

LONDON & PARTNERS' REPORT TO THE GLA

Q1 2019-2020

LONDON
& PARTNERS

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Introduction: 2019/20 Key Performance Indicators



An improved methodology to reflect the new strategy and a new system to track performance

Our three-year strategy is focused on engaging audiences earlier in their decision making to choose London or remain here. As approved by the L&P board last September, our KPIs reflect this as we have introduced **new measures to track brand engagement and perception**.

In addition, to reflect our strategy, we have set **targets against a more focused set of activities**, for example performance from core markets and our specific target audience, predominantly contestable and first timers.

Note that for the marketing metrics, performance against a 'time gone of YTD' target' is dependent on when in the year campaigns will take place. There is also a circa three months time lag before broadcast, which Brand Engagement is based on, becomes available.

Our newly implemented Salesforce system helps us better track and forecast performance, particularly for GVA, and we have included an example of the dashboards to showcase how it aids KPI reporting.

2019/20 outcomes as set out in L&P's business plan

London & Partners Mission: Good Growth for London			
What we do	What we measure	KPI	Target 2019/20
Engaging target audiences	We measure engagement by our target audiences with our content. An 'engagement' is different for each channel, e.g., a share on social media, watching a video, comments, clicks.	Audience engagements: Content about specific London products or campaigns and always on content. Audience includes targeted leisure tourists, students, Talent Toolkit users. Brand engagements: Content about London's broader offer, brand and values including broadcast of major events.	Audience engagements: 20.6 million Brand engagements: 48 million
Improving London's global reputation	We measure improved perceptions of London, by comparing our targeted audience against a control group. We measure perceptions of a defined set of key messages about London.	Audience engagement perceptions: Improvement vs control for content about specific London products or campaigns Brand engagement perceptions: Improvement vs control for content about London's broader offer, brand and values.	Audience engagements perceptions change: + 8% Brand engagements perceptions change: + 4 %
Convincing audiences to choose London and supporting businesses to grow in London	We measure the additional economic benefit of our interventions for the London economy.	Direct GVA from business growth (Foreign Direct Investment, Trade, Growth, Business Tourism and Major Events) Indirect GVA from international student engagement.	Direct GVA: £175m (of which 80% from target sectors). Indirect GVA: £15m
Working in partnership	We measure the resources we attract from the London business community, our commercial activity and other sources.	Proportion of our activity that is not funded by resources from the Greater London Authority.	50%

