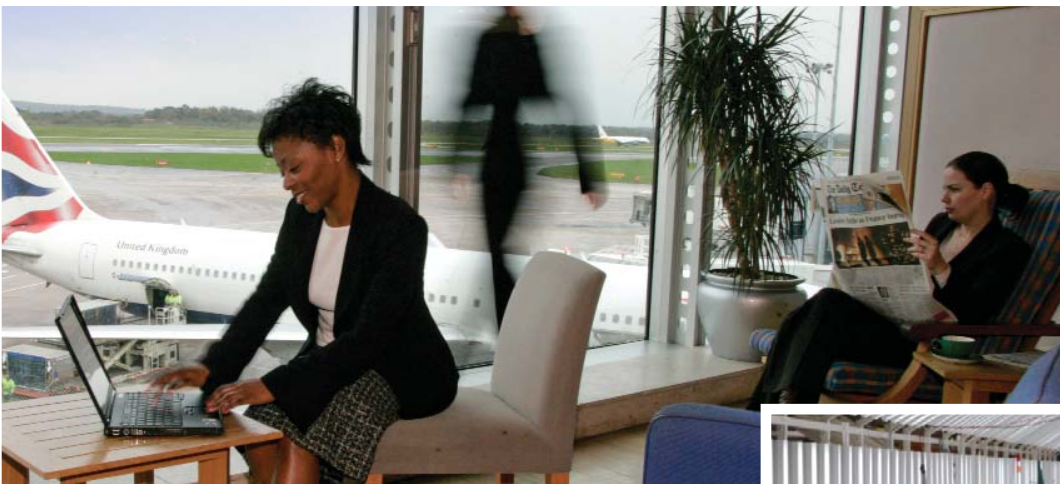


# An Internationalisation Strategy and Action Plan for England's Northwest



September 2008

# Contents

Acronyms and abbreviations	3
Foreword	4
Summary	5
Internationalisation and the Regional Economic Strategy	6
The Role of the Northwest in the Global Economy	7
Opportunities and Challenges	7
Priorities	9
Actions	12
Targets and Monitoring	15
Contributing to Sustainable Development in the Northwest	17

## Appendices

1	Internationalisation Strategy Action Plan	18
2	Priority Country Markets for Northwest Sectors	27
3	Sector Priorities and International Relationships	28

# Acronyms and Abbreviations

BERR	Department for Business, Enterprise and Regulatory Reform	ME	Manchester Enterprises
BSSP	Business Support Simplification Programme	MoU	memorandum of understanding
CIP	Competitiveness and Innovation Programme	NoE	North of England Inward Investment Agency
CV	Cumbria Vision	NWBO	North West Brussels Office
CWEA	Cheshire and Warrington Economic Alliance	NWDA	Northwest Regional Development Agency
DCMS	Department for Culture, Media and Sport	NWIBF	Northwest International Business Forum
EENW	Enterprise Europe Northwest	NWUA	Northwest Universities Association
ENC	England's North Country	OEM	original equipment manufacturer
FDI	foreign direct investment	RCO	Regional Cluster Organisation
GDP	gross domestic product	R&D	research and development
GONW	Government Office for the Northwest	RDA	Regional Development Agency
GVA	gross value added	RES	Regional Economic Strategy
HEI	Higher Education Institution(s)	RLN	Regional Language Network
IIC	Invest in cumbria	RSP	Regional Skills Partnership
ISAP	Northwest Internationalisation Strategy and Action Plan	SME	small and medium sized enterprise(s)
LEP	Lancashire Economic Partnership	SRP	sub-regional partnership(s)
L&M	leadership and management	SSPA	Sector Skills and Productivity Alliance
LSC	Learning and Skills Council	TMI	The Manufacturing Institute
LSP	Liverpool Shanghai Partnership	TMP	The Mersey Partnership
		UKTI	UK Trade and Investment
		UNIDO	United Nations Industrial Development Organisation

# Foreword

The Northwest Regional Economic Strategy (RES) set out an international vision for the region: “A dynamic, sustainable, *international economy* which competes on the basis of knowledge, advanced technology and an excellent quality of life for all.” One of the Transformational Actions in the RES was to develop a new Internationalisation Strategy for the Northwest. A range of partners have come together to form this strategy, which takes into account the current role that the Northwest of England plays in the global economy and identifies the challenges and opportunities which globalisation brings. The integrated internationalisation action plan aims to enhance the region’s international position and ensure that we maximise the opportunities that globalisation offers whilst mitigating the risks and downsides that are an inevitable part of the process of change.

September 2008

A handwritten signature in black ink, consisting of a series of connected loops and a long horizontal stroke extending to the right.

Anil Ruia  
Chair

# Summary

The Regional Economic Strategy<sup>1</sup> (RES) prioritised the need for the Northwest to develop a new approach to internationalisation to ensure that it continues to capture the benefits of globalisation in a rapidly changing international market.

The lead for this transformational Action was given to the Northwest International Business Forum (NWIBF). The Internationalisation Strategy and Action Plan (ISAP) will be further developed and delivered by the international, national, regional and sub-regional lead-role organisations that have been identified against each action in the plan.

Internationalisation already makes a major contribution to the GVA (gross value added) of the Northwest. With a thriving £106 billion economy, a population of nearly 7 million people and 230,000 successful businesses, England's Northwest competes on a global scale.

The global economy is undergoing significant changes which will have major long-term implications for the Northwest. Rapid expansion of high-growth economies has the potential to increase global output and provide new sources of wealth, but these developments bring new challenges and will entail significant adjustments.

Internationalisation offers an opportunity to close the region's £17.8 billion GVA gap with the rest of England. Companies that export have consistently shown an improvement in productivity, while overseas investors pay more and are more productive than indigenous firms.

*A detailed action plan has been drawn up that aims to:*

- a) develop the internationally competitive sectors identified in the RES
- b) maximise the international potential of the region's science & innovation, research & development and education assets
- c) target strategically important countries.

*These objectives will be supported by:*

- d) a coordinated programme to promote the Northwest's assets internationally – e.g. sectors, city regions, research nuclei, etc.
- e) activities that enhance and exploit the region's international connections.

*Specific targets include:*

- Increase the number of inward investment projects (by 38 per annum to a total of 150 per annum by 2009/10)
- Increase the quality of inward investment projects, in terms of:
  - greater research intensity (R&D projects to increase share of overall projects from 7% in 2006 to 17% by 2009/10) and
  - above-average salary (25% of projects to have an average salary above £30,000; compared with a 2006 average wage of £21,000)
- Target an additional £140 million of export sales generated through the regional trade programme between 2007/08 and 2009/10 and, through wider ISAP and RES interventions, increase the region's international exports from £23bn to £25bn by 2010
- Through regional support help 2,000 companies either become exporters or enter new markets between 2007/08 and 2009/10
- Contribute to the national UKTI trade targets to help 20,000 businesses internationalise per annum across the UK (of which 50% report improved business performance and 12,000 are innovative) and 200 businesses to increase R&D activity in the UK

---

<sup>1</sup>Available at [www.nwda.co.uk](http://www.nwda.co.uk)

# Internationalisation and the Regional Economic Strategy

The RES identified the need to “maximise opportunities from globalisation and emerging markets and raise companies’ awareness of global opportunities/risks to assist them in competing internationally and develop a new Internationalisation Strategy”. This was prioritised as one of the 45 Transformational Actions in the RES, and the lead role in achieving this was given to the International Business Forum (NWIBF). The NWIBF<sup>2</sup> and its sub-groups include leading Northwest businesses which operate internationally, overseas investors in the region, UK Trade and Investment (UKTI), the Northwest Regional Development Agency (NWDA) and other key regional and sub-regional partners.

The internationalisation strategy does not operate in isolation. It is supported by and in turn supports other RES actions (see Figure 1).



The principal aim of the Regional Economic Strategy is to reduce the GVA or output gap of £17.8<sup>3</sup> billion between the Northwest and England as a whole. £3.5 billion of this total is due to fewer people working per head of population and £14.3 billion is due to lower productivity (GVA per employee). Enhancing the region’s position in the global

economy through a proactive internationalisation action plan will help reduce this gap. UK exporters are more productive when compared to non-exporters and are more likely to stay in business<sup>4</sup> and inward investors in the Northwest pay 25% more per worker and are 49% more productive than the regional average<sup>5</sup>.

