



Greater Manchester Three Year International Strategy

2021 Refresh

Process Over and Summary of Key Issues

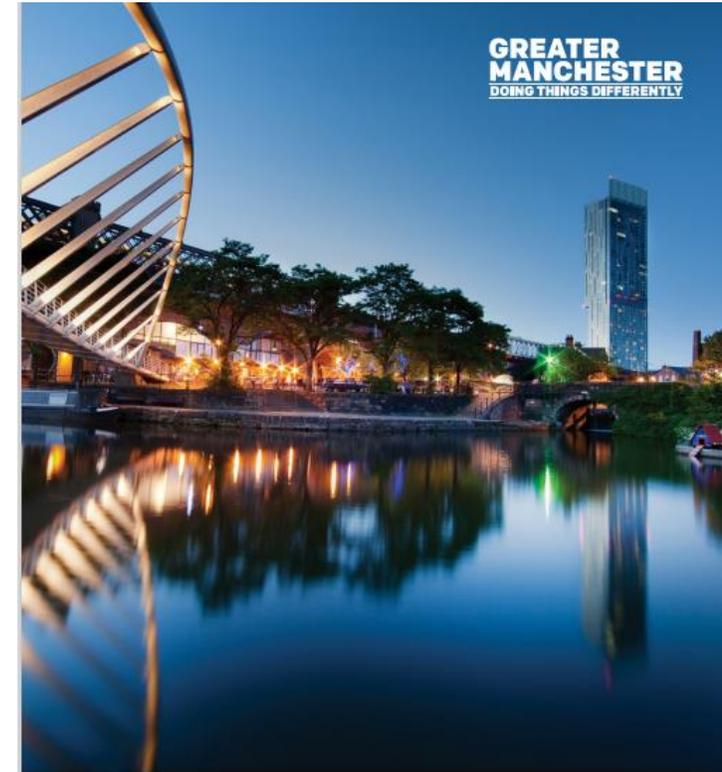
Refreshing Greater Manchester's International Strategy

(2020/2021)

In 2017, the **Greater Manchester Local Enterprise Partnership** and **GMCA** agreed a three-year internationalisation strategy. This strategy was originally due to be refreshed in March 2020 but was delayed due to the pandemic with focus being placed on measuring the impact of CV-19 on our international activity .The refresh was renewed in Summer 2020 taking on the form of a 12 month strategy, jointly published by the GMCA and LEP **acting as a roll over document due to significant uncertainty.**

The 2020/2021 refresh provided GM with an opportunity to develop a revised long-term vision and refined strategic framework which brought together a shared international narrative for GM - something that has been well received locally and internationally.

A detailed one year **Implementation Plan** was produced to support strategy delivery turning 46 strategic priorities in to 92 monitorable actions owned by the GM “family” which are being delivered across the City-Region. Delays in the publication of data make impact difficult to measure this early on, however **a review of the implementation plan and updated evidence base demonstrated that GM has continued to drive international activity despite the pandemic.**



Greater Manchester
One Year International Strategy

October 2020

GM's One Year International Strategy

(2020/2021)



The success of our international reach is measured by our ability to drive additional **trade, investment, international research partnerships**, attracting **international visitors and students**, raising our **international profile** as well as improving our **connectivity**, both through the development of new **relationships** as well as **direct flight routes**.

Our international strategy brings these priorities together under a single framework. This allows us to work across the City-Region to grow our international ambitions to ensure that our efforts are greater than the sum of their parts.



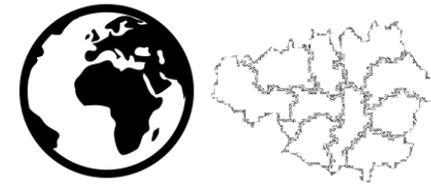
| Greater Manchester's Priority Markets Summary | |
|---|---|
| Prime Markets | Europe (Germany, the Netherlands, Ireland, France and Spain), the US, China and India |
| Opportunity Markets | Japan, South Korea, Australia and Canada |

