



**Communications Proposal for The Broadway Bradford**

**On Behalf of Grayling**

**Conducted by Pink PR**

**March 2016**

## Who Are We?

Adina recently finished a year-long placement at NBCUniversal. With 3 years worth of experience in media/entertainment she hopes to enter the industry upon graduation. Adina enjoys designing her own clothes in her spare time.



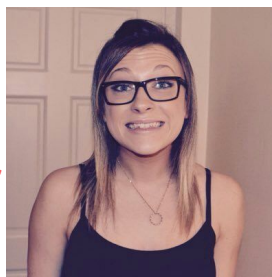
**Team Leader**

Clare has done previous work experience at the Greater Manchester Police and also at Warehouse Project and Parklife festival in Manchester, she hopes to go into media relations after university.



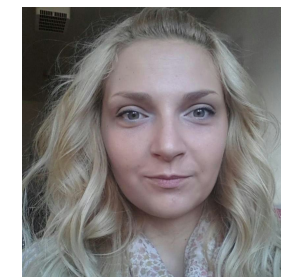
**Research Coordinator**

Danielle currently works within corporate hospitality as a digital communications executive for Shire Hotels & Spas. She also works as content & Social coordinator for digital marketing agency, Door4. Within her spare time, you'll find Danielle geeking out, creating and designing websites... and playing football for Leeds team, Republica Internationale.



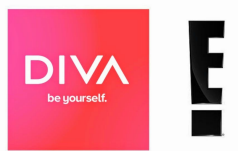
**Creative Coordinator**

Tina presently works at the St. Columba's Catholic Primary School as the International Communications Coordinator. She has experience in events and project management. Tina enjoys baking and hopes to put her PR and Marketing skills to set up her own business after graduation.



**Communications Coordinator**

## We have worked with...



# 1. INTRODUCTION

After receiving the brief from Grayling, Pink PR set out to research The Broadway and Bradford to deepen our understanding of the shopping centre's unique position. Therefore PINK PR have conducted primary and secondary research in order to create a bespoke series of campaigns throughout 2016.

## 2. RESEARCH

### 2.1 Observations

On 15th February 2016 Pink PR visited The Broadway Bradford shopping centre in order to make unbiased observations before beginning the thorough research process. As based on the team's observations we believe a number of factors impact stakeholders perception of the shopping centre and how the recommended proposals can most effectively target them. For example, aside from the recently opened Entertainer store, and upcoming Smiggle store, there aren't any other retailers that would appeal to children and subsequently parents. This only reinforces the need to target families. The shopping centre is easy to access with a large car parking for commuters from out-of-town in areas such as Keighley and Ilkley. There are also cheaper travel alternatives: busy bus stops and a train station within walking distance; perfect for the wider audience. Overall, the team's thorough observations showcase we believe that The Broadway needs to broaden its appeal by catering it's offerings to target clientele in order to increase footfall.