<sup>2</sup>Details of the IBF are given at: [www.nwda.co.uk/areas-of-work/business/international-competitiveness.aspx](http://www.nwda.co.uk/areas-of-work/business/international-competitiveness.aspx)

<sup>3</sup>GVA figures relate to 2005 (ONS Regional Accounts, December 2006). The figure quoted in the current RES is based on data for 2003. This is from the Regional Accounts 2004. In 2004 the output gap was £17.2bn, not £13bn as reported (the difference resulted from a recalibration of ONS data).

<sup>4</sup>Professor Richard Harris and Q Cher Li, Firm-Level Empirical Study of the Contribution of Exporting to UK Productivity Growth, University of Glasgow, July 2006

<sup>5</sup>DT2, The role of FDI in the North West, March 2008

# The Role of the Northwest in the Global Economy

Internationalisation already plays a critical role in the Northwest's economy and many of the region's key assets including its cities, companies, universities, sports clubs, culture and areas of outstanding natural beauty already have a global reputation

- In 2006 international exports of goods from the region reached £29.7 billion, including £21.4 billion of goods exports and £8.3 billion of service exports; together these exports accounted for a quarter of our economy.<sup>6</sup>
- There are already just over 2,000 foreign direct investment businesses in the Northwest (1% of the region's total) that employ 347,000 (12% of the region's total) and account for 17% of the region's economy.
- Many global businesses and supply chains are controlled from the Northwest.
- The Northwest also plays an important role in global innovation with its firms and research institutions heading a range of international research projects.
- Over 25,000 overseas students are currently studying at our universities, choosing the Northwest over a myriad of global offers.
- The region acts as a major international transport hub for the UK with 28 million people travelling through our region's airports per year and over 30 million tonnes of international freight moving through its leading ports per year<sup>7</sup>.
- Over 190,000 international migrants have chosen to locate in the Northwest since 2000, bringing with them a wealth of talent, skills and experience.

## Opportunities and Challenges

The Northwest's ability to attract investment and people, the ability of our firms to take advantage of global growth and our international reputation cannot be taken for granted.

The global economy is in the midst of a radical transformation, with far-reaching and fundamental changes in technology, production and trading patterns. Faster information flows and falling transport costs are breaking down geographical barriers to economic activity.

These changes have significant long-term implications for the Northwest, along with other advanced economies and regions. Rapid growth in emerging economies has the

potential to increase global output and provide new sources of wealth, but these developments bring new challenges and will entail significant adjustments. The benefits of global growth will not be spread equally. Some advanced economies and regions will benefit more than others and certain sectors will expand while others will come under pressure to contract. The Northwest needs to ensure that businesses and individuals take advantage of the opportunities that globalisation creates.

---

<sup>6</sup>Source: Assessment of the Northwest Regions International Trade Performance, Arup June 2008

<sup>7</sup>Source: [www.dft.gov.uk](http://www.dft.gov.uk)

Box 1 highlights the main international economic trends that will affect the Northwest.

## Box 1: International economic trends

**The changing balance of economic activity** is likely to accelerate over the next decade. In 1950, the Asian economies' share of world GDP was 18.5%, and by 2020 this is expected to increase to 30.3%. By 2017, China and India will have nearly doubled their share of world income and are likely to be bigger than the UK, French and German economies combined (HMT, 2007).

**Population change.** International migration will be an important demographic trend over the coming decade. As competitive advantage is increasingly defined by a region's ability to attract and retain a skilled workforce, competition between countries for high-skilled workers is likely to increase.

**Further integration of global markets** will contribute to significant changes in global foreign direct investment (FDI) flows, with emerging economies likely to attract a greater share of FDI than in the past. AT Kearney's FDI Confidence Index highlighted that China is now the most preferred FDI location worldwide, with India second. Overseas migration of R&D spending is expected to rise, and global investors from the USA and Western Europe indicate that they will reduce R&D spending in their home territories.

As emerging markets grow they will increasingly become providers of FDI. By 2006 FDI from developing economies had reached 14% (US\$174 billion) of the world's total compared with 5% in 1990. Indian investments in the EU have been increasing year on year. In 2002 there were 8 projects, by 2004 this had increased to 31 and by 2006/07 the UK alone had attracted 69 projects from India. China is the only other country showing year on year growth, with 52 successful Chinese inward investment projects choosing the UK in 2006/07.

**Increasing international specialisation.** Production chains are becoming increasingly flexible, specialised and dispersed across continents. The international relocation of economic activity, particularly services, is expected to intensify over the next decade. A survey<sup>8</sup> noted that there are opportunities for the Northwest to capture the benefits of this redeployment of resources in terms of increased productivity, investment in high value added jobs and repatriated profits.

**Greater rewards from innovation.** As global competition and technological change intensify there will be enhanced rewards from innovation and increasing pressures on firms to innovate. Countries at the forefront of research and innovation will be best placed to move into high value added, technology-driven areas which can provide new sources of growth. A region's university/research base will become increasingly important in differentiating it in a competitive global economy.

**Skills increasingly needed by all.** Improving skill levels will become critical in taking advantage of global integration. Investment decisions will become increasingly dependent on the relative skills of the labour force in different locations.

**Increasing pressure on energy resources and environmental challenges** will result from forecast rates and patterns of global economic growth. Global energy demand is set to increase by 1.7% a year over the next decade. This will produce environmental impacts in terms of air pollution and climate change, and economic impacts in terms of price rises. Whilst this represents a threat to the Northwest, which has a high reliance on energy-intensive industries, the region has major global strengths in environmental technologies.

<sup>8</sup>The Economic Impact of Offshoring in the Northwest, DTZ, 2005

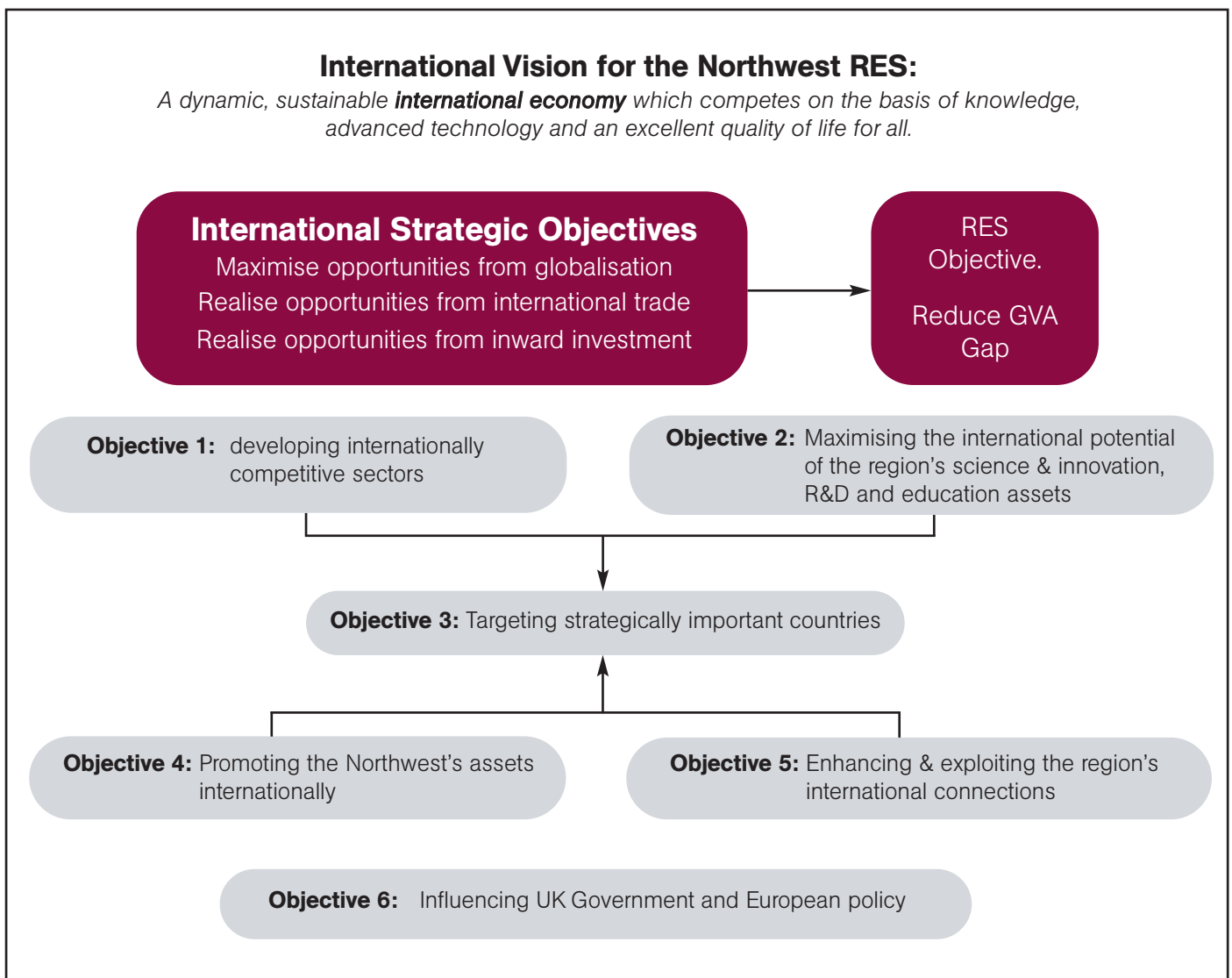
# Priorities

This strategy identifies a series of objectives aimed at:

- a) Developing the region's internationally competitive sectors;
- b) Maximising the international potential of the region's science & innovation, research & development and education assets; and
- c) Targeting strategically important countries for inward investment and trade.

