





# UK Food and Drink – International Action Plan

An Export Action Plan for the UK food and drink sector



"I am very pleased to endorse this
Action Plan as co-chair of the Agri-food
Export Forum. There has never been a
better time for the UK agri-food and
drink companies to start exporting.
High demand from overseas markets
for British goods will play a vital role
in our sector's ability to achieve the
shared goal with Government of
20 per cent sector growth by 2020."

Fiona Kendrick Chairman and Chief Executive Officer of Nestlé UK and Ireland Co-Chair of the Agri-food and drink Export Forum "The UK has a reputation for excellent food and drink. This makes a very strong case for making the most of export opportunities, and we have seen some great success stories.

I believe that more can, and should, be done. We re-launch the Action Plan with this in mind: it reflects our increased commitment and ambition. The UK should get the share of global markets that it richly deserves."

George Eustice MP, Parliamentary Under Secretary of State, Defra Co-Chair of the Agri-food and drink Export Forum



# UK industry guiding Government support

Over the last year, the UK food and drink industry, UK Trade & Investment (UKTI), the Department for Environment Food & Rural Affairs (Defra) have been developing an Action Plan to grow exports for the UK agri-food and drink sector. This follows six months of consultation with companies and trade organisations.

We are committed to supporting the whole UK agri-food and drink sector. England, Northern Ireland, Scotland and Wales all have a strong heritage and specialities in food and drink; together they make the UK a powerful player globally.

#### The Action Plan:

This updated Action Plan reflects an increase in ambition and commitment. The wider industry ambition is to increase exports value by at least £1bn up until October 2015. This plan plays a key role in delivering that. Industry and Government will work together on the actions to deliver:

■ £500m of value to the UK economy through Government assisting up to 1,000 UK food and drink companies with their international growth up until October 2015.

Industry have asked that support includes:

- Creation of One Team across Government and industry to drive forward action on exports and to steer priorities.
- The GREAT campaign will help to increase the visibility of UK food and drink at the world's major food events and exhibitions.
- Specific well-publicised and opportunities for the UK sector

- More support and advice on exporting – with simple access points for UK firms - to speed the pace of international growth for UK firms.
- Faster export certification process for animals and animal products.
- Continued work to lift trade barriers, promote trade and maintain access to open markets already opened.

"Demand for British food and drink products overseas is growing fast; a 15 per cent increase in overseas sales in the last two years is a clear sign of the opportunities available to the British food and drink manufacturers working in this sector. This Action Plan reinforces the UK Government's support for such a prosperous sector with an emphasis on how together with industry, we can support businesses in the global export markets."

Lord Green, Minister for Trade and Investment



focussed campaigns on the largest matched to its strengths and unique selling points.

<sup>&</sup>lt;sup>1</sup>The UN Food and Agriculture Organisation. The 60 per cent increase is relative to base of the 2005-2007 average production.

# An Action Plan for growth

This joint Government-industry Action Plan aims to deliver improvements in promotion, trade development, unlocking markets and simplifying support and trade procedures for industry.

"As British agriculture's biggest customer, Tesco is proud of the great quality and impressive range of products produced by British suppliers. Working closely with industry, UKTI and Defra we have a key role to play in championing British food and drink overseas and this Action Plan is a major step forward in enabling UK producers and suppliers access new export outlets."

Kevin Grace Group Commercial Director, Tesco



The work will be overseen by a Government-industry steering group, co-chaired by David Heath, MP Minister of State for Agriculture and Food and Fiona Kendrick, UK & Ireland Chairman and CEO of Nestlé. UKTI and Defra are grateful for the help of our industry partners in developing this Action Plan. The Action Plan aims to deliver in six key areas:

# Promotion of UK food and drink internationally

- Through the UK's GREAT campaign we will enhance the presence of the UK agri-food and drink sector at key trade events internationally.
- We will ensure that UK Ministers, Trade Envoys and British Business Ambassadors champion British industry internationally.
- Defra will secure Protected Food Name status for more UK products to promote and protect UK excellence in the EU and internationally.
- ogramme of activity showcasing
  e British food and drink industry
  Vietnam, Mexico, Brazil, Russia,
  outh Korea, Hong Kong and Macao,
  hina, USA and Central Europe.



