

Bellerby Economics

in partnership with



Evaluation of Scotland Welcomes the World 2014: Business Engagement Events

Report for Scottish Enterprise

April 2015

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Executive Summary

Scottish Enterprise (SE) commissioned Bellerby Economics, in partnership with IBP Strategy & Research, to undertake an evaluation of business engagement activities delivered within the scope of SE's Scotland Welcomes the World 2014 Programme (SWTW), excluding 2014 Homecoming¹.

Evaluation Objectives

As an economic development organisation SE's interest is not only in the short term impacts these activities could bring but also the potential for long term and sustained benefits.

The evaluation addressed five main objectives:

- assess the tangible and intangible benefits that participants felt had come about as a result of their participation;
- assess the value for money of undertaking such events;
- identify what more could have been done to realise benefits in the participating companies;
- assess the anticipated and actual (to date) economic impacts arising from the events; and
- highlight areas of key learning that could influence similar activities.

Method

The key components of the method were as follows:

- **desk based review and analysis:**
 - a review of activity reports, approval and management papers, strategic and operational frameworks, feedback surveys, benchmarking reports;
- **consultations:**
 - consultations with SE executives and external stakeholders who had an operational and/or strategic interest in the programme of events; and
- **fieldwork:**
 - a telephone survey of companies that engaged with one or more of the SWTW events.

The Events

It was agreed by the event delivery partners that SE's evaluation activities would focus on the major business engagement events delivered around the scope of the SWTW 2014 Programme, but would exclude Homecoming Scotland 2014. The range of activities evaluated were:

¹ Homecoming Scotland 2014 aimed to position Scotland on the international stage as a dynamic and creative nation. A programme of events was designed to generate pride in the people of Scotland and welcome visitors from around the world in a celebration of Scotland's greatest assets.

- **Geared for Gold:** a series of nine road shows held in late 2013 throughout Scotland, outlining the business opportunities for Scottish companies arising from the Commonwealth Games, Ryder Cup and Homecoming 2014;
- **Showcasing Scotland Food and Drink:** this was a two day event that took place in July 2014 with the aim of linking Scottish producers to buyers from Commonwealth countries. Over 100 people attended the event over the two days;
- **2014 Commonwealth Business Conference:** this was a high profile two day conference held in Glasgow immediately before the start of the Games. The conference brought together senior politicians, economists and invited representatives from international businesses. A total of 320 delegates attended including at least 30 Scottish companies;
- **Scotland House Business Events:** a series of 17 business events that were run in Scotland House (the physical focus of Scotland's showcasing events during the Games). The aim was to allow companies and universities to showcase their sectoral expertise to potential international buyers. These events were attended by in excess of 1,100 individuals; and
- **Ryder Cup (business engagement):** a number of business engagement events around the Ryder Cup were held in late September 2014. The emphasis was on brokering links between Scottish companies and overseas buyers and investors. Around 40 Scottish companies were provided with hospitality tickets.

Strategic Appraisal

Delivery and funding of these activities addressed both Scottish Government and Scottish Enterprise strategic frameworks including

- Scottish Government:
 - *Government's Economic Strategy* - maximising opportunities to promote Scottish businesses and key sectors to a global audience and securing business opportunities for Scotland
 - *The Games Legacy Plan's Flourishing Theme* - providing opportunities for companies to develop new business relationships that have the potential to generate new business leading to enhanced growth and increased profitability; and
- Scottish Enterprise:
 - *Ambitions for Scotland* plan - building Scotland's presence internationally, and continuing to expand its overseas footprint in markets that are important for future Scottish exports and inward investment
 - *The International Trade and Investment Strategy for Scotland 2011 - 2015* places emphasis on putting Scotland on the map internationally, and putting international ambition on the map in Scotland
 - *Growth companies* - the contacts made at the events have the potential to help companies trade in overseas markets, enhancing their competitiveness which can support growth;

- *International trade and investment* - by enabling Scottish businesses to network with overseas businesses there is the potential for companies to either start exporting or become more experienced exporters through entering new overseas markets and growing their international sales.

Consultation

Key findings from the consultations carried out with SE executive, officials from Scottish Government, EventScotland, and Glasgow Chamber of Commerce indicated that:

- the Commonwealth Games and the Ryder Cup provided Scotland with a unique opportunity to showcase the country and its business base. As such the rationale for SE intervention was not determined by the usual criteria of market failure, rather it was an opportunity to use the international focus on Scotland to lever international connections and increase awareness of global opportunities;
- the aims and objectives of all the events were to facilitate engagement between Scottish and international businesses across a wide range of sectors, including SE's priority sectors. The **focus** was to raise Scotland's profile as a location for business. The **opportunity** was to think global and look for new opportunities and partners, potentially leading to exporting sales growth. **Targets**, in terms of number of delegates were met or exceeded;
- each event performed very well in terms of: the number of businesses that attended; the impact of raising Scotland's profile on the world stage; the quality of event management; and highly positive feedback from event attendees;
- in terms of value of money, SE obtained maximum benefits from its investment in that resources were used carefully to achieve the aims and objectives of the programme of events, and;
- successful delivery of the events were informed by: learning from similar events that took place around the 2012 London Olympics and Paralympics Games; meticulous planning and sufficient lead in time; strategic partnership working, particularly with UKTI, Scottish Government, EventScotland and Chambers of Commerce; recognition, organisation wide, of the need to address and deliver the event against SE's objectives, with many staff willingly giving time, both contractual hours and additional discretionary hours.

Company Survey Findings

The survey of 150 companies identified the following key points:

- the opportunity to network was a key driver for companies to attend a SWTW event;
- while the majority of companies envisaged opportunities for new business to occur down the line as the result of attending an event, a small number had entered into new contracts;
- companies were, generally more aware of the need to improve links with buyers and suppliers;
- in general companies were content with the format and nature of the events;

- around 30% of respondents were account managed, either by SE or HIE;
- around a quarter of companies had received business development support from SE including: marketing; involvement with the high growth pipeline; support with training; grants; and support with attending events; and
- since 2012 businesses have seen: turnover decrease on average by over £2million; profits increase by over £30,000 on average; employee costs decrease on average by approximately £50,000 over the period; and depreciation increase by nearly £45,000 on average.

Economic Impact Assessment

The survey responses indicated that a small number had achieved an increase in turnover or employment growth since attending an event, and at this time, few anticipated further growth in the period to 2019.

In addition a range of information was collected which provided insights into deadweight, displacement, leakage, multiplier effects, the outcomes of which were used to calculate economic impact - or additionality - of the SWTW business engagement events. The method adopted is compliant with SE guidance.

Also an initial assessment of the reference case and interventions option/s led to the identification of the **gross direct effects**. These were the outputs from the reference case or intervention option. Following identification of gross direct benefits, account was then taken of factors such as: displacement; leakage; and multipliers. When these factors have been applied to the gross direct effects we are left with **net additional** economic impact.

The net additional economic impacts resulting from businesses attending SWTW events is summarised in **Table 1**.

Table 1: Summary of Economic Impacts

Economic Impact Measures	
Net additional turnover growth	£134,468 - £154,400
Net additional employment growth	14.3 FTEs - 16.5 FTEs
Gross Value Added	£0.7m - £0.8m

Conclusions

The study's conclusions in relation to key evaluation objectives are as follows:

- **Other Benefits:** The survey results showed that business had realised other benefits from attending SWTW events. These include:
 - new contracts won/anticipated
 - new markets entered / existing markets expanded
 - exports won
 - partnerships and strategic collaborations entered into
 - networking opportunities;
- **Value for Money:** the focus was on the extent to which SE obtained the maximum benefit from the events it delivered within the resources available to

it. SE did achieve value for money in that resources were used carefully to achieve the aims and objectives of the programme of events;

- **What Could Be Done In The Future:** Discussions with both internal and external consultees and stakeholders has highlighted some important lessons that should be taken forward when seeking to host similar types of events - these are not discussed in any order of importance:
 - established clear governance arrangements:
 - this worked well in the delivery of SWTW events, and will be important when SE delivers business engagement events working in partnership with other agencies - both from Scotland and other parts of the UK. Clear governance frameworks provide a system of direction and control, highlighting organisational structures, policies, plans and review arrangements;
 - establishing a project management office (PMO):
 - this worked well in the delivery of SWTW events as the PMO established by Scottish Enterprise was seen as having a positive impact from an operational perspective, providing a central base to effectively and efficiently monitor delivery of the Programme of business engagement events;
 - appoint an event management company:
 - this worked well in the delivery of some SWTW events as few SE staff have the necessary levels of expertise to effectively manage events of the scale and importance of these types of business engagement events; their skills and expertise lie elsewhere. The events that did employ an events management company reported that they did a very professional job and ensured smooth running of the events which left a lasting and positive image of Scotland by visiting delegates;
 - need for a full time team:
 - developing and delivering events of this scale is seen by many SE executives as a full time job rather than an add on to their existing responsibilities. This meant that many staff worked beyond contract hours, particularly as the events came closer and during the event. Staff were happy to give this extra time, as they appreciated the importance of the SWTW Programme to Scotland's reputation; however it was recommended that in future the impact of a Programme of this scale on business as usual delivery is recognised and full time resources allocated;
 - achieve senior level buy-in and backing:
 - this worked well in the delivery of SWTW events. Achieving senior level buy-in for these events from an early stage in the planning and delivery process - from Chief Executive downward - was seen as crucial to success. This support, which extended to "hands on" involvement, was seen as significant and crucial in highlighting to the organisation the importance of the successful delivery of these events; and

- attracting international audiences:
 - significant resources and partnership working is required to ensure that events attract international delegates and speakers. UKTI were very helpful in identifying international companies and issuing the invitations and continued working partnerships will add value to future events which include an international dimension. It would also be important to have a contingency plan to work with the domestic market to mitigate possible lack of uptake from international nominees.

1. Introduction

1.1 Preamble

Scottish Enterprise sought to maximise the opportunity that the 2014 Commonwealth Games and Ryder Cup provided for Scottish business to engage with overseas businesses and to capitalise upon the opportunities to win delivery contracts. These two sporting events significantly raised the profile of Scotland and its assets throughout the world. Investment in the events of 2014 was expected to lead to specific economic outcomes for Scotland.

Scottish Enterprise (SE) appointed Bellerby Economics and IBP to conduct an evaluation of the business engagement activities related to the Scotland Welcomes the World 2014 Programme (SWTW), together with a series of roadshows delivered in 2013.

The main body of the evaluation is based on a telephone survey of engaged businesses and consultations with Scottish Enterprise staff and external stakeholders.

1.2 Method

The key components of the method were as follows:

- **desk based review and analysis:**
 - **action:** a review of activity reports, approval and management papers, strategic and operational frameworks, feedback surveys, benchmarking reports
 - **purpose:** to gain an insight into the rationale for the business engagement events, their operation and progress in meeting any targets set out in the approval papers, and fit within a wider strategic context;
- **consultations:**
 - **action:** consultations with SE executives and external stakeholders who had an operational and/or strategic interest in the programme of events²
 - **purpose:** to provide a variety of perspectives on progress and impact of the SWTW programme of events; and
- **fieldwork:**
 - **action:** a telephone survey of companies that engaged with one or more of the SWTW events
 - **purpose:** to gain an insight into the short and longer impacts on business performance as a result of attending one or more of the SWTW events.

²Project managers responsible for the delivery events at Scotland House had previously been canvassed post events for comment at an internal workshop the output of which, was used to further inform an understanding of the Scotland House events.

1.3 Report Structure

The remainder of the report is structured as follows:

- **Chapter 2: The Scotland Welcomes the World Events:**
 - describes each of the five events in detail;
- **Chapter 3: Consultations:**
 - reports on the findings from the consultation programme with SE officials and external stakeholders;
- **Chapter 4: Company Survey:**
 - reports the results from the company survey;
- **Chapter 5: Conclusions:**
 - presents a set of conclusions based around the objectives of the study as detailed in the brief; and
- **Appendices:**
 - Appendix A - Consultees
 - Appendix B - Sample Profile
 - Appendix C - Employment and Turnover Additionality.

2. The Scotland Welcomes the World Events

2.1 Introduction

In Chapter 2 we present an overview of the SWTW events and related activities, focusing, where information allows, on:

- a description of the event;
- objectives;
- finances; and
- post event feedback gathered at/shortly after the events.

