

LONDON & PARTNERS' REPORT TO THE GLA

Q1 2020-21

LONDON
& PARTNERS

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Q1 2020 / 21 summary

- **The first quarter of 2020/21 took place against a backdrop of the significant impact of Coronavirus** both in the UK and globally.
- **The organisation has adapted well given the circumstances** - Our first priority was the well-being of our employees, with the majority adapting well to remote working during lockdown. We have put in place additional measures to support employees and track employee engagement. Our next priority was to refocus our plans to adapt to changing circumstances. A re-purposed flexible business plan and budget was approved by our board within four weeks of entering lockdown. All areas of the businesses have responded well to the challenge and pivoted to virtual ways of engaging their audiences.
- **Business GVA** has held up strongly in the first quarter with a significant increase in GVA from trade (£18m) almost equalling FDI (19m) with business tourism at £5m of which £4.7m for outbidding other European Cities for the European Conference of Family Doctors in 2022
- **Developed and Launched the “Because I’m a Londoner campaign” to build consumer confidence in response to Covid-19** through forming alliance of over 600 businesses with wide-ranging VIK and financial support which has generated 100% positive sentiment.
- **Supported our business and leisure tourism communities** with a wide range of content on [visitlondon.com/virtually-london](https://www.visitlondon.com/virtually-london) as well as practical virtual events to support business resilience.

Introduction: 2020 / 21 Key Performance Indicators



Our Business Plan in response to the Corona pandemic defines how we will manage delivery as we move from resilience to recovery

UNDERSTANDING CONTEXT	PLANNING PRINCIPLES	
<ul style="list-style-type: none">• High level of uncertainty• Diverging situations in markets <p>So:</p> <ul style="list-style-type: none">• Conservative planning assumptions with room for flex.• Ongoing, detailed analysis of data	<ul style="list-style-type: none">• Purpose remains Good Growth: inclusive, sustainable, innovation-led• Core audiences remain, more weighted towards domestic• Prioritise existing communities of clients and partners• Think 'virtual first'• Protect our financial sustainability• Plan for flexibility• Focus on highest opportunity sectors, markets, audiences	
REFRESHED MISSION	2-PHASE STRATEGY	CLEAR OUTCOMES
“We will work to keep London’s global brand, our communities and London & Partners resilient, and prepare for recovery.”	Phase 1: Resilience Phase 2: Recovery Moving from resilience to recovery and different times for different audiences and markets	Measuring the same outcomes: <ul style="list-style-type: none">• Gross Value Added• Engagement with target audiences• Changed perceptions of London

From resilience to recovery

Phase one – resilience

- **Brand resilience:** work to show London as socially, culturally and economically resilient during the crisis.
- **A resilient London community:** Supporting business communities, by providing a significant programme of virtual training and support, and finding innovative ways of continuing trade activity.
- **Investment resilience:** keeping in touch with our pipeline of international investors, converting where we can.
- **L&P resilience:** making sure we are financially and operationally able to absorb this event and retain enough resources to be effective afterwards.

Trigger point analysis

Using data to make audience-led decisions about when to pivot into phase two.

Phase two - recovery

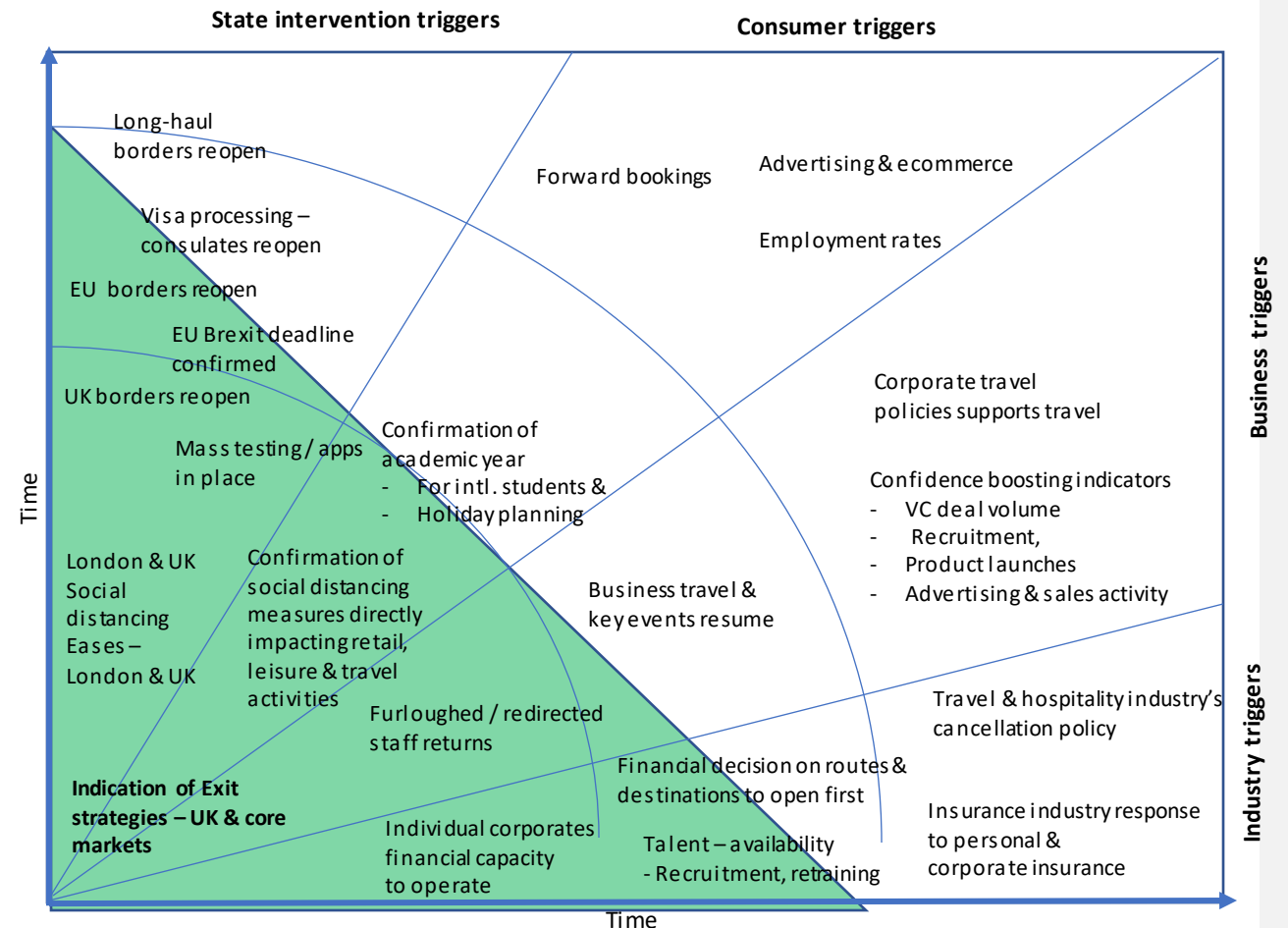
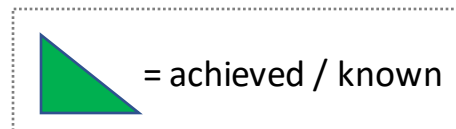
- **Ambitious recovery strategy:** an ambitious programme of work phased by markets and audience as each becomes available.
- **Consumer recovery:** focusing more on domestic consumers as an immediate source of demand which can return earlier than international tourism.
- **Investment recovery:** bringing in international investment building on our work maintaining our pipeline in phase one.
- **Activity recovery** – for our other audiences we will restart proactive activity when we believe it is the right time.

