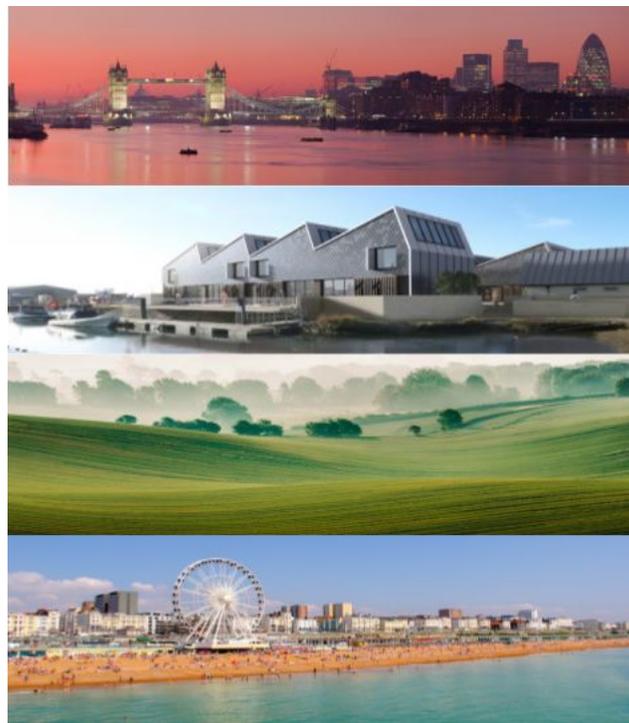


Greater Brighton Inward Investment Desk

Pioneering a New Approach for the New Normal



Breeze
Strategy for Business & Place

DRAFT: 22 June 2020

Contents

Executive Summary	3
1. Introduction	6
About the Author	6
Definition Note	7
2. Context	8
Recent Inward Investment Performance	10
Future Vision	13
3. Greater Brighton Overview	14
SWOT Analysis	14
Pitch for Place	15
4. A New Approach to Inward Investment	17
Business Retention & Expansion	18
Investor Targeting	20
Place Product Development	24
Partnership Leverage	26
Place Promotion	27
5. Inward Investment Targeting Plan	28
Priority Audiences	28
Target Personas	29
6. Suggested Delivery Structure	32
7. Action Plan	35
8. Monitoring, Review and Evaluation	45
9. Next Steps	46

Executive Summary

- The rationale for a Greater Brighton inward investment desk has been highlighted by a number of reports and strategies in recent years. This current work programme seeks to build a deliverable plan of action and identify appropriate funding, governance and staffing of the service. The need for this service was clear before the current pandemic - the need to rebuild and recover the Greater Brighton economy now makes it an imperative.

- Greater Brighton is under-performing for inward investment. Given the strength of its business advantages, high-quality connectivity, talent and lifestyle, Greater Brighton should have been attracting a far larger share of the more than 1,000 annual foreign investment projects. In the last figures pre-COVID-19, the UK recorded increased foreign investment in 2019 and the South East was the second best region outside of London. Yet Greater Brighton was not represented in the top 20 UK destinations and the latest DIT figures show only a small handful of project successes.

- In the post-Brexit, post-COVID world, Greater Brighton's economic recovery needs inward investors. The retention of existing businesses and the attraction of new companies, jobs, investment and talent pose significant challenges. Every competitor location will be keener than ever to win new projects and Greater Brighton simply cannot continue to a by-stander in this battle.

- A Greater Brighton Inward Investment Desk (GBIID) needs to be created and resourced if the area is to compete successfully. There is an opportunity to create an agile, smart and lean investment team that reflects the changing realities around the 'new normal' both in terms of what businesses are looking for and how they can be engaged. Building a different type of inward investment service can be a real competitive advantage for Greater Brighton.

- The GBIID should have a remit across five key areas - 2 primary and 3 supporting:

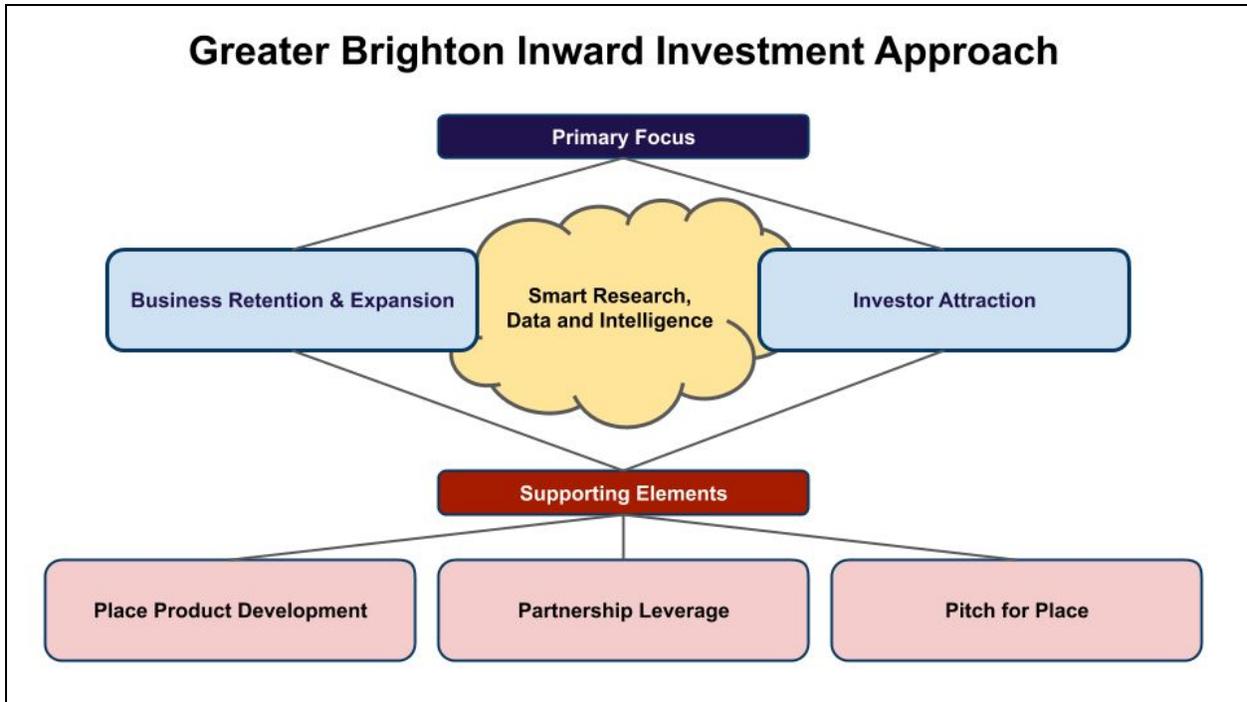
Business Retention & Expansion - have deep knowledge of existing inward investors in Greater Brighton and monitor opportunities to grow and identify threats to survival

Smarter Investor Targeting - creating new research and intelligence tools that provide a pipeline of opportunities and engaging with prospects in a professional manner

Place Product Development - provide feedback to partners on the competitiveness of Greater Brighton's offer to inward investors and highlight gaps or weaknesses in the proposition

Partnership Leverage - guide and leverage local, regional and national partners that are able to help engage potential and current investors, avoiding duplication and maximising value

Place Promotion - using the Pitch for Place messaging to deliver greater consistency and clarity in novel ways that support the primary aim of successful engagement with investors



- Following extensive consultations and analysis of recent and current inward investment flows, demand and likely growth areas, a targeting plan has been developed that considers the biggest opportunities for Greater Brighton to be:

New Tech Inward Investors - typically high-growth technology companies fuelled by venture capital looking for their first UK/European base.

Recent Inward Investors - companies who have made the decision to come to the UK in the last 1-2 years, but who are in serviced offices (especially in London) and have not yet become rooted to a particular location.

UK High-Growths - any company showing significant growth prospects where the owners are looking for an expansion (or relocation).

Existing Investors - the foreign-owned companies already in Greater Brighton represent a vital opportunity that is currently not being approached in any systematic way.

- The GBIID will target these audiences by using a research and intelligence approach which will track opportunities and engage decision-makers using a combination of direct approaches and channels. Unlike traditional inward investment teams, the GBIID will eschew expensive

mass market tools like international trade shows and advertising, and become a pioneer for virtual lead generation and leveraging new tools and processes.

- The delivery structure required for this plan involves two of business managers - one focussed on engaging with existing investors and one focussed on new prospects - supported by a research officer.

- This lean structure requires highly competent people armed with a range of research tools, but crucially depends on the support from existing resources from the Communications Team. Within the optimum funding model there would be a range of communications activities from the website, blogs, hosted webinars and virtual site tours that will support the desk's work.

- Partnership working is key to the successful operation of the desk, with local economic development teams, the LEP, DIT, academic and business partnerships across Greater Brighton. This should always recognise gaps in existing provision rather than duplicate the work of others.

- The GBIID should report to the Board on a quarterly basis and inward investment should be a standing item on the officer board. A transparent approach to tracking and reporting the numbers of prospects, leads and activities is key to demonstrating and measuring the added value of the desk's work.