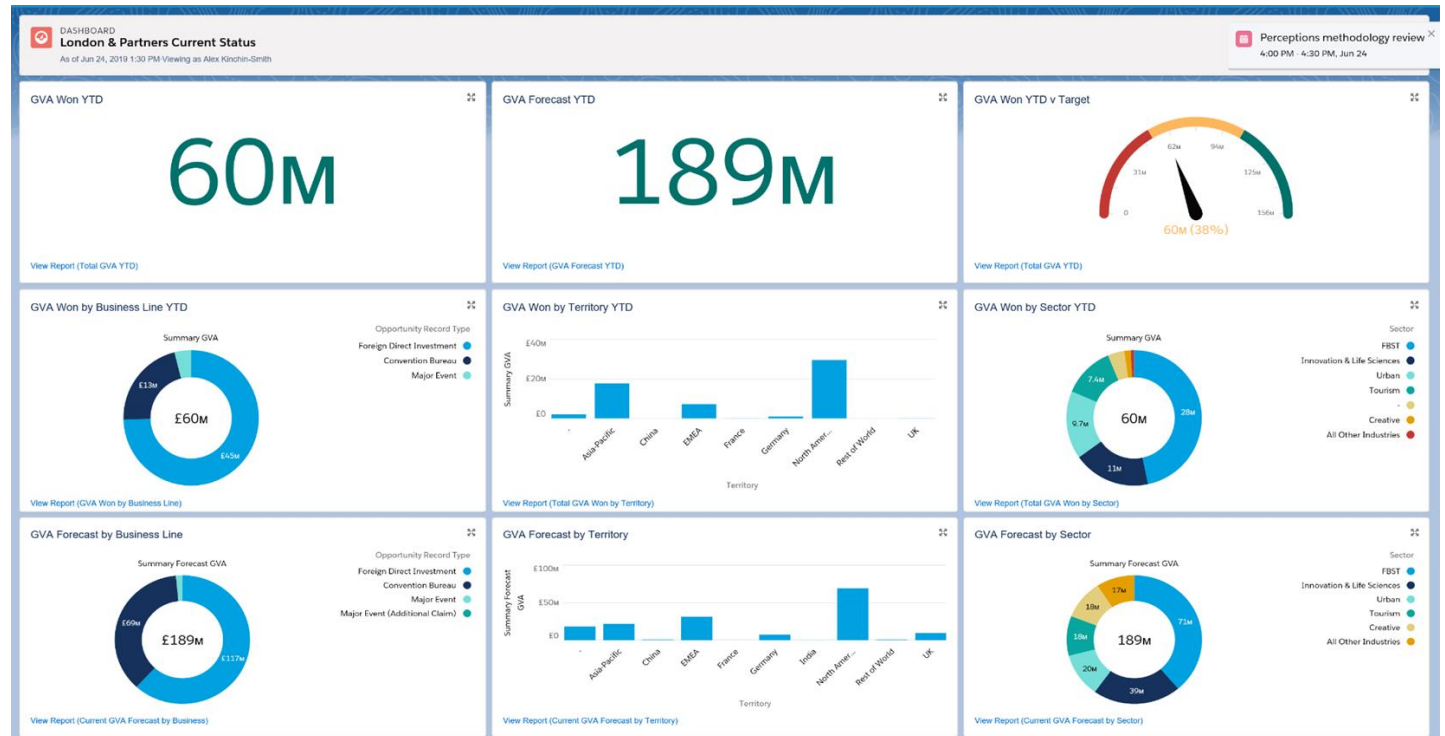
19/20 Business GVA: Outcomes vs targets

This slide shows a dashboard from our new Salesforce system. It allows us to better track and forecast our GVA performance.

With £60M GVA achieved to date, we project to achieve £189M by year end which is close to the annual target.

The dashboard provide an overview on how the GVA has been achieved by business line and sector as well as a forecast.

Note that GVA by territory is not yet reliable and being fixed.



Activity



FDI – new projects and wins

Growth

- The Key Accounts team hosted a Diversity & Inclusivity roundtable with 15 corporates discussing specific challenges and opportunities around BAME talent, or as we call it Origins.
- We sponsored the German Chamber Annual dinner and invited a number of key German investors and leveraged the World Diving Series with our Chinese clients.
- We proactively supported and presented at London Tech Week.
- Engagement with Indian clients has grown since the roundtable with Rajesh – we engaged clients around the Cricket World Cup and are working on exciting opportunities with Wipro on innovation with HereEast.
- We have sourced a new project with Autodesk, an American multinational software company, who are looking to locate an AI Lab in either London, Dublin or Bonne

FDI – new projects and wins

Contestable

- The Mobile Wallet Private Company from India. They are a payment solution company that offer their consumers a unique app which makes complex household budgeting convenient.
 - Total GVA 8,036,185.15, contestable with the UK, 50 jobs year 1, 200 jobs year 3.
- Databricks from San Francisco. They are a leader in unified analytics and opened their new EMEA HQ in Baker Street, highly contestable with Amsterdam.
 - GVA 9,602,830.80, 150 jobs year 1, 500 jobs year 3.

Non-contestable

- Completion from German certical farming company InFarm (10Y1, 50 Y3)
- Completion from US fitness company, Soul Cycle (50Y1, 60Y3)
- Working with Dutch hotel group Citizen M who met with Deputy Mayor late June. They are looking at establishing two more hotels in London (currently have three). 150 jobs Y1 jobs per hotel, for 300 in total.

Sector- Specific

ILS

- Won project: Shivom, US innovative company moved its HQ to London
- New significant project Q1: iFlytek, AI company from China.

Creative

- Magic Leap is a creative win from East Coast North America in the AR/VR space. They are a strategically important company who are now working with us on HUMAN.
- New significant project Q1: Double Fine Productions, US Games company

Urban

- Lime, US company - 4.1 million GVA. Operates dockless electric bikes.
- Main leadgen activity: Circular Economy week/London Tech Week, Cleantech Forum Stockholm

Brand Engagement

Future of London

- Developing London's Global Good News Room processes and infrastructure, including piloting with the team in-market in Germany
- Content testing with multipliers via Verve to determine the success of the content at delivering the Future of London message – optimisation planned for Q1-2
- Reviewing progress of the programme to date and establishing priorities for the year ahead. These include increasing volume of multipliers, improving multiplier engagement rates, generating engagement with end audiences and driving perception shift.
- Continue to recruit top-tier multipliers in London and in-market

China brand campaign

- New marketing resource recruited in-market to create and deliver brand activity through partnership marketing, starting July
- SINA Weibo London visit in April has helped kick-start the relationship, as well as getting great coverage in China with over 600k engagements on the SINA Weibo social media platform
- Scoping a project to create a London influencer network on SINA Weibo, linking Weibo influencers to influential London brands and organisations who are already using Weibo.

Major Events

- visitlondon.com branding at FINA Diving World Series (17-19 May). Social media activity on site including Tom Daley Instagram interview reaching 86,000. *Broadcast report to follow in Q2.*
- visitlondon.com branding in bowl at Cricket World Cup. Rights package includes further exposure via a vignette screened as part of the global broadcast of each match.
- Exposure for London via broadcast/streaming of MLB London Series; SLS and related to activations across the city for CWC; MLB; EURO 2020 and SLS.