These objectives will be supported by a coordinated programme to promote the Northwest's assets internationally and to enhance the region's international connections (see Figure 2).

## Internationalisation framework



To achieve the region's international goals a series of actions have been developed around the following strategic objectives:

1. Developing internationally competitive sectors through outward and inward investment, trade and international supply chains, and by developing an internationally comparable skills base. This is focused on the six priority RES sectors:
  - Biomedical including biotechnology, pharmaceuticals and medical devices
  - Energy and Environmental Technologies
  - Advanced Engineering and Materials including chemicals, aerospace, automotive and advanced flexible materials
  - Food and Drink
  - Digital and Creative Industries
  - Business and Professional Services<sup>9</sup>
2. Maximising the international potential of the Northwest's science & innovation, research & development and education assets by promoting research concentrations and knowledge capabilities internationally.
3. Targeting strategically important countries to consolidate our position in established markets and explore opportunities in important growth markets; these markets are listed below. In all cases the aim is to exploit existing infrastructure including the Agency's and partner organisations' overseas presence (see Appendix 2 for further details).
  - USA and Japan, which should continue to be serviced through the North of England Inward Investment Agency (NoE) presence for inward investment activities
  - India and China (with some extension into Southeast Asia), which should be serviced by providing new in-country resources and leveraging existing UKTI resources
  - Continental Europe (given large existing investor presence – France, Germany) and Russia. In some stances these can be serviced from the UK, or via the North West Brussels Office (NWBO).
4. Promoting the Northwest's assets internationally by developing clear regional and sub-regional messages, identifying and targeting specific opportunities and contributing to the national drive to promote "UK plc".
5. Enhancing the region's international connections through transport links, networks and political relationships, and by attracting international events, business visitors and tourists.
6. Influencing European and UK international policies and programmes that have a direct impact on the Northwest including the national UK Trade and Investment five-year strategy Prosperity in a Changing World (see Box 2, next page).

---

<sup>9</sup>The particular international focus for this sector is on opportunities for the sub-sector Financial and Professional Services – the remainder of this document refers to Financial and Professional Services.

## Box 2: Working with UKTI to support the UK's international plans

UK Trade & Investment (UKTI) is the national Government organisation that supports companies in the UK doing business internationally and overseas enterprises seeking to set up or expand in the UK. It published a five-year strategy entitled Prosperity in a Changing World in 2006.<sup>10</sup> The main themes in the strategy include:

- Marketing the UK as a place to do business
- Greater focus on R&D-intensive companies
- Promoting the City of London and UK financial services
- An increased focus on "high-growth markets".

UK Trade & Investment's strategic objective is: "By 2011, deliver measurable improvement in the business performance of UKTI's international trade customers, with an emphasis on innovative and R&D active firms; increase the contribution of foreign direct investment to knowledge intensive economic activity in the UK, including R&D; and deliver a measurable improvement in the reputation of the UK in leading overseas markets as the international business partner of choice."

The Northwest Internationalisation Strategy supports this national objective and ensures that the North West region benefits from UKTI's international investment.

### The NWDA has a close working relationship with UKTI:

- the UKTI Northwest Regional Team operates under a "dual key" arrangement as the NWDA's international trade arm, developing trade programmes tailored to the Northwest
- the UK's inward investment promotional effort combines UKTI and RDAs in a single network
- the Northwest region has been closely involved in the development and implementation of the national five-year UKTI strategy Prosperity in a Changing World through the International Business Development Forum
- the NWDA will work closely with UKTI to implement the recommendations from the reviews of regional trade operations and overseas representation
- the region is also working with UKTI on new sector marketing strategies.

<sup>10</sup>Available at [www.uktradeinvest.gov.uk](http://www.uktradeinvest.gov.uk)

# Actions

The key actions supporting this framework are set out in Table 1 with further detail in Appendix 1. Lead organisations have been identified for each action.

Table 1: Summary of Internationalisation Action Plan

OBJECTIVES		LEAD ORGANISATIONS
<b>Objective 1: Developing internationally competitive sectors</b>		
1.1	Attract inward investors to the region's sectors	UKTI/NWDA/SRPs
1.2	Help companies in priority sectors to access international markets	UKTI/RCOs
1.3	Help knowledge/R&D-intensive businesses to internationalise	UKTI
1.4	Help companies develop in their international supply chains	UKTI/NWDA
1.5	Help companies access global innovation	UKTI/RCOs/HEIs
1.6	Help sectors to develop an internationally comparable skills base	RSP
<b>Objective 2: Maximising the international potential of the region's science &amp; innovation, R&amp;D and education assets</b>		
2.1	Implement the UKTI R&D Programme in the Northwest	UKTI/NWDA
2.2	Identify and target international opportunities for research concentrations	NWDA/HEIs
2.3	Develop international student programmes	HEIs
<b>Objective 3: Targeting strategically important countries</b>		
3.1	Develop plans for priority high-growth markets	NWDA/UKTI/SRPs
3.2	Work with UKTI to influence and maximise opportunities for the North west from the UK's high-growth market programme	UKTI/NWDA
3.3	Undertake high-level regional trade delegations to China, India and other high-growth markets to promote inward investment and trade	UKTI/NWDA
3.4	Support Northwest UKTI country market teams	UKTI
3.5	Maximise the opportunities from Shanghai Expo 2010	NWDA

Table 1: Summary of Internationalisation Action Plan cont.

OBJECTIVES		LEAD ORGANISATIONS
<b>Objective 4: Promoting the Northwest's assets internationally</b>		
4.1	Develop an international business marketing plan for the Northwest to promote the region's key assets and its advantages as a place to do business	NWDA/SRP
4.2	Identify specific international opportunities relevant to the region which it can target through the UKTI's new "UK plc" and sector marketing campaigns	UKTI/NWDA
<b>Objective 5: Enhancing the region's international connections</b>		
5.1	Increase the number of international transport connections	NWDA/SRPs
5.2	Target Northwest international alumni networks with key messages about the region	HEIs/NWDA
5.3	Attract major international events, business visitors/tourists and capture the international opportunities presented by London 2012	NWDA/ENC/Tourism Boards Migrant Workers NW
5.4	Maximise the benefits of in-migration to the Northwest	EMBF
5.5	Build on the region's international BME community links	NWDA/SRPs/LAs
5.6	Reinforce political and civic linkages with key global regions	
<b>Objective 6: Influence the European Union and UK Government</b>		
6.1	Influence national UKTI five-year strategy	NWDA
6.2	Implement the Business Support Simplification Programme (BSSP) Globalisation workstreams	NWDA
6.3	Monitor/influence the UK government's trade policies/negotiations	NWDA
6.4	Lead European programmes and access funding streams	NWBO
6.5	Influence EU policies and legislation	NWBO