# Help UK firms win business internationally through targeted campaigns

Additionally UKTI, working with industry, will deliver focussed sector campaigns to capitalise on the largest emerging opportunities for the dairy, alcoholic beverages, meat, seafood and UK food and drink branded products.

## Unlock market barriers and simplify the paperwork

- Defra will implement an updated electronic online export application process for exports of animals and animal products – with roll out by October 2014.
- Defra will maintain access to existing markets and negotiate to open new priority markets: China, Russia, Brazil, USA, Japan, Indonesia and India.
- Defra will set up a cross-Government group to improve the way in which certification bodies work together, improving customer service and promoting trade.
- Defra will coordinate lobbying efforts across the UK and National Governments and use UK Ministers to address market access issues during overseas visits.
- We will ensure UK food and drink priorities are reflected in relevant free trade negotiations.

# Encourage more companies, particularly SMEs, to explore exporting

- UKTI will provide support and advice for up to 1,000 food and drink companies in the two years to end of October 2015; to both help existing exporters access new markets but also grow the number of new exporters.
- We will work with UK Export Finance and other agencies to provide exporters with the credit insurance, political risk insurance and guarantees that enable them to enter new markets.
- UKTI, Defra and our industry partners will create a dedicated agri-food and drink information resource on the Open to Export website to support and encourage the sector.

#### **Inward investment**

Promote the opportunities for foreign direct investment into the UK from international food and drink companies – specifically in areas of UK strength – as part of the UK's objective to maintain its number one position in Europe for Foreign Direct Investment.

## Enhance dialogue between Government and industry

 Defra will collaborate and industry to co-fund the UK Export Certification Partnership (UKECP) and extend this model to other sectors allowing industry to inform Government priorities.

## Safeguarding heritage, protecting profits

The EU Protected Food Name scheme highlights regional and traditional foods whose high quality, authenticity and origin can be guaranteed. British food and drink products registered under the system are given legal protection against imitation throughout the EU and benefit from increased awareness.

The UK currently has 54 registered food named products under the Protected Food Names scheme including Stilton Cheese, Welsh Lamb, Scottish Farmed Salmon. Since the last Action Plan was published in 2012, seven new UK products including Stornoway Black Pudding PGI, Lakeland Herdwick PDO, and East Kent Goldings PDO, have been registered and with over 40 applications in the pipeline.

# The industrial agri-tech strategy – how this relates to food and drink

In July 2013, the Government published the Agricultural Technologies industrial strategy. The UK agri-tech sector has the capability and capacity to get ahead in the global race. We have research that is world leading in many agri-tech disciplines and we have global and trusted brands and world-class businesses in food and farming.

The UK's innovative food manufacturing and retailing sectors are world leaders in translating the demands of consumers into product innovation and are driving innovation through supply chains.

Agri-technology presents the UK with greater exporting opportunities in emerging markets. We aim to leverage the innovative nature of the UK sector to share knowledge and expertise to address global issues such as food security.



# The Action Plan



# Increase competitiveness of the dairy industry

#### **Targets:**

- Assist up to 100 dairy companies with Export Development.
- Creation of a UK Dairy Exporters Group to drive international business development.
- Set up a targeted programme of inward and outward business visits to grow exports.

The UK is the third largest milk producer in the EU after Germany and France – and the ninth largest producer in the world. The sector is also benefiting from a new voluntary code of conduct and the planned removal of milk quotas from 2015. With global dairy demand increasing and an increasingly efficient UK dairy sector, this is an ideal time for UK dairy firms large or small to grow.

There is a growing demand for dairy products at the global level, and industry has an excellent opportunity to increase exports. Products such as British cheeses and dairy powder are growing quickly.