We begin with a strategic appraisal for the full suite of SWTW events, and conclude with a short benchmarking review based on a brief literature search.

2.2 Strategic Appraisal of the SWTW Events

The SWTW events were a good fit with, and contributed to, a number of strategic frameworks.

Scottish Government

The Scottish Government's overarching vision, aims and objectives for the Commonwealth Games and other major events in 2014, were to:

- promote Scotland on an international stage;
- promote businesses and secure commercial opportunities; and
- present Scotland as a destination for tourism, culture and major events.

The government agency EventScotland's strategy *Scotland, The Perfect Stage' - A Strategy for the Events Industry in Scotland*³ acknowledges the contribution major events can make to all five of the Scottish Government's strategic objectives⁴.

The SWTW events therefore contributed to the delivery of the *Government Economic Strategy*⁵ by maximising opportunities to promote Scottish businesses and key sectors to a global audience and securing business opportunities for Scotland.

*The Games Legacy Plan*⁶ is based around four themes - Active, Connected, Sustainable and Flourishing. SE was identified by Scottish Government as the lead partner and chair of the Flourishing Theme.

The SWTW events contributed towards the Flourishing Theme through providing opportunities for businesses to develop new business relationships that have the potential for companies to generate new business leading to enhanced growth and increased profitability.

³ <http://www.eventscotland.org/scotland-the-perfect-stage/glasgow-2014-commonwealth-games>

⁴ The Scottish Government aims to make Scotland: healthier; smarter; wealthier and fairer; greener; and safer and stronger.

⁵ <http://www.scotland.gov.uk/topics/economy/economicstrategy>

⁶ <http://gameslegacyscotland.org>

Scottish Enterprise

SWTW events also contributed to specific Scottish Enterprise strategic frameworks:

- *Ambitions for Scotland* plan - building Scotland's presence internationally, and continuing to expand its overseas footprint in markets that are important for future Scottish exports and inward investment;
- *The International Trade and Investment Strategy for Scotland 2011 - 2015*⁷ places emphasis on putting Scotland on the map internationally, and putting international ambition on the map in Scotland. SE sought, through the SWTW events, to improve the perception of Scotland
- Growth companies - the contacts made at the SWTW events have the potential to help companies trade in overseas markets leading to enhanced competitiveness which can support growth; and
- International trade and investment - by enabling Scottish businesses to network with overseas businesses there is the potential for companies to either start exporting or become more experienced exporters through entering new overseas markets and growing their international sales.

2.3 Geared for Gold

2.3.1 The Events

Geared for Gold was a roadshow programme of events designed to raise awareness in Scottish companies of business opportunities presented by the global sporting events being hosted by Scotland in 2014, and the procurement portals through which businesses could tender for contracts.

A programme of nine events was staged throughout Scotland jointly with the relevant Chamber of Commerce (Stirling, Dumfries, Aberdeen, Dundee, Perth, Edinburgh, Glasgow [two events] and Inverness). Each event featured speakers from:

- Glasgow 2014 Ltd (on Commonwealth Games procurement opportunities);
- a private sector company - on how winning a 2014 contract had benefitted their business; and
- Public Contracts Scotland (the selected procurement portal for advertising Ryder Cup opportunities) - on Ryder Cup procurement opportunities and how to access those opportunities through the Public Contracts Scotland Portal.

2.3.2 Aims and Expected Benefits

The aims of this project were to:

- increase the awareness of companies throughout Scotland of the procurement opportunities associated with the Commonwealth Games and Ryder Cup, and improve their ability to bid for such opportunities;
- maximise the economic impact of games-related opportunities in Scotland; and

⁷ <http://www.sdi.co.uk/~media/SDI/Files/documents/international-trade/Scotlands%20International%20Trade%20and%20Investment%20Strategy.pdf>

- improve the confidence of Scottish businesses to bid for other sporting related contracts (a global market estimated to be worth some \$1,000bn every ten years).

Geared for Gold had both quantifiable and non-quantifiable expected benefits as set out in the approval paper:

- quantifiable:
 - 400 businesses attending workshops
 - 200 additional businesses registered on the Glasgow 2014 Portal
 - 200 businesses registered on the Public Contracts Scotland Portal; and
- non-quantifiable:
 - improved understanding of Games portals and e-procurement in general
 - greater 'buy in' to the Games
 - increased intelligence of Scottish companies of the business opportunity around sporting events
 - increased business capacity - resulting in businesses which are 'fitter' to win games-related business.

2.3.3 Market Failure Rationale

The project sought to address the following market failures:

- information asymmetry - providing information on opportunities aimed to address an information gap;
- market power (barriers to entry) - by improving the procurement knowledge of smaller companies this project offset the market power which large companies have, which tend to dominate top level procurement tiers in major events. Many of these large businesses also have established supply chains which are an opportunity for smaller companies to break into; and
- address equality and equity - by ensuring equality of opportunity across the Scottish business community.

2.3.4 Finances

The budget for the nine events was £16,450, although only £11,191 was actually spent - a 32% under spend, reflecting significant value for money. The project costs were 100% funded by Scottish Enterprise.

2.4 Showcasing Scotland Food and Drink

2.4.1 The Event

This event sought to showcase the Scottish food and drink (F&D) industry and aimed to build on existing, and create new lasting, relationships with buyers and key influencers. Showcasing Scotland Food and Drink was a programme of events designed to maximise F&D buyers' experience and enable them to meet Scottish food and drink companies. In addition a workshop based *Meet the Buyer* programme was run to ensure the Scottish F&D companies involved were able to maximise the opportunity.

The key components of the programme included:

- opening plenary session with key speakers setting the scene and outlining the importance of Scotland's F&D industry with the aim of opening new markets to the high quality and provenance it offers;

- the opportunity for one-to-one meetings with Scottish companies. The 12pm to 6pm day enabled any one buyer to meet with around 8-10 companies in the day;
- a programme for buyers led by the appropriate trade bodies. This included visits to processors, production sites etc close to Scotland's central belt; and
- further time for one-to-one meetings.

2.4.2 Objectives and Actual Outputs

The objective of Showcasing Scotland Food and Drink was to attract at least 80 UK and overseas food and drink buyers to Scotland to experience "Scotland the land of food and drink" in the run up to the Commonwealth Games and to participate in a *Meet the Buyer* type event with approximately 100 Scottish Food & Drink Companies.

The event achieved the following outputs, which indicate that the objectives were met:

- 80+ UK and International Food & Drink buyers;
- 100+ at the event business seminar;
- 205 attended the Gala dinner with the Cabinet Secretary for Rural Affairs and the Environment;
- 45 attended the 4 sector visits;
- 80+ attended the West Brewery farewell event; and
- 600+ buyers/supplier meetings were held over 2 days.

2.4.3 Post Event Initial Feedback

A summary of initial responses from delegates indicated the following:

- buyers:
 - 98% rated the event as Excellent/Very Good/Good
 - 100% would attend this event again
 - 96% were pleased with the quality and quantity of F&D companies they met
 - 95% met appropriate suppliers; and
- F&D Companies:
 - 97% met appropriate buyers
 - 97% would attend this event again
 - 100% rated the event as Excellent/Very Good/Good.

2.4.4 Finances

The budget for the event was £120,000. Table 2.1 details how the money was expected to be spent.

Table 2.1: Showcasing Scotland Budget

Item	Budget
Accommodation and Venue Hire	£55,000
Event Management Fees	£30,000
Buyer Travel Contingency	£15,000
Interpreter/Support Staff costs	£10,000
Equipment Hire	£5,000
Travel Costs	£5,000
TOTAL	£120,000

In addition to the budget in **Table 2.1** the Scottish Government contributed around £85,000 as part of the delivery funds for 2014 activity, giving an overall budget circa £205,000. The actual spend was £221,000, representing an 8% overspend; this was the result of the event attracting more buyers than had been planned for, with associated higher cost of travel and accommodation.

2.5 Commonwealth Business Conference

2.5.1 The Conference

The Commonwealth Business Conference 2014 was an international conference hosted in Glasgow immediately prior to the Games beginning. It sought to capitalise on the success of the ‘Team Scotland’ approach adopted for the London 2012 Olympic and Paralympic Games to ensure that the opportunity of being the centre of intense international attention was maximised, for both Scottish businesses and for Scotland as a whole.

The Conference, targeted at the 70 Commonwealth nations and territories, attracted 320 delegates over the two days (including at least 30 Scottish companies). Delegates included senior domestic and international business leaders, politicians, and policy makers.

SE acted in a lead capacity in planning and delivering the two day business conference, in partnership with the Scottish Government; UKTI; the Commonwealth Business Council; and Ernst & Young (commercial sponsor).

The overarching theme for the Conference focused on sustainable trade and investment. The programme included the following key sessions:

- supporting future business leaders;
- trade as a driver for economic development;
- generating knowledge, innovation and growth;
- confidence in growth;
- smart cities, global opportunities;
- overcoming global economic challenges;
- financing growth across the Commonwealth; and
- securing infrastructure investment.

2.5.2 Project Objectives

Key SMART objectives sought to:

- stimulate an improved perception of Scotland;
- attract at least 80 international delegates to the conference;
- attract 120 Scotland & UK business leaders to the conference;
- stimulating new enquiries from inward investors (with outcomes being achieved through future interventions over time); and
- raise awareness both domestically and overseas of SE's sector propositions leading to deepening engagement.

2.5.3 Post Event Initial Feedback

The conference, from the perspective of attendees, was evaluated by Starkevents, a professional conference organiser. In summary the evaluation highlighted that the conference⁸:

- met the expectations of 92% of delegates;
- was viewed positively by 96% of delegates - 58% very good, 38% good;
- attracted them due to the quality of the speakers (45%) and opportunity to network (30%);
- gave around two thirds of delegates a better understanding of the business opportunities available within Commonwealth countries - 18% strongly agree, 45% agree;
- the quality and relevance of potential contacts were viewed positively by almost 80% of delegates - 47% very good, 30% good; and
- had changed delegates' perception of Glasgow as a location for business and major events - more positive than previous (42%) much more positive than previously (20%);

The feedback shows the Conference in a highly positive light; however there were a small number of negative comments. These tended to focus on a disappointment that the Conference, from their perspective, was too inward looking, focusing less on opportunities for Scottish/UK businesses to network with Commonwealth businesses and more on inward investment opportunities for Scotland/UK. The Conference came across more as an "Invest in UK" conference than a Commonwealth trade conference.

2.5.4 Finances

The budget for the Conference was £335,000. Table 2.2 details how the money was expected to be spent.

⁸ The report does not identify the number of responses Starkevents had to their feedback survey.

Table 2.2: Commonwealth Business Conference Budget

Item	Budget
Event Management	£100,000
CBC	£87,000
Venue & Catering	£80,000
Marketing	£30,000
Hotel Deposits	£25,000
Tickets x 50	£13,000
TOTAL	£335,000

The actual spend was £286,453 - a 15% underspend. The costs would be split equally between SE and UKTI (UK Trade and Investment)⁹.

2.6 Scotland House Business Events

2.6.1 The Events

Building on the success of the ‘Team Scotland’ approach for Scotland House at the Commonwealth Games 2010 and in London during the Olympic and Paralympics Games 2012, Scotland House opened on 21st July at the City Halls and Fruitmarket and Scottish Enterprise’s *inovo* building.

Scotland House was a vehicle for celebrating the success of the Scottish Commonwealth Team, bringing together an athlete and family zone, business engagement programme and public area, all under one roof.

Scottish Enterprise led on the business engagement programme of the House and delivered 17 events over 8 days across both locations, attracting over 1,000 attendees including national and international business leaders.

The overall programme of 91 events was delivered in partnership with Scottish Government; Creative Scotland; The City of Glasgow (Glasgow City Council, Glasgow Life, Glasgow City Marketing Bureau, Glasgow Chamber of Commerce and Glasgow 2014); VisitScotland; Commonwealth Games Scotland; and Sportscotland.

Each SE event was organised and delivered by the relevant sector team or where relevant in partnership with Highlands and Islands Enterprise (HIE) and Universities Scotland. The events are summarised below:

- **Global Sports Opportunities** - 67 delegates, aimed to encourage a collaborative approach to achieve further success within the global sports market to benefit both Scottish companies and the economy;
- **Life & Chemical Sciences Showcase** - 200 delegates, aimed at enabling delegates to understand and access company and excellence in clinical trials, remote health delivery and health informatics, and find product development solutions from Scotland’s comprehensive life and chemical sciences supply chains;

⁹ UK Trade & Investment is a UK Government department working with businesses based in the United Kingdom to ensure their success in international markets, and encourage the best overseas companies to look to the UK as their global partner of choice. <https://www.gov.uk/government/organisations/uk-trade-investment>.

