

LONDON™ & PARTNERS

STRATEGY 2014-2017



LONDON™
& PARTNERS



London & Partners is the official promotional organisation for London. We are a not-for-profit public private partnership, funded by the Mayor of London and our network of commercial partners.

It is our privilege to promote London around the world, working in partnership with the Greater London Authority (GLA), UK Trade & Investment (UKTI), VisitBritain and other destination marketing organisations, the London boroughs and many other key stakeholders, as well as our 1,000-plus private sector partners.



We promote London and attract overseas companies, events, students and visitors to the capital, in order to build London's reputation and create additional jobs and economic growth for the city.

London & Partners

- influences the investment decisions of global companies, persuading them to set up and grow their business in London
- helps to secure business events and major sporting and cultural events, and supports the organisers to ensure these events are a success
- promotes London to international leisure visitors and provides information to help them discover the city
- positions London as the best place for higher education and encourages overseas students to study in the capital



Mayor of London



I am delighted to introduce you to London & Partners' strategy for 2014-2017, which will continue to shape the way London is seen across the world.

The 2012 Olympic and Paralympic Games shone a spotlight on London's unique culture, heritage and spirit, reminding a global audience of 3.6 billion people why London is the greatest city in the world. Since the closing ceremony we have seen a surge in visitor numbers and billions of pounds of international investment arrive in London - from the Queen Elizabeth Olympic Park, to the Royal Docks, to Battersea, Croydon and beyond.

From this springboard, we must seize the opportunity to show the world what is next for London – and why they should be a part of it. We want London to be the city that people the world over aspire to visit, study and work in.

London & Partners is working tirelessly to tell this story, further strengthening London's excellent reputation and delivering valuable jobs and growth for our great city. Working with the Greater London Authority and with many other committed organisations, London & Partners will help the capital scale new heights; a collective effort to create 200,000 jobs by 2016, attract over 18 million international visitors and 125,000 international students by 2017, as well as secure billions of pounds of investment in new infrastructure and development projects. It is a prize worth striving for and I urge you to work hand in glove with London & Partners to achieve it.

Boris Johnson
Mayor of London

This document sets out our refreshed strategy for the period 2014-2017. It should be read in conjunction with our annual business plan, which sets out detailed plans including specific activities and milestones for each year.

Before writing this strategy, we listened to our stakeholders and funders. You told us that we are delivering value for London in the form of jobs and growth, but that alongside this we need to deliver high impact activities to build London's reputation. You told us that the way we can have most impact is by focussing scarce resources on the few most valuable markets, sectors and activities. And you told us that it is right for us to promote London as a business, study and visitor destination, but

that to do full justice to this ambitious remit we need to scale up.

As a result, we are going to re-focus and prioritise over the next period. We will dedicate more time and resource to building London's reputation in three critical areas; as a cultural powerhouse, as a world-leading centre for tech, and as a rapidly growing hub for life sciences. Our role here is about galvanising, connecting and amplifying the fantastic content which already exists in London.

We will target our sales and promotional activities more rigorously so we can scale up our activity in the most valuable markets. And we will focus on scaling up through developing a number of strategic partnerships and new commercial income streams, notably through operating the new top level domain for London.

Thank you for your support and we look forward to collaborating with you to achieve great things for London over the coming years.



Our purpose

Deliver jobs and growth for London by attracting investment and visitors today and building London's reputation for tomorrow.



Our mission

To tell London's story brilliantly.





Our achievements

a strong platform to build from

We are proud of our achievements over the last three years since coming together as London & Partners. The progress we've made gives us confidence that we can achieve our ambitious plans and deliver even more value to London over the next period. Overleaf are a few highlights from our first three years.

Capitalising on the Olympics to showcase London to the world

- Hosting 200 overseas business leaders during the Olympics and Paralympics to encourage them to expand into London
- Running the London Media Centre, providing a physical base and online resources for 8,000 journalists from 102 countries
- Delivering the *Limited Edition London* marketing campaign to attract visitors in the traditionally quiet pre-Olympic period, and *London – Now See It For Yourself* to convert viewers into visitors post-Games

Securing high profile congresses and creating new major events

- Working in partnership to bring in large and prestigious conventions such as the European Society of Cardiology Congress 2015
- Creating the new flagship cycling event Prudential RideLondon in partnership with Transport for London and the GLA

Promoting London as the best place for business

- Supporting successful Mayoral trade missions to India, the Gulf and Greater China
- Building long term relationships with foreign investors including ABP, resulting in a significant investment in the Royal Docks

