



**SOLENT
LOCAL
ENTERPRISE
PARTNERSHIP**

TRANSFORMING SOLENT INWARD INVESTMENT STRATEGY

October 2014



TOGETHER.STRONGER

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2- EXECUTIVE SUMMARY

This strategy, and the associated operational plans, have been produced on behalf of the Solent Local Enterprise Partnership.

It seeks to chart the course for the successful establishment and development of a single integrated Solent Inward Investment service delivery model, to progress the LEP's Inward Investment Strategic Priority.

The strategy is needed as the Solent's share of UK inward investment is falling. Urgent action is needed to reverse the downward trend and replace it with an ambitious 500% increase. We have identified a strategy to achieve this, built around 5 key pillars:

- Development of a sustainable inward investment delivery vehicle for the Solent LEP area
- Effective coordination of inward investment activity across the Solent LEP area
- Carefully executed and targeted global promotion of the Solent LEP area
- Successful engagement of prospective investors in the Solent LEP area
- Retention, development and expansion of businesses located in the Solent LEP area

This strategy needs to be translated into very specific actions, delivered with a real sense of urgency, via a highly professional and well managed team working in partnership with all who can help and acting in the best interests of all stakeholders.

A detailed operational plan is therefore an integral part of this strategy. The starting point for this is a well thought through plan to manage the transition from status quo to new world. The key component emerging for the future is the need for a highly proactive approach to be adopted.

The urgent and regular implementation of marketing and sales activity, via a detailed series of associated measures, is a core component of such an approach. This must not be viewed in isolation, as it is critical that such work is undertaken alongside effective initiatives to engage with businesses who have already moved to the area, as their future success is so important.

This strategy will support the successful development of inward investment in the Solent. It gives us the framework that enables us to reach out to the world and tackle the challenges we face. The 5 strategic pillars we will adopt provide the foundations we will base our work on as we strive towards development of our future prosperity and attainment of our objectives.

This will of course require resource so decisions on issues such as funding and structure will be needed in due course, but these must be taken once our broad strategy is agreed.

3- INTRODUCTION

This strategy, and the associated operational plans, have been produced on behalf of the Solent Local Enterprise Partnership. The Solent LEP is the key interface and lead for economic development in the Solent, and has recently published its Strategic Economic Plan (SEP) - Transforming Solent. Transforming Solent seeks to focus investment on those parts of the economy that need to develop or change the most to accelerate growth.

The Plan is focussed around six strategic priorities:

- Supporting new businesses, enterprise and ensuring SME survival and growth.
- Enabling infrastructure priorities including land assets, transport and housing, reducing flood risk and improving access to superfast broadband.
- Establishing a single inward investment model to encourage companies to open new sites in the region, supported by effective marketing.
- Investing in skills to establish a sustainable pattern of growth, ensuring local residents are equipped to take up the jobs that are created and businesses can source local skills and labour to underpin growth.
- Developing strategic sectors and clusters (interconnected groups and businesses) of marine, aerospace and defence, advanced manufacturing, engineering, transport and logistics businesses, low carbon and the visitor economy – establishing the area as a business gateway, at both local and international levels and developing local supply chains.
- Building on our substantial knowledge assets to support innovation and build innovative capacity in the Solent area to stimulate growth in Solent businesses and in new high growth sectors, particularly linked to our HE excellence.

This strategy seeks to chart the course for the successful establishment and development of a single integrated Solent Inward Investment service delivery model, to progress the LEP's Inward Investment Strategic Priority as outlined above.

To date there has been much hard work done on inward investment related issues by many people over a long period of time, but there is a great deal that must now be achieved if we are to successfully move to the desired model.

The Solent LEP aspires to dramatically increase the flow of inward investment into Solent, and has a widely publicised aim of attracting at least 5% of FDI projects entering the UK. Things must change and we must move quickly as there is much to do.

Timing is of course important and the LEP's ambition coincides with increasing FDI into the UK.

2013/14 was an impressive year for the UK, with record numbers of inward investment projects secured, maintaining the UK's position as the No 1 European FDI destination. In total, UKTI recorded 1,773 projects, up from 1,559 in 2012/13, an increase of c14%, and in an ever more challenging economic landscape, with diminishing global flows of FDI, these results demonstrate the continuing attractiveness of the UK - a very positive position.

To put this in context, research undertaken for the Solent LEP revealed that the Solent attracted about 2% of FDI projects entering the UK in 2013/13 but only 1% in 2013/14. This 1% represented a total of 16 successful Foreign Direct Investment projects in 2013/14.

This is a decrease of 1 project on the 17 successes reported in 2012/13. To reach the 5% aspirational target set by the Solent LEP, the downward trend must be halted and a 500% improvement must be generated – this equates to an additional 68 projects each year.

But of course, just as we seek to improve, the competitive environment will be changing, further complicating the situation. In the UK during 2013/14, the majority of LEPs saw an increase in the number of FDI projects landing into their areas. In total 30 LEPs saw an increase, 3 saw no change, 5 saw a decrease in FDI successes. The Solent LEP area was 1 of the 5 LEPs that went backwards, so our UK competition generally out performed us too.

The UK is a key element of this strategy and we recognise the important impact that our success can create for UK Plc, whether via attraction of new businesses to the Country or via expansion and development of business already here, and we also recognise the important and attractive opportunities the Solent area can offer ambitious businesses from across the UK.