- **Scotland: The Global Home for Oil & Gas** - 84 delegates, jointly organised with HIE, which celebrated the success of the Oil and Gas sector as a global hub within Scotland and provided an opportunity to look to the future, specifically internationalisation from Scotland;
- **Scotland's Renewables** - 111 delegates across the following events:
 - **Scotland - Leading the World in Marine Energy** - led by HIE, this event presented Scotland's success in developing marine renewables technology and the opportunities these offer to global investors and OEMS (Original Equipment Manufacturers)
 - **Offshore Wind Event** - provided an opportunity for delegates to discuss the latest offshore wind developments and innovations happening in Scotland
 - **Sustainable Islands** - a showcase event that presented Scotland's expertise around delivering sustainable energy security to island nations or off-grid communities;
 - **Low Carbon Investment** - an evening reception with Ministerial and senior industry guests;
- **Doing Business in Canada, Australia, Singapore and India** - 250 delegates across four events aimed at identifying and developing international trade and partner opportunities with key Commonwealth Nations;
- **Universities Scotland: Connecting the Commonwealth** - 68 delegates, provided a platform for Scotland's higher education sector to:
 - celebrate the links with Commonwealth nations and the successful contribution that students and staff from these nations make to the sector
 - advance Connected Scotland approach to international engagement;
- **Creative Industries Showcase** - 36 delegates, provided a focused networking/business opportunity to showcase some of the leading edge technologies developed by companies in Scotland;
- **Food & Drink** - 95 delegates, a Business Leadership and Networking Seminar that provided an opportunity to celebrate the performance of the Scottish food and drink sector and Scotland's growing reputation as a Land of Food & Drink;
- **Textiles & Telemetry: Opportunities in Integrated Textiles & Sensor Technology** - 42 delegates, highlighted business opportunities for Scotland in design and development of sports clothing with telemetric sensor technology which broadcasts performance information to handheld devices;
- **Teaming with Start-ups** - 112 delegates, start-up companies drawn from the technology, life sciences and energy/renewables sectors exhibited and presented a short pitch to a target audience focusing on the critical issue for start up companies, management help as opposed to investment. A secondary goal was to increase international sales opportunities; and
- **Financial & Business Services Reception** - 52 delegates, provided a platform for networking opportunities with guests of Scottish Enterprise and delegates from the Commonwealth Games Business Conference.

2.6.2 Feedback

Follow up surveys were issued to all attendees and responses provided were positive in terms of business engagement outcomes¹⁰:

- 82% agreed / strongly agreed that 'The event highlighted opportunities for me and my organisation';
- 83% agreed / strongly agreed that 'I made useful contacts';
- 77% agreed / strongly agreed that the event 'Demonstrated Scotland's capacity and competence as an event destination';
- 84% agreed / strongly agreed that the event 'Promoted Scotland and Glasgow'; and
- 66% agreed / strongly agreed that 'It improved my view of Scotland and Glasgow as a whole'

2.6.3 Finances

The budget for the Scotland House events was £246,000 and Table 2.3 presents the details of how it was expected to be spent.

Table 2.3: Scotland House Costs

Item	Budget
Event delivery costs	£120,000
Scotland House partner's equal share of costs	£80,000
Contingency	£40,000
Ticket allocation for Games 2014	£6,000
Total Project Costs	£246,000

The actual spend was £176,829 - an under spend of 28%, representing significant value for money.

2.7 Gleneagles Ryder Cup 2014 (Business Engagement)

2.7.1 The Business Engagement Event

The Ryder Cup is a highly prestigious global sporting event and presented a significant opportunity for business engagement. A Team Scotland approach was taken towards delivering a core programme of business engagement events during the Ryder Cup.

Partners working alongside Scottish Enterprise on this programme of events included the Scottish Government, VisitScotland, EventScotland, Highlands and Islands Enterprise, Perth and Kinross Council, Sportscotland, Scotland Food and Drink, and Creative Scotland.

Each partner received a ticket allocation to allow them to invite guests in order to capitalise on the engagement opportunities. Three ticket types were available:

- **Hospitality** - a VIP business engagement programme which included networking lunches on the course and a range of evening events;

¹⁰ The report does not give the number of responders.

- **International Pavilion** - a programme hosting invited corporate guests from public and private organisations including account managed companies. Senior SE leadership colleagues hosted guests across four days, supported by volunteer account managers; and
- **General Access** - enabled invited guests to access the course; tickets were allocated to a combination of account managed companies and worthy cause organisations.

2.7.2 Project Objectives

The objective of the business engagement activity was to maximise the business development opportunities for SE afforded by the Ryder Cup including:

- establishing new or strengthening existing strategic relationships at a senior level with inward investors;
- establishing new or strengthening existing strategic relationships at a senior level with Scottish growth businesses and sectors;
- using the Ryder Cup as a hook to stimulate new enquiries from inward investors (and outcomes achieved over time);
- using the Ryder Cup as a hook to stimulate new enquiries from Scottish businesses (and outcomes achieved over time); and
- facilitating collaboration between inward investors and Scottish businesses leading to economic outputs.

2.7.3 Finances

The budget for the Ryder Cup business engagement events was £150,000. **Table 2.4** presents the details.

Table 2.4: Ryder Cup Budget

Item	Budget
Team Scotland Business Engagement	£65,000
Inward missions support	£30,000
Additional accommodation and travel costs for SE guests	£25,000
Exhibitions content generation and corporate gifts	£20,000
Gala dinner tables	£10,000
TOTAL	£150,000

The actual spend was £119,803 - an under spend of 20%. These project costs were 100% funded by Scottish Enterprise.

2.8 Benchmarking Networking Events

2.8.1 Introduction

This section provides a brief benchmarking exercise, where we compare and contrast the performance of SWTW events with two recent business engagement events:

- The International Festival for Business - 2014; and
- POWER Cluster Offshore Wind Business Networking Events - 2009.

2.8.2 The International Festival for Business (IFB) 2014

The Event

The IFB 2014 took place in Liverpool involving over 400 events attracting approximately 28,400 delegates from 92 countries. Over 17,000 companies took part representing every major sector in the economy. It was the biggest business event in the world during 2014.

Events were clustered around seven themes relating to recognised business sectors: maritime, logistics & energy, higher & further education, cities, enterprise & urban business, manufacturing, science & technology, professional & financial services, low carbon & renewables and creative & digital.

Information taken from the headline results in the *Interim Evaluation* shows that¹¹:

- 3,000 companies have secured or expect domestic sales;
- 1,400 companies have secured or expect export sales totalling an estimated £100m over three years;
- more than 350 companies expect to sign investment deals worth an estimated total of £200m over three years;
- an estimated 10,000 new jobs could be generated over three years;
- respondents to the survey cited the following business benefits
 - 87% of respondents said that they expect to meet potential new customers, investors, trade partners or suppliers at the IFB
 - 68% expected to access business networks in the UK and 64% in the Liverpool City Region
 - 52% expected to access global business networks
 - 55% thought they would be able to gain specialist advice or knowledge to help them build their business.

SWTW Events

The IFB is of a different scale to SWTW - attracting over 17,000 companies compared to just under 600 for SWTW events. The rationale and focus on each event was similar - to facilitate business engagement aimed at, eventually, securing business opportunities leading to turnover growth and employment.

Many of the business benefits expected by participants are the same across both events, with a particular focus on:

- an opportunity to meet potential new customers; and
- the development of new business contacts and business networks - domestically and in export markets.

The key difference is in the scale of the impacts, which is to be expected given the different scale of each event. Also the IFB delegates were asked to, and were willing to, quantify the future value of both export sales and jobs impacts. Respondents to the SWTW survey were more reticent in their answers with most being unwilling or unable to quantify turnover and employment growth as a result of attending SWTW events.

¹¹ <http://www.liverpoolvision.co.uk/news/latest-news/ifb-2014-impact-revealed/>

2.8.3 POWER Cluster Offshore Wind Business Networking Events

The Events

There were five POWER networking events held across five different locations in 2009 including three in England, one in Aberdeen and one in Denmark. In total the events attracted nearly 700 delegates.

The evaluation report focuses on aspects of the event itself that were considered successful rather than seeking to quantify turnover or employment growth¹²:

- promotion of business attendees by supplying delegates with information about other attending companies;
- facilitated one to one meetings between attendees;
- worked with partners from other companies to help promote the event;
- targeted businesses from specific countries rather than try to target them all;
- arranged to have key industry players taking part well in advance to help promote the event and foster interest; and
- briefing of both presenters and delegates on the format of presentations and time allocations.

SWTW Events

The SWTW events exhibited many of the areas of success highlighted in the POWER networking events evaluation, and in particular:

- facilitated one to one meetings between attendees;
- targeted businesses from specific countries - the Commonwealth; and
- arranged to have key industry players to take part.

2.8.4 Overview

One of the best ways for a business to create contacts and expand its set of connections is to network. It is often said that in business “it is not what you know, it is who you know”. The implication here is that no matter how experienced a business man/woman is they will be better off when they are in situations where they “have a foot in the door”. The networking events highlighted above and the SWTW programme of business engagement events highlight that that these types of event engage the private sector in:

- Building relationships. With the increasing globalisation of the economy businesses now more than ever compete with businesses internationally. Building relationships at events specifically developed to facilitate networking across national boundaries helps business feel more comfortable doing so with someone they know and have met face to face; and

¹²http://www.northsearegion.eu/files/repository/20120320111602_PC_Business-Business-to-businesseventsevaluationreport.pdf

- Attract and retain customers. Networking at the events is a useful way for a business to get its message over to potential new customers. Networking events such as SWTW, IFB and Power provides a forum for introducing new services and products, which in turn captures new customers - business or consumers - and educates existing ones.

The IFB event, and to a lesser extent SWTW business engagement events, highlight the positive benefits from a business performance perspective in terms of employment and turnover growth. Many of these benefits are “expected” as some point in the future, recognising that new relationships take time to generate business benefits. The IFB evaluation, and the SWTW company survey has shown that there is an expectation following attendance at networking events that these new business relationships will bear fruits in terms of jobs and turnover growth at some point in the future.

3. Consultations

3.1 Introduction

In Chapter 3 we present the findings from a short consultation programme with SE executives and external stakeholders who had an operational and/or strategic interest in the SWTW 2014 Programme¹³.

The consultations were undertaken through face-to-face or in-depth telephone interview using a semi-structured approach with an agreed pro-forma. The outputs from the consultations are presented in aggregate form and reflect the general consensus of the consultees.

At the outset it was recognised that not all interviewees would be able to shed light on each and every issue, but collectively each issue has been addressed.

3.2 Scottish Enterprise Executives

Discussions were held with executives from the SWTW Project Management Office and Project Managers for each of the five activities. The discussion agenda focused on:

- the rationale for the programme of events, their fit with SE's strategy and policy;
- the market failure rationale that justified SE's intervention;
- the key aims and objectives of the programme of events;
- the performance of the events in achieving aims objectives and targets;
- the value for money of the events;
- management and delivery of the events;
- what worked well and what worked less well;
- the key strengths and weaknesses of the programme of events;
- key lessons for the future.

3.2.1 Rationale for SE Intervention

As Scotland's leading economic development agency Scottish Enterprise recognised the opportunity that the Commonwealth Games and Ryder Cup events afforded it the opportunity to:

- showcase Scotland to the world as a place to do business, seeking to encourage inward investment;
- build the profile of Scottish businesses with businesses from overseas aimed at encouraging exporting activity;
- provide indigenous businesses with opportunities to engage with overseas businesses to mutual benefit - networking, building partnerships, and entering into business deals;
- target markets where there is a need to be more active; and

¹³ A full list of consultees is appended.

- help build the capacity and capability of Scottish businesses to compete for the wide range of contracts required to deliver such events.

SE's involvement in the events afforded a good fit with SE's:

- exporting strategy - in particular SDI's recent export plan which will target resources at new key and emerging markets; and
- company growth strategy - enhancing the competitiveness of Scottish businesses when competing in export markets.

