# Sunshine Coast the Natural Advantage Economic Development Strategy Communication Plan 2013 – 2033

This communication plan supports the new Sunshine Coast Economic Development Strategy, launched September 2013. The plan delivers a penetrative, holistic and ongoing communication approach to positively profile the Sunshine Coast regional economy to a local, national and international audience over a 20 year period.

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# Summary

The Sunshine Coast Economic Development Strategy 2013–2014 outlines five critical pathways to deliver a new regional economy that will:

- be worth \$33 billion by 2033 (triple that of 2013)
- provide 100,000 jobs in high value industries
- produce 20 per cent of goods and services to be exported outside the region
- have a household income level above the State average

# The pathways include:

- 1. leadership, collaboration and identity
- 2. capital investment
- 3. high-value industries
- 4. local-to-global connections, and
- 5. investment in talent and skills

The strategy provides a five year program of actions, within each pathway, to drive progress towards 2033.

This supporting communication plan complements the program of actions. It also identifies communication mediums and opportunities that will assist in its successful delivery over the next 20 years.

For the first 12 months, communications will focus on the local Sunshine Coast audience. Following this, a full-scale marketing campaign will begin, using evidence based actions from the previous year, to profile the economy nationally and internationally.

NB: Separate communication strategies will be developed for each high-valued industry as part of the development of the associated Industry Action Plans. These strategies will focus on specific target audiences for each industry.

The high valued industries are:

- 1. Health and well-being
- 2. Education and research
- 3. Tourism sport and leisure
- 4. Knowledge industries and professional services
- 5. Agribusiness
- 6. Aviation and aerospace
- 7. Clean technologies

# Key communication objectives

The communication plan outlines actions that will assist in delivering the following six key objectives:

- 1. Demonstrate to a local audience what the Sunshine Coast Economic Development Strategy is and how it is being actively implemented and delivered.
- 2. Profile and promote the Sunshine Coast economy to a national and international audience as a smart place to invest
- 3. Identify opportunities, on an ongoing basis, to help reiterate key messages
- 4. Achieve positive media coverage in local, national and international media as well as industry specific media (across high value industries)
- 5. Develop and deliver an active and penetrative social media and digital communication approach
- 6. Provide a framework for communication professionals to follow that:
  - o captures all positive regional economic stories to use as evidence of a new economy
  - o links all positive economic stories back to the strategy to demonstrate its effectiveness.

# Key messages

# The Sunshine Coast Natural Advantage...

# **Local 2013**

- ...pushing household incomes above the state average within 20 years
- ...providing the right conditions for businesses to prosper
- ...creating opportunities for our children, through careers not just jobs

# National and international 2014

- ...a council boosting business investment and industry development.
- ...a region of opportunities, driven by Australia's biggest health precinct.
- ...getting the balance right between a diverse economy and a great lifestyle.

# Key messages for 2033

- ...expanding a \$33 billion economy that's tripled in 20 years
- ...providing 100,000 careers in all major industries
- ...supporting a booming export industry
- ...offering a diverse economy and a great lifestyle
- ...providing household incomes well above the state average
- ...providing the right conditions for businesses to prosper

# Target audiences

#### Local—Partners **Local—Sunshine Coast** Lead partner organisations Sunshine Coast residents and ratepavers Sunshine Coast Council Sunshine Coast media University of the Sunshine Coast Sunshine Coast Economic Development Chamber of Commerce and Industry Queensland. Taskforce **Sunshine Coast** Sunshine Coast Economic Development Advisory Sunshine Coast Destinations Limited **Board RDA Sunshine Coast** Property Council, Sunshine Coast **Queensland Government** Cleantech Industries, Sunshine Coast **Innovation Centre** Sunshine Coast Business Women's Network Sunshine Coast Institute of TAFE Sunshine Coast Business council Department of Education, Training and Central Queensland University **Employment** Nambour Public Hospital Sunshine Coast Airport Partner organisations Aeromil Pacific Women's Business Network Sunshine Coast Environment Council Australian Government Education Queensland, Sunshine Coast Sunshine Coast First Regional politicians Regional Economic Leaders Forum Local companies already investing in the region\* Urban Development Institute of Australia. Sunshine Coast division Sunshine Coast Health and Hospitals Board Local—Brisbane National Brisbane residents, ratepayers and business Business and investment community Department of Education, Employment and Department of State Development, Infrastructure Workplace Relations and Planning Austrade Department of Science, Innovation, Information National companies already investing in the Technology and the Arts Department of Tourism, Major Events, Small National companies not investing on the Coast but Business and the Commonwealth Games investing in other regional areas\* Regional and key state politicians TIQ (Trade and Investment QLD) High valued industries (segmented further as the implementation plan is rolled out and as the high Local companies already investing in the region\* valued industry and investment plans are developed) High valued industries (segmented further as the Health and well-being implementation plan is rolled out and as the high Education and research valued industry and investment plans are developed) Tourism, sport and leisure Health and well-being Knowledge industries and professional services Education and research • **Agribusiness** Tourism, sport and leisure Aviation and aerospace Knowledge industries and professional Clean technologies services **Agribusiness** Aviation and aerospace Clean technologies International \*Priority Audience - Investment Markets High valued industries (segmented further as the We will have direct engagement with, and promote to, implementation plan is rolled out and as the high key investors domestically and internationally about the new approach and direction the region is taking valued industry and investment plans are developed) and the investment opportunities that will be available. Health and well-being Investment markets are a priority audience and Education and research communications would be both written and face-to-Tourism, sport and leisure face. Knowledge industries and professional services Research document for referral: Sunshine Coast Agribusiness **Investment Market Survey** Aviation and aerospace Clean technologies Local companies already investing in the region. TIQ (overseas offices)

