

SOUTHEAST LOCAL ENTERPRISE NETWORK

PLACE RECOVERY NETWORK

--

CAMPAIGN EVALUATION REPORT AND PROJECT TAKEAWAYS

Final report – 21st March 2023

by

TOPO SOPHY
PLACE MAKING & MARKETING AGENCY

REVI-VE
South East Place Recovery

FUNDED BY
SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

VISIT KENT
BUSINESS
GARDEN of ENGLAND

visit essex

SUSSEX
MODERN

East Sussex
County Council

southend
on sea
BOROUGH COUNCIL

TABLE OF CONTENTS

Section 1: About this report	3
Summary of project milestones to date	3
The aims of this evaluation	4
SELEP-wide observations - survey results	5
Interview Summaries (SELEP-wide observations)	6
Highlighted interview quotes:	9
Section 2: Evaluation of campaigns by county	10
Kent – Rhythm of Kent (Visit Kent)	10
This is Essex Make it Yours/Explore Essex Campaign (Visit Essex)	19
‘OOO - Out Of Office’ campaign (Sussex Modern)	27
Section 4: Takeaways and recommendations	37
Annex 1: Original survey questions	39
Annex 2 - List of interviewees	45

Section 1: About this report

This report evaluates a series of place marketing campaigns that were carried out during 2022 as part of Element 2 of the South East Local Enterprise Partnership's COVID-19 recovery support programme. The content of these campaigns and their target audiences were informed by insights gathered during a series of workshops with over 100 businesses and organisations from across Essex, Kent and Sussex that have a stake in place-based approaches to marketing their respective regions. In summary, this report includes:

- A summary of campaign performance data from each participating county
- Findings from an evaluation survey circulated to businesses in the SELEP region to capture their views on each campaign
- Findings of a series of interviews conducted with selected businesses and organisations to understand their views on each campaign, and their future place marketing needs
- Takeaways and recommendations drawn from the insights above, as well as insights presented in the workshop findings report (Apr 2022)

This report is the second of two reports to be issued within the Place Recovery Network project (see project milestones below). It was prepared by TOPOSOPHY Place Making and Marketing Agency which was commissioned to undertake the project.

Summary of project milestones to date

Project stage	Timeline
Evaluation of existing evidence, workshop preparation	Nov-Dec 2021
Online consultation workshops held across Kent/Essex/East Sussex	Jan-Feb 2022
Workshop findings report submitted	Apr 2022
Campaign Evaluation Framework developed and approved	May 2022
Marketing campaigns implemented by Visit Essex, Visit Kent and Sussex Modern	June-Dec 2022
Business campaign evaluation survey Interviews with stakeholders to evaluate campaign performance	Nov-Dec 2022 Jan 2023
Final project evaluation report submitted	Feb 2023
Final presentation of project impacts	TBC

Evaluation methodology

One of the core aims of this project has been to help the SELEP Consortium (Visit Kent, Visit Essex and Sussex Modern) to implement place-based campaigns (aimed at diverse audiences such as potential residents, investors or students), as opposed to campaigns focussed primarily at leisure visitors. In light of this broader scope, one of the key elements of this project was to develop a new evaluation framework to help judge the success of these place marketing campaigns, and campaigns implemented in the future.

The evaluation framework was based on two pillars. These are shown in the table below, together with the methods used to collect data. The full evaluation framework is provided in a separate document.

Pillar	Data collection method
<p>Pillar 1 - Place marketing KPIs</p> <p>These are metrics to measure the campaign performance. These should stay relatively constant, regardless of the campaign content implemented and should provide an accurate comparison between campaigns from different areas.</p>	<p>Campaign analytics collected by Consortium member and their respective media partners</p>
<p>Pillar 2 - Place marketing collaboration</p> <p>Intended to guide each of the Consortium members in coordinating future place marketing actions, these metrics are an intermediary step to evaluate the resonance of the place-based marketing approach in general with different stakeholder groups, the increased cross-sector collaboration that has resulted from it, and their likely interest in engaging further.</p>	<p>Business evaluation survey (31 respondents). See full survey in Annex 1.</p> <p>Stakeholder interviews (x 14). See list of interviewees, Annex 2.</p>

The aims of this evaluation

- To measure the effectiveness of the campaign activities carried out during June to December 2022
- To understand the effectiveness of the pan-LEP approach to supporting place recovery by assessing how the participants involved have changed their ways of working in response to COVID-19 and how their partners and audiences have evolved

It is important to underline that the aim of this evaluation is not to compare the performance of one campaign to another, since each Consortium partner had different aims, audiences and campaign messages. Instead, this evaluation seeks to provide a baseline for evaluating the success of future campaigns, and to learn lessons that can support place marketing collaboration in the future. It is also important to keep in mind decision-making processes vary enormously between visitors, potential residents and business relocators.

SELEP-wide observations - survey results

The following section presents a summary of the responses taken from the business evaluation survey **on average across the whole SELEP region**. Responses for each county are shown in their respective section (pages 10-35). These results should be treated as indicative, given the relatively low number of responses to this survey (n = 31).

Top ten current, core audiences (non-tourism): (Q3, 'Please categorise your audiences')

1. Existing local residents
2. Potential new employees with skills in high demand from the local area
3. Business clients or partners from elsewhere in the UK
4. Food lovers
5. New residents from elsewhere in the UK
6. Students (incl. friends and family of students) - From the local area
7. Students (incl. friends and family of students)- From elsewhere in the UK
8. Students (incl. friends and family of students)- From overseas
9. Purchasers / tenants of commercial property
10. Event organisers - Leisure events (weddings, festivals)

Top five expected future audiences (Q3, 'Please categorise your audiences')

1. Potential new employees with skills in high demand - from overseas
2. Business clients or partners from elsewhere in the UK
3. Potential new employees with skills in high demand from elsewhere in the UK
4. Event organisers - Business events (meetings, conferences)
5. New residents from elsewhere in the UK

Top ten key themes to highlighted to audiences outside own county

(Q4. Which key themes do you talk about when targeting audiences outside [your county]?)

1. Proximity to London
2. Landscapes and coastline
3. Culture and creative industries
4. Locally made food and drink
5. Built heritage (tied with quality of life)
6. Quality of life
7. Diversity and spirit of local people
8. Local leisure attractions
9. Local sustainability initiatives
10. Good transport links

Top ten content themes to support place marketing efforts in the future

(Q5. Which themes do you think your organisation will feature more of in its communications in the next 1-2 years?)

1. Diversity and spirit of local people
2. Community solidarity
3. Locally-made food and drink
4. A local community you could belong to
5. Local sustainability initiatives
6. Local heroes
7. Landscapes and coastline
8. Culture and creative industries
9. Proximity to London
10. Quality of life

Interview Summaries (SELEP-wide observations)

Under pillar two of the Campaign Evaluation Framework, a series of 45-minute interviews was held with 14 different organisations from across the SELEP region after all campaigns had been concluded. This was done in order to gather qualitative insights on how different organisations in the SELEP region had interacted with the campaigns, and how their place marketing needs had evolved more generally. A high-level summary of these findings is provided below. The complete list of interviewees is provided in Annex 3.

What are your organisation's main audiences? Have any shifts in these audiences occurred in the past year?

The audiences described in these interviews are broadly the same as the participants described in the workshops that took place in January and February 2022. They vary widely according to organisation, with organisations such as universities, local authorities from housing developers addressing multiple audiences in different ways and with different objectives.

Participants underlined one perceptible increased need for place marketing; the urgency of attracting skilled employees to work in their own organisation or in specific sectors such as education and healthcare.

Several interviewees from across the SELEP region pointed to an issue which has been discussed little in this project to date yet which is vitally important, and this is the profile of exactly *who* each county is seeking to attract. Respondents in each of the three counties highlighted the need to attract what one respondent referred to as the “young urban professional class.” While destinations have traditionally focused on older travellers with a greater disposable income, faced with an ageing population and hampered by production in working age migrants related to Brexit, each of the three counties has a critical need to attract younger skilled employees - and this need is only likely to grow.

How has the need for place marketing grown over the past year, and to what extent does your organisation depend on the overall image of the county in which it is based?