We remain in the resilience phase but London follows the path towards recovery that we have projected

Our strategy relies on being able to predict when we are ready to enter the Recovery Phase which can vary by market and audience.

The trigger diagram shows (in green) that progress broadly follow our predictions.

Whilst Europe is becoming increasingly accessible, non of our long-haul markets (potentially apart from China) is likely to open up soon.



What we have choose not to do, or do less of during the resilience phase

Physical events

presumption against participating in physical in favour of virtual alternatives. We will remain nimble to participate if we see specific value in doing so.

Physical trade missions

We will develop virtual approaches to achieving the same goals.

Staff travel

We will maintain a far lower travel budget travelling only when vital to do so. This is a cost decision and will remain in place for the full year.

Conversion leisure marketing

During phase one, we will focus on sentiment messaging centred on resilience. We will not undertake conversion marketing until phase two, which will be heavily divergent by geographic audience.

Proactive FDI pipeline development

We will undertake less proactive pipeline development and will focus resource on pipeline maintenance, particularly in phase one.

Systems

We will not invest in new capex projects. We will continue to maintain our existing portfolio of systems.



Outcomes

We have retained our four outcomes; Engagement and Perception change, economic impact defined as Gross Value Added (GVA) and Income. Here, within the GVA target we might expand or alter our approach to reflect changes in consumer activation.

By end of Q1, we have not yet set actual targets against these outcomes. With such uncertainty we are unable to provide meaningful targets now. Instead we will;

- **By Q2 we will set a 'wide range target'**
- **Reserve the right to reforecast targets once we are into the Recovery phase**

2020/21 Outcome – achieved as of end Q1

	ENGAGING LONDON'S TARGET AUDIENCES:		ECONOMIC BENEFIT FOR LONDON:		WORKING IN PARTNERSHIP:
	Engagement	Perception	Business GVA	Student GVA	Income
Achieved in 2019/20	63.7m	0%	£179m	£22.3m	£5.6m
2020/21 target	By Q2	By Q2	By Q2	By Q2	£3.3m *)
Achieved YTD 2020/21	1.97m	n/a	£42m	n/a	£712k
% of full year 19/20	3%	-	23 %	-	21%
% of pro-rata vs time of full year 19/20	12%	-	87%	-	

*) Target to be updated at a later point in the year – reflects best current assumption.

With no targets yet in place, we are tracking our delivery and where relevant compare with last year's targets.

From end of Q2, we will start monitoring performance against agreed 20/21 targets.

Engagements are very modest and driven by always on but no paid for activity (which is to come later in the year).

Perception – no activity yet to measure.

Business GVA has held up well in the first quarter. Where trade has shown particularly good results (£18m GVA) almost equalling FDI (£19m GVA) in size and Business Tourism at c. £5m GVA. There are a few notably large wins (that has been results of several years of work) that have materialised.

Student GVA not yet measured.

Income – see finance section.

Activity



FDI – New Projects, Wins and Activities

TARGETS

Overall: By end Q1 we secured the following:

- 25 new FDI wins
- 651 new jobs
- £17m GVA

Markets: All except one were from our core markets with US accounting for 10 wins with a further 9 from China, India 4 and Germany 1.

Sectors: FBST the largest sector with 16 wins; Creative 5 wins (including a large Growth project worth £7.3m GVA – see next slide) and Urban 4 wins

Activities:

Launched our FDI Business Resilience webinars series in Apr. 7 sessions held with 14 commercial partners on Govt funding schemes, furlough, pensions, marketing, business development.

CONTESTABLE WINS

- Overall 15 contestable wins were secured in Q1 £16.3m GVA and 457 new jobs.
- Some notable wins as follows:
- **Urban - US based company** £2.6m GVA and 100 new jobs
- **FBST – US Fintech company** £2.1m GVA and 60 new jobs
- **Urban – Indian data analytics** company £696k GVA and 35 new jobs
- **FBST – Chinese fintech company** £662k GVA and 15 new jobs
- **Creative – Chinese online gaming company** £550k GVA and 30 new jobs

NON-CONTESTABLE WINS

- 10 non-contestable wins in the period, £720k GVA, 158 new jobs
- Markets: majority of the wins were from US (6) with China (2) and Italy & Germany (1ea). Some notable wins:
- **US proptech investor:** £0.5m GVA, 6 months+ acceleration.
- **US fintech:** £80k GVA, 1 additional job and 3 – 6 months acceleration
- **German HRtech:** £60k GVA, 3 – 6 months acceleration
- **US fintech:** 6 year 1 jobs, 18 year 3 jobs

FDI – Growth Projects, Activities and wins

New Opportunities

New growth opportunities with US financial services companies.

New relationships include:

Canon UK – recently moved from Reigate to Stockley Park

NEC Europe – newly appointed CEO in London which is their EMEA HQ

Conde Nast – requiring support through COVID-19

IBM – joint collaboration with GLA and opportunities around London Tech Week Connects

Taboola – advertising company with their EMEA hub in London

Meridian Bioscience – global R&D in London

Successes

Completed Chinese growth project (Total GVA 7.3m, Year 3 jobs: 120)

Activities

Coordinated programme of outreach to key clients offering **support around Covid-19** and channeled their feedback through to London and UK governments. A number of these engagements were carried out with the GLA Business Engagement team.

