



REGENERIS

Greater Brighton Inward Investment and Trade Strategy

Draft Findings

February 2018

Strategy Scope

- Focus on:
 - Trade
 - Inward Investment
 - FDI
 - Intra-UK
 - Expansion
- City Region wide: geographic sensitivities
- Internal audience?

Strategy Structure

1. Strategy Purpose
2. The Greater Brighton Economy
3. Inward Investment & Trade: The Case for Action
4. Learning from Elsewhere
5. A New Greater Brighton Trade & Invest Team
6. Towards a Greater Brighton Inward Investment Proposition



Chapter 2: The Greater Brighton Economy

Chapter 2: The Greater Brighton Economy

A Diverse, Growing & Well Connected Economy

	G. Brighton City Region	Coast to Capital LEP	England
No. of Jobs, 2016	400,100	865,000	26.4m
Employment change (2011-16)	+10%	+7%	+9%
No. of Businesses, 2017	40,200	103,300	2.7m
Business change (2012-17)	+19%	+18%	+22%
GVA, 2015	£21.1bn	£49.8bn	£1,433bn
GVA <i>per FTE worker</i>	£72,100	£73,000	£66,900
Productivity growth (2010-15)	+21%	+17%	+19%

Chapter 2: The Greater Brighton Economy

A Diverse, Growing & Well Connected Economy

Main Sector	Detailed Sector	Brighton & Hove	Adur	Crawley	Lewes	Mid-Sussex	Worthing
Industrial	Manufacturing						
	Advanced Manufacturing						
Support Industries	Construction						
	Transport						
	Warehousing and Logistics						
Local Services	Retail						
	Wholesale						
	Visitor Economy						
Creative & Professional	ICT & Digital						
	Creative						
	Professional & Financial						
	Business Support Services						
Public Administration, Education, Health							

Specialism	1.5+	1.2-1.5

Chapter 2: The Greater Brighton Economy

World Class Talent

		G. Brighton City Region	England
		%	%
Working Age Population		64%	63%
Economic Activity Rate (16-64)		81%	78%
Employment Rate (16-64)		78%	74%
18-24 Year Olds in Full Time Education (of 18-24 year olds)		34%	32%
Residents with Level 4 (Degree) Qualifications		43%	38%
Prof, Associate & Managerial Occupations	Workers	49%	46%
	Residents	50%	46%

Chapter 2: The Greater Brighton Economy

An Asset Rich Area...and Great Places

Economic Assets:

- Universities
- Economic hubs: Manor Royal, Newhaven, Brighton & Hove
- Major employers
- Research & innovation assets

Places:

