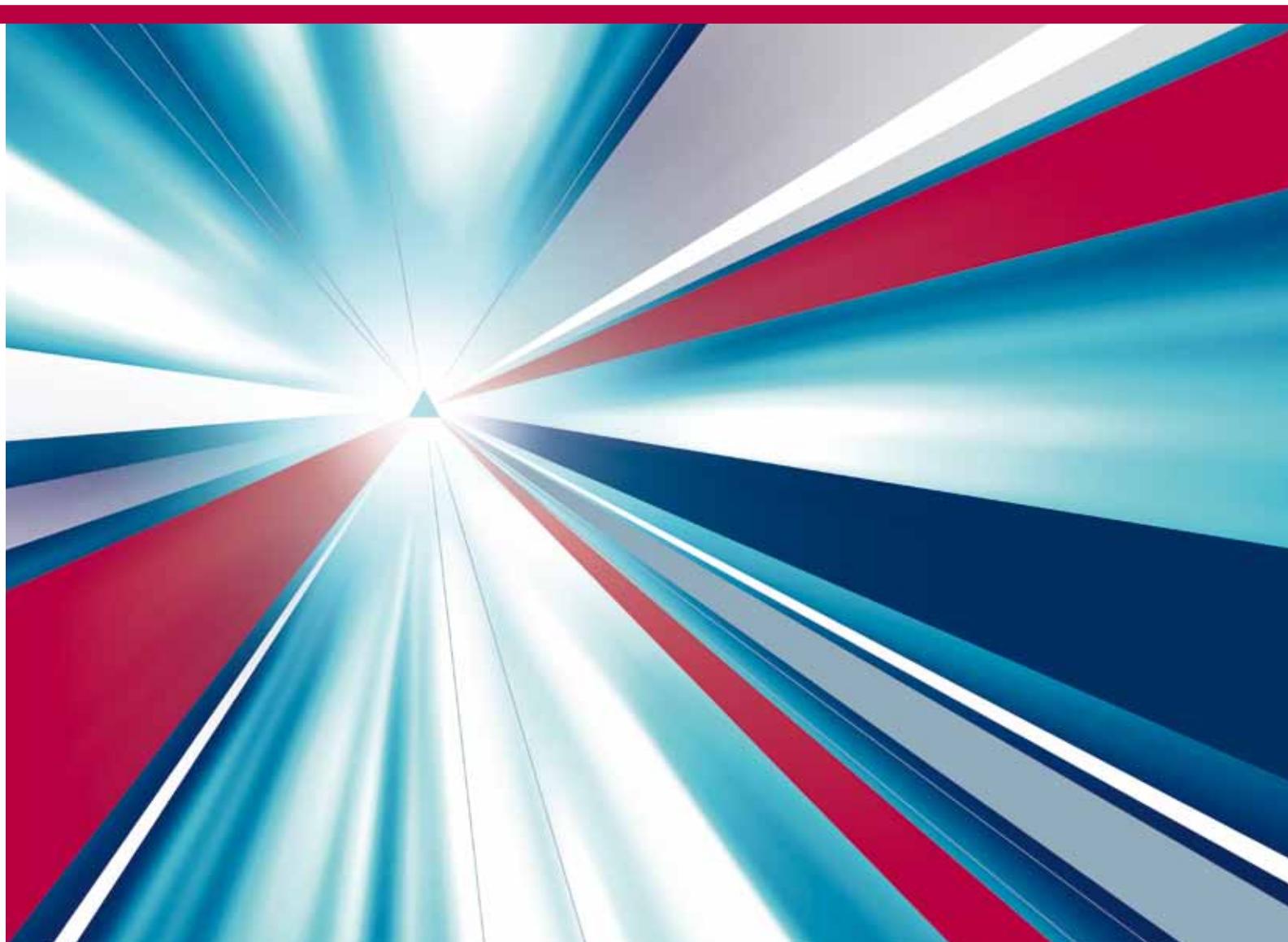




BRITAIN OPEN FOR BUSINESS

GROWTH THROUGH INTERNATIONAL TRADE AND INVESTMENT



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FOREWORD

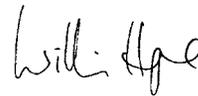
The **Trade and Investment for Growth** White Paper and **The Plan for Growth** set out the Government's clear ambitions for trade and investment. We must ensure that the UK remains one of the top destinations for foreign direct investment. And we need to increase exports, especially to the high growth and emerging markets of the new global marketplace. Succeeding in international markets is central to our aim of rebuilding the economy at home in a balanced and sustainable way.

UK Trade & Investment (UKTI) has a vital role to play in realising our ambitions. This strategy sets out how UKTI will provide practical support to exporters and investors over the next five years. It marks a step change in the way that UKTI and the rest of government will focus its efforts, by adopting a proactive approach to bringing opportunities home, and focusing on the export and investment markets that provide the best opportunities for growth. This strategy sets out major new initiatives to help more SMEs to export and help larger companies seeking to win major overseas contracts. It also sets out new programmes for attracting much needed inward investment.

UKTI will work right across Government, and forge new partnerships with the private sector, to deliver this strategy. We have set our sights high but are confident that UKTI, working alongside FCO and BIS, will rise to this challenge and send a clear message to the world that Britain is open for business.



Rt. Hon Dr Vince Cable
Secretary of State for Business, Innovation
and Skills and President of the Board of Trade



Rt. Hon William Hague
First Secretary of State, Secretary of State
for Foreign and Commonwealth Affairs



Lord Green
Minister of State for Trade and Investment

INTRODUCTION

TRADE, INVESTMENT AND THE PATH TO SUSTAINABLE GROWTH

Introduction Trade, investment and the path to sustainable growth

The recent global economic crisis has raised the question of how we in Britain will earn our living and our place in the world in the future.

Britain is not owed a living – we have to earn it. Our standing in the world and our prosperity depend crucially on the restoration of our economic fortunes.

We must rebalance our economy away from growth built on unsustainable borrowing and government spending, towards a more broadly based, internationally competitive economy that builds upon our strengths and capabilities in the innovative and high growth sectors, and equips us to meet the demands of the 21st Century. This will return the economy to strong, sustainable growth. It means winning in ever more competitive world markets – securing new business overseas, especially in the high growth and emerging markets of the global marketplace – and attracting mobile international investment to bring prosperity and jobs to the UK. Succeeding in

international markets is central to rebuilding our economy at home.

The Government is focused on creating the conditions for enterprise and growth – investing in a skilled workforce that can match the world's best; funding a world-class science and research base to underpin UK competitiveness and innovation; setting a framework in which the UK's global low carbon and environmental goods and services can flourish; strengthening investment in UK infrastructure; promoting the right domestic environment in terms of regulation, taxation, planning, migration and access to finance; and creating the macroeconomic and financial stability which companies need to plan and invest for the future.

The February 2011 White Paper, **Trade and Investment for Growth**, sets out the Government's strategy to rebalance the

economy through an ambitious framework for trade and investment. As well as getting the policy framework right, the Government will actively promote UK exporters and work to attract much needed inward investment. This new UK Trade & Investment strategy, **Britain open for business**, which builds on the ambitions described in **The Plan for Growth**, sets out how the Government will provide practical support to exporters and inward investors over the next five years. UK Trade & Investment (UKTI), working with all parts of the Government – in particular with the diplomatic network overseas – and with partners in the private sector, has a central role to play in rebuilding the UK's economic reputation, and in boosting confidence in the UK as an international business partner of choice.

The crisis of 2008-2009 hit trade and investment hard. Global trade fell by 23 per cent. UK trade and investment both fell and have not yet fully recovered. But the potential for growth is huge. While the European Union and the United States of America remain the major markets for British companies, the most significant growth will come from the high growth and emerging markets of Asia, Latin America and the Middle East. As for inward investment, traditional markets such as the United States of America will remain the major sources for the UK, but the high growth and emerging markets will become increasingly significant over time.

What is to be done

This five year strategy sets out how UKTI, in partnership with other Government Departments and business, will work to realise **the Government's ambitions for growth through trade and investment.**

Growth through exports

We have two main ambitions:

- **Firstly, we will encourage significantly more SMEs to export.** We will target a range of new services at innovative and high growth SMEs – including a **major new approach to e-connectivity and programmes to link SMEs to trade finance, credit insurance and venture capital** – as well as using existing award-winning bespoke products aimed at boosting export capability and breaking into new markets (see pages 12-19), and
- **Secondly, we will help bring high value opportunities home** through a programme of **intensive support for larger companies** seeking to win overseas contracts ranging from £250 million upwards – the market for very large scale, high value projects, which also bring major **supply chain opportunities for SMEs**, runs into trillions of pounds and covers a wide range of sectors (see pages 20-23).

Growth through inward investment

UKTI will play a central role in delivering a whole of Government approach to attracting inward investment to the UK by:

- **Creating a pipeline of up to 750 foreign direct investment projects per annum**, of which most would be characterised as **high quality**, which benefit the UK economy through productivity spillovers, and by bringing new ideas and ways of working, as well as valuable knowledge and technologies. These projects will be **R&D intensive** and also **promote growth and competition** (see pages 24-27).
- Targeting institutional investors, such as Sovereign Wealth Funds and overseas pensions funds, to **win investment for large scale infrastructure and regeneration projects in the UK** (see page 26).
- Ministers will play an active role in developing and sustaining winning relationships with investors, as well as with the UK's top exporters, and these customers will be able to call on expertise and resources from across Government, to ensure they receive a **seamless, "one-stop" service** (see pages 28-31).

Making the most of the Olympics

We will seize the **once in a lifetime potential** of the London 2012 Olympics and Paralympics. A major international business programme will aim to boost British exports and attract inward investment (see page 66).

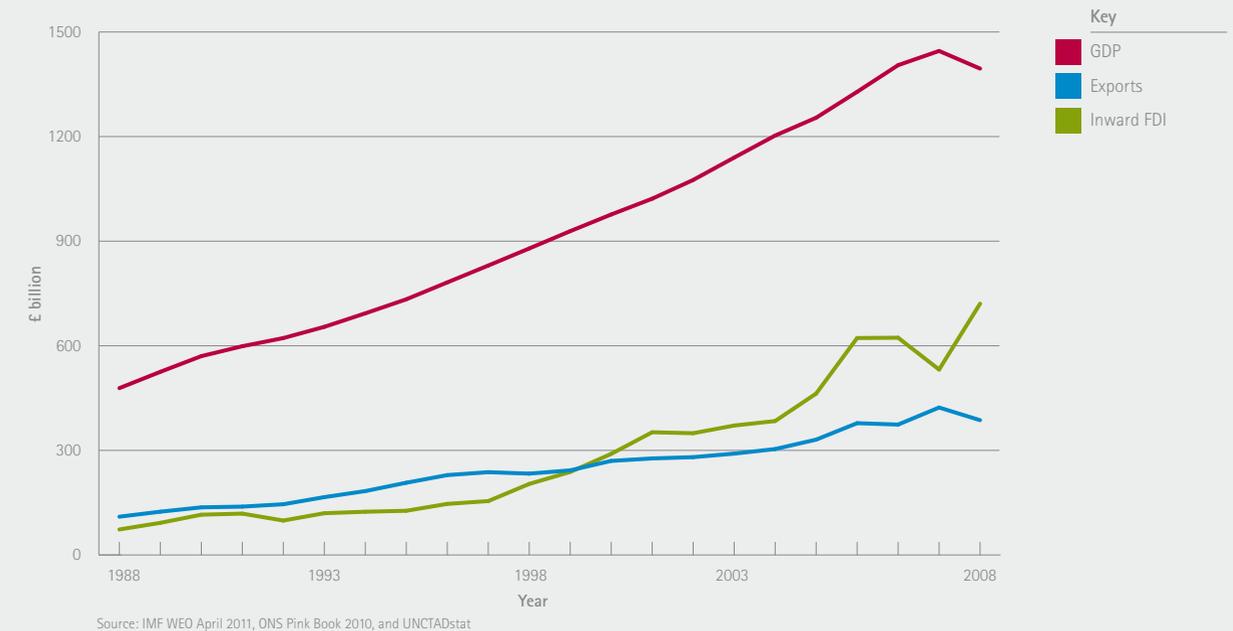
Trade and investment matter

International trade and investment drive economic and social change. Exporting not only enables companies to achieve a level of growth otherwise not possible but also increases productivity. Exporters account for 60 per cent of UK productivity growth and firms that start to export experience, on average, a greater than 30 per cent uplift in productivity. Exporting also stimulates innovation, with UK-owned exporters accounting for 70 per cent of UK business R&D. These companies experience stronger

growth and higher levels of financial performance, gain access to new ideas through exposure to international markets, and have greater resilience.

Inward investment, accounting for 40 per cent of UK economic output, enables the UK economy to grow and create, or maintain, employment. Foreign direct investment raises productivity by bringing new ideas, knowledge, technologies and better ways of working. It also stimulates UK firms through competitive challenge.

UK exports and stock of inward FDI compared to UK GDP



Why we must do this

The benefits of international trade are huge but UK companies face legal, regulatory, cultural and financial barriers to doing business overseas. Companies can also struggle to get access to business networks and contacts in remote markets. These barriers often seem daunting.

Without help to **overcome barriers** or address market failure, businesses would struggle to achieve their full potential. This means there is a need for **cost effective action to help UK businesses develop their international potential and access new markets**. In addition, the highly competitive international marketplace means the Government has a critical role in helping to **secure and maximise foreign direct investment**.

Targeted government action to support trade and investment delivers real and significant benefits. In the last twelve months **UK companies attributed £6**

billion additional annual profit to the actions of UKTI, up from £2.5 billion in 2007, equating to £22 additional profit for every £1 spent on export promotion and **£42 billion additional business**. With the significant involvement of UKTI's Defence and Security Organisation (DSO), annual worldwide defence and security sales by UK companies are currently running at £9 billion. In addition, nearly **50 per cent of inward investment projects coming to the UK are secured with the significant involvement of UKTI**. In 2009/10 this investment brought or safeguarded almost 50,000 jobs and delivered nearly £4 billion of capital expenditure to the UK economy.

We will build on this performance by **significantly enhancing the support we provide** for British companies as they engage in international markets and for foreign partners investing in the UK economy.

A whole of Government strategy for growth

UKTI will not work in isolation. Its strategy for the next five years builds on the **Trade and Investment for Growth White Paper**. Successful delivery demands a whole of Government effort to promote exports and attract inward investment. This will be led by the Minister of State for Trade and Investment through the Cabinet's Economic Affairs Trade and Investment Sub-committee. The Committee will oversee the implementation of detailed action plans tackling policy issues inhibiting trade and investment, and the removal of blockages to specific investment projects.

The UK's overseas diplomatic network will be at the heart of this whole of Government effort. The renewed focus of the Foreign and Commonwealth Office (FCO) on commercial diplomacy, set out in the FCO Charter for Business, will be an important enabler by placing prosperity and growth at the heart of foreign policy, through bilateral relations and also through its work on the low carbon economy and strategic security threats. The whole overseas diplomatic network will lobby for the interests of UK businesses, promote the UK's economic reputation and attract inward investment. Government Ministers will also systematically lobby for UK commercial interests on all overseas visits and in meetings with their counterparts in other governments.



Closer to home, UKTI will work hand-in-glove with the Department for Business, Innovation and Skills (BIS) to build on the UK's great strengths in key sectors such as advanced manufacturing, professional and business services and life sciences. We will also forge a strong delivery partnership with BIS and the Export Credits Guarantee Department (ECGD) to support small and medium sized enterprises. And we will also develop partnerships across Government to help UK business seize global opportunities and attract inward investment, including a partnership with Infrastructure UK to market a portfolio of large British infrastructure and regeneration projects to institutional investors such as Sovereign Wealth Funds.

"When it is harder than ever for this country to earn a living, we want to mobilise all the resources we can. It's about what our Ambassadors, diplomats and hardworking staff at UKTI do, day in and day out, in every country of the world."

David Cameron, Prime Minister

UKTI is changing

UKTI will become a more entrepreneurial organisation. We will bring more private sector expertise into **strategic relationship management of major exporters and inward investors.**

A new private sector delivery partner, operating in England outside London, will be **incentivised to land high quality inward investment projects.** A new Tech City Investment Organisation, headed by a leading technology entrepreneur, will work to deliver investment to the new East London innovation cluster and help to develop a world-class technology hub which will benefit the wider UK economy.

We will also expand our use of the Global Entrepreneur Programme (GEP) to win more investment to the UK. Through GEP, **UKTI brings together successful entrepreneurs from around the world.** These private sector dealmakers will help to attract new investment and some of the brightest and best entrepreneurs to the UK.

Critically, we will develop **new partnerships with key businesses which support SMEs,** using their networks to raise awareness of the benefits of exporting. In particular, we aim to develop partnerships with the UK's major commercial banks, with the accountancy and legal professions, and with representative business organisations around the UK, to reach out

to many more companies with the potential to grow through exporting.

We will work with private sector experts to create a **new online self-help community for UK SME exporters,** so that they can support each other and share experience as they seek to internationalise their businesses. This new development will also provide a **continuous feedback loop so that customers can tell us in real-time how they value UKTI's services.**

We will also work to ensure that government action to promote exporters and win inward investment is informed by the **real concerns of business.** The Minister for Trade and Investment will establish a **new Strategy Task Force, with members drawn from the most innovative UK-based companies,** to provide guidance on the future direction of both UKTI and ECGD.

This strategy sets out a new focus for new times, with government action targeted where it counts the most and can deliver the greatest benefit for the UK economy. We have drawn on research, analysis and empirical evidence to identify when and where government action can make the most difference. It is being published in parallel with a major economics paper setting out the rationale for government action to support trade and investment.

Best trade promotion organisation in the developed world

In 2010, UK Trade & Investment was proud to be recognised by its peers as the **Best Trade Promotion Organisation from a Developed Country.** The biennial Trade Promotion Organisation (TPO) Network Awards, held at the World Conference of TPOs, recognise **excellence in trade promotion** and celebrate those organisations which have demonstrated outstanding performance in the use of **innovative and efficient systems** and procedures in their export development initiatives.

The TPO Network is hosted and managed by the **International Trade Centre (ITC).** ITC is a joint agency of the United Nations and the World Trade Organization (WTO) for business aspects of trade development.

