

Evaluation of UKTI Sector Marketing Strategies

A report to UKTI: Final

September 2010

Contents

Executive Summary	i
1: Study purpose and method	11
2: The rationale for UKTI Sector Marketing Strategies	13
3: Activities and outputs of the sector marketing strategies	21
4: Benefits generated by sector marketing strategies	32
5: Making a difference	42
6: Conclusions and Recommendations.....	46
Annex A: Trends in key trade and investment indicators	A-1
Annex B: Profile of surveyed UK firms.....	B-1
Annex C: Sector Case Study Reports.....	C-1
Annex D: UK Survey Questionnaire.....	D-1
Annex E: Case Studies topic guides.....	E-1

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Approved by: Geoff White Date: September 2010
Director

Executive Summary

Background

1. UKTI initiated the development of Sector Marketing Strategies following the publication in 2006 of *'Prosperity in a Changing World'* that set out UKTI intentions to work in partnership with other public sector bodies and industry to market 'Business UK'. The strategies were to be developed in seven key sectors - Financial Services; Creative Industries; Life Sciences; ICT; Energy Technologies; Advanced Engineering; and Low Carbon Solutions.
2. The stated aim of the strategies was to act as a *'catalyst to spur the development of partnerships between business and government to deliver a collective marketing effort'* that would highlight the strengths of the UK as the destination of choice for inward investors and the supplier of choice for overseas buyers, leading to increased exports and inward investment, and ultimately to increased UK productivity.
3. The first five of these sector strategies were launched between December 2006 and December 2007. In each of the sectors, an Implementation Board, comprising industry and public sector partners, was set up to lead development and delivery of the strategies.
4. SQW Consulting was commissioned by UKTI to undertake an interim evaluation of these first five marketing strategies. The aim was to evaluate the progress of the strategies and to assess whether they were on trajectories and generating outputs and intermediate outcomes consistent with their longer term purpose.

Evaluation Objectives

5. The objectives of the interim evaluation were to:
 - Assess the effectiveness of the five Sector Marketing Strategies as a catalyst and facilitator for beneficial sector cooperation and collective action to promote the reputation of the sectors overseas
 - Assess progress in coordinating universal sector marketing messaging including improved connections, levels of trust and flows of information for UK companies
 - Gather evidence on the effectiveness of activities in terms of changing perceptions of the UK likely to influence potential overseas investors, partners and purchasers.

Evaluation methods

5. The evaluation research carried out by SQW comprised three broad strands of work;
 - **Scoping:** The SQW team reviewed strategy documents and evidence, and undertook consultations with UKTI Sector Team heads and others involved in formulating the strategies. SQW also led a workshop with the Sector Teams and the UKTI economics and evaluation team to place the strategies in their specific contexts, understand their

rationale, objectives, and progress to date, and to help identify suitable measures by which success of the strategies could be assessed.

- **Survey of UK firms:** Telephone interviews were conducted with 500 representatives of UK firms who had attended events identified by the UKTI sector teams as having strongly featured materials and messaging informed by the Sector Marketing Strategies. The objective was to capture the awareness and assessment by UK firms of the strategy messaging and materials, and to assess the extent to which they were seen to have strengthened the UK sectoral reputation and influenced business attitudes, behaviour and practices.
 - **Case studies:** SQW carried out five sector case studies, involving fifty consultations with the private sector members of the Strategy Implementation Boards and other stakeholders involved in the design and delivery of the strategies. The purpose was to assess the extent of alignment between the ‘insider’ view on the progress achieved and the perceptions of firms in the relevant sectors.
6. As a further input to the evaluation, UKTI also commissioned a separate survey of some 400 firms in overseas markets, to assess the effectiveness of the strategies in influencing perceptions of the UK as a place in which to invest and from which to buy. The main findings are cited in this report. A separate full report on this survey is also available.

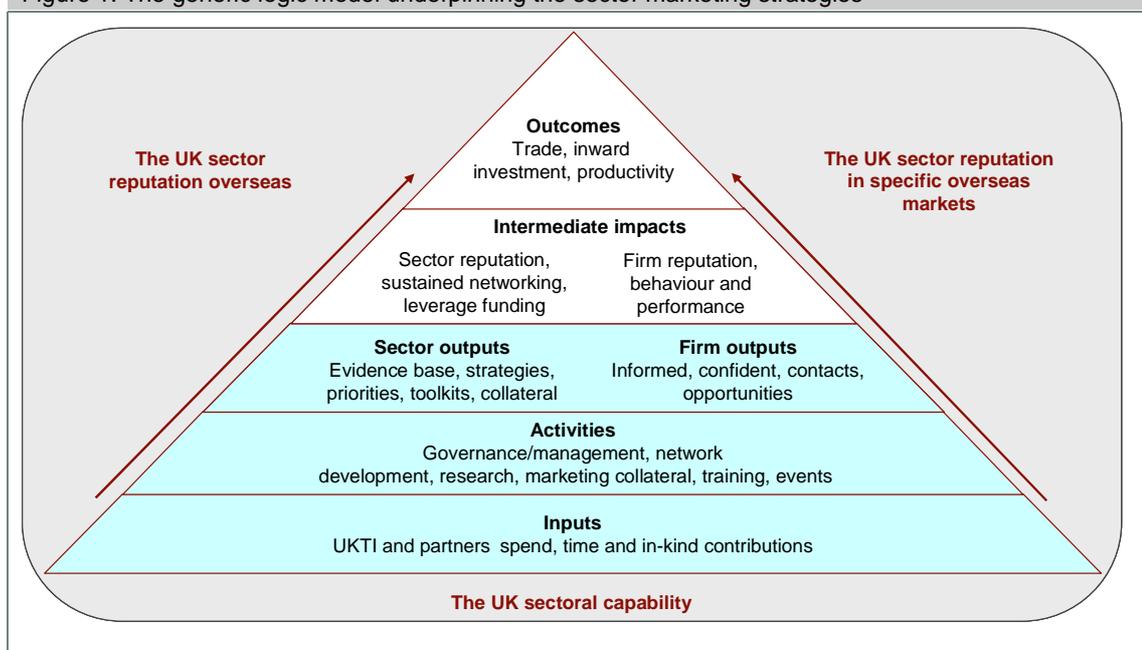
Evaluation findings

Rationale for the Sector Marketing Strategies

7. The investigation of the rationale for the Sector Marketing Strategies sought to clarify three main issues:
- what benefits might they be expected to achieve;
 - why the private sector would be unlikely to achieve the benefits unaided;
 - how the Sector Marketing Strategies were expected to make a difference.
8. Evidence from the consultations and documentation reviewed indicates that the strategies are expected to bring benefits to UK business and the economy both through influencing the reputation of the sectors in overseas markets, and through improved coordination and a better evidence base within the sectors in the UK, enabling UK firms to develop their own strategies more effectively. These expected benefits are summarised in the ‘logic model’ illustrated in Figure 1, which outlines how the strategies are expected to generate the benefits.
9. Even though the potential benefits of cooperation on the Sector Marketing Strategies may have been recognised by some stakeholders in the sectors, it seems unlikely that such benefits could have been realised without the role of UKTI as a catalyst for the following reasons:
- information about the potential benefits may be distributed differently between the firms in question

- the mechanisms for inter-firm cooperation (such as trade associations) may be inadequately developed or non-existent
- there will be costs and problems that have to be overcome to achieve coordination and cooperation - firms may have to 'sink their differences' and come to sharing arrangements which require them to relinquish some control over their own affairs.

Figure 1: The generic logic model underpinning the sector marketing strategies



Source: SQW

- Overcoming these barriers to cooperation was the main reason given by the UKTI Sector Teams and members of the Strategy Implementation Boards for UKTI funding of the development of the strategies through formal mechanisms. This was reinforced in some cases – notably Financial Services and Life Sciences - by a political driver to see stronger strategic coordination in these sectors.
- The objectives of the strategies as specified by UKTI and the Boards reflected these arguments. Although there are some differences across sectors, the main objectives were to:
 - provide better evidence on sectoral strengths and market opportunities
 - generate evidence-based and coherently presented marketing materials and tools
 - improve the communication of the UK's sectoral reputation in overseas markets
 - increase awareness of the UK sector capabilities and overseas opportunities amongst UK firms and of the strength of UK businesses amongst overseas investors and buyers and, in some cases, regulatory authorities and opinion formers
 - ensure that this translates into positive behaviour and performance with respect to the UK as both destination and supplier
 - facilitate better co-ordination, networking, knowledge sharing and priority setting amongst UK firms and stakeholders.

12. The strategies also provided a framework to guide and focus events and other promotional activities of UKTI sector teams.
13. The stakeholders consulted during the evaluation attached importance to the formal nature of the cooperation mechanisms, because this provided a useful forum for communication and negotiation between firms and public sector agencies around sectoral priorities. They also saw potential to realise benefits from aligning their individual strategies with the objectives of the sectoral strategies.

Activities and outputs of the sector marketing strategies

14. The evidence from the evaluation was that all five strategies have successfully implemented most of the key activities set out in their action plans. Cooperation had been enhanced within the Implementation Board and, to a lesser extent, the network of Board members, both to develop core sector messages and to reach out to UK and overseas firms.
15. The main activities undertaken to develop and implement the strategies are summarised in Figure 2, which also highlights some significant sector differences.

Figure 2: Activities pursued in the design and delivery of the strategies

General range of activities

- Mapping key players/stakeholders and their functions
- Defining the scope of the sector and its strengths and opportunities
- Developing the strategy and the action plan
- Creating core, evidence based marketing messages
- Generating collateral – visual brands, toolkits and websites, videos
- Showcasing the strategies in sector events
- Working in partnership with Whitehall, public sector, industry

Sector specific activities

- **Financial Services:** Engaging with 'sector champions', and a select group of partners that provided feedback on draft strategies, appointing business champions and developing regional forums, up-skilling overseas staff. Five country specific strategies were developed for China, India, Russia, the Gulf and the US plus another one for Islamic Finance.
- **Energy:** Development of the UK Energy Excellence brand and website, development of an online mapping tool, initiatives to deepen trade and investment relationships with major energy investors
- **Creative:** Creating Love and Money, a multi screen promotional film exhibition for the creative industries, and supporting the Shanghai Expo - the marketing strategy was critical in the development of the marketing toolkit.
- **ICT:** Developing a visual mark, a stakeholder engagement strategy, with specific structures using social media
- **Life Sciences:** A series of regional road-shows to engage with Regional Development Agencies, other regional partners and firms in the sector, and online toolkit

Source: Review of strategy documentation, scoping consultations with UKTI sector leads and findings from the UKTI workshop

16. Work on the strategies was a key focus for the UKTI sector teams. Most of them expanded their staff and engaged with secondments to commence work on the strategies. They spent a considerable amount of effort engaging and bringing together senior representatives from industry, and from other public sector bodies, to form the strategy Implementation Boards.
17. There was a substantial increase in the expenditure of UKTI Sector Group on the five sectors, from about £4.0m in 2007/08 to £7.6m in 2009/10 – respectively, 20% and 33% of the total

Group expenditure. Only a proportion of this was spent on the strategies themselves, as the expenditure was also used to fund events and other promotional activities for the sector.

18. There was an associated but smaller increase in the proportion in the total of firms assisted by the services delivered by the Sector Teams in the five sectors – from 40% to 43%. Thus, whilst the number of businesses assisted per £ spent was rising across Sector Group as a whole over the period, it was not rising faster for activities focused on the five sectors. It should be emphasised that this comparison is only over a relatively short period characterised by major economic shocks and that Sector Group work on the five sectors involved a much higher number of businesses assisted per £ of spend than for the Group as a whole.

Achieving sector cooperation and coordination

19. A major, early achievement of UKTI was the bringing together of senior leaders of industry and the public sector to set up the five strategy Implementation Boards. The groups have worked well together and have been effective in refining and shaping the messages and advising on the choice and form of appropriate marketing collateral. However, networking has generally been confined to the board member and the immediate partner contacts and the issue now is how to broaden out from this base.
20. Evidence from the consultations indicates that the members of the Implementation Boards – and especially their chair persons - were critical to the development and delivery of the strategies in terms of the energy, experience, resources and networks they brought with them. Views from board members and other stakeholders canvassed during the case studies suggest that board members added significant value to the resource being deployed on the strategies, by devoting their own personal time and effort in shaping and communicating the strategies to their immediate contacts and networks.

Delivering core sector messages and marketing collateral to the sector

21. All five strategies now have a set of propositions and messages that feature in strategy documents, and are also used in marketing collateral. The messages are informed and supported by market intelligence and evidence gathered during the initial phases of implementation of the strategies. Two strategies also focused efforts on some form of marquee or branding – Energy and ICT.
22. The marketing messages and collateral appear to be effective statements of sector strengths and capabilities, well supported by robustly gathered evidence and intelligence and credible in the eyes of the intended audiences. This was the view of the partners and stakeholders consulted for the evaluation case studies, and is also supported by the results of the surveys of UK and overseas firms:
 - Half of the UK respondents strongly agreed that the sector event they attended and the associated marketing material provided good evidence of UK strengths in their sector and a picture of their sector of which they could feel proud. A third agreed that the marketing messages and material resonated with their assessment of the strengths of their own business.

- A majority of the overseas respondents considered the marketing messages to be credible and relevant, although most had not seen the material prior to the survey. Some firms who had seen the material had been prompted to take further action as a result, to seek new contacts with regard to business opportunities with the UK.
23. However, the survey of overseas firms also found that a third of those respondents who had seen the marketing materials claimed that they did not take a clear message from the communications they had received – in part because of what was seen as the lack of sector-specific and targeted information.

Reaching out to other UK businesses

24. There has been limited outreach to other UK firms. The progress on inter-firm cooperation and the development of credible and relevant marketing materials has not so far been matched with widespread awareness and adoption of the marketing messages. The majority of board members and other stakeholders consulted suggested that the use of the marketing messages was currently limited to their immediate networks. They were not confident that other firms in their sector were aware of the strategies or the resources they provide.

The benefits of the sector marketing strategies

For the sectors ...

25. The overwhelming response from partners and stakeholders was that it was too early to assess the full impact of what one consultee termed “*these fledgling strategies*” on the sector as a whole. However, given the short time the strategies have been in place, it is more appropriate to consider the extent to which intermediate impacts have been achieved – consistent with the intended longer term impacts.
26. The survey of UK firms provides some indication of benefits to the sector generated by events and marketing materials associated with the strategies, although it is not possible to isolate the specific effects of the strategies:
- one third or more of the firms interviewed felt that the events and associated marketing materials had raised the UK’s profile overseas and had a positive influence on the willingness of overseas customers to do business with UK firms.
 - amongst firms that were able to comment on the marketing material alone, over two thirds agreed that it had exercised a positive influence on the willingness of overseas customers to do business with UK firms. However, the survey could not distinguish between marketing material relating to the strategies and other marketing material which is likely to have been present (e.g. as provided by participating firms).

... and for the firms

27. The majority of partners and stakeholders considered it premature to assess the extent to which the strategies had helped change the perceptions and behaviour of firms. This was consistent with their view that the strategic messaging and associated collateral had yet to

gain sufficient traction with sectoral businesses. Nevertheless, they gave some examples of early benefits they believed to be experienced by some firms:

- Greater access to contacts and information through online toolkits and resources
 - Improved knowledge of, and access to overseas priority markets
 - Own marketing messages influenced by the sector messages
28. Partners and stakeholders also offered views on potential benefits for firms in the longer run – cost savings through use of branding and marketing materials (Energy) and firms tailoring their marketing strategies vis-à-vis trade (Life Sciences). They were also of the view that small and medium sized firms were more likely to benefit than larger firms in their sector.
29. One third or more of the UK firms who were surveyed agreed that they benefited from the sector event they attended and associated marketing materials through ‘*increased opportunities to showcase your firm’s own expertise*’ followed by *better access to key contacts or networks overseas*. One third said that they benefited from better access to key contacts in the UK and quarter reported increased knowledge sharing with other UK firms.
30. Only a fifth of firms agreed strongly that the marketing material associated with the event had had some benefit for their firm, when asked to rate the marketing and promotional material alone. While these responses do not specifically relate to marketing material produced for the sector marketing strategies, they do indicate the potential for firms to derive benefit from access to such material at events of this type.

Did the strategies make a difference?

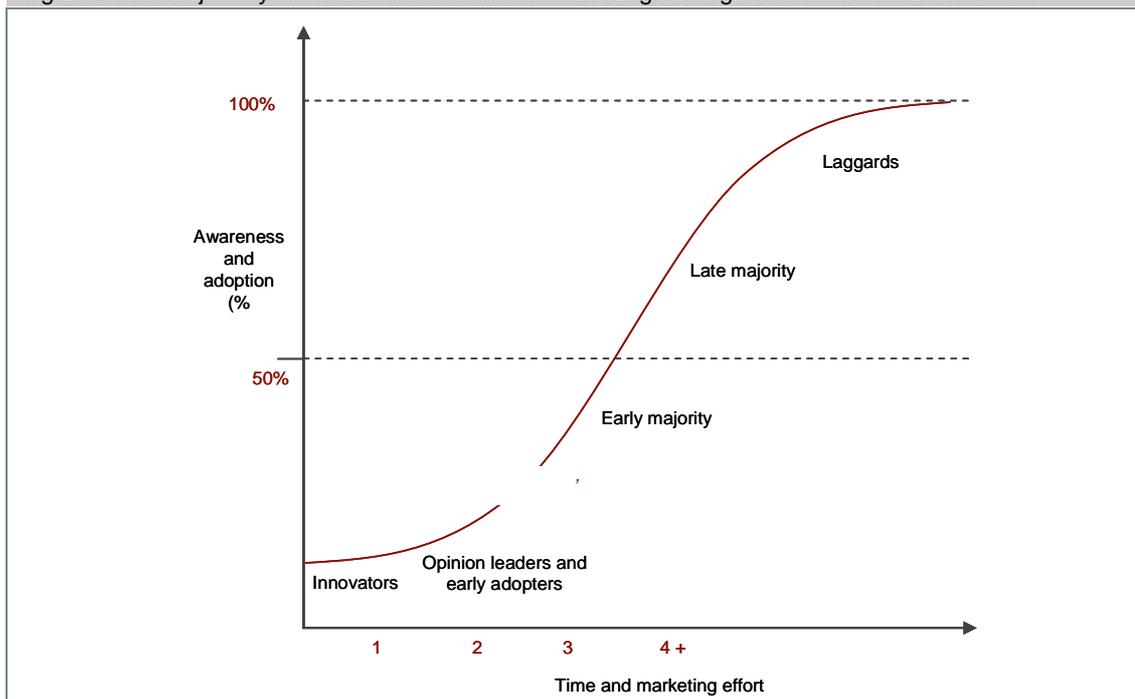
31. A key question for the evaluation was whether the strategies had made a difference, i.e. compared with what might otherwise have happened. It is particularly difficult to assess this as the UKTI sector teams had been engaged for some time prior to the strategies in supporting businesses in the sectors to increase exports.
32. The survey of UK firms found that only a small minority thought that the sector would not have achieved similar results without the event they attended and the marketing material they received. However a majority (72 per cent, 360) of respondents felt that the intervention had quickened the pace of change, or that their sector would have achieved some but not all of the results in any case. .
33. Board members suggested that larger firms in their sector would have little incentive in promoting the sector and its strengths as they prefer to see themselves as global rather than UK or sectoral businesses and already had powerful brands of their own. They saw the smaller, less experienced exporters as being more likely to benefit from the strategies.
34. The evidence from the case studies suggested higher added value from the strategies in some sectors (Creative, ICT, Life Sciences) where it was thought highly unlikely that any of the activities undertaken as a result of the strategies would have taken place without UKTI assistance. The case studies also shed light on the nature of sector additionality:

- Initiation of partnership working among senior industry executives as members of implementation boards
- Networks and partnerships between industry and public sector established and strengthened, beyond the board membership
- The sector messages would otherwise have continued to be diffused and lacking credibility

Conclusions

35. There is a time dimension to the effect of the Sector Marketing Strategies which is important to appreciate. Each of the strategies had a five year term and this interim evaluation was initiated when they were two to three years old. Therefore, the evaluation focused on assessing the progress achieved by the strategies relative to where they were expected to be 2-3 years after their inception.
36. The evidence from the evaluation is generally positive in this regard:
 - The implementation boards are working effectively.
 - A good body of marketing messages and collateral has been established.
 - And it has been well received by a significant proportion of the surveyed UK and overseas firms who see it as credible and relevant.
37. Overall, the evaluation concluded that the strategies have been effective in initiating activities and generating outputs that contribute to the 'direction of travel' necessary for realising longer-term reputational and business benefits for the sectors in question.
38. However, there is as yet only modest evidence of the strategies and their outputs gaining widespread traction with the UK and overseas firms in terms of affecting their attitudes, behaviour and performance. This may be because the strategies have not yet reached a 'tipping point' from engaging opinion leaders/early adopters (such as Board members) to the wider adoption of the strategies by sectoral businesses.
39. It may also be because the intention, certainly in some of the sector strategies, was not to reach out to the majority of businesses in the sector or to expect widespread adoption of the marketing collateral. Rather, the purpose was more to mobilise key players and representatives of the sector to contribute to and deploy the messaging overseas and at UK events and, through this *indirect* route, improve the prospects for UK companies being successful in export markets and to attract inward investment.
40. Nevertheless, those partners and stakeholders consulted for this evaluation had a general concern about the 'traction' that the strategies had achieved to date or was in prospect with both businesses in the sector and their potential overseas buyers and investors. They clearly thought that the degree of traction should be regarded as at least one measure of the success of the strategies. To the extent that this is the case, it may be helpful to depict the possible trajectories for the marketing strategies as the 'S' curve graphic borrowed from the literature on innovation diffusion and marketing effectiveness - see Figure 3).

Figure 3: The trajectory of the influence of sector marketing strategies' on firms within the sector



Source: SQW

41. According to this depiction of the trajectory, the work of the marketing strategy 'innovators' and 'opinion leaders/early adopters' – e.g. the Board members – will have been unlikely over the short term to resonate with more than a relatively small proportion of the firms within the sector to the extent that they align themselves with and adopt the messages and priorities set out in the strategies.
42. However, even though the evaluation demonstrated good progress with respect to the intermediate objectives of the strategies, this cannot necessarily be taken to signify that continued sector marketing efforts will necessarily take-off, be sustained and pay-off. This is because:
 - In the nature of things, tipping points can be identified in practice only after the fact - it is only when the big change has suddenly occurred that a tipping point can be said to have occurred.
 - The potential 'chasm' as shown in Figure 3¹ represents a discontinuity between what the opinion leaders/early adapters perceive to be good for the sector and what individual businesses see as being relevant to the market segments in which they work and the particular clients with whom they do, or might do, business.
43. The evaluation evidence is consistent with this latter hypothesis: Whilst firms perceive potential and actual benefits from the strategies for the sectors to which they belong, these benefits seem less relevant to them as individual firms.

¹ A term taken from the G. Moore, 'Chasm' (2002) which suggests that, whereas innovators and early adopters are looking to stay ahead of the competition with novel initiatives, 'early majority' businesses and their customers operate in segmented markets in which they have established specialised relationships which they want to protect and which inhibit their adoption of innovative practices. There is therefore a chasm to bridge if the S curve trajectory is to materialise.

44. If the presence and relevance of the S curve and the potential chasm is accepted, it means that there might have to be a step-change in the focus of the Sector Marketing Strategies from engaging opinion leaders/early adapters to targeting the potential early majority (e.g. by way of active engagement with UK firms, and partners in the UK and overseas) in order to bridge the chasm and gain access to the mainstream businesses and markets on the other side.
45. If the S trajectory (and the possible chasm) is not regarded as relevant, then it will be important to clarify this and, where necessary, revise the objectives of the strategies and the associated measures of their success. Either way, the findings of the evaluation suggest that the objectives of the strategies and their associated activities need to be reviewed and restated.

Recommendations

46. The evidence gathered for this evaluation suggests a strong case for three recommendations:

Recommendation 1: Sector Marketing Strategies should be developed with an exit strategy: UKTI should persist with the Sector Marketing Strategies as a policy instrument, with the proviso that the strategic engagement with private sector partners which they involve should be directed, inter alia, at the development of vehicles by which the private sector can sustain the strategies and their associated actions with minimal support from UKTI.

Recommendation 2: Review and restatement of Sector Marketing Strategy objectives: UKTI, in consultation with sector representatives, should review the objectives and logic model for the four sector marketing strategies for which they are still responsible, taking account of the evidence from this evaluation, in particular considering whether wider dissemination and take up of sector messaging should remain an aim. This review should lead to a clear re-statement of objectives and logic model, including success criteria.

Recommendation 3: Strengthen the evidence of impact on overseas perceptions: Current monitoring evidence collects only indirect evidence of the impact of messaging and promotional material on perceptions of the target overseas audience. UKTI should consider implementing a regular survey of overseas recipients of the material, to gain stronger direct evidence of its effect on perceptions.

1: Study purpose and method

The purpose of the evaluation

- 1.1 UKTI initiated the development of Sector Marketing Strategies following the publication in 2006 of *'Prosperity in a Changing World'* that set out UKTI intentions to work in partnership with other public sector bodies and industry to market 'Business UK'. The strategies were to be developed in seven key sectors - Financial Services; Creative Industries; Life Sciences; ICT; Energy Technologies; Advanced Engineering; and Low Carbon Solutions.
- 1.2 The aim of the strategies was to act as a *'catalyst to spur the development of partnerships between business and government to deliver a collective marketing effort'* that would highlight the strengths of the UK as the destination of choice for inward investors and the supplier of choice for overseas buyers and ultimately to increase UK productivity.
- 1.3 SQW Consulting was commissioned by UKTI to undertake an evaluation of the marketing strategies for the first five of these sectors all of which were launched between December 2006 and December 2007. The aim was to evaluate the progress of the strategies and to assess whether they were on trajectories and generating outputs and intermediate outcomes consistent with their longer term purpose. It was, therefore, to be an interim evaluation with the objectives set out in Figure 1-1.

