1. The executive summary

The Gatwick Diamond Initiative and the Gatwick Diamond place brand have reached maturity and are well established within the regional economic development arena. This marketing strategy, for the period 2018/20, will reinforce the brand positioning and focus on new priorities as set out in the new business plan.

The strategy seeks to refresh the Gatwick Diamond Initiative’s promotional activities and reinforce its depth of influence in the region. The approach builds on previous activities, continuing to promote the area as the location of choice for successful companies; nurturing collaborative partnerships and influencing on topics of strategic economic importance.

2. The introduction -

The Gatwick Diamond Initiative is a business led private/public sector partnership formed in 2003 to make a real difference to the performance of the sub region’s economy. By working collaboratively, it has succeeded in bringing together local authorities, government agencies, business membership organisations and private sector partners to address the area’s economic needs.

The Gatwick Diamond Futures Plan, developed in 2008 by GHK, defines the overall direction, strategic initiatives and the actions needed to deliver the area’s vision. This Plan remains the driving document for the Gatwick Diamond Initiative. Following two consultations with the public and private sector in 2012, and an economic update undertaken by the Centre for Cities in early 2017, objectives and outcomes have been prioritised in the newly agreed Gatwick Diamond Three Year Strategic Plan from 2018 to 2020.

Gatwick Diamond Initiative Vision:

‘To be an internationally recognised, world-class business location achieving sustainable prosperity’

Mission:

‘Concentrating on critical strategic issues, the business-led Gatwick Diamond Initiative will collaborate with local authority and private sector partners to lobby, influence, inspire and promote the Gatwick Diamond locally, nationally and internationally as the best connected, fastest growing and most dynamic business location.’

PROMOTE Group Mission Statement:

‘To contribute to the achievement of the Gatwick Diamond vision through the delivery of an effective marketing strategy’
3. The current situation analysis – macro environmental

At an international level, the economic landscape has changed considerably with Brexit and its yet unknown consequences on inward investment, international relationships, and trade. In that scenario, the Marketing Plan will focus on what it can achieve at a local level to contribute towards a stable economic environment during BREXIT negotiations.

At a national level, the Government has published its Industrial Strategy with its 5 foundations of productivity.

- **Ideas**: to be the world's most innovative economy
- **People**: to generate good jobs and greater earning power for all
- **Infrastructure**: a major upgrade to the UK’s infrastructure
- **Business Environment**: to be the best place to start and grow a business
- **Places**: to have prosperous communities across the UK.

At a Local Level, the Coast to Capital Local Enterprise Partnership is developing its new five-year Strategic Plan which will now be called a Local Industrial Strategy to fit in with the national strategy. Although it will not be submitted to the government until early 2018, indications are that it will focus on the key challenges to the region being:

- The Shift in Demographics
- International / Global Change
- Digital Transformation
- Our Relationship with London

The Gatwick Diamond economic area is located south of Croydon and north of Brighton and encompasses seven district and Borough councils (Epsom & Ewell, Reigate & Banstead, Tandridge, Mole Valley, Horsham, Crawley and Mid Sussex) and parts of two county councils (Surrey and West Sussex).

The Gatwick Diamond is not only one of the South East’s strongest economies at £24bn GVA, but one of the UK’s best performing areas. It makes a strong contribution to the UK economy performing well above the national average on a range of different economic indicators, such as its levels of productivity, its share of high-skilled jobs, and its track-record at attracting foreign investment. It also outperforms most comparator areas outside London, except the Thames Valley area.

The recently published ‘Economic Geography of the Gatwick Diamond’ illustrates our challenges:

- Although we do have a high share of Knowledge Intensive jobs, we are growing at a slower pace than the UK average.
- The commuting out and in exodus, at 23%, is twice the percentage of the Thames Valley and creates congestion and increases the housing affordability ratio which is higher than the Thames Valley.
The current situation analysis – Our ‘customers’

The Gatwick Diamond Initiative has two sets of customers or clients. They are (a) our funders - the local authorities and Gatwick Airport and (b) Medium and Large businesses in the Gatwick Diamond. Our funders require the Gatwick Diamond Initiative to provide an economic development service that benefits their own business community whether that be at a local council area or at a whole Gatwick Diamond area. It is imperative that our funders feel they are receiving best value from their investment including regular communication, representation and lobbying on their behalf. It is our role to ensure that our funders know what we are accomplishing.

