

# **Inward Investment**

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# **North Highland Marketing Plan**

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North Highland's Opportunity for  
Sustainable Economic Growth



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# 1. Executive Summary

## Introduction

The requirement for the inward investment function was identified by the Caithness Regeneration Partnership in early 2007 and was recognised as a key element in helping to diversify the economy of the North Highlands. The partnership consists of Highlands and Islands Enterprise, The Highland Council and the Nuclear Decommissioning Authority (NDA) with participation from the Scottish Government. The strategy in this document outlines the approach to marketing that will be used by the inward investment team over the next three years.

## Background

With the decommissioning of Dounreay and the subsequent effect to the North Highland economy, the need to diversify and introduce new jobs options becomes of vital importance. An inward investment executive and an administrative officer have been recruited. The team has developed close relationships with Scottish Development International (SDI) sectoral teams and with colleagues in Highlands and Islands Enterprise. This will enable the team together with colleagues to develop new products, to identify target sectors and to market actively to these sectors. The team is also able to engage with Scottish companies where they are considering a new investment and might consider the North Highlands along with other locations.

## Sectors for the Future

The team will target the engineering, energy, service, tourism, and food and drink sectors proactively and will respond to enquiries in a range of other sectors. The opportunity to identify groups of skilled individuals who could be encouraged to locate in the North Highlands and matching these skills with global or UK needs will also be addressed.

## Route to Market

The approach of market research, product development and marketing will be applied to these new sectors as it has delivered success in the past. The role of network and relationship marketing is key to delivering these successes. Full use will be made of the existing Global Scot network and also of prominent individuals with links to the North Highlands. The team will produce a range of marketing material but will not focus on the production of large-scale mailings as experience has demonstrated the need for a more focussed approach. It will also ensure that generic material offered through SDI and HIE is also representative of options in the North Highlands.

## Internationalisation

The strategy also recognises the need to develop some of the exceptional skills and companies based in the region. To this extent it also plans for work to be undertaken in engineering, food and drink, tourism and other service industries to support company growth outwith the region. This will include Learning Journeys, Research, Market intelligence, trade exhibitions and where appropriate trade missions.

## Summary

This marketing plan sets out the objectives and approaches for the team for the years 2007-2010 as agreed in the Caithness Regeneration Partnership action plan. It analyses the main sectors the team will target and explains the means the team will use to deliver its goals for the year. It also highlights key resource requirements including staffing and other resources that will be essential to delivery of the plan. The need to work closely with other colleagues in HIE and SDI is emphasised and is crucial to success.

We believe that this strategy will deliver strong economic results to North Highlands that contribute to the economic development for the entire region.

## **2. Background**

For 50 years Dounreay has been at the heart of the economy of the North Highlands. It employs around 2,500 people either directly or indirectly in the local community. In October 2000 a strategy was set out to restore Dounreay to a Greenfield site. This was endorsed by the UK Government in 2001. The Nuclear Decommissioning Authority (NDA) was created by statute in 2005 and given ownership of Britain's nuclear legacy and charged with oversight of the decommissioning process.

As decommissioning progresses the numbers of employees will decline and current estimates indicate that by 2012 around 500 jobs will have been lost. By 2027 around two thirds of the jobs will have gone and by 2033 the care of the site will require only a handful of jobs. It is anticipated that the timescale for the reduction in jobs may reduce.

The impact of this reduction on the economy of the North Highlands without replacement activity would significantly impact the area and lead to a major reduction in population. The agreed strategy developed three approaches to dealing with this job reduction. These were:

- An economic development strategy which considers existing business development, inward investment and potential government role in bringing employment to the North Highlands.
- The maintenance and development of public services in the community with the aim of attracting new businesses and workers, and
- The role of the NDA in the decommissioning process in determining the impact of decommissioning on the economy of the North Highlands.

This marketing plan addresses the opportunity to attract new businesses into the North Highlands and also considers the option of helping existing businesses access new markets outside of the area.

