of this proposal, consideration should be given to the *@Bristol* experience which provides an innovative and creative solution to engaging with people about the city.

Key to this experience would be the **The Port Visitor Centre** which celebrates and promotes the role of the port as a major centre for the cruise industry and as a major handling facility for imports and exports, and to promote greater understanding among citizens of the city on how it operates. An interim site for this has been identified at the cruise terminal on a site where views of the cruise ships may be obtained, which would contain a mix of commercial, education, entertainment and tourist functions and facilities.

Additionally within this facility should be a **Southampton Science Centre**. The creation, in the medium-term, of a centre to celebrate and promote wider awareness of the city's role as a major centre of pure and applied science will support the city's aspiration. This could be developed as a joint venture by a partnership between the universities, colleges and science-based companies. It would be designed to:

- Showcase the science driven innovation activity in the city.
- Open up what's going inside the universities and innovating companies to learners in schools, staff and managements of businesses, organisations and institutions.
- Celebrate the innovation that has taken place and is taking place in the city.
- Provide a highly interactive environment to explain innovation and foster collaboration between businesses and the institutions, encouraging science education and product development for local businesses.

The Centre could also organise a local/regional endowment for promotion of science and the arts – possibly linked to the National Endowment for Science Technology and the Arts (NESTA). It would foster and build new networks for collaborative innovation across the city. It would have a key educational role and an outreach programme and would work in schools and communities. It could be located on one of the University campuses or on a site near to or in the city centre which would be more accessible.

#### **Graduate Retention Programme**

2.2.31 This short-term project being run by the two universities, funded from the local Area Investment Framework, is designed to increase the quality of Southampton's workforce through the retention of a greater proportion of graduates in the city region, employed in jobs which reflect their competences.

#### **The Southampton Talent Pathways Programme**

2.2.32 The objective of this short term proposal is to raise the aspirations of people in the city to acquire the education, skills and knowledge to secure them employment and to make a meaningful contribution to the development of the city as a magnet for innovation. It would be focussed on identifying new pathways, for children entering learning and adults returning to learning, that will help identify and develop their talents, through pre-school, primary, further, higher and adult education, as relevant to their needs and capabilities. It could be developed by a new partnership composed of the local education authority and the schools in the city, the universities, the FE colleges and major and specialist HRD companies and community representatives. The programme would:

- Create new pathways for the identification and development of people's talents which resulted in tangible benefits for them such as employment or further development opportunities.
- Create new forms of communication about these pathways and target them on key audiences for whom this provision would be beneficial.
- Create new forms of support for people while they move along their chosen development pathway.
- Develop innovative ways of stimulating interest in creativity, innovation and personal development.

The initial prospectus could include the following new provision in the medium term:

#### Innovation Design and Production

This would be a curriculum of a full and part-time course for managers, engineers and designers responsible for product and service improvements and the design of new products and services. It could be organised by a partnership of the two universities and delivered through the proposed Virtual Design College.

#### Mentors for Innovation

This would be a network of people from in and around the city who are prepared to act as mentors to individuals who wish to explore and develop their creativity for the purposes of undertaking innovation in their workplace and their business. It could be supported by organisations in the arts and culture sector as well as by the universities and the colleges and its participants would have access to a menu of online resources which would support creativity and innovation. Outcomes of this would be people deciding to undertake formal programmes of personal development, proposals for improvements to existing products and services and ideas for new products and services.

#### Creative Southampton

The objective of this programme, which could be run both live and virtually, is to interest the citizens, workers and employers of the city in creativity and its value through application in the home, in education, at work and in the provision of services. It would explore the differences between innovation and creativity, activities that people have undertaken that they would consider creative, the different forms that innovation can take and the barriers they may face which prevent their being creative or applying their creativity. It would act as a feeder to more formal courses on design, creativity and innovation or to mid-career or middle-management development courses and provide access to consultancy services.