Table 2: Summary of action plans by principal region

Region	North America	Continental Europe	India	China	Japan	Other high growth markets
<p><b>Summary of main activities/ actions</b></p>	<p>Target specific international <b>trade/investment</b> opportunities through a coordinated approach for <b>RES priority sectors</b> with a particular emphasis on financial and professional services digital/creative linked to the BBC move (see Box 3); biomedical and energy/ environmental technologies</p> <p>Enhance <b>NoE inward investment</b> presence alongside UKTI network with <b>NW-based North America</b> focused handlers</p> <p>Help <b>high-growth start-ups</b> target the US market</p> <p>Implement UKTI's <b>R&amp;D Programme</b></p>	<p>Enhance focus on <b>inward investment</b> lead generation by enhancing inward investment team</p> <p>Utilise the <b>North West Brussels Office</b> (NWBO) for business development activities</p> <p>Target specific <b>sub-sectors</b> in key growth markets, e.g.nuclear in France (around ITER programme), aerospace in Spain/France</p> <p>Help companies <b>access innovation</b> via <b>FrameworksNW</b> and <b>Enterprise Europe North West</b></p> <p>Help <b>high-growth start-ups</b> target the European market</p> <p>Implement UKTI's <b>R&amp;D Programme</b></p> <p>Identify opportunities to take a lead on <b>European programmes and networks</b>, e.g. CLUNET</p> <p>Help Northwest companies and organisations access <b>European R&amp;D, external aid and investment programmes</b></p>	<p>Explore <b>trade, investment, HEI, research</b>, etc. links with India. Recruit in-market inward investment staff with some to be integrated within UKTI embassies/consulates</p> <p>Work with UKTI to implement the <b>emerging markets</b> strategy</p> <p>Enhance UKTI's India focused resource in the Northwest</p> <p>Target international opportunities for <b>research concentrations</b></p> <p>Undertake <b>high-level business delegations</b> from the region</p>	<p>Enhance focus on <b>inward investment</b> lead generation and aftercare activity in China via additional staff (to be integrated, where possible, within UKTI embassies &amp; consulates)</p> <p>Work with UKTI to implement the <b>high-growth</b> strategy</p> <p>Implement the <b>international student</b> programme and target <b>alumni</b> networks working with <b>NW HEI's overseas networks</b></p> <p>Target international opportunities for <b>research concentrations</b> with developing HE/research sector</p> <p>Undertake <b>high-level business delegations</b> from the region</p>	<p>Maintain the focus on <b>inward investment</b> activities via the NoE Japan presence; focus on aftercare and target Japanese companies in London, SE and mainland Europe</p> <p>Target <b>trade</b> opportunities via technology/sector missions with a specific focus on <b>priority sectors</b>, e.g. chemicals in pharmaceuticals supply chain</p>	<p>Scope emerging markets for opportunities for RES priority sectors with a particular focus on Eastern Europe, <b>Russia, Brazil, SE Asia, Gulf States</b></p> <p>Work with UKTI to implement the new <b>high-growth</b> strategy</p> <p>Target <b>supply chain</b> opportunities via the Supply Chain Excellence Programme</p>
<p><b>Cross-country actions</b></p>	<p>Enhance the Northwest inward investment resource.</p> <p>Develop an international business marketing plan for the Northwest, in conjunction with key partners (e.g. SRPs, RCOs, HEIs) to promote the region's key assets and its advantages as a place to do business.</p> <p>Provide enhanced support for the regional UKTI trade and target resources on RES priority sectors (sector trade advisors, sector missions, etc.)</p> <p>Run Northwest-based international events for sectors, e.g. Meet the Buyer.</p> <p>Help sectors develop an internationally comparable skills base.</p> <p>Enhance the region's international transport connections.</p> <p>Attract major international events, business visitors and tourists.</p>					

## Box 3: A global media hub in the Northwest

With government policy seeking to identify the UK as the world's creative hub, the BBC's decision in June 2007 to move five major departments (Children's; Future Media and Technology; Learning; Sport; Radio Five Live) to the Northwest as the anchor tenant of mediacity:uk in Salford Quays was the starting pistol for the development of a wholly new environment for convergent media in the UK. The BBC recognises that mediacity:uk offers the unique combination of a dedicated world-class location for content and technological innovation within an established Digital and Creative cluster. Where it has led, others will follow. Inward investment by media and technology companies with the scale and infrastructure to move quickly into new markets will create opportunities for fast-moving and innovative SMEs equipped with the talent, technology and capital to exploit their ideas to maximum advantage. The presence of these "major players" will strengthen the supply chain, provide Northwest businesses with access to emerging technologies, attract new investors and encourage more of the region's thousands of graduates to stay to participate in collaborative forms of open innovation, research and development.

# Targets and Monitoring

Targets for activities related to enhancing the international competitiveness of the Northwest are:

### *For inward investment:*

- Increase in number of projects to a total of 150 per annum by 2009/10 from a base of 112 in 2006/07
- greater research intensity (R&D projects to increase share of overall projects from 7% in 2006 to 17% by 2009\10) and
- above average salary (25% of projects to have an average salary above £30,000; compared with a 2006 average wage in Northwest of £21,000)

### *For international trade:*

- Target an additional £140 million of export sales generated through the regional trade programme between 2007/08 and 2009/10
- Through regional support help 2,000 companies either become exporters or enter new markets between 2007/08 and 2009/10

- Contribute to the national UKTI trade targets to help 20,000 businesses per year across the UK internationalise, (of which 50% report improved business performance and 12,000 are innovative) and 200 businesses to increase R&D activity in the UK.

### *For university engagement:*

- Greater internationalisation of research
- Increase in the numbers of international students
- Enhanced retention/placement of international students in regional businesses.

The region will continue to monitor and research global economic trends and the opportunities and risks that these bring. It will undertake a detailed analysis of its trade and investment performance and benchmark itself against other UK and European regions.

Table 3 lists the RES baseline measures and targets for 2009/10.

Table 3: Indicators and impacts for international competitiveness

RES factor:	INTERNATIONAL COMPETITIVENESS
<p>Action on this RES factor is designed to achieve the following objectives:</p> <ol style="list-style-type: none"> <li><b>1. Maximise opportunities from globalisation and emerging markets</b></li> <li><b>2. Realise opportunities from international trade</b></li> <li><b>3. Realise opportunities from inward investment</b></li> </ol> <p>The data below show, for the factor, what the region is hoping to achieve and how progress will be monitored. This will be updated annually.</p>	
<p><b>Where are we now (baseline 2006)?</b></p>	<ul style="list-style-type: none"> <li>• 7,147 exporters</li> <li>• Foreign Direct Investment accounts for 16% of the Northwest economy. In 2005/6 there were 112 FDI projects which created/safeguarded 6,800 jobs</li> <li>• 7% of all FDI projects are R&amp;D intensive and 7% are from emerging markets</li> <li>• 25,000 international students studying at the region's HEIs</li> <li>• In 2006 458 businesses relocated outside the region and 493 businesses moved into the Northwest</li> </ul>
<p><b>Where do we want to be (2010) / what will we monitor?</b></p>	<ul style="list-style-type: none"> <li>• 10,000 exporters</li> <li>• Increase in number of FDI projects to 150 per year with increase in percentage of region's GVA accounted for by FDI – 17% of all FDI projects to be R&amp;D intensive, 25% projects with average salary more than £30K and 17% from emerging markets</li> <li>• 30,000 international students studying at the region's HEIs who are integrated into local economies and communities</li> <li>• Job creation by sector (monitor)</li> <li>• Business relocations (monitor)</li> </ul>
<p><b>Relevant RES targets</b></p>	<ul style="list-style-type: none"> <li>• GVA growth</li> <li>• Job creation</li> </ul>

# Contributing to Sustainable Development in the Northwest

An analysis of the economic, social and environmental impacts of the Internationalisation Strategy and Action Plan has been undertaken using the region's Integrated Appraisal Toolkit. The toolkit ensures that policies and projects developed in the Northwest assess and fully integrate economic, social and environmental goals.

The analysis identified that the Internationalisation Strategy and Action Plan would have a negative or mixed impact on: distances travelled; the need to travel; and greenhouse gas emissions. In the implementation of the Action Plan, every effort will be taken to minimise these negative impacts through promoting, where possible, more sustainable modes of transport and supporting effective use of ICT in commerce.

The analysis also indicated that the Strategy and Action Plan would have a positive impact on: sustainable economic growth and employment; skills; health; buildings and heritage; sustainable production; and developing and maintaining sustainable communities.