Recommendations

1. That the GBEB recognise and accept that post-Brexit and post-COVID, the role of inward investment is key to Greater Brighton's recovery and future growth.
2. That the GBEB approve the overall direction of the proposed plan.
3. That partners agree in principle that from 2021 a minimum level of funding for the service of £250,000 per year is required and that they will work to identify most appropriate potential sources for this, being both creative and ambitious.
4. That the current team continue to develop and deliver elements of the plan where possible and report back on progress at the end of 2020.

1. Introduction

The rationale for a Greater Brighton inward investment desk has been highlighted by a number of reports and strategies in recent years. This current work programme seeks to build a deliverable plan of action and identify appropriate funding, governance and staffing of the service. The need for this service was clear before the current pandemic - the need to rebuild and recover the Greater Brighton economy now makes it an imperative.

This review was commissioned for Greater Brighton Economic Board in December 2019 and the consultations and research which have informed it span the period before and during the coronavirus pandemic.

The review makes assumptions about the likely impact of COVID-19 on global business and the forecasted global recession. There is no clear roadmap for this time in history and the unthinkable has become the norm. As such, we have made our best assessment of the future requirements, approach and tactics that will help Greater Brighton to regain the lost momentum and further build on its reputation as a great business location.

About the Author

This work has been produced by Breeze Strategy is the inward investment and place marketing consultancy based in Manchester, England. Our work is led by founder Adam Breeze, the former national head of inward investment for England.

Adam has helped hundreds of companies to establish new facilities around the world and has advised national government agencies and local inward investment teams for twenty-five years.

Our client list includes major corporates like BMW, Pfizer and Marks & Spencer, and foreign direct investment (FDI) teams at government agencies such as UK Department for International Trade, Tennessee Department of Economic & Community Development, Invest in Ontario, North Carolina's Piedmont Triad Partnership, Berlin Partner, Invest in Bavaria, Business Stockholm and local economic partnerships across UK, US and Canadian cities.

Our approach to inward investment and FDI is based on a blend of using new tools to research, evaluate, target and engage; along with our personal connections and networks of key decision-makers, influencers and advisors.

www.inwardinvestment.co.uk

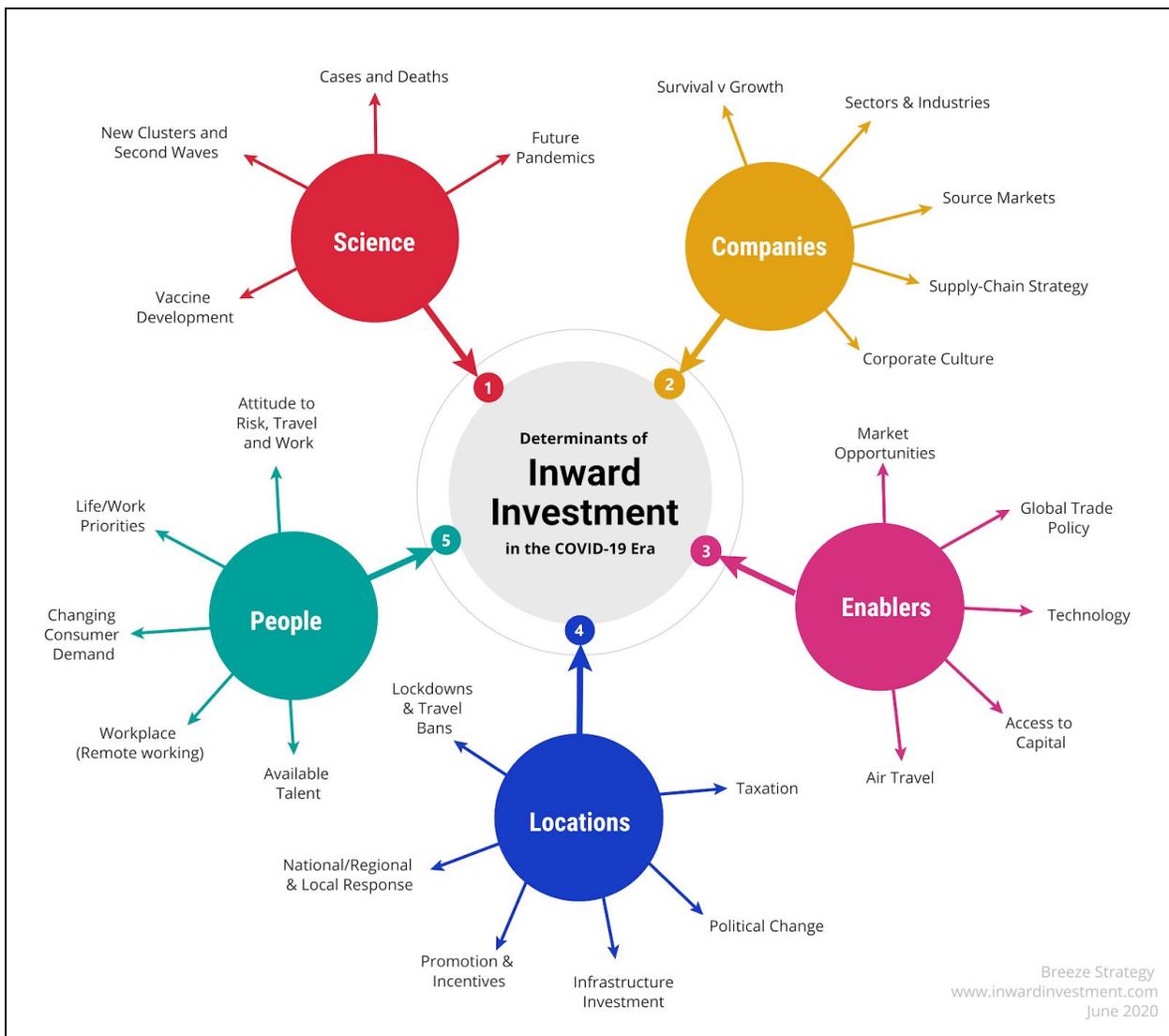
Definition Note

Throughout this paper the term 'inward investment' will refer to any project that results in a company or new jobs being created in Greater Brighton, irrespective of whether they are a UK or a foreign-owned business. This is a wider definition than that used by the Department for International Trade and Office of National Statistics which track only foreign-owned investments (which are defined as companies with at least 10 per cent foreign control).

2. Context

As this work was being delivered during the coronavirus pandemic, it is important to recognise and plan for the significant impacts of COVID-19 on the future of inward investment attraction. Our knowledge of these impacts are evolving but they are likely to include a number of elements, mostly which fall outside of the direct control of Greater Brighton partners.

The following diagram shows the key areas of impact that COVID-19 is likely to have:



Of the 25 considerations charted above, Greater Brighton partners can realistically hope to directly influence or control no more than two or three, although recognising the importance of the other impacts and helping companies to understand the new landscape can give the area a competitive edge.

Breeze Strategy believes that notwithstanding the phenomenal challenges of economic recovery (particularly in the aviation, travel and tourism sectors), there are a number of emerging impacts which present opportunities for Greater Brighton, such as:

- resilience of technology, creative and digital sectors
- reduced lure of London, commuting and crowded cities
- increased demand for high quality of life locations and work/life balance
- desire to 'build back better' using clean technology

The COVID-19 crisis makes it even more important that Greater Brighton 'ups its game' and presents an agile, aspirational and ambitious plan to retain, grow and attract inward investment.

Recent Inward Investment Performance

Greater Brighton is under-performing for inward investment.

Given the strength of its business advantages, high-quality connectivity, talent and lifestyle, Greater Brighton should have been attracting a far larger share of the more than 1,000 annual foreign investment projects.

According to EY, in the last figures pre-COVID-19, the UK recorded increased foreign investment in 2019 and the South East was the second best region outside of London. However, Greater Brighton was not represented in the top 20 UK destinations and the latest DIT figures show only a small handful of project successes.

The Department for International Trade will announce the UK's 2019/20 inward investment statistics in July 2020.

The Coast2Capital LEP area results for 2019/20 are:

Successes	30
Involved single-site	15
Involved multi-site	4
Non-involved	11
Total jobs	378

(please note that these are to be officially confirmed and may be subject to change)

The Greater Brighton picture is a subset of these and includes a number of significant expansions:

- Capgemini (France) opening new digital delivery hub for HMRC (Worthing)
- CAE (Canada) new flight training facility at Gatwick (Crawley)
- Hi Rez Studios (USA) setting up a new mobile gaming development team (Brighton)
- MAG Interactive (Sweden) expanding its games studio (Brighton)
- Unity Technologies (USA) new studio for gaming (Brighton)

New FDI:	6
Expansions:	5
Acquisitions:	5

DIT also reported that as of April 2020 there were a further 14 projects in the active pipeline and 16 in the prospect pipeline.

European Investment Monitor (EY)

An alternative source of inward investment statistics comes from EY and their annual Attractiveness Report which uses data from their European Investment Monitor. The EIM tracks new and expansion foreign investment projects each calendar year. Unlike DIT figures, EY do not count mergers and acquisitions.