There is much competition as evidenced by the 200+ national, and 10000+ regional, investment promotion agencies who are all seeking to attract investors. Global challenges could arise from any comparable location subject to strategies of prospective investors and Singapore, Sydney, San Francisco and others could all attract the same business – and that would be bad for us all. We must prepare to compete against the best in the UK and the rest of the world.....and succeed for the benefit of both the Solent area and the UK.

Inward investment activity in the Solent area therefore fell back based on all measures, whether absolute and/or relative, while competition increases. The situation must change and a step change in approach/performance is required to move results anywhere near to the aspirational 5% target outlined above.

This strategy meets the challenges involved.

4- STRATEGY

There is an overwhelming desire and need to improve our inward investment performance - specifically we must:

- Increase the number of new enquiries received
- Increase the number of new projects actually secured
- Increase the number and scale of resultant business retentions and expansions

We have identified a strategy to achieve this, built around 5 key pillars:

- Development of a sustainable inward investment delivery vehicle for the Solent LEP area
- Effective coordination of inward investment activity across the Solent LEP area
- Carefully executed and targeted global promotion of the Solent LEP area
- Successful engagement of prospective investors in the Solent LEP area
- Retention, development and expansion of businesses located in the Solent LEP area

Together, these 5 pillars represent the entirety of our strategy.

They are interconnected and are bound together by commonality in certain areas, yet they stand alone as areas for focus and action. They are set on the firm foundations put in place by those who have done work on this so far, yet they offer the opportunity of rising above historical issues and performance, and building for the future.

They will support the successful development of inward investment in the Solent. They will enable us to reach out to the world and rise to the challenges we face. These 5 pillars provide the building blocks we will base ourselves on as we strive towards our 5% target.

Our 5% target represents the number of FDI projects available in the UK as measured by UKTI. As we work towards this, there will be other wins possible too, such as businesses relocating or expanding to the area from within the UK, and of course expansions of existing investors located in the area.

The remainder of this document outlines some of the detail underpinning each of these 5 pillars, our plans for the transition from the status quo to a new world, and our plans for operational development of this strategy over the next 3 years.

There is much work that needs to be undertaken to develop the way ahead. Much of the detail will emerge as we move forward and create our future via a focus on the following 5 issues.

A- Development of a sustainable inward investment delivery vehicle for the Solent LEP area

We will establish an expert, efficient and effective inward investment entity (IIE) designed to act on behalf of the NFP, private and public sectors. The IIE will function as an independent body, rising above any political, administrative or geographical issues, functioning with a customer centric approach.

This independence must manifest itself via physical, operational and cultural approaches to the work involved. This approach will require unconditional support from all stakeholders / partners involved with the IIE. This will be best secured by demonstrating a very clear focus on what is best for the IIE, the businesses it serves, and its stakeholders.

The IIE will need to operate in a complex landscape where the interests of local private, NFP and public sector organisations must all be recognised and addressed. Such public sector organisations include Hampshire County Council, the unitary authorities of Portsmouth, Southampton and the Isle of Wight, and district authorities of Eastleigh, East Hampshire, Fareham, Gosport, Havant, New Forest, Test Valley and Winchester.

The IIE will be the 'must have' asset who become the 'go to' team for inward investment issues as a result of their insight, knowledge, connectivity and reputation for delivery. To achieve this the IIE will be staffed by experts in inward investment issues who will professionally manage the IIE to the highest standards.

They will need to adopt a somewhat belligerent focus on inward investment to avoid being blown off course by other demands on their time.

The IIE must be focussed on outputs to ensure that progress is made towards the 5% objectives, but must also be flexible and pragmatic in its approach since, as it will be customer driven, specific actions will vary.

To ensure all involved are kept up to date with the work of the IIE, regular transparent reporting and stakeholder engagement will be critical.

Alongside implementation of this strategy, the business must plan for 2 key periods of transition, namely the move from status quo to a new operating model and then the increase of results from the current 1% to the 5% target.

How will we achieve this? In order to achieve our strategic objectives we will:

- 1. Establish an appropriate form for the IIE to act as the single delivery entity for inward investment.*
- 2. Structure involvement with the IIE to ensure an appropriate blend of representation and / or input from across Unitary/District Authorities, Universities, specialist agencies such as UKTI and the business sector both direct and via organisations such as HIBA or Business South.*
- 3. Establish an appropriate governance structure for the IIE involving a representative Board.*
- 4. Adopt an appropriate and relevant brand and name for the entity.*
- 5. Ensure that the IIE is independent, sitting above any political, administrative or commercial interference and focusses solely on what is right for the Solent area.*
- 6. Ensure that the IIE is performance driven and is accountable to its Board (IIEB), focussed solely on the delivery of this strategy and the associated business plan.*
- 7. Adopt a customer centric focus, always seeking to provide information, services and support via honest broker activities, in the best interests of the customer.*
- 8. Develop exemplar status, based on a transparent, honest broker approach.*
- 9. Adopt an internal structure for the IIE that is lean, yet effective, involving an appropriate blend of talented, knowledgeable, experienced, professional and senior staff.*
- 10. Work with other professionals who can offer expertise to support our activities including the business sector both direct and via organisations such as HIBA or Business South, Local Authorities, Universities, UKTI and Hampshire County Council.*
- 11. Utilise the highest % of resource possible to focus on key areas, avoiding distractions*
- 12. Establish low cost independently located offices suitable both for use as the IIE operational hub and as an international 'showcase' location, utilising independently sourced and managed office equipment and supplies.*
- 13. Formally and proactively structure relationships with all contributing stakeholders, partners and suppliers via professional MOU or contract management.*
- 14. Openly and transparently procure products, services and staff via external competition.*
- 15. Responsibly and effectively utilise data to help achieve all required outcomes via CRM systems, websites, intranets and extranets.*
- 16. Develop a robust business model comprising UK public sector funding, EU or equivalent funding, private sector subscription and revenue generated via commercial activity.*
- 17. Devise and deliver a comprehensive yet straightforward operating model and business plan which, step by step, outlines the transition from status quo to IIE, which utilises set inputs to generate the required outputs, and which outlines plans for the next 3 years.*
- 18. Develop a transition plan to move from status quo to new world as quickly as possible.*

B- Effective coordination of inward investment activity across the Solent LEP area

We will coordinate all activity relating to inward investment across the Solent LEP area, drawing together all interests and activities into one single unit which will offer a central source of expertise and appropriate focus.

