GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT:  GM Internationalisation Strategy – Mid Term Review

DATE:  17th September 2018

FROM:  Alison Gordon,  Assistant Director of Business Innovation & Enterprise Policy

1.0 Purpose of Report

1.1 The purpose of this report is to set out the progress with the implementation of the GM Internationalisation Strategy since it was agreed in 2016 and seek agreement to the key actions proposed for the next 18 months and the key issues arising, including Brexit, that impact on its delivery.

1.2 In considering this report the LEP might consider the following wider questions:

a. What needs to be done to ensure wider business buy in and actions to support our internationalisation ambitions?

b. What might we do differently to communicate and promote the GM offer more effectively internationally?

c. How can we best embed our Internationalisation ambitions and vision within our Local Industrial Strategy?

2.0 Progress

2.1 The GM Internationalisation Strategy 2017 – 2020 was approved by the LEP Board on 19 September and the GMCA on 30 September 2016. Its Implementation Plan was agreed by the Board on 17th November 2016. The formal launch of the Strategy took place on 4th July 2017.

2.2 The Internationalisation Strategy is embedded within the Greater Manchester Strategy which was adopted in July 2017 and the priorities and actions set out in its Implementation Plan are embedded within the Manchester Growth Company Business Plan, inform the activities of the GM Combined Authority and the work of key partners including the Universities and Manchester Airport.

2.3 This report has been informed by the private sector led Internationalisation and Marketing Board which considered the key issues that need to be taken into account moving forward since the approval of the Strategy at its meeting on 24th May 2018 so that they are reflected in our forward thinking. This concluded that whilst eight Strategy priorities remain robust, our actions (and tactics) to achieve the overall agreed outcomes need to be refined to reflect changing circumstances.
2.4 However, given the ongoing uncertainty arising from Brexit it is important to review the direction of travel in the delivery of our Internationalisation ambitions we set out in the Strategy on a regular basis. This is a mid-term review of the performance to date based on the delivery of the outcomes set out in the Strategy and its implementation plan, set out the forward actions and highlight key issues emerging within the continuing volatile policy and economic environment. This report has been prepared following further consultation with the key organisations including the Universities, Manchester Airport, the GM Chamber and the LEP Chair who inputted into the approved Strategy in 2016.

3.0 Overview

3.1 Our Internationalisation Strategy stated that our long term vision is to become a top 20 global city by 2035 as measured by:

- Our attractiveness to international investors, visitors, business and academic talent and students;
- Our international cultural and place offer and the propensity of our business base to trade internationally;
- Our success as a key international gateway to the UK – and a gateway to the world for our UK businesses and communities.
- The quality and ease of access and interconnectivity to all places across the city region to maximise the local benefits of Internationalisation across Greater Manchester communities.

3.2 The Internationalisation Strategy was prepared and agreed against a backdrop of considerable political change following the outcome of the EU Referendum. Uncertainty remains across a number of Strategy policy areas which are controlled at UK Government level.

3.3 The White Paper on the Future Relationship between the UK and the EU published on 12th July 2018 sets out the current Government position in Brexit negotiations with the EU. That Paper proposes a common rulebook for goods, giving frictionless border access which is intended to “protect the uniquely integrated supply chains and ‘just in time’ processes” with no “costly customs declarations”. It also proposes new arrangements on digital commerce and a new and comprehensive deal on financial services.

3.4 The White Paper sees the UK and EU becoming a “combined customs territory” for goods, in which the UK would apply the EU’s tariffs and trade policies for goods intended for the bloc, with domestic tariffs imposed for goods heading to the UK. It also confirms that free movement of people from the EU to the UK will end. Details of future migration policy is expected in a further White Paper in the Autumn.

3.6 The level of current uncertainty in key areas across UK international trade, customs, immigration, framework funding policy is not conducive to effective forward planning. There will be impacts on the delivery of our Strategy priorities both now and well beyond the current 2020 Strategy period.

3.7 It is therefore critical that Greater Manchester continues to use all available routes to influence UK policy in these areas including through our work with Government in the development of our Local Industrial Strategy. In addition, it is equally important that we continue to take a pragmatic approach to the implementation of the Internationalisation Strategy that accepts that
there are some areas that we are not able to directly control—but may want to mitigate negative local impacts. It is intended to continue to monitor Brexit impacts closely so that measures can be introduced if necessary in the longer term e.g. protecting businesses, universities and health service access to talent through the introduction of a local visa.