- South Downs
- Coast
- Brighton & Hove and market towns
- Culture and heritage



Chapter 3: Investment and Trade, The Case for Action

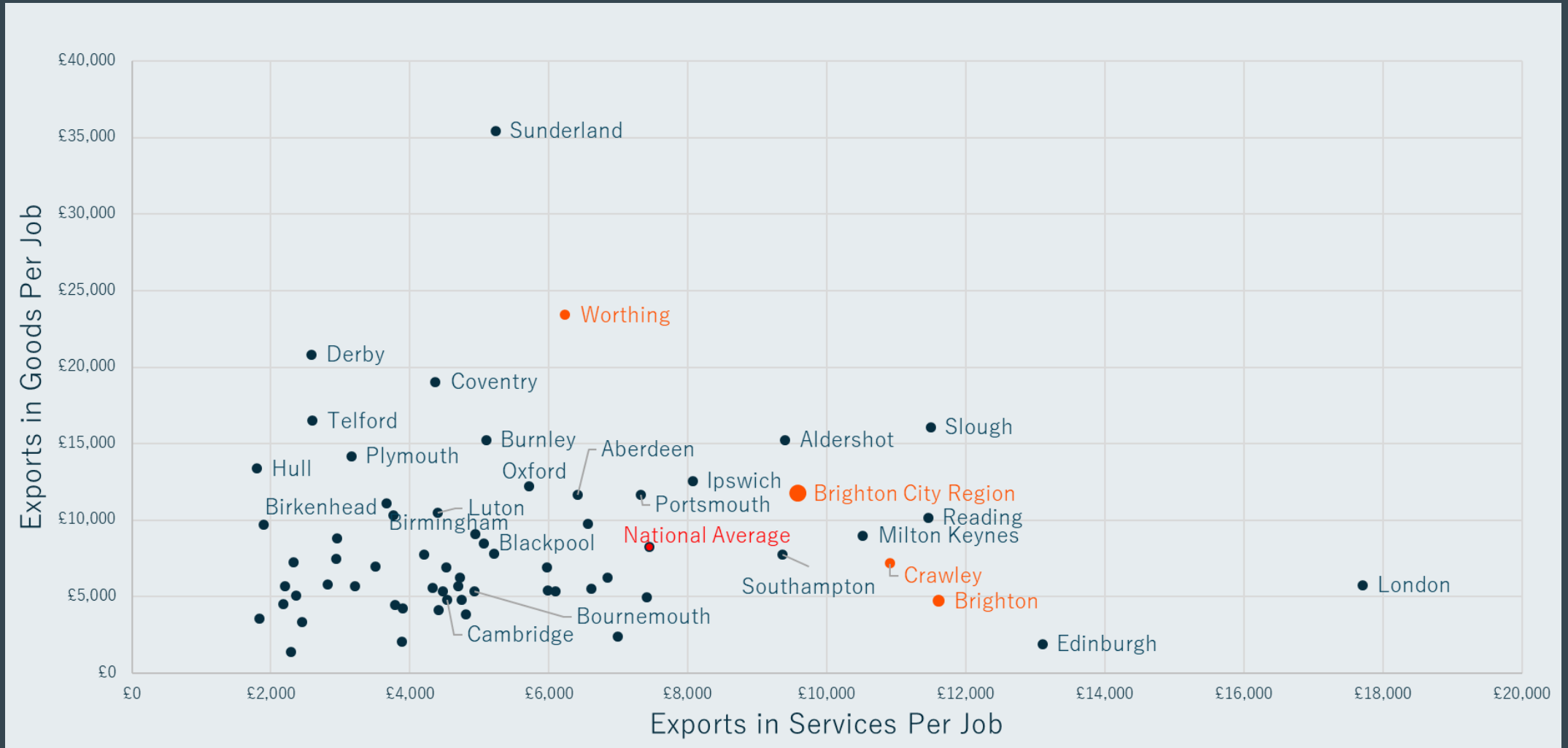
Chapter 3: Investment & Trade: The Need for Action

Inward Investment Performance

FDI results	2013/14	2014/15	2015/16	2016/17
UK	1773	1988	2213	2265
London	656	796	889	891
UK - CDIT	400	486	558	569
C2C	28		52	38
Brighton				12
Other G. Brighton				5
Brighton CDIT				10
T.V./Reading	76	87	119	112
Bristol Bath	32	37	44	48

Chapter 3: Investment & Trade: The Need for Action

Trade Performance



Chapter 3: Investment & Trade: The Need for Action

Current Support Environment

- No pro-active inward investment promotion
 - No sector priorities; lack of compelling propositions
 - Passive promotion via Brighton for Business website,
 - propositions & signposting unclear
 - Multiple potential entry portals for enquires
 - Local authorities; Brighton for Business , Wired Sussex
- No central coordination for assessing and dealing with enquiries (and visits)
 - Proactive 'aftercare' engagement is limited
 - Limited activity to engage businesses with export potential
 - Agreement on scope for more proactive engagement
 - Potential to do more with DIT Trade team

Chapter 3: Investment & Trade: The Need for Action

...Looking Elsewhere

- Brighton's lack of clear identity contrasts with competing locations. The table above shows the superior results record in Bristol & Bath and Thames Valley (mostly Reading):
 - Bristol Bath is clearly positioned as a leading UK centre for Creative and Digital – 'UK's leading smart city'; 'Largest digital cluster outside London'
 - Thames Valley/Reading bills itself the 'Silicon Valley of Europe' with excellent corporate and other connections with Silicon Valley in California and the main city – San Jose.