Cohesion, rather than control, will guide our work as we build a coalition to unite all involved behind one common vision and resource pool.

We will be an inclusive organisation, building productive long term relationships with partners and stakeholders, treating all organisations with equal respect and emphasis. This approach will present both key opportunities and challenges.

We will build bridges with all those involved with or interested in inward investment, and work together for the common good. As part of this, the undisputedly independent nature of the work involved will need to be emphasised, so all the necessary coalitions can be formed.

Challenges will result from this approach as local pride and political imperatives may not always sit comfortably with common shared or local interests. In order to effectively coordinate inward investment across the area, considerable effort will be required to engage, reassure or motivate those involved.

The work involved will also require development of partnerships with many individuals and organisations who can help, particularly where extension of reach or access to specific detailed expertise is required. We will work with other professionals who can offer expertise to support our activities including the business sector, both direct and via organisations such as HIBA or Business South, Local Authorities, Universities, UKTI, PUSH and Hampshire County Council.

This is critical as additional resource will be required if support cannot be secured from others. It is particularly important to ensure that duplication is avoided and that opportunities, especially those that can be developed via linkage to experts and support providers, can be leveraged.

All this is important in the context of inward investment, but it must not be viewed in isolation, as there may be opportunities to also develop linkages with other bodies also involved with the global promotion of the Solent area, for example via trade or tourism activity, either to forge standalone bilateral relationships of common benefit, or to build a broader coalition of internationally active groups. However, such linkage must add value and must not result in distraction or erosion of resource.

How will we achieve this? In order to achieve our strategic objectives we will:

- 1. Implement a programme of best practice strategic relationship management.*
- 2. Adopt a peripatetic style, making ourselves visible and accessible across the area, by holding both internal meetings and external meetings around the area to ensure we get first hand experience of all locations.*
- 3. Make ourselves accountable via transparent reporting to stakeholders by issuing a comprehensive annual report supplemented by quarterly mini reports on our work.*
- 4. Arrange quarterly stakeholder engagement events to share ideas, brief delegates on our work, and to discuss opportunities.*
- 5. Develop an extranet for use by stakeholders and partners, including a confidential section offering real time information on inward investment activities.*
- 6. Develop linkages with specialists who can support us with key activities as a result of their expertise or role, for example planners, sector specialist and academics*
- 7. Develop linkages with those who can play specific roles in the promotion of the area, engagement and retention of investors.*
- 8. Develop linkages with all those who can act as intermediaries or multipliers in an effort to increase our reach and scale and to leverage resource, including Embassies, networks, bilateral business groups, politicians, academia, professional services firms and others.*
- 9. Seek, source and collate information available to offer a central library of relevant detail.*
- 10. Act as an expert advocate, raising awareness of inward investment issues and activities by seeking high profile speaking opportunities.*
- 11. Building positive relationships with all form of media to showcase our expertise and offer insight and comment on relevant issues.*
- 12. Compare and benchmark the area against selected international competitors, acting as a watchtower for competitive activity, and as a source of expertise on associated issues.*
- 13. Adopt an 'honest broker' style, seeking to support the market rather than compete with it, creating opportunities and removing barriers*
- 14. Seek linkages with other bodies involved with international activities on behalf of the area, from a trade, tourism or investment perspective, to explore coordinated creation of opportunity and development of a strategic marketing alliance.*

C- Carefully executed and targeted global promotion of the Solent LEP area

We need to attract attention and create interest fast, so we will ensure resources and focus are targeted on activities, businesses and territories which offer the best way of reaching the prospects we seek to engage with. A reactive approach will be unacceptable - an energetic proactive approach will be necessary.

Activities will be prioritised to ensure the best use of resource, an appropriate blend of exposure in the UK and overseas, utilisation of an effective marketing mix, an appropriate blend of collateral, agreed multicultural/multilingual messaging and engagement, and leverage of trade and tourism opportunities. The UK is a key market in this context and must be explored.

We will focus on core sectors, functions and geographies which will be carefully researched. We will initially focus on businesses in Europe including the UK, North America and the Far East. We will focus on globally significant assets which are undoubtedly important, so we will initially focus on the marine and maritime sector as our lead message and proposition (linking to the developments recommended by Rear Admiral Rob Stevens in his excellent 'Transforming Solent' Marine & Maritime Supplement) and will utilise leverage of the aerospace/defence, logistics/transport, advanced manufacturing and BFPS sectors as key additional messages. We will seek to attract business from these sectors which are involved with production, R & D, logistics and high end management. We will seek to promote key locations in the area, such as the vitally important Solent Enterprise Zone (EZ) at Daedalus, an area already recognised as a leading location for advanced manufacturing.