The 2010 awards were specifically focused on initiatives to help SMEs to compete successfully in global markets. UKTI's award was for its **Gateway to Global Growth** programme, which targets innovative SMEs with two to ten years export experience. This service offers a single route to a wide range of guidance and support from UKTI and private sector delivery partners, and is tailored to meet the needs of individual customers, to help UK companies reach a new level of international success. The award is a tribute to the hard work and excellence of staff across the UKTI network. **It is also a challenge: we need to show that this and other UKTI programmes can materially help more and more SMEs to become more and more successfully involved in international markets. This is not a business-as-usual strategy.**



UK Trade & Investment
Winner 2010: Best Trade
Promotion Organisation
in the developed world

1. NEW TIMES NEW FOCUS

Growth depends on trade and investment; and recovering from the recent economic crisis demands a proactive response from government to maximise the impact it makes with taxpayers' money.

The following sections set out four pathways to growth:

1. Targeting services at innovative and high growth small and medium sized enterprises (SMEs) to encourage more companies to export and help existing exporters penetrate more high growth and emerging markets.

2. Winning high value opportunities in overseas markets for UK businesses of all sizes.

3. Delivering a pipeline of high quality inward investment and a drive to market large British infrastructure and regeneration projects to major foreign investors.

4. Building strategic relationships at the highest levels with the most significant inward investors, including overseas institutions such as Sovereign Wealth Funds, and with the UK's top exporters and major overseas buyers.

1.1 TARGETING INNOVATIVE AND HIGH GROWTH SMEs

1.1 Targeting innovative and high growth SMEs

Around 20 per cent of small and medium sized enterprises (SMEs) export. This is a higher proportion than in France or Germany but below the European Union average of 25 per cent.

However, we know that exploiting overseas markets plays a greater role in business success among innovative and high growth companies – those investing in R&D or holding intellectual property, and those which have experienced annual growth of 20 per cent per annum over three years. These companies contribute disproportionately to the economy and benefit most from government help. For these firms, success in overseas markets is an important spur to growth and the creation of sustainable jobs. This is even more pronounced among high technology firms, many of which are “born global”.

There is evidence that firms which work with UKTI grow in confidence and develop higher growth expectations. Users of UKTI’s services consistently report greater benefits

from exporting than non-users. They understand the value of internationalising and are better equipped to reap the benefits. UKTI’s customers say that:

- exporting enables them to achieve a level of growth otherwise not possible,
- they get exposure to new ideas,
- they improve the profile or credibility of their businesses,
- they reduce dependence on a single or small number of markets,
- they make better use of existing capacity, and
- they extend the life of their products.

This is why we have put plans in place to reach out to around 25,000 UK companies each year, up from an average of 20,000 over the last three years. In doing so, UKTI will target its services towards innovative and high growth SMEs, where we can add the most value. We will work with these companies to build confidence and capability. But we aim to do even more: research suggests that **there are more SMEs which could export than currently do so. Our ambition is to encourage and support more and more of these companies to enter international markets.** We will work at this in four ways:

1.1 Targeting innovative and high growth SMEs

- Firstly, we will raise awareness of the benefits of exporting, for example the productivity uplift of over 30 per cent experienced by new exporters, among a wider number of companies by promoting inspiring case studies of successful exporters through the web – including an imaginative use of social media – and in media coverage.
- Secondly, we will run programmes of high impact regional events, across England and with the Devolved Administrations, to raise awareness about opportunities in the high growth and emerging markets.
- Thirdly, we will leverage the communication channels of business partners such as the British Chambers of Commerce, the Confederation of British Industry, the Institute of Directors, Trade Associations, business schools and Local Enterprise Partnerships, to reach the high growth and innovative companies with the potential to benefit by exporting. We will also develop outreach partnerships with the UK's major commercial banks and with the accountancy and legal professions. And we will plug into the business networks of communities with overseas connections and activities.

- Fourthly, we will deploy our outsourced network of International Trade Advisers around England, through these and other business networks, to identify and target the companies with the best prospects for growth. We will forge stronger links with the Greater London Authority and the Devolved Administrations of Scotland, Wales and Northern Ireland to spread this approach across the whole of the UK.



HOW UKTI USES SOCIAL MEDIA

- UKTI continues to be one of the leading users of social media in government.
- Social media has enabled UKTI to reach and interact with new audiences.
- Social media allows UKTI to provide answers or contacts to customers, and receive feedback on its services and initiatives, within minutes rather than days.
- Twitter is used by UKTI staff on a corporate, team and individual basis. The corporate channel had over 9,200 followers by 1 April 2011.
- Many thousands of companies are networking on UKTI's LinkedIn group, which has over 6,700 members and is currently growing at a rate of some 100 per week.
- The UKTI blog is a rich source of personal trade and investment experience and knowledge from UKTI staff and business people across the globe.
- UKTI's YouTube channel contains a wide variety of material, including UK sectoral showcases, opportunities in specific markets and ministerial speeches.

1.1 Targeting innovative and high growth SMEs

Developing potential and accessing new markets

Based on our wide ranging experience of working with companies of all sizes and in all sectors, but particularly with SMEs, we will focus our support for UK companies in two ways:

- **developing international trade potential**, to get more companies to export, and
- **accessing international markets**, especially high growth and emerging markets.

We will help companies develop their potential through two main products: **Passport to Export**, focused on new-to-export companies, and **Gateway to Global Growth**, (see case study on page 16) aimed at helping experienced exporters diversify into new markets. These are “portfolio services” which can be tailored to suit the needs of a given client. Companies can access them not only online but also through face-to-face contact with UKTI's International Trade Advisers based around England.

Our **Passport to Export** service will enable companies to assess their readiness for international business and help them build international trade capability, through support with visits to potential markets, mentoring from a local export professional and free action planning and customised training. **Gateway to Global Growth** will help more experienced exporters through a twelve month programme aimed at enabling

them to grow by entering new markets. In addition to mentoring and action planning, Gateway customers can attend business master classes, get help with market research and advice on language and culture, and take up opportunities to network with and learn from other exporters. Gateway customers also receive specialist advice on protecting intellectual property, export credit guarantees and managing foreign exchange.

Passport to Export and Gateway to Global Growth are about taking companies on a journey to growth. To underpin these services UKTI will develop a major new approach to e-connectivity with SMEs, a new partnership with ECGD to ensure appropriate capital and credit insurance support and a new service to link UK companies with overseas venture capital.

A new online community of UK companies

Reaching out to more clients involves new ways of relating to them. Although face-to-face contact is often the best way to help companies realise their ambitions, e-delivery must become a major part of the way we do business. We are developing an online network – a peer-to-peer self-help community – of UK companies, so that they can support each other and share knowledge in order to internationalise their businesses. The network will be run by a business partner and the online content will include financial, sector and market data, as well as information based on the practical experience and wisdom of the users. Registered users will be able to ask questions of each other and comment on

articles, videos and other content generated by other users. We will pilot this online network with technology companies from late 2011, and roll it out more broadly in 2012. This network will also provide a real-time feedback loop for customers to comment on UKTI services and make suggestions.

Forging a partnership with ECGD

SMEs need access to trade finance if they are to realise their potential and the recent economic crisis has shown that its availability cannot be taken for granted. The Government is therefore increasing its support for all exporters, especially SMEs, through an expanded range of products aimed at widening access to the capital and credit insurance exporters need to make the most of international trade opportunities.

The Exports Credits Guarantee Department (ECGD) has launched a Bond Support Scheme to help exporters raise tender and contract bonds by sharing risks with banks that issue bonds or counter-indemnities for export contracts. ECGD has also extended its short-term credit insurance to a wider range of export goods, and is launching an Export Working Capital Scheme to facilitate access to working capital for specific export contracts, by sharing risks with the banks on loans above £1 million. In addition, a Foreign Exchange Credit Support Scheme will help exporters manage their exposure to foreign exchange rate movements.

1.1 Targeting innovative and high growth SMEs

SKYLINE IFE LTD – GATEWAY TO GLOBAL GROWTH

Successful exporters Skyline IFE Ltd took their international business to a new level with help from UK Trade & Investment's (UKTI) Gateway to Global Growth programme.

The Suffolk-based company, established in 1980 by two former BBC broadcasters to bring professional broadcasting skills to commercial and corporate media, is a leading supplier of in-flight entertainment services. Its offering includes movies, audio, TV programme and music video channels, special productions such as safety, training and destination programmes, interactive passenger information software, and interactive menus.

Since enrolling on Gateway to Global Growth at the end of 2009, Skyline IFE has secured valuable new overseas business with companies such as Oman Air, Norwegian Air Shuttle and several other leading airlines

around the world. Such deals have helped Skyline to forecast a sales growth of over 20 per cent for the financial year ending 2011 and have encouraged the company to further its global reach.

Managing Director Dr Richard Barsby said: "The experience we've gained since moving into a wider marketplace has given us the confidence to raise our ambitions. That is where we feel we can gain from increased co-operation with UKTI both in the UK, and overseas."

www.skyline-ife.com



TRUECALL

South London firm trueCall, whose product helps users block nuisance phone calls, has been working closely with UK Trade & Investment (UKTI) to help it expand overseas.

No bigger than an average paperback book, the trueCall box plugs into your home phone line and uses patented software to check every incoming call, before letting your phone ring.

In May 2009, trueCall enrolled on UKTI's Passport to Export programme to develop an export strategy and ensure its readiness for the challenge of international trade. It then moved on to the Gateway to Global Growth programme to identify and target new overseas markets.

Company director Steve Smith said: "UKTI has helped us hugely. It supported our visits to the Consumer Electronics Show (CES) in the USA and the Technology Fair in Hong Kong, where we had meetings that kicked off a round of negotiations to secure a major worldwide distribution agreement.

"UKTI's conference on trading in Mexico was also a great help, paving the way for our first export order to that country – the largest single order we have ever taken for trueCall.

"UKTI is also assisting with our funding round. We recently took part in the UKTI-organised MobiTechFest Conference, which gave us an opportunity to pitch for investment to a group of top venture capital firms."

www.truecall.co.uk

1.1 Targeting innovative and high growth SMEs

UKTI and ECGD will forge a close operating partnership to promote the new products to UK businesses through UKTI's trade network across England and in partnership with the Devolved Administrations. This new, structured relationship will not only enable government to present a "joined-up" offering to exporters, but will also co-ordinate the management of relationships with mutual clients and share resources. This new partnership, to include the co-location of head offices in the medium term, has the potential to improve customer services to UK exporters and produce operating efficiencies.

UKTI and ECGD will also work together to promote the Export Enterprise Finance Guarantee (ExEFG) to SMEs. This scheme, which is designed to complement ECGD's Export Working Capital Scheme, is due to be launched by the Government in May 2011 and will guarantee lenders who facilitate the provision of short-term export finance lines of up to £1 million to exporting SMEs.

Visit: www.ecgd.gov.uk



1.1 Targeting innovative and high growth SMEs

Linking SMEs up with overseas venture capital

Many innovative and high growth SMEs face an equity gap, which limits their ability to flourish. In particular, they often struggle to obtain venture capital, as this type of investment has declined sharply in recent years. According to the British Venture Capital Association, total venture capital investment in the UK declined by some £138 million or 32 per cent between 2007 and 2009. Early stage investment in this period declined by £282 million or 65 per cent. The Government is now aiming to create a highly competitive environment for venture capital and early stage investment, for example by significant reform of the Enterprise Investment Scheme and Venture Capital Trusts announced at the 2011 Budget, which are subject to State Aid approval.

Accessing venture capital remains a key challenge facing innovative and high growth SMEs. Venture capital providers overseas have the potential to plug the gap in the UK market. UKTI will both facilitate introductions – thereby cutting costs for SMEs – and work to attract this investment to the UK. We will develop strategic relationships with venture capital decision makers across the world and make intensive use of their networks to stimulate interest. We will also work to strengthen the links between overseas technology clusters such as Silicon Valley, where there are concentrations of venture capital operations, and UK technology hotspots such as Cambridge and Tech City in the East End of London. Alongside this we will work



with delivery partners, such as the Technology Strategy Board, to identify and support SMEs best placed to pitch to overseas investors at events both in the UK and overseas. This new package will aim to attract significant new investment for high growth and innovative SMEs, and bring new venture capital operations to the UK. The package is being developed for launch in the autumn of 2011.

1.1 Targeting innovative and high growth SMEs

Other help for SMEs

UKTI will also manage a range of other programmes to support SMEs in international markets:

- A **High Value Opportunities programme** creating a pipeline of major projects and contracts, which will include supply chain opportunities for SMEs, underpinned by an online service giving access to sales leads around the world (see pages 20-23).
- A programme of **specialist support for SMEs in innovative and technology rich sectors**, underpinned by a high impact Tradeshow Access Programme, alongside the active promotion of green exports (see page 42 onwards).
- A **new business service for SMEs in the defence and security sectors**, including an interactive web presence targeting export advice, information and support to companies at key stages of their development (see page 50).
- Programmes of **high impact UK regional events to raise awareness about high growth and emerging markets**, targeted at companies not yet doing business in those markets (see page 36).

- An **enhanced Overseas Market Introduction Service (OMIS)**, which offers companies of all sizes a tailored and chargeable package of expert help through our global trade teams, including market entry strategies, access to local business networks, and wider political and economic advice (see page 38).

- An **online Business Opportunities Service** providing several hundred global sales leads every month – companies can sign up to receive online alert messages about particular markets or sectors. (Visit: www.ukti.gov.uk)

- An **online Overseas Security Information for Business (OSIB) service**, run jointly by UKTI and the FCO, giving access to up-to-date information and advice about political, economic and business security issues in overseas markets. (Visit: www.ukti.gov.uk)

- **Business mentoring** for companies taking their first steps into new markets through a global network of experts called Catalyst UK (see page 68).

- A **new prize for first time SME exporters**, to complement the Queen's Award for Enterprise (International Trade), to be judged by a panel of "dragons", aimed at rewarding excellence and inspiring other companies to export for growth.

From January 2012 these services will be complemented by the **BIS Business Coaching for Growth programme**. This service will provide coaching and support for high growth potential SMEs. An important part of this offer will be to link these SMEs to other relevant sources of advice in order to help deliver their growth ambitions. UKTI will be a key partner by providing export support to these high growth potential firms.

UKTI services are part of the Government's **Solutions for Business** portfolio of business support. (Visit: www.businesslink.gov.uk).

1.2 BRINGING HIGH VALUE OPPORTUNITIES HOME



1.2 Bringing high value opportunities home

Very large scale, high value international projects and contracts offer enormous opportunities for UK businesses of all sizes.

The market runs into trillions of pounds. It includes aerospace, telecommunications, civil engineering, medical services and education, and offers main contract and supply chain opportunities for large companies and SMEs. These opportunities come from foreign governments as well as from major overseas companies. There is a perception and some evidence that the UK has not been as successful as our competitors in winning this business, particularly outside the defence and aerospace sectors.

Globally there are many hundreds of opportunities in excess of £1 billion, each with individual projects of at least £250 million in value, including, for example, the development of transport networks in several high growth and emerging markets, in the USA and the Gulf; the building of new

cities in Saudi Arabia and low cost housing in South Africa; energy projects in China and the Navi-Mumbai airport development in India. Through Britain's overseas diplomatic network, UKTI will access a vast amount of intelligence about these opportunities and will offer UK-based business an intensive level of support to access them.

UKTI is establishing a High Value Opportunities programme to undertake this work on a systematic basis. To support this we have developed a clear methodology to evaluate opportunities in terms of potential monetary value, UK capability, accessibility and competitive position. This will enable us to prioritise effectively and target UKTI resources to where the greatest impact and value to UK companies and supply chains can be

achieved. UKTI will focus on around fifty high value opportunities at any one time.

We have formed new teams to pursue these opportunities, each bringing together expertise from across both the UKTI and the wider overseas diplomatic network, along with private sector business specialists. The Devolved Administrations and other Government Departments will also be involved. These teams will develop structured relationships with the suppliers of high value opportunities, who may be major foreign contractors working on behalf of other clients. They will also build strong relationships with major UK suppliers and consortia in order to help them win these opportunities. These suppliers and consortia have an important role to play in pulling through SMEs as part of their supply chains.

1.2 Bringing high value opportunities home

The programme recognises the importance of nurturing relationships with a wide range of political and economic decision makers to build confidence in overseas markets, foster collaboration among UK businesses and identify further opportunities. The most significant relationships with UK exporters will be co-ordinated by a new cross-government unit (see page 29). For specific projects we will also nurture productive relationships with overseas buyers and many of these will be managed by our Ambassadors and High Commissioners. Success will be measured by the amount of business won from a major opportunity and the impact on individual businesses. Ministers and senior diplomats will lobby in support of specific campaigns. Our competitors are not shy to take this approach; nor should we be.



1.2 Bringing high value opportunities home

HIGH VALUE OPPORTUNITIES – UKTI/SHELL NIGERIA ENERGY SUPPLY CHAIN PROGRAMME

UKTI's Energy Team has been working alongside Shell companies in Nigeria to forge stronger commercial relationships between UK and Nigerian firms.

The programme has involved matching the skills and expertise of UK supply chain companies with potential Nigerian partners in areas such as HSE/training, front-end engineering design, well and drilling services, and fabrication and construction.

A series of interactive workshops has been held in the UK and Nigeria, with representatives from Shell and other international oil companies in Nigeria presenting on major capital and operational project opportunities and local market conditions. Such has been their success that a new round of workshops has been scheduled for 2011.

Out of over 200 UK companies involved in the programme:

- more than 190 would like to have further contact with Shell and key Nigerian players,
- over 150 are interested in making contact with more Nigerian companies,
- 75 are following up contacts on new supply chain relationships (partnerships, subcontracting, franchising, technology exchanges),
- 60 intend to follow through with market reviews and further visits to Nigeria, and
- 15 have formed major new partnerships with Nigerian companies.

To date, some £240 million of new contracts have been awarded to participating UK companies, with potential business up to 2016 estimated to be between £600 million and £3 billion.