## 2.2 Target Market

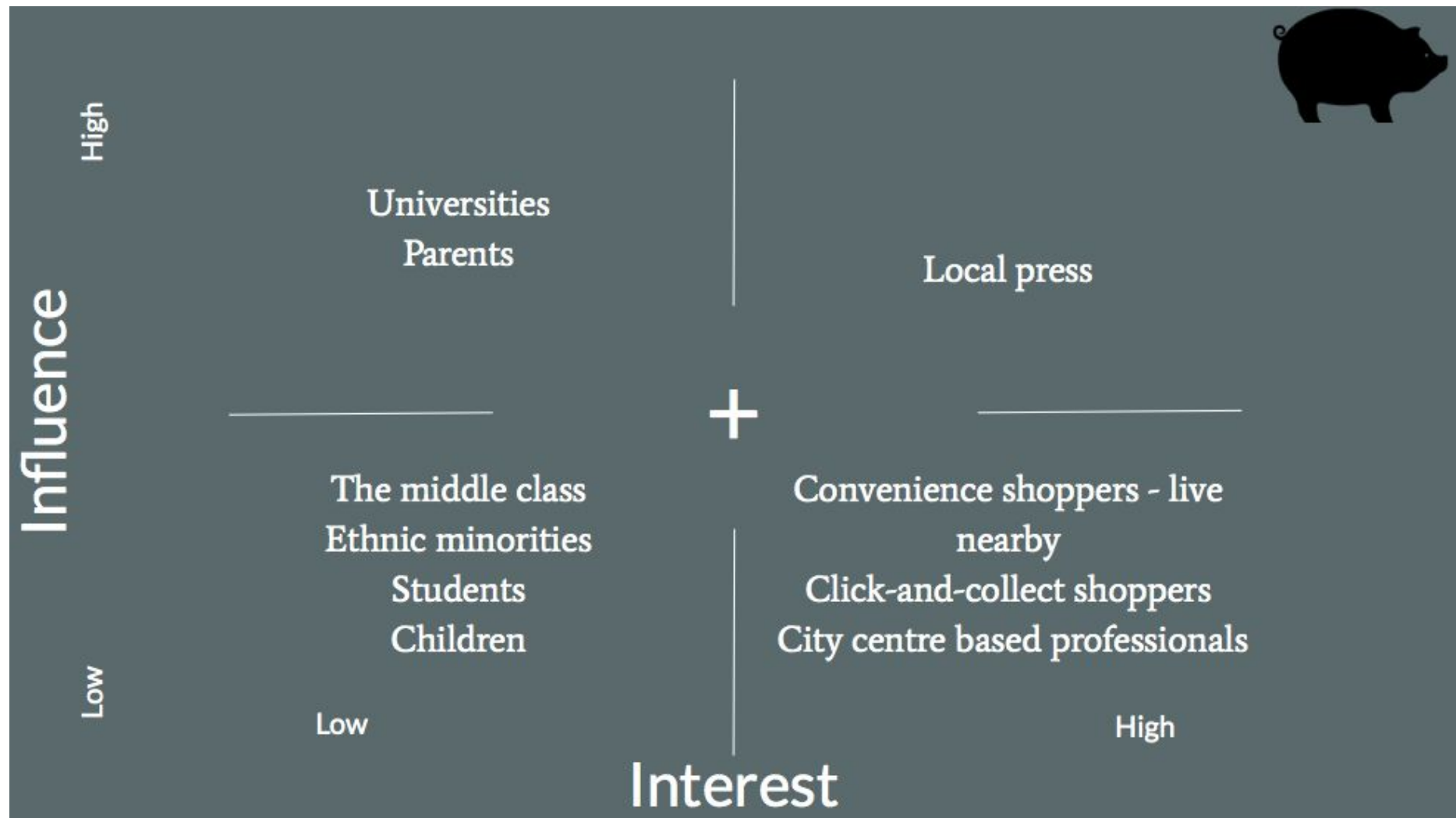
As per noted in the brief of The Broadway project, the key target markets of the shopping centre are: families, ethnic minorities, young people and those from surrounding affluent suburbs. In a bid to create a strategic communications plan, Pink PR further segmented the market and allocated each stakeholder within a matrix on axis' of influence vs. interest.

The stakeholder matrix identified that The Broadway's key target audience (families) have little interest in the centre due to the close proximity of centres with more child-friendly offerings. However they have a large influence as they have the power within households where families choose to have shopping sprees. Universities also have high influence and low interest as they're well established institutions with the ability to influence the shopping habits of their students and faculty members.

Those who have low influence but high interest are people that use the centre out of convenience i.e. they live/work nearby, click-and-collect shoppers.

Segments identified as having both low influence and interest are ethnic communities, the middle class, students and children. This is due to the lack of specific offerings to these sub-groups. For instance, there is only one asian fashion store to appeal to the ethnic minorities, whereas Bradford Plaza (an asian fashion mall) is located 2 miles away in the heart of Bradford's asian community. Additionally, there aren't any high-end stores to appeal to those from the ABC1 demographic.

The press were discovered to have both high levels of influence and interest in the shopping centre especially local and regional publications; as it's of interest to the local community.