UK Foreign Investment Projects by Region in 2019

	2019	2018
UK	1,109	1,054
Greater London	538	458
Scotland	101	94
South East	83	89
North West	73	70
West Midlands	64	83
Yorkshire & Humber	59	49
East of England	40	36
East Midlands	39	40
North East	30	36
South West	30	35
N.Ireland	28	33
Wales	24	31

Source: EY European Investment Monitor

UK Foreign Investment Projects by City in 2019

	2019	2018
London	538	458
Manchester	34	37
Birmingham	30	22
Glasgow	23	19
Belfast	22	20
Edinburgh	22	20
Leeds	20	21
Aberdeen	15	8
Bristol	15	10
Reading	14	12
Cambridge	10	10
Cardiff	10	8
Coventry	8	8
Derby	8	8
Liverpool	8	8
Sheffield	7	6
Sunderland	7	3
Newcastle	6	13
Milton Keynes	6	6
Nottingham	6	4
Rotherham	5	0
Crewe	5	0

Source: EY European Investment Monitor

It should be noted that there is no consistent or reliable data for relocation and expansion of domestic UK companies. This is, however, an important target market for Greater Brighton.

Future Vision

In the post-Brexit, post-COVID world, Greater Brighton's economic recovery needs inward investors. The retention of existing businesses and the attraction of new companies, jobs, investment and talent pose significant challenges. Every competitor location will be keener than ever to win new projects and Greater Brighton cannot continue to a by-stander in this battle.

A Greater Brighton Inward Investment Desk (GBIID) needs to be created and resourced if the area is to compete successfully. There is an opportunity to create an agile, smart and lean investment team that reflects the changing realities around the 'new normal' both in terms of what businesses are looking for and how they can be engaged. Building a different type of inward investment service can be a real competitive advantage for Greater Brighton.

3. Greater Brighton Overview

SWOT Analysis

Strengths

- Talent pipeline
- Global connectivity
- Quality of Life
- Existing business base
- Innovation and startup ecosystem
- Greater Brighton partners and support

Weaknesses

- Available sites and premises
- Supply of housing
- Profile
- Costs
- Skills availability
- Lack of investment promotion service

Opportunities

- Post-COVID 'New Normal'
- New foreign direct investment
- High-growth sectors
- London 'escapees'

Threats

- Future of Gatwick
- Competitor locations
- Government funding bias
- Post-Brexit impact
- Post-COVID global recession

Pitch for Place

Alongside the ongoing work to develop an inward investment desk, Breeze Strategy has been tasked with producing a new place narrative for Greater Brighton (known as its Pitch for Place).

Following extensive consultation with key partners, a new proposition has been developed and is currently being refined that will provide partners with the content and messaging aligned to the wider inward investment work.

The suggested framework for the Pitch for Place proposition, messaging and narrative aims to provide the region with a highly usable, flexible and relevant way of communicating with target audiences. The place narrative has an overarching statement about the region as follows:

Greater Brighton is Europe's most exciting, agile and welcoming business region. Perfectly positioned between London and England's south coast, we are building something really special where innovators and entrepreneurs can thrive in places that combine connectivity and creativity.

From London to Brighton, through the stunning Sussex countryside and South Downs, we're harnessing the strengths of an area in ways that respect our history and natural assets and where we are proud of our strong values of independence, diversity and inclusivity. Above all though, this is a welcoming place that embraces newcomers and encourages new thinking

On the doorstep of Europe's biggest city, with our global connections from Gatwick Airport and fast rail connections right into the heart of London, this is a place where businesses can reach new markets with ease, without compromising on a unique quality of life which helps to attract and retain talented people with the skills and creativity that your business needs.

This can then be accompanied by several different compelling aspects, highlighting specific strengths which can be used with target audiences.

- Global Connectivity
- Creative Talent
- Proven Business Region
- Highest Qualities of Life
- Growing Places

The place narrative will be used within various digital assets and on several platforms such as the Greater Brighton website, LinkedIn, Twitter, YouTube and communications such as Zoom/Teams.

Going forward, the Pitch for Place will need to include elements such as:

- Words - using these where appropriate and tailoring to different audiences
- Images - must identify and use strongest possible imagery
- Videos - snappy sector case studies, endorsements, fly-overs
- Stats - collate and share latest statistics that back-up the narrative
- Accolades - track and use third-party accolades that support the pitch
- News - monitor and share positive news that builds on the pitch
- AR/VR - investigate latest tools that facilitate virtual place marketing

The Pitch for Place will become a critical resource for the inward investment desk and wider partners in providing an evolving framework around which to build specific content for different types of audiences.

4. A New Approach to Inward Investment

Even before the coronavirus took hold, our draft inward investment plan was based on creating a more agile approach based on smart research, opportunistic targeting and virtual lead generation. The lockdown period and subsequent global disruption make this kind of approach all the more relevant.

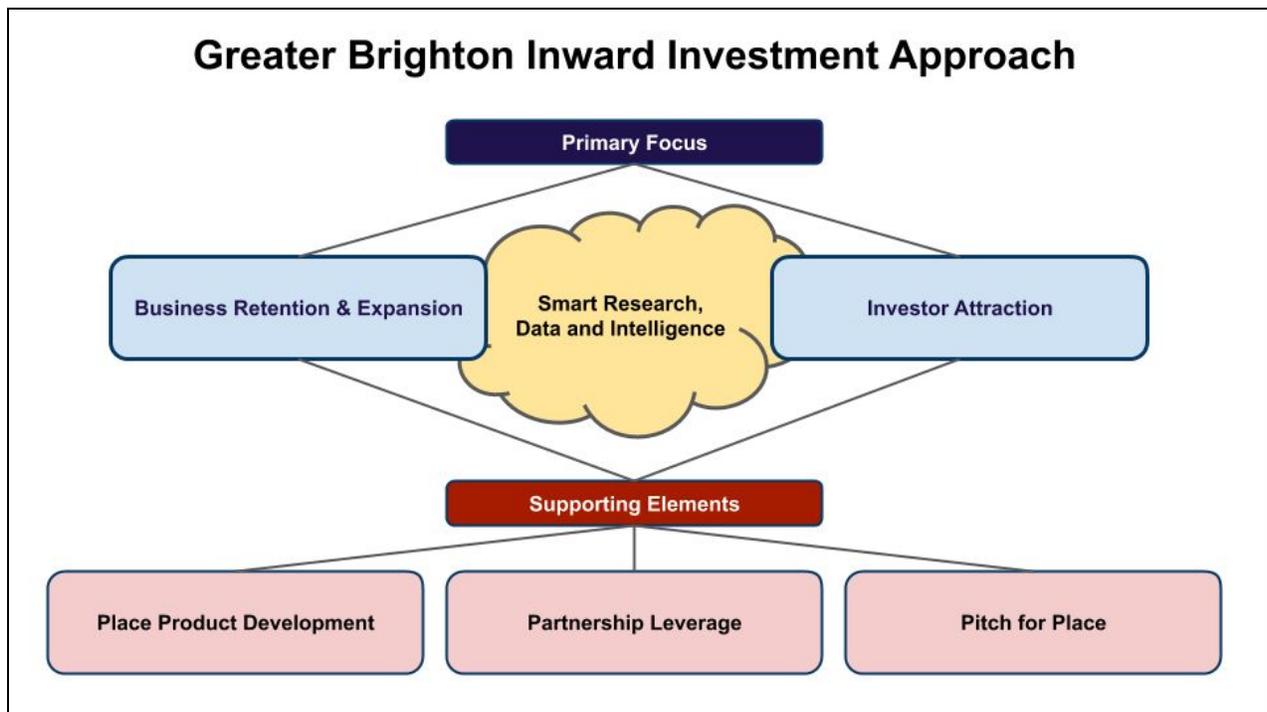
Greater Brighton’s approach to inward investment will be based on the primary elements:

- **Business Retention & Expansion** (of existing inward investors in Greater Brighton)
- **Investor Attraction** (of new companies and projects)

These parallel strands require different channels and activities but they share three supporting elements:

- **Place Product Development** (improvement of location assets and services)
- **Partnership Leverage** (cooperation at local, regional and national levels)
- **Pitch for Place** (positive promotion of the proposition)

At the heart of the approach will be **Smart Research, Data and Intelligence** as a key driver.



Business Retention & Expansion

Projects from existing inward investors formed around two-thirds of UK foreign direct investment success in 2018/19. Whether referred to as ‘investor development’, ‘aftercare’ or ‘business retention and expansion (BRE)’, engaging existing companies should be a key element of the inward investment desk’s work.

The first task would be to create a database of all key strategic and foreign-owned companies with a presence in the area. An initial list of foreign companies in Greater Brighton is included in the appendix. The database should include:

- local contact details for its executives
- location and contacts for the UK HQ (if that exists)
- location and contacts for the global headquarters
- and where possible, a summary of the impact that COVID-19 has had

For foreign-owned companies, it is likely that key decision-makers are not located in Greater Brighton, but based overseas or at another UK location. This presents key challenges and opportunities. In the very best cases, there could be a coordinated management of key foreign companies with Greater Brighton managing local relationships with DIT staff based in overseas markets working in parallel to engage headquarters decision-makers.