All participants reported that a positive overall image of the county supports their organisation's strategic success. Responses indicated that the need to carry out integrated place marketing (beyond the narrower concept of destination marketing) has continued to grow over the past year, and that the rationale for doing so is only going to grow; "We can never do too much of it" - Michael Veasy, Essex County Council.

In most cases the rationale for carrying out place marketing relates to the need to overcome preconceptions, particularly for a London-based audience. These vary from place to place, but with many of the participants having spent time living and working in London, they were aware of the way that their county is perceived by many of the people they are seeking to attract (whether as customers, students, employees or investors).

For example, several respondents felt that Kent, Essex and East Sussex were still potentially being 'overlooked' by footloose workers leaving London in favour of other counties that had become popular for relocations in recent years, such as Devon and Cornwall. Some concern was also raised about negative headlines stemming from periodic crises (such as a crime wave or migrant Channel crossings), and that some place marketing activity could help to counter negative connotations that might arise.

What sort of messaging do you focus on to communicate about your county?

Inevitably messages vary according to organisations' individual needs. However broad themes can also be identified, such as the diversity of landscapes, the close proximity of rural and coastal areas for easy escapes (as a key element of good quality of life), the opportunity for a more balanced lifestyle than could be found in London, and the theme of surprises and continual discoveries.

As discussed in the workshops in Jan-Feb 2022, several participants were considering what could be done to capitalise on new developments coming to their area in the future (for example, new housing developments, the growing popularity of wine tourism in Sussex or the opening of freeports in Essex), and the opportunities these would bring to tell a new story about their respective county.

Several participants also highlighted their efforts to communicate that living in a rural or coastal area of Kent, Essex or East Sussex did not necessarily have to mean living somewhere that was backwards or lacking in job opportunities.

What partnerships have emerged as a result of this project?

It is difficult to ascribe any specific partnership as having been formed directly as a result of this project, since, as described above, the rationale for engaging in place marketing is increasing for participating organisations in any case.

That said, interviewees valued the workshops run by TOPOSOPHY in January and February 2022 for their educational content and for giving the space to discuss the ways in which counties were being

marketed by very diverse organisations from different sectors. Though the workshops were held online (due to COVID restrictions) they helped to highlight the very different needs of different organisations. In person events connected to this project are likely to have led to a greater level of networking and partnership building.

Examples of recent partnerships mentioned included between a train operator and a housing developer (where the train operator has identified the potential for including rail promotion in house welcome packs) as well as between universities and local employers (in order to attract students to the area and show that job opportunities are close by). All participants were keen to continue working with the consortium partners on place marketing in their respective counties.

Awareness of and engagement with the place marketing campaigns

All interviewees were aware of the campaigns that had been carried out. However this was for a mixture of reasons; in most cases because of direct contact from being a member of the board of a consortium member (Visit Kent, Visit Essex, Sussex Modern). In other cases participants had little background knowledge of the campaigns, but they had seen videos/social media posts online or from posters at stations, either in their home county or in London.

Interviewees supported the campaign rationale and the overall approach of reaching audiences beyond tourism alone. They praised the individual success stories and profiles that appeared in the Essex and Kent campaigns and felt that these would resonate strongly both with local residents and potential residents. Most organisations had not engaged with the content directly (e.g. reposting), however this may be due to the specific goals of the organisation at that time, the lack of internal planning ahead of the campaign going live, or from not being tagged in specific posts (and therefore missing some posts).

At the same time, several participants highlighted that they would appreciate a toolkit to guide them on interacting with future campaigns, and closer guidance on how to use the campaign collateral. Many interviewees had engaged with the content hub in their respective county and were supportive of these hubs being developed further.

What could be done to improve overall perceptions of your county?

Firstly, most interviewees were aware that each area was occasionally dealing with deep rooted preconceptions (for example, about Essex being a place of industry, or stereotypes related to TOWIE). They also recognise the importance of continuing to find creative ways to overcome these perceptions, not least due to the pressing need to attract young families to support local economies and skilled labour to fill open positions in both the public and private sectors.

Several participants highlighted that personal success stories and profiles were strongly relatable and positive, and that where possible campaigns should also try to be fun and **lighthearted** in order to balance out perceptions of 'work work work', or images only of 'industry and infrastructure'.

The need to show that each county is a place where opportunity can be found, where young people will feel like they belong and can succeed and build a better lifestyle than could be found in a big city like London was another salient theme for participants. That said, the South East of England continues to be one of the most expensive parts of the UK to live in and several participants highlighted this as a weakness to be overcome, particularly for young graduates with debts, seeking affordable housing.

Finally, there was a widespread recognition that while there is a need to move beyond a tourism only approach, most decisions to move to Kent, Essex or East Sussex start with a day visit or short break, and therefore the visitor experience is extremely important too.

Highlighted interview quotes:

“Place marketing is so important in public health. It's really important that as a region we have a strong reputation and that we help to modernise perceptions of specific places.”

- Darrell Gale, East Sussex County Council

“Since the region has become a lot more entrepreneurial in recent years, there is a need to recruit quality people - we want to beat the perception that you have to go to London in order to work in the field that you enjoy, for example in the creative industries”

- Clare Payne, Playne Design

“We feel that we are central to the success of the region because our courses are strongly modelled around supporting local industries and the industries of the future. Attracting undergraduate and postgraduate students is important to us, but so is attracting good quality staff and retaining them. This is shaped strongly by what Kent has to offer.”

- Marco Keir, Director of Marketing and Communications, Canterbury Christchurch University

“People don't fully realise the breadth and diversity of what Kent has to offer, this can be cleverly done through inspiration and surprising statistics, and constantly reinforcing how well connected particular places are.”

- Nikki Causer, Southeastern Railway

“The Rhythm of Kent campaign was very good, it's personified and we are fully on board with its rationale. The audience is more likely to listen to individuals so this makes for an engaging campaign. It's also useful that it's an overarching campaign that targets different audiences”

- Jo Richardson, Shepherd Neame

“In terms of future messaging it would be great to see more about food as it's a great foundation for promoting other aspects of the county. It really anchors people to a place and it is so closely related to health and well-being.”

- Floortje Hoette, Produced in Kent

“We can never do too much place marketing, especially since Essex has long been hampered by some negative perceptions; you can't change some of these deep rooted perceptions in one year”

- Michael Veasy, Essex County Council

“Another interesting audience for us are those people who are in the process of making big life decisions and considering relocating or changing jobs. This is particularly interesting in the context of the significant housing

development that's taking place across Essex. We'd like to work with this audience in the future"

- Steve Knights, C2C Rail

Section 2: Evaluation of campaigns by county

The following pages present an evaluation of each campaign by county. The evaluation is based on the Evaluation Framework explained above, and provided to the SELEP Consortium partners in May 2022. For each county, data is presented in the following order:

1. A summary overview of the campaign
2. Presentation of campaign data (Pillar 1)
3. Campaign assessment, place marketing needs and collaboration
4. Supplementary interview findings

Kent – Rhythm of Kent (Visit Kent)

Title: Rhythm of Kent

Agency: Fabbrica Media (for the OOH campaign there was partnership with Global, JCDecaux and MIQ)

Campaign launch and closure date:

- In the Toolkit the intended campaign's duration is stated as: 26th August to 31st October 2022.
- Out of Home campaign: Situated in sites across London, such as City Thameslink and Charing Cross Underground stations for two weeks between the end of August and September.

Target audiences:

The target audiences included four main groups:

- Londoners seeking a better work/life balance or break away
- Businesses with emphasis on the creative sector and professional services
- Individuals who are skilled in those sectors where there is a need to fill vacancies or support growth
- Prospective students and their families in the UK and overseas

Brief description:

The campaign (#RhythmOfKent) was about communicating Kent as a great place to start a business, live, study or visit and based on the assumption that each of the abovementioned target groups has its own ebb and flow or, rhythm:

- Businesses: Find your Space

- Relocators (Commuters): A Change of Pace
- Students: Find your Place
- Visitors: Find your Pace

The main mediums used were: “Out Of Home” posters across London, audio and banner ads in Spotify, and native, paid search, and paid social media campaigns.