Organised two successful **Back to the Future roundtables** focused on business COVID recovery and longer term promotion of the London business environment with senior executives from major investors in London from diverse sectors. In May the event was joined by Lord Grimstone, Minister for Investment and Rajesh Agrawal and in June Paul Scully, Minister for London joined us alongside other stakeholders including TfL, DIT, City of London, US Embassy and BEIS.

Support of **London Tech Week Connects** with promotion and Key Accounts involvement.

Trade & Growth: Business Growth Programme

TARGETS

- Total number of active companies on the programme: 807/ **870**
- Recruited companies by sector:
Creative – 20
FBST – 20
UILS - 20

KPIs

- **C1:** 584 / 870
- **C8:** 211 / 315
- **C5:** 94 / 105
- **C29:** 51 / 94

ACTIVITIES

- Cohort launch welcomed 60 new companies to the programme. 21 events across our five workstreams and other key events:
- Business Resilience Series' with experts who talked about contractual relationship management, making sense of finance and government financial support, and employee strategy and furlough.
- A 'PR Power Hours' for specific sub-sectors of our cohort.
- BGP and London & Partners Urban team supported the delivery of 'NLA/GLA Smart Cities: engaging with citizens to accelerate green solutions' as part of the Circular Economy Week.
- Meet with Cass Entrepreneurship, True Global and the Greater London Investment Fund alongside the FSE Group and MMC Ventures.

ACTIVITIES

- Meet the Corporate' with Cushman & Wakefield, Facebook and Oracle.
- Sector virtual meetups with expert guest speakers that included RLC Ventures, Sally Graham – an impact investment specialist -, Green Angel Syndicate, Daedalus Partners and The Future Factory.
- BGP Strategic Partners session. Janet Coyle, L&P MD for Business, gave an update on the company new mission and strategy. Partners also learned more about the Programme latest achievements, the work the team had done to pivot the programme to virtual delivery and the Programme set of values that they were all invite to adhere.

Trade & Growth: Mayor's International Business Programme

TARGETS

- **Total number of active companies on the programme:** 957 / 1500

KPI'S

- **C1:** 542 / 900
- **C8:** 1600 / 1200
- **GVA:** £21.9m

ACTIVITIES

April

- Cohort 16 Urban Roundtable Event
- Coffee with a COO x 2
- Virtual Meet the Corporate - Lloyds Bank
- Meet the Cohorts - Cyber Security Sector Roundtable
- Webinar on Alternative Financing - R&D Claims and Grants: 1 x Fintech and 1 x Life Sciences and Urban
- Workshop: Managing Your People Through Uncertainty
- Business Resilience webinars
- Workshop: Pitch like a Pro
- US Expansion & Fundraising webinar (Wilson Sonsini)
- Cohort 16 Creative Roundtable Event

Trade & Growth: Mayor's International Business Programme

ACTIVITIES

May

- Virtual Trade Mission – HR Tech to New York
- Winning Language Workshop: Using Language to Make the Winning Difference
- BGP/MIBP - Meet the Corporate: Cushman & Wakefield
- Coffee with a COO x 2
- TravelTech Roundtable
- PR Through a Crisis & Beyond
- Entering the U.S. Market and Gaining Traction Fast
- Urban London Meetup
- Strategic Marketing Workshop
- Building your Board
- Creative Sector Immersive Event (Growth Hack Techniques)
- FBST Cohort Welcome with Partners
- Doing Business in China - Expectations vs Reality

ACTIVITIES

June

- Meet the Corporate - Verizon 5G
- Process & Best Practice
- Coffee with a COO x 2
- Webinar: How to Successfully Expand & Grow into the US with SoPost and WSGR
- Urban London Meetup
- Creative Businesses - Founders Roundtable
- Strategic Marketing Workshop (2nd session)
- Virtual Mentor Mixer
- NYC vs Covid-19 - Implications for Startups (with NUMA NYC)
- WEBINAR: The Fundraising Journey: Seed and Series A
- Meet the City: Amsterdam for Urban Industries

Business Tourism

ACTIVITY

UK:

- Agency CEO biweekly roundtables – future of event industry
- MICEBOOK Talks – virtual conference - speaker/participation + virtual face to face meetings with clients
- EventLab/Hirespace – virtual conference - speaker/participation
- New virtual site visit campaign and content – 44 partners
- Eventprofs for change – virtual roundtable – speaker/participation
- Delegate Wranglers interview on Facebook Live - speaker/participation

USA

- Led Business resilience virtual roundtable sessions for partners
- Maintained contact with key clients such as Opus, Streamline and Microsoft's in house Experient team to share London insights as pandemic evolved
- Planet IMEX and MeetGB virtual industry events

Assocs

- ICCA UK & Ireland Chapter mtg & Virtual Business Exchange
- Domestic Associations research and lit bid production
- Client Meetings: EuroMed Lab and ESMO

Europe

- Database cleansing project resulted in 5,000 contacts now on the system for newsletters.
- Hybrid events webinar with George P Johnson & Excel
- European Cities marketing 'how to be agile in a crisis.'
- Scoping commercial income generation inc. IBTM

Business Tourism

KEY WINS

- CVENT Connect for 2021 outbid Madrid
2,000 pax for 4 days in Oct 2021 at the Intercontinental at the 02 £1M GVA
- WONCA Europe 2022 outbid other European cities
10,000 pax for 4 days in June 2022 at ExCel London
£4.7M GVA
- International Society of Nurses in Cancer Care
500 pax for 4 days in March 2021 at Imperial College
London £280K GVA
- Candlestar Photo London Exhibition
3000 pax for 5 days in Oct 2020 at the
Honourable Society of Gray's Inn £282K GVA

BIDS

- Sibos 2025 - decision now in June 2021
- GasTech exhibition for 35,000 Sept 2022
- Riot Games staff conference for 3,000 Spring 2022
- Vok Dams for German client for 1200 in April 2021
- Fc2 France 1,500 pax for 2022
- Wellcome Denmark for Simcorp for 800 pax 2023

Major Events

DELIVERED / SUPPORTED

- Supported the Rugby League World Cup 500 DTG Milestone
- Supported conversations around the rescheduling of postponed Olympic Qualifier events.