4.0 Changes in UK/GM Forecast Growth since 2016

4.1 The Greater Manchester Forecasting Model (GMFM) -2017 is more pessimistic about future growth prospects in both the UK and GM than GMFM -2015 (which was used as baseline for the Internationalisation Strategy). This is driven by slower projected growth in labour productivity, as well as the risks to trade and skills availability emerging from Brexit. These assumptions are in line with those being made by other forecasters:

- Slower growth is now forecast. By 2035, total GVA in Greater Manchester will be £9.2 billion lower, employment 6,000 lower, and population 27,500 lower than forecast in GMFM-2015.
- GVA will grow at 1.7% per annum up to 2035 - comparable to the UK average (1.8%). Total employment is forecast to grow at 0.5% per annum in GM, slightly faster than the UK average (0.4%), equating to a net increase of 141,000 employees from 2015 to 2035.
- Employment growth in GM is expected to be largely driven by Business, Financial, and Professional Services and also digital across multiple vertical sectors. Further job losses in Manufacturing are forecast (in part through increasing automation), although increased productivity is expected to result in GVA growth in the sector.

5.0 Strategy Implementation overview

5.1 The review takes full account of our continued analysis that is measuring the impact of Brexit on the City Region. In spite of these challenges, it is clear that solid progress has been made in delivering the overall outcomes we set out in the Strategy for 2020. The progress towards the delivery of the 2020 Outcomes under each priority have been marked with a “rag” rating under Appendix A. Within this table there is also a summary of the impact of Brexit across each priority (positive/negative or mixed). Key points are as follows:

- Manchester Airport’s international business and tourist passenger numbers have already exceeded the 2020 target supported by successful route development strategy and helped, in part, through favourable exchange rates.

- The pipeline of inward investment projects in Greater Manchester has held up well and now accounts for 6.1% of UK Foreign Domestic Investment (FDI) Projects. Although it should be noted that overall FDI jobs numbers are lower than the target. We have a strong pipeline of FDO projects. However, Brexit uncertainty has increased the challenge of converting this interest into executed projects.

- There is now increasing anecdotal evidence that the uniform application of salary thresholds across the UK is impacting on the ability of businesses in GM to attract international digital talent in particular. There have also been recent national headlines about firms are unable to recruit international talent in key shortage areas of digital and engineers because they were denied UK visa after monthly limits had been exceeded

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• International student numbers are holding up but continue to be included in the UKs immigration statistics – despite mounting evidence of their wider economic value to the UK economy. However, the Home Office is known to be reviewing this policy with its independent Migration Advisory Committee reporting on the impact of international students this month. In the meantime, the Government recently has announced its intention to treat EU students as home students during the first year post March 2019.

• GM has worked hard to further strengthen its relationship with the Department of International Trade particularly at Northern Powerhouse level to align trade and investment priorities. Moving forward we will continue to press for greater emphasis to be placed on elevated export value over business numbers. We also aim to strengthen our strategic partnerships with Visit Britain, direct route airlines and through the UK GREAT campaign funding to target international visitors, investors and conferences. The Government published its Export Strategy this August. Its focus is squarely on markets outside of the EU.

• Market-specific initiatives originally seeded by the LEP including the Manchester China Forum and the Manchester India Partnership are continuing to develop and mature, with partner interest growing consistently and creating further strategic opportunities that are bespoke to those markets.

5.2 The summary of the key successes over the past eighteen months are set out in Appendix B

6.0 Feedback from consultation

6.1 As part of this review key partners were asked about the impact of Brexit uncertainty and their views on the future direction of travel for Greater Manchester since 2016. Consultees included the Internationalisation and Marketing Advisory Board, GM Universities, GM Chamber and the GM LEP Chair. All respondents remained supportive of the Internationalisation Strategy and its ambitions but were keen to raise the following issues.

6.2 GM Chamber confirmed business investment concerns because of continued Brexit uncertainty but believed that most businesses are being pragmatic in the absence of further details on future trade arrangements. The Chamber is keen to stress that Strategy actions needs to continue to reflect that the EU will remain as a critical key trading partner moving forward and the forward plan therefore reflect increasing consideration given to our country to country relationships within the EU in order to consolidate as far as possible our current trading position.