Performance – 2020/2021

2020/2021 Strategy Priorities – Success against targets

| Priority | Target | Latest Data |
|---------------------------|--|--|
| Trade | Maintain 2018 export value of £6.8bn. | The total value of goods exported by GM in 2019 was £6.6bn (down 3% from 2018). The total number of exporting businesses in GM in 2019 was 12,897 (down 1% from 2018). |
| Investment | Maintain Top 10 spot for FDI attraction and over the next year 3 years increase GM's market share of FDI from 5% to 8% | GM fell to 15th spot in 2019 (Second UK city after London). GM maintained 5% market share of total UK FDI in 2020. |
| Research and Innovation | Maintain University QS rankings | UoM maintained its 2020 QS ranking of 27th. |
| International Students | Greater Manchester will aim to maintain a 4% market share of the UK's total student population. | The latest figures for 2019/2020 show GM universities with 104,470 students of which 21,165 are international or 20%. This is 4% of the UK's total international student population. |
| International Visitors | <p>Business Tourism - By 2025 Greater Manchester aims to increase business tourism earnings from £862m in 2017 by at least 40%, generating an additional £345m for the city-region economy.</p> <p>Leisure Tourism - By 2025 Greater Manchester aims to be a global destination of choice for leisure visitors and trade partners, working to ensure that the economic impact and benefits of tourism are felt across the whole of Greater Manchester.</p> | <p>Business Tourism visits totalled 8,675,650 in 2019, down from 9,001,680 in 2017. A decrease of -3.68%</p> <p>Leisure tourism visits totalled 16,915,030 in 2019, up from 16,596,360 in 2017 – an increase of 1.9%.</p> <p>Total number of visitors to GM in 2019 was 40,857,450, an increase of 0.5% from 2017 where the total number of visits was 41,080,210.</p> |
| Connectivity | No target set due to CV-19 uncertainty. | The pandemic has impacted the aviation industry, dramatically, causing a disruption in connectivity to Manchester Airport. Despite a successful vaccine program passengers remain low and long-haul connectivity is not expected to recover in the immediate future. |
| Perception and Reputation | No target set as commitment was made to develop "Benchmarking of GM" report in to new metrics which will measure success in line with GM's international strategy. | <p>Greater Manchester has fluctuated in and out of the Top 100 best cities spot for the last 5 years. 2018 – 28th; 2019 – 80th; 2020 – 107th; 2021 – 94th; 2022 – 110th.</p> <p>Benchmarking analysis work has now begun to improve GM's positioning in this ranking, focusing on improving rankings in Place, Prosperity, Programme and People.</p> |

Greater Manchester One Year On



Increased international engagement

Despite many international borders being closed during the pandemic, Greater Manchester has continued to drive its internationalisation efforts by building on and developing further relationships and implementing new work programs to support strategy delivery.

- **Increased diplomatic presence in GM** – The last 12 months has seen a growing number of European countries choose to open a consular presence in the region including Ireland, Spain and Italy.
- **Greater Manchester Export Strategy** – A GM Trade Group has been formed to promote joint working on the export agenda across GM and advise on the development of a GM Export Strategy – this work is delivered by the GM Export Manager, a new role created across the UK's LEP areas to support levelling up through internationalisation.
- **Greater Manchester - Japan Steering Group** – A steering group has been formed to support the development of GM's bilateral links with Japan. This group will also oversee GM's IURC program work and the development of a new city partnership with Osaka.
- **Greater Manchester – Bangladesh Partnership Board** – A Partnership Group has been established to deliver on the MoU signed with Sylhet in 2019. The Group is currently delivering three project – a waste management strategy for Sylhet; educational partnership on nurse teaching; people to people links.
- **Ireland** – Following the visit of Tánaiste Varadkar in 2019 GM's links with Ireland have grown significantly with a number of Irish Ministerial visits planned for later in the year and a planned LCR and GM Mayoral Mission to Ireland in March 2022.
- **Germany** – Increased engagement with Germany, including the appointment of a German market advisor and the development of a bilateral strategic partnership with the Ruhr Metropole
- **Maharashtra, India** – Supported by the Manchester India Partnership, GM and the State of Maharashtra are entering into a strategic partnership to facilitate exchange in trade, education, skills and innovation.