WON / BIDDING

- Clarification stage for Laver Cup 2022 bid
- New dates announced for UEFA Euro 2020, UEFA Women's Euros 2021 and UEFA Champions League 2023 with all events going back by a year.

OTHER

- Prospecting work as part of pipeline development.
- Engagement ongoing with key accounts including NFL, MLB, EPCR.
- Live briefs related to event visitor impact and the impact of broadcast on tourism.
- LECC published monthly to help provide an overview of changes to London's event calendar.

Leisure tourism marketing

Virtually London

- Launched late March
- Over 400 partner experiences and products featured bringing together the best of London's diverse cultural scene to sure London stays top of mind for domestic and international leisure visitors.
- Content hub at visitlondon.com/virtually-london is being regularly updated, supported by Visit London social channels, app and email as well as Chinese platform, Sina Weibo.
- Reach over 4.1m on social with over 51k pageviews and 29k engagements on the Visit London app

China

- Virtually London Chinese hashtag #云游伦敦# has reached 910K reads on Weibo.
- 17 leisure partners have been featured and received 100 % positive settlement on Weibo.
- Partners including the British Library, V&A, Kew Garden and Florence Nightingale Museum support and customised its content for the Chinese audience.

Because I'm a Londoner campaign

- Launched mid June, targeting Londoners
- Aim to build London consumer confidence in response to Covid-19.
- 2.3m social media engagements
- 2.4m hashtag reach
- 100% positive sentiment
- Support from companies inc O2, LLDC; retailers including Gant, L'Occitane; BIDS, boroughs and chambers inc Visit Greenwich, Love Wimbledon, London Chamber of Commerce, Merton Chamber, London Councils, South Bank, City of London; leisure and culture orgs inc Design Museum, London Transport Museum, Science Museum
- More than 600 sign ups to join the Alliance and support the **Because I'm a Londoner** campaign.
- Launched a successful series of 'London Stories': a weekly video story hosted on VisitLondon Instagram showcasing interesting individuals across London. Press coverage received in local London media and Forbes.
- Worked with London influencers to create inspiring content across the city, hosted on VisitLondon Instagram and across the influencer's channels.

Business marketing

Response to Covid-19

- In light of Covid-19 we adapted our business marcomms to sensitively showcase how London businesses were innovating and pivoting in response to the pandemic. We reflected this across all channels. Including positioning London with Berlin [here](#)

Good News Room

- We used our WhatsApp network of over 1,500 people to showcase stories of resilience and innovation during the pandemic as well as information on support available for businesses

#LondonConversations ... video series

- We launched a series of videos featuring conversations with business leaders to discuss their company and sector during the pandemic (i.e. Dr [Simon Hepworth](#) from Imperial College London on healthtech and [Liz Bacelar](#) from The Current Global on fashtech)

London Tech Week June 2020

- Created a video with Janet Coyle around innovation in tech in London
- Thought leadership article with IBM's Chief Executive
- Worked in collaboration with Tech Nation on the release of the "UK Tech Ecosystem Update" report. We tweaked this story to be more London focused for international press in India and China.
- China team also did a review piece on LTWConnects to increase the awareness of LTW, which were published on 91 media outlets and gained 314,408 unique view within 24 hours.

Convention Bureau (CVB) / business tourism marketing

- Launched virtual site tours content on <https://conventionbureau.london/virtual-tours>
- Using #LondonLovesEvents to remind people of the importance of events
- Launched a LinkedIn Group for our CVB audience

Higher Education & Talent

Higher Education

- London & Partners' two prospective student-facing websites, www.study london.ac.uk and its Chinese language sister site www.london.cn, continued to fulfil their remit to provide inspiring content about studying in London. New information was provided on the effects of the coronavirus pandemic and on staying safe in London.
- The Summer Schools 2020 microsite remained live during lockdown and was regularly updated as universities' summer schools migrated online.
- Migration to the new CMS took place in May 2020, featuring updated content and images.
- Team members took part in round tables on London's creative HE sector with the GLA, and with the CBI on London's HE sector and its role in recovery from the pandemic.
- A programme of regular updates with London Higher and universities across London ensured that future activity planning is informed by understanding of the sector's concerns and forecasts.

Talent

- The Talent Toolkit (www.jobsandtalent.london) continues to be a source of reliable information about recruiting talent in London. Work to keep the content up to date and relevant is ongoing.
- Discussions continue with colleagues from the GLA and national government on whether and how London & Partners can act as an endorser or meta endorser of Start-up visas.

View from the Markets



China

HEADLINES

- China's gross domestic product (GDP) in 2020 Q2 (Apr-Jun) was expanded 3.2 percent year on year. China's value-added industrial output, an important economic indicator, went up 4.4 percent year-on-year in the second quarter as factories stepped up production amid COVID-19 control.
- China's e-commerce market size was the biggest in the world, according to the report released by the Ministry of Commerce. There were more than 900 million online shoppers in 2019. Total transaction volume of e-commerce reached 34.81 trillion yuan (\$4.98 trillion). Since 2020, due to the impact of the Covid-19 outbreak, e-commerce platforms have registered more volume.
- The UK's growing economic ties with China now support well over 100,000 British jobs across sectors from tourism to electronics and engineering, according to an important new study by Cambridge Econometrics (CE) released recently.

FDI

- Overall 9 FDI wins and £9.5m GVA delivered from Chinese investments into London in Q1.
- The highlighted FDI wins is China broadcast growth opportunity the team working on more than 6 years, it brings London £7.3m GVA (Y1Jobs 90: Y3Jobs 120), with very conservative estimation.

We see increasing business connection between UK and China in creative tech and urban sector after C-19. But most FDI clients are holding/postponing overseas investment plan, as many of their business are impacted.

ACTIVITY

- China team promoted the virtual LTW & CogX in June among business contacts and partners, Iflytech, Westwin and some other Chinese companies hosted event online. China Marketing team also generated 91 media coverages locally.
- Shanghai office and London team supported Nanjing Innovation Week in June. FDI client ABP was working with Jiangbei District government to host a webinar to promote London tech and east London. Both L&P and RAD team joined as speakers.
- Business events, trips, meetings are gradually resumed in China domestically from April, and the virtual event is harder than previous months to engage with business contacts.
- L&P China social channels maintained regular updates under current complex situation to present London to the audience by introducing the sector knowledge, successful business cases, and stories around tourism, education and culture.

