

INFORMATION ABOUT LONDON & PARTNERS' CURRENT PLANS FOR 2015-16

London & Partners published its three-year corporate strategy in 2014 which can be reviewed [here](#). The business plan for 2015-16, which is currently being developed with the GLA and our other funding partners, and which has not yet been seen by our board, will continue the momentum set out in the strategy. The plan's aim will be to attract jobs and growth to London now, while building London's reputation for the future. (This year, we are on track to attract and support 7,186 jobs, contributing £246 million additional GVA, while inspiring more than 15,000 media articles, worth £35 million (advertising value equivalent). The return on the GLA grant is expected, therefore, to be 21:1.)

In this summary, we highlight the key activities within the company's major areas of work that we intend to undertake during 2015-16

Building London's Reputation

London & Partners' ambition is to strengthen London's international reputation as a cultural centre and a leading destination for life sciences and high technologies, so that more visitors, students and businesses will choose London in future years. We plan to deliver a range of marketing-led activations, supported by PR campaigns, which broaden and deepen our target audiences' awareness of London's strengths. For the cultural sector, we will repeat 2014's pilot of an "Autumn Cultural Season" which showcased major cultural institutions' paid-for exhibitions. We will also work closely to support the GLA's cultural tourism strategy. The company will promote London's considerable strengths in the life sciences sector, which is currently receiving significant public investment. We will support the MedCity initiative by showcasing the Greater South East's life sciences sector's strengths internationally and, thereby, attracting more overseas investment. We will use this year's London Technology Week, which we co-created last year, as the most high profile opportunity to showcase London's technology and creative industries. London Technology Week in 2014 drew more than 40,000 visitors to events across the city. We will build on this success in 2015 by attracting more internationally renowned speakers and delivering more media platforms.

Leisure tourism

We promote London as a leisure tourism destination through marketing-led campaigns, PR activities and "always on" digital and social channels. The company runs www.visitlondon.com, the leading tourism website for London, which receives 28 million unique visitors a year. This year we intend to focus most of our activities on London's largest markets, based on volume and value (the US, France and other near European countries and the rest of the UK). In this way, our limited resources will attract the largest number of jobs and growth for the Capital. We will focus these resources on high impact, marketing activations in our target markets, for example, evolving the "Guest of Honour" campaign which we launched this autumn and which, to date, has resulted in 6.5m views of the promotional video, 10,000 competition entries and over 1,000 press articles. We will also grow the number of UK "city break" visitors, encouraging them to stay longer, as well as building partnerships with other UK destination marketing companies to offer first time visitors to Britain varied holiday offers which include experiences outside the Capital. Finally, we will support Visit Britain's efforts to reach out to travel agents and tour operators in fast growing tourism source markets, such as China.

International Students

London & Partners works to promote the breadth and depth of London's higher educational offer overseas and provides a one-stop-shop for prospective international students through the websites www.studylondon.ac.uk and www.london.cn. This year, we intend to deliver

marketing activations with the higher education institutions which make up the London Universities International Partnership. We will also collaborate with leading universities and the MedCity initiative to promote life sciences related education, research and business cluster offerings. We will focus our media efforts around US student opportunities and the entrepreneurial success of Indian students and alumni.

Conventions and Meetings

London & Partners attracts international meetings, congresses, corporate and other events. Our work includes targeting and bidding for large events, as well as providing a comprehensive service for event planners. In 2014 we have been particularly successful in attracting major medical conventions including the European League of Rheumatism that will meet in London with 16,000 delegates in 2016. This year we intend to focus our activities on the USA and Scandinavia/Northern Europe. We will target more life sciences and tech-related events as well as participate, with London partners, in trade shows in the UK and overseas. In addition, we will build London's reputation as a world-leading events destination and London & Partners' reputation as the 'go to' organisation for events' organisers and stakeholders.

Major Events

London & Partners supports the GLA to attract international major events which would not otherwise come to London, including six new events for the Queen Elizabeth Olympic Park. We also help to aggregate and develop existing events to make them more successful and attractive to international tourists including creating the flagship cycling event Prudential RideLondon in partnership with Transport for London and the GLA. This year, we intend to work with the GLA to create and deliver a new consumer-facing light festival, to attract more international visitors to London during the winter period. We will also try to leverage greater economic value from existing, planned events, including through relationships with event sponsors. In addition we will help organisations to create consumer-facing activities during London Technology Week and we will leverage the 2015 Rugby World Cup to attract destination-led media coverage in our target overseas tourism markets.

International Trade, Foreign Direct Investment and Regeneration

London & Partners attracts foreign direct investment and helps London businesses to win export contracts. In addition, we help to strengthen London's economic reputation by communicating the Capital's business propositions to potential investors and to authorities on global competitiveness. Notable investment projects won in 2014 include Pfizer and Takeda both establishing R&D functions in London. Working closely with UK Trade & Investment and our London network of commercial partners, we intend to focus our resources on attracting higher profile and value investments, including proactively targeting international and European headquarters functions, in line with the LEP Economic Development Plan. Working with the GLA/LEP, we will develop a strategy to deliver an increase in exports by helping London-based businesses to win export contracts through more joined-up trade and investment activities and overseas trade missions. We intend to target our activities on companies that will generate the highest economic value (including technology, media and telecommunications; financial, professional and business services; and life sciences). Our priority markets will be the USA, China and India, where we have international representation. London & Partners supports the GLA to aggregate and promote London-wide regeneration and development projects to potential overseas developers and investors. This year, we will continue our work with property agents and partners to compile and promote a London-wide portfolio of regeneration opportunities.

Income Generating Activities

Our strategy is to achieve parity between our GLA grant and non-GLA income by 2017. We are planning a number of activities to achieve this goal, include operating the top level internet

domain, Dot London; increasing revenue from digital channels (including visitlondon.com); building new commercial ventures, including from premium dot London domains; growing our commercial partnership programme; and generating income from our London offices (studio, boardroom and Traveltech Lab shared workspace).

Company Operations

Our company's operations team provides the environment, systems, tools, development opportunities and knowledge for staff to achieve their best, both individually and collectively, as well supporting the board and executive team and GLA with reporting the impact and effectiveness of our activities. Next year, the team plans to focus efforts on driving greater efficiencies from our systems (CRM, intranet, Office 365); improving the company's position in the Times "Best 100 Companies to Work For" survey; agreeing more shared services; and evolving our economic evaluation methodologies, so that they remain "best in class" and stakeholders have full confidence that we deliver good value for money.

KPIs and budgets

We do not yet have a grant agreement, nor have we agreed KPIs, with the GLA and our board. We have, therefore, annexed information below about last year's grant and what we promised to deliver in exchange. We would expect this year's grant agreement to be similar. Every year, since our creation, we have achieved or exceeded our jobs and growth KPIs, as well as delivering more with less and leveraging greater private sector funding.

Annex: Funding and Outputs for 2014-15

GLA grant funding: £11.6m

Outputs: This grant has been used for promotional activities, which will attract:

- Leisure tourists - supporting 1785 jobs and adding £100m GVA to the London economy
- Overseas students - supporting 320 jobs and adding £18m GVA to the London economy
- Meetings and congresses - supporting 450 jobs and adding £25m GVA to the London economy
- Major events - supporting 260 jobs and adding £18m GVA to the London economy
- Foreign direct investment - creating 4300 new jobs and adding £85m GVA to the London economy

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