Greater Manchester's International Strategy

Feedback from Consultations

- General agreement that our existing International Strategy Framework is strong and works for GM. Priority moving forward should be on how we work across our delivery agencies and local authorities to deliver, making better use of our existing resources. **How do we all play a role in delivering on the vision?**
- There is still a significant amount of uncertainty – must ensure that strategy builds on what we are already doing, ensuring we do so in an agile way.
- Must be more explicit in how international supports the delivery of our wider priorities, particularly what it means for our residents – strategy must highlight examples of international engagement or globally leading assets across all of our 10 districts to highlight what makes GM unique and globally competitive
- Recognised importance across GM on the benefits of international engagement, a great willingness to be more involved post-covid, particularly as a way of addressing some of the difficulties that have emerged in certain local authorities following EU Exit – e.g. Access to European networks and funding, logistical challenges, challenges for exporters.
- Strategy is broad and can be confusing, refresh should try to communicate and visualise its aims, objectives and benefits more clearly
- International engagement is not only about trade and investment, how can we work with our local communities to engage internationally?
- GM has seen a significant increase in diplomatic missions opening a presence here, important to highlight how we can work more effectively with this network to deliver on our priorities

Greater Manchester Three Year International Strategy

Summary

Greater Manchester's International Strategy

Aims

The success of our international reach is measured by our ability to drive additional **trade, investment, international research partnerships**, attracting **international visitors and students**, raising our **international profile** as well as improving our **connectivity**, both through the development of new **relationships** as well as **direct flight routes**..

Our international strategy aims to bring these priorities together under a single framework, allowing us to work across the City-Region to grow our international ambitions to ensure that our efforts are greater than the sum of their parts

The over-arching aims of the Greater Manchester International Strategy are four-fold:

1. Address the most immediate international challenges facing our city-region following the pandemic and ensuring we continue to respond to any emerging challenges following the UK's formal departure from the EU
2. Outline our international ambitions, priorities and markets under a single framework and collective narrative, highlighting the inter-connectedness of internationalisation and ensuring our international delivery is greater than the sum of its part
3. Highlight Greater Manchester's areas of global competitiveness, identifying clear areas where Greater Manchester can play a transformational role in supporting the UK government to deliver on Global Britain
4. Emphasise the transformational benefits of internationalisation for Greater Manchester, highlighting the benefits it can bring to our 10 districts and residents.

Greater Manchester's International Strategy

Structure

1. Executive Summary

2. Ambition

3. An Evolving Context

- The Pandemic
- EU Exit
- FTA's
- Global Britain
- Levelling up and MCA's

4. Value of Internationalisation

5. A Strong Foundation

- A Diverse Population
- A Strong Sector Base
- Unique Assets
- A Network of Strong Relationships

6. Our Way of Working

7. Strategic Framework

8. Strategic Priorities

- Trade
- Investment
- Research and Innovation
- Visitor Economy
- International Students
- Connectivity
- Marketing and Perception
- City-region Diplomacy

9. Global Target Markets

Greater Manchester's International Strategy

Vision and Ambition

VISION

To become a top global city-region - *An internationally recognised centre of visionary thinkers, innovative businesses and entrepreneurs, a place where our businesses trade and thrive internationally and our frontier sectors attract investment from across the globe. Working with the world for the benefit of our residents and giving back by sharing our expertise and promoting our strong values.*

AMBITIONS

- Raise the profile of Greater Manchester as a welcoming, vibrant and diverse city-region with a strong cultural, sport and place offer making us one of the best places in the world to live, visit, study and invest.
- Build a more prosperous and globally competitive city-region by increasing trade, foreign direct investment and fostering cross-border international partnerships that support our local growth ambitions and bring benefits to local businesses and residents.
- Position Greater Manchester at the forefront of innovation with world-lead strengths in Cyber, Health Innovation, Advanced Materials and Low Carbon Technology, a region of visionary thinkers, and a place where ideas turn in to solutions that are shared with the world.
- Establish Greater Manchester on the global stage, and raise its reputation as a responsible city-region that places people and our natural environment at its centre, recognising the value of working with our international partners towards shared global ambitions

HOW WILL WE KNOW WE ARE ON TRACK?

