

N² Innovation Corridor

MARKETING STRATEGY

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Prepared for:

Newton-Needham Regional Chamber
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About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$600 million. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 27 states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. The firm currently has offices in Saratoga Springs, NY, Portland, ME, and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on [Facebook](https://www.facebook.com/camoinassociates).



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Marketing Strategy

Many of the strategies and actions outlined within the Action Plan Matrix pertain to marketing, communications, and engagement. This section provides additional guidance and recommendations for implementing the marketing strategy.

Brand & Identity

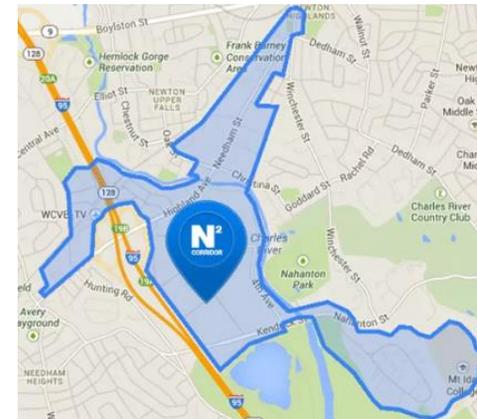
N² needs to create its own identity as an innovation district within an innovative region, and become part of the noise—part of the conversation—created by the Greater Boston area in general and other suburbs in particular. The district is not isolated from the communities that encompass it—it is an innovation hub within an innovative community within an innovative region. While the impetus for this project is to take actions focused on the core district area as defined, N² can only succeed as part of the regional innovation economy, and reflecting that in the brand is important.

Branding N²

We recommend retaining the N² brand but adjusting the wording slightly to better reflect the character, geographic extent, and vision for the innovation district. Our recommendations are as follows:

- The N² or “N-Squared” name is well-recognized locally by community leaders and economic development stakeholders and is beginning to gain traction regionally as the media has used the term in a few earned pieces (i.e. publicity gained through unpaid efforts). We recognize that the use of superscript can be a challenge, especially for use on digital media, but the image it creates is a strong, necessary statement (see “Logo Modifications” section below). Occasionally writing out “Newton-Needham” and “N-Squared” within marketing campaigns, as is done currently, will help to overcome this challenge.

- The term “innovation” simply **MUST** be part of the brand. It cannot be assumed, it must be asserted, and it must give credence to the innovation assets that exist in the district (e.g. companies, entrepreneurs). It must distinguish itself apart from yet another commercial corridor focused on real estate development.
- Use of the word “corridor” implies a long narrow expanse with a single shared thoroughfare. This does not accurately reflect the geographic shape or characteristics of N²—it does not fit the definition a corridor, and it is confusing to describe it as such. We recommend removing this misleading word from the name and replacing with a word that better reflects the geographic extent, such as “hub.”



- Using the word “district” generally is okay, but not ideal within the title of the brand as this term embodies stiff borders separating regions or excluding areas outside of the district. The intent is to represent a more fluid, networked environment with a high density of innovation activity occurring within the N² core. Entrepreneurs, businesses, and

other stakeholders that may exist within Newton-Needham or just beyond the municipal borders need to feel like they still benefit from and are a part of the local innovation ecosystem and the activity and momentum happening in the core is accessible to them.

- During the planning process there was considerable discussion about how the Charles River has largely been ignored and perhaps should be incorporated into the branding for the innovation district. While we agree that the river is a significant natural asset that should be featured both in marketing and physical development of the district moving forward, it is not an ideal icon for branding N² for the following reasons:
 - ◆ The boundaries of the district do not correspond with the river corridor. In fact, the river is the district boundary in many places, which means the district is only on one side of the river.
 - ◆ The Charles River meanders through several communities before ultimately reaching the ocean. There is not a well-defined “Charles River Valley” and even most locals do not know exactly where the Charles River flows through their own municipalities. Therefore, it does not make a strong geographic reference.
 - ◆ When people from outside the area hear of the Charles River, they think of Boston, not Newton and Needham.

Recommended name: N² Innovation Hub

Logo Modifications

The current logo evokes a chemical element from the periodic table that makes up part of a system, which is great symbolism for promoting N² as a critical hub of innovation activity within an innovative region.

Recommendation: Retain the look and feel of the existing logo. Replace the word “corridor” with “Innovation Hub.”



