

Appendix 1

Marketing Strategy for Aylesbury Vale: Positioning statement & strap line

The positioning statement for Aylesbury Vale:

To existing residents, businesses and those individuals and organisations with an interest in growth areas, Aylesbury Vale is a highly attractive area. It combines the best of a vibrant and engaged large town culture with the charm of market towns and villages in a distinctive rural, semi rural and urban mix. Aylesbury Vale is a safe, comfortable, varied community offering those who choose to live and work there an ideal environment in which to start and grow a business, raise a family and live a fulfilled, quality life.

Strap line:

Aylesbury Vale – a great place to grow.

The above were agreed by AVDC's Cabinet Members on 20 July 2004

Appendix 2

Marketing Strategy for Aylesbury Vale: Key messages

CORPORATE:

- Aylesbury Vale is growing.
- The growth is being planned and managed effectively.
- Growth will bring improved retail, leisure, entertainment and cultural opportunities for all ages.
- Growth will bring improvements to roads, public transport, health, education and community facilities.
- The majority of planned new housing will be around Aylesbury; up until 2016 housing outside the area will only be developed to meet local needs.
- The rural landscape will be preserved.
- Investment in infrastructure will match growth.
- Aylesbury Vale will retain its individuality.
- Aylesbury Vale is and will continue to be an attractive place to live, do business and work in.
- Aylesbury Vale is ‘open for business’.

PLACE:

Living in the Vale

- Aylesbury Vale is a great place to grow your family. It is a safe, friendly community with excellent schools, a range of affordable (in terms of the south-east) and quality homes, with easy access to stunning countryside and vibrant town centres.
- Aylesbury Vale has much to offer now and in the future – culture, heritage, outstanding areas of natural beauty, unique shopping experiences (improving with Waterside, Cambridge Close and Kingsbury) - see how we are changing.
- There is easy access to key transport links to London and the rest of the UK.
- There is easy access to stunning countryside and vibrant town centres
- We are developing roads, public transport, health and education, leisure, entertainment and community facilities to support our community and its growth.
- We have a fast expanding business sector offering a diverse range of job opportunities.
- There are excellent health services with Stoke Mandeville hospital offering first-class health care.
- Whether you want to train, to start or to develop your career or academic qualifications Aylesbury College, Buckingham University and the new campus for Bucks University at Aylesbury offers a range of opportunities

Leisure and Tourism

- It's easy to access Aylesbury Vale for day trips and short breaks.
- Aylesbury Vale offers a blend of market town shopping in Buckingham, Wendover and Winslow and high street shopping in Aylesbury on a human scale.
- Aylesbury itself offers a mix of atmosphere with the ideal blend of old and

new with all the ingredients to while away the day and evening (future promise).

- Entertainment – Aylesbury Vale has an abundant and diverse range of leisure facilities and places of cultural interest to suit any taste - museums, National Trust properties, wildlife centres, Silverstone and bars and restaurants in Aylesbury and surrounding towns & villages.
- A large range of events also takes place including the Stoke Mandeville Wheelchair Games, Silverstone Racing Programme, Roald Dahl Festival, Bucks County Show, antiques fairs and village fêtes.
- Aylesbury Vale is primarily a rural district with a diverse range of natural habitats (woodlands, meadows, rivers, canal) and areas of outstanding natural beauty.
- Accommodation – great for a weekend away (link to racing, countryside, heritage offer), easy to access from London, Oxford, Chilterns and Cotswolds.
- Aylesbury Vale is part of the Chiltern Hills, an Area of Outstanding Beauty, which forms a gateway to Aylesbury Vale from the South. Bernwood Ancient Hunting Forest offers additional walking and cycling trails.

Working in the Vale

- There are an increasing range of job opportunities at all levels opening up in Aylesbury Vale

BUSINESS:

General

- Aylesbury Vale offers a skilled, diverse workforce already resident in the district
- Education facilities are excellent with Aylesbury College and Buckingham University developing the district's future employees - Aylesbury Vale has higher qualification levels than the South East's average.
- Aylesbury Vale is ideally located with excellent transport links to London, Heathrow airport and the rest of the UK.
- Aylesbury Vale is one of the fastest growing districts in the country.
- As a major growth area, Aylesbury Vale will see significant investment in its infrastructure, with up to 59K new homes and 30K jobs proposed.
- Aylesbury Vale is business friendly – there is practical support, networking opportunities and high quality accommodation for businesses of all sizes
- Aylesbury Vale offers an ideal mix of new and existing high quality commercial and industrial property on highly competitive terms (through MDA, commercial development, retail). Commercial rent is lower than other towns in the region (Oxford, Reading, London) - good quality commercial property is available now and more will be available in the future
- There are established, thriving businesses already located in the Vale – large and small from a diverse range of industries
- We are building a range of quality and affordable homes to attract and keep residents in the Vale.

- Residents of the Vale enjoy an excellent quality of life with good value housing available. The Vale has swathes of countryside and fantastic leisure, sports facilities, schools and a lively resident and business community.

Entrepreneurs

- Aylesbury Vale specialises in supporting and understanding entrepreneurs and it is a great place to grow business with an Enterprise Hub and Buckingham University available as a nationally recognised centre of expertise.
- There is a strong entrepreneurial spirit in Aylesbury Vale and 70% of business owners live in the Vale.
- Aylesbury Vale offers flexible premises, advice and support, access to training and advice on funding.
- There is broadband district-wide coverage making it easy to use communications technology in business.