Trade & Growth: Business Growth Programme

TARGETS

- Total number of active companies on the programme: **521 / 530**

KPI'S

- **C1:** 350 / 530
- **C8:** 177.5 / 170
- **C5:** 49 / 50
- **C29:** 36 / 58

ERDF

- We are still waiting for a final decision on our ERDF extension that will secure the programme until the end of March 2022..

ACTIVITIES

- Cohort 6 launch together with MIBP to bring on a further 75 companies
- Innovation Festival during London Tech Week with over 350 attendees, 50 corporates and 20 speakers
- BGP Pitch night with 9 companies pitching for investment to 6 VCs and over 50 attendees including VC and Angel investors, mentors, partners and peers
- Strategic Partnership breakfast steering group
- Alumni connect with approx. 50 Alumni, Strategic Partners and Mentors

ACTIVITIES

- 1 workshops on access to finance, sales acceleration, product market fit, business modelling, marketing, leadership and people strategies
- Approximately 50 hours of 1:1 mentoring
- Launched new Mentor engagement project due to be completed by the end of July 2019
- Office hours with: Octopus Ventures, Downing Ventures, HR Revolution, The Client Key, The Future Factory and Kingston Smith
- Meet the Corporate events: Facebook, Wipro, SPIE UK, BUPA, WBA & Nike

Trade & Growth: Mayor's International Business Programme

TARGETS

- Total number of active companies on the programme: 704 / **900**

KPI'S

- **C1:** 381/900
- **C8:** 1237 / 1200

ACTIVITIES

- Launch of cohort 13 with 62 high growth companies joining the programme.
- Innovation Festival during London Tech Week with over 350 attendees, 50 corporates and 20 speakers
- Pitch event with Nike during London Tech Week which saw 8 companies selected to pitch
- Alumni Networking Event held with our partner WGSR
- Trade Mission with Rajesh Agrawal to Hong Kong & China which saw 14 companies from the creative tech sector take part.
- Participation in Cannes which comprised of panels, networking and meetings within the creative industries sector
- Female Founders Trade Mission to New York in partnership with DiT and the FCO
- Trade Mission to Japan
- Fintech Trade Mission to India

ACTIVITIES

- Steering Group Meeting (April) attended by GLA, WSGR, Collinson, Taylor Wessing, KPMG and Lloyds
- **Office Hours:** Set up in California, US Expansion with NYCEDC, Transfer Pricing, Equity Events for Entrepreneurs, Brexit Update, R&D Tax Credits, Strategic Marketing Approach, Managing Overseas Employees and sessions with Ginger May PR
- **Meet the Corporate:** Walgreens Boots Alliance, BT Ventures, Wipro, Astra Zeneca, Banco Pan and Nike
- **Meet the Cities:** Beijing and Denver
- **Meet the Mentor:** Omid Ashtari
- **Workshops:** How to Retain Talent, Sales & Share Options, Learning the Silicon Valley Playbook, How to Build your Board, Are you Invest Ready, Pre-Mission Bootcamp

Major Events

DELIVERED/SUPPORTED

- **FINA Diving World Series** held at Aquatics Centre.
- **Major League Baseball London Series (MLB)** at London Stadium with two days of sell out crowds and a free fanzone in Brick Lane. *Results to be reported in Q2.*
- **ICC Cricket World Cup 2019 (CWC)** commenced on 30 May. London's fanzone announced for Trafalgar Square on 30th April, to run alongside the final at Lord's. *Results to be reported in Q2.*
- **Street League Skateboarding (SLS)** returned to the Copper Box Arena. *Results to be reported in Q2.*

WON/BIDDING

- **World Para Swimming Championships** announced for London. Part of host city governance with support focused around marketing and communications.
- Tottenham Hotspur announced as host of 2021 **European Pro Club Rugby** finals weekend.
- **MLB** confirmed for 2020 with dates and teams announced.
- Contributed to the bid for London to host **UEFA Champions League Final 2023**. *Decision expected in Q2.*

OTHER

- Wrap up report completed for **Chinese New Year 2019** – L&P delivered £104,040 in VIK.
- Contributed to the second draft of the **UEFA Euro 2020** Host City Concept and supported the 1YTG announcement.
- Major Sports Event prospecting work delivered.
- Tickets on sale and teams announced for the **NFL's 4** London Games.
- Exposure for London and/or [visitlondon.com](https://www.visitlondon.com) on site at/via broadcast of Cricket World Cup; FINA Diving World Series; MLB London Series; SLS and related to activations across the city for CWC; MLB; EURO 2020 and SLS.