6.3 The universities are reporting that international student numbers are holding up. Helped by recent Government confirmation that EU Students will retain current rights into the next academic year. However, there is increasing concern that perceptions of the UK not being welcome will start to impact on numbers moving forward. The ongoing Study Manchester campaign is therefore an important initiative which can help mitigate some of negative effects.

6.4 The universities are also increasingly concerned about their continued involvement in EU research projects. The Government indicated that it wants to see the UK associate fully with the EU next research and innovation programmes which is intended to enable GM research institutions to continue to access project funding. However, it is already becoming clear that UK institutions are now being excluded as potential project leads – thus impacting on reputation of our Universities and the level of funding available for research. There are also university concerns that this will lead to an accelerating draining of international research talent. They are
keen that maximum pressure is applied to Government to ensure that a deal is done that protects the global reputations of our research institutions in GM.

6.5 There was a view by most consultees that GM had been very successful in promoting the brand internationally on limited resources. However, several were concerned that the level of capacity and resources bears little relationship to the scale of the opportunity. The benchmarking work to compare Manchester with other international cities in terms of capacity and resources dedicated to brand promotion was considered an important starting to determine what was needed. Moving forward we should take full account of the opportunities to better leverage private sector investment to promote the City Region to international audiences.

6.6 Several consultees picked up on the need for the arrival experience for international visitors to Manchester Airport to be enhanced as an International Gateway. There was recognition that the construction of the new airport terminal is having short term impacts but that, in the medium term, this presented a fantastic opportunity for Manchester to enhance the welcome offer and showcase an integrated transport and visitor offer for the City Region and the wider north west.

6.7 A number of consultees confirmed the need for the internationalisation ambitions of Greater Manchester to be fully embedded within the emerging GM Local Industrial Strategy.

7.0 Strategy Actions for 2018/19

7.1 The following highlights selected actions for the next 18 months which are drawn from a more detailed action plan. These take into account the progress that has been made to date; the uncertain policy landscape and the feedback from consultation. This is a pragmatic approach with a focus on actions under each of the eight Strategy Priorities that are largely under our control or direct influence.