Building creative and successful partnerships

- Developing a new partnership model with 16 universities across London to promote London's collective strength as a higher education destination
- Collaborating with hit Chinese TV show Happy Camp by inviting presenters to film the best of London and develop a showcase for the city subsequently broadcast to an audience of 65 million

Successfully establishing a new and innovative business model

- By combining the remits of Visit London, Think London and Study London, we have established a new model for promoting the city under a single banner
- Between the financial years 2011/12 and 2013/14 we increased our commercial income by 31%, reducing our call on the taxpayer
- We receive strong support from our commercial partners, of whom there are now over 1,000

Delivering significant economic value for London

- We have developed a rigorous methodology for tracking the impact of our activities, based on extensive surveys with all of our audiences
- In 2012-13 we surpassed all previous targets by generating £257 million GVA for London with an ROI of 13-1.

£257m

GVA for London with an ROI of 13-1





Our staff, our status as London's official promotional organisation, our partnerships and our digital assets are four significant strengths which will underpin our work over the next period.

Our assets

Status as London's official promotional organisation

- The Mayor of London is one of the few internationally recognised mayors in the world and is a powerful advocate for the city
- We have a unique position in our capacity as London's official promotional organisation, giving us the authority to represent the capital around the world

Our staff and overseas offices

- Our staff combine a passion for London with deep sector knowledge and an excellent understanding of key international markets
- Our overseas staff are based in key strategic locations (Beijing, Shanghai, Mumbai, New York and San Francisco) and their excellent local knowledge and connections are instrumental in identifying new leads and opportunities

Our long standing partnerships

- We have extensive networks and a number of strong partnerships across the public and private sectors in London and beyond

Digital assets

- Our website visitlondon.com is a huge asset and has a global reach, attracting 25 million visitors in 2012-13 and generating £1 million in commercial revenue
- Our website studylondon.ac.uk is a similarly strong asset, visited by over a million prospective international students last year
- With the endorsement of the Mayor's office we have also secured a 10-year licence to operate the new top-level domain for London (.london) through a subsidiary company Dot London Domains Limited (DLD)

Our strategic objectives

1

Create additional jobs and growth for London by convincing visitors, students and businesses to come to London now

2

Strengthen London's reputation so more visitors, students and businesses choose London in the future

3

Secure support and active engagement from institutions, businesses and high profile individuals with an interest in London

4

Establish London & Partners as a world leading promotional organisation

Targets

1

Add £850 million GVA to London's economy

2

Create 14,000 new jobs in London

3

Achieve positive international and national coverage with an Advertising Value Equivalent of £135 million

4

Successfully activate 150 partnerships with organisations and individuals to promote London, particularly in the areas of culture, life sciences and technology

5

Achieve parity between our public sector grant and private sector investment (including private sector benefits in kind)

6

Secure London & Partners' entry to the Sunday Times 100 Best companies ranking

Our annual targets will be set in each year's business plan.

How we will deliver



1

Create additional jobs and growth for London by convincing visitors, students and businesses to come to London now

We will ensure that our sales and promotional activity to attract visitors, students and businesses is rigorously targeted so we deliver as many jobs and as much growth as possible for London.

To help us do so we will categorise our markets as priority, opportunity or monitor. These markets may be different for visitors, students and businesses although the US will feature as a priority market across London & Partners as a whole.

Priority markets

The largest and most valuable markets, providing the bulk of London's visitors, investors and students and in which we can achieve the best return on investment. We will allocate approximately 80% of our spend on proactive, discretionary activities to the few priority markets in each business line.

Opportunity markets

These are significant markets in which there is clear growth and there is potential to increase London's market share. In these markets we will look for cost effective ways to deliver promotional activity – for instance, spikes in messaging and calls to action around Mayoral visits. We will allocate approximately 20% of spend on discretionary activities to these markets.

Monitor markets

These are relatively small markets for London, which have future potential but currently offer a low return on investment. Given our limited resources and the need to prioritise the large valuable markets as described above, we will not make a proactive investment in these markets but will keep a watching brief so we can anticipate if and when they should become an opportunity market. In the meantime we will work in an agile way to take advantage of particular opportunities if they arise.

We will focus on the most valuable segments within these markets, including a particular emphasis over the next period on high net worth individuals. London is very well positioned to meet the needs of this group, which include demand for premium shopping, cultural

and entertainment experiences, investment and real estate opportunities, wealth management services and high quality education. We will promote a holistic offer to this valuable group under London's trusted brand, initially focussing on China.