France

HEADLINES

- Giants of French industry, Renault, Total and Airbus experienced a "black Thursday". The mid-year results of these French corporations were released on July 30th 2020 and confirm the extent of the economic crisis. Airbus suffered a net loss of 1.9 Billion euros in the first half of 2020
- The French car manufacturer Renault suffered the heaviest net loss in its history: 7.3 Billion of Euros. Total Oil company, recorded in the second quarter its first net loss since 2015, weighed down by heavy asset depreciations and by the fall in crude oil prices.
- These industry giants contribute greatly to the tech ecosystem in France through corporate ventures, funding, program and talent sourcing.
- France is among 4 OCDE countries expected to suffer the worst recession in the developed world.
- President Macron reshuffled his government early July, the size of this new government (which went from 18 to 42 ministers) is seen as a return to more traditional methods of governance – steering away from his initial startup nation model.

FDI

Number of active opportunities: 50 +

- Wins expected by the end of FY: 3 to 5 (non-contestable) 2 contestable.
- Actively prospecting "transition economies" identified as: Green and impact-oriented
- Fintech, Mobility, Cleantech, AI, tech for good.
- Continued collaborations with established with key local partners such as (Public Bank of France, Business France, DIT.) helping with recovery pipeline and next FY in the context of early resolutions of the Coronavirus transition economies.
- Regional opportunities should increase with an additional stimulus package announced on July 30th by new Prime minister – this stimulus package of 600 millions Euros will be targeting small and medium tech companies outside of Paris region.

ACTIVITY

- France went out of strict lockdown on May 11h with a gradual return to 'normalcy'.
- Edtech MIBP virtual mission in July 2020 – 9 enrolled companies that helps us generate two FDI qualified leads. (Evidence B and Lalilo)
- Second of chapter of this mission will be held on the 30th of Sept.
- Currently preparing for BIG – the Public Bank of France yearly large event which will be held in October.
- Prospecting SAAS, B2B, FBST companies which will attend B2B Rocks which will be held 7-11 of September (event will be online).
- Prospecting companies for WHO's Next event which will be held in Paris – 4/7 of September - will be physical event.
- Prospecting for Paris Real Estate Week - (Proptech) 14/17 of Sept (will be a physical event. (Hosted by Mipim and Paris and Co)

Germany

HEADLINES

- Covid-19 is dominating the news. Economic impact is substantial. Minus 2% last quarter, minus 10% this quarter – which is one of the best performances in all of Europe and the developed world. Despite the arrival of a second wave of Covid-19 - albeit at a slower pace - schools have re-opened, and particularly hit sectors are slowly recovering. So far, Germany has managed as well as possible with the crisis.
- The government has introduced economic rescue and recovery packages worth about 1 trillion Euros. There is a focus on stimulating domestic demand as well as future sustainable technologies, digitalisation and start-ups.
- There will be general elections in Germany in September 2021. The CDU (conservatives) have a stable lead over other parties and are currently discussing who will be the new party leader and likely candidate for Chancellor likely to follow Angela Merkel after 16 years in power.

FDI

- A total of 60+ active opportunities and 32 with a landing probability of 25 – 75%.
- Recent large contestable win, worth just under 1m GVA and recent non contestable win with worth 60m annually.
- A few later stage opportunities also.
- Having said the above, BREXIT negotiations + uncertainty and Covid-19 lead to a reduction of expansion plans with companies focussing on their domestic strengths

ACTIVITY

- New extended remit: the Germany team will now also cover the Europe+ markets, markets, L&P considers to be of value in terms of FDI: Switzerland, The Netherlands, Sweden
- PR partnership with Silicon Allee/SIFTED (=tech blog of the FT) for brand perception delivers 12 articles on London Germany start up scene and three events. Topics include FinTech, AI and diversity in tech.
- Two virtual MBP missions with each 14 companies in FinTech and Creative in the coming three months
- Working on a virtual event celebrating the 20th anniversary of the London Berlin twinning
- Promoted LTW connects and in touch with 7 prospective virtual delegations to London Tech Week including TechStars, APX/Facebook, Cologne, Berlin, KPMG, Baden Wurttemberg, Bavaria.
- Virtual events in partnership with L&P commercial partners, the British Embassy, BCCG, Green Tech Festival etc

India

HEADLINES

- India is now the second largest investor in the UK after the US. Indian companies invested in 120 projects creating 5,429 new jobs in the UK.
- Despite the lockdown five new Indian companies have set up in London in Q1 of this FY
- India among top 10 FDI recipients, attracts \$49 billion inflows in 2019. Q1 of this FY saw mega investment flows into India. Google invested USD 10 million and Facebook invested USD 5.5 million in Jio platforms

FDI

- Five companies have set up in London in Q1 of this FY
- Continued interest shown by Indian companies in London. However Indian companies have adopted a cautious approach to investing by reducing their originally projected numbers
- Pipeline is strong for the recovery phase but growing interest by companies in new sectors like med tech, med diagnostics, micro mobility and digital payments. Sectors like hospitality and travel have taken a pause
- Companies have received their sole rep visa and await international travel to resume before setting up in London

ACTIVITY

- Julie Chappell did a virtual India visit. Meetings with senior business leaders, stakeholders and media interviews
- Hemin was a panel member on a DIT hosted session on Fintech and London's offer. The event was attended by over 70 companies
- Roundtable attended by Deputy Mayor Rajesh Agrawal and Confederation of India Industries to speak on the India meets Britain Tracker 2020
- Extensive media interviews and articles prompted by L&P in the Indian media to raise London's profile.