<table>
<thead>
<tr>
<th>PRIORITY 1</th>
<th>Global Gateway for the UK and the North</th>
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<tr>
<td>• Build on significant progress implementing Manchester Airport’s Route Development Strategy. Priority is new direct routes to Thailand and a second China route to Shanghai and Guangzhou (supported by a Mayoral visit in September 2018). Further build on the Manchester India Partnership success through new direct route to Delhi</td>
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<td>• Continue to exert pressure on Government to ensure the option with the most positive economic impact from HS2 is supported.</td>
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<td>• Secure funding for pilot Northern hub digital platform to promote GM and internationally via Visit Britain and private sector platforms.</td>
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<td>• Continue to strengthen engagement across GM universities &amp; build database of prominent university alumni in key markets/cities driving sector/place marketing &amp; network development.</td>
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<th>PRIORITY 2</th>
<th>World Centre for Trade across key GM Sectors</th>
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<td>• Further strengthen GM’s relationship with the Dept. of International Trade (DIT) shaping DIT missions for 2018/19 across the North through Northern Powerhouse Investment Forum with more focus on mid-sized companies in key sectors/markets &amp; high growth SME programmes.</td>
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<td>• Align International Trade through the Growth Hub with the emerging GM Local Industrial Strategy and incorporate trade into wider business start-up and management development support to strengthen DIT support for GM objectives.</td>
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<td>• Introduce ‘Meet the Buyer’ events in both UK and overseas to identify business opportunities in priority sectors to raise awareness of local business base strengths.</td>
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<tr>
<td>• Deliver a new Global Growth Service focused on mid-sized businesses providing diagnostic &amp; brokerage services to private sector providers to drive up value of exports.</td>
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<td>• Increase the profile of education as an important export for GM.</td>
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<td>• Develop a new locally led, partnership based, GM international trade initiative that includes</td>
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<td>o Launch of a Global Scale Up programme under the GM Business Productivity Programme to build resilient businesses able to respond to Brexit challenges</td>
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<td>PRIORITY 3</td>
<td>UK Magnet for Foreign Direct Investment</td>
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<td>- Implement MIDAS’ multiplier strategy to extend in-market reach, and deepen relationships with major property agents, site selection specialists/location consultants and trade bodies.</td>
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<tr>
<td>- Increase in-country engagement in Japan and continue to develop relationship with London Embassy, DIT post and honorary Consul.</td>
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<tr>
<td>- Secure additional Manchester China Forum funding to support in-country resource within that key market.</td>
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<td>- Build on the new Manchester India Partnership to create further inward investment opportunities taking full advantage of first direct flight from Manchester to Mumbai.</td>
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<td>- Build on the inward investment work already being undertaken in mainland Europe, including targeting of Irish food manufacturers that may need a UK base post Brexit and companies that are currently HQ’d on mainland Europe that may need a new UK HQ post Brexit.</td>
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<td>- Develop a common programme of inward investment activity with DIT &amp; Northern Powerhouse, identifying key activities for joint working/investment through the NPH &amp; GM Trade and Investment Plans</td>
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<td>- Deliver the High Potential Opportunity pilot with DIT, focussing on promoting Rochdale/Bury/Oldham through the building of a manufacturing/advanced materials proposition aimed at the aerospace and auto sectors.</td>
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<td>- Develop a “NextGen” campaign for GM to attract high growth and innovative companies from key markets through initiatives including Deloitte Fast Tech 50 and M&amp;A analytics tools that track CVC investment</td>
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<td>- Track development of tech departments in non-tech companies, to spot opportunities to attract new tech functions to GM from major blue-chips.</td>
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<th>PRIORITY 4</th>
<th>Portfolio of Prime Foreign Capital Investment Opportunities</th>
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<tr>
<td>- Develop pipeline of GM foreign capital investment (FCI) opportunities, working closely with GMCA &amp; private partners through the GM Investment Group and DIT.</td>
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<td>- Review GM presence at wider FCI marketing events such as Expo Real (Germany) and MIPIM Asia.</td>
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<tr>
<td>- Implement new model for resourcing FCI through partnership model with external specialists and stakeholder agreement, with aim to trial outsourced/partnership model with private sector.</td>
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<th>PRIORITY 5</th>
<th>Strengthened international research capabilities &amp; International Talent Base</th>
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<tr>
<td>- Confirm local intelligence the increasing challenge of sector salary thresholds which is impacting on our competitive position to attract and retain international talent in key growth sectors because it is applied uniformly across the UK. This will include working with Northern Powerhouse Partnership and core cities towards a collective approach on salary thresholds with Government that is sensitive to place.</td>
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<tr>
<td>- Continue to explore the potential for a Manchester Visa to address gaps in key skills with focus on digital and engineering to action once UK Immigration policy becomes clearer.</td>
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<td>- Continue to influence UK Government in shaping the ERDF/ESIF replacement “Shared Prosperity Fund” through membership of the UK DEEU working group to support key GM research investment activities.</td>
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<td>- Ensure that the Government’s intention to seek associate membership of the next EU Research and Innovation Programme achieves similar level of GM University participation in future EU international research projects.</td>
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<th>PRIORITY 6</th>
<th>The Best UK Destination for International Students</th>
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<td>- Build on launch of the GM Study Manchester online platform and work with all universities to secure a sustainable future promoting GM as a destination for international students.</td>
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<tr>
<td>- Undertake GM wide programme to promote blended learning programmes across key growth sectors including digital and engineering working with NCUK (a consortium of leading UK universities giving international students guaranteed access to universities worldwide).</td>
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- Make a formal approach to the new Home Office Minister to push the removal of international students from UK immigration figures – taking advantage of further mounting evidence of its economic impact.

**Priority 7**

**A World Class Visitor Hub**

- Develop growth strategy for business visits and events working with Visit Britain and Manchester Convention Group to further enhance Manchester bids/pitches for future international conferences and meet the buyer events in market
- Develop a seamless integrated travel offer for GM for all international visitors – focusing on the visitor experience.
- Deliver in-bound B2B travel trade and B2C campaigns in key markets including US, China, India and EU, working with GMCA, MAG, VB and airline partners.
- Deliver activity to support of new direct India route, working with Visit Britain and DIT and maximising relationship with Cricket World Cup and LCC.
- Deliver Phase 2 Discover England initiative to include:
  - ‘Experience England’ project in partnership with London and Partners and Visit Birmingham, targeting China, GCC and potentially India with twin city itineraries.
  - Delivery of the Phase 2 Discover England ‘International Gateway’ project, partnering with attractions and DMOs across the North to develop and distribute bookable product, focussing on US markets.
  - Fully integrate visitor welcome and visitor information within MAG’s airport transformation and customer service programme.
  - Strengthen GM understanding of international visitor motivations & perceptions with focus on understanding what GM can do to improve the welcome for businesses.