Importantly however, we will adopt a pragmatic approach to all this and although we have an initial focus as outlined above, we will be alert to quick wins that could also be secured from other situations. We also recognise that while this initial focus may be appropriate now, other aspirational sectors, functions or territories may emerge and could in the future be developed.

We will utilise standalone best practice lead generation methodology and will also work with numerous groups at home/abroad to connect with prospects, developing close linkages with UKTI, Solent alumni/ambassadors, and international trade/business groups/clusters/networks, including organisations such as HIBA and Business South.

We will need help to work through the numerous issues involved with all this, so we will seek specialist professional marketing support to help us develop the toolbox needed for successful exploitation of the opportunities that exist as there is so much that can and must be promoted from amongst the range of outstanding attributes that the Solent area offers.

With a population of more than 1.3 million (2011) and more than 50,000 businesses, the area is an internationally-recognised economic hub anchored around the Isle of Wight, the two cities of Portsmouth and Southampton, the M27 corridor and the Solent waterway.

The Solent economy has a significance that extends beyond the locality, making an important contribution to the national economy. It is widely documented that the maritime services sector is vital to the UK, with about 95% of the total volume of UK import and export trade arriving by sea and the Solent has an important role to play in this regard. At just 20 nautical miles from the international shipping lanes of the English Channel, the Port of Southampton presents a sheltered haven with unique double tides which allow the world's largest ships easy access.

The mass market of mainland Europe is less than 100 nautical miles from Southampton and the UK's motorway network is in close proximity and it has direct links to the national rail network. The Port of Southampton is one of the UK's largest, busiest and most diverse ports providing a wide range of passenger, freight and cargo functions. It provides, directly and indirectly, 15,000 jobs in the Solent, contributes over £1.2bn of output per annum, and it is a global import and export hub for the UK motor industry, exporting more vehicles than any other UK port. It is the busiest cruise port in the UK (home to the UK fleets of P&O Cruises and Cunard Line and home to Carnival, the largest Cruise operator in the world). It is also the largest vehicle handling port in the UK, with more than 750,000 vehicle exports (outnumbering imports by a ratio of more than two to one). Further increases in this activity is expected with Jaguar Landrover who currently export 160,000 vehicles per annum to markets in the Far East looking to export 360,000 vehicles per annum by 2015.

Similarly Portsmouth Naval Base is at the heart of the sub-regional defence cluster providing, directly and indirectly, 20,000 jobs across the sub region and contributing over £1.6bn GVA of output. Currently the Naval Base supports the Royal Navy surface fleet and there is a strong maritime services function offering: integrated ship support; complex software engineering and advanced manufacturing solutions; equipment management; training; and estates and logistics service. It encompasses: the Naval Base; associated Naval establishments; the defence industrial base and other dependent firms (including BAE, Babcock, Lockheed Martin, Northrop Grumman, Qinetiq, Serco Denholm Ltd and Vector Aerospace).

The area's maritime and marine research base is also world class, and the Solent is the strongest area in the world for intellectual capability in maritime and marine. The area boasts a robust knowledge infrastructure with strengths in key economic sectors, internationally renowned companies, world-class universities and a strong base of high quality FE colleges.

Solent has so much of importance to offer, prioritisation and effective promotion will be critical.

How will we achieve this? In order to achieve our strategic objectives we will:

- 1. Focus our efforts on one 'lead' sector, and then align 5 'support' sectors with it, to ensure we promote a globally critical asset which we can use to attract business across all.*
- 2. Focus on the marine and maritime sector as our lead message and proposition.*
- 3. Support our lead proposition via leverage of the aerospace/defence, logistics/transport, advanced manufacturing and BFPS sectors.*
- 4. Develop aspirational sectors of the future and work towards their inclusion in due course.*
- 5. Promote key sectoral functions, including production, R & D, logistics and management.*
- 6. Target our activities on selected territories chosen because they represent known potential, including Europe (inc UK), North America and the Far East.*
- 7. Develop key messages to promote the area, to include generic information (ie quality of life) along with sector and location specific information.*
- 8. Develop a wide range of fact/briefing sheets available for prospective investors, to include information on issues associated with establishment/relocation of a business to the area.*
- 9. Produce initial and annual marketing plans for the successful promotion of the area.*
- 10. Utilise a marketing mix involving a blend of direct and indirect methodology organised via on line, intermediated, direct mail, telephone, confex and F2F in the UK and overseas.*
- 11. Develop media plans using online, print and broadcast sources in the UK and overseas.*
- 12. Develop PR initiatives designed to raise awareness in the UK and overseas.*
- 13. Procure specialist marketing/communications advice and support.*
- 14. Develop specific marketing campaigns organised by sector, territory and function.*
- 15. Develop an appropriate brand.*
- 16. Register the chosen name and acquire all URL's and associated identity protection.*
- 17. Develop an appropriate house style and associated look and feel.*
- 18. Ensure that all communications, materials and activities recognise international language and cultural variations, sensitivities and protocols.*
- 19. Develop future proof marketing collateral including content/materials for use on line (web, PDF, video/audio, social media) and F2F (letters, folders, brochures, exhibitions).*
- 20. Develop activities either in the UK or overseas as may be appropriate.*
- 21. Work with other professionals who can offer scale and reach to support our activities, including local authorities, business and business groups such as HIBA and Business South, academia, UKTI (to leverage sector/UK Services, OMIS, P2E) and Hampshire County Council (to leverage sector/County wide activities).*
- 22. Develop a network of international agents to promote the area/refer enquiries.*
- 23. Establish protocols with key Board members who will provide specialist assistance with the development of international promotion.*
- 24. Develop and organise a network of people who offer human marketing opportunities, including Ambassadors, Alumni, Intermediaries, Multipliers.*