The campaign also included a toolkit to enable businesses based in Kent to promote the county in a positive way. The toolkit provided several free-to-use branding assets, such as bespoke photography and videos of local ambassadors, as well as research material to inform decisions.

Campaign metrics (Evaluation Framework, Pillar 1)

KPI: Campaign reach across channels <i>Refers to the total number of people who have seen your campaign ads or content</i>	
Metric	Result
Web	
Unique web visitors to campaign site/page (or referrals from campaign to site)	38,102 total sessions
Social Media (SM)	
Change in the SM community (e.g. increase in followers)	(From start to end of campaign): Twitter: 271 new followers Facebook: 114 new likes Instagram: 333 new followers
Number of impressions since the time of posting	Facebook/Instagram: 1,750,912 Snapchat: 1,024,846 TikTok: 686,903 Native: 1,125,965 Google Search: 127,036 Google Display Network: 196,503 Spotify: 2,761,214
Social Share of Voice (how many people are mentioning the brand directly (with @) or indirectly compared to the total mentions of your market as defined by competition)	Data not available
Offline channels	
Reach (how many people will see offline visuals)	Approx. 60,716,568 impressions

Number of organic search queries during the offline ad run	Organic search for website sessions: 135 Direct website sessions: 711
Number of uses of a 'vanity URL' (a tailor-made URL that's only displayed in the offline channels)	Not used
KPI: Quality of campaign and elements <i>Refers to amount of interest among key elements of the campaign</i>	
Metric	Result
Web	
Time on landing site / Average Engagement	Paid Social: 2 sec Organic Social: 0 sec Display: 16 sec Paid Search: 17 sec Unassigned: 5 sec Direct: 24 sec Organic Search: 1 min 12 sec Referral: 1 min 16 sec Paid Video: 3 sec Organic Video: 16 sec E-mail: 42 sec
Video: View-through rate (VTR)	TikTok video Visit: 354000 impressions, 2155 completes – 0.0060% VTR Study: 333000 impressions, 2225 completes – 0.0066% VTR Snapchat Study: 542,000 impressions, 3823 completes – 0.0070% VTR Visit: 483,000 impressions, 4158 completes – 0.0086% VTR Google Display Video View Rates Business: 17.5% Relocate: 16% Visit: 27.62% Study: 17.18%
Listen-through rate (Spotify ads)	Visit listen-through rate: 97.25% Study listen-through rate: 94.6%
Engagement rate	Business: 81% Relocate: 82% Study: 70% Visit: 72%

	<p>Facebook/Instagram: approx. 78%</p> <p>Snapchat: approx. 50%</p> <p>TikTok: approx. 42%</p> <p>Native: approx. 81%</p> <p>Google Search: approx. 92%</p> <p>Google Display Network: approx. 100%</p> <p>Spotify: approx. 90%</p> <p>Youtube: approx. 81%</p>
Social Media	
Number of shares (e.g. hashtags, posts)	Data not available
Engagement rate that refers to the total interactions (likes, comments, shares, stories) divided by the total followers x 100	Facebook/Instagram: 126,485 engagements
Amplification rate (the number of times a post was shared over a specified period divided by the total number of followers x 100)	Facebook/Instagram: 76 post shares
Virality rate (ratio of the total number of shares of a post to the total number of impressions)	76 : 1,750,912 = 0.00004341 Facebook/Instagram
Conversation rate (number of comments divided by the total followers x100)	Facebook only data available (77 comments / 30546)x100 = 0.252

KPI: Conversion metrics

Refers to the effectiveness of the engagement

Metric	Result
Conversion rate (typical KPIs would be the number of users that after clicking your link take action such as newsletter sign-ups) - this can be from website, social media etc.	Data not available
Click-through rate (CTR) refers to the percentage of people that click on an element that they have been exposed to (it can be from various sources)	<p>Facebook/Instagram: 2.04%</p> <p>Snapchat: 1.11%</p> <p>TikTok: 0.65%</p> <p>Native: 0.26%</p> <p>Google Search: 4.61%</p> <p>Google Display Network: 1.05%</p> <p>Spotify: 0.13%</p>
Cost per thousand impressions (CPM) / CPC	<p>Facebook/Instagram: £0.18 CPC</p> <p>Snapchat: £2.72 CPM</p>

	<p>Google Search: £0.47 CPC Google Display Network: £0.74 CPC</p>
--	---

<p>KPI: Campaign diagnostics <i>Refers to demographic data and information about campaign themes</i></p>	
Metric	Result
<p>The target group</p> <ul style="list-style-type: none"> → Age → Sex → Geographical area 	<ul style="list-style-type: none"> ● Both Female and Male ● Ages: <ul style="list-style-type: none"> ○ Facebook/Instagram: 13-65+ with the older groups performing better ○ Snapchat: 13-34 ○ TikTok: 13-100 with the best performing group being 13-17 yrs followed by the 18-24 yrs ○ Google Search: 18-65+ ○ Google Display Network: 18-65+ ○ Spotify: 13-24 yrs for Study and 18-45+ for Visit
<p>Breakdown of place-marketing themes and key messages that were promoted in the campaign</p>	<p>Audience:</p> <ul style="list-style-type: none"> ● OOH - Relocators, Businesses, Students ● Facebook/Instagram: Relocators, Business, Looking to Students, Holiday Makers ● Snapchat: Looking to Students, Holiday Makers ● TikTok: Looking to Students, Holiday Makers ● Google Ads: Relocators, Business, Looking to Students, Holiday Makers ● Spotify: Looking to Students, Holiday Makers
<p>Resonance of these key themes detected through social listening (as detected through amount of positive or negative sentiment - by YouGov)</p>	<p>Data not available - <i>we propose to make a YouGov Analysis with future campaigns.</i></p>

KPI: Use of new campaign assets <i>Refers to lifestyle assets delivered by the project partners</i>	
Metric	Result
<p>Number of times lifestyle assets have been used by external agencies and participating businesses</p> <p>Number of external subscribers to marketing asset hub</p>	70
<p>What content or items have you used in the campaign?</p> <p>→ Each project partner to list the amount of content used, and sector that the sharing organisation belongs to</p>	<ul style="list-style-type: none"> • 8 Talking heads videos provided by VK featuring Food and drink businesses, Arts Culture, Community Housing, Agriculture, production, health & wellbeing • 93 high quality imagery assets created by VK • B-Roll destination video created by Pillory Barn: • Rhythm of Kent campaign assets, created by VK/Zest Agency • 4 x Video assets, one on each sector Visit, Study, Relocate, Businesses created by Suited & Booted • 27 Images UGC <p>Links to Assets/resources such as research by 11 Local Authorities</p> <ul style="list-style-type: none"> • 1 BID • 1 Creative sector • 1 x LEP • 1 x Locate in Kent • 1 x Revive place marketing workshop findings

KPI: Evaluation <i>Refers to lifestyle assets delivered by the project partners</i>	
Metric	Result
How has the performance of this place-based campaign compared to similar sized-campaigns (in terms of budget, target audience) undertaken in the past?	Data not available
How would you describe the main impacts of the campaign? In what ways did your audience respond positively or negatively?	<p>[Reported by Visit Kent]:</p> <ul style="list-style-type: none"> • The Rhythm of Kent Campaign delivered to support Revive was very successful. • The multi-channel campaign performed better across all channels than other campaigns of a similar scale that have been delivered by Visit Kent in the last 3 years. • Particular successes worth highlighting would be the campaign's ability to reach potential students via Spotify audio ads. These enjoyed very strong results with over 1,385,000 impressions and a completion rate of over 94.5%. • If one area of consideration for future campaigns was highlighted it would be that whilst the engagement rate on the website from the Business and Relocate audiences were high the total number of sessions from these audiences was lower. This relates to the fact that it is slightly more difficult to attract businesses than consumers.