#### Creative Kids Centre(s)

This would be a physical centre where schoolchildren of different age groups would explore their creativity through a series of design challenges related to improving their world. It would be resourced with materials to make things, materials to learn from and IT resources to connect its users to sources of external information. It could have a comprehensive virtual curriculum and sponsorship could be sought from publishers, employers and manufacturers of learning materials.

#### **The Southampton Service Excellence Programme**

- 2.2.33 This medium-term proposal is for a programme designed to stimulate innovation in the design and delivery of services in the private, public, community and arts and cultural sectors. It could include:

**A Retail Academy of Excellence:** This could be established by City College with support from a consortium of the major retailers in the city. Although located in Southampton and initially focussed on the workforce and retailers of the city, it could have a regional focus and could subsequently have a national one. Its programmes and qualifications would be verified and recognised by the retail industry. Its objective would be to train retail staff in top quality customer service.

- Quality assurance training
- Customer service training for other sectors
- Experimenting with new ways of delivering services
- Awards for and celebration of innovative service delivery
- Better and more imaginative use of open spaces and redundant buildings
- New types of retail, entertainment, sports, leisure and recreation facilities
- New types of retail events or festivals – of sea food, of wool and wine

**(ii) Existing products and services**

2.2.34 The Brand Leadership Team have identified these existing activities which contribute to the brand for the city, and will offer support in the promotion of the activities and outputs from these products and services to help with additional experience and enjoyment.

**The Southampton New Arts Complex (SNAC)**

2.2.35 This is a medium-term proposal from a group of arts and education organisations. SNAC will bring together a diverse mix of art forms, including visual, performing, video and film and Asian arts, in a dynamic new building based in the centre of Southampton. The partners are the John Hansard Gallery at the University of Southampton, City Eye, Art Asia and a new performing arts company. Housing these varied groups within the same complex will encourage cross sector collaboration and offer greater access to world-class facilities. It is also hoped that by locating the building in the heart of the city, more people will be able to enjoy the array of exhibits and performances. The project is being funded with a grant of £5.75 million from Arts Council England, along with additional funding from the University and Southampton City Council. The University's Development Office is responsible for raising the remaining £1.5 million to complete the scheme. When SNAC opens in 2008, it will be the largest arts complex on the south coast and a significant development in the town's aspirations for a cultural quarter.

**Southampton Solent University Curriculum Development and Enhanced Facilities**

2.2.36 The mission of the University is to be an accessible and creative university committed to learning and knowledge transfer, working in partnership for the success of students, staff and the wider community. The University works closely with employers and professionals to provide a wide choice of programmes that allows students to hit the ground running after graduating, many of which are accredited by professional bodies. The University's Strategic plan for 2004-2008 is based on four key strategies:

- Learning, Teaching and Curriculum Development
- Advanced scholarship
- Knowledge Transfer
- Widening Participation

2.2.37 The aim of the University's Learning, Teaching and Curriculum Development Strategy is to create active collaborative, independent learners through scholarly approaches to learning and teaching. The aim of the Advanced Scholarship Strategy is to build the quality and quantity of scholarship, which includes high quality disciplinary and pedagogic research, creating excellent professional practice, learning and teaching practice, and educational, social, cultural and community development and

service. The aim of the Knowledge Transfer Strategy is to guide the five year development plan as a key contributor to the economic, social and cultural success of the city region through applied research and links with business and the community. The aim of the Widening Participation Strategy is to ensure that students from all backgrounds, including those from currently under-represented groups, will be able to access opportunities to fully develop their academic and personal potential.

2.2.38 A key strength of the university is its training, consultancy, research and the other services it provides for local business, industry and the professions; with each faculty having specialist areas of expertise that are available to businesses. It will play a key role in the development of the city's economy through the work of its **Centre for Enterprise Development and Research**. This acts as a broker for the provision of advice, help and training for SME's and works well with Business Link, local chambers of commerce and other small business support services. It will make a major contribution to the competitiveness of local businesses and aims to promote the value of the application of benchmarking and best practice and the value of placing undergraduates in growing businesses for their joint benefit.