- 25. Develop a comprehensive up to date dynamic directory of support and services which can be offered to prospective investors, including property and resourcing databases.*
- 26. Develop and promote a range of incentives that can be used to motivate prospective investors, including financial incentives (NDR relief, grants/loans, EZ) and non financial incentives (ICU services, introductions, networks, acclimatisation, staff/family support)*
- 27. Acquire, collate, use, store and share data that can be helpful to our work via responsible and effective CRM and data protection protocols.*
- 28. Research and prioritise specific business targets in agreed sectors and territories.*
- 29. Develop best practice lead generation activities to connect with target businesses.*
- 30. Develop relationships with Embassies and High Commissions in London to capture inbound enquiries directed to National Officials based overseas.*
- 31. Develop relationships with bilateral industry/professional/trade groups in order to leverage global connectivity.*

D- Successful engagement of prospective investors in the Solent LEP area

Running a great organisation and sending messages out into the world won't secure investment unless interest generated by such activities can be captured. Development of effective engagement is therefore critical to ensure that interest can be converted into action.

We will proactively manage the engagement process to ensure that we support and motivate prospective investors, anticipating and preparing for various scenarios, so that we are both ready to engage with prospective investors, and ready to secure their commitment.

This too will require a great deal of partnership working with numerous others in order to leverage additional resources and expertise required to satisfy the needs of investors. Development of cooperative relationships with PUSH, the Unitary Authorities for Portsmouth, Southampton and the Isle of Wight, the numerous local District Authorities, the 3 key Universities, specialist agencies such as UKTI and the business sector both direct and via organisations such as HIBA or Business South will all be critical components of such activity.

A standard 'UK' based approach to this will not be good enough, so we will work hard to develop multi cultural and multi language methods of engaging with and motivating prospects.

How will we achieve this? In order to achieve our strategic objectives we will:

- 1. Be ready to respond immediately to any approach or expression of interest.*
- 2. Develop a rapid response team capable of pulling together all necessary information and coordinating all necessary action.*
- 3. Focus on the customer via attention to minute detail, recognising that every enquiry will require a different approach, providing a very personal VIP service to let enquirers sense how hard and how diligently we will work to attract them.*
- 4. Actively manage and report on engagement pipelines, using both UKTI and area data, to ensure we are constantly alert to and connected to prospects.*
- 5. Work transparently with partners to coordinate and respond to enquiries.*
- 6. Work with UKTI to manage local aspects of the national pipeline and secure success.*
- 7. Develop and agree triage/prioritisation protocols, ensuring that stakeholders are aware of, supportive of and actively involved with the processes necessary to succeed.*
- 8. Devise and agree pitch protocols, so interested locations can provide information to, meet with and present to prospects.*
- 9. Establish protocols with key Board members who will provide specialist assistance with the analysis, prioritisation and development of enquiries.*

10. *Anticipate and prepare for various scenarios, so that we are both ready to engage with prospective investors, and ready to secure their commitment.*
11. *Develop mechanisms for collation of enquiries on behalf of the area, whether expected or unexpected, including enquiries received direct by IIE and indirectly via stakeholders.*
12. *Develop generic response mechanisms to cater for routine or lower value enquiries which do not fall within our priority sector/territorial/functional focus.*
13. *Develop bespoke response mechanisms to cater for high value important enquiries which expect and deserve special treatment due to their scale or value.*
14. *Develop a network of partners to manage and support these response mechanisms to include specific sector/technical expertise, meeting venues, site visits and 1/1 meetings.*
15. *Ensure that all activities associated with management of enquiries recognise international language and cultural variations, sensitivities and protocols.*
16. *Celebrate success, seeking case study, media and PR opportunities to showcase both the area and the business involved.*
17. *Learn from setbacks, seeking to understand why we may encounter negative reactions.*

E- Retention, development and expansion of businesses located in the Solent LEP area

Ensuring that businesses who move to the area stay local and thrive is critical, so their business and our economy benefit from their success, so they are encouraged/ helped to expand/invest further, and so they do not subsequently become a prospect for other locations. All businesses will benefit from this, both those who are well established and new to the area, and there will also be wider ripple effects across the area and in the UK via further investment, knowledge transfer, higher skills levels and supply chain opportunities.

This is by its nature difficult to predict, as both the nature/needs of the businesses involved, and the nature of any support available, will vary. Our starting point therefore is to identify all sources of support for business and to engage with the services and individuals involved so we are able to offer support to businesses as needed. We will work via and closely with others, such as UKTI, HCC and local authorities to ensure that between us we are proactively managing relationships with all strategically important businesses, including key local business.

We will also engage with international businesses currently located in the area so we can use the knowledge gained to predict the needs of others. We will build relationships directly with the businesses involved to learn from them and to offer them support from an investor development perspective. We will also proactively and energetically engage with businesses new to the area so we can offer them all support required.