### ***The Inward Investment Remit and Approach***

**Develop the North Highland product and propositions in conjunction with local partners, HIE and Scottish Development International (SDI).**

**Marketing and lead generation through the most appropriate channels using specific propositions**

**The ability to engage with Scottish companies considering expansion or relocation**

**Specific research on prospects with a business "fit" for the North Highlands**

**Case Handling and Conversion of leads and enquiries.**

### **3. Positioning the North Highlands**

Central to our marketing philosophy is the positioning of the North Highlands as a location that can offer demonstrable business successes. The aspects that distinguish the North Highlands have always been centred on the skills and qualities of the people, the robust social fabric of many areas. We seek to deliver a property and skills base that is both high quality and highly cost competitive. There are also particular sectors and companies for whom the high quality of life that the North Highlands offers creates a unique selling proposition.

In our marketing approach we eschew a 'low cost' strategy as this is likely inadvertently to associate the North Highland product with low quality and undersell the inherent advantages that North Highland areas can offer. Based on feedback from existing businesses, we will develop selling messages that emphasise the high quality of the workforce, their loyalty, skills and the high social capital available in rural areas which investors can benefit from. At the same time, investors appreciate that the operating costs in rural areas are broadly the same and probably more competitive than the rest of the UK while positive attributes such as staff retention result in greater operating efficiency.

We will produce a series of case studies based upon inward investing companies that have located in the North Highlands and achieved commercial success. We will add to this collection wherever we identify good illustrative examples of business models that reinforce our sales philosophy. We will keep our existing suite of case studies under review and will investigate electronic forms of distribution to assist this process.

In future we may need to emphasise other more subjective factors in our approaches to sectors such as tourism and public jobs dispersal. These aspects will include the "soft" factors that have persuaded many successful and innovative small and medium sized businesses to move to the Highlands. These may include an unspoilt natural environment, good schools, desirable housing, social stability and other benefits that economically and socially mobile individuals find attractive.

## **4. Segmentation of Sectors**

### **Sectoral Backgrounds and Strategies**

#### ***Back Office and Contact Centres***

We identified the ability of the North Highlands to meet the needs of service providers who faced a highly competitive market for staff and property in traditional urban areas. The initial objections that rural areas lacked population and hence could not support such facilities proved capable of challenge and propositions can be developed that emphasis:

- Low staff turnover owing to innate loyalty and to lack of alternatives
- Availability of potential staff, and those returning to work (a detailed portfolio of whom we could present to investors)
- Underemployment in rural areas
- Good value for money for investing companies
- Quality of life for managers and staff in these centres

We will target companies who will be price conscious but also aware of opportunities in developing smaller than usual satellite offices. This will typically be between 10 -50 seats. We will also focus on elements of shared service functions. We will build up labour market confidence by developing a skills register of CVs in key areas.

#### ***Quality Tourism***

Frequent mention is made in "Scotland: A Global Connections Strategy" of the importance of aligning economic development and tourism strategies. The strategy draws attention to the alignment between VisitScotland's priority markets and our current inward investment focus. It identifies the opportunities that may lie in developing business tourism, attendance at conferences and exhibitions, which provide opportunities to convey broader messages about the North Highland's attractiveness as a business location. In addition to seeking inward investment opportunities directly from tourism companies, we need to build on the opportunities that these companies provide to demonstrate the advantages of business locations in the North Highlands. Additionally, there may be scope for winning resort investments at various levels that will provide long-term, sustainable employment in the North Highlands. The upmarket examples of such developments are unlikely to cause any displacement problems. There is also a strong likelihood that activity and environmentally oriented tourism products can be enhanced in terms of quality and scope in some of the remoter rural locations.

We will develop evidence based development prospectus that offer a viable high level tourism product that enhances current sites (such as Ackergill Tower and Castle of Mey). We will then seek to discuss these and refine these with the development community.

#### ***Software Developers***

There are a number of design and development jobs that are grouped in this category. These include software applications developers, electrical engineers and designers, creative industry jobs, financial service skilled jobs and other highly skilled jobs. This sector focuses on the design and higher skilled end of the knowledge economy where there is pressure on skills and often skills shortages.

We will develop skills registers of people both already in the North Highlands and those willing to move to the North Highlands and present these CVs (along with a complete location option) to interested parties.

### ***Distributed Engineering***

There is considerable pressure in the labour market for trained engineers. This is driving up salary rates and is encouraging some initial migration from the North Highlands. Given the engineering resource potentially available at Dounreay this is a significant asset for the area. There is a need to build a specialism to compete in the global market. General distributed engineering will be undercut by pressure from a growing Indian and Chinese market.

