

An aerial photograph of the London skyline at sunset. The sky is filled with dramatic, dark clouds, with a warm orange and yellow glow from the setting sun on the horizon. The city's architecture is a mix of modern glass skyscrapers and older stone buildings. The River Thames is visible on the right side of the image. The overall scene is a panoramic view of the city from a high vantage point.

# London & Partners' Strategy 2018-2021

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# Mission and remit

**We exist to support the Mayor's priorities by promoting London internationally as a leading world city in which to invest, work, study and visit. We tell London's story brilliantly to an international audience in partnership with organisations and people who have a stake in London's promotion.**

London & Partners is the Mayor of London's official promotional agency. We are a not-for-profit public-private partnership, funded by the Mayor of London, European and national funds, our network of partners and other commercial ventures.

Our work helps achieve 'good growth' for London and Londoners, as outlined in the Mayor's economic development strategy. We do this by focusing on:

- building London's international reputation
- attracting international audiences and convincing them to choose London
- guiding international audiences to make the most of all that London has to offer
- helping to retain and grow London's businesses

Section 1

# Executive summary

# Why we need a new strategy

London & Partners is an effective organisation with a strong track record of winning jobs and growth for London. Now, we need to make sure we are winning the jobs and growth which will benefit Londoners most, to support the Mayor's vision for the London economy.

But our work is getting harder because of increased competition, digital disruption, security issues and Brexit.

And our resources are limited, so we have to be very focused on what really makes a difference.

We can't do it alone – we need to mobilise the people and organisations who care about London's future, and partner with them to achieve much more together. And we must continue to run our own profitable ventures, making money to reinvest in our work for London.

# How Londoners will benefit

London & Partners' work will benefit Londoners by:

- **Keeping international businesses in London**, to make sure that jobs and growth stay here.
- **Growing businesses in the sectors which will create good jobs for the future.** For individuals these are jobs with good conditions, fair pay and equal opportunities to progress. For society, this could be roles to drive innovation and tackle some of London's bigger challenges, for example in health and environment.
- **Making tourism work for Londoners:** attracting tourists who will spend money on a wide range of cultural institutions and experiences so that Londoners can benefit from them too, and encouraging tourists to come at the times and to the places where they don't cause congestion.
- **Attracting international students** who support London's universities by paying fees and who can go on to work in our businesses.
- Attracting international investors to **invest in the regeneration and affordable housing projects** which are priorities for the Mayor.

Section 2

# Context

**London & Partners has  
achieved significant  
success since its inception  
in 2011**

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Our achievements to date give us confidence that we can deliver our ambitious targets



**LONDON**  
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Added

**£1.5**



**billion**

to London's economy

Created

Or secured

**48,376**  
jobs

Helped

**1,535**

overseas companies set up or expand in London

Generated

**66,700**

pieces of international media coverage

**The context in which we  
promote London has  
fundamentally changed**

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# The context in which we promote London has fundamentally changed

## **Brexit**

Uncertainty in the short-to-medium-term and potential reputational damage longer term.

## **Digital disruption**

Dramatic and accelerating changes to the way people get information, form and share opinions and make decisions.

## **Security**

The current security level and past incidents raises fears around London's safety and has implications for security of events.

## **Politics and populism**

London's values of tolerance and progress may not resonate as effectively in certain markets.

## **Global competition**

Rapidly growing competition from other cities in emerging markets and established centres, with more resources to invest in promoting their cities to attract investments and visitors.

## **Policy**

Mayoral administration has new policy goals including focus on distribution, inclusion and culture. Central Government is focussed on UK wide productivity and Brexit.

## **Supply constraints**

London faces supply constraints in key infrastructure such as aviation and accommodation, housing, and depending on the outcome of Brexit, labour/talent.