- TIQ Brisbane (foreign liaison)
- TIQ Ross Tilly (local representative)

Meet with local smaller businesses who have invested in growing their businesses. Small functions around the region would show appreciation for what this market has achieved so far and allow Council to present the key themes of the EDS, providing investors with confidence for them to take the next growth step.

National companies already investing in the region. Hold a function for the local executives of these companies on the same basis as above. This would also require meetings with their Board, CEOs and

investment managers with a compelling proposition as to why they should continue to invest in the region, and what they can expect in terms of future support from the Council.

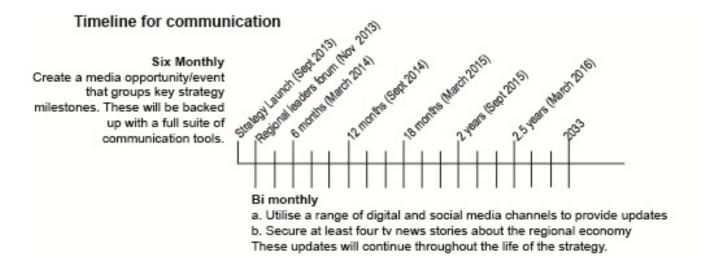
National companies not investing on the Coast but investing in other regional areas. This is an important group that will require convincing and competition for their attention is fierce We will need a very compelling regional and investment proposition and the key communication mechanism will need to include face-to-face meetings with Boards, CEOs and investment managers to promote the merits of the Sunshine Coast as an investment opportunity and to convince this group we are a credible investment alternative.

Communication will be inclusive of organisations in, but not limited to, the following categories

- . Investment Advisors
- . Lending Institutions
- . Investment Funds
- . Superannuation Funds
- . Property Developers
- . Business Investors.

# Program of activities

The communication plan features regular communications to be provided on two levels—bi-monthly and six monthly updates (refer diagram below)—to a local, national and international audience across a range of communication channels. The approach taken will maximise interest, buy-in and confidence in the Sunshine Coast economy.



# September 2013

# Strategy launch

Professional launch of the final Sunshine Coast Economic Development Strategy to demonstrate to the Sunshine Coast community there is a new plan to help deliver economic prosperity to the region.

**Target audience:** Local (including Sunshine Coast and Brisbane), national

Target media: All Sunshine Coast and Brisbane media—to include print, TV, radio, social and digital

**Key messages:** Local, national

# November 2013

# Regional economic leaders' forum

Host a media opportunity when the forum is established, backed up by a full suite of social, digital and traditional media activities.

**Target audience:** Local (including Sunshine Coast and Brisbane)

Target media: All Sunshine Coast and Brisbane media—to include print, TV, radio, social and digital

Key messages: Local

#### November 2013

# Start of two monthly updates

- a. Use social and digital media channels to communicate updates relevant to the regional economy. This will include:
  - I. all strategy updates.
  - II. news relevant to the regional economy, generated by regional leaders—example: daily Air New Zealand flights from the Sunshine Coast or the Valdora solar farm.
  - III. local, national and international news items which affect the regional economy—example: federal government scrapping the carbon tax and what this means for the Sunshine Coast economy.
- b. Secure at least four TV news stories every two months about the regional economy. This is already being done by Sunshine Coast Council Marketing and Communication Officer, (all future mentions of the Sunshine Coast economy will include a mandatory line about the Sunshine Coast Economic Development Strategy). Individual strategy updates will also be used as applicable.

**Target audience:** Local (including Sunshine Coast and Brisbane), national

Target media: All Sunshine Coast and Brisbane media - to include print, TV, radio, social and digital

**Key messages:** Local, national

# March 2014

# Start of six monthly media opportunities

Key actions from the strategy will be grouped together and presented at six monthly media opportunities. These will be held at strategically relevant locations, utilising the new regional brand for all collateral and promotional material.

This approach ensures maximum media impact, provides generous content and ongoing evidence that:

1. the strategy is being actively delivered

2. the regional economy is evolving

**Likely focus:** development of industry and investment plans and marketing material for the seven

high value industries.

**Target audience:** Local (including Sunshine Coast and Brisbane), national

Target media: All Sunshine Coast and Brisbane media - to include print, TV, radio, social and digital

**Key messages:** Local, national

# September 2014

1. Launch of comprehensive local and national marketing campaign—see full details of proposed campaign in appendix 1

What: Host a media opportunity at a strategically relevant location, utilising the new regional

brand for all collateral and promotional material

**Likely focus:** Annual report—providing on the ground evidence that the strategy is working and

economy is evolving and what the next steps will be

Target audience: Local and National (Business investment)

**Target media:** Local and National, to include print, TV, radio, social and digital

**Key messages:** Local, National and International

NB: Once the industry action plans are developed, if the timing is appropriate, there could be complementary campaigns running for each of the high valued industries. This campaign requires further scoping based on above variables and desired outcomes.