We will develop skills registers where needed to discuss requirements with large scale engineering companies and initiate discussions to relieve pressure on UK / Scottish hot spots as well as developing a global area of expertise (e.g. Aberdeen and Wood Group in Glasgow).

### ***Eco Tourism***

There is growing global demand for authentic environmentally friendly experiences that also deliver a high level of comfort and service. This is a growing segment of the tourism market but one that the North Highlands is particularly well placed to take advantage of. We need to reinforce the natural messages from the area. The main areas of interest are developing a balance between access and a feeling of being in a natural environment. No dilution of quality is acceptable.

We will develop sites that are suitable for the market and continue to highlight the range of appropriate messages to attract investment that is interested in an environmental impact and this growing market.

### ***Renewable Energy***

The three main areas of Wind, Biomass and "Wet" renewable energy are all relevant in the North Highlands. The development of wind energy is already significantly advanced and we do not intend to enter this debate. The introduction of biomass energy allows a stable baseline of local power that can complement other more variable forms of renewable power. This also allows other types of activity to benefit (such as the collection of residues, harvesting of biomass crops, etc). Wet renewable energy combines both wave and tidal power. There is significant opportunity for research, development and implementation of this sector. Close proximity to the European Marine Energy Centre should be seen as a major advantage and the potential of the Pentland Firth has been well publicised. The production and development segment is still immature.

We will build relationships with global energy companies as well as entrants into these markets to better understand their needs and how we can fulfil them in the North Highlands. We will influence the development of strategy in this area to ensure that the North Highlands economy benefits from the development of this potential.

### ***Added Value Food Processing***

The successful development of schemes such as Mey Selections has highlighted the quality of produce that is produced in the North Highlands. All too often product is transported out of the area with further value being added elsewhere. While retaining the value of quality primary food and drink we believe that there is an opportunity to further develop the food and drink industry in the North Highlands.

We will research potential uses and users and understand their requirements. We will seek to influence these identified companies to develop their operations in the North Highlands. This may require the construction of food safe buildings.

## ***Public Sector Jobs***

Initial discussions have highlighted the difficulty of the redeployment of public sector jobs in terms of a perceived need to centralise to make economies and the issues that face moving staff from one region to another. The indications are that bidding for existing jobs to be located in the North Highland is a difficult area. However it would also appear that bidding for new jobs / functions may offer a greater chance of success.

We will seek to identify new opportunities at Highland, Scotland and UK levels (including NDA opportunities). We will also seek to fully understand movements within public bodies that offer opportunity or threats to jobs in the North Highlands.

## ***Attracting individuals through migration***

Whilst some of the north Highlands traditional sectors are suffering problems - notably agriculture and low level tourism - there is a significant trend towards inward investment from individuals of high net worth that have chosen to locate in Scottish rural areas and to set up businesses. From previous experience these individuals seem to fall into at least three basic categories

**New Scots:** Wealthy individuals seeking a career or lifestyle change that we can enable to grow their ambitions in Scotland

**Homecoming Diaspora:** After 10 or more years out in the global economy, these returning natives bring significant business experience, good contacts and financial capital.

**Rural Dynamos:** Local people who have stayed and prospered through maintaining or establishing a successful business.

For the purposes of importing value, the first two categories will be our primary concern. The range of these rural businesses is extremely diverse, thereby avoiding over-reliance on one sector or company. Many of these businesses have been pioneer users of the Internet and electronic commerce. Many have shown themselves to be stable and capable of significant expansion. Many are also innovative.

Anecdotal evidence already suggests that "soft" factors such as the availability of good schools, desirable housing, attractive landscapes and so on have played a major part in the decision making process. The North Highlands is also able to state the benefits of good IT infrastructure and the airport link to support its case. Clearly, it would be very advantageous to the economy of the North Highlands to secure more of this type of investment, which usually entails importing useful experience and best practice as well as financial capital. Because much of the activity initiated through some of these companies is conducted via temporary associations of individuals and organisations (e.g. the music business) the true economic impact is not always understood or recorded. Indeed, some of the conventional measures of economic impact may require re-examination as to their relevance and value in this context.



## **5. Building a Partnership**

There are a number of bodies involved in the Caithness Regeneration Partnership. These include The Highland Council, Highlands and Islands Enterprise, the Nuclear Decommissioning Authority and the Scottish Government. Other national and local bodies are involved at variety of levels. These include the Crown Estates, North Highland Initiative, Dounreay Site Remediation Ltd. (DSRL), a stakeholders' group and others.