Reach Consensus on the N² Brand

Just as important as the brand itself, it is critical that the Chamber, City of Newton, Town of Needham, and relevant stakeholders responsible for marketing various aspects of the municipalities for community and economic development quickly reach consensus on the ultimate brand for the innovation district (Action 5.2.1). This should be a top priority of the new Leadership Team and accomplished within the first quarter of implementation.

Once consensus on the N² brand is achieved, promote the communities as a whole as an innovation ecosystem within the Greater Boston ecosystem. Market N² as the innovation hub within the fluid local and regional innovative environment. (Action 5.2.2).

Each municipality and the Chamber are working on individual marketing efforts. There are many websites, eNewsletters, and social media campaigns all providing information about the communities. In order for this marketing strategy to be effective, the messages about N² and the Newton-Needham region as a whole must be clear and consistent. Before beginning any marketing campaign, spend the time to flesh out how different marketing efforts will be coordinated and can be used to complement other ongoing efforts.

Marketing Campaigns

When considering marketing for economic development, we stress the integration of internal (within the community and region) and external (outside the community and region) engagement and communications. Both are critical and strengthen each other.

As such, the following marketing campaigns are designed to inform, engage, build community, and create dialog and excitement around economic development initiatives among strategic internal audiences, which in turn strengthens subsequent marketing efforts designed to attract the attention of outside developers, investors, entrepreneurs, regional partners, institutions, site selectors, workers, and others. The campaigns support strategies and actions outlined in the Action Plan Matrix and are referenced by their number in the matrix as appropriate.

There is no silver bullet in economic development marketing. Instead, the marketing campaigns outline an integrated marketing approach with a focus on building momentum locally for the N² strategy itself, achieving and promoting an innovation identity, encouraging entrepreneurship locally, and attracting the attention of entrepreneurial-minded individuals and innovative companies.

Through the N² strategic planning survey (see Appendix G), we observed that support is lacking for initiatives around diversifying housing options and identifying a research institution partner. We interpret this as a lack of understanding of the importance of these efforts in supporting the development of a strong innovation district. As such, we recommend educational campaigns to support these strategies that inform the respective targeted audiences on the need for these efforts.

The goals and objectives of each marketing campaign are as follows:

Campaign 1: Create & Perpetuate a Buzz Around the N² Strategy

Successful innovation communities build momentum and generate a “buzz” that originates from community leaders, spreads within the community, and transcends its borders across many channels and networks. Frequent updates on activity, achievements, projects, and needs as the strategy is implemented will continue the conversation and help to maintain focus on this effort.

Campaign 2: Forge an Innovation Identity Throughout the District

N² needs to create its own identity as an innovation district within an innovative region. The approach to this campaign is to first encourage internal audiences (residents, business leaders, students, etc.) to be innovative in their own work. Creating a local innovation culture “on the street” will eventually change the visitor experience, but it must begin with the local community.

Campaign 3: Encourage Entrepreneurship

Entrepreneurship is a key part of being an innovation district, so encouraging entrepreneurs to start their companies here, especially in the priority industries, will support the networks, increase the vibrancy of the area, and ultimately will grow companies that can fill the office parks. There is an opportunity to build upon the innovative workforce in Newton and Needham and also engage local students who are interested in entrepreneurship.

Campaign 4: Educate on the Need for Affordable Housing Options & Mixed-Use Development

Talent is a prerequisite for attracting, retaining, and creating companies in the N² Corridor, but the aging local population means that companies need to be able to attract younger workers. High housing prices and lack of direct rapid transit service to the N²



Corridor means that companies wanting to attract Millennial workers to the area are having difficulty. As identified in the Economic Development Strategy, there is an immediate need to communicate to the greater Newton-Needham community the need for diverse housing options and to market the investment opportunity to the real estate community.

Campaign 5: Marketing for Business Attraction

An essential goal is to attract new innovative and growing companies to the office parks in the N² Corridor. It makes sense to target the priority industries that are already present in order to build up the networks and interconnections that come from denser clusters of businesses that share workforce, infrastructure, and other needs. However, before marketing to regional, national, and international companies, the N² Initiative will need to strengthen relationships with the real estate/development community as well as state and regional business attraction partners.

Campaign 6: Coach on the Need for a Research Institution Partner

Goal 3 of the Action Plan Matrix states that to be truly an innovation district requires an anchor to spur the development of new ideas, potentially support the acceleration of a priority industry, attract an educated workforce, and act as a focal point for innovation.