Campaign assessment, place marketing needs and collaboration

(Evaluation Framework Pillar 2 - based on survey results)

Place marketing needs	Findings
Overview of respondents	16 respondents (52% of survey total) from Kent, of which: 5 from local government; 4 from tourism/hospitality sector; 1 from property sector; 1 from culture sector; 1 from sports sector and 3 categorised as 'other'
Top five current audiences: (Q3, 'Please categorise your audiences')	<ul style="list-style-type: none"> • Existing local residents • Leisure visitors - From the local area • Leisure visitors - From elsewhere in the UK • Food lovers

	<ul style="list-style-type: none"> • Students (incl. friends and family of students) - From the local area • Students (incl. friends and family of students)- From elsewhere in the UK
Top five expected future audiences	<ul style="list-style-type: none"> • Event organisers - Business events (meetings, conferences) • Potential new employees with skills in high demand - From the local area • Business clients or partners- From elsewhere in the UK • Event organisers - Leisure events (weddings, festivals) • New residents - From elsewhere in the UK
Top five key themes for audiences outside own county	<ul style="list-style-type: none"> • Landscapes and coastline • Built heritage (e.g. castles and houses) • Culture and creative industries • Locally-made food and drink • Proximity to London
Top five types of content required for the future	<ul style="list-style-type: none"> • Diversity and spirit of local people • Community solidarity • A local community you could belong to • Locally-made food and drink • Local sustainability initiatives
Awareness of recent campaign	<ul style="list-style-type: none"> • Yes (75%) / No (25%)

Campaign assessment	Findings
Top five most recognised campaign elements	<ul style="list-style-type: none"> • Posts on Instagram • Posts on Facebook • Campaign/Destination website • YouTube advertising • LinkedIn advertising
Top five positive impacts observed (agreement with statements)	<ul style="list-style-type: none"> • Reflective of what we offer in Kent • Good for changing perceptions about Kent • Clear and easy to understand • Relevant to my organisation's main audiences • Aligned with our strategic objectives

	<ul style="list-style-type: none"> Useful for identifying us as a Kent-based organisation
Top five positive impacts expected in the future	<ul style="list-style-type: none"> Positive sentiment through comms channels from local community More frequent social media engagement (likes, shares, follows) Enquiries about copromotion Enquiries about strategic level partnership Increase in sales enquiries Our staff have been invited to a partner organisation's event
Do you plan to use the online marketing hub?	<ul style="list-style-type: none"> Yes (75%)/No (25%)
Top five marketing assets required in the future	<ul style="list-style-type: none"> Lifestyle imagery Destination itineraries / content Lifestyle videos Images of specific destinations (towns, landscapes) Images of specific places to visit or stay Videos of local heroes/people // Business case studies (tied responses)

Kent interview findings - highlights

→ All Kent interview respondents were aware of the Rhythm of Kent campaign and were satisfied with both its rationale and content, praising in particular the personal success stories that the campaign highlighted. One of the interviewees (Southeastern Railway) had shared the campaign content in October 2022

→ Visit Kent was complemented for its openness to listen, innovate and deliver on what stakeholders need – the campaign was cited as a good example of this

→ Both Southeastern Railway and Shepherd Neame commission their own content as and when needed however both recognised about their audiences are becoming more diverse

→ In recent weeks Shepherd Neame has set up its own talent attraction platform in order to encourage greater numbers of chefs and general managers and licensees to take an interest in joining the business and is interested in collaborating further around this next time

→ As another example of changing needs, Christchurch university has seen a big increase in students from BAME groups and those who identify as LGBTQ+ however there is a feeling that the right services also need to be in place to serve these communities properly, and that Kent's power of attraction needs to be supported by the business community and residents in order to become better established in the long term

→ One respondent noted that Kent is still often regarded as quite modest, despite the wide range of features that might attract someone to live in the county. It's therefore sometimes unjustly overlooked by visitors or relocators who might go to SW England instead

This is Essex Make it Yours/Explore Essex Campaign (Visit Essex)

Title: This is Essex Make it yours Campaign

Agency: Big Wave PR

Campaign launch and closure date:

The campaign launch was on 17th October 2022 and ran for four weeks however much of the activity like press and PR engagement continued beyond this date.

Target audiences:

The target audience was based on five characteristics:

- **Live:**
 - First-time buyers, currently renting in London, more open to living outside of the capital now that they are hybrid or home working.
 - Families with young children, concerned about air pollution, wanting more space, aspire to provide excellent education for children etc.
- **Work:**
 - Londoners looking for work
 - 25-55-year-olds looking to escape the city in search of a more peaceful yet rewarding life that can still advance their career in Essex.
- **Study:**
 - Young families in London – wanting to get excellent education for their children
 - Upper 6th students outside of London, final year undergraduates outside of London
- **Invest:**
 - Investors who will be attracted to Essex thanks to the proximity to London and transportation infrastructure, the development of fast broadband across the county, pool of highly skilled labour and entrepreneurial nature of people in Essex.
- **Visit:**
 - Predominantly Londoners with disposable income, 26+
 - Pre-nesters – looking to escape the everyday, make memories on a short break and have fun exploring the great outdoors and enjoying activities
 - Empty-nesters – looking to have a getaway/short break, make the most of Essex's dry warm climate

Brief description:

Essentially, the campaign aimed to showcase what it's like to live, work, study, invest and visit Essex through an insider's perspective, targeting the five groups as follows:

- Invest – invest and grow
- Visit – explore, experience, enjoy
- Study – Be smart and thrive
- Live – Space to live and breathe
- Work – Breathe freely, work well

The campaign built on the 2019 campaign “This is Essex”, while apart from addressing the core audience, aimed into further instil pride to the locals, empowering them to become the county's ambassadors.

It involved digital adverts on over 160 London Underground sites across stations in North and East London, regular organic content (This is Essex channels), paid socials on meta, google display and google search, Spotify and Tiktok, custom made landing page in the Visit Essex website and press and PR activity, supported by influencers. In terms of content, there was a variety of media utilised such as images, case studies, five new films and two vox pops. The stakeholders were supported in participating in the campaign through the provision of a toolkit and a marketing hub with new images, research and infographics, among others. There were also five months of social posts for #ThisisEssex – Make it Yours for Instagram, Facebook and Twitter, which are referred below as meta (organic) and twitter (organic).

Campaign metrics (Evaluation Framework, Pillar 1)

KPI: Campaign reach across channels <i>Refers to the total number of people who have seen your campaign ads or content</i>	
Metric	Result
Web	
Unique web visitors to campaign site/page (or referrals from campaign to site)	71,474 clicks to the Visit Essex website and This Is Essex landing pages from the digital marketing campaign
Social Media (SM)	
Change in the SM community (e.g. increase in followers)	Facebook: +1,173 Facebook page likes Twitter: +641 followers
Number of impressions since the time of posting	Google YouTube: 924,823 impressions / 199,556 video views Google Display: 253,287 Meta: 1,208,191 impressions / 880,295 video plays

	<ul style="list-style-type: none"> Facebook: 1,117,652 impressions / 794,082 video plays Instagram: 88,922 impressions / 85,467 video plays <p>Meta (organic): 37.727 Twitter: 1,110,535 impressions / 225,370 video views Twitter (organic): 16.301 TikTok: 833,927 impressions / 760,708 video plays Spotify: 347,004 impressions / 149,597 unique reach</p>
Social Share of Voice (how many people are mentioning the brand directly (with @) or indirectly compared to the total mentions of your market as defined by competition)	Data not available
Offline channels	
Reach (how many people will see offline visuals)	Data not available
Number of organic search queries during the offline ad run	Data not available
Number of uses of a 'vanity URL' (a tailor-made URL that's only displayed in the offline channels)	Data not available

KPI: Quality of campaign and elements <i>Refers to amount of interest among key elements of the campaign</i>	
Metric	Result
Web	
Time on landing site / Average Engagement	Data not available
Video: View-through rate	Data not available
Engagement rate	Data not available
Social Media	

Number of shares (e.g. hashtags, posts)	Facebook: 2,408 post reactions, 123 post comments, 335 post shares, and 273 post saves Twitter: 471 likes, 67 replies, and 70 retweets TikTok: 1,322 likes, 29 comments, and 10 shares (two week-period)
Engagement rate that refers to the total interactions (likes, comments, shares, stories) divided by the total followers x 100	Meta (organic): 2.5% Twitter (organic): 2.5%
Amplification rate (the number of times a post was shared over a specified period divided by the total number of followers x 100)	Data not available
Virality rate (ratio of the total number of shares of a post to the total number of impressions)	Data not available
Conversation rate (number of comments divided by the total followers x100)	Data not available

KPI: Conversion metrics

Refers to the effectiveness of the engagement

Metric	Result
Conversion rate (typical KPIs would be the number of users that after clicking your link take action such as newsletter sign-ups) - this can be from websites, social media etc.	Data not available
Click-through rate (CTR) refers to the percentage of people that click on an element that they have been exposed to (it can be from various sources)	Google Display: 1.64% Meta; 43,172 clicks / 3.57% <ul style="list-style-type: none"> Facebook:40,824 clicks / 3.65% Instagram: 2,338 clicks / 2.63% Twitter: 14,029 clicks / 1.26% TikTok: 4,712 clicks / 0.6% Spotify: 233 clicks / 0.07% <i>Note: The percentage was calculated as the ratio of the number of clicks to the number of impressions generated by each media type</i>
Cost per thousand impressions (CPM) / CPC	Google YouTube: £5.13 CPM / £0.75 CPC Google Display: £0.18 CPC Meta: £6.06 CPM / £0.17 CPC / £0.02 cost per 3-sec video

	<ul style="list-style-type: none"> • Facebook: £6.17 CPM / £0.17 CPC / £0.03 cost per 3-sec video • Instagram: £4.80 CPM / £0.18 CPC / £0.02 cost per 3-sec video <p>Twitter: £3.45 CPM / £0.16 CPC / £0.02 per video view TikTok: £2.40 CPM / £0.42 CPC Spotify: £5.76 CPM / £8.58 CPC</p>
--	---

KPI: Campaign diagnostics <i>Refers to demographic data and information about campaign themes</i>	
Metric	Result
The target group → Age → Sex → Geographical area	Google YouTube: E14 (most popular location) Google Display: E14 (most popular location)
Breakdown of place-marketing themes and key messages that were promoted in the campaign	As above <ul style="list-style-type: none"> • Invest – Invest and grow • Visit – Explore, experience, enjoy • Study – Be smart and thrive • Live – Space to live and breathe • Work – Breathe freely, work well
Resonance of these key themes detected through social listening (as detected through amount of positive or negative sentiment - by YouGov)	Data not available - <i>we propose to make a YouGov Analysis with future campaigns.</i>

KPI: Use of new campaign assets <i>Refers to lifestyle assets delivered by the project partners</i>	
Metric	Result
Number of times lifestyle assets have been used by external agencies and participating businesses	Data not available

<p>What content or items have you used in the campaign? → Each project partner to list the amount of content used, and sector that the sharing organisation belongs to</p>	<p>Data not available</p>
---	---------------------------

KPI: Evaluation <i>Refers to lifestyle assets delivered by the project partners</i>	
Metric	Result
<p>How has the performance of this place-based campaign compared to similar sized-campaigns (in terms of budget, target audience) undertaken in the past?</p>	<p>Data not available</p>
<p>How would you describe the main impacts of the campaign? In what ways did your audience respond positively or negatively?</p>	<p>Data not available</p>

Campaign assessment, place marketing needs and collaboration

(Evaluation Framework Pillar 2 - based on survey results)

Place marketing needs	Findings
<p>Overview of respondents</p>	<p>5 respondents from Essex, of which: 2 from local government; 2 from tourism/hospitality sector and 1 listed as 'other'</p>
<p>Top five current audiences: (Q3, 'Please categorise your audiences')</p>	<ul style="list-style-type: none"> ● Potential new employees with skills in high demand - From the local area ● Existing local residents ● Leisure visitors - From the local area ● Business clients or partners- From elsewhere in the UK ● Leisure visitors - From elsewhere in the UK ● Leisure visitors - From overseas
<p>Top five expected future audiences</p>	<ul style="list-style-type: none"> ● Leisure visitors - From elsewhere in the UK ● New residents - From elsewhere in the UK ● Purchasers / tenants of residential property ● New residents - From overseas

	<ul style="list-style-type: none"> • Students (incl. friends and family of students) - From the local area • Students (incl. friends and family of students)- From elsewhere in the UK • Students (incl. friends and family of students)- From overseas • Sports fans
Top five key themes for audiences outside own county	<ul style="list-style-type: none"> • A local community you could belong to • Diversity and spirit of local people • Landscapes and coastline • Quality of life • Culture and creative industries
Top five types of content required for the future	<ul style="list-style-type: none"> • Community solidarity • A local community you could belong to • Local sustainability initiatives • Local heroes • Diversity and spirit of local people • Landscapes and coastline • Culture and creative industries • Locally-made food and drink • Proximity to London • New infrastructure coming to the local area
Awareness of recent campaign	Yes (100%)

Campaign assessment	Findings
Top five most recognised campaign elements	<ul style="list-style-type: none"> • Campaign/Destination website • Posts on Instagram • LinkedIn advertising • Posts on Facebook • Press/Magazine advertising
Top five positive impacts observed (agreement with statements)	<ul style="list-style-type: none"> • Clear and easy to understand • Reflective of what we offer in Essex • Useful for identifying us as a Essex-based organisation <p>[NB: All the below were selected by 3 respondents only]</p> <ul style="list-style-type: none"> • Good for changing perceptions about Essex • Relevant to my organisation's main audiences

	<ul style="list-style-type: none"> ● Effective at helping us to increase audience size ● Effective at helping us to reach a specific audience (e.g. investors, students..) ● Effective at helping us to increase sales ● Effective at helping us to increase visits
Top five positive impacts expected in the future	<ul style="list-style-type: none"> ● More frequent social media engagement (likes, shares, follows) ● Increase in sales enquiries ● Enquiries about strategic level partnership ● Positive sentiment through comms channels from local community
Do you plan to use the online marketing hub?	Yes (80%) /No (20%)
Top five marketing assets required in the future	<ul style="list-style-type: none"> ● Images of specific destinations (e.g. towns, landscapes) ● User-generated content ● Destination itineraries / content <p><i>NB: Almost all of the remaining responses are selected by 2 people only</i></p>

Essex interview findings - highlights

- The campaign was well received and further helps to challenge stereotypes of Essex either being only a place of industry (i.e.. "what people see from the M25") or the TOWIE image
- That said there was consistent awareness that the TOWIE image is quite deep rooted in some sectors of the UK population (but not all, and certainly not all age groups) and more work and guidance on this is welcome
- Two interviewees highlighted that it was a shame that Thameside Essex / London-Southend corridor had featured little in the campaign and that this could be addressed by featuring the areas natural spaces, walking and cycling routes could be highlighted in the future
- Essex, and in particular South Essex is currently seeing major housing developments. Well this has the potential to attract new residents, many other groups are also needed in order to support a growing population, including NHS staff, teachers, retail outlets and transport infrastructure to serve new communities. This underlines that messaging has to be multifaceted and adaptable in order to help different groups with different needs to easily envisage their life in Essex
- Major developments such as Essex's freeports have been described as a 'once in a generation' game changer for the county and offer an opportunity to tell a new story about the county which should be seized upon

- There is definitely room for potential collaboration between developers, those working in strategic regeneration, transport companies and those wanting to make sure that Essex is on people's radar and that the benefits of living here are well understood
- The new marketing hub received compliments (by Countryside Homes) with an offer to discuss need surrounds new content that could be of use and how to contribute funding with others towards making this happen

'OOO - Out Of Office' campaign (Sussex Modern)

Title: Out of Office campaign

Agency: Playne Design

Campaign launch and closure date:

20 June - 31 October 2022

- Initial photographic shoots took place in April and May.
- The campaign, including the first tranche of OOH posters, went live on 20 June.
- Overruns meant the prime London station concourse poster sites ran throughout the Summer to the end of September.
- Digital activity completed at the end of October.

Target audience

The primary target audience was located in London and SE and included three main groups:

- Metroculturals (Prosperous, liberal urbanites, interested in a very wide cultural spectrum)
- Commuterland Culture Buffs (Affluent, professional and suburbanite keen consumers of traditional culture)
- Experience Seekers (Highly active, diverse, social and ambitious regular and eclectic arts engagers)

Note: Further digital segmentation by behaviour, interest & additional audience types (e.g. relocators, small business owners, remote workers)

As secondary target audience can be considered the local stakeholders and partners, and residents, while tests were run for UK-wide and select overseas segments:

Brief description:

The 'OOO/Out of Office' creative theme was developed to respond directly to the shift, as a result of the pandemic, towards home-working, remote working and the increasing appetite for quality of life and work-life balance. The creative theme was designed to centre on the Sussex lifestyle and work across all audiences – visit, live, work, study, invest.

The key pillars-messages of the campaign approach were:

- Experience – convey what the Sussex lifestyle feels like (whether visiting / living / working / studying or investing)
- The people are the place – convey the essence of Sussex through its people
- Localise – bring to life areas around Sussex Modern partners

The media strategy -utilised 48 outdoor sheets -in South and East London (booked through Jack Arts), 48 and 96 sheet concourse poster sites at Charing Cross and Victoria stations and 4 and 6 sheet posters on station platforms on the South East network. The digital campaign continued the OOO/Out of Office creative theme with multiple static and animated treatments targeted by behaviour, interest and audience type. Channels included Google (search, display behaviour, display interest, display remarketing), Meta (Facebook & Instagram), YouTube and LinkedIn.

The campaign utilised a series of assets including new photography, six “Creative Spirit of Sussex” films and a tone of voice toolkit along with a series of place stories to illustrate the tone of voice, as well as be used as website content.

As part of the ReviVE project, Sussex Modern sourced a new asset hub. The 3rd party Brighton-based Dash Asset Management system went live at the end of the project.

Campaign metrics (Evaluation Framework, Pillar 1)

KPI: Campaign reach across channels <i>Refers to the total number of people who have seen your campaign ads or content</i>	
Metric	Result
Web	
Unique web visitors to campaign site/page (or referrals from campaign to site)	45,837 users; 73,912 sessions (sussexmodern.org.uk) Sussex Modern launched a new site to coincide with the campaign. This saw a 949.88% increase in website sessions compared to the same period the year before.
Social Media (SM)	
Change in the SM community (e.g. increase in followers)	+2.7k increase in followers

Number of impressions since the time of posting	Total: 12,480,087 impressions By channel: Google search: 51,606 Google display (behaviour): 1,922,794 Google display (interest): 8,953,245 Google display (remarketing): 448,884 YouTube: 502,602 Meta: 448,170 LinkedIn: 158,621
Social Share of Voice (how many people are mentioning the brand directly (with @) or indirectly compared to the total mentions of your market as defined by competition)	Data not available
Offline channels	
Reach (how many people will see offline visuals)	OOH minimum 45,568,150 impressions
Number of organic search queries during the offline ad run	4,214 organic searches
Number of uses of a 'vanity URL' (a tailor-made URL that's only displayed in the offline channels)	Vanity URL not used.

KPI: Quality of campaign and elements

Refers to amount of interest among key elements of the campaign

Metric	Result
Web	
Time on landing site / Average Engagement	Average 1m 16 seconds Top web pages included: Home (134.85 sec) Wine (51.95 sec) Art (48.95 sec) Landscape (39.67 sec)
Video: View-through rate	246k total YouTube views of which 165k views of 6 x ReviVE Creative Spirit of Sussex videos
Engagement rate	Data not available

Social Media	
Number of shares (e.g. hashtags, posts)	48,010
Engagement rate that refers to the total interactions (likes, comments, shares, stories) divided by the total followers x 100	448.4
Amplification rate (the number of times a post was shared over a specified period divided by the total number of followers x 100)	Data non available
Virality rate (ratio of the total number of shares of a post to the total number of impressions)	Data non available
Conversation rate (number of comments divided by the total followers x100)	Data non available

KPI: Conversion metrics

Refers to the effectiveness of the engagement

Metric	Result
Conversion rate (typical KPIs would be the number of users that after clicking your link take action such as newsletter sign-ups) - this can be from website, social media etc.	341 newsletter sign ups (Further research is being undertaken with this audience.)
Click-through rate (CTR) refers to the percentage of people that click on an element that they have been exposed to (it can be from various sources)	(Clicks as % of impressions) Google search: 11% Google display (behaviour): 1% Google display (interest): 0.5% Google display (remarketing): 2% Meta: 3% LinkedIn: 0.3% (Views divided by impressions) YouTube: 69%
Cost per thousand impressions (CPM) / CPC	£1.4 cost per 000 imps/£0.5 cost per user <i>By channel - cost per 000 imps/cost per user</i> Google search £55/£0.6 Google display (behaviour) £1.2/£1.4 Google display (interest) £0.3/£0.1 Google display (remarketing) £1.2/£0.3

	<p>Meta £5/£0.4 YouTube £0.05/£9 (cost per view £0.01) LinkedIn £15/£8</p>
--	--

KPI: Campaign diagnostics

Refers to demographic data and information about campaign themes

Metric	Result
<p>The target group</p> <ul style="list-style-type: none"> → Age → Sex → Geographical area 	<p>Multiple static and animated ad variants were produced for the digital campaign each focusing on art, wine, landscape, other lifestyle & work/life balance messaging.</p> <p>Ads were targeted using audience interest/type (e.g. interest in art, starting a business, remote worker). People films were similarly targeted according to participant & content e.g. Ned (brewer) = food & drink + outdoors enthusiast audiences.</p> <p>Audience / channel insights:</p> <p>Google Display</p> <ul style="list-style-type: none"> • Targeting using interest audiences performed better than via keyword and websites used • Quality of traffic from London (Interest in Art and Outdoor life) and Overseas audiences (interested in Food and Dining) was better than UK wide although more expensive • Outdoor Enthusiast audience quality of traffic was good for both UK and London audiences <p>YouTube</p> <ul style="list-style-type: none"> • Art and foodie audiences were best performing in terms of view rate • Starting a business ad group produced the best web traffic <p>Meta</p> <ul style="list-style-type: none"> • Art audience was the best performer for both animations and Creative Spirit of Sussex people films • Starting a business audience also performed OK

	<p>LinkedIn</p> <ul style="list-style-type: none"> • All campaigns/audiences had a similar click-through rate • Traffic quality from films was better than animation, specifically for remote worker, freelancer and small business owners
<p>Breakdown of place-marketing themes and key messages that were promoted in the campaign</p>	<p>Google Display</p> <ul style="list-style-type: none"> • Strongest remarketing creative was Art (marginally) • Performance varied by format - 300 x 250 best performing but most expensive followed by 728 x 90 and 320 x 100 <p>YouTube</p> <ul style="list-style-type: none"> • Creative Spirit of Sussex films performed best in terms of view rate, average pages, CPT and cost per user • Carla (sculptor) and Ned (brewer) films were the best performing with traffic from Corina (designer/maker) also good <p>Meta</p> <ul style="list-style-type: none"> • Art campaign was the best performer for both animation and Creative Spirit of Sussex people films • Corina and Carla films performed best with interaction rate from Ned's film also good <p>LinkedIn</p> <ul style="list-style-type: none"> • As previously, better quality traffic from films versus animations
<p>Resonance of these key themes detected through social listening (as detected through amount of positive or negative sentiment - by YouGov)</p>	<p>Data not available - social listening was not undertaken.</p>

KPI: Use of new campaign assets
Refers to lifestyle assets delivered by the project partners

Metric	Result

<p>Number of times lifestyle assets have been used by external agencies and participating businesses</p>	<p>Data not available as the new Sussex Modern asset hub using the Dash Asset Management system went live towards the end of the project.</p> <p>Initial feedback on the system has been positive and data will be available in the future.</p>
<p>What content or items have you used in the campaign? → Each project partner to list the amount of content used, and sector that the sharing organisation belongs to</p>	<p>Data not available – see above</p>

KPI: Evaluation

Refers to lifestyle assets delivered by the project partners

Metric	Result
<p>How has the performance of this place-based campaign compared to similar sized-campaigns (in terms of budget, target audience) undertaken in the past?</p>	<p>The ReviVE campaign was larger than previous Sussex Modern place-marketing campaigns in terms of budget and online and offline reach. The audience was also broader.</p> <p>A small digital campaign in June/July 2021 was narrower in scope and cannot be compared like for like. However, indicators are that the ReviVE digital campaign was much more cost-effective e.g. CPT 2021 digital ad campaign £8.15 vs ReviVE 2022 campaign £1.4</p>
<p>How would you describe the main impacts of the campaign? In what ways did your audience respond positively or negatively?</p>	<p>The OOO/Out of Office campaign and assets successfully positioned Sussex as more than simply a visit/stay destination.</p> <p>Comments on social indicated the place-based messaging resonated with audiences, for example: 'Sussex is beautiful. I feel very lucky to live here.' 'Great! Planning to move down to Sussex in the Spring. More of this please.'</p>

	<p><i>'I would love to be back living there but moved to be near family.'</i></p> <p>A few negative comments on social media related to the coastal sewage spills which occurred during the campaign (e.g. 'Come and paddle in the sewage'). Ads featuring sea-swimmer imagery were pulled from the campaign in response.</p> <p>Anecdotal feedback on the campaign has been positive, notably in response to the prominent concourse posters at Charing Cross and Victoria stations.</p> <p>In addition to lifestyle and work/life balance perspectives, some useful place themes emerged out of the people filming. Summarised as Sussex being:</p> <ul style="list-style-type: none">● A place that sparks ideas - whether out of conversations/connections with people or a deep rooted connectedness with environment (e.g. Ellen Brookes' fashion designs influenced by the wildflowers she encounters as she runs on the Downs)● A place with a 'can do' attitude, where you can try something new, run with an idea - a catalyst for entrepreneurialism● A place where you feel part of a genuinely supportive community (e.g. Brewing Brothers' Ned Braxton referencing how craft brewers in the area help each other out)
--	---

Campaign assessment, place marketing needs and collaboration

(Evaluation Framework Pillar 2 - based on survey results)

Place marketing needs	Findings
Overview of respondents	10 responses from East Sussex , of which: 3 were from an official place promotion or investment agency, 2 were from local government, 2 were from transport operators, 2 were from the tourism/hospitality sector and 1 was from the culture sector,
Top five current audiences: (Q3, 'Please categorise your audiences')	<ul style="list-style-type: none"> Existing local residents Leisure visitors - From the local area Food lovers Leisure visitors - From elsewhere in the UK Business clients or partners- From elsewhere in the UK Leisure visitors - From overseas
Top five expected future audiences	<ul style="list-style-type: none"> Potential new employees with skills in high demand - From elsewhere in the UK Food lovers Business clients or partners- From elsewhere in the UK Leisure visitors - From overseas Potential new employees with skills in high demand - From the local area Business clients or partners- From overseas Event organisers - Leisure events (weddings, festivals)
Top five key themes for audiences outside own county	<ul style="list-style-type: none"> Proximity to London Culture and creative industries Landscapes and coastline Locally-made food and drink Built heritage (e.g. castles and houses) Quality of life
Top five types of content required for the future	<ul style="list-style-type: none"> Locally-made food and drink Landscapes and coastline Culture and creative industries Quality of life <p><i>The next 5 options were all selected by 4 people</i></p>
Awareness of recent campaign	Yes (80%)/No (20%)

Campaign assessment	Findings
Top five most recognised campaign elements	<ul style="list-style-type: none"> • Posts on Instagram • Posters / billboard advertising (rail stations) • Press/Magazine advertising • Posts on Facebook • Posters / billboard advertising (other locations) • (Sussex Modern note that Wine and art were the most successful themes used in the campaign ads)
Top five positive impacts observed (agreement with statements)	<ul style="list-style-type: none"> • Aligned with our strategic objectives • Reflective of what we offer in East Sussex • Relevant to my organisation's main audiences <p><i>All the rest were selected by 4 people</i></p> <ul style="list-style-type: none"> • Clear and easy to understand • Good for changing perceptions about East Sussex • Effective at helping us to increase audience size • Effective at helping us to increase visits
Top five positive impacts expected in the future	<ul style="list-style-type: none"> • More frequent social media engagement (likes, shares, follows) • Enquiries about strategic level partnership • Enquiries about copromotion • Positive sentiment through comms channels from local community • Increase in sales enquiries • Our staff have been invited to a partner organisation's event
Do you plan to use the online marketing hub?	Yes (100%)
Top five marketing assets required in the future	<ul style="list-style-type: none"> • Lifestyle imagery • Destination itineraries / content • Lifestyle videos • Images of specific destinations (e.g. towns, landscapes) • Images of specific places to visit or stay • Destination marketing resource hub of shared assets

Additional note on Sussex Modern campaign performance: Sussex Modern noted that based on the experience with its own campaign, future digital campaigns should prioritise Google Search & Remarketing, Meta and YouTube Ads, as well as to continue building on initial SEO gains based on insight into best performing search phrases. The "Spirit of Sussex" videos were highly engaging and targeted well the 'moving to / invest' audiences. Thus, in the future the Sussex Modern intends to

test short portrait 'moment' films with high shareability on Tik Tok. Last but not least, the foodie and business start-up audiences responded particularly well to the campaign.

Section 4: Takeaways and recommendations

1. **During the past year, the focus of place marketing in the SELEP region has largely moved on from pandemic recovery.** The focus has now shifted towards embracing future goals such as highlighting the impact of new infrastructure developments, nurturing local residents' pride of place and highlighting the quality of life that each area offers.
2. As outlined in the workshop findings report, **each county is undergoing major shifts and seeking to mitigate challenges and embrace opportunities related to major underlying trends** such as demographic change, the increase in remote working and the growth of localised industries such as food and drink and the arts. In response to these shifts, there is a growing need to:
 - a. Support each county's economic goals by presenting a cohesive, integrated message and clear proposition, particularly to audiences that can bring value in terms of skills, high spending and long stays
 - b. Align messages to the growing importance of quality of life that potential residents and investors seek for their workforces. it will be important to align this with the pride that local residents already feel in their areas
 - c. Build knowledge about these shifts (building on the learnings from this project) and ensure that these are properly understood among decision makers in local authorities
 - d. Help visitor economy businesses to leverage these trends in order to win new custom and identify how they can engage with these and attract additional audiences beyond visitors
 - e. Support local destinations in each county to ensure that tourism is balanced and well managed locally and retains the support of local people. This is particularly important given that visits often provide potential resident's first experience what it is like to live in a place
3. **The workshops highlighted that the concept of 'place' is usually more clearly understood at the level of a city, town, neighbourhood or even street than at county level.** SELEP consortium members can play an important role in guiding local authorities at district/borough level **in** understanding their target audience **is** better and by providing guidance and marketing support, using the learnings and resources that have resulted from this project. It is also important to bear in mind that education around the differences between key concepts such as destination marketing and place marketing are an essential part of this process, and should be continued.
4. **How should place marketing be implemented?** Just as the rationale is growing for integrated place marketing around common themes and economic objectives, there is also a

strong rationale for integrating the skill sets and knowledge into a single organisation or cluster of organisations that can help bring this about. There is no one model that determines how this should be organised but further integration at county level is recommended. This should be closely aligned with county government and with the strategies of those organisations that already carry out some countywide marketing tasks. For further information on the evolving role of the placemaking and marketing organisation, readers are referred to TOPOSOPHY's recent publication '[Exploring the Role of the Place Making and Marketing Organisation](#)' with the City Destinations Alliance.

5. **Place marketing interventions should also be more targeted, particularly to those locations that suffer from poor perceptions or could benefit from additional investment.** Marketing efforts should also be sensitive to the indirect effects of creating sudden gentrification or influxes of visitors - for example through rising housing prices and the exacerbation of existing inequalities (e.g. prevalent in some coastal towns which have rapidly become popular the SELEP region).
6. **Further research is required to understand the exact needs of each place in the SELEP region, and their target audiences.** While London is an important source of skills, investment and visitors, perceptions of each county still vary considerably among Londoners. Skilled migrants will also be motivated by different factors at different stages of their career (e.g. locating to start a family, vs. seeking a second-career in middle age). Above all, the consensus among interviewees was that attracting the 'young professional urban class' was of paramount importance in filling skills gaps and in redressing the effect of an ageing population.
7. **There is considerable room for bringing together diverse partners around common goals.** The diagnostic workshops carried out at the start of this project underlined the interest and enthusiasm that exists across a wide range of organisations for understanding the evolving audiences that each county has, and the common approaches that organisations can take together to project a more cohesive message about each county. Further events and workshops can be held and more stakeholders encouraged to attend who share common interests and are keen to work together on integrated place marketing.
8. **Finally, what is marketed must be consistent with the real, lived experience of local people.** Therefore, resident sentiment should be monitored and consulted on frequently. This also highlights the importance of gaining buy-in from businesses, who can also act as local champions and demonstrate to newcomers that they will be welcomed and can flourish in each place.

ANNEXES

Annex 1: Original survey questions

PARTICIPANT PROFILE:

1. Which is your home county? (i.e. Where is your organisation based or where does it conduct most of its business?)
 - Essex
 - Kent
 - East Sussex

2. Which sector does your organisation belong to? (i.e. main area of business or activity)

Local government

- County councils
- City councils
- Unitary Authorities
- District, Borough & Parish councils

Official place promotion / investment agency

- Business investment promotion agencies
- Business Improvement Districts
- Chamber of commerce
- Trade association
- Tourism promotion / destination management (DMO)
- Film/TV location promotion

Transport

- Ports and airports
- Ferry, rail or bus operator

Property

- Commercial developers
- Retail outlets/shopping centres
- Commercial property sales/lets
- Housing developers
- Residential Estate agents

Farming or manufacturing

- Industrial manufacturer
- Food & drink production and processing (e.g. vineyards, breweries, food producers)

Healthcare

- NHS Trusts
- Care providers (e.g. residential and nursing homes)
- Private health provider

Education

- Higher education/ further education
- Specialised further education (e.g. agriculture college)
- Language schools
- State primary and secondary schools
- Private primary and secondary schools
- **Media and communications**
- Regional and local newspapers
- Trade / B2B publications
- PR and communications agencies

Culture

- Museums and galleries
- Studios and designers
- Cinemas, theatres & entertainment venues
- Art foundations / collectives

Sports

- Regional/city sports clubs
- Sports grounds (racing tracks, golf courses, stadiums)

Tourism, hospitality and attractions

- Gardens, castles and historic properties
- Hotels / B&Bs / self-catering
- Restaurants / pubs / cafes
- Spas/pool/gyms
- Wedding / event venues

UNDERSTANDING YOUR AUDIENCES

3. **One organisation can have many different audiences. For the following question, we ask you to categorise your audiences using the following categories:**

- Our present **core audience**
- A target **core** audience within next 12 months
- A **secondary** audience at present
- A **secondary** target audience, potentially in the future
- Not relevant to us

Existing local residents

New residents

- From elsewhere in the UK
- From overseas

Investors

- From elsewhere in the UK
- From overseas

Potential new employees with skills in high demand

- From the local area
- From elsewhere in the UK
- From overseas

Can you specify what skills/employees are required? (e.g. doctors, teachers, legal professionals)____

Business clients or partners

- From elsewhere in the UK
- From overseas

Purchasers / tenants of commercial property

Purchasers / tenants of residential property

Students (incl. friends and family of students)

- From the local area
- From elsewhere in the UK
- From overseas

Event organisers

- Leisure events (weddings, festivals)
- Business events (meetings, conferences)

Sports fans

Food lovers

Leisure visitors

- From the local area
- From elsewhere in the UK
- From overseas

OTHER: (please describe) _____

MARKETING THEMES

4. **Which key themes do you talk about when targeting audiences outside [Kent]?**
(this could be content produced by your organisation or content from a third party that you share)

Local heroes	Good education
Diversity of local people	New infrastructure coming to the local area
Community solidarity	Opportunities linked to remote working
Landscapes and coastline	A good home to businesses from a specific sector
Built heritage (e.g. castles and houses)	New housing developments
Culture and creative industries	A local community you could belong to
Locally-made food and drink	Local sustainability initiatives
Good transport links	Quality of life
Proximity to London	Other _____
Proximity to EU markets	
Leading local businesses	
Local leisure attractions	

5. **Which themes do you think your organisation will feature more of in its communications in the next 1-2 years?** (Please select all that apply)

Local heroes	Leading local businesses
Diversity of local people	Local leisure attractions
Community solidarity	Good education
Landscapes and coastline	New infrastructure coming to the local area
Built heritage (e.g. castles and houses)	Opportunities linked to remote working
Culture and creative industries	A good home to businesses from a specific sector
Locally-made food and drink	New housing developments
Good transport links	
Proximity to London	
Proximity to EU markets	

A local community you could
belong to
Local sustainability initiatives

Quality of life
Other _____

RECENT CAMPAIGNS

6. Are you aware of the recent **campaign** run by **Visit Kent** between **August** and **September 2022**?

Yes

No

7. **What do you recall seeing in the campaign?** (Please select all that apply)

Posts on Facebook

Posts on Instagram

Posts on TikTok/Twitter/LinkedIn (any other relevant social media)

Campaign website

Posters / billboard advertising

Any other relevant media tbc by consortium partner

8. **Did your organisation share or use any of these campaign assets?**

9. **To what extent do you agree or disagree with the following statements about the campaign?**

“The **XX** campaign was.....”

Clear and easy to understand

Reflective of what we offer in **Kent**

Good for changing perceptions about **Kent**

Aligned with our strategic objectives

Relevant to my organisation’s main audiences

Effective at helping us to increase audience size

Effective at helping us to reach a specific audience (e.g. investors, students..)

Effective at helping us to increase sales

Effective at helping us to increase visits

Useful for identifying us as a **Kent**-based organisation

10. **Is there anything about the campaign and its roll-out that you particularly liked or found useful?**

Please describe:_____

11. **What could be improved for future campaigns?**

Please describe:_____

12. **Did you use the Visit Kent Marketing Hub?**

13. **Would you like to share any feedback about the Visit Kent Marketing Hub?**

Please describe: ____

NATURE OF COLLABORATION

14. **As a result of this campaign, (or greater involvement in place-based marketing), have you noticed any of the following?**

More frequent social media engagement (likes, shares, follows)

Increase in sales enquiries

Enquiries about co-promotion

Enquiries about strategic level partnership

Initiated/signed a strategic level partnership

Positive sentiment through comms channels from local community

Our staff have been invited to a partner organisation's event

Other:_____

15. **What type of marketing content featuring **Essex** would you find useful in the future?**

Images of businesses

Images of specific destinations (towns, landscapes)

Images of local people

Videos of local heroes

User-generated content

Soundbites

Business case studies

Destination itineraries / content

Destination marketing resource hub of shared assets

Other: _____

16. **If a place marketing network for **Kent** was set up in the future, what would you find most useful? What would you like it to do?**

Please describe:_____

Annex 2 - List of interviewees

Essex

- Laurie Edmonds, Nishat Amin and Rebecca Coston, Brentwood Borough Council
- Demetra Lindsay, Owner/Director, Hedingham Castle
- Steve Knights, Acting Commercial Director, C2C
- Liz Ball, Marketing Manager (Strategic Land & Major Projects), Countryside Properties
- Michael Veasy, Sector Development and Partnership Manager, Essex County Council

Kent

- Jo Richardson, Director of Marketing and Communications, Shepherd Neame
- Floortje Hoette, CEO, Produced in Kent
- Marco Keir, Director of Marketing and Communications, Canterbury Christchurch University
- Nikki Causer, Head of Marketing and Commercial Partnerships, Southeastern Railway

East Sussex

- Kevin Boorman, Marketing & Major Projects Manager, Hastings Borough Council
- Clare Payne, Founder Playne Design
- Nick Brewer, Oastbrook Estate Vineyard
- Corina Buckwell, The Makers Directory
- Darrell Gale, Director of Health, East Sussex County Council