Figure 1-1: The objectives of the interim evaluation

The purpose of the evaluation is to:

- Assess the effectiveness of the five Sector Marketing Strategies as a catalyst and facilitator for beneficial sector cooperation and collective action to promote the reputation of the sector overseas
- Assess progress against coordinating universal sector marketing messaging including improved connections, levels of trust and flows of information for UK companies
- Gather evidence on the effectiveness of activities in terms of changing perceptions of the UK likely to influence potential overseas investors, partners and purchasers

Source: UKTI Terms of Reference for the evaluation

Evaluation methods

- 1.4 The evaluation research carried out by SQW comprised three broad strands of work;
 - **Scoping:** The SQW team reviewed strategy documents and evidence, and undertook consultations with UKTI Sector Team heads and others involved in formulating the strategies. SQW also led a workshop with the Sector Teams and the UKTI economics and evaluation team to place the strategies in their specific contexts, understand their rationale, objectives, and progress to date, and to help identify suitable measures by which success of the strategies could be assessed.
 - **Survey of UK firms:** Telephone interviews were conducted with 500 representatives of UK firms who had attended events identified by the UKTI sector teams as having strongly featured materials and messaging informed by the Sector Marketing Strategies. The objective was to capture the awareness and assessment by UK firms of the strategy messaging and materials, and to assess the extent to which they were

seen to have strengthened the UK sectoral reputation and influenced business attitudes, behaviour and practices.

- **Case studies:** SQW carried out five sector case studies, involving fifty consultations with the private sector members of the Strategy Implementation Boards and other stakeholders involved in the design and delivery of the strategies. The purpose was to assess the extent of alignment between the ‘insider’ view on the progress achieved and the perceptions of firms in the relevant sectors.

1.5 As a further input to the evaluation, UKTI also commissioned a separate survey of some 400 firms in overseas markets, to assess the effectiveness of the strategies in influencing perceptions of the UK as a place in which to invest and from which to buy. The main findings are cited in this report. A separate full report on this survey is also available.

Report Structure

1.6 The remainder of the report is structured as follows:

- Section 2 presents a discussion of the rationale for, and objectives of UKTI Sector Marketing Strategies
- Section 3 describes activities and outputs of the strategies
- Section 4 presents our analysis of the effectiveness of the strategies in generating benefits for their sectors
- Section 5 discusses the extent to which the benefits from the strategies are additional
- Section 6 concludes with an assessment of the effectiveness of the strategies vis-à-vis their objectives

1.7 The report is supported by the following annexes.

- Annex A presents an analysis of secondary contextual data on FDI, UKTI project successes and other indicators for the five sectors (where available)
- Annex B presents a profile of UK businesses interviewed as part of the OMB survey
- Annex C comprises a supplementary report on each of the five strategies including findings from the qualitative case studies, and the quantitative surveys of UK firms and international firms.
- Annex D presents the UK survey questionnaire
- Annex E presents the case study topic guides

2: The rationale for UKTI Sector Marketing Strategies

The rationale for UKTI promotion of trade and inward investment

...

- 2.1 The rationale for UKTI support of trade development and inward investment has been well stated in a 2006 Economics Paper for the Department of Trade and Industry.² The report concluded that the rationale is based on evidence that there are productivity benefits of increased trade and investment but market and institutional failures reduce the ability of UK firms to achieve their full potential and constrain flows of inward investment. Furthermore, the knowledge gained by firms through their exposure to overseas markets and suppliers can benefit other UK suppliers and customers through ‘spillover’ effects.
- 2.2 The paper concluded that UKTI’s effort and support to business should be focused on:
- providing access to key contacts and networks overseas, and strengthening the social networks underpinning bilateral business connections;
 - strengthening the internationalisation capabilities of innovative and high growth businesses;
 - providing access to information to potential exporters and inward investors which the private sector would be unable or unwilling to provide;
 - facilitating strategic cooperation among UK businesses, including showcasing UK capabilities in new markets and strengthening the UK’s reputation as a destination of choice and supplier of choice in key markets and sectors.
- 2.3 Recent evidence from the evaluation of UKTI’s Tradeshow Access Programme and Inward Investment Activities (London Economics, 2008 and SQW Consulting, 2008) further confirmed that the rationale for UKTI intervention lay strongly in facilitating and providing relationship building, profile raising and information sharing mechanisms among firms and partners.

... and for sector marketing strategies

Evidence from the literature ...

- 2.4 Two relatively recent UKTI commissioned evaluations of trade development activities of Sectors Group (SQW, 2006 and RBG, 2007) reviewed the specific economic rationale for sector-based interventions by UKTI.

² DTI (2006) International Trade and Investment: the economic rationale for government support, DTI Economics Paper 18.

- The SQW (2006) report concluded that the rationale for Sector Group (SG) activities rested on addressing *network and intermediation failures* by a) facilitating and encouraging private sector co-operation towards agreeing sectoral priorities and identifying opportunities, b) providing trusted intermediary and networking functions to overcome barriers to access, and c) working with overseas buyers, government and other partners to facilitate trade liberalisation and access to opportunities.
- RBG (2007) stated that the SG supplied sector-specific ‘*public goods*’ that could not be supplied unaided by the private sector. These took the form of a) collective reputation of a UK sector with its potential overseas customers, and b) a set of domestic social networks which allow firms in a sector to share non-competitive information amongst them. The rationale hinges upon market failure hindering investment in collective benefit³ and the role of UKTI as a trusted intermediary. Collective reputation allows firms to access new overseas markets more easily than when they have to rely on their own efforts and reputation.⁴

2.5 The benefits that might be expected from cooperative efforts to establish and deliver sector strategies depend on bringing together the complementary strengths and resources of firms and public sector agencies in a coherent way which will be of mutual benefit to them and the competitiveness of the country as a whole. Even where these potential benefits may exist:

- the information about them may be distributed differently between the firms in question (e.g. small firms are likely to be less well informed in this regard than large firms)
- the mechanisms for inter-firm cooperation (such as through trade associations) may be inadequately developed or non-existent
- there will be costs and problems that have to be overcome to achieve coordination and cooperation - firms may have to ‘sink their differences’ and engage in sharing arrangements which may lose them some control over their own affairs.

2.6 The presence of these constraints is likely to inhibit cooperation under market conditions. Overcoming these market failures was the main reason given by the UKTI Sector Teams and members of the Strategy Implementation Boards for UKTI funding of the development of the sector marketing strategies through formal mechanisms. This was reinforced in some cases – notably Financial Services and Life Sciences - by the political driver to see stronger strategic coordination between businesses in these sectors and between private and public agencies.

2.7 The intention of UKTI and its partners was that the strategies should be designed to:

- generate evidence on sectoral strengths and market opportunities
- increase awareness of the UK sector capabilities and overseas opportunities amongst UK firms and of the strength of UK businesses in the sector amongst overseas investors and buyers and, in some cases, the regulatory authorities, opinion formers and the media

³ <https://www.uktradeinvest.gov.uk/ukti/fileDownload/sectorsgroup1.pdf?cid=416074>

⁴ Andrew Tucker (2008) Trade Associations as Industry Reputation Agents: A model of reputational incentives, School of Public Policy Working Paper Series 27, University College London.

- facilitate inter-firm and business/public sector co-operation on agreed priorities
 - improve the articulation and communication of sectoral capabilities in “a single compelling voice”.
- 2.8 It should be noted that the role of the strategies was also to provide a framework to guide the more targeted activities of UKTI and focus the work of the sector teams on what was seen by stakeholders to be the important priorities – what they should do and how they should do it.
- 2.9 Stakeholders and UKTI sector teams consulted during the evaluation attached importance to the formal nature of the cooperation mechanisms because this provided the forum for extensive communication and negotiation between firms and public sector agencies around sectoral priorities of mutual interest. It presented the possibility of designing a single, coherent strategy to enable firms to feel ‘connected’ to their sector and for both businesses and public sector agencies to realise the benefits of aligning their individual strategies and policies with the objectives of the sectoral strategies.

Figure 2-1: Rationale for Sector Marketing Strategies – evidence from scoping consultations and strategy reviews

Market failures

- Improving information/knowledge/evidence base on sectoral strengths, needs and opportunities
- Capturing the public goods and positive externalities that come from inter-firm networking and cooperation
- Facilitating social networks among firms to share and learn from each other’s experiences
- Enhancing collective sector reputation
- Having a single, coherent strategy (that includes a single brand or voice) to connect individual businesses to their sector’s reputation in ways they could not accomplish on their own or through traditional mechanisms for sectoral representation.
- Removing barriers to market access through UKTI acting as a trusted intermediary and facilitating trade liberalisation by working with overseas firms and partners

Coordination failures

- Improving and facilitating the processes for information and knowledge gathering and sharing within the sector
- Facilitating and encouraging public-private sector cooperation for agreeing strategic sectoral priorities and enabling articulation of the ‘core script’
- Joining up central government departments and their agencies to ensure widespread understanding of the sector strengths and market opportunities and the ways in which coordinated action amongst public sector agencies can enhance sector performance and reduce barriers to increased trade and inward investment.

Source: Scoping consultations with UKTI Sector Teams and review of key corporate documentation.

- 2.10 The objectives of the strategies as specified by UKTI and the Boards reflected these arguments and are summarised in Figure 2-2.

Figure 2-2: General objectives of the sector marketing strategies

The objectives of the strategies vary in their shape and form but are essentially to:

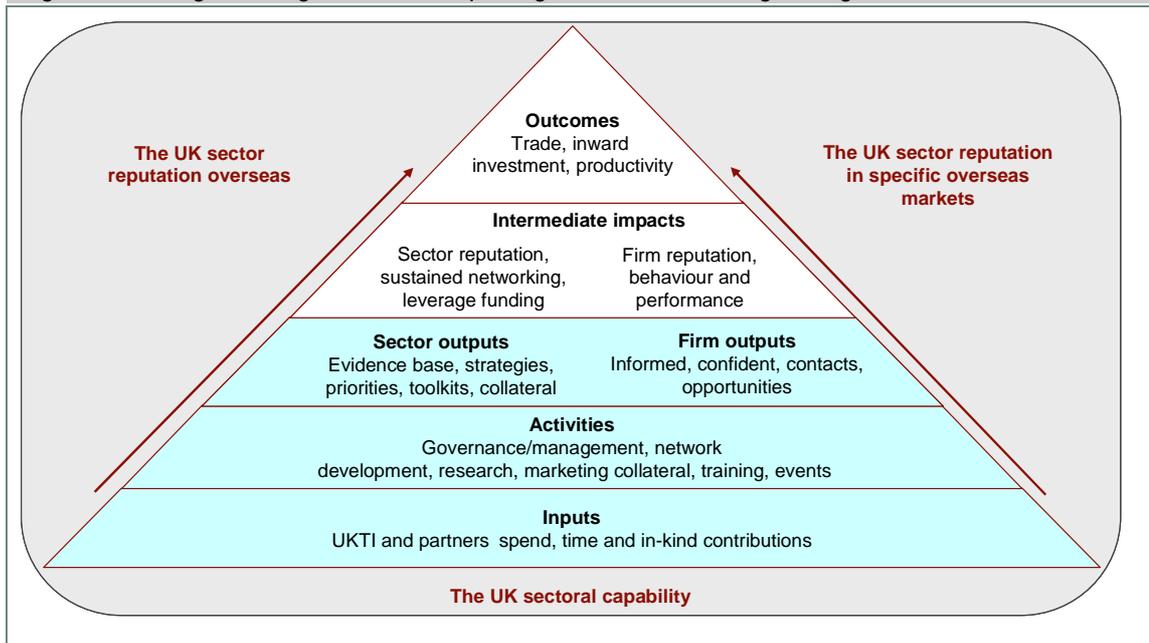
- increase understanding of sectoral strengths and provide for better co-ordination, networking, knowledge sharing and priority setting amongst UK firms and stakeholders
- generate evidence-based and coherently presented marketing propositions and tools to improve the communication of the UK’s sectoral reputation in overseas markets
- enhance the perception of overseas investors of the UK as a destination of choice for their investments and of overseas buyers of the UK as a supplier of choice – and to ensure that this translates into positive behaviour and performance with respect to the UK as both destination and supplier.

Source: SQW

The evaluation framework and issues

- 2.11 SQW developed and refined the logic model underpinning the strategies in the course of the evaluation, in consultation with UKTI, so that it provided a framework to assess the progress of the strategies on their pathway to generating their productivity outcomes – at firm and sector levels (Figure 2-3).
- 2.12 Informed by the workshops held with the sector teams, SQW placed the logic model in a context defined by:
- the strength or otherwise of the specific sector capabilities (and the extent to which they were more or less well understood and articulated)
 - the general reputation of the sector overseas and in specific markets (and the extent to which the reputation was well informed and more or less favourable).
- 2.13 The particular focus of the strategies was to some extent defined by these contextual conditions (Figure 2-4) - without unduly changing the nature of the underlying logic model. For example, the more diffuse nature of the Creative sector meant that it was more inward facing to begin with than other sectors. However, such differences did not change the nature of the underlying logic model.

Figure 2-3: The generic logic model underpinning the sector marketing strategies



Source: SQW

Figure 2-4: Differences in the sectors reflected in their marketing strategies

- **The maturity and depth of the UK sectoral cluster:** The evaluation suggested that Financial Services, Life Sciences, and Energy can be characterised as deep, established clusters with relatively strong infrastructures in place. This was less so for ICT and Creative where the concept of a ‘whole sector’ was relatively alien to industry and where more work had to be done to establish the strategic marketing infrastructure.
- **The comparative advantage and reputation of the sector in overseas markets:** The extent to which a sector had a strong competitive position and / or reputation in overseas markets influenced the objectives, shape and focus of the sector marketing strategies. Some strategies (e.g. for Financial Services and Life Sciences) were able to build on significant competitive and reputational strengths – reinforcing their position in existing markets and enabling them to enter new, growth markets. Those sectors that were less well positioned in these terms (e.g. ICT) needed more segmented strategies in specific sub-sectors and/or markets – building on specialised

strengths and rebuilding comparative advantage where this remains possible.

- **The strength and clarity of definitions and perceptions of the sector:** There was a general view across all five strategies that, at the outset, the sectors were relatively poorly defined and not very well understood in the UK, with this being particularly the case for ICT, Life Sciences and Creative.
 - The definition needed to be *broadened* for Creative, Life Sciences and Energy to incorporate and communicate specific sub-sector and regional strengths. The Life Sciences strategy was in a unique position of having three well defined sub-sectors (pharmaceuticals, biotechnology and medical technologies) but needed to create an ‘umbrella’ identity.
 - It was a case of more precision and some degree of *specialisation* being needed for ICT and Financial Services where it was felt by the boards that current sector definitions were not clearly understood and that a more specific shape should be given to them.
- **The identification of priority overseas markets:** ICT had specified markets for targeting, as had Life Sciences and Financial Services albeit with a firmer intention by the latter to exploit deep opportunities in these markets by engaging with their governments and encouraging trade liberalisation. Financial Services developed separate and distinct strategies for each of its identified target markets, as it was believed that this approach would be more effective.
- **The mix of outward and inward facing implementation activities:** There were differences in the extent and nature of the emphasis that was given to networking and human resource development as part of the process of building UK sectoral capability. For example, the implementation of some strategies involved the appointment of business champions (Financial Services and Creative), the development of regional forums (Financial Services), provision of guidance on skills and training (ICT and Energy) and industry briefings (ICT) and the appointment and up-skilling of staff dedicated to specific overseas markets (Financial Services, Creative and ICT).
- **The extent of political commitment and drive:** Some sectors adopted a stronger and more overt use of political influence to lever in private sector resources, ensure that there was joined up action between public sector agencies and major promotional events were launched in overseas markets to liberalise trade and investment flows. Financial Services, Life Sciences and Energy strategies were particularly likely to have benefited from such political commitment. However, private sector engagement by way of leveraged funding and in-kind commitment has been mixed.

Source: SQW

2.14 Table 2-1 provides more detail on the activities that the strategies have been undertaking and the outputs and intermediate impact these are expected to generate.

Table 2-1: Logic Model components

Component	
INPUTS	UKTI Sector Teams staff time and resource; UKTI other staff time and resource; other in-kind support from private sector
ACTIVITIES	<ul style="list-style-type: none"> • Setting up Implementation boards and sourcing members • Mapping key players/stakeholders and their functions • Defining UK sector scope, strengths and weaknesses • Developing a strategy and action plan • Create core, evidence based marketing messages • Generate collateral – visual brands, toolkits and websites, videos • Showcase in sector events • Increasing staff complements in SG and UKTI • Work in partnership with Whitehall, public sector, industry
OUTPUTS	<p>Sector outputs: evidence base, strategies, priorities, toolkit, collateral, leading to</p> <ul style="list-style-type: none"> • robust evidence • clear strategies and action plans • delivery of a single core script, messaging • identified sector strengths and priorities • new information guidance and protocols for sharing information • new and appropriate toolkits and marketing resources generated • new useful networks

Component	
	<ul style="list-style-type: none"> • new or enhanced cooperation • upskilled staff <p>Firm outputs: evidence base, strategies, priorities, toolkit, collateral, leading to</p> <ul style="list-style-type: none"> • more/better access to target markets • more/better contacts with overseas and UK partners and firms • better access to information about sector capabilities and priorities • enhanced knowledge and understanding of sector capabilities
INTERMEDIATE IMPACT	<p>Sector impact</p> <ul style="list-style-type: none"> • Raised profile of the UK overseas • Willingness of overseas customers to do business with UK firms enhanced • Improved communications between UK firms within a sector • Knowledge and understanding overseas about the capabilities of UK firms in the sector improved • A clear marketing message and single voice for the UK in the sector developed • Levered funding from private sector • Agreed and sustained articulation of sector strengths and priorities by partners <p>Firm impact</p> <ul style="list-style-type: none"> • Willingness of UK firms to do business overseas increased • Profile of UK firms raised among overseas firms and partners

Source: review of UKTI strategy documentation and other evidence, scoping consultations with UKTI sector teams

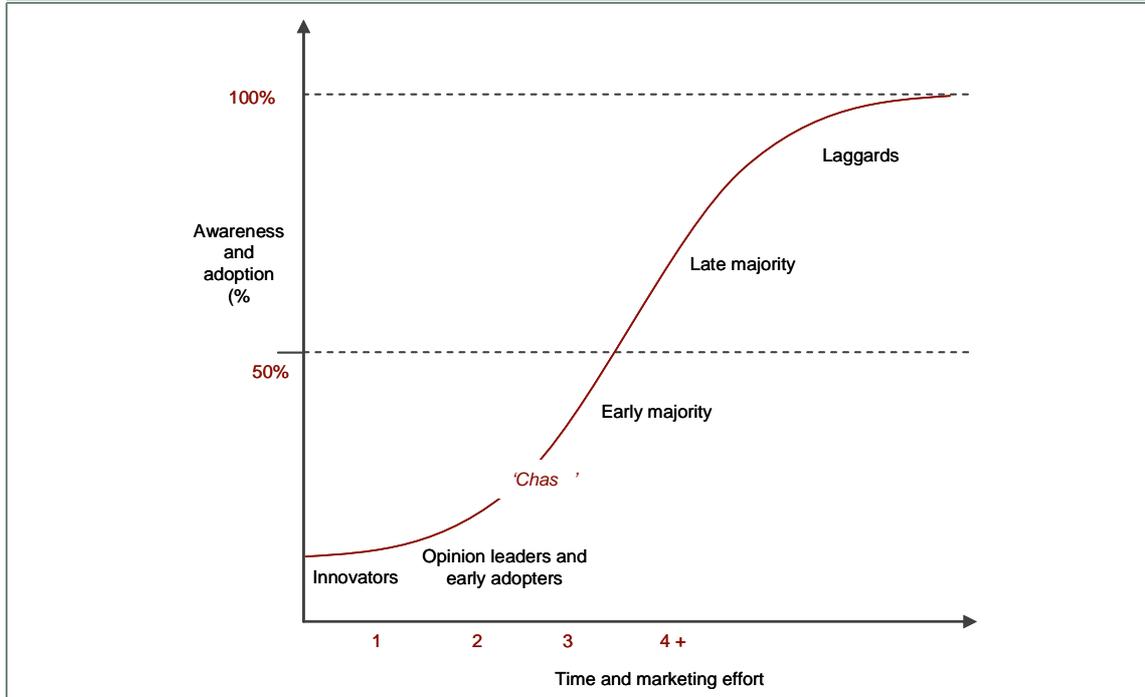
The trajectory of the sector marketing strategies

- 2.15 It is possible to depict the trajectory for the marketing strategies as having the ‘S’ shape depicted in Figure 2-5 which has been borrowed from the literature on innovation diffusion and marketing effectiveness. According to this depiction of the trajectory, the work of the marketing strategy ‘innovators’ and ‘opinion leaders/early adopters’ are unlikely over the short term to resonate with more than a relatively small proportion of the firms within the sector. It is for this reason that it was assumed for the purposes of this interim evaluation that the strategies could only have been expected to have reached operational steady state about now – some 2-3 years after their launch. Therefore, they were assessed in terms of the extent to which intermediate outputs were achieved consistent with their longer term objectives and outcomes (i.e. confined to the lower shaded areas of the logic model depicted earlier in Figure 2-3).
- 2.16 Moreover, an important aspect of the depiction of the possible trajectory of the sector marketing strategies is that it suggests the presence of a ‘tipping point’ – a sudden transition from engagement of the opinion leaders and early innovators into wider based awareness and adoption of the strategies by the ‘early majority’ of businesses. However, it also suggests that a potential ‘chasm’⁵ might follow the initial stages of strategy development. This chasm represents a discontinuity between what the opinion leaders/early adapters perceive to be

⁵ A term taken from the G. Moore, ‘Chasm’ (2002) which suggests that, whereas innovators and early adopters are looking to stay ahead of the competition with novel initiatives, ‘early majority’ businesses and their customers operate in segmented markets in which they have established specialised relationships which they want to protect and which tend to inhibit their adoption of innovative practices. There is therefore a chasm to bridge if the S curve trajectory is to materialise.

good for the sector and what individual businesses see as being relevant to the market segments in which they work and the particular clients with whom they do, or might do, business. In these circumstances, it is possible that the S curve will take longer to take shape and may not materialise at all.

Figure 2-5: The possible trajectory of the influence of sector marketing strategies' on firms within the sector



Source: SQW

- 2.17 The evaluation only covered the first phase of strategy development and may not, therefore, throw up enough evidence to suggest whether the tipping point is about to be reached or whether there is a chasm to be crossed before widespread adoption of the strategies can take place.
- 47. However, it also needs to be recognised that the intention in some of the sector strategies was not to reach out to the majority of businesses in the sector or to expect widespread adoption of the marketing collateral. Rather, the purpose was to mobilise key players and representatives of the sector to contribute to and deploy the messaging overseas and at UK events and, through this indirect route, improve the prospects for UK companies being successful in export markets and to attract inward investment. In cases such as these, the S curve may not be an appropriate way to depict the anticipated trajectory for the sector strategies.

Concluding observations

- 2.18 The rationale for establishing sector marketing strategies rests on bringing together and coordinating effectively the strengths and resources of industry and the public sector to ensure mutual benefit and sector competitiveness.
- 2.19 The strategies have been designed to:
 - generate evidence on sectoral strengths and market opportunities

- increase awareness amongst UK firms and overseas investors and buyers of sector capabilities
- facilitate inter-firm co-operation on agreed priorities
- improve the articulation and communication of sectoral capabilities in “*a single compelling voice*”.

2.20 The SQW devised logic model for the strategies provides the analytical framework for assessing their progress in achieving these objectives and on their pathway to generating longer term outcomes in terms of enhanced trade and investment. The logic model also allows for the identification and articulation of measures for assessing outputs and intermediate impact of the strategies. These measures were then used to inform the design and development of research methods deployed in the evaluation, namely the surveys of UK and overseas firms, and the five sector case studies.

2.21 If the S shaped trajectory often depicted in the innovation diffusion and marketing effectiveness literature is considered to be relevant to the sector marketing strategies, then it needs to be acknowledged that the evaluation only covers the early phase of the trajectory and will not necessarily be conclusive on whether its next phase will take place or be stalled.

3: Activities and outputs of the sector marketing strategies

Introduction

- 3.1 This section describes the nature of resource and other inputs invested in Sector Marketing Strategies, and the activities and processes that their implementation has generated since their inception. The discussion uses evidence from strategy documentation and the case studies.

Resource inputs: UKTI and partners' spend, time and in-kind contributions

- 3.2 The UKTI Sectors Group (SG) is responsible for delivering the Sector Marketing Strategies. It has 11 dedicated sector teams, which include teams for five sectors of interest, and employs 140 staff (Source: UKTI Sectors Group Business Plan 2009/10). It also benefits from secondees from industry and other government departments. According to the UKTI Corporate Plan (2009-11), the Sectors Group had a budget of £29.7 million with 142 staff, although it is not clear whether the latter was spent centrally or by individual sector teams.
- 3.3 According to recent data obtained from UKTI Sectors Group, the UKTI programme budget spend across the five sectors was about £4.0m in 2007/08, 20 per cent of the total Group expenditure. This increased substantially to £7.6m in 2009/10 – 33% of the total Group expenditure. Only a proportion of this was spent on the strategies themselves, as the expenditure was also used to fund events and other promotional activities for the sector.
- 3.4 There was an associated but smaller increase in the proportion in the total of firms assisted by the services delivered by the Sector Teams in the five sectors – from 40% to 43%, as shown in Figure 3-1. Thus, whilst the number of businesses assisted per £ spent was rising across Sector Group as a whole over the period, it was not rising faster for activities focused on the five sectors.
- 3.5 It should be emphasised that this comparison is only over a relatively short period characterised by major economic shocks and that Sector Group work on the five sectors involved a much higher number of businesses assisted per £ of spend than for the Group as a whole.