From the survey (see Appendix G) we know there is less support for this initiative relative to others, which we have interpreted as a lack of understanding for the importance of anchor institutions in fostering innovation. As such, the first phase of this campaign should be focused on educating about the need for this initiative.

Marketing Campaign Tactics

The following tables provide a framework for the marketing strategy. They include a summary of the targeted **audience(s)** for each marketing campaign, **desired outcomes** we want for those audiences, key **messages** that drive decision-making and pique the interest of targeted audiences, and top **channels** to use for each campaign.

Additional information and recommendations for establishing strong marketing channels and understanding the targeted audiences is provided following the campaign summary tables.



Campaign 1: Create & Perpetuate a Buzz Around the N² Strategy

Audience	Desired Outcome	Message	Channels
Local Community Leaders Municipal staff and elected leaders	Express support for implementation of the strategy publically. Become advocates for the initiative	We're moving from planning to implementation and taking action to achieve real results. You can help us achieve our collective vision of becoming an innovation hub within an innovative region.	Public Meetings – Kick off implementation of the strategy with a public meeting (scheduled for June 2016) and continue to host an annual meeting to provide updates on progress.
Founding Partners Needham, Newton, Chamber, businesses within corridor, and willing stakeholders	Make an initial investment. Become advocates for the initiative.		Website – Dedicate a section of the site specifically to this initiative and update at least monthly with status updates. Design as a scorecard.
Greater Newton-Needham Residents and businesses	Spark a real conversation about the opportunity of becoming an innovation district. Become advocates for the initiative.		eNewsletter – Include monthly updates on implementation progress intended to drive traffic to the website for more information. Social Media – Posts featuring information about strategy, specific opportunities, information about why certain aspects are important, etc.

Campaign 2: Forge an Innovation Identity Throughout the District

Audience	Desired Outcome	Message	Channels
Internal Audiences Greater Newton-Needham Residents, workforce, and businesses	Increased internal sense of place, pride in the community, and a deepened culture of innovation. Drive conversations about innovation happening in N ² . They see others being innovative and are inspired to be innovative themselves.	We're an innovation hub in an innovative region – and you're in it! Anyone can be innovative, find your inner entrepreneur. Creativity and innovation – it's what drives N ² .	<p>Physical – Install consistent wayfinding signage with N² logo and branding throughout the corridor. Invest in digital kiosks and other connected public amenities and infrastructure.</p> <p>Digital Marketing – Promote quality of life assets including Charles River, historic buildings, and other public spaces. Create a social media campaign asking residents to promote their favorite spots to meet with clients, access free Wi-Fi, etc. Promote transportation infrastructure investments and efforts to create a physical hub for the district. Work to uncover the innovation identity of individuals and businesses and tell their stories.</p> <p>Competitions & Events – Designed to bring different ideas together and spark new ideas. Create opportunities for human interaction and connections.</p>
External Audiences Visitors from outside the area	Visitors have a different <u>experience</u> visiting the N ² Corridor. They feel like they are in a place that is a destination for investment by innovation-driven industries. They find it exciting and inspiring. Interest in the local innovation culture is piqued and they take action to learn more about what is happening here.		

Campaign 3: Encourage entrepreneurship

Audience	Desired Outcome	Message	Channels
<p>Olin, Babson, and Mount Ida</p>	<p>Become partners in hosting events and leading education for local entrepreneurial network.</p> <p>Partnerships between educational institutions and innovative businesses.</p> <p>Students connected with internships and career opportunities with local entrepreneurial companies.</p>	<p>This is our opportunity to provide a growth path for young entrepreneurs and keep students local.</p>	<p>Relationship Building – This needs to be a specific working group that is created and starts working right away.</p>
<p>Entrepreneurs and Entrepreneur-minded Individuals New and old, local and regional</p>	<p>Choose to start their companies here.</p>	<p>It's the perfect place to grow your business.</p> <p>You'll have access – to a rich innovation ecosystem, to Boston and NYC, to a highly talented workforce, to nearby institutions, etc.</p> <p>Other top tech companies are succeeding here and you can too.</p> <p>Come for a visit and meet other like-minded individuals that share your passion.</p>	<p>Events – Designed to bring diverse groups together and strengthen the local entrepreneurial network through education and engagement – speaker series, lunch-and-learns, startup weekends, hackathons, business plan competitions, and meetups. Use demand-based pricing for events to retain interest of targeted audiences (i.e. make it cheap for entrepreneurs and expensive for solicitors).</p> <p>Digital Marketing – Promote events. Feature stories of local startups, celebrate their success.</p>