Crucial to achieving long term success is the establishing of a common action plan but also of improving the common vision of what is required and each others roles and ways that they can help this vision come to pass. The recruitment of selected individuals to achieve partnership goals is an excellent first step in developing the much needed common purpose. More needs to be done.

As a further step it is intended to lead a learning journey to visit an area that has undergone / is undergoing a similar economic and social experience to that of the North Highlands. Work is underway to identify a suitable location through connections with SDI, NDA and other networks. The study team would comprise representatives from the bodies involved, namely:

- The Highland Council
- Highlands and Islands Enterprise
- NDA
- The Scottish Government
- Northern College, UHI
- Representatives of the local business community

The individuals selected would commit to two pre-visit sessions to ensure that they are prepared and are best able to develop the lessons that can be learned and to report back as to how they can be applied to the benefit for the North Highlands. These sessions would be planned and executed by the Investment team in the Caithness Regeneration Partnership.

In terms of output a report with relevant recommendations would be made to the executive board on return.

We would anticipate further team building events to continue to ensure common understanding of what is being planned and to allow the input of suggestions and to call on the help of a wide variety of networks.

This would be done through:

- Publication of planned activity on the Caithness.org website
- Quarterly activity reports on inward investment activity
- Public meetings
- Regular press briefings and comment

## **6. Research and Market Intelligence**

### ***Back Office and Contact Centres***

We will seek to bring successful outsourcing companies into the area to discuss what the area has to offer and seek their views as to how to market our offering. We will commission research through industry experts such as the CCA, Mitial, Datamonitor and other investment bodies such as Red hot locations and Oxford Intelligence to identify outsourcers and companies who are likely to be attracted to smaller, more skilled contact centres. We will also ensure that the Financial Service base is included in this research.

We will also access any available research from colleagues in the HIE International Trade and Investment (IT&I) team, SDI Glasgow and SDI field offices (with particular regard to the London office).

### ***Quality Tourism***

We will arrange visits from consultants involved in this sector to the North Highlands. We will also ensure we are able to share information and research from HIE IT&I and SDI Glasgow that offers particular scope for the scale and type of investment that we require in this sector. We will commission research from industry bodies such as HVS, Humberts Leisure, Tourism Research Scotland and ERA to identify the best approach to developers, investors and operators. We will use current research from Colliers to further develop relationships with developers to understand the types of packages that will need to be created to access substantial investment in this area.

### ***Software Developers***

We will make use of the SDI sector teams to identify the areas that currently suffer most from skills shortages and where UK, European or Global companies would wish to recruit staff. This will assist us in determining how we approach the attraction and identification of these skills in our area and from outside the area.

Where appropriate we will engage other bodies to further refine the search for companies and specific skill requirements.

### ***Distributed Engineering***

We will access individuals from engineering companies already connected to Scotland to understand the needs of the industry and to offer a view on the pool of talent that exists in the North Highlands. This will be done through SDI and the indigenous engineering base in the area. After ongoing discussions with UKAEA and other interested parties we will start dialogues with selected companies to promote the North Highlands as a base for them to secure the talent in this area.

We will research the opportunities in nuclear decommissioning in the area and their subsequent export to global markets.

### ***Eco Tourism***

We will access guidance from some of the sources mentioned under the Quality Tourism heading. Allied to this we will access views from other international sources such as the International Centre for Ecotourism research and companies already engaged in this sector such as Blue Sky Capital. We will also develop links to successful small ecotourism developments already in place in the UK.

### ***Renewable Energy***

We will work closely with the HIE energy team, SDI Glasgow and the Scottish Government to identify prospects for contact and relationship building. Through contacts already established we will seek to build

an understanding and a database of the main companies involved and looking to be involved in this sector. We will be particularly proactive in the tidal energy sector and will plan to visit a number of exhibitions and conferences to spread the message and further understand our competition for investment.

### ***Added Value Food Processing***

We will use HIE, SDI Glasgow, Food from Britain and other consultants to identify niche players who would be willing to develop added value facilities in the North Highlands. We will work closely with the North Highland Initiative in developing our requirements and opportunities.