Inward Investment

- Aylesbury Vale offers a great location with affordable quality premises.
- Aylesbury Vale offers an inward investment service including property location, site tours, area information, help with recruitment and aftercare support.
- It is easy to inwardly invest in Aylesbury Vale.
- Aylesbury Vale is a great place to grow business investment.

Marketing Strategy: Indicative activity plan

Introduction

Aylesbury Vale has high average gross weekly earnings but many of its residents, especially those who commute, spend their shopping, leisure and entertainment time elsewhere, which will increasingly impact on the area's ability to thrive and flourish economically and socially.

The aim of the Marketing Strategy is to help AVDC and its partners make the Vale more attractive than other areas to key economic decision makers within and outside the locality, such as residents, company directors, public sector grant awarding bodies (e.g. central government or the European Union), tourists, shoppers, professionals and skilled workers. By being pro-active in attracting and retaining private sector investment, public sector funding, and residents, consumers and tourists with disposable incomes, we can hope to stimulate local economic development.

A joint approach

However, marketing alone will not achieve this. What we promise in the marketing must be backed up by the actual experience of residents, businesses and visitors. A successful approach will therefore be to put in place:

- a) a product or 'offer' that appeals to those who already live there and those that the Vale needs to attract and retain in order to achieve its growth (= the reality)
- b) a proactive and sustained marketing programme that raises the profile of the area and promotes the opportunities available locally now and in the future (=the promise).

The first of these tasks – the Aylesbury Vale 'offer'- will be the responsibility of all the partner organisations involved in providing services and infrastructure for the Vale. It is the second task that the Marketing Strategy has been designed to address, although it will be defined by the offer and will need to develop alongside it.

The timing of the marketing activity is crucial as we must not promote what we know cannot be delivered. Marketing activity needs, therefore, to be integrated with work currently undertaken to deliver our Vision e.g. the tourism and cultural strategies that are already in place. It also needs to be integrated with the marketing work undertaken by partners to promote Aylesbury Vale as a great place to live, work and visit. We have developed this Strategy jointly with our partners and will need to continue this joint approach to ensure that their events work within this 'wider' programme, are branded consistently and are enhanced by this marketing programme to promote Aylesbury and the Vale in a consistent way.

This appendix contains a summary of the types of marketing activity that might be undertaken to improve Aylesbury Vale's competitive advantage, as detailed in the full Marketing Strategy for Aylesbury Vale. The list is indicative only at this stage and will form the basis of a more detailed set of action plans, subject to the budget available, which take into account both the needs and activities of different departments within AVDC and those of our external partners. These Action Plans themselves will change over time, to match the 'promise' to the Aylesbury Vale 'offer' as it is developed and enhanced.

The corporate strategy is an ‘umbrella’ strategy, which does not change significantly over time. A key part of the corporate strategy will be the development of a strong branding (including a visual identity and strap line) for Aylesbury Vale. The place and business strategies fit within the corporate strategy, are more dynamic and campaign-based, and will change to take advantage of improvements in the Aylesbury Vale ‘offer’ e.g. new developments coming on line, such as the MDA’s and the Aston Clinton Business Park.

I - Corporate Marketing Strategy

Objectives:

- Raise the profile and awareness of Aylesbury Vale as an area.
- Gain support for the vision and the need for investment with local partners and stakeholders.
- Attract investment from outside the area to support and deliver the Vision.
- Raise awareness of the proposals for the area’s planned growth.
- Encourage local businesses to stay and expand, by promoting positive elements and opportunities offered by the growth, raising awareness of why it would be a good business decision to stay here.
- Allay fears/concerns about the future growth among existing residents, by promoting the positive elements and opportunities offered by the growth.
- Gain support for managed growth from businesses and residents.
- Turn as many existing residents, businesses and opinion formers as possible into ambassadors for the district and growth strategy.
- Raise awareness of timetable – accepting the transitional disruption – change programme promotion.
- Raise the aspirations of local residents and win hearts and minds locally about the vision and planned growth, by ensuring there is a common vision and sense of belonging for all communities.
- Encourage residents, workers and businesses to shop and spend their leisure time in the Vale.

Target Audiences:

- Residents
- Existing businesses (including retailers and leisure providers)

- Stakeholders (including AVDC, BCC, SEEDA, business organisations, health and education bodies)
- Opinion Formers (including: AVDC, SEEDA, GOSE, Department of Trade and Industry, ODPM, Buckinghamshire County Council, MPs, national, regional and local business media, professional media – i.e. local government, planning, regeneration, community groups, countryside pressure groups (e.g. Countryside Alliance, Campaign to Protect Rural England))
- Potential businesses/business owners, estate agents (residential & commercial), property developers, institutional investors
- Potential residents

Examples of activities:

A - Building blocks – Winter 2004/5 +

Corporate literature

Corporate literature will comprise a suite of printed materials to establish the new brand identity, and communicate the key messages about Aylesbury Vale to opinion formers such as government bodies, developers and other potential investors, as well as local pressure groups. It will probably consist of a folder with a range of loose-leaf materials, which can be varied depending on the audience and issue:

- corporate document including key area facts, figures and issues, an explanation of the growth agenda, key developments;
- growth timetable which outlines key milestones and stages i.e. development of Waterside, closure of Aylesbury Civic Centre, transport improvements, infrastructure improvements;
- in-depth fact files on key issues such as job creation, housing development, MDA's, infrastructure and transport;
- AVDC Vision document;
- the latest edition of the Vibe newsletter;
- Open for business literature (see Business Strategy) containing specific information about support to start up/develop their business.

