

LONDON & PARTNERS' REPORT TO THE GLA

Q1 2020-21

LONDON
& PARTNERS

Table of Contents

Headlines

KPI's

Activity:

- FDI
- Trade & Growth
- Business Tourism
- Major Events
- Leisure Tourism Marketing
- Business Marketing
- Higher Education and Talent
- Strategy & Corporate Affairs
- Revenue Generation

Research & Insights

Revenue Generations



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
<p>“We will work to keep London’s global brand, our communities and London & Partners resilient, and prepare for recovery.”</p>	<p>Phase 1: Resilience Phase 2: Recovery</p> <p>Moving from resilience to recovery and different times for different audiences and markets</p>	<p>Measuring the same outcomes:</p> <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

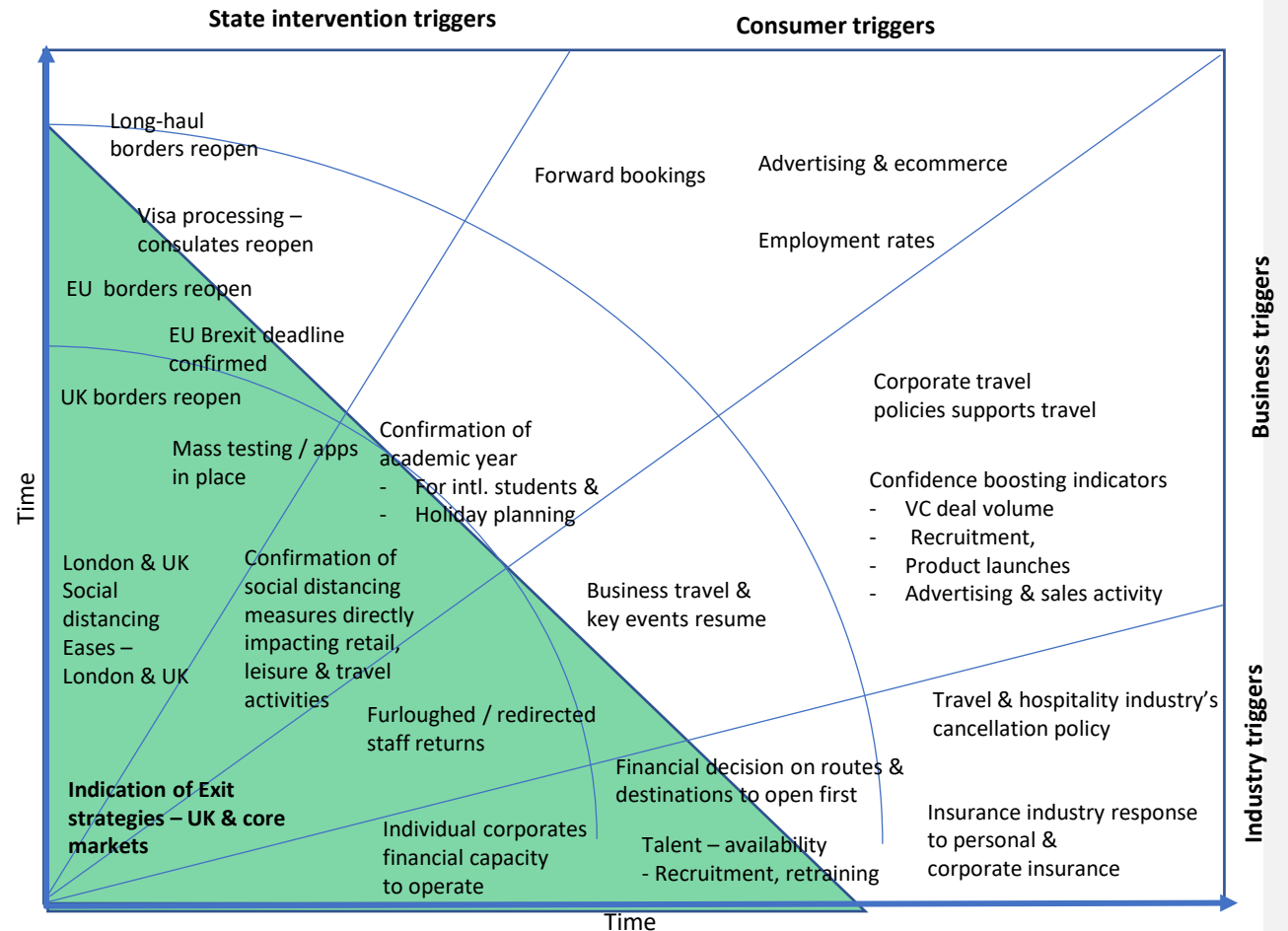
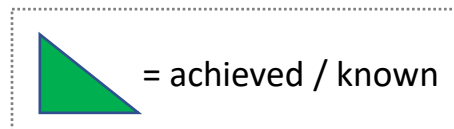
- **Ambitious recovery strategy:** an ambitious programme of work phased by markets and audience as each becomes available.
- **Consumer recovery:** focusing more on domestic consumers as an immediate source of demand which can return earlier than international tourism.
- **Investment recovery:** bringing 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
- US Fintech company
- Urban – Indian data analytics company
- FBST – Chinese fintech company
- Creative – Chinese online gaming company

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
- US fintech.
- German HRtech.
- US fintech, 6 year 1 jobs, 18 year 3 jobs

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 invited 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 O2 £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](https://www.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.

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 NWEAC, 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.

THANK YOU

LONDON
& PARTNERS