- By monitoring our performance against the three-year targets laid out against each of Greater Manchester's 5 core International priorities

Greater Manchester's International Strategy

Strategic Framework

- Strategy is informed by, aligned to and complements the delivery of other GM strategies, e.g. Greater Manchester Strategy, The Local Industrial Strategy and the Greater Manchester Economic Vision.
- The Strategic Framework aims to illustrate the close synergy and inter-connectivity between different priorities.
 - **Core Priorities** are defined as the central blocks of the internationalisation. They play a key role in adding significant economic value to the region, are easily measured by specific metrics and indices, drive growth and create jobs.
 - **Enablers** are what gives Greater Manchester its competitive edge and make us unique. They help us connect with the world, learn from others, share our values, and tell Greater Manchester's story well



Greater Manchester's International Strategy

Our Way of Working



Greater Manchester
Chamber of Commerce

Local Authorities



MAG



The
Growth
Company

Universities



Manchester



investinmanchester.com



Department for
International Trade



Foreign, Commonwealth
& Development Office

- Across GM stakeholders and delivery agencies are delivering international plans and activities which support the delivery of the International Strategy
- Purpose is not to reproduce their activity in detail, instead to highlight our key international priorities, shared messages and frame how all elements of internationalisation come together.
- Each core priority sets out a series of targets which have been agreed with our delivery agencies and stakeholders, outlining where Greater Manchester aspires to be by 2024.
- Strategic objectives have been agreed across each priority, setting out how Greater Manchester will work across the city-regions to achieve these ambitious targets.
- These over-arching strategic objectives are supported by an International Strategy Delivery plan as well as our individual delivery agencies respective strategies and annual business plans.
- By working in this way, we ensure we come together on the most important and fruitful priorities, working towards our shared vision of becoming a top global city-region and delivering on our long-term ambitions.

Greater Manchester's International Strategy

Core Priorities



TRADE

Nationally our export performance is below average (18% of GDP – UK average is 30%). Growth in exports is central to improving productivity and ensuring the benefits of internationalisation are felt across the city-region. We must support our business base to improve its exporting propensity.

We will do this by working closely with DIT and other local stakeholders such as The Growth Company, Greater Manchester Chamber of Commerce, business organisations, academic institutions, and others

By 2024 GM aim to increase both its goods and service exports as well as increase the number of exports in our business base. **Target - to be agreed.**



FDI & FCI

Foreign owned companies are worth a total of £37billion to Greater Manchester's economy, employing approximately 172,000 people.

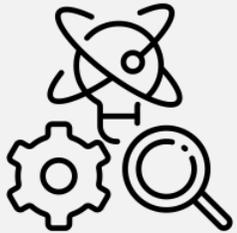
To achieve our wider GM ambitions must continue to attract the most innovative and ambitious investors from around the world, creating high value job opportunities for our residents. Increasing our share of FDI is key for economic recovery. We will do this by promoting our sector offering, working closely with DIT, the new Office for investment as well as key intermediaries across the public and private sector.

Our long-term ambition is to become a consistent top 10 global location for FDI. By 2024 GM aims to:

- Create an additional 6750 high-value jobs
- Land 165 new projects of which at least 30% should be either a new HQ or low carbon and R&D intensive projects
- Increase Greater Manchester's % market share of UK FDI from 5% to 5.5%

Greater Manchester's International Strategy

Core Priorities



RESEARCH AND INNOVATION

Our long-term ambition is for GM to be recognised as an international leader in innovation with world leading strengths in Cyber, Health Innovation, Advanced Materials and Low Carbon technology.

There is a gap in our R&I productivity, including our ability commercialise innovative ideas that can be exported to the world. We must better promote our frontier sectors to leverage our science and innovation assets internationally, helping to attract international talent and translate our research and development (R&D) excellence into new products and services.