Q & As

For use by council staff when dealing with face-to-face and written enquiries from the media, public, stakeholders and opinion formers, in response to areas of concern/issues that are raised directly and through the media and in response to changes and developments. Could include the following areas:

- area – facts and figures
- growth timetable

- housing development
- commercial development – MDA, Waterside
- transport (public and roads)
- education and training – opportunities and issues
- employment – growth and issues
- infrastructure (impact and improvements)
- business (support, services and development).

Photo library

Photographer/s would be commissioned to take a range of photography which would cover all aspects of living, visiting and working in Aylesbury Vale. Photography can be made available to the media and partners through the website in downloadable format and reviewed and updated on a regular basis as well as being used in literature, advertising campaigns and on websites.

Ambient Advertising/Development hoardings

For new developments, redevelopments and sites/areas of disruption. AVDC could draw up an agreement with developers to use their site hoardings to promote the development as part of the growth agenda. This will let people know what is being developed, to what timetable and if necessary to apologise for disruption with contact details, to let people know why the works are taking place, what benefits they will have and to acknowledge the disruption. It could be extended to include advertising hoardings on major access routes and entry points to the Vale, as well as building wraps or other materials to cover unsightly buildings or building areas and get our messages about Aylesbury Vale across.

Welcome Signage

Welcome signs could be used e.g. at rail stations, town centres, approaches to towns and roundabouts. Welcome signage can be developed and displayed at key entry points to the Vale promoting the tourism and place offer.

Website

To make it easier for key audiences to source information, a dedicated website could be developed (perhaps through Delivery 2031) to promote the area and the proposed growth. It would contain a timetable for development of the area etc with links to partners' existing websites (e.g. AVDC, BCC, SEEDA). Specific information with regard to education, leisure facilities etc. can also be included, as well as a business-specific section (See Business Strategy).

Exhibiting at shows

There should be a stall/exhibition at key local events e.g. Country Show to promote the district.

B - Launch of marketing strategy – Early 2005

A high profile launch of Delivery 2031 and the marketing strategy, aimed at stakeholders, partners, opinion formers, and local communities; businesses, residents and visitors to the area. It will also target potential residents and businesses as a secondary audience. A government minister could be invited to the launch to mark the importance of the occasion. The following would complement the launch event:

- media briefing
- press Pack
- business breakfast/launch event for local businesses.
- tour of key areas for opinion formers
- posters at Aylesbury and other key rail stations to promote the brand and raise awareness of the growth agenda.
- unveiling of ambient advertising
- special edition of the Vibe.

C – Ongoing promotion - Early 2005 +

- News and features in partner publications and websites.
- Media relations with local, regional, business, website and lifestyle media.
- Regular 1:1 or group briefings with key media (e.g. local print media and professional media such as regeneration, local government, planning and regional business.
- Ongoing consultation with residents and stakeholders over key issues such as transport and traffic and on a geographical basis about the impact of growth.
- Business/community-led events and festivals.
- Development of community initiatives and area improvements such as Aylesbury Vale in Bloom, shop front grants, hanging baskets and flowers, funding for community projects such as a mosaic project to brighten up passageways, anti-graffiti initiatives, community clean ups, young people's activities etc. Set up community development fund (perhaps through Delivery 2031) which can be promoted through websites, partner newsletters and magazines, media relations, flyers at libraries and community venues etc.
- Updating the residents' welcome pack and making it available online and in print.
- Relationship building with key stakeholders - to create understanding, build consensus and support and leverage funding, including:
 - Database of key stakeholders and contacts.
 - 1:1 briefings with key stakeholders and opinion formers.
 - Site visits to view developments and improvements including examples of best practice outside the Vale.
 - Work with organisations such as SEEDA, BCC and Milton Keynes to

identify joint promotional opportunities to work together for example at exhibitions, stakeholder events, lobbying etc.

- Research and apply for relevant funding to help promote AV and leverage funding for key improvements.
- Regular updates on key issues in the form of an e-zine (electronic newsletter).
- Put forward Delivery 2031 representatives for local/regional positions for area initiatives such as O2C.
- Identify suitable speaking opportunities at local, regional, national and European events.