The inward investment desk should act as a key broker between local authority partners and DIT posts in relevant overseas markets. The desk should monitor and track developments that impact on the future retention or growth of investment; but specific engagement should be done at the local level wherever possible.

Local engagement will allow an assessment of how business is going and can sign-post to the kind of support that could possibly be offered for current activity (financing, recruitment, search for suppliers or partners, brokering partnerships for innovation, trade development, etc).

On a more strategic level (and via complementary meetings with global HQs), the business retention and expansion program should also focus on:

- gathering intelligence on possible expansions within other divisions of existing companies that might be suited to Greater Brighton
- following-up suggestions and referrals of potential targets (eg. customers or suppliers that may be considering expansion);
- securing testimonials and developing case studies that highlight positive experiences and provide input to value propositions.

We recommend more engagement with company executives at corporate headquarters of foreign companies since that is most often where expansion, disinvestment or consolidation decisions originate. Corporate HQs and their subsidiaries often have very different views of the world and understanding the overall dynamics within companies is important in assessing how best to safeguard investments or identify expansion opportunities.

A list of key businesses in Greater Brighton can be found in the appendix. This is by no means an exhaustive or complete list but provides the team with a starting point around which engagement with partners can be framed.

Investor Targeting

Inward investment targeting is undergoing major changes thanks to the availability of new tools and technologies. This was the case before coronavirus made such tools an imperative. The traditional marketing-led approach which relied on cold-calling, mailshots and trade show targeting is dead. New smarter approaches are now possible, which require more of a research and data-driven, sales approach to inward investment. Greater Brighton's inward investment desk can be a pioneer in this new approach.

Targeting Inward Investors

There are two distinct routes to engaging with potential prospects (whether FDI or UK) - one is to go direct to the specific decision-maker in a particular company; the other is to identify intermediaries who advise multiple companies. Both routes have their pros and cons, and the plan should include both.

Direct Channels

For most economic development teams the most difficult element of any business attraction or FDI plan is their proactive engagement with prospects. When targeting particular sectors or industries, it is easy to become overly focussed on broad brush marketing activities aimed at raising awareness in a particular target market or sector.

Corporate location decisions are typically high-value "purchases" with long sales cycles. As such, engaging with the market for investment attraction requires a very selective and customized approach. Approaching potential investors should be based on sophisticated intelligence and advanced research. Until a few years ago, traditional methods of lead generation included mass marketing; mailshots; cold-calling; trade shows; and advertising. All were methods of casting a very wide net in the hope of occasionally attracting something of vague interest. Now, thanks to online tools, opportunities are becoming easier to identify. The availability of online search and tracking tools, together with social media platforms such as LinkedIn, can be deployed to great effect. This means economic development teams do not need to deploy traditional mass marketing tactics. With this kind of methodology, Greater Brighton can compete more effectively in a crowded marketplace.

By adopting a high-value 'sales team' approach, with clearly researched named companies from well-defined sectors and niches, followed by a customized plan of contact, engagement and follow-ups.

The key to a successful approach to investor targeting starts with smart research, based on two parallel strands:

- undertaking targeted research of a sector or niche market (Proactive strand)
- establishing tracking and listening systems (Reactive strand)

- *Proactive* - Having identified the sectors and niches that have a good strategic fit with the location, a step by step filtering process might take several hundred companies in a sector, and reduce it to a more manageable list of targets (filtered by size, growth, profits, location or other criteria). In the case of Greater Brighton, several sub-sectors and niches have been identified as opportunities in this plan. From the filtering process, the most ambitious, growing businesses in each niche could be identified and researched in terms of their international plans. Using tools like LinkedIn, the most appropriate senior decision-maker should be engaged with a simple question about future growth plans. The responses should be followed up as appropriate and, if engagement is ongoing, a pipeline of intelligence and prospects will result.

- *Reactive* - Social media and online listening can uncover valuable corporate intelligence that can be used to target key decision-makers at businesses that are a potential fit with Greater Brighton. Highly targeted filters and news alerts (e.g. Google alerts) can be put in place to track opportunities using key triggers such as company acquisitions, venture capital injections, etc.

Intelligence can also be gathered via monitoring of highly targeted discussion groups, individuals and topics through Twitter and LinkedIn. The team should work to continually extend and improve their online networks, especially with leading intermediaries in the target sectors and niches. Although the technology is ubiquitous and freely available, for both the proactive and reactive strands, there is a skill in setting up the right processes and the ongoing monitoring can be time intensive.

Smarter Lead Generation

Real-time research and company intelligence is central to effective lead generation. There are different approaches to identifying potential investors but all require the knowledge and information that is increasingly available.

There are a number of tools that are marketed at inward investment teams in order to support proactive lead generation.

These include:

- Gazelle (<https://gazelle.ai/>) from Research On Investment (ROI)
- Velociti (<https://velociti.global/>) from OCO Consulting
- InvestmentFlow (www.wavteq.com/systems/wavteq-investmentflow/) from Wavteq
- FDI Markets (<https://www.fdimarkets.com/>) from the Financial Times

We do not recommend these initially, but suggest that they are reviewed in the future depending on budgets.

Creating an In-House Sales Process

The Greater Brighton inward investment desk should have a clear mandate and responsibility for focussing on the attraction of new investment and jobs in the area. To deliver on this, the team needs to focus on creating and maintaining a professional sales management process for inward investment.

The process would have the following core elements:

- Research and Intelligence

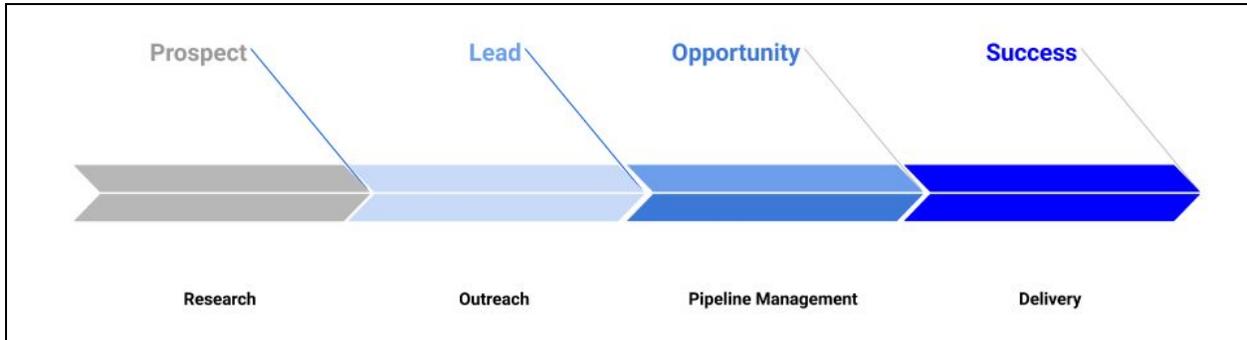
The team needs to put research and intelligence at the heart of all activity. An agile and smart hub which tracks news, deals, trends and intelligence, backed up by access to validation tools (most of which are available free of charge, whether they are corporate databases, company websites or LinkedIn). This activity could be resourced through one dedicated team member or, ideally, embedded across the team following some guidance and training.

- Outreach and Engagement

The research element will provide the prospects and opportunities which the team need to respond to and follow-up. This outreach and engagement step is a key part of the sales process and one which requires professional persistence in order to engage decision-makers.

- Pipeline Management

The third crucial element of an inward investment sales process is the development of a pipeline approach which sees 'prospects' turned into 'leads' and ultimately into 'projects'. The ability of the team to move companies through the pipeline demonstrates the real added-value of the Greater Brighton service. This includes regular updates, drip-feeding hooks of information relevant to each opportunity, and a sustained red-carpet experience in the eyes of the inward investor.



- A Note on Definitions

Prospect: valid target based on intelligence or research with potential in next 3 years

Lead: validated engagement with interest in receiving more information

Opportunity: specific project parameters, typically with a 18 month timescale

Success: conclusion of project with public announcement

Place Product Development

The attractiveness and strengths of Greater Brighton are not set in stone or frozen in time. The area's offer to potential investors should be constantly enhanced and improved to drive its competitiveness in an ever-changing and increasingly competitive marketplace.

Inward investment attraction should be seen as part of a holistic process of product (ie place) development, that is fully integrated into every element of economic development activity such as: schools, colleges and universities; talent attraction; skills development; availability of sites and property; financial incentives; infrastructure improvements (eg road, rail and sea); telecommunications (broadband, fibre and data centres); local facilities (shops, parks, restaurants, hotels) and cost-effective housing supply.

The starting point and principal foundation of the inward investment plan is what Greater Brighton has to offer to business. Some elements of the local offer are largely fixed, such as geographic location; demographics; transport infrastructure; universities and colleges. Other elements are ever-changing, such as industries and sectors; sites and premises; supply-chains; incentives and support.