Figure 3-1: Trends in expenditure, outputs and productivity, UKTI Sector Teams

Expenditure (£k)	2007/08	2009/10	07/08 - 09/10
Total by Sector Teams in 5 sectors	4,050	7,639	
Total by Sector Group	19,773	23,148	
Share of Sector Teams in total	20%	33%	
Number of businesses assisted (CRM)			
Total by Sector Teams in 5 sectors	3455	6087	
Total by Sector Group	8643	14041	
Share of Sector Teams in total	40%	43%	
Actual number of businesses assisted (PIMS)			
Total by Sector Teams in 5 sectors	3320	4945	149%
Total by Sector Group	8300	11500	139%
Share of Sector Teams in total	40%	43%	
Number of businesses assisted per £m spent			
Sector Teams in 5 sectors	820	647	79%
Sector Group	420	497	118%

Source: UKTI

- 3.6 We were able to get some sense of the scale and nature of the inputs required to develop and implement the strategies from a review of strategy documentation and consultations with sector leads at UKTI, (Figure 3-2).

Figure 3-2: The scale and nature of inputs required for strategy development and intervention

Life Sciences: 3 new posts created, and 1 head of Life Sciences team, £60,000 for online toolkit, £1 million from Strategic Investment Fund to spend on flagship overseas events showcasing UK and the National Health Service

Creative Industries: 3 new posts created. The Love and Money DVD was funded by Sectors Group budget, with some funding from Business Group, and in kind support from BBC

Financial Services: team restructured to deliver the strategy, specific staff input to conduct in-house research, secondees on loan from industry, in-kind support from country champions and industry specialist, two First Secretary posts in India and China

ICT: Overall budget £1m-£2m targeted at key priorities, but not clear what proportion was spent on marketing strategy

Energy: £80,000 for research, £120,000 for brand development, £150,00 for website

Source: SQW sector case studies and scoping consultations

- 3.7 It is evident from Figure 3-2 that a good part of the costs involved in developing the strategies was taken up with additional staff costs within the Sectors Group and elsewhere in UKTI. In assessing the total cost of strategy development, allowance also has to be made for the amount of time devoted to the process by the Strategy Implementation Board members. Our consultations indicated that members of the implementation boards – and especially their chair persons - were critical to the development and delivery of the strategies in terms of the energy, experience, resources and networks they brought with them. Board members have spent significant amounts of their own time in driving and executing the strategy to date. This included attending board meetings/ sessions, launch events, showcase events and providing additional pieces of sponsorship work and presentations at other events, and engaging with their own contacts and external stakeholders.

- 3.8 It has not proved possible to put a figure on the total commitment of resources to the development of the strategies but it seems likely to have well exceeded £5m since the time the five strategies being evaluated were initiated.

Activities and processes

- 3.9 All strategies have involved a common set of activities since their inception supplemented by activities particular to each strategy (as shown in Figure 3-3).

Figure 3-3: Activities pursued in the design and delivery of the strategies

General range of activities

- Mapping key players/stakeholders and their functions
- Defining the scope of the sector and its strengths and opportunities
- Developing the strategy and the action plan
- Creating core, evidence based marketing messages
- Generating collateral – visual brands, toolkits and websites, videos
- Showcasing the strategies in sector events
- Working in partnership with Whitehall, public sector, industry

Sector specific activities

- **Financial Services:** Engaging with ‘sector champions’, and a select group of partners that provided feedback on draft strategies, appointing business champions and developing regional forums, up-skilling overseas staff. Five country specific strategies were developed for China, India, Russia, the Gulf and the US and one for Islamic Finance.
- **Energy:** Development of the UK Energy Excellence brand and website, development of an online mapping tool, initiatives to deepen trade and investment relationships with major energy investors
- **Creative:** Creating Love and Money, a multi screen promotional film exhibition for the creative industries, and supporting the Shanghai Expo, and a marketing toolkit
- **ICT:** Developing a visual marque, a stakeholder engagement strategy, with specific structures using social media
- **Life Sciences:** A series of regional road-shows, a joint undertaking with the Office of Life Sciences, to engage with Regional Development Agencies, other regional partners and firms in the sector, and online toolkit

Source: Review of strategy documentation, scoping consultations with UKTI sector leads and findings from the UKTI workshop

- 3.10 Some of the supplementary activities clearly differentiated one strategy from the others. So, for example, whilst all strategies set up implementation boards, ICT also established a wider stakeholder group. In another example, all strategies were implemented by participation in promotional events but only a few (Energy being most prominent) specifically set up UK and overseas events driven by the strategies themselves and focused on brand development and promotion. This was very different from the Financial Services strategy which was deliberately more covert in its intention to target specific overseas markets and the ways in which this was to be implemented.
- 3.11 Whilst all five strategies are targeted on UKTI priority markets, some are more explicit and specific in their targeting, especially where sector teams intended to adopt distinct strategic processes. For example, Financial Services intended from the outset to focus its activities on identifying opportunities and trade restrictions in specific overseas markets.

Outputs of sector marketing strategies

- 3.12 The sector marketing strategies have been in operation for at least 2 years. A majority of the UKTI sector teams expanded their staff complement and engaged with secondments to

commence work on the strategies. They all spent a considerable amount of effort engaging and bringing together senior and powerful representatives from industry and the public sector to form the strategy implementation boards.

- 3.13 The boards comprise senior members from industry, public and third sectors selected to steer the design and delivery of the strategies. They were tasked with assisting UKTI in developing and implementing a 5 year strategy and overseeing the delivery timetable and advising on key marketing decisions. Board members influenced the direction of the strategy; they shaped and refined the core marketing messages; and they sought to ensure effective joining up between industry and public sector. Board members also championed their sectors and led sector events.
- 3.14 Our review of documentation relating to the strategies (especially the terms of reference for the boards) and our consultations with board members and other stakeholders suggested that the members of these boards – and especially their chair persons – played a critical role in the successful development and delivery of the strategies. The strategies were in this sense private sector driven – although the extent to which this was the case varied between the strategies depending in part on the diversity of the sectors, and the leadership provided by the chair. Board members brought energy, experience and networks with them in providing direction to the design and development of the strategies, refinement of sector messages, advice on the choice and mix of marketing collateral, and engagement activities with stakeholders and firms. They added significant value to the resource being deployed on the strategies, by devoting their own personal time and effort in shaping and communicating the strategies to their immediate contacts and networks.
- 3.15 The implementation boards and the augmented UKTI sector teams successfully set in train the implementation of a majority of activities planned for the marketing strategies (as summarised in Figure 3-3). The conclusions we drew from strategy documentation and consultations suggest that all five strategies now have a set of propositions and messages that feature in strategy documents, and are used in a series of marketing collateral. The messages are informed and supported by market intelligence and evidence gathered during the initial phases of implementation of the strategies. Indeed, considerable emphasis was placed by the UKTI teams and board members on the importance of generating evidence on UK strengths in sectors, mapping these to overseas opportunities and, hence, aiding the design of the marketing collateral, toolkits and information protocols directed at UK partners and overseas firms.
- 3.16 The most common form of marketing collateral was a publication, often the strategy document itself, and associated brochures. This was followed by the creation of an online web presence to host and provide market intelligence and other useful resources for firms in the sector. Only two strategies focused their efforts on some form of marque or branding – Energy and ICT. The reasons for not going down this route in the other three strategies were as follows:
- Life Sciences stakeholders thought that the sector already had a strong ‘policy’ brand in the Office of Life Sciences, and did not feel that a separate one was required for marketing the sector.

- In the case of Creative Industries, the need for branding was not thought to be appropriate because of the diversity of the sector and some partners argued that the sector was a construct and that the values behind the brand had not yet been adequately developed and agreed.
- With regard to Financial Services the CityUK name was adopted for the new body that was established to take forward the strategy from the branding which had been developed as part of the marketing strategy. It was felt to have some recognition by target audiences overseas and conveyed that the strategy was about the whole UK, not just London.

3.17 Where a brand/image had been introduced there were a mix of views from board members regarding its value and use. There were some suggestions from members that the image or branding stemming from the sector strategies was more appropriate for smaller players in the sector as many of the larger players had well-established brands/images of their own and preferred to be seen as global or international rather than being limited to the UK.

3.18 Nevertheless, it was generally acknowledged that the branding work was not targeted for the sector as a whole but in cases when a company's reputation was low, as the available evidence suggests that overseas investors or partners are likely to be influenced by the country of origin, and this is where the use of the branding/identity can be most effective.

Effectiveness of strategy outputs

3.19 The evidence from the evaluation was that all five strategies have successfully implemented most of the key activities set out in their action plans. It also suggested that progress had been made in enhancing sector cooperation within the board and, to a lesser extent, the network of board members, developing core sector messages and reaching out to both UK and overseas firms.

Achieving sector cooperation and coordination

3.20 A major, early achievement of UKTI has been the bringing together of senior leaders of industry and the public sector to set up the five boards. The groups have worked well together and have been effective in refining and shaping the messages and advising on the choice and form of appropriate marketing collateral.

3.21 The powerful network represented by the boards enabled further networking with their immediate partners and stakeholders, whom they consulted in the early stages of developing the core messages. As one Energy consultee pointed out, ensuring greater coordination was an important factor when populating their Board, and there was a noted desire to assemble a mix of key individuals from across the industry who could not only provide expert inputs but also take away the core messages to their own networks.

3.22 According to the UKTI teams, the strategies also had the effect of focusing the work of the UKTI sector teams. According to UKTI sector team leads, all events and missions are now seen through the lens of the strategy and the team members reported that this has had a significant impact on what they do and how they shape and deliver events and missions. Activities have been continued, redesigned, stopped or created in pursuit of a strategic

direction largely set by the implementation boards. Whilst it was not within the remit of the evaluation to test the effects of the strategies in improving operational effectiveness within the Sector Teams, nevertheless this was seen to be an important benefit bringing consistent focus to all activities by the Teams.

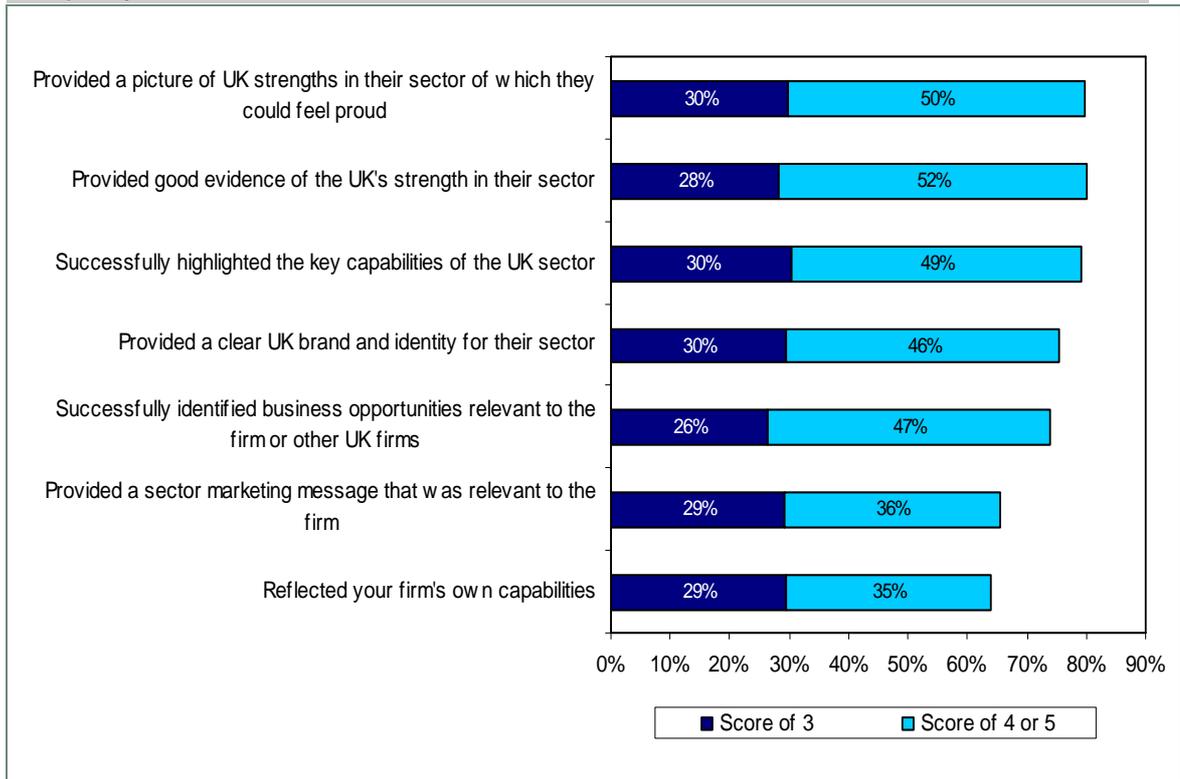
- 3.23 Networking has so far generally been confined to the board member and immediate partner contacts and the issue now is seen in some of the strategies to be how to broaden out from this base. One Creative Industries consultee described the initial networking benefits as *'the first wheat in the field'*. Life Sciences board members considered that UKTI needs to promote the sector as a whole and to intensify engagement of partners at regional and local levels to persuade them of this and the case for a tiered marketing approach.

Delivering core sector messages and marketing collateral to the sector

- 3.24 All five UKTI Sector Marketing Strategies were designed to be consistent and supportive of the UKTI core message outlined in *'Springboard for Global Growth'* at the same time as reflecting their sectorally specific competencies and opportunities. Their key first task was to identify, and subsequently refine, messages that communicate core sector strengths in specialist sub-sectors and target markets.
- 3.25 The over-riding theme of the strategies was to communicate in a 'single voice' with trade and investment partners in ways that will not only benefit firms but also contribute to raising the profile and building UK sectoral reputation.
- 3.26 Reviews of strategy documentation and consultations with board members and other stakeholders indicated that all five strategies have successfully produced core script and messaging for their sector and, in the case of Financial Services, these are specific to target markets. The format and presentation of these messages vary, although the underlying principle is around communicating core sector strengths and capabilities.
- 3.27 The marketing messages and collateral that UKTI sector teams have developed, refined and launched are effective statements of sector strengths and capabilities, well supported by robustly gathered evidence and intelligence and, hence, credible in the eyes of the intended audiences. This was the view of the partners and stakeholders consulted for the evaluation case studies but it was also supported by the results of the survey of UK firms.
- 3.28 Approximately half of the respondents to the UK survey strongly agreed that the sector event they attended and the associated marketing material provided good evidence of UK strengths in their sector and a picture of their sector of which they could feel proud. They also agreed that it successfully highlighted the key capabilities of the sector.⁶
- 3.29 However, only about a third were able to say that the marketing messages and material resonated with their assessment of the strengths of their own business and provided a marketing message that was relevant to them as firms.

⁶ It is necessary to exercise some caution here because the survey could not distinguish between marketing material relating to the strategies, and other marketing material which is likely to have been present (e.g. as provided by participating firms).

Figure 3-4: Level of agreement to statements relating to the sector marketing event and the associated marketing and promotional activity (n = 500, score of 1 is 'disagree completely and score of 5 is 'agree completely.'



Source: SQW and OMB

- 3.30 Furthermore, small firms were less likely to agree that the promotional material had ‘successfully identified opportunities’ relevant to their firm or other firms in their sector. Respondents of the UK survey were asked to rate their perceptions of the event and associated marketing activity on a 1 to 5 scale, where 5 means ‘agree completely’ and 1 means ‘disagree completely’. 42 per cent of small firms (55 of 132) provided a score of 4 or 5 compared to 48 per cent (105 of 219) for micro firms, and 51 per cent (72 of 140) for medium and large firms.
- 3.31 When the responses are broken down by sector (see Figure 3-4 below), it is clear that there are differences between each of the five groups. For instance, Energy respondents generally found the marketing materials to be more effective than most, as noted by the fact that for each statement, a higher proportion of respondents recorded a 4 or 5 compared to the survey average. The opposite was true for ICT respondents with a lower proportion of firms recording a 4 or 5 for each statement as compared to the survey average.
- 3.32 When the responses are broken down by sector (see Figure 3-4 below), it is clear that there are differences between each of the five sectors, For instance, Energy and Creative respondents generally found the marketing materials to be more effective than most, with 70% and 58% respectively agreeing the event and associated marketing material provided good evidence of the strength of the UK sector. Financial Services respondents thought that the event and marketing material provided a good brand and identity for the sector, whilst ICT and Life Sciences respondents were generally less positive about the effectiveness of the event and marketing material.

Figure 3-5: Level of agreement to statements relating to the sector marketing event and the associated marketing and promotional activity (n = 500, score of 1 is 'disagree completely and score of 5 is 'agree completely.'

Proportion agreeing (scoring 4 or 5 out of 5)	Total	Creative Industries	Energy	Financial Services	ICT	Life Sciences
Base	500	91	111	57	134	107
Provided good evidence of the UK's strengths in the <xxx> sector	52%	58%	70%	49%	41%	42%
Provided a good picture of UK strengths in the <xxx> sector of which you could feel proud	50%	62%	61%	49%	42%	39%
Successfully highlighted the key capabilities of the UK <xxx> sector	49%	48%	68%	51%	40%	40%
Successfully identified business opportunities relevant to your firm or other firms in the UK <xxx> sector	47%	57%	58%	40%	40%	41%
Provided a clear brand and identity for the <xxx> sector	46%	42%	58%	53%	45%	35%
Provided a sector marketing message that was relevant to your firm	36%	47%	39%	35%	34%	28%
Reflected your firm's own capabilities	35%	43%	40%	26%	28%	35%

Source: SQW and OMB

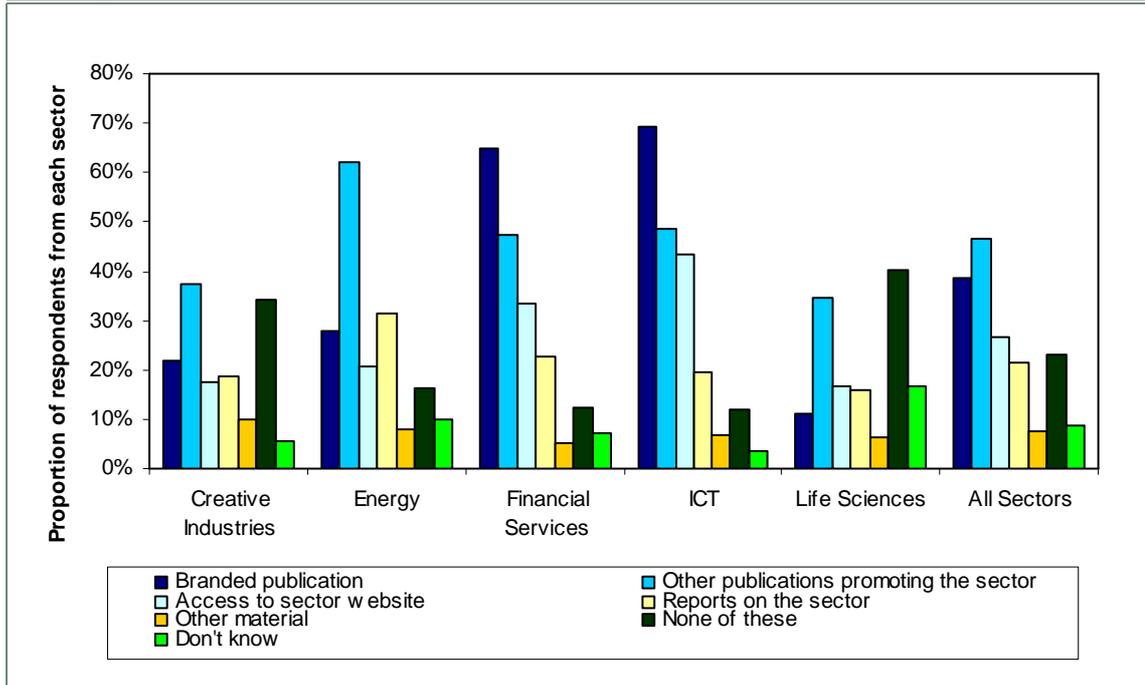
3.33 The survey of overseas firms conducted by RSM sought to test the relevance of a series of sector and strategy specific messages, and the extent to which they appeared to be credible. The survey found that more overseas firms were likely to find them credible than not credible ('net credible', as illustrated by scores of 4 and 5 versus scores 1 and 2), although most had not seen the material itself. This was also the case when asked about the relevance of these messages, albeit with some sector variations.

Reaching out to UK and overseas businesses

3.34 The progress on inter-firm cooperation and the development of credible and relevant marketing materials has not been matched to date with widespread awareness and adoption of the marketing messages. Nearly a third of all respondents to the UK survey had not received any marketing collateral, and very small proportions had received material specifically generated by the sector marketing strategies. Similarly, only a minority of overseas firms surveyed by RSM recalled having received marketing communications specific to their sector or the marketing strategy.⁷

⁷ Note that the sample was not drawn from a UKTI database but from commercial industry databases.

Figure 3-6: Proportion of respondents that received different types of marketing collateral (for all sectors, n = 500)



Source: OMB and SQW

- 3.35 A high proportion of the UK firms in the Financial Services and ICT sectors had received branded publications relative to the other sectors. Likewise, a substantially large number of Energy respondents received ‘other publications promoting the sector’ when compared to the other surveyed sectors. It appears that very little marketing collateral was made available to attendees at the Creative Industries and Life Sciences events,⁸ as demonstrated in particular by the relatively high proportion of respondents in each sector that said that they had received ‘none of these.’
- 3.36 The majority of board members and other stakeholders consulted in the course of the evaluation suggested that the use of the marketing messages was currently relatively limited to their immediate networks. They were not confident that firms in their sector were necessarily aware of the strategies and the resources they provided and have yet to witness large scale take up and use of marketing collateral by firms and partners in the sectors that they represent.
- 3.37 The survey of overseas firms which found that a third of those respondents who had seen the marketing materials claimed that they did not take a clear message from it – in part because of what was seen as the lack of sector-specific and targeted information.
- 3.38 Nevertheless, where communication had been received, over a third of these overseas firms were prompted to take further action as a result – largely in the form of efforts to develop new business activity or ventures, and the pursuit of contacts with regard to fresh business opportunities. In addition, amongst the relatively small number of firms that had seen any form of marketing communication, respondents perceived it to be more relevant than not.

⁸ According to the UKTI Life Sciences Sector team, they were, until recently, focusing efforts on refining messages and reviewing existing marketing material, and are only in the initial stages of producing bespoke marketing collateral associated with the strategy.

- 3.39 Amongst UK firms, firms were significantly more likely to use any of the ideas, branding or messages presented at the event, if they had received marketing material than if they had not. Furthermore, those that had received branded marketing material were significantly more likely to strongly agree (score 4 or 5) that the event had provided good evidence of UK strengths than those that did not receive branded material.

Concluding observations

- 3.40 UKTI investment in the Sector Groups was about £30 million in 2009/10). The programme budget spend across the five sectors which are the focus of this evaluation was £7.6 million in the same year - a third of the overall Sectors Group budget. It is not known what proportion of that budget was spent on the design and development of the strategies, but most sector teams expanded their staff complement, commissioned sectoral research work and engaged with secondments to commence work on the strategies since their launch in 2007.
- 3.41 The teams have devoted considerable amount of effort bringing together senior and powerful representatives from industry and the public sector to form the strategy implementation boards. Board members and other stakeholders who were consulted during the evaluation saw this as a major achievement by UKTI in initiating early but important sector cooperation.
- 3.42 The strategies could be seen as predominantly private sector led through the implementation boards where leadership by the chair played a predominant role in getting the board members to work together in a unified direction. . Board members were tasked with providing overall direction to the design and development of the strategies, including refinement of sector messages, advice on choice and mix of marketing collateral, and engagement activities with stakeholders and firms. Stakeholders were of the view that board members had displayed significant personal commitment by way of time and effort in shaping the strategies and testing and communicating sector messages to their own networks. The groups themselves have worked effectively together to refine messages and agree on key marketing priorities amongst themselves, and with UKTI.
- 3.43 However, the view of stakeholders was that networking benefits have so far been largely confined to board members and their immediate contacts. They saw a need for UKTI actively seeking engagement with partners and firms more widely to achieve wider sector networking and cooperation.
- 3.44 In implementing a common set of activities – generating evidence on key sector strengths and capabilities to devise a set of propositions and sector messages, producing a series of marketing collateral that carry these messages, and showcasing these in key sector events, UKTI appears to have generated messages that are considered robust and credible, according to board members. Survey evidence also suggests that overseas firms find the sector messages more credible and relevant than not (when specific statements denoting the messages were read out to them), and over half of UK respondents perceived the event they had attended and the marketing material they had seen to provide good evidence and a good picture of sector capabilities in the UK.
- 3.45 However, whilst the messages had been articulated in published documents and online toolkits and websites, our evaluation suggests that the strategies have yet to achieve ‘traction’

with as wide a body of businesses in the sectors that board members would like to have seen – at least in some of the sector implementation boards.