3.2.2 Market Failure Rationale

As noted above the Commonwealth Games and the Ryder Cup provided Scotland with a unique opportunity to showcase the country and its business base. SE intervention was not principally determined by the usual measurements of market failure, rather it was an opportunity to use the international focus on Scotland to lever international connections and increase awareness of global opportunities.

However, a small number of consultees offered the additional observation that in market failure terms, SE intervened to address information deficiencies - both in terms of international businesses lacking information on Scotland's business base, capacity and capability to engage in business opportunities, and in terms of some Scottish businesses lacking knowledge on how to export.

The consultees also highlighted that if SE had not developed the programme of business engagement events no other organisation would have stepped in and grasped the opportunity, specifically in respect of an international dimension; other organisations such as Glasgow City Council or Chambers of Commerce would have organised events to identify opportunities for local business engagement but not addressed the significant international opportunities.

3.2.3 Aims, Objectives and Targets

The aims and objectives of the events were to facilitate engagement between Scottish and international businesses across a wide range of sectors, including SE's priority sectors. The focus here was on raising Scotland's profile as a location for business and for Scottish businesses to engage with businesses from overseas and enter into business networks/partnerships leading to exporting sales growth.

Targets were set in terms of number of businesses who attended the events. There was a deliberate policy not to set outcome targets - such as number of contracts gained, jobs and turnover growth etc - as it was felt that such targets were not appropriate for the type of events that were staged. There is however an expectation that at some point in the future exporting activity and company growth will be realised which can be traced back to the business engagement events.

3.2.4 Performance

The consensus was that each business engagement event performed very well in terms of:

- the number of businesses that attended each event;
- the impact of each event in terms of raising Scotland's profile on the world stage;
- the quality of the management and delivery of each event; and

- highly positive feedback from event attendees.

Key highlights by event included:

- Geared for Gold:
 - high proportion of contracts for Commonwealth Games and Ryder Cup were awarded to Scottish companies
 - the level of demand led to more events being delivered than originally planned
 - significant increase in businesses registering with the relevant procurement portal;
- Commonwealth Business Conference:
 - attracted high calibre of influential speakers, both political and industry
 - highly experienced events management company used to deliver a quality event;
- Showcasing Scotland Food & Drink Mission:
 - positive feedback from international business - seeking to return to Scotland in future to do business;
- Scotland House:
 - attracted more than 1,000 delegates
 - high quality presentations and speakers; and
- Ryder Cup:
 - attracted high number of senior business people, both domestic and international
 - support from senior political officials.

3.2.5 Value for Money

The value for money (VFM) assessment focuses on the extent to which SE obtained the maximum benefit from the events it delivered within the resources available. The consensus was that SE did achieve value for money in that resources were used carefully to achieve the aims and objectives of the programme of events:

- Programme Management Office staff were able to negotiate highly favourable rates for venue hire, subsistence and other types of expenditure;
- the attraction of the sporting events provided opportunities to engage with a large number of international business from a wide range of countries - including those from the Commonwealth, Europe and USA - at a relative small cost when compared to the costs of SE organising overseas missions;
- speakers did not receive payments for their contribution to the events;
- attendance targets were achieved or exceeded;
- most spend came in under budget; and
- all events ran well, resulting in delegates leaving with a positive perception of Scotland.

It was also recognised by some that measuring value for money, in the traditional cost per job/increase in turnover calculations was not appropriate at this early stage. However, it was expected that benefits would arise in the longer term as the contacts made were exploited.

The issue of opportunity costs was also raised as a key factor in estimating value for money. If SE had not invested funds in raising awareness of business opportunities available from Scotland staging these major sporting events then the costs to individual businesses seeking to benefit from these opportunities would have been significant, and probably prohibitive, with the economy missing out on company and employment growth.

3.2.6 Management & Delivery

Without exception the consultees all felt that the events were very well managed and delivered.

Key factors in the success of the events were:

- learning from similar events that took place around the 2012 Olympics held in London;
- meticulous planning and allowing a sufficient lead in time;
- strategic partnership working - particularly with UKTI, Scottish Government and EventScotland;
- partnering with Chambers of Commerce who have significant experience of delivering similar types of events;
- employing a professional events management company to deliver the more complex events;
- all SE staff bought into the need for SE to deliver on these events and willingly gave of their time, both contractual hours and additional discretionary hours; and
- careful thought given as to which companies should be invited to which event.

Some consultees praised the effective data systems and management, with SE's EFRS Team providing a first class service to project teams.

3.2.7 What Worked Well/Less Well

Consultees were invited to comment on the delivery of the Programme by each event, what worked well and should be built on in the future and what worked less well and needs to be addressed if SE were to support such a programme of events in the future. Given the different answers provided we report our finding by event.

Geared for Gold

The Geared for Gold events were funded by SE but organised by the local Chamber of Commerce; this was seen as being important in the success of the events. Chambers of Commerce knows the local business population and have ongoing relationships with members and were therefore successful in encouraging businesses to attend.

As outlined in Chapter 2, the format of each event included a presentation by a private sector Scottish company who had secured a 2014 Commonwealth Games contract. On occasions, for commercial reasons, it proved difficult to get this type of private sector input to the event.

Showcasing Scotland Food and Drink

The 1:1 meetings facilitated by the structure of the event worked particularly well. It provided Scottish businesses the opportunity to meet potential buyers; something of the order of 600+ meetings took place.

The existing procurement arrangements of the venue restricted opportunities to showcase local/Scottish food products to delegates.

2014 Commonwealth Business Conference

It was recognised at an early stage in the planning that the successful delivery of the Commonwealth Business Conference would greatly benefit from a governance structures to facilitate the joint working of all agencies given the additional focus of the pending Scottish Independence Referendum in September 2014.

The Governance structure outlined early in the planning of the Conference proved important in delivering a successful event, specifically:

- developing a *memorandum of understanding* (MoU), the process of which added value to partnership relations;
- partners coming together to discuss most issues;
- monthly meetings with alternating venue and Chair;
- weekly internal team project meetings; and
- where required, establishing small sub groups to focus specific delivery issues.

UKTI took the lead on a number of speakers, and brought a high calibre of candidates from their contact bank.

Scotland House Business Events

As noted above Scotland House hosted 17 business engagement events, and in this report we highlight common themes as to what worked well/less well.

Scotland House events were well received by delegates. A consensus noted that speakers were of high quality, delegates were able to make good connections and event literature (where provided) helped them to fully understand the purpose of the event. In addition the good management of the events added value particularly in respect of partnership working across the various SE directorates and with external partners.

Challenges raised included lack of an effective process to identify and attract international delegates to events. The restrictive facilities and room availability in the City Hall and Fruit Market venue prohibited opportunities to network and at times, created an uncomfortable working environment. The technology used by external partners to register delegates was new and not adequately experienced by the users which in turn, impacted on the efficient processing of delegates and opportunities to gather intelligence.

2014 Gleneagles Ryder Cup

The organisation of the business engagement programme developed for a variety of levels of hospitality worked very well. Specific to this success was the working partnership arrangements between SE, Scottish Government, EventScotland and Ryder Cup Europe. An extensive and comprehensive guest management programme was developed which addressed support to guests from arriving in Scotland, journeying to the venue and the quality of hospitality presented. The programme for VIPs provided an opportunity for senior SE management and the First Minister, Deputy First Minister and other officials to engage with invited world business leaders from a variety of sectors.

It was suggested that the approach adopted to deliver business engagement during the Tournament would have been enhanced by appointing an external event management company.

3.2.8 Strengths & Weaknesses

As many of the strengths and weaknesses were common across the events we present an aggregate of the views offered.

Strengths

The key strengths of the business engagement events were identified as follows (these are not reported in order of importance):

- attracting high calibre and high quality speakers to the events;
- the events provided, over a very short period of time, opportunities for a large number of Scottish businesses to meet with overseas businesses - to arrange a similar number of meetings outside the events would have taken a much longer period of time;
- the aims and objectives of the events addressed both SE and Scottish Government policy frameworks which gave a clear focus to the activity;
- where applied, SE's project management processes ensured that delivery was robust;
- SE staff bought into the need to deliver a high quality series of events and came together as one large team, bringing enthusiasm and hard work - for many staff the events were additional to their normal workloads;
- the "right companies" were targeted and invited - the key here was to invite companies who could benefit from attendance rather than those who would like to attend;
- UKTI was very helpful in identifying international companies to be invited to the Commonwealth Business Conference;
- delivery of a five star service to attending businesses from a range of different cultures - some required lots of hand holding whilst others were happy to do things for themselves;
- SE EFRS Team support in terms of data management was invaluable; and
- the varied programme of events that represented SE's key growth sectors.

Weaknesses

A number of weaknesses were also identified:

- it was often difficult to encourage businesses from overseas to attend the business engagement events;
- few SE staff have the necessary levels of expertise to effectively manage events of the scale and importance these types of business engagement represented. Their skills and expertise lie elsewhere and some events would have benefitted from using a professional event management companies;
- data protection prevented some data sharing which was problematic at times - this is perhaps more a barrier than a weakness as these were legal constraints outwith SE and partner control; and
- access to information on delegates was challenging on occasions due to issues relating to integrity and quality of available data which required time to collate and verify.

3.2.9 Lessons for the Future

Consultees highlighted a number of key lessons that added value to the SWTW Programme and which should be addressed if SE were to arrange similar business engagement events. The common factors included:

- establish clear governance arrangements when working with a range of partners;
- bottom out the full programme of events and constituent parts as early as possible to aid effective planning;
- use a project lifecycle approach¹⁴ to support robust delivery;
- develop a plan to engage with keynote speakers as early as possible, including contingency in the event of late cancellation;
- be innovative and ambitious in developing events without over engineering;
- consider utilising a professional event management company;
- developing support from the organisation's Senior Management Team by demonstrating a compelling picture of what the Programme sought to achieve;
- where delivery of a Programme of such scale is recognised by senior management as priority business delivery, full time resource should be allocated, rather than expecting colleagues to add their involvement to their normal workload; and
- recognise the difficulties in attracting an international audience which requires significant resource and partnership working. Also to develop a contingency plan to work with domestic market if unable to attract international nominees.

¹⁴ Project Life Cycle approaches typically comprises four phases: *Initiation* (starting up the project); *Planning* (setting out the roadmap for the project); *Execution* (building the deliverables and controlling the project delivery); and *Closure* (winding-down the project).

3.3 SWTW 2014 Programme Stakeholders

Discussions were held with officials from the Scottish Government, EventScotland and Glasgow Chamber of Commerce, who worked with SE across the Programme of events. The consultees were involved in the organising, planning and delivery of one or more of the five events. The discussion focused on:

- the rationale for the programme of events, fit with their organisation's strategy and policy; and why their organisation become involved in the events;
- the scale of their involvement;
- partnership working;
- performance of the events in achieving their aims objectives and targets;
- management and delivery of the events;
- what worked well and what worked less well;
- key strengths and weaknesses of the programme of events; and
- key lessons for the future.

3.3.1 Rationale

The stakeholders saw significant potential economic gain for the Scottish economy - addressing the high levels aims of the Scottish Government's economic strategy - as a result of Scotland hosting both the Commonwealth Games and the Ryder Cup. Aside from the impact on the economy that spectator spend would make there was a huge opportunity for Scottish businesses to:

- bid for and deliver contracts required to stage both events; and
- make connections with overseas businesses that could deliver benefits over the longer term.

The events also provide opportunities to showcase Scotland to the global community as a place to live, work and do business with.

Legacy, in terms of tourism, was also a key factor in stakeholders becoming involved in the business engagement events. Golf tourism is an important contributor to the Scottish economy and the Ryder Cup provided an opportunity to demonstrate that Scotland can provide excellence in terms of spectator experience.

3.3.2 Scale of Involvement

The Scottish Government, EventScotland and the Chambers were fully committed to each of the events in which they were involved, each providing high levels of commitment at a senior level.

Although there were financial contributions and use of partners' buildings the main level of involvement was staff time; this was a huge commitment involving large numbers of staff, often working beyond contractual hours, aimed at ensuring that each event was delivered to a high standard.

3.3.3 Partnership Working

All agreed that the partnership working between Scotland based organisation worked well. As reported above the Commonwealth Business Conference was held at a time of heightened political tensions in the build up to the Scottish Independence Referendum which at times created challenges in addressing the objectives and aspirations of Conference partners.