<p>Israeli Entrepreneurs</p>	<p>Choose to start their companies here.</p>	<p>You can access new markets from here.</p> <p>The best leaders build their businesses here.</p> <p>Note: Unlike typical American entrepreneurs that want to “change the world”, Israeli entrepreneurs are generally in pursuit of “being the best.” Marketing campaigns to this segment use words like “outstanding,” “exceptional,” “leadership,” “uniquely positioned,” and “first-ranking.”</p>	<p>Digital Marketing – Israeli entrepreneurs tend to be tech-savvy problem solvers and frank communicators, which can make them weak storytellers. Solve their problem. Fill this gap by helping them tell their story and promote via digital media.</p> <p>Relationship Building – Attend events in NYC and Boston targeted to this segment to make connections and learn the culture. (Example: ICONYClabs). An ideal partner in implementing these strategies is the Jewish Community Center, which already has strong networks and relationships and could take the lead on working with N² to implement these marketing strategies.</p>
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Campaign 4: Educate on the Need for Affordable Housing Options & Mixed-Use Development

Audience	Desired Outcome	Message	Channels
<p>Greater Newton-Needham Community Residents, Business Leaders, and Political Leaders</p>	<p>Understand the importance of diversity and the role it plays in innovative communities and how housing, in part, plays an important role in diversity and talent attraction.</p> <p>Change perception to be more welcoming for alternative housing types.</p> <p>Support changes to land use regulations to allow diverse housing options.</p>	<p>Diversity drives creativity and innovation; we need greater diversity.</p> <p>There is capacity for housing along the Needham Street Corridor.</p> <p>Successful innovation districts allow space for working, living, and playing.</p> <p>Both communities have a significant lack of young adults (25 to 40 year olds) relative to the Boston metro and state overall. This bimodal age distribution is, in part, a function of the communities' housing market, which is skewed toward single-family homes and has limited affordable options for young adults.</p>	<p>Social Media & eNewsletter – Draw attention to housing projects in the district. Author original content and link to external articles and information about role of diversity in driving innovation.</p>
<p>Real Estate Community Developers and realtors already working in N² as well as those working in other areas who may be interested in working in emerging innovation districts</p>	<p>Recognize that the community is taking action to support diverse housing options in the district and propose new investment opportunities and projects.</p> <p>Reach out to Newtown-Needham and work with municipal staff to design desired housing/mixed-use projects.</p>	<p>There is an unmet demand for diverse, modern, affordable housing options in the innovation district.</p> <p>We are reconsidering our land use decision making process to accommodate creative projects that support our vision. (Action 4.2.2)</p>	<p>eNewsletter – Development community list. Promote housing projects and changes to the land use and zoning regulations that allow diverse housing investment.</p> <p>Relationship Building</p> <p>Website – Showcase key investment properties.</p>

Campaign 5: Marketing for Business Attraction

Audience	Desired Outcome	Message	Channels
<p>Real Estate Community Developers and realtors already working in N² as well as those working in other areas who may be interested in working in emerging innovation districts</p>	<p>Greater collaboration with realtors for marketing sites and properties in the district.</p>	<p>We're your partners in marketing for real estate development and a trusted source for current socioeconomic and demographic information.</p>	<p>Website – Showcase key investment properties available for sale or lease. Provide information they can use to market real estate and/or make investment decisions. (Action 1.1.2)</p> <p>Relationship Building</p> <p>Cut-Sheets – Information on featured properties and why invest in the district. Sheets can be downloaded from website or printed for inclusion in hard-copy collateral. (Action 1.1.4)</p>
<p>State and Regional Business Attraction Partners</p>	<p>Develop and strengthen relationships with state and regional partners.</p> <p>Increased awareness of N² for better collaboration on marketing campaigns.</p>	<p>We're an innovation district in an innovative region that is taking strategic action to grow our innovation identity.</p> <p>N² has a highly talented workforce that is unmatched.</p>	<p>Relationship Building – Attend and host events to develop and strengthen relationships and increase awareness. (Action 1.2.2)</p> <p>Website – Updates on work plan and implementation progress.</p> <p>Social Media – Engage with digital marketing campaigns run by state and regional partners and feed these partners information to share through their networks.</p>