An important element of our marketing strategy is to differentiate our ‘customer offer from other business organisations and partnerships. The Gatwick Diamond Initiative is not a membership by subscription organisation and is free to all. To that end, we will focus on strategic issues rather than services which are supplied by other organisations. It is not the role of the GDI to canvas business unnecessarily or frivolously but to engage on issues which matter to businesses at any given time. (These issues may concern growth inhibitors, skills, international trade, expansion, accessing government or local authority departments on planning or parking for example.)

There are also potential new Gatwick Diamond businesses in the form of inward investment enquiries which have specific needs including information and a soft landing.

4. Your objectives and goals

The marketing objectives cascade from the aims of the 2017 to 2020 Strategic Plan:

To promote the area as a world class business location

- Build awareness of the Gatwick Diamond economic area. The Gatwick Diamond area profile continues to improve with greater understanding of the area’s economic importance and geographical boundaries. However, it is recognised that maintaining a distinctive and high-profile brand is of ongoing importance, particularly in a time of central government and media focus on the Northern Power House and as regional economic priorities change and new regional initiatives emerge such as the M23/A23 Corridor, Southern Accelerator and Greater Brighton brands. We will do this by engendering a more inclusive sense of place and community across our boundaries. In an increasingly cluttered marketplace, the GD brand defines what it is that makes our area unique. It provides us with an understanding that engages, motivates and excites our target audiences. (This objective is all about demonstrating the economic force, sector strengths and importance of the Gatwick Diamond area – locally, regionally and nationally.)

To encourage and maximise public and private sector investment, to retain and foster business growth and to attract new inward investment

- Foster the retention and expansion of existing medium and large businesses. With limited resources, our focus will be on foreign-owned companies susceptible to BREXIT uncertainty and the negotiations, and medium to large companies operating in our key sectors.
- Promoting Gatwick Airport as key economic asset and International trade - Encouraging and promoting the benefits of International Trade remains a priority given the importance of the airport economy to our region. In the year ahead, we will continue to work closely with Gatwick Airport and its partner airlines, to promote routes to key target locations for global trade.
• **Transport** – The Gatwick Diamond Initiative will continue to represent the business community on the Gatwick Area Transport Steering Group which aims to increase public mode share from 44% to 60% in five years. We will continue to lobby on transport issues such as the impact of the re-development of London Stations, Brighton Main Line improvement, Croydon Windmill Junction, M23 smart motorway and the Southern Rail industrial dispute. We will also have an important role in promoting the real improvements that have been made or are planned to our rail services including the Crawley, Horsham and Burgess Hill Growth programmes.

• **Infrastructure Investment.** We will continue to lobby for investment in local infrastructure, to provide more employment land and an appropriate level of retail in key employment sites and to agree locally adopted plans that meet housing, commercial property and infrastructure requirements. In the year ahead, we will also focus upon the urban town centres in the Gatwick Diamond, more than perhaps in previous years, as these are a focus for the knowledge intensive jobs that we are keen to attract. Centre for Cities for Research has shown that our town centres are not playing the same role that other comparative successful centres play in their wider areas and could be doing more to help increase the number of high quality job opportunities to residents.

• **Foreign-Owned Companies / Inward Investment** - Whilst attracting inward investment has previously been a priority area for the Gatwick Diamond Initiative, uncertainty around BREXIT means that this is no longer the case. Nationally and regionally, inward investment has significantly declined against the uncertain business and regulatory climate. Given limited resources, we are turning our attention to engage with foreign-owned companies (who employ 18.5% of GD workers) to encourage them to retain their operations in our region, irrespective of the BREXIT negotiations. We will also encourage and record expansion expenditure by existing foreign owned companies.

To maximise the benefits of **technological change** *(this objective is about taking every advantage that digital disruption offers and capitalising on the strengths of our leading engineering, manufacturing and healthcare technology sectors)*

• Emerging technologies and processes and their commercialization and the continual improvement of technologies will enable Gatwick Diamond businesses in all sectors to thrive, and grow, often with fewer lower skilled employees as in the case of automation. The Gatwick Diamond recognises that the opportunities and benefits to businesses will far outweigh the disruption. We will continue to promote the invention and adoption and invention of such technological change.

• We will work with and promote our strongest growth sectors - Health Technologies, Creative Digital Technologies and Professional and Business Service sectors where technological change will be most evident.