II - Place Marketing Strategy

Overall strategic Objective:

To raise the profile of, and promote Aylesbury Vale as a great place to live, work and visit amongst existing and potential residents, workers and visitors, associating Aylesbury Vale with the positioning and helping promote increased footfall and spend for retailers, entertainment, leisure providers and tourism destinations. This will be achieved through the following specific objectives:

A good place to live (existing and potential residents)

- Help to retain existing residents in the Vale (particularly halt outflow to Oxford for shopping)
- Encourage residents (especially commuters) from the Vale to shop and spend more leisure time in Aylesbury Vale
- Promote Aylesbury Vale as the place to be for those who have or want to start families, providing affordable homes and job opportunities for younger people and a quality lifestyle for those wanting to live in the South East who want to escape more built up areas such as London and Milton Keynes

A good place to visit (visitors, tourists, shoppers)

- Attract those within a 90 mile radius and from London as day and short break visitors
- Attract shoppers and leisure users from/within 30 - 50 mile radius
- Help to increase number of first time visitors
- Help to increase level of spend
- Help to increase footfall to heritage and tourism attractions
- Help to increase numbers who stay in the area
- Help to increase the length of stay e.g. businesses Mon-Fri, families at weekends

A good place to work (existing and potential workers)

- Promote range of entertainment, shopping and leisure opportunities
- Promote increasing job opportunities

Target Audiences:

- Residents – existing and potential
- Shoppers
- Current (loyal users)
- Lost, leaked users (residents of the Vale and surrounding areas)
- Potential shoppers (residents of the Vale and surrounding areas)
- Leisure/entertainment users
- People in transit
- Workers – employers and employees
- Community and residents groups and students
- Visitors
- Tourists (day trippers, weekend breaks, longer breaks, specialised/nature/heritage breaks)
- Group leisure and tourism providers

Stakeholders

- District Councils and County Councils
- Bucks Tourism Office
- Tourism South East
- Regional Cultural Consortium (www.culturesoutheast.org.uk) and Arts Council of England
- Leisure Providers – including Silverstone, Aqua Vale
- Heritage attractions including Buckinghamshire County Museum, Roald Dahl Museum
- Shopping Centre management including Friars Square, Hale Leys, Waterside and local retailers
- Developers
- Employers

Opinion formers

- Media including:-
 - Local/Regional to Aylesbury Vale
 - Regional media in London, Oxford, Milton Keynes
 - Consumer (property, leisure, lifestyle, travel)
 - Trade (property, leisure, housing building)
 - National (travel, property, lifestyle correspondents, weekend travel supplements)

Examples of activities:

A - 'What a great place to be' campaign – Winter 2004/5

Town centre banners and flags

A series of town centre banners and flags promoting change and improvements. These can be changed to promote specific campaigns or to promote events. We suggest, subject to planning permission, that these could be in areas such as the market square in Aylesbury, in Winslow and Buckingham.

Welcome Host

Local businesses take part in a training and accreditation scheme which shows how their staff can act as 'ambassadors' for the district while carrying out their jobs.

Alternative Kingsbury – May 2006 + (annually)

Building on the Town Centre Partnership activity, an annual community led festival could be held with alternative comedy, street entertainers, children's entertainment, fringe theatre and local productions involving school children and the local community. It could also include a street market with local produce and special promotions in bars and restaurants. The Festival would need to link into the current town centre entertainment programme to complement the continental markets, Dahl Festival, Parklife etc.

It could be promoted through:

- A bus and rail advertising campaign
- A pullout supplement in the lifestyle magazine in the Bucks Free Pass, which could also be produced as a run on and distributed through partner offices, libraries and town centre businesses which could offer discounts and promotions
- Listings in county wide and local lifestyle publications
- Posters that could be displayed in the windows of local businesses
- A direct mail drop to residents in Aylesbury Vale
- Advertising on Marylebone to Aylesbury Line to attract commuters

Loyalty card & magazine – 2006 +

A new and exclusive Aylesbury Vale loyalty card that gives residents and local employees discounts on shops, restaurants and tourist attractions could be launched with a welcome pack, FREE card, newsletter, car sticker and booklet listing all participating businesses. This would be sent to all residents and also distributed to local businesses (support with a list of participating businesses and scheme details available online). To help participants of the scheme to attract cardholders, those taking part are given posters and the card can be promoted through the local press and radio, on buses, street promotions and the growth website.

Waterside Festival – Summer 2007 +

An annual festival linked into the opening of the Waterside development with a focus on water related events at the canal and in Aylesbury town centre. This could include a community fair, son et lumière performance, children's carnival parade, musical performances (perhaps to include classical family concert based on Handel's Water Music), restaurant and shopping promotions. Promoted through:

- Media partnership with the Bucks Herald including special Festival supplement
- Town Centre Banners
- Bus and rail advertising campaign
- Posters in windows of town centre businesses
- Flyers available through businesses and through partner outlets
- Media relations in local media, regional media, listings media
- Partner media and websites
- Advertising on Marylebone to Aylesbury Line to attract commuters

Shuttle Bus – Summer 2007 onwards

Shuttle buses sponsored perhaps by local businesses could take people between Aylesbury and Buckingham. The buses can also be used as a vehicle to promote ongoing campaigns such as Festive Aylesbury Vale or the loyalty card. This type of service would be especially valuable in the evenings as there is no bus provision in the evening that brings people in and out of Aylesbury from the north of the district.

B - 'On your doorstep' campaign – Spring to Autumn 2005 (annually)

Target audience: Will build upon regional and local work being undertaken to build an integrated tourism marketing campaign aimed at local residents, visitors from London and those within a 90-mile radius.

Aim: Will focus on encouraging residents and those in the local area and London to visit attractions in and around the Vale. Accommodation is under utilised at weekends so this will be a particular focus. This could include the development of:

1. Specialist breaks brochure (group and individual travel) linked to partners such as Stowe Concerts, Silverstone events and Buckingham hotels.