<p>Greater Boston Companies (Action 1.2.2)</p>	<p>Greater awareness and piqued interest in N², become “followers” of social media and/or eNewsletter updates.</p> <p>Recognize the growing opportunity of locating in the innovation district, leading to eventual relocation and investment in N².</p>	<p>We have a highly talented, extraordinarily well-educated workforce.</p> <p>You’ll have roughly 150 technology companies in your local network including some big names like TripAdvisor.</p> <p>You get great proximity to Boston and NYC but better – more affordable – rent.</p> <p>A significant percentage of our residents were born in other countries – 21% – which contributes to our vibrancy and cultural diversity.</p>	<p>Relationship Building – Become actively involved in Greater Boston economic development related networks.</p> <p>Website – Information on workforce, business environment, quality of life, innovation assets, etc. Promote transportation options and explain how to get to N² from Boston using public transportation.</p> <p>Social Media – Promote innovation economy and quality of life assets in Newton & Needham.</p>
<p>National and International Companies (Actions 1.2.3 & 1.2.4) In priority industries and fit with innovation/entrepreneur focus seeking to locate in Boston/U.S.</p>		<p>N² is the emerging innovation hub. You have an opportunity to mold the ecosystem.</p>	<p>Relationship Building – Work with state and regional business attraction partners to target international businesses by participating in trade missions.</p> <p>Website – Information on workforce, business environment, quality of life, innovation assets, etc.</p> <p>Social Media – Promote innovation economy and quality of life assets in Newton & Needham.</p>

Campaign 6: Coach on the Need for a Research Institution Partner

Audience	Desired Outcome	Message	Channels
Local Stakeholders	Support for this initiative.	Research focused anchor institutions are a critical element for a healthy innovation ecosystem.	Relationship Building Digital Marketing – Consider paid ads for this campaign. Link to Brookings research.
Higher Education Research Institutions In the region that may be in planning stages of new institutes that could be located off-campus.	Attract a research-based anchor institution to the district.	N ² is the emerging innovation hub. You have an opportunity to mold the ecosystem.	Relationship Building eNewsletter & Social Media – Once in-person contacts are made, keep brand present by providing updates on activity in corridor through digital media marketing channels. Events – Invite prospects to entrepreneurial networking events, offering an experience which will create an emotional connection strengthening ties and interest in the district.

Targeted Audiences

The marketing campaigns outlined previously identify many internal and external audiences. A brief description of each audience, and the primary reason for targeting each audience, is provided below.

Internal Targets

Local Community Leaders & Founding Partners – This is the internal team of stakeholders that have been working to develop the strategy and will continue to lead implementation. It includes municipal and Chamber staff, business leaders, real estate professionals, elected officials, etc. It is important to keep this group engaged and informed on progress.

Greater Newton & Needham – Includes local residents, entrepreneurs, employees, and business leaders who may or may not be innovative themselves. The goal is to encourage to be innovative in their own way as part of developing the local identity as an innovation district. It is also important to generate support from this audience for the N² Strategy.

Local Development Community – Local realtors, developers, property owners, and others involved in the local real estate sector. This group is a critical partner in promoting the district and must be kept up-to-date with implementation progress and information about ongoing development projects.

Local Entrepreneurs and Entrepreneurial-Minded Individuals – The Newton-Needham community is rich with entrepreneurial talent. By targeting this group, the goal is to retain and foster this talent in the district.

Local Educational Institutions – Includes Olin, Babson, and Mount Ida, all of whom will be important partners in hosting events and leading education for the local entrepreneurial network. These partners need a greater relationship with the business community.

External Audiences

Visitors – Includes anyone visiting N² for work or recreation. The goal is for outside visitors to “feel” like they are in an innovative place and find the experience exciting and inspiring enough to tell the story to others.

Entrepreneurs – Includes anyone starting businesses, or thinking of starting a business. The goal is to position N² as a great place to grow a company because it offers opportunities to learn and network with other like-minded entrepreneurs, access to large markets, and offers a highly-talented workforce. A sub-market of this group includes Israeli entrepreneurs, who already have a strong presence in the region.

Development Community (External) – Includes site selectors and developers with experience or a desire to work in innovation districts. The goal of marketing campaigns targeted for this group is to attract them to the district to take on new development projects.