Chapter 3: Investment & Trade: The Need for Action Conclusions

- Renewed inward investment focus:
 - FDI ; intra-UK investment ; and expansion opportunities
- Clearly articulated Brighton propositions
 - Building on Brighton's location, skills, and sector strengths
- More engagement with local businesses
 - Particularly with growth and export potential
- Single point of contact, but...
- Building on strengths of local partners
 - BHCC , BforB , Wired Sussex , Universities , Chamber
- Strong connections with national , regional partners
 - Stronger contribution to C2C offer
 - Clearer propositions to support national DIT offer
 - Better engagement with DIT trade
 - Liaison with Gatwick Diamond

Chapter 3: Investment & Trade: The Need for Action

Recommended Approach

Greater Brighton needs to be perceived as a location with welcomes, values and supports business investment and growth – an attractive investment destination as well as a visitor destination.

- Clear agreement from partners on one **central recommendation**: the creation of a dedicated Greater Brighton Trade and Invest Team
- Also agreement from partners on a **supporting recommendation**: the use of the town hall hub to host the team and its activities
 - Likely to be need for further discussion with City Region partners re any geographical sensitivities.



Chapter 4: Learning from Elsewhere

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Best Practice Examples

- Bristol and Bath
- Manchester
- Thames Valley
- Ireland
- Kent
- Waterloo
- Portland

Chapter 4: Learning from Elsewhere

Bristol and Bath

Invest Bristol and Bath lead on inward investment attraction for the West of England LEP recognising the strength of the Bristol and Bath brands

They have a clear sector focus: 'Bristol & Bath is one of the strongest economies in Europe and is home to globally recognised clusters in Aerospace & Advanced Engineering, High Tech, Creative & Digital, Low Carbon Technologies and Financial and Professional Business Services.'

IBB has a team of 10 with a senior team with significant experience in inward investment. An attractive, user-friendly website sets out key proposition peppered with high level, attention-grabbing facts :

- ***'In Bristol & Bath, more people are employed in knowledge based intensive businesses than Oxford and Cambridge combined (ONS).'***
- ***'Bristol & Bath is the largest cluster for tech and digital employment in the UK outside of London with particular strengths in software development, data management and analytics (TechNation 2015).'***
- ***'The University of Bristol is ranked 29th in the world and 8th in the UK (QS World Rankings 2014).'***
- ***'The University of Bath is ranked 4th in the UK (The Guardian 2014).'***

Chapter 4: Learning from Elsewhere

Manchester

Manchester has been at the forefront of city promotion in the UK for many years. Inward investment promotion is delivered by MIDAS a dedicated promotion agency. The structure in Manchester is sophisticated. MIDAS is now part of The Growth Company which works with businesses already based in Manchester. The Growth Company offers a range of services from relocation and support on arrival through their 'Hello Manchester' soft landing programme; to business growth products working with DIT and their own trade consultants ; to finance and funding.

They are funded by a number of local authorities in Greater Manchester though the funding and governance structure is not publicly available. Promotion of (Greater) Manchester for inward investment, sits alongside events and tourism, promoted in parallel through the same website.

For inward investment Manchester is positioned as: ***Europe's top city for business competitiveness*** (KPMG Competitive Alternatives}

Attracting more foreign direct investment in the past decade than any other city outside of London. Home to over 2,000 foreign owned companies including Kellogg's, PZ Cussons, Siemens, BNY Mellon, Google.

Again sector priorities are clear fact sheets on line setting out strong value propositions: Advanced Manufacturing - Graphene Membrane; Logistics; Creative, Digital & Technology - TV & Film Production; Energy & Environment; Financial, Professional & Business Services; Life Science & Healthcare.

Each sector has a dedicated go-to person heading the team e.g. Head of Business Development - Creative, Digital & Tech. Creative Digital 'pitch': ***Top 20 European Digital City (MediaCityUK); 7500+ creative and tech companies; 82300 people working in the creative/tech sector.***

Chapter 4: Learning from Elsewhere

Thames Valley / Reading

Thames Valley Chamber has led on inward investment attraction for many years and appears to have an experienced team and a highly professional approach. The inward investment proposition is very effectively communicated on a dedicated website.

The area is clearly positioned as close to London, a short train/car journey from Heathrow. It is brands as 'the Silicon Valley of Europe' and this is backed up with references to a large number of FDI investors from Silicon Valley in California including market leaders like Oracle, Microsoft and Dell.