Feedback Loops

The inward investment desk has an important function as the eyes and ears of the Greater Brighton Economic Board (GBEB) in the wider UK and international marketplace. Through ongoing engagement with potential investors and their advisors, the desk should gather intelligence and feedback that can be shared with colleagues across the region to inform on the aspects of the Greater Brighton offer that need improving. Understanding the reasons why companies do not choose to locate here are just as important as why they do. Feeding these reasons into other economic development programmes and projects is necessary if the area is to constantly enhance its offer in a relevant way.

Incubators and Accelerators

If Greater Brighton is serious about attracting globally ambitious tech startups and scaleups, then there needs to be consideration around the provision of specialist incubators and accelerators that can form a hugely attractive hook. There are opportunities to attract companies in high growth sectors in novel ways which facilitate greater integration with existing clusters of activity, alongside local businesses and academic institutions.

Soft-landing Package

The various services and support on offer to inward investors thinking about Greater Brighton should be made as clear as possible and communicated in a simple to understand manner. Packaging the services better will help with this. Consideration should be given to creating a 'Welcome to Greater Brighton Package'. Often this is part of a 'soft-landing' programme that is used to entice potential movers and is used effectively by successful inward investment teams such as:

Locate in Kent <https://www.locateinkent.com/plus-service/>

Marketing Derby <https://www.marketingderby.co.uk/red-carpet>

MIDAS www.investinmanchester.com/business-support/how-midas-can-help/hello-manchester

The 'Welcome to GB' package could include:

- information on market/skills/demographics
- available sites and premises
- practical information on travel
- free or discounted virtual and serviced offices
- free initial consultations with local legal, accounting, banking and recruitment experts
- brokered meetings with local business organisations
- site visits including logistical support
- information on incentives

Many of these elements already exist, but they would benefit from being packaged in a clear way.

Customer Service Excellence

The single element of the Greater Brighton inward investment offer that can be 100% controlled and perfected is the service that potential investors receive. Professionalism and customer service excellence is an underrated aspect of investment attraction.

Partnership Leverage

There are many people and organisations that are, in part, responsible for the attraction of FDI to Greater Brighton. Economic development teams working across the various local councils, the GBEB partners, LEP, DIT and trade bodies, all need to have a better awareness and understanding of the area's offer to potential investors. Building on the existing regional collaborations and ongoing discussions with adjacent areas should include:

- an acceptance that a win for one is a win for all
- understanding that the optimum Greater Brighton propositions draw on regional strengths
- agreement that winning investment should never be sacrificed for inclusivity
- sharing of local and regional intelligence, case studies and news
- joint initiatives to target intermediaries
- joint approaches to national government

Local Partners

The team enjoys good working relationships with key local partners such as the Chamber of Commerce and Universities which are useful but not necessarily a major priority in terms of focus. Local commercial property agents can be a useful source of market intelligence and potential inward investment enquiries.

Department for International Trade

The GBEB officers have a good emerging relationship with DIT staff, but there needs to be more focus on ensuring that the area is a valued part of the wider UK inward investment offer. There is scope to engage more with key overseas posts, especially those that are located in target markets. This should be achieved by identifying the DIT posts that would be of most interest and value to Greater Brighton. These individuals should then be approached with the offer of a 15 minute introductory or refresh call. These calls should be accompanied by a slide deck that would be sent in advance and talked through on the call.

Ongoing updates should then be provided on a quarterly basis through the sharing of a simple one-pager that highlighted interesting developments across Greater Brighton, with links to further information.

A particular focus on growing each member of the team's LinkedIn network reach into DIT and other partners will help with proactive targeting and approaches to companies.

Place Promotion

Raising the profile of Greater Brighton to the outside world is a laudable aim, but general place marketing initiatives need to be treated with great caution for the following reasons:

- It is a potentially bottomless pit that sucks infinite resources
- It does not have any direct relationship with attracting inward investment
- The scale of activity is often a potential distraction
- It's a means to an end rather than an end in itself (unlike attracting FDI which is an end)

Many UK cities have established distinct and well-funded place marketing vehicles (Marketing Manchester, Marketing Birmingham, Marketing Liverpool, Marketing Nottingham etc). These teams are increasingly being brought together to work alongside trade and investment functions but there is a recognition that fundamentally they are not the same thing.

The inward investment desk needs a clear remit with a sharp focus on attracting new investment, companies and jobs. Where this overarching objective requires promotional activity, such marketing is always a means to deliver the key objective and not an end in itself and should be delivered through partners.

5. Inward Investment Targeting Plan

The cornerstone of an effective inward investment plan is understanding the key potential targets in terms of types, functions, markets and sectors. Successful investment attraction requires a deep understanding of the opportunity demand, matched with how the region can provide profitable solutions to mobile businesses.

Many cities and regions adopt a sector approach, targeting a few key industries; while others deploy a broader plan to attract particular functions like headquarters, R&D or manufacturing, irrespective of the sector or industry.

Both sector and function approaches to inward investment targeting have their strengths but there is another route based on deep research, tracking data and gathering corporate intelligence on specific companies that have an expansion or relocation project.

This smart approach is bottom-up and makes greater use of ubiquitous news flows and data analytics - driven by largely free tools like Google News Alerts and LinkedIn, together with specific corporate databases.

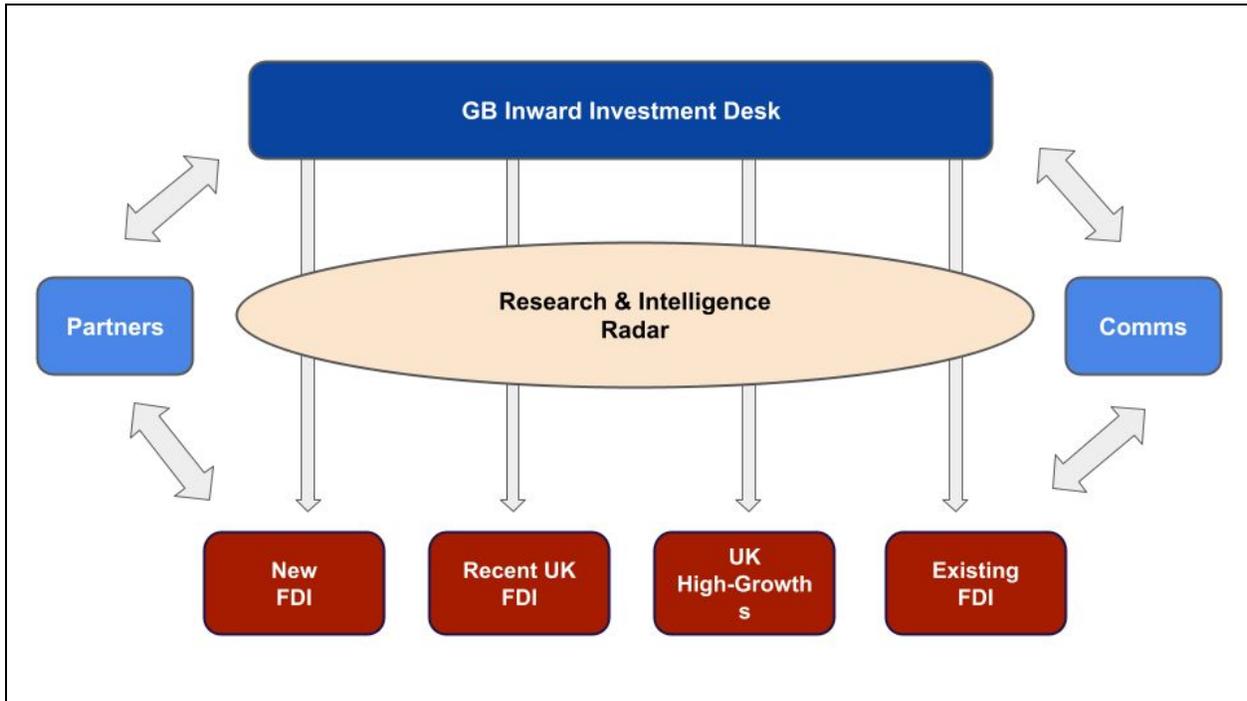
This smart approach is perfect for Greater Brighton as it does not require the larger teams found in other parts of the UK, nor does it depend on expensive place marketing activities. It means that the Desk will be able to identify opportunities for Greater Brighton, irrespective of sector or market using these smart tools.

Priority Audiences

Based on research into current and future inward investment demand and the strengths of the Greater Brighton area, the following priority audiences have been identified:

- **New Tech Inward Investors** - typically high-growth technology companies fuelled by venture capital looking for their first UK/European base.
- **Recent Inward Investors** - companies who have made the decision to come to the UK in the last 1-2 years, but who are in serviced offices (especially in London) and have not yet become rooted to a particular location.
- **UK High-Growths** - any company showing significant growth prospects where the owners are looking for an expansion (or relocation).