UKTI/KLANG VALLEY MRT HIGH VALUE OPPORTUNITY (HVO)

Through UKTI's HVO Programme, we are helping UK companies access opportunities emerging from Malaysia's Klang Valley Mass Rapid Transit (MRT) system. The MRT project was announced by the Prime Minister – Dato Seri Najib Tun Razak in December 2010. Valued at over £9 billion, it is the largest infrastructure project ever undertaken in Malaysia. Two northeast-southwest radial lines and one circle line will form a "wheel and spoke" around Greater Kuala Lumpur city. The first line is planned to commence in July 2011 from Sungai Buloh to Kajang, covering 60km, with 35 stations. UKTI's HVO initiative has co-ordinated UK and overseas activities so that UK companies understand the opportunities emerging from this project and are well-placed to compete. At present:

- detailed analysis has identified business opportunities in multiple sectors, including rail, construction, engineering consultancy, creative industries, and financial services,
- over 50 UK companies from UK SME's to FTSE 100 companies have been engaged,
- multiple UK companies now positioned for high value contracts, and
- a UKTI/RIA mission of UK rail companies will meet local stakeholders in Kuala Lumpur during the Rail Solutions Asia conference in May 2011.

UK companies have already successfully engaged in business opportunities emerging from the Klang Valley MRT project, it is hoped that further success stories will emerge as this early stage project moves forward.

1.3 A PIPELINE OF HIGH QUALITY INWARD INVESTMENT

1.3 A pipeline of high quality inward investment

UKTI will play a central role in delivering a whole of Government approach to attracting high quality foreign direct investment.

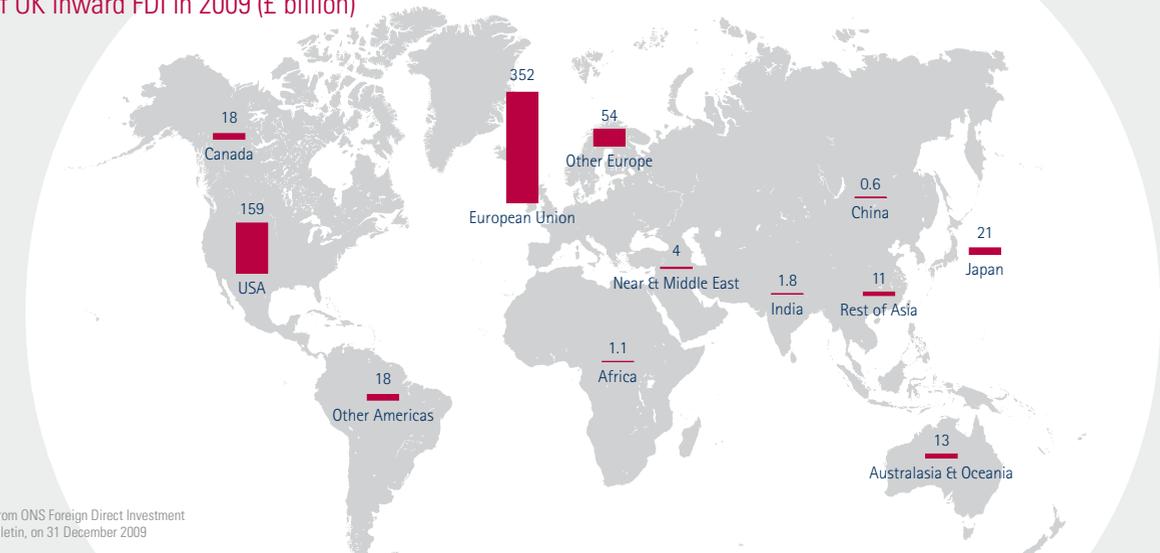
The UK remains among the top three destinations in the world for inward investment. In fact, the 2010 European Attractiveness Survey by Ernst & Young once again confirmed the UK as the best location in Europe for foreign direct investment. But after several decades when the UK has had a pre-eminent position, the economic situation means that the competition to win internationally mobile investment is increasingly fierce. UKTI will

lead efforts across Government to keep this investment flowing by focussing on the markets of real opportunity.

The major mature economies will remain the main sources of foreign direct investment for the UK in the medium term, with the United States of America consolidating its position as the top source for most sectors. However, inward investment from the major high growth and emerging markets will become increasingly significant over time.

The main global drivers for the investment that companies make are access to talent; financial considerations, including opportunities to reduce cost; access to global value chains; and innovation.

Stock of UK inward FDI in 2009 (£ billion)



Source: BIS from ONS Foreign Direct Investment statistical bulletin, on 31 December 2009

1.3 A pipeline of high quality inward investment

Alongside these is the rising strength of companies in high growth and emerging markets. UKTI will deploy a portfolio of tools and strategies to address the needs of these companies. We will give investors added value through:

- co-ordinated, systematic and enhanced project and key account management,
- strong relationships with “hot house” clusters (science parks, academic institutions and companies),
- focused deployment of business specialists, and
- bespoke business propositions.

We will use in depth market analysis and predictive targeting to drive the way we deploy our in-house resources, drawing significantly on private sector expertise. Our analytical technologies enable us to understand the potential for investment from individual companies and benchmark specific locations in the UK – in terms of sector capability, quality of infrastructure and the cost of doing business – against other global destinations being actively considered by these companies. This in turn enables us to produce bespoke business propositions for investors.

UKTI currently has a significant impact on nearly 50 per cent of inward investment projects coming to the UK. To maximise our impact we will focus our resources primarily on winning high quality investment projects, based on clear assessments of likely return on investment. High quality projects, as

defined by respected academic research, benefit the UK economy through productivity spillovers, and by bringing new ideas and ways of working, as well as valuable knowledge and technologies. They are generally R&D intensive, promote growth and competition, and are focused in sectors where the UK is strong because of its comparative advantage.

For potentially lower value and less R&D intensive projects we will introduce a lighter touch, “fast track” service, while recognising the wider reputational importance of providing a good service to all clients. Overall we will aim to sustain a pipeline of around 750 foreign direct investment projects per annum over the next five years, of which 500 would be characterised as high quality by 2014/15 (up from an annual average of 630 and 280 respectively over the last three years).

As well continuing to attract high quality foreign direct investment, the Government will also target institutional investors, including Sovereign Wealth Funds and overseas pensions funds, to win investment for major UK projects. There will be a major drive to attract this investment into large scale infrastructure and regeneration projects. UKTI will work with Infrastructure UK and other Government Departments to identify a portfolio of these investment opportunities. Enhanced, strategic relationship management of the most significant inward investors, including institutions, will be at the heart of this focus. Ministers will take an active role and UKTI is creating a cross-government unit to co-ordinate this work (see page 28).

Support for inward investment in England will be provided by a new national UKTI-led service outsourced to the private sector, and through strong partnerships with the Greater London Authority and the Devolved Administrations of Scotland, Wales and Northern Ireland. The private sector delivery partner will be incentivised to attract high quality inward investment projects, on a “payment by results” basis, to agreed service standards. The quality of this service will be verified independently by customer surveys.

This service will establish a strong local presence and support inward investment opportunities presented by Enterprise Zones, working closely with the relevant Local Enterprise Partnership. UKTI, with the private sector delivery partner, will actively explore with each Local Enterprise Partnership how they can most effectively help to land new investments – in particular, by building relationships with investors and providing local knowledge and information on why their offer to investors is internationally competitive. They may also help investors deal with local issues, such as planning, site locations and utilities, and have an important role in sustaining relationships with investors once a project is up and running.

1.3 A pipeline of high quality inward investment

HIGH QUALITY INVESTMENT PROJECTS – MITSUBISHI POWER SYSTEMS EUROPE

UK Trade & Investment (UKTI) worked closely with Japan’s Mitsubishi Heavy Industries (MHI) to help it establish a dedicated UK-based European headquarters for its power system business, Mitsubishi Power Systems Europe (MPSE).

In late 2007, MPSE was incorporated as a UK company, in London, and it has grown rapidly ever since. UKTI has continued to work with MPSE as the company researched the potential to set up a UK offshore wind turbine R&D and future manufacturing facilities. This included providing information on the breadth and depth of UK manufacturing capability and facilitating top-level meetings.

On announcing their intention to invest in a UK wind turbine R&D project in February 2010, Senior Executive Vice President Ichiro Fukue and MPSE CEO Akio Fukui said: “MPSE is delighted to be working in partnership with the UK Government to create this exciting

opportunity for the development of world-class offshore wind technology in the UK. We have been working with UKTI for some time and we look forward to further growing our offshore wind business with UK-based partner and supply chain businesses.”

MHI, through MPSE, announced in December 2010 that it had acquired Artemis Intelligent Power, and had chosen Scotland as the location for its UK R&D centre. This could represent an investment of up to £100 million over five years.

www.mhips.com

GLOBAL ENTREPRENEUR PROGRAMME (GEP)

- GEP seeks to enable entrepreneurs and early-stage technology companies to globalise their businesses from a UK hub.
- Since its inception in 2004, GEP has helped to land over 150 projects, and raise in excess US\$200 million of funding.
- GEP has a team of internationally successful entrepreneurs known as “Dealmakers”, based in the UK and overseas who are able to offer their insight and experience, and provide access to trusted global networks.
- Impressively, the successful development of the GEP business model has helped to secure 120 foreign direct investment projects since 2008/2009.
- GEP has facilitated the introduction of over 50 highly skilled individuals who have either taken up board positions or advisory roles with client companies.
- Having a global or strategic headquarters in the UK allows GEP clients to capitalise on benefits such as a competitive tax regime, an educated workforce, well developed intellectual property protection, easy access to financial markets, and excellent support for international growth opportunities.



> \$200m

Funding over 150 projects

1.4 BUILDING STRATEGIC RELATIONSHIPS

1.4 Building strategic relationships

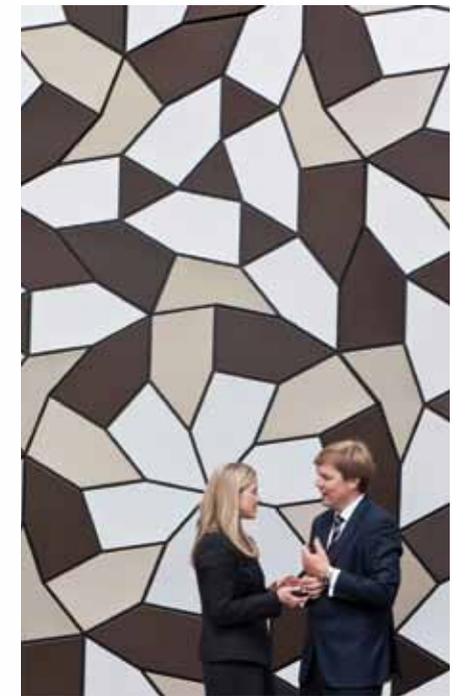
Any delivery organisation needs to develop and sustain excellent relationships with its customers – and this includes Government Departments.

Key account management, or intensive client relationship management, has long been a vital and successful part of working with the defence and security sectors. For these clients UKTI has in depth relationships with senior executives from major companies, in order to understand and address the strategic issues they face when exporting their products and services. Senior managers in our Defence and Security Organisation provide single points of contact for clients in these sectors, supported by a dedicated secretariat. This approach is also a feature of how we do business with a number of FTSE 100 companies, where our senior directors provide single points of contact for these clients.

Key account management establishes a forum for strategic dialogue with existing or potential customers. This dialogue ensures UKTI is regularly updated on the company's priority campaigns and can provide support accordingly. It improves communications and establishes an environment in which UKTI can more effectively help companies that are bringing new products to market or are breaking into new markets. In the future, a new cross-government Strategic Relations Unit based in UKTI and under a leadership with extensive private sector

experience, will co-ordinate this work at the highest level. Ministers will play an important part in helping to develop and sustain winning relationships with major investors, including institutions such as Sovereign Wealth Funds, and in supporting top exporters. In this, UKTI will adopt best practice from private sector professional services organisations.

This new approach will ensure that major investors and exporters, whose decisions and business success will deliver significant benefits to the UK economy, receive a consistent and joined-up service from government. It will also enable the whole of Government to be harnessed for the drive to win large scale inward investment and high value business overseas for our exporters. This will enable the Government to tackle rapidly any policy issues inhibiting trade and investment, and clear blockages to specific investment projects. Ministers will also lead efforts to develop relationships with major overseas procurers or buyers, to win very large scale projects or contracts for UK companies, as part of the High Value Opportunities programme.



TENCATE – ADVANCED ARMOUR

Dutch company TenCate Advanced Armour has secured a strong foothold in the UK defence market with the support of UKTI.

TenCate, which specialises in bespoke lightweight composite armour solutions for the defence and security industry, first approached UKTI for assistance in 2008 after identifying the establishment of a UK operation as being key to its global expansion plans. The company subsequently decided that a friendly acquisition of a successful, established UK firm would allow it to get to market quicker and forged a deal with AML UK Ltd in early 2010, retaining largely the same staff.

Matt Minshall, Head of Defence Co-ordination at TenCate, says: "It was very useful to bounce ideas off the UKTI team, as it was able to give us a realistic idea of what our various options

would entail." Since the acquisition, UKTI has helped TenCate to pursue business opportunities in Australia, as well as referring the company to its Defence & Security Organisation (DSO) for further assistance in overseas markets.

"Having established ourselves firmly in the UK, we are keen to make the most of our new status as a UK company to pursue business around the world," explains Minshall. "We couldn't have asked for a better service from UKTI and the DSO team. Their support has been invaluable."

www.tencateadvancedarmour.com

OPENGEAR

Support from UK Trade & Investment (UKTI) helped Australian ICT company Opendgear to open an office in Slough, enabling it to move into the UK and Europe.

In 2010, the Brisbane-based remote IT management solutions company decided to invest in the UK to reach a wider market, including Europe. Co-founder Bob Waldie contacted UKTI after recommendations from associates, and was delighted with the result. UKTI were able to guide Opendgear through the process of locating an office, moving an Australian engineer over to the UK, opening a UK bank account and finding an accountant. The company began the moving process in September 2010 and was open for business in January 2011.

Opendgear has also opened an online shop to deal with smaller UK orders, and the Slough office will serve as a base from which to enter the Chinese market in the future.

"Setting up an overseas office can be complex," says Bob. "The UKTI team knows where the potential hurdles are and is there to help you through. They don't babysit you, they give you a road map and the information you need to make informed decisions. Without UKTI, the process would have taken much longer."

www.opengear.com

GAMESA – RELATIONSHIP MANAGEMENT

Spanish firm Gamesa, one of the world's leading wind-turbine manufacturers, has made major investments in the UK with the help of UKTI.

Gamesa decided to develop its offshore wind business in the UK in January 2010, when The Crown Estate announced plans to develop huge wind farms off the British coast to help the country meet its renewable energy targets.

UKTI has worked closely with Gamesa at all stages of the process, helping them to research potential investment locations, providing useful information and contacts and facilitating high level meetings.

In October 2010, Gamesa announced its intention to develop and manufacture its offshore wind turbines in the UK and to set up its global offshore wind centre in London – an investment worth some 150 million Euros.

Gamesa Chairman Jorge Calvet said: "The UK's resolute decision to enact an ambitious offshore plan, along with its support for foreign investment and the availability of large ports – which are essential in this business – convinced us to base the global headquarters of our offshore activity in the UK. This will involve sizeable investments in coming years and will generate local, skilled and sustainable jobs."

www.gamesa.es



IMAGE COURTESY OF GETTY IMAGES



2. BRITAIN IN THE WORLD

Britain's economic growth depends on exporting more and attracting much needed inward investment.

It also depends on rebalancing the economy away from dependence on a few sectors towards a more broadly based, low carbon economy that exploits our existing strengths in the innovative and high growth sectors of the 21st century. That is why we need to underpin the four pathways to growth outlined in the previous sections with a systematic and campaigning focus on:

1. The markets where there are real global opportunities – shifting focus towards the high growth and emerging markets of the new global economy,

2. Promoting the UK as a leading edge player in the sectors that matter most to our future economic success, and

3. Boosting the UK's economic reputation to build confidence in UK companies across the world and establish Britain as an international business partner of choice – sending a clear signal to the world that Britain is open for business.

2.1 SEIZING GLOBAL OPPORTUNITIES

2.1 Seizing global opportunities

The recent economic crisis and globalisation have shifted economic weight east and south. This means the emerging powers in Asia, Latin America and the Gulf are now essential to our interests.

The middle class in these countries is expanding rapidly, creating new commercial opportunities. These countries are also home to some of the biggest state equity investors and buyers of sovereign debt. Our engagement with them is critical for our economic growth and prosperity.

UKTI, working with the FCO, deploys a range of criteria to prioritise its focus on emerging and high growth markets, including:

- market size and potential for growth,
- the Government's assessment of their strategic political and economic importance,
- an assessment of the security situation,
- strength of scientific, technical and research base,

- performance of UK businesses relative to competitors,
- market match with UK capability, and
- the presence of active local partners keen to strengthen trading links with the UK.

These criteria enable us to assess the importance of a market, the potential for growth and the need for the Government to help British business interests. This means we can prioritise our resources in a systematic way to achieve results. We will target our efforts on the following priority markets to increase opportunities for UK businesses and help to realise the Government's ambition of doubling trade with many of these markets over the next five years: **Brazil, China, Colombia, Egypt, India, Indonesia, Malaysia, Mexico, Qatar, Russia, Saudi Arabia, Singapore, South**

Africa, South Korea, Taiwan, Thailand, Turkey, UAE and Vietnam. We will also target **Hong Kong**, both as a market in its own right and as a springboard into the mainland China market.

The Ernst & Young ITEM Club's report on **The Outlook for UK Exports**, published in February 2011, highlights the importance of high growth and emerging markets, forecasting an annual growth in the value of UK goods and services exported to the BRIC countries (Brazil, Russia, India and China) of 11.7 per cent over the next ten years. Overall, the report forecasts a period of robust growth in British exports by 8.5 per cent each year over the coming decade, after a long period of underperformance. Many of these markets are also valuable sources of inward investment.