Business Tourism

ACTIVITY

- Meet GB
- IMEX, Frankfurt
- European Cities Marketing annual conference
- Cityfair, London
- Association World Congress
- ICRA , Montreal
- Great Ambassador Networking Group conference, Aberdeen
- Chinese Event Planner Guide
- London Tech Week - 300 events, 58,000 attendees, 35% international, 1.2m social engagements
- The Meetings Show

KEY WINS

- Vokdams for SAP from Germany
 - June 2019
 - 1500 people for 4 days at Hilton Met
 - £1M GVA
- Legal Geek festival from USA
 - Oct 2019
 - 2,000 for 2 days at Old Truman Brewery
 - £454K GVA
- Shared Studios brand activation from USA. Shipping container with same shared content in 12 cities at once. Big engagement piece for VL.com.
 - July/Aug 2019
 - 12 days based on 500 per day at Queens Walk (Southbank Centre)
 - £586K GVA
- Euros 2020 officials accommodation from Switzerland:
 - May/July 2020; 44 days
 - Average people per night at 776
 - £3.8M GVA

BIDS

- ESC 2024 – 30,000+ delegates
- ICRA 2023 – WON against Vienna and Copenhagen!
- WCPCCS (with partner venue ExCeL) – lost to Singapore
- EACS final bid presentation – won but under embargo
- EAO – put ‘what’s new’ update presentation forward and WON event for 2023 (against Istanbul) – still confidential
- EULAR & ESHRE – waiting to hear
- EASL announced returning to London in April 2020.
- Working with GLA - health and environment teams for ESC Heart Healthy Cities initiative. Speaking opportunity in Paris on 2nd September at the ESC pre-congress event.

Leisure Tourism

INTERNATIONAL

- We worked with British singer-songwriter Shaun Gibson who adapts Chinese songs into English. The resulting video engaged over 4 million people on the Chinese video platform TikTok (抖音).
- Cricket World Cup campaign in partnership with Visit Britain launched The Biggest Fan campaign, using UGC to promote London to our audiences on ESPN's CricInfo channels. To date, we have achieved over 2m engagements with our Indian audiences.
- Our Culture campaign promoted London's cultural offering, including London Borough of Culture, nightlife and Night Tube. The campaign achieved 5m engagements with the French and US target audiences.
- The Royal Baby campaign used the Royal birth as a hook to engage a US leisure target audience with royal and family-themed content, engaging over half a million on social media with news coverage in the New York Times, Washington Post, People Magazine, USA Today.

DOMESTIC

- A new Domestic Tourism Consortium was launched by the Mayor at Tourism Means Business on March 13.
- The Consortium joins industry stakeholders such as the GLA and TfL, BIDs, landlords and destinations to promote London to domestic visitors over a three-year period from 2019-22.
- London & Partners is the delivery partner for the Consortium, tasked with leading and executing an 'always on' programme of activities and a series of marketing campaigns, to address a 3% decline YOY in domestic day visits since 2017 and a 2% decline YOY in overnight visits. These activities will be funded by the Consortium partners according to an agreed financial model.
- Planning will begin in Q2 with the collation of insights and data to inform the Consortium's activities, and the appointment of a Marketing Strategy agency to develop a three-year strategic plan, define KPIs and campaigns for year one.
- London & Partners will complete recruitment of a new Domestic Tourism Marketing team in Q2 to support the delivery of the project

Higher Education & Talent

Higher Education

- The Government's [International Education Strategy](#) was launched in April 2019. It aims to raise international student numbers in the UK to 600,000 by 2030, an increase of 30%. If London maintains its share of international students, this means that 180,000 international students will be studying here in 2030, up from 114,000 today.
- London & Partners' two prospective student-facing websites, www.studyinlondon.ac.uk and its Mandarin counterpart, www.london.cn, continued to fulfil their remit to provide inspiring content about studying in London, alongside reliable and comprehensive information on the practical aspects of choosing and applying to a London university. The .ac.uk site will be migrated to a new CMS during 2019 and a review and refresh of all content is part of this exercise.
- The summer schools microsites and campaign drew to a close at the end of May 2019. The campaign was supported in China by a competition to win one of two fully-funded places at a London summer school: this massively exceeded expectations, attracting more than 3,000 applicants. Overall this campaign created more than 2 million engagements among prospective students aged 16 – 24 in our five target markets, and was also successful in driving stakeholder engagement and commercial income. 45 summer schools were highlighted on the site, and 12 commercial partnerships were formed.
- An India-focused campaign launched in May to coincide with the Cricket World Cup. The hero video showed Indian students using cricket to make friends, settle into their institutions and enhance their study in London, and demonstrated London's welcoming attitude to students. Initial results show that this campaign is proving highly successful in engaging prospective Indian students.

Talent

- The launch activity for the Talent Toolkit (www.jobsandtalent.london) concluded in March 2019: the results, now in, show that the campaign achieved nearly 300,000 engagements from the demanding target of business people in France, Germany and the US. During Q1 a round table on diversity was held to support the talent work: it attracted strong interest from a range of London businesses. Work continues to keep the content up to date and relevant, and a new campaign is now in preparation for Q2 / 3 2019.