North America

HEADLINES

- The S&P 500's performance over this quarter marked the best quarterly return since 1998
- US Government demonstrated a disparate approach with lack of coordination at a federal level, yet clearer direction in many states/Governor level regarding Covid-19 recovery
- Canadian Government and Provinces far more unified and successful regarding Covid-19 recovery
- US Election in November dominated headlines along with significant stimulus package for economy ending July 31, and negotiations around extensions
- Leading Tech firms enabled employees to work from home through to summer of 2021, with some extending remote work indefinitely
- 1,374 VC US deals take place up from 1,336 in previous quarter. YoY for the quarter decline 18%.
- Adversity drives innovation. NA team is well-placed with deep networks as we focus and work with the next winners and unicorns. VC ecosystem has weathered recessions before, and tech in particular tends to enjoy a strong relative performance during the recovery

FDI

- Notable completions in fintech and urban
- NA pivoted successfully to establish new ways of working virtually for lead generation. We hosted several virtual events across the region to engage new and nurture existing targets. These included office hours, virtual tea-time and happy hours, sector focused roundtables (e.g. immersive tech from SF and LA and urban) and VC panels. Many were in partnerships with stakeholder partners; cities/EDC's, commercial partners, Consul Generals (e.g. Vancouver & Calgary), DIT and VCs, Also with MIBP companies such as Happy Finish.
- FDI Virtual Trade Mission from Phoenix to London generating several leads and completion
- Focused lead gen research and outreach around emerging sub-sectors incl. future of work, cyber, fintech, ed tech, gaming, telehealth and e-commerce in particular

ACTIVITY

- NA attended a very wide range of virtual conferences and webinars, for targeted lead gen, content and network building. Highlights include;
 - The broader team joining the Toronto hosted virtual 'Collision Conference' securing 66 leads and 17 projects (mostly contestable) from across the whole region.
 - Three offices joined the inaugural CoMotion Miami Conference urban/mobility during which we generated several leads, hosted a 'virtual stand', and secured free tickets (VIK).
 - Several focused east coast fintech events generated excellent leads
- Significant promotion of London Tech Week Connects and CogX
- Continued engagement with stakeholders in the full region to share best practices and examples of London's leadership in areas such as Alliance work (CHI office Jonathan instrumental in this success), and PayItForward with cities (e.g. LA) and regions eager to learn and look to implement from this success

North America

TRADE

- Achieved £12,756,576.96 GVA in Q1 20-21
- North America was the first market where we ran our first Virtual Trade Mission, inviting HR People Tech to meet virtually corporates and investors in NYC in April. The mission was originally planned in person and we were able to quickly and effectively pivot to adapt it to take place virtually. It was a great opportunity for our MIBP companies with excellent sessions and follow ups. Five companies are still in conversation with the corporates we introduced them to.
- Trans-Atlantic Virtual Meet The Corporate with Verizon 5G- in both the US and in London. This was a fantastic session where all the companies had exposure to a senior Verizon executive, facilitated through direct meetings we arranged through Zoom. They were very impressed with the calibre of companies presented. This has resulted in building an even deeper ongoing relationship. We are now also working with them to host a 'FDI Meet the Corporate'. (Note that strategically Verizon 5G has one innovation hub outside of the US and it is in London)
- Trade & FDI (LA office, James Cummings) delivered a very successful Global Ed Tech Roundtable with scaling companies from Denver , Toronto, Sydney and London (two companies from each with two from MIBP). Each market discussed best practice and inclusivity in edtech and has led to several new opportunities and MIBP connections. In addition, this was an excellent example of the deeper collaboration between Trade & FDI.

BUSINESS TOURISM

- Lead business resilience activities with Convention Bureau Partners by curating a quarter-long, fortnightly series of virtual roundtables and panels to support partners in their activities and planning
- Focused on maintaining contact with key clients to offer support and share insights as the pandemic evolved; key clients include OPUS, Prestige Meetings and Events, Streamlinevents, Microsoft's in-house Experient sourcing team
- Participated in virtual industry networking and business development events including PlanetIMEX and MeetGB
- Maintained contact with key partners such as ExCeL London via regularly scheduled calls (one on one and with key clients) to offer support and share insights

Sectors



Urban

HIGHLIGHTS

- Delivered 4 FDI successes, amounting to a total YTD GVA of £3.7 million
- Created 23 new FDI opportunities
- Recruited 27 urban sector companies for BGP/MIBP cohorts (9 and 18 respectively)
- Pivoted our business plan to deliver a successful programme of virtual sector content, inc. planning for the first virtual trade mission to China.

ACTIVITIES

- Delivered 8 sector events, including the launch of Urban London Meetups – a new series enabling clients to meet our wider urban team, network with peers, and engage with ecosystem stakeholders (through guest speakers)
- Other sector events included:
 - Meet-the-corporate with Cushman & Wakefield
 - Propel by MIPIIM webinar
 - Smart Cities event for CEWeek (with NLA/GLA)
 - Webinar for Active Travel Summit (with NLA/Plexal)
 - Meet-the-city with Amsterdam

ACTIVITIES

- Developed multiple VIK partnerships with 3rd party organisations/events:
 - EcoMotion – partnered with DIT on virtual booth
 - CEWeek – supporting partnership + event hosted
 - Real Estate Live UK – supporting partnership + 4 speaking engagements
 - CoMotion Miami – virtual booth + two meetup sessions
- Co-hosted the second roundtable for the urban innovation programme with NLA

NEXT QUARTER

- Business planning for Q3/4; continued engagement & collaboration with key stakeholders and internal teams on delivering sector content
- Further development of Cleantech London partnership and programme and urban innovation programme
- Systematic review of stakeholder network and updating of urban assets
- Further development of VIK partnerships with Reuters, CoMotion, Cleantech Group, Real Estate Live UK, Future PropTech, Terrapinn

Creative

HIGHLIGHTS

- There have been 5 FDI successes, amounting to a total YTD GVA of just over £8m. This has included a significant growth project from China as well as a contestable project with a Chinese gaming company
- Created 23 new FDI leads/opportunities
- Recruited 44 creative sector companies for BGP

ACTIVITIES

- Delivered 6 virtual sector events, including presenting at Createch on 100 Ones to Watch, delivering panel discussion for Pocket Gamer Connects and hosting an immersive technologies panel which included Facebook, Station12 as well as MIBP/BGP companies
- Launch of Creative founders round tables – a new series enabling clients to meet our wider creative team, network with peers, and engage with ecosystem stakeholders (through guest speakers)

ACTIVITIES

- Submitted companies to Createch 100 to Watch which resulted in 37 MIBP/BGP clients being featured two of which were former FDI clients
- Completed cross sector immersive messaging document
- Contributing/collating creative content for refreshed pages on London & Partners website
- Active member on both Games London and Createch Steering Groups
- Meetings with stakeholders including West London Alliance, GLA, Createch, Games London, DIT