2.1 Seizing global opportunities

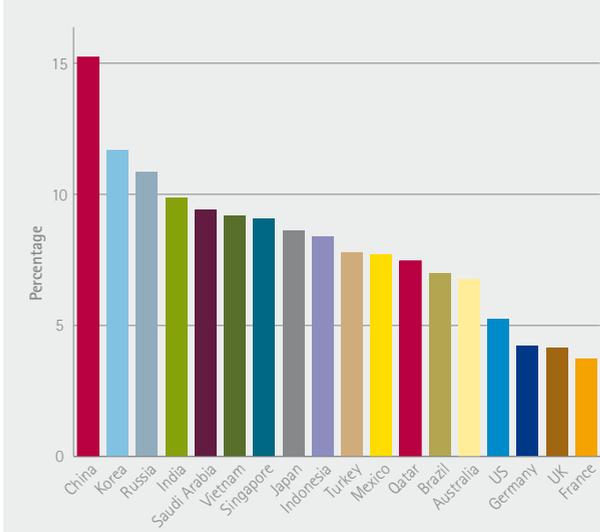
Because of distance and unfamiliarity, the high growth and emerging markets can pose significant challenges to UK businesses of all sizes. Diversity of culture, coupled with issues around intellectual property and local business practices, can lead to a lack of confidence and reluctance on the part of British exporters to explore opportunities beyond developed economies. UKTI will increase the proportion of its overseas resources in high growth and emerging markets, where we can provide UK companies and potential foreign investors with access to information and advice to support them in engaging with these markets. We will move more resources to high growth and emerging markets over the lifetime of this strategy, to match both the opportunities and the demands from our customers.

We need to make a real step change in our levels of trade with these markets, and to do so we will need to be ambitious, reaching out to new businesses beyond those already familiar with UKTI. We will do this by building on highly regarded initiatives such as the Asia Task Force's "Doing Business in Asia" events and "Partner Middle East" events. We will work hand-in-glove with partners such as Trade Associations, who have customers or members who would benefit from the advice and support we can bring. In doing so, we will also team up with private sector partners who are already successful in these markets, who can provide complementary services. We will also provide authoritative, impartial reports on the latest political, economic, security and scientific developments in these markets by drawing on

the intelligence provided by the overseas diplomatic network. In addition, we will showcase individual companies which have been successful in high growth and emerging markets, to encourage others to access these markets.

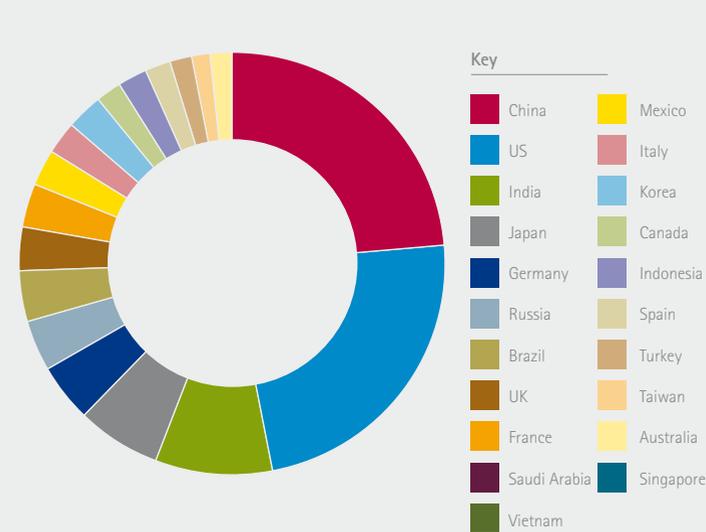
The UK Border Agency (UKBA) has premium visa services in most of UKTI's priority high growth and emerging markets. These are currently in place in 14 countries, including Russia, China, Nigeria, Kuwait and Brazil. UKBA will also introduce chargeable, fast track and mobile biometric services for businesses in other priority markets in line with demand.

Forecast average annual import growth (2011-16)



Source: IMF WEO April 2011

Forecast share of global GDP (2016)



2.1 Seizing global opportunities

Developed markets

Successful companies of all sizes know the importance of nurturing the markets where they have already achieved results. In 2009, more than 70 per cent (£277 billion) of the UK's total exports went to the European Union, North America, Japan and Australasia, and these markets generated 77 per cent of our new investment projects. So we will continue to maintain a proportionate presence in these and other developed markets. As elsewhere, our teams at Embassies, Consulates and High Commissions will provide UK exporters with valuable introductions and market intelligence. They will identify business opportunities for UK companies. They will continue to seek out and win high value

inward investment for the UK, and they will work to overcome any barriers to trade which prevent UK firms from reaching their full potential.

Global footprint

UKTI's overseas footprint, with a presence in 96 markets accounting for 98 per cent of global GDP, is determined by the demand for our services from UK businesses, an assessment of trade flows and growth rates, the proven sources of inward investment and an evaluation of the productivity of our teams. This presence is kept under constant review and resource levels are adjusted routinely to ensure value for money. Beyond these markets UK businesses and foreign investors can draw on the FCO's wider diplomatic presence in

around one hundred further countries and territories. Around the world, the UK's Heads of Missions will lead a campaigning "whole of Embassy" approach to promoting UK economic growth. Even where demand is smaller and there is no dedicated local trade and investment expertise, the Embassy or High Commission will lobby for UK business interests. In addition, partnerships with business organisations, such as the China-Britain Business Council, the UK-India Business Council and overseas Chambers of Commerce, will extend UKTI's reach.

UK exports by destination in 2009 (£ billion)



2.1 Seizing global opportunities

Overseas Market Introduction Service

One of the most important ways in which we will help UK businesses break into new markets is through our Overseas Market Introduction Service (OMIS). OMIS is a flexible package of support offered by our global trade teams and open to both first time and experienced exporters. Our overseas staff have local language skills, detailed market knowledge and extensive political and commercial contacts that can open up business opportunities for large and small companies. Typically, this chargeable service brings together market and sector advice with an analysis of market entry strategies, as well as support during overseas visits and the identification of potential business partners, along with wider political, security, economic and scientific advice available from the overseas diplomatic network. This service – in addition to the broader support of the overseas network, for example, through the Global Science and Innovation Network – is also available to UK companies seeking opportunities for outward investment, or looking to develop strong overseas partnerships, in order to realise their potential.

UKTI will extend the successful OMIS model by piloting two new chargeable services in 2011/12. Firstly, we will pilot a Global OMIS to provide longer term support for larger customers who want to make significant use of UKTI services across the globe to secure multiple orders. Secondly, we will develop and pilot a new bespoke service, linked to a “success fee” for UKTI, to help companies win major trade contracts through an intensive level of support using dedicated,

specialist resources. These major contracts often cross sector boundaries and play an important role in pulling through SMEs as part of supply chains.

Commercial diplomacy

Government will lead business delegations to high growth and emerging markets, bringing together senior Ministers and business leaders to unlock potential for UK companies and demonstrate to investors that Britain is open for business. In particular, we will expand the involvement of SMEs in trade delegations. These delegations are powerful tools for driving export and investment growth, in support of day-to-day government commercial diplomacy across all markets, led overseas by our Ambassadors and High Commissioners. As well as leading trade delegations, Ministers across Government will take the opportunity provided by all overseas visits, to both emerging and developed markets, to promote British commercial interests.

We will use these opportunities, along with bilateral government-to-government bodies such as Joint Economic and Trade Committees (JETCOs), to campaign for better market access for UK companies across all our priority markets. An integrated commercial diplomatic effort will ensure that the Government enhances relationships with emerging powers to generate trade and investment benefits for the UK. In particular, deepening trade ties with India and China remains a clear priority for the British Government.

To support the aim of strengthening the UK's relations with the fastest growing areas of the world the Government has established an Emerging Powers Committee, under the National Security Council, to bring greater structure and coherence to its efforts and have a greater impact across Government. This committee is chaired by the Foreign Secretary, with the Secretary of State for Business, Innovation and Skills as deputy, and draws its members from across Government. UKTI will support its work on strategic foreign policy to improve the UK's engagement with emerging powers and to ensure that the whole of Government promotes British commercial interests in these countries.



2.1 Seizing global opportunities

DEVELOPED MARKETS – UKTI IN THE USA

The USA has been one of the UK's top five export markets since 1948.

Today it remains not only the UK's largest single market, but also the leading destination for British overseas investment.

UKTI is often the first point of contact for UK businesses interested in doing business in the USA, especially SMEs, and offers them a wide range of resources and services. Based in eight locations, UKTI's USA team is well placed to provide

in depth market advice, information and assistance.

UK companies helped in this way include global translations agency Translate Media, which recently opened an office in New York after UKTI helped it to research the USA market and identify potential clients.

Managing Director Rupert Evans said: “UKTI has played an important role in us securing some key clients in the USA – which now represents our fastest-growing market.”

Similarly, UKTI helped UK chocolatier Chokolit secure a USA distributor after

providing funding for it to attend a trade fair in New York and supplying market research as part of the Overseas Market Introduction Service (OMIS).

Company founder Louis Barnett said: “The OMIS report provided useful information on the marketplace and listed many potential partners.

“We also benefited from a free return flight to the USA from British Airways through a partnership with UKTI.”

ARA – SELLING THE BENEFITS OF CHARGEABLE SERVICES

Information contained in an Overseas Market Introduction Service (OMIS) report helped the Aircraft Research Association (ARA) form a key partnership in China to grow their international business.

Bedford-based ARA, which provides the aerospace industry with high quality aerodynamic services and facilities, commissioned the report in 2009 to identify the potential Chinese market in computational aerodynamics, wind tunnel model design and manufacture, and wind tunnel testing.

After the report highlighted several potential Chinese clients, ARA went on an

UKTI trade mission to China, which provided invaluable insights and allowed the company to hold fruitful meetings.

In June 2010, a Memorandum of Understanding was signed between ARA and Chinese organisation, AVIC Aerodynamics Research Institute, which subsequently spawned a commercial contract for ARA.

Business Development Executive Nigel Corby says: “UKTI's local teams in China are very knowledgeable. They offered us an insight into the Chinese market, were able to get us access to companies, identify who we needed to speak to, and even set up meetings for us. They also took care of logistics, such as flights and hotels, and

provided interpreters, making the whole process much easier.

“We are now talking to another Chinese company and hope, with UKTI's help, to become involved with another Chinese aircraft project in due course. Our future in China is looking very promising indeed.”

www.ara.co.uk



PRIME MINISTER'S VISIT TO INDIA

In July 2010, the Prime Minister led a major UK delegation to India. During the visit, the UK and Indian governments agreed to review the mandate, composition and structure of relevant existing bilateral bodies in the area of trade, investment and economic co-operation.

Moreover, a number of major contracts were signed between UK and Indian companies. They included a £700 million agreement between BAE Systems, Rolls-Royce and Hindustan Aeronautics Limited to supply 57 Hawk trainer aircraft to India – supporting over 200 jobs in the UK.

As part of the UK's commitment to develop its special relationship with India, both Prime Ministers announced the creation of the India-UK CEO Forum – the first meeting of which was held in London in February 2011.

They also announced the launch of the India-UK Infrastructure Group, which aims to harness private-sector expertise to help identify barriers to investment in infrastructure and present potential solutions.



PRIME MINISTER'S VISIT TO CHINA

In November 2010, the Prime Minister, supported by leading figures from business, culture and education, went on the largest ever UK Government delegation to China.

As well as a UK/China Summit, the visit featured a number of bilateral high level engagements on a range of business issues. Discussions included the further opening of the Chinese market, additional co-operation on IPR protection, competition policy, consumer protection, trading standards,

business tax, collaboration in telecommunications, low carbon initiatives, energy and education.

During the Summit, trade and investment deals worth over £1 billion were signed, including a £750 million agreement for Rolls-Royce to supply China Eastern Airways with Trent 700 aero-engines for 16 A330 Airbus aircraft.

There was also an agreement to increase the value of bilateral trade to US\$100 billion a year by 2015. Within this, the UK intends to raise exports to China to US\$30 billion per year over the same period.



PRIME MINISTER'S VISIT TO EGYPT, KUWAIT, QATAR AND OMAN

In February 2011, the Prime Minister, accompanied by UK Minister for Trade and Investment, Lord Green, and a group of senior UK business figures, visited Egypt, Kuwait, Qatar and Oman.

In Egypt, key business activities included meeting the Minister of Finance and the Governor of the Central Bank, and co-chairing a round-table meeting involving the Egyptian business community.

The visit to Kuwait saw the signing of bilateral Memoranda of Understanding (MOU) on trade and economic co-operation and civil nuclear energy. A target to double bilateral trade by 2014 was also agreed, while Shell and BP signed strategic co-operation agreements.

In Qatar, an MOU was signed between the UK and Qatari Olympic Associations, while Centrica finalised a gas supply agreement with Qatargas. Opportunities for infrastructure investment were also highlighted.

The Oman visit included meetings with the Minister of Commerce and Industry and a conference promoting bilateral trade.

2.2 PROMOTING BALANCED AND SUSTAINABLE GROWTH

2.2 Promoting balanced and sustainable growth

The UK needs to rebalance its economy away from growth built on unsustainable borrowing and government spending, and over-reliance on a few sectors, towards a more broadly based economy that builds upon our strengths across a range of innovative and high growth sectors.

There are many areas of economic activity where the UK has a comparative international advantage or has the potential to establish one. UKTI, in partnership with business and other Government Departments, will focus action on the sectors where the UK has the strongest capabilities, in overseas markets which have the highest potential for growth, to help UK companies win business and attract high quality inward investment.

This work will be overseen by a small number of new Sector Group Task Forces, with membership recruited from major UK-based businesses. In addition, Sector Advisory Groups, consisting of some 200 business figures, will continue to provide detailed business input, validation and challenge to UKTI's activities in respect of their individual industries. Covering a range

of major industries, Sector Advisory Groups will ensure that UKTI has a balanced overview of business priorities. Sector Advisory Groups and their chairs give a great deal of their time and energy on a pro-bono basis, advising on UKTI's priorities within their sectors; scoping new opportunities; hosting inward VIP visitors; and contributing towards government-to-government dialogue. Membership of these groups is drawn from some of our major companies, as well as from SMEs with a strong international focus.

Prioritising sectors

UKTI, in partnership with BIS, has reviewed how it targets its sector based support, to ensure value for money from its resources. This review has mapped UK capabilities against the projected evolution of global demand, across a broad range of sectors.

Significantly the review highlights that global opportunities are increasingly generated where sectors overlap. This underlines the need for sector teams, across the UKTI network and from other Government Departments, to work seamlessly with one another to respond to global demand. A prime example is providing health and wellbeing solutions for an ageing population, as this brings together pharmaceuticals, medical devices, healthcare services, training, construction, financial services, design and technology.

2.2 Promoting balanced and sustainable growth

By bringing together expertise from across sectors, we will amplify the impact UK business has on global markets and attract inward investment to these sectors. Thus UKTI will work with businesses and other Government Departments to facilitate the formation of cross-sector consortia. These consortia are an increasing feature of doing business in the global marketplace and building them is therefore an important aspect of the High Value Opportunities programme (see page 20), with significant supply chain opportunities for SMEs.

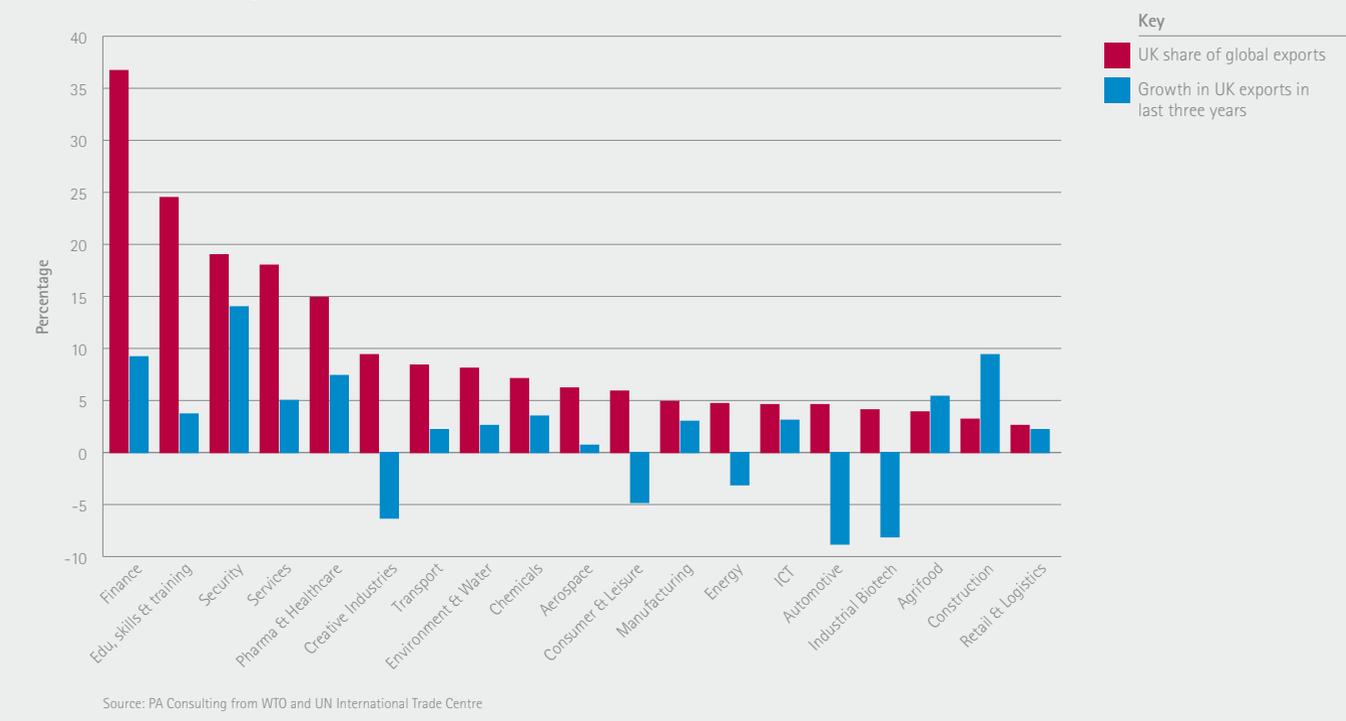
UKTI will also showcase the capabilities and excellence of the UK, to buyers and investors from priority markets, through high quality events in the UK and overseas. In addition through an improved Tradeshow Access Programme, to be launched in 2012, UKTI, working in partnership with Trade Associations, will provide an enhanced package of support for SMEs in innovative and high growth sectors.