**Promoting London  
internationally has therefore  
never been more important  
to London's long-term  
success**

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# How we will respond to the changing context

London's brand is being questioned, our values are our unique selling point

Greater alignment with the Mayor's vision for London

Digital disruption and more competition make it increasingly difficult to be heard and to influence our audiences

Change and uncertainty are the 'new normal'

Brexit is increasing uncertainty to businesses and impacting on London's ability to attract talent

New focus on building and defending London's global brand, based on our values

Increased emphasis on how the growth we generate impacts London

Clear audience focus and more attention on where our work will have greatest impact

More agile to respond to changing context quickly

New focus on retention of existing international businesses, jobs and talent

Section 3

# Strategic priorities

# Good growth

“We will deliver good growth that supports the Mayor’s vision and benefits London and Londoners”

# Why good growth?

- The Mayor sets out in his Economic Development Strategy what ‘good growth’ is for London
- International audiences are hugely valuable to London, creating economic growth and therefore opportunities for Londoners
- But too many visitors can impact Londoners in less positive ways, creating congestion and acting as barriers to opportunities or everyday enjoyment.
- Good growth for us means:
  - **Growth where London has capacity**
  - **Growth in sectors where London wants to remain globally competitive, creating the quality jobs of the future**
  - **Growth that supports London’s diverse cultural offer, large or small**

# How we will deliver good growth outcomes

Our work with international audiences will deliver the following outcomes which contribute good growth for London and Londoners:

- **Retention of international business** in London
- **Growth in key sectors** supported by foreign direct investment, exports and SME business growth
- **Growth in tourism industry where there is capacity**
- **International student fees** for universities **and talent** for London businesses
- **A diverse cultural scene**, supported by increased visitor spend in a wider range of institutions
- **Regeneration and affordable housing** in specific GLA identified projects

Enabled by:

- **Building London's brand/reputation** delivered through all our work

# Brexit retention

“We will address the risks of Brexit in two clear ways – retaining jobs and retaining talent”

# Brexit

Our understanding of the current impact of Brexit (as at February 2018):

- 40% of businesses we spoke to in 2017 said they were planning changes as a result of Brexit, with 86% of these planning on doing so in the medium to long term
- Existing investors were more concerned with Brexit than those in the pipeline
- Views vary across sectors and geographic markets – e.g. unsurprisingly Brexit was a bigger issue for EMEA firms than those from other regions
- We estimate that there are around 90 international city and country agencies active in London trying to attract investment
- 54% of firms we spoke to said they would look to London & Partners for information

**This means London & Partners has the opportunity to influence businesses but time is limited and we should focus on specific businesses and issues where we can make the biggest difference.**

# Retaining businesses and talent

We will address the risks of Brexit in two ways – retaining jobs and retaining talent.

## Balance of location

- Firstly, we will aim to influence the balance of location between London and other cities in the EU as businesses take decisions based upon the likely outcomes of Brexit negotiations.

## Talent

- Secondly, we will work with partners, including the GLA, to address employers' key requirement to retain and continue to attract the best talent to London.

# Core markets

“We will focus on a smaller number of ‘core’ markets where we can use our resources to greatest effect.”

# Our five core markets

We have limited resources and need to focus them on a small number of markets in order to achieve benefits of scale. We have selected these based on a balance of mature and growing markets that will yield the biggest opportunities and where we can build on common messages that align across all of our audiences.

Our five core markets will be:

- North America
- France
- Germany
- China
- India

We will double our presence on the ground in these markets with five new offices. For the first time, we will have a presence in mainland Europe with offices in Paris and Berlin.

As a consequence we will stop proactive work outside these markets. By exception we will respond to significant opportunities elsewhere.

Where possible we will also support the promotion of the rest of the UK using the power of London's brand.

# Growth sectors

“We will focus on the sectors that most benefit London’s economy and Londoners.”