2. Advertising – A poster campaign on Marylebone to Aylesbury Rail route, Milton Keynes railway station and buses, Tring and Leighton Buzzard stations, Metro Life, ThisisLondon.co.uk and local area bus routes emphasising AVDC's countryside, history and culture, family attractions, hidden gems, rest and relaxation and art and crafts.

3. Lunch in the country leaflet and poster campaign – A guide highlighting pubs and restaurants and nearby attractions for a perfect weekend lunch in the countryside.

4. Internet promotion – Promote tourist attractions on partners’ sites, tourism sites and travel sites including Visit Britain, Go South, Buckinghamshire Tourism Portal Website.

5. Over 55’s marketing campaign – Advertise and place editorials in older people’s publications and websites such as Choice, Saga and Mature Thymes. Devise a direct mail campaign to over 55’s living within 90 miles of the Vale.

6. Group travel marketing – Market the Vale through Group Travel operators including coach and tour operators, travel agents and Voluntary Group Travel Organisers. Exhibit at Group Travel exhibitions, directories and websites. Develop Group Travel literature and facilities. Themes could include – literary trails, antiques hunt, walks and cycle routes, weekends in the country, heritage trails.

7. Media Relations – Build relationships with national, regional, local and specialist media, secure events listings and area and place features promoting the Vale as a short and day break destination. This for example could include features and listings in RAC, AA and National Trust publications and accommodation/area reviews in National travel supplements.

8. Media visits – Organise annual media relations visits (individual and by sector) to encourage key media to cover stories about the area.

9. Partner Media – Make greater use of AVDC media including The Vibe, District Link, partner media and local business publications to promote events, activities and destinations.

C - ‘What a great place to grow (your family)’– 2005+ (ongoing)

What a great location...location...location campaign. Based on the Location...Location...Location programme (or similar, if no longer running). To promote Aylesbury Vale as the place to be for those who have or want to start families. A competition featuring the programme’s presenters could give those looking to move to Aylesbury Vale the chance to win their services, helping them find a suitable property and perhaps free removal costs and other incentives. Individuals would be invited to enter the competition by saying why they wanted to move to the area. The competition could be promoted through specialist media such as House Beautiful, through London and other target area media, through websites, a direct mail campaign, through a poster campaign on London tubes and ambient advertising on major access routes. The competition winners and their search could be promoted through key local and other target media and a ‘mini programme’ which could be broadcast through the website.

Monopoly board campaign. An ongoing campaign could be developed to encourage people to move to Aylesbury Vale. We suggest this is aimed at those in their late 20’s and 30’s, intending to have, or who have families. We recommend targeting:

- those who live along train routes out of London and parts of central London.
- residents in Milton Keynes and Oxford - MK because the Vale offers a better quality of life for those who value the countryside and offers individuality over the conformity of life in MK, and Oxford because it is suffering from a shortage of affordable accommodation.

An advertising campaign concept featuring a monopoly board with Marylebone and the house piece showing the benefits of moving to the Vale - including quality of life, countryside, quality homes, great place to bring up a family, safe environment, strong community. The campaign could include:-

- Joint promotion with local estate agents
- Joint promotion with Aylesbury Vale property news
- London tube advertising
- Evening Standard Property/This is London website advertising/joint promotion
- Westminster and Wandsworth media
- Advertising campaign in lifestyle and local family magazines in central London
- Link with the web site to provide information about benefits of life in the Vale.
- Direct mail campaign to key London boroughs
- Advertising in Oxford and Milton Keynes – posters, railway station and buses
- Train and station advertising on Chiltern Railways, Marylebone and key stations on route to Aylesbury
- Ambient advertising on key access routes
- Media trip to existing and development areas for property correspondents and specialist media
- Media relations in London, regional, trade and professional media promoting new developments, existing offer and area as a lifestyle choice

D - 'What a great place to work' campaign – 2006 (employers & employees)

- Annual retail jobs fair – linking the opening of the Waterside development opening
- Entrepreneurs Fair promoting opportunities to set up/grow businesses, perhaps at Buckingham University
- Entrepreneurs' literature highlighting facilities and services available for entrepreneurs in the Vale
- Work experience opportunities for Buckingham University and Aylesbury College students with local firms
- Media relations, activities including features and case studies of people who have moved from London to Aylesbury to work and live, in London, regional and lifestyle and property sections of National media
- Promotion of job opportunities through website and partner websites

- Joint initiatives with job centres and employment services to promote key opportunities such as retail and the construction industry
- Develop Local First – campaign led by 2031 to encourage employers to source their labour locally and encourage local people to work in the Vale rather than commuting to other areas
- Ongoing campaigns using Chiltern Railways, highlighting growing employment opportunities in the Vale and benefits of working locally as opposed to commuting
- Commuters tabloid newspaper (similar to Metro style newspapers available in London and Manchester)(to be given out at Aylesbury and Marylebone) promoting growing job opportunities and entrepreneur offer

III - Business Marketing Strategy

Objectives:

- Generate significant awareness of the benefits of Aylesbury Vale
- Be perceived as business-friendly
- Generate external enquiries for start-up, growth and inward investment of business
- Generate enquiries from internal sources in relation to business start-up and growth
- Contribute to retention
- Inform and involve businesses throughout the development period
- Promote Aylesbury Vale as the place to be for entrepreneurs
- Promote job opportunities to local and potential residents

Target Audiences:

- Businesses – existing and future
- Entrepreneurs
- Retail, entertainment and leisure sectors
- Commercial
- Industrial
- Existing residents –potential entrepreneurs
- Potential residents - potential entrepreneurs

Stakeholders

- Local authority (district and county)
- SEEDA
- Regional and local business organisations
- Existing businesses, retailers, entertainment and leisure providers
- Shopping centre management
- Education and training providers
- Developers

Opinion Formers

- Inward Investment agencies e.g. Invest UK
- Business groups (Bucks Means Business, Chamber of Commerce, Business Links, Buckingham Business Club, Institute of Directors, CBI, Small Business Service, Federation of Small Businesses)
- SEEDA, GOSE, Department of Trade and Industry, ODPM
- Learning and Skills Council
- Business partnerships surrounding Aylesbury Vale (O2C Arc, Thames Valley)
- Financial analysts
- Commercial estate agents, and relocation agencies
- Media - property/lifestyle correspondents (nationals)
 - regional business media i.e. Business South East, Aylesbury Chamber Publication, Aylesbury Vale and Bucks area websites
 - business correspondents (nationals)
 - local and regional media (mainstream and business)
 - trade – property for example Estates Gazette, regeneration for example New Start, planning, local government for example Local Government Chronicle and Municipal Journal
 - professional business i.e. The Director, Management Today
 - Websites – local, regional, professional, business, property

Example of activities:

A - Open for business campaign – 2005 +

Aim: To demonstrate that Aylesbury Vale is business-friendly, through promotion of its business ‘offer’. Work is being carried out by AVDC and its partners to enhance its offer in terms of:

a physical and virtual one-stop service for businesses including: property search, commercial portfolio offer, development and planning advice, development and planning advice.

a business aftercare package including: networking opportunities, support and advice – retention and expansion, ambassadors club, sector clubs (area/industry), entrepreneurs club & mentoring scheme.

an inward investment service including: property search, flexible, quality AVDC and third party commercial portfolio offer, area guides, site visits, topic guides e.g. transport, lifestyle, schools, training, development opportunities.

These are the elements of our offer to businesses that the Business Strategy will seek to promote, as more enhancements come on stream.

Launch – Spring 2005

To bring in key local business organisations and business champions, the launch could be a business breakfast incorporating talks from local business champions and staffed exhibitions from business providers for example SEEDA, Business Link, Aylesbury College, Buckingham University, AVDC and BCC. The launch event could include a press conference aimed at local, regional and business media.

Ongoing – 2005+

- An Open for Business Website could act as a micro site within the main corporate website and include: property search, advice on council services (County and District), links to business organisations, information on growth agenda, information about development opportunities, information about AVDC industrial and commercial stock, events, links to business organisations, information and links about training and support etc
- Interested parties could register their details on a stakeholder database (e.g. through the website or AVDC Economic Development Unit etc to go onto a database to be kept informed about developments, events and key issues.
- An Open for Business newsletter (electronic and paper versions) can be sent to the contacts on the database, along with events information and information on taking part in consultations, putting forward views on key issues
- **Open for business pack** in electronic and paper form with loose leaf inserts highlighting one-stop service and business aftercare services and providing information about the growth agenda, area, opportunities and the infrastructure. It could also be produced as interactive CD with links to the website and in downloadable format from the website.
- A media pack with area profile, development opportunities, key services, open for business philosophy positioning, economic indicators and business profile, will provide accurate information to the media.
- Development of story lines to gain coverage in local, business, professional and regional media and websites.
- Site tours for local commercial estate agents and potential developers (MDAs and other sites e.g. town centre developments).
- Development of business champions to act as advocates for the Vale
- Development of case studies showing Aylesbury Vale as business friendly e.g. the recent initiative to help a company stay in and expand in the area is a good example of how flexible planning policy helps a company relocate to the Vale and encourages entrepreneur successes
- Work with organisations such as Bucks Economic Partnership, Business Link and Aylesbury Chamber of Commerce to develop events, seminars and sector groups
- Liaise with SEEDA to take advantage of promotional opportunities i.e. act as case study for SEEDA, place information on website and in promotional

literature, joint exhibition opportunities, encourage SEEDA to host events in the Vale, promotion of the Vale as inward investment opportunity

- Speaking opportunities at regional and national events e.g. Workplace 2005, Growing Your Own Business Showcase and Conference, CBI Business Showcase, Inside Business Magazine, as well as local events and seminars hosted by organisations such as Aylesbury Chamber of Commerce and Bucks Economic Partnership
- Third party opportunities - to jointly exhibit or supply exhibition materials at regional, national and European events and conferences
- Ambient advertising to highlight development opportunities and MDAs (see Corporate Strategy)
- Use building wraps and site hoardings to identify and promote developments as they come on stream (see Corporate Strategy).
- Promotion of AVDC Economic Development Services
- Promotion of AVDC e-Pay service
- Business briefings by AVDC and BCC on key initiatives such as transport, broadband, MDAs etc

B - What a great place to grow campaign – 2006 + (existing businesses)

The following activities are ongoing from the launch but others initiated at the launch may well suggest themselves for ongoing promotion according to popular demand.