**Priority 8**

**Build Manchester Brand and Reputation and tell our story brilliantly.**

- Develop property and corporate sector marketing and sponsorship plan including delivery of MIPIM and other sector project opportunities to promote GM collectively.
- Continue to develop and deliver Global Ambassador programme, ensuring diversity of GM is represented.
- Finalise GM International City to City Relationships strategy and action plan in full alignment with our international market priorities
- Develop portfolio of key international opportunities for Mayor and deputy Mayor for the next twelve months.
- Develop online GM visit platform to sell and distribute bookable product.
- Develop the GM content curation, creating and distributing content promoting key sectors to an international audience.
- Develop annual segmented content management and promotional plan
- Completion of peer city benchmarking of promotional investment and work to determine mutually beneficial international city to city relationships.
- Host annual internationalisation visitor focussed event for partners and members.
- Continue to develop international media profile of GM by delivering a media visit programme in conjunction with MAG.

### 8.0 Summary

8.1 The eight strategic priorities of our International Strategy and the associated outcomes agreed by this Board last year continue to stand up well despite continued economic and Brexit uncertainties. Very solid progress has been made in the delivery of many of the actions set out in the Implementation Plan. Four of the priorities are on track for delivery. Four are behind schedule due to those wider circumstances beyond our control but are recoverable.

8.2 There is no doubt that GM fully exploited the benefits from an international tourism boost arising from favourable exchange rates and still appears to be building on this competitive advantage despite Sterling now strengthening to pre referendum levels against the dollar. However, a
drop in forward bookings at a UK level points to more challenges ahead. In that context, there will be an early on research to better understand visitor expectations and behaviours so that we can differentiate our welcome offer and then deliver more inventive solutions.

8.3 In the short term securing commitment to inward investment projects within our lengthy pipeline is likely to continue to be challenging up to the first phase of Brexit to March 2019 and then to the final phase in December 2020. However, our performance has been encouraging despite this backdrop.

8.4 The medium impact of Brexit on GM international trade performance is uncertain as the exchange rate advantages reduce and future customs arrangements are in the balance. Our reliance on EU markets (58%) is of particular concern and consolidating our market within the EU is a key priority.

8.5 The GM Local Industrial Strategy we are preparing working with Government will be an important tool to enable us to seek to influence Government, particularly DIT thinking, and align GM priorities with those of the UK Government taking into account our particular place based strengths and opportunities post Brexit.

8.6 It will be important to judge the success of the final 18 months of the implementation our Internationalisation Strategy in the key areas we control e.g. key messages to international markets, our key international market priorities, new airport route, tourist visitor experience) and in the context of GM internationalisation areas where we are able to exert strong influence with Government (e.g. approaches to local trade and investment support through the Northern Powerhouse). Aside from the outcome of the Brexit deal the most significant unknown is UK Government’s immigration policy which is likely to be clearer in the autumn. It could have a significant impact on our ambitions to attract and retain international talent and students.

9.0 RECOMMENDATIONS

9.1 That, subject to the views of the LEP, the review of the GM Internationalisation Plan is put forward for considered by the GMCA on 28th September.
## INTERNATIONALISATION STRATEGY – PERFORMANCE TO APRIL 2018