## 2.3 SWOT Analysis

As a means of further understanding The Broadway on a contextual level, Pink PR completed a SWOT analysis [1]. This research method will aid the design of the proposals by showcasing the concepts that are benefiting The Broadway, what is not; allowing the agency to identify scope for improvement all the while cautious of potential threats.

## 2.4 PEST Analysis

In order to further deepen our understanding of The Broadway and the contextual specifics that could affect a PR campaign, Pink PR carried out a comprehensive PEST analysis. The political issues that pose a challenge when implementing creative PR initiatives would be any legislative policies concerning health and safety standards; for example our first proposal would require an extensive risk assessment. The main economical issues facing The Broadway is the fact that the skill level of the work force in Bradford is significantly lower than national average. This is of a concern as customer experience is often affected by staff. However, Bradford has an estimated future economic growth rate of 8.5%, higher than the national average . Societal considerations for The Broadway include acknowledgment of the city's diversity and being sensitive to any initiatives which can be deemed offensive by sub cultures. The city has a large student community as well as a large percentage youth population; Bradford



is youngest major city in the UK with 23.5% of the total population being under 16 (Bradford, 2014). A technological factor affecting The Broadway positively is the high usage of smartphones across all demographics meaning that The Broadway rewards app could be utilised more to increase footfall, including both iPhone and Android users. On the other hand, online retailers and online syndicates of stores featured within The Broadway, could pose a threat to footfall as shoppers continue to rely on e-commerce.

## 2.5 Competitor Analysis

As social media is a tool used by shopping centres as a tool to engage with consumers. As per the brief, social media (Facebook in particular) is of great focus for The Broadway. In order to better The Broadway's digital presence Pink PR have analysed key competitors' usage of social platforms. The analysed shopping centres include: The Broadway, Trinity Leeds, Meadowhall and White Rose [2].



On Facebook, Trinity Leeds has the largest following with over 100,000 more 'likes' than The Broadway despite being open only two years earlier than its Bradford counterpart and 16 and 23 years after White Rose and Meadowhall respectively. This shows that Trinity Leeds has been able to engage with the public most effectively. The ratings function on Facebook displays Meadowhall

as the best shopping centre with an average rating of 4.2/5. The Broadway on the other hand has the lowest average rating of the centre's analysed with an average rating of 3.9/5.

## 2.6 Key Research Issues

After deep analysis and collecting primary and secondary data, Pink PR have identified issues that could be affecting The Broadway's full potential, and increased footfall. Upon visiting, there was nothing that stood out that would be expected to attract children. Children and younger audiences are an important target audience, as it could be the decision that could sway families and parents to come to the centre, especially for a full day out. Unlike other similar local shopping centres, which are viewed as child friendly, offer pick and mix stands which parents visit, and their food selection has a much wider choice which is ideal for family day outs.





Furthermore after further investigation, Broadway have potential to target their consumers more effectively. One of Graylings objectives was to target smaller minorities, and Broadway is ideal for students. We asked a small member of Bradford students and they all said they commute to Leeds for shopping. One common reason was because there are more shops and food options that have student discount. Other shopping centres we've analysed also host the student lock in event, which is where certain shops in the centre do student discount to attract a large amount of students to them, and it has always deemed profitable.

When undergoing competitor analysis, Pink PR found opposing shopping stores to be much more active on social media and engaging with their audience and customers. Competitors used prizes, hashtags and discounts to create traffic to their pages, and using special offers and discounts to make their shopping centre the one to go to. They also frequently advertised the shops inside, and anything new happening in them. Most photos uploaded on their pages had their brand on, which catches the viewer's eyes immediately and understands what they are looking at. On many occasions competitors social media have posted about the community, whether there is an event on or weather/traffic issues, which is great for creating a sense of community and shows a

### 3.1 COMMUNICATION OBJECTIVES

- Increase levels of footfall into the shopping centre
- Grow social media followers by 6,000 - achieve 30,000 likes on Facebook by December 2016
- Secure regular media coverage across all platforms
- Build stronger relationships with retailers - show them the value of PR campaigns
- Engage with the local community

## 3.2 CAMPAIGNS



## The Main Launch Event - Live Fashion Show

In support of the local designer's pop-up store in The Broadway, to commemorate the occasion Pink PR believe that a live streamed fashion show will be an effective method of engaging with key members of public across social media platforms.