Newsletter - electronic and paper versions distributed through business rate database, direct to database of registered users, and business organisations and commercial estate agents

Commercial estate agent's club – site tours, business breakfasts, e-mail briefings, marketing literature

Business briefings for local businesses and local and regional stakeholders and opinion formers by AVDC and BCC on key initiatives such as transport, broadband, MDAs etc

Case studies – to show Aylesbury Vale as business friendly i.e. recent initiative showing how AVDC helped a company stay in and expand in the area, example of how flexible planning policy helps companies relocate to the Vale and how a flexible and quality commercial portfolio is helping a range of businesses start up and grow in the Vale

Promotion of AVDC property portfolio – to let businesses know what is available, where and on what terms. Could be done by launching the new service at a business breakfast, a direct mail campaign to businesses and opinion formers and ongoing

promotion through the website, in business publications, local and regional media and the development of marketing literature

Cross partner promotions - to take advantage of promotional opportunities available through partners i.e. act as case study for SEEDA, place information/links on partner websites and in promotional literature, joint exhibition opportunities, encourage SEEDA/English Partnership, Small Business Service to host events in the Vale, promotion of the Vale as an inward investment opportunity

Work with partners - for example Bucks Economic Partnership, Business Link or Aylesbury Chamber of Commerce to develop events, seminars, sector groups etc

Open for Business Awards – to create a feel good factor among the business community. Launch annual awards celebrating business success and achievement. Categories could include Entrepreneur of the Year, best small business and best CSR programme. Could be promoted through direct mail, advertising in local business publications and through business websites, a tie up with a local media partner and culminate in an awards dinner.

C - 'What a great place to be' campaign – 2006 (entrepreneurs & inward investors)

Entrepreneurs:

- **Promotion of the Enterprise Hub** service through media relations, marketing literature and promotion through business events.
- **Organise/sponsor regular seminars** for entrepreneurs on various hot topics, including how the Vale can support its entrepreneurs in association with Buckingham University and the Enterprise Hub
- **Entrepreneurs toolkit containing** CD/DVD with information on support, advice and services available to those setting up their own business with interviews with existing entrepreneurs, business plan templates, information on local training, enterprise hub information and services available through Buckingham University
- Sponsor the **definitive book on entrepreneurs**, produced by Buckingham University as a guide for would be and existing entrepreneurs
- **Chiltern railway campaign and advertising campaign at Euston and Marylebone stations** – why commute when you can have it all at the Vale? – can use branded trains, stands at Euston and Marylebone, on train advertising and station advertising
- Establish a **Mentors Club** linking would-be and start up entrepreneurs with established entrepreneurs for networking and support

Inward investors:

- **Interactive CD/DVD and marketing literature** to promote Aylesbury Vale as a major growth area. Can include interviews with companies already in the area on the benefits, promotion of development opportunities/sites (retail, commercial and industrial), promotion of inward investment services and area profile with emphasis on transport links, educated and trained workforce and range of quality and affordable housing.
- **Direct mail campaign** to property development companies and property agents to promote marketing literature/CD/DVD reinforced by trade sector media advertising
- Take part in **industry exhibitions** (e.g. through SEEDA), regional and national business start-up and entrepreneurial events
- **Airline magazines**, advertising and editorial in e.g. short haul airlines such as BMI
- **Advertising at key airports**
- **Sponsorship** and branding at Silverstone, golf event for developers/relocation agents and regional and national property events and awards
- Develop **an opinion formers' and stakeholders' database** by identifying local, regional and national players, for example English Partnerships, Small Business Services, Association of Relocation Agents, commercial and retail property developers. Engage through direct mail, e-zines, and invitations to events, briefings and surveys. Maintain record of contact and relationships
- Identify and build **target media lists** and **develop relationships** with Estates Gazette, Property News, regional and national business magazines, planning and regeneration media, Institute of Directors, CBI and Chambers of Commerce publications, retail media such as Retail Week, leisure and entertainment media such as Leisure Week. Develop media relations strategy including development of story lines, 1:1 briefings with key target media and organise site visits for key media sectors i.e. property press, regional business press
- Design an **online virtual tour** of Aylesbury Vale and the development sites and commercial and retail opportunities
- Run **an advertising campaign** in business and property media and London media e.g. Evening Standard business section promoting the inward investment service
- Run **ambient advertising and poster campaigns** in 'competitor areas' such as Wycombe, Milton Keynes and Oxford

Budgets and resources

Research has shown that it is not unusual for place and business marketing partnerships to have budgets in the region of between £1 and £5 million per year. It is important that the appropriate budgets and resources are identified if Aylesbury Vale wants to achieve the objectives identified and agreed for its marketing activity.

AVDC has some staffing and resources available to help implement the Marketing Strategy for Aylesbury Vale. In addition, Delivery 2031 will have a role in promoting the Vale through its own marketing programme. Other partners may also be able to contribute resources (and - to a lesser extent less – financial support) to this Marketing Strategy. However, they are more likely to be able to make a contribution by altering their own marketing programmes to reflect the Strategy e.g. by carrying the logo or reflecting the visual identity and branding. These activities will be attractive because of the added value they will bring, for example retail campaigns aimed at getting more shoppers into the town centres and inward investment campaigns to promote the MDA's.