## *The strategy will*

- promote **sustainable economic growth and employment** by increasing the number of inward investors, creating new jobs and safeguarding existing ones, and improving productivity through international trade
- contribute to policies to tackle **climate change** by promoting the Northwest's expertise in energy (particularly nuclear) and environmental technologies (low carbon) in a range of international markets

- promote **sustainable production** by reducing inefficiencies in regional, national and international supply chains
- protect **buildings and heritage** by helping to attract international business and leisure visitors to the region which will bring revenue to and investment in key sites
- develop and maintain **sustainable communities** by creating new jobs and safeguarding existing ones, and encouraging new investment which will improve the physical infrastructure
- encourage **innovation and research & development** by maximising the international potential of the region's science, R&D and HEI assets
- improve global access to new developments in **healthcare** by promoting the region's biomedical sector
- ensuring that the region has the right **skills** profile to succeed in an international economy.

The toolkit is available at [www.sdtoolkit-northwest.org.uk](http://www.sdtoolkit-northwest.org.uk)

# Appendix 1:

## Internationalisation Strategy Action Plan

OBJECTIVES	LEAD ORGANISATIONS
<b>Objective 1: Developing internationally competitive sectors</b>	
<p>The RES identified six priority internationally competitive sectors. Each NWDA Sector Lead, working with regional cluster organisations, will develop internationalisation action plans ensuring that, where appropriate, these plans encompass all international opportunities including: inward investment; global outward investments; trade; international innovation programmes and international supply chains.</p>	
<p><b>Actions</b></p> <p><b>1.1 Attracting inward investors to the region's sectors</b></p> <ul style="list-style-type: none"> <li>• Provide additional resources for the NWDA inward investment team, including:               <ul style="list-style-type: none"> <li>- country-focused staff in China, India and Europe working alongside or, where appropriate, integrated within UKTI embassies and consulates</li> <li>- additional Northwest-based project handlers (sector focused, working with cluster organisations)</li> <li>- a dedicated support and analysis team</li> </ul> </li> </ul>	NWDA/UKTI
<ul style="list-style-type: none"> <li>• Ongoing/enhanced support for existing NoE overseas offices in North America and Japan</li> </ul>	NoE
<ul style="list-style-type: none"> <li>• Extend the Team Northwest model to enhance project handling and investor development activities in each sub-region, including the development of a collective investor strategy</li> </ul>	NWDA/SRPs
<ul style="list-style-type: none"> <li>• Develop a marketing plan to position the Northwest as a place to do business: enhancing sector-specific and niche attack brand marketing</li> </ul>	NWDA/SRPs
<ul style="list-style-type: none"> <li>• Encourage the enhancement of international schooling in the Northwest to attract inward investors and support existing investors</li> </ul>	LSC/GONW/LAs
<p><b>1.2 Helping companies in priority sectors access international markets</b></p> <ul style="list-style-type: none"> <li>• Provide regional support to enhance the Northwest UKTI nationally funded trade service. Regional support will be used to:               <ul style="list-style-type: none"> <li>- increase the number of UKTI international trade advisors focused on RES priority sectors and priority Northwest markets</li> <li>- run a series of sector-focused "Meet the Buyer" events in the Northwest</li> <li>- undertake a coordinated programme of overseas missions for the Northwest RES priority sectors to complement the Market Visit Programme and national missions</li> <li>- hold sector-based international seminars focusing on opportunities in emerging markets; international best practice; international supply chain opportunities; research collaborations, etc.</li> </ul> </li> </ul>	UKTI/RCOs
<ul style="list-style-type: none"> <li>• Implement and align the national UKTI High Growth Market programme with regional business support structures</li> </ul>	UKTI
<ul style="list-style-type: none"> <li>• Align the regional trade service with regional business support structures and achieve Comprehensive Spending Review commitments</li> </ul>	Business Link/UKTI
<ul style="list-style-type: none"> <li>• Undertake research in emerging markets to identify opportunities for RES priority sectors</li> </ul>	UKTI Northwest/RCOs
<ul style="list-style-type: none"> <li>• Promote ICT as a means of accessing international markets</li> </ul>	NWDA

Objective 1: Developing internationally competitive sectors	LEAD ORGANISATIONS
<b>1.3 Helping knowledge-intensive businesses internationalise</b> <ul style="list-style-type: none"> <li>Align trade support with the high-growth start-up programme. Many of the companies assisted through this scheme will need to operate globally from an early stage</li> </ul>	NWDA/UKTI
<ul style="list-style-type: none"> <li>Implement and align the UKTI R&amp;D trade programme to help R&amp;D-intensive companies in the Northwest internationalise, e.g. targeted advice/support</li> </ul>	UKTI
<b>1.4 Developing international supply chains</b> <ul style="list-style-type: none"> <li>Implement supply chain programme to coordinate and provide supply chain group solutions to RES priority sectors to develop globally competitive supply chains</li> </ul>	NWDA
<b>1.5 Helping companies access global innovation</b> <ul style="list-style-type: none"> <li>Provide access to global innovations by developing FrameworksNW to cover the promotion of the Seventh Framework Programme and also the new Competitiveness and Innovation Programme (CIP). This is an extension of an existing programme. The provisional European budget for Framework 7 is Euro 50.5 bn for 2007-2013</li> </ul>	FrameworksNW
<ul style="list-style-type: none"> <li>Run promotional programmes to raise the profile of major international research projects in key sectors, e.g. ITER (a joint international research and development project that aims to demonstrate the scientific and technical feasibility of fusion power)</li> </ul>	UKTI, RCOs and HEIs
<ul style="list-style-type: none"> <li>Help companies access technology providers across Europe through Enterprise Europe Northwest</li> </ul>	EENW
<b>1.6 Helping sectors develop an internationally comparable skills base</b> <ul style="list-style-type: none"> <li>Ensure that the region's workforce has the right skills mix to operate in an increasingly global economy by implementing the priority actions set out in the Northwest Statement of Skills Priorities 2007-2010</li> </ul>	Regional Skills Partnership
<ul style="list-style-type: none"> <li>Internationalisation will be incorporated as a priority action in the NW Leadership and Action Plan to encourage more companies to think globally and to equip leaders to develop internationalisation plans for their organisation. Part of this work will involve mapping existing L&amp;M provision to identify international elements (e.g. modules on globalisation, managing international networks, etc.). This will be integrated into the Business Link Knowledge Platform to ensure that advisors are fully aware of business support in this area. A review of business skills needs/gaps in this area will be undertaken (involving NWDA L&amp;M project, Northern Leadership Academy and Skills for Business Network)</li> </ul>	Northern Leadership Academy
<ul style="list-style-type: none"> <li>Promote a greater regional capability in languages, supporting and developing multilingualism and cultural skills in priority sectors</li> </ul>	Regional Language Network (RLN)/UKTI
<ul style="list-style-type: none"> <li>Provide additional support for existing activities run by partner organisations which bring professionals to the region (e.g. BOND, a scheme managed by the British Council that provides UK companies with low-cost introductions to potential business partners in key developing international markets. High-quality professionals, selected through the worldwide network of British Council offices overseas, are assigned to UK companies for up to 12 months)</li> </ul>	British Council

## Objective 2: Maximise the international potential of the region's science & innovation, research & development and education assets

LEAD ORGANISATIONS

The region has international strengths in science, research and education. It has above-average levels of business R&D per head of population, 14 Higher Education Institutions (87 departments with 5 or 5\* Research Assessment Ratings) and major research concentrations and knowledge nuclei. The international potential of these assets to attract investment and skills need to be exploited to ensure that the region enhances its position in the global economy. The Northwest is a leader in many technologies and innovations that underpin the RES priority sectors and new technologies are also being developed that will ensure the region retains an international lead.