2.2.39 The university is currently reviewing its existing course portfolio with a view to concentrating on specific areas of expertise which may include clusters of technology subjects, such as music technology, media production, broadcasting, sports science, professional development in health and sports and knowledge management in retail and logistics. It also plans to emphasise graduate enterprise and incubation (e.g. Basepoint) and community "spin-ins" under which it will support the city's inventors, would-be entrepreneurs and, in particular, SME's in the developmental planning and "ready for market" technologies. It also plans to extend its involvement with the city's Health and sports (healthy living) initiatives, for example in Saint Mary's, and, more ambitiously, through involvement in the 2012 Olympics (and its legacy potential) and participation in the Sports Council and the governing bodies of a number of sports.

#### **Southampton Solent University Community and Enterprise Office**

2.2.40 This new centre will spearhead the University's entrepreneurial and commercial services, including continuing professional development training, consultancy, applied testing and research, commercial joint ventures, graduate enterprise, spin-outs, rapid prototyping, "design-to-market" exploitation services and facility hire services.

### **2.3 Infrastructure**

It is essential that when supporting any drive to improve the image of the city that the infrastructure is right and a number of groups are working towards improving this particular area.

The Transport Group of the Southampton Partnership, the Planning & Transport Committee of the Southampton and Fareham Chamber of Commerce & Industry and the Transport & Logistics Task Group of the Hampshire Economic Partnership, have all been approached. As a result of this, close links have been established between these Organisations.

Ideas for improving Infrastructure in the City and the immediate surroundings have been discussed with the Groups highlighted and options have been identified to be taken on board in the future.

Furthermore, through the LAA and LDF process, together with the recent publication of the City Council Local Transport Plan 2 (LTP2), a number of strands have been brought together and will inform the development of the city's image. The BLT will monitor progress in improving the infrastructure of the city at least twice a year.

### 3. THE COMMUNICATIONS PLAN

#### 3.1 Purpose

- 3.1.1 The purpose of the communications plan is to generate a real buzz about the city as an innovation magnet, creating an extensive and positive word of mouth about what is going on, by creatively communicating the city's offer, its products and services, to its target audiences. To do so will require a mix of communication tools and actions.

#### Target Audiences

- 3.2 The target audiences for the communications on the brand are (1) those within the city itself and (2) those outside of it.
- 3.2.1 The Internal Audiences in the city for this plan are the staff of the Brand Partners, the Southampton partnership, the Port Partnership, the City Centre Management Board, the City Developers Group, the Heads of HR in companies, organisations and institutions, PR executives in companies, organisations and institutions, their Staff Associations, the CEO's of major private sector companies, organisations and institutions, the Heads of schools and colleges and senior staff in the universities, the heads of organisations working with young people, voluntary and community sector learning and training organisations, training providers hoteliers and tourist attraction organisations, arts and culture organisations, entertainment, leisure and sports organisations, neighbourhood development organisations, city centre retailers, the local and regional media, the local transport operators, PR and communications companies, and recruitment companies.
- 3.2.2 The External Audiences for this plan are investors – companies, organisations, institutions, R&D Centres, investment and pension funds, property developers, potential students and researchers, visitors and tourists, regional organisations and forums - Hants LSC, Wessex Business Link, Solent Property Forum, Hants Economic Partnership, PUSH, Solent Sunrise, SEEDA, and the regional, national and international media.

#### Communication Objectives

- 3.3 To communicate the brand in action we have grouped the initial communications under the headings derived from the marketing plan which reflect the city's offer, its products and services which enable it to be a magnet for innovation.
- **Promote and celebrate** - to identify, celebrate and promote awareness of the historic and current innovation within the city. – the achievements of people, businesses, organisations institutions and the city as a whole
  - **Enjoy and experience** - To engage the citizens of the city in the development of its innovative activities and to increase their take-up of its innovative offer.
  - **Develop and discover** - to attract innovators - people, businesses, organisations and institutions, and investors and developers, to work in the city, to establish their operations in the city, to create facilities for others to do so and to stimulate more innovation in the city, using this to create positive perceptions of the city in the mind's of target audiences.