### ***Public Sector Jobs***

We will develop links through prominent local politicians (local, Scottish and UK) to assist in helping to identify possible new areas of public sector jobs that could be attracted to the North Highlands. Further work will also be done to understand the current position of the Scottish Government in terms of relocation policy and possible ways to influence this. We will also identify other organisations such as the NHS that might provide a source for both information and jobs.

### ***Attracting individuals through migration***

We will develop links with prominent local people to understand the needs of communities and will seek to identify potential for individuals of high net worth. We will seek to use the offices of SDI field staff to identify channels to these individuals both through business networks, Global Scot and other channels.

## 7. Building and maintaining a perspective

It is important that the North Highlands has an aspirational approach to its vision and actions. In order to ensure that we have access to the best advice and knowledge we will form a group of advisors. This group will be based on the model of the International Advisory Board for Scottish Enterprise.

### Scottish Enterprise's International Advisory Board

In August 2002 Scottish Enterprise established the International Advisory Board (IAB) which comprises senior business figures who are Scots or people with a strong affinity to Scotland.

Members are invited to join in recognition of their experience, positions of international prominence and influence in their respective industries and their willingness to contribute to Scotland's wealth creation agenda.

Chaired by Sir John Ward, the International Advisory Board complements the role of the Scottish Enterprise Board by contributing international business advice and market development perspective to Scotland's economic development drive. Representative companies include Sun Microsystems, Quintiles, National Australia Group, Monsanto and McKinsey.

The IAB significantly builds on the idea of accessing world-class counsel and knowledge for the benefit of Scotland. The International Advisory Board has met bi-annually since inception. Outside of the formal IAB meetings, members often contribute their expertise in other areas.

We will look to form a group of individuals who would perform a similar function for the North Highlands. Their advisory role will help ensure an international perspective and their experience would be useful in providing mentoring support for local businesses.

It is planned that they would come from a range of backgrounds but these could include engineering, energy, tourism, food and drink and services. It is intended that the group would be recruited, constituted and meet in early 2008.

### Role

The North Highland International Advisory Board (NHIAB) would:

- Meet in the North Highlands biannually to offer international business advice and market perspective on the economic development of the North Highlands through the Executive Board of the Caithness Regeneration Partnership.
- At these meetings members would be invited to offer advice on strategy, guidance on major projects (such as Tidal Energy or Decommissioning) and support for North Highland companies with significant international potential.
- Outside of the formal meetings the individuals would be encouraged to provide advice on specific projects, speak at events in the North Highlands and elsewhere for the area, work with Schools to encourage entrepreneurial behaviour and work with local companies in a wide range of opportunities.

## **8. Using networks**

There are a number of networks that we will use to benefit the North Highlands. Some of these are formal and organised. Others are less formal and not organised but nevertheless are still of great potential. In this section we outline our planned approach to utilise these networks.

### **Global Scots**

This formal network of just under 1,000 contacts is organised by Scottish Enterprise but serves all of Scotland. It is comprised of individuals who have either a connection or an affinity for Scotland. They are recruited from the business base and have expertise in one or more sectors. Their role is one of gathering intelligence, providing introductions, guidance, mentoring and other functions to potential investment or to Scottish companies.

We will identify a number of Global Scots in our key sectors and use them to help our efforts in attracting investment and helping companies to internationalise. Those that agree will be made public on the website.

### **Friends of Scotland**

This is a formal network organised by the Scottish Government. Its members cover a range of interests and extend to cultural interests and other creative areas. We will solicit the Scottish Government to find individuals who are willing to help promote the North Highlands as well as help with the general business of economic development.

### **Clan Associations / St Andrews Societies**

We will investigate how we can make best use of the Gunn, Sinclair and Mackay connections and other genealogical links and historical connections.

### **Highland Games**

We will investigate what opportunities there are for tourism, food and drink and other connections with the Highland Games of North America.

### **Executive Functions**

We will make use of currently well placed champions of the North Highlands by hosting business functions on agreed themes both in the county, in London and other locations. These will be based around specific sectors, St Andrews, Burns and other events (conferences, exhibitions, etc).

### **Other Networks**

There are other networks such as the North Highland Initiative where local companies and individuals have grouped together that we will seek to use. A range of public sector initiatives such as the Northern Periphery programme will also be reviewed for appropriate contacts. We will also confirm if there is an alumni programme in the area that can be accessed.