However, the governance arrangements proved to be helpful in establishing a working partnership between all partners. The success of this can be measured by the overwhelmingly positive response from all partners, delegates and press.

The structured approach to project management/delivery put in place by SE proved very effective in ensuring that organisations worked well together. Each organisation gained a better understanding of each other. A positive outcome is that each organisation indicated a willingness to work together in the future.

3.3.4 Performance

There was a consensus that all events were very well managed and delivered. The targets were set in terms of delegate numbers and the impression the stakeholders had was that these had been achieved or exceeded, although some events did struggle to attract international delegates. Informal feedback from delegates was highly positive.

3.3.5 Worked Well/Less Well

The key factors that worked well were:

- The project management structure and the project delivery group that was established by Scottish Enterprise was seen as being highly positive from an operational perspective;
- partnership working at the Scottish level i.e. “Team Scotland” worked well such that there is a desire to build on this approach in working together in the future;
- targeting of the “right” companies to attend each event;
- staff input went beyond contractual hours to ensure delivery of first class events. The input from senior level officials was also important in ensuring that the programme of events ran smoothly; and
- the content of each event/session was pitched at the right level to engage businesses in seeking to bid for contracts or network with international businesses.

A small number of aspects of the events worked less well:

- the venues were not always appropriate - some too small, others had no air conditioning when the weather was hot - which resulted in some networking sessions working less well;
- there was some difficulties in registering delegates as computerised systems did not always function when required;
- attracting international delegates proved problematic for some events.

3.3.6 Strengths and Weaknesses

Strengths

The key strengths of the programme of events were identified as:

- the events programme provided a coherent set of activities that took advantage of the opportunities that the Commonwealth Games and Ryder Cup provided;
- partnership working between SE, Scottish Government, EventScotland and the Chambers;
- high level input across all organisations;
- number of delegates who attended the events was at or above expectations and ensured the events were a success; and
- the willingness of staff to “go the extra mile” to ensure the delivery of high quality events.

Weaknesses

A number of weaknesses were also identified:

- venues were not always appropriate for the larger events; and
- delivery was very staff resource intensive.

3.3.7 Lessons for the Future

A number of key lessons have been learned for the future:

- need to allocate more staff full time - these events are very staff resource intensive and therefore resource allocation needs careful thought and planning;
- ensure that high quality/calibre speakers are signed up at an early stage;
- ensure governance arrangements are in place as early as possible to ensure effective partnership working and clearly defined roles are agreed; and
- continue developing partnership working between SE, Scottish Government and EventScotland where appropriate.

3.4 Consultations' Overview

The consultations across SE and the key external stakeholder involved in the planning and delivering the full programme of SWTW events demonstrated consensus across the following issues:

- the events were well planned, managed and delivered and were successful in facilitating engagement between Scottish and international businesses across a wide range of sectors, including SE's priority sectors;

- successful delivery of the events were informed by:
 - learning from similar events that took place around the 2012 London Olympics and Paralympics Games
 - meticulous planning and sufficient lead in time
 - strategic partnership working, particularly with UKTI, Scottish Government, EventScotland and Chambers of Commerce
 - recognition throughout each organisation of the need to address and deliver the event against Scottish Government and SE's objectives;
- the Commonwealth Games and Ryder Cup provided a unique opportunity to use the international focus on Scotland to lever international connections and increase awareness of global opportunities; and
- each organisation obtained maximum benefits from its investment in that resources were used carefully to achieve the aims and objectives of the programme of events.

The consultations clearly demonstrate the impact of the positive relationship that developed between public agencies across the UK in delivering high quality events which showcased Scotland to the world. There were a small number of issues and problems in delivery which have been articulated in the narrative, and whilst it is important to recognise these going forward, they do not in any way detract from a highly positive experience of partnership working, which SE and the external stakeholders wish to carry forward.

4. Company Survey

4.1 Introduction

Chapter 4 presents the results and findings from a survey of companies that took part in SWTW business engagement events. The survey was conducted in January, February and March 2015, and **150** completed telephone interviews were achieved from a population of 584 companies, as follows:

- Geared for Gold - **32** interviews from a sample of 241;
- Commonwealth Business Conference - **5** interviews from a sample of 23;
- Scotland House - **76** interviews from a sample of 263;
- Showcasing Scotland - **25** interviews from a sample of 35; and
- Ryder Cup - **12** interviews from a sample of 22.

As with all surveys of this type, not all businesses were able or willing to provide answers to every question asked - this is particularly the case when business performance data was requested.

4.2 Sampling Strategy

A total of 348 individual Scottish companies were identified that had attended at least one of the Commonwealth Business Conference, Scotland House events, Ryder Cup and/or Showcasing Scotland events. The target number of interviews from this group of companies was 210 - which would provide a confidence interval of +/-4.26%. However it was recognised that this would be challenging as this required a response rate of 60%.

Our initial approach therefore was to contact each of the 348 companies until the 210 interviews were completed, with a maximum of four telephone calls per company.

Subsequent to the commission, SE sought to include the Geared for Gold events as part of the evaluation. SE had attendee lists for two of the nine events (totalling 125 attendees) and an invitee lists for the other seven events (which were attended by circa 420 attendees) but they did not know the names of the attendees for these seven events.

The target here was an additional 70 interviews. Our approach was to work our way through the lists of the confirmed attendees (125) to achieve 70 completed interviews. Where we fell short we then worked our way through the invited list of 420.

In total we achieved 150 interviews from a sample of 584 (as detailed in 4.1 above), giving a confidence interval of +/- 6.9%.

The achieved number of interviews was lower than originally hoped for and there were a variety of reasons for this:

- there were a significant number of potential interviewees that were no longer with the firm concerned;
- difficulties were encountered in getting beyond the “gatekeeper” with many participants being unavailable despite many attempts. A high proportion of senior staff and / or mobile sales and marketing staff were included in the databases, which may have been a particular contributory factor to this;

- there appeared to be a high number of mobile staff who were difficult to pin down for interview. Even when some had responded to introductory emails to indicate willingness to participate, interviews could not actually be arranged, despite multiple attempts to do so;
- there was a high level of refusals when interviewers were actually able to make contact, with participants not believing their attendance at the events to be important enough to merit their taking the time for interview;
- in the case of Geared for Gold, considerable effort was expended to track people down (usually after multiple contacts) only to confirm that they did not actually attend the event (the database for this being based on invitations rather than actual attendees); and
- even when contact was made, quite commonly individuals did not recollect a great deal about the events, in part due to the passage of time, and chose not to proceed with the interview.

A number of steps were taken to mitigate such problems. Most particularly, repeated call attempts were made, with non-responders being contacted daily over a period of more than 2 weeks. For those events where participant numbers were lower in any case, an additional reminder email was also issued to encourage respondents to take the time to undertake the interview.

4.3 Geared for Gold

Rationale for Attending & Success

Table 4.1 highlights the main reasons why businesses attended Geared for Gold events, and the extent to which they achieved their aim.

Table 4.1: Geared for Gold - Rationale for Attending - %

N=32	Aim	Achieved
To network with potential customers more generally	97	59
To meet potential new customers in new export markets	25	3
To meet potential new customers in existing export markets	19	6
To meet potential new customers to help facilitate becoming an exporter for the first time	6	0
To develop strategic partnerships in existing overseas markets	3	0
To develop strategic partnerships in new overseas market	3	0

Table 4.1 shows that the main reason for attending Geared for Gold events for almost all companies (97%) was to network with potential customers. Table 4.1 also highlights that 60% of companies achieved a positive outcome - they were able to network with potential customers.

Impact of Attending the Event

In seeking to measure the impact of attending the Geared for Gold events our questioning focused on whether impacts had already been achieved or are expected to happen in the future. Table 4.2 focuses on the nature of the impact, with Table 4.3 quantifying these impacts.

Table 4.2: Impact of Attending Gear for Gold Events - %

N=32	Already Happened	Will happen in the future
Made new contacts who have been followed up with since the event	47	6
Made new business contacts that might sometime in the future result in a business opportunities	34	13
Made new business contacts and business discussing potential future business opportunities	25	16
Entered into a new contract with someone met at the events	13	3
Are in the process of entering into a new contract with someone you met at one of the events?	9	0
Expanded into new export markets	3	0
Expanded in existing export markets	0	3
Developed new strategic partnerships in existing export markets	0	0
Developed new strategic partnership in new export markets	0	0

Table 4.2 shows further positive outcomes from attending Geared for Gold:

- immediate impacts:
 - almost half of all businesses had already had follow up meetings with new contacts
 - one third of businesses had made new business contacts that are expected to result in a business opportunity
 - one quarter of business were discussing potential future business opportunities having made new contacts: and
- future impacts:
 - 16% of business expect to discuss potential future business opportunities as a result of having made new contacts
 - 13% of businesses had made new business contacts that are expected to result in a future business opportunity.

The very low responses relating to exporting is to be expected, given the results in Table B.3 in Appendix B - which shows that in the main Geared for Gold attendees operate in domestic and UK markets - only 7% of sales are in the EU and 2% to the rest of the world.

Table 4.3: Geared for Gold - Impacts Quantified

N=32	Already Happened	Will happen in the future
Number of new contacts made	34	11
Number of new contacts in discussion	19	6
Number of new business contacts that might sometime in the future result in a business opportunities	14	15
Number of new contracts agreed with someone met at one of the events	5	1
Number of new export markets entered	2	1
Number of new contracts in discussion about	1	1
Number of new strategic partnerships in existing export markets	0	0
Number of new strategic partnerships in new export markets	0	0

The key rationale for attending the Geared for Gold events was to establish contacts with new businesses. **Table 4.3** reveals the success of this in terms of the number of new contacts made:

- 34 new contacts - an average of one per attendee;
- 19 in discussions with new contacts;
- 14 in discussions with new contacts where there is an expectation of a business opportunity.

As might be expected, given the lack of current exporting activity, new export markets entered and strategic partnerships in existing or new export markets report low results.

We also asked businesses whether attending the Geared for Gold events had any further impacts. **Table 4.4** presents the responses.

Table 4.4: Geared for Gold - Further Impacts - %

N=32	Yes
More aware of the need to improve links with buyers and suppliers	69
More aware of the potential opportunities arising from exporting	16
More aware of potential export markets	16
More confident about entering export markets	9

Table 4.4 shows that:

- more than two-thirds of businesses are more aware of the need to improve links with suppliers than they were before attending the event; and
- although only a very small proportion of businesses export to markets outside the UK:
 - 16% are now more aware of potential export markets
 - 16% more aware of potential opportunities arising from export markets
 - 9% are now more confident about entering export markets.

How to Improve Business Engagement Events

When asked whether there are any changes that Scottish Enterprise could make to future businesses engagement or networking events that would make them more relevant for business most suggested that there was no area for improvement. The 39% said that there were, offered the following suggestions:

- aim events at smaller businesses, lot of events are for larger companies; and
- make events more focused and specialised.

4.4 Showcasing Scotland - Food & Drink

Rationale for Attending & Success

Table 4.5 highlights the main reasons why businesses attended Showcasing Scotland - Food and Drink events, and the extent to which they achieved their aim.

Table 4.5: Showcasing Scotland - Rationale for Attending - %

N=25	Aim	Achieved
To network with potential customers more generally	92	96
To meet potential new customers in new export markets	72	76
To develop strategic partnerships in new overseas market	56	16
To meet potential new customers in existing export markets	44	36
To develop strategic partnerships in existing overseas markets	28	4
To meet potential new customers to help facilitate becoming an exporter for the first time	16	28

Table 4.5 highlights that the Showcasing Scotland - Food and Drink events were highly successful in exceeding the main aims of participating businesses:

- 92% sought to network with potential new customers, and 96% achieved this; and
- 72% sought to meet potential new customers in new export markets and 76% achieved this.

Table B.3 in Appendix B highlighted that export sales represented only 10% of total to the EU and 5% to the rest of the world, and **Table 4.5** shows significant numbers were looking to these events to stimulate some future export activity - 44% were looking for contacts in existing export markets (36% achieved this) and 72% in new export markets. This contrasts with Gear for Gold business, who also did not export and were not seeking to enter into export markets as a result of attending the SWTW event.

For those who wished to develop a strategic partnership in a new export markets they sought these in the following export markets: USA; Middle and Far East; and Asia.