How will we achieve this? In order to achieve our strategic objectives we will:

- 1. Put a huge amount of effort and emphasis on development of specialist services to help 'immigrant' businesses to transition to 'local' businesses and thrive locally.*
- 2. Develop awareness of and visible support for an 'ICU' or Intensive Care Unit / Incoming Companies Unit, our engagement teams service offered over the first 12 months*
- 3. Offer help and support with cultural/language issues, supporting staff and families with information/advice on the issues associated with personal relocation.*
- 4. Help businesses and business people to make the connections they seek and need, via introductions to key people, institutions, services, groups and networks.*
- 5. Identify the services and support available to established domestic businesses (such as Growth Hub and MAS), and form linkages to these on behalf of inbound businesses.*
- 6. Ensure inbound businesses link to sources of area specialist technical expertise.*
- 7. Ensure inbound businesses link to local authority departments to support their needs.*
- 8. Ensure inbound businesses link to local networks and groups who can help them.*
- 9. Ensure inbound businesses link to local supply chain opportunities.*
- 10. Ensure inbound businesses link to local skills, staff and employment resources.*

5- PLANS FOR THE FUTURE

a- Transition plan

The identification of the way ahead creates immediate and future issues. It is important that a business as usual approach is taken to ensure continuity concurrently with development for the future, with particular focus on generation of any quick wins possible. Development of the 5 pillars is a potentially daunting task which requires many actions. These will be addressed via the operational plans that follow, however an effective plan will also be needed to prepare the ground for the future and this will be embodied by a transition plan as summarised below:

ISSUE	ACTION	LEAD	TIMELINE
STRATEGY	<ul style="list-style-type: none"> Seek approval for strategy and/or iterate strategy following board meetings 	CP	Immediate
FUNDING	<ul style="list-style-type: none"> Work with the LEP to prepare submissions to seek appropriate ongoing funding 	CP/LEP	Q3 – Q4 14/15
STAKEHOLDERS	<ul style="list-style-type: none"> Brief stakeholders on strategy and seek both support and involvement 	CP	October - November 2014
TEAM	<ul style="list-style-type: none"> Cement current team to ensure business as usual Commence recruitment of permanent business team 	CP	October 2014 – March 2015
IIDP	<ul style="list-style-type: none"> Agree form of Board Recruit members 	CP/LEP	Q3 - Q4 14/15
PREMISES	<ul style="list-style-type: none"> Establish interim office Seek and establish permanent business office 	CP	October 2014
PIPELINE	<ul style="list-style-type: none"> Review current pipeline Develop new pipeline 	Team	September 2014
CRM	<ul style="list-style-type: none"> Develop protocols for use Develop common usage 	Team	September 2014
WEBSITES	<ul style="list-style-type: none"> Continue current usage Agree ongoing purpose 	Team	September 2014
BAU	<ul style="list-style-type: none"> Maintain key activities Agree interim plans 	Team/CP	September/October 2014

The implementation of strategy and ongoing development of operations requires a well thought through series of plans, carefully orchestrated and managed to ensure all issues are successfully addressed. The following operational plans provide the framework for the future.

b- Operational plan

We have a clear strategy and a clearly defined set of resultant actions, so we have also developed operational plans based on these, all structured over 2014 -17. The plans shows some issues running throughout consistently (shown as 'ALL'), although starting at defined points, with other issues more discreetly timebound (shown as scheduled for Q3 or Q4 of 2014/15, or as taking place during Years 1-3). The operational plans are follows:

Development of a sustainable inward investment delivery vehicle for the Solent LEP area	ALL	PQ3	PQ4	YR1	YR2	YR3
1. Establish an appropriate form for the IIE to act as the single delivery entity for inward investment.						
2. Structure involvement with the IIE to ensure an appropriate blend of representation and / or input from across Unitary/District Authorities, Universities, specialist agencies such as UKTI and the business sector both direct and via organisations such as HIBA or Business South.						
3. Establish an appropriate governance structure for the IIE involving a representative Board.						
4. Adopt an appropriate and relevant brand and name for the entity.						
5. Ensure that the IIE is independent, sitting above any political, administrative or commercial interference and focusses solely on what is right for the Solent area.						
6. Ensure that the IIE is performance driven and is accountable to its Board (IIEB), focussed solely on the delivery of this strategy and the associated business plan.						
7. Adopt a customer centric focus, always seeking to provide information, services and support via honest broker activities, in the best interests of the customer.						
8. Develop exemplar status, based on a transparent, honest broker approach.						
9. Adopt an internal structure for the IIE that is lean, yet effective, involving an appropriate blend of talented, knowledgeable, experienced, professional and senior staff.						
10. Work with other professionals who can offer expertise to support our activities including the business sector both direct and via organisations such as HIBA or Business South, Local Authorities, Universities, UKTI and Hampshire County Council.						
11. Utilise the highest % of resource possible to focus on key areas, avoiding distractions						
12. Establish low cost independently located offices suitable both for use as the IIE operational hub and as an international 'showcase' location, utilising independently sourced and managed office equipment and supplies.						
13. Formally and proactively structure relationships with all contributing stakeholders, partners and suppliers via professional MOU or contract management.						
14. Openly and transparently procure products, services and staff via external competition.						
15. Responsibly and effectively utilise data to help achieve all required outcomes via CRM systems, websites, intranets and extranets.						
16. Develop a robust business model comprising UK public sector funding, EU or equivalent funding, private sector subscription and revenue generated via commercial activity.						
17. Devise and deliver a comprehensive yet straightforward operating model and business plan which, step by step, outlines the transition from status quo to IIE, which utilises set inputs to generate the required outputs, and which outlines plans for the next 3 years.						
18. Develop a transition plan to move from status quo to new world as quickly as possible.						