Actions	
<p><b>2.1 Implementing the inward investment aspects of the UKTI R&amp;D Programme in the Northwest</b></p> <ul style="list-style-type: none"> <li>Work with UKTI to implement the new R&amp;D Programme that will pinpoint and showcase R&amp;D excellence in UK research establishments and the wider knowledge supply chain. Help the region's research base (including HEIs) to target international companies with specific messages and opportunities inward investors and support existing investors</li> </ul>	UKTI/NWDA
<p><b>2.2 Identify and target international opportunities for research concentrations</b></p> <ul style="list-style-type: none"> <li>Align regional resources with international presence in the region's HEIs and research nuclei to attract global research investment to the Northwest</li> </ul>	NWDA/HEIs
<ul style="list-style-type: none"> <li>Establish formal linkages between the principal research concentrations in the NorthWest and leading research concentrations in target country markets that are attracting high levels of scientific investment</li> </ul>	HEIs
<ul style="list-style-type: none"> <li>Use the European Regions Research and Innovation Network (ERRIN) to build understanding of and find partners for European research programmes. The Northwest Brussels Office (NWBO) is a member of this network</li> </ul>	NWBO
<ul style="list-style-type: none"> <li>Develop a coordinated international marketing plan for research concentrations (e.g. Daresbury, Liverpool, Manchester, etc.) dovetailing with the promotional actions in the Northwest Science Strategy</li> </ul>	NWDA/HEIs
<ul style="list-style-type: none"> <li>Establish coordinated programme of international inward visits to research concentrations in the region</li> </ul>	NWDA
<ul style="list-style-type: none"> <li>Equip international investment teams with key briefs/messages about the research concentrations</li> </ul>	NWDA
<ul style="list-style-type: none"> <li>Identify and equip a group of high-profile leaders from HEIs and key investors to promote the research concentrations internationally</li> </ul>	HEIs
<p><b>2.3 Develop international student programmes</b></p> <ul style="list-style-type: none"> <li>Attract students to the region by <ul style="list-style-type: none"> <li>supporting, where appropriate, HEIs' international activities</li> <li>developing foreign language versions of Visit England's Northwest website</li> </ul> </li> </ul>	HEIs
<ul style="list-style-type: none"> <li>For those students who are currently studying in the region there is an opportunity to enhance their experience of the Northwest through the promotion of the region's tourist/cultural offer, e.g. tourist boards to target international students with specific offers/advice for family visits; distribution of marketing material upon arrival; hosting of arrival/departure events</li> </ul>	Tourism Boards and HEIs
<ul style="list-style-type: none"> <li>Enhance the employability of international students in the Northwest</li> </ul>	HEI's
<ul style="list-style-type: none"> <li>Promote existing schemes and encourage new schemes to encourage Northwest students to gain international experience and increase their level of global awareness (e.g. IAESTE – a scheme that aims to provide science, engineering and applied arts undergraduates with training experience abroad relevant to their studies)</li> </ul>	British Council

## Objective 3: Targeting strategically important countries

## LEAD ORGANISATIONS

The international priorities of each sector and the international opportunities available to the region's science, R&D and HEI assets determine the Northwest's key priority markets. Resources will be concentrated where there is significant overlap between sectors and key activities.

Tables A1.1 and A1.2 list priority markets for each sector and for each principal activity. France, Germany and the USA are forecast to remain the principal markets for the region's priority sectors and maintaining links with these regions remains a key international focus for RCOs and the Agency. High-growth markets including China and India offer increasing international opportunities for many sectors across a range of activities, including outward and inward investment, trade, innovation and supply chain improvement.

Specific plans will be developed to proactively target those countries and country regions:

- which offer the greatest opportunity for the Northwest, i.e. defined inward and/or outward opportunities in country markets across a number of key RES priority sectors
- where the region has the ability to follow up on opportunities. This could be through: NWDA/NoE overseas office network; UKTI embassy/consulate network; regional partners' global networks (e.g. UNIDO); reciprocal arrangements with partner regions (e.g. State of Victoria); or overseas presence of partners that can provide advice and support, e.g. universities.

This will mean targeting resources on a smaller number of markets and projects than the Agency, UKTI and its partners have done in the past.

Actions	
<p><b>3.1 Develop plans for priority high-growth markets</b></p> <ul style="list-style-type: none"> <li>• Map out connections and potential trade and investment opportunities in India, China and other high-growth markets</li> </ul>	UKTI/NWDA/SRPs
<p><b>3.2 Work with UKTI to influence and maximise opportunities for the Northwest from the “high-growth markets” programme</b></p> <ul style="list-style-type: none"> <li>• The UKTI five-year strategy, Prosperity in a Changing World (2006), has identified the following emerging markets where it will increase resources: China, India, Brazil, Indonesia, Mexico, Russia, Saudi Arabia, South Africa, Turkey and the UAE. The region needs to work closely with UKTI to ensure that it benefits from this enhanced investment</li> </ul>	UKTI/NWDA
<p><b>3.3 Undertake high-level regional trade delegations to China and/or India to target inward investment and trade opportunities.</b></p> <ul style="list-style-type: none"> <li>• Support the activities of key sectors and research concentrations with high-level delegations to reinforce messages about the region and demonstrate commitment to international projects</li> </ul>	UKTI/NWDA
<p><b>3.4 Support Northwest UKTI country market teams</b></p> <ul style="list-style-type: none"> <li>• Resources will be allocated to UKTI to enhance the country/region-specific UKTI Northwest teams</li> </ul>	UKTI
<p><b>3.5 Maximise the opportunities from Shanghai Expo 2010</b></p> <ul style="list-style-type: none"> <li>• Ensure the Northwest maximises the potential to raise its profile and attract investment through the UK's presence at Shanghai Expo 2010</li> </ul>	NWDA

Table A1.1: Northwest Sector/Market Opportunity Matrix (showing principal markets)  
 International opportunities taking into account trade, inward investment, supply chain and research priorities<sup>11</sup>

Markets	Activities					
	Biomedical	Energy and Environmental Technologies	Advanced Engineering and Materials	Food and Drink	Digital and Creative	Financial and Professional Services
USA	■	▲		▲		■
China	▲	▲	▲	△	▲	▲
Germany	■	■	■	■	■	■
France	■	■	■	■	■	■
India	▲	▲	▲		▲	▲
Japan	▲		▲		■	
Canada	▲		▲	■		
Saudia Arabia			▲			▲
Switzerland	■	■				■
Belgium		■	▲			
Czech Republic		▲	▲			
Denmark	■	▲				■
Netherlands			■	▲		
Spain		▲	■	▲		■
Sweden	■			▲		
Poland	▲	▲				
Australia	△		▲			
Hungary		△	△	△		
Ireland				■		
Russia		△	△			▲
Brazil		▲	△			

**NOTES:**

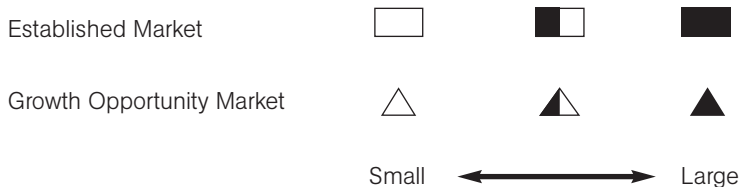


<sup>11</sup>Where sector teams cover a number of sub-sectors, the highest priority allocated for any of the sub-sectors is listed. See Appendix 3 for further details of sub-sector priorities.

Table A1.2: Northwest Activity/Market Opportunity Matrix

Markets	Activities				
	Inward Investment	Trade	Supply Chains	Innovation/ Research concentrations	Higher Education
China	▲	▲	■	▲	■
India	▲	▲	■	△	■
USA	■	■		■	
France	■	■		■	□
Germany	■	■		■	□
Japan	■	■		■	
Spain	■	■			
Turkey		▲	■		
Canada	■	■		□	
Poland		▲	■		
Czech Republic		▲	■		
Greece					■
Italy		■			
Malaysia					■
Netherlands		■			
Saudi Arabia		■			
UAE		▲			
Australia	□	□		□	
Brazil	△	△			
Russia	△	△			
Singapore		▲		▲	
South Africa		△			
Sweden	□				

**NOTES:**



## Objective 4: Promoting the Northwest’s assets internationally

## LEAD ORGANISATIONS

The promotion of the region’s international strengths, e.g. sectors, city regions, research nuclei, etc., runs throughout the internationalisation strategy, the RES and other key documents such as the new Northwest Science Strategy. It is important that the region collectively identifies its priorities for international promotion and ensures all partners’ international activities contribute to this.

The aim is to develop key messages for the region’s sector and sub-regional business attack brands, identify specific areas of opportunity and utilise relevant marketing channels.

As part of the UKTI five-year strategy a cross-government group has been established to coordinate the marketing of “UK plc” internationally. This will include the development of new overarching messages regarding the strengths of the UK, new programmes of market research and new marketing campaigns to target specific overseas business sectors; e.g. UKTI is promoting the City as the world’s leading international financial services centre together with the complementary strengths of financial and business services across the UK.