Impact of Attending the Event

In seeking to measure the impact of attending the Showcasing Scotland - Food and Drink events our questioning focused on whether impacts had already been achieved or are expected to happen in the future. **Table 4.6** focuses on the nature of the impact, with **Table 4.7** quantifying these impacts.

Table 4.6: Impact of Attending Showcasing Scotland - Food and Drink events - %

N=25	Already Happened	Will happen in the future
Made new contacts who have been followed up with since the event	40	48
Entered into a new contract with someone met at the events	24	48
Made new business contacts and business discussing potential future business opportunities	20	64
Are in the process of entering into a new contract with someone you met at one of the events?	20	52
Made new business contacts that might sometime in the future result in a business opportunities	12	84
Expanded into new export markets	8	48
Expanded in existing export markets	4	28
Developed new strategic partnership in new export markets	4	40
Developed new strategic partnerships in existing export markets	0	16

Table 4.6 shows further positive outcomes from attending Showcasing Scotland - Food and Drink events:

- immediate impacts:

- 40% of businesses had already had follow up meetings with new contacts
- one in four of businesses had entered into a new business contract with someone met at the events
- one in five businesses have made new business contacts and are discussing potential future business opportunities
- one in five businesses are in the process of entering into a new contract with someone they met at one of the events
- future impacts:
 - 84% of business expect that as a result of meeting someone at the event there may be future business opportunities
 - half of businesses expect to enter into a new contract with someone they met at one of the events
 - two thirds expect that new business contacts met at the event will lead to discussions on potential future business opportunities
 - almost half of businesses expect to expanded into new export markets as a result of attending an event, and 28% expect to expanded in existing export markets
 - 40% expect to develop new strategic partnership in new export markets.

Table 4.7 quantifies the impact of attended Showcasing Scotland - Food and Drink events.

Table 4.7: Impacts Quantified

N=25	Already Happened	Will happen in the future
Number of new contacts made	78	81
Number of new contracts in discussion about	17	14
Number of new contacts in discussion	14	27
Number of new contracts agreed with someone met at one of the events	7	11
Number of new business contacts that might sometime in the future result in a business opportunities	3	80
Number of new export markets entered	1	12
Number of new export markets entered	1	12
Number of new strategic partnerships in existing export markets	0	6
Number of new strategic partnerships in new export markets	0	22

Table 4.7 shows further positive outcomes from the business engagements event, although most are expected to happen in the future:

- 78 new business contacts have been already been made - an average of 3 per attendee;
- 81 new business contacts are expected in the future - an average of just over 3 per attendee;
- 80 new contacts were made that have the potential to realise future opportunities - an average of more than 3 per attendee; and
- 27 discussions with new contacts are expected - an average of one per attendee.

We also asked businesses whether attending the Showcasing Scotland - Food and Drink events had any further impacts. **Table 4.8** presents the responses.

Table 4.8: Further Impacts - %

N=25	Yes
More aware of the need to improve links with buyers and suppliers	68
More aware of potential export markets	48
More confident about entering export markets	40
More aware of the potential opportunities arising from exporting	24

Table 4.8 shows that as a result of attending the event:

- businesses are more aware of the need to improve links with buyers and suppliers; and
- to a lesser extent, businesses are more aware of potential export markets and are more confident about entering those markets.

How to Improve Business Engagement Events

When asked whether there are any changes that Scottish Enterprise could make to future businesses engagement or networking events that would make them more relevant for business all said that there were, and offered the following suggestions:

- allow more time for networking;
- more information on buyers;
- more international buyers;
- ensure those that attend are decision maker and not representatives; and
- better if buyers visited suppliers.

4.5 Commonwealth Business Conference

In interpreting the results caution should be exercised as only 5 companies responded to the survey.

Rationale for Attending & Success

Table 4.9 highlights the main reasons why businesses attended Showcasing Scotland - Food and Drink events, and the extent to which they achieved their aim.

Table 4.9: Commonwealth Business Conference - Rationale for Attending - %

N=5	Aim	Achieved
To network with potential customers more generally	100	80
To meet potential new customers in existing export markets	0	20
To meet potential new customers in new export markets	0	0
To meet potential new customers to help facilitate becoming an exporter for the first time	0	0
To develop strategic partnerships in existing overseas markets	0	0
To develop strategic partnerships in new overseas market	0	40

Table 4.10 highlights that the Commonwealth Business Conference was successful in meeting aims but also in providing more than was expected:

- all sought to network with potential new customers, and 80% achieved this; and
- although not a reason for attending:
 - 40% had developed strategic partnerships in new overseas markets

- 20% had met potential new customers in existing export markets.

Impact of Attending the Event

In seeking to measure the impact of attending the Commonwealth Business Conference our questioning focused on whether impacts had already been achieved or are expected to happen in the future. **Table 4.10** focuses on the nature of the impact, with **Table 4.11** quantifying these impacts.

Table 4.10: Impact of Attending Commonwealth Business Conference - %

N=5	Already Happened	Will happen in the future
Made new contacts who have been followed up with since the event	80	20
Made new business contacts and business discussing potential future business opportunities	40	40
Made new business contacts that might sometime in the future result in a business opportunities	40	40
Expanded into new export markets	0	20
Expanded in existing export markets	0	20
Entered into a new contract with someone met at the events	0	40
Developed new strategic partnerships in existing export markets	0	0
Developed new strategic partnership in new export markets	0	20
Are in the process of entering into a new contract with someone you met at one of the events?	0	20

Table 4.10 shows further positive outcomes from attending the Commonwealth Business Conference. It demonstrates that whilst networking was the only reason businesses attended the Conference, they achieved much more:

- immediate impacts:
 - 80% of businesses had already had follow up meetings with new contacts
 - 40% of businesses had made new business contacts and were discussing potential future business opportunities
 - 40% of business had made new business contacts that might sometime in the future result in a business opportunities
- future impacts:
 - 40% expect to enter into a new contract with someone they met at the Conference
 - 40% expect that as a result of making a new business contact they will enter into discussions on potential future business opportunities
 - 20% expect to expand in existing and new export markets, develop new strategic partnerships in new export markets, and entering into new contracts.

Table 4.11 quantifies the impact of attended the Commonwealth Business Conference.

Table 4.11: Impacts Quantified

N=5	Already Happened	Will happen in the future
Number of new contacts made	25	5
Number of new contacts in discussion	6	5
Number of new business contacts that might sometime in the future result in a business opportunities	2	20
Number of new export markets entered	0	0
Number of new contracts agreed with someone met at one of the events	0	1
Number of new contracts in discussion about	0	1
Number of new strategic partnerships in existing export markets	0	0
Number of new strategic partnerships in new export markets	0	1

Table 4.11 shows further positive outcomes from the Conference that go beyond why businesses attended the event (to network), including those expected to happen in the future:

- 25 new business contacts have been already been made - an average of 5 per attendee;
- 6 new contracts are under discussion - an average of 1 per attendee; and
- 20 new business contacts are expected in the future - an average of 4 per attendee.

We also asked businesses whether attending the Conference had any further impacts. **Table 4.12** presents the responses.

Table 4.12: Further Impacts - %

N=5	Yes
More aware of the need to improve links with buyers and suppliers	40
More aware of the potential opportunities arising from exporting	20
More aware of potential export markets	20
More confident about entering export markets	0

Table 4.12 shows that as a result of attending the event:

- businesses are more aware of the need to improve links with buyers and suppliers; and
- to a lesser extent, businesses are more aware of potential export markets and opportunities arising from exporting.

How to Improve Business Engagement Events

When asked whether there are any changes that Scottish Enterprise could make to future businesses engagement or networking events that would make them more relevant for business, 40% said that there were, and offered the following suggestions:

- more international attendees; and
- some smaller group sessions.

4.6 Scotland House Business Events

Rationale for Attending

Table 4.13 highlights the main reasons why businesses attended Scotland House business events, and the extent to which they achieved their aim.

Table 4.13: Rationale for Attending - %

N=76	Aim	Achieved
To network with potential customers more generally	87	79
To meet potential new customers in new export markets	9	8
To meet potential new customers in existing export markets	7	8
To meet potential new customers to help facilitate becoming an exporter for the first time	5	4
To develop strategic partnerships in existing overseas markets	3	1
To develop strategic partnerships in new overseas market	3	3

Table 4.13 shows that the main reason for attending Scotland House Business events was to network with potential customers - 87%. Table 4.13 also shows most were successful in achieving their aims e.g. 79% networked with potential new customers, and 8% met new customers in existing export markets (7% aimed to achieve this).

Impact of Attending the Event

Table 4.14 focuses on the nature of the impact of attending Scotland House events, highlighting those that have already been achieved, and those that are expected to be achieved. Table 4.15 quantifies these impacts.

Table 4.14: Impact of Attending Scotland House events - %

N=76	Already Happened	Will happen in the future
Made new contacts who have been followed up with since the event	30	36
Made new business contacts and business discussing potential future business opportunities	18	45
Made new business contacts that might sometime in the future result in a business opportunities	12	57
Expanded into new export markets	1	16
Expanded in existing export markets	1	7
Entered into a new contract with someone met at the events	1	8
Developed new strategic partnerships in existing export markets	0	5
Developed new strategic partnership in new export markets	0	7
Are in the process of entering into a new contract with someone you met at one of the events?	0	4

Table 4.14 shows further positive outcomes from attending Scotland House events. It demonstrates that whilst networking was the main reason businesses attended the events, they achieved more:

- immediate impacts:
 - 30% of businesses had already had follow up meetings with new contacts
 - 18% of businesses had made new business contacts and were discussing potential future business opportunities
 - 12% of business had made new business contacts that might sometime in the future result in a business opportunities; and

- future impacts:
 - 57% of business had made new business contacts that they expect in the future to result in a business opportunity
 - 45% of businesses expect that the new business contacts they met will lead to future discussions about potential business opportunities
 - 36% of businesses expect to have follow up meetings with new contacts at some point in the future
 - 16% of businesses expect to expand into new export markets in the future as a result of meeting new people at the events.

Table 4.15 quantifies the impact of attended Scotland House Business events.

Table 4.15: Impacts Quantified

N=76	Already Happened	Will happen in the future
Number of new contacts made	176	98
Number of new contacts in discussion	33	124
Number of new business contacts that might sometime in the future result in a business opportunities	16	193
Number of new contracts agreed with someone met at one of the events	5	96
Number of new export markets entered	3	12
Number of new contracts in discussion about	3	5
Number of new export markets entered	3	12
Number of new strategic partnerships in new export markets	2	1
Number of new strategic partnerships in existing export markets	0	4

Table 4.15 shows further positive outcomes from the Scotland House business engagements event, although most are expected to happen in the future:

- 176 new business contacts have been already been made - an average of over 2 per attendee;
- 124 new business contacts are expected in the future - an average of around 2 per attendee;
- 193 new business contacts have been made that are expected in the future to result in a business opportunity - an average of 2.5 per attendee.

We also asked businesses whether attending the Scotland House Business events had any further impacts. Table 4.16 presents the responses.

Table 4.16: Further Impacts - %

N=76	Yes
More aware of the need to improve links with buyers and suppliers	42
More aware of potential export markets	20
More confident about entering export markets	17
More aware of the potential opportunities arising from exporting	17

Table 4.16 shows that for most businesses there were no further impacts, but where there was these were linked to being more aware of the need to improve links with buyers and suppliers.

How to Improve Business Engagement Events

When asked whether there are any changes that Scottish Enterprise could make to future businesses engagement or networking events that would make them more relevant for business most said that there no areas for improvement. A small number, 29%, said that there were, and offered the following suggestions:

- provide a delegate list;
- make it more sector specific; and
- more networking time.

4.7 Ryder Cup Business Engagement

Rationale for Attending

Table 4.17 highlights the main reasons why businesses attended Ryder Cup Business Engagement events.

Table 4.17: Rationale for Attending - %

N=12	Aim	Achieved
To network with potential customers more generally	92	100
To meet potential new customers in existing export markets	17	25
To meet potential new customers in new export markets	8	33
To develop strategic partnerships in existing overseas markets	8	8
To develop strategic partnerships in new overseas market	8	8
To meet potential new customers to help facilitate becoming an exporter for the first time	0	8

Table 4.17 highlights that the Ryder Cup business engagement events were successful in meeting aims but also in providing more than was expected:

- 92% sought to network with potential new customers, and 100% achieved this;
- 8% hoped to meet potential new customers in new export markets and 33% achieved this;
- 17% hoped to meet potential new customers in existing export markets and 25% achieved this.