NEXT QUARTER

Host Meet the Corporate with Framestore for MIBP/BGP/FDI clients

Host cross sector immersive technologies event for MIBP/BGP/FDI clients

Virtual MIBP mission to DMEXCO in Germany

Innovation & Life Sciences

HIGHLIGHTS

- Continued work with MedCity to clarify roles and processes for account management of international clients
- PeopleTech (HR) Virtual Trade Mission to the US hosted in May
- Support to I&LS clients through webinars and roundtables during the Covid crisis.
- 34 new FDI Opportunities created

COGX ACTIVITIES

- Part of an active long-term partnership with organisers
- 44k virtual visitors this year, with good engagement (based on number of single events/talks attended)
- 20% audience was international
- 1200 speakers in total, with some great sessions hosted/moderated by L&P (including Laura Citron and Janet Coyle)
- Over 700 attendees from London & Partners, 15 new projects, £360,000 VIK for L&P

ACTIVITIES

- The People Tech (HR) Trade Mission saw 12 companies virtually meet with large corporates (GroupM, KPMG, Pfizer) and key industry leaders. Our first ever L&P Virtual Trade Mission.
- Team attended EdTech X virtually and got some good leads for FDI and Trade. Some tickets were also offered/discounted to FDI clients.
- Partnership negotiated with Intelligent Health Inspired (online event) to offer discount to L&P clients.
- Several Business Resilience and roundtable hosted to bring support to Innovation and Life Sciences companies during the crisis.

NEXT QUARTER

EdTech Virtual Trade Mission to France in 2 parts (July and Sept)

London Tech Week in Sept

Health Tech Summit in collaboration with Founders Forum

Finance & Business Services and Technology

HIGHLIGHTS

- FBST FDI secured 16 wins with notable completions a US Fintech unicorn with £2.1m GVA and 60 new jobs and a Chinese fintech company £662k GVA and 15 new jobs
- Head of FBST interview with Fintech Insider Breakfast Show (April)
- Germany in market supported by the London team hosted a Fintech event with Silicon Allee (Berlin) consisting of leaders in the UK & Germany (June)
- Created 79 new FDI leads/opportunities

ACTIVITIES

- Supported Innovate Finance with their Apr event that went virtual
- FDI hosted our first virtual inbound delegation (7 SaaS companies) from Phoenix to London
- Delivered 2 BGP virtual cohort launches in Apr (18 clients) and Jun (27 clients) events
- Held 2 BGP meetups with Silicon Valley bank, RLC Ventures and a meet the corporate with Oracle.

ACTIVITIES

- Head of FBST on panel - 'Local To Global Event' hosted by Neat.HK (May)
- All of the FDI FBST team have been working on a number of company-wide project initiatives this quarter such as the Business Growth Programme, Corporate Innovation programme, Business resilience, Silicon Valley Comes to the UK, London Tech Week and Virtually London for Business
- MIBP launched 'Coffee with a COO' series of events with COO's from Onfido, The Dots and Checkout to name a few

NEXT QUARTER

MIBP Fintech Virtual Trade Mission to Germany 18 - 20th Aug

September – Pre Mission Briefing Fintech Trade Mission to North America

BGP networking event with Digital Catapult.

Head of FBST on a panel - Newfound virtual inbound Fintech delegation event focused on Australia with 115 attendees from 25 countries

Strategy & Corporate Affairs

SUMMARY

- The S&CA directorate's role are to i) be at the forefront of the organisation to ensure we set direction based on robust insights and plans ii) monitor delivery and alert the organisation to take action if necessary and iii) effectively ensure colleagues internally as well as stakeholders are informed and engaged in dialogue.
- The last quarter has therefore been extremely busy where we have reworked plans, accelerated existing work and put in place new activity to effectively supporting the rest of the organisation to effectively shape and deliver their priorities. **Specifically; this has included delivering a reworked business plan, a comprehensive insights programme and complex communication to support the Alliance as well as our corporate response to Black Lives Matters alongside passing the EFQM audit and delivering critical Salesforce functionality to support the Alliance.**
- The team has thrived in this challenging situation and fully embraced working effectively with the wider organisation to deliver. The team's work, and that of specific individuals, have stood out resulting in them being nominated for L&Pers of the month which has been very well received.

RESEARCH & INSIGHTS

- Developed a **Covid-19 insights strategy** to collate and curate the key insights on the impact of Covid-19 on our audiences to:
 - To collation and curation of Covid-19 insights across the business.
 - Identify and monitor the triggers that will inform our decision making to deliver the business plan effectively.
 - Communication of insight for colleagues, partners and stakeholders.
- Developed **monthly Covid-19 insight reports** to highlight the status of the pandemic on our audiences and markets, latterly creating external reports which have been widely shared.
- Initiated a programme of **monthly tourism insight webinars** to members to provide a holistic picture of the status of tourism and traveller sentiment. Inviting guest speakers and those from across the organisation and externally like Expedia.
- Curated and distributed a now **fortnightly tourism insight newsletter** to provide the latest insight to members.
- Commissioned a research agency to develop a **consumer sentiment tracker to explore the changing attitudes and behaviours of Londoners** as a result of the UK lockdown. Identifying the motivations and concerns of returning to pre-lockdown life and developing a segmentation to understand and target individuals effectively for our 'Because I am a Londoner' campaign.

Strategy & Corporate Affairs

CORPORATE COMMUNICATIONS & PUBLIC AFFAIRS

- Active **Covid-19 comms management**. Activity included centralising messaging to our multiple audiences and increased tailored comms providing advice and information. A dedicated webpage for our businesses, social media activity to support campaigns across the business including #becauseimalondoner.
- Supporting the CEO with the launch of the **London Alliance** including speaking events/podcasts/interviews on London's Recovery with key stakeholders including LCCI, London First NWEC, Heart of London Business Alliance, Centre for Cities.
- Managing and presenting L&P's **corporate response to the BLM protests**. This was published and coordinated across the corporate website and all social channels leading to positive feedback.
- Launched a series of new **internal comms activity** as part of supporting L&P staff through this period. This included the L&P Academy for personal development and training, a social events programme and mental health awareness events. This has been well received and will be rolled into business as usual activity.
- Business as usual private office support for the CEO continued as well as business as usual GLA support for information requests and responses to Mayoral Questions

STRATEGY & PLANNING

- Undertaken **prompt and effective re-planning** to ensure L&P remains resilient throughout the early stages of the pandemic and has a clear view on how to support recovery when conditions are right.
- As such we have delivered a **revised business plan for L&P in response to the Covid-19 pandemic with a revised mission which in this period have allowed us to refocus activities, resourcing and spend**. The results of this plan is reflected throughout this report.
- **Developed, and implemented, a comprehensive set of triggers to monitor the situation** which will allow us to know when to pivot from resilience to recovery.
- **We are proud to have passed the EFQM re-accreditation with a comfortable margin**. The ongoing work on business excellence over the last few months culminated in a one-day successful assessment.
- We are at the **final stages of the first KPI audit which has strengthened the confidence in our methodology**. The final report is due imminently. However, we have worked with the auditors throughout which has been constructive and allowed us to address feedback in real time.
- The **Salesforce team has delivered a key module** to enable partner registration **for the Alliance** and also **provided key forecasting dashboards to monitor commercial income** generation.