View from the Markets



India

HEADLINES

- Incumbent government wins national elections with a landslide majority. Major pro-business reforms on cards. This bodes well for British companies looking to do business in India and Indian companies looking to grow internationally.
- Indian companies invest big in London in Q1 post Brexit being deferred but uncertainty weighs heavy on major investment decisions

FDI

- India seen a big uptick in FDI investments in the Q1 of this financial year. Seven Indian companies invest in Q1 with TMW investing over GBP 8 million over the next 3 years
- Major investments into London seen by Indian Unicorns namely, Ola cabs and OYO Rooms
- Tech remains the major sector for receiving FDI but Urban sectors also sees a lot of interest from Indian companies

ACTIVITY

- L&P India team hosted outreach events across major cities Kerala and in Pune
- Indian major investors invited to London to attend the Business Hospitality and matches around the Cricket World Cup
- Laura Citron, CEO L&P led a delegation of London based Fintech companies to three cities in India, namely Mumbai, Chennai and Bangalore from 6-9 May 2019. Big deals signed with Indian companies
- Deputy Mayor for Business Rajesh Agrawal was in Mumbai in April 2019 and met with potential investors and London's International Ambassadors

China

HEADLINES

- Shanghai London Stock Connect opened on 17 June. This Connect brings together one of the world's largest domestic capital markets (Shanghai) with the world's leading international market (London).
- UK-China 10th Economic and Financial Dialogue brought more than £500 million in commercial deliverables in areas such as energy, education and financial services.
- Brexit uncertainty weighs heavy on major investment decisions by Chinese investors.
- Concerns have been raised by recent debate between political figures in China and the UK re the situation in Hong Kong.

FDI

- Q1 is comparative slow for getting FDI from China to settle in London, 3 completions. We saw hesitation and confusion from China investors re the uncertainty of Brexit.
- Pipeline remains healthy, tech is the major sector for generate FDI leads, followed by financial and business services.

ACTIVITY

- Julie Chappell, MD Markets and representatives from London design business attended Shenzhen Design Week in April, promoting London's creative industry. Julie and L&P SZ team also visited Hainan province for the first time, developed partnership with Hainan government and business organizations.
- Weibo International, one of the most influential social media in China, visited London in April. L&P arranged various events for them to engage with London tourism, education, culture, government organizations, drawing up collaborations plan to attract Chinese audiences via Weibo.
- Deputy Mayor for Business Rajesh Agrawal led 14 MIBP Creative Tech companies visited Hong Kong, Shenzhen and Shanghai in later May. MIBP companies had meetings and networking events, resulting in many business leads.
- Bingbing Zhao, Chief Rep Greater China spoke at several major events: International Finance & Real Estate Innovation Summit in BJ, Shenzhen Smart City Forum and Bank of China UK Investment Forum in May.

Germany

HEADLINES

- The number of British companies in Germany is rising due to Brexit, a new German government report states. Since 2016, the number of British firms established in Germany has risen by 34 percent, with the UK's decision to leave the EU a key factor for 45% of companies. One out of every eight German companies with business in the U.K. is planning to relocate their investments to other markets because of concerns about Brexit. At the same time, Brexit pushed German companies to set up UK subsidiaries.
- Deutsche Bank has made the first of the 18,000 job cuts as part of a radical reorganisation. The changes will shrink its investment banking business to become "leaner and stronger". London and New York are most affected.
- Meanwhile, the southern state of Bavaria is planning to open an office in London in a bid to strengthen links.

FDI

- Brexit uncertainty weighs heavy on German investment into the UK. Nevertheless, German airtaxi scale up Lilium create several hundred engineering jobs in London over the next 3 years. Volocopter, also an airtaxi provider run a pilot with TfL and Skyport.

ACTIVITY

- Germany brought over a delegation of 6 companies and 12 attendees to London Tech Week. Companies are likely to land in London over the next 12 months. The team organised a successful Meet the Corporate event in Berlin with TfL Riskesh Shah and more than 40 attendees. 7 companies pitched. Rikesh asked for continued collaboration & praised the preselection of companies.
- Created Scale London accelerator engaging heavily with the Germany companies, VCs, L&P Commercial Partners, accelerators and general ecosystem as well as local soft landing pads ie Australia and more recently the German Accelerator (like MIBP, supports scaling of German companies abroad) currently only active in NY and Singapore.
- Focus of Scale London:
 - **C**lients, **C**ommunity/connections, **C**apital, **C**oaching, **C**ross boarder peer to peer mentoring, **C**ontent & information

France

HEADLINES

- France makes a post-Brexit grab for UK's game developers (French government promises tax breaks and subsidies for companies who relocate from UK to France.)
- French companies went from "a wait and see approach" to a rather aggressive post Brexit response.
- Uncertainty continues to weigh on investment decisions.

FDI

- Brexit uncertainty continues to weight heavy on French decisions makers and investment into the UK.
- Relationships with the ecosystems and with companies continues to be nurtured.
- Recent win with Alsyd (cybersecurity).
- Fintech, Cybersecurity, AR/VR and Creative remains the hot sectors in France.
- Mobility and Urban also sparks a lot of interest from French companies.

