

**LONDON & PARTNERS**

**2015-16 BUSINESS PLAN**

## Introduction

London & Partners is the official promotional organisation for London. We are a not-for-profit public private partnership, funded by the Mayor of London and our network of commercial partners. We promote London and attract overseas companies, events, students and visitors to the capital, in order to build London's reputation and create additional jobs and economic growth for the city. Our mission is to "Tell London's story brilliantly".

We published our three-year [corporate strategy](#) in 2014. The business plan for 2015-16 will continue the momentum set out in the strategy. The plan's aim will be to attract jobs and growth to London now, while building London's reputation for the future.

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## **Executive Summary**

In this summary we highlight our key priorities and activities to attract jobs and growth to London.

With a budget of £18.5m we will attract an additional £247m GVA to the London economy, creating and supporting 7,196 jobs and generating £70m of media value.

### **Building London's international reputation**

Our three year strategy includes an objective to strengthen London's international reputation in three areas which are important for the Capital's future growth: as a cultural centre and as a leading destination for life sciences and high technologies.

We will deliver a range of marketing-led activations, supported by PR campaigns and partnerships, which broaden and deepen our target audiences' awareness of London's strengths in these areas.

### **Leisure tourism**

We will promote London as a leisure tourism destination through marketing-led campaigns, PR activities and "always on" digital and social channels. We will focus on high impact, marketing activations, for example, evolving the "Guest of Honour" campaign which we launched in the autumn of 2014. We will also grow the number of UK "city break" visitors, encouraging them to stay longer. We will build partnerships with other UK destination marketing companies to offer first time visitors holiday offers which include experiences outside the Capital.

We will focus most of our activities on London's largest tourism markets, based on volume and value. In this way, our limited resources will attract the largest number of jobs and growth for the Capital.

We will also support Visit Britain's efforts to reach out to travel agents and tour operators, particularly in fast growing tourism source markets.

### **International students**

We will promote the breadth and depth of London's higher educational offer and provide a one-stop-shop for prospective international students through digital and social channels.

We will also deliver marketing activations with higher education institutions which make up the London Universities International Partnership. We will collaborate with leading universities and the MedCity initiative to promote life sciences related education, research and business cluster offerings. We will focus our media efforts around US student opportunities and the entrepreneurial success of Indian students and alumni.

### **Conventions and meetings**

We will target and bid for large, international meetings, congresses, corporate and other events, as well as providing a comprehensive service for event planners. We will have a particular focus on life sciences and tech-related events from the USA and Europe. In addition, we will look to build London's reputation as a world-leading events destination and London & Partners' reputation as the 'go to' organisation for events' organisers and stakeholders.

### **Major events**

We will help the GLA to attract international major events which would not otherwise come to London. We also help to aggregate and develop existing events to make them more successful and attractive to international tourists. We will look to leverage greater economic value from existing events, including through relationships with event sponsors.

We will help to create and deliver a new consumer-facing event, which attracts more international visitors to London during the winter period.

We will help organisations to create consumer-facing activities during London Technology Week; and deliver marketing activations and PR around the Rugby World Cup.

**International trade and foreign direct investment**

We will attract foreign direct investment and help London businesses to win export contracts. In addition, we will help to strengthen London's economic reputation by communicating the Capital's business propositions to investors and influencers.

Working closely with UK Trade & Investment and our London network of commercial partners, we will focus our resources on attracting higher profile and value investments. We will proactively target international and European headquarters functions.

We will also target companies that will generate the highest economic value (including technology, media and telecommunications; financial, professional and business services; and life sciences). Our priority markets will be the USA, China and India, where we have international representation.

Working with the GLA/ LEP, we will develop a strategy to help London-based businesses win export contracts through more joined-up trade and investment activities and overseas trade missions.

**Investment for regeneration**

We will continue to help the GLA to aggregate and promote London-wide regeneration and development investment opportunities.