# 2. Launch of international drip marketing campaign

a. Tailored to each high value industry this international campaign should form part of the industry action plans. This strategy includes providing a steady stream of information via digital and social media to an international audience. Updates will provide evidence based information that demonstrates the Sunshine Coast is a desirable place to do business, has a steady and emerging economy and the right conditions for investment.

**Target audience:** Local, National, International, high valued industries

**Target media:** Sunshine Coast, Brisbane, National, International (print, TV, radio, social and digital)

**Key messages:** Local, National and International

**Partners:** SCDL, TIQ, Ross Tilly, Broader tourism department

NB: Trade missions' communications will continue as per existing communication strategies already underway.

# Ongoing

# 1. Two monthly updates

These will continue for the life of the strategy and will grow in reach as the viral effect takes hold.

# 2. Six monthly updates

These will continue in the form of media opportunities supported by comprehensive distribution to all media outlets within the local and national sphere.

Key action items from the strategy will continue to be grouped to provide on the ground evidence that the Sunshine Coast economy is evolving and on track to achieving the goals set out in the strategy.

All media opportunities to be hosted at strategically relevant locations and will utilise the regional brand for all collateral and promotional material.

# 3. International drip marketing campaign

This will continue throughout the life of the strategy, growing in reach and frequency over the years as the audience expands and the high value industries become more established.

#### 2033

Comprehensive local, national and international marketing campaign showing the Sunshine Coast has a new economy worth \$33 billion and employs at least 100,000 people in high value industries.

# Risks and mitigation

Risk	Response/mitigation
A perception the strategy is a council-owned and managed document and therefore not representative of the wider business, industry and investment audience.	<ul> <li>Ensure the strategy has its own a regionally focused look and feel.</li> <li>Taskforce to present directly to their appropriate audience. Taskforce to act as champions in disseminating the key messages and achievements from the strategy implementation plan.</li> <li>The membership of the taskforce to be included in all communication.</li> </ul>
The Sunshine Coast Economic Development Taskforce is criticised for not delivering the strategy.	<ul> <li>Provide regular updates on the progress on the implementation of the strategy action plan.</li> <li>Include solid dates for delivery and appropriate explanations for why actions are not delivered on time, with revised delivery date. Also report on actions that are delivered before due date.</li> </ul>
Public perception the environment will suffer as a result of economic development.	Explain a sustainable economy, lifestyle and environment are interdependent— cannot have one without the other.
Negative media stories.	<ul> <li>Develop relationships with key journalists and ensure they are kept up to date with relevant, accurate and positive information.</li> <li>Assist the media with their enquiries in a timely and honest fashion.</li> <li>Identify and distribute proactive and positive media stories, addressing any issues.</li> <li>Develop a communication plan that outlines key milestones and opportunities for promotion.</li> </ul>
The strategy not being delivered.	Requires advance notice and appropriate key message planning.
Stakeholders do not support or respond to the strategy.	<ul> <li>Utilise a wide range of communication tools to communicate with stakeholders.</li> <li>Ensure key messages are clear, simple and relate to the audience.</li> </ul>
Stakeholders do not utilise available communication channels.	Form strong relationships with relevant communication officers for each of the partner organisations.
Evaluation show the communication plan is not delivering the desired outcomes.	<ul> <li>Review the communication plan each year to ensure the strategy and tactics are still relevant and objectives are being achieved.</li> </ul>
Criticism received that there is not enough money allocated to deliver the Sunshine Coast Economic Development Strategy.	<ul> <li>In-kind support is just as valuable as a monetary figure.</li> <li>Demonstrate unity within the taskforce.</li> <li>Explain the taskforce is a partnership and is committed to delivering the strategy.</li> <li>This commitment and in-kind support is valuable.</li> </ul>
Not meeting KPI's in action items	<ul> <li>Choose priorities for year one</li> <li>Ensuring timeframes for action items are realistic</li> <li>Continually review actions and timelines</li> </ul>
Not achieving overarching goals immediately	<ul> <li>Measure how close we are to the goals every 5 years (outside an election cycle)</li> <li>Manage expectation</li> <li>Track progress at a reasonable rate</li> </ul>

# **Next steps**

The following communication activities are recommended prior to the launch of the Sunshine Coast Economic Development Strategy. These actions will help to ensure the appropriate communication channels and resources are in place to facilitate the successful implementation of the communication strategy:

#### Communication and social media audit

- 1. Conduct an audit of the communication and social media tools and channels already utilised by partners:
  - a. Identify any gaps or opportunities in the existing communication tools.
  - b. Provide advice to partners and regional leaders on a recommended suite of communication tools that should be set up prior to the launch of the strategy. These may include social media tools, blog accounts, online profiles, regular columns (newspaper / magazines).