We will measure our performance by:

- The number of R&D intensive projects – Ensuring at least 10% of all new FDI projects are classified as R&D intensive
- Maintaining a Top 30 Global University position on the QS ranking



VISITOR ECONOMY (BUSINESS AND LEISURE)

In 2019, tourism contributed £9bn to Greater Manchester's economy, sustaining over 101,000 jobs. Conferences alone contributed a spend of £862m.

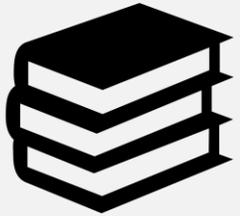
Our long-term vision is to be a world class visitor hub for business and leisure tourism, ensuring the growth in our visitor economy continues to contribute to GM's economic productivity, supporting our foundational economy

By 2024 we want to:

- **Business Tourism** – be on track to achieving our 2025 target of increasing business tourism earnings by 40% from £862m in 2017
- **Leisure Tourism** – A target will be set in the 2022 publication of GM's Tourism Strategy.

Greater Manchester's International Strategy

Core Priorities



INTERNATIONAL STUDENTS

Greater Manchester has the largest international student populations outside of London with more than over 19,000 international students from more than 160 different countries.

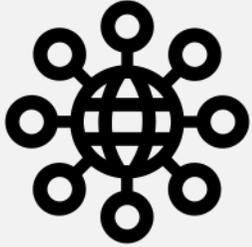
International students are not only important economically for our universities and city-region but they also add to our diversity and culture as well as act as a source of talent to help address skill shortages.

By 2024 we aim to:

- Maintain a 4% market share of the UK's total student population
- Increase the % of International Students studying at GM Universities by 1% with efforts placed on diversifying our international student origin countries.

Greater Manchester's International Strategy

Enabling Priorities



CONNECTIVITY

Physical connectivity via Manchester Airport a key enabler for delivering on our core international priorities. Pre-COVID Man flew to over 200 destinations. The pandemic has had a devastating impact on GM's long-haul connectivity, we must work with MAG to re-instate these lost routes, ensuring we benefit from being a globally connectivity city-region

Digital connectivity has diminished geographical borders, enabling us to collaborate more innovatively and effectively with international partners. We must continue to increase our online international activity to drive our core priorities and amplify our voice on key policy areas.



PERCEPTION AND REPUTATION

Greater Manchester has successfully continued to communicate its story to the world, making strides to increase its rankings in a range of global indices, we regularly outrank large competitor regions, joining capital cities in global indices.

Over the next three years, through the delivery of international marketing campaigns and investment in our branding, we believe that Greater Manchester will continue to remain a globally recognised and competitive city-region. We will measure our progress against the Resonance World Best Cities index, ensuring that by 2024 Greater Manchester retains a Top 100 spot.

CITY-REGION DIPLOMACY

City-region Diplomacy is a powerful enabler for Greater Manchester's International Strategy, facilitating our engagement on the global stage on agendas that are important to us, strengthening our links with other global cities and supporting the delivery of our core international ambitions. Over the next three years we will continue to strengthen our links with place such as Bangladesh and Pakistan as well as key cities around the world including the Ruhr Metropole, Osaka, Grand Lyon, Boston, Austin and many others

Our Strongest International Markets

- In 2017, Greater Manchester completed a full evaluation of our global target markets – similar analysis completed in summer 2021.
- Europe and the US continue to be our largest markets.
- In recent years we have seen significant growth in markets such as China and India, thanks partly to the MCF and MIP **special-purpose vehicles**.
- Increasingly strong relationship with GCC, Australia, South Korea and Canada.