## **Section One: 2015/16 objectives**

Our corporate objectives for 2015/16 are:

- 1) Deliver additional jobs and economic value for London, by convincing visitors, students and businesses to come to and invest in the Capital.**
  - Attract new and expansion foreign direct investment projects which create 4,300 new jobs; and tourists, students and events which support a further 2,896 jobs; which collectively create £247m of additional wealth (measured by GVA) for the London economy.
  - Help to attract investment into at least 2 major regeneration and development projects from the official portfolio.
- 2) Strengthen London's reputation as a cultural centre and a leading destination for life sciences and high technologies.**
  - Deliver four marketing led activations which help to build the reputation of London's life sciences and tech clusters and the city's world-class cultural offerings.
  - Deliver a regular flow of stories about London's business, education and visitor offers, with a total advertising value equivalent of £70m.
- 3) Secure support and active engagement from institutions, businesses and high profile individuals with an interest in London's international promotion.**
  - Leverage the GLA grant to deliver greater returns, by generating a minimum of £7.2m of additional income including ring-fenced revenue and benefits in kind.
  - Activate three major, strategic marketing relationships which span multiple years.
  - Achieve a satisfaction rating of >80% from London & Partners most valuable stakeholders.
- 4) Establish London & Partners' reputation as a world leading promotional organisation.**
  - Achieve a staff satisfaction rate of >80%.
  - Strengthen London & Partners' position in the Sunday Times Best 100 Companies Ranking.
  - Demonstrate a return on investment from the drawdown of grant from 2016-17 for new commercial ventures.

## **Section Two: International reputation of London's technology, life sciences and cultural clusters**

The London Enterprise Panel's Economic Development Plan, "London 2036: an agenda for jobs and growth", highlights the importance of London's technology and creative industries in the Capital's future growth. Over the next decade alone, London's digital technology sector is expected to create an additional £12bn of economic activity and 46,000 new jobs (South Mountain Economics).

London has one of the world's largest clusters of cultural institutions and festivals/ events. It is a key driver for overseas visitors and it makes the city more attractive to investors, businesses, students and event organisers.

The Capital also has considerable strengths in the life sciences sector, which is currently receiving significant public investment. The MedCity initiative is almost a year old and will create a more joined-up and accessible life sciences offer across London and the Greater South East.

### Remit

London & Partners works to strengthen London's international reputation in the areas of culture, technology and life sciences, so that more visitors, students and businesses will choose London in the future.

### Objectives and KPIs

- 1) Strengthen London's reputation as a cultural centre and a leading destination for life sciences and innovative technologies.
- 2) Achieve £70m of advertising value equivalent (AVE) of coverage which contains key messages and reaches target audiences.

### Major activities this year

We will deliver a range of marketing-led activations, supported by PR campaigns and partnerships, which broaden and deepen our target audiences' awareness of London's strengths.

Culture: We will work closely with the GLA to support its cultural tourism vision to enhance London's cultural offer, which we can promote through our marketing, trade and media channels.

Life sciences: London & Partners will deliver MedCity's research, media and PR activities to showcase the Greater South East's life sciences sector's strengths internationally and, thereby, attract more investment.

We will also look to deliver a major marketing activation with London universities. The commercialisation of research will be a key theme of the activation.

Technology: We will build on the success of the inaugural London Technology Week by introducing greater curation, attracting more internationally renowned speakers and delivering more media platforms. We will also publish regular reports, tracking investment into the tech sector.

We will open the UK's first Traveltech Lab in our London office; a dedicated incubator for tech companies supporting the travel, tourism and hospitality sector.

### **Section Three: Leisure tourism**

Last year, London was the most internationally visited city in the world and we are forecasting continued record tourism numbers. However, whilst the global tourism market grew by 23% between 2009 and 2013, London grew by 18% and the UK by 11%. Thus while London is performing better than the UK, it is losing market share, notably, in terms of visitors from the United States which is London's highest value international visitor market and second largest in terms of volume.

France is London's largest international market in terms of volume and second in terms of spend, after the US. Proximity and easy access make the market highly responsive to promotional activities.

London also receives very high volumes of visitors from the rest of the UK, and London & Partners targets visitors who are looking for city breaks, encouraging them to pick the Capital over overseas destinations. We do not market to UK visitors who looking to travel to other UK destinations.

#### Remit

London & Partners promotes London as a leisure tourism destination through marketing-led campaigns, PR activities and 'always on' digital and social channels.

#### Objectives and KPIs

- 1) Attract leisure tourists who contribute £100m additional GVA to the economy and support 1,785 additional London jobs.
- 2) Attract at least £1 of non-GLA grant funding and/ or benefit in kind for every £1 of media spend.
- 3) Develop and optimise [www.visitlondon.com](http://www.visitlondon.com), so that it inspires, informs and sells to 28.5m unique visitors.
- 4) Achieve a website visitor satisfaction rate of 4.2/5, significantly above the industry average.

#### Major activities this year

We will focus our marketing activations on London's largest markets, based on volume and value: the USA, France and other near European countries and the rest of the UK. (The team will also remain agile and responsive to high value opportunities which arise in year.)