• We will promote and contribute to an increase in the number of STEAM Degree Apprenticeships

To contribute to **public sector decision making at a local, regional and national level** *(This objective is about creating the right economic conditions that enable the Gatwick Diamond area to thrive today and in the future.)*

• **Lobbying and Influencing** - As the area’s independent economic development partnership, the Gatwick Diamond Initiative has and will continue to be a force for strategic economic change and progression through high profile lobbying and influencing. We will continue to influence key economic development public and private sector stakeholders on all matters relating to economic development including infrastructure, skills, transport and housing.
To attract and retain the brightest talent

- We will continue to lobby for and to promote education and skills provision that meets the needs of our employers including vocational education and new career routes including Higher Level and Degree Apprenticeships. We will promote NESCOT, East Surrey and Crawley Colleges and Chichester, Brighton and Sussex Universities in their provision of FE and HE education, work placements, apprenticeships and internships.

- We will promote the work of STEAM organisations and the Enterprise Company connecting schools to employers.

- We will use the Business Barometer to survey employers to identify the current and future skills needs of growing employers.

5. Insight and Research -

It’s important for us to track the impact and perception of the Gatwick Diamond brand over time and, we plan to conduct some detailed telephone interviews with stakeholders in the year ahead. The insights we get from this research means we can tweak the emphasis we place locally on our brand values, updating our marketing messages accordingly.

We will use the rich data in three regional economic reports recently published – the Centre for Cities Report on the Economic Geography of the Gatwick Diamond, the Grant Thornton Vibrancy Index and the KPMG Rethink Manufacturing Regional Report. As well as the Gatwick Growth Board reports, the Coast to capital Industrial Strategy and other economic reports as they are published.

We will monitor business intelligence sources and third-party data, including making use of Census data, ONS, BEIS, SCC, WSCCC, LEP and Gatwick data, in addition to our own commissioned surveys and reports.

We will seek employer views through our Business Barometer surveys and mine the six years of data trends already gathered.

We will ensure that our own data is utilized to gain positive publicity and it is shared with partners to support business cases for investment in our area.

6. The target audience

- Corporates – particularly foreign owned businesses and key sector companies
- Local and regional government namely West Sussex County Council, Surrey County Council and the Coast to Capital LEP
- Local authorities in the Gatwick Diamond area: Epsom & Ewell Borough Council; Mole Valley District Council; Reigate & Banstead Borough Council; Crawley Borough Council; Horsham District Council; Tandridge District Council and Mid Sussex District Council
- Regional and local economic development groups
- National Government Departments including UKTI, DIT, DfT, DE, DCLG, BEIS
- Gatwick Diamond MPs and Ministers with economic and skills portfolios
- Gatwick Airport, Gatwick Growth Board, Gatwick Area Surface Transport Steering Group
7. The Marketing Strategy

Our strategy includes:

a) **Brand-building activities** to showcase the Gatwick Diamond as a good location for business. This will include developing a stronger identity for the region, using multi-media formats which create emotional engagement among our target audiences and deepen awareness of the geographical width/depth and geopolitical importance of the economic area.

b) **Economic growth Initiatives** working with corporates, partners and public affairs influencers using PR, sponsorships, online media channels, international trade missions and partner collaborations.

c) **Corporate communications** to demonstrate the value of the Gatwick Diamond Initiative's activities including its role as a source of research, strategy and influence.

d) **Research** to identify trends on strategic and topical issues, adding value to funders and partner initiatives.

e) **Corporates Contact Programme** to understand issues and views relating to BREXIT and location.

---§---

**The Marketing Strategy – Updating the brand**

We will undertake a review of all online marketing channels to create a more visually appealing and recognizable brand which resonates with all stakeholders. This will include adding a sense of depth to editorial copy by giving a real flavour of the place, sector or business; using images to tell the business story of the region with a focus on our ‘hero’ companies and brands; and creating graphics and video to tell the Gatwick Diamond story.

We will also seek to associate the Gatwick Diamond area with those key sectors where it has a proven depth of business base. We will also promote and lobby for progressive policies that create a favourable environment in which businesses operating in these sectors will flourish. To achieve this, we will establish market awareness in these priority segments by promoting key facts, businesses, news and company case studies across the GDI marketing digital, event and print channels.