### Tactics

- Key media will receive desk-drop style invitations - helium balloons in a box with fashion pony branding etc. This will be across both traditional and nontraditional publications. An example media list can be found in the appendix [3].
- Blogger outreach - call upon the trusted experts to allow for far greater social reach. The influential bloggers can also partake in guest radio appearances.
- Social media - The event will be promoted via social media platforms and live streamed via. Facebook
- SEO - take digital advantage of the keyword 'The Broadway'

## 6- week follow up ideas

As per the brief a 6-week follow up campaign have been created in order to support the pop-up store. The follow up ideas have been specifically designed to coincide with Grayling's communication objectives. The on-going campaign will engage and broaden the scope of communications with the community and surrounding areas. Pink PR suggest to measure the success of the campaign by the amount of visitors to the events and the increase in sales and social media engagement over the six week period.

The 6-week followup ideas are as follows:



- **Make-up masterclass;**

Work with makeup artists within Broadway to introduce cosmetic creativity

- **Kiddie Craft club;**

Family orientated after school club, advertising at local community schools

Collaboration with Smiggle store #kiddiecraftclub

- **Hair and beauty styling class;**

Using local beauticians from colleges, universities and independent traders.

Engage with iBrow & Beauty, Nail & Beauty and Models Own

- **Fit for the Summer**

Engage with sport shops to encourage summer fashion and fitness within the community to better fitter for summer; local community centres.

- **Graduate Fashion Day**

Final university and college students exhibitions of design, photography and art.

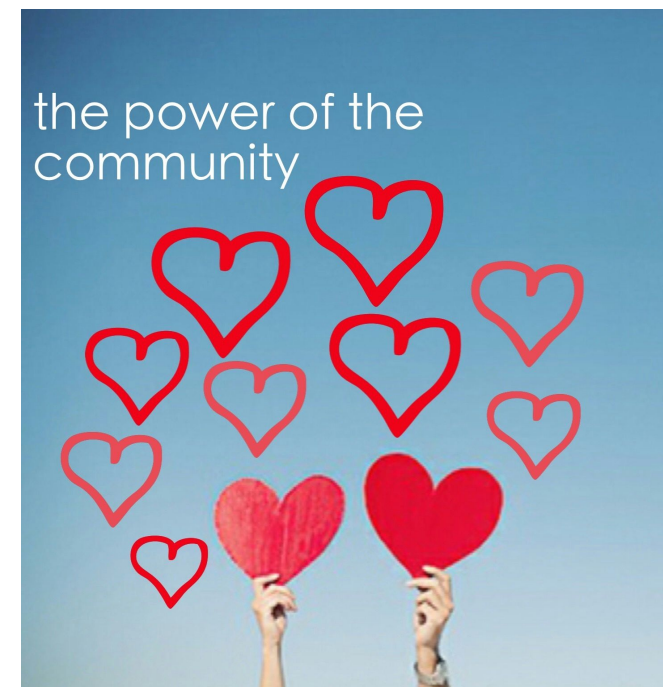
- **Thirty Thursdays**

Promotional tool to encourage the purchase; Either 30% discount, or items below £30.

## #OneCommunity Campaign

The #OneCommunity campaign focuses on using The Broadway as a focal point for bringing everybody together. The #OneCommunity campaign focuses around the notion 'One diverse city with one thing in common... family!'. The campaign will be launched with an on-site photo shoot for any family to enjoy and will be advertised on social media, using the hashtag and will be advertised in The Broadway, the campaign will also appeal to local publications. Families will be able to choose from an assortment of props to wear during their photoshoot, Images will appear digitally for customers to preview and take away once signed up on The Broadway's newsletter.