There has been a growing demand for dairy products in South East Asia, Mexico and the UAE, which in the last year saw a 69 per cent increase in cheddar exports. Despite this in the last 12 months we have seen a decrease in dairy exports to most of the world. Working with the Dairy Export forum, we will identify both new and experienced exporters to seize these opportunities and participate in tailored programmes to increase UK dairy produce overseas.

# Projected global demand for dairy commodities<sup>2</sup>

#### World butter consumption

Growth from 2013 to 2020 16.29%

2012	10,842
2013	11,009
2015	11,580
2020	12,80

#### World cheese consumption

Growth from 2013 to 2020 8.83%



### **World skim milk powder consumption** Growth from 2013 to 2020 14.02%



#### **World wholemilk powder consumption**Growth from 2013 to 2020 14.02%



Source: OECD/FAO baseline projection
 AGLINK Cosimo 2013









# Increase beer, cider, wine and spirit exports

#### **Targets:**

- Assist up to 200 beer, wine, cider and spirit companies with export development.
- Set up a targeted programme of inward and outward business visits to grow exports internationally including the USA, China, Canada, Germany and Italy.
- Provide industry with easily accessible guidance and information on market access and tariff issues.

The beer, cider, wine and spirit industries have a long heritage in the UK and are a major part of today's food and drink sector, directly and indirectly supporting over one million<sup>3</sup> UK jobs.

There has been a steady increase in beer exports over the last two decades. Exports in 2012 were valued at approximately £570m. Yet, there is still plenty of opportunity for further expansion. We will be targeting North America, Russia and China for larger brewers, with smaller, micro-brewers looking towards opportunities in European markets such as Scandinavia and Italy.

As one of the worlds leading cider producers, the UK is well placed to leverage this growing opportunity. Worldwide, cider sales are rising rapidly and grew by over 50 per cent in both the USA and Australia in 2011/12, complemented by emerging opportunities for UK industry in Netherlands, France and across Africa.

<sup>&</sup>lt;sup>3</sup> http://www.oxfordeconomics.com/publication/open/222585

The spirit industry, led by Scotch which represents 22 per cent of the UK's food and drinks exports, accounts for almost a fifth of all employment in the EU spirits sector. Scotch whisky exports have grown by 80 per cent to £4.27bn in value over the last decade and continue to rise. UK-based brands such as Johnnie Walker whisky are being seen as 'aspirational' drinks in markets such as China and Brazil providing a new and rapidly rising market. This global success has led to significant investment in the UK's manufacturing base. A focus on quality, craft and innovation has seen significant growth in other categories too including gin where the UK represents a fifth of the world's export market.

To help the industry grasp these opportunities the Government is working jointly with the industry to produce easily accessible guidance and information on key markets. These include insights into national and regional tax regimes, labelling requirements and administrative issues. We have identified the most valuable trade shows and industry exhibitions in the USA, China, Italy, Germany, Canada and Mexico to showcase the quality and extent of the UK sector at these events.



Case study
New business brewing in the USA

Ilkley brewery is a multi-award winning craft brewery in Yorkshire. It combines traditional English brewing techniques with innovation from around the world and a big helping of passion for their product. Since the current brewery was opened in 2009 it has grown at an astounding rate, and is now able to produce over 40,000 pints a week.

The brewery sees exports as an important part of its growth plan and in January 2013 it took part in a trade visit to Atlanta USA through UKTI's Market Visits Scheme.

The trip was a great success. It helped the brewery pinpoint some potential distribution partners for its beers and to test whether there was a taste for Yorkshire beers in America.

There was and two months later, they took part in a beer drinks reception at the British Embassy with the Brewing, Food & Beverage Industry Suppliers Association and seven other UK breweries. This in turn led directly to a first export order to the USA of 17,000 bottles, shipped in May.



"The UK spirits sector — whisky/whiskey, gin, vodka, artisanal products — has an outstanding heritage, scale and global reach. We are globally competitive and through investment, innovation and export focus, supported by the government's Action Plan for export growth, we can build on that success even further."

Michael Patten – Global Public Affairs Director Diageo plc



# Growth in the meat and seafood industries overseas

#### **Targets:**

- Assist up to 100 meat and seafood companies with their export development.
- Set up a targeted programme of inward and outward business visits to grow exports internationally.
- Prioritise and pursue access for the meat and poultry sectors in high growth markets, specifically China and Russia.