We will be more commercially focused, securing additional, third-party funding for our marketing activations and generating more income from [www.visitlondon.com](http://www.visitlondon.com).

We will focus on the following:

#### *Marketing/ communications activities*

- Build deeper insights into target audiences' drivers
- Look to evolve our 2014 "Guest of Honour" activation
- Deliver a regular flow of stories about London's visitor offers

*Digital channels*

- Optimise and develop new, rich content for our digital channels.
- Grow communities on, and generate referral traffic from, social media channels.

*Industry engagement*

- Engage the overseas travel trade and shine a spotlight on London's attractions.
- Evolve our travel trade assets to ensure they remain fit for purpose.

*Partnership working*

- Continue to promote London in partnership with London's tourism industry
- Activate three major, strategic marketing relationships which span multiple years
- Deliver marketing activations with other "Visits"/destination marketing organisations, using "London as a gateway"
- Encourage London's largest museums and galleries to promote their offerings overseas, together
- Build partnerships with overseas city promotional agencies, which facilitate asset swaps

Finally, we will continue to support the Mayor's focus on equalities by enhancing the visibility of accessibility information on our website; adding links to enable people to plan accessible journey options; and signposting to events' accessibility information.

## **Section Four: International students**

London is home to the world's leading higher education cluster, with four top-40 universities – more than any other city – and six of the world's top-200 institutions. London is also host to the world's largest international student community; one in four students are from overseas, contributing more than £2.5bn each year to the economy.

The following three markets are particularly important to London's international student cluster: China, India and the USA.

London attracts 25% of the UK's international students, but only 15% of its Chinese students. In response, London & Partners has created [www.london.cn](http://www.london.cn) and supporting social media channels to promote London to prospective Chinese students.

While London is home to 27% of Indian students studying in the UK, there has been a dramatic decline in numbers in recent years. That, coupled with the huge, future potential of the Indian market once the effect of the removal of the Post Study Work visa has dissipated, means India remains a key opportunity.

While London also attracts a high percentage of American students to the UK (at 32%), the USA is a very large and mature market that cannot be overlooked.

*Remit*

London & Partners promotes the breadth and depth of London's higher educational offer overseas, and provides a one-stop-shop for prospective international students through its digital and social media channels.

Objectives and KPIs

- 1) Attract 1.4m unique visits to [www.study london.ac.uk](http://www.study london.ac.uk), 35,000 registrations and 17,000 referrals to London's universities.
- 2) Generate £20m of GVA and support 357 jobs through spend from students, whose presence in London is directly attributable to our activities.

Major activities this year

We will focus on the following:

*Marketing/communications activities*

- Generate earned media around opportunities for US students (in conjunction with the American Association of Study Abroad Programmes); and the entrepreneurial success of Indian students and alumni.

*Digital channels*

- Continue to optimise [www.study london.ac.uk](http://www.study london.ac.uk).
- Optimise our Chinese language website to attract more prospective students.

*Partnership working*

- Deliver marketing activations with the London Universities International Partnership.
- Collaborate with universities and the MedCity initiative to promote life sciences-related education, research and business cluster offerings.

Our priority markets will be the US, China and India. These three markets are also priorities for our marketing partner, the London Universities International Partnership.

## **Section Five: Conventions and meetings**

Since hosting the Olympic and Paralympic Games, London has attracted a record number of international business events, which have elevated the city's status to sixth place in international association meeting destination rankings.

Individual events can contribute up to £80m economic benefit to the Capital and the industry as a whole is now worth more than £40 billion to the UK economy.

London & Partners, which runs the Capital's convention bureau, has been integral to this recent success.

Remit

London & Partners attracts international meetings, congresses, corporate and other events. Our work includes targeting and bidding for large events, as well as providing a comprehensive service for event planners.

Objectives and KPIs

- 1) Proactively target and attract 4 large corporate events and 4 large association congresses, each with over 1,000 delegates.

- 2) Attract events which contribute £25m additional GVA to the economy and support 450 additional jobs.
- 3) Provide an effective support service for event organisers to increase the number and scale of business events in London.

### Major activities

We will focus on the following:

#### *Sales and solutions activities*

- Target more life sciences and tech-related events.
- Provide an effective support service for event organisers to increase the number and scale of business events coming to London.
- Work with the events industry to facilitate and co-create new B2B events and sector driven content.