ACTIVITY

- L&P French team is working a fall MIBP Creative Delegation, a fall Mobility French delegation into London (Urban)
- Pushing two more leads to completion (Flyview, Atelier des Lumieres)
- Working on identifying corporate sponsorship for Human and corporate partners for France.
- Ongoing discussions with BPI and Business France for future delegation.
- City to City expenditure with Paris and CO – two programs Fintech incubator and Smart city Incubator.

North America

HEADLINES

- The US economy continues to grow steadily, although with multiple risks including trade wars, Fed moves and a potential government shutdown. Many market analysts anticipate a slowdown in Q4 2019 / Q1 2020.
- US VC investment hit a record high of \$132.1 billion in 2018, and about 65% went into larger and late-stage deals. As huge flows of capital pour into the core software and SaaS companies, many VCs are looking to emerging sectors that are less congested with investments. Some areas to watch include cybersecurity, robotics, the applications of artificial intelligence & machine learning (AI & ML), next-gen infrastructure, FinTech, HealthTech and traditional industries ripe for disruption. In the life sciences sector, cancer treatments, gene therapy and rare diseases continue to garner interest. ([SVB Venture Monitor Report Q1 19](#))
- The Canadian economy had a slow start to 2019 partially due to a decline in exports. However, the fundamentals remain strong, with expectations that economic expansion should pick up its pace throughout the rest of 2019.

FDI

- NA has had a successful start to the 2019/2020 FY with GVA of £26,885,877 achieved to date. These break down by sector as: FBST £16,246,163; Urban £7,844,189, Creative £1,568,339 and ILS £1,227,185.
- Notable successes include the data science and engineering platform Databricks (£9,602,831), the dental industry disruptor the Smile Direct Club (£3,781,179. Awaiting feedback form), the electric scooter company Lime (£4,154,171) and the privately-held international development agency Chemonics (£1,994,581).
- 148 new contestable projects have been created to date and the pipeline is healthy.

ACTIVITY

- Conferences attended: Collision (Toronto); FinTech South (Atlanta); New York FinTech Week (New York); Bio (Philadelphia), AccelerateAB & Inventure\$ (Calgary); Startup Conference (Mountain View); E3 (LA); San Diego Start-Up Week San Diego); World Trade Week (LA); Entertainment Technology Conference (Santa Clara); Cyber Conference (Portland); DIT In-Market Conference (Denver).
- Supported Denver Mission delegation to LTW (LA office), World Trade Centre Toronto Fintech Mission for LTW (TO office).
- Lord Mayor Visit (Toronto, Chicago, Atlanta). E-commerce round tables (SF & LA)

North America

TRADE

- In April, the MIBP took a trade mission of 14 female founders to New York. The mission was highly successful and feedback from the female founder's has been very positive. For this mission, the MIBP team partnered with the UK's Foreign Commonwealth Office and the UK's Department for International Trade in NYC. The mission's aim was to accelerate growth for the female founders via a 3-day program with networking events, roundtable discussions, pitching sessions, knowledge seminars, and introductions to prominent business leaders, investors, ecosystem influencers, and other female entrepreneurs in NYC eager to share their success stories.
- During London Tech Week, the MIBP team created several opportunities for MIBP companies to engage with visiting North American stakeholders and delegations. A few examples:
 - Office hours with the New York City Economic Development Corporation
 - One-to-one meetings with World Business Chicago
 - Speed networking and roundtable discussions with the visiting Denver delegation. The delegation consisted of representatives from the city and some of Denver's most successful entrepreneurs in tech

BUSINESS TOURISM

April

- Multiple partner engagements including Langham, The Stafford London, Maybourne Hotel Group
- Global Meetings Industry Day, New York Area event in support of the international Meetings Industry advocacy day (Julie Chappell attended)

May

- London Familiarisation Trip with Sheraton Grand Park Lane, Grosvenor House and 2B UK; hosted 4 meeting and incentive planners from key agencies across US and Canada
- IMEX Frankfurt

June

- Prevue Visionary Summit in Washington, D.C.; sponsored by VisitBritain; met with 30 meeting planners with international business
- Sales Mission with Edwardian London, Hilton London, Historic Royal Palaces and Tobacco Dock; travelled to San Francisco and Los Angeles to meet with 18+ clients over 5 days, including agencies representing Salesforce, Amazon Web Services and Nutanix; met with Herbalife corporate offices
- Attended MPI World Education Congress in Toronto for professional development and networking; 2500+ attendees from around the world

Sectors



Urban

HIGHLIGHTS

- Delivered 4 FDI successes, with a total GVA of £9.7 million and created 43 new lead & opportunities
- Recruited 17 urban sector companies for the trade & growth programmes
- Held two sector influencers dinners for smart mobility and cleantech respectively