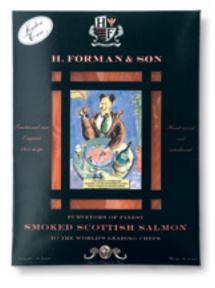
Meat (including lamb, beef, pork and poultry) products constitute the largest single proportion of UK food exports, selling £2.2bn of products overseas and growing.

There are a range of market opportunities:

- With a population of over 310 million consumers and only a couple of hours' flight from the UK, Central and Eastern Europe is an important region for the UK meat industry.
- The UK is a worldwide exporter of offal and 'variety meats' with growing sales to the Far East including China, Africa and the Caribbean region.
- Emerging markets are also opening up to the meat industry. After a 13-year hiatus Hong Kong now allows specific cuts of British beef into its market. Buyers from the Middle East and Asia are increasingly interested in UK-produced Halal meat.

The UK also exports a wide range of fish including wild caught fish and farmed seafood; from salmon to langoustine, crab and mackerel. Our seafood industry has a much-vaunted reputation for processing quality, sustainable methods and high health and hygiene standards. The seafood industry continues to build on a long tradition of successful trade with the South East Asian marketplace with UK producers recently establishing new markets for shellfish in the region. Exports to China alone have grown by 44 per cent in the last year.

To help secure these opportunities, we will prioritise and focus our efforts to gain and maintain access to meat and poultry markets for the UK, prioritising those high growth markets of importance to industry, notably China and Russia. We are committed to making the right support and knowledge available to industry and will develop tools to enable industry to address issues such as sustainability and efficiency.







# Leverage the opportunities for UK brands internationally

#### **Targets:**

- Assist up to 200 food and drink branded companies expand into new markets.
- Set up a targeted programme of inward and outward business visits to grow exports internationally specifically; Central Europe and South East Asia.

The UK has a world-class reputation for producing finished food and drink brands. It is a sub-sector known for its innovation and quality and leads the way in the rising demand for healthier foods. The sector is steeped in history and excellence and is spread across all regions of the UK.

The export of all UK food and drink has grown steadily over the last five years. Those of finished food and drink products grew by an impressive 41 per cent in that time, from £6.5bn of exports in 2008, to £9.19bn in 2012. There are numerous opportunities for export levels to rise even further.

Finished food and drink products that provide a healthy option and offer high sustainability standards and are in high demand within the EU. Short shelf life products also remain in demand within the EU.

Beyond the EU there are a host of markets craving British finished food and drink. Asia, the Middle East, Eastern Europe and Commonwealth countries have all shown considerable interest in British food and drink in recent years and awareness of the British brand has been strengthened in these markets by the London 2012 Olympic and Paralympic Games.

The Government is committed to supporting UK brands expand into new markets and is working closely with the industry to concentrate its support on priority markets specifically USA, China, Turkey and Europe and to offer practical support wherever possible.

Industry is invited to join Governmentled delegations as part of its ongoing work.



#### Exports (£m)

# All food and drink 2008 13,619 2009 14,393 2010 16,230 2011 18,611 2012 18,685

#### Finished food and drink products

2008	6,515
2009	6,961
2010	7,638
2011	9,008
2012	9,195







# Open new markets and simplify paperwork

#### **Target:**

 Launch the new Export Health online certification website by October 2014.

The Government is committed to promoting trade liberalisation through free trade agreements and addressing market barriers. Trade barriers can take a wide variety of different forms from regulatory issues to labelling, tariffs, intellectual property to prohibitive administrative processes.

Given the length and complexity of negotiations it is important that Government chooses its priorities carefully and maximises efforts on where it can produce the best results for the UK as a whole.

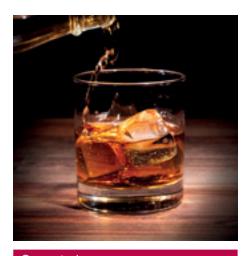
To ensure the right priorities are chosen, collaboration with the industry is crucial and we will continue to work together. The Government is actively encouraging industry partners to work together in sectors or commodities where there are opportunities and a case for joint action.