#### *Marketing/communications activities*

- Deliver a regular flow of stories about London as an events destination and build awareness of L&P's convention bureau team, including through our digital channels
- Deliver PR around London Technology Week (40,000 delegates) and the European Society of Cardiology (35,000 delegates).

#### *Partnership working*

- Continue to promote London in partnership with London's tourism and events industry
- Continue to offer routes-to-market for London venues and event services

The team will focus its activities on events' organisers based in the USA and Northern Europe.

## **Section Six: Major events**

Major sporting, consumer and cultural events can be key drivers for overseas visitors, as well as projecting positive images of the city overseas.

### Remit

London & Partners helps the GLA to attract international, major events which would not otherwise come to London. We also help to aggregate and develop existing events to make them more attractive to international tourists. We have a particular focus on cultural/ consumer events which are attractive to large numbers of international tourists.

We have considerable experience developing business cases and plans, securing permits and permissions and raising financial support, as well as events' marketing and PR. We work hand-in-glove with relevant city stakeholders, such as the GLA, Transport for London, London boroughs, Royal Parks, LLDC and public and private venue owners.

### Objectives & KPIs

- 1) Attract new, and support existing, international consumer, cultural and sporting events which bring significant economic value.

- 2) Generate £17m GVA and support an additional 304 jobs as a direct result of the team's activities.
- 3) Launch at least one new "city owned" major event.

### Major Activities

We will focus on the following:

#### *Sales and solutions activities*

- Attract new, and support existing, international consumer, cultural and sporting events which bring significant economic value.
- Help to create a new consumer-facing event, which attracts more international visitors to London during the winter period.

#### *Marketing/communications activities*

- Work with partners and sponsors to deliver marketing activations and PR around the Rugby World Cup and Ride London.
- Grow L&P's event goers' database.
- Deliver a regular flow of stories to rights' holders and influencers about London as an events destination.

#### *Partnership working*

- Work with the GLA sporting and cultural teams to maximise the attractiveness of London events to international tourists.
- Partner with events' rights' holders and London's sporting and cultural sectors to attract and grow events and promote the Capital as an events destination.

The team will focus its activities on priority events rights' holders and tourists from the USA, Western Europe and the rest of the UK.

## **Section Seven: International trade and foreign direct investment**

London's economy is international and this status has been critical in driving jobs and growth. 1 in 12 London businesses are now foreign owned and this number rises to 24% for large companies. Last year, London businesses exported £147bn goods and services, representing 13% of their total sales.

### Remit

London & Partners is UK Trade & Investment's official delivery partner for London. We attract foreign direct investment and help London businesses to win export contracts. In addition, we help to strengthen London's economic reputation by communicating the Capital's strengths to potential investors and intermediaries.

### Objectives and KPIs

- 1) Attract foreign direct investment which creates 4,300 jobs and adds £85m GVA to the economy.

- 2) Attract 5 new international headquarters.
- 3) Help the GLA to deliver Mayoral/ Deputy Mayoral-led trade missions; and the GLA/LEP to develop a strategy to deliver a rapid increase in exports.

### Major Activities

We will focus on the following:

#### *Sales and solutions activities*

- Attract and support FDI, with a focus on higher profile and value investments.
- Proactively target international and European headquarters functions.

#### *Marketing/communications activities*

- Deliver marketing activations and PR activities which strengthen London's reputation as a leading investment destination.
- Generate PR around high profile investments in key sectors.

#### *Partnership working*

- Act as UKTI's official delivery partner for London. As such, we are required to support all investors, from anywhere in the world.
- Develop and implement a strategy with the GLA/ LEP to help London-based businesses win export contracts; through more joined-up trade and investment activities and Mayoral and Deputy Mayoral-led overseas trade missions.

We will target companies from sectors in which London has particular strengths and that generate the highest economic value, including technology, media and telecommunications (including interactive games), financial, professional and business services; and life sciences.

Global business development priorities for FDI should be thought of in terms of specific companies within these high value sectors rather than in terms of specific markets. Given limited resources we will focus our broader activities in the USA, China and India, where we have international representation.

## **Section Eight: Investment for regeneration**

London will need to build more homes and infrastructure to meet its projected growth to over 10m people by 2036.

### Remit

London & Partners helps to aggregate and promote London-wide regeneration and development projects to potential overseas developers and investors. Our objective is to generate interest and confidence and to introduce potential new players to London-based partners.

### Objective and KPI

Help to attract investment into at least 2 major regeneration and development projects in Mayoral priority locations.