- 3.46 This view was further supported by survey evidence - a significant minority of UK firms surveyed in the OMB survey, and a majority of overseas firms had not seen marketing material specific to their sector or the marketing strategy. A third of overseas firms that had seen the marketing material did not take a clear message from these. Furthermore, UK firms found it easier to agree on the relevance of the event and associated material for the sector than for themselves as firms.
- 3.47 Hence the outputs from the strategies are currently limited to the generation of a set of messages and collateral and their use by board members and to some extent their immediate networks; the effectiveness of these initial activities is yet to be tested with a wider group of firms and partners. There is a clear rationale for tailoring and targeting marketing activities to make them more relevant to firms themselves. Indeed, several case study consultees felt that the messages were far from being finalised – they are dynamic in nature, and will need to be continually reviewed and revised in the light of feedback from partners and firms.

4: Benefits generated by sector marketing strategies

Introduction

- 4.1 This section presents our analysis of the extent to which the strategies and their delivered activities, have achieved or have the potential to secure beneficial intermediate impacts on the sector as a whole. The assessment is based on case study consultations, and from the surveys of UK and international firms.
- 4.2 For the purposes of the evaluation, sector impact has been defined by a series of measures, as listed and discussed in Section 2, and reprised below.

Figure 4-1: Measures of sector and firm level impacts

Sector impact:

- Raised the profile of UK overseas
- Enhanced the willingness of overseas customers to do business with UK firms
- Improved communications between UK firms within a sector
- Furthered knowledge and understanding overseas about the capabilities of UK firms in the sector
- Helped to develop a clear marketing message and single voice for the UK in the sector
- Communicated more political commitment for the sector

Firm impact

- Increased opportunities to showcase own capabilities
- Better access to key contacts or networks overseas and in the UK
- Better understanding of overseas markets to target and focus on
- Improved knowledge and understanding of UK capabilities in the sector
- Improvements in own marketing strategy and marketing messages used to sell overseas
- Improvements in firm's own capabilities, products and services

Source: SQW

- 4.3 In addition, we sought to assess the perceptions of UK and overseas firms with regard to longer term benefits in the form of an increased likelihood of doing business overseas.

Benefits for the sector

- 4.4 The overwhelming response from partners and stakeholders consulted for the case studies was that it was too early to assess the impact of what one consultee termed “*these fledgling strategies*” on the sector as a whole.
- 4.5 However, given the short time in which the strategies have been in place, it is more appropriate to consider the extent to which intermediate impacts have been achieved – consistent with the intended longer term impacts.
- 4.6 Here, the survey of UK firms suggested that there had already been, or potentially would be, some tangible benefits for the sectors. In particular, it was considered by one third or more of the firms (Table 4-1) that the events and associated marketing materials had raised the UK’s

profile overseas and had a positive influence on the willingness of overseas customers to do business with UK firms.

- 4.7 Amongst firms that had received the marketing material, and were therefore able to comment on the effects of the marketing material alone, over two thirds agreed that it had exercised a positive influence on the willingness of overseas customers to do business with UK firms. In addition, when firms had received sector-related marketing material, they were significantly more likely to rate these benefits highly.
- 4.8 Although these findings are generally positive, a majority of firms appeared to have relatively low perceptions of sector benefits. It is possible that firms find it generally hard to conceptualise benefits for the sector; responses by firms from the most recent findings from Performance and Impact Monitoring Surveys (PIMS, March 2010) tend to be similar. Firms speaking in sector events were asked to consider the impact on themselves and other UK firms and on the sector as a whole, as part of a measure of ‘barriers to market access overcome’.⁹ 34 per cent of firms tended to agree strongly (rated 4 or 5 on a 5 point scale) that participating in sector events had furthered their knowledge and understanding of the capabilities of UK companies in their sector, and 27 per cent felt the same with regard to the event having a positive influence over the willingness of potential customers to do business with UK companies in their sector.
- 4.9 It is however (as already noted) necessary to exercise some caution here because the OMB survey in this case could not distinguish between marketing material relating to the strategies, and other sector material which is likely to have been present (e.g. as provided by participating firms), although the questions asked did include specific strategy-related publications and multi-media (e.g. promotional DVDs).

Table 4-1: Assessment by UK firms of the effects of the sector events and marketing material on the UK firms in their sector (for all sectors, firms scoring 4 or 5, n = 500, 1 is ‘disagree completely’ and 5 is ‘agree completely’)

Proportion indicating significant benefits in terms of... (scoring 4 or 5 out of 5)	Total	Creative Industries	Energy	Financial Services	ICT	Life Sciences
<i>Base</i>	500	91	111	57	134	107
Raised the profile of the UK <xxx> sector overseas	37%	43%	47%	44%	25%	33%
Had a positive influence on the willingness of potential overseas customers to do business with UK companies in the <xxx> sector	35%	44%	42%	30%	31%	29%
Improved communication between firms in the UK <xxx> sector	33%	43%	43%	25%	25%	30%
Furthered knowledge and understanding overseas about	32%	38%	41%	37%	23%	26%

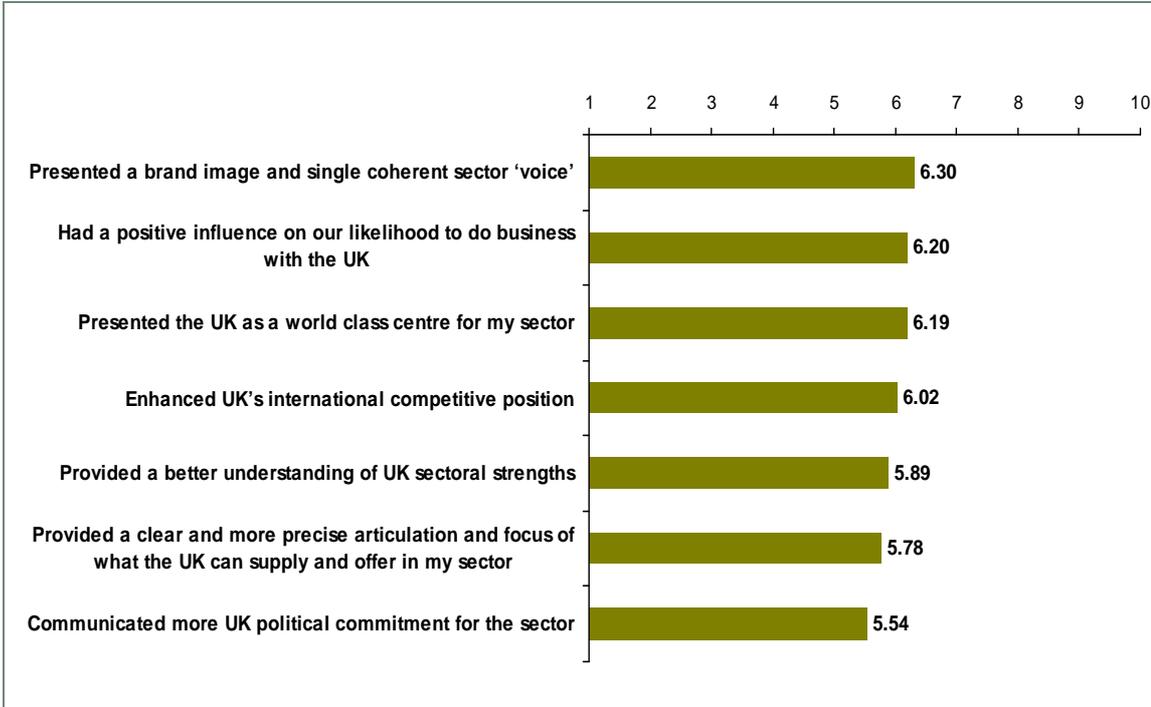
⁹ This measure (A92) included asking firms to state the extent to which they agreed that the event and its speakers had ‘furthered knowledge and understanding of capabilities in the UK sector’ and ‘had a positive influence over the willingness of potential customers in a specific market to do business with UK companies in their sector. It also included other indicators not listed here.
<http://www.ukti.gov.uk/uktihome/aboutukti/ourperformance/performanceimpactandmonitoringsurvey/quarterlysurveys.html>

Proportion indicating significant benefits in terms of... (scoring 4 or 5 out of 5)	Total	Creative Industries	Energy	Financial Services	ICT	Life Sciences
the capabilities of UK firms in the <xxx> sector						
Helped to develop a clear marketing message and single voice for the UK <xxx sector>	27%	36%	39%	28%	17%	20%

Source: OMB Research

- 4.10 It is possible to identify some differences in responses by sector. Respondents from Creative Industries and Energy sectors were most inclined to strongly agree that sector impact had been achieved across all types of benefits, with less positive responses for ICT and Life Sciences, as listed in Table 4-1.
- 4.11 Case study consultations indicated that Board members and stakeholders belonging to the Energy sector were more vocal than those interviewed in other sectors in their views about the impact of the strategy on their sector; they believed that it has provided a clearer picture of the sector's strengths and priorities, and had raised the awareness about specific sub-sectors. They also observed a number of overseas firms being encouraged by a closer partnership between UK government and UK Energy as a result of the marketing strategy.
- 4.12 Such alignment was also seen as particularly attractive and credible to Financial Services and Life Sciences sectors in raising the profile of the UK in particular overseas markets.
- 4.13 The most discussed outcome among Financial Services stakeholders was getting agreement on priority markets among partners as a result of improved sharing of intelligence about these markets. On the other hand, Life Sciences consultees related most to the impact of improved intelligence in bringing greater clarity among partners about sector strengths and capabilities. However, they laid out a strong caveat – that successful implementation relies heavily on UKTI getting the evidence to the right sorts of people in the right sorts of ways.
- 4.14 Findings from the overseas survey of firms supported the UK survey with regard to the effect of the strategies and associated activities and materials on the likelihood of doing business with UK firms. Furthermore, a higher proportion of overseas firms that had seen the marketing material agreed that the communication and messages '*presented a brand image and single coherent sector voice*' than was the case for the UK firms. However, proportionately fewer thought that they '*provide a clear and more precise articulation and focus of what the UK can supply and offer in the sector*'.

Figure 4-2: Overall evaluation of sector messages: overseas firms
 q8d: I would now like you to think about how the UK (industry sector) was presented through **the communications/events and the potential messages about the UK relating to your sector**. Please could you tell me the extent to which you agree with each of the following statements on a 1 to 10 scale, where 10 means agree completely and 1 means disagree completely that they...?



Source: RSM survey of overseas firms, 2010

4.15 Responses by sector revealed some differences, although sample sizes were small, and responses in general fell within the slightly positive range. Figure 4-3 shows that communications for Financial Services was perceived by firms in the sector as being particularly strong in presenting a brand image and single coherent sector voice, presenting the UK as a world class centre for their sector, and improving UK's international competitive position. Respondents from the Creative Industries sector provided a lower agreement rating for a majority of the statements. They were least likely amongst other sector respondents to agree strongly that the marketing material communicated more UK political commitment for the sector.

Figure 4-3: Overall evaluation of sector messages: overseas firms **Sector Comparisons**
 q8d: I would now like you to think about how the UK (industry sector) was presented through **the communications/events and the potential messages about the UK relating to your sector**. Please could you tell me the extent to which you agree with each of the following statements on a 1 to 10 scale, where 10 means agree completely and 1 means disagree completely that they...?

Statement	Total (base 401)	Bio (base 81)	ICT (base 85)	Energy (base 82)	Finance (base 81)	Creative (base 72)	
Presented a brand image and single coherent sector 'voice'	6.3	6.18	6.22	6.16	6.58	6.38	
Had a positive influence on our likelihood to do business with the UK	6.2	6.18	6.37	6.09	6.09	6.26	
Presented the UK as a world class centre for my sector	6.19	6.23	5.78	5.89	7.04	5.96	Finance sector significantly higher agreement rating (mean score out of 10) than all other sectors.
Enhanced UK's international competitive position	6.02	6.31	5.91	5.64	6.57	5.62	Finance sector significantly higher agreement rating than ICT, Energy and Creative.
Provided a better understanding of UK sectoral strengths	5.89	6.34	5.63	5.8	6.16	5.48	Bio sector significantly higher agreement rating than Creative.
Provided a clear and more precise articulation and focus of what the UK can supply and offer in my sector	5.78	5.65	5.65	6.01	6.11	5.42	
Communicated more UK political commitment for the sector	5.54	5.99	5.56	5.46	5.73	4.88	Bio and Finance sectors significantly higher agreement rating than Creative.

Source: RSM survey of overseas firms, 2010

Benefits for firms

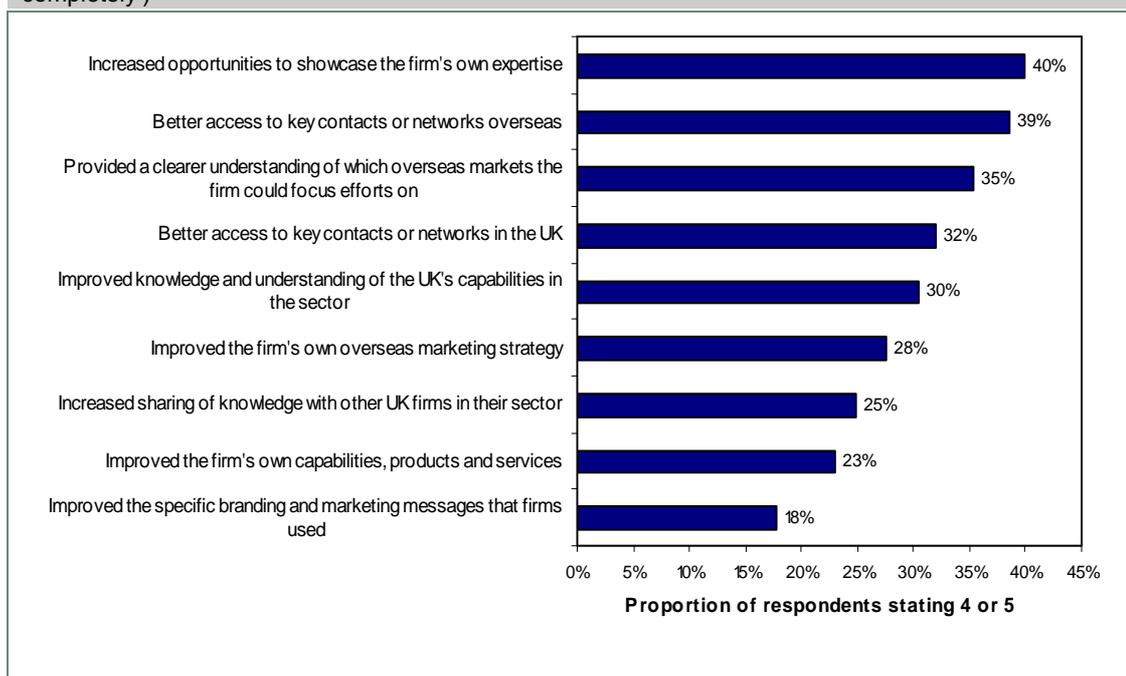
4.16 As with the sectoral effects of the strategies, the majority of partners and stakeholders considered it premature to assess the extent to which they had changed the perceptions and behaviour of firms. This was consistent with their view that the strategic messaging and associated collateral had yet to gain sufficient traction with sectoral businesses. The survey of UK firms also indicated that a majority of firms tended "not to agree strongly" with notions of benefit to themselves as a result of the event they had attended and the associated marketing material they had seen. Nevertheless, consulted board members and stakeholders gave some examples of early benefits to firms:

- Greater access to contacts and information through online toolkits and resources
- Improved knowledge of, and access to overseas priority markets
- Own marketing messages influenced by the sector messages

4.17 Partners and stakeholders also offered views on potential benefits for firms in the longer run – cost savings through use of branding and marketing materials (Energy) and firms tailoring their marketing strategies vis-à-vis trade (Life Sciences). They were also of the view that small and medium sized firms were more likely to benefit than larger firms in their sector.

- 4.18 One third or more of the UK firms who were surveyed for the evaluation agreed that they benefited through ‘better access to key contacts or networks overseas’ and ‘increased opportunities to showcase your firm’s own expertise’ (Figure 4-4). A slightly higher proportion of firms (38 per cent) in the latest PIMS survey¹⁰ agreed that they had benefited from access to prospective customers or business partners through their participation in Sector Events UK, although this question was asked to all firms participating in a wide range of UKTI interventions, and not simply those that were sector related.
- 4.19 Nearly a third said that they had benefited from better access to key contacts in the UK and one quarter reported that they had benefit from increased knowledge sharing with other UK firms.
- 4.20 Some sector-specific marketing material such as sector reports increased respondents’ perceptions of benefits to firms; those that had received these were significantly more likely to agree that the event and marketing material had provided better access to contacts or networks overseas than those that had not received the material.

Figure 4-4: The degree to which respondents felt that they had benefited from the sector marketing event, net of non-additionality¹¹ (for all sectors, n = 500; 1 is ‘disagree completely’ and 5 is ‘agree completely’)



Source: SQW and OMB

- 4.21 There were some differences between responses by sector, although sample sizes were small. Analysis by sector (see figure 4-5 below) indicates that Creative Industries and Financial Services respondents benefitted from the marketing events and material by better access to key contacts or networks overseas and a clearer understanding of which overseas markets to focus on. Energy and Life Sciences respondents highlighted the increased opportunity to

¹⁰<http://www.ukti.gov.uk/uktihome/aboutukti/ourperformance/performanceimpactandmonitoringsurvey/quarterlysurveys.html>

¹¹ Non-additionality is based on the proportions of respondent firms that said that these benefits would have been generated anyway.

showcase firms' own expertise and similarly better access to contacts and networks, and ICT respondents appear to have benefitted the least from the marketing events and material.

Figure 4-5: The degree to which respondents felt that they had benefited from the sector marketing event, net of non-additionality (for all sectors, n = 500; 1 is 'disagree completely' and 5 is 'agree completely')

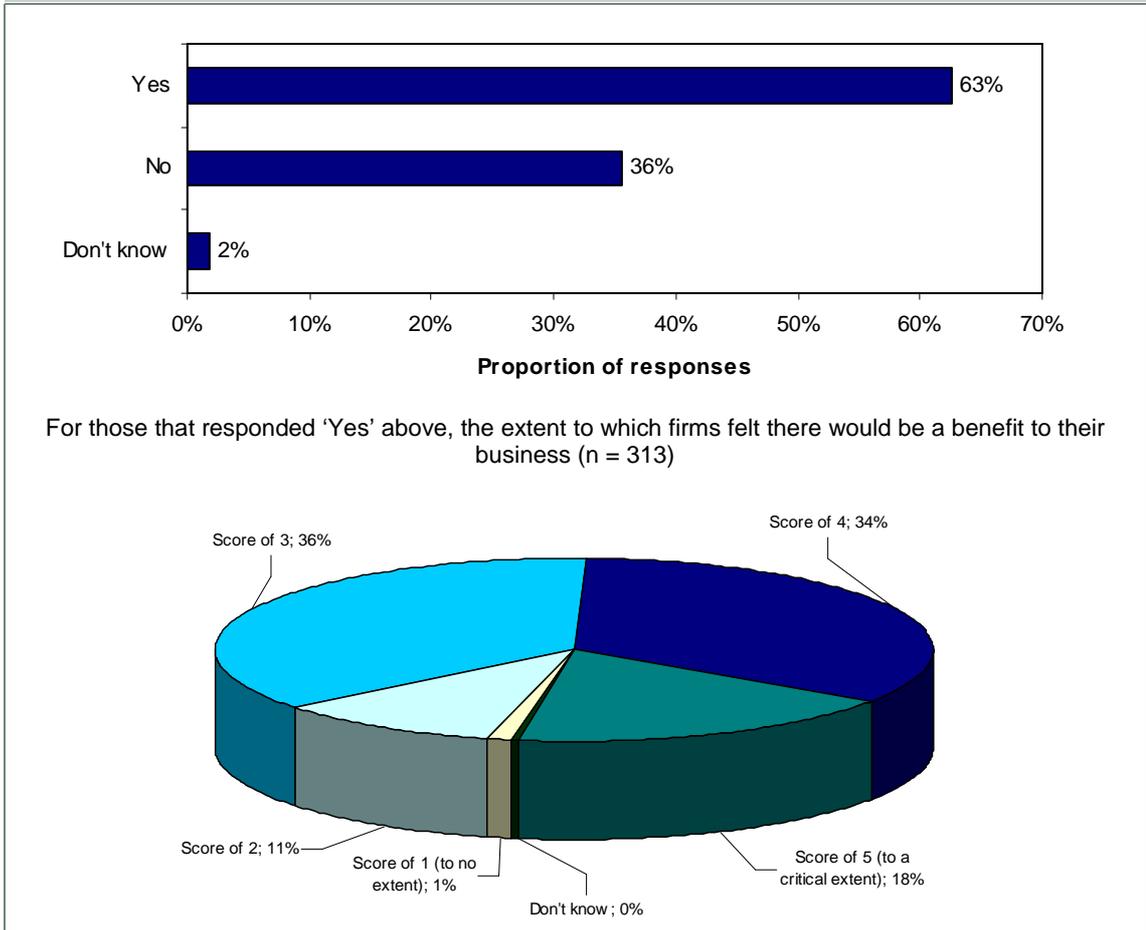
Proportion indicating significant benefits in terms of ... (scoring 4 or 5 out of 5)	Total	Creative Industries	Energy	Financial Services	ICT	Life Sciences
Base	500	91	111	57	134	107
Better access to key contacts or networks overseas	36%	42%	41%	42%	22%	38%
Increased opportunities to showcase your firm's own expertise	36%	38%	44%	33%	22%	47%
A clearer understanding of which overseas markets to focus your efforts on	31%	43%	30%	40%	22%	31%
Increased likelihood of doing more business overseas	30%	37%	23%	26%	26%	38%
Better access to key contacts or networks in the UK	29%	24%	39%	25%	28%	26%
Improved your knowledge & understanding of UK <xxx> sector's capabilities	28%	37%	34%	25%	22%	21%
Improvements to your own overseas marketing strategy	26%	37%	23%	25%	20%	25%
Improvements to your firm's own capabilities, products or services	22%	36%	22%	19%	10%	25%
Increased sharing of knowledge with other firms in the UK <xxx> sector	22%	36%	30%	16%	16%	13%
Improvements to the specific branding or marketing messages that you use	16%	19%	23%	16%	10%	14%

Source: SQW and OMB

- 4.22 UK firms were also asked whether the event that they had attended and any contacts gained had increased their likelihood of doing business overseas. Nearly two-thirds of firms (63 per cent, 315) felt that this was the case and about half thought this would be bring benefits to their business.
- 4.23 However, much of this beneficial effect was attributed to the event which the firms attended rather than the marketing collateral they had received or were aware of. Only a fifth (20 per cent) of respondent firms agreed strongly to the notion that the marketing collateral alone had had some benefit for their firm, when asked to rate the marketing and promotional material alone. While these responses do not specifically relate to marketing material produced for the sector marketing strategies, they do indicate the potential for firms to derive benefit from access to such material at events of this type.

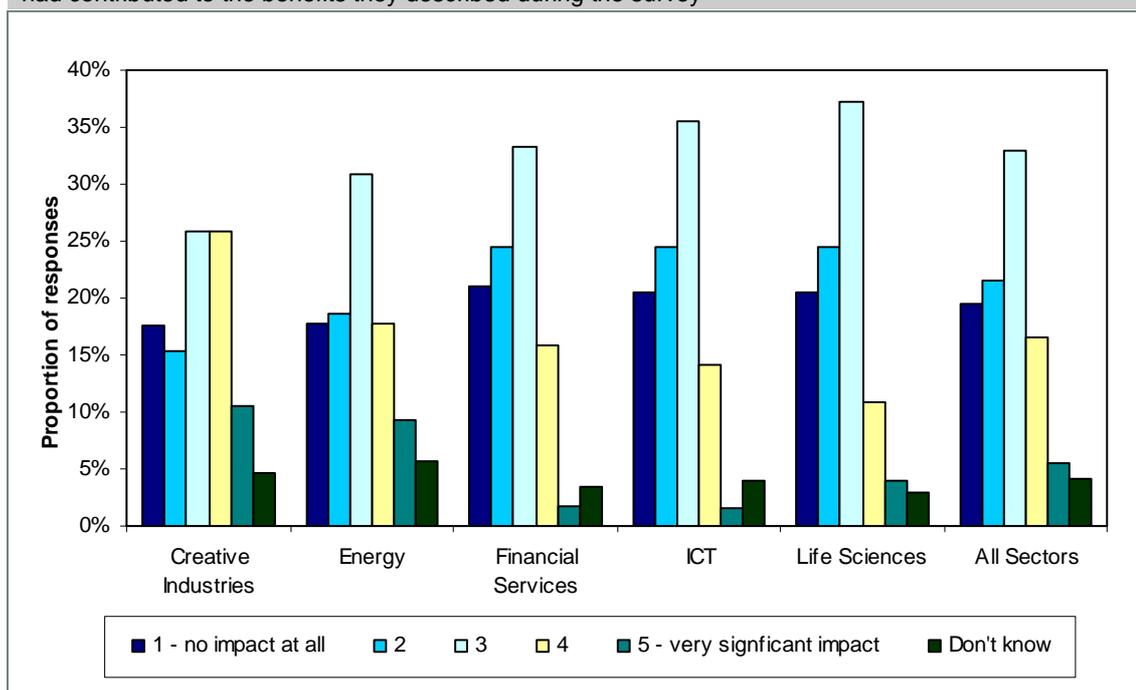
4.24 Creative Industries and Energy sector respondents were more likely to agree strongly compared to their counterparts from the other sectors that the marketing material alone had been of some benefit to their firm.