## Simplifying the paperwork and upgrading Government certification

Food and drink exporters usually need some sort of certification to show their products have met the conditions of their destination country. This can be complex and time consuming given the different criteria of each country.

To help in the certification process Government is currently engaged in major work to upgrade the Export Health Certificates (EHC) system. EHCs are required to send animals and animal products to developing countries. Defra is working with the Animal Health and Veterinary Laboratories Agency (AHVLA) to overhaul the current process in order to create a faster, more efficient electronic system – available for access 24 hours a day.

The new EHC system will improve quality and efficiency of the certification process, and contribute to reducing costs for businesses by speeding up the process. The new system is due to be launched during October 2014 alongside the introduction of charging for AHVLA certification services.



## Case study **Protecting Scotch Whisky**

As China emerged as a market for Scotch Whisky, the Government and the Scotch Whisky Association (SWA) worked closely over several years to ensure the category is protected from unfair competition.

With support from the British Embassy in Beijing, a first step was taken when 'Scotch Whisky' was protected as a collective trademark in China in 2008. This was followed by a concerted effort involving industry, the UK and Scottish Governments to secure registration of the 'Scotch Whisky' geographical indication (GI) in 2010. Scotch now enjoys the highest levels of protection by China's enforcement authorities. Local consumers are better protected from imitations, while the integrity of Scotch Whisky as a product made in Scotland is supported.

Such work is global, and with exports to nearly 200 markets, protecting intellectual property has to be a high priority for Scotch Whisky distillers. Working together, the Government and SWA have secured GI protection in markets such as India and Thailand. Similar initiatives are underway in Brazil and Russia. 2013 also saw Defra filing a comprehensive technical dossier on 'Scotch Whisky' with the European Commission in Brussels to enhance the category's protection across the EU, as well as development of a new verification scheme.

# Markets prioritised for market access efforts in animals and animal products

Country	Market
China	Poultry
	Live horses
	Bovine and porcine genetics
	Extension of pork market to include items such as offal and trotters and additional approved export plants
	Pet food
	Beef and lamb (longer term)
Russia	Beef and lamb – extension of trade to include offal
	Breeding poultry and poultry meat (more UK premises listed)
Brazil	Poultry
	Dairy produce
USA	Ruminant meat (lamb, beef, venison)
Japan	Beef and lamb
	Poultry
Indonesia	Poultry
India	Sheep meat and porcine genetics

This list is not exhaustive, and there will continue to be work to maintain the current market access that the UK has with countries outside the EU, and to sort out issues that arise. The focus for markets moving forward once progress has been made on the list above includes ruminant meat (lamb, beef and venison) and horse feed to China.





# Government export support

There are various types of support that Government can offer food and drink exporters. They are listed here, organised by the Department that delivers them.



#### **UK Trade & Investment services**

UKTI has helped thousands of UK exporters and inward investors from overseas achieve commercial success by providing tailored services with specialist support covering a wide range of industries.

The Devolved Administrations also offer tailored export trade support to companies within their regions. Companies in those regions are able to access this tailored support but also the wider UKTI services via their local agencies. Information on this support can be found online via the Devolved Administrations' respective websites.

#### **Exporters**

Whether a company is starting out or is experienced in exporting, UKTI's services can help to make doing business internationally as easy as possible. They include:

Milan Expo 2015: UKTI is organising the UK's presence at Milan Expo 2015. Our theme 'Grown in Britain' will showcase the very best of agri-tech, technology, creative and food and drink sectors - and send a powerful message about Britain as a vital global player in the challenge to 'Feed the Planet' - the overall theme of Expo 2015.

www.expo2015.org/en





Passport to Export: Provides new and inexperienced exporters with the training, planning advice and ongoing support they need to succeed in overseas markets.

#### **Export Communications Review:**

Assesses the way companies communicate with overseas customers and makes practical recommendations for improvement.