Effective coordination of inward investment activity across the Solent LEP area	ALL	PQ3	PQ4	YR1	YR2	YR3
1. Implement a programme of best practice strategic relationship management.						
2. Adopt a peripatetic style, making ourselves visible and accessible across the area, by holding both internal meetings and external meetings around the area to ensure we get first hand experience of all locations.						
3. Make ourselves accountable via transparent reporting to stakeholders by issuing a comprehensive annual report supplemented by quarterly mini reports on our work.						
4. Arrange quarterly stakeholder engagement events to share ideas, brief delegates on our work, and to discuss opportunities.						
5. Develop an extranet for use by stakeholders and partners, including a confidential section offering real time information on inward investment activities.						
6. Develop linkages with specialists who can support us with key activities as a result of their expertise or role, for example planners, sector specialist and academics						
7. Develop linkages with those who can play specific roles in the promotion of the area, engagement and retention of investors.						
8. Develop linkages with all those who can act as intermediaries or multipliers in an effort to increase our reach and scale and to leverage resource, including Embassies, networks, bilateral business groups, politicians, academia, professional services firms and others.						
9. Seek, source and collate information available to offer a central library of relevant detail.						
10. Act as an expert advocate, raising awareness of inward investment issues and activities by seeking high profile speaking opportunities.						
11. Building positive relationships with all form of media to showcase our expertise and offer insight and comment on relevant issues.						
12. Compare and benchmark the area against selected international competitors, acting as a watchtower for competitive activity, and as a source of expertise on associated issues.						
13. Adopt an 'honest broker' style, seeking to support the market rather than compete with it, creating opportunities and removing barriers						
14. Seek linkages with other bodies involved with international activities on behalf of the area, from a trade, tourism or investment perspective, to explore coordinated creation of opportunity and development of a strategic marketing alliance.						

Effective coordination of inward investment activity across the Solent LEP area	ALL	PQ3	PQ4	YR1	YR2	YR3
1. Focus our efforts on one 'lead' sector, and then align 5 'support' sectors with it, to ensure we promote a globally critical asset which we can use to attract business across all.						
2. Focus on the marine and maritime sector as our lead message and proposition.						
3. Support our lead proposition via leverage of the aerospace/defence, logistics/transport, advanced manufacturing and BFPS sectors.						
4. Develop aspirational sectors of the future and work towards their inclusion in due course.						
5. Promote key sectoral functions, including production, R & D, logistics and management.						
6. Target our activities on selected territories chosen because they represent known potential, including Europe (inc UK), North America and the Far East.						
7. Develop key messages to promote the area, to include generic information (ie quality of life) along with sector and location specific information.						
8. Develop a wide range of fact/briefing sheets available for prospective investors, to include information on issues associated with establishment/relocation of a business to the area.						
9. Produce initial and annual marketing plans for the successful promotion of the area.						
10. Utilise a marketing mix involving a blend of direct and indirect methodology organised via on line, intermediated, direct mail, telephone, confex and F2F in the UK and overseas.						
11. Develop media plans using online, print and broadcast sources in the UK and overseas.						
12. Develop PR initiatives designed to raise awareness in the UK and overseas.						
13. Procure specialist marketing/communications advice and support.						
14. Develop specific marketing campaigns organised by sector, territory and function.						
15. Develop an appropriate brand.						
16. Register the chosen name and acquire all URL's and associated identity protection.						
17. Develop an appropriate house style and associated look and feel.						
18. Ensure that all communications, materials and activities recognise international language and cultural variations, sensitivities and protocols.						
19. Develop future proof marketing collateral including content/materials for use on line (web, PDF, video/audio, social media) and F2F (letters, folders, brochures, exhibitions).						
20. Develop activities either in the UK or overseas as may be appropriate.						
21. Work with other professionals who can offer scale and reach to support our activities, including local authorities, business and business groups such as HIBA and Business South, academia, UKTI (to leverage sector/UK Services, OMS, P2E) and Hampshire County Council (to leverage sector/County wide activities).						
22. Develop a network of international agents to promote the area/refer enquiries.						
23. Establish protocols with key Board members who will provide specialist assistance with the development of international promotion.						

24. <i>Develop and organise a network of people who offer human marketing opportunities, including Ambassadors, Alumni, Intermediaries, Multipliers.</i>					
25. <i>Develop a comprehensive up to date dynamic directory of support and services which can be offered to prospective investors, including property and resourcing databases.</i>					
26. <i>Develop and promote a range of incentives that can be used to motivate prospective investors, including financial incentives (NDR relief, grants/loans, EZ) and non financial incentives (ICU services, introductions, networks, acclimatisation, staff/family support)</i>					
27. <i>Acquire, collate, use, store and share data that can be helpful to our work via responsible and effective CRM and data protection protocols.</i>					
28. <i>Research and prioritise specific business targets in agreed sectors and territories.</i>					
29. <i>Develop best practice lead generation activities to connect with target businesses.</i>					
30. <i>Develop relationships with Embassies and High Commissions in London to capture inbound enquiries directed to National Officials based overseas.</i>					
31. <i>Develop relationships with bilateral industry/professional/trade groups in order to leverage global connectivity.</i>					