NEXT QUARTER

- Preparation for activation programmes on govtech/propTech in Q3 and mobility in Q4 + development of assets
- Working with the NA team on the London-Los Angeles bridge and related activities
- Urban mission to Detroit and Chicago in September
- London events, inc. meet-the-corporate events with City of London, Heathrow and Spie, and a 'Future of Streets' roundtable with NLA

ACTIVITIES

- Participation in/organisation of multiple events, both in London and overseas:
 - Three meet-the-corporate events, with Spie, Wipro and TfL (in Berlin) respectively
 - London Real Estate Forum – speaking engagement for Laura Citron
 - Connected Britain – panel on London as a global test bed city for innovation (with GLA, LLDC and Connected Places Catapult)
 - Supporting partner for Smart Mobility Living Lab launch event
 - Attended Future PropTech; Future Mobility (Berlin); Vivatex (Paris); TNW (A'dam); TU Automotive (Detroit); Smart City Forum (Shenzhen); Greentech Festival (Berlin)

ACTIVITIES

- Delivery of a cleantech focused lead generation programme with multiple activities:
 - Cleantech Innovate (April) – speaking engagement on L&P's support to cleantech businesses
 - Cleantech Forum (Stockholm, May) - lead generation across BGP, MIBP and FDI + scoping potential for London to bid for 2021
 - London for Cleantech event (part of London Tech Week/Circular Economy Week), in partnership with Geovation and GLA

Creative

HIGHLIGHTS

- Delivered 3 creative FDI successes, with a total GVA of £853,515m
- Recruited 45 creative companies for the trade and growth programmes

NEXT QUARTER

- Setting up Slush working group for MIBP, FDI and DIT and preparing for Slush

ACTIVITIES

- With marketing developed advertising FoL messaging and collateral
- Insights provided DIT with AR/VR and Games content for UK wide propositions
- Attended Createch and Creativity is GREAT Steering Groups
- Hosted table at BAFTA Games Awards dinner
- Hosted reception for London Games Festival
- Hosted retailtech breakfast
- Hosted retailtech delegation from Business France

ACTIVITIES

- BGP organised Future of Advertising Facebook event with over 130 people
- Attended Fashion District dinner
- Attended Advertising Association dinner
- MIBP hosted Meet the Corporate event with Nike during Createch
- Attended Createch with wider creative team, sponsored 50 to Watch brochure with many MIBP and BGP companies featured, had FDI clients attend ministerial breakfast as well as present as keynote at event
- Attended Cannes Lions with MIBP mission of 20 companies
- Hosted panel during Cannes Lions with MIBP and FDI clients

Innovation & Life Sciences

HIGHLIGHTS

- Welcomed international delegations to CogX during LTW
- Secured a whole new range of important conventions for Life Sciences in London
- Represented L&P at EdTechX Europe Summit

NEXT QUARTER

- MedCity anniversary in September
- Launch of EdTech series of events, first to take place end of August, looking at interaction/partnerships with Schools

COGX ACTIVITIES

- Secured 80 free tickets that were split across our markets for prospects - High growth scale ups and International Corporates
- Organised a networking lunch for around 50 people (included key people from international delegation above) on the Tuesday.
- Hosted University Roundtable Breakfast with 4 VIP clients meeting with universities/talent on AI in London

ACTIVITIES

- Secured several major Life Science conventions for London (up until 2024). Most are under embargo.
- MedCity represented London at BIO US in Philadelphia (US) June 2019.
- Organised a Business Breakfast for Education during London Tech Week
- Supported DIT to build the London section of their EdTech sector proposition
- Supported GLA in bid to for the European Innovation Capital Award.
- Created a specific MedTech guide in partnership with MedCity, to coincide with the MedTech Hub launch.
- Represented London & Partners at the EdTech X Summit in London, as a speaker and judge in the worldwide startup competition.

Finance & Business Services and Technology

HIGHLIGHTS

- In June the FBST team hosted a Meet the Regulators event with the Financial Conduct Authority (FCA). The FCA is the conduct regulator for 58,000 financial services firms and financial markets in the UK and the prudential regulator for over 18,000 of those firms. We had a great turnout from MIBP, FDI & BGP clients all looking for a chance to meet the FCA. The FCA gave insight into their Innovation Hub and Regulatory Sandbox with substantial time for Q&A. All clients were thoroughly engaged and hugely enjoyed the session, which was extremely informative and something we will continue every six months.
- During London Tech Week, L&P presented to a group of Canadian fintechs together with legal partner, Taylor Wessing, and WealthSimple (wealthtech firm from Toronto that has recently setup in London)
- Head of FBST attended Money2020 Europe, the global fintech conference held in Amsterdam and the premier fintech conference on the global calendar; the objective was to generate new leads and new connections, and to assess L&Ps involvement next year
- During Innovate Finance's Global Summit in April L&P co-hosted, with our partners KPMG, a fintech breakfast session with a keynote from Catherine McGuinness (City of London Policy Director and London & Partners board member), a panel discussion with WealthSimple, Worldpay and Tradeledger moderated by the KPMG Global Head of Fintech and closing remarks from the Deputy Mayor for Business
- L&P hosted blockchain (April) and cyber security (May) roundtable dinners with a group of senior influencers from industry, academia and government to feedback on our 'Future of London' messaging as well as discuss the key developments, opportunities and challenges facing the sector