# More inclusive, sustainable and innovation led growth

The Mayor wants London's economy to continue to grow and, as part of this, to focus on sectors where London is strongest and will benefit the most:

- **Innovation-led** where London's businesses are leading the field in developing new products, services and technologies to boost productivity
- **More sustainable** to make London a greener and cleaner city
- **More inclusive**, with less inequality and better health outcomes and wellbeing for all

Helping innovation to flourish requires putting in place a supportive environment for businesses across the whole economy, from investment in skills, research and infrastructure to providing finance and business support for entrepreneurs.

# The seven sectors

We will support the seven sectors identified in the Mayor's Economic Development Strategy:

1. The **advanced urban services** sector, which is helping London to work more efficiently as a city.
2. The **cultural and creative industries**, which contribute to the quality of life and wellbeing of Londoners and give the city a global stage.
3. The **financial and business services** sector, which helps to underpin the workings of London's economy as well as the national and global economy.
4. The **life sciences** sector, which is helping to address the major healthcare challenges facing society.
5. The **low carbon and environmental goods and services sector**, which is supporting the transition to a low carbon economy.
6. The **tech and digital sector**, which is helping to drive innovation across the economy and provides platforms for entire new industries, business models and services.
7. The **tourism sector**, which gives London an international profile, attracting people from across the world, and showcases London as a diverse and open city.

Within these sectors we will concentrate our activity on key sub-sectors where London is strongest and will benefit the most: e.g. Fintech, Artificial Intelligence, Medtech.

# Target audiences

“We will target audiences who will help us achieve our outcomes and will bring the most lifetime value.”

# Our audience focus

We are clear about those audiences who will help us achieve our outcomes.

We will focus on;

- people in **core markets** whose **needs are not fully met** by the market
- those who have a **broadly positive** or **not well-formed opinions of London**
- people who **by choosing London** will bring the **most 'good' growth**

Our target audiences become:

- **Businesses in our target sectors**
- **First time visitors and younger people** who will bring the most lifetime value as, on average, individuals who choose London visit 5.4 times over ten years\*
- Visitors who are **culturally curious and who will travel when and where London has capacity**

\* Source: International Passenger Survey 2006 - 2015

# At the right time

“We will influence people earlier in their decision-making – before they have made a decision to come to London”

# We will impact decisions at the right time

- Our role is to **influence people to choose London** which is how we add value. We therefore need to reach them earlier in their decision making whilst they are still undecided
- To do this, we need to **build London's global brand** based on values and messages that resonate
- This means we will **shift our efforts earlier in our audiences' experience of London**
- This also means that **we will stop a lot of our current work to help people once they have chosen London**
- However, we still have **a specific role in guiding visitors to make choices that support good growth outcomes when in London**. This means encouraging visitor spend in a wider range of cultural institutions and to travel where and when there is capacity

# Partnerships to scale our impact

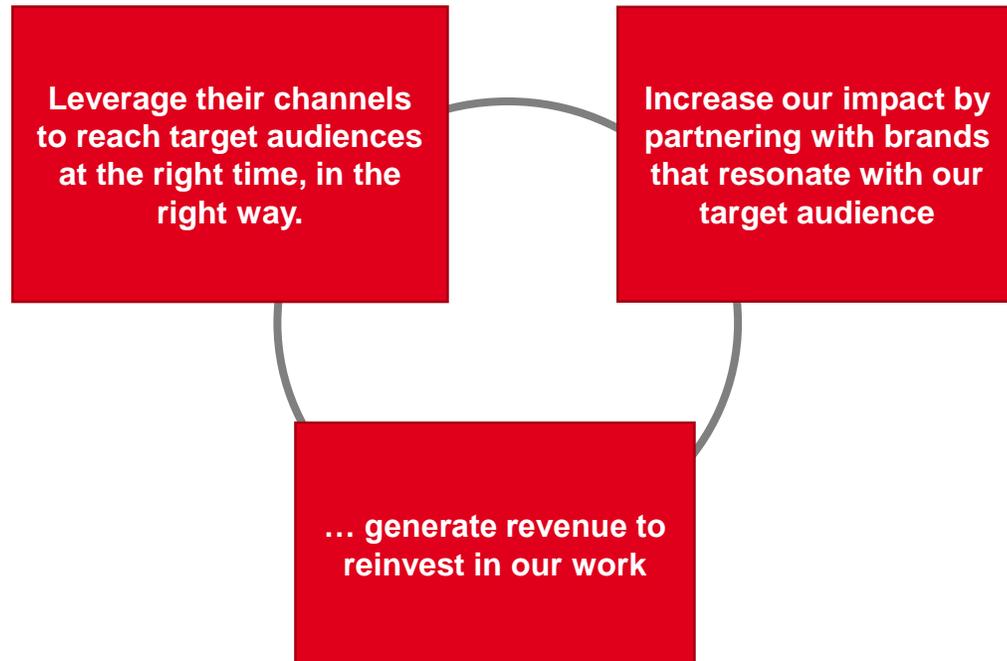
“We will work with partners to extend our reach so that we can achieve much more for London”