Successful engagement of prospective investors in the Solent LEP area	ALL	PQ3	PQ4	YR1	YR2	YR3
1. Be ready to respond immediately to any approach or expression of interest.						
2. Develop a rapid response team capable of pulling together all necessary information and coordinating all necessary action.						
3. Focus on the customer via attention to minute detail, recognising that every enquiry will require a different approach, providing a very personal VIP service to let enquirers sense how hard and how diligently we will work to attract them.						
4. Actively manage and report on engagement pipelines, using both UKTI and area data, to ensure we are constantly alert to and connected to prospects.						
5. Work transparently with partners to coordinate and respond to enquiries.						
6. Work with UKTI to manage local aspects of the national pipeline and secure success.						
7. Develop and agree triage/prioritisation protocols, ensuring that stakeholders are aware of, supportive of and actively involved with the processes necessary to succeed.						
8. Devise and agree pitch protocols, so interested locations can provide information to, meet with and present to prospects.						
9. Establish protocols with key Board members who will provide specialist assistance with the analysis, prioritisation and development of enquiries.						
10. Anticipate and prepare for various scenarios, so that we are both ready to engage with prospective investors, and ready to secure their commitment.						
11. Develop mechanisms for collation of enquiries on behalf of the area, whether expected or unexpected, including enquiries received direct by IIE and indirectly via stakeholders.						
12. Develop generic response mechanisms to cater for routine or lower value enquiries which do not fall within our priority sector/territorial/functional focus.						
13. Develop bespoke response mechanisms to cater for high value important enquiries which expect and deserve special treatment due to their scale or value.						
14. Develop a network of partners to manage and support these response mechanisms to include specific sector/technical expertise, meeting venues, site visits and 1/1 meetings.						
15. Ensure that all activities associated with management of enquiries recognise international language and cultural variations, sensitivities and protocols.						
16. Celebrate success, seeking case study, media and PR opportunities to showcase both the area and the business involved.						
17. Learn from setbacks, seeking to understand why we may encounter negative reactions.						

Retention, development and expansion of businesses located in the Solent LEP area	ALL	PQ3	PQ4	YR1	YR2	YR3
<i>1. Put a huge amount of effort and emphasis on development of specialist services to help 'immigrant' businesses to transition to 'local' businesses and thrive locally.</i>						
<i>2. Develop awareness of and visible support for an 'ICU' or Intensive Care Unit / Incoming Companies Unit, our engagement teams service offered over the first 12 months</i>						
<i>3. Offer help and support with cultural/language issues, supporting staff and families with information/advice on the issues associated with personal relocation.</i>						
<i>4. Help businesses and business people to make the connections they seek and need, via introductions to key people, institutions, services, groups and networks.</i>						
<i>5. Identify the services and support available to established domestic businesses (such as Growth Hub and MAS), and form linkages to these on behalf of inbound businesses.</i>						
<i>6. Ensure inbound businesses link to sources of area specialist technical expertise.</i>						
<i>7. Ensure inbound businesses link to local authority departments to support their needs.</i>						
<i>8. Ensure inbound businesses link to local networks and groups who can help them.</i>						
<i>9. Ensure inbound businesses link to local supply chain opportunities.</i>						
<i>10. Ensure inbound businesses link to local skills, staff and employment resources.</i>						

c- Marketing plan

Successful engagement of appropriately professional expert marketing support will be required in order to develop all necessary activities and collateral. The scale and costs associated with the work involved will of course vary dependent on budgets available. In some combination all of the following will be required.

1. MARKET RESEARCH	
Preliminary	Sector, competitors, primary, secondary, aspirational markets, SWOT PEST etc.
2. PRE - OUTBOUND	
Proposition Development	Research, fact sheet production, folders
Collateral production	Brochures, 'guide' to FDI, leaflets, flyers, banner stands, mechanising, posters, advertisements, DM templates, e-mail templates, webinars, videos, letter heads, complement slips
Web Development	
Database purchasing/licensing	
Develop/fund soft landings packages	
CRM development/licensing/training	
3. OUTBOUND	
Search	SEO
Social media	SMO
Campaign development; awareness raising	DM, e-mail , advertising, channel partners, promotional events, exhibition attendance and in country activities
Lead generation	In-house and external agency
Intermediary/partner promotion	Joint events, tailored promotional materials, presentations, sponsorship
4. INBOUND	
Visitors	Prospect visits in UK
5. COMMUNICATIONS	
Internal	Newsletter, e-mail
External	Newsletter, e-mail, blogs; content generation, production and delivery
Public relations	Agency, paid for editorial, advocacy (journalists/industry experts influencing campaigns), white paper/presentation opportunities
Ambassador programme	Toolkit, materials, training
Preferential supplier scheme	Set up, material, events, communications

d- Priorities

With 90 actions already identified, and the certainty of more to follow, it will be important to identify which require immediate implementation, and which will run as themes throughout the work of the IIE as it develops. The following are the immediate priorities to be addressed:

ACTION	TIMELINE
Agree an appropriate strategy, appropriate resources and an appropriate structure for the IIE	Immediate
Agree plans for the management of working agreements with key funders and partners involved with the IIE	Start Oct 2014 End Nov 2014
Establish a single team and single location for the IIE	Oct 2014
Establish a programme of briefings for key stakeholders	Nov 2014
Recruit key staff for the IIE	Start Oct 2014 End Mar 2015
Source expert marketing support	Start Oct 2014 End Nov 2014
Develop detailed marketing plans	Start Nov 2014 End Dec 2014
Map key sources of local sector, commercial and professional support and develop working agreements	Start Dec 2014 End Jan 2015
Map the existing business profile for the area and identify key strategic businesses from amongst both local and foreign owned firms	Start Jan 2015 End Feb 2015
Establish protocols for the management of appropriate relationships with key strategic businesses working both direct and in association with key partners	Start Jan 2015 End Feb 2015
Build the rapid response team for incoming businesses and develop protocols for engagement both direct and in association with key partners	Start Feb 2015 End Mar 2015
Develop the ICU service for incoming businesses delivered both direct and in association with key partners	Start Feb 2015 End Mar 2015

We need to allocate resource and agree implementation to bring this strategy to life....