Applying this approach, and building on the measures set out in **The Plan for Growth**, UKTI will focus primarily on 18 priority sectors, which fall into five groupings. These sectors, identified in the recent review, are underpinned by two cross-cutting areas – Technology and Low Carbon – whose breadth means that they drive, and enable, all the other sectors (**see sector table opposite**).

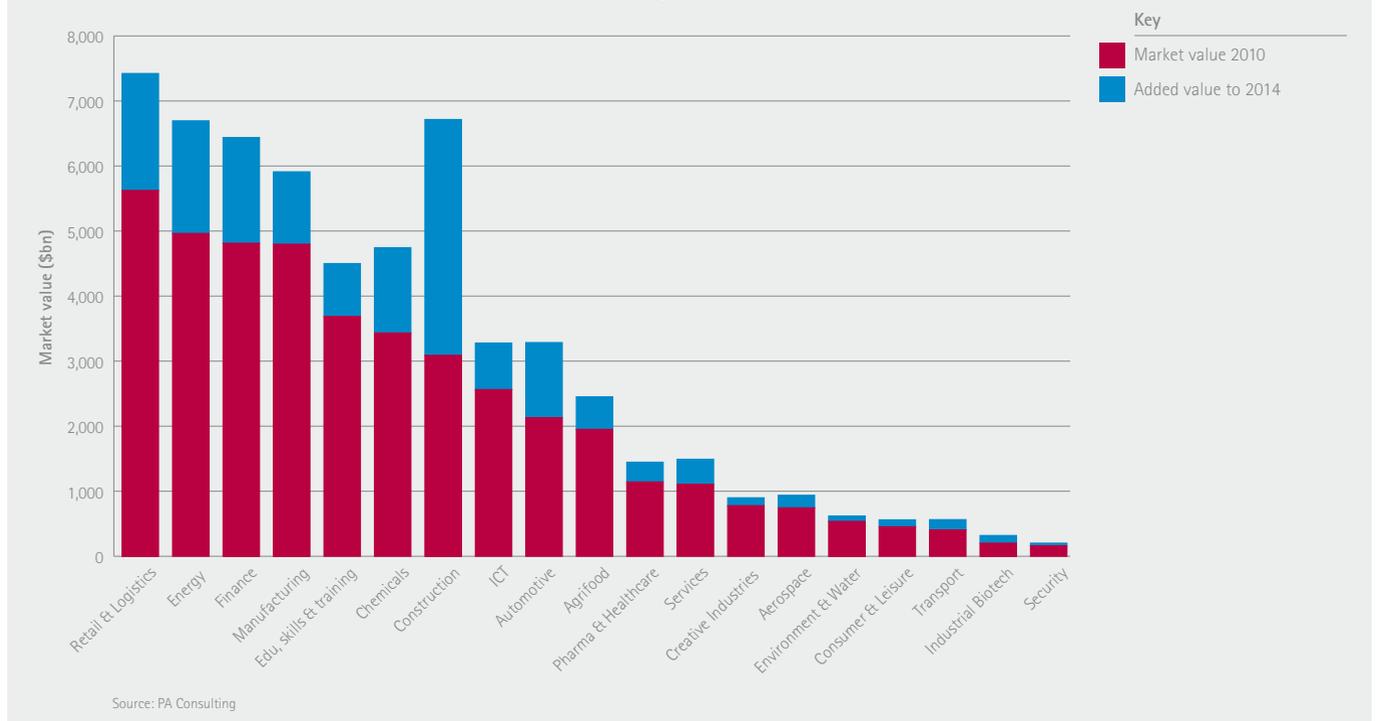
2.2 Promoting balanced and sustainable growth

Advanced manufacturing	Defence and security	Infrastructure	Healthcare and life sciences	Services
Aerospace	Defence	Construction	Healthcare	Creative industries
Agrifood	Security	Environment and water	Industrial biotechnology	Education, skills and training
Automotive		Transport (airports, marine, ports, railways)	Pharmaceuticals and medical biotechnology	Financial services
Chemicals				Professional and business services
Energy				Retail
Technology				
Low carbon				

UK market share and growth in exports by sector in 2009



Global demand by sector in 2010 and projected increase in global demand by 2014



2.2 Promoting balanced and sustainable growth

1. Advanced Manufacturing

Manufacturing is the third largest area of activity in the UK economy – after professional and business services and retail – representing just over 12 per cent of the UK economy. Around 25 per cent of manufacturing companies are in high technology industries, which make intensive use of capital, knowledge and R&D, and require a specialist workforce. These characteristics apply across the aerospace, agrifood, automotive, chemicals and energy sectors, where companies depend on long-term investment decisions to develop processes and buy equipment. The UK has world-class capability across these sectors but companies in these areas need to compete in – and win investment from – international markets, in order to flourish. Both the aerospace and automotive sectors, for instance, export some 70 per cent of their products.

In **The Plan for Growth**, the Government sets out a number of actions to improve the business environment for UK-based manufacturers, including the UK's first Technology and Innovation Centre, which will enable businesses to access state-of-the-art equipment and skills and funding for higher apprenticeships to improve the skills base. Measures are also being taken through the tax regime and other business support mechanisms to make the UK a more attractive location for manufacturing. UKTI will promote these benefits to attract higher levels of manufacturing and related R&D investment.

(a) Aerospace

The UK has a 17 per cent share of the global aerospace market. Over the next two

decades, Asia and the Middle East are predicted to be the largest customers for commercial aerospace products and the UK will be able to build on its existing market penetration. UKTI will work closely with industry to identify opportunities and target support to help UK companies make the most of these markets. UKTI's presence at major international air shows, such as Farnborough and Paris, will provide platforms for UK SMEs to meet with key overseas buyers. UKTI will also intensify work with larger UK-based companies to help SMEs access supply chain opportunities in priority markets.

The global space industry is worth around £160 billion and is forecast to grow globally by 5 per cent a year over the next twenty years. There is growing demand for e-connectivity, mobile communications and broadcasting, alongside consumer demand for instant access to real time navigation and weather data. The UK has the right mix of skills to win a disproportionate share of this business. There are considerable opportunities in high growth and emerging markets for sales of satellites and other services, as well as opportunities for collaboration. UKTI will work with the relevant space agencies and with business to promote the UK's strengths and to maximise the opportunities for UK companies.

(b) Agrifood

Global shifts in diet across the world, from grain-based to more sophisticated and varied diets, offer large opportunities for UK food companies. The UK food and drink sector ranks fourth in terms of product sales and

employment in the EU. Food, soft drinks and Scotch whisky exports reached a record £14.3 billion in 2010. We are regarded as a global leader in agrifood technology and innovation, particularly in food safety, traceability, functional foods and science and novel foods. These core attributes will be in demand in the new global food market. UKTI and the Department for the Environment, Food and Rural Affairs (Defra) will work in partnership with industry to ensure the food and drink sector is able to take full advantage of the potential for growth through overseas trade. We will use the overseas diplomatic network to identify global market opportunities for firms of all sizes.

(c) Automotive

The automotive sector provides the UK with its number one manufacturing export. In addition, clients around the world choose the UK for its world-class automotive research institutions and design engineering services, and associated test facilities and proving grounds. The UK is also at the cutting edge of low and ultra low carbon developments, from battery, fuel cell and motor manufacturing, to infrastructure deployment. The growing demand for personal transportation from the new middle class of Asia, alongside the adoption of low carbon vehicle technologies and intelligent transport systems and services in mature markets, represent significant opportunities for UK-based automotive companies. In both areas, UKTI will work with industry to showcase UK strengths and actively support UK-based companies in their drive to win business overseas.

2.2 Promoting balanced and sustainable growth

(d) Chemicals

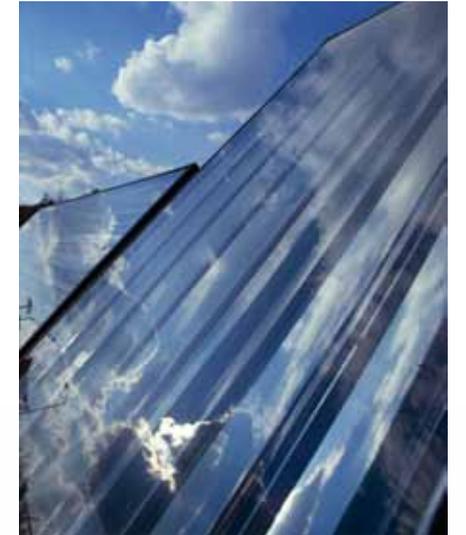
The UK remains one of the world's top chemical producing nations, with £55 billion sales in 2009. We occupy third place in Europe and sixth place globally, with a consistent trade surplus. Around 90 per cent of companies in this sector export their products. The UK chemicals sector has significant growth potential given current levels of demand from the developing world. It has a number of strengths, including pharmaceuticals, organic fine chemicals, basic materials chemistry, chemical engineering, and industrial biotechnology. The sector has research strengths in chemical biology, materials and supramolecular chemistry. Significant opportunities exist for chemicals to act as a catalyst for reducing greenhouse gases through the materials and services it provides to downstream user industries. UKTI will increase its focus on UK strengths and global opportunities in these areas and work in support of UK supply chain efforts to win business in priority markets.

(e) Energy

UKTI will support the UK's oil, gas and power industries, alongside the growing number of companies in the low carbon energy sub-sectors. UK companies, building on experience in areas like the North Sea, are successfully delivering the most challenging energy projects around the

world. UKTI will focus support on high impact events in priority markets and the UK, as well as inward and outward trade missions. Through the new High Value Opportunities programme we will also seek to leverage supply chain opportunities for leading companies and SMEs in this sector.

It is estimated that £100 billion will need to be invested in low carbon energy generation and offshore transmission networks alone. UKTI will work with the Department for Energy and Climate Change to attract investment to the UK for low carbon energy solutions, to help the UK to meet its target of generating 15 per cent of energy requirements from renewable sources by 2020. In particular, we will work to secure investment to build Britain's offshore wind capability.



MOVIRTU – SUPPORTING INNOVATIVE COMPANIES

Movirtu delivers innovative Mobile Identity Management (MIM) solutions for the wireless telecommunication market.

Support from UK Trade & Investment (UKTI) enabled Movirtu to secure US\$5.5 million in venture capital funding from specialist fund TLcom Capital LLP.

The company won a competition to exhibit on the UKTI stand at Mobile World Congress. The competition was run in conjunction with the Digital Communications Knowledge Transfer Network (DCKTN) and gave Movirtu invaluable exposure to the international mobile market which led to the VC funding.

“The Mobile World Congress was an excellent experience for us,” said Ramona Liberoff, Executive Vice President of Marketing, Strategy and Planning at Movirtu. “Having a spot on the excellent UKTI stand enabled us to meet many international companies.

“If we hadn’t had the support of UKTI and the DCKTN to attend the event, we might not have met TLcom and secured their investment, which has been so crucial to our expansion. It also resulted in us attracting new customers.”

www.movirtu.com

SELECTAMARK SECURITY SYSTEMS PLC

Support from UKTI helped security firm Selectamark more than double its export turnover in less than a year.

Selectamark’s forensic crime reduction system SelectaDNA links criminals to crime scenes, using a virtually invisible synthetic DNA solution to mark personal property. Each batch is unique in its DNA make up and, once registered on the Selectamark’s secure database, provides irrefutable evidence of property ownership.

The family-run company, based in Orpington, approached UKTI after identifying the export potential of SelectaDNA. It subsequently enrolled on the Gateway to Global Growth programme, and commissioned Overseas Market Introduction Service (OMIS) reports

on markets such as Australia, France and Singapore.

“This helped us immensely to find the right distributors and launch products,” explains Managing Director Andrew Knights.

“UKTI support also enabled us to arrange market visits and attendance at overseas exhibitions, which led to a wave of interest in SelectaDNA.

“It’s such an advantage to be able to tap into the UKTI network, as we don’t have the time and resource to find overseas distributors on our own. Our export market couldn’t exist, and we wouldn’t have moved at the speed we have done, without UKTI.”

www.selectadna.co.uk

HUDDLE

Huddle, an online collaboration application for business, first established its relationship with UK Trade & Investment (UKTI) in 2007, when UKTI provided financial assistance to help the company attend the Office 2.0 conference in San Francisco.

At the event, Huddle officially launched its product in the USA and showcased its features and functions. Attending the conference enabled the firm to gain visibility in the USA, meet potential partners and start building relationships with the media.

Huddle then went on a UKTI-sponsored Web 2.0 trade mission to the USA in 2008, where it met major players in the Silicon Valley community, including business social network LinkedIn, with whom it went on to form a partnership.

Subsequently, in September 2009, Huddle returned to the USA, and UKTI invited co-founder Andy McLoughlin to a course run by business incubator The Hatchery. Following a month of training, McLoughlin pitched the company to a panel of venture capitalists in New York.

“Through The Hatchery, I made a pitch to potential investors and customers,” he says. “This helped us to secure more than US\$10 million of funding, led by an American VC fund. Support from UKTI and The Hatchery was instrumental in allowing us to meet investors in New York and Silicon Valley.”

www.huddle.com

HYPERTAG

Proximity marketing specialists Hypertag has cited UK Trade & Investment support as being vital to its international business strategy.

The Norwich-based company provides location and context relevant mobile marketing to consumers’ devices when and where they want it. Using short range mobile technologies such as Bluetooth

and Wi-Fi, “Hypertags” can send content such as videos, games, music and vouchers direct to mobiles quickly and for free. By simply activating the appropriate technology on their phones within range of a Hypertag unit, consumers can receive content to their handset. Hypertags have been used by global brands such as Coca-Cola, Ford, Nokia, Vodafone and New Look in over 600 campaigns in more than 34 countries.

In 2010, Hypertag won a place on the UKTI stand at Mobile World Congress (MWC) 2010 in Barcelona – a leading event on the industry calendar. This enabled it to meet companies that could potentially license its technology and sell its product worldwide.

Managing Director Jonathan Morgan said: “UKTI’s funding of the stand enabled us to attend MWC. The cost of exhibiting at MWC can be prohibitively high, so having this support really makes a difference. UKTI also introduced us to journalists that will hopefully write about us and give us further exposure.”

www.hypertag.com

BACARDI LIMITED

UKTI helped Tradall SA, part of the Bacardi Limited group, to overcome problems in exporting its Bombay Sapphire Gin brand to Turkey.

In September 2009, the Turkish Ministry of Agriculture stopped the sale of the UK-made gin, as two of the key botanical ingredients that go into making it were banned.

Tradall SA decided to dispute the decision after discovering that the ingredients were on a list approved by the EU and signed by all the member countries, including Turkey as an associate member country.

Tradall subsequently commissioned an Overseas Market Introduction Service (OMIS) report from UKTI in Turkey in order to bring the case to the attention of the relevant Turkish ministry officials and request that they reconsider the decision. Some four months after UKTI got involved with the case, a Turkish government committee decided to lift the export ban.

Serdar Pala, Area Manager for Turkey & Jordan at Tradall, said: “Since UKTI became involved in our case, although the two botanicals still feature on the negative list, alcohol products have been given a special exemption. UKTI was crucial to us solving the problem, and were able to do so much earlier than anticipated. I hope we never encounter this problem again, but if we do, I won’t hesitate to call UKTI.”

www.bacardilimited.com

2.2 Promoting balanced and sustainable growth

2. Defence and security

UK defence and security exports are currently running at around £9 billion per annum and the defence sector supports some 65,000 highly skilled export related jobs. Britain remains the second most successful defence exporter, behind the USA, holding a 20 per cent share of the global market and, as the Government's 2010 Strategic Defence and Security Review highlighted, these exports help to strengthen the UK's strategic relationships. UKTI's Defence and Security Organisation (DSO), in partnership with the Ministry of Defence (MOD), Home Office and other Government Departments, will provide co-ordinated support for the defence and security industries to maintain and improve the UK's leading position in the global marketplace.

As well as sustaining our most important existing markets in the Middle East and the USA, UKTI DSO will promote UK capability in the newer high growth and emerging defence and security markets, such as Brazil, Turkey, India, Malaysia, South Korea and Australia. It will provide support across the full range of UK defence products, from major platforms such as fast jets and future warships, through to systems and sub-systems, and training and support services. UKTI DSO will work in partnership with the Ministry of Defence to improve the up-front consideration of "exportability" in its acquisition process. This will help UK defence suppliers sell their products to overseas buyers, as well as to the UK armed forces, and can reduce MOD procurement costs.

The overseas security market is a rapidly expanding, highly competitive, multi-billion pound sector with annual sales for UK companies running at £1.6 billion. The market has expanded by an average 10 per cent per annum over the last three years and this is set to continue. It offers a wide range of opportunities, encompassing homeland security, counter-terrorism, commercial security, border and transport security, fire protection and safety. UKTI DSO will work with the Home Office and other agencies to promote UK expertise across this growing sector, through major exhibitions and events both in the UK and in the growing markets of Asia, Latin America and Australia.

UKTI DSO will also reach out to the estimated 10,000 SMEs in the defence and security sectors through a new business service, at the heart of which is an open, content-rich interactive web presence. This will provide a wide range of export-related advice and information, alongside clear links to the MOD for those seeking to sell to our armed forces (www.ukti.gov.uk/defencesecurity/supportforsmes.html). (see pages 52 & 53 for case studies).

3. Infrastructure

Emerging and high growth markets need to expand their infrastructure rapidly to ensure they can sustain economic growth. The construction, environment and water, and transport sectors are vital to any modernising economy and offer enormous opportunities to UK companies. These sectors also have huge low carbon

potential. Through its High Value Opportunities programme (see page 20) UKTI will identify global infrastructure projects, including supply chain opportunities for SMEs, and offer UK-based business support to access them.

The UK's own infrastructure also needs substantial investment to underpin growth and help to rebalance the economy. Some £200 billion of infrastructure investment is likely to be needed over the next five years. The Government is committed to ensuring that this new infrastructure is delivered and published the National Infrastructure Plan ([visit: www.hm-treasury.gov.uk](http://www.hm-treasury.gov.uk)) in October 2010 to outline national priorities. The need is great and UKTI, in partnership with Infrastructure UK, will target institutional investors, including Sovereign Wealth Funds, to win investment to major UK infrastructure and regeneration projects (see page 26).