There is a detailed, clear sector focus : 'From motorsport to life sciences, from the space industry to energy, and from IT to finance'. The website reveals a clear set of propositions with high-level boasts supported by more detailed facts about each target sector and sub-sector:

- *The fastest growing economy during 2017-19 (EY UK & regions economic forecast 2016)*
- *Widely viewed as the number one region (outside of London) for attracting inward investment*
- *Top performing small region in the UK (Financial Times – cities & regions of the future)*
- *Deemed the fourth best location for economic expansion and business growth and joint top for 'most productive' and 'most entrepreneurial' (UK Vitality Index 2016)*
- **Life Sciences & Health :** *The Thames Valley is home to over 150 major LSH companies and is located at the heart of a world famous LSH cluster known as the "golden triangle"*
- **Technology/Digital:** *More than 8,000 technology-led companies are based in the region, making 'the UK's Silicon Valley' one of Europe's strongest knowledge economies.*

Thames Valley works closely with DIT on both inward investment and trade promotion of export advice and opportunities.



Chapter 5: A Greater Brighton Trade and Invest Team

Chapter 5: A Greater Brighton Trade & Invest Team Overview

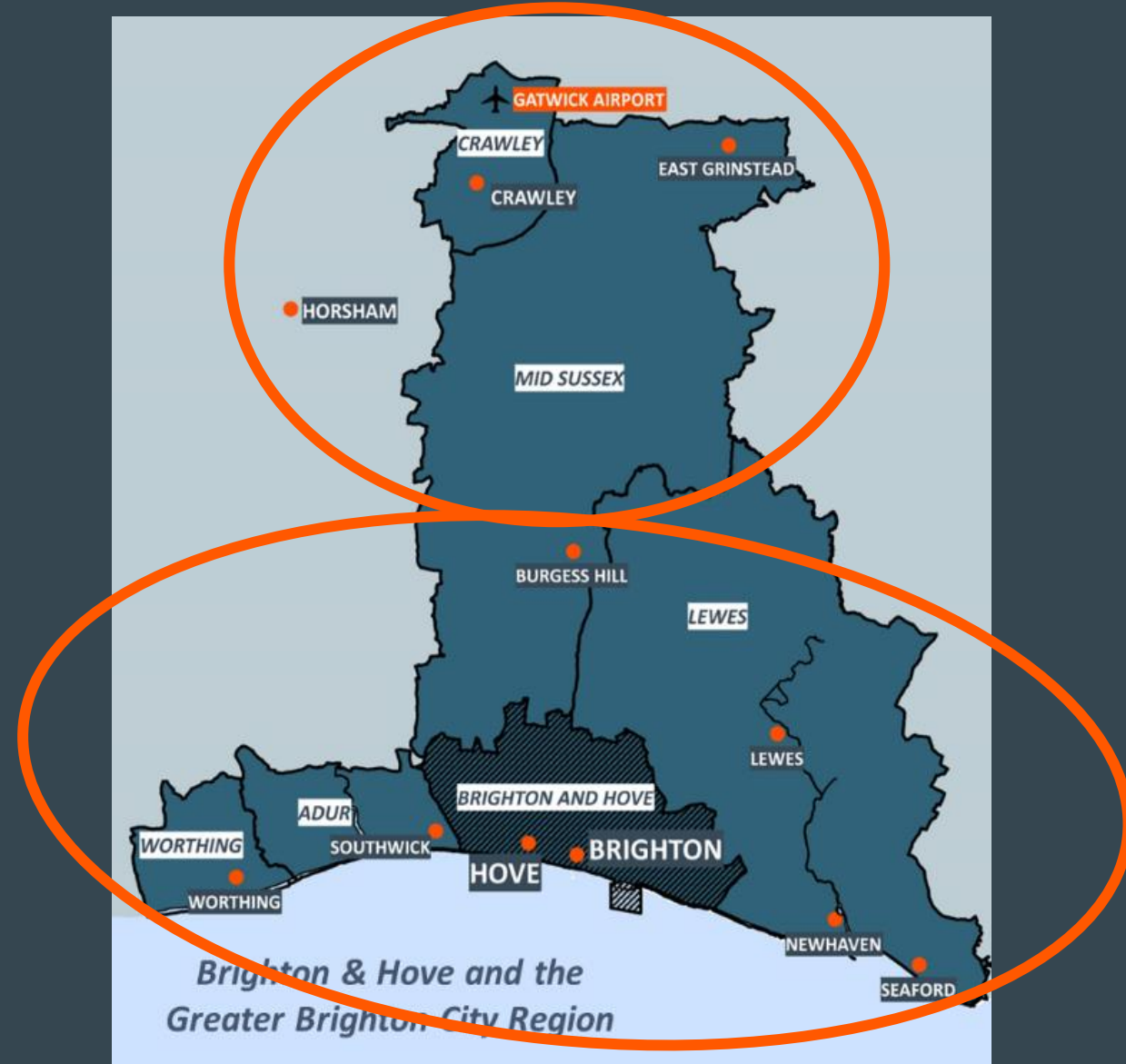
- A new team with dedicated resource acting as gateway to trade and investment information, inquiries and support...
- ...accommodated at town hall hub.
- Need to be bold and reinvent structure
- Rebrand – new messages
- Realign existing resources?