### 3.4 **Responsibility for Communicating the Brand**

3.4.1 Business Southampton will be responsible to the Southampton Partnership for the implementation of this plan and for leading on communication of the brand. To ensure that the brand for the city is communicated effectively to its target audiences, Business Southampton will need to be resourced to develop manage and implement the communications programme proposed below. To do so it will require the investments which need to identified from both public and private sources.

3.4.2 Business Southampton will need to lever additional funds for specific communications that convey the scale, range and nature of investment that the city is making in people, events, programmes, facilities, services, buildings and infrastructure that demonstrate creativity, innovation and the development of talent, promoting opportunities for the people of the city, visitors and investors, which collectively demonstrate the scale of its ambition. It will be essential to ensure that these communications are creative and innovative and reflect the brand.

3.4.3 In addition, the members of the Brand Leadership Team will need to take an active role in promoting the brand strategy, in leading on many of its communications initiatives and in representing the city in the sector groupings and networks that their businesses operate in. They have an active role to play and a responsibility to play it in creative and innovative ways.

### 3.5 **Permission Marketing**

3.5.1 An early challenge for Business Southampton will be to build an audience from people, companies and organisations in its target markets that want to know more about the city and its offer, an audience that wants to experience what the city has to offer. To do so in an innovative way the organisation needs to gain their permission to communicate with them on those aspects of the city's offer they want to know about or experience. This is best done through "permission marketing" and can be effectively undertaken in both print and digital formats.

3.5.2 Permission marketing and its communications is based on gaining the permission of a person in a target audience to your communicating with them about things that matter to them, things that they regard as valuable or important, which they are prepared to spend time considering in their busy lives. To do so the Business Southampton and other brand partners will have to engage the city's existing or potential consumers in a dialogue about their needs and wants and the city's ability to meet them, an interactive conversation and relationship in which it gains the consumer's permission to participate in the process of selling the city's offer of value. In order to enter into and build this kind of relationship with consumers Business Southampton and its brand partners will need to be very clear about the characteristics of the target audiences for the city's offer, where they are to be found and think creatively about how to engage them. An innovative and cost effective way of doing so is via the internet which now allows greater tailoring and personalisation of communications and the content of the offers they are conveying.

### 3.6 **Core Communications Tools**

3.6.1 In order to effectively carry out its responsibility for communicating the implementation of the brand strategy we propose that Business Southampton will need to create a central resource of complementary

communications assets for use by its staff and those of the brand partnership. These should include:

A Southampton Portal (web site): This will be the “source” site for the city for all communications about its offer. It will be a “portal” that links to related sites such as that of the City Council and Invest in Southampton. For members of the Brand Management Team and organisations investing in on-brand events and programmes, the site will provide access to a resource of on-line tools and design materials. These will include the proposals listed below. It will also host one or more blogs to promote debate about the city and its offer and experiences. The key elements of the Portal will be:

- ⇒ A virtual tour of the city
- ⇒ A “what’s on” guide to events and programmes
- ⇒ An online booking facility for events, programmes and hotels and guest houses
- ⇒ An investment magnet website
- ⇒ A talent magnet website
- ⇒ A brand resource Library for the Brand Management Team
- ⇒ A brand resource library for businesses, organisations and institutions
- ⇒ A guide to the innovation support services available
- ⇒ A guide to the innovative products and services available in the city

A Southampton font: The adoption of a font for use in all communications about the city and in new signage and street furniture to guide people to and around its assets and offers.

A brand book: A summary presentation of the brand in key word and images.

A Southampton style guide: A source of on-brand resources for use by all brand partners and others that explains the brand with simple clarity through the use of on-brand messages, images, colours, styles and materials.

A web-based resource library: This would stock illustrative materials, “on-brand” stories and reports, descriptions of the city offer and people’s experience of it. It would be available to download for printing from the Portal and on CD ROM and DVD.