- **Existing Investors** - the foreign-owned companies already in Greater Brighton represent a vital opportunity that is currently not being approached in any systematic way.



With smart research, market intelligence and deal-flow monitoring these potential inward investors can be readily identified; and using LinkedIn and other platforms and tools, decision-makers can be engaged directly and in real-time.

Target Personas

An essential part of the Greater Brighton Inward Investment plan that will underpin the messaging around Pitch for Place, is the identification of target audiences.

Audiences can be complex and broad-ranging. They are geographically diverse and have often very different decision-making drivers and issues to consider.

It is useful to segment audiences in order to manage communications in an effective way. It often helps to give each audience a specific persona rather than a generic description.

The table below segments, prioritises and details the kind of target audiences that need to be kept at the forefront of all future inward investment activities in order to retain clarity and avoid dilution of message and reach.

For each target, a typical persona has been created as an example - both in terms of the company, its decision-maker and key influencers.

	Location	Priority	Market	Example and Persona
Key Target Audiences				
New FDIs	Global	1	500/year	Silicon Valley based tech startup with 50 staff and more than £20m of venture capital. Driver: Considering establishing a European presence Issues: Access to market? First hires? Tech hotspots? Decision Maker: CEO in San Francisco Influencer: VC Investor and Board Member in US
Recent FDIs	Lond/SE	1	500	US software company which moved to London in last two years. 100 staff, 3 in the UK. Driver: Planning next phase of UK growth Issues: Access to talent? Growth? Costs? Quality of Life? Decision Maker: CEO in New York Influencer: UK Country Head in Thames Valley/London
UK High Growths	UK	1	1000s	Cambridge scaleup company enjoying fast-growth and expansion. Driver: Planning future growth Issues: Access to talent? Growth? Costs? Quality of Life? Decision Maker: MD in Cambridge Influencer: HR Director
Existing FDIs	Local	1	100-200	Japanese electronics firm with 80 staff near Gatwick, been in the UK for 20 years. Driver: Making case for survival post-pandemic, post-Brexit Issues: Access to customers? Productivity? Costs? Decision Maker: Board in Tokyo Influencer: UK Director

Indirect Influencers				
Intermediaries	London	2	50-100	London-based accountant specialising in setting up foreign companies in the UK. Driver: New customers/business Issues: Need credible information, compelling narrative and useful contacts Influencer: Specialist Partners/Directors in UK HQ
External Partners	Global	2	50-100	Locally-recruited Department for International Trade advisor based in Atlanta, USA. Driver: Supporting UK inward investment Issues: Need credible information, compelling narrative and useful contacts Influencer: DIT post
Broader Audiences				
Local Businesses	Local	3	40,000	Family-run engineering firm based in Worthing with 30 staff. Driver: Business survival post-pandemic and future growth Issues: Access to customers? Finance? Productivity? Costs? Decision Maker: Local owner/managing director Influencer: Local senior management
External Entrepreneurs	Global	3	1000s	Wealthy Dubai-based property investor.. Driver: Looking for future growth hotspots Issues: Access to opportunities? Access to markets? Global reach? Decision Maker: Entrepreneur
Alumni	Global	3	150,000	Singapore-based 30-something graduate from University of Sussex. Driver: Being proud of their university with fond memories Issues: Great place to live, work and play Influencer: Alumni
Local Residents	Local	3	1 million	40-something office worker living in Burgess Hill and working in Brighton. Driver: Being proud of their place Issues: Great place to live, work and play

				Influencer: Resident
--	--	--	--	-----------------------------

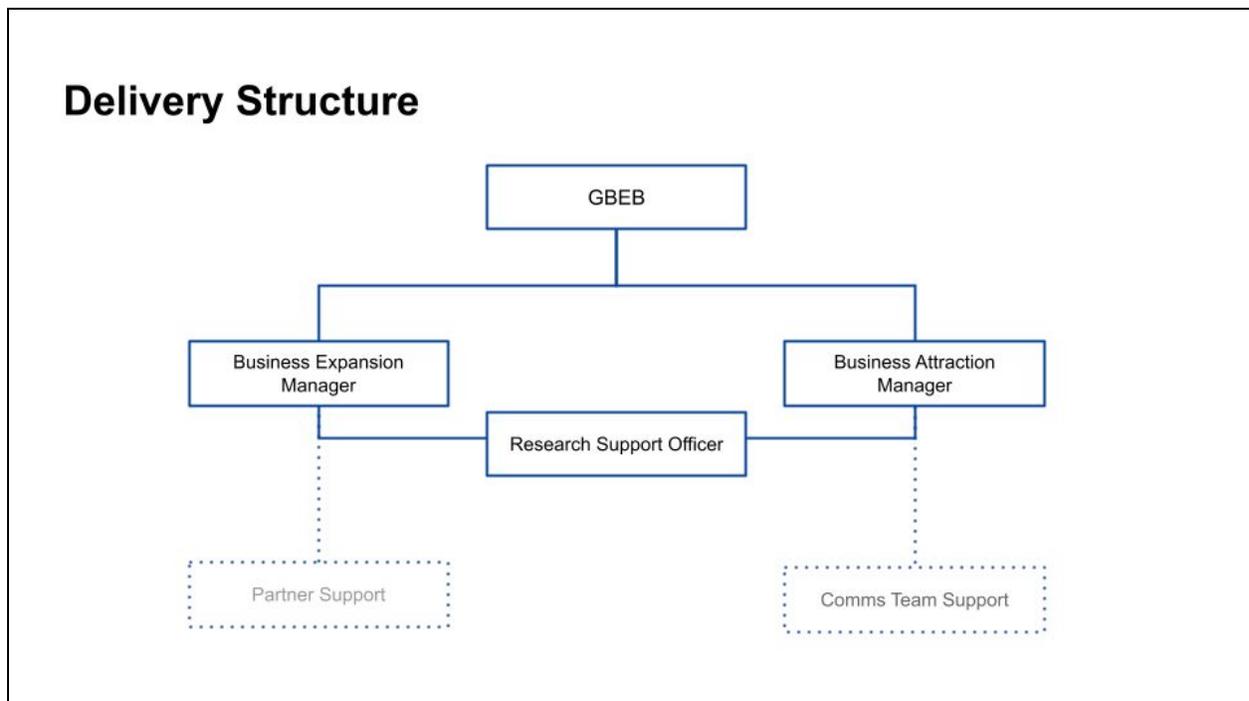
6. Suggested Delivery Structure

Breeze Strategy has worked with and reviewed hundreds of inward investment teams in every part of the UK and internationally. This knowledge and experience has informed the proposed structure for the Greater Brighton Inward Investment Desk.

Rather than adopting an existing ‘off the shelf’ model used elsewhere, the proposed structure is based on the unique dynamics of the Greater Brighton area and in acknowledgement of existing work being carried out by many partners; the changing possibilities given technology and virtual lead generation; and the realities of current funding and income streams.

A lean and agile inward investment desk is proposed for Greater Brighton that will be unique in the UK and will pioneer new ways of working, smarter identification of opportunities and more effective engagement with target audiences.

The delivery structure required for this plan involves two of business managers - one focussed on engaging with existing investors and one focussed on new prospects - supported by a research officer.



The roles and responsibilities of the Desk team can be summarised as:

Business Expansion Manager

- Focus on retaining and growing existing inward investors in Greater Brighton
- Monitor developments relating top 50 foreign-owned companies
- Liaison between local authorities, LEP and DIT partners
- Provide advice, research and support to local authority EDOs
- Work with DIT locally and relevant overseas posts to identify opportunities

Business Attraction Manager

- Focus on attracting new inward investors in Greater Brighton
- Lead on proactive targeting of foreign, first-time investors considering UK
- Monitor recent inward investors that have landed in UK (esp. London)
- Liaise with intermediaries and alumni in target sectors and markets

Research Support Officer

- Provide research support to both managers
- Manage research subscriptions
- Coordinate news alerts and filter opportunities
- Input to enquiries and partner responses

This lean structure requires highly competent people armed with a range of research tools, but crucially depends on the support from existing resources from the Communications Team. Within the optimum funding model there would be a range of communications activities from the website, blogs, hosted webinars and virtual site tours that will support the desk's work.

This approach also requires close partnership working with other organisations and teams involved in different aspects of inward investment. These include:

- economic development teams at the councils
- the Coast2Capital LEP team
- Gatwick Diamond Initiative
- Department for International Trade
- local universities and colleges
- business partnerships across Greater Brighton

The desk will identify gaps in existing provision and seek to add value to the complex process of inward investment rather than duplicate the work of others. All of the above partners have been consulted as part of this work and are supportive of the collaborative approach being taken.

In terms of governance, the inward investment desk should report to the Board on a quarterly basis and inward investment should be a standing item on the supporting officer's board. A

transparent approach to tracking and reporting the numbers of prospects, leads and activities is key to demonstrating and measuring the added value of the desk's work.

Options and Costs

Based on an assessment of the tasks, challenges and opportunities for Greater Brighton, and cognisant of the difficult funding environment post-COVID, there needs to be a minimum level of funding for the service of £250,000 per year. Breeze Strategy and the GBEB will work to identify most appropriate potential sources for this, being both creative and ambitious.