<table>
<thead>
<tr>
<th>Operational Objective</th>
<th>Strategy 2020 Outcomes</th>
<th>Current position in outcome delivery</th>
<th>Brexit Impact to on priority area to date</th>
<th>Outcome delivery progress</th>
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<tr>
<td><strong>IS01: Global Gateway for the UK and the North</strong>: Implementation of MAG route development strategy; Accelerate north road and rail infrastructure; destination gateway for the north; strategic destination airline partnerships.</td>
<td>Increase the number of inbound international businesses from 1.02m to 1.31m by 2020. Increase the number of inbound international tourists from 2.91m to 3.43m by 2020.</td>
<td>Inbound international business visitor number increased from 1.02m in 2015 to 1.491m in 2017 (+46%) Inbound international leisure visitors increased from 2.91 m in 2015 to 3.822m in 2017 (+31%)</td>
<td>Very positive – helped in part through to favourable exchange rates</td>
<td>Green</td>
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<td><strong>IS02: World Centre for Trade across key GM Sectors:</strong> Export orientated business culture; Intensive support to existing exporters; Fully integrated business export offer; Identify gaps and weakness in international supply chains.</td>
<td>Improve our export performance by £900m by 2020 (from £5.35Bn (2015) to £6.25bn) and narrow the gap between our actual and “expected” 20 export performance by 17%.</td>
<td>GM total exports in 2016 stood at £6.4billion, 23% of the North West total and 2% of the UK total. This represents a significant 16% rise from 2015, following 3% growth from the level in 2014 to 2015, and 0.1% growth between 2013 and 2014. The EU accounted for approximately 58% of exports in GM in 2016, in line with both 2014 and 2015.</td>
<td>GM is doing well on trade performance – In particular exchange rates has led to increases in manufacturing export but caution needed for future as there is growing evidence that Brexit uncertainty is damaging investment levels</td>
<td>Green</td>
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<td><strong>IS03: UK Magnet for FDI</strong> Exploit internal MGC operational synergies; market partnerships with private sector; strong relationship with DIT; Portfolio of international collaborative R&amp;D opps with Universities leading to FDI; Target heads of supply chains.</td>
<td>Increase our proportion of UK FDI from 3.5% to 5%. This would be worth up to an additional £300m investment over the strategy period.</td>
<td>EY’s 2018 UK Attractiveness Survey is published in May and confirms the GM secured 6.1% of UK FDI.</td>
<td>Positive – Outcome target achieved in terms of % of FDI – but jobs numbers are down. A solid pipeline moving forward but concern about reduced appetite to commit.</td>
<td>Green</td>
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<td><strong>IS04: Portfolio of Prime FCI Opportunities</strong> Leverage intelligence through GMSF site identification; Promotion of portfolio working</td>
<td>Win large scale FCI projects can be expected to enable GM to secure a minimum additional £1bn FCI during the Strategy period.</td>
<td>The level of FCI investment projects in GM has increased significantly. With FCI</td>
<td>Mixed – GM benefiting from FCI arising from London stagnating property market.</td>
<td>Green</td>
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| ISO5: Strengthened international research capabilities and International Talent Base  
Development of Manchester Visa to attract international talent in key areas (digital and engineering); leverage Science Audit strategic positioning; attraction of international entrepreneurs. | Grow the international research reputations of GM universities measured through improvements in university league table rankings. | Manchester University International ranking was 34th in QS Ranking in 2017 from 29th in 2016  
Salford University remains in top 650 worldwide  
MMU remains in top 800 worldwide. | Negative – UK future participation in major EU research programmes is uncertain. | Yellow |
Development of Study Manchester Platform; salary thresholds to reflect local economy; develop blended learning and foundation degrees for international students. | Our target is for 20% of students studying in Greater Manchester to be from overseas by 2020 from 15%. | The proportion of international students across GM universities increased from 15% to 17% over the strategy period. | Negative – International students are still included as part of UK immigration target. | Yellow |
| ISO7: A World Class Visitor Hub  
Commercially integrated visitor packages and marketing; Public/ private partnership to attract international events; Northern tourism campaign; Analysis to understand gaps in offer; | Match UK average growth (12%) by the end of the Strategy period through additional investment to implement the above Strategic enablers. This would result in additional £64m of visitor spend. (GM Growth over the period 2011-14 was 4.3%, compared to the UK average of 12%.) | Visitor volume figures for 2017 are not available until Jul 2018 so a 3 yr comparator figure for 2014-17 cannot be provided, however, the GM visitor number uplift from 2013 to 2016 was 18%, which is ahead of the UK increase of 15% for the same period | Positive – significant benefit from favourable exchange rates. | Green |
| ISO8: Build Manchester Brand and Reputation and tell our story brilliantly.  
Develop GM narrative; Cross sector digital platform; develop new international networks and strategic partnerships. | We aim to measure our progress in building our international brand and reputation through a range of mechanisms including the monitoring of recognised global city indexes | Our position in the Anholt index rose from 27th in 2015 to 24th in 2017. | Continued good progress demonstrated through improved Anholt rating | Green |
APPENDIX B - The key successes following adoption of GM Internationalisation Strategy

**International promotion, tourism & GM profile**
- Secured £250,000 recovery funding to support promotional activities to reduce impact on tourist visitor numbers from May 2017 terrorist attack.
- Increased in the number of international visitors to 1.4m in 2016 exceeding Tourism Strategy 2020 target with growth in USA & China.
- Delivery of a new European campaign with Ryan Air grown market share in three key EU markets.
- Marketing Manchester has worked with venue partners on 59 international conference bids, winning 20 worth est. £23 million to GM.
- Delivery of 1 year Team North initiative to strengthen comms channels between Marketing Manchester and marketing teams across the North.
- 148 social media influencers hosted in GM over two weekends with social media reach of 62M.
- The new Study Manchester online platform launched aimed at promoting GM to international students supported by all GM Universities.