Chapter 5: A Greater Brighton Trade & Invest Team Remit

- Redesign and Relaunch of Inward Investment proposition
- Coordinated, consistent responses to enquiries (and incoming visits)
- Assessment and prioritisation of enquiries, visits , delegations
- Development of strong propositions
- Promote area to C2C, DIT, overseas posts
- Run strategic marketing campaigns
- Coordinate & lead aftercare programme
- Connect better with companies and trade bodies on the ground
- Build CRM & intel on local businesses
- Use connections to promote trade/export opportunities

Chapter 5: A Greater Brighton Trade & Invest Team Geography

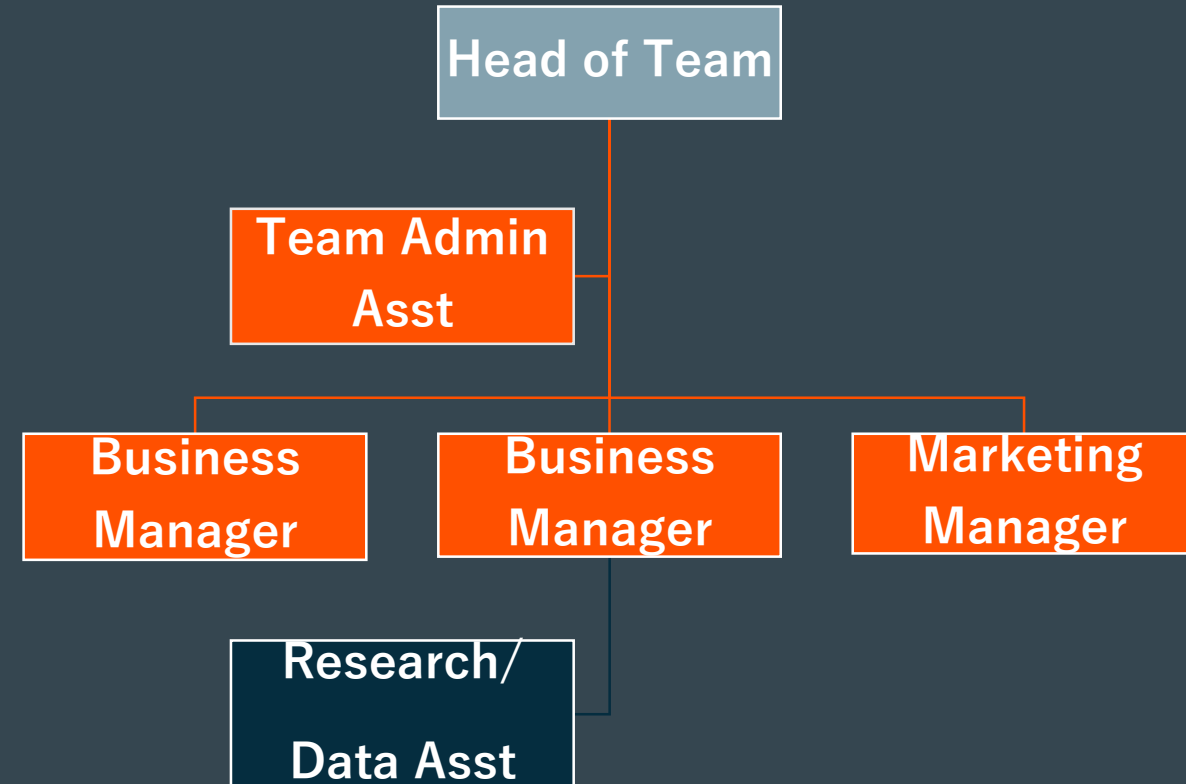
- Stronger collaboration across boundaries
 - ‘floating’ team
- Two brands Brighton and Gatwick
 - Two hubs for marketing and promotion



Chapter 5: A Greater Brighton Trade & Invest Team Structure

The Trade and Investment Team will need skilled, commercially-minded people focused on results.