Gateway to Global Growth: Offers a strategic review, planning advice and support to experienced exporters to help them build on their success and develop new overseas markets.

**Overseas Market Introduction** Service: A chargeable, tailored service to access market and industry information.

**Market Visits and Trade Missions:** Organised to help companies visit the market they're interested in and talk face-to-face with prospective business partners.

**Export Marketing Research** Scheme: Offers support, advice and some grant funding to eligible companies wishing to research potential export market.

#### **Business Opportunities:**

Personalised email alerts informing businesses about relevant opportunities and developments.

Overseas Business Risk: UKTI and the Foreign & Commonwealth Office can provide information to help you manage the risks of doing business overseas.

**Tradeshow Access Programme:** Provides grant support for eligible

small and medium-sized businesses to attend overseas exhibitions.

Events and Seminars: Held across the UK and overseas, these briefings offer business/networking opportunities and market information and allow companies to showcase their capabilities.

www.gov.uk/ukti: An invaluable source of up to date country, sector, event and contact information. Follow us on Twitter @UKTIFoodDrink @UKTIRetail for industry news, statistics and thought leadership.

Next steps: For more information on UK Trade & Investment services visit www.gov.uk/ukti. To find your local International Trade Adviser follow the 'Meet with a Trade Adviser' link, complete the short form, and we will be in touch.

#### **Inward investors**

UKTI's comprehensive range of services assists overseas companies, whatever their size and experience, to bring high-quality investment to the UK. They include:

**Global Entrepreneur Programme:** 

Helps overseas entrepreneurs and early-stage technology companies globalise their businesses from a UK hub.

**Regional and Local Location Analysis:** Helps overseas companies to choose the right place to set up.

**Investor Development Network:** Offers continued support to overseas companies once they have established

a presence in the UK. Bespoke Information Advice: Offers

advice on commercial considerations such as company registration, immigration, financial incentives, labour, real estate, transport, utilities and regulatory issues.

Introductions: To contacts in government, industry and academia, or professional service organisations (including solicitors, accountants and recruitment consultants).



#### Department for Environment, Food and Rural Affairs services

Defra is responsible for negotiations on market access and export certification. To export many goods an export certificate is needed. These services are provided by:

#### Animals and animal products

(eg living animals, apart from live aquatic animals, see CEFAS), products destined for human or animal consumption, and miscellaneous products of animal origin (hides and skins, taxidermy, wax and honey, germplasm).

- The Animal Health and Veterinary Laboratories Agency covers England, Scotland and Wales.
- The Department of Agriculture & Rural Development covers Northern Ireland.

Plants and plant products (eg grain, bulbs, oils, derivatives, cut flowers, fruit, veg, seeds; soil and agricultural machinery (ie contamination risk); processed plant products eg flour, tea, wine – if required).

- The Food and Environment Research Agency covers England and Wales.
- The Scottish Government Rural Payments and Inspections Directorate covers Scotland.

Live aquatic animals (eg fish, molluscs and crustacea for aquaculture, ornamental purposes, scientific research etc.)

- Fish Health Inspectorate at the Centre for Environment, Fisheries and Aquaculture Science covers England and Wales.
- The Fish Health Inspectorate in Marine Scotland covers Scotland.
- The DARD Fisheries and Environment Division covers Northern Ireland.

#### Rural Payments Agency is

responsible for providing Certificates of Free Sale to accompany exported food products which states that they are free from harmful levels of radiation; and it deals with external trade schemes around import/export licensing and export refund claims for agri-products covered by the Common Agricultural Policy and being exported outside of the EC eg meat, fish, dairy, cereals, rice, fruit, vegetables and wines and spirits. It covers the UK.

The Animal Health and Veterinary Laboratories Agency also issues permits for UK **exports of endangered animals and plants**(and products thereof) that are covered under the Convention on International Trade in Endangered Species of Wild Fauna and Flora. Examples include: ivory, some pets including types of reptiles, monkeys and birds; and plants and plant products eg Rosewood and Snowdrops.