## **9. Public Sector Opportunities**

The publicity and resistance from public sector workers and unions to compulsory relocation has proven difficult for public bodies. This was initially seen as a straightforward way to ensure a fairer distribution of public sector jobs throughout the UK.

Recent discussions with The Highland Council and the Scottish Government have indicated that there are significant financial and personnel obstacles to relocations where members of staff would be required to move with existing posts. This becomes a limiting factor on any significant movement of jobs.

### **The Scottish Government**

The same obstacles do not generally hold for new areas of work for public bodies. A recent announcement by the Scottish Government (28 July 2007) said that:

“We are currently considering the future direction of the policy on public-sector jobs location.”

However, sources said the "principle" of moving jobs out of Edinburgh would not be abandoned, but the method would be improved to achieve better value for money

Current guidelines indicate that the Relocation Policy Team (part of the Public Service Reform Group), based in Victoria Quay in Edinburgh, offers information and guidance to departments within the Scottish Government considering a location. The guidelines require any new unit to be considered for relocation.

We will engage in discussions with the policy unit to ensure that suitable North Highland locations and information is held and made available to departments and NDPBs. Of particular interest is the Small Unit Initiative that identifies five or six locations from a list of fragile rural communities. These are then assessed by comparing two core criteria. These are 1. Efficiency and Effectiveness and 2. Socio-economic benefits.

### **The Lyons Report**

The Chancellor and Deputy Prime Minister asked Sir Michael Lyons, Director of the Institute of Local Government Studies at the University of Birmingham, to conduct an independent study into the scope for relocating a substantial number of public sector activities from London and the South East of England to other parts of the United Kingdom. Sir Michael completed his review and on 15 March 2004 published his report, 'Well Placed to Deliver? – Shaping the Pattern of Government Service'. This identified around 20,000 jobs that could be moved from London and the South-East to other parts of the UK by 2010. The majority of jobs have been part of English departments and some reconsolidation of departments has led to the removal of jobs from the area (DWP in Wick).

We will engage with the identified departments to ascertain what scope still exists for future relocations.

### **Nuclear Decommissioning Authority**

Following comments from the National Audit Office on the need for savings, the NDA have undertaken to investigate the potential for their Site Licensing Companies (SLC) to act together to use their combined buying power and economies of scale to achieve efficiencies in procuring support services. Areas being looked at range from simple commodity procurement to the use of human resources and finance systems. They have identified a large variation between the SLCs in terms of costs. In total around £826m of services has been identified of which £436m could be shared.

While there is still an ongoing discussion with the NDA about how savings can be achieved and how the SLCs can be encouraged to share services there remains a significant opportunity to bid for much of this work to be undertaken from Caithness through the UKAEA centre based there.

We will work with NDA and UKAEA to support this bid and ensure that appropriate infrastructure is available to further develop this work.

**Other Public Sector Jobs**

We will continue to work with the Highland Council, other public bodies and outsourcers to identify functions and jobs that can be undertaken in the North Highlands.

## **10. Internationalisation**

In order to support the businesses currently located in the North Highlands we will offer a range of support to help them gain access to markets and contracts outside of the region. This will normally be looking at trade outside of the UK but we may help in other areas.

We will identify companies and we agree development plans.

### **Market Research**

When required we will offer market intelligence and research through the OMS service offered by SDI through their field offices. This Overseas Market Support offers five days of the local field officer for a cost of £500 to the company. We will also offer access to the OMIS service. This service utilises the commercial sections of the UK embassy and consulate staff. This provides a range of information and prospect qualification for a range of costs.

We may undertake some generic OMIS research to test the market in some sectors.

### **Learning Journeys**

We will develop learning journeys in the Tourism, Energy and Engineering sectors. We will undertake consultation with each of the sectors to determine the focus and destination for each learning journey. It is intended that these will be undertaken during 2008. Subvention for participating companies will be provided subject to completion of a report agreed prior to the visit.

Further learning journeys will be considered for 2009.

### **Trade Missions and Exhibitions**

We will ensure a North Highlands presence at a number of exhibitions. We plan to organise attendance at the All Energy exhibition in Aberdeen in May 2008. We will research and offer further opportunities to a range of companies in the region.

We will work closely with HIE Orkney to bring together all interested parties in a "Pentland Firth Alliance" in Energy and other sectors of mutual interest (e.g. Tourism, etc).