- Head of Team: manages team ; leads on key investment projects; liaises with BHCC, C2C, DIT , GD and local partners
- Business Managers: proposition development; responding to enquiries; engaging with local businesses
- Marketing Manager: maintains web content, drives social media; identifies promotion opportunities in coordination with team; develops targeted media in coordination with BHCC and C2C



Chapter 5: A Greater Brighton Trade & Invest Team Resource

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs £ 000s					
Staff	270	270	270	270	270
Marketing	20	30	40	50	50
Events, delegations, visitors	20	30	40	50	50
Other – travel, ops	20	30	40	40	40
Contingency 10 %	33	36	39	41	41
Total costs	363	396	429	451	451

Chapter 5: A Greater Brighton Trade & Invest Team

Measuring Success

- G. Brighton seen as a business/investment destination
- Strong, clear value propositions
 - Key part of renewed C2C offer
 - Recognised by DIT teams
- Investment/growth strategies for priority sectors
- 5 year plan with clear targets
 - Better flow of enquiries – in target sectors
 - G. Brighton winning a larger share of UK FDI in key sectors
 - Strong engagement with key companies in the area
 - More companies engaging with DIT Trade

Performance Indicators	Year 1	Year 2	Year 3	Year 4	Year 5
Project leads generated					
- DIT /C2C	35	40	45	60	60
- Own leads	10	20	35	45	45
- Aftercare leads	10	20	30	40	40
Total	55	80	110	145	145
Successes (2016/17: 17)	22	24	27	30	30
Jobs (25/investment)	550	600	675	750	750
Cost per job	£ 660	£ 660	£ 635	£ 601	£ 601

Chapter 5: A Greater Brighton Trade & Invest Team Town Hall Hub

- Part of the wider Brighton Town Hall project.
- Potential to accommodate partners...Chamber, BHEP, C2C
- ...and act as a 'virtual hub' for wider partners: DIT, Wired Sussex,
- Role:
 - Accommodating Trade and Invest team
 - Focus of incoming enquiries and responses
 - Host visiting delegations / investors
 - Host business networking events
 - Host regular DIT events



Chapter 6: Towards a Greater Brighton Investment Proposition

Chapter 6: Towards a GB Investment Proposition

Components of A Successful Proposition

- **Clarity** –a very clear and simple idea, conveyed in a succinct and business-like fashion. Memorable and meaningful
- **Scale** – the proposition should address the advantages at an optimum and appropriate scale of geography
- **Facts** – believable and based on clear facts. It must be supported by statistics, stories and third-party validation - quotes and case studies
- **Consistency** - emerges and evolves over a period of time. Adopted by as many other partners as possible. Multiple voices should expose many audiences to the same themes over a sustained period.

Chapter 6: Towards a GB Investment Proposition

Components of A Successful Proposition

Overarching Proposition

What is Greater Brighton; link to coherent visitor offer. Creative Coast concept?

Connected

- Connections to Gatwick and London

Smart

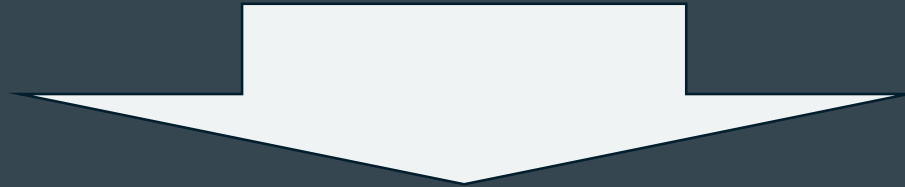
- World class talent
- Sectors & Assets
- Infrastructure

Dynamic & Disruptive

- Supportive
- Growing – investment programme

Beautiful

- Coast & Downs
- Towns
- Culture



Sector Specific & Place Specific Propositions

CDIT, F&P, Advanced Engineering & Manufacturing, Logistics, Visitor Economy



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