<b>Actions</b>	
<p><b>4.1 Develop an international business marketing plan for the Northwest to promote the region’s key assets and promote the Northwest as a place to do business</b></p> <ul style="list-style-type: none"> <li>• Develop key messages for sector and sub-regional attack brands (see also Objective 1)</li> </ul>	UKTI/NWDA/SRPs
<ul style="list-style-type: none"> <li>• Develop key messages for research concentrations and knowledge nuclei (see also Action 2.2)</li> </ul>	
<ul style="list-style-type: none"> <li>• Research international opportunities and identify the main target audience</li> </ul>	
<ul style="list-style-type: none"> <li>• Develop a central repository of international research (in conjunction with the Research Team)</li> </ul>	
<ul style="list-style-type: none"> <li>• Identify and support priority international sector events</li> </ul>	
<ul style="list-style-type: none"> <li>• Identify specific opportunities for targeted editorial placements</li> </ul>	
<ul style="list-style-type: none"> <li>• Identify and support priority investment location events (see also Action 1.1)</li> </ul>	
<p><b>4.2 Identify specific international opportunities relevant to the region which it can target through the UKTI’s “UK plc” and sector marketing campaigns</b></p> <ul style="list-style-type: none"> <li>• See Action 6.1</li> </ul>	NWDA

Objective 5: Enhancing the region's international connections	LEAD ORGANISATIONS
The Northwest currently has many international connections which can be used to enhance its role and profile in the global economy.	
<b>Actions</b>	
<b>5.1 Increase the number of international transport connections through the region's airports and ports</b> <ul style="list-style-type: none"> <li>• ASDF Alternative Measure programme to develop airports in order to attract new direct international airline routes into the Northwest</li> </ul>	NWDA and SRPs
<ul style="list-style-type: none"> <li>• Northern Way Growth Fund projects including the Olive Mount Chord to improve rail freight access to Liverpool Docks and the Manchester Airport Third Rail Platform project</li> </ul>	Northern Way
<ul style="list-style-type: none"> <li>• Regional Funding Allocation projects including: <ul style="list-style-type: none"> <li>- Access to the Port of Liverpool (Highways Agency)</li> <li>- Completion of the Heysham to M6 Link</li> <li>- SEMMMS Relief Road Scheme (Manchester Airport Link Road)</li> <li>- A556 Link between the M6 and M56 to improve access to Manchester Airport</li> </ul> </li> </ul>	NWDA/NWRA
<b>5.2 Target Northwest international alumni networks with key messages about the Northwest; use these networks to help Northwest companies target priority markets</b> <ul style="list-style-type: none"> <li>• e.g. support the British Council, the Northwest Universities Association (NWUA) and individual HEIs to run events for target groups such as Chevening Scholars</li> </ul>	HEIs/NWUA
<b>5.3 Attract major international events, business visitors and tourists; capture the benefits presented by London 2012</b> <ul style="list-style-type: none"> <li>• Establish programmes to achieve global standards in the tourism offer, i.e. significant tourism projects and attack brands</li> </ul>	Tourism Forum/Boards
<ul style="list-style-type: none"> <li>• Raise awareness of international market demand through seminars and international benchmarking</li> </ul>	Tourism Forum/Boards
<ul style="list-style-type: none"> <li>• International tourism marketing campaigns through England's North Country (ENC) (supported by Northern Way) working closely with SRP Tourist Board marketing programmes and Visit Britain's international offices and campaigns</li> </ul>	Tourist Boards/ENC/Visit Britain
<ul style="list-style-type: none"> <li>• Develop plans to secure international conferences; with a particular focus on those focusing on the RES priority sectors</li> </ul>	NWDA
<ul style="list-style-type: none"> <li>• Implement the Major Events Strategy</li> </ul>	NWDA
<ul style="list-style-type: none"> <li>• Support Liverpool European Capital of Culture 2008 to maximise the economic benefit through coordinated marketing and product development activity</li> </ul>	Liverpool Culture Company
<ul style="list-style-type: none"> <li>• Develop an action plan to ensure the region maximises potential benefits of the 2012 Olympics</li> </ul>	NWDA
<b>5.4 Maximise the benefits of in-migration to the Northwest</b> <ul style="list-style-type: none"> <li>• Enhance mechanisms to ensure new migrants are aware of the employment, quality of life and enterprise opportunities in the region</li> </ul>	Migrant Workers Northwest
<b>5.5 Build on the region's BME community links</b> <ul style="list-style-type: none"> <li>• Organise high-level missions to India and other high-growth economies</li> </ul>	UKTI/EMBF
<ul style="list-style-type: none"> <li>• Pilot programme to encourage greater take-up of international trade services by BME businesses</li> </ul>	UKTI
<b>5.6 Reinforce political and civic linkages with key global partner regions</b> <ul style="list-style-type: none"> <li>• Review the economic benefits of international MoUs at regional and sub-regional levels</li> </ul>	NWDA/SRPs
<ul style="list-style-type: none"> <li>• (Subject to the review) Identify key regions in priority markets to pursue greater cooperation and develop specific action plans</li> </ul>	NWDA
<ul style="list-style-type: none"> <li>• (Subject to the review) Develop action plans and provide support for existing formal links (Agency and SRPs/City Regions/ LAs and Chambers of Commerce, e.g. Liverpool/Shanghai or Manchester/Wuhan/Shanghai)</li> </ul>	NWDA/SRPs/LAs

Objective 6: Influencing the European Union and UK Government's international policies and programmes	LEAD ORGANISATIONS
<p>The UK's international policies and European programmes both have a significant impact on the Northwest and provide numerous opportunities. The region needs to take a greater lead in lobbying the UK Government and European Union policy makers about specific policies and programmes which will have a direct impact on the ability of the Northwest to compete internationally.</p>	
<p><b>Actions</b></p> <p><b>6.1 Influencing the implementation of the new national UKTI five-year strategy (as above)</b></p> <ul style="list-style-type: none"> <li>• Contribute to the cross-government group on marketing the UK economy internationally</li> <li>• Work with UKTI to develop the strategy to promote the City and the UK financial services sector</li> <li>• Ensure the region benefits from the new R&amp;D programme (see Objective 1)</li> <li>• Implement the Growth Opportunities Strategy: UKTI's new approach to securing inward investment</li> <li>• Organise Northwest business briefings with the Minister for Trade and Investment and the UKTI Chief Executive to capture feedback from business and promote understanding of globalisation</li> <li>• Contribute to the annual progress summits for UKTI, RDAs and DAs</li> <li>• Implement the recommendations resulting from the reviews of regional trade operations and overseas representation</li> </ul>	<p>International Business Development Forum (UKTI/NWDA)</p>
<p><b>6.2 Implement the Globalisation workstreams of the Business Support Simplification Programme</b></p> <ul style="list-style-type: none"> <li>• Work with BERR, UKTI (nationally and regionally) to ensure all business support resulting from this Internationalisation Strategy and Action Plan is in line with BSSP objectives</li> </ul>	<p>NWDA</p>
<p><b>6.3 Monitor and influence the UK Government's international trade policies and negotiations</b></p> <ul style="list-style-type: none"> <li>• Work with BERR and UKTI to monitor and influence UK Government input to World Trade Organisation discussions</li> </ul>	<p>NWDA</p>
<p><b>6.4 Identify opportunities to take the lead on European Programmes and access European funding streams that support the implementation of the RES and the Internationalisation Strategy</b></p> <ul style="list-style-type: none"> <li>• Enhance the region's take-up of European R&amp;D funding, External Aid Regional Programmes (e.g. European Neighbourhood Policy Instrument) and Investment Programmes (e.g. Asia-Invest) by introducing a new dedicated resource in the Northwest Brussels Office and establishing a coordination resource in the Northwest</li> </ul>	<p>North West Brussels Office (NWBO)</p>
<ul style="list-style-type: none"> <li>• Lead the EU CLUNET project to develop a European network of clusters/cluster organisations. The project involves 16 partners from 9 countries</li> </ul>	<p>NWDA</p>
<p><b>6.5 Influence EU policies and legislation which will affect the 6 key clusters in the Northwest and support the implementation of the RES and the Internationalisation Strategy</b></p> <ul style="list-style-type: none"> <li>• Identify where European policy may help or hinder the implementation of the strategy and notify the relevant regional leads to assist in influencing the policy</li> <li>• Continue to work with European Chemical Regions Network to influence EU policy REACH</li> <li>• Build capacity between NWDA and NWBO to link into regional clusters to enable effective and timely responses to EU policy and proposed legislation</li> </ul>	<p>Northwest Brussels Office</p>