The campaign will highlight The Broadway as a centre for the community, regardless of demographics and socio economic profiles, providing an engaging event for everyone from Bradford, and surrounding districts together to get involved and receive their free family portrait.



## #YorkshiresOwn

The campaign focuses on Yorkshire's culture, home made products, making The Broadway the centre for all of Yorkshire. Yorkshire Day is celebrated on the 1st of August and will kick off the month's celebration of the county. The Broadway will host a market featuring the very best of Yorkshire's home made products. This is a great opportunity for The Broadway to attract audiences from outside of the Bradford district, whilst maintaining a strong community presence. This will be advertised through social media using the hashtag, which will increase awareness broadly.



## Student Lock-in

The Student lock-in, is an established company collaborating with shopping centres around the UK. The event entails a late night shopping experience (7pm-11pm) dedicated to students to exclusive discounts at key retailers. The event has already been featured in competing shopping centres such as Trinity Leeds, and MeadowHall. Bradford is home to a number of higher education institutions meaning the event will strongly appeal to those in the city and surrounding areas. Due to the student audience advertisement will be broadcasted on social media and educational establishments as well as The Broadway.

■ Meadowhall, October 2012 - over 18,000 turn out, 20% uplift in footfall, over £600,000 in sales



## Broadway Bright Night

The event is an incentive to get The Broadway involved with the local government and become a part of the art community. The Broadway Bright Night will showcase the work of the local professional artist as well as amateurs in a series of light installations. The idea behind this campaign is to deepen the relationship with the local authority while being a host to the most talented in the area and surrounding. The event will be appealing to all key target audiences, inspired by Leeds light night, will be a family friendly event which is inclusive of all communities within the diverse Bradford area. As a community centered event the night will be sure to attract all local press and should be advertised across all platforms around both Bradford and The Broadway.

■ Leeds 2014 – over 50,000 people came to the city centre



## 4. Timeline



## 5. BUDGET

| Event                 | Considerations                                                        | Cost           |
|-----------------------|-----------------------------------------------------------------------|----------------|
| Fashion Show          | Models, hair/makeup artist, DJ, runway, lighting, blogger appearances | £10,500        |
| 6-week follow up      | Individual PR initiatives                                             | £1,000         |
| #OneCommunity         | Photographer, props, photographer                                     | £5,000         |
| Yorkshire's Own       | Promotional costs, security, equipment                                | £500           |
| Student Lock-in       | Precise costs confidential but dependent on size                      |                |
| Bradford Bright Night | 3D Projector hiring fee, lighting                                     | £4,500         |
|                       |                                                                       | Total: £21,500 |

*Pink PR believe in community driven centred around public engagement to promote The Broadway as part of Bradford's community. The above budget is an approximation of what our client, Grayling, should expect.*



## 6. CONCLUSION

After analysing Grayling's brief and objectives for The Broadway Pink PR have devised a bespoke communications plan targeting each of key audiences, while identifying current and foreseeable issues. The campaigns can be easily measured against the organisation's objectives in the ways: monitoring coverage, footfall, sales and social media statistics. The innovation creations have been tactfully crafted to be cautious of the considerations discovered and discussed within Pink PR's research. The timeline has been scheduled specifically with events placed at the most ideal times suited towards the targeted demographics. However, Pink PR strongly believe that each event will be successful throughout the year.

## Appendix:

### 1. SWOT Analysis:

| Strengths                                              | Weaknesses                                                 | Opportunities                                                                              | Threats                                                        |
|--------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Good mix of independent traders and national multiples | Lack of development on the Broadway site                   | Ongoing redevelopment of other parts of the city centre, for example the City Park scheme. | Lack of development of the Broadway site                       |
| Historic city centre with distinctive architecture     | High level of vacancies, many of which are of poor quality | Development of niche and specialist businesses                                             | Lack of appropriate retail outlets for prospective retailers;  |
| Good transport links by public transport and road.     | Lack of suitable retail premises for perspective traders   | New office development                                                                     | Continued growth of competing centres and out-of-centre retail |

|                                                          |                                     |                                                                                               |                                                |
|----------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------|
|                                                          |                                     |                                                                                               | destinations                                   |
| Regional significant centre with strong civic function   | Poor perception of the city centre  | Continued growth of the city's educational institutions; and Town Centre Management Framework | Increased proliferation of discount retailers. |
| Culturally diverse centre with many specialist retailers | Limited convenience provision       |                                                                                               |                                                |
| Good leisure service offer in the wider city centre      | Lack of high quality retail traders |                                                                                               |                                                |
| Affordable rents and flexible terms of retail outlets.   |                                     |                                                                                               |                                                |