Note: The diagram demonstrates the strength of relationships based on **historical data**.

| Relative Strength of Relationship |
|-----------------------------------|
| HIGH |
| MEDIUM |
| LOW |

| Country | Export Activity | Investment Activity | International Students | Academic Research | Tourism |
|----------------------|-----------------|---------------------|------------------------|-------------------|---------|
| USA | HIGH | HIGH | MEDIUM | MEDIUM | MEDIUM |
| Germany | HIGH | HIGH | MEDIUM | MEDIUM | MEDIUM |
| France | HIGH | MEDIUM | MEDIUM | MEDIUM | MEDIUM |
| China | MEDIUM | MEDIUM | HIGH | LOW | MEDIUM |
| Spain | MEDIUM | MEDIUM | MEDIUM | MEDIUM | MEDIUM |
| Italy | MEDIUM | LOW | MEDIUM | HIGH | MEDIUM |
| Ireland | HIGH | MEDIUM | MEDIUM | MEDIUM | HIGH |
| India | LOW | HIGH | HIGH | MEDIUM | MEDIUM |
| Netherlands | HIGH | MEDIUM | LOW | MEDIUM | MEDIUM |
| Australia | LOW | LOW | LOW | LOW | LOW |
| South Korea | MEDIUM | LOW | MEDIUM | LOW | LOW |
| Canada | LOW | MEDIUM | LOW | LOW | LOW |
| Japan | LOW | LOW | LOW | LOW | LOW |
| Malaysia | LOW | LOW | HIGH | MEDIUM | LOW |
| Poland | MEDIUM | LOW | LOW | MEDIUM | LOW |
| Switzerland | LOW | MEDIUM | LOW | MEDIUM | MEDIUM |
| Turkey | MEDIUM | MEDIUM | LOW | LOW | LOW |
| Mexico | LOW | LOW | LOW | LOW | LOW |
| Indonesia | LOW | LOW | MEDIUM | MEDIUM | LOW |
| Singapore | LOW | LOW | MEDIUM | LOW | LOW |
| New Zealand | MEDIUM | MEDIUM | LOW | LOW | LOW |
| United Arab Emirates | MEDIUM | LOW | MEDIUM | LOW | LOW |
| Brazil | LOW | MEDIUM | LOW | MEDIUM | LOW |
| Saudi Arabia | MEDIUM | LOW | HIGH | LOW | LOW |
| Nigeria | LOW | LOW | MEDIUM | LOW | LOW |

Greater Manchester's International Strategy

Global Target Markets

Three critical factors inform our priority markets for the next three years:

- 1. Greater Manchester's strongest markets and existing relationships** – Given current global uncertainty, we believe our immediate economic interests are best served strengthening these links.
- 2. New national foreign policy** – We will continue to work with partners such as DIT to take account of national policy's prioritisation of different regions post-Brexit, e.g., strengthening relationship with Japan.
- 3. Identified opportunity areas based on global trends** – We will work across identified growth markets to promote trade, investment and research partnerships.

Key Consideration

There remains a **huge amount of uncertainty** and anticipated change. We cannot wholly rely on past data. We must continue to monitor the global implications of the pandemic and our new relations with the EU.

Greater Manchester's Priority Markets Summary

| | |
|--------------------------|--|
| Developed Markets | Europe (in particular Germany, the Netherlands, Ireland, Italy, France and Spain), the US, China and India. |
| Growth Markets | Japan, South Korea, Australia and Canada |
| Monitor Markets | Turkey, GCC, ASEAN (primarily Indonesia, Malaysia, Vietnam and Singapore) and high growth markets in LATAM (primarily Brazil and Mexico) |

Delivering Greater Manchester's International Strategy

- A strong Delivery Plan is fundamental for achieving our international ambitions and ensuring we utilise what limited resource we have to deliver on the strategy
- The refreshed International Strategy is going to December GMCA for sign off, along with an initial delivery plan which will capture initial activity underway
- This will be supported by a proposal for further development and iteration of this plan, recognising that the one produced in 2020/2021 did not work as intended.
- This new delivery plan must be a live/iterative document which:
 - All of GM's Delivery partners feel accountable for
 - Adds value to business as usual rather than just capture it
 - Sets out key pieces of strategic activity, providing a mechanism for discussing how we want to deliver, encouraging cross GM working on key strategic priorities.
 - Helps monitor progress and highlights gaps in delivery
 - Provides a mechanism to discuss and progress international activity within our existing internationalisation structures

An **International Dashboard** which will show GM's performance against its core international priorities will be developed next year and made publicly available as part of GM's wider economy dashboard and GMS dashboard.