### Major Activity

Compile and promote a London-wide portfolio of regeneration opportunities, in partnership with property agents and partners.

## **Section Nine: Dot London registry**

London was one of the first cities in the world to launch its own internet address. A Dot London address opens up new marketing opportunities for businesses to associate themselves directly with the Capital. Local businesses can also benefit from consumers looking for London-based providers of services, as well as getting a domain name which is shorter and more memorable.

### Remit

London & Partners' subsidiary company operates the top level internet domain, Dot London. Our objective is for Dot London to be widely used by businesses, organisations and individuals which want to take advantage of the benefits of a clear association with the Capital. Any profits generated by the registry will be reinvested into London's promotion.

### Objectives and KPIs

- 1) Promote Dot London domains, benchmarking adoption and renewal rates against industry performance and beating industry averages for comparable top level domains.
- 2) Continue to grow the size of the Dot London registry.
- 3) Maximise the sales of both standard and premium-priced domain names.
- 4) Pass our first compliance audit, undertaken by the Internet Corporation for Assigned Names and Numbers, with no significant issues.

### Major activities

We will focus on the following:

#### *Sales and solution activities*

- Auction batches of high value premium domains at optimum times.

#### *Marketing/communications activities*

- Deliver ongoing marketing and PR campaigns to increase brand awareness and drive sales.
- Develop co-funded marketing activities with major registrars and review pricing levels through a series of test price promotions.
- Highlight excellent examples of domain usage to encourage adoption and renewal.

#### *Governance and partnership working*

- Work with ICANN, official UK bodies and TLD registries (such as Nominet) to refine Dot London's policies and identify best practice.

## **Section Ten: Income generating activities**

A recent research report concluded that London's promotional activity is under-funded in comparison to other leading international cities ("Benchmarking the effectiveness of London's

promotional activity”, Deloitte, November 2014). Indeed funding for London’s promotion has been decreasing in recent years, whilst funding for its competitor cities has been increasing.

The GLA has actively encouraged London & Partners to grow its non-GLA grant income in order to redress the balance and scale up our promotional activities, without increasing our call on the taxpayer.

### Remit

Last year, London & Partners published a strategy which contained an objective to achieve parity between our GLA-grant and non-GLA income (including benefits-in-kind) by 2017.

### Objectives and KPIs

- 1) Secure £7.2m of non-GLA grant income.
- 2) Activate 3 strategic partnerships.

### Major Activities

We will focus on the following:

#### *Sales and solution activities*

- Increase revenue from digital channels, including [www.visitlondon.com](http://www.visitlondon.com), without compromising their ability to inspire and attract tourists.
- Increase income from our London offices (Traveltech Lab, studio and boardroom)
- Develop new ventures.
- Grow our commercial capability.

#### *Partnership working*

- Evolve our commercial partnership programme
- Work with the GLA to implement the recommendations from the report, “Benchmarking the effectiveness of London’s promotional system”. In particular, identify London assets which London & Partners can leverage for commercial gain and secure greater support from national agencies.

## **Section Eleven: Company operations**

### Remit

The company’s operations team comprises finance, facilities, HR, IT, research and audience insights, performance management, reporting and corporate governance. Its objective is to provide an environment, systems, tools, development opportunities and knowledge for staff to achieve their best, both individually and collectively.

### Objectives and KPIs

- 1) Improve the company’s position in the Sunday Times “Best 100 Companies to Work For” ranking.
- 2) Achieve a staff satisfaction rate of >80%.
- 3) Achieve a satisfaction rating of >80% from London & Partners’ stakeholders.

Major Activities

We will focus on the following:

- Adopt effective, company-wide flexible working.
- Ensure our systems (CRM, intranet, Office 365) are used effectively.
- Ensure that our Traveltech Lab (in collaboration with the Tramperry, an experienced operator of shared workplaces), is a financial and operational success.
- Explore opportunities to share services with other organisations. (We already provide HR, research and marketing/ communications support to MedCity and share IT best practice with the GLA).
- Evolve our economic evaluation methodologies so that they remain industry leading and our reporting remains highly credible.