# Appendix 2:

## Priority Country Markets for Northwest Sectors

RES Priority Sector	Priority Country Markets	
	Established	Growth Opportunities
<b>Energy &amp; Environmental Technologies</b>	Western Europe (Germany, France)	Central/Eastern Europe
<i>Wind Energy</i>		Denmark and Germany
<i>Water &amp; waste treatment</i>		Hungary and Poland
<i>Brownfield regeneration</i>		Czech Republic
<i>Nuclear</i>		France, Switzerland, Russia/Ukraine, China, USA
<b>Advanced Engineering and Materials</b>		
<i>Chemicals</i>	USA, Germany, Benelux, Japan	<b>Priority 1:</b> USA, Japan, India, China, EU, South America <b>Priority 2:</b> Poland, Hungary, Estonia, Latvia, Romania
<i>Aerospace</i>	USA, China, Japan, India, France, Spain	Italy, Germany, Singapore, Malaysia, Canada, Brazil, Australia, Italy, Russia, S. Africa, Eastern Europe
<i>Automotive</i>	USA, Europe (Germany, France), and Japan	Gulf States, India, China, Turkey, Central Europe (Czech Republic, Slovakia, Poland and Hungary),
<i>Advanced Flexible Materials</i>	USA, France and Germany	Eastern Europe (Poland, Czech Republic, Romania, Hungary), Russia, Turkey, India, China
<b>Biomedical</b>	USA EU (particularly France, Switzerland, Scandinavia and Germany) Japan	India and China are the fastest-growing markets Canada is also expanding rapidly Australia
<b>Food and Drink</b>	EU (Irish Republic, France, Germany), USA, Canada	Hungary (Budapest) China (Shanghai, Beijing, Guangzhou) Chilled Distribution focusing on Belgium, Holland, Paris, North Rhine-Westphalia region Expatriate communities in France, Spain and Portugal
<b>Financial &amp; Professional Services</b>	USA, France, Germany	China/Hong Kong, India, Russia Saudi Arabia
<b>Digital &amp; Creative</b>	USA, Japan, France, Germany	China/Hong Kong, South Korea, Singapore, Gulf States

# Appendix 3:

## Sector Priorities and International Relationships

Sector	Existing International Markets	Emerging/ Growth Markets	Specific Projects/ Relationships by sub-sector	
<b>Energy &amp; Environmental Technologies</b>	Western Europe	Central/Eastern Europe: Bulgaria, Hungary, Mexico, Poland, Romania & Turkey China	Wind Energy	Focusing on Denmark, Germany & Spain Developing close relations with major wind turbine manufacturers
			Water & waste treatment	Focusing on Hungary & Poland UKTI (national) also targeting Bulgaria, China, Mexico, Romania, S. Africa & Turkey
			Brownfield regeneration/ contaminated land remediation	Focusing on Czech Republic Developing close relationships with CzechInvest (particularly the city of Brno)
			Nuclear	France: The ITER experimental fusion reactor has created specific opportunities in France Switzerland: CERN upgrade Russia/Ukraine: decommissioning & commissioning projects China: Developing links with the Beijing Environmental Protection Bureau re handling of low-level radioactive waste. USA: Developing links with Westinghouse in Monroeville, PA
<b>Chemicals</b>	USA, Germany, Benelux, Japan	Priority 1: USA, Japan, India, China, EU, South America Priority 2: Poland, Hungary, Estonia, Latvia, Romania	Pharmaceutical sector in Japan	New opportunities with pharma companies in Japan as a result of changing legislation
			ECRN	Work closely with the European Chemical Regions Network. Specific regions involved include: Saxony-Anhalt, North Rhine-Westphalia, Catalunya, Masovia, Limburg, Lower Saxony, Piemonte, Huelva, Lombardie, Asturias, Ida Viru
			China	China is relying increasingly on importing many fine and speciality chemicals and intermediates to fulfil its requirements.
			INTERREG	Northwest forms part of the European INTERREG project which includes France, Netherlands, Germany, Spain. UKTI Northwest also works closely with other Northern UK regions in order to benefit from any relationships that could benefit the UK chemical industry as a whole e.g. North East chemical sector MoU with Shanghai).
			International R&D collaborations	Many companies have international collaboration due to ownership and their other international sites, e.g. Unilever, Uniqema, Solvay, Ciba, Ineos Silicas.

Sector	Existing International Markets	Emerging/ Growth Markets	Specific Projects/ Relationships by sub-sector	
<b>Aerospace</b>	USA, China, Japan, India, France, Spain	Italy, Germany, Singapore, Malaysia, Canada, Brazil, Australia, Italy, Russia, S. Africa, Eastern Europe	MoUs	<p>The NWAA has 20 agreements with similar overseas aerospace networks. The most active of these include:</p> <ul style="list-style-type: none"> <li>- Canada (Montreal and Quebec)</li> <li>- USA (Kansas). St Louis, Atlanta and Seattle (Boeing) are also strategically important for the sector.</li> <li>- Spain (Seville). Madrid &amp; Bilbao are also strategically important.</li> <li>- France (Association Adour Compétitivité). Bordeaux and Toulouse are strategically important for the sector</li> </ul>
			Corporate links	The NWAA has corporate links with Airbus and Aircell in France and is working with these companies on supply chain development projects
			China	In March 2005 UKTI formed a working agreement on aerospace with China. The Northwest was actively involved in an inward delegation
<b>Biomedical</b>	USA is most significant market by far EU (particularly France, Scandinavia and Germany)	India and China are the fastest-growing markets Canada is also expanding rapidly	Start-ups in drug discovery & development	Internationalisation happens particularly quickly for some start-ups which require a presence in the USA within 1 to 2 years of their inception
			Inward investment from India	Indian companies are internationalising and investing in the Northwest e.g. Dishman Pharma acquired Manchester-based CMO
			Global linkages	BioNow maintains a wide spectrum of global linkages with a particular emphasis on Boston and the West Coast Bay area in the USA, Scandinavia and Australia
<b>Food &amp; Drink</b>	EU (Irish Republic, France Germany), USA, Canada	Sub-sector opportunities in the EU represent the greatest opportunity	Chilled distribution	Project focusing on chilled distribution to non-mainstream grocery in Belgium, Holland, Paris, North Rhine-Westphalia region
			Expatriate communities	Expatriate communities in France, Spain and Portugal provide significant opportunities for NW food and drink products
			Emerging opportunities in China	A recently published report has identified specific opportunities for UK food and drink manufacturers in Shanghai, Beijing and Guangzhou. Secondary cities that UK exporters may also consider entering include: Shenzhen, Hangzhou, Xian, Nanjing, Xiaman

Sector	Existing International Markets	Emerging/ Growth Markets	Specific Projects/ Relationships by sub-sector	
<b>Automotive</b>	Germany, France, Spain, Netherlands, Belgium, Italy, Japan, Gulf States	Turkey, South Korea, China, Czech Republic, Poland	Global sourcing/ supply chains	NW automotive companies are currently developing sourcing/investment links with Poland, Turkey and China. This enables companies to source lower cost components and/or supply tier 1/2 companies that have moved to these locations
			Relationships with HQs	Maintain/develop close links with the HQs of both OEMs and first-tier suppliers in the automotive sector
<b>Advanced Flexible Materials</b>	USA, France and Germany	Eastern Europe, Russia, Turkey	Relationships India	<p>NWtexnet has developed close working relationships with:</p> <ul style="list-style-type: none"> <li>- France (Lyon and Lille) exploring R&amp;D collaborations</li> <li>- Turkey (Istanbul) targeting opportunities in the automotive and protective clothing systems sectors</li> <li>- Russia (Moscow): targeting opportunities in the protective clothing systems sector</li> <li>- Singapore: investor relations</li> </ul>
				The Indian market offers significant potential for both export and balanced sourcing strategies for NW companies.
<b>Digital and Creative</b>	USA, Japan, France, Germany	India, China, South Korea, Singapore	mediacity:uk	Positioning mediacity:uk as a global hub for convergent media
<b>Financial and Professional</b>	USA, France, Germany, Japan, Nordics	India, China, Gulf States, Poland, Czech Republic, Brazil and Russia	City of London Strategy	The region is working closely with UKTI to develop and implement the national UKTI City of London strategy and position the Northwest's complementary offer (particularly in AIM listings/PFI/PPP) to London
			India, China	Promotion of the Northwest offer to Indian and Chinese firms wishing to expand into the UK or list in UK

