2025/26 Marketing & Comms Plan – DRAFT

Purpose of this item
Business Board is asked to agree to this Marketing & Comms plan and support the areas identified including content creation, key events and showcases.

1. Introduction

The Suffolk Business Board is responsible for the Local Growth Plan for Suffolk, along with steering and delivery of various (former LEP) capabilities including inward investment, enterprise zones, business support, skills development, careers service.

Since the Business Board was established in May 2024, the focus has been on the development launch and initial delivery of the Local Growth Plan (also known as the Economic Strategy).

Communication and marketing have been relatively low key for the first 9 months of the Business Board's existence, with occasional press releases and social media posts. This document is intended to set out a pro-active approach for year 25/26, with a focus on:

- Building awareness across three different audience groups via proactive communication and generation of content
- Fully utilising the reach and impact of the Business Board
- Bringing together the multiple different brands, identities and campaigns that currently exist under a coherent Suffolk Economy banner

As with any comms and marketing approach, there is more that could be done. This approach set out in this document represents a realistic and deliverable plan given the time and resources available.

2. Marketing & Comms objectives, audience and key messages

Set out below are the key objectives, audience groups and messages.

Marketing & Comms Objectives	**Raise Awareness – Increase** brand recognition for Suffolk Economy to enhance reputation, attract investment and talent and influence. • Successfully launch 'Suffolk Economy' to establish a clear identity and strategic vision. • Secure national and regional recognition of Suffolk's strengths and opportunities. • Strengthen Suffolk Economy's narrative by leveraging the publications, newsletters, and digital content. • Raise awareness of Suffolk's investment potential through clear propositions. **Engage Stakeholders –** foster meaningful engagement to build support, gather insights and drive collective action. • Increase engagement with businesses, investors and stakeholders to inform, support and champion the delivery of the strategy through targeted events and communications. • Build a culture of pride in Suffolk's economic success and potential. • Enhance awareness of economic opportunities, funding, and strategic interventions.

Target Audience	**Businesses & Investors** • **Business leaders, Entrepreneurs and SMEs** - companies across key sectors looking for support, funding, and opportunities to start, scale, or relocate to Suffolk with a particular focus on high-growth (innovators and emerging businesses). • **Investors and Developers** - attracting new global, national and local investors to Suffolk and engaging existing investors in key opportunities, including property development, business growth, and infrastructure investment. • **Sector, Industry Organisations and Stakeholder Networks** – trade bodies, business associations, and cluster groups supporting economic growth sectors. **Talent, Workforce and Inclusion** - **Skilled workers and professionals** - individuals looking for career opportunities in Suffolk's key sectors, including high-growth industries and leadership roles. - **Universities & Education Providers -** institutions developing skills, apprenticeships, and talent pipelines. - **Academics and Research Institutions** - universities, research bodies, and innovation hubs supporting workforce development, knowledge exchange and business growth. - **A voluntary, Community, and Social Enterprise sector** - organisation supporting economic inclusion, social enterprise, and community led economic development initiatives. **Government, Influencers & Decision Makers** • **Government and their agencies** - policymakers and public sector bodies involved in economic growth and development. • **Key influences connected to Suffolk** - business leaders industry experts and senior figures from key organisation who can advocate for Suffolk's economic strengths, support investment attraction and help shape strategic priorities. • **Media & Economic Commentators** - journalists and analysts shaping Suffolk's reputation.
Key Messages	**For Businesses & Investors** • Suffolk is open for business and primed for investment, with a strong foundation of 31,000 thriving businesses. • Competitive advantages in agri-food, clean energy, ports and logistics and advanced manufacturing create a robust ecosystem for growth. • Suffolk is at the forefront of Tech Convergence, integrating AI, clean tech, robotics and satellite applications with existing industries – offering new market opportunities and a future-ready business environment. • A collaborative network of local leaders is committed to sustainable, long-term economic growth, ensuring a stable and supportive environment for investors. • Suffolk isn't just a great place to live and work - it's a prime location for businesses to expand and succeed. **For Talent & Workforce** • Suffolk is a fantastic place to build your future, offering exciting career opportunities across tech, clean energy, digital technology, logistics and advanced manufacturing.

- We are shaping a future-ready workforce, attracting and empowering talent while fostering a culture of lifelong learning to ensure long-term career success.
- As a hub for emerging technologies, Suffolk provides a unique chance to work at the intersection of AI, robotics and digital innovation.
- A dynamic, connected community where professionals can build rewarding careers in a thriving, sustainable economy.
- Suffolk is not just a great place to work - it's a place where you can grow, innovate and shape the future.

For Government, Influencers & Decision Makers

- With 31,000 businesses and a diverse economy, Suffolk is a major player in the UK's business landscape.
- The region is pioneering Tech Convergence, where cutting-edge innovations like AI, clean tech and satellite applications are transforming traditional industries.
- Local leaders are working together to drive sustainable, cohesive economic growth, ensuring Suffolk remains competitive on the national and global stage.
- Suffolk's strengths in agri-food, clean energy, logistics, digital technology and manufacturing make it a strategic priority for investment and policy support.
- We are committed to developing an adaptable workforce, ensuring Suffolk remains at the forefront of industry shifts and technological advancements.
- Suffolk is not just an economic powerhouse - it's a blueprint for regional success, innovation and sustainability in the UK.

3. Delivery Plan

The Delivery Plan below sets out the proposed activities, responsibilities and associated timings of these.

a. FY25/26 Marketing and Comms priorities

#	Priority	What it is	Responsibility
1	Raise awareness of Suffolk Business Board and Economic Strategy across multiple audiences	**General content and widest audience** - Capsule Marketing commission has provided initial assets including website, video, brand guidelines. - www.suffolkeconomy.co.uk website launched with content covering economic strategy, business support / grants / funding, key information such as Business Board papers, and links to content for Skills, Inward Investment - Suffolk Economy LinkedIn established with forward content and messaging plan - Stakeholder map prepared, see Appendix C of this document, to support differentiated messaging - Use Suffolk Economy brand to link together multiple brands and initiatives – see Appendix 1 for existing planned events across 25/26 - Work closely with other key partners including SCoC, Menta, FSB to endorse and advocate the economic strategy. **Business / Investor audience** - Re-engage with summer 2024 workshop participants through upcoming newsletters and sector intervention workshops. - Map and engage with existing networks and group, including 'Suffolk Ambassadors network', to sign them up to be suffolk advocates, equipping them with Suffolk Showcase toolkit. **Talent and Workforce** - Leverage skills initiatives including Skills Bootcamps, Suffolk Apprentices, Careers Hubs and future 'Get Suffolk Working' plan to promote the reach of Suffolk Economy. **Government, Influencers & Decision Makers**	All

		- Participate fully in new relevant opportunities as they emerge (e.g. AI Growth Zone, Eastern Inward Investment Prospectus) - 1-1s with key MPs and Ministers - 'Local Growth Plan in Action' visit for Norfolk and Suffolk Business Boards - Suffolk Coordination Office (via SCoC) delivers coordinated engagement plan with government for key economic messages and asks	
2	Equip the Business Board with rules of engagement and coms materials to be able to advocate for Suffolk	- Business Board toolkit drafted with key messages - Key materials including strategy, strategy summary, and elevator pitch to be circulated to Business Board	Business Board members

3.	Establish regular content and talking point production	- Produce 4 x annually newsletter to be shared with key stakeholder list, LinkedIn subscribers, and via website.
		- Produce 4 x Business Board 'talking heads' interviews, to be shared via website, newsletters, video clips etc. Topics to cover:
		  o Interview with Business Board Chair about Suffolk economy as a whole
		  o Interview with Business Board member about key successes in AI in Suffolk, AI assets, upcoming AI awards, potential AI zone etc
		  o Interview with Business Board member and industry representative about Clean energy, what is in development, role of NSIP projects, Sizewell C etc
		  o Interview / Discussion with Business Board Member about the Suffolk skills landscape
		- Produce 2-3 x Suffolk Entrepeneur / young business-person interviews, to be shared via website, newsletters, video clips etc. Topics to cover what it's like to start a business in Suffolk, key lessons learned, what support was available etc.
			Business Board members to record interviews
			
			Officers to schedule, arrange and edit

4.	Suffolk showcase / EPIC Suffolk	- Scope out a 'Suffolk Showcase'. This physical event would set out:
		  o Key Suffolk sector opportunities
		  o Key Suffolk companies and success stories
		  o Inward investment opportunities
		  o Tech convergence opportunities
		- Suffolk Showcase toolkit developed for use by partners to help promote suffolk
			Officers to prepare
			
			Business Board to front the event(s)

5.	Sponsorship / Event approach	- Suffolk Economy / Suffolk Business Board to provide sponsorship and/or support to key 2025 business events:
		  - UKREiiF presence a Suffolk Economy event and trade stand, May 2025
		  - Adult Leaner Awards, June 2025
			Business Board members and Officers

		- EADT Suffolk Business Awards (category TBC), September 2025 - National AI Awards, October 2025 Note, seek to first secure private sector funding / match funding before using public sector funding.	

b. FY25/26 Calendar

Month	Content Theme	Key Activities
Feb 25	Economic Strategy launch and build audience	- Press release for Economic Strategy - Social media posts for www.suffolkeconomy.co.uk new website launch - Social media posts / press releases from joint Suffolk and Norfolk Business Board
Mar 25	Raise awareness of Suffolk Economic strategy	- Update to Suffolk Economic Strategy workshop attendees - Q1 Newsletter - Finalise East of England investment prospectus - Humber Doucy Suffolk Economy video - Commence Google Display Network advertising
Apr 25		- Finalise UKREiiF investment prospectus - Business Board talking heads - Interview with Business Board chair about the first year of the business board, the economic strategy, and what's ahead - Review and engage with Suffolk Ambassadors Network
May 25	Invest in Suffolk	- Suffolk Economy stand and event at UKREiiF, along with press releases and social media, via Norfolk and Suffolk Unlimited - Press release and content for new Business Board members
Jun 25		- Business Board talking heads - Interview with Business Board Member about the clean energy sector, what is in development, role of NSIP projects, Sizewell C etc - Q2 Newsletter
Jul 25	Entrepreneur's and Young Business People	- Video for Suffolk Economy with young entrepreneur about starting up business in Suffolk with associated posts etc.

Aug 25	N/A	N/A
Sep 25	Technology Convergence	- Business Board talking heads - Interview with Business Board member about key successes in AI in Suffolk, AI assets, upcoming AI awards, potential AI zone etc.
Oct 25		- National AI Awards / AI in Suffolk with associated social media posts / press releases - Q3 Newsletter - Suffolk talent event
Nov 25	Invest in Suffolk	- Suffolk Showcase
Dec 25		- Q4 Newsletter
Jan 26	People and Skills	- Business Board talking heads - Interview with Business Board member about the Suffolk skills landscape
Feb 26		- To follow later in the year
Mar 26	To follow later in the year	- To follow later in the year

c. Budget and resources

Budget is allocated to deliver the activities as set out.

Appendices

Appendix A – Long list of events / set pieces for 25/26

Event	Description	Brand /Theme	Timing
East Wind Forum – Powering UP 2025	Location: Lowestoft, Suffolk. SME opportunities, industry insights, working groups, and regional energy updates.	Offshore Wind (regional)	24th January 2025
Nuclear Regions Collaboration House of Lords Reception	The Nuclear Regions Collaboration brings together eight business cluster and supply chain organisations operating in the UK's nuclear regions	GENERATE	28 January 2025
Norwich AI Summit (CI sponsored) Norwich AI Summit 3.0 Tickets, Wed, 29 Jan 2025 at 1:00 PM | Eventbrite	Location: Norwich	AI (regional/Connected Innovation)	29th January 2025
SZC Thematic Group Outreach	Co-ordinating and collaborating with organisations leading or involved in Employment Outreach (linked to SZC)	N/A	Feb 2025 (Quarterly)
FEHE Principals Forum	Supporting the strategic development of FE/HE activity and investment planning (linked to SZC)	N/A	Feb 2025 (Quarterly)
SZC Skills Infrastructure Thematic Group	Co-ordinating and collaborating with organisations leading or involved in development of skills infrastructure (linked to SZC)	N/A	Feb/March (Quarterly) TBC
SZC Young People and Apprentices Thematic Group	Co-ordination and collaborating with organisation leading or involved in the support or development of apprenticeships and young person provision.	N/A	Feb/March (Quarterly) TBC

SZC ASEC Fund	Second stage or hard launch of fund -engagement with broad range of stakeholders to encourage EOI submission for conversion to full application as appropriate.	SZC	February 2025
Joint Norfolk & Suffolk Business Board	Half day first joint meeting of both business boards	Suffolk Economy Norfolk & Suffolk Unlimited	February 2025
SEND Employment Forum	SEND Employment Forums welcome a variety of stakeholders to learn more about the employment routes for young people with SEND and the opportunities these present to expand the talent pipeline.	Supported Internships	5 February 2025 and future dates throughout 2025
Ignite Space	Uk Space Agency 2-day national conference. Showcasing an industry worth more than £17.5bn to the UK economy, this event will accelerate growth and collaboration across the sector https://www.ignite-space.co.uk/	Space East – Presence on the UKSA stand plus also promoting the Quantum Optical Discovery Lab. Stuart Catchpole on panel: • **Title:** Strengthening your business through local partnerships **Time:** 330pm - 415pm **Date:** 5th February **Location**: Planetarium	5-6 February 2025
Game Anglia Festival [Game Anglia Festival 2025 - Game Anglia]()	Location: Ipswich One day event where educational institutions and independent game developers from the region join forces showcasing their games, exchanging knowledge and networking	Gaming (regional/CI)	6th February 2025
Space All Party Parliamentary Group event	ADS and UKspace organised on behalf of the APPG. The aim of the 'Space Clusters' drop-in event is to give the space clusters from across the UK an opportunity to connect with relevant parliamentarians and civil servants, and exhibit recent technological developments in the sector.	Space East exhibitor	11 February 2025
Centre for Microbial Interactions – Annual Conference [Centre for Microbial Interactions - Annual Conference]()	Location: Norwich. The Centre for Microbial Interactions is a showcase of the work from over 100 microbiology research groups at Norwich Research Park. Their work generates significant discoveries and breakthroughs year-on-year to tackle some of the major challenges facing our planet and the people that live on it. The Centre is holding its inaugural Annual Conference in 2025 to discuss research in these topics: Microbial Community Interactions, Technical Careers and Expertise, Evolutionary Interactions, Plant-Microbe Interactions, Routes to Impact and Climate and Environmental Interactions.	Life Sciences (regional/CI)	26th and 27th February 2025

norDEV East Anglia's Largest Developer Conference | Norfolk Developers Conference 2025	Location: Norwich. Developer Keynote speakers and panel debates	Tech (CI)	27-28th February 2025
Post 16 Pathways Event	Networking, information-sharing, and collaboration event with the aim of reducing NEET figures and increasing positive outcomes for young people in Suffolk.	CIAG/NEET	27 February 2025
Wave 2 launch of Economic Strategy interventions	Next round of schemes to be mobilised following March Business Board	TBC	March/April 2025
Satuccino	Space East Networking event at our Space Enterprise Lab - Adastral Park and joining the Harwell event virtually.	Monthly networking event	First Weds of every month from March 5th.
SZC Bursary Fund	Launch of Bursary fund	SZC	March/April 2025
SZC Employment Outreach Fund	Launch of Outreach fund	SZC	March/April 2025
Ipswich Borough Council "Ipswich Thrive Business Festival" **No information on web available yet.**	Location: Ipswich Suffolk – events, training, workshops.	TBC - mix	10 -18th March 2025
Future of Creative: Creative East Investment Showcase Future of Creative: Creative East Investment Showcase - UK Business Angels Association	Location: Norwich. Event celebrating the achievements of the Creative East programme, featuring companies from the creative industries that are driving innovation and growth. Join us to meet these inspiring businesses, hear from some who will be pitching their ideas, and connect with investors and industry leaders shaping the future of the sector.	Creative Industries (regional/CI)	17th March 2025
EEEGR Marine & Science Technology Event	The Marine Science & Technology Sector Council will return in 2025 to share the latest news, updates, insight and opportunities within the East of England	GENERATE	18 March 2025
Marine Science Technology Sector Council Annual Event MST Sector Council 2025 Event - Harnessing Power Offshore: Leading the way in Marine Science for Energy - EEEGR	Location: Norwich. One day event with the latest news, updates, insights and opportunities in the East of England.	Harnessing Power Offshore: Leading the way in Marine Science for Energy (regional/CI)	18th March 2025
Farnborough International Space Show	Annual exhibition and conference connecting the space ecosystem across industry, defence, government and academia on a global scale. https://farnboroughspaceshow.com/	Space East exhibition stand taking cluster members: • Connected Innovation	19 & 20 March 2025

		- Norfolk & Suffolk Unlimited - Calnex solutions - Minima design - Tecosim - Guardtech Maiar	
AI Event	Location: UoS, Suffolk – in as a placeholder for now	TBC	26th March 2025
HALO Showcase Finale (Suffolk Cohort)	Location: Ipswich, Suffolk	Programme part sponsored by SCC	27th March 2025
Apprenticeship Levy Event	An employer focussed event held at SNC in partnership with UoS, SCoC and SCC to update and encourage employers to utilise levy or to share with other employers.	No branding.	April 2025
Skills Hackathon	(led by EEEGR but supported by SCC). Multi stakeholder event to address critical energy industry/skills infrastructure questions. (Expect there to be MP's)	N/A	April/May TBD
Early Workforce Information	Produced and shared by SZC but integral information worth promoting	N/A	April/May (subject to SZC)
Skills Bootcamps: launch of 2025/6 procurement	Mobilising the next round of Skills Bootcamps programmes related to 2025/6 funding	Norfolk and Suffolk Skills Bootcamps [need to work with Norfolk CC this]	April/May 2025
Nourish: Food & Drink Conference & Tastebuds Market Nourish: Food & Drink Conference & Tastebuds Market Tickets, Wed 9 Apr 2025 at 09:30 | Eventbrite	Location: Norwich	Agri-Food (regional)	9th April 2025
East of England House of Commons Reception	EEEGR will be returning to Westminster for our annual House of Commons Reception in 2025.	GENERATE	30 April 2025
UKREIF	2-day European real estate and economic development conference Suffolk Economy to run stand and event	Norfolk & Suffolk Unlimited Invest in Suffolk	May 2025
EEEGR Southern North Sea (SNS) Conference 2025 SNS2025: The Road Ahead - Our Energy Transition - EEEGR	The region's largest all-energy conference and exhibition at the Norfolk Showground, Norwich	GENERATE	21-22 May 2025
Suffolk Economic Strategy event			Possible early Summer 2025

2025 Suffolk Adult Learners' Awards	The Suffolk Adult Learners' Awards celebrates learning and aims to engage more adults into learning.	Suffolk Adult Learners Suffolk Adult Learning Service	June 2025
Growth Hub contract	Renewal / Replacement of Growth Hub contract	Suffolk Economy New Anglia Growth Hub	June 2025
Global Offshore Wind 2025	GOW25 will bring together industry leaders, innovators, and policymakers to discuss and shape the future of the offshore wind sector. With over 5,000 attendees and more than 260 exhibitors from around the world	GENERATE	17-18 June 2025
Careers Reframed/Careers Conference	Cross-Suffolk professional development event for all careers, information and advice professionals to help enhance the link between economic need and the provision of high-quality careers advice guidance in Suffolk.	Careers Hub / SCC (but could be Suffolk Economy)	Late June/Early July
BGSN – Inspire Action Group – CPD Teacher Event	Linking business and teachers to help them understand how their curriculum can contribute to a young person's career.	No branding but operating under the Building Growth Skills Network.	July 2025
ASIP Publication	Annual Skills Implementation Plan, developed and approved by ESEWG. Annual publication	N/A	September
Suffolk Future Skills Fair	A work inspiration event for those in school or FE to engage directly with employers, learn about jobs in Suffolk and what are the most needed skills.	SNC owned branding – Future Skills Fair.	Nov 2025

Appendix B: Stakeholder mapping

Stakeholder Group	Stakeholder characteristics	Primary Stakeholder Type	Secondary Stakeholder Type	What do they need?	What is our call to action?
Business Board Member	Senior leaders from business, academia, VCSE, and local government who provide strategic direction and drive the development and implementation of the Suffolk Economic Strategy. They possess influence, extensive networks, and deep sector expertise. They are experienced decision-makers with a proven track record of guiding organisational growth.	Strategic Leadership Governance	Business Academia & Education VCSE Public Sector.	Clear evidence and data to inform strategic discussions and decisions. Insights into the effectiveness of interventions and emerging economic challenges and opportunities. Practical tools, messaging, and briefing materials to be effective advocates and influencers. Mechanisms to engage with businesses, government, influencers, talent/workforce, and other stakeholders. Opportunities to influence policy and funding priorities. Support for cross-sector collaboration and partnership working. Regular updates on intervention progress to enable them to direct and drive delivery. Support in engaging and mobilising stakeholders relevant to their sponsored interventions. Platforms/opportunities to help build a wider network of advocates for Suffolk. Access to strategic foresight reports and benchmarking studies. Expert consultations tailored to emerging regional trends.	Provide strategic leadership to shape and steer the strategy. Champion and advocate for the Strategy within their networks. Identify and build a network of advocates who can champion Suffolk's ambitions. Use provided tools and messaging to influence key stakeholders and decision makers. Engage and influence key stakeholders to unlock opportunities for Suffolk. Drive engagement and collaboration across sectors. Hold delivery partners to account for progress and impact. Identify investment opportunities and actively support efforts to secure funding that enables delivery and drives growth. Actively drive the delivery of their sponsored interventions and enablers. Help to produce promotional collateral (e.g. talking heads). Facilitate strategy sessions to review progress, gather stakeholder feedback and adapt tactics.

Stakeholder Group	Stakeholder characteristics	Primary Stakeholder Type	Secondary Stakeholder Type	What do they need?	What is our call to action?
Early-Stage Innovative Start-ups (Pioneering new ventures)	Young companies in the early stages of development. Focussed on innovation and market disruption. Typically founded on novel ideas or technologies. Operate with limited resources and small teams. Experience high levels of risk and uncertainty. Agile and adaptable to market changes. Often characterised by an entrepreneurial, risk-taking culture.	Innovative Entrepreneurs and Founders.	Early Employees. Angel Investors. Venture Capitalists. Mentors. Advisors. Business Incubators. Business Accelerators.	Access to funding and financial support. Mentorship and guidance from experienced entrepreneurs. Market intelligence and customer insights. Networking opportunities with potential partners and investors. Legal and regulatory advice. Assistance with regulatory navigation and compliance for start-ups. Infrastructure and resources to develop and test their products. Support in finding and retaining talent. Access to co-working spaces and innovation hubs. Training on business planning, scalability, and market entry strategies. Opportunities for pilot projects or collaborative ventures.	Engage with local business incubators and accelerators. Participate in networking events and pitch competitions. Seek mentorship and advisory support. Utilise available grants and funding opportunities. Collaborate with other start-ups and businesses for mutual growth. Provide feedback on challenges to shape future support and interventions. Attend innovation and entrepreneurship workshops. Connect with industry experts to refine business strategies. Share success stories and lessons learned to inspire the wider start-up community.
Established Successful Start-ups	Companies that have moved beyond the initial start-up phase. Proven business models with consistent revenue streams. Established customer base and strong market presence. Focus on scaling operations and expanding market reach.	Founders. Senior Management. Executive Teams.	Key Employees. Venture Capitalists. Private Equity. Strategic Partners Customers / Clients. Advisory Boards. Industry Experts.	Continued access to capital for scaling and expansion. Advanced business support services (e.g., legal, financial, marketing). Comprehensive market intelligence and competitive analysis. Effective talent acquisition and retention strategies.	Participate in growth and scaling programs. Promote growth and scaling programs. Leverage available business support, funding and investment opportunities. Engage with executive leadership through targeted strategy sessions. Participate in advanced support programmes and industry networks.

Stakeholder Group	Stakeholder characteristics	Primary Stakeholder Type	Secondary Stakeholder Type	What do they need?	What is our call to action?
	Operate with more structured organisational processes. Enjoy strong brand recognition and a reputable industry presence. Often prioritise innovation alongside proven practices. Value long-term stability and sustainable growth.			Infrastructure and technology upgrades to support growth. Opportunities for strategic partnerships and collaborations. Guidance to navigate regulatory and compliance requirements. Engagement with industry networks and professional associations. Participation in growth and scaling programmes. Access to funding and investment opportunities. Collaboration with other established businesses for mutual benefit. Mechanisms to provide insights and feedback to shape future support. Access to international market trends and benchmarking studies. Support for innovation initiatives to complement established practices. Opportunities for peer learning and best practice sharing.	Promote participation in advanced support programmes and industry networks. Encourage collaboration and sharing of success stories through case studies or events. Facilitate opportunities for joint ventures and strategic partnerships. Invite feedback and regular progress updates to continually refine support initiatives.
Growing SMEs	Businesses that are growing between 10% and 20% in one or more areas, such as turnover, profit, or staff numbers. Typically operating in competitive or niche markets with a focus on innovation.	SME Businesses. High-growth SMEs.	Potential EPIC Star candidates.	Skilled workforce to support growth. Access to finance. Business support, advice and networking opportunities. Infrastructure and premises to scale up.	Engage with business support services (e.g. grants, Growth Hub initiatives, skills bootcamps). Connect with other growing businesses through networks. Provide insights on challenges to shape future support and interventions.

Stakeholder Group	Stakeholder characteristics	Primary Stakeholder Type	Secondary Stakeholder Type	What do they need?	What is our call to action?
	Often characterised by agility and a proactive approach to scaling operations.			Market intelligence and innovation support. Tailored mentoring and advisory services to navigate scaling challenges. Digital transformation support and technology upgrades. Access to government grants and industry-specific funding opportunities. Insights on evolving market trends and customer dynamics.	Consider investment opportunities to further expand their operations.
Coasting or Struggling SMEs	Small to medium-sized enterprises experiencing stagnation or a decline in growth. May face financial difficulties, cash flow issues, and a declining market share. Often struggle with outdated business models or a lack of innovation. Have limited resources and capacity to invest in new opportunities. May encounter challenges in retaining skilled employees and attracting new talent. Typically operating in competitive markets under financial pressure. Often require a turnaround strategy to revitalise	Business Owners. Managers.	Employees. Financial Institutions (e.g. Banks, Alternative Lenders). Business Support Services (e.g. Consultants, Advisors). Local Government and Economic Development Agencies.	Access to affordable financing and credit options. Business support and advisory services to identify and implement turnaround strategies. Market intelligence and competitive analysis to uncover new opportunities. Training and development programs to upskill employees. Networking opportunities to connect with potential partners and customers. Support in adopting new technologies and innovative practices. Assistance in navigating regulatory and compliance requirements. Tailored consultancy on restructuring and operational improvement. Peer mentoring programmes to share best practices in overcoming business challenges.	Engage with local business support services and advisors. Utilise available grants and funding opportunities to stabilise finances. Participate in training and development programmes to enhance skills and capabilities. Network with other businesses and industry groups to share insights and best practices. Provide feedback on challenges to shape future support and interventions. Explore opportunities for collaboration and partnerships to drive growth. Actively seek out and adopt innovative solutions to improve operations and competitiveness. Initiate a turnaround review to identify immediate improvement areas.

Stakeholder Group	Stakeholder characteristics	Primary Stakeholder Type	Secondary Stakeholder Type	What do they need?	What is our call to action?
	operations and sustain growth.				
Investors	Individuals or entities that provide capital to businesses in exchange for equity or debt. This group includes angel investors, venture capitalists, private equity firms, and institutional investors. They typically have a strong interest in the financial performance and growth potential of the businesses they invest in, and often possess significant market knowledge and investment experience. They may also have specific investment criteria and risk tolerance levels. They prioritise long-term growth and risk-adjusted returns, relying on robust financial data and market insights. Beyond funding, they may offer strategic advice and mentoring to businesses.	Angel Investors Venture Capitalists Private Equity Firms Institutional Investors (e.g. pension funds & mutual funds)	Financial Advisors. Investment Analysts. Regulatory Bodies. These stakeholders support the investment ecosystem by offering analysis, regulatory oversight, and advisory services.	Detailed financial information and performance metrics. Clear and compelling business plans and growth strategies. Regular updates on business progress and market conditions. Transparency and accountability in financial reporting. Opportunities for high returns on investment. Risk management strategies and mitigation plans. Insights into market trends and the competitive landscape. Access to in-depth industry reports and forecasts. Opportunities for networking with peers and participation in industry events. Customised investment analyses that highlight potential risks and opportunities.	Engage with businesses to provide capital and strategic guidance. Participate in investor meetings and presentations. Monitor and review investment performance regularly. Provide feedback and support to help businesses achieve their growth objectives. Advocate for best practices in corporate governance and financial transparency. Explore opportunities for co-investment and collaboration with other investors. Encourage participation in dedicated investment forums or roundtables to foster collaboration. Invite investors to share market insights and trends to help refine business strategies.

Appendix C: Marketing Tactics

Marketing Stage	Marketing Activity & Tactics	KPIs and Success Metrics

<table>
<tr><th></th><th>Describe actionable plans (e.g., host events, promote case studies, update paid ads/landing pages, update agency listings, run press articles, plan photography/videography)</th><th>Define how you will measure success (e.g., lead generation, customer retention)</th></tr>
<tr><td>Awareness</td><td><u>Digital Marketing</u>
Run targeted digital paid and unpaid ads (social media, website updates) showcasing Suffolk's strengths
Promote case studies through different mediums – talking heads, short videos etc
Produce a Suffolk Economy newsletter and promote other related newsletters
<u>Press Releases & Media Engagement</u>
Issue press releases to support key initiatives
Secure thought leadership interviews with business leaders and key policymakers.
Develop a media partnership with key business publications to increase Suffolk Economy visibility.
<u>Events</u>
Participate in or host high-profile events/webinars featuring Board members as speakers e.g. Suffolk Showcase event, AI National awards.
This could be at industry sector group events, or business support group functions, like Suffolk Ambassadors or SCoC awards dinner.
Ensure representation at top national and international events/conferences (UKREiiF, MIPIM, Offshore Wind, AI summits)
<u>Influencer & Advocacy Partnerships</u>
Targeted strategy to identify and engage key influencers – business leaders, industry experts, government figures, local leaders (academic, VCSE, LA etc) and media commentators – who can advocate for Suffolk's economic strengths, attract investment and support business growth.
Evolve 'Suffolk Ambassadors' programme to expand industry and other organisations champions who can advocate for Suffolk.</td><td>Possible Target - Growth in social media followers and engagement rates.
Achieve a xx % increase in website traffic (to either the SES document or a specific webpage) and a xx % boost in social media (LinkedIn or other if we use) impressions over the campaign period.
Number of media placements
Number of events participated in and leads generated.
Increased number of Suffolk ambassadors
Increase of Suffolk examples being used in regional and nation policy documents and publications.</td></tr>
<tr><td>Interest</td><td><u>Content Marketing</u>
Develop thought leadership articles, blog posts, and videos that explain the EPIC themes and balanced sector strengths.
Promote interventions such as Suffolk Economy Grants through short informative videos, articles.
Publish sector reports, investment guides, and economic impact studies to showcase Suffolk's business potential.
Develop interactive infographics and visual data storytelling to make economic insights more impactful and accessible.</td><td>Possible Target:
Secure at least "X" (5-10) high-level engagements or partnerships (via events, webinars, or one-to-one meetings) and enhance participation in discussion forums.
Engagement metrics: blog post reads, video views, webinar attendance numbers.
Email open and click-through rates.
Social media engagement metrics (likes, shares, comments).</td></tr>
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	These could be posted on LinkedIn and added to the website. **Email Marketing** • Distribute newsletters (monthly/fortnightly) highlighting new initiatives, stakeholder interviews, strategy focussed highlights/updates, and behind-the-scenes content, like highlighting the journey of a specific initiative from concept to implementation, or sneak peaks into the planning and execution of key events. **Webinars & Virtual/Physical Roundtables** • Host sessions with Board members to discuss the strategy, success stories, and opportunities. • Invite guests (influencers, local leaders, policy developers) to Business Board meetings who are aligned with focus topic. • During events use interactive Content: polls and Q & A sessions to engage audiences and gather feedback on Suffolk's strategic priorities.	
Desire	**Success Stories & Case Studies** • Share detailed profiles of successful projects and initiatives (e.g., pioneering clean energy projects or innovative agri-food businesses). • Launch 'Suffolk Growth Stories' podcases to showcase business and VCSE success, share best practice, and highlight opportunities helping businesses embrace innovation, overcome challenges and drive growth. • Develop short impact statements using infographics showing impact of interventions. **Attraction Campaigns** • Targeted campaigns to attract talent and new businesses, showcasing Suffolk's stregths, career opportunities, quality of life, and investment potential. • Organise sector-focused investment roadshows showcasing Suffolk's strengths to targeted investor groups. E.g. connecting with Cambridge Angles and VCs. **Retargeting Campaigns** • Use digital ads to reach audience members who have previously engaged with our content. (could we use AI here??) **Testimonials & Endorsements** • Feature endorsements from key stakeholders (business leaders, educators, public officials) to build credibility. • Develop testimonials from business leaders and investors who have benefited from Suffolk's economic landscape.	*Possible Target:* • Generate a pipeline of "X" enquiries from potential investors into the Inward Investment team. • Increase talent applications for local initiatives by "Y" % (Ask the Skills team for possible targets). • Increased time on site (more downloads / engagement with case studies). • Number of enquiries generated via retargeting efforts. • Growth in testimonials gathered and shared via website and social media.

	<u>Comparative Messaging</u> • Clearly differentiate how Suffolk's balanced approach (across high, emerging, and value growth sectors) sets it apart from other regions.	
Action	**Clear Calls-to-Action (CTAs)** • Implement strong CTAs across all channels of communication, like social media, newsletters, and website (e.g., "Learn More," "Join Us," "Invest in Suffolk"). **Dedicated Landing Pages** • Create simple, targeted landing pages for specific campaign actions such as investor enquiries (New Anglia Capital), event registrations (Eventbrite), grant funding, and business support programmes (North Star and NAGH). **Direct Engagement & Follow-Up** • Use email campaigns and social media to follow up with interested parties and guide them to conversion/advocacy. • Use account management system to track engagement and support follow up with key stakeholders.	*Possible Target:* • Conversion rates: percentage of landing page visitors who sign up to an event/webinar or enquire about funding or engage with business support). • Number of direct enquiries and event/webinar registrations. • Increase in the amount of investor funding available to invest.