Impact of Attending the Event

In seeking to measure the impact of attending the Ryder Cup Business Engagement events our questioning focused on whether impacts had already been achieved or are expected to happen in the future. Table 4.18 focuses on the nature of the impact, with Table 4.19 quantifying these impacts.

Table 4.18: Impact of Attending Ryder Cup Business Engagement events - %

N=12	Already Happened	Will happen in the future
Made new contacts who have been followed up with since the event	50	25
Made new business contacts and business discussing potential future business opportunities	33	17
Made new business contacts that might sometime in the future result in a business opportunities	25	33
Expanded in existing export markets	8	17
Expanded into new export markets	0	33
Entered into a new contract with someone met at the events	0	33
Developed new strategic partnerships in existing export markets	0	8
Developed new strategic partnership in new export markets	0	8
Are in the process of entering into a new contract with someone you met at one of the events?	0	17

Table 4.18 shows further positive outcomes from attending Ryder Cup business events. It demonstrates that whilst networking was the main reason businesses attended the event, they achieved more:

- immediate impacts:
 - 50% of businesses had already had follow up meetings with new contacts
 - 33% of businesses had made new business contacts and were discussing potential future business opportunities
 - 25% of business had made new business contacts that might sometime in the future result in a business opportunities;
- future impacts:
 - 33% of businesses expect in the future to:
 - expanded into new export markets
 - realise business opportunities with someone they met at the event
 - enter into a new contract with someone met at the events
 - 25% of business expect to expand in existing export markets
 - 17 expect in the future to:
 - expand into new export markets
 - discuss potential future business opportunities
 - enter into new contracts with someone they met at the event.

Table 4.19 quantifies the impact of attended Ryder Cup Business Engagement events.

Table 4.19: Impacts Quantified

N=12	Already Happened	Will happen in the future
Number of new contacts made	16	23
Number of new contacts in discussion	6	20
Number of new business contacts that might sometime in the future result in a business opportunities	6	35
Number of new export markets entered	0	7
Number of new contracts agreed with someone met at one of the events	0	5
Number of new contracts in discussion about	0	6
Number of new strategic partnerships in existing export markets	0	2
Number of new strategic partnerships in new export markets	0	2
Number of new export markets entered	0	7

Table 4.19 shows further positive outcomes from the Ryder Cup business engagements events, although most are expected to happen in the future:

- 16 new business contacts have been already been made - an average of 1.3 per attendee;
- 35 new business contacts are expected in the future result to result in a business opportunity - an average of 3 per attendee;
- 23 new business contacts are expected in the future - an average of 2 per attendee;
- 19 new business contacts have been that are expected in the future to result in a business opportunity - an average of 2.5 per attendee.

We also asked businesses whether attending the Ryder Cup Business Engagement events had any further impacts. **Table 4.20** presents the responses.

Table 4.20: Further Impacts

N=12	Yes
More aware of the need to improve links with buyers and suppliers	42
More confident about entering export markets	33
More aware of the potential opportunities arising from exporting	33
More aware of potential export markets	33

Table 4.20 shows that a third of businesses were: more confident in entering the export market; more aware of potential opportunities; and more aware of the potential of the export market. In addition 42% were more aware of the need to improve links with buyers and suppliers.

How to Improve Business Engagement Events

When asked whether there are any changes that Scottish Enterprise could make to future businesses engagement or networking events that would make them more relevant for business 67% said that there were. There focus was on events that would afford the opportunities to meet delegates who were more relevant to their business.

4.8 Overview

The responses from the 150 attendees at the programme of SWTW events demonstrates that the events were highly successful in achieving SE's key aim of facilitating business engagement.

For businesses the key rationale for accepting an invitation to attend a SWTW event was to enable them to network with other businesses operating in their market, who maybe potential customers - supplier and buyer. The results show that the businesses were largely successful in meeting their key aim.

However many businesses achieved much more that they were expecting. Some had realised business opportunities already and had entered into new business deals with contracts already signed. Others had already had had follow up meetings with new business opportunities expected.

The survey was undertaken some 6 months following the events, and demonstrated that networking activity leading to new business opportunities can be a lengthy process, but nonetheless businesses were able to indicate that they expected their networking efforts to yield positive business performance outcomes in the future, in terms of:

- future sales with new customers met at an SWTW event;
- entry into new export markets as a result of meeting overseas business people;
- expansion in existing export markets as a result of meeting potential customers in markets in which they were already operating; and
- discussing/entering into partnerships and strategic collaborations likely to lead to new business opportunities in the future.

5. Conclusions

5.1 Introduction

This chapter draws on the various elements of the work programme to present a set of conclusions organised around the detailed evaluation objectives of the study as articulated in the brief.

The evaluation objectives were to provide Scottish Enterprise with an understanding of:

- the tangible and intangible benefits that participants felt had come about as a result of their participation;
- the value for money of undertaking such events;
- what more could have been done to realise benefits in the participating companies;
- areas of key learning that could influence similar activities in the future; and
- the anticipated and actual (to date) economic impacts arising from the events.

5.2 Other Benefits

The surveyed businesses highlighted that the key reason for attending a SWTW event was to network with businesses from overseas who had the potential to become new customers. The survey results showed that this key objective was met for most businesses. However, the results also showed that businesses had realised other benefits from attending SWTW events. These include:

- new contracts won/anticipated;
- new markets entered / existing markets expanded;
- exports won;
- partnerships and strategic collaborations entered into; and
- networking opportunities.

5.3 Value for Money

Discussions with SE executives highlighted a consensus that the traditional approach to measuring value for money (VFM), such as cost per job/turnover growth, was not appropriate for SWTW programme of events - hence no jobs or turnover growth targets.

Rather, the VFM assessment focused on the extent to which SE obtained the maximum benefit from the events it delivered within the resources available to it. The consensus was that SE did achieve value for money in that resources were used carefully to achieve the aims and objectives of the programme of events:

- Programme Management Office staff were able to negotiate highly favourable rates for venue hire, subsistence and other types of expenditure;
- the attraction of the sporting events provide opportunities to engage with a large number of international business from a wide range of countries - from the Commonwealth, Europe and USA - at a relative small cost when compared to the costs of SE organising overseas missions;

- speakers did not receive payments for their contribution to the events;
- attendance targets were achieved or exceeded;
- most spend came in under budget; and
- all events ran well, resulting in delegates leaving with a positive perception of Scotland.

It was also recognised by some that measuring value for money, in the tradition cost per job/increase in turnover calculations are difficult to measure at this stage, as has proved the case.

The issue of opportunity costs was also raised by SE executives as a key factor in estimating VFM. It was argued that had SE not invested, relatively small amounts of funding, in raising awareness of business opportunities available from Scotland staging these major sporting events then the costs to individual businesses seeking to benefit from these opportunities would have been significant, and probably prohibitive, with the economy missing out on longer term company and employment growth.

5.4 What More Could Have Been Done

The issue here is centred on improving the economic impact of business engagement events.

As highlighted in Chapter 4, the businesses that reported turnover growth had attended the Showcasing Scotland Food and Drink Mission event. The key to its success was that it built into the programme 1:1 meetings between Scottish food and drink companies and potential overseas business partners. Some 600+ meetings took place. Other events in the Mission afforded time for networking of a less formal structure;

Meet the buyer type activities are therefore likely to enhance the prospects of an event securing new business for participants, and thus generate additional sales and potential employment growth.

Key to generating economic impact requires Scottish businesses to meet with overseas businesses. Some of the events had difficulty in securing large numbers of international visitors and comments included a lack of ownership of this important aspect of the event organisation. The more international companies that attend these events the greater the likelihood of business being concluded at the event or at some point in the future.

It will therefore be important that, in order to enhance the economic impact of these types of events, a concerted effort needs to be in place in order to attract significant numbers of overseas businesses.

5.5 Key Lessons for the Future

In identifying key lessons for the future we are mindful that it is unlikely that two international events of the scale of the Commonwealth Games and Ryder Cup are likely to be hosted in Scotland a few months apart in the short term.

Discussions with both internal consultees and external stakeholders has highlighted some important lessons that should be taken forward when seeking to host similar types of events - these are not discussed in any order of importance:

- established clear governance arrangements:

- this worked well in the delivery of SWTW events, and will be important when SE delivers business engagement events working in partnership with other agencies - both from Scotland and other parts of the UK. Clear governance frameworks provide a system of direction and control, highlighting organisational structures, policies, plans and review arrangements;
- establishing a project management office (PMO):
 - this worked well in the delivery of SWTW events as the PMO established by Scottish Enterprise was seen as having a positive impact from an operational perspective, providing a central base to effectively and efficiently monitor delivery of the Programme of business engagement;
- appoint an event management company:
 - this worked well in the delivery of some SWTW events as few SE staff have the necessary levels of expertise to effectively manage events of the scale and importance of these types of business engagement events; their skills and expertise lie elsewhere. The events that did employ an events management company reported that they did a very professional job and ensured smooth running of the events which left a lasting and positive image of Scotland by visiting delegates;
- need for a full time team:
 - developing and delivering events of this scale is seen by many SE executives as a full time job rather than an add on to their existing responsibilities. This meant that many staff worked beyond contract hours, particularly as the event came closer and during the event. Staff were happy to give this extra time, as they appreciated the importance of the SWTW Programme to Scotland's reputation however it was recommended that in future the impact of a Programme of this scale on business as usual delivery is recognised and full time resources allocated;
- achieve senior level buy-in and backing:
 - this worked well in the delivery of SWTW events. Achieving senior level buy-in for these events from an early stage in the planning and delivery process - from Chief Executive downward - was seen as crucial to success. This support, which extended to "hands on" involvement was seen as significant and crucial in highlighting to the organisation importance of the successful delivery of these events; and
- attracting international audiences:
 - significant resources and partnership working is required to ensure that events attract international delegates and speakers. UKTI were very helpful in identifying international companies and issuing the invitations and a continued working partnerships will add value to future events which include an international dimension. It would also be important to have a contingency plan to work with the domestic market to mitigate possible lack of uptake from international nominees.

5.6 Economic Impacts

The economic impacts - employment and turnover growth and GVA - resulting from companies attending SWTW events are modest in scale. One surveyed company reported a jobs gain, and five reported turnover growth as a direct result of

attendance at the SWTW events. The net additional impacts, grossed up the population of attending businesses were:

- Employment - 14.3 FTEs - 16.5 FTEs;
- Turnover - £134,468 - £154,400.; and
- GVA - £0.7m - £0.8m.

Forecast

The survey asked businesses to estimate employment and turnover over a five year period - 2015 to 2019 - and also to estimate what their employment and turnover would be if they had not attended a SWTW event. The difference between the two would be the forecast economic impact arising from the events.

Without exception the two figures for each year were identical - even for those who had reported an impact in 2014. This is interpreted as the businesses forecasting, at this time, no business performance growth 2015 - 2019 resulting from attending the SWTW events.

Comment

The approval papers and project descriptions did not have economic impact targets for any of the events. The targets were all activity based - the number of businesses attending each event.

Discussions with SE executives involved in the development and delivery of the events revealed a realisation that attending a one or two day conference, meeting overseas business executives at a golfing event etc would be unlikely to lead to any economic impacts, at least in the short term. There was an expectation that over time relationship would be established, partnerships developed and these might, in the long term, lead to contracts and then jobs and sales growth. Economic impact targets would therefore not be appropriate.

An exception was Showcasing Scotland which was a “meet the buyer” event. There was a greater expectation that some business might be concluded between Scottish and overseas companies; indeed four of the five companies that have already experienced turnover growth resulting from attending a SWTW event were food and drink companies who attended Showcasing Scotland. Even so, Showcasing Scotland had no economic impact targets.

Appendix A: Consultees

Consultees

Scottish Enterprise

Alan Elliott	SE SRO - Commonwealth Business Conference
Andy McLaughlin	SE Programme Manager - all events
Arlene Crawford	SE Project Manager - Scotland House
Isobel Harris	SE PMO Support
Lawrence Wyper	SE Evaluation and Monitoring
Linda Murray	SE Director Legacy
Marina Maciver	SE Marketing and Communications/Ryder Cup
Martin Grigg	SE Project Manager - Geared for Gold
Russell Stevenson	SE SRO Programme Delivery
William Gray	SE Project Manager - Showcasing Scotland

External Stakeholders

Joe Brown	Scottish Government - Better Regulation and Industry Engagement
Alan H Busby	Head of Events - Glasgow Chamber of Commerce
Jenny McMahon	Event Scotland - Event Programme Manager Scotland House
Mark Murray	Event Scotland - Ryder Cup
Tim Dent	Event Scotland - Event Programme Manager Ryder Cup

Appendix B: Sample Profile

Introduction

In Appendix B we present a profile, in aggregate form, of the companies that responded to the survey.