A brand immersion programme: For schools, colleges, the university, businesses, organisations and institutions to understand the brand strategy and how they can play a role in developing and delivering it.

A ‘how to’ brand guide: For organisations and businesses wanting to use the brand for their organisation.

A brand partners internal communications programme: Seminars and awareness-raising sessions for all those involved in or affected by the brand strategy, including front-line staff, and support for the work of Brand Ambassadors. This should be devised and coordinated by the Brand management Team and led by the Brand Ambassadors.

Information materials: Tailored materials (print and digital) on the city’s offer for specific target groups - such as the maritime sector and

professional services, inward investor, cultural tourists, and for the attraction of specific types of events.

City ambassadors: These would be people drawn from the city who would be responsible for representing the brand in and outside of the city. Their responsibilities would include “fronting” or hosting promotion of particular events, programmes or facilities, leading delegations to interest target investors in the city, handling media interest and speaking about the city at conferences, trade shows, etc. They will need to be given training and support for this role and the way they carry out these duties and responsibilities should be in a creative and innovative fashion. And they will require a “kit” of on-brand promotional tools and resources.

City champions: This is a new initiative to develop a group of people who will contribute to development and sustainability of the city promotion. They will commit financially to the city and benefit from increased networking opportunities, company awareness and recognition as a champion for the city.

Brand exemplars: These are people who exemplify the brand of the city in action; people who live and breathe creativity, innovation, the development of talent, the creation of opportunity and who are highly ambitious for the development of their city. They need to be identified and used in the development and marketing of the city and in its communications. They are the people who bring the brand to life, the human interest and the good news stories.

- 3.6.2 To help create the buzz about the city it is proposed that Business Southampton work with local radio stations to develop a city profile and illustrate those people who are bringing the brand alive (brand exemplars) and the people who are benefiting from it. These good news stories should also be promoted through the local print media such as the Echo and the various Hampshire magazines. Companies and community groups should be encouraged to let their people speak about what they are doing and their stories should be promoted to the regional and national media as well as locally.

### 3.7 **Communications within and between the brand partners**

- 3.7.1 It is vital that the key staff of all the organisations involved in the brand partnership remain aware of the development of the brand strategy, its implementation and its impact. A major role for Business Southampton will be to ensure that there is effective internal communications within and between the people in the key organisations in the city who will include CEO’s/MD’s, Heads of Communications, Directors of Marketing, Programme and Project Directors, all of whom are important conduits for the organisation.
- 3.7.2 To do so Business Southampton will use the proposed Southampton portal, brand briefings for partners and an annual brand conference to review impact and progress, possibly using the already successful format of the city centre management conference.

### 3.8 **Communications to Southampton**

- 3.8.1 The people, businesses and organisations of the city are a key audience for communications about the brand, its implementation and its impact. Given the feedback from the brand testing and consultation within the city on it, which have indicated that there is doubt about the extent to which

the city can simultaneously stimulate creativity, create the right conditions for innovation and expand opportunities for people to find and develop their talents, while still taking action to alleviate the basic housing, employment, social, health and welfare challenges facing the city, the communications activity in 2006/7 should give priority to those events, activities, programmes and projects that are most on brand – clearly innovative or representative of the innovation already taking place in the city.

### 3.9 **Key Early Deliverables - Proposals for 2006/7**

3.9.1 The key deliverables of the communications programme for 2006/7 will consist of (1) the development of the core communications tools and (2) communications about the content of the city's offer, which includes existing products and services and agreed new ones. In this period the initial priorities, for 2006/7, are communications on celebration, stimulation and engagement. We propose the following action:

**Promote and celebrate** - to identify, celebrate and promote awareness of the historic and current innovation within the city. – the achievements of people, businesses, organisations institutions and the city as a whole

#### **Launch of the Southampton Portal**

3.9.2 The Portal will be launched no later than by September 2006 and promoted to the city and external target audiences as *the* place to find out what's available in its offer, what's taking place and what's being planned for the city. This can be done through permission-based on-line e-marketing to the audiences in the key target groups, through personalized calls to key players by Brand Ambassadors, media briefings by Brand Ambassadors and the use of Brand Exemplars to generate a buzz about this new resource.