The key sectors are defined as those growing fast and with most growth potential:

a) Medical Devices and Health Technologies;
b) Business, Financial and Professional Services;
c) Creative Digital Industries

**The Marketing Strategy – Stakeholder and Partner Engagement**

Proactive partner and stakeholder engagement is a key strength of the Gatwick Diamond Initiative and this approach has delivered strategic added value benefits. We will continue to work closely with stakeholders; to lobby and influence economic strategies of relevance to business in the Gatwick Diamond.
It is through local engagement with a wide variety of businesses and partners, that the GDI has been able to coherently represent a collective voice which spans the public and private sectors. Continued engagement with our partners will be integral in the year ahead, not least to ensure our local priorities are reflected in the LEP’s updated Strategic Economic Plan.

Our marketing strategy will seek to promote the Gatwick Diamond Initiative as the area’s foremost economic development partnership. To do this, we will raise awareness of its campaign successes (and behind the scenes lobbying), and regularly publish thought leadership blogs by its leadership team.

See appendix for details of key partners and stakeholders.

**Marketing Tactics by channel**

<table>
<thead>
<tr>
<th>The Marketing Plan</th>
</tr>
</thead>
</table>

The following tactics will be utilised during the period to achieve our marketing objectives:

- **a) Business Barometer Surveys (2 to 4 pa)** - We will continue to monitor business confidence and local trends via the quarterly Business Barometer Survey and disseminate findings widely. Each survey will focus on a strategic policy area to provide market intelligence to inform economic strategies, partner actions, business engagement and thought-leadership PR.

- **b) Contacts Database** - The database will be updated to take account of stakeholder personnel changes throughout the year. The new regulations in GDPR will be assessed and data use will meet those requirements.

- **c) Digital Marketing** - We will continue to increase our digital footprint including the GDI website, social media channels and email marketing.

- **d) Face-to-face meetings** - The focus will be on those operating within the priority sectors and foreign-owned businesses.

- **e) Marketing Collateral** – We will review the need for new videos; promotional brochures and case-studies and will seek to publish our Business Plan to improve transparency.

- **f) Public Affairs** - We will continue to work with and influence our local MPs where possible on relevant policy issues. We will also attend meetings with key public and private sector partners including attendance at C2C LEP, Surrey Future, LEAG, HE and FE meetings and forums. New research will be undertaken to identify local MP’s priorities and campaigns where we may add value.

- **g) Public Relations** - A programme will be delivered throughout the year, to continue to build brand awareness, campaign on key topics and promote the activities of the Gatwick Diamond Initiative. To include media relations, social media, blog posts and speaking engagements.

- **h) Sponsorships & Events** - Throughout the year, we will pro-actively promote the Gatwick Diamond (and the Gatwick Diamond Initiative) through 3rd party events and exhibitions including ‘Meet the Buyer 2017’; ‘Gatwick Diamond Skills Summit 2018; Gatwick Diamond Business Awards and GDEGF. We will organise our own ‘Overview Forum’ to update stakeholders on our activities and to address substantive economic issues.
The marketing budget is limited and we rely largely on volunteer and public and private sector partner support, usually resourced in kind.

It is also recognised that the scale of the task is so great that priorities must be agreed. There will be quick wins and short-term tactics, but only when these clearly contribute towards our long-term vision.

We will ensure that we do not duplicate or replicate work already being carried out by our partners including local business membership organisations and that we work in financial collaboration wherever possible. Explore areas of strength and expertise in our partners and cooperate and to ensure maximum impact benefiting the region.

---§---

This marketing plan will be led by the Executive Director and Prowse & Co. Ltd, the retained marketing & PR advisors of the Gatwick Diamond Initiative, and delivered in partnership.

---§---

Measuring the impact of communications and using the insight gained will help the Gatwick Diamond Initiative to deliver effective communications to achieve its objectives. The effectiveness of the activities detailed within this marketing strategy will be regularly reviewed.

---§---

Regular Stakeholder Groups attendance by the Executive Director and/ or board ambassadors:

- Gatwick Area Surface Access Transport Group
- C2C International Pillar Committee
- C2C Skills & Enterprise Pillar Committee
- C2C Area Partners Strategic Review Group
- C2C ESIF Sub-Committee
- GDI PROMOTE Group
- GDI INSPIRE Group
- Surrey Inward Investment Programme Steering Group
- Surrey Futures Steering Board
- Manor Royal BID
- East Surrey Economic Development Officers Group
- WSCC Economic Board
- West Sussex Broadband Group
- Crawley Local Economic Action Group (LEAG)
- East Surrey College Corporation

Guest Speaking/Chairing Opportunities will be taken up at every opportunity by the Executive Director and other ambassador members of the PROMOTE Group including the Gatwick Diamond Economic Forum and the Gatwick Diamond Meet the Buyers Reception.