Industry Sector

Table B.1 shows the breakdown of those taking part in the survey by their principal activity.

Table B.1: Industrial Sector

Sector	Geared for Gold n=32	Showcasing Scotland n=25	Business Conference n=5	Scotland House n=76	Ryder Cup n=12
Chemical Sciences	-	-	-	1%	-
Construction	6%	-	20%	1%	-
Energy - Oil and Gas	3%	-	-	5%	8%
Energy Renewables	-	-	-	9%	-
Financial Services	-	-	-	4%	-
Food and Drink	6%	100%	20%	8%	17%
Forest Industries	-	-	-	-	-
Life Sciences	-	-	-	5%	-
Manufacturing	16%	-	-	3%	-
Technology and Engineering	9%	-	-	1%	-
Textiles	3%	-	20%	5%	8%
Tourism	3%	-	-	4%	17%
Universities	-	-	-	-	-
Other	56%	-	40%	54%	50%
Total	100%	100%	100%	100%	100%

Table B.1 shows:

- the food and drink sector is the most represented sector in that it had representatives at each of the five events;
- the Scotland House event attracted the most diverse range of sectors, as might be expected given that it had 17 individual sector focused events; and
- Geared for Gold events also attracted representatives across a large number of sectors.

Employment

Table B.2 show how total FTE¹⁵ employment has changed over the period 2012 to 2014.

¹⁵ FTE - is a count of employment to adjust for part time working. It is the number of full time equivalent hours worked divided by the average weekly hours in a full time job - a full time job is 35 hours or more, a part time job is less than 35 hours.

Table B.2: Employment Change 2012 - 2014

	Geared for Gold n=32	Showcasing Scotland n=25	Business Conference n=5	Scotland House n=76	Ryder Cup n=12
2012 FTEs	833	980	7	7,780	3,442
2013 FTEs	857	1,003	8	7,198	3,609
2014 FTEs	878.5	1,059	9	7,590	4,060
2012 average FTEs	19.8	42.6	1.75	119.7	430.3
2013 average FTEs	19.9	41.8	2	109	451.1
2014 average FTEs	20.4	44.1	2.25	110	507.5
Actual Change 2012-2013	24	23	1	-582	167
% Change 2012-2013	2.9%	2.3%	14.3%	-7.5%	4.9%
Actual Change 2013-2014	21.5	56	1	392	451
% Change 2013-2014	2.5%	5.6%	11.1%	5.4%	12.5%

Table B.2 shows that:

- employment has increased year on year since 2012 in businesses taking part in all the events except the Scotland House events, where there was a decline in 2013 before recovery in 2014; and
- the Ryder Cup event attracted those businesses that had the highest average number of FTEs which had increased to 507.5 in 2014 and showing an increase of 77.2 over 2 years since 2012, possibly suggesting that invitations were targeted growth and larger companies.

Export Activity

As illustrated in **Table B.3** sales are primarily focused in Scotland and Other UK for all the events with businesses in the Geared for Gold event stating their sales were 91% to these areas. Showcasing Scotland is 86% and Scotland House 78% for the same areas.

Table B.3: Exporting Activity

% sales	Geared for Gold n=32	Showcasing Scotland n=25	Business Conference n=5	Scotland House n=76	Ryder Cup n=12
Scotland	72	51	14	55	24
Other UK	19	35	35	23	31
Other EU	7	10	41	6	21
Rest of World	2	5	10	15	25
Don't Know	-	1	-	8	2
No Answer	-	-	-	3	-

Supply Chain Relationships

Table B.4 details the results when businesses were asked to report the proportion of their suppliers, in terms of value, that are located in Scotland. The table shows that:

- for the businesses that have suppliers the majority of them are either Scottish based or all are based in Scotland; and
- for the Ryder Cup attendees a third of businesses had no suppliers in Scotland.

Table B.4: Scotland Based Suppliers - %

Scottish Suppliers	Geared for Gold n=32	Showcasing Scotland n=25	Business Conference n=5	Scotland House n=76	Ryder Cup n=12
All Suppliers	13	8	20	5	8
Majority of Suppliers	34	40	20	32	25
Half of Suppliers	19	24	-	11	25
Minority of Suppliers	9	24	-	11	8
None	9	4	-	4	33
No Direct Suppliers	3	-	60	38	-
Don't know	13	-	-	-	-

Table B.5 shows the percentage of supplies (in terms of value) comes from Scottish-based suppliers. It shows that businesses that took part in the Geared for Gold and Showcasing Scotland events have around two thirds of their suppliers based in Scotland, whereas for other businesses the reverse was the case - around a third were based in Scotland.

Table B.5: Percentage of Scotland Based Suppliers

Scottish Suppliers	Geared for Gold n=32	Showcasing Scotland n=25	Business Conference n=5	Scotland House n=76	Ryder Cup n=12
% by value	61	60	32	36	43

Enterprise Network Interventions

The survey revealed that 30% of companies are account managed companies:

- Scottish Enterprise - 25%; and
- Highlands and Islands Enterprise 5%.

Some 4% of respondents did not know the answer to this question.

Table B6 shows how many respondents had received financial support from the enterprise networks.

Table B6: Enterprise Network Support - %

Network Support Agency	Yes	No	Don't Know	No Answer
Scottish Enterprise	26	67	3	4
Highlands & Islands Enterprise	5	87	3	5
Business Gateway	10	80	4	6
SDI	16	74	5	5

Table B6 shows:

- 26% of businesses had received financial support from Scottish Enterprise; and
- 16% had received financial support from SDI

The nature and extent of support delivered was many and varied, and included:

- marketing;
- involvement with the high growth pipeline;
- support with training;

- grants; and
- support with attending events.

Business Performance

Section 5 of the questionnaire looked at the change in business performance of companies over the past three years - 2012 - 2014.

Table B7 aggregates the change in key financial indicators between 2012 and 2014.

Table B7: Financial Information - aggregated

	2012	No. of respondents	Average	2014	No. of respondents.	Average
Turnover	£964,744,000	86	11,217,953	965,904,100	105	9,199,563
Operating Profits	£12,183,010	46	264,848	17,902,505	60	298,375
Employee Costs	£19,164,500	38	504,329	20,465,500	45	454,788
Depreciation	914,600	18	50,811	2,285,600	24	95,233

The data show that since 2012 businesses have seen:

- turnover decrease on average by over £2million;
- profits increase by over £30,000 on average;
- employee costs decrease on average by approximately £50,000 over the period; and
- depreciation increase by nearly £45,000 on average.

Typical turnover in a responding company in 2014 is £9,199,563 with employee costs of £454,788, returning a profit of £298,375.

Appendix C: Employment and Turnover Additionality

Employment & Turnover Additionality

Section 6 of the questionnaire asked about the overall effect on business performance as a result of attending Scotland Welcomes the World events. This was not well answered by respondents - some lacked the appropriate knowledge to answer, whilst others regarded the information as confidential. Where answers were provided the results were small in scale and enjoyed by a very small number of companies.

Realised Impacts

Table C1 shows turnover increases already experienced since businesses attended SWTW events, with Table C2 focusing on employment gains.

Table C1: Turnover Increases

Turnover Increases	Geared for Gold	Showcasing Scotland	Business Conference	Scotland House	Ryder Cup
Total	0	165,000	0	10,000	0
Number of respondents	0	4	0	1	0
Average	0	41,250	0	10,000	0

Table C2: Employment Gains

Employment Increases	Geared for Gold	Showcasing Scotland	Business Conference	Scotland House	Ryder Cup
Total	0	0	0	2	0
Number of respondents	0	0	0	1	0
Average	0	0	0	2	0

Forecast Impacts

Recognising that there may be a time lag between a company attending a SWTW event and the company realising turnover and/or employment impacts as a result, the survey asked businesses to forecast turnover and employment over the next five years, and then to estimate what turnover and employment would be had they not attended a SWTW event. Table C3 presents the results for turnover and Table C4 for employment.

Table C3: Turnover Forecasts

Forecast Turnover	2015	2016	2017	2018	2019
Total	807,168,700	868,806,370	926,484,707	995,829,477	615,587,525
Number of respondents	98	97	95	94	94
Average	8,236,415	8,956,767	9,752,471	10,593,931	6,548,803

Forecast Turnover WITHOUT attending SWTW event	2015	2016	2017	2018	2019
Total	778,771,700	833,764,370	891,079,707	963,809,477	1,031,802,525
Number of respondents	97	96	94	93	94
Average	8,028,574	8,685,046	9,479,571	10,363,543	10,976,623

Table C4: Employment Forecasts

Forecast Employment	2015	2016	2017	2018	2019
Total	20,458	22,034	22,589	22,798	23,210
Number of respondents	91	91	94	92	90
Average	112	121	120	124	129

Forecast Employment WITHOUT attending SWTW event	2015	2016	2017	2018	2019
Total	20,524	22,097	16,464	22,661	23,079
Number of respondents	93	92	94	94	92
Average	110	120	88	121	125

Although it is not clear from the above data due to different response rates and responders, closer inspection of individual responses shows no impact on turnover or employment as a result of attending a SWTW event.

Economic Impact - Turnover

Applying deadweight, leakage, displacement, substitution and multiplier effects to the gross turnover growth resulting from attending a SWTW event, gives estimates of net direct additional turnover of **£44,995**. This figure is significantly below the gross figure due to very high levels of displacement reported by the companies securing the highest level of turnover growth.

Grossing up (using a factor of 3.21) would suggest net direct additional turnover within the 482 companies that attended the SWTW events¹⁶ of £144,434. As a result of non-responses the standard error is +/- 6.9%. When grossing up, this suggest that the total net direct additional turnover amongst SWTW attendees will lie between **£134,468** and **£154,400**.

Economic Impact - Employment

Applying deadweight, leakage, displacement, substitution and multiplier effects to the gross employment growth resulting from attending a SWTW event gives an estimate of net direct additional employment of **4.8 FTEs**.

Grossing up (using a factor of 3.21) would suggest net direct additional employment within the 482 companies that attended the SWTW events of **15.4 FTEs**. As a result of non-responses the standard error is +/- 6.9%. When grossing up, this suggest that the total net direct additional employment amongst SWTW attendees will lay between **14.3 FTEs** and **16.5 FTEs**.

¹⁶ Companies surveyed who attended Geared for Gold events did not report any impacts in employment or turnover. As we did not know how many actually attended these events we have grossed up to the number of businesses that attended the other four SWTW events - 482 companies.

GVA

Businesses were unable/unwilling to provide the data required to measure GVA. To measure GVA we have used Scotland level data (latest 2012) as outlined in the *Scottish Annual Business Statistics*¹⁷.

Average GVA per net additional employee at the Scotland level has been estimated at £49,359. The additional GVA for the grossed up net additional employment will lie between £0.7m and £0.8m.

Time Additionality & Persistence of Impact

The survey also sought to understand whether attending an SWTW events had brought forward turnover and employment growth - actual and/or forecast. Some 15% indicated that turnover/employment growth had been achieved quicker than would otherwise have been the case without attending a SWTW event, with:

- 61% suggesting turnover/employment growth had been brought forward by up to a year;
- 30% suggesting turnover/employment growth had been brought forward by between 1 and 2 years; and
- 9% suggesting turnover/employment growth had been brought forward by more than 2 years

The survey also asked businesses over what period they expected these benefits to last. **Table C5** presents the results.

Table C5: Persistence of Impacts

Persistence period	%
Less than 6 months	1
6-12 months	1
1-2 years	2
2-3 years	1
3-4 years	1
4-5 years	3
6-10 years	3
More than 10 years	3
Don't Know	1
No response	83

Table C5 shows that in 6% of company impacts will last 6 years or more. The majority of companies expect impacts to last between 5 years and less than 6 months.

¹⁷ <http://www.gov.scot/Topics/Statistics/Browse/Business/SABS/ScotDiv>