**International Trade / Exports**
- Based on latest HMRC figures (2016) GM total exports now stand at £6.4 billion, 23% of the North West total and 2% of the UK total. This represents a significant 16% rise, following only 3% growth from the level in 2014 to 2015. The EU accounted for approximately 58% of exports in GM in 2016, in line with both 2014 and 2015.
- Enhanced trade export data from HMRC significantly so that we can better understand our performance across key markets and more effectively target the trade support services delivered through the Business Growth Hub.
- £15m committed by Department for International Trade (DIT) to support 17 trade missions across the North in 2017/18 to support priority sectors and markets. (7 x EU, principally targeted at those new to exporting, 2 x UAE, 1 x India, 3 x China and 4 x USA).

**International Target Markets**
- Collaborative working with the Department of International Trade in the development of joint missions to key target markets including USA, China and India.
- The Manchester India Partnership launched February 2018 both in Mumbai and London by DIT Minister. Founder members include MIDAS, Manchester Airport, Deloitte, Manchester City FC, Salford University and Bolton University. Won Trade & Investment Organisation of the Year at UK-India Business Awards June 2018.
- Direct flight to India has been secured - Jet Airways announced Manchester to Mumbai flights 4 days/week from Nov 2018 - daily from March.
- Built success of the new direct route from Manchester Airport to China to substantially increase the volume of freight trade and visitor numbers supported with a £1M campaign in partnership with Hainan Airlines and Visit Britain.
- Supported new US direct routes from Boston and San Francisco with joint VisitBritain/Virgin Atlantic marketing campaign & GREAT funded in-market activity focussed on life sciences and travel.
- MIDAS extended in-market presence in India to include Delhi as well as Bangalore, connecting to IT and Life Sciences/Medtech clusters. Negotiations now underway to develop a similar in-market presence in China, and the US.

**Inward Investment**
- Creation of the “MIDAS Partnership”, a of 8 major property developers across GM contributing additional funds to support inward investment promotion.
- MIDAS has increased its project intake by 57% due to the additional investment from the MIDAS Partnership and the GMCA. GM now accounts for 6.1% of UK FDI (exceeds 5% 2020 target). MIDAS increased its account management programme by 150 companies, helping to mitigate against the uncertainty around Brexit, funded by DIT.
- MIDAS has secured a “High Potential Opportunity” (HPO) pilot with DIT, one of three pilots in UK. Will create joint proposition with DIT exploiting GM’s strengths in advanced materials, aimed at attracting companies supplying the NW Automotive and Aerospace sector targeting Bury, Rochdale and Oldham.
- Continued international investment activity and reach is being achieved through Manchester at MIPIM partnership, in 2017 the delegation was the most significant to date with 113 companies and 274 delegates attending including six of the ten GM Local Authorities (Manchester, Salford, Trafford, Bolton, Oldham and Rochdale) promoting GM investment opportunities internationally and forging partnerships.
# GM GLOBAL MARKET OPPORTUNITIES 2017 – 2020

<table>
<thead>
<tr>
<th>Level of activity:</th>
<th>GM INTERNATIONALISATION ACTIVITIES/ THEMES &amp; TARGET MARKETS</th>
<th>GM SECTOR &amp; SUBSECTOR – TARGET MARKETS</th>
<th>ACADEMIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>MED</td>
<td></td>
<td>FDI, FCI, Trade, Academic Research, International Students, International visits, Int. air connectivity</td>
<td></td>
</tr>
<tr>
<td>LOW</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

## PRIME MARKETS
- EU (Germany, France, Italy, Netherlands focus)
- USA

## OPPORTUNITY MARKETS
- CHINA
- INDIA
- JAPAN
- UAE

## MONITOR MARKETS
- Australia
- Canada
- Taiwan
- Saudi Arabia
- Singapore
- South Korea
- Malaysia
- Mexico
- S. Africa
- Turkey
- Nigeria, Brazil