## 2. Competitor Analysis

### MEADOWHALL (Sheffield):

#### Facebook

- 79,283 likes on Facebook
- 584,715 people have 'been here' (checked in)
- 4.2 out of 5 star rating
- 10,525 reviews, found in the rating section.

#### Key points

- Header photo is the first thing you see, the photo is reflecting the new spring fashion at Meadowhall. Compared to Broadway, which doesn't have their shopping centre title or anything to do with the centre.
- Meadowhall also has a tab link right at the top of the page, which features an 'about page', 'new arrivals', 'photos' and more, which Broadway lack. This tool allows easy access to what the user is looking for, without having to search too hard. The 'new arrivals' tab would be ideal for Broadway, especially as the centre is planning to introduce new shops and events.

#### Twitter

- 22,900 followers on Twitter
- 1,725 photos and videos shared surrounding Meadow Hall and shops

#### Key points

- They create online traffic to their twitter by creating hashtags, which would direct a user to their twitter page
- They tweet how to win prizes around certain events (ie. mothers day) if the user follows them and retweets their tweet or image
- They post about live events that are happening within their shopping centre, for example book signings.
- They reply to customers regularly in regards to issues or queries, even if this leads them to an alternative contact method. (ie, responding with phone number

### TRINITY (Leeds):

#### Facebook

- 130,807 likes on Facebook
- 103,448 people have 'been here' (checked in)
- 4.1 out of 5 star rating
- 5,072 reviews, found in the rating section.

#### Key points

- The page seems to hold a number of competitions throughout the month (mainly a food establishments).
- Enjoyable videos are features on Facebook
- Accepts artistic submissions from the public and shares them online
- Engages with publications, such as Yorkshire Post, on topics relevant to Leeds as a city. E.g. article from Yorkshire Post titled Leeds Names Best Big City in England to Live in.

#### Twitter

- 9,441 tweets
- 43,000 followers
- 1'725 photos and videos shared surrounding Meadow Hall and shops

### Key points

- They retweet and engage with both retailers and the public
- Mostly holds retweets of competitioners from their restaurants
- Creates links with wider west riding of Yorkshire community by retweet articles about the entire county

## **THE BROADWAY (Bradford):**

### Facebook

- 24, 280 likes on Facebook
- 12,929 people have 'been here' (checked in)
- 3.9 out of 5 star rating
- 449 reviews, found in the rating section.

### Key points

- Profile picture clearly demonstrates the brand logo/ identity
- Cover photo demonstrates 'Celebrate Mother's Day' and includes date - however, it does not showcase mother's day promo's at the broadway or entice prospective customers.
- About page provides clear information such as contact details, links to website etc. However, it lacks engagement and information customers or local residents may be interested in, such as the type of shops available etc.
- Social posts provide information such as shop discounts, which may entice prospective customers to shop at those particular shops – However, it doesn't attract customers to The Broadway. Posts should be including information regarding promotions and events to attract people to the shopping centre, and should include information of interest for local residents to assure them that The Broadway is a positive investment, and aids positive economic growth within Bradford.