Figure 4-6: Responses from firms when asked if the contacts and knowledge that they gathered from the events had increased their likelihood of doing more overseas work (for all sectors, n = 500)



Source: OMB and SQW

Figure 4-7: The extent to which respondent firms felt that the marketing and promotional activity alone had contributed to the benefits they described during the survey



Source: OMB and SQW

- 4.25 There was little usage (only 15 per cent of firms, 75) of the sector branding and messages by respondent firms in their own marketing materials. Even at a sector level, there was little deviation from this score. Anecdotal feedback provided to the UKTI Economics and evaluation team by sector teams indicated that they were pleased with the responses achieved during what was considered a relatively short space of time since the start of the marketing strategy. Usage of marketing material was highest for Financial Services firms but even here the usage level was low at only 18 per cent of respondents (10 of 57).

Concluding observations

- 4.26 The evaluation sought to assess the extent to which outputs generated by the strategies and discussed in Section 3 were able to bring about benefits for the sector as a whole, and for individual firms. These benefits were articulated via a set of measures included in the logic model. The extent to which they were realised was assessed in case study consultations with board members and other stakeholders in the five sectors, and in the UK and overseas surveys of firms.
- 4.27 A majority of board members and stakeholders consulted during the case studies thought that was too early to assess the impact of the strategies on the sectors, as they are 'fledgling' and any benefits generated would be subject to further efforts by UKTI and its partners to raise awareness and improve the reach of the strategies. Over 60 per cent of surveyed UK firms reported lower perceptions of sector benefits beyond their immediate role of providing good evidence and a good picture of UK strengths. There was little evidence of sustained networking benefits by way of knowledge sharing amongst firms, and knowledge and understanding of capabilities of other firms in the sector.

- 4.28 Nevertheless, it is important to acknowledge that, even given the short timescales that these strategies have been in place, there was some evidence of intermediate impact on the sectors – namely, by way of raising the profile of UK overseas and having a positive influence on the willingness of overseas firms to do business with the UK. In addition, although firms were less likely to relate to benefits directed at them than at their sector, a good minority strongly agreed that the event and marketing material had increased the opportunities to showcase their own expertise, and provided better access to contacts and networks overseas. UK firms also indicated that they were more willing to do business overseas as a result of networks and contacts gained at the event that they had attended, and that this action would bring benefits to their business.
- 4.29 It is important to note that, although the surveys could not sufficiently distinguish between general sector material and marketing strategy specific collateral, relatively few firms perceived benefits being generated from the marketing collateral alone. It is to be expected that firms would be more likely to attribute benefits to events they attended more so than to the marketing collateral they received. Events provide the critical platforms for networking and doing business and the marketing collateral is likely to be secondary to this purpose.
- 4.30 The results of the survey suggest that the combination of the events and the marketing materials had been successful in increasing the prospects for work winning. However, more would have to be done and invested if the strategies are to be seen to generate benefits for individual firms by way of improved understanding of sector capabilities, a single coherent sector voice and the confidence and willingness to engage in trade and investment.

5: Making a difference

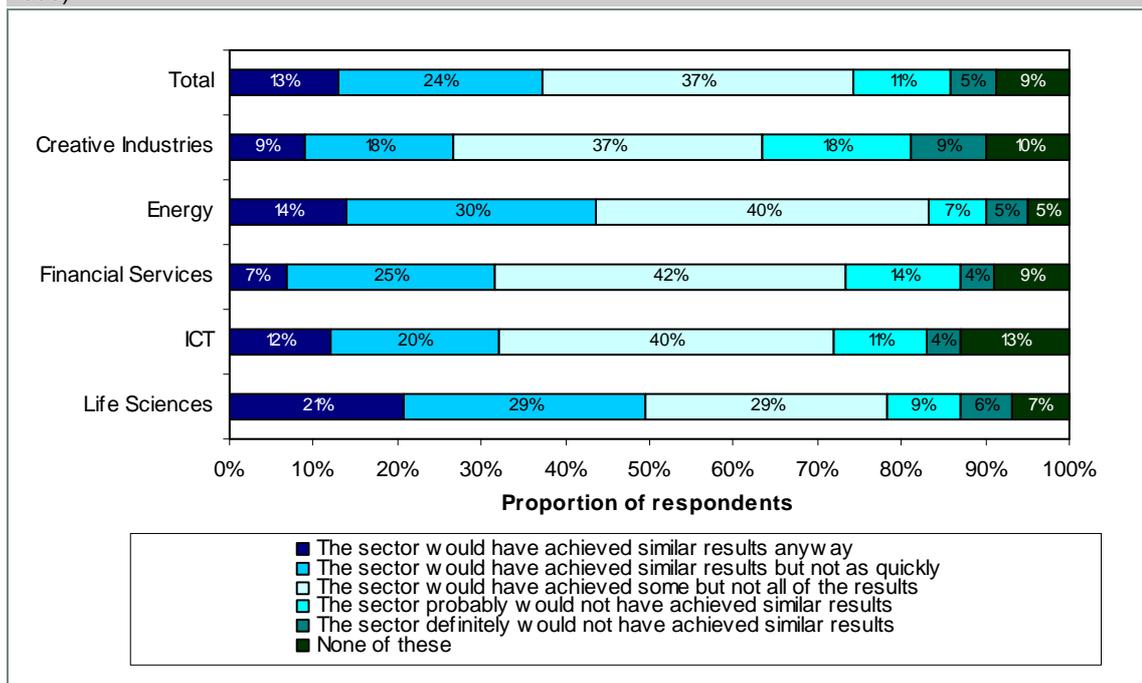
Added value of the Sector Marketing Strategies

- 5.1 A key question for the evaluation was whether the strategies had made a difference, i.e. compared with what might otherwise have happened. This is intrinsically difficult to assess. It is particularly so in this case where the UKTI sector teams were engaged for some time prior to the strategies in supporting businesses in the sectors to increase exports and where the strategies themselves were still fledgling in nature.
- 5.2 However, the objectives of the strategies are to bring about cooperation and collective action that would not otherwise have been achieved in order to promote the reputation of the sector overseas and bring about increased trade and investments at sectoral and firm level. That being their rationale, it was essential for the evaluation to assess whether the strategies brought about additional benefits even if these could only be considered at this stage of their development in terms of intermediate impacts.

Sector additionality

- 5.3 Only a small minority of UK firms thought that the sector would not have achieved similar results without the strategies (Figure 5-1). It is important to note that this could only be assessed by treating the event they attended and the marketing material they received as proxies for the influence of the strategies – and this must be regarded as providing only a partial perspective on the achievements of the strategies. .

Figure 5-1: The contribution that the sector marketing event and the associated marketing and promotional activity had made, or was to expected to make, to the sector as a whole (for all sectors, n = 500)



Source: OMB and SQW

- 5.4 However, even when this cautionary note is taken into account, it would seem to be the case that a substantial majority of survey respondents (72 per cent, 360) considered that the strategies had quickened the pace of change (24 per cent) or had induced some additional changes (37 per cent) or had resulted in different outcomes (11 per cent).
- 5.5 Benefits are also more likely to be realised if directed at smaller, rather than large firms. Small firms who responded to the UK survey found it harder to relate to the event and the marketing collateral but they were more inclined to see their potential in increasing the likelihood of doing business overseas. They also reported higher levels of sector additionality, compared to large and micro firms.
- 5.6 Board members supported this by suggesting that larger firms in their sector would have little incentive in promoting the sector and its strengths when they prefer to see themselves as global rather than UK or sectoral businesses and already had powerful brands of their own. They saw the smaller, less experienced exporters as being more likely to benefit.
- 5.7 The evidence from the case studies suggested relatively higher added value from the strategies in the Creative, ICT and Life Sciences sectors where it was thought highly unlikely that any of the activities undertaken as a result of the strategies would have taken place without UKTI assistance. They also shed light on the nature of sector additionality wherever it occurred:
- Initiation of partnership working among senior industry executives as members of implementation boards
 - Networks and partnerships between industry and public sector established and strengthened, beyond the board membership
 - The sector messages would otherwise have continued to be diffused and lacking credibility

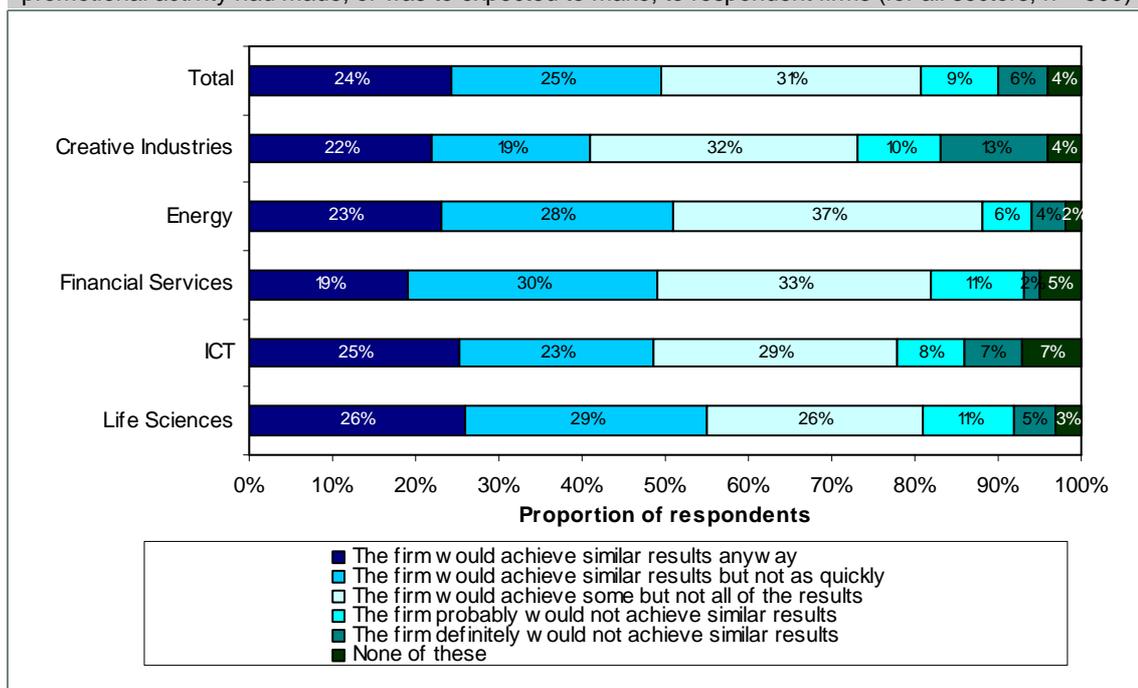
Firm additionality

- 5.8 We reported earlier that, whilst firms considered the event they attended and the related marketed material they saw as likely to have benefits for the sector as a whole, this was less likely to be the case for outputs accruing to firms directly. The survey evidence indicated that, for respondent firms, additional sector benefits were more believable than benefits that directly accrue to them. Fewer respondents (24 per cent) voiced strong agreement to the notion of the contribution of the event and marketing collateral to their firm, although the speed and scale of additionality was once again more important than absolute additionality.
- 5.9 These findings are consistent with the overall generic additionality reported in the latest (March 2010) PIMS survey for Sector events in the UK (of which the events covered by our survey were a sub-set). Twenty six % per cent of respondents reported non-additionality (that they would have achieved similar results anyway), and 27 per cent were of the view that benefits would have been generated but not as quickly (compared to 25 per cent for the events covered for this evaluation). However, lower proportions (22% per cent) in the PIMS survey

for all sector events in the UK agreed that the scale would have been different, compared to the events covered for this evaluation (31 per cent).¹²

- 5.10 One point to note, however, is that a substantially larger proportion of Creative Industries firms reported absolute additionality (i.e. definitely would not have achieved similar results without the events) compared to any of the other sectors, which was also the case for sector benefits. It is also worth noting that the Creative Industries sector is the only one where the perceived degree of additionality was greater at firm level than at sector level.

Figure 5-2: The contribution that the sector marketing event and the associated marketing and promotional activity had made, or was to expected to make, to respondent firms (for all sectors, n = 500)



Source: OMB and SQW

Concluding observations

- 5.11 A key question for any evaluation is whether an intervention has made a real difference, i.e. generating outputs and impacts that would not otherwise have come about. For the sector marketing strategies, establishing a counterfactual situation was inherently difficult. Sector teams were engaged for quite some time prior to their inception in helping their sectors in various ways, and mainly through sector events, with the aim of enhancing trade and investment, especially for smaller and less experienced firms.
- 5.12 Nevertheless, the evaluation was designed to qualitatively assess the extent to which benefits of the strategies as perceived by UK firms (as proxied by events that firms had attended and the marketing material they had seen) and partners (as expressed by consulted board members and other stakeholders) have been additional.
- 5.13 The evidence from the survey is mixed – whilst a majority of firms tended not to view benefits to their sector as wholly additional, a good minority thought that benefits would not

¹²<http://www.ukti.gov.uk/uktihome/aboutukti/ourperformance/performanceimpactandmonitoringsurvey/quarterlysurveys.html>

have materialised in the speed and scale that they had done as a result of the sector event and associated marketing collateral.

- 5.14 Consistent with observations made in earlier sections, firms tended to report lower levels of additionality at the individual firm level than for the sector as a whole, although once again it was the speed and scale of additionality that was considered more important by firms. This finding was consistent with generic additionality reported in UKTI's Performance and Impact Monitoring Surveys (PIMS, March 2010) but perhaps further strengthens the case for devising marketing strategies that are relevant and useful to firms to generate additional benefits for themselves and for their sectors.

6: Conclusions and Recommendations

Overall reflections on the sector marketing strategies

- 6.1 There is a time dimension to the sector marketing strategies which is important to appreciate. Each of the strategies had a five year term and this interim evaluation was initiated when they were two to three years old. Therefore, the evaluation focused on assessing the progress achieved by the strategies relative to where they were expected to be 2-3 years after their inception.
- 6.2 The evidence from the evaluation is mixed in this regard. UKTI sector teams have spent considerable amount of effort sourcing and bringing together senior and powerful representatives from industry and the public sector to form the strategy implementation boards. Board members were tasked with providing direction to the design and development of the strategies, including refinement of sector messages, advice on choice and mix of marketing collateral, and engagement activities with stakeholders and firms. They appeared to have added significant value to the resource being deployed on the strategies, by devoting their own personal time and effort in shaping and communicating the strategies to their immediate contacts and networks.
- 6.3 The sector teams, with support from the boards, have successfully set in train the implementation of a majority of activities planned for the marketing strategies. The implementation boards are working effectively. All five strategies now have a set of propositions and messages that feature in strategy documents, and are also used in a series of marketing collateral. The messages are informed by, and supported specifically by market intelligence and evidence gathered during the initial phases of implementation of the strategies.
- 6.4 These have been generally well received; a good proportion of the surveyed UK and overseas firms that had received the marketing material who saw it as relevant to their sector. Over half of UK firms tended to agree that the event they had attended and the marketing material they had seen had generated some outputs for the sector – good evidence, and a good picture of sector capabilities. Overall, the evaluation concluded that the strategies have been effective in initiating activities and generating immediate outputs that contribute to the ‘direction of travel’ necessary for realising longer-term reputational and business benefits for the sectors in question.
- 6.5 However, there is as yet only very modest evidence of the strategies and their outputs gaining widespread traction with the UK and overseas firms in terms of affecting their attitudes, behaviour and performance. A majority of overseas firms, and over a third of surveyed UK firms had not received marketing material specific to their sector or the sector marketing strategy. A third of all overseas respondents reported not taking a clear message from this form of communication, and only a fifth of all UK firms that responded to the OMB survey agreed strongly to the notion that the marketing collateral alone had had some benefit for their firm, when asked to rate the marketing and promotional material alone (excluding the event).

- 6.6 This is further evidenced by the fact that over 60 per cent of surveyed UK firms tended not to perceive the sector having achieved more intermediate benefits, such as raised profile overseas and developing a single voice for the sector.
- 6.7 The views expressed by board members and other stakeholders supported these findings – they perceive the strategies to be fledgling and not having reached the critical mass of firms and partners required to sustain whole sector benefits.
- 6.8 This may be because the strategies have not yet reached the ‘tipping point’ on the S curve which we depicted at the outset of this report as representing the possible trajectory of the sector marketing strategies (see Section 2 and Figure 2-5). This tipping point is one of transition from engaging opinion leaders/early adopters (such as the implementation board members and their immediate networks) to the wider adoption of the strategies by sectoral businesses.
- 6.9 It may also be because the intention, certainly in some of the sector strategies, was not to reach out to the majority of businesses in the sector or to expect widespread adoption of the marketing collateral. Rather, the purpose may have been to mobilise key players and representatives of the sector to contribute to and deploy the messaging overseas and at UK events and, through this indirect route, improve the prospects for UK companies being successful in export markets and to attract inward investment.
- 6.10 Nevertheless, those partners and stakeholders consulted for this evaluation had a general concern about the ‘traction’ that the strategies had been able to achieve to date or was in prospect with both businesses in the sector and their potential overseas buyers and investors. They clearly thought that the degree of traction should be regarded as at least one measure of the success of the strategies.
48. Therefore, even though the evaluation has shown that good progress has been achieved with respect to the intermediate objectives of the strategies, this cannot necessarily be taken to signify that continued sector marketing efforts will necessarily take-off, be sustained and pay-off. This is because:
- In the nature of things, tipping points can be identified in practice only after the fact - it is only when the big change can be observed that a tipping point can be said to have occurred.
 - The initial phase of a marketing strategy may be followed by the ‘chasm’ shown in Figure 2-5 which represents a discontinuity between what implementation board members and their networks perceive to be good for the sector and what individual businesses see as being relevant to the market segments in which they work and the particular clients with whom they do, or might do, business.
- 6.11 The evaluation evidence is consistent with this latter hypothesis: Whilst firms perceive potential and actual benefits from the strategies for the sectors to which they belong, these benefits seem less relevant to them as individual firms (with the exception of the Creative Industries businesses). Lower proportions of UK firms responded to a series of questions on their perceptions about benefits to firms, than when asked about benefits for the sector as a whole.

- 6.12 If the presence and relevance of the S curve and the potential chasm is accepted, it means that there might have to be a step-change in the focus of the sector marketing strategies from engaging board members to targeting the potential ‘early majority’ of businesses in the sectors (e.g. by way of active engagement with UK firms, and partners in the UK and overseas) in order to bridge the chasm and gain access to the mainstream businesses and markets on the other side. This may well be costly and risky and will require judgements to be made about the appropriate way forward for the strategies. If the S trajectory (and the possible chasm) is not regarded as relevant, then it will be important to clarify this and, where necessary, revise the objectives of the strategies and the associated measures of their success. Either way, the findings of the evaluation suggest that the objectives of the strategies and their associated activities need to be reviewed and restated.

Reflections on the specific sector marketing strategies

- 6.13 The evidence from the interim evaluation provided some insights about the appropriate ways forward for the strategies but was constrained in doing so because its timing coincided with what might (or might not) be a possible ‘tipping point’ in the implementation of the strategies. There is no guarantee that such a tipping point will actually occur in the short term or at all. This was reflected from the stakeholder consultations carried out for the evaluation in the perceived lack of traction that the strategies had yet achieved with wider sector businesses and the feed back from the case studies that by no means all members were convinced about the sector branding in particular. Therefore, although the suggestions set out below about the strategies are based on the evaluation findings, they need to be placed alongside other considerations and judgements with regard to the future development of the strategies.
- 6.14 **Financial Services:** Since it is the only strategy to date to have been transferred into industry ownership via CityUK, it will be largely for the latter to determine how it wants to manage the transition to a fully fledged strategy that engages the ‘early majority’ of businesses in the UK and overseas. It can do so by building on significant competitive and reputational strengths. Whilst the credit crunch clearly had an impact on its reputation, nonetheless the evaluation findings suggested that the marketing messages from Financial Services were being well received by the overseas firms canvassed for this evaluation.
- 6.15 **ICT:** There has been a lot of marketing and other activity in this sector but the evaluation evidence suggests that the marketing messages and the visual mark have yet to gain any significant traction with businesses in the UK or overseas. ICT business respondents to the UK survey were the least likely amongst the sectoral businesses to agree that the event they attended and the associated marketing collateral presented a good picture of UK strengths and generated benefits relevant to individual firms. The strategy has initiated a series of stakeholder engagement activities using social media and it is too early to tell whether this will be effective. The evaluation suggests that it may be necessary to adopt closer targeting, more active engagement and refinement of the sectoral marketing strategy and materials.
- 6.16 **Life Sciences:** This sector comprised the older and more experienced exporters amongst the UK survey respondents. It is possible that for such ‘old hands’ the marketing strategy and materials may not have told them much that was new and may explain why they generally did not consider that they would generate additional benefits for the sector or for individual

businesses. They were less likely than firms in other sectors to agree that the event and associated marketing collateral had provided them with a good picture and evidence of UK sector strengths, and that they raised the profile of the UK overseas. Overseas firms scored UK communications in their sector lower than firms in other sectors. Consultations with UKTI Life Sciences sector team suggested that this issue may be to do with the fact that the team had only recently started to produce specific collateral related to the strategy. Furthermore, stakeholders suggested that it might also be to do with there being other priorities - as they pointed to more emphasis being placed on engaging with regional partners to promote inward investment.

- 6.17 **Energy:** Energy respondents to the UK survey tended to be larger firms with relatively strong export experience. But, in this case, the ‘old hands’ were receptive to the marketing strategy and materials. Whilst some of them were sceptical about the Energy Excellence brand, a higher proportion of these respondents perceived the potential benefits of the strategy event and materials for the sector as a whole and considered that they presented a clear picture of UK strengths and raised the profile of the UK overseas. However, it is not clear from the survey of overseas firms that this has yet to translate into improvements in the international reputation of the UK energy sector. These findings suggest that more focused efforts are required to build the overseas reputation of the sector.
- 6.18 **Creative Industries:** In contrast to ICT and Financial Services, marketing activity in Creative Industries sector has generally been at a relatively low level except where it was focused (i.e. on the ‘Love and Money’ production). Respondents to the UK survey that belonged to the Creative Industries sector were least likely to report receipt of marketing collateral. Only around a fifth of all respondents reported seeing the ‘Love and Money’ promotional DVD. However, despite relatively low levels of marketing activity and limited exposure, UK firms in the sector were more likely than businesses in other sectors to report perceived benefits from the strategy both for themselves and the sector as a whole. A larger proportion of firms, compared to firms in other sectors, also thought these benefits were additional, i.e. just would not have come about without UKTI assistance.
- 6.19 However, overseas firms in the sector tended to agree less that the messages and marketing collateral provided a clear picture of UK strengths and articulated what the UK had to offer, and they gave a lower score for UK communications compared to other countries. This suggests that the strategy has helped to establish a sense of self-identity amongst UK firms which now needs to be built on in overseas market.

Recommendations

- 6.20 The evidence gathered for this evaluation suggests a strong case for three recommendations that relate to general conclusions from the study, and not those that relate specific to the sectors:
- 6.21 **Recommendation 1: Sector Marketing Strategies should be developed with an exit strategy:** All five strategies have a five year term, and at the time of the study, they were well into implementing a majority of their planned activities, including setting up of Boards comprising powerful and influential members of industry and the public sector. If the

presence and relevance of the S curve and the potential chasm is accepted as described in the earlier sections, the step change required in terms of the shift in focus of the strategies from engaging board members to active engagement with UK firms and partners, and overseas firms, may require significant resource and commitment from private sector players themselves. Financial Services is the only sector with an implemented exit strategy, where the intention was to ensure that the private sector owns and drives sector marketing activities after the initial strategic engagement had been achieved. Hence we recommend that UKTI should persist with the Sector Marketing Strategies as a policy instrument, with the proviso that the strategic engagement with private sector partners which they involve should be directed, inter alia, at the development of vehicles by which the private sector can sustain the strategies and their associated actions with minimal support from UKTI.

- 6.22 **Recommendation 2: Review and restatement of Sector Marketing Strategy objectives:** There is currently a lack of clarity about whether the success of the strategies should be measured by the extent to which marketing messages, brands and marques are taken up by UK businesses in the sector. There is clearly concern amongst stakeholders in some of the sectors that the strategies have not gained sufficient traction with firms in the sector. However, in other sectors, this was seen to be less relevant. It is important to clarify this and articulate in the objectives of the strategies because it will be critical in determining the next steps taken by the relevant UKTI teams. Hence, we recommend that UKTI, in consultation with sector representatives, should review the objectives and logic model for the four sector marketing strategies for which they are still responsible, taking account of the evidence from this evaluation, in particular considering whether wider dissemination and take up of sector messaging should remain an aim. This review should lead to a clear re-statement of objectives and logic model, including success criteria.
- 6.23 **Recommendation 3: Strengthen the evidence of impact on overseas perceptions:** Current monitoring evidence collects only indirect evidence of the impact of messaging and promotional material on perceptions of the target overseas audience. UKTI should consider implementing a regular survey of overseas recipients of the material, to gain stronger direct evidence of its effect on perceptions.