However, current resources, regardless of how they are used, will not generate sufficient outputs to deliver an effective Marketing Strategy. A significant increase in marketing activity and budget is needed if the strategy is to successfully achieve its objectives and play its full part in delivering the Vision and growth agenda. It may also be possible for AVDC and its partners to leverage additional funding from organisations such as the ODPM, particularly in relation to the growth agenda.

The marketing budget required will depend on whether the partners involved in implementing the Strategy need to buy in specialist help such as PR, copywriting, design and photography, or whether these resources are available within the Partnership. It is likely that to implement the strategy a mix of in-house and external resources will need to be used. So for example to launch the brand and strategy, it may be that the Partnership will want to liaise with external resources to design and produce the marketing materials, advertising campaigns, professional and trade media and organise the event and its own in-house resources for local media relations, internal communications and promotion across partner communication tools.

The table below sets out a budget indication for each element of the Strategy. However, the proposals as they stand currently are necessarily top-line, which is reflected in this budget appropriation. Once the Strategy is approved by AVDC's cabinet and other members of the Partnership at the end of November, it will be worked up into detailed action plans, including a more detailed budget appropriation.

**Marketing Strategy for the Vale - Indicative budget
Phase 1: 2005/6 only**

Activity	Outcome	Cost
Corporate Strategy		
Building blocks – Winter 2004/5		
Corporate Literature: <ul style="list-style-type: none"> • Folder • Document • Growth timetable • Fact files • Open for Business literature • AVDC Vision Document • The Vibe newsletter 	Consistent clear messages about AV, changes and growth agenda.	£25,000
Q & As	Consistent clear messages about AV, changes and growth agenda	Through AVDC
Photo library	Top quality, evolving electronic photo library for use in corporate, place and business marketing literature, media relations, website and e-marketing	£10,000 (based on 6 days photography including materials)
Ambient advertising/Development Hoardings Advertising hoardings: Building wraps:	Promote Aylesbury Vale brand Create awareness of change and opportunities	Some through AVDC/partners When paid for: £2500 per 48 sheet site per month £10,000 per site
Welcome signage	Promote place offer Promote AV brand	£3000 per sign including design and production

Website	One-stop access source for information on growth, opportunities, signposting and downloadable materials promote understanding, provide information	£12,000 database driven. 10 - 15 page section includes design and build
Exhibitions/shows	Promote opportunities Promote AV brand Create understanding	£3000 for design and production of pop up exhibition
Launch of Marketing strategy & Delivery 2031 – January 2005		
Launch:	Create awareness and understanding of AV brand and role of LDV 2031	
<ul style="list-style-type: none"> • Media briefing & Press pack 	Create awareness with target media	£7,500
<ul style="list-style-type: none"> • Launch event 	Increased understanding and awareness of growth plans and opportunities	£2500
<ul style="list-style-type: none"> • Opinion former area visit 	Create awareness and understanding with opinion formers	No cost based on transport and organisation by AVDC
<ul style="list-style-type: none"> • Railway station poster advertising campaign 	Create awareness and understanding with residents and visitors	£10,000
<ul style="list-style-type: none"> • Photocall 	Create understanding and awareness amongst local community and opinion formers	£400 for morning session
<ul style="list-style-type: none"> • Special edition The Vibe 	Create understanding and awareness amongst local community	Assumes within AVDC budget (ODPM funding)
Ongoing promotion – Early 2005+		Assume most carried out by partners. Other costs to be developed.

Place Strategy		
What a great place to be campaign- Winter 2004/5 +		
Town centre banners & flags (Aylesbury, Buckingham & Winslow)		£10,000
Aylesbury Vale Ambassadors training & accreditation scheme	Promote AV brand Send out consistent messages	£5,000
On your doorstep campaign Spring - Autumn 2005 <ul style="list-style-type: none"> • Specialist breaks brochure • Lunch in the country leaflet and poster campaign • Web media relations • Over 55's marketing campaign including media relations and direct mail campaigns • Group travel marketing including exhibiting, literature and media relations • Media relations in travel, listings and area media • Media visits • Partners media 	Increase awareness of attractions and tourism offer Increase footfall to attractions and area	£35,000
Business Strategy		

<p>Open for Business campaign – Spring 2005</p> <ul style="list-style-type: none"> • Breakfast launch and exhibition • Microsite within corporate site • Stakeholder database • Newsletter • CD Rom • Business Literature • Open for business pack • Media Pack • Media relations • Commercial estate agents site tours • Developers site tours • Business champions • Case studies • Stakeholder engagements • Speaking opportunities • Third party opportunities • Ambient advertising 	<p>Clear explanation of business services Promotion of ‘open for business’ philosophy Promote access to and take up of business services Promote AVDC business advisers service Promotion of AVDC ‘Business Account’ service</p>	<p>£75,000</p>
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Please note:

1. The above costs cover the first year of the Strategy only (Winter 2004/5 – Winter 2005/6).
2. The above costs are for external agency production costs. They assume all media relations, stakeholder engagement, site tours, business champions, speaking opportunities handled by partners