### Twitter

- 655 tweets
- 2425 followers
- 225 photos and videos shared surrounding Meadow Hall and shops

### Key points

- They create online traffic to their twitter by creating hashtags, which would direct a user to their twitter page
- Profile image and Cover photo coincide with other social platforms such as Facebook which provides a brand identity and legitimacy for prospective customers. However, a more engaging cover photo with reference to The Broadway would be more beneficial.
- Ratio of followers to following is very good – highlights that The Broadway is legitimate and has a high influence – generating more impressions and reaching a wider target audience.
- Location and direct link to website is displayed - however, a description is not - it is advised that descriptions should be included. For example, this would be a good area for opening times.
- Tweets are regular which means that The Broadway are creating relationships by engaging with their customers on a regular basis. Good use of engaging campaigns such as 'Mum Memory'.
- The content of the tweets are good - providing clear messages with good use of hashtags and promotional content. However, the majority of this content (as with facebook) promotes the shops as opposed to The Broadway. Additionally, some of the tweets include bitly links to the website which is good in generating traffic to their site. However, despite bitly links allowing room for more content – it is advised that companies use the domain name as bitly links can detract conversions.

### **WHITE ROSE (Leeds):**

### Facebook

- 46,961 likes on Facebook
- 223,530 people have 'been here' (checked in)
- 4.1 out of 5 star rating

- 5,246 reviews, found in the rating section.

### Key points

- Profile picture clearly demonstrates the brand logo/ identity
- Cover photo promotes the restaurants in the food court
- Posts are mainly promotions around the mall and competitions and events, attracting customers to pay a visit, they include their name in each to make sure the customer is clear about where to come to participate and take advantage
- Many interactive competitions where the customers have to engage on social media, e.g #Mothersdayselfie
- About page provides info on how to get there, opening times, it doesn't provide the list of retailers, however the link to their website where one can find such details

### Twitter

- 4,197 tweets
- 7,317 followers
- 524 photos and videos shared surrounding White Rose and shops

### Key Points

- They create online traffic to their twitter by creating hashtags, which would direct a user to their twitter page
- They tweet how to win prizes around certain events (ie. Mothers day) if the user follows them and retweet their tweet or image
- They post about live events that are happening within their shopping centre, for example book signings.
- They reply to customers regularly in regards to issues or queries, even if this leads them to an alternative contact method. (ie, responding with phone number)



### 3. Media List

| Publication             | Type      | Contact                  |
|-------------------------|-----------|--------------------------|
| BCB Radio               | Radio     | Newsdesk<br>01274 771677 |
| The Telegraph and Argus | Newspaper | Newsdesk<br>01274 705292 |
| Ilkley Gazette          | Newspaper | Newsdesk<br>01943 607022 |
| Keighley News           | Newspaper | Newsdesk                 |

|                        |        |                                                                               |
|------------------------|--------|-------------------------------------------------------------------------------|
|                        |        | keighley.editorial@nqyne.co.uk                                                |
| Excellence Magazine    | Online | Newsdesk<br>01937 581 400<br>info@excellemagazine.co.uk                       |
| Leeds City Magazine    | Online | Newsdesk paul@webmediadesign.co.uk                                            |
| Living North           | Online | Janet Blair, Editor<br>janet.blair@livingnorth.com                            |
| North Leeds Life       | Online | Carole Carey-Campbell, Editor<br>0113 293 4303<br>carole@northleedslife.co.uk |
| On: Yorkshire Magazine | Online | Matt Callard, Editor<br>editor@on-magazine.co.uk                              |
| Radio Aire             | Radio  | Newsdesk/Reception                                                            |

|                         |           |                                                                              |
|-------------------------|-----------|------------------------------------------------------------------------------|
|                         |           | 0113 283 5500                                                                |
| Yorkshire Life          | Online    | Esther Leach, Editor<br><br>07703 201491<br>esther.leach@yorkshirelife.co.uk |
| Yorkshire Living        | Online    | Francine Clee, Editor<br><br>francine.clee@livingnortheast.co.uk             |
| Yorkshire Post          | Newspaper | Newsdesk<br><br>0113 243 2701<br>yp.newsdesk@ypn.co.uk                       |
| Yorkshire Reporter, The | Online    | Newsdesk<br><br>0113 2735000<br>newsdesk.lds@yorkshirereporter.co.uk         |
| Yorkshire Times, The    | Online    | Newsdesk<br><br>01756 688125                                                 |

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