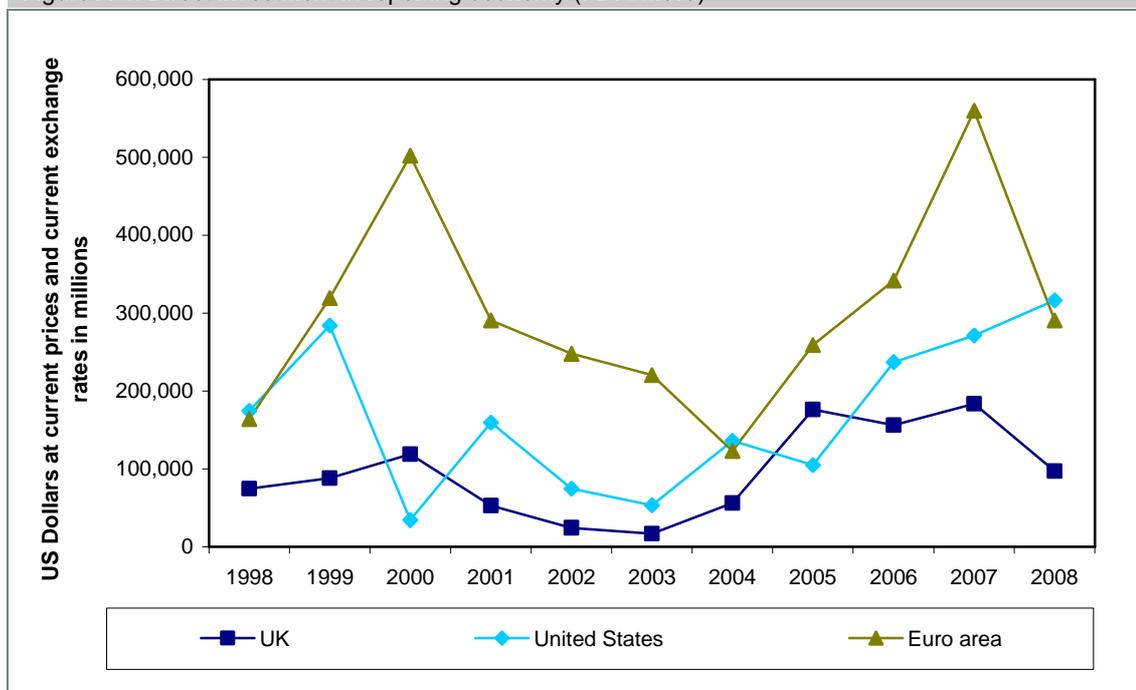
Annex A: Trends in key trade and investment indicators

- A.1 This Annex examines some of the contextual issues relevant to sector marketing strategies using secondary data on trade and investment where available.

Trends in FDI and trade in the UK

- A.2 Official statistics reveal that UK Plc has suffered from lower and declining levels of Foreign Direct Investment in recent years. **FDI levels were lower in the UK than that for the Euro zone and the United States**, considerably so by 2008. However, the UK has not seen as dramatic fluctuations in its investment levels over the period as compared to the other economic areas.

Figure A-1: Direct investment in reporting economy (FDI inward)



Source: WIR 2009

- A.3 **In 2008, foreign companies invested £49.8 billion in the UK, the lowest level recorded since 2004.** The net direct investment abroad by the UK in 2008 was also comparatively low, standing at £85.8 billion, nearly half the value of the £159.1 billion investment reported in 2007.¹³ The fall in investment levels was particularly sharp in the Americas which fell by £39.7 billion. Modest increases in investment by the UK were seen in Asia. However, it was Spain that attracted the most direct investment from the UK, accounting for £21.5 billion or a quarter of total outward flows.¹⁴

¹³ Office for National Statistics, *Statistical Bulletin – Foreign Direct Investment 2008*, 11 December 2008

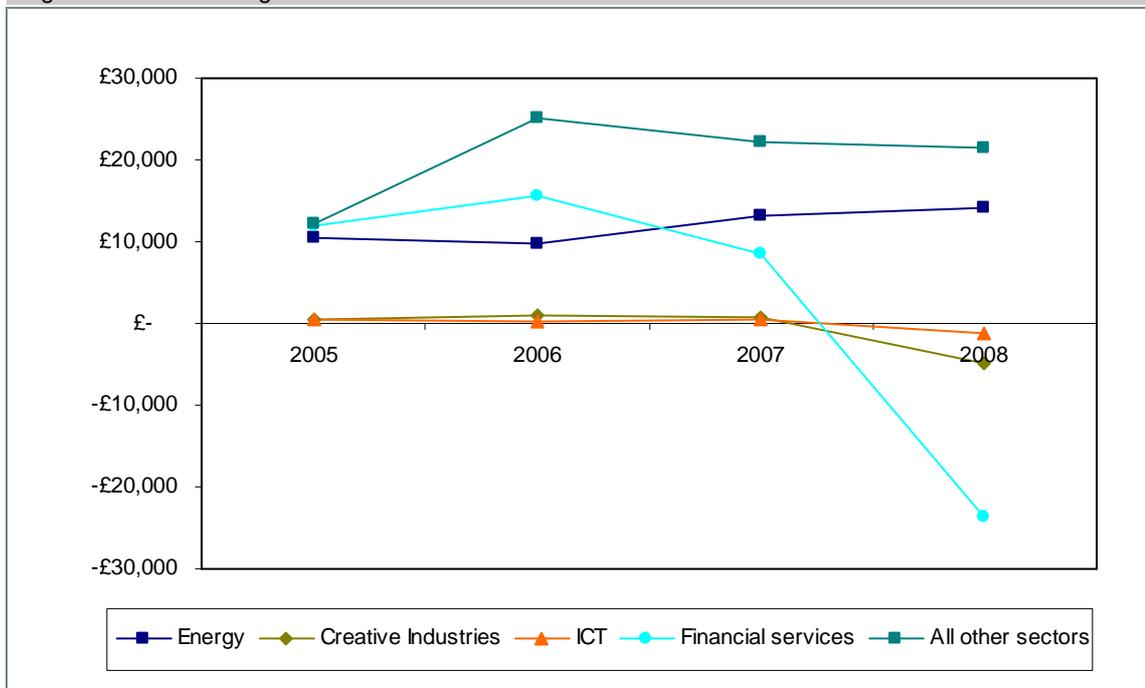
¹⁴ Ibid.

Sector characteristics

FDI earnings

- A.4 Figure A-2 below shows the net earnings from foreign direct investment in the United Kingdom.¹⁵ It shows that in 2005 and 2006, of the four sectors for which data was available, Financial Services accounted for the largest proportion of FDI. In 2007, it was overtaken by Energy. Indeed, between 2007 and 2008 there was a net loss in the earnings from investment into UK Financial Services.
- A.5 Figure A-2 also shows that the Creative Industries and ICT have accounted for a relatively small proportion of investment into the UK between 2005 and 2008 and like Financial Services, saw a net loss in investment earnings between 2007 and 2008. This suggests that of the five sectors in question, Financial Services and Energy were most likely to drive any FDI trends.

Figure A-2: Net earnings from FDI in the UK



Source: Office for National Statistics

UK Investment abroad

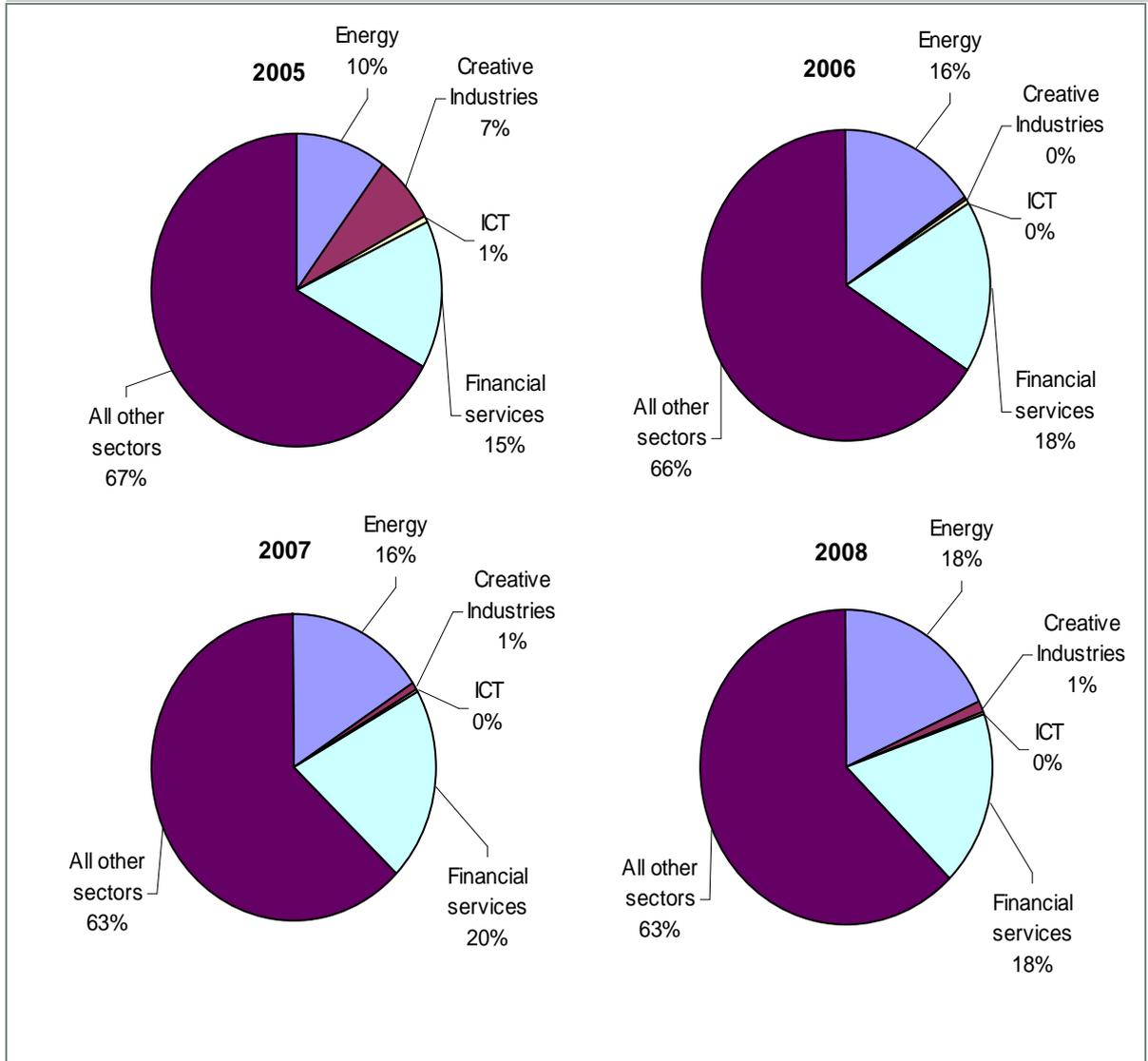
- A.6 Figure A-3 shows the proportion of the UK's net FDI investment abroad that was made up by each of the sectors.¹⁶ It shows that there was very little change in terms of investment make-up between 2005 and 2008. Of the four sectors for which there was data, **Energy and Financial Services accounted for the largest proportion of investment abroad.** In 2005, 7

¹⁵ This chart is based on data produced by the Office for National Statistics. However, with the exception of Financial Services, their definitions of economic sectors were different to those used by UKTI. Consequently, the analysis uses proxy definitions. Energy is taken as being 'Mining and quarrying (including oil/gas)' and 'Electricity, gas and water'; Creative Industries is taken as being 'Textile and wood, printing and publishing'; and ICT is taken as being 'Office, IT and communications equipment'. There was no suitable proxy definition that could be used for Life Sciences.

¹⁶ The same data characteristics as noted in note 15.

per cent of investment abroad was accounted for by Creative Industries but between 2006 and 2008, this figure was negligible. Likewise, between 2005 and 2008, ICT's contribution to investment abroad was negligible.

Figure A-3: Net FDI international investment by the UK abroad



Source: Office for National Statistics

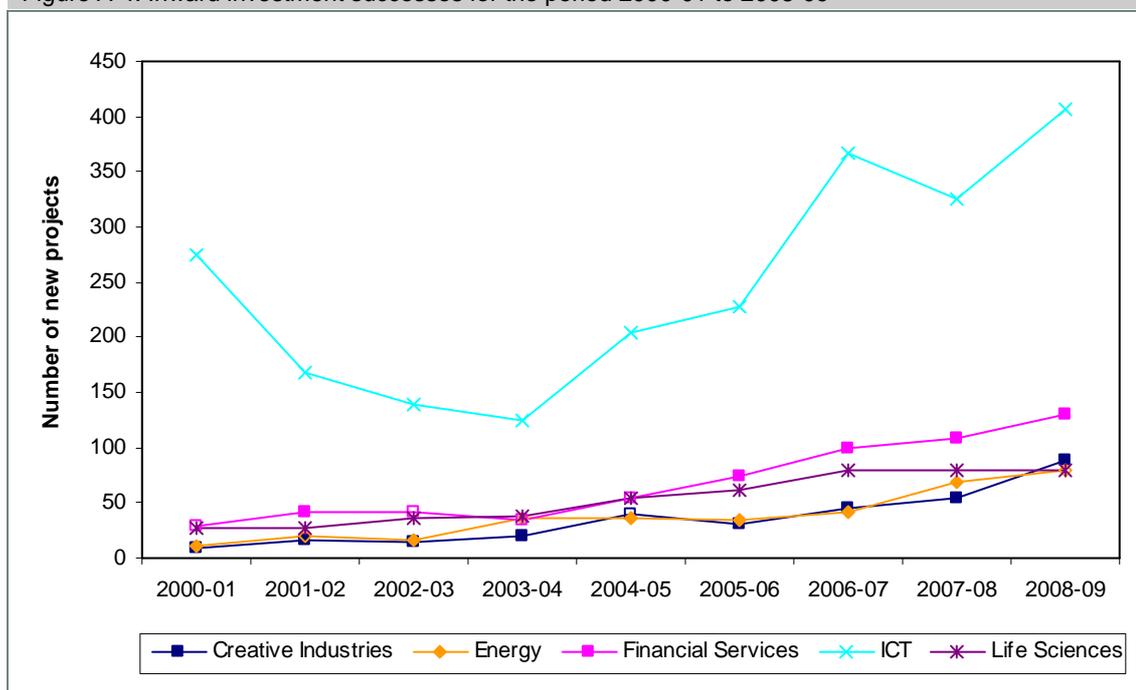
- A.7 When looking into changes in investment levels over time, the data suggests that between 2005 and 2008, investment in the Financial Services and Energy has steadily been increasing. The Creative Industries on the other hand have seen a steady decline while net investment in ICT remained more or less constant over this time period.

UKTI Inward Investment Successes

- A.8 Figure A-4 demonstrates changes in inward investment with the five sectors of concern. It shows that overwhelmingly, of the five sectors **it is ICT that has attracted the greatest amount of inward investment in terms of new projects initiated by UKTI.**
- A.9 The remaining four sectors were relatively evenly matched for most of the period although from 2006-07 onwards, Financial Services began to diverge from the Creative Industries,

Energy and Life Sciences. In addition, the number of new projects won across all sectors has broadly seen a steady rise since 2005-06 whereas previously, there was a degree of fluctuation year by year.

Figure A-4: Inward investment successes for the period 2000-01 to 2008-09¹⁷



Source: IIG Database (UKTI internal data)

A.10 According to the official figures discussed previously, ICT has had a relatively small share of FDI, both in terms of volume and earnings, in recent years. UKTI figures therefore could indicate appropriate targeting by sector teams in sectors where more opportunities lie in enhancing FDI and trade, although this argument does not strictly hold for Creative Industries which has experienced a decline in investment in recent years. Scoping consultations did, however, reveal, that the Creative Industries Strategy is specifically ‘inward facing’, i.e. focused on encouraging inward investment by working effectively with UK partners and firms. This, and other aspects of strategic focus, is discussed in further detail in the sections below.

¹⁷ Proxy definitions were used for each sector. For data between 2001-02 and 2006-07, Creative Industries were taken as being ‘entertainment and leisure’; Energy as ‘oil and gas’ and ‘power generation’; Financial services as ‘Finance’; ICT as ‘IT/internet,’ ‘software,’ and ‘telecoms’; and Life Sciences as ‘Biotechnology’ and ‘pharmaceuticals.’ The same proxies were used for the period 2006-07 to 2008-09 where ‘Creative and Media’ was used for the Creative Industries instead.

Annex B: Profile of surveyed UK firms

- B.1 As part of a wider evaluation of UKTI's sector marketing strategies undertaken by SQW, OMB Research was commissioned to undertake a quantitative survey of event attendees. The primary objective of the survey was to measure the impact of these events and associated sector marketing material on both the individual firms and their sector as a whole.
- B.2 The sectors covered were:
- Creative Industries
 - Energy
 - Financial Services
 - ICT
 - Life Sciences
- B.3 The sample consisted of firms attending key UKTI events where the new sector marketing strategies were in place. Each of the sector teams provided lists of relevant events, and contact details of attendees was taken from UKTI's CRM system. All events covered were held between November 2008 and November 2009
- B.4 A total of 500 interviews were conducted by telephone using CATI, each lasting an average of c.20 minutes. Fieldwork was carried out during February & March 2010, and was undertaken by experienced interviewers working under BS7911 standards.
- B.5 Strong emphasis was placed on questionnaire design in the early stages of the project, with a comprehensive 'live' pilot held prior to the start of main fieldwork (attended by OMB, SQW and UKTI representatives).
- B.6 The overall response rate was 46% as shown in Figure B-1. Typically, PIMS surveys tend to target for a 40-50% response rate and get close to achieving, or exceeding 50%. As Figure B-1 indicates, there was some variation in responses across the five sectors, and responses from firms in some sectors were more difficult to achieve than those in others.

Figure B-1: Sample analysis

	Total	Sector				
		Creative Industries	Energy	Financial Services	ICT	Life Sciences
SAMPLE CLEANING						
Total records provided	3190	332	860	583	864	551
Incomplete/ineligible records (no contact name, no telephone, not a business, etc)	337	18	72	172	55	20
Duplicate records	526	29	198	125	83	91
Took part in PIMS research	400	48	120	50	99	83
CATI SCREENING						
Records available after cleaning	1927	237	470	236	627	357
Random selection for CATI	1524	237	369	236	325	357
Unusable (unobtainable number, did not attend event, no longer trading, etc)	441	69	117	84	64	107
ACHIEVED INTERVIEWS / RESPONSE RATES						
Total useable sample (CATI)	1083	168	252	152	261	250
Interviews achieved	500	91	111	57	134	107
Response rate (%)	46%	54%	44%	38%	51%	43%

Source: OMB Research

- B.7 This section provides some background information to the respondent firms and the key characteristics of the survey group.

Sector breakdown

- B.8 Table B-1 below breaks the survey respondents down by sector

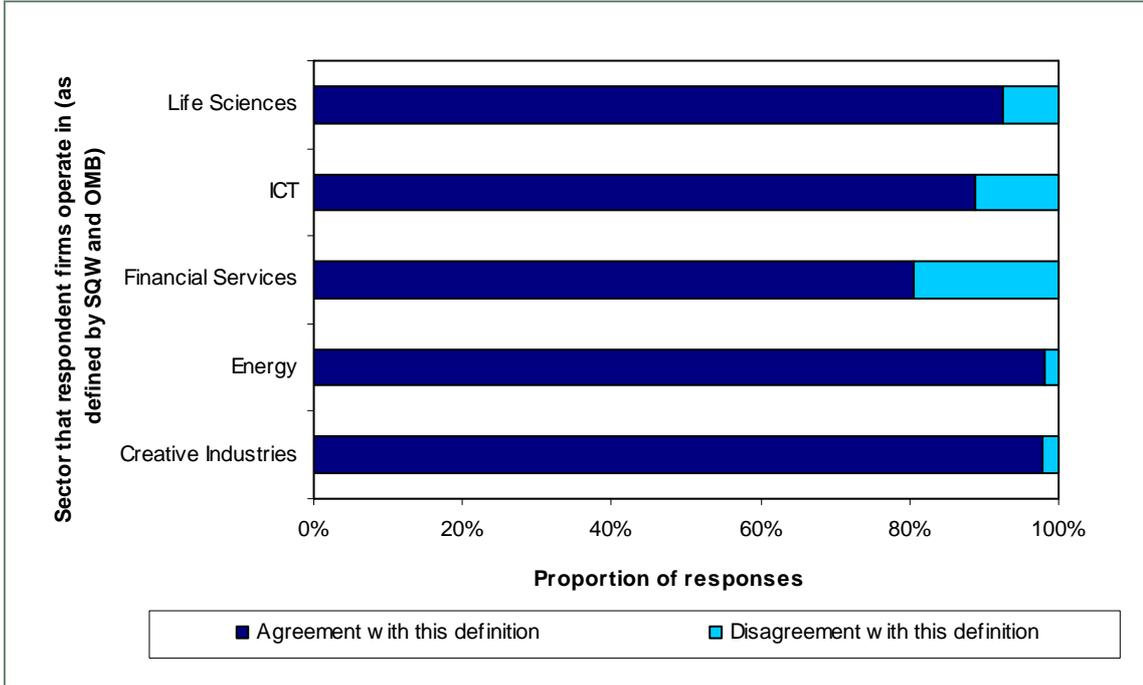
Table B-1: Break down of survey respondents by sector

Sector	No of respondents	Percentage of total respondents
Creative Industries	91	19%
Energy	111	22%
Financial Services	57	11%
ICT	134	27%
Life Sciences	107	21%
Total	500	100%

Source: OMB Research

- B.9 As Figure B-1 shows, the majority of respondent firms associated themselves with these sector definitions. Only 8 per cent of all firms (38 of 500) disassociated themselves with the UKTI sector definition. Nonetheless, a sizeable minority (11 of 57 firms, 19 per cent) of Financial Services firms believed that they operated in a different sector. This figure is vastly higher than for all the other sectors that were questioned. Amongst these 11 respondents, three said that they operated in the legal sector and interestingly, four said that they were involved in construction and manufacturing.

Figure B-2: Which sector each firm believes it operates in (for all sectors, n = 500)

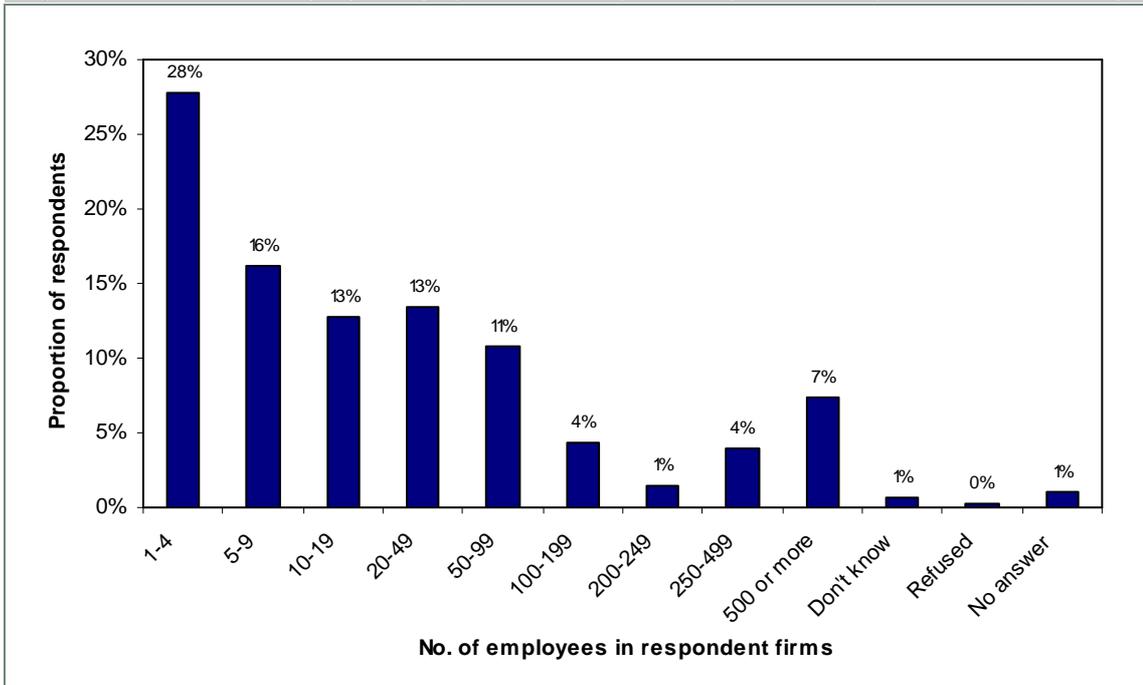


Source: OMB and SQW

Size of firms

B.10 Figure B-2 shows that a very large proportion of respondents were small businesses with 57 per cent of respondents (285) having less than 50 employees. There was a particular concentration of respondents having 1-4 employees with 28 per cent (139) falling within this category.

Figure B-3: The number of people employed in the UK by each respondent firm (for all sectors, n = 500)



Source: OMB and SQW

- B.11 In terms of firm size in each sector, the surveyed Creative Industries and ICT firms were predominantly small businesses. Eighty-nine per cent of Creative Industries firms (81 of 91) and 70 per cent of ICT firms (94 of 134) employed less than 20 people. A sizeable proportion of the surveyed Energy and Financial Services firms however, were made up of larger firms. Amongst the Energy firms, 29 per cent (32 of 111) employed 100 or more people whilst for Financial Services this figure stood at 31 per cent (18 of 57).