Four options have been discussed to date based on different levels of staffing and associated activities. In broad terms these offer potential steps along the way to the preferred optimum structure outlined above.

	Posts	Activity	Cost per annum
1	Recruit all 3 FTE posts	Enhanced Comms	£250k
2	Recruit 1 manager, 1 officer	Modest Comms	£120k
3	Existing managers +1 officer	Enhanced Comms	£100
4	Existing managers +1 officer	Modest Comms	< £50k

7. Action Plan

The following elements have been selected as being key to deliver the business engagement of local and regional companies, as well as being the appropriate toolbox for promoting the area to specific niche target audiences.

New Ways of Working

The restriction on travel and the introduction of safe-distancing has revolutionised how we do business. It remains to be seen whether this is a short-term phenomena or permanent, but all the signs are that when people find smarter ways of working that are safer, more efficient and offer enhanced productivity, they tend to be long-lasting.

Economic development, and particularly inward investment promotion, involves direct engagement with external decision-makers, often overseas. In the past, this has meant a significant amount of national and international travel. While inward investment teams already make great use of video conferencing and other remote tools, the default shift from face-to-face meetings to Skype, Zoom or Teams calls is likely to be a natural evolution, spurred by the necessities of the Covid-19 crisis.

The inward investment desk should be armed with all the necessary video conferencing subscriptions to be able to engage flexibly with potential investors. Consideration should be given to creating a range of professional backgrounds for conference calls - whether they are being made from home or the office. Having an image or map (easily attachable to a wall perhaps) which reinforces the place narrative would be useful.

Website

Greater Brighton needs an inward investment website.

When travel is restricted, the availability of reliable, strong and positive messages delivered through the website is essential. The website should serve as the purpose of articulating the 'pitch for place' narrative, along with being the 'go to' repository for all information, collateral and support contacts that any potential investor would need. This informational store is also critically useful for partners to use too and should include the latest data; slide decks; maps; images; video and useful links to additional sources of information.

The existing Greater Brighton website is an appropriate vehicle for partners and government, but it is not suitable as an outward facing investment promotion website. The desk needs the flexibility of being able to add and edit content that can be repurposed across social media.

Given the intense competitive landscape for inward investment, there can be no excuses for having suboptimal web presence. The rather clunky and old-fashioned local government sites across the region do not reflect well on the area and its ambitions.

Smart, well-designed and impactful websites that should be regarded as best-in-class exemplars include:

- Ottawa <https://www.investottawa.ca/why-ottawa/>
- Waterloo <https://www.waterloeedc.ca/>
- Helsinki <https://www.helsinkibusinesshub.fi/>
- Stockholm <https://www.investstockholm.com/>
- Tennessee <https://tnecd.com/>
- Jacksonville <https://jaxusa.org/>

Social Media

As with many elements of this plan, having a great social media presence both individually as well as a team and location, was increasingly important before the pandemic - now it is an imperative. A key part of embracing new techniques in virtual lead generation and being able to engage target decision-makers directly requires a professional approach to LinkedIn, in particular.

Twitter - a dedicated Invest in Greater Brighton Twitter account would give the desk the ability to promote the proposition and to better engage with potential investors. The existing Greater Brighton feed is very good, and could fill this role, although the messaging is slightly different (for example, messaging around North-South funding inequities would not be something to promote to businesses looking to come into the UK). Best practice Twitter accounts to check out and replicate similar types of content would be @WaterlooEDC and @Invest_Ottawa.

LinkedIn - the LinkedIn presence of GBEB officers is improving but there is still some way to go - both in terms of corporate and individual pages. Consideration should be given to creating an Invest in Greater Brighton LinkedIn Group which would share positive business news stories and help to spread awareness of the various opportunities and propositions.

YouTube - an Invest in Greater Brighton YouTube channel should be developed to create, curate, showcase and share the best content available. Examples of useful content would be 'talking heads' 30 second clips of people saying how great the area is and a few fly-throughs of the key business sites. These do not need to be professionally shot, and should be shared

across social media platforms to reinforce the messaging. Best practice examples include the videos produced by Tennessee ECD - see <https://www.youtube.com/user/TNECD>

Instagram - We would not suggest prioritising Instagram at this stage, but in future it would be useful to extend the business messaging and use some stunning photography to support the proposition.

Facebook - Facebook can be really useful for engagement with existing local businesses and regional networking, however, we do not see Facebook as being a priority for external audiences at this time, but should be considered in the future.

Research and Data

Successful investment attraction requires having accurate data on demographics; workforce; skills; sector strengths and available sites and properties. This is particularly important in the post-Covid period when so many statistics will be in a state of flux. Given the evolving circumstances and potential for big changes in data, the team should offer potential investors a bespoke data and intelligence service based on their own specific requirements.

Photography

Imagery has always been hugely important in conveying the very best qualities and advantages of your place. There is no excuse for ever using stock photography and generic images in place marketing. Great photography should be sourced and used in all web and social media communications. Imagery that stresses positive work-life balance and uncrowded places are likely to have more resonance in the future.

Mapping

Putting your location in its geographic context is especially important when communicating with targets from outside the UK. Demonstrating where Greater Brighton is relative to London and its accessibility to Europe and beyond, needs to be specifically shown through optimised mapping. Maps should not simply be lifted from existing sources, but rather the very best possible design should be used to highlight key assets.

Advertising

Advertising is an expensive and largely ineffectual tool for attracting inward investment. It is used to try and raise awareness and interest in a location, but it is increasingly regarded as a

blunt instrument in economic development and one that is rarely a priority. The rise of social media brings opportunities for paid-for online advertising. The team could test advertising on LinkedIn and Twitter. This can be a cost-effective way of raising profile among very specific target audiences. As with all forms of advertising, it should be approached with very clear objectives; compelling content; a direct ‘call to action’; and be monitored and measured constantly to evaluate its impact and effectiveness.

Ads on Twitter and LinkedIn are most effective when they drive traffic to specific content. Timing is all-important and campaigns should be planned around specific events or themed activities (eg when tied to a particular issue or webinar). Having a regular blog that can be used as a landing-page for any campaign gives maximum flexibility and provides an opportunity to generate more profile and traction from great content.

PR & Communications

Inward investment projects will undoubtedly be fewer in the short and perhaps medium-term. Locations will be faced with job losses and economic decline making the attraction of new investment all the more important. These twin truths mean that you cannot afford to be silent in the weeks and months ahead. Positive, consistent and clear messaging should be delivered through a Communications and PR Plan which focuses on the creation of compelling and shareable content in the form of regular blogs, articles and news items which reinforce the pitch for place narrative and key selling messages.

A simple communications plan could look like this matrix:

Month	Message	Blog	Webinar	Socials	Trade PR
Sept	FDI Resilience	x		x	
Oct	Alternative London HQ Proposition	x		x	
Nov	Tech ScaleUps	x	x	x	x
Dec	Creative/Culture	x		x	
Jan	CleanTech	x	x	x	x
Feb	Aviation/Mobility Tech	x		x	x

Whether content is created by the team, by marketing colleagues or through an outsourced PR agency, there should be a plan to create and share content that will be of interest to the key

target audiences. There could be extensive use of guest bloggers and webinar presenters that support the Greater Brighton messaging.

The Adur and Worthing communications team currently provides Greater Brighton with support around PR and media. There is scope to enhance the role that the team plays in support of inward investment activities. The existing in-house expertise, especially with regard to content creation, website, social media and media relations can be a critical resource for the GBIID.

Trade Shows, Events and Conferences

Events had been a staple of inward investment attraction for decades but their effectiveness is being increasingly questioned in recent years - the coronavirus has put a major question-mark over their future.

Even before the current pandemic, we believed that trade shows and big international gatherings were not fit-for-purpose. After many years of attending, targeting, organising, exhibiting and sponsoring trade shows and industry seminars and conferences in every corner of the world, we believe that their usefulness for economic developers is on the decline. This is a result of the cost and time involved; the travel and logistics; the lack of senior decision-makers present and, perhaps most importantly, the availability of alternative means to engage people.

Promoting a positive image through good news stories needs to be a whole community effort, although the team can play a critical role in facilitating and sharing curated content from the area. While the website has traditionally been the 'go-to' place for good business news, there are innovative new tools that make faster and more direct sharing possible.

Online Trade Shows and Virtual Trade Missions

The inevitable decline of major trade shows and conferences will lead to more event organisers switching to virtual events. It is unclear as to the effectiveness of these and whether there is a place for them in the investment promotion toolbox. What is clear though is that the traditional trade show model was broken before the pandemic and its usefulness in inward investment diminished.

Webinars

The rise in the availability of free inward investment webinars under lockdown has opened up new possibilities for networking, place promotion and for professional development. Identifying appropriate webinars should form part of the ongoing activity plan, and attending ones hosted by partners such as DIT should be seen as an opportunity to raise the profile of Greater

Brighton among key audiences and demonstrate proactive engagement and an 'open for business' message. The team should prepare questions or points to raise at the Q&A segment, which will help to profile Greater Brighton's pitch for place messaging.