Greater Boston Innovative Businesses & National/International Innovation Businesses – Businesses in the targeted industry sectors who may be interested in locating in the Greater Boston region. Targeting these businesses will require working with state and regional partners for attraction including representatives from the Executive Office of Housing and Economic Development (EOHED). Priority industry areas include:

- Information technology
- Professional, scientific, and technical services
- Biotech and life sciences

Marketing Channels

Website

Revamp the N² website into the go-to digital platform for innovation news and community engagement in order to create and curate ongoing buzz about innovation in the N² Corridor and Newton-Needham communities—telling success stories that inspire people to live, work, and start or grow a business in the N² Corridor.

Website features:

- Promote N² Corridor news, events, and ongoing projects. Include an events calendar that can be downloaded into Gmail and Outlook calendars (iCal events). Partner communities could include this same calendar on their respective websites
- Feature available sites and properties. Develop pilot database that highlights available sites and is populated by willing real estate partners (Action 1.1.2)
- Social media streams and links
- Robust blog for posting stories about local innovation
- Link to innovation resources such as event venues, shared working spaces, coffee shops offering free Wi-Fi, etc.
- Job opportunities (allow postings by businesses in the N² Corridor)
- Map of district and partner communities including specific information on public transportation and how to get from Boston and Cambridge to N²
- Sign-up for eNewsletters and links to past emails

eNewsletter

Create innovation-specific email lists and develop newsletter-style templates for each email list with similar branding. Design the templates to provide short blurbs or brief high-level information with click-through to the website for more information and/or articles.

Suggested email segments:

- **Greater Newton-Needham Innovation Ecosystem** – Public list of innovative companies, institutions, workers, and entrepreneurs who may live or work in the Greater Newton-Needham region or reside outside of the area but want to keep tabs on the N² ecosystem for happening, opportunities, properties, etc. Anyone can sign up for this list. Newsletter-style publication used to promote all things innovation happening in N².
- **Leadership team, Advisory Team, and Working Groups/Tasks Forces** – To share information with the internal N² team before it goes public and keep this group “in the know.”
- **Entrepreneurs and entrepreneur-minded individuals** – Populated with local and regional contacts, used to promote targeted events.
- **Real estate developer and real estate community, site locators** – Create two segments for this group:
 - ◆ Local/regional real estate contacts – The local list will be used to inform with information that they can use in marketing.
 - ◆ External contacts – Campaigns sent to the external list should be designed to attract new developers to the area.
- **Companies/entrepreneurs in targeted sectors** (e.g. cyber, IT, bio) – Use to send highly-targeted emails. May want to purchase a list in specific segments as opportunities arise.

Social Media

Create social media accounts dedicated to promoting, engaging and learning about innovation in the N² Corridor and Newton-Needham communities.

- Identify which digital social networks entrepreneurs in the region engage with and why. While N² needs a presence on the big networks such as Instagram, Twitter, and Facebook, there may be other “niche” networks used now or in the future. Some examples are listed in this article: <http://mashable.com/2009/03/12/entrepreneur-networks/#8.O5hA3dfaQI>
- Utilize apps like Periscope, Facebook Live, and YouTube Live to broadcast events and meetups to a larger audience.
- Create a social media advocate team of partners that have large existing digital networks in the innovation space who are willing to share and engage with N² content. Utilize the advocate group to help create buzz about innovation and growth in the district and throughout the Newton-Needham community.
- Consider paid Facebook ads to support priority marketing campaigns.

Traditional Media

One of the leading sources of information influencing executive perceptions of an area’s business climate is articles in newspapers and magazines. Attaining positive coverage in a top national business outlet is one of the most powerful tools when it comes to promoting N² as an innovation district. The approach is to develop a steady stream of high-quality content promoted through owned media streams that can support strong pitches to traditional media outlets.

- To get a pitch read, it helps to have existing relationships with journalists. Strengthen relationships with conventional media to encourage coverage of N² and its companies. Twitter is critical. Use Twitter to engage directly with local and regional traditional media outlets. Identify individual reporters that cover business, entrepreneurship, and innovation and regularly engage with them online and in-person. Be sure to show appreciation for any coverage they offer.
- Build strong storylines to bring to these publications. Use data and information to build out storylines and make sure you offer media outlets the absolute latest and greatest data and information. The more “best, first, and only” claims you can make, the better.
- Encourage companies, municipalities, and the Chamber to send business news your way in advance and partner on pushing out newsworthy announcements to relevant trade and national media.