Leisure tourism

We will focus on delivering three complementary areas of work; 'always on' digital marketing activity including our flagship website visitlondon.com and social platforms; high impact international consumer marketing campaigns; and travel trade engagement

'Always on' digital activity

Over the next period we will focus on increasing the reach and impact of our digital activities both in English and key foreign languages. Our site visitlondon.com will be optimised to ensure we provide the best possible customer experience. During 2013-14 our French, German, Italian and Spanish websites were completely rebuilt and our website in simplified Chinese, london.cn, was launched by the Mayor of London in Beijing. We will optimise and grow the reach of all of our websites, enhance our supporting e-commerce activities and launch new channels such as enhanced mobile experiences, dedicated social media activity and blogs in foreign languages.

The aim is to interact with visitors at each stage of their trip, from the initial decision about which destination to choose, to the trip itself and once returned home. Our ambition is to encourage visitors to act as ambassadors for London by contributing to a user-generated content showcase.

International consumer marketing

During 2013-14 we pushed London content to audiences via influential bloggers and social media stars. We will continue to develop this outreach activity and build on the huge opportunity to reach and influence large audiences in

different ways. In late 2013 we launched *The London Story*, a campaign designed to highlight what Londoners and celebrities love about their city, and to build on London's strong post-Olympic reputation as a welcoming and rewarding place to visit. We will look for opportunities to build on this campaign based on an assessment of the impact achieved in each market and with different audience segments.

Travel trade engagement

We employ a tiered approach to travel trade engagement, which is an essential complement to our consumer marketing activity. Over the next period we will continue to optimise our travel trade activities, focussing particularly on the top operators in our priority markets. In these markets, travel trade support is provided alongside our tactical and 'always on' activity to ensure trade operators have a deep understanding of the London offer and are able to sell London effectively to their customers. Our activities will include attendance at key trade shows and sales missions, coordinating familiarisation trips, maintaining the trade website, providing high quality content in the form of guides and e-newsletters and the Brit Agent London module. We will also engage with the travel trade in a lighter touch way in selected emerging markets where we do not market direct to consumers.



Business tourism and major events

There are three main strands to our delivery over the next period; running an effective convention bureau with an emphasis on securing large scale conventions and meetings; supporting and promoting major sporting events happening across the capital; and identifying opportunities to work with consumer and cultural events to extend their reach and impact.

Convention bureau

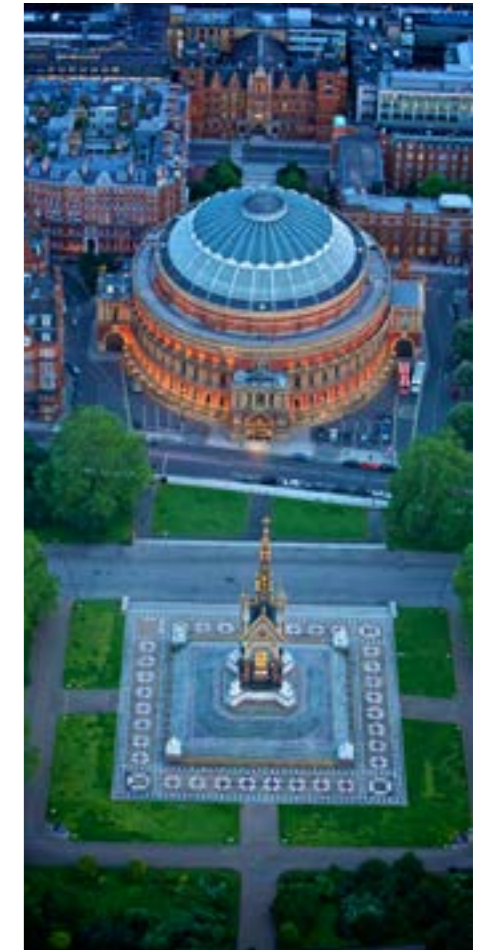
We will continue to run London's official convention bureau for congresses, meetings and events. Over the past year we have changed the way we work to target larger scale conventions and corporate meetings that are contestable and have not already taken a location decision; this will underpin our approach over the next period. In particular, we will attract and support large events in the technology, life sciences and creative industries, while continuing to build London's reputation as a leading centre for these sectors. We will also attract more incentive and high end group travel.

Sporting events

We have helped to secure a very healthy pipeline of international sporting events for London to 2019, including the European Swimming Championships in 2016 and the World Athletics Championships in 2017. We will ensure that when these events occur they are promoted as effectively as possible to showcase London around the world.