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# Partnerships to scale our impact

Partnerships are crucial for influencing our audiences to choose London and for creating reach in markets.

What we want from partners:



In return, we will offer



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# Commercial ventures

“We will run profit-making activities that generate cash to reinvest in our work for London”

# Commercial ventures

We will clearly differentiate between our partnerships and our commercial ventures work. Our ventures will generate profit to reinvest in our activity for London.

We aim to maintain our non-GLA funded activity at 50% or more of our overall funding.

Examples of current ventures include:

- **DotLondon** – selling the top level domain .London
- **eCommerce** – revenue generated from visitlondon.com and other digital assets

We will consider launching new ventures in the future, subject to business cases and appropriate risk management.

Section 5

# Key Performance Indicators

# Key Performance Indicators

Our main measure of growth is ‘additional gross value added’ (GVA) which we measure predominantly by surveying a representative sample of our audiences.

We measure only the extra benefits generated as a direct result of our intervention, compared to what would have happened without us. We regularly review the methodology with GLA Economics to ensure it remains best in class.

In 2018/19 we will define the methodology for how we will measure our contribution and the influence we have on our audiences’ sentiment towards London.

We will publish annual business plans, following sign-off by our board and the GLA, that will detail the objectives, activities, targets and associated budget to contribute to the outcomes outlined in this strategy. We will report quarterly to track our progress against the annual plan.

# Key Performance Indicators

Strategic objective	KPIs
Retention <ul style="list-style-type: none"> <li>Retaining businesses and talent who may be affected by Brexit</li> </ul>	<ul style="list-style-type: none"> <li>Retained jobs/businesses</li> </ul>
Brand engagement <ul style="list-style-type: none"> <li>Strengthening London's brand by building on the city's values</li> </ul>	<ul style="list-style-type: none"> <li>Sentiment, consideration</li> </ul>
Good growth <ol style="list-style-type: none"> <li>Attracting international audiences and convincing them to choose London to visit, study and invest</li> <li>Supporting innovative international businesses to grow and/or internationalise</li> <li>Ensure growth brought to London is good growth</li> </ol>	<ul style="list-style-type: none"> <li>GVA</li> <li>GVA in key sectors</li> </ul>
	<ul style="list-style-type: none"> <li>GVA</li> </ul>
	<ul style="list-style-type: none"> <li>Visitor growth to cultural institutions</li> <li>Visitor growth at times of capacity</li> </ul>
Partnerships and commercial <ul style="list-style-type: none"> <li>Creating mutually valuable partnerships with those who have a stake in London's international promotion</li> <li>Commercial surplus</li> </ul>	<ul style="list-style-type: none"> <li>Retention</li> <li>Growth</li> </ul>
	<ul style="list-style-type: none"> <li>Surplus from commercial ventures</li> </ul>



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