(a) Construction

Representing an annual output of £107 billion, the UK construction industry comprises more than 300,000 companies. It is in this sector, above all, that UKTI's readiness to facilitate consortia of UK companies will be most critical. UK companies, with their high-end consulting, design and engineering capabilities stretching across many disciplines, have shown themselves strongly placed to address these trends and compete on a global scale. They have shown global leadership in developing industrial processes which reduce costs, create safer working environments, and reduce the use of energy, materials and

2.2 Promoting balanced and sustainable growth

resources. The industry has leading edge capabilities to deliver a transition to a low carbon built environment.

UKTI will work to position the UK as a world leader in the construction industry. We will, for instance, showcase companies helping to deliver the London Olympics, in order to develop opportunities for UK firms in future sporting events, including the Sochi 2014 Winter Olympics, the 2014 Football World Cup in Brazil, the Rio 2016 Summer Olympics, as well as the future Football World Cups in Russia and Qatar. We will also help UK companies to win high value opportunities in construction around the world by accessing intelligence through our overseas network.

(b) Environment and Water

The UK is a global leader in environmental improvement, with innovative product and technology developments, which can help other countries to meet the challenge of managing scarce resources and mitigating climate change. The UK has a world-class water industry, drawing on over 30 years experience of developing integrated water resource management solutions and techniques, and flood modelling expertise. Other UK strengths include waste management, air pollution control, land remediation and environmental instrumentation and monitoring.

A programme of activities in the UK will focus on bringing overseas buyers to leading environmental tradeshows, such as Sustainability Live. Overseas events will include trade missions and shows such as the International Industrial Environment and

Sustainability Fair (FIMAI) in Brazil and GLOBE, North America's largest biennial sustainability event. We will prioritise the BRIC economies, North America, the Middle East and Australia, as well as selected European markets, where the UK is well placed to exploit its relative global advantage.

(c) Transport

Both developed and high growth markets are responding to increasing city congestion, and a need to move freight and people efficiently, by investing heavily in their transport infrastructure. The UK transport sector enjoys a global reputation for spearheading innovation and delivering first class sustainable products and services, including consultancy, plant, equipment and specialist finance. The UK is therefore well placed to respond to these opportunities. Likewise, the UK is looking for overseas investment in its transport infrastructure and we will market the opportunities to major overseas investors, including institutions such as Sovereign Wealth Funds. Through its overseas network, UKTI will identify major international transport projects and work with the industry to help it win these opportunities for large companies and SMEs, such as the £7 billion Klang Valley Mass Rapid Transit rail system in Malaysia.

4. Healthcare and Life Sciences

Demand for healthcare offers major growth opportunities in both developed and in high growth and emerging markets. This is driven by an ageing population in the USA, Japan and Europe; the impact of critical diseases such as AIDS, obesity and alcohol abuse; and greater interest in individual wellbeing. The burgeoning

middle class in the high growth and emerging markets – in particular, the BRIC countries and the Gulf region – is driving significant investment in healthcare. This growth is underpinned by major breakthroughs such as human genome sequencing and developments in ICT. These drivers are redefining how global healthcare and life sciences are structured and operate. Partnerships are being established across sectors to reduce costs and extend market reach.

High level engagement with major inward investors on high quality investment prospects is crucial for our ability to attract investment for the life sciences sector in the UK. In partnership with BIS and DH, UKTI will work to ensure that we deliver the best operating environment for those investing in this crucial sector.

(a) Healthcare

Amid all this change, the UK remains a world leader in healthcare, ranking second after the USA. The NHS brand is a unique selling point and creates a platform for exporting into the global healthcare market. The UK also has an excellent track record in all aspects of healthcare provision, from constructing and running hospitals, through to the provision of primary care facilities. We have a strong medical technology sector and we are a leading player in areas of e-health. UKTI will work in partnership with the Department of Health (DH) and with industry to support the establishment of an entrepreneurial NHS Global brand, which will underpin the drive by UK healthcare related businesses to win orders in high growth and emerging markets.

INDIGO VISION – UKTI DEFENCE & SECURITY ORGANISATION

Edinburgh-based IndigoVision designs and manufactures large scale IP security management systems for use in airports, city centres, ports, rail systems, casinos and prisons.

IndigoVision, whose products include control centre management software, dome cameras and network video recorders, exports to over 80 countries, with its largest markets being North America and the Middle East.

IndigoVision is a frequent user of UKTI DSO services. It takes advantage of inward missions to the UK organised by DSO to provide briefings to overseas customers, with IndigoVision's in-country teams then continuing the dialogue locally. The company also makes full use of UKTI staff in overseas Posts to organise seminars and briefings for potential end users. As a direct result of one such seminar in Vienna, IndigoVision signed several new contracts.

Chief Executive Officer Oliver Vellacott says: "UKTI enables us to reach quality customers. They have pulling power that we would never have on our own and having their name behind us helps us build quality brand recognition more than if we showed up out of the blue."

www.indigovision.com



INDIAN CONTRACTS

In an increasingly competitive world market for defence exports, an effective and enduring partnership between UK industry and UKTI DSO is an essential prerequisite for success.

This is especially so since the customer for major defence deals will be a foreign government who will expect certain support and assurances from the supplier government to underpin the deal.

In 2010, two major contracts were placed by India following UKTI support – the sales of Hawk trainer aircraft by BAE SYSTEMS and AW101 VIP helicopters by Agusta Westland. The conclusion of these contracts reflected the long-standing defence equipment relationship between the UK and India and the involvement of UKTI DSO in facilitating the necessary government-to-government understandings that underpin the sale, and in supporting the final

discussions between the companies and the Indian government.

A unique aspect of such deals is that DSO support extends beyond conclusion of the contract. The bilateral Defence Equipment Co-operation Memorandum of Understanding, which provides the framework for many defence purchases, facilitates UK Government support to its Indian counterpart by aiding oversight of the delivery and subsequent support of equipment as it enters service with the customer's armed forces.

HOME OFFICE SCIENTIFIC DEVELOPMENT BRANCH EXHIBITION

UKTI DSO reshaped the UK security sector exhibition landscape by working in partnership with the Home Office Scientific Development Branch (HOSDB) to transform their annual exhibition.

Traditionally a small public security exhibition at RAF Halton aimed primarily at the UK law enforcement community, it was held for the first time at Farnborough from 16-18 March 2010 and saw nearly a 100 per cent increase in exhibitor numbers.

Some 250 delegates from 53 countries, including government ministers from seven countries, attended and transformed the exhibition into an international showcase for the UK security sector. The DSO team's work resulted in over 300 service deliveries to UK companies and significantly raised the profile of the UK security sector.



2.2 Promoting balanced and sustainable growth

(b) Pharmaceuticals and Medical Biotechnology

Changes taking place in the global biopharmaceuticals industry, with the increasing outsourcing of R&D and a trend towards moving activity to the high growth and emerging markets, are presenting new challenges and opportunities for the UK. UKTI will foster international collaboration to promote shared Intellectual Property, information exchange, research partnerships, and licensing of technology, especially in the high growth and emerging markets. We will, for example, build on the new "Bio-Bridge" initiative, which seeks to bring China and the UK together in a successful R&D partnership to create shared, world-class Intellectual Property and medicines. We will also work to help SMEs seize opportunities provided by the trend towards larger companies outsourcing R&D.

(c) Industrial Biotechnology

The use of biological processes in industry has a number of economic and environmental benefits which may help the UK to move away from traditional oil and gas derived products. This technology also has the potential to reduce carbon emissions, improve energy efficiency and reduce waste generation. The UK has extensive capability in this sector but SMEs and start-up companies often face prohibitive costs associated with the capital assets needed to test new biotechnologies. UKTI will work with SMEs in this sector to help them seize opportunities in global markets and facilitate collaboration with larger global players to overcome the cost barriers.

5. Services

"Services" represents a wide span of UK excellence, from architecture to insurance, and education to retail. UKTI will prioritise its support for the services grouping based on the uniqueness of what UK companies have to offer and the potential for trade and investment growth.

(a) Creative Industries

The UK has one of the largest creative sectors in the world, contributing £17.3 billion in exports. Film, TV, music, fashion, media, advertising and design significantly enhance "Brand Britain". UKTI will work in partnership with the Department for Culture, Media and Sport (DCMS) and others to raise awareness of the UK's creative offer and use major events in the UK and overseas to maximise the export and investment potential for this important area of the economy.

UKTI will deliver a series of showcasing activities, in partnership with the industry, before and during the 2012 London Olympics to maximise export opportunities for UK creative companies. In partnership with the Chinese Ministry of Commerce and the advertising, architecture and design sectors, we will utilise the annual Trade in Services Congress in Beijing as a platform for business-to-business activity, ensuring that UK companies have access to both key government contacts and potential business opportunities. In the UK, we will leverage opportunities such as the London Design Festival and London Fashion Week to provide platforms to connect UK SMEs with key international buyers and to showcase UK strengths to international media.

(b) Education, Skills and Training

The UK's education, skills and training sector generates exports of some £14 billion a year. UKTI will focus on high impact events in the UK and overseas, such as the BETT Show (the largest educational ICT show in the world), the Education Show, and events in Asia, the Gulf and central Europe. In particular, we will focus on: teaching and learning resources; vocational training; English language training; corporate training; and major infrastructure developments, such as new schools, colleges and universities, across the Middle East, Asia Pacific and the Americas.

The UK's universities have a global reputation for excellence. UKTI will work with the British Council, on a one-stop shop initiative, to provide an enhanced service to help UK universities internationalise. We will also work in partnership with Universities UK to develop an action programme to support these activities.

(c) Financial Services

The UK is the world's leading international financial centre, with access to an unrivalled concentration of international firms, capital, professional advice and highly skilled people. The financial services sector accounts for around 10 per cent of UK GDP and will remain an important source of growth for the UK economy, based on the strengths of the City of London and other important regional centres.

The expertise of the UK's financial services is widely recognised around the world. It is promoted through the cross-industry umbrella body, TheCityUK, with the City of London

2.2 Promoting balanced and sustainable growth

Corporation and regional promotional bodies. UKTI will work closely with TheCityUK and other partners to promote the UK around the world as the international partner of choice for the provision of financial services expertise, and as the location of choice for companies seeking a global presence and wishing to raise finance. UKTI, along with TheCityUK and other industry partners, has identified six priority markets – China, India, the Gulf, Russia, Brazil and Turkey – where its overseas network will focus efforts to help open up new opportunities. UKTI will also use high impact events to encourage UK financial services firms to develop their businesses overseas. We will also work

closely with the Lord Mayor of London and Ministers across Government to maximise the benefits for UK financial services from their overseas visits.

(d) Professional and Business Services

Professional and business services comprise a broad range of activities which account for some 15 per cent of UK GDP. Exports from these areas have doubled over the last decade, from around £20 billion in 2000 to £40 billion in 2009, and the UK professional services trade surplus was £6.4 billion in 2009.

The UK remains highly competitive in professional services expertise and provision around the world. UK companies

have access to the highest calibre graduates from British universities and attract the very best from the global talent pool. The industry has an excellent reputation for world-class training and continuous professional development.

UKTI will work with BIS and the Professional and Business Services Group, to tackle issues affecting international market access for this sector, and promote UK excellence to priority markets. We will also work with the Ministry of Justice to promote the UK's world beating business arbitration and commercial law services.



2.2 Promoting balanced and sustainable growth

(e) Retail

The UK has the third largest retail sector in the world, with a turnover of £321 billion in 2008. There will be significant opportunities for UK retailers to expand overseas as two billion people join the global middle class over the next twenty years from high growth and emerging markets. We already see strong demand for UK luxury brands such as Mulberry, Burberry and Osprey, and a growing demand for high quality British food. Additionally, major British retailers such as Tesco have achieved significant growth by expanding into overseas markets.

By 2012 UKTI will develop a new programme to enable retailers to take full advantage of international opportunities and to help them to overcome barriers to growth in overseas markets. To support this new programme we will develop retail sector expertise among our teams based in Embassies and High Commissions in priority markets, and work with BIS and the retail sector to identify where joint action can gain advantage for UK business.

6. Cross-cutting sectors

The scope and influence of some areas of economic activity – such as technology and low carbon, where the UK has important competitive advantages – is so wide that it cuts across all sectors. These cross-cutting sectors create capability within sectors, which lead to innovations in products and services.

(a) Technology

Technology based innovation is one of the key drivers of economic growth. The UK has one of the largest and fastest growing technology

sectors in Europe. UK companies and organisations are well connected and they have a global outlook, which will enable them to continue to seize global opportunities and attract overseas investment. The greatest opportunities lie in areas of cross-sector activity, including for example the delivery of smart grid infrastructure and broadband, intelligent transport systems and e-health.

The global market for communication and broadcast technology, consumer and industrial electronics, software products and enterprise systems, will continue to evolve and extend to new and emerging areas, such as Cloud Computing, Machine-to-Machine (M2M) and The Internet of Things (IoT). This global market is set to grow to around £2 trillion by 2014 and in 2010 its value to the UK economy was £132 billion.

UKTI's new Global Technology Task Force will support innovative and high growth companies to maximise their export potential. It will also deploy the UK's research, development and innovation base, in partnership with the Technology Strategy Board and the Global Science and Innovation Network, to attract new entrepreneurs and substantial inward investment to the UK, including venture capital and angel funding.

We will also work in partnership with the Department for Culture, Media and Sport to develop a marketing plan for the digital industries. All our cross-government partnerships will be used to tackle barriers to innovation and promote UK capability through overseas trade missions and major UK exhibitions.

UKTI will work to strengthen the links between key technology clusters overseas, such as Silicon Valley in the USA, and technology hotspots in the UK such as Cambridge and Tech City in the East End of London, where the private sector will be incentivised to land investment. Through the newly created Tech City Investment Organisation, headed by a leading technology entrepreneur, we aim to create an iconic global technology hub which will support the wider development of the UK as a world leader in technology.

(b) Low Carbon

The global trade in low carbon and environmental products and services is estimated at £3 trillion a year and is set to rise to £4.3 trillion by 2015. Many UK companies and institutions have developed environmental solutions and technologies, which are in great demand across the world. A green export campaign will position the UK as a leading provider of low carbon solutions in markets where it is clear we can gain advantage. The campaign, involving trade missions and showcasing events linked to overseas visits by Ministers, will be used to generate positive media coverage for UK business. Initially we will prioritise China, India, Brazil and the west coast of North America, where research has identified the greatest immediate business potential.

UKTI will work with the Knowledge Transfer Networks, Technology Strategy Board, Global Science and Innovation Network and the wider scientific community, to help create an export pipeline of innovative green technologies and services. Working

2.2 Promoting balanced and sustainable growth

closely with the overseas network of the Foreign Office to promote green growth, we will identify new opportunities coming out of international agreements and overseas governments' policies on carbon reduction.

Aid funded business

Working with aid agencies offers substantial opportunities for UK companies. Multilateral agencies such as the United Nations and the World Bank currently spend about £90 billion every year on everything from tents to telecommunications. The most sought after expertise is in the healthcare, construction, consultancy, ICT, environmental and transport sectors, all of which are areas in which the UK is strong. Much of the implementation of aid funded projects is contracted out to the private sector. British companies can win business to deliver successful projects for aid agencies, resulting in people in developing countries gaining sustainable assets and improving their quality of life.

But businesses need to know – and be known by – the right people in the right places to break into this market. Working with the Department for International Development, UKTI's Aid Funded Business Service will help UK businesses find their way through this complex world by alerting businesses to the opportunities through visits and online support, by working closely with aid agencies, and by organising a range of highly informative workshops.



EAST LONDON TECH CITY

- Tech City was launched by Prime Minister David Cameron to build on the existing cluster of technology companies in East London to create a world-leading technology centre.
- At its heart is Shoreditch – increasingly the location of choice for budding entrepreneurs.
- Tech City brings together young web and technology companies and aspiring innovators who were originally attracted to the area by cheap rents and the vibrant social scene.
- It is home to one of the largest concentrations of small, fast-growing digital technology companies in Europe, expanding from some 15 firms in 2008 to nearly 250 today.
- Benefits include access to Europe’s largest business angels and venture capital community; priority area status for super-fast broadband deployment; access to like-minded technology innovators and companies; competitive property costs; world-class transport links and close proximity to four of the world’s leading universities – Cambridge, Oxford, Imperial and UCL.
- Tech City is supported by major global companies such as BT, Cisco, Facebook, Intel, Google, McKinsey & Co, Qualcomm, Silicon Valley Bank and Vodafone.
- UKTI is working closely with overseas technology companies looking to set up and expand in Tech City, and has established the entrepreneur-led Tech City Investment Organisation to take this forward. Recent successes include Italy’s Buongiorno and Australia’s SAE, both major digital media firms, alongside a programme of activity to help Tech City based companies internationalise their business.

GREEN EXPORTING

UKTI is helping Berkshire-based technology firm Regenattec to access new opportunities overseas.

Regenattec designs, manufactures and installs conversion equipment that allows commercial diesel engines to run on biofuel. The equipment can be fitted to existing vehicles, reducing their carbon footprint by 80 per cent.

UKTI support has helped the innovative company grow into a global business.

As well as securing contracts in Mozambique and Brazil, Regenattec recently signed a licensing agreement in China and has formed a partnership in India – the company’s most advanced overseas market.

Bill Courtenay-Smith, Director of Regenattec, said: “We have had strong support from UKTI in building a market for our technology in India. As well as introducing us to potential customers and investors that we may not have been able to access on our own, they have pointed us in the right direction to secure licences and helped us to deal with other

regulatory matters.” He added: “As a UK business overseas, it’s sometimes difficult to know where to begin. But, for less than the cost of a private consultant, we have been able to access the highest quality of advice and support from in-country UKTI staff.”

www.regenattec.com

PHARMATRUST

Support from UKTI helped Canadian healthcare and medical device company PharmaTrust establish its European headquarters in London.

The firm, which produces a remote pharmacy dispensing technology, started exploring the potential of the UK in 2007 after deciding that it would be an ideal launchpad into the rest of Europe, the Middle East and Africa. PharmaTrust then got in touch with the UKTI team in Toronto to discuss its market entry plans.