Consumer and cultural events

With this strong pipeline of international sporting events in place, we will focus on how we can best support and promote London's consumer and cultural events. Our approach will be to look for opportunities to aggregate, add to and amplify existing events to help attract greater and more international audiences. We will work closely with the GLA's cultural team in support of their work with the London Design Festival, London Film Festival and others.



Higher education

Our focus will be on three major areas.

Firstly, we will continue to refresh and optimise our digital channels including **study.ac.uk** and our new website **london.cn**. Secondly, we will focus on working in partnership with key stakeholders to extend our reach, in particular with the London Universities International Partnership. Finally, we will target international schools and other important feeder routes which are a key route to market



Our work in attracting students to London through digital channels is extremely effective with **studylondon.ac.uk** attracting over one million prospective international students a year. We will continue to extend the scope of the content on the website, while referring clean leads to listed universities. Social media channels are a very important route to market and we will continue to extend our reach both in English via Facebook, Twitter and LinkedIn and in Chinese via social media channels Sina weibo and Renren.

China, India and the USA are likely to remain the priority markets where we will focus activity, primarily in partnership with key

stakeholders such as the London Universities International Partnership. We will promote London's unique educational offer in these markets through a combination of online activity (for instance via our newly launched Chinese language site **london.cn**) and running events targeted at education agents and key influencers.

In recognition that universities are not stand-alone institutions but have important feeder routes through English language providers and overseas international schools, we will also assess how we can leverage these channels to reach prospective international students.





International Business Development

There will be three main strands to our work over the next period; attracting FDI from foreign-owned business that creates jobs and growth in the London economy; encouraging foreign-owned entities to invest in regeneration and development projects which support the Mayor's Vision 2020; and matching business opportunities in overseas markets with London-based companies, as part of the Mayor's Export Programme.

FDI

Our focus is on identifying and winning high value contestable investment projects from priority markets such as the USA, India, China and Germany. To do so we will continue to work closely with UKTI, our private sector partners and other intermediaries. In particular we will attract European Headquarters, and investments in the technology, life sciences and creative sectors to help secure London's reputation as a world leading centre for these industries. Part of our work will be proactively targeting high profile businesses which do not currently have a presence in the UK; bringing in these businesses is important to reinforce the capital's reputation as a world leading centre for business. As well as targeting new investors we will also work in partnership with UKTI to support existing investors to help them grow and prosper.

Vision 2020 and Capital Investment

An essential element of the delivery of the Mayor's Vision 2020 is the attraction of additional developers and institutional investors to accelerate investment into regeneration and development projects across London and, in

particular, into 33 Opportunity Areas. We are building a property and infrastructure team, strengthened by industry secondees, to lead this work. In close collaboration with the Regeneration, Development, Land and Planning Teams of the GLA, the London Boroughs and London developers, we are providing aggregated information about opportunities, while building confidence about government policies. We will focus primarily on attracting investment from Asia and the Middle East. Overseas visits by the Mayor and Deputy Mayors will be a key element of our marketing strategy. This work will play a vital role in securing the long term economic legacy from the London 2012 Olympic and Paralympic Games.

Mayor's Export Programme

We are heavily involved in winning business for London and UK companies through our role in managing the business delegations that accompany the Mayor on his overseas visits and through our commercial partner programme where our referrals to London businesses are worth millions of pounds in fees. We will play a full supporting role as the GLA develops the strategy for the Mayor's Export Programme.

2 Strengthen London's reputation so more visitors, students and businesses choose London in the future

We recognise that there is a limit to what we can achieve through our own activities and that to deliver a step change in London's reputation it is crucial to work in partnership. Our role is to identify opportunities to galvanise, aggregate and amplify fantastic London content so that it achieves real cut through on the international stage.

Over the next period we have chosen to focus particularly on three key themes to build London's reputation.



Culture

Research shows that culture is one of the main reasons why visitors choose to come to London. We also know that a city which is perceived as having a thriving cultural offer is more attractive to prospective students and investors. The leading cultural institutions and attractions have indicated their enthusiasm for London & Partners to take a leadership role in driving collaboration across this sector and to help market the collective offer internationally. We are therefore developing a Cultural Promotional Board to bring together leading institutions and attractions which manage and promote London's fantastic heritage and cultural offering, with a view to collaborating on a high impact cultural showcase and pan-London exhibition.

Technology

The second area is technology. While London has long been recognised as a world leader in financial and professional services, it is not as well known for its strengths in other sectors. Tech is a rapidly growing sector in London and there is an opportunity to showcase this fact internationally to harness further investment and attract additional talent. London & Partners is taking on responsibility for the promotion of Tech City in London, and will expand the scope of this to incorporate the varied tech clusters which have developed across

London. London & Partners will also establish and host a new tech incubator focussing on the travel and tourism sector. The incubator will support London's reputation as a hub for new convergent technology and enable businesses in this sector to adopt innovative new technology to enhance their product offer. We are unusually well placed to host and support such an incubator due to our broad partner network and connections with this industry.