## Section Twelve: Budget and headcount

Our costs have been budgeted to achieve a break-even result at the end of the year. The overall make-up of the costs is as follows:

	Business Plan 2015/16 £'000	Business Plan 2015/16 £'000	Budget 2014/15 £'000	Budget 2014/15 £'000
<b>Income</b>				
GLA core grant for the year	11,410	62%	11,660	63%
Commercial income and contributions	6,575	35%	6,516	35%
Other	521	3%	299	2%
<b>Total income</b>	<b>18,506</b>	<b>100%</b>	<b>18,475</b>	<b>100%</b>
<b>Expenditure</b>				
International Reputation	2,960	16%	3,158	17%
Leisure Tourism	3,320	18%	4,552	25%
International Students	547	3%	469	3%
Conventions & Meetings	2,390	13%	2,070	11%
Major Events	559	3%	486	3%
International Trade & Foreign Direct Investment (incl. Regeneration)	3,391	18%	3,533	19%
Income Generating Activities	1,766	10%	864	5%
Company Operations	3,573	19%	3,343	18%
<b>Total expenditure</b>	<b>18,506</b>	<b>100%</b>	<b>18,475</b>	<b>100%</b>

The budget is based on a core grant for the year from the GLA of £11.4m which is a reduction of £250k from the previous year. Other income includes grants from other sources and elements of the GLA grant deferred or advanced from other years.

At the time of publication discussions were ongoing regarding additional funding for leisure tourism activity including funding from national agencies and commercial sources. These have not been accounted for in this budget.

### Headcount

We do not anticipate any significant increase in headcount in 2015 compared to current levels. (Although we may take on temporary staff, in year to deliver e-commerce-related activities.)

The proposed headcount figures for the start of 2015 are as follows: (Last year's figures are in brackets.)

- London's international reputation: 22.5 (21.6)
- Leisure Tourism: 20 (20.5)
- International Students: 4.1 (4.5)
- Conventions and Meetings: 16.8 (16.1)
- Major events: 5.4 (5.4)

- International trade and foreign direct investment: 42.8 (44.6)
- Investment for regeneration: 1 (2)
- Dot London registry: 4.8 (5.4)
- Income generating activities: 20.4 (9.8)
- Company Operations: 20.1 (20.1)

Proposed headcount 2015/16: 157.9 (150). Note: the increase comprises staff to grow our commercial income.

## Appendix 1 – Summary of KPIs

Sector	Key Performance Indicators	2015-16 Targets
<b>Strengthening London's international reputation</b>	Generate Advertising Equivalent Value (AVE) including strengthening London's reputation as a cultural centre and a leading destination for life sciences and tech	£70m
<b>Delivering economic benefit</b>		
Leisure tourism	Additional GVA from leisure visitors attracted to London	£100m
	Jobs supported by spend from tourists exposed to London & Partners activities (net)	1,785
International Students	Additional GVA from international students attracted to London	£20m
	Jobs supported by spend from students using Study London website (net)	357
Meetings and conventions	Additional GVA from business events attracted to London	£25m
	Jobs supported by spend from business events delegates and organisers assisted by London & Partners (net)	450
Major Events	Additional GVA from major events attracted to London	£17m
	Jobs supported by spend from major events attendees and organisers assisted by London & Partners (net)	304
International trade and foreign direct investment	Additional GVA from FDI attracted to London	£85m
	Jobs created (year 1 as per GLA definition)	4,300
Regeneration	Number of capital investments into London property and infrastructure projects from the portfolio	2
<b>Total GVA attributed from delivering economic benefit across all sectors</b>		<b>£247m</b>
<b>Total number of jobs created or supported across all sectors</b>		<b>7,196</b>
<b>Total private sector income generated</b>		<b>£7.2m</b>
<b>Establish London &amp; Partners' reputation as a leading world promotional organisation</b>	Stakeholder satisfaction	>80%
	Staff satisfaction	>80%
	Sunday Times 100 Best Companies	Improve ranking

## Appendix 2 – Summary of key milestones

Sector	Key Milestones 2015/16			
	Q1	Q2	Q3	Q4
London's international reputation		London Tech Week	Life sciences marketing activations	
Leisure Tourism	Evolve suite of assets to influence travel trade		Rugby World Cup activations	Leisure tourism campaign
International Students		Indian press engagement	USA press engagement	
Meetings and conventions	Trade shows incl. IMEX Europe	Trade shows incl. IMEX US	Trade shows incl. EIBTM	
Major Events		Ride London		London Light Festival
International trade and foreign direct investment	Produce sector propositions	Produce sector propositions	Produce sector propositions	Produce sector propositions
			Euro HQ campaign	
	Support Mayoral overseas visits throughout year			
Regeneration	Investment		Investment	
Operations	Stakeholder survey			Best companies survey