As well as providing an overview of doing business in the UK, UKTI helped the company to meet a range of key players in the British healthcare industry, including heads of pharmaceutical colleges, NHS executives and politicians. It also provided advice on incorporation, how to recruit and pay staff, opening a bank account and finding premises.

In May 2010, PharmaTrust opened its sales office in London – its first outside of Canada. It is now looking to expand to the West Midlands and is in discussions with potential customers in Europe after attending a key trade show in Portugal, again with UKTI support.

Peter Suma, President of PharmaTrust, said: “UKTI outperformed all of our expectations, offering practical support and advice every step of the way. We are very positive about our future both in the UK and in Europe.”

www.pharmatrust.com



LONDON FASHION WEEK (LFW)



IMAGE COURTESY OF MAYER GEORGE MADMIRNOVICH

On the eve of LFW in autumn 2010, the British Fashion Council launched The Value of the UK Fashion Industry report (co-sponsored by UK Trade & Investment), which redefined the fashion sector and estimated its worth at over £21 billion to the UK economy.

LFW saw over 60 designers present their collections on the catwalk, while a further 200 designers exhibited at Somerset House. UKTI assisted an extensive international buyers and press programme, involving 68

VIP buyers from ten countries and nearly 50 press visitors from across the globe. International orders amounted to £28.9 million, while an estimated £36.5 million worth of media coverage was generated in overseas press.

> £21bn

The worth of the UK fashion sector to the UK economy

SKARAMOOSH LTD

TV production company Skaramoosh, a specialist in animated children's programmes, formed a vital partnership in Singapore after working with UK Trade & Investment (UKTI).

The company, based in London and Tunbridge Wells, secured a Singaporean studio partner, Sparky Animation, to help develop its children's TV series Mr Moon, and received investment from the Singapore Media Development Authority,

after using services offered under UKTI's Passport to Export and Gateway to Global Growth programmes.

Managing Director Daniel Slight says: "UKTI's support has allowed us to investigate markets which we would not have gone to otherwise and which produced a number of valuable contacts. We must have had the equivalent of around £10,000 of support over the last few years."

"In particular, its help to visit Singapore was a key factor in our securing major investment at a time when we were stretched for travel funds."

He continues: "There are other markets we would like to explore, and having had the experience of the knowledgeable, high quality support available from UKTI gives me the confidence to do so."

www.skaramoosh.co.uk



DUSKY MOON

Corsham-based baby product manufacturer, Dusky Moon, has broken into an impressive number of overseas markets in its first two years of business with help from UK Trade & Investment (UKTI).

The company, responsible for inventing and developing the award-winning Dream Tubes, the world's first portable, soft and cosy bed guard that prevents young children from falling out of bed at night, has brought relief and reassurance to parents worldwide with exports to 44 countries. It has a range of new products in development and has recently launched Dream Stickers, a creative and elegant wall art for children's bedrooms or bathrooms.

Run by mothers Amanda Allerton and Venetia Fuller, Dusky Moon has received extensive support with its international strategy from UKTI's Passport to Export programme, on which it enrolled in 2009.

"The support we've been given by UKTI, and in particular by our International Trade Adviser, has been fantastic and instrumental in our export success," says Allerton.

"We have had advice on markets, help with developing exhibition materials and, crucially, invaluable information on managing distributors and our overseas business. We are keen to break into even more markets and have recently been supported on visits to Dubai, Russia and the USA."

www.duskymoon.co.uk



LONDON DESIGN FESTIVAL (LDF)

UKTI showed its support for British design businesses with the LDF in September 2010, which saw over 200 events across London over a ten day period.

UKTI supported a five day programme, which included funding for three British Design Embassies. These aimed to provide comfortable and inspiring places in which to conduct business meetings between overseas buyers, press (including a high level Chinese delegation), and UK design firms across a diverse range of specialisms.

The programme also included a conference highlighting the outcomes of the UKTI-led creative industries business programme at the Shanghai Expo, and an exhibition focused on the emerging digital design sector. Initial anticipated business resulting from these activities is in the region of £280,000.

2.3 BOOSTING THE UK'S REPUTATION

2.3 Boosting the UK's reputation

The Prime Minister has made it clear that British business should have no more vocal champion than the British Government.

That is why promoting the UK's commercial interests around the world is at the heart of the Government's foreign and economic policies. All our work to promote the UK's reputation will be supported by one strong national brand – as part of a broad range of activities sponsored by the Government to promote Britain around the world and deliver long-term economic and tourism benefits for the whole of the UK – due to be launched later in 2011.

To yield long-term benefits for the UK economy, this activity needs to improve perceptions both at home and overseas. Reputation influences investment decisions and affects the ability of UK companies to do business overseas. We need to tackle a widespread lack of self-belief at home, as well as promoting Britain's diverse strengths around the world.

UKTI will champion the breadth of the UK's capability to generate the innovation needed for the economy to be rebalanced for sustainable growth. We will do this through high impact sector showcasing events, where we work in partnership with private sector sponsors, to market the UK's sector strengths and bring overseas buyers and UK suppliers together. The UK is widely perceived as having a strong business environment, with an honest and trustworthy approach, and good international connections. This makes it a springboard for growth. However, the UK is seen as weaker in innovation and technology, and the strength and sophistication of British manufacturing is widely underestimated. Perception lags behind reality, at home and abroad, making a compelling case for showcasing

2.3 Boosting the UK's reputation

innovation and technology in order to break down barriers to growth.

Image is certainly a barrier to growth in advanced manufacturing. The UK is often not seen as a modern manufacturing nation and too often finds it difficult to attract young people to work in this sector. Yet advanced manufacturing, one of the largest sectors in the UK economy by share of GDP and supporting 128,000 businesses – of which 92 per cent are SMEs – is central to rebalancing the economy for sustainable growth. The Government's Framework for Advanced Manufacturing sets out a collaborative approach for the next ten years to achieve a resurgence of manufacturing and establish the UK's reputation as a leading European exporter of high value manufactured goods and services. In support of the Government's ambition for growth, UKTI will work with partners in government and industry to promote UK capability to a global audience. Our global trade promotion and showcasing activities provide an excellent platform to puncture myths and change opinions.

SHANGHAI EXPO

Shanghai Expo (May–October 2010) was a unique opportunity for the UK to demonstrate its commitment to a long-term partnership with China.



It successfully promoted bilateral trade and investment and demonstrated that the UK is a leader in innovation and creativity.

The cutting-edge UK Pavilion, aka the "Dandelion", promoted the UK's strengths across a wide range of sectors. Attracting eight million visitors, including the Chinese Premier Wen Jiabao, its design scooped the Royal Institute of British Architects (RIBA) Lubetkin Prize and was awarded the Gold Medal in the category that is considered "best in show". Liu Xiaming, Chinese Ambassador to the UK, said: "The Dandelion will go a long way towards

projecting Britain as a magnet for ideas, innovation and investment."

UKTI facilitated over 150 events over the course of the Expo, involving hundreds of UK firms and 1,000 Chinese companies. The programme, the biggest of its kind ever organised by UKTI, enabled them to gain new insights and leads, form new relationships, tap into key networks and win contracts. By the end of Expo, UKTI China had tripled its pipeline of investment projects to nearly 200, media coverage enhanced the UK's reputation as being innovative and forward thinking, while the UKTI-led online campaign attracted over 235 million page views.

2.3 Boosting the UK's reputation

FARNBOROUGH AIRSHOW

UKTI delivered an extensive programme of events at the Farnborough International Airshow in July 2010.

The UKTI stand was a major business networking area and hub located in the heart of the UK Pavilion at the show, with over 30 staff from UKTI's overseas network meeting UK companies from the aerospace, airports and defence sectors to help them explore overseas markets.

The stand hosted a series of market presentations covering countries such as Brazil, Canada, China, India, Japan, Mexico, Russia, South Korea and the USA. These provided UK firms with high quality market information and introduced them to key contacts.

In partnership with the Aerospace & Defence Knowledge Transfer Network, UKTI also delivered capability presentations on the stand covering different aspects of advanced engineering, including opportunities for UK aerospace companies to move into the offshore wind and nuclear sectors.

In addition, UKTI hosted civil aerospace delegations from South Korea and India, organised a briefing on the Chinese COMAC C919 programme and provided support to Farnborough International Ltd's Meet the Buyer event, where 46 international aerospace buyers held 800 meetings with 159 suppliers.

Some £31 billion of new business was announced at the show, which attracted 120,000 trade visitors.

TECHNOLOGY WORLD 2010

Over 800 UK science and technology delegates met with over 200 international buyers and technologists from over 50 countries at the UK Trade & Investment annual premier technology showcase, Technology World, held in partnership with UK Nanoforum at ExCeL London.

The delegates toured exhibitions, attended conference sessions and took part in one-to-one business meetings. Projected business generated so far is £35 million.

Dan Fleetcroft, Design Director at Bromley Technologies Ltd, said: "Technology World

is a unique opportunity. We have generated a lot of interest and made some key contacts.

"We've also been able to secure some invaluable practical advice about the best way to enter new markets. I can't think of anywhere else where we would have been able to make so many useful contacts, learn

so much and introduce our innovative business to a fantastic calibre of delegates. Technology World also enabled R&D-led organisations to form vital links with other high-tech firms to boost product innovation. Jo Finch, Events Manager for the land speed record BLOODHOUND SSC project, which aims to inspire the next generation of scientists and engineers, stated: "Technology World has been very useful in several ways. For example, we've met with two SMEs that have offered support to our project in critical areas."

Technology World 2011 will be held on 16-17 November 2011. Visit www.technologyworld.uk.com for more details.

2.3 Boosting the UK's reputation

Making the most of the London 2012 Olympic and Paralympic Games

We will seize the once in a lifetime potential of the London 2012 Olympic and Paralympic Games to enhance Britain's reputation. The Olympics will be a defining moment for the UK; a chance to showcase the best of Britain and win a lasting economic legacy. The potential is great. Working in partnership with other agencies, UKTI is leading efforts to capitalise on the Games to boost British exports and attract inward investment.



International business programme for London 2012

- **British Business Embassy** at Lancaster House – a unique venue in which to do business during the Games, chosen to appeal to a target audience of investors with whom we want to build relationships. The venue will feature high profile business events and showcase UK capability to overseas buyers, with a view to rolling out British Business Embassies at future Olympic events in Russia and Brazil, and at other major global or domestic events.
- **British Business Club** – an online club designed to reach out to UK and overseas companies, including SMEs, to harness excitement and interest around the Games. Companies will be able to hear about events, meet other businesses and track business developments around the Games.
- **Springboard to Success UK Suppliers' Directory** – an online and print marketing tool showcasing 450 UK companies and promoting UK capability to international buyers for major sporting and other global events.
- **UK Innovation Showcase** – a digital showcase of innovative products, services and technologies, to be available from June 2012.

- **Host2Host** – UKTI's flagship Olympics legacy programme and a brand for promoting UK capability and expertise around the world (not confined to 2012, but positioning UK business to win supply contracts in other nations hosting major sporting events, such as the 2014 Winter Olympics in Russia and 2016 Olympic Games in Brazil).
- **CompeteFor** – an online "brokerage service" for buyers and potential suppliers, which is already converting international expressions of interest into investment deals.

2.3 Boosting the UK's reputation

UK icons project

A series of creative images which feature past UK icons and how these innovations have translated into the icons of today and tomorrow.



5000 years ago, ancient Britons raised a giant circle of megaliths and created Stonehenge, one of the world's most famous landmarks. Today, the work of cutting edge UK architects such as Lord Richard Rogers continues to attract the crowds, with his O₂ arena now the world's most successful music venue.



When a UK engineer developed the Penny Farthing over a century ago, he revolutionised popular transport. Today, UK scientists are putting the finishing touches to the world's first hydrogen fuel cell motorbike – a development that's set to introduce a new age of sustainable travel.

2.3 Boosting the UK's reputation

Catalyst UK

Right around the world there are people with a strong affinity for Britain, including generations of Britons who have moved to other countries and many thousands of business people from overseas who have studied here, traded with British companies, or invested in Britain. We are recruiting a global network of these "advocates for Britain" from the business and academic communities. The Catalyst UK network is made up of people who are trusted in their fields and can make a compelling case for investing in the UK and doing business with UK companies.

We have around 100 advocates on board already and aim to grow the network to 500 by summer 2012. New members will join by invitation, following nomination by our overseas network, UK trade bodies and alumni networks. They will be recognised and influential voices in their sectors or markets and will bring valuable know how and insights to share with less experienced exporters. In this way they will mentor companies, especially SMEs, taking their first steps into new markets. Among those that are already on board, we have CEOs of FTSE 100 companies and established entrepreneurs.

Business Ambassadors

The Prime Minister has invited around thirty of the UK's most respected leading business people and academics to work closely with the Government to promote the UK's economic reputation around the world and to help UK businesses, especially SMEs, make the most of overseas business opportunities.

When travelling on business, these Business Ambassadors will carry out priority assignments to support the Government's promotion of trade and investment. They will lobby for British business interests around the world, for instance, to remove



2.3 Boosting the UK's reputation

barriers to market access, and lead business delegations of SMEs. They will contribute to government-to-government dialogue in our priority markets. Closer to home they will form a Council of Business Ambassadors to advise the Minister for Trade and Investment on the future development of the Government's strategy for promoting UK exporters and winning inward investment.

UK Special Representative for International Trade and Investment

HRH The Duke of York, as UK Special Representative for International Trade and Investment, represents a unique resource to promote Britain's commercial interests. Over

the last decade The Duke has developed strong relationships with opinion formers and decision makers across many of our priority global markets. These winning relationships yield real benefits for the UK economy and The Duke's presence around the world helps to send a strong signal that Britain is open for business. His Royal Highness will continue to undertake a range of activities, including visits to priority markets and engagements around the UK, in support of the Government's ambitions for growth through exporting and inward investment.

3. RISING TO THE CHALLENGE

The Government's ambitions for trade and investment demand better ways of working from UKTI

And reaching out to more businesses demands new ways of relating to them. That is why we are upgrading our web presence and deploying a full range of social media to reach new audiences and it is why we are creating a new online peer-to-peer self-help community of UK exporters. Alongside a high quality web presence, we are focusing on building delivery partnerships with the private sector to boost productivity, developing our people to ensure we have the right skills to serve our customers, and building world-class evaluation systems to drive up performance.

Partnerships for success

As well as galvanising the whole of Government behind this effort, UKTI will build strong delivery partnerships with the private sector to amplify its impact. We will build on existing partnerships with

organisations such as the China-Britain Business Council, UK-India Business Council and the Asia Task Force. We are establishing a new ASEAN-UK Business Council and will work to establish other partnerships for the Middle East, North Africa and Latin America. Around England we have successful agreements in place with Trade Associations and Chambers of Commerce to deliver our trade services. We also have a new private sector partner for foreign direct investment services in the English regions, incentivised to land high quality projects to agreed quality standards. This means that all services in the English regions, for which UKTI is responsible, are delivered through private sector organisations. In addition we have appointed a private sector partner, to work on a "payment by results" basis, to win overseas investment for the new Tech City

innovation cluster in Shoreditch. These new partnerships will be test beds for developing a more entrepreneurial culture in UKTI through greater use of private sector talent and expertise.

There is significant potential to develop further business partnerships in order to raise awareness of the benefits of exporting and the attractiveness of the UK as an investment destination. We are, for instance, developing formal partnerships with the UK's major commercial banks to reach out to more companies with the potential to grow through exporting. We will focus on areas where business can best help UKTI deliver value for its customers and where these partnerships can help both UKTI and the business partner achieve their objectives. There are opportunities to involve business in:

- sponsoring UKTI promotional campaigns and activities, including a new prize for first time SME exporters,
- providing free or discounted products and services for businesses,
- acting as a channel for UKTI services,
- providing case study information and participating in events, and
- promoting the reputation of the UK around the world.

We will establish a new Commercial Development Unit within UKTI to focus on building these partnerships for success in a systematic way. This Unit will also focus on opportunities to improve and extend chargeable services such as our Overseas Market Introduction Service.

Developing our people

UKTI has a strong commitment to learning and development with a clear business focus. We have developed a range of corporate programmes with private sector specialists. Our approach is modular, with flexible programmes which can be tailored to meet the needs of individual teams around the world. These aim to improve client engagement in order to raise quality, manage expectations and achieve higher levels of customer satisfaction. Surveys of our customers indicate that our learning programmes have improved levels of satisfaction and perceptions of the quality of the services we provide.

UKTI will continue to develop its learning programmes to meet the needs of this strategy with a clear focus on building successful relationships with trade and investment clients, giving people the right skills to win inward investment, and communicating with confidence and conviction. We will undertake a skills audit across our global network in summer 2011, to establish a clear picture of current capabilities and identify the gaps in knowledge and expertise we need to address, in order to deliver the new strategy.

To underpin new business methods, such as strategic relationship building with top inward investors and exporters, we will aspire to emulate the best of the private sector professional services organisations, which are recognised for their expertise in managing client relationships. Our aim will be to bring further recognition for UKTI as a leading edge delivery organisation, which adds real value to its clients.

Enterprise and performance

UKTI places strong emphasis on high quality, independent monitoring and evaluation of its activities. We are taking steps to enhance our evaluation mechanisms, to focus more on assessing the impact and value for money of what we deliver. In this way we can track progress against objectives and identify the activities which have the greatest impact. This will help us to understand better the needs of different customers and inform a programme of continuous improvement, future service development and resource allocation.

We will do this by capturing information through our Customer Relationship Management system about the businesses we help and, through our Performance and Impact Monitoring Survey (PIMS), we will continue to survey 1,000 users and non-users on a rolling basis each quarter. This independently run survey provides both qualitative and quantitative measurements of performance. This is backed up by an annual programme of independent economic impact to ensure that we are providing value for money. We also undertake an annual programme of economic research, to provide evidence on the benefits to business and the UK economy from trade and investment. No other trade and investment promotion organisation has the capacity to understand its performance and impact as well as UKTI, and we will publish our survey results and research on our website in an easy to read format.