Strategy & Corporate Affairs

RESEARCH & INSIGHTS

- Completed 'Future of London' messaging research and rolled out the results across the business, including sessions held with each overseas team.
- Supported Launch of Centre for Cities London as a HQ city report - provided data & analysis of FDI trends and input into report content as part of the advisory board for the report.
- Supported PR & Comms team with content for London Tech Week press releases, briefings for various events and media interviews.
- Delivered an insight showcase on our recent International Student Sentiment research to university partners.
- Produced a tourism webinar for our members to update them on the latest tourism trends.
- Created and distributed a new report on flight capacity for London.
- Published Q1 2019 attractions monitor report and tourism trends report.
- Curated and presented the insight review for the Domestic Tourism Consortium.
- Improved research tools and processes:
 - Migrated our research request tool into Salesforce to streamline our management of insight requests.
 - Initiated a review of survey providers to ensure we are utilising the best provider out there.
- Provided further data & analysis on trends in FDI and VC investment trends to contribute to the London Industrial Strategy evidence base and develop Lead Generation toolkits.
- People News: We welcome Alexander Waterman to the team as a Business Insight Manager: Alex will spend Q2 working across a range of projects including the Royal Docks proposition development and monitoring business sentiment.

Strategy & Corporate Affairs

CORPORATE COMMUNICATIONS & PUBLIC AFFAIRS

- This quarter has seen significant progress towards creating an **Internal Communications structure** able to fully support our increased global footprint. As part of this work a new, modern intranet has been developed and will launch in July. The intranet is news-driven and allows us to highlight current, important activity for staff, and to improve ease of sharing important information.
- We have also taken further steps to improve the **transparency and visibility of our work**. As part of this we have introduced a regular newsletter for London Assembly members and other stakeholders, to highlight our core successes and to inform stakeholders of upcoming activity.
- We have continued to operate an **ongoing contact programme** with political and civil society stakeholders to discuss our work. These conversations have been highly productive.
- London & Partners has worked with the Department for International Trade to convene a **cross industry working group** to promote London and the wider UK the world's leading financial centre.
- We have **welcomed delegations** from the Pacific Council and from the Swiss Embassy to share mutual insights into international promotion and investment trends.
- Managed several **reactive risks**, seeking to minimise reputational impact for London,

STRATEGY & PLANNING

- The 19/20 Business Plan sets direction and guide's, not only this team's, but also L&P's priorities. During the first months of the year, the strategy team has put all the levers in place to support the organisation in delivering the plan, such as new score cards, dashboards and periodical surveys underpinning the evaluation model etc.
- A new approach (called 'Decision Making at L&P') to more rigorously set up and deliver projects and programmes has been rolled out to all senior leaders in SLT to raise the bar on how we successfully deliver, measure and resource these. With c. 40 programmes and projects at various stages, we believe that this is a step change for L&P.
- In line with our new transparency policy, we are in the process of procuring a KPI Auditor. The RFP has been issued and we plan to appoint the provider in the coming month.
- With Business Excellence now part of the team's remit, this area supports the business by driving standards, documenting procedures and processes which have proven particularly helpful in ensuring that Salesforce supports L&Ps ways of working.
- This team is also heavily involved in the roll out of the Salesforce implementation which went live successfully on 25 April. The permanent team of two resources will reside within Strategy & Planning as Salesforce becomes a BAU activity from Q2.

Revenue Generation

COMMERCIAL VENTURES

- We are in our second phase of programmatic advertising testing and roll out and increasing ad format availability to the wider market increasing potential revenue across VisitLondon.com.
- We are currently running an A/B test between hotels.london and a booking.com co-branding site to determine the best for conversion and increased revenue.
- We are increasing awareness of the Visit London App through or affiliate and partner channels to increase downloads and drive E-Commerce App sales.
- Dot London Direct email Solus campaign with 118 Group and Namecheap (registrar) to over 50,000 London based businesses per month over a 6-month campaign period to increase domain purchases.

PARTNERSHIP OPERATIONS

- Launched the new Tourism Membership on 1st April 2019 and finalised renewal for approximately 210 members for £735k, under the new Programme.
- Onboarded two new Tourism Partners for £50k and 18 new Tourism Members for £25k.
- Hosted three Tourism Members events, including Social Media Club - focussed on our in market partner for China, Weibo.
- Finalised the renewal of Commercial Partners, with £350k of revenue confirmed.
- Onboarded new Commercial Partners worth £28k.
- Hosted a Commercial Partners event, to connect Partners with the London & Partners German and French offices.

THANK YOU

LONDON
& PARTNERS