The inward investment desk should work with partners to co-host webinars every few months in order to maintain the flow of positive messaging and to use them as part of the targeting and engagement work. Consideration should be given to sponsoring webinars that are likely to attract the right target audiences.

Virtual Site Visits

A number of inward investment teams have been pioneering virtual site tours during the pandemic and the results have been very positive. Participants report that having a more focussed virtual visit utilising the latest technologies, not only made it easier for participants logistically but enabled more senior executives to take part directly because of the more efficient use of time.

Augmented Reality and Virtual Reality tools now allow for meaningful experiences to be created to promote locations and specific sites and premises. Showing the wider context through the assimilation of mapping, videos and 3D renders, potential investors are able to walk-through a local area and see how their future office or factory unit could look. Given the presence of cutting-edge VR/AR companies in the region and assets such as Brighton Immersive Lab at FuseBox and research at both universities, Greater Brighton should lead the way in demonstrating the value of new tools and there is scope for collaborating with local creative teams to showcase the possibilities.

Research and Intelligence

There is a vast amount of research and data available that helps to inform and filter potential inward investment targets. Costs vary from free or low-cost to extremely expensive, but for Greater Brighton, there are a number of valuable research sources and news tracking tools which can dramatically transform the team's ability to spot trends, identify prospects and engage with targets. These include:

- **LinkedIn Premium** (£480 per annum per user)

<https://www.linkedin.com/premium/switcher?planType=None>

Deep searching and the ability to send 15 in-mails each month. Essential tool for business engagement for each team member.

- **Crunchbase Pro** (£270 per annum)

<https://www.crunchbase.com/>

Great live global database of companies receiving investment. Can build target lists and export.

- **Endole** (£358 per annum)

<https://www.endole.co.uk/>

Comprehensive UK company database, deep financial and ownership information. Can use to build target lists by UK location, size and/or sector.

All of the above have free versions and trial offers, but we would recommend that all three of these are essential to the workings of the inward investment desk.

Tracking and Pipeline Management

Like any professional sales team, having a robust CRM system is central to achieving the best results. The tracking and management of target companies from prospects to leads and their conversion into successful projects should be a core function of the team. Weekly, monthly and annual reminders to follow-up should create an ongoing pipeline of activity for the desk, which lends itself to regular evaluation and monitoring of success.

Many inward investment teams offer a property search service. In most cases, currently available sites and premises are held on a public facing database accessible through the teams' website.

The two main platforms used are Evolutiive and Tractivity, both with 10+ years of working with inward investment teams. A new entrant is ZoomProspector from the US.

The role of a property search function in an inward investment service varies depending on the geography. It can be extremely useful for local and regional companies, especially smaller movers, but is rarely a critical factor for national and international enquiries.

The benefits and added-value of creating and maintaining a comprehensive and accurate database of available sites and premises are clear, but this comes at a cost.

Systems vary in cost but tend to be around £10-12,000 depending on options and users. Some teams pay additional annual fees to populate the database - Estates Gazette charges £3,800 for an automatic feed of properties and Alcium (the company behind Evolutive) charges £3,500 for a manual bespoke update service.

Having worked with both systems for many years, Breeze Strategy has no particular preference and both offer comparable levels of functionality and service.

A bigger question is whether or not to have either service at all.

The pros of using an external platform are:

- Professional looking value-added service
- Having a self-serve search facility reduces the time spent on smaller, non-priority enquiries
- Provides good source of data of what demand is
- Helps forge better relationships with property agents

And the cons are:

- Can be expensive (especially when add-ons and customisation is required)
- Relies on staffing resource to keep information up-to-date
- Providing a full market picture does not necessarily reflect well on the area
- Improvements in freely available alternatives

Some examples:

Locate in Kent (ZoomProspector)

<http://kentuk.zoomprospector.com/>

MIDAS (Tractivity)

<https://www.investinmanchester.com/business-support/property-search>

Invest Edinburgh (EG PropertyLink)

<https://www.investinedinburgh.com/supporting-business/find-commercial-property/office-accommodation/>

Business Birmingham (no public search facility)

<https://businessbirmingham.com/how-we-help/property/>

Given available resources and focus of work, the key question is whether it is the role of a local authority or other public sector team to be the providers of a comprehensive property search service. For Greater Brighton, the existing free searches provided by companies should be sufficient to signpost to. These include:

- **EG Property Link** <https://propertylink.estatesgazette.com/>
- **RightMove** <https://www.rightmove.co.uk/commercial-property-to-let.html>
- **Zoopla** <https://www.zoopla.co.uk/to-rent/commercial/>
- **OnTheMarket** <https://www.onthemarket.com/for-sale/commercial/>
- **NovaLoca** <https://www.novaloca.com/>

The ability to search available commercial property and sites to rent or buy is a powerful tool, especially with the functionality to specify a radius (for instance, “30 miles around Brighton”)

In future, should budgets allow, there could be a case made for investing in property market intelligence tools like CoStar which can be used by the team to provide companies and partners with regular market intelligence reports; can be used to supplement lead generation activity (through looking at lease breaks in target markets and sectors); and which can be used to supplement any enquiries that have a property element.

See: <https://www.costar.co.uk/customers/local-national-government>

Indirect Channels

Intermediaries and Advisors

Indirect approaches are important in building a strong and trusted referral network. Corporate decision-making around expansion, contraction, relocation or consolidation is rarely done in isolation. The role of external advisors, specialists, site selectors and intermediaries such as accountants, bankers and lawyers is crucial in FDI and the Greater Brighton approach needs to take account of this.

Identifying and targeting the advisors and influencers that are regularly involved in location and expansion decision-making is one of the most cost-effective and sustainable routes to attracting FDI.

These intermediaries can be specialist FDI consultants; sector and market specialists in professional firms; influential bloggers and broadcasters; policy-related advisors in government agencies and trade associations. They might be senior specialists at a bank, accounting practice, law firm, HR/executive recruiters or commercial property agents.

For each of these target groups, there should be a clear process that develops mutually beneficial relationships. The key elements to an effective intermediaries campaign are:

- identify – building a database of contacts
- communicate – tailored messages on a regular (e.g. quarterly) basis
- engage – group webinars or individual calls
- visit – get interested targets to visit for a (physical or virtual) tour

Alumni Engagement

Greater Brighton has internationally renowned education assets from its world-class universities to a host of public and private schools. Students who have attended these establishments provide a potentially useful conduit to future inward investment - especially from overseas.

Many of these alumni are now in positions of seniority and influence at key companies and organisations. They are a latent pool of ambassadors for Greater Brighton who can amplify the region's offer in target markets. Similar to the engagement of prospects, there needs to be a direct and bespoke approach, rather than any formal ambassador programme. The team should be tasked with identifying and engaging a specific number of key alumni contacts each month that fit target criteria and provide interesting opportunities to engage.

Working with the alumni offices of the universities is a great way of ensuring that the Greater Brighton pitch for place is communicated far and wide. LinkedIn offers a more direct and bespoke way of identifying interesting alumni in key sectors and markets.

According to LinkedIn:

	Total on LinkedIn	USA	Germany	France	CEOs	Non-UK CEOs
Univ of Brighton	76,367	1,988	1,074	1,095	2,593	973
Univ. of Sussex	86,823	6,401	1,238	1,393	3,687	1,692
Brighton Met	8,806	310	44	113	324	133
Total					6,604	2,798

These 6,604 chief executives represent a key target audience - and the 2,798 overseas CEOs should be systematically targeted.

8. Monitoring, Review and Evaluation

The inward investment desk should have clear and transparent targets which should drive activity and be broken down by weekly and monthly, quarters and annual targets. These targets should be reviewed on a regular basis and their reporting to GBEB partners will form an important part of the transparent approach on which the desk is founded.

These activity metrics could be along the lines of:

- Number of Prospects Identified (5 per week, 250 per year)
- Number of Prospects Approached (2 per week, 100 per year)
- Number of Prospects Engaged
- Number of Prospects moved to Leads
- Number of Leads Approached
- Number of Leads Engaged
- Number of Leads moved to Projects
- Number of Intermediaries Approached (1 per week, 50 per year)
- Number of Partners Approached (1 per week, 50 per year)
- Number of Alumni Approached (5 per week, 250 per year)

Core outputs that will be monitored should be:

- Number of new inward investment projects
- Number of new jobs created
- Number of expansions of existing inward investors
- Number of new jobs created by expansions

The work and outputs of the desk should be reviewed formally each year with the assistance of external evaluators and/or 360 degree feedback from partners and clients.

9. Next Steps

The work by Breeze Strategy is ongoing until the end of 2020.

The next phase of the commission will focus on:

- Exploration of potential short, medium and long-term funding models
- Ongoing identification of inward investment opportunities
- Development of inward investment research and intelligence process
- Further inward investment training of core team and partners
- Rollout plan for Pitch for Place