- Focus in on regional, national, and trade media outlets—including specific journalists—that might be interested in covering stories in N². Monitor these media outlets to see where N²'s storylines fit into national trends or the interests and coverage areas of specific journalists. We recommend targeting the following publications:

National/Regional Business Focused

- ◆ *Bloomberg News*
- ◆ *Boston Globe*
- ◆ *Boston Herald*
- ◆ *Business Insider*
- ◆ *Entrepreneur*
- ◆ *Fast Company*
- ◆ *Forbes*
- ◆ *Fortune*
- ◆ *Harvard Business Review*
- ◆ *Inc.*
- ◆ *New York Times*
- ◆ *NPR*
- ◆ *Reuters*
- ◆ *The Atlantic*
- ◆ *The Daily Beast*
- ◆ *Wall Street Journal*
- ◆ *Wired*

Site Selection & Real Estate

- ◆ *Area Development*
- ◆ *Business Facilities*
- ◆ *BusinessXpansion Journal*
- ◆ *City Lab*
- ◆ *Expansion Solutions*
- ◆ *Next City*
- ◆ *SITE Selection*
- ◆ *Urban Land Magazine*

Information Technology Industry

- ◆ *BetaNews*
- ◆ *Engadget*
- ◆ *IT World*
- ◆ *MIT Technology Review*
- ◆ *Network*
- ◆ *TechCrunch*
- ◆ *TheNextWeb*
- ◆ *VentureBeat*

Biotech & Life Sciences

- ◆ *Bioscience Technology*
- ◆ *BioTechniques*
- ◆ *FierceMarkets*
- ◆ *Life Science Leader*

Execution of the Marketing Strategy

The following details a step-by-step plan for executing the priority marketing tactics recommended for the first 8 quarters (2 years) following the summer 2016 kickoff of this effort. While it would be great to initiate all of the marketing campaigns now, this is a realistic plan that begins by establishing marketing channels and building campaigns, which coordinate with the overall implementation of the N² strategy.

Begin	Deadline	Action	Goals Supported
Q1	Q1	Reach consensus on the N ² brand	All
Q1	Q1	Modify the logo to reflect the agreed upon brand	All
Q1	Ongoing	Form a tech team to support digital marketing – create a shared calendar – meet quarterly	All
Q1	Q1	Ramp up N ² social media channels	All
Q2	Ongoing	Create social media advocate team – send email updates monthly	All
Q2	Q2	Design eNewsletter templates: Innovation ecosystem and real estate community segments	All
Q2	Q4	Develop website for N ²	All
Q2	Ongoing	Communicate results of the plan by creating a scorecard that is updated quarterly and shared across digital media. Email this scorecard with a detailed update to the leadership team email list.	6. Build Capacity
Q2	Q2	Develop cut sheets for marketing innovation ecosystem strengths and real estate in N ² – push this information to state and regional partners for business attraction	1. Business Attraction
Q2	Q2	Develop a news strategy	5. Innovation Identity
Q3	Ongoing	Write storyline content about business successes, to be included on website and promoted across digital media platforms. (Support news strategy)	All
Q3	Q6	Develop content on need for research institution partner for eNewsletter N ² Ecosystem segment and social media promotion	3. Research Institution Partner
Q3	Q4	Work with local Israeli entrepreneurs to write business success stories and share across digital media	2. Encourage Entrepreneurship
Q3	Ongoing	Create a campaign designed to encourage innovation and creativity locally	2. Encourage Entrepreneurship
Q4, Q8	Q4, Q8	Host and promote annual awards for entrepreneurs	2. Encourage Entrepreneurship
Q4, Q8	Q4, Q8	Host annual N ² strategy updates meeting with key stakeholders	All
Q5	Q5	Write content about successful residential projects in the district linking to existing content about the role of diversity in creating innovation ecosystems – promote in monthly eNewsletter to Ecosystem and real estate segments and in social media	4. Mixed-use, Diverse Community
Q5	Ongoing	Showcase investment properties on website and promote in real estate eNewsletter segment	1. Business Attraction
Q6	Q8	Participate in international trade missions	1. Business Attraction
Q8	Q8	Write quality of place content to be used across digital media platforms (historic buildings and streetscapes)	5. Innovation Identity

Leading action to
grow your economy

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