#### **HM Revenue and Customs (HMRC)**

HMRC also have a number of responsibilities linked with both importing and exporting eg tax and licenses. Their guide can be found on the HMRC website.



#### **Export Finance**

UK Export Finance (also known as the Export Credits Guarantee Department) is the UK's official export credit agency. It helps UK exporters by 'underwriting' bank loans offered to overseas buyers of UK products and services.

# opento export

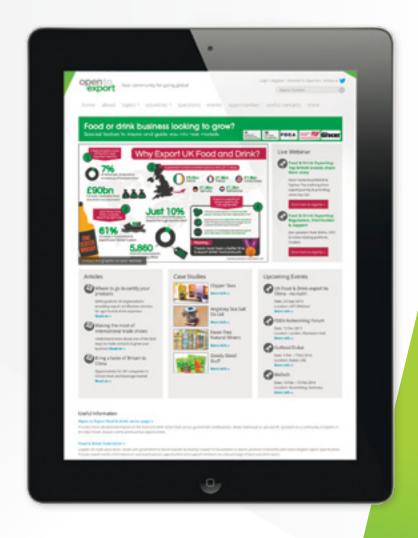
#### **Open to Export**

Open to Export is a free website that creates a community of UK exporters and helps them to successfully enter new markets. Launched by UKTI and Hibu in May 2012, it is been a huge success with the small business community regularly attracting over 25,000 monthly unique visits.

Working together, we are building a food and drink information resource, with webinars, case studies, guides and links to provide SMEs with the inspiration and information and tools that they need to succeed internationally. The site combines expert information and advice on exporting from across the public and private sector, from trade associations to distributors, with the experiences and opinions of business peers, and includes an interactive Q&A for any export inquiry. It also hosts a regularly updated list of overseas opportunities and events for entrepreneurs.

To visit the site and become a member of the Open to Export community visit: opentoexport.com

Also follow on Twitter for content and event updates: @opentoexport



# FOOD IS GREAT BRITAIN & NORTHERN IRELAND







The GREAT Britain campaign is the Government's most ambitious international marketing campaign ever and showcases the very best of what Britain has to offer in order to encourage the world to visit, study and do business with the UK.

It supports the Prime Minister's 'global race for growth' and Olympic Legacy programme. The campaign is currently active in over 134 countries.

The campaign unifies the international promotion efforts of UK Trade & Investment, VisitBritain, British Council and FCO, and aims to deliver significant and long-term increases in trade, tourism, education and inward investment to support UK growth.

The GREAT Britain campaign will be used to leverage visibility of activity within the Food and Drink International Action Plan, starting with the Food is GREAT launch in October 2013 at Anuga in Germany.

Here, food will be officially recognised as one of the GREAT pillars around which the campaign messages are organised – further amplifying Government's support for the industry.





'David Cameron has probably launched the most effective global campaign of territorial marketing since the 'Big Apple' campaign in New York." Jean Pierre Goguet, La Tribune, Paris, 24 May 2012

# **Contributors**

UK Trade & Investment and Department for Environment Food & Rural Affairs would like to thank the following for their input:

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#### **Image credits**

Front cover Shutterstock, inside front cover Michel Roux Jr (Red Mullet with Ceps and Red Wine Sauce), p.2 (left) The Fine Cheese Co., (right) Dairy Crest, p.3 The Hawkshead Relish Company, p.4 Rachel's, p.5 Echo/Cultura/Getty, p.6 The Famous Grouse/The Edrington Group, p.7 (top) The Ilkley Brewery Company, (bottom) Diageo, p.8 H. Forman & Son, p.9 Shutterstock, p.10 Aspall, p.11 Chocolate and Love, p.12 iStock, p.13 iStock, p.14 Shutterstock, p.18 (right) Image courtesy of Eblex and simplybeefandlamb.co.uk, p.21 Belvoir Fruit Farms





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UK Trade & Investment offers expertise and contacts through its extensive network of specialists in the UK, and in British embassies and other diplomatic offices around the world. We provide companies with the tools they require to be competitive on the world stage.

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