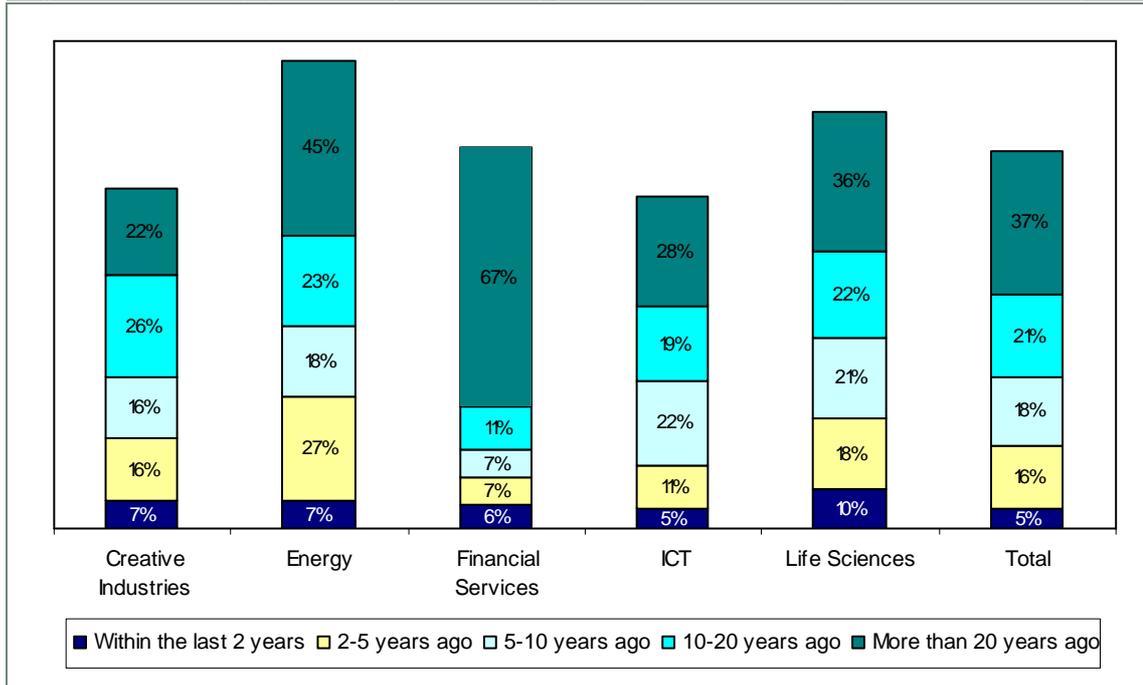
Export experience

- B.12 Amongst the survey group there was also a relationship between the size of the firm and the duration of time the firm had been exporting. Of all the survey firms that had been exporting for less than two years, 78 per cent (81 of 104) employed less than ten people whilst of the 204 firms that had been exporting for more than ten years, 21 per cent (43) employed 250 people or more.
- B.13 Respondents from the Creative Industries and ICT were less likely to have been exporting for a prolonged period compared to the other sectors. Only 43 per cent of Creative Industries firms (39 of 91) and 46 per cent (62 of 134) of ICT firms had been exporting for five years or more. This compares to 65 per cent (70 of 107) for the Life Sciences, 70 per cent (40 of 57) for the Financial Services, and 75 per cent (83 of 111) for Energy firms.

Age of respondent firms

- B.14 Figure B-3 shows that when compared to the other sectors in the survey group, both Energy and Financial Services contained a large proportion of businesses that were more than 10 years old (68 per cent and 78 per cent respectively). ICT on the other hand was the sector that had the largest proportion of its firms established within the last two years.

Figure B-4: How long ago each respondent firm (by sector) was established (for all sectors, n = 500):



Source: OMB Research

Engagement activity

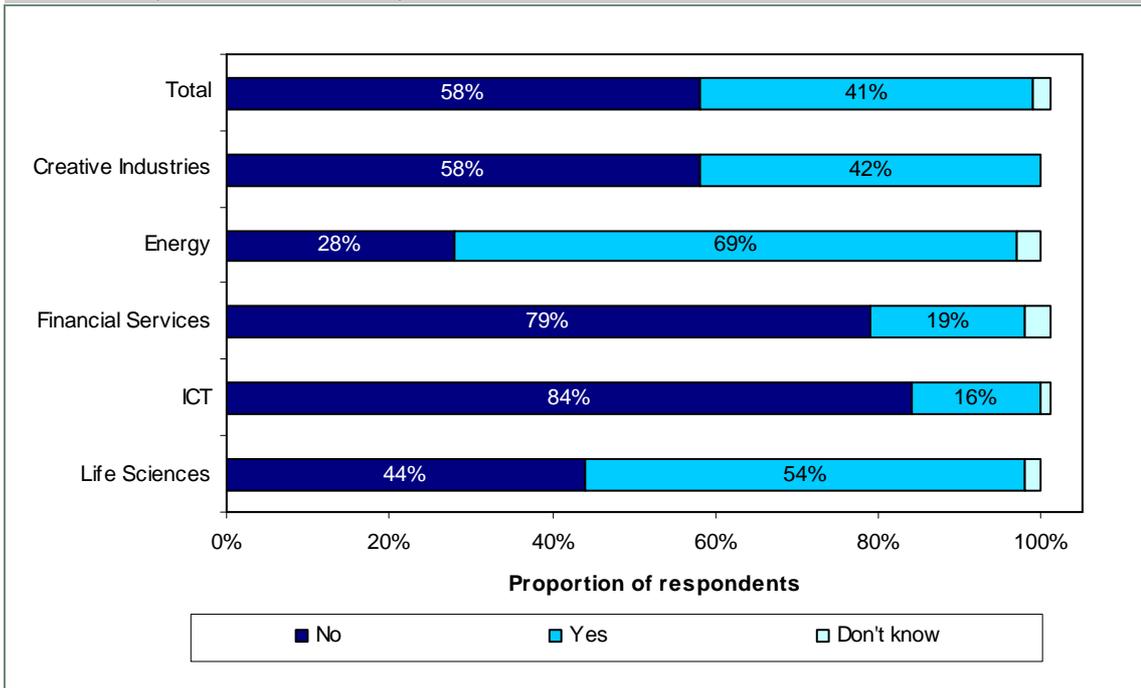
- B.15 This section examines the frequency with which respondent firms have attended sector marketing events, the rationale for attending such events, and the form that the events have taken.

Previous attendance at marketing events

- B.16 Figure B-4 highlights the fact that attendance from respondent firms to previous events varied sector by sector. Under half (41 per cent, 205) of respondents said that they had attended an event on a previous occasion, at a sector level there are some sharp deviations from this average. Notably high proportions of Life Sciences and Energy firms from our sample had attended a previous event (54 per cent and 69 per cent respectively) whilst the opposite was true for ICT where less than a quarter (16 per cent) had attended a prior event.
- B.17 Attendance at previous events differed also by the size of the firm with only 36 per cent (63 of 173) of micro¹⁸ businesses having attended a previous event compared to 65 per cent (63 of 97) for small businesses and 63 per cent of medium and large businesses (74 of 118).
- B.18 Generally speaking, the majority of respondents believed that these sector events occurred regularly. Across the entire survey group, 79 per cent (395 of 500) were aware that the events they attended took place regularly (e.g. every year) with the figure being as high as 95 per cent (105 of 111) amongst Energy firms. Nonetheless, over a third of surveyed Financial Services firms (35 per cent, 20 of 57) believed the event they attended was simply a one-off.

¹⁸ For the purposes of this analysis, a micro business had 0-9 employees, a small business had 10-49 employees, and any business employing 50 or more people is regarded as 'medium and large.'

Figure B-5: Responses by sector to 'Has your firm attended this particular event on any other occasions?' (for all sectors, n = 500)



Source: OMB Research. NOTE: in some instances, rounding errors have led to some totals exceeding 100 per cent.

Reasons for attending the event

- B.19 Table B-2 shows that the primary reason amongst the survey group for attending the events was 'to meet / network with prospective customers, partners, suppliers' with 79 per cent (395) agreeing with this notion. A sizeable proportion also cited the fact that it was a 'key event for their sector' and 'to showcase the firm's capabilities and expertise' (57 per cent and 56 per cent respectively).
- B.20 Table B-2 also provides a break down of these figures by sector. It shows that for the surveyed Energy firms, greater importance was placed on 'meet and networking' with others and 'because it was a key event for the sector'. Similarly, the importance given by Life Sciences respondents 'to showcase your firm's capabilities and expertise' and by Financial Services 'to gain knowledge or understanding about a particular overseas market' is higher than for the survey sample as a whole.

Table B-2: Summary of respondents' reasons for attending the event (for all sectors, n = 500; 1 is not applicable at all and 5 is completely applicable):

Proportion Motivated by...	Total	Sector				
		Creative Industries	Energy	Financial Services	ICT	Life Sciences
(4 or 5 out of 5)						
Base	500	91	111	57	134	107
To meet and network with prospective customers, business partners, suppliers, etc	79%	79%	94%	63%	72%	80%
Because it was a key event for the sector	57%	60%	88%	35%	37%	37%

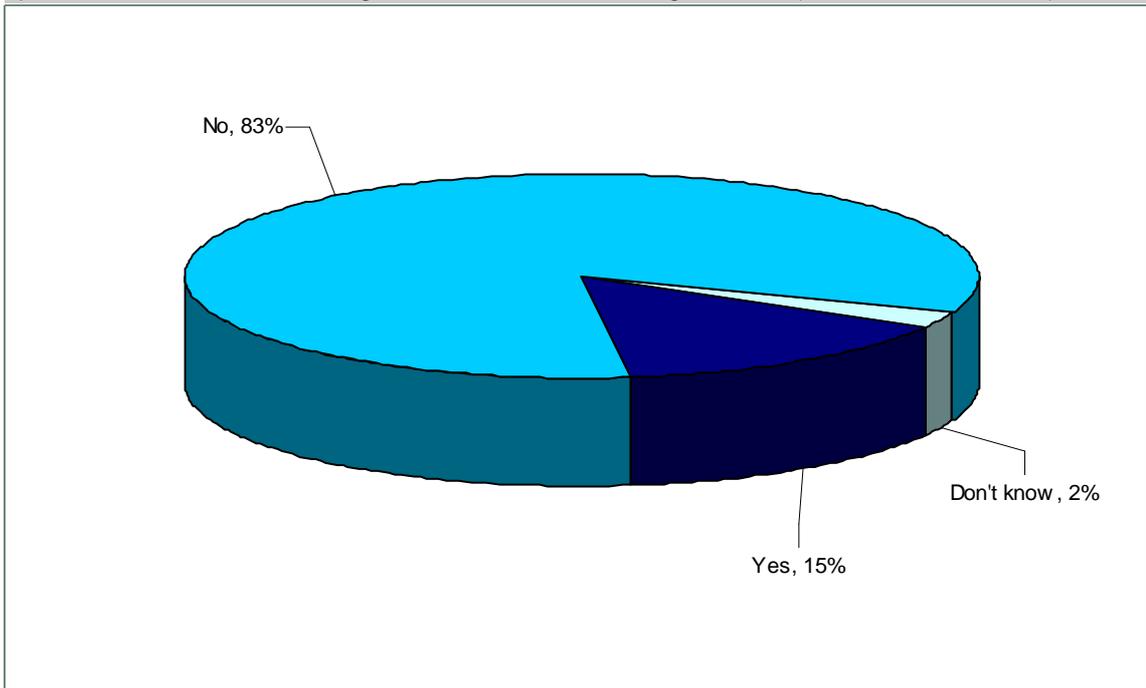
Proportion Motivated by...	Total		Sector			
To showcase your firm's capabilities and expertise	56%	58%	64%	42%	43%	71%
To gain knowledge or understanding about a particular overseas market	45%	57%	41%	65%	37%	36%
To gain knowledge or understanding about doing business overseas more generally	34%	43%	25%	53%	37%	23%
Other	28%	21%	26%	37%	31%	29%

Source: OMB Research

Use of branding / messages in own marketing materials

- B.21 Figure B-5 below shows that there was little usage (only 15 per cent of firms, 75) of the sector branding and messages by respondent firms in their own marketing materials. Even at a sector level, there was little deviation from this score. Usage of marketing material was highest for Financial Services firms but even here the usage level was low at only 18 per cent of respondents (10 of 57).

Figure B-6: Respondent answers when asked if they had used any of the branding, ideas or message promoted at the sector marketing event in their own marketing material? (For all sectors, n = 500)



Source: OMB and SQW

- B.22 There were, some clear differences in this area when the respondents were considered in terms of firm size. Some 20 per cent (26 of 132) of small firms and 15 per cent of micro firms (33 of 219) had used sector event branding in their own marketing. However, the corresponding figure for medium and large firms was much smaller at just 9 per cent (13 of 140).

Annex C: Sector Case Study Reports

C.1 Please find attached separately.

Annex D: UK Survey Questionnaire

OMB RESEARCH LIMITED

**UKTI Sector Strategies Evaluation
February 2010**

SAMPLE GROUPS

- Creative Industries
- Energy
- Financial Services
- ICT
- Life Sciences

1: INTRODUCTION

Ask for named respondent.

ASK ALL

Good morning/afternoon, my name is ... and I am calling on behalf of OMB Research, an independent market research agency. We have been commissioned by UK Trade & Investment to conduct an evaluation of various events that they've organised or been involved in, and to seek businesses views on how their sector is represented and promoted at these events.

ASK ALL

I understand that you attended <EVENT> <IF LOCATION ON SAMPLE in <EVENT LOCATION>> in <MONTH YEAR>, and I'd like to get some feedback on your experiences of this event and your views about its usefulness and significance for your business and your sector as a whole. It will take around 15-20 minutes, depending on your answers. Is it convenient to speak to you now or would you prefer to make an appointment for another time?

IF RECEIVED CONTACT LETTER (SEE VARIABLE "PRE-CONTACT LETTER")

You should have recently received a letter explaining that we were conducting this research.

REFERRALS CAN BE TAKEN TO A DIFFERENT CONTACT AS LONG AS THEY ATTENDED THE EVENT & ARE ABLE TO ANSWER QUESTIONS ON THE TOPIC AREAS OUTLINED ABOVE

Usual screen out/call outcome codes to be used here

ADD IF NECESSARY

- **The research is being conducted under the Code of Practice of the Market Research Society, which means that all of the answers you give are strictly confidential and anonymous. Participation in this survey is voluntary.**
- **The responses of all organisations taking part will be combined into a statistical report**
- **Your organisation was selected at random from a list of event attendees supplied by UK Trade & Investment**
- **If you wish to check that OMB Research is a bona fide market research agency, you can contact the Market Research Society on 0500 396999, or call James Murray at OMB Research on 01622 790900 or Nilum Patel at UK Trade & Investment on 020 7215 8891.**

A – PROFILE & CHARACTERISTICS

ASK ALL

A1 – Can I just confirm that you attended <EVENT> and are one of the people best placed to answer our questions about it?

INTERVIEWER NOTE: IF ALREADY KNOW THAT YOU ARE SPEAKING TO THE CORRECT PERSON THEN CODE YES AUTOMATICALLY.

REFERRALS CAN BE TAKEN TO A DIFFERENT CONTACT AS LONG AS THEY ATTENDED THE EVENT & ARE ABLE TO ANSWER QUESTIONS ON THE TOPIC AREAS OUTLINED

Yes 1
No – take referral and being transferred 2
No – take referral and arrange callback 3
No – refused referral 4

CATI TO INSERT TIME MARKER

ASK ALL

A2 – And what is your position within the business?
READ OUT AS NECESSARY - SINGLE CODE

Owner/proprietor 1
Managing Director 2
Partner 3
Director 4
Company Secretary 5
General Manager 6
Chief Executive (CEO) 7
Chairman 8
Office Manager 9
Business Development Manager/Director 10
Other (SPECIFY) 95
(Don't know/Refused) 97

READ OUT TO ALL

I'd like to start by getting some information on the background to your business and your overseas experience.

ASK ALL

A3a – Broadly speaking, would you say that your firm operates in the <SECTOR> sector?

Yes – in <SECTOR> sector 1

No – in a different sector 2
(Don't know) 3

ASK IF DIFFERENT SECTOR OR DON'T KNOW (CODES 2-3 AT A3a)

A3b – What sector would you say that your business is in? PROBE FULLY

.....
.....

ASK ALL

A4a – How long ago was your business established? READ OUT AS NECESSARY.

CLARIFY AS NECESSARY:

- **This means when the business first started trading. It doesn't matter if they've changed their status since then (e.g. become a limited company), we still want to know when they were first established.**
- **If the business is a subsidiary, please answer just for the subsidiary in which you work**

Within the last year	1
Over 1, up to 2 years ago	2
Over 2, up to 3 years ago	3
Over 3, up to 4 years ago	4
Over 4, up to 5 years ago	5
Over 5, up to 10 years ago	6
Over 10, up to 20 years ago	7
Over 20 years ago	8
(Not yet trading).....	9
(Don't know)	10
(Refused)	11

ASK IF ESTABLISHED 1-2 YEARS (CODES 1-2 AT A4a)

A4b – And can I just check, has your business actually started trading yet?

Yes	1
No	2
(Don't know)	3

ASK ALL EXCEPT NOT YET TRADING (I.E. DO NOT ASK IF CODE 9 AT A4a OR CODE 2 AT A4b)

A5a – And how long ago did your company start conducting business overseas, and by that I mean selling goods or services to either businesses or individuals based abroad? READ OUT AS NECESSARY. CATI TO ONLY SHOW FEASIBLE CODES BASED ON ANSWER TO A4a

CLARIFY AS NECESSARY

- **Please answer just for the UK part of your business**
- **Please include any licensing deals with overseas companies**

Within the last year	1
Over 1, up to 2 years ago.....	2
Over 2, up to 3 years ago.....	3
Over 3, up to 4 years ago.....	4
Over 4, up to 5 years ago.....	5
Over 5, up to 10 years ago.....	6
Over 10, up to 20 years ago.....	7
Over 20 years ago	8
(Have not yet started exporting)	9

(Don't know)..... 10
(Refused)..... 11

IF HAVE NOT YET STARTED EXPORTING (CODE 9 AT A5a)

A5b – Have you actually attempted to win any overseas business within the last two years?

Yes 1
No 2
(Don't know) 3

IF NO OR DON'T KNOW (CODES 2 OR 3 AT A5b) OR NOT YET TRADING (CODE 9 AT A4a OR CODE 2 AT A4b)

A5c – Can I just check, do you anticipate conducting business overseas at all over the next 5 years?

Yes 1
No..... 2 - CLOSE
(Don't know)..... 3 - CLOSE

IF NO OR DON'T KNOW (CODES 2 OR 3) AT A5c, CLOSE SCREEN TO SAY
Thank you very much for your time, but on this occasion we are looking to speak to firms who intend to conduct overseas business in the next 5 years.
THANK AND CLOSE

2: B - ENGAGEMENT ACTIVITY

READ OUT TO ALL

I'd now like to move on to some questions about your attendance at <EVENT>.

ASK ALL

B1c – Before this interview, were you aware that UK Trade & Investment was involved in this event?

Yes 1
No 2
(Don't know) 3

ASK IF AWARE OF UKTI INVOLVEMENT (CODE 1 AT B1c)

B1d – And would you say that UK Trade & Investment...?

Was the main organiser of the event 1
Was partly involved in the organisation..... 2
Or just had a presence there 3
(Don't know) 4

ASK ALL

B1a – As far as you are aware, was this event a one-off or does it take place more regularly (e.g. every year)?

One-off event 1
Regular / annual event..... 2
(Don't know)..... 3

ASK IF REGULAR/ANNUAL EVENT (CODE 2 AT B1a)

B1b – Aside from in <MONTH YEAR>, has your firm attended this particular event on any other occasions (i.e. in previous years)?

- Yes 1
No 2
(Don't know) 3

READ OUT IF ATTENDED BEFORE (CODE 1 AT B1b)

For the rest of this interview, when I ask about <EVENT> please just answer about the one you attended in <MONTH YEAR> and do not include any previous visits.

ASK ALL NOT ATTENDING PREVIOUSLY (I.E. ALL EXCEPT CODE 1 AT B1b)

B2 – How did you first hear about <EVENT>?

PROMPT AS NECESSARY. SINGLE CODE

- On the main UKTI website..... 1
On the UKTI <SECTOR> website/portal..... 2
Mailing/leaflet in the post 3
Email alert/notification 4
From your International Trade Advisor..... 5
From staff at an overseas embassy or consulate..... 11
From the event organiser 12
From a regional body (e.g. a Regional Development Agency) 6
From a Trade Association..... 7
From a colleague or business associate..... 8
In a trade magazine..... 9
Advertisement (TV, Web, Magazine, etc) 10
Other (SPECIFY)..... 95
(Don't know) 96

ASK ALL

B3 - I'm now going to read out some possible reasons for attending this event, and I'd like you to tell me the extent to which each one applied to you. Please give me a score of 1 to 5, where 5 means that it was completely applicable and 1 means that it was not at all applicable. So firstly...READ OUT – RANDOMISE BUT ALWAYS ASK E DIRECTLY AFTER D.

- (a) To meet and network with prospective customers, business partners, suppliers, etc
- (b) Because it was a key event for the <SECTOR> sector
- (c) To showcase your firm's capabilities and expertise
- (d) To gain knowledge or understanding about a particular overseas market
- (e) To gain knowledge or understanding about doing business overseas more generally

ADD TO SCREEN FOR EACH **To what extent did that apply to you when you decided to go to this event?**

- 1 – Not at all applicable 1
- 2 2
- 3 3
- 4 4
- 5 – Completely applicable 5
- (Don't know) 6

ASK ALL

B4 – And were there any other major reasons for attending this event that we haven't already covered? PROBE FULLY

ASK ALL

B5 – Thinking about the event itself, did it...? READ OUT

- a) **Include any speaker presentations, lectures or seminars?**
- b) **Give you an opportunity to meet or network with any other companies?**
- c) **Give you an opportunity to meet or network with any other useful contacts (AS NECESSARY: Such as technical experts, academics, service providers, significant players in your sector, etc?)**

- Yes 1
- No 2
- (Don't know) 3

ASK IF INCLUDED SPEAKERS (CODE 1 AT B5a)

B6 – And were you one of the speakers or were you just in the audience?

- Speaker 1
- Just in audience 2
- (Don't know) 3

ASK ALL

B7 – Were you provided with any of the following, either at this event or in any communication you received in relation to this event? READ OUT. CODE ALL THAT APPLY. DO NOT RANDOMISE ORDER

AS NECESSARY: It doesn't matter whether or not you actually used these, I just want to know whether you were provided with them

FINANCIAL SERVICES

- 'CityUK' branded brochures or publications 1
- Other leaflets, brochures or publications promoting the <SECTOR> sector 2
- Access to the 'CityUK' website 3
- Reports on the <SECTOR> sector (e.g. including information or opportunities) 4
- Any other marketing materials relating to the <SECTOR> sector (SPECIFY) 95
- (Don't know) 96
- (None of these) 97

ENERGY

The 'UK Energy Excellence' branded leaflet.....	1
Other leaflets, brochures or publications promoting the <SECTOR> sector.....	2
Access to the 'UK Energy Excellence' website.....	3
Reports on the <SECTOR> sector (e.g. including information or opportunities)	4
Any other marketing materials relating to the <SECTOR> sector (SPECIFY).....	95
(Don't know).....	96
(None of these).....	97

CREATIVE INDUSTRIES

'Love and Money' branded brochures or leaflets.....	1
Other leaflets, brochures or publications promoting the <SECTOR> sector.....	2
Access to the UK Creative Industries marketing toolkit website.....	3
Reports on the <SECTOR> sector (e.g. including information or opportunities)	4
Any other marketing materials relating to the <SECTOR> sector (SPECIFY).....	95
(Don't know).....	96
(None of these).....	97

LIFE SCIENCES

A copy of the UK Life Science marketing strategy called 'Global Potential'.....	1
Other leaflets, brochures or publications promoting the <SECTOR> sector.....	2
Access to the UK Life Science marketing toolkit website.....	3
Reports on the <SECTOR> sector (e.g. including information or opportunities)	4
Any other marketing materials relating to the <SECTOR> sector (SPECIFY)	95
(Don't know).....	96
(None of these).....	97

ICT

'UK Technology' branded leaflets, brochures or publications.....	1
Other leaflets, brochures or publications promoting the <SECTOR> sector.....	2
Access to the 'UK Technology' marketing toolkit website	3
Reports on the <SECTOR> sector (e.g. including information or opportunities)	4
Any other marketing materials relating to the <SECTOR> sector (SPECIFY).....	95
(Don't know).....	96
(None of these).....	97

ASK IF RECEIVED OTHER LEAFLETS/BROCHURES/PUBLICATIONS (CODE 2 AT B7)

B10a – As far as you can recall, were the 'other leaflets, brochures or publications promoting the <SECTOR> sector' provided by...? READ OUT.

CODE ALL THAT APPLY

The event organisers	1
Other firms at the event.....	2
ONLY SHOW IF B5a=1: The speakers	3
Or someone else (SPECIFY)	4
(Don't know).....	5

ASK IF RECEIVED OTHER MARKETING MATERIALS (CODE 95 AT B7)

B10b – <IF CODE 2 AT B7 And> As far as you can recall, was the 'other marketing material relating to the <SECTOR> sector' provided by...? READ OUT. CODE ALL THAT APPLY

The event organisers	1
Other firms at the event.....	2

ONLY SHOW IF B5a=1: The speakers	3
Or someone else (SPECIFY)	4
(Don't know).....	5

ASK IF RECEIVED ANY MARKETING COLLATERAL (CODES 1-4 OR 95 AT B7)

B8 – And for each of the types of marketing or promotional information that you received, I'd like you to tell me whether you read or used it yourself, or shared it with anyone else outside your firm. So firstly....CATI TO ASK FOR FOR EACH OF CODES 1-4 & 95 SELECTED AT B7. ALWAYS ASK B8a & B8b TOGETHER FOR EACH OPTION SELECTED AT B7.

a) Did you or anyone else in your firm read or use <CODE SELECTED AT B7>?

Yes	1
No.....	2
(Don't know).....	3

b) And did you share <CODE SELECTED AT B7> with anyone else outside your firm?