### **Links with SDI and UKTI**

We will develop better links with SDI and UK Trade and Investment (UKTI) to identify future events that will benefit local companies.



## 11. Communications Plan

### Our messages

| <b>Audience</b>                            | <b>Our Messages</b>  |
|--|--|
| ➤ Back Office and Contact Centres          | Skilled available workforce<br>Loyal staff and a pleasant working environment for all<br>Competitive labour costs<br>Attractive property solutions |
| ➤ Quality Tourism                          | Our skilled people<br>Sites and Properties<br>A relaxing and healthy environment   |
| ➤ Software Developers                      | People attracted to lifestyle<br>People available with the right experience and skills<br>Easy to retain   |
| ➤ Distributed Engineering                  | Access to talent<br>Workforce ready to retrain<br>Skills in decommissioning  |
| ➤ Tourism accommodation                    | Clean natural environment.<br>Demonstrated footfall<br>Gap in the market   |
| ➤ Renewable Energy                         | Skilled engineering base<br>The geographical advantages of North Highlands<br>Structured public sector approach                                    |
| ➤ Added value food processing              | Premium quality<br>Brands<br>NH Initiative   |
| ➤ Attracting individuals through migration | Evidence of quality of life<br>A Place to raise children<br>Natural and peaceful environment<br>Help to find job                                   |
| ➤ Public Sector jobs                       | Fragile economy<br>Political importance  |
| Highland and Island Enterprise Network     | Joined up thinking<br>Help take part in the regeneration of North Highlands<br>Happy to share experiences  |
| Nuclear Decommissioning Agency             | We will help deliver socio-economic benefits<br>Co-ordination of funding required  |

|                                    |   |
|------------------------------------|---|
| The Highland Council               | A partner delivering community benefit<br>Need for council support on areas such as education   |
| Scottish Government                | A community delivering<br>Needs help to get better connected<br>Opportunity for positive support from public sector jobs                  |
| Scottish Development International | A serious partner<br>Wants to work through sector teams and field offices<br>Can provide good propositions and leads<br>Shares in success |

We will share these messages through direct marketing, exhibitions, lobbying and face to face meetings.

### **Use of PR Agencies and the HIE Communications Team**

#### **Advertising**

We will develop a promotional use of advertising linked to campaigns around our main sectors. We will seek to get input from the SDI marketing team in terms of media use and pricing. We will also seek to influence SDI advertising in the following ways

- To ensure that relevant parts of the North Highlands are included in SDI marketing where appropriate
- To support in the vertical sectoral press, background messages to increase awareness of the attributes of the North Highlands that make these areas attractive to those sectors

#### **Press tours.**

We will seek to build on planned press tours to expand the Scottish message to demonstrate the ability to succeed in the North Highlands. We also intend to brief (through the field teams) the PR agencies to support such initiatives. The aim of press tours will be to supplement wider PR effort to ensure awareness of North Highland solutions to investors needs. It is intended that this will start with the Engineering, Energy and Tourism sectors.

### **Training and relationship building for colleagues in SDI.**

We will ensure that colleagues across SDI are aware of the existence of the Caithness Regeneration Partnership and its role. The primary aim will be to build relationships with selected SDI field colleagues who operate in our target sectors.

#### **Events**

We propose to organise a number of themed events in 2008. The aim would be to attract around 20 guests from key sectors and introduce them to SDI field team members and to staff from HIE. The small scale of the event will allow the nearly one to one targeting of these companies essential to successful relationship

building. These events will take place in Caithness, Sutherland, Edinburgh, London or other locations dictated by the availability of the key customers.

We will also consider options around a financial services event and, together with Energy colleagues, a conference on Tidal Energy during 2008/2009. We will also look to 'piggy-back' on other planned events.

## 12. Success Metrics

### Activity targets

We will develop measures to cover the areas of market reach, product range, and product pipeline. We will also monitor the following indicators;

**High Value Add targets** – jobs, number of jobs in range above average earnings plus number of jobs in research and development roles.

**Jobs targets** – jobs, total number of jobs including safeguarded and new proposed jobs.

**Area exposure** – amount of positive press coverage achieved in Scottish, UK and International publications.

**Website footfall** – amount of hits on agreed websites.

### Establishing Targets

We will establish agreed targets for each of the areas mentioned above and will provide reports on these.

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