What UK customers can expect from UKTI

UKTI is committed to helping its UK-based customers grow their businesses internationally. We aim to support UK firms of all sizes, from SMEs to large multinationals, regardless of their experience of selling to overseas markets. We do this through a range of services which can be tailored to meet the needs of our customers. As well as working with individual companies we will help groups of companies to access trade opportunities. We charge for some of these services but many are free. They are delivered by our **network of International Trade Advisers based around England** – customers in Scotland, Wales and Northern Ireland can get access to support through the Devolved Administrations – and by our overseas network, which covers **96 markets in 162 locations around the world.** Further support is available through specialist teams based at our headquarters and by the UK's overseas diplomatic network.

UKTI is committed to a high standard of service. We will work hard to provide a consistently high quality service across our UK and overseas networks. We will aim to achieve 80 per cent satisfaction ratings from our customers or 90 per cent where we provide intensive one-to-one support. **An independent company will ask our customers how we are shaping up through a quarterly survey**

and we will publish the results on our website. We also commit to using this information to improve our customer service. In addition we promise to take customer feedback seriously and work hard to correct any failure in service. We will act in the best interests of our customers and respect commercial sensitivities. We will strive to offer impartial advice at all times and, in the event that we do not agree with a customer's plans, we will explain our reasoning clearly and honestly.

UKTI is committed to transparency when it charges for its services. We will always explain the charges we make for our services.

UKTI is committed to providing a prompt response to customer enquiries. The first point of contact for our customers in England is their local International Trade Adviser. Customers should **receive a response to an enquiry within five working days** but we will strive to do so sooner. Thereafter our customers should expect clear timescales for further service delivery. In the event that we cannot deliver to time we will always contact our customers to let them know.

UKTI welcomes feedback from customers. Please write to our Director of Business Development, UKTI, Europa Building, 450 Argyle Street, Glasgow GL2 8LG.

To find out more about our services, customers should visit the **UKTI website www.ukti.gov.uk or call our enquiry service +44 (0)20 7215 8000.**

What inward investors can expect from UKTI

UKTI is committed to playing its part in making the UK the best inward investment location in the world. We aim to provide a world-class service to foreign owned companies considering the UK as a potential location. Also, we aim to help existing investors to maximise their business potential using the unique assets of the UK. We will help companies to grow internationally, offering export advice and the use of our trade services.

Our offer is to provide **bespoke, accurate and unbiased advice and information, delivered rapidly, as part of an ongoing dialogue with the company.** We provide potential investors with information about the UK as a potential location, benchmarked against other countries as appropriate. All of our work is tailored to the company's specific requirements. We will build close relationships with existing investors in the UK, to understand their plans for growth and the challenges they face in achieving them. From this we will seek out UK-based solutions to support them.

One Global Network and One Solution for Business. We can assist clients throughout their investment journey, from their global headquarters to their UK subsidiary and third markets. UKTI's **dedicated investment professionals in 33 key markets and our network of Investment Advisers around England are here to assist** – working closely with the

Devolved Administrations and with the separate arrangements under the Mayor of London through London & Partners. This will provide a single network of support for the UK which seeks to be seamless to the company. Further support is available through specialist teams based at our headquarters and by the UK's overseas diplomatic network, including in markets where there is no dedicated investment team.

UKTI is committed to a high standard of service. We will work hard to provide a consistently high quality service across our UK and overseas networks. We will aim to achieve 80 per cent success in client perceptions of quality and satisfaction as our minimum for all our work with clients, and 90 per cent for intensive support. **An independent company will ask our customers how we are shaping up through a quarterly survey and we will publish the results on our website.** We also commit to using this information to improve our future service. We will act in the best interests of our customers and respect commercial sensitivities.

We offer one contact point with a guaranteed personalised service for companies. To find out more about our support for inward investors, visit the **UKTI website www.ukti.gov.uk/invest or contact our Investment Services Team on +44 (0)845 539 0419 or by e-mail at enquiries@ukti-invest.com.**

A challenge for the whole of Government

This strategy will deliver a new focus for new times, with government action targeted where it counts the most, to deliver new jobs and new opportunities. It will make a significant contribution to rebalancing our economy for sustainable growth, by focusing government help towards the innovative and high growth companies of the future, encouraging more companies to export and helping more experienced exporters to seize the opportunities presented by high growth and emerging markets. It will focus proactively on "bringing opportunities home", for companies of all sizes, by galvanising the resources and expertise of the whole overseas diplomatic network. It will develop a pipeline of high quality inward investment flowing into the UK from around the world and market a portfolio of key investment opportunities to the most significant investors. Additionally, it will support and co-ordinate the work of Ministers, senior Government officials and Ambassadors to build winning relationships with the most significant investors, exporters and overseas buyers. In these and other ways outlined in this strategy, UKTI and the whole of Government will rise to the challenge of these times and send a signal to the world that Britain is open for business.

APPENDIX A: UKTI'S PERFORMANCE MEASUREMENT FRAMEWORK

We will measure the impact of what we do on the business performance of the exporters and investors we serve. The goals set out below are our aspirations for 2014/15.

	Trade	Inward investment
UK economy (policy aim)	Productivity and GDP growth; innovation	Productivity and GDP growth; innovation
Business outcomes	£ additional profit attributed to UKTI and return on taxpayer £s spent (baseline £6 billion and £22 to £1) Total jobs created and taxpayer cost for each job (new measures)	£ Gross Value Added for investment projects and return on taxpayer £s spent (new measures) Jobs created per investment and taxpayer cost for each job (new measures)
Intermediate business impacts	% improvement in medium term productivity and profit (goal 75% for intensive support and 60% for other tailored support) No. of businesses assisted that increase R&D (goal 3,000)	% significant influence on location the in UK or scale and scope of project (goal 70%)
Outputs (business benefit)	% reporting "significant business benefit", eg. barriers to new business overcome; changed behaviour resulting in improved business strategy; increased skills (goal 70%) % helped to access high value opportunities agree UKTI had a significant favourable influence (new measure)	% overcoming barriers (goal 60%)
Activity – volume (productivity measures)	No. of businesses assisted (goal 25,000) and subsets of: <ul style="list-style-type: none"> No. of innovative businesses (goal 20,000) No. expecting substantial growth (goal 12,000) 	No. of "involved successes" (goal 750) and subsets of: <ul style="list-style-type: none"> No. of high quality successes (goal 500) % high or good quality projects (goal 90%)
Activity – quality and satisfaction	% quality assessment (goal 80% and 90% for intensive support) % satisfaction (goal 80% with 90% for intensive support)	% quality assessment (goal 80% with 90% for intensive support) % satisfaction (goal 80% with 90% for intensive support)

Appendix A UKTI's performance measurement framework

Definitions

Trade

Businesses assisted – Businesses will be counted against the measure only once a year, even if they receive support in more than one overseas market. Businesses will only be counted against the goal if the details of the support given are supplied to an independent market researcher carrying out our Performance and Impact Monitoring Survey (PIMS). Businesses surveyed will be selected at random.

Innovative businesses assisted – PIMS respondents will be asked about the characteristics of their businesses, including R&D activity and other key indicators of innovation, and will be classified as innovative if they report these characteristics. The indicators used for this classification are taken from the Community Innovation Survey and are designed to capture innovation in service sectors as well as in manufacturing. Full details are available at: www.ukti.gov.uk/uktihome/aboutukti/ourperformance/performanceimpactandmonitoringsurvey.html

Inward investment

Number of involved successes – Criteria defining an involved inward investment success have been set out by the International Business Development Forum (IDBF), formerly known as the Committee on Overseas Promotion (COP), and agreed with the Devolved Administrations.

Number of "high quality" and "good quality" projects – Academic research defines these projects as those associated with a positive impact on UK productivity, in particular through knowledge spillovers and increases in knowledge intensive economic activity. Projects are assessed as having high, medium or low indicators of value, and they are then classified according to the number and quality of the indicators present.

APPENDIX B

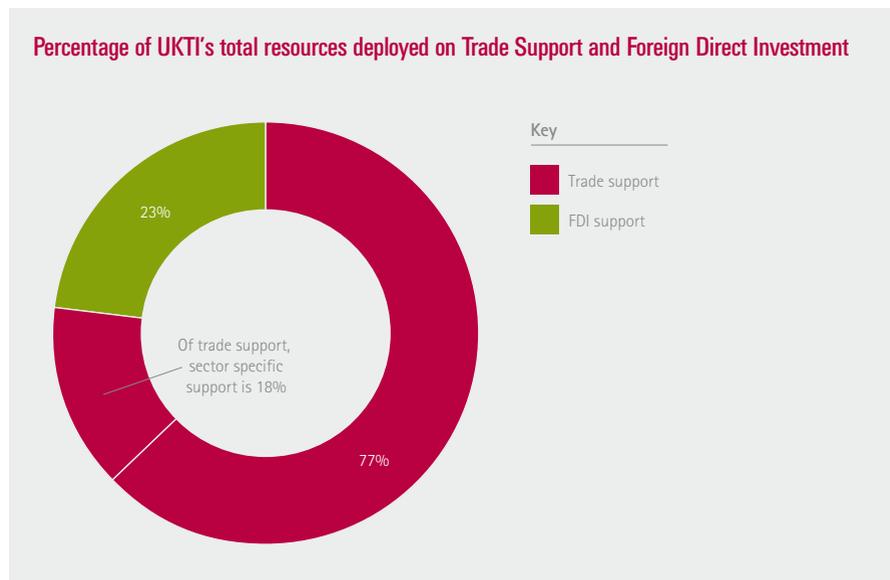
HOW UKTI WILL DEPLOY ITS RESOURCES

In line with other Government Departments, UKTI's resources will be reduced over the next five years. We will be ruthless in targeting resources to where they will deliver value for the UK economy and the tax payer. We will drive up our productivity and generate additional income to put back into service delivery.

UKTI resources 2010-11 to 2014-15 (£m)					
	2010-11	2011-12	2012-13	2013-14	2014-15
Overseas network running costs	204	200	195	185	170
Other resources	146	141	136	129	125
Income	-5	-7	-8	-9	-11
Net resource position	345	334	323	305	284

For every £4 we spend, £3 goes to helping UK businesses to export, and £1 to attracting foreign direct investment to the UK.

For every £5 spent on trade support, around £4 is used to provide direct support for individual companies. Around £1 in every £5 is used to support groups of companies (in specific sectors).



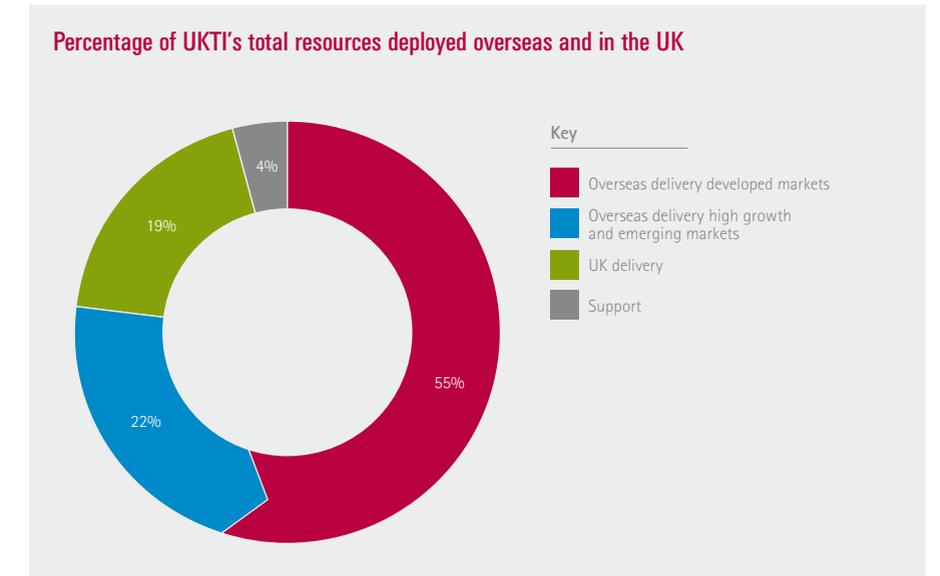
Appendix B: How UKTI will deploy its resources

For every £3 we spend, £2 goes to providing support overseas, helping UK companies to export and attracting foreign direct investment.

We spend around £1 in every £3 overseas in high growth and emerging markets, such as China, India and Brazil. **The balance will shift in favour of these markets over the lifetime of UKTI's five year strategy.**

£1 in every £5 is used across the whole network to deliver services through private sector partners. In the UK, private sector delivery accounts for £4 in every £5 we spend.

Just four pence in every £1 is spent on administrative support.



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APPENDIX C

WHAT'S NEW?

A summary of new activities announced in this strategy is provided here.

Four pathways to growth

Pathway 1: Targeting innovative and high growth SMEs

- **Develop new SME outreach partnerships** with business organisations, business schools, foreign diaspora business networks and major businesses.
- **Create online peer-to-peer self-help community for UK exporters.** Pilot with technology companies from late 2011 and roll out more broadly in 2012.
- **Partnership with the Export Credits Guarantee Department (ECGD)** to promote an expanded range of capital and credit insurance products.
- **Linking SMEs up with overseas venture capital.** New programme to be launched in autumn 2011.
- **Improved Tradeshow Access Programme,** delivered in partnership with Trade Associations. From spring 2012.
- **Business service for defence and security SMEs,** including an interactive web presence.
- **Programmes of high impact UK regional events** to raise awareness about **high growth and emerging markets.** Commencing autumn 2011.

- **Free business mentoring** for companies taking their first steps into new markets, through a global network of advocates for Britain (Catalyst UK), from autumn 2011.
- **Prize for first time SME exporters,** to be judged by a panel of “dragons”, aimed at recognising excellence and inspiring other companies to export for growth. Autumn 2011.

Pathway 2: Bringing high value opportunities home

- **High Value Opportunities programme** offering intensive support for larger companies seeking overseas contracts ranging from £250 million to more than £1 billion, with supply chain opportunities for SMEs.

Pathway 3: A pipeline of high quality inward investment

- **Enhanced bespoke service for foreign direct investors,** including tailored business propositions, to create a pipeline of high quality inward investment projects.
- **Portfolio of large scale UK infrastructure and regeneration projects** to be marketed to overseas institutional investors in partnership with Infrastructure UK.

- **Regional support services for inward investors** in England delivered by an incentivised private sector partner.
- **New “fast-track” services** for less R&D intensive investment projects. Summer 2011.

Pathway 4: Building strategic relationships

- **Key account management** of the most significant inward investors and the UK's top exporters, through a new cross-government Strategic Relations Unit. From summer 2011.

Underpinning the four pathways

Seizing global opportunities

- **Systematic deployment of resources to the new priority high growth and emerging markets** of Asia, Latin America, the Gulf and Russia.
- **Intensified use of government-to-government relations** to overcome barriers to trade with priority markets, in partnership with UK business organisations. From autumn 2011.
- **Establish ASEAN-UK Business Council** and work to establish other partnerships for the Middle East, North Africa and Latin America. Scoping work has commenced.

Appendix C: What's new?

- **Premium visa services to be rolled out in more priority markets** by the UK Border Agency in line with demand.
- **Pilot chargeable Global Overseas Market Introduction Service** providing long term support to larger companies making significant use of UKTI services to secure multiple orders. From autumn 2011.
- **Pilot chargeable bespoke service linked to a "success fee"** to help UK companies win major trade contracts, through an intensive level of support using dedicated, specialist resources. From spring 2012.
- **Intensive use of commercial diplomacy** by the UK's entire overseas diplomatic network linked to new FCO Charter for Business.

Promoting balanced and sustainable growth

- **Programmes of specialist support for new priority sectors**, overseen by new Sector Group Task Forces with members recruited from major UK-based businesses. Starting summer 2011.
- **New Global Technology Task Force**, working in partnership with the Technology Strategy Board and Global Science and Innovation Network, to attract new entrepreneurs and substantial inward investment, including venture capital and angel funding.
- **New Tech City Investment Organisation**, headed by a leading technology entrepreneur, tasked with creating an iconic global technology hub in the East End of London.
- **New programme of support for UK retailers** to enable them to seize opportunities for global growth. From spring 2012.

We will we forge **strong partnerships across Government**, to promote growth through exports and inward investment, with:

- **Defra** (Department for the Environment, Food and Rural Affairs) – to ensure the food and drink sector is able to take full advantage of the potential for growth through global trade.
- **DECC** (Department for Energy and Climate Change) – to attract investment to the UK for low carbon energy, in particular to build offshore wind capability.
- **MOD** (Ministry of Defence) – to improve the up-front "exportability" in its acquisition process, to help UK defence suppliers sell their products to overseas buyers as well as the UK armed forces.
- **DH** (Department of Health) – to establish an entrepreneurial NHS Global brand, to underpin the drive by UK healthcare related businesses to win orders in high growth and emerging markets.

- **British Council** – to develop an enhanced one-stop service for UK universities seeking to internationalise.
- **MoJ** (Ministry of Justice) – to promote the UK's world beating business arbitration and commercial law services.
- **DCMS** (Department for Culture, Media and Sport) – to develop a marketing plan for the digital industries and raise global awareness about the UK's creative industries.
- **DfID** (Department for International Development) – to help UK companies compete for aid-funded business.

Boosting the UK's global reputation

- **Growing the global Catalyst UK network** of "advocates for Britain" from 100 to 500 by summer 2012.
- **International business programme for London 2012** Olympics and Paralympics to create a lasting economic legacy for Britain. Roll out has commenced.

Rising to the challenge

- **Create Strategy Task Force**, with members drawn from the most innovative UK-based companies, to provide guidance on the future direction of both UKTI and ECGD. Autumn 2011.
- **Publish performance results online** (our impact on business performance of the exporters and investors we serve) in an easy to read format. From summer 2011.

HELPING YOUR BUSINESS GROW INTERNATIONALLY

UK Trade & Investment is the Government Department that helps UK-based companies succeed in the global economy. We also help overseas companies bring their high quality investment to the UK's dynamic economy – acknowledged as Europe's best place from which to succeed in global business.

UK Trade & Investment offers expertise and contacts through its extensive network of specialists in the UK, and in British embassies and other diplomatic offices around the world. We provide companies with the tools they require to be competitive on the world stage.

For further information please visit www.ukti.gov.uk or telephone +44 (0)20 7215 8000.

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