Yes	1
No.....	2
(Don't know).....	3

TEXT TO BE INSERTED AT B8a/b

Financial & B7=1: the 'CityUK' branded brochures or publications
 Financial & B7=2: the <IF B7=1 other> leaflets, brochures or publications
 Financial & B7=3: the 'CityUK' website
 Financial & B7=4: the reports on the <SECTOR> sector
 Financial & B7=95: the other marketing material

Energy & B7=1: the 'UK Energy Excellence' branded leaflet
 Energy & B7=2: the <IF B7=1 other> leaflets, brochures or publications
 Energy & B7=3: the 'UK Energy Excellence' website
 Energy & B7=4: the reports on the <SECTOR> sector
 Energy & B7=95: the other marketing material

Creative & B7=1: the 'Love and Money' branded brochures or leaflets
 Creative & B7=2: the <IF B7=1 other> leaflets, brochures or publications
 Creative & B7=3: the UK Creative Industries marketing toolkit website
 Creative & B7=4: the reports on the <SECTOR> sector
 Creative & B7=95: the other marketing material

Life & B7=1: the UK Life Science marketing strategy called 'Global Potential'
 Life & B7=2: the <IF B7=1 other> leaflets, brochures or publications
 Life & B7=3: the UK Life Science marketing toolkit website
 Life & B7=4: the reports on the <SECTOR> sector
 Life & B7=95: the other marketing material

ICT & B7=1: the 'UK Technology' branded leaflets, brochures or publications
 ICT & B7=2: the <IF B7=1 other> leaflets, brochures or publications
 ICT & B7=3: the 'UK Technology' marketing toolkit website

ICT & B7=4: the reports on the <SECTOR> sector
ICT & B7=95: the other marketing material

ASK IF ENERGY

B9a – Have you seen the UK Energy film called ‘Branding the UK’s Energy Excellence’? IF YES PROBE FOR WHETHER SAW FILM AT EVENT OR ELSEWHERE. CODE ALL THAT APPLY

- Yes – at this event 1
- Yes – saw it elsewhere 2
- No – not seen film 3
- (Don’t know)..... 4

ASK IF CREATIVE INDUSTRIES

B9b – Have you seen the ‘Love and Money’ promotional film or DVD? IF YES PROBE FOR WHETHER SAW FILM AT EVENT OR ELSEWHERE. CODE ALL THAT APPLY

- Yes – at this event 1
- Yes – saw it elsewhere 2
- No – not seen film 3
- (Don’t know)..... 4

ASK IF LIFE SCIENCES

B9c – Have you seen a UK Trade & Investment film promoting the UK’s Healthcare sector? IF YES PROBE FOR WHETHER SAW FILM AT EVENT OR ELSEWHERE. CODE ALL THAT APPLY

- Yes – at this event 1
- Yes – saw it on the UK Life Science website..... 2
- Yes – saw it elsewhere 3
- No – not seen film 4
- (Don’t know)..... 5

ASK IF LIFE SCIENCES

B9d – And have you seen a UK Trade & Investment film promoting the UK’s Biopharma sector? IF YES PROBE FOR WHETHER SAW FILM AT EVENT OR ELSEWHERE. CODE ALL THAT APPLY

- Yes – at this event 1
- Yes – saw it on the UK Life Science website..... 2
- Yes – saw it elsewhere 3
- No – not seen film 4
- (Don’t know)..... 5

ASK IF SEEN FILM (CODES 1-2 AT B9a OR CODES 1-2 AT B9b OR CODES 1-3 AT B9c OR CODES 1-3 AT B9d)

B9e – And how would you rate the quality of <IF B9c=1-3 & B9d=1-3 these films / IF B9a=1-2 OR B9b=1-2 OR (B9d=1-3 & B9c=4-5) this film / IF B9c=1-3 & B9d=4-5 the film promoting the UK Healthcare sector> on a scale of 1 to 5 where 5 means ‘very good’ and 1 means ‘very poor’?

- 1 – Very poor 1
- 2 2
- 3 3

4	4
5 – Very good	5
(Don't know).....	6

3: C - SECTOR OUTPUTS AND IMPACTS

ASK ALL

C1 – I'd now like you to think about the way in which the UK <SECTOR> sector was presented, both at the event itself and through the associated marketing and promotional activity, and how this may have benefited the sector as a whole. Please could you tell me the extent to which you agree with the following, on a 1 to 5 scale where 5 means that you 'agree completely' and 1 means that you 'disagree completely'.

So firstly, to what extent do you agree that the event and the associated marketing and promotional activity...? READ OUT

ORDER OF STATEMENTS TO BE RANDOMISED BUT ALWAYS ASK E DIRECTLY AFTER

- (a) Reflected your firm's own capabilities
- (b) Provided a sector marketing message that was relevant to your firm
- (c) Successfully highlighted the key capabilities of the UK <SECTOR> sector
- (d) Successfully identified ~~market~~ business opportunities relevant to your firm or other firms in the UK <SECTOR> sector
- (e) Provided good evidence of the UK's strengths in the <SECTOR> sector
- (f) Provided a clear brand and identity for the UK <SECTOR> sector
- (g) Provided a picture of UK strengths in the <SECTOR> sector of which you could feel proud

1 – Disagree completely	1
2	2
3	3
4	4
5 – Agree completely.....	5
(Don't know)	6

ASK ALL

C2 –Thinking about the way in which the UK <SECTOR> sector was presented and promoted at this event, have you subsequently used any of the branding, ideas or messages in your own marketing materials?

- Yes 1
- No 2
- (Don't know) 3

ASK ALL

C3 – I’m now going to read out some possible ways in which <EVENT> and the associated marketing and promotional activity may have benefited UK firms in the <SECTOR> sector. So firstly, do you think that it has...? READ OUT

(a) Improved communication between firms in the UK <SECTOR> sector

(b) Helped to develop a clear marketing message and single voice for the UK <SECTOR> sector

(c) Raised the profile of the UK <SECTOR> sector overseas

(d) Furthered knowledge and understanding overseas about the capabilities of UK firms in the <SECTOR> sector

(e) Had a positive influence on the willingness of potential overseas customers to do business with UK companies in the <SECTOR> sector

Yes 1
No 2
(Don't know) 3

DISPLAY AT BOTTOM OF EACH C3a-e SCREEN
AS NECESSARY: Is that a benefit of the event and associated marketing and promotional activity?

ASK C4 DIRECTLY AFTER EACH C3a-e STATEMENT THAT IS ANSWERED POSITIVELY

C4 – And to what extent do you feel this has this been a benefit to the UK <SECTOR> sector? Please give me a score of 1 to 5, where 5 means it has benefited the sector ‘to a critical extent’ and 1 means ‘to no extent’

1 – To no extent 1
2 2
3 3
4 4
5 - To a critical extent 5
6 - (Don't know) 6

ASK ALL

C5 - Which of the following best describes your view on the contribution this event and the associated marketing and promotional activity has made to the UK <SECTOR> sector? READ OUT - SINGLE CODE

The sector would have achieved similar results anyway 1
The sector would have achieved similar results, but not as quickly..... 2
The sector would have achieved some but not all of the results 3
The sector probably would not have achieved similar results 4
The sector definitely would not have achieved similar results 5
(None of these)..... 6

4: D - FIRM OUTPUTS AND IMPACTS

READ OUT TO ALL

I'd now like to move on to asking about the impact of the < EVENT > on your company specifically, rather than the <SECTOR> sector as a whole. Please include any benefits you expect to realise in the future as a result of this event, as well as those that you have already experienced.

ASK ALL

D1 – As a result of the event and the associated marketing and promotional activity, have you or will you benefit from any of the following?

ORDER OF STATEMENTS TO BE RANDOMISED BUT ALWAYS ASK A & B TOGETHER

- (a) Better access to key contacts or networks overseas
- (b) Better access to key contacts or networks in the UK
- (c) Improved your knowledge and understanding of the UK <SECTOR> sector's capabilities
- (d) Improvements to your own overseas marketing strategy
- (e) Improvements to the specific branding or marketing messages that you use
- (f) Improvements to your firm's own capabilities, products or services
- (g) A clearer understanding of which overseas markets to focus your efforts on
- (h) Increased sharing of knowledge with <IF CODE 1 AT A3a other> firms in the UK <SECTOR> sector
- (i) Increased opportunities to showcase your firm's own expertise

Yes 1
No 2
(Don't know) 3

DISPLAY AT BOTTOM OF EACH D1a-i SCREEN

AS NECESSARY: Is that a benefit you have experienced, or expect to experience, as a result of this event?

ASK D2 DIRECTLY AFTER EACH D1a-i STATEMENT THAT IS ANSWERED POSITIVELY

D2 – And to what extent do you feel that this has been, or will be, a benefit to your business? Please give me a score of 1 to 5, where 5 means it will benefit your business ‘to a critical extent’ and 1 means ‘to no extent’.

- 1 – To no extent 1
- 2 2
- 3 3
- 4 4
- 5 - To a critical extent 5
- 6 - (Don't know) 6

ASK ALL

D3 - Which of the following best describes your view on the contribution this event and the associated marketing and promotional activity has made, or is expected to make, to your firm? READ OUT - SINGLE CODE

EXPLAIN IF NECESSARY: We asked a similar question earlier about the impact on the sector, but now I want to know about the impact on your firm specifically.

- We would achieve similar results anyway..... 1
- We would achieve similar results, but not as quickly 2
- We would achieve some but not all of the results 3
- We probably would not achieve similar results 4
- We definitely would not achieve similar results..... 5
- (None of these) 6

ASK ALL

D4a – Thinking about the effect of the event and any knowledge or contacts you gained as a result of attending, do you think that it has increased the likelihood of you doing more business overseas? READ OUT - SINGLE CODE

- Yes 1
- No 2
- (Don't know) 3

ASK IF INCREASED LIKELIHOOD OF OVERSEAS BUSINESS (CODE 1 AT D4a)

D4b – And to what extent do you feel that this will be a benefit to your business? Please give me a score of 1 to 5, where 5 means it will benefit your business ‘to a critical extent’ and 1 means ‘to no extent’.

- 1 – To no extent 1
- 2 2
- 3 3
- 4 4
- 5 - To a critical extent 5
- 6 - (Don't know) 6

ASK ALL

D5 – I'd now like you to separate out the <SECTOR> sector marketing and promotional activity from the event itself. To what extent did the marketing and promotional activity contribute to the benefits that you've mentioned during this interview? Please answer on a 1 to 5 scale where 5 means it had a very significant impact and 1 means it had no impact at all.

1 – No impact at all.....	1
2	2
3	3
4	4
5 – Very significant impact	5
6 - (Don't know)	6

A(2) – ADDITIONAL PROFILE QUESTIONS

READ OUT TO ALL

I'd just like to finish by asking a few questions about your business to help classify your answers for analysis purposes.

ASK ALL EXCEPT NOT YET TRADING (I.E. DO NOT ASK IF CODE 9 AT A4a OR CODE 2 AT A4b)

A6a – How many people are currently employed by your business within the UK? CLARIFY AS NECESSARY: Please include both full and part-time staff

Write in number (0+):
(Don't know)
(Refused)

IF DON'T KNOW AT A6a

A6b – If you had to estimate, approximately how many people are employed by your business in the UK? READ OUT AS NECESSARY

No employees.....	1
1-4	2
5-9	3
10-19	4
20-49	5
50-99	6
100-199	7
200-249	8
250-499	9
500 or more	10
(Don't know).....	11
(Refused).....	12

ASK ALL EXCEPT NOT YET TRADING (I.E. DO NOT ASK IF CODE 9 AT A4a OR CODE 2 AT A4b)

A7a – < IF ESTABLISHED >1 YEAR (A4a=2-11) Can I ask, what is the current annual turnover of your business? / IF ESTABLISHED IN LAST YEAR (A4a=1) What do you anticipate will be the turnover of your business in the first year of trading? >

CLARIFY AS NECESSARY:

- **By this I mean your annual sales, income or receipts**
- **If you have overseas sites or subsidiaries, please just give me the turnover for the UK part of your business**
- **If the business is a subsidiary, please answer just for the subsidiary in which you work**

Write in amount in £ (£0+):
(Refused)
(Don't know)

CATI TO VALIDATE AMOUNT ENTERED USING RANGES AT A7b (E.G: "JUST TO CHECK I'VE RECORDED THAT CORRECTLY, CAN I CONFIRM THAT IT IS BETWEEN ONE HUNDRED THOUSAND AND FIVE HUNDRED THOUSAND POUNDS?")

IF DON'T KNOW AT A7a

A7b - If you had to estimate your total turnover, into which of the following bands would you put yourself? READ OUT AS NECESSARY

£0	1
£100,000 or less	2
£100,001 - £500,000	3
£500,001 - £2million.....	4
£2million - £10million	5
£10million - £50million	6
More than £50million.....	7
(Don't know).....	8
(Refused).....	9

ASK ALL

A8 – What growth objectives do you have for the business over the next FIVE years? Do you plan to...? READ OUT

Remain the same size	1
Become smaller.....	2
Grow moderately	3
Grow substantially	4
(Don't know)	5
(Refused)	6

ASK ALL

A9 – And do you have a current, written business plan? READ OUT

Yes	1
No	2
(Don't know)	3
(Refused)	4

ASK ALL

A10 –Have you either applied for or obtained any patents, trademarks or other legal protection, either in the UK or overseas for any of your products or services?

Yes	1
No.....	2
(Don't know).....	3

E - CLOSING QUESTIONS

ASK ALL

**E1 – That’s the end of the interview, thank you very much for taking part.
Would you be willing to take part in any future UK Trade & Investment research
about your attendance at < EVENT >?**

**AS NECESSARY: If you say yes you are not obliged to take part and can always
decline if it’s not convenient at the time**

Yes 1
No 2
(Don’t know)..... 3

ASK ALL

**E2 – Are there any other comments you’d like to make about the way in which
the <SECTOR> sector was promoted and presented at < EVENT >, or any
improvements you’d like to suggest?**

Yes (SPECIFY) 1
No 2
(Don’t know)..... 3

CATI TO INSERT TIME MARKER

ASK ALL

**E3 – Finally as proof of this interview please could I just confirm your business
postcode?**

CATI TO DISPLAY POSTCODE IF AVAILABLE – AMEND IF MISSING OR
INCORRECT.....

E4 – And may I take a note of your name?

WRITE IN.....

STANDARD THANK & CLOSE

Annex E: Case Studies topic guides

Case studies aide memoire – Chair of the Board

SQW Consulting is undertaking an evaluation of UKTI's sector marketing strategies. As part of this we are focusing on the *Sector Marketing Strategy*, looking at all of its activities and impacts. We are keen to get your perspective on what's been achieved so far and collect evidence to support this.

Consultee

1. What is your role and background in the _____ industry? What positions do you currently hold? How long have you been involved with the Strategy board?

Objectives

2. In your opinion, what are the key objectives that underpin the Strategy? What gap has the Sector Marketing Strategy filled?
3. What is the role of the board?
4. Have there been, or are there, other marketing strategies for the sector (whether or not UKTI sponsored)? And, if so, what is distinctive and particularly beneficial about the current strategy in its objectives and focus?
5. In your opinion, what are the longer term aims of the strategy? Given that sector marketing strategies are time-limited, has the board formulated an exit strategy yet?

Inputs

6. How much of your time and resources have been devoted to delivering the strategy to date?
7. What other in-kind support and inputs does the board receive?

Prompt: matched funding; time inputs from public or private sector; political and diplomatic support offered by other government departments etc

[Try to gather metrics, man hours, private funding etc]

Activities

8. At the outset, what did the Board see as the main role of the sector marketing strategy and key activities that the strategy should implement? What were the reasons for this?

9. What are the activities that the strategy has actually undertaken to date? (*please get details and ask consultees to estimate the level of attention - from 1[low] to 5[high] - that has been given to each activity they mention*)

For the Activity (or theme) X, please get extra details covering cost, timescale, and involvement of partners and ask for any available materials such as action plans or marketing material

10. What role has the Board and its members played in implementing these activities, in particular, the X activity in question? Have there been any major barriers?
11. What networks and partnerships have been developed, as part of, or as a result of the strategy? *For example, wider stakeholder groups, sub-sector networks and groups.*
12. How have these and other stakeholders been engaged with, in implementing the activities related to the strategy?

Prompt: cross-Whitehall colleagues, regions, private sector partners and trade associations etc.

Outputs

13. Has the Sector Marketing Strategy been developed with a single, core script and messaging for the sector as a whole, with identified strengths and agreed priorities for the sector?
14. In your view, is the marketing material and collateral being used by partners and firms? Have you received positive feedback?
15. Have wider stakeholder groups/sub-sector networks developed as part of the strategy and the implementation of the board, secured widespread and active stakeholder engagement?
- Has this engagement prompted new, useful networks and led to new or enhanced co-operation? If not, why not?
16. Has the Sector Marketing Strategy enabled better/enhanced information sharing among partners and stakeholders?
- Has this been prompted by more/better information sharing protocols and guidance generated by the strategy?
17. Has this led to better/enhanced articulation of sector strengths and priorities by partners and stakeholders?
18. Do you think that the Sector Marketing Strategy has enabled increased private sector investment in marketing the sector? If not, why not?
19. Do you think that the Sector Marketing Strategy has influenced the promotion and branding of the <sector> events?

Intermediate Impacts and Outcomes

For each of these questions, please prompt for specific examples and evidence and make sure to cover Activity X within each question.

Strategic and sectoral

20. In your view, does the sector marketing strategy reflect <sector> strengths and capability? Can this be improved? If so, where and how?
21. In your opinion, as a result of the strategy, is there any evidence that the sector as a whole (key sector representatives and firms) has a
- clearer picture of, and agreement on, its strengths and priorities
 - better coordination i.e. bringing together key subsectors and players
 - an improved evidence base on sector capabilities for use by the sector
 - an improved profile in the UK and overseas, as a result of the Sector Marketing Strategy?
22. Has the Sector Marketing Strategy generated any cost savings for partners and stakeholders as a result of co-coordinated activities generated by UKTI? In what way(s)?
23. In your opinion, do you think that the <sector> would have achieved similar results or benefits without UKTI assistance?

Firm benefits

24. Do you expect the strategy to generate specific benefits for UK firms in the sector, and are you aware of any evidence that supports this?
- Do you think that these benefits would have been generated in the absence of the strategy?

Prompt: improved communication and sharing of knowledge between firms, take up and use of marketing messaging and branding, better access to key contacts or networks in UK or overseas, improved understanding of the sector's capabilities, improvements to firms' overseas marketing strategy, clearer understanding of which overseas markets to focus efforts on, opportunities to showcase firm's own expertise, positive influence on the willingness of potential overseas customers to do business with UK companies in the sector

Case studies aide memoire – Board members

SQW Consulting is undertaking an evaluation of UKTI's sector marketing strategies. As part of this we are focusing on the *Sector Marketing Strategy*, looking at all of its activities and impacts. We are keen to get your perspective on what's been achieved so far and collect evidence to support this.

Consultee

1. What is your role and background in the _____ industry? What positions do you currently hold?

Objectives

2. In your opinion, what are the key objectives that underpin the Strategy? What gap has the Sector Marketing Strategy filled?
3. Have there been, or are there, other marketing strategies for the sector (whether or not UKTI sponsored)? And, if so, what is distinctive and particularly beneficial about the current strategy in its objectives and focus?
4. What do you see as the specific role of the board in implementing the strategy?

Inputs

5. How long have you been involved with the Strategy board? Have you provided any other in-kind support with regard to implementing the strategy?

Activities

6. What are the activities that the strategy has actually undertaken to date? (*please get details and ask consultees to estimate the level of attention - from 1[low] to 5[high] - that has been given to each activity they mention*)

For the Activity (or theme) X, please get extra details covering cost, timescale, and involvement of partners and ask for any available materials such as action plans or marketing material

7. What role has the Board and its members played in implementing this activity in particular? Have there been any major barriers?
8. What other networks and partnerships have been developed, as part of, or as a result of the strategy? *For example, wider stakeholder groups, sub-sector networks and groups.*
9. How have these and other stakeholders been engaged with, in implementing the activities related to the strategy?

Prompt: cross-Whitehall colleagues, regions, private sector partners and trade associations etc.

Outputs

For each of these questions, please prompt for specific examples and evidence and make sure to cover Activity X within each question.

Strategic and sectoral

10. Has the Sector Marketing Strategy been developed with a single, core script and messaging for the sector as a whole, with identified strengths and agreed priorities for the sector?
11. In your view, is the marketing material and collateral being used by partners and firms? Have you received positive feedback?
12. Have wider stakeholder groups/sub-sector networks developed as part of the strategy and the implementation of the board, secured widespread and active stakeholder engagement?
 - Has this engagement prompted new, useful networks and led to new or enhanced co-operation? If not, why not?
13. Has the Sector Marketing Strategy enabled better/enhanced information sharing among partners?
 - Has this been prompted by more/better information sharing protocols and guidance generated by the strategy?
14. Has this led to better/enhanced articulation of sector strengths and priorities by partners and stakeholders?
15. Do you think that the Sector Marketing Strategy has enabled increased private sector investment in marketing the sector? If not, why not?
16. Do you think that the Sector Marketing Strategy has influenced the promotion and branding of key sector events?

Intermediate Impacts and Outcomes

For each of these questions, please prompt for specific examples and evidence and make sure to cover Activity X within each question.

Strategic and sectoral

17. In your view, does the sector marketing strategy reflect key <sector> strengths and capability? Can this be improved? If so, where and how?
18. In your opinion, as a result of the strategy, is there any evidence that the sector as a whole (key sector representatives and firms) has a
 - clearer picture of, and agreement on, its strengths and priorities
 - better coordination i.e. bringing together key subsectors and players

- an improved evidence base for use by the sector
 - an improved profile in the UK and overseas, as a result of the Sector Marketing Strategy?
19. Has the Sector Marketing Strategy generated any cost savings for partners and stakeholders as a result of co-coordinated activities generated by UKTI? In what way(s)?
20. In your opinion, do you think that the <sector> would have achieved similar results or benefits without UKTI assistance?

Firm benefits

21. Do you expect the strategy to generate specific benefits for UK firms in the sector, and are you aware of any evidence that supports this?
- Do you think that these benefits would have been generated in the absence of the strategy?

Prompt: improved communication and sharing of knowledge between firms, take up and use of marketing messaging and branding, better access to key contacts or networks in UK or overseas, improved understanding of the sector's capabilities, improvements to firms' overseas marketing strategy, clearer understanding of which overseas markets to focus efforts on, opportunities to showcase firm's own expertise, positive influence on the willingness of potential overseas customers to do business with UK companies in the sector

Case studies aide memoire – External Stakeholders

SQW Consulting is undertaking an evaluation of UKTI's sector marketing strategies. As part of this we are focusing on the *Sector Marketing Strategy*, looking at all of its activities and impacts. We are keen to get your perspective on what's been achieved so far and collect evidence to support this.

Consultee

1. What is your role and background in the _____ industry/organisation?
2. What has been the extent and nature of your engagement with the Sector Marketing Strategy in question to date?

Objectives, inputs and activities

3. In your opinion, what are the key objectives that underpin the Strategy? What gap has the Sector Marketing Strategy filled?
4. Have there been, or are there, other marketing strategies for the sector (whether or not UKTI sponsored)? And, if so, what is distinctive and particularly beneficial about the current strategy in its objectives and focus?
5. Are you aware of any new networks and partnerships being developed or existing ones being strengthened, as part of, or as a result of the strategy? *For example, wider stakeholder groups, sub-sector networks and groups.*
6. Have you or your organization contributed any budget, time or in-kind support for the strategy?

Outputs

For each of these questions, please prompt for specific examples and evidence and make sure to cover Activity X within each question.

Strategic and sectoral

7. Has the Sector Marketing Strategy been developed with a single, core script and messaging for the sector as a whole, with identified strengths and agreed priorities for the sector?
8. In your view, is the marketing material and collateral being used by partners and firms? Have you received positive feedback?
9. Have wider stakeholder groups/sub-sector networks developed as part of the strategy and the implementation of the board, secured widespread and active stakeholder engagement?

- Has this engagement prompted new, useful networks and led to new or enhanced co-operation within the sector towards furthering UK strengths overseas? If not, why not?
10. Has the strategy enabled better/enhanced information sharing among partners?
- Has this been prompted by more/better information sharing protocols and guidance generated by the strategy?
11. Has this led to better/enhanced articulation of sector strengths and priorities by partners and stakeholders, including your own organisation?
12. Do you think that the strategy has enabled increased private sector investment in marketing the sector? If not, why not?
13. Do you think that the Sector Marketing Strategy has influenced the promotion and branding of key sector events?

Intermediate Impacts and Outcomes

For each of these questions, please prompt for specific examples and evidence and make sure to cover Activity X within each question.

Strategic and sectoral

14. In your view, does the sector marketing strategy reflect <sector> strengths and capability? Can this be improved? If so, where and how?
15. In your opinion, as a result of the strategy, is there any evidence that the sector as a whole (key sector representatives and firms) has a
- clearer picture of, and agreement on, its strengths and priorities
 - better coordination i.e. bringing together key subsectors and players
 - an improved evidence base for use by the sector
 - an improved profile in the UK and overseas, as a result of the Sector Marketing Strategy?
16. Has the Sector Marketing Strategy generated any cost savings for partners and stakeholders as a result of co-coordinated activities generated by UKTI? In what way(s)?
17. Have you/your organization been able to use any of the marketing messaging/collateral for your own purposes?
18. In your opinion, do you think that the <sector> would have achieved similar results or benefits without UKTI assistance?

Firm benefits

19. Do you expect the strategy to generate specific benefits to UK firms in the sector, and are you aware of any evidence that supports this?

- Do you think that these benefits would not have been generated in the absence of the strategy?

Prompt: improved communication and sharing of knowledge between firms, take up and use of marketing messaging and branding, better access to key contacts or networks in UK or overseas, improved understanding of the sector's capabilities, improvements to firms' overseas marketing strategy, clearer understanding of which overseas markets to focus efforts on, opportunities to showcase firm's own expertise, positive influence on the willingness of potential overseas customers to do business with UK companies in the sector