#### **Launch of the Brand Immersion Programme**

3.9.3 This programme needs to be launched within three months to ensure that as many people in schools, colleges, the universities, businesses, organisations and institutions know about the brand strategy and are enabled to identify ways of contributing to its development and implementation. These will take the form of on-line events and briefings through the Portal, live events and promotion through print and broadcast media.

#### **Launch of the Southampton Showcase Programme**

3.9.4 This programme, scheduled for the period September to December 2006, will be promoted via the Southampton Portal, e-postcards, print and broadcast media, live events, media interviews with a range of participants and beneficiaries and success stories provided to the local media. Individual communications are required for:

- The Free Market
- The Cultural Season
- The Arts Innovation Expo
- Talent Spotters
- Sea City
- Discover the Port
- The Annual Innovation Awards
- The Annual Art and Design Awards

**Develop and discover** - to attract innovators - people, businesses, organisations and institutions, and investors and developers, to work in the city, to establish their operations in the city, to create facilities for others to do so and to stimulate more innovation in the city, using this to create positive perceptions of the city in the mind's of target audiences.

**Publication of the innovation audit**

- 3.9.5 This publication will contain the results of the city's first audit of innovation, which will detail the scale and nature of the innovation taking place within the city and the support for innovation available in the city. It will be available through the Portal and CD ROM, DVD and hard print formats.

**Creation of the innovation blog**

- 3.9.6 Hosted by the portal this will be a place for people to exchange information and opinion on how the city can develop as a magnet for innovation.

**Promotion of the Solent Marine Community**

- 3.9.7 The portal will contain information on the work of the community and promote its events.

**Promotion of innovation support resources**

- 3.9.8 The Portal will also have a section devoted to the resources – facilities, programmes and courses, available within the city to stimulate and support innovation. This will take the form of an on-line database and a booklet, which will be available to download and print, covering the services of:
- Solent University's Centre for Professional development, its Warsash Maritime Academy, and its inventors Academy.
  - The University of Southampton's Institute for Entrepreneurship and its Centre for Enterprise and Innovation.
  - University of Southampton Science Park and the Southampton Enterprise Hub.
  - The proposed Southampton Risk Capital Fund.
- 3.9.9 This publication will also detail the development of additional support resources for innovation that would be coming on stream in the years ahead, such as the proposed Ideas Generation Programme, the proposed Technology Innovation Programme, the proposed Virtual Design Centre, and the University of Southampton's proposals for a new Professional Campus, its EEE Building and the SNAC Project in the new Cultural Quarter.

**Publication of "where to find it"**

- 3.9.10 This service will be located on the Portal providing information and interactive guidance on how to access the events and facilities of the city, their opening times, transportation to and within the city and to surrounding attractions and facilities.

**Launch of "Legible City"**

- 3.9.11 This will be a programme of communications to introduce the new signage and street furniture being provided through the Legible City initiative.

**Enjoy and experience** - To engage the citizens of the city in the development of its innovative activities and to increase their take-up of its innovative offer.

**Launch of the Southampton talent pathways programme**

3.9.12 Accessed through the portal this will be a series of communications and publications to showcase the first fruits of the collaboration between the universities, colleges, training providers and companies to create new pathways for people to raise their aspirations and explore and develop their talents. These would include a searchable data base of the pathways available, a combined prospectus for the new pathways, success stories and interviews with participants and beneficiaries (including recorded interviews).

**Publication of “creative jobs available”**

3.9.13 This will be a portal database and downloadable communication that showcased employment opportunities with local companies where creativity is explored and developed to support innovation.