Life sciences

The third area is life sciences. Again, this represents an opportunity to demonstrate the diversity of London's economy and to attract and grow businesses and talent. There is significant public sector investment being made to support and develop this sector in London, offering an opportunity to create real momentum and attract additional private sector investment, building on London's world class research and healthcare. London & Partners will play an active role in supporting the development of MedCity, which is being created to open the door to London's and the Greater South East's biomedical research capability.

3

Secure support and active engagement from institutions, businesses and high profile individuals with an interest in London

Partnership and collaboration will be central to how we work over the next period. We want to engage more closely with the organisations and individuals who share our goals for promoting London and driving the city's growth. We recognise that our impact can be far greater through working in this way and we are committed to being agile, proactive and productive partners.



Strengthening our key partnerships

The promotion of London is closely intertwined with the promotion of the UK, with London playing a crucial role in attracting overseas visitors and investors. The capital accounted for 54% of the tourism spend in the UK in 2012 and 48% of capital expenditure on foreign direct investment projects. London & Partners will continue to champion the importance of London as the UK's flagship international brand and the need for London messaging to play a prominent role in the overseas promotion of the UK.

We want to build on this strength for the good of both London and the UK, through working in close partnership with the national Tourist Boards and with UKTI. We have signed a Memorandum of Understanding (MoU) with UKTI to enable the efficient delivery of FDI and capital investment into London which is a strong base to build from. We are now finalising an MoU with VisitBritain which will set out how we will collaborate to attract more visitors to both London and the rest of the UK

High profile political and civic leaders

Our status as London's official promotional organisation and our close links with the Mayor are one of our strongest assets. Working with the Mayor and other high profile civic leaders such as the Lord Mayor of London is

an invaluable way to promote London internationally and we will continue to look for opportunities to collaborate, particularly on overseas trade missions and in generating high impact media coverage.

Encouraging high profile Londoners to be ambassadors for the city

We have already started to work with celebrities and high profile individuals who can speak on behalf of London. We will build on this work, with a particular focus on identifying and working with ambassadors for London's culture, life sciences and tech offers.

Building brand partnerships

From Harrods to Imperial College and Wembley to Wimbledon, there are many celebrated brands in London which enjoy worldwide recognition. We will work with brands such as these to further strengthen London's reputation.

We are also now an active partner of the GREAT campaign showcasing the best of Britain internationally. The London is GREAT branding is used where it is appropriate for London messaging to lead, for instance on Mayoral trips.

4

Establish London & Partners as a world leading promotional organisation

The competition for visitors, students and foreign direct investment is becoming increasingly intense. More countries, regions and cities are working to secure an increase in their share of these valuable markets, with promotional agencies spearheading these efforts. London & Partners will continue to adapt and innovate to ensure we are a world leading promotional organisation, underpinned by significant and stable income streams. We are also committed to achieving excellence as an employer through supporting and empowering our staff to deliver.



Developing our culture

London & Partners is still a relatively young organisation, having been established in April 2011. We have made significant progress in establishing a strong corporate identity centred on our four values; ambition, collaboration, creativity and high performance. We still need to work hard to make sure we are sharing knowledge as effectively as possible across the organisation and that we are rigorously audience-led, and these will be priorities over the next period.

We will also focus on providing excellent, targeted development opportunities for staff so they are confident and empowered in their roles, and on celebrating success in line with our values. This will ensure London & Partners is recognised both internally and externally as an excellent place to work. We have set ourselves the target of achieving entry to The Sunday Times 100 Best Companies – a clear indication of an engaged and aligned workforce.

Developing new commercial income streams

We know that to operate as effectively as possible we need to scale up, and that to do so we need to develop additional commercial income streams. We are scoping out a range of opportunities over the next period, including strategic partnerships and sponsorship deals with selected private sector companies. Our licence to operate

the new top level domain for London also offers significant commercial opportunities over the next period and we are actively engaging with businesses across London in advance of the launch which is anticipated in early 2014.

Seeking out best practice

We will actively seek out best practice and collaborate with leading organisations wherever possible. This includes engaging with leading promotional companies from around the world, both to learn from their experience and to identify opportunities to collaborate. A good example of this is our recent agreement with NYC & Co to share marketing and digital best practice and to exchange media advertising space.

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