Revenue Generation

PARTNERSHIP OPERATIONS

- **Tourism Partnerships**
- Tourism Members were amongst the first to be negatively impacted by COVID-19 – the impact is deep and will be long lasting. We have worked quickly to increase engagement at all levels of our tourism membership/partners to support them by delivering a range of webinars and launching our Business Resilience series. This included Two CEO Breakfasts for partners hosted by Laura Citron plus 12 further webinars covering range of topical issues working with commercial partners to deliver expert content.
- Increased frequency of newsletters; Insights updates and COVID-19 specific information for members
- Offered all members that were due to renew in April a three-month payment holiday due to COVID-19
- Upgraded 3 Tourism Partners to the new Place Partner proposition securing **£105k** revenue from them (South Bank, NWECC, HOLBA)
- Renewed 7 further Tourism Partners securing **£221k** revenue

COMMERCIAL PARTNERSHIPS

- Renewals
 - 22 FDI Partners renewing from 2019-2020
 - Tot: £239,937.50 +VAT
- New Partners
 - 4 new FDI Partners: Burn, HBC Real Estate, Spencer West, La Playa
 - Tot: £28,750 + VAT

Delivered a range of online events for Commercial Partners including the Business Resilience Webinar Series.

Top 3 risks

Risk Identified	Mitigation	Probability 1 Low to 4 High	Impact 1 Low to 4 High	RAG
L&P's response to Coronavirus Cause: L&P's response to Covid-19 is too slow, ineffective and does not adapt to changing circumstances: Risk: The response does not address the needs of L&P's audiences, communities and stakeholders Impact: We lose the support of funding partners further reducing our impact resulting in reputational damage	L&P has repurposed its business plan within 4 weeks of entering lockdown has identified key trigger points to review when plans need to switch from focusing on resilience to recovery recognising it will be different for individual markets/sectors/audiences. Increased frequency of management and board meetings to adapt to changing circumstances. #BecauselamaLnodoner campaign successfully up and running.	2	4	A
Income Cause: We do not raise sufficient non-GLA income Risk: There are risks associated with all of our commerical income streams which are more severely impacted by coronavirus. Impact: Shortfall in income leads to scaling back our activities which impacts on our ability to achieve our KPIs.	Budget replanned for 2020-21 taking a conservative approach to income generation recognising that partnership, advertising and ecommerce activities will be significantly impacted. Cost savings have been put in place to mitigate fall in income with an acceptable level of deficit. Budget being regularly, and further potential cost mitigation options will be identified to be used if necessary.	3	4	R
Staff Welfare Cause: Social distancing and working from home continues for a significant period and staff are sick due to coronavirus. Risk: Staff morale and engagement worsens, higher stress levels and significant sickness impacts on morale and wellbeing. Impact: A less productive and creative workforce which is less resilient and capable of finding innovative solutions to support our partners and clients impacting overall performance	Additional support has been provided to staff to manage welfare. This includes social activities, the establishment of an L&P learning and development Academy, mental wellbeing activities and the implementation of a new employee assistance programme. Staff workload is being managed by implementing a new flexible resourcing programme. Plans are being finalised for staff to return to the London office two days a week from September.	2	4	A

Finance highlights – Income Q1 2020 / 21

	Q1 Business Plan £'000	Q1 Budget £'000	Q1 Actual £'000	Q1 Prior Year £'000
GLA Grant - Core	2,975	3,078	3,078	3,555
GLA Grant - Brexit	309	309	309	609
GLA Grant - other	70	-	-	-
Total GLA funding	<u>3,354</u>	<u>3,387</u>	<u>3,387</u>	<u>4,164</u>
Other Grants	370	342	367	399
Ringfenced Revenue	125	163	179	326
Commercial earnings	506	254	182	1,519
VIK	<u>255</u>	<u>150</u>	<u>118</u>	<u>237</u>
Total non-GLA funding	<u>1,256</u>	<u>1,014</u>	<u>846</u>	<u>2,481</u>
Total income	<u>4,610</u>	<u>4,401</u>	<u>4,233</u>	<u>6,645</u>
Total income excl. VIK	<u>4,355</u>	<u>4,146</u>	<u>4,115</u>	<u>6,409</u>
Non-GLA income	27.24%	23.04%	19.99%	37.34%

Grant funding

- GLA grant funding is as budgeted.

Ringfenced revenue and VIK

- Ring fenced revenue is 10% higher than budgeted due to CVB associations handbook revenue which was not budgeted
- VIK is 21% lower than budgeted which is due to low activity in Q1

Commercial earnings

- Commercial earnings are 28% lower than budgeted due to the ongoing challenges surrounding advertising and VL.com.

Finance highlights – Costs Q1 2020 / 21

	Q1 Business Plan £'000	Q1 Budget £'000	Q1 Actual £'000	Q1 Prior Year £'000
Programme Costs	570	520	170	1,299
Platform Costs (London)	911	844	827	871
Platform Costs (Markets)	128	128	101	108
Salaries	3,162	3,162	3,123	3,113
Total Costs	4,770	4,653	4,220	5,391
Surplus/(deficit)	415	-	507	1,018

Programme costs

- Programme costs are considerably lower than budgeted due to lower than budgeted activity in the first quarter

Platform costs

- Platform costs are 2% below budget in London and 21% below budget in market

Salaries

- Salaries are 1% below budget and forecasted to be on budget for the full year

THANK YOU

LONDON
& PARTNERS