## **4. STRUCTURE FOR DELIVERY**

### **4.1 An Organisational Framework**

- 4.1.1 As the only multi-sector partnership in the city the Southampton Partnership has ownership of the overall city image and brand work and remains responsible for the governance of this work. It will do this through the BLT who will work directly to the Southampton Partnership
- 4.1.2 The role of the BLT is to take account of interests of different stakeholders and sources of revenue for this work and to set the agenda through a forward strategy. The BLT have commissioned Business Southampton to deliver the city image and brand work against a clear brief in line with this marketing and action plan. This arrangement will last to 31.03.08 when it will be reviewed
- 4.1.3 The responsibility of the Southampton Partnership/BLT will be to:
- Be operating to achieve an agreed vision for the future of the city, one that reflects and is aligned with public policy and which is supported by other key stakeholders.
  - Ensure that all of its stakeholders share the vision.
  - Keep under review its membership and ensure that it is representative of the organisations who need to be involved.
  - Create and secure wide support for the brand strategy to realise that vision, especially among politicians, business and civic leaders, and avoid polarising viewpoints.
  - Ensure that the brand strategy creates benefits for the surrounding region and stimulate active involvement of, and, where possible, financial support from the surrounding municipalities.
  - Monitor progress in achieving the agreed MAAP
- 4.1.4 The responsibility of Business Southampton is to
- Deliver the agreed elements of the Marketing and Action Plan
  - Secure sufficient funding to enable it to manage the development and implementation of the brand strategy, to undertake core marketing and communications about on-brand events, programmes and investment projects, and monitoring and evaluation of the impact of the brand strategy.
  - Make sure that all city marketing activities are in line with the strategy.
  - Involve the private sector with the implementation of the strategy, and convince investors to take up the opportunities that the city offers.
  - Raise investment for initiatives than can serve as catalyst to private sector development.
  - Create attractive product and service combinations – packages aimed at specific target groups, by special clustering of services or improving the accessibility to these services.
  - Involve private companies in its work through financial participation, representation on the board (and business units) and active participation in projects.
  - Convince companies that it is in their economic and financial self-interest to be involved in the development of city branding.
  - Provide incentives to private companies by providing positive publicity and access to support networks and events.
  - Involve and cooperate with companies who have given their heart and soul to the city.
  - Report on progress to BLT at least quarterly (monthly initially)

4.1.5 Both groups need to dynamic, refreshing their membership to bring on new stakeholders as required, stimulating initiatives from other interests in the city, and operating with a balance of formal and informal structures.

## **4.2 Priority Tasks**

4.2.1 The Brand Leadership Team will, in conjunction with, Business Southampton:

- Review the city's current offer of products and services that encourage and support innovation and which exemplify it as a magnet for innovation, assess the scope for their being more focused on innovation and the scope to improve their coordination.
- Agree and allocate responsibilities for developing new products and services and identify potential funding sources for their implementation.
- Identify projects that will require specialist sub groups to develop them.
- Keep the marketing and action plan under review, and prioritise additions to its offer of products and services based on both costs and fit with the brand.
- Consider and agree costs and proposals for a communications plan to raise awareness within target audiences of the city's offer on innovation.

## **4.3 Monitoring and evaluation**

4.3.1 Monitoring and evaluating the impact of the marketing and action plan will be the responsibility of Business Southampton, working to a monitoring framework agreed by the BLT. This is a major task and vital to the management of the brand. A **monitoring and evaluation plan** will be created to track the development of the brand (domain, reputation and affinity) and its impact. This will contain a schedule for information and data collection and analyses and for reporting findings to the Southampton Partnership. Each new product and service will need to have a monitoring and evaluation plan and each sponsor or funder will need to undertake to supply information to Business Southampton to enable overall assessments to be carried out.

4.3.2 The monitoring framework will need to provide evidence of:

- General awareness and knowledge among target audiences about the city and its innovation offer
- Innovation, creativity and talent development indicators
- The impact of communications and publicity about the city as a magnet for innovation
- The impact of events and missions promoting the city as a magnet
- Inquiries from people and businesses about innovation services, facilities and opportunities
- Individuals of taking-up education, training or consultancy services
- Businesses and organisations of taking-up consultancy, training and facilities
- Unemployment and employment
- The economic structure of the city's economy

#### **4.4 General awareness and knowledge**

4.4.1 All communications about the city, impact will need to be measured to see how well the population of the city and people in selected target audiences know about the offer of the city as a magnet for innovation and what it is composed of. Assessment within and external to the city can be achieved through market research among a representative sample of the target audiences. This will need to focus on a sample of the innovation products and services (and these can be varied over time) and the events and programmes being held in the city to promote innovation. This will need to align with the Communications plan.

#### **4.5 Innovation, creativity and talent development indicators**

4.5.1 More specifically Business Southampton will be required to collect and analyse data on a number of key indicators related to the city's development as a magnet for talent, whether delivered by Business Southampton or other partners. These may include:

- The extent and nature of take-up of innovation support services
- The extent and nature of innovation projects being developed by businesses in partnership with innovation and research and development centres
- The participation on creativity and innovation skills and management programmes
- The participation on talent development pathways
- The number and nature of innovating companies locating in the city
- The number and nature of attendees at innovation events
- Changes in the composition of the city's workforce
- Changes in the composition of the city's employers
- Changes in the socio-economic status of the residents of the area

#### **4.6 Responses to Communications and Publicity**

4.6.1 Business Southampton will set up a system to monitor the communications about the city as a magnet and developer of/for innovation. This will require those undertaking the communications to be clear on their targets and what kinds of responses they are expecting, and to put mechanisms in place for the collection of information on their responses. The reaction to core communications about the brand strategy and its implementation (responses to its documents, to web pages, to its press statements, to interviews given by Team members - who said what, when and where?), most specifically on:

- the information carried on the portal
- the dial-up information network
- the brand immersion programme
- the use of the "style guide" and "how to" brand guides
- the impact of the brand book
- the response to brand charters for specific sectors or clusters must also be monitored.

4.6.2 Business Southampton will also need to assess the extent and quality of publicity generated by the implementation of the projects and programmes in the Action Plan (e.g. clippings from print media, recordings from radio programmes and a video database for TV programmes). This should be supplemented with a regular internet search for web-based materials about the city, and be reported to the BLT on a quarterly basis.

#### **4.7 Promotional events and missions**

4.7.1 The responses to events that are run to promote the city as a magnet for innovation and specific missions should also be monitored. In advance of each promotion, event or mission their organisers will need to be clear on who their targets are and what information about their response is required and plan how they will obtain it.

#### **4.8 Enquiries**

4.8.1 The nature of the enquiries generated as a result of the implementation of the marketing and action plan should be assessed, including those about:

- Innovation support services and facilities
- Land and buildings – for offices and workspaces, commercial and cultural space
- Places on full and part time education and training provision
- Business events

4.8.2 Enquiries are defined as serious requests for information whereby people provide their contact details for the purpose of obtaining information. The quality of enquiries is defined by people's subsequent registration of interest and the action they then take. Data on these enquiries and interest needs to be collected and registered in a database to enable them to be followed up. This means that with each enquiry contact details and some background information are registered, such as demographics and organisational information for businesses and institutions. The databases must allow for both analysis of enquiries and serious interest registrations, and for potential sales leads purposes. These databases can be fed from various sources, such as the portal and the websites of various brand partners, for example property agents and relocation agents. The challenge is to ensure that the quality of data is sufficient without burdening potential clients, intermediaries and staff and that the cost of its collection and analysis is not prohibitive. Further work will be done on this during the second half of 2006.

#### **4.9 Economic indicators**

4.9.1 Improvements to the city's economy are good indicators as to the impact of the brand for the city. In view of the long term nature of the brand strategy it is proposed that the following indicators are monitored on a two yearly basis starting in March 2008 using a baseline of data at March 2006 which can be provided by SCC.

- Major employers
- Business by size band
- Gross added value
- Skills and qualifications
- Annual earnings
- Population – age structure
- Student population
- Working age population
- Employment/unemployment figures
- Economic activity and inactivity
- VAT registrations and de-registrations
- Industrial occupational structure
- Tourism value