# Tool and channel establishment

- 1. Web page:
  - a. sits on business.sunshinecoast.qld.gov.au website
  - b. includes an overview of the strategy and its objective, provides regular updates on achievements, links to relevant documents and pages.
- 2. YouTube:
  - a. set up a Sunshine Coast Economic Development channel
  - b. when available, upload leader profiles, business profile, Maroochydore City Centre aerial video, speeches or addresses from forums and any other relevant video footage that may help in promoting the strategy.
- 3. Set up a monthly email between the partner organisations' communication officers to advise on any upcoming communication activities and to alert the group of opportunities:
  - a. identify the partners' communication officers.
- 4. Set up communication tools:
  - a. media template
  - b. mandatory by line to be included when promoting actions from the strategy (for example, this is an initiative of the Sunshine Coast Economic Development Strategy)
  - c. list of key messages
  - d. list of suggested quotes
  - e. list of approved media spokespeople
  - f. list of experts or authorities in relevant fields
  - g. list of available media channels both standard (e.g. newspaper) and non-standard (e.g. magazine/radio editor contacts: general numbers and interests)
  - h. approvals process.

# Investigate sponsorship opportunities

a. Investigate the feasibility of having a "proud partner of the regional economic strategy": Proposal: The preferred channel would get naming rights to the economy for a fixed time period (possibly three years), signage and recognition at all events and on all collateral. The Sunshine Coast Economic Development Taskforce would request revolving pre-news promotion with key messages from the strategy (and the industry action plans when completed), national coverage and editorial assistance.

#### **Brand development**

- 1. Refresh or develop a new regional economic development brand to be unveiled at the launch of the strategy. This date may not be achievable, how it is the recommended preferred launch date.
  - a. undertake an audit of existing material and identify requirements
  - b. based on requirements, create a suite of communication templates that utilises the new economic development regional brand, or if not vet developed, utilises any known elements such as colour.

For example media release, advertising, fact sheet, newsletter, CD cover, email, event signage, back drops, banners, lectern signs, powerpoint.

# Implementation plan: communication strategies

Strategy	Details	Communication tactics	Target Audience	Target Media	Timeframe	Responsibility	Measure/output	Cost
Communication and social media audit	Conduct an audit of the communication and social media tools and channels already utilised by partners.	<ol> <li>Identify any gaps or opportunities in the existing communication tools.</li> <li>Provide advice to partners and regional leaders on a recommended suite of communication tools that should set up prior to the launch of the strategy to help deliver the objectives of the strategy. These may include social media tools, blog accounts, online profiles, regular columns (newspaper / magazines).</li> </ol>	Sunshine Coast Brisbane National International	Sunshine Coast Brisbane	August 2013	Communication team with assistance from the Economic Development team	Integrated marketing efforts and cohesive messaging across the region.  Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	Nil
Tool and channel establishment	Establish communication channels specific to the strategy promotion.  Create communication tools to help the partners deliver a consistent message when generating communication materials.	Set up communication channels  1. Web page:	Sunshine Coast Brisbane National International Partners	Sunshine Coast Brisbane	August 2013  August 2013	Communication team  Communication team	Integrated marketing efforts and cohesive messaging across the region  Integrated marketing efforts and cohesive messaging across the region	Nil
Investigate sponsorship opportunities	Investigate the feasibility of having an official TV sponsor of the Sunshine Coast Economic Strategy: "a proud partner of the regional economic strategy".	Proposal: The preferred channel would get naming rights to the economy for a fixed time period (possibly three years), signage and recognition at all events and on all collateral. The Sunshine Coast Economy would request revolving pre-news promotion with key messages from the strategy (and the industry action plans when completed), national coverage and editorial assistance.	Local	Sunshine Coast	August 2013	Communication team	Integrated marketing efforts and cohesive messaging across the region	Nil initially. Sponsorship may require an equal or part financial contribution
Create a media database	Identify and establish local, national and international media contacts across all mediums.	Using Margaret gee's media guide and other avenues of investigation, create a database of contacts for targeted communication activities.  For example Weekend Australian / Australian Financial Review, The Courier Mail, The Australian, ANC News, Commercial radio stations, The Guardian Online, My Weekly Preview, Profile and other relevant national and international publications.	Sunshine Coast Brisbane National International	Sunshine Coast Brisbane National	August 2013	Communication team	Single database for targeted communication	Nil
Create a high value industry database of contacts and relevant publications	Establish a local, national and international database of industry contacts and publications relevant to the seven high value industries.	Using industry knowledge from within the Sunshine Coast Council Economic Development Branch, create a database of industry contacts for targeted communication activities.	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National	November 2013	Economic Development team	Single database for targeted communication	Nil
Brand development	Refresh or develop a new regional economic development brand to be unveiled at the launch of the strategy.	<ol> <li>Progress a review of the existing Natural Advantage look and feel (positioning statement to remain the same)</li> <li>Undertake an audit of existing material and identify requirements</li> <li>Based on requirements, create a suite of communication templates that utilises the new economic development regional brand, or if not yet developed, utilises any known elements such as colour. For example media release, advertising, fact sheet, newsletter, CD cover, email, event signage, back drops, banners, lectern signs, PowerPoint.</li> </ol>	Sunshine Coast Brisbane National International	Sunshine Coast Brisbane National	August 2013 *this date may not be achievable (recommende d launch date)	Economic Development team with assistance from Communication team	Integrated marketing efforts and cohesive messaging across the region	Approx. \$5- \$10K
Host a professional launch event for the Economic Development Strategy	What: Lunch networking opportunity. Speaking opportunity for the Mayor and a Taskforce member speaks. Catering (canapés) with tea and coffee.  Possible locations: Maroochydore, the new regional	<ol> <li>Media release: identify why do we need the strategy, how/why this strategy will make a difference to the region, local business and residents. What are going to be some of the early wins?</li> <li>Announce launch through Mayor's social media sites: Facebook, twitter and LinkedIn</li> <li>Utilise council's communication channels including enewsletters, business enews, council communication tools including social media to update the community on the launch of the strategy and what this means for the region</li> <li>Mayor's Business matters col: how the economic development strategy will make a difference to local business</li> <li>My Weekly Preview: how/why this strategy will make a difference to the region, local business and residents</li> <li>Approach all commercial and non-commercial print mediums and radio and TV stations on the Sunshine Coast and Brisbane to</li> </ol>	Sunshine Coast Brisbane Partners National Priority Audience	Sunshine Coast Brisbane	September 2013	Economic Development team with assistance from Communication team Taskforce	Positive media coverage	Approx. \$30 per head for 8 canapés, tea and coffee Possibly venue hire

	CBD (Emporio at a function room/café/restaurant) or Kawana (at a café at the Edge or a vacant office space): the ideal location will help to sell the concept of prosperity and to demonstrate that things can and are happening here on the Sunshine Coast.  Who: Mayor, all members of the Sunshine Coast Economic Development Taskforce. Further invite list tbc by the Taskforce however its the invite list could include key people who need to be brought on board to act as champions and make the strategy a success in this region (region's business leaders, media: MWP, KW, BM, SCD, TV, possibly also some of the region's highly profiled	arrange interviews with Mayor how/why this strategy will make a difference to the region, local business and residents  Blog: Taskforce members discuss the launch of the economic development strategy on their blog/LinkedIn/social media sites  Article / suite of articles for taskforce members and councillors to use in their communication activities (enewsletters, columns etc)  Website draft web text and place final strategy on business web in prominent position. Also provide a link from council's website:  a. Invest in Sunshine Coast / Economic Development Strategy  b. Also question the lack of a search engine function on the business website  Work with Economic Development to identify local speaking opportunities and networking events for the Mayor and Taskforce members to promote the final Sunshine Coast Economic Development strategy  Launch the new business branding?? The refreshed Natural Advantage sub-brand.  Play video footage of Maroochydore to show how far we've come in six years with the construction of Maroochy Boulevard. Arial flyover of Maroochydore and Kawana to show the emerging possibilities, attractiveness of the Coast. (Sound Images – free)  Possible interview or article topics:  a. With the Sunshine Coast existing core businesses: ask how they expect the ED strategy will assist them in their future endeavours and achieve goals.  b. Request the Economic Development Branch to develop scenarios that include a potential new business from within each of the seven high valued industries and the positive impact these business would have for the Sunshine Coast (what types of jobs etc). Consider an advertorial to explain these potential future opportunities. Place these scenarios and profiles on pull up banners or large signs to have as taking points at the launch.				Regional Economic Leaders		
Ectablishmant of	businesses).	When leaders are appointed:	Cunching Coast	Cunching Coast	November	Communication	Decitive media severage	Nii
Establishment of Regional economic leaders forum	Host a media opportunity when the forum is established, backed up by a full suite of social, digital and traditional media activities.	<ol> <li>When leaders are appointed:         <ol> <li>Place profiles and forum news and updates on most appropriate website (this would have been identified prior to strategy launch)</li> <li>Prepare web text about the forum—its aims, vision, goals and direction</li> <li>Set up leader profiles with:</li></ol></li></ol>	Sunshine Coast Brisbane Partners Priority Audience	Sunshine Coast Brisbane	November 2013	Communication team with assistance from Economic Development team and Taskforce Regional Economic Leaders	Positive media coverage Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	IVII
		9. Provide updates via social media through council, the leaders, the taskforce and relevant businesses/organisations.			51			
Regular bi-	Secure at least four TV news	This is already being done by Sunshine Coast Council Marketing and Communication Officer, (all future mentions of the Sunshine Coast	Sunshine Coast	Sunshine Coast	Bi-monthly	Communication	Positive media coverage and achievement of	Nil
monthly updates	stories every two months about the regional economy.	economy will include a mandatory line about the Sunshine Coast Economic Development Strategy). Individual strategy updates will also be used as applicable.	Brisbane	Brisbane	(as listed below)	team	this goal.	
Regular bi-			Sunshine Coast	Sunshine Coast		Communication	Success of the digital media tools: track how far	Nil for general
Regular bi- monthly updates	Delivered primarily through social and digital media channels to allow for easy reposting of information (viral effect).  Bi-monthly updates include one or more of the following: a. all strategy updates. b. news relevant to the regional economy, generated by regional leaders – example: daily air new Zealand flights from the Sunshine Coast or the Valdora solar farm. c. local, national and international news items which affect the regional economy – example: federal government scrapping the carbon tax and what this means for the Sunshine Coast economy.	<ul> <li>To ensure the local community can keep abreast of current information, opportunities and can act as champions for the region.</li> <li>To ensure audience external to the region (potential investors, workers etc) can easily keep track of economic initiatives and news (Local to Global connection).</li> <li>The following actions to be followed for each update relevant to the regional economy:         <ol> <li>Every two months, touch base with communication network to see what has been achieved in the previous two months.</li> <li>Post updates to webpage</li> <li>Provide information for partners to post to their social media/online channels/blogs/ enewsletters</li> </ol> </li> <li>Actions from the Sunshine Coast Economic Development Strategy action plan which may be included in the regular updates are (this list is not exhaustive):         <ol> <li>CCIQ Sunshine Coast Business Awards</li> <li>Implement CCI Business Excellence Awards and Recognition Program for Sunshine Coast. This is a great opportunity to promote successful businesses on the Sunshine Coast and will give further evidence to support the national marketing campaign.</li> </ol> </li> <li>Communication tactics         <ol> <li>Provide information for partners to post to their social media/online channels/blogs/ enewsletters</li> <li>Provide information for partners to post to their social media/online channels/blogs/ enewsletters</li> <li>Provide information for partners to post to their social media/online channels/blogs/ enewsletters</li> <li>Provide information for partners to post to their social media/online channels/blogs/ enewsletters</li> <li>Provide information for partners to post to their social media/online channels/blogs/ enewsletters</li> <li>Use blogs/ enewsletters</li> <li>Use winner profiles to target relevant state or national publications (</li></ol></li></ul>	Sunshine Coast Brisbane National Priority Audience	Sunshine Coast Brisbane	November 2013 January 2014 March 2014 May 2014 July 2014 September 2014 November 2014 continuing bimonthly throughout the life of the strategy	Communication team Economic Development team Communication network Taskforce Regional Economic Leaders	Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	Nil for general communication actions but there may be costs associated with the strategy actions.

#### Develop a new regional brand and program that embodies the vision for the new economy

A recognised, competitive regional identity/brand. The new branding will be rolled out over the whole suite of marketing materials, including website.

Promote this action as part of a suite of actions to show the Sunshine Coast economy is a smart place to invest.

#### **Communication tactics**

- 1. This will need to be launched with 1 or 2 actions. A very logical option would be to launch at the same time as the final strategy however the new brand may not be ready in time.
- 2. Another option may be with the launch of the regional investment prospectus
- 3. Focus group testing and key message creation (as identified in the strategy implementation plan)
- 4. Make an inventory of all existing Economic Development marketing collateral and determine its necessity
- 5. Have a small and large trade show display created (pull up banners etc).
- 6. Also have a media opportunity backdrop made up with positioning statement and logo.
- 7. Could have a competition for the university graphic design students to develop the economic development sub-brand.

#### Develop a regional investment prospectus

A purpose built investment prospectus developed for marketing nationally and globally which would be promoted as of a suite of actions to show the Sunshine Coast economy is a smart place to invest (including new brand, trade mission to China).

#### Communication tactics

- 1. Undertake a professional photo shoot to get key shots to use in promoting the region
- 2. Convert hard copy version into a professional looking, easy to use online ebook
- 3. Distribute copies of the booklet to key business organisations on the Coast to use as their investment prospectus as well
- 4. Update / make current council's current business support tools to package into the promotion of the investment prospectus
- 5. Organise meetings with key businesses that the council wants to attract to the Coast and present the investment prospectus
- 6. Make available for SCC trade missions.

# • Establish Priority Investment Areas

PIAs and their development conditions established in the new Planning Scheme. Scheduled for Jan 14. Promote this action as part of a suite of actions to show the Sunshine Coast economy is a smart place to invest.

#### Communication tactics

- 1. Link to / package with other council measures to encourage investment on the Sunshine Coast (development application fee reductions and the Investment Incentive Scheme) / business support program
- 2. Need some examples of types of businesses that will benefit from the program or are there already businesses that are involved in the program, or examples / case study of an imaginary business to use as an example
- 3. Identify industries that are targeted; identify where they get their information from and pitch articles to the relevant publications or contact businesses directly with this program.
- 4. Website update: what this means, how this will help businesses. Link to other business support / incentive schemes
- 5. Provide information for partners to post to their social media/online channels/blogs/enewsletters.

#### Set local regulatory fees and charges at a competitive level within key markets

Promote this action as part of a suite of actions to show the Sunshine Coast economy is a smart place to invest.

#### Communication tactics

- 1. Develop relevant factsheets and marketing collateral with the details of this action to use when approaching investors or to use in the promotion of other actions.
- 2. Post updates to webpage
- 3. Provide information for partners to post to their social media/online channels/blogs/enewsletters.

# • Trade missions

Use trade missions success and results as further evidence positive changes are occurring in the Coast's economy.

NB: Trade missions will have a separate communication plan developed by Sunshine Coast Council to accompany each mission.

#### **Communication tactics**

- 1. When a trade mission has taken place:
- 2. Request a summary of the outcomes to use in regular bi-monthly updates
- 3. Use this information in:
- 4. Post updates to webpage
- 5. Provide information for partners to post to their social media/online channels/blogs/enewsletters.

#### • Annual briefing program for QLD trade commissioners

# Communication tactics

- 1. When a briefing has taken place:
- Need some examples of types of issues that are discussed or addressed and what it means for the Coast.
- 3. Use this information in:
- 4. Post updates to webpage
- 5. Provide information for partners to post to their social media/online channels/blogs/enewsletters.

		<ul> <li>Industry Action Plans         Targeted plans to attract investment in each of the seven high valued industries, which will be accompanied by full communication strategies. These communication plans will provide detailed tactics to reach the target audience for each specific industry.     </li> <li>Communication tactics         <ol> <li>Identifying the target audiences</li> <li>Targeting industry specific publications</li> </ol> </li> </ul>						
		<ol> <li>Sponsorship of conferences/expos/workshops specific to each industry</li> <li>A presence at all trade shows specific to each industry</li> <li>Target groups and associated connected to each industry</li> <li>Produce industry specific DVDs</li> <li>Update business website with industry specific web pages</li> <li>Develop suite of marketing collateral that is relevant to each of the 7 high valued industries (along with the associated communication plans).</li> <li>Seek editorial exposure/feature articles, which represent different topics covered within the new Sunshine Coast Economic Development strategy</li> <li>Video campaigns (including hashtag for social media #naturaladvantage) fun, funky</li> <li>Targeted messages for each of the 7 pillars / industries: what hooks would get them interested in investing in the region</li> </ol>						
		<ul> <li>(government assistance, HR, tax breaks)</li> <li>Success stories of Sunshine Coast businesses: how council has helped establish the business, how operating from the Sunshine Coast has been beneficial and the advantages (Gormet Garden, Tiger, Youi, Air New Zealand)</li> <li>Provide information for partners to post to their social media/online channels/blogs/enewsletters.</li> </ul>						
Six monthly updates	To ensure maximum media impact, key actions will be group into six monthly milestones that demonstrate the ED Strategy is being delivered.  All actions to be confirmed close to milestone date which is expected to be March 2014.	The following actions to be followed for each update:  1. Touch base with communication network to confirm achievements of the first six months (since the launch date) including any new businesses, businesses that have been retained or had significant success  2. Media opportunity at a strategically relevant location  3. Media release: noting the achievements of the past six months  4. Negotiate feature articles in MWP, Profile Magazine, Business Matters  5. Post updates to webpage  6. Approach all commercial and non-commercial print mediums and radio and TV stations on the Sunshine Coast and Brisbane to arrange interviews  7. Provide information for partners to post to their social media/online channels/blogs/enewsletters  8. Advertorial in MWP and SCD business edition: noting achievements of the past six months  9. Utilise council's communication channels including enewsletters, business enews, council communication tools to promote achievements.  10. Work with Economic Development to identify speaking opportunities for the partners: include six monthly achievements in these addresses.	Sunshine Coast Brisbane Priority Audience	Sunshine Coast Brisbane National	March 2014 September 2014 March 2015 September 2015 continuing every six months throughout the life of the strategy	Communication team Economic Development  Taskforce Regional Economic Leaders	Positive media coverage Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	Advertising costs for advertorials  For example: Colour full page adverts:  My Weekly Preview \$2000  Sunshine Coast Daily \$2000
Launch of international drip marketing campaign	Provide a steady stream of information via digital and social media to an international audience.	Tailored to each high value industry this international campaign should form part of the industry action plans. This strategy includes providing a steady stream of information via digital and social media to an international audience. Updates will provide evidence based information that demonstrates the Sunshine Coast is a desirable place to do business, has a steady and emerging economy and the right conditions for investment.  NB: Trade missions communications will continue as per existing communication strategies already underway.	International Priority Audience	International	September 2014 continuing throughout the life of the strategy	Communication team Economic Development  Taskforce Regional Economic Leaders	Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	Nil initially
Local and national marketing campaign		developed, if the timing is appropriate, there could be complementary campaigns running for each of the high valued industries. This based on above variables and desired outcomes.	Business Priority Audience					
	Hold a business event to lift the region's profile.	<ul> <li>All the media and advertising campaigns can culminate at this date.</li> <li>Attract an event to the Sunshine Coast to act as a platform to deliver/showcase the Natural Advantage brand and key messages.</li> </ul>	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National	September 2014	Economic Development team Communication team	Evaluation of the event Positive media coverage	Costs involved in holding the event
	Identify local business leaders and representatives to use as champions for the region.	This action will already be partially underway as a result of earlier actions.  Possibly include:  Delegates from trade missions  Taskforce members  Health representatives  Media articles, interviews, provide information for champions to post to their social media/online channels/blogs/enewsletters.	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National International	September 2014	Economic Development team Communication team	Positive media coverage Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	Nil
	Use the Mayor as a figurehead to promote the Sunshine Coast as a place to invest (lifting the region's profile).	(presenting the Economic Development Strategy) and Manager of Sunshine Coast Council's Economic Development team leading	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National International	September 2014	Economic Development team Communication team	Positive media coverage Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating	Sponsorship costs

						in the conversation and what kind of impact they have).	
Use the Mayor as a figurehead to promote the Sunshine Coast as a place to invest (lifting the region's profile).	<ul> <li>Update and maintain the LinkedIn profile for the Mayor to connect with local, state, national and international business people/leaders.</li> <li>Establish and maintain a LinkedIn profile for Sunshine Coast Council.</li> </ul>	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National International	Currently underway	Communication team	Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	Nil
Use the Mayor as a figurehead to promote the Sunshine Coast as a place to invest (lifting the region's profile).	Pitch story idea to Australian Financial Review and/or Weekend Australian.  Angle: A new era of Mayors: former boss of APN, which at the time was a \$90 to \$100 million business, is now Mayor of a large regional council. It's unusual for a Mayor to come from that background. This Mayor understands and appreciates business.	Sunshine Coast Brisbane National International Priority Audience	Australian Financial Review and/or Weekend Australian	September 2014	Communication team	Positive media coverage	Nil
Use the new natural advantage branding for all marketing and communication materials.	<ul> <li>Brand recognition (Natural Advantage sub-brand will be refreshed)</li> <li>Use a positioning statement / tag line</li> <li>Ask Sunshine Coast businesses to use the positioning statement / tag line in promotions         <ul> <li>A natural advantage</li> <li>Deliver a natural advantage by</li> <li>A natural advantage for business because</li> </ul> </li> </ul>	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National International	September 2014	Economic Development team Communication team	Integrated marketing efforts and cohesive messaging.	Nil
Target industry groups and associations with marketing material, including key messages.	<ul> <li>Identify and target specialised news, existing networks, groups and agencies</li> <li>Target members clubs</li> <li>Request submissions to enewsletters.</li> </ul>	Sunshine Coast Brisbane National International Priority Audience		September 2014	Economic Development team Communication team	Integrated marketing efforts and cohesive messaging.  Positive coverage	Possibly advertising costs
Target high profile industry publications to connect to target audience through.	<ul> <li>Send a survey to the Taskforce to find out where they get their information from or request this question be interested into the next Sunshine Coast business confidence survey</li> <li>Identify publications</li> <li>Seek editorial exposure/feature articles, which represent different topics covered within the new Sunshine Coast Economic Development strategy.</li> </ul>	Sunshine Coast Brisbane National International Priority Audience	To be confirmed	September 2014	Economic Development team Communication team	Integrated marketing efforts and cohesive messaging.  Positive coverage	Possibly advertising costs
Digital/online communication campaign to target state and national market.	<ul> <li>Video campaigns (including hashtag for social media #naturaladvantage) fun, funky</li> <li>Targeted messages for each of the 7 pillars / industries: what hooks would get them interested in investing in the region (government assistance, HR, tax breaks)</li> <li>Success stories of Sunshine Coast businesses: how council has helped establish the business, how operating from the Sunshine Coast has been beneficial and the advantages (Gormet Garden, Tiger, Youi, Air New Zealand)</li> <li>Publish on YouTube</li> <li>Link through social media</li> <li>Use takeover skins online newspapers such as the Sydney Morning Herald</li> <li>Online advertising: static</li> <li>In-stream ads online to advertise on websites that are frequently visited by target audience</li> <li>Produce a DVD that can be used locally, nationally and internationally by all members of the taskforce across all fields.</li> </ul>	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National International	September 2014	Economic Development team Communication team	Integrated marketing efforts and cohesive messaging.  Positive coverage  Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	Costs to produce DVD, online advertising costs  For example: 1 day full takeover skin for Daily online \$1100
Implement a targeted and sustained advertising campaign (scope to be confirmed) to accompany the online campaign.	<ul> <li>Billboards: approach to airports in other cities</li> <li>Qantas and Virgin inflight magazines (target business travellors)</li> <li>Print advertising inc relevant publications</li> <li>Radio advertising</li> <li>TV advertising</li> <li>Airplane inflight info-commercials.</li> </ul>	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National International	September 2014	Economic Development team Communication team	Integrated marketing efforts and cohesive messaging.  Positive coverage  Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	TBC
Provide a year's overview update to a local audience.	<ul> <li>Media release: Refer to trends over the past year and demonstrate how the SC is tracking</li> <li>Media releases: send all media releases to all regional, city, state and national magazines and newspapers, update depending on publication target audience.</li> <li>Utilise council's communication channels including enews, business enews, council comms tools to promote achievements.</li> <li>Media opportunities: interviews with Partner organisations on ABC Coast FM and Sunshine FM</li> <li>Website: provide direct link from SCC website homepage and Business website homepage directly to the strategy page</li> <li>Website review: ensure business pages relate and provide a logical link to the new strategy</li> <li>Provide information for partners to post to their social media/online channels/blogs/enewsletters.</li> </ul>	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast	September 2014	Economic Development team Communication team	Integrated marketing efforts and cohesive messaging.  Positive coverage  Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they	Nil

							have).	
2033 marketing campaign	Comprehensive local, national and international marketing campaign.	Comprehensive local, national and international marketing campaign showing the Sunshine Coast has a new economy worth \$33 billion and employs at least 100,000 people in high value industries.	Sunshine Coast Brisbane National International Priority Audience	Sunshine Coast Brisbane National International	2033	Communication team Economic Development team	Positive media coverage Success of the digital media tools: track how far the message is spreading using social media metrics (retweets, comments, replies and participants). Track website traffic with URL shares, clicks and conversions. Track contributors and influence (who is participating in the